

How to engage your leaders for change

Welcome to the webinar! We'll get started shortly



www.changeactivation.com

Welcome and introduction



Gavin Wedell

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About Change Activation



Introductory change management guides



Enterprise change management resource suite

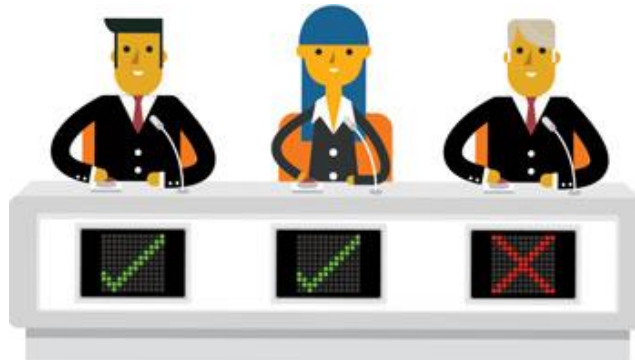


changeplan.co

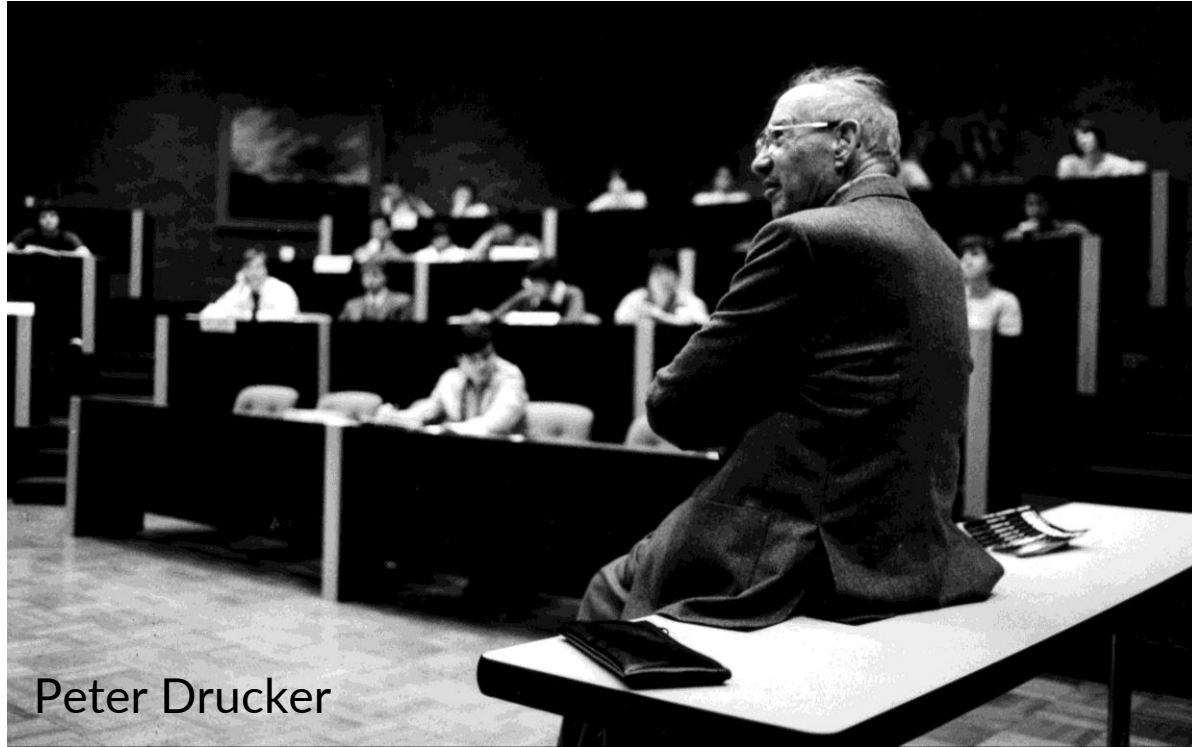
Change planning platform launching soon

Agenda

- Educating sponsors
- 12 Tips to ensure leaders act as change ambassadors
- Sponsor self assessment tool
- Your bonus resources
- Survey



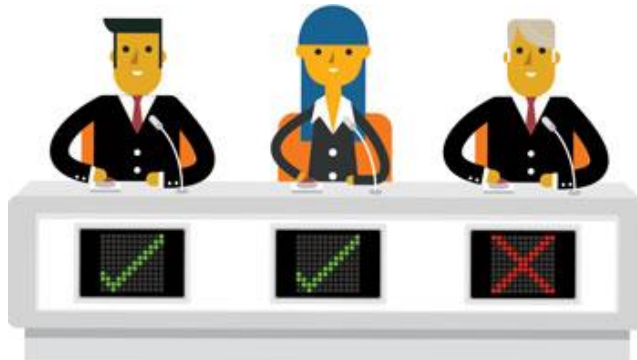
What will you do differently?



Peter Drucker

Agenda

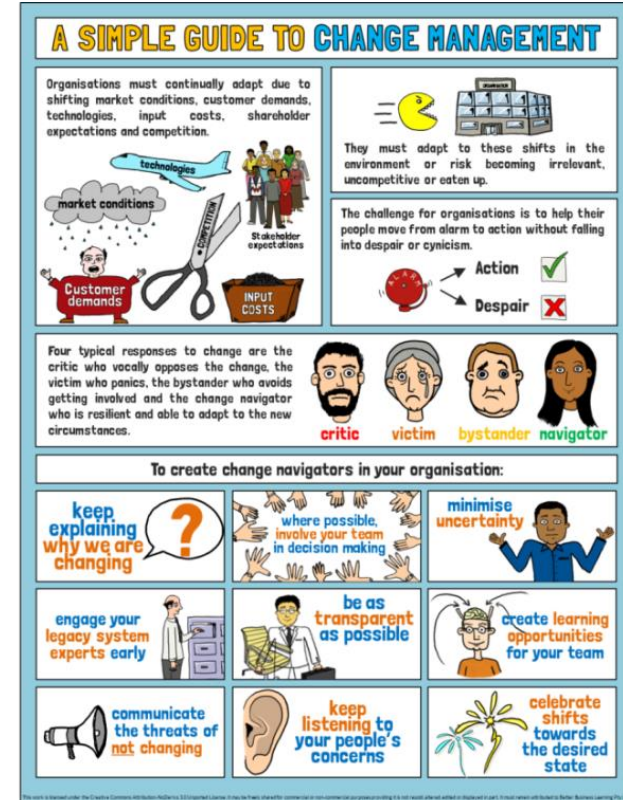
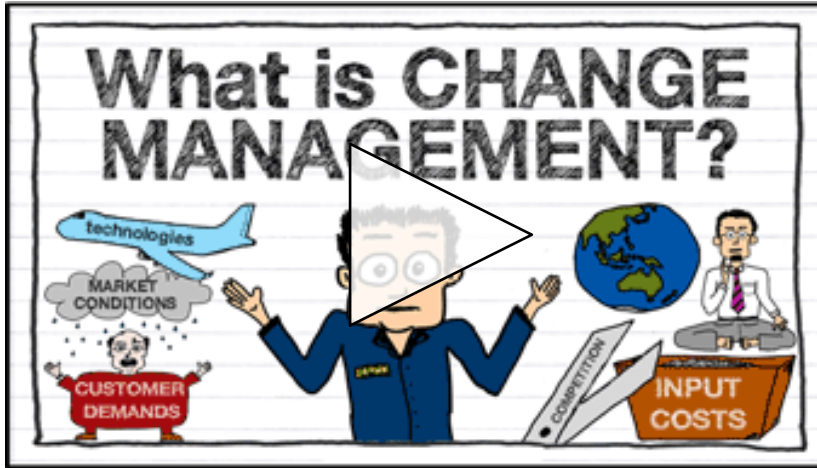
- Educating sponsors
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Educating sponsors is a key part of managing change



