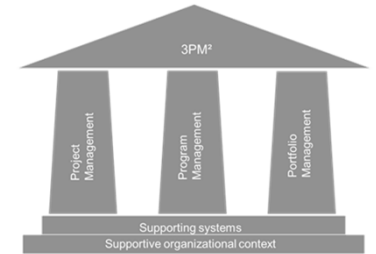


3PM²: an integrated approach to enable the execution of organisational strategy

13u30 Welkom Agenda Afspraken



13u40 3PM²: Kader



14u15 Parallele workshops



15u00 Break

15u15 Parallele workshops



16u00 3PM²: Integratiecase

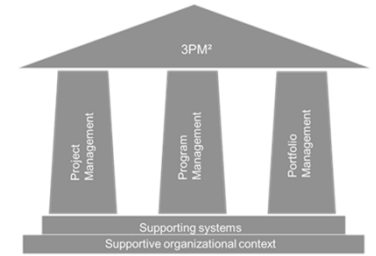


16u45 Conclusies



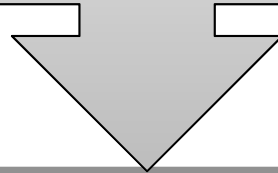
17u00 Netwerkreceptie





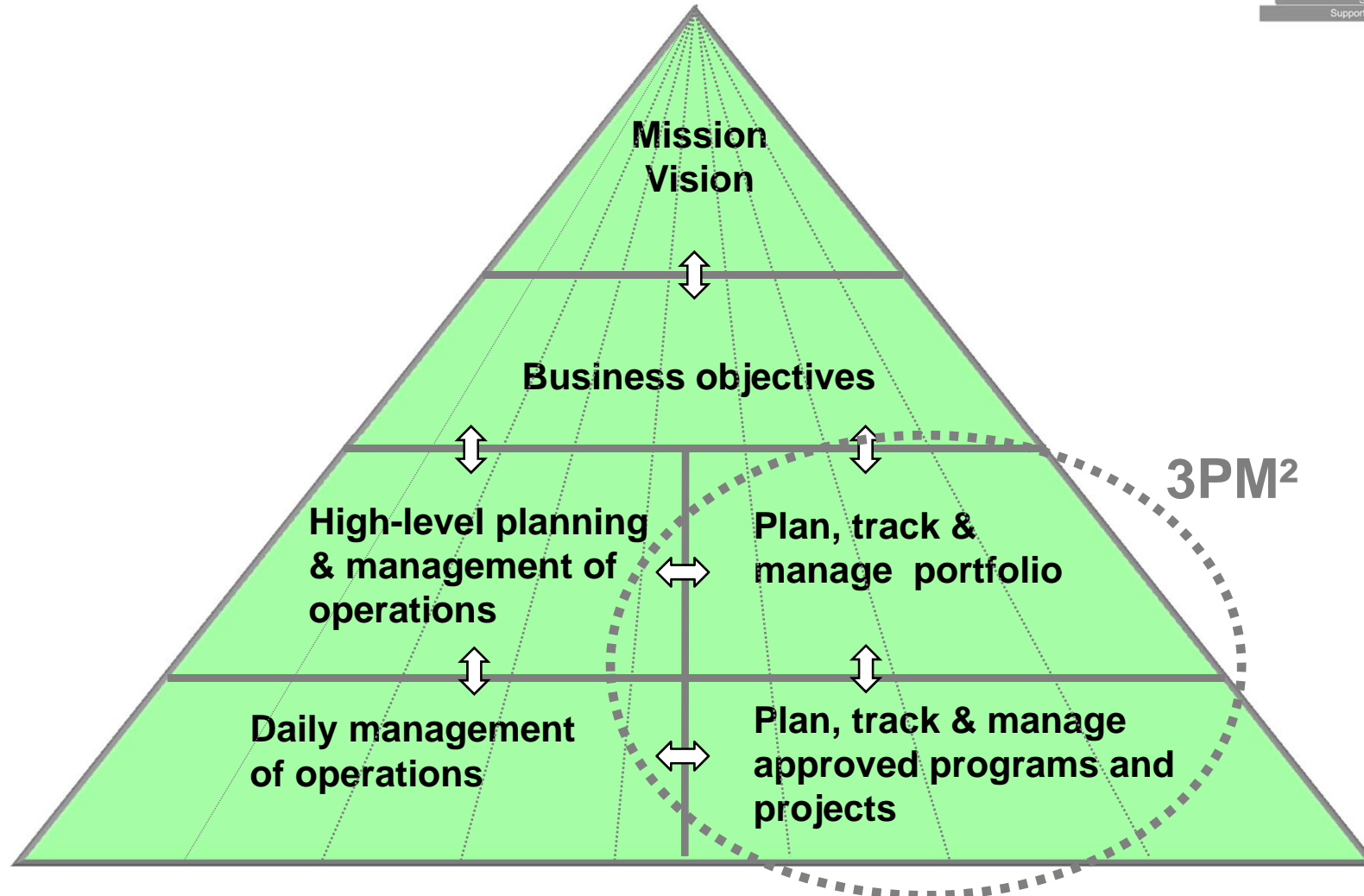
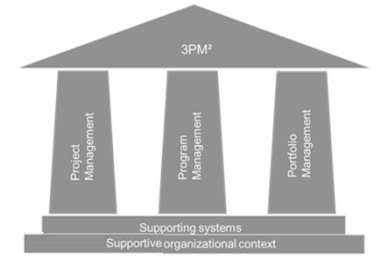
Reason of existence for 3PM²

- Shift from operations to project management as competitive advantage strategy.
- The ability to successfully execute projects realizes the achievement of business objectives.



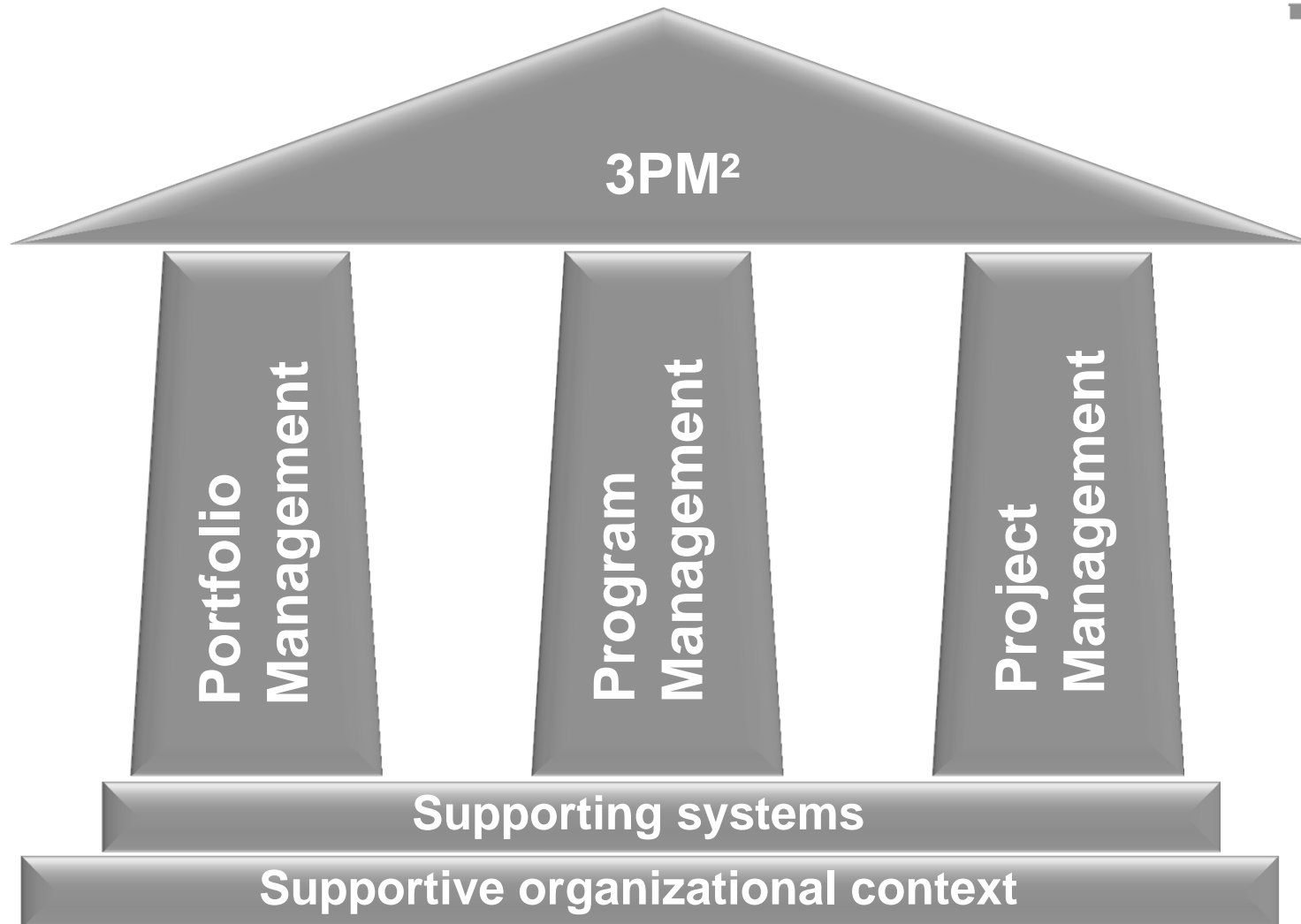
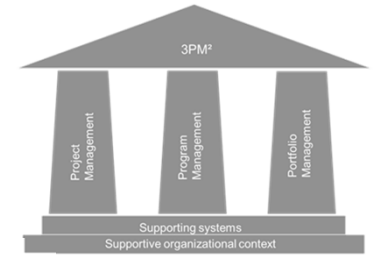
3PM² provides an integrated approach for effective and efficient execution of an organisation's strategy, through the definition and management of the appropriate projects, programs and portfolios.

