

In all six of Prosci's *Best Practices in Change Management* benchmarking studies, participants identified active and visible participation by senior leaders as the number one overall contributor to success. This handout provides some of the key points covered on Prosci's Role of executives in sponsoring change webinar. Contact one of Prosci's change management analysts at 970-203-9332 or changemanagement@prosci.com for more information and change management support.

Importance and role of sponsors – Webinar handout

3 reasons sponsors are so important

1) Sponsors provide credibility and authority

Employees look to senior leaders for messages about the **project's importance** and the **organization's commitment** to the change.

2) Sponsors are the face and voice of change

A signature is not enough; Employees want to see and hear from sponsors in times of change.

3) Sponsors are the #1 contributor to success

In each of Prosci's six benchmarking studies (from 1998 to 2009), participants identified "active and visible sponsorship" as the # 1 contributor to success (by a 4:1 margin in the latest study).

3 primary roles of sponsors

1) Active and visible participation throughout the project

Beware of the vanishing sponsor. Sponsorship is more than just signing a check and signing a charter. Senior leaders must be actively engaged in the project.

2) Build a coalition of sponsorship and manage resistance

The primary sponsor is responsible for building and maintaining a healthy sponsor coalition. Use a bottoms up approach and look farther up if you need to.

3) Communicate directly with employees

Employees want to hear business messages directly from someone at the top – including why the change is happening, risks of not changing and how the change aligns with the overall direction. Communications need to be repeated.

3 action steps for you

1) Help them connect change management to what they care about (A&D)

The first step is helping senior leaders understand why change management, and their role, is important to achieving results. Connect effective change management to financial and strategic goals, and ultimately the ROI of their projects. *"I get it. What do you need me to do?"*

2) Help them understand their role (K&A)

Share the roles and responsibilities. Share the biggest mistakes sponsors make. Leverage the research. Use examples of good and bad sponsorship.

3) Help them fulfill their role (A&R)

Create a sponsor roadmap for them. Do the leg work for them. Coach them. Give them recognition and a "pat on the back."

Prosci's sponsor program

- Offered at your location
- Taught by former executives
- Intended audience: *"I authorize and launch change in my organization"* – a group of peers
- Email training@prosci.com

Program outcomes

- Understand what change mgmt is
- Understand the value of change mgmt
- Understand their role in change
- Exposure to best practices
- Evaluate their own performance
- Evaluate the portfolio of change

Agenda:

- Setting the stage
- Position your projects for strategic success
- Position yourself for sponsorship success
- Position your organization for change success

For the executives and senior leaders in your organization, Prosci teaches a 4 to 6 hour program that address what change management is, why it is important and the sponsor's role in leading change. For practitioners supporting sponsors, Prosci has activities, exercises, templates and assessments in the 3-Phase Organizational Methodology for creating sponsor assessment diagrams and sponsorship roadmaps. You can find out more about these resources at www.change-management.com/bookstore.htm or by emailing changemanagement@prosci.com.