PEOPLE

----OVER----

PAPER

Project Management Excellence
in the Governance World

Athens Kolias
MPM, PMP, PMI-ACP, PGP

Agenda: what to expect

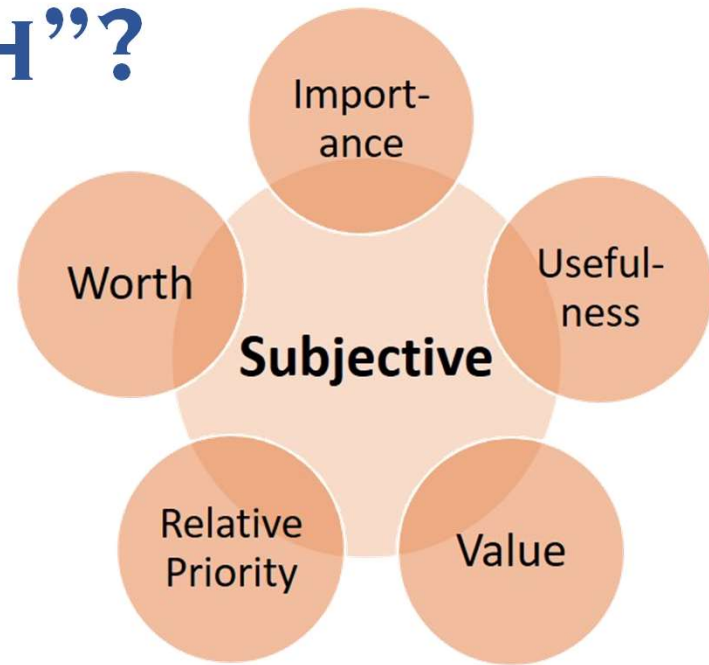| Intro's & Agenda: |
|---|
| What is Worth? |
| Achieving "At What Worth" |
| Project Management Approaches:
    Traditional
    Agile
    Lean
    Flow |
| How does it Fit in? |
| What about the People? |
| Moving Forward |
| Takeaways and Thank you |

WHAT IS "WORTH"?

It depends on how you define **Worth**

Subjective
- Importance
- Usefulness
- Value
- Relative Priority
- Worth

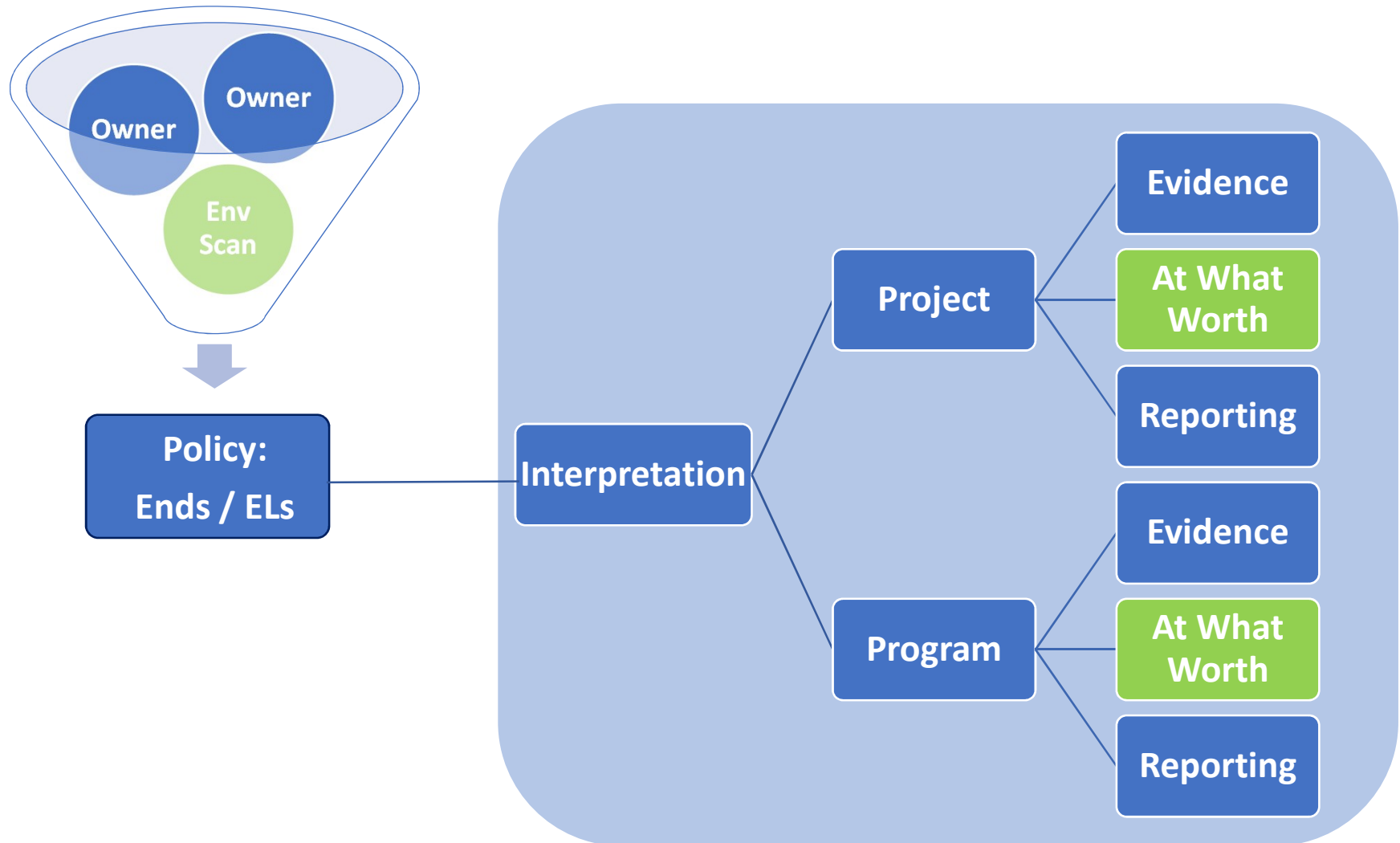| PG	Financial	Project	Beyond $$
• What cost • Priority • Achievement • Evidence	• ROI • Cost/ Benefit • NPV • P/E ratio	TIME · COST · SCOPE	• Payback Period • Opportunity Cost • **Value Added**

Achieving "At What Worth"

