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 | | | | | | | | | | | | |

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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** | | | | | | | | | | | | | | | | | | | |
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|  | **Establish** | | **🡪** | **Evaluate** | | | **🡪** | **Prioritize** | | | | **🡪** | **Select** | **🡪** | **Manage** | |  |  |  |
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|  |  | *Project*  *Proposal* | | **🡪** |  | **🡪** | *Align*  *Project* | | **🡪** |  |  |  |  |  |  | **🡪** | *Completed*  *Project* | |  |
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|  |  |  |  |  |  | **🡪** | *Reject*  *Project* | |  |  |  |  |  |  |  | **🡪** | *Canceled*  *Project* | |  |
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|  |  |  |  |  |  | **🡪** | *Revise*  *Project* | |  |  |  |  |  |  |  | **🡪** | *Postponed*  *Project* | |  |
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| **Possible Project Stages** | | | | | | | | | | | |
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|  | Proposed | | | | |  | Completed | | | |  |
|  |  | Aligned | | | |  |  | Canceled | | |  |
|  |  |  | Prioritized | | |  |  |  | Postponed | |  |
|  |  |  |  | Selected | |  |  |  |  | Active |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

**Establish a Portfolio Strategy**

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| **Project Portfolio Life Cycle** | | | | | | | | | | | | | | | | | | | |
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|  | **Establish** | | **🡪** | **Evaluate** | | | **🡪** | **Prioritize** | | | | **🡪** | **Select** | **🡪** | **Manage** | |  |  |  |
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| **1. Business Model and Business Strategy**  **2. Diverisity and Allocation of Resources**  **3. Project Portfolio & Strategic Planning** |

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|  | **Boston Consulting Group**  **Products/Services Matrix**  **BCG Matrix** | | Net Present Value | |  |  |  | **Project**  **Distribution**  **Matrix** | New | Enhancement | Maintenance |  |
|  | High | Low |  |  |  | Strategic |  |  |  |  |
|  | Probability of Success | High | A | C |  |  |  | Tactical |  |  |  |  |
|  | Low | B | D |  |  |  | Operational |  |  |  |  |
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| ***Enhance Market Position*** | | | | | |  | ***Allocate Skilled Human Resources*** | | | | | |

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|  | Projects | Growth  Projects | Survival  Projects |  |  |  | Projects | Infrastructure | Maintenance | New Products | Research |  |
|  | 1. |  |  |  |  |  | 1. |  |  |  |  |  |
|  | 2. |  |  |  |  |  | 2. |  |  |  |  |  |
|  | 3. |  |  |  |  |  | 3. |  |  |  |  |  |
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| ***Support Business Position*** | | | | |  | ***Coordinate Resources with Strategy*** | | | | | | |

**Evaluate Project Alignment to the Portfolio Strategy**

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| **Project Portfolio Life Cycle** | | | | | | | | | | | | | | | | | | | |
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|  | **Establish** | | **🡪** | **Evaluate** | | | **🡪** | **Prioritize** | | | | **🡪** | **Select** | **🡪** | **Manage** | |  |  |  |
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>Assign Projects to Models including Funding Categories

>Proposing party & Intake Committee

>Formal (Decision Models) vs. Informal (Negotiation)

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| **Project Portfolio Life Cycle** | | | | | | | | | | | | | | | | | | | |
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|  | **Establish** | | **🡪** | **Evaluate** | | | **🡪** | **Prioritize** | | | | **🡪** | **Select** | **🡪** | **Manage** | |  |  |  |
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**Prioritize Projects and Hold Pending Funding Authorization**

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| **Prioritize Projects** |
| **Non-numeric**  Forced Ranking  Q-Sort  Must-Do, Should-Do, Postpone (MoSCoW)  **Numeric**  Criteria Weighting  Paired Comparisons  Risk/Benefit |

