

THE ROLE OF THE CHANGE LEADER

JUST THREE THINGS. THAT'S ALL PEOPLE NEED FROM YOU AS A CHANGE LEADER.

Master consultant Stephanie Nestlerode distills the complexity of managing people into three basic tasks. Don't be fooled by this model's simplicity. Mastering the three tasks demands ongoing, thoughtful, focused efforts.



SUPPORT SYSTEMS

Make sure team members have everything they need to do their work.

YOUR JOB:

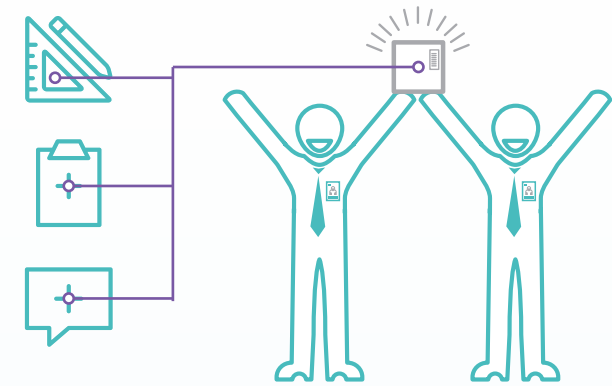
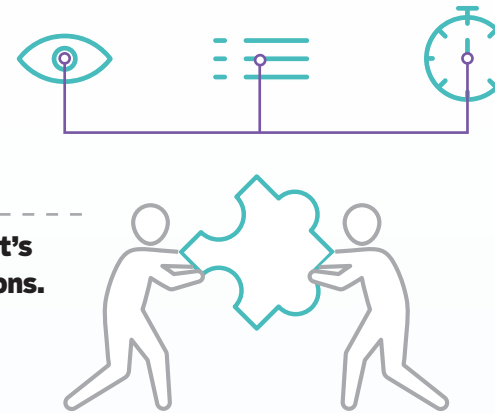
- Help people identify the tools, resources, knowledge, and skills they need to do their jobs
- Figure out how to get people what they need
- Make funds available to support learning and productivity
- Advocate for staff needs at budget time and whenever new requirements arise
- Communicate both by sharing information and by listening
- Make sure people receive information quickly and accurately

FOCUS

Help team members focus on what's important and get rid of distractions.

YOUR JOB:

- Set a clear vision for the future
- Help staff to:
 - Understand what outcomes are expected
 - Identify how they can contribute to achieving the vision
 - Prioritize competing demands
 - Remove obstacles that make it hard for staff to complete tasks
 - Manage ad hoc requests that threaten to distract people from what's important



SUCCESS MEASURES

Share performance expectations and progress with team members

YOUR JOB:

- Clarify what success does and does not mean for the team
- Help staff to:
 - Understand what outcomes are expected
 - Explore ambiguous terms like quality and service so people have a shared understanding of critical concepts
 - Define requirements for successful work products
- Make sure performance measures are collected and shared
- Share results frequently so staff can be proud of successes and make course corrections when needed



LEARNING



As change proceeds and people learn what works, Focus, Support Systems, and Success Measures will evolve.

Put reminders in place so you continue to assess how well you are providing team members with what they need in each area.

Don't forget the interdependencies between your three responsibilities. If the Focus shifts, the team may require additional Support Systems or refined Success Measures.