Drivers of Policy
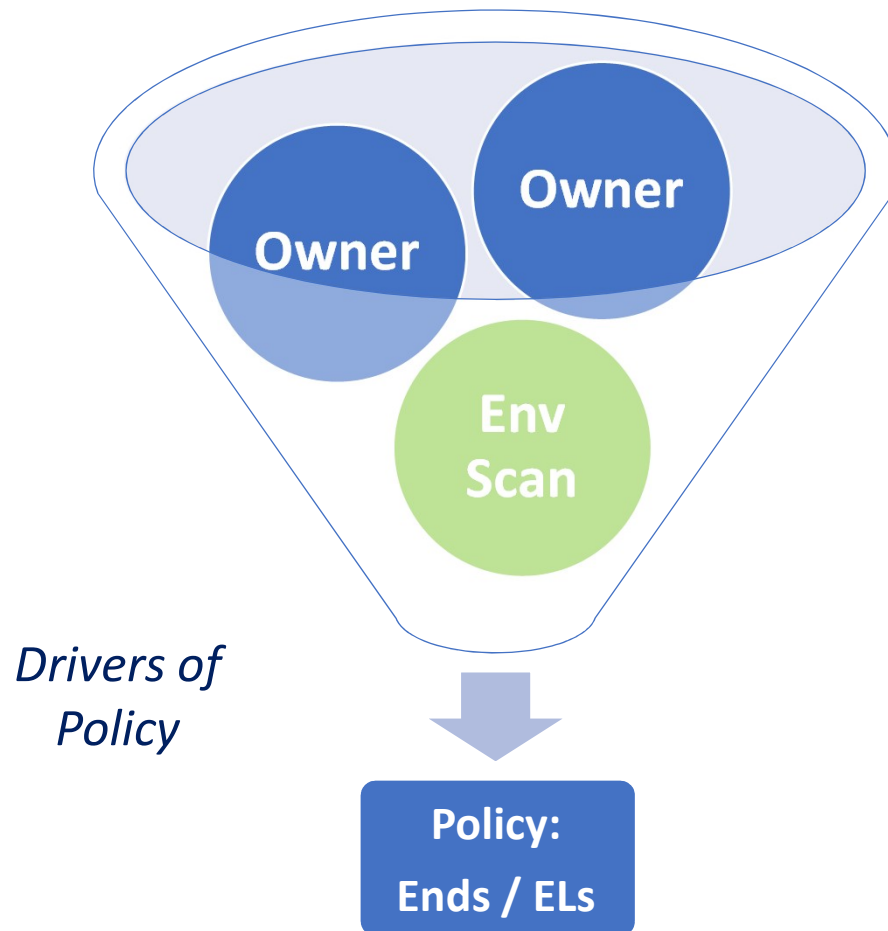
ENVIRONMENTAL SCAN:
- Economics
- Socio-Demographics
- Technology changes
- Legal/Regulatory changes
- Social Impact
- Ecological factors
- Values/Org Culture
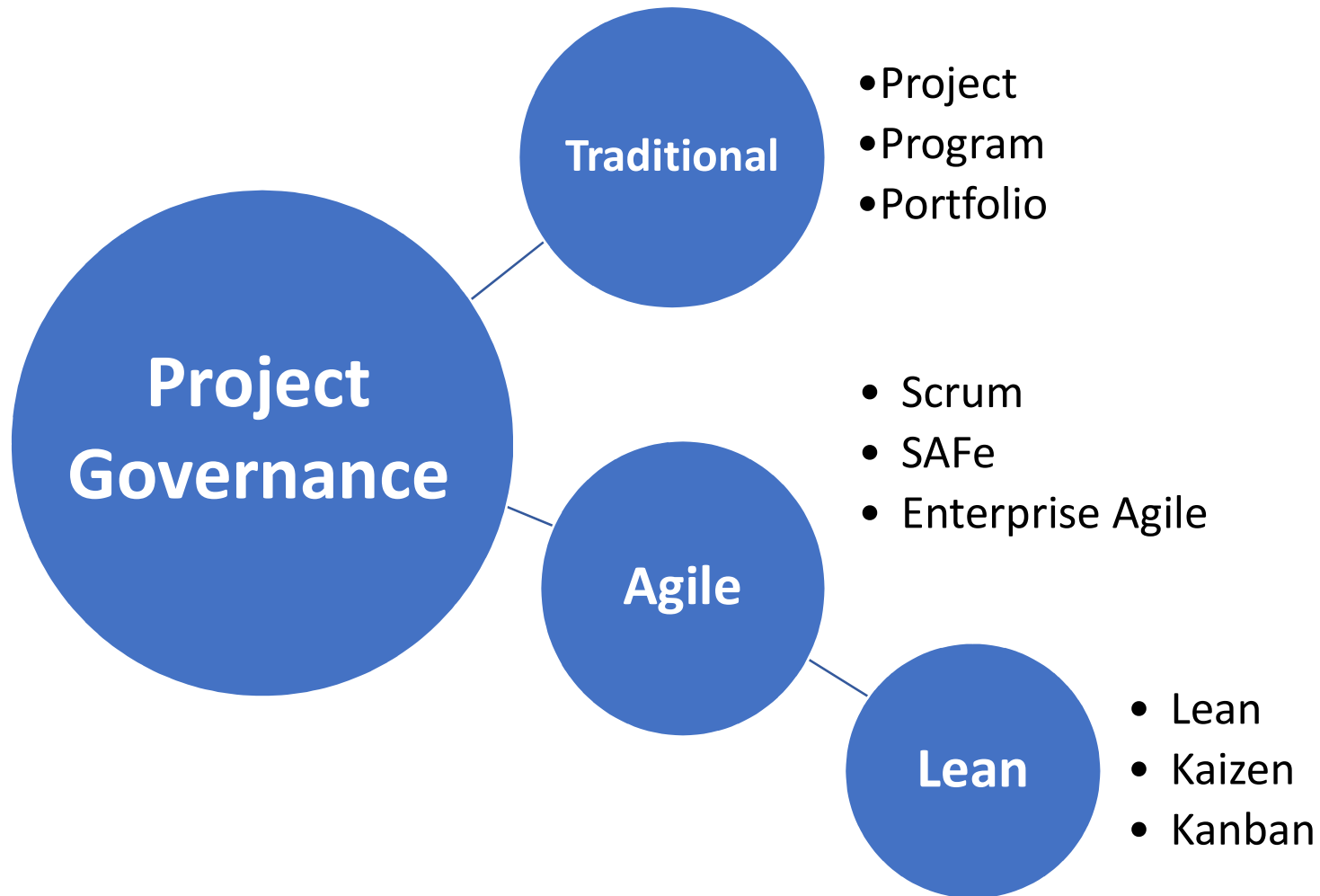- Competitive environment
- And.....

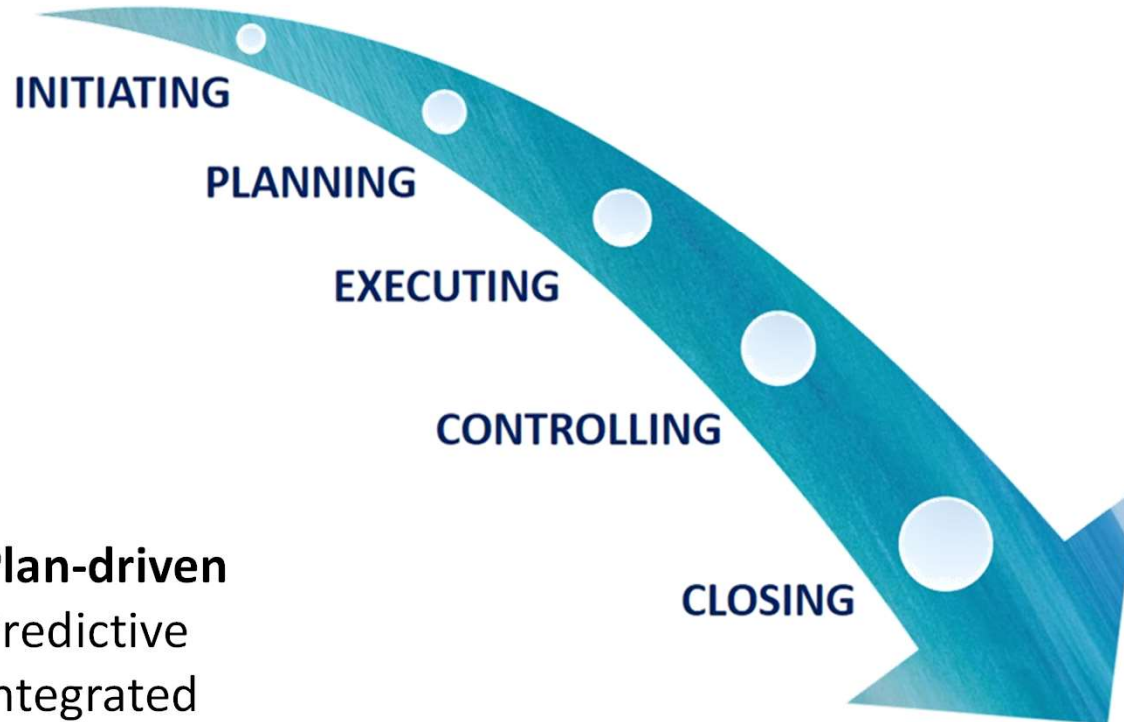# Achieving "At What Worth"

Or not...

