



Project Controls Expo – 17th Nov 2017
Emirates Stadium, London

Enterprise Project Management
Solutions - Install and train, job done?

About the Speaker



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David Dunning – edison365 and CPS Chairman

- ❑ Over 15 years experience in implementing portfolio, programme and project management ecosystems.
- ❑ Member of the Institute of Business Consulting, Certified Management Consultant.
- ❑ Real world P3M experience across multiple industries.

 **Help, I've implemented a prioritisation system!**
Posted by **David Dunning** on 9 April 2013
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 **Help, I've just implemented governance!**
Posted by **David Dunning** on 8 April 2013
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 **Help, I've just trained everyone!**
Posted by **David Dunning** on 5 April 2013
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 **Help, I've just implemented a project management tool!**
Posted by **David Dunning** on 4 April 2013
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 **Help, I've just implemented a PMO!**
Posted by **David Dunning** on 2 April 2013
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What Use is My PMO for Portfolio Management?

David Dunning, Director, CPS



The PMO Conference

What Use is My PMO for Innovation Management?

David Dunning, Director, CPS



The PMO Conference

About the Topic

- ❑ Many organisations are seeing the potential benefits of implementing common planning tools and are **charmed by the potential of having dashboards and common reports** – especially with cloud computing being very much on the agenda.
- ❑ However, what an IT organisation may see simply as **'deployment' must be backed up with related business change** - if full benefits are to be realised.
- ❑ Within this session we will explore the **sensible approach** to a smooth and fruitful EPM solution.

EPM / PPM – what does it mean?

- Enterprise Project Management
- Portfolio and Project Management
- Project and Programme Management
- Portfolio, Programme and Project Management

- Common and consist

Project Portfolio Management definition

Project Portfolio Management (PPM) is the centralized **management** of the processes, methods, and technologies used by **project** managers and **project management** offices (PMOs) to analyze and collectively manage current or proposed **projects** based on numerous key characteristics.

[Project portfolio management - Wikipedia](https://en.wikipedia.org/wiki/Project_portfolio_management)
en.wikipedia.org/wiki/Project_portfolio_management

Improve this answer · Is this answer helpful?  

Defining Enterprise Project Management

Enterprise Project Management is a comprehensive approach to project management. It considers how direct and indirect influences impact the project's progress as a whole. As a result, it includes risk analysis, scaling of project processes to match size, monitoring of project resources, continual reporting and analysis of cost versus benefit and the use of [tools to manage all of these aspects](#).

By considering the definition of "enterprise," EPM is designed for the effective management of large, difficult projects. Ultimately, EPM is a way to break apart a large project into actionable, achievable portions that sequentially line up to produce a final, positive result.

Enterprise Project Management definition

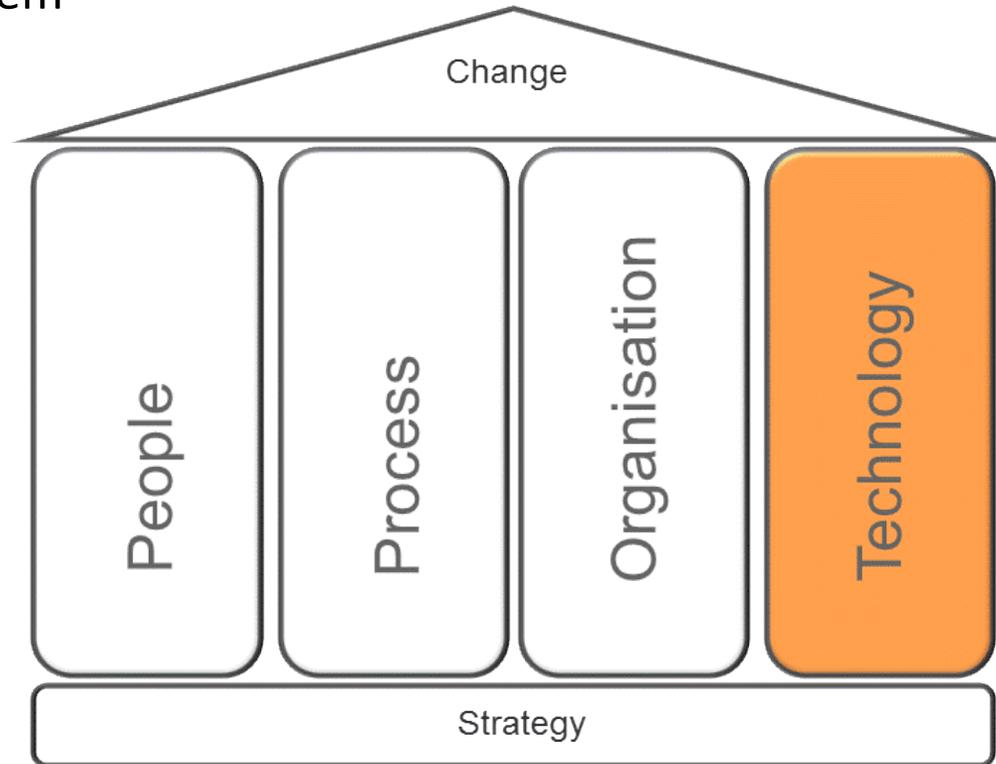
Enterprise Project Management (EPM), in broad terms, is the field of organizational development that supports organizations in managing integrally and adapting themselves to the changes of a transformation.