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| **Forced Rank** | | | | | | | | |
|  | PPM Team Members | | | | | |  |  |
| Project | A | B | C | D | E | F | Rank  Sum | Forced  Rank |
| 1 | 2 | 5 | 3 | 2 | 1 | 6 | 19 | 2 |
| 2 | 4 | 3 | 2 | 7 | 9 | 10 | 35 | 6 |
| 3 | 7 | 4 | 9 | 8 | 6 | 3 | 37 | 7 |
| 4 | 1 | 8 | 5 | 1 | 2 | 2 | 19 | 3 |
| 5 | 3 | 6 | 8 | 4 | 7 | 5 | 33 | 5 |
| 6 | 8 | 9 | 10 | 9 | 10 | 8 | 54 | 9 |
| 7 | 5 | 1 | 1 | 3 | 3 | 4 | 17 | 1 |
| 8 | 6 | 2 | 4 | 5 | 4 | 1 | 22 | 4 |
| 9 | 10 | 10 | 7 | 10 | 8 | 9 | 54 | 10 |
| 10 | 9 | 7 | 6 | 6 | 5 | 7 | 40 | 8 |

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| **Q-Sort** | | | | | | | | | | | | | | | |
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|  |  |  | High | |  |  | Medium | |  |  | Low | |  |  |  |
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|  | Highest | |  | High | |  | Medium | |  | Low | |  | Lowest | |  |
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| **Paired Comparisons Model** | | | | | | | | | | | | | | |
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|  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Sum | Rank |  |
|  | 1 | **X** | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 1 | 1 | 7 | 2 |  |
|  | 2 | 0 | **X** | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 4 | 6 |  |
|  | 3 | 0 | 1 | **X** | 0 | 0 | 1 | 0 | 0 | 1 | 1 | 4 | 5 |  |
|  | 4 | 1 | 1 | 1 | **X** | 1 | 1 | 0 | 0 | 1 | 1 | 7 | 2 |  |
|  | 5 | 0 | 0 | 1 | 0 | **X** | 1 | 0 | 0 | 1 | 0 | 3 | 7 |  |
|  | 6 | 0 | 0 | 0 | 0 | 0 | **X** | 0 | 0 | 1 | 1 | 2 | 8 |  |
|  | 7 | 1 | 1 | 1 | 1 | 1 | 1 | **X** | 1 | 1 | 1 | 9 | 1 |  |
|  | 8 | 0 | 1 | 1 | 1 | 1 | 1 | 0 | **X** | 1 | 1 | 7 | 2 |  |
|  | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | **X** | 0 | 0 | 10 |  |
|  | 10 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | **X** | 2 | 9 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **Note: If 4🡪1 & 1🡪8, then 4🡪8** | | | | | | | | | | | | |  |

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| **Risk/Benefit Matrix** | | | | | | | | |
|  |  |  |  |  |  |  |  |  |
|  |  |  | Probability of Business Success | | | | |  |
|  |  |  | 1(high) | 2 | 3 | 4 | 5(low) |  |
|  | Probability of  Technical Success | 1(high) | GO | GO | GO | ? | NOGO |  |
|  | 2 | GO | GO | GO | ? | NOGO |  |
|  | 3 | GO | GO | ? | NOGO | NOGO |  |
|  | 4 | ? | ? | NOGO | NOGO | NOGO |  |
|  | 5(low) | NOGO | NOGO | NOGO | NOGO | NOGO |  |
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**1. What organizational constraints would direct use of technique?**

**2. How should techniques be implemented?**

**Select a Balanced Portfolio Using the Prioritized List**

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| **Project Portfolio Life Cycle** | | | | | | | | | | | | | | | | | | | |
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|  | **Establish** | | **🡪** | **Evaluate** | | | **🡪** | **Prioritize** | | | | **🡪** | **Select** | **🡪** | **Manage** | |  |  |  |
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| **Graham-Englund Selection Model** | | | | | | | | | | | | | | | |
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|  | What should we do? | | | | | | |  | | | | | | | |
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|  |  | 🡪 | What can we do? | | | | | |  | | | | | | |
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|  |  |  |  | 🡪 | What will we do? | | | | | |  | | | | |
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|  |  |  |  |  |  |  | 🡪 | How will we do it? | | | | | |  | |
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1. What are differences between ‘prioritizing’ and ‘balancing’?

