Effective Project Management

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| **Wysocki – Enterprise** |
| **Project Portfolio Management, Chapter 17****Enterprise-level Project Portfolio Model (EPPM), Chapter 18** |

Wysocki, Chapters 17,

Project Portfolio Management

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| **Project Portfolio Life Cycle** |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **Establish** | **🡪** | **Evaluate** | **🡪** | **Prioritize** | **🡪** | **Select** | **🡪** | **Manage** |  |  |  |
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| Project Portfolio Life Cycle 🡪 Project Stages |
| Establish (Consider Strategic Models)🡪 Resources & Business Position |
| Evaluate (Assign Projects to Models)🡪 Funding Allocation |
| Prioritize (Prioritize Project for Implementation)🡪 Numeric & Non-numeric Techniques |
| Select (Create a Balanced Porfolio)🡪 Graham-Englund Selection Model |
| Manage (Monitor and Control Porfolio)🡪 Process🡪 Agile version of Graham-Englund Selection Model |

Wysocki, Chapters 18,

Enterprise-level Project Portfolio Model (EPPM)

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| Portfolio-level EPPM Process Flow Life Cycle |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Collect | 🡪 | Analyze | 🡪 | Select | 🡪 | Initiate | 🡪 | Execute | 🡪 | Deploy |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Graham-Englund Selection Model to EPPMPhases & Phase GatesResourcesStakeholder Management |

Enterprise-level Project Portfolio Model (EPPM)

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|  |  |  |  |  |  |  | Business Environment |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Business Climate |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Market Opportunities |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Enterprise Capacity |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Objectives |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Strategies |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Tactics |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Projects, Programs, Portfolios |  |  |  |  |  |  |  |
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| Enterprise |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Vision/MissionStatement |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Objectives🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | Strategies🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Tactics🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Graham-Englund Selection Model to EPPM** |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | What projects should we do? |  |  |  | **Focus on** |  |
|  |  |  |  | **Enterprise** |  |
|  |  |  |  |  |  |  |  |  |  |  | **Business Value** |  |
|  |  | 🡪 | What projects can we do? |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | 🡪 | What projects will we do? |  |  |  |  |  |  |  |  |  |
|  |  |  |  | New |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | 🡪 | Will portfolios be balanced? |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  | 🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | 🡪 | How are portfolios performing? |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  | Active |  | 🡨 |  |  |  |  |  |  |  |  |  |
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| **Agile version of Graham-Englund Selection Model** |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | What projects should we do? |  |  |  | **Focus on** |  |
|  |  |  |  | **Agile** |  |
|  |  |  |  |  |  |  |  |  |  |  | **Project Portfolio** |  |
|  |  | 🡪 | What projects can we do? |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | 🡪 | What projects will we do? |  |  |  |  |  |  |  |  |  |
|  |  |  |  | New |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | 🡪 | How will the portfolio look? |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  | 🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | 🡪 | How is the portfolio doing? |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  | Active |  | 🡨 |  |  |  |  |  |  |  |  |  |
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| Portfolio-level EPPM Process Flow Life Cycle |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Collect | 🡪 | Analyze | 🡪 | Select | 🡪 | Initiate | 🡪 | Execute | 🡪 | Deploy |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |

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|  | **Collect Phase.** Input: Vision, Mission, and ObjectivesOutput: Project Overview Statement (POS) |  |
|  | From: Output**Phase Gate: Criteria**To: Input |  |
|  |  | **Analyze Phase.**Input: Project Overview Statement (POS)Output: Align ideas to strategies and prioritize strategies |  |
|  |  | From: Output**Phase Gate: Criteria**To: Input |  |
|  |  |  | **Select Phase.**Input: Prioritized strategiesOutput: Portfolios |  |
|  |  |  | From: Output**Phase Gate: Criteria**To: Input |  |
|  |  |  |  | **Initiate Phase.**Input: Portfolio plansOutput: Single strategic portfolio |  |
|  |  |  |  | From: Output**Phase Gate: Criteria**To: Input |  |
|  |  |  |  |  | **Execute Phase.**Input: Strategic portfolioOutput: Strategic portfolio performance review |  |
|  |  |  |  |  | From: Output**Phase Gate: Criteria**To: Input |  |
|  |  |  |  |  |  | **Deploy Phase.**Input: Performance reviewsOutput: Satisfying Conditions of Satisfaction (COS) and ensuring adequate business value |  |
|  |  |  |  |  |  | From: Output**Phase Gate: Criteria** |  |
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|  | **Resource** |  |
|  | **IRACIS Definition** |  | **Type** |  |
|  | IR: Increased Revenue |  | Financial |  |
|  | AC: Avoidance of Cost |  | Physical |  |
|  | IS: Improved Service |  | Human |  |
|  |  |  | Information |  |
|  |  |  | Intangible |  |
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|  | **Stakeholder Management** |  |
|  | Sponsors |  |  |
|  | Customers |  |  |
|  | Line Managers (LOB:Line-of-Business) | Business Responsibility |  |
|  | Functional Managers | Discipline Responsibility |  |
|  | Resource Managers | Resource Responsibility |  |
|  | Portfolio Managers | Strategic Decision Making Responsibility |  |
|  | Project Managers | Project Responsibility |  |
|  | Business Analyst | Deliverable Deployment Responsibility |  |
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|  | **EPPM RASCI Responsibility Matrix** |  |
|  |  Legend:**R** = Responsible**A** = Approve**S** = Support**C** = Consult**I** = Informed |  |
|  |  | **Collect** | **Analyze** | **Select** | **Initiate** | **Execute** | **Deploy** |  |
|  | Line Managers (LOB:Line-of-Business) |  |  |  |  |  |  |  |
|  | Functional Managers |  |  |  |  |  |  |  |
|  | Resource Managers |  |  |  |  |  |  |  |
|  | Portfolio Managers |  |  |  |  |  |  |  |
|  | Project Managers |  |  |  |  |  |  |  |
|  | Business Analyst |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |