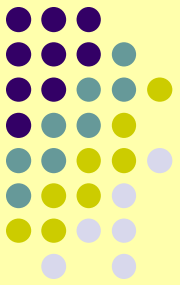
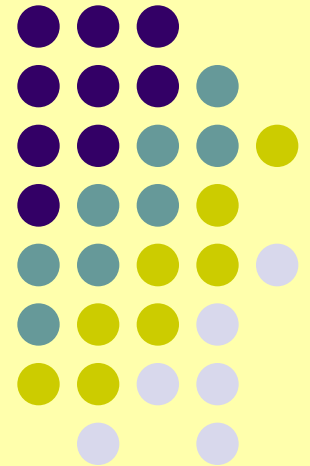


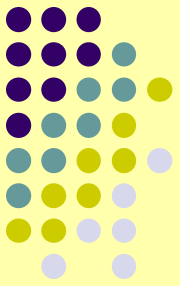
Characteristics of Project-friendly Enterprise



Dr. Vittal Anantatmula
Western Carolina University

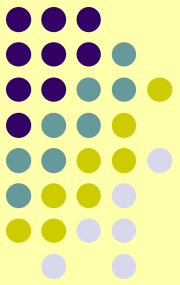


Agenda



- Competent practices and professionals
- Productive teams
- Sophisticated project management enterprises

Project Management



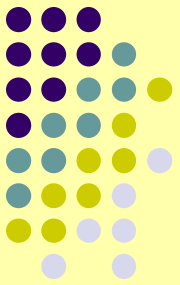
● Project Planning

- Use
 - Scope
 - Quality
- Predict
 - Cost
 - Schedule
 - Risk
- Promise
 - Reporting
 - Variance remedies
 - Change management

● Project Execution

- Use
 - Most recent plans
- Monitor
 - Cost
 - Schedule
 - Scope
- Manage Changes to
 - Cost
 - Schedule
 - Scope

Project Management Activities



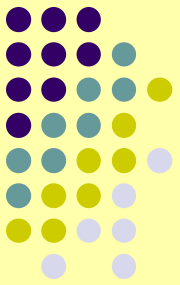
- Plan and Implement

- Predict the progress of the team for the next cycle, and beyond
- Enhance the plans with passage of time
- Modify the plans in line with environmental changes
- Implement the enhanced plans

- Substance of Plans

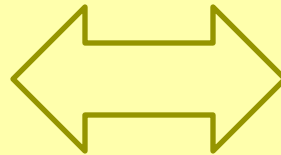
- Projects: Cost, Duration, Scope, Quality
- Portfolio of Projects: Success Rate, Improvement Rate
- Proposals: Cost, Duration, Technical Compatibility
- Portfolio of proposals: Win Rate, Profit Rate

Individual Project



- Project Facets

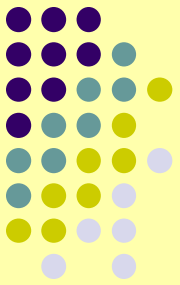
- Cost
- Duration
- Risk
- Contract
- Teamwork
- Business case



- Manage These Project Facets During

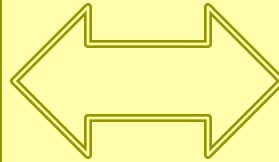
- Planning
- Fine tuning
- Change management
- Trade-off analysis

Individual Proposal



- Proposal Facets

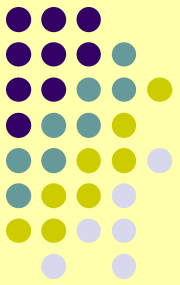
- Cost of proposal
- Cost of project
- Schedule of proposal
- Probability of winning the contract
- Duration of project
- Technical Compatibility of project
- Expected profit from project



