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PPM 2.0

Next generation project portfolio management

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Effective project and program management offices, PMOs and EPMOs, enable accelerated, well-managed change. To adapt to a new future, program and portfolio management leaders must go beyond the traditional and respond with clear business intention, minimizing friction, to deliver constant value.

Gartner, Inc. Optimizing and Promoting the Value Contribution of the PMO Primer for 2017, Robert A. Handler, January 6th, 2017

Agenda

- Portfolio management today
  - The problems
- It's time to think differently
  - Portfolio as hub
- The role of the PMO
  - Strategic PMO
  - Day in the life
- Creating the environment

Portfolio management today

- In large part a progression from benefits focused project delivery to a more strategic level (bottom up)
- An organizational approach to linking strategy and execution (top down)
- A broadly consistent enterprise (or at least department) wide approach to projects
- An accepted approach for improved project results

But…

- Portfolio management is still an ‘overlay’ to other processes, not an integrated approach
- Success is limited by historic, ineffective practices – especially annual planning
- Evolutionary improvements are not occurring fast enough
- Early PPM promises are not being delivered

And…

- Organizations are evolving and making traditional strategic processes obsolete
- Evolution is becoming revolution and new problems need new solutions

The problems

Legacy planning

- Annual planning is still done ‘the old way’
- Planning is a standalone exercise
- Prioritizes politics and personal objectives over organizational good
- Focuses on project selection and then ends

Inconsistent application

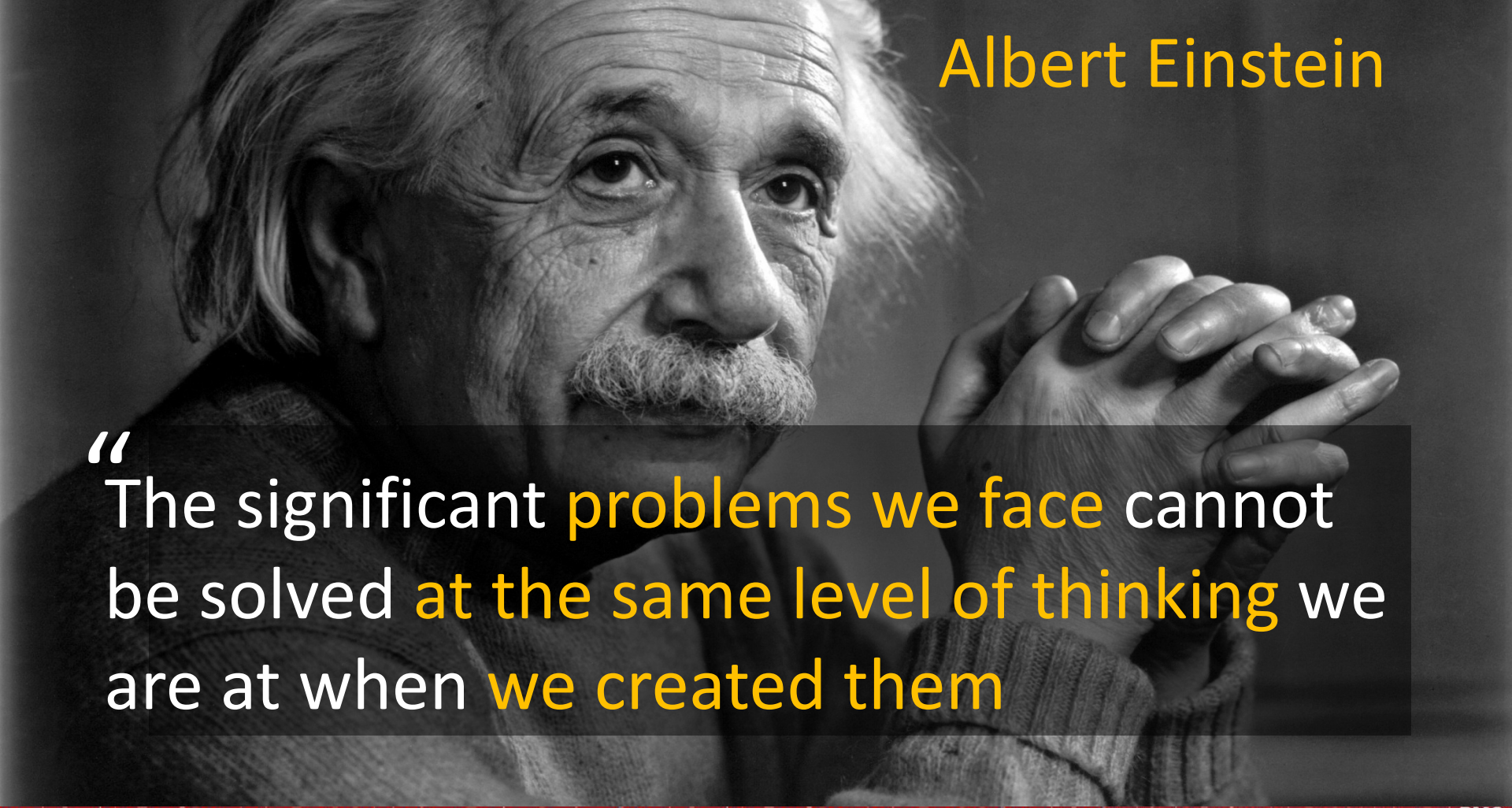
- Across departments
- Across projects
- Over time