From Vision to Results

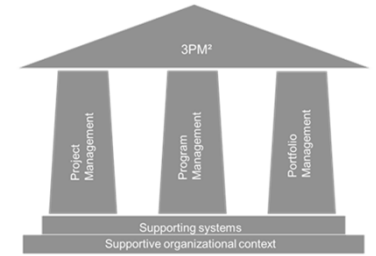


(based on "The Standard for Portfolio Management" of the Project Management institute)

Framework



Defining the 3 P's (PMI© standards)



Project Management

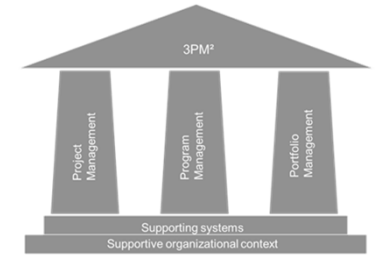
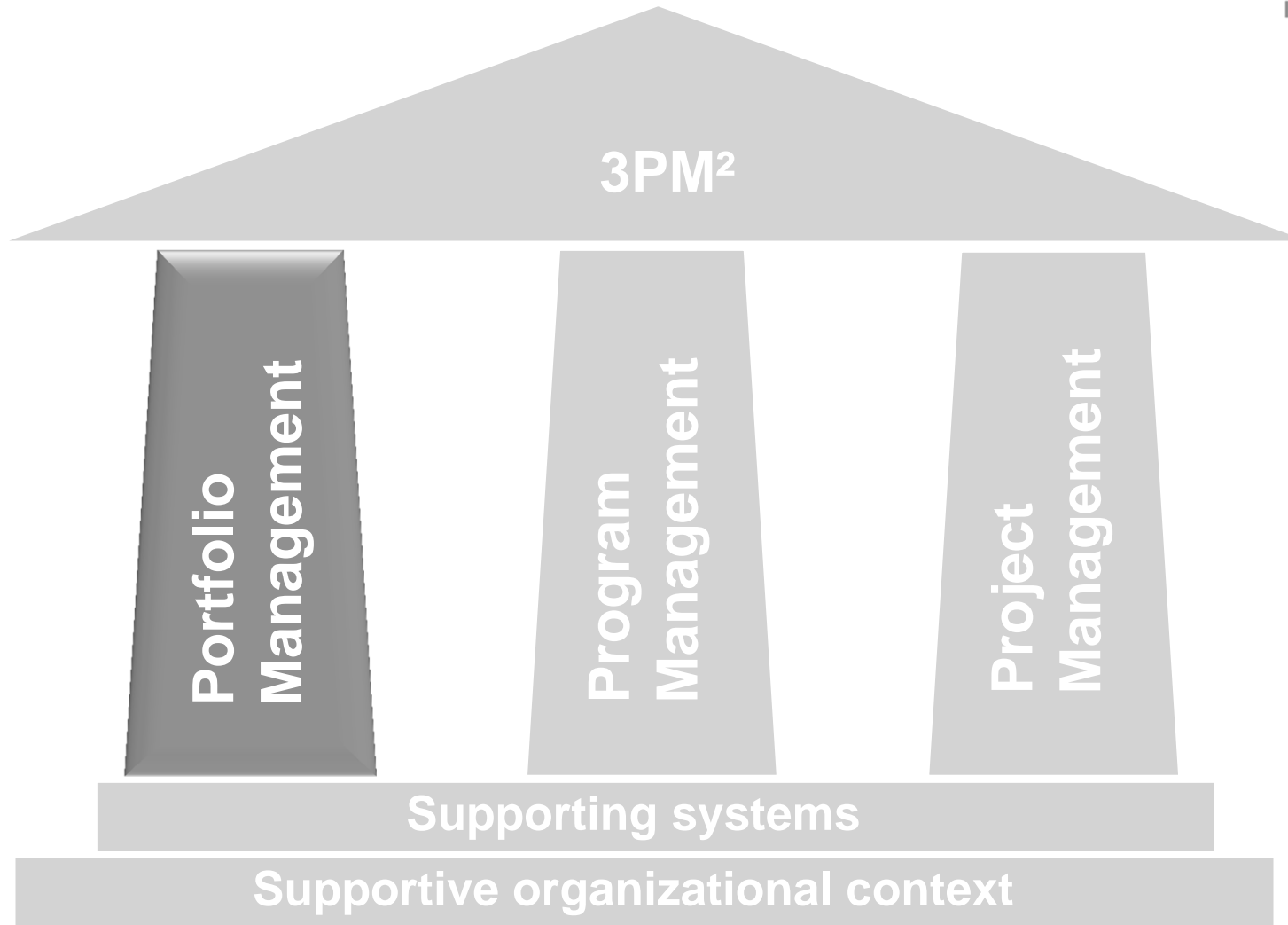
Project = Temporary endeavor undertaken to create a unique product, service or result

Program Management

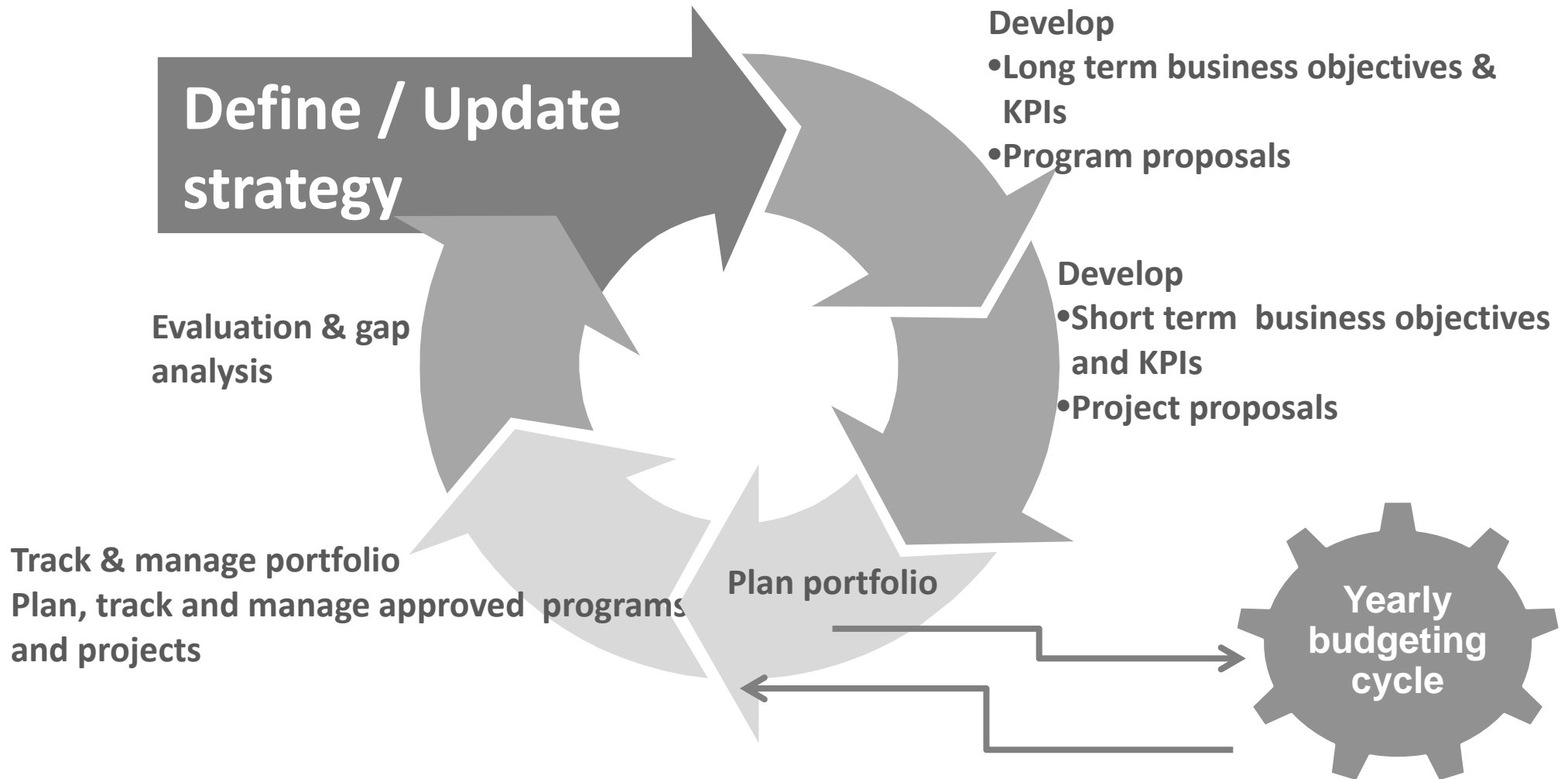
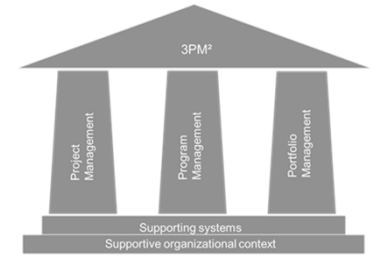
Program = Group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually

Portfolio Management

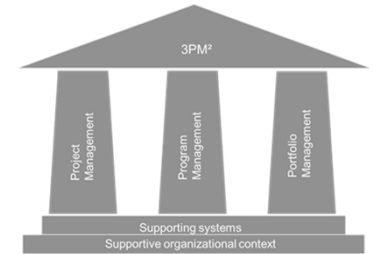
Portfolio = Collection of projects, programs and other work grouped together to facilitate the effective management of that work to meet strategic business objective



A cyclical process

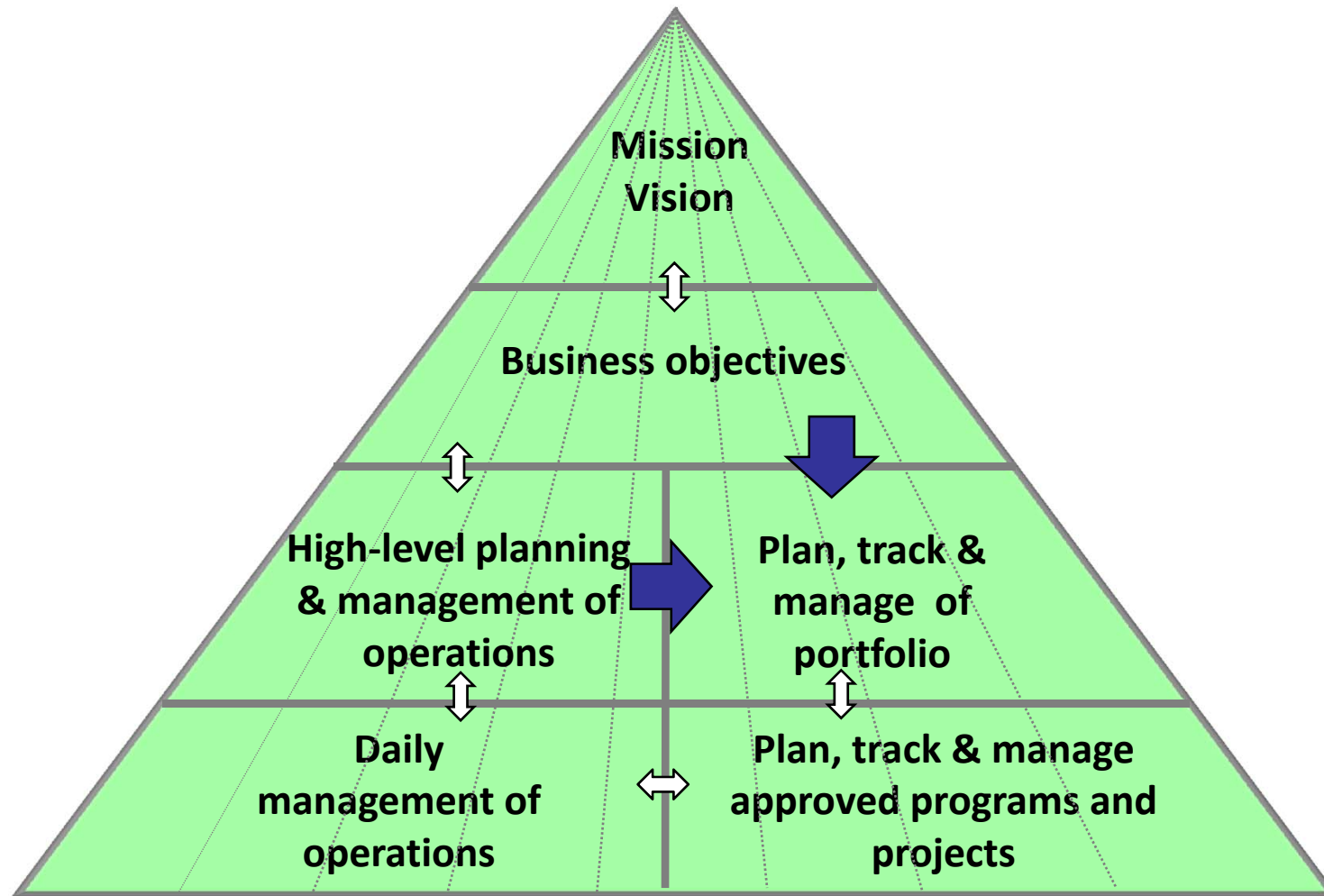
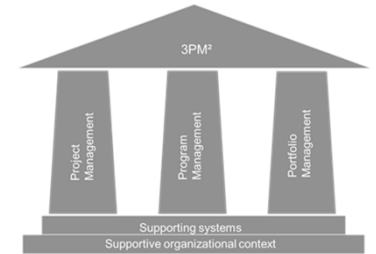


Plan Portfolio



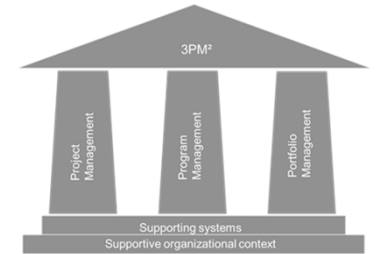
- **Portfolio planning is about developing and keeping a consolidated view on all opportunities in an organization, allocating scarce resources among selected opportunities in order to optimize the return (value versus risk).**
- **Key elements are:**
 - Identify & categorize opportunities.
 - Document opportunities.
 - Evaluate & prioritize opportunities.
 - Balance opportunities.
 - Authorize Programs & Projects

Identify opportunities



(based on "The Standard for Portfolio Management" of the Project Management institute)

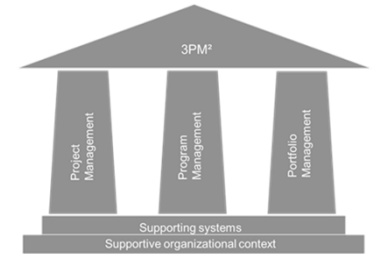
Balance portfolio



Determine right mix of opportunities

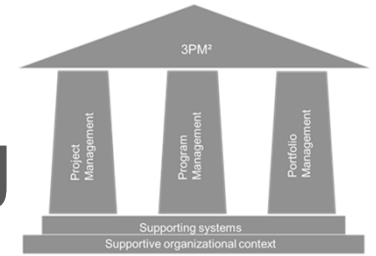
- With greatest potential to collectively support business objectives
- Taking into account all relevant limiting factors:
 - Strategic priorities
 - Availability of resources
 - Desired risk profile
 - Cross-dependencies
- Balancing all relevant perspectives:
 - Short – long term
 - Project types
 - Technologies
 - ...
- But also the “MECE” question:
 - Mutually Exclusive: is there any conflicting overlap from the projects in the portfolio.
 - Collectively Exhaustive: does the proposed portfolio contain all the necessary projects to realize our strategic objectives.

