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Finding the 'Y' in

**P-R-O-J-E-C-T**

**M-A-N-A-G-E-M-E-N-T**



# ***Finding the 'Y' in Project Management***



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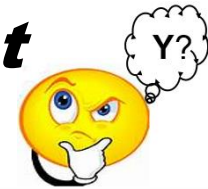
Your Presenter:

**Phil Williams, PMP, PMI-ACP**

**Managing Member,**

**Banyan Group Consulting, LLC**

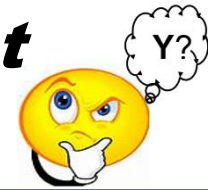
# ***Finding the 'Y' in Project Management***



## **Presentation Outline:**

1. Why ask Why?
2. The Emerging Empowerment Culture
3. The 'Why' behind Portfolio, Program and Project Management
4. Why Traditional or Agile?
5. Review

# ***Finding the 'Y' in Project Management***

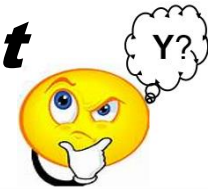


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## **How many people become involved with project management:**

- We are assigned to a project
- We are asked to lead a project
- We are asked to manage a program
- We are asked to supervise a portfolio
- We are asked to create a PMO

# ***Finding the 'Y' in Project Management***



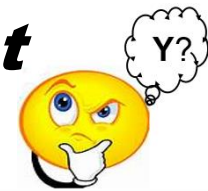
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**We became involved in project management because we were *selected* or *directed* to do so.**



**“Yes! I can do that.  
Now just tell me what to do...”**

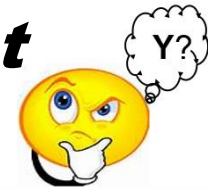
# ***Finding the 'Y' in Project Management***



Why ask Why? The story of the Chef's apprentice.



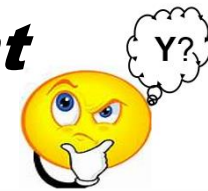
# ***Finding the 'Y' in Project Management***



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## **The Mechanics of Project Management (High Level)**

# Finding the 'Y' in Project Management



## Operations:

- Are **ongoing** and **repetitive** tasks.
- Produce the same outcome.
- Perform day-to-day activities.

## Projects:

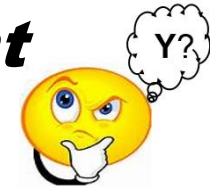
- Are **temporary** endeavors.
- Have a **unique** outcome.



Strategic Pyramid

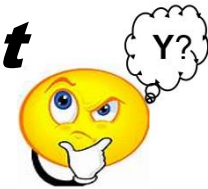


# Finding the 'Y' in Project Management

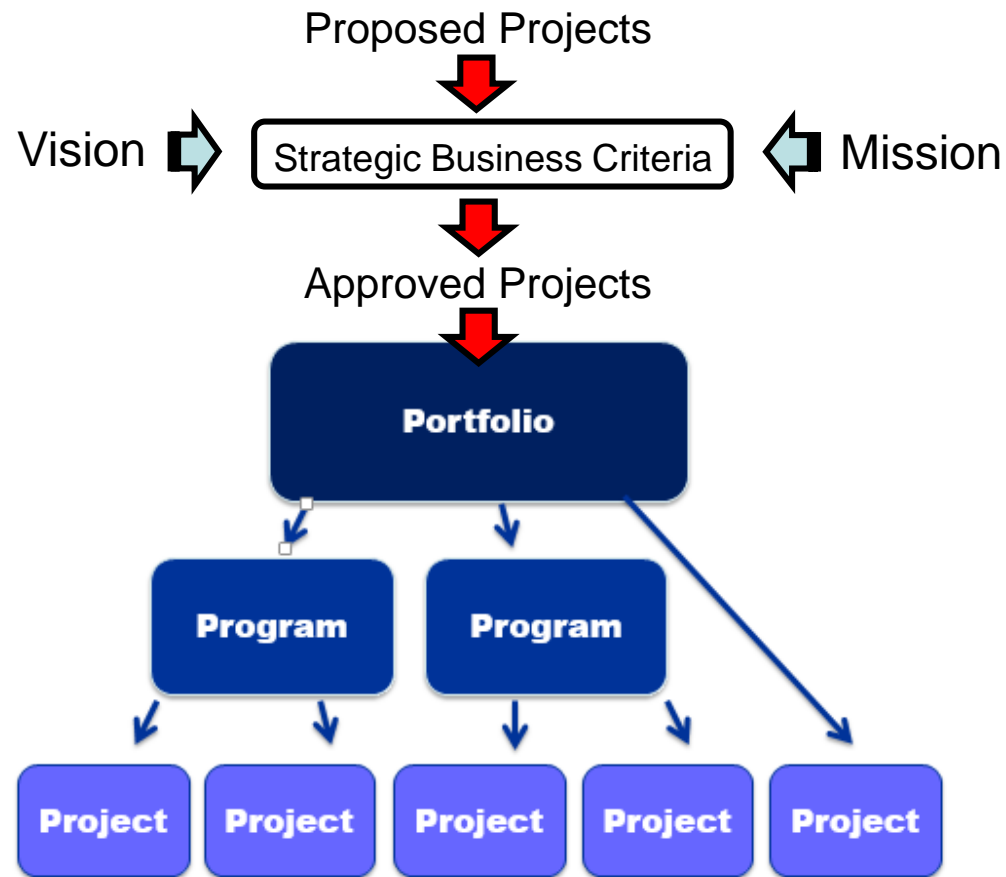


An organization's ability to do projects effectively will impact its ability to deliver new products and services and remain competitive.

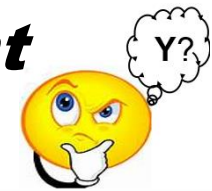
# Finding the 'Y' in Project Management



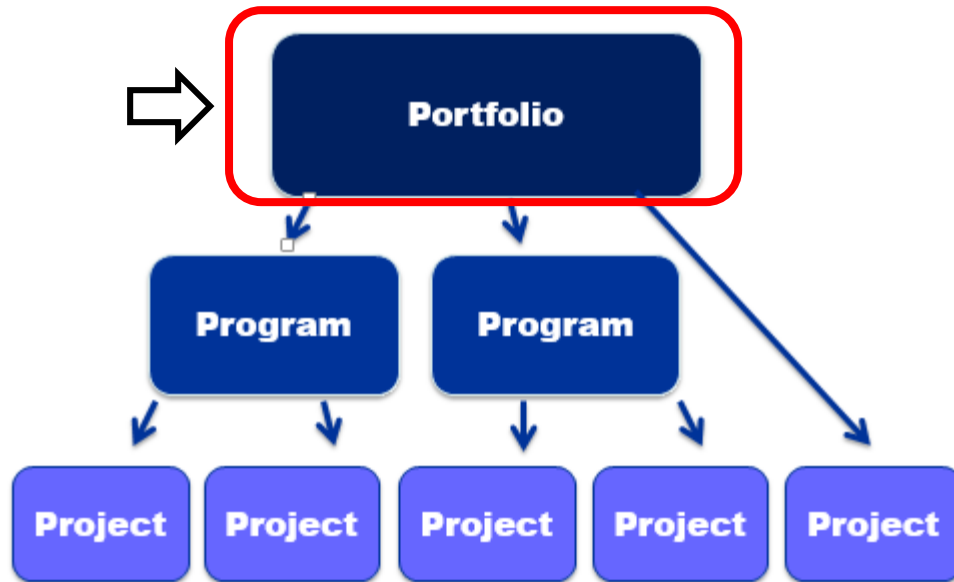
## High Level Overview



# Finding the 'Y' in Project Management

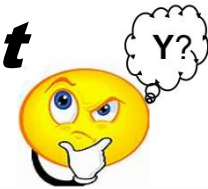


## What is a Portfolio?



A **portfolio** is “a collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet ***strategic*** business objectives.”

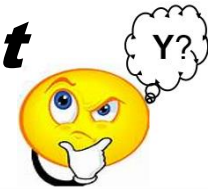
# ***Finding the 'Y' in Project Management***



## **So Portfolio Management is...**

- A. An easy way for leadership to introduce pet projects
- B. A convenient way to steer the best projects toward your department.
- ✓ C. A way to manage one or more portfolios to achieve ***strategic*** objectives.

# ***Finding the 'Y' in Project Management***



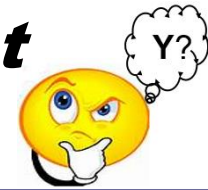
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A strategy without action is a  
daydream.

Action without a strategy is a  
nightmare.

—Japanese proverb

# ***Finding the 'Y' in Project Management***

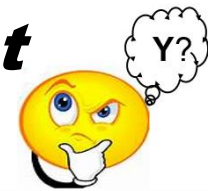


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“However beautiful the strategy,  
you should occasionally look at the  
results.”

Sir Winston Churchill

# ***Finding the 'Y' in Project Management***

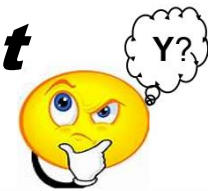


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The projects in your project portfolio should reflect your company's priorities.

Phil Williams 😊

# ***Finding the 'Y' in Project Management***

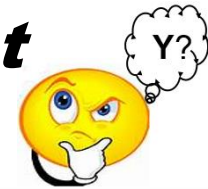


## **Keys to Successful Portfolio Management**

- Sponsorship from executives
- Performance criteria and metrics
- Credibility and quick wins
- PPM expertise and staff
- Expertise in technology

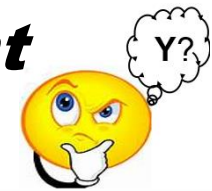


# ***Finding the 'Y' in Project Management***

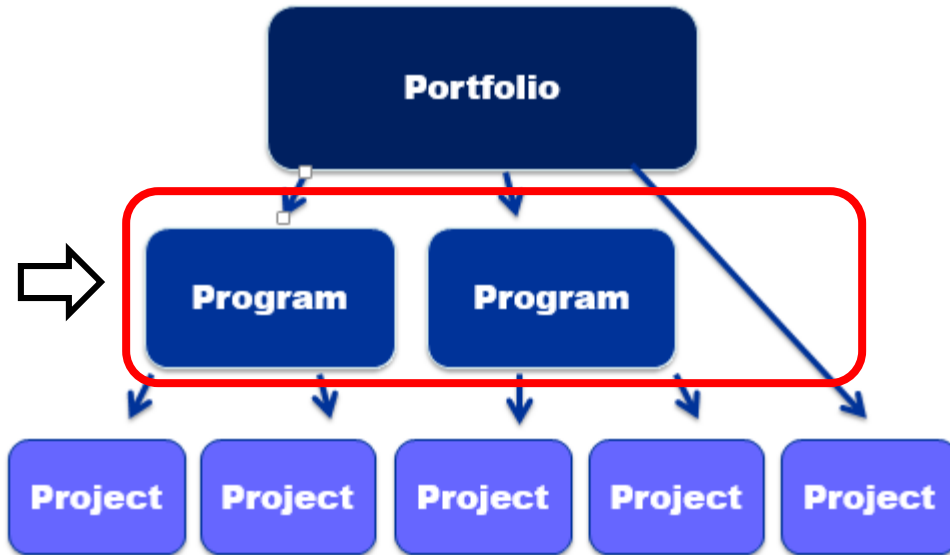


Does your portfolio fulfill  
it's purpose?

