4

BUILD A COALITION

Trying to create change with only limited engagement of the stakeholders is as foolhardy as a one-man band trying to imitate an orchestra.

TUTORIAL

Key Points:

- Map the Organization
- Avoid the Black Hole
- Contract with Sponsors

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The circular diagram contains:

1 **Validate** the **Journey**

2 **Scan** for **Speed Bumps**

3 **Chart** the **Course**

4 **Build** a **Coalition**

5 **Ford** the **Streams**

6 **Stay** on **Message**

7 **Mind** the **Gap**

Center: **THINK**, **TALK**, **TRUST**, **TEAM**

● **PRINCIPLE:**   Educated and engaged sponsorship is critical to ensure that desired behavior changes cascade throughout all impacted parts of the organization.

● **TASK:**   Strategically engage your change effort's Champions, Agents, Sponsors, and Targets (End Users). Invest special effort to promote consistent Sponsor behaviors that accelerate successful implementation.

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Barriers to Effectiveness

- Sponsors unaware of their role
- Sponsors resistant to their role
- Sponsors don't know "how"
- Reinforcements lacking
- Sponsors distracted by competing priorities

In evaluating your plans to establish strong sponsorship for your change initiative and to avoid or overcome the common barriers listed above, ask yourself these questions:

• "What would you expect to see when Sponsors are unaware of their role? How would that lack of awareness affect the implementation effort? What would likely be the ripple effect?"

• "What would you expect to see when Sponsors are resistant to their role? How could that resistance affect others in the organization?"

• "What if Sponsors willingly accept their role but don't really understand 'how' to provide the needed deliverables? What impact would that lack of know-how likely have on the implementation?"

• "What if Sponsors fail to provide continuous reinforcement for the implementation in the form of encouragement, repetition of key messages, resources, and modeling? How would that failure likely affect others in the organization?"

• "What result would you expect if Sponsors are constantly distracted by competing priorities? What message would this likely send to others in the organization? What impact would it likely have on the success of the implementation?"
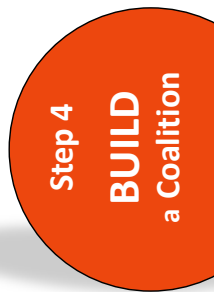
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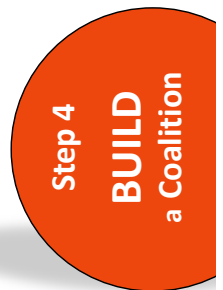
NOTES

Jot down some of your key take-aways from the **Build a Coalition** tutorial.

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IMPLEMENTATION ROLES

Sponsors

- Are aware of their role
- Demonstrate ownership for the change
- Demonstrate power to commit resources
- Authorize funding for the change
- Control ultimate power to stop, revise, or influence

Change Agents

- Are aware of their role
- Are educated and deliver on their role
- Are held accountable for implementation success
- Integrate across functional lines
- Assist other Change Agents

Targets (End Users)

- Should be acknowledged
- Are those impacted most by the change
- Build Commitment & Adoption—behavior change

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HOW IS IT WORKING FOR *YOU*?

Sponsors

- Are aware of their role
- Demonstrate ownership for the change
- Demonstrate power to commit resources
- Authorize funding for the change
- Control ultimate power to stop, revise, or influence

1. Focus on a specific implementation effort in your organization.

role, pick one item (bullet point) that seems to be going

Write a paragraph to describe in specific terms what is going well and what impact you believe it has on the implementation effort.

2. Focusing on that same implementation effort – for the Sponsor role, pick one item (bullet point) that needs improvement

Write a paragraph to describe in specific terms what needs improvement and what you think you can do to help.

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Change Agents

- Are aware of their role
- Are educated and deliver on their role
- Are held accountable for implementation success
- Integrate across functional lines
- Assist other Change Agents

3. Focusing on that same implementation effort – for the Change Agent role, ████████████████ ullet point) that seems to be going well.

████████████ h to describe in specific terms what is going well and what ██████████ ve it has on the implementation effort.

