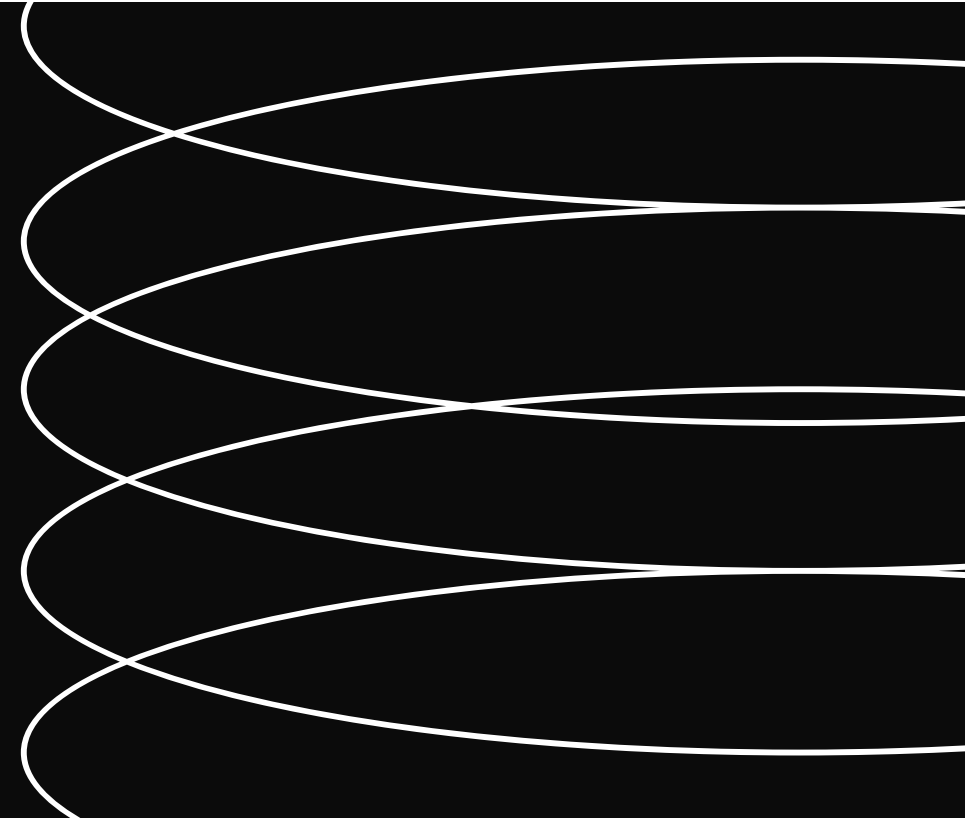


EMERGENT PATH CONSULTING

Change Champion Playbook™

IRINA NOWAK

TABLE OF CONTENTS



1	<u>PURPOSE OF THE PLAYBOOK</u>	3
2	<u>UNDERSTANDING CHANGE</u>	4
3	<u>YOUR ROLE AS A CHANGE CHAMPION</u>	8
4	<u>CHANGE CHAMPION RESPONSIBILITIES BY PHASE</u>	16
5	<u>CHANGE CHAMPION NETWORK</u>	19
6	<u>CHANGE COMMUNICATION TIPS</u>	22
7	<u>CHANGE CHAMPION ENABLEMENT AND SUPPORT</u>	24
8	<u>MEASURING CHANGE CHAMPION EFFECTIVENESS</u>	27
9	<u>TOOLS AND TEMPLATES</u>	30
10	<u>CONCLUSION</u>	34



1. Purpose of the Playbook

Change in organizations is most successful when people understand what is changing, and why, how it affects them, and where to go for support. Formal project teams, leaders, and communication channels are important, but they are rarely enough on their own to support change. People often make sense of change through trusted colleagues, team conversations, local examples, and day-to-day experiences.

The purpose of this Change Champion Playbook is to equip change champions and change managers with the guidance, tools, messages, and practices they need to support successful change across their organizations. The Playbook provides you with a common structure for the champion role while allowing flexibility for different teams, functions, locations, and stakeholder groups. It outlines what change champions do, how they are supported, how they communicate, how they gather feedback, and how they contribute to adoption and sustainment.

1.1 CHANGE CHAMPION IMPACT

Change champions play a pivotal role in driving the adoption of new initiatives, processes, or technologies. They are not necessarily in a position of formal authority but are recognized for the ability to motivate and guide their colleagues through the change phases.

As a trusted peer, functional expert, or informal influencer, you help create momentum by modeling desired behaviors, encouraging participation in readiness and training activities, and providing timely feedback about needed additional support.

As a change champion, you are not expected to solve every problem related to change. Your true value comes from your ability to listen, observe, communicate, encourage participation, and help teams navigate the change with greater clarity and confidence.

You play a critical role in making the change feel more understandable, relevant, and actionable at the local level.

1.2 HOW TO USE THIS PLAYBOOK

This Playbook is a practical guide for you throughout your change journey. You can use it to understand your role, prepare for conversations, support your team, gather feedback, and know when and how to escalate issues before, during, and after change implementation:

- **Before the change:** Use it to understand the change, prepare for your role, support awareness-building, and identify early questions or concerns.
- **During the change:** Use it to reinforce messages, support training and readiness activities, gather feedback, and help your team navigate uncertainty.
- **After the change:** Use it to support stabilization, encourage adoption, identify remaining barriers, and share lessons learned.

The Playbook can also be used by change managers to design change champion programs, mobilize change champions, and support them. Treat the Playbook as a living resource that can be adapted as the change evolves and new questions, messages, risks, and support needs emerge.



2 Understanding Change

To support others through change, you need a clear understanding of what is changing and why, who is affected, and what success looks like. This section will help you communicate consistently, answer common questions, and help people connect the change to their day-to-day work. You do not need to have every answer. Your goal is to understand the change well enough to have helpful conversations, listen for concerns, and guide people to the right resources.

2.1 WHAT IS CHANGING

Your organization is making changes that may affect how people work, collaborate, make decisions, use systems, follow processes, or deliver value. The change may involve new technology, updated roles and responsibilities, redesigned workflows, new governance, a different operating model, or new behaviors and ways of working.

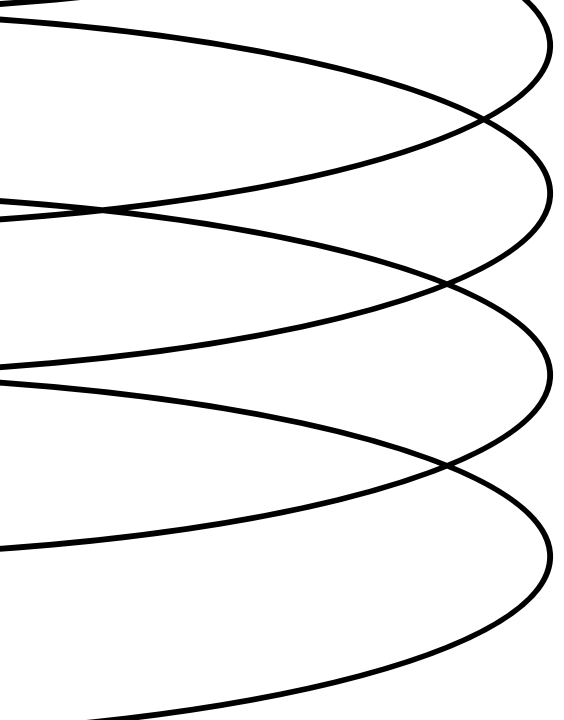
Your role is to help explain the change in simple, practical language. People need to understand not only the formal change project description, but also what the change may mean for their work.

When explaining the change, focus on:

- What is affected (processes, systems, tools, roles).
- What will not change.
- When key changes are expected to happen.
- Where people can find information.

Change message

This change is about *[brief description of the change]*. It will affect *[groups, processes, systems, or ways of working]*. The purpose is to *[business reason or desired outcome]*. For our team, this means we may need to *[practical impact or action]*.



2.2 THE PUROSE OF CHANGE

People are more likely to engage with change when they understand its rationale. You can help others connect the change to a larger purpose, business need, or organizational opportunity.

For example, the change may be needed to modernize systems, strengthen collaboration, reduce inefficiencies, support growth, respond to external pressures, or improve the employee or customer experience.

You do not need to make the change sound perfect or easy. The purpose is not to “sell” the change, but to explain why it is needed and why people’s participation is important.

When talking about the “why”, focus on:

- What problem, opportunity, or business need the change is addressing.
- Why the organization is acting now.
- What risks exist if the organization does not change.
- How the change supports broader strategic goals.
- How the change may benefit teams, customers, partners, or the organization.

Change purpose message

This change is happening because our current way of working is no longer fully meeting the needs of the organization. While the transition may require adjustment, the goal is to create a stronger, more effective, and more sustainable way of working.

2.3 WHAT SUCCESS LOOKS LIKE

Success is more than launching a change project, sending a communication, or going live with a new system. Real success happens when the goals of change are accomplished, people understand the change, know what is expected of them, and adopt new tools, processes, behaviors, or ways of working.

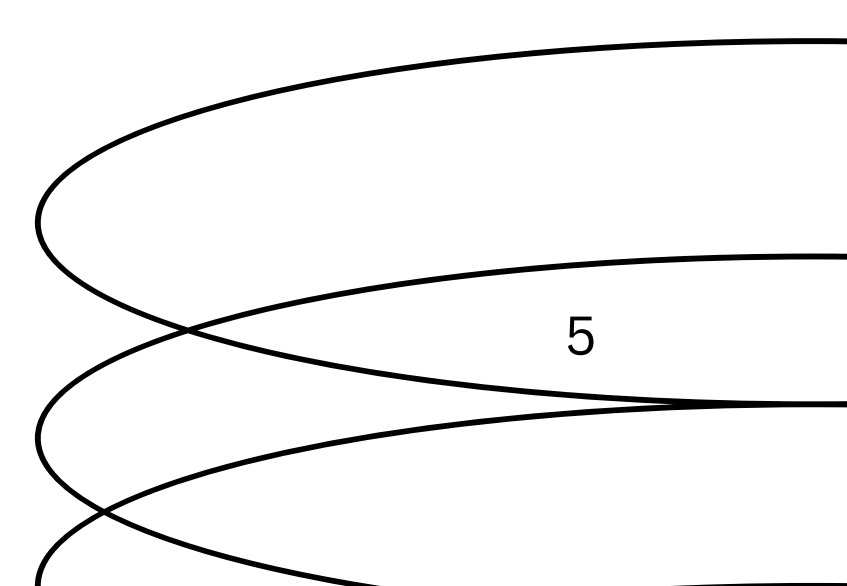
You can help define success at the local level by paying attention to how the change is experienced and what are its emerging results.

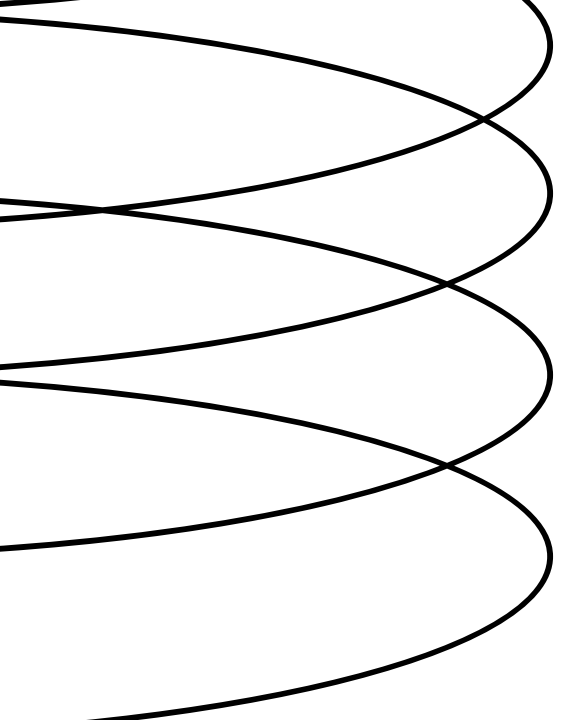
When defining success, focus on:

- Preparedness.
- Barriers that need to be addressed.
- Access to training, tools, and support.
- Adoption of new processes and systems.
- Achievement of change goals.
- Business or operational benefits.

Success statement

Success means people understand the change, know how it affects their work, have the support they need, and adopt the new way of working with increasing confidence and consistency. Organization begins to see the intended business and operational benefits of the change.





2.4 KEY STAKEHOLDER GROUPS IMPACTED

Different stakeholder groups may experience the change in different ways. You should be aware of the major stakeholder groups affected by the change and how the change may affect each group. This will help you tailor conversations, anticipate questions, and identify adoption risks early.

Understanding stakeholder impact helps you move beyond generic communication. It helps you support the right people with the right information at the right time.

Key stakeholder groups may include:

- **Senior leaders** (sponsor change and set direction).
- **Managers** (translate change for their teams).
- **Employees** (directly affected by change).
- **Functional teams** (own/support impacted processes).
- **Customers, clients, or external partners** (experience changes in service, interaction, or delivery).
- **Support teams** (HR, IT, operations supporting change).

Change purpose message

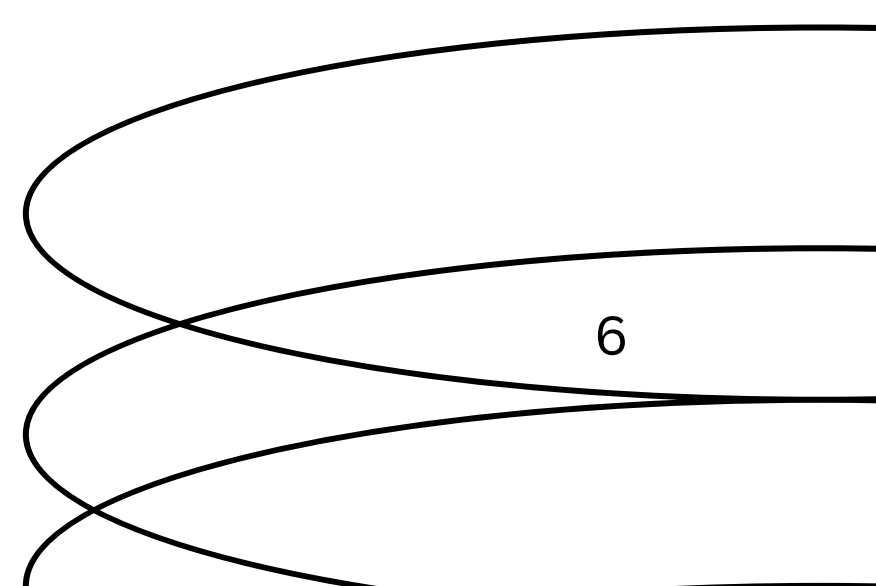
- How is this group affected?
- What does this group need to know?
- What actions does this group need to take?
- What questions or concerns might this group have?
- What support will help this group succeed?
- What feedback should be shared with the project or change team?

2.5 KEY MESSAGES YOU CAN USE

Use consistent, simple messages when talking about the change. You can adapt the language for your team or local context, but the meaning should stay aligned with approved change project communication. See Section 6 below for more tips on change communication.

Key messages

- **What is changing:** The organization is changing how we work to improve effectiveness, alignment, and long-term performance.
- **What is the rationale:** The change is intended to address current challenges, strengthen how we operate, and prepare the organization for future needs.
- **What it means for people:** Some roles, processes, systems, decisions, or ways of working may change. More detailed guidance will be shared as the change progresses.
- **How people will be supported:** Employees will receive communication, training, resources, and opportunities to ask questions and provide feedback.
- **What you do as a change champion:** You help your team understand the change, raise questions, share feedback, identify barriers, and support readiness and adoption.





2.6 REFLECTION QUESTIONS

Use these questions to prepare for conversations with your team:

- What do I understand clearly about the change?
- What still feels uncertain or incomplete?
- How will this change affect the people I support?
- What questions are people likely to ask?
- What concerns or resistance might emerge?
- What messages need to be reinforced?
- What support, resources, or clarification do people need next?



3. Your Role as a Change Champion

As a change champion, you play an important role in helping people understand, prepare for, and adopt the change. You are not expected to manage the entire change effort or have every answer. Instead, your role is to support people close to the work by helping them make sense of what is changing, where to find information, how to raise concerns, and what actions they may need to take.

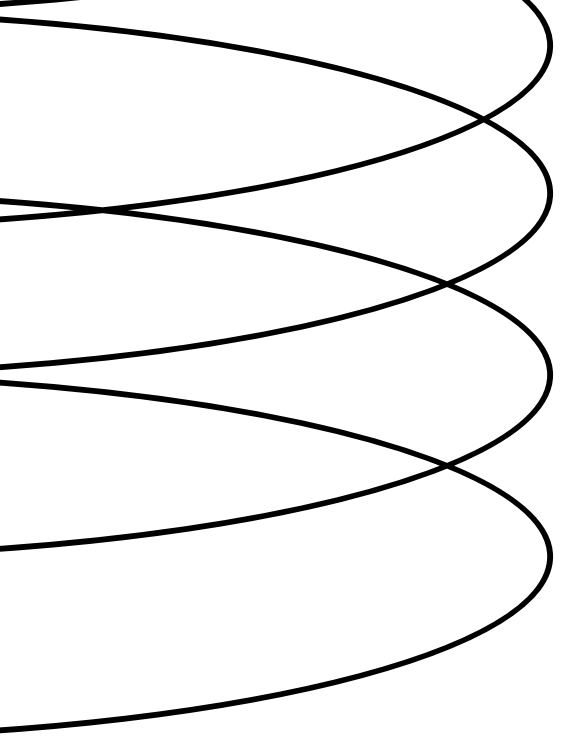
Your influence is important because people often turn to trusted colleagues when they are trying to understand what a change really means. You can help make the change feel more practical, less distant, and easier to navigate.

3.1 WHAT IT MEANS TO BE A CHANGE CHAMPION

Being a change champion means helping others move from awareness to understanding, from understanding to readiness, and from readiness to adoption. You help people connect the change to their day-to-day work and understand what they may need to do differently.

Thus, you are a bridge between the change team and the people impacted by the change. You help information move in both directions. You share key messages, resources, and updates with your team or stakeholder group. You also listen for questions, concerns, confusion, risks, and feedback that need to be shared back with the change team.

You do this by communicating clearly, listening carefully, modeling the desired behaviors, encouraging participation, and helping surface issues early. Your role is both practical and relational. You help people find answers, but you also help create confidence, trust, and momentum.



3.2 WHAT YOU DO AS A CHANGE CHAMPION

Your responsibilities may vary depending on the change, your team, and your level of involvement.

You do not need to engage in all activities alone. You should use the support, resources, and communication channels provided to you. When you are unsure, your role is to ask, clarify, and connect people to the right source of information.

Key activities

- Share approved updates, key messages, timelines, and resources related to change.
- Help people understand what is changing.
- Encourage participation in readiness activities or feedback opportunities.
- Listen for questions, concerns, confusion, and resistance.
- Identify barriers affecting readiness, adoption, or sustainment.
- Share feedback with the change team, project team, or appropriate leaders.
- Model the behaviors, mindsets, or ways of working expected in the change.
- Support peers as they learn new systems, processes, tools, or expectations.
- Reinforce progress, celebrate small wins, and help maintain momentum.

3.3 WHAT YOU ARE NOT EXPECTED TO DO

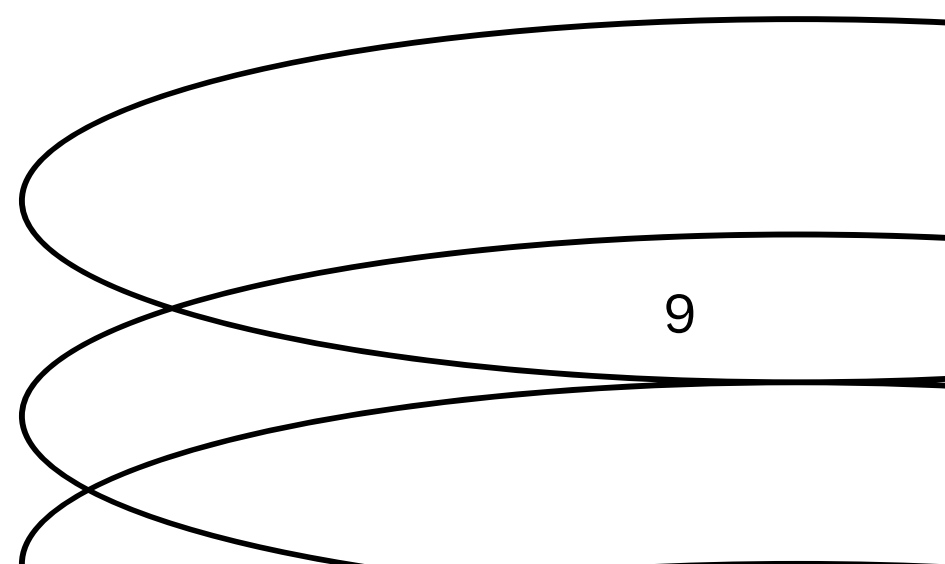
It is important to be clear about the boundaries of your role. Being a change champion does not mean you are responsible for solving every issue, answering every question, or convincing everyone to agree with the change. When you do not know the answer, it is OK to say so.

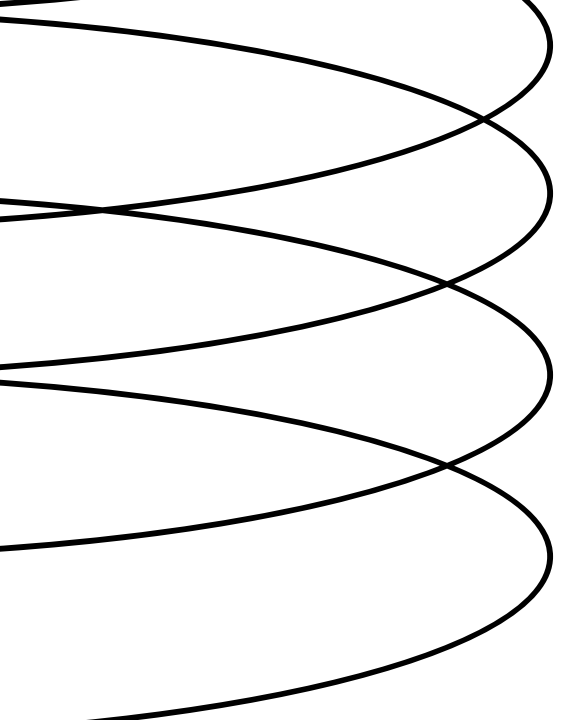
You are not expected to:

- Replace managers or leaders.
- Own the full project plan or implementation timeline.
- Make policy, process, staffing, or system decisions.
- Speak on behalf of leadership unless you are sharing approved messages.
- Defend every decision or resolve every concern.
- Provide technical support beyond your knowledge or assigned role.
- Manage resistance alone.
- Take responsibility for outcomes outside your control.

When you don't know the answer

I do not have the answer yet, but I will capture the question and make sure it is shared with the right team.





3.4 SUPPORT CHANGE READINESS

Readiness means people are prepared to move forward with the change. They understand what is changing and why, know what is expected of them, have access to the right information and tools, and feel able to take the next step.

You can support readiness by helping people prepare before the change takes effect. This may include encouraging participation in meetings, training, surveys, demonstrations, or readiness activities.

Readiness is not only about completing a checklist. It is about whether people are prepared to use the new process, system, behavior, or way of working. Your local perspective helps identify gaps early.

You can support change readiness by asking:

- Do people understand why change is happening?
- Do people know how change affects their work?
- Do people know what actions they need to take?
- Do people know when the change will happen?
- Do people have access to training and resources?
- Do people know where to go for help?
- Are there barriers that could prevent people from being ready?

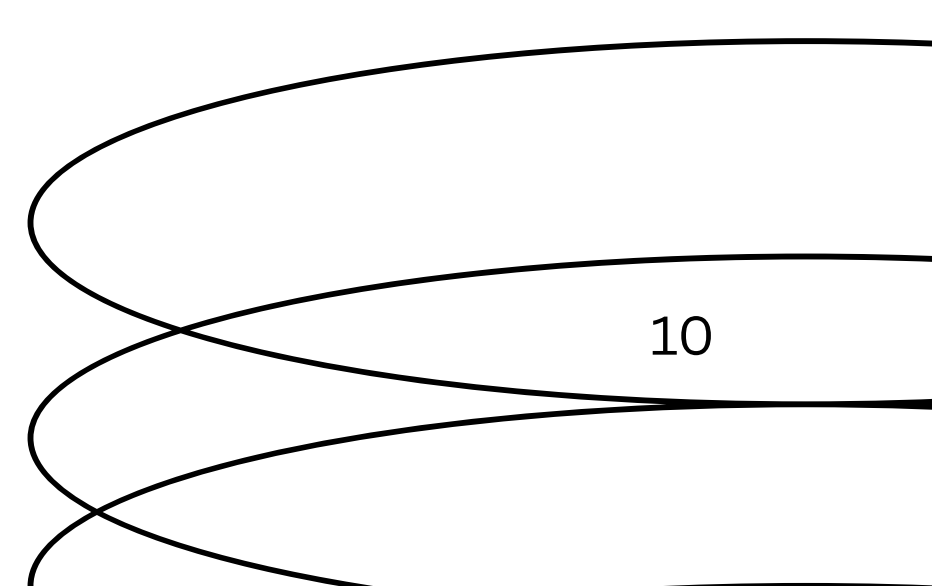
3.5 SUPPORT CHANGE ADOPTION

Adoption happens when people begin to understand, accept, and use the new way of working with increasing confidence and consistency. As a champion, you support adoption by helping people take practical steps toward the change.

Adoption is not always immediate. People may need time, practice, support, and repeated opportunities to make sense of the change. Your role is to help create that support at the local level.

You can support change adoption by:

- Encouraging people to use training and job aids
- Reinforcing what is expected
- Helping people find answers
- Sharing barriers with the change team
- Recognizing progress
- Modeling the new way of working





3.6 COMMUNICATE

One of your most important activities is helping people understand the change. You may be asked to share updates, reinforce key messages, explain timelines, remind people about training, or help clarify what the change means for your team.

You do not need to create new messages from scratch. Use approved existing materials such as talking points, FAQs, leader messages, project updates whenever possible. Your value comes from making those messages understandable and relevant to the people you support.

Your change-related communication does not need to be formal or scripted all the time. Some of your most important conversations may happen in team meetings, informal check-ins, working sessions, chats, or one-on-one conversations.

When communicating:

- Use approved messages and resources.
- Keep the language simple and practical.
- Connect the change to the team's actual work.
- Be honest about what is known and unknown.
- Avoid guessing when information is not confirmed.
- Acknowledge concerns without dismissing them.
- Encourage people to ask questions.
- Direct people to the right resources or support.
- Share feedback themes with the change team.

Communication messaging

Here is what we know, here is what is still being worked through, here is what this means for us right now, and here is where we can go for support.

3.7 HELP CORRECT MISINFORMATION

During change, people may hear different versions of the story. Rumors, assumptions, partial information, or outdated messages can create confusion and reduce trust. You can help by calmly redirecting people to accurate information.

Your role is not to control every conversation, but to help people stay connected to accurate, current, and useful information.

When you hear misinformation:

- Listen first to understand what people have heard.
- Avoid embarrassing or correcting people harshly.
- Refer to approved messages or resources.
- Clarify what is known and what is still unknown.
- Avoid guessing when details are not confirmed.
- Share recurring misinformation with the change team.

Misinformation response

I have heard that concern too. Based on the latest information we have, here is what has been confirmed. I will also share the question back with the change team so we can get clearer guidance if needed.



3.8 ENCOURAGE PARTICIPATION IN TRAINING

Training and learning activities are often essential to successful change adoption. As a champion, you can help people understand why training matters, where to find learning resources, and how to use those resources in practice.

You are not expected to become the trainer unless that is a part of your work role. Your main contribution is helping people engage with the learning opportunities and sharing feedback when those resources are not meeting people's needs.

Training-related communications:

- Training reminders.
- Encourage attendance of demos, workshops, office hours.
- Share links to resources.
- Help understand training applicability to roles
- Gather feedback about training effectiveness.
- Identify training topics for additional support.
- Encourage practicing new skills or behaviors.

Training messaging

The training is not just a requirement to complete. It is meant to help us understand what will be different and how to work effectively in the new process.

3.9 LISTEN AND GATHER FEEDBACK

As a change champion, you are in a valuable position to hear how people are experiencing the change and note their reactions, readiness gaps, or examples of progress before they become visible to the broader project team.

People's feedback can reveal confusion, resistance, process gaps, time constraints, needs for prioritization, leadership misalignment, or system issues.

Feedback is most useful when it is specific, timely, and connected to action. When you share feedback, try to describe what you are hearing or seeing as clearly as possible. This will make it easier for the change team to respond, adjust communication, update FAQs, improve training, or escalate decisions.

When listening, pay attention to:

- Questions and concerns.
- Feedback about training or communication.
- Barriers to adoption.
- Differences in how teams interpret the change.
- Signs of change fatigue, overload, or resistance.
- Examples of what is working well.

Useful feedback includes:

- Who is affected.
- What question, concern, or issue has come up.
- Whether the issue is isolated or repeated.
- How the issue may affect readiness or adoption.
- What support, or decision may be needed.

Specific feedback example

Several team members are frustrated because they are not sure whether the new process applies to work already in progress. They need clarification before they can move forward confidently.



3.10 HELP ADDRESS CHANGE RESISTANCE

Resistance is a normal part of change. It does not always mean people are unwilling to change. On the contrary, it may signal uncertainty, lack of clarity, competing priorities, low trust, skill gaps, change fatigue, or practical barriers that need attention.

Your role is not to eliminate resistance. Your role is to listen for what resistance may be telling the organization and help people move toward understanding, readiness, and adoption.

Listening for the source of resistance helps you respond more effectively. When people express concern, start by listening. Acknowledge what you hear before offering information or redirecting them to resources. Avoid arguing, minimizing concerns, or promising outcomes you cannot control.

People may resist when:

- The reason for the change is unclear.
- They do not understand how the change affects them.
- They are worried about workload, skills, or expectations.
- They have experienced too much change at once.
- They do not trust that concerns will be addressed.
- They lack training, tools, or support.
- They believe the change will make work harder.
- They are unsure what success looks like.

Responses to resistance

I hear that this feels unclear right now. Let's identify what information is missing and what we need to ask.

That concern makes sense. I will share it with the change team so we can get more clarity.

3.11 IDENTIFY AND ESCALATE RISKS

Part of your role is to notice when something may get in the way of readiness, adoption, or sustainment. You can address some emerging issues using existing resources, while other issues require escalation to the change team, project team, manager, leader, or subject matter expert.

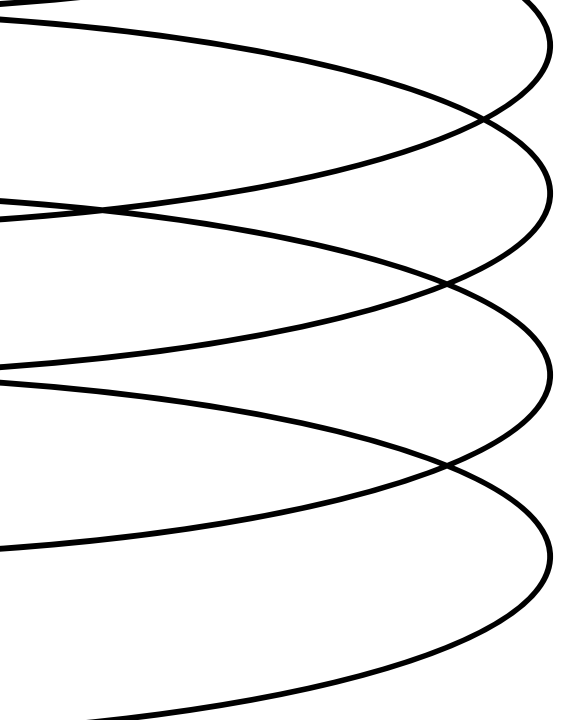
When escalating an issue, include enough detail for someone to understand the situation and act on it. If possible, include the stakeholder group affected, the impact, the urgency, and any suggested next step.

Escalate when:

- The same question or concern is repeated.
- People are receiving conflicting information.
- A process, system, or role is unclear.
- Training or resources are missing or not useful.
- A barrier slows readiness or adoption.
- There is visible resistance or frustration.
- A leadership decision is needed.
- People create workarounds that may create risk.
- The issue could affect business-critical outcomes.

Escalation messaging

The team is unclear about who approves exceptions under the new process. This is affecting work currently in progress, and people are starting to use different approaches. We need clarification on the decision path and where exceptions should be documented.



3.12 MODEL THE CHANGE

People often pay attention to what trusted colleagues do, not just what formal messages say. As a change champion, you can support adoption by modeling the behaviors and mindset needed for the change. Modeling does not mean pretending the change is easy. It means showing a constructive way to engage with the change, even when there are challenges.

Role modeling does not mean pretending the change is perfect. It means showing a constructive way to engage with the change, even when there are challenges or unanswered questions.

Modeling change may include:

- Using the new processes or systems as intended.
- Participating in training and readiness activities.
- Asking constructive questions.
- Staying open to learning.
- Sharing accurate information.
- Redirecting rumors or misinformation.
- Demonstrating patience during the transition.
- Encouraging others to try, learn, and improve.

3.13 RECOGNIZE PROGRESS

Change can feel difficult when people focus only on what is uncertain, unfinished, or frustrating. You can help build momentum by noticing and sharing the stories of progress.

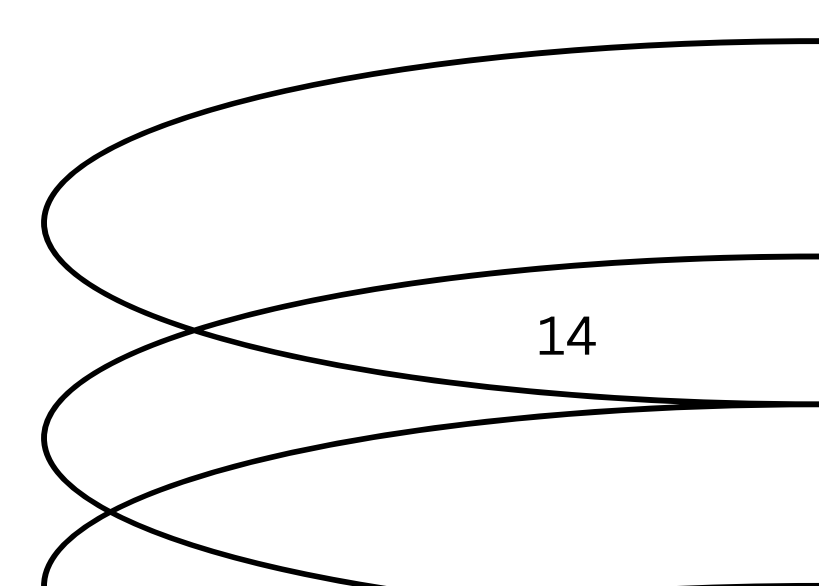
Recognition does not need to be formal. A quick thank-you, a mention in a meeting, or sharing an example with the champion network can help people see that progress is happening.

Success stories may include:

- A team completing training.
- A process becoming clearer.
- A question being resolved.
- A group successfully using a new tool.
- A manager reinforcing the change effectively.
- A workaround replaced with the intended process.
- Feedback leading to an improved resource.
- A team member helping others learn.

Recognition message

I want to recognize that the team has made real progress this week. We still have questions, but people are using the new process, raising helpful feedback, and supporting each other.



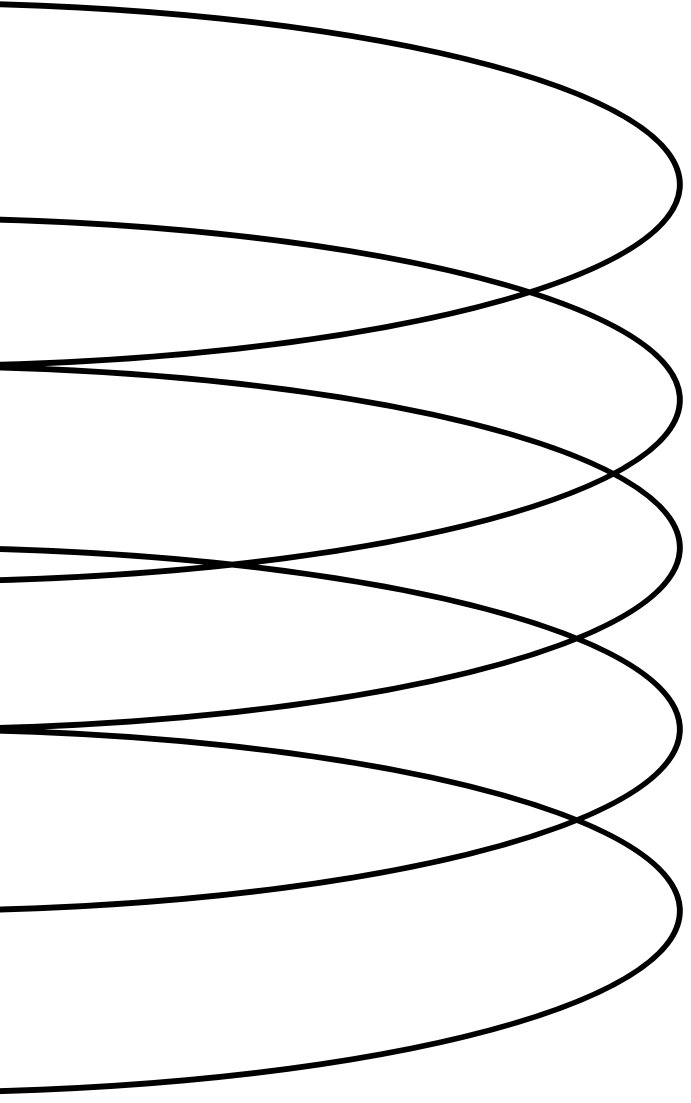


3.14 REFLECTION QUESTIONS

Use these questions to think about how you can show up effectively in your role as a change champion:

- What parts of the change do I understand well enough to explain to others?
- What do I still need to clarify before I can support my team effectively?
- Who is likely to come to me with questions or concerns?
- What questions do I expect people to ask?
- What concerns, resistance, or confusion might I need to listen for?
- How can I help translate the change into practical meaning for my team?
- What behaviors or actions do I need to model?
- What feedback should I be prepared to capture and share?
- Where might people need extra support, resources, or reassurance?
- What boundaries do I need to maintain so I do not take on responsibilities outside my role?

These questions can help you prepare to support others while staying clear about your own role. You are not expected to carry the change alone. Your contribution is to help people understand the change, surface what needs attention, and support steady movement toward adoption.



4. Change Champion Responsibilities by Phase

Your role as a change champion will shift as the change moves forward. Early in the change, your focus may be on awareness, understanding, and listening for initial reactions. As implementation gets closer, your role may become more focused on readiness, training, feedback, and adoption support. After implementation, you may help people stabilize, use the new way of working, and identify what still needs attention. You do not need to do everything at once. This section helps you understand what to focus on before, during, and after the change.

4.1 BEFORE THE CHANGE

Before the change is implemented, your role is to help people understand what is coming and why. This is the time to build awareness, listen for early questions, and help the change team understand what is needed to build readiness.

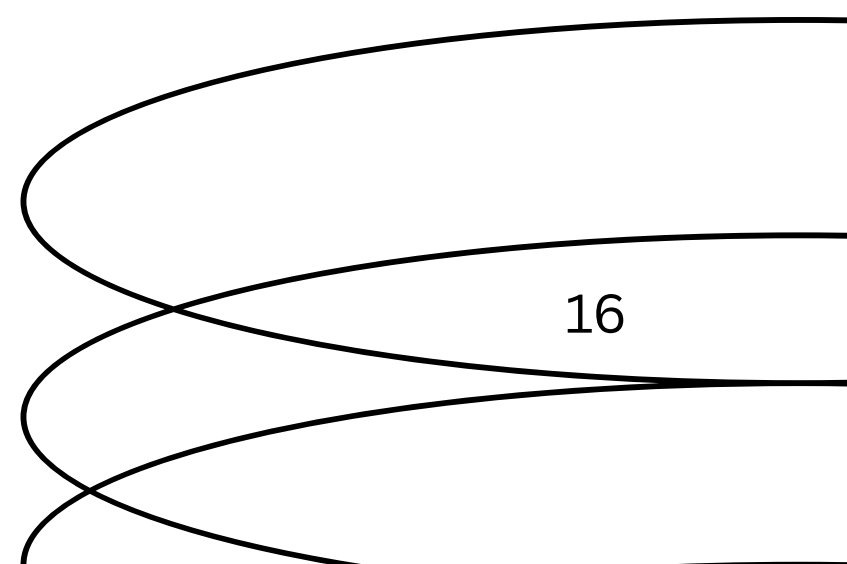
During this phase, people may still be forming their first impressions of the change. Some may be curious, some may be skeptical, and others may not yet see how the change affects them. Your role is to help create early clarity without pretending that every detail is final.

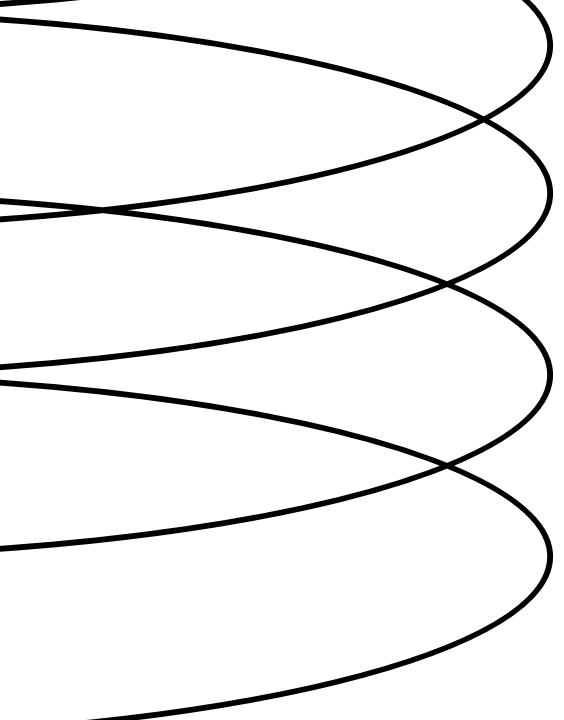
Responsibilities before the change:

- Learn about the change (purpose, timeline, outcomes, resources).
- Attend champion briefings, meetings, or orientation sessions.
- Share approved messages with teams or stakeholders.
- Help people understand the reason for change.
- Identify supports people need to engage in change
- Help the change team understand local realities, risks, and potential barriers.

Messaging before the change

We are still learning more about the details, but here is what we know right now, why the change is happening, and what we can begin preparing for.





4.2 DURING THE CHANGE

During implementation, people usually need more frequent communication, clearer guidance, and practical support. This is when the change starts to feel real. People may be attending training, using new tools, following new processes, adjusting to new roles, or changing how they work with others.

During this phase, your role is not to force adoption or minimize concerns. Your role is to help people stay informed, supported, and connected to the right resources. You also help the project or change team see what is happening on the ground.

Responsibilities during the change:

- Reinforce key messages, timelines, and expectations.
- Encourage participation in training, meetings, demos, or support sessions.
- Help people find resources.
- Listen for questions, concerns, and points of confusion.
- Identify issues that may affect readiness and adoption.
- Share feedback with the change team.
- Support managers, peers, and teams.
- Recognize progress and encourage learning.

Messaging during the change

This is the point where we are moving from planning to practice. Some things may feel new or unfamiliar, so let's keep raising questions, using the available resources, and sharing what needs attention.

4.3 AFTER THE CHANGE

After implementation, the focus shifts from preparing for change to embedding it. This is when people may discover new questions, process gaps, unclear ownership, or habits that pull them back to old ways of working.

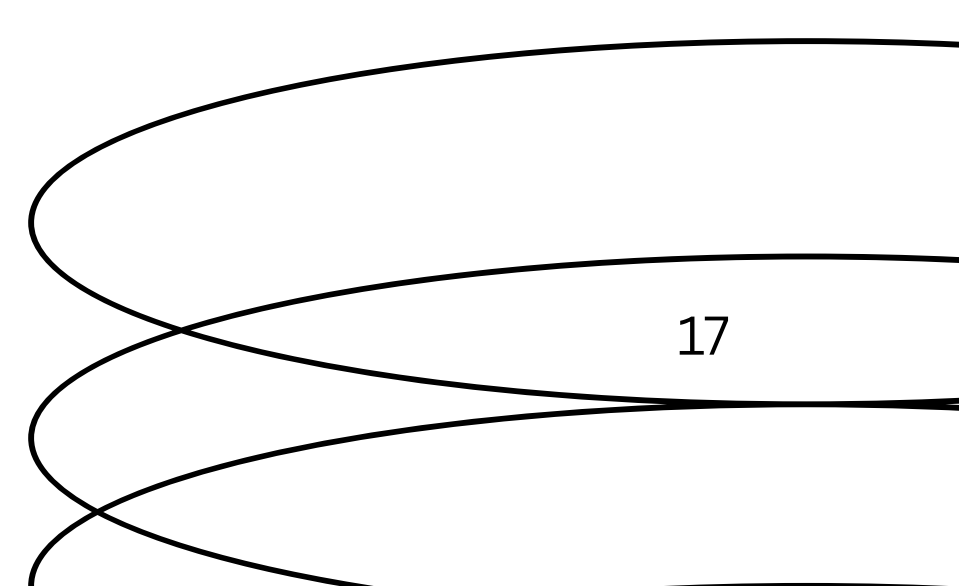
Post-change sustainment does not mean everything is perfect. It means the organization continues learning, adjusting, and reinforcing the change until it becomes more consistent and reliable. Capturing lessons learned helps the organization improve future change efforts and honors the practical experience gained during the transition.

Responsibilities after the change:

- Reinforce the new expectations.
- Encourage continued use of resources.
- Listen for ongoing barriers.
- Share feedback about what is still not working.
- Help identify additional training or supports.
- Recognize progress and improvement.
- Encourage teams to use the new way of working.
- Noticing the return of old habits or workarounds.
- Share success stories.
- Capture lessons learned.

Messaging after the change

We have implemented the change, but we are still learning how to make it work well. Let's keep using the resources, raising issues, and sharing what would help us improve.





4.4 WHAT TO PAY ATTENTION TO ACROSS ALL CHANGE PHASES

Throughout the change, pay attention to signals that may help the organization respond more effectively. These signals may show up in formal feedback, informal conversations, repeated questions, team meetings, training sessions, or day-to-day work.

You do not need to interpret every signal alone. Your role is to notice patterns, capture useful feedback, and share what you are seeing with the appropriate people.

Across all change phases, pay attention to:

- What people understand clearly.
- What people continue to misunderstand.
- Where people are anxious, frustrated, or disengaged.
- Where people are making progress.
- Where managers or teams may need more support.
- Where communication is unclear or inconsistent.
- Where training or resources are not sufficient.
- Where people are creating workarounds.
- Where the change needs adjustment.

4.5 REFLECTION QUESTIONS

Use these questions to think about how your responsibilities may shift across the change:

- What should I be doing now based on the current phase of the change?
- What questions or concerns am I hearing most often?
- What information do I need from the change team to support others effectively?
- Where are people showing signs of readiness?
- Where are people showing signs of confusion, resistance, or fatigue?
- What barriers should be escalated?
- What small wins or examples of progress should be shared?
- What support will help people continue moving toward adoption?
- How can I help people stay engaged without taking responsibilities outside my role?

These questions can help you stay focused on what matters most at each point in the change journey.



5. Change Champion Network

The change champion network is a distributed support system that connects leadership direction, project planning, and change champion experiences. It helps information, feedback, questions, and support move across the organization, creating ongoing feedback loops that allow the organization to listen, learn, and adapt throughout the change.

The network makes the change more visible, practical, and responsive. It gives you a place to receive updates, ask questions, raise concerns, share feedback, and learn from other champions. It also helps the change team understand what is happening across different teams, functions, locations, and stakeholder groups.

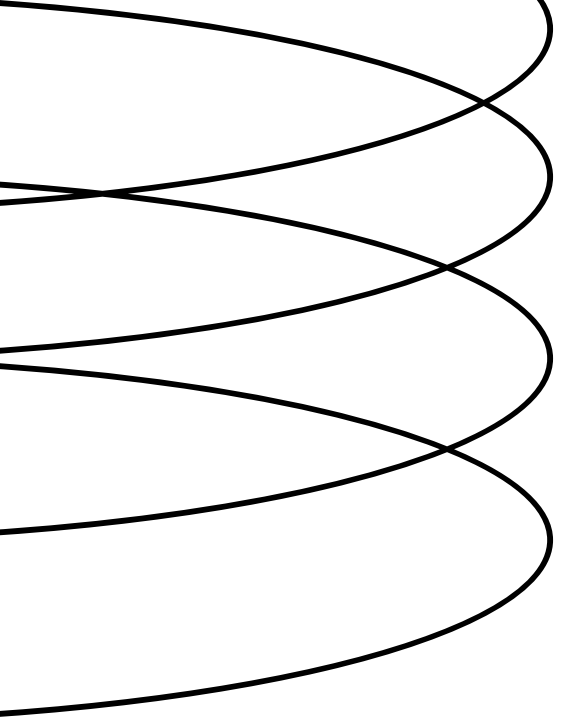
5.1 PURPOSE OF THE CHANGE CHAMPION NETWORK

The champion network helps the organization coordinate change while staying connected to real employee experience. It is designed to support communication, readiness, adoption, and feedback throughout the change journey.

The network does not replace leaders, managers, project teams, training teams, or formal communication channels. Instead, it strengthens them by helping messages reach people in more meaningful and practical ways. Through this network, you can help your organization move beyond simply announcing change.

Change champion network shares:

- Consistent messages across teams.
- Local concerns, questions, and adoption barriers.
- Resources related to change.
- Pain points of resistance and confusion.
- Insights into how the change is being experienced.
- Best practices of implementing change.
- Success stories.



5.2 KEY ROLES IN THE NETWORK

Different people may support the champion network in different ways. Understanding these roles can help you know where to go for information, support, or escalation.

The roles in the change network may overlap in some organizations. What matters most is that everyone understands how to work together and where to direct questions or concerns.

Change network roles:

- **Change managers** coordinate the overall change strategy, communication and readiness activities, gather feedback, and promote adoption.
- **Champion coordinators** organize the champion network and support champions in their role.
- **Change champions** support local communication, feedback, readiness, and adoption.
- **Subject matter experts** provide in-depth technical support and detailed guidance.
- **Training, communications, HR, IT, operations** provide specialized resources, guidance, tools, and support depending on the nature of the change.

5.3 HOW INFORMATION FLOWS

The change champion network works best when information moves in both directions. Information flows from the change team to you so you can stay informed and support others.

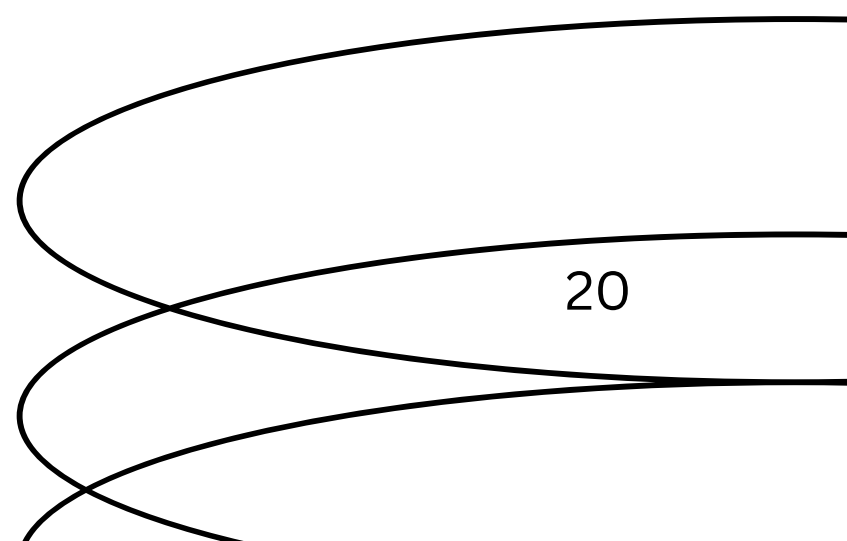
This two-way flow is one of the most important parts of the champion network. It helps the organization respond to what people need, not just what the project plan assumed they would need.

From change team to change champions:

- Key messages and talking points
- Timelines and milestones
- FAQs, job aids and resources
- Training information
- Readiness activities
- Decisions or updates
- Known risks or issues
- Next steps for impacted teams

From change champions to change team:

- Feedback (questions, concerns, resistance)
- Confusion about roles, processes, systems, or timelines
- Feedback on communication or training
- Barriers to readiness or adoption
- Examples of what is working well
- Risks that need attention
- Suggestions for additional support





5.4 MEETINGS AND TOUCHPOINTS

You may be invited to regular champion meetings, briefings, office hours, or check-ins. These touchpoints will keep you informed, prepared, and connected to other change champions.

Come prepared to these meetings with questions, feedback, and examples from your area. You do not need to have a polished report. Even a few specific observations can help the change team understand what is happening.

Change champion meetings use:

- Share change updates.
- Review key messages and upcoming milestones.
- Prepare for communication or readiness activities.
- Discuss stakeholder questions and concerns.
- Gather feedback from different areas.
- Identify risks, barriers, or support needs.
- Share lessons learned and practical tips.
- Clarify what champions should do next.

5.5 HOW YOU WILL BE SUPPORTED

You are not expected to operate without support. The champion network should provide the information, tools, and guidance you need to be effective.

Use the network when you need clarification, resources, or help. Asking questions is part of the role. It helps strengthen the network and improves support for everyone.

Change champion supports:

- Change champion orientation or onboarding.
- Regular champion meetings.
- Talking points and communication templates.
- FAQs and communication messages.
- Training materials and job aids.
- Feedback trackers or escalation tools.
- Office hours or drop-in support.
- Access to change leader, project team members, or subject matter experts.
- Lessons learned from other champions.
- Recognition for your contributions.

5.6 REFLECTION QUESTIONS

Use these questions to think about how you can participate effectively in the champion network:

- What updates or messages do I need to share with others?
- What questions or concerns should I bring back to the network?
- What feedback am I hearing repeatedly?
- Who should I go to when I need clarification or support?
- What can I learn from other champions?
- What support do I need to feel confident in this role?

These questions can help you use the champion network as a source of information, support, and shared learning. The network works best when champions actively participate, listen carefully, and help connect local experience to the broader change effort.



6. Communication Tips

As a change champion, you help people understand the change in a way that feels clear, practical, and relevant to their work. You do not need to create new messages or speak on behalf of leadership. Use approved messages, FAQs, project updates, and resources. Your role is to make those messages easier to understand and apply.

6.1 KEEP THE MESSAGE SIMPLE

When communicating about the change, focus on the essentials and the key information about change.

Communication focus:

- What is changing and why.
- Who is affected.
- What people need to do.
- When action is needed.
- Where to go for support.

Message structure

Here is what is changing, why it matters, what it means for us, and what we need to do next.

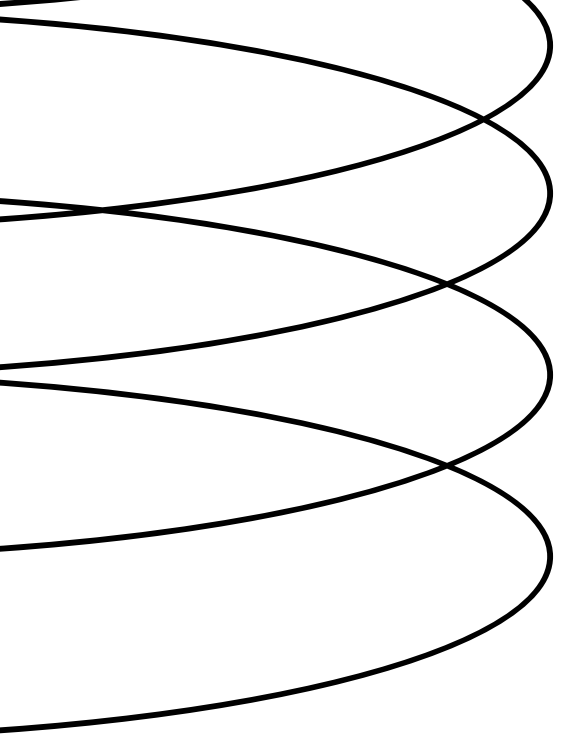
6.2 BE HONEST ABOUT WHAT IS KNOWN AND UNKNOWN

During change, not every answer will be available right away. It is OK to acknowledge uncertainty, while avoiding guessing or filling in gaps with assumptions.

What you can say

I do not have that answer yet, but I will capture the question and share it with the right team.

Here is what has been confirmed so far. This part is still being worked through.



6.3 ADAPT THE MESSAGE TO YOUR AUDIENCE

Different teams may care about different parts of the change. Some may need to understand new processes, while others may be concerned about the policies that inform these processes.

When tailoring messages, keep the approved meaning the same, but make the language relevant to your team's work.

Ask yourself:

- What does this group need to know right now?
- What does this mean for their daily work?
- What action do they need to take?
- What concerns are they likely to have?

6.4 HANDLING DIFFICULT QUESTIONS

People may ask hard questions, express frustration, or challenge the change. Your role is to listen, acknowledge the concern, and help direct the question to the right place.

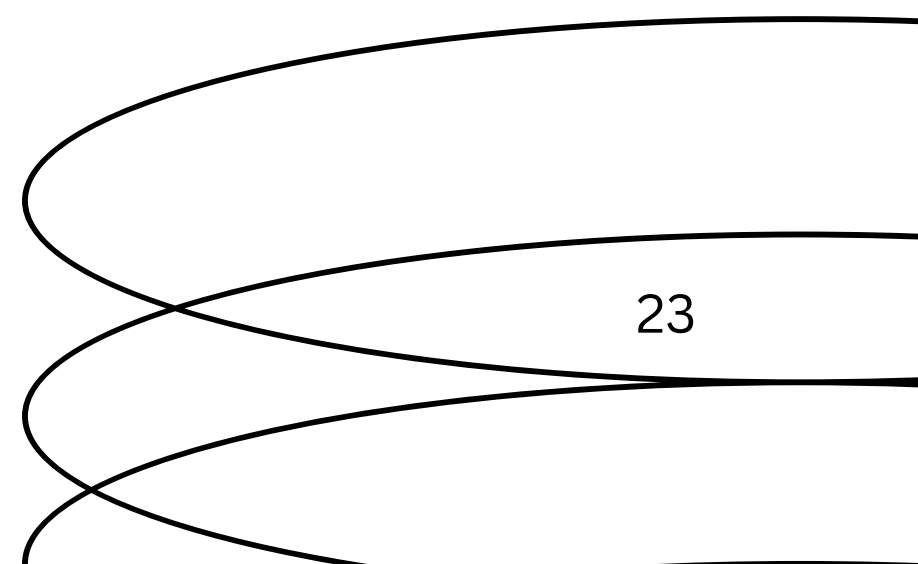
What you can say

That is a fair concern. Let me capture it clearly so we can get the right clarification or support.

6.5 REFLECTION QUESTIONS

Use these questions to prepare for communication:

- What message do people most need to hear right now?
- What questions am I likely to receive?
- What parts of the change may need simpler language?
- What should I avoid guessing about?
- What concerns should I listen for and escalate?





7. Change Champion Enablement and Support

You are not expected to step into the champion role without preparation, information, or support. Change champion enablement is designed to help you understand the change, your role, the messages to share, the feedback to gather, and the resources available to you.

The goal is not for you to become a full-time change manager or technical expert, but to help you feel prepared enough to support others, answer common questions, direct people to the right resources, and raise issues when something needs attention.

7.1 GETTING STARTED

At the beginning of your change champion role, focus on understanding the basics. You do not need every detail right away, but you should know enough to explain the change clearly and responsibly.

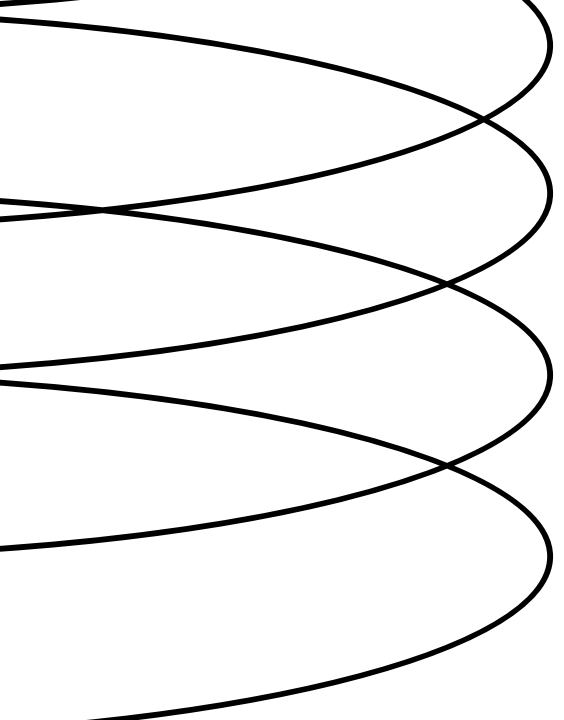
As you get started, it may be useful to review the most current project materials and identify what you feel comfortable explaining. You may also want to note what still feels unclear so you can ask for clarification during champion meetings or office hours.

What you should understand:

- What is changing, why, how and when.
- What your role includes.
- What your role does not include.
- What communication messages you can share.
- Where to find resources.
- How to gather and share feedback.
- How to escalate questions or concerns.
- Who to contact when you need help.
- How to engage with change champion network.

Starting point

What do I need to understand well enough to help others make sense of this change?



7.2 ONGOING SUPPORT

As the change progresses, new information will become available. Timelines may shift, FAQs may be updated, training materials may be added, and new questions may emerge. Make sure you are using the most current information before sharing updates with others.

Ongoing support should help you stay current and avoid feeling like you need to figure things out alone. When you are unsure, ask for clarification. Asking questions is not a sign that you are unprepared; it is part of being a responsible champion.

You can also use the change champion network to learn from others. Other champions may be hearing similar questions, trying different approaches, or discovering useful ways to explain the change. Sharing what works helps strengthen the whole network.

Change champion supports:

- Change champion program orientation.
- Change-specific training and resources.
- Change champion meetings or briefings.
- Office hours or drop-in support.
- Leader updates.
- Approved talking points.
- Communication templates.
- Feedback trackers or escalation tools.
- Access to leaders and subject matter experts.
- Lessons learned and tips from other champions.

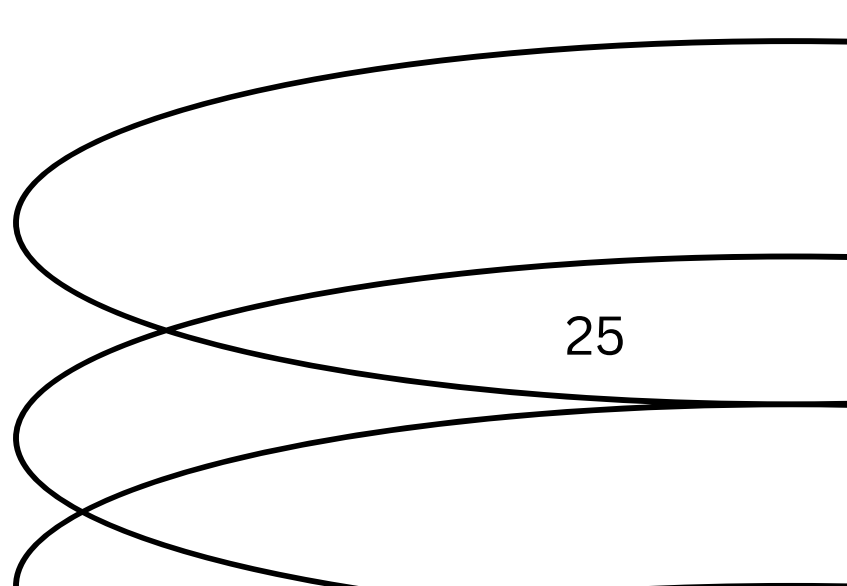
7.3 SKILLS THAT HELP YOU SUCCEED

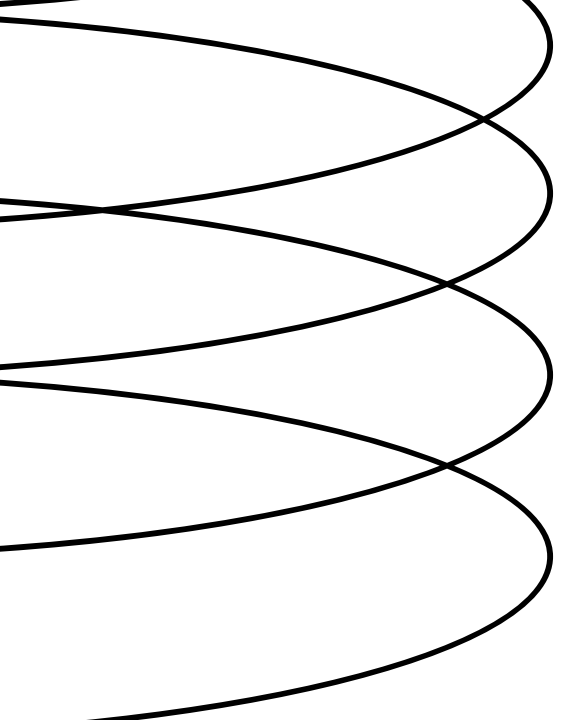
You do not need to be a formal change expert to be an effective champion. Some of the most useful skills are practical, relational, and grounded in everyday communication.

Your credibility comes from being helpful, honest, consistent, and connected to the real experience of your team. People do not need you to have a perfect answer for every question. They need you to be a reliable person who can listen, clarify what is known, and help move questions to the right place.

Change champion skills:

- Listening
- Empathy
- Communication
- Gathering feedback
- Problem-solving
- Adaptability
- Collaboration
- Relationship building





7.4 USING THE RESOURCE HUB

If a resource hub or shared folder is available, use it as your primary source of current information. This may include FAQs, key messages, slide decks, process guides, training links, job aids, timelines, meeting recordings, and contact information.

Before sharing information, check that you are using the latest version. This helps prevent confusion and reduces the risk of outdated messages circulating across teams. When in doubt, direct people to the approved resource rather than relying on memory.

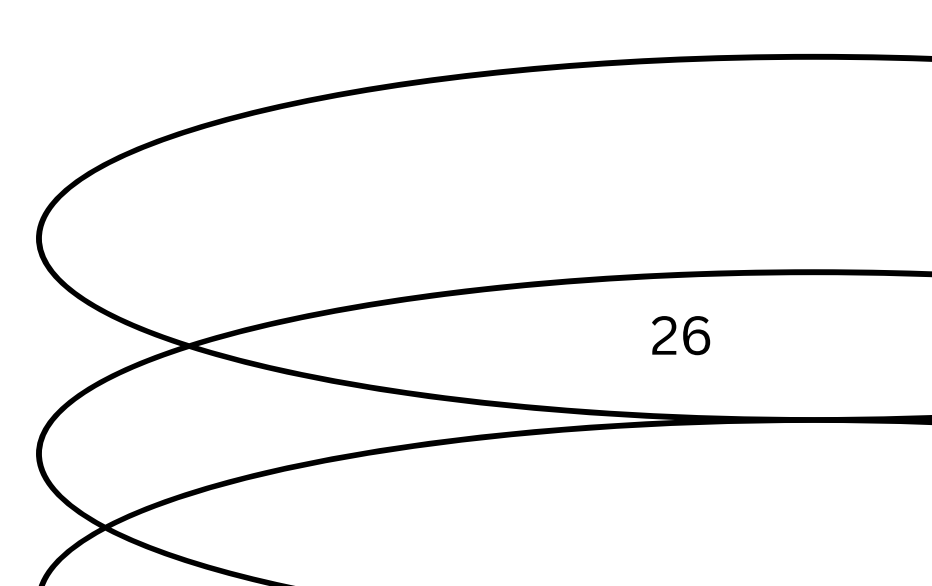
Resource hub support:

- What has been officially communicated?
- What training is available?
- Where can people find resources?
- What questions have already been answered?
- Who should be contacted for additional support?
- What messages should be reinforced this week?

