

# How to engage your leaders for change in 2017

Gavin Wedell



# Welcome and introduction



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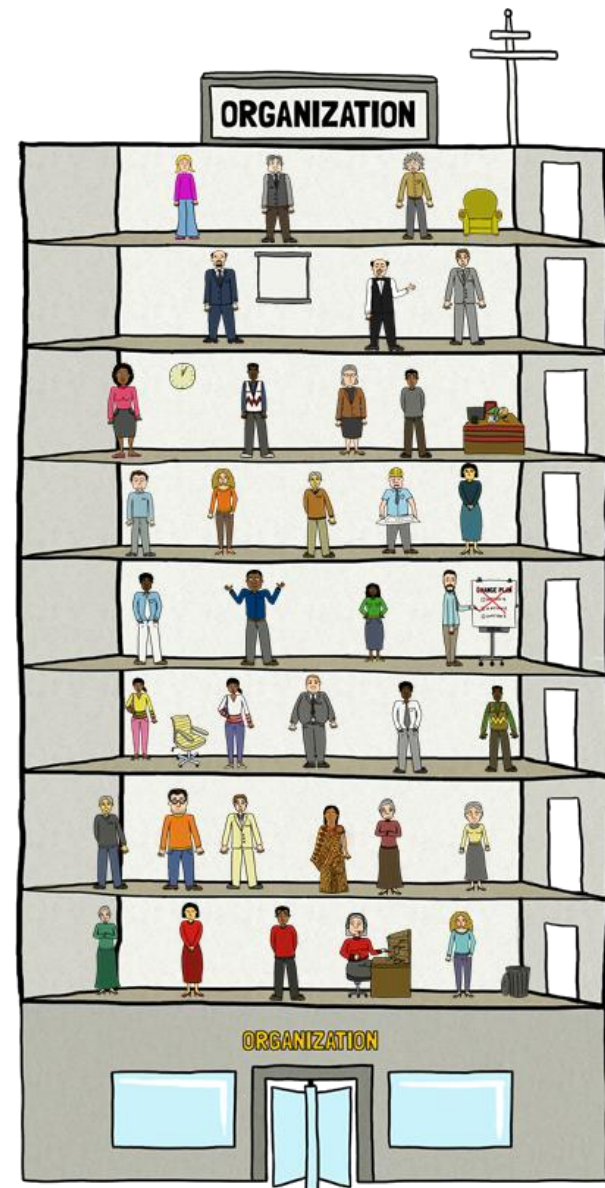


# Peter Drucker



# Today

- Why sponsorship is important
- 20 tips for engaging your sponsors
- Sponsor assessment tool
- End of 2016 special offer
- Q&A – your questions
- Survey & dropbox link



# Why sponsorship of change is important



# Effects of poor change sponsorship

- Costs and time over budget
- Change projects less successful, failure
- Decreased morale
- Increased levels of resistance for future change initiatives
- Change 'baggage'
- Change fatigue



# Sponsorship matters

- Active and visible executive sponsorship is the top contributor to the success of change initiatives
- Lack of effective sponsorship from senior leaders is the biggest obstacle to success
  - Prosci

From 'Best Practices in Change Management 2016'



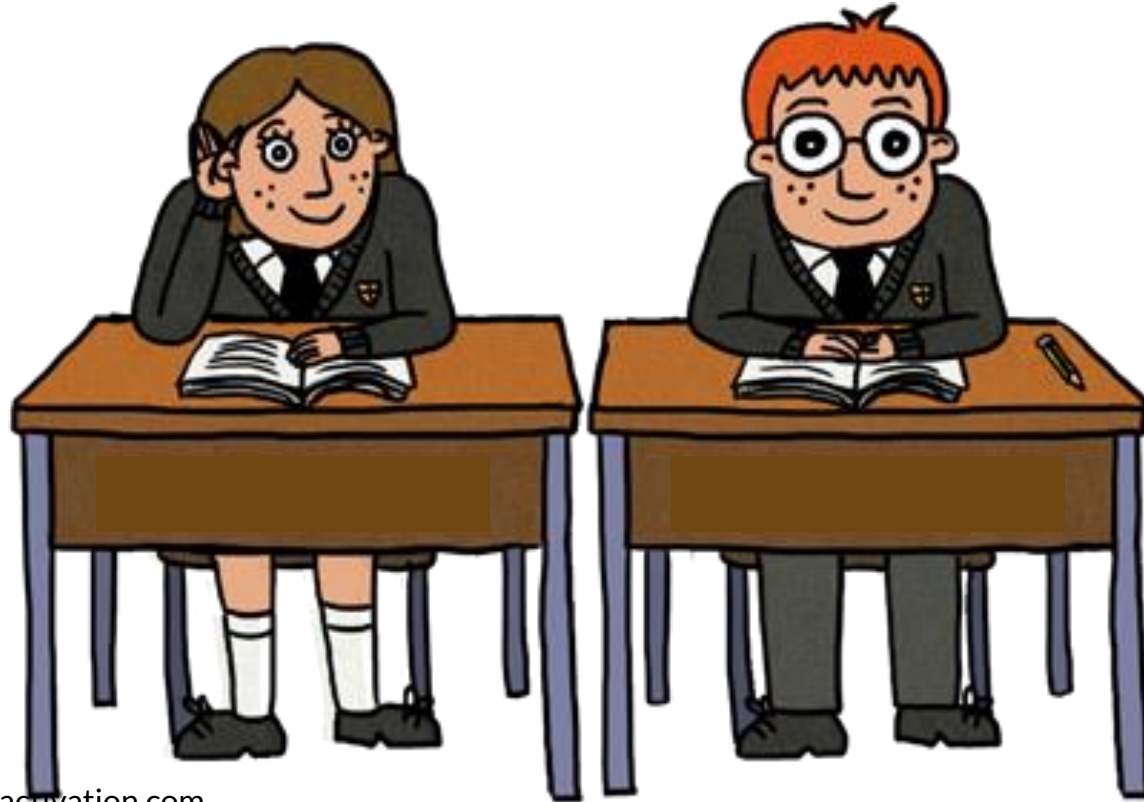
# Video: Engaging and Maintaining Sponsor Involvement





