



Creating Business Prioritization for Projects and Portfolios Workshop

Chris Vandersluis


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Business Prioritization Workshop

**CREATING BUSINESS
PRIORITIZATION FOR PROJECTS
AND PORTFOLIOS**

By: Chris Vandersluis



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Today's Agenda

Agenda

- Introductions
- What is PPM for you?
- What is Project Portfolio Management?
- Break
- Defining a Project Prioritization Process
- Creating project prioritization
- Lunch Break
- Pairwise comparison exercise
- Stage Gating
- Break
- Automation of the PPM process
- Deploying Business Prioritization Process
- Pitfalls and Sinkholes
- Pitfall Avoidance
- Wrap up

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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 30 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 EPMGuidance.com

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Want the presentation?

This handout:

www.epmguidance.com/resources/pmimn2015.pdf

The slides:

www.epmguidance.com/resources/pmimn2015slides.pdf

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Introductions

- Let's figure out who's in the room
 - Industries?
 - Has an existing PPM process
 - Has been mandated to create a PPM process
 - Hope to create a PPM process in the future

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Today's Agenda

- Introductions
- What is PPM for you?
- Defining Project Portfolio Management?
- Defining a Project Prioritization Process
- Creating project prioritization
- Stage Gating
- Pairwise comparison exercise
- Automation of the PPM process
- Deploying Business Prioritization Process
- Pitfalls, Sinkholes and avoiding both

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A slide with a blue and white wavy background. The text reads: **DISCUSSION**
WHAT IS PROJECT PORTFOLIO MANAGEMENT (OR PORTFOLIO PROJECT MANAGEMENT) FOR YOU?

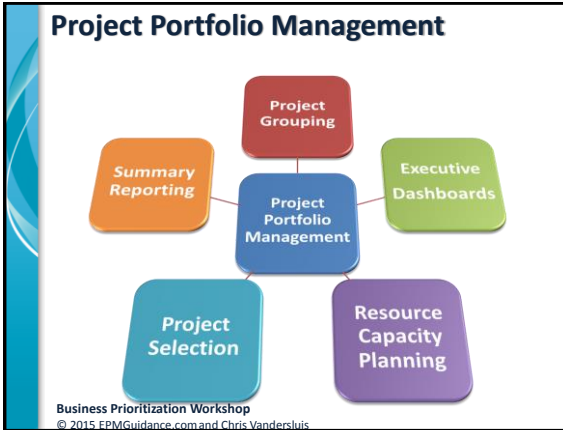
A slide with a blue and white wavy background. The text reads: **WHAT IS PROJECT PORTFOLIO MANAGEMENT?**

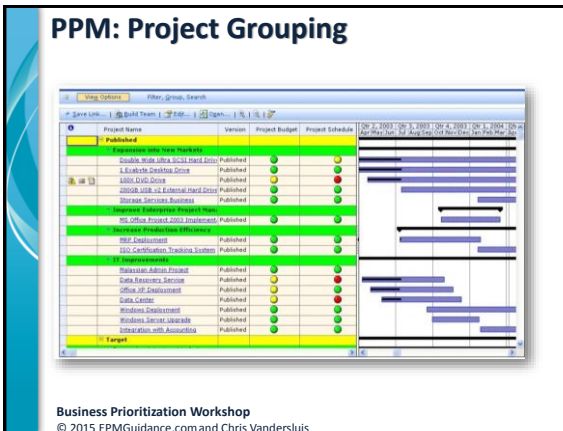
A slide with a blue and white wavy background. The text reads: **Defining Project Portfolio Management**

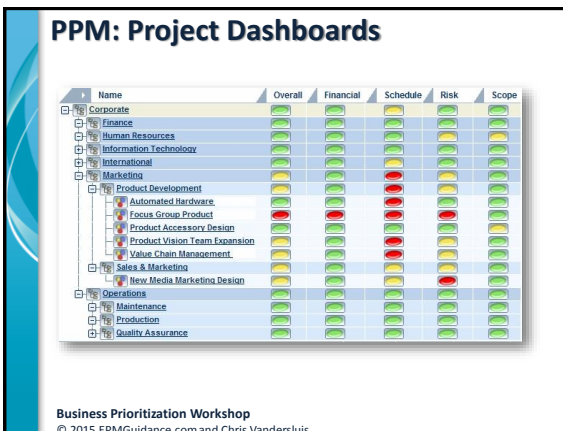
- This is a highly topical subject, but what do we mean by it?
- Project Tracking at the summary level?
- Annual Budgeting?
- Project Grouping?
- Project Selection
- Product Lifecycle Management

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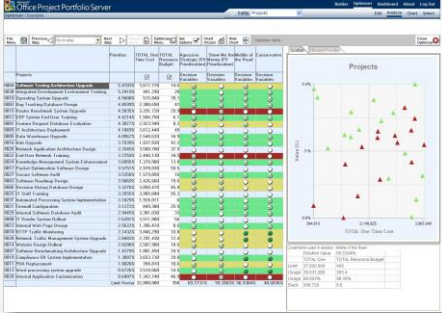






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PPM: Project Selection



The screenshot displays the Microsoft Project Portfolio Server interface. On the left, there is a list of projects with columns for Name, ID, Budget, and Status. The projects are color-coded (green, yellow, red) based on their status. On the right, there is a scatter plot titled 'Projects' showing the relationship between budget and other metrics. Below the scatter plot, there is a summary table with columns for Budget, Risk, and Return.

