

# Project Intelligence News - Spring 2013

## Do our sponsors need coaching?

By Phil Lee



In business today people are assailed by some version of the phrase 'change is permanent'. Modern business pressures are intense; globalisation, the pace of new technology, regulation, to name but three. Most businesses have significant change programmes. Often this change in being implemented in the domains of one's peers who themselves have tough targets to achieve in their line roles. Leadership of this scale of change can be very challenging.

Sponsors, project partners and change leaders may have exceptional performance and knowledge in their field of specialism and they often benefit from the change that they are managing, but where do they go to for support and advice on how to sponsor this process effectively?

One option is coaching/mentoring. The two terms are often used interchangeably, in my view incorrectly but both are extremely valuable tools.

**Coaching** involves skilled questioning to arrive at the solutions to their problems. In this context it is not essential for the coach to have subject knowledge.

We are delighted to present our first edition of Project Intelligence News for 2013.

- Following our work with the Intelligent Projects Forum around sponsorship, Phil Lee explores the benefits of coaching sponsors of programmes and projects.
- We introduce our Sponsorship Matters framework to support organisations with their challenges around sponsorship.
- Pelicam have recently helped a client with their Meter Asset database programme, enabling them to have a single view of their meter estate and prepare the company for their Smart Metering programme.
- Our next Intelligent Projects Forum is planned for Wednesday 6th March – please let us know what you would like from a project focussed event.
- We are planning a charity challenge to raise money for Lifelites who support children's hospices and we would be delighted if you would like to join us.

**Mentoring** however, involves the sharing of the mentor's knowledge and experience. Clearly subject knowledge is essential in this relationship.

Whilst discussing the challenges around sponsorship of projects, some of the members of the Intelligent Projects Forum found that coaching and mentoring sessions can be a valuable haven for leaders under the intense pressure of both the day to day and the change programmes, some offer it informally, others as a formal induction to being a project sponsor. Coaching is a time for leaders to focus on themselves and their issues in an environment designed to help them solve their problems and think clearly through what needs to be done. A good coach will use these sessions to firmly challenge the coachee for the benefit of both the coachee and the business.

In their assurance work Pelicam have seen where coaching and mentoring support has had a profound effect on the capability of leaders to deliver change and offer this service as part of their support for clients. Following the Realising Project Intelligence courses a follow up mentoring session is extremely valuable offering the delegate a chance to talk through their challenges and how they are implementing good practice when running their projects.

Pelicam's Phil Lee is qualified as a coach to level 7 of the Institute of Leadership and Management. He has previously held Board level roles with leading Building Societies and the Co-operative Bank, prior to that he worked in retail and with Ernst & Young. His roles have included Finance, Operations, IT and Change.

Phil can be contacted on +44 (0)7970 130182 or at [phil.lee@pelicam.com](mailto:phil.lee@pelicam.com).

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# Sponsorship Matters – doesn't it?

By Peter Mayer

We all know that the contribution of the sponsor (responsible owner or accountable executive) in any project remains a defining critical success factor, as does the interaction between the sponsor and the project team members. The Pelicam Health Check research identified that 84% of failing projects had evidence of poor sponsorship!

Sponsorship is a subject that has been discussed at length by the Intelligent Projects Forum (IPF), all members of the forum admitted that their companies were aware of the issues and were taking steps to improve them, but that

they have not consistently resolved the shortfall in performance in this area.

Through the IPF, Pelicam has devised a management framework that should address the challenge from a new angle – Sponsorship Matters.

**For more information on 'Sponsorship Matters' contact Peter Mayer, Managing Partner at Pelicam +44 (0)7974 084333 or [p.mayer@pelicam.com](mailto:p.mayer@pelicam.com).**

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# Health Check for a Meter Asset Database Programme

Pelicam have recently helped a client with their Meter Asset database programme, enabling them to have a single view of their meter estate and prepare the company for their Smart Metering programme.

## THE CLIENT

E.ON is one of the UK's leading power and gas companies - generating electricity, retailing power and gas, developing gas storage and undertaking gas and oil exploration and production. It is part of the E.ON group, one of the world's largest investor-owned power and gas companies.

## THE CHALLENGE

As part of the company's aim to provide SMART metering to its customers as mandated by Government, E.ON instigated a project to deliver a single database containing details of E.ON's electricity meter estate and assets. This new platform was to replace two existing legacy databases supporting Supplier and Data Collection functions.

Project assurance experts Pelicam, were asked to provide assurance of the programme. Pelicam carried out an extremely detailed health check which included interviewing 16 key members of the project team. Forty six key focus areas of the programme were reported in the health check focusing on the detail issues.

The health check reported that the programme was facing some of the following challenges:

**Programme plan:** delivery against the plan was behind schedule in a number of workstreams and there was doubt about the robustness of the delivery plan.



**People:** the programme leadership team contained a number of very talented people, but some efforts were not being directed towards an efficient and successful launch.

**Governance and delivery controls:** the programme appeared to have suffered historically from limited governance and delivery control.

## HOW WE HELPED

Pelicam worked collaboratively with E.ON to bring the project back on track ensuring that the project team were on board with the following recommendations:



- Review alternative delivery scenarios that could reduce scope or extend the timeline of the programme.
- Invest in additional resource for critical path work streams and introduce an experienced delivery manager to lead the technology teams.
- Introduce a delivery incentive option for the key programme members of the team.
- Establish retail portfolio governance and communicate the programme as a number one priority to the business.

