

M5L26. Good Implementation Practices

Slide #1



In this topic, we will discuss some good implementation practices of the data-driven decision-making process.

Slide #2



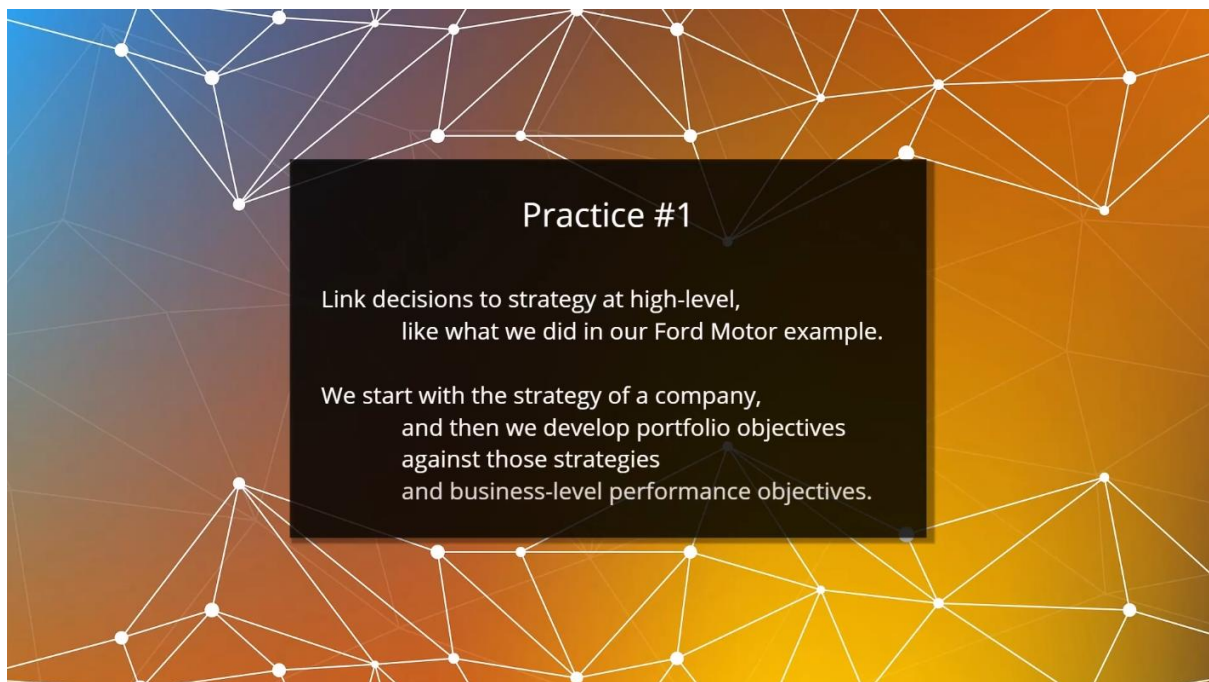
We have discussed the process, how to design the process, and also how to evaluate different options based on the structured data-driven process.

The decision process can be implemented in different ways depending on the mission and the vision of an organization.

The principle is to support manager's judgment with data and structure.

Some good implementation practices are:

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Practice #1

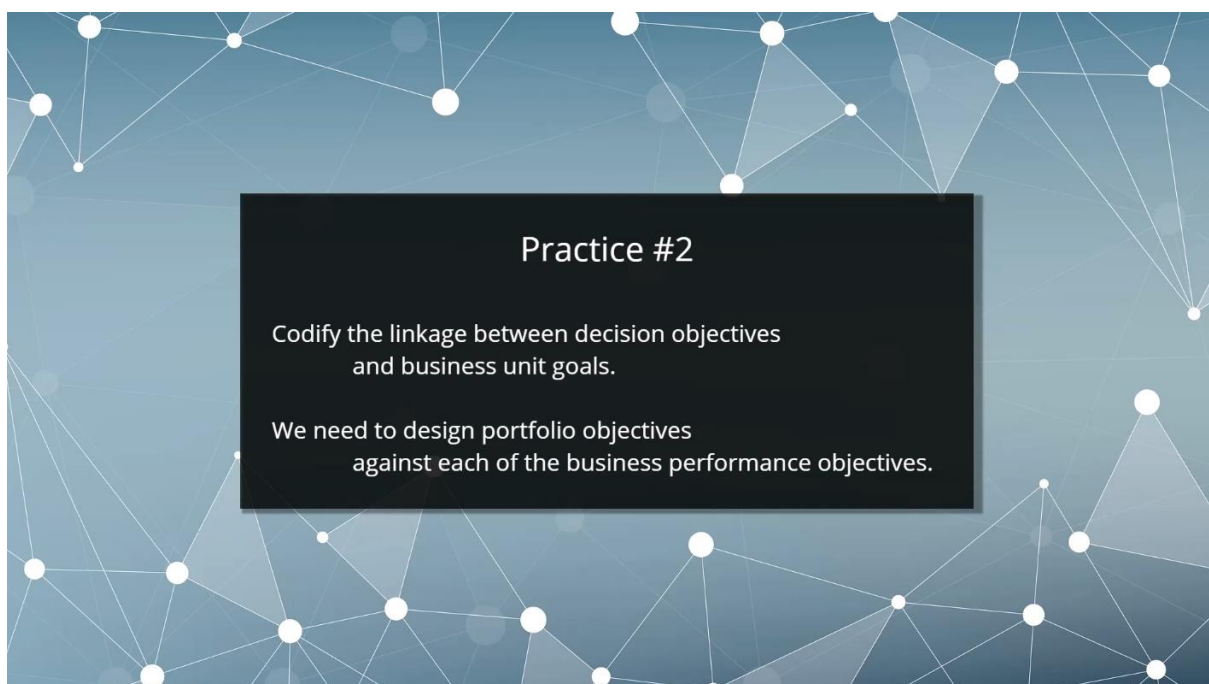
Link decisions to strategy at high-level,
like what we did in our Ford Motor example.

We start with the strategy of a company,
and then we develop portfolio objectives
against those strategies
and business-level performance objectives.

First is to link decisions to strategy at a high-level like what we did in our Ford Motor example.

We start with the strategy of a company and then we develop portfolio objectives against those strategies and the business level performance objectives.

Slide #4



Practice #2

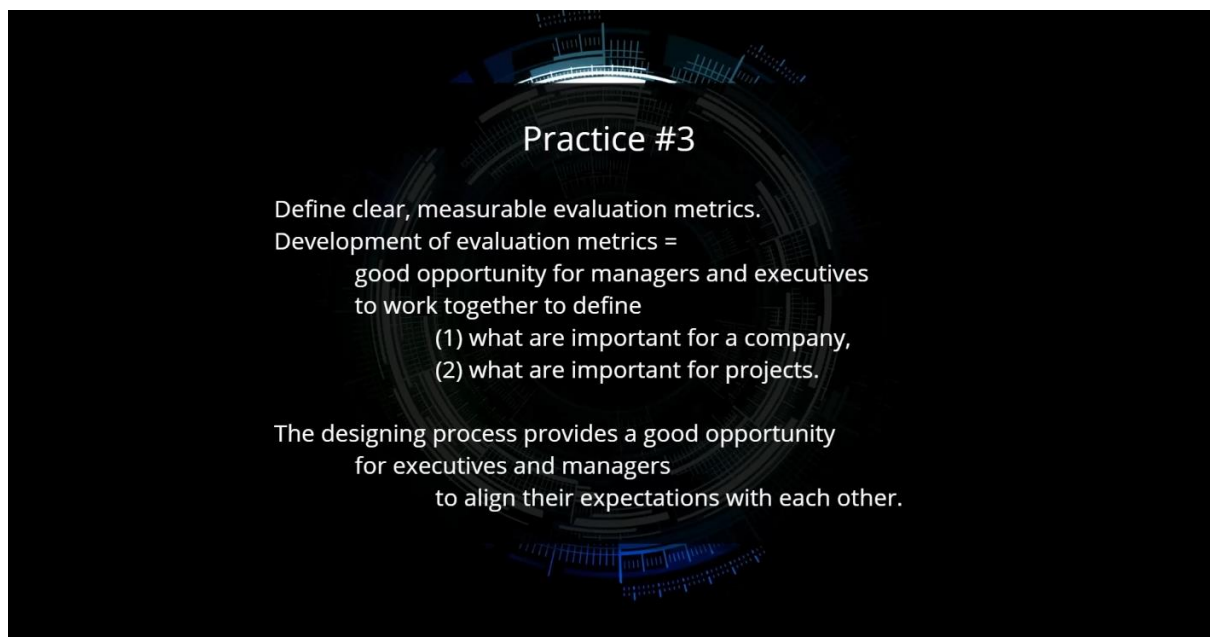
Codify the linkage between decision objectives
and business unit goals.

We need to design portfolio objectives
against each of the business performance objectives.

Second practice is to codify the linkage between decision objectives and the business unit goals.

We need to design portfolio objectives against each of the business performance objectives.

