

“.....we need to embrace a truly disruptive level of change in our breeding networks. Instead of reinventing the wheel however, we can aggressively borrow learnings, and mistakes, from other industries and organizations. Among these we should prioritize an understanding of the principles of change management.” —  
**Hugo Campos, CIP**

$$\begin{array}{ccc} \text{Velocity} & & \text{Demand} & = & \text{Need} \\ \text{of change} & \times & \text{to deliver} & & \text{for effective} \\ \text{in the world} & & \text{results and} & & \text{change} \\ \text{and your org} & & \text{outcomes} & & \text{management} \end{array}$$

The application of a structured process or set of tools to design, develop and deliver the **technical components** to achieve the desired outcome

## Project Management



**Current  
state**

**Transition  
state**

**Future  
state**

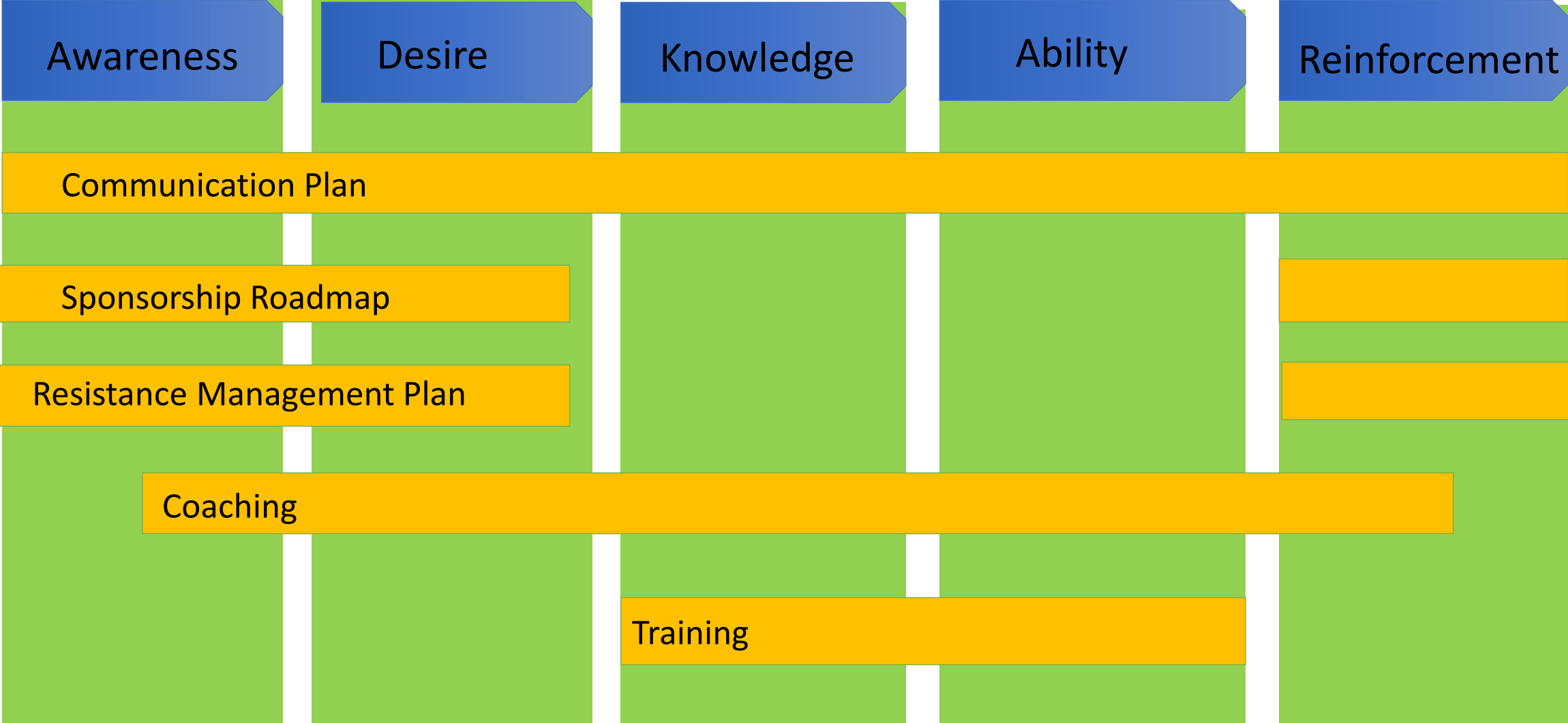
## Change Management

The application of a structured process and set of tools for leading the **people side of change** to achieve the desired outcome

“Think how hard physics would be if particles could think.”

--Murray Gell-Mann, Nobel Prize Physics, 1969

# Key components of change management are used to address different stages of individual change

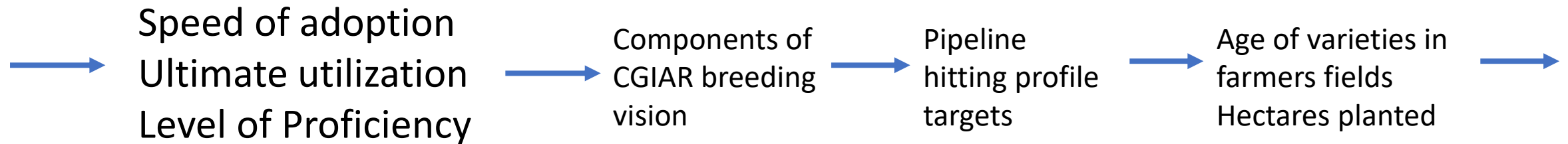


# Effective sponsorship is the difference between success and failure

**Sponsorship: The action, typically by a leader, of directing, funding, legitimizing and/or supporting initiatives that increase change results and maximize outcomes by actively and visibly participating throughout, building coalitions and communicating effectively and directly.**

# Effective sponsorship is the difference between success and failure

How do we measure success and failure (of change management)?