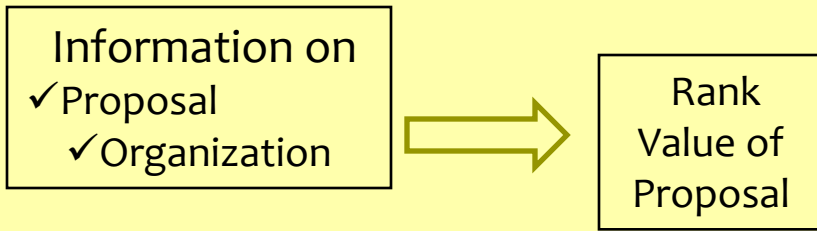
- Manage These Proposal Facets During

- Planning
- Fine tuning
- Change management
- Trade-off analysis

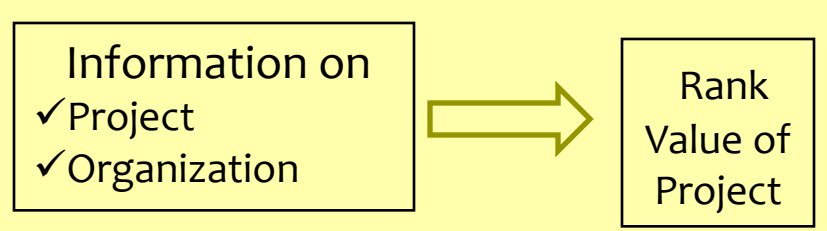
Prioritizations Models



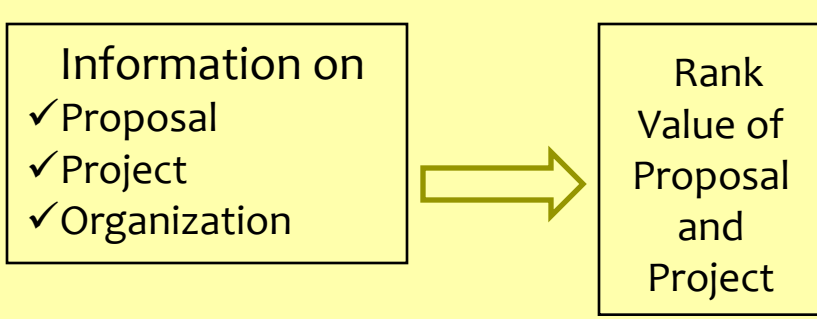
● Proposal



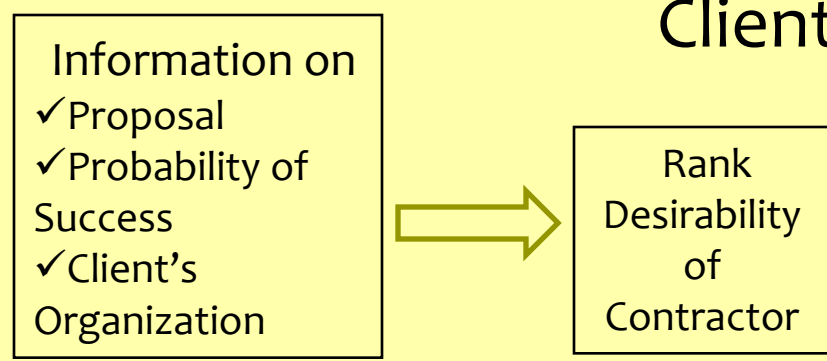
● Project



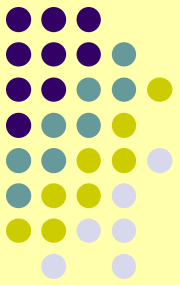
● Portfolio



Client



Measurable Attributes



● Proposals

- Cost
- Duration
- Technical Compatibility

● Projects

- Cost
- Duration
- Scope/Quality

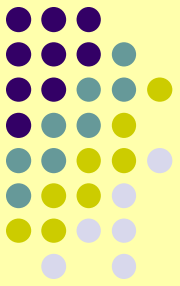
● Portfolio of proposals

- Win rate
 - By number
 - By cost
- Verification of value to enterprise

● Portfolio of projects

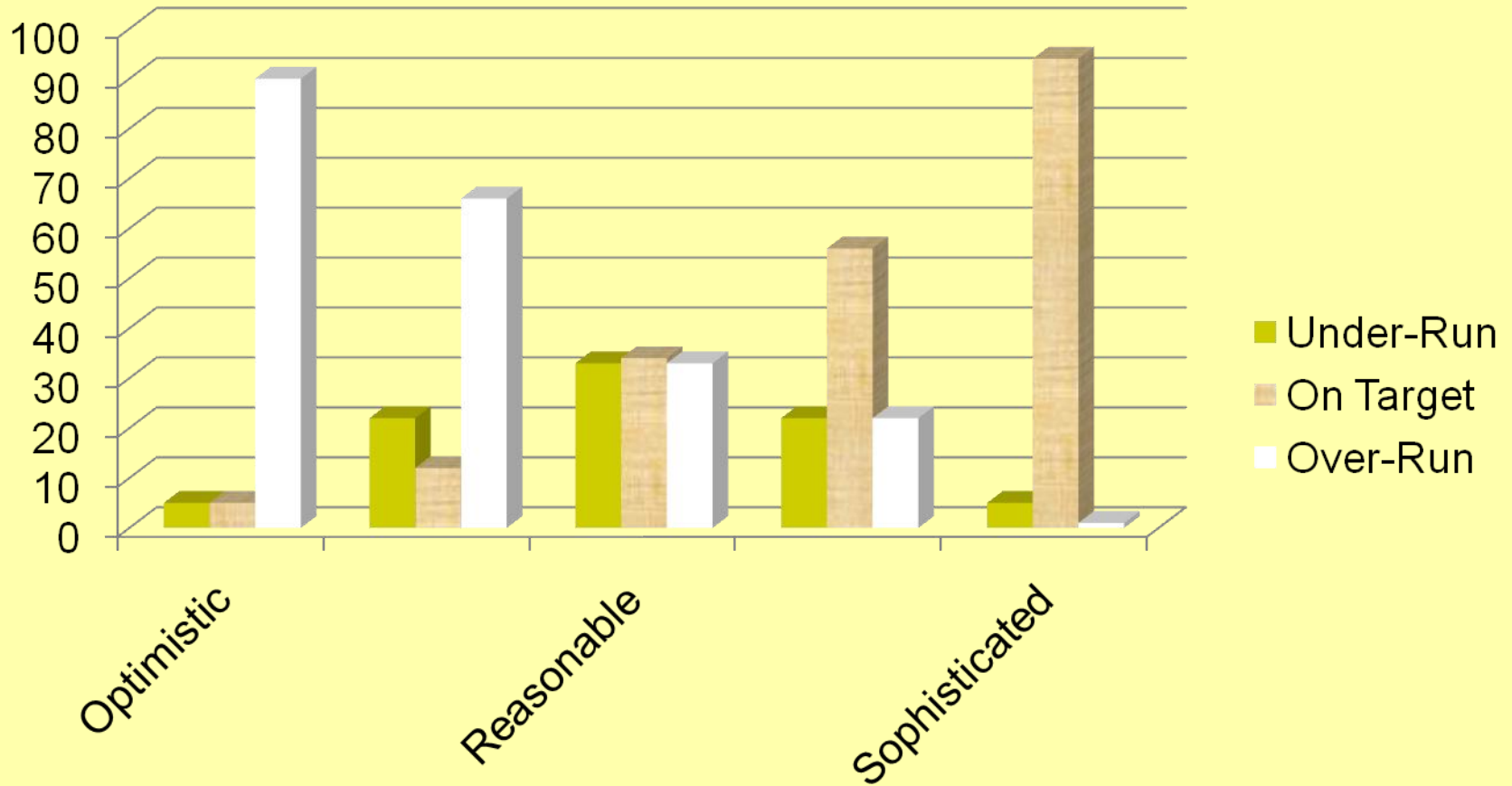
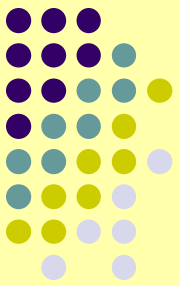
- Success/progress in
 - Increasing capability
 - Increasing profit
- Verification of value to enterprise

