

Programme Management Masterclass

- transitioning into Programme Management

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Birmingham

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www.teamanimation.co.uk



“In times of change learners inherit the Earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.”

Eric Hoffer

Stated objectives

By the end of the programme participants will understand:

- the key differences between programme and project management, how this can change depending on context and the implications for them as individuals, the team and organisation
- the implications to the individual of transitioning to the role of a programme manager including the change in core skills and focus and have an opportunity to identify personal areas for development
- the value and limitations of formal methodologies such as Managing Successful Programmes (MSP) and associated technical skills
- how properly devised, implemented and managed portfolios, programmes and projects can significantly improve the deliver the organisation's strategy
- the change in focus from outputs > benefits > value and the implications for the management of programmes
- the challenges of implementing programme management and the cultural and political changes necessary to make it successful
- sources of additional information, qualification and expertise.

Structure of the day

1. Welcome
2. The role of Programme Management and the Programme Manager in the Public Sector
3. The Transition to Programme Manager – the Behavioural Shift to Leader
4. The Implications to the Organisation – the necessary change in culture and practice
5. Case study 1 – DISS Programme (based on a report by the NAO)
6. The Business Perspective
7. The Importance of Relationship Skills – engaging with sponsors and stakeholders
8. Case Study 2 – Zuiderzeewerken Programme
9. Review, wrap-up and close

- Name
- Position
- Organisation
- Experience of programme management
 - Level 1 = very little; level 5 = expert
- Biggest challenge you currently face
- A non work interest

1 minute!!

**“Consultancy which
increases business
success by
inspiring
leadership in
project and
programme
management”**

Inspiring:

1. **project and programme managers to become leaders**
2. **project teams to develop sustainable leadership practices**
3. **organisations to change to support leadership practices**

Our objectives



- 1: To enable you to judge which aspects of programme management will be most valuable to you
- 2: what to expect from programme and project management teams

Geoff Reiss – Team Animation Ltd



To clarify the different skills profile between project and programme managers and what distinguishes the “best from the rest”

Donnie MacNicol - Team Animation Ltd

The emphasis is changing

There is a groundswell of opinion that project management should be

“ ... much more to do with the interaction of people, clients and stakeholders and the integration of these aspects.”

Quote from Dr. Martin Barnes, President of the APM, from a 2007 APM Round Table debate.

NAO/OGC 2005 Report Common Causes of Project Failure

1. Lack of clear link between the project and the organisation's key strategic priorities, including agreed measures of success
2. Lack of clear senior management and Ministerial ownership and leadership
3. Lack of effective engagement with stakeholders
4. Lack of skills and proven approach to project management and risk management
5. Too little attention to breaking development and implementation into manageable steps
6. Evaluation of proposals driven by initial price rather than long term value for money (especially securing delivery of business benefits)
7. Lack of understanding of and contact with the supply industry at senior levels in the organisation
8. Lack of effective project team integration between clients, the supplier team and the supply chain

If **ANY** of the answers to the above questions (40+) are unsatisfactory then a project should not be allowed to proceed

2. The role of Programme Management and the Programme Manager in the Public Sector

“Managing multiple projects is like being the parent of a large family that you have to feed. Each aspect of your job can be like another child that needs nurturing. You can't neglect any one of the 'children' and expect to have a healthy family.”

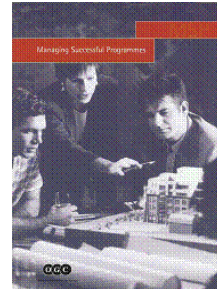
Peter Turla

Heathrow Terminal 5



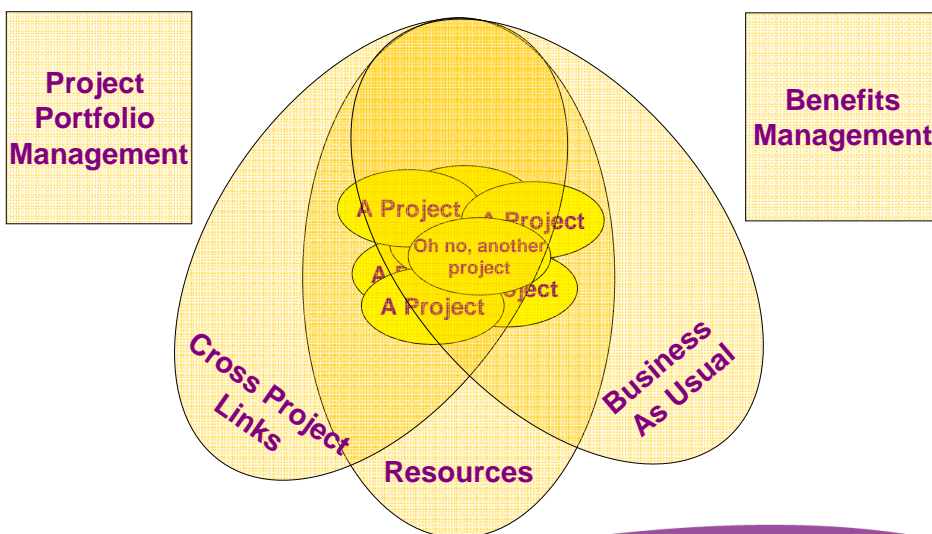
UK Government Definition

**Programme management
is the co-ordinated
management of a portfolio
of projects *that change
organisations to achieve
benefits that are of
strategic importance.***

