In all 10 of Prosci’s studies, **active** and **visible sponsorship** was the #1 contributor to success.

Sponsorship correlates with **project success**

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

- **29%** Very ineffective sponsors
- **42%** Ineffective sponsors
- **54%** Moderately effective sponsors
- **72%** Extremely effective sponsors

Agenda

**ENLIST**
Crafting a compelling case to gain sponsor buy-in and commitment leveraging context and language

**ENGAGE**
Building a symbiotic relationship to drive results and outcomes through adoption and usage

**EMPOWER**
Crossing the bridge from “to sponsor” (an action) to “your sponsor” (a person)
ENLIST!

EMPOWER!

ENGAGE!
Why do we need buy-in?

- Buy-in
- Mindshare
- Approach
- Resources
PASSIVE BUY IN

“Sure, that stuff sounds good.”

ACTIVE BUY IN

“What do you need from me to make it happen.”

Change management as an EXPENSE

Time
People
Budget
Focus

Change management as an INVESTMENT
CONTEXT
Priority is a function of context.

Stephen R. Covey
Here are the expected benefits from a change and the portion that depends on employees doing their jobs a new way (that is what I contribute).

Here is change management (in a vacuum)
Successful Change Requires Both the Technical and People Sides

Technical Side
- Design
- Develop
- Deliver

People Side
- Embrace
- Adopt
- Use

Current state
Transition state
Future state

Results
Outcomes
Success

change management
Inseparable ROI

Directly connect CM impact to project results, benefits and objectives

No longer “resource for CM” – becomes “resource for X% of project results”
The Killer Question

For our project, estimate the percent of overall results and outcomes that depends on employee adoption and usage:

How much are we investing (budget, people, energy) to drive and support employee adoption and usage?
“People side of change” is about closing the gap
Velocity of change in the world and your org \( \times \) Demand to deliver results and outcomes = Need for effective change management
An ounce of context is worth a pound of isolated facts.

@daveElf
LANGUAGE
If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.

Nelson Mandela
Speak Their Language

“Executives speak three languages: finance, finance and finance.”

Jeff Hiatt

+ Strategy execution
+ Competitive advantage
+ Core competency
+ Time (to value)

Your job: express the value of CM in their language
In the Words You Use

Communications
Training
Stakeholders
Resistance
Resilience
Assessments
Templates

Return on Investment
Benefit Realization
Results
Outcomes
Objectives
Sustainment
In Your Elevator Pitch

You have 30 secs to describe change management. Go!

The goal is not:
To be precise and complete

The goal is:
To get asked back!!!
In Your Value Proposition

“A positioning statement that describes for whom you do what uniquely well”
- Michael Skok

- Target “buyer”
- Their problem
- Your solution
- Better than the alternative

Value proposition framework from Michael Skok, *Startup Secrets: Building a Compelling Value Proposition*,
In Your Definition of Change Management

How are you defining change management?

Technically:  
*Focused on the what*

To gain buy-in:  
*Focused on the why*
Change management is: the application of processes and tools to manage the people side of change from a current state to a new future state so that the desired results of the change are achieved (Hiatt & Creasey, 2012)
Change management:

CHānj ‘manijmənt

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

CHānj ‘manijmənt

Capturing

people-dependent ROI
Change management:

CHānj ˈmanijmənt

Benefit realization

insurance
Change management:

CHānj ‘manijmənt

Mobilizing people to deliver results
Words to **START** using

- Words to **STOP** using
Activity:

1. Spend a few minutes.
2. Write your compelling case (leverage context and language).
3. Share with those around you.
4. Post to pollev.com/Prosci.
ENLIST!

EMPOWER!

ENGAGE!
The ‘change agent’ construct is a crock because if the CEO cares so deeply about this project, why can’t he or she manage the leadership team to make it happen?

Nonsense?

Click bait?

Dangerous?

Overly simplistic...
Sponsor-Practitioner Matrix

<table>
<thead>
<tr>
<th>Sponsors</th>
<th>Have</th>
<th>Don’t have</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practitioners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Activity:

1. Spend a few minutes.
2. Fill out your 2x2.
3. Share with those around you.
4. Post to pollev.com/Prosci.
Sponsor-Change Practitioner Matrix

<table>
<thead>
<tr>
<th>Have</th>
<th>Don’t have</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Authority</td>
<td>✓ CM expertise</td>
</tr>
<tr>
<td>✓ Credibility</td>
<td>✓ Time to figure action steps out</td>
</tr>
<tr>
<td>✓ Strategy</td>
<td></td>
</tr>
<tr>
<td>✓ Relationships</td>
<td></td>
</tr>
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<tr>
<td></td>
<td>✓ Credibility</td>
</tr>
<tr>
<td></td>
<td>✓ Relationships</td>
</tr>
</tbody>
</table>

- **Sponsors**
  - Authority
  - Credibility
  - Strategy
  - Relationships

- **Practitioners**
  - CM expertise
  - Methodologies
  - Tools & processes
  - Pulse of org

- **Sponsor-Practitioner Matrix**
  - Have: Authority, Credibility, Strategy, Relationships
  - Don’t have: CM expertise, Time to figure action steps out

- **Practitioner-Sponsor Matrix**
  - Have: CM expertise, Methodologies, Tools & processes, Pulse of org
  - Don’t have: Authority, Credibility, Relationships
Sponsor Contract

