



Securing and maintaining sponsor confidence

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PROMS-G
Project Management
Specialist Group





Securing and maintaining sponsor

IN A WORLD WHERE PROJECTS ARE STILL FAILING



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About me and Triad



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Project failures still reported everywhere



“Big projects fail at an astonishing rate.”



“Technical and transformational initiatives still fall flat at an unacceptable rate.”



“Common causes of project failure include lack of executive support and poor strategic alignment.”



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The sponsor – consistently a cornerstone of project success

Modern Resolution by Good Sponsor Maturity Level

MATURITY LEVEL	SUCCESSFUL	CHALLENGED	FAILED
HIGHLY MATURE	67%	26%	7%
MATURE	33%	56%	11%
MODERATELY MATURE	21%	53%	26%
NOT MATURE	18%	49%	33%

Data is from the 2020 CHAOS database

The sponsor – consistently a cornerstone of project success

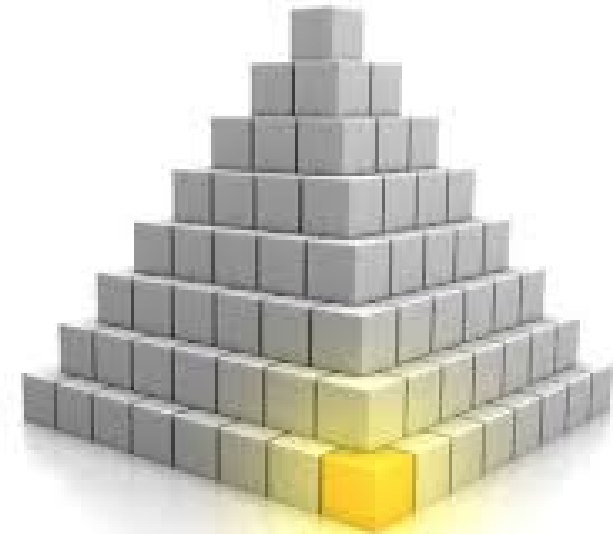
vision and commitment

leadership & glue

support

decision-making

temperament



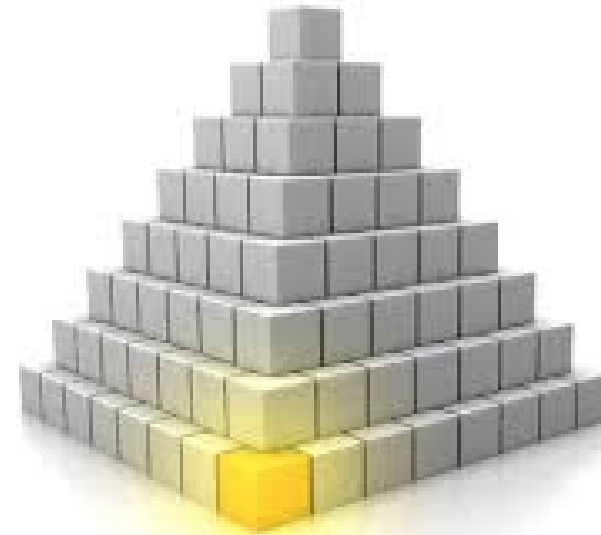
Project manager and sponsor relationship – another cornerstone of project success*

mutual trust & confidence

open & robust dialogue

environment to challenge

common objectives



What do sponsors want from their project leaders?

education

clear and concise information

honesty

belief and conviction

confidence

transparency at speed

appropriate filtering



What irritates sponsors?



death by Powerpoint or MS Project

opaque reporting

watermelon updates

misleading progress reports

optimism bias

What irritates sponsors?

watermelon updates



What irritates sponsors?

misleading progress reports



What irritates sponsors?

optimism bias



TRUST

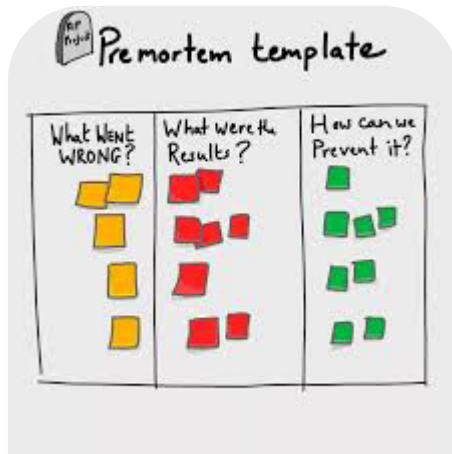
&

CONFIDENCE

A couple of handy concepts

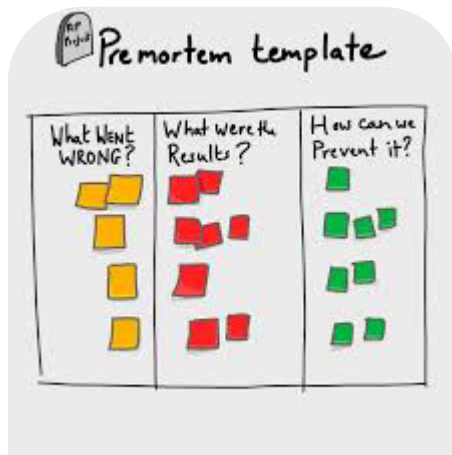


Three useful approaches



Based on Allan, B. (2008). Knowledge creation within a community of practice

Three useful approaches – the pre-mortem



Great for team-building

Creates a reference point

Road-tests early planning

Works across stages

Good for priming risk register

Three useful approaches – managing risk



Execution

Measurement accuracy

“White space”

Rumsfeld

Integration

Dependency management

Three useful approaches – communities of practice



Based on Allan, B. (2008). Knowledge creation within a community of practice

Standardisation & optimisation

Continuous improvement

Cultural reinforcement

Accelerated personal development

Improved delivery and speed to market

Sponsor community confidence

Pulling it all together

Information needs sorted

Pace and engagement checked

Track record earned early and maintained

Honesty and integrity demonstrated

Experiences shared and confidence secured





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