THE CLAUDE SKILL

The Change Impact Translator

Turns the material you have into a documented Three-Box analysis per job group, with WIIFMs, a cross-group impact map, a Training Handoff for L&D, and the SME interview guide for what's still open.

01 Compares current state processes against future state specs by job group.

02 Sorts every impact into the Three-Box Framework: Stop Doing, Start Doing, Stays the Same.

03 Writes WIIFM translations in the group's own vocabulary, honest about what gets harder.

04 Flags cross-group dependencies and produces a Training Handoff ready for the Training Team.

05 Marks open items as [PENDING] with the exact SME question and generates the interview guide to run.

Three columns. Every impact placed. Nothing hidden, nothing invented.

The Three-Box Framework™: What You Get

Change impacts: Warehouse Operatives

1 WHAT YOU'LL STOP DOING

- Paper receiving cross-check printed slips, write quantities by hand
- Tribal-knowledge put away: find bins from memory
- Paper pick tickets: cross off lines by hand
- Carry picks to a secondary packing station to re-check [PENDING]
- Annual facility-wide physical count with shutdown [PENDING]
- Hand paper loading sheets to a clerk for batch goods issue
- Radio a supervisor and wait at the location for every issue [PENDING]
- Write order numbers on cartons by hand with a marker [PENDING]

2 WHAT YOU'LL START DOING 🎯

- 🎯 Receive inbound goods by RF scanner
- 🎯 Follow system-directed putaway to an assigned bin
- 🎯 Pick by RF with barcode validation of bin and item
- 🎯 Create and manage Handling Units on RF
- 🎯 Pick and pack into the final carton in one flow [PENDING]
- 🎯 Run RF cycle counts at bin and product level
- 🎯 Post Goods Issue by RF as trucks load
- 🎯 Raise RF exception codes for empty bins and damage
- 🎯 Cross-dock priority backorders to the shipping lane [PENDING] (new)
- 🎯 Capture batch and serial at receipt and pick [PENDING, cross-group]

3 WHAT STAYS THE SAME

- You still physically receive, move, pick and load the same goods
- Safety and manual-handling rules are unchanged (confirm)
- You still work your shift, in your area, under your supervisor

A FICTITIOUS SCENARIO. EVERY OUTPUT SHOWN IS REAL SKILL OUTPUT.

Northgate Distribution, ten weeks from a new WMS go-live.

01 The company

Northgate Distribution. 640 staff in the Australian operations, four sites, one go-live wave at a time.

02 The change

A warehouse management system replacement that owns the program's attention.

03 The AI inside it

The new WMS ships with an AI demand forecasting module. Separate change, same go-live.

04 The groups

280 warehouse operatives, 24 shift supervisors, 12 inventory planners, 30 customer service.

05 The runway

Ten weeks to Wave 1 go-live at Laverton. One change practitioner, one contract PM.

06 The series

Same Northgate as the Town Hall and AIACP demos. Different change, different problem.

Input from the Change Manager into the Change Impact Translator

This scenario is completely fictitious, including company name & description

Northgate Distribution SAP S/4HANA WMS rollout, Australian operations only, 640 staff. Wave 1 go-live December 1, 2026, at Laverton (Melbourne DC). Ten weeks out.

Four impacted Wave 1 job groups:
- Warehouse operatives (280)
- Shift supervisors (24)
- Inventory planners (12)
- Customer service (30)

