ENTERPRISE PROJECT MANAGEMENT (EPM) WORKSHOP CHAPTER 1: DEFINING EPM?

By: Chris Vandersluis



Want the presentation?

www.epmguidance.com/resources/mnpdd1.pdf www.epmguidance.com/resources/mnpdd2.pdf www.epmguidance.com/resources/mnpdd3.pdf

Chris Vandersluis



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- President and founder of HMS Software based in Montreal, Canada. HMS is the publisher of the popular TimeControl timesheet system for project management environments
- An economics degree from Montreal's McGill University Over 27 years of experience in the automation of project management and timesheet systems.
- Member of the PMI since 1986
- Was on the Microsoft's Enterprise Project Management Partner Advisory Council for 5 years (2003-2008)
- Published in numerous publications including Fortune Magazine, the American Management Association's Project Management handbook, a columnist for Computing Canada, PMI's PMNetwork, Project Times magazine and Microsoft's TechNet
- Author of the popular blog EPM Guidance

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Introductions

Please let us know in brief who you are:
 Name
 Industry
 Role in Project Management
 One thing that interests you about Enterprise Project Management

Today's Agenda

1. What is Enterprise Project Management? Is there a definition we can count on? How to define EPM for a particular organization 2. Designing your EPM environment Setting EPM Requirements Choosing your EPM Tools 3. How do we successfully deploy EPM? It's not the technology, it's change management

Pitfalls and Sinkholes

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SECTION 1 WHAT IS ENTERPRISE PROJECT MANAGEMENT?

According to a survey done of 385 IT and Finance VPs, 82% do not possess information which is of sufficient quality, trustworthiness or usefullness to manage their operations.

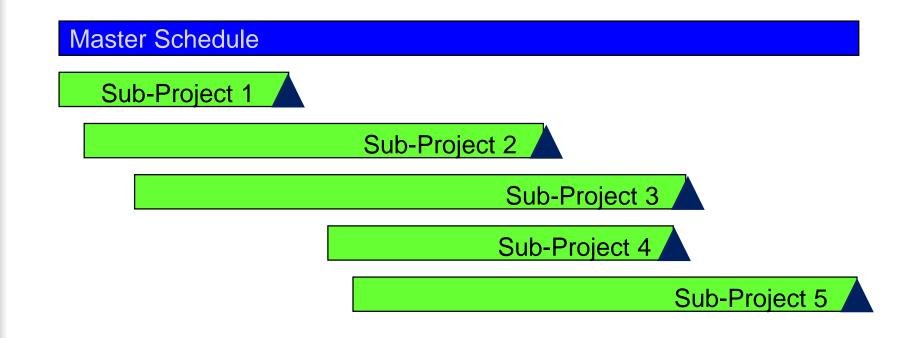
> Computing Canada April 7, 2006

What is Enterprise Project Management?

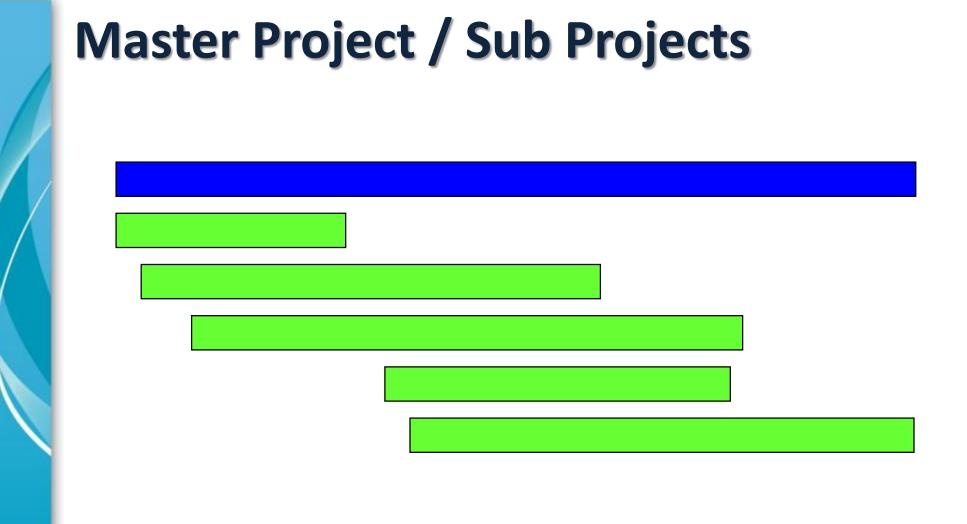
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Integrated Schedule Planning?
Master / Sub-project scheduling?
Resource Capacity planning?
Matrix Management?
Planning and. Integrated Tracking?
Portfolio Project Management?

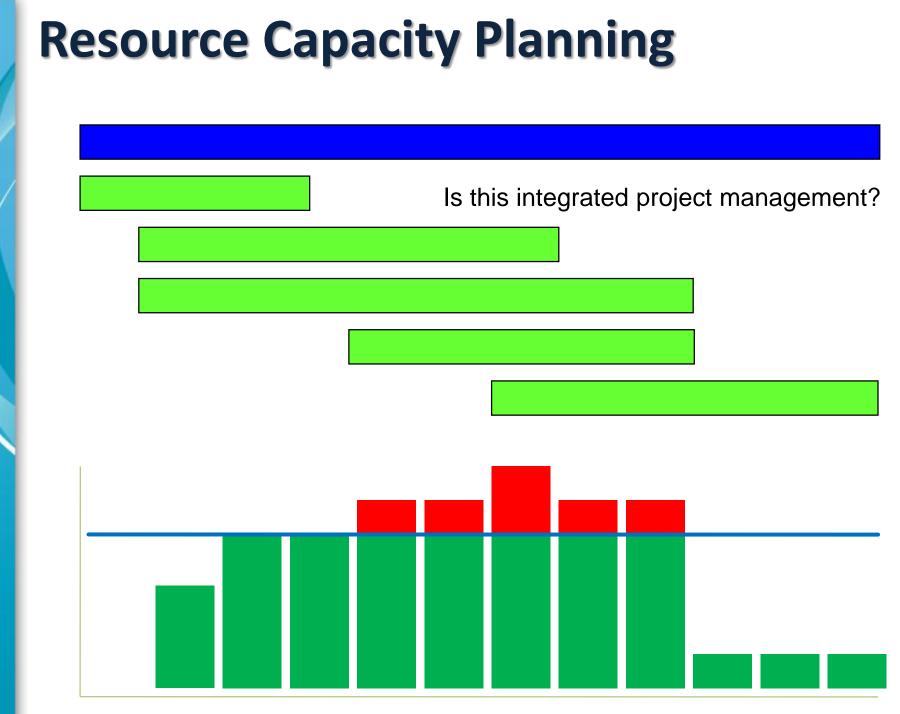
Integrated Schedule Planning



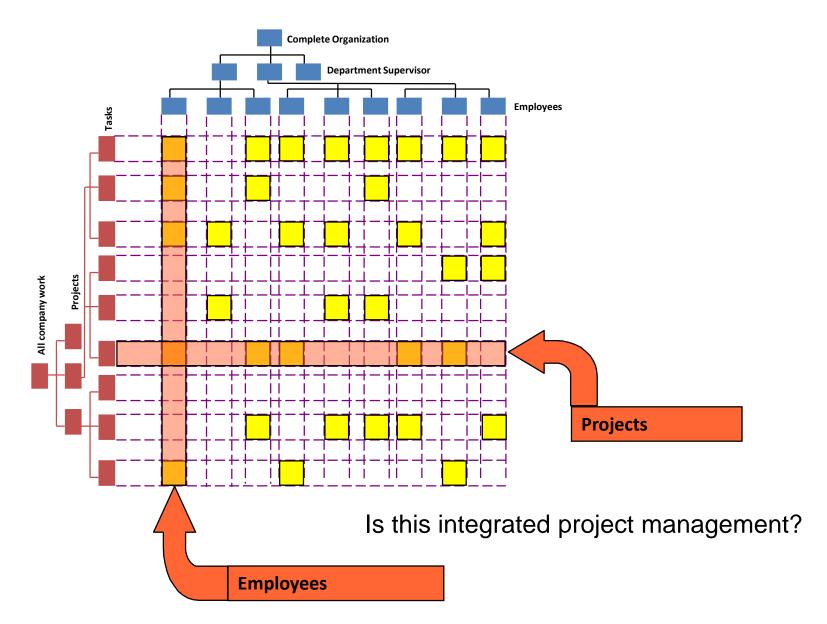
Is this integrated project management?



