

How To Train Your Sponsor

And Make Them Look Good

Bill Richardson – June 22, 2006



In Common: Three Traits

- Jump to conclusions
- Make erroneous assumptions
- Ignore our biases



In Common: Inconsistent Relationship With A Key Stakeholder

Because:

- We jump to conclusions about sponsor motives and behavior
- We make unsubstantiated assumptions about sponsor knowledge levels about project management
- We see everything as a nail because we are good with a hammer



Main Message

Train your sponsor on the profession of project management and make them look good.

Making them look good lays the foundation for building a “trusted partner” relationship

If you are not a “trusted partner” you are simply a “pair of hands”

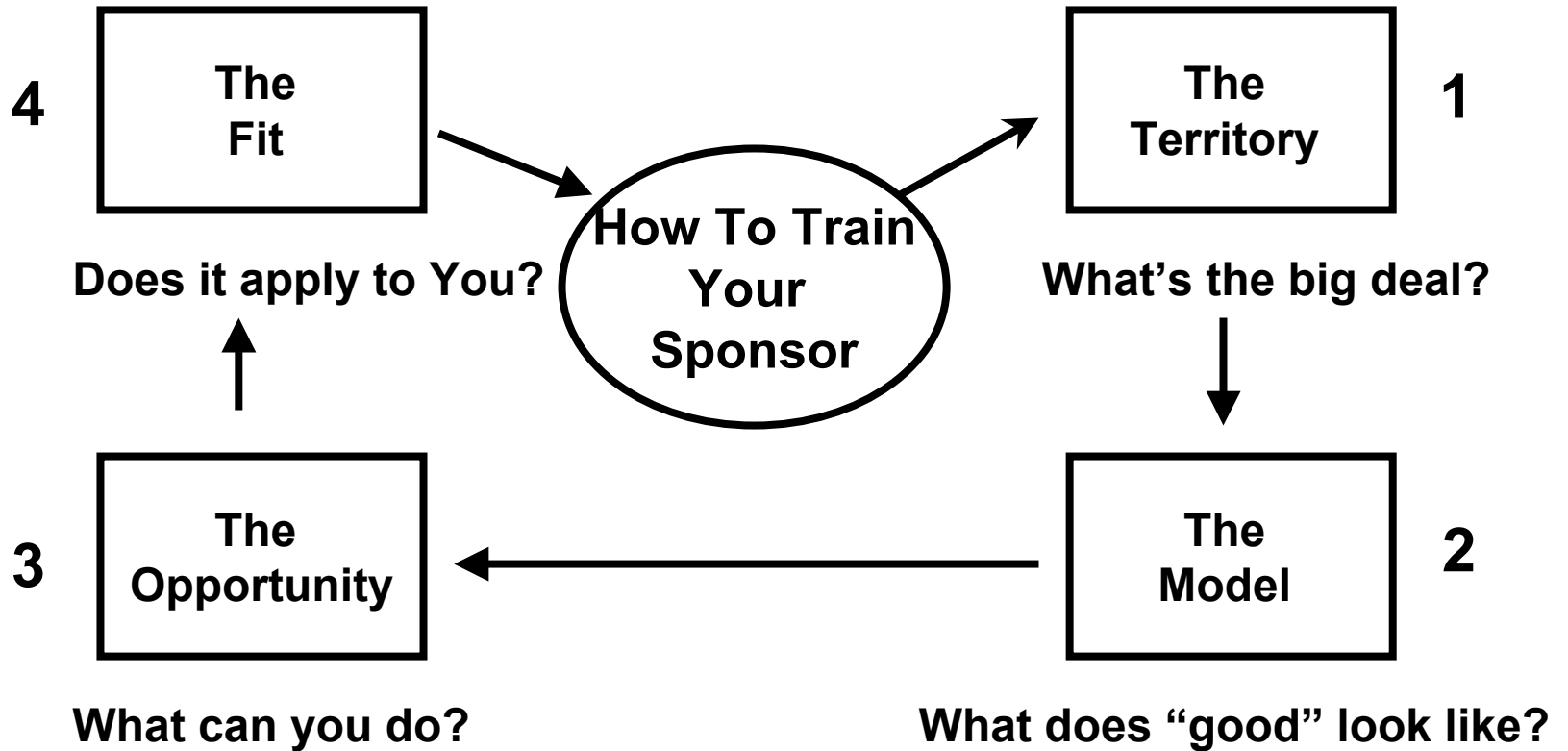
Your decision – row or steer



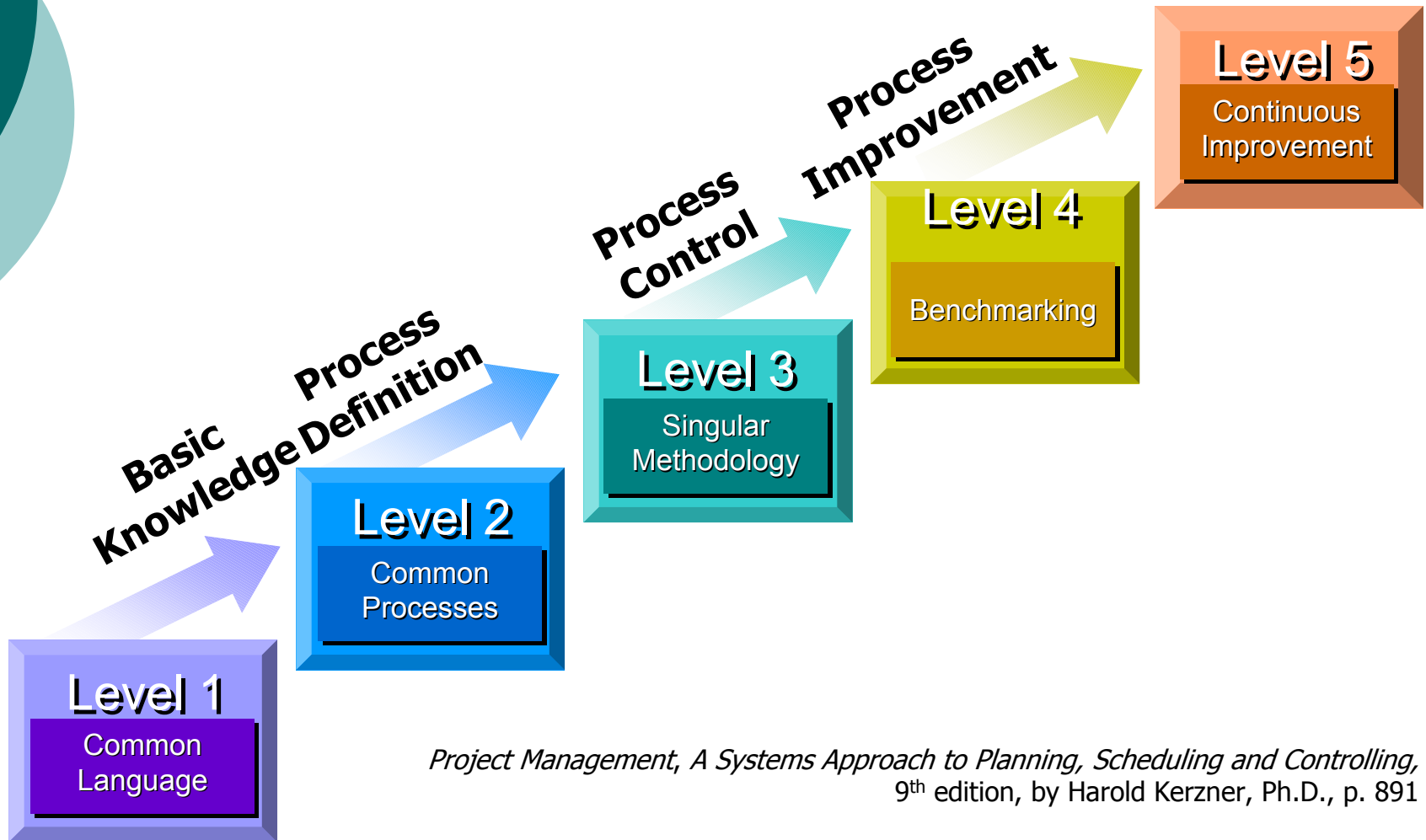
Three Strategies For “Partnership”

