

Develop a Project Portfolio Management Strategy in Two Days

Time is money; spend it wisely

Too many projects to juggle with more every day:



What we hear from the trenches:

"Project planning is just an artefact, it's not a core part of what gets done. You end up feeling like the project plan is working you versus you're working the plan."

IT Director, Financial Services

"We prioritize the work based on who the stakeholders are and what kind of noise they're going to make if we don't meet their needs. It comes down to who will scream at us the loudest. It's unfortunate, but that's the way it is."

CIO, Higher Education

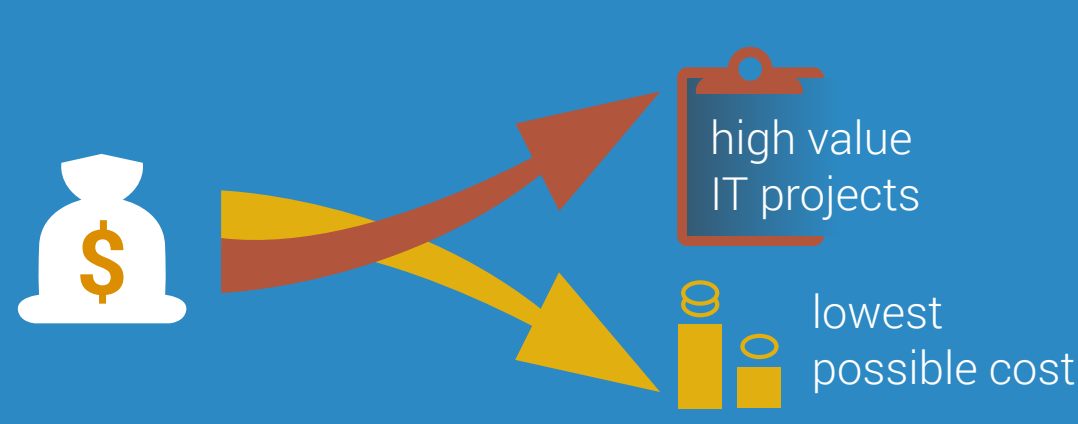
"There seems to be a lack of trust in what we say we can deliver, which then puts us in a position to deliver more while failing to deliver quality."

IT Director, Software Development

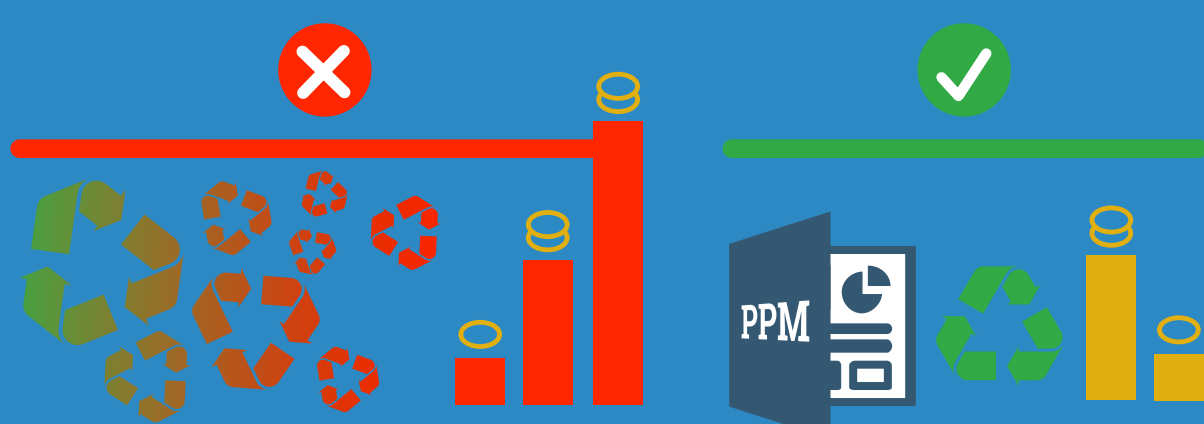
Common Barriers to PPM Success

- Lack of project management
- Infrequent portfolio reviews
- Perception of micromanagement
- Decision making by committee
- Lack of project team adoption
- Inability to balance resources across the portfolio
- Too many projects in pipeline
- Poorly defined portfolio decision criteria
- Decision processes not based on objective information

Successful PPM Practices Create Value



Project Portfolio Management (PPM) practices create value if they maximize the throughput of high value IT projects at the lowest possible cost.