Traditional (Waterfall)

Prevalent PM approaches

Traditional

- •Project
- •Program
- •Portfolio

Project Governance

Agile

- • Scrum
- • SAFe
- • Enterprise Agile

Lean

- • Lean
- • Kaizen
- • Kanban

Traditional Waterfall PM

- INITIATING
- PLANNING
- EXECUTING
- CONTROLLING
- CLOSING

Plan-driven
Predictive
Integrated
Change averse
Clearly defined Scope
Longer timelines
Standard
Much more than the schedule

Overt Mgmt of:
- Scope
- Schedule
- Cost
- Quality
- Risk
- Procurements
- Stakeholder Engagement
- Change

Traditional Waterfall PM

SUCCESS is achieved when all six **constraints are optimally balanced.**

Traditional PM

Examples in Governance

CEO SEARCH

Phase 1	Phase 2	Phase 3	Phase 4
Preparation	Search	Selection	Onboarding

OWNERSHIP

L I N K A G E

ANNUAL GENERAL MEETING

COMMITTEE PROJECTS:

DIRECTOR ELECTIONS
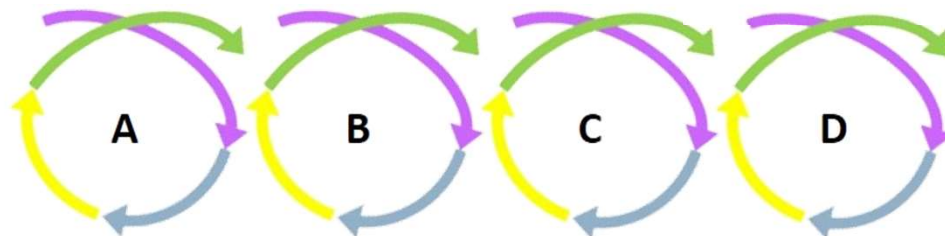
Agile

Agile PM

Adaptive
Feedback friendly
Fuzzy Scope
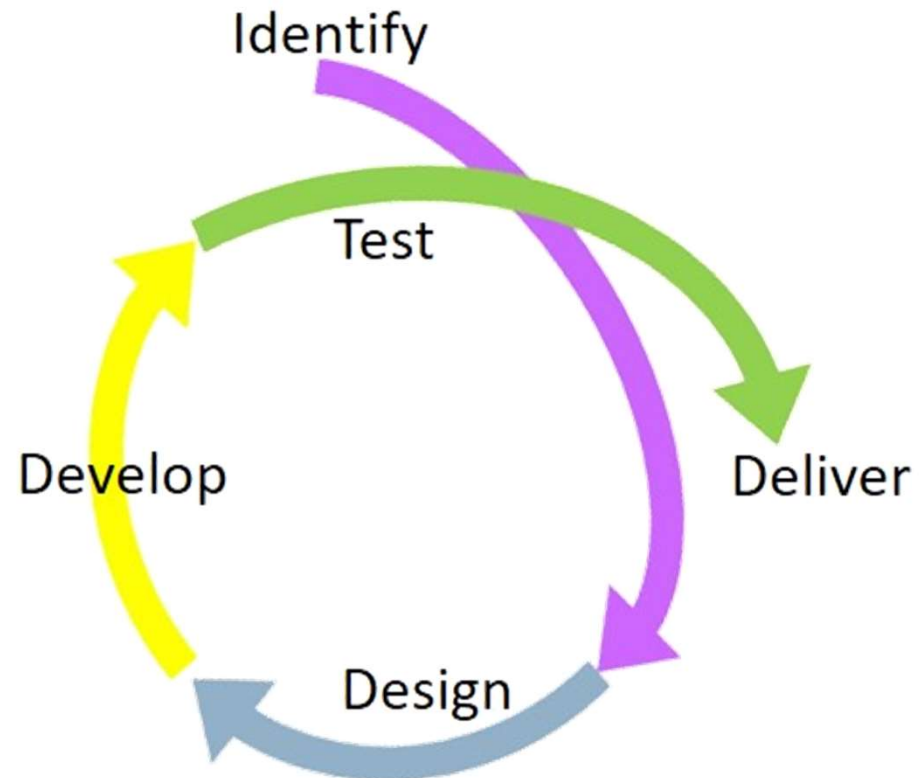**People over paper**
SME's are boss
Velocity
Smaller pieces,
more frequently

Identify

Test

Develop

Deliver

Design

Success = frequent delivery of
Minimally Viable Results

Iterations are used to manage:
- Risk, Time, Cost, Quality
- Resource usage
- **Speed to market**

A   B   C   D

AGILE'S PRINCIPLES

"We have come to value:

Individuals and interactions   over   processes and tools

Working software   over   comprehensive documentation

Customer collaboration   over   contract negotiation

Responding to change   over   following a plan

That is,
while there is value in the items on the right,
we value the items on the left more."

←At what priority or worth

Edits by AK

© 2001, the Agile Manifesto authors   Agile Manifesto: https://www.agilealliance.org/agile101/the-agile-manifesto/

Agile's Principles

"We have come to value:

Individuals and interactions   over   processes and tools

Working ~~software~~ *Policies*   over   comprehen~~sive documenta~~tion   *Shelfware*

Owner-accountability   *Micromanagement*
~~Customer collaboration~~   over   ~~contract negotiation~~

Responding to change   over   following a plan
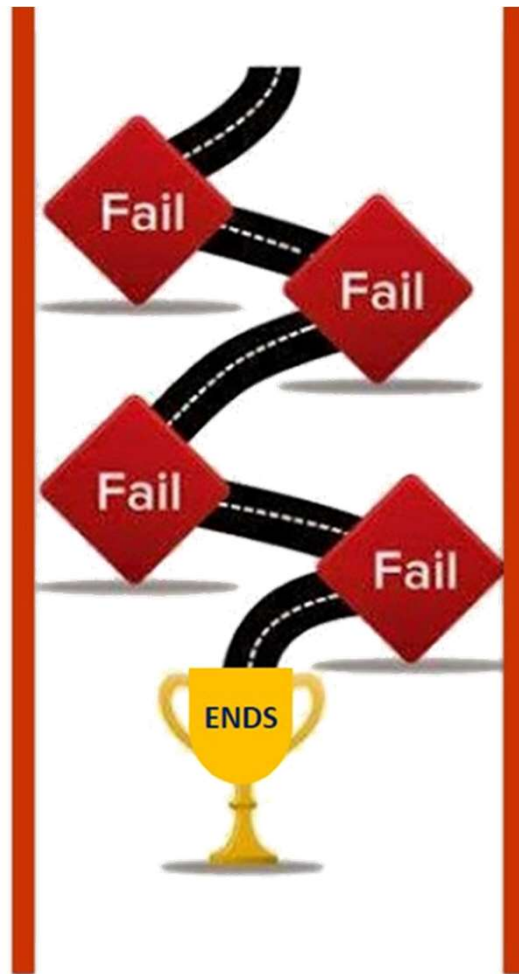   *Outdated*

That is,
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Edits by AK

© 2001, the Agile Manifesto authors   Agile Manifesto: https://www.agilealliance.org/agile101/the-agile-manifesto/

Agile Fails Fast

What Most People Think

What Successful People Know

Fail Fast within Limits

What Successful GOVERNANCE People Know:

CEO can Fail Fast within the bounds of:

Moral, Prudent, Lawful, Ethical Limitations

Good Enough For Now

Agile delivers
Small Features Frequently:

Minimal

Viable

Product

Policy Sizing:

Do all you must,
but not more than is needed.

Voice of the Customer:
**Give them what they want,
not more, not less.**
--E. Juran

Limit the Authority That Goes with the Responsibility as Minimally as You Can

To accomplish your Ends with the greatest possible velocity, your CEO needs to be free to take the quickest route available at any time, unless doing so would put the organization in ethical or legal jeopardy. In the Policy Governance system, the board's ethical and

Getting Started with PG, Oliver

ROLES: SCRUM VS PG

Scrum Roles:

- Product Owner →
- Scrum Coach →
- Development team →

PG Roles:

- Moral/Legal Owners
- Board of Directors

- Governance consultant
- CGO

- CEO
- Operations
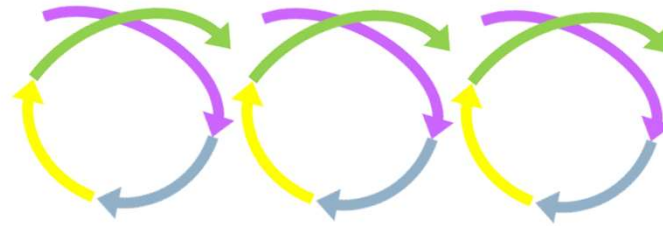- Project teams

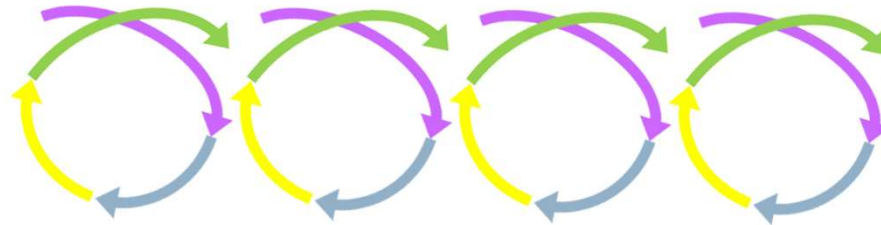NOT THE SAME, BUT **EQUIVALENT**

Agile PM
EXAMPLES IN GOVERNANCE - Practice

Future Visioning by a new Board and its Owners
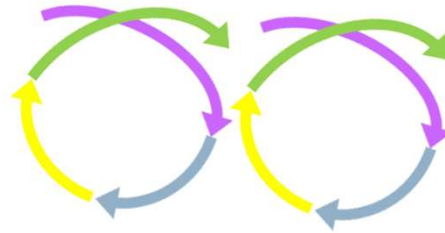
Initial Policy Development

Interpretation of Policy
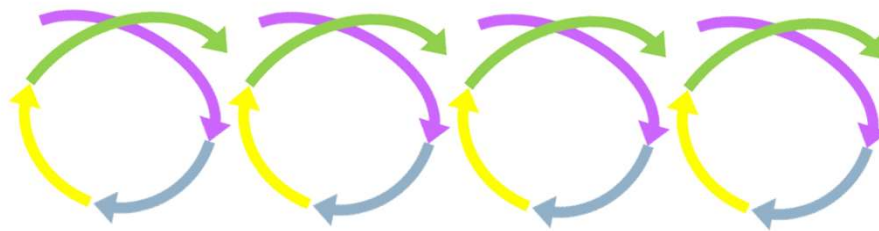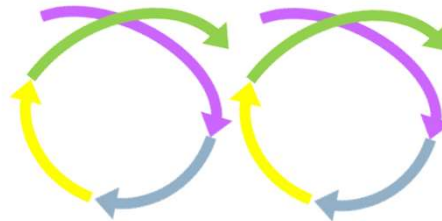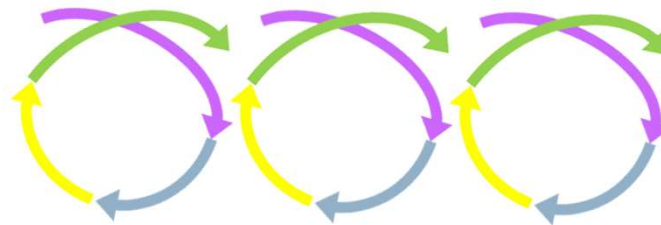
EXAMPLES IN GOVERNANCE

Building a new function

i.e.: Repository of Governance Knowledge

Reshooting scenes of a Governance learning video.

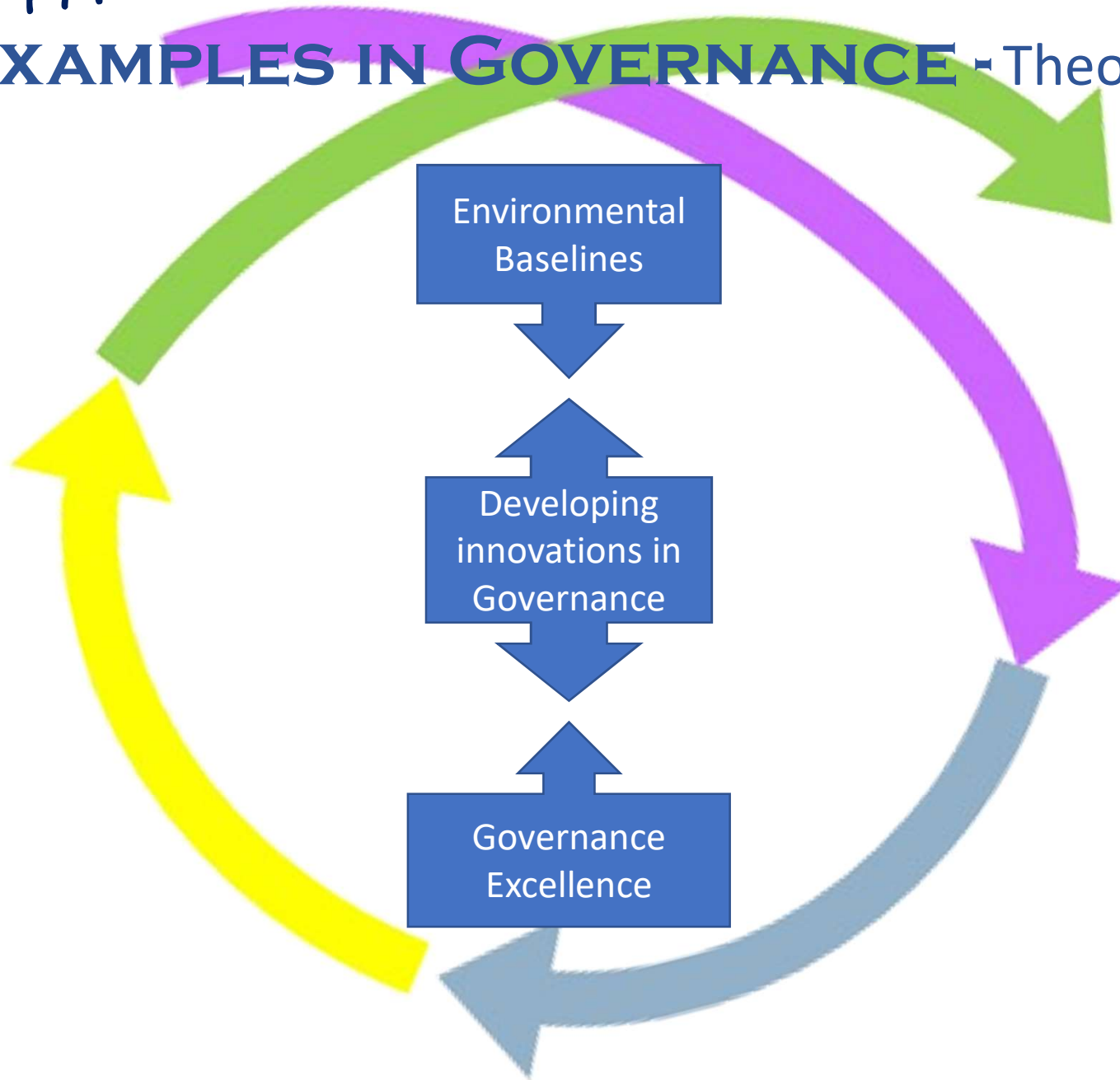**Populating branches** of the Governance Knowledge Tree.

IPGA's Ends projects

Agile PM
EXAMPLES IN GOVERNANCE - Theory

Environmental Baselines

Developing innovations in Governance

Governance Excellence

Lean
Kaizen
KanBan / Flow

Lean Approaches

Waste:
- passivity
- inefficiency
- reactivity
- non-performance
- too much multi-tasking
- Loss of focus

PG versions of Waste:
- <mark>Inefficient</mark> policies
- <mark>Unclear</mark> Board/Executive alignment
- Inflexibility of <mark>board approved</mark> strategies
- <mark>Overlapping</mark> roles
- <mark>Unclear</mark> accountability
- <mark>Excessive</mark> narrowing of child policies

http://www.carolineoliver.co.uk/Ethics_and_Corporate_Governance1.pdf.. Pg.11

LEAN APPROACHES: *VELOCITY*

The Policy Governance® model must be **used in its entirety** or you risk failing to achieve maximum **velocity** of achieving your Ends.

ENDS

Velocity is "speed in a given direction"...
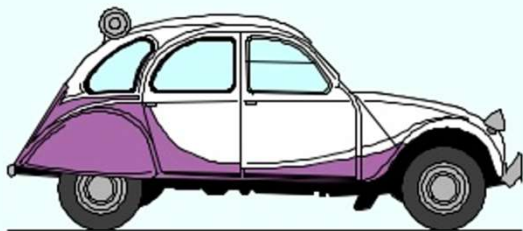
"**To accomplish your Ends with the greatest possible velocity**,

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unless doing so would put the organization in ethical or legal jeopardy.

