Change Management Roles in an Aligned System

Sponsor:
- A single person who has the vested authority to legitimize the change.
- Has direct authority over the individuals who will implement the change.
- Has access to and/or control over necessary resources, i.e. time, money, equipment, space, people....
- Has a clear vision/goal for the change.
- Has explicit criteria for the change.

Implementer:
- Is responsible for implementing the change.
- Is responsible for seeking and gaining clarity about what is expected.
- Provides Sponsors with information about issues that might block or impede success.
- Requests necessary resources that leverage and reinforce success.

Agent:
- Is responsible for facilitating the change.
- Must always be sponsored—has no direct line of authority over Implementers.
- Acts as a sideline coach to provide education, information, and facilitation to aid Sponsors and Implementers in achieving success.

Advocate:
- Has a good idea and is in search of a Sponsor.
- Can occupy any role in the organization.

Note: An Advocate who goes too long without a Sponsor becomes a pest.

Based on Darryl Conner’s Sponsor-Agent-Target-Advocate model in *Managing at the Speed of Change*. 