

# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)

Contribute to pre-webinar discussion in your questions pane:  
What type change initiatives are you working today?

Webinar content begins at:  
**:02 after the hour**

### “Audio” Controls

- All attendees are in listen-only mode
- Auto-detection of your default audio settings using VoIP (Computer audio) only.

Click the **“Question”** icon in the menu to talk with us.

- Technical difficulties
- Questions about Prosci solutions
- Connect with an Account Manager
- Answer the pre-webinar discussion question
- Answer question prompts during the webinar

Questions

Webinar staff to everyone  
Welcome to the webinar!

Ask the staff a question

Exit Send

© Prosci, Inc. All Rights Reserved.

**Prosci**

1

1



2

# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)



What celebrations or events are you looking forward to in February and March?

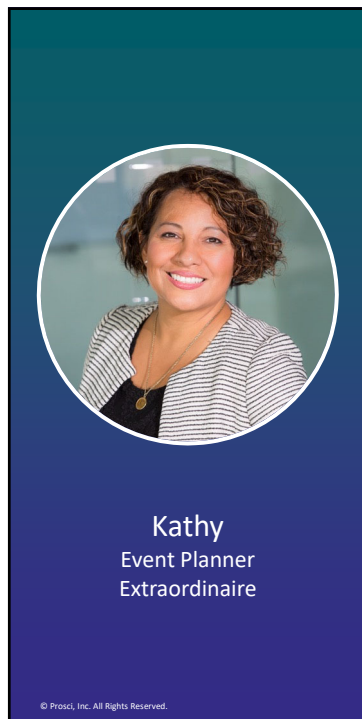


[Pollev.com/realchange](https://Pollev.com/realchange)

**Prosci**

3

3



**Kathy**  
Event Planner  
Extraordinaire

© Prosci, Inc. All Rights Reserved.

## Getting the Team Together



**Cuisine Connoisseur**  
Caterer



**Pickup Patrol**  
Cleanup



**Merriment Mastermind**  
Entertainment

**Prosci**

4

4

# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)



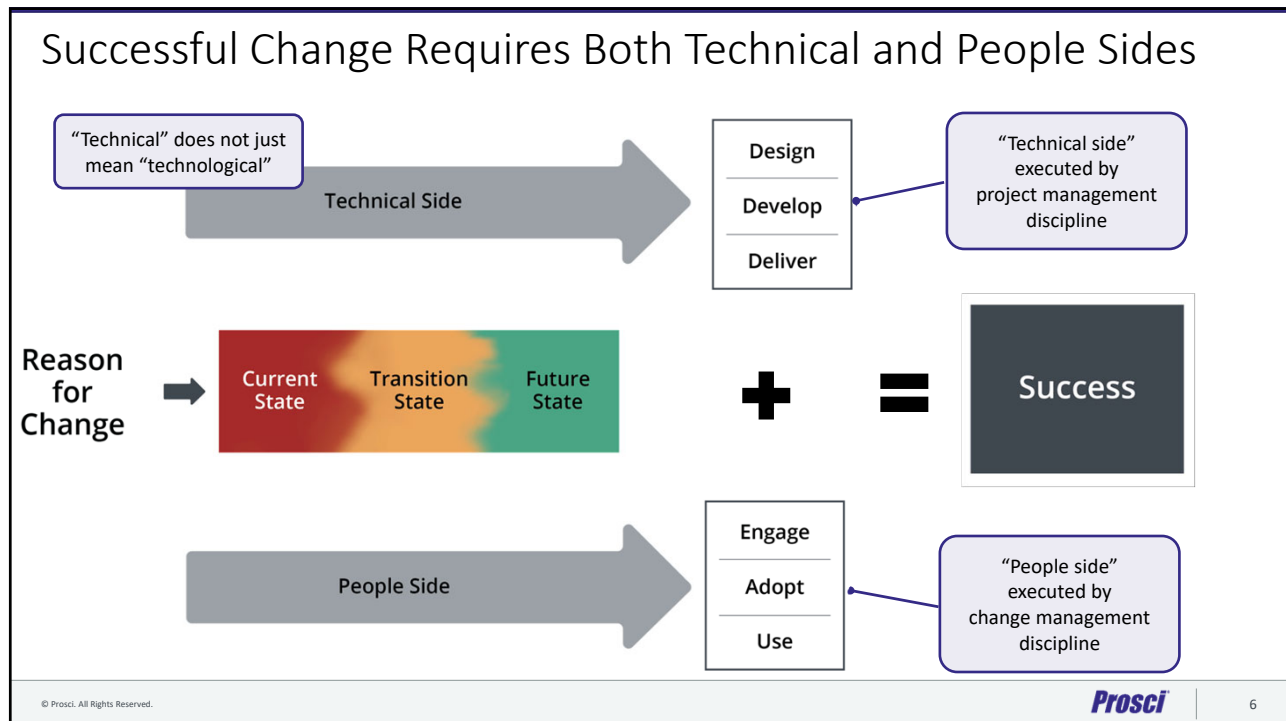
## Connect and Activate Your Change Roles