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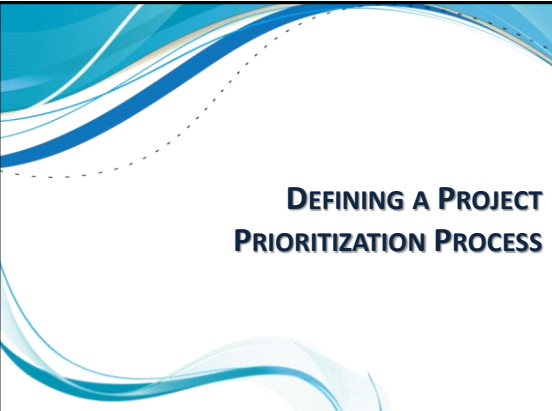
EPM vs. PPM

“If EPM is about doing projects right, PPM is about doing the right projects”



Ben Chamberlain
Microsoft Product Manager
Project Portfolio Server

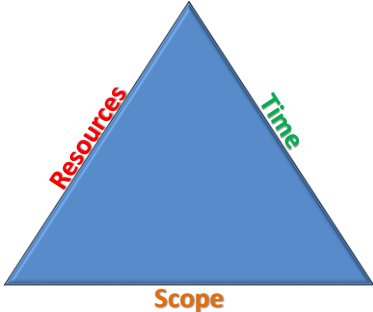
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DEFINING A PROJECT PRIORITIZATION PROCESS

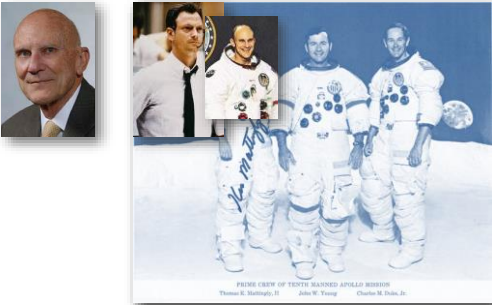
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Project Constraints



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Ken Mattingly



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What is project management?

“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*

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No prioritization? Then why have PM?

No one has an abundance of resources

...nor should they

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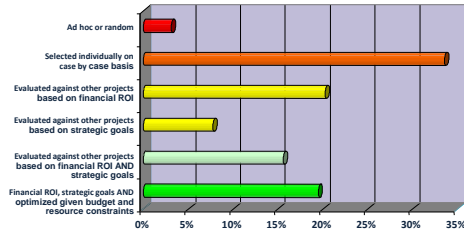
Between 1999 & 2001 American companies spent \$130 billion on technologies never used

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

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PPM Selection survey

How are Projects Currently Selected in Your Organization?



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SMT Poll Responses from 128 Webcast Attendees, February 7th, 2006

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Project Prioritization

- ❑ “When project initiatives are assessed only as a narrative, prioritization becomes a battle of narratives”.
- ❑ The result is that:
 - ❑ All projects are listed as priority 1
 - ❑ All projects have, in theory started
 - ❑ Prioritization is done on an ad-hoc basis
- ❑ The goal: “Find a process that breaks ties”

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What do Executives need?

A sip from the firehose



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What do Executives need?

- ❑ The biggest challenge for Business Decision Makers is the deluge of data; data from all sorts of various sources and in myriad formats.
- ❑ There is no shortage of data but a profound lack of knowledge and, by extension, of decision making ability
- ❑ Business Decision Makers want data volume decreased and decision making increased.

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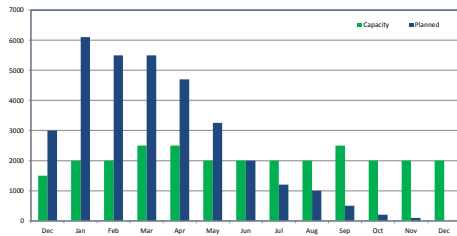
According to a survey done of 385 IT and Finance VPs, 82% do not possess information which is of sufficient quality, trustworthiness or usefulness to manage their operations.

Computing Canada, April 7, 2006

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CREATING PROJECT PRIORITIZATION

Non-prioritized projects



As of Feb 1, 2010

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The Portfolio Prioritization Process

- Identify Business Drivers
- Develop questionnaires for measurement in each category
- Determine the inter-driver impact through pairwise comparison
- Assess answers for the questionnaire for each project
- Calculate priorities based on the questionnaire answers
- Prioritize a summary schedule based on the priority listing and identify which projects would be done first based on the priority and which will not be accomplished based on limited resources
- Review the results and force projects into the priority list where required with the understanding that other projects would then not be completed.

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Business Drivers vs KPI's

- **Business Drivers** are short sharp statements that express the shared focus of the organization in actionable terms.
- **Key Performance Indicators** are Measurements of past performance that empower management to action when results are not occurring as expected.
- New Project initiatives are based on Business Drivers

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Rules for Business Drivers

- Choose 4 to 8 business drivers
- Have the drivers align to goals that are recognizable by all of management
- Include relevant managers in the selection and relevance of the business drivers (These are the same managers who are requesting projects)
- Look to your mission statement, strategic goals, current business challenges, global or regional initiatives to find business drivers

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Business Driver Characteristics

- Business Drivers should be:
 - Measureable
 - Action oriented
 - Unique
 - Leveled
 - Attainable
 - Clear to all decision makers

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Business Driver Examples

- Become the industry leader Actionable?
- Replace the mainframes Driver or Project?
- Enhance IT environment
- Grow number of new clients
- Increase clients Duplicate
- Reduce competition Not Attainable
- Increase employee retention and productivity 2 Drivers
- Grow change management capabilities
- Improve service delivery

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Business Driver Matrix

	Improve Market Share	Increase customer satisfaction	Project Risk	Alignment to Strategy
Improve Market Share	Market Share through improved Best Customer Satisfaction	Market Share through more important Best Project Risk	Customer Satisfaction is Equal to Project Risk	Customer Share Alignment to Strategy
Increase customer satisfaction	Customer Satisfaction through Best Project Risk	Customer Satisfaction through Best Project Risk	Customer Satisfaction through Best Project Risk	Customer Satisfaction through Best Project Risk
Project Risk	Project Risk through Best Customer Satisfaction	Project Risk through Best Customer Satisfaction	Project Risk through Best Customer Satisfaction	Project Risk through Best Customer Satisfaction
Alignment to Strategy	Alignment to Strategy through Best Customer Satisfaction	Alignment to Strategy through Best Customer Satisfaction	Alignment to Strategy through Best Customer Satisfaction	Alignment to Strategy through Best Customer Satisfaction