[Enterprise project management - Wikipedia](https://en.wikipedia.org/wiki/Enterprise_project_management)
en.wikipedia.org/wiki/Enterprise_project_management

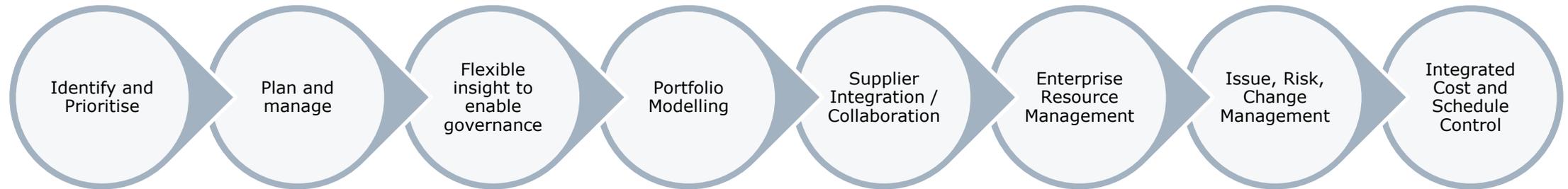
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EPM / PPM – Solutions

- The technology pillar of a portfolio, programme and project management 'ecosystem'

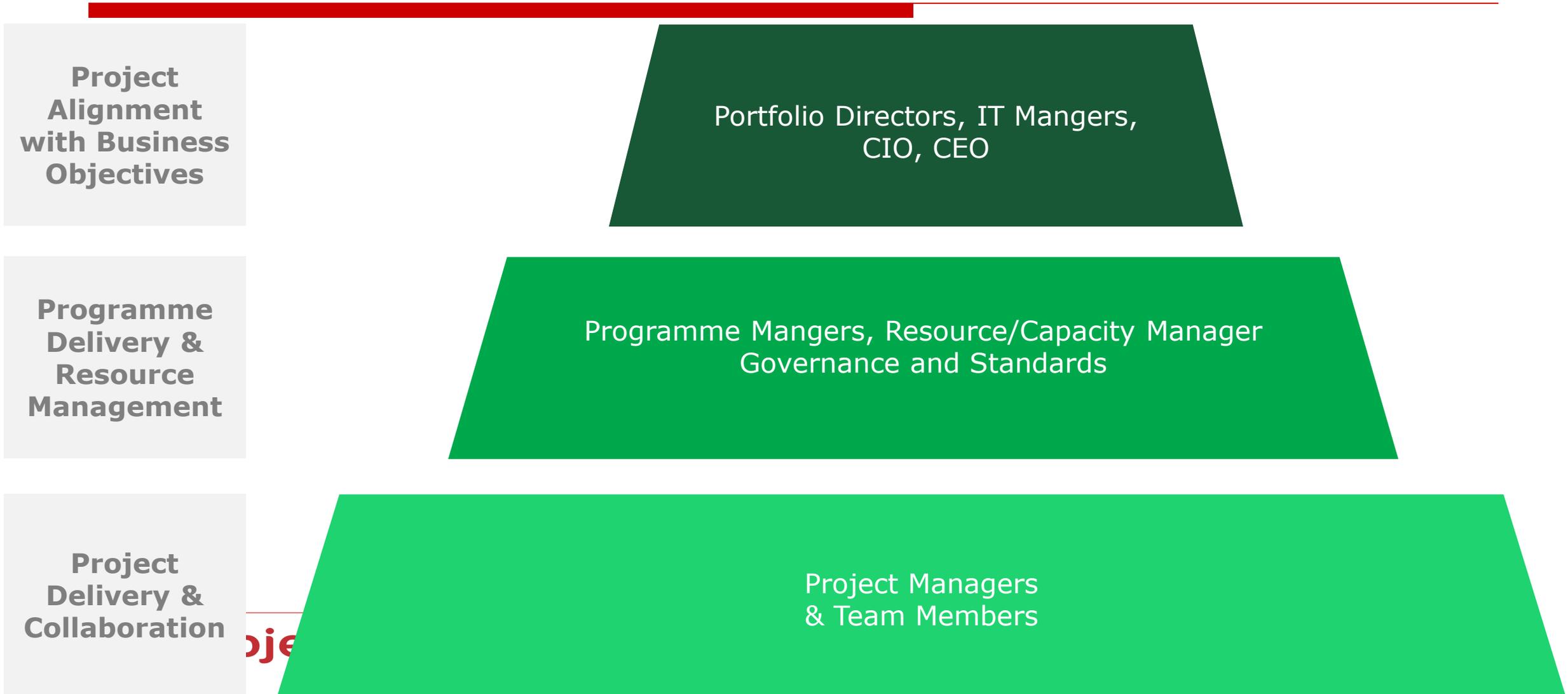


What to use it for?



doing the right things, doing them right

Typical PPM “Customers”



What challenges does it address?

