

Change Sponsorship

the key to change success

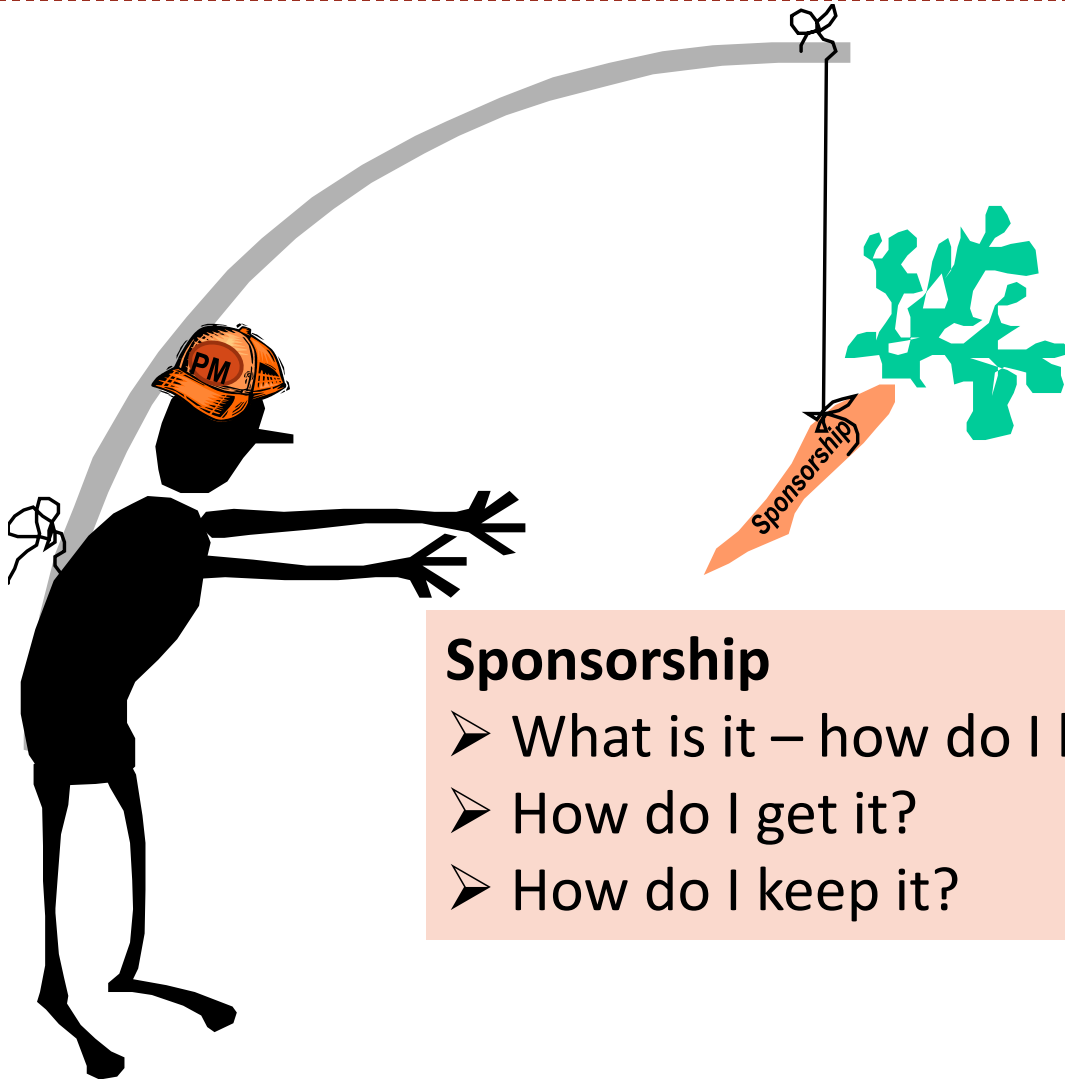
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People make change happen

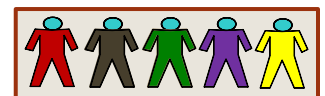


We will discuss...



Sponsorship

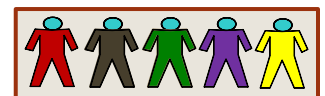
- What is it – how do I know it when I see it?
- How do I get it?
- How do I keep it?



