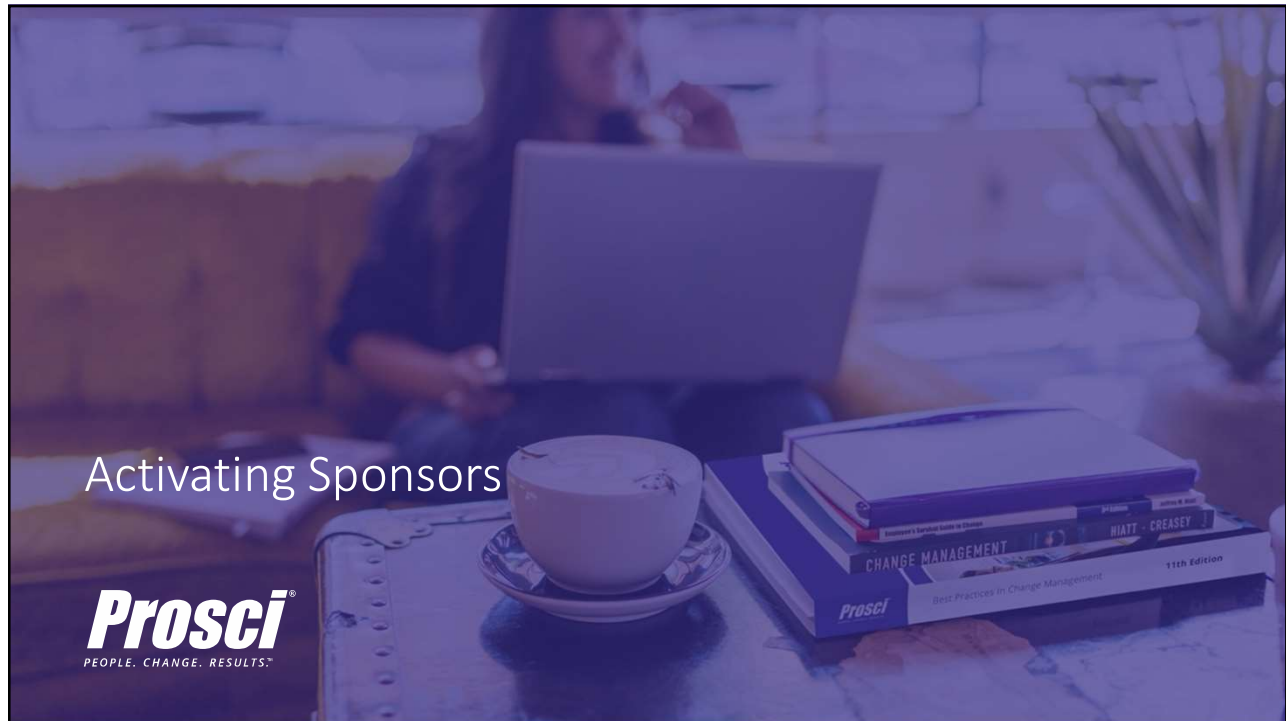


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1

We all know
sponsors are
important, but...

We still struggle to get them
to do what is needed
to support adoption
and change success

Agenda

- Why sponsorship matters
- Activating sponsors by:
 - Building Sponsor Awareness
 - Creating Sponsor Desire
 - Developing Sponsor Knowledge
 - Fostering Sponsor Ability
 - Providing Sponsor Reinforcement

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In all 11 of Prosci's studies, **active and visible sponsorship** was the **#1 contributor** to success

Sponsors Are Critically Important in Driving Success

Sponsorship correlates with **project success**

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

Sponsor Effectiveness	Percentage
Very ineffective sponsors	29%
Ineffective sponsors	39%
Moderately effective sponsors	57%
Extremely effective sponsors	73%

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Velocity of change

Nature of iterative change

Pandemic response requires sponsorship

Future of the workplace changes will require sponsorship

Diversity, equity & inclusion changes will require sponsorship

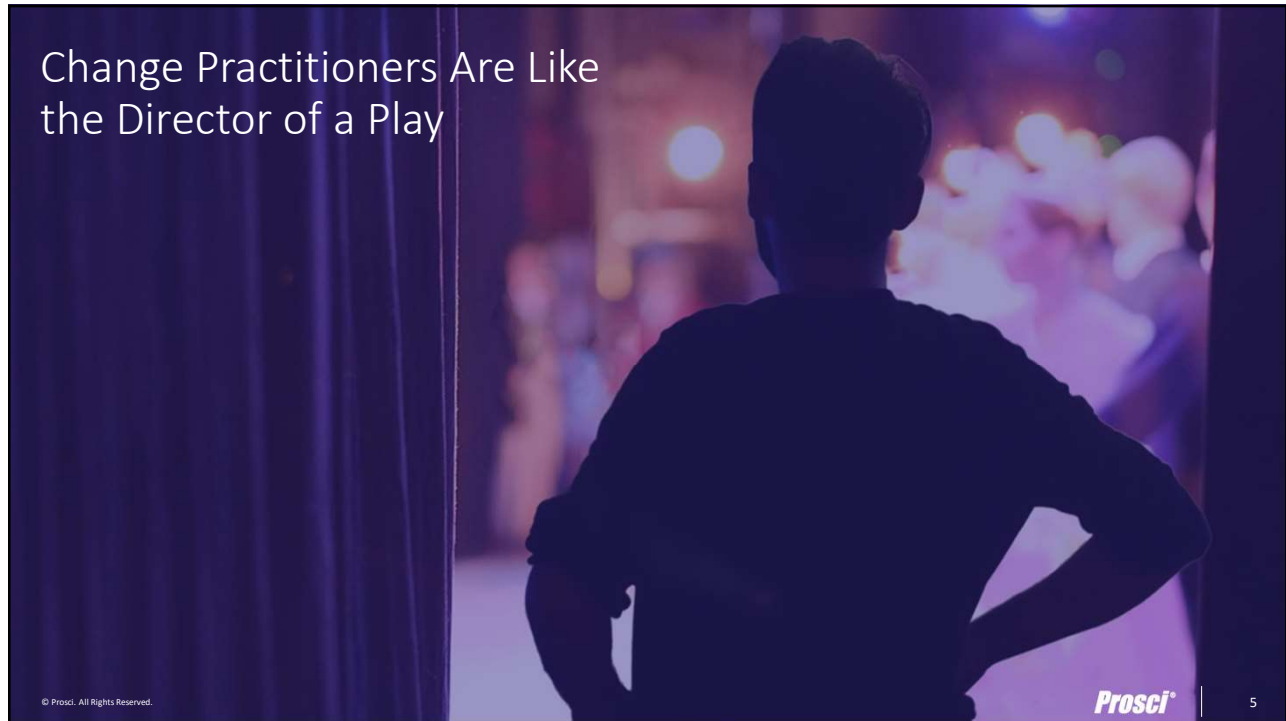
The Great Resignation will be impacted by sponsorship

Hybrid workplaces will create unique sponsor challenges

Crucial pivot from "pandemic response" to "organizational evolution"





Sponsorship matters even more in today's environment

4



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Core Roles in Effective Change Management

Employee-Facing Roles	Enabling Roles
 <p>Sponsor</p> <ul style="list-style-type: none">• Authorize the change• Fulfill three key roles: (ABCs)<ul style="list-style-type: none">• Actively and visibly participate throughout the project• Build a coalition of sponsorship with peers and managers• Communicate directly with employees	 <p>Change Practitioner</p> <ul style="list-style-type: none">• Apply structure and intent to change• Enable and equip other change roles• Collaborate on a unified approach with the project manager
 <p>People Manager</p> <ul style="list-style-type: none">• Support direct reports in their change journeys• Fulfill five key roles: (CLARC)<ul style="list-style-type: none">• Communicator• Liaison• Advocate• Resistance Manager• Coach	 <p>Project Manager</p> <ul style="list-style-type: none">• Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning• Collaborate on a unified approach with the change practitioner

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Building Blocks of Individual Change – ADKAR

ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	"I know how to..."	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A gaps Barriers/capacity Practice/coaching
R Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment

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Activating Roles Using ADKAR – CM4CM

Core roles	Initials
Primary Sponsor	MH CC
People Managers	CS MD EC
Project Manager	LK
Change Practitioner	DM
Extend roles	Initials
Sponsor coalition members	SM TC MD
Other role...	...

How do we help MH effectively fulfill the role of primary sponsor?

How do we help EC effectively fulfill the role of people manager?

How do we help SM effectively fulfill the role of sponsor coalition member?

Example to illustrate:

	A	D	K	A	R
MH	5	4	3	4	5
EC	4	2	3	3	4
SM	4	5	4	2	5

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Common ADKAR Barrier to Sponsor Role Fulfillment

No knowledge of the specific ABCs of Sponsorship

“You know which teams got the best sponsorship from me? The ones that told me exactly what they needed me to do.”

Former Executive,
Fortune 20 Telecommunications

A	D	K	A	R
5	4	3	4	5

Example tactics for building sponsor Knowledge:

- Change Management Sponsor Briefing
- Excerpts from the research
- Sponsor Plan
- Examples of good sponsorship

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To Sponsor vs. Your Sponsor

To Sponsor

verb

To increase change results and outcomes by fulfilling the roles of actively and visibly participating throughout, building coalitions, communicating directly

Your Sponsor

noun

A human being.
A person.
Typically a leader that has the ability to charter, fund, legitimize, and support change initiatives.

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To Sponsor vs. Your Sponsor

To Sponsor	Your Sponsor
A	A
B	D
C	K
	A
	R

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ADKAR Applied to “Being a Great Sponsor”

ADKAR element	Definition for Sponsorship	Common Barriers	Activation Tactics
A Awareness	Of the need to be a great sponsor (and of the need for CM)		
D Desire	To participate and support being a great sponsor		
K Knowledge	On how to be a great sponsor		
A Ability	To implement required skills and behaviors of a great sponsor		
R Reinforcement	To sustain fulfilling the role of great sponsor		

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ADKAR Applied to “Being a Great Sponsor”

	<i>Common Barriers</i>	<i>Activation Tactics</i>
<i>A</i>		
<i>D</i>		
<i>K</i>		
<i>A</i>		
<i>R</i>		

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Building Sponsor Awareness

Restraining Forces and Obstacles for Awareness:

“Can’t I just tell them to do it?”

“We’ve changed before without this fluffy stuff.”

“Change can’t be managed, it just happens.”

“My role isn’t really that important.”

How might we build Awareness of the need to be a great sponsor?

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Stop Talking About What You Do;
Start Talking About What You Deliver

Three tips for building buy-in and commitment for CM
by focusing on **what you deliver** (not what you do)



Context



Problems



Language

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WHAT YOU DO

- Change Profile
- Impact Assessments
- Risk Assessment
- Role Roster
- Change Management Strategy
- ADKAR Blueprint
- Sponsor Plan
- People Manager Plan
- Communications Plan
- Training Plan
- Performance Tracking
- Feedback Collection and Analysis
- Sustainment Strategy and Plan

WHAT YOU DELIVER

Infuse empathy into our initiatives and add a human face to change impact

Accelerate outcome achievement and deliver people-dependent project ROI

Increase the likelihood of meeting project objectives, on time and on budget

Reduce costs and risks of poor adoption like resistance, attrition, conflict and frustration

Close the gap between requirements and results, and between outputs and outcomes

Make change success repeatable and scalable by applying methodology, structure and intent

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“I conduct readiness assessments, complete impact analyses, build strategies, create change management plans and support integration into project plans.”

“I help us capture the portion of project benefits that depends on employee adoption and usage.”

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“An ounce of context is worth a pound of isolated facts.”

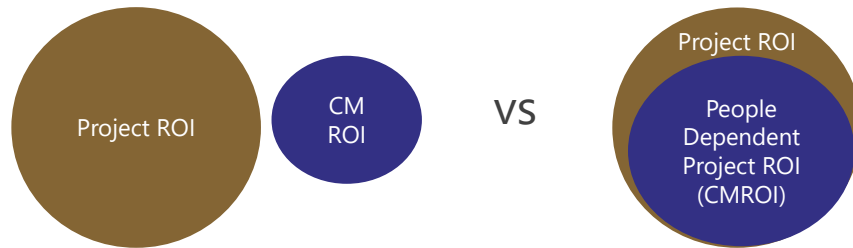
@daveElf

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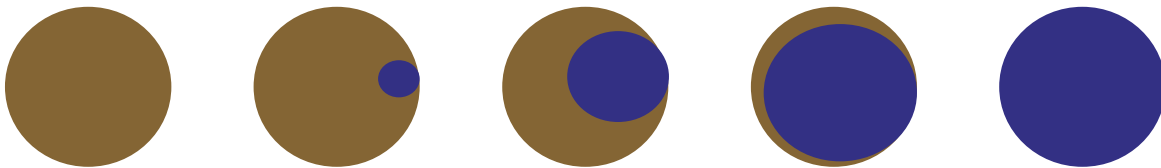
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The ROI of CM is the People-Dependent Project ROI