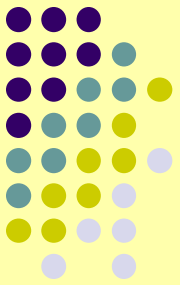
Facilitative Project Management Guidelines



- Procedures and Models for
 - Managing things attributes of
 - Projects
 - Proposals
 - Portfolios
 - Consistent and formalized definition of
 - Performance toward goals
 - Success in achieving goals
 - Recording historical data
 - Team norms for
 - Performance such as deliverables, reporting, and punctuality
 - Behavior such as communication, conflict management
 - Attitudes such as trust, dedication, commitment, harmony

Variance in Estimates

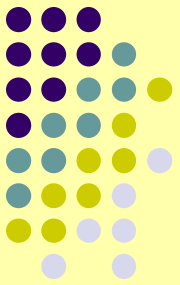




Working in Project Teams

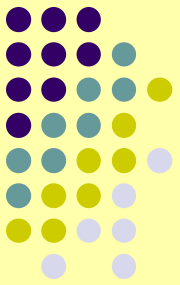
- Projects are managed using teams in a work environment that is complex:
 - Each project is unique and
 - Conditions for team selection and motivation are often far from ideal.
 - Furthermore, the organization structure poses additional problems in team selection.

Individual Competency



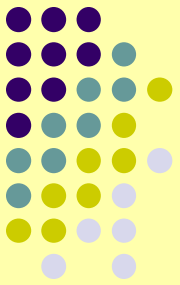
- Things Topics of
 - Projects
 - Project portfolios
 - Proposals
 - Proposal portfolios
- Enterprise Characteristics
 - Strategic objectives
 - Financial objectives
- Team Attributes
 - Performance guidelines such as duties, punctuality, reporting
 - Behavioral guidelines such as communication, conflict management
 - Attitude guidelines such as trust, dedication, harmony, commitment

Enterprise Project Management Teams

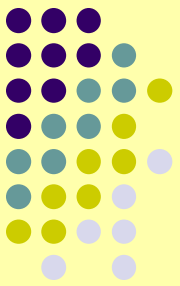


- Proposal team
 - Responsible for drafting a compelling proposal for a forthcoming externally-funded project
- Proposal portfolio team
 - Responsible for having the most relevant suite of proposals in the proposal pipeline
- Project team
 - Responsible for implementing the project's deliverable in line with its specifications for scope, cost, and duration
- Project portfolio team
 - Responsible for having the most relevant suite of projects in the project pipeline

Success of Project Management Teams



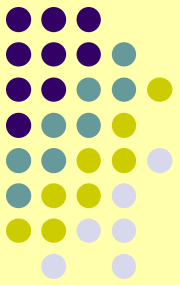
- Proposal team
 - Winning the proposal that ensures most profitability
- Proposal portfolio team
 - Creating shortlists that include the most appropriate proposals and projects
- Project team
 - Completing the project within its specifications for scope, cost, and duration
- Project portfolio team
 - Streamlined and efficient portfolio pipeline of projects.