Track & Manage portfolio



- Define the appropriate KPIs.
- Develop and use a portfolio dashboard.
- Plan and hold Portfolio Management Reviews at an appropriate predetermined frequency to review.
 - Portfolio as a whole
 - Programs and projects individually
 - Business objectives and strategy
- Portfolio risk and issue management.
- Communication management.

Standardized project progress reporting

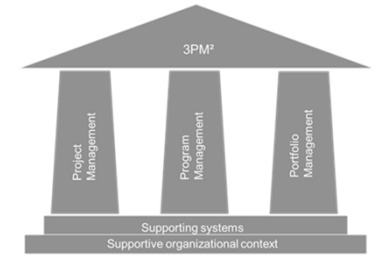
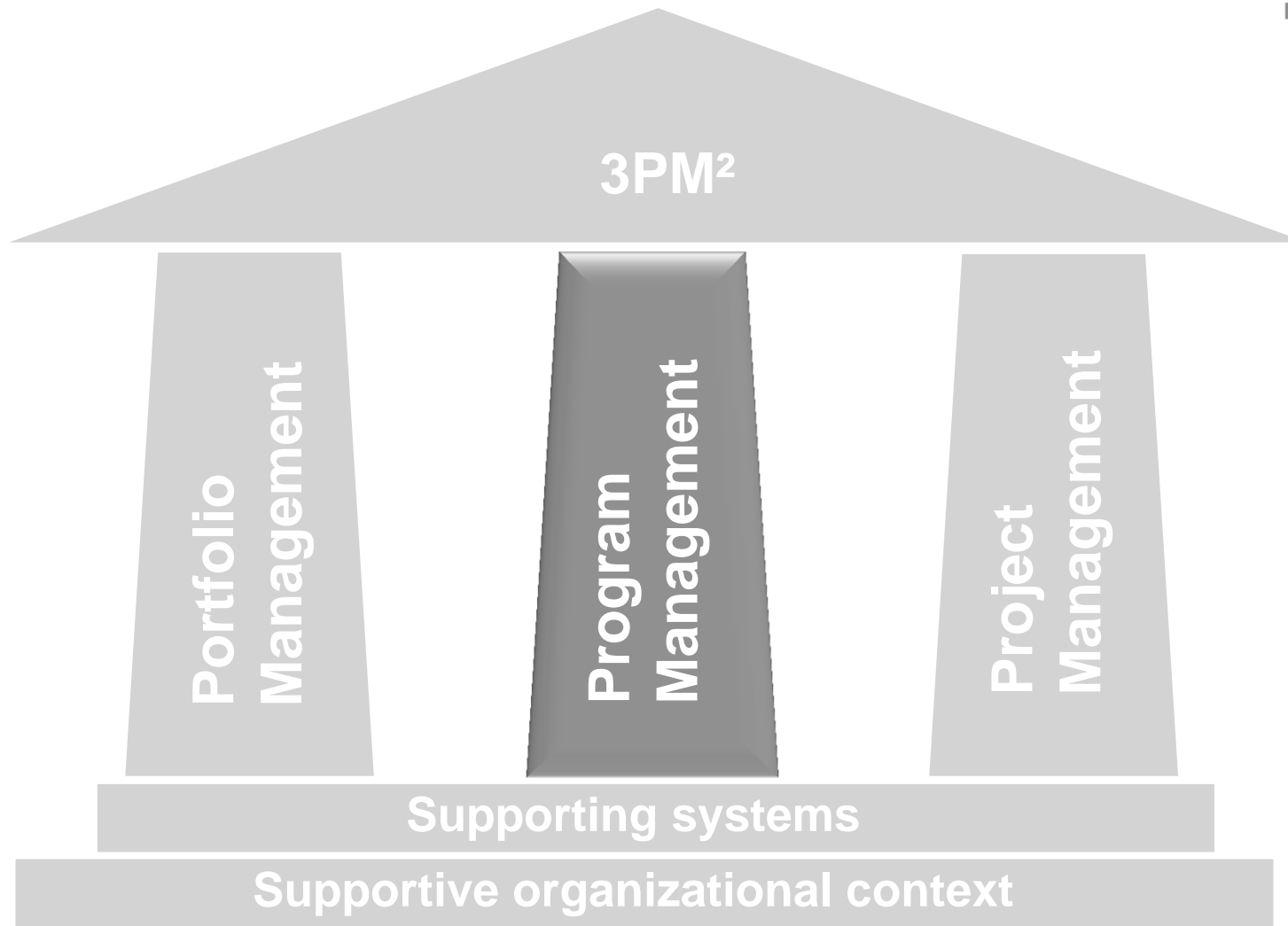


Project:				
Scope/ kwaliteit: 😊	Timing: 😐	Team: 😐	Budget 2011 in €M (Budget / prognose): xx / yy	
<u>Commentaar bij status:</u>				
•				
<u>Acties en mijlpalen gerealiseerd in de voorbije 4 weken:</u>				
•				
<u>Geplande acties en mijlpalen niet gerealiseerd in de voorbije 2 weken:</u>				
•				
<u>Acties en mijlpalen gepland in volgende 4 weken:</u>				
<u>Geëscaleerde risico's en issues</u>				

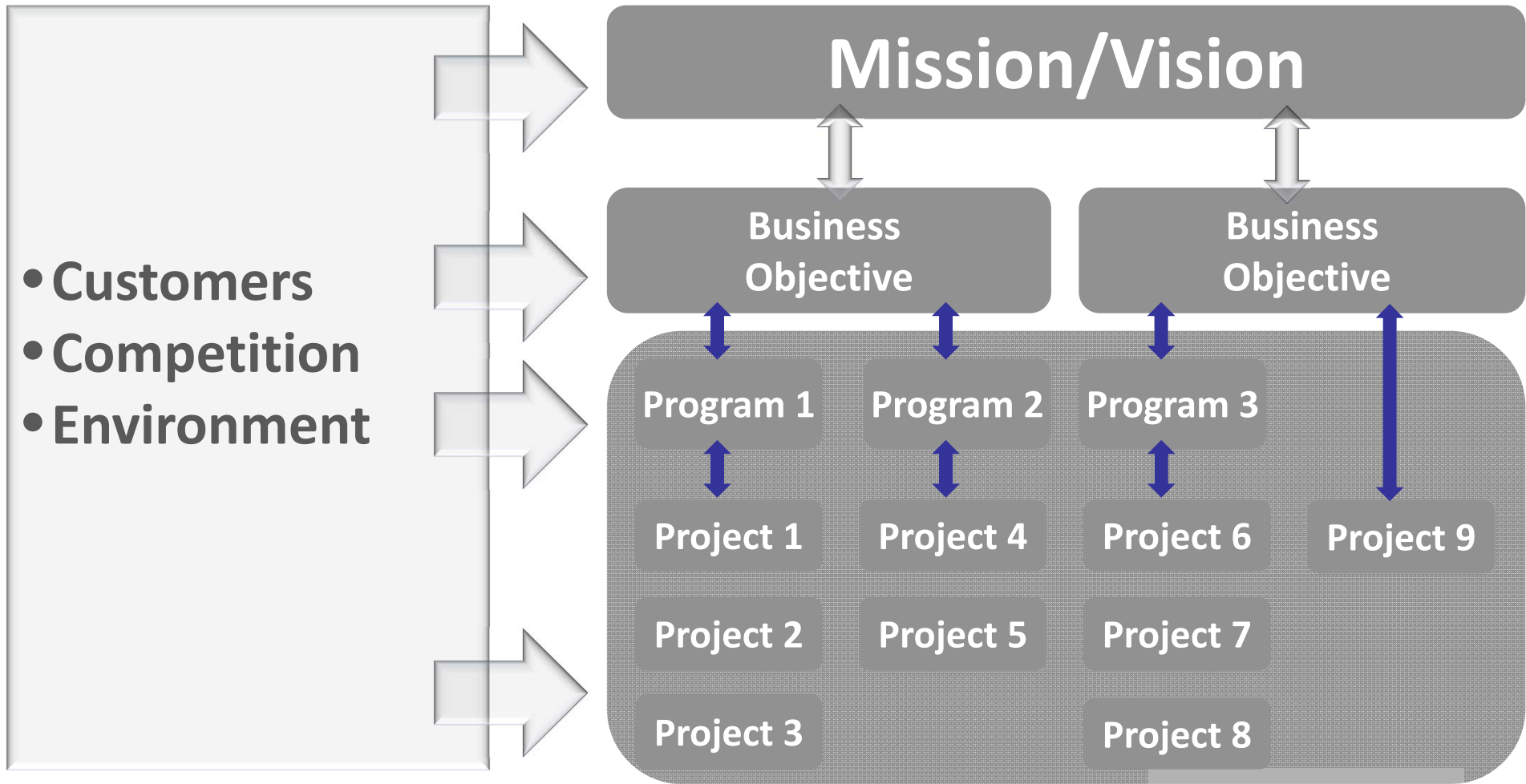
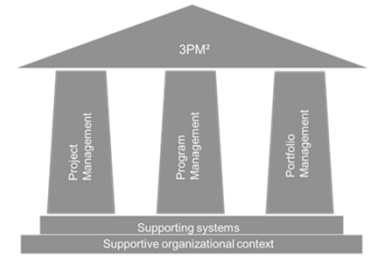
😊 = volgens plan