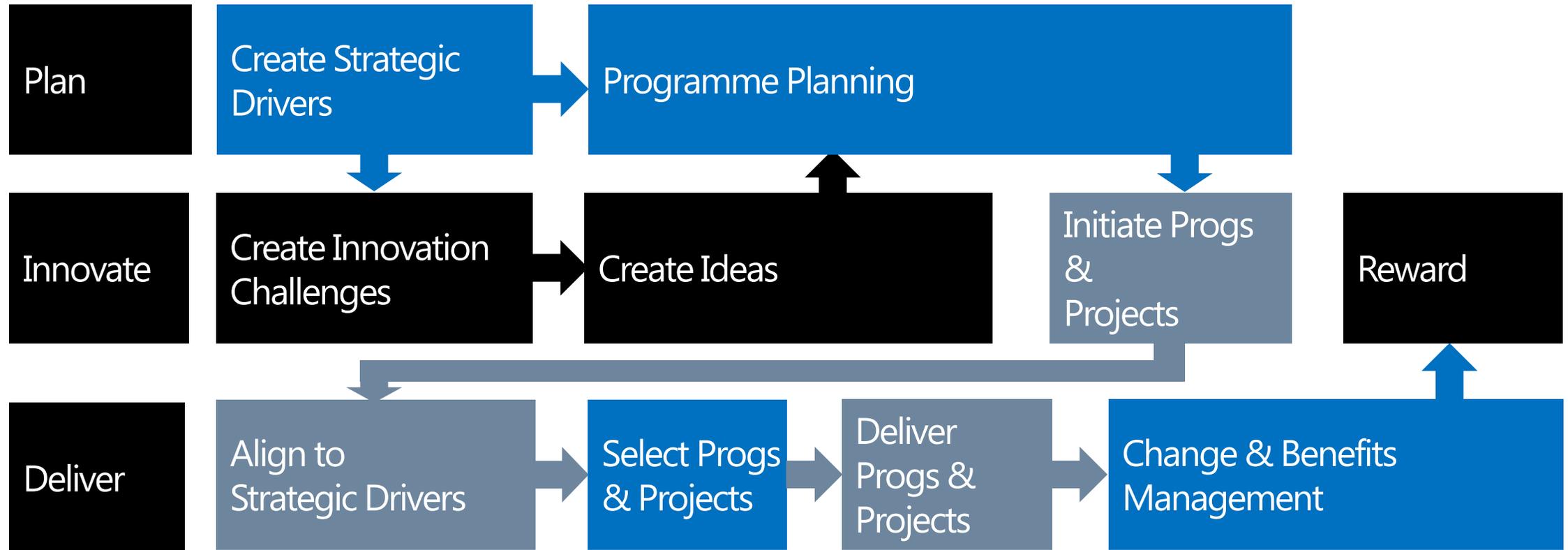
Scrutiny and Oversight impossible

- No definitive list of candidate projects
- Projects not prioritised
- Resource allocation between change and BAU not effective
- Projects happen without authorisation
- Integration not visible or managed

Status reporting unbelievable for the wrong reasons

- Deliverables not visible across the portfolio
- Planning not carried out / ineffective
- Limited understanding of resource capacity vs demand,
- Limited capture of progress & achievement
- Project benefits are not managed or realised

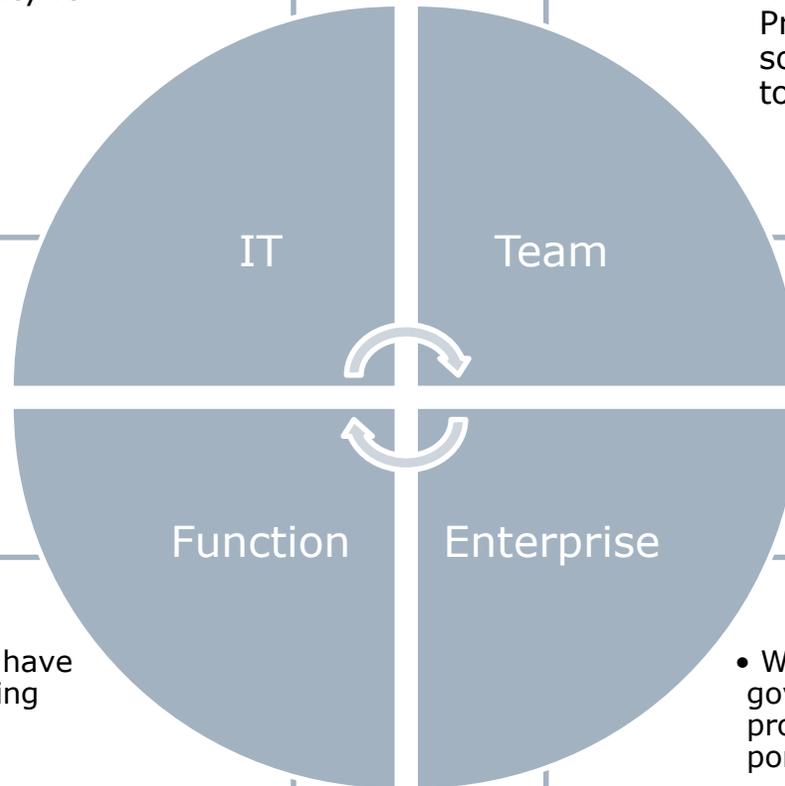
How does it fit us?



What is the intent?

**Basic benefit -
IT provides
core enabling
capability**

- Provide a facility for people to plan projects



- My large Programme needs something to hold it together with

**Specific Benefit -
one requirement
met for one area**

**Or approach to
change depends on
the solution strategy**

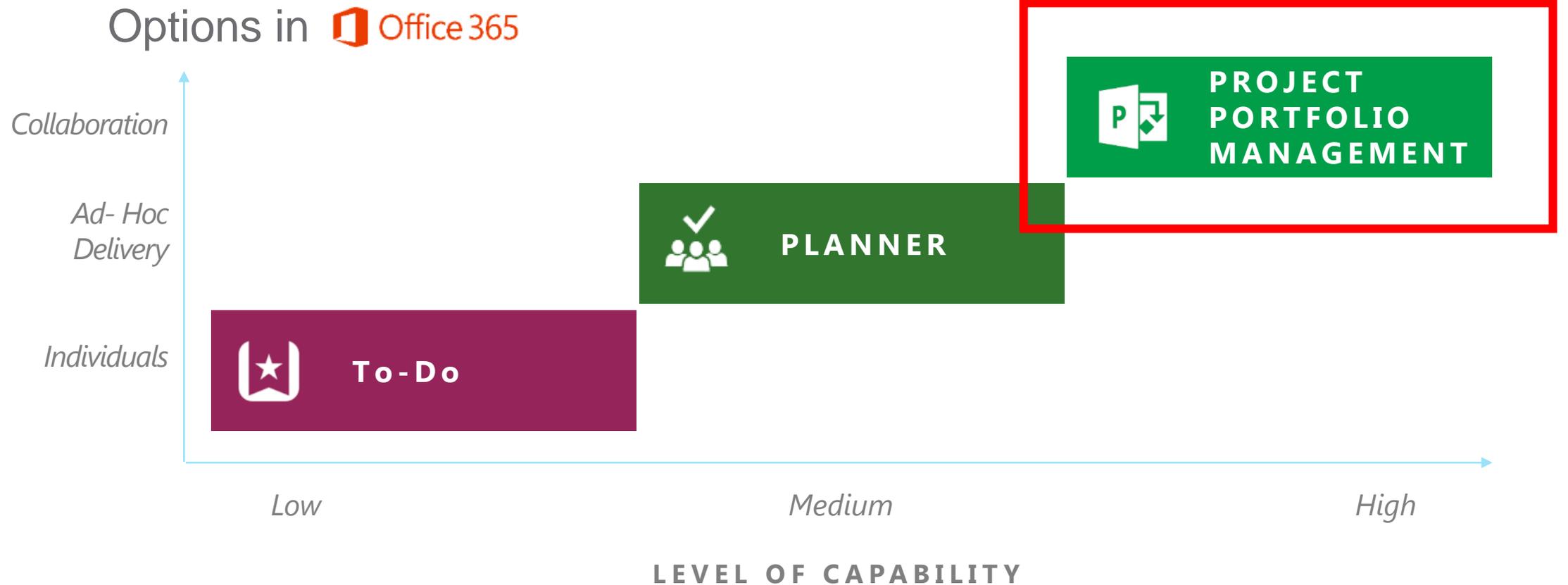
**Pro and con
benefit – but
PPM vision
impeded?**