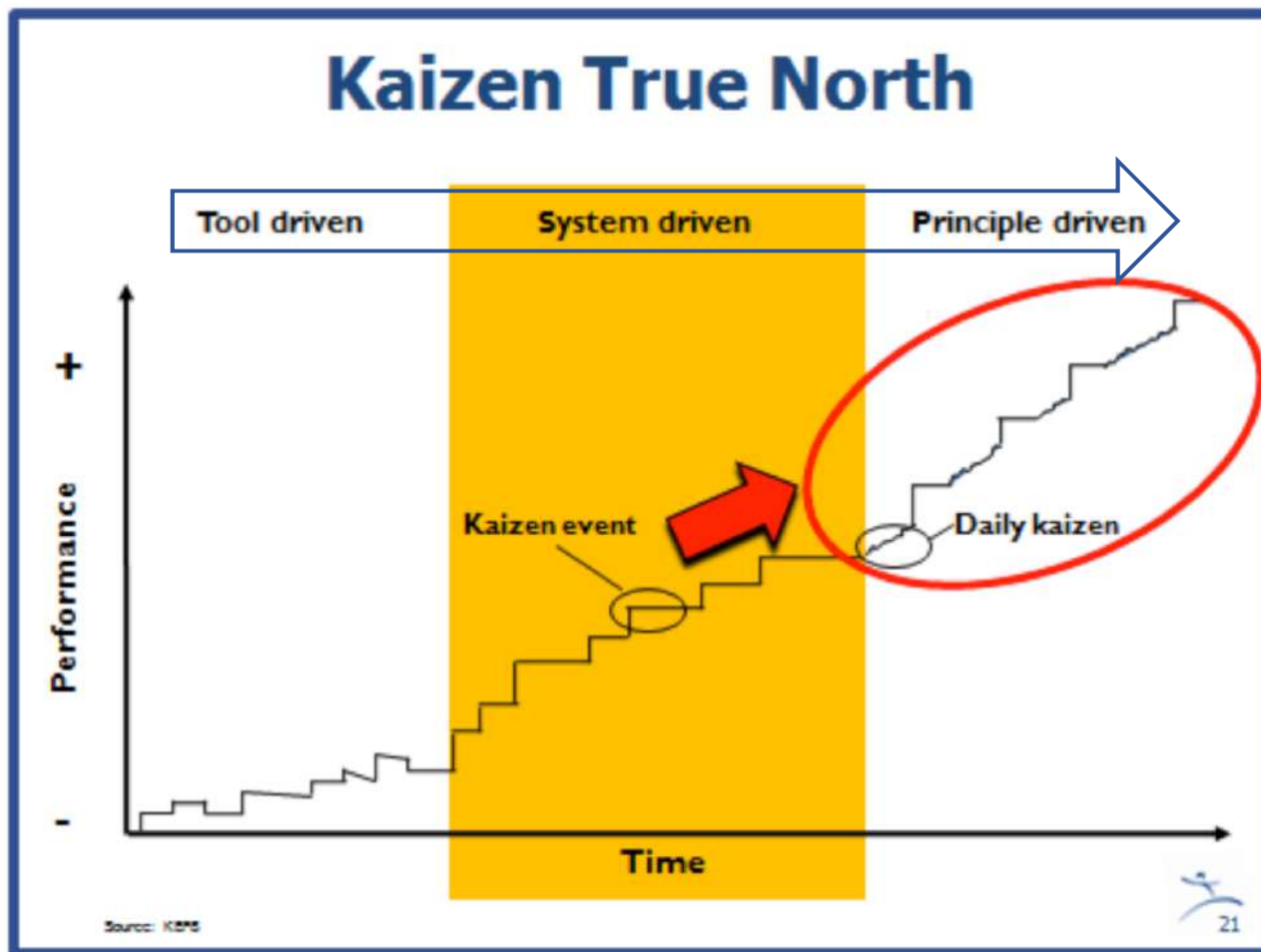*Getting Started with PG*, Oliver

Lean Examples in Governance

THE RIGHT WAY TO CONTROL MEANS

EVERYTHING IS PERMITTED

UNLESS IT'S FORBIDDEN

KAIZEN:
CONTINUOUS SMALL IMPROVEMENTS

https://www.lean.org/images/kaizentruenorth.jpg

Kaizen
Examples in Governance

CONTINUOUS IMPROVEMENT:

Continuous improvement is not only for Operations and Projects.
It's **for the Board too**.

pg219, Resource D, Policy Governance Fieldbook

Review Policy effectiveness after monitoring reports

The Board's own policies

If you continue to do what you've always done,

you'll continue to get the same results
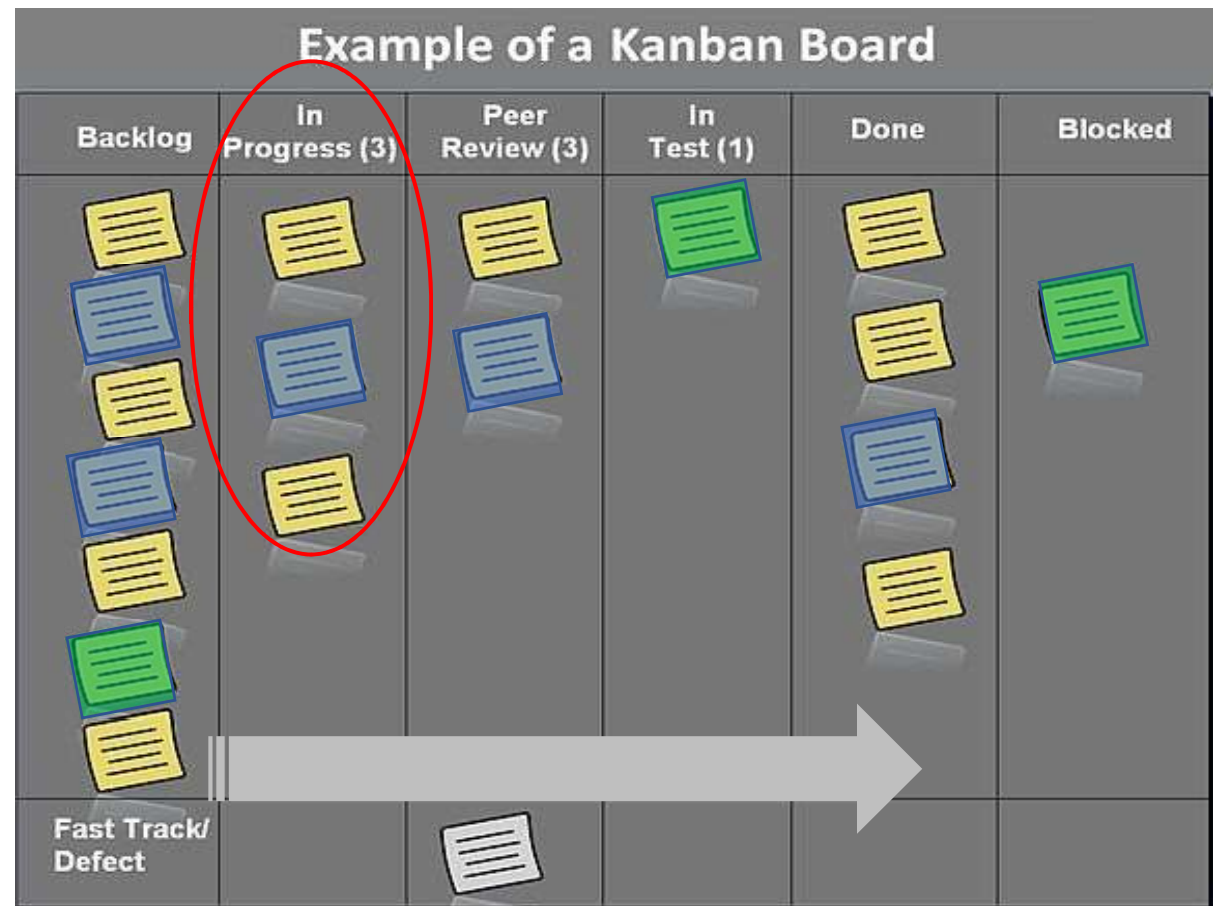
Kanban: Managing workFLOW

Information
Radiator
=
Centralized
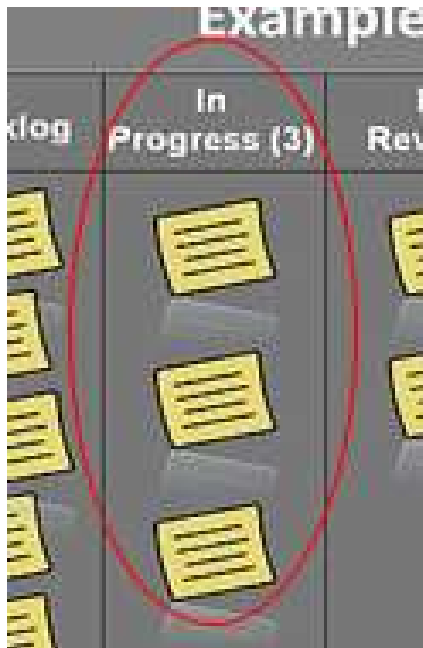Transparency
across teams

Use color to
separate team
flows

Example of a Kanban Board

Backlog	In Progress (3)	Peer Review (3)	In Test (1)	Done	Blocked

Fast Track/ Defect

By Dr. Ian Mitchell - Own work, CC BY-SA 2.5, https://commons.wikimedia.org/w/index.php?curid=20245783

Kanban: Managing workFLOW

unfinished work

WIP limits

To **avoid bottlenecks** in your process, you can limit how many tasks you are allowed to have in a certain column. That will force you to **start finishing tasks** instead of starting new tasks.

By reducing multi-tasking, you will become **more focused and productive**.

https://kanbanflow.com/features

Example: PG Kanban Board

Developed by: Order4Orgs
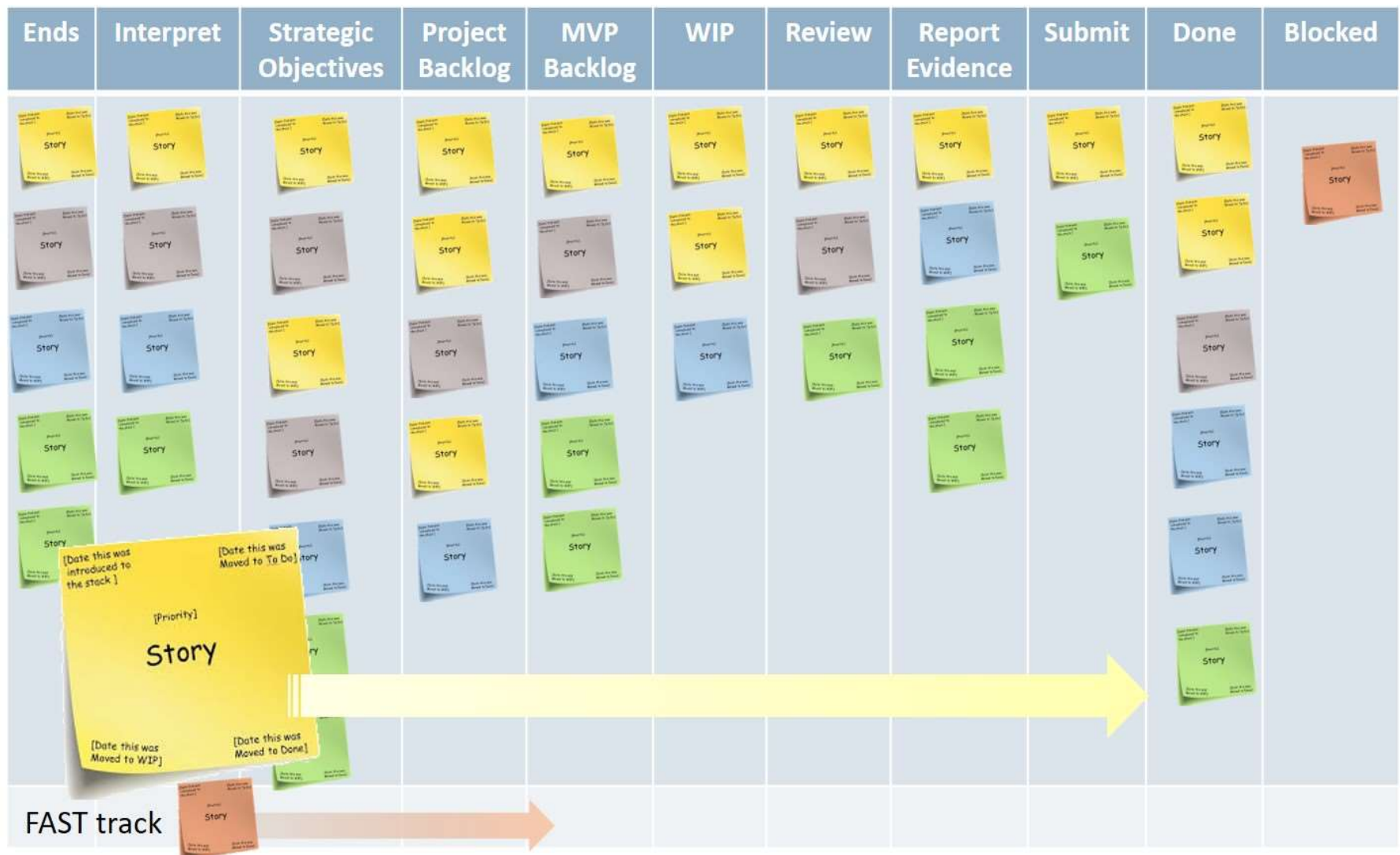
Kanban Workflow

Examples in Governance

Ownership Linkage: data gathering

- Interviews
- Surveys
- Facilitated Workshops
- Visioning work
- Prioritized Criteria
- Data analysis

