

#project #process #change



Managing Change and Uncertainty with Project Portfolio Management

PMI Philippines Chapter - Vis/Min Region

Technical Session 2018-3

Cebu Saturday, November 10, 2018 from 2:00pm-6:00pm

next level consulting APAC · 8 Eu Tong Sen Street #14-94 · Singapore 059818

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next level consulting – Profile

- Key** • Founded in 2000 in Austria
- Facts** • Largest project management training provider in Central Europe
 - Global presence in 13 countries on 5 continents
 - 100+ employees and consultants
 - 500+ engagements / year
- Services** • Full-service provider for project, process, and change management
 - Training, coaching, interim management, consulting, and tools
 - Development of customized formats and programmes
- Clients** • Broad client base across all industries including Allianz, Audi, Bosch, Credit Suisse, Deloitte, Deutsche Telekom, Lufthansa, and Siemens
- Emotion** • 90% repeat customers
 - We have a band and compose songs to emotionalize change initiatives
 - We have actors to enact real life scenarios in our Fire Drill training



Who we work for

next
level consulting

REWE
GROUP



SIEMENS

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Deloitte.

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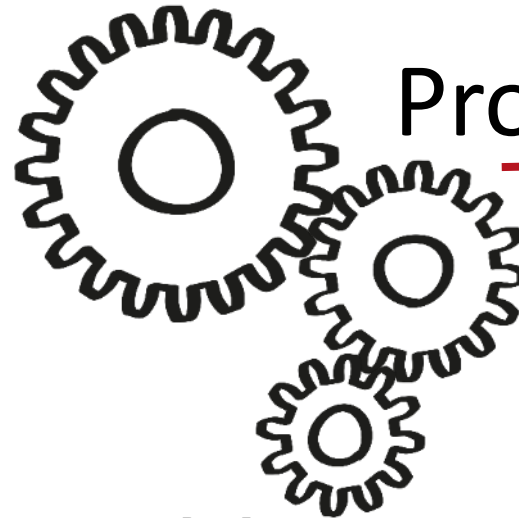


swisscom

We are specialised in

Project Management

Process Management



Change Management



full-service
supplier

Industries: IT, telecommunications, engineering, energy, industry, pharmaceuticals, automotive, logistics, banking and insurance, public administration, health, NGOs and many more.

Walter Sedlacek, APAC Representative & Senior Consultant
next level consulting

What we can do for you



Training & Development



Consulting



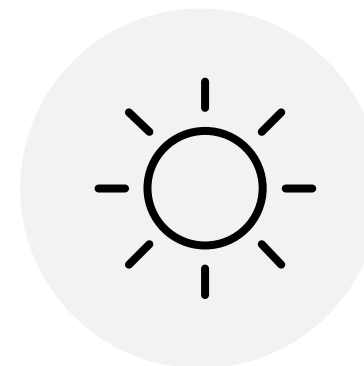
Coaching



Interim Management

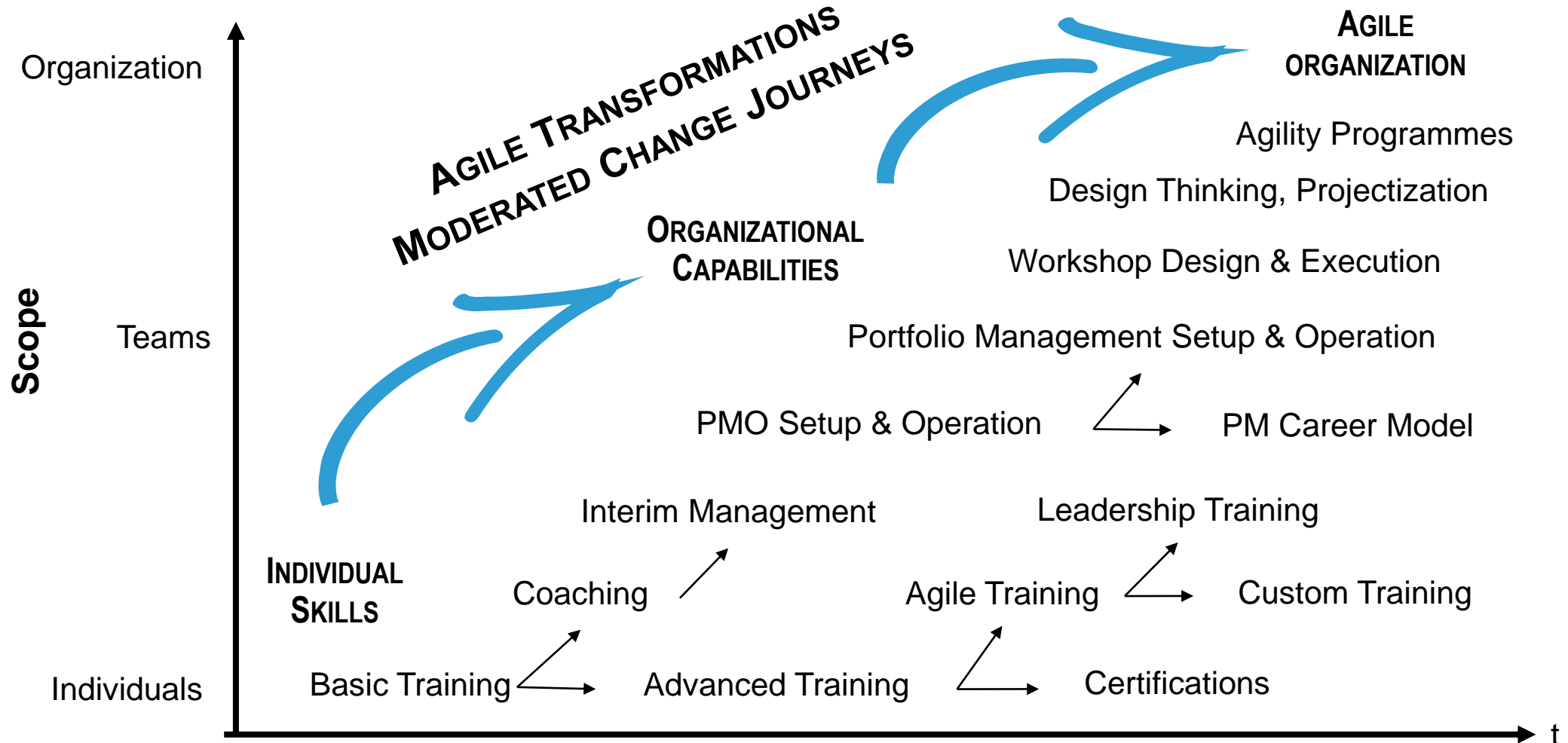


Software



Emotional Inspiration

Scope of services



next level in numbers



Employees



Engagements per year



Used post-it's per year



Optimised processes



Trained people



Locations

Locations



 We speak
12
languages.

Offices: Austria, Germany, Singapore, Slovakia, South Africa, Switzerland, USA

Representatives: Australia, China, France, Iran, Philippines, Spain, Thailand

APAC Consultants



Thomas Martin, Singapore, Manila - Representative
Specialty: Agility, Portfolio, Management, next portfolio
Industry Focus: IT, Professional Services



Sanjay Mehta, Singapore
Specialty: Change Management, Coaching, Leadership
Industry Focus: SME



Walter Sedlacek, Singapore, Manila, Vienna - Representative
Specialty: PMO, Project Management, next project
Industry Focus: IT, Automotive



Sheng Jiang, Beijing
Specialty: Project, Program & IT Service Management
Industry Focus: IT, Technology



Gunnar Jaschik, Singapore
Specialty: Change Management, Leadership
Industry Focus: Banking, HR, Prof. Services



Thomas Halliday, Singapore
Specialty: PMO
Industry Focus: Logistics & Supply Chain



Haw Lin Tan, Singapore
Specialty: Project Management, Leadership
Industry Focus: IT & Telecommunications



Bernd Haring, Australia
Specialty: Strategy & Business Transformation
Industry Focus: Health & Aged Care, Prof. Serv.



Ida Suod, Singapore
Specialty: Agile Project Management, Change Management
Industry Focus: Creative, Construction



Velimir Tasic, Singapore
Specialty: Project and Multi-project Management, Strategy
Industry Focus: SME, IT, Professional Services, Startups, NGOs



Merissa Madani, Singapore
Specialty: Project and Change Management
Industry Focus: Manufacturing, Supply Chain



Gonzague Patinier, Bangkok
Specialty: Project Management, IT Service Management
Industry Focus: IT, Professional Services

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- > Expertise for your industry
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next project

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next portfolio

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next pm suite

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Project Portfolio Management Approach

Survey

1. Go to www.menti.com with you mobile
2. Type in Code 42 73 54

Who is managing the
Project Portfolio Management
in your Company?



Top management Points of View on Project Portfolio management ...



Dr. Georg Pözl,
Chief Officer Deutsche Telekom

> *“Be assured that the entire managing board stands behind project management.” ...*

> ... *“Project management is a top-management-task and should be fulfilled by adequately positioned line managers.”*



Gregory Balestrero,
CEO emeritus PMI®

> *“Without an integrated approach (PMO) no excellence in project management.” ...*

> ... *“Without Project Portfolio management no Project Management really can exist.”*



Portfolio Definition

portfolio

NOUN

- range of investments held by a person or organization.
'a portfolio of insured municipal securities'
- A range of products or services offered by an organization.
'an unrivalled portfolio of quality brands'



Definition

A range of objects managed by an organization based on a common set of criteria.

Today, organizations are faced with ...

Too many ideas

What is the status of the projects

What is urgent

Changing environment

How many projects are currently running



Which are important

What is a project

Lack of resources

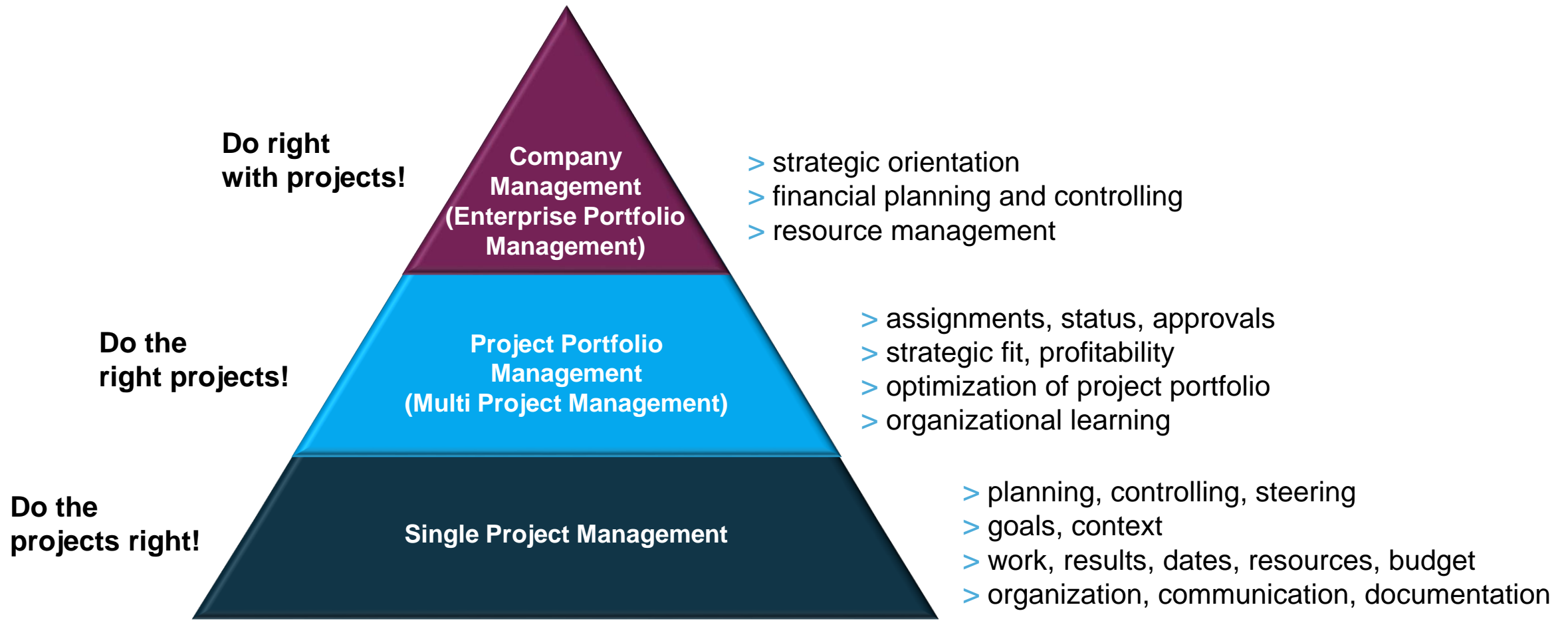
Project Portfolio Management facilitates the achievement of company objectives



