

Tracking Project Performance to Maximize Business Value

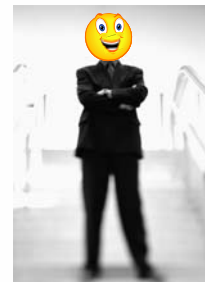
ProjectWorld, Nov. 16, 2007
for asapm

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A Poll

- 1. Raise Your Hand** if your projects are successful.
- 2. Now, Clap** if your project customers are satisfied.
- 3. Last, Stand Up** if your projects Maximize Business Value.



Room for Improvement

To Maximize Business Value, you ...

- Define Success Criteria
- Identify Stakeholders
- Establish Objectives, Strategies
- Manage Risks (Threats & Opportunities)
- Assure Quality of Results

These are *some* of the differentiating actions of Competent Project Managers.

Performance Competence

PM Performance = Business Value


- Knowledge is Foundation
- Move to Skills
- Enhance Behavioral Attributes
- Gain Competence through Application
- Achieve Performance with Transferability

Q: Need a RoadMap?

Periodic Table of Project Management Competence Elements

Just as the classic Periodic Table of the Elements describes the foundation of all matter, practicing these PM Competence elements is *all that matters* in project and program success.

USA-NCB PM Competence Element Groups
Contextual Competence Elements
Technical Competence Elements
Behavioral Competence Elements

1.1 P Projects and Project Management											3.1 L Leadership						
1.2 Pg Programs and Program Management	1.3 Pf Portfolio Management											3.2 M Engagement and Motivation	3.3 Sc Self-Control	3.4 As Assertiveness			
1.4 Pp Project, Program and Portfolio Orientation	1.5 Po Permanent Organization											3.5 R Relaxation	3.6 O Openness	3.7 Cr Creativity			
1.6 Bp Business Processes	1.7 Sa Systems Approach and Integration	2.1 Ps Project Success Criteria	2.2 Si Stakeholders and Interested Parties	2.3 Ob Objectives and Strategies	2.4 Ri Risk: Threats and Opportunities	2.5 Q Project Quality	3.8 Ro Results Orientation	3.9 E Efficiency	3.10 Co Consultation								
1.8 Hr Human Resource Development	1.9 Sh Safety, Security, Health, and Environment	2.6 Pr Project Organization	2.7 T Teamwork	2.8 Pb Problem Solving	2.9 Ps Project Scope	2.10 Pd Product Scope	3.11 Ne Negotiation	3.12 Cc Conflict and Crisis	3.13 Rl Reliability								
1.10 La Legal Aspects	1.11 Fa Finance and Accounting	2.11 Pl Project Life Cycle and Phases	2.12 Sc Schedules	2.13 Re Resources	2.14 C Cost	2.15 Cn Procurement and Contracts	2.16 Cm Configuration Management	3.14 Va Values Appreciation	3.15 Et Ethics								
1.12 Mc Management of Change											2.17 Pc Project Control	2.18 In Documentation, Information, and Reporting	2.19 Ca Communication	2.20 Pm Performance Measurement	2.21 Su Project Startup	2.22 Cs Project Closeout	<i>asapm and PMCert</i> 


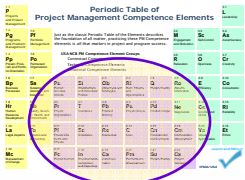
Tracking Performance 6

Technical Competence Elements

You've seen the first five *Maximizing Business Value* elements.

2.1 Ps Project Success Criteria	2.2 Si Stakeholders and Interested Parties	2.3 Ob Objectives and Strategies	2.4 Ri Risk: Threats and Opportunities	2.5 Q Project Quality
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17 more Technical Competence Elements each contribute to PM Performance.

National Competence Baseline

The USA-NCB covers PM Knowledge *and* Competences one must demonstrate.

Beyond Technical Competences (TC)

- Contextual Competences (CC)
- Behavioral Competences (BC)

Result: Framework for Performance



Contextual Competences

1.1 P Project Management	1.2 Pg Program Management	1.3 Pf Portfolio Management
1.4 Pp Project Program and Portfolio Management	1.5 Po Performance Management	1.6 Bp Business Processes
1.7 Sa Systems Approach and Integration	1.8 Hr Human Resource Development	1.9 Sh Safety, Security, Health, and Environment
1.10 La Legal Aspects	1.11 Fa Finance and Accounting	1.12 Mc Management Change

Performance needs Context, too!