4. Focusing on that same implementation effort – for the Change Agent role, pick one item (bullet point) that needs improvement

Write a paragraph to describe in specific terms what needs improvement and what you think you can do to help.

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Targets
(End Users)

- Should be acknowledged
- Are those impacted most by the change
- Build Commitment & Adoption—behavior change

5. Focusing on that same implementation effort – for the Target (End User) role, pick one item (bullet point) that seems to be going well.

Write a paragraph to describe in specific terms what is going well and what impact you believe it has on the implementation effort.

6. Focusing on that same implementation effort – for the Target (End User) role, pick one item (bullet point) that needs improvement   DW

Write a paragraph to describe in specific terms what needs improvement and what you think you can do to help.

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TYPICAL EXECUTION APPROACH

The Black Hole occurs when reinforcement and accountability are weak.
When this occurs, implementation stalls, or simply fails to achieve its intended
return on investment.
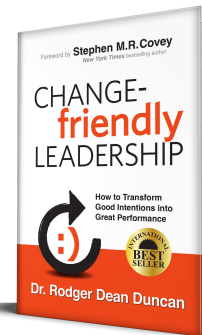
Implementation will stall, or simply fail to achieve ROI.

A Black Hole occurs when there is weak reinforcement and accountability.
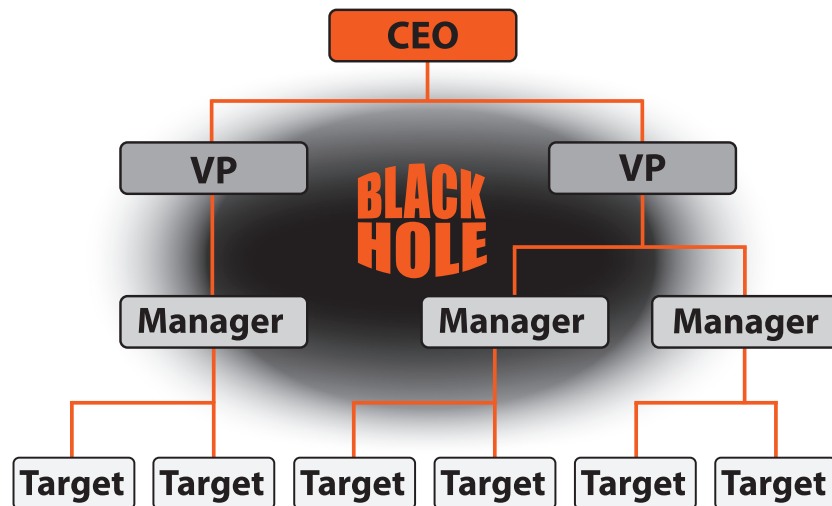
1. What has been your experience with this sort of Black Hole?

2. What is the cost of a Black Hole when you're working on an
    important implementation?

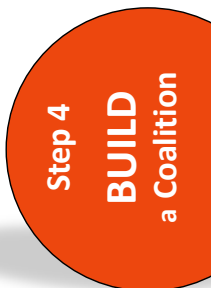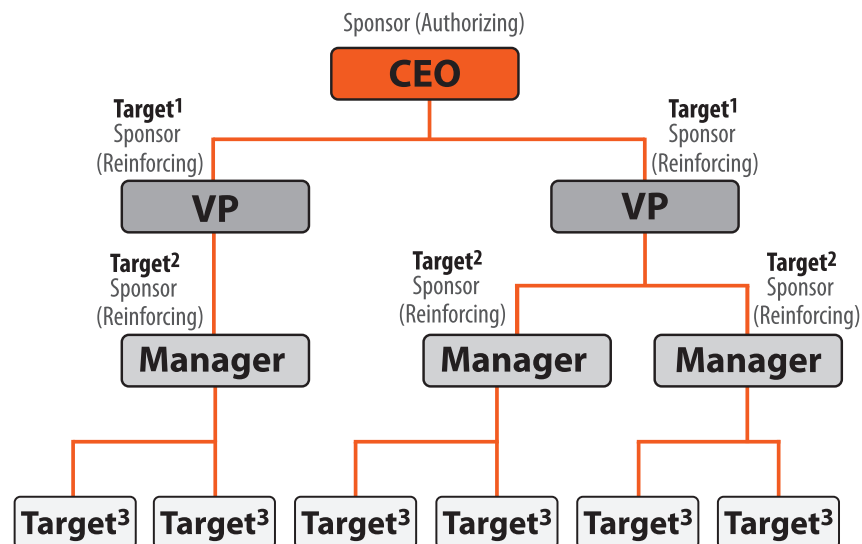3. What are some early warning signs of a Black Hole?