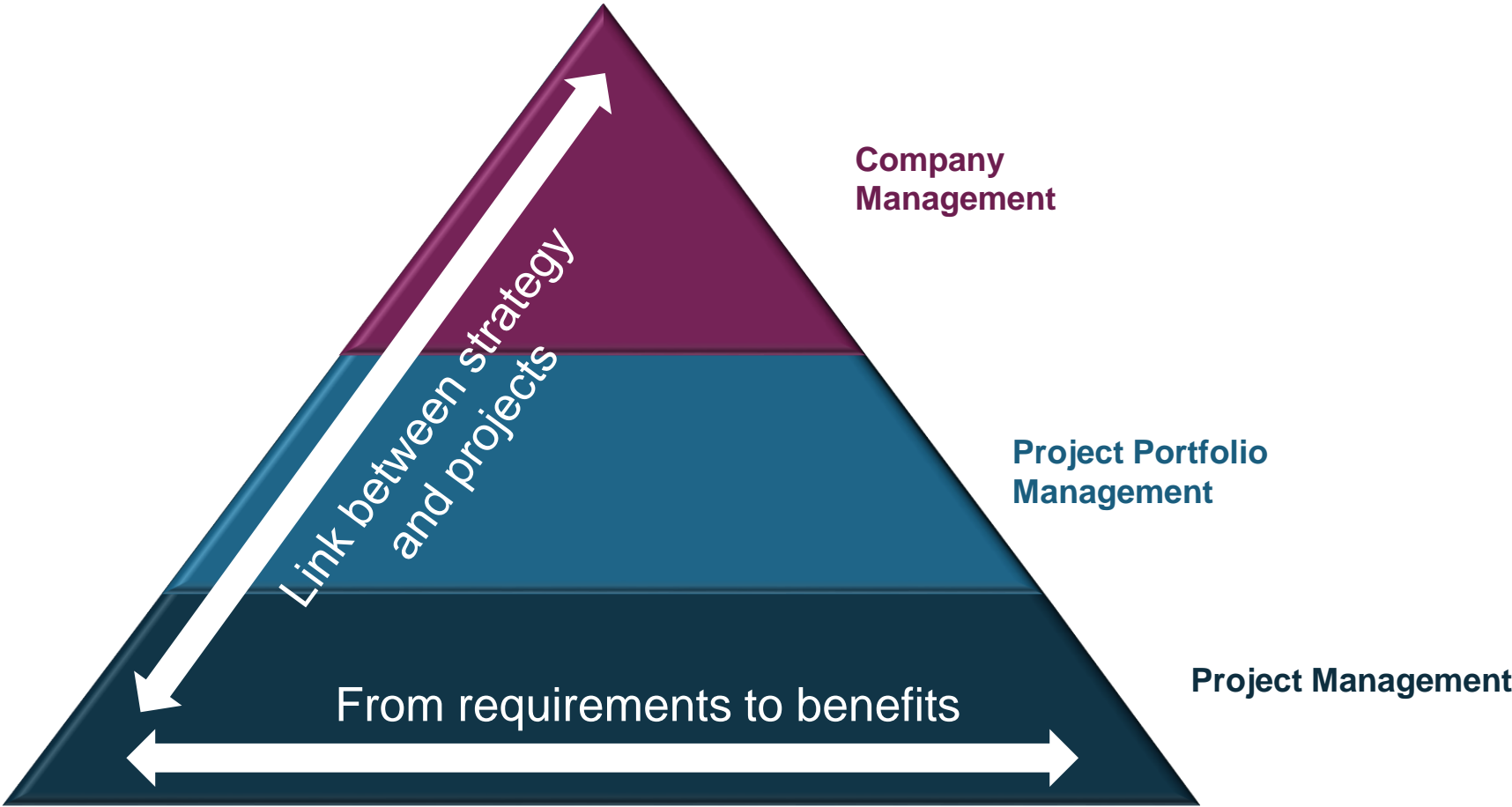
A **Project Portfolio** is a group of projects that are coordinated together, with the target to result in a greater benefit for the company in contrast to if they were coordinated separately.

Project Portfolio Management is a permanent organizational function responsible for the governance of projects to ensure achievement of the company objectives.

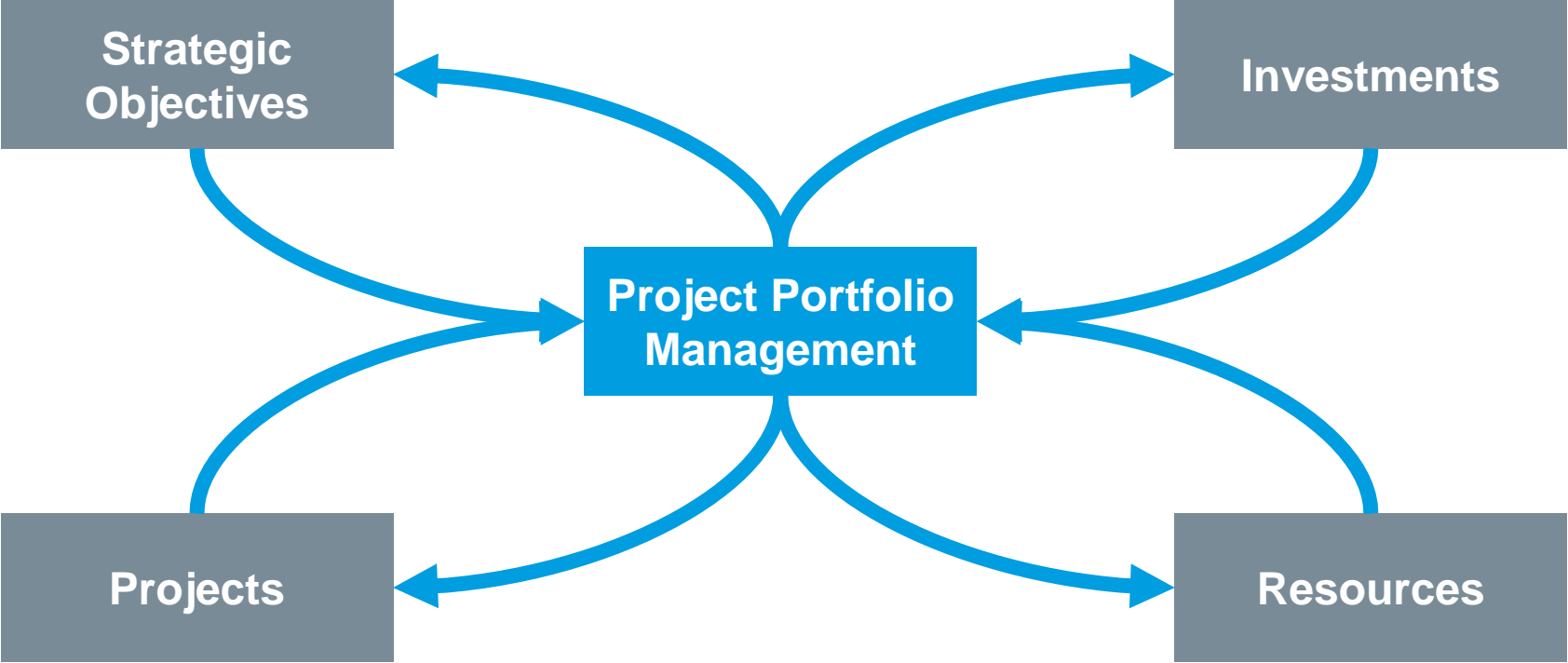
Ensure effectiveness and efficiency



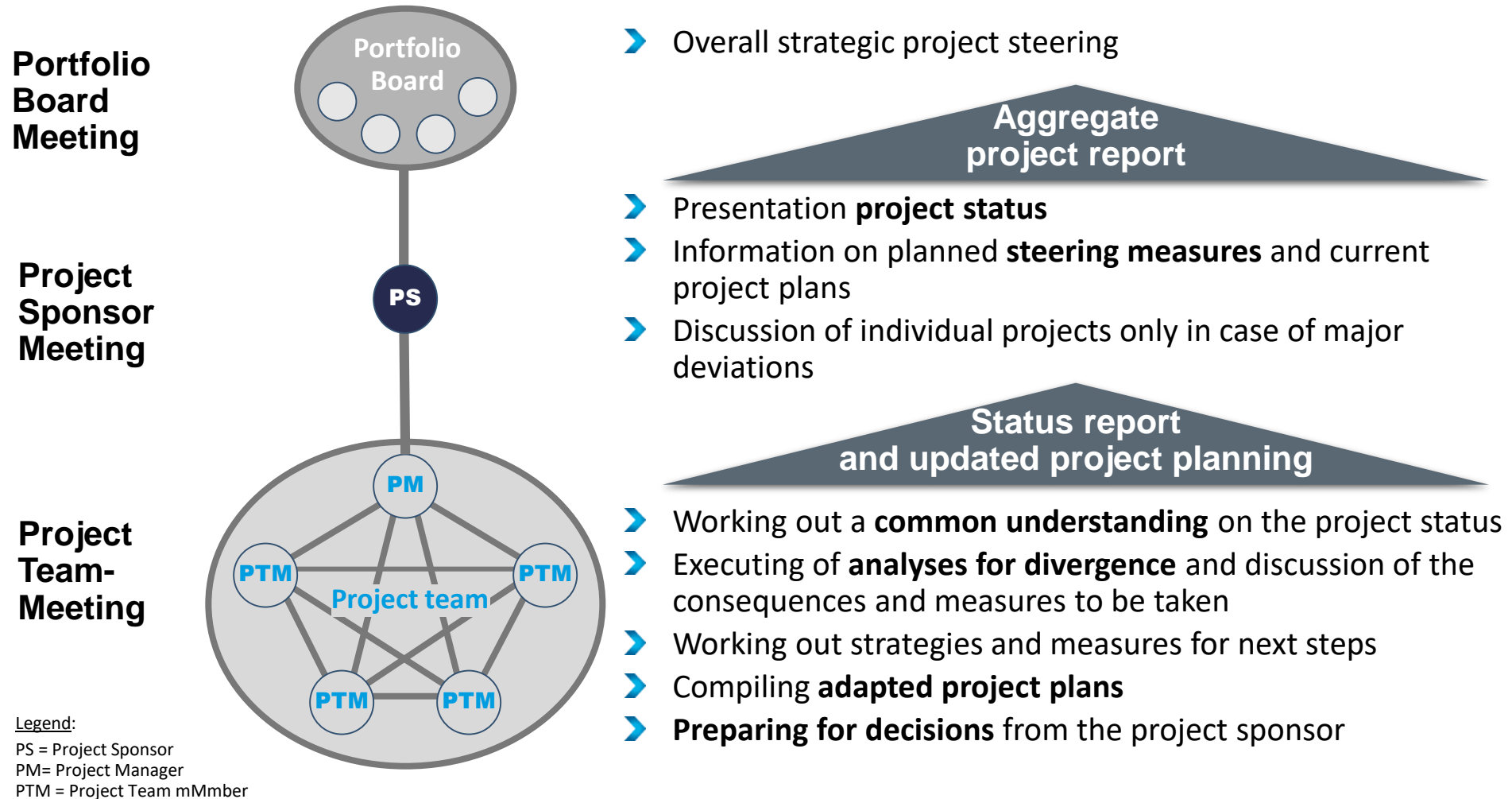
Project governance through vertical and horizontal integration



Project Portfolio Management links strategy with execution



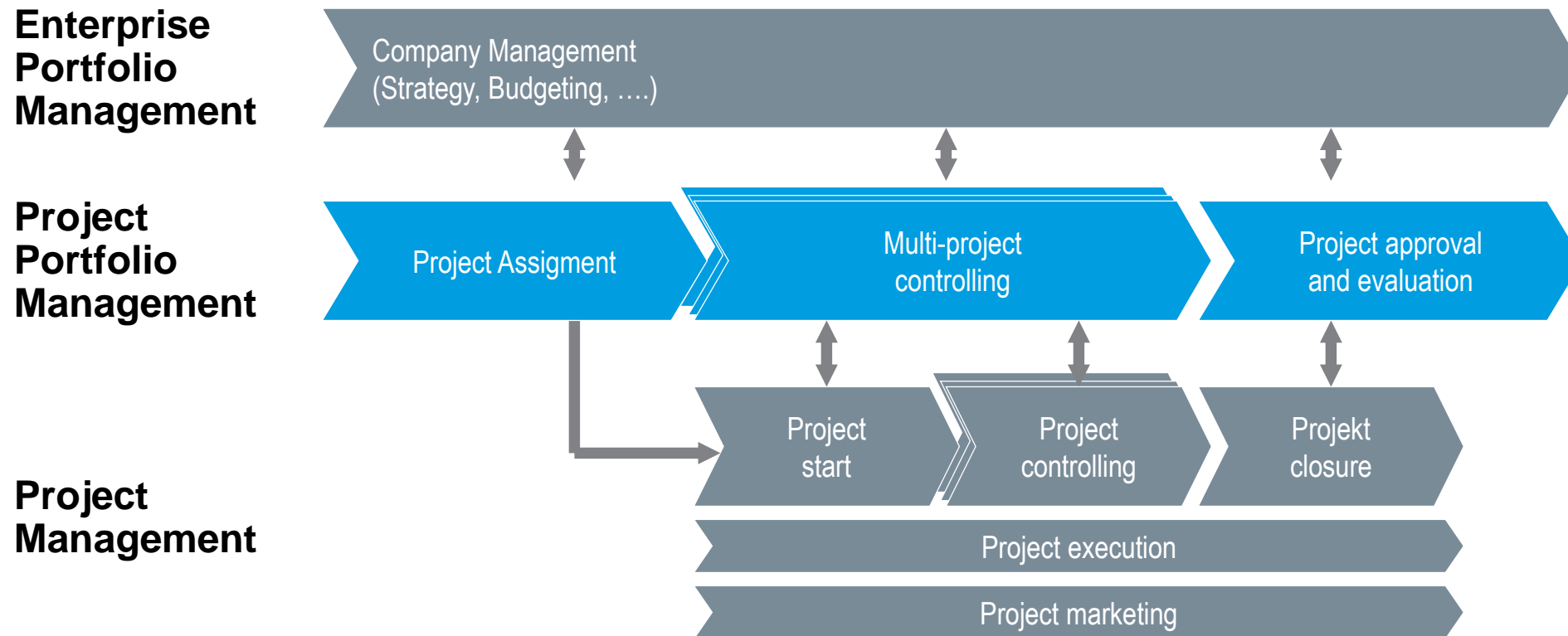
Aggregation levels in project controlling



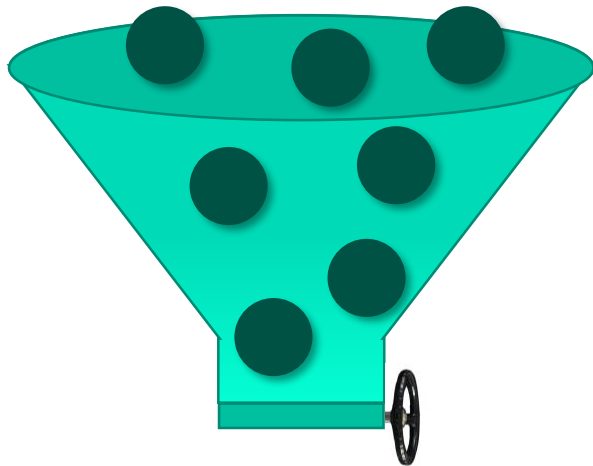
Project Portfolio Management Objectives

- > Align projects with strategic objectives and initiatives
- > Manage resources and to allocate them across the projects
- > Set priorities across projects
- > Coordinate objectives, schedules etc. between projects
- > Handle dependencies and conflicts between projects
- > Identify and use synergies across projects
- > Cancel projects which are not or no longer promising/profitable
- > Support organizational learning
- > Establish a common PM culture and common PM standards in the company

Project and Portfolio Management Processes

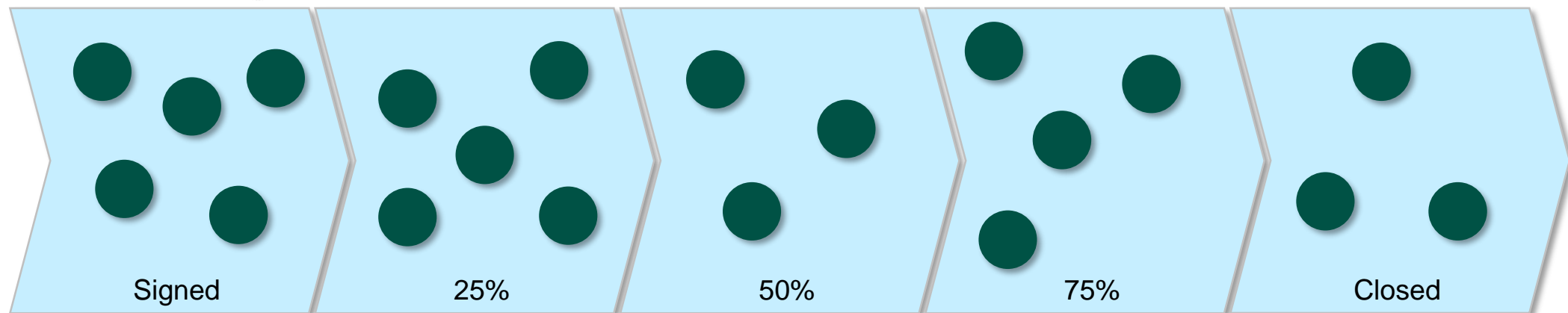
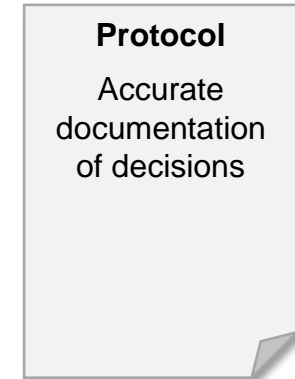


Pragmatic Approach to Project Portfolio Management



Criteria (case-by-case)

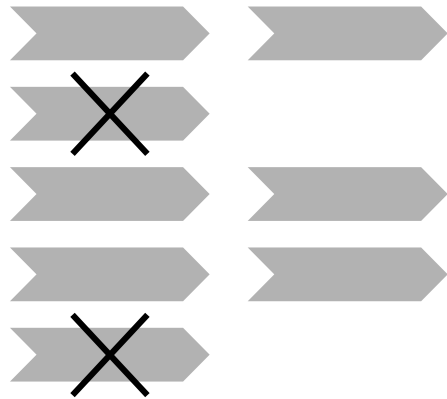
- Must-Projects (legal compliance, ...)
- Critical for achieving the fiscal year targets
- Critical for the next 1-2 years
- Longterm strategic significance
- Risk/Implementation
- ...



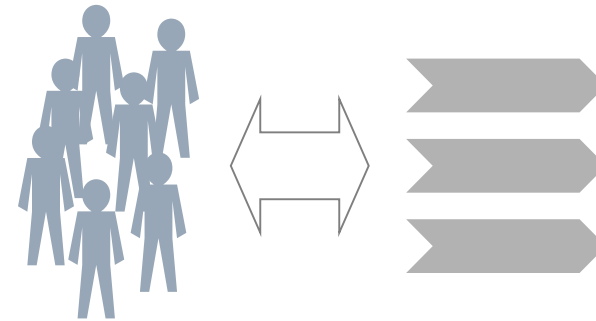
Active Projectportfolio

Tactical Approach to Project Portfolio Management

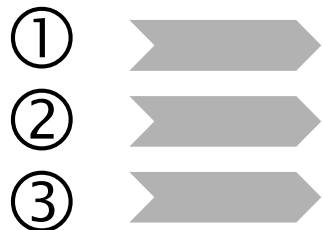
> Project selection (go/kill)



> Resource allocation



> Prioritisation



Strategic Approach to Project Portfolio Management


What are our strategic buckets?

- > Based on strategic objectives (e.g. new business areas, BCG matrix, ...)
- > Product lines
- > Project types (e.g. innovation vs. product maintenance)
- > Basic research vs. product development
- > Platform development vs. customer specific development
- > Technologies
- > ...



How much money do we put in every bucket?

Common Practical Challenges

- > What do we call a project?
 - > How can we derive the size of the different strategic buckets from the strategy?
 - > How do we assess strategic relevance?
 - > What is the practical significance of priority 1, 2 or 3?
 - > Is everybody adhering to the decisions regarding the project priorities?
 - > How do we recognize and react to changing situations?
 - > How are changing situations considered when setting project priorities?
- 
- A decorative blue wavy line runs horizontally across the bottom of the slide.

Common Project Portfolio Dimensions

- > Size / Cost / Budget
- > Value / Benefits / ROI
- > Contribution to strategic objectives
- > Urgency: e.g. compliance project
- > Risk
- > Status: Scope, Time, Resources (RAG, needs clear definition)
- > Project type: e.g. R&D, Marketing, Org/IT, Product Development, Investment
- > Resource Usage / Assignment
- > Dependencies / relationship to other projects

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Project Portfolio Management Visualization

Single Project View

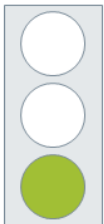
Project Viewer

2017-007 - My 1st Project

Project Manager Peschke A.	Project Owner Goldschmidt M.
Type of Project Others	Complexity Project
Priority high (1)	Portfolio Area Offices

Project Description
This is my first project which has been created with the project editor. For the project description is an extended text editor available, to see more than one text line. Also for the project viewer this field is displayed in multiple lines to describe the project in more detail for the viewers.

Status Project Overview



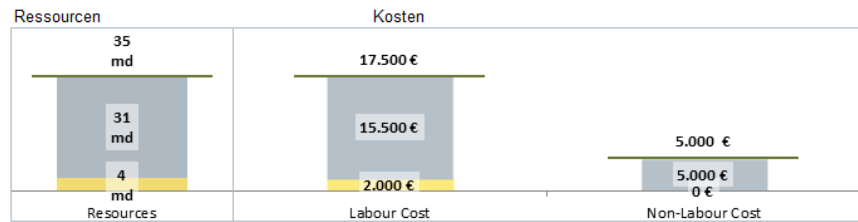
15.09.2017

The project started on time, the project plan is agreed by the team and approved by the project owner. The first phase started and so far everything is in plan and everyone is happy!

Project	Base	Current
Start	20.08.2017	20.07.2017
End	28.02.2018	15.06.2018

Milestones	Base	Current	Name
✓			
✓	20.08.2017	20.07.2017	Project started
	20.10.2017	20.10.2017	Anything finished
	04.12.2017	04.12.2017	Something else started
	15.01.2018	15.01.2018	Everything delivered
	28.02.2018	15.05.2018	Project finished

	Base	Actual	To Complete	Current	Deviation
Resources	35	4	31	35	0
Labour Cost	17.500	2.000	15.500	17.500	0
Non-Labour Cost	5.000	0	5.000	5.000	0
Total Cost	excl. CR	22.500		20.500	0
	incl. CR	23.000	2.000	22.500	-23.000



Project Phase

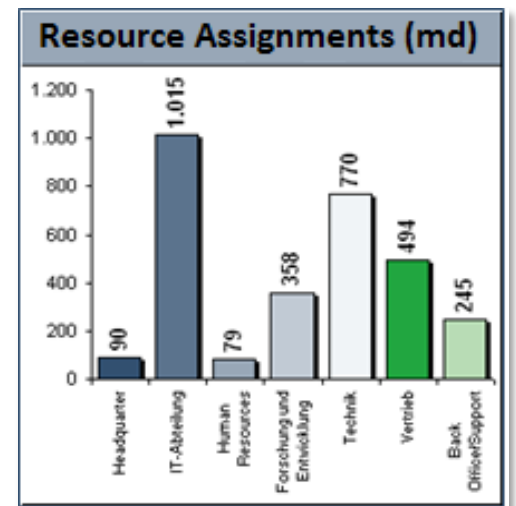
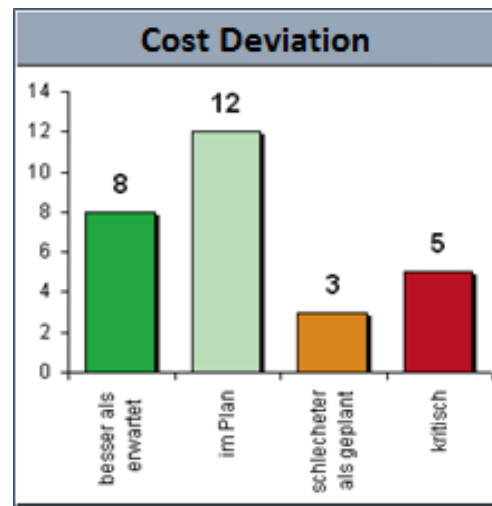
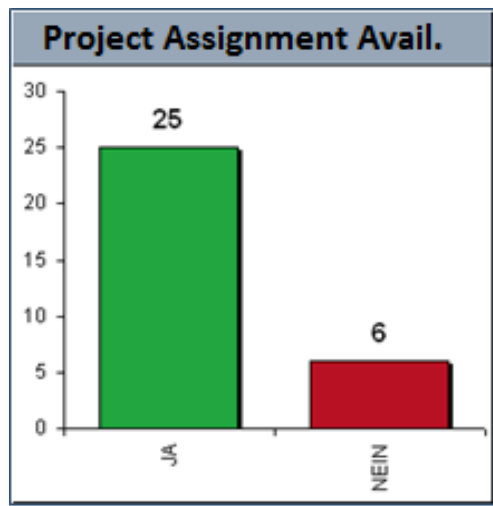
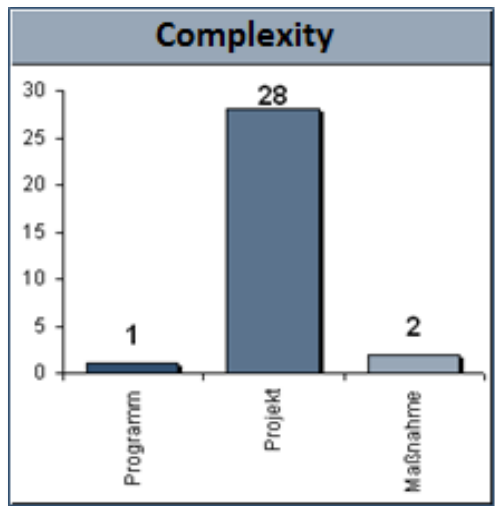
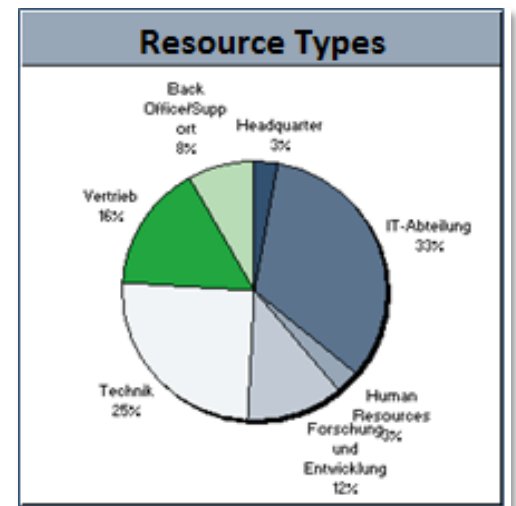
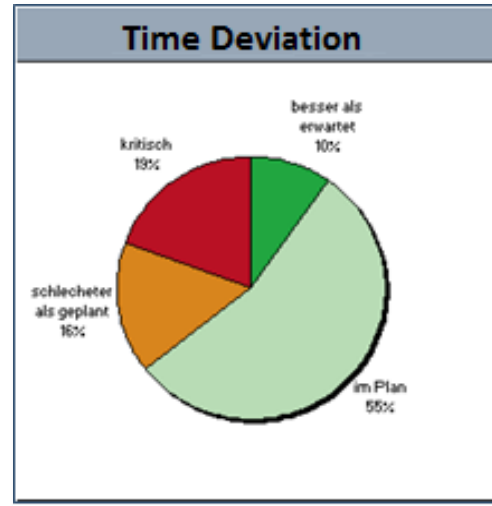
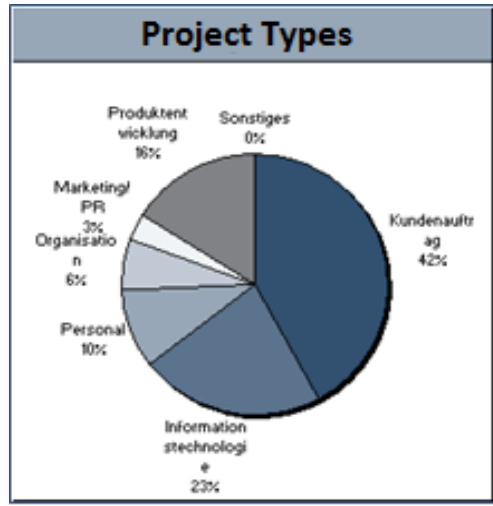
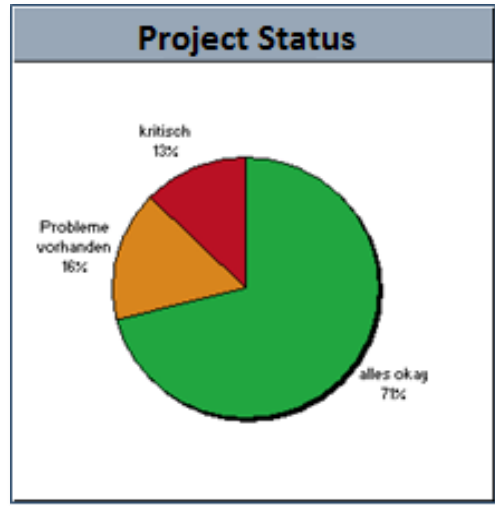


