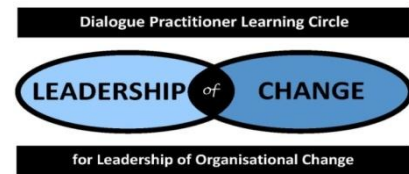


SPONSORSHIP

Effective sponsorship is a key part of the success of Change Leadership. Sponsors should feel comfortable that they have the right range of participants to underwrite the change work currently underway in their organisation. We encourage two to four participants to attend the programme together for greater change impact and sustainable transfer of capacity. The participants may work together in the same team, they may be from different teams or departments, or they may be from related stakeholder and supply chain organisations. Whilst furthering immediate change needs the participants will develop in their professional leadership capacity. Embedding change skills in the organisation in this way grows capacity and reduces the need for external change consultants. IP arrangements are designed to reinforce this. As a sponsor you will have a limited range of conversations with participants that will track the change work and enable you to support and influence its progress. The Dialogue & Leadership of Change is applicable to corporate, as well as social, governmental and other sectors.



The Faculty are available to talk with sponsors or potential participants about how to select the best grouping to register for Dialogue & Leadership of Change.

When Jane described how the Leadership of Change programme would be designed, the sponsorship element was positioned as a key component. From the perspective of creating a sustainable engagement right from the outset, I could see that this had the potential to be powerful. I did have misgivings however, as from previous experience in other contexts I have found the sponsorship element to be one of the weakest pieces, with varying levels of commitment sustained throughout.

In preparing for our participation, my business-line colleague and I took a number of steps to embed the connection we had with our sponsors. We set up a four-way meeting ahead of our programme participation to discuss intent and expectations – both theirs and ours. We agreed to meet for an hour a week after each of the group sessions. For each of these, I prepared a selection of the materials (simply pages from our field books pasted onto A3 sheets, scanned and copies printed) and came ready with a check in question. These proved to be incredibly candid and fruitful discussions. Both sponsors found the materials provocative and relevant, and the check-in and check-out process became surprisingly generative. The materials became a springboard for broader discussions about the organisation and the leadership team – their culture, helpful and unhelpful dynamics and growth points. We engaged in mutual coaching and the language presented through the leadership of change materials became a natural lens through which to view the issues.

Our sponsors both joined the group for one of the sessions held at our offices in London. They commented on the value of seeing first-hand the calibre of the group of leaders present, their enjoyment of how the materials were presented and interacted with, and the impact of seeing Peter and Jane in action.

I would strongly recommend that participants to future programmes carefully consider how to draw their sponsors in. If done intentionally, it has the potential to open up the conversation within the organisation, and to create a sustained impetus for change. The door is now open to engaging our senior leaders in the dialogic frameworks the Leadership of Change programme presents so effectively.

Cara McCarthy, Head of Talent and Organisation Development, M&G Investments