- e.g. Finance - I have to get timesheeting sorted...

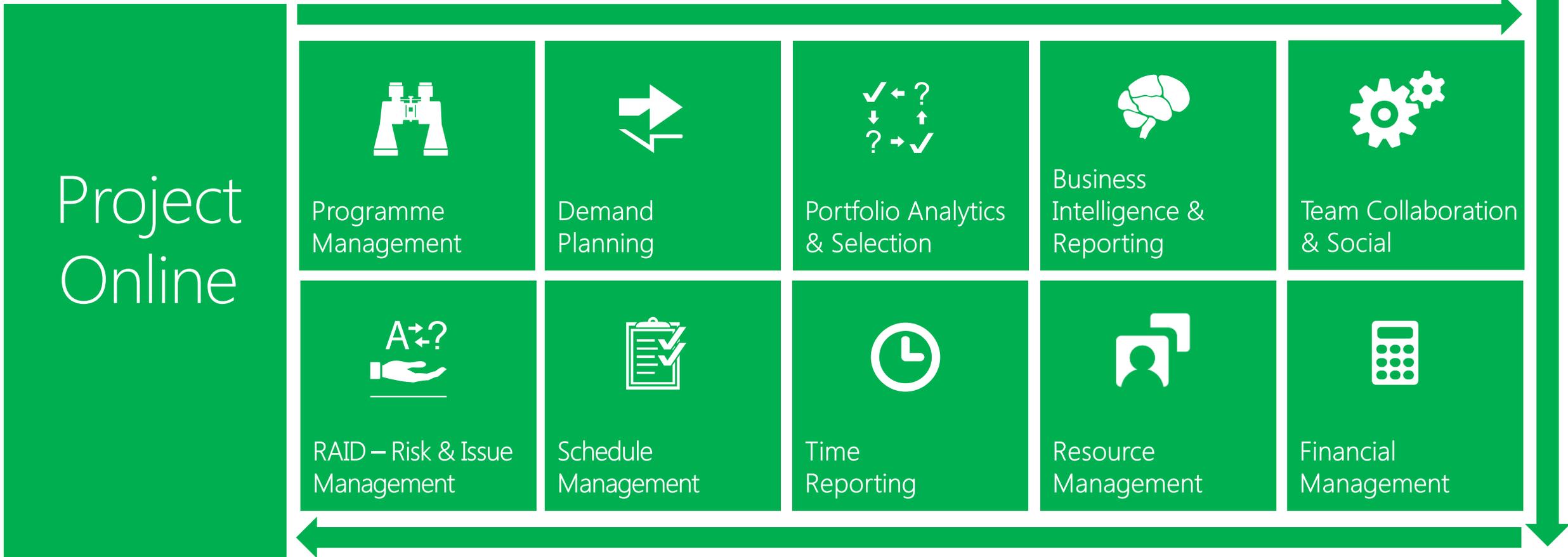
- We have to improve governance on our project and Programme portfolio

**Every one happy
Attainable? Once
step at a time?**

EPM / PPM – Solutions



For Example - Project Online



Some of the biggest failings in tool implementation?

Questionable Requirements

- What do people want rather than what does the business need?

Output focused

- Reports, Reports, Reports? – what about usage?