Improve Market Share: Increase market share by 20%

Increase customer satisfaction: Increase overall customer satisfaction by 20% as measured by the quarterly customer satisfaction survey

Project Risk: Exposure to project risk as assessed in our project risk matrix scoreboard

Alignment to strategy: Degree of alignment to one of the 6 key strategic goals as published by the board of directors for this year

Description	Score
Extremely more important than	5
More important than	4
Equally important than	3
Less important than	2
Extremely less important than	0.5
Equally less important than	0.111

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Business Driver Matrix Score

	Improve Market Share	Improve customer satisfaction	Project Risk	Alignment to Strategy
Improve Market Share	21	59	0	1
Improve customer satisfaction	1.22	3	0	1
Project Risk	.771	2	4	3
Alignment to Strategy	12.33	35	0	1
Total	35.321	100	8	103

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Driver Matrix Scores

Driver Matrix	Weighting		Scores				
			Project 1	Project 2	Project 3	Project 4	Project 5
Improve Market Share	21	59	0	1	2	3	4
Improve Customer Satisfaction	1.22	3	0	1	2	3	4
Project Risk	.771	2	4	3	2	1	0
Alignment to Strategy	12.33	35	0	1	2	3	4
Total	35.321	100	8	103	198	293	388

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Project Questionnaire

Create multiple choice answers for fundamental questions to determine the impact of each project on each project driver:

- Extreme
- Strong
- Moderate
- Low
- None

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Driver Questionnaire Examples

Business Drivers	An Initiative's Impact on this driver is:
Enhance Quality of Products and Services	Extreme - if it increases business partner satisfaction by $\geq 3\%$
	Strong - if it increases business partner satisfaction by $\geq 2\%$
	Moderate - if it increases business partner satisfaction by $\geq 1\%$
Low - if it increases business partner satisfaction by $< 1\%$	
Improve Accuracy of Core Processes	Extreme - if it improves FCI or EPMO by 30% on one process or 5% across all processes
	Strong - if it improves FCI or EPMO by 20% on one process or 5% across all processes
	Moderate - if it improves FCI or EPMO by 10% on one process or 4% across all processes
Low - if it contributes to improve FCI or EPMO on one or more processes	
Reduce Cycle Time for Key Processes	Extreme - if it improves cycle time by 25% in one process or avg. of 7% across multiple processes
	Strong - if it improves cycle time by 17% in one process or avg. of 4% across multiple processes
	Moderate - if it improves cycle time by 7% in one process or avg. of 2% across multiple processes
Low - if it contributes to improve cycle time on one or more processes	
Effectively Manage Operational Risk	Extreme - if it improves operational risk stability by $\geq 2\%$
	Strong - if it improves operational risk stability by $\geq 1\%$
	Moderate - if it improves operational risk stability by $\geq 0.5\%$
Low - if it improves operational risk stability by $< 0.5\%$	
Enhance Transparency of Products and Services	Extreme - if it increases transparency score in business partner satisfaction by $\geq 3\%$
	Strong - if it increases transparency score in business partner satisfaction by $\geq 2\%$
	Moderate - if it increases transparency score in business partner satisfaction by $\geq 1\%$
Low - if it increases transparency score in business partner satisfaction by $< 1\%$	
Reduce Cost of Operations	Extreme - if it reduces ongoing expense by $\geq \$1.0MM$
	Strong - if it reduces ongoing expense by $\geq \$0.5MM$
	Moderate - if it reduces ongoing expense by $\geq \$0.3MM$
Low - if it reduces ongoing expense by $< \$0.3MM$	
Create Opportunities for New Revenue	Extreme - if it provides revenue growth opportunities for 4 or more bus. partners
	Strong - if it provides revenue growth opportunities for 3 or more bus. partners
	Moderate - if it provides revenue growth opportunities for 2 or more bus. partners
Low - if it provides revenue growth opportunities for 1 or more bus. partners	
Improve Associate Satisfaction	Extreme - if it reduces turnover by $\geq 1.33\%$ and increases associate satisfaction by $\geq 1\%$
	Strong - if it reduces turnover by $\geq 1.00\%$ or increases associate satisfaction by $\geq 1\%$
	Moderate - if it reduces turnover by $\geq 0.75\%$ or increases associate satisfaction by $\geq 0.5\%$
Low - if it contributes to reducing turnover or increasing associate satisfaction	

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Real World example of questionnaire

Compliance	Extreme threat	Threat to the institution's existence or major criminal or civil liability
	Strong threat	Threat to the institution's reputation
	Moderate threat	Threat to operational requirements
	Weak threat	Threat of minor sanctions
	No threat	Does not affect Compliance
Strategic Need	Extreme Benefit	Strategic objective cannot be performed without this project
	Strong Benefit	Strategic objective would be significantly advanced
	Moderate Benefit	Strategic objective would be advanced
	Weak Benefit	Strategic objective would be slightly advanced
	No Strategic Benefit	There is no strategic benefit
Operational Business Need	Extreme Benefit	Function cannot be performed without this project
	Strong Benefit	Operational efficiency and/or quality would be significantly improved
	Moderate Benefit	Operational efficiency and/or quality would be improved
	Weak Benefit	Operational efficiency and/or quality would be slightly improved
	No Business Benefit	There is no operational business benefit
Risk	No Risk	Risk is not a factor in this project
	Minimal risk	There are minimal risks to this project
	Some unknowns	This project has some unknowns. There is a slight probability this project will be over time and over budget. The skills required to complete this project are weak or unavailable internally. There is a significant probability this project will be over time and over budget.
	Skills unavailable	There are many unknowns of technology and/or architecture. There is a significant probability this project will not be successful.
	Extreme risk	There are many unknowns of technology and/or architecture. There is a significant probability this project will not be successful.
Number of Stakeholders	All	Affects every stakeholder in the institution
	More than 10,000	Affects more than 10,000 stakeholders
	More than 5,000	Affects more than 5,000 stakeholders
	More than 1,500	Affects more than 1,500 stakeholders
	Less than 1,500	Affects less than 1,500 stakeholders

