



Project Management and Enterprise Strategy Formulation

PRESENTED BY

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So you are a PM

- ▶ What does project management have to do with strategic formulation?
- ▶ Strategy definition according to Merriam-Webster (2016) is

1a (1) : the science and art of employing the political, economic, psychological, and military forces of a nation or group of nations to afford the maximum support to adopted policies in peace or war
(2) : the science and art of military command exercised to meet the enemy in combat under advantageous conditions

b : a variety of or instance of the use of strategy

2a : a careful plan or method : a clever [stratagem](#)

b : the art of devising or employing plans or [stratagems](#) toward a goal

3 : an adaptation or complex of adaptations (as of behavior, metabolism, or structure) that serves or appears to serve an important function in achieving evolutionary success <foraging *strategies* of insects>

What is Strategic Formulation?



This is a Sales Speech

- ▶ The purchase price is \$0.00
- ▶ The cost of not purchasing is your career!
- ▶ The value you will receive is immeasurable

This is not a Business Class

- ▶ Admittedly the idea for this presentation came from a doctoral business course that used some of the references
- ▶ However there is no attempt to “teach” business theory – it is not meant to be academic
- ▶ It is intended to get you to buy-in to the idea that as project managers we provide the strategic execution of the enterprise strategy and therefore influence formulation

Take it from Harvard Business Review (HBR)

- ▶ Listen to what Micheal Jarrett shared via HBR on YouTube:

https://www.youtube.com/watch?v=nCo6WN_Q2GU

> 70% of Corporate Strategic Initiatives

never implement successfully (Jarrett, 2012)

- ▶ As project managers we have heard the project failure statistics
- ▶ Are we surprised that even enterprise strategic initiatives fail?

Is that Contrarian to the Business Literature

- ▶ According to de Kluyver and Pearce (2010) a relatively minor role was played by initiatives deemed to be change management when making the move from good to great
- ▶ de Kluyver and Pearce also state that global firms find greatest success when project management is locally supplied as opposed to global execution

Can Project Management Be Strategic?

- ▶ Patanakul & Shenhar (2012) speak of “strategic project management”
- ▶ They point out that the triple constraints are no longer enough
- ▶ Alignment with the enterprise strategy is key to accomplishment of business goals / objectives

But What About Formulation

- ▶ It is all about the stepping stones
- ▶ Project Management is required for successful execution – “strategic project management” (Patanakul & Shenhar, 2012)
- ▶ Formulation is useless without execution

When asked for input – give it

- ▶ Do not discount what you bring to the table
- ▶ Show your management how project management must be strategic for the enterprise to succeed
- ▶ Realize your input does matter and will affect the formulation

The Key Points

- ▶ Strategic formulation is useless without execution
- ▶ Successful strategic execution is necessary for enterprise success and its continuation as a business
- ▶ (Strategic) Project Management is one of four points to successful strategic execution

Yes you are a PM and you do Affect Formulation

- ▶ Project Management is a proud profession
- ▶ You do make a difference strategically, not simply in the success or failure of you current assignment
- ▶ More enterprises, management consulting firms, and universities are realizing the need for you – the Strategic Project Manager

Q&A



References

Jarrett, M. (2012). Retrieved from https://www.youtube.com/watch?v=nCo6WN_Q2GU

Kluyver, Cornelis A. D., Pearce, J. A. (12/2010). *Strategy: A View From The Top, 4th Edition*. [VitalSource Bookshelf Online]. Retrieved from <https://digitalbookshelf.argosy.edu/#/books/9781269217132/>

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Patanakul, P. & Shenhar, A. J. (2012). What project strategy really is: The fundamental building block in strategic project management. *Project Management Journal*, 43(1), 4-20. doi:10.1002/pmj.20282