Is this integrated project management?

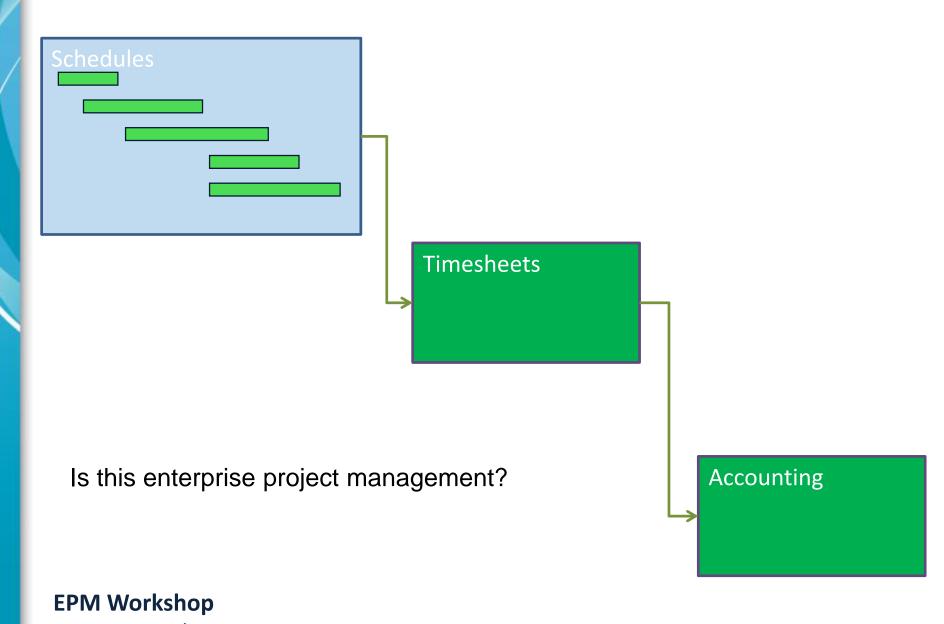


Matrix Management



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Planning vs. Tracking



What is epm?

Put 10 project experts in a room and ask for a definition of Enterprise project management.

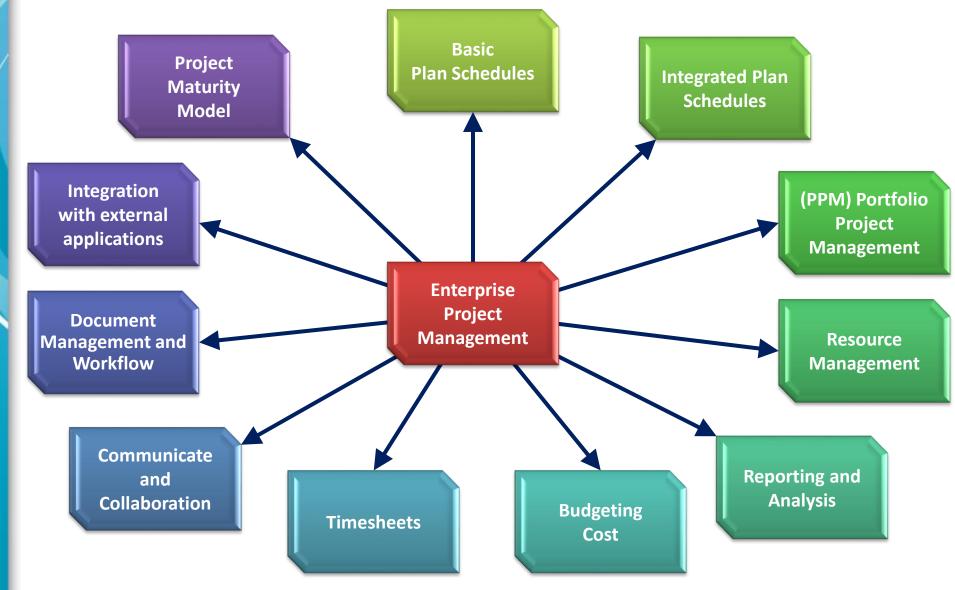
What do you get?

