

Step 2 – Understand needs

Quick Reference Guide – Active Sponsorship

What is the role of Sponsors in a change?

A Sponsor is "a person or group who provides resources and support for the project, programme or portfolio and is accountable for its success" - PMBOK Guide 6th Edition.

Prosci's *Best Practices in Change Management* research indicates that the most critical roles of Sponsors are:

- To be active and visible throughout the project
- To ensure that the change realises its intended benefits
- To build a coalition of sponsorship with key business leaders and stakeholders
- To communicate and promote the change to impacted groups.

Driving action and engagement with a sponsorship plan

The sponsorship plan supports active sponsorship of change which enables earlier stakeholder engagement and buy-in.

The sponsorship plan helps the project to:

- Build support among critical stakeholders who have the potential to influence the success of the project
- Set expectations with the main Sponsor and broader sponsor group (for example: People Managers, assigned leaders) on their responsibilities throughout the project
- Provide a tool to gain alignment and buy-in on proposed activities.

Sponsorship plan

Sponsorship plan process

Identify Sponsor goals and activities

- Identify Sponsor based on the scope and scale of the project
- Assess each project phase and determine the support and level of involvement required of the Sponsor
- Discuss and validate draft goals with Sponsors

Create the sponsorship plan

- Use project or programme documents to support the development of the plan
- Define roles and responsibilities for leaders to determine who should be on the Steering Committee/Project leadership team
- Define governance, reporting structure and meeting cadence

Align with the Sponsor's activities

- Share the sponsorship plan with the primary Sponsor to review details and gain buy-in
- The Sponsor should receive support (from the change team) in completing the activities in the Sponsor plan, e.g., drafting communication for the Sponsor as needed

Component of sponsorship plan

The components of the sponsorship plan aim to:



What is leadership alignment?

In addition to the support of change, one of the critical activities which Sponsors need to undertake is to build a coalition of sponsorship with other influential leaders across the organisation. The success of the guiding coalition is in **leadership alignment**.

Leadership alignment is when leaders unite on issues that must be resolved, actions that must be taken and objectives that must be reached to move their team, unit, department or organisation forward.

The value of leadership alignment

The following intended benefits and minimised risks can be realised with effective leadership alignment.

Benefits	Minimised Risks
<ul style="list-style-type: none">✓ Visible sponsorship and commitment to project and vision✓ Clarity on the scale of change, expectations of leadership, and the journey ahead✓ Maintenance of accountability and engagement throughout the project✓ Early and consistent insights from leaders and team	<ul style="list-style-type: none">✗ Lack of project vision and buy-in and/or support✗ Differing expectations or priorities of projects amongst leaders✗ Lack of priority and awareness among colleagues due to no visible leadership support✗ Resistance to change from within the leader's organisation

Steps in achieving leadership alignment



Tools and templates



Visit our [Toolkit essentials](#) to access supporting tools

Sponsorship Plan

Leadership Action Plan

Contact details



TIUChangeManagement@transformation.gov.jm



www.publicsectortransformation.gov.jm