# 20 tips for engaging your sponsors

# Educating sponsors



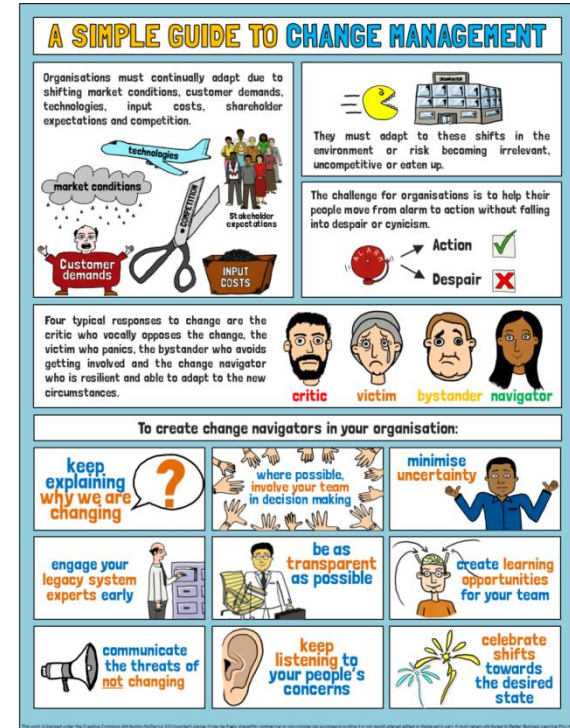
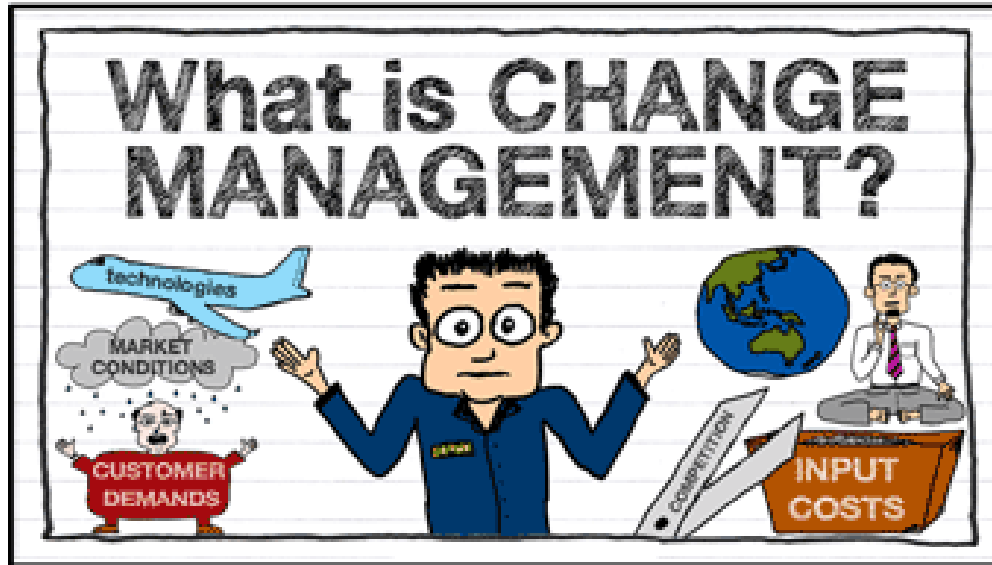
# Educating sponsors



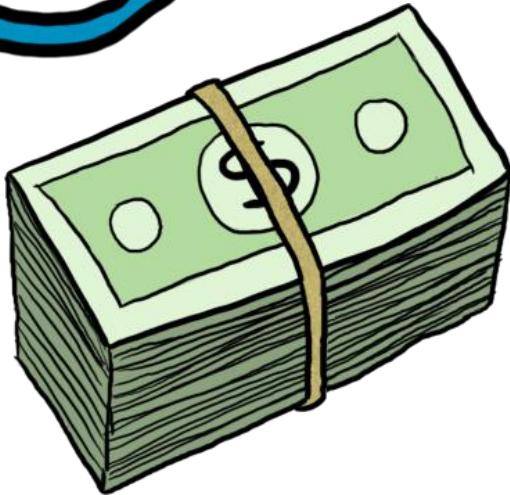
“If you can’t explain  
it simply,  
you don’t  
understand it well  
enough.”



# Ensure your sponsors understand the basics



# Delegating vs sponsoring



# Avoid change jargon

[www.changedesigns.net](http://www.changedesigns.net)

**The organizational changes we are making will help us to integrate skillfully our change management resource in a results oriented way.**

**The organizational changes we are making will help us to achieve consistently our change driver in a results oriented way.**



# Appreciative enquiry

“Think about change projects you’ve been involved with during your career.”

“What contributed to those changes that were effective?”

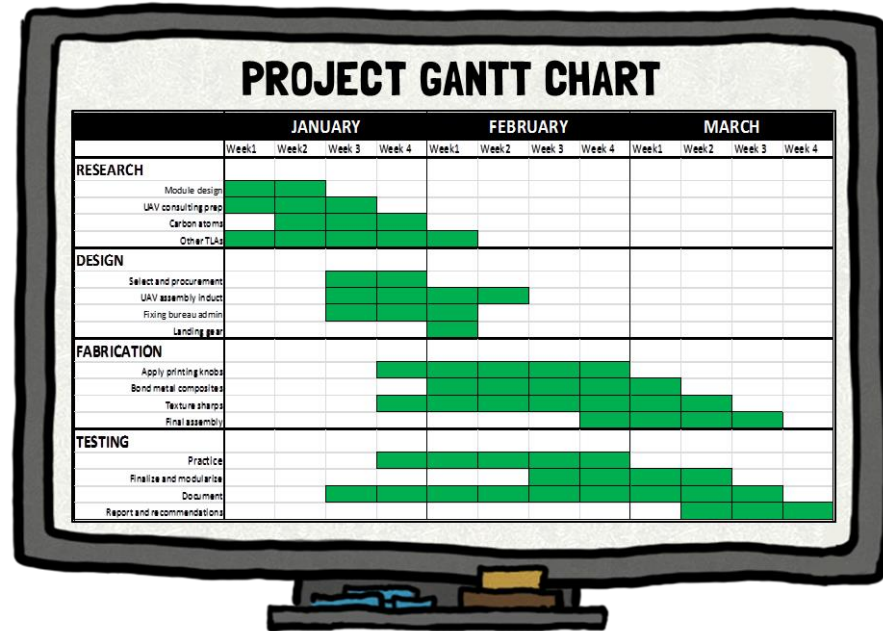
“What contributed to those changes that were ineffective?”

