

Change Leadership	Change Management	Communications
Ultimately accountable for understanding <i>why</i> an organization should act, and <i>what</i> the organization should do	Accountable for understanding the current state, the " <i>what</i> " of the future state, the size of the gap, and " <i>why</i> " change is necessary	Accountable for spearheading strategies and tactics to gain awareness and understanding of the required changes among stakeholders
Sets a vision for the enterprise	Defines <i>how</i> the organization can reach the vision	Executed within a change management plan
Defines guiding principles and imperatives	Creates organizational change in a planned, proactive, and systematic approach – including the measurement of progress and results	Illustrates the leader's vision for the enterprise in compelling and motivating terms – and in ways that encourage acceptance and engagement
Sets objectives for the business and ensures appropriate oversight and governance is in place	Understands the gap between the current state and the leadership vision	Fosters audience awareness and understanding of the gap
Establishes the business strategies necessary to reach the vision and objectives, and aligns resources accordingly	Builds appropriate plans and timelines to link change strategies / tactics to business objectives	Provides audiences with timely information regarding changes and their anticipated impacts
Creates alignment on vision, objectives, and strategies among senior leaders	Uses appropriate levers (communication, feedback, education, and participation) to create awareness, understanding, acceptance and engagement in change	Uses core messages and proof points, along with a variety of channels, messengers, and approaches to broaden and deepen awareness and understanding
Sets the organization's process model and organization structure	Monitors how the organization's process model and organization structure helps or inhibits transformational change	Provides change leader with stakeholder feedback on process model and organization structure
Identifies and implements the major changes necessary to achieve objectives	Accommodates the human resistances to change	Communicates in an audience-centric manner so that message complexity and detail is appropriately scaled
Identifies and supports change agent 'ambassadors' who can further progress towards the goals	Leverages the work of change agents to create further change	Promotes successes and milestones as well as lessons learned on the course of the journey
Constantly evaluates progress and adjusts plans as necessary	Provides counsel to change leaders	Measures communication effectiveness and adjusts strategies and tactics as appropriate
As appropriate, provides the necessary positive rewards and negative feedbacks	Evaluates the effectiveness of the entire change management execution and adjusts the plan accordingly	Operates two-way communication channels to ensure messages move from the 'changee' to the 'changer' so as to promote an ongoing dialog within each work team impacted by the transformation