Sponsor behaviors Assessment

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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 kick off 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, etc.) | 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 |

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| --- | --- | --- | --- | --- | --- | --- |
| 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 |

**Score: \_\_\_\_\_\_\_\_\_\_\_\_**

Score interpretation: 80 – 100 Excellent; 70 – 79 Good; 60 – 69 Fair; 59 or below Poor.