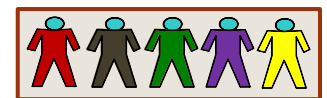
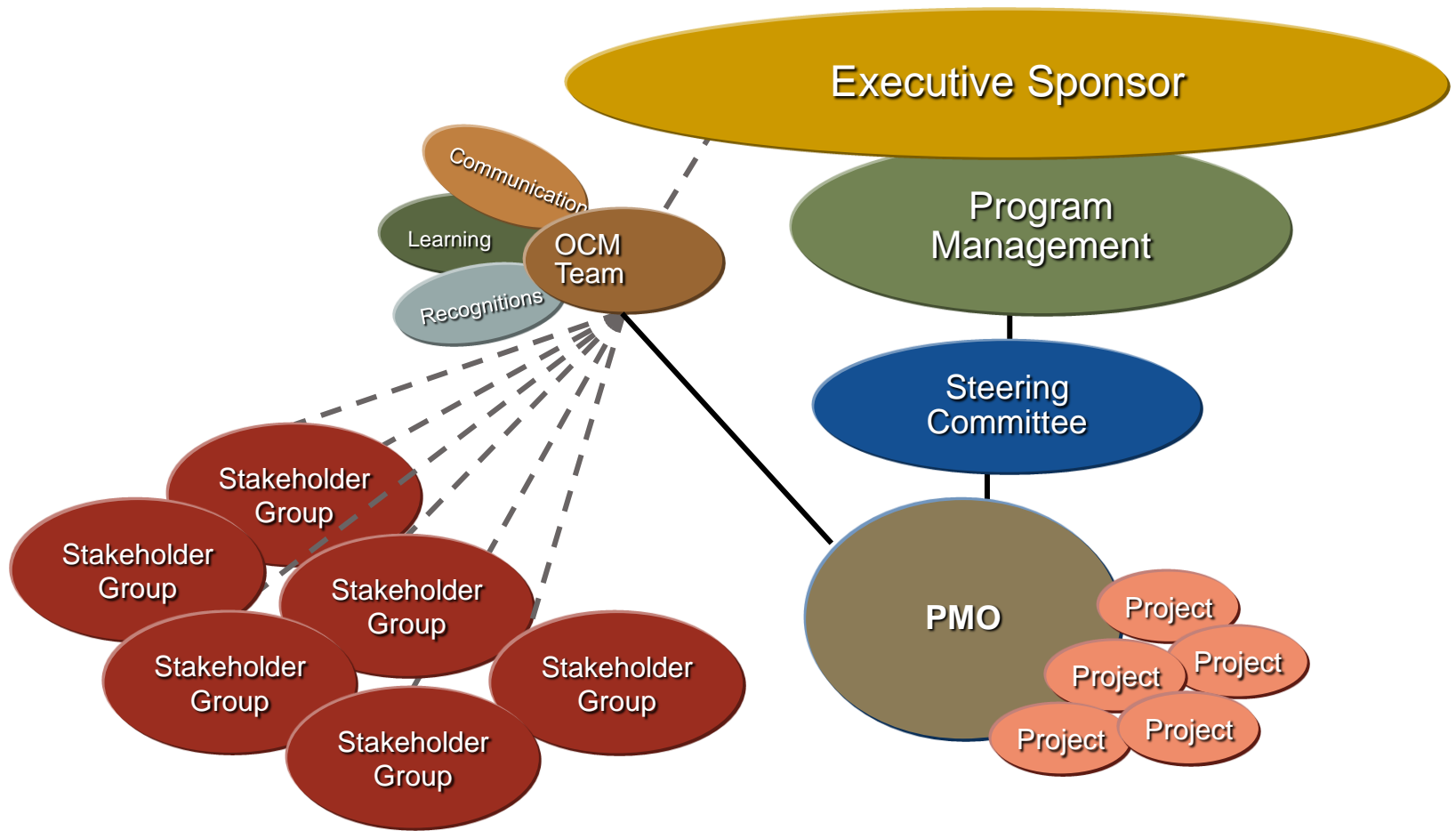
OCM