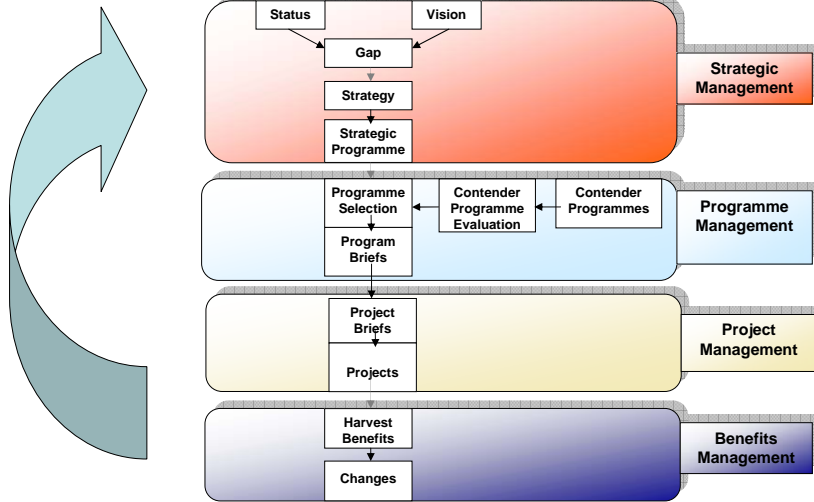


The UK Stationery Office 2003, ISBN: 0113309171

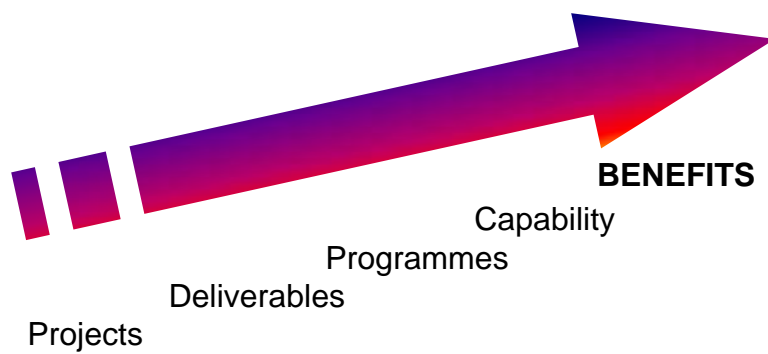
Programme Management



Programme Management

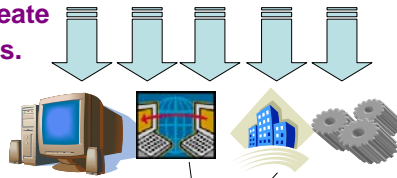


The value path



Projects -> Programmes -> Benefits

Projects create deliverables.



Programmes combine deliverables to create capabilities.

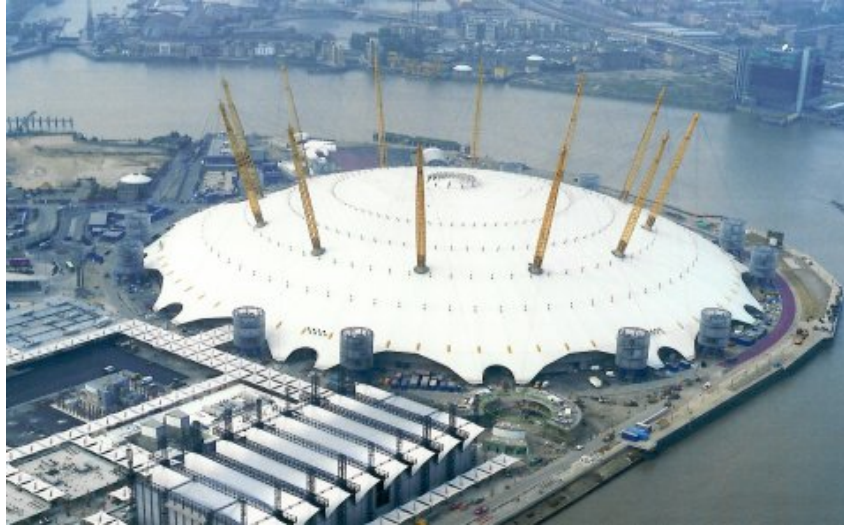


The organisation utilises the capabilities and gains **BENEFITS**



Programme Managers

- Sit on the programme board
- Contribute to programme & project selection
- Delegate projects
- Appoint project managers?
- Communicate with senior stakeholders
- Do not micro-manage
- Monitor the environment
- Monitor the strategy
- Cancel, re-direct, delay and start projects



The Millennium Dome, London

3. The Transition to Programme Manager – the Behavioural Shift to Leader



DNA of an excellent “project manager”

..... of the best project managers

- *Are strongly committed to a clear mission*
- **Focus on external stakeholders**
- **Have a long term and big picture perspective**
- **Are both systematic and innovative thinkers**
- **Find and empower the best people for their teams**
- **Are selective in their involvement in project issues**
- *Thrive on relationships and influence*
- **Proactively gather information and insist on results**

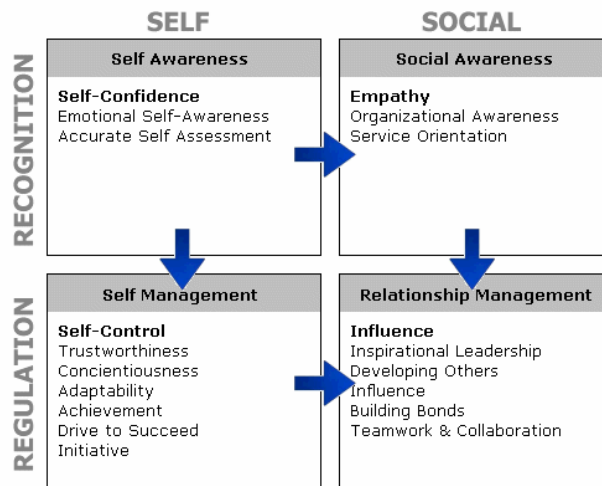


Italicized competencies differentiate top performers

Gadeken

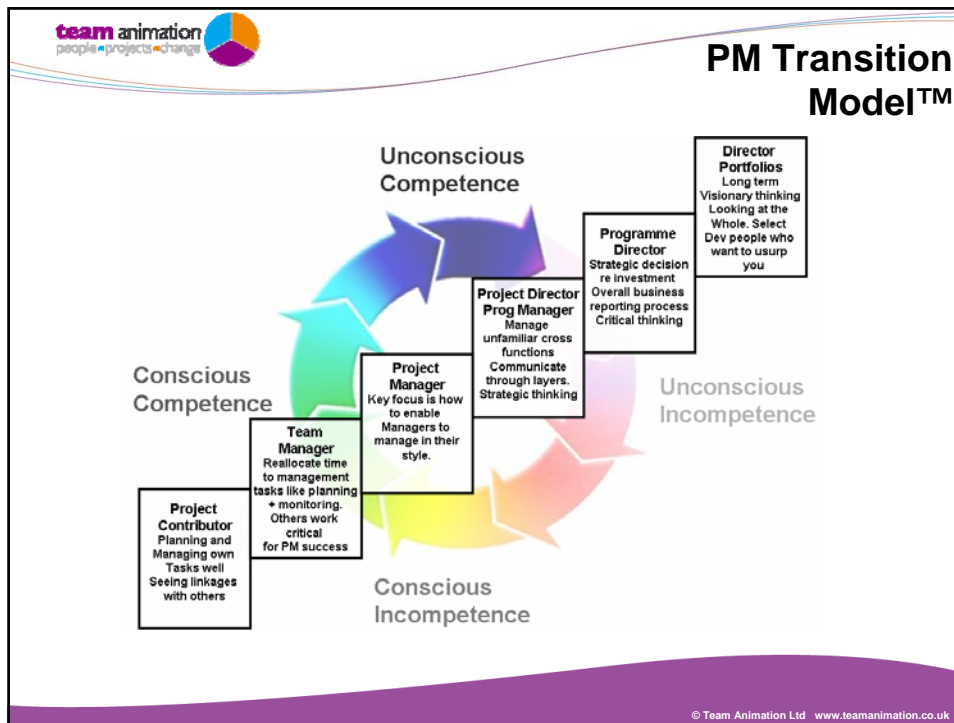
Emotional Intelligence (EI)

*“Everyone thinks of changing the world, but no one thinks of changing himself”
Leo Tolstoy*



EI

- **self awareness:** “Oh, I’m being unreasonably angry with the designer just now, because I crashed the car this morning.”
- **self management:** “I can ring the designer later, once I have got over crashing the car this morning.”
- **awareness of others or empathy:** “I’m calling because I imagine you are pretty unhappy with what I said yesterday.”
- **relationship management:** “I want to hear how we can find ways to work with each other when future conflict arises.”



