



The Role of the Executive Sponsor in Creating a Project Management Culture

*J. LeRoy Ward
Executive Vice President
Global Learning Solutions*

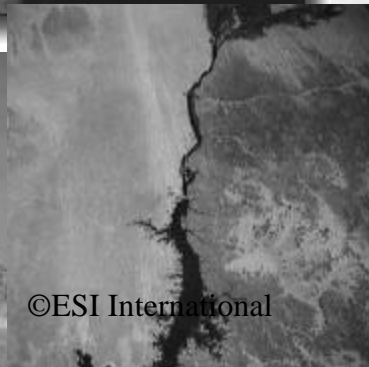
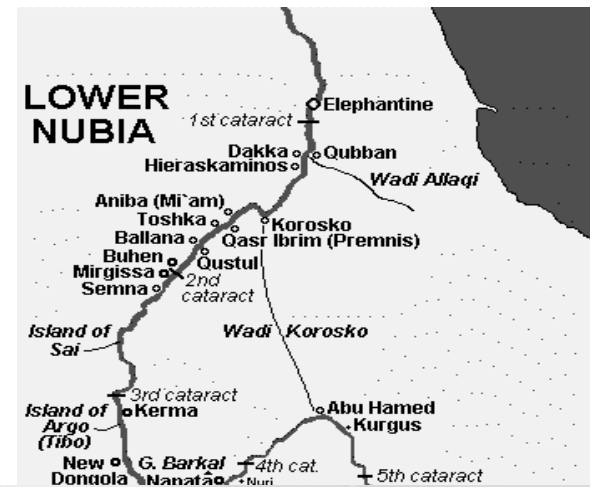
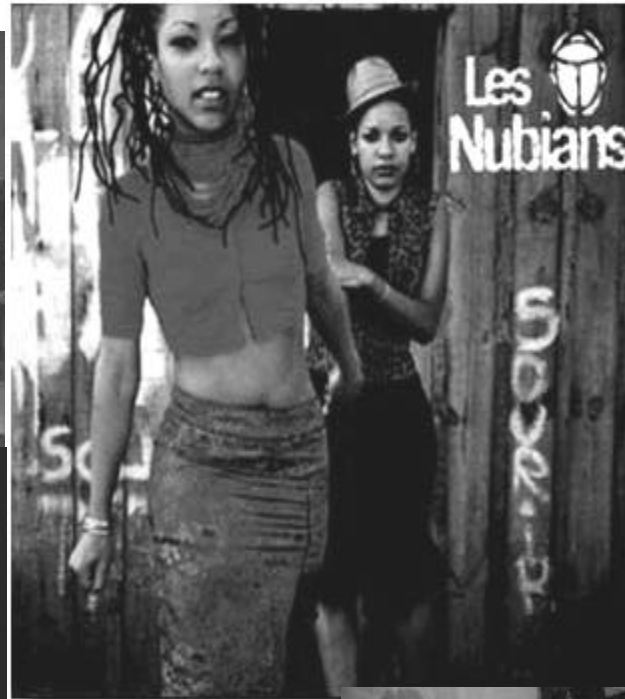
It's Monday...what do I do?.....



- ☛ Threaten to fire people if they don't "get on board"?
- ☛ Bribe people with big bonuses or movie tickets?
- ☛ Call a meeting and make an impressive speech?
- ☛ Write a memo telling everyone that there is a new culture so start acting differently?



Culture & Environment: An Inextricable Link



Here's a PM "environment" that works!

People

Training Compensation Certification
Career Paths Business Focus

Process

Executive Commitment Quality Process
Common Approach Corp. Methodology Continuous Improvement

Tools & Technology

Resource Balancing Metrics Portfolio Manager
Time / \$ / Tracking Common Scheduling Tool

Improved Performance

Increasing Project Management Maturity

A Disciplined Approach is Essential!



- ✱ Establish a sense of urgency
- ✱ Create a guiding coalition
- ✱ Develop a vision and a strategy
- ✱ Communicate the change vision
- ✱ Generate short-term wins
- ✱ Empower employees
- ✱ Consolidate gains and produce more change
- ✱ Anchor new approaches in the culture

From Leading Change, John P. Kotter

© ESI International





What obstacles will you face?



- ⚡ Executive mis-behavior
- ⚡ Lack of functional management buy-in
- ⚡ Fading interest
- ⚡ Credibility gaps

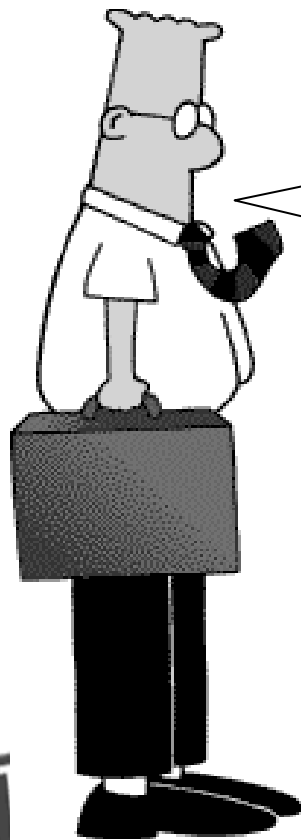
What are we really dealing with? Change (and some folks just don't like change!)



The Hatfield Clan in 1897. Devil Anse sits second from left.

© ESI International

Another reaction to change.....



**Change is good...
you go first!**

DILBERT
.COM

© ESI International





Sometimes we need to
"encourage" change....



© ESI International

Words of Advice from a Pro....



✦ *"Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever did"*