THE CLAUDE SKILL

The Three-Box and WIIFM, up close

Episode 2 of 4. The signature framework at the heart of the Change Impact Translator, and the translation layer that makes impact assessments honest.

01 The Three-Box: Stop Doing, Start Doing, Stays the Same, for every affected group.

02 The specificity rule: 'new WMS' is not acceptable. Task-level is the standard.

03 What's In It For Me translations in each group's own voice, written to pass three tests.

04 The Honest Broker test: calls out what temporarily gets harder, not just what gets easier.

05 The Transition Burden flag: honest about where work gets temporarily harder.

The biggest change in this rollout, placed in three columns.

The Three-Box: What You Get

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

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 episode

The Overview tells the whole story. This episode goes deep on the Three-Box and the WIIFMs that come from it.

'New WMS' is not acceptable. Specific tasks are the standard.

The Specificity Rule

NOT ACCEPTED

"New WMS system"

Too vague. What does the person actually do in it?

THE STANDARD

"Submit goods receipts by RF scanner instead of a paper slip"

Specific task, specific tool, specific change.

Paper receiving, picking, counting, goods issue, to RF across the floor.

Warehouse Operatives (280)

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

End-of-shift printouts to a real-time monitor.

Shift Supervisors (24)

Change impacts: Shift Supervisors

1 WHAT YOU'LL STOP DOING

- Read end-of-shift printouts hours after the fact
- Plan zones and tasks on a breakroom whiteboard [PENDING]
- Build picking waves by hand in Excel
- Floor-walk every bin denial and discrepancy [PENDING]
- Trust stock screens that are a shift behind
- Collect paper tally sheets to work out productivity [PENDING]
- Hand over verbally or by sticky note [PENDING]
- Count pallets at the dock by hand [PENDING]
- Email IT to lock a damaged bin [PENDING]

2 WHAT YOU'LL START DOING 🎯

- 🎯 Use the live Warehouse Monitor for all activity
- 🎯 Reallocate labor from the Uncompleted Task dashboard [PENDING]
- 🎯 Manage and release or lock picking waves in-system
- 🎯 Track inbound and outbound status against cut-offs
- 🎯 Resolve system alerts: bin denials, blocks, discrepancies
- 🎯 Read real-time stock at bin and HU level
- 🎯 Monitor cycle-count progress and approve tolerances
- 🎯 Generate shift handover reports [PENDING]
- 🎯 Authorize dispatch from an outbound readiness dashboard [PENDING]

3 WHAT STAYS THE SAME

- You still own your shift's output, your people and your SLAs
- You still make the call on priorities; the system informs it, not replaces it
- You still run the floor (confirm)

Phoning the floor to one Customer 360 view.

Customer Service (30)

Change impacts: Customer Service

1 WHAT YOU'LL STOP DOING

- Phone the warehouse floor to check if an order shipped
- Swivel-chair between ERP and WMS to guess availability
- Keep a backorder spreadsheet and email customers weekly [PENDING]
- Run to the dock to catch a cancelled order
- Wait for an unlabeled return, then email around [PENDING]
- Hunt through carrier portals for tracking [PENDING]
- Allocate strictly first-in-first-out, shorting VIPs
- Apologize reactively after a missed delivery
- Dig through paper archives for lot numbers
- Re-type lost invoices and slips in Word [PENDING]

2 WHAT YOU'LL START DOING 🎯

- 🎯 Work from a single Customer 360 order view
- 🎯 Track real-time outbound delivery status
- 🎯 See order blocks (credit, delivery) and why
- 🎯 Give exact availability dates via ATP checks
- 🎯 Check if an order can still be changed before loading
- 🎯 Access Proof of Delivery documents [PENDING]
- 🎯 Act on proactive delivery-delay alerts
- 🎯 Explain constrained-stock allocation from BOP status
- 🎯 Give customers batch and serial numbers [PENDING, cross-group]

3 WHAT STAYS THE SAME

- You still own the customer relationship and the conversation
- You still work an order from inquiry to resolution; better tools, same job
- Your judgment on a difficult customer is unchanged

Three tests. Fail one, it reads like a status update.

WIIFM: The Three Tests

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.

Name the cost or lose the room on day one.

The Honest Broker Test, In Practice

WHAT THIS MEANS FOR ME

Shift Supervisors: WIIFM translations

STOP	**Batch printouts to real-time monitor**	You see what is happening now, not what went wrong three hours ago, so you fix a problem mid-shift instead of explaining it afterward.
STOP	**Excel waves to wave management**	Wave planning stops being one person's spreadsheet skill. You release and lock waves in the system, and it does not fall over when that person is on leave.
START	**Whiteboard and eyeballing to the task dashboard**	You rebalance from a screen that shows where work is piling up instead of walking the aisles to guess. Whether the system assigns people or you do is still being confirmed [PENDING].
START	**Tally sheets to (KPI view), honest**	Manual tally sheets go away. Whether you get a live productivity view at go-live or only volume and exception reporting is still being confirmed [PENDING].
START	**Real-time visibility, the honest cost**	The same real-time view that helps you also makes your shift measurable as it happens. That changes how performance is seen, and we will be straight with you about it rather than selling it as pure upside.

The Transition Burden Flag

A fourth beat: what gets temporarily harder, named out loud.

WHAT THIS MEANS FOR ME

Warehouse Operatives: WIIFM translations

STOP	**Paper receiving to RF receive**	No more cross-checking printed slips and writing quantities by hand. You scan what arrives and it is in the system straight away, so what you receive is what everyone else sees. The trade: the scanner is new, and for the first weeks it feels slower than paper. Training and floor support are there for exactly that.
STOP	**Tribal-knowledge putaway to system-guided**	You will not have to remember where everything goes or hunt for an empty bin; the scanner directs you. If you have built real skill knowing this warehouse by heart, that still helps your sanity-check the system and catch a direction that looks wrong.
START	**Paper pick to RF pick with validation**	The scanner confirms the right bin and the right item before you pick, so mispicks and skipped lines drop. Expect it to slow you at first; speed comes back fast with practice.
START	**Radio-and-wait to RF exception codes**	When a bin is empty or stock is damaged, you flag it on the scanner and keep moving instead of radioing and standing there waiting. Exactly which issues still go by radio is still being confirmed [PENDING].
START	**Cross-docking (new, honest)**	Cross-docking is brand new: for priority backorders you may move goods straight to the shipping lane instead of putting them away. Whether it is in from Day 1, and who does it, is still being confirmed [PENDING].

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.

The framework at the heart.
The translation that lands.

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

Next in this series: the Cross-Group Map and the Training Handoff.

New to this four-part series? Start with the Overview:

https://www.changeessentialsai.com/demos

changeessentialsai.com | Gretchen Asher