

Are you ready to be a sponsor?



- ◆ Do you have a vision of the desired state?
- ◆ Do you know who has to change, and how they have to change for your vision to become a reality?
- ◆ Do you understand the resources that will be needed throughout the organization to support the implementation of your change?
- ◆ Are you prepared to spend significant amounts of your own time and energy to support your change?
- ◆ Do you have the economic, logistic or political power needed to make the change happen?

Are you ready to sponsor?



Whether you are the individual who starts the change (authorizing sponsor) or one who helps keep the change going (reinforcing sponsor), you need to:

- ◆ own the change - it's yours
- ◆ set the direction
- ◆ establish clear goals
- ◆ model the new way
- ◆ change the reward system
- ◆ realign the structure
- ◆ monitor performance against goals.

Sponsorship

If you are initiating a change, or are being asked to reinforce the implementation of a change in your organization, remember:

- ◆ Make sure the reason for the change and the goals of the change are crystal clear - to you and to those affected by the change.
- ◆ Only go as high in the organization as you need to acquire sponsorship for the change.
- ◆ Only change as much as you need.
- ◆ Don't try and delegate your sponsorship responsibilities to agents - it won't work. Agents don't have the economic, logistic or political power needed to make the change happen.
- ◆ Give those affected by the change the opportunities they need to understand the reason for the change and the opportunity to buy in.
- ◆ Focus on results - measure your actual performance against pre-established targets - and publish the results for everyone to see.

Test your readiness to be a sponsor!

1. Communication History

In the past, the sponsor has demonstrated strong communication skills, providing clear, concise and understandable messages about each implementation.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

2. Clear Goals

The sponsor has provided a clear definition of the goals of this implementation. Targets, agents and other sponsors have a common understanding of the outcome of this change.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

3. Dissatisfaction/Need

The sponsor has clearly articulated why this change is needed, and his/her dissatisfaction with the current situation.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

4. Public and Private Role

In public meetings, written communications and private conversations, the sponsor demonstrates full support for the change.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

5. Resource Understanding

The sponsor communicates a realistic understanding of the amount of resources required to make this implementation successful.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

6. Priorities

The sponsor has prioritized the activities of the organization to reflect the importance of this change.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

7. Technical Aspects

The sponsor demonstrates sufficient knowledge of the technical objectives and requirements for this implementation.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

8. Human Impact

The sponsor demonstrates a sensitivity to the human aspects of this change.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

9. Reinforcement

The sponsor has altered the rewards and punishment in the organization to support the change.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

10. Monitoring

The sponsor has established mechanisms for gathering data to monitor the achievement of the change.

No	Somewhat	Always
1 2 3	4 5 6 7 8	9 10

Your Readiness to Sponsor:

Total your score and check the scale below:

No	Somewhat	Yes
10 20 30 40 50 60 70 80 90 100		



Effective sponsorship is critical to successful change!

SPONSORSHIP