

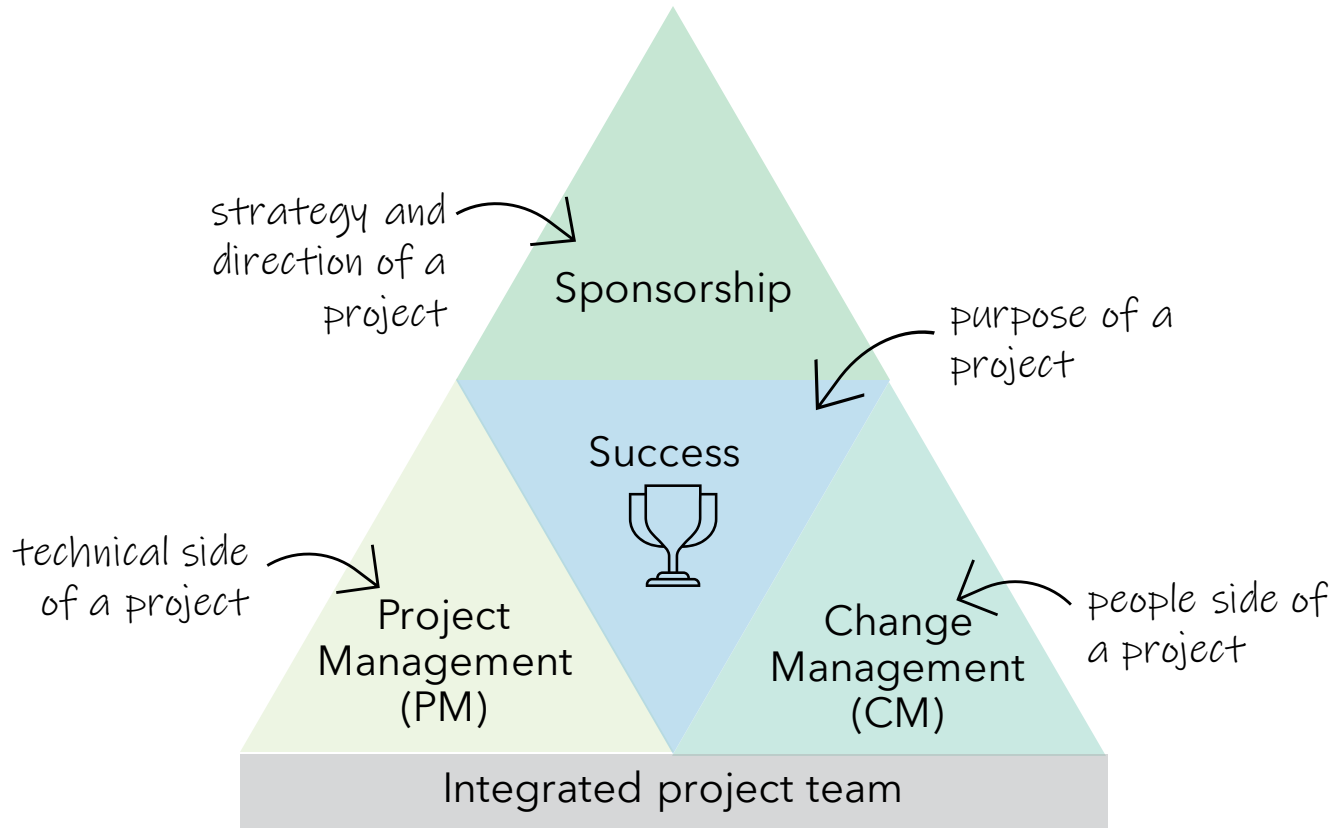
Sponsorship commitments and responsibilities

LEADING THE WAY TO A MODERN WORKPLACE

July 2023



Foundation for successful project sponsorship



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

What is an executive sponsor?

the organization's senior leader who sets the vision, authorizes the change and is ultimately accountable for ensuring that the desired outcomes of the change are realized for the organization

What is a project sponsor?

the leader who undertakes an active role within the project, which contributes to successful project outcomes by actively and visibly participating throughout the project, building coalitions and communicating directly to employees

What does it mean to be a sponsor in the context of workplace modernization?

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.

For an 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

Actively and visibly participate throughout the life of the project

Build a coalition of support

Communicate directly with employees

For a 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

What will you get in return for your efforts?

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.



With this in mind, below is a sample list of sponsorship engagements that will help deliver a successful 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.

What now?

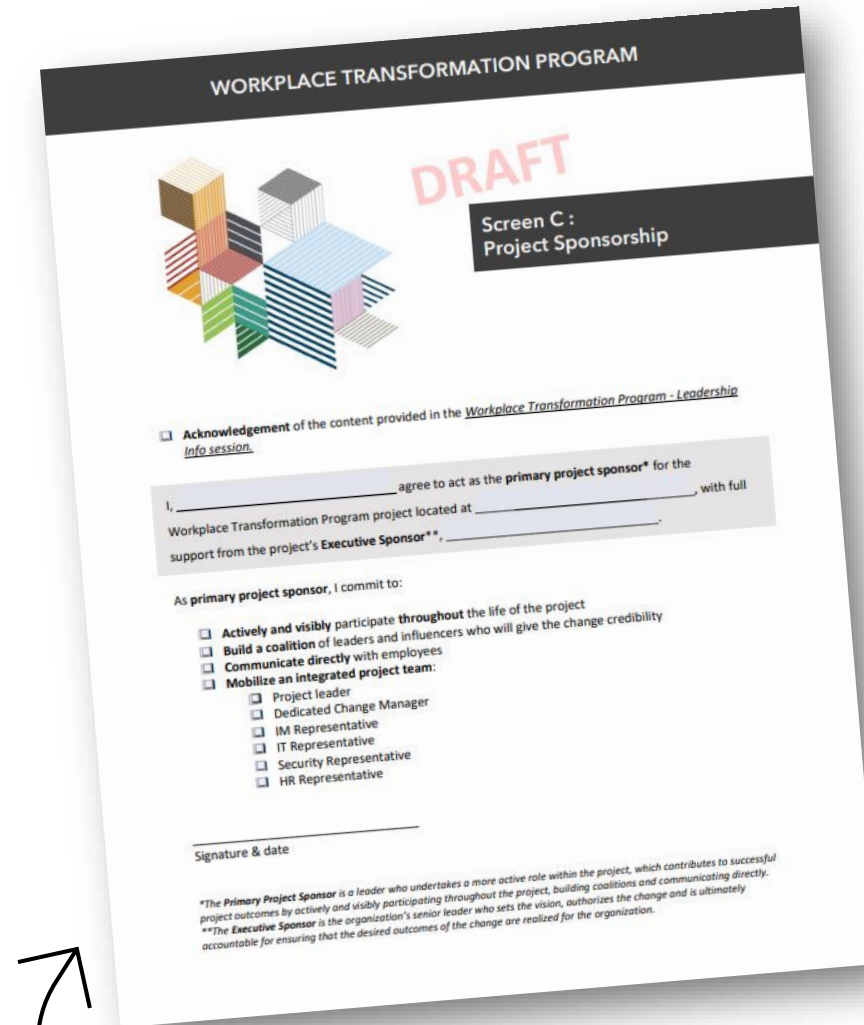
As part of the WTP, a sponsorship commitment letter needs to be signed before proceeding with any other activities.

Sponsors need to be:

- engaged throughout the project
- coachable and open to feedback and expertise of the change manager
- available to the change manager on a regular basis

After you are admitted into the program:

- Kick-off info session with internal project team
- SWAG engagement (PRET tool)
- CM kick-off session (CM-in-a-box tool)



WORKPLACE TRANSFORMATION PROGRAM

DRAFT

Screen C : Project Sponsorship

Acknowledgement of the content provided in the Workplace Transformation Program - Leadership Info session.

I, _____ agree to act as the **primary project sponsor*** for the Workplace Transformation Program project located at _____, with full support from the project's **Executive Sponsor****, _____.

As **primary project sponsor**, I commit to:

- Actively and visibly participate throughout** the life of the project
- Build a coalition** of leaders and influencers who will give the change credibility
- Communicate directly** with employees
- Mobilize an integrated project team:**
 - Project leader
 - Dedicated Change Manager
 - IM Representative
 - IT Representative
 - Security Representative
 - HR Representative

Signature & date

*The **Primary Project Sponsor** is a leader who undertakes a more active role within the project, which contributes to successful project outcomes by actively and visibly participating throughout the project, building coalitions and communicating directly.
The **Executive Sponsor is the organization's senior leader who sets the vision, authorizes the change and is ultimately accountable for ensuring that the desired outcomes of the change are realized for the organization.

Once the commitment letter is signed, you will have in place the first pillar of your foundation for success.