

MODULE 7

Transforming BEHAVIOUR



Change Levers 3 & 4:
Leadership role modelling & Change
Ambassadors

WHAT IS COVERED IN THIS MODULE?



Focusing on the critical role leaders play in supporting and role modelling the change



Setting up a successful Change Ambassadors network



Ensuring both leadership and Change Ambassadors are well equipped to support the successful implementation of changes

WHAT ARE THE DEPENDENCIES?



Completion of a detailed Change Impact Assessment with proposed responses



Completed stakeholder assessment and proposed engagement approach



Identification of key leaders and likely candidates for Change Ambassadors

The 4 fundamental change levers

Creating lasting change



Modules 5 – 7 will guide you through how to best utilise the change levers that you have at your disposal in order to bring about the transformation that you require. The decisions you take here will largely depend on the scope and scale of your programme, however, an understanding of the core change levers is critical for executing change effectively.

CORE CHANGE LEVERS:



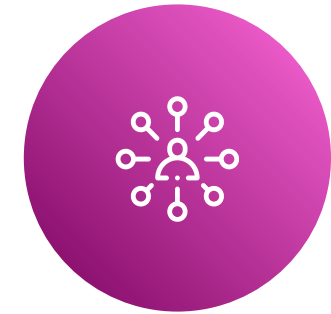
1. Communications & engagement



2. Training & learning



3. Leadership role modelling



4. Change Ambassadors

The focus of this module

Driving and embedding change through leaders



Provide coaching for leaders and managers

Leaders and managers will play a pivotal role in driving change amongst employees and it can, therefore, be worthwhile investing a little extra time in these populations to enable them to support the programme to the best of their abilities.

Providing leader/manager coaching:

You can run coaching sessions with leaders/ managers, individually or as a group, to provide an overview of the critical components of the programme, the likely challenges employees may face with regards to adoption, and the general role they can play in supporting their people:

Core objectives:



Leaders/ Managers understand the changes that are affecting their people and can confidently communicate core messaging



Leaders/ Managers are aware of potential challenges and how to support employees



Leaders/ Managers have enough background information to answer employee questions

