

---

## SATA Workplace Analysis Examples

---

### Chapter 5

## SATA Analysis - Workplace Examples

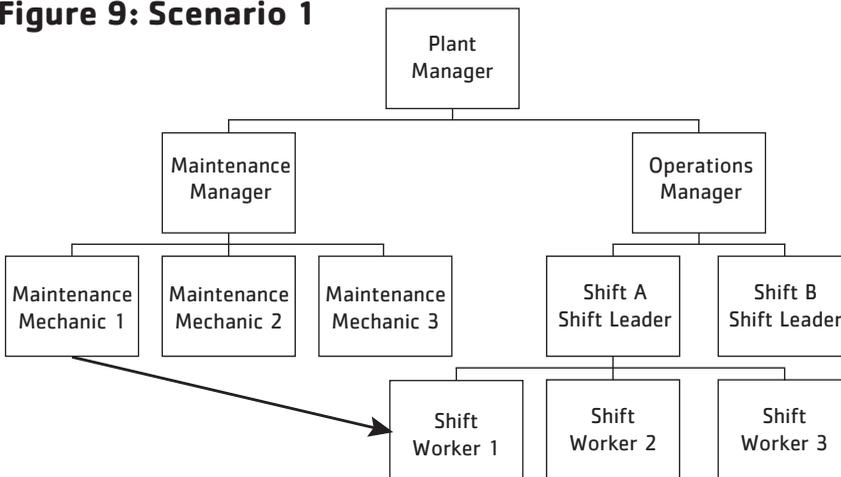
### The Initial Analysis for Every Situation

SATA is not easy, but it is simple. Usually it takes consistent application for employees to get clarity. Following up the definitions given in Chapter 3, we will analyze different business scenarios. My intention is to help you understand SATA by letting you see it in action. Each scenario comes from my experience, although they in no way represent all business types. I have included three scenarios in this chapter.

### Scenario number 1 - Maintenance to the Floor

The graphic below represents a typical relationship between maintenance and the floor. In this scenario, Maintenance Mechanic 1 goes to work on a machine being run by Shift Worker 1.

**Figure 9: Scenario 1**

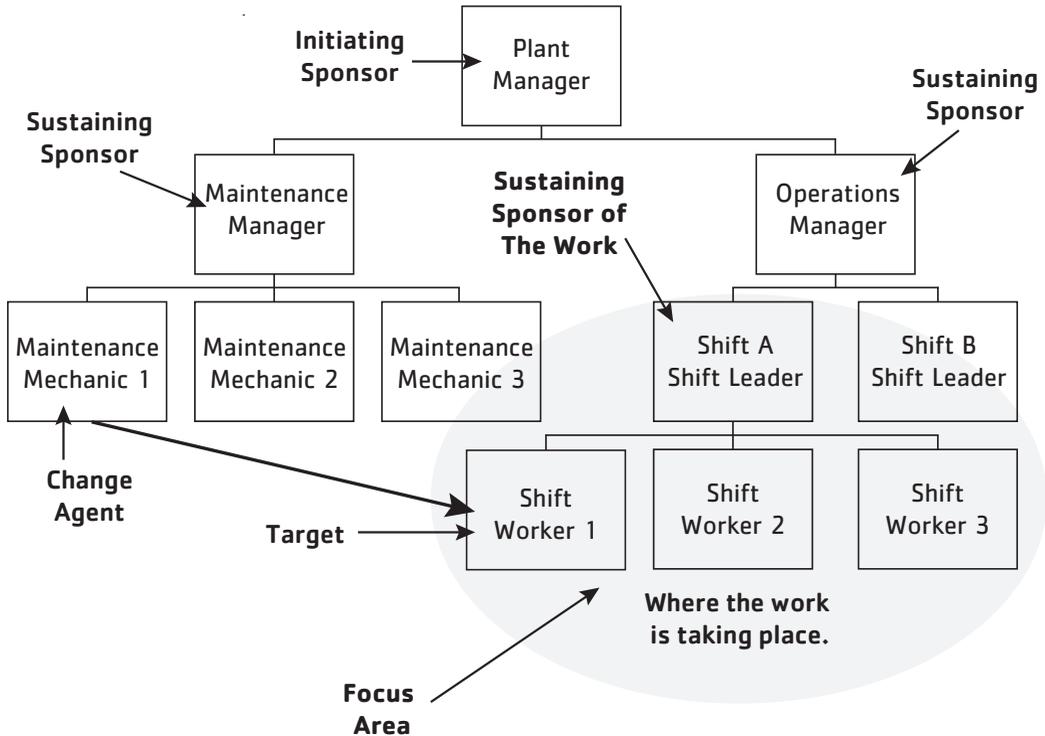


Maintenance mechanic 1 is trying to get work done with shift worker 1. The work is taking place on the floor. The critical question is who sponsors the work? Think about this, and answer prior to looking at the chart on the next page.

## Organization Alignment

Here is the answer -

**Figure 10: Scenario 1 SATA Map**



In the chart above, I have shaded the focus area where the work takes place. *That is the key to understanding sponsorship. **The Sponsor of the work is always the Sustaining Sponsor above the Target(s) where the work must take place.*** This point is critical and often missed. Many think that because it is maintenance working on the machine, it is the maintenance manager, but they are incorrect. Obviously, the maintenance manager is critical here, but what is most critical is that they are aligned with the floor. If the maintenance mechanic goes to do the work and the floor employee is not ready, then the chance of tension is high. The shift leader sets the priorities for the floor employees, (normally with coordination of the day's schedule) and the employees in turn organize their work based on those priorities.

## SATA Workplace Analysis Examples

---

Notice that no Advocate is listed? That is because advocacy can come from any role. It begins when an employee wants something different than what is happening today. It could come from the shift leader, maintenance employee, maintenance manager, floor employee or anyone else who wants a change which they think will improve work.

Were you surprised that the Operations Manager is a Sustaining Sponsor? All employees who are between the Sponsor of the work and the Initiating Sponsor are, by definition, Sustaining Sponsors. Therefore, the operations manager is a Sustaining Sponsor, albeit a key one, yet not the most critical for the work to happen smoothly. If the operations manager does not provide clear expectations to the shift leader, then work may suffer (in Chapter 11, I explain this further in a segment titled “The Black Hole of Sponsorship”). However, the most critical Sponsor of the work in this scenario is Shift Leader A. If they give Shift Worker 1 a different priority then the task will not get accomplished.

**First Critical Distinction:** Remember the word Sponsor is used to define two types of Sponsors: the Sustaining Sponsor, and the Initiating Sponsor. *The Initiating Sponsor is the single person above all people involved, by definition.* Internal to one organization, there can only be one Initiating Sponsor per situation. All other Sponsors are Sustaining Sponsors, i.e., if the Sponsor above the people you are working with has a boss, then that person is a Sustaining Sponsor. *If fact, all bosses between the Target and the Initiating Sponsor are Sustaining Sponsors.*

Why does it matter? When Sponsors are misaligned, then they may unknowingly set conflicting priorities that hurt productivity. Understand this dynamic and you will see alignment problems faster, plus be able to help the right people talk to each other to clear them up. Once you do this, you will quickly help work get done or perhaps find out that it is you who are working on the wrong stuff. If you do not examine this when problems arise, your system will miss opportunities to self-correct.

## Organization Alignment

---

**Second Critical Distinction:** Identifying the Sponsor and whether they are supporting the work are two different things. Many Sponsors do not even know about the work. In Chapter 3, I wrote: “By definition, the direct boss of whom you are trying to work with IS the Sponsor of that person. Whether they support what you are trying to do is another story.” There is a huge difference between identifying the Sponsor and having that Sponsor being effective at “Sponsoring the work.” *Helping the Sponsor become effective is the major task of the Change Agent.* Of course, if you find out the Sponsor does not want what you are trying to get accomplished, then you are in the role of the Advocate. Your next task is to gain system alignment for your particular change and/or learn how to let it go if you find out that the task, indeed, is not supported.