Project Sponsorship

A selection of courses and workshops

for clients of Project Agency

"...organizations that embrace, value, & utilise project management – and both recognise & attribute their success to it – report more success, less waste & achieve greater competitive advantage" Mark Langley, President & CEO of Project Management Institute

Introduction

In its annual 'Pulse of the Profession Report' (PMI 2015 – http://bit.ly/1L6palb) it is suggested that:

"… it's time for organisations to revisit the fundamentals of project management, and essentially, go back to the basics."

Those basics include having actively engaged executive project sponsors. Ron Rosenhead, Director of Project Agency has held a long term interest in project sponsorship which led to the co-authoring of Strategies for Project Sponsorship in 2013.

Project Agency has been promoting project sponsorship training for some years now and we are often asked for examples of the programmes we have delivered. This brief document gives an indication of some of programmes we have run for clients of Project Agency. For confidentiality reasons, some of the names of the actual clients have been removed.

For each example, some design work was needed; this ranged from an informal conversation with an in house contact, through to more formal needs analysis talking to a range of people within the business.

In designing the content for the actual event, we also developed a range of training materials including producing a workbook for all participants. This workbook enabled learning to take place beyond the actual event by acting as a reference tool.

We set the scene as much as possible for each event giving you examples of some programmes run for clients.

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Project Agency offers a coaching/follow up service for project sponsors so please contact Ron Rosenhead about this.

Event 1:

This is a global engineering company where Project Agency had worked to develop the overall project management approach through consultation, testing and producing written documentation, now on the intranet. The next stage of the assignment resulted in us designing and running at a series of training programmes to enhance project management skills over a 2½ year period.

After internal discussions and a paper to the Executive Team, we were asked to design and run 2 half day sponsorship workshops for the main Corporate Board. As pre-reading each person received a copy of Strategies for Project Sponsorship and they were asked to read specific sections within the book http://amzn.to/1bd4gpr

The event was summed up by one Director who at the end of the workshop:

"There are a lot of gaps we clearly need to fill."

Pages 4 - 5 describe the joining instructions that were given to each client person to the start of their workshop.

> *"An organization's ability to build and sustain its growth capacity depends on a number of critical factors, including having active executive sponsors on projects ….."* PMI Pulse of the Profession

Improving our performance – Introduction to the workshop

Due to my current involvement in running project management training in the UK I have been invited to lead and facilitate this important workshop.

For some time now my organisation has run project management training programmes based on your in house project management approach (see i-share for a range of materials on this topic).

A recent paper to the Executive Team was endorsed and resulted in this short workshop. A brief excerpt from the paper presented is shown below:

> *Those companies which excel at programme and project management tend to outperform those that don't when embarking on change. We have had a mixed history with large and small internal projects and so raising the bar on how we lead those could be an effective way to mitigate risk and enhance our performance.*
>
> *Whilst there are many aspects of project management which could be addressed, one targeted opportunity that is available to us as a leadership group is to emphasise the role of Project Sponsor. This is one of the most effective levers to raising the bar of project management – ensuring that Sponsors know what they should be doing, and in particular what they should be expecting from a manager and the project process.*
>
> *This workshop has been designed for project sponsors within the leadership groups of both companies.*

The objectives of the workshop are to:

- Educate Senior Level Executives on the Project Sponsor role, the 5 key project management principles and the business benefits which result

- Reach consensus on future actions to improve project performance within SSE

Pre work:

In advance of the session, you will soon receive a book called **Strategies for Project Sponsorship**. It would be helpful if you would look specifically at:

- pages 2-10 - What is project sponsorship?

- pages 73-99 -Working with Challenging Sponsors

Please look at the attached The Sponsorship Checklist; a list of 17 activities the sponsor should carry out. (See page 11 of this document).

I very much look forward to working with you.

Ron Rosenhead, Director Project Agency

Workshop outline

To optimise use of your time there will be two identical sessions repeated (am) and (pm) on 29 May. Session 1 will be from 0830 until 1200 and Session 2 will be from 1330 – 1700.

Please see below an outline of the session. Our intention is to give you an opportunity to find out about the latest thinking on project sponsorship through a range of inputs and discussions. However, we also want this to be time of personal and company reflection – which includes looking at possible implementation within the company.

Course materials will be supplied including PowerPoint slides.

Outline content:

Introductions	To the workshop and workshop leader
Big stats	Some up to date research which points to a clear link between project success and active project sponsorship
So, what does the sponsor do?	You will be able to compare your behaviour with the standard 17 key activities in this document
Measuring success in the company.	A review of the statistics from 13 project management courses run by Project Agency.
How can we improve?	I. By sponsors ensuring that 5 key principles of project management are evident in future projects II. Developing the company project maturity level III. Further developing the project management architecture for the business
How are sponsors chosen?	Do you need some criteria for selecting future sponsors - and project managers?
Next steps	To decide on the next steps to take to move project management and project sponsorship forward.
Conclusion of workshop	

Event 2:

This is a leading University in the UK. Senior managers were leading major changes and it was identified they needed some support in doing this. A programme called Supporting Positive Change was designed, and included a module on project management.

