

One Size Doesn't Fit All: Smoother Implementations for Everyone

Jackie Treschl, CCMP
Change Manager



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



Picture it!



UNC ~~Sicily, 1922~~ 2022

Jackie Treschl, CCMP

UNC-Chapel Hill

- Change Manager, ITS Project Portfolio & Change Management Team
- 7 years in ITS at UNC



About UNC-Chapel Hill



1st and only

public university in the United States to award degrees in the 18th century



Current enrollment
19,743 undergraduate
11,796 graduate & professional students



95 Bachelor's
104 Master's
65 doctoral
7 professional degree programs



4,085 faculty
9,023 staff members



355,786 living alumni in 50 states and D.C. and 147 countries



\$1.2 Billion in research activity annually

47 DIVISION 1 TEAM NATIONAL CHAMPIONSHIPS IN **7** SPORTS



What We're Covering Today



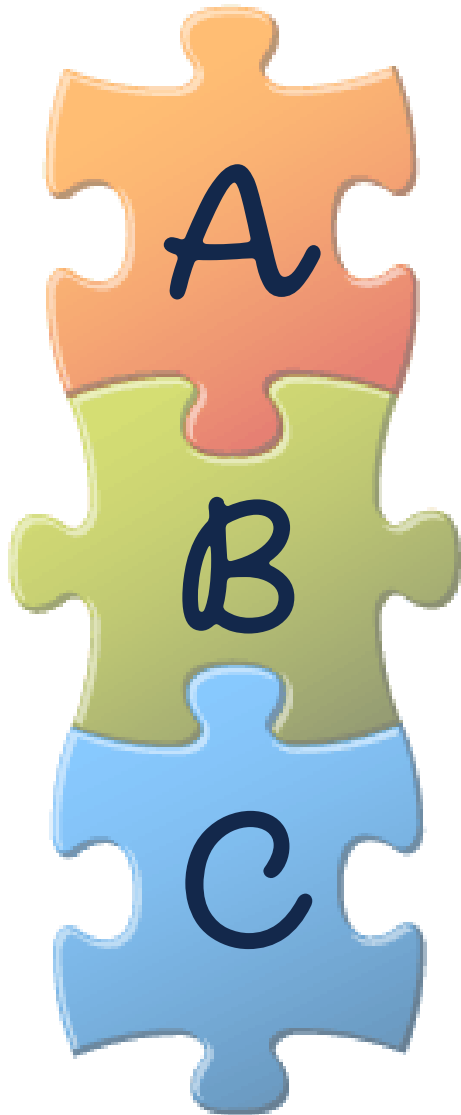
- Engaging your sponsor
- Identifying stakeholders
- Determining what will change for them
- Identifying channels to communicate
- Activating your user community

Your Sponsor



- Authorizes the change
- Responsible for ensuring the change is successful

ABCs for Your Sponsor



Actively and visibly participating throughout the project

Building coalitions of sponsorship

Communicating support and promoting the change

Engaging Your Sponsor



The Role of the Project Sponsor

February 20, 2022

The Importance of Sponsors

A sponsor is the leader who authorizes the project (and the change) in the organization and who is ultimately responsible for ensuring that the project realizes the intended benefits.

Research shows that effective sponsors can make or break a project*. Projects with effective sponsors meet or exceed objectives twice as often as those with ineffective sponsors.

* Prosci® website

Project Managers and Change Managers

As a sponsor, you want the project to be successful and realize its objectives. The project manager helps you do that by keeping the project on track, and the change manager helps you do that by preparing those affected by the changes resulting from the project. Both the project manager and the change manager use established methods to make the project as successful as possible.

Effective Sponsorship

- **Initiate the project.** Set the project's strategic direction and make key decisions related to the project. Obtain resources (both financial and staffing). Define the criteria for project success.
- **Build coalitions of sponsorship.** If you can convince your peers a change is important, it's more likely their teams will be on board. A few ways to do this are mentioning the project at meetings, reaching out to peers whose organizations are affected by the change, and working with your peers to recruit faculty and staff to participate in the project.
- **Actively and visibly participate throughout the project.** You give the change credibility and encourage people to take it seriously. Ways to make your support visible include attending the project kickoff and sponsor meetings, kicking off webinars or large meetings, lending your name to communications, and sharing information with your network.
Note: Faculty and staff want to hear about change from two people in the organization: the person they report to and University leaders.
- **Remove roadblocks.** Act as the escalation point for the project. Liaise with the various business units to ensure that issues are resolved or escalated quickly. Make the day-to-day business decisions for the program or project. Approve work products and changes to project scope.
- **Celebrate success.** Celebrating success along the way builds momentum for the project. Examples are attending the beginning of a team meeting to acknowledge a completed milestone, sharing comments from campus testers with your network, or recognizing non-project team participants for their work.

Effective Sponsorship continued

- **Help handle resistance.** Change management reduces resistance to change but can't eliminate it. Your influence as a University leader is a powerful tool for mitigating resistance. Ways to do that include meeting with departments who have raised concerns, sharing feedback from your peers, being visible at webinars and meetings, and sharing information with your networks.
- **Determine whether the project was successful:** Determine whether the project met its objectives and communicate that to the key stakeholders and project team at the end of the project.

Your Time

It's difficult to estimate the amount of time required to be a sponsor because it depends on many factors, such as the size and complexity of the project, how much the people affected want (or don't want) the change, and how many people are affected.

As project and change managers, we know your time is at a premium. We commit to being sensitive of your time and doing as much as we can to reduce the effort needed. For example, the change and project manager will handle logistics, write communications for your review, provide information for you to share, create slide decks, and more.

- Clarify
- Share
- Offer
- Help

Brainstorm: Engaging Your Sponsor



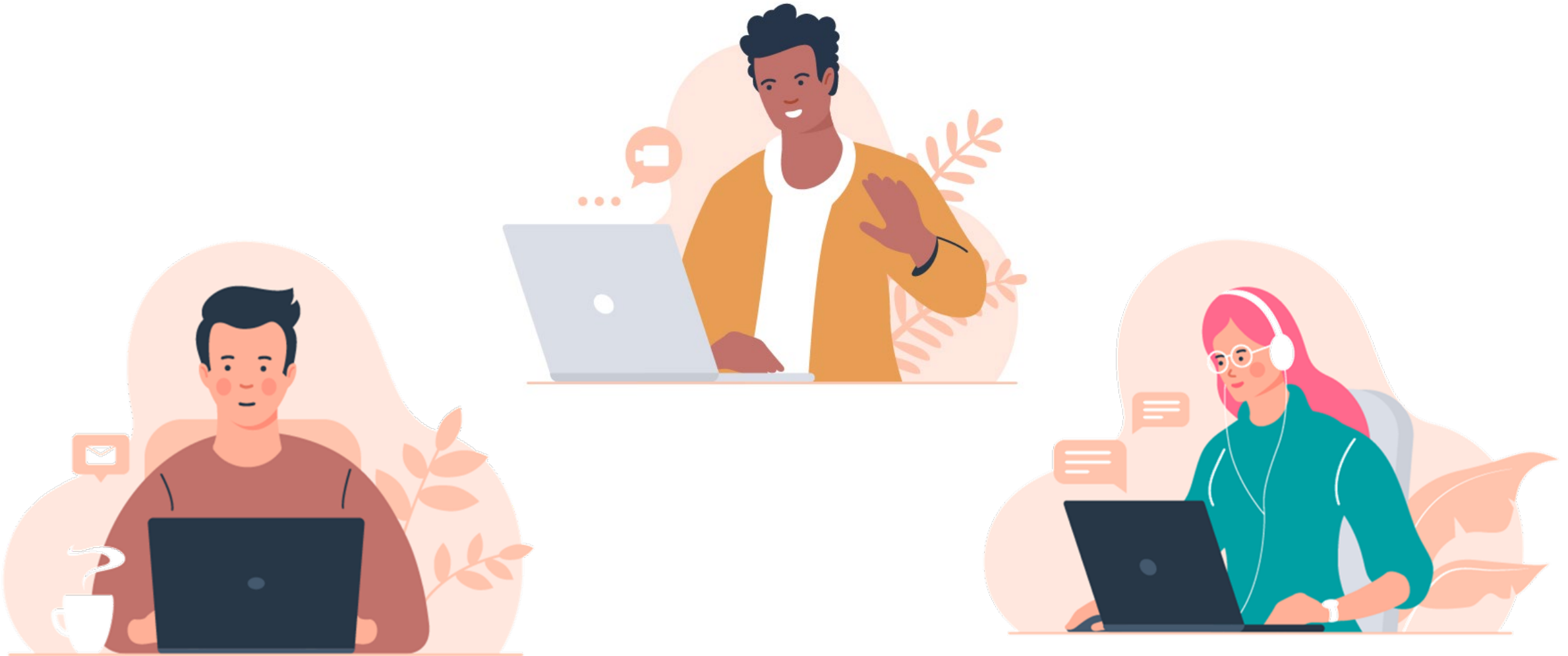
Who are the stakeholders?



