

AIPM – Optus – PMI

Professional Community Presentations



AIPM – Optus – PMI

Speakers

- Paul Campbell – AIPM
- Yvonne Butler – Transfield Services
- Gordon Bartlett – Optus
- Ian Wolfe - PMI



AIPM

Paul Campbell

NSW Chapter Councillor

AIPM

**PROJECT MANAGEMENT
ACHIEVEMENT AWARDS**

**2008
PMAA**

**SUBMISSION
GUIDELINES**

**'yes'
OPTUS**

**TRANSFIELD
SERVICES**

PMITM

**Australian Institute of
Project Management**

Who is AIPM?

- The Australian Institute of Project Management
- Our Mission is to promote and progress the profession of project management in Australia.“
- The largest project management community in Australasia incorporating individuals; industry members; corporate members; industry groups and communities of practice.



AIPM - PMAA

PMAA Objective

To recognise, honour and promote outstanding achievements in program and project management

PMAA Classifications

1. PROJECTS
2. INDIVIDUALS



AIPM - PMAA

PMAA Summary: Projects & Individuals

- Any project with an Australian affiliation is eligible to enter.
- The project must have had an approved scope, schedule & budget.
- The project must be recent & complete.
- It is mandatory that the project has been accepted by the client/owner.

**Deadline for all PMAA submissions:
4.00pm on 6 June 2008**



AIPM – National Conference



AIPM Conference 2008



12 - 15 October 2008
Canberra National Convention Centre
www.aipm2008.com.au



*We look forward to seeing you in Canberra
for the 2008 AIPM Conference.*

'yes'
OPTUS



AIPM – Optus – PMI

Yvonne Butler

General Manager

**Strategy & Governance
Major Projects & Programs**

Transfield Services



AIPM – Optus – PMI

Avoiding Death by a Thousand Initiatives

Yvonne Butler
Gordon Bartlett



Overview

- Why business strategies fail and the role of project management in strategy implementation
- Strategic portfolio definition and project prioritisation
- The 3Ps: Turning strategy into action -Practical example from Optus

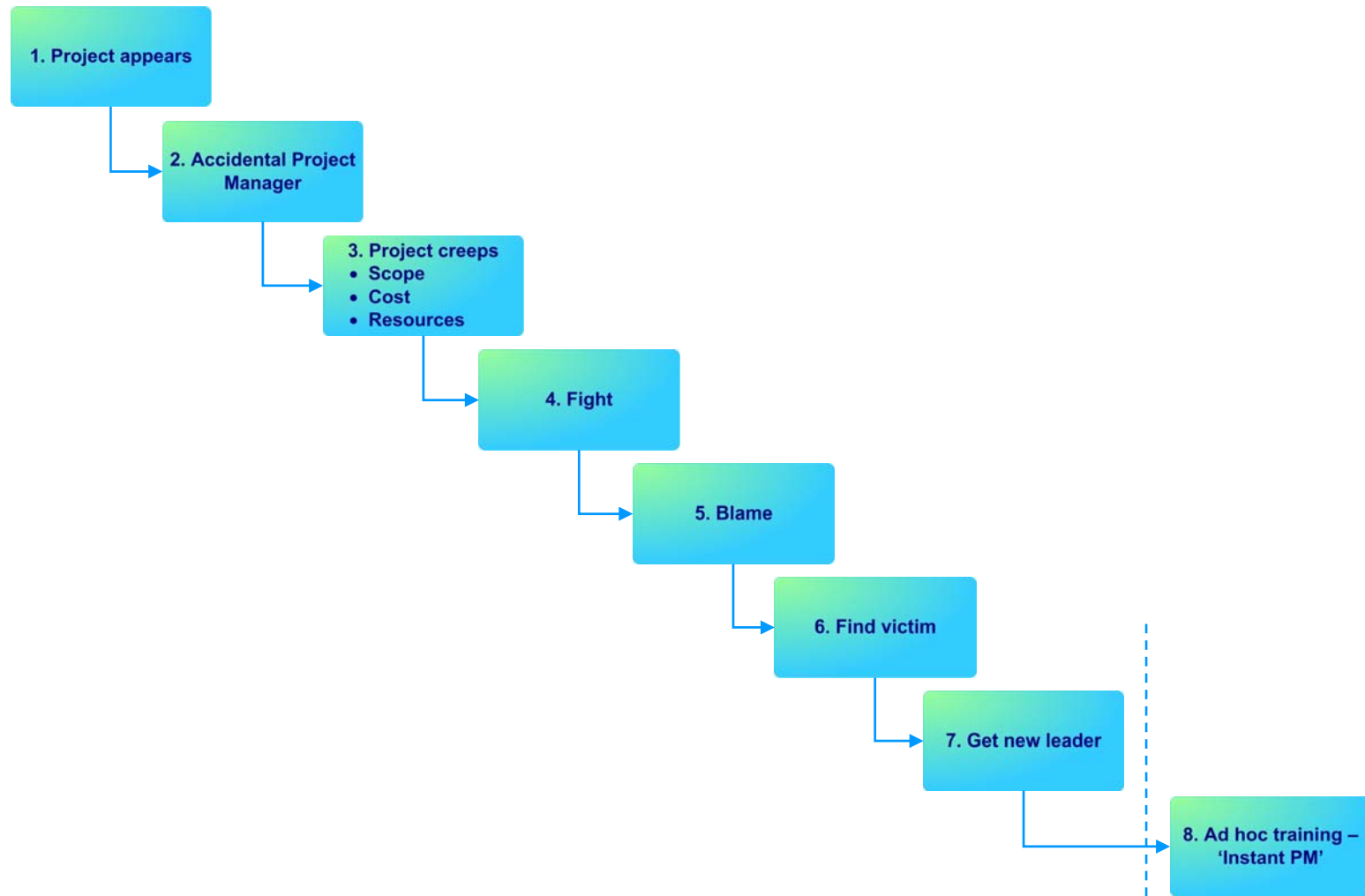


Does this sound familiar?

- Projects appear almost randomly
- Projects not linked to strategy/ corporate obligations
- Senior Management unaware of number of projects in progress
- Lack of communication about who's working on what / status / benefits / impacts
- Promised benefits not discussed / not realised
- PMs complain they can't get access to resources
- Project team keep asking for more (poor planning / scope & creep)
- Many people appear to be working on similar initiative (but they will say theirs is different)
- Staff too busy – (not prioritising) - Doing projects on top of normal business functions
- “Accidental project managers” ad hoc project teams



More Symptoms:





Some statistics

Some Statistics

- Fortune Magazine -less than 10% of business strategies are effectively delivered
- AICD - 7/10 CEO's who fail do so not because of wrong strategy but because of poor execution
- 70% of capital expenditure spent on initiatives not aligned with organisational strategy
- Caritas – 79% of Execs state that they have at least 10% redundant projects
- PwC – 2.5% of companies had 100% of projects on time, within budget, to scope and delivering the right benefits

So why do strategies fail?



Wrong strategy....



Strategic initiatives fail because:

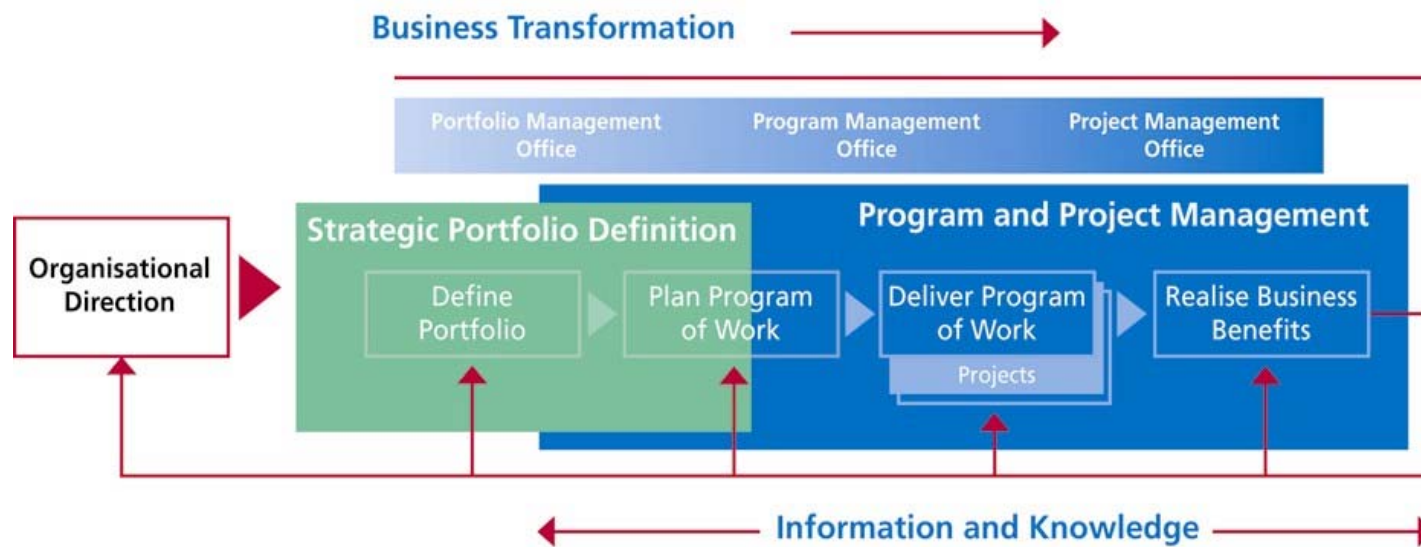
- **Misunderstood intent of strategy/wrong strategy**
- Didn't know what success looked like or how to measure it
- Implemented the wrong initiatives (or in wrong order)
- Ad hoc or ineffective planning
- Didn't know about similar initiatives already underway
- **Poor or ineffective communication** Unrealistic time commitments
- Idealistic cost estimates
- Incomplete organisational design & authorities
- Poor team establishment
- Inadequate management information
- **No prioritisation**

No portfolio / program / project management

Strategy Pyramid



Strategy Implementation Framework



Strategic Portfolio Definition

Achieving your vision....



Business Transformation →

Portfolio Management Office Program Management Office Project Management Office

Organisational Direction

Strategic Portfolio Definition

Define Portfolio

Plan Program of Work

Program and Project Management

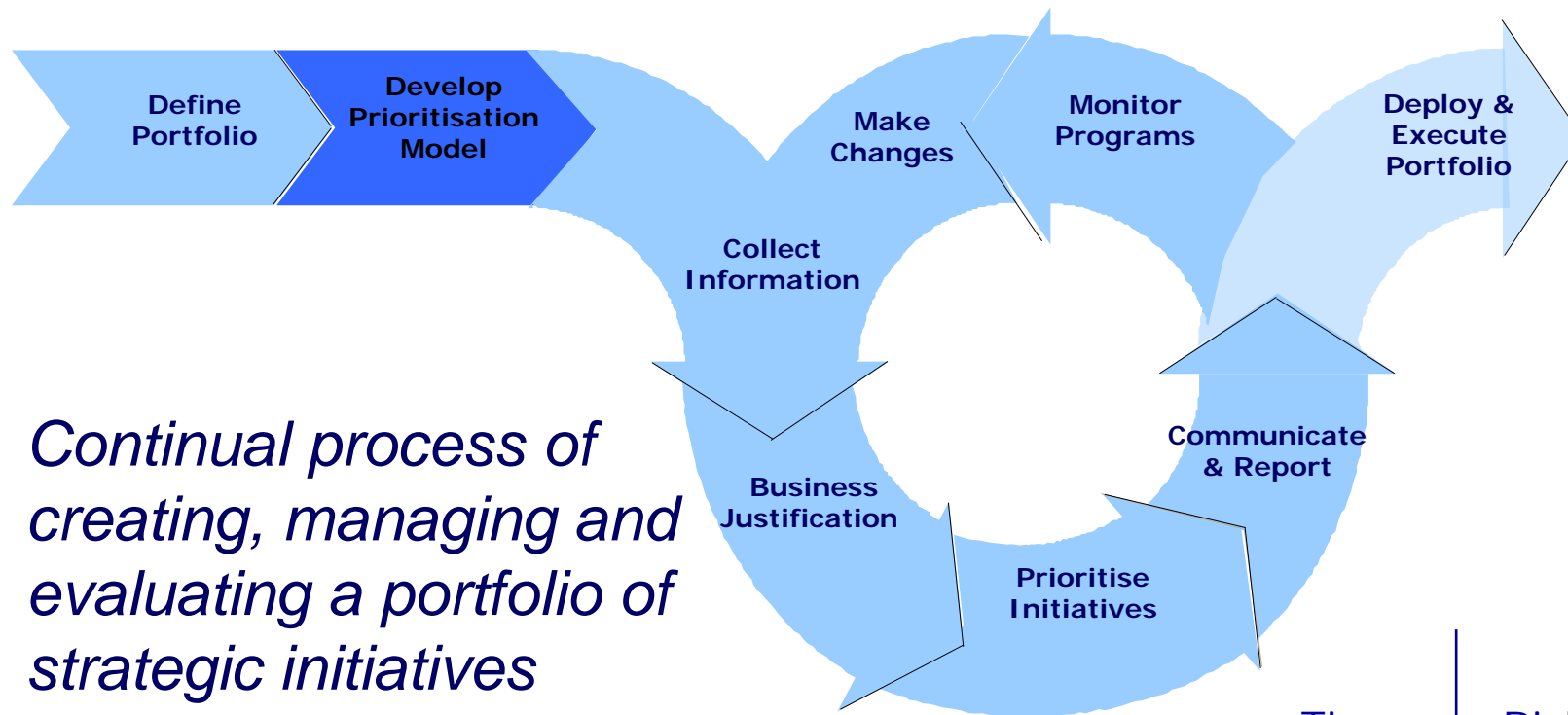
Deliver Program of Work
Deliver Projects

Realise Business Benefits

← Information and Knowledge →



Strategic Portfolio Definition



Continual process of creating, managing and evaluating a portfolio of strategic initiatives focused on delivering organisational results and benefits

Time	Risk
Cost	Resources



Project Prioritisation

- o Critical link between where we want to be and what we are currently doing
- o Determines which initiatives (and subsequently projects) will deliver the organisational strategy
- o Provides quantitative base for removing redundant or 'pet' projects
- o Optimises available project expenditure
- o Aligns resources to agreed strategic priorities



