

LESSON 1

BUSINESS ENVIRONMENT

- Foundation
- Strategic Alignment
- Project Benefits and Value
- Organizational Culture and Change Management
- Project Governance
- Project Compliance



Learning Objectives

- Define 'project' and how it relates to the larger discussion of project management.
 - Discuss the different types of organizational structures and how they relate to your project's management.
 - Discuss the principles of project management.
 - Discuss the principles of agile and how they relate to your project's management.
- Discuss strategic alignment and its elements.
 - Explain the impact of business factors on strategic alignment.
 - Determine how projects align with business strategy.
- Identify types of business value.
- Describe change management theory and its relation to organizational change.
- Define and discuss project governance.
- Explain project compliance and its importance.



Foundation

TOPIC A

A project:

- Creates a unique product, service or result
- Is time-limited
- Drives change
- Enables value creation for a business or organization

Project success depends on:

- Organizational project maturity
- Project manager effectiveness
- Funding and resource availability
- Team member skill levels
- Collaboration and communication within the team and with key stakeholders
- Understanding of the core problem and related needs

The Evolution of Project Management



Can you describe, in your own words, how project management has changed during this time?



ca. 1969 – PMI founded

The application of knowledge, skills, tools and techniques to project activities to meet the project requirements

2022 - Toward a systems view

“Projects do not simply produce outputs, but more importantly, enable those outputs to drive **outcomes** that ultimately deliver value to the organization and its stakeholders.”

- PMBOK® Guide - Seventh edition

Project Management Life Cycles and Development Approaches

Description	Key Roles	Value Delivery Proposition
 Plan-based approach: <ul style="list-style-type: none">Activities completed in a distinct or linear fashionNew phase begins only when the previous phase is completed	<ul style="list-style-type: none">Project sponsor authorizes projectTeam led by project manager	<ul style="list-style-type: none">Deliverables transitioned to customer at completionValue realized in both short and long term
 Change-based approach: <ul style="list-style-type: none">Agile, incremental or iterative developmentTimeboxed cadence (iterations/sprints) or continuous flow	<ul style="list-style-type: none">Product owner controls value propositionProject team delivers workProcess roles include team lead, scrum master, agile coach, facilitator	<ul style="list-style-type: none">Iterative or incremental delivery to customer during life cycleRegular customer feedback cycle enables continuous development of value toward a "final" product
	Any combination of the above	

Project Management Office (PMO)*



Many large and established project-oriented organizations have a PMO, but PMOs are not a requirement for project management practice.

PMOs can be:

Supportive

- Develop best practices, methodologies, standards and templates
- Coach, mentor, train, guide project managers

Controlling

- Monitor compliance with project management standards, policies, procedures and templates via project audits

Directive

- Manage shared resources
- Coordinate communication across projects

Agile Centers of Excellence (ACoEs)

aka *Value Delivery Office (VDO)*

ACoEs enable, rather than manage, project efforts:

- Coach teams
- Build agile mindset, skills and capabilities throughout the organization
- Mentor sponsors and product owners

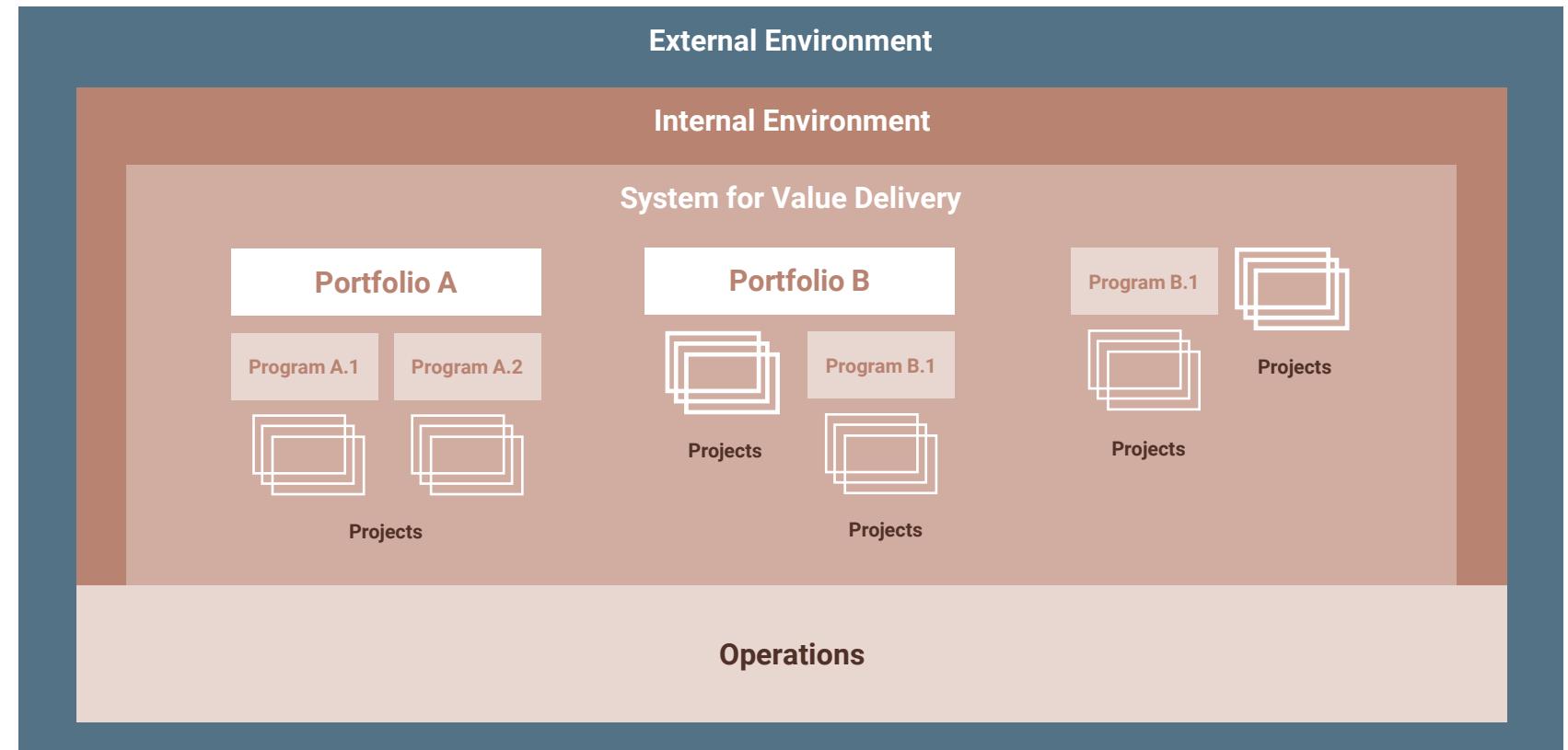
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OPM: A System for Value Delivery

Organizational project management (OPM) – strategy execution framework that coordinates project, program, portfolio and operations management, and which enables organizations to deliver on strategy



Projects, Programs, Portfolios

Portfolio Management

Collection of projects, programs, subsidiary portfolios and operations managed in a group to achieve strategic objectives

Aligns with business strategies

Program Management

Group of related projects, subsidiary programs and program activities managed in a coordinated manner to obtain benefits not available from managing them individually

Controls components and interdependencies to realize benefits

Project Management

Part of a broader program, portfolio or both

Enables achievement of organizational goals and objectives

Organizational Structures

- Functional
- Matrix
- Project-oriented
- Composite

Organizational structure and governance affects/determines:

- How organizational groups and individuals interrelate
- How much authority the project manager has
- What resources will be available
- How the project will be conducted

Relative Authority in Organizational Structures

	Functional	Matrix	Project-oriented
Team member loyalty	Functional department	Conflicted loyalty	Project
Team member reporting	Functional manager	Both functional manager and project manager	Project manager
Project manager role	Seldom identified	Coordinator to full project manager	Full-time and responsible
Team member role	Part-time on project	Part-time on project	Full-time on project (preferred)
Control of project manager over team members	Nonexistent (functional manager controls)	Medium – shared with functional manager/sponsor	High

Interactive/Activity



Think of your current or a recent project. Can you identify the organizational structure type and describe how it affects your project in the following ways?