Organizational Change Management

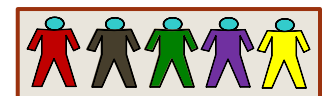
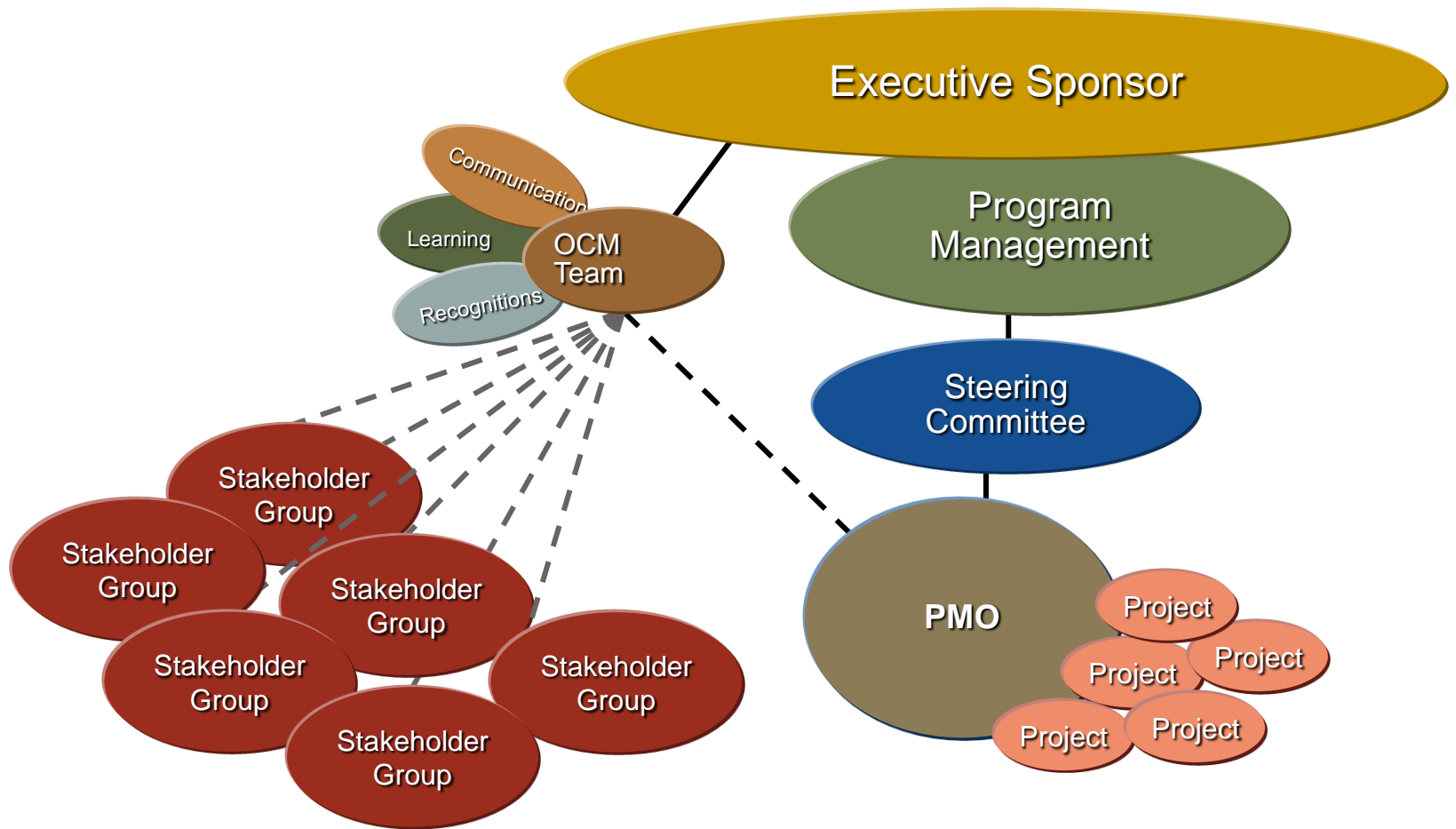
- The *people side* of change; an iterative process, with structure and tools, for helping individuals and groups move through change



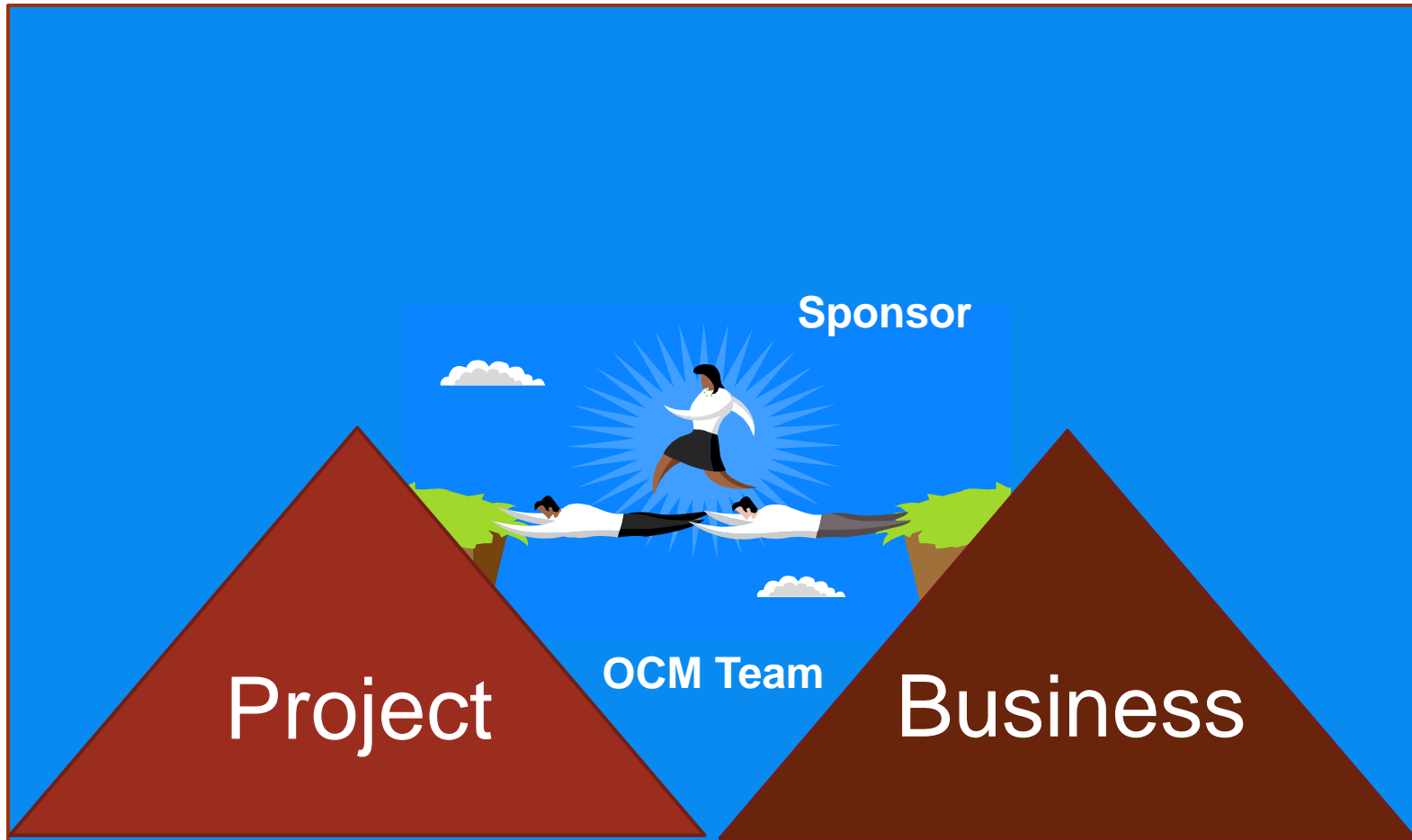
OCM Governance Model - PMO



OCM Governance Model - Business



OCM – Helps Build the Bridge



OCM – Helps Build the Bridge



Sponsorship

Sponsors

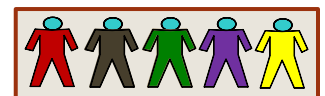
- Those with the **authority** to call for a change and hold others **accountable** for making the change



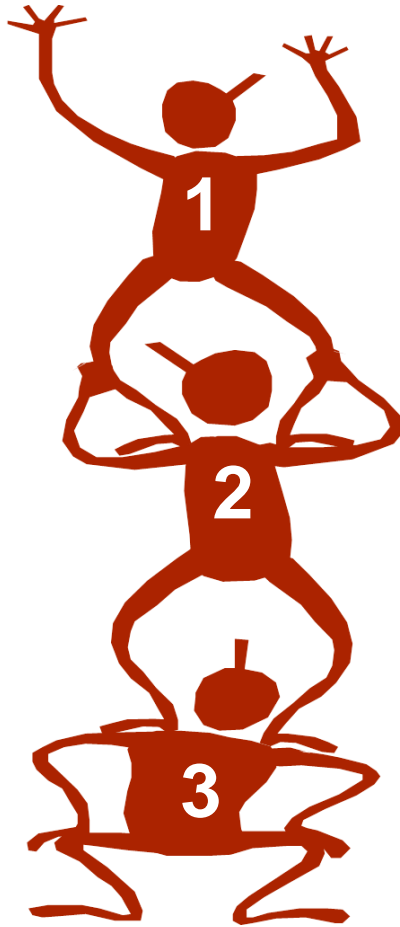
Top Contributors to Change Success

1	Active and Visible Executive Sponsorship
2	Frequent and Open Communication
3	Structured Change Management Approach
4	Dedicated Change Management Resources and Funding
5	Employee Engagement and Participation
6	Engagement with and Support from Middle Management

Change Management Learning Center, Prosci, Inc., *2011 Benchmark Survey*



Sponsors Must ...



- Understand the Change
- Manage the change
- Deal with people

Understand the Change

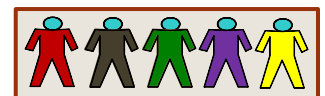


Sponsor Must:

- Understand the change and become knowledgeable about:
 - the process
 - the technologies involved
 - Impacts to the people

PM Strategy:

- Educate the sponsors
- Events (kick-off, milestones, road shows, wrap-ups)
- Easy to understand status reports and dashboards
- Stakeholder analysis and impacts



Manage the Change

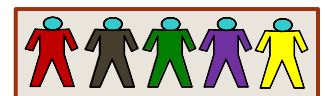


Sponsor Must:

- Create a strong governance structure for the change

PM Strategy:

- Work with the sponsors to help them understand the need for a strong OCM governance structure and how this will be helpful to the people impacted and to the success of the project
- Welcome the OCM resources to the team