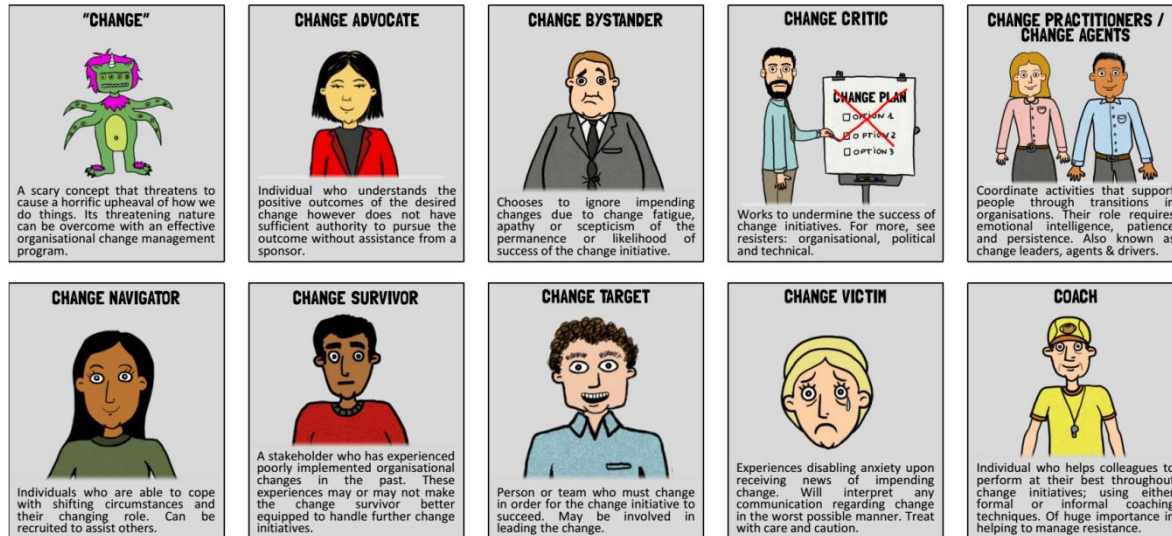
Change management 101



Download from our changeactivation.com

Change management 101

A light-hearted guide to CHANGE STAKEHOLDERS

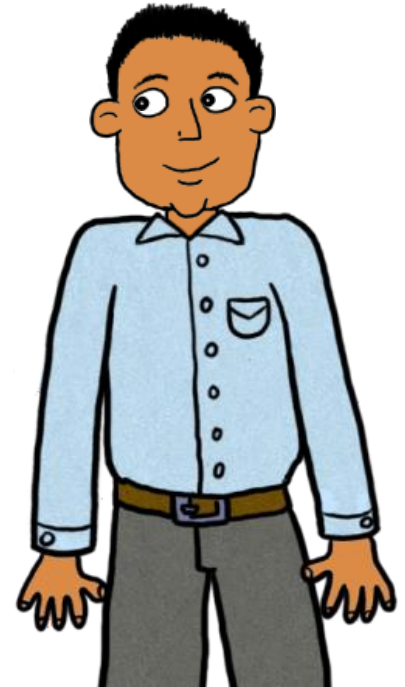


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What is sponsorship?

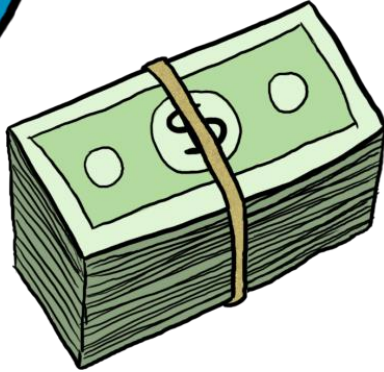
The basics

- Actively participating in the change
- Advocating for the change in a visible manner
- Building support for the change among other senior leaders
- Helping to communicate the purpose of the change and why it is important



What is sponsorship?

Delegating vs. sponsoring



What is sponsorship?

Why it 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

Source: 'Best Practices in Change Management 2016'



What is sponsorship?

Effects of inadequate change sponsorship

- Increased risk of project failure
- Increased risk of employee resistance
- Reduced credibility of those planning and implementing the change
- Decreased morale
- Future change initiatives hampered
 - Change baggage
 - Change fatigue



What is sponsorship?

Use appreciative inquiry

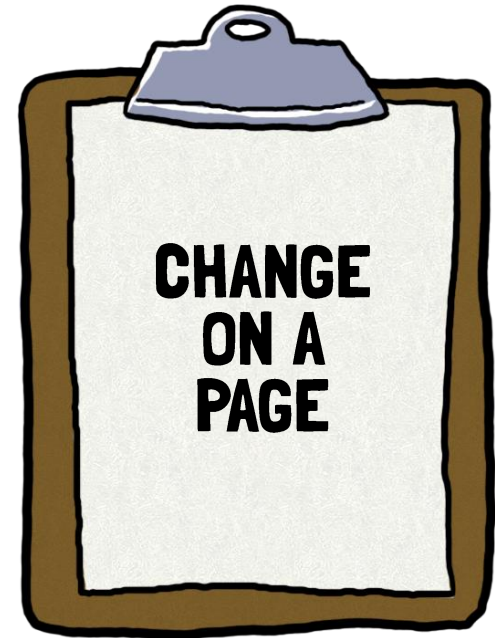
- Encourage sponsors to consider their experiences undergoing changes at work
- “What contributed to changes that were effective?”
- “What contributed to changes that were ineffective?”
- “What actions did senior leaders take that contributed to the change’s success?”



The change project

Change-on-a-page

- Provide sponsors with an easily digested summary of the change
- Objectives
- Benefits for customers, organization and team
- Timing
- Stakeholder map
- Why the change is needed
- Potential risks
- Their responsibilities
- Other talking points



The change project

Change-on-a-page summary

Objective of change project

Nullam quis risus eget urna mollis ornare vel eu leo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

Why change is needed

Nullam quis risus eget urna mollis ornare vel eu leo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

Benefits

Customers

- Nullam quis risus eget urna mollis ornare vel eu leo. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

Organization

- Nullam id dolor id nibh ultricies vehicula. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Donec ullamcorper nulla non metus auctor fringilla.

Colleagues

- Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit. Donec ullamcorper nulla non metus auctor fringilla.

Change leader

John Smith johnsmith@company.com

Estimated go-live date

1st May2017

Stakeholders

Impacted

- Individual name
- Individual name
- Individual name
- Group name
- Group name

Influencers

- Influencer name
- Influencer name
- Influencer name

Estimated costs

- \$xxx.xx

Potential risks

- Nullam quis risus eget
- urna mollis ornare vel eu leo
- Cum sociis natoque penatibus et magnis dis