Different projects have different people-dependent ROI



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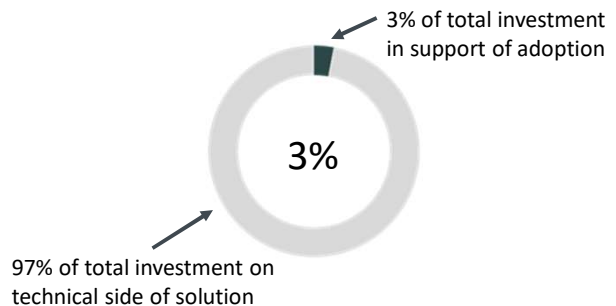
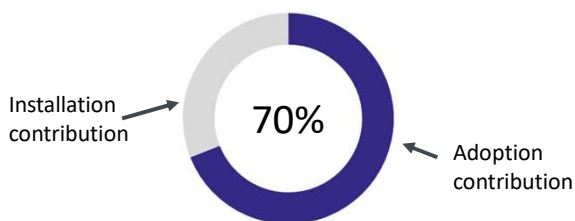
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The Key Question

For your project, what percentage of overall results and outcomes **depends on** employee adoption and usage of the change?

The follow-up question: How much are we **investing** (budget, people, energy) in driving and supporting employee adoption and usage?



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“ People don't buy a quarter-inch drill bit, they buy a quarter-inch hole. You've got to study the hole, not the drill. The drill is just the solution for it.”

Theodore Levitt (Leo McGinneva)
German American economist and professor
Harvard Business School

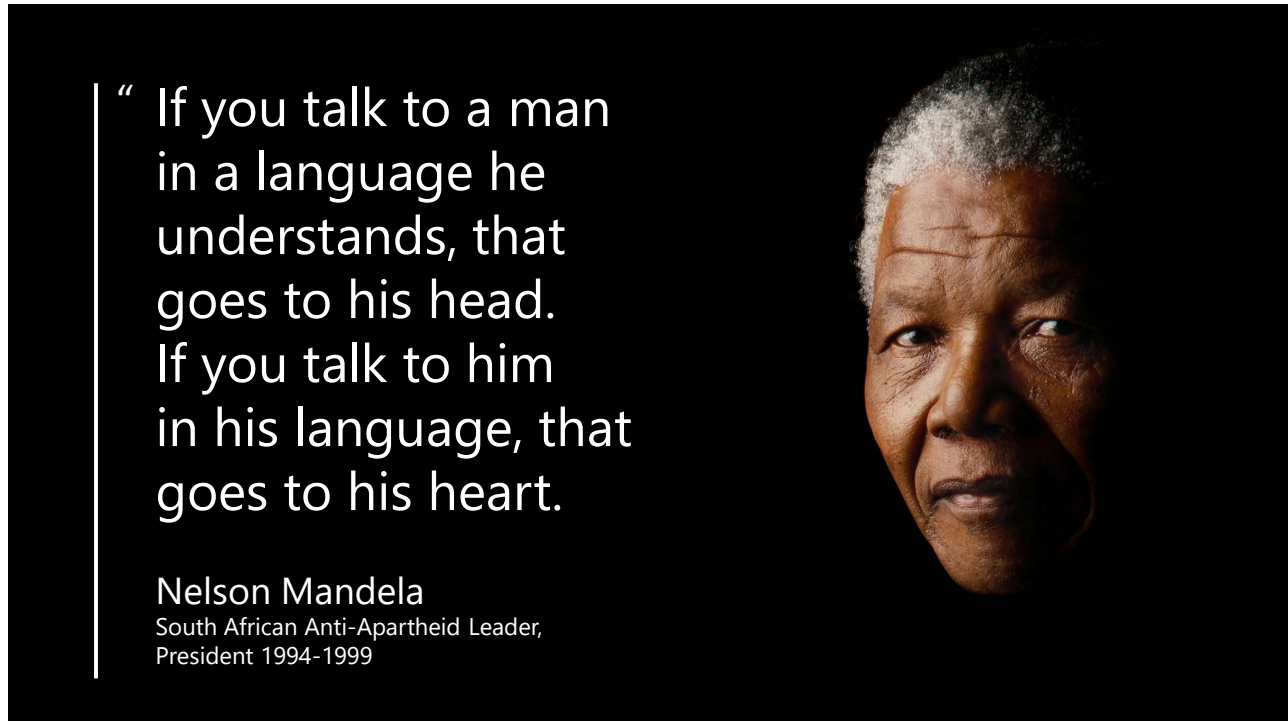
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Costs and risks of poor adoption and usage					
<ul style="list-style-type: none"> abandoning of service/tool abandonment of truly good change additional project costs additional time additional training additional travel alienation of team members ambiguity anger attrition audit failures audit findings bad attitudes bad data bad decisions budget cuts affecting project support staff buying new technology - over and over canceled project cash flow change calendars change overload change requests changing requirements changing timelines complications conflict confusion contractual penalties cost of a new technology tool customer dissatisfaction cycle of project failures cynical employees 	<ul style="list-style-type: none"> cynicism declining morale decreased confidence in management delayed implementation delayed results delayed rollout delayed timeline delays dissatisfied customers distrust in leaders domino effects on other projects duplication egg on leader's face employee disengagement employee experience employee frustration employee loss employee resistance excess time spent on task extended contracts extended project schedules extended utilization post implementation failed efforts failed project results failed projects failure to deploy a major implementation failure to provide accurate details fear of new systems finest frustration further organizational 'scar tissue' going back to the drawing board 	<ul style="list-style-type: none"> go-live delay halting project "here we go again" high turnover hyper-care costs impact to customer inconsistent ways of working incorrect information initiative failure lack of adoption lack of comprehension of roles and responsibilities lack of transparency lack of trust from end users of tool lengthened time to ROI less delivered for more money longer delivery to market losing excellent employees losing key team members losing resources losing the audience of change loss of clients loss of credibility loss of customers loss of efficiency loss of high performing talent loss of institutional knowledge loss of key accounts loss of key talent loss of market value loss of money loss of moral loss of productivity loss of staff loss of time loss of trust low adoption low morale 	<ul style="list-style-type: none"> miscommunication mis-integration missed implementation dates missed requirements missed target ROI missing key milestone dates missing revenue goals morale degradation morale issues more hand holding more training negative comments negative customer impacts negative employee morale negative impact to reputation of the project and sponsors negative impacts to future change negative impressions of program new system not used no results no usage over budget overtime costs plummeting service levels poor customer experience poor customer service poor marketing poor results poor service offering productivity drops project delays project failure pull out part of functionality pulling in consultants to help post-change reboot re-communicate 	<ul style="list-style-type: none"> re-design re-development redo reduced confidence in future reduced trust in process and project team re-engineer re-explaining regret regulatory impacts re-implementation re-launch remediation re-organization repeated training replace resources replace the entire software with a new one replace with new system re-planning reputational risk re-scope resentment resignation resistance resistance to future change resistance when it didn't exist initially resources resources undesignated re-start of projects re-train re-training reverting rework rogue solutions and shadow systems ruined relationships rumors 	<ul style="list-style-type: none"> salary costs schedule change scope change shadow systems and all maintenance costs for those silos between teams silos within integrator team skepticism staff dissatisfaction staff turnover stagnant workers stakeholders not available starting from square one again terminations time away from work to deal with system errors travel trust issues with leaders turnover uncertainty underdeveloped requirements unfilled vacancies unhappy leaders unnecessary processing unnecessary software development unorganized training unrealistic deadlines unused systems using incorrect success measures wasted man hours wasted production time weak sponsorship "we've had enough" work disruption/stoppage

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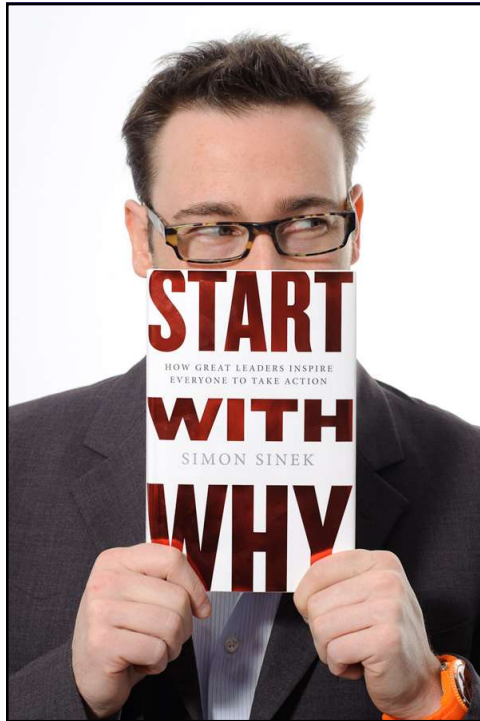
Words Make Worlds: Words to Stop Using / Start Using

"Executives speak three languages: finance, finance and finance."
Jeff Hiatt, Prosci Founder

<i>Communications</i>	Success
<i>Training</i>	Return on Investment
<i>Stakeholders</i>	Benefit Realization
<i>Resistance</i>	Results
<i>Resilience</i>	Outcomes
<i>Assessments</i>	Objectives
<i>Templates</i>	Sustainment
<i>Change Management</i>	

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“People don’t buy what you do, they buy why you do it.”

Simon Sinek

American Leadership Author, Start With Why

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Your crisp, clear, concise, compelling case for CM to senior leaders
(leveraging context and language):



- Engage hearts and minds to deliver successful change
- Ensuring your people are prepared, equipped and supported in order to embrace and adopt the change - delivering organisational benefits and ROI
- Good change management turns solutions into benefits.
- Harnessing people power to achieve results
- How would you like to engage the resources you already have to make your vision reality?
- Improve implementation for our people and avoid pain, rework and redo
- It's how we achieve the people dependent results
- Mobilising people to deliver business results and people dependent portion of ROI
- Realise the full value of ROI through individual adoption.
- Transform your business outcome through individual success and adoption

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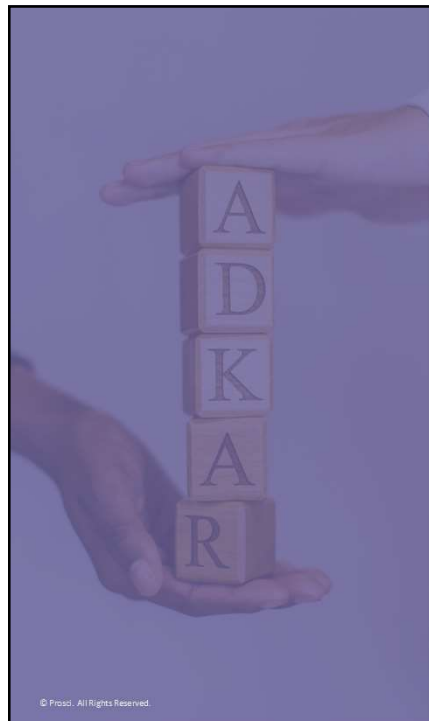
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Like water on a waterslide,
change management enables you
to deliver what you already set out to,
faster and with less friction than expected.

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Tips for Activating Awareness

- Identify and prioritize the people-dependent project ROI
- Highlight the costs and risks of poor adoption and usage of the solution
- Demonstrate the impact and importance of great sponsorship
- Connect sponsorship to what keeps them up at night and what gets them up in the morning

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Creating Sponsor Desire

Restraining Forces and Obstacles for Desire:

“Is it really that important?”

“That sounds like a lot of work.”

“Is it going to be worth the effort?”

“It feels like we are taking a step back.”

“What’s in it for me?”

How might we build Desire to participate and support being to be a great sponsor?

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Who wants change?

Who wants *to* change?

Who wants *to lead the* change?

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“Getting Past the Head Nod”

Passive Buy In

Change management
as an EXPENSE

“Sure. That stuff sounds
great. Go do what you
need to do.”

Active Buy In

Change management
as an INVESTMENT

“Wow. What do you
need from me?”



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Three Levels of Buy In for Change Management

Conceptual

“The people side of change
is critical and a must-have,
not a nice-to have.”

Buy-in
The head nod

Contextual

“CM is important enough
on this project to commit
the time, energy and resources.”

Resources (↑ 💰 👤 👁)
Past the head nod

Contractual

“You play a key role in
driving adoption, and we
need you to take this action.”

Role activation to execute
activities in CM plans

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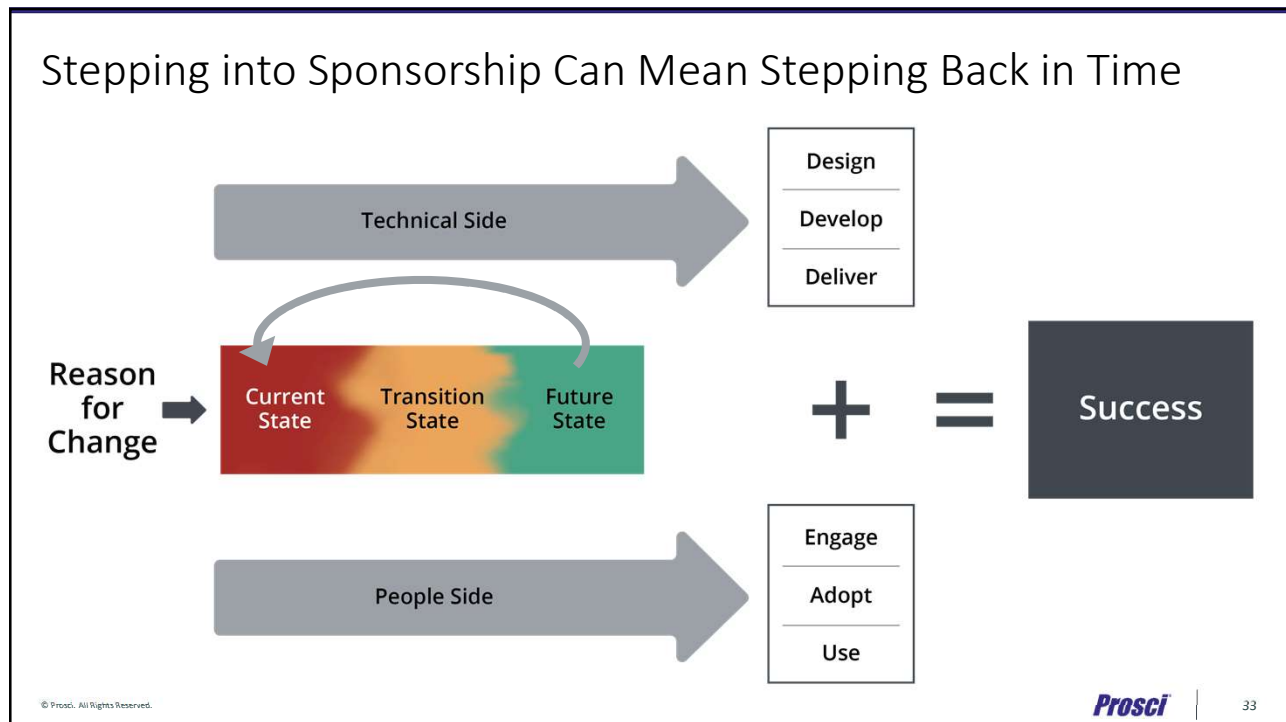
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A photograph of two hands holding a stack of five wooden blocks. The blocks are stacked vertically and spell out the word 'ADKAR' from top to bottom. The background is a soft, purple gradient.

Tips for Activating Desire

- Verify there is sufficient awareness of the need for change management and sponsorship
- Shift the mindset from CM as an “expense” to CM as an “investment” in achieving the results they already signed up to deliver
- Build all three levels of commitment: conceptual, contextual, contractual
- Support the time travel needed for a sponsor to reground in the current state

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Developing Sponsor Knowledge

Restraining Forces and Obstacles for Knowledge:

“I’ve run plenty of changes before.”

“What are you going to teach me this time?”

“I thought I was done when I signed the check and charter.”

“Don’t worry, I have the lead consultant doing all of the tasks assigned to me.”

How might we build Knowledge to be a great sponsor?

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Role of Sponsorship During Change from the Research



ABCs of Sponsorship



Actively and visibly participate throughout the project



Build a coalition of sponsorship with peers and managers



Communicate directly with employees

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Active and Visible Participation Throughout



Role and Responsibilities



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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

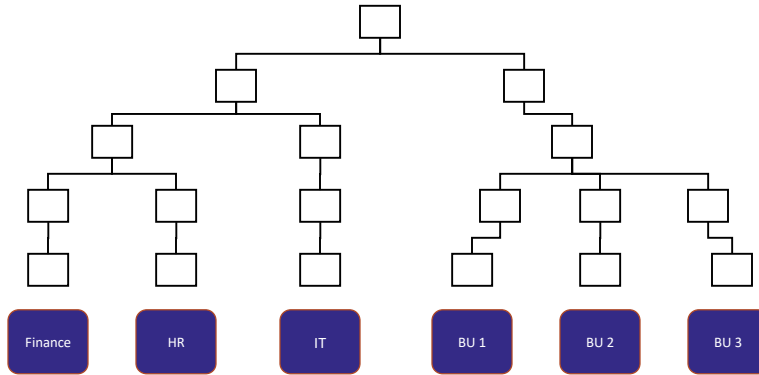
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Build a Coalition of Support



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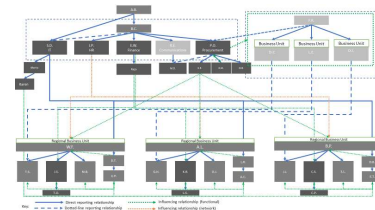
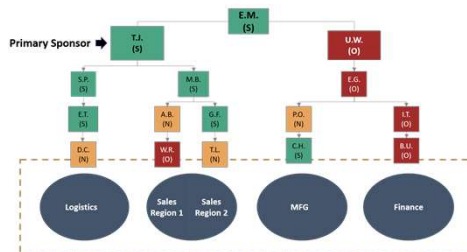
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Build a Coalition of Support



Increasing Size and Complexity



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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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Communicate Directly with Employees



Why? Why now?

What if we don't?

I support this

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Communicate Directly with Employees

Concrete
Action
Items

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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Sponsor Contract to Close Knowledge Gaps

Research Finding

Project teams ranked 52% of their sponsors as having **only some to no understanding of their role** in managing the people side of the change and graded them as “average to poor” in terms of sponsorship activities.

Why your role is so important

What I need from you

What you can expect from me

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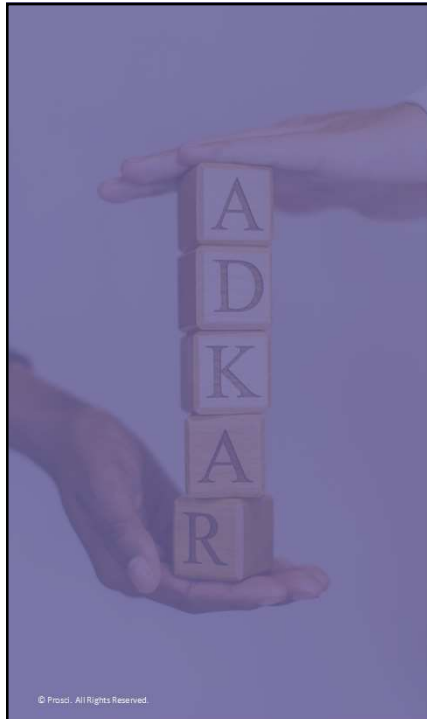
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Tips for Activating Knowledge

- Build foundational knowledge of ABC roles
- Make the roles concrete with specific actions
- Use a sponsor contract to define importance and expectations
- Be specific

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“The greatest gap in the world
is the gap between
knowing and doing.”

John C. Maxwell

*American Leadership Author
and Speaker*

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Fostering Sponsor Ability

Restraining Forces and Obstacles for Ability:

“I don’t have the time.”

“What exactly am I supposed to do?”

“I don’t have the time.”

“Is there someone who can coach me?”

“I don’t have the time.”

How might we build Ability to be a great sponsor?

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Sponsor-Practitioner Matrix: Symbiotic Relationship

	Have	Don't have
Sponsors	<ul style="list-style-type: none">✓ Authority✓ Credibility✓ Strategy✓ Relationships✓ Influence	<ul style="list-style-type: none">✓ CM expertise and knowledge✓ Time to figure action steps out
Practitioners	<ul style="list-style-type: none">✓ CM expertise✓ Methodologies✓ Tools & processes✓ Pulse of org	<ul style="list-style-type: none">✓ Authority✓ Credibility✓ Relationships✓ Influence

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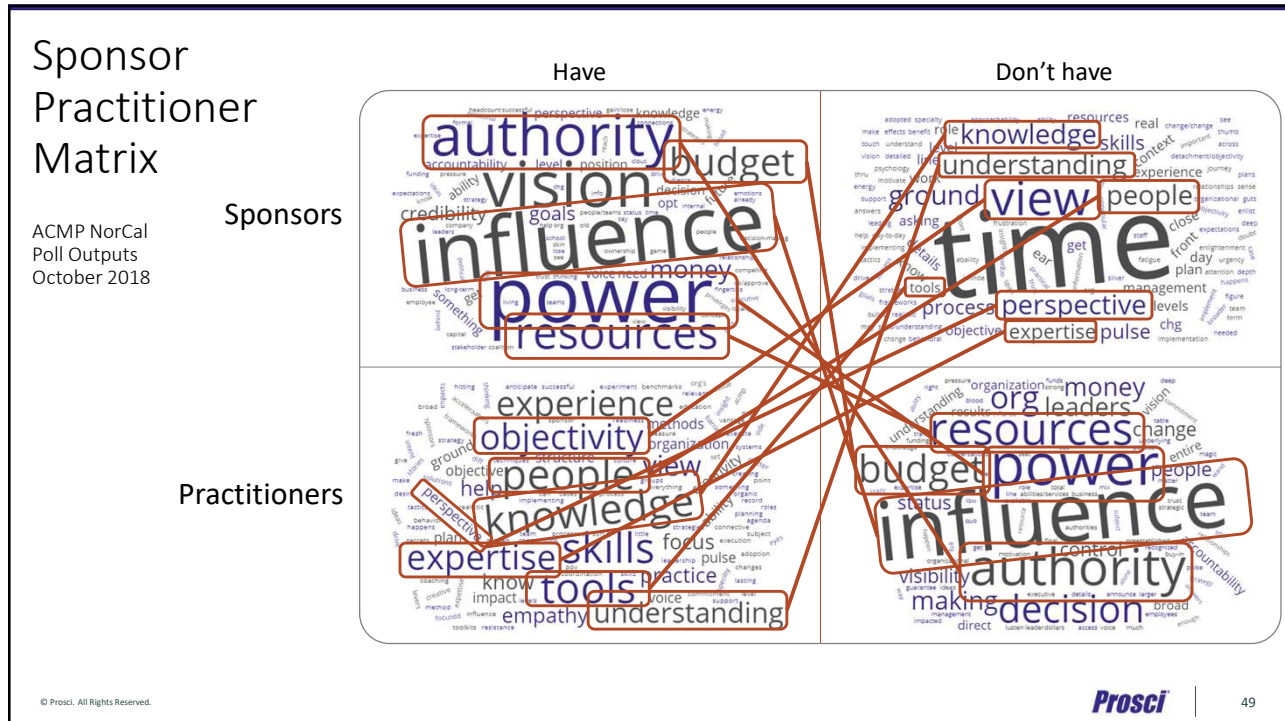
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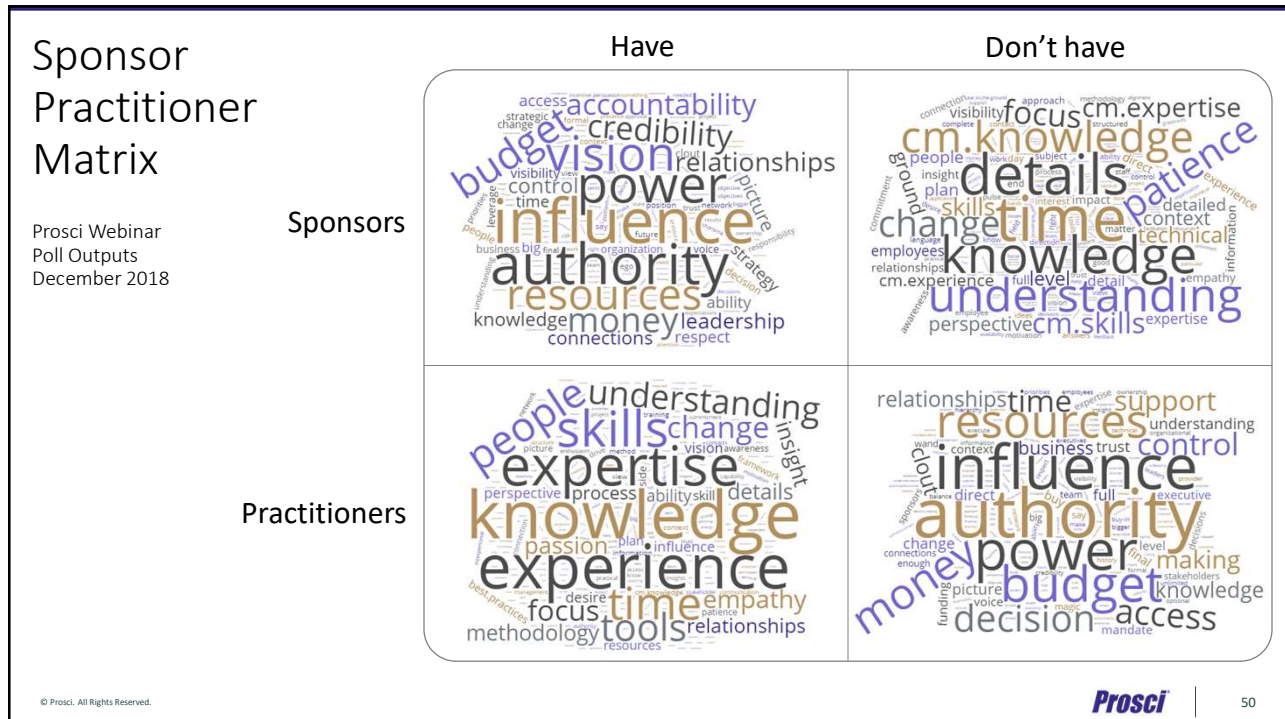
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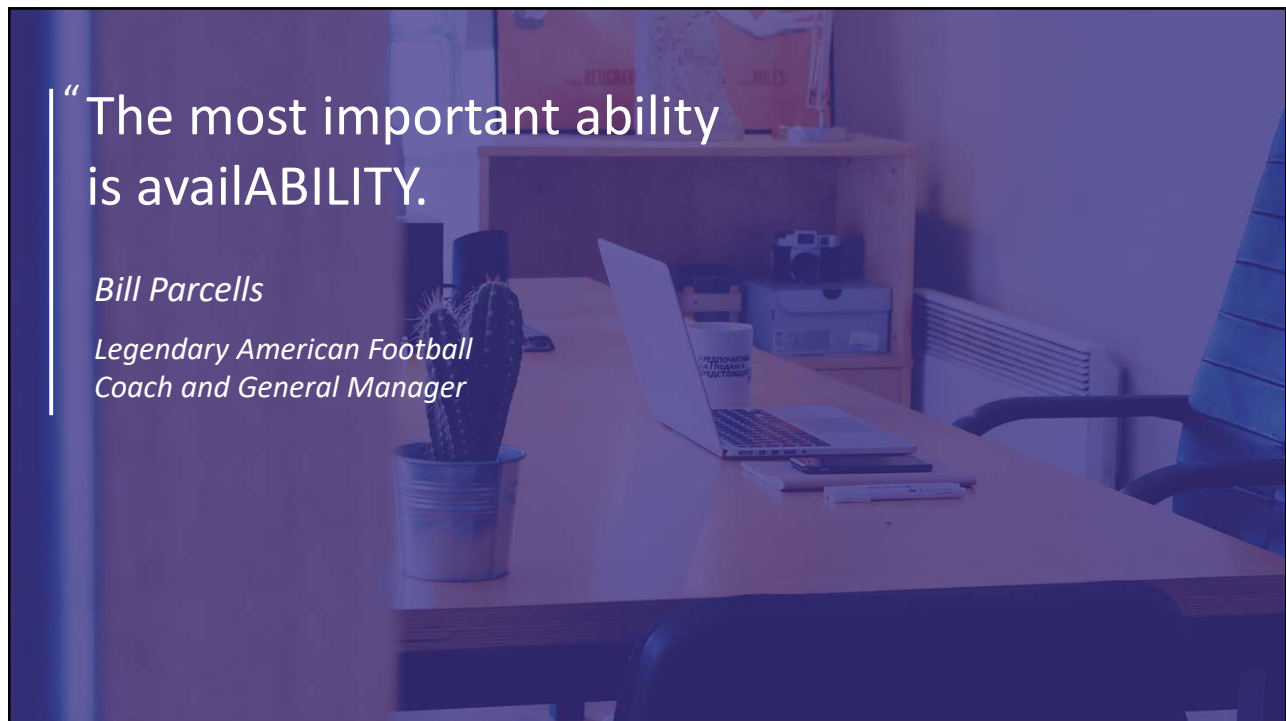
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Soft skills
Influence
Relationships
Conflict management
Facilitation
Navigating levels
Getting access
Business acumen