😐 = afwijking, maar in project op te vangen

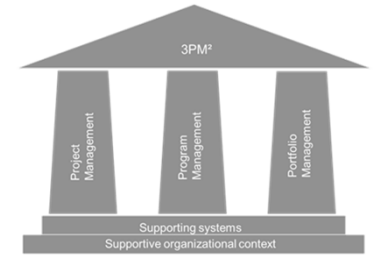
😞 = niet volgens plan, bijsturing nodig



Dynamic top down/bottom up interaction

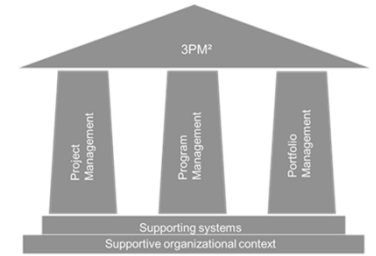


Program Management versus Project Management



- **Complex and multiple stakeholder management.**
 - Political skills, negotiation skills, diplomatically
 - Skills in business acumen, leadership, financial and business analysis.
- **Deals with:**
 - Problems which are escalated and/or affect multiple projects (eg: resource constraints).
 - Risks common for multiple projects.
- **Focus on project interdependencies, ensures good interaction between projects.**
- **Ensure alignment with business objectives and changing needs**
- **Participates in portfolio reviews.**
- **Provides direction and guidance to projects and project managers.**

Multi-Generational Project Plan (MGPP)



A methodology to translate a long term business objective or program into projects.

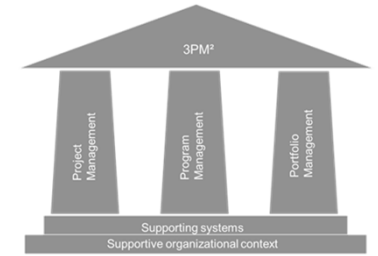
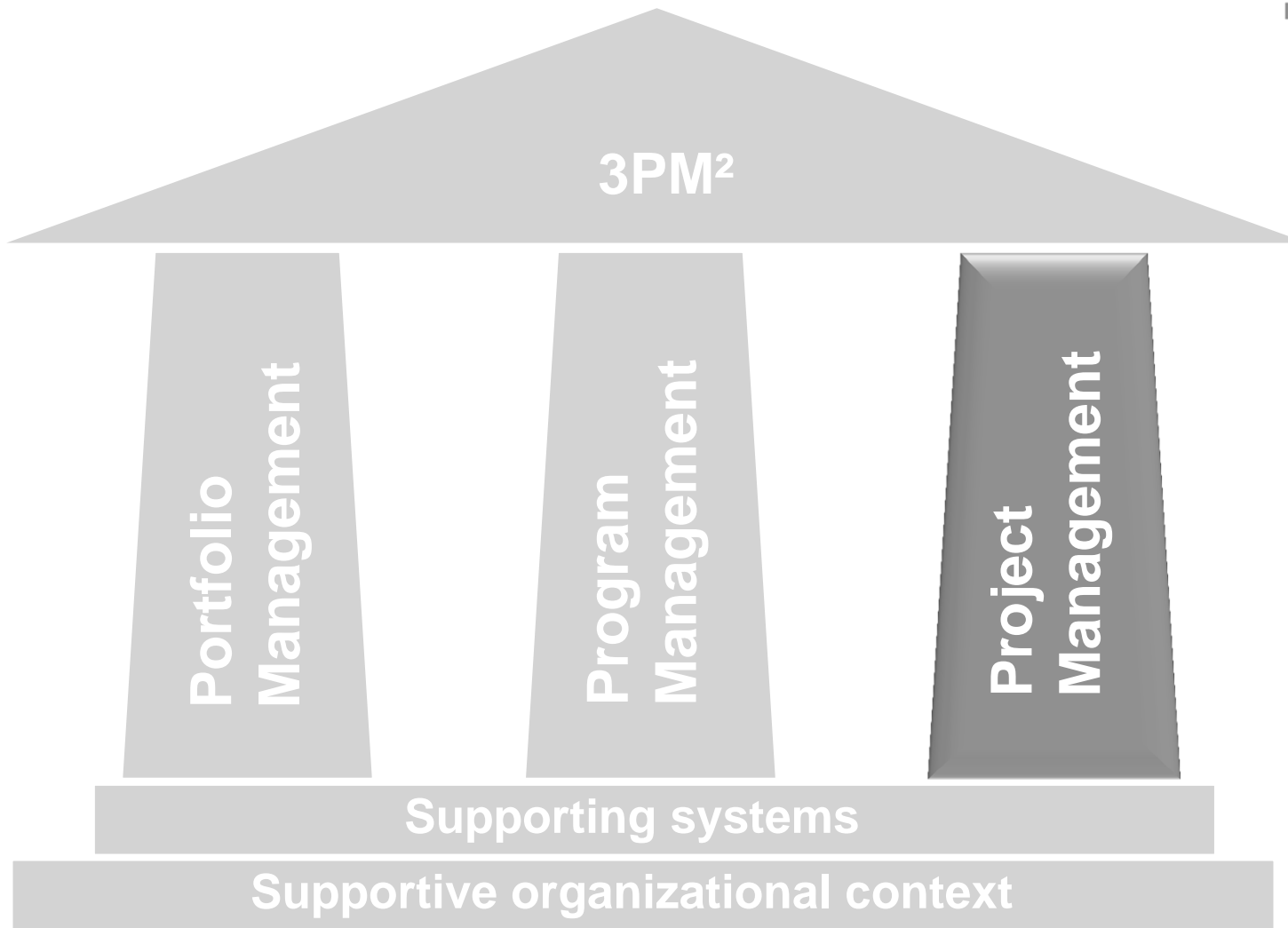
1. Determine the necessary projects.
2. Upfront high level planning of these projects.

Example:

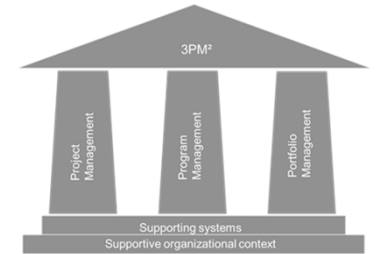
In 1960 president Kennedy stated that the United States' goal was to reach the moon by the end of the decade

NASA's identified 3 generations into his MGPP

- Mercury: test extended flight around the earth
- Gemini: test complex multi-vehicle maneuvers such as docking
- Apollo: fly to and land on the moon, and of course return safely

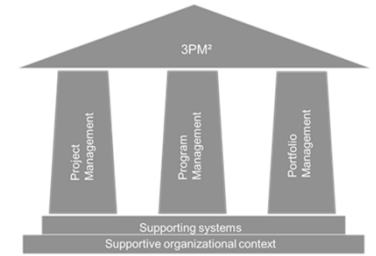


Dynamics of a Project



- **Projects are temporary human collaborations**
 - New working arrangements need to be set for each new project.
 - People need to exchange expectations.
 - One needs to check his or her assumptions.
- **Project Management = Change Management**
 - Designing a path in a unknown area leading from situation A to situation B.
 - The environment is unknown and complex, the path will change during the walk.
 - Risks and opportunities continuously need to be identified and managed.
- **Project Management is mainly about Project Leadership**
 - Leadership is an essential ingredient of Project Management.
 - The Project Manager receives, has or obtains a mandate with authority.
 - The Project Manager is sitting in the driver's seat and has control over the steering wheel.