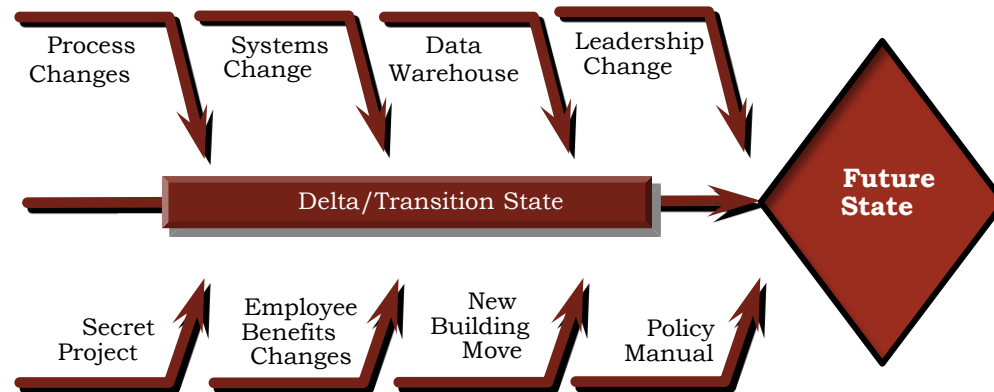


Manage the Change



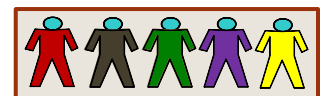
Sponsor Must:

- Understand how the many different change efforts in the organization affect one another and the overall mission



PM Strategy:

- Make sure you are aware of other changes that could impact sponsorship; leverage/coordinate where possible

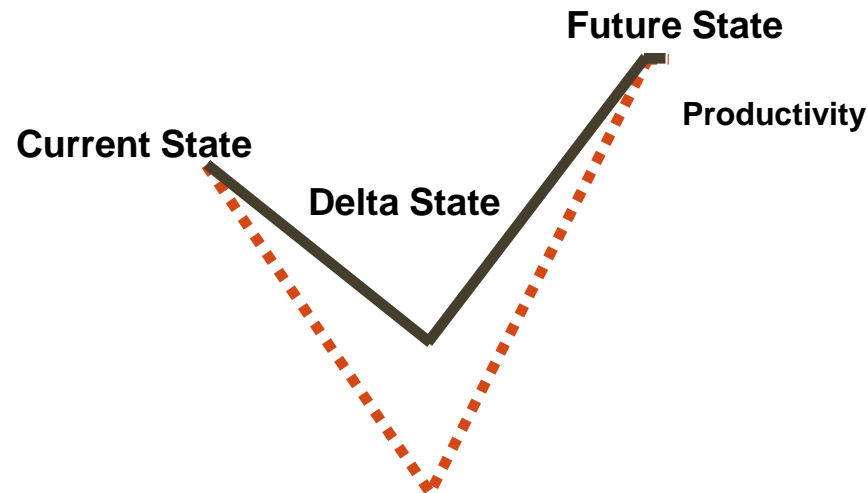


Manage the Change



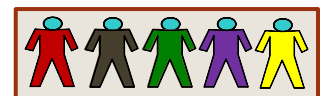
Sponsor Must:

- Predetermine how much disruption the organization can handle in the delta state and plan for it



PM Strategy:

- Make sure steps are included in the work plan



Manage the Change

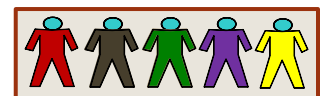


Sponsor Must:

- Hold the management cascade accountable for making the change

PM Strategy:

- Include the appropriate knowledge experts from all levels of management in the business
- Communicate project progress to the business
- Escalate “buy-in” issues



Success Equation

$$R = Q's \times A$$

Results = Quality Solutions x Acceptance

Results

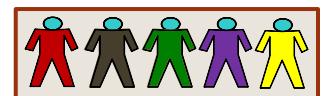
- Integrated System
- Prompt Payment
- Standardization
- Real Time Reporting
- Customer Convenience
- Accurate Data