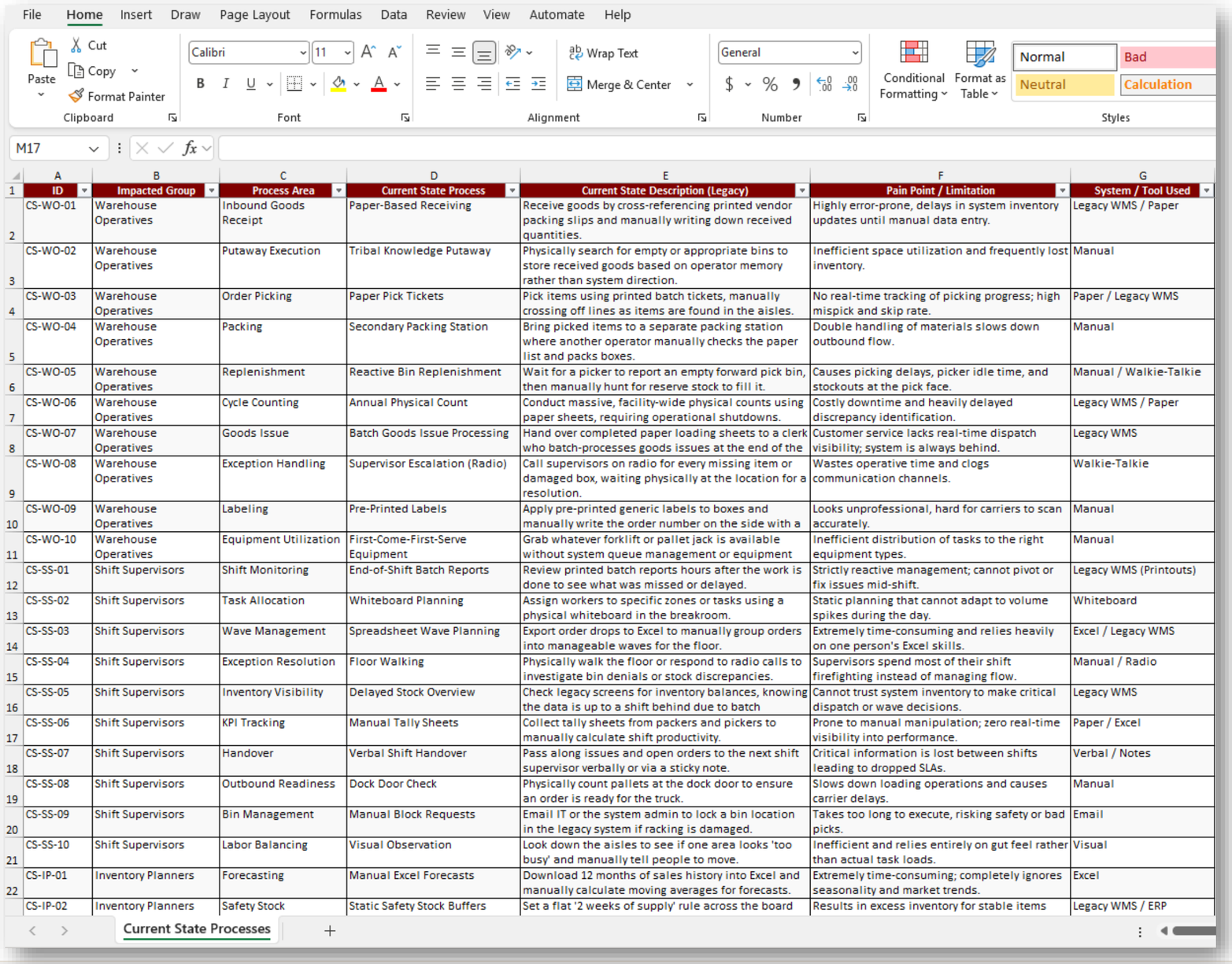
Attached:
- Current state processes, 10 per group. CM-compiled from BA notes and informal conversations; not SME-validated.
- Wave 1 functional specs, 10 per group, from the BA.

Please produce the Three-Box, WIIFMs, cross-group map, and training handoff. Mark unconfirmed items [PENDING] with the SME question and generate interview guides for what's still open.

What Goes In: Two Files

Current State

Your BA's half (future state) plus your current state notes.



