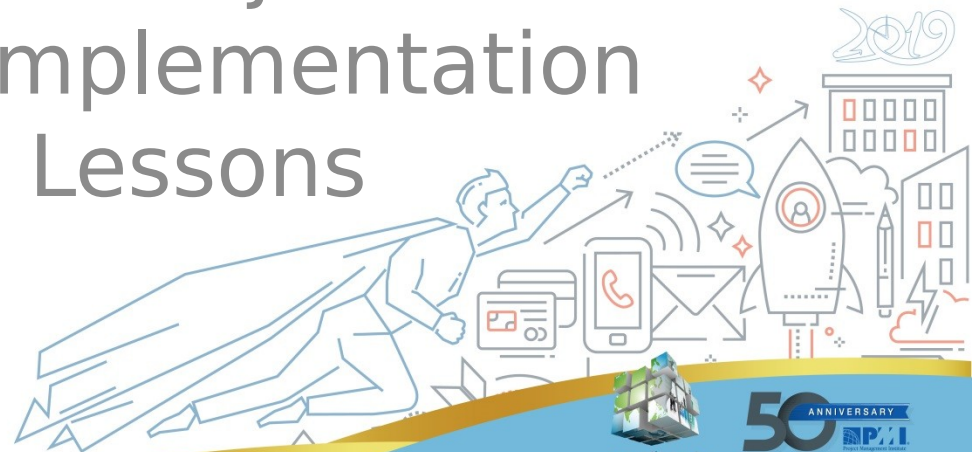




與時俱進  迎向專案管理的未來
Staying Ahead: Building a future-proof Project Management Profession

PPM / Multi Project Management Implementation Learned Lessons



www.pmic.org.tw



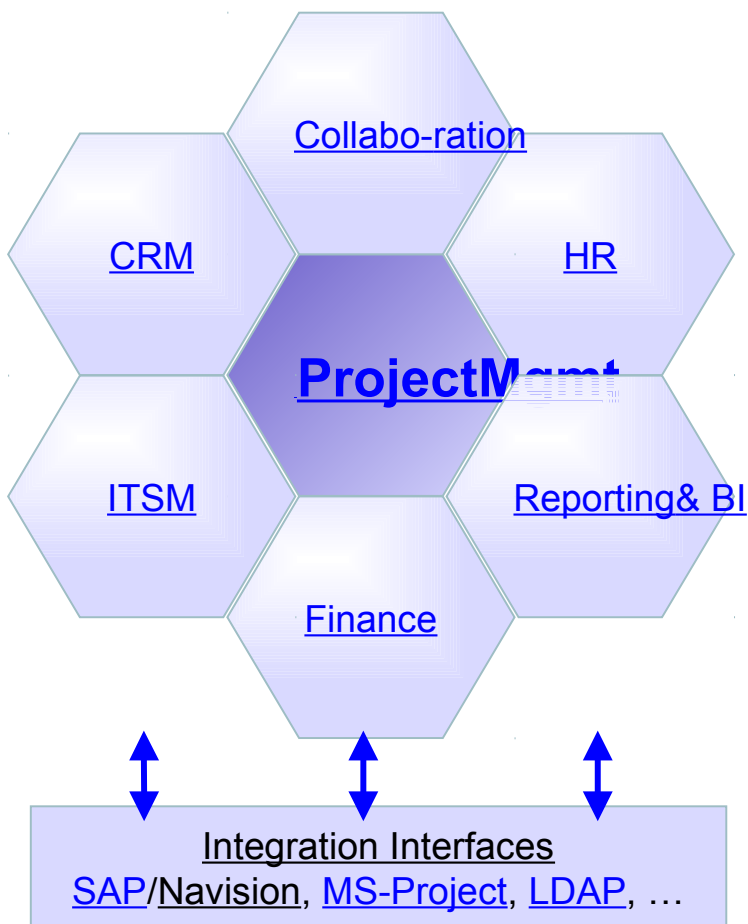
PMI台灣專案管理國際論壇
PMI Taiwan International Congress

Lessons from ~300 PMO Projects

- #1: Reasons for Resistance
- #2: Change Management
- #3: Management Buy-In
- #4: Six Types of Power
- #5: Force-Field Analysis
- #6: Gradual Roll-Out

- Extra Section: Technical Lessons

What is or does]project-open[?