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people • projects • change

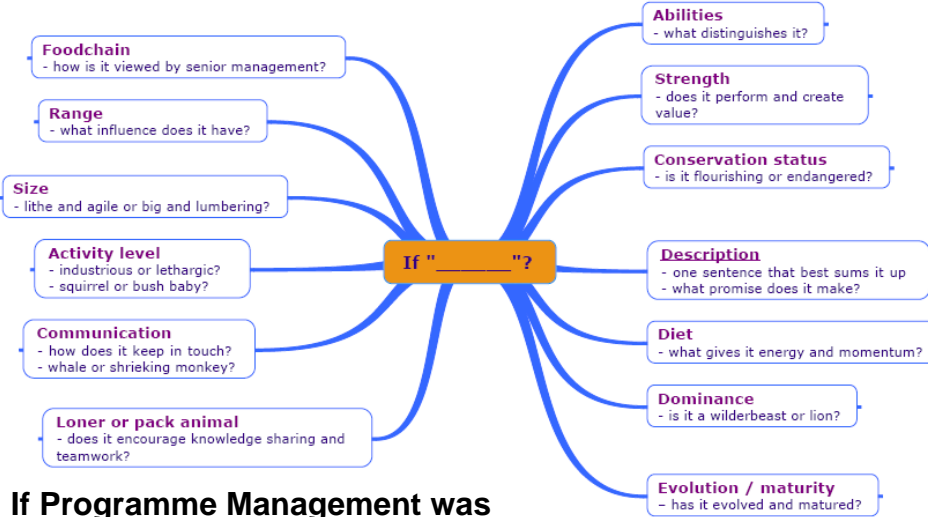
Transitioning

- Promotion does not mean transitioning
- Transitions requires fundamental and potentially painful shifts to be made
- must be challenged and supported to make these shifts - teams and organisation must encourage and reward the new behaviour
- **Leaving behind the familiar: Embracing the new**
- **Skills:** accept losing familiar skills, welcome the discomfort learning the new will cause
- **Time:** a shift in two dimensions is needed:
 - What you spend your time doing
 - Horizon you are looking over
- **Values:** on the basis that what you value is what you focus on you must change what you value about your individual contribution.

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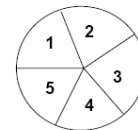
4. The Implications to the Organisation – the necessary change in culture and practice



If Programme Management was an animal in your organisation, what would it be?

Project success

- **1. Efficiency**
 - Meeting schedule
 - Meeting budget
 - Yield
 - Other efficiencies
- **2. Impact on the customer**
 - Meeting requirements and specs
 - Benefit to the customer
 - Extent of use
 - Customer satisfaction and loyalty
 - Brand name recognition
- **3. Impact on the team**
 - Team satisfaction
 - Team morale
 - Skill development
 - Team member growth
 - Team members retention
 - No burnout
- **4. Business and direct success**
 - Sales
 - Profits
 - Market share
 - ROI, ROE
 - Cash flow
 - Service quality
 - Cycle time
 - Organisational measures
 - Regulatory approval
- **5. Preparation for future**
 - New technology
 - New market
 - New product line
 - New core competency
 - New organisational capability



Shenhar and Dvir

Organisational Cultures

Key Words : Strength, Decisiveness, Determination

Strong & stable leadership, but prone to fiefdoms and unquestioning followers

POWER CULTURE
based on survival

ACHIEVEMENT CULTURE
based on self-expression

Key Words : Growth, Success, Distinction, Profit

Common goals & vision with focus on results & self-management but "ends justify the means" & arrogance.

Known & defined roles & procedures but inflexible with emphasis on following rules & not results.

ROLE CULTURE
based on stability

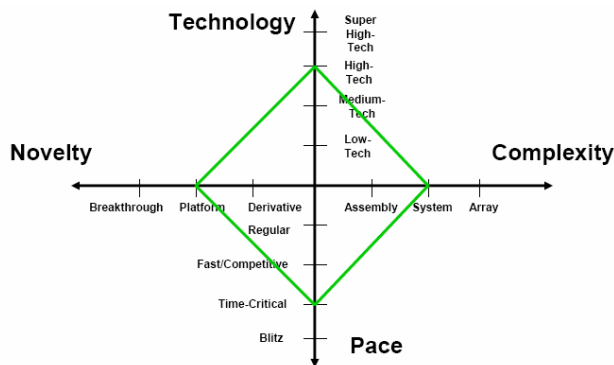
SUPPORT CULTURE
based on community

Consensus decision making, harmony, sense of belonging & appreciation, but differences may be ignored & slow to change.

Key Words : Order, Security, Control, Conformity

Key Words : Mutuality, Value, Service, Integration

based on Harrison & Stokes



Shenhar and Dvir

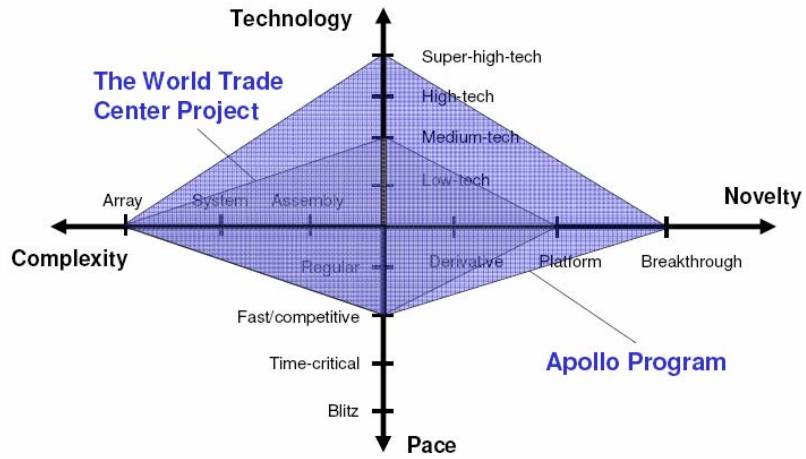
- **Derivative**
 - Extensions and improvements to existing products
- **Platform**
 - New generations of existing product lines – replace previous products in a well-established market sector e.g. new car model
- **Breakthrough**
 - New to the world products. Customer has never seen before e.g. Sony Walkman