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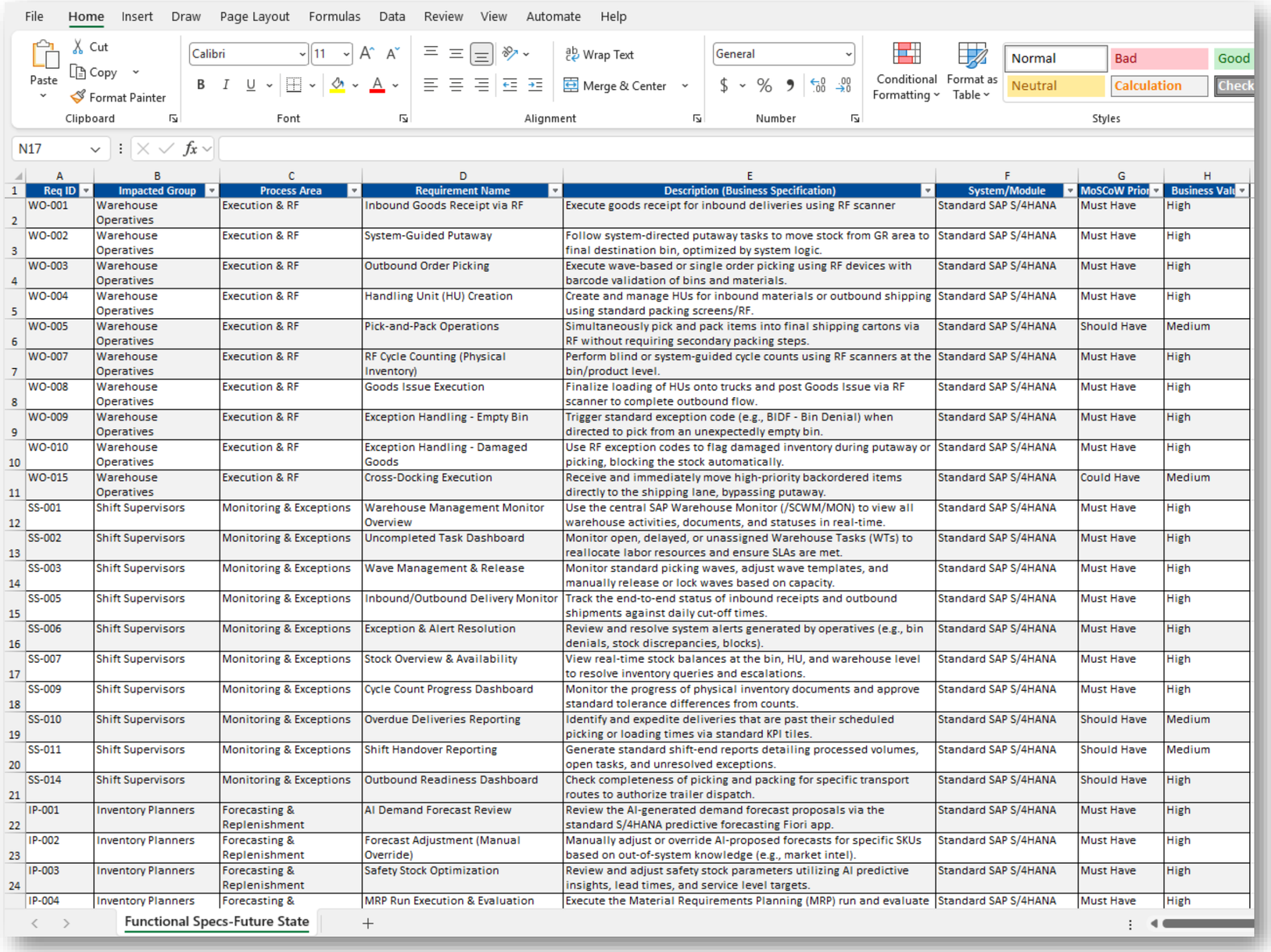
	A	B	C	D	E	F	G
1	ID	Impacted Group	Process Area	Current State Process	Current State Description (Legacy)	Pain Point / Limitation	System / Tool Used
2	CS-WO-01	Warehouse Operatives	Inbound Goods Receipt	Paper-Based Receiving	Receive goods by cross-referencing printed vendor packing slips and manually writing down received quantities.	Highly error-prone, delays in system inventory updates until manual data entry.	Legacy WMS / Paper
3	CS-WO-02	Warehouse Operatives	Putaway Execution	Tribal Knowledge Putaway	Physically search for empty or appropriate bins to store received goods based on operator memory rather than system direction.	Inefficient space utilization and frequently lost inventory.	Manual
4	CS-WO-03	Warehouse Operatives	Order Picking	Paper Pick Tickets	Pick items using printed batch tickets, manually crossing off lines as items are found in the aisles.	No real-time tracking of picking progress; high mispick and skip rate.	Paper / Legacy WMS
5	CS-WO-04	Warehouse Operatives	Packing	Secondary Packing Station	Bring picked items to a separate packing station where another operator manually checks the paper list and packs boxes.	Double handling of materials slows down outbound flow.	Manual
6	CS-WO-05	Warehouse Operatives	Replenishment	Reactive Bin Replenishment	Wait for a picker to report an empty forward pick bin, then manually hunt for reserve stock to fill it.	Causes picking delays, picker idle time, and stockouts at the pick face.	Manual / Walkie-Talkie
7	CS-WO-06	Warehouse Operatives	Cycle Counting	Annual Physical Count	Conduct massive, facility-wide physical counts using paper sheets, requiring operational shutdowns.	Costly downtime and heavily delayed discrepancy identification.	Legacy WMS / Paper
8	CS-WO-07	Warehouse Operatives	Goods Issue	Batch Goods Issue Processing	Hand over completed paper loading sheets to a clerk who batch-processes goods issues at the end of the	Customer service lacks real-time dispatch visibility; system is always behind.	Legacy WMS
9	CS-WO-08	Warehouse Operatives	Exception Handling	Supervisor Escalation (Radio)	Call supervisors on radio for every missing item or damaged box, waiting physically at the location for a resolution.	Wastes operative time and clogs communication channels.	Walkie-Talkie
10	CS-WO-09	Warehouse Operatives	Labeling	Pre-Printed Labels	Apply pre-printed generic labels to boxes and manually write the order number on the side with a	Looks unprofessional, hard for carriers to scan accurately.	Manual
11	CS-WO-10	Warehouse Operatives	Equipment Utilization	First-Come-First-Serve Equipment	Grab whatever forklift or pallet jack is available without system queue management or equipment	Inefficient distribution of tasks to the right equipment types.	Manual