### 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?

**Prosci** | 5

5



6

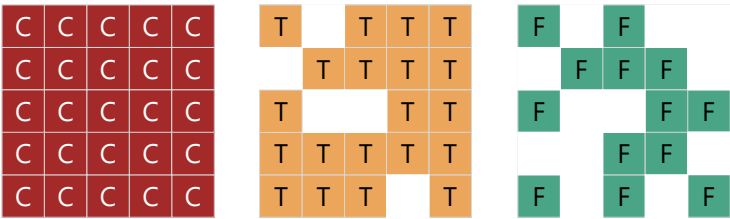
# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)

## An Organizational Move to a Future State



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



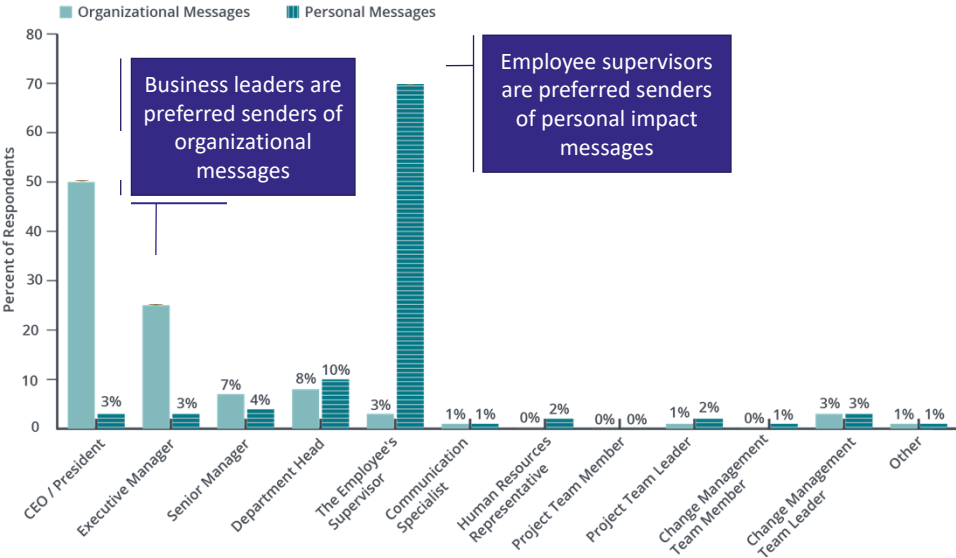
© Prosci. All Rights Reserved.

Prosci

7

7

## Change Practitioners Work With *and Through* Others



Copyright © 2020 Prosci Inc. Best Practices in Change Management  
© Prosci. All Rights Reserved.

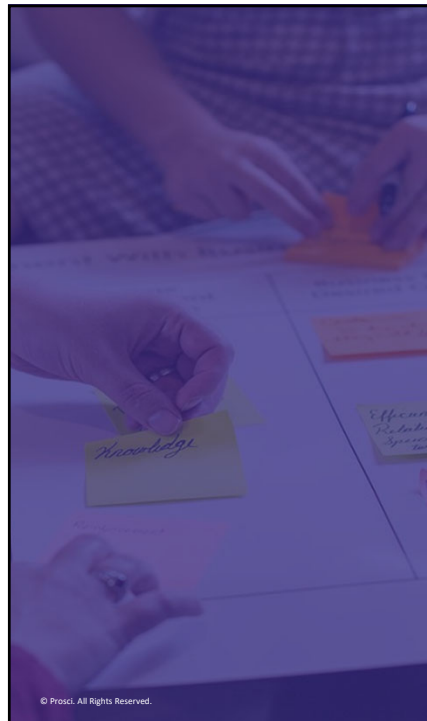
Prosci

8

8

# Connect and Activate Your Change Roles

www.prosci.com/webinars



What will your organization gain if your change is successful?



