Prosci Sponsor Checklist

Timing: Design

**Audience: Project Team – Provide direct support**

* Stay involved: attend key project meetings, review project status and hold the team accountable for results
* Provide the necessary resources and funding, including ensuring that the right people are made available to support the design work
* Be accessible to the team; be a sounding board, provide ideas and constructive criticism to the team; ask “What if?”
* Remove roadblocks; make timely decisions on project issues and help manage conflicts and political issues
* Communicate expectations and feedback from other managers
* Keep the team on track and manage “scope creep”
* Reward success stories and achievements
* Take the time to understand the solution
* Identify conflicts with other projects that may impact this team
* Make sure the project team knows that your door is open and you are available to support their work
* Play an active role in all critical decisions

**Audience: Managers – Develop sponsorship**

* Continue to build support and sponsorship among senior managers; reinforce the key messages; resolve differences in perception; address areas of resistance
* Let senior managers know how they can proactively support the change; provide them with a clear roadmap for sponsoring the change with their direct reports
* Conduct steering committee meetings; keep managers informed; use this forum to resolve critical issues
* Use public and private conversations to reinforce leadership support; recognize outstanding managers
* Communicate project progress to all executive managers
* Hold mid-level managers accountable
* Do not tolerate resistance from mid-level managers or allow managers to “opt out” of the change; be clear on expectations
* Ensure that a consistent message is being sent by managers to impacted employees

**Audience: Employees - Educate**

* Communicate frequently with employees; make your personal commitment visible, including face-to-face conversations
* Reinforce the reason for change, risk of not changing and the evolving details about the future state
* Show employees how the change aligns with the direction and strategy for the business
* Answer the question “What will this change mean to me?”
* Listen to what employees have to say; take the pulse of the organization and collect feedback
* Share project progress and provide updates on a regular basis; update employees on “what you can expect to happen and when”
* Enable employee participation and involvement
* Recognize the good work that employees have done
* Involve customers and suppliers
* Ensure adequate time is allocated for training and skill-building prior to implementation