Key challenges



Stakeholders


Scope = Σ deliverables



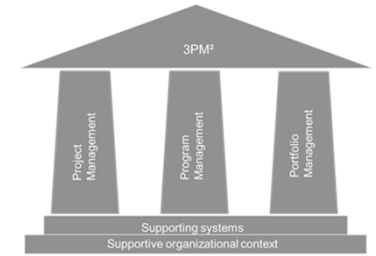
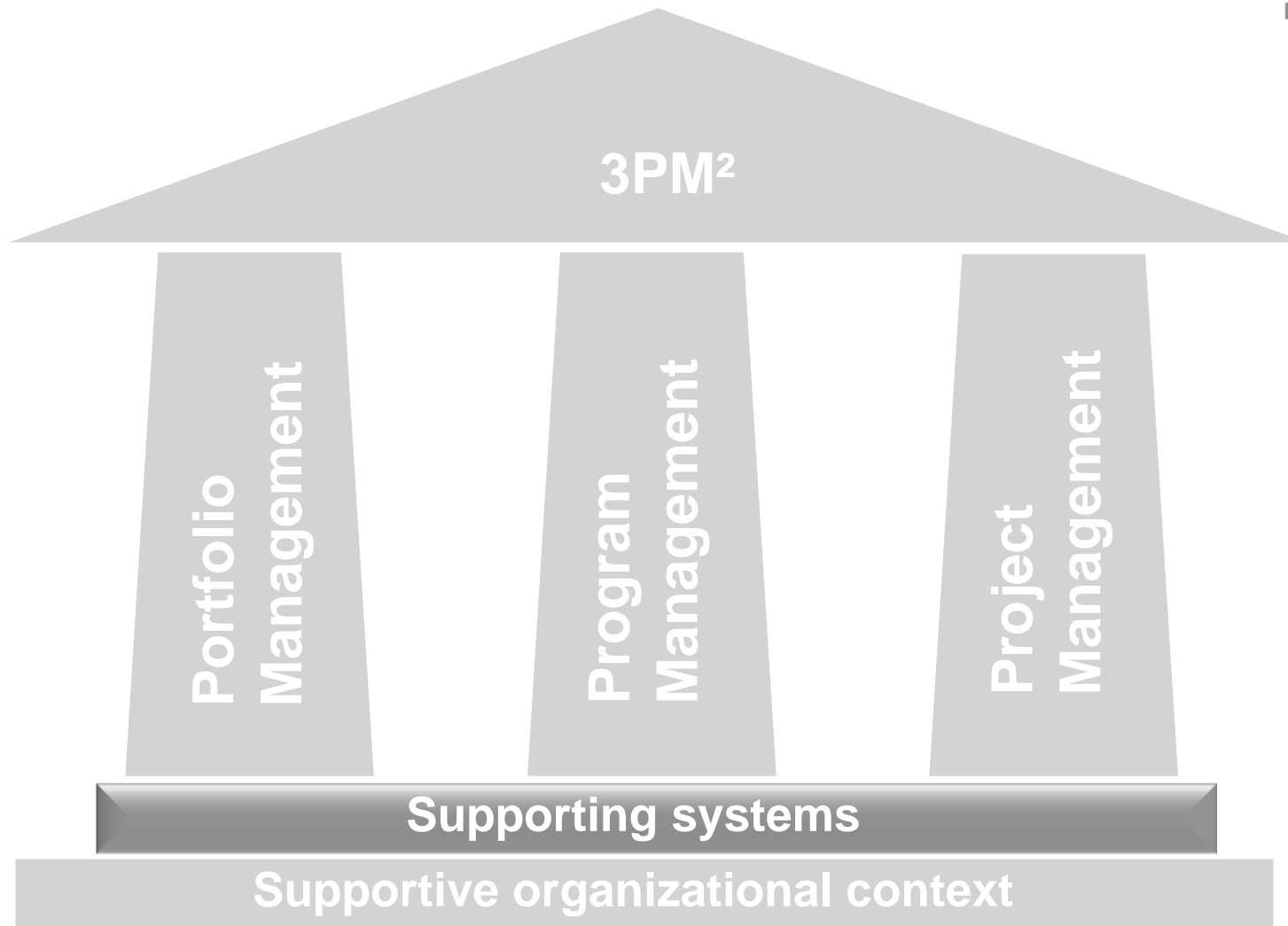
Multi-disciplinary team

**Aimed at change
Unique in content**

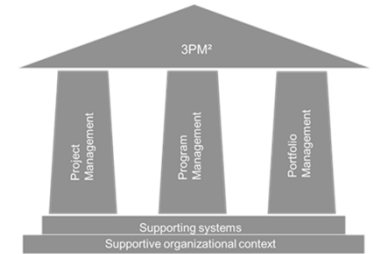

Schedule


Costs

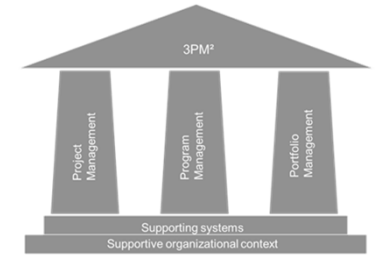
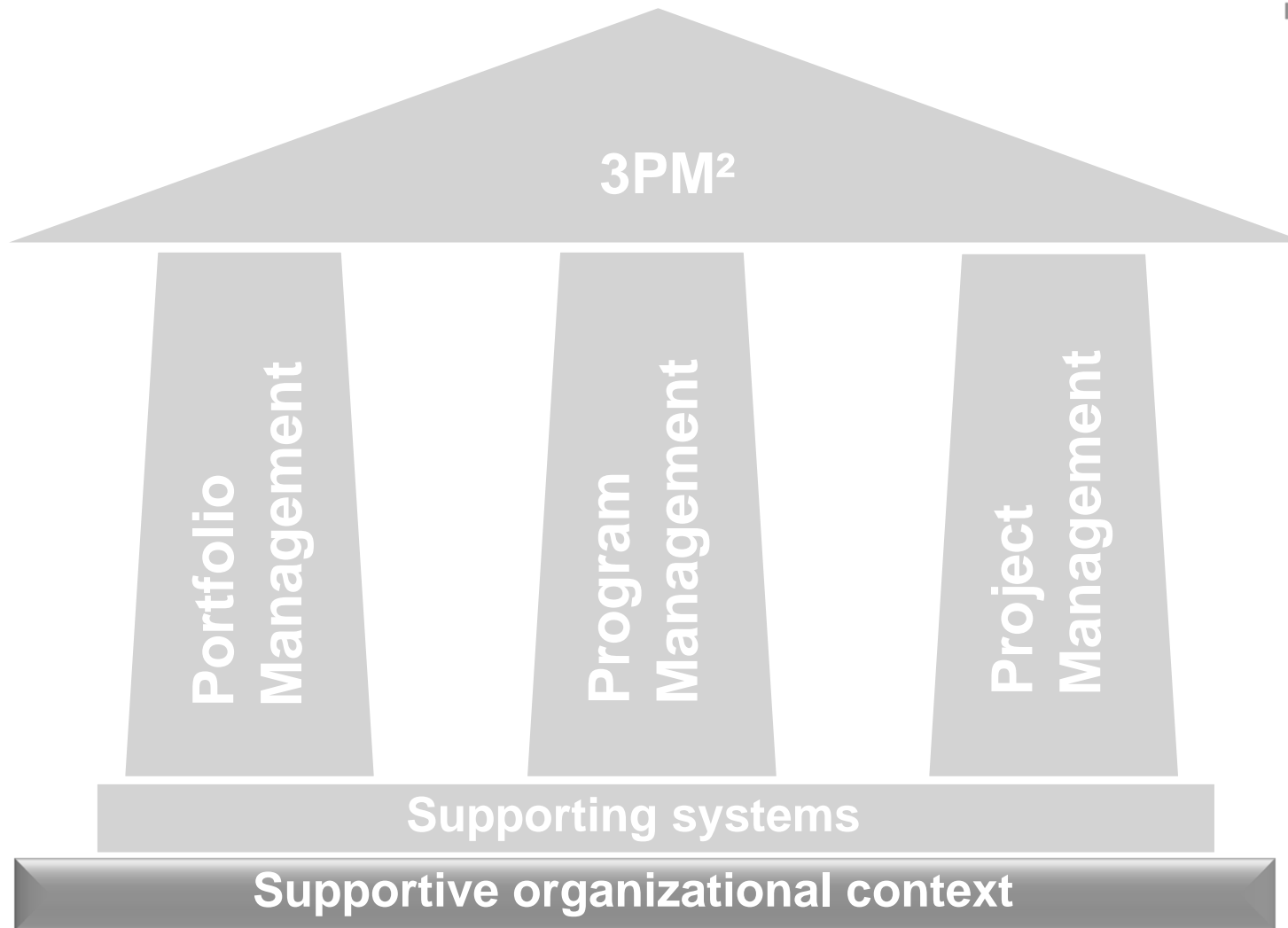
Well defined starting and ending point



