

# BEST PRACTICES FOR ESTABLISHING A CHAMPION NETWORK

## **CHAMPION NETWORK – WHAT AND WHY?**

- Champion definition
- Benefits of a Champion network
- Different user personas in technology adoption
- Suitable profile for a Champion

## **HOW TO ESTABLISH AND MAINTAIN A CHAMPION NETWORK**

- Starting the network
- Identifying the Champions
- Organizing the network
- Resourcing (size of the network and time allocation)
- Practical examples of Champion networks
- Maintaining the network



# CHAMPION NETWORK

Network of people helping an organization succeed in change leadership by actively supporting end users during the change process.

# CHAMPION NETWORK- WHAT AND WHY?

Characteristics of a Champion & Network benefits

# CHAMPION DEFINITION

- Champions are motivated individuals who are passionate about using technology to help themselves and their colleagues achieve their goals. They are trusted by their peers and are **volunteers** to act as their champions to **drive new change initiatives** in the company.
- Champions are often used to localize the otherwise global message of the coming change and ensure it is being heard and understood, and required actions are taken.
- Note! There are different kinds of champion roles used in industries, e.g., Technical, User, Sponsorship, and Security Champions – we focus on **User Champions**.

CHAMPION  
ENTHUSIAST  
AMBASSADOR  
SPONSOR  
EVANGELIST  
ADVOCATE

# BENEFITS OF A CHAMPION NETWORK

When adopting new technology in a company, one of the most effective ways to overcome resistance is to form a *community* of champions.



## MORE VALUE THROUGH EXPANSION OF USE

Champions drive new technology adoption and support peers during rollout. High adoption rates ensure ROI by maximizing business benefits through proper product usage.



## CASCADE COMMUNICATIONS ACROSS YOUR ORGANIZATION COST-EFFECTIVELY

Champions act as liaisons between IT and users, facilitating successful communication and enabling two-way dialogue to ensure effective message delivery.



## FASTER TIME-TO-VALUE

Champions support adoption to overcome inertia and achieve value quickly in the early stages of change.



## REDUCE LOAD ON THE PROJECT TEAM

Champions can organize trainings and leverage their functional expertise to meet business needs.

## EXAMPLE BENEFITS FOR CHAMPIONS



Great opportunity to contribute and initiate successful deployment



Be a key person to implement change taking an end user perspective



Affect positively to work atmosphere



Variation to your work tasks and gain new skills



Support & training on change management

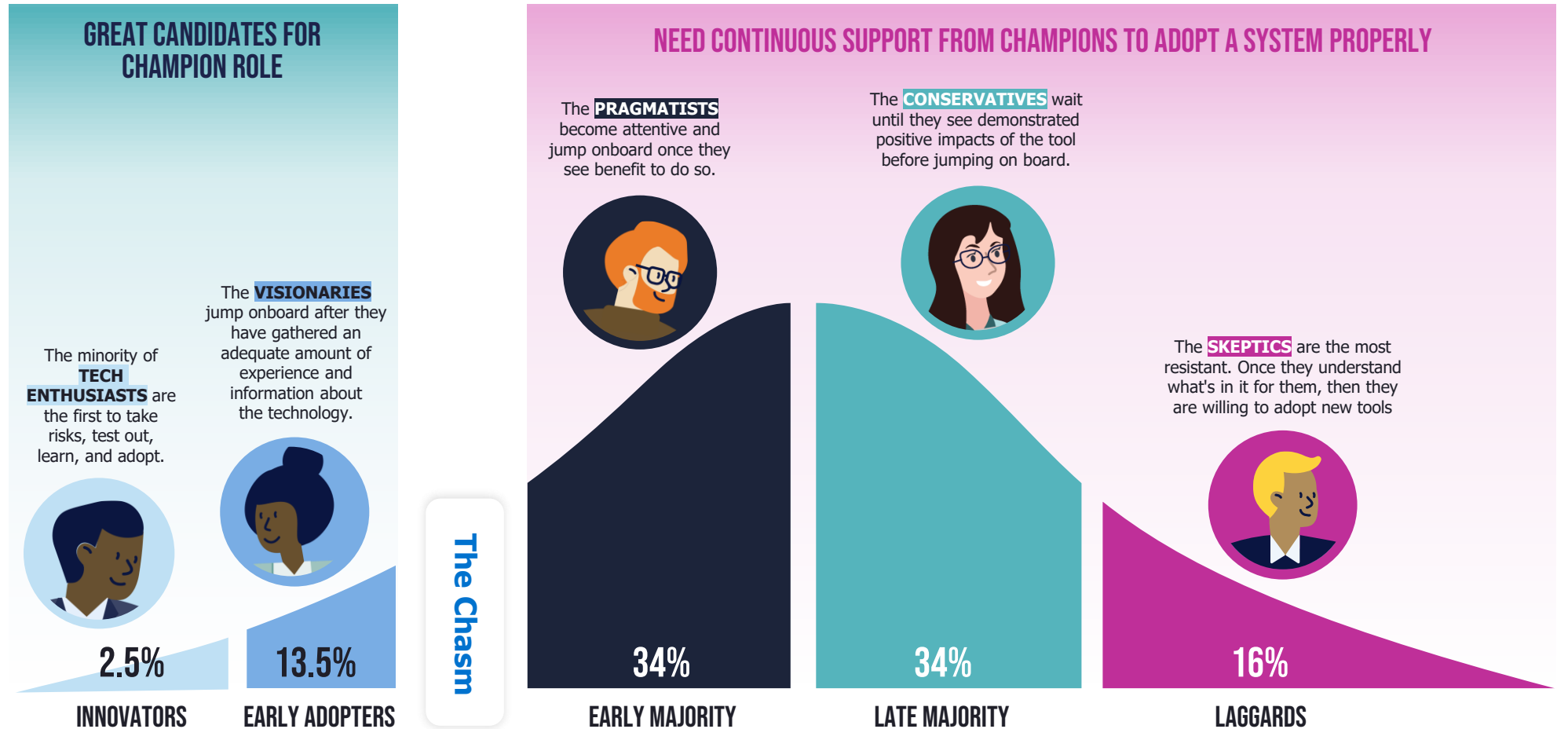


Be a part of a champion network – We are doing this together!

# DIFFERENT USER PERSONAS IN TECHNOLOGY ADOPTION

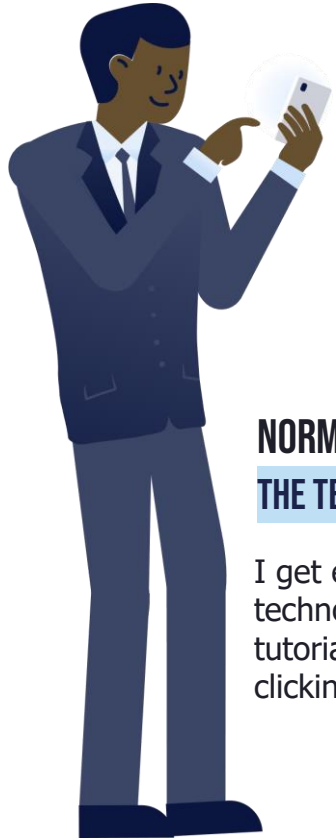
People approach and adopt technology in different ways as all users are not the same.

For a new tool to stick in an organization, at least **30%** of users must adopt it.



# SUITABLE PROFILE FOR A CHAMPION

For effective Champion identification, consider the following key attributes.



**NORMAN**  
**THE TECH ENTHUSIAST**

I get excited about new technology. I often skip tutorials and just start clicking around.

**MONICA**  
**THE TECH VISIONARY**

I get excited about the big picture. Namely, how technology can help propel us forward.



## PERSONALITY AND ROLE TRAITS

- Passionate about his/her job
- A volunteer; willing and excited to take the role
- Recognizable in the work community
- Curious of new technology
- Trustworthy among user network
- Not too "high-level" manager



## SKILLS

- Knows the business well
- Understands how change affects organization
- Knows the use case(s) for M-Files
- Good communication skills
- Basic/advanced skills of M-Files
- Training skills (for trainer-type champions)

# HOW TO ESTABLISH AND MAINTAIN A CHAMPION NETWORK

What actions need to be taken

# IDENTIFYING THE CHAMPIONS

**To nominate suitable people for the Champion network think of the following:**

- When nominating Champions, the biggest pitfall is to choose solely based on their availability.
  - To ensure the success of your Champion network, the Champions must be chosen with care and intent and able to follow through with the goal.
- Describe what are the expectations and responsibility areas for this role.
  - Make sure that the champions and their supervisors understand these to avoid confusion with their tasks.
- Create a description of what kind of person is suitable to be a Champion.
  - See slides 7-8.
- Communicate the names and responsibilities of the Champions to the end users to create a direct line of communication.
  - Make sure that everybody understands what Champions are for.