Quality Solution

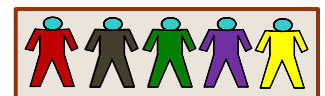
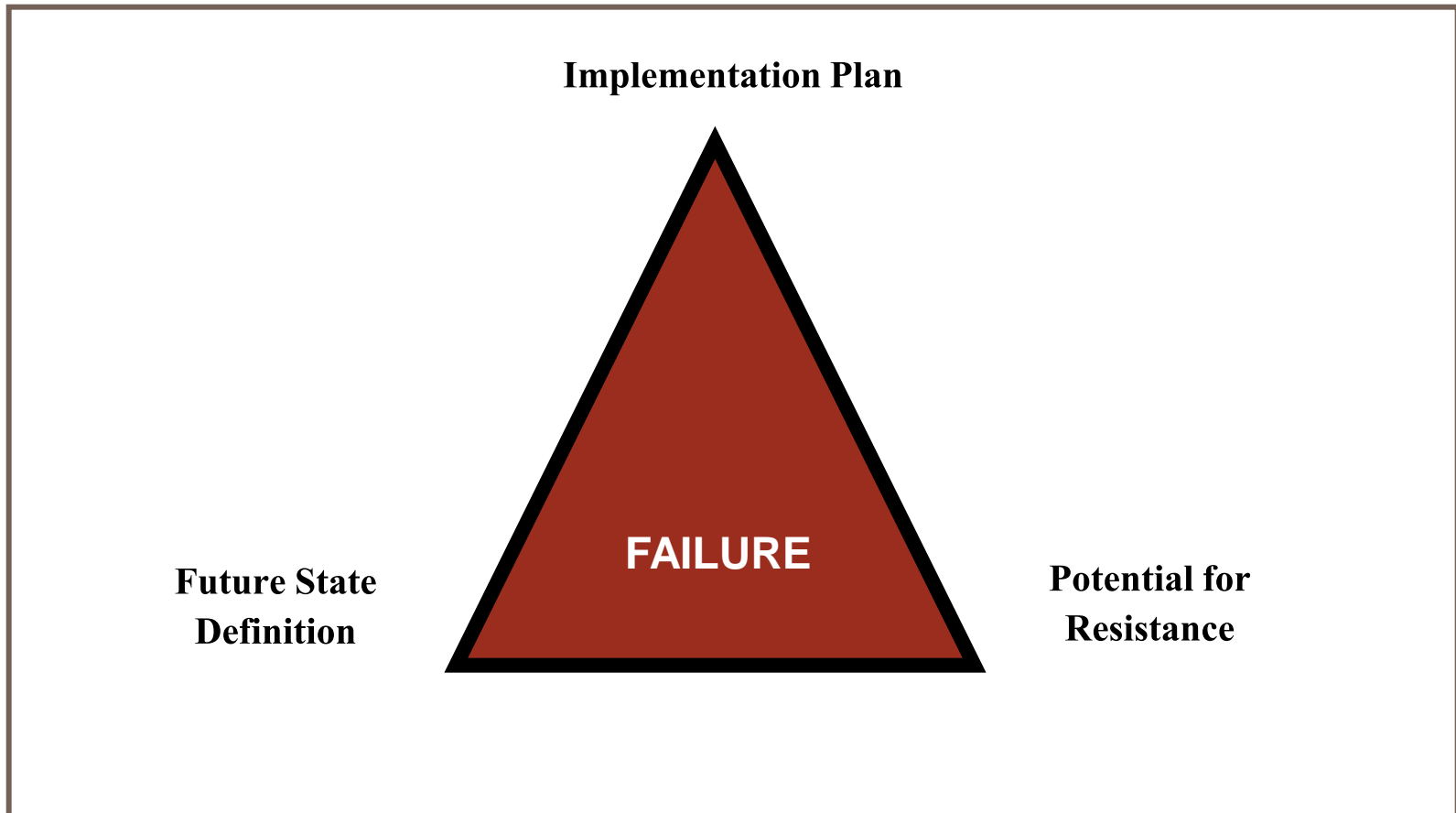
New System

Acceptance

- Staff Satisfaction
- Customer Satisfaction
- On-Time Implementation
- Within Budget
- Trained and Skilled Staff
- Utilization of System