# Finding the 'Y' in Project Management

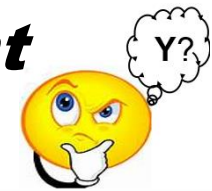


## What is a Program?

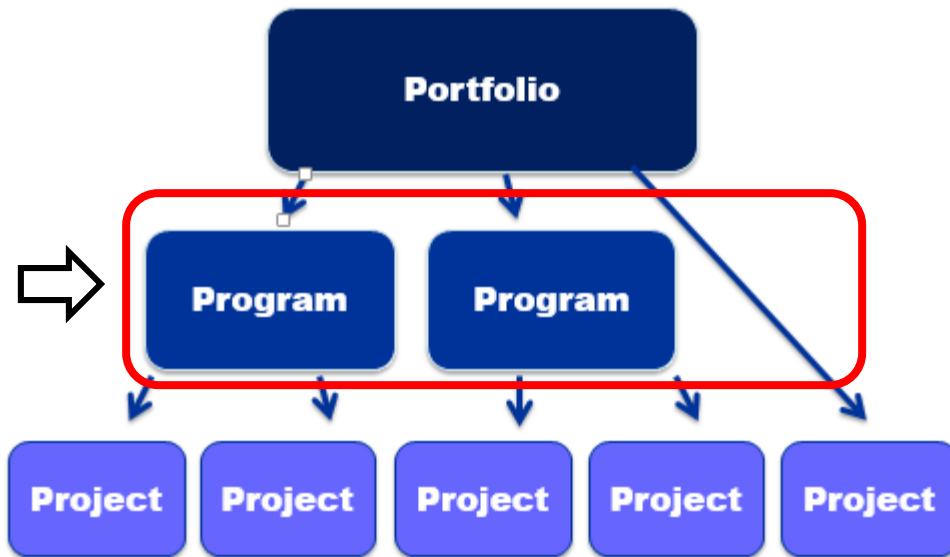


A **program** is “a group of related projects managed in a coordinated way to attain benefits not available from managing them individually”

# Finding the 'Y' in Project Management



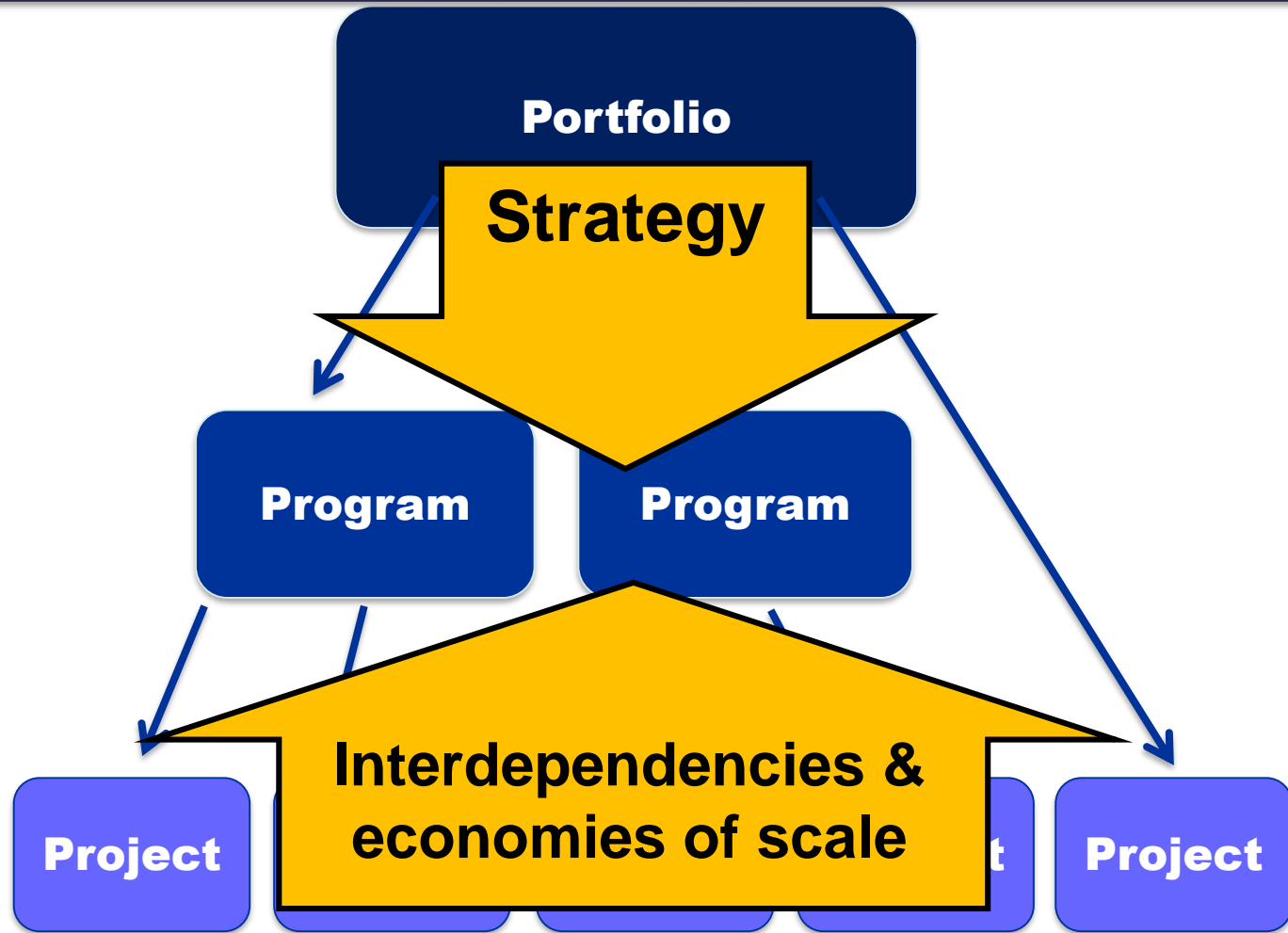
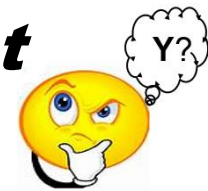
## What is a Program?