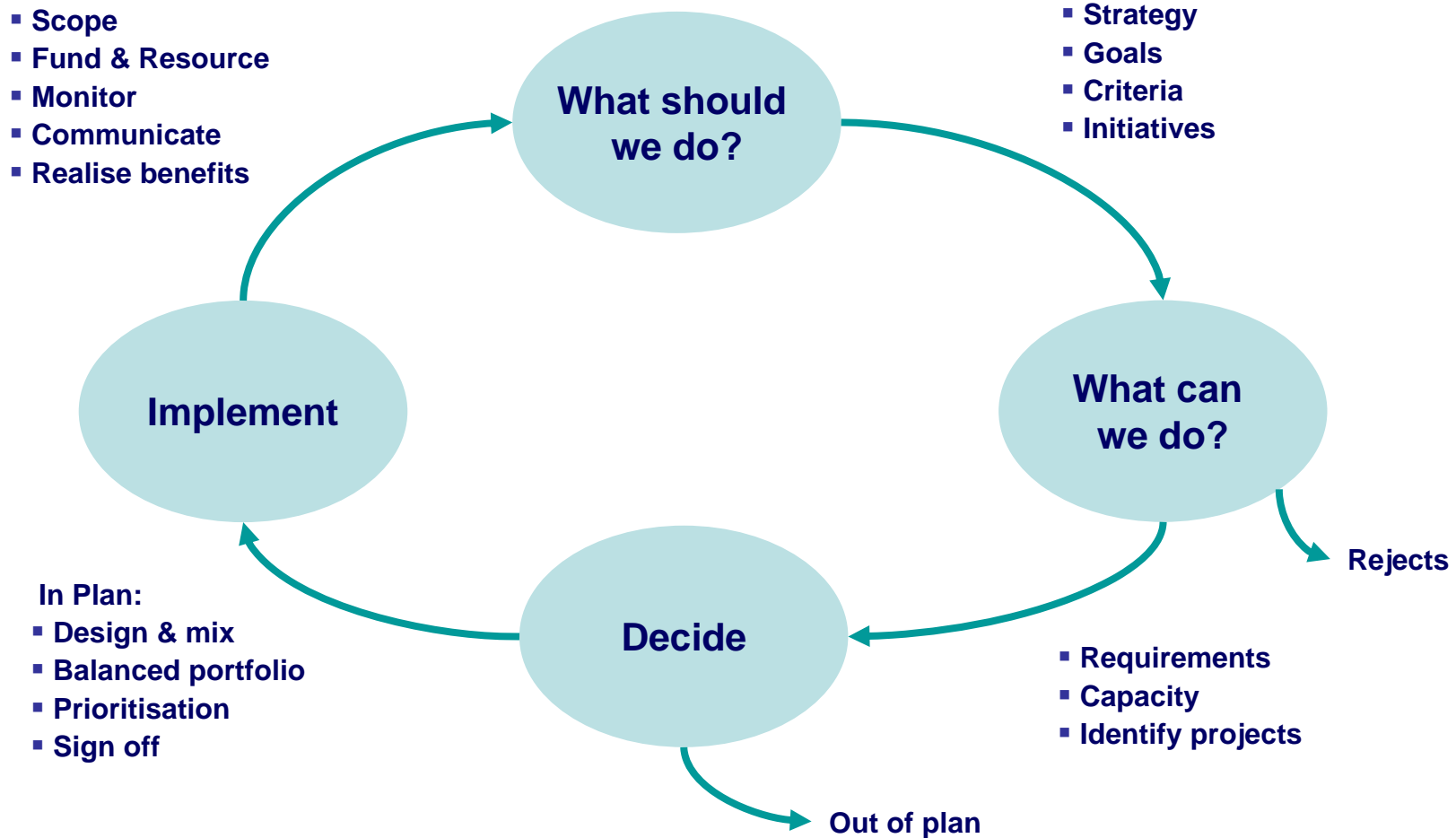
Project Prioritisation Processes



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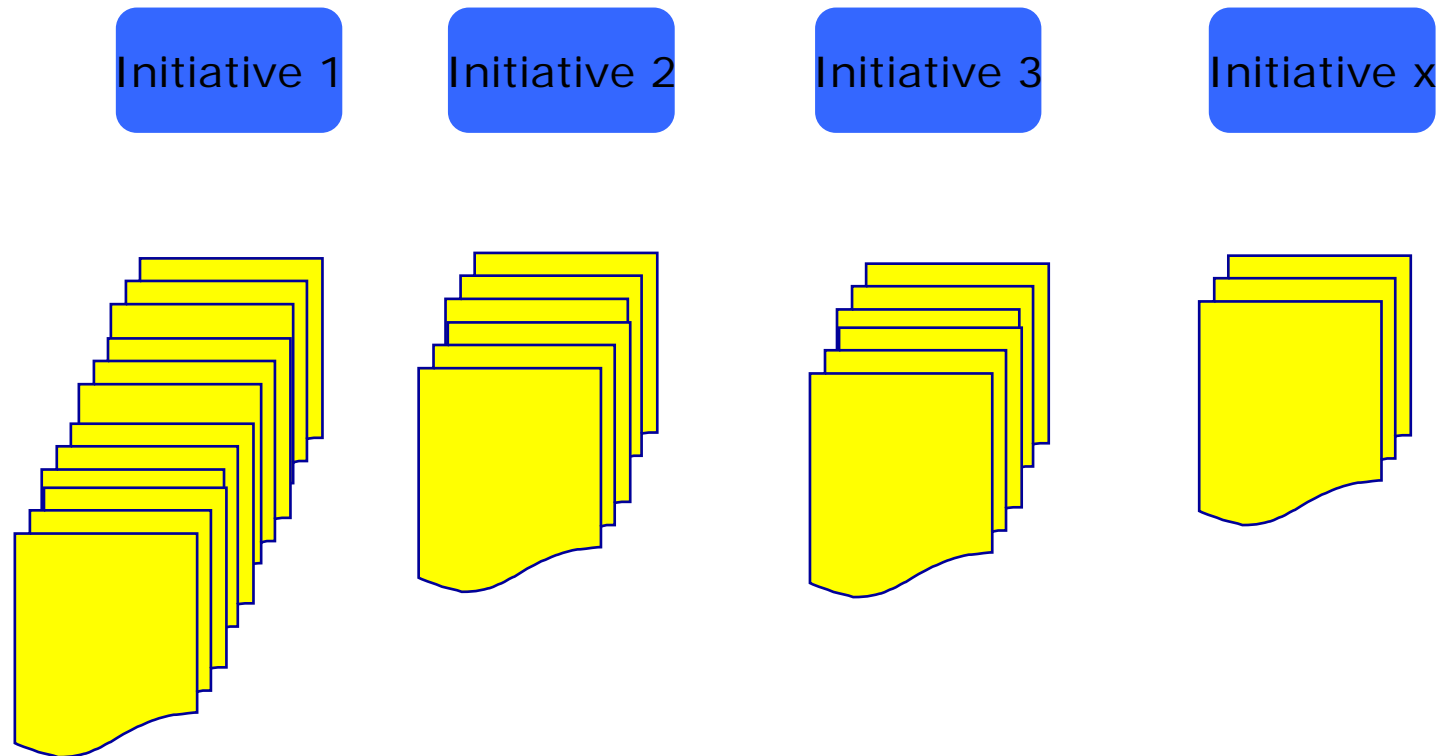


Selecting Projects

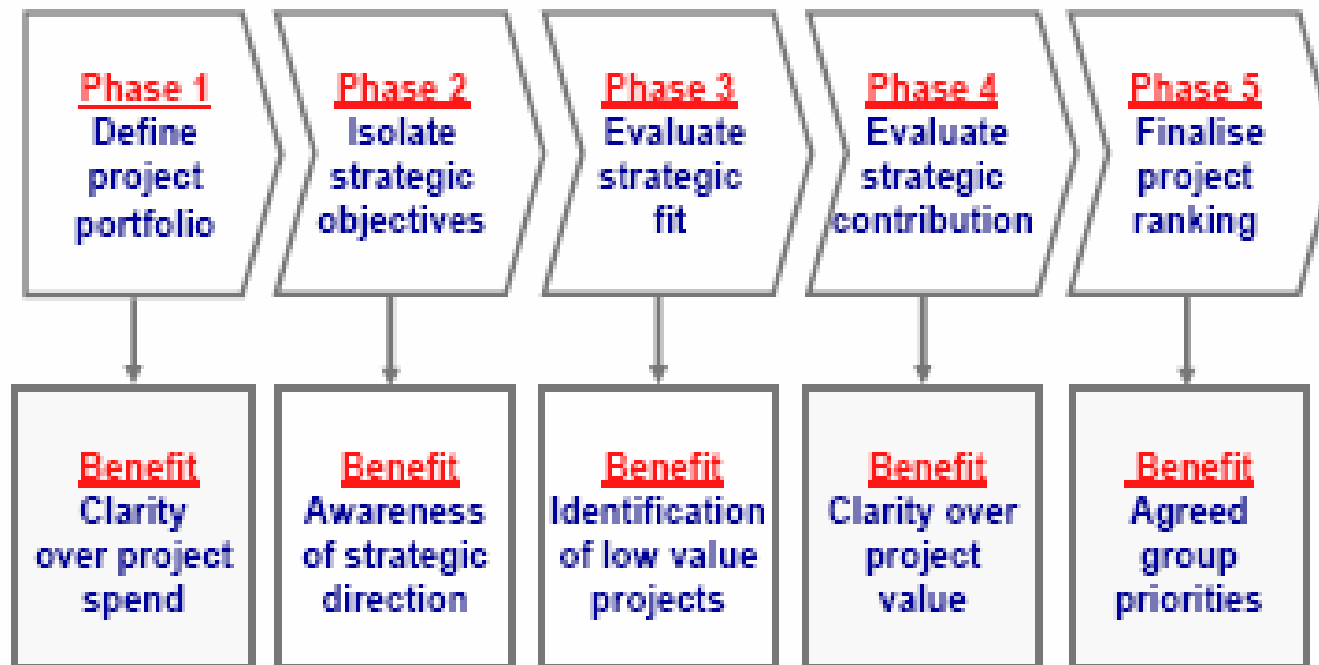


A Project Prioritisation Process

Qualitative voting via Post-it Notes

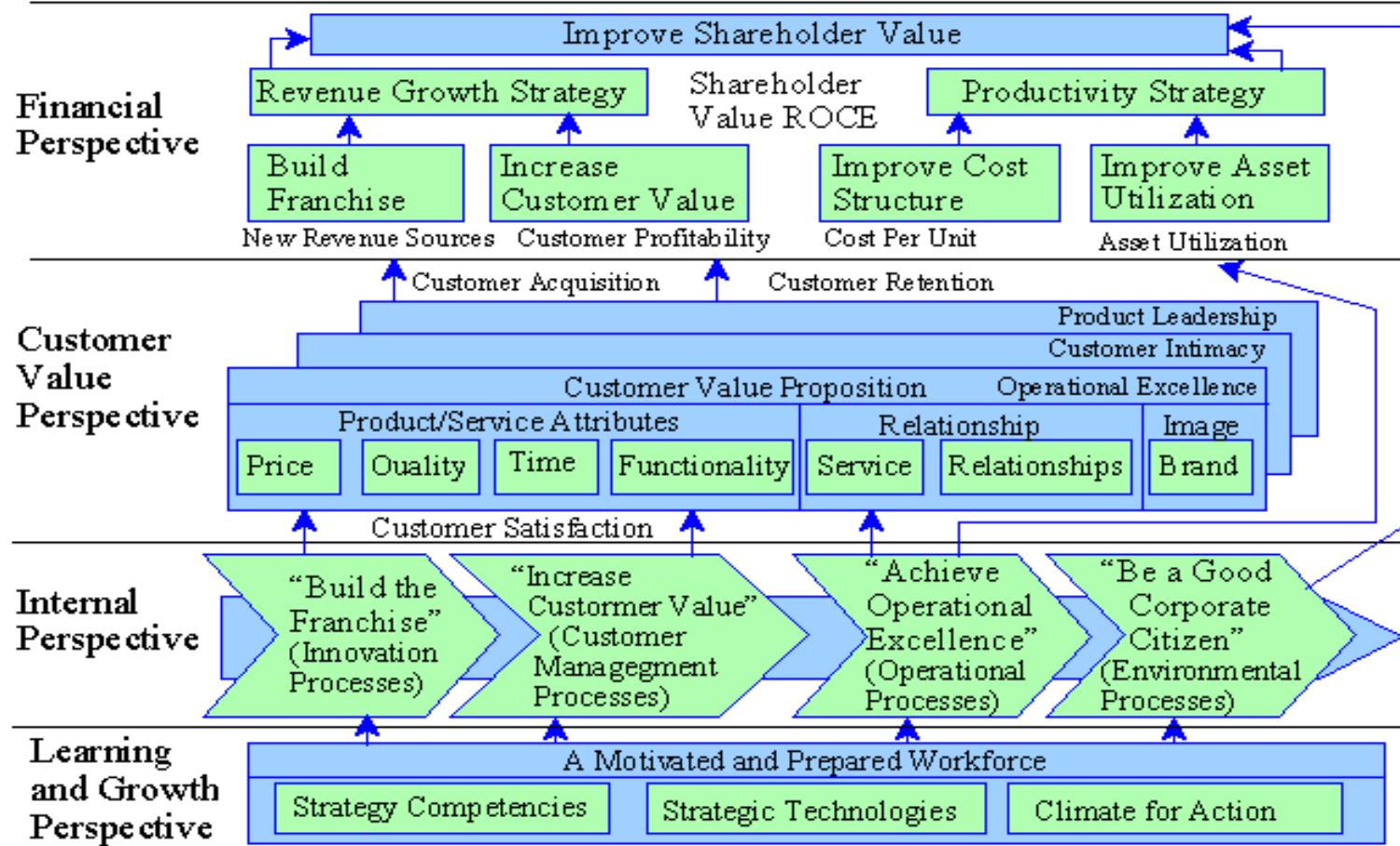


Another process...



And another process...

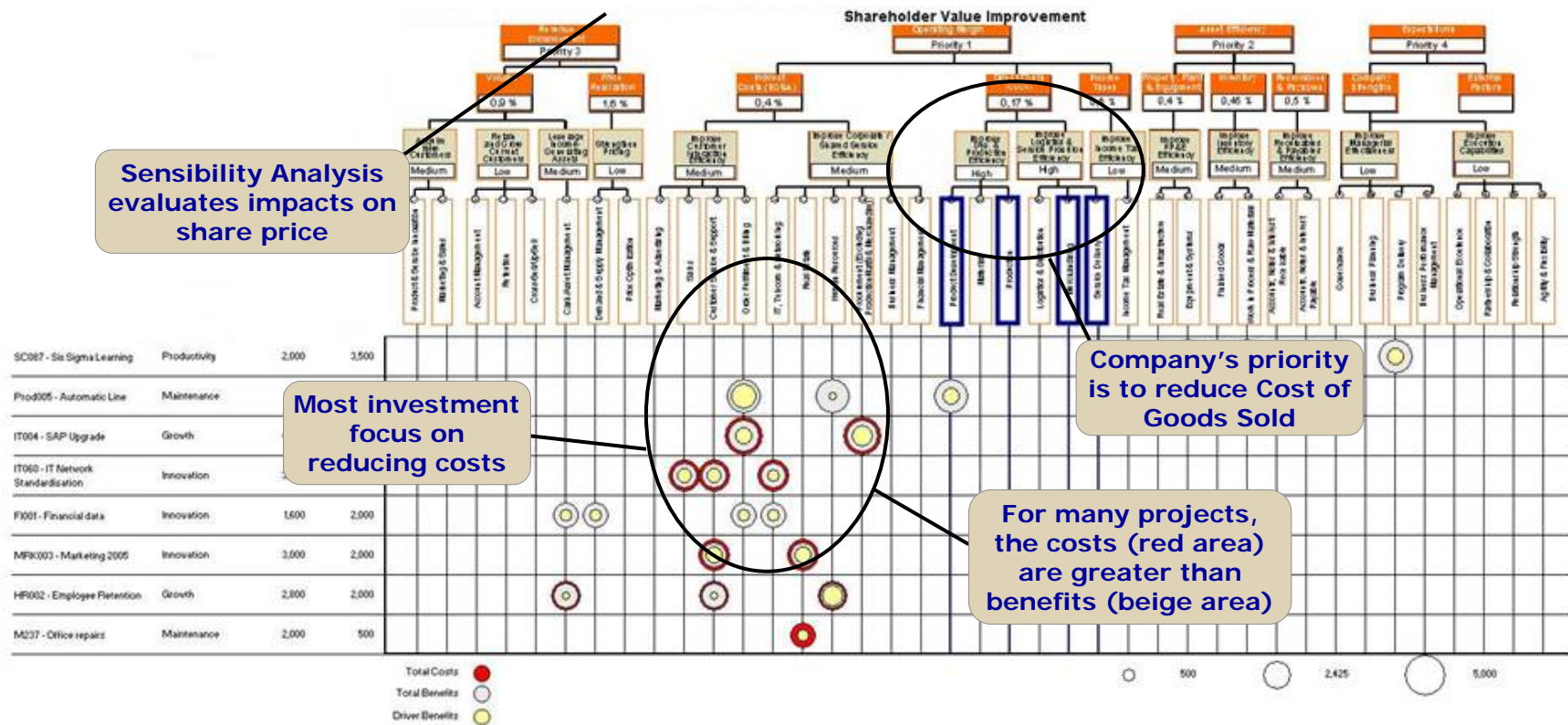
The Balanced Scorecard Generic Strategy Map*



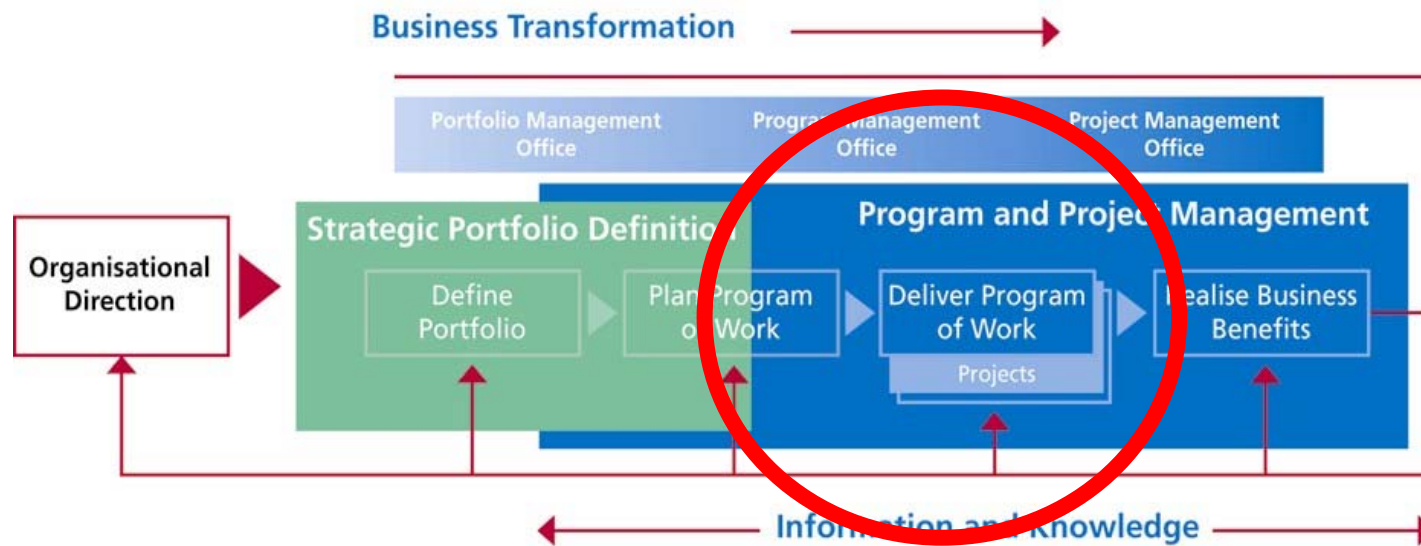
* Adapted from Kaplan & Norton Figure 3-15 page 96.

Yet another prioritisation process...

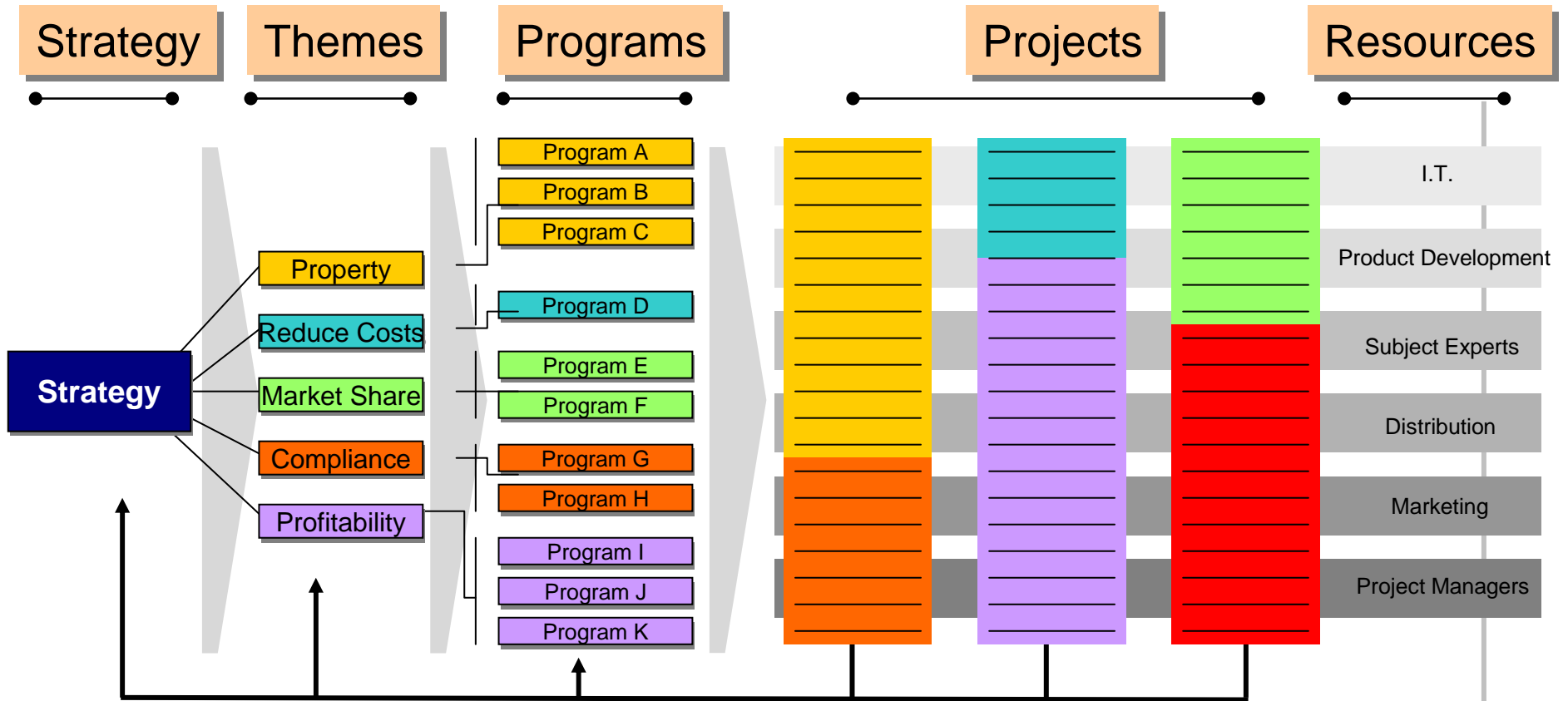
Plotting projects on a value map allows a quick assessment of the gaps and overlaps between the corporate strategies and operational planning