11 definitions

Some synonyms

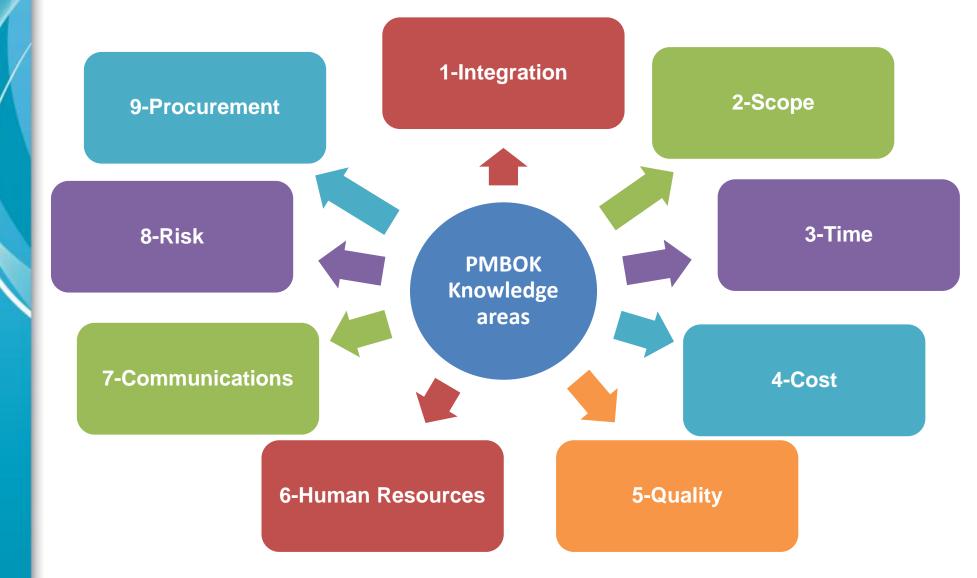
Integrated Project Management Enterprise Project Management Centralized Project Management Matrix Management Integrated Resource Management Enterprise Resource Planning (Not to be confused with accounting) Project Portfolio Management

EPM Categories



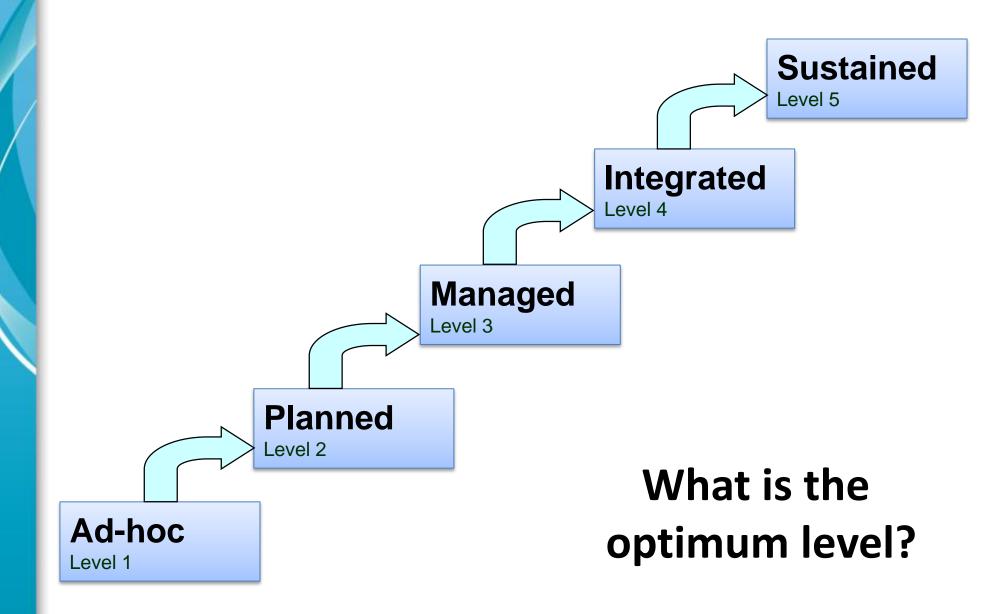
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PMBOK knowledge areas



