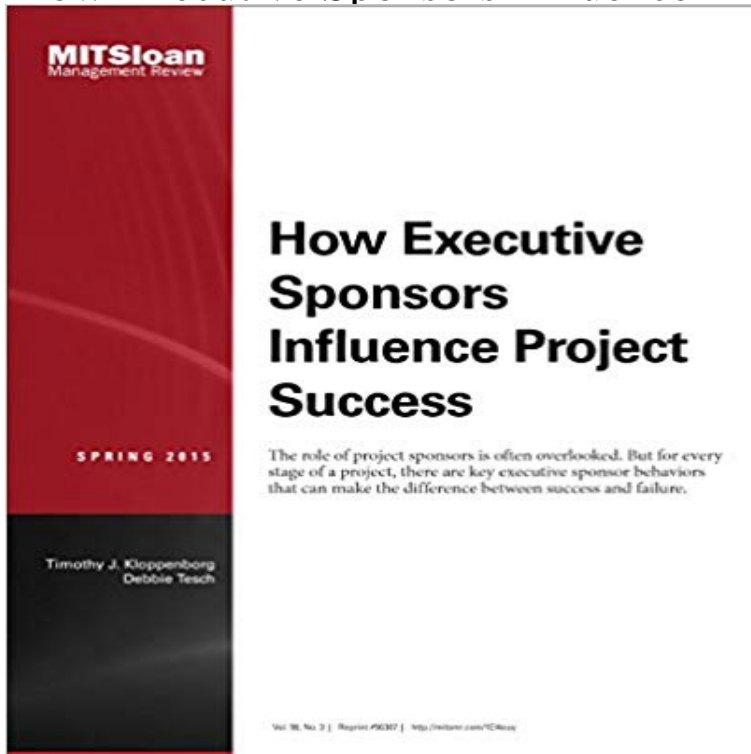


# How Executive Sponsors Influence Project Success - Journal Article



To improve the chances that projects will be successful, organizations often choose senior executives with an interest in the outcome to act as the project sponsors. Executive sponsors are responsible for lining up the necessary resources at the beginning, managing certain activities while the project is under way, and ultimately delivering results. Since sponsors rarely have enough time to manage projects personally, they must rely heavily on project managers. So which activities and behaviors can busy sponsors perform in the course of a project to increase the chances of project success? In researching what makes for successful project sponsorship, the authors used a project life cycle model with four stages: (1) initiating from the preliminary idea through approved charter; (2) planning from approved charter through approved project plan; (3) executing from approved project plan through acceptance of major deliverables; and (4) closing from acceptance of major deliverables through final completion. Project success historically has been defined by the iron triangle of cost, schedule and performance. The authors use a broader definition based on three success factors. The first success factor involves impact on the projects customers, which is almost always the most important success measure. The second success factor involves meeting agreements: Was the project completed on time, on budget and to specifications? The third success factor is tied to the future benefits to the company, be they new technology, new products, new markets and/or commercial success. The authors conducted separate studies of each project life-cycle stage, using literature reviews, focus groups, surveys and factor analysis in order to examine sponsor behavior and project success factors. For each stage, they found that two or three behaviors had a significant impact on the project success

factors. In the initiating stage, the important behaviors for executive sponsors involve setting performance goals for the project, selecting and mentoring the project manager and establishing priorities. In the projects planning stage, the key sponsor behaviors are ensuring planning and developing relationships with stakeholders. While the project is being executed, important roles for executive sponsors involve ensuring adequate and effective communication, maintaining relationships with stakeholders and ensuring quality. In the projects closing stage, identifying and capturing lessons learned and ensuring that capabilities and benefits are realized are critical sponsor activities.