The change project

How it supports the organizational strategy



The change project

Risks of failure

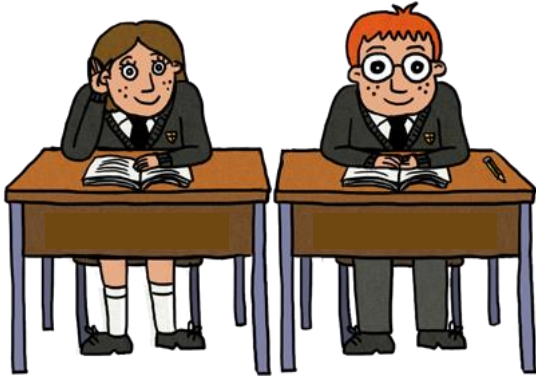


What do we stand to
lose if this change is
not successful

Use stories from both
within the organization
and from broader history

Learning principles

Auditory & visual



Keep it simple

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



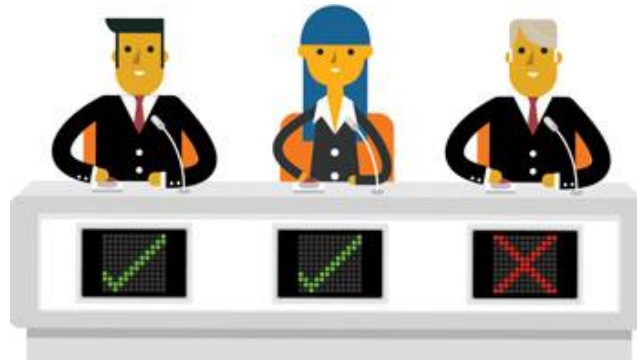
Avoid jargon

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

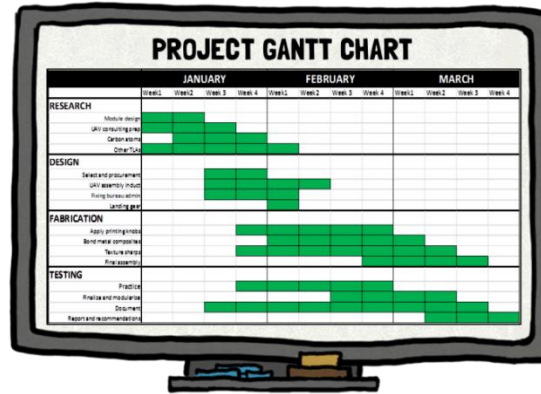
Source: changedesigns.net

Agenda

- Educating sponsors
- 12 Tips to ensure leaders act as change ambassadors
- Sponsor self assessment tool
- Your takeaway resources

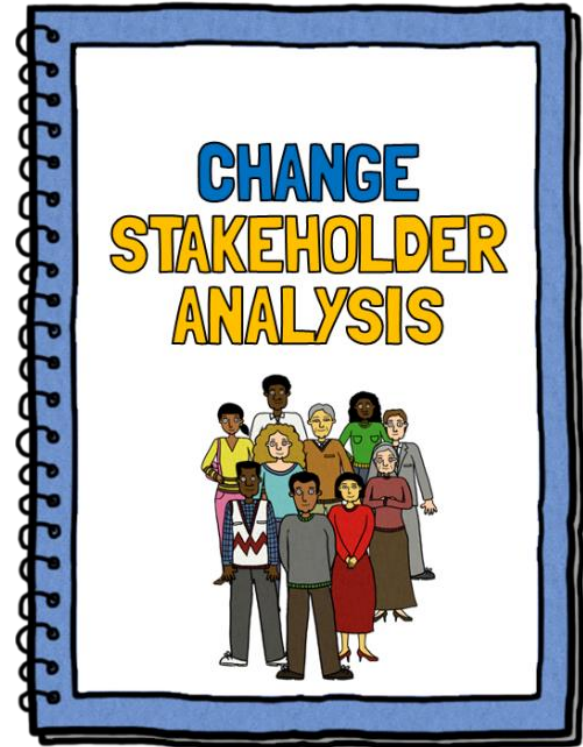


1. Encourage sponsors to initiate change activities early in a project's lifecycle

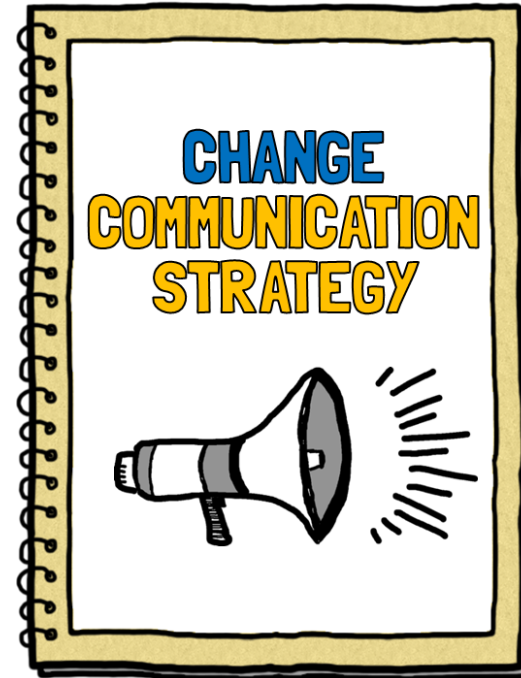


2. Identify sponsors are stakeholders

- Categorize sponsors as a discrete stakeholder group when you perform stakeholder analysis
- Consider
 - their attitude toward the change
 - their influence level
 - their history supporting change projects
 - their strengths & weaknesses