12	CS-SS-01	Shift Supervisors	Shift Monitoring	End-of-Shift Batch Reports	Review printed batch reports hours after the work is done to see what was missed or delayed.	Strictly reactive management; cannot pivot or fix issues mid-shift.	Legacy WMS (Printouts)
13	CS-SS-02	Shift Supervisors	Task Allocation	Whiteboard Planning	Assign workers to specific zones or tasks using a physical whiteboard in the breakroom.	Static planning that cannot adapt to volume spikes during the day.	Whiteboard
14	CS-SS-03	Shift Supervisors	Wave Management	Spreadsheet Wave Planning	Export order drops to Excel to manually group orders into manageable waves for the floor.	Extremely time-consuming and relies heavily on one person's Excel skills.	Excel / Legacy WMS
15	CS-SS-04	Shift Supervisors	Exception Resolution	Floor Walking	Physically walk the floor or respond to radio calls to investigate bin denials or stock discrepancies.	Supervisors spend most of their shift firefighting instead of managing flow.	Manual / Radio
16	CS-SS-05	Shift Supervisors	Inventory Visibility	Delayed Stock Overview	Check legacy screens for inventory balances, knowing the data is up to a shift behind due to batch	Cannot trust system inventory to make critical dispatch or wave decisions.	Legacy WMS
17	CS-SS-06	Shift Supervisors	KPI Tracking	Manual Tally Sheets	Collect tally sheets from packers and pickers to manually calculate shift productivity.	Prone to manual manipulation; zero real-time visibility into performance.	Paper / Excel
18	CS-SS-07	Shift Supervisors	Handover	Verbal Shift Handover	Pass along issues and open orders to the next shift supervisor verbally or via a sticky note.	Critical information is lost between shifts leading to dropped SLAs.	Verbal / Notes
19	CS-SS-08	Shift Supervisors	Outbound Readiness	Dock Door Check	Physically count pallets at the dock door to ensure an order is ready for the truck.	Slows down loading operations and causes carrier delays.	Manual
20	CS-SS-09	Shift Supervisors	Bin Management	Manual Block Requests	Email IT or the system admin to lock a bin location in the legacy system if racking is damaged.	Takes too long to execute, risking safety or bad picks.	Email
21	CS-SS-10	Shift Supervisors	Labor Balancing	Visual Observation	Look down the aisles to see if one area looks 'too busy' and manually tell people to move.	Inefficient and relies entirely on gut feel rather than actual task loads.	Visual
22	CS-IP-01	Inventory Planners	Forecasting	Manual Excel Forecasts	Download 12 months of sales history into Excel and manually calculate moving averages for forecasts.	Extremely time-consuming; completely ignores seasonality and market trends.	Excel
	CS-IP-02	Inventory Planners	Safety Stock	Static Safety Stock Buffers	Set a flat '2 weeks of supply' rule across the board	Results in excess inventory for stable items	Legacy WMS / ERP