What is]project-open[?

-]po[is an open source project management application with a focus on finance and collaboration.
- It's main purpose is to coordinate the work of project managers, project members and stake holders across multiple projects.
- Target organizations are companies or corporate departments that need to track finances, tasks, and resources for a large number of concurrently running projects.

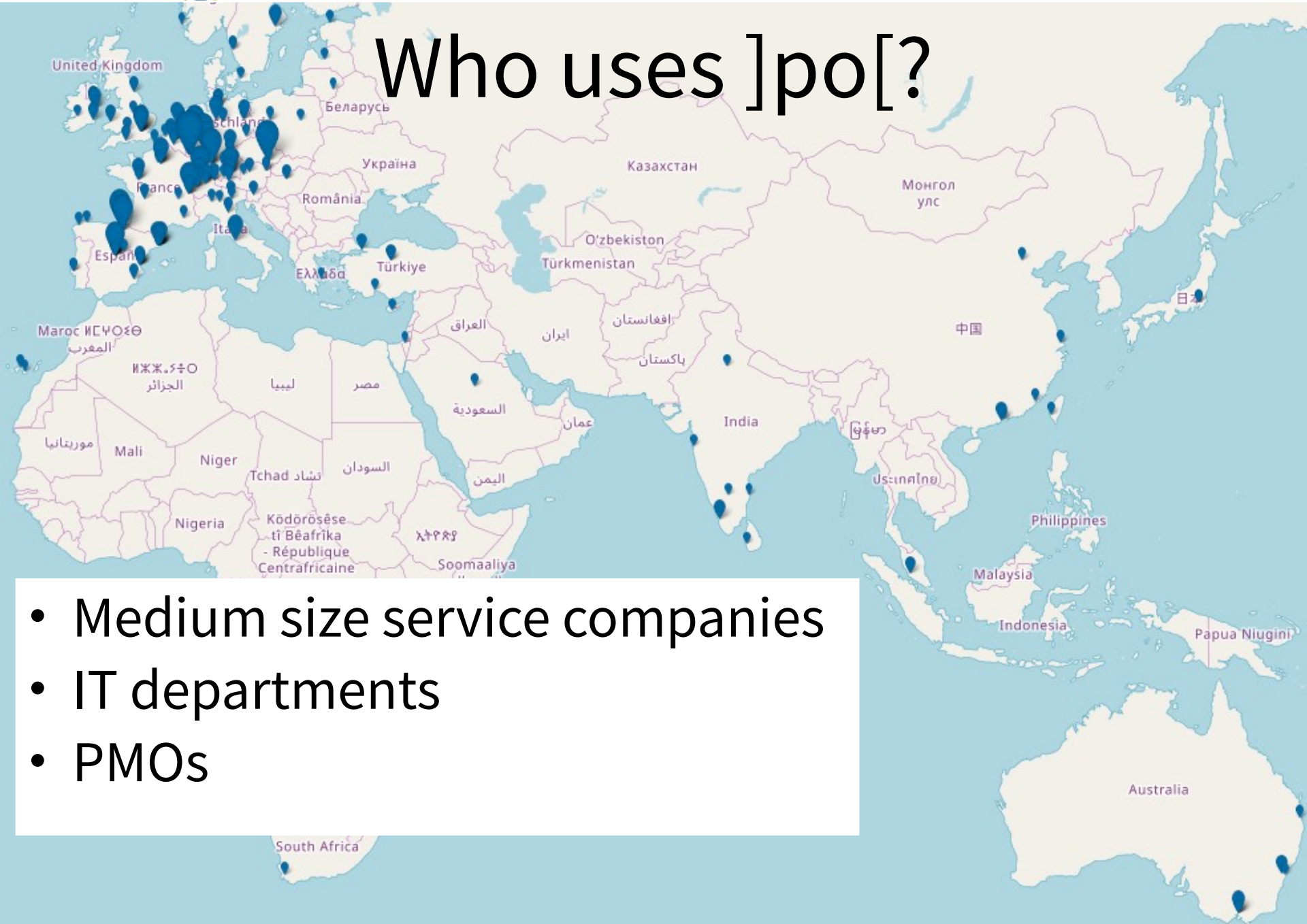
Customers

- ~6.000 companies worldwide use]po[in production.
- Top #3 European Bank (~1.500 users)
- Basler Kantonalbank (~300 users)
- Eroski Supermarkets (~300 users)
- Cambridge Technology Partners (~250 users)
- Seguros Lagunar Aro (~150 users)
- DHL Malaysia (~150 users)
- VAW arvato S.L. (Bertelsmann) (~60)

Achievements

- Optaros: "3 stars - mature" enterprise readiness rating
