



Strategic Energy Management

COLLABORATIVE

Engaging Executive Sponsors

This document is meant to be a guide for SEM energy coaches. Use this to recruit the right executive sponsor, and to gain and maintain their support throughout the SEM enrollment period.

Common profiles of great SEM executive sponsors

- Believes in the effort, even in the face of various constraints
- Makes time to be and stay engaged
- Supportive and able to lend a hand when the Energy Champion/Team needs help – even if it's just sending an email
- Leadership – is a role model for energy efficiency
- Helps manage the workload among their staff
- Shows up – is present, attends kick-off meetings/workshops
- Acknowledges and recognizes the team's efforts
- Holds the Energy Champion accountable – have expectations that things get done. Resources and time have been built in.
- Aware that resources have been invested – and doesn't take this for granted
- Attends first and last workshop
- Attends quarterly executive sponsor check-ins
- Can be a coach/role model – shares leadership prowess with energy champion
- **A great executive sponsor does not:**
 - Voluntold
 - Not prioritize
 - Not show up (when they say they will, repeatedly)

Program design decisions to enhance executive communications

BEFORE (During recruitment and program design)

- During recruitment, target the right level:
 - High enough to lend credibility
 - Sometimes recruit two Executive sponsors- a high- level signature AND someone who can play a more active role
 - Sometimes require/recruit a second sponsor, when the Energy champion isn't in facilities.
- Active role of sponsor in visibly approving policy/signatory/disseminating information
- Include 1:1 time with executive sponsor as a requirement
- Executive sponsor required to attend first and last workshop of program year
- Conduct executive roundtables 2x year
- Coaches and program managers build relationship with Executive sponsor ahead of time, before program begins
- Communicate expectations that Executive sponsor attends some energy team meetings
- Program manager to understanding what motivates the sponsor- sustainability? Cost savings?
- Verbal discussion of written roles during kickoff or first meeting
- Quarterly check-in requirements (Energy champions and Executive sponsors)

DURING (curriculum)

- Requirements written into role/job description – especially helpful during turnover
- Teach energy champion to celebrate success and include Executive Sponsor in communications and events
- Include energy pitch practice, early-on
- Communication strategies built to emphasize EC's motivators

AFTER

- Provide good PR opportunities
- Keep light touch communication with Executive sponsor, especially for references, re-enrollment, and evaluation