Strategy and execution disconnected

- Strategy shifts don’t automatically drive project changes
- Project benefit shortfalls don’t drive portfolio level adjustments
  Benefits accountability missing from project approvals

No enterprise roadmap

- For portfolio maturity
- For evolution of planning
- For benefits enhancements (realization, tracking and accountability)


Albert Einstein
"The significant problems we face cannot be solved at the same level of thinking we are at when we created them

It’s time to think differently…

- Next generation portfolio management will create ‘portfolio driven’ organizations
  - Portfolio management drives all non-operational activities
  - Becomes the hub of all project work from the start of planning to the attainment of benefits
  - Integrates other organizational functions to improve alignment and reduce ‘friction’ that slows progress

Portfolio as hub

- Strategic owner of progress and alignment
- SME for all impacted areas
- Owner of portfolio backlog, interface to product backlog owners
- Enabler of effort integration
- Portfolio management is the function, PMO is the entity

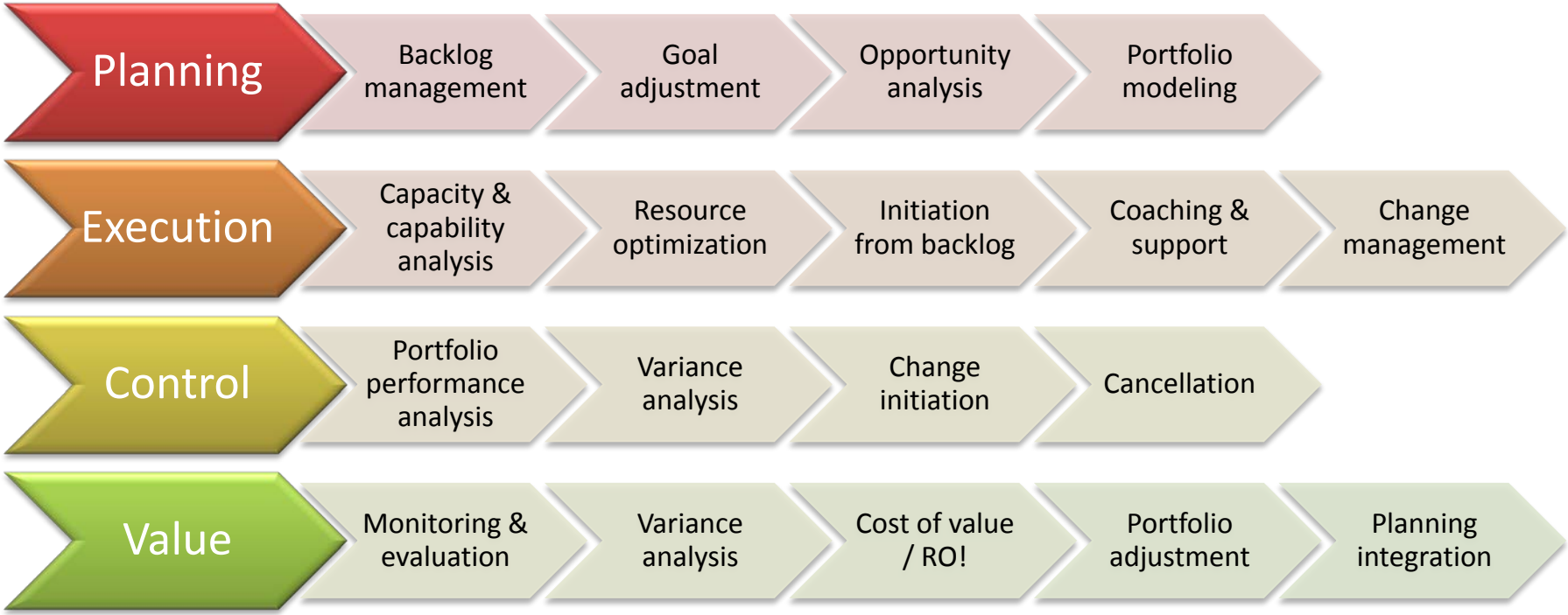
The role of the PMO

- (Probably) not a single PMO – an ecosystem of integrated, supportive PMOs
  - Strategic PMO managing the portfolio
  - Departmental PMOs acting as delivery arm of strategic PMO and managers of business are initiatives
  - Support PMOs providing process, governance, training, etc.
  - ‘Special’ PMOs for programs, unique circumstances, etc.

The strategic PMO

- Centered around portfolio management
  - Exists to deliver effective portfolio driven integrations
- Relationship management
- Dependency management
- Alignment management
- Proactive issue management