- Heise.de: "Germany's #3 open-source ERP/CRM application"
- Ohloh: "#1 open-source web application with 3.000.000 lines of code"
- SourceForge: Ranking between #50-200 and 80.000 downloads of]po[V3.5

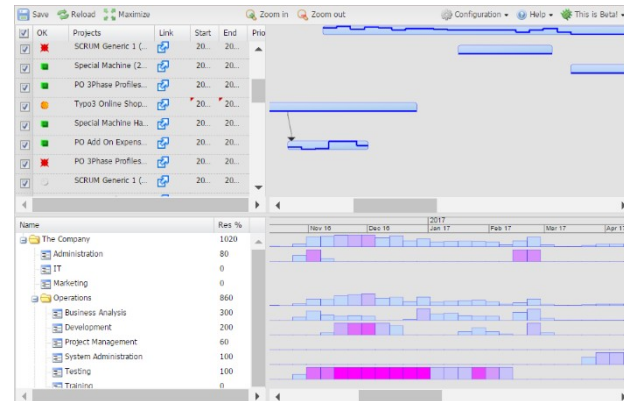
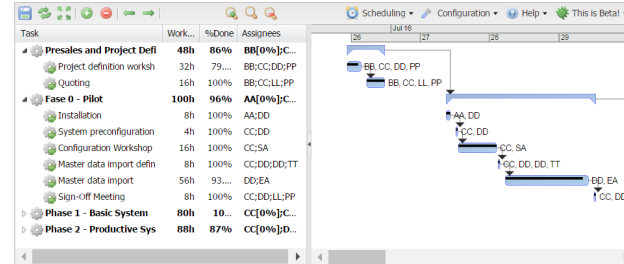
Who uses]po[?



- Medium size service companies
- IT departments
- PMOs

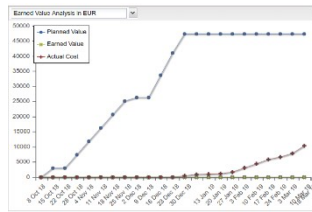
]project-open[V5.0 Highlights

- HTML5 Gantt Editor:**
 Drag-and-drop editing of project schedules similar to Project Libre, Gantt-Project or Microsoft Project.
- HTML5 Portfolio Planner:**
 Editor for project portfolios including what-if scenarios, cross-project dependencies and resource forecasting
- HTML5 Task Management:**
 Easy overview of tasks to do for or the current user or tasks to be done for the PM

