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PARTNERSHIP  
*global*

Prosci® Webinars

## How to Engage Sponsors

**Prosci®**  
GLOBAL  
AFFILIATE  
NETWORK

[cmcpartnership.com](http://cmcpartnership.com) | LinkedIn: CMC Partnership Global | Twitter: @CMC\_Change

# 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

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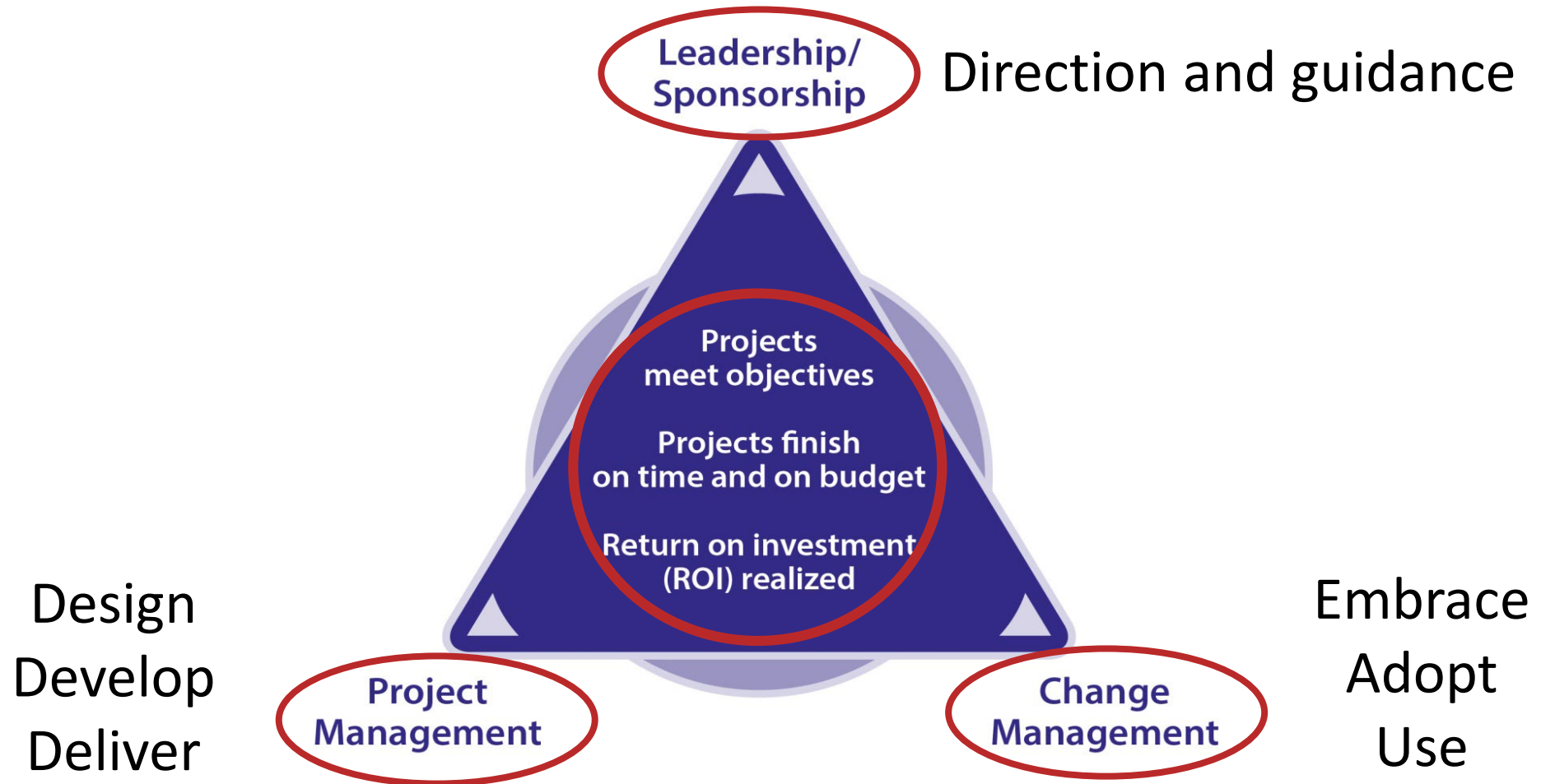
## Research Finding

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.

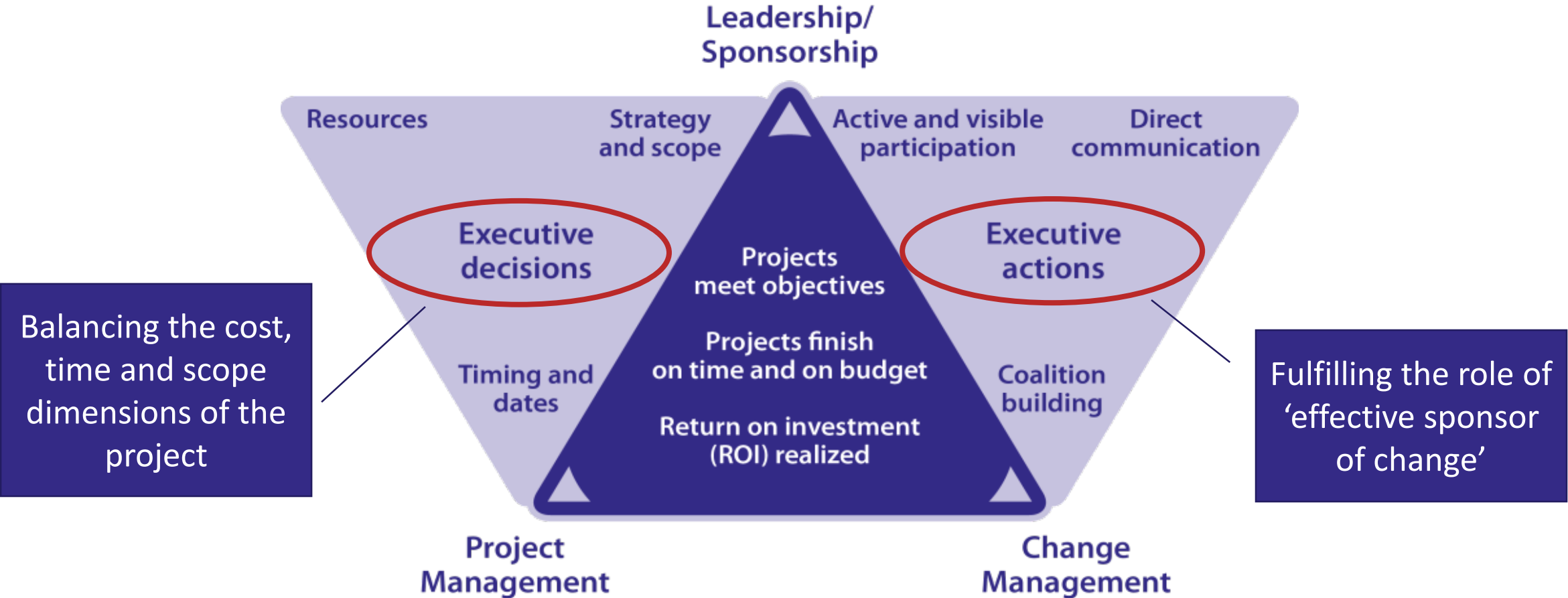
# Prosci® Project Change Triangle™

## Prosci® PCT™ Model



# Prosci® Project Change Triangle™

## Prosci® PCT™ Model

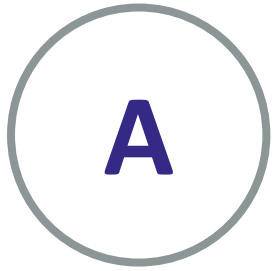


# 'Sponsorship' is the Executive Role Connected to the Project Role

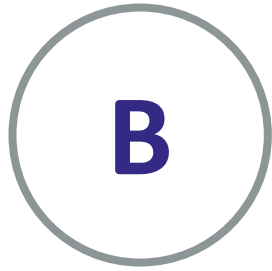




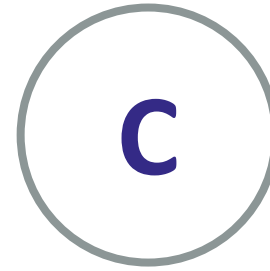
# 'Sponsorship' Defined in the Context of Change Management



**Actively** and visibly participate throughout the project



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



**Communicate** directly with employees

## Role and Responsibilities



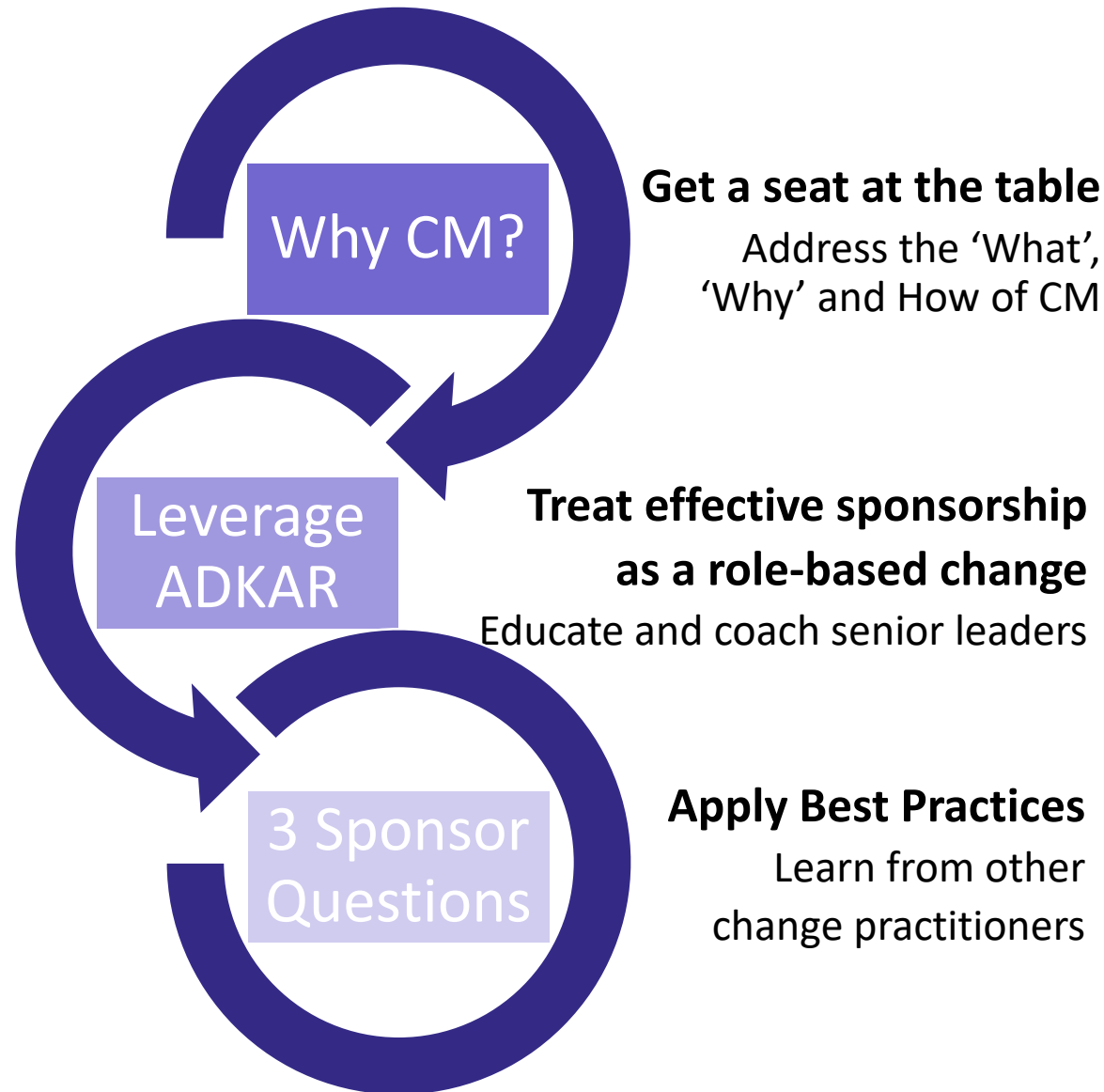
*Now  
you*



Head to Poll Everywhere!