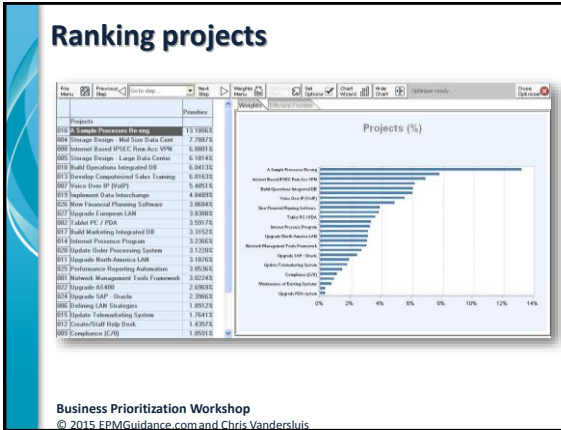
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Prioritized project list

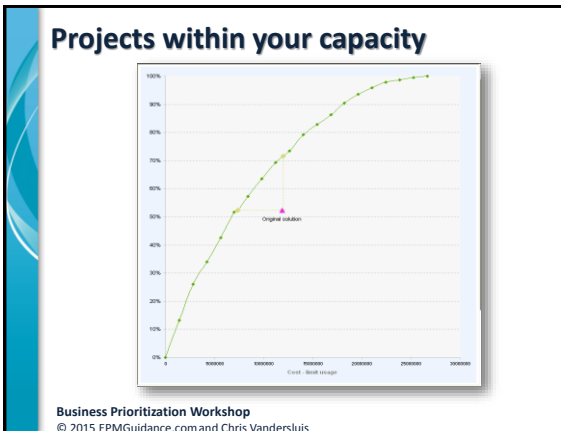
Projects		
0004 Software Testing Architecture Upgrade	5	41633
0020 Integrated Development Environment Training	5	24193
0010 Operating System Upgrade	4	94683
0002 Bug Tracking Database Design	4	85933
0015 Feature Branch System Upgrade	4	58353
0012 ERP System End User Training	4	42142
0001 Feature Request Database Evaluation	4	38772
0003 IT Architecture Deployment	4	18093
0005 Data Warehouse Upgrade	4	69972
0014 PDA Upgrade	3	79393
0026 Network Application Architecture Design	3	75452
0027 End User Network Training	3	72592
0024 Knowledge Management System Enhancement	3	69953
0017 Packet Optimization Software Design	3	57512
0027 Secure Software Audit	3	57483
0003 Software Roadmap Design	3	56893
0006 Revision History Database Design	3	32762
0025 IT Staff Training	3	29503
0021 Automated Processing System Implementation	3	18292
0021 Firewall Configuration	3	17272
0029 Internal Software Database Audit	2	94453
0008 IT Vendor System Rollout	2	82812
0023 Internal Web Page Design	2	56222
0018 IT ITP Traffic Monitoring	2	14322
0028 Network Traffic Management System Upgrade	2	84613
0014 Website Design Rollout	2	62003
0007 Software Benchmarking Architecture Upgrade	1	42793
0013 Compliance DR System Implementation	1	38672
0011 PDA Replacement	1	88203
0013 Social processing system upgrade	1	62742
0028 Internal Application Customization	1	64672

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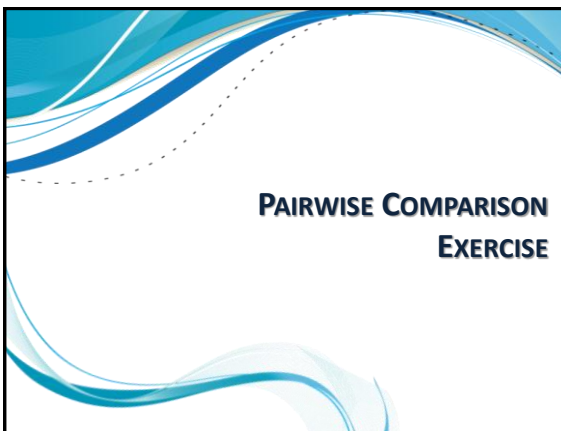
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Pairwise comparison



Much more important

More important

The same

Less important

Much less important

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STAGE GATING

Ongoing prioritization

- We've just covered project selection and initiation so far, but if we go any further, it's worth talking about stage-gating.

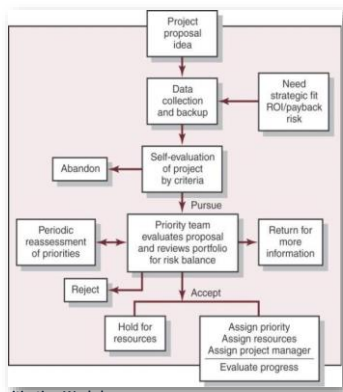
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Stage-gating

- ❑ The term Stage Gate was coined in Montreal at McGill University
- ❑ The concept was the result of the study of the effective practices of a large number of organizations by Dr. Robert Cooper

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Can you cancel a project?

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Cancel a project?

If you can't cancel a project, the value of PPM becomes questionable

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PPM Pitfalls

- ❑ "We have stage gating, it's just that all the gates are open"
- ❑ "We have project cancelling criteria, we're just not allowed to cancel the project"
- ❑ My compensation is tied to the success of this project, not its cancellation

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Quitting? It's not in our nature!

- ❑ Project Managers are hard-wired not to quit.
- ❑ We are the results oriented, challenge-motivated, never-say-die, make-it-happen, see-the-glass-half-full kind of people
- ❑ So it goes against the grain when someone wants to talk about cancelling a project.
- ❑ Cancel? I want to be in the session where we save the cancelled project.

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It'll make it...

We're the folks who are cheering for the boat to make it over the wave in the movie *The Perfect Storm*



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A note on giving up from H. Ross Perot

Most people give up just when they're about to achieve success. They quit on the one yard line. They up at the last minute of the game one foot from the winning touchdown.



H. Ross Perot

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How do you know if it's time to stop a project?



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When the Horse Dies:Dismount!