“What actions did senior leaders do that contributed to the change’s success”





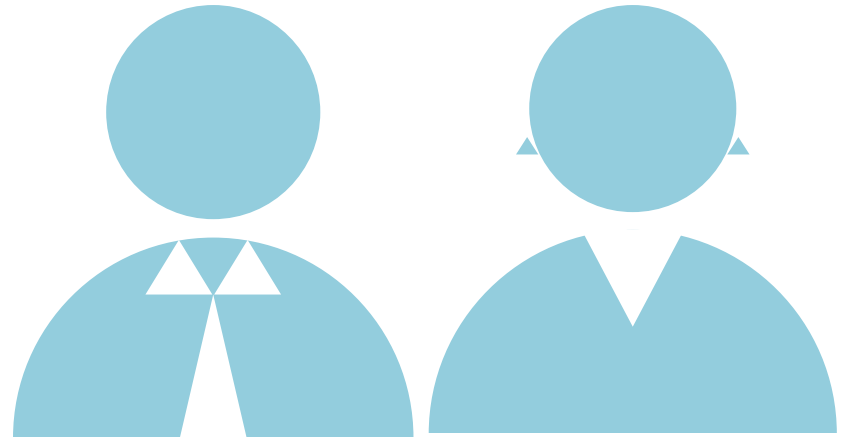
# Encourage sponsors to initiate change activities early in a project's lifecycle





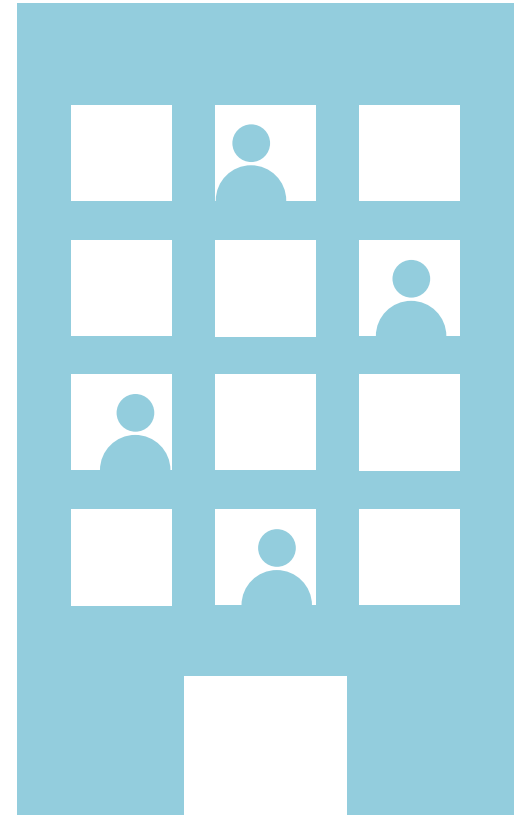
# Ensure your managers understand sponsorship

Whilst transformational changes are led by expert consultants...



# Ensure your managers understand sponsorship

...smaller changes are led by managers in addition to their regular activities.



# Ensure sponsors understand their responsibilities



# Sponsor roadmap document

Sponsor Road Map

Sponsor name & position:

Overview of change initiative:

Role(s) of sponsor in change initiative:

Visionary

Sponsor

Speech-maker

Purse-holder

Unblocker

Planner

Mediator

Please elaborate on the role of the sponsor in the change initiative:

SPONSOR COMMITMENTS: Internal Stakeholders

What	When	Contact / Organizer	Details
E.g. podcast to staff	Weekly	Comms Department - social media	Update of progress, decisions made. Includes demos of new systems where available. 1 interview per podcast with a stakeholder. Film of other engagement events.

Change Activation Toolkit

Change Activation Toolkit 1.0 Beta - Survey Learning Pilot - Unauthorised use or duplication prohibited

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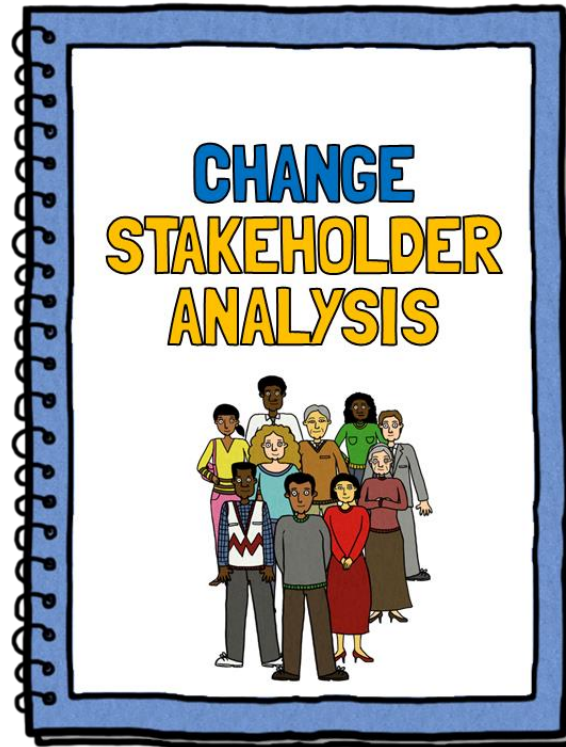
# Don't agree to a change project without sponsor commitment



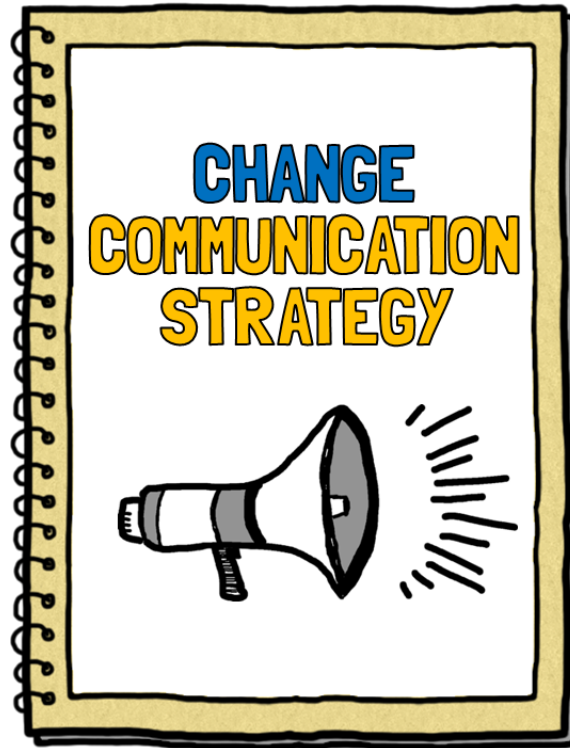
# Ensure sponsors understand how the change supports the organizational strategy