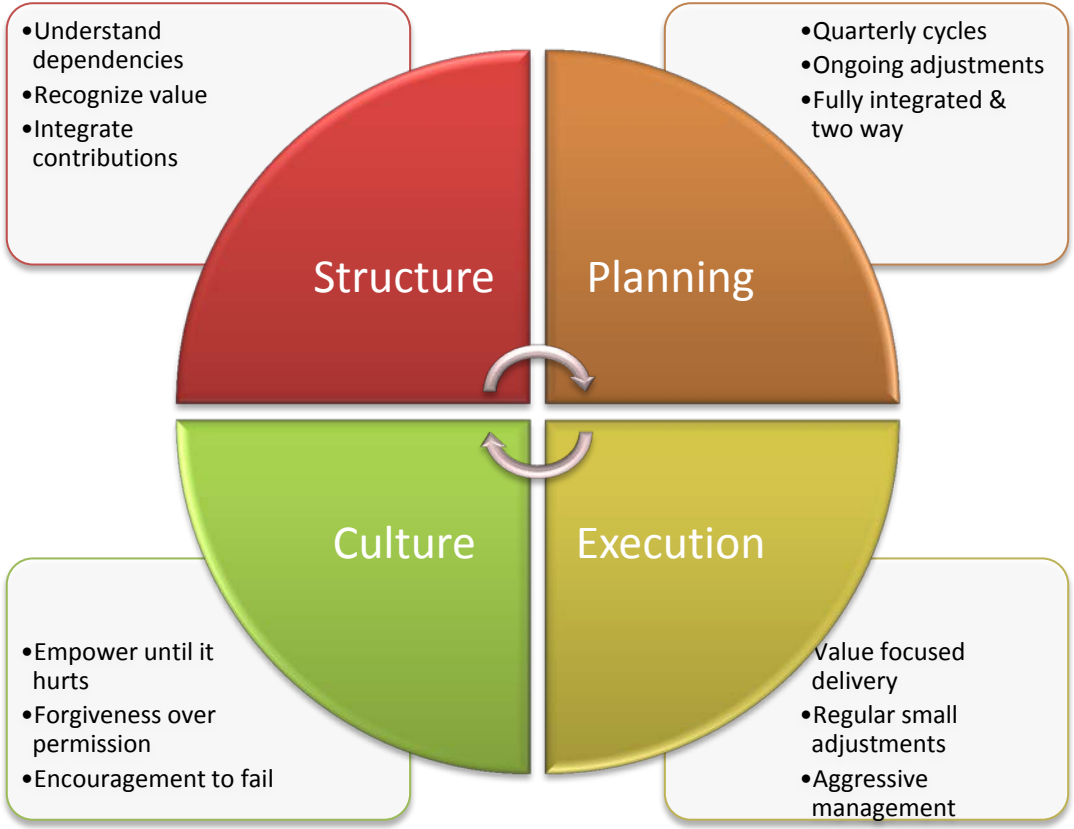
A day in the life…



Strategy doesn’t care about methodology

- Waterfall or Agile is not a relevant discussion
  - And the answer is “yes” anyway
- Focus must be on ‘business agility’
  - ‘Small a’ agile approaches to all projects and the portfolio
  - Ability to pivot quickly to embrace opportunity
  - Fail early, fail cheaply
  - Empowered teams to minimize distance between decision and execution