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

# 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



# The Correlation of Change Management Effectiveness



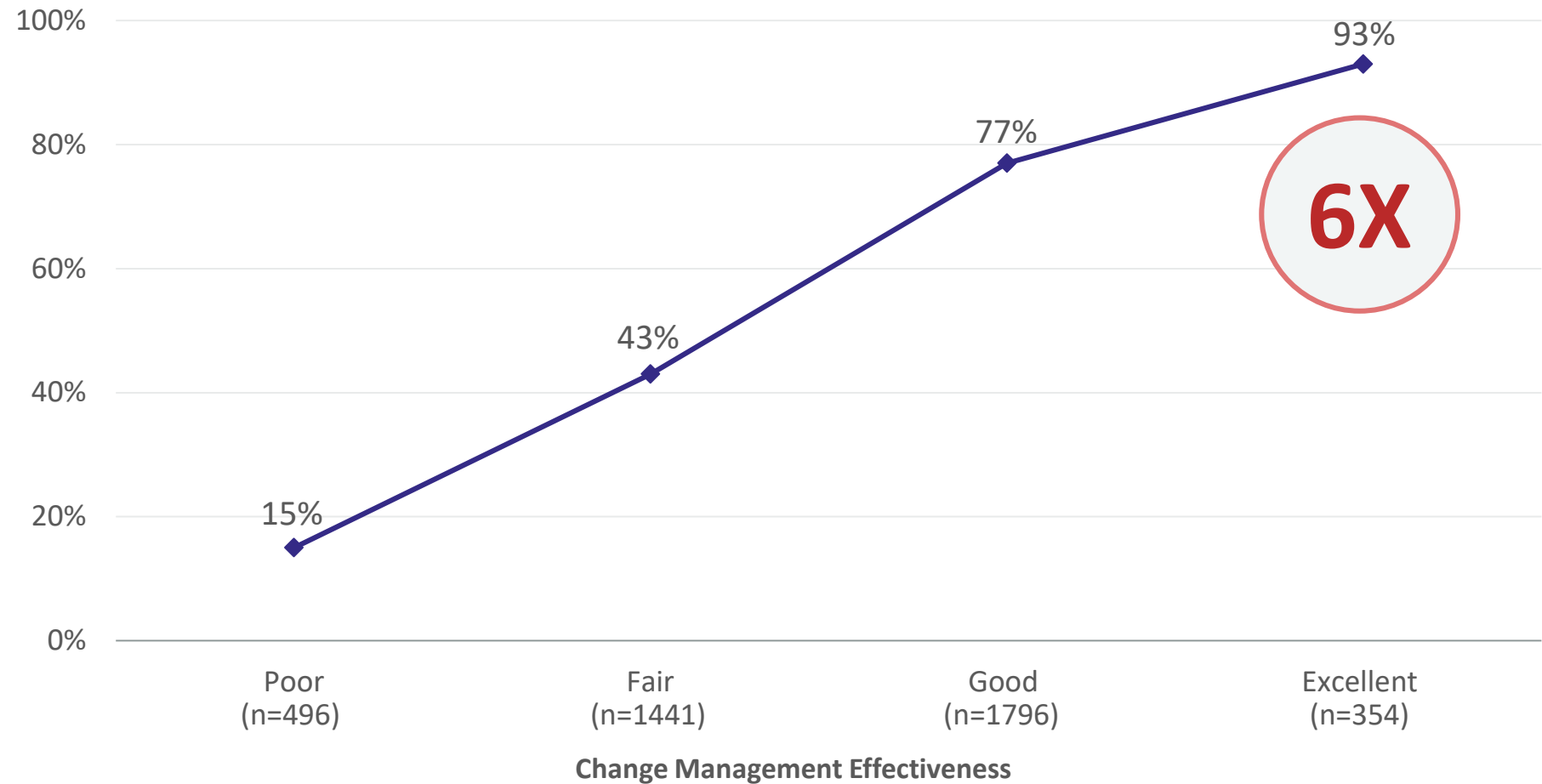
Context

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## Percent of Study Participants Who Met or Exceeded Objectives

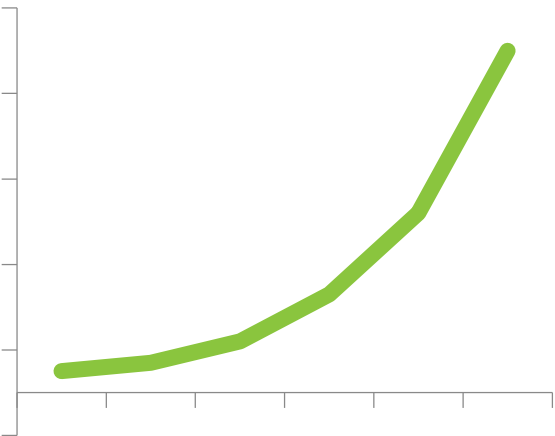


# Why Are We Changing?

Projects are the vehicles of improving performance

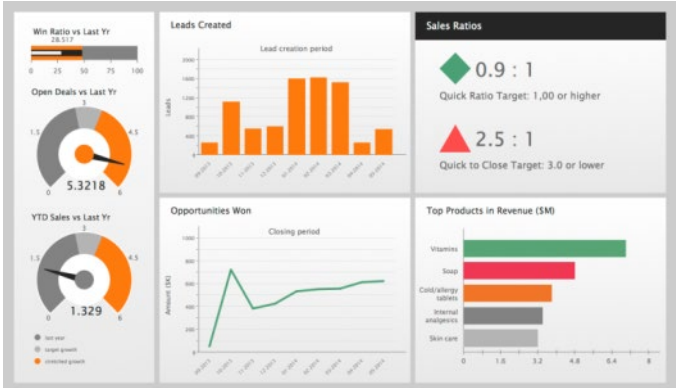


## Organizational **Benefits**



- Revenue
- Costs
- Profits
- Efficiencies
- Compliance
- Safety
- Process Excellence
- Customer Satisfaction

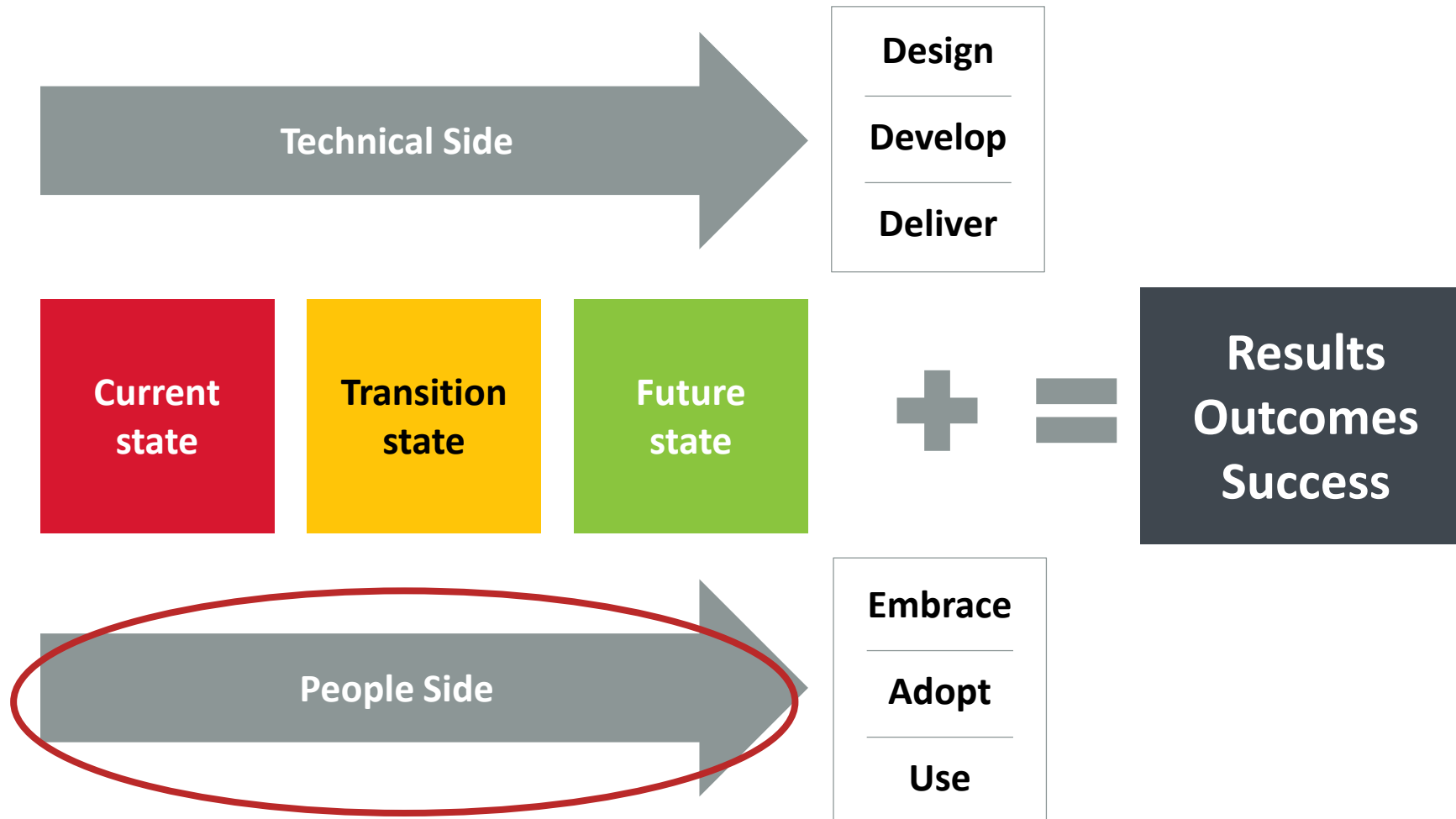
## Project **Objectives**



Specific metrics and measurements for improvement

How work will be different after the change

# Successful Change Requires Both the Technical and People Sides



*Now  
you*



Head to Poll Everywhere!

*What are the risks  
to the organization  
if we don't achieve  
the desired results?*

# Change Management

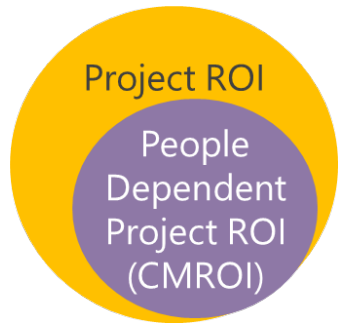
**Preparing, equipping** and **supporting**  
individuals through the change journeys  
they experience as part of your organization

Capturing **people-dependent** project ROI

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

# 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



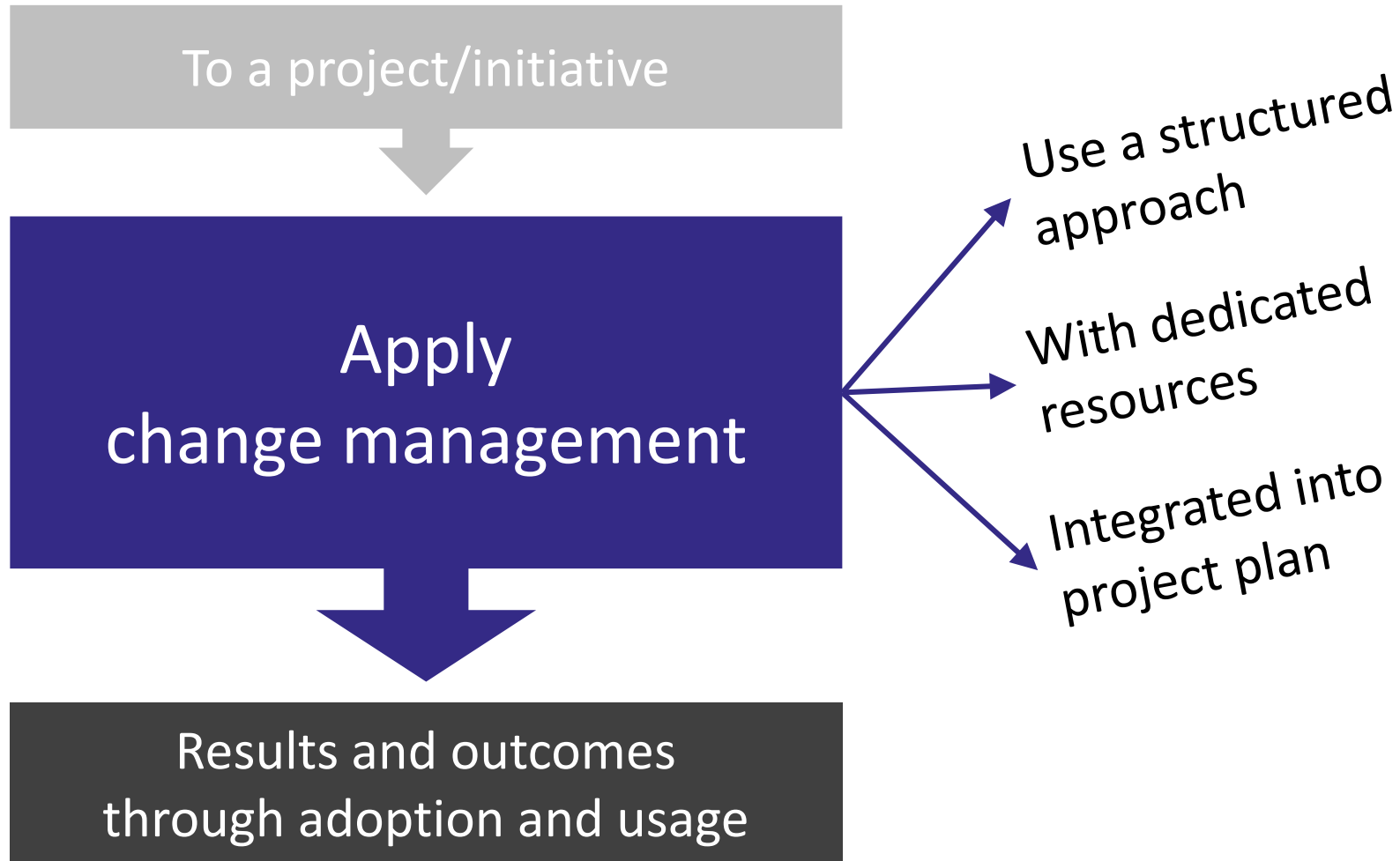
The expected project benefits are diminished by avoidable costs (inefficiencies) and mitigatable risks resulting from ignoring the people side of change.

## Probability



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

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



*What project could you use to demonstrate results?*

# The Five Building Blocks for Successful Change

Context

Why CM?

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3 Sponsor  
Questions



**A** Awareness

**D** Desire

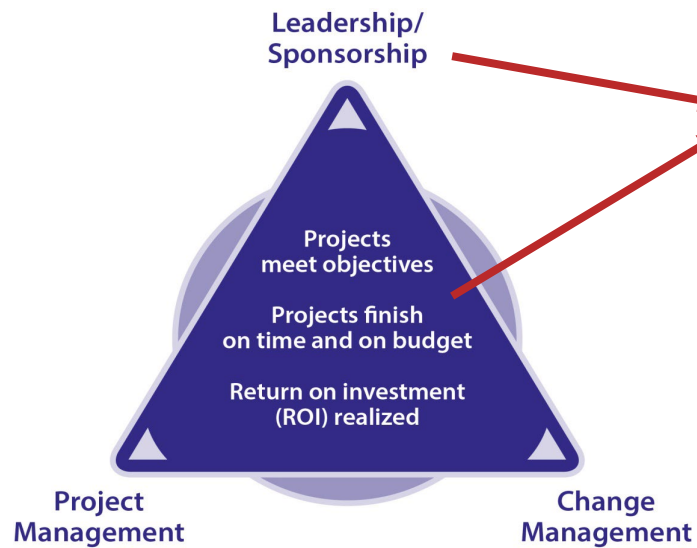
**K** Knowledge

**A** Ability

**R** Reinforcement®



# Treat Effective Sponsorship as a Role-Based Change



Action Steps	A Awareness	D Desire	K Knowledge	A Ability	R Reinforcement®
<ul style="list-style-type: none"> <li>Connect change results to <b>effective sponsorship</b></li> </ul>	●	●			
<ul style="list-style-type: none"> <li>Help them <b>understand</b> their role</li> </ul>			●	●	
<ul style="list-style-type: none"> <li>Help them <b>fulfill</b> their role</li> </ul>				●	●

# 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?

# Connect Change Results to Effective Sponsorship

A

Awareness

D

Desire

K

Knowledge

A

Ability

R

Reinforcement®

3 reasons  
sponsors are  
so important

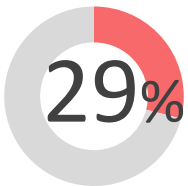
1. They provide credibility and authority

2. They are the face and voice of change

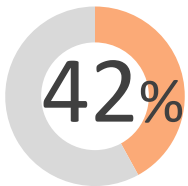
3. They are the #1 contributor to success

## Sponsorship correlates with project success

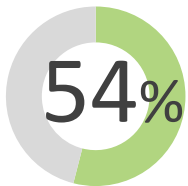
Percent of projects that met or exceeded objectives based on sponsor effectiveness



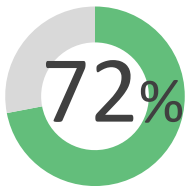
Very  
ineffective  
sponsors



Ineffective  
sponsors



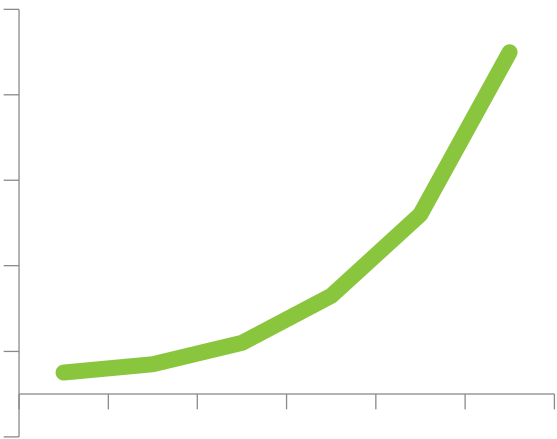
Moderately  
effective  
sponsors



Extremely  
effective  
sponsors

# Connect Change Results to Effective Sponsorship

## Organizational **Benefits**



- Revenue
- Costs
- Profits
- Efficiencies
- Compliance
- Safety
- Process Excellence
- Customer Satisfaction

## Project **Objectives**




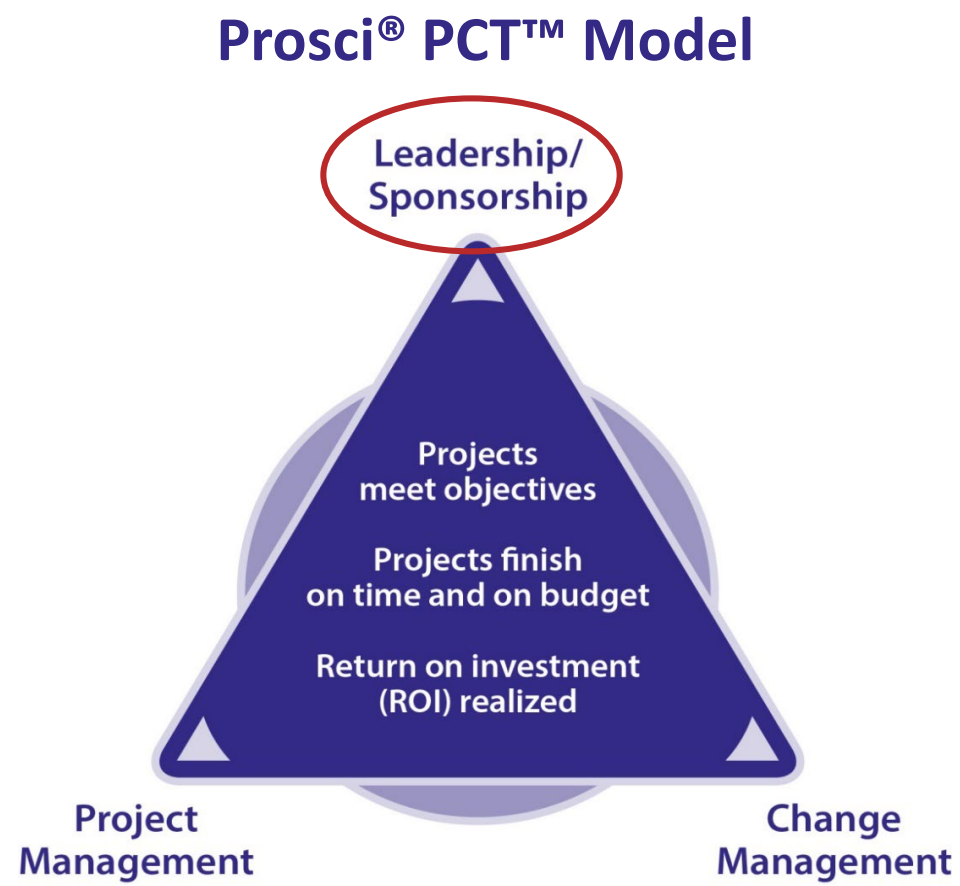
Specific metrics and measurements for improvement

How work will be different after the change


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

# Help them Understand their Role


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



**Participate actively**  
and visibly throughout  
the project.

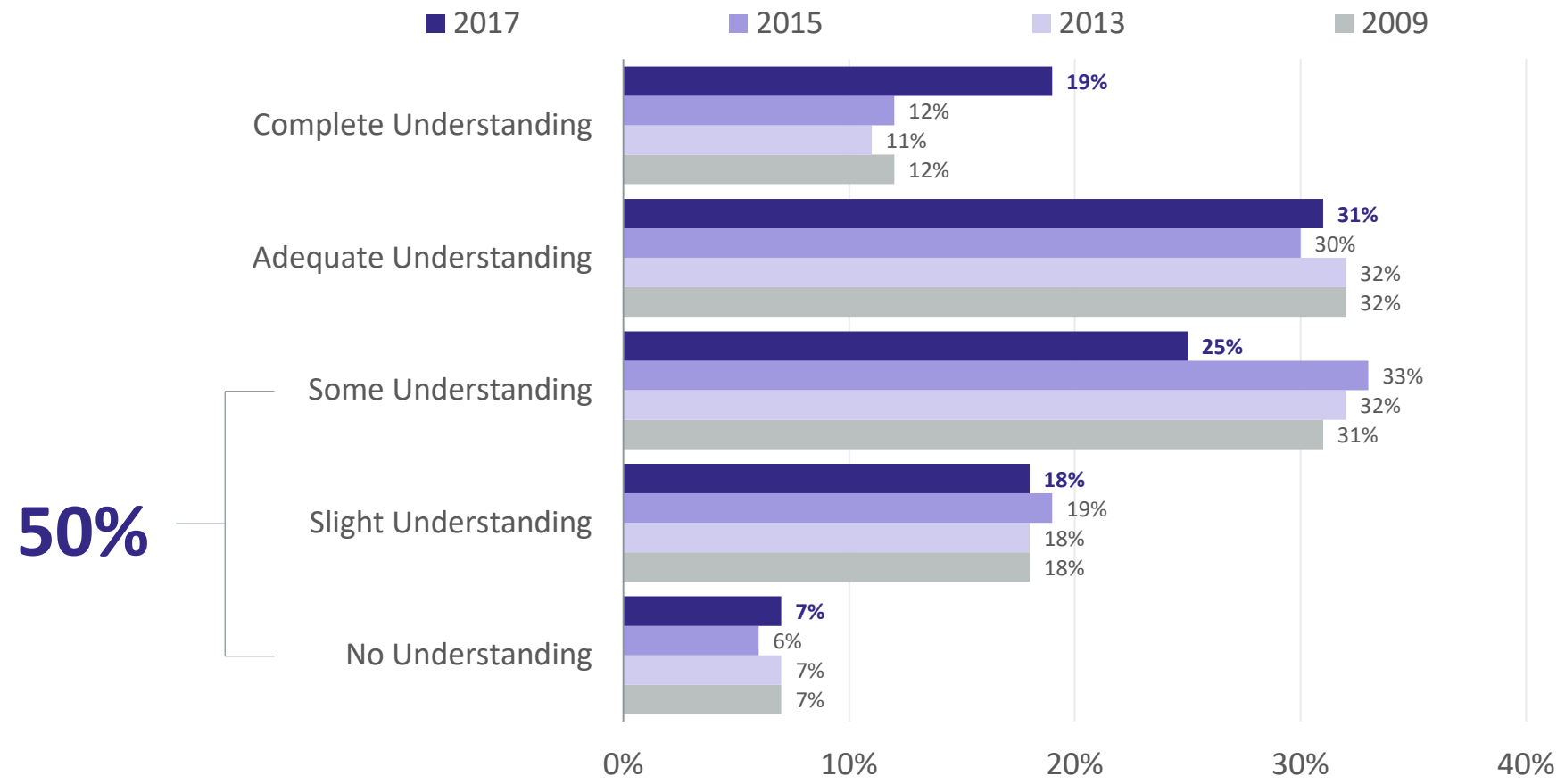
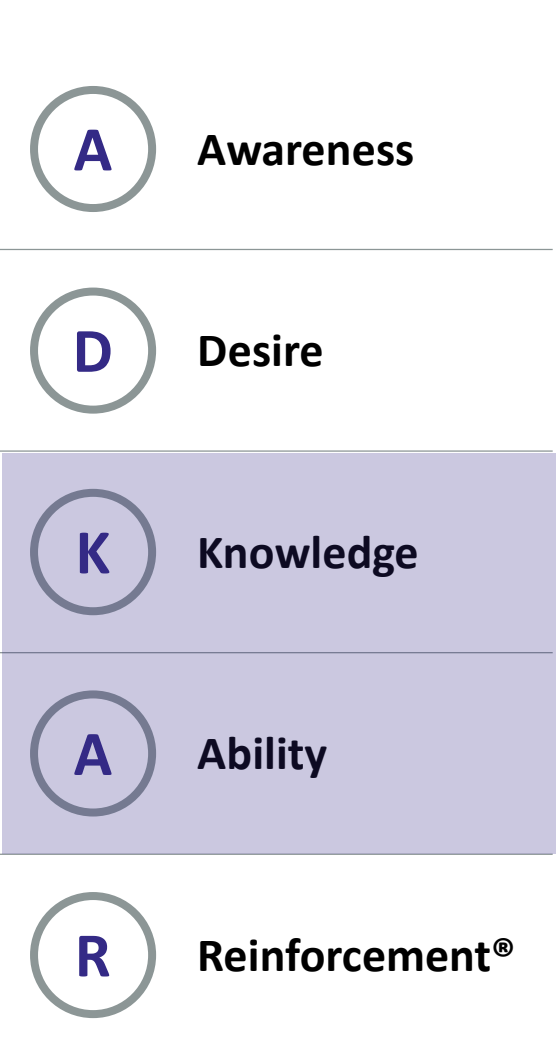


**Build a coalition of  
sponsorship** with peers  
and managers.



**Communicate directly**  
with employees.

# Sponsors Do Not Understand their Role



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

A

Awareness

D

Desire

K

Knowledge

A

Ability

R

Reinforcement®

Prosci

Sponsor Assessment

Assessing Sponsor Competencies

Prosci

PEOPLE. CHANGE. RESULTS.™

Prosci

PEOPLE. CHANGE. RESULTS.™

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
Held the team accountable for results (defined objectives, conducted ongoing reviews).	1	2 3 4 5
Was involved in critical decision making (at critical milestones, at steering committee meetings, in one-on-one sessions).	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
Listened to and addressed management concerns.	1	2 3 4 5
Held 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
Enabled communications to be two-way (allowed for feedback and question/answer sessions).	1	2 3 4 5
Spoke face-to-face at town 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
Interacted 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; 69 and below = Fair to Poor

Now

you

Head to Poll Everywhere!

Which role is your primary sponsor struggling with MOST?

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# Help them **Understand** their Role

Concrete  
Action  
Items

## **A**ctive and Visible Participation Throughout

**A** Awareness

**D** Desire

**K** Knowledge

**A** Ability

**R** Reinforcement®

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

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

A

Awareness

D

Desire

K

Knowledge

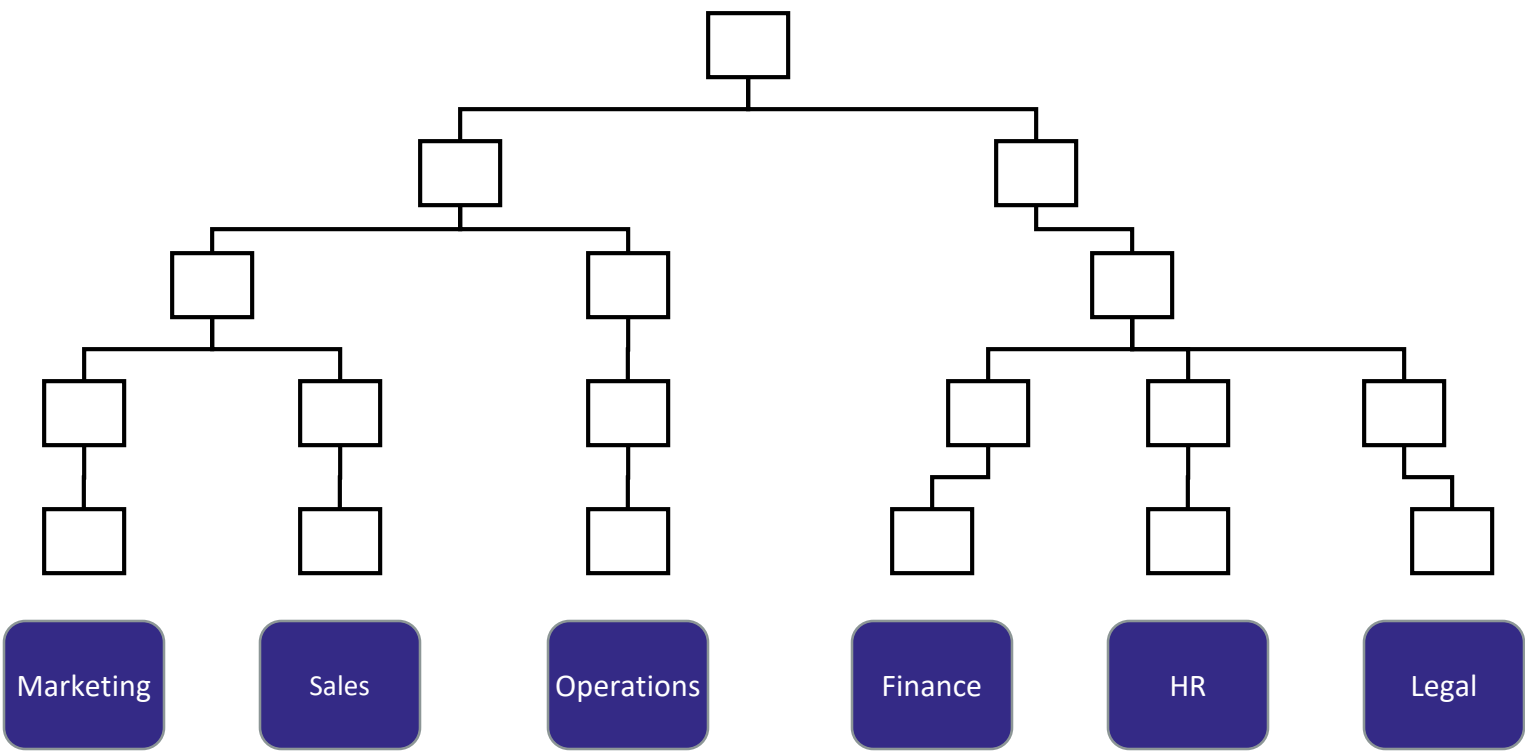
A

Ability

R

Reinforcement®

Prosci Sponsor Assessment Diagram – Sponsor Coalition Health



# Help them **Understand** their Role

Concrete  
Action  
Items

**A** Awareness

**D** Desire

**K** Knowledge

**A** Ability

**R** Reinforcement®

## **B**uild a Coalition of Support

Engage across the organization

Create, work and maintain a  
network of change agents

Encourage senior leaders  
to participate and support  
the change

Cultivate management  
support of the project

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

Solicit and listen to  
management feedback

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



A

Awareness

D

Desire

K

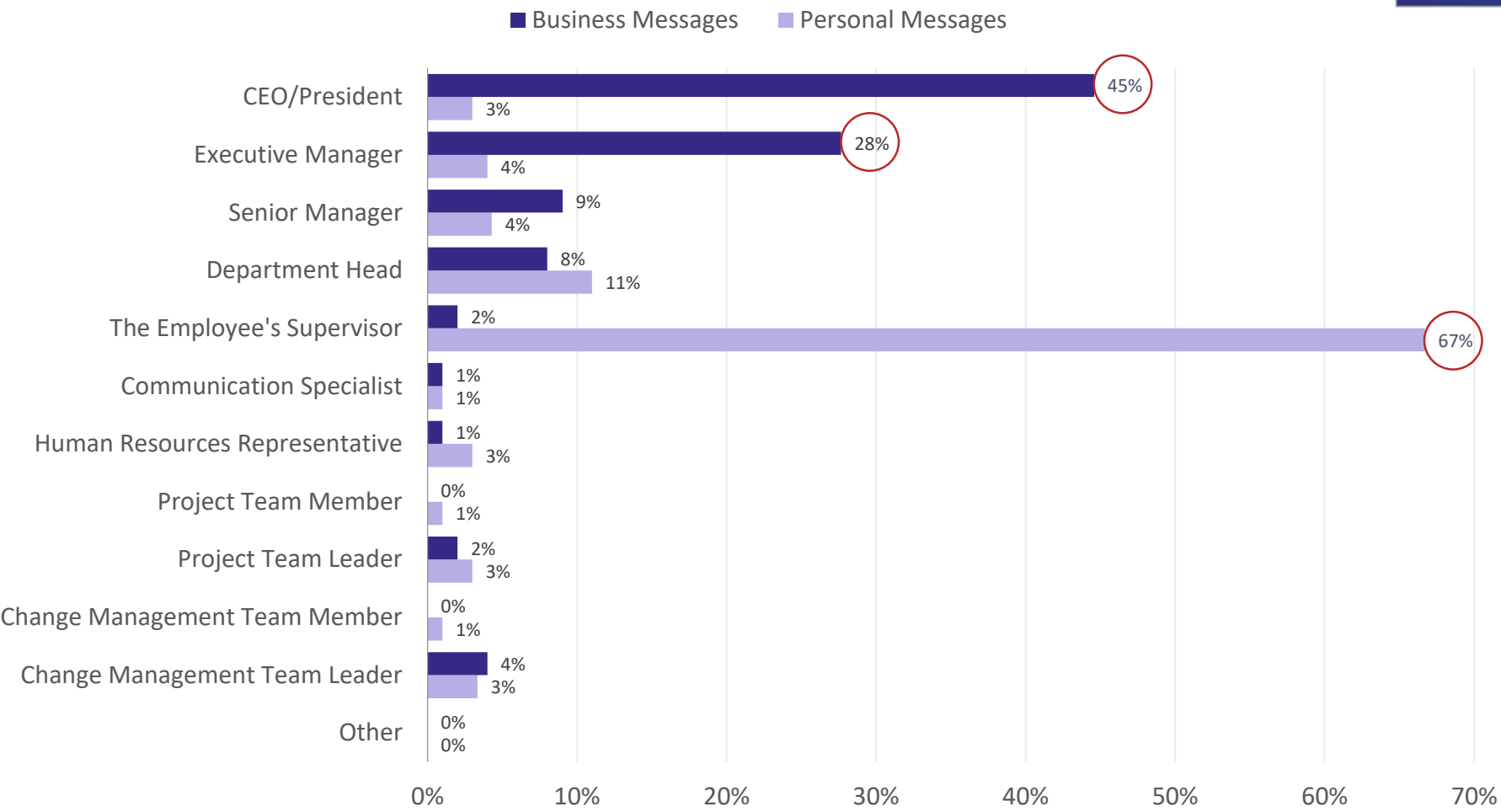
Knowledge

A

Ability

R

Reinforcement®



# 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)?



Head to Poll Everywhere!

*How effective are your sponsors at communicating these messages?*

# Help them **Understand** their Role

Concrete  
Action  
Items

**A** Awareness

**D** Desire

**K** Knowledge

**A** Ability

**R** Reinforcement®

## Communicate 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

# Help them **Fulfill** their Role – Avoid the Biggest Sponsor Mistakes

**A** Awareness

**D** Desire

**K** Knowledge

**A** Ability

**R** Reinforcement®

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