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PM Maturity Model



Challenges of different models

For Integrated schedules: interproject-links
 For Resource Capacity Planning: Resource conflicts and the matrix organization
 For Document management: Document workflow

For Budget and Control: centralized process

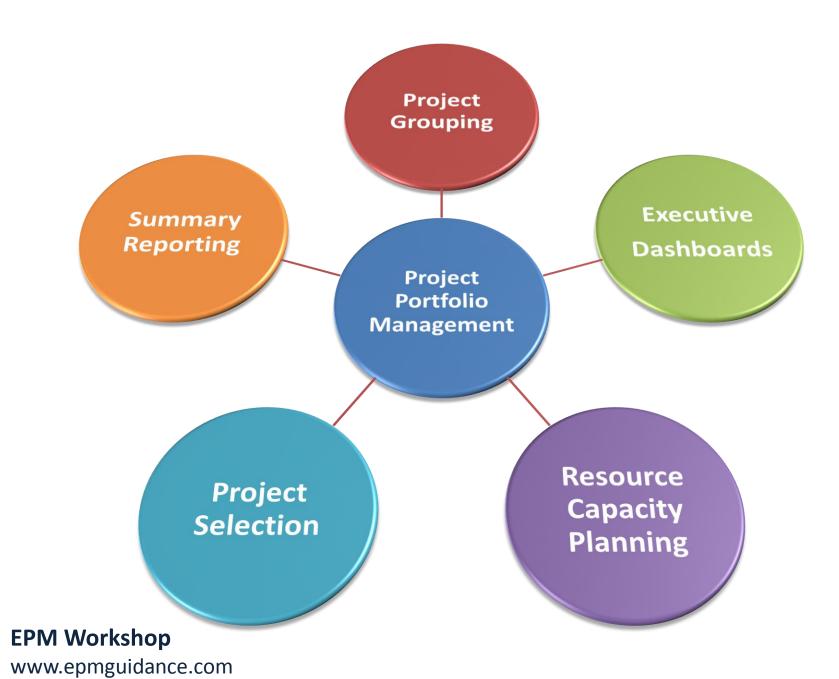
WHAT IS PROJECT PORTFOLIO MANAGEMENT OR PORTFOLIO PROJECT MANAGEMENT? (PPM)

Project Portfolio Management

This is a highly topical subject, but what do we mean by it?

- Project Tracking at the summary level?
- Annual Budgeting?
- Project Grouping?
- Project Selection
- Product Lifecycle Management

Project Portfolio Management



PPM: Project Grouping

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PPM: Project Dashboards



PPM: Project Selection

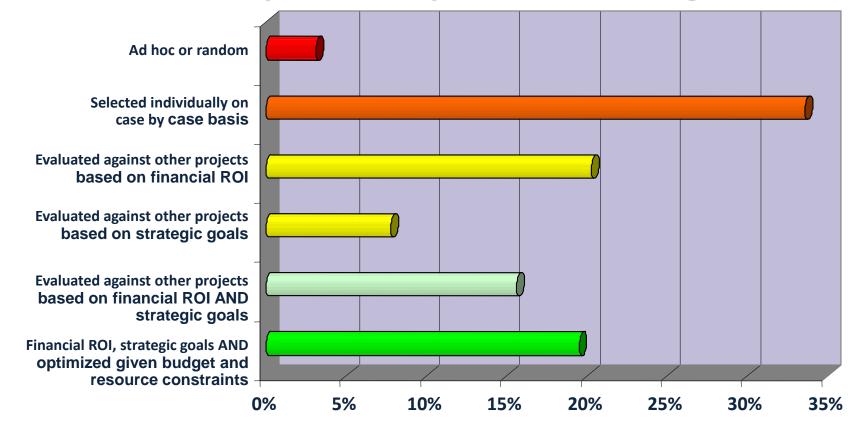
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PPM: Project Selection