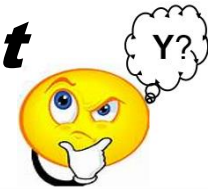
Program management focuses on **project interdependencies** and helps to determine the **optimal approach** for managing and realizing the desired benefits.”

“Using program management, organizations have the ability to **align multiple projects** for **optimized or integrated costs, schedule, effort, and benefits**.”

# Finding the 'Y' in Project Management



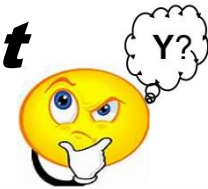
# Finding the 'Y' in Project Management



## Program Benefit

- Benefits are the measures of improvement of an organization and might include *increased income, increased profits, decreased costs, improved market position* (ability to compete), *reduced wastage or environmental damage, more satisfied customers.*
- In central or local government organizations, benefits might include *providing a better service to the community.*

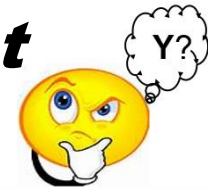
# ***Finding the 'Y' in Project Management***



## **So Program Management is...**

- A. Managing the number of projects across programs so program managers have equal amounts of work.
- B. Another management level to provide summarized reporting to upper management.
- ✓ C. About meeting the program requirements and obtaining benefits and control ***not available by managing the projects individually.***

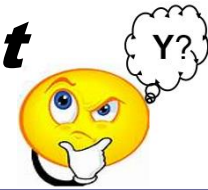
# Finding the 'Y' in Project Management



## Keys to Successful Program Management

- Identify the *benefit* of having programs; *increased income, increased profits, decreased costs, more satisfied customers, etc.*
- Program management expertise
- Expertise in technology

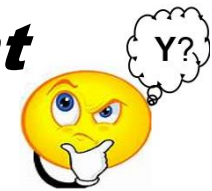
# ***Finding the 'Y' in Project Management***



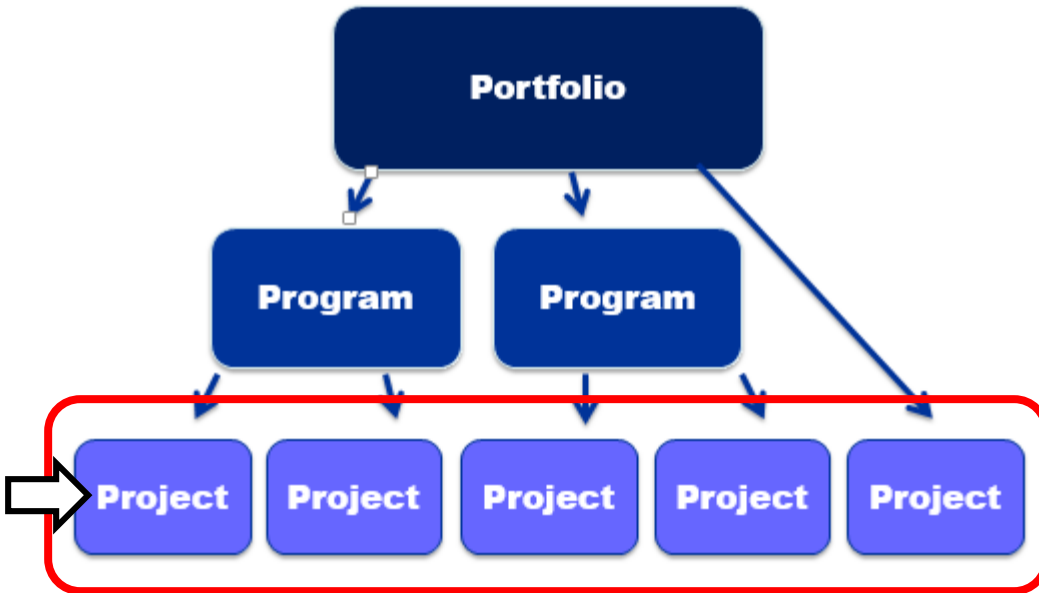
Are your programs operating  
the way they should?



# Finding the 'Y' in Project Management

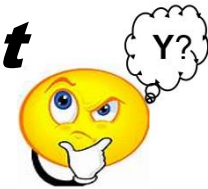


## What is a Project?



A **project** is “a *temporary* endeavor undertaken to create a *unique* product, service or result.”

