

Change Agents Plan

Kick-Off Discussion

Purpose

- Purpose to mobilise our improvement journey change champions
 - share the journey
- Why we need you
- Your role
- What's in it for you
- What's happening when

Why we need you

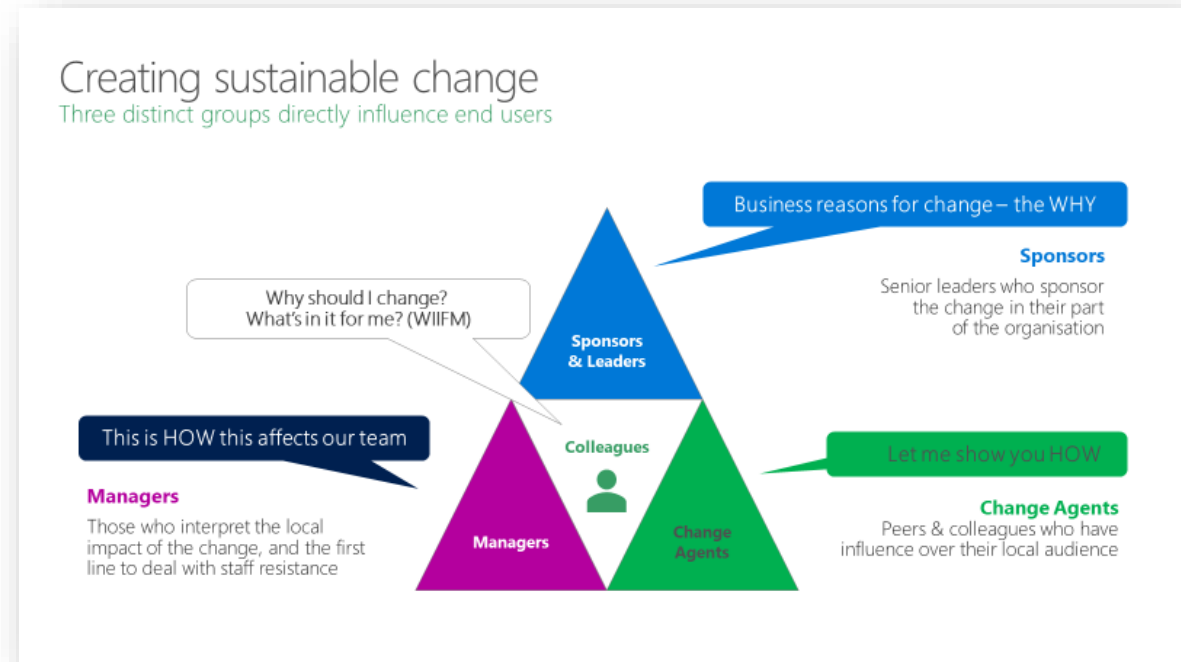
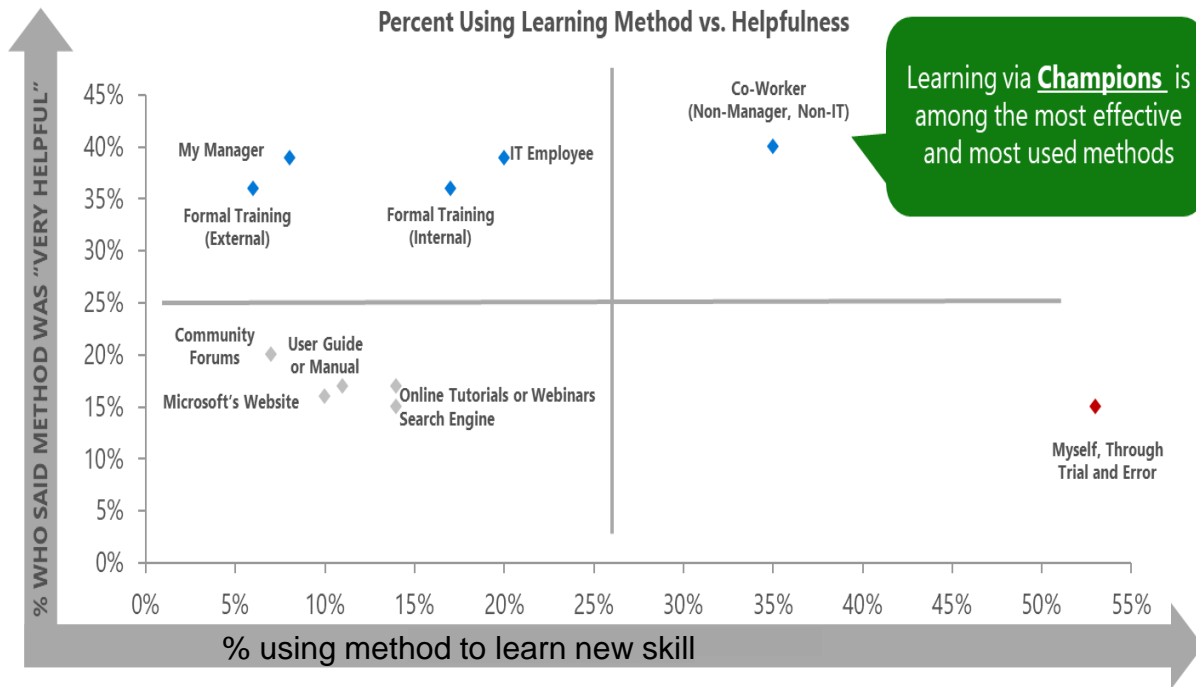
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Your role

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Why do we need Champions ?

Formal Training Alone is not Enough



The Roles and Responsibilities of a Change Agent

Change Network commitment to the programme

<p>Business Sponsor & Senior Leadership Team ~ 2 hours pm</p>	<ul style="list-style-type: none"> Promote and champion the pilot in Services Appoint a Business Change Lead Ensure each team has a Change Champion Support Change Champion commitment Address any barriers 	<ul style="list-style-type: none"> Actively support your teams and Champions Participate in Leadership coaching session Participate in self-directed training & adoption challenges Lead by example - use the tools 	<ul style="list-style-type: none"> Recognise Champions and business behavior change achievements Actively promote 'new ways of work' across Services Drive adoption of priority and additional new ways of working (Scenarios) Feedback on adoption approach (improvements for organisation-wide launch)
<p>Business Change Lead ~ 4 hours pm</p>	<ul style="list-style-type: none"> Promote and champion the pilot in Service Work with Adoption Team to prepare area for the Pilot Identify Change Champions Identify any barriers 	<ul style="list-style-type: none"> Support Leadership team & Change Champions Work with Adoption Team to deliver the Pilot Participate in self-directed training & adoption challenges Lead by example - use the tools Participate in Leadership coaching sessions 	<ul style="list-style-type: none"> Actively promote 'new ways of work' across Service Drive adoption of priority and additional new ways of working (Scenarios) Feedback on adoption approach (improvements for organisation-wide launch) Work with other Business Leads to support the wider adoption of the change across the Service
<p>Managers ~ 2-4 hours pm per launch</p>	<ul style="list-style-type: none"> Participate in Discovery Workshops (and/or enable Team Members to participate) Ensure each team has a Change Champion 	<ul style="list-style-type: none"> Actively support your champions Participate in self-directed training & adoption challenges Lead by example - use the tools 	<ul style="list-style-type: none"> Actively promote 'new ways of work' across Service Drive adoption of new ways of working Feedback on adoption approach
<p>Change Champions ~ 4 hours pm pre-launch; ~ 6-8 hours pm post-launch</p>	<ul style="list-style-type: none"> Participate in Discovery Workshops Become familiar with the change Help to finetune priority opportunities (Scenarios) 	<ul style="list-style-type: none"> Participate in self-directed training & adoption challenges Lead by example - use the tools Provide feedback to the Change Team Identify additional opportunities 	<ul style="list-style-type: none"> Work with the Business Lead to prioritise additional scenarios Feedback on adoption approach Feedback on ongoing successes and barriers Actively inspire ongoing adoption in your team
<p>Team members</p>	<ul style="list-style-type: none"> Participate in Discovery Workshops 	<ul style="list-style-type: none"> Participate in self-directed training & adoption challenges Lead by example - use the tools 	<ul style="list-style-type: none"> Actively promote 'new ways of work' across Service Adopt additional new ways of working Feedback on successes

Change Agents – Typical Setup

Focus	Awareness and engagement
Department	<ul style="list-style-type: none">• Manager or staff-level individuals, in any business unit or department
Summary	<ul style="list-style-type: none">• Build awareness, understanding, and engagement across the organisation• Willing to become enthusiastic and knowledgeable about the change and eager to help your colleagues
Time commitment	<ul style="list-style-type: none">• Pre-launch: 2-3 hours per week• Post-launch: 3 hours per week (1 month then 1-2 hours per week)
Qualifications	<ul style="list-style-type: none">• Social savvy and interested in learning technology• Enthusiastic and forward thinking• Thought leaders who are eager to participate in making the change a success
Responsibilities	<ul style="list-style-type: none">• Evangelise the change and the business value across teams• Build awareness through informal communication channels• Support programme in launch activities, awareness campaigns, and engagement events• Assist in welcoming new users, providing guidance, and best practices• Feedback to programme



Commitment of a Change Agent to their colleagues

- Evangelise about the change by using the new tools, promoting benefits of new ways of working and coaching colleagues (within your department) etc.
- Organise and conduct high-level presentations using material from the programme
- Coach your colleagues (floorwalking, Lunch & Learn, Launch day...)
- Answer questions and provide guidance on learning material
- Handle specific issues or resistance through active listening
- Be known as a Change Agent and represent the project
- Point people to promotion and training material as appropriate



Commitment of a Change Agent to the Programme Team

- Become a member of the Adoption Team
- Attend initial on-boarding kick-off session and periodic review meetings/calls. Stay Informed of project status
- Connect with the programme Change Manager and local Business Change Lead to synchronise activities
- Be knowledgeable of the change: get prepared by reviewing any training material and actively working with the new solution
- Serve as a link between staff and the project team (share users' feedback with Change Manager)
- Actively participate in the Change Agent Communities/Groups
- Plan to be present and being active during and after Launch.
- Test and evaluate the Learning & Communications material and provide feedback

Whats does it mean to be a Change Agent ?



"On migration day, I came early and helped my colleagues in my department.

I quickly helped them navigate FAQs and learning material.

My attendance at the Kick-Off Event and weekly calls really helped me to be prepared to support me peers."



"I co-led an overview session with my colleagues and manager five days before the go live.

And I made sure I was available on Instant Messaging to all of our staff in my team after the migration.

I spent time walking my peers through the change for the relevant business scenarios."



"I led a lunch-and-learn for my peer financial analysts on the benefits of the new tools for their daily business.

And I planned regular floorwalking after the migration to help my colleagues out and promote new ways of working."

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Establishing a Change Agents Network

