



So what is project sponsorship like in your organisation?❶

The below are responses at a BCS PROMSG event on Project Sponsorship – Bridging the gap, to the questions posed above:

- Non Existent (from experience)
- Influential support for resources when needed, high level motivation – without it the project has to work so much harder
- Does not exist
- Either interfering pseudo project manager or non-existent
- Access to sponsors, gaining sponsorship for non-revenue earning initiatives, identifying sponsors
- Patchy
- Sometimes uneducated
- The role is often unclear
- There is a major lack of understanding of what the sponsor is supposed to be responsible for and be doing
- 'Sponsorship' is not really 'committed' – and as a 'matrix' SME organisation there is a lot of 'coaching' of sponsors from 'below' – Adrian Turner
- Appoint a project manager and run away
- Most shy away from responsibilities, but those that are engaged are very supportive and hands on
- Overbearing micro management
- Arm's length, wanting to 'keep their hand in'
- Sponsors overruling by executives: owner is just a product owner
- Project ambassador
- Build a business case – put some spin on it, focus on key stakeholders and why it is good for the business, make that pitch! And get that project rolling – Greg
- Active
- Allowing software houses to run the show
- A post holder who has actually read PRINCE2, PM Bok or MSP

❶ From PromsG event February, 2015

The following responses are from an APM session on 21 July, 2015 held in Birmingham. The same question was asked:

So what is project sponsorship like in your organisation?

- Lack of engagement
- Not all sponsors get that they are accountable for project benefits from projects
- Lacking in an understanding of the accountability and responsibility involved
- Lack of engagement
- Not considered as part of the day job, seen as an inconvenience
- Ill informed, do not understand roles and responsibilities
- Disorganised
- Unsure of scope
- Not structured
- Done by a very small, very senior group who seem to sponsor everything
- Patchy
- Varied support given
- Lack of knowledge on occasions
- Full support of project teams expected
- Misunderstood
- Doesn't address the risks
- Random
- Given project sponsorship role but does not have authority
- Variable and easily distracted
- Quite good at the start of the project – can easily dissipate when gets tough!
- Variable and easily distracted
- Better if agree project manager and sponsor roles at start of the project
- Occasionally good
- Getting better
- Competent

The following responses are from an BCS session on 18 February, 2016 held in Central London. The same question was asked:

- The last project was marvellous – clear decision making, funding, empowerment; though slightly confusing governance model
- Projects sponsored for more for internal political reasons than good business sense

- 'Political' projects over – run and non favoured project as a result
- Invisible on day to day basis
- Great to begin with - tends to fade when things get tough
- Constantly moving targets – priorities
- Management/sponsor change due to promotions
- Projects tend to last longer than job tenure of sponsor
- Political – does the project affect me as a stakeholder in a positive way, rather than a rational way; it is good for the company
- Over- bearing
- Disengaged
- Too informal
- An ill defined role with huge impact therefore a risk
- Good sense of ownership, roles and responsibilities unclear, need help with objectives
- As hoc
- Many projects not researched enough beforehand to prevent over-run and over-budget
- Project sponsors are usually committed to delivery but not much help tp the project manager
- Sponsors over-stretched
- Little time to give direction
- Often cause project bottle necks