1. Make them look good
2. Sell yourself, your team and the profession
3. Deliver day in and day out

Today's Road Map



The Territory – Maturity

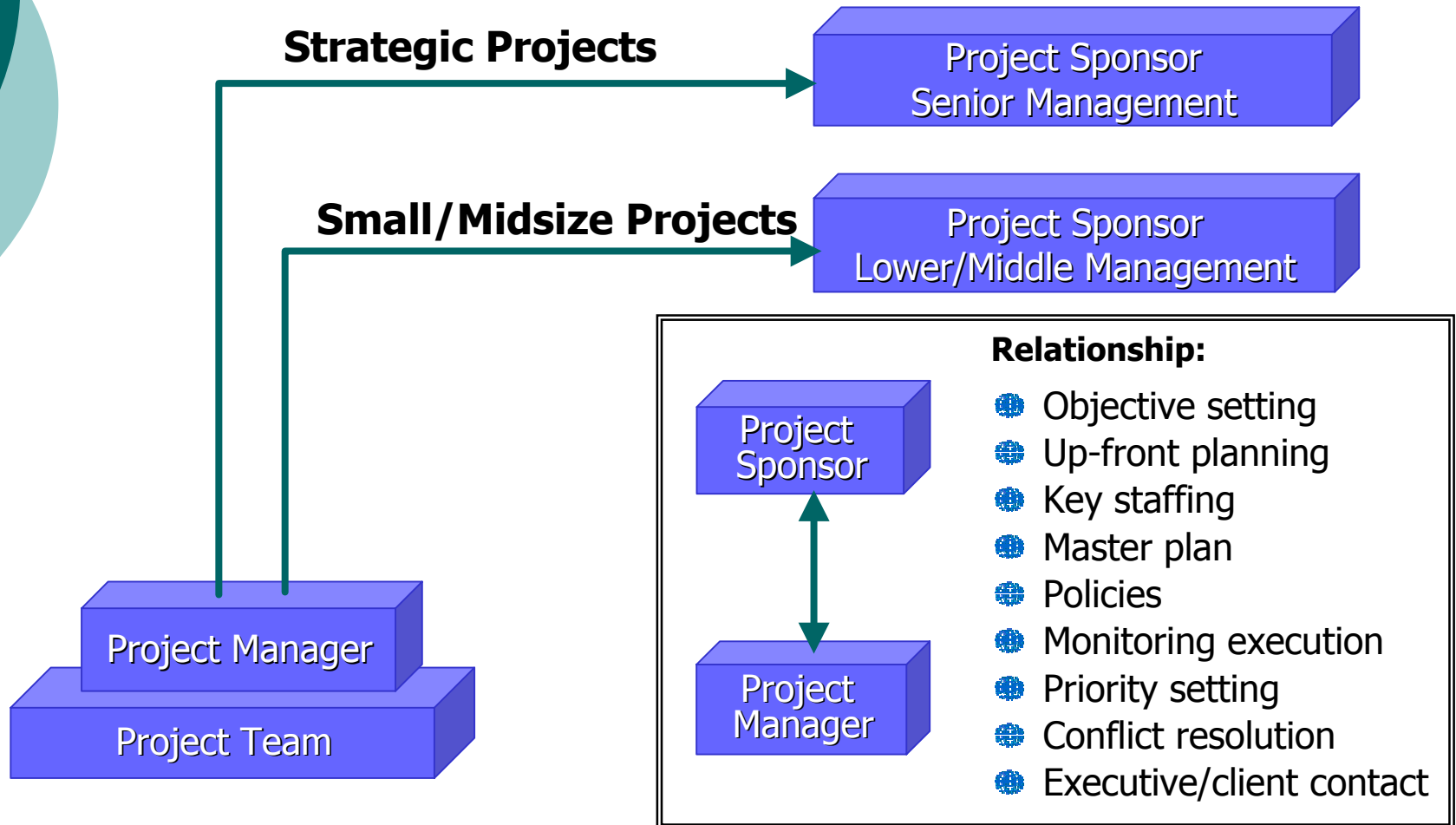


Project Management, A Systems Approach to Planning, Scheduling and Controlling,
9th edition, by Harold Kerzner, Ph.D., p. 891

The Territory – Variable and Risky

- Role delineation
- Size and complexity of the project
- Competency – Sponsor, PM, Team
- Decision making culture
- Leadership styles

The Territory – Roles



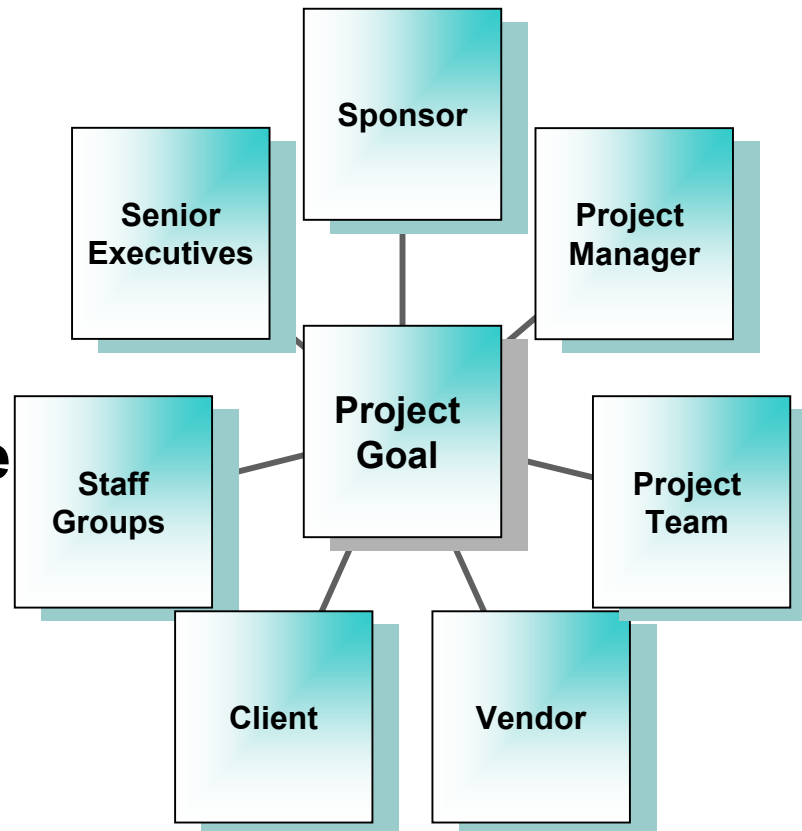
The Territory – Stakeholders

Two Types

Abundance:
or

Lack:

- 1. Experience**
- 2. Time**
- 3. Interest**
- 4. Existence**



The Territory - Sponsor Need To Know

In The Beginning:

1. Why is this project needed?
2. What are the objectives?
3. What are the benefits
4. How will we measure success?
5. What areas of the organization will be affected
6. Who needs to be involved? And how?
7. What are the boundaries of the project?
8. What are the constraints?
9. What can be realistically achieved?
10. Roughly how much will it cost?
11. What are the risks?
12. Should we proceed?

The Territory - Sponsor Need To Know (cont'd)

During Execution:

1. Are we accomplishing what we planned to accomplish?
2. Is there anything I can do to facilitate the project team's work?
3. Are you getting cooperation from the business units?

The Territory - Sponsor Need To Know (cont'd)

During Closure:

1. Did we accomplish what we planned to accomplish?
2. How did we perform based on our success criteria?
3. Are plans in place to measure the predicted benefits?
4. What lessons did we learn?
5. What remains to be done?
6. How are we celebrating our success?

The Model

What are sponsors supposed to do?

Independent

- Ensure strategic significance
- Provides approval and funding
- Is accessible and approachable

Inter-dependent

- Enough not to be dangerous
- Champion people and organizational change
- Promotes stakeholder support
- Supports broad authority of the team
- Resolves conflict
- Supports periodic reviews
- Supports post project reviews
- Encourages recognition



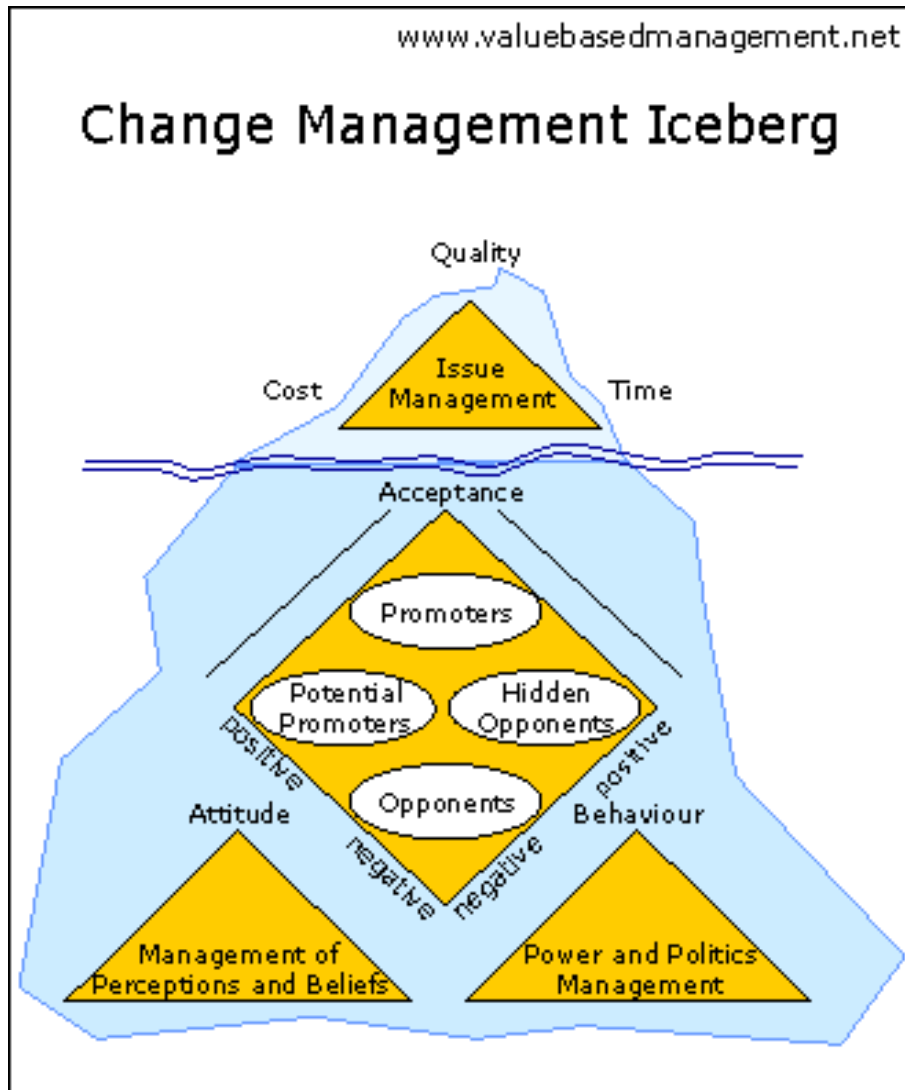
The Opportunity

- There are a number ways to assist a sponsor in doing their job effectively
- You can help sponsor your be:
 1. Committed
 2. Clear
 3. Connected