Project Table

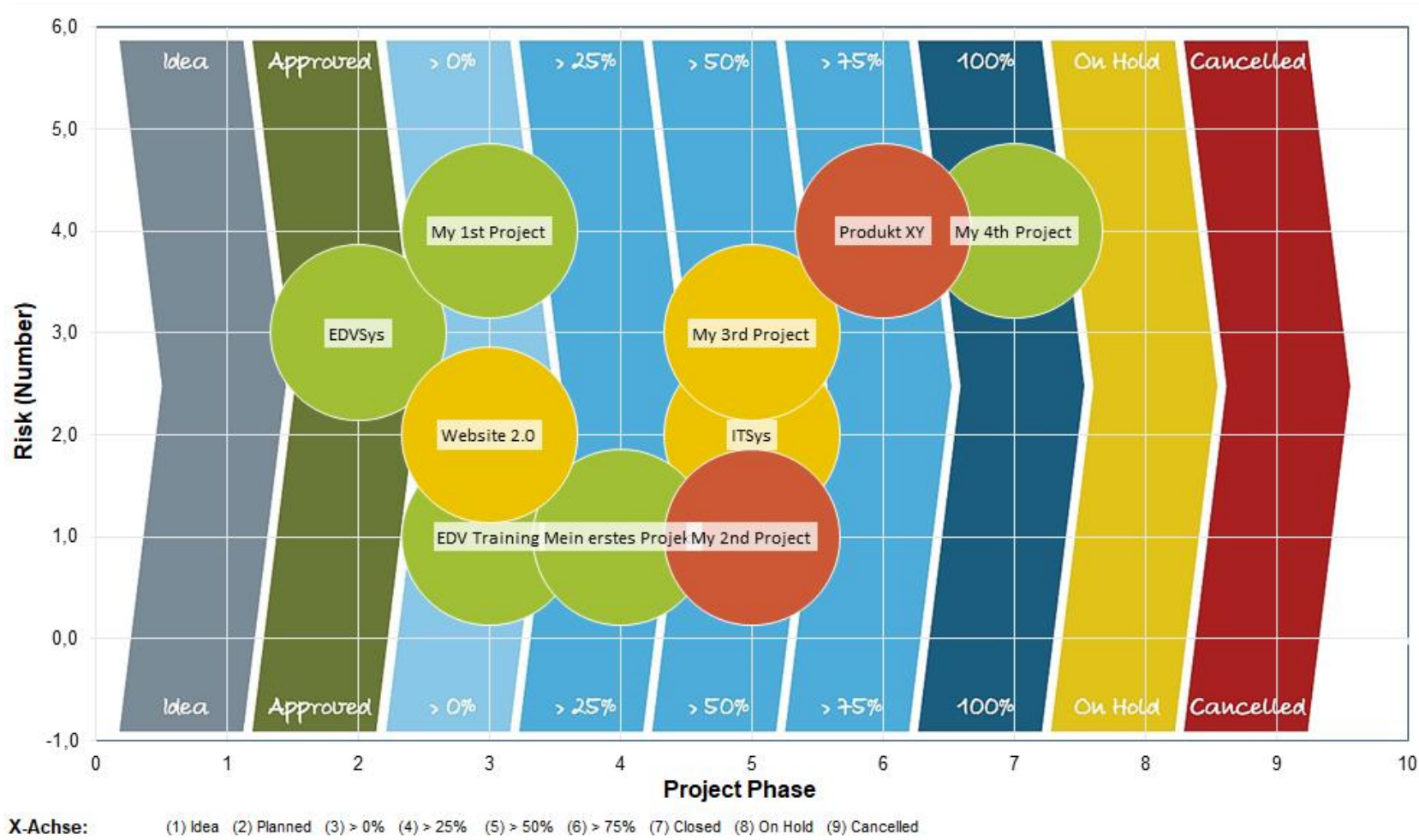
- > Overview of all Projects within a table
- > Possibility to sort and filter e.g. by department
- > Popular sorting:
 - > In terms of organization
 - > Variances to schedule (% , dates, Resources, Costs)
 - > Status (Traffic Lights)
 - > ...

Projektcode	Project Name	Detailed Project Name	Project Owner	Project Manager	Base Start Date	Base End Date	Current Start Date	Current End Date	Risk (Number)	Overall Progress	Project Phase	Status Traffic Light	Latest Status Report	Portfolio Area	Summe der Ressourcen				Summe der Kosten								
															Base	Actual	To Complete	Current	Deviation	Base	Actual	To Complete	Current	Deviation			
									3	29,10%																	
2017-002	EDV Training	Reorganisation 2017	Rabl W.	Peschke A.	15.03.2018	15.09.2018	15.03.2018	15.09.2018	1	0,00%	> 0%	green	15.01.2017	Offices	75	7	0	84	0	57.500,00 €	8.500,00 €	0,00 €	67.000,00 €	0,00 €			
2017-004	EDV Sys	Mein erstes im Editor angelegtes	Gruber H.	Maier G.	02.07.2017	21.03.2018	03.07.2017	28.03.2018	3	12,50%	Planned	green		Offices	516	65,5	468,5	534	18	297.700,00 €	34.500,00 €	264.200,00 €	302.700,00 €	5.000,00 €			
2018-001	Mein erstes Projekt	Mein erstes im Editor angelegtes	Rabl W.	Peschke A.	17.02.2017	28.02.2018	17.02.2017	31.03.2018	1	33,00%	> 25%	green	01.06.2017	Offices	205	10	0	250	0	109.500,00 €	5.500,50 €	0,00 €	131.760,00 €	0,00 €			
2017-007	My 1st Project	This is my first project	Goldschmidt M.	Peschke A.	20.08.2017	28.02.2018	20.07.2017	15.06.2018	4	10,00%	> 0%	green	15.09.2017	Offices	35	4	0	35	0	22.500,00 €	2.000,00 €	0,00 €	22.500,00 €	0,00 €			
2017-010	My 4th Project	This is my fourth project					15.06.2016	20.09.2016	4	90,00%	Closed	green		Headquarter	0	0	0	150	0	0,00 €	0,00 €	0,00 €	6.000,00 €	0,00 €			
									2	43,67%																	
2017-001	ITSys	Einführung eines IT-Systems	Gruber H.	Peschke A.	02.07.2017	24.03.2017	03.07.2017	28.03.2018	2	55,00%	> 50%	yellow	29.08.2017	Offices	412	55,5	471,5	422	11	245.700,00 €	29.500,00 €	270.200,00 €	247.200,00 €	8.000,00 €			
2017-009	My 3rd Project	This is my third project	Goldschmidt M.	Peschke A.			01.06.2017	28.02.2018	3	66,00%	> 50%	yellow		Offices	61	2	0	62	0	30.500,00 €	1.000,00 €	0,00 €	32.000,00 €	0,00 €			
2017-005	Website 2.0	Website-Relaunch 2016/17 - Phase 2	Rabl W.	Sattler B.	01.01.2017	30.06.2017	15.01.2017	31.07.2017	2	10,00%	> 0%	yellow		Offices	112	20	0	112	0	81.500,00 €	10.000,00 €	0,00 €	81.500,00 €	0,00 €			
									3	26,00%																	
2017-008	My 2nd Project	This is my second project	Rabl W.	Peschke A.	01.03.2017	30.09.2017	01.04.2017	25.11.2017	1	27,00%	> 50%	red	30.04.2017	Offices	32	7	0	37	0	21.500,00 €	4.500,00 €	0,00 €	26.000,00 €	0,00 €			
2017-003	Produkt XY	Produktentwicklung XY	Goldschmidt M.	Peschke A.			15.02.2017	30.11.2017	4	25,00%	> 75%	red		Offices	0	0	0	70	0	0,00 €	0,00 €	0,00 €	40.000,00 €	0,00 €			

