

5 STEPS TO BUILD THE BEST CHANGE CHAMPION NETWORK

1. Create a job description



- A formal job description gives credibility and structure to the champion's role.
- Knowing specifically what you need people to do will help determine who the best people are for the job.
- Include specific activities, the expected time commitment, frequency of calls/meetings and duration of the role.

2. Determine rewards and recognition



- Consider why people will want this role – what's in it for them and what will be important to them as a reward. For example: opportunity to try out new technology first, chance to demonstrate leadership skills, change from their everyday work, stepping stone to promotion.
- Will they want financial rewards or time off and/or recognition?
- Keep this simple yet meaningful and realistically aligned to your organization's culture.

3. Gain buy-in from leaders



- Buy-in from leaders is key – if they don't encourage (recognize and value) and enable (create the time) champions to fulfill this important role, the impact will be minimal.
- Create the time – taking on a champion role should mean letting go of something else vs just adding to current workloads. This may look different for each person selected. Consider criteria for what they can stop doing during the time they hold the champion role (e.g. fewer direct reports, rotate out of another role, transfer a project to someone else as a learning opportunity).
- Recognize and value – part of a person's decision to say yes to a champion role will likely include whether or not the role is valued by the organization/leaders. The appeal of the role will be diminished if leaders don't truly value the importance.

4. Find the right people



The best people to lead this change may or may not meet the same definition of the 'best people' in your organization.

Depending on your organization's culture and structure, consider looking for the following:

- Volunteers – if people are keen for the right reasons, figure out how to include them.
- People who will be affected first (e.g. teams who will have to use new technology or processes first).
- Fence sitters – win these people over as early adopters who will spread positive messages.

5. Build your champion community



- Kick off with a live or virtual meeting, and include key leaders, to confirm the champion role, expectations, support available, and the overall change rollout plan. This is also a chance for the champions to get to know each other and become a team.
- Stay in touch with regular updates (emails, calls, status reports) to keep them informed on what is happening. Check in to make sure they are receiving and understanding the information.
- Gather feedback often on what's working and what's not, and to find out key questions, concerns or success stories coming from the people they are helping through the change.