# Sponsors are stakeholders



# Sponsor communication strategy





# Ensure sponsors are regularly receiving the right messages about the change

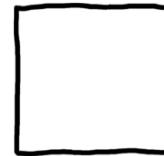


# Involvement in decision making

**Yes**



**No**



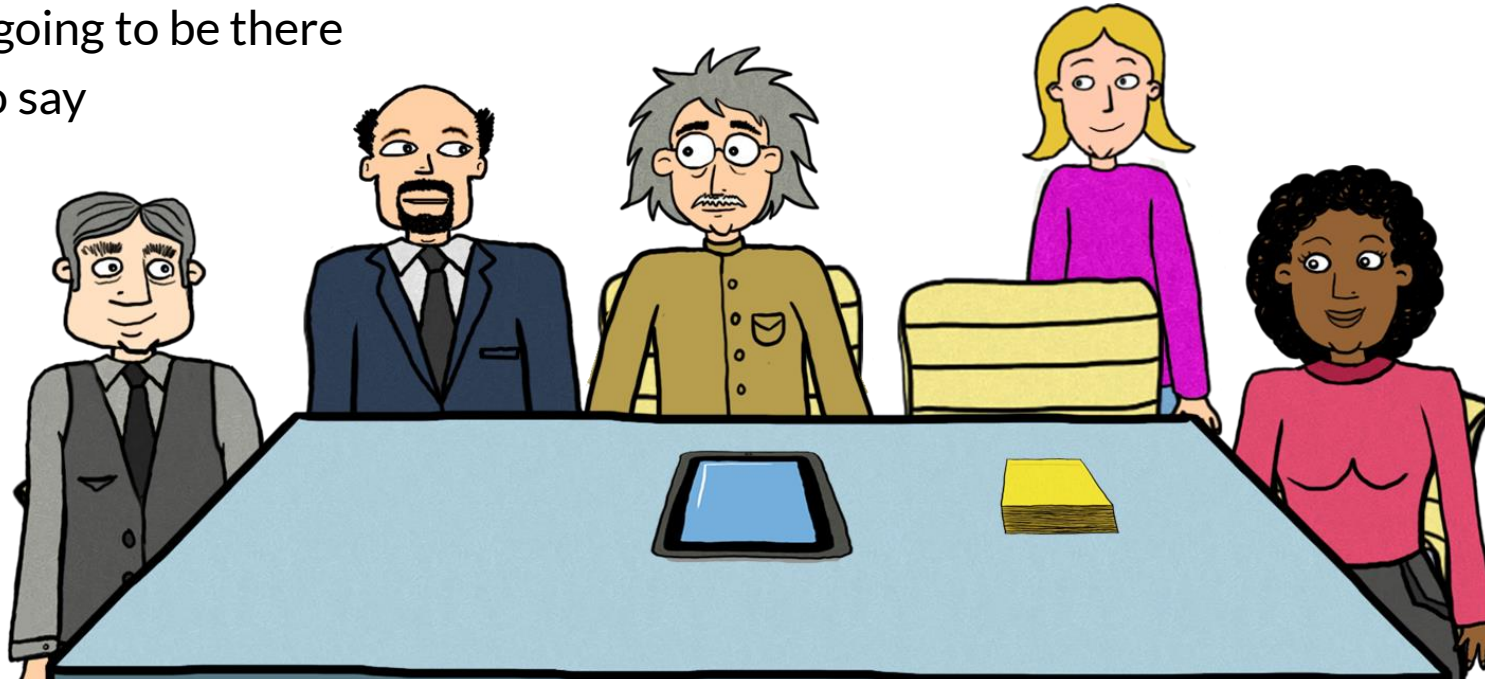
# Encourage behind-the-scenes support

根回し

Nemawashi

# Invite sponsors to attend meetings

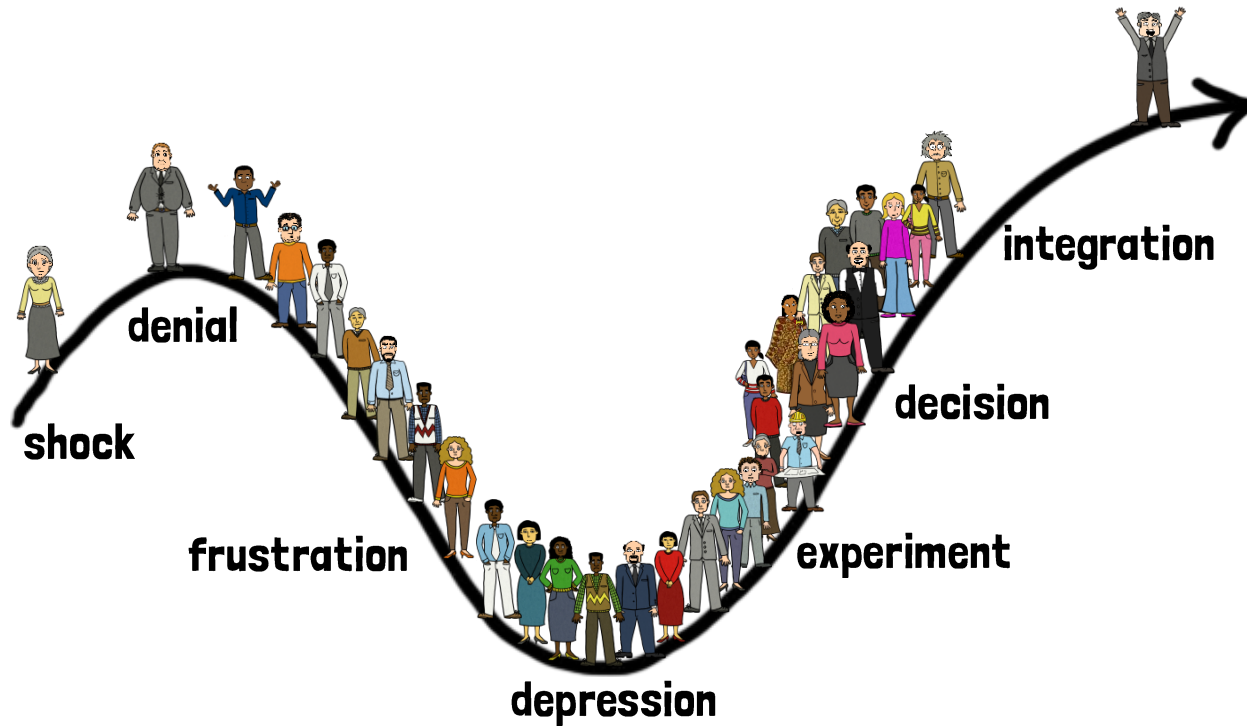
- “What interests my boss fascinates me”
- Prep sponsors beforehand
  - Who is going to be there
  - What to say