# ***Finding the 'Y' in Project Management***

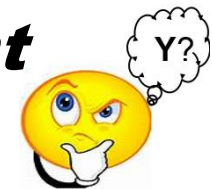


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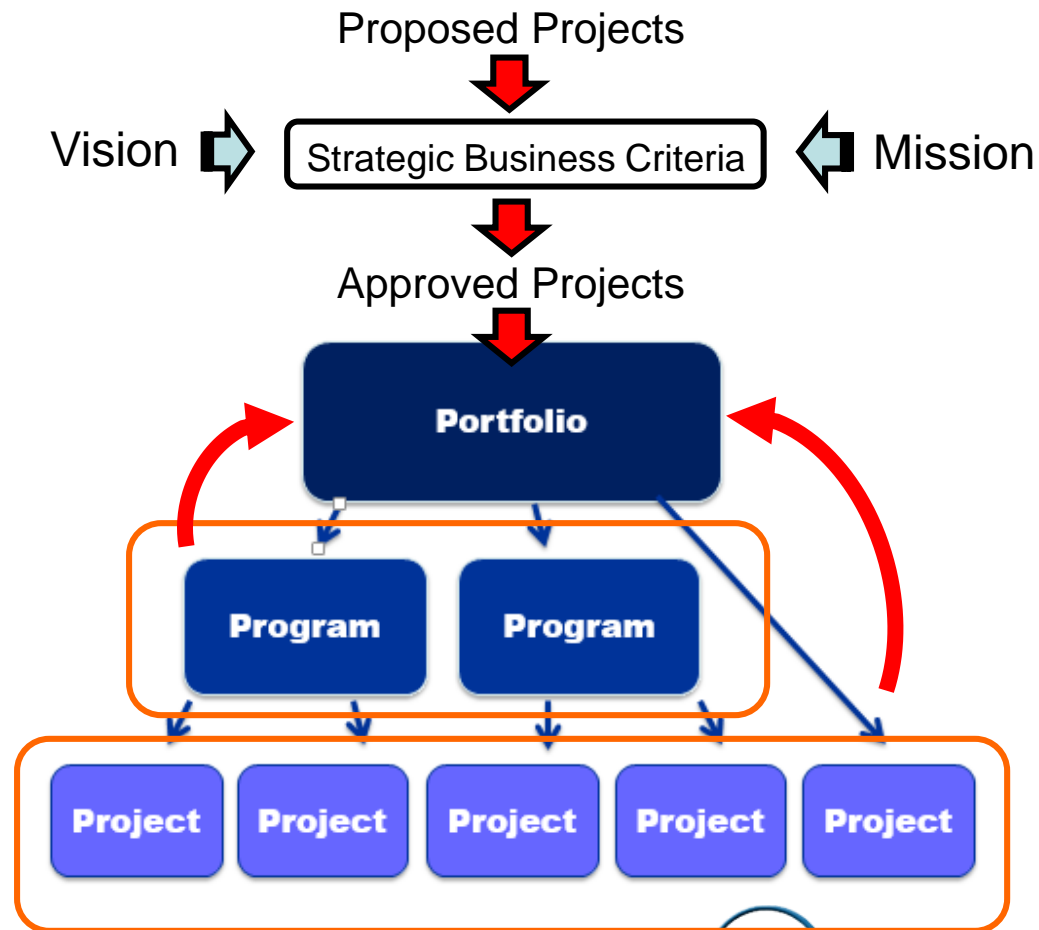
## **So Project Management is...**

- A. How we manage existing products and services.
- B. How we manage repetitive, ongoing activities.
- ✓ C. The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

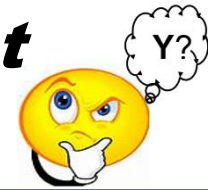
# Finding the 'Y' in Project Management



## High Level Overview



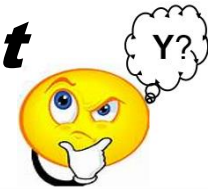
# ***Finding the 'Y' in Project Management***



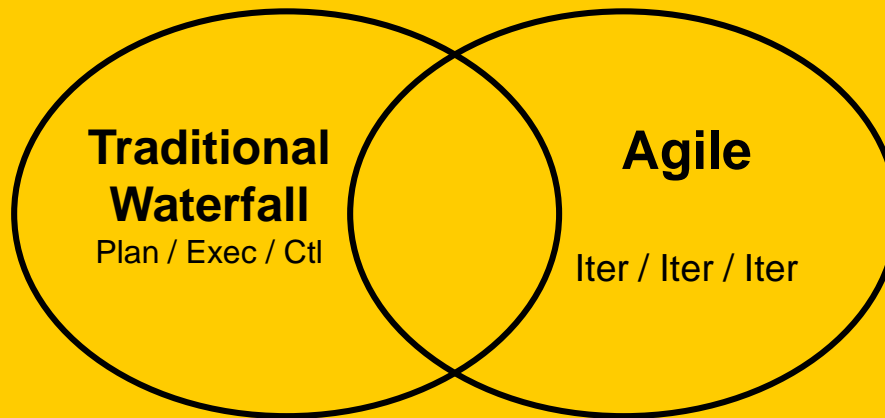
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## **Project Methodologies and processes** (change is in the air!)

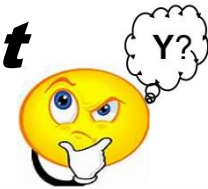
# Finding the 'Y' in Project Management



## Project Management



# ***Finding the 'Y' in Project Management***



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## ***Waterfall vs. Agile***

### **Planning:**

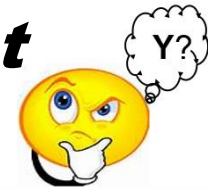
#### **Waterfall**

- complete project planned up front
- no scope for changes in requirements after planning

#### **Agile**

- with iterative development, there is scope to modify requirements even late in the project

# ***Finding the 'Y' in Project Management***



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## ***Waterfall vs. Agile***

### **Customer Approval:**

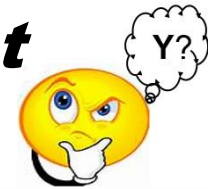
#### **Waterfall**

- the final product is delivered to customer for approval

#### **Agile**

- working product with progressively increasing functionality can be shared with customer after each iteration.
- ability to respond to change is high

# ***Finding the 'Y' in Project Management***



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## ***Waterfall vs. Agile***

### **Requirements:**

#### **Waterfall**

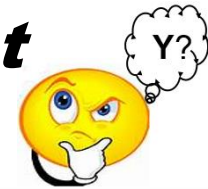
- assumed predictability
- product can be over-engineered

#### **Agile**

- by focusing on features that provide business value, the products are not 'over engineered'
- high value/priority features are done 1<sup>st</sup>



# ***Finding the 'Y' in Project Management***



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## ***Waterfall vs. Agile***

### **Team Management:**

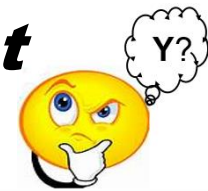
#### **Waterfall**

- teams are interchangeable and it is assumed that the project team members can be replaced

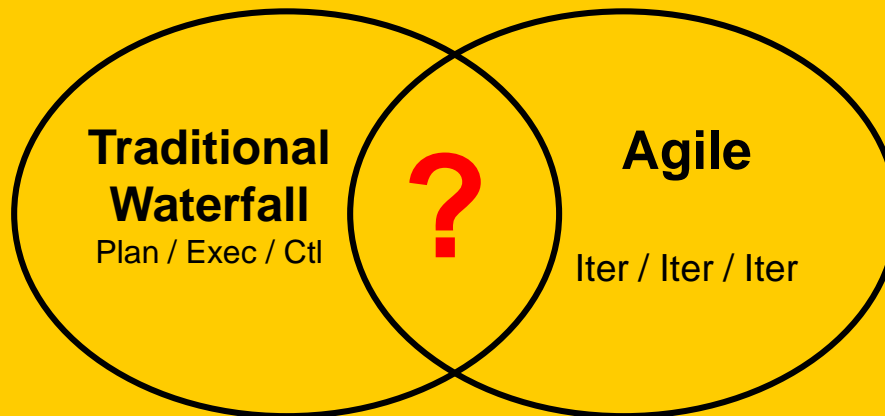
#### **Agile**

- teams are empowered and treated as essential and non-interchangeable
- **changing the team structure can negatively impact the project**

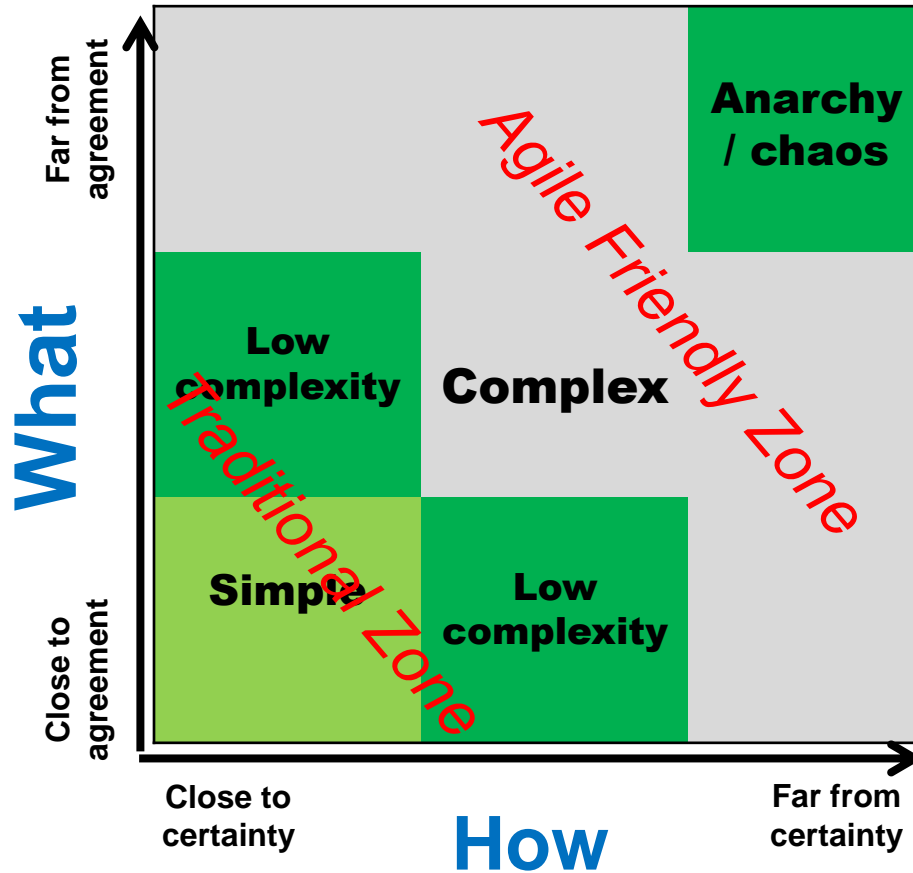
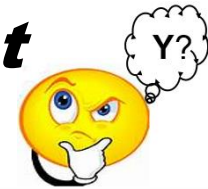
# Finding the 'Y' in Project Management



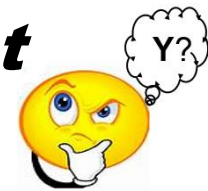
## Project Management



# Finding the 'Y' in Project Management



# ***Finding the 'Y' in Project Management***

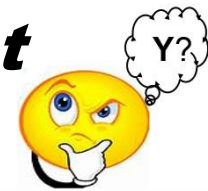


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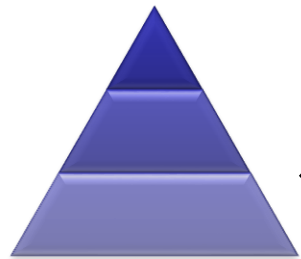
Adopting Agile requires more than understanding.

It involves organizational change and empowering the team.

