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Project Sponsorship

A selection of courses and workshops

For clients of Project Agency

"…organisations 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.

This document gives you an indication of the content of some of the programmes run for clients.

We set the scene as much as possible prior to each event.

For further information about Project Agency then please contact us on 020 8446 7766. Our web site is www.projectagency.co.uk and Ron Rosenhead's blog can be found at www.ronrosenhead.co.uk

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Event 1: Spirax Sarco Ltd.

This is a global engineering company where Project Agency had worked to develop the overall project management approach. This 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 two half day 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 said; "There are a lot of gaps we clearly need to fill."

The next pages are the documentation sent to each 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 you 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:

> 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.

- Research 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.

I very much look forward to working with you.

Ron Rosenhead, Chief Executive, 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.

Full documentation will be supplied.

Content:

Introductions:	To the workshop and workshop leader
Big stats:	Some 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 a standard list of activities
Measuring success in the company.	A full 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: English Heritage

This is a large internationally recognised heritage organisation. We worked with this client running a number of different programmes including:

 I.   helping to develop their project management capability
 II.   working with their project management office
 III. 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 a quick bit of re-design 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

The next pages describe 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 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 and 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

Event 3: University of Edinburgh

This University has done a lot to address general project management training and development needs and the IS Department has taken a lead in project management. Project Agency was invited to support the drive to develop project sponsorship in the University.

Stage 1:

We met 40+ people to identify the range of projects within the University alongside understanding project sponsorship issues. A pre workshop questionnaire was sent out and we referred to this during all the sessions.

Stage 2:

This is where we designed a customised workshop using materials from the meetings alongside our general expertise in this area

Stage 3:

We ran a series of workshops for a wide range of staff – up to Director level. Feedback was very positive.

Stage 4:

Stage 4: A follow up day to evaluate the outcomes of the programme against agreed success criteria. At the time of writing this has not been held

Home > Information Services > About IS > Organisation > Applications Division > News and Events
> Sponsoring improved project delivery

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Sponsoring improved project delivery

IS Applications, with support from the CIO's Innovation Fund, are working to improve the support and development needs of Project Sponsors, and recently hosted our first ever Project Sponsor training sessions.

For many years organisations have invested significantly in training for Project Managers and other staff involved in delivering projects. Unfortunately the needs of the Project Sponsors, who are ultimately responsible for delivering business benefits from their projects, are too often neglected.

Ron Rosenhead, CEO of Project Agency and co-author of the book Strategies for Project Sponsorship, delivered training to 42 Project Sponsors and Project Managers over two days on the 8th and 9th March.

Following the training Ron stated "the sessions went well, the University has a great team of committed staff and I've been delighted with their engagement over the last couple of days".

Maurice Franceschi, currently seconded to IT Infrastructure from Project Services, said: "The training has highlighted how critical the project sponsorship role is – I was delighted to see so many senior colleagues working together to improve project delivery at the University."

> " I now understand the demands of the Project Sponsor role much better and will focus on the most important projects where my sponsorship role is vital. I need to devolve sponsorship for other projects to my senior team, and would love to see this training opportunity made available more widely to support that. "
>
> — Anne-Marie Scott
> Head of Digital Learning Applications and Media

Workshop Introduction

Welcome to this half day workshop on Executive Project Sponsorship!

In this half day we will:

- ensure Executive sponsors (and those who may fulfil this role soon) fully understand their role and responsibilities

- understand the 5 key project management principles that need to be present in a project for it to be effective

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

- be able to apply the learning straight away to your own project and share the learning among your colleagues

The workshop will be a mix of activities, discussion and personal reflection.

In advance of the workshop it would be helpful if you would do 2 things:

1. Read the attached document before attending – 'What should the project sponsor actually do?' When you read this document please ask yourself:

   - What am I not doing?
   - What do I need to improve on?
   - What do I need to spend less time doing to help me develop my project sponsor role?

2. Take a look at http://bit.ly/29xeBAt - this is a web page dedicated to Project Sponsorship.

I look forward to working with you to enhance Executive Project Sponsorship in the University

Ron Rosenhead, Chief Executive, Project Agency

Workshop Outline

Activity	Description
Introduction	To objectives and how we will work
The 5 key principles of project management	An exercise that helps to set out what the sponsor should be doping
So, what should the project sponsor actually do?	Discussion based on the pre –reading. Self scoring activity
Being a sponsor and being accountable for the success of the project	What does being accountable within the University mean? What should it mean?
What do project managers say about project sponsors?	Feedback from University of Edinburgh project managers and others! i. the need for being active and engaged ii. delegation - can you delegate as a sponsor? iii. appointing a figurehead sponsor – can such a sponsor be effective and sufficiently active?
How are project sponsors chosen?	Plus, how many projects can a sponsor actively sponsor?
Identifying the gaps and next steps	Individual and group activity
Close of workshop	

Full workshop materials will be provided.

Toyota Financial Services

To all workshop participants:

I am looking forward to working with you to further develop your project sponsorship skills within Toyota Financial Services. This document sets out what we are trying to achieve and gives you some pre reading as well as the agenda for the day.

The workshop will start at 9 am finishing at 4 pm on 3 March, 2016.. Tea and coffee and rolls will be available from approximately 8-45.

In advance of the workshop it would be helpful if you would do 2 things please:

1. Read the attached document before attending – 'What should the project sponsor actually do?' When you read this document please ask yourself:

   - What am I not doing?
   - What do I need to improve on?
   - What do I need to spend less time doing to help me develop my project sponsor role?

2. Please make a list of all those projects you are involved in, bringing it with you to the workshop

I very much look forward to meeting you on 3 March.

Best wishes

Ron Rosenhead, Project Agency

Objectives for the workshop:

1. Be clear about your role as a project sponsor and what this involves and what you need to do to be a more effective project sponsor

2. Understand the need for a consistent approach to project management within Toyota Financial Services in order for key projects to be delivered

3. Apply the learning straight away ensuring effective delivery of Toyota projects

4. Help develop the overall project governance process for Toyota Financial Services ensuring application to all current and future projects

The day will be a mix of group and individual activities with tutor input. We hope to make the day interesting, fun and developmental.

Workshop content

We list below intended content for the workshop. However, as with most workshops we will inevitable touch on topics not included here.

What we will be doing	Description
Introductions	• To each other • To the workshop
Introductory exercise	Listing of projects
Objectives	What we want to get from this workshop
The 5 principles of project management	If present, give will give you a higher probability of project success. Individual activity and discussion
The role of the project sponsor	Please do read the role of the project sponsor described in a separate document. How do you measure up? Individual activity and discussion
Project governance	• What it is • Individual activity • Having a 5 project management approach • The minimum you need to deliver projects effectively • Small, medium or large? A project sizing tool • Who does what and when? • Managing changes effectively - video • Structuring your project • Who owns project management in Toyota Financial Services?
What does project governance mean for Toyota Financial Services	A group discussion
Understanding the overall project management structure	Portfolios, programmes and projects – the BIG 3 p's! What do they mean, who has responsibility for what and the impact on project delivery
Individual action planning	Time for personal reflection and action
How are project sponsors project managers chosen?	Group discussion
Bridging the gap	Some suggestions for bridging the gap between the project sponsor and project manager
Sharing the learning	How can you build on the successes and learn from mistakes?
Next steps	Individual action planning Group action planning
End of workshop	

About your workshop tutor

Ron Rosenhead has been involved in project management for over 25 years. He has a very practical approach to issues and this translates into his day to day work.

He is co-author of Strategies for Project Sponsorship and has written Deliver That Project – a practical guide to delivering your projects.

He has worked with a wide range of companies from a small 20 strong business to multi-nationals spread over several continents. He works with many professionals bringing order from the confusion in projects getting people to adopt new ways of working.

He has personally trained over 12,000 people and travelled thousands and thousands of miles within the UK and outside.

A Yorkshire man with a passion for rugby league and Leeds Rhinos in particular.

Ron is a regular blogger and tweeter on project management topics:

You can contact him on rr@projectagency.com and

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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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