With effective sponsorship



**Current state**



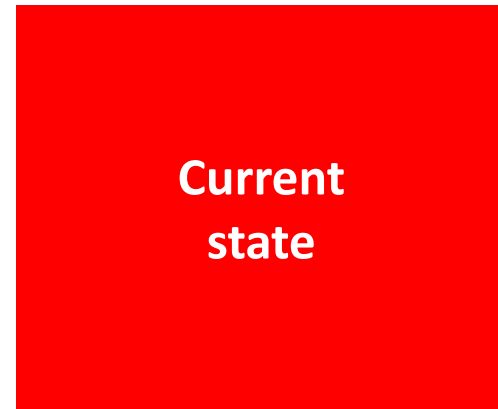
**Transition state**



**Future state**

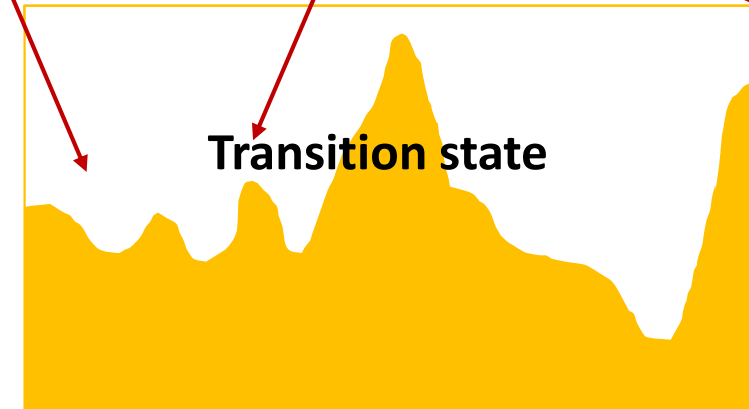
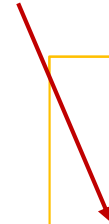
**= X project benefits**

Without effective sponsorship



**Current state**

Adoption rates are low

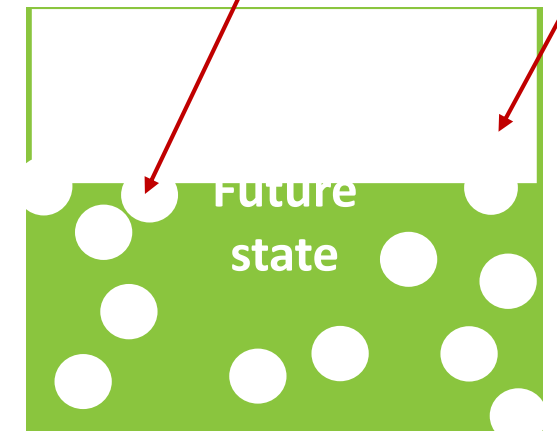


**Transition state**

Utilization is not as expected

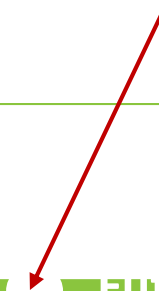


Adoption takes longer than expected



**Future state**

Utilization is inconsistent



Proficiency is limited



**< X**

# Effective sponsorship is the difference between success and failure

Enterprise-wide change

15 Centers, ~80 breeding programs

8000 employees

Not one change—many changes

Multiple starting points

## Organizational Attributes

Change resistant

Change ready

Medium risk	*High risk
Low risk	Medium risk

Small  
Incremental

Large  
Disruptive

## Change characteristics

# Leadership/ Sponsorship

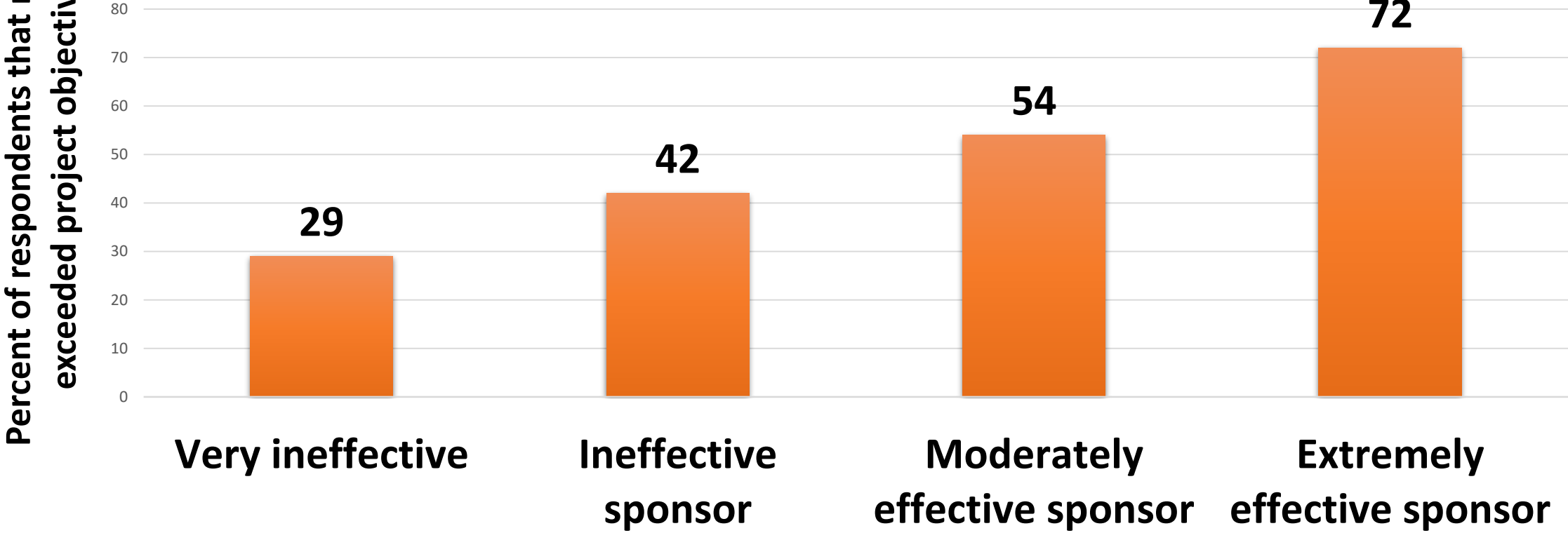


**Project  
management**

**Change  
management**



# Sponsor effectiveness impact on meeting project objectives



You have:

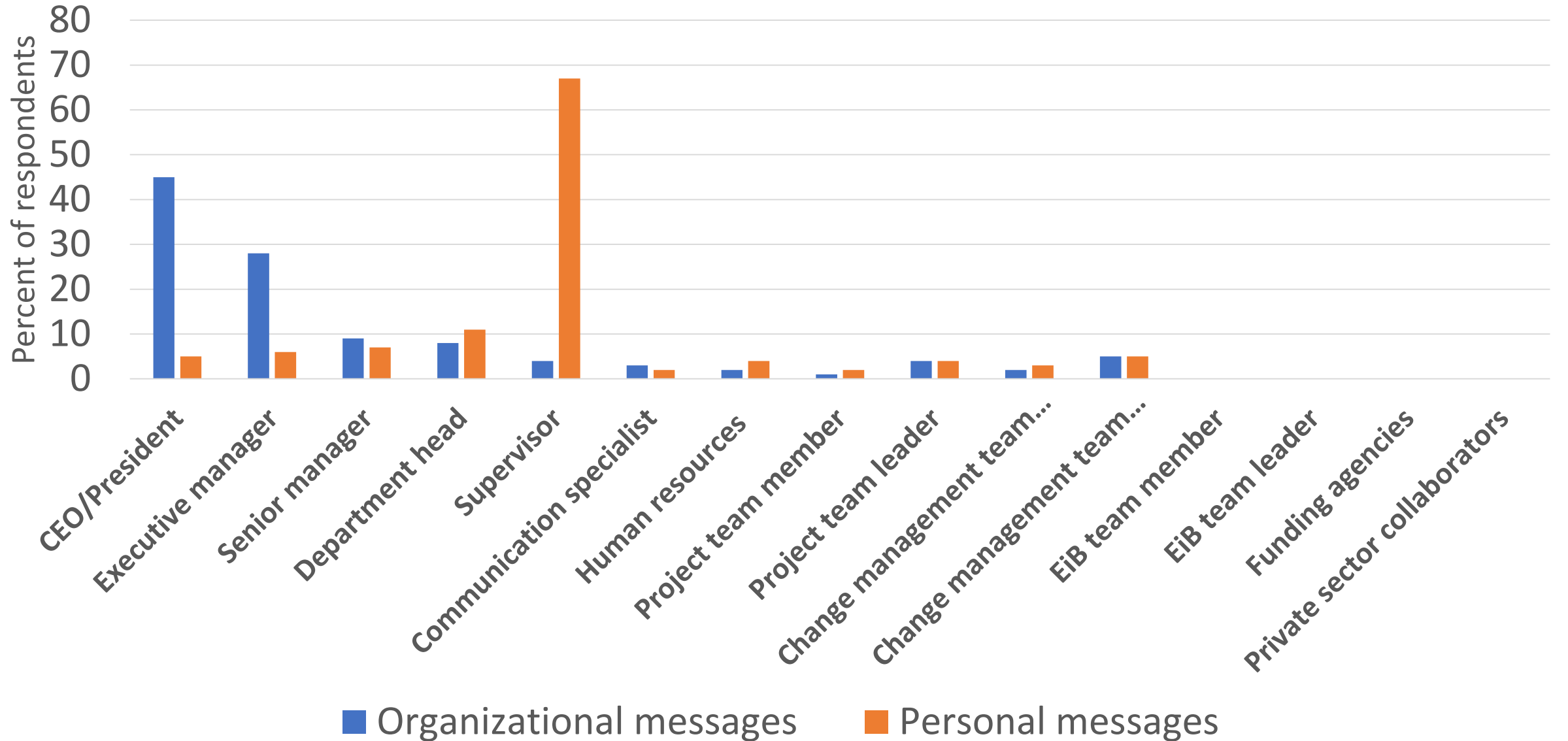
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- Credibility
- Influence
- Authority
- Relationships
- Perspective
- Experience

A person wearing a dark suit and a light-colored shirt is holding a white rectangular sign with both hands. The sign has the words "WHY ME?" written in large, bold, black, sans-serif capital letters. The person's face is obscured by the sign. The background is a plain, light gray color.

WHY  
ME?

# Preferred sender for organizational and personal messages



# Summary

Employees look to senior leaders for messages—both spoken and unspoken--about the project's importance and the organization's commitment to the change

# Top 5 Most Common Sponsor Mistakes

## Mistake #1

Failed to communicate messages about the need for change

“Did not articulate the change or the business benefits.”

“Assumed people understood what was going on before the change.”

“Did not communicate enough.”

# Top 5 Most Common Sponsor Mistakes

## Mistake #2

Underestimated or misunderstood the people side of change

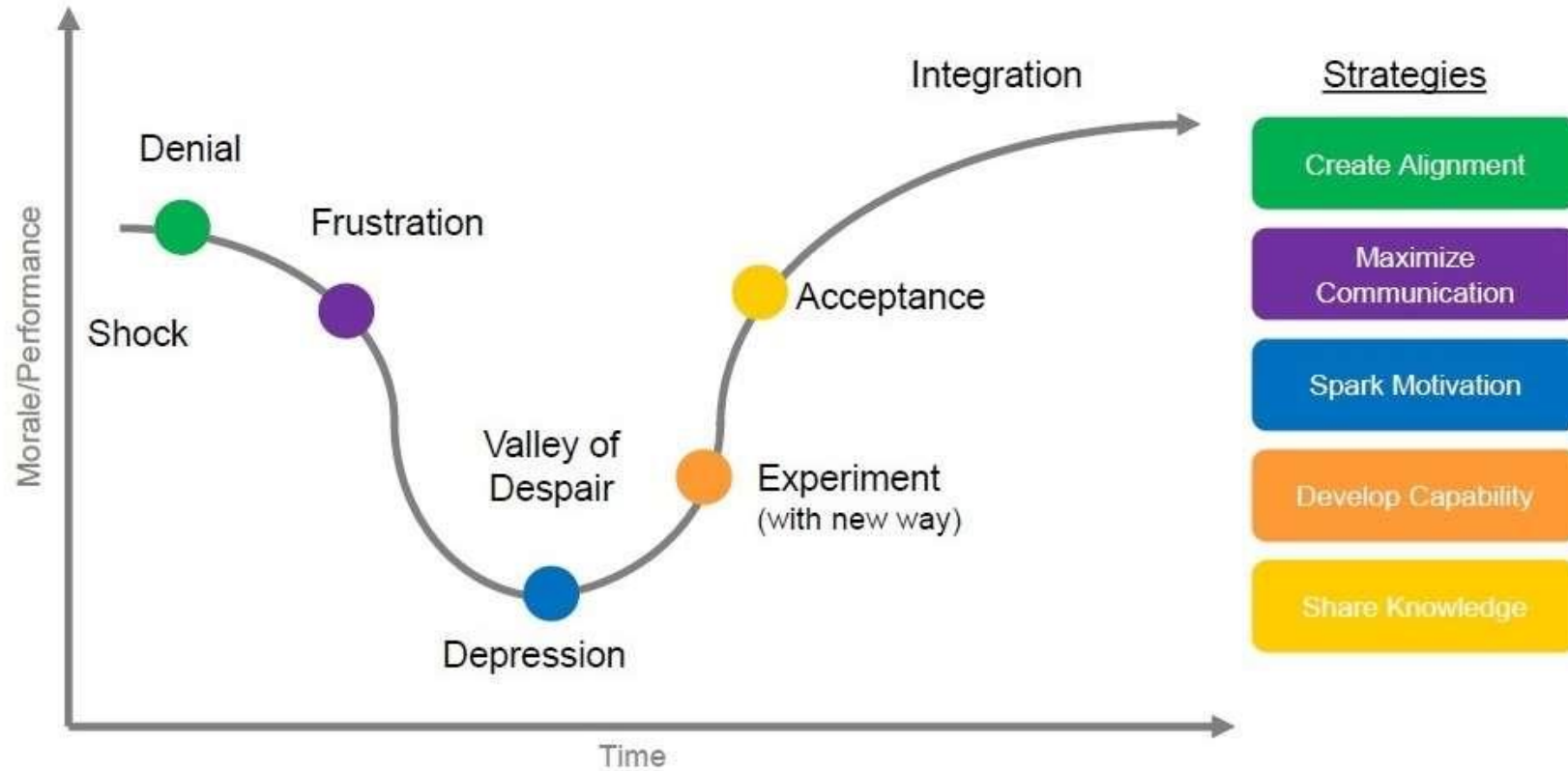
“Incorrect assumptions on the degree of impact a change had on individuals and groups.”