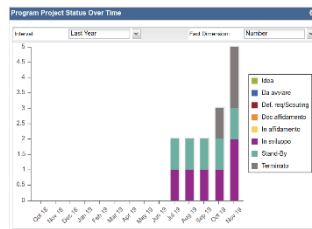


]project-open[V5.0 Diagram Gallery

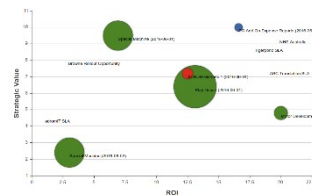
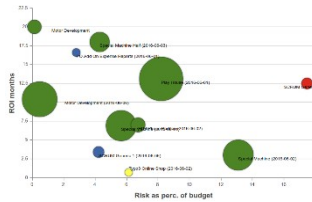
- **Project Earned Value:**
Planned vs. actual value



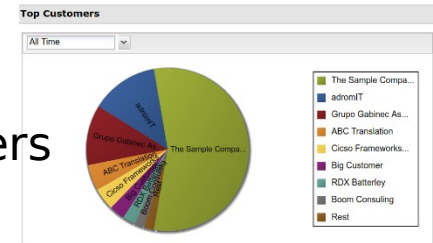
- **Program Project Status:**
History of status of projects in a program



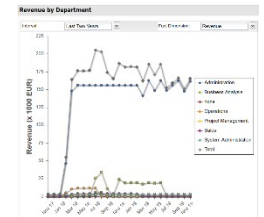
- **Portfolio Scoring:**
 - Risk vs. ROI
 - Strategic vs. ROI
 - ...



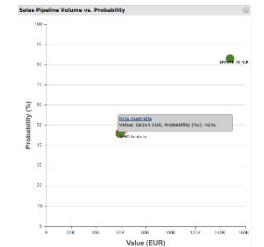
- **Finance Top Customers:**
Top 10 customers



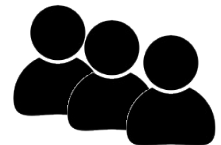
- **Revenue by Dept/BU**



- **CRM Sales Portfolio:**
Including drag-and-drop editing



- **DIY:**
Instructions available to build diagrams yourself:
www.project-open.net/en/tutorial-sencha-ajax-portlets



]po[is Open Source Software

- Download]project-open[„Community “: <http://www.sourceforge.net/projects/project-open/files/project-open/V5.0/>
- 90% of customers use the community edition, even large ones
- We earn 90% of our money from consulting, training and customizations
- Enterprise edition available at 1/10th of any competing product.