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THE PATH TO SUCCESS

The graphic shown here illustrates how an effective coalition of players can help implement change in a corporate environment (hence, the corporate titles). Notice that the **Authorizing Sponsor** avoids the mistake of skipping directly to the people at the lower level of the organization chart. To ensure clear communication along the way and to improve the likelihood of stakeholder engagement, the Authorizing Sponsor (likely with the help of Champions and Agents) builds a network of **Reinforcing Sponsors**. This cascading sponsorship is an important key to any successful change effort. It's so critical, in fact, that its absence virtually guarantees failure.

Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
p. 231

Sponsor (Authorizing)

CEO

Target¹
Sponsor
(Reinforcing)

Target¹
Sponsor
(Reinforcing)

VP   **VP**

Target²
Sponsor
(Reinforcing)

Target²
Sponsor
(Reinforcing)

Target²
Sponsor
(Reinforcing)

Manager   **Manager**   **Manager**

Target³ **Target³** **Target³** **Target³** **Target³** **Target³**

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CREATE YOUR OWN IMPLEMENTATION ROLE MAP

As with many things, a concept is often easier to understand when it's represented visually.

That's certainly the case with creating a role map for a change implementation.

For this activity, many people like to use a flip chart or a large white board.

Instructions:

Select a specific implementation challenge in your organization (a major project, rollout, etc.) whose success is critical.

Produce an implementation role map. Indicate specific roles with names of specific people.

Key – First build the organization chart, then add the labels:

- **S_A** (Authorizing Sponsor)
- **S_R** (Reinforcing Sponsor)
- **Agent**
- **T** or **EU** (Target or End User)

Review your learnings.
- What did you discover as you produced the role map?
- Were there any potential black holes (communication dead zones)?
- How can you use this type of implementation role map in your planning and execution?

2. What can you do to increase the likelihood that your implementation will get strong and effective sponsorship?

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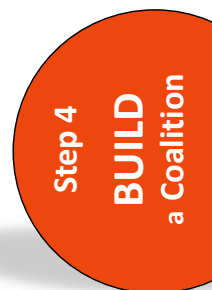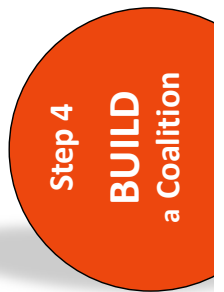
CPR: BREATHING LIFE INTO YOUR CHANGE INITIATIVE

For lifeguards and other rescue personnel, "CPR" stands for Cardio-Pulmonary Resuscitation, a method for breathing life into a suffocating person.

In this instance, CPR stands for **Converse, Practice** and **Reinforce**—a way to breathe life and vitality into change implementation.
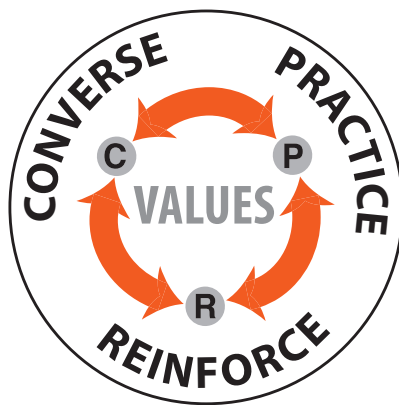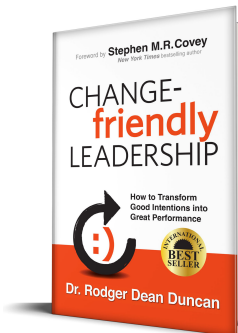
In a typical change initiative, Sponsors are pretty good at the **Converse** part. If you're a Sponsor, you can probably rattle off a list of values or valued behaviors you claim to embrace. Things like Accountability, Innovation, Integrity, Quality, Respect, Teamwork. You can probably talk a good game in describing the virtues of the future state you envision.

The **Practice** part is a bit more challenging. This involves actually doing something about what you say you value. A critical part of effective sponsorship (and trustworthy leadership) is the degree to which what you profess and what you practice are in alignment. (If they're not, you can be sure people will notice. And the change initiative you claim to promote will have slim chance for success.)

The **Reinforce** part requires even more effort. Reinforcement involves specific and deliberate application of affirmation, encouragement and "rewards" for positive behavior. It also involves specific, deliberate and friendly correction of negative behaviors.

The Sponsor(s) CPR efforts have an enormous impact on implementation success.

Rodger Dean Duncan
CHANGE-friendly LEADERSHIP
adapted from p. 47-48

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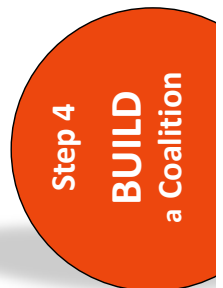
SPONSOR BEHAVIOR INVENTORY

The explicit behaviors indicated in the CPR Model are critical to Sponsor effectiveness. This brief exercise will help you assess the extent to which your Sponsor is effectively promoting your implementation effort.

INSTRUCTIONS: Rate each statement below according to the following scale:

1. Strongly Disagree
2. Disagree
3. Neither Agree nor Disagree
4. Agree
5. Strongly Agree

Converse

_____ **1.** The sponsor has publicly and positively talked with direct reports about the importance of implementing this initiative and all it entails.

_____ **2.** The sponsor has publicly communicated the specific Business Case statement for this initiative with a description of the future state.

_____ **3.** The sponsor has publicly communicated how the initiative will benefit the organization as a whole.

_____ **4.** The sponsor has clearly communicated how the objectives for this initiative will impact each group in the organization.

_____ **5.** The sponsor has publicly communicated to the organization the negative consequences of failing to implement this initiative.

_____ **6.** The sponsor communicates in a manner that emphasizes openness to feedback.

_____ **Total Number of Points for Converse**
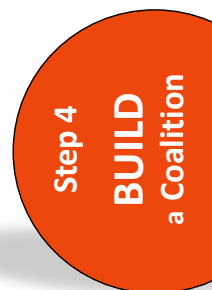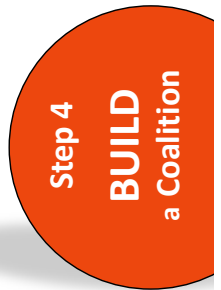
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INSTRUCTIONS: Rate each statement below according to the following scale:

1. Strongly Disagree
2. Disagree
3. Neither Agree nor Disagree
4. Agree
5. Strongly Agree

Practice

_____ **1.** The sponsor has publicly demonstrated (practiced) a clear understanding of how this initiative will affect those most impacted by its implementation.

_____ **2.** The sponsor has demonstrated clear commitment to this initiative by personally practicing the behaviors that help ensure its success.

_____ **3.** The sponsor has provided (or allowed access to) the necessary training to ensure that those directly impacted by this initiative can enhance their ability to succeed in the future state.

_____ **4.** The sponsor has prioritized resources to emphasize the importance of this initiative.

_____ **5.** The sponsor has prioritized activities (discontinued certain things) to emphasize the importance of this initiative.

_____ **6.** The sponsor has demonstrated willingness to do whatever is necessary to ensure this initiative is fully implemented successfully.