Current State Processes

What Goes In: Two Files

Future State

Your BA's half (future state) plus your current state notes.



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Normal Bad Good Neutral Calculation Check

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	A	B	C	D	E	F	G	H
1	Req ID	Impacted Group	Process Area	Requirement Name	Description (Business Specification)	System/Module	MoSCoW Prior	Business Valu
2	WO-001	Warehouse Operatives	Execution & RF	Inbound Goods Receipt via RF	Execute goods receipt for inbound deliveries using RF scanner	Standard SAP S/4HANA	Must Have	High
3	WO-002	Warehouse Operatives	Execution & RF	System-Guided Putaway	Follow system-directed putaway tasks to move stock from GR area to final destination bin, optimized by system logic.	Standard SAP S/4HANA	Must Have	High
4	WO-003	Warehouse Operatives	Execution & RF	Outbound Order Picking	Execute wave-based or single order picking using RF devices with barcode validation of bins and materials.	Standard SAP S/4HANA	Must Have	High
5	WO-004	Warehouse Operatives	Execution & RF	Handling Unit (HU) Creation	Create and manage HUs for inbound materials or outbound shipping using standard packing screens/RF.	Standard SAP S/4HANA	Must Have	High
6	WO-005	Warehouse Operatives	Execution & RF	Pick-and-Pack Operations	Simultaneously pick and pack items into final shipping cartons via RF without requiring secondary packing steps.	Standard SAP S/4HANA	Should Have	Medium
7	WO-007	Warehouse Operatives	Execution & RF	RF Cycle Counting (Physical Inventory)	Perform blind or system-guided cycle counts using RF scanners at the bin/product level.	Standard SAP S/4HANA	Must Have	High
8	WO-008	Warehouse Operatives	Execution & RF	Goods Issue Execution	Finalize loading of HUs onto trucks and post Goods Issue via RF scanner to complete outbound flow.	Standard SAP S/4HANA	Must Have	High
9	WO-009	Warehouse Operatives	Execution & RF	Exception Handling - Empty Bin	Trigger standard exception code (e.g., BIDF - Bin Denial) when directed to pick from an unexpectedly empty bin.	Standard SAP S/4HANA	Must Have	High
10	WO-010	Warehouse Operatives	Execution & RF	Exception Handling - Damaged Goods	Use RF exception codes to flag damaged inventory during putaway or picking, blocking the stock automatically.	Standard SAP S/4HANA	Must Have	High
11	WO-015	Warehouse Operatives	Execution & RF	Cross-Docking Execution	Receive and immediately move high-priority backordered items directly to the shipping lane, bypassing putaway.	Standard SAP S/4HANA	Could Have	Medium
12	SS-001	Shift Supervisors	Monitoring & Exceptions	Warehouse Management Monitor Overview	Use the central SAP Warehouse Monitor (/SCWM/MON) to view all warehouse activities, documents, and statuses in real-time.	Standard SAP S/4HANA	Must Have	High
13	SS-002	Shift Supervisors	Monitoring & Exceptions	Uncompleted Task Dashboard	Monitor open, delayed, or unassigned Warehouse Tasks (WTs) to reallocate labor resources and ensure SLAs are met.	Standard SAP S/4HANA	Must Have	High
14	SS-003	Shift Supervisors	Monitoring & Exceptions	Wave Management & Release	Monitor standard picking waves, adjust wave templates, and manually release or lock waves based on capacity.	Standard SAP S/4HANA	Must Have	High
15	SS-005	Shift Supervisors	Monitoring & Exceptions	Inbound/Outbound Delivery Monitor	Track the end-to-end status of inbound receipts and outbound shipments against daily cut-off times.	Standard SAP S/4HANA	Must Have	High
16	SS-006	Shift Supervisors	Monitoring & Exceptions	Exception & Alert Resolution	Review and resolve system alerts generated by operatives (e.g., bin denials, stock discrepancies, blocks).	Standard SAP S/4HANA	Must Have	High
17	SS-007	Shift Supervisors	Monitoring & Exceptions	Stock Overview & Availability	View real-time stock balances at the bin, HU, and warehouse level to resolve inventory queries and escalations.	Standard SAP S/4HANA	Must Have	High
18	SS-009	Shift Supervisors	Monitoring & Exceptions	Cycle Count Progress Dashboard	Monitor the progress of physical inventory documents and approve standard tolerance differences from counts.	Standard SAP S/4HANA	Must Have	High
19	SS-010	Shift Supervisors	Monitoring & Exceptions	Overdue Deliveries Reporting	Identify and expedite deliveries that are past their scheduled picking or loading times via standard KPI tiles.	Standard SAP S/4HANA	Should Have	Medium
20	SS-011	Shift Supervisors	Monitoring & Exceptions	Shift Handover Reporting	Generate standard shift-end reports detailing processed volumes, open tasks, and unresolved exceptions.	Standard SAP S/4HANA	Should Have	Medium
21	SS-014	Shift Supervisors	Monitoring & Exceptions	Outbound Readiness Dashboard	Check completeness of picking and packing for specific transport routes to authorize trailer dispatch.	Standard SAP S/4HANA	Should Have	High
22	IP-001	Inventory Planners	Forecasting & Replenishment	AI Demand Forecast Review	Review the AI-generated demand forecast proposals via the standard S/4HANA predictive forecasting Fiori app.	Standard SAP S/4HANA	Must Have	High
23	IP-002	Inventory Planners	Forecasting & Replenishment	Forecast Adjustment (Manual Override)	Manually adjust or override AI-proposed forecasts for specific SKUs based on out-of-system knowledge (e.g., market intel).	Standard SAP S/4HANA	Must Have	High
24	IP-003	Inventory Planners	Forecasting & Replenishment	Safety Stock Optimization	Review and adjust safety stock parameters utilizing AI predictive insights, lead times, and service level targets.	Standard SAP S/4HANA	Must Have	High
	IP-004	Inventory Planners	Forecasting &	MRP Run Execution & Evaluation	Execute the Material Requirements Planning (MRP) run and evaluate	Standard SAP S/4HANA	Must Have	High

Functional Specs-Future State

For twelve people, every impact placed: what they lose, what they learn, what holds.

The Three-Box Framework™: What You Get

1

Change impacts: Inventory Planners

1 WHAT YOU'LL STOP DOING

- Build forecasts by hand in Excel from 12 months of history
- Apply a flat two-weeks-of-supply safety stock to everything
- Wait for zero stock, then rush-order at premium freight
- Review dead stock once a year
- Reconcile WMS against ERP by hand at month-end [PENDING]
- Inflate the forecast on seasonal gut feel
- Leave one-off spikes in the forecast history
- Assume a fixed 14-day lead time [PENDING]
- Set ABC codes once and never update them [PENDING]

2 WHAT YOU'LL START DOING 🎯

- 🎯 Review AI-proposed demand forecasts in Fiori (new)
- 🎯 Override AI proposals with market knowledge where needed
- 🎯 Tune safety stock on AI insight, lead time and service targets
- 🎯 Run and evaluate the MRP run
- 🎯 Watch predictive out-of-stock risk within lead time
- 🎯 Identify excess and dead stock from standard reports
- 🎯 Mark historical outliers so the AI excludes them
- 🎯 Track AI forecast accuracy (MAPE) over time [PENDING]

3 WHAT STAYS THE SAME

- You still own the forecast and the inventory decision; the AI proposes, you decide
- You still apply market and customer knowledge the system cannot see
- Your accountability for service levels and working capital is unchanged

WIIFM Translations: What You Get

Project language rewritten in theirs. Honest about what gets harder.

2

WHAT THIS MEANS FOR ME

Inventory Planners: WIIFM translations

STOP	**Excel forecasting to AI review (honest, both sides)**	You stop rebuilding forecasts from scratch every cycle. The system proposes, you review. This is a real change in your role: from building the number to judging it. You keep the final say and can override any proposal.
STOP	**Gut-feel seasonality to a recorded override**	Your seasonal knowledge still matters, but you apply it as a deliberate, recorded override instead of inflating a spreadsheet from memory, so it does not walk out the door if you do.
STOP	**Flat safety stock to optimization**	Safety stock stops being a flat rule. The system sizes it to each item's volatility, so you hold less of the stable stock and run out less on the erratic stock.
START	**Trusting the AI, the honest part**	You are being asked to rely on an AI forecast. Whether its accuracy is visible to you from Day 1 is still being confirmed [PENDING], and that matters, because trusting a number you cannot yet check is a lot to ask.
START	**Lead times, honest [PENDING]**	Whether the system uses real vendor lead times automatically or you still maintain them is being confirmed.

One change, four reactions. Where a promise lives or dies at go-live.

Cross-Group Impact Map: What You Get

3

WHERE CHANGES OVERLAP

Cross-group impact map

Change or capability	Operatives	Supervisors	Planners	Cust. Svc
Real-time inventory (single source of truth)	Start	Start	Start	Start
RF Goods Issue feeds outbound visibility	Start	Start	None	Start
RF exception codes feed alert resolution	Start	Start	None	None
Wave management (release to pick)	Start	Start	None	None
Batch/serial capture to traceability	Start ⚠️	None	None	Start ⚠️
Cross-docking priority backorders	Start ⚠️	Monitor	Flag ⚠️	Visibility ⚠️
HU creation feeds HU content view	Start	None	None	Start
AI demand forecasting	None	None	Start	None

⚠️ = [PENDING]: the overlap depends on an unconfirmed decision. Batch/serial and cross-docking need the same answer in two or more sessions, or a promise breaks at go-live.

Training Handoff: What You Get

Every new task tagged for L&D. Timing, complexity, the critical path called out.

4

INPUT FOR L&D, NOT A TRAINING PLAN

Training handoff summary

RF core transactions (receive, put away, pick, pack, cycle count, goods issue)
Operatives (280) | System, hands-on | Complexity: High
Critical path. A paper-based workforce learning RF at scale; expect the most resistance and the longest ramp. Must be hands-on with floor support, complete before go-live.

RF exception handling (bin denial, damage codes)
Operatives (280) | System and process | Complexity: Medium
Pairs naturally with supervisor alert-resolution training.

Warehouse Monitor, task dashboard, wave management, alert resolution
Supervisors (24) | System and process | Complexity: Medium to high
Prerequisite: understand the operative RF flow first. Include the shift from floor to screen, not just the clicks.

AI forecast review, override, MRP evaluation
Planners (12) | System plus trust calibration | Complexity: High
This is an adoption and trust task, not only a system task. Cover how to read and challenge an AI proposal, not just where to click.

Fiori order apps, ATP, BOP, delivery alerts
Customer Service (30) | System and process | Complexity: Medium
Lower resistance (mostly relief). Cover what to tell a customer when data is now real-time.

Not open-ended. Each question hunts a gap the files could not close.

SME Interview Guide: What You Get

5

closing a handful of points where the specs do not yet say what happens to an existing task, or where a new task needs scoping. I also want to confirm my current-state picture is right, since it was compiled from notes rather than validated with your team.

