Some facts…

84% of companies either do not do business cases for their IT projects or do them on a select few key projects.

83% of companies are unable to adjust and align their budgets with business needs more than once or twice a year.

67% of IT organizations are not market ready. Benchmarking is done less frequently than once a year.

**89%** of companies are flying blind, with virtually no metrics in place except for finance.

57% of companies perceive they are balancing the pressures of cost cutting and IT effectiveness

Program

• A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually

• Programs may include elements of related work(e.g ongoing operations) outside the scope of the discrete projects in a program

• Programs like projects are means of achieving organizations goals and objectives in the context of strategic plan

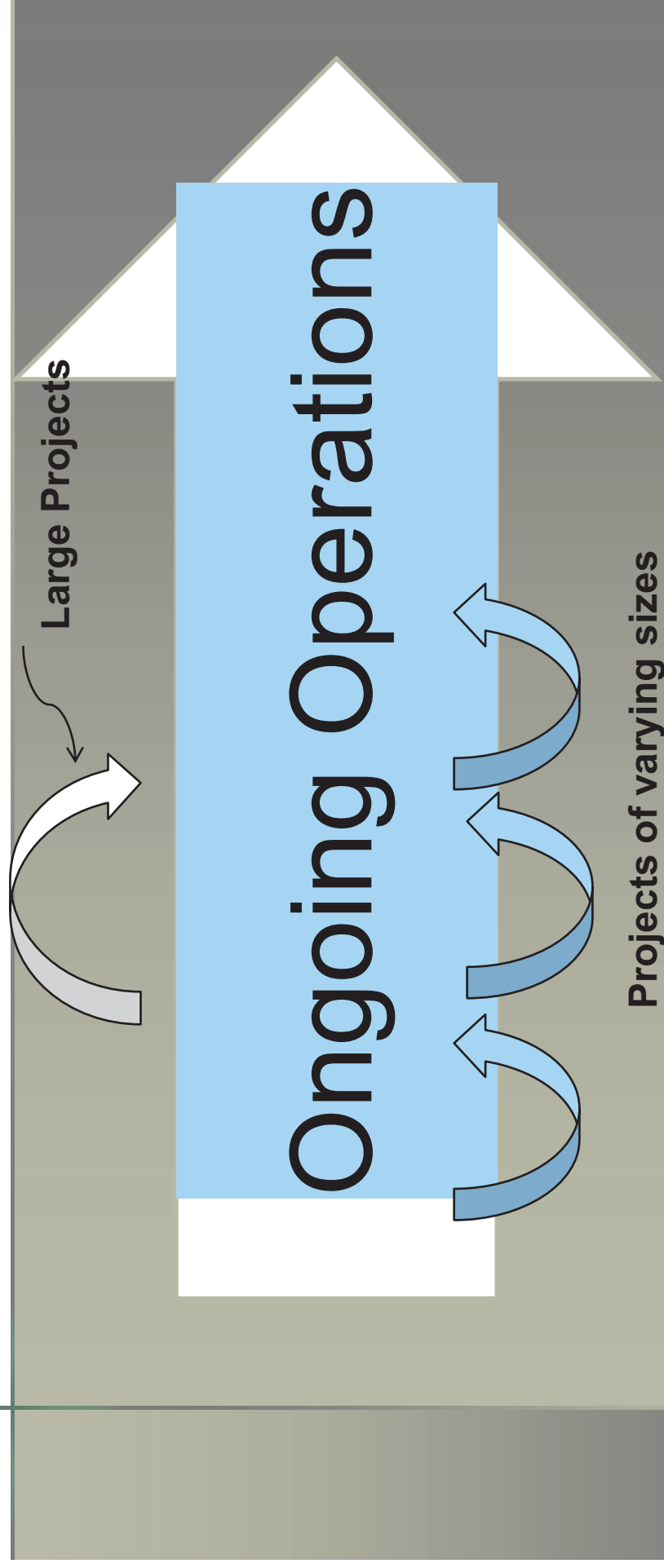# Programs, Projects and Portfolio Management
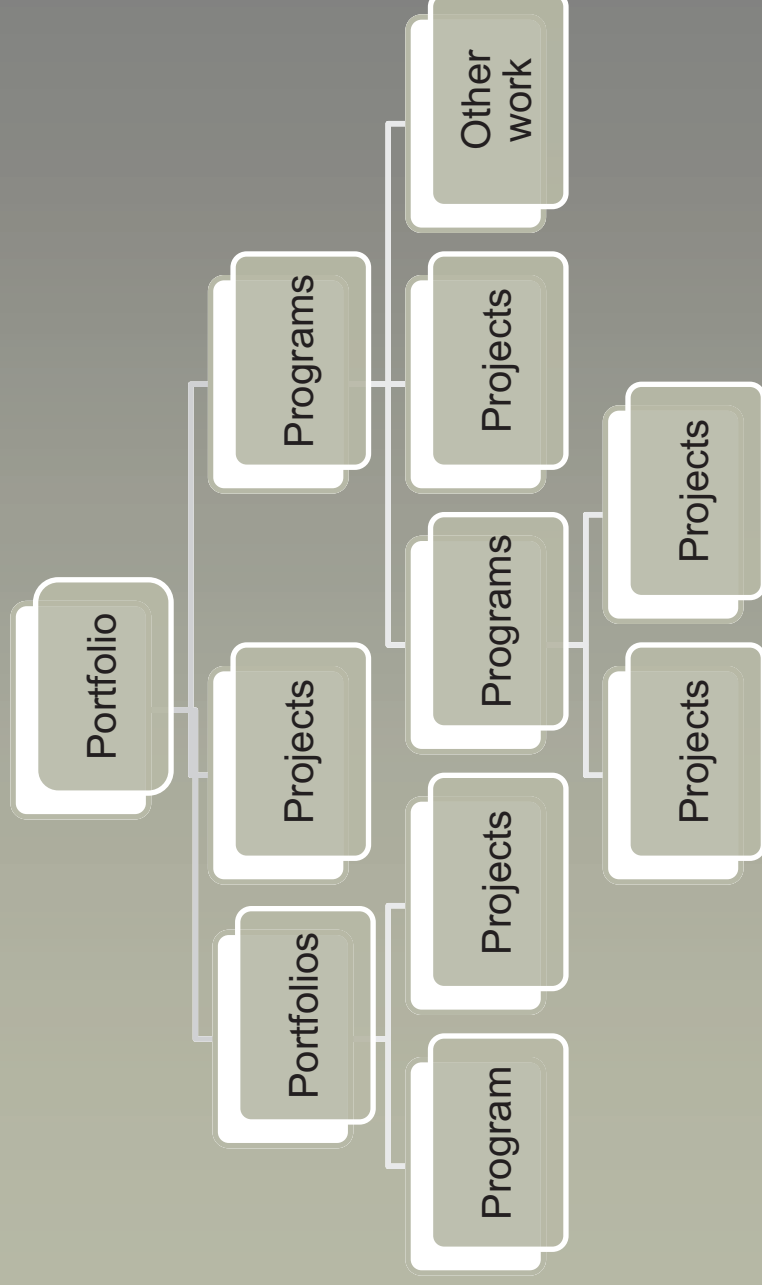
Program

- Exists within overall framework of business processes

- Multiple programs can share services and resources

- Multiple operations or projects within a program can share services and resources

- As the business need dictate, new programs, operations and projects can develop
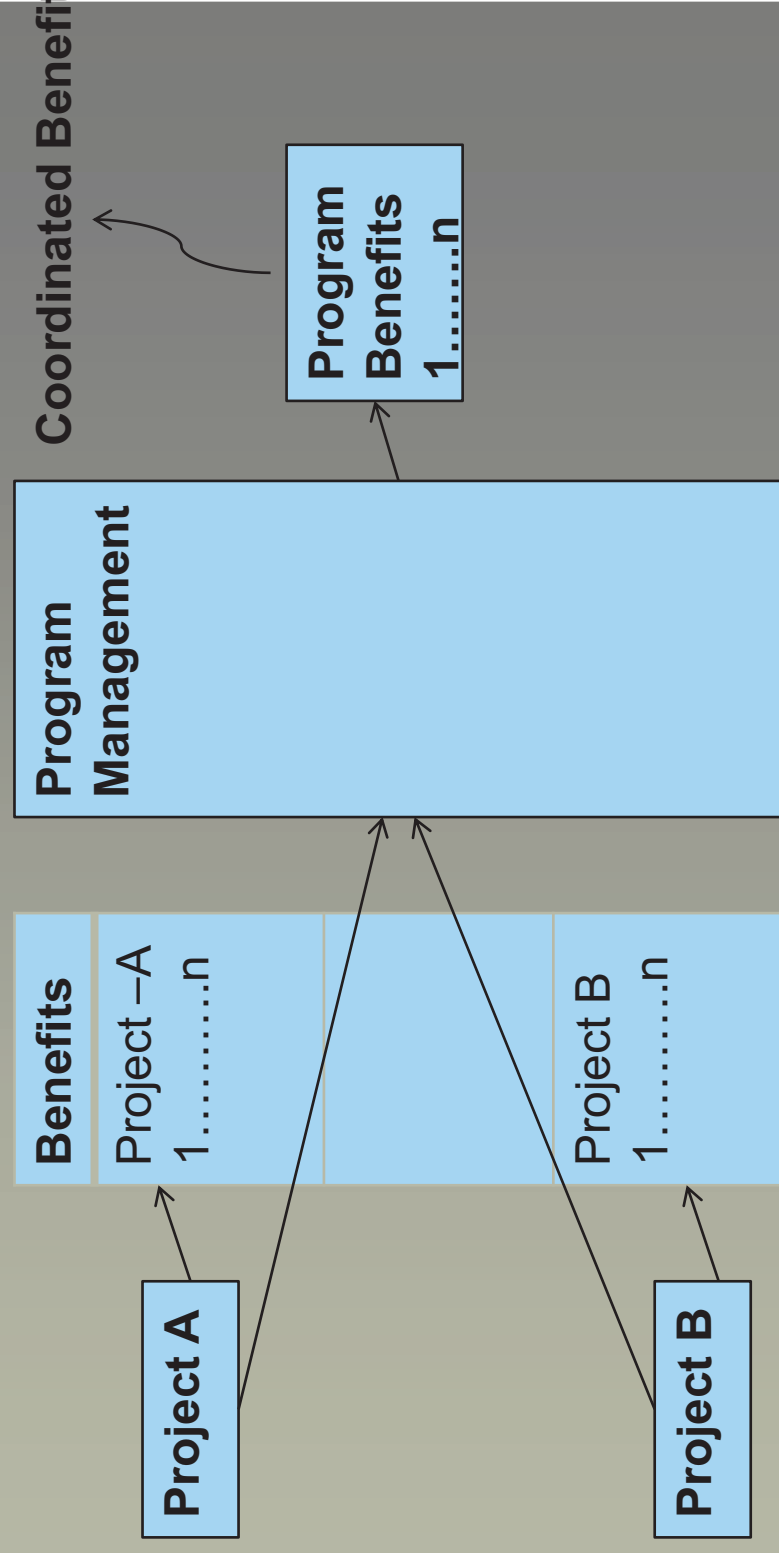
Portfolio Dashboard

Project costs	Baseline budget	$2,128,894	No. of projects	2
	Forecast budget	$2,141,971	Breaching TIME escalation conditions	1
	Variance	−£13,077	Breaching COST escalation conditions	1
Project benefits	Baseline benefits	$2,903,937	Breaching BENEFIT escalation conditions	0
	Forecast benefits	$2,903,937	Breaching PROFIT escalation conditions	1
	Variance	$0		
Business case	Baseline profit	$775,043		
	Forecast profit	$761,966		
	Variance	−$13,077		

Program Environment

Large Projects

Ongoing Operations

Projects of varying sizes

Programs Benefits Management

Coordinated Benefi

Benefits

Project –A
1…….…n

Project B
1….……n

Project A

Project B

**Program
Management**

**Program
Benefits
1……..n**

Program Management Themes
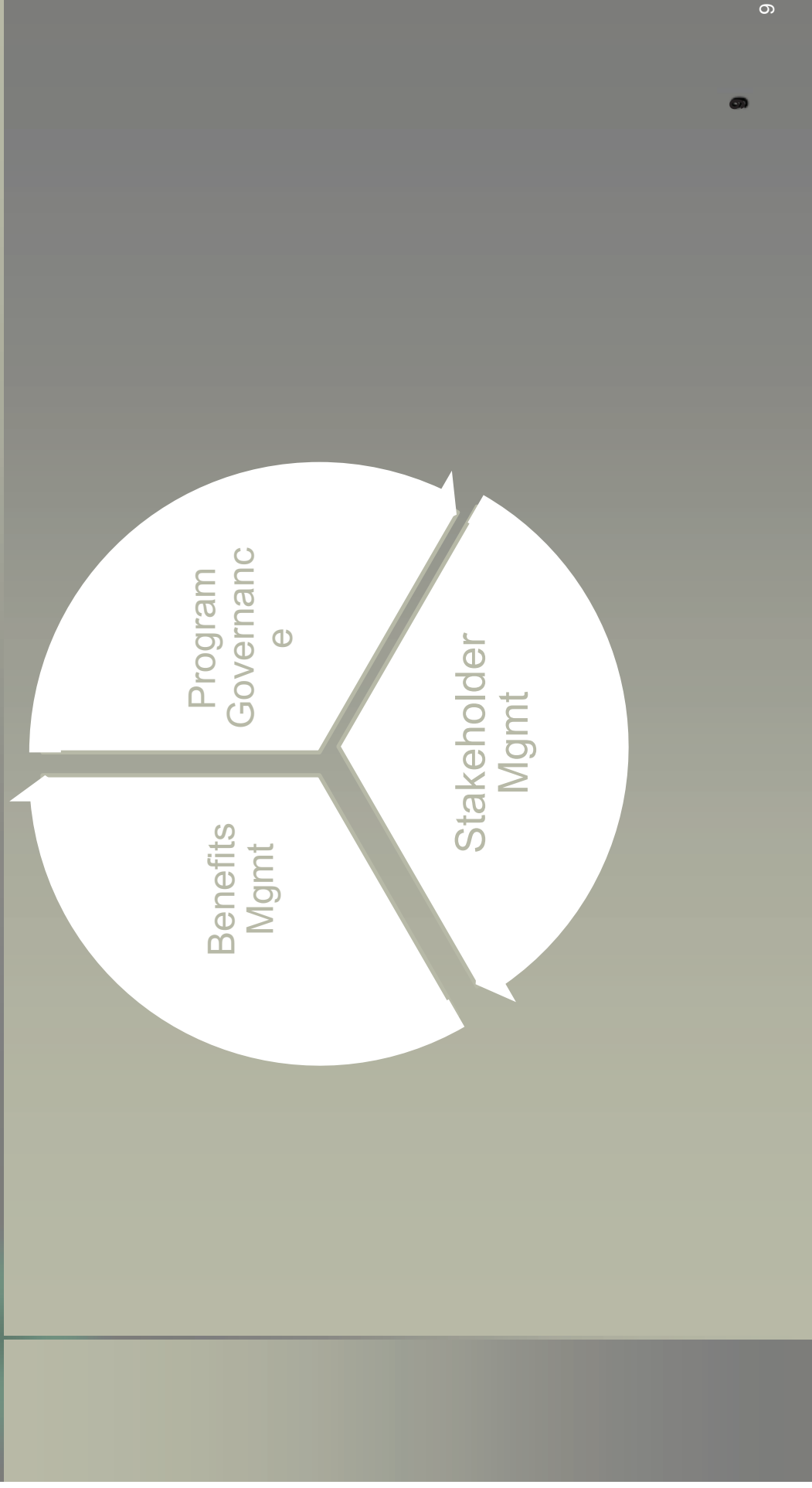
Program Management

Benefits Mgmt	Stakeholder Mgmt	Program Governance
•Assess benefit value and impact on the organization • Identify interdependencies • Ensure targeted benefits are realistic • Continuously monitor strategy changes and assess impact on the program • Assign responsibility and accountability for benefit realization	• Identify impact to Stakeholders • Develop communication strategies to engage stakeholders and manage expectations	• Provides control of the organization's Investment • Manage delivery of the benefits through periodic reviews and progress reports •Include periodic senior management and stakeholder reviews

Why Program Management

- Optimized or integrated cost, schedule or effort

- Integrated or dependant deliverables across the program

- Delivery of incremental benefits

- Optimization of staff

- Positive customer satisfaction

Portfolio Management

- Portfolio Management: Collection of components(Programs, Projects and other works such as operations)

- Grouped together to facilitate the effective management of work in order to meet business goals and objectives

- They may not be interdependent or directly related

- Selection of strategic components which reflects strategic management

- A part of the interface between programs and strategic business objectives

- One of the trust measures of organizations business intent, direction and progress

Portfolio Management

- Logical grouping or projects under common leadership structure

- Just buying a fancy tool is not a replacement for portfolio mgmt basics

- Tools are just inputs to decision makers judgement process

- Regulate the input so that the capacity is controlled (e.g CPU, mem, util)

- Could potentially have an impact in terms of small abnormalities

- Prioritize the portfolio

- Assessing where your program has been, where is it today and where is it going

Area	Projects	Programs	Portfolios
Scope	Narrow scope with specific deliveries	Wider scope to meet customer's expectations	Business scope that changes with strategic goals
Changes to scope	Controlled closely	Expected and even embraces	Cont. monitoring of changes
Management focus	Focus on delivery	Focus on managing relationships, conflict resolution and political aspects of shareholders	Adding value to decision making
Management	Team players	Leaders providing vision and leadership	Leaders providing insight and Synthesis
Execution	Detailed planning to manage delivery	High level plan providing guidance to projects	Create and maintain necessary processes and communication
Monitoring	Monitors and controls tasks	Projects through Governance structure	Monitors aggregate performance and value indicators

Stakeholders

- Persons who are actively involved in the project

- Whose interests may be positively or negatively impacted by the performance or completion of projects

- Internal and external stakeholders

- Manage the influence of various stakeholders in relation to the project requirements to ensure a successful outcome.

- Stakeholder management strategy

Ideal Stakeholder

• Shows an interest in the project/program

• Makes available when necessary

• Assign qualified personnel to act on the stakeholders behalf when the stakeholder is unavailable

• Has a willingness to be accountable

• Review and signs required documents in timely manner

• Tells the program mgrs or team his communication preferences

• Prioritize her preferences and requirements

• Understands the PM processes and doesn't pressurize PMs to circumvent it

• Helps motivate program personnel and show appreciation for good work

Stakeholders Management

- Approach to increase the support and minimize negative impacts of stakeholders throughout the entire project life cycle

  - Identify the key stakeholders who can significantly impact the project

  - Level of participation in the project desired from each one them

  - Assess the stakeholders Power

  - Build relationships with the stakeholders

  - Communication strategies for the stakeholders

  - Understand Stakeholders groups and their management

  - Lead the stakeholders

Stakeholders Identification

- Stakeholder can be an organization

- Single point ownership if multiple stakeholders

- Follow the money, whoever is paying

- Follow the resources

- Follow the deliverables

- Follow the signatures

- Review of the organization chart

- Ask team members, customers and any other confirmed stakeholders

- People having influence, not necessarily power

Build Relationships with stakeholders

- One of the most important aspects of the program mgmt

- It's a continuous process, it never ends, can be strengthened

- Begins with establishing a trust and cont. building upon that

- Know everything about stakeholders

- Keep stakeholders keepers and support personnel happy

- Foster relationships with your backup and the stakeholders

- Relationship with remote stakeholders challenging

- Constant communication (e.g outsourced PM)

- Credibility cant replace relationship building

Build Relationships amongst stakeholders

- Facilitate compromises/solutions in best interests of organizations instead of self interest

- Speak positive about the other stakeholders

- Take sometime to introduce them formally or informally

- Share some unique attributes about each stakeholders

- Not possible to have relationships with all, avoid situations of conflicts with high power stakeholders

Communication strategies for stakeholders

- Anticipate or find out the communication needs

- Who should communicate to whom

- Milestone reviews are important communication opportunities

- Whispering technique

- Cheat sheet technique

- Lead the stakeholders (Educate on PM processes, RACI etc)

- Review of PM's stakeholder management with stakeholders.

- Show gratitude at end of each milestone or project completion

Manage Stakeholders Expectations

- Communications methods
- Interpersonal skills
  - Building trust
  - Resolving conflicts
  - Active listening
  - Overcoming resistance to change
- Management skills
  - Presentation skills
  - Negotiation
  - Writing skills
  - Public speaking

Potential External Stakeholders

• Competitors

• Groups and Orgs representing interests of consumers, environmentalists etc

•Government regulatory agencies

•Suppliers

•Media outlets

•Individual citizens and society

Project Stakeholders

- Customers/Users

- Sponsor

- Portfolio managers

- Program managers

- Project management office

- Project Managers

- Project team

- Functional managers

- Sellers/Business partners

Program Stakeholders

- Program director
- Program Manager
- Project Managers
- Program Sponsors
- Customers
- Performing Organizations
- Program team
- Project teams
- Project Office
- Project Governance board
- Portfolio Manager
- Program/Project Management office

Portfolio Stakeholders

- Executive review board

- Portfolio process groups

- Sponsors

- Portfolio managers

- Program managers

- Project/Program management office

- Project Managers

- Finance Managers

- Project team

- Functional managers

- Sellers/Business partners

Stakeholder Power Assessment

Preference	Stakeholder Assessment		
Against(3)	Yellow(3)	Red(6)	Red(9)
Indifferent(2)	Yellow(2)	Red(4)	Red(6)
For(1)	Green(1)	Green(2)	Green(3)
	Low(1)	Medium(2)	Green(3)

Stakeholder Management: Program perspective

- Identifies how the program will affect stakeholders and business benefits desired

- Develop communication strategy and manage their expectations

- Consider additional levels of stakeholders resulting from interdependencies across the projects

- Bigger impact and efforts required for (organizational level) change management, and so more resources involved

- Program and Project manager to manage the stakeholders at their respective levels.

Stakeholder Management: Portfolio perspective

- Strategic and External Focus

- Recognition of stakeholders grouping

- Centrally managed approach by all portfolios

- Involvement of corporate communications group

- Extensive range of communications channel and techniques are used

- Stakeholders are fully engaged in the change process at all levels

- Communications being optimized and reviewed at the top level, embedded in organization culture.

THANK YOU

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