



Prosci Sponsor Assessment

Assessing Sponsor Competencies

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Participated actively and visibly throughout the project:	Least					Most
Attended project and status meetings regularly.	1	2	3	4	5	
Was present to kickoff special events and training sessions.	1	2	3	4	5	
Held the team accountable for results (defined objectives, conducted ongoing reviews).	1	2	3	4	5	
Was involved in critical decision making (at critical milestones, at steering committee meetings, in one-on-one sessions).	1	2	3	4	5	
Ensured that the project had the right team members, budget and resources for success.	1	2	3	4	5	
Was accessible to the project team; ensured that other managers were accessible as well.	1	2	3	4	5	

Built a coalition of sponsorship with peers and managers:	Least					Most
Sponsored the change with direct reports (created awareness of the need for change, built support and followed up).	1	2	3	4	5	
Established clear expectations with mid-level managers.	1	2	3	4	5	
Dealt with problem managers (managed resistance).	1	2	3	4	5	
Created a sponsorship cascade with managers, ensured that they were building support with their direct reports.	1	2	3	4	5	
Listened to and addressed management concerns.	1	2	3	4	5	
Held direct, face-to-face meetings with front-line supervisors to explain "what, why and how."	1	2	3	4	5	
Provided management/leadership team with frequent updates and status information.	1	2	3	4	5	
Sponsored the change upward.	1	2	3	4	5	

Communicated to employees and managers:	Least					Most
Was visible to employees; effectively communicated why the change was happening, the risks of not changing and the vision for the organization.	1	2	3	4	5	
Linked key performance indicators and financial objectives to the change.	1	2	3	4	5	
Enabled communications to be two-way (allowed for feedback and question/answer sessions).	1	2	3	4	5	
Spoke face-to-face at town meetings, road shows and key presentations.	1	2	3	4	5	
Communicated frequently throughout the project and with multiple media (not just during the kickoff of the project).	1	2	3	4	5	
Interacted effectively with managers; helped them create and communicate a consistent message to employees.	1	2	3	4	5	

Sum of scores (out of 100 total)	
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Score interpretation: 80-100 = Excellent; 70-79 = Good; 69 and below = Fair to Poor

PROSCI PRIMARY SPONSOR EVALUATION

Name of sponsor: _____

In addition to completing the sponsor competency assessment for the primary sponsor, consider and rank the primary sponsor on the following questions:

1. Degree to which the organization (employees and managers) would listen to and respect communications and support from this business leader:

Least					Most
1	2	3	4	5	

2. Ability to provide resources and funding for the project:

Least					Most
1	2	3	4	5	

3. Degree of direct control this sponsor has over the people and processes being impacted by the change:

Least					Most
1	2	3	4	5	

4. Degree of direct control this sponsor has over the systems and tools being impacted by the change:

Least					Most
1	2	3	4	5	

5. Capacity to sponsor the project:

Least					Most
1	2	3	4	5	

Consider how you evaluated your sponsor on the above questions to help answer the following questions:

Is your Primary Sponsor at the right level? If no, what special tactics will you employ?

What are the challenges that need to be addressed with your Primary Sponsor?

Prosci® PCT™ Model



Highlighting the Role of Business Leaders During Change

Prosci's research studies with thousands of participants revealed that active and visible sponsorship was the number one contributor to successful change. Executives and senior managers who authorize, fund and charter change initiatives must also lead and sponsor these changes. They already make decisions related to strategy, resources and schedule.

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These same leaders must participate actively and visibly throughout the project, build coalitions of sponsorship and communicate directly with employees about why the change is needed.

THE ROLE OF EXECUTIVES IN CHANGE

Study participants identified **three critical roles for primary sponsors that are required for project success:**

1. Participate actively and visibly throughout the project

- Allocate the necessary resources and funding
- Set expectations and establish clear objectives for the project
- Hold the team accountable for results
- Attend frequent project review meetings and actively review progress
- Remove roadblocks and provide timely decisions on project issues
- Be accessible to the project team; clear calendar when necessary to attend key events

2. Build a coalition of sponsorship and manage resistance

- Build a strong sponsor coalition for the change among key business leaders and stakeholders
- Determine and communicate priorities between this change and other change projects
- Establish alignment around the overall business direction and the objectives of this change; resolve conflicting operational objectives with other senior leaders and middle management
- Ensure that a consistent message about the change is being communicated by managers
- Recognize outstanding sponsors and manage resistance from those managers not supporting the change with their employees; enforce consequences for non-compliance

3. Communicate directly with employees

- Build awareness with employees about why the change is being made
- Share the risks or costs if no change is made
- Show how this change aligns with the overall direction of the organization
- Share the goals for this project and personal expectations with employees
- Celebrate successes with employees; be present and visible
- Listen to employees and encourage feedback; be willing to answer the tough questions
- Be willing to communicate to employees repeatedly to reinforce the message

Most common mistakes made by executive sponsors

1. Failed to personally engage in the project
2. Avoided direct communications with employees
3. Abdicated or delegated his or her role as sponsor
4. Wavered in his or her support
5. Failed to build a coalition of sponsorship with key leaders in the organization