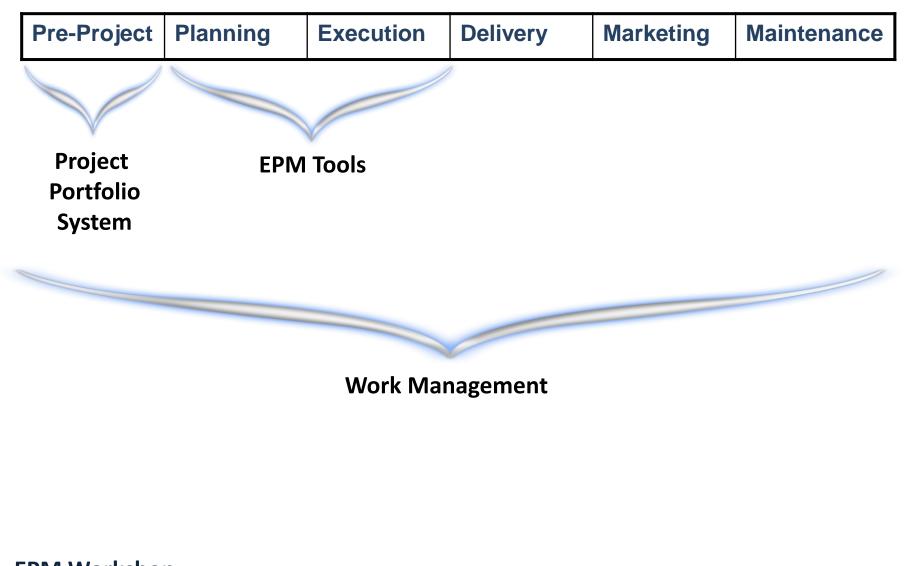
PPM Selection survey

How are Projects Currently Selected in Your Organization?



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Project Lifecycle Management (PLM)



Between 1999 & 2001 American companies spent \$130 billion on technologies never used

Mastering the Three Worlds of Information Technology (Harvard Business Review, A. McAfee Nov. 2006, pp. 141 -149)

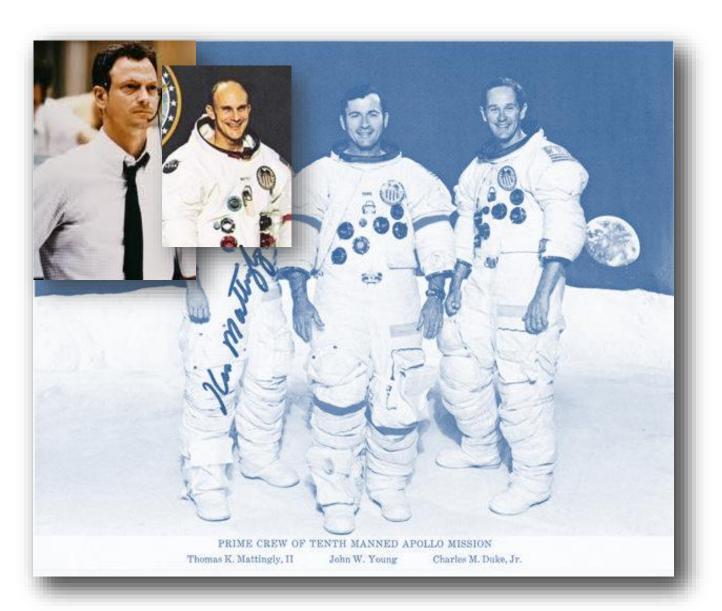
EPM vs. PPM

"If EPM is about doing projects right, PPM is about doing the right projects"

Ben Chamberlain Microsoft Product Manager Project Portfolio Server

Ken Mattingly





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Ken Mattingly

"What is a project? It is an exercise of producing a defined result with insufficient resources."



Rear Admiral, Ken Mattingly Apollo 13 Astronaut, VP Lockheed

Discussion EPM vs. PPM

If you have to choose for an organization, which is better?
EPM or PPM?

Wrapping up EPM and PPM

We've discussed:

Defining Enterprise Project Management (EPM)
 Defining Project Portfolio Management (PPM)
 What is PLM
 How to end a project

Questions

 Does Enterprise Project Management (EPM) make sense?

□ Make an argument for and against

- 2. If EPM does make sense why wouldn't every company have adopted it so far?
- 3. Based on what we've discussed, does this change your views on the purpose of the PMO and if so, how?

Project Work

"Welcome to the new economy where most of the world's work will be done in semi- permanent networks of small project oriented teams."



- Tom Peters Liberation Management