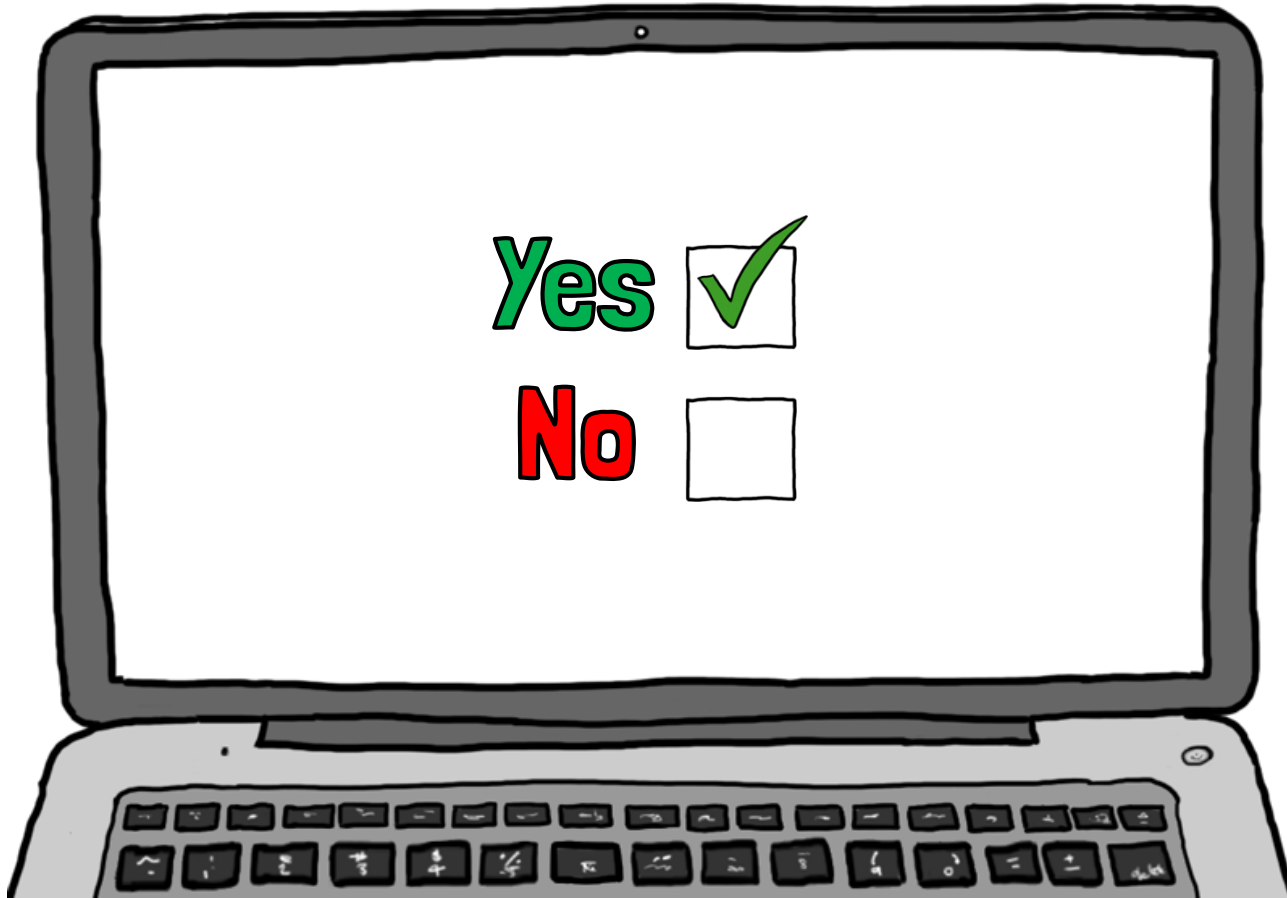
3. Have a sponsor engagement strategy



4. Ensure sponsors are regularly receiving the right messages about the change



5. Involve sponsors in decision making



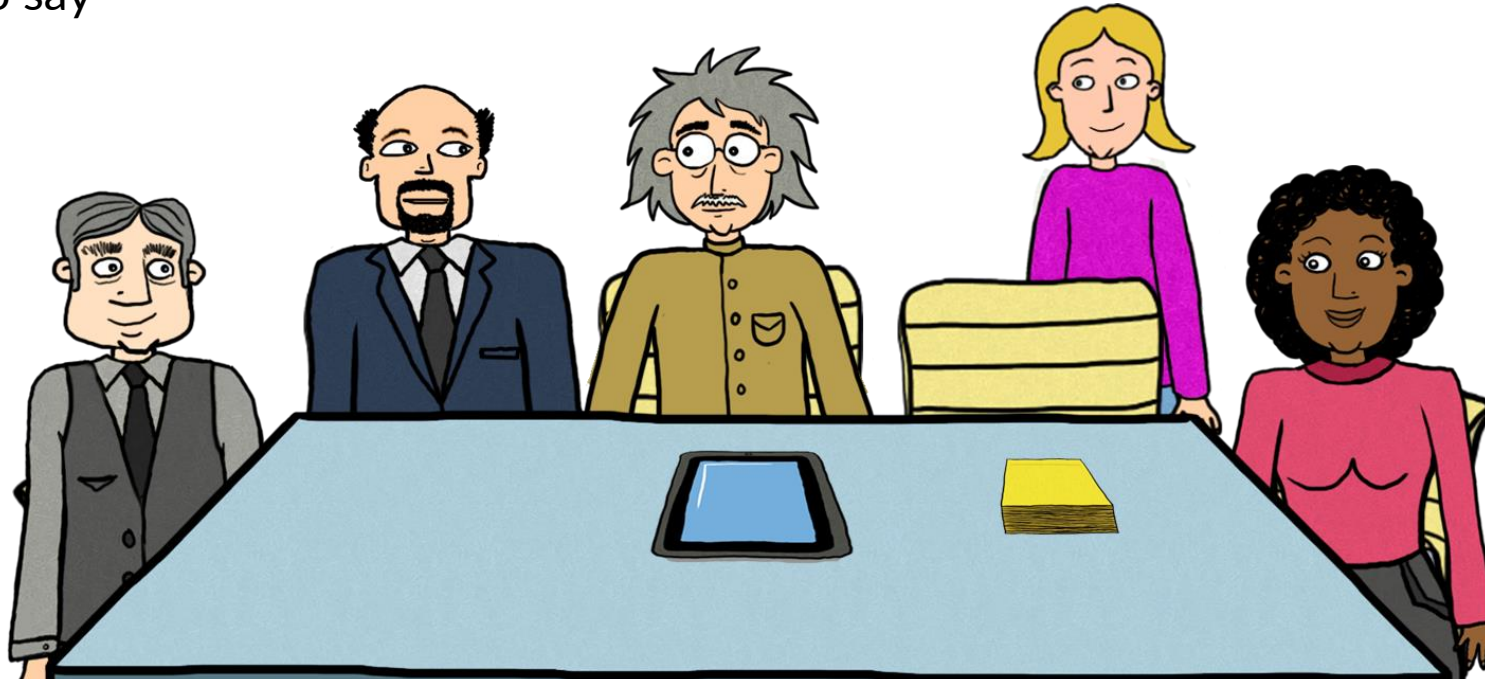
6. Encourage Nemawashi

根回し

The informal process of quietly laying the foundation for some proposed change or project, by talking to the people concerned, gathering support and feedback

7. Invite sponsors to attend meetings

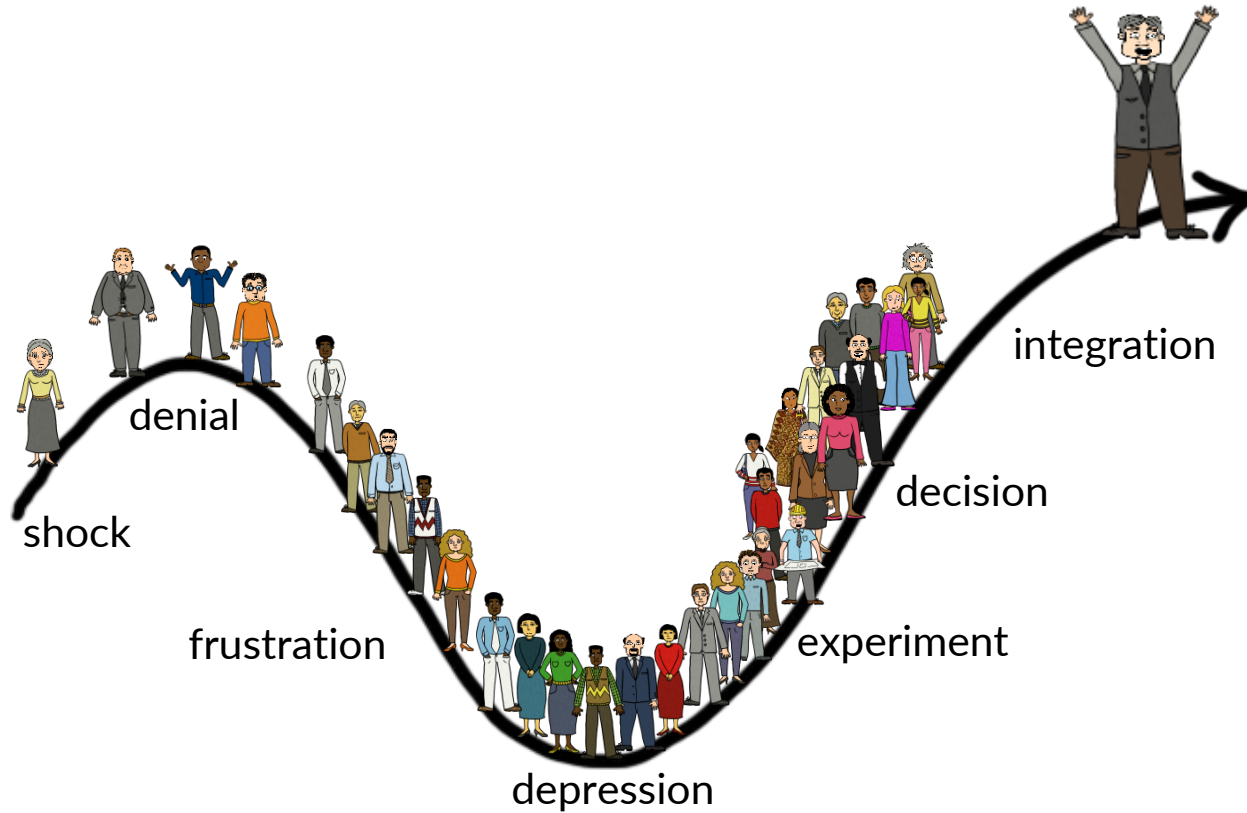
- What interests my boss fascinates me
- Prep beforehand
 - Who is going to be there
 - What to say