Slide #5

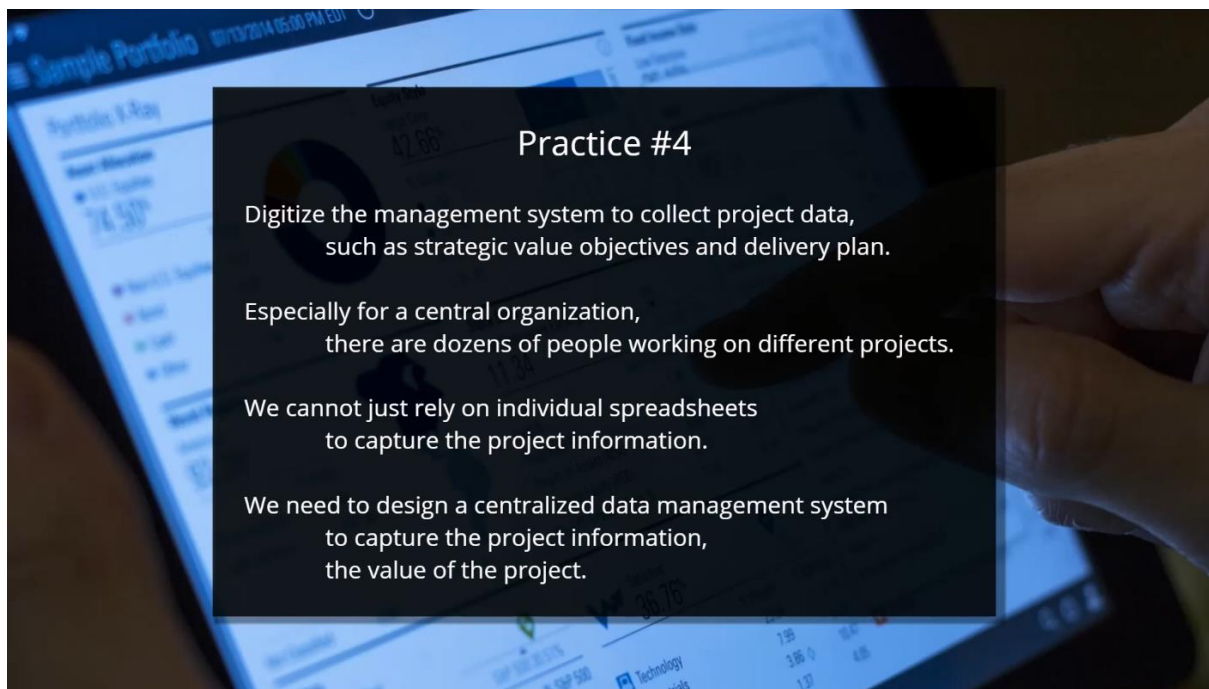


The third good practice is to define clear measurable evaluation metrics.

The development of evaluation metrics is also a good opportunity for managers and executives to work together to define what are important for a company and for projects.

So the designing process provides a good opportunity for executives and managers to align their expectations with each other.

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Practice #4

Digitize the management system to collect project data, such as strategic value objectives and delivery plan.

Especially for a central organization, there are dozens of people working on different projects.

We cannot just rely on individual spreadsheets to capture the project information.

We need to design a centralized data management system to capture the project information, the value of the project.

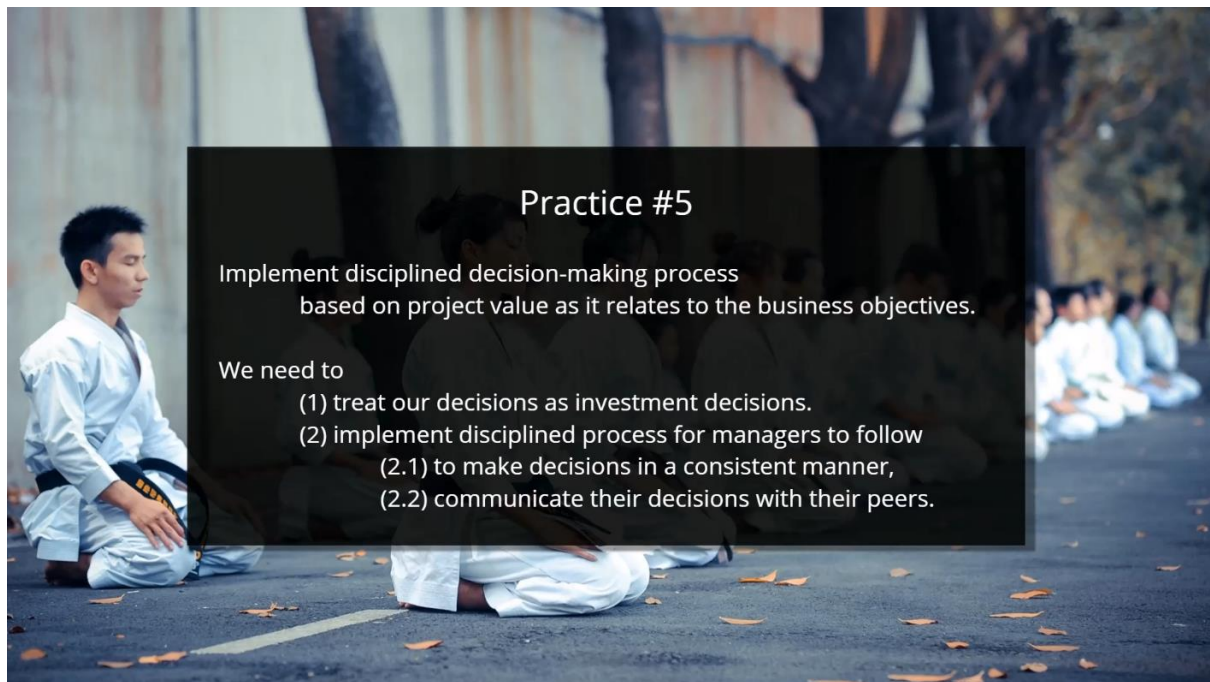
A fourth practice is to digitize the management system to collect project data, such as strategic value objectives and delivery plan.

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Slide #7



Another practice to implement is the disciplined decision-making process based on the project value as it relates to the business objectives.

We need to treat our decisions as investment decisions.

We need to implement a disciplined process for managers to follow to make decisions in a consistent manner and communicate their decisions with their peers.

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Practice #6

Appoint a senior manager responsible for

- (a) collecting performance data,
- (b) analyzing executing quality,
- (c) communicating the results.

The appointed portfolio manager should have

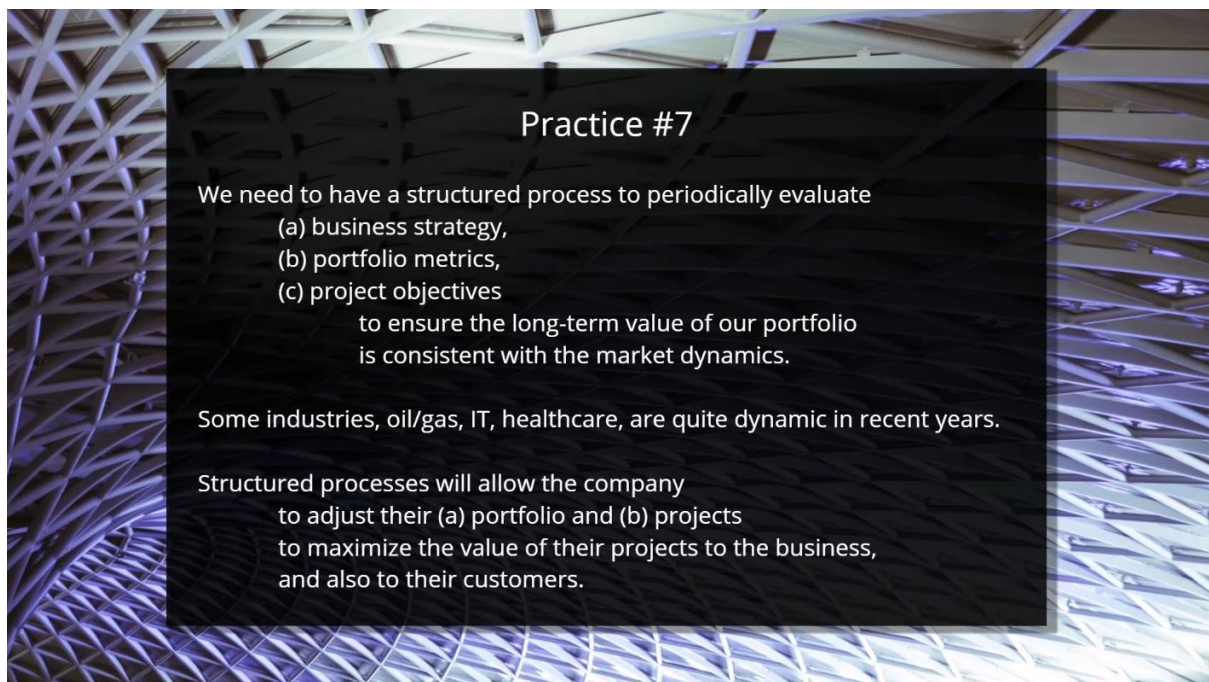
- (1) sufficient delegation of authority
- (2) access to executives

to ensure consistent implementation of the data-driven decision-making process across different levels of the organization.

Another practice is to appoint a senior manager responsible for collecting performance data, analyzing executing quality, and communicating the results.

The appointed portfolio manager should have sufficient delegation of authority and access to the executives to ensure consistent implementation of the data driven decision making process across different levels of the organization.

Slide #9



In addition, we need to have a structured process to periodically evaluate the business strategy, portfolio metrics, and project objectives to ensure the long-term value of our portfolio is consistent with the market dynamics.

Some industries, such as oil and gas, information technology, and healthcare industries, are quite dynamic in recent years.

So, those structured processes will allow the company to adjust their portfolio and projects to maximize the value of their project to the business and to their customers.