“Underestimated time and resources need.”

“Did not know they were a role model for desired attitude about change.”

# Personal Effect of Change

How People Respond to Change



**Understanding the change cycle, can help you manage change in your unit**

# Top 5 Most Common Sponsor Mistakes

## Mistake #3

Failed to remain  
active and visible throughout  
the life of the project

“Was involved only at the beginning –  
announced the change and  
then walked away.”

“Did not actively participate.”

“Acted as an ‘in name’  
figure head.”



# Top 5 Most Common Sponsor Mistakes

## Mistake #4

Delegated the sponsorship role and responsibilities

“Delegated the leadership/sponsorship to a subordinate or the project manager.”

“Assumed that org-level structures would take ownership of the people side of change.”

“Didn’t empower others to try new things.”

# Top 5 Most Common Sponsor Mistakes

## Mistake #5

Failed to demonstrate support for the project in words and actions

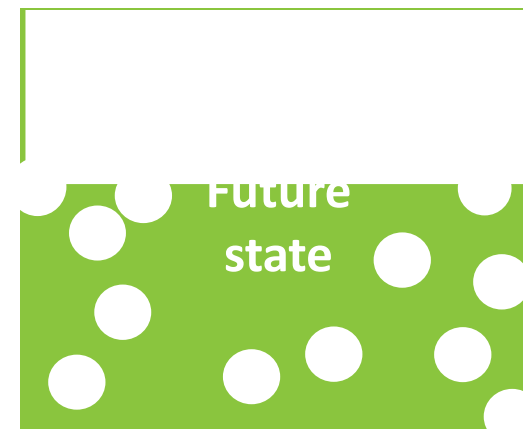
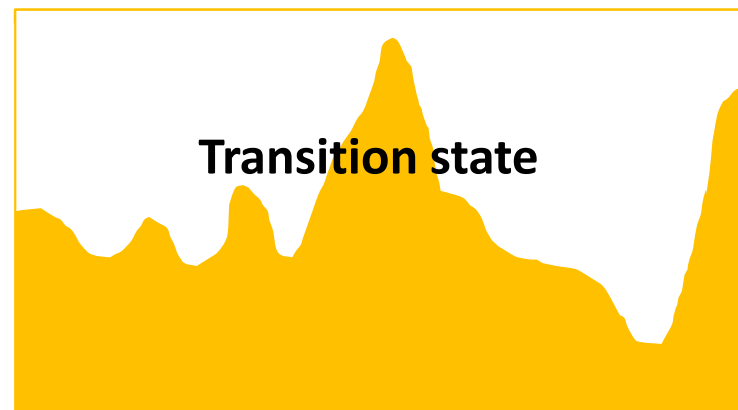
“Assumed the change was obvious, rational and logical, and therefore did not provide any personal support.”

“Did not support the potential of failure or real failure.”

“Got caught ‘not walking the walk’.”

# Why sponsors struggle with 'managing change'

1. Sponsor doesn't understand they are sponsors
2. Sponsor lives in the current state
3. Sponsor lives in the future state
4. Sponsor thinks they can just tell people to change



# Ideal Sponsor Behaviors

1. Clear and consistent communication
2. Engaged with passion and enthusiasm
3. Actively involved
4. Visible and supportive
5. Approachable and available



## To sponsor

*verb*

To increase change results and outcomes by actively and visibly participating throughout, building coalitions and communicating effectively and directly.

## A sponsor

*noun*

A person.  
Typically a leader with ability to direct, fund, legitimize and/or support initiatives.

# A- Active and visible participation throughout



# A- Active and visible participation throughout

“Change is not a spectator sport” —GPK

This is a marathon

Sponsorship is not a title

Support the team

- Understand the desired future state
- Solicit and listen to feedback
- Recognize and remove barriers

Champion the change

- Communicate the desired future state
- Build excitement and enthusiasm
- Be present
- Be accountable to the outcomes