8. Assign your sponsors regular tasks



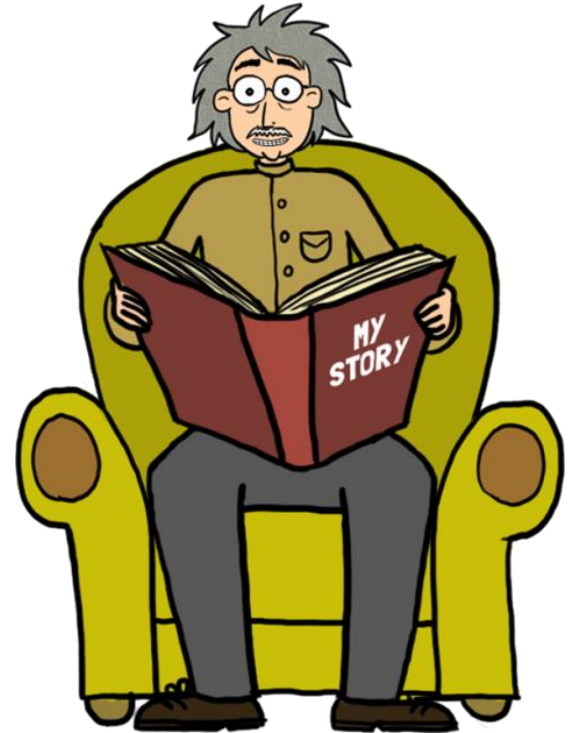
9. Ensure sponsors aren't way out front on the change curve



Kubler Ross Change Curve

10. Establish a change sponsor community of practice

- Create a suggested agenda
- Encourage sponsors to tell their 'war-stories', and what they learned as a result
- Promote regular meeting times
- Reminders/venue/snacks
- First session could involve the Sponsorship Self Assessment Tool



11. Give sponsors concrete 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



12. Don't agree to lead a change project without sponsor commitment

- Responsibilities
- Visibility
- Meeting attendance
- Resource allocation
- Support overcoming hurdles
- Post project reinforcement
- Use a sponsor roadmap worksheet

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

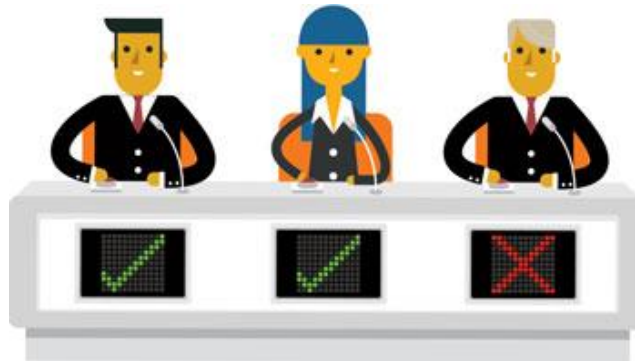
What	When	Contact / Organizer	Details
E.g. podcast to staff	Weekly	Comms Department + social media	Update of progress, decisions made. Includes demos of new systems where available. 1 interview per podcast with a stakeholder. Film of other engagement events.

 **CHANGE
ACTIVATION
TOOLKIT**

Page 1 of 2

Agenda

1. How to ensure leaders understand the importance of their sponsorship of change
2. 12 Tips to ensure leaders act as change ambassadors
3. **Sponsor self assessment tool**
4. Your bonus resources

