

Creating High Performance Project Teams

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AGENDA

1. Describe the value of a systematized approach in building delivery-focused technology PMOs.
2. Focus on the three core elements of a successful PMO:
 - People
 - Processes
 - Tools
3. Use real case study to illustrate impact in just one aspect of one project, and demonstrate its replicability across project teams.

CASE STUDY: “ACME COMMUNICATIONS”

Project Description

- Nationwide DSL Deployment by Major Infrastructure Manufacturer (“Alpha”) for Start Up Customer (Acme”)
 - Client’s Organization Immature
 - Little to no internal project expertise
- Value of Engagement for “Alpha”: USD\$240M
- 7 “Alpha” Regional Project Managers
- 70+ “Alpha” Personnel Total (Project Coordinators, Installation Managers, Engineers, etc.)

Project Issues

- Customer (“Acme”) unhappy with support to date
- Project Costs Out Of Line
- Engagement Margins / Profitability Below “Alpha” Expectations
- “Alpha” Project Managers “Experienced” but not “Mature”

REQUIREMENTS FOR PROJECT TURNAROUND

Improved Communications

- Clear Project Goals and Objectives
- Identification and Documentation of Customer Expectations

Improved Project Discipline

- Documented and enforced Change Control Procedures
- Implementation and Use of Standard Project Management Tools

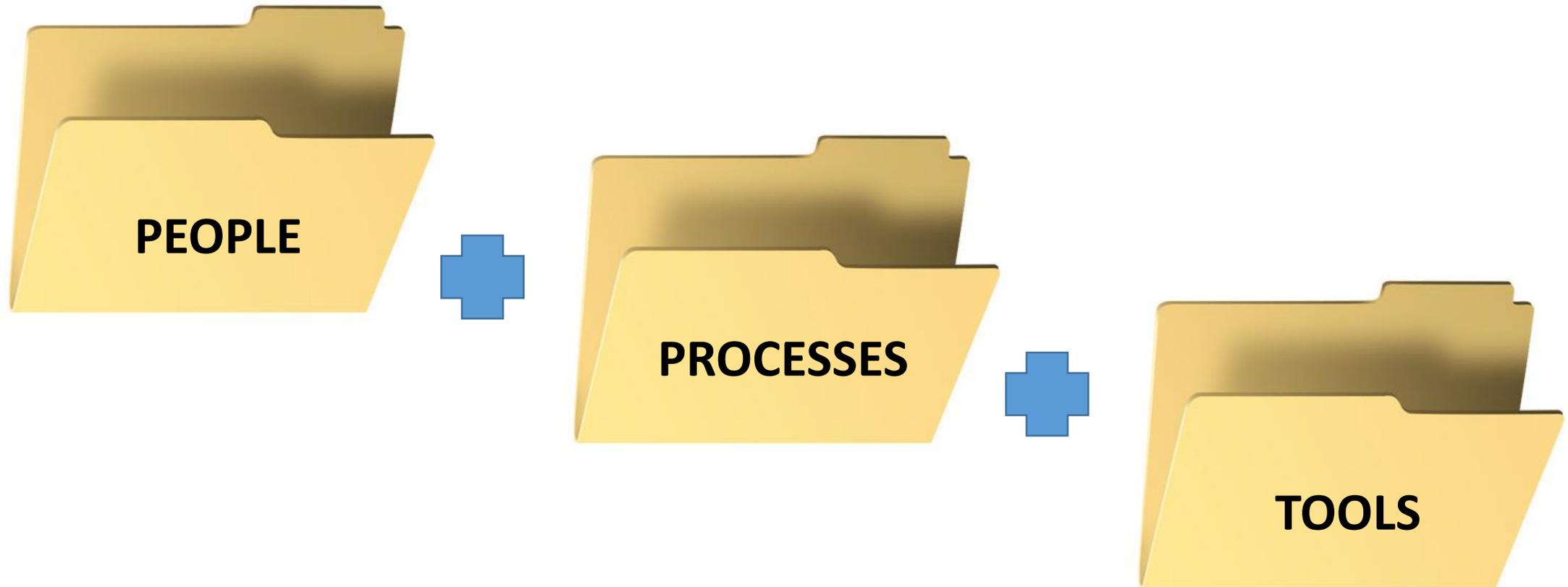
Improved Project Management Methodology and Maturity

- Training Milestones
- Certification Milestones
- PMI / PMBOK Modeling

Improved Quality Assurance

- Creation of Project Metrics
 - “What Gets Measured Gets Managed”
 - Customer Readiness
- Benchmarking
 - Plan vs. Forecast vs. Actual
 - Earned Value

...or to look at it another way



Communications

- Creation of a “Customer Focused” culture
 - Empowered Project Managers; Customer Advocates
- Regular dialogue with Customer to ensure satisfaction

Project Discipline

- Create culture of customer focus and accountability for deliverables

Methodology and Maturity

- Create a culture of **Planning** versus **Reacting**
 - Risk Identification & Management
 - Contingency Planning (If, Then, Else)