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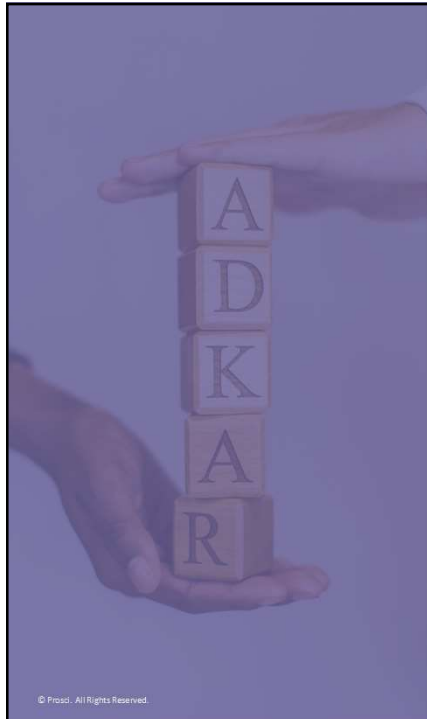


“The most important ability
is availABILITY.”

Bill Parcells

*Legendary American Football
Coach and General Manager*

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Tips for Activating Ability

- Understand and navigate the symbiotic relationship in the Sponsor-Practitioner Matrix
- Make sponsor activities as easy to complete as possible to increase the likelihood they happen
- Leverage new capabilities and opportunities in the hybrid workplace
- Proactively address the time challenge

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Providing Sponsor Reinforcement

Restraining Forces and Obstacles for Reinforcement:

“I don’t think it really mattered.”

“We would have made the change happen anyways.”

“Interesting, I’m already on to what’s next.”

“Was that okay?!?”

How might we provide Reinforcement to continue being a great sponsor?

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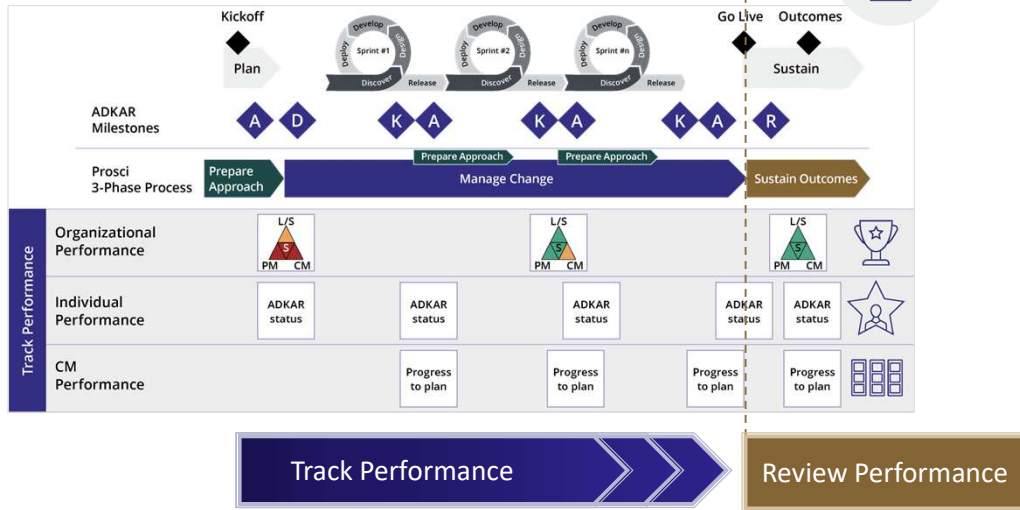
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Review Performance to Show Impact



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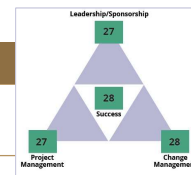
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Using Performance Measures to Reinforce Sponsorship



Organizational Performance

Did the initiative deliver what was expected?
 Measure project objectives and organizational benefits



Individual Performance

How effectively did impacted individuals adopt and use the change?
 Measure adoption, utilization and proficiency

Impacted groups	Number in group	Anticipated ADKAR				
		A	D	K	A	R
Shared Services Chicago: Finance	400	4	5	5	5	4
Shared Services Chicago: Accounting	375	5	4	4	3	4
Shared Services Chicago: Purchasing	125	5	4	5	3	3
Shared Services Chicago: Legal	675	4	5	3	4	5
Shared Services Chicago: HR	375	4	5	4	3	4
Shared Services Chicago: IT	550	4	4	4	4	4
Hong Kong Office	1,950	5	4	4	4	3



Change Management Performance

How well did we "do" change management?
 Assess if planned activities resulted in the outcomes desired

Change Management Progress Assessment	
ADKAR Blueprint	On target
Sponsor Plan	On target
People Manager Plan	On target
Communications Plan	On target
Training Plan	Behind target

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Tips for Activating Reinforcement

- Track and review performance on three dimensions: organizational, individual and change management
- Show the impact in words and numbers
- Express gratitude – your sponsors are people, too!
- Say “thank you”
- Connect their sponsorship back to what keeps them up at night and what gets them up in the morning

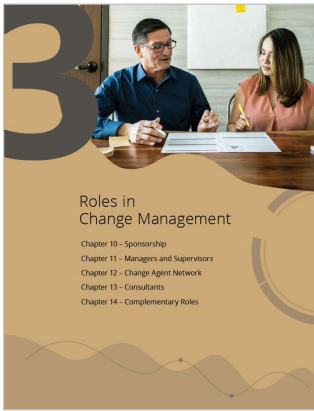
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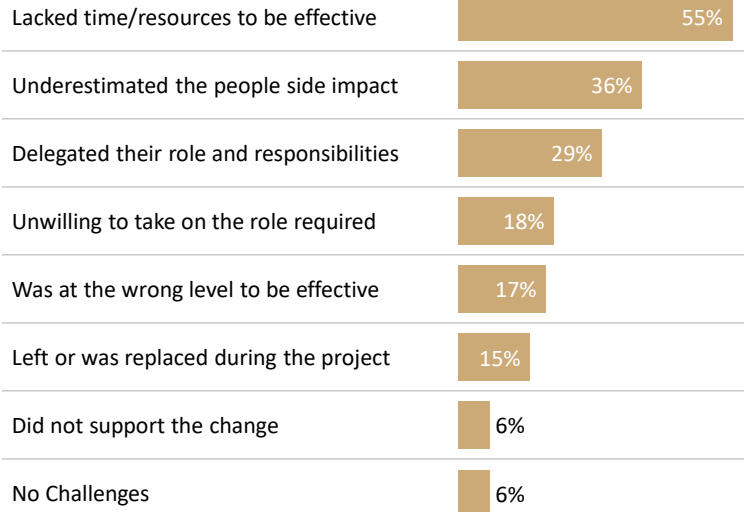
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Biggest Sponsor Challenges



Section 3

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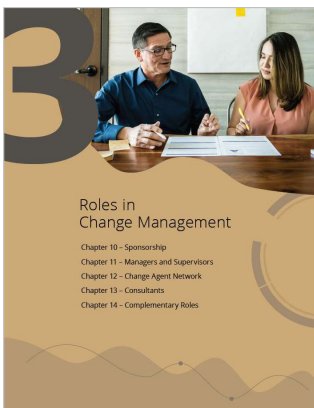


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Biggest Sponsor Challenges Mapped to ADKAR



Section 3

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	A	D	K	A	R
Lacked time/resources to be effective				X	X
Underestimated the people side impact	X				
Delegated their role and responsibilities	X		X		
Unwilling to take on the role required	X	X			
Was at the wrong level to be effective				X	
Left or was replaced during the project				X	
Did not support the change		X			X
No Challenges					

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Activating Sponsors with ADKAR Summary

Awareness	Desire	Knowledge	Ability	Reinforcement
<ul style="list-style-type: none"> Identify and prioritize the people-dependent project ROI Highlight the costs and risks of poor adoption and usage of the solution Demonstrate the impact and importance of great sponsorship Connect sponsorship to what keeps them up at night and what gets them up in the morning 	<ul style="list-style-type: none"> Verify there is sufficient awareness of the need for change management and sponsorship Shift the mindset from “expense” to “investment” Build all three levels of commitment: conceptual, contextual, contractual Support the time travel needed for a sponsor to regroup in the current state 	<ul style="list-style-type: none"> Build foundational knowledge of ABC roles Make the roles concrete with specific actions Use a sponsor contract to define importance and expectations Consider Prosci’s Sponsor Briefing Be specific 	<ul style="list-style-type: none"> Understand and navigate the symbiotic relationship in the Sponsor-Practitioner Matrix Make sponsor activities as easy to complete as possible to increase the likelihood they happen Leverage new capabilities and opportunities in the hybrid workplace Proactively address the time challenge 	<ul style="list-style-type: none"> Track and review performance on three dimensions: organizational, individual and change management Show the impact in words and numbers Express gratitude – your sponsors are people, too! Say “thank you” Connect their sponsorship back to what keeps them up at night and what gets them up in the morning

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We all know sponsors are important, but...

We still struggle to get them to do what is needed to support adoption and change success

Agenda Summary

- Why sponsorship matters
- Activating sponsors by:
 - Building sponsor Awareness
 - Creating sponsor Desire
 - Developing sponsor Knowledge
 - Fostering sponsor Ability
 - Providing sponsor Reinforcement

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Activating Sponsors

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