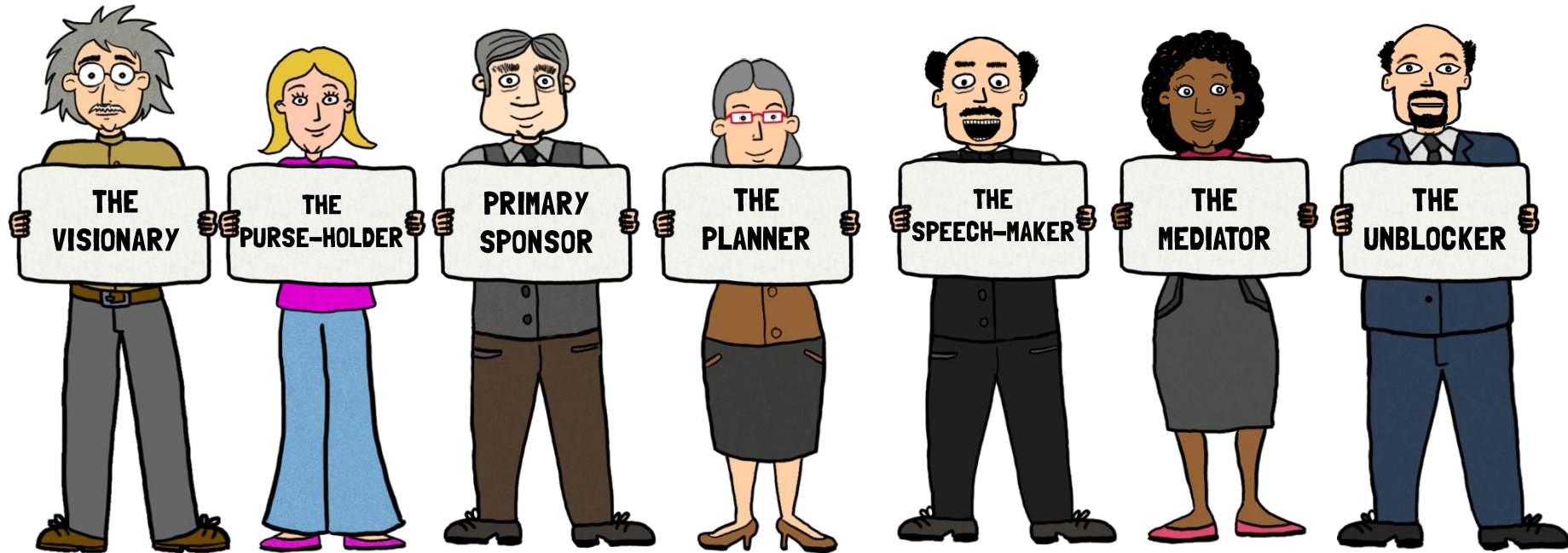


Your Video

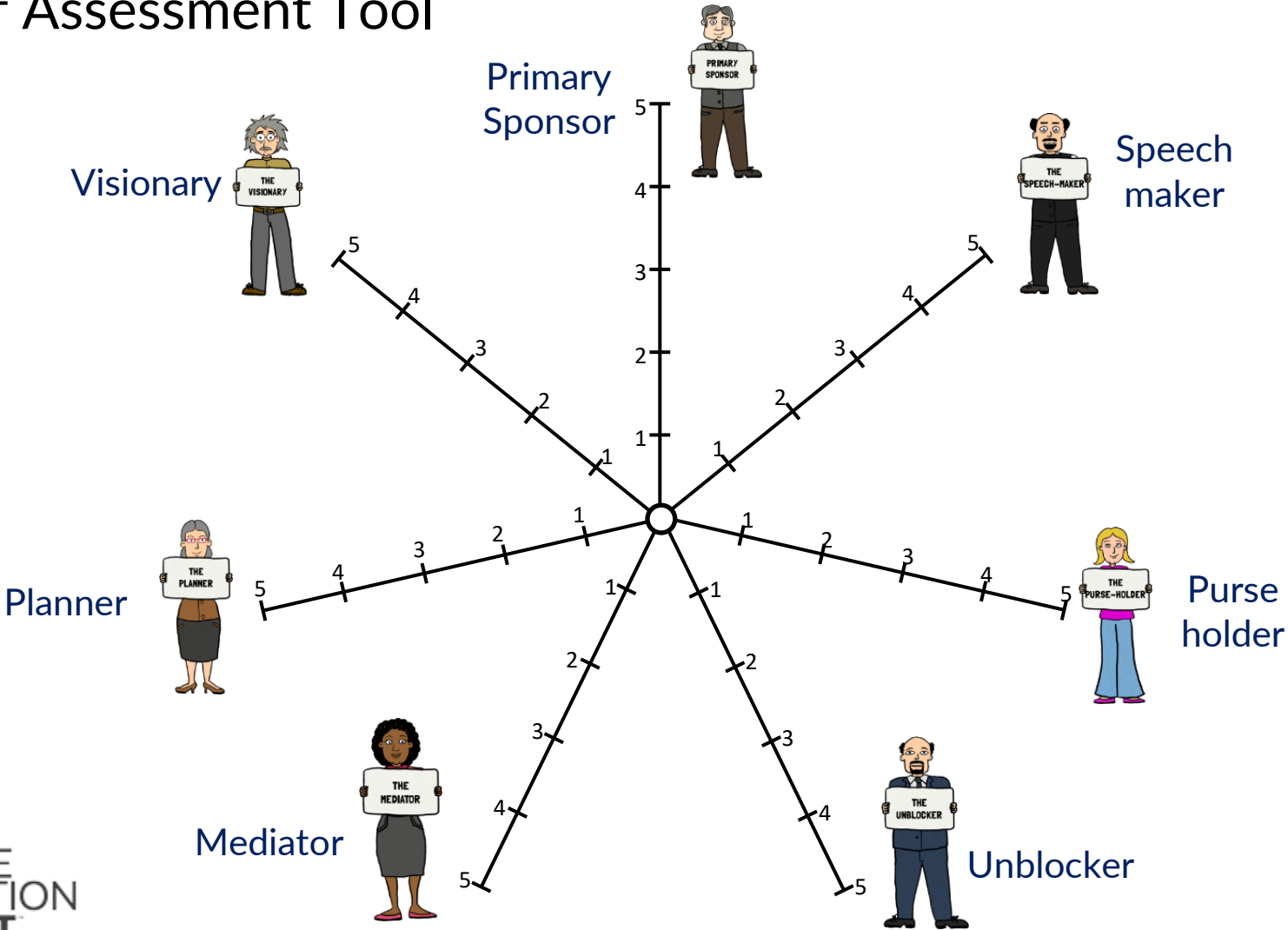
EFFECTIVE SPONSORSHIP



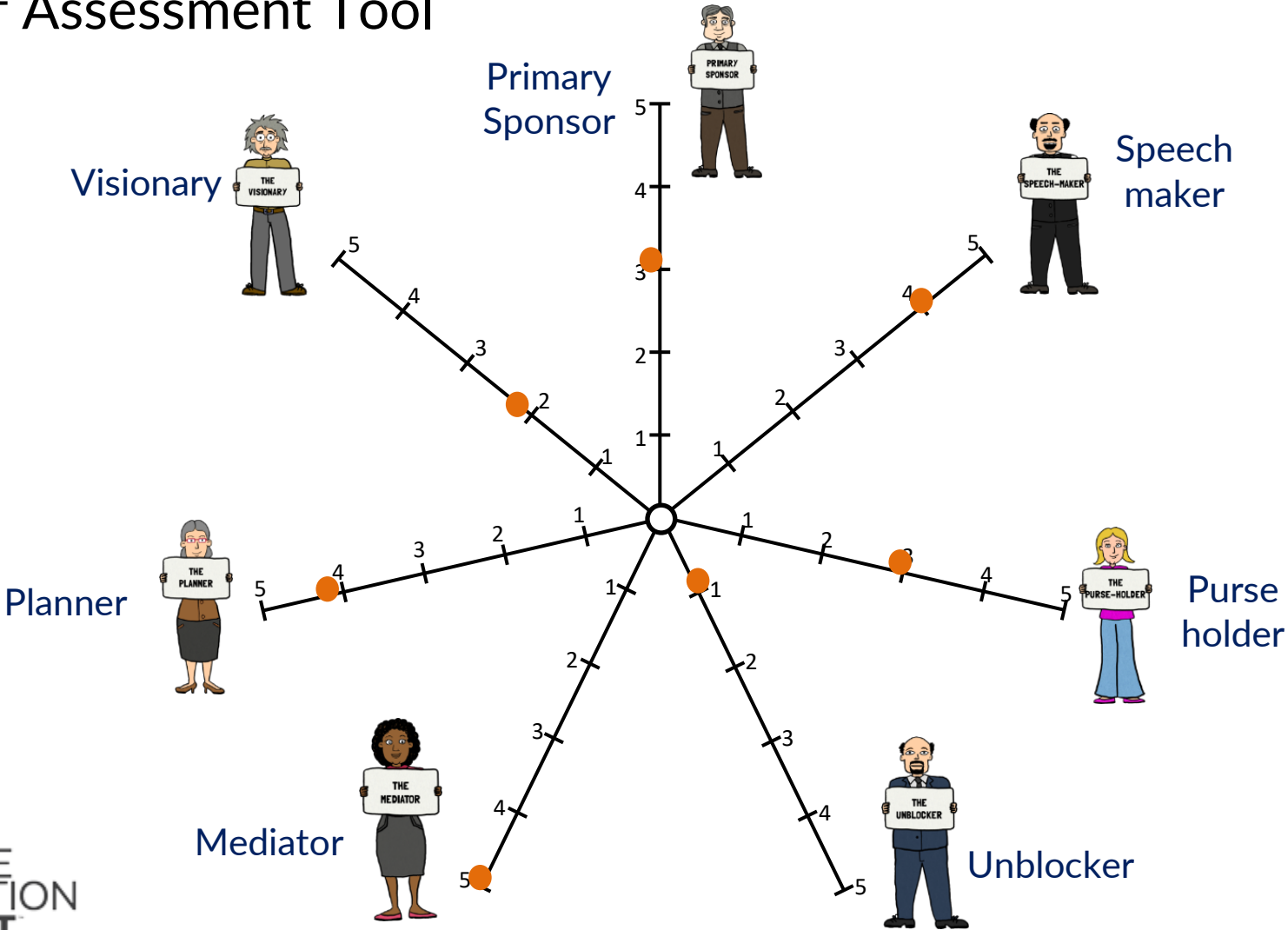
Help leaders understand their strengths and weaknesses as sponsors of change