Project Portfolio Management practices destroy value when they foster needlessly sophisticated and costly processes.

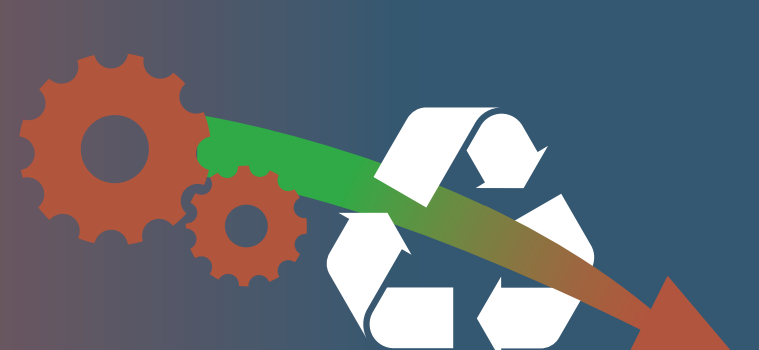
PPM is a Practice! Not software or a job description.

PPM is not a product (tool), and it is not a job description (Project Manager). It is a set of processes that need clearly articulated goals and wide participation to be successful.



Those who succeed, have well managed PPM processes, regardless of the tools they use.

Organizations that struggle, often select tools to meet their goals without implementing the processes needed for success.



Allocating funding, predicting project timelines, identifying at-risk projects, etc.



Goals

Excel, internally developed apps, commercial apps



Tools

Collecting input from the project team, producing PPM reports, Steering Committee reviews, etc.



