Bottom-Line Multi-Project (Program) Management (PLC II)

Outline

Day 1

Program Management Competencies
6 Multi-Project/Program Areas of Focus
1. Technical Leadership
2. Organization
3. Program Leadership
4. Communications
5. Interface Management
6. Change Management

1. Technical leadership
- Modify and apply single project tools
- Allocate scarce resources among competing projects
- Interdependencies, multi-spend plans and budgets

2. Organizational Leadership
- Identify unique organizational structure of a program
- Define roles, responsibilities, authority limits and controls
- Build Collaboration vs. Competition
- Define various matrix structures and navigation paths

3. Program Leadership
- Stakeholder Management
- Negotiating for Success
- Actively Manage Conflict and Resolve Issues
- Resolve Political and Organizational Issues
- Manage Geographical Dispersed Program Teams
- Navigate Program Complexities

4. Communications Leadership
- Communicating across complex organizations
- 3 keys to program success: Communicate X 3
- Communications plan and map
- Reporting and information sharing needs

5. Interface Management
- Identify key interface points; track and manage
- Define and negotiate scope/quality

6. Change Management
- 4 Stages of Change; action choices for each stage
- Assess and control impact of changes
- Stakeholders, sponsors and management caused changes

Initial Planning Team
- Limited life subset of project execution team
- Create Project Business Requirements and Resource Plan. Review Proposal.
- Plan for managing strategic and competitive risk

Aligning Programs with Business Strategy
- Establish Program Measurements Business, Program and Process Objectives

Program/Project Decision Making Setting priorities

Decision Making: Project Value
- Evaluate each project for contribution and alignment

Decision Making: Project Strategic Risks
- Assess risk level of each project

Assignment#1 - Place projects on Risk Table
Build Decision Table: Value vs Risk

Simulation Orientation
- Goals
- Resources
- Reports
- Decision Options

Assignment#2 - Part One
- Assign "facilities" (multi-projects) to live team mates
- Identify critical path. Match initial resource needs vs current assignments

Assignment#2 - Part Two
- (Re)assign resources to program and projects

Finance
Multi-Project Program Budgeting:
- Cost Analysis Report
- Budgets and Earned Value for current/ new projects

Define the Measurement Process
- Identify Metrics and Data Collection process
- Set Reporting Mechanisms, Media and Frequency

Key Performance Metrics
Score Card, Program Dashboard, "Spotlight" Report, Hot Button Report

Assignment # 3 Staff and Run Priority projects chosen by Value & Risk analysis.

Management Presentations - Prepare and Deliver

Day 2

Program Organizational Structure
- Roles and responsibilities in matrix organizations

Stakeholder Management
- Define stakeholder groups and their issues Communications Management
- Define and manage stakeholder communications needs
- Build stakeholder communications map and plan

Change Management
- Establish a process for managing program change

Management Presentations
- Review priorities, decisions; Scorecard; Reports
- Evaluate credibility of presenting teams

(Single Project Organization Chart
Multi-Project Organizational Structure
Transition to Program Organization)

Stakeholder Management: Issues and Concerns
- Identify Stakeholders: Customers, Sponsors, Management
- Suppliers, vendors and other business partners
- Human Resources

Stakeholder Communications Management
- Define messages to send. Who receives it?
- When to send to be most effective?
- Identify project significance to each Stakeholder
- Verify alignment with business goals
- Check interrelationships of organizational units

Stakeholder Issues Log

Escalation Process

Exercise: Develop communications map and plan for key stakeholders. Set up Issues Log.

Multi-Project Tracking
- Adapt and apply single project tracking tools
- Analysis: 3 Step Control Model
- Resource utilization - track across all projects
- Finances - track spend plans vs. Budgets
- Earned Value - 3 key parameters and 2 ratios

Program Finances
Budgets and Spend Plans
- A program finance tracking system
- Initial overall budget - on target?
- Variance(s) between budget and expenditures
- Projected final cost to complete?

Program Office
- What is a "Program Office?" What is contained in one?
- How do you manage all your projects (better) with a program office?
- Tools to Plan, Track and Control multiple projects

Resource Control Board

Exercise: Design a program finance, tracking and control system. Start a Program Office, set up tools and modify team organization - if needed.

Orientation: New Product -Program "H"

Assignment#4
- Plan for program "H". Input decisions. Run 3 weeks of the simulation
- Print reports, analyze results and management focus
- Prepare Management Status Presentation
- Update Stakeholder Issues Log and all Reports

Status Presentation
- Program and projects; policies
- Latest Dashboard, Spotlight and Scorecard results
- Respond to Sponsor and Stakeholder concerns

Evaluation Status Presentations
- How often to evaluate each project? Medium?
- Which reports and data help most
- What do you absolutely need to know?
- How to assess presenters' credibility?
- List five penetrating questions to ask

Change Management
- Types of changes
- Impact of change on other organizational entities
- Communicate about changes and impacts
- Impact on resources, scope, schedule & deliverables

Program Policies and Decisions
1. Time sharing critical (scarce) resources;
2. Overtime policy - how much? When?
3. Inefficiencies and re-work -- impacts -- effect of team meetings
4. Optimize with contract IT resources

Negotiations
Negotiation skills and techniques
1. Concept: Asking For vs. Offers
2. Strategy
3. Execution
4. Deal-Making

Assignment Negotiate aid. Run Simulation. Printout reports. Prepare Status Presentation.

END OF DAY TWO

Day 3

Interface Management
- Interface Management Process & Integrated Schedule
- Input Definition and Interface Definition Form
- Input/Output Matching; Common Interface Problems
- Open Interfaces and Interface Log

Optimization
Step 1. Modify Preliminary Plan
Step 2. Prepare Modifications to Objectives
- Rule: Only Sponsor can change objectives
- Resolve program issues and create baseline plan

Assignment #5. Start Interface Log. Propose 3 options to Modify Program H objectives. Make decisions to continue Program H and other priority projects. Run simulation. Analyze reports.

Matrix Management
Matrices: Roles & Responsibilities for:
- Program Management
- Project Management
- Functional Resource Management
- Project Resources

Matrix organizations: types - issues and benefits
- Full-Time Assignment Matrix
- Part-Time Assignment Matrix
- Sub-contract Matrix

Keys to navigating the matrix & Other Matrix Issues
Successful Matrices- Characteristics

Program and Projects: Close-Out
- Program Levels
- Project Levels
- Lessons learned. Which tools and templates can you apply? Obstacles to application?

Complete multi-project simulation

Final Management Presentation

Applications