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Beating a Dead Horse

Dakota tribal wisdom says that when you discover you are riding a dead horse, the best strategy is to dismount. However, project managers sometimes try some of the following ideas they:

- Change riders
- Buy a bigger whip
- Rename the horse
- Stay very quiet while on the dead horse and hope no one notices
- Appointing a committee to study the horse.
- Send the rider for additional training
- Outsource the riding of horses
- Do a study of dead horses
- Harness two or more dead horses together to see if the cart will go any faster
- Add funding to increase riding performance
- Say things like, "This is the way we have always ridden this horse."
- Automate the dead horse to see if software can make it ride faster
- Rewrite the description of horses to ensure yours can't be defined as either dead or even a horse
- Reclassify the horse as "living impaired"

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AUTOMATING THE PROJECT PORTFOLIO PROCESS

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PPM Software (Wikipedia)

And that's just Wikipedia...

https://en.wikipedia.org/wiki/Comparison_of_project_management_software

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Microsoft Project Server

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Project Name	Priority	Start	Total Budget Cost
Production Facility Expansion	High	10/20/10	\$1,475,000.00
New Laboratory/Outpatient Building	High	8/20/10	\$775,000.00
Academic Target Analysis	High	7/20/10	\$950,000.00
New Office Development	High	7/20/10	\$950,000.00
IT Infrastructure Modernization	High	1/20/10	\$1,250,000.00
IT CRM Solution	High	7/20/10	\$1,250,000.00
College Building	High	7/20/10	\$400,000.00
Acad. Building Addition	High	12/20/11	\$400,000.00
Software Training Infrastructure Upgrade	High	7/20/10	\$500,000.00
College Building	High	7/20/10	\$720,000.00
Acad. Building Addition	High	12/20/11	\$400,000.00
Human Resources Software	High	7/20/10	\$400,000.00
Operations Management	High	7/20/10	\$400,000.00
College Building	High	7/20/10	\$1,250,000.00
Acad. Building Addition	High	12/20/11	\$400,000.00
IT CRM Solution	High	7/20/10	\$750,000.00
Software Training Infrastructure Upgrade	High	7/20/10	\$1,250,000.00

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Primavera EPPM

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Primavera EPPM

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Primavera EPPM

The screenshot displays the Primavera EPPM interface. At the top, there are navigation tabs for 'Activities', 'Resources', 'Budgets', 'Performance', 'Risk', and 'Reports'. The main area is divided into several sections: a Gantt chart showing project activities with their durations and dependencies; a 'Resource Allocation' table listing resources like 'Business Process Analyst' and their assigned activities; and a 'Summary' pie chart showing resource utilization across different categories.

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Primavera EPPM

This screenshot shows a different view of the Primavera EPPM software. It features a prominent pie chart on the left side, likely representing resource or budget distribution. To the right, there is a detailed table of resource assignments and activity details. The interface includes the same navigation tabs as the previous screenshot.

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Planview

The screenshot shows the Planview Enterprise interface. It features a complex table with multiple columns, including project names, dates, and resource allocation metrics. The table is organized into sections, with a summary table at the top and a detailed resource allocation table below. The interface includes navigation tabs for 'Resources', 'Budgets', 'Performance', 'Risk', and 'Reports'.

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Planview

Planview Enterprise Dashboard Metrics:

- By Process: 23 Applications
- By Region: 10 High Risk Cost (over \$2k)
- By Project: 10 Projects Over Budget
- By Risk: 15 at Risk Applications
- By Resource: 8 Critical Deliverables
- By Timeline: 7 Milestones Due
- By Status: 3 Over Budget Resources

Application	Stability	Disaster Recovery	Response Time	Topology	Technical Status
ADP	▲	▲	▲	3	5
Business Objects	▲	▲	▲	3	5
Teaching CRM Applications	▲	▲	▲	3	4
Financial Services (SAP)	▲	▲	▲	3	4
Hyperion	▲	▲	▲	3	4.5
Oracle Database	▲	▲	▲	3	3.5
Web CRM Application	▲	▲	▲	3	5
Case	▲	▲	▲	3	9
Microsoft HR	▲	▲	▲	3	3.5
SharePoint	▲	▲	▲	3	5
SAP Service	▲	▲	▲	3	4
ADP TimeDirect Interface	▲	▲	▲	3	4
Oracle CRM Data Warehouse Integration	▲	▲	▲	3	7
Oracle CRM ERP Integration	▲	▲	▲	3	4

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Clarity

Clarity FPM Dashboard Metrics:

- Portfolio Optimization: 200,000,000
- Current Portfolio Value: 1,500,000,000
- Current Portfolio Risk: 1,500,000,000
- Current Portfolio Return: 1,500,000,000

Application	Current	Target	Variance	Impact
Application 1	100,000,000	100,000,000	0	Low
Application 2	200,000,000	200,000,000	0	Medium
Application 3	300,000,000	300,000,000	0	High
Application 4	400,000,000	400,000,000	0	Critical
Application 5	500,000,000	500,000,000	0	Very High

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Daptiv (Changepoint)

Daptiv FPM Dashboard Metrics:

- Application Portfolio Overview: 200,000,000
- Current Portfolio Value: 1,500,000,000
- Current Portfolio Risk: 1,500,000,000
- Current Portfolio Return: 1,500,000,000

Application	Current	Target	Variance	Impact
Application 1	100,000,000	100,000,000	0	Low
Application 2	200,000,000	200,000,000	0	Medium
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Application 4	400,000,000	400,000,000	0	Critical
Application 5	500,000,000	500,000,000	0	Very High

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Successful automation tips

- ❑ Don't automate until you know what you're automating (And don't let the tail wag the dog!)
- ❑ Process, process, process will always be more important than the look and feel of a screen
- ❑ Make sure you budget expertise (internal or external)
- ❑ ... and training
- ❑ ... and time.

