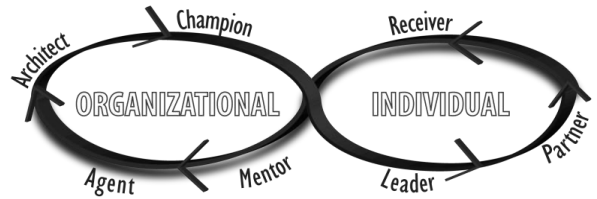


CHANGE ROLES



In any change there are a number of roles that exist whether they are recognized or not. These tend to be roles, not positions or levels within an organization because they typically are not formal positions but activities and responsibilities that a person performs as part of the change. Those organizations that recognize the roles and equip people with the appropriate skills and knowledge to execute the role have the most success in their change efforts.

Change Receiver

Definition: On the receiving end of change.

Responsible for:

- Managing own emotional reaction to change
- Recognizing and managing own resistance
- Adopting new behaviors



Change Leader

Definition: Leading direct reports through change.

Responsible for:

- Managing own response to change first
- Creating an environment conducive to surfacing resistance
- Setting and enforcing expectations for behavior change

Change Partner

Definition: Helps (doesn't own) execution of the change plan.

Responsible for:

- Completion of some change activities (ie: communication)
- Identify resistance
- Recognizing organizational levers to drive change
- Coaching Change Champions



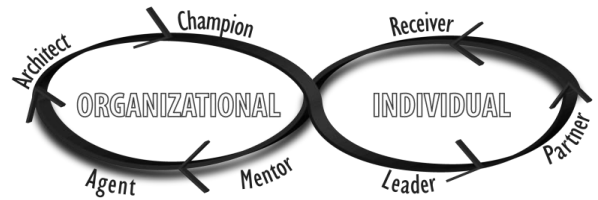
Change Agent

Definition: Accountable for driving a specific change.

Responsible for:

- Building and executing tactical change plans in alignment with change strategy
- Coaching Change Champions
- Ensuring alignment of behavior

CHANGE ROLES



Change Champion

Definition: Influences adoption of the change through informal or formal measures.

Responsible for:

- Using influence with peers to drive behavior change
- Cascading accountability for adoption through alignment of what is communicated/practiced/reinforced with direct reports
- Driving organizational readiness



Change Mentor

Definition: Manages change across projects and builds capability within Change Agents to sustain the change over time.

Responsible for:

- Recognizes/coordinates stakeholder impacts across projects
- Building change capability by educating/mentoring Change Agents
- Managing a Change Network

Change Architect

Definition: Develops overarching strategy and architects change plans across programs.

Responsible for:

- Designing and developing complex organization-wide change strategy and crafting plans for execution
- Identifying and mitigating cross-program change impacts
- Defining target levels of organizational readiness
- Defining metrics and measuring capability built, organizational agility and change sustainability