Acceptance of vision for change

Ownership of the vision for change

Broad scope prevents focus

# B- Build a coalition of support and alignment

The coalition is independent of the organizational chart

Get organizational alignment on the vision

Maintain organizational alignment on the priorities

CGIAR decentralized model

Competition

Mixed messages

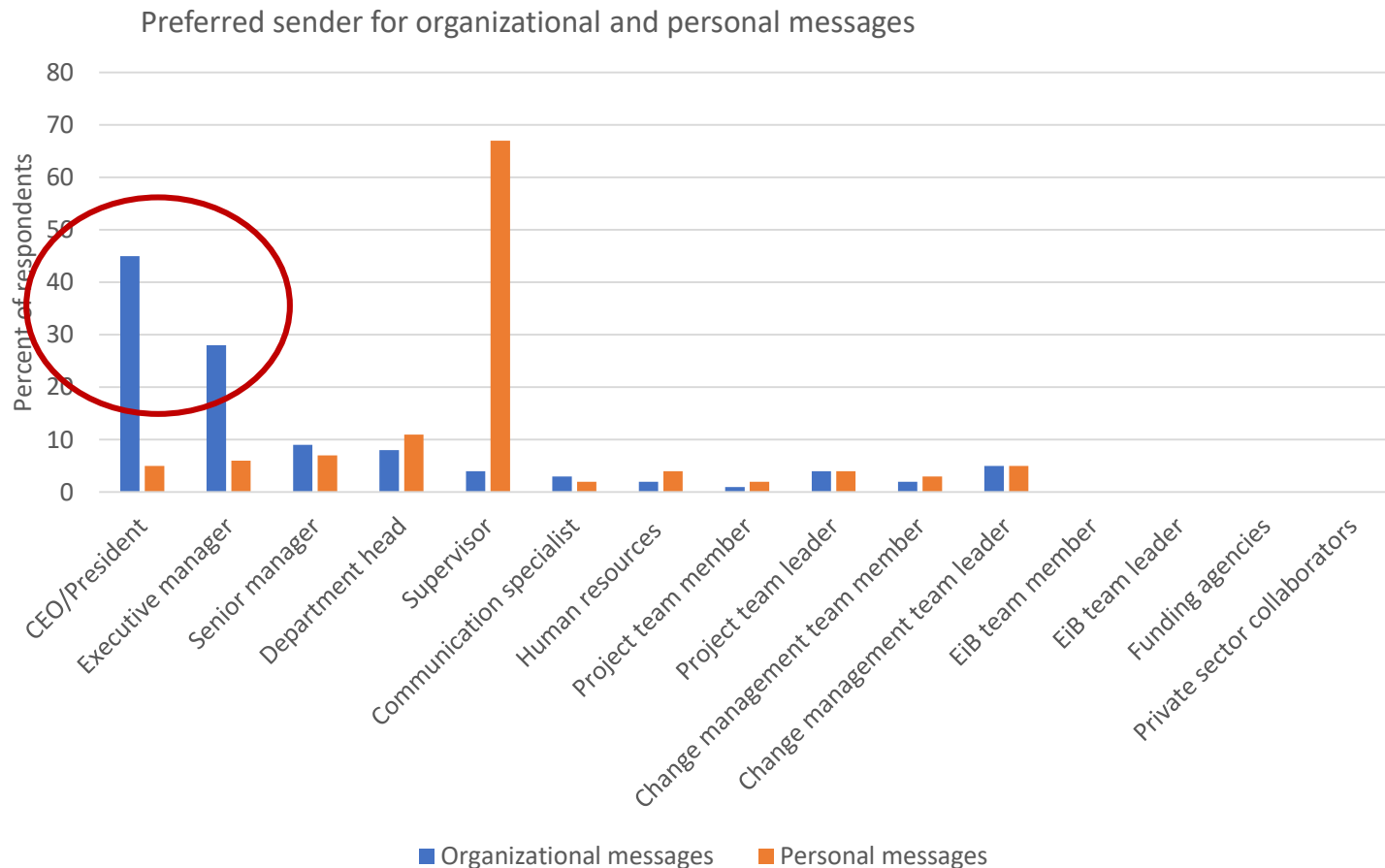
- Engage across and through the organization
- Create, work and maintain a network of change agents
- Cultivate support
- Solicit and listen to feedback
- Engage and bring on board everyone who is being impacted



# B- Build a coalition of support and alignment



# C- Communicate directly with all team members



Be present at public forums  
Engage individually with employees  
Regularly communicate about the change

1 to many

1:1

Different venues and formats

It's hard to overcommunicate

# C- Communicate directly with all team members

What do they want to know from the sponsor?

Why is it changing?

Why is it changing now?

What is changing?

What is not changing?

What is the risk of not changing?

What does the future look like?

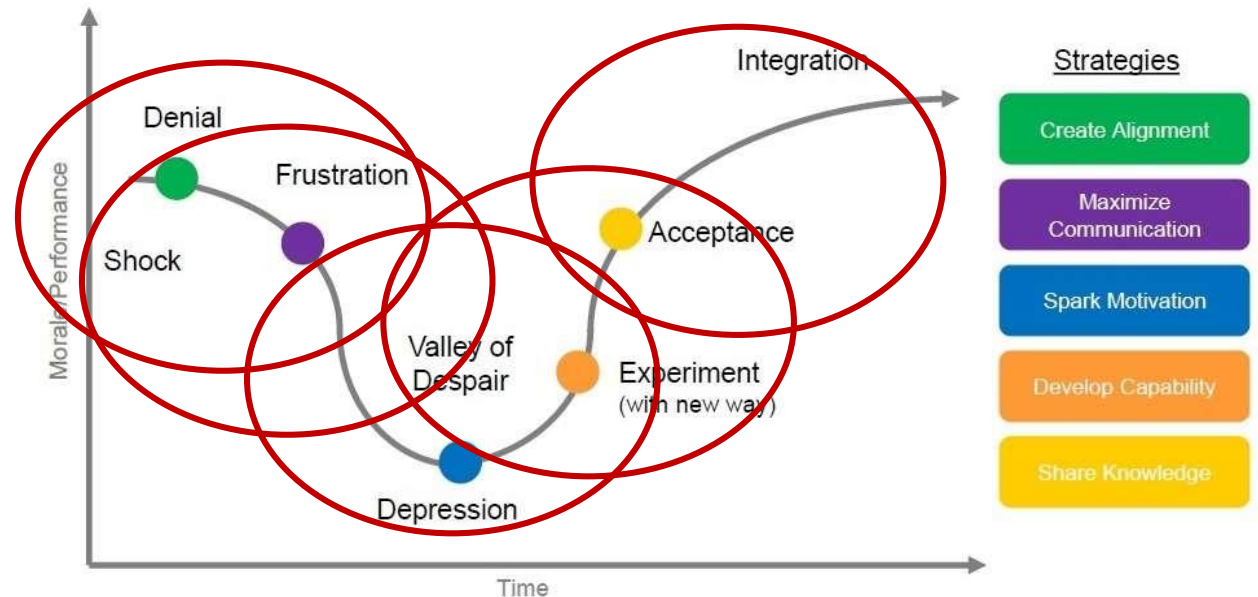
What are the benefits of the change?

What are we starting?

What are we stopping?



