How to Engage Your Sponsors

- a Prosci® webinar delivered by proacteur
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*
The Impact of Effective Sponsors on Change Success

Context

Why CM?

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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.
Prosci® Project Change Triangle™

Prosci® PCT™ Model

Direction and guidance

Leadership/Sponsorship

Projects meet objectives
Projects finish on time and on budget
Return on investment (ROI) realized

Design
Develop
Deliver

Project Management

Embrace
Adopt
Use

Change Management

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Prosci® Project Change Triangle™

Prosci® PCT™ Model

Balancing the cost, time and scope dimensions of the project

Fulfilling the role of ‘effective sponsor of change’
‘Sponsorship’ Defined in the Context of Change Management

A. Actively and visibly participate throughout the project
B. Build a coalition of sponsorship with peers and managers
C. Communicate directly with employees

Role and Responsibilities

Title
How to Engage your Sponsors – Webinar Agenda

**Get a seat at the table**
Address the ‘What’, ‘Why’ and How of CM

**Why CM?**

**Leverage ADKAR**
Treat effective sponsorship as a role-based change
Educate and coach senior leaders

**3 Sponsor Questions**
Apply Best Practices
Learn from other change practitioners

**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
The Correlation of Change Management Effectiveness

Percent of Study Participants Who Met or Exceeded Objectives

<table>
<thead>
<tr>
<th>Change Management Effectiveness</th>
<th>Poor (n=496)</th>
<th>Fair (n=1441)</th>
<th>Good (n=1796)</th>
<th>Excellent (n=354)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>15%</td>
<td>43%</td>
<td>77%</td>
<td>93%</td>
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</table>

Why Are We Changing?

Projects are the vehicles of improving performance

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
Successful Change Requires Both the Technical and People Sides

Current state  Transition state  Future state

Technical Side

Design
Develop
Deliver

People Side

Embrace
Adopt
Use

Results
Outcomes
Success
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
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.

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.

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

The expected project benefits are more likely to be achieved, on time and on budget, with effective change management according to industry data.
Get (Earn) a Seat at the Table – A Demonstration Project

To a project/initiative

Apply change management

Use a structured approach
With dedicated resources
Integrated into project plan

Results and outcomes through adoption and usage

What project could you use to demonstrate results?
The Five Building Blocks for Successful Change

Context

Why CM?

Leverage ADKAR

3 Sponsor Questions

A  Awareness

D  Desire

K  Knowledge

A  Ability

R  Reinforcement®
## Treat Effective Sponsorship as a Role-Based Change

### Action Steps

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>A</th>
<th>D</th>
<th>K</th>
<th>A</th>
<th>R</th>
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<tbody>
<tr>
<td>• Connect change results to <strong>effective sponsorship</strong></td>
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<tr>
<td>• Help them <strong>understand</strong> their role</td>
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<tr>
<td>• Help them <strong>fulfill</strong> their role</td>
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- **A** = Awareness
- **D** = Desire
- **K** = Knowledge
- **A** = Ability
- **R** = Reinforcement®

**Leadership/Sponsorship**
- Projects meet objectives
- Projects finish on time and on budget
- Return on investment (ROI) realized

**Project Management**

**Change Management**
We are Focused on our Primary Sponsor

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?
Connect Change Results to **Effective Sponsorship**

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**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: 29%
- Ineffective sponsors: 42%
- Moderately effective sponsors: 54%
- Extremely effective sponsors: 72%
Help them Understand their Role

Prosci® PCT™ Model

- Awareness (A)
- Desire (D)
- Knowledge (K)
- Ability (A)
- Reinforcement® (R)

Projects meet objectives
Projects finish on time and on budget
Return on investment (ROI) realized

Leadership/Sponsorship

- Communicate directly with employees.
- Build a coalition of sponsorship with peers and managers.
- Participate actively and visibly throughout the project.
Sponsors Do Not Understand their Role

Type of Sponsorship

<table>
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<tr>
<th>Awareness</th>
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<th>Knowledge</th>
<th>Ability</th>
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% of Sponsors