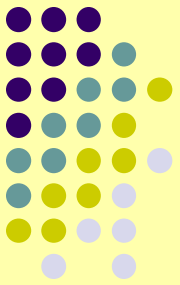
Team Charter

- Document that will describe
 - How the team members participate In making decisions
 - How they perform their work in concert with one another
- Similar to project charter
 - Project charter specifies the deliverable by responding to what
 - Team charter specifies the behavior by responding to how
- Excellent tool for specifying the personal behavior and professional performance of the team

Team Charter Elements

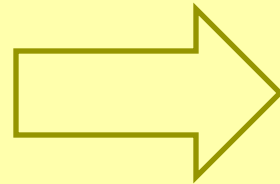


- Professional Performance
 - Reporting Processes
 - Elemental data reporting
 - Responsibilities and Assignments
 - Consequences of non-conformance
 - Timeliness (attendance as well as delivery)
 - Work hours
- Personal Behavior Expectations
 - Civility
 - Meeting protocols
 - Social Graces
 - Decision and negotiation protocol
 - Receiving/offering assistance
 - Communication
 - Rules of debate
- Attitudinal Expectations
 - Cooperative Stance
 - Honesty
 - Conflict Recognition
 - Trust
 - Teamwork
 - Team Spirit



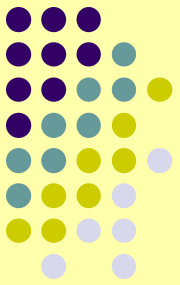
Team Charter

- **Specify**
 - Time Spent
 - Obligations
 - Reporting
 - Deliverables
- **Recommend**
 - Communication
 - Conflicts
 - Negotiations
 - Demeanor



- **Expect**
 - *Trust*
 - *Team Spirit*
 - *Cohesiveness*
 - *Harmony*
 - *Dedication*
 - *Commitment*
 - *Frequent intellectual diversity*
 - *Rare major conflicts*

Compare the Two Extremes



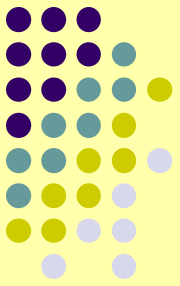
Traditional Teams

- Assistance of body language in communications
- Assistance of personal charm in relationships
- The effectiveness of charismatic project managers
- Ease of personal debates and clarifications

Virtual Teams

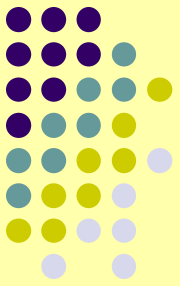
- Reliance on written communications
- Reliance on
 - Formal planning
 - Formal change management
 - Individual competencies
- Careful matching of
 - Team members to team
 - Team members to their duties

Sophistication – Operations



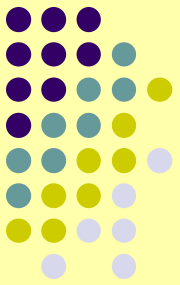
- A measure of sophistication in project management is the relationship of project management activities with other departments, such as human resources, accounting, and purchasing
- Project management should be the driver in standards and constraints, whereas in reality it is the other departments that set the tone
 - Operational constraints of other organizations that influence the manner by which project management activities are conducted.

Sophistication – Senior Management



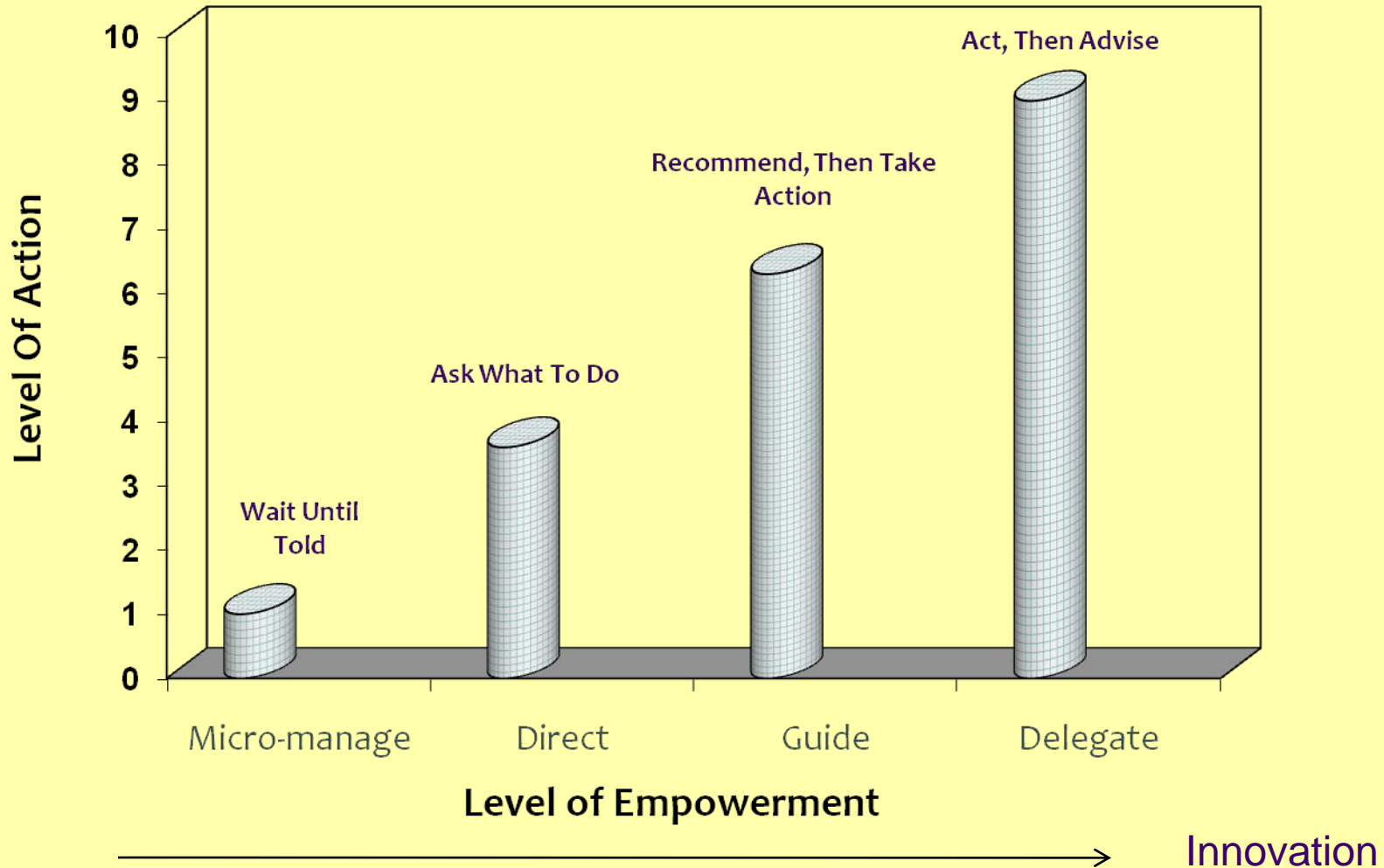
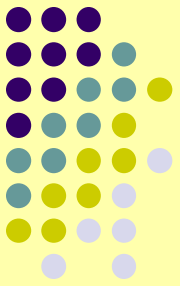
- Senior management of an enlightened enterprise should be concerned about
 - the philosophy and concepts of strategic objectives
 - not necessarily the means of achieving the philosophies, not directly
- Foundation for this behavior is the realization of the importance of projects toward the achievement of organizational objectives

