

Listening Plan

Prepared for: OCM Lead, Project Lead & Executive Sponsor | Initiative: [REDACTED] | Assessment Date: [REDACTED]

SECTION 1 — LISTENING FRAMING

Structured listening is a non-negotiable component of this OCM program, not an optional add-on. Current employee willingness is rated as skepticism and job security concern is the active resistance driver, so listening is not a courtesy here — it is the primary risk-management mechanism. A structured, weekly listening cadence must be active from the first employee-facing communication, not from go-live. Listening data feeds directly into the Adoption & Outcomes Dashboard (D13) risk signal at every pulse check-in, and this plan is the response infrastructure that makes the Communication Plan (D06) credible as a two-way conversation rather than a broadcast.

SECTION 2 — LISTENING CHANNEL INVENTORY

Channel	Description	Audience	Cadence	Owner	Captures	Phase
Manager Observation and Cascade Reporting	Managers observe team sentiment and surface signals to the OCM Lead through structured weekly reports	All impacted teams	Weekly; bi-weekly post go-live	People Managers → OCM Lead	Team sentiment, questions, resistance signals, confusion	P1-P90
Dedicated Feedback Inbox / Teams Channel	Named channel where employees submit questions and concerns, 24-48 hr SLA	All impacted colleagues	Always open; reviewed daily	OCM Lead	Direct questions and concerns not raised with a manager	P1-P90
Town Hall / All-Hands Q&A	Live Q&A attached to sponsor communication events, anonymous submission enabled	All impacted colleagues	Minimum once per phase	Executive Sponsor / HR	High-visibility questions reflecting broad sentiment	P1-P2, optional P3
Readiness Pulse Survey	5-8 question quantitative survey to a representative sample	Representative sample, all roles	Pre-go-live; 30/60-day post	OCM Lead / HR	Quantitative readiness signal, confidence	P1-P90

Channel	Description	Audience	Cadence	Owner	Captures	Phase
					by role, concern themes	
Champion / Peer Network Feedback Loop	Champions collect peer feedback in natural work interactions, report patterns weekly	All 14 hubs, 6 regions	Weekly (P2); bi-weekly (P3)	OCM Lead (Champion Coordinator)	Ground-level resistance and confusion shared with peers, not formal channels	P1-P90

Two channels minimum is the floor for this plan; five are active given the resistance profile. Union or works council consultation is not applicable — no impacted groups are union-represented.

SECTION 3 — PULSE CHECK SCHEDULE

Check-In	Timing	Method	Owner	Output
Pre-Go-Live Readiness Pulse	2 weeks pre go-live (per cohort)	5-8 question survey	OCM Lead	Go/no-go input for training completion gate; escalation if confidence <60%
Go-Live Day Check-In	End of go-live day (per cohort)	Structured 5-question manager report	OCM Lead	Same-day escalation of critical issues; FAQ update if needed
7-Day Post Go-Live Pulse	7 days post go-live	Manager cascade + feedback inbox scan	OCM Lead	D13 first post-go-live update; escalation if workarounds are systemic
30-Day Adoption Pulse	30 days post go-live	5-8 question survey + manager debrief	OCM Lead	D13 30-day update; input to D12; escalation if adoption below target
60-Day Sustainment Pulse	60 days post go-live	Manager observation + targeted check-ins	OCM Lead + Managers	D13 60-day update; Sustainment Plan adjustment if needed
90-Day Outcomes Assessment	90 days post go-live	Survey + business metric review	OCM Lead + Sponsor	Final D13 update; close-out recommendation

No gap in this schedule exceeds 30 days during the active change period. The OCM Lead reviews synthesis results weekly and reports to ██████████ bi-weekly; the OCM Lead has authority to trigger an escalation response between scheduled reviews if a pulse signal crosses the threshold defined in Section 4.

SECTION 4 — ESCALATION AND RESPONSE PROTOCOL

If the 7-day pulse reveals workaround adoption exceeding 20% in any hub or region, or if the feedback inbox receives five or more reports of the same unresolved concern within 48 hours, the OCM Lead initiates a formal escalation. The escalation path runs OCM Lead to the named escalation owner (the Project Manager/Change Lead role in the C&BB Transformation Office) within 24 hours, who notifies [REDACTED] within 48 hours if the signal concerns job security, trust in the AI tool, or the redeployment cohort specifically; sponsor response is expected within five business days. Response options include an additional manager briefing, a direct sponsor communication, a training refresher session, an FAQ update, one-on-one coaching for resistant individuals, or policy clarification from Legal & Compliance. Every escalation is tracked to closure in the weekly signal summary and confirmed closed only when the OCM Lead verifies the underlying signal has actually resolved, not merely that a response was sent. Any open, unresolved escalation defaults the D13 Dashboard risk signal to Yellow or Red regardless of what the underlying pulse scores otherwise show.

Prepared by GOccelerate™ | [REDACTED] | Confidence: Very High (100%)

The GOccelerate People Risk Index (PRI) is a formative, expert-derived index of people and adoption risk across four dimensions — Leadership, Stakeholder, Capability, and Sustainment — grounded in established organizational change management practice. Dimension scores reflect equally weighted, normalized risk points assigned through expert judgment rather than statistically estimated weights. Baseline results derive from a structured intake completed by a single informant and reflect that respondent's knowledge of the organization at the time of assessment; the accompanying Data Confidence indicator reflects the completeness of the information provided. Risk bands are provisional and subject to recalibration as GOccelerate's outcome-validation program accumulates post-implementation adoption data.