# Assign your sponsors regular tasks

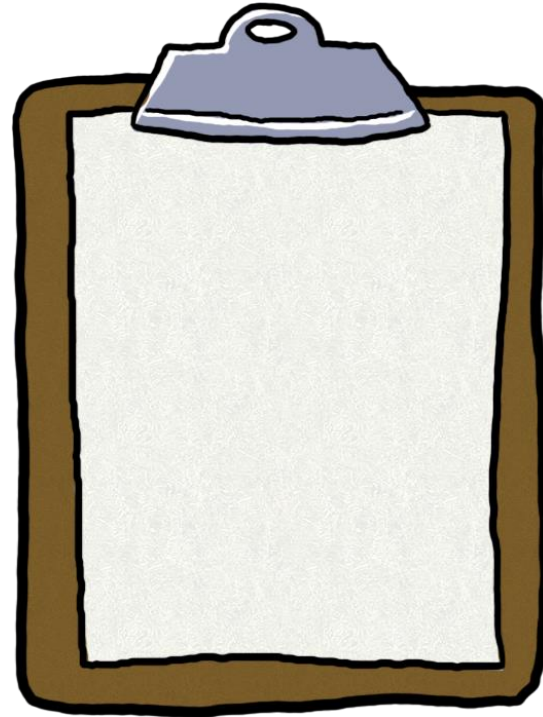


# Ensure sponsors aren't way out front on the change curve



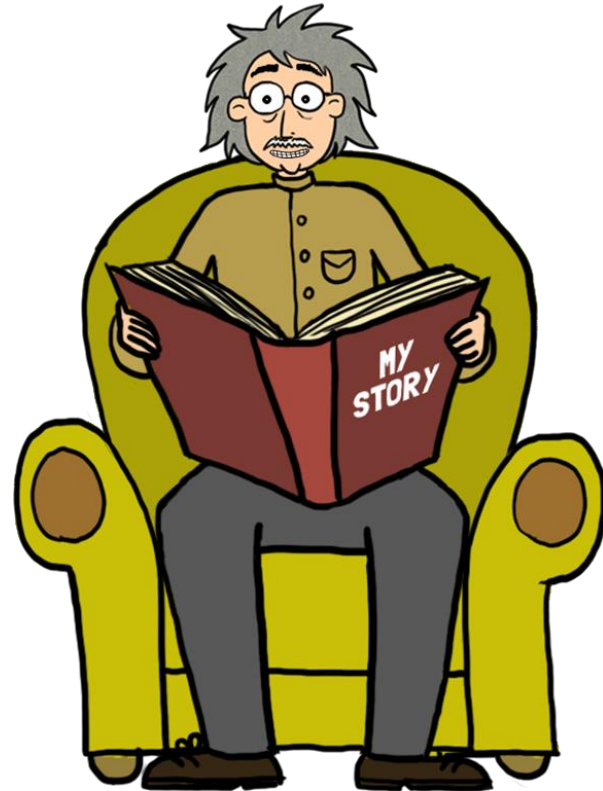
# Change-on-a-page

- Key details about the change
- Objectives of the change project
- Benefits for customer, organization and team
- Timing (where known)
- Stakeholder map
- Talking points



# Make sponsor coalitions easy

- Create a suggested agenda
- First session could involve the Sponsorship Self Assessment Tool
- Encourage them to tell their war-stories and what they learned as a result
- Set up regular meeting times
- Reminders
- Venue and snacks





# Give sponsors options for how to be visible

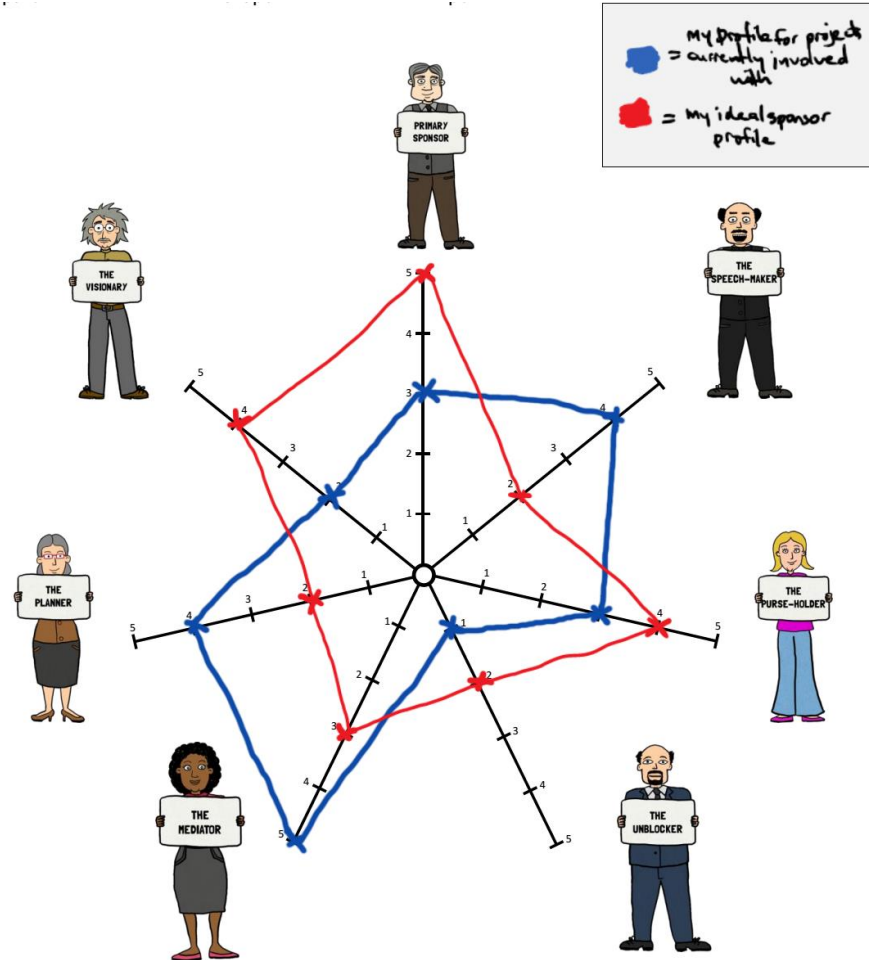
- Which meetings to attend
- When a mention of the project might be helpful
- How they could be enacting the change themselves