[PollEv.com/realchange](https://www.poll-ev.com/realchange)

Prosci

9

9



Connect and Activate  
Your Change Roles

## 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?

Prosci


10

10


# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)

## Who Should be on Your Team?







© Prosci. All Rights Reserved.




11

## Core Roles in Change Management

Employee-Facing Roles	Enabling Roles
<div style="text-align: center; margin-bottom: 20px;">  <p><b>Sponsor</b></p> </div> <ul style="list-style-type: none"> <li>• Authorize the change</li> <li>• Fulfill three key roles: (ABCs)                             <ul style="list-style-type: none"> <li>• Actively and visibly participate throughout the project</li> <li>• Build a coalition of sponsorship with peers and managers</li> <li>• Communicate directly with employees</li> </ul> </li> </ul>	<div style="text-align: center; margin-bottom: 20px;">  <p><b>Project Manager</b></p> </div> <ul style="list-style-type: none"> <li>• Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning</li> <li>• Collaborate on a unified approach with the change practitioner</li> </ul>
<div style="text-align: center; margin-bottom: 20px;">  <p><b>People Manager</b></p> </div> <ul style="list-style-type: none"> <li>• Support direct reports in their change journeys</li> <li>• Fulfill five key roles: (CLARC)                             <ul style="list-style-type: none"> <li>• Communicator</li> <li>• Liaison</li> <li>• Advocate</li> <li>• Resistance Manager</li> <li>• Coach</li> </ul> </li> </ul>	<div style="text-align: center; margin-bottom: 20px;">  <p><b>Change Practitioner</b></p> </div> <ul style="list-style-type: none"> <li>• Apply structure and intent to change</li> <li>• Enable and equip other change roles</li> <li>• Collaborate on a unified approach with the project manager</li> </ul>

© Prosci. All Rights Reserved.


12

12



# Connect and Activate Your Change Roles

www.prosci.com/webinars

## Your Change Might Call for Additional Roles

### Core Roles



Sponsor



People Managers



Project Manager



Change Practitioner

### Extend Roles

Business Owner

Solution Developer

Subject Matter Expert

Change Agent Network

Communications Partner

Training Team

HR Business Partner

© Prosci. All Rights Reserved.

Prosci

13

13

What other roles have you engaged to help you achieve change success?



[PollEv.com/realchange](https://pollev.com/realchange)

© Prosci. All Rights Reserved.

Prosci

14

14

# Connect and Activate Your Change Roles

www.prosci.com/webinars

## 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.

© Prosci. All Rights Reserved.

Prosci

15

15

## 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 <b>Actively</b> and visibly participating throughout, <b>Building</b> coalitions, and <b>Communicating</b> directly
People Managers	By performing the roles of <b>Communicator</b> , <b>Liaison</b> , <b>Advocate</b> , <b>Resistance Manager</b> , <b>Coach</b>
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

© Prosci. All Rights Reserved.

Prosci

16

16



# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)

## Example: Core Roles “I/By” statements

Role	<i>Employee-centered role definitions: “I, _____, contribute to successful change outcomes through adoption and usage <b>by</b> _____”</i>
Sponsor	<ul style="list-style-type: none"><li>✓ Actively and visibly participating throughout the effort</li><li>✓ Building a healthy coalition that reinforces the change</li><li>✓ Communicating directly with impacted individuals</li></ul>
People Managers	<ul style="list-style-type: none"><li>✓ Supporting direct reports through their change journeys</li><li>✓ Fulfilling CLARC roles: <b>C</b>ommunicator, <b>L</b>iaison, <b>A</b>dvocate, <b>R</b>esistance Manager, <b>C</b>oach</li></ul>
Project Manager	<ul style="list-style-type: none"><li>✓ Designing, developing, and delivering the technical solution with employee adoption and usage in mind</li><li>✓ Collaborating on a unified approach with the change practitioner</li></ul>
Change Practitioner	<ul style="list-style-type: none"><li>✓ Applying structure and intent to change</li><li>✓ Enabling and equipping other change roles</li><li>✓ Collaborating on a unified approach with the project manager</li></ul>

© Prosci. All Rights Reserved.