Operational Resource Development

- Case Document
- Funders List development
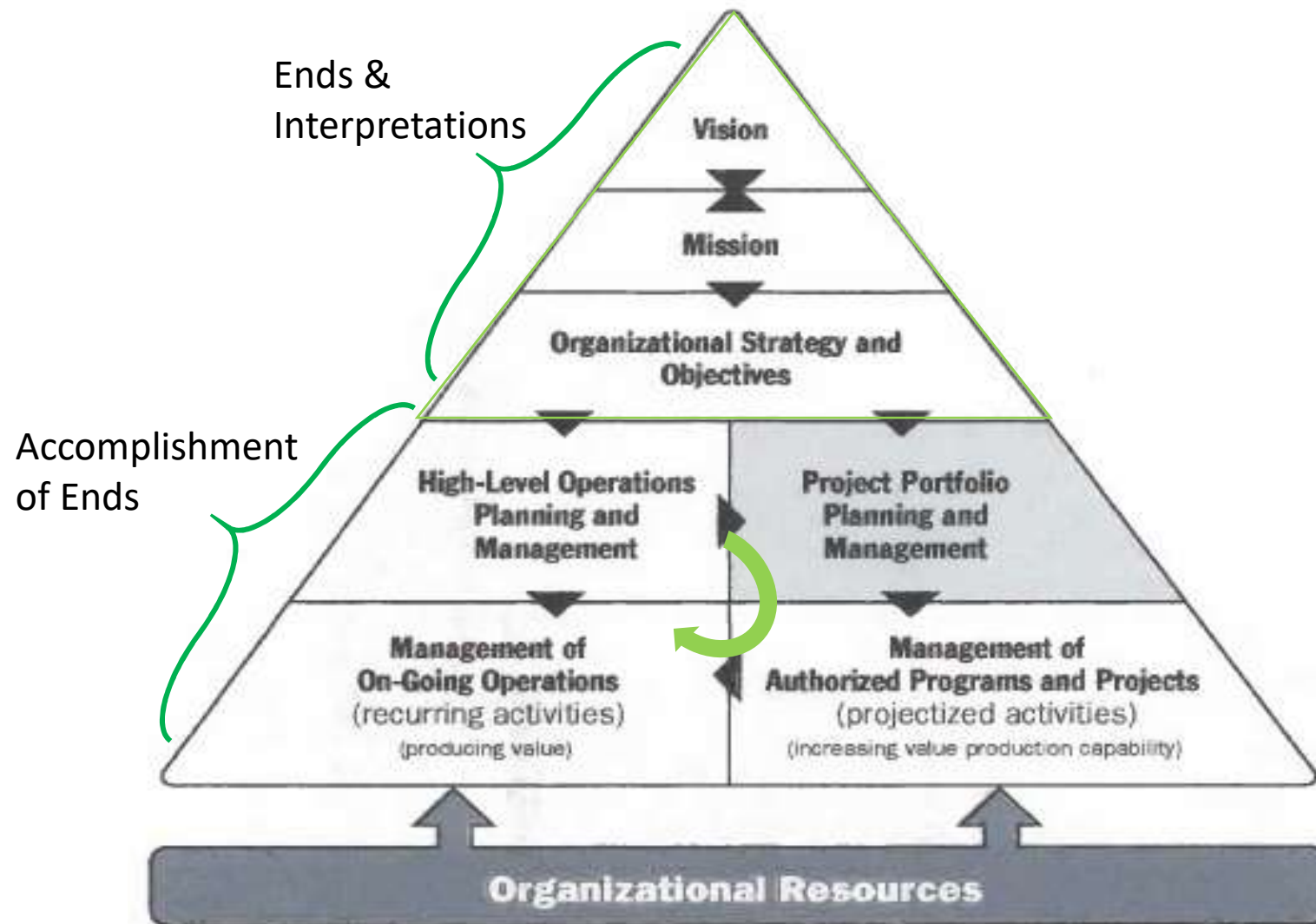- Outreach to Funders
- Funding dialogues
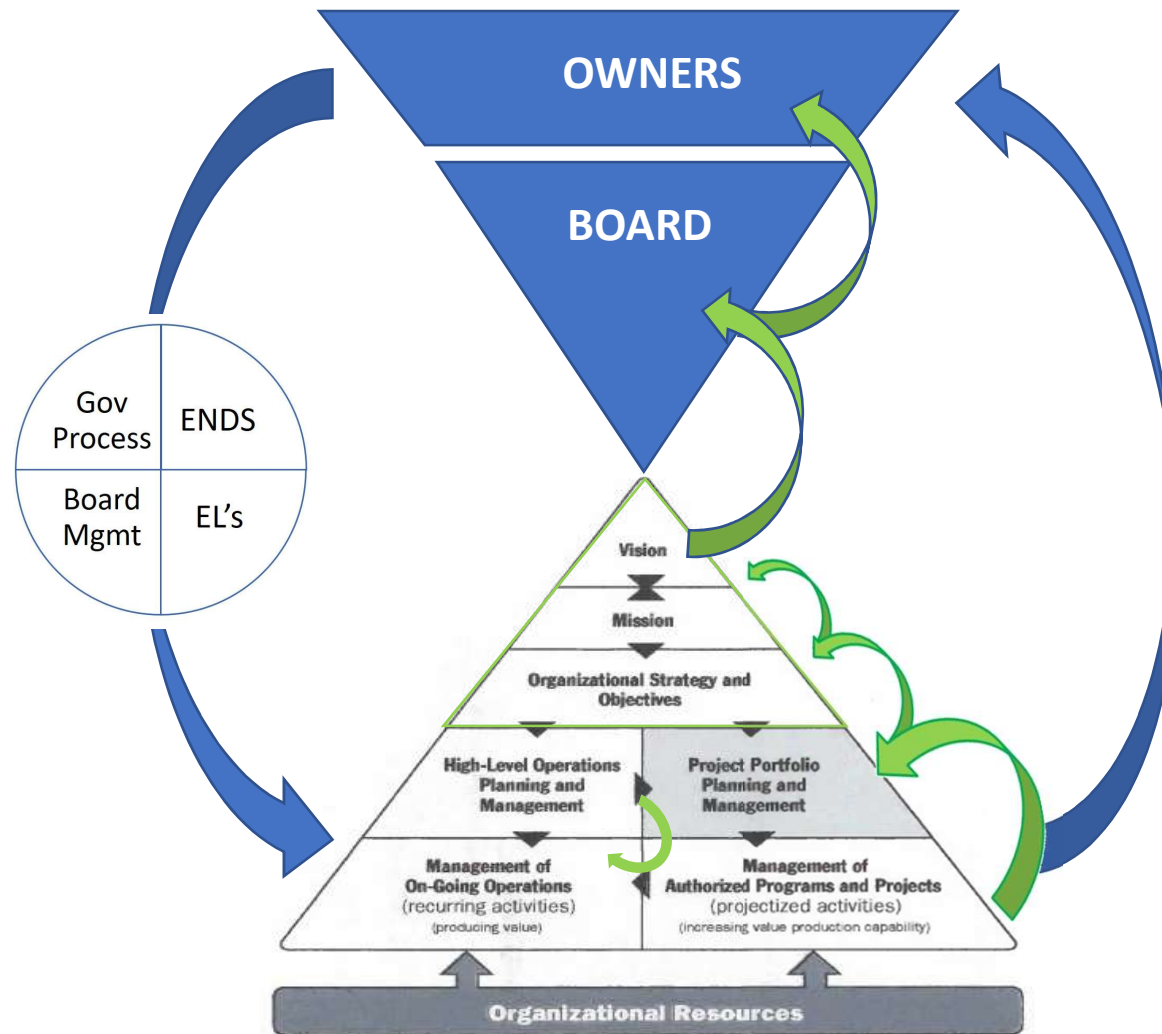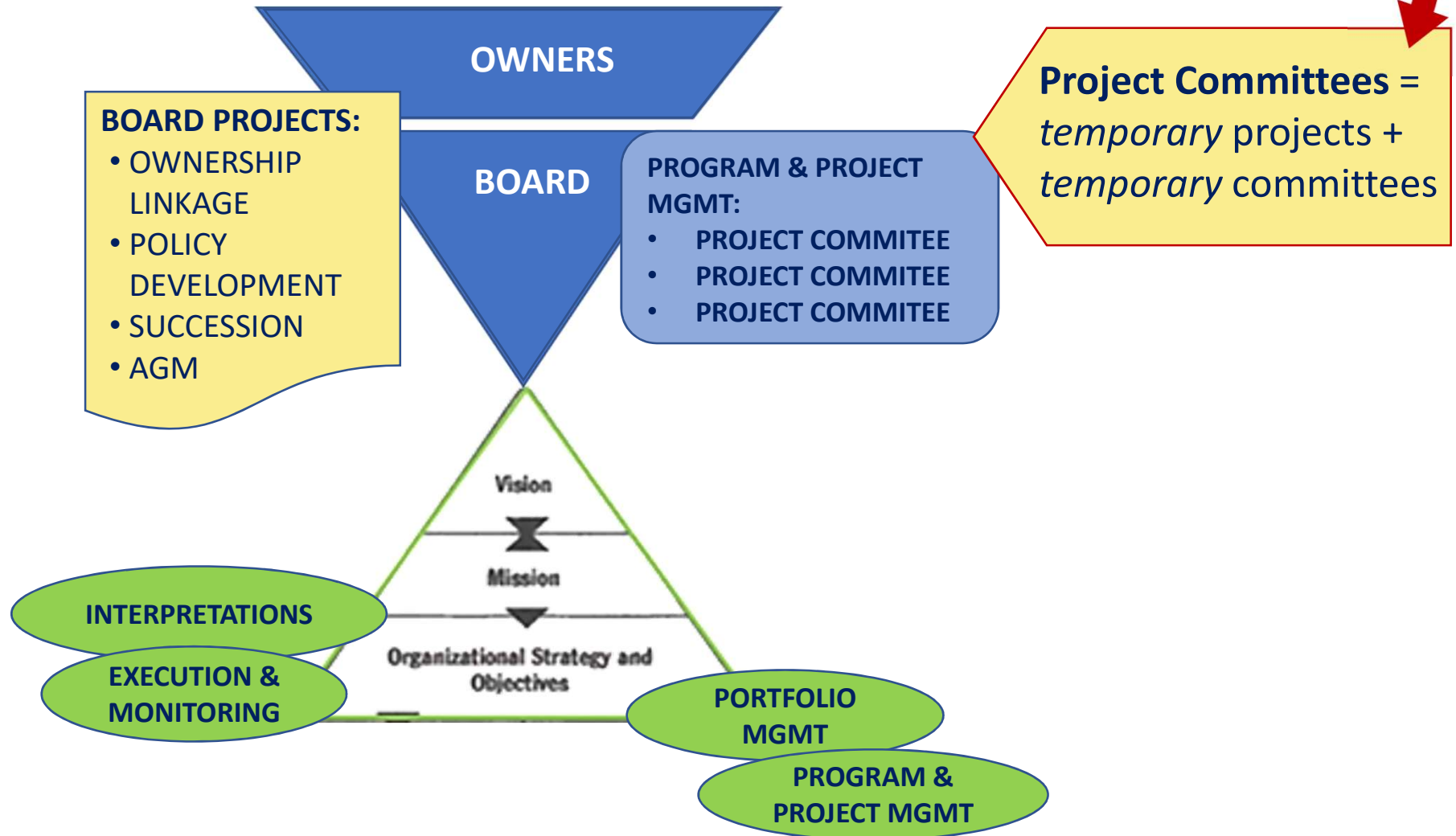- Disbursement & Evaluation

