



Welcome to

KINDFEST

2026
KindCon



Finding Your Internal Champions to Support Growth and Success

September 3, 2026

Track: Executive & Institutional Leader

➤ Attain Partners





Kyle Cadieux

Principal, Change Management
Attain Partners



Kora Rea-Alexander

Senior Consultant, Change Management
Attain Partners



Joseph Calger

Assistant Vice Chancellor
and Chief Operating Officer
*Office of University Development and
Alumni Relations at the University of
California, San Francisco (UCSF)*



Chris Kollar

Vice President, Development
Services
Development and External Affairs (SMU)



Barbara Fischer

Solution Engineer
Kindsight

Agenda

Why Build a Change Champion Network

Building Your Champions the Attain Way

Empower Champions During the Project Lifecycle

Change Networks Continue After Go-Live

Key Takeaways and Q&A

OCM Capability and Expertise



100%
Prosci® Certified



OCM Fundraising Clients



University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

What is Change Management?

Change Management addresses the human dimension

of change emphasizing the support and engagement of individuals to facilitate a more effective and successful transformation.



Change Management aligns the organization with its core mission

by ensuring that strategic changes are seamlessly integrated while fostering a unified understanding.



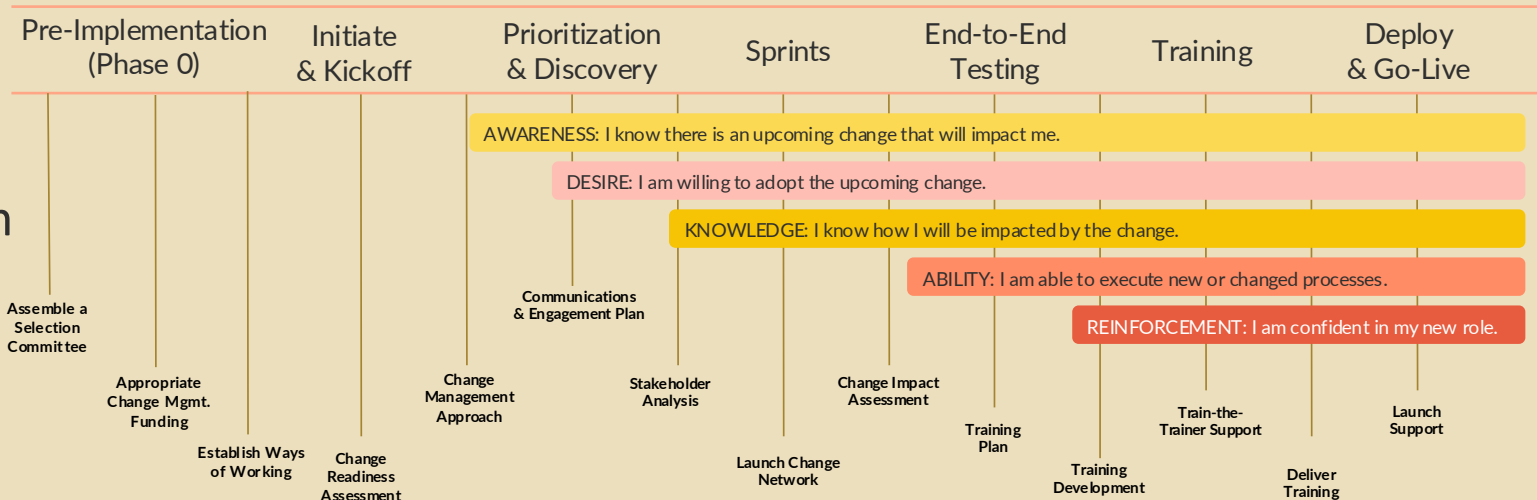
Change Management provides a structured approach

to transitioning organizations from their current state to a desired future state ensuring successful adoption to new processes and technologies.



Our Change Approach on Advancement Projects

We embed
change from
day zero.



Align Leaders

Sponsor alignment, governance, and counterpart setup to create ownership and faster decisions.

Target support

Stakeholder and impact analysis tailor communications and support by role.

Listen holistically

Interviews, roundtables, and the Change Network surface real risks early.

Build capability

Training, readiness checks, and reinforcement build confidence before and after go-live.

Setting the Stage: Key Factors for a Change Champion Network

What You'll Gain

Define the right Change Champion program for your project

Characteristics of an effective Change Champion

Learn from real-world examples

Understand the role of a champion across the project lifecycle

Walk away with a practical Change Champion action plan

Change is constant. Success depends on people.

Why Build a Change Champion Network



Change Champion Network Value and Impact

Organizations with active Change Champion Networks are **50% more likely to achieve project objectives**. Here's why they matter.

Boosts Success

Reinforce messages and model change to increase project success

Accelerates Adoption

Provide peer support so colleagues adapt more quickly and confidently

Builds Trust

Information from peers strengthens engagement and reduces resistance.

Sustains Momentum

Keep change visible by sharing wins, surfacing feedback, and reinforcing new ways of working



From communication messaging to building change agent and SME networks, we made sure staff had peer support and trusted voices during our CRM transition. That's the real power of embracing change management early.

Eric Loomis
Associate Vice President
University of Rochester



How Networks Support Change

Creates a Two-Way Channel

Facilitates communication between the project team and advancement staff

Surfaces Patterns and Insights

Helps identify emerging themes, questions, and opportunities across teams. Mitigates low adoption and risk to change

Strengthens Project Awareness

Keeps the community informed through shared conversations, context, and updates



Tests Ideas in the Real World

Provides input on system changes, materials, and support approaches

Champions a Unified Experience

Encourages shared understanding and alignment across colleges and units

Supports a People-First Approach

Ensures the system works for real users, not just technical requirements

Change Champion Networks: Designing for Engagement, Building Desire, and Learning Along the Way

What was important to you when crafting your Change Champion Network?

How did you build desire in the first 3-6 months?



Joseph Calger



Chris Kollar



Barbara Fischer



Lack of a Change Champion Network



Trust can be harder to build or take twice as long



Local impacts are harder to surface



Communication doesn't have an accelerator



Adoption is slower or has more road bumps



Moment after Go-live can fade or regress

Building Your Champions

KindCon²⁰²⁶



Change Champion BEES

Like a hive, successful Change Champion Networks thrive when every Champion is cultivated.

Build

a strong foundation with strong Champions, the right level of involvement, and clear expectations.



Enable

your Champions with the knowledge, training, and connections they need to confidently support the project.



Engage

your Champions throughout the project by empowering them to communicate, gather feedback, and guide their peers through change.



Sustain

long-term adoption by reinforcing new behaviors and celebrating success.



Change Governance Structure

Change Management Team

- Manage change activities
- Provide clear, consistent information and communication materials
- Receive and apply feedback for future activities
- Document and share change impacts
- Plan and develop role-based training

FEEDBACK



PROJECT SPONSORS

- + Set the vision
- + Allocate resources
- + Publicly demonstrate commitment



PROJECT TEAM

- + Plan for the new future state
- + Help build the new system
- + Support the transition to new system



CHANGE CHAMPIONS

- + Serve as department main point of contact
- + Gather feedback and share upcoming changes within department
- + Support change facilitation in department



End Users

- + Review project communications
- + Understand and accept changes
- + Ask questions and raise issues

Determine Level of Effort

There isn't one "right" Champion model. The most successful networks align Champion expectations with the organization's capacity and project needs.



How much time can Champions realistically dedicate each month?



What other priorities are competing for their attention?



How much time can the project team devote to communication, testing, and training vs Change Champions?



How significant is the change for end users?

Examples of Change Champion Programs

Light Touch

- ▶ 1-2 hours a month
- ▶ Share and cascade key messaging
- ▶ Attend training
- ▶ Raise concerns when asked

IDEAL FOR

Small enhancements or upgrades



Collaborative

- ▶ 3-5 hours a month
- ▶ Provide messaging feedback and support testing
- ▶ Validate training
- ▶ Gather feedback from peers

IDEAL FOR

Small enterprise transformations



Enabled Partner

- ▶ 6-10+ hours a month
- ▶ Tailor messaging and engage peers monthly
- ▶ Help facilitate training and co-lead its delivery
- ▶ Meet monthly with peers and provide feedback

IDEAL FOR

Large enterprise transformations



Change Champion Traits

The strongest Change Champions lead through relationships. These qualities help identify people who can inspire others, navigate change with empathy, and create momentum during implementation.



ACTIVITY

Change Champion Network Mapping

Activity: Change Champion Network Mapping

Your Challenge

Right-Size the Network (5 min)

Select the Champion model that best fits Riverview University's project, organizational capacity, and available resources.

Build Your Champion Cohort (10 min)

Choose the three candidates who create the strongest Champion Network as a collective.

Complete the activity and reflect

- ▶ Does your Champion model match the project's complexity?
- ▶ What trade-offs are you making between influence, credibility, enthusiasm, and capacity?
- ▶ What perspectives or stakeholder groups might still be missing?

Be prepared to discuss

- ✓ Recommended Champion model
- ✓ Your three Champion selections
- ✓ One risk or gap you identified

Preparing for Kick-Off

Plan for a successful kick-off

1

Determine a theme

2

Prepare a "You've been selected" communication

3

Create an informative newsletter

4

Prepare a kick-off meeting

5

Follow up with next steps

A successful kick-off looks like:



Welcome & Why We Are Here

Introduce the project team and Change Champion cohort. Explore why Change Champions are critical to successful change and how they help drive awareness and adoption.



Change Champion Role

Review the Champion role, including expectations, level of effort, and how Champions will support their peers throughout the project.



Build the Champion Network

Get to know your fellow Champions through interactive activities designed to foster connections.



Stay Connected & Take Action

Learn where to find project updates, resources, and support, along with how we'll stay connected through regular meetings and collaboration tools.

Change Champion Networks: Designing for Engagement, Building Desire, and Learning Along the Way

What was your Kick-Off meeting like?

When did you start your change champion network?
Was that too early, too late, or just right?



Joseph Calger



Chris Kollar



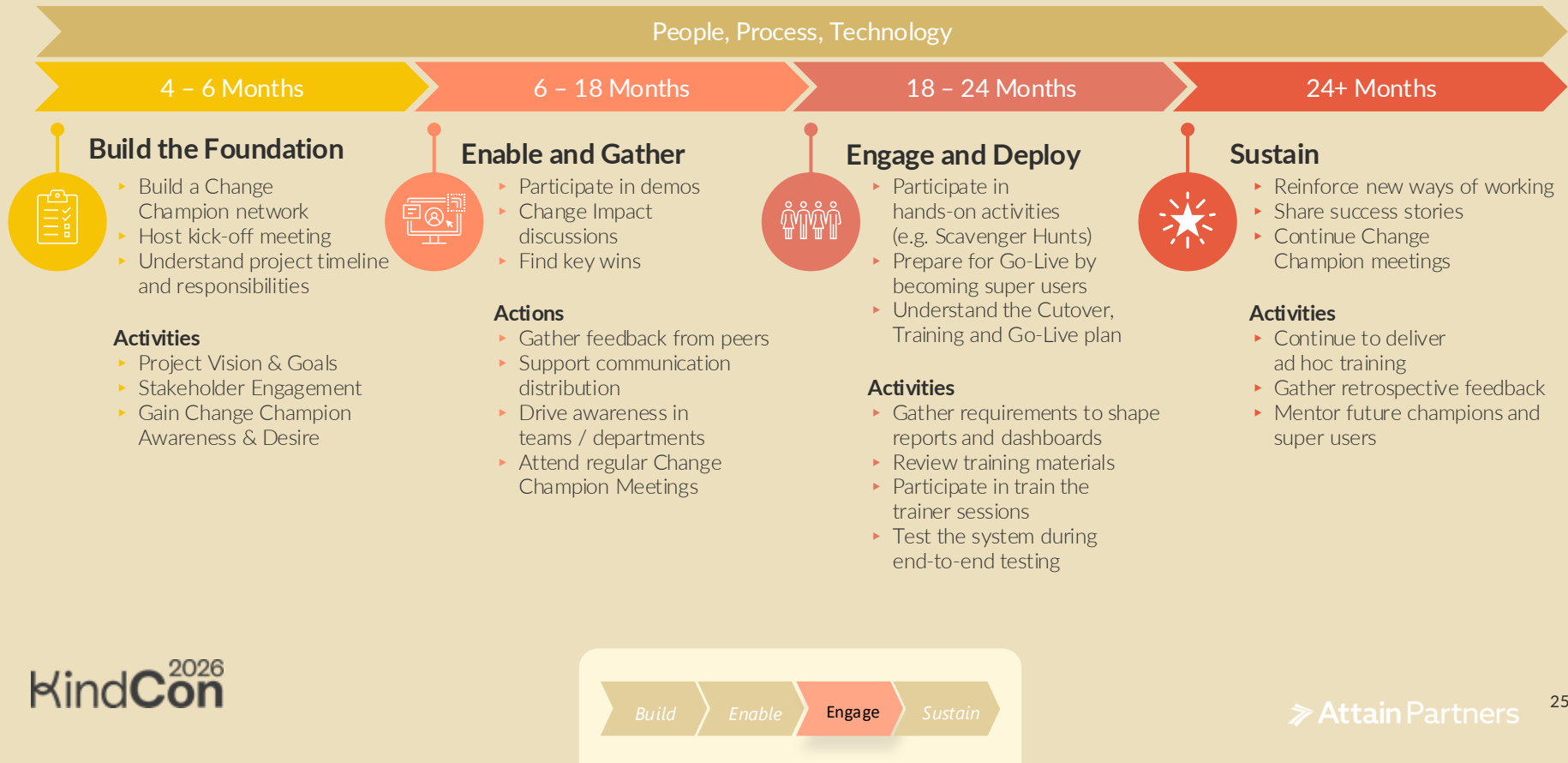
Barbara Fischer



Empower Champions During the Project Lifecycle



Develop an Engagement Roadmap



Change Champion Network Sample Roadmap

	2025						2026												2027		
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	
CCN Kickoff																					
Demos																					
Change Champion Meeting																					
Comms + Engagement																					
Change Validation Sessions																					
Reporting Testers (Select Champions)																					
E2E Testing/Demo																					
Training																					
Total Hours	0	0	1	0	2.5	0	4	3	5	3	4	4	3	3	5	5.5 – 9.5	4.5 – 8.5	4	9+	9+	68+

Zooming in: Go-Live Support



Prepare your Team

Reinforce key project messages, encourage training participation, and help validate that colleagues are ready for the change. Ensure everyone knows where to find support resources before go-live.



Support and Enable

Champions should serve as a visible, approachable resource by answering basic questions, reinforcing new processes, and directing complex issues to the project team. Gather feedback, share insights, and celebrate early wins to build confidence and momentum.



Transfer to Sustainment

Help embed new ways of working by reinforcing best practices and encouraging continued adoption after go-live. Continue sharing successes, collecting feedback, and hosting Change Champion Meetings.

Champions in Action: Go-Live and Beyond

How did your Champions reduce risk during deployment?

How did you measure whether your Champion Network was effective?

What would you recommend for sustaining engagement after go-live?