Failure is Possible



Fundamental Assumption

Change is a choice



We choose to change

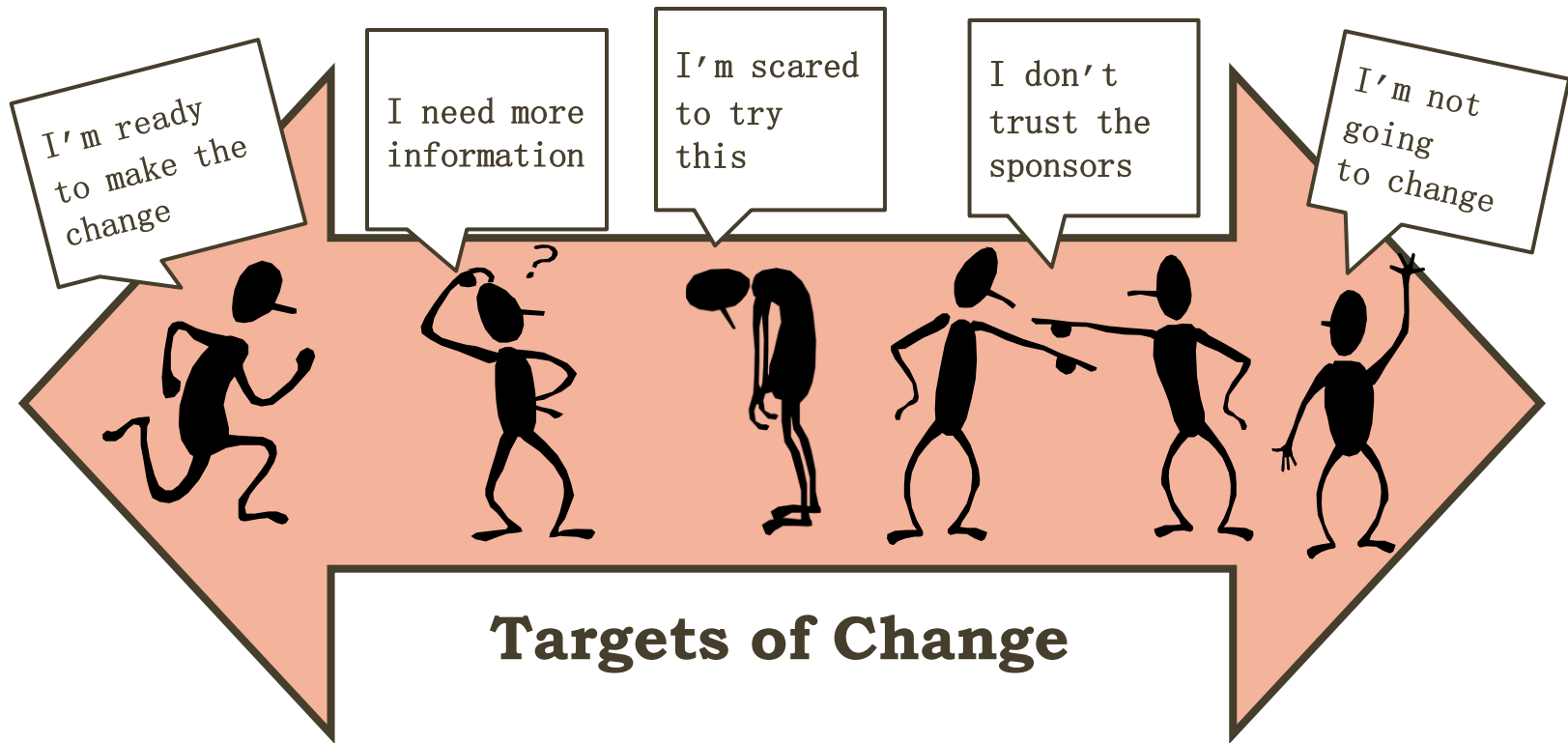
Or

We choose to resist



People make change happen

Resistance Continuum



Deal with the People

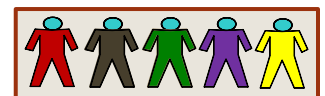


Sponsor Must:

- Clearly articulate over and over why the change is needed and why the current state is no longer viable

PM Strategy:

- Provide communications support to the sponsors, or project information to the business communications team



Deal with the People

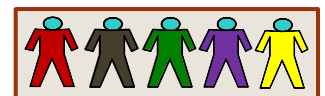


Sponsor Must:

- Support the change agents and project team

PM Strategy:

- Communicate, communicate, communicate
 - Communications Plan
 - Training Plan
 - Resistance Management Plan



Deal with the People



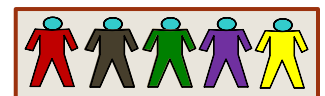
Sponsor Must:

- Recognize and commit to changing themselves to support the change

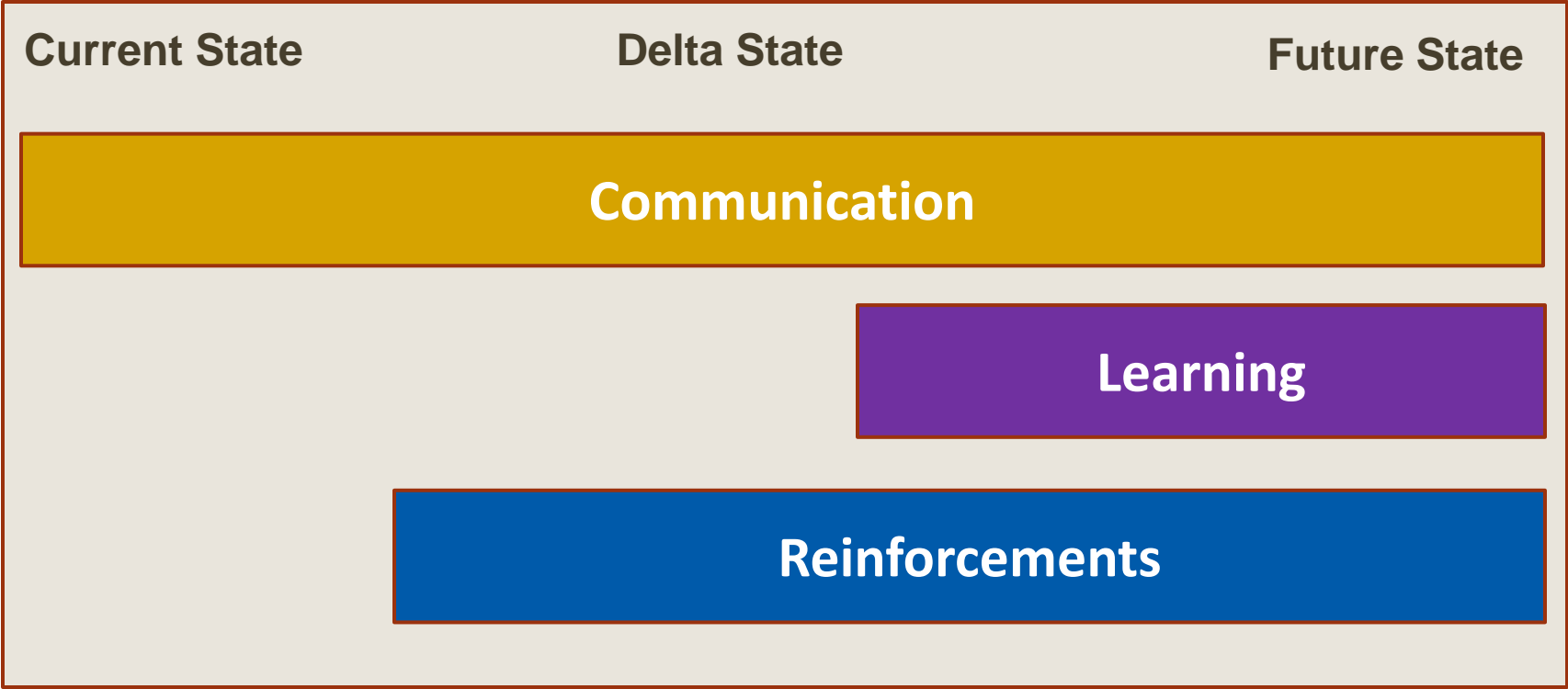


PM Strategy:

- Make sure the Resistance Management Plan captures sponsor needs and potential resistance
- Sponsor Coaching and Assistance Plan

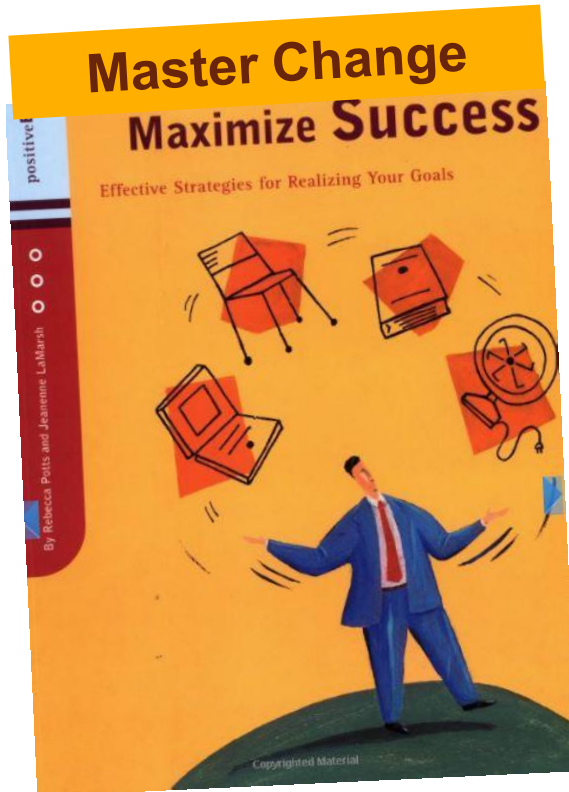


Needs Across the Change

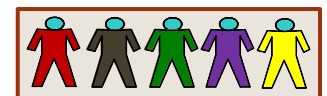
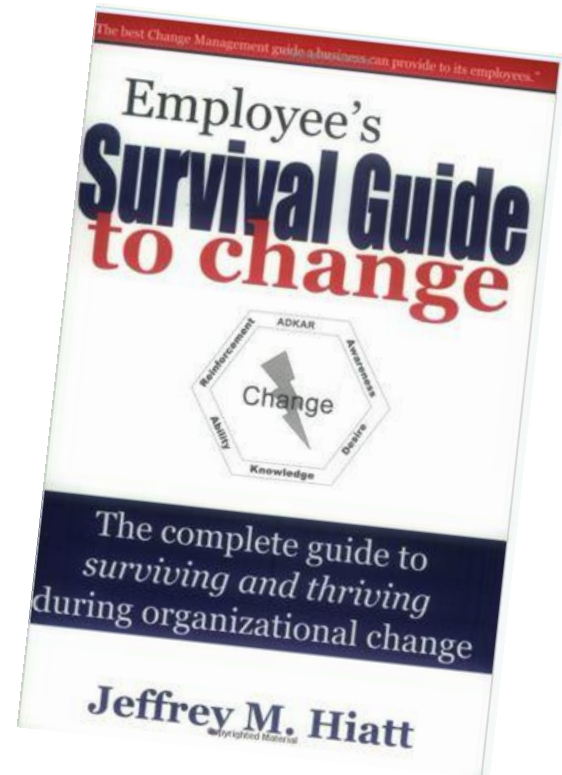


People make change happen

To Learn More...



Jeannene LaMarsh & Rebecca Potts



People make change happen