

Selecting your change team

A group of capable and motivated people with sufficient time and energy is needed to deliver the change project. You must ensure members have the right mix of technical skills and capabilities and a commitment to team work. To deliver a large or complex project you will often have to work across different divisions and organisations and this requires a high level of senior stakeholder buy-in to resource a team of the size and capability required.



Templates to help with selecting your change team

[Allocating team roles and responsibilities](#)

How to do it

With the scope and impact of your change defined, the next step is to consider the attributes and roles of team members to deliver the change.

Desirable attributes

Include in your team people who:

- display particular values and behaviours such as courage and tenacity, collaboration and engagement, professionalism and respect.
- have a strong understanding of, or be able to quickly grasp, change and project management techniques
- have strong networks across the organisation
- have the technical skills required for the particular change (e.g. process improvement, technology, organisation design).

Typical roles

There are several requirements of a change team, particularly a large one, so consider these positions in turn even if one person can fill multiple roles:

- **Governance body:** usually a Project Control Board or Steering Committee
- **Project sponsor:** typically has the ultimate accountability to deliver the change
- **Project manager:** manages the technical elements of the change
- **Change manager:** ensures that the team engages the organisation and successfully drives the uptake of the new way of doing things.
- **Project team:** designs the solution and supports the change and project managers. For a large, multidisciplinary team you may need to approach other organisations or consider contract staff.

Match the composition of the team to the skills required to deliver the change. Consider the nature of your change (e.g. process or system change, organisational redesign etc.) and match the skills to the need.



Roles of a change team

Role	Description
Project governance body	<p>The governance body, usually a Project Control Board or Steering Committee, is generally only required for very large projects. The body is accountable for high level decision-making and approvals, and sign-off deliverables at key milestones. The project manager regularly reports to the governance body on performance against project objectives, issues, risks and any obstacles to the project achieving its goal.</p> <p>In general, the governance body should contain stakeholders who:</p> <ul style="list-style-type: none"> • are appropriately senior and empowered to make project decisions on behalf of the organisation • have a large stake in the outcome of the project • understand linkages between the project and business across the organisation • can remove roadblocks • will stretch thinking and challenge the status quo.
Project sponsor	<p>The project sponsor has overall accountability for delivering the change outcomes. As the most visible influencer and advocate for change, the role requires a high level of authority within the organisation, and also extensive understanding of, and belief in, the need for change.</p> <p>The project sponsor must have the ability to:</p> <ul style="list-style-type: none"> • maintain strategic oversight of the project while delegating daily decision-making to change and project managers • network and garner support through informal channels and en masse communication • make decisions when the change team is at an impasse, often with imperfect information • understand the wider implications of the change and be responsive to how this will impact on the implementation • help the project manager to resolve risks and issues as they arise.
Project Manager	<p>Project managers work closely with the project sponsor and take responsibility for day to day delivery of requirements. They develop and own the project work plan and resource requirements, and act as the key project liaison point for stakeholders across the organisation.</p> <p>Project managers need to:</p> <ul style="list-style-type: none"> • allocate and manage budget and resources • develop and maintain project plans, charter, scope and goals • report progress to the project sponsor, governance body and others as required • proactively manage issues and risks • measure the impact of the change and take corrective action where required.



Role	Description
Change manager <i>(On a small project, the change manager and project manager may be the same person)</i>	Change managers use tools and techniques to ensure people are ready, willing and able to change. They are typically responsible for: <ul style="list-style-type: none"> • identifying and managing stakeholders • developing a robust change plan • identifying, preparing and supporting change leaders • planning communications, learning and development • creating and managing measurement systems to track adoption and use of the change initiative.

The skills required of the team members may change throughout the life of the project. In many instances the skills needed at the design stage differ from the skills required during implementation. In this case make sure you factor in the effort required to maintain consistency and a common understanding of the change.

The roles and responsibilities of the team should be formally detailed with time requirements and technical skills. Address this at the same time you undertake your project plan and map out your change and project activities.

Adjust for scale

Scale of change	Guidance on how to apply this process
Small: Improving and refining methods, policies and procedures; the future state is not very different to the current ways of working	<ul style="list-style-type: none"> • a governance body is not generally required; these functions can be filled by the project sponsor • the team needs to be identified and activities assigned • the change manager and project manager can be the same person.
Medium: Distinct modifications to strategies, structures and management processes	As above.
Large: Substantial realignment, restructuring and transformation of all or part of the organisation	As above, plus: <ul style="list-style-type: none"> • additional time for multiple work streams to communicate and coordinate their efforts • assign different project and change managers to each work stream.