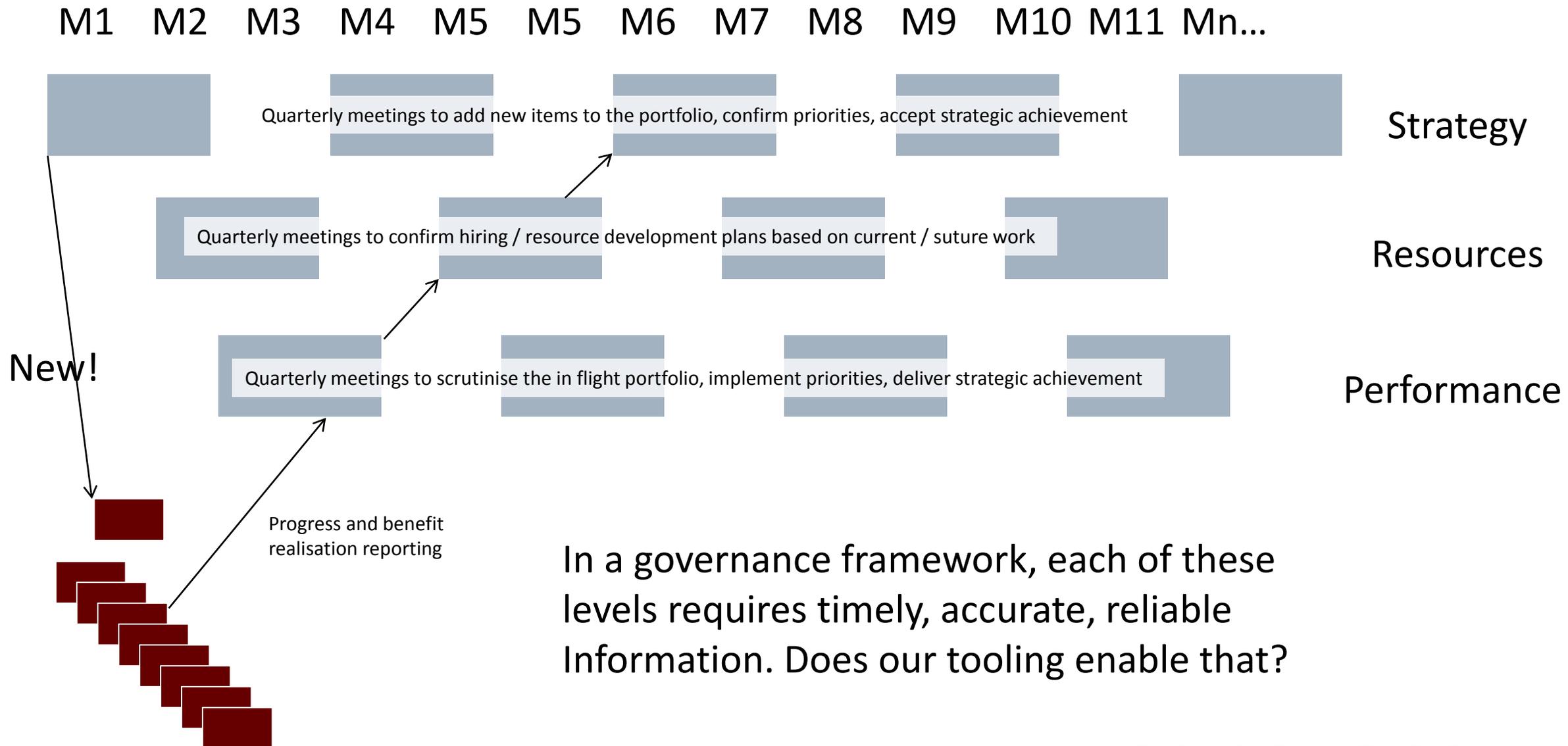
Not integrated

- How does this information help the business work?

How do requirements originate?

- Someone configures what they have had before?
- Start with something basic and we'll tweak it?
- What reports can we 'imagine' will be needed?
- Ask everyone what they want?
- Good idea – might it miss the customer input?
- Will that deliver the best considered solution?
- How good is our imagination? What is actually needed?
- Sounds good – but will this deliver utter confusion and inevitable disappointment?

Not Integrated? – Example Governance Framework



Understanding Governance Framework is vital!



Some of the biggest failings in tool implementation?

Unworkable

- Too much feature, never get it adopted

Not supported

- No one to help me, doesn't get better

Unachievable

- Misguided view of current capability

Why unachievable - Current State Optimism!

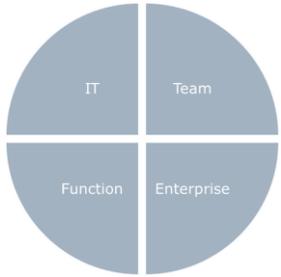


A. What do we think we have?

B. What do we actually have?

C. What should we actually have?

A better approach?



Change management – that's the thing I do after I've developed it, right?

Simple Answer

NO.

Definitions – Wikipedia

□ Business Transformation

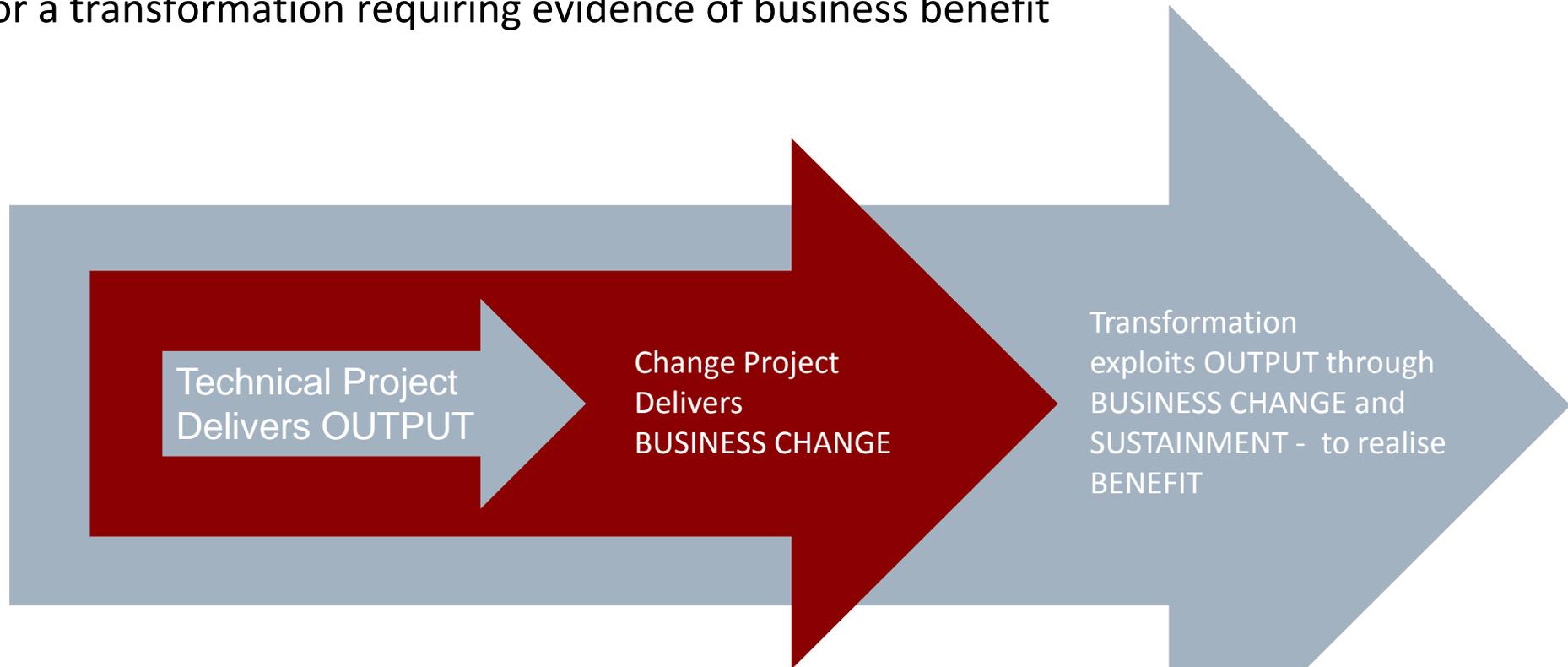
- Business transformation is about making fundamental changes in how business is conducted in order to help cope with a shift in market environment
- http://en.wikipedia.org/wiki/Business_transformation