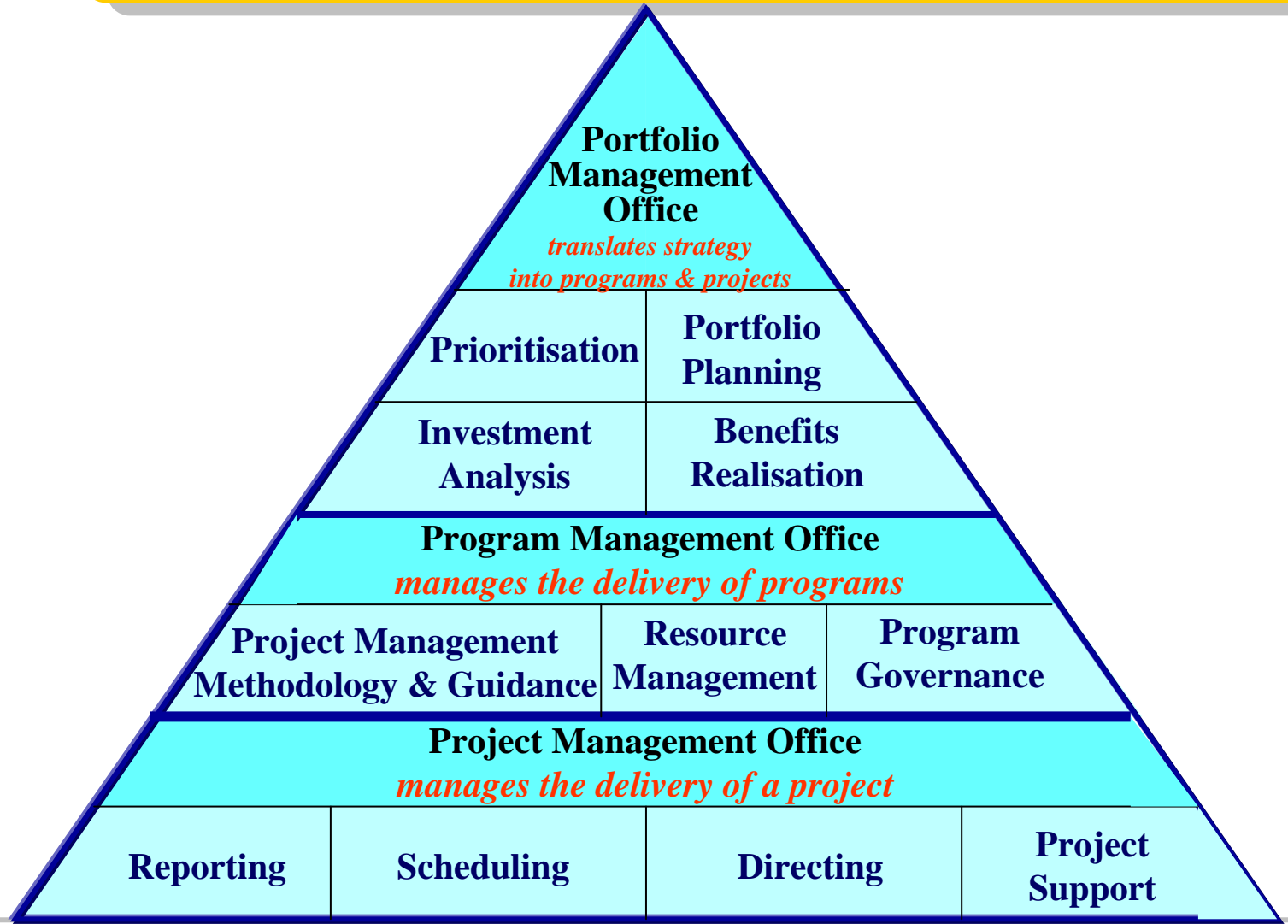
Strategy Implementation Framework



The Strategic Portfolio



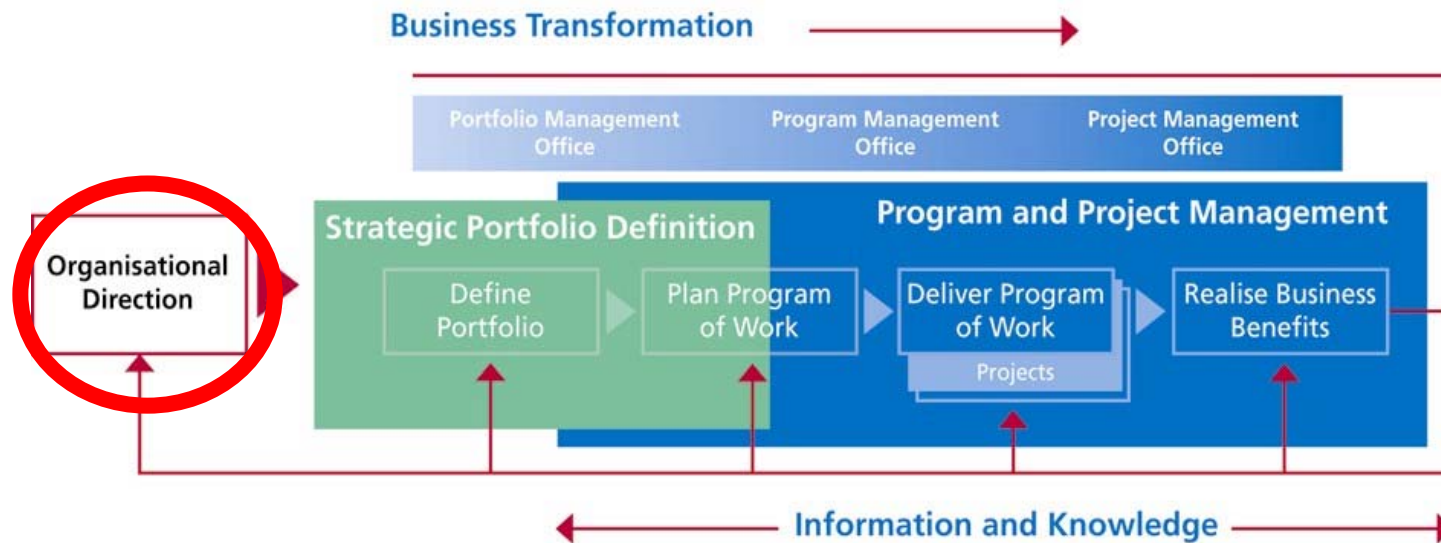
The 3 P's:



Summary

1. Have **clear objectives**
2. Define strategic initiatives
3. **Prioritise** using criteria relevant to org
4. Agree appropriate funding and resources
5. Manage SPD as a **project**
6. Establish management & governance
7. ID lessons learned and continuously improve
8. **Project management** is key enabler

Optus Business Transformation



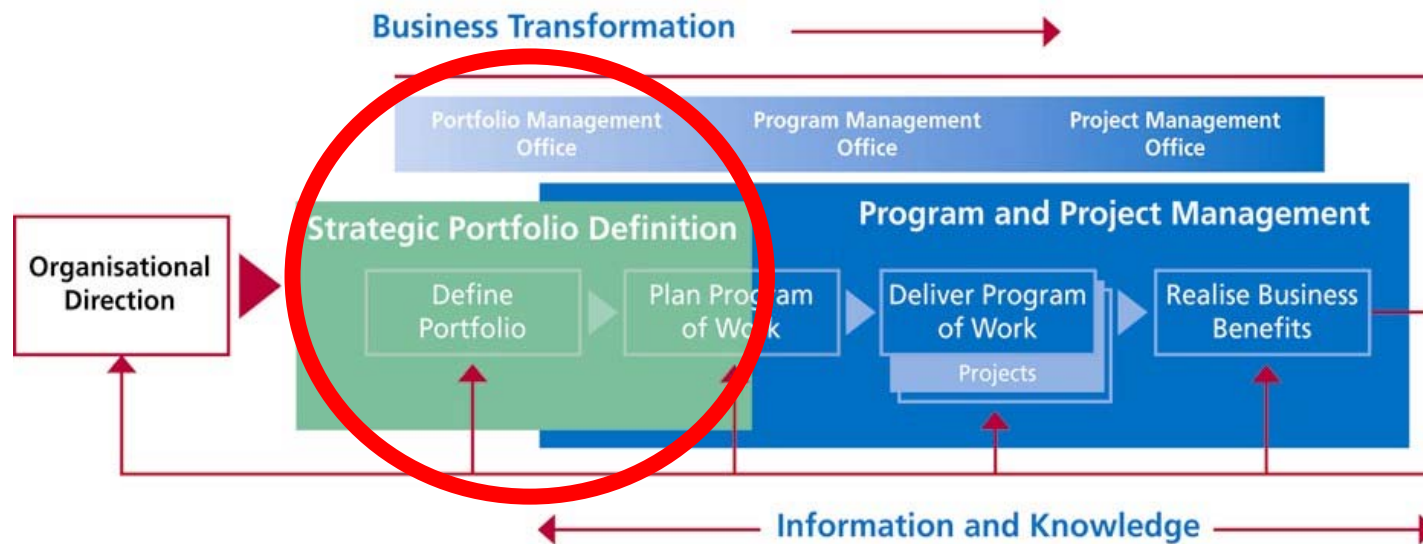
Why change?

Project X identified the burning platform...