# ***Finding the 'Y' in Project Management***



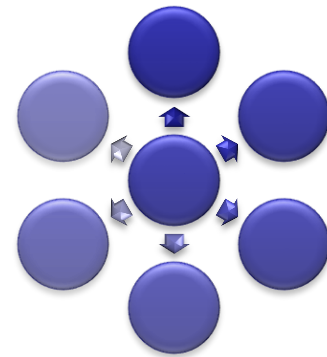
Many Organizations  
are moving  
from a



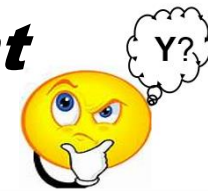
***Hierarchical Culture***

to an

***Empowerment Culture.*** →

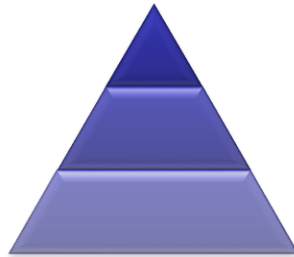


# Finding the 'Y' in Project Management



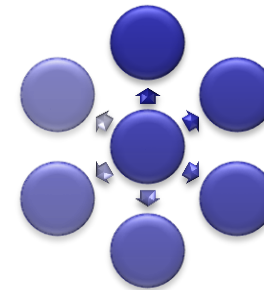
## Hierarchical Culture

Planning  
Command & Control  
Monitoring  
Pyramid structures  
Managers  
Do as you are told  
Compliance



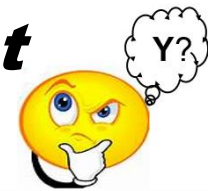
## Empowerment Culture

Visioning  
Partnering or Performance  
Self-monitoring  
Shared Accountability  
Coaches  
Self directing team  
Good judgement

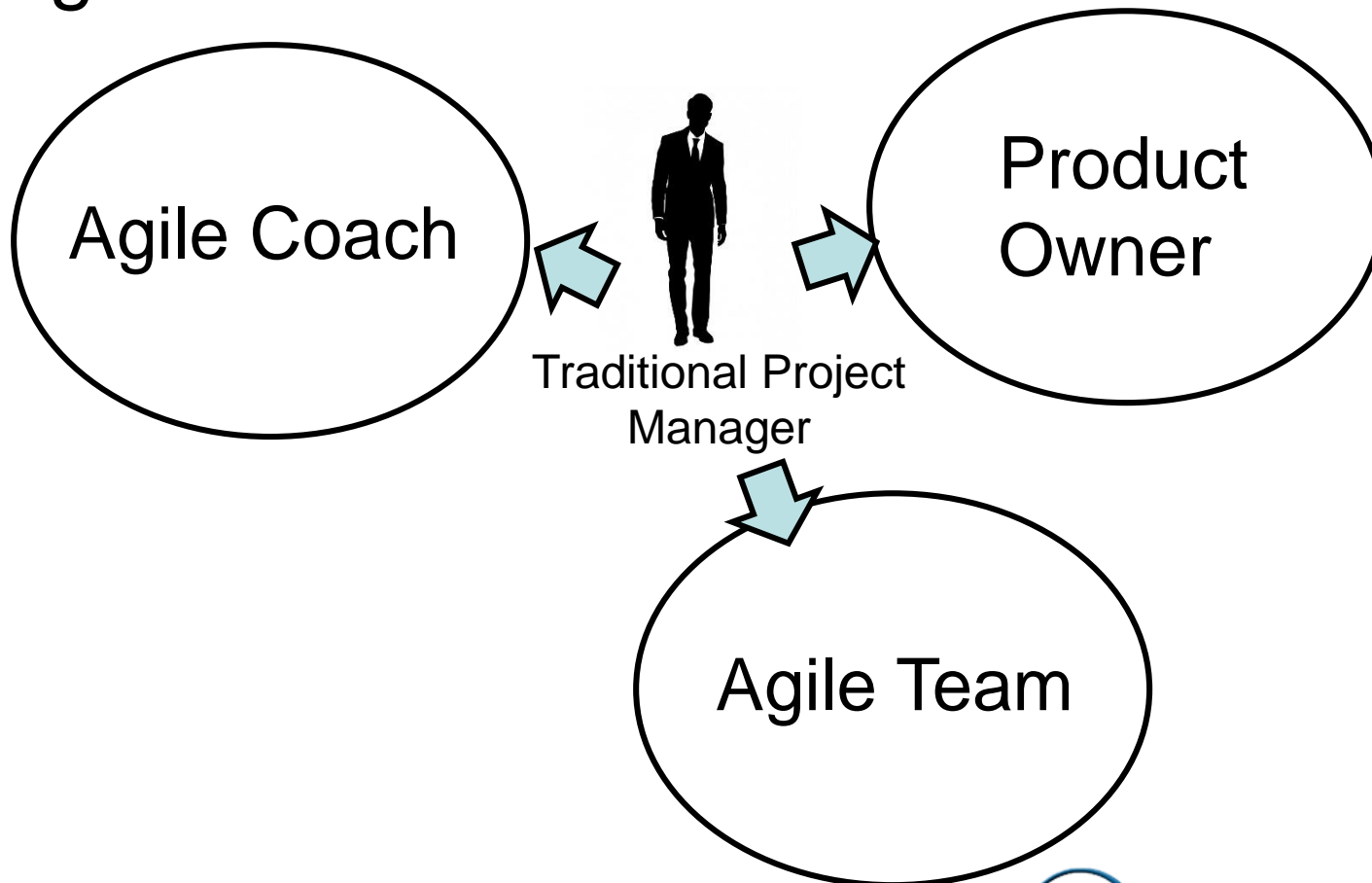


From Ken Blanchard's book, Leading at a Higher Level, p.62

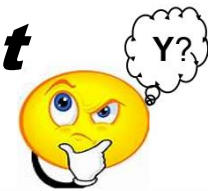
# Finding the 'Y' in Project Management



Agile roles:



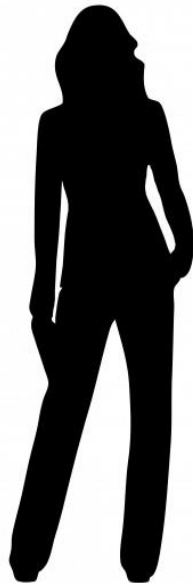
# ***Finding the 'Y' in Project Management***



## Project Manager vs Agile Coach

### Project Manager

- Task oriented
- Directing



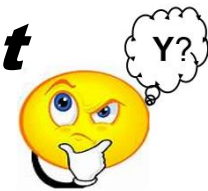
### Agile Coach

- Process oriented
- Facilitator





# ***Finding the 'Y' in Project Management***

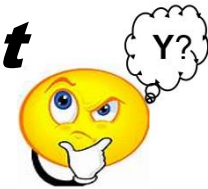


## **Who's being empowered?**

The individual (team member).