- **Awareness**
  - Complete Understanding: 2017 - 12%, 2015 - 19%, 2013 - 19%, 2009 - 31%
  - Slight Understanding: 2017 - 7%, 2015 - 7%, 2013 - 18%, 2009 - 19%
  - No Understanding: 2017 - 7%, 2015 - 7%, 2013 - 18%, 2009 - 6%

50%
Help them **Understand** their Role – Sponsor Assessment

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**Prosci Sponsor Assessment**

Assessing Sponsor Competencies

<table>
<thead>
<tr>
<th>Participated actively and visibly throughout the project:</th>
<th>Level</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attended project and change meetings regularly</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Helped ensure project activities were aligned with the strategy</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Provided clarity on key performance indicators (KPIs)</td>
<td>1</td>
<td>3</td>
</tr>
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<td>1</td>
<td>3</td>
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<table>
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<tr>
<th>Built a network of sponsoring peers and managers:</th>
<th>Level</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsored the change with a high level of awareness</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Involved key stakeholders in the planning phase</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Identified key influencers and key decision-makers</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Provided management’s buy-in for the change</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Assisted employees effectively communicating the change:</th>
<th>Level</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helped employees effectively communicate the change</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Provided clear, concise messages</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Communicated effectively with leaders and managers</td>
<td>1</td>
<td>3</td>
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<td>3</td>
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Which Roles Are Senior Leaders Struggling to Effectively Fill?

Roles that executives are struggling to fulfill during change

- Failed to actively and visibly participate: 24%
- Failed to build a coalition of sponsorship: 34%
- Failed to communicate with employees: 29%
Help them **Understand** their Role

**A** Active and Visible Participation Throughout

- **Awareness**
  - Support the team
    - Proactively remove obstacles
  - Reinforcement®
    - Provide resources and control the budget

- **Desire**
  - Champion the change

- **Knowledge**
  - Actively support CM work

- **Ability**
  - Own the change, build excitement and enthusiasm, be the first adopter
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

- Marketing
- Sales
- Operations
- Finance
- HR
- Legal
## Help them Understand their Role

### Build a Coalition of Support

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Desire</th>
<th>Knowledge</th>
<th>Ability</th>
<th>Reinforcement®</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage across the organization</td>
<td>Cultivate management support of the project</td>
<td>Create, work and maintain a network of change agents</td>
<td>Clarify roles and establish expectations with mid-level and frontline managers</td>
<td>Encourage senior leaders to participate and support the change</td>
</tr>
</tbody>
</table>

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Help them **Understand** their Role – Preferred Senders

<table>
<thead>
<tr>
<th>Role</th>
<th>Business Messages</th>
<th>Personal Messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO/President</td>
<td>3%</td>
<td>45%</td>
</tr>
<tr>
<td>Executive Manager</td>
<td>4%</td>
<td>28%</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>4%</td>
<td>9%</td>
</tr>
<tr>
<td>Department Head</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>The Employee's Supervisor</td>
<td>2%</td>
<td>11%</td>
</tr>
<tr>
<td>Communication Specialist</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Human Resources Representative</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Project Team Member</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Project Team Leader</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Change Management Team Member</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Change Management Team Leader</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
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<tr>
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**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)?
<table>
<thead>
<tr>
<th>Awareness (A)</th>
<th>Communicate support and promote the change to impacted groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desire (D)</td>
<td>Advocate the change to impacted groups that might be resistant</td>
</tr>
<tr>
<td>Knowledge (K)</td>
<td>Communicate the end vision</td>
</tr>
<tr>
<td>Ability (A)</td>
<td>Vocally support the change</td>
</tr>
<tr>
<td>Reinforcement® (R)</td>
<td>Create awareness about the specifics and the need for change</td>
</tr>
</tbody>
</table>
Help them **Fulfill** their Role – Avoid the Biggest Sponsor Mistakes

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

- **A** Awareness
- **D** Desire
- **K** Knowledge
- **A** Ability
- **R** Reinforcement®

- **Work** with them
- **Prepare** communications for them
- **Get** them on calendars

**Give them Recognition – a “pat on the back”**

**You make the sponsor real**

**Sponsor Roadmap**
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?
Thanks for attending today's event

The presentation will be available on www.proacteur.com within a few days.

For questions, please email mka@proacteur.com.

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