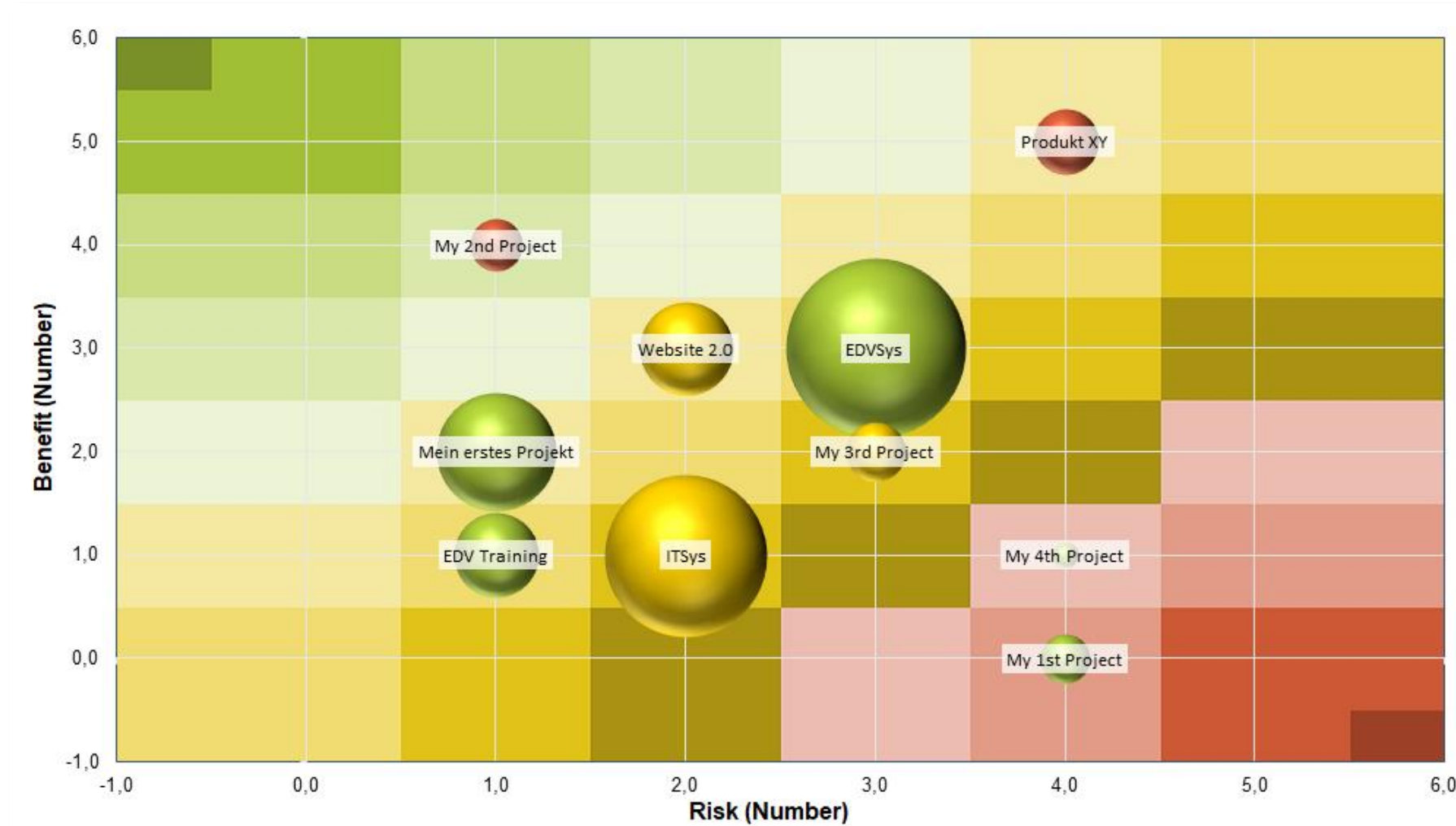
Dashboard View



Project Pipeline

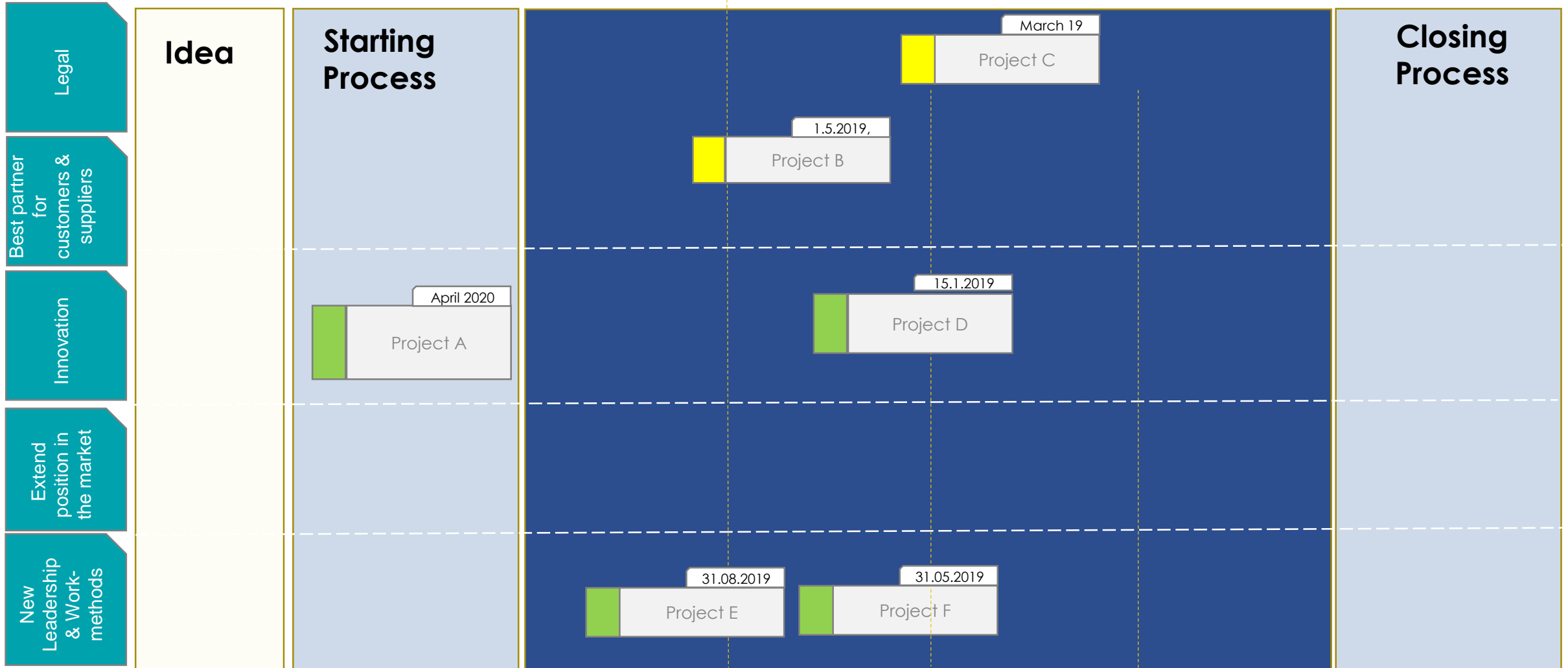


Benefit/Risks



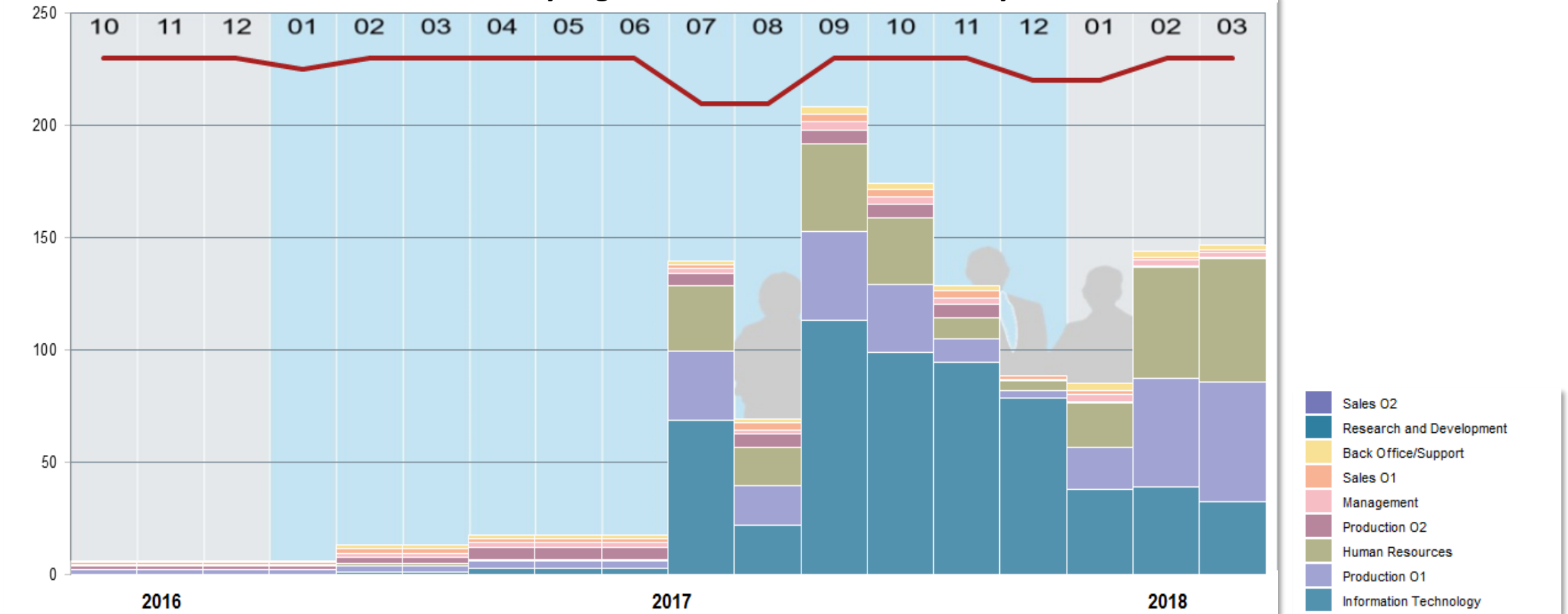
Dimensions:
X-Axis: Risk
Y-Axis: Benefit
Size: budget
Color: status

Project/Change Pipeline



Resource allocation

Resource allocation by organizational units on a monthly basis



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**How to implement a Project Portfolio?
It is part of a PMO!**

Project Management Office (PMO) – Definition



A PMO is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of a project. The PMO can be a stakeholder if it has direct or indirect responsibility for the outcome of the project.

acc. to PMI "The Standard for Portfolio Management"

The deliverable of a Project management Office (PMO)



PM Standards & Tools

- > Definition of PM guidelines and methodology
- > Central management of PM tools, templates and information systems
- > Knowledge archive

Quality & assurance of project portfolio

- > Planning and execution of project audits
- > Quality checks and quality improvements in projects

Project management education and training

- > Definition of PM training goals, project manager career path
- > Execution and management of PM training
- > Coaching of project managers and project teams
- > Building and developing the PM community within the company

Providing a pool of resources for projects

- > Project managers
- > Project assistant

Project portfolio management and controlling

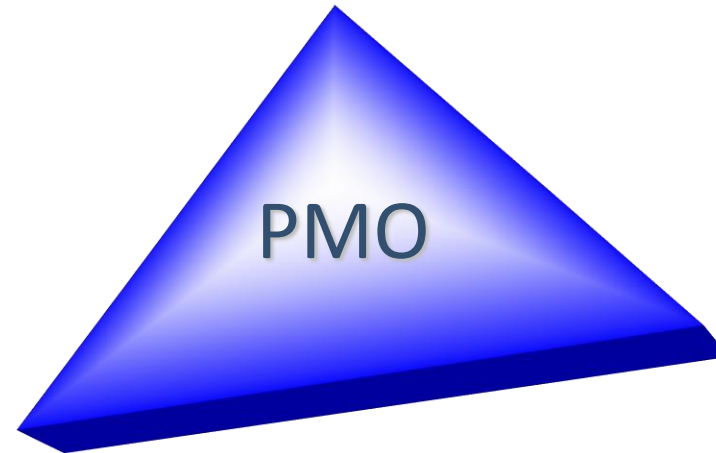
- > Regular monitoring and reporting of project portfolio
- > Preparation of Project Portfolio Board meetings

The ultimate value of a PMO Airport?