Necessary for Success

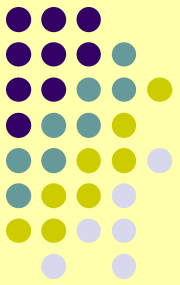


- Senior management must facilitate formalization of prioritization of projects and proposals, and project implementation processes
- Enterprise should support a comprehensive project management office infrastructure to support projects, proposals, and portfolios
 - Provide funding and resources

Delegation Spectrum

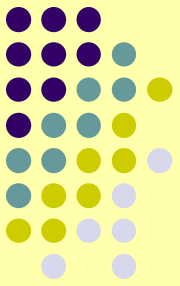


Importance of Delegation



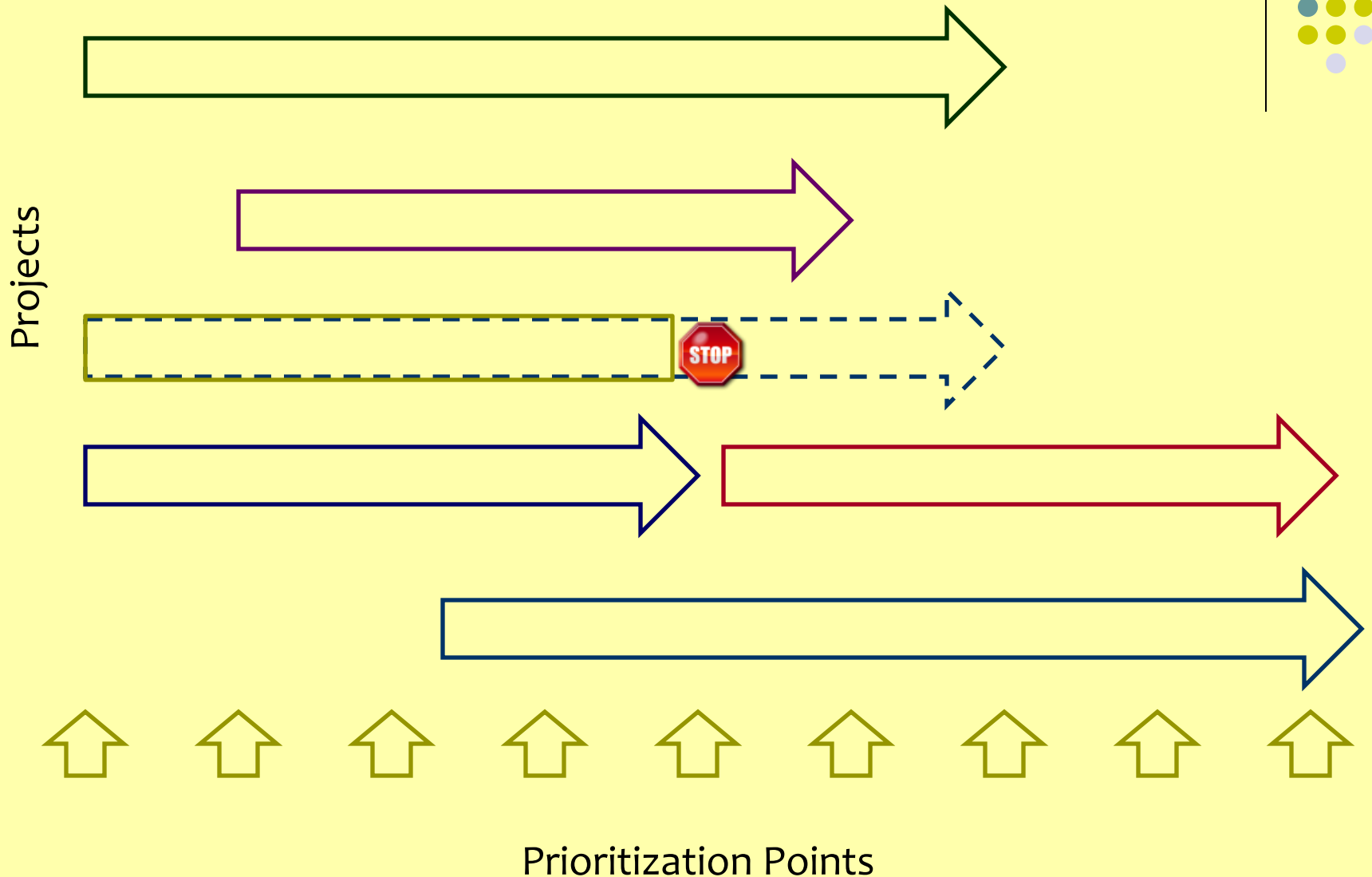
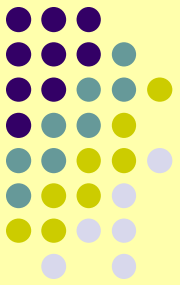
- Delegation of authority to the project team for the discharge of project duties is the major foundation tenet for sophistication
 - Support
 - Trust
- Senior management
 - Extend authority to PM and project team
 - Hold them accountable
- On the other hand, requiring multi-signatures for project approval denote what?

