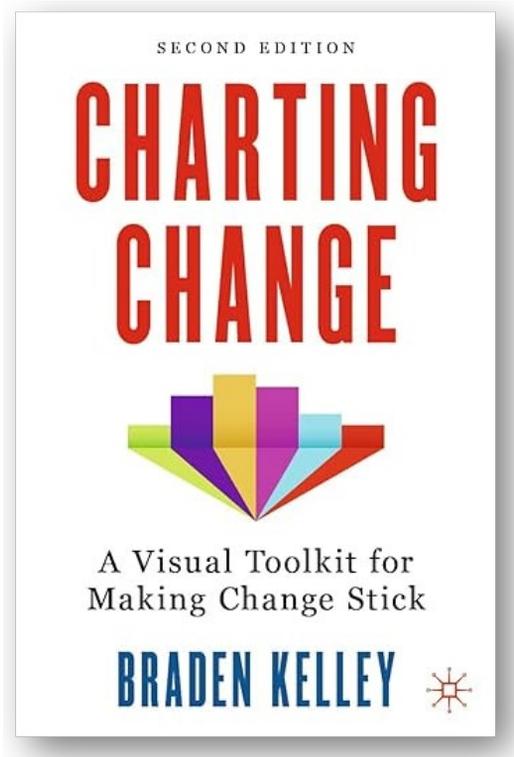


The Eleven Change Roles™



by Braden Kelley



As featured in the best-selling book:

Charting Change

Now in its Second Edition!

1. Authority Figures/Sponsors



Somebody has to be in charge. This includes one main sponsor and a coalition of authority figures who can help push things forward when a push is required.

2. Designers



Designers are your big picture thinkers, people who can see how the pieces fit together, who are skilled meeting facilitators, who know the methodology well, and who can help keep people on track as you build the plans for your change effort.

3. Influencers



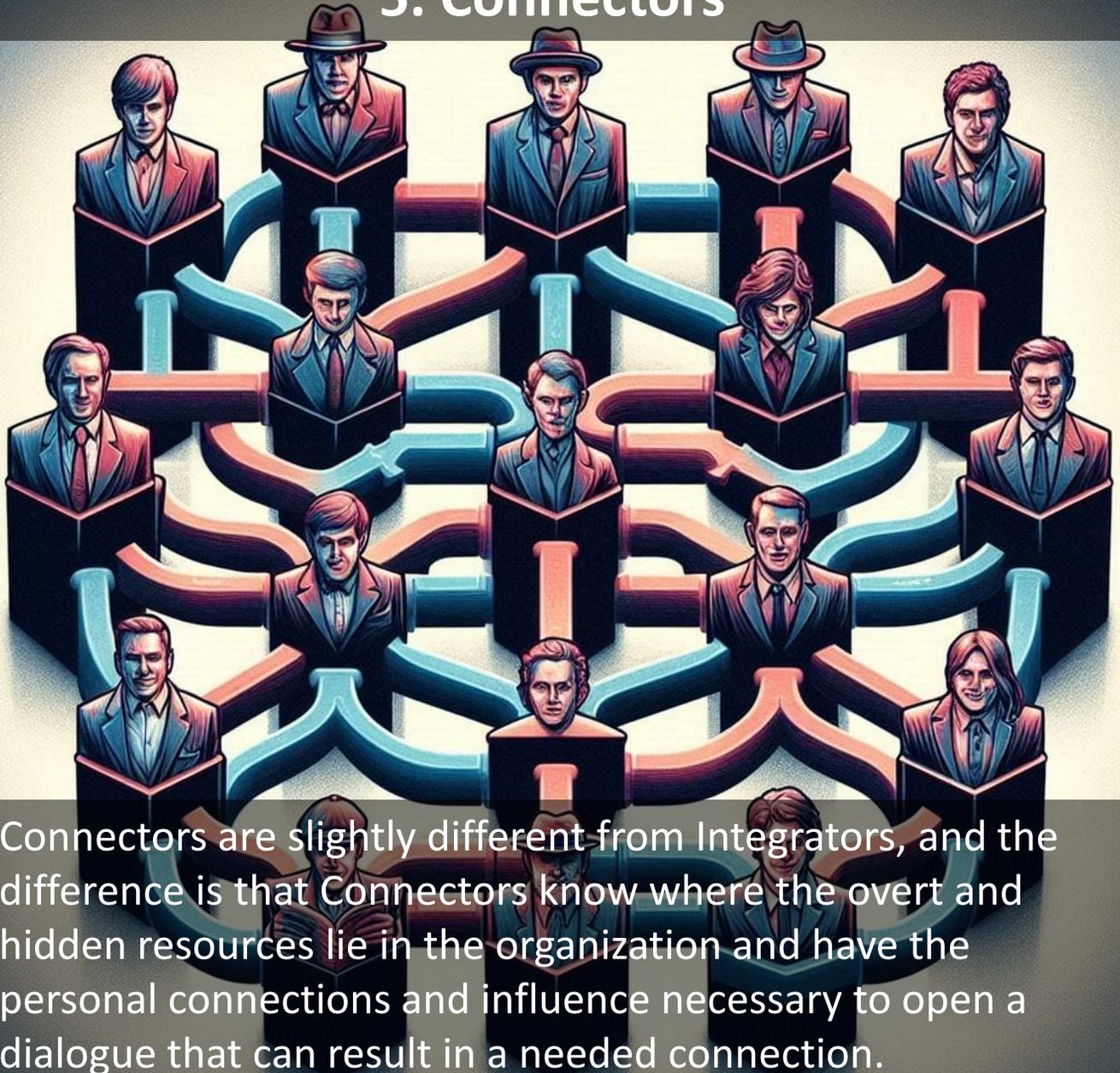
Influencers are well-respected and forceful people in the organization. They may lack the formal position power of a sponsor or authority figure, but they can help rally people to the cause with their words and actions.

