Role/Behavior Requirements for Effective Change

Overview

For a change to succeed, different people, in different roles, need to exhibit appropriate behaviors. This tool identifies some desired behaviors for people in common roles during a change.

The purpose of this tool is to educate managers about the types of behaviors needed to support change.

Feel free to edit the following list of key behaviors to reflect your division's or department's language and role expectations.
Role/Behavior Requirements for Effective Change

Institutional Leaders

- Clearly articulate direction for budget reduction change
- Approve/allocate resources, processes and policies to support change
- Provide regular high-level communications about the change (reinforce its importance, provide organizational updates, communicate any significant changes and rationale)
- Are visible advocates for the change (e.g., recognize people)
- Model behaviors that are consistent with the new direction

Vice Presidents and Deans

- Publicly acknowledge managers who are helping the change/exhibiting desired behaviors
- Hold people accountable for actions that are opposing to goals
- Model behaviors that are consistent with the direction (or at least avoid exhibiting undesirable behaviors)
- Voice concerns and raise questions privately, not in public forums

Department Leaders

- Clarify and communicate expectations for their department and teams
- Ensure that roles are clear within their departments and teams
- Publicly acknowledge team employees who are helping the change/exhibiting desired behaviors
- Hold individuals accountable for actions that are contrary to goals
- Ensure that teams are staffed properly
- Regularly communicate with team leaders and employees about the change (reinforce importance for them, provide updates about department and function)
- Actively seek feedback from managers and employees about what is working and where changes are needed
- Communicate progress and needs to the Vice President and Deans

Middle Managers

- Learn about the implications of the change for their team and themselves
- Translate the change into specific expectations for the team and individual team members
- Ensure that individuals’ goals are aligned with team and organizational goals
- Ensure that team members have the necessary competencies to succeed
- Coach and help employees cope with the change (allow people to vent, work through transitions)
- Build support within the team for the change (involve active supporters, work with resisters)
- Regularly “take the pulse” of their team (assess reactions and progress)
- Identify and remove local obstacles
- Serve as the team’s advocate (communicate team’s needs, seek support, report progress)
Support Team (Human Resource Professionals, Human Resource Liaisons)

- Periodically gather systematic information about progress (e.g., survey, focus groups, performance data)
- Identify obstacles and communicate them to senior leadership
- Coach, educate, and encourage others at various levels
- Provide feedback to leaders, managers, supervisors, and employees (particularly when actions are exhibited that interfere with the change)
- Develop/identify tools, programs and resources to support the change
- Summarize and disseminate lessons learned
- Facilitate meetings/working sessions