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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| CommunicatorCommunicates with direct reports/peers about the change | ResponsibilitiesRegularly 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?
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| TacticsIf you are unsure of answers to these questions or additional questions arise, reach out to the Change Team for guidance. |
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| AdvocateDemonstrates support for the change | ResponsibilitiesEmployees 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. |
| TacticsEvaluate 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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| CoachCoaches employees through the change process | ResponsibilitiesCoaching 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. |
| TacticsFrame 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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| LiaisonEngages with and provides support to the Change Team | ResponsibilitiesAgents 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. |
| TacticsActively 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 ManagerIdentifies and manages resistance | ResponsibilitiesUse 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. |
| TacticsWhen 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
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Source: Adapted from PROSCI© “Manager/Supervisor’s Role in Change Management” <https://www.prosci.com/resources/articles/manager-change-management-role>