□ Change Management

- Change management is an approach to transitioning individuals, teams, and organizations to a desired future state
- http://en.wikipedia.org/wiki/Change_management

Solution Strategy Planning

- Is the change a technical implementation, a business change or a transformation requiring evidence of business benefit



If not done effectively...

- Problems
 - do not get solved
 - become bigger problems
- Investments
 - do not realise anticipated benefits
 - waste resources that could have delivered different benefits
 - actually cause greater costs

- *People slow down change, do not adopt change, benefits harder to come by.*
- *If we make change stick we get benefits and we don't waste our money.*

Moments Important in a Transformation

**Original
Problem
Identification**

*CAN WE
AGREE
WHY?*

**Stakeholder
Management**

WHO FOR?

**Option
Appraisal**

*HOW BEST
TO...?*

**Getting Ready for Transformation does
not start at solution delivery**

Moments Important in a Transformation

Benefit Identification and Planning

*FOR BUY IN
TO THE
REASON
WHY*

Solution Strategy Planning

*REALISTIC
GOALS AND
TIMING*

Solution Design Review and Evaluation

*DOES IT
HIT THE
SPOT?*

Moments Important in a Transformation

Communication Planning

*DON'T
SCARE THE
HORSES*

Transformation Planning

*MAKING
SURE IT
CAN
HAPPEN*

Benefit Realisation Planning

*MAKING IT
CLEAR THIS
WILL BE
MEASURED*

Moments Important in a Transformation

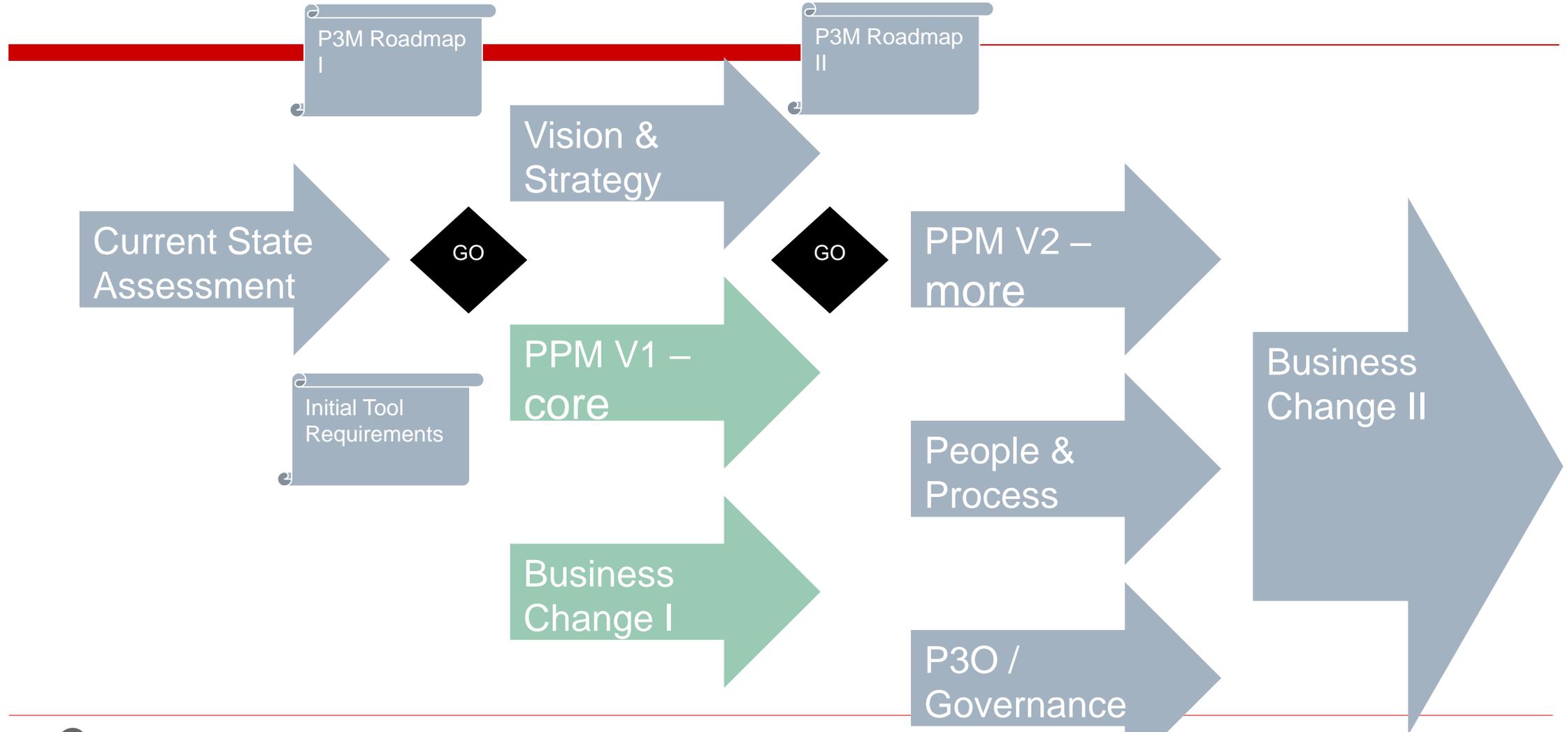
Initial Solution Introduction

*LEARNING HOW
TO MAKE IT
WORK, FETTLING*

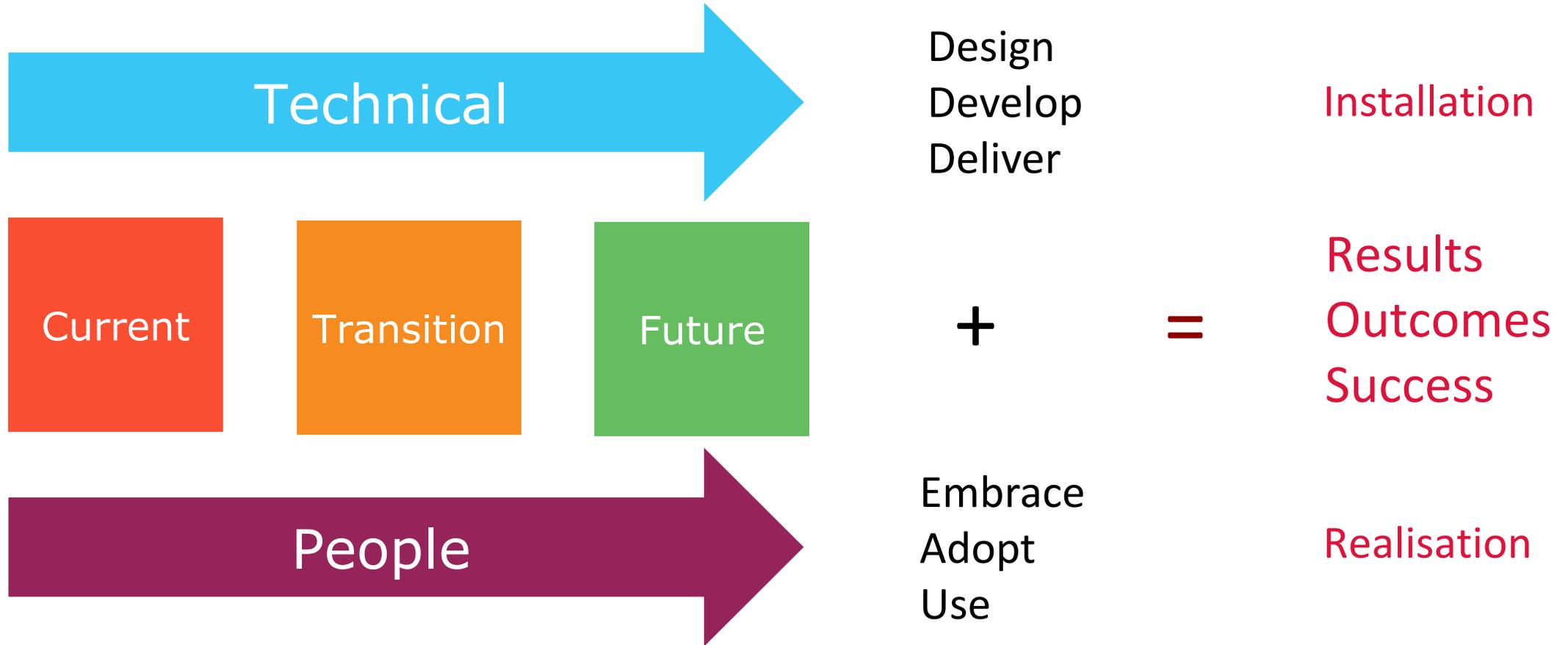
Benefit Realisation

*MAKING SURE
THIS (AND THE
NEXT)
INVESTMENT IS
WORTH IT*

Transformation - Method of Approach

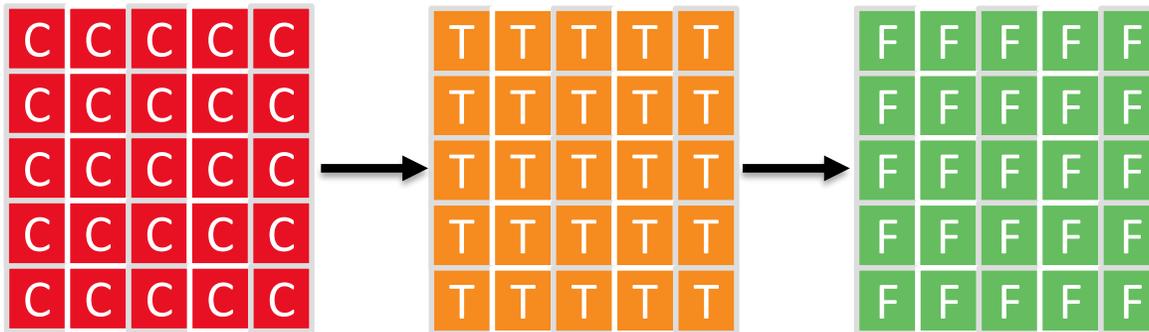


Successful Business Change



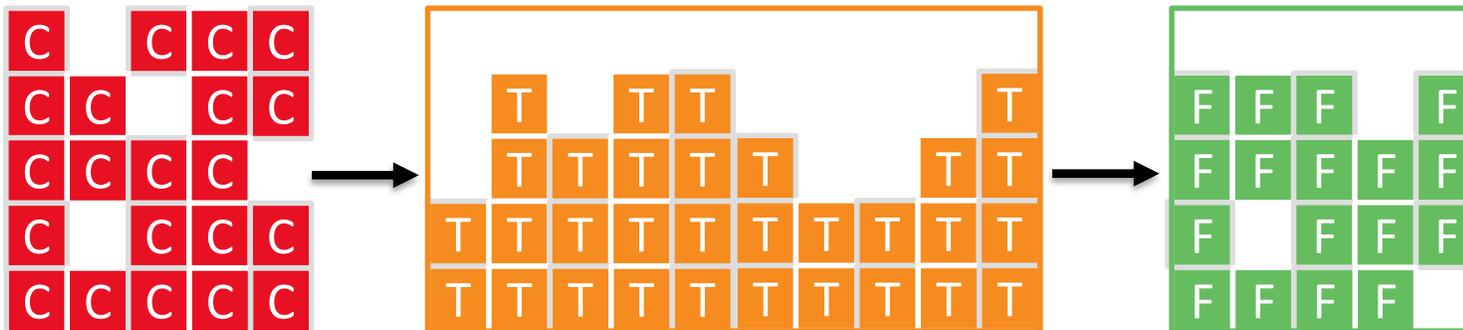
Individual transitions directly influence results

With effective Change Management



Faster, smooth ride,
more benefit

Without effective Change Management



Slower, rough ride,
less benefit

How to Manage Change?



