

Engaging Project Sponsors

*AKA "Please get in the boat
and help us by rowing in the
same direction"*

SIUE Project Management Symposium
November 18, 2011

Your Facilitators

- Dave Mayo

Director, PMO – Edward Jones

- Denise Callahan

PMO Manager at Doe Run

Discussion

- Do you have a problem with understanding roles and responsibilities of Project Sponsors?
- Do your Project Sponsors understand the project artifacts you provide and how they can help guide a project to a successful conclusion?
- Does your Project Sponsor help in obtaining a successful outcome or are they just along for the ride?

Why is Educating Sponsors Important?

- ❑ Project success is dependent not only on the project manager, but also on the project sponsor.
- ❑ Project sponsors may not understand project processes or project management
- ❑ Project sponsors may not understand their role or be comfortable in their role in the project
- ❑ Alignment creates a successful partnership

Benefits to the Sponsors

- ❑ Increase their understanding of project management, lifecycle, processes and artifacts.
- ❑ Increase their knowledge of the challenges faced in implementing projects and how they can help prevent or resolve them.
- ❑ Improve their ability to guide and support project leaders in their area to obtain necessary results.
- ❑ Removes the mystery of project management and what-comes-next.

Benefits to Project Managers

- ❑ Create allies and supporters of project processes and execution.
- ❑ Increase visibility to and credibility with senior leaders.
- ❑ Increase insight into how projects get done.
- ❑ Possibly eliminates finger pointing or assigning blame (we are all in this together)
- ❑ Greater probability for success.

Benefits to the Project and Corporation

- ❑ Reduce or eliminate redundancy of key tasks.
- ❑ Correct resources available at the right time due to sponsor/manager partnership.
- ❑ Proper escalation of events between sponsor and manager.
- ❑ Sponsor derails bothersome project meddling by stakeholders.
- ❑ Increased productivity of project manager and team members.
- ❑ Reduced status meetings as sponsor manages dashboard info upward in organization

Working with Sponsors - Discussion

- ❑ Getting started on the right foot and keeping in step.
- ❑ Communication Strategies / preferences – do you need to change your style when you get a new sponsor?
- ❑ Handling Conflict – when you and your sponsor don't see eye to eye.
- ❑ When things go wrong – how to deliver bad news?
- ❑ Repairing a damaged relationship – getting back in step
- ❑ Celebrate Success together.

Ameren Project Sponsor Education

- ❑ Focused on key issues as identified by project managers.
- ❑ Key sponsors take 6 hour Sponsor specific training.
- ❑ Training is exclusive to sponsors.
- ❑ “Avatar” type project simulation puts sponsors in the role of project manager for a non-business project.
- ❑ Provided sponsors with a PM Essentials overview of 9 PMBOK areas of project management.
- ❑ All sponsors who attended rated the training as very good.

Creating a Project Execution Culture at Doe Run





CONFUSION

You're not making any sense at all.

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Doe Run Project Sponsor Training (2006-2010)

- Why project management is important
- Project management basics and terminology
- Project sponsor responsibilities at each stage of the lifecycle
- What a project sponsor should expect from the project manager
- Standard templates
- Questions to ask at each stage

Doe Run Project Management Maturity



Doe Run Project Sponsor Training (2011-)

- Needed skills/expertise for a Project Manager
- Simplified documentation requirements
- Annual project briefing meetings
- “Control is a good thing”
- Program board for mentoring Project Managers AND Project Sponsors

Edward Jones Project Sponsor Training

Background and Evolution

- "Getting Back To The Basics"
- Getting Buy-in And Support From Key Leaders
- Project Managers => Leaders => Business Sponsors
- Creating A Culture Of Discipline

Edward Jones Project Sponsor Training

Curriculum -

- ❑ **Project Basics** – Project overview, expectations of project, and required documentation/deliverables.
- ❑ **Metric Every-other-week training** – 20 minutes sessions on each of the key project metrics (Good, Bad and the Ugly).
- ❑ **Introduction to Project Management** (optional; 2-hour class currently)
- ❑ **Project Initiation** - Class topics include: business sponsor's responsibilities during the initiation phase; defining the expectations of the project manager; working with vendors.
- ❑ **Requirements Gathering** - Class topics include: business sponsor's and project manager's responsibilities during requirements gathering; requirements gathering techniques and documentation; how requirements relate to project estimates, work breakdown structure, etc. *Strongly recommended prior to starting project.*

Edward Jones Project Sponsor Training

Curriculum -

- ❑ **Project Execution and Control** - Class topics include: business sponsor's and project manager's responsibilities during the execution and monitoring and control phases; understanding project status and metrics; monitoring vendor performance.
- ❑ **Agile Projects – Methodology** - Deep dive into the foundations of Agile methodology. Shares best practices and common pitfalls that occur when companies newly adopt Agile.
- ❑ **Agile Projects – Development** - Overview of the Agile Development process, including an introduction to terms specific to Agile Development and a look at the tools used during the project.
- ❑ **Assistance for Troubled Projects** - Class topics include: business sponsor's responsibilities when a project is in trouble; case studies.

Future class topics may include: how to motivate the project team, understanding the project life cycle and vendor management.

Q and A

In Closing ...

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- Thanks for your participation.*
 - Pick up Handouts*