# Help sponsors to understand the way they sponsor



# My sponsorship profile



# How to use the sponsor self assessment tool

- Change kick-off sessions / review meetings
- Introductory activity at a senior executive meeting
- Lunch and learn sessions
- Via webinar / conference calls
- During executive coaching sessions
- Senior leaders to introduce to peers/colleagues
- Show 2 minute 'Effective Sponsorship' video

My sponsorship profile

1. Indicate how much you embody each sponsor characteristic in change projects you are CURRENTLY INVOLVED with, by marking a point on each axis, where 0 means that you do not embody that characteristic in any way and 5 indicates that you completely embody that characteristic.

2. Join the marks to form a shape.

3. Now using a different colour marker, indicate how you would IDEALLY embody each sponsor characteristic in change projects GOING FORWARD by marking a point on each axis.

4. Join the marks to form a shape.

Questions:

- Did you place the marks on the same places on each of the seven sponsor characteristics?
- Do the two shapes formed by joining the marks look different? Why?
- What commitments can you make to ensure that you transition to your ideal sponsorship style going forward?

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# 20 tips for engaging your sponsors

1. Ensure your sponsors understand the basics
2. Avoid change jargon
3. Appreciative enquiry
4. Encourage sponsors to initiate change activities early in a project's lifecycle
5. Don't agree to a change project without sponsor commitment
6. Ensure sponsors understand their responsibilities
7. Sponsor roadmap document
8. Ensure sponsors understand how the change supports the organizational strategy
9. Sponsors are stakeholders
10. Sponsor communication strategy
11. Ensure sponsors are regularly receiving the right messages about the change
12. Involvement in decision making
13. Encourage behind-the-scenes support
14. Invite sponsors to attend meetings
15. Assign your sponsors regular tasks
16. Ensure sponsors aren't way out front on the change curve
17. Change-on-a-page
18. Make sponsor coalitions easy
19. Give sponsors options for how to be visible
20. Help sponsors to understand the way they sponsor

# Peter Drucker



# Our gifts -> your takeaways

- This presentation deck
- Change sponsor assessment tool
- Change sponsor roadmap tool
- Access to Effective Sponsorship videos
- Top tips for engaging sponsors PDF
- Article “Leading change from the top down”



### My sponsorship profile

- Indicate how much you embody each sponsor characteristic in change projects you are CURRENTLY INVOLVED with, by marking a point on each axis, where 0 means that you do not embody that characteristic in any way and 5 indicates that you completely embody that characteristic.
- Join the marks to form a shape.
- Now using a different colour marker, indicate how you would IDEALLY embody each sponsor characteristic in change projects GOING FORWARD by marking a point on each axis.
- Join the marks to form a shape.

**Questions:**

- Did you place the marks on the same place on each of the seven sponsor characteristic?
- Do the two shapes formed by joining the marks look different? Why?
- What commitments can you make to ensure that you transition to your 'ideal sponsorship style' going forward?

### Sponsor Road Map

Sponsor name & position:

Overview of change initiative:

Role(s) of sponsor in change initiative:  
 Visionary Sponsor Speech-maker Purse-holder Unblocker Planner Mediator

Please elaborate on the role of the sponsor in the change initiative:

#### SPONSOR COMMITMENTS: Internal Stakeholders

What	When	Contact / Organizer	Details
E.g. podcast to staff	Weekly	Comms Department - social media	Update of progress, decisions made. Includes demos of new systems where available. 2 interview per podcast with a stakeholder. Film of other engagement events.

### Top Tips for Engaging & Maintaining Sponsor Involvement

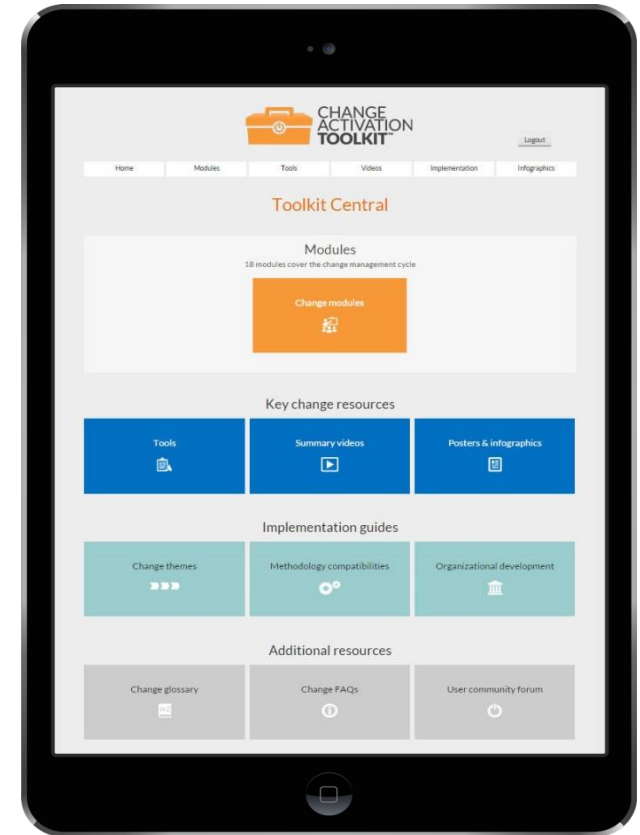
- During the planning stage or as you conduct a stakeholder analysis, identify the sponsors of your change project as a unique stakeholder group.
- Consider communication towards sponsors in your communication strategy.
- Spend time familiarising sponsors with the change methodology being used.
- Let sponsors know that they are crucial to the success of the change initiative.
- Create a 'sponsor roadmap', that details what sponsors should do, when and how they should do it.
- Assign sponsors a regular, low effort task to keep the change initiative top of their minds.
- Diplomatically alert sponsors at the beginning of the change effort that their involvement cannot be limited to a single speech or presentation.
- Encourage sponsors to meet regularly to discuss the change and their contributions towards it.
- Encourage sponsors to discuss their experiences of organizational change and what the sponsors of those changes did that made them effective.
- Keep sponsors update on the progress of the change by using the change measures you have put in place.
- Don't use sponsors as 'unblockers' (removers of obstacles) when it isn't absolutely necessary.
- Ask sponsors to boost morale by telling stories of when the organization has faced challenges in the past and has overcome them.
- Alert sponsors if they are getting too far ahead of the rest of the organization on the change curve.