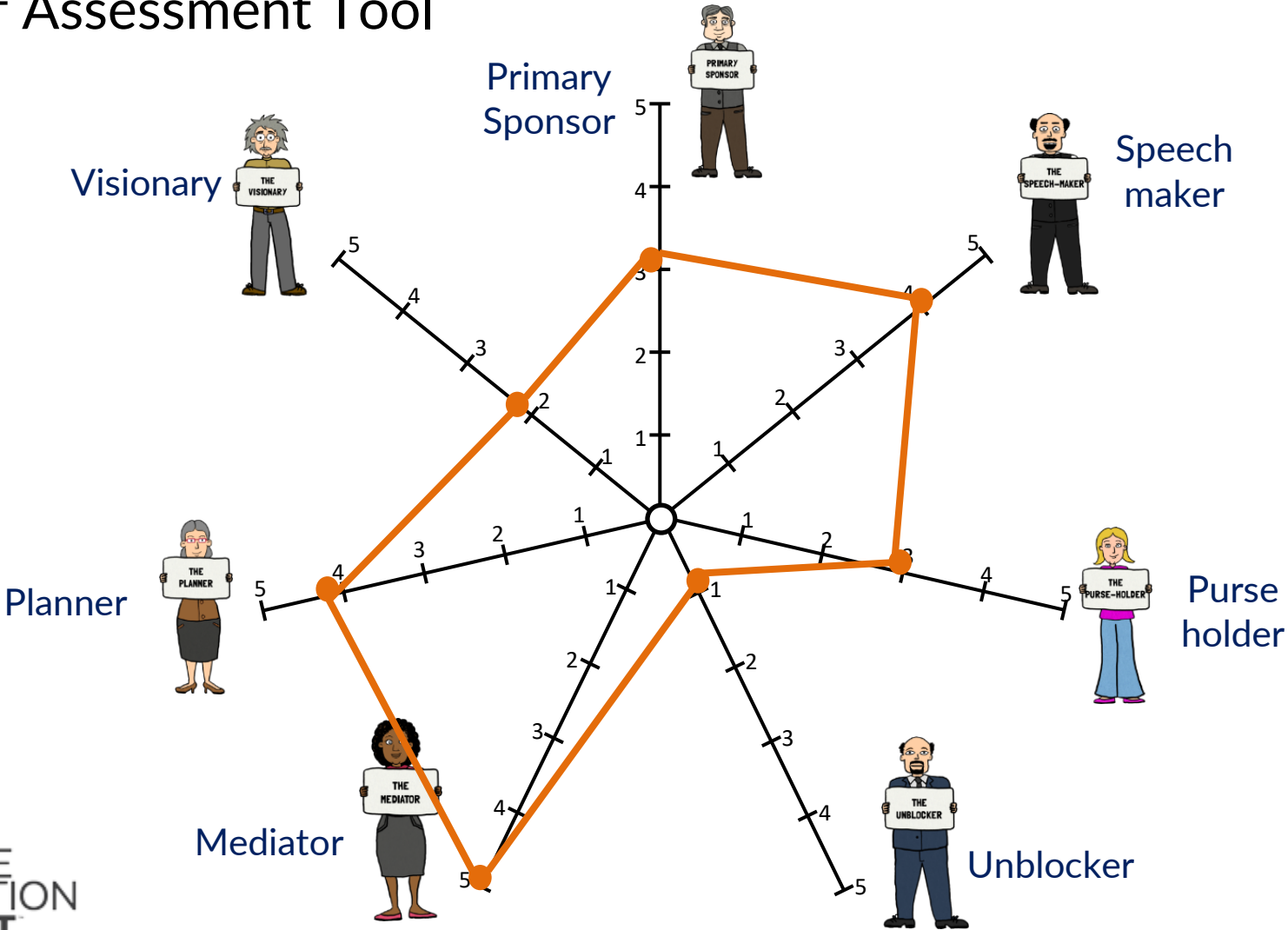
Sponsor Self Assessment Tool



Sponsor Self Assessment Tool

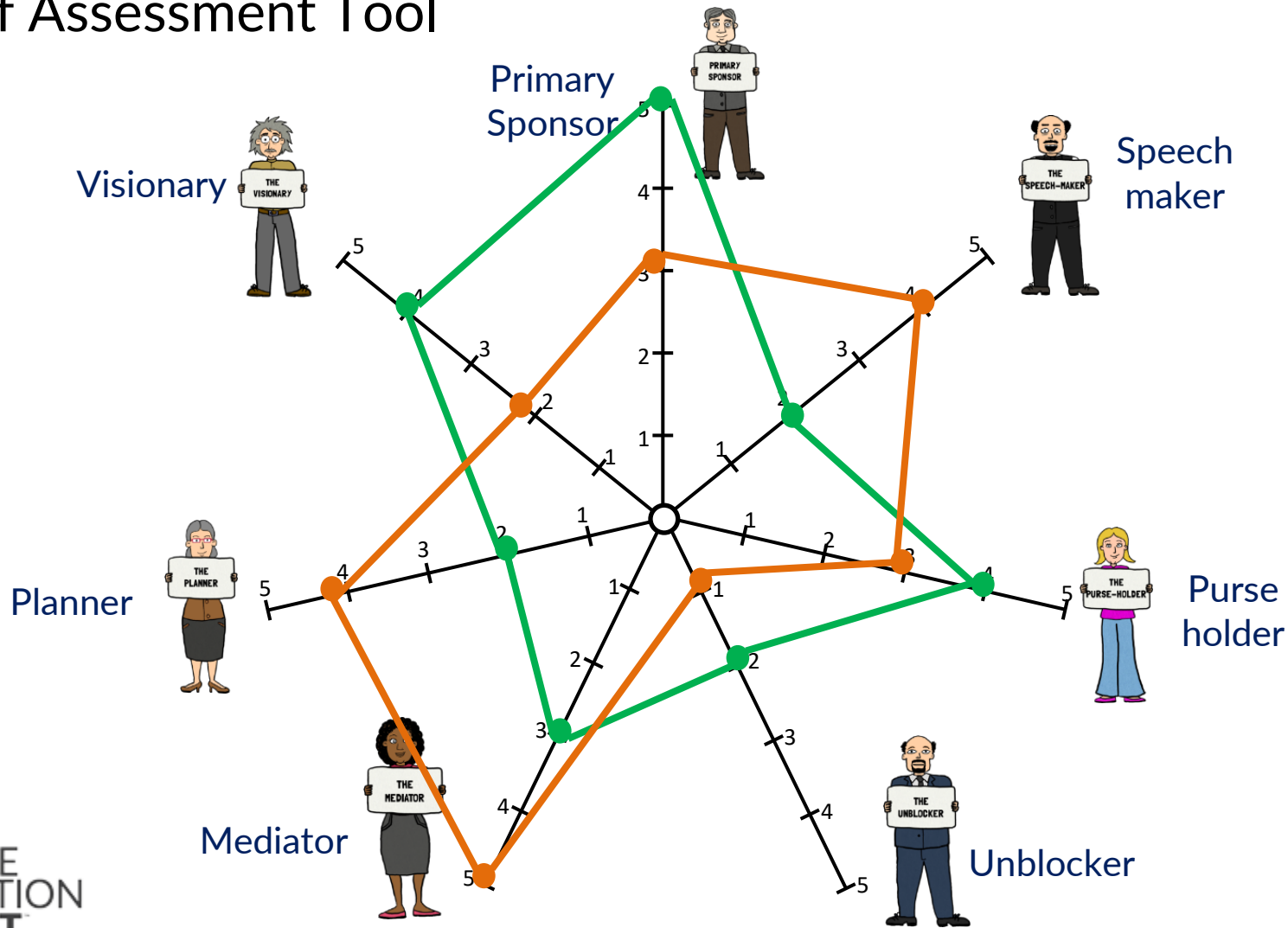


Sponsor Self Assessment Tool



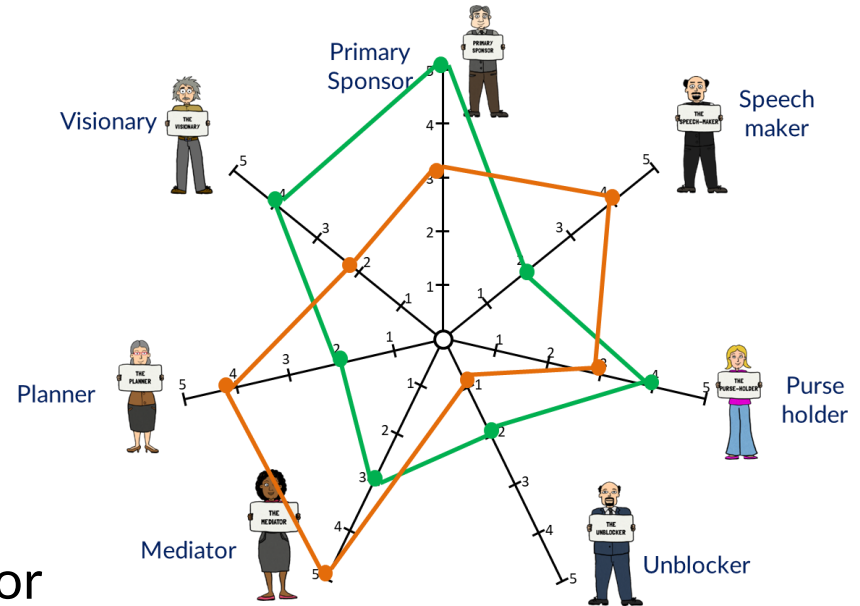
Sponsor Self Assessment Tool

CURRENT
IDEAL



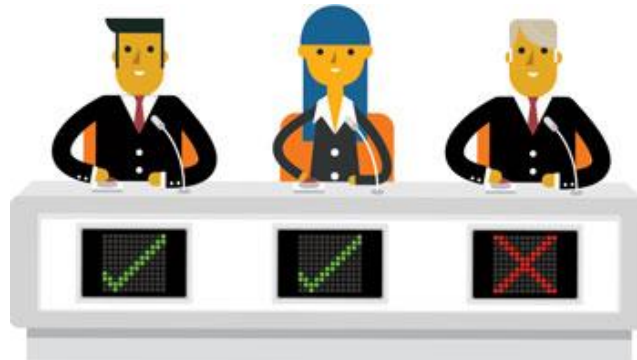
Ways to use the Sponsor Self Assessment tool

