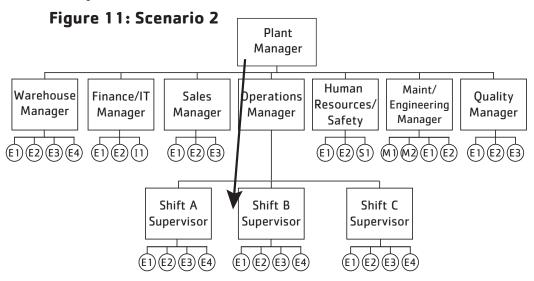**Second Critical Distinction:** Identifying the Sponsor and whether they are supporting the work are two different things. Many Sponsors do not even know about the work. In Chapter 3, I wrote: "By definition, the direct boss of whom you are trying to work with IS the Sponsor of that person. Whether 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.
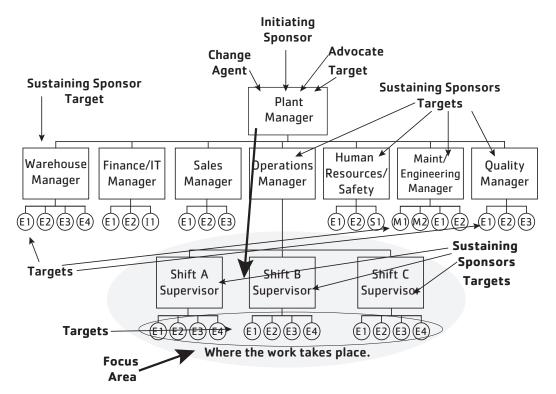
Scenario number 2 – Implementing a Daily Floor Walk

Below represents a small manufacturing plant. In this scenario, the new plant manager wants to start a system of daily walk-throughs on the floor using a white board to track issues. The daily walk-throughs must be attended by the manager and a few key personnel from maintenance, quality, the warehouse, scheduling, and engineering. It is to be led by the floor personnel.

Figure 11: Scenario 2

The work is taking place on the floor, but it requires coordination of most of the system to do it well. So, who is the Sponsor of the work?

Figure 12: Scenario 2 SATA Map

Here, again the focus area is the floor. ***So, by definition, the Sponsors of the work are the three shift supervisors.*** The Targets are the floor employees. It is not that simple, however, since department managers are also Targets. Notice also that in this scenario the Plant Manager is initiating the change. Due to this, he is in multiple roles. *Most employees are in multiple SATA roles at all times, but only a Sponsor can be in all four. That is so since to be a Sponsor, you must have a direct report.* In this case, he is the Initiating Sponsor of the overall work, the Sponsor to his direct reports, the Change Agent, the Advocate, and even a Target to the extent that he participates in the walk-through.

It is rare to have the Plant Manager be the Change Agent (See "When the Change Comes From the Top" on page 203) but, in this situation, he was the only one who knew how to execute the new process. In the future someone else who has this expertise, or someone he trains, can become the Change Agent. In the scenario above, he is the Change Agent, currently the only one with that capability.

That means he must spend a lot of time educating and setting up the process of the daily walk-throughs. From the separate departments, each worker who must participate is a Target. I have therefore identified, from each department, each Target who will take place in the walk-through. They too must be educated and learn how to contribute from their roles.

A major change like this will mean that Sustaining Sponsors need to do a lot of work to get alignment within the system. They must ask questions for clarity and communicate any confusion to the Initiating Sponsor. They must also make sure their employees know what is expected, plus provide them with education, support, and enough time for implementation.

The Initiating Sponsor's task is to set the stage, to provide clarity and appropriate structure, and to continually follow up until success is achieved. In this unique case, the Initiating Sponsor is the plant manager and is *also* the most knowledgeable about the change. Therefore, he is also in the role of Advocate and *must* spend ample time *educating* the work force as to the "*why* and *what*" of the desired change.

Are you surprised that I said Advocate? *Remember that **you can only Sponsor your direct reports**, so you must be aware of the role you play in each scenario.* The plant manager in this case must hold his direct reports accountable and they, in turn, hold theirs until the whole organization is aligned. Beyond alignment, with a major change, such as a initiating a daily walk-through, consistent and calm education, and follow-through to allow for minor tweaks until it works right is critical.

The Sustaining Sponsors in this scenario must continually be updated by the Change Agent, and react quickly to ensure proper execution and support. Part of this could be to ensure that department heads resolve work issues they may be avoiding, or to break ties when necessary.

A Sponsor who says "Go do it," without any oversight or check in, is abdicating rather than sponsoring. If they really support it, then the Sponsor must learn a balanced way of driving it to ensure success.

They must be thinking about the whole system, not just the people involved in the new process. If unaware of these dimensions, the initiative will surely fail, but not for the reasons normally associated with it, such as blaming the failure on one person or on the method used to problem solve. When systems are out of alignment, people unintentionally do things that thwart success without even knowing it.

The purpose of a walk-through is to help issues and problems surface and get worked through faster. The workers themselves are encouraged to advocate and surface issues instead of allowing them to stay undercover. Many ideas for changes and problems will surface. Therefore, there must be a structure in place to capture ideas that will help the process continually improve.

Not all ideas will nor can be implemented, but all should be understood and considered in a way that encourages input. The system will need a way to determine a) whether too much or too little is being taken on and b) how to continually monitor the work load. Each scenario is different, not just in layout but in the real technical and interpersonal capabilities of the personnel. So, continuing to tweak the change until it is producing consistent results is critical. This takes time and patience but it has been done time and again. If your efforts fail, ask yourself if you really put in enough effort to build effective sponsorship and if you created appropriate structures to slowly ensure success. Failure is rarely caused by a new practice; rather, it most often is a result of poor implementation.