


# Bridging the Gap: Strengthening Executive Engagement in Change Initiatives

www.prosci.com/webinars




1

## Prosci Overview




Mission

We help individuals and organizations build their change management competencies.





Research





Clients

**Differentiators**

  
 Research-based

  
 Holistic

  
 Easy-to-use

  
 Results-focused


12 Longitudinal studies	25+ Years of research	80% Fortune 100 companies	8,100+ Research participants	100,000+ Practitioners certified	100,000+ Community members
----------------------------	--------------------------	------------------------------	---------------------------------	-------------------------------------	-------------------------------

- We have worked with more than 80% of the Fortune 100
- We have worked with more than 3,000 clients across the globe
- We will provide references in any industry we serve
- We define success by enabling our clients to succeed

**Ways to Engage**

- Enterprise change solutions
- Role-based training programs
- Results-focused Advisory Solutions
- Published research and books
- Web-based tools and applications
- Train-the-Trainer and licensing options


© Prosci, Inc. All Rights Reserved.


 | 2

2

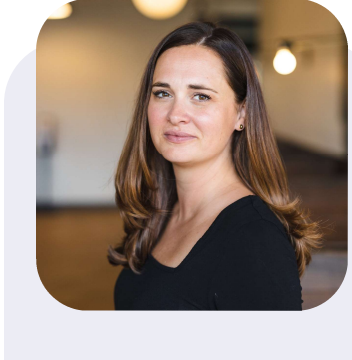
# Bridging the Gap: Strengthening Executive Engagement in Change Initiatives

www.prosci.com/webinars






**Tim Creasey**  
Chief Innovation Officer



**Michelle Haggerty**  
Chief Operating Officer  
President, Prosci US



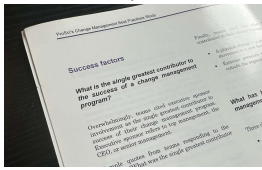
**Dr. Scott Anderson**  
Senior Principal,  
Global Research & Analytics

© Prosci, Inc. All Rights Reserved. **Prosci** | 3

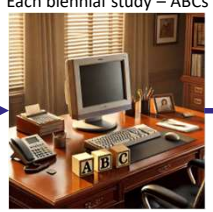
3

## Evolution of Sponsor Research


**1<sup>st</sup> study in 1998**



**Each biennial study – ABCs**




**11<sup>th</sup> edition – sponsor challenges deep dive**




Seven Sponsor Challenges	
1	Sponsor lacked time/resources to be effective
2	Sponsor underestimated or misunderstood the people side impact of the project
3	Sponsor delegated their role and responsibilities
4	Sponsor was unwilling to take on the role/activities required of them
5	Sponsor was at the wrong level to be effective
6	Sponsor left or was replaced during the project
7	Sponsor did not support the change

**Executive perspective research**

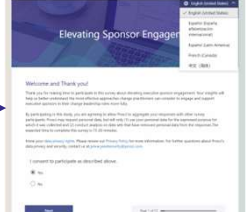


**D.R.E.A.M. and webinar learnings**



Request Type	Percentage
Define Success	19%
Realize Progress	39%
Elevate Impact	23%
Advance Personally	2%
Mature Professionally	11%

**This study**



© Prosci, Inc. All Rights Reserved. **Prosci** | 4

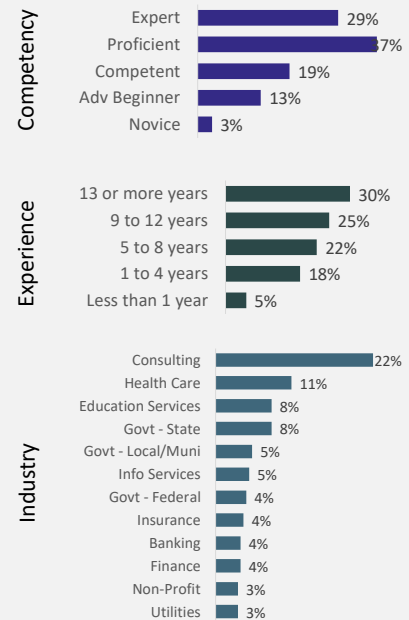
4

# Bridging the Gap: Strengthening Executive Engagement in Change Initiatives

www.prosci.com/webinars

## About the Study and Participants

- Who to be:
  - The Practitioner - Executive Sponsor Relationship
  - Attributes of Change Practitioners Who Work Effectively with Sponsors
- What to do:
  - Aligning Change Management with Executive Priorities
  - Tailoring Executive Engagement and Support
  - Facilitating Executive Learning
- How to do it:
  - Sponsor Support Across the Project Lifecycle
  - Positioning Change Management as a Strategic Enabler
  - Partnering to Overcome Obstacles



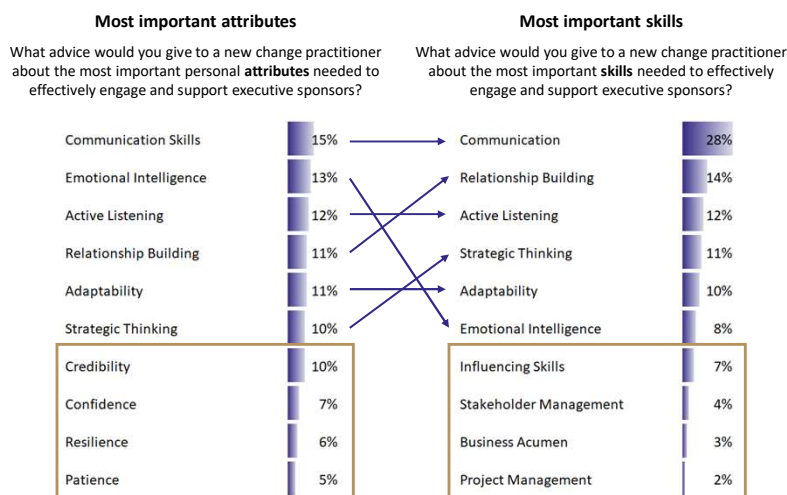
© Prosci, Inc. All Rights Reserved.

Prosci

5

5

## Insights on the Practitioner – Attributes, Skills, and Activities



“So What / Now What” Discussion:

- What conclusions do you have about the commonality at the top of the lists, and the unique attributes and skills at the bottom of the lists?
- As a practitioner, where are your strengths and where are your opportunities?

© Prosci, Inc. All Rights Reserved.

Prosci

6

6

## Insights on the Practitioner – Attributes, Skills, and Activities

### Most important activities

What advice would you give to a new change practitioner about the most important activities needed to effectively engage and support executive sponsors?

#### Most important activities



"Gain alignment and support for what their key responsibilities are and what their senior leaders will be responsible for delivering"

"Be Patient, Be Persistent - be prepared with data (even pilot data) to show value and build those relationships. Be prepared to toot your own horn and remind them of your value- you're not their #1 priority, sometimes they forget how and what you've done."

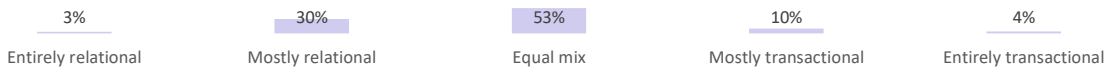
"Coach your sponsors: don't assume they know how CM works and what we need from them. Make the time spend valuable. Always go in with a clear ask. Prep your materials. Make your case. Make the ask something they can say yes to easily."

### "So What / Now What" Discussion:

- What does 'coach your sponsor' really mean? To the practitioner? To the sponsor?
- How do you operationalize these findings in how you engage sponsors and conduct your daily change work?

7

## Insights on the Practitioner-Sponsor Relationship



### Entirely or mostly relational

Key factors or circumstances that contributed to this type of relationships with executive sponsors:



"I have a good rapport with leaders. I'm known for my ability to be candid and offer truth to power. I support tirelessly and care about their success. Trust is huge, I do not gossip or talk trash to executives."

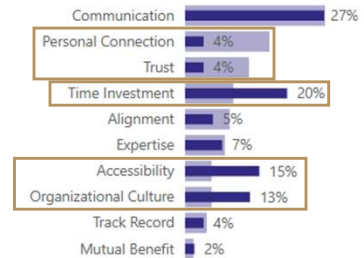
### Equal mix

Key factors or circumstances that contributed to this type of relationships with executive sponsors:



### Entirely or mostly transactional

Key factors or circumstances that contributed to this type of relationships with executive sponsors:



"They don't have a lot of time. They need to show results. They don't always have visibility to see what I see so I need to be their ears and eyes into the project."

8

## Insights on the Practitioner-Sponsor Relationship

### Tactics for transition from transactional to relational



“Trust is the foundation of any strong relationship. By being reliable, delivering on my promises, maintaining open and transparent communication, and aligning with their strategic goals, I fostered a strong relationship with executive sponsors.”

“It is not an on/off button. It has to be relational. Building trust takes time.”

“Sponsors in my organisation are incredibly pressed for time. I'm using valuable minutes and need to ensure there's a clear value add.”

“Building trust is about active listening, confidence and even a sense of humour... Be curious and seek to learn about them in a relational way – develop a sense of connection through conversation...”

### “So What / Now What” Discussion:

- Where do you struggle when it comes to moving from transactional to relational?
- Have you ever wondered “am I the right change practitioner to coach this particular sponsor?”
- How critical is the sponsor-practitioner fit? Is it a given?

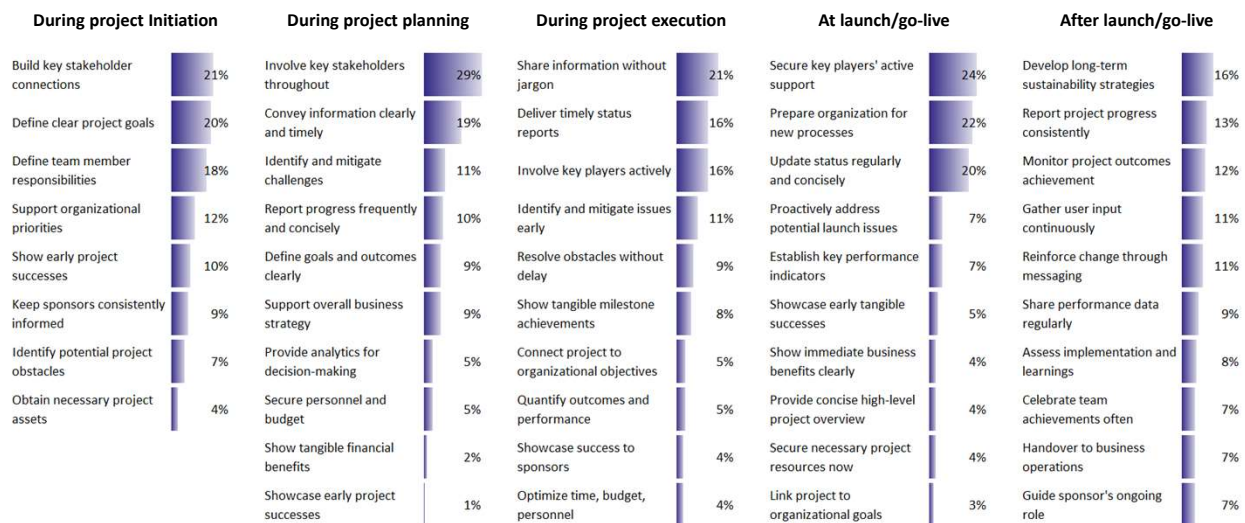
© Prosci, Inc. All Rights Reserved.

Prosci

9

9

## Insights on Preferred Support Across the Project Lifecycle



© Prosci, Inc. All Rights Reserved.

Prosci

10

10



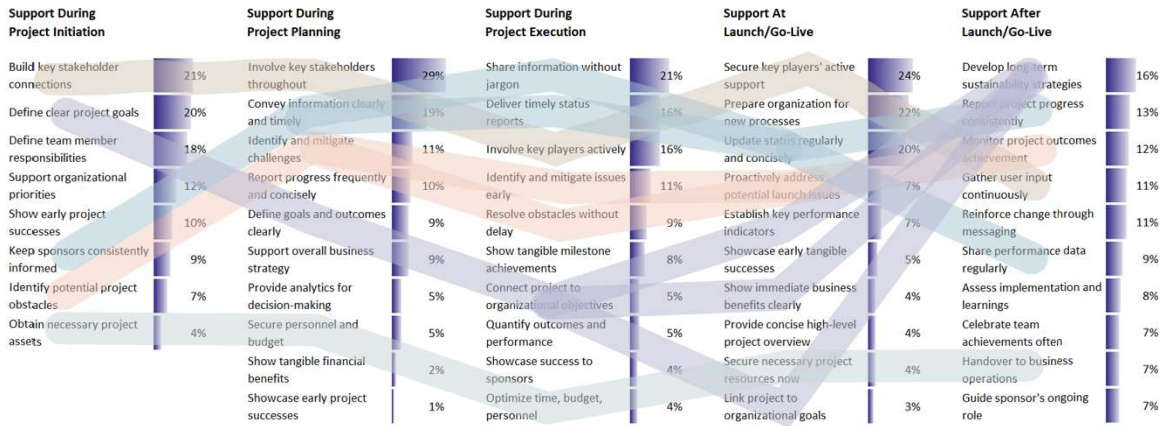
# Bridging the Gap: Strengthening Executive Engagement in Change Initiatives

www.prosci.com/webinars

## Insights on Preferred Support Key Themes

Key Themes:

- Stakeholder Engagement
- Risk Management
- Communication
- Goal Setting and Alignment
- Resource Management



© Prosci, Inc. All Rights Reserved.

Prosci

11

11

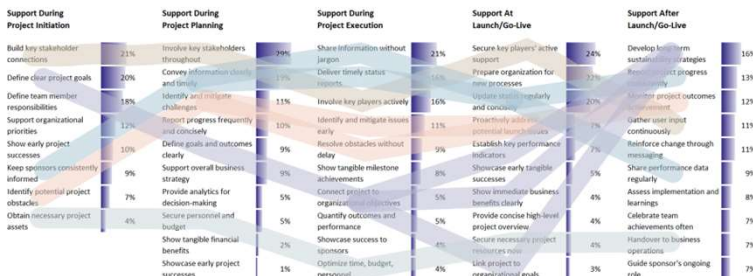
## Insights on Preferred Support Key Themes

Key Themes:

- Stakeholder Engagement:** Consistently engage and align stakeholders throughout the project.
- Risk Management:** Proactively identify, assess, and mitigate potential project risks.
- Communication:** Ensure clear, concise, and timely communication with stakeholders.
- Goal Setting and Alignment:** Clearly define and align project goals with objectives.
- Resource Management:** Secure and efficiently allocate necessary resources for success.

“So What / Now What” Discussion:

- What surprises you about the key themes and how they change in relative importance, over time?
- *The SEAS of change – Sponsor Engagement Activity Streams – that ebb and flow over the change*



© Prosci, Inc. All Rights Reserved.

Prosci

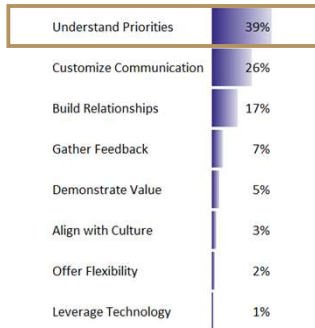
12

12

## Insights on Sponsor Engagement

### Tailoring engagements to sponsors

Please share specific examples or strategies you have found successful in tailoring your engagement to meet the diverse needs and expectations of different sponsors.



### Helping sponsors maintain momentum

How do you typically support executive sponsors in maintaining change momentum and alignment in the face of project headwinds or competing priorities?



### “So What / Now What” Discussion:

- How do you connect “stop talking about what you do” with the advice to “understand priorities”?
- As a practitioner, how do you adapt your approach with this new direction on sponsor engagement?
- As a sponsor, how does it feel when change is going effectively (as opposed to facing headwinds)?

© Prosci, Inc. All Rights Reserved.

**Prosci**

13

13

## Insights on Sponsor Engagement

### Helping sponsors see CM as a strategic imperative

What tactics have you found most effective to help executives view organizational change capability as a strategic imperative?

1. Link to Strategy: 16%
2. Demonstrate ROI: 15%
3. Educate Leadership: 14%
4. Measure and Report: 11%
5. Share Success Stories: 10%
6. Build Internal Capability: 10%
7. Engage Stakeholders: 10%
8. Address Resistance: 7%
9. Create Urgency: 6%
10. Leverage Ext. Expertise: 1%

### Communicating the ROI of CM to sponsors

What techniques have been most successful for you in communicating the ROI of change management to executive sponsors?

1. Link to Strategic Goals: 35%
2. Quantify Benefits: 19%
3. Use Case Studies: 9%
4. Present Data Visually: 9%
5. Highlight Risk Mitigation: 9%
6. Leverage Executive Language: 8%
7. Measure Intangible Benefits: 6%
8. Benchmark Against Competitors: 2%
9. Conduct Pilot Programs: 2%
10. Calculate Long-Term Value: 1%

### Building sponsor CM knowledge and skills

What resources, learning formats, or communication channels have you found most effective for helping executives build their knowledge and skills related to leading change?

- |                          |                            |
|--------------------------|----------------------------|
| 1. Coaching: 20%         | 8. Executive Education: 5% |
| 2. Workshops: 20%        | 9. Mentoring: 5%           |
| 3. Action Learning: 14%  | 10. Case Studies: 2%       |
| 4. Peer Learning: 9%     | 11. Consultants: 2%        |
| 5. Books/Articles: 7%    | 12. Conferences: 1%        |
| 6. Internal Training: 6% | 13. Simulations: 1%        |
| 7. Online Courses: 5%    |                            |

### “So What / Now What” Discussion:

- As a sponsor, what conclusion do you draw from seeing **strategy** at the top of both lists?
- As a practitioner, how do you become conversant in the language of your sponsors?

© Prosci, Inc. All Rights Reserved.

**Prosci**

14

14

Bridging the Gap:  
Strengthening Executive Engagement in Change Initiatives  
[www.prosci.com/webinars](http://www.prosci.com/webinars)



Your global partner for change success

[solutions@prosci.com](mailto:solutions@prosci.com) | +1 970 203 9332 | [prosci.com](http://prosci.com)

**Prosci**  
PEOPLE. CHANGE. RESULTS.™

15