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DEPLOYING BUSINESS PRIORITIZATION PROCESS

SHARE YOUR DEPLOYMENT EXPERIENCES FOR PPM

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Deploying Business Prioritization

- Common expectations
 - Technology will solve everything
 - It can be done by Friday... this Friday
 - All employees will adopt without objection
- It's not a technology project, it's change management
- Instituting organizational culture change

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We all want PPM... don't we?

- It seems so desirable...
 - Integrated resource capacity planning
 - Executive-level real-time dashboards
 - Instant decision making
 - Improved efficiency
 - No more management-by-emergency

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But what does it take?

Yes, an objective analytical approach to prioritizing our projects based on our business priorities sounds great but do you have what it'll take to deploy it as a culture?

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Common expectations

- It will be ready instantly
- It is all about the technology
- It's just like we do now but on the Web
- No one will require training
- It will never affect my projects

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Most common request

"We just bought this PPM Software product...
Can you come make it work?"

Our most common response:
"What would you like it to do?"

Most common reply
"Don't you know?"

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Establish deployment team

- Identify Key Stakeholders
- Identify internal expertise resources
- Engage external expertise (if required)

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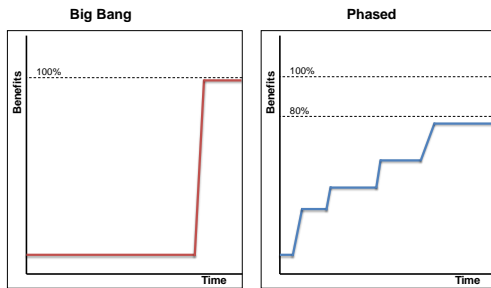
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Identify Business Objectives

- Executive and Stakeholder workshops
- Identify management role impact
- Prioritize business objectives and create a Master Deployment Plan
- Establish milestones and metrics

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Big bang or phased deployment?



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Big Bang or Phased implementation?

- | | |
|--|--|
| <input type="checkbox"/> Big Bang | <input type="checkbox"/> Phased |
| <input type="checkbox"/> Better chance of reaching 100% of originally perceived benefits | <input type="checkbox"/> Better chance of not getting to 100% |
| <input type="checkbox"/> Better chance of reaching 0% of benefits because: | <input type="checkbox"/> Chances of getting some benefits are close to 100% |
| <input type="checkbox"/> Project is cancelled | <input type="checkbox"/> Secret is targeting the biggest initial benefit for the lowest risk |
| <input type="checkbox"/> Team changes | |
| <input type="checkbox"/> Priorities change | |
| <input type="checkbox"/> Organization changes | |

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Phased deployments are lower risk

- It's natural to want to push every vector at once
- We ask:
"For the first phase, what is the minimal deployment, the deploying of which will return a positive return on investment every cycle going forward?"

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PITFALLS AND SINKHOLES

Montreal Sinkhole (2013)



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Tampa Sinkhole (2013)



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So... we're done... right?

- Sorry, no.
- Just because you know how to create a project prioritization process doesn't mean it will be adopted with open arms by everyone
- There are still barriers to overcome and pitfalls and sinkholes to avoid

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Challenges

- Resource Capacity Analysis and Management
- Nature's barriers to prioritizing
- Common pitfalls
- More pitfalls
- User resistance

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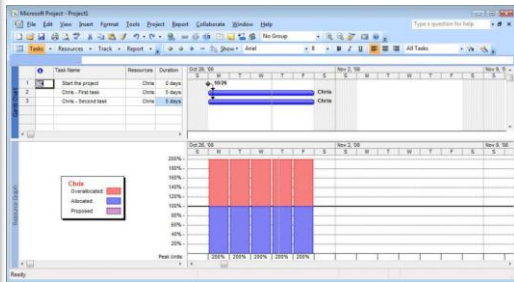
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Resource Capacity Challenge

- ❑ Our end goals are to:
- ❑ Determine what projects can be accomplished
- ❑ Determine that we are doing the projects which will give the best return on investment to our organization
- ❑ Ensure that the most important projects get priority access to our resources
- ❑ So, shouldn't we resource level down to the individual?

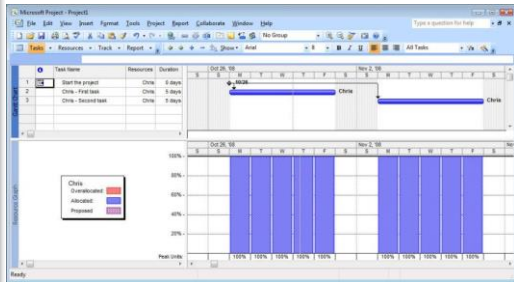
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Individual Res Leveling challenge



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Individual Res Leveling challenge



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Individual Res Leveling challenge

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Individual Res Leveling challenge

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Resource level from the top down

- Do your resource capacity planning from 30,000 feet
- Resource level first at the total manpower level
- Then, if successful, go to a skill/category level with a small number of skills/categories.

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Nature's barriers to sharing

- ❑ Project managers have gotten used to controlling their own data. The advent of low-cost, easy-to-use pm tools means that virtually anyone can produce 1st class project reporting. Project managers like having the ability to do their own analysis before anyone in management sees it.
- ❑ As hard as it is to believe management in some organizations may actually punish those who deliver bad news.

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Nature's barriers to prioritizing

"Tag. You're it!"

- ❑ Even if they are not punished management in some organizations may inundate a project manager with questions and concerns if they could see project data in real time.
- ❑ No manager wishes to make their project a second priority. Everyone thinks their work is the most important possible.

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Set the rules before the game starts

- ❑ Getting buy-in for a new procedure or the way data will come together is much easier if we are talking theoretically.
- ❑ Try to avoid establishing these rules on the fly with live production data.
- ❑ The problem with live data is that the impact of usage changes is instant and has a real and immediate effect on the very employees trying to establish an organizational standard.

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Set Management's rules before they play

- ❑ Same goes for management. If we talk about general rules for prioritizing projects then there is a chance of getting them accepted.
- ❑ If we just try to prioritize existing projects, the emotional attachment to moving a project to anything other than top priority makes the exercise almost impossible.