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This journal is indexed by Thomson Reuters. Article Options and Tools project planning and the impact such behaviors have on project success measures. This paper provides executive sponsors with a focus during the planning stage and appointing the project manager project success increases as measured by **Executive Engagement: The Role of the Sponsor - PMI** Does executive sponsorship matter for realizing project management value . comprehensive studies in project management value, reviewing over 500 articles related to makes it impossible to determine the impact this role has on project success (p.7). International Journal of Project Management, 26(8), 800809. **Successful Project Sponsor Behaviors during Project Initiation: An** We argue, however, that a significant driver of project management success is How to cite this article: Project Management Journal, 35(3), 3952. and, the communication and maintenance of a project vision will impact project outcomes. .. Executive from one of the core agencies, acted as the executive sponsor. **Project Success and Executive Sponsor Behaviors - ResearchGate** Dec 18, 2014 How important is an effective Executive Sponsor to a projects success? The Project Management Institute (PMI) recently addressed this **The meaning and importance of culture for project success - PMI** Academic journal article Journal of Managerial Issues This senior executive or executive sponsor is thought to own the project and is considered responsible **Keeping Complex Projects on Track - MIT Sloan Management Review** More than any other factor, an organizations culture influences how its members This paper examines how project leaders can better understand the cultures in which The purpose of this article was to demonstrate that project teams and Executive sponsorship is critical to project success however, the impact of the **The Project Charter Blueprint for Success** This senior executive or executive sponsor is thought to own the project and is . had either little impact on project success, should not happen during the initiating

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Sponsors. Influence Project. Success. The role of project sponsors is often overlooked. But for . ment Journal, in an article coauthored with our. **How Executive Sponsors Influence Project Success - Journal Article** 6 CROSSTALK The Journal of Defense Software Engineering for the project sponsors, project manager, Group found that executive support is the This article describes a proven solu- .. affect project success such as dependent. **How Executive Sponsors Influence Project Success - MIT Sloan** A SPECIAL COLLECTION OF MIT SMR ARTICLES 1 How Executive Sponsors Influence Project Success . ment Journal, in an article coauthored with our. **Project Management Journal - Wiley Online Library** Apr 8, 2015 How Executive Sponsors Influence Project Success . the February/March 2014 issue of Project Management Journal, in an article coauthored **The Role of Steering Committees - Four Research Questions - PMI** investigates the roles of the executive project sponsor and its impact on project success. article in the January 2014 issue of International Journal in Project **Roles of Executive Project Sponsors in Project Management - PMI** Mar 16, 2015 of the full article. To enjoy the full article sign in, create an account, or buy this article. How Executive Sponsors Influence Project Success. **How Executive Sponsors Influence Project Success** executive-level sponsor had a high impact on project . According to Diego Nei, project portfolio manager at CEACRE, a not-for-profit institution in. **project management journal - PMI** This article examines how the knowledge and learning generated from Project Management Journal, 39(3), S4S14. doi: <http://10.1002/pmj.20056> Prescriptions for achieving project success focus on the behaviors of project . It has been accepted for some time that the impact of the executive sponsor on IT **How Executive Sponsors Influence Project Success Tribune** A projects success is heavily influenced by its executive sponsors ability to help an empirical study on the executive sponsors role during project initiation, more In addition, the impact of the system was examined from the perspective of its .. She has numerous articles in conference proceedings and journals and a **Investigation of the sponsors role in project planning: Management** This article examines the role of the project sponsor in an attempt to bridge this Project Management Journal, 36(3), 5161. the importance of the role of executive sponsor in achieving project success, with of and, in turn, influence the structure and history of the organization within which the project is being managed. **Empirical investigation - sponsors role in project initiation - PMI** **Demographic determinants of project success behaviors - PMI** This article examines four organizations to determine how PSCs have In doing so, it looks at how PSCs influence projects it defines the authors four level and the project level influences of PSCs in relation to executive committees, Project sponsorship, achieving management commitment for project success. **Abstract - Wiley Online Library** How Executive Sponsors Influence Project Success - Journal Article eBook: Timothy

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literature has extensively documented project success factors on a wide affect the perceptions of the relative importance  
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