



Webinar Agenda

Context

Why CM?

Leverage ADKAR

3 Sponsor
Questions

How to Engage Your Sponsors

“A **how-to** is an informal, often short, description of how to accomplish a specific task.”

- Wikipedia

How to Engage Your Sponsors

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The Impact of Effective Sponsors on Change Success

Context

Why CM?

Leverage ADKAR

3 Sponsor Questions

Research Finding

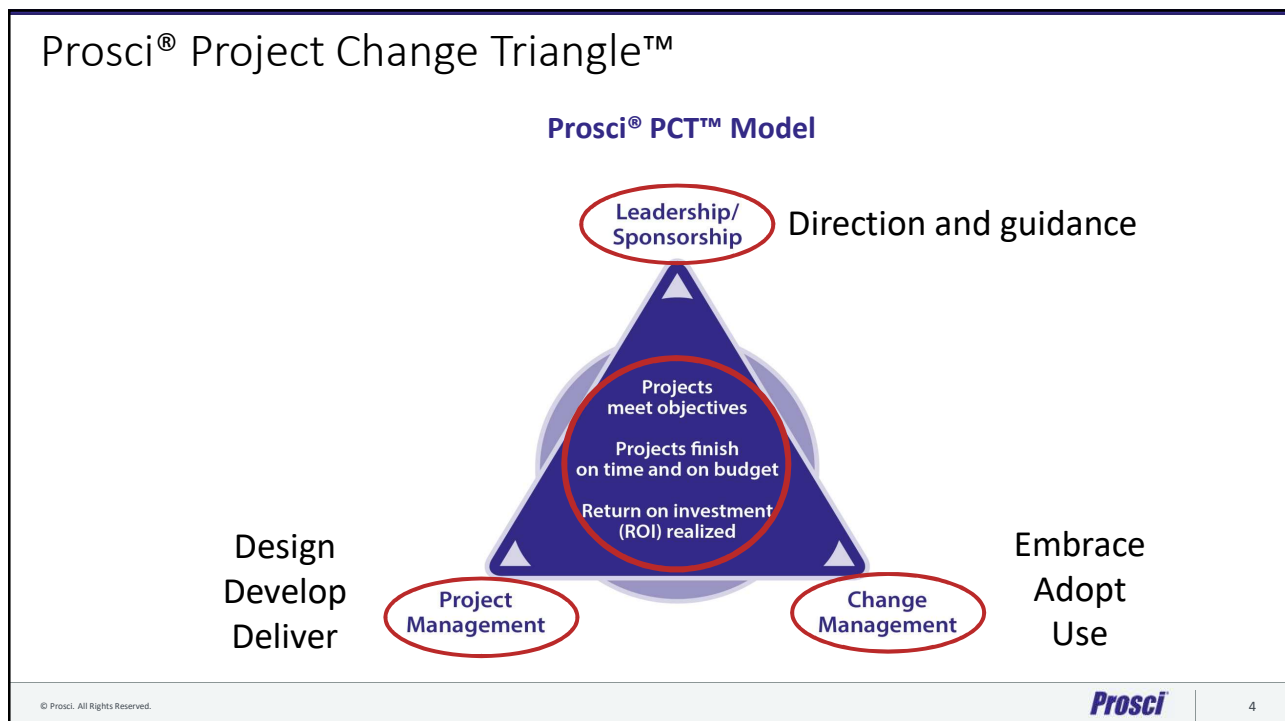
The greatest contributor to a successful change management initiative is **Active and Visible executive sponsorship.**

* Data from 1778 participants, 2018 Change Management Best Practices study.

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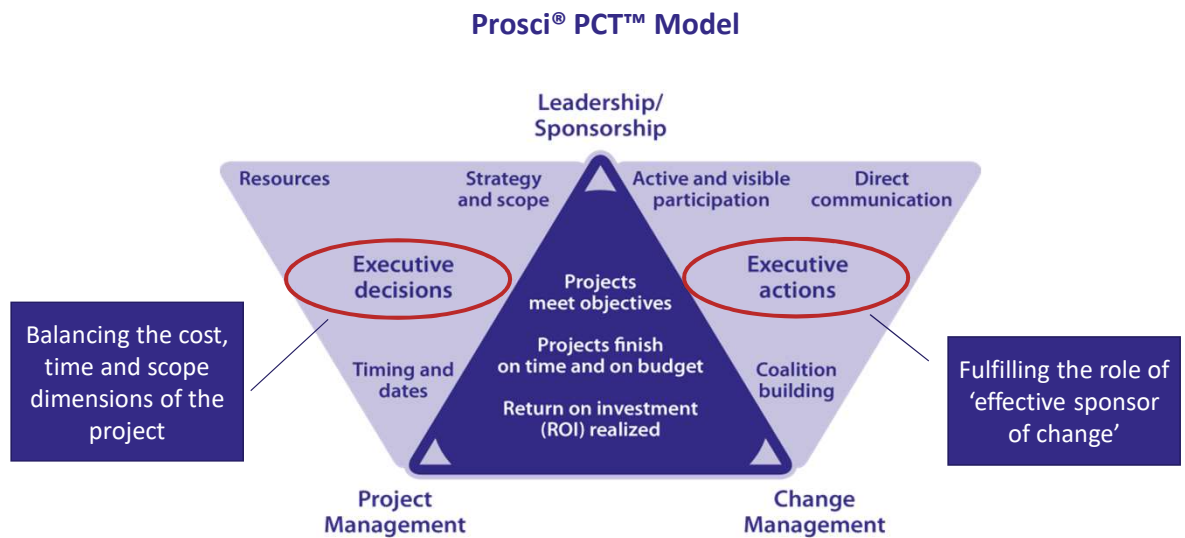
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Prosci® Project Change Triangle™

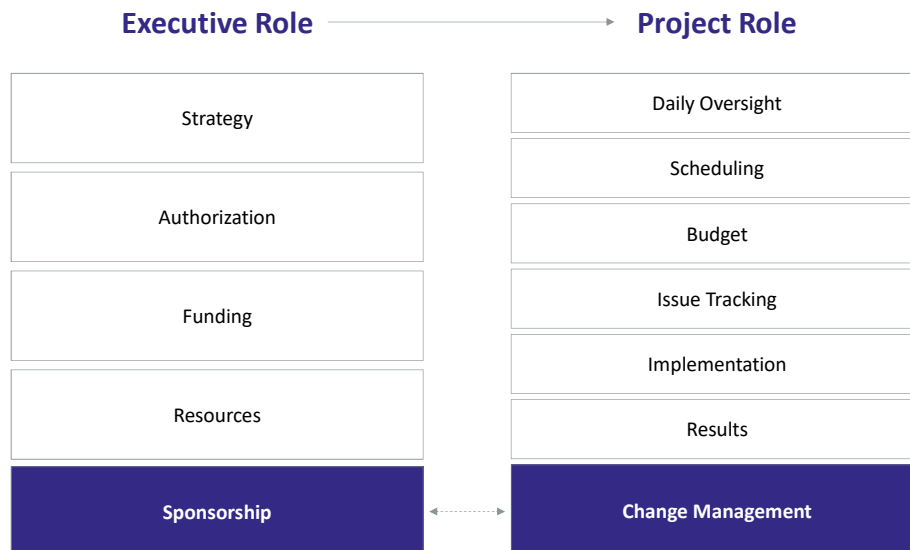


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'Sponsorship' is the Executive Role Connected to the Project Role

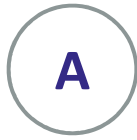


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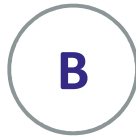
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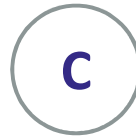
‘Sponsorship’ Defined in the Context of Change Management



Actively and visibly participate throughout the project



Build a coalition of sponsorship with peers and managers



Communicate directly with employees

Role and Responsibilities



Now
you



<https://pollev.com/changepro>

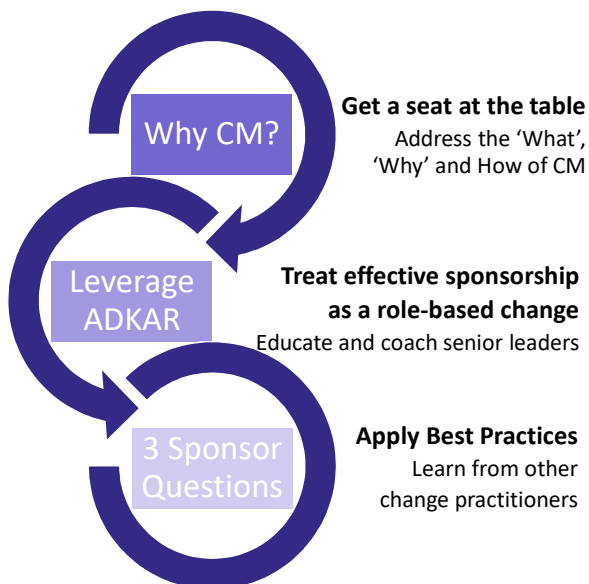
Do you have a named project sponsor but lack true sponsorship?

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How to Engage your Sponsors – Webinar Agenda



Terminology

- **Sponsorship** – activities expected by employees of an effective sponsor (ABC’s)
- **Primary sponsor** – the individual who authorizes and funds a project; primary responsibility for results, outcomes and success
- **Sponsor** – any senior or mid-level manager whose support and active engagement is necessary for the change to be successful
- **Sponsor Coalition** – the collection of sponsors within the organization

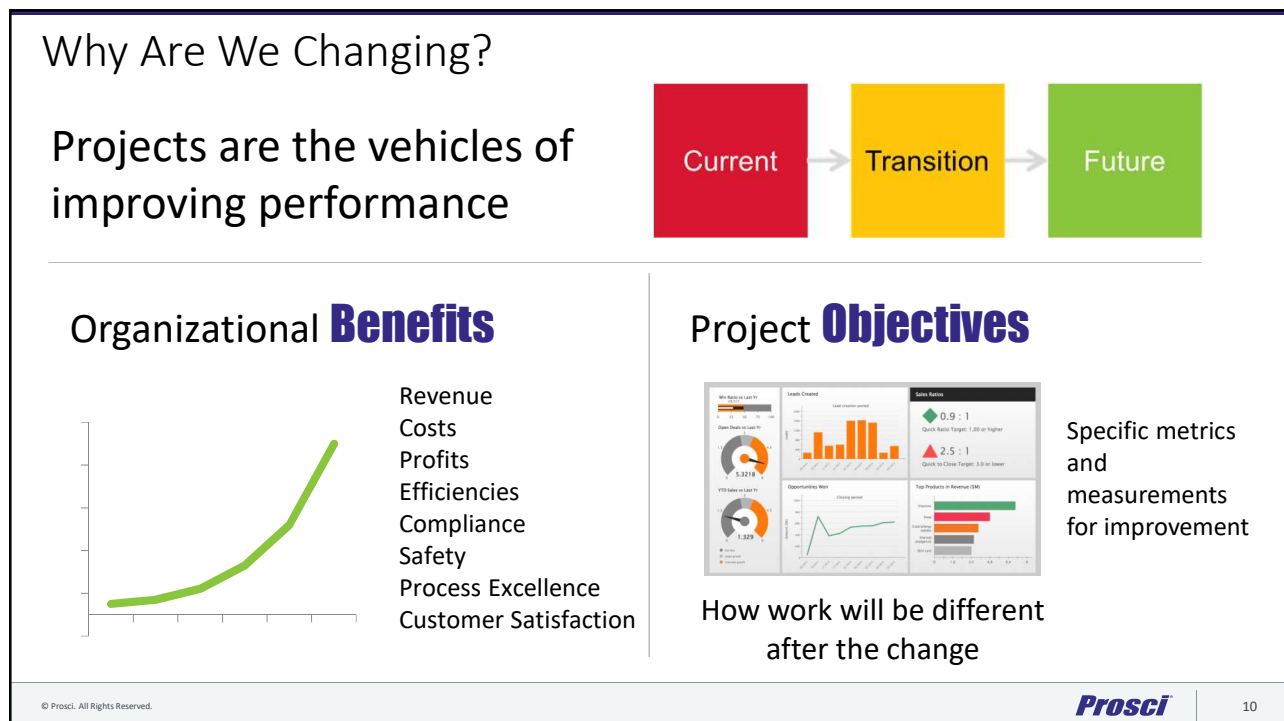
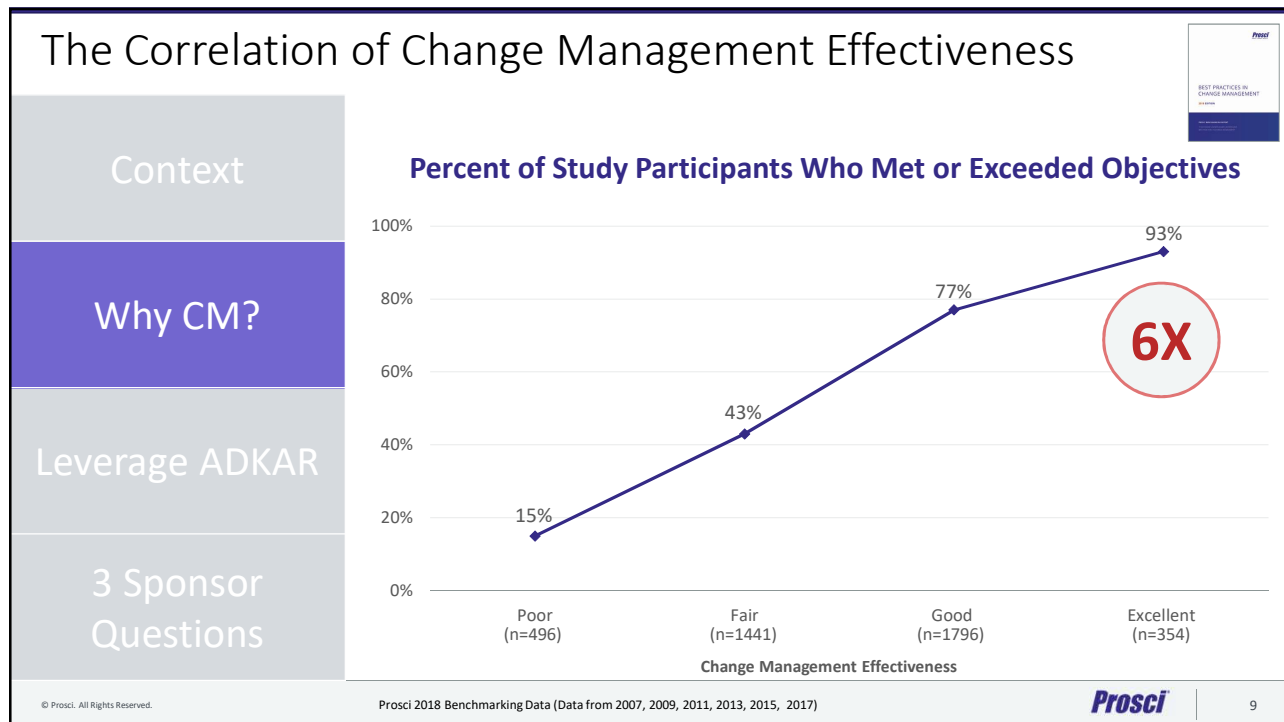
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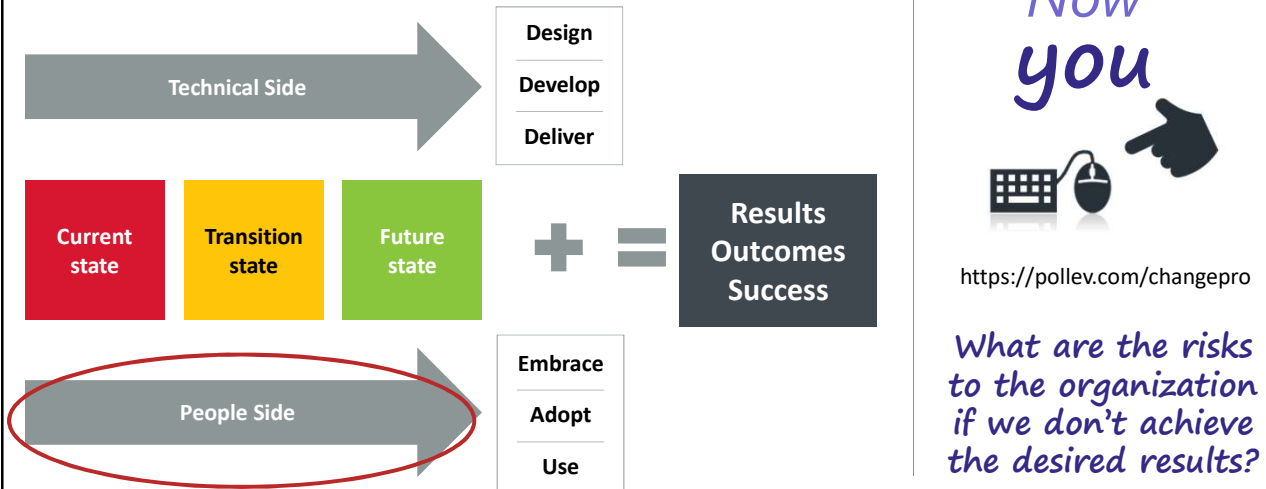
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Successful Change Requires Both the Technical and People Sides



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Change Management

Preparing, equipping and **supporting**
individuals through the change journeys
they experience as part of your organization

Capturing **people-dependent** project ROI

Mobilizing **people** to deliver **results**

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The Language of Change Management Cost-Benefit Analysis

CMROI



X% of expected project benefits are directly tied to employees adopting and using the change; change management's value is delivering that portion of benefits.

SUP



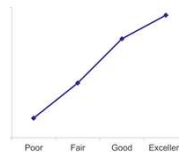
The expected project benefits depend on how quickly (speed of adoption), how many (ultimate utilization), and how effectively (proficiency) employees do their jobs the new way.

Costs & Risks



The expected project benefits are diminished by avoidable costs (inefficiencies) and mitigatable risks resulting from ignoring the people side of change.

Probability



The expected project benefits are more likely to be achieved, on time and on budget, with effective change management according to industry data.

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Change Management Cost-Benefit Analysis Resources

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- Webinars
- Blog posts
- Thought Leadership Articles
- Success Stories
- Training

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PROSCI SOLUTIONS

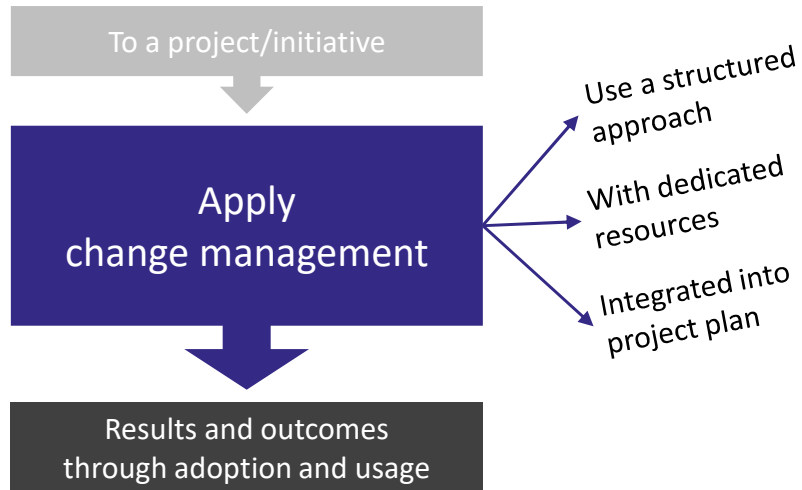
WHAT IS CHANGE MANAGEMENT? PROSCI SOLUTIONS TRAINING AND CERTIFICATION

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Get (Earn) a Seat at the Table – A Demonstration Project



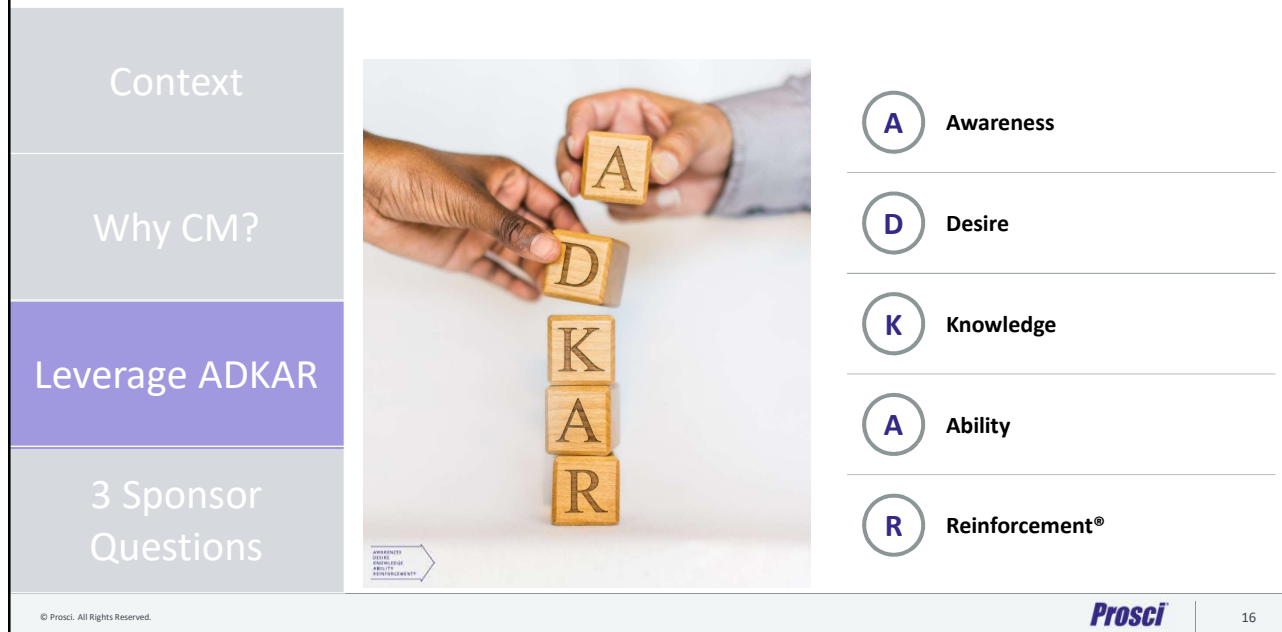
What project could you use to demonstrate results?