Key success factors for effective Change Agents network

Recruit the right profiles

Get them on board

Share the role you expect

Build competencies

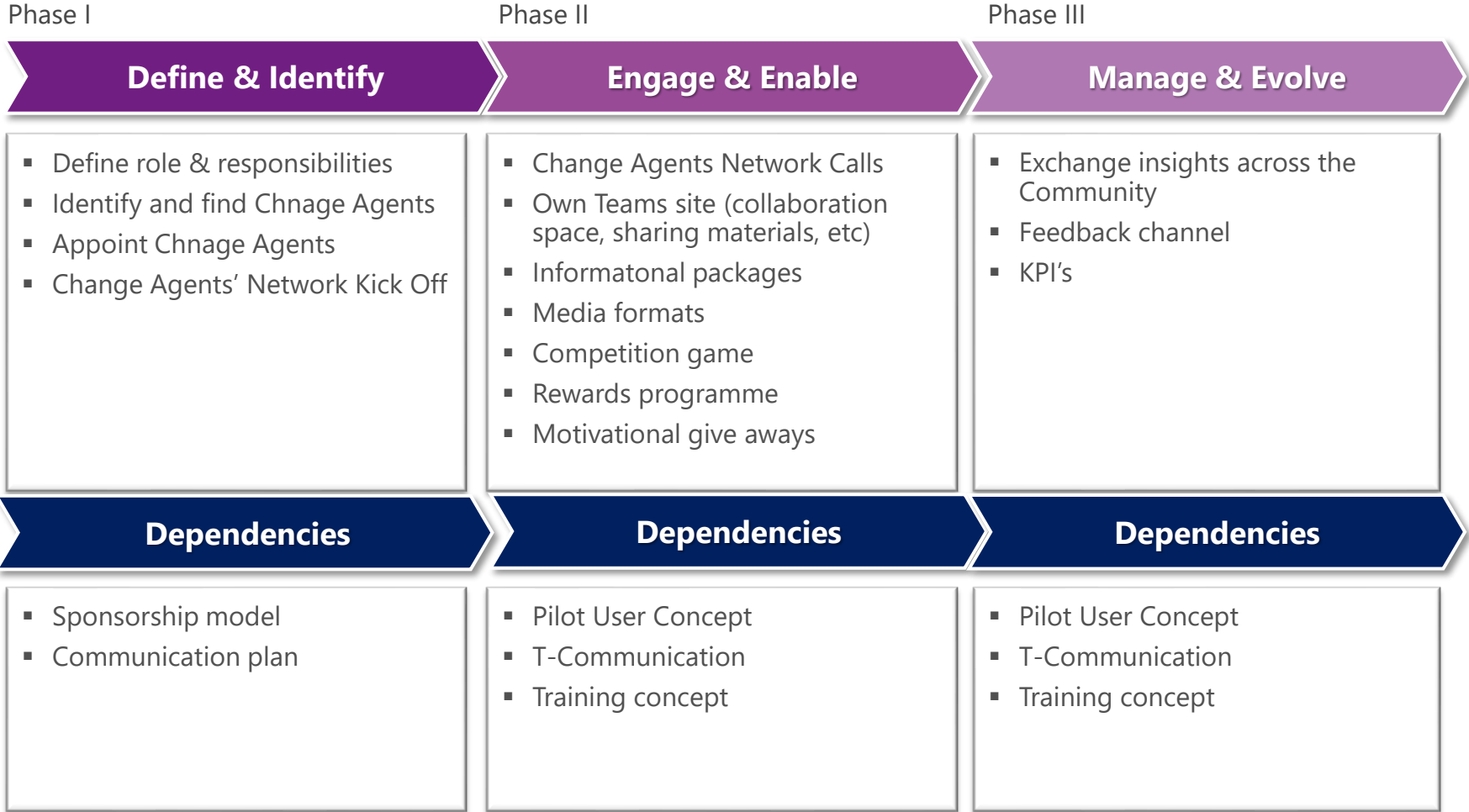
Provide tools

Provide support

Animate a community

Recognise their contribution

Establishing a Change Agents Network



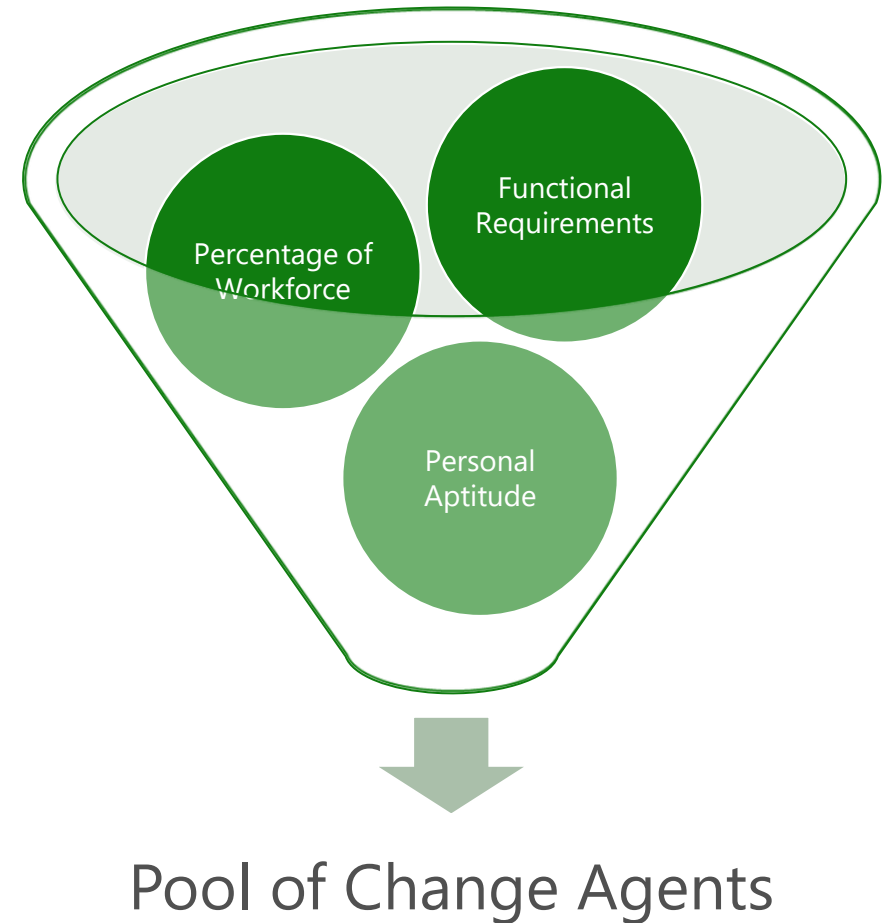
Select & Recruit the Right Change Agents

The selection can be based from:

1. Percentage of effected employee numbers
2. Function requirements

How to Connect with Change Agents of the Future

- **Inform HR & Managers through Sponsor**
- **Write invitation letter to volunteers**
 - **Evangelise the program to peers**
- **Become Change Agents (Ask them to invite others)**



Motivation: What's in it for the Change Agents ?




(WIIFM)



Onboard & Motivate Change Agents

Change Agent Readiness – high level

Change Agents need specific onboarding and supported to prepare them for their role

Phase	Phase 1: Pre-Launch	Phase 2: Launch	Phase 3: Post-Launch
Objective	Determine recruitment process and identify Change Agents, provide onboarding 	Engage Change Agents and support them as they begin supporting their peers 	Gather feedback and engage with the Change Agents community to drive adoption 
Activities	<ul style="list-style-type: none"> • Determine Change Agents ratio • Finalise recruitment model & call for volunteers in global communications • Business Change Leads identify Change Agents for their business area 	<ul style="list-style-type: none"> • Change Agents Community kickoff with specialised toolkit • Instructor-led training designed and delivered for Change Agents • Bi-weekly Change Agents update • Change Agents community built in Teams 	<ul style="list-style-type: none"> • Send Change Agents feedback surveys • Conduct Change Agents ‘office hours’ • Provide real-time updates on issues • Share measurements • Continue a cadence of meetings, decreasing to monthly to keep Change Agents community intact

