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

**Change Management**

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**

"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.

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

- Communication Plan
- Sponsorship Roadmap
- Resistance Management Plan
- Coaching
- Training
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)?

- Speed of adoption
- Ultimate utilization
- Level of Proficiency
- Components of CGIAR breeding vision
- Pipeline hitting profile targets
- Age of varieties in farmers fields
- Hectares planted
With effective sponsorship:

- Current state
- Transition state
- Future state

Future state = X project benefits

Current state:
- Adoption rates are low
- Utilization is not as expected

Transition state:
- Adoption takes longer than expected
- Utilization is inconsistent

Future state:
- Proficiency is limited

Without effective sponsorship:

Current state:
- Adoption rates are low

Transition state:
- Utilization is not as expected

Future state:
- Utilization is inconsistent
- Adoption takes longer than expected

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

Change characteristics
- Small Incremental
- Large Disruptive

Medium risk
High risk
Low risk
Medium risk
Leadership/Sponsorship

Resources
- Timing and dates
- Strategy and scope
- Active and visible participation
- Direct communication

Meet objectives
- Finish on time and on budget
- ROI realized

Project management
- Change management

Adapted from PCT model by Prosci-2019
Sponsor effectiveness impact on meeting project objectives

<table>
<thead>
<tr>
<th>Sponsor Effectiveness</th>
<th>Percent of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very ineffective</td>
<td>29%</td>
</tr>
<tr>
<td>Ineffective sponsor</td>
<td>42%</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>54%</td>
</tr>
<tr>
<td>Extremely effective</td>
<td>72%</td>
</tr>
</tbody>
</table>

You have:

- Credibility
- Influence
- Authority
- Relationships
- Perspective
- Experience
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.”
From Jan Debaene, Modernizing ICRISAT Crop Improvement through the Support of AVISA, 2019

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.”
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
<table>
<thead>
<tr>
<th>To sponsor</th>
<th>A sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>verb</td>
<td>noun</td>
</tr>
<tr>
<td>To increase change results and outcomes by actively and visibly participating throughout, building coalitions and communicating effectively and directly.</td>
<td>A person. Typically a leader with ability to direct, fund, legitimize and/or support initiatives.</td>
</tr>
</tbody>
</table>
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

• 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

CGIAR decentralized model
Competition
Mixed messages
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
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?

Understanding the change cycle, can help you manage change in your unit
From an organizational level actively promoting and reinforcing the vision and managing organization barriers that impact others’ ability to change their individual behaviors.
Coaching

Preferred sender for organizational and personal messages

- Percent of respondents

- Organizational messages
- Personal messages
If we do not support and equip individual transitions, then our future state will look nothing like the future state we expected.
“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
Components of change management can be used to address different stages of individual change:

- **Awareness**: Communication Plan, Sponsorship Roadmap, Resistance Management Plan
- **Desire**: Coaching
- **Knowledge**: 
- **Ability**: 
- **Reinforcement**: Training
Coaching

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

Understanding the change cycle can help you manage change in your unit.
For example, a change plan should begin with identification of small, self-identified, improvements to develop a tolerance and method for change.
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

- Why are we changing?
- How Much depends on individual transitions?
- Who has to do their jobs differently?
- What can we do to drive and support adoption and usage?

How will this help me to be more successful?
Who else has to change?
How will success be measured?
At the team and individual level, introducing change; managing individual transitions, reinforcing the vision, and celebrating success
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?