Enough Not To Be Dangerous

- Provide sponsor with an executive summary of the PM methodology including his/her role and responsibility:
 - Charter
 - Integrated Change Control
 - Risk Management
 - Problem Escalation
- Make sure sponsor's name is clearly identified and assigned responsibilities in the Resource Assignment Matrix (RAM)
- Periodic personal review of the "Risk Profile"
- Model "intellectual integrity"
- Disciple critical thinking skills

Champion Organization and Personal Change Management



- Learn principles and concepts for O&PCM
- Educate project team on O&PCM
- Collaborate on O&PCM plan with sponsor
- Build O&PCM in to project WBS

Promote Stakeholder Support

- Share stakeholder analysis:
 - Understand line of business of stakeholder and project impacts
- Provide opportunities for communication – e.g. informal information updates on status on progress
- Promote early warning and full disclosure



Support Broad Team Authority

- Identify opportunities for sponsor to be in front of the team – good and bad
- Provide details on team players including roles and responsibilities
- Organize “team hug” lead by the sponsor prior to going into implementation – includes all stakeholders

Resolves Conflict

- Continual reinforcement of early warning and full disclosure
- Author communication from sponsor to the team on conflict resolution best practices and tools
- Engineer sponsor acknowledgement of team success in dealing with difficult situations (at all levels)
- Proactively confront the tough issues with the “ inexperienced, time challenged, disinterested and absent” sponsor



Supports Periodic Reviews

- Provide sponsor with opportunity and script for beginning of formal and information reviews
- Educate sponsor on PM Methodology and concept of “gating”



Supports Post Project Review


- Orchestrate PIR initiation by the sponsor
- Provide sponsor with a game plan for their actionable items from the post review
- Author thank you letter from sponsor after completion of the PIR
- Provide support to the support in detailed follow-up of the lesson's learned.



Encourages Recognition

- Orchestrate personal and team acknowledgements from the sponsor
- Constantly provide feedback to the sponsor on “small wins” and “major successes”
- Promote celebration of success

Three Strategies For “Partnership”

1. Make them look good 
2. Sell yourself, your team and the profession
3. Deliver day in and day out

Strategy # 2 - Sell Yourself, Your Team, Your Profession

- **S**pending
- **H**ours
- **A**t
- **M**aximizing
- **E**xposure
- **L**everages
- **E**ndless
- **S**ales
- **S**uccess

