

Connect and Activate Your Change Roles

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Connect and Activate Your Change Roles

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PEOPLE. CHANGE. RESULTS.™

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Volume and Velocity
of Change

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Three Ways to Economize Your Efforts

Craft a
Compelling 'Why'



Connect and Activate
Your Change Roles



Create Captivating
Virtual Engagements



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Economize Your Efforts

- **Effort management** refers to the effective and efficient allocation of time and resources to perform activities
- Driven by the need to **economize** scarce resources

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Connect and Activate Your Change Roles

Agenda

- 1** **Why** we must work with and through others to succeed in change
- 2** **Who** we need on our role roster for our specific change
- 3** **How** we activate and enable our change allies to fulfill their role

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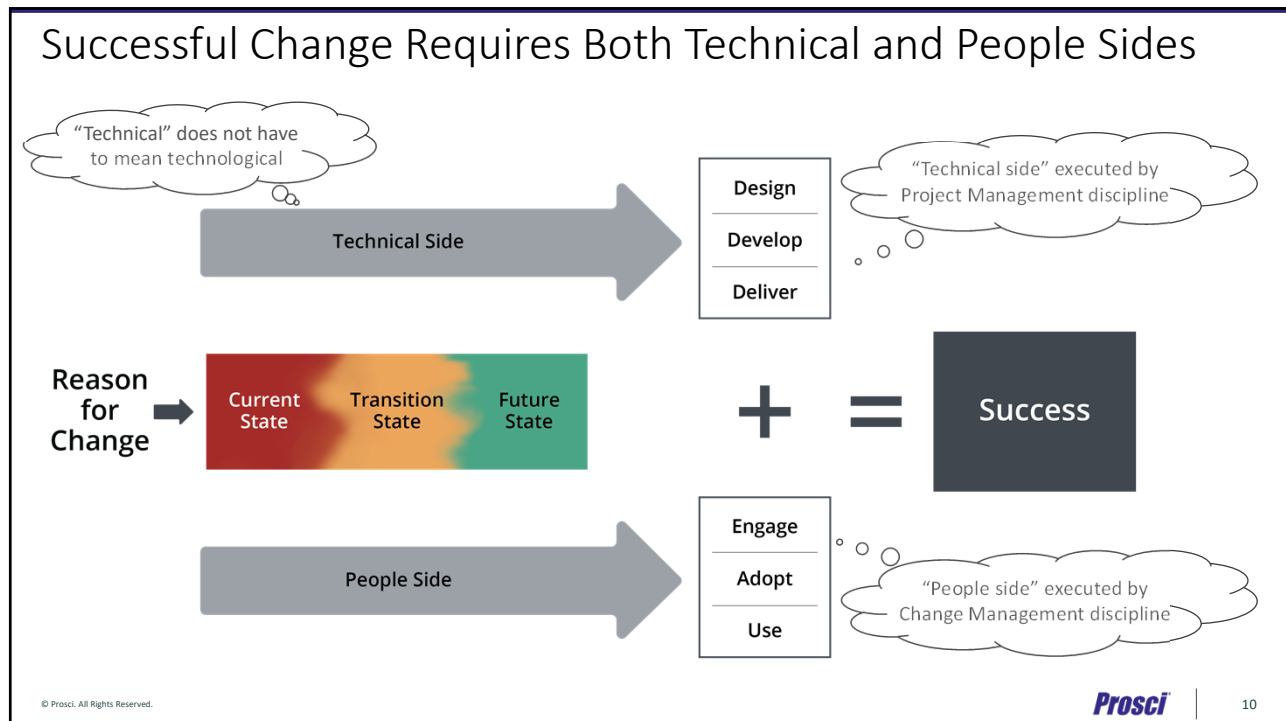
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Adoption of change has never mattered more

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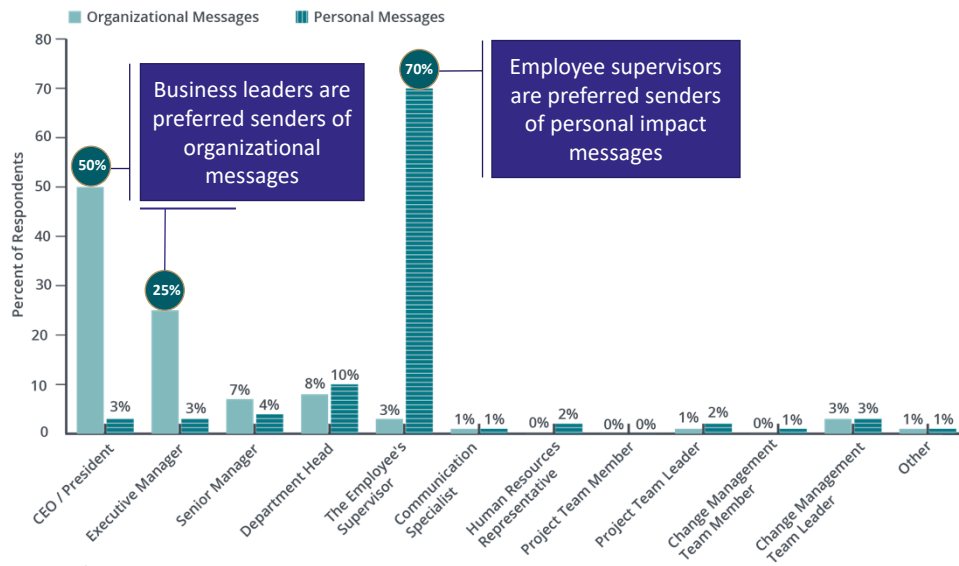


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Change Practitioners Work With and Through Others



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Change Practitioners Are Like the Director of a Play



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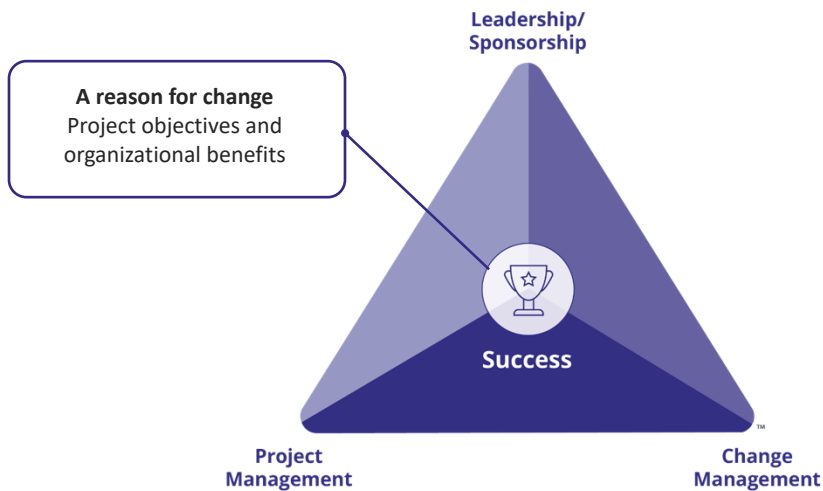


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PCT Model: Critical Elements for Success



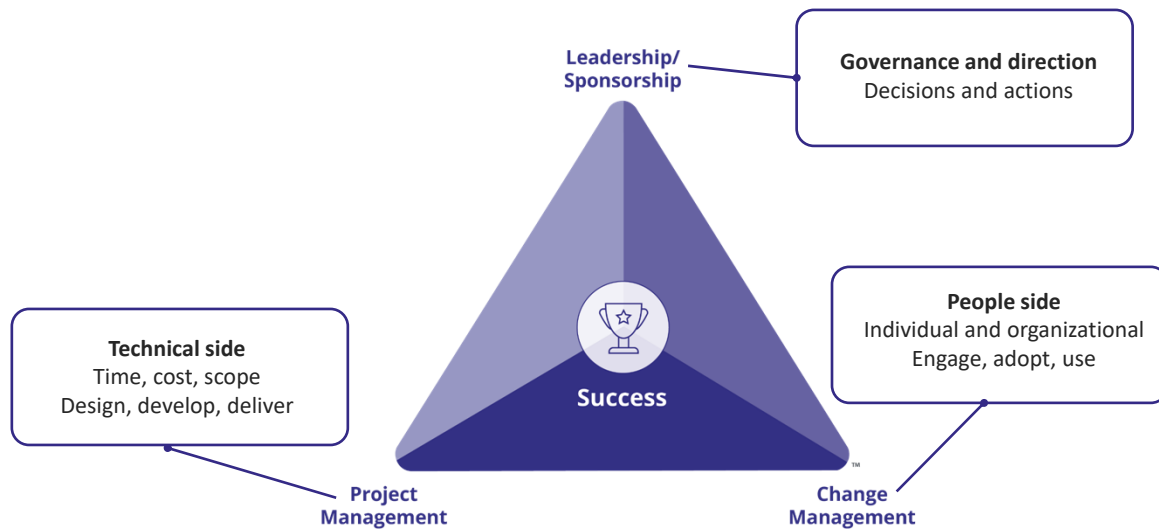
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PCT Model Provides Context for Change Roles



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Core Roles Required to Achieve Change Success







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Core Roles in Change Management

Employee-Facing Roles		Enabling Roles	
Sponsor 	<ul style="list-style-type: none"> • Authorize the change • Fulfill three key roles: (ABCs) <ul style="list-style-type: none"> • Actively and visibly participate throughout the project • Build a coalition of sponsorship with peers and managers • Communicate directly with employees 	Change Practitioner 	<ul style="list-style-type: none"> • Apply structure and intent to change • Enable and equip other change roles • Collaborate on a unified approach with the project manager
	People Manager 		Project Manager 
	<ul style="list-style-type: none"> • Support their direct reports in their change journeys • Fulfill five key roles: (CLARC) <ul style="list-style-type: none"> • Communicator • Liaison • Advocate • Resistance Manager • Coach 		<ul style="list-style-type: none"> • Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning • Collaborate on a unified approach with the change practitioner

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Roles Required to Achieve Success



Core Roles		"I, _____, contribute to successful change outcomes (through adoption and usage) by _____"
Employee-Facing Roles	Sponsors	I, Sponsor, contribute to successful change outcomes through adoption and usage by Actively and visibly participating throughout, Building coalitions, and Communicating directly
	People Managers	By performing the roles of Communicator , Liaison , Advocate , Resistance Manager , Coach
	People	By engaging, adopting and using the change
Enabling Roles	Change Practitioner	By preparing, equipping and supporting people with integrated strategies and plans
	Project Manager	By designing with adoption and usage in mind and integrating with the people side

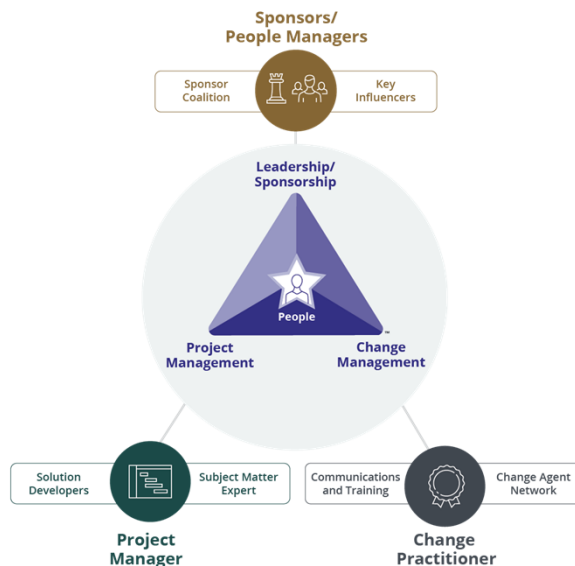
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Your Change Might Call for Additional Roles



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Define the Role Using the Employee-Centered Role Definition

“I, _____, contribute to successful change outcomes (through adoption and usage) by _____”



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Example

“I, **change agent network**, contribute to adoption and usage by **providing a voice for end users and sharing key messages in a timely manner.**”



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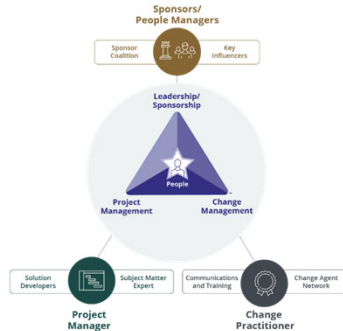
1. Provide context to roles based on specific relationship to impacted employees.
2. Clear up confusion around terms used in different ways (e.g. change agents).
3. Create clarity by focusing on purpose and outcomes of each role.

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Build a Role Roster for Your Specific Change

Who, **generally**, does the activities of change management?



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Who, **specifically**, do you need to support your change?

Core roles	Initials
Primary Sponsor	MH
People Managers	CC
	CS
	MD
	EC
Project Manager	LK
Change Practitioner	DM
Extend roles	Initials
Sponsor coalition members	SM
	TC
	MD
Other role...	...

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Build a Role Roster for Your Specific Change

Who, **specifically**, do you need to support your change?

Core roles	Initials
Primary Sponsor	MH
People Managers	CC
	CS
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	EC
Project Manager	LK
Change Practitioner	DM
Extend roles	Initials
Sponsor coalition members	SM
	TC
	MD
Other role...	...

Which roles you need depends on your situation.

Who fulfills those roles depends on your situation.

How much dedicated time you need from that individual depends on where you are at in the project lifecycle.

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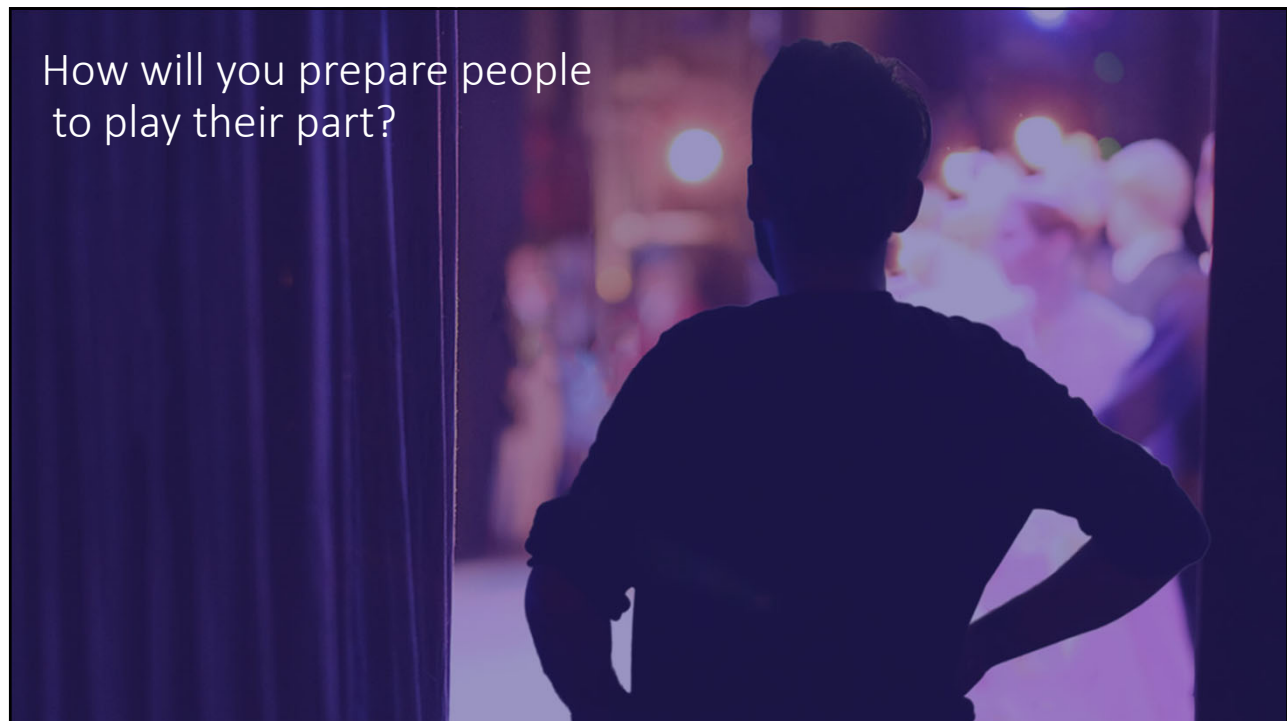
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The Five Building Blocks for Successful Change



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- A** Awareness
- D** Desire
- K** Knowledge
- A** Ability
- R** Reinforcement®

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Fulfilling a Role in Change Management Takes ADKAR

- | | | |
|----------|----------------------|--|
| A | Awareness | Of the need for change management |
| D | Desire | To participate and support change management |
| K | Knowledge | On how to fulfill the specific change management role |
| A | Ability | To fulfill the change management role |
| R | Reinforcement | To continue fulfilling the change management role |

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Sponsor Roles During Change - ABCs



Actively and visibly participate throughout the project



Build a coalition of sponsorship with peers and managers



Communicate directly with employees

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People Manager Roles During Change - CLARC



Communicator



Liaison



Advocate



Resistance Manager



Coach

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Activating Roles in Your Roster Using ADKAR

Core roles	Initials
Primary Sponsor	MH CC CS
People Managers	MD EC
Project Manager	LK
Change Practitioner	DM
Extend roles	Initials
Sponsor coalition members	SM TC MD
Other role...	...

How do we help MH effectively fulfill the role of primary sponsor?

How do we help EC effectively fulfill the role of people manager?

How do we help SM effectively fulfill the role of sponsor coalition member?

Use ADKAR to activate each role that you identified.

Identify the barrier point to fulfilling each role and create specific tactics.

Example to illustrate:

	A	D	K	A	R
MH	5	4	3	4	5
EC	4	2	3	3	4
SM	4	5	4	2	5

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Prosci® Tactics for Activating Change Roles

ADKAR element:	Triggers for building:	Tactics
A Awareness	Why? Why now? What if we don't?	 Context  Problems  Language
D Desire	WIIFM Personal motivators Organizational motivators	
K Knowledge	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>	Role-specific “I ____ by ____” ADKAR Model as a common language
A Ability	Size of the K-A Gaps Barriers/Capacity Practice/Coaching	
R Reinforcement	Mechanisms Measurements Sustainment	Celebrate successes and role contributions “Thank you”

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Role Activation Example

Illustration of a Role Roster

Core roles	Initials	A	D	K	A	R	Barrier point	Activation tactics
Primary Sponsor	MH							
	CC							
People Managers	CS							
	MD							
	EC							
Project Manager	LK							
Change Practitioner	DM							
Extend roles	Initials							
	SM							
Sponsor coalition members	TC							
	MD							
Other role...	...							

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Three Ways to Economize Your Efforts

<p>Craft a Compelling 'Why'</p> 	<p>Connect and Activate Your Change Roles</p> 	<p>Upcoming Webinar Register Now</p> <p>Create Captivating Virtual Engagements</p> 
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