How does it fit in?

THE OPM3 TRIANGLE

Organizational Project Management Maturity Model (OPM3)

Ends & Interpretations

Accomplishment of Ends

Vision

Mission

Organizational Strategy and Objectives

High-Level Operations Planning and Management

Project Portfolio Planning and Management

Management of On-Going Operations (recurring activities) (producing value)

Management of Authorized Programs and Projects (projectized activities) (increasing value production capability)

Organizational Resources

Chain of Accountability

PM Advantage @ Board Level

OWNERS

BOARD

BOARD PROJECTS:
- OWNERSHIP LINKAGE
- POLICY DEVELOPMENT
- SUCCESSION
- AGM

PROGRAM & PROJECT MGMT:
- PROJECT COMMITEE
- PROJECT COMMITEE
- PROJECT COMMITEE

Project Committees = *temporary* projects + *temporary* committees

Vision

Mission

Organizational Strategy and Objectives

INTERPRETATIONS

EXECUTION & MONITORING

PORTFOLIO MGMT

PROGRAM & PROJECT MGMT

What about the people?

The **PEOPLE** are:

the **soul** of the organization,

the **glue** that keeps it all **together,**

the force that **fuels velocity.**

STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX

Stakeholder buy-in is critical to project success

	UNAWARE	RESISTANT	NEUTRAL	SUPPORTIVE	LEADING
CHAIR/CGO			C ⟶		D
CEO					C, D
DIRECTOR1			D ⟵		C
DIRECTOR2	C ⟶		D		
DIRECTOR3		C ⟶		D	
BOARD ADMIN			C ⟶ D		

Defining strategies for:
- maximizing positive engagement
- minimizing negative engagement

C = Current State
D = Desired State

Moving Forward

PM in the CEO's Future:

Projects bring the **flexibility and the agility to react and adapt;** Projects are becoming the essential part of the organization of the future.

"My prediction is that **by 2025**, CEOs, senior leaders and managers will spend **at least 60% of their time selecting, prioritizing and leading the execution of projects**; as opposed to the 10% they spend today on average."

---Antonio Nieto Rodriguez, PM Champion

http://yf2w.r.ca.d.sendibm2.com/track/click/o6isgsbk0uebd

Cost of Success/Failure

Just **42 percent** of organizations report having **high alignment of projects to organizational strategy**.

This **lack of alignment** of projects most likely contributes to the surprising result that nearly one half of all strategic initiatives (**44 percent**) are reported as **unsuccessful**.
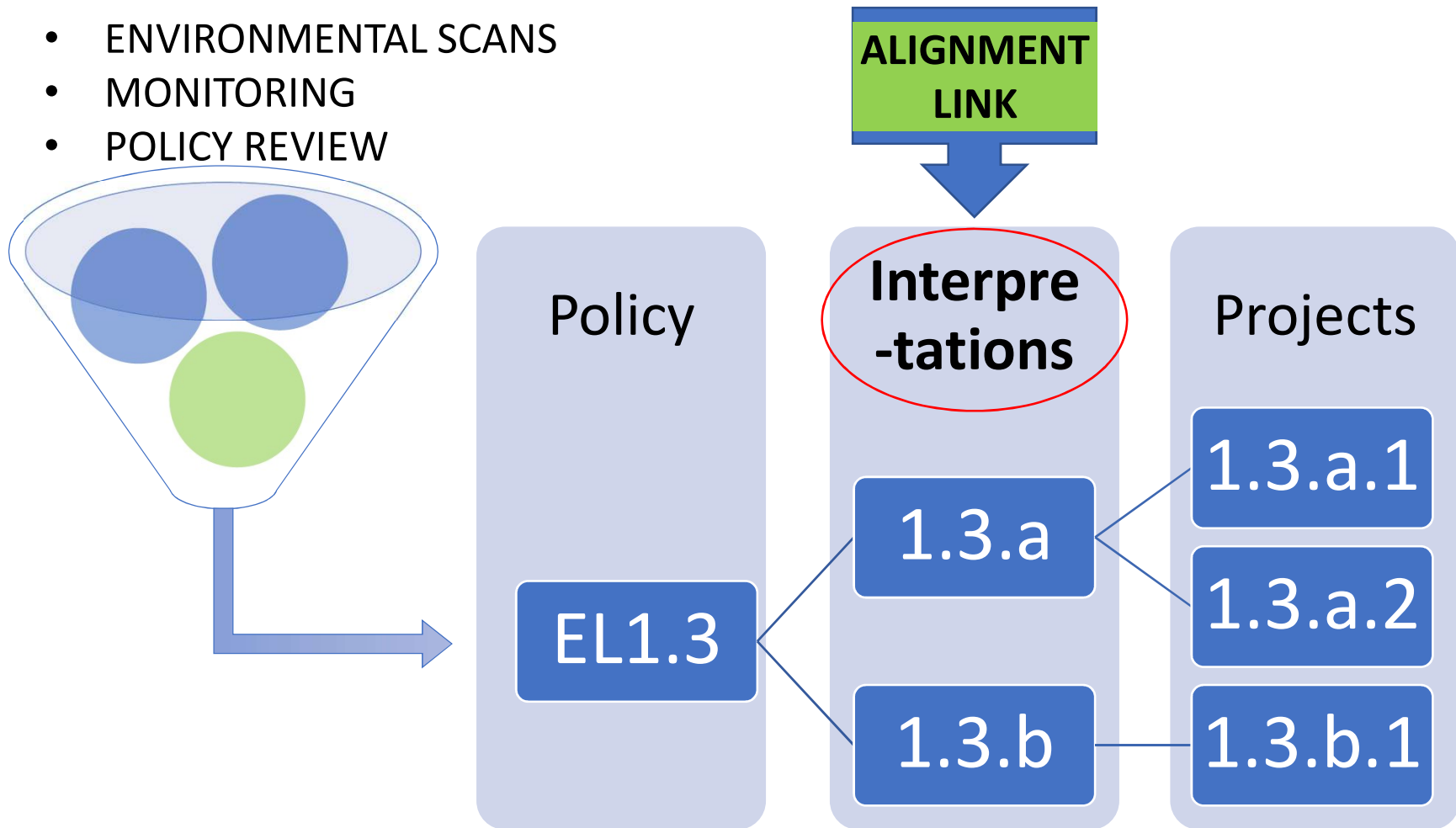
[source: PMI]

Cost of Success/Failure

Projects and programs that are **aligned to an organization's strategy** are completed **successfully more often** than projects that are misaligned (**48 percent versus 71 percent**).

PMI's earlier research reported that aligning projects with strategic objectives has the **greatest potential to add value to an organization**. But on average organizations report that three of five projects are not aligned to strategy.

The High Cost of Low Performance, 2014, PMI's Pulse of the Profession
https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2014.pdf

Thank you!

- What pieces were most interesting?

- Take-aways for your organization?

- What would you like to learn more about?

athens@order4orgs.com