HOW TO: Enlist, Engage, Empower Your Sponsor

We all know sponsors are important

We still struggle to get them to do what we need them to do
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

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


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**Agenda**

<table>
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<tr>
<th>ENLIST</th>
<th>ENGAGE</th>
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<td>Building a symbiotic relationship to drive results and outcomes through adoption and usage</td>
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Why do we need buy-in?

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

Change management as an INVESTMENT
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).

Successful Change Requires Both the Technical and People Sides

- **Technical Side**
  - Current state
  - Transition state
  - Future state
  - Design
  - Develop
  - Deliver

- **People Side**
  - Embrace
  - Adopt
  - Use

= 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

**Requirements** → **Results**

**Outputs** → **Outcomes**

**Specifications** → **Sustainment**

**Installation** → **Realization**

*By Daryl Conner*

**Solutions** → **Benefits**

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**Velocity** of change in the world and your org

**Demand** to deliver results and outcomes

**Need** for effective change management

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

@daveElf
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

<table>
<thead>
<tr>
<th>Communications</th>
<th>Return on Investment</th>
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<tbody>
<tr>
<td>Training</td>
<td>Benefit Realization</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Results</td>
</tr>
<tr>
<td>Resistance</td>
<td>Outcomes</td>
</tr>
<tr>
<td>Resilience</td>
<td>Objectives</td>
</tr>
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<td>Assessments</td>
<td>Sustainment</td>
</tr>
<tr>
<td>Templates</td>
<td></td>
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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!!!
Prosci Webinar – Enlist, Engage, Empower Your Sponsors

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


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:
CHānj ‘manijmənt

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)

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 ‘manijmənt

Benefit realization insurance
Change management: CHānj ‘manijmānt

Mobilizing people to deliver results

Words to START using

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

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>Have</th>
<th>Don’t have</th>
</tr>
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<tbody>
<tr>
<td><strong>Sponsors</strong></td>
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<td><strong>Practitioners</strong></td>
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Poll for:

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<td><img src="image" alt="X" /></td>
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Sponsors Have

Start the presentation to see live content. Still no live content? Install the app or get help at Polllla.com/app
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Sponsors Don't Have
Prosci Webinar – Enlist, Engage, Empower Your Sponsors

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Practitioners Have
Poll for:

Have

Don’t have

Sponsors

Practitioners

Practitioners Don’t Have

When poll is active, respond at PollEv.com/prosci
Sponsor-Change Practitioner Matrix

<table>
<thead>
<tr>
<th>Have</th>
<th>Don’t have</th>
</tr>
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<tbody>
<tr>
<td>✓ Authority</td>
<td>✓ CM expertise and knowledge</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>
<tr>
<td>✓ Influence</td>
<td></td>
</tr>
<tr>
<td>✓ CM expertise</td>
<td>✓ Authority</td>
</tr>
<tr>
<td>✓ Methodologies</td>
<td>✓ Credibility</td>
</tr>
<tr>
<td>✓ Tools &amp; processes</td>
<td>✓ Relationships</td>
</tr>
<tr>
<td>✓ Pulse of org</td>
<td>✓ Influence</td>
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Sponsors

Practitioners

Sponsor-Practitioner Matrix: Symbiotic Relationship to Drive Outcomes

Curated at ACMP NorCal Symposium - Oct 19, 2018

Have

- authority
- vision
- influence
- power
- resources
- time
- experience
- objectivity
- people
- knowledge
- expertise
- skills
- tools
- understanding

Don’t have

- money
- change
- leaders
- strategy
- impact
- executive
- perspective
- process
- leadership
- influence
- authority
- decision
• 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>
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<tbody>
<tr>
<td>verb</td>
<td>noun</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>
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| A | A |
| B | D |
| C | K |

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

**Active and Visible Participation Throughout**

**Build a Coalition of Support**

**Communicate Directly With Employees**

**Active and Visible Participation Throughout**

Role and Responsibilities

Title
Active and Visible Participation Throughout

<table>
<thead>
<tr>
<th>Support the team</th>
<th>Champion the change</th>
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<tbody>
<tr>
<td>Proactively remove obstacles</td>
<td>Actively support CM work</td>
</tr>
<tr>
<td>Provide resources and control the budget</td>
<td>Own the change, build excitement and enthusiasm, be the first adopter</td>
</tr>
</tbody>
</table>

Build a Coalition of Support

Finance | HR | IT | BU 1 | BU 2 | BU 3
Build 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

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

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>
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### ADKAR® Model

<table>
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<tr>
<th>ADKAR element</th>
<th>Definition:</th>
<th>What you hear:</th>
<th>Triggers for building:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong> Awareness</td>
<td>Of the need for change</td>
<td>“I understand why…”</td>
<td>Why? Why now? What if we don’t?</td>
</tr>
<tr>
<td><strong>D</strong> Desire</td>
<td>To participate and support the change</td>
<td>“I have decided to…”</td>
<td>WIIFM Personal motivators Organizational motivators</td>
</tr>
<tr>
<td><strong>K</strong> Knowledge</td>
<td>On how to change</td>
<td>“I know how to…”</td>
<td>Within context (after A&amp;D) Need to know during Need to know after</td>
</tr>
<tr>
<td><strong>A</strong> Ability</td>
<td>To implement required skills and behaviors</td>
<td>“I am able to…”</td>
<td>Size of the K-A Gaps Barriers/Capacity Practice/Coaching</td>
</tr>
<tr>
<td><strong>R</strong> Reinforcement</td>
<td>To sustain the change</td>
<td>“I will continue to…”</td>
<td>Mechanisms Measurements Sustainment</td>
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## ADKAR-ing “become a good sponsor”

<table>
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<th>Definition for sponsorship</th>
<th>Action Steps</th>
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<td><strong>Awareness</strong></td>
<td>Of the need <em>to be a good sponsor</em></td>
<td>Enlist! Context + Language</td>
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<tr>
<td><strong>Desire</strong></td>
<td>To participate and support change <em>as a good sponsor</em></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 <em>a good sponsor</em></td>
<td>Big gap...</td>
</tr>
<tr>
<td><strong>Ability</strong></td>
<td>To implement required skills and behaviors of <em>a good sponsor</em></td>
<td>Usually not as big of a gap as Knowledge, but can have “sponsorship capacitary barriers”</td>
</tr>
<tr>
<td><strong>Reinforcement</strong></td>
<td>To sustain the <em>good sponsorship</em></td>
<td>Everyone – no matter their role or level – needs to be told “thank you, that made a difference”</td>
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## Which ADKAR element is the biggest barrier point for the change "to be a good sponsor" in your experience?

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement
The most important ability is availABILITY.

- Bill Parcells

Agenda Completion

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One thing you'll do differently next week to better Enlist, Engage, Empower your sponsors:

ENLIST!

EMPOWER!

ENGAGE!
Submit your email address (it will not show up on screen) to receive slides and outputs from today's session.

When poll is active, respond at PollEv.com/prosci

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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