



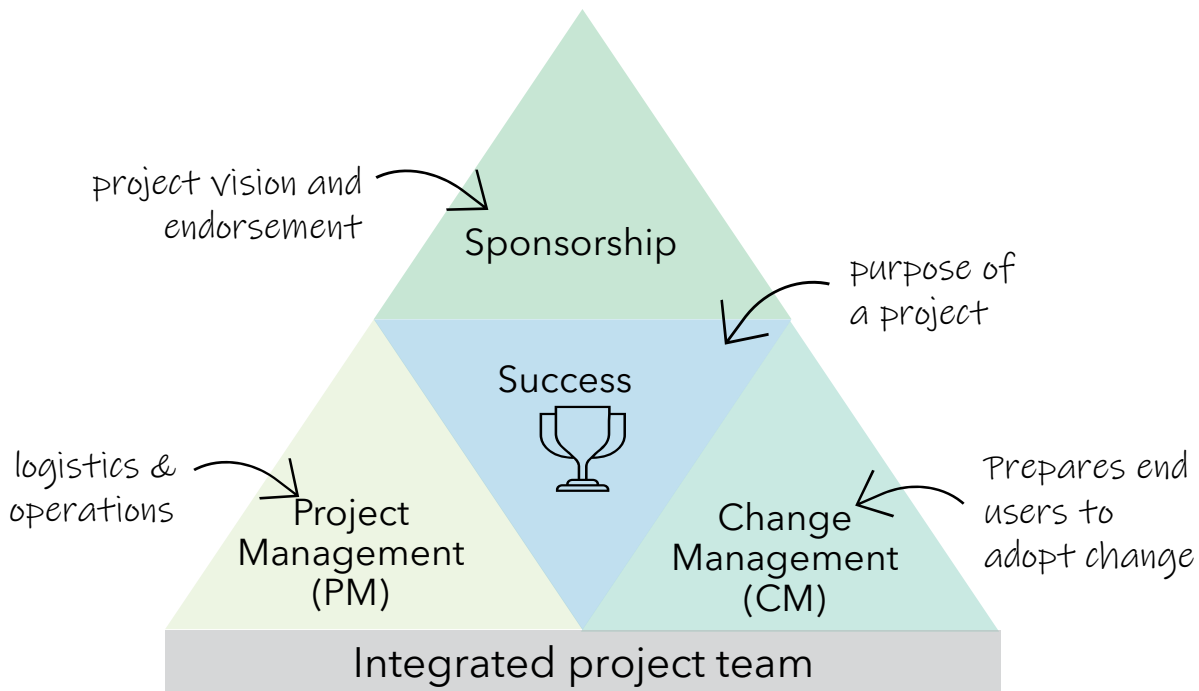
Sponsorship commitments and responsibilities

LEADING THE WAY TO A MODERN WORKPLACE

July 2023



Foundation for successful sponsorship



By following the advice and guidance of the CM and PM, leadership can **minimize pushback**

Executive sponsor

the organization's senior leader who sets the vision, authorizes the change and is ultimately accountable

Project sponsor

the leader who actively and visibly participates throughout the project & communicates with employees

*As the role model for the project, the sponsor must **process the change to a point of acceptance** and move past any personal resistance before taking on sponsorship responsibilities.*

Main roles and responsibilities of sponsorship

A Actively and visibly participate throughout the life of the project

B Build a coalition of support

C Communicate directly with employees

Executive sponsor

- Launch and communicate vision
- Lead by example and demonstrate the new way of working
- Identify leaders with signs of resistance and work directly with them
- Use strong supporters for the change to influence those who are opposing and not openly supporting the change
- Ensure that managers send a consistent message to impacted employees
- Communicate frequently with employees - Set expectations and communicate consequences

Project sponsor

- Get involved with the project team and provide clear directions and objectives.
- Be available to answer questions
- Build a coalition with peers involved in project delivery (HR, IT, etc.)
- Support the Executive Sponsor and their coalition as the project subject matter expert
- Answer questions about the project and speak to employees' concerns - know who to reach out to for unknown answers
- Be open to receiving feedback and seek answers to questions not yet answered

Why should you do this?



Research shows that active and visible sponsorship is **the number one contributor to success** of projects and employee experience

By **actively playing your sponsorship role** you will contribute to reducing employee resistance. This leads to:

- Greater employee adoption, satisfaction and competencies in the new ways of working
- Higher employee productivity and well-being which helps with sense of belonging to the organization

It will also contribute to the following government priorities:

- Equity, Diversity and Inclusion
- Accessibility
- Reconciliation
- Greening

*A **lack of active involvement** from the beginning will lead to **more work** down the road and **increased employee resistance** to the change.*

Other costs of not getting involved include:

- re-design
- re-scope
- re-train
- re-work
- re-schedule
- re-evaluate

When should you get involved ?

The biggest mistake sponsors make is failing to personally engage as the sponsor **throughout the lifecycle of the project.**

EARLY STAGES

- Develop a vision for the project
- Announce the project and vision to employees
- Host a townhall for employees and answer their questions

DURING IMPLEMENTATION

- Recurring and consistent communications and various engagement with employees
- Participate in recurring meetings with the change management team
- Participate in opening week activities

AFTER THE PROJECT

- Demonstrate the new behaviours (using the space as intended, lead by example)
- Reinforce behaviours through communications to employees

You're not in this alone!

The change management team will coordinate and advise sponsors on these and many other activities that will require your involvement.