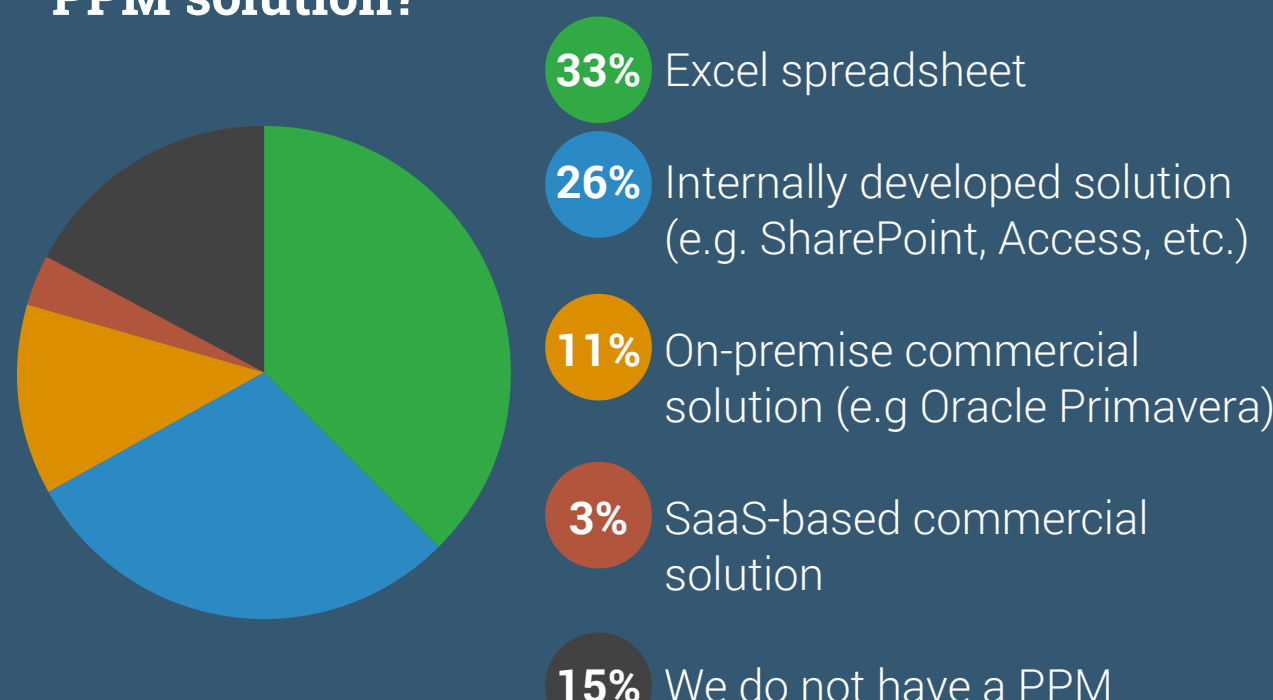
Processes

Project and portfolio management processes drive PPM success

PPM tools only help if they facilitate key processes

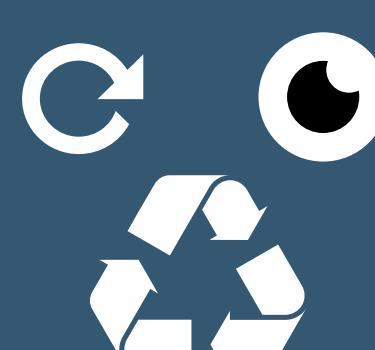
Formal PPM Tools Are Not A Magic Bullet

Which of the following best describes your PPM solution?



After 15 years of PPM the number one solution for it remains Excel spreadsheets.

The three main drivers of PPM success are:



Frequent and visible intake processes



Frequent review of current, accurate, and consistent report data

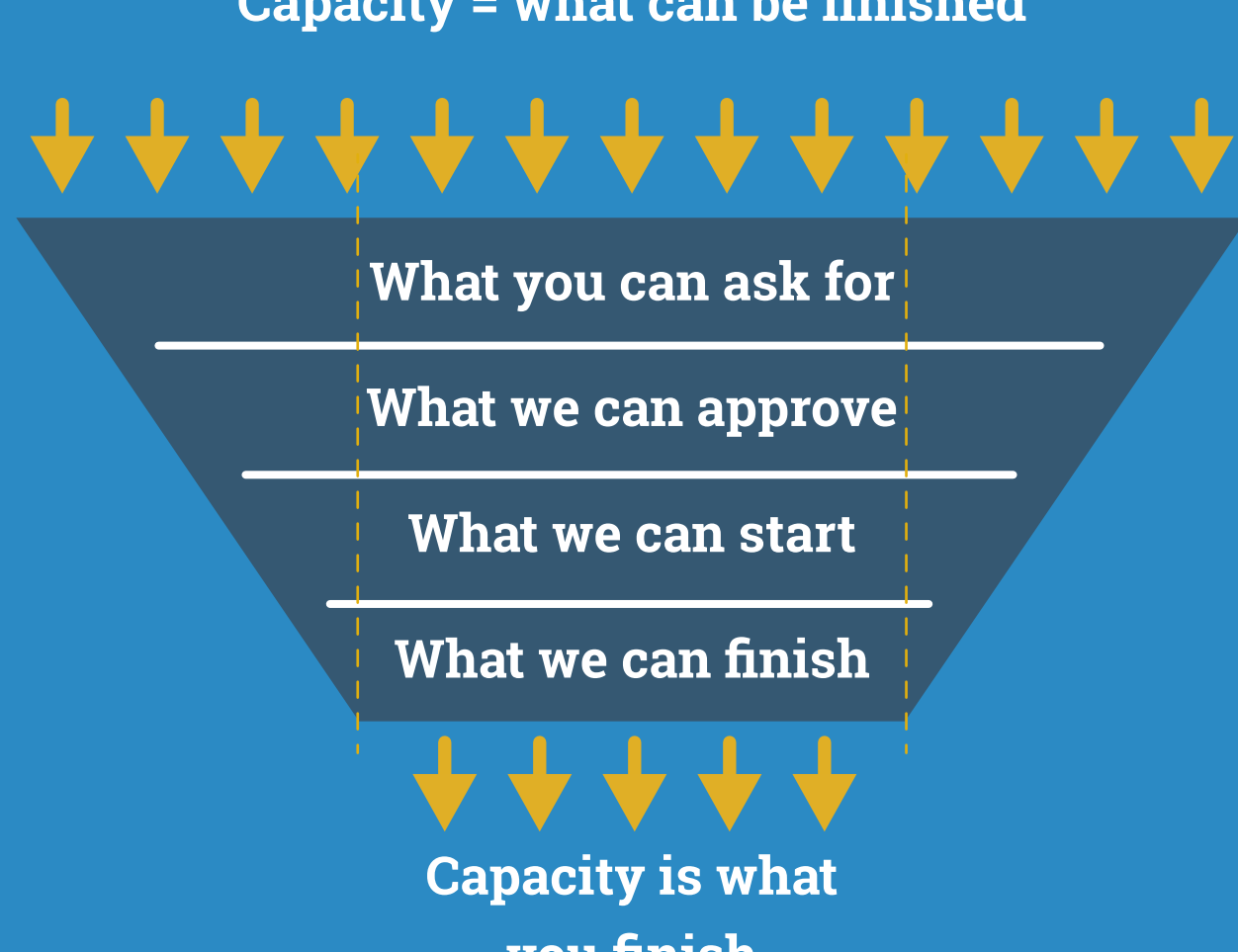


Effective executive oversight of the project portfolio

PPM has to work for everyone or it won't work at all

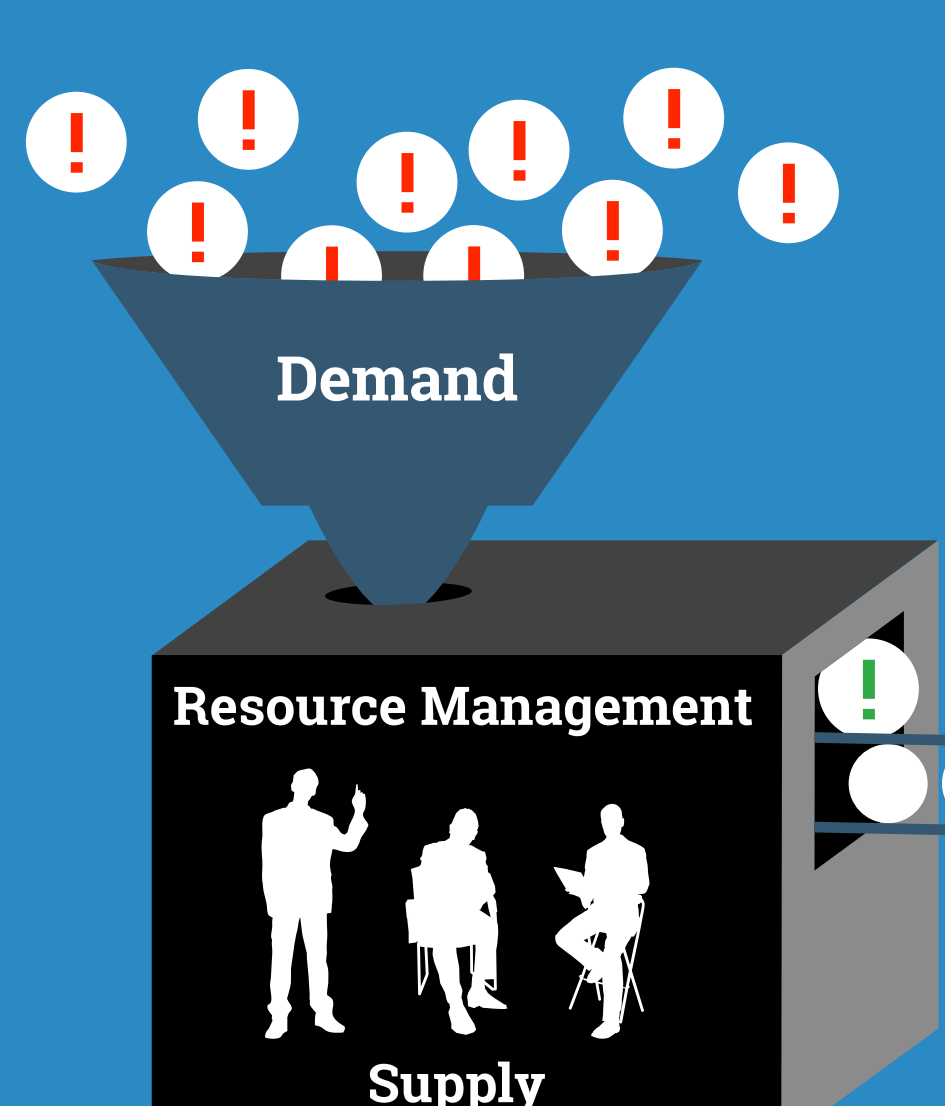
- PPM practice should be built around the least advanced, least engaged, least sophisticated people.
- Organizations succeed by implementing processes that can be adopted by the entire organization, and then selecting tools to support those processes
- A common mistake in developing a PPM strategy is to target the most engaged and advanced people, often with PMP (Project Management Professional) certifications. This approach tends to assure a lack of adoption by less advanced people, causing the necessary processes to break down.

Capacity = what can be finished



Rein In Your Expectations of Resource Management

Tomorrow's plans depend on the mathematical validity of today's plans. Full-blown Resource Management is a costly, high-maturity activity in today's business environment.



What's in the black box?

The real-time validity of:

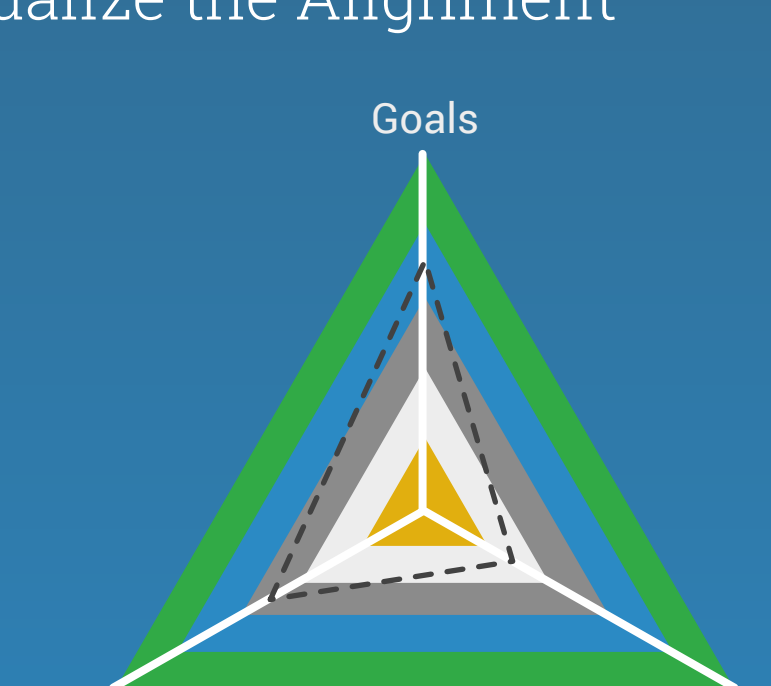
- Work requirements
- Skills requirements
- Resource assignments
- Task and time line estimates
- Task and time line actuals

Step 1: Baseline Your Organization



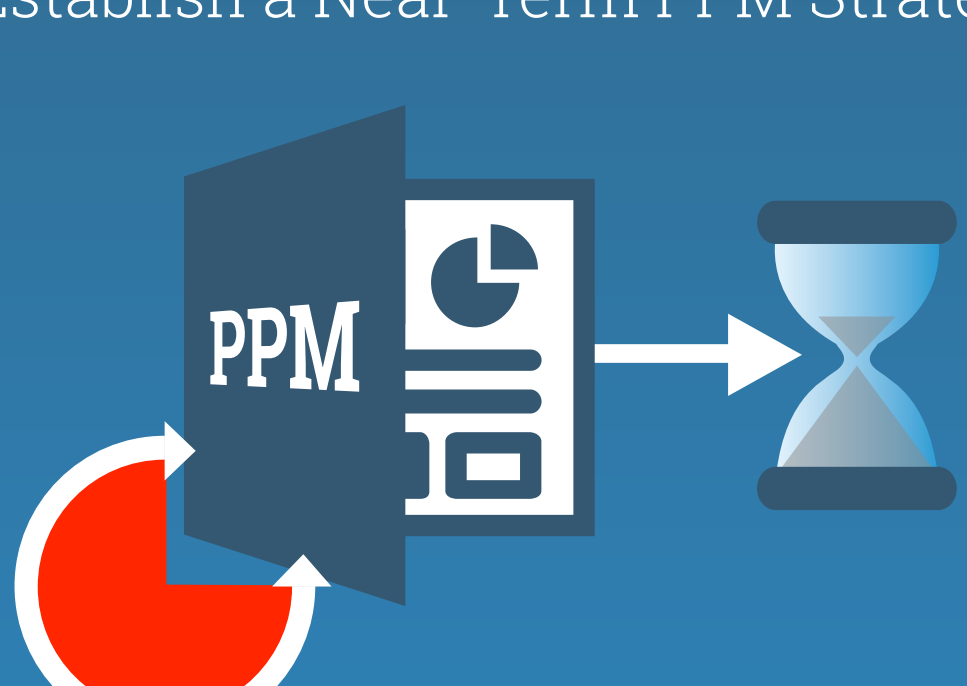
Establish current and target maturity.

Step 2: Visualize the Alignment



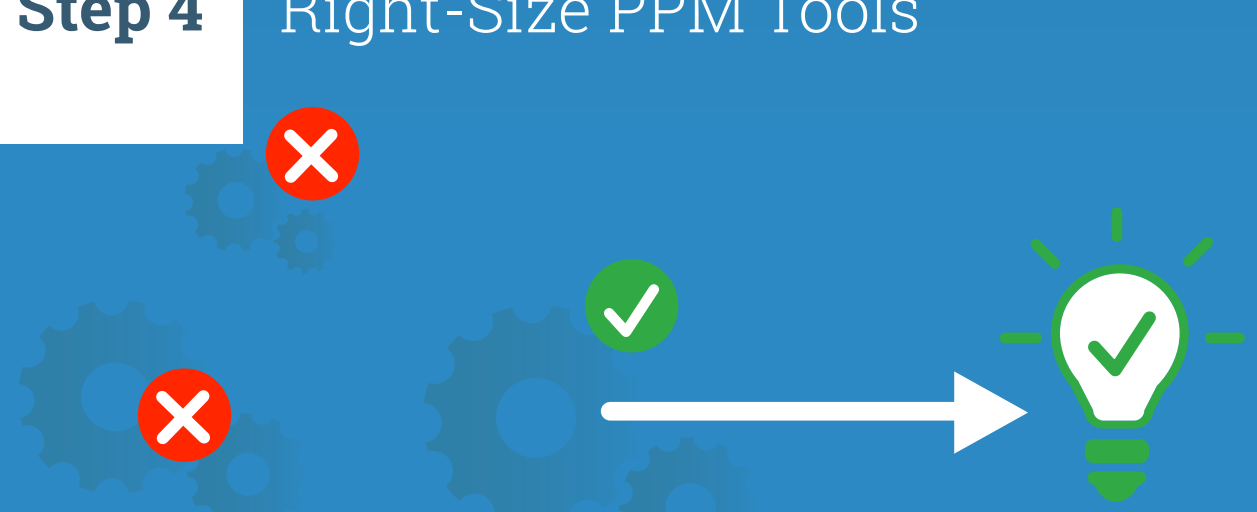
Use Info-Tech's PPM Strategy Development Tool

Step 3: Establish a Near-Term PPM Strategy



Set realistic capacity. Learn to decline projects.

Step 4: Right-Size PPM Tools



It's about utility not sophistication.

Step 5: Determine a Long-Term Strategy



Base long-term goals on current reality.

Start this project today by calling 1-(800) 209-3616



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