Connect and Activate Your Change Roles

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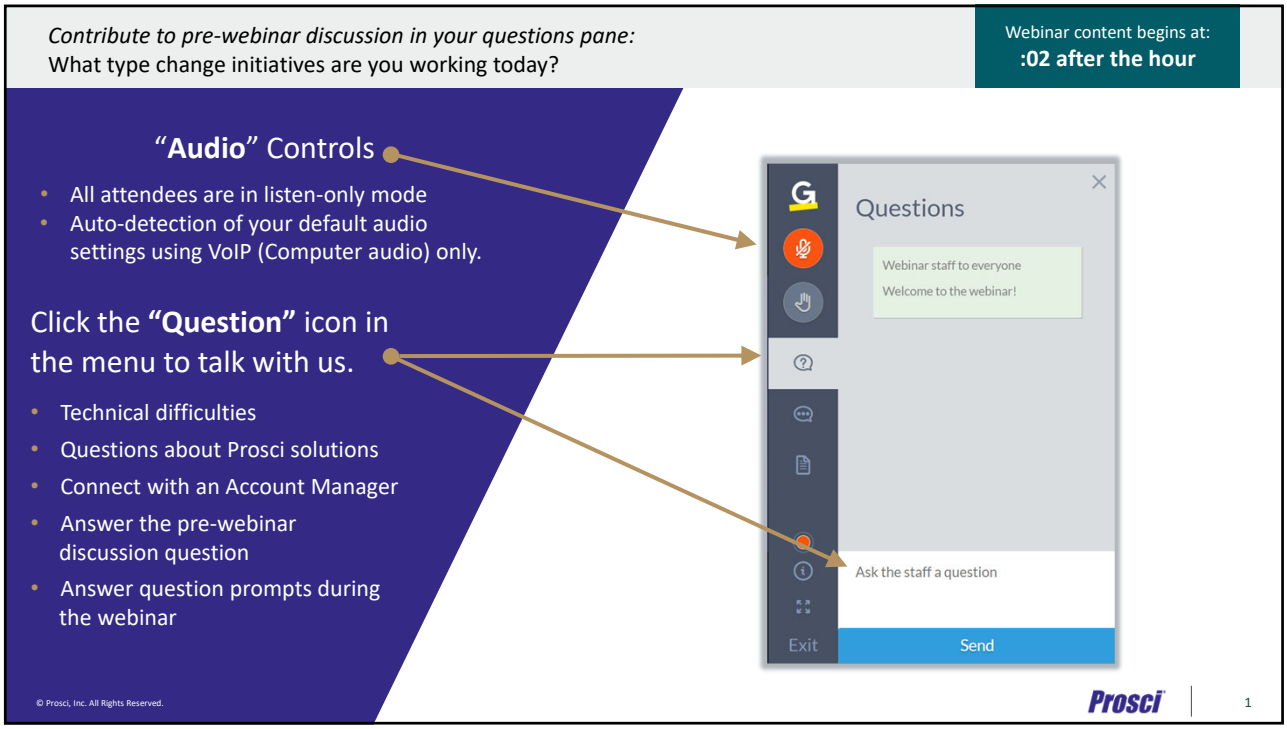

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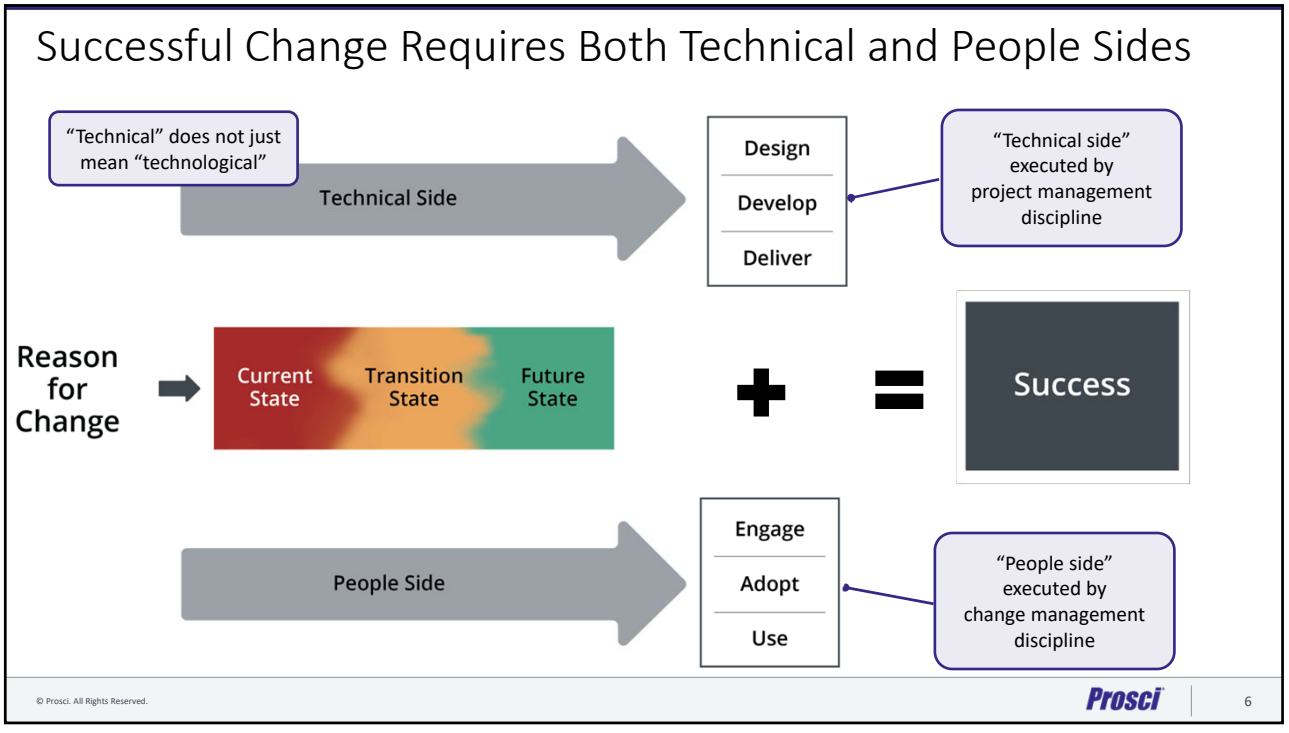

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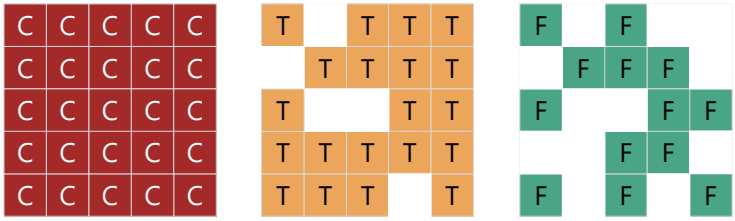
An Organizational Move to a Future State

Current | Transition | Future

Ultimately requires individuals to move from their current to their future state



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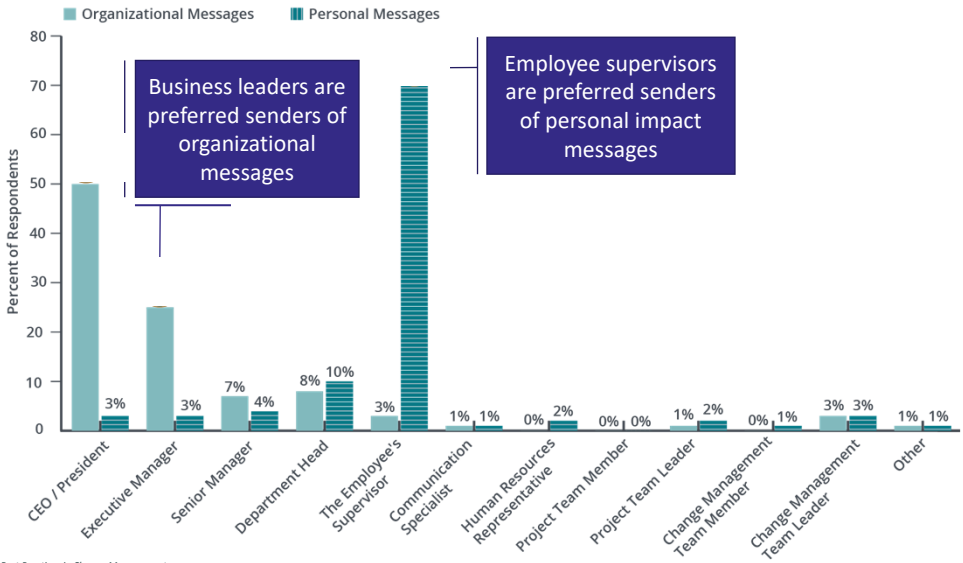
Change Practitioners Work With *and Through* Others