Success of a PMO

Project Management as
a **strategy**



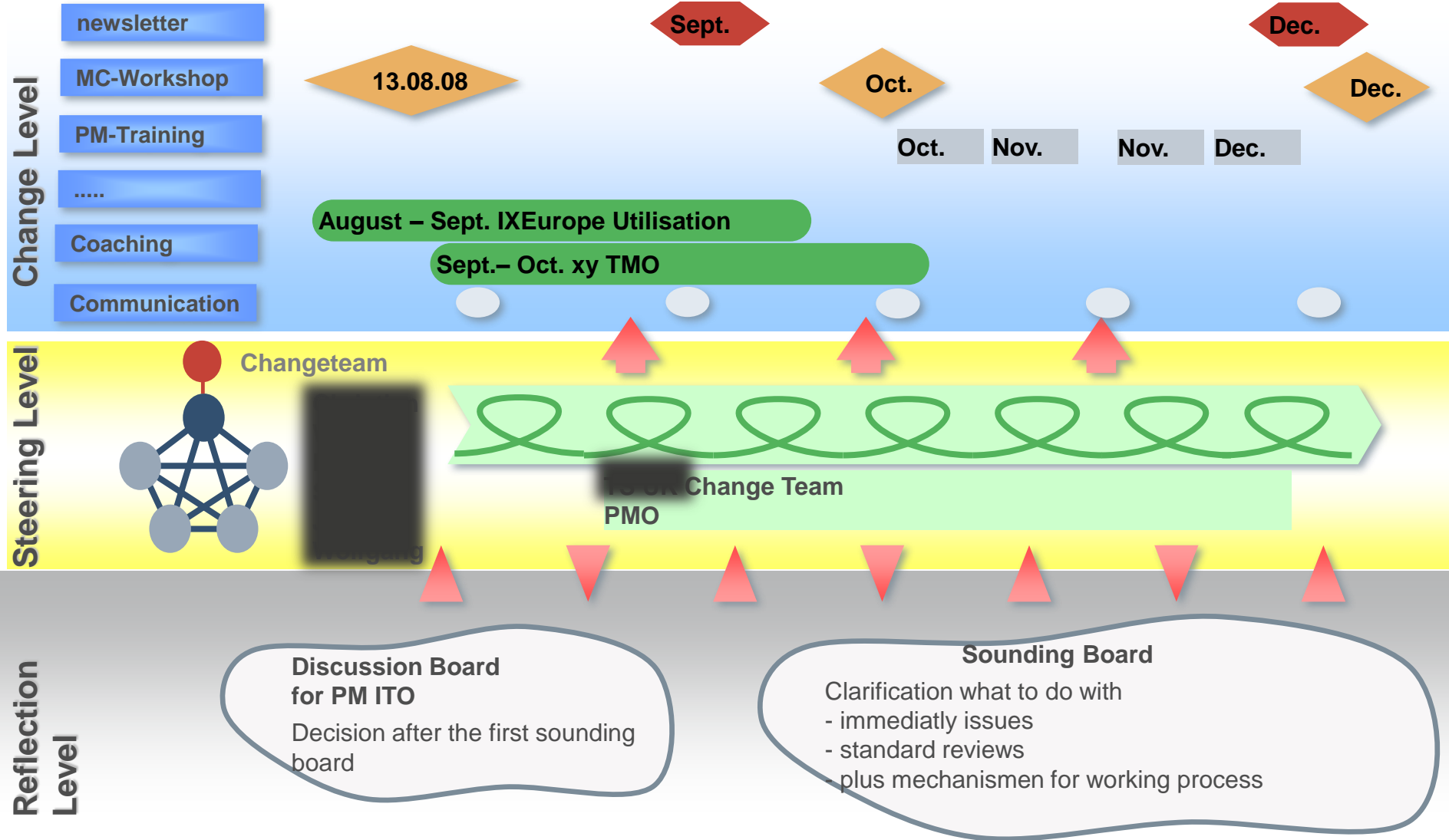
PM-culture

Permanent and
temporary **structures**

$$S = Q \times A$$

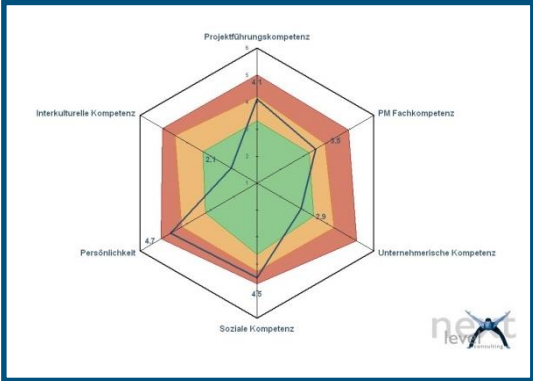
Success = Quality x Acceptance

Acceptance through Sounding Boards and Stakeholder Management

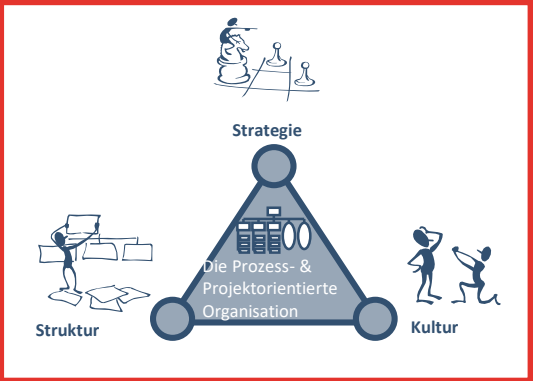


Involve the past when building the future

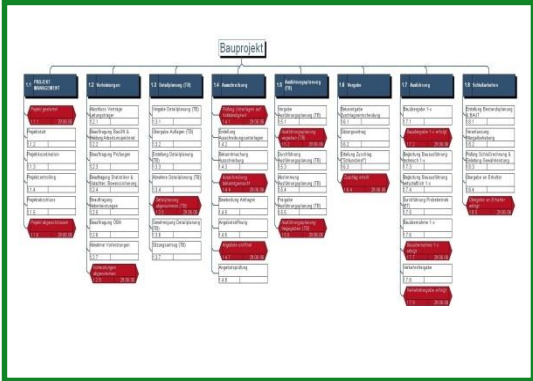
AS IS - Analysis



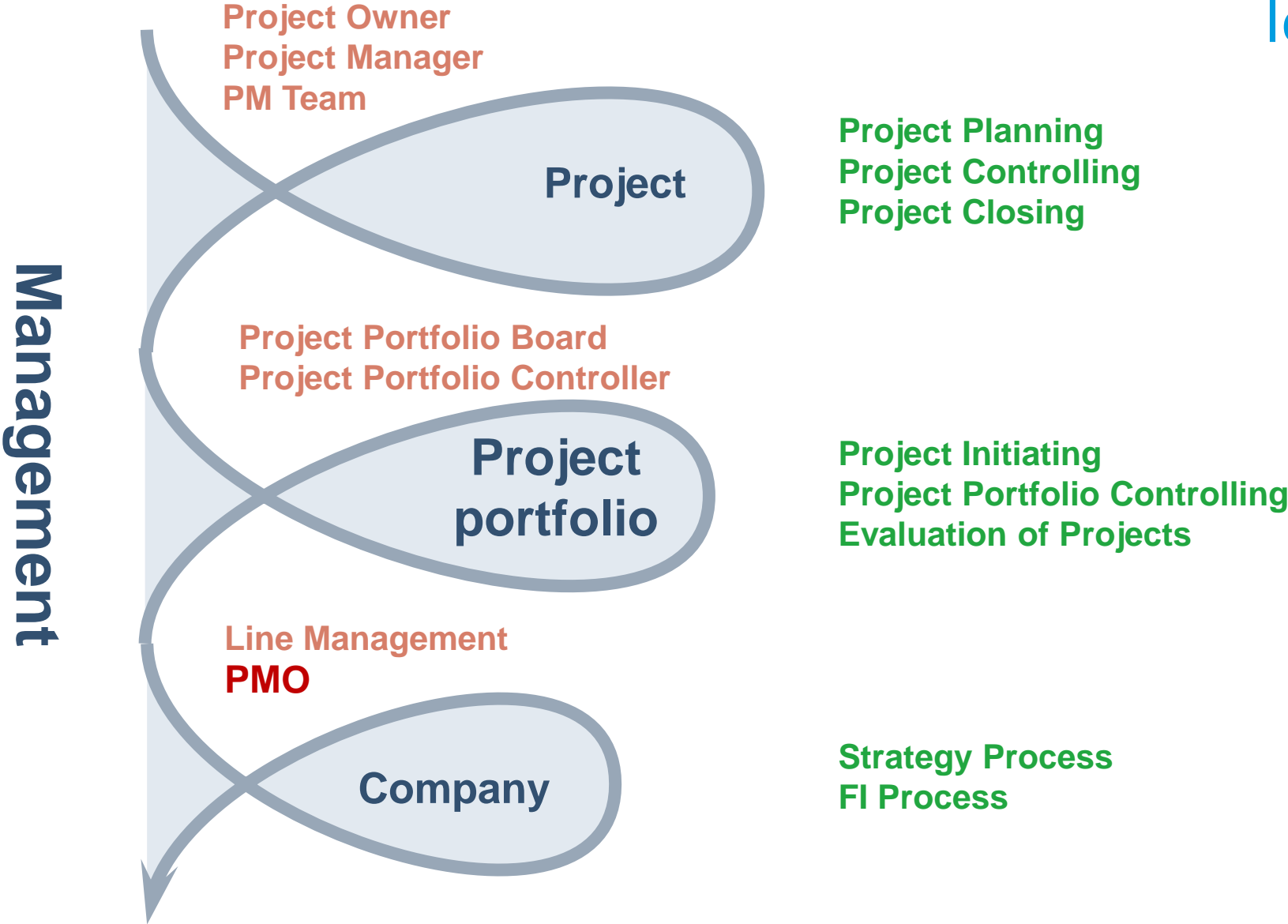
Concept



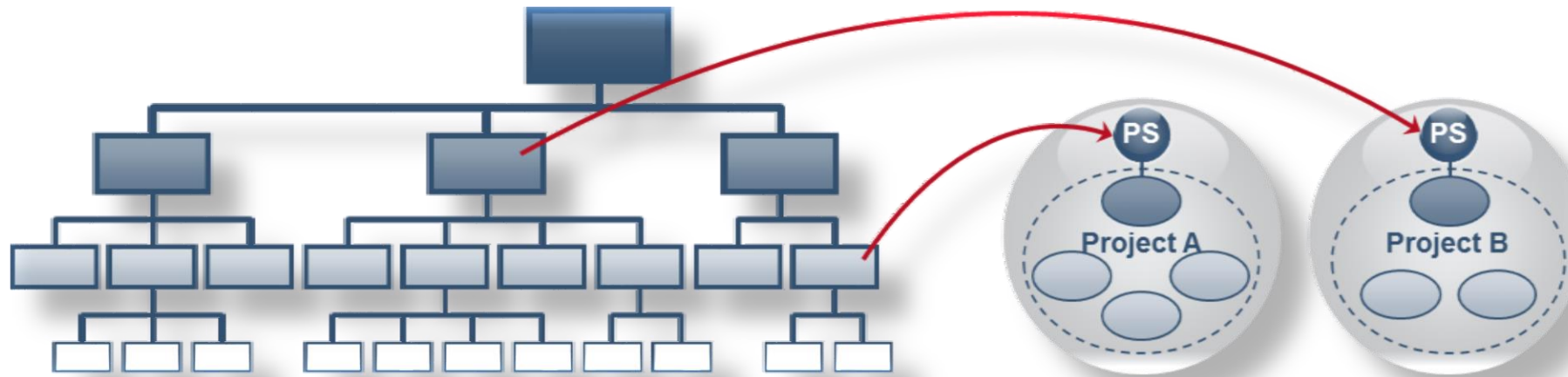
Implementation



PMO as strategic enabler

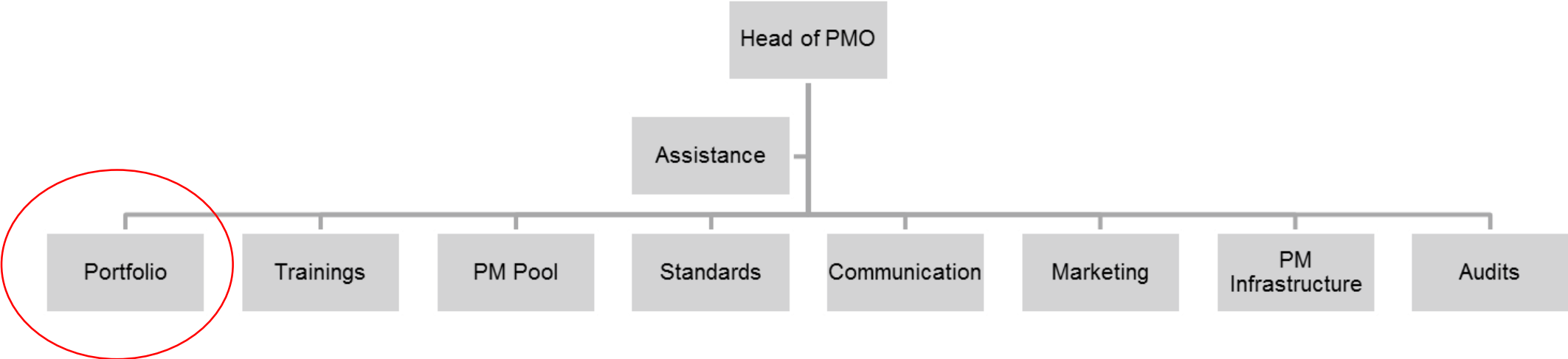


Understand the Power Game: Projects as temporary Organisations ...

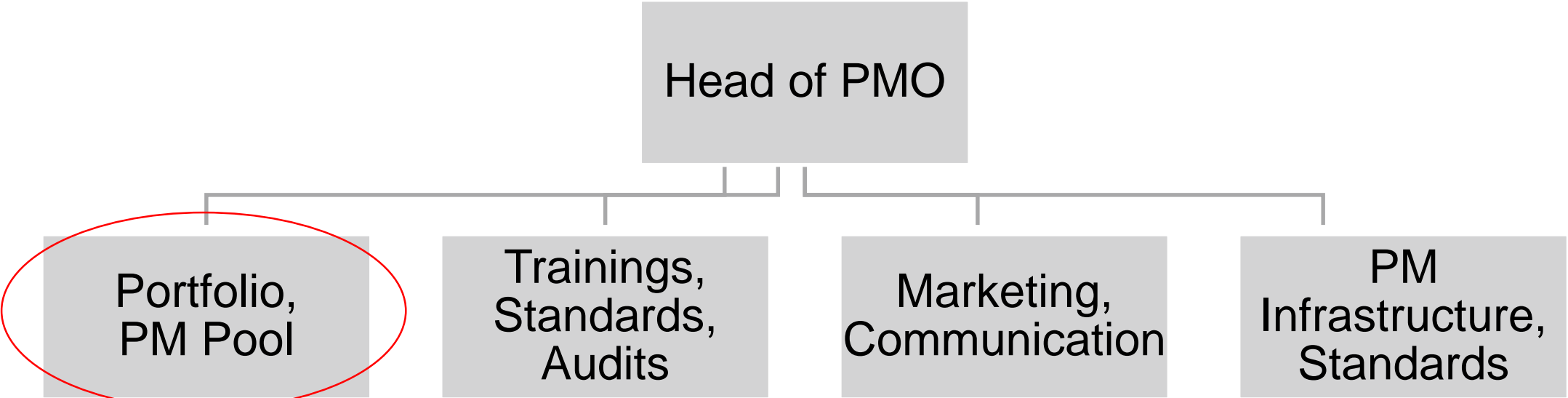


... means **temporary** information structures as well as **temporary** decision structures.

Large Size Organization



Medium / Small size Organization



Portfolio Management facilitates executive discussions



Business Case – PMO

- > Business cases must be simple
 - > Calculate the one-time-costs to set-up a PMO
 - > Calculate the ongoing costs for a PMO
 - > Calculate the savings if all projects are in time and quality
 - > Calculate the savings if all projects will be discussed in one Portfolio board
 - > Calculate 10% manpower reduction due to centralized project manager pool
 - > To get this information, interview stakeholder!
-

Business Case – PMO – EXAMPLE



- > One-time-costs to set-up a PMO: 100 000 USD over three months
- > Ongoing costs for a PMO: 50 000 USD per month

Savings No 1: **All projects are in time and quality**

- > 15 projects are closed per year each with a budget of 150 000 USD
- > 66% of these are late 9 month and cause +5% project costs / month
(10 projects cause 7,500 USD cost per month equals 75 000 USD per month)
- > This leads to 75 000 USD savings per month over a year
- > Savings materialize 3 month after start of implementation of PMO

Savings No 2: **All project will be discussed in one Portfolio board**

- > 5 000 USD savings per month
- > Savings materialize 1 month after start of implementation of PMO

Savings No 3: **Calculate 10% manpower reduction due to centralized PM pool:** with 20 PMs this leads to 160 000 USD savings per year (2 FTE) or 13 300 USD savings per month

- > Savings materialize 3 month after start of implementation of PMO

Business Case – PMO – ROI



Month	1	2	3	4	5	6	7	8	9	10	11	12
Set up the PMO	-\$33.333	-\$33.333	-\$33.333	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ongoing costs of the PMO	\$0	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000
All projects are in time and quality	\$0	\$0	\$0	\$75.000	\$75.000	\$75.000	\$75.000	\$75.000	\$75.000	\$75.000	\$75.000	\$75.000
All project will be discussed in one Portfolio board	\$0	\$5.000	\$5.000	\$5.000	\$5.000	\$5.000	\$5.000	\$5.000	\$5.000	\$5.000	\$5.000	\$5.000
10% manpower reduction due to centralized project manager pool	\$0	\$0	\$0	\$13.300	\$13.300	\$13.300	\$13.300	\$13.300	\$13.300	\$13.300	\$13.300	\$13.300
Sum per month	-\$33.333	-\$78.333	-\$78.333	\$43.300	\$43.300	\$43.300	\$43.300	\$43.300	\$43.300	\$43.300	\$43.300	\$43.300
ROI	-\$33.333	-\$111.667	-\$190.000	-\$146.700	-\$103.400	-\$60.100	-\$16.800	\$26.500	\$69.800	\$113.100	\$156.400	\$199.700

Month	1	2	3	4	5	6	7	8	9	10	11	12
PMO investment	-\$33.333	-\$83.333	-\$83.333	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000	-\$50.000
PMO savings	\$0	\$5.000	\$5.000	\$93.300	\$93.300	\$93.300	\$93.300	\$93.300	\$93.300	\$93.300	\$93.300	\$93.300
ROI	-\$33.333	-\$111.667	-\$190.000	-\$146.700	-\$103.400	-\$60.100	-\$16.800	\$26.500	\$69.800	\$113.100	\$156.400	\$199.700





**“MEASURE WHAT IS MEASURABLE, AND MAKE
MEASURABLE WHAT IS NOT SO.”**

GALILEO GALILEI

Project management Office: KPIs



- > KPIs help to measure the performance of a PMO
- > KPIs help to justify the PMO operations
- > KPIs MUST be agreed with the supervisor of the Head of PMO upfront
- > KPIs should be reviews monthly and adjusted yearly
- > KPIs values should be planned per year in advance
- > KPIs should be reported to all stakeholder monthly: plan vs. actual values
- > KPIs must be very simple!

Examples:

- > KPI#1: number of projects in time, budgets and quality
- > KPI#2: number of portfolio boards per month
- > KPI#3: percentage of projects with PM and Sponsor
- > KPI#4: percentage of PMs using 80% of PMO standards
- > KPI#5: percentage of PMs having PMO trainings done
- > KPI#6: number of project audits per year
- > KPI#X:

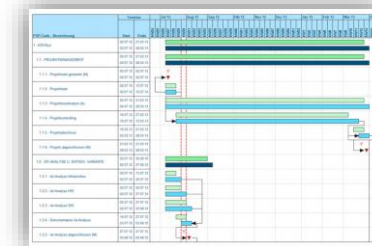
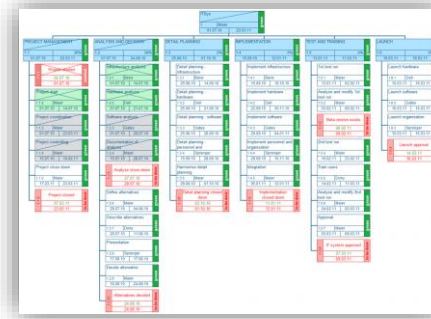
Use the right tools



Free Tool for Project and Portfolio Management

next project^{light}

- > 50 tasks (incl. summary tasks and milestones)
- > 3 input levels (incl. project level)
- > 3 levels and 10 project phases in the WBS display (depending on the layout)
- > 1 resource type per project
- > 2 cost types per project (fixed 1 automatic and 1 manual)
- > 6 years project lifecycle (for resource and cost distribution, Gantt chart timeline displays are only possible for reasonable lengths of time)
- > 1 project manager, 1 project owner, 12 project team-members, 12 project participants
- > 10 objectives and non-objectives, 8 project environments, 250 to dos



next portfolio^{light}

- > On request

#project #process #change

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How to bring Project Portfolio management to life?

