

THE LEADER AS SPONSOR OF CHANGE

A WORKING SESSION WITH SENIOR MANAGEMENT

lamarsh and associates, inc.
consulting services for changing organizations



Leadership plays a key role in change

“Better, faster, cheaper” is becoming a standard operating principle among organizations that want to remain competitive. While leaders try to stay focused on building a clear vision for the future and making sure it happens, they are confronted with increasing pressure to become more involved in change initiatives. Leaders can’t just articulate a vision and then rely on their staff to deliver the changes required. The staff, as change agents, cannot succeed on their own. Even the most skilled and experienced “change agents” are at great risk without strong sponsorship from the executive team.

Failed changes can severely affect management credibility, corporate reputation in the marketplace, stock price, and shareholder confidence. If sponsors have different levels of understanding and expectations of their role in change, strategic initiatives can under-perform or fail; this results in unplanned losses in dollars, time, functionality and corporate pain. Sponsors must understand the change process, agree on their role as leaders of change, utilize a unique set of tools to carry out their responsibilities and model those skills and competencies within their organization.

The Leader as Sponsor of Change is a working session designed for individual executives and leadership teams who seek to recognize the value of change management and how it can become a critical business tool for the organization. Sponsors will come away from this working session with experience applying the Managed Change™ Model to increase the success rate of their changes.

Objectives – to enable participants to:

- Determine the value of change management and what it could mean in their organization.
- Determine their role and responsibilities as sponsors who lead change and the requirements of change agents they assign to manage implementation.
- Develop effective sponsorship techniques for use in their role as a leader of change.
- Examine current change initiatives and their alignment or disconnection.
- Build a cohesive definition of the vision, or Desired State, for their key change projects.
- Introduce and apply selected Managed Change™ tools to reduce potential risks and increase the probability of successful change.

Participants: Executives, senior management, leadership teams, sponsors of change in a business. The session will be tailored to meet the participant’s unique business or industry needs.

Prerequisites: None.

Preparation: The facilitator will collect the information necessary to prepare Managed Change™ preliminary documents for the leadership to utilize during the working session: Current and Desired State presentations, Key Role Map with roles identified, and a Fishbone Diagram of the major initiatives that compete for organizational resources and energy.



LEADER AS SPONSOR OUTLINE

Pre-work: A LaMarsh & Associates Consultant will meet with key client staff to receive of situational orientation during which he/she will gain an understanding of the organization, the business vision/mission/goals, its unique needs and issues, and an overview on the current change initiatives. Based on this input, the Consultant will prepare client-specific slides and hand-outs to align and customize the program to the client environment and the desired outcomes for the session.

Agenda: The final agenda and session length (between 4-7 hours) will be tailored as a result of our pre-work activities with key client staff as noted above.

➤ **Change Management Effectiveness and Value**

- Determine leadership's common and agreed to definition of change, of change management, and the implications for successful implementation

➤ **Current Change Initiatives**

- Review and analyze the number of changes, resource requirements, potential overlap of target populations and the impact on potential success

➤ **Desired State Definition**

- Examine the organization's vision based on the elements of structure, process, people & culture

➤ **Sponsor Role**

- Assess the skills and competencies of the leaders as sponsors of change and build their understanding of the required roles & responsibilities

➤ **Risk Mitigation**

- Examine the potential risks to the organization, the roles to be played, and the action steps required of each

Post-session reinforcement: Follow-up and collaboration with key client staff on formalizing and developing the Change Management Strategy and the Risk Mitigation Plan for the organization for the key initiatives is available by request. Pricing will be determined based on scope. In addition, executive coaching and mentoring services are available by quotation.

LEADER AS SPONSOR LOGISTICS

Dates: Flexible.

Location: Client Site

Cost: Programs provided by Jeanenne LaMarsh (*Founder & Chief Executive Officer*) are \$13,200US. Programs provided by Director-level Consultants are \$10,900US. Travel expenses will be added for clients within the contiguous 48 United States and Canada. Quotes are available for international clients.

Materials: The participants will receive *A Leader's Guide*, working papers specific to the changes in their organization and customized for the participants and the book *Master Change, Maximize Success* by Jeanenne LaMarsh and Rebecca Potts @ \$125US per participant.

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WHO IS LAMARSH & ASSOCIATES?

We are a world leader in change management consulting and learning services. We help our clients deliver the results and benefits expected from business change like that driven by technology or a merger/acquisition. Our goal is to help our clients reduce resistance and make it easier for their people to change. Through our commitment to knowledge transfer, we empower our clients to become their own internal change management resources.

We offer our clients unparalleled project consulting support, a full curriculum of learning programs, cutting-edge web-based e-learning, multi-level competency development and certification programs, our complete step-by-step consulting methodology, and change management coaching services for leaders and change agents. We invite you to join companies from around the world across a variety of industries and lines of business who already experience the value and power of the Managed Change™ approach.