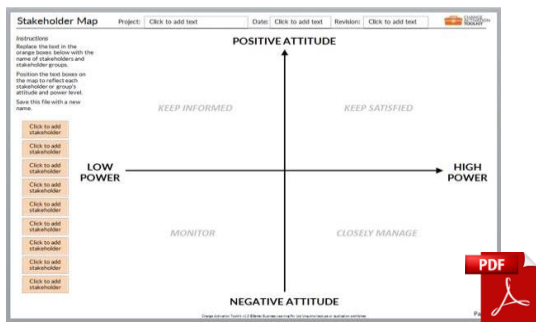


- ✓ Enterprise change management resource
- ✓ Scalable, ready-to-deploy
- ✓ Equips your people with tools and guidance they need to implement and sustain change
- ✓ Compatible with all change methodologies
- ✓ Builds change capability, capacity and understanding



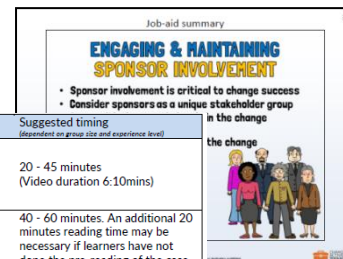
# Change Activation Toolkit features

## Tools and templates



## Workshop guides & materials

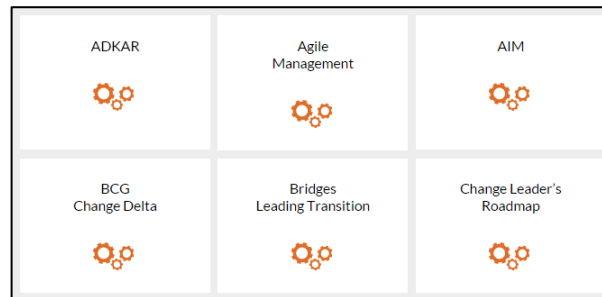
Activity	Target Audience	Suggested timing (dependent on group size and experience level)
<a href="#">Activity 1</a> Video, Group Discussion & Personal Reflections	All learners, however there is an additional reflection question for more experienced learners	20 - 45 minutes (Video duration 6:10mins)
<a href="#">Activity 2</a> Case study: Leading Change from the Top Down	All learners	40 - 60 minutes. An additional 20 minutes reading time may be necessary if learners have not done the pre-reading of the case study.
<a href="#">Activity 3</a> The Sponsor Roadmap	Learners new to change	20 - 30 minutes
<a href="#">Wrap-up &amp; commitments</a>	All learners	15 minutes



## Summary videos



## Implementation roadmaps



# Modules cover the change cycle

Thinking About  
Organizational  
Change



Projects & Change  
Management



Why Changes  
Fail



Choosing a Change  
Management  
Methodology



Change  
Stakeholder  
Analysis



Change  
Readiness  
Assessment



Conducting  
Gap Analysis



Engaging &  
Maintaining  
Sponsor Involvement



Creating a  
Communication  
Strategy



Choosing  
Communication  
Channels



Telling  
Stories



Accommodating  
Different  
Communication  
Styles



Inspiring Action  
not Despair



Four Common  
Responses to  
Change



Managing  
Resistance



Culture and  
Change



Learning &  
Coaching as  
Change Enablers



Measuring  
Change  
Effectiveness



# Worldwide adoption



Florida Power and Light

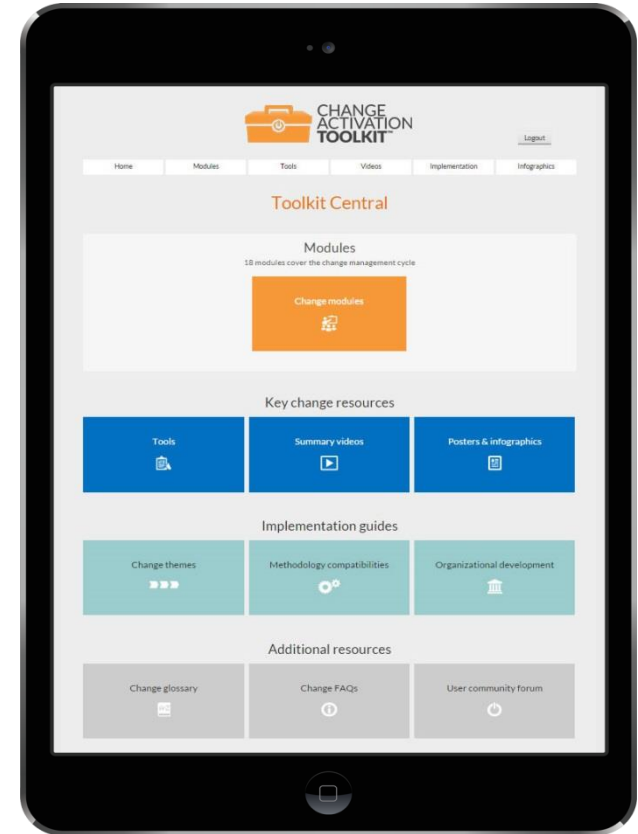


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# End-of-year special offer

- 20% discount for orders made by December 31<sup>st</sup> 2016
- Includes two mentoring and customization sessions
- Updates provided