4. Integrators



Integrators are good at bridging silos, building relationships that cut across geographies and hierarchies, and finding ways for different teams and departments to work together to achieve a common goal.

5. Connectors



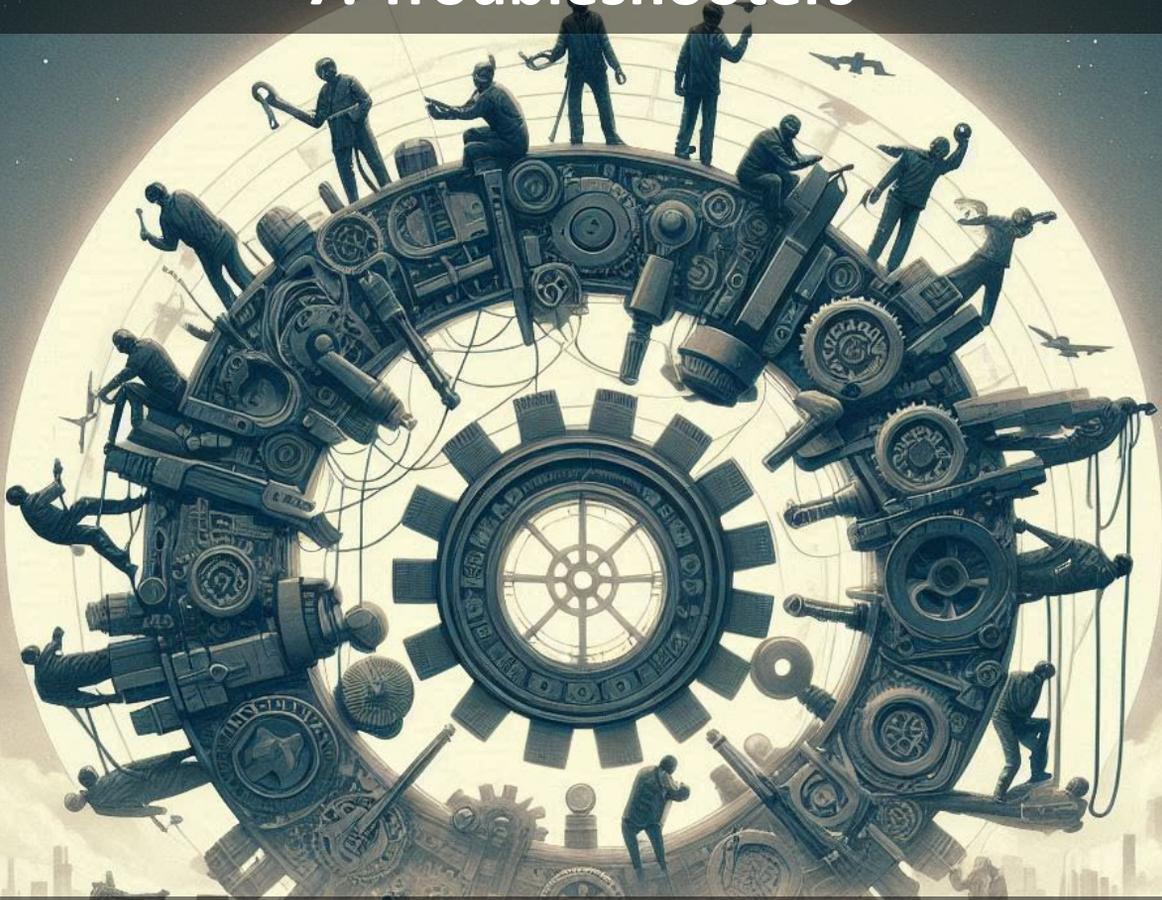
Connectors are slightly different from Integrators, and the difference is that Connectors know where the overt and hidden resources lie in the organization and have the personal connections and influence necessary to open a dialogue that can result in a needed connection.