Maturity-Based Implementation Model

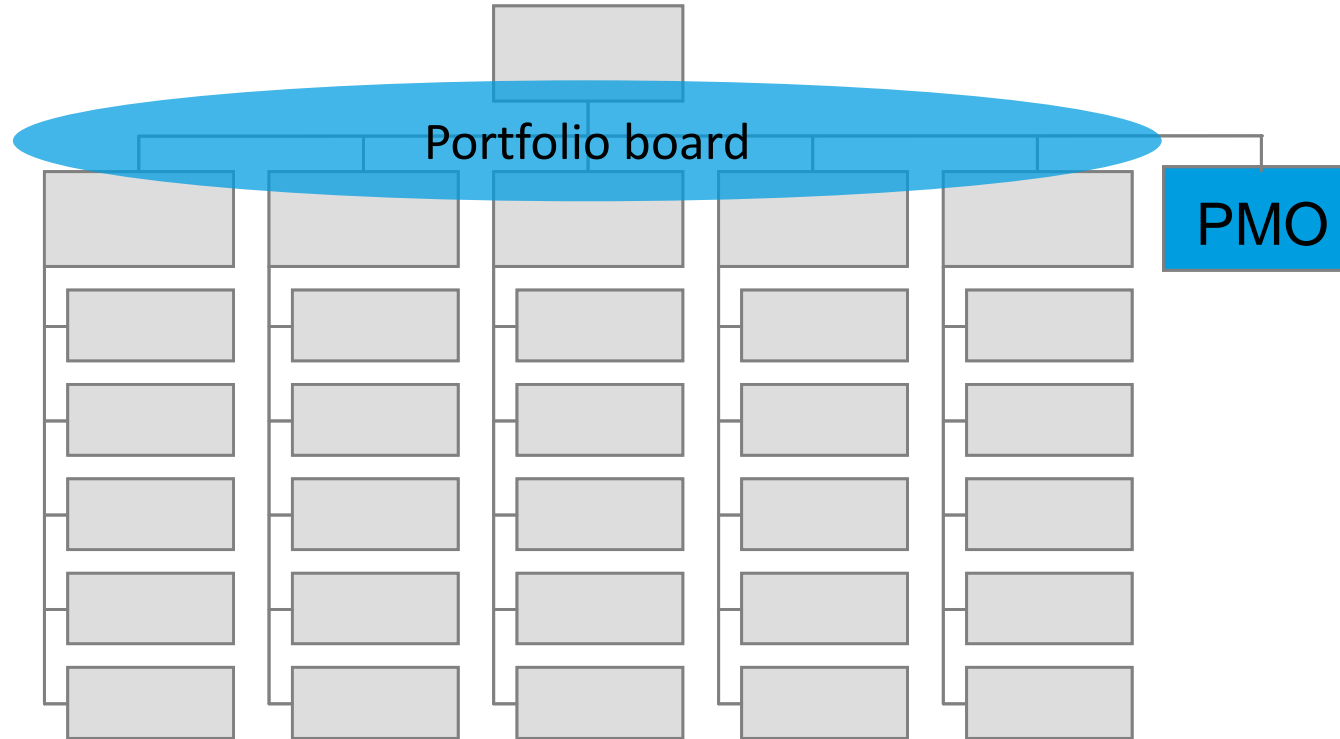
- > Step 1: Establish PM Professionalization as an internal project
 - > Integrative Project Organization for a wider acceptance of PM within the Company
 - > Resource Learning & Development (PM Education) and Organizational Development (PM Guidelines, PM Tools, Project Handbooks and IT support)
 - > Project Marketing : Success = Quality x Acceptance

 - > Step 2: Single Project Management

 - > Step 3: Multi Project Management

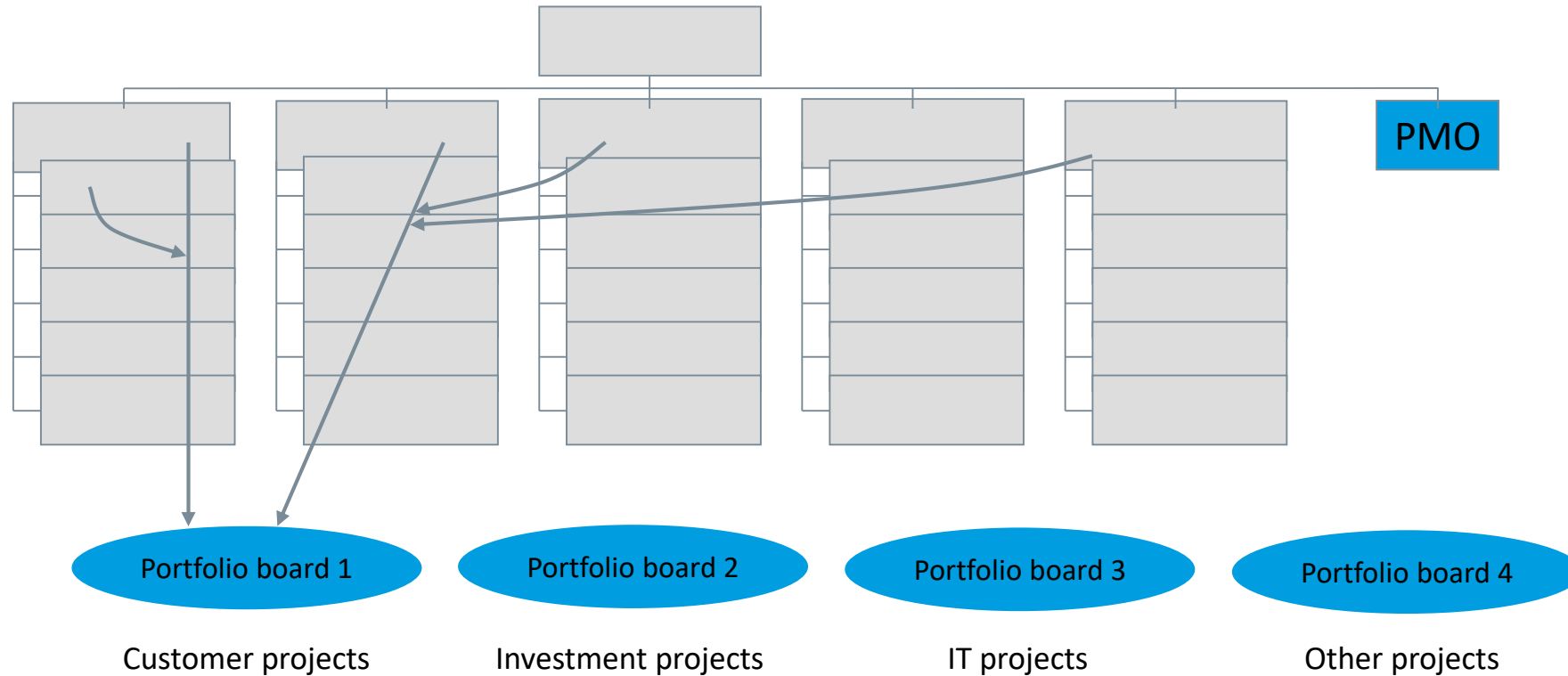
 - > Step 4: Resource Management
-

PPM organization: Customer example 1



**One portfolio board for all projects.
The portfolio board is identical to the executive board.**

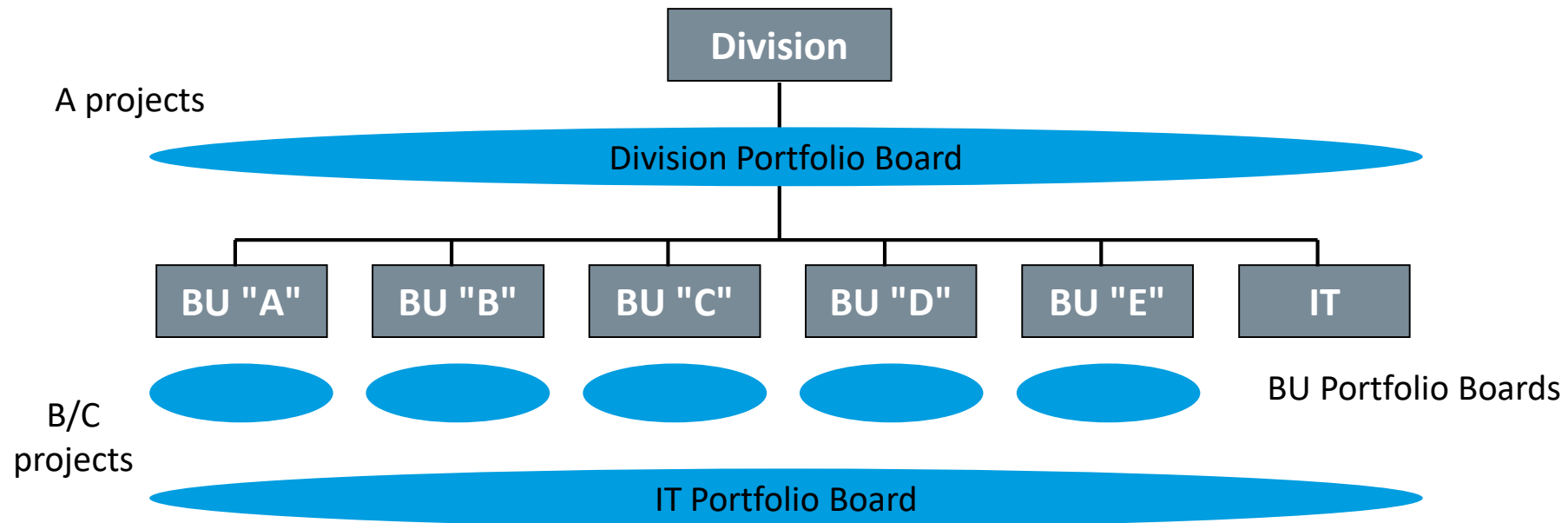
PPM organization: Customer example 2



Specific portfolio boards are established for different project types!

(only feasible when dedicated resources are available for different project types)

PPM organization: Customer example 3



Cross-border portfolio boards are established for specific project types (e.g. IT projects).

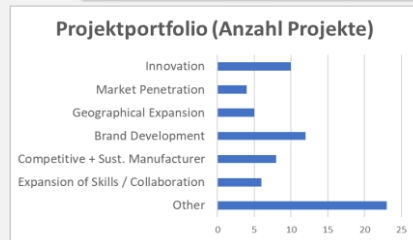
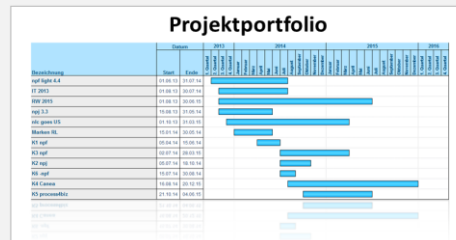
PMOs exist in the division and in every BU.

BU: Business Unit

Phased Implementation Approach

① Project Inventory

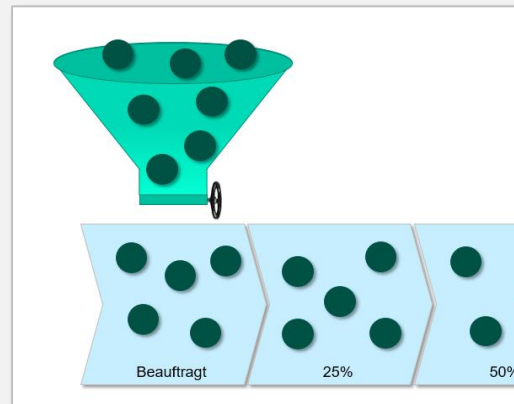
- Gain overview of existing projects
- Assess the current situation for strategic projects



3 – 6 months

② Get started!

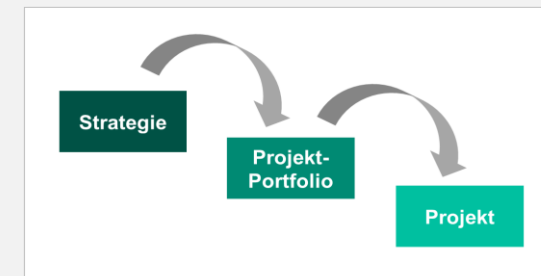
- Make first operational decisions
- New projects are approved by the portfolio board



7 – 24 months

③ Active Portfolio Steering

- Budget decisions based on portfolio views
- Projects are stopped/cancelled



After 2 years

#project #process #change

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Case Study

AS IS Situation



- > A global IT outsourcing provider plans to professionalize the project management, W. Sedlacek is in charge of that strategy and implementation.
- > The goal is to put structure around projects to enable savings and focusing on the right projects by introducing Project Management in Excellence within a Project Management Competence Centre (PMCC).
- > next level consulting is the preferred supplier for project management training, coaching and consulting.

AS IS Analysis - Strength & Challenges

Starting Process in ICT Projects is ...

poor ● ● ● ● excellent

Not sure when a proj is considered as 'started'
Different between sold vs proj charter.
Late involvement of PM

PM BOOK.