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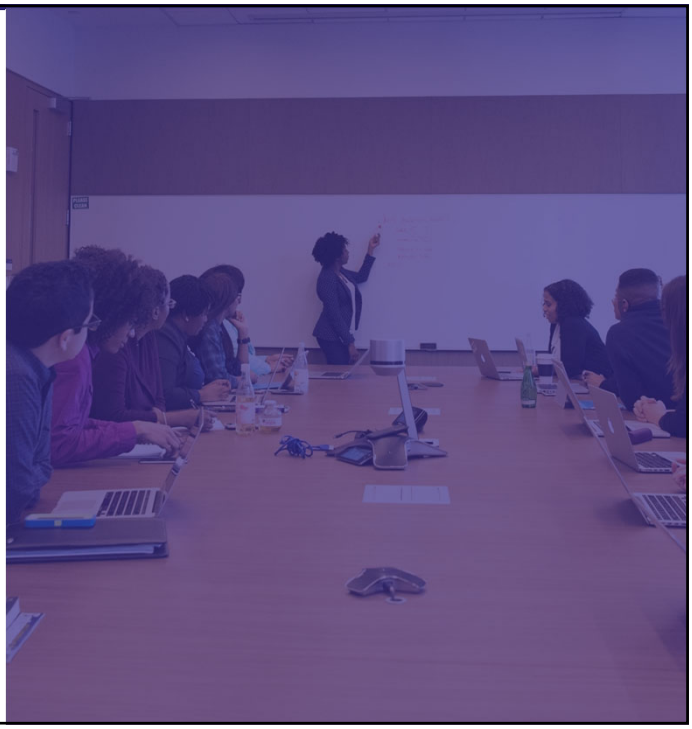
Who Should be on Your Team?



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Core Roles in Change Management

Employee-Facing Roles		Enabling Roles	

Sponsor	• Authorize the change
	• Fulfill three key roles: (ABCs)
	  • **A**ctively and visibly participate throughout the project
	  • **B**uild a coalition of sponsorship with peers and managers
	  • **C**ommunicate directly with employees
		Project Manager	• 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

People Manager	• Support direct reports in their change journeys
	• Fulfill five key roles: (CLARC)
	  • **C**ommunicator
	  • **L**iaison
	  • **A**dvocate
	  • **R**esistance Manager
	  • **C**oach
		Change Practitioner	• Apply structure and intent to change
			• Enable and equip other change roles
			• Collaborate on a unified approach with the project manager

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Create 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
	MD
	EC
Project Manager	LK
Change Practitioner	DM
Extend roles	**Initials**
Comms Partner	SM
Training	TC
HRBP	MD
Other role…	…

Which roles you need may depend on your culture and available resources.

Who fulfills those roles may depend on the project scope and available resources.

How much dedicated time you need from each role may depend on the timeline, change management maturity, project risk, and availability.