- **Low-tech**
 - Rely on existing and well-established technologies e.g. most construction projects
- **Medium-tech**
 - Use mainly existing or base technologies but incorporate a new technology or feature that did not exist in previous products e.g. automobiles
- **High-tech**
 - Situations in which most of the technologies are new to the firm but already exist and are available at project initiation e.g. defence development
- **Super-high-tech**
 - Technologies that do not exist at project initiation. Mission is clear, solution is not e.g. moon landing

- **Assembly**
 - Involve creating a collection of elements, component and modules combined into a single unit or entity that performs a single function e.g. CD player or vehicle transmission
- **System**
 - A complex collection of interactive elements and subsystems, jointly performing multiple functions to meet a specific operational need e.g. new building
- **Array**
 - Large, widely dispersed collection of systems that function together to achieve a common purpose e.g. a corporation, national comms network

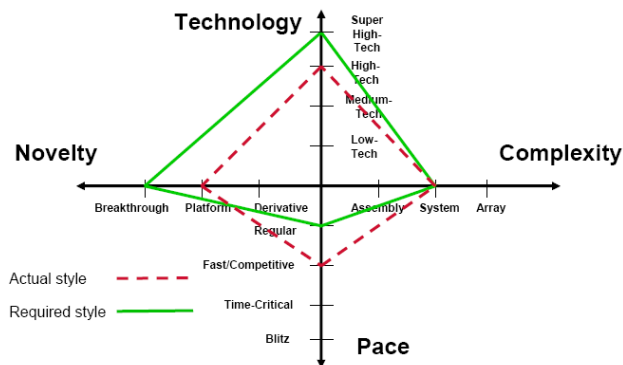
- **Regular**
 - Time is not critical to immediate organisational success
- **Fast/competitive**
 - Most common projects e.g. Conceived to address market opportunities
- **Time-critical**
 - Must be completed by a specific date or failure e.g. launch of a probe
- **Blitz**
 - Most urgent, time-critical. Solving a crisis as fast as possible is the criterion for success

Adaptive project management

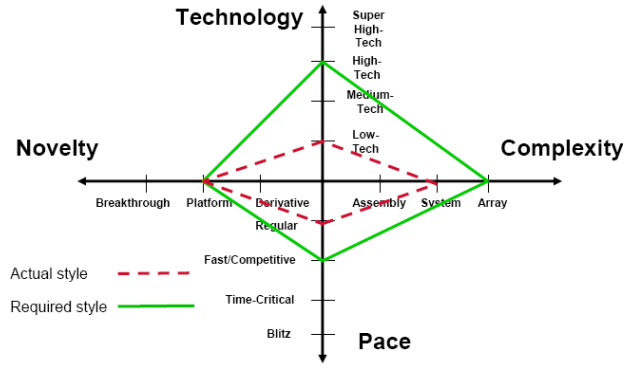


Shenhar, Dvir, 2007

Space Shuttle



Shenhar and Dvir



5. Case study 1 – DISS Programme (based on a report by the NAO)



Case Study Questions

- Was the programme a success?
- What were the key areas of success?
- What were the key areas of failure?
- What would you have done with this programme?

6. The Business Perspective

Business context

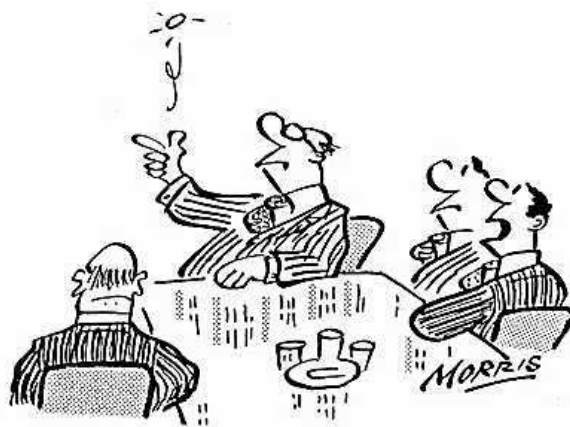
Focusing on the business context – influencing all decisions and adding value

“To be a leader, you have to make people want to follow you, and nobody wants to follow someone who doesn’t know where he is going” Joe Namoth