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Hot tips to encourage prioritizing

- ❑ Set up the rules long before you try prioritizing live projects
- ❑ Create a metric for determining what makes a high vs. low project – not a subjective opinion
- ❑ Define a referee for any desired exceptions before the process is implemented. Get agreement that the referee's word is final ("we don't argue balls and strikes")
- ❑ Get senior management support early on. There are bound to be concerns as the process is implemented. Make sure you've got the backing you need before they arise.

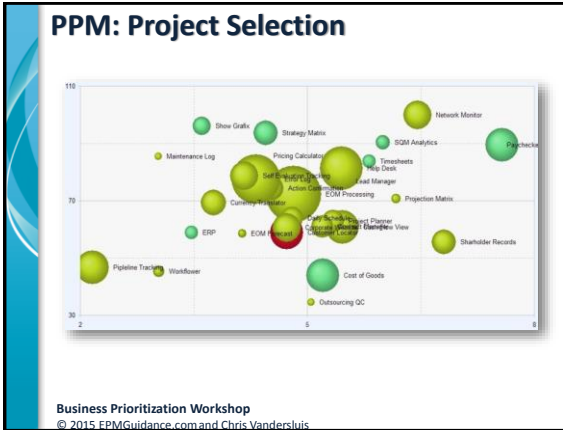
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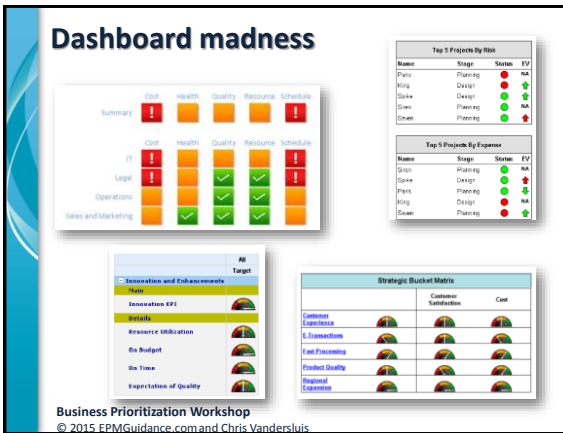
Project Portfolio Management (or is it Portfolio Project Management?)

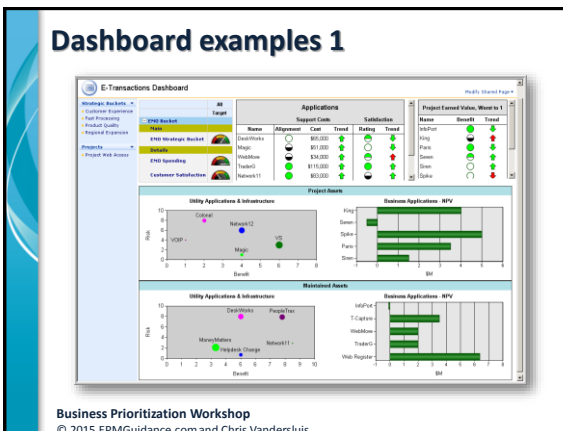
Name	Overall	Financial	Schedule	Risk	Scope
Corporate	🟢	🟢	🟢	🟢	🟢
Finance	🟢	🟢	🟢	🟢	🟢
Human Resources	🟢	🟢	🟢	🟢	🟢
Information Technology	🟢	🟢	🟢	🟢	🟢
International	🟢	🟢	🟢	🟢	🟢
Marketing	🟡	🟢	🔴	🟡	🟢
Product Development	🟡	🟢	🔴	🟡	🟢
Automated Hardware	🟡	🟢	🔴	🟡	🟢
Focus Group Product	🟡	🟢	🔴	🟡	🟢
Product Accessory Design	🟡	🟢	🔴	🟡	🟢
Product Vision Team Expansion	🟡	🟢	🔴	🟡	🟢
Value Chain Management	🟡	🟢	🔴	🟡	🟢
Sales & Marketing	🟡	🟢	🟡	🟡	🟢
New Media Marketing Design	🟡	🟢	🟡	🔴	🟢
Operations	🟢	🟢	🟢	🟢	🟢
Maintenance	🟢	🟢	🟢	🟢	🟢
Production	🟢	🟢	🟢	🟢	🟢
Quality Assurance	🟢	🟢	🟢	🟢	🟢

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Dashboard examples 2



The dashboard includes a 'Portfolio Dashboard' with a gauge chart, a 'Performance Risk Analysis' bar chart, a 'Resource Allocation' horizontal bar chart, and a pie chart. The text below the screenshot reads: 'Business Prioritization Workshop © 2015 EPMGuidance.com and Chris Vandersluis'.

Common pitfalls

- No project planning for the project portfolio system
- No requirements or scope established
- It's all about technology – once it's installed, the problem is solved!
- No budget allocated
- No executive sponsor support or too short term

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User Resistance

In completed EPM deployments, what challenges were experienced as an "extremely" or "somewhat challenging" aspect of deployment?

Challenge	Percent experienced
Culture change (user resistance)	100%
Lack of knowledge on EPM system and requirements	100%
Executive sponsorship	80%
Importance of PM to the Organization	60%
Long-term funding	60%
Current state of PM processes and practices	40%
Technological capabilities	40%
Competing initiatives	40%

*Statistical results of EPM System Implementation Benchmark Survey, Center of Business Excellence, 2008

