

# EXECUTIVE SPONSORSHIP

## TOOLS SERIES #6

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PROVIDED BY:



**Executive Sponsorship is a critical success factor to implementing change.**

### Characteristics of a Successful Executive Sponsor:

- Usually Top Leader – or part of the executive leadership for impacted organization
- Convinced and committed to the change, takes accountability for project results
- Willing to be a vocal, visible (and redundant) spokesperson of the case for change
- Able to influence other company leaders (formal and informal) based on credibility
- Willing to model the way, handle resistance and be an early adopter
- Committed to managing consequences (positive and negative) in support of change
- Patient, supportive and realistic about time/resource requirements to make the change

### Role of the Executive Sponsor throughout Change Journey:

#### During project start-up phase, primary activities:

- *Validate the scope and charter of team – deliverables; timelines, etc.*
- *Assist to influence the functional leaders (addressing resistance, gain commitment)*
- *Begin to build operational management support and commitment for changes*

#### During the design phase, primary activities:

- *Assist the team in identifying/articulating the operational business drivers for change*
- *Support with work stream team to enable action and address resistance*
- *Assist with the implementation of the change management and communication strategy*

#### During the implementation phase, primary activities:

- *Champion the Change – be visible to encourage and reinforce the change messages*
- *Help to identify “quick-wins” and address resistance to assist embedding the change*
- *Assist to address ‘alignment (not consensus)’ and ‘demand management’ challenges*

Sponsorship Activity Ideas	Willingness to Perform		
	Low	Medium	High
Establish clear expectations for team and sponsor accountabilities			
Provide (obtain) resources and budget for change management activities			
Speak publicly with superiors & peers about the importance/urgency of this project			
Make this project status a standing topic at key department meetings			
Send emails to direct reports and/or to mass population			
Hold face-to-face meetings with key stakeholders			
Speak at company meetings			
Present through pre-recorded session			
Meet face-to-face with middle management - attend their department meetings			
Meet face-to-face with resisters			