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Gaining Commitment

Core Roles	"**I**, _____, contribute to successful change outcomes (through adoption and usage) **by** _____"
Sponsors	I, Sponsor, contribute to successful change outcomes through adoption and usage by **A**ctively and visibly participating throughout, **B**uilding coalitions, and **C**ommunicating directly
People Managers	By performing the roles of **C**ommunicator, **L**iaison, **A**dvocate, **R**esistance Manager, **C**oach
People	By engaging, adopting and using the change
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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Example: Core Roles "I/By" statements

Role	*Employee-centered role definitions: "**I,** ____ , contribute to successful change outcomes through adoption and usage **by** ____"*
Sponsor	✓ **A**ctively and visibly participating throughout the effort ✓ **B**uilding a healthy coalition that reinforces the change ✓ **C**ommunicating directly with impacted individuals
People Managers	✓ Supporting direct reports through their change journeys ✓ Fulfilling CLARC roles: **C**ommunicator, **L**iaison, **A**dvocate, **R**esistance Manager, **C**oach
Project Manager	✓ Designing, developing, and delivering the technical solution with employee adoption and usage in mind ✓ Collaborating on a unified approach with the change practitioner
Change Practitioner	✓ Applying structure and intent to change ✓ Enabling and equipping other change roles ✓ Collaborating on a unified approach with the project manager

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Example: Extend Roles "I/By" statements

I, **communications partner**, contribute to adoption and usage by creating effective messages and ensuring integration with the overall change management plan.

I, **change agent network member**, contribute to adoption and usage by providing a voice for end users and sharing key messages.

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5 Outcome-Oriented Building Blocks

Based on Extensive Study of Change Patterns

Applied at Individual and Organizational Levels

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The 5 Building Blocks for Successful Change

- **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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Core Roles	Extend Roles
Sponsor	Business Owner
People Managers	Solution Developer
Project Manager	Subject Matter Expert
Change Practitioner	Change Agent Network
	Communications Partner
	Training Team
	HR Business Partner

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Activating Roles in Your Roster Using ADKAR

Core roles	Initials
Primary Sponsor	MH
People Managers	CC
	CS
	MD
	EC
Project Manager	LK
Change Practitioner	DM
Extend roles	**Initials**
Comms Partner	SM
Training	TC
HRBP	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 **communications partner**?

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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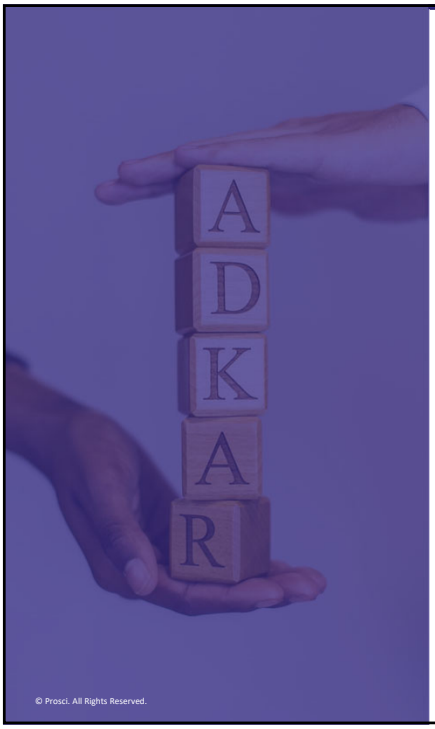

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Think of a specific role/individual you need to activate. Which barrier point will you need to address?

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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	What's In It For Me? (WIIFM) Personal motivators Organizational motivators	
K Knowledge	Within context (after A&D) Need to know *during* Need to know *after*	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 Roster Activation

Illustration of a Role Roster

Core roles	Initials	A	D	K	A	R	Barrier point	Activation tactics
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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Example: Role Activation With Tactics

Core roles	Initials	A	D	K	A	R	Barrier point	Activation tactics
Primary Sponsor	MH	5	4	3	4	5	Knowledge	Review the ABCs. Share Prosci research and articles about the importance of sponsorship. Chat about "what good looks like."
People Managers	CC							
	MD							
	EC	4	2	3	3	4	Desire	Have the Sponsor attend monthly Manager meetings. Reinforce the WHY. Demonstrate real WIIFM examples. Review CLARC.
Project Manager	LK							
Change Practitioner	DM							
Extend roles	Initials							
Comms Partner	SM	4	5	4	2	5	Ability	Collaborate on communications plan with an eye toward adoption and usage. Review all change plans; find points of integration. Affirm the partnership between change and comms.
Training	TC							
HRBP	MD							

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Agenda

1. **Why** should we work with others to influence change success?
2. **Who** should we connect with to enable change success?
3. **How** can we activate the team to boost change success?

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