Lessons from ~300 PMO Projects

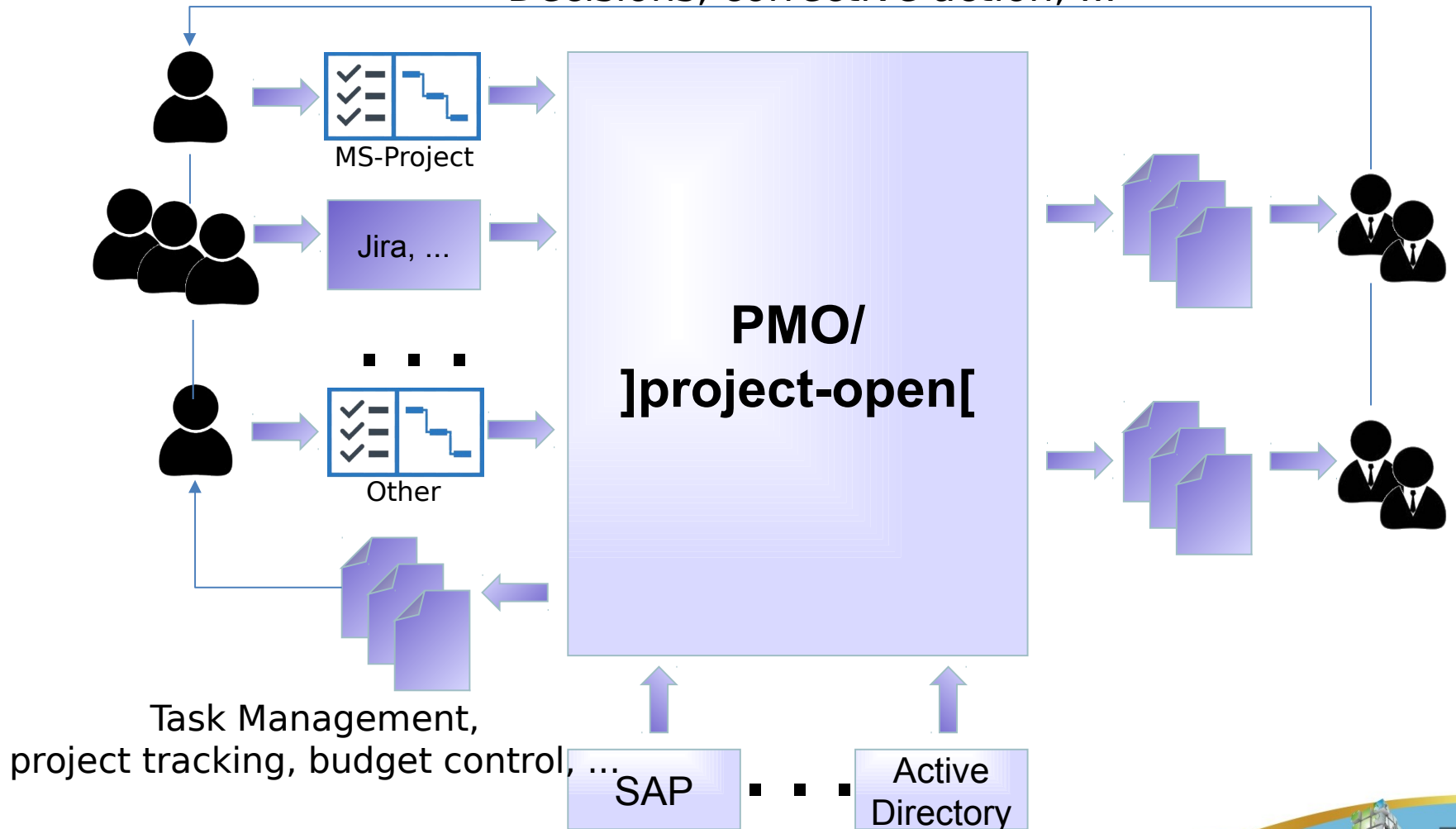
- #1: Reasons for Resistance
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What is a PMO (Project) Anyway?

Project managers, Project project team, ... Data

Executive Stake- Reports holders
Decisions, corrective action, ...



„Principal – Agent “ Problem

The “principal – agent” problem [...] occurs when one person or entity (the "agent"), is able to make decisions and/or take actions on behalf of, or that impact, another person or entity: the "principal".

Wikipedia

- Principal: Corporate Management
- Agent: PM, Department heads, ...

Power

The capacity or ability to direct or influence the behavior of others or the course of events.

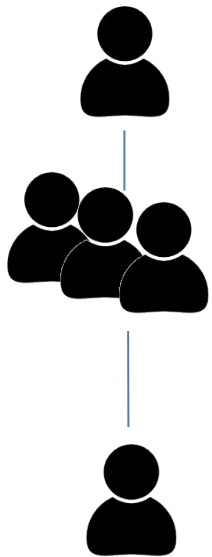
OXFORD English Dictionary

Power Shift

Improving the quality/sophistication of a PMO leads to a shift of power:

- Senior management will gain power by better reports which will improve the oversight of projects.
- Project managers and department heads may lose certain independence and therefore power

Lesson #1: Reasons for Resistance



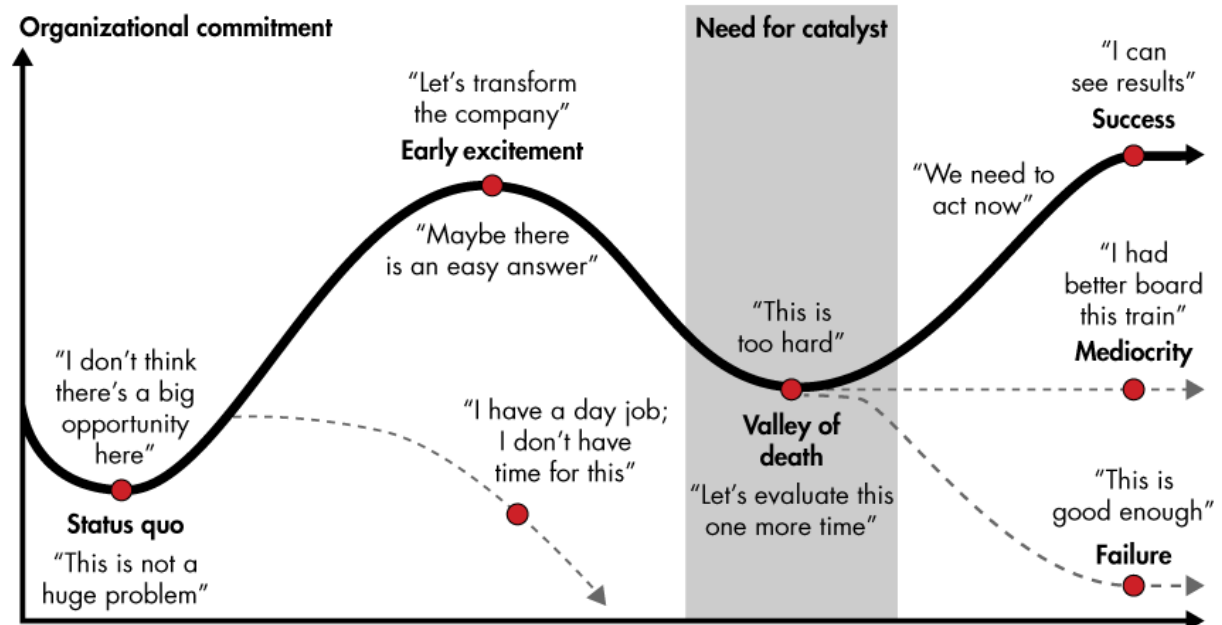
- PMO transparency will discover project deviations, errors, not officially approved activities and worse.
- PMO efficiency may reduce the workload for certain administrative roles, who fear being laid off or to get a different job.
- PMs may fear being compared (benchmarked) with other PMs.
- Increasing reporting details may lead to higher time effort for PMs.
- PMO implementation may require common PM methodology and „common language “. This means that PMs may have to change their way of working.
- ...

Lesson #2: Change Management

nt

Figure 1: Beware the "valley of death" in change programs

- Involve PMs and users already during design phase!
- Establish a „Key User “ as an ambassador to other users.
- Google „change management tutorial “



Lesson #3: Management Buy-In

Common knowledge:

- Management buy-in is most important PMO project success factor.