# BUILDING THE CHAMPION NETWORK – EXAMPLE ORGANIZATION

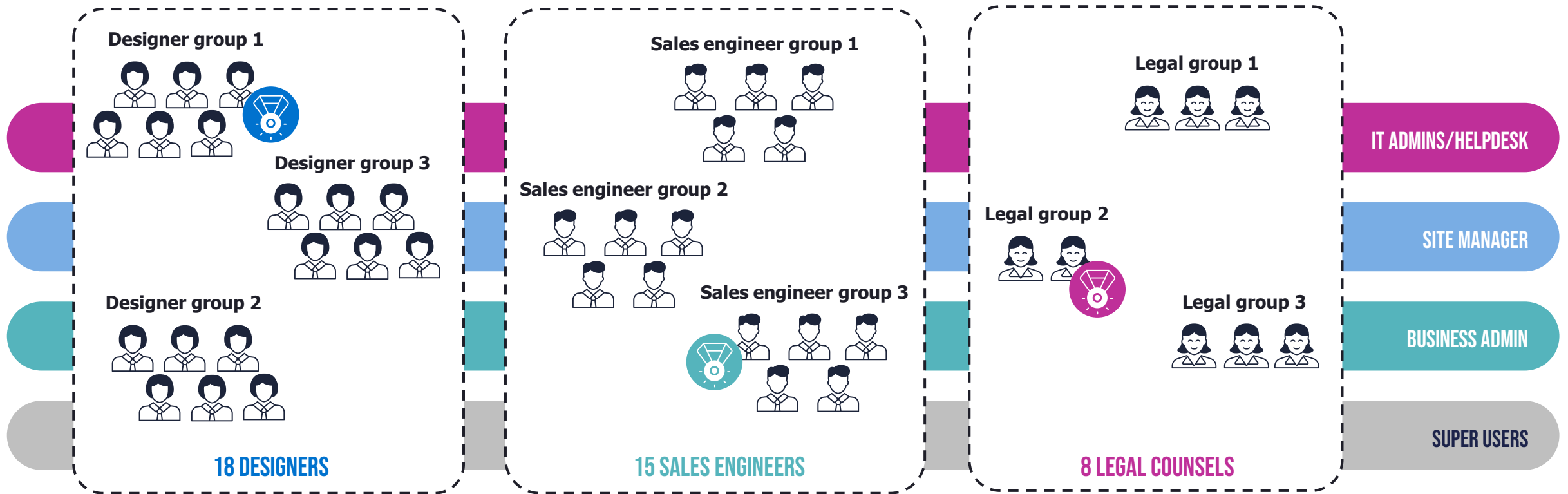
1. Design roles for driving the change initiative



2. Choose Champions from groups



For this organization, we need one Champion for each end user group.



# ORGANIZING THE NETWORK

## **Organize an introduction meeting to all nominated Champions.**

- Agree meeting cadence.
- Agree and create communications channels or platforms.
- Propose, discuss and agree what kind of info sessions are held with end users to have consistency in the way to operate.

## **Organize Champion trainings.**

- Ask training feedback and organize further trainings if needed.
- Evaluate whether use case specific trainings are needed only for a specific group of users of the system.

## **Keep Champions informed about learning materials and updates.**

- Encourage Champions to actively inform their end users about learning materials.
- Keep feedback channels open and clear/easy.



# RESOURCING – SIZE OF THE NETWORK

## When deciding the size of the network, think of the following:

- **Support everyone:** All departments, units, locations and use cases should be covered by Champions to make sure end users feel supported during the change.
- **Number of people:** Take the number of end users into account – too many end users for one Champion overloads the Champion.
- **Champion tasks vs. regular:** Take the workload into account. Champion activities take time, so make sure there are enough Champions to support change management effectively.
- **Tasks during lifecycle:** The required number of Champions varies also depending on the stage of the lifecycle (planning / adoption / regular usage). Some Champions might be required only for adoption phase, whereas some might be needed after the change is in effect.
- **Complexity:** The complexity of the use cases can also affect on how much support is needed from Champions.
- **Leader:** Even if the number of users is small, it is recommended to have a sponsor to drive the change initiative, who supports the champion network.

