

Exceptional Sponsorship: The Key to Phenomenal Success

Webinar
March 10, 2017

Insights and Experiences

Not at the
Right Level

Lack Influence

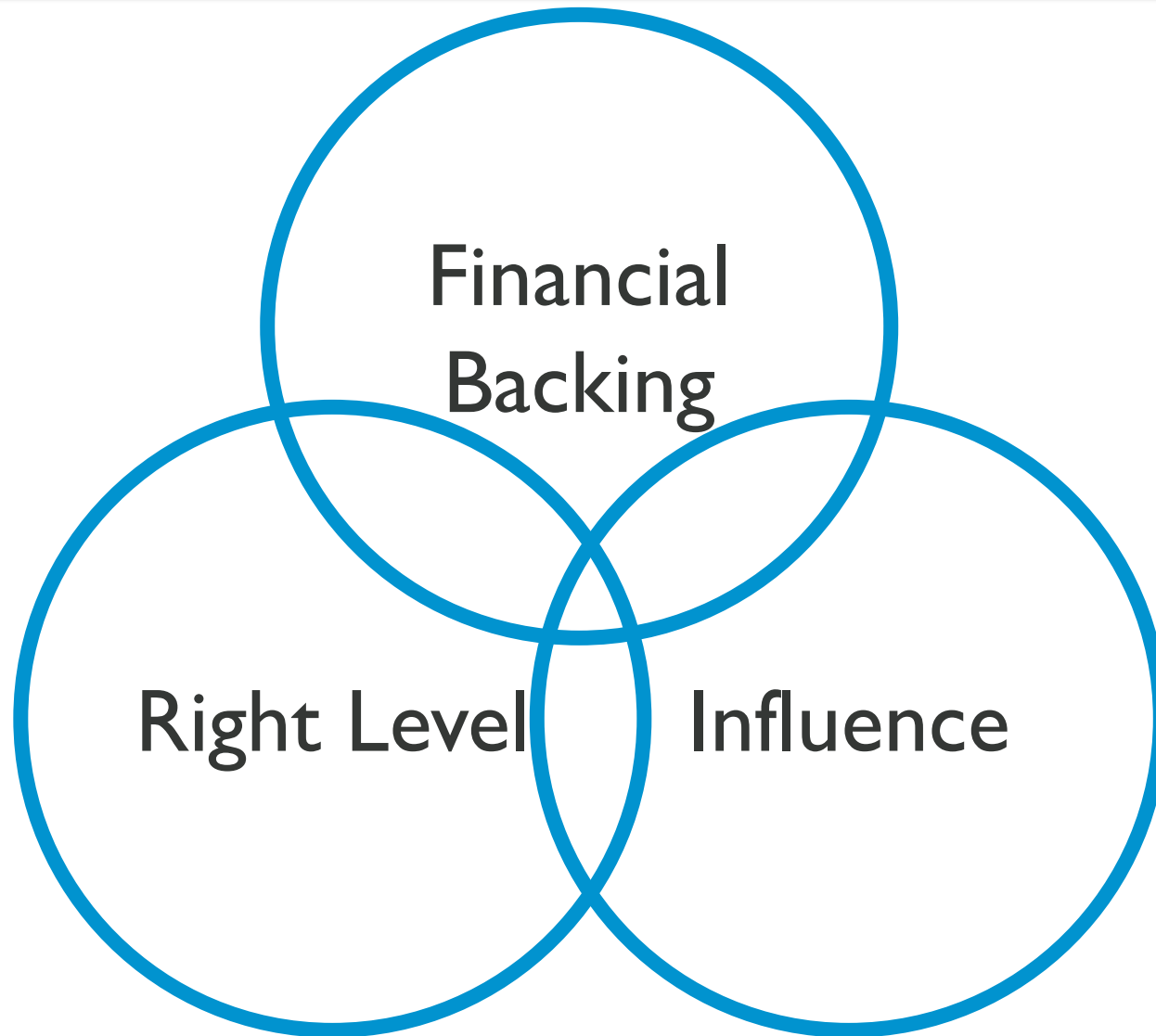
Lack Funding

If you thought the project was important enough to invest your money,
then it's important enough to invest your time.

Facts and Figures

- Lack of adequate sponsorship is the #1 cause of project failure
- Project failure studies
 - PMI – Over time, success rates don't change
 - Prosci - Lack of active and visible sponsorship
 - Gallup – Projects largely ignore changing behaviors
 - HBR - 75% of cross-functional teams are dysfunctional

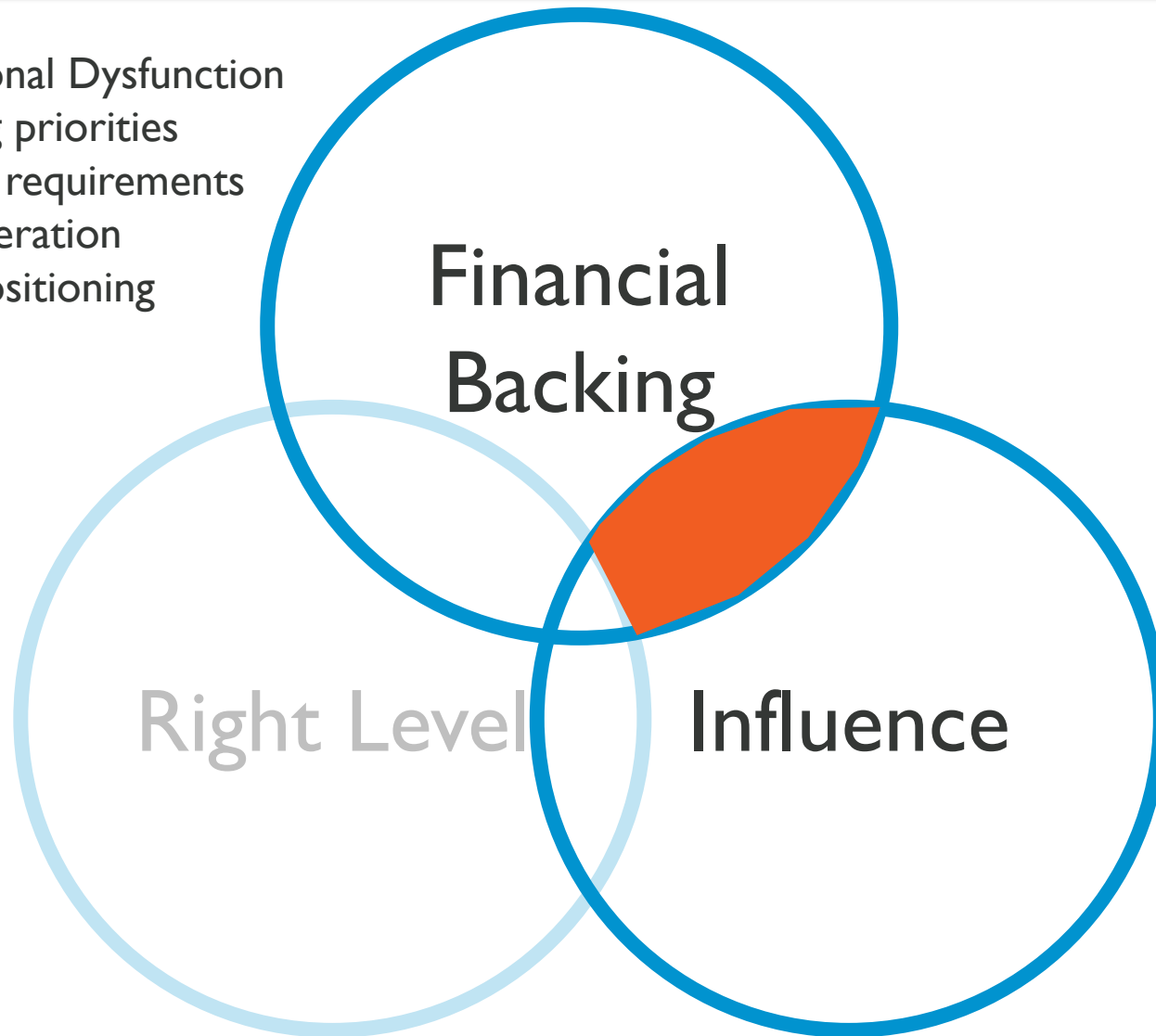
Sponsor Trifecta



Sponsor Trifecta

Cross Functional Dysfunction

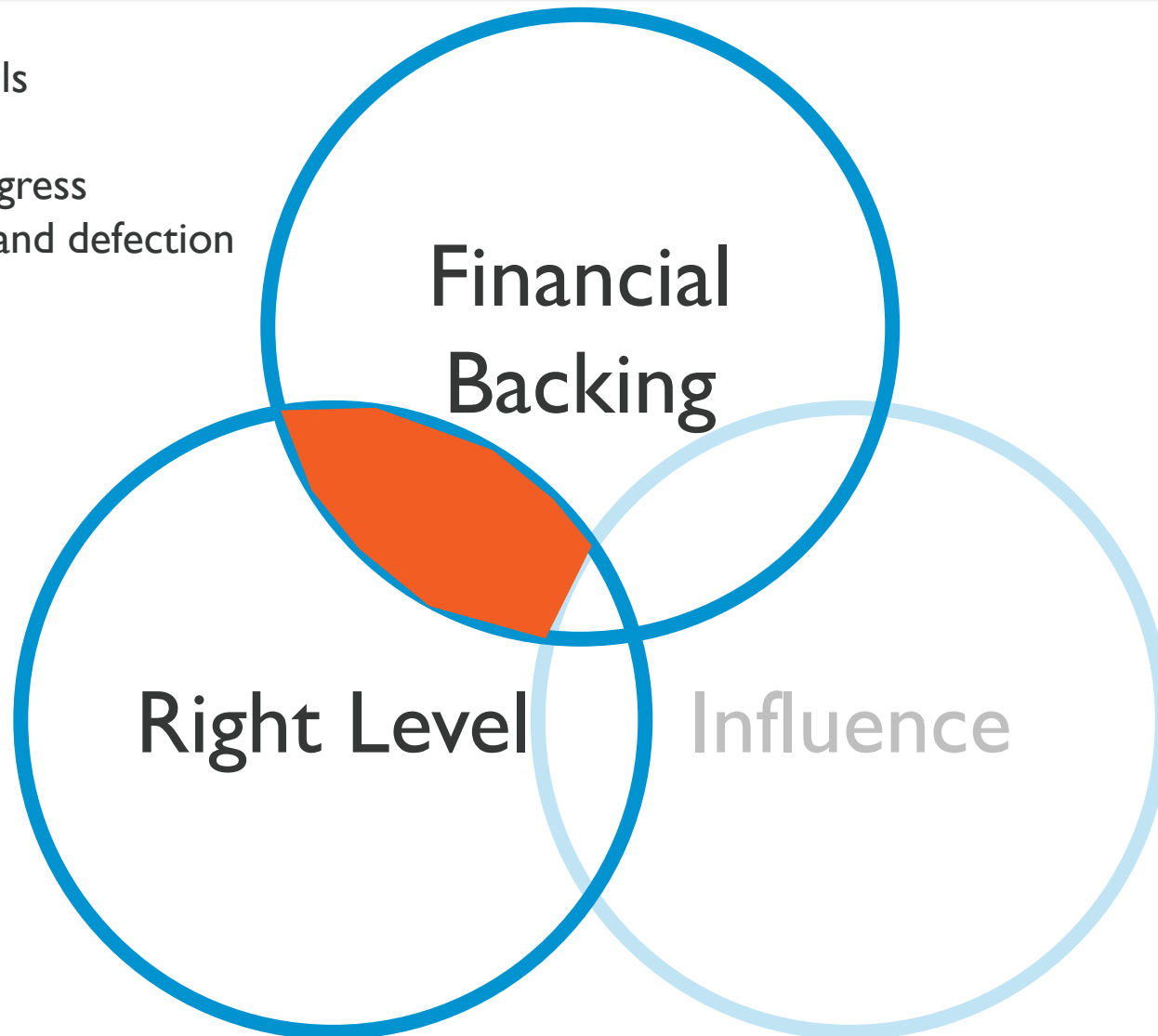
- Conflicting priorities
- Misaligned requirements
- Lack cooperation
- Political positioning



Sponsor Trifecta

Spinning Wheels

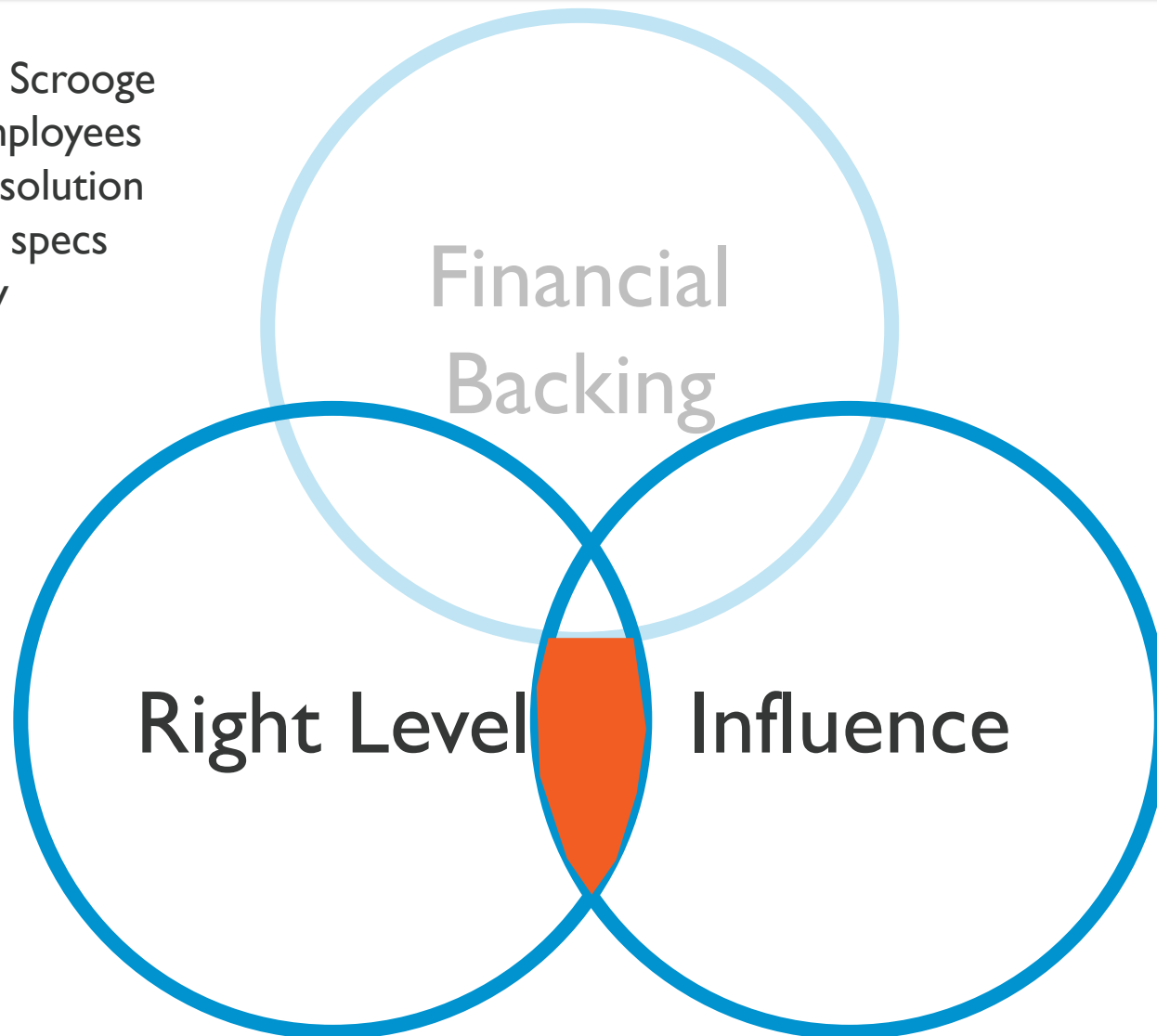
- Resistance
- Lack of progress
- Deflection and defection
- Won't stick



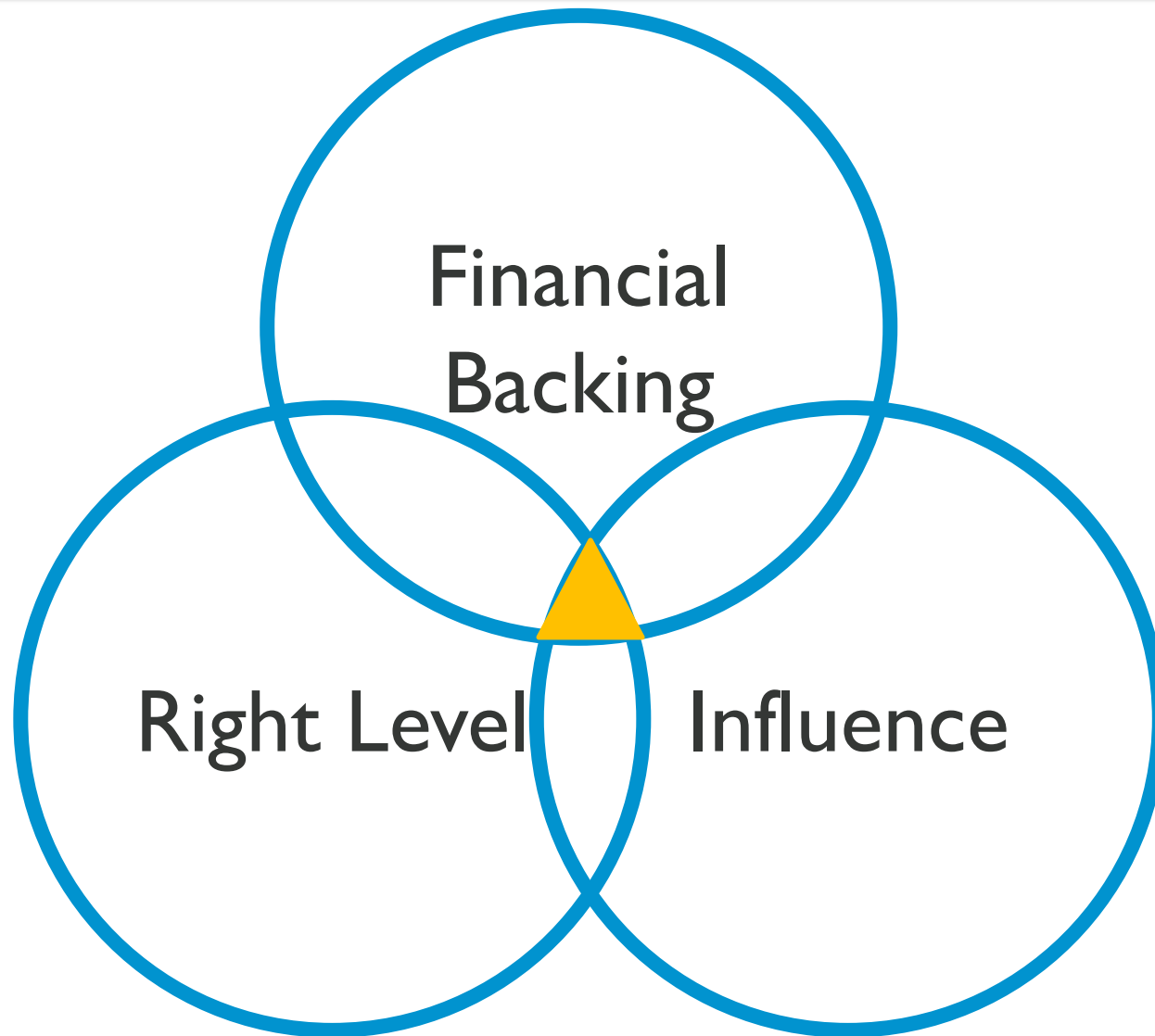
Sponsor Trifecta

Underfunded / Scrooge

- Burnout employees
- Inadequate solution
- Don't meet specs
- Poor quality



Sponsor Trifecta



Successful Sponsor: Characteristics

- Financial Backing
 - Has access to or can approve adequate funding
 - Can make financial decisions about project investments
- Right Level
 - Can make decisions about project direction and scope
 - Can break ties between competing ideas
 - Prioritizes the work of the team
 - Resolves issues and mitigates risks
- Influence
 - Has strong communication skills
 - Is visibly supportive
 - Engages other sponsors to drive the work

Questions and Answers

Steve not only helped prepare our organization for the change, he also helped us – the leadership team – understand how we were not yet ready to lead this change, and what we needed to do to prepare. This led to one of the most successful projects in our history and improved our leadership in the process.

– *Howard Perdue, Vice Chancellor Student Administration, Peralta Community Colleges*

Three important leadership roles

- Active and visible support.
- Understand the behavior impact.
- Repeatedly communicate the need for change.

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then it's important enough to invest your time.



Reference Material

- Prosci: The Biggest Obstacles to Successful Change
 - <http://blog.prosci.com/blog/change-hazards-the-biggest-obstacles-to-successful-change>
- PMI - project health (includes failure stats, 2013 and 2016 editions)
 - <https://www.pmi.org/~media/PDF/Business-Solutions/PMI-Pulse%20Report-2013Mar4.ashx>
 - <http://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2016.pdf>
- Gallup: The cost of bad project management (part 1 and part 2)
 - <http://www.gallup.com/businessjournal/152429/cost-bad-project-management.aspx>
 - <http://www.gallup.com/businessjournal/152756/run-successful-project.aspx>
- PM Statistics
 - <http://blog.capterra.com/surprising-project-management-statistics/>
- HBR: 75% of cross functional teams are dysfunctional
 - <https://hbr.org/2015/06/75-of-cross-functional-teams-are-dysfunctional>
- Free Assessments
 - stevesalisburyconsulting.com/consulting-1