Formalization Fundamentals

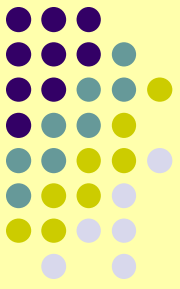


- Explicit and detailed articulation of enterprise strategic objectives and financial resources
- Elaborate guidelines for quantification of these objectives
- Guidelines and instructions for determining the relative importance of related and allied strategies
- Formalized procedures for determining the progress toward project management sophistication
- Frequent monitoring of the effectiveness of the enterprise initiatives

Portfolio Management



Portfolio of Projects – Update of prioritization Model

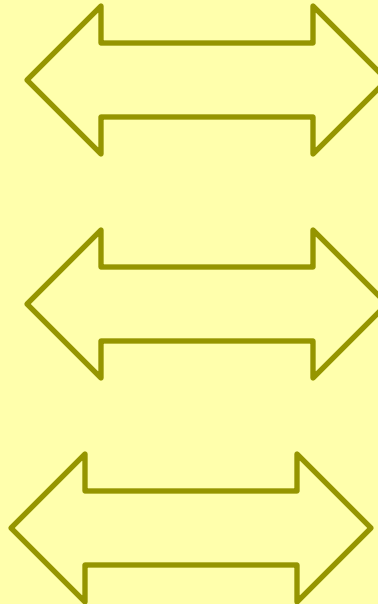


- Deliverable-related Facets of Projects

- Updated Cost
- Updated Duration
- Updated Scope
- Updated Quality

- Organization-Related Facets of Projects

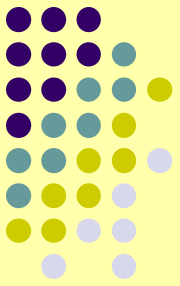
- Strategic Goals
- Financial Goals



- Manage These Portfolio Facets During

- Initial prioritization
- Managing the project pipeline
- Midstream prioritization
- Trade-off analysis

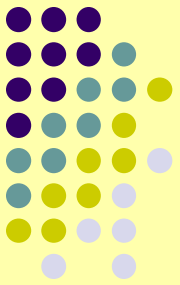
Funding Group Constraints – Funding Categories



- A minimum or maximum limit on the number of projects for each group
- A minimum or maximum limit on the percentage of funds allocated to a specific group
- Continuous delivery of projects in a group
 - Total pipeline population
 - Staggered and specific delivery dates

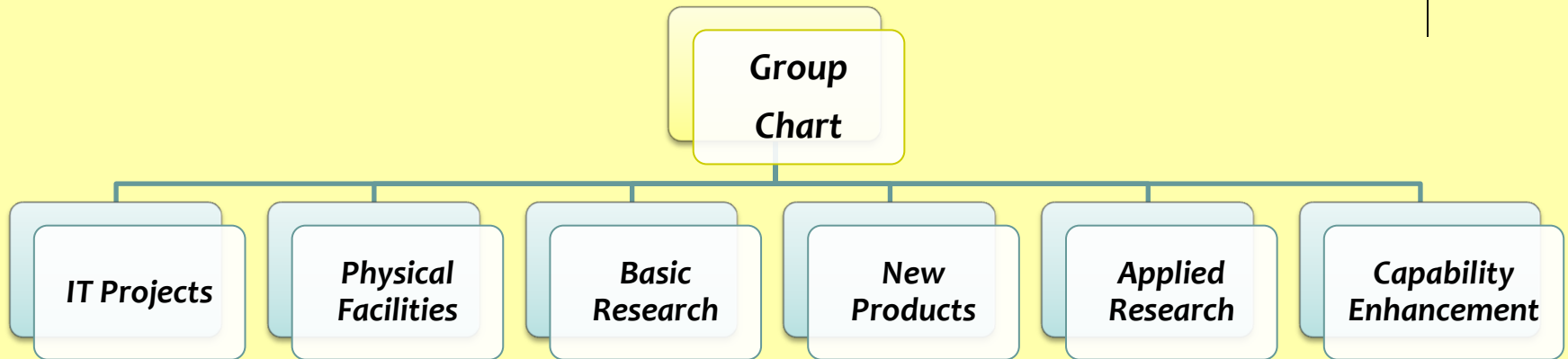
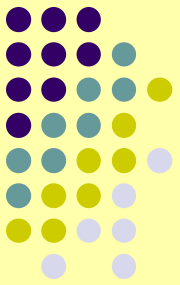
Enterprise Attributes