_____ **Total Number of Points for Practice**

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INSTRUCTIONS: Rate each statement below according to the following scale:

1. Strongly Disagree
2. Disagree
3. Neither Agree nor Disagree
4. Agree
5. Strongly Agree

Reinforce

_____ 1. The sponsor has provided the necessary resources to implement this initiative.

_____ 2. The sponsor has provided the incentives necessary to accelerate adoption of new behaviors.

_____ 3. The sponsor has installed the necessary monitoring and reporting processes to track progress and identify where the initiative's implementation may be lagging.

_____ 4. The sponsor has included in the performance management system/process specific goals that are directly related to the implementation of this process.

_____ 5. The sponsor has made old, undesirable behaviors more difficult.

_____ 6. The sponsor has made positive and negative reinforcement certain and immediate following observed behaviors.

_____ **Total Number of Points for Reinforce**

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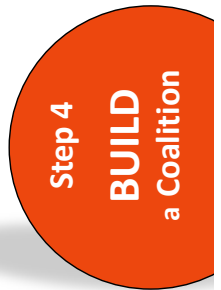
✓ SCORING

Do the math as indicated below:

Section 1 Total _____ x **1** = _____
(Converse)

Section 2 Total _____ x **2** = _____
(Practice)

Section 3 Total _____ x **3** = _____
(Reinforce)

+

↓

Grand Total _____ ÷ **1.8** = _____

> **Sponsor Behavior Inventory Score**

20	40	60	80	100
Very Low	**Low**	**Moderate**		**High**
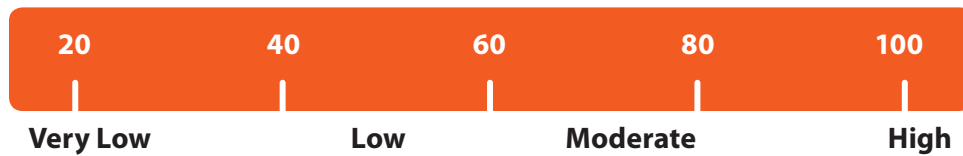
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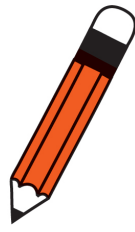
_____ IS THE KEY TO EFFECTIVE SPONSORSHIP

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BUILD A COALITION
Protocol Checklist

Instructions: *Read each statement and decide how accurately it describes your organization's adherence to the* **Build a Coalition** *principles described in this chapter:*

(**0** points)   We never or rarely do this
(**1** point)   We sometimes do this
(**2** points)   We regularly do this
(**3** points)   We always or almost always do this

Place the **point value** *of your response choice beside each statement.*

_____ **1.** We honestly consider the needs of all the CAST of Characters (Champions, Agents, Sponsors, Targets) at every stage of our change work.

_____ **2.** Rather than merely solicit support and hope for the best, we specifically *contract* with the Sponsors of the change we're promoting.

_____ **3.** In deciding on our approach to change, we consider ability issues as well as motivational issues.

_____ **4.** We use cascading sponsorship to help ensure our change work doesn't vanish in a bureaucratic "black hole."

_____ **5.** In conversations and other communication, we frequently follow through with our Sponsors to make sure the support they're providing is consistent with what they agreed to do.

_____ **Total Number of Points**
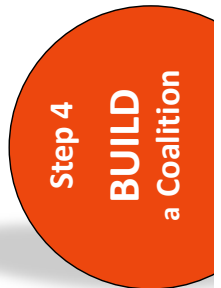
Interpreting Your Scores

0-5:   Your change approach is likely having little real effect in your organization. Without the active, coordinated support of a coalition of people, you cannot expect your efforts to produce the result you want. An active CAST of Characters can help you spot resistance and work to turn it into engagement.

6-10:   You're on the right track to building a coalition. But unless you are mindfully tending to the needs of all of your CAST of Characters, you're probably missing some important opportunities to engage people's heads, hearts, and hopes. Again, remember the WIIFM (What's In It For Me?) principle.

11-15:   You clearly "get it" when it comes to appropriate involvement of Champions, Agents, Sponsors, and Targets. By contracting with your Sponsors, you're exponentially increasing the likelihood that your change will succeed. Now, to help make the change sustainable, ensure that your Sponsors understand that they need to continue with the CPR.

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