- How organizational groups and individuals **interrelate**
- The project manager's authority
- **Resource** availability
- How the project is **conducted**



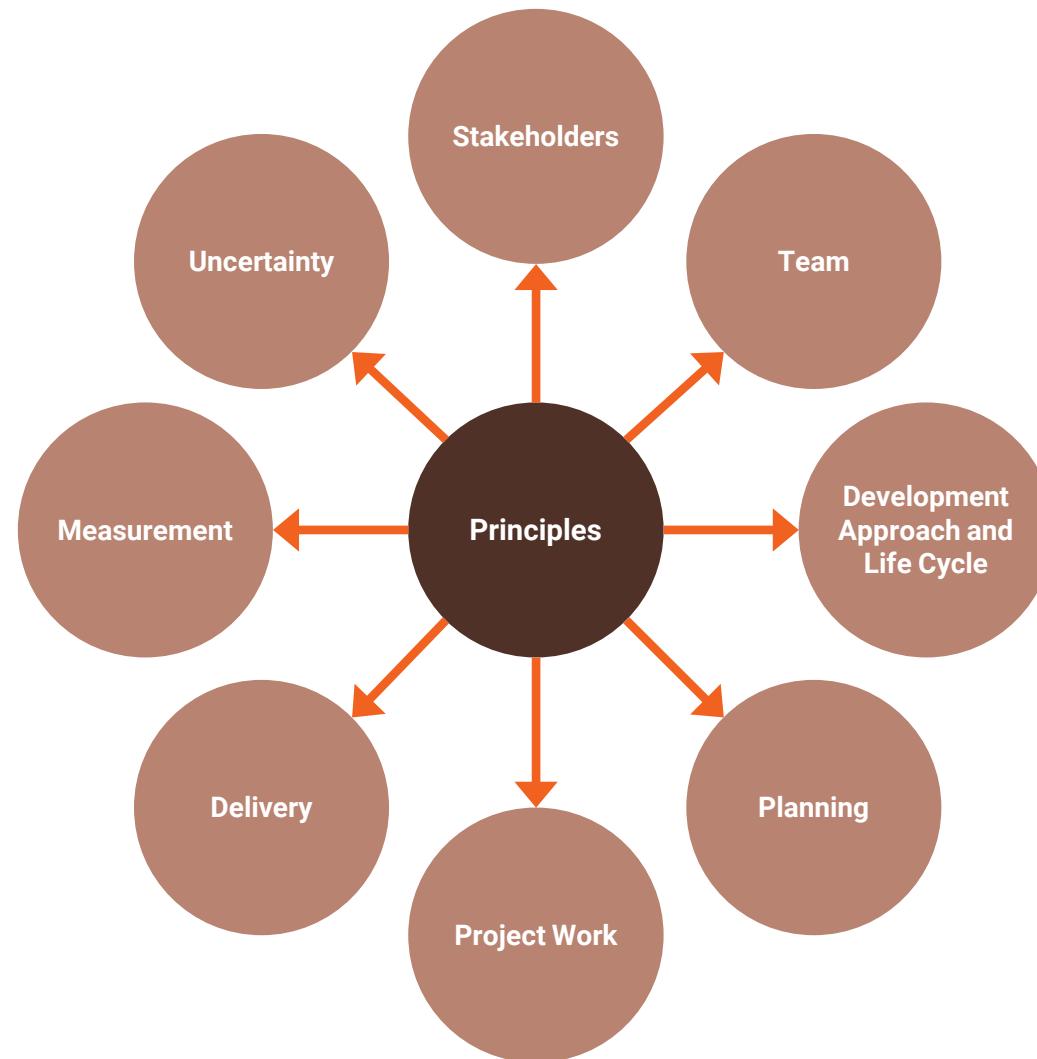
Project Management Principles

Guidance for All Project Practitioners

-
- a. Be a diligent, respectful and caring steward
 - b. Recognize, evaluate and respond to system interactions
 - c. Navigate complexity
 - d. Create a collaborative project team environment
 - e. Demonstrate leadership behaviors
 - f. Optimize risk responses
 - g. Effectively engage with stakeholders
 - h. Tailor based on context
 - i. Embrace adaptability and resiliency
 - j. Focus on value
 - k. Build quality into processes and deliverables
 - l. Enable change to achieve the envisioned future state

From Principles to Performance Domains

Use the 12 principles to guide behavior in the 8 project performance domains



Agile

Derived from:

- Four values from the Agile Manifesto
- 12 principles



There are more than 50 known agile practices and methods in use!



The Agile Manifesto for Software Development

"We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interaction	over	Process and tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

That is, while there is value in the items on the right, we value the items on the left more."

-2001

Principles Behind the Agile Manifesto

1 to 6

-
1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
 2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
 3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
 4. Businesspeople and developers must work together daily throughout the project.
 5. Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.
 6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Principles Behind the Agile Manifesto

7 to 12

-
7. Working software is the primary measure of progress.
 8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
 9. Continuous attention to technical excellence and good design enhances agility.
 10. Simplicity – the art of maximizing the amount of work not done – is essential.
 11. The best architectures, requirements, and designs emerge from self-organizing teams.
 12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Agile:

The “Far Side” of Adaptive Approaches



“Doing Agile vs. Being Agile”

Agile means:

- Iterations are likely to be shorter
- Product is more likely to evolve based on stakeholder feedback

Still used for software development, and agile principles have been applied to other kinds of development projects, vis-à-vis *the agile mindset*.

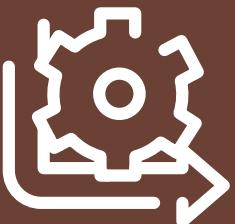
- Adopt a flexible, change-friendly way of thinking and behaving
- Understand the purpose of these practices
- Select and implement appropriate practices based on context
- Internalize agile values, mindset and behavior

Tailor* Projects to Contexts

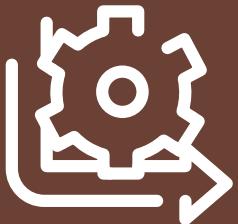
Because each project is unique, we adapt methods to the unique project context to determine the most appropriate ways of working to produce the desired outcomes.



Tailor iteratively and continuously throughout the project



Tailor Hybrid Approaches, Processes, Practices and Methods



Apply product knowledge, delivery cadence and awareness of the available options to select the most **appropriate development approach**

Tailor **processes** for the selected life cycle and development approach; include determining which portions or elements should be added, modified, removed, blended, and/or aligned

Tailor **practices and methods** to the environment and culture

Topics Covered



- Foundational project management concepts
- Project management principles
- The Agile mindset
- Tailoring – hybrid approaches, processes and practices in project management

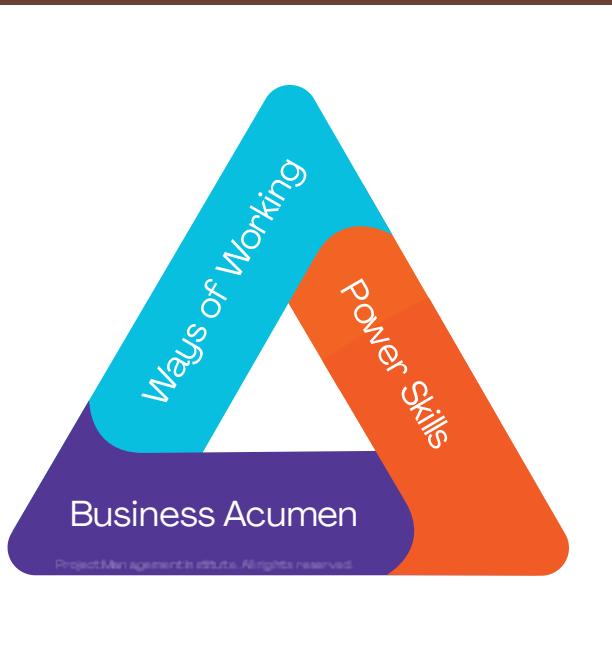




Strategic Alignment

TOPIC B

PMI Talent Triangle®



The PMI Talent Triangle® reflects the skills needed by today's project professionals and changemakers as they navigate the evolving world of project management.