How People Respond to Change

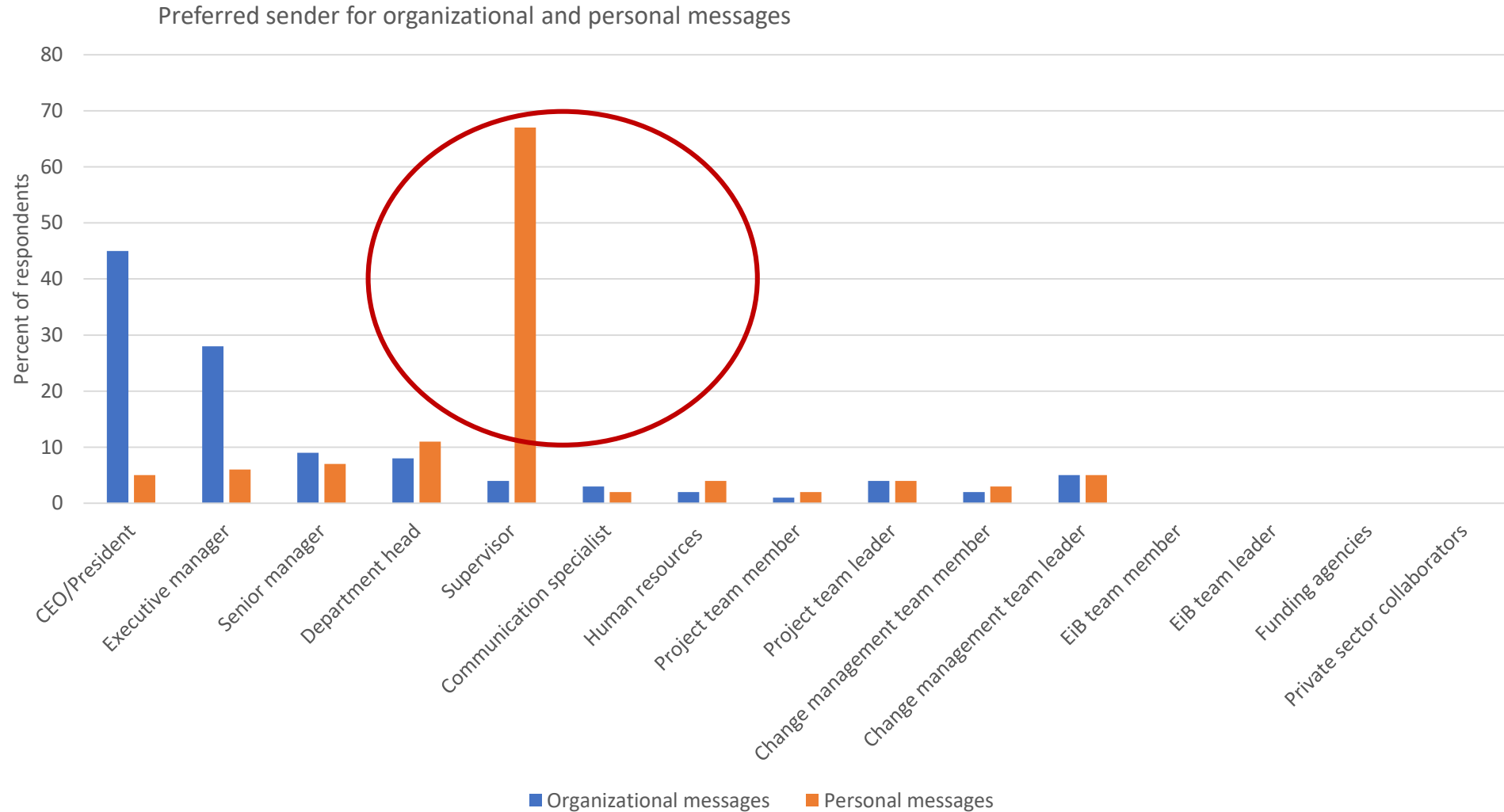


Understanding the change cycle, can help you manage change in your unit

# Sponsorship

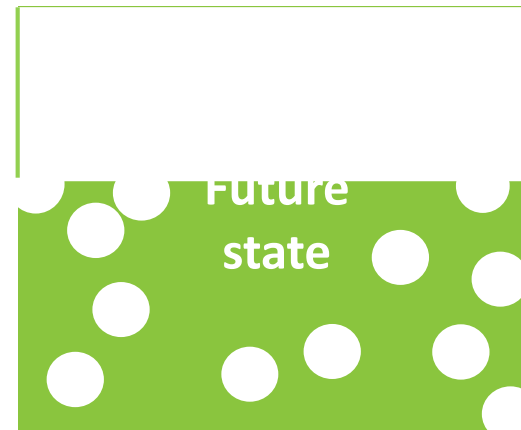
From an organizational level actively promoting and reinforcing the vision and managing organization barriers that impact others' ability to change their individual behaviors.

# Coaching



# Coaching

If we do not support and equip individual transitions, then our future state will look nothing like the future state we expected



# Coaching

“Human beings are more likely to change as a result of compelling experiences that affect their feelings than as a result of hard data or evidence.”

--Hugo Campos



## Analysis-think change

- 1 Give people analysis
- 2 Data changes how we think
- 3 New thoughts change behaviors