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The Five Building Blocks for Successful Change



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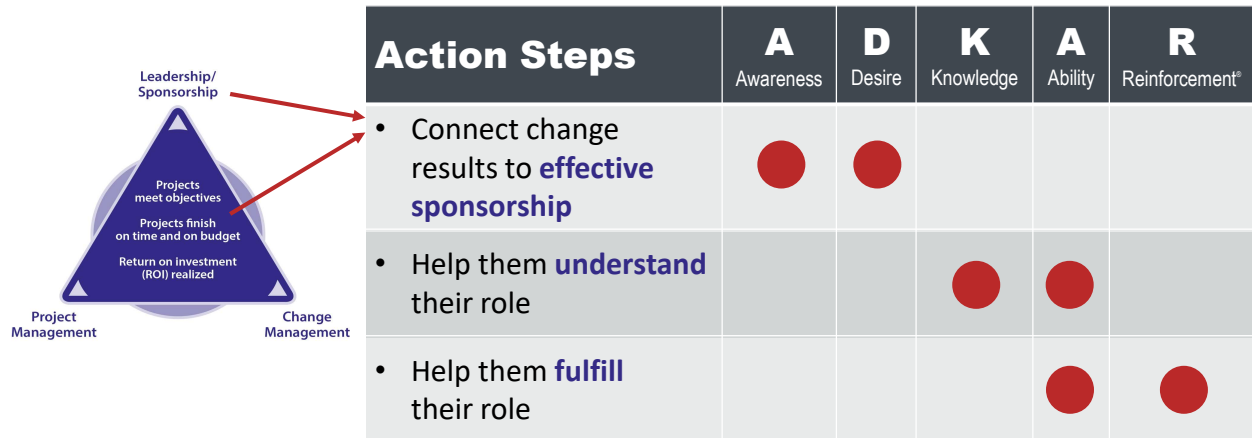
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Treat Effective Sponsorship as a Role-Based Change



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We are Focused on our Primary Sponsor

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement®

Prosci Primary Sponsor Assessment

Name of sponsor:

Rank this sponsor on the following:

1. Degree to which the organization (employees and managers) would listen to and respect communications and support from this business leader

(least) 1 2 3 4 5 (most)

2. Ability to provide resources and funding for the project

(least) 1 2 3 4 5 (most)

3. Degree of direct control this sponsor has over the people and processes being impacted by the change

(least) 1 2 3 4 5 (most)

4. Degree of direct control this sponsor has over the systems and tools being impacted by the change

(least) 1 2 3 4 5 (most)

5. Capacity to sponsor this project

(least) 1 2 3 4 5 (most)



Is your primary sponsor at the right level?

Do you have any challenges that need to be addressed?

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Connect Change Results to Effective Sponsorship

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement®

**3 reasons
sponsors are
so important**

1. They provide credibility and authority
2. They are the face and voice of change
3. They are the #1 contributor to success

Sponsorship correlates with **project success**

Percent of projects that met or exceeded objectives based on sponsor effectiveness



Very
ineffective
sponsors



Ineffective
sponsors



Moderately
effective
sponsors



Extremely
effective
sponsors

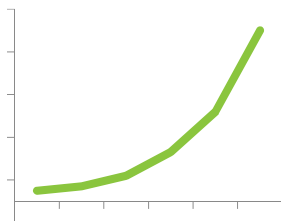
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Connect Change Results to Effective Sponsorship

Organizational **Benefits**



Revenue
Costs
Profits
Efficiencies
Compliance
Safety
Process Excellence
Customer Satisfaction

Project **Objectives**



Specific metrics
and
measurements
for improvement

How work will be different
after the change

I get it. What do you need me **to do?**

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Help them **Understand** their Role

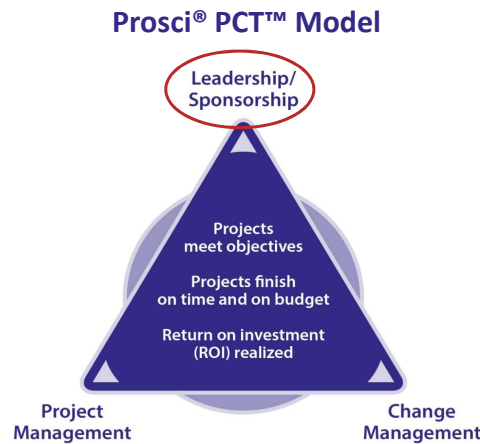
A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement®



Participate actively
and visibly throughout
the project.



**Build a coalition of
sponsorship** with peers
and managers.



Communicate directly
with employees.

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Sponsors Do Not **Understand** their Role

A Awareness

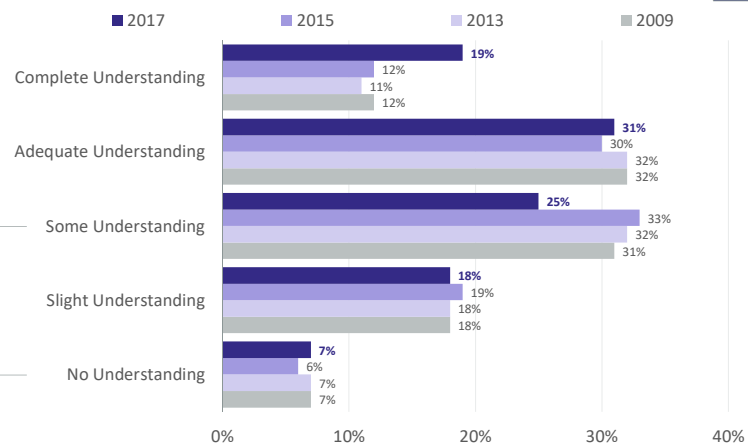
D Desire

K Knowledge

A Ability

R Reinforcement®

50%



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Help them **Understand** their Role – Sponsor Assessment