That Temper Project Prioritization

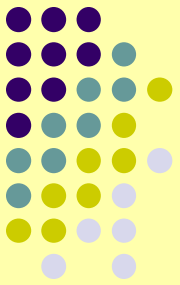


- Financial
 - Return on Investment
 - Payback Period
 - Cash flow requirements
- Strategic
 - Competitive Environment
 - Market Conditions
 - Value to the Enterprise
- Funding Category Constraints
 - Funding Proportion within Portfolio
 - Project Population Distribution within Portfolio
 - Continuous Pipeline Delivery within Category

Categorizing Projects by Groups



Portfolio of Proposals



- Proposal-related Facets

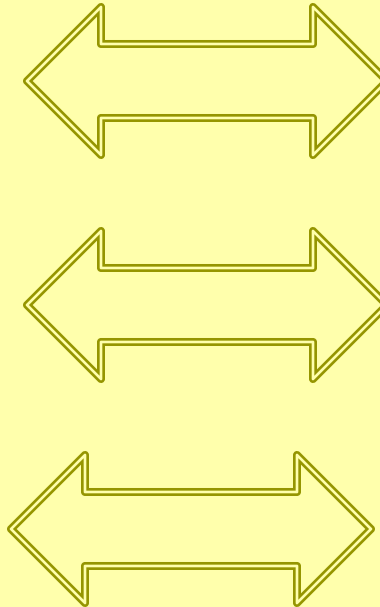
- Cost
- Schedule
- Probability of winning

- Project-related Facets

- Cost
- Duration
- Expected profit

- Organization-related Facets

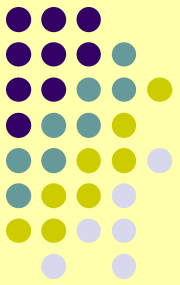
- Cost
- duration
- Technical Compatibility



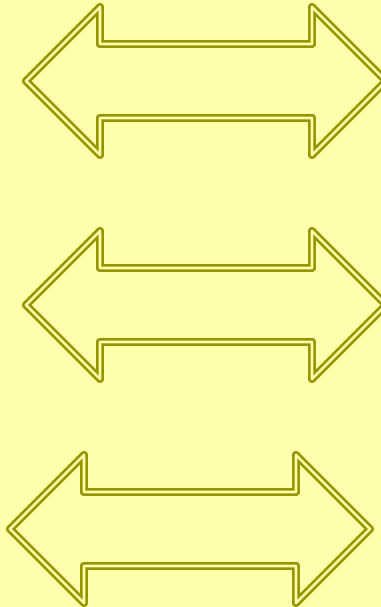
- Manage Portfolio Facets During

- Initial prioritization of proposals
- Managing the proposal pipeline
- Midstream prioritization of proposals
- Trade-off analysis