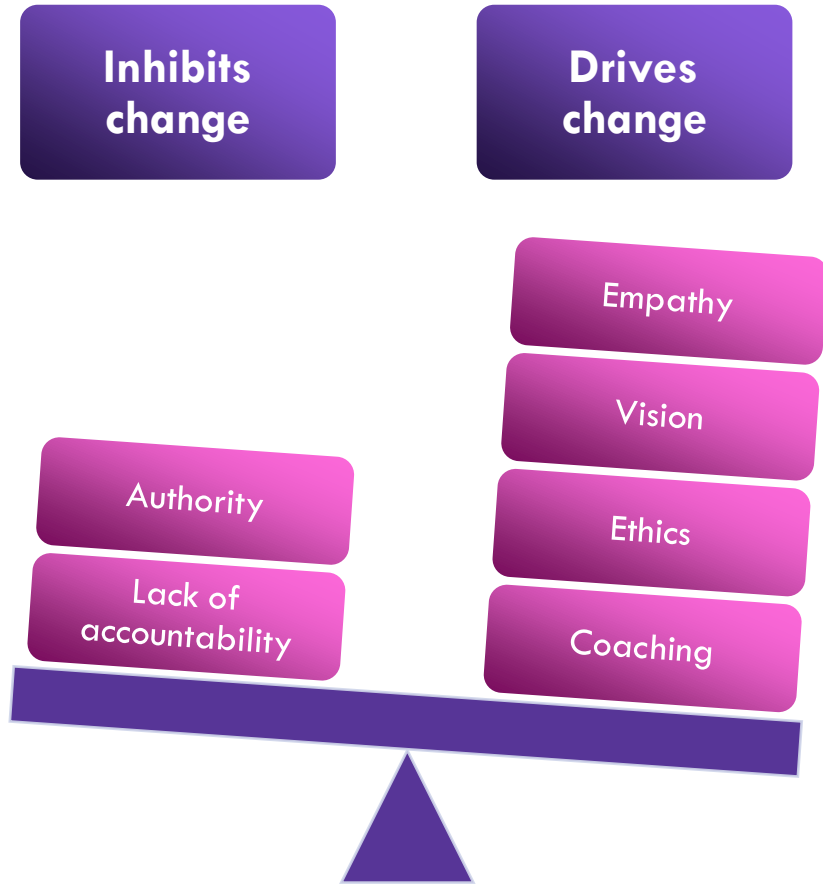


Leaders/ Managers understand their role in embedding the changes

Driving and embedding change through leaders



Does your programme leadership team have the required skill set?



The empathetic leader

Leaders must be able to successfully navigate the range of emotions associated with change by demonstrating understanding, compassion, and kindness. Unconditional positive regard on part of the leader can increase employee motivation, self-confidence, and perseverance.



The visionary

In addition to being champions of change and modelling behaviour by openly promoting cultural norms and values, leaders must collaborate with their teams to integrate new ideas and translate vision into measurable outcomes.



The ethical leader

Leaders must make decisions in the interests of the many rather than the few. A strong moral compass, transparency in decision-making, and alignment of leader values with the desirable cultural outcomes are important prerequisites to delivering transformative change.



The coach

The building of new capabilities is essential when deploying change initiatives. Leaders must build supportive environments where employees feel empowered, free to experiment, and enabled to achieve the best version of themselves.

Building strong leadership alignment (as seen in Module 3 also)



To enable leader-led change

Leadership alignment is a critical and often overlooked activity – you simply cannot afford not to spend the time on this upfront. Ensure that you've secured commitment for your programme vision with the relevant leaders before you progress to further leadership alignment actions.

What is leadership alignment?

Leaders need to demonstrate that as a collective, they possess a common understanding of and commitment to the changes. A lack of leadership buy-in and visible sponsorship are the all too often cited reasons why transformation programmes fail. By paying attention to this upfront you are:

✓ Helping leaders recognise the influence they have

✓ Equipping them for the journey ahead

✓ Supporting them to be effective advocates of change

Top leadership behaviours for effectively managing through change:

Commitment

Visibility

Transparency

Courage

Curiosity

Collaboration

Tenacity

Essentially, your leadership alignment efforts aim to:

- ✓ Build common understanding of why the change is needed and what are the core benefits and risks
- ✓ Ensure commitment to the programme vision
- ✓ Highlight any key areas of disagreement to be addressed as part of leadership action planning – it is important to be honest about any areas of misalignment
- ✓ Help leaders to understand what is expected of them – *what role must they play?*




REMEMBER: leaders tend to overestimate how aligned they are, and the urgent need to demonstrate progress quickly supersedes any time spent ensuring that everyone is clear on the direction of travel. Leaders don't need to agree on every single aspect, but they must take the time to recognise and manage any areas of misalignment that exist between them.

Building strong leadership alignment (as seen in Module 3 also)



What can you practically do to drive leadership alignment?

The following steps will help guide you through the critical components of your leadership alignment efforts.