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement®

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Sponsor Assessment

Assessing Sponsor Competencies

Prosci Sponsor Assessment

Assessing Sponsor Competencies

Participated actively and visibly throughout the project:	Least	Most
Attended project and status meetings regularly.	1	2 3 4 5
Was present to kickoff special events and training sessions.	1	2 3 4 5
Met the team accountable for results (offsite sessions, conducted ongoing meetings).	1	2 3 4 5
Was involved in critical decision making (at critical milestones, at steering committee meetings, or when needed).	1	2 3 4 5
Ensured that the project had the right team members, budget and resources for success.	1	2 3 4 5
Was accessible to the project team; ensured that other managers were accessible as well.	1	2 3 4 5

Built a coalition of sponsorship with peers and managers:	Least	Most
Sponsored the change with direct reports (created awareness of the need for change, built support and followed up).	1	2 3 4 5
Established clear expectations with mid-level managers.	1	2 3 4 5
Dealt with problem managers (managed resistance).	1	2 3 4 5
Created a sponsorship cascade with managers; ensured that they were building support with their direct reports.	1	2 3 4 5
Followed to and addressed management concerns.	1	2 3 4 5
Used direct, face-to-face meetings with front-line supervisors to explain "what, why and how."	1	2 3 4 5
Provided management/leadership team with frequent updates and status information.	1	2 3 4 5
Sponsored the change upward.	1	2 3 4 5

Communicated to employees and managers:	Least	Most
Was visible to employees; effectively communicated why the change was happening, the risks of not changing, and the vision for the organization.	1	2 3 4 5
Linked key performance indicators and financial objectives to the change.	1	2 3 4 5
Insisted communication to be two-way (allowed for feedback and question/answer sessions).	1	2 3 4 5
Spoke face-to-face at team meetings, road shows and key presentations.	1	2 3 4 5
Communicated frequently throughout the project and with multiple media (not just during the kickoff of the project).	1	2 3 4 5
Interested effectively with managers helped them create and communicate a consistent message to employees.	1	2 3 4 5

Sum of scores (out of 100 total)

Score Interpretation: 80-100 = Excellent; 70-79 = Good; 60 and below = Fair to Poor



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Which role is your primary sponsor struggling with MOST?

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Help them **Understand** their Role

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement®

Active and Visible Participation Throughout

Concrete Action Items

Support the team

Champion the change

Proactively remove obstacles

Actively support CM work

Provide resources and control the budget

Own the change, build excitement and enthusiasm, be the first adopter

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Help them **Understand** their Role – Build a Coalition of Support

A Awareness

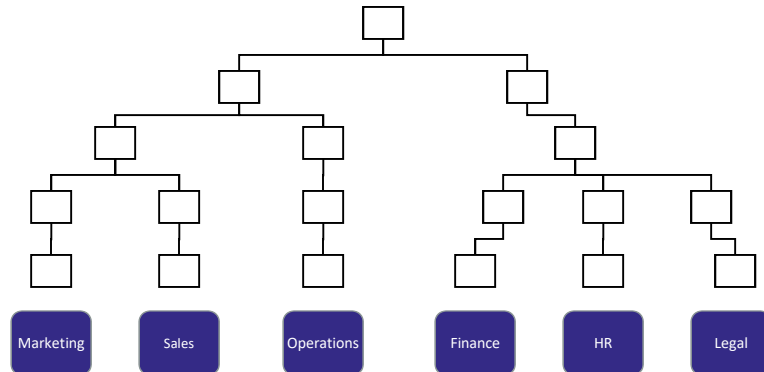
D Desire

K Knowledge

A Ability

R Reinforcement®

Prosci Sponsor Assessment Diagram – Sponsor Coalition Health



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Help them **Understand** their Role