- Use with 'Effective Sponsorship' video
- Change kick-off sessions
- Senior leadership meetings
- Lunch & learn sessions
- Via webinar/conference call
- Executive coaching sessions
- Encourage senior leaders to use for peer learning



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18 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

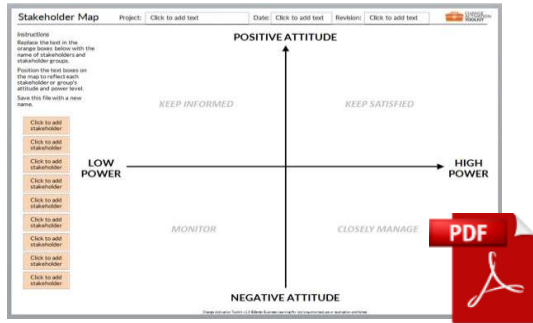


Measuring
Change
Effectiveness



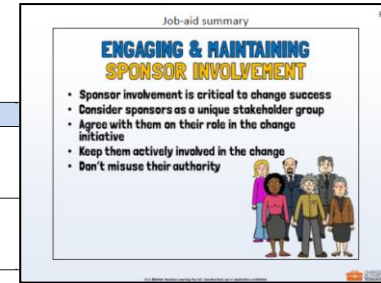


30+ Tools & templates



Workshop guides & materials

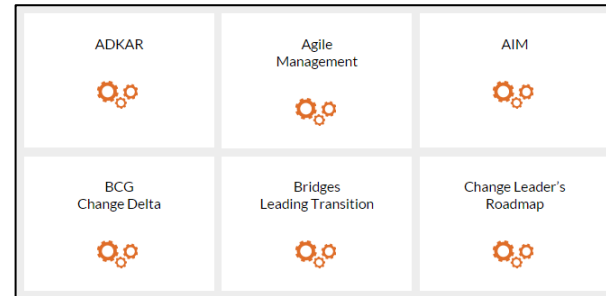
Activity	Target Audience
Activity 1 Video, Group Discussion & Personal Reflections	All learners, however there is an additional reflection question for more experienced learners
Activity 2 Case study: Leading Change from the Top Down	All learners
Activity 3 The Sponsor Roadmap	Learners new to change
Wrap-up & commitments	All learners



20+ Summary videos



Implementation roadmaps





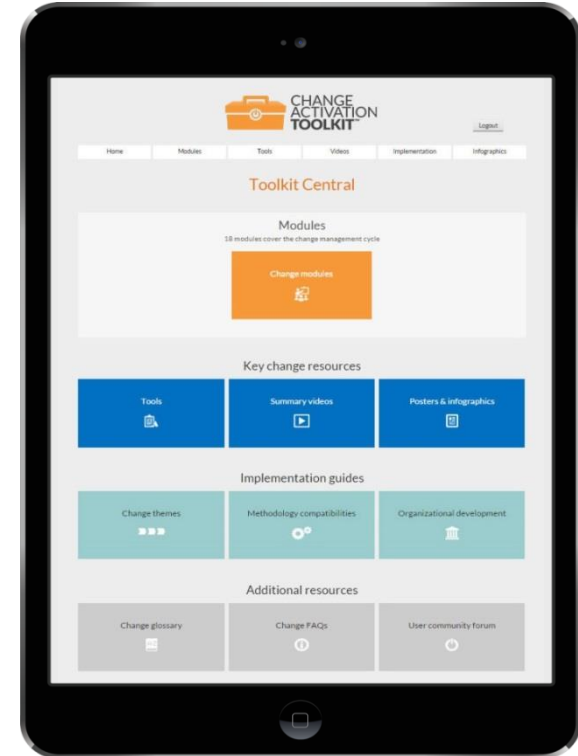
Florida Power and Light



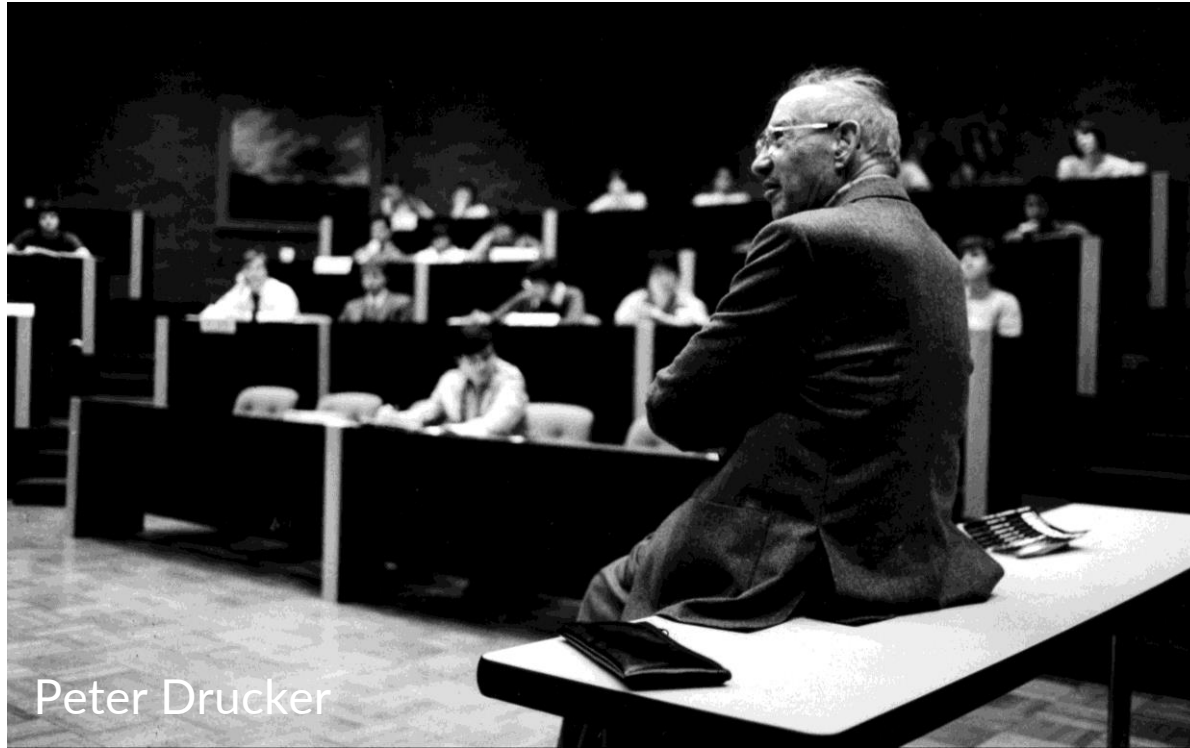


Special offer

- 25% discount for orders made before the end of October
- For pricing and to schedule your demonstration info@changeactivation.com



What will you do differently?



Peter Drucker

Your takeaway materials & resources are available at:

www.changeactivation.com/sponsorship

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 5 means that you do not embody that characteristic in any way and 1 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 characteristics?
- Do the two shapes formed by joining the marks look different? Why?
- What commitments are you making to ensure that you transition to your ideal sponsorship role going forward?

Sponsor Self
Assessment Tool

Sponsor Road Map

Sponsor name & position:

Overview of change initiative:

Role(s) of sponsor in change initiative:

Visionary Sponsor Speech-maker Pursue holder Unblocker Planner Mediator

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

SPONSOR COMMITMENTS: Internal Stakeholders

What	When	Content / Organizer	Details
E.g. provided to staff	Weekly	Course Department - so all needs	Update of progress, decisions made. Includes details of new systems, where available. 2 minutes per participant with a stakeholder. Also other engagement events.

Sponsor Roadmap
Worksheet

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.

Engage Sponsor
Tips List



Effective Sponsorship
Video

Thank you.
Please reach out if we can be of assistance.



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