1 Identify leaders	2 Conduct leader interviews	3 Complete a Stakeholder Assessment Map	4 Create a leadership action plan
<p>Create a list of all individuals who will sponsor and lead the change – consider key influencers and stakeholders.</p>	<p>Schedule and conduct interviews with as many leaders on your list as possible – consider prioritising those who will have the most significant day-to-day influence on the programme.</p>	<p>Review the findings from your leader interviews and complete a Stakeholder Assessment Map. Share the results of this with your key sponsor only (results should be retained as confidential within the change team only).</p>	<p>Use your completed Stakeholder Assessment Map to build an initial plan of key leadership alignment and sponsorship actions. This plan should be evaluated and amended as the programme progresses.</p>
<p>Key Stakeholders</p> <ul style="list-style-type: none">• Sponsors• Key leaders• Key influencers• Other important senior stakeholders	<p>Example questions:</p> <ul style="list-style-type: none">• What is your understanding of the programme vision?• What do you see as the main benefits of this transformation?• What are the biggest risks to implementation?• How would you describe your personal role in relation to the success of the programme?• What support do you need?	 <p>See the stakeholder assessment section within Section 2: Assess the Impact for further guidance on completing Stakeholder Assessment Maps</p>	<p>Example activity:</p> <ul style="list-style-type: none">• Leadership alignment sessions: high-impact, creative sessions to accelerate leadership agreement on key topic areas and key challenges• Leadership away-days: to provide the space and time for those closest to the programme to come together on reflect on achievements and challenges• High-visibility forums: e.g. town hall meetings or roadshows enabling leaders to be seen and heard by many• Frequent communications: demonstrating personal commitment to changes• Role-modelling to-be behaviours: skills, and behaviours within their teams• One-on-one coaching: for leaders and their direct reports focused on behaviour as well as business results• Leaders enlisting support: from other internal leaders / key influencers

NB. Any output/notes captured from your vision workshop should also be included as part of your leadership analysis work.

Change Ambassadors

Introduction



WHAT ARE CHANGE AMBASSADORS?

Change Ambassadors, also commonly known as Change Champions, are a group of individuals from within the organisation who act as a driving force to support and embed the change. They act as a direct communication channel between the programme and impacted employees.

WHAT ROLE DO THEY PLAY?

Change Ambassadors are business representatives who are closely connected with the change programme but do not hold a full time role within it.

Their role is to:

Act as visible supporters of the change, leading by example

Input into local change activities, such as training, post go-live support, and tailored communications and engagement initiatives – representing the needs of their particular business area/geography

Support two-way communication between the programme team and impacted employees

Help with identifying any risks or issues through seeking employee feedback and monitoring reactions of employees on the ground

Work with local leaders to drive and embed change

Provide direct adoption support to colleagues – helping with post-training knowledge transfer

WHAT MAKES A GOOD CHANGE AMBASSADOR?

- ✓ Management level
- ✓ Good understanding of the technical business landscape where the change is occurring
- ✓ Transformation programme experience (desirable but not essential)
- ✓ Trusted by colleagues
- ✓ Strong advocate of teamwork and collaboration
- ✓ Demonstrates an interest in new ways of working
- ✓ Strong interpersonal skills – particularly good at listening

How to mobilise a Change Ambassadors Network



A volunteering approach is often highly effective

1 Identify candidates

Work with programme leaders/sponsors to identify candidates for your Change Ambassador network. You need to ensure proposed employees represent a good mix across business areas and geographic locations, as per the needs of your particular programme.

2 Appoint Change Ambassadors

Ideally, leaders should communicate the need for Change Ambassadors within their respective business area and employees should be given the opportunity to volunteer. By signing-up of their own accord you are more likely to achieve a good level of buy-in for the programme across the Ambassador network.

3 Complete kick-off activity

Hold a kick-off briefing for all Change Ambassadors. You should use this opportunity to:

- Provide an overview of the programme status, key priorities and challenges
- Explain their role and the expectations of them in supporting the change
- Agree as a group the cadence of Change Ambassador Network meetings going forwards

4 Activate ongoing Ambassadors Network

Schedule a regular cadence of Change Ambassador Network meetings. The meetings should be focused on: identifying risks and areas of resistance across the business; sharing employee feedback; communicating success stories; and agreeing other change activities that the Ambassadors can support such as helping to build FAQs, or administering employee feedback surveys.



Explainer video 7: Transforming Behaviour – Change Levers 3 & 4 – Leaders & Change Ambassadors



You may now watch **Explainer Video 7: Transforming behaviour – Change Levers 3 & 4 – Leaders & Change Ambassadors** (14:44 min) for further explanation of this module's content. You will find all explainer videos on the training and resources member page.



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