

# Leadership + Sponsorship (Fran Bodley-Scott first group)

## **1. Success Factors**

- Ensure leaders understand what & who
- Buy in to vision
- Clarity of vision
- Sufficiently positioned (sponsor) e.g. sphere of influence
- Identify leaders of all persuasions
- Consistent coaching cascaded
- Time & space & training to lead/sponsor (and others)
  - o Right amount, right time, common language
- Attributes: communication skills; integrity; engaging; inspirational; trust
- Sponsor Terms of Reference (TOR)

## **2. Challenges & Risks**

- Inconsistency (saying one thing; doing another)
- Culture needs to support leaders
- Cultural differences across communities (e.g. national)
- Organisational capability
- Lack of continuity (post rotation) – changing personalities

## Leadership + Sponsorship

### **3. Tools/Methods**

- Coaching framework
- Prosci sponsor assessment
- Roadmap for sponsor

## Leadership + Sponsorship (Fran Bodley-Scott 2nd group)

### **1. Success Factors**

- One vision/objective/truth
- Strong leadership
- Visibility of roles/accountability
- Right people in right roles, right mix
- Measure the right things
- Actions speak louder than words
- Visible listening

### **2. Risks + Challenges**

- Politics!
- Multiple leadership chains
- Motivation and personal agendas
- Lack of ownership

## Leadership + Sponsorship

### **3. Tools + Methods**

- Visible leadership programme
  - o Get out and about
- Statement of how to do stuff
  - o Guiding principles
  - o Competency framework
  - o SLA
- Consistent body language/behaviour
- 360° feedback
- Team working
- Acknowledging that you don't always have all the answers

## Leadership & Sponsorship (Gary Mainwaring 2nd group)

### 1. Success Factors:

- Get right people in to deliver (wrt skills, R + Resp)
- Focus on ‘people’ aspect, not processes, plans etc
- “Colours” and “competencies” of leaders and senior management team
- Leadership team talk the same message
- Ensure effective top-down comms and feedback bottom-up to leadership team



### 2. Pitfalls to avoid

- Don’t use ‘black widow’
- No succession plan for leadership team



### 3. Methodologies

- Myers-Briggs
- Colourworks
- Situational leadership
- Governance structure of org
- MSP

## B. Leadership & Sponsorship

### 4. Anecdotes, etc

- Prepares senior leadership team prior to change + helped to develop the strategic vision (expensive but worthwhile) + logistics!
-

## Leadership & Sponsorship (Gary Mainwaring 1st group)

### 1. Success Factors:

- Focus on task, team, individual
  - 'Trained' leaders/sponsors
  - Clearly defined R + R
  - Visual leadership/live the change
  - Walk the walk at all levels
  - Recognise/appreciate dis benefits
  - Need 'stable' change team
  - Need qualities of a leader/sponsor
  - Early successes are key
- 

### 2. Pitfalls to avoid

- Dictatorship
- Prioritise activities
- Need time (?) to lead change -> quality time
- Make decisions
- Keep 'business case' current
- Address 'ego' of senior management/address issues/politics
- Need change budget

## B. Leadership & Sponsorship

### 3. Methodologies

- Adair's 3 Circles
- Colourworks
- Insights
- Belbin
- Situational leadership
- Good practice 'R + R' of sponsor, etc
- 'Town hall' meetings at all levels

### 4. Anecdotes, etc

- Leadership can be bottom up (business change managers)
  - o "natural leaders" – recognise them

## Leadership + Sponsorship (Martin Gosden's 1st group)

### **1. Success Factors**

- Roles & responsibilities of sponsor (accountability)
- Everyone (Board) understand their roles and P/Ms
- Understand what “strong” is!
- Good governance structure
- Engagement at all levels
- The right leadership at all levels within an organisation -> succession planning
- Identifying correct leaders
- Capacity to lead
- Supporting leaders to do the job
- Provide objectives to leaders – measure against

## Leadership + Sponsorship

### **2. Pitfalls**

- Too much leadership change – people (staff turnover)
- Not enough time to complete the role
- Pet projects override vision
- Consultants not embedded

### **3. Methodology**

- Prosci
- Gate Reviews (Agile)
- APM Governance Guide

## Leadership + Sponsorship (Martin Gosden's 2nd group)

### **1. Success Factors**

- Clear vision – communicate the vision
- Leaders take ownership
- Leadership skills + Behaviours (effective) – emotional intelligence and gravitas
- Sponsorship (the right sponsor who understands the role and the time to do it)
- Sponsorship and leadership needs to be from those that are willing to do so
- Appropriate leadership @ the right levels

### **2. Pitfalls**

- Not doing above
- Only having a single leader
- Low morale, low engagement, churn of staff
- Less likely to achieve strategy objectives
- Not making leaders responsible for changing the day job
- Lack of cohesion in sponsoring group – not talking with one voice
- Competing projects
- Claiming of Benefit twice
- Leaders who are not good with ambiguity
- Permafrost at middle management level

## Leadership + Sponsorship

- Recognise that our leaders will be impacted and will also go through their own change curve

### **3. Methodologies**

- Train sponsors
- Sign the mandate
- Leadership comes from within
- Situational leadership