The module was designed to include elements of the in house project management approach alongside their role as project sponsors.

I worked with the in house management development team to design and develop a specific programme for project sponsors. This included a link back to some of the managing change principles included in other modules. We built into the design periods where individuals could spend time working on their own projects.

Pages 7 - 11 describe the joining instructions that were given to each participant prioer to the start of their workshop.

> *"29% of projects that failed were due to inadequate sponsor support"*
> *Pulse of the Profession*

Supporting Positive Change

To: All Workshop Participants

I am looking forward to working with you to further develop your Project Management skills and to discuss application to current and future projects. The attached paperwork describes the content of the one day workshop.

The day will cover a range of topics including what is in the 1 day project management course. It would also be helpful if you would read before the event the following documents:

- Project Management Screw up 5: We didn't have the right sponsorship
  www.projectagency.co.uk/word/projectsponsorship.pdf

- Page 10 – the University approach to project management

- What does the project sponsor do? This is an analysis of the role of the project sponsor which we will cover throughout the 1 day workshop. (page 11)

I very much look forward to meeting you to advance project sponsorship and project management within the University.

Ron Rosenhead, Director
Project Agency

Objectives:

At the end of the workshop you will:

- understand the need for a consistent approach to project management within the University in order to deliver key change projects

- be clear about your role as a project sponsor and what this involves

- be able to ensure that all those staff engaged in projects are effectively trained and supported

- be able to apply the learning straight away to your own project and share the learning among your colleagues helping to support the change agenda throughout the University

Workshop Outline

We set out below the content of the workshop. Breaks will be taken at convenient times throughout the day.

0930. The morning will cover:

So what are you involved in?

- A listing activity to show the number of projects people are involved in delivering

- The 5 key principles of project management

- This session will include an overview of project management approach used in the University. It will look at the various stages of delivering a project and the essential role that the project sponsor takes within it.

- Set up Initiation: (why are we doing the project?)

- Set up Definition (what are we doing?)

- Delivery Planning (how are we going to do it?)

- Delivery (monitoring and control)

- Closedown and Review (how did we do?)

Lunch – approximately 1230

The afternoon will start at approximately 1.30 pm and will build on the morning and focus on your role as the project sponsor and what that actually means.

- Big stats -Some up to date research which points to a clear link between project success and active project sponsorship.

- So, what does the sponsor do? We will provide you with a list of 17 key activities the sponsor should be involved with and the impact this would have on University projects.

- Sharing the learning ensuring that learning is passed to others engaged in projects

- How can you identify and share the learning within the University?

- How can you increase the probability of project success?

- How are sponsors chosen within the University? Do you need some criteria for selecting future sponsors (and project managers) within the University?

PERSONAL PROJECTS:

There will be an opportunity for you to put the course into action straight away! You will be able spend between one to one and half hours working on your own project. Please do give some thought as to what you intend to work on prior to coming on to the workshop.

The course tutor, Ron Rosenhead will be available to try and support you during this time.

The day will be a mix of:

- ☐ individual activities
- ☐ case studies
- ☐ group work
- ☐ discussions

Full course notes will be provided

Please read the document below. This is the project management approach used by people within the University and should be used by you in your projects

STAGE 1: SET UP- INITIATION	STAGE 2: SET UP - DEFINITION	STAGE 3: DELIVERY PLANNING	STAGE 4: DELIVERY	STAGE 5: CLOSEDOWN & REVIEW
Activities • Write Business case • Undertake Initial Risk assessment • Identify project benefits and link with overall agenda • Project Authorisation	**Activities** • Identify who fulfils which roles effectively • Identify and manage stakeholders • Identify and manage risks - appoint people to manage specific risks • Write PID and obtain authorisation • Identify what is driving the project quality/cost/time • Hold start up workshop(s) • Establish monitoring & control processes early in project	**Activities** • Create work breakdown structure (or product breakdown structure) • Identify dependencies • Dev budget estimates and costs • Create various charts Gantt, milestone etc • Identify resources for project, people, assets, etc. • Develop and implement communications plan	**Activities** • Hold progress meetings / stage review meetings. • Manage project issues / Risks • Carry out stakeholder communications • Manage changes to the project • Report using highlight report • Agree, where appropriate tolerance levels	**Activities** • Carry out post project evaluation • Analyse feedback from lessons learned • Celebrate success • Formally close the project
Documents • Business case form	**Documents** • Roles and responsibilities form • Risk Log • Stakeholder analysis • PID • Learning log	**Documents** • Milestone chart • Gantt chart • Project Plan • Communications plan • Learning Log	**Documents** • Highlight Reports • Issues Log • Risk Log • Change Requests/log • Learning Log • Budget monitoring • Milestone chart and report	**Documents** • Evaluation report • Learning Log

What Does The Project Sponsor Do?

The following gives you a list of the key activities needed to be undertaken by the project sponsor.

1. Provides direction and guidance for strategies and initiatives

2. Works with the project manager to develop the PID

3. Identifies and quantifies business benefits to be achieved by successful implementation of the project

4. Makes go/no-go decisions

5. Evaluates the project's success upon completion

6. Negotiates funding for the project

7. Actively participates in the initial project planning

8. Reviews and approves changes to plans, priorities, deliverables, schedule, and more

9. Identifies project board members – if appropriate

10. Gains agreement among stakeholders when differences of opinion occur

11. Chairs the project board meetings

12. Assists the project when required (especially in an out-of-control situation) by exerting organisational authority, and the ability to influence

13. Helps resolve inter project boundary issues

14. Supports the project manager in conflict resolution

15. Advises the project manager of protocols, political issues, and potential sensitivities

16. Makes the project visible within the organisation

17. Encourages stakeholder involvement and builds and maintains their ongoing commitment through effective communication strategies

Event 3:

This is a large internationally recognised heritage organisation. We worked with this client developing their project management capability working with their project management office, running some Gateway Review courses and advising on their project start up process.

The organisation realised they needed to develop project sponsorship skills (SRO's) and we worked with internal staff to design and deliver a specific programme to meet their needs. Two weeks prior to the event, we needed to do re-design some of the programme as a serious Health & Safety issue arose (as a result of a court case not related to our client) and an internal specialist came
along and addressed this issue which linked well into the sponsor role.

I wrote about project sponsorship training in a project management magazine and Steven Slade, our internal contact said of the training:

"All SRO's (sponsors) should go through some form of training to better understand their role and manage their projects effectively. We have seen a marked improvement in our projects, especially in project governance, since we introduced SRO (sponsor) Training." Steven Slade, Head IMT Programme' English Heritage

Pages 13 – 14 describe the joining instructions that were given to each client person to the start of their workshop.

> *"Creating a culture that embraces project management and increases the business value it delivers involves having actively engaged executive sponsors on projects and programs." PMI Pulse of the Profession 2015*

Project Sponsor's Briefing

To: All Course Participants

I am very much looking forward to working with you to develop your skills as a project sponsor. Our aim is to ensure you further develop your exiting skills while developing new ones.

The attached paperwork describes the content of the day. Please do bring it with you. We will start the day at 0930 finishing at 1630 with breaks taken at times to suit the group.

You will find attached a document describing the role and the responsibilities and it would be very helpful if you would read through it prior to coming along to the day and answering the various questions that go with it. It would also be helpful if you would give some thought as to what you want to achieve in attending the day.

Project & programme management has its own language and to make this easier for you we have developed a glossary of project management terms and if you want to download it please go to this link http://bit.ly/NHALLA

I look forward to meeting you to support the advancement of project and programme management within the organisation.

Finally, if you can, please bring along a completed business case from a current project that you are involved in

Ron Rosenhead, Chief Executive, Project Agency

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Aim: To build on and further develop your skills as a project sponsor

Objectives: At the end of the course you will be able to:

1. Explain the role of the project sponsor and how it impacts on the delivery of key projects and programmes

2. Recognise the key project management principles and how they will affect all projects and programmes

3. Understand some of the key components of project management (such as management of risk, developing business cases etc.) and recognise that without them, projects will fail to deliver the expected business benefits

4. Understand that the changing environmental issues that impact projects

The day will be a mix of tutor input, individual and group activities, alongside time for action planning. Full documentation will be provided.

Outline course content and approximate timings

0930   Introduction:
- to the course
- to each other
- to the objectives of the day and what you want to achieve

The 5 principles of project management and your role in ensuring they are carried out (Activity)

Some statistics on project success and project failure and the implications for sponsors

The role of the sponsor – please read the attached document answering the questions attached to it. *(Not attached to this document)*

Management of risk – Health & Safety a presentation and the link with project sponsorship

Some of the key components of project management:
- Business cases – ensuring these are produced and are effective documents
- Business benefits management (Activity)
- Gateway reviews – introducing the Gateway Review Course

1230   Individual action planning & lunch

1330   Project/programme governance – how are you doing? (Activity)

The current project management environment in – what it means for projects and programmes

The project management approach – its impact on your role

Testing your skills (Activity)

Project Boards – how effective are they? (Activity)

Identifying and reusing learning – to save time and money

Individual action planning

Review of pilot and next steps

1630   Close

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Further information on Project Agency can be found at www.projectagency.co.uk or go to Ron Rosenhead's Blog www.ronrosenhead.co.uk

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