Supporting systems

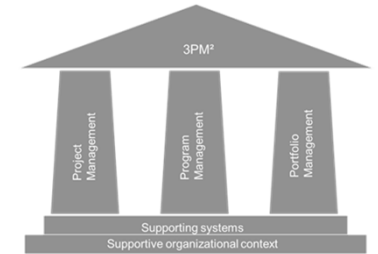


- **Implementing system= defining, implementing and securing the process**
- **A project Portfolio Management System is an information management system that supports the 3PM methodologies.**
- **Need for processes and systems to be aligned and integrated where possible**



Influencing factors

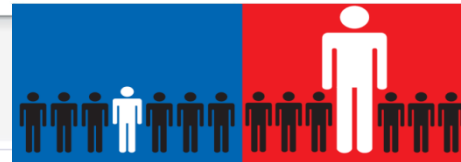
Building the right human competencies



Working in the matrix



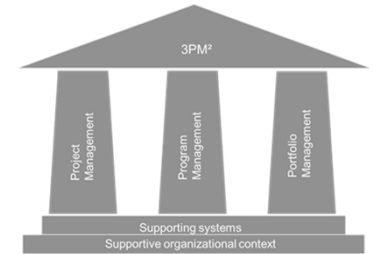
The intercultural challenge



PMO: pleasure or burden?

3PM² impacting organizational culture

PMO: pleasure or burden?



The official definition:

A Project Management Office (PMO) is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain.

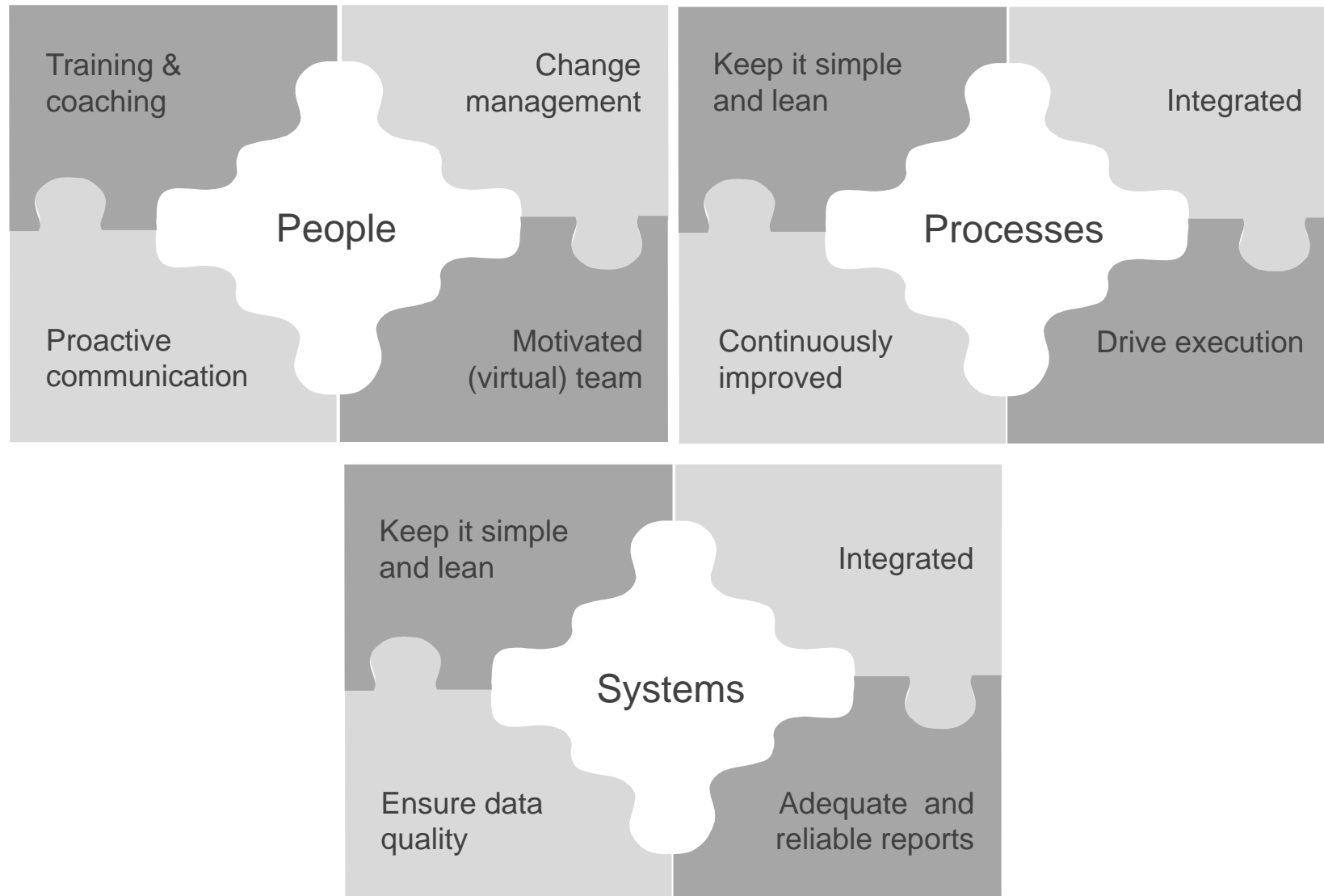
But a PMO can be much more ...

Deliver benefits to the organization and help to realize business excellence

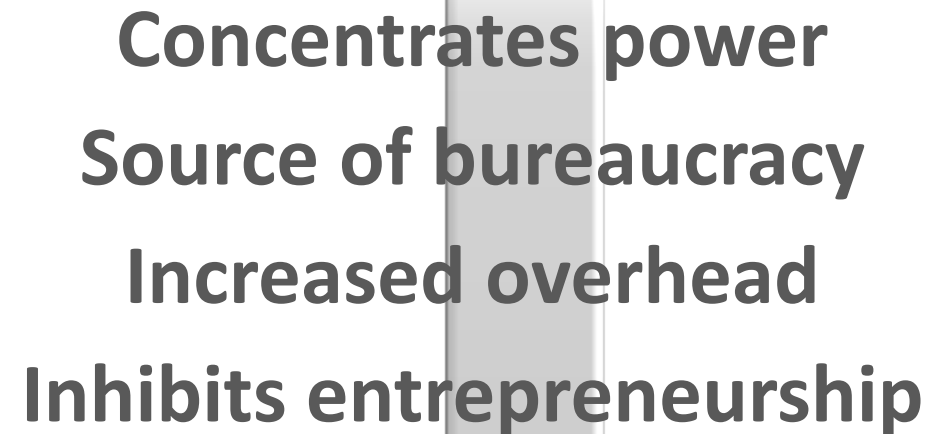
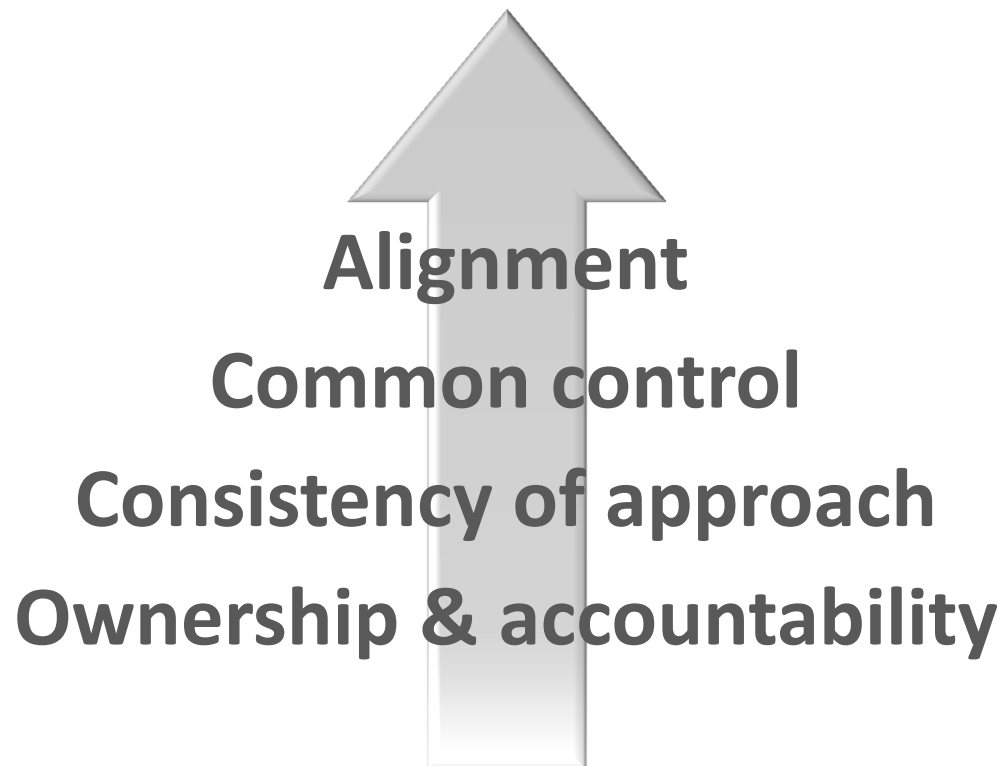
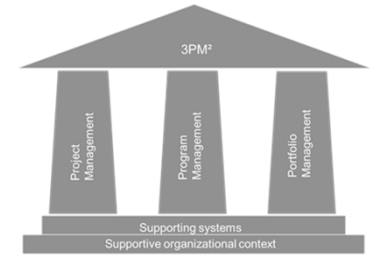
PMO as a
critical link
between
strategy
and action