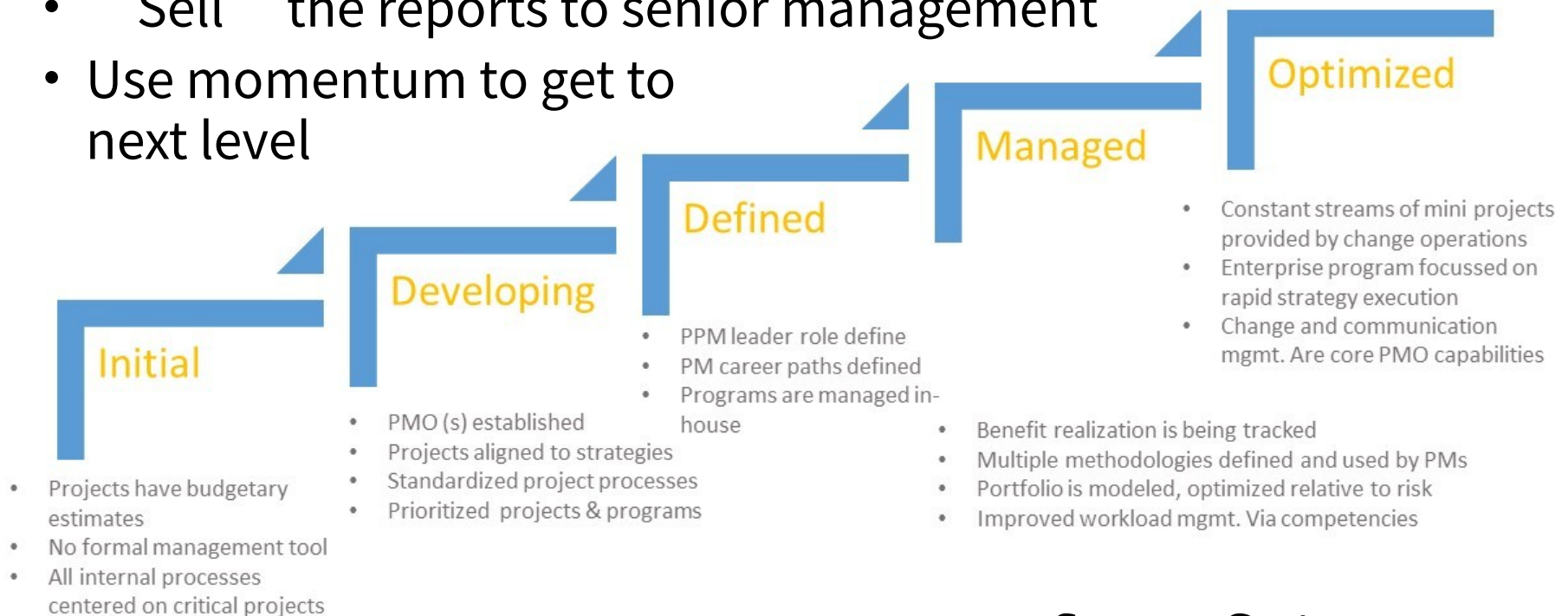
Not completely wrong. But what if you just don't have the buy-in (yet)?
Here is the way to get it:

- Check if somebody important is looking at your data.
Can you make additional stake-holders look at you data?
 - **Financial managers are your friends!**
 - Do the internal „customers“ of the PMO projects get regular reports?
 - What about BU heads or departments affected by projects?
- What reports/indicators are they used to see or want to see?
- From there you have to work backwards:
 - What input data are needed for the reports?
 - How to get this data?
 - Who has the knowledge to produce this data?
 - How to get the appropriate quality?
 - How can you make the knowledge bearers enter (and update!) them happily?

Lesson #3: Buy-In with CMM

PMO Capability Maturity Model:

- Start right where you are
- Produce whatever reports you can
- “Sell” the reports to senior management
- Use momentum to get to next level



Source: Gartner

Lesson #4: Six Types of Power

according to John French and Betram Raven (1965)

Use wisely all of the six types, according to personal and organizational needs.

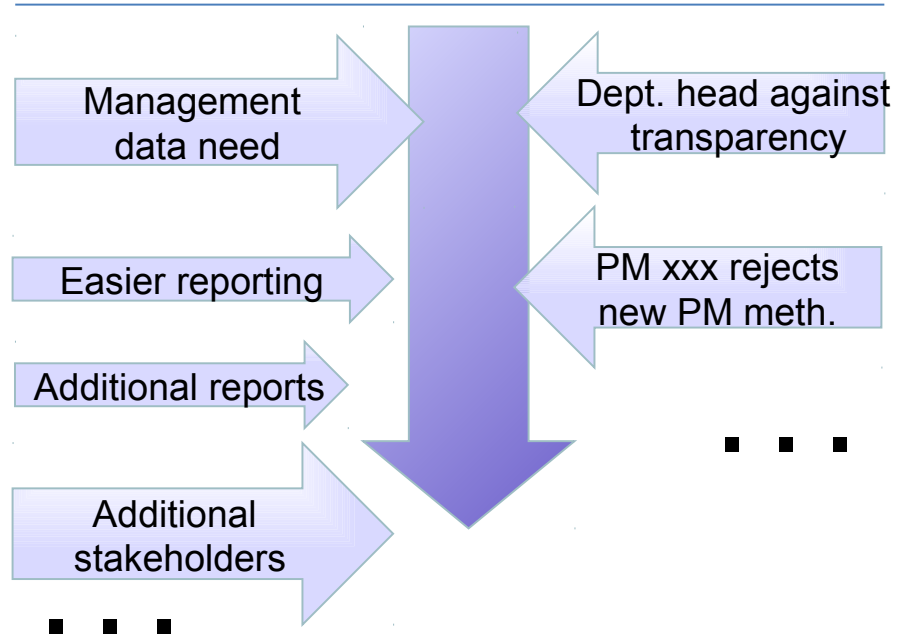
- Coersive power – thread of force
- Reward power – offer or deny rewards
- Legitimate power – by position of authority
- Referent power – respect to group
- Expert power – superiority of experience
- Informational power – by information