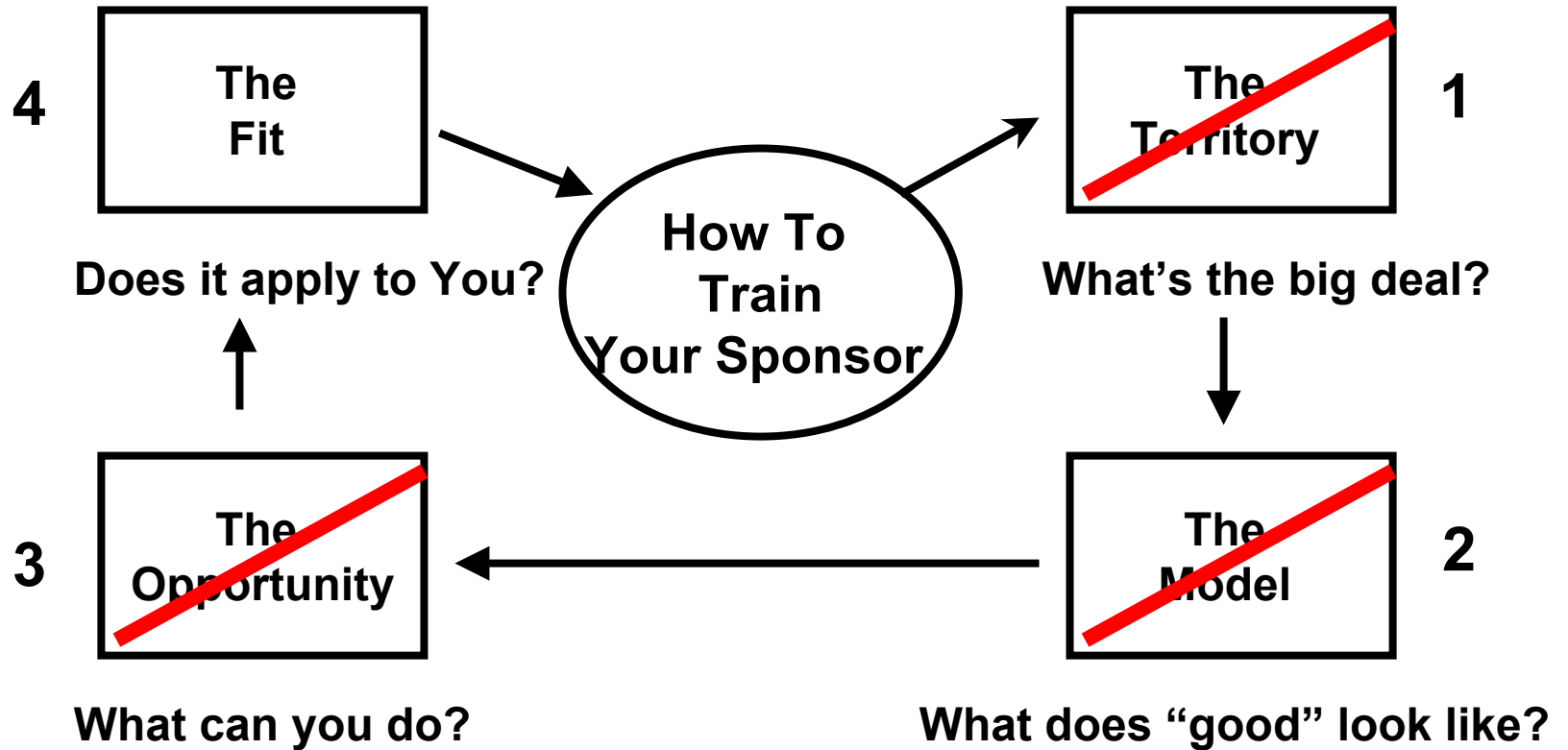
Self Promotion:

To contribute to your further progress or growth

Strategy # 3 - Deliver – Day In and Day Out

- Simple Formula:
 1. Under Promise!
 2. Over Deliver!
 3. Get It Right!
 4. Get It Done!
- Your “Referability Factor”
 1. Show up on time
 2. Do what you say
 3. Finish what you start
 4. Always say please and thank you

The Map



The Fit – For You?

Does it apply?

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Inter-dependent

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Remember The Three C's of Sponsoring

- Committed
- Clear
- Connected

Gifts For You!

- <http://www.valuebasedmanagement.net/>
- <http://www.refdesk.com>



Best Advice!

“In preparing for battle, I have always found that plans are useless, but planning is indispensable.”

**President Dwight D. Eisenhower
(1890-1969)**



Summary and Close

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Making them look good lays the foundation for building a “trusted partner” relationship

If you are not a “trusted partner” you are simply a “pair of hands”

Your decision – row or steer



“Fortune favors the bold”

I.B. Brouillette, author of
"Son of Thunder --- An Alexander Novel"