7.5 REFLECTION QUESTIONS

Use these questions to think about the support you need:

- What do I need to understand better before supporting others?
- What resources should I review regularly?
- What information is changing frequently?
- Who can I contact when I need clarification?
- What questions do I need to bring to the change champion network?
- What skills will help me be more effective in this role?
- What support do I need from the champion network or change team?
- How can I use available resources without overwhelming my team?





8. Measuring Change Champion Effectiveness

The goal of measuring change champion effectiveness is not to judge individual champions. It is to understand whether the champion network is helping people prepare for, adopt, and sustain the change. The champion network is most valuable when it helps the organization see what is happening close to the work. Measurement helps turn those observations into useful insight.

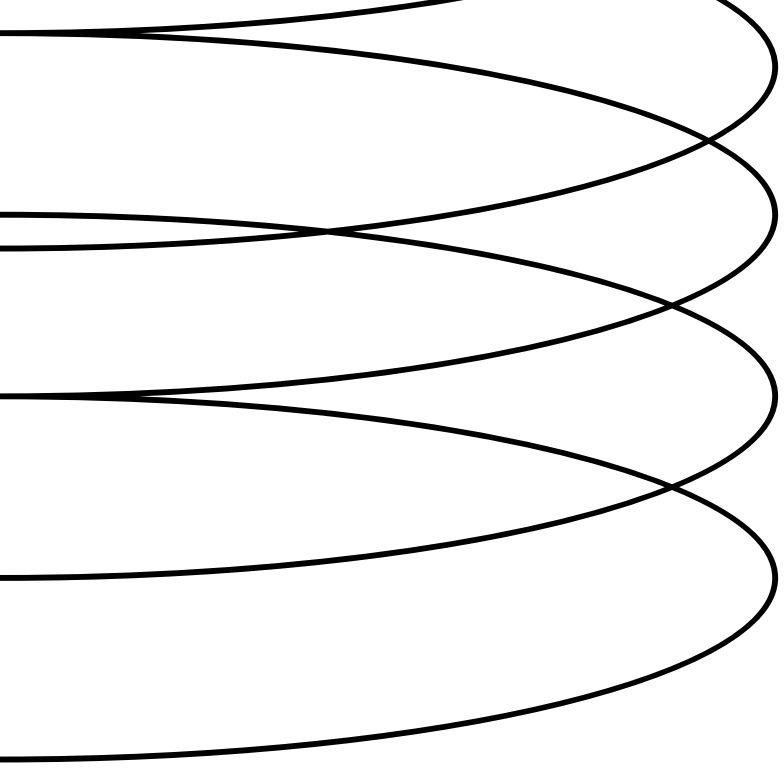
8.1 WHAT CHAMPION SUCCESS MAY LOOK LIKE

Change champion success should be measured through clear, observable contributions. You are not responsible for whether every person immediately accepts the change, but you can demonstrate whether you are actively supporting communication, readiness, feedback, escalation, and adoption.

Useful measures may include both activity metrics and outcome indicators. Activity metrics show what you are doing as a champion. Outcome indicators show whether your support is helping people become more informed, prepared, and engaged. Below are several metrics to help you demonstrate your change impact.

Communication and Awareness Metrics

- Percentage of meetings or briefings attended.
- Number of project updates reviewed within a defined timeframe.
- Number of approved messages shared with your team or stakeholder group.
- Percentage of impacted team members reached through your communication.
- Number of FAQs, job aids, or resources shared with stakeholders.
- Number of questions answered using approved materials.



Feedback Metrics

- Number of questions, concerns, or feedback items submitted to the change team.
- Number of recurring themes identified from team feedback.
- Number of feedback items that resulted in updated resources or training support.
- Average time between receiving feedback and sharing it with the change team.
- Number of listening sessions, team discussions, or feedback check-ins conducted.

Readiness and Training Support Metrics

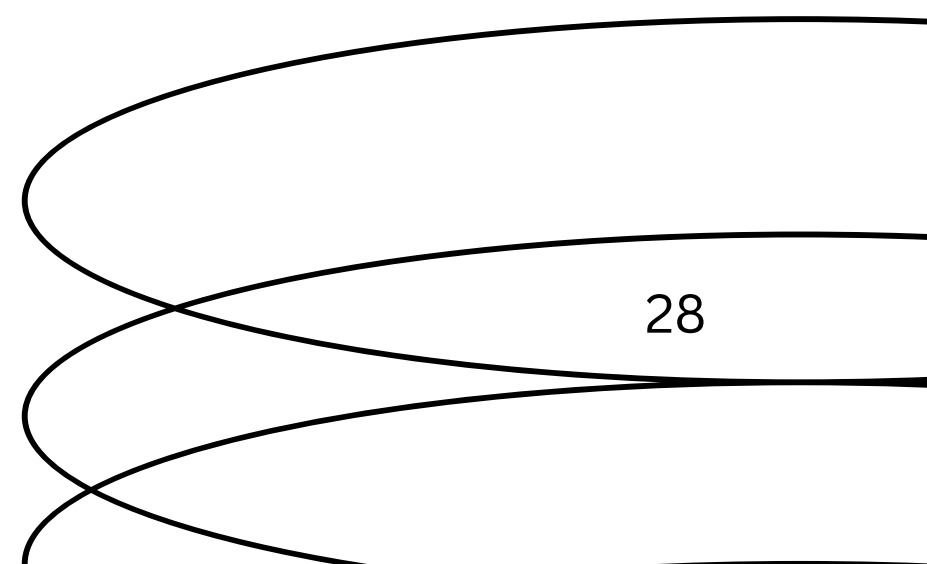
- Number of training reminders or readiness nudges you sent.
- Number of team members directed to role-specific training or resources.
- Number of readiness pulse checks conducted.
- Number of readiness risks identified before implementation.
- Number of barriers escalated before go-live or launch.

Escalation and Issue Resolution Metrics

- Number of risks, issues, or adoption barriers escalated.
- Number of escalated issues resolved or addressed.
- Average time from issue identification to escalation.
- Number of repeated questions reduced after clarification was provided.
- Number of process, system, or communication gaps identified through champion feedback.

Adoption and Sustainment Metrics

- Number of post-implementation questions submitted and resolved.
- Number of examples of successful adoption shared with the champion network.
- Number of adoption barriers addressed during stabilization.
- Improvement in team confidence scores from readiness pulse checks.





8.2 WHAT YOU CAN LEARN FROM THE DATA

Data can help you understand whether people are becoming more informed, prepared, and confident as the change moves forward. It can also show if communication, training, or support may need to be adjusted.

Data does not need to be complicated to be useful. Meeting attendance, training completion, readiness pulse check results, repeated questions, feedback themes, support requests, and adoption observations can all provide practical insight.

The goal is to use data to guide action. If the data shows persistent confusion, the team may need clearer messaging. If training completion is low, people may need reminders or manager support. If workarounds are increasing, the process may need clarification or additional coaching.

Use your data to learn:

- Whether people understand the change.
- Whether training and resources is improving readiness.
- Which teams or stakeholder groups need support.
- Whether people are using the new process, system, or way of working.
- What adoption barriers still exist.
- What feedback is leading to useful improvements.

Question to ask

What is the data telling us about what people understand, where they are struggling, and what support would help them move forward?

8.3 REFLECTION QUESTIONS

Use these questions to think about progress:

- What feedback would help the change team respond more effectively?
- What evidence shows that people are beginning to use the new way of working?
- What issues are still coming up repeatedly?
- What questions or concerns are decreasing?
- What support or resources seem most useful to people?
- What should be adjusted based on what we are learning?



9. Tools and Templates

This section includes recommendations for tools and templates you can use in your role as a change champion. These resources are intended to make your work easier, not add unnecessary paperwork. Use them to prepare for conversations, share consistent messages, gather feedback, track questions, and identify where people may need additional support.

You may not need every tool for every change initiative. Use the recommendations that are most helpful for your team, your stakeholder group, and the phase of the change you are supporting.

9.1 CHANGE CHAMPION ROLE DESCRIPTION

The Champion Role Description gives you a simple one-page summary of what the champion role includes. It should clarify the purpose of the role, key responsibilities, expected time commitment, support available, and how your contribution helps the overall change effort.

A strong role description explains:

- Why this role exists
- What you are expected to do
- What you are not expected to do
- How much time may be required
- Who will support you
- How questions and concerns should be escalated

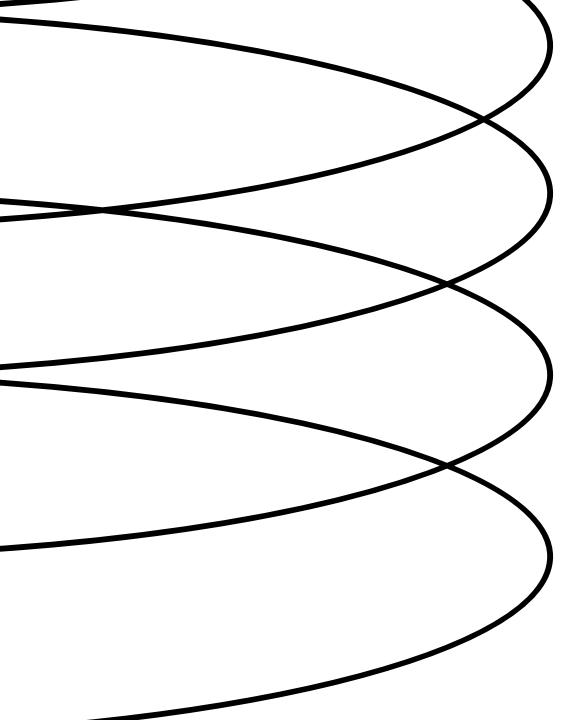
Use this tool when you need to explain your role to others or remind yourself of the boundaries of the role.

9.2 CHANGE CHAMPION CHECKLIST

The Change Champion Checklist helps you stay focused on the most important actions during each phase of the change. It may include tasks related to communication, feedback, readiness, training, escalation, and adoption support. Use the checklist to track what needs to happen before, during, and after implementation.

Checklist items may include:

- Attend champion briefings
- Review current messages and FAQs
- Share updates with your team
- Encourage training participation
- Gather questions and concerns
- Escalate risks or repeated issues
- Share feedback with the change team
- Recognize progress and small wins



9.3 MEETING DISCUSSION GUIDE

The Meeting Discussion Guide helps you lead or support short conversations about the change in team meetings, huddles, or informal check-ins. It gives you a simple structure, so that the conversation stays focused and useful.

You do not need to lead a long meeting. Even 10–15 minutes can be enough to clarify key points and surface useful feedback.

A discussion guide may include:

- What has changed or what is coming next.
- What people need to know right now.
- What actions people need to take.
- What questions or concerns people have.
- What feedback to share with the change team.
- Where people can go for support.

9.4 COMMUNICATION TEMPLATES

Communication templates help you share consistent messages without having to create language from scratch. These may include sample emails, meeting scripts, manager talking points, reminder messages, and short updates for team channels.

You can adapt the language to fit your team, but keep the meaning aligned with approved project communication.