Project
Portfolio
Management

Benefits
Realisation
Management

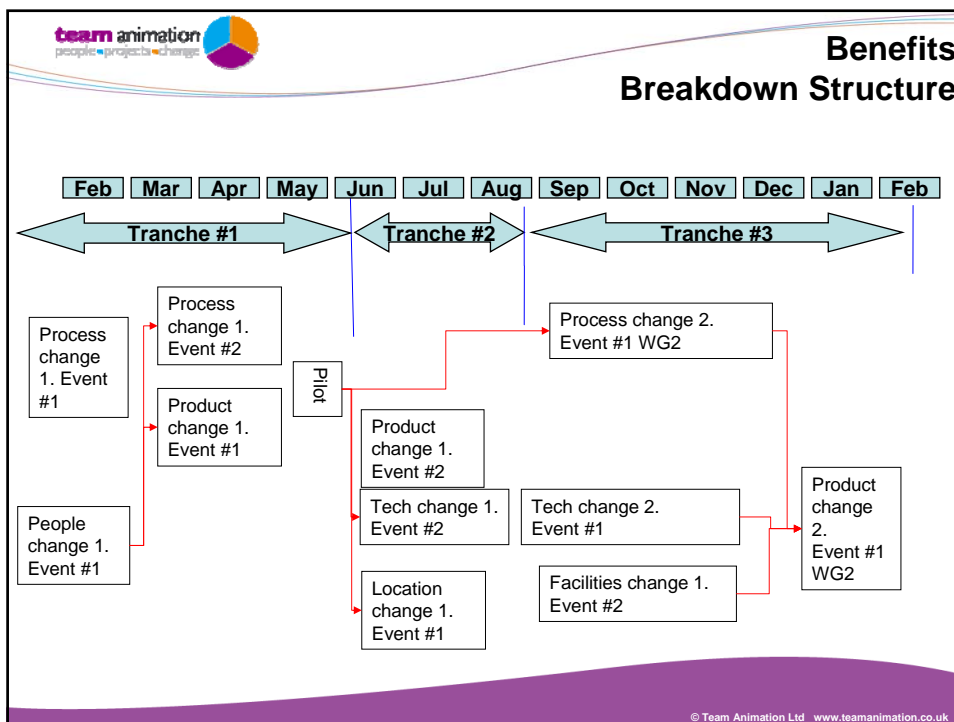
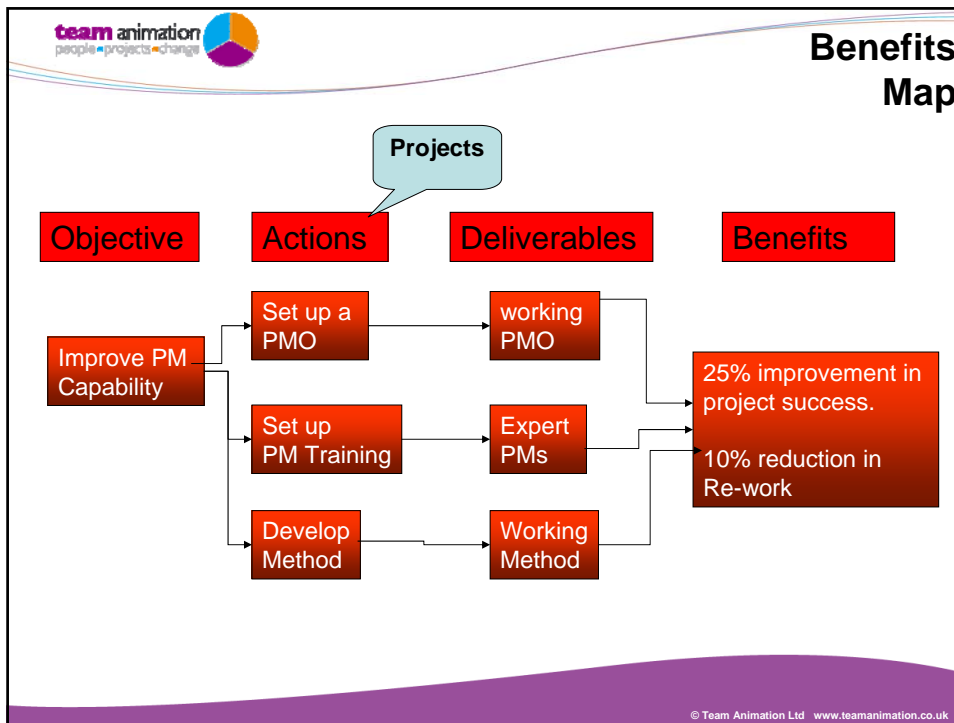




"I wish I could be as calm as JB when it comes to making decisions."

Alignment Matrix

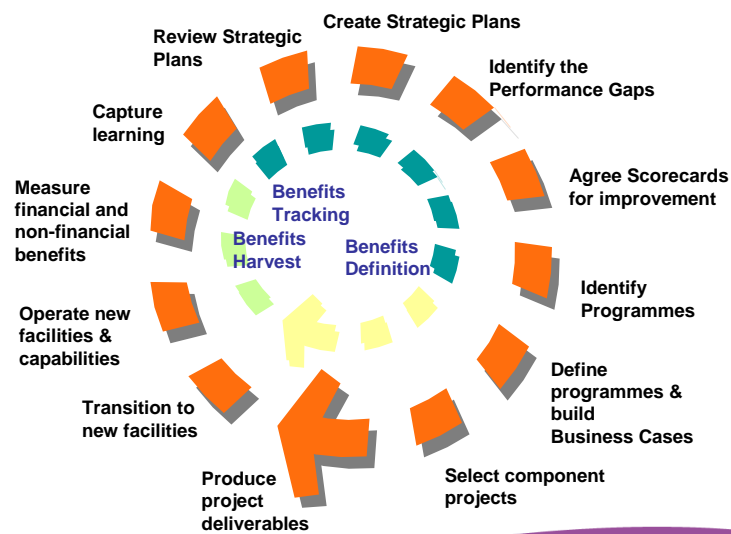
Project Register	Sample Corporate Aims					Comments
	Urban Regeneration	Healthier Citizens	Improved access to services	Cleaner, Greener, Safer	Towards 5% efficiency	
New housing project	H	H	M	M	?	Consider prioritising projects - which order would they be in?
Upgrading Sports facilities	M	M	L	L	D	Should this be delayed or put on hold if resources are limited?
Building a new leisure centre	L	M	M	D/L	?	Are there any disbenefits (D) e.g. to cleaner greener safer depending on where it is located? Are there links to Healthier citizens?
New 1 stop shop	M	L	L	L	?	This should have a low priority as it has no "high" linkages - what staff are being used here? Should they be reallocated to higher priority ones?
Review of Customer Access services	L	L	H	M	M	Should this have a clear dependency to the project above?
IT project to improve shared services	L	L	H	M	H	What has been done in this project against the 5% efficiency targets that could be replicated on others?



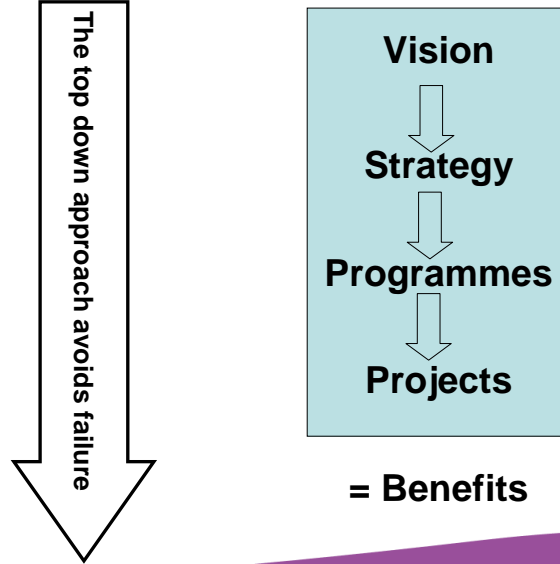
A Benefit Management Cycle

- Set a Strategy – the goals
- Collect Program & Project Proposals
 - Contender Program
- Analyse each Contender Program
- Cyclic Review of all current and contender programs
 - Scenarios
 - Mandatory, Important, Should do, Could do
 - Benefits, investment, resources, risk
- Select the best group of programs
- Select Projects to deliver the programs
- Stop as many unapproved projects as you can
- Monitor those programs in benefit terms