## Why Prosci® Change Management training?

Whether you are new or experienced in the field of Change Management, Prosci will provide you with a structured approach to effectively manage the people side of change.

## What makes the Prosci Change Management approach unique?

- ▶ A holistic approach that integrates both the individual and organisational aspects of change
- ▶ A clear framework, effective for any type or size of change
- ▶ Practical, easy-to-use eToolkit for practitioners with tools, templates, assessments and checklists
- ▶ Contextualised training; assessing and building change management plan for real projects

\* Prosci's research has shown that projects with excellent change management are:

**6x** more likely to meet or exceed their objectives

**5x** more likely to be on schedule

**2x** more likely to be under budget

\* Prosci® Best Practice Research 2018



The ADKAR Model is a framework for understanding change at an individual level.

The Model addresses each of the ADKAR factors: *Awareness, Desire Knowledge, Ability and Reinforcement* so that we can successfully employ it to facilitate individual change.

### Contact us

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[changemanagement@cmcpartnership.com](mailto:changemanagement@cmcpartnership.com)

## Why CMC, to help build your Change Management capability?

Owned and managed by Change Practitioners, CMC is licensed to deliver Prosci Change Management Training worldwide. Our courses are delivered by highly qualified instructors who also have practical experience in change, programme and project delivery.



CMC's Prosci Certification training has been approved by the Association of Change Management Professionals®

CMC offers a wide range of change management training, advisory and support to suit you and your organisations needs:

- ▶ *Prosci Change Management Practitioner Certification* course for change professionals
- ▶ *Workshops* for sponsors, managers, project teams and employees
- ▶ Advanced training for change professionals, including *Enterprise Change Management Boot Camp, Experienced Practitioner, Train-the-Trainer* and other applied learning support
- ▶ A range of complementary *workshops* designed to support and progress your change projects
- ▶ Advisory support, coaching and flexible access to change management expertise

## Locations

- ▶ CMC is the sole provider of public training across the UK & Ireland, Italy and Singapore
- ▶ Private courses can be facilitated on a client site or at a venue of choice, anywhere in the world

"It's been 3 days of light bulb moments!"

Rachel Vipond  
Portfolio Manager, Ishoni

## The Prosci Change Management Methodology

- Draws upon continual field research with more than 4.500 participants worldwide
- The most widely used change management methodology in the world
- Based on Prosci's 3-Phase Change Management Process as a leading framework for managing the people side of change:
  - Phase 1: Preparing for change
  - Phase 2: Managing change
  - Phase 3: Reinforcing change