Awareness of the business reasons for change.

Desire to engage and participate in the change.

Knowledge about how to change.

Ability to realize or implement the change at the required performance level.

Reinforcement to ensure change sticks.

Sustainment

No point in
change that
doesn't stick

No Complacency

Effective change

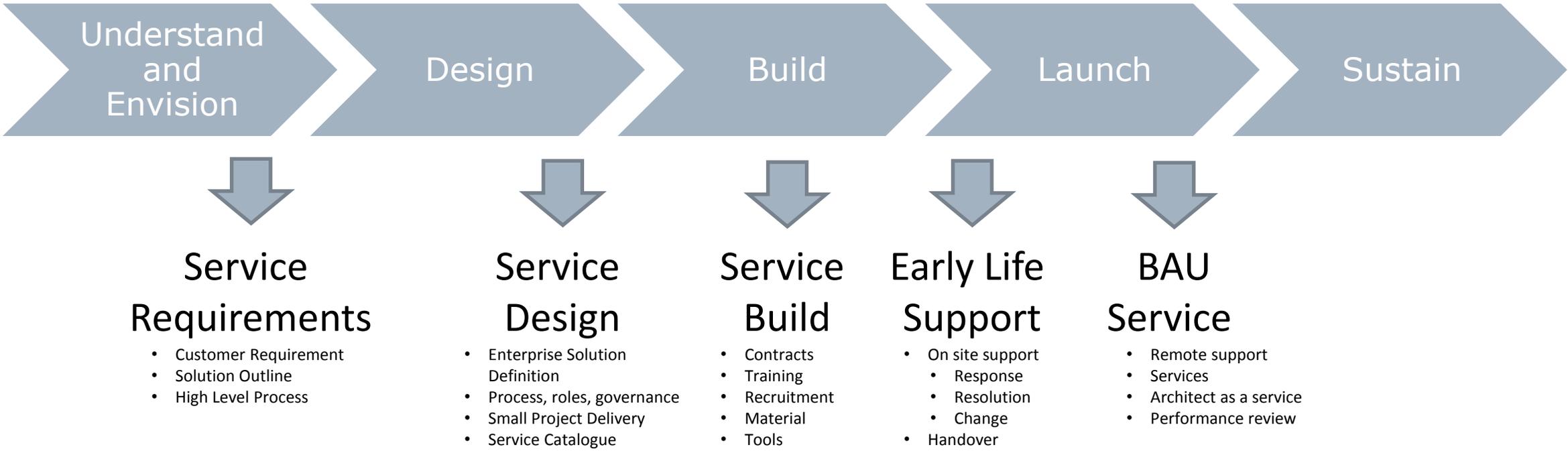
Support
Infrastructure

Business
Integration

Sustainment needs designing & building. And sustaining!

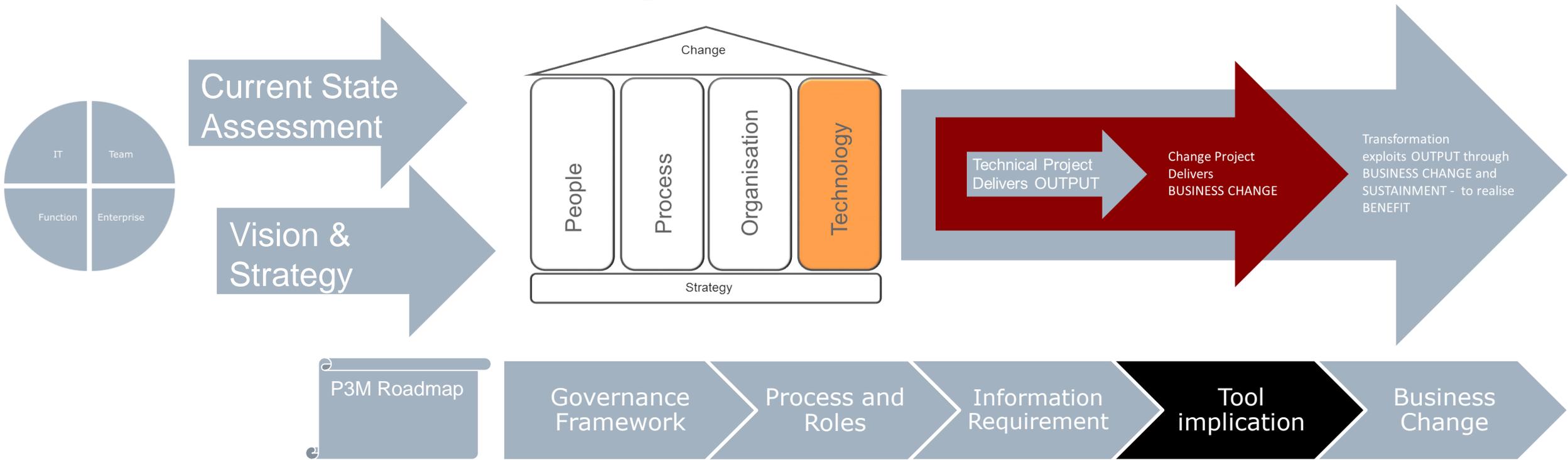


Service Readiness



Recap - Enterprise Project Management Solutions - Install and train, job done?

Er – NO. Ideally...



Thank you for listening

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