What is still open

Replenishment execution [PENDING]

Context: today operatives wait for an empty forward pick bin to be reported, then hunt for reserve stock (CS-WO-05). There is no Wave 1 spec covering how replenishment is executed in the new system (the WO-006 number is absent from the set I have).

- In the Wave 1 solution, how does a forward pick bin get replenished? Does the system raise a replenishment warehouse task automatically, and does an operative execute it by RF?
- Is replenishment a new standalone RF task operatives pick up from a queue, or is it folded into putaway?
- Will the system direct the operative to a specific source bin, or will they still hunt for reserve stock?
- If replenishment is not in Wave 1 scope, how is pick-face replenishment handled at go-live, and who owns it?

Labeling and handling-unit labels [PENDING]

Context: today operatives apply generic pre-printed labels and hand-write the order number (CS-WO-09). The specs cover HU creation (WO-004) but do not state how labels are produced or applied.

- When an operative creates a Handling Unit, does the system print a compliant HU or shipping label automatically, and from where (a fixed printer, or a mobile printer at the RF device)?
- Does the manual step of writing the order number by hand disappear entirely?
- Are there cartons or items that will still need a manually applied or hand-written label after go-live?

Equipment and resource management [PENDING]

Context: today operatives grab whatever forklift or pallet jack is free, with no system queue or equipment logon (CS-WO-10). No Wave 1 spec addresses equipment logon or resource-type task routing.

- Will operatives log on to a specific equipment or resource type at shift start, so the system routes appropriate tasks to them (for example, reach-truck tasks versus ground-level picks)?
- Is resource or queue management in Wave 1 scope, or does equipment selection stay manual at go-live?
- If it stays manual, does anything change in how operatives are told which equipment to use?

Cross-docking (new process) [PENDING]

Context: cross-docking high-priority backordered items straight to the shipping lane (WO-015) is a brand-new process with no current-state equivalent, and it is rated Could Have.

- Is cross-docking in scope for the 1 December go-live, or deferred to a later increment?
- If in scope, which operatives perform it, all operatives or a dedicated inbound team?
- How does an operative know an inbound item is a cross-dock candidate? Does the RF screen direct them to the shipping lane instead of a putaway bin?
- What triggers a cross-dock: a backorder flag from planning, a customer-service priority, or system logic? (Cross-group, confirm with Inventory Planners and Customer Service.)

Pick-and-pack versus a separate packing station [PENDING]

Context: today picking and packing are separate, with a second operator re-checking at a packing station (CS-WO-04). The future model is pick-and-pack in one RF flow (WO-004 plus WO-005), but WO-005 is rated Should Have.

- Is pick-and-pack confirmed for Wave 1, or does the separate secondary packing station remain at go-live?
- If pick-and-pack is in, does the secondary packing role disappear, change, or get redeployed? (This decides whose role changes most.)
- Are there order types or product types that will still route through a separate packing step?

Batch and serial capture at receipt and picking [PENDING, cross-group]

Context: Customer Service is slated to provide batch, lot and serial traceability (CS-012, Must Have). That is only possible if operatives capture batch and serial at goods receipt and during picking. The WO specs (WO-001, WO-003) do not state this explicitly.

- At goods receipt (WO-001), will operatives scan or key batch or lot and, where relevant, serial numbers?
- During picking (WO-003), does the RF require the operative to confirm the batch or serial picked?
- Which product groups are batch- or serial-managed at Laverton, every SKU or a subset?
- Does this add handling time at receipt or pick that we should prepare operatives for? (Cross-group, must match what Customer Service is promised for CS-012.)

Scope of RF exception codes versus radio escalation [PENDING]

Context: today operatives radio a supervisor for every missing item or damaged box, then wait at the location (CS-WO-08). The future model gives RF exception codes for empty bins (WO-009) and damaged goods (WO-010).

- Beyond empty-bin and damaged-goods exceptions, what other issues will operatives raise by RF exception code rather than radio?
- What is still handled by radio or by calling a supervisor after go-live?
- When an operative raises an exception code, what do they do next: wait, move to the next task, or is the task reassigned automatically?

SME Async Questionnaire: What You Get

For the SME who cannot make the meeting. The Three-Box, in six questions.

6

Note: this questionnaire is unstyled. Paste it into your branded template and choose Use Destination Styles before sending, then delete this note.

Northgate SAP S/4HANA WMS (Wave 1, Laverton): Change Impact Questionnaire

For: Inventory Planners (12 staff, Wave 1, Laverton)

Completed by (name and role):

Date:

We are mapping how the SAP S/4HANA WMS go-live at Laverton (Wave 1, go-live 1 December 2026) will change the daily work for Inventory Planners so we can build the right training, communications, and support. Your input is critical: you know this group's work better than anyone. This should take about 15 to 20 minutes. Please be as specific as you can.

1. What will this group STOP doing?

List the tasks, processes, tools, or activities that will no longer be part of their daily or weekly work after the change. Be as specific as possible: name the tools, the steps, the reports.

2. What will this group START doing for the first time?

List the new tasks, processes, tools, or activities they have never done before. Include new systems they will use, new reports they will run, new steps in existing workflows, new people they will interact with.

3. What STAYS THE SAME?

What does not change? Same tools, same process, same approvals, same reports. This is just as important: it helps us reassure people about what is stable.

4. What gets HARDER or SLOWER, even temporarily?

Are there things that will take more time, require more steps, or feel less efficient, especially during the transition period? Be honest. We need to know so we can set realistic expectations.

5. What is the FIRST THING they will notice is different?

On Day 1, when they sit down to start work, what is the most visible change?

6. Anything else?

Is there anything about how this change affects this group that we have not covered above?

Twenty-five items, each with the owner to ask and the question verbatim.

The Open Items: What You Walk Out With

BLOCKERS TO A FINAL ANALYSIS

Open items and who answers them

Operatives	Is replenishment a system-directed RF task in Wave 1, or out of scope?	WMS solution lead
Operatives	Is batch/serial captured at receipt and pick? (CS traceability depends on it)	WMS solution lead
Operatives	Is pick-and-pack in, and does the secondary packing role change?	Ops / WMS lead
Operatives	Is cross-docking in Wave 1, who performs it, and what triggers it?	WMS / planning leads
Supervisors	Does the system assign tasks, or does the supervisor, from the dashboard?	WMS solution lead
Supervisors	Is there a live productivity KPI view at go-live, or only volumes?	WMS solution lead
Planners	At go-live, is the AI forecast advisory or the default, and is MAPE visible?	Planning solution lead
Planners	Does month-end WMS/ERP reconciliation disappear in S/4?	Planning / finance lead
Cust. Svc	Is returns / RMA in Wave 1 scope for CS, or manual at go-live?	O2C solution lead
Cust. Svc	Do delay alerts notify the customer automatically, or prompt the rep?	O2C solution lead

This is the short list that blocks the analysis. The paired interview guide carries all 25 open items, with the full question set per group.

Where the weight sits, where the risk sits, what to say first.

The Picture, Compressed

IMPACT TRANSLATION SUMMARY

What this tells us

1

Change concentrates on the floor

All four groups are impacted, but the weight sits with Warehouse Operatives: 280 people moving from paper to RF. That is the training critical path and the highest resistance risk in the wave.

2

The deepest mindset shift is the planners

Only 12 people, but the change from building a forecast to judging an AI's is the largest behavioral shift in the wave. Get override latitude and visible accuracy right, or trust will not land.

3

One dependency can break a Must Have

Customer Service is promised batch and serial traceability, which only works if operatives capture it on the floor. Confirm that link before promising it to customers.

4

Lead with what stays the same

The first message to every group should name what does not change (still warehouse work, still your shift, still your forecast decision, still your customer) before what does. In a high-change go-live, that is what steadies people.

14 Change Management Specialized AI Agents

AI Adoption Change Playbook
Manage the people side of AI adoption, the part a standard ERP rollout playbook was never built for.

Change Narrative Architect
Architect the announcement announcement that moves your your workforce, not just informs informs it.

Resistance Playbook
Diagnose the resistance and get and get the exact conversation conversation to turn it around. around.

Stakeholder Landscape Mapper
Read where they stand. Detect what is not spoken. Drive engagement.

Adoption Barrier Predictor
Predict exactly what will block adoption, by group, and the tactics to clear it.

Change Impact Translator
Maps exactly what changes are for every job group; in language they will actually hear.

Town Hall Q&A Predictor
Walk into the town hall ready for the hardest question in the room ... and the ones that follow.

Multi-Channel Cascade Mapper
Turn one announcement into six channel-native messages that all say the same thing with no drift.

Stakeholder Pulse Interpreter
Reads what your people feel, not just what they wrote on the survey.

Benefits Realization Tracker
Sustain promised benefits post-go-live by tracing outcomes to departmental behaviors and surfacing unanchored goals.

Training Needs Assessment
Turn what's changing and who's impacted into the training plan a go-live actually needs.

The Change Champion Network
Anyone can name a few champions. This runs the whole network, kickoff to roll off with gamification.

Leadership Alignment Playbook
Build the coalition of leaders your change depends on and keep it healthy to the finish.

Change Communication Audit
Know exactly where your message is strong. Know exactly where it's exposed.

CHANGE ESSENTIALS AI

Weeks of SME chasing, compressed into one afternoon.

A link to the PDF download of this presentation is below.

Next in this series: The Three-Box and WIIFM, up close. The signature framework at the heart of the skill.

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