• Three parts:

1. Why your role is so important
2. What I need from you
3. What you can expect from me
• Soft skills
• Influence
• Relationships
• Conflict management
• Facilitation
• Navigating levels
• Getting access
• Business acumen
## To Sponsor vs. Your Sponsor

<table>
<thead>
<tr>
<th>To Sponsor</th>
<th>Your Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>verb</strong></td>
<td><strong>noun</strong></td>
</tr>
<tr>
<td>To increase change results and outcomes by fulfilling the roles of actively and visibly participating throughout, building coalitions, communicating directly</td>
<td>A human being. A person. Typically a leader that has the ability to charter, fund, legitimize, and support change initiatives.</td>
</tr>
</tbody>
</table>
To Sponsor vs. Your Sponsor

<table>
<thead>
<tr>
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<td>A</td>
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</tr>
<tr>
<td>B</td>
<td>D</td>
</tr>
<tr>
<td>C</td>
<td>K</td>
</tr>
<tr>
<td></td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>R</td>
</tr>
</tbody>
</table>
To Sponsor Roles:

A. Active and Visible Participation Throughout

B. Build a Coalition of Support

C. Communicate Directly With Employees
Active and Visible Participation Throughout

Role and Responsibilities

Title
Active and Visible Participation Throughout

Support the team
- Proactively remove obstacles
- Provide resources and control the budget

Champion the change
- Actively support CM work
- Own the change, build excitement and enthusiasm, be the first adopter
Build a Coalition of Support

- Finance
- HR
- IT
- BU 1
- BU 2
- BU 3
**Build a Coalition of Support**

<table>
<thead>
<tr>
<th>Concrete Action Items</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engage across the organization</strong></td>
</tr>
<tr>
<td>Create, work and maintain a network of change agents</td>
</tr>
<tr>
<td>Encourage senior leaders to participate and support the change</td>
</tr>
<tr>
<td><strong>Cultivate management support of the project</strong></td>
</tr>
<tr>
<td>Clarify roles and establish expectations with mid-level and frontline managers</td>
</tr>
<tr>
<td>Solicit and listen to management feedback</td>
</tr>
</tbody>
</table>
Communicate Directly
With Employees & Members

Why? Why now?

What if we don’t?

I support this
Communicate Directly With Employees & Members

- Communicate support and promote the change to impacted groups
- Communicate the end vision
- Create awareness about the specifics and the need for change
- Advocate the change to impacted groups that might be resistant
- Vocally support the change
- Clearly and succinctly explain the “what’s in it for me?” (WIIFM) of the change to impacted groups
Activity:

1. Spend a few minutes.
2. Quick Competency Assessment.
3. Share with those around you.
4. Post to pollev.com/Prosci.
Who wants change?

Who wants to change?

Who wants to lead the change?
## To Sponsor vs. Your Sponsor

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<tr>
<td></td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>R</td>
</tr>
<tr>
<td>ADKAR element:</td>
<td>Definition:</td>
</tr>
<tr>
<td>---------------</td>
<td>------------</td>
</tr>
<tr>
<td>Awareness</td>
<td>Of the need for change</td>
</tr>
<tr>
<td>Desire</td>
<td>To participate and support the change</td>
</tr>
<tr>
<td>Knowledge</td>
<td>On how to change</td>
</tr>
<tr>
<td>Ability</td>
<td>To implement required skills and behaviors</td>
</tr>
<tr>
<td>Reinforcement</td>
<td>To sustain the change</td>
</tr>
</tbody>
</table>
## ADKAR-ing “become a good sponsor”

<table>
<thead>
<tr>
<th>ADKAR element:</th>
<th>Definition for sponsorship:</th>
<th>Action Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Of the need to be a good sponsor</td>
<td>Enlist! Context + Language</td>
</tr>
<tr>
<td><strong>Desire</strong></td>
<td>To participate and support change as a good sponsor</td>
<td>Interestingly with sponsorship, usually quickly follows Awareness if done right (i.e. results)</td>
</tr>
<tr>
<td><strong>Knowledge</strong></td>
<td>On how to be a good sponsor</td>
<td>Big gap...</td>
</tr>
<tr>
<td><strong>Ability</strong></td>
<td>To implement required skills and behaviors of a good sponsor</td>
<td>Usually not as big of a gap as Knowledge, but can have “sponsorship capacitory barriers”</td>
</tr>
<tr>
<td><strong>Reinforcement</strong></td>
<td>To sustain the good sponsorship</td>
<td>Everyone – no matter their role or level – needs to be told “thank you, that made a difference”</td>
</tr>
</tbody>
</table>
Activity:

1. Spend a few minutes.
2. Sponsor ADKAR Assessment.
3. Share with those around you.
4. Post to pollev.com/Prosci – your ADKAR barrier point.
The most important ability is availability.

- Bill Parcells
Crafting a compelling case to gain sponsor buy-in and commitment leveraging context and language

Building a symbiotic relationship to drive results and outcomes through adoption and usage

Crossing the bridge from “to sponsor” (an action) to “your sponsor” (a person)
ENLIST!

EMPOWER!

ENGAGE!
Prosci Solutions

Delivering organizational results by catalyzing individual transitions

http://www.prosci.com
solutions@prosci.com

Build individual change competencies
Apply change management on initiatives
Embed organizational change capability
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Prosci Chief Innovation Officer
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