



Implementing Project Management Practices in an Organization

Tom Mochal, PMP, TSPM

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***** We will start in a few minutes *****

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Project Management Value

- Companies define goals and strategies to move toward a desired future state
- Projects move a company toward goals / strategies
 - Not operations and support
- Project management enables projects to be more successful

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Why Use Project Management?

- Adds more time?
- Adds more cost?
- Adds unneeded documentation?
- Adds extra work?
- Adds more overhead?

(By the way, if this was the case, why would any company want to implement project management ????)

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Why Use Project Management?

- Adds more time? NO! ✓
- Adds more cost? NO! ✓
- Adds unneeded documentation? NO! ✓
- Adds extra work? NO! ✓
- Adds more overhead? NO! ✓

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Why Use Project Management?

- First ... strive for predictability
- Second ... better, faster, cheaper project execution
 - Process reuse
 - Proactive schedule, scope, risk management
 - Communicating and managing expectations
 - Improved financial management and fact-based decisions
 - Stopping “bad” projects more quickly
 - ... more

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Project Management Office (PMO)

- Focus on enabling successful projects
- Responsible for effective project management
- Typically seen as a best practice
- Many different models depending on:
 - Organization size
 - Management focus
 - Expectations of projects and services



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Culture Change

- Implementing project management is culture change
 - Changes how people do their jobs
 - Not just a matter of templates and training
- Recognize the organizational and personal barriers
- Need multi-faceted approach to be successful

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Top 5 Common Problems

1. Not understanding how to drive culture change
2. Weak sponsorship
3. Not setting multi-faceted implementation approach
4. Not having the long-term staying power
5. Poor communication

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Top 10 Common Problems

1. Not understanding how to drive culture change
2. Weak sponsorship
3. Not setting multi-faceted implementation approach
4. Not having the long-term staying power
5. Poor communication
6. Trying to do too much with too little
7. Setting up processes and expecting everyone to follow them "by magic"
8. Not managing the implementation as a project
9. Not setting up long-term support
10. Not applying processes scalably based on size

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Overall Process for Success

1. Describe the state of projects / project management today
2. Determine where you want to be in two years
3. Understand gap between current and future states
4. Agree on set of products and services to close gap
5. Analyze resources, priorities and pace of change
6. Create a roadmap (Deployment Plan) to guide the work for the next two years

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Basic Products and Services

- Project management methodology
- Project inventory
- Consolidated project reporting
- Training / coaching
- Project Quickstarts
- Project audits / assessments
- End of project reviews
- Project repository

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Advanced Products and Services

- Governance model
- Organization assessments
- Advanced training
- Advanced methodology
- Portfolio Management
- Phase gate reviews
- Common resource pools
- Roles and responsibilities
- Project manager career paths
- Certifications (PMP®, TSPM™)
- Time reporting
- Tools
- Earned Value Management
- Lifecycle methodology
- Develop and capture metrics

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Deployment Plan

- Many models for deployment
- Use one that makes sense for your organization
- Deploy in “waves” or phases
- Don’t implement too much change at once
- Deploy most important priorities first



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First Wave (Example)

- Communication Plan
- General awareness campaign
- Project inventory
- Basic project management training
- Basic methodology templates and processes
- Consolidated status reporting
- Initial coaching program



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Second Wave (Example)

- Second wave training (deeper and broader)
- More sophisticated processes and techniques
- Review process for all Project Charters
- Project management support organization
- Assist troubled projects
- Project audits
- Set up governance processes



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Deployment Best Practices

- Sponsor at highest level
- Have multi-year staying power
- Treat as a culture change initiative
 - Be aware of logical and emotional resistance
 - Communicate proactively
- Show results as quickly as possible
- Treat deployment is a process and a project(s)
- Create scalable processes
- Have the right resources based on expectations

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How Can TenStep Help?

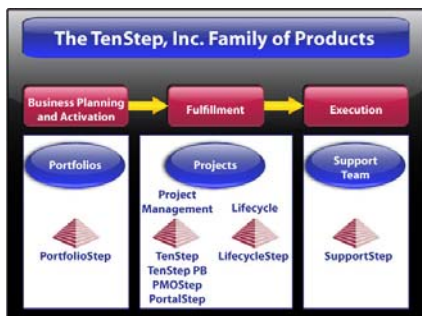
- TenStep, Inc. specializes in business methodology development, training and consulting. Our focus is to provide value to our clients in the areas of project management, Project Management Offices, portfolio management and other business processes.
- Over 5000 customers around the world
- 50 offices around the world

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Our Products



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The TenStