Prosci Sponsor Checklist

Timing: Implementation

**Audience: Project Team – Maintain momentum**

* Secure resources necessary for implementation
* Stay engaged with the team: attend meetings, reward successes, hold them accountable for results and build enthusiasm
* Remove roadblocks and help the team overcome obstacles
* Stay the course; avoid shifting priorities too early
* Attend frequent project status meetings and actively track progress
* Resolve issues and conflicts - respond to escalation

**Audience: Managers – Align leadership and manage resistance**

* Continue to meet in public and private with business leaders and senior managers; align sponsorship; provide progress updates; resolve issues
* Communicate expectations to senior managers for their support of the change; provide activities they can do and messages they can communicate to their organizations
* Manage resistance from middle managers; correct or remove managers who will not support the change
* Model the change through personal example and hands-on involvement
* Stay involved throughout the entire project; stay visible

**Audience: Employees – Reinforce and reward**

* Reinforce key messages; align business strategy with project objectives; increase personal communications
* Reinforce why the change is being made and the risk of not changing (some employees may be ready to hear this message only when the change is near implementation)
* Listen to employees and encourage feedback; be willing to answer the tough questions
* Set expectations for employees; clearly communicate consequences of not changing
* Identify with the additional work and difficulties that may be experienced during implementation
* Enforce application of new processes and behaviors
* Look for quick wins; share successes and build enthusiasm for the change
* Celebrate success stories; be present and visible
* Acknowledge challenges and obstacles honestly