Lesson #5: Force-Field Analysis

according to Kurt Levin

- Draw a diagram of forces for and against change
- Strengthen the positive forces and provide them support
- Develop strategies to mitigate or sideline negative forces
- Input for other areas:
 - Stakeholder analysis
 - Risk analysis

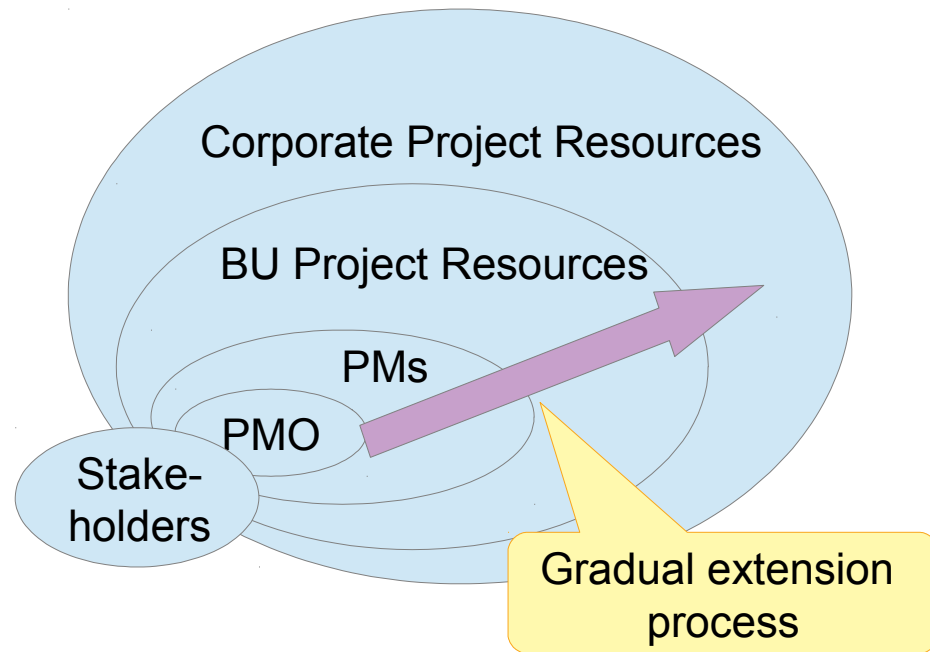
Forces for Change Forces against Change



<Go through all persons involved and note if they are in favor or against the project, and what their impact can be. Find out what you can offer to them in order to pull them to your side.>

Lesson #6: Gradual Roll-Out

- Be clear about the scope of your project. It may be easy to implement a PMO in your BU, but forcing other departments or BUs to use your tool you may need a level of power not (yet) available to you.
- **Success is a source of power.** Once powerful stakeholders see your fancy reports or get access to real-time project information (in other BUs), they may grant additional power to you...



Technical Lessons – Goal Hierarchy