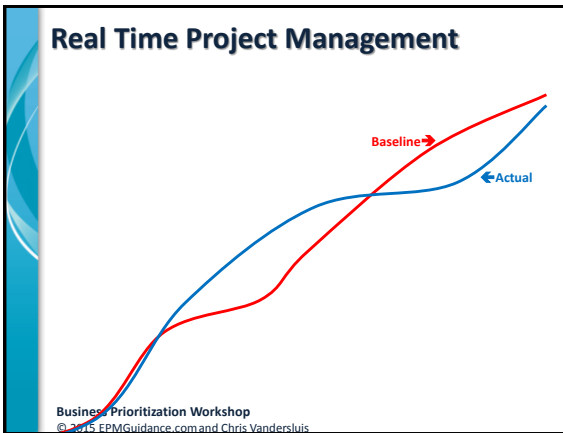
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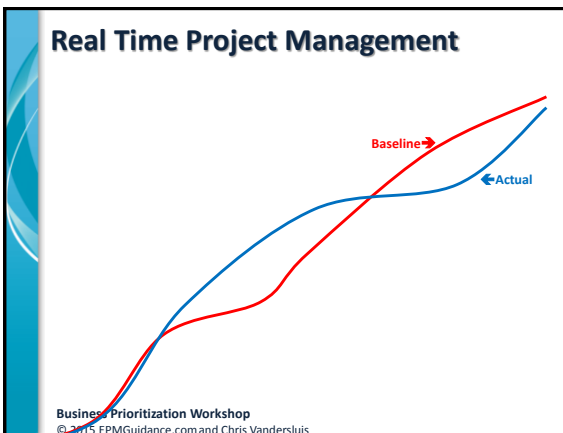
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Some *more* Pitfalls

- ❑ Real Time Project Management
- ❑ Dashboard madness
- ❑ Big Bang Deployments

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So, if it's not real time, how real is it?

- How often should you review your business priorities?
- How often should you change priorities?
- There is a cost to change
- How fast can you make strategic level decisions
- What about projects in progress?

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PITFALL AVOIDANCE

Avoiding the pitfalls

What we see most often:

- No charter
- No schedule
- No executive sponsor
- No budget except for software
- No dedicated team
- No success metrics
- No expectation of changes in culture

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Change Management is key

- ❑ Some of the challenges you'll face include:
- ❑ Acceptance of centralized standards and who gets to make them
- ❑ Creating a common coding structure so data comes together
- ❑ Convincing everyone to participate
- ❑ Convincing management to support the project long-term

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Overcoming change resistance

- ❑ Tools in your arsenal?
 - ❑ You control the display
- ❑ Have a plan and manage like a project
- ❑ Have management sponsorship
- ❑ Return on investment for each type of user
 - ❑ People will need to invest time and effort – what will they get back?

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Overcoming change resistance

- ❑ Become the path of least resistance
 - ❑ Templates
 - ❑ Do it manually or on a white board so everyone can follow the process and not blame the software
 - ❑ Easy to follow process
- ❑ Consider objections and ways you can overcome them.
 - ❑ e.g.:
 - ❑ Consider a temporary amnesty
 - ❑ Consider establishing rules for project prioritization
- ❑ Communicate, communicate, communicate
 - ❑ Seminars, lectures, white papers, presentations

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Overcoming Change Resistance

- ❑ Get sufficient authority and then impose the change
 - ❑ How can employees thwart this method?
- ❑ Be democratic, take a majority vote
 - ❑ What are the negative implications of this?
- ❑ Trim-tab

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Buckminster Fuller

- ❑ Who was Bucky Fuller?



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Buckminster Fuller

- ❑ Who was Bucky Fuller?

In 1927 Fuller resolved to think independently which included a commitment to "the search for the principles governing the universe and help advance the evolution of humanity in accordance with them... finding ways of doing more with less to the end that all people everywhere can have more and more."



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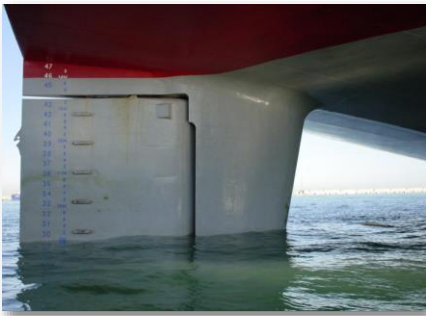
Turning the ship



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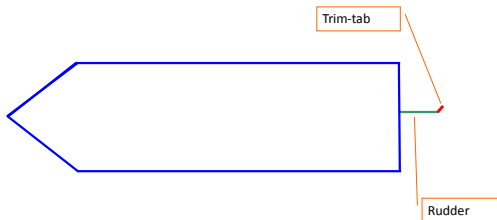
Queen Mary 2

Ship Rudder



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Buckminster Fuller's Trim Tabs



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Trim Tabs

"Something hit me very hard once, thinking about what one little man could do. Think of the Queen Mary—the whole ship goes by and then comes the rudder. And there's a tiny thing at the edge of the rudder called a trim tab. It's a miniature rudder. Just moving the little trim tab builds a low pressure that pulls the rudder around; takes almost no effort at all.

"So I said that the little individual can be a trim tab. Society thinks it's going right by you, that it's left you altogether. But if you're doing dynamic things mentally, the fact is that you can just put your foot out like that and the whole big ship of state is going to go."

"So I said, call me 'Trim Tab'."

Buckminster Fuller

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http://en.wikipedia.org/wiki/trim_tab#Trim_tab_as_a_motto

Bucky's gravestone



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Creating your PPM environment

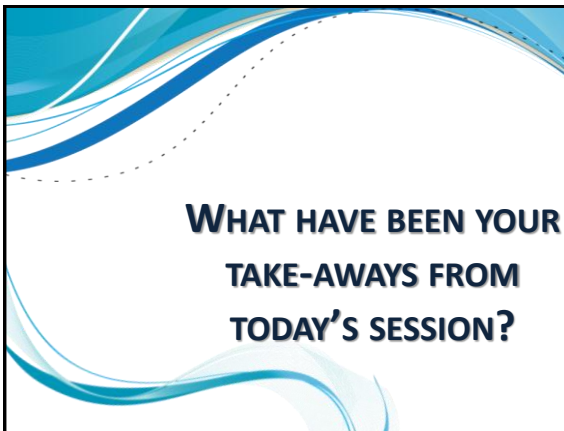
1. Define what PPM is and should be to the organization
2. Define the business drivers
3. Agree on the questionnaires and their answers
4. Get agreement for the process not the results
5. Activate, monitor and adjust
6. Automate

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A battle plan lasts, until contact with the enemy.

Napoleon Bonaparte



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