2. How dynamic should this process be?

Example

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|  | **Project**  **Distribution**  **Matrix** | New | Enhancement | Maintenance |  |
|  | Strategic | Budget $3M | Budget $3M  P#2 $2M  P#10 $2M  P#6 $2M | Budget $3M |  |
|  | Tactical | Budget $3M  P#1 $2M  P#4 $1M  P#9 $1M | Budget $2M | Budget $1M  P#3 $4M |  |
|  | Operational | Budget $1M | Budget $2M  P#8 $3M | Budget $2M  P#7 $3M  P#5 $3M |  |
|  |  |  |  |  |  |
| ***Allocate Resources*** | | | | | |

Manage the Active Projects

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| **Project Portfolio Life Cycle** | | | | | | | | | | | | | | | | | | | |
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|  | **Establish** | | **🡪** | **Evaluate** | | | **🡪** | **Prioritize** | | | | **🡪** | **Select** | **🡪** | **Manage** | |  |  |  |
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|  | Monitor Performance of Project | 🡪 | 1. EVA – Events, Trends, Patterns  2.  3.  --- |  |
|  | Evaluate with Project Plan | 🡪 | On plan  Off plan  In trouble |  |
|  | Compare with Project Portfolio | 🡪 | Active Project  New Projects |  |
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1. Consider Communications Plan

2. How does a portfolio perspective impact communications?

Agile Project Portfolio Management

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| **Agile Project Portfolio Life Cycle** | | | | | | | | | | | | | | | | | | | |
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|  | **Establish** | | **🡪** | **Evaluate** | | | **🡪** | **Prioritize** | | | | **🡪** | **Select** | **🡨🡪** | **Manage** | |  |  |  |
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|  |  | *Project*  *Proposal* | | **🡪** |  | **🡪** | *Align*  *Project* | | **🡪** |  |  |  |  |  |  | **🡪** | *Completed*  *Project* | |  |
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|  |  |  |  |  |  | **🡪** | *Reject*  *Project* | |  |  |  |  |  |  |  | **🡪** | *Canceled*  *Project* | |  |
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|  |  |  |  |  |  | **🡪** | *Revise*  *Project* | |  |  |  |  |  |  |  | **🡪** | *Postponed*  *Project* | |  |
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| **Agile Project Management (Iterative & Adaptive)** | | | | | | | | | | | | | | |
|  | Clear |  | Not Clear | | | | | | | | |  |  |  |
|  | --Goal-- |  | -------------------Solution------------------- | | | | | | | | |  |  |  |
|  |  |  |  | | | | | | | | |  |  |  |
|  | Scope |  | Plan | |  | Launch |  | Monitor |  | Close | |  | Close |  |
|  |  |  |  | |  |  |  | & Control |  |  | |  | Project |  |
|  |  |  |  |  | Iterations or Cycles | | | | |  |  |  |  |  |
|  |  |  |  | |  | 🡨 |  | 🡨 |  |  |  | Postpone | |  |
|  |  |  |  | |  |  |  |  |  |  |  | Cancel | |  |
|  |  |  |  | |  |  |  |  |  |  | |  |  |  |

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| **Agile version of Graham-Englund Selection Model** | | | | | | | | | | | | | | | | | | | |
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|  | What projects should we do? | | | | | | |  | | | | | | | | | | |  |
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|  |  | 🡪 | What projects can we do? | | | | | |  | | | | | | | | | |  |
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|  |  |  |  | 🡪 | What projects will we do? | | | | | |  | | | | | | | |  |
|  |  |  |  | new |  |
|  |  |  |  |  | active |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | 🡪 | How will portfolio look? | | | | | |  | | | | |  |
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|  |  |  |  |  |  |  |  |  | 🡪 | How is the portfolio doing? | | | | | | | |  |  |
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