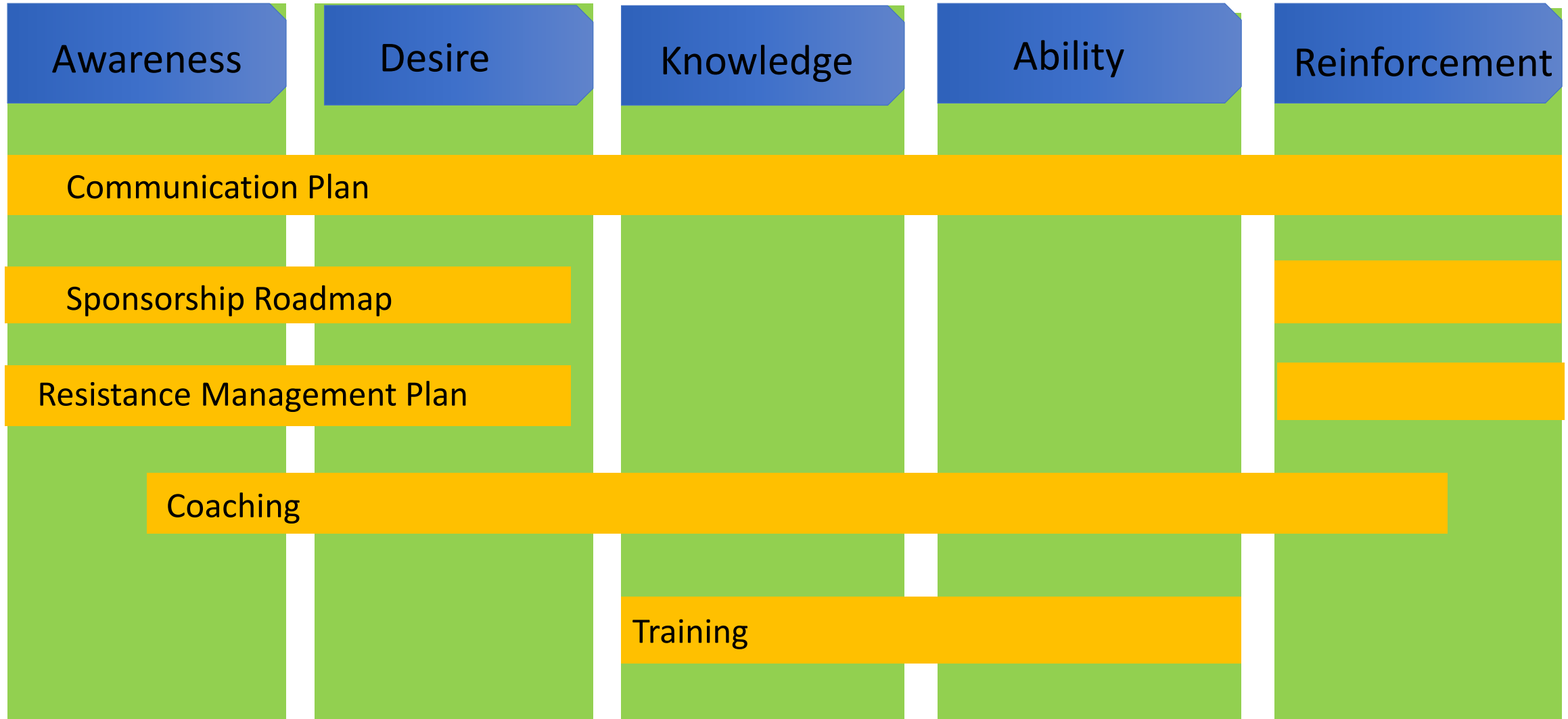
*MORE LIKELY TO CREATE CHANGE*



## See-feel change

- 1 Help people to visualize
- 2 New sights change emotions
- 3 Emotionally-charged ideas change behaviors

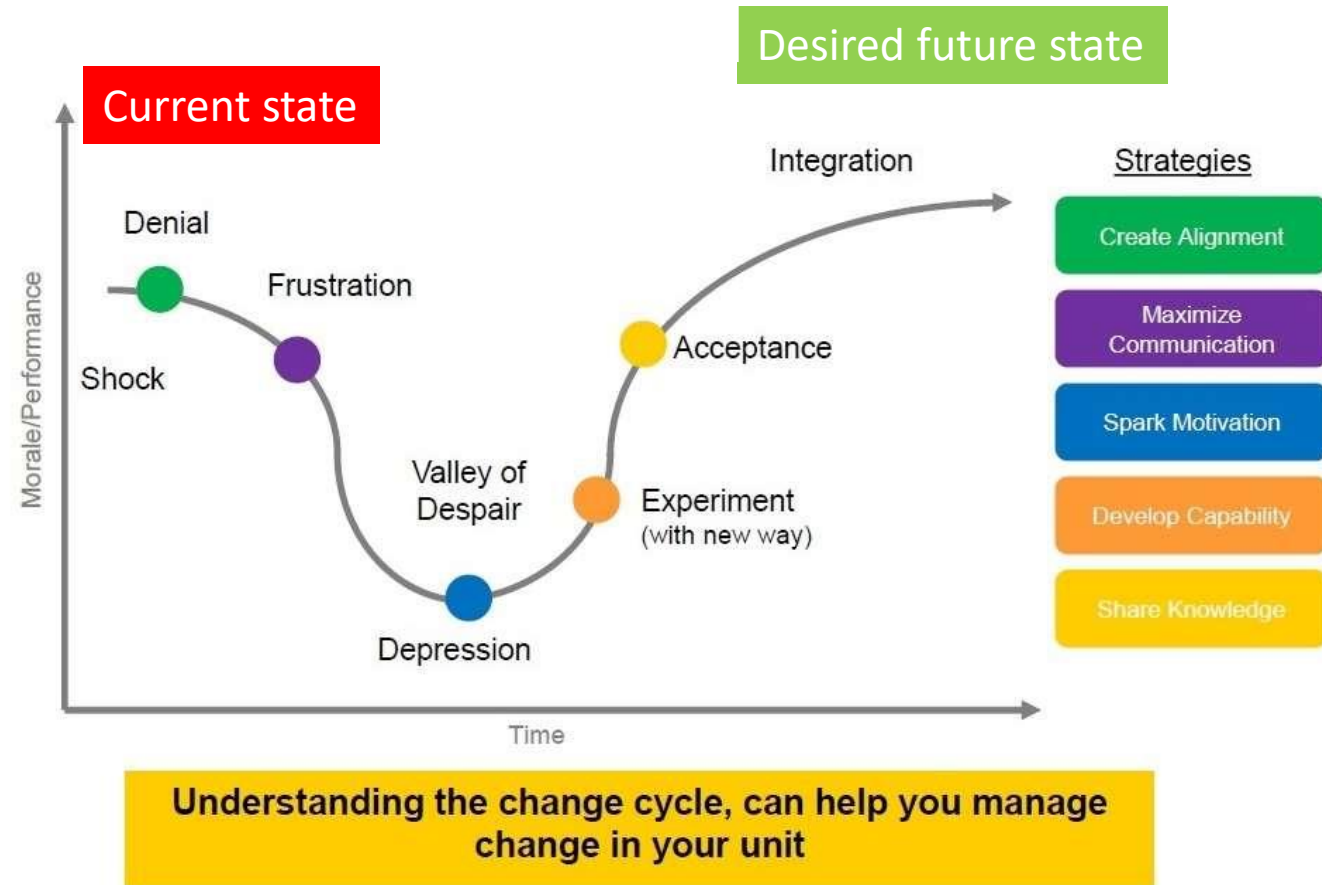
# Components of change management can be used to address different stages of individual change