**In addition Pelicam:**

- Established a process that would govern the resource contention.
- In the area of governance, Pelicam defined the members of the programme board with specific roles and accountability eg. users, suppliers, delivery and support.
- Provided consistent reporting standards/guidelines including objectives and qualitative measures / KPIs.
- Set up a dedicated PMO with dedicated resources to manage planning, delivery processes and controls and established a dedicated communications resource to the programme.

**OUTCOME**

The programme was delivered successfully and E.ON now maintains a single view of metering data for both billing and settlement purposes across their estate of 6 million electricity meters. This programme also supports E.ON's Smart Metering change programme.

*"The Pelicam Health Check was extremely thorough and insightful in exposing areas of the programme we may have otherwise missed. Consequently we were able to take corrective actions and adjustments to ensure a successful outcome."*

John Fisher, Head of Solution Development, Metering, E.ON.

**For more information on the Pelicam Health Check please contact Alan Ogrizovic, Senior Practitioner at Pelicam, [alan.ogrizovic@pelicam.com](mailto:alan.ogrizovic@pelicam.com) or at +44 (0)7860 322301.**

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# Intelligent Projects Forum

## - a group dedicated to project success

Our next Intelligent Projects Forum is meeting in central London on the evening of Wednesday 6th March. Our agenda for the evening is "How to instil the right behaviours in your teams?" – we would be delighted to hear from you if you can offer any insights on this topic.

We have been hosting these events for two years and the group has grown considerably in numbers and also developed some frameworks for success such as The Nine Serial Project Killers and Sponsorship Matters. We are in the process of reviewing our plans for the year going forward and we would be interested in your views on a group that is dedicated to progressing project success.

INTELLIGENT  
PROJECTS  
FORUM

**Please email your thoughts and ideas to [kate.woodmansee@pelicam.com](mailto:kate.woodmansee@pelicam.com).**

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# Coast to Coast Charity Challenge

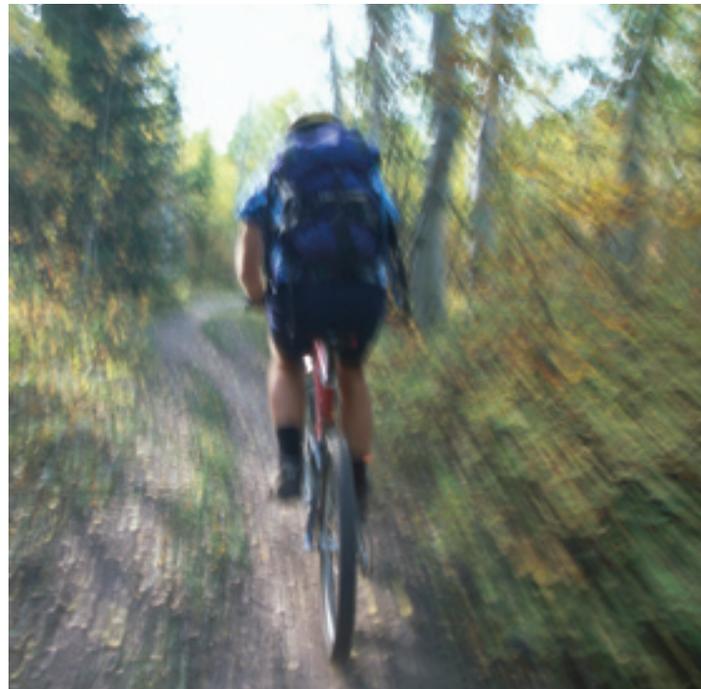
You may well remember that a group of the Pelicam team undertook a cycling challenge for our nominated charity Lifelites. We cycled the 90 miles of the Ridgeway in two days and successfully raised £5000 for the wonderful charity that gives IT support to children's hospices around the country. Two years ago another team of brave cyclists took part in the London to Brighton bike ride - "never again", they said!

Time does dull the memory and we are planning our next challenge in a hope to raise some much needed funds for Lifelites and the children's hospices. Our plan this year is to cycle the coast to coast in the north of England. The route is from Cumbria to Northumberland – across the Pennines and Hadrian's wall! I'm sure it will be hilly, it certainly could be wet but the experience will be second to none.

Pelicam would like to complete this challenge as a team and we would be delighted if our clients and Practitioners could join us. We plan to complete the challenge over three days and have identified the bank holiday weekend of 4th, 5th and 6th of May 2013 as an ideal time!

Please can you contact me if you would like to take part, either for the whole three days or just for part of it. Any hints and tips that the professionals out there may have then please let us know!

Kate Woodmansee, Marketing Manager, Pelicam



Please email [kate.woodmansee@pelicam.com](mailto:kate.woodmansee@pelicam.com)

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## Contact us

To explore how things can be improved in your organisation, please get in touch at [info@pelicam.com](mailto:info@pelicam.com)

## Submit an article

If you have any interesting articles about improving the chances of project success or more explicitly delivering project intelligence that you would like to share please send them to [kate.woodmansee@pelicam.com](mailto:kate.woodmansee@pelicam.com)

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