...and established aggressive financial goals for the transformation



Optus Business Transformation



OB Transformation Themes

Be Customer
Focused

Be Innovative

Be Smart

Be Efficient

Be Renewed

Be Enabled

Defining the Portfolio

...for the Initiatives that would need to be delivered to achieve our goals

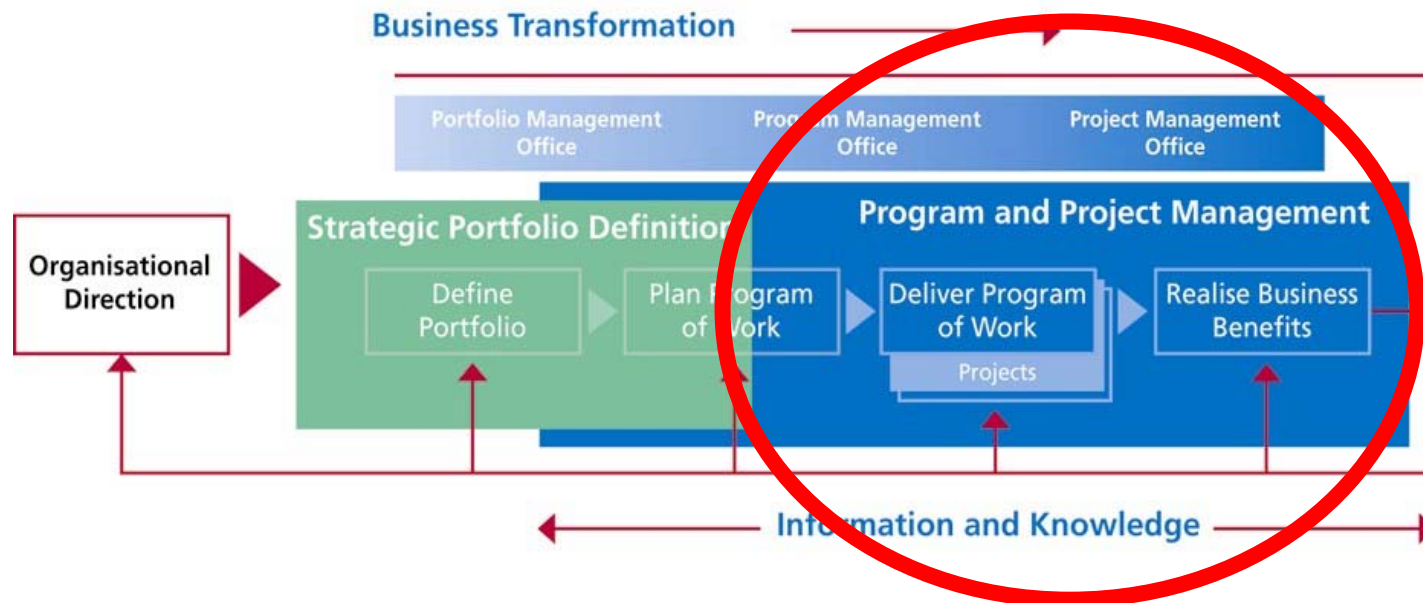


Creating the Roadmap

Be Customer Focused

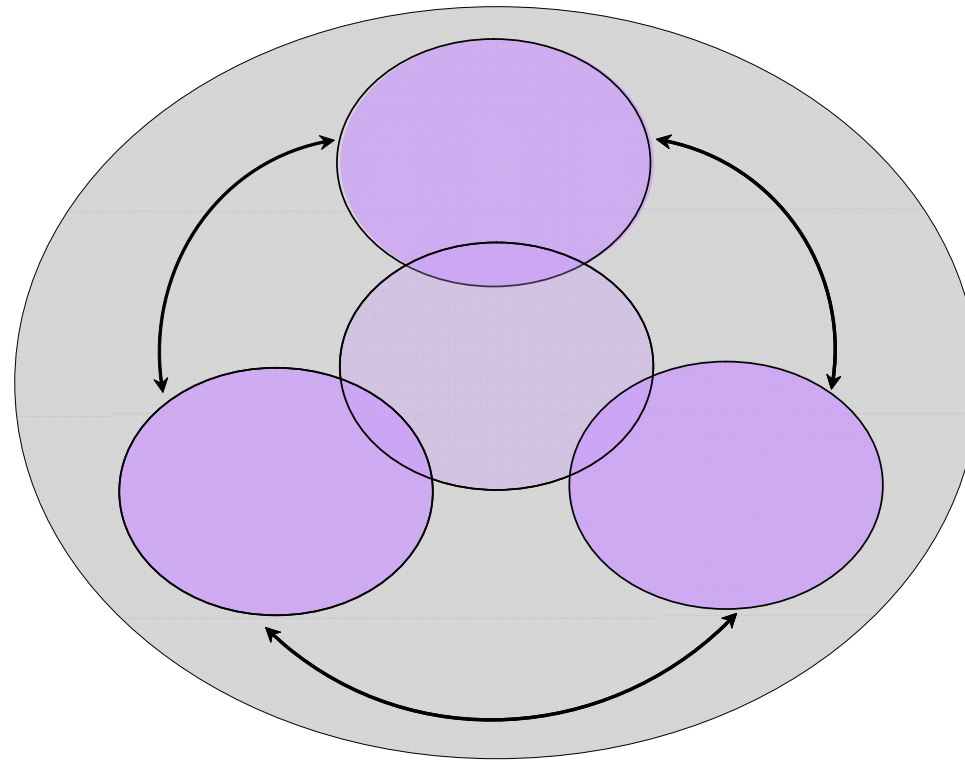


Optus Business Transformation



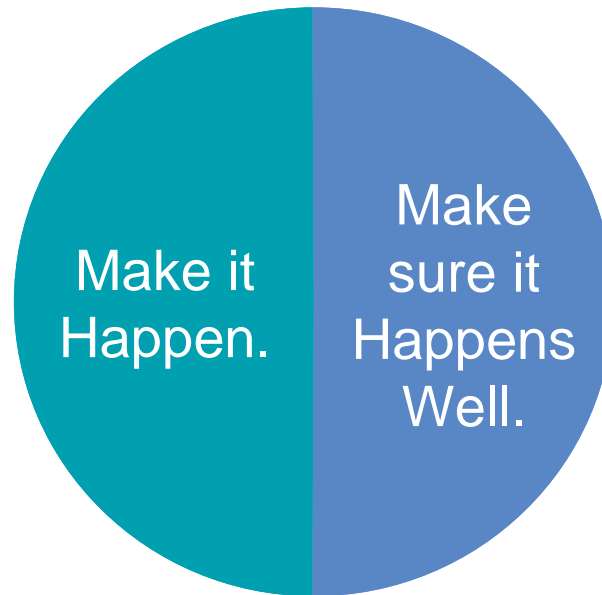
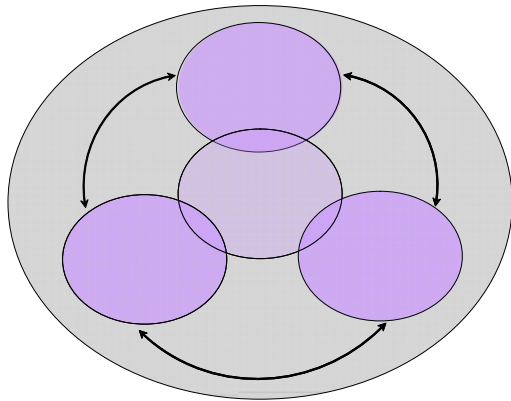
TMO's Role

Focusing on acceptance (through people)
– not just the technical solution



TMO's Role

Focusing on acceptance (through people)
– not just the technical solution



Whilst the Business will make the Transformation happen, the TMO will make sure it happens well

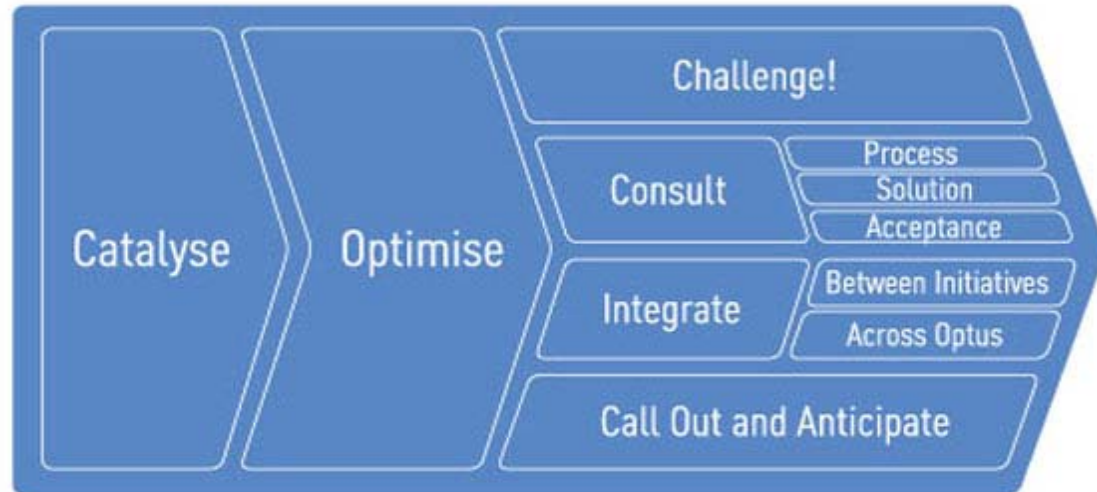


TMO's Role

Our mandate was to work
with the business...



..to drive the best outcomes



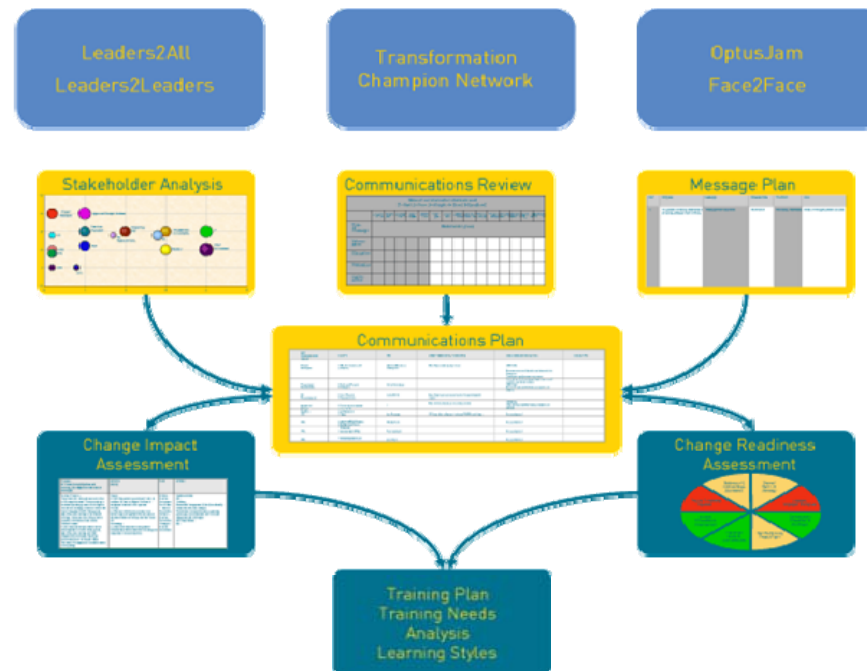
TMO's Role

Strategic Initiatives delivered and governed by a PMO and project delivery areas in the TMO



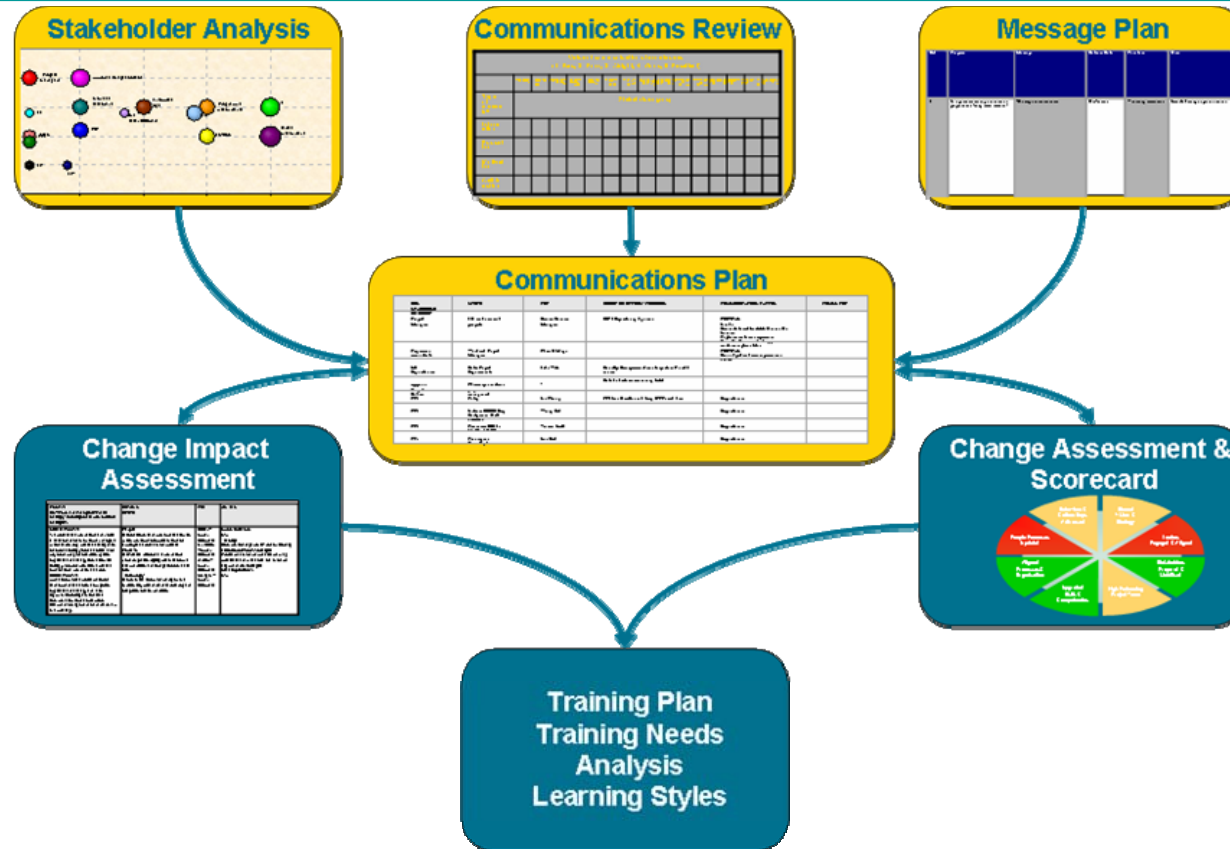
Be Renewed

...and we introduced an organisational change management framework to support our stakeholders



Change Management

The key is managing organisational change → acceptance through people – not the technical solution



Change Management

We established forums for bringing OB people together to hear about what was happening in the Transformation

Be Renewed



Change Management

We worked closely with the Transformation Champion Network to ensure that we kept in tune with the business...



Change Management

TRANSFORMATION
CHAMPIONNETWORK



TCN

Organisational architecture

Journey Map and Intranet

Be Renewed

Change Readiness Surveys



Conclusions

OCM - We are dealing with people's emotions and need their buy-in and support

AND

Prioritisation - It's not easy as there are so many things that need doing
Needs a disciplined culling process to focus on the real essentials

AND

Direction - Everything you do needs to be consistent with the end-state vision

THEREFORE

Communicate, communicate, communicate ... BUT make it meaningful
Create and embed the vision and link with what we're doing and what we expect

THEN

Review the solutions and acceptance along the way
Qualitative (Jams & TCN) and quantitative (change management scorecard)

THEN

Act on feedback and don't be afraid to change if it's the right thing to do



Optus – PMI – AIPM

Questions?



PMI

Your Strategic Partner: Project Management and PMI

Ian Wolfe MPM, PMP

President – PMI Sydney Chapter

“Making project management indispensable for business results”



PMI

Worldwide, organisations will embrace, value and utilise project management and attribute their success to it.

– PMI Vision Statement



Benefits of Membership

- **Communities**
 - 250+ chapters in 70+ countries
 - 30 Specific Interest Groups (SIGs) – (Virtual Communities)
 - Colleges – research into specialist areas
- **Publications**
 - professional magazines, newsletters & Journals, web site
 - Standards – 4th PMBOK® Guide, just issued in Draft
 - Portfolio & Program Management Standards
- **Research** - James R. Snyder Center for Knowledge & Wisdom for the PM profession



PMI's Certification Program

Program = 1 PgMP overseeing multiple projects



Project = 1 PMP and multiple CAPMs

Portfolio = Organizational Project Management (OPM3)

Certified Associate in Project Management (CAPM[®])

Project Management Professional (PMP[®])

Program Management Professional (PgMPSM)

OPM3[®] ProductSuite Certification



PMI

- Breakfast & Evening meetings – 13 May
- Certification training
- Courses and Conferences - PDUs
- Networking
- Market the PMgt profession
- Lobby Governments and Corporates



Optus – PMI – AIPM

Thank you

Have a good day