**Prosci**

17

17

## 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.



© Prosci. All Rights Reserved.

**Prosci**

18

18

# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)



Connect and Activate Your Change Roles



## 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?

**Prosci** | 19

19

How will you prepare people to fulfill their roles?




© Prosci. All Rights Reserved.

20

# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)



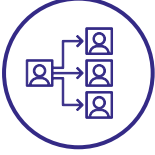
ADKAR



**5 Outcome-Oriented Building Blocks**



**Based on Extensive Study of Change Patterns**



**Applied at Individual and Organizational Levels**

© Prosci. All Rights Reserved.

**Prosci** | 21

21

## The 5 Building Blocks for Successful Change



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

© Prosci. All Rights Reserved.

**Prosci**

22

22

# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)

## Fulfilling a Role in Change Management Takes ADKAR

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

© Prosci. All Rights Reserved.

**Prosci**

23

23

Let's ADKAR these roles!

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

© Prosci. All Rights Reserved.

**Prosci**

24

24

# Connect and Activate Your Change Roles

www.prosci.com/webinars

## Activating Roles in Your Roster Using ADKAR

Core roles	Initials
Primary Sponsor	MH
	CC
People Managers	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

© Prosci. All Rights Reserved.

Prosci

25

25



© Prosci. All Rights Reserved.

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



PollEv.com/realchange

Prosci




26

26

# Connect and Activate Your Change Roles

www.prosci.com/webinars

## Prosci® Tactics for Activating Change Roles

ADKAR element:	Triggers for building:	Tactics
<b>A</b> Awareness	Why? Why now? What if we don't?	 Context  Problems  Language
<b>D</b> Desire	What's In It For Me? (WIIFM) Personal motivators Organizational motivators	
<b>K</b> 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
<b>A</b> Ability	Size of the K-A Gaps Barriers/Capacity Practice/Coaching	
<b>R</b> Reinforcement	Mechanisms Measurements Sustainment	Celebrate successes and role contributions "Thank you"

© Prosci. All Rights Reserved.

Prosci®

27

27

## Role Roster Activation

### 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...	...							

© Prosci. All Rights Reserved.

Prosci®

28

28



# Connect and Activate Your Change Roles

www.prosci.com/webinars

## 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 HRBP	TC							
	MD							

© Prosci. All Rights Reserved.

Prosci

29

29

## Connect and Activate Your Change Roles

### 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?

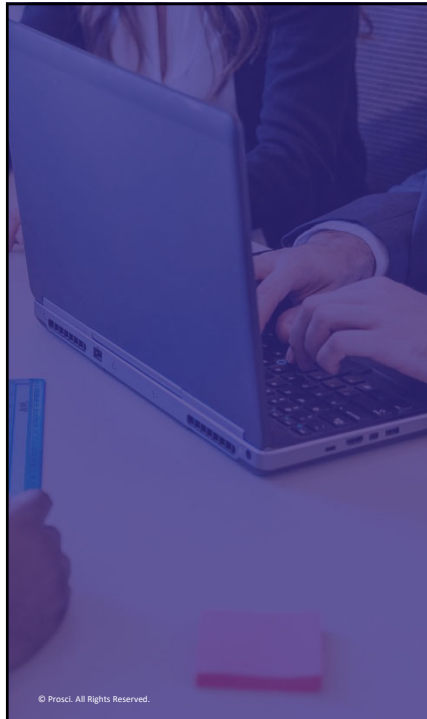
Prosci

30

30

# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)



What is one action you can take to connect and activate your change roles?



[Pollev.com/realchange](https://Pollev.com/realchange)

**Prosci**

31

31

Now Open!

**Best Practices in  
Change Management  
Research Study**

Don't miss your opportunity to contribute  
to the largest body of knowledge on  
change management in the industry.

[www.prosci.com/research](http://www.prosci.com/research)

**Open February 7 to March 7**



**Prosci** 

32

# Connect and Activate Your Change Roles

[www.prosci.com/webinars](http://www.prosci.com/webinars)



Your global partner for change success

[solutions@prosci.com](mailto:solutions@prosci.com) | +1 970 203 9332 | [prosci.com](http://prosci.com)

**Prosci**<sup>®</sup>  
PEOPLE. CHANGE. RESULTS.™

33