Change Agents roles, responsibilities and tactics recorder

Use the table below to help empower your Change Agents to effectively promote and implement change, and communicate with the Change Team.

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| Communicator  Communicates with direct reports/peers about the change | Responsibilities  Regularly and consistently answer the following employee questions:   * What does this change mean to me? * What’s in it for me? * Why should I get on board? * Why are we doing this? |
| Tactics  If you are unsure of answers to these questions or additional questions arise, reach out to the Change Team for guidance. |
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| Advocate  Demonstrates support for the change | Responsibilities  Employees look to their direct supervisor and peers for direction on how to respond to a change. Show support and positivity toward the change process and outcomes – others are more likely to get on board with a change when you do. |
| Tactics  Evaluate you own level of support for the change. If you find you are not fully on board, reach out to your direct supervisor or the Change Team for support. |
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| Coach  Coaches employees through the change process | Responsibilities  Coaching involves support employees through their experience when change impacts their day-to-day work. Familiarize yourself ADKAR, which describes the 5 stages of change, so that you are better able to recognize and address where employees may be struggling. |
| Tactics  Frame support using ADKAR approach:  **A**wareness of the need for change  **D**esire to participate in and the change  **K**nowledge on how to change  **A**bility to demonstrate skills and behaviors  **R**einforcement to sustain the change |
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| Liaison  Engages with and provides support to the Change Team | Responsibilities  Agents are in the best position to provide design input and feedback as well as to identify functionality needs and raise concerns during a project. Actively ensure you are working with the Change Team to get the information needed to communicate to your direct reports and peers as well as to provide feedback from employees to the team. |
| Tactics  Actively seek out opportunities to engage in the project by:   * Encouraging accountability and expectation setting * Making yourself available to the team and stakeholders * Not being afraid to ask questions |
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| Resistance Manager  Identifies and manages resistance | Responsibilities  Use the same ADKAR model for coaching employees to hone in on and address gaps in the process that may lead to resistance. Resistance can be passive – ignoring messages or withholding information – or it can be active – finding faults (in a non-constructive manner), appealing to fear, ridiculing. |
| Tactics  When unsure of have to address resistance try on of the following tactics:   * Engage the Executive Sponsor * Communicate proactively * Confront resistors directly * Involve resistors in the project or solution design |

Source: Adapted from PROSCI© “Manager/Supervisor’s Role in Change Management” <https://www.prosci.com/resources/articles/manager-change-management-role>