



Sponsor Checklist – MONITOR, CONTROL, CLOSE & ACHIEVE

What to Expect:

During the final phases of the project, the Sponsor's role again rises to prominence as he or she is the project ambassador and the sponsor's messaging is crucial in encouraging adoption of the change.

You should anticipate a transition period post go-live. During the transition, efficiency may briefly decline, but, if the change is effective, it should rebound and benefits begin to materialize within 3-6 months. The Sponsor should plan to stay in close communication with the Change Manager and Project Manager to ensure recalibration of processes and defect remediation of technology occurs in a timely manner and has the desired effect.

At the very end of the project, you will also have a prominent role in celebrating the successful conclusion of the project and promulgating lessons learned for the next project sponsor and team. In some cases, the benefits period may run for several months or years after the implementation and the sponsor should plan to stay nominally engaged to ensure the benefits are realized to their fullest.

Preparation and Key Questions:

- You should be able to answer “yes” to the following:
 - Did we achieve the clear, specific, measurable list of desired business outcomes that we created for the project at the outset?
 - Did we achieve the list of benefits that we defined?
 - Did the value calculated for the project match the financial model that we built?
 - If not were the reasons for the variances acceptable to us?
 - Did we achieve all these for the optimal cost in order to maximize the value delivered?
- If the answer to any of these questions is “No”, how can these gaps be remedied?

MONITOR AND CONTROL Key Actions:

- With the support of your change manager:**
 - **Be active and visible** with stakeholders, employees, sponsor coalition and project team during go-live, transition, and benefits realization. This may entail outreach to detect problems, active listening, and, in some cases, reinforcement of the change.
 - Execute your role in the OCM Plan and Communications Plan.
 - Advocate for the project with the business, the sponsor coalition and employees.
- With the support of your project manager:**
 - Review remediation of defects and emphasize prompt attention to customer concerns.
 - Participate in and agree to the post-implementation evaluation.
 - If there are areas of weakness, discuss the remediation process.
 - Validate that appropriate knowledge transfer has occurred.
 - Approve the release of the project team.
- In conjunction with both the change manager and project manager:**
 - Review implementation progress and metrics against the key performance indicator scorecard and discuss deviations and the means of remediation.
 - Document lessons learned.
 - Review and sign off on any deliverables requiring your approval.



Value Management Framework

CLOSE AND ACHIEVE Key Actions:

- **With the support of your change manager:**
 - Lead celebration/communication on completion of project and achievement of business benefits.
 - Release the change manager from the project
- **With the support of your project manager**
 - Close Steering Committee activities.
 - Discuss and document potential future enhancements.
 - Participate in value management review.
 - Review and sign off on any deliverables requiring your approval.
 - Release the project manager from the project.