## EXAMPLES

### 1:10 RATE

#### 1 Champion per 10 users

- Low and very localized support.
- Champions supporting small teams.
- 2-5% of time used for Champion tasks.

### 1:100 RATE

#### 1 Champion per 100 users

- 30% of time used for Champion tasks.
- High support and variable tasks.
- Only few active Champions.

### 1:200 RATE

#### 1 Champion per 200 users

- 20% of time used for Champion tasks.
- Low to medium support with steady rate of tasks.
- Only few active Champions.

# RESOURCING - TIME ALLOCATION

The required time allocation for Champions varies based on different factors.

For example:

- The stage of the implementation lifecycle: roll-out vs. regular usage.
- The familiarity of M-Files within the teams.
- Readiness for change.

Recommended time allocation is tied to the level of change

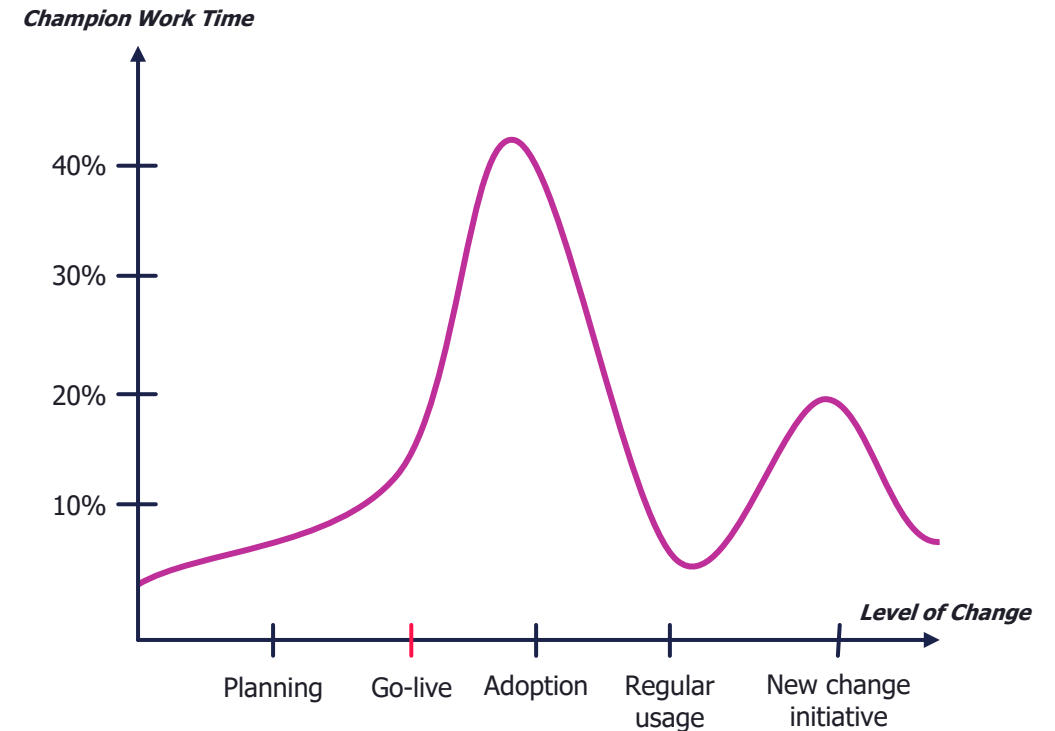
- The needed time decreases when the change begins to stabilize.
- If changes are more continuous, more time allocation for champion network activities is recommended.

Allocate e.g. for the following activities;

- Organizing trainings, planning and sending communications, answering to ad-hoc questions, arranging Q&A sessions.

Decide the level of time investment needed and prepare to communicate the expectations for Champion network members.

