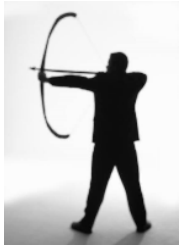
Successfully Managing Sponsors

Haydn Thomas

OBJECTIVES

1. Understanding the sponsor
2. Achieving sponsorship success
3. Examining your sponsor
4. How you help you sponsor



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SPONSORSHIP

What percentage of Project Sponsors have any formal training/coaching on their role and how to perform it?

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LETS START WITH NUMBERS

Reading the Data from the "Standish Group's Chaos Report"

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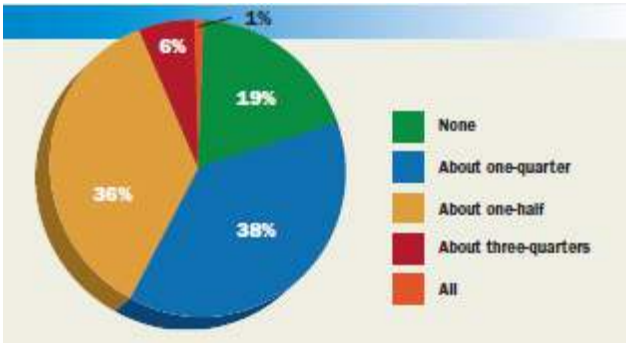
GOOD EXECUTIVE SPONSORS

What percentage of projects' executive sponsors know how to be good executive sponsors?

Their answers indicate that only **43%** of executive sponsors are considered good; therefore, **57%** are not good executive sponsors.



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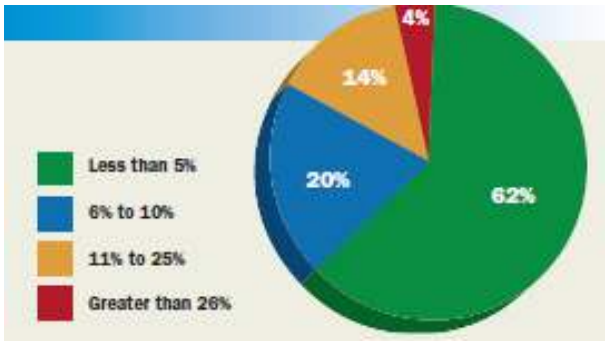
SENIOR EXECUTIVE TIME

Total maximum percentage of time a senior executive can devote to the executive sponsor role, over all projects and programs.

Senior executives can spend about **7%** of their total time on project activities.



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EXECUTIVE SPONSOR EDUCATION

Executives were asked how sponsors know / learn how to be executive sponsors.

1 %

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PROFESSIONALISM

What project credential do you look for when assessing your project sponsor?

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ASSOCIATION CREDENTIALS

PMI – PMP, CAPM, ACP, RMP, PgMP, PfMP, PBA, SP

AIPM – RegPM - CPPP, CPPM, CPPD or CPPE

IIBA – ECBA, CCBA, CBAP

CMI – ACM – Foundation & Master

Agile – CSM, CPO, APM, ABA, SAFE

AXELOS – PRINCE2*, MoR*, MSP*,P30, MoP*, MoV*

** Foundation & Practitioner*

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KNOWLEDGE & COMPETENCIES

What does PMBOK, BABOK, CMBOK, & PRINCE2 stand for?

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PUBLICATIONS

- **PMBOK** – Project Management Body of Knowledge ©
  - Version 6.0
- **BABOK** – Business Analysis Body of Knowledge©
  - Version 3.0
- **CMBOK** – Change Management Body of Knowledge ©
  - Version 1.0
- **PRINCE2** – Projects IN Controlled Environments 2 ©
  - 2009 Edition

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COMPETENCIES

If you could hire the "perfect project sponsor", what should they bring to the team/project?

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CONFIRM THE SPONSORSHIP ROLE

REVIEW the role…

- financial control
- scope decisions and management
- priority in the portfolio
- control over the business process
- control over resources
- not a figurehead!

Litmus test: 30 minutes a week versus sponsor's portfolio

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CAPABLE SPONSORSHIP

Lets Assess Sponsorship Performance/Potential

A to F Grading
A=4, B=3…..F=0

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WILLING TO DEDICATE TIME

A good sponsor understands the impact they can have on the project and is willing to dedicate time to support the project manager and the team and help them be successful.

- A sponsor gets:
  - An 'A' (4.0) if they request regular status meetings or if they willingly open their calendar for status meetings upon your request.
  - A 'B' (3.0) if they delegate to a capable person, who is then empowered to help on a regular basis and/or if they describe the situations in detail in which they want to be involved.
  - A 'C' (2.0) if they ask to be updated via email and only want a visit 'if there is an issue.'
  - A 'D' (1.0) if they delegate without empowering their replacement and the sponsor
  - An 'F' (-1.0) if they are unresponsive to your requests for time and/or decision making.

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FINANCIAL CONTROL

A good sponsor will have direct - or easily achieved -control of the finances required to deliver the project.

- A sponsor gets:
  - An 'A' (4.0) if she or he holds the cheque book themselves,
  - A 'B' (3.0) is appropriate for a sponsor who has received delegated responsibility to manage the finances for the project.
  - For each person the sponsor needs to brief to get authority to allocate money to the project, drop one letter grade.

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MANAGEMENT OF REQUIRED RESOURCES

A good sponsor will have the authority to direct and/or reprioritise resources to work on the project.

- A sponsor gets:
  - An 'A' (4.0) if they manage the direct reporting structure of the resources you need and communicates the relative priority of your project versus other activities in the business portfolio.
  - A 'B' (3.0) if the sponsor is in the direct reporting structure of your required resources, but do not have or communicate a priority scheme for the organisation.
  - A 'C' (2.0) if critical resources you need report to a manager that is not in your sponsor's 'chain of command' or aren't obtainable by a procurement activity sanctioned by your sponsor.
  - A 'D' (1.0) is appropriate if the sponsor does not have a good relationship with the manager who controls resources
  - A 'F' (-1.0) is the result if the sponsor does not have control of resources and is not willing to take action to assist in obtaining the appropriate staff.

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RELATIONSHIP WITH PROJECT CUSTOMERS

A good sponsor has a constructive and productive relationship with the project's customer or (for customer's external to the business, such as consumers) has a good relationship with the marketing organisation which provides direct interaction and management of customers.

- A sponsor gets:
  - An 'A' (4.0) if they have a good relationship with customers and or exerts control over the customer marketing plan for your organisation.
  - Drop one letter grade and point for each level of management or number of managers your sponsor has to gain acceptance from to implement a project initiative with your customer set.
  - If the sponsor does not understand nor want to learn the impact your project will have on end users or customers, grade your sponsor an 'F'.

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A SPONSORSHIP REPORT CARD

18 – 20 Points - Solid sponsorship potential

14 – 17 Points - Serviceable sponsorship potential

11 – 13 Points - Questionable sponsorship potential

10 or less Points – Ask to be re-allocated and/or escalate

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VITAL POINT #1

Sponsorship is a VITAL ROLE!

- differs from project to project
- established based on personal needs (they vary!)
- trust is a major factor

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VITAL POINT #2

Sponsor Management - Human Understanding Required...

- stretched
- stressed
- overly dependent on the PM
- untrained and without time for training

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CARE AND FEEDING OF YOUR SPONSOR

Questions are clear and the answers are obvious

- bring forth the wisdom (just get a confirmation) OR
- show your analysis – pros and cons and a recommendation OR
- fill in the blank with their sage advice

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SPONSOR C AND F – ITEM 2

Play to the priorities

- understand where the sponsor is succeeding and failing
- alert via the 30/3/30 process
- do the homework

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REALITY CHECK

- What are Sponsors really looking for?

CONFIDENCE & NO SURPRISES

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THE SECRET

HOLD YOUR SPONSOR TO ACCOUNT

YOUR PROJECT AND CAREER DEPEND ON IT

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THANK YOU AND WHAT'S YOUR NEXT STEP?

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HOW TO COMMUNICATE WITH MINDAVATION

THINK **A C T**

Write the appropriate letter(s) on the back of your business card

- **A** – means you want a free article and template each month related to project management and leadership. Many Mindavation articles are published in newsletters and other project management journals.
- **C** – means you want Mindavation to contact you for some reason. We'll give you a call!
- **T** – means you want the electronic version of the Mindavation templates discussed during this presentation (it's free!)

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ABOUT THE PRESENTER

Haydn Thomas

"The Pragmatic Consultant"

"Engaging", "Pragmatic", and "Passionate" is the resounding feedback from clients of Haydn Thomas and Mindavation.
As a very proud Chief Mindavator of Mindavation Australia and President of Mindavation United States, Haydn has been delivering on successful outcomes for more than 25 years, leveraging real world experience in management, portfolio, program and project management, business analysis and business consulting.

He has worked extensively in large international and domestic companies, government organisations and solution providers. In addition, Haydn has worked with start-up companies in defining and implementing structure, business solutions, leadership, change management, competencies and efficiencies.

Business Transformation is Haydn's hallmark, based on experience with his innovative training, coaching, consulting and keynote presentation practices across Australia, New Zealand, the Middle East, Asia and North America.

Mindavation focuses on increasing business' capabilities by providing delivery consultants, basic through advanced training workshops and coaching. Mindavation's worldwide approach can be categorised into 4 core values:

- Holding ourselves and clients to account
- Fail fast (First Attempt In Learning)
- Don't shy away from fierce conversations; and
- Ensure your Head, Heart & Gut are aligned, or do something about it

In recent years, Haydn is following his passion of sharing his insights and experiences to help others realise the value of taking knowledge and turning it into ability.

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