Prosci Sponsor Checklist

Timing: Planning and Startup

**Audience: Project Team – Acquire project resources**

* Select the best project leader and team members; include resources with change management expertise
* Provide necessary funding for the team, including training for all team members on change management
* Set priorities related to day-to-day work vs. project work to allow adequate team member participation
* Help the team understand the critical business issues or opportunities that must be addressed
* Provide clear direction and objectives for the project; describe what success will look like
* Jointly develop a high-level view of the future and link the change to the business strategy
* Be directly involved with the project team; set expectations; review key deliverables and remove obstacles
* Take ownership for success of the project and hold the team accountable for results
* Establish a commitment to change management; talk about change management and ensure required roles are filled

**Audience: Managers – Build management support**

* Enlist the support of executive managers and create a support network (coalition of managers needed to support the change)
* Create a steering committee of key managers to monitor progress (dependent on project size)
* Educate senior managers about the business drivers for change and the risks of not changing
* Work directly with managers who show early signs of resistance
* Create change advocates within the leadership team; build support and enthusiasm for the change
* Provide training on change management for senior managers
* Establish change activities that the leadership group is responsible for completing
* Define accountabilities for mid-level managers
* Determine and communicate priorities between this change and other change initiatives
* Resolve conflicting operational objectives with other senior leaders
* Solicit and listen to management feedback
* Connect project to organization's strategy and goals

**Audience: Employees – Create awareness**

* Describe the current state of the business and share the business issues or opportunities
* Explain why a change is needed now; share the risks of not changing
* Share a vision for the future; explain the nature of the change and show how the change will address the business problems or opportunities
* Answer the questions: “How will this change affect me?” and “What’s in it for me?”
* Be proactive, vocal and visible; communicate frequently, including face-to-face
* Listen and be open to dialogue and resistance
* Tell employees what they can expect to happen and when
* Understand the organizational culture and beliefs
* Repeat key messages over and over
* Share plans with customers and suppliers
* Show project milestones and provide progress updates
* Communicate clearly and honestly about aspects of the project that are still unknown