



Sponsor Checklist – EXECUTE and BUILD

What to Expect: During this phase, attention and effort turns to developing and creating the solution. You should expect to review deliverables and participate in approval of the solution design and monitor that the agreed-upon design will satisfy the business need, and that the agreed-upon design is carried through to implementation.

You may have to make trade-offs to achieve the project goals and may be presented with key decisions of a time-sensitive nature on a frequent basis. The steering committee and panel of trusted advisors can be useful presenting alternatives and discussing the impact of tradeoffs. You may also be called upon to opine on direction to address gaps and mediate or arbitrate disagreements.

More than any other phase, EXECUTE and BUILD poses frequent threats to business value as critical decisions are made in process with project execution and time constraints increase the pressure on the project team and sponsor.

Preparation and Key Questions:

- Understand the impact of scope reductions that might be promoted in order to meet on-time on-budget criteria (these may destroy your business value).
- Understand what can cause costs to escalate without adding value;
- Understand when to cancel the project if becomes irrelevant or fails to meet milestones;
- Know when to dig down into the detail to check that it is congruent with the "big picture";
- Be able to avoid being 'snowed' by the techies, vested interests and 'experts';
- Be able to diagnose the early warning signs of failure so as to take preventative action early enough for your project to get back on track.

Key Actions:

- With the support of your change manager:**
 - Be active and visible with stakeholders, employees, sponsor coalition and project team.
 - Attend occasional project meetings, engage in fit gap and design discussions, and evangelize the project's business value to stakeholders.
 - Execute your role in the OCM Plan and Communications Plan.
 - Review and agree to the training plan (use SMEs to assist).
- With the support of your project manager:**
 - Monitor key milestones, budget and quality, and confer on deviations and remedies.
 - Review and agree to the implementation plan (use SMEs to assist).
 - Review and agree to the test plan and test results (use SMEs to assist).
 - If results are not of sufficient quality, discuss remediation.
 - Ensure you agree to and support the plan to transition to operations.
- In conjunction with the change manager and project manager:**
 - Track variances in projected value and confer on deviations and remedies.
 - Review and approve the go-live checklist including go-live readiness for system, people, and processes (use SMEs to assist).
 - Review and sign off on any deliverables requiring your approval.



Value Management Framework