



Excellence in
Breeding
Platform

Annual Meeting
2019

Change management

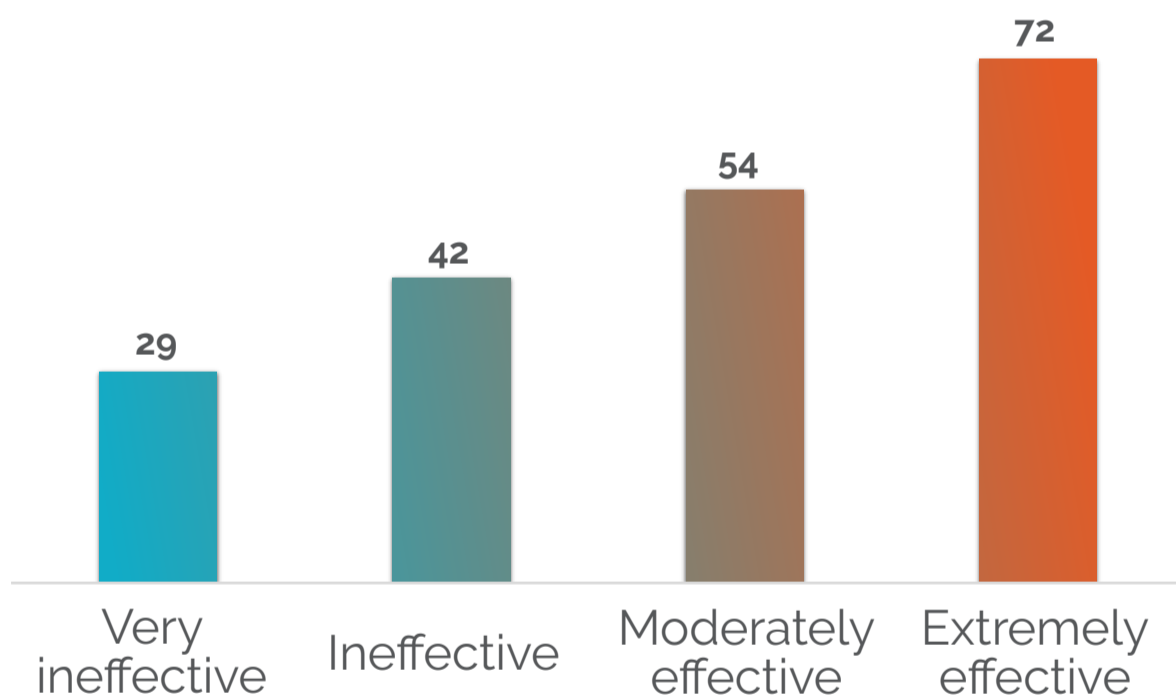
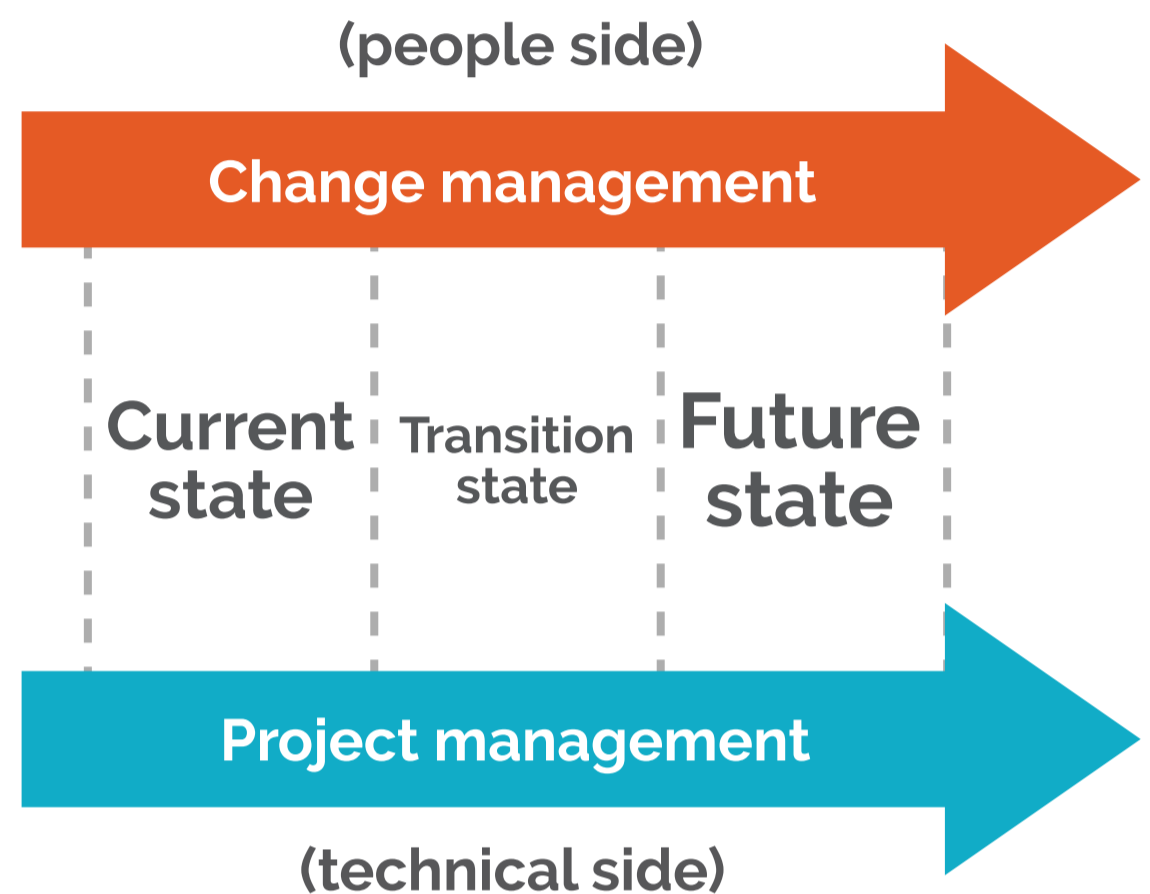
Effective sponsorship: the difference between success and failure

- ▶ The modernization of CGIAR breeding is a system-wide change to how the organization operates that requires people to do their jobs differently.

Success at in behavioral change is measured by:

- Rate of adoption
- Percent utilization
- Level of proficiency

To achieve these metrics we must do more than provide technical approaches.



Percentage of respondents that met objectives by level of sponsor effectiveness

- ◀ Based on an survey of more than 1000 organizations since 2013, the impact of effective sponsorship on change management is significant.

Effective sponsorship is essential to change in CGIAR breeding. Adding to the challenge, management is highly decentralized across projects.

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- ▶ Employees look to leadership to understand the business reasons for the changes. They look to their direct supervisors for personal messages as to how the changes impact their day-to-day work.

Given the complex role that each of you has, you are both an organizational level sponsor and a personal coach.

Active and visible participation throughout the change

- > Be the first adopter
- > Own the change and be accountable for its success
- > Build excitement and enthusiasm
- > Provide resources in alignment with the vision
- > Proactively remove obstacles
- > Actively support the change agents

Build a coalition of support

- > Engage in changes across the organization
- > Maintain a network of fellow sponsors
- > Encourage group leaders to participate and support
- > Cultivate support among your managers for the change
- > Clarify roles and establish expectations for the team
- > Solicit and listen to feedback

Communicate

- > Communicate the vision over and over
- > Create awareness about specifics of change and the risks of not changing
- > Show real support and actively promote the change
- > Directly advocate to the most resistant groups
- > Be physically present to talk about what needs to change
- > Clearly explain the impact on individuals