Typical touch points

Purpose – to take Change Agents through their personal ADKAR

- Soft skills development
- Technical skills development

Event	Length	Participants	Date	Sponsor Activity
Change Agents Launch Event (Workshop)	<i>Half day</i>	Sponsor, Change Agents, Business Change Lead, Change Manager	tbd	Participate
Train the Trainer (Training Materials)	<i>Half day</i>	Business Change Lead, Change Team, Change Agents	tbd	Participate
Change Agent Calls Weekly	<i>1 hour</i>	Change Manager, Training Lead, Comms Lead, Change Agents	tbd	Participate
Lessons Learnt workshop	<i>3 hours</i>	Sponsors, Business Change Lead, Change Team, Change Agent(s), Business Lead(s), IT Leads	tbd	Participate

How will Change Agents be supported ?

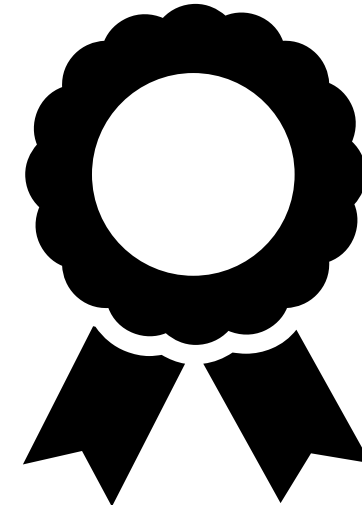
Change Network	Sponsors & VIPs	Senior Leaders & Managers
<ul style="list-style-type: none">Champions ToolkitDemo video (deck)'Managing Change' videoResistance Management LogConnected Working Change	<ul style="list-style-type: none">Sponsor pack (deck)Demo video (deck)Virtual drop-in clinics (CK)Change Leader & Champions (on site)	<ul style="list-style-type: none">Demo video (deck)Senior Manager packXXX Cascade PackChange Leader & Champions (on site)
General Assets (for all users)		
<ul style="list-style-type: none">Introduction to XXX (deck)Scenario-based training videosE-booksTraining+ self-service site	<ul style="list-style-type: none">Tips & Tricks (Collaboration Moments)Migration 'How To' guideService Helpdesk (for technical issues)	

Example assets

- Attend the kick-off event led by the Change Team
- Supported by the Change Team
- Join weekly calls led by the Change Manager to learn more and ask questions
- Get access to training material
- Be part of the Change Agent Community

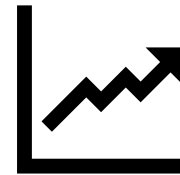
How do we keep Change Agents motivated?

- **Gamification Approach**
 - Who finished the most tasks?
 - Who managed to support x amount of people?
 - The person who achieves the most in the initiative, wins a "prize"
- **Engaging participants**
 - Setup a competition game between functions
 - Encourage exchange of best practices via invites in calls to share experiences
 - Highlight 'Change Agent' of the week on a function basis



Measures to track Success for the Change Agent Network

- Number of Change Agents (over time)
- Representation per function in local team calls
- # of best practices exchanged between Change Agents (collaboration space)
- # of requested activities of Change Agents (e.g. presentations to # of users)
- Keep track (list of dialed in employees) of # of Change Agents active in calls vs. # of Change Agents in list
- Measure representation per building/Service in relation to # of employees in per function
- Feedback from CMT



Next Steps



Prep Work		Owner	Date
Develop Change Agents role and agree on Commitments		TBD, Change Team	
Recruit Change Agents (involve managers/HR)		TBD, Change Manager	
Prepare Kick off Content & invitations letter		TBD, Change Team	
Involve Sponsor (communication, kick-off)		TBD, Change Manager	
Set up & animate a Community (Teams)		TBD, Change Manager	
Share ideas of Champions challenges		TBD, Change Team	
Event	Length	Participants	Sponsor Activity
Champions Launch Event (Workshop)	<i>Half day</i>	Sponsor, Change Agents, Business Change Lead, Change Manager	Participate
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