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement®

Build a Coalition of Support

Concrete Action Items

Engage across the organization

Cultivate management support of the project

Create, work and maintain a network of change agents

Clarify roles and establish expectations with mid-level and frontline managers

Encourage senior leaders to participate and support the change

Solicit and listen to management feedback

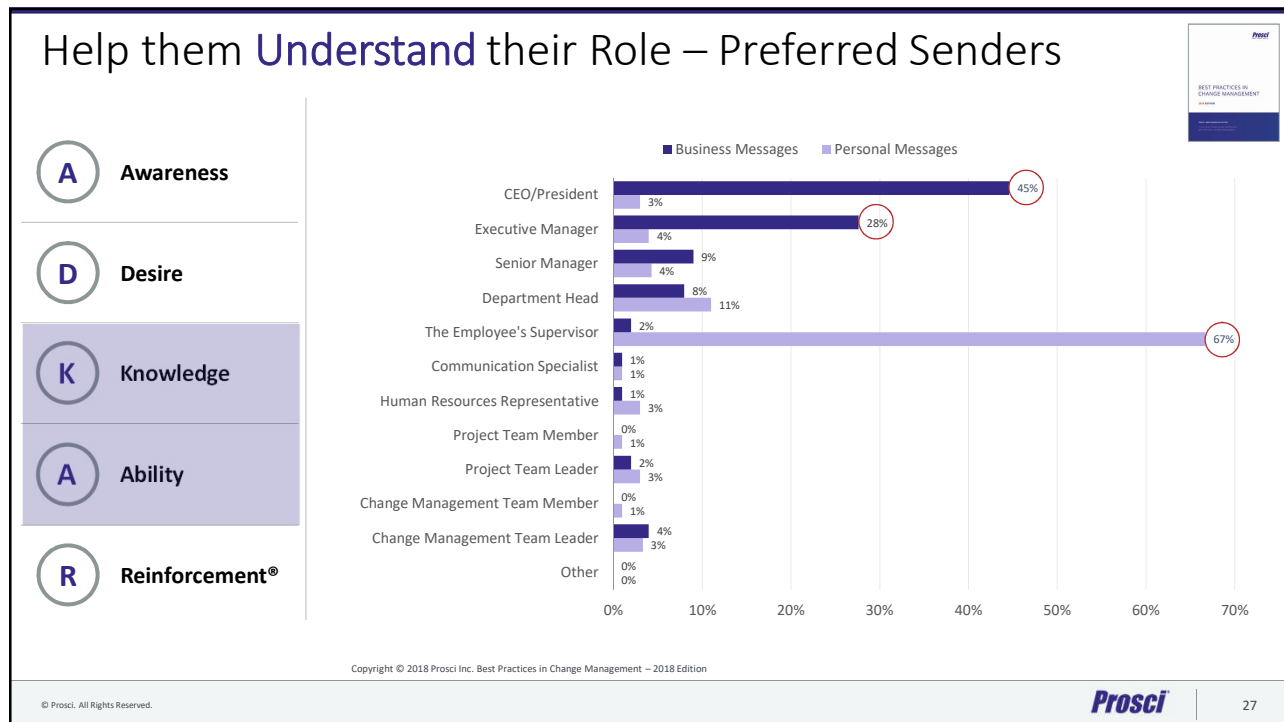
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Help them **Understand** their Role – Communicate Directly

A Awareness
D Desire
K Knowledge
A Ability
R Reinforcement®

Define Success:

- ? Why are we changing?
- ? Why are we changing now?
- ? What is the risk of not changing?
- ? What is (is not) changing?
- ? Who is changing (do jobs differently)?

Now you

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How effective are your sponsors at communicating these messages?

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Help them Understand their Role			Concrete Action Items
<div>A Awareness</div> <div>D Desire</div> <div>K Knowledge</div> <div>A Ability</div> <div>R Reinforcement®</div>	C ommunicate Directly With Staff		
	Communicate support and promote the change to impacted groups		Advocate the change to impacted groups that might be resistant
	Communicate the end vision		Vocally support the change
	Create awareness about the specifics and the need for change		Clearly and succinctly explain the “what’s in it for me?” (WIIFM) of the change to impacted groups

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Help them Fulfill their Role – Avoid the Biggest Sponsor Mistakes		
<div>A Awareness</div> <div>D Desire</div> <div>K Knowledge</div> <div>A Ability</div> <div>R Reinforcement®</div>	Mistake #1: Failed to remain visible and engaged throughout the project	Mistake #2: Failed to demonstrate support for the project in words and actions
	Mistake #3: Failed to effectively communicate messages about the need for change	Mistake #4: Ignored the people side of change
	Mistake #5: Delegated or abdicated the sponsorship role and responsibilities	

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Help them **Fulfill** their Role – You are the Sponsor’s Coach

A Awareness	 Work with them	 You make the sponsor real Sponsor Roadmap
D Desire		
K Knowledge	 Prepare communications for them	
A Ability	 Get them on calendars	
R Reinforcement®		

Give them Recognition – a “pat on the back”

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Apply Best Practices from Other Change Practitioners

Context			
Why CM?			
Leverage ADKAR			
3 Sponsor Questions	What if I don’t have access to the primary sponsor?	What if I have a resistant or reluctant sponsor?	How do I deal with losing a sponsor?

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