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** | | | | | | | | | | | | | | | | | | | |
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|  | **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 | | | | | | | | | | | | |
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|  | Collect | 🡪 | Analyze | 🡪 | Select | 🡪 | Initiate | 🡪 | Execute | 🡪 | Deploy |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Graham-Englund Selection Model to EPPM  Phases & Phase Gates  Resources  Stakeholder 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 | | | | | | | | | | | | | | | | | | | |
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|  |  |  |  |  |  |  | Vision/Mission  Statement | | | | | | | |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Objectives🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | Strategies🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Tactics🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Graham-Englund Selection Model to EPPM** | | | | | | | | | | | | | | | | | | | |
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|  | What projects should we do? | | | | | | |  |  |  | **Focus on** | | | | | | | |  |
|  |  |  |  | **Enterprise** | | | | | | | |  |
|  |  |  |  |  |  |  |  |  |  |  | **Business Value** | | | | | | | |  |
|  |  | 🡪 | What projects can we do? | | | | | |  |  |  |  |  |  |  |  |  |  |  |
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|  |  |  |  | 🡪 | What projects will we do? | | | | | |  |  |  |  |  |  |  |  |  |
|  |  |  |  | New |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | 🡪 | Will portfolios be balanced? | | | | | |  | | | | |  |
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|  |  |  |  |  |  | 🡪 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | 🡪 | How are portfolios performing? | | | | | | | |  |  |
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|  |  |  |  |  |  | Active | | |  | 🡨 |  |  |  |  |  |  |  |  |  |
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| **Agile version of Graham-Englund Selection Model** | | | | | | | | | | | | | | | | | | | |
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|  | What projects should we do? | | | | | | |  |  |  | **Focus on** | | | | | | | |  |
|  |  |  |  | **Agile** | | | | | | | |  |
|  |  |  |  |  |  |  |  |  |  |  | **Project Portfolio** | | | | | | | |  |
|  |  | 🡪 | What projects can we do? | | | | | |  |  |  |  |  |  |  |  |  |  |  |
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|  |  |  |  | 🡪 | 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 | | | | | | | | | | | | |
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|  | Collect | 🡪 | Analyze | 🡪 | Select | 🡪 | Initiate | 🡪 | Execute | 🡪 | Deploy |  |
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|  | **Collect Phase.**  Input: Vision, Mission, and Objectives  Output: 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 strategies  Output: Portfolios | | | |  |
|  |  |  | From: Output  **Phase Gate: Criteria**  To: Input | | | |  |
|  |  |  |  | **Initiate Phase.**  Input: Portfolio plans  Output: Single strategic portfolio | | |  |
|  |  |  |  | From: Output  **Phase Gate: Criteria**  To: Input | | |  |
|  |  |  |  |  | **Execute Phase.**  Input: Strategic portfolio  Output: Strategic portfolio performance review | |  |
|  |  |  |  |  | From: Output  **Phase Gate: Criteria**  To: Input | |  |
|  |  |  |  |  |  | **Deploy Phase.**  Input: Performance reviews  Output: 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 |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |