



TOOL

Supporting UBT Co-leads and Performance Improvement Efforts

PURPOSE

This tool provides a list of things you can do to support UBT co-leads and their performance improvement efforts.

When to Use

Use this tool when given a new UBT to sponsor or when evaluating your role as a sponsor.

Who Uses

UBT sponsors.

How to Use

Review the list to determine how you can support the UBT co-lead you sponsor to assist in the team's performance improvement efforts.

Take the Lead in Establishing a Budget and Assigning the Right Resources for the Project

- Set priorities for project work.
- Advocate for the assignment of the best qualified resources to the team.
- Provide funding for the project upfront and as necessary.
- Appoint an experienced change lead to run the project.
- Identify the project as a priority (ideally, in the top three) and how it fits with the big picture of the company.

Help Define the Need and the Scope for the Program

- Attend key meetings, especially with other senior and cascading sponsors.
- Set expectations for success and define what success will look like.
- Review deliverables at key points in the project.
- Support team members when they need help moving the project forward.
- Identify who is accountable and for what results.



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Engage and Create Support with Other Senior Leaders and Stakeholders

- Represent the project and its importance to your peers and others.
- Educate key stakeholders on the change and the expected results.
- Communicate the need for, and progress toward, change (sell and model it to other leaders).
- Hold cascading sponsors and change leads accountable for results.
- Surface resistance from other leaders and key stakeholders, and try to address their concerns.
- Articulate the vision and goals of the change (draw a compelling detailed vision of the future).
- Connect the change to the business strategy and communicate this connection to stakeholders impacted by the change.
- Identify the risks, costs (time, money, effort), and implications of inaction.

Help Manage Resistance

- Help the team understand and navigate the political hot spots and obstacles to the change.
- Use line authority when necessary to create sponsorship throughout the organization, down to the operational level.
- Set clear expectations for employees and managers who must implement the change in their daily work.
- Provide rewards and recognition for people who model change.

Avoid Common Mistakes Made by Senior Sponsors

- Demonstrate (model behavior, not just communicate or send a memo) visible support for the change through your own behavior (model and reinforce the change when you see it) throughout the entire project, not just in the early phases of change.
- Do not delegate down or set up the project and then leave it to the project manager to implement. (Stay involved and informed.)
- Communicate the vision of the future state (even if it is not totally clear at this time) to employees and managers using multiple media and at multiple times. (Continue this throughout the life of the project.)
- Build coalitions of leaders and stakeholders to support the project at all levels of the organization.
- Avoid moving on to the next change before the current change is in place, or changing priorities after the project has started.
- Do not underestimate the amount of resistance people will have, and commit to managing the people side of change.
- Set expectations with mid-level and front-line managers and supervisors prior to implementation.
- Spend a lot of time keeping the project on track by helping the project team to overcome barriers and move forward. (Set key milestones and plan on meeting at least once a month with the project team to monitor progress.)