Therefore, knowing '***why***' we do what we do is important for **everyone** to know and understand, not just management.

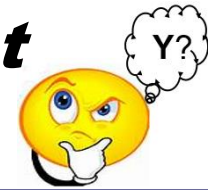
# ***Finding the ‘Y’ in Project Management***



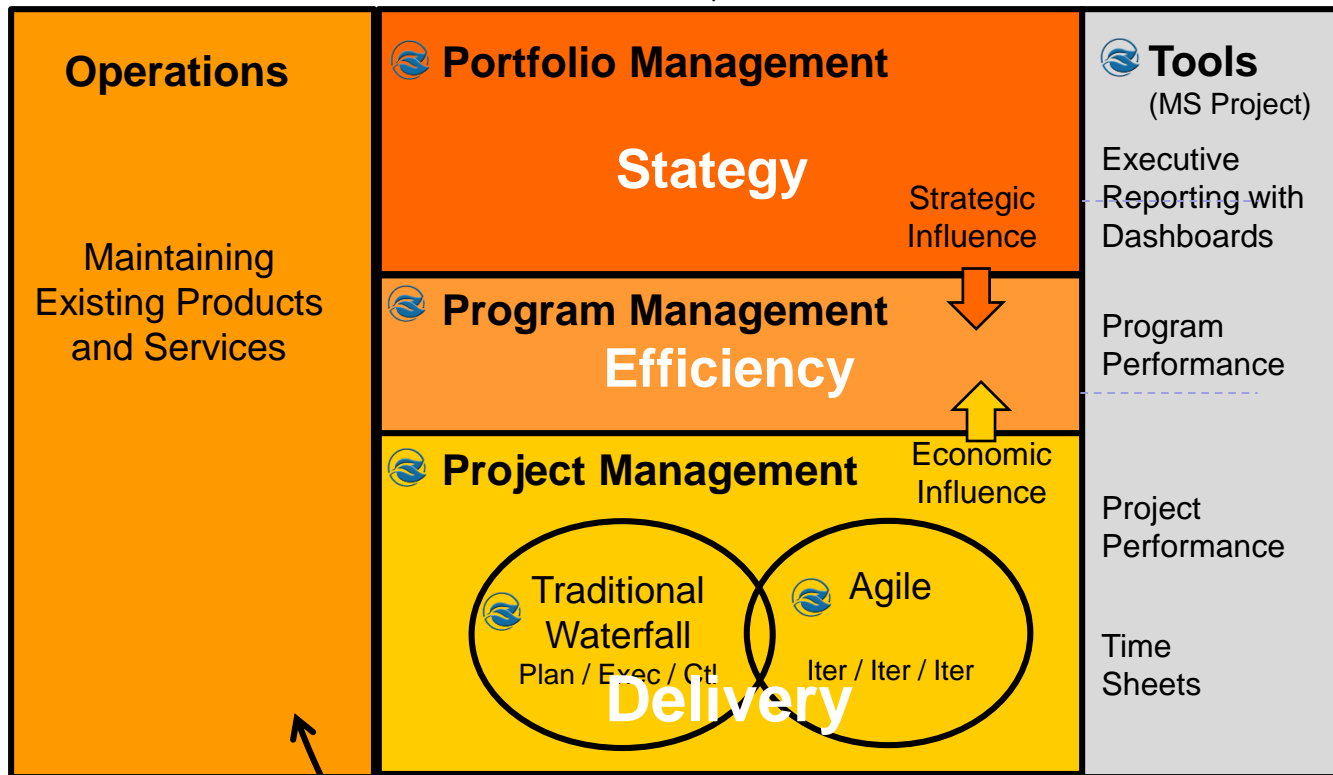
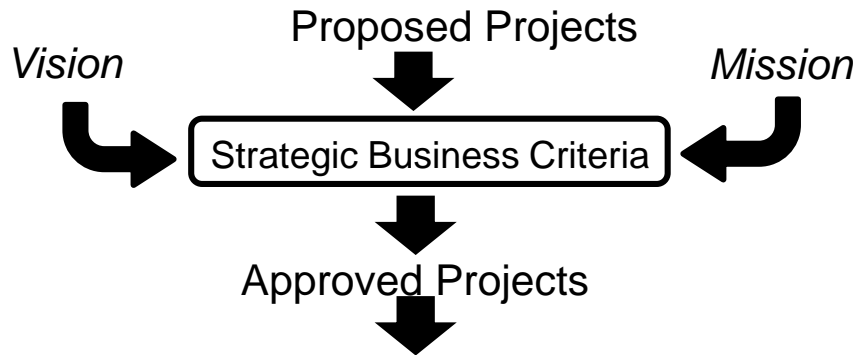
“People *without* accurate information cannot act responsibly; (empowered) people *with* accurate information feel ***compelled*** to act responsibly.

From Ken Blanchard’s book, Leading at a Higher Level, p.64

# ***Finding the 'Y' in Project Management***



# **Review**



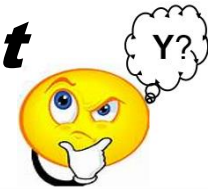
## 5 Key Areas

1. Portfolio Mgmnt
2. Program Mgmnt
3. Project Mgmnt
4. Resource Cycle
5. Tools

New Products & Services

Closed Projects

# ***Finding the 'Y' in Project Management***



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**End of Presentation**  
**Thank you!**

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Finding the 'Y' in

**P-R-O-J-E-C-T**

**M-A-N-A-G-E-M-E-N-T**