LACK OF HANDOVER PROCESS

STARTUP EXPECTATIONS SET WITH CUSTOMER ARE UNREALISTIC

880 32 89 20

Controlling Process in ICT Projects is ...

poor ● ● ● ● ● excellent

Boundary not clear
No clear ownership.
REPORTING NOT ENFORCED OR UNUSUALLY CORRECT

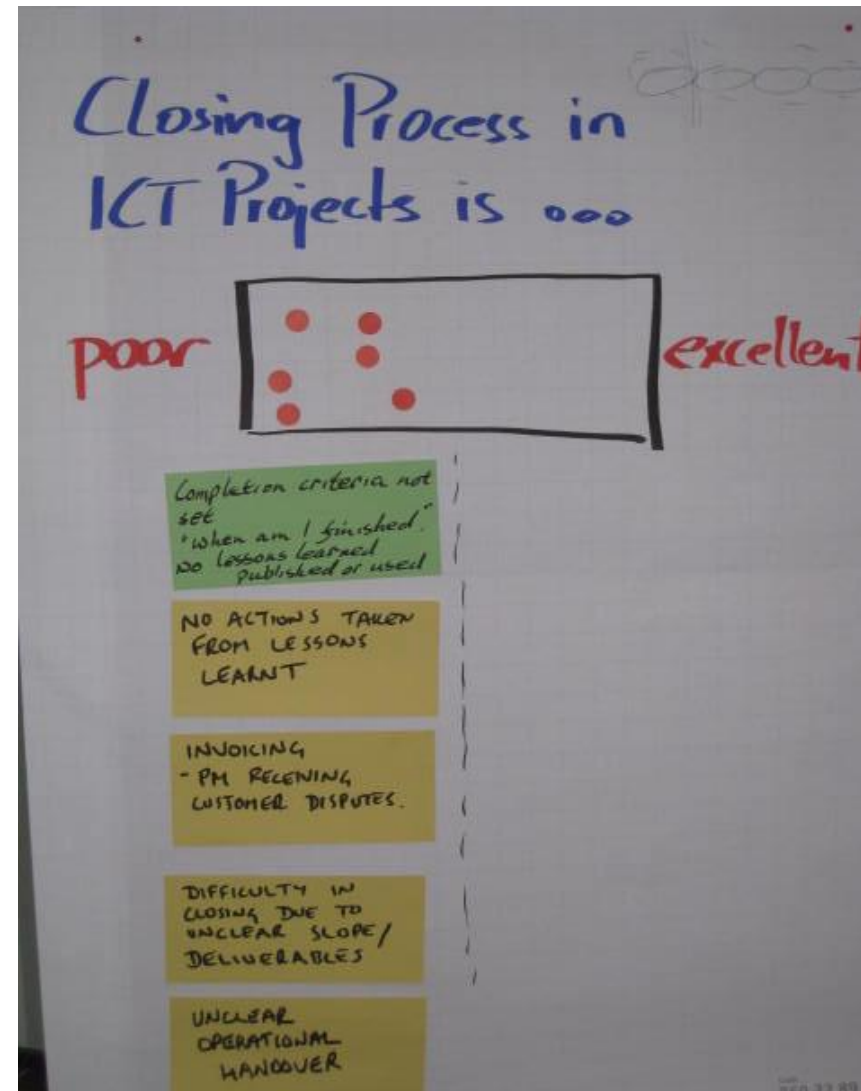
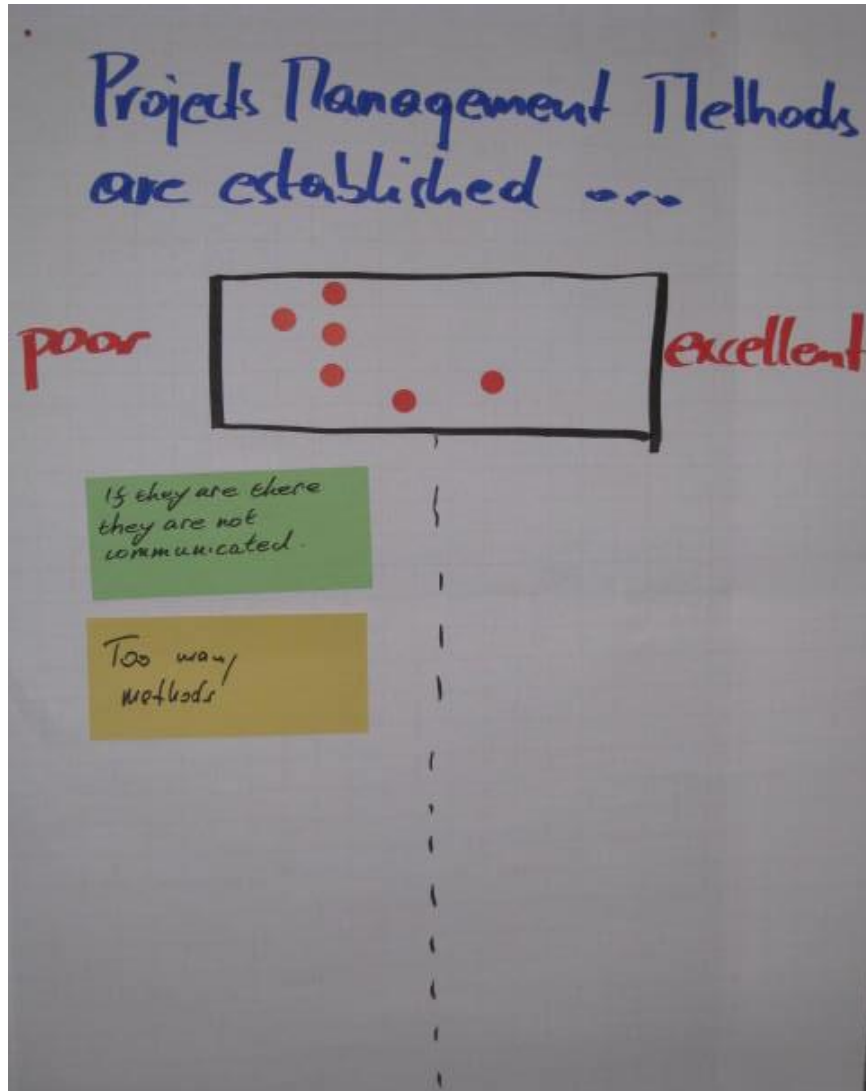
LACK OF ACCURATE REPORTING
MITIGATING ACTIONS FOR RISK/ISSUES

LACK OF CLEAR CONTROLLING PROCESS

NO MULTI PROJECT STEERING

Corporate 880 32 89

AS IS Analysis - Strength & Challenges cont.



AS IS Analysis - Strength & Challenges cont.

KT Projects are established as a temporary organisation *never* *every time*



TECHNICAL TEAMS UNABLE TO PROVIDE NAMED INDIVIDUALS NO RESOURCE TOOLS

ONLY ON LARGE PROJECTS

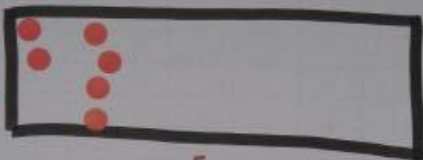
REGULAR SCOPE CHANGES CAUSES LATE PLANNING REQUIREMENTS

Would be better if the closure process was clearer.

THINK CCN'S USUALLY HAVE TEMP ORG

Role of PMO is ...

totally unclear *very clear*



PMO IS DUMPING GROUND.

NO MARKETING OR DEFINITION OF PMO


Why is it there?
- Report?
- Standard?
- Guiding?

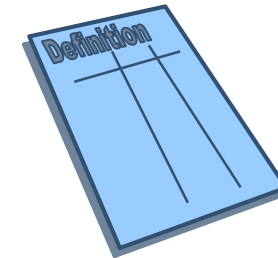
What do we mean by 'PMO' here?
Delivery or process

Vision / Mission Statement

The Project Management Competence Center
will provide processes and structures
to enable delivering mission critical projects
through highly skilled and empowered staff
in a cost effective and
transparent way.

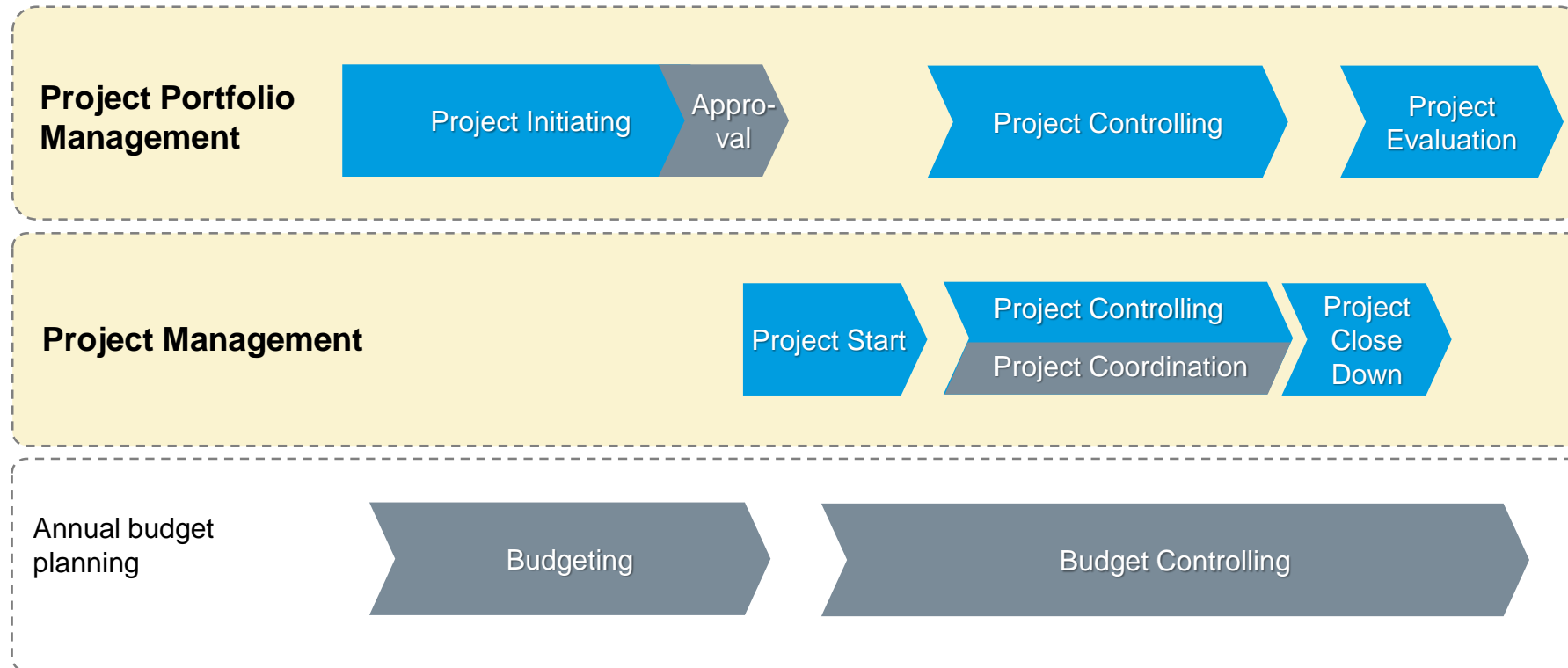
Definition of a Project

Criteria	Changes	Project	Programme
Organisation / Complexity		> 1 Factory Line plus different Line products	> 2 Factory Lines
Duration	> 1 month	> 4 month	> 8 month
Budget	> 50 k £	> 500 k £	> 1.000 k £
<i>(Resource days)</i>			
<i>(Key operation)</i>			

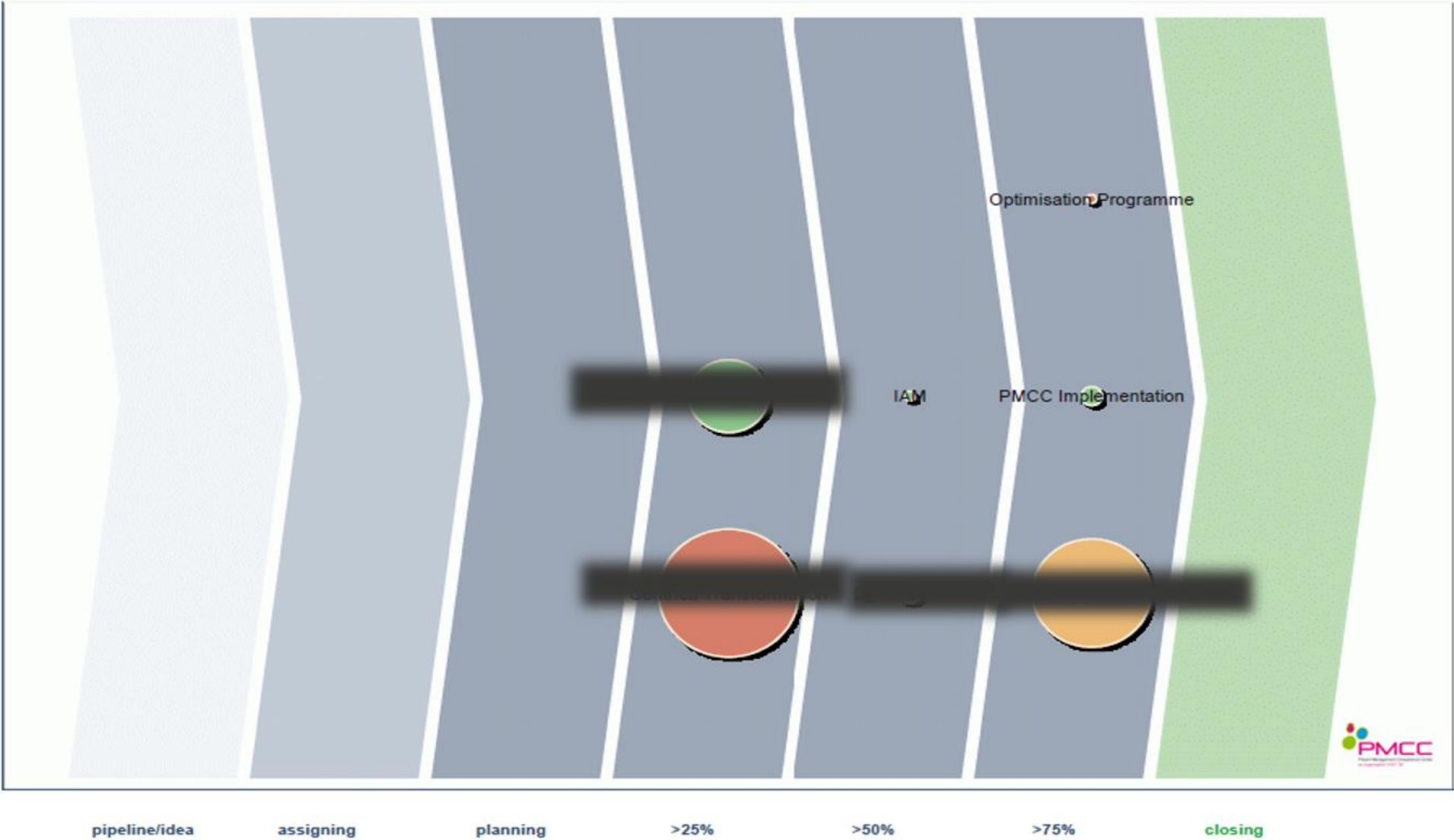


**Table helps PMCC to make suggestions.
Portfolio board always has the last decision.**

Project Portfolio Management Process



Multi Project Management / Portfolio Management



#project #process #change

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Q&A



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