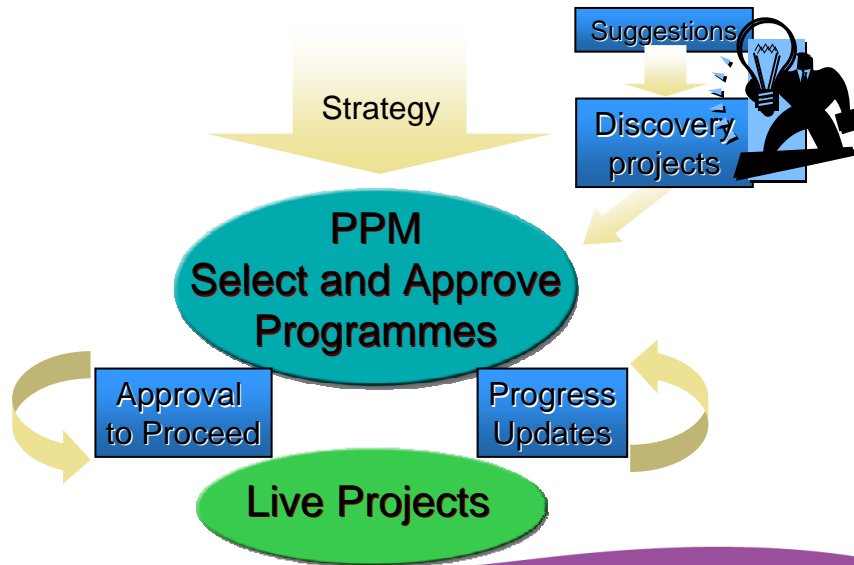
Benefit Management cycle



Delivering Change



The PPM Process

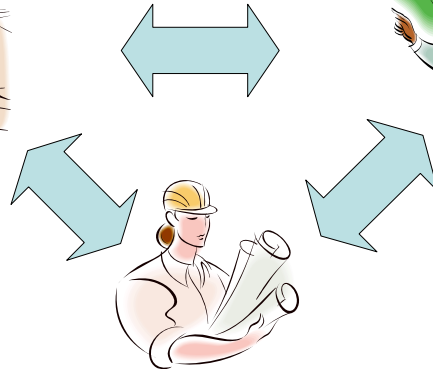


KPI responsibility

Line Manager



KPI Owner



Programme Manager

Benefits of a Programme Office

- Very rapid progress
- Quick wins
- Reduced risk
 - Short term
 - Long term
- Best practice input
- Visibility
- Consistency
- Cost effective



- Programme and Project Register
 - Up to date point of reference
- Visibility
 - Programme and Project reporting
- Ownership
 - Program management tools and services
- Methodology & governance
 - Maintaining appropriate processes and procedures
 - ownership & support of the methodology
- Resource allocation and prioritisation
 - The right people doing the right work
 - predicting program level shortages
- Inter-project links
 - Monitoring, reporting and warning

Match
delivery
to
expectations

7. The Importance of Relationship Skills – engaging with sponsors and stakeholders

Strengths Deployment Inventory

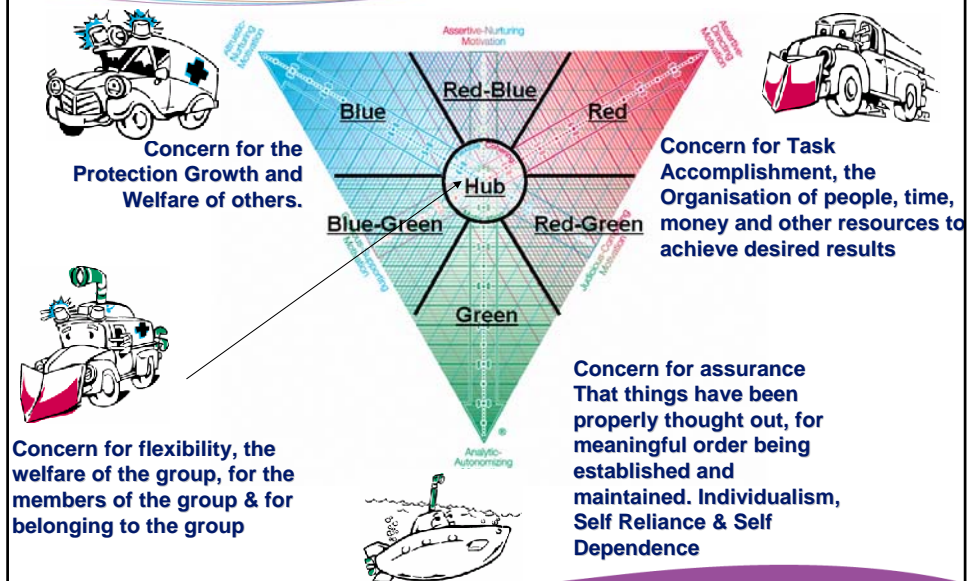
The more we are aware of:-

- What makes us tick
- What makes others tick
- The impact we make on the feelings of others

The more empowered we become to control the outcomes of our relationships with others.

It is the key to relationship effectiveness

Motivation





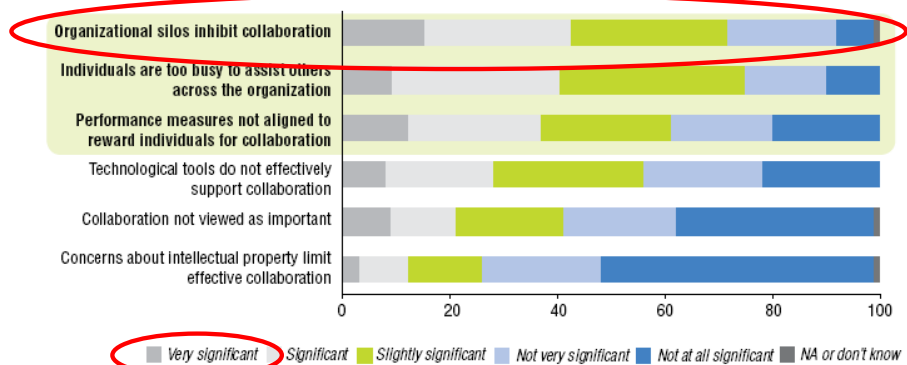
External relationship drivers

- Increasing use of alliances / partnerships which are heavily relationship based
- Complexity of projects – large numbers of relationships with high level of uncertainty
- Increasing requirement for improved quality of relationships with customers
- Customers demand for people who understand their business
- Project success project failure

Internal relationship drivers

Figure 5. How significant are the following barriers to collaboration across your organization?

(Percent)



Source: IBM Global Human Capital Study 2008.

- Range of Stakeholders
- Many sectors
- Projects and programmes to £1bn
- 500 projects reviewed
- 1000 stakeholder interviews
- 250 client organisations
- 25 countries
- 10 years of data



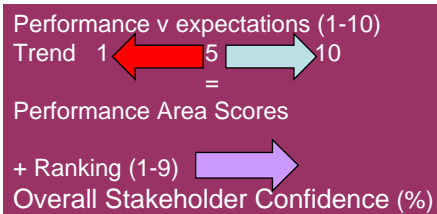
Performance Areas (perspectives)

- Ease of Doing Business
- Responsiveness
- Attitude of People
- Competence of People
- Innovation and Creativity
- Delivery Reliability
- Quality of Deliverables & Service
- Business Benefit Realisation

Qualitative Feedback

- Strengths
- Weaknesses/ Challenges
- Impact
- Improvement vision and ideas

Ratings and Scores



Performance Areas - An Example

Ease of “Doing Business”

- Clarity of organisation and responsibilities
- Accessibility
- Project governance
- Project processes
- Contracts and commercial processes
- Relationships
- Communication
- etc.