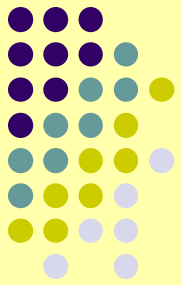
Contractor Evaluation by Funding Client



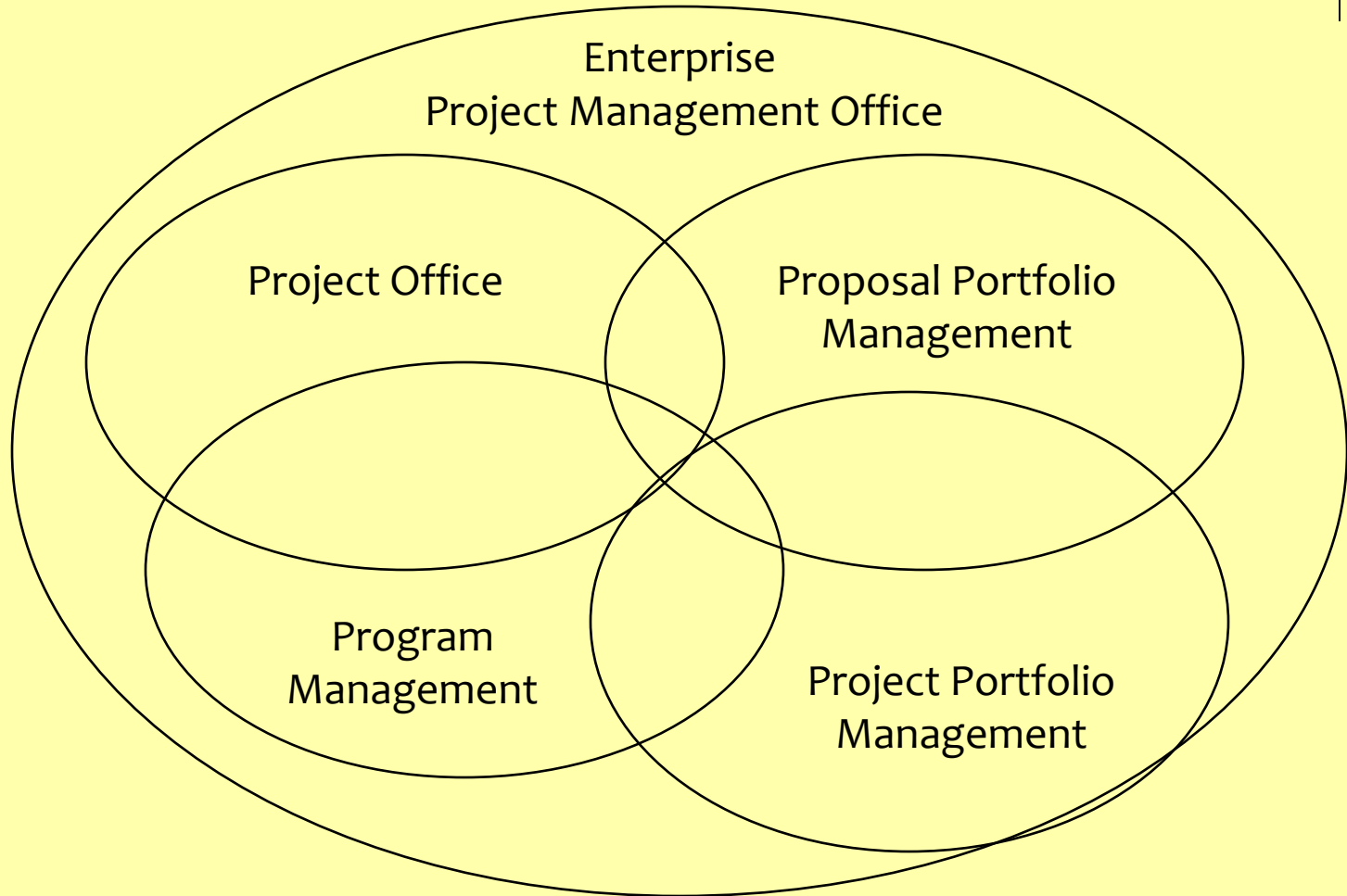
- Deliverable-related Facets
 - Cost
 - Schedule
 - Quality of Deliverable
- Previous performance of the contractor
 - Trust
 - Responsiveness
 - Success
- Desired values for
 - Cost
 - Duration
 - Technical Compatibility



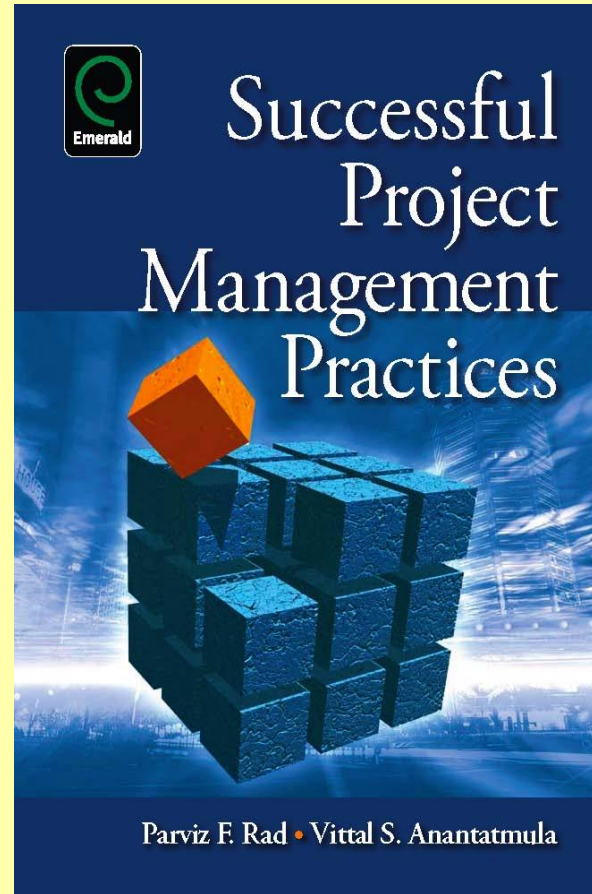
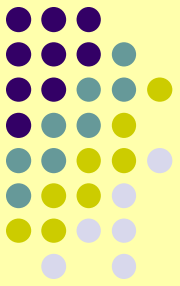
- Manage Portfolio Facets During
 - Initial prioritization of contractors
 - Managing the contract pipeline
 - Trade-off analysis in dynamic projects



Incremental Efforts



Thanks for your attention!



vittal@wcu.edu