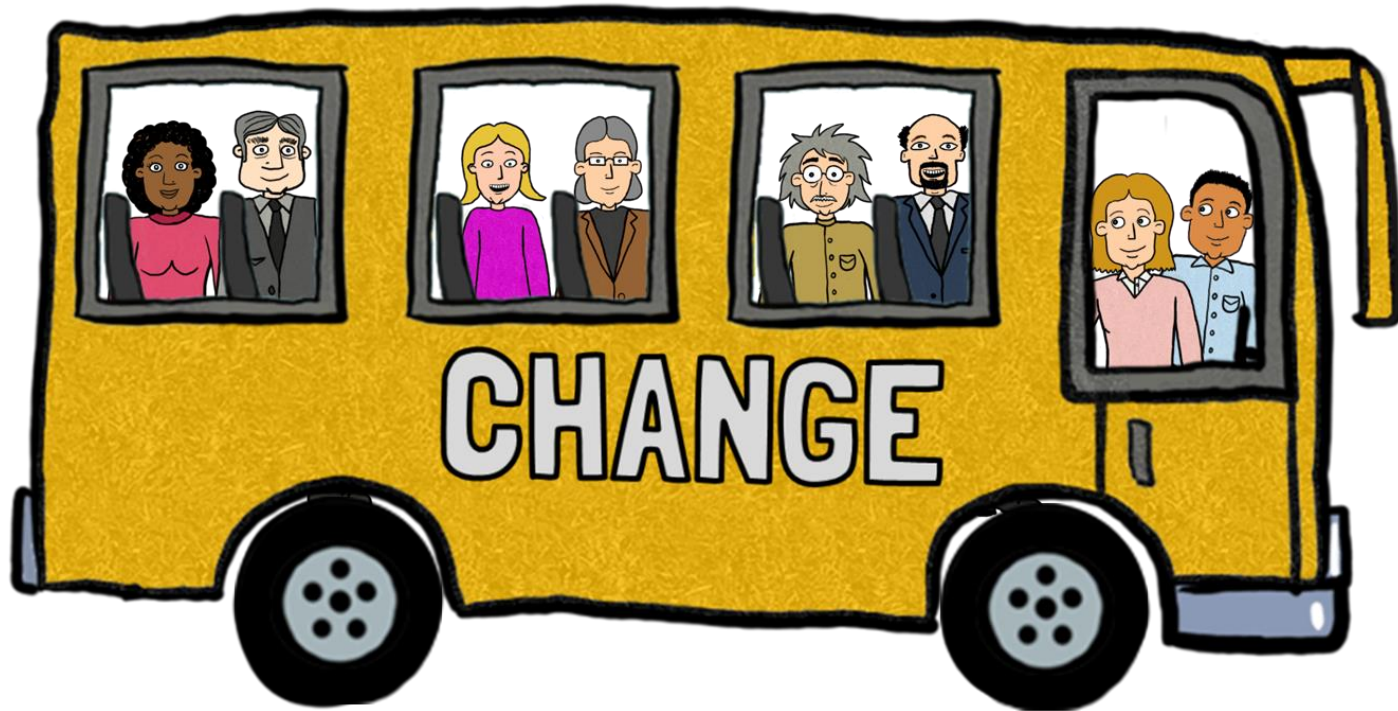
# 2016 Pricing

Full-time employee count	License <i>One-off fee</i>		Optional Web portal hosting <i>Annual fee</i>	
	USD	CDN	USD	CDN
0 to 500	\$8,950	\$11,700	\$2,950	\$3,850
500 to 1,000	\$11,150	\$14,500	\$4,950	\$6,450
1,000 to 2,500	\$16,150	\$21,150	\$5,950	\$7,750
2,500 to 5,000	\$25,450	\$33,300	\$7,950	\$10,400
5,000 to 10,000	\$34,450	\$45,100	\$8,950	\$11,700
10,000 to 25,000	\$44,950	\$58,850	\$9,950	\$13,000
25,000 to 50,000	\$67,450	\$88,350	\$14,950	\$19,550
Over 50,000	Contact us		Contact us	

# 2016 End of year special

Full-time employee count	License <i>One-off fee</i>				Optional Web portal hosting <i>Annual fee</i>			
	USD		CDN		USD		CDN	
0 to 500	<del>\$8,950</del>	\$7,160	<del>\$11,700</del>	\$9,360	<del>\$2,950</del>	\$2,360	<del>\$3,850</del>	\$3,080
500 to 1,000	<del>\$11,150</del>	\$8,920	<del>\$14,500</del>	\$11,600	<del>\$4,950</del>	\$3,960	<del>\$6,450</del>	\$5,160
1,000 to 2,500	<del>\$16,150</del>	\$12,920	<del>\$21,150</del>	\$16,920	<del>\$5,950</del>	\$4,760	<del>\$7,750</del>	\$6,200
2,500 to 5,000	<del>\$25,450</del>	\$20,360	<del>\$33,300</del>	\$26,640	<del>\$7,950</del>	\$6,360	<del>\$10,400</del>	\$8,320
5,000 to 10,000	<del>\$34,450</del>	\$27,560	<del>\$45,100</del>	\$36,080	<del>\$8,950</del>	\$7,160	<del>\$11,700</del>	\$9,360
10,000 to 25,000	<del>\$44,950</del>	\$35,960	<del>\$58,850</del>	\$47,080	<del>\$9,950</del>	\$7,960	<del>\$13,000</del>	\$10,400
25,000 to 50,000	<del>\$67,450</del>	\$53,960	<del>\$88,350</del>	\$70,680	<del>\$14,950</del>	\$11,960	<del>\$19,550</del>	\$15,640
Over 50,000	Contact us				Contact us			

# Q&A





# Videos

- Engaging and Maintaining Sponsor Involvement
- <https://vimeo.com/195414849>
- Effective Sponsorship (for sponsor viewing)
- <https://vimeo.com/195414856>
- **Password: december2016**