The specific form, function, and structure of a PMO is dependent upon the needs of the organization that it supports.

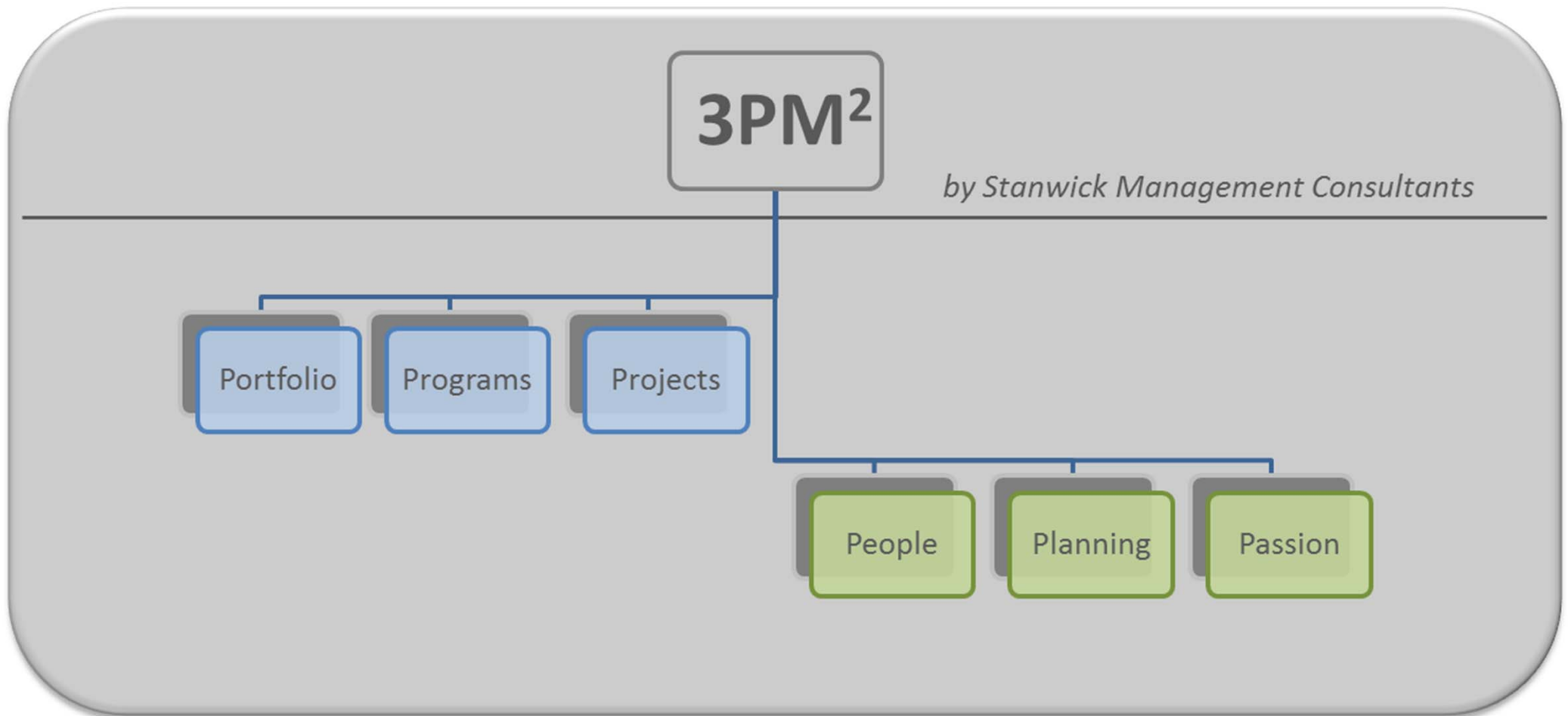
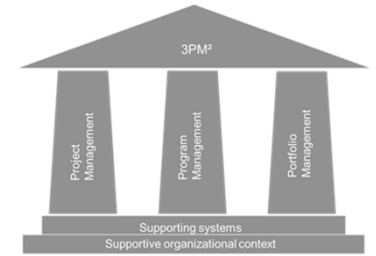
Scope of PMO



3PM² impacting organizational culture: paradox



3PM² is an integrated approach



Parallele workshop

Workshop 1: Opbouw van een Gebalanceerde Projectportfolio

Erik Dekempeneer, Bekaert



Workshop 2: Introductie van een Nieuwe Cultuur

Jean-Claude Wylin, Alpro



Workshop 3: Efficiënt Beheren van een Projectportfolio

Caroline Vaes, Janssen

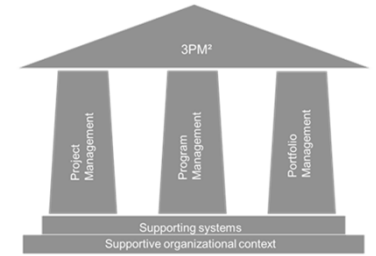


Workshop 4: Een Programma als Strategische Hefboom

Thierry De Rudder, Electrabel – GDF Suez



Conclusies

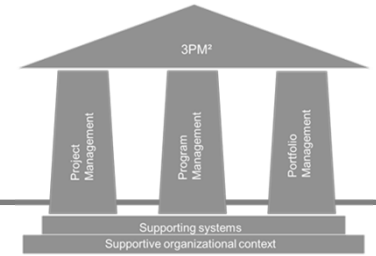


Financiële en economische crisis noodzaakt bedrijven tot

- behalen van objectieven
- verhogen van efficiëntie
- besparen van kosten
- maken van keuzes

3PM²

Conclusies



Management alignment is onontbeerlijk

'Strategy Deployment'



3PM² implementeren gaat niet van de ene dag op de andere

Een strak en dynamisch implementatietraject



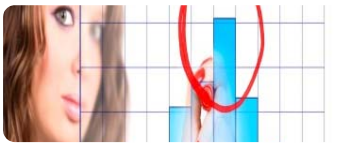
Bouwen aan de competenties van je medewerkers is een basisvoorwaarde

Opleiding, begeleiding en coachingstrajecten



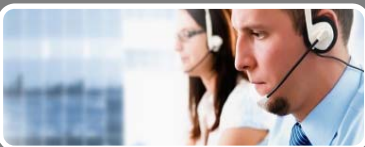
3PM² moet gedragen worden door de hele organisatie

Stanwick werkt actief aan het creëren van een ondersteunende cultuur



Blijf kritisch en herbekijk regelmatig je 3PM² structuren

Ons 3PM² assessment geeft je een 360° inzicht in de AS IS situatie



Bepaal duidelijke rollen en verantwoordelijkheden en voorzie de nodige resources

Stanwick biedt co-sourcing aan van project-, programmamanagers en PMO-experten



Keep it simple, wendbaar en lean