EXAMPLE TIME ALLOCATION DURING IMPLEMENTATION LIFECYCLE



# PRACTICAL EXAMPLE OF A CHAMPION NETWORK



Legal and accounting sector company



1400 end users



Company has been using M-Files for 12 years



## Use cases

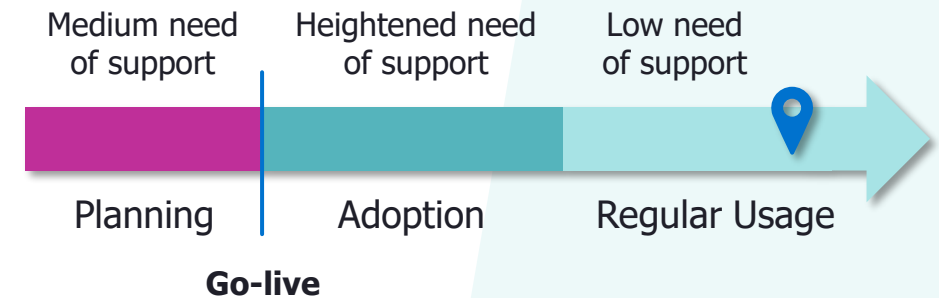
### Tax and legal services (200+ end users)

- 12 Champions.
- Each champion acts as a local supporter for his/her team.
- Liaison between team and IT/business admin.
  - Provide information (feedbacks, issues etc.) from end user level.
  - Provide information from IT or business admin to end users.
  - Participate in ongoing improvement/change initiatives, providing the views and opinions of the team.
- Company urges to keep Champion operations as light as possible as Champions are doing billable work.



## Time spent on Champion tasks; about 2% of work time

- Started with a major project initiative, requiring lots of adoption planning and execution.
- During regular usage, champions only use 1-5 hours monthly on Champion tasks.
- No scheduled meetings with network (yet). Occasional information exchange.
- More active networking and growing the role is being planned.



# PRACTICAL EXAMPLE OF A CHAMPION NETWORK



Housing Association



500 end users



Company has been using M-Files for 5 years



Use cases

## Housing Association (500+ end users)

- 4 Champions.
- Each champion acts as a local supporter for his/her team.
- Liaison between team and IT/business admin.
  - Provide information (feedbacks, issues etc.) from end user level.
  - Provide information from IT or business admin to end users.
  - Participate in ongoing improvement/change initiatives, providing the views and opinions of the team.
- Company urges Champions to be highly active – Road Shows – Travel to Offices etc.



Time spent on Champion tasks; about 30% of work time

- Started with a major project initiative, requiring lots of adoption planning and execution.
- During regular usage, champions use 10-20 hours monthly on Champion tasks.
- Scheduled meetings with network.



# PRACTICAL EXAMPLE OF A CHAMPION NETWORK



Charity Organization



1000 end users



Company has been using M-Files for 6 months



Use cases

## Knowledge Exchange System / Hub Calibration (600+ Users)

- 3 Champions.
- Each champion acts as a local supporter for his/her team.
- Liaison between team and IT/business admin.
  - Also identifying new areas of the business to expand.
  - Participate in ongoing improvement/change initiatives, providing the views and opinions of the team.
- Company urges to Champions to be active and involved.



Time spent on Champion tasks; about 20% of work time

- Started with a major project initiative, requiring lots of adoption planning and execution.
- During regular usage, champions only use 8-15 hours monthly on Champion tasks.
- Scheduled meetings with network.



# MAINTAINING THE NETWORK

Consider these tasks for continuous maintenance of an established network.

TASK	DESCRIPTION	EXAMPLE(S)
1 Incentivize	Make Champion role interesting and worthwhile for the participants.	Best Champion prizes, team dinners, extra training, bragging rights!
2 Nurture Collaboration	Strong and active network acts quickly and efficiently.	Monthly Champion coffees
3 Facilitate Time	Allocate enough time for the Champions to successfully embrace the role	
4 Facilitate Tools & Resources	Provide tools for communication, collaboration etc.	Teams channel for the network
5 Interact with M-Files	Let CSM be a valuable, low-threshold resource for the network.	CSM joins networking sessions for Q&A, CSM sends monthly updates
6 Measure Effectiveness	Observe Champions' teamwork and individual effectiveness. Try to find bottlenecks	Health checks, surveys, activity metrics
7 Continuous Improvement	Invent new ways to improve Champion tasks. Keep attractive threshold for volunteering.	Testers
8 Promote M-Files Resources	Introduce all relevant M-Files resources for easy self-service.	M-Files Community + User Forum for news, queries & connections