Stakeholder (n) - a person with an interest or concern in something.



Brainstorming stakeholders



What is Changing?

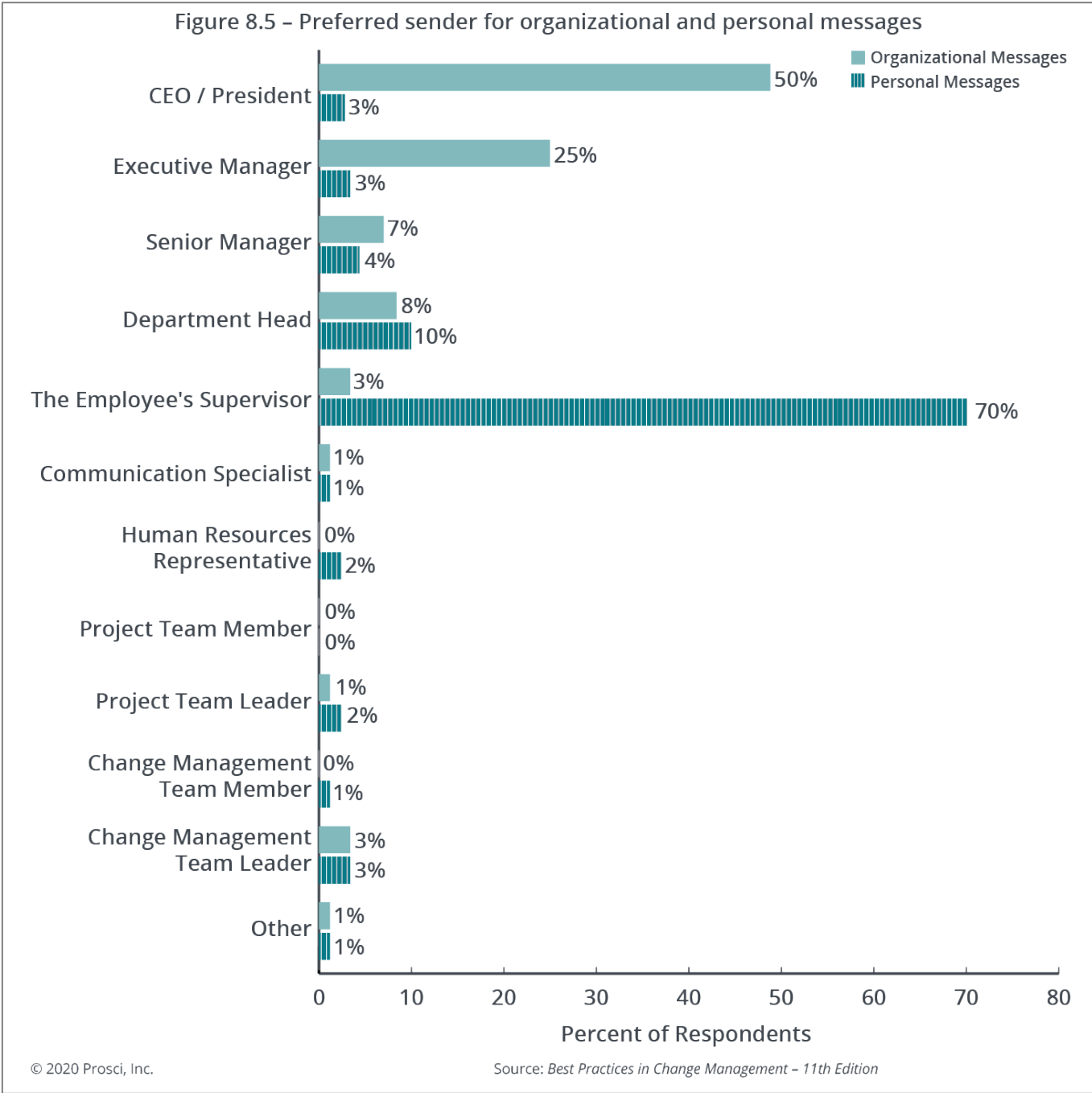


- Interface
- Process
- Navigation
- Support
- Timing

Brainstorming the Changes



Who sends the message?



What channels can you use?



- Face to face
- Email
- Newsletter
- Presentation

Brainstorming Channels



Activating Your User Community



Brainstorm: Activating Your User Community



Be Willing to Adapt





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Effective Sponsorship *continued*

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