Ways of Working

Mastering diverse and creative ways (predictive, adaptive, design thinking) to get any job done

Power Skills

The critical interpersonal skills required to apply influence, inspire change and build relationships

Business Acumen

Effective decision-making and understanding of how projects align with the big picture of broader organizational strategy and global trends

Strategic Alignment and Business Management Skills

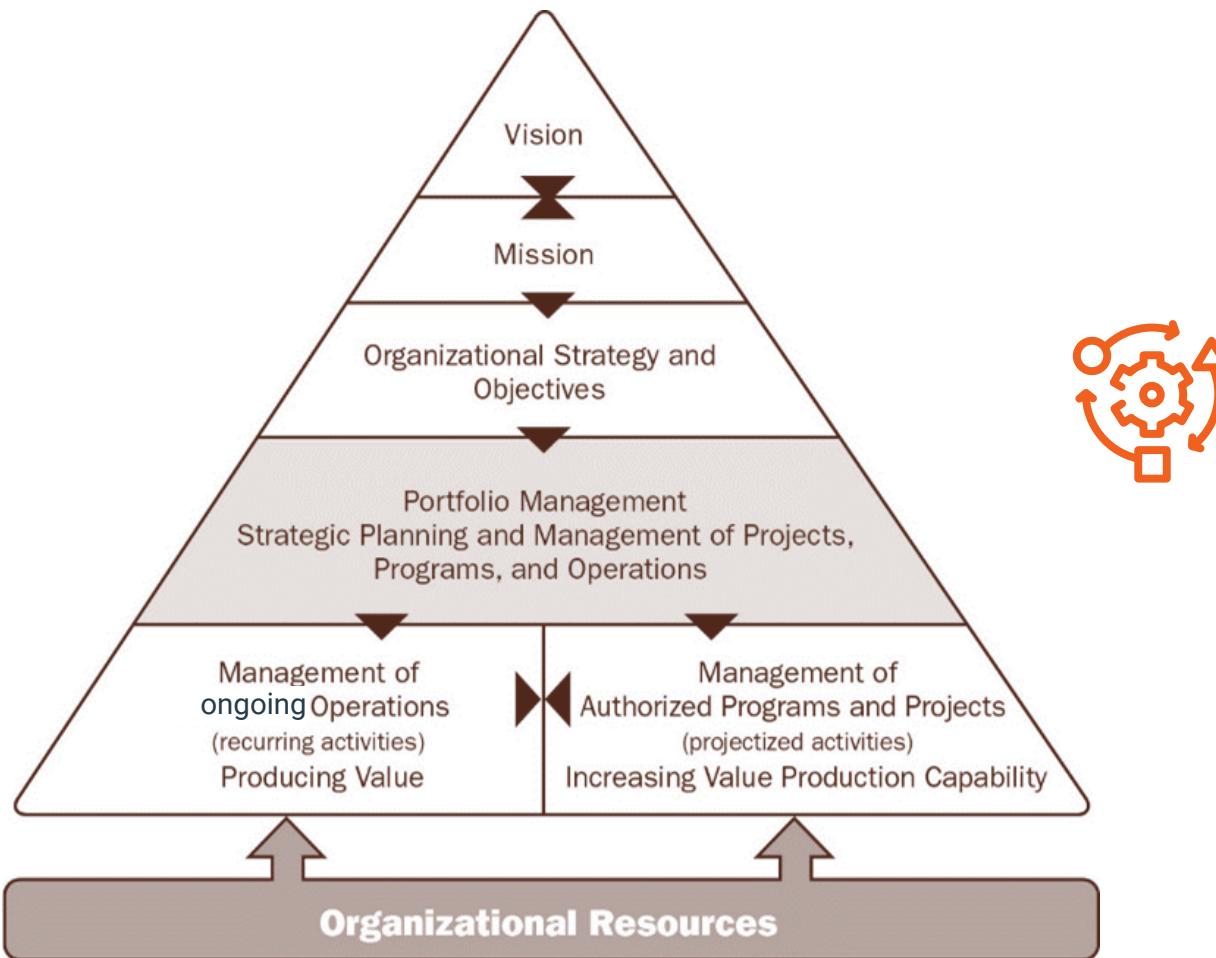
Do you:

- Know your organization's **strategic plan**?
- Understand how project goals matter to an organization's long-term vision and mission?
- See a high-level overview of the organization?
- Have a working knowledge of business functions?
- Have pertinent product and industry expertise?

Can you:

- Explain the essential business aspects of a project?
- Work with SMEs and a sponsor to develop an appropriate project delivery strategy?
- Implement strategy to maximize the business value of project?

Strategic Management Elements and Frameworks



Some agile projects use a goal-setting framework such as OKRs (Objectives and Key Results) that describes the organization's objectives and desired key results.

Note: From PMI's *Standard for Portfolio Management*

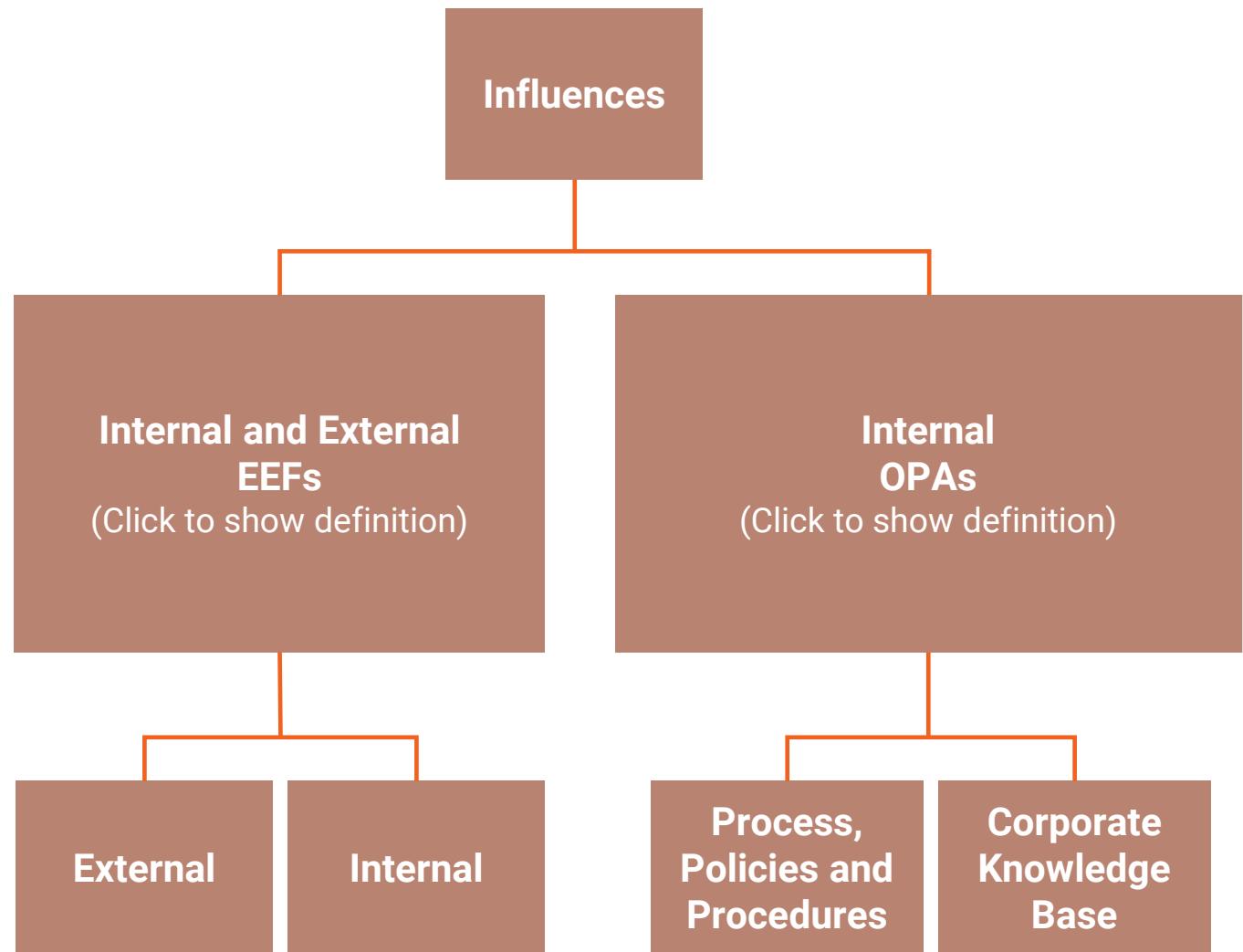
Organizational Influences

Enterprise Environmental Factors (EEFs)

- Internal and external to the organization

Organizational Process Assets (OPAs)

- Project policies, procedures and templates
- Historical project information



Get to Know the External Business Environment



Use frameworks or prompts to understand external factors that can introduce risk, uncertainty, or provide opportunities and affect the value and desired outcomes of a project:

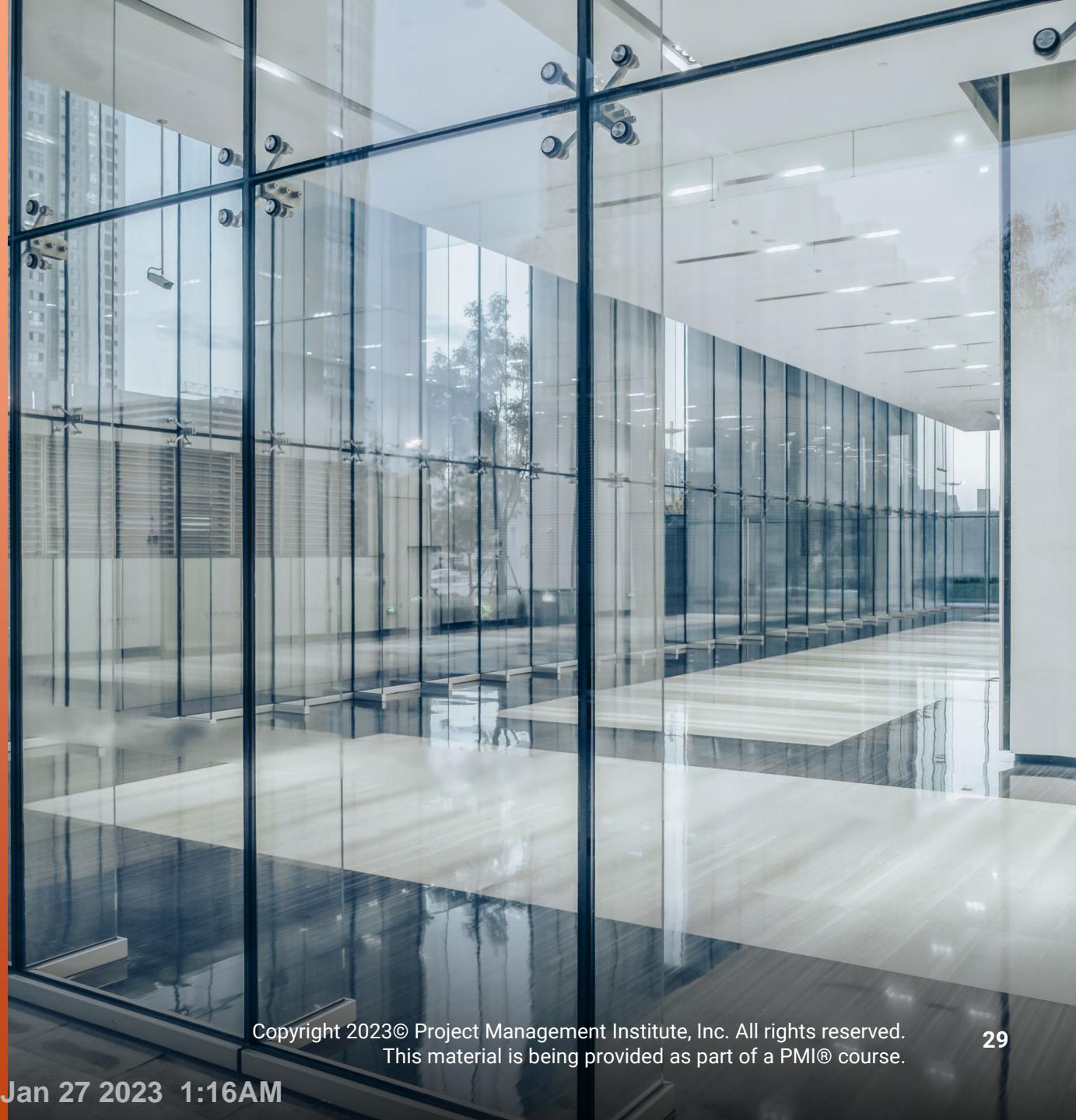
- **PESTLE:** Political, economic, socio-cultural, technical, legal, environmental
- **TECOP:** Technical, environmental, commercial, operational, political
- **VUCA:** Volatility, uncertainty, complexity, ambiguity

In addition, review:

- Comparative advantage analysis
- Feasibility studies
- SWOT (strengths, weaknesses, opportunities and threats) analysis
- Assumption analysis
- Historical information analysis
- Risk alignment with organizational strategy

Internal Business Environment Factors

- **Organizational changes** can dramatically impact **scope**
- The **project manager, project sponsor** or **product owner** need to be familiar with business plans, reorganizations, process changes and other internal activities
- Internal business changes might cause:
 - Need for new deliverables
 - Reprioritization of value, including removal of existing deliverables



OPAs and EEFs

OPAs

Processes, policies and procedures

Examples—

- Organizational charts
- Procurement rules
- Hiring and onboarding procedures

Organizational knowledge bases

Examples—

- Engineering wikis
- Libraries or archives
- Lessons learned repositories

EEFs

Internal

Examples—

- Resource capabilities
- Organizational culture
- IT software
- Distribution of facilities

External

Examples—

- Marketplace conditions
- Laws, regulations and standards
- Operating conditions
- Social and cultural influences

Activity:

Identify OPAs and EEFs



Project name: Shawpe Lifestyle Centre

List of EEFs and OPAs:

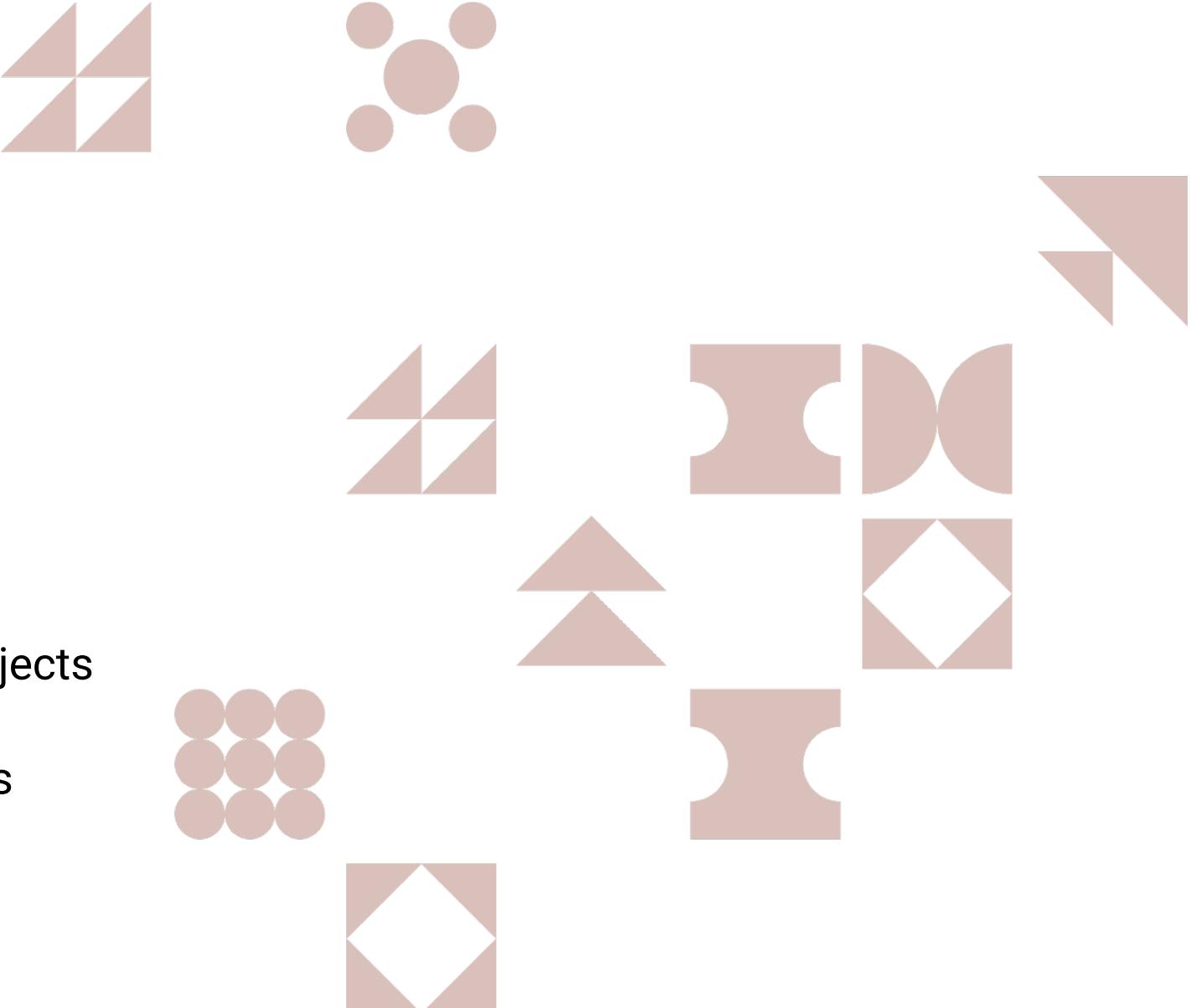
- a. Economic demand for a new shopping area
- b. Historical society (conservation) building regulations
- c. Local neighborhood demand for a better town center
- d. Archive of past large infrastructure projects
- e. Approved vendor and contractors list
- f. Tenant selection process