Creating the environment



- Cannot succeed piecemeal – must be end to end / top to bottom
- Will take time and ongoing investment
- Will be the strategic cornerstone of the ‘future proofed’ PMO

Your call to action

Questions?

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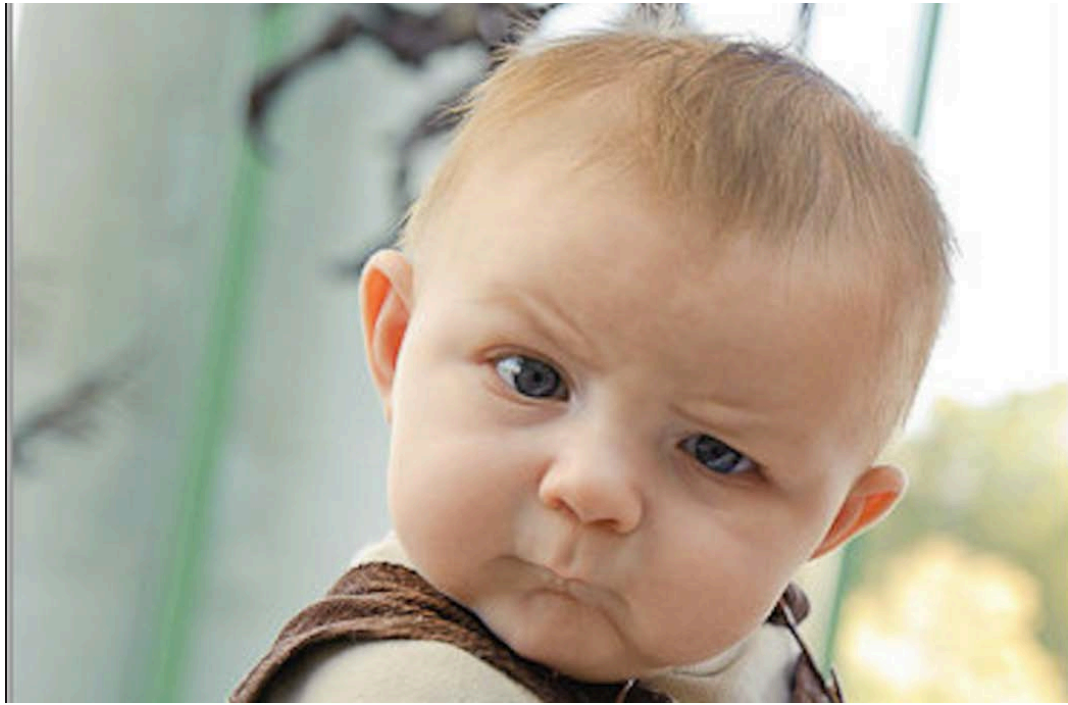

11.00am – Coffee Break served in the Exhibition Hall

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