Use templates when you need to communicate about:

- Upcoming milestones
- Training reminders
- Go-live preparation
- New resources or FAQs
- Process or system changes
- Feedback opportunities
- Post-implementation support

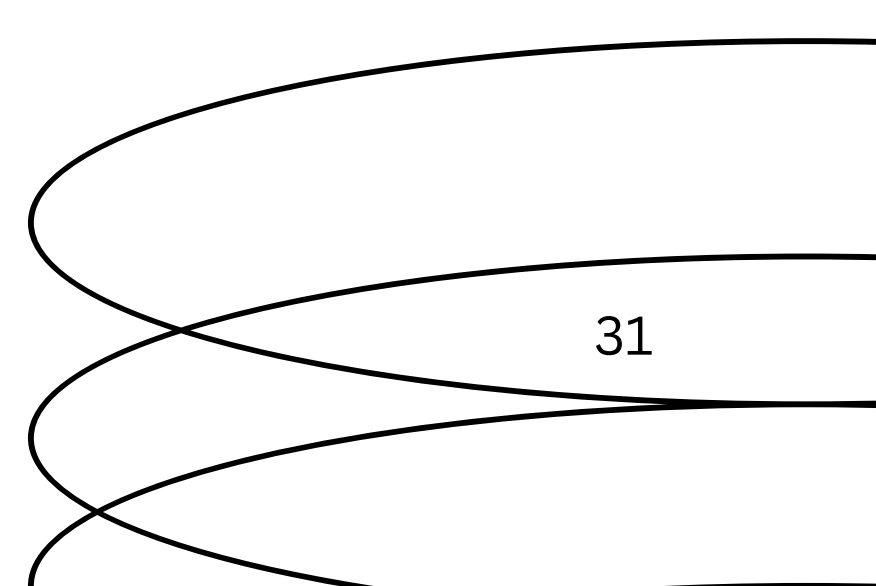
9.5 FEEDBACK TRACKER

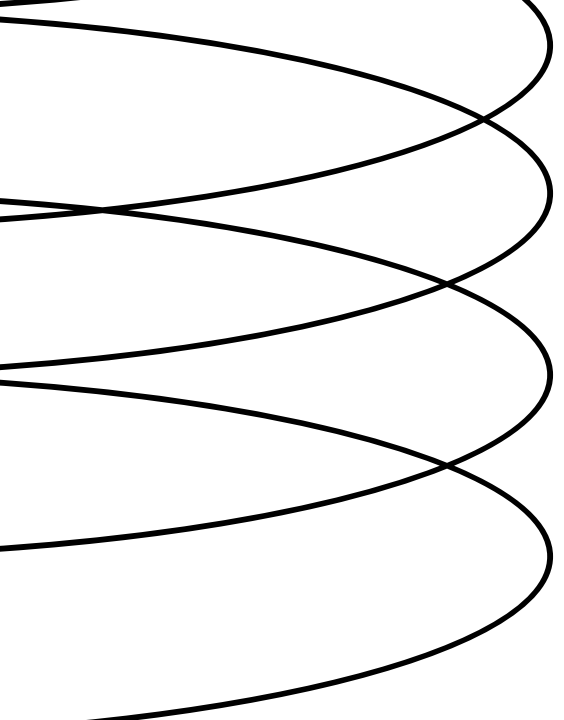
The Feedback Tracker helps you capture what people are asking, feeling, noticing, or struggling with. It is especially useful when similar questions or concerns are coming up repeatedly.

The goal is not to document everything people say. Focus on feedback that may affect understanding, readiness, adoption, or sustainment.

A feedback tracker may include:

- Date feedback was received
- Stakeholder group or team affected
- Question, concern, or issue
- Theme or category
- Potential impact
- Suggested action or support needed
- Status or follow-up





9.6 READINESS PULSE CHECKS

Readiness pulse checks help you quickly assess whether people feel prepared for the change. These questions can be used in meetings, surveys, informal check-ins, or champion updates. The questions can help you identify additional needed communication, training, or clarification.

Sample pulse check questions:

- How would you describe the rationale for change in your own words?
- How will this change affect your daily work?
- What actions do you believe you will need to take to prepare for or adopt the change?
- How prepared do you feel to use the new process, system, or way of working?
- Where would you go if you had questions or needed support?
- What additional information, resources, or support would help you feel more ready?

9.7 FAQ TEMPLATE

The FAQ Template helps capture common questions and approved responses. It should be treated as a living document that is updated as new questions emerge.

When you hear repeated questions, check whether they are already answered in the FAQ. If not, share them with the change team so the FAQ can be updated.

An FAQ template may include:

- Question
- Approved response
- Related resource or link
- Owner of the answer
- Date updated
- Status, if the answer is still being confirmed

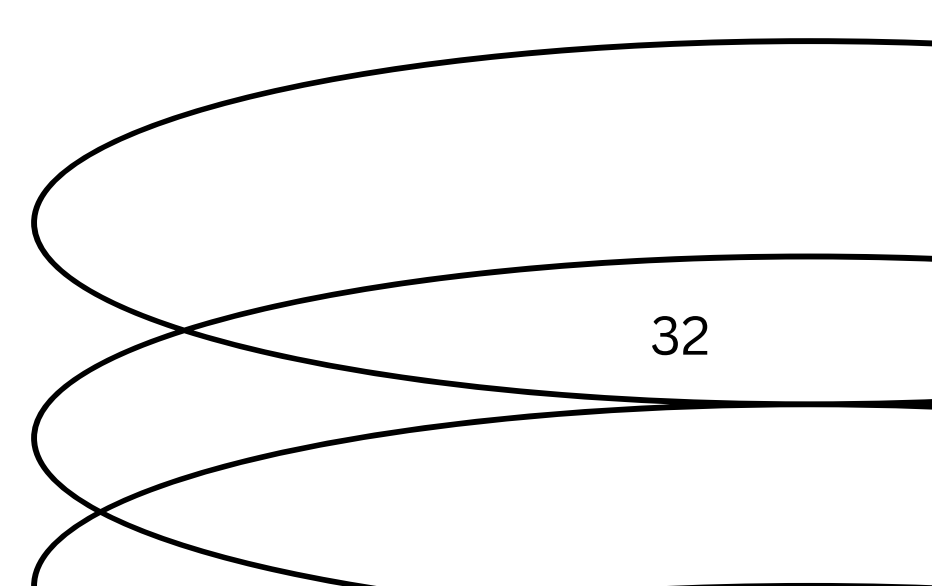
9.8 ESCALATION LOG

The Escalation Log helps track issues that need action, clarification, or decision-making. It is useful when a concern cannot be resolved through existing resources or when a barrier may affect readiness or adoption.

Use the escalation log for issues that need visibility, action, or follow-through. This helps prevent important concerns from getting lost.

An escalation log may include:

- Issue or risk
- Stakeholder group affected
- Impact
- Urgency
- Owner
- Decision or support needed
- Status
- Follow-up date





9.9 ADOPTION OBSERVATION GUIDE

The Adoption Observation Guide helps you notice whether people are beginning to use the new process, system, behavior, or way of working as intended. It can be used after training, during implementation, or during stabilization.

Adoption observations do not need to be formal or complicated. Your role is to notice practical patterns and share what may help people continue moving toward consistent use.

You may observe:

- If people are using the new process or tool.
- Where people are getting stuck.
- If people are reverting to old habits.
- If workarounds are appearing.
- What questions continue to come up.
- If additional support is needed.
- Where the change is starting to work well.

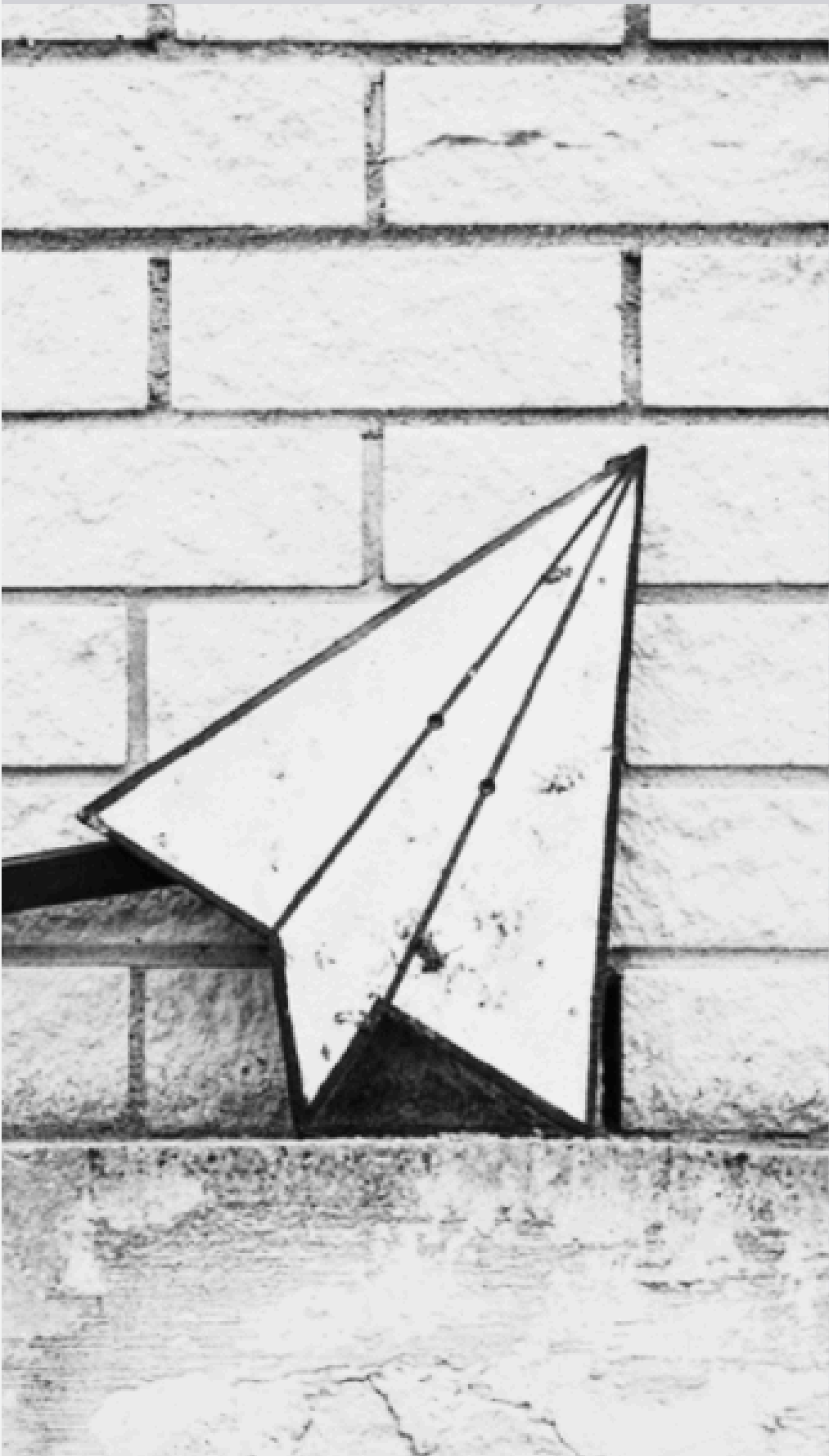


10. Conclusion

This Playbook is intended to give you structure, guidance, and practical tools for serving as a change champion. At times, it may feel like a lot. At other times, it may feel like too little for the specific situation you are facing. That is expected. Every change is different, and every team experiences change in its own way.

Use this Playbook as a flexible guide, not a rigid script. Adapt the tools, questions, and practices to fit the size of the change, the needs of your team, and the realities of your organization. The most important thing is to stay connected to the people experiencing the change, listen carefully, share what you are learning, and help others move forward with greater clarity, confidence, and support.

Contact Information



Phone:

703-300-5331

Email :

irina@emergentpathconsulting.com

www.emergentpathconsulting.com

2026