- Organization's PM Savvy
- Relations w/Perm. Organization
- Existing Business Processes
- Use of a Systems Approach
- Other Business Functions
- Managing Change

Behavioral Competences

Missing In Action—until ICB

- Impact of Interpersonal Skills
- Leadership Dimensions
- Key Behavioral Attributes
... including Ethics

IPMA has *required* Behavioral Competences of Certified Project Managers since 1998.

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3.1 L Leadership	3.2 M Motivation and Engagement	3.3 Sc Self-control	3.4 As Assertiveness
3.5 R Resilience	3.6 O Openness	3.7 Cr Creativity	
3.8 Ro Role Orientation	3.9 E Efficiency	3.10 Co Consistency	
3.11 Ne Negotiation	3.12 Cc Confidence and Control	3.13 RI Reliability	
3.14 Va Values and Ethics	3.15 Et Ethics		

Start With a Viable Plan

Establish a Plan with approved baselines for the Project Vital Signs:

- Schedule
- Cost
- Scope
- Quality
- Risk
- Resources

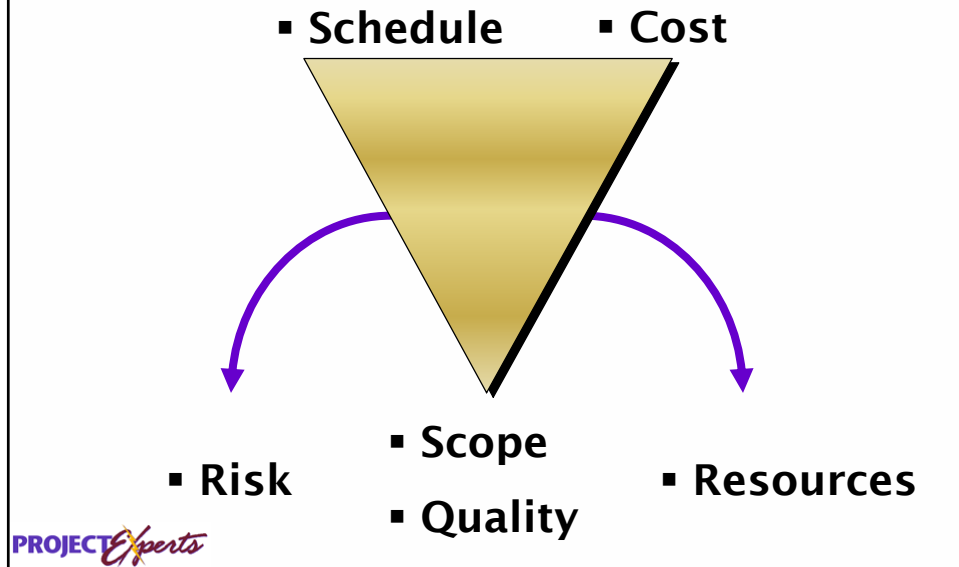
“The Triple Constraint is Obsolete.”

Gerrit Koch, IPMA Level A, Certified Projects Director and ICB PM, at 2005 IPMA World Congress, India

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Elements 2.12, 14, 9&10, 5, 4, 13

Prioritizing the Vital Signs

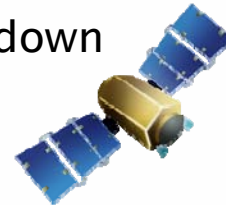


Three Case Studies

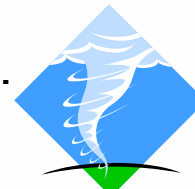
- **Big Eight Firm:** Win more bids, make more profit on bids won.



- **Aerospace Leader:** Turned down \$17B in new business; they couldn't manage it.



- **Web Consultancy:** Changes *Out of Control*; Customer Dissatisfied.



"Big Eight" Firm

- Mined Risks and Lessons Learned
- Urged Customers to *Own* Exposure
- Improved Scope Traceability and Estimating



Outcomes: Increased market share, profit; competition forced to match.

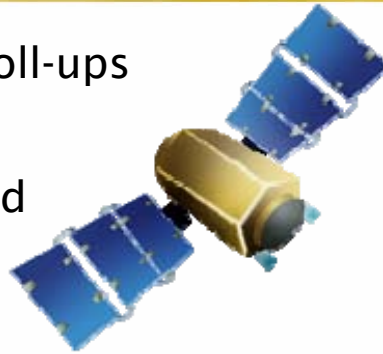
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Q: Which TC Applied?