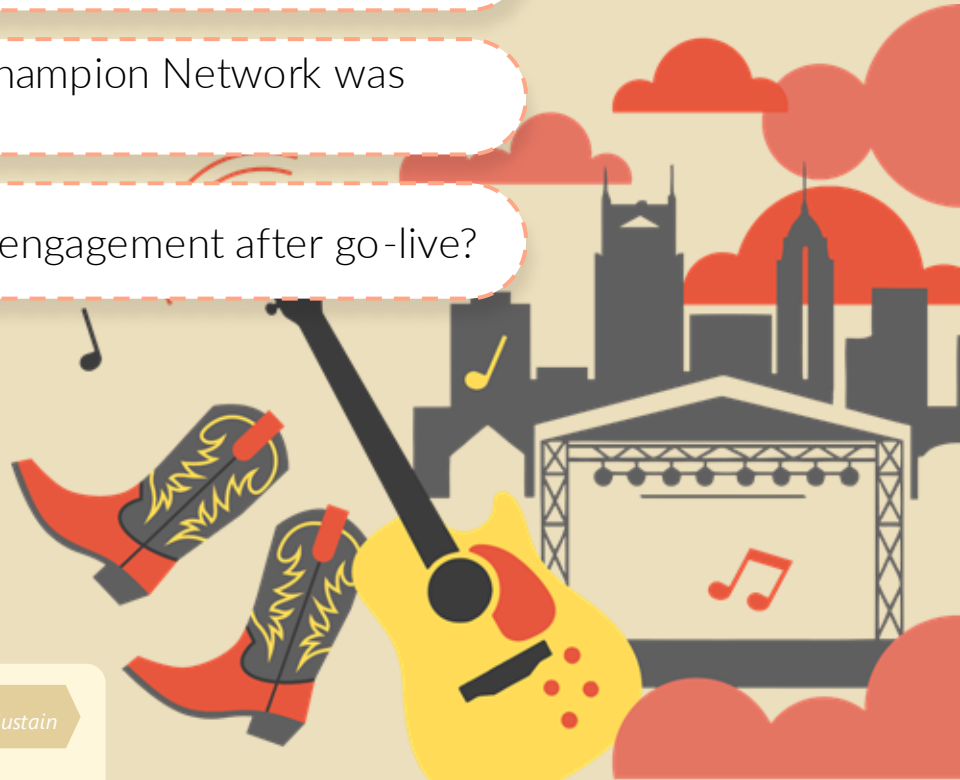
Joseph Calger



Chris Kollar



Barbara Fischer



ACTIVITY

Pressure Test Your Network

Activity: Change Champion Network Mapping

Your Challenge

Respond to Your Scenario (5 mins)

Determine how your Change Champion Network should respond to a situation.

Plan for Sustainment (5 mins)

Decide how the network should evolve.

Pressure-Test Your Strategy (5 mins)

Ask whether your approach is realistic, sustainable, and clearly defines the Champion role.

Complete the activity and reflect

- ▶ Where do Champions add the most value?
- ▶ What support, resources, or guidance do Champions need to be successful?
- ▶ How will feedback move to the right people?
- ▶ How will you keep the network effective without creating Champion fatigue?

Be prepared to discuss

- ✓ How your Champion Network responded
- ✓ One responsibility Champions should not own
- ✓ One way you'll sustain the network beyond go-live

Change Networks Continue After Go-Live



Sustainment Matters

Sustainment is the ongoing effort to reinforce and support adoption after implementation, so new processes and behaviors become part of everyday work.

Celebrate

Recognize and celebrate users' contributions to reinforce ability, begin reinforcement, and maintain adoption momentum.

Share Success

Highlight success stories and lessons learned to demonstrate impact and encourage adoption across the organization.

Gather Feedback

Meet regularly with Champions to collect feedback and identify emerging needs.

Track Metrics

Monitor adoption metrics and improvement opportunities to measure progress and inform short-term / long-term decisions.

Key Takeaways

and Q&A



Key Takeaways

Champion Networks create trusted, two-way communication that strengthens engagement and drives adoption.

The most effective Champion Networks are intentionally designed to fit your organization's capacity, project needs, and evolving lifecycle.

Investing in Champions early and sustaining them beyond go-live reduces resistance and delivers lasting change.





Q&A

Let's Connect

Kyle Cadieux

ktcadieux@attainpartners.com

➤ **Attain**Partners



KindCon²⁰²⁶



Thank you.