

## Contents

<b>Introduction.....</b>	<b>2</b>
Purpose .....	2
Scope of Sponsorship and Leadership for the project .....	2
<b>The Approach.....</b>	<b>2</b>
1. Identify Sponsorship and Leadership stakeholders .....	3
2. Assess Influence and Levels of Readiness .....	3
3. Identify key risks, issues and opportunities .....	4
4. Develop approaches and actions .....	4
5. Update the OCM plan.....	4
6. Deliver Sponsorship and Leadership events on the OCM Plan.....	4
7. Monitor and Measure the OCM plan .....	4
<b>The Stakeholder Groups.....</b>	<b>4</b>
<b>Risks and Sponsorship / Leadership Activities.....</b>	<b>5</b>
Business Unit Directors – Manufacturing and Logistics .....	5
Business Unit Directors – all other Wave 1 .....	5
Wave 2 Directors.....	6
Line Senior Managers – Wave 1.....	6
The Steering Group.....	7

## Introduction



This accelerator is a mixture between an example and a how-to document.

## Purpose

The project requires a significant amount of time and resources from impacted businesses, and a significant commitment from all those both directly and indirectly involved in the program. Experience from other implementations has confirmed the importance of engaging those people in the organization that are needed to provide sponsorship and leadership.

The project has recognized the importance of engaging these key stakeholders in the program and is committing time and resources to ensure that sponsorship and leadership risks are minimized and benefits are maximized.

## Scope of Sponsorship and Leadership for the project

The Change Manager is responsible for providing the businesses with the required materials, tools and techniques to support sponsorship and leadership activities locally. In addition, the project will provide direct support and facilitation for some events and materials spanning across a number of businesses.

Sponsorship activities are required to ensure that those people in the organization who need to sponsor and commit resources to the project are engaged.

Leadership ensures that a wider audience throughout the organization is demonstrating the right behaviors on a day to day basis.

The purpose of this document is to define the approach for secure sponsorship and leadership during the Implementation. In addition, key stakeholders are identified and plans are outlined to ensure that sponsorship and leadership activities are conducted.

## The Approach

Diagram 1 outlines the broad approach to sponsorship and leadership conducted on the project



Diagram 1: The Sponsorship and Leadership Approach

## 1. Identify Sponsorship and Leadership stakeholders

The stakeholder analysis work conducted by the Change Team identified a number of groups of people who fall into the sponsorship and leadership category. Since then, the Change Team identified in more detail the stakeholder groups who need more specific sponsorship and leadership actions. In particular, they segregated groups of people who were, in relation to the program:

- Decision makers
- Resource providers
- Leaders (key to selling messages and setting an example).

They are documented in the Stakeholder Groups section.

## 2. Assess Influence and Levels of Readiness

For those groups of people who are key to the Project, an influence map was created that shows the level of influence and the current level of resistance. It is based on brief interviews with a cross section of leaders from each business area.

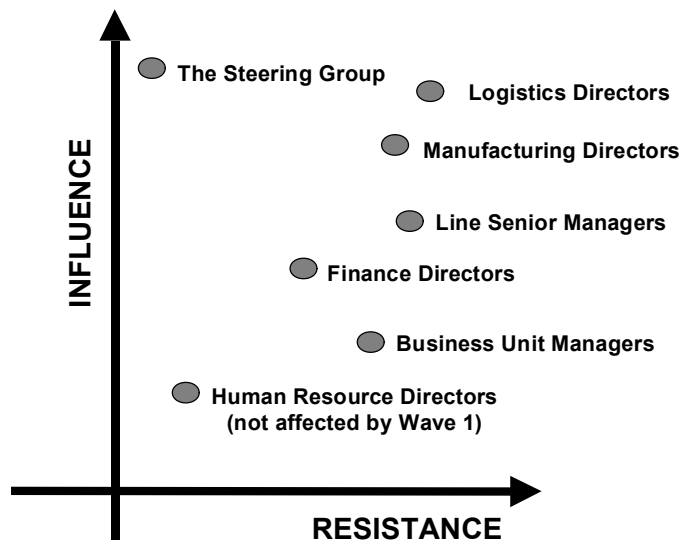


Diagram 2: Levels of Influence and Resistance

The results were documented at a number of levels, ranging from individual through to departmental groups affected. Diagram 2 provides a summary of the results.

The findings demonstrate the importance of addressing the sponsorship and leadership needs of the Logistics and Manufacturing Directors, who are key to the success of the program.

### 3. Identify key risks, issues and opportunities

The purpose of this phase is to identify the key risks, opportunities and issues that the project faces in relation to sponsorship and leadership activities. The Change Team conducted this and the results are documented in the Risks and Actions section.

### 4. Develop approaches and actions

The purpose of this phase is to identify in practical terms how to address the risks, issues and opportunities, and ensure that owners and time schedules are generated for the actions identified.

The results are documented in the *Risks and Actions* section.

### 5. Update the OCM plan

The purpose of this phase is to update the OCM plan, and ensure that actions, owners, measures, and completion dates are captured.

### 6. Deliver Sponsorship and Leadership events on the OCM Plan

The purpose of this phase is to deliver the activities in the plan.

### 7. Monitor and Measure the OCM plan

The purpose of this phase is to monitor the activities against the OCM plan.

## The Stakeholder Groups

The following stakeholder groups were identified:

**Business Unit Directors - Manufacturing and Logistics** includes all those Directors who will be directly affected by the Wave 1 implementation.

**Business Unit Directors – all other Wave 1** includes all those directors who will be directly affected by the Wave 1 implementation, but do not directly work in Manufacturing / Logistics. This includes the Finance Directors.

**Wave 2 Directors** include Human Resources and Sales Directors.

**Line Senior Managers** includes the Senior Managers from any area directly affected by the Wave 1 Implementation.

**The Steering Group** contains a number of Directors from the businesses and the project.

## Risks and Sponsorship / Leadership Activities

### Business Unit Directors – Manufacturing and Logistics

Risks	Activities	Format	Owner	Timing
Resistance to change from the program because of conflicting pressures	Coaching will be provided by change specialists, and facilitation will be provided from the "Leading Change by example" workshop.	Individual Coaching from a specialist change consultant	Program Manager <i>Add Name</i>	2 hours coaching every month
Lack of understanding of benefits, and cascading of negative, or inconsistent messages down the chain of command	Workshops will be provided to Directors focusing on identification of barriers to the changes, and the development of a set of key messages to pass down through the chain of command	Workshops conducted in groups of 10 people	Change Team <i>Add Name</i>	Preparation Phase
Lack of support for the program activities, and failure to commit resources or make key decisions	The project will involve <i>all</i> Directors in planning workshops to look ahead at the next phase	2 day planning event	Program Office Team <i>Add Name</i>	At the start of every phase

### Business Unit Directors – all other Wave 1

Risks	Activities	Format	Owner	Timing
Lack of understanding of benefits, and cascading of negative, or inconsistent messages down the chain of command	Workshops will be provided to Directors focusing on identification of barriers to the changes, and the development of a set of key messages to pass down through the chain of command	Workshops conducted in groups of 10 people	Change Team <i>Add Name</i>	Preparation Phase
Lack of support for the program activities, and failure to commit resources or make key decisions	The project will involve <i>key</i> directors in planning workshops to look ahead at the next phase	2 day planning event	Program Office Team <i>Add Name</i>	At the start of every phase

## Wave 2 Directors

Risks	Activities	Format	Owner	Timing
Lack of buy in to the program because of the time delay in implementing Wave 2	Meetings to actively involve all Wave 2 Directors in the Business Case definition will be conducted before the Wave 2 project kicks off	Business Case definition workshops for Wave 2	Program Manager (from Wave 1 until Wave 2 appointed) <i>Add Name</i>	1 month prior to Wave 1 project starting
Lack of understanding of the program, and inconsistent communications or answers to questions from wave 2 users about the status of wave 1 activities	Workshops will be provided to Directors focusing on the development of a set of key messages to pass down through the chain of command	Workshops conducted in groups of 10 people	Change Team <i>Add Name</i>	Blueprint phase

## Line Senior Managers – Wave 1

Risks	Activities	Format	Owner	Timing
Lack of understanding or benefits, and cascading of negative, or inconsistent messages down the chain of command	Directors of affected areas will facilitate benefit workshops to support Senior Managers in how to deal with changes and how to set examples as Leaders	Workshops conducted in groups of 15 people	Change Team <i>Add Name</i>	Blueprint Phase and Realization Phase
Lack of support for the program activities, and failure to commit resources or make key decisions	All plans and communications will be cascaded through senior managers, and they will receive education and briefs on how to deliver the messages for every event	2 hour education sessions prior to every event	Program Office Team <i>Add Name</i>	At the start of every phase

## The Steering Group

Risks	Activities	Format	Owner	Timing
Resistance to change from the program because of conflicting pressures	Coaching will be provided by change specialists, and facilitation will be provided from the "Leading Change by example" workshop.	Individual Coaching from a specialist change consultant	Program Manager <i>Add Name</i>	2 hours coaching every month