**All but
16, Cm**

Aerospace Leader

- Established consistent roll-ups across all programs
- Monday meeting updated Cross-Program Dependencies, Resource Needs
- All had Look-Ahead for Pending Issues



Outcome: Added \$24B the next year.

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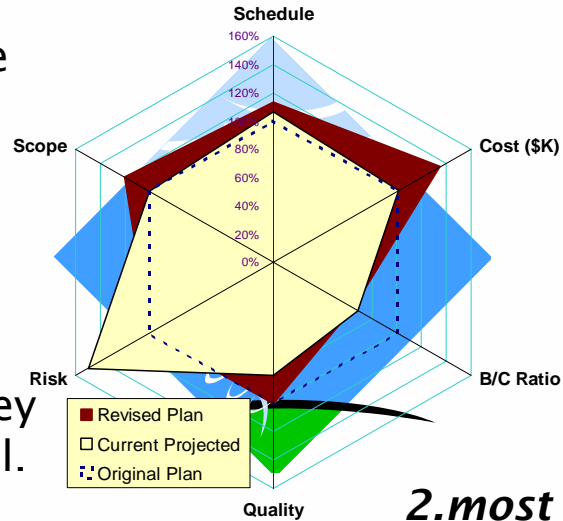
Q: Which CC, TC Applied?

**1.1-7
2.most**

Web Consultancy

- Showed Change Approval Trail
- Demonstrated Plan Impacts

Outcome:
Customer agreed to continue, *if* they keep the cool tool.

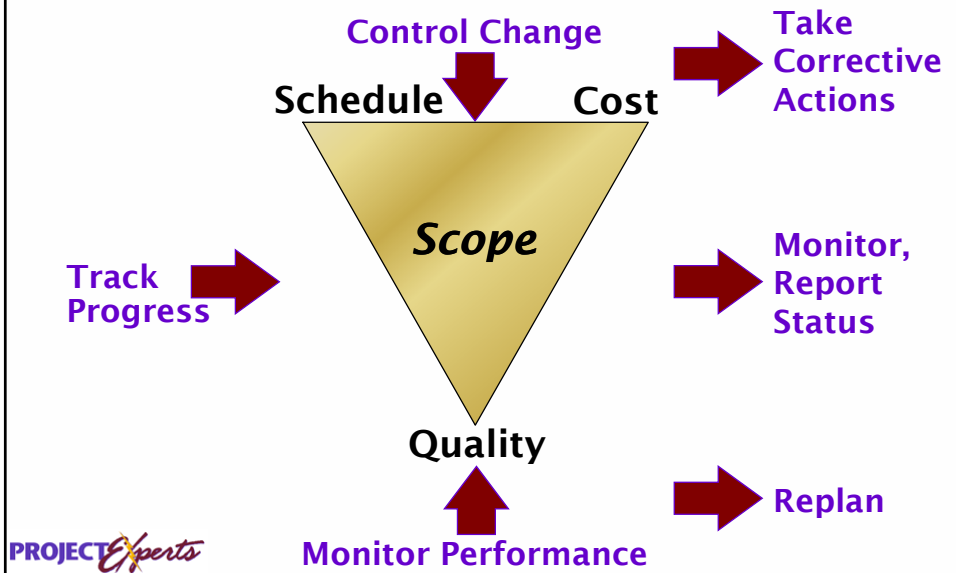


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Q: Which TC, BC Applied?

2. most
3. most

Tracking the Vital Signs



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Forward versus Rear View

When you drive on the freeway, in which direction do you *most* watch?



When you track projects, which way do you watch?

Leading vs. Trailing Indicators

Where do you spend your efforts?

- Schedule and Cost
- Scope, Resources
- Estimate Assumptions
- Risk (Threats and Opportunities)



Typically, 90% of needed tracking actions never see action!

See the Levers and Gauges article on the *asapm* website

Achieve Value Realization

- Focus on Success Criteria
- Use Effective Status, Change Control
- Apply Change Management
- Grow Behavioral, Context Competences
- Finish the Project
- Follow-through: Prove the Value

To accomplish this, choose one or more:

Knowledge Skill Competence

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Questions?

Thank You!

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