6. Resource Controllers/Investors



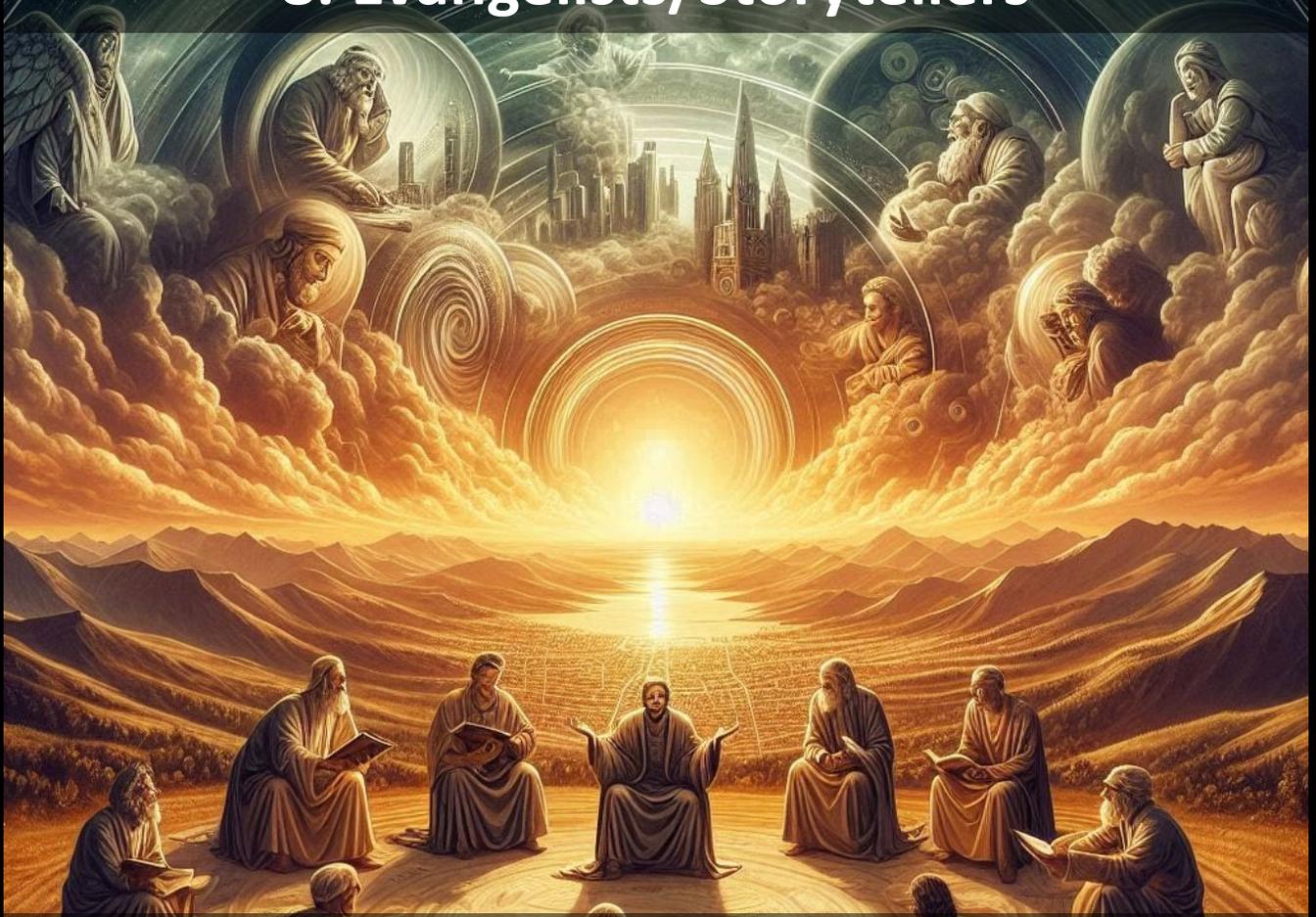
These people have things you need—human resources, information resources, and physical resources. You must get them to invest those resources to successfully achieve your desired change.

7. Troubleshooters



Troubleshooters are really good at identifying problems early on, and they enjoy the challenge of finding ways around, over, under or through these potential barriers. Troubleshooters often have the domain knowledge or the deep insight into the change target's mind-set necessary to also move minds and resources to support the change program.

8. Evangelists/Storytellers



Every change effort has a story to tell about how the desired future state is better than the current state and is worth the disruption. There are visions & themes that will weave together in your story, and symbols that will reinforce and show your commitment to realizing the goals you set for the change effort. Without evangelism and storytelling, it will be really hard for people to understand what you are trying to do or to support it.

10. The Impacted

(key groups of impacted individuals)

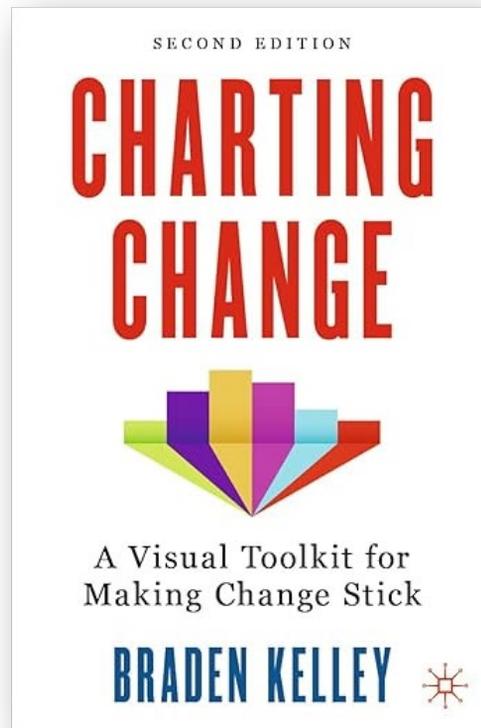


Who is going to be affected by this change? Don't be afraid to invite these people early on to voice their concerns so that you can understand their objections, identify solutions or mitigations, and potentially recruit them as effective evangelists.

11. The External (perspectives from people not affected)



It's easy to miss risks, assumptions, barriers, and points of potential resistance when you are too close to the effort. Inviting in some people from outside your organization to be part of your planning process and to get their feedback on what you are trying to do might be surprisingly enlightening as they contribute their perspective.



Learn more about
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in Braden Kelley's best-selling book
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<http://charting-change.com>