Key insights

1. Need to adopt **a broader view of project success criteria** - a new model
2. **Prioritisation gaps** between Stakeholders and Project Managers must be understood and managed
3. **Managing the different/ opposing Stakeholder views** on the same project is complex
4. The PM must be aware of **what makes the difference** to stakeholder confidence
5. Supporting PMs in focusing on **customer understanding and empathy** is vital
6. **PMs need to be challenged and supported** to understand and “work with” stakeholders perspectives
7. PMs are **challenged to lead**, not just manage

The influences on perception

- Who they are as an Individual
- Role in the:
 - Project
 - Organisation
- The function they belong to / trained in e.g. Finance, HR
- Organisation they work for e.g. values, culture

1. Project success criteria

Business Sponsors

- 1 Quality of Deliverables & Service
- 2 Delivery Performance
- 3 Benefit Realisation
- 4 Attitude and Behaviour of People
- 5 Competence of People
- 6 Responsiveness
- 7 Ease of Doing Business
- 8 Innovation and Creativity

Client Project Managers

- 1 Quality of Deliverables & Service
- 2= Delivery Performance
- 2= Benefit Realisation
- 4 Competence of People
- 5 Responsiveness
- 6 Attitude and Behaviour of People
- 7 Ease of Doing Business
- 8 Innovation and Creativity

Quality and delivery are still ranked as top priority, but they are all rated as important

A broader view of project success criteria should be adopted by project stakeholders and management

2. Prioritisation gaps

Business Sponsors

- 1 Quality of Deliverables & Service
- 2 Delivery Performance
- 3 Benefit Realisation
- 4 **Attitude and Behaviour of People**
- 5 Competence of People
- 6 Responsiveness
- 7 Ease of Doing Business
- 8 Innovation and Creativity

Client Project Managers

- 1 Quality of Deliverables & Service
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These gaps should be monitored, understood and addressed as necessary

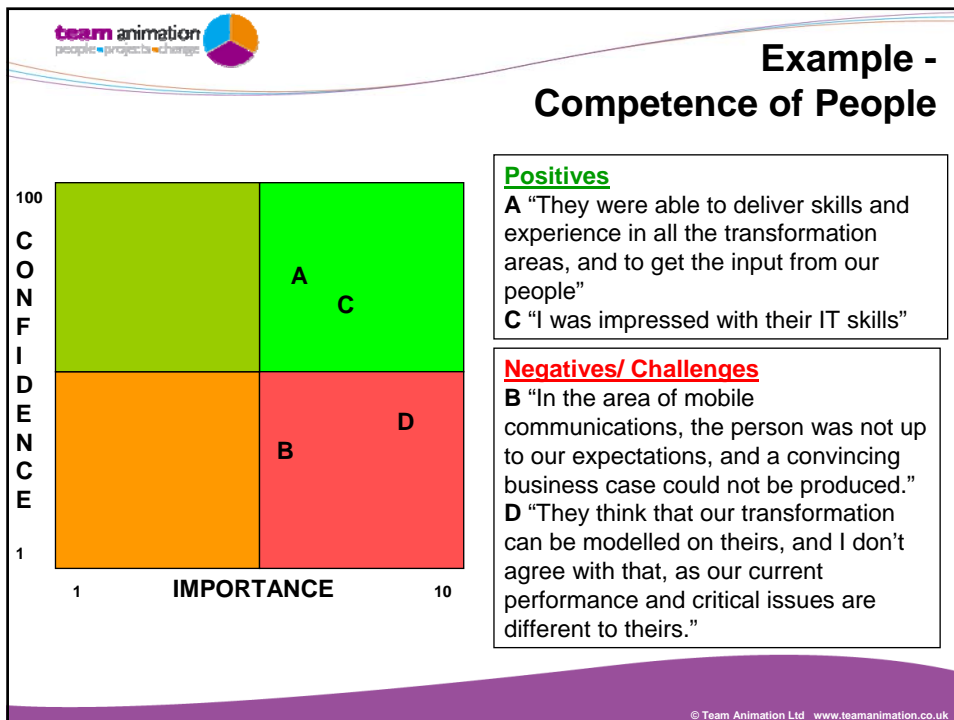
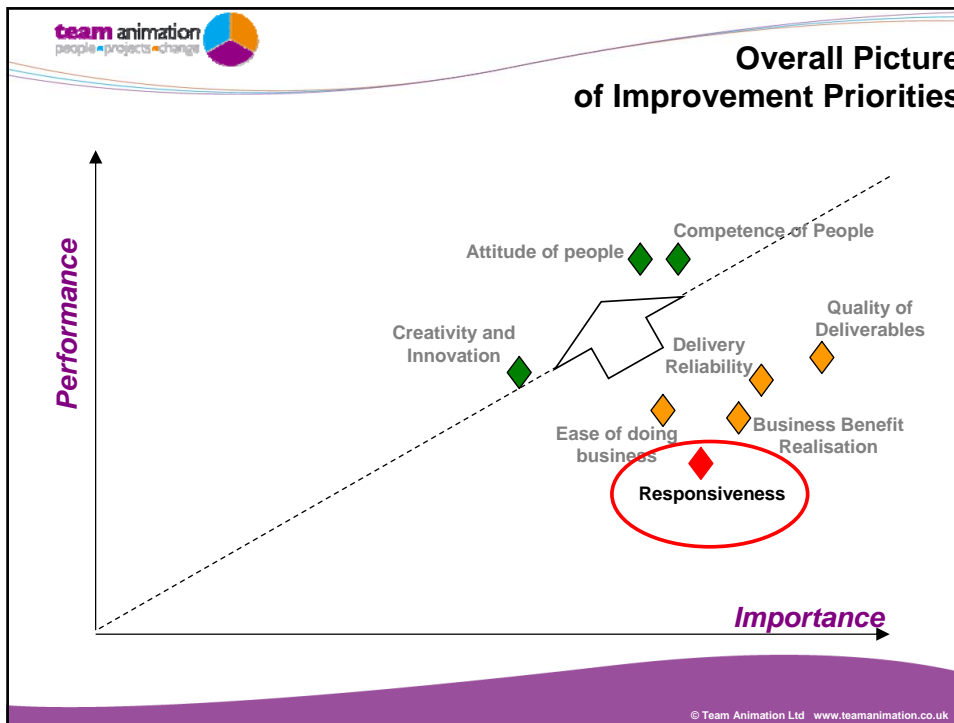
3. Managing subjectivity