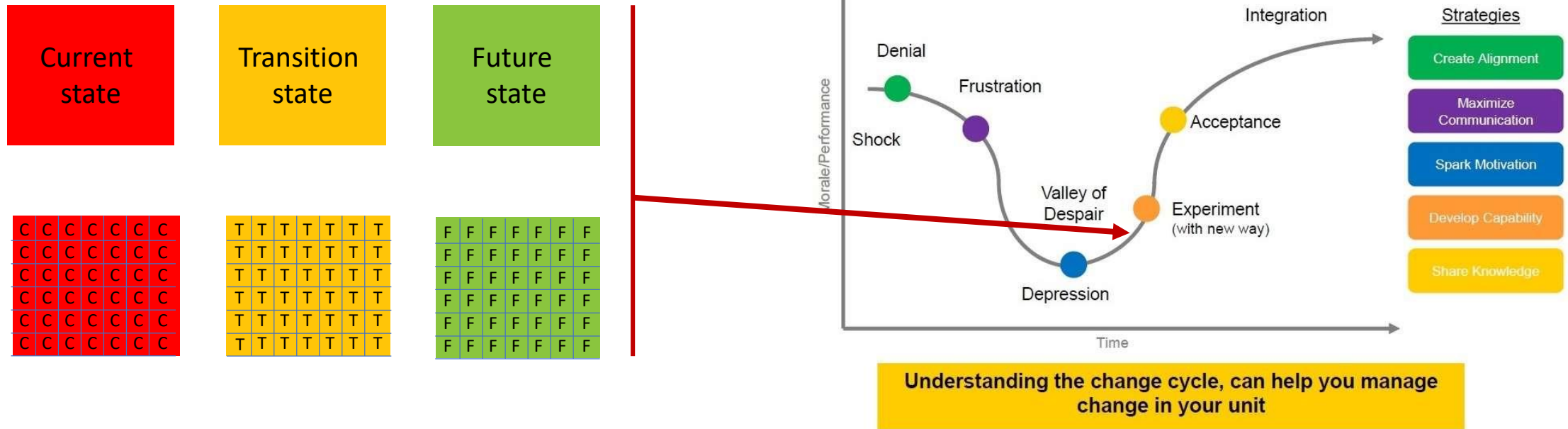
# Coaching

- Build awareness
- Create desire
- Develop knowledge
- Foster ability
- Manage resistance



# Coaching

For example, a change plan should begin with identification of small, self-identified, improvements to develop a tolerance and method for change.



# Coaching

## What do they want to know from their coach?

From what to what?

Why do you think it is changing?

Why do you think it is changing now?

What is changing for me?

What is not changing me?

What if I don't change?

What does the future look like for me?

What's the benefit to me?

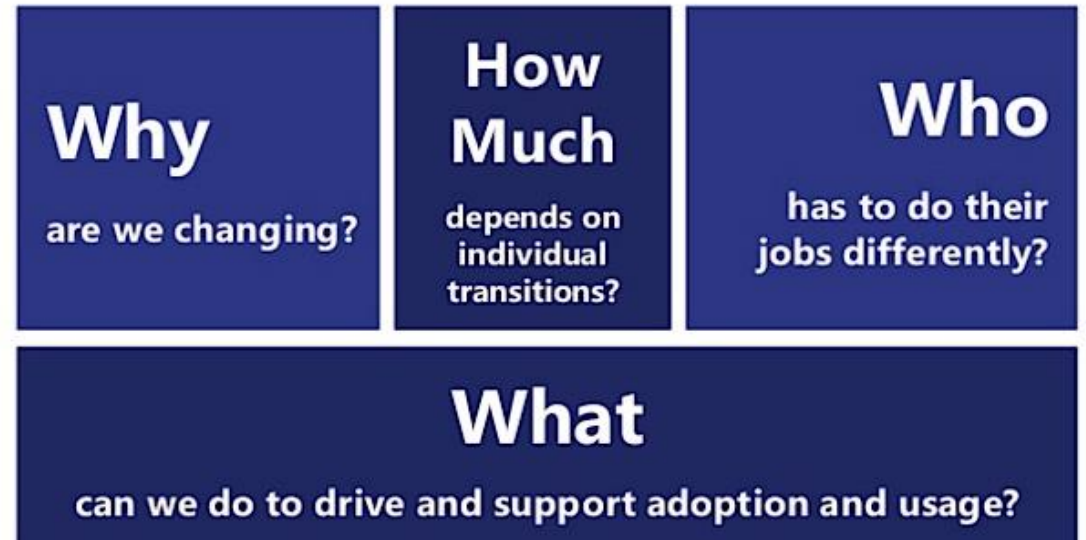
What will I be doing differently?

What new things will I do?

What things will I stop?

What happens if I get it wrong?

## Change Management Blueprint Achieving Results By Catalyzing Individual Change



How will this help me to be more successful?

Who else has to change?

How will success be measured?

# Coaching

At the team and individual level, introducing change; managing individual transitions, reinforcing the vision, and celebrating success

A rectangular metal sign with the word "change" cut out in a lowercase, sans-serif font. The sign is mounted on a post and is surrounded by lush green foliage, including a yellow flower in the lower-left corner. The background is a dense thicket of green leaves and thin, dry grasses.

change

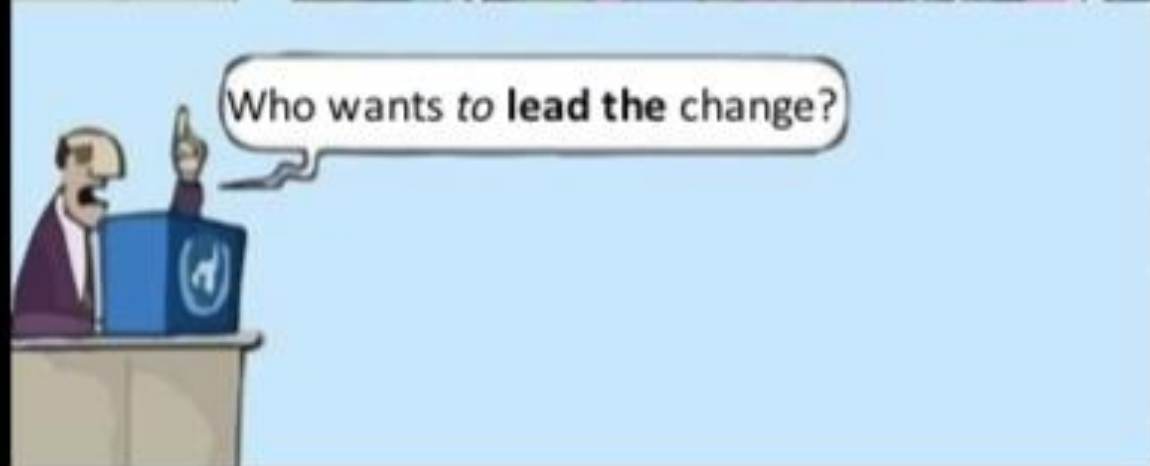
If you want things to be better, they have to be different. If you want things to be different, they have to change



Who wants change?



Who wants *to* change?



Who wants *to lead the* change?