



A4S

CFO LEADERSHIP NETWORK

ESSENTIAL GUIDE TO FINANCE CULTURE

Developing a finance culture that is fit for the future

TOOL 4 - CHANGE MANAGEMENT ROLES



THE PRINCE OF WALES'S
CHARITABLE FUND





TOOL 4

Change management roles

PURPOSE

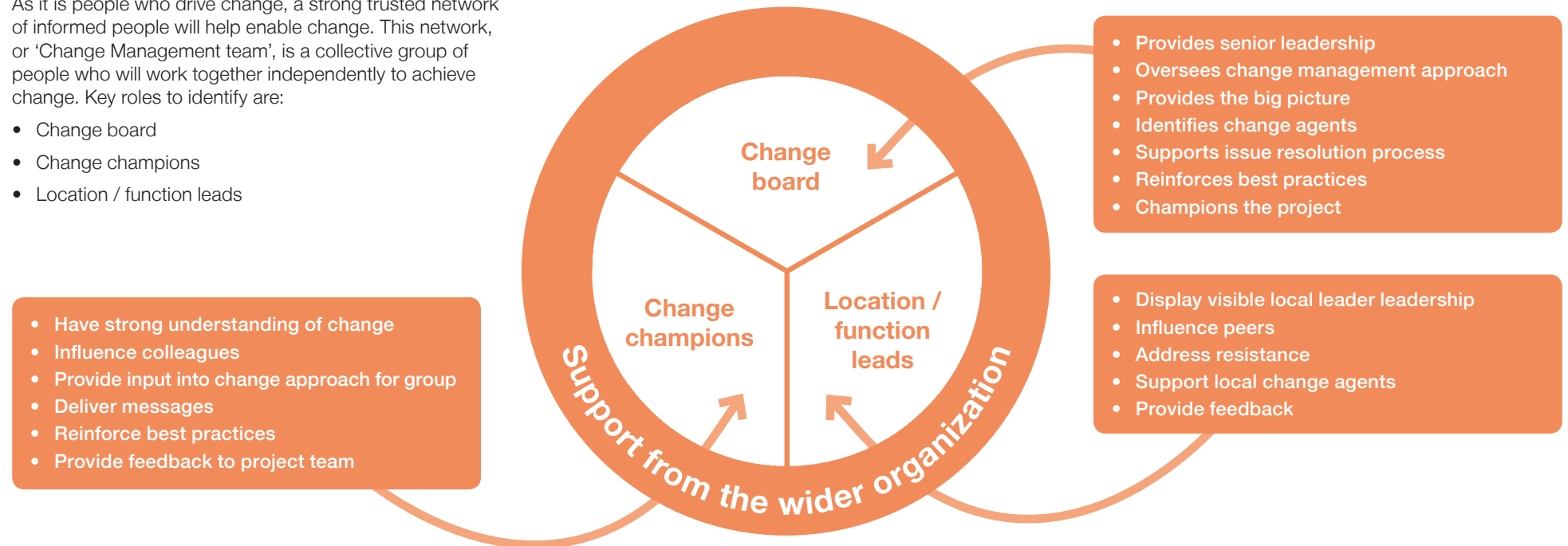
To identify relevant characteristics for members of the change management team.

As it is people who drive change, a strong trusted network of informed people will help enable change. This network, or 'Change Management team', is a collective group of people who will work together independently to achieve change. Key roles to identify are:

- Change board
- Change champions
- Location / function leads

CHANGE MANAGEMENT TEAM

Collective group of people who will work together and independently to achieve change.





TOOL 4

Finance function change board: role description

Example change board attributes and responsibilities are set out below.

ROLE	ATTRIBUTES	RESPONSIBILITIES
Change board	<p>Made up of:</p> <ul style="list-style-type: none">• Senior finance function leaders• Change project manager• Finance business partners• Change champions <p>It will also include representatives from the most impacted operational or technical teams. For example communications, sustainability, strategy and asset management.</p>	<p>Responsible for the direction and oversight of the change, including to:</p> <ul style="list-style-type: none">• Review and provide input to the change project approach• Identify the appropriate change champions• Determine the appropriate process to manage change• Keep organizational leadership informed of the change approach and overall progress• Provide feedback from users on areas that need additional attention and assist in developing the solution to these issues• Review detailed plans and approaches for each phase of the project• Review key communications• Champion the project



TOOL 4

Location/function leads: role description

Example location/function lead attributes and responsibilities to enable the location/function lead to understand their pivotal role in shifting the culture of the finance function to one which puts sustainability at its core.

ROLE	ATTRIBUTES	RESPONSIBILITIES
Location/function lead	<ul style="list-style-type: none">• A highly visible leader with formal authority over the subdivision of the finance team. This is likely to be the CFO or finance director.• Holds formal and informal influence within the organization.• Communicates well with all departments and end users.• Increases chances of success of the change by their association with it.• Focuses on the big picture and demonstrates commitment to the project.• Understands the organization's sustainable business goals and priorities in order to understand where and how the finance team can support them.	<ul style="list-style-type: none">• To encourage outward looking thinking and embracing different and innovative approaches.• To monitor the reaction to change processes across functions to provide feedback.• To spearhead communications throughout finance and visibly support the change effort.• To address anticipated and arising resistance to change.• To provide feedback/insights into change management and communications activities to boost their effectiveness.



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Finance function change champion: role description

Below are some example attributes and responsibilities of change champions. The number and location should be determined by the size of the finance function. At a minimum there should be one for each finance subfunction, but more if possible as they will be able to support each other in their work. In some organizations champions are given additional rewards to incentivize and create competition for the roles.

ROLE	ATTRIBUTES	RESPONSIBILITIES
Change champion/change champion network	<ul style="list-style-type: none">• Ability to influence their colleagues through their credibility and visibility.• Strong functional and technical understanding in their particular finance area.• Ability to inspire and motivate others.• Commitment to walk the talk on the integration of sustainability.• Excellent written and verbal communication and presentation skills.• Passionate about their function and overall success.• Possesses a strong, informal network of peers.• Strong time management skills.	<ul style="list-style-type: none">• To attend all Change Champions Network meetings and events.• To stay up to date and informed on status and impacts by reading information provided by the Change Management Team and participating in meetings.• To represent their function by:<ul style="list-style-type: none">– Identifying/understanding impacts– Reviewing and delivering key communications– Championing benefits to their colleagues in one to one conversations and in meetings and workshops• To participate in testing and training.• To act as a single point of contact for two way communication.• To promote positive change adoption atmosphere and help to combat resistance.