Stakeholder perspectives depend on their

- personal **value system** and **priorities**
- **role** in their organisation / on the project
- degree of **engagement** with the project
- **history of commitment** to the project and associated relationships
- **personal experiences** - project, people and deliverables
- **benefits** and **threats** to their organisation /team/ personally
- **experience of projects** - what it takes to achieve success



This requires recognition, budget, resources, skill development



4. What makes the difference

Differentiators (in the 42 highest scoring relationships)
Client focus and empathy (24)
Good communications (17)
Being trusted and reliable (14)
Having a positive and “can do” attitude (11)
Effective team-working (10)
Being challenging, innovative and inspirational (6)

Table Stakes (not mentioned in high and low performing relationships)
Being helpful, co-operative and courteous
Listening and learning

Example around
“Attitudes and
Behaviours”

Detractors (in the 17 lowest scoring relationships)
Lack of openness and trust (12)
Poor client empathy (9)
Commitment problems (7)
Not working as a team (5)
Inflexibility (3)

5. Customer understanding is vital

It drives stakeholder confidence in **Benefit Realisation** and **Innovation and Creativity**, as well as overall stakeholder confidence

“I have been very impressed with the individual members of the project team, both in their knowledge of what we are trying to achieve and their understanding of what we are doing. They have spent time sitting down with people, and have really got into the guts of the business”

“Their understanding of our environment was severely lacking, for example understanding the cost to us ofThe environment was alien to them”

This requires time and investment, and should be built into the project plan and budget

6. PMs need to be supported

- Provide **a structured framework** for evaluating relationships with key stakeholders
- Provide **a comparison with global best practice**
- Enable PMs to learn about key **stakeholder expectations and priorities**, and to keep checking assumptions about stakeholder perceptions. Don't assume yesterday's assumptions are still valid!
- Present **improvement opportunities** - for the PM, the team and the organisation
- Ensure that **project budgets** include allowance for stakeholder relationship management, independent review etc
- Champion **skill development** in support of this

7. PMs need to lead

- Influencing without positional/hierarchical authority - by leveraging stakeholder relationships
- Understanding many organisational models - learning from the stakeholders
- “Selling the vision” - via the stakeholders
- Leading teams that become “greater than the sum of their parts”
- Dealing with complexity
- “Working with” resistance to change



1. Need to adopt a **broader view of project success criteria** - a new model
2. **Prioritisation gaps** between Stakeholders and Project Managers must be understood and managed
3. **Managing the different/ opposing Stakeholder views** on the same project is complex
4. The PM must be aware of **what makes the difference** to stakeholder confidence
5. Supporting PMs in focusing on **customer understanding and empathy** is vital
6. **PMs need to be challenged and supported** to understand and “work with” stakeholders perspectives
7. PMs are **challenged to lead**, not just manage

- The greatest importance is still given to the **predictability of delivery and the quality of deliverables**. However, all other performance areas are also important, including:
 - Benefits realisation
 - People aspects - competence, attitudes and behaviour, relationships
 - Structural aspects - supporting ease of doing business and responsiveness
 - Innovation and creativity
- There are some differences in the importance of these areas from project to project, dependent on things like the type of project, the stage in the life cycle and the market sector, but they are all important to project success in the eyes of client stakeholders.
- There can be marked differences between the perspectives of different stakeholders on the same project, dependent a variety of factors, including role, history of involvement, personal experiences, benefit opportunities and threats, degree of engagement, cultural factors etc.

Some Overall Insights - 2

- The single factor having the greatest impact on the confidence of client stakeholders is the **degree of client understanding and empathy shown by the project team**. This is the most significant enabler for perceptions of innovation and creativity, and of benefit realisation, as well as for overall stakeholder confidence in project success.
- Within each of the “performance areas”, there are detractors, table stakes and differentiators
- The capability of the client organisation and people is critical to project success, particularly on complex programmes. Project managers are increasingly expected to lead the client and to actively manage their contribution to the project (as if the client was another supplier to the project)

Some Overall Insights - 3

- If the project manager has the trust of the client stakeholder, this impacts stakeholder perceptions across all areas - an investment in earning stakeholder trust is a good investment
- A thorough understanding of the client perspective can change the mindset of project managers, and help them influence their organisations to invest in client relationships as a foundation for real project success and benefits realisation
- An independent and structured capture and evaluation of client stakeholder perspectives can provide project managers with useful insights in support of this, as well as having a positive impact on client stakeholders

Top Tips For Project Managers - 1

- Consider stakeholders as Individuals, Role, Function and Organisation
- Make sure you know who all the key stakeholders are, particularly client stakeholders
- Invest time in developing relationships of trust with all these stakeholders, either personally or through other members of your team or your organisation
- Role model attitudes and behaviours in support of client stakeholders, including openness, a positive “can do” attitude, absolute reliability (doing what you say you will do), challenging the client etc.
- Support this with a regular independent review and analysis of stakeholder perceptions across all performance areas

Top Tips For Project Managers - 2

- Develop an explicit improvement plan related to stakeholder perceptions, with clear timelines and responsibilities.
- Make sure you have the time, resources and budget to immerse your team in the client organisation, so as to gain real understanding and empathy, including key business drivers, culture, how things get done, power bases, ambitions and insecurities etc.
- Know who you are to allow you to know who they are
- Identify the development needs of your team in developing relationships with client stakeholders, and champion development programmes designed to meet these needs.

8. Case Study 2 – Zuiderzeewerken Programme

Zuiderzeewerken Programme



- Case Study Questions:
 - Was the programme a success
 - What were the key areas of success
 - What were the key areas of failure
 - What would you have done with this programme
 - Have you know anything like this

9. Review, wrap-up and close

- ProgM - The Programme Management Special Interest Group
 - Register for Newsletter and invitations
 - The Project Selection and Benefits Management Initiative
 - Free Evening events and other Conferences
 - The Programme Management website
 - Programme Management Maturity Model
 - www.e-programme.com
- Association for Project Management
 - www.apm.org
- PMI Program and Project Portfolio Management Standards
 - <http://www.pmibookstore.org/PMIBookStore>
- UK Office of Government Commerce
 - www.ogc.gov.uk/index.asp?id=38
- The Gower Handbook of Programme Management
 - <http://www.gowerpub.com/TitleDetails.asp?sQueryISBN=0566086034&sPassString=Y&sKeyword>

“There is nothing new
under the sun but there
are lots of old things we
don't know”.

Ambrose Pierce

Thank



You