Quality Assurance

- Align team on standard project management practices, skill sets and techniques via training and certification
 - PMP Certification
 - Alignment with PMI / PMBOK Methodologies
 - CMM (Capability Maturity Model)
 - ISO 9001

Communications

- Internal / External Kickoff Meetings to ensure team focus and culture of “partnership”
- Regular status reporting with clear communication of accomplishments, objectives and issues

Methodology and Maturity

- Up To Date Project Plans
- Consistent (Format, Content) and Accurate Status Reporting
- Standardized Project Documents

Project Discipline

- Creation and Enforcement of Change Control Procedures
 - Scoped for Resource Availability / Schedule Impact / Commercial Impact
 - Review by Change Control Board for appropriateness
- Approvals via signature
- Logged for proper invoicing

Quality Assurance

- **WHAT GETS MEASURED, GETS MANAGED...**
 - Creation of Project Metrics
 - Benchmarking of Planned, Forecasted and Actual Deliverables
 - Measurement of Customer Readiness

Communications

- Scope of Work approved by signature for EVERY project
 - Inclusions
 - Exclusions
- Project Plan for EVERY project
 - created in conjunction with the customer
 - includes customer activities, milestones and deliverables
- Project Charter: defines project goals, scope, success criteria

Methodology and Maturity

- Use of Project Management Tools and Software (MS Project Server 2003)
- Use of Project Performance and Project Schedule Tracking Tools

Project Discipline

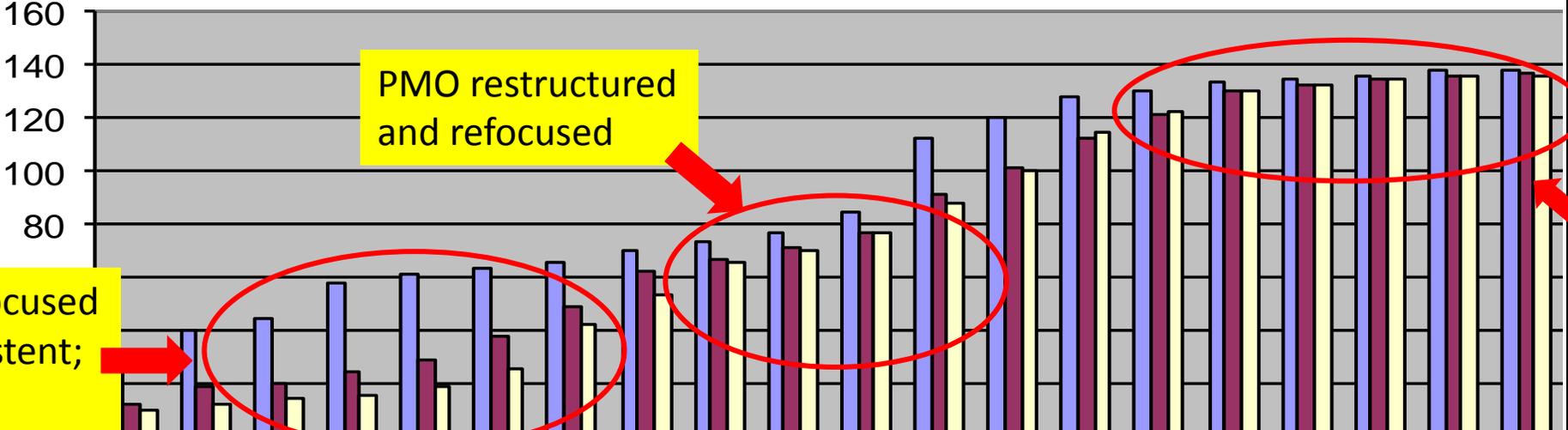
- Use of Standard Project Management Tools
 - Documented Project Scope Documents
 - Responsibility Assignment Matrix
 - Entry / Exit Criteria for Process Flow
 - Earned Value Analysis
- Risk Management Plan
 - By Product
 - By Engagement

Quality Assurance

- Schedule Performance Indexing (Earned Value)
- Cost Performance Indexing (Earned Value)
- “Measure and Display” of Results
- Client Surveys / Peer Feedback

RESULTS: "ACME COMMUNICATIONS"

**Acme DSL Network Project Phase 1 Co - Locations
Weekly End to End Test Complete
Top 10 Cities**



Project unfocused and inconsistent; poor results

PMO restructured and refocused

Plan, forecast and actuals become aligned; productivity improves

Week	> 4/1	4/3	4/10	4/17	4/24	5/1	5/8	5/15	5/22	5/29	6/5	6/12	6/19	6/26	7/3	7/10	7/17	7/24	7/31	8/7
Plan	28	40	44	58	61	63	65	70	73	77	84	112	120	128	130	133	135	136	138	138
Forecast	12	18	20	24	29	38	49	62	66	71	77	91	101	112	121	130	132	135	136	137
Actual	10	12	14	15	19	25	42	53	65	70	77	88	100	114	122	130	132	135	136	136

QUESTIONS?

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