Which are EEFs? Which are OPAs?

Topics Covered

- Define strategic alignment and business acumen
- Follow guidelines for effective business decision-making
- Explore organizational influences on projects
- Explain how projects align with broader organizational strategy and global trends





Project Benefits and Value

TOPIC C

Business Value

- The net quantifiable benefit (tangible and/or intangible) identified from a business endeavor
- Part of the objectives or description of the project in the initiating agreements
- Benefits realization is based on declared business value



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Examine Business Value

- Communicate with stakeholders, do the research and use expert knowledge
- Examine, evaluate and confirm to determine exactly what is *or can be* of value!

Look especially at:

- Shareholder value (publicly traded companies) or business growth (private)
- Customer value
- Employee knowledge
- Channel or business partner value



Types of Business Value



Financial
Gain



New
Customers



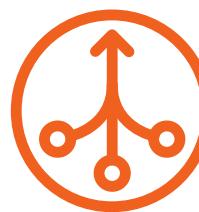
Social
Benefit



First to
Market



Improvement
*Technological,
process, etc.*



Regularization
*Alignment or
compliance with
standards and
regulations*

Needs Assessment

Obtain Data for the Project

Note: From *Business Analysis for Practitioners: A Practice Guide*

- Usually performed by a **business analyst**
- Precedes the business case
- Involves understanding of:
 - Business goals and objectives
 - Issues and opportunities
- Recommends proposals to address:
 - What should be done
 - Constraints, assumptions, risks and dependencies
 - Success measures
 - Implementation approach



Business Documents

- Are developed prior to project start (usually by a business analyst or key project stakeholder)
- Contain information about the project's objectives and contribution to the business goals
- Help the business to determine whether a project is worth the required investment of time, money, and resources



Review the business documents periodically

Business Documents

Business Case and Benefits Management Plan



Business case: justifies project and establishes boundaries

- Cost-benefit analysis
- Business need
- Quality specifications
- Schedule or cost constraints



Acceptance of the business case usually leads to creation of the project charter.

Benefits management plan should include:

- Processes for creating, maximizing and sustaining project benefits
- Time frame for short- and long-term benefits realization
- Benefits owner or accountable person
- Metrics
- Assumptions, constraints and risks



This is a business document, not part of the project management plan.

Benefit Measurement Methods



Cost-benefit analysis: How businesses justify the selection (authorization) of a project

Business - “smaller is better”

- Estimate payback period – Smallest number (duration) chosen
- Assess **opportunity cost** – What if we didn’t undertake the project?

Financial - largest number (profit) chosen - “bigger is better”

- Time value of money
 - Present value (PV)
 - Future value (FV)
 - Net present value (NPV)
- **Internal rate of return (IRR)**
- **Return on investment (ROI)**



You will not need to calculate any of these for the exam.

Project Selection Using Present Value (PV) and Net Present Value (NPV)

PV applies to projects that span several time periods when the value of money might change – e.g., inflation

Factors to determine PV include:

- Future value
- Interest rate
- Number of periods

Net present value (NPV):

- Is used for capital budgeting
- Accounts for inflation and macro-economic change (discount rate)
- Compares the value of a currency unit today to the value of the same currency unit in the future

Year	0	1	2	3	4
Net Cash Flows	-1200	+400	+800	+600	+1200
Factor	1	.91	.83	.75	.68
Net Present Value	-1200	+364	+664	+450	+816

How OKRs Help Deliver Business Value

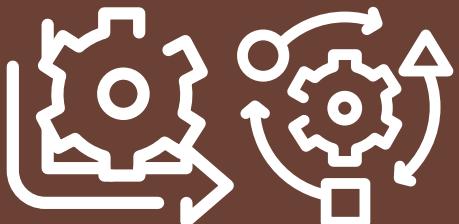


- Start with organizational objectives
- Decide key desired results
- Refine further with objectives and key results (OKRs):
 - Objectives are goals and intents
 - Key results are time-bound and measurable milestones under these goals and intents

OKR best practices:

- Support each objective with between 3-5 measurable key results
- Aim for 70% success rate to encourage competitive goal-making. A 100% success rate should be re-evaluated as not challenging enough
- Write OKRs that are action-oriented and inspirational and include concrete, measurable outcomes

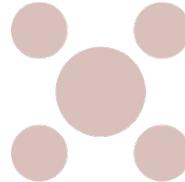
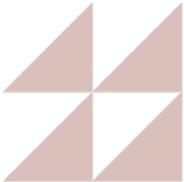
Incremental Value Delivery



An incremental development approach can:

- Enable value delivery sooner
- Attain higher customer value and increased market share
- Allow partial delivery (or previews) to customers
- Enable early feedback, allowing for adjustments to the direction, priorities and quality of the product

ECO Coverage

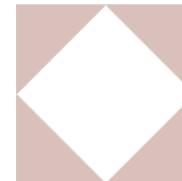
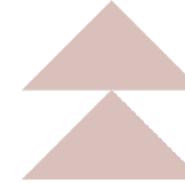
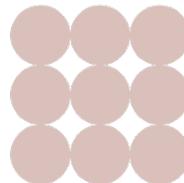
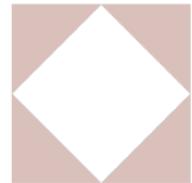


3.2 Evaluate and deliver project benefits and value

- Investigate that benefits are identified (3.2.1)
- Evaluate delivery options to deliver value (3.2.4)

2.1 Execute project with the urgency required to deliver business value

- Assess opportunities to deliver value incrementally (2.1.1)



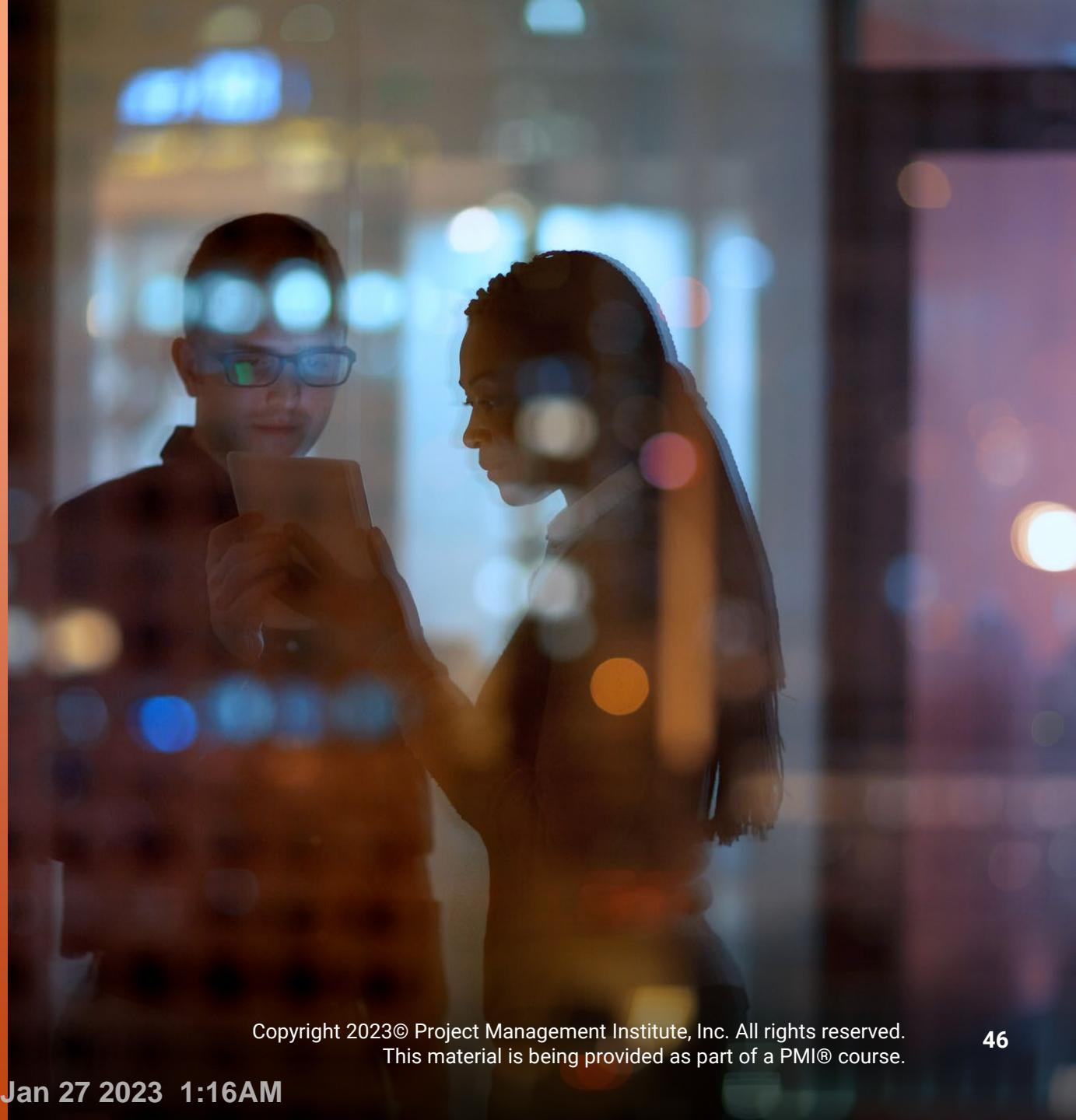


Organizational Culture and Change Management

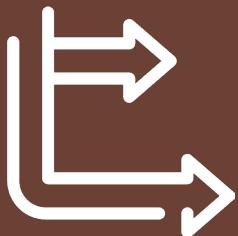
TOPIC D

Change Management*

- Organizations embrace change as a strategy.
- PMOs build and sustain alignment between projects and the organization.
- Whether your organization has a PMO or not, you are a “changemaker”!
 - Tailor a strategy to circumstances, people and timing
 - Use a robust approach



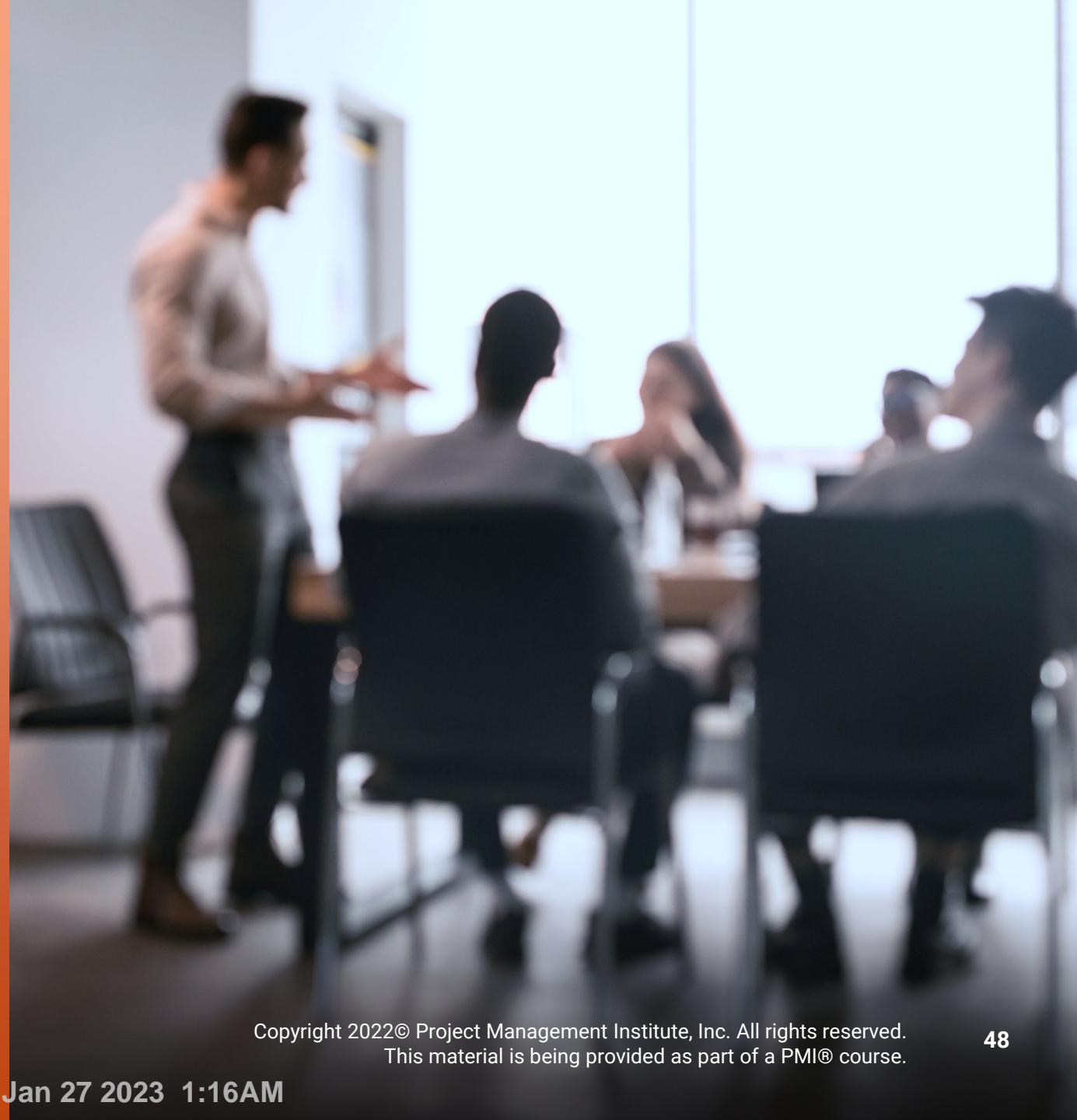
Manage Organizational Change Impacts on Projects



- **Assess** organizational culture
- **Evaluate** impact of organizational change to project and determine required actions
- **Recommend** options for changes to project
- Continually **monitor** external business environment for impacts to project scope/backlog

Get to Know Organizational Cultures and Styles

- View of leadership, hierarchy and authority
- Shared vision, beliefs and expectations
- Diversity, equity and inclusion practices
- Risk tolerance
- Regulations, policies and procedures
- Code of conduct
- Operating environments
- Motivation and reward systems



Risk, Culture and Change in Organizations



Risk threshold and appetite are shaped by diverse values of:

- Country/region
- Industry/sector
- Leadership
- Project team

These must be understood with care to:

- Establish effective approaches for initiating and planning projects
- Identify the accepted means for getting work done

Change Management Framework



“Organizational change requires individual change”

The **ADKAR®** model names five milestones an individual must achieve in order to change successfully:

- **A** – Awareness of the need for change
- **D** – Desire to support the change
- **K** – Knowledge of how to change
- **A** – Ability to demonstrate new skills and behaviors
- **R** – Reinforcement to make the change stick

Actions to Support Change



DO

- **Coach co-workers to support the business** – patience and compassionate mentoring are key
- **Enable an agile operating system** – Coach team members in agile to facilitate adoption of a change-centered mindset
- **Keep knowledge current** – Continuously improve processes and knowledge

DON'T

- **Force changes** – Involve and consult; aim to secure buy-in to the reasons for change
- **Alienate resisters** – Change can breed conflict, so proceed carefully

Plan for Change

Define the knowledge transfer, training and readiness activities required to implement the change brought by the project

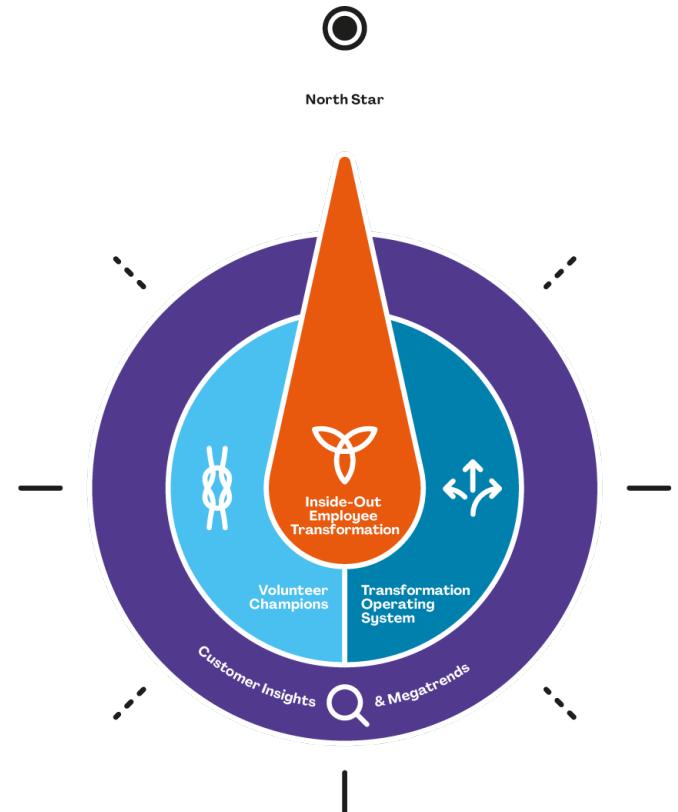
- Include an **attitudinal survey** to find out how people are feeling
- Create an **informational campaign** to familiarize people with changes
- Be open and transparent about potential effects of the changes
- Consider creating a rollout plan



The rollout plan is not a project management plan component.



Organizational Transformation for Project Practitioners



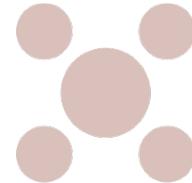
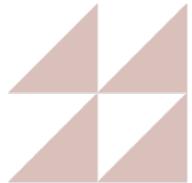
- A **North Star statement** articulates the vision and strategic objectives
- **Customer insights and global megatrends**
- A flat, adaptable cross-functional **transformation operating system**
- Internal **volunteer champions** (not external consultants)
- **Inside-Out Employee Transformation** (similar to ADKAR)



Brightline® - a PMI initiative

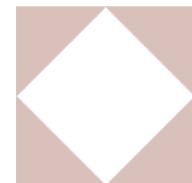
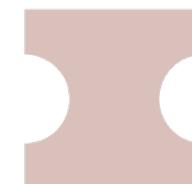
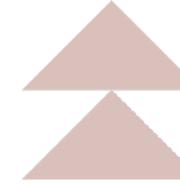
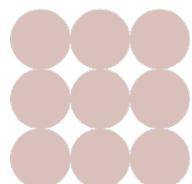
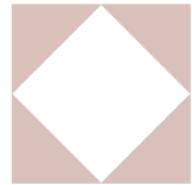
The Brightline Transformation Compass and five building blocks of transformation - an enterprise-level change management framework

ECO Coverage



3.4 Support organizational change

- Assess organizational culture (3.4.1)
- Evaluate impact of organization change to project, and determine required actions (3.4.2)
- Evaluate impact of the project to the organization and determine required actions (3.4.3)





Project Governance

TOPIC E

Project Governance

The framework, functions, and processes that guide project management activities to create a unique product, service, or result to meet organizational, strategic, and operational goals.

Key benefits:

- Offers a single point of accountability
- Encompasses the **project life cycle**



Governance type differs among organizations and projects.



Project Governance

What Kind and How Much?



Too much governance can annoy stakeholders, while relaxed governance can lead to a lack of stakeholder engagement or accountability.

Governance:

- Is typically already in place – established by a PMO or aligned with organizational policies
- Depends on strategic importance of project, constraints or oversight requirements



- *Critical for managing internal or external business environment change and deviations in budget, scope, schedule, resources or quality*
- *Budget management oversight is a key governance area.*

Project Governance: Components

Processes for:

- Change
- Communication
- Documentation – i.e., project management plan
- Decision-making
- Internal stakeholder alignment with project process requirements
- Review and approval of changes above project manager authority level
- Risk and issue identification, escalation and resolution
- Stage gate or phase reviews
- Guidelines for aligning project governance and organizational strategy
- Project life cycle and development approach
- Project organization chart with roles
- Project success and deliverable acceptance criteria
- Relationship among project team, organizational groups and external stakeholders

Governance in Adaptive Projects



Can:

- Document outputs and expectations
- Provide a clear view of project status from:
 - Defined iteration/sprint expectations and outputs
 - Releases tied to specific dates
 - “Real-time” monitoring of project output through daily standups

Iterative approaches enable quicker and less costly identification of value-based outputs than predictive

Governance Board

aka Project Board or Steering Committee



Does anyone have experience with a project governance board? Describe how it works with your project.

- Provides project oversight
- May include project sponsor, senior managers and PMO resources
- May be responsible for:
 - Reviewing key deliverables
 - Providing guidance for project decisions

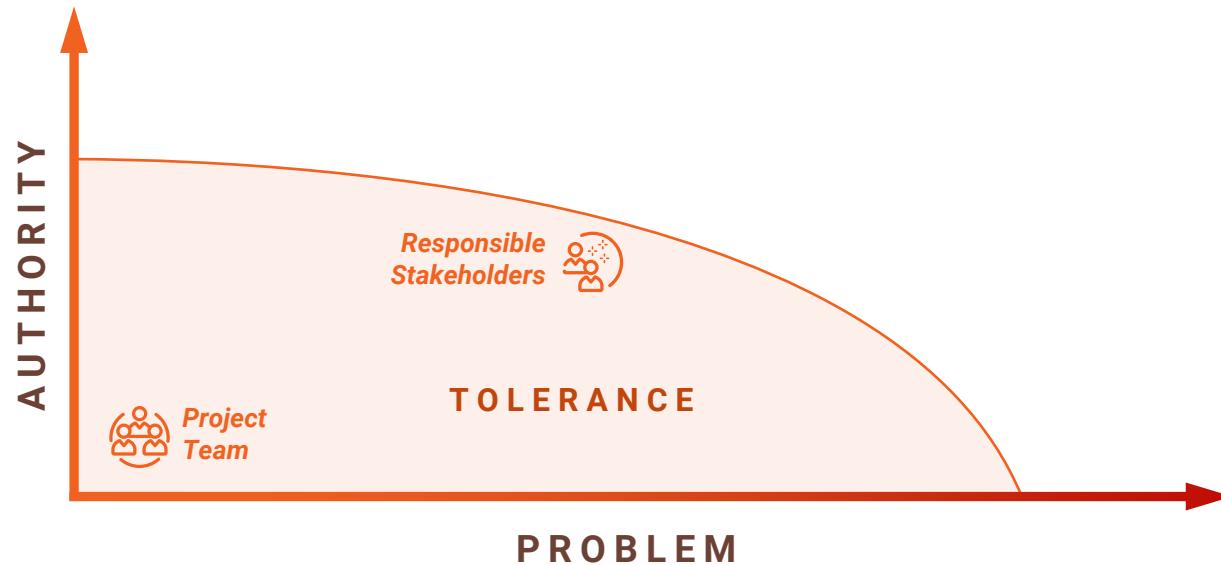


Projects that use Scrum or SAFe® use intermediary governance boards to liaise between the project and organizational governance

Governance Defines Escalation Procedures

For problems outside a project's **thresholds** or **tolerance** levels:

- **Escalate** to the responsible stakeholder who is authorized to take action;
- But if an issue is within the threshold, then work with the team to find a resolution.



Governance and Life Cycles

A Systems View

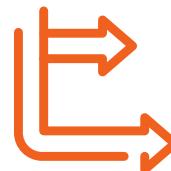


*Remember the project management principle - **Recognize, evaluate and respond to system interactions***



Governance system works alongside the value delivery system – the **project life cycle**.

Why? To enable smooth workflows, manage issues and support decision making.



Value delivery as
product of life cycle



Value delivery
embedded in life cycle

Governance Checkpoints: Phase Gates and Iterations



Predictive



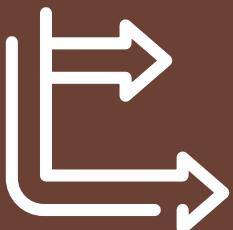
Adaptive

Split work into phases	Split work into releases
Review results at a phase gate – aka, governance gate, kill point, or tollgate	Review results at end of iterations
Decide: <ul style="list-style-type: none">• Continue to the next phase• Continue with modifications, or• End a project or program	Gather feedback and take action to improve value in next iteration
	Continue until customer's acceptance criteria – e.g. definition of done or MVP – is satisfied or project ends

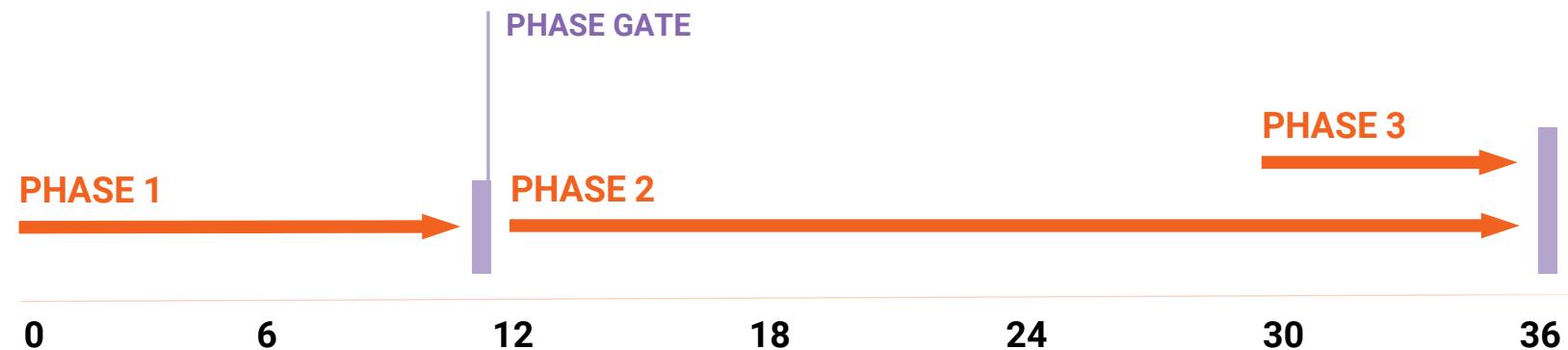


Project Phases

Relationships



Phases produce one or more deliverables; outputs from one phase are generally inputs to the next phase.
They can have **sequential** or **overlapping relationships**.



Apply Governance to Predictive Project Phases



ANGFEN

PHASE 1

PHASE 2

PHASE 3

At the beginning of a phase:

- Verify and validate project assumptions
- Analyze risks
- Provide detailed explanation of phase deliverables

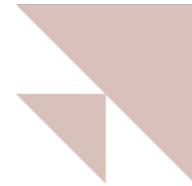
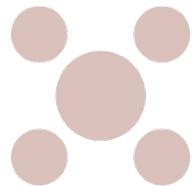
At the end:

- Key deliverables produced
- Review to ensure completeness and acceptance



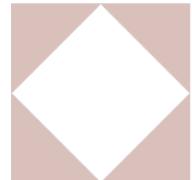
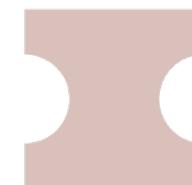
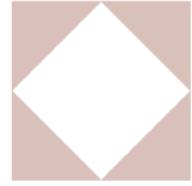
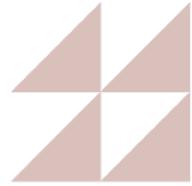
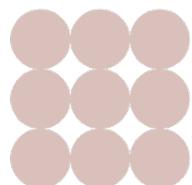
If huge risks are encountered, deliverables are no longer needed or requirements change, a phase or project will be terminated.

ECO Coverage



2.14 Establish project governance structure

- Determine appropriate governance for a project (e.g., replicate organization governance) (2.14.1)
- Define escalation paths and thresholds (2.14.2)





Project Compliance

TOPIC F

- Internal and external standards include:
 - Government regulations
 - Corporate policies
 - Product and project quality
 - Project risk
- PMO monitors compliance at organizational level
- Project team is also responsible for project activity-related compliance, including:
 - Quality of processes and deliverables/products
 - Procurement and work by vendors

Compliance Requirements

Legal or regulatory constraints include:

- Requirements for specific practices
- Standards
- Privacy laws
- Handling of sensitive information

Quality: Tailor to your project – How much process rigor and quality control is relevant?



Compliance Categories Classification

- Environmental risks
- Workplace health and safety
- Ethical/non-corrupt practices
- Social responsibility
- Quality
- Process risks

Categories vary based on:

- Industry and solution scope
- Unique legal and regulatory exposure

Compliance Threats

How to Investigate

-
- Where/who in the organization handles compliance?
 - What legal or regulatory requirements impact the organization? e.g. workplace safety, data protection, requirements for professional memberships
 - What is the organization's **quality policy**?
 - Are the team and stakeholders aware of compliance matters?



Treat Compliance as a Project Objective

- Proactively track and manage risks for compliance requirements
- Be prepared to perform quality audits
- Continuously validate legal and regulatory compliance for deliverables
- Check compliance before the end of the project to avoid transferring issues
- In a risk or dedicated compliance register, include:
 - The identified risk
 - A responsible risk owner
 - Impact of a realized risk
 - Risk responses



Larger organizations or those in highly regulated industries typically have a compliance department or officer.

Compliance

Five Best Practices

- **Documentation:** Updated compliance needs and risks
- **Risk planning:** Prioritize compliance in risk planning
- **Compliance council:** Includes quality/audit specialists and relevant legal/technical specialists
- **Compliance audit:** Formal process
- **Compliance stewardship:** It's your responsibility!

Interactive/Activity

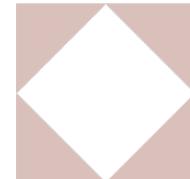
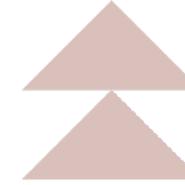
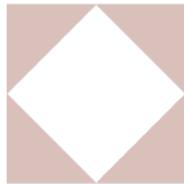
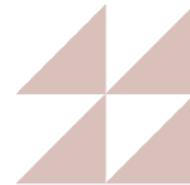
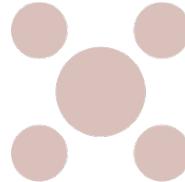
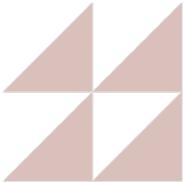


Let's talk about compliance.

- Does your organization have a quality policy?
- Do you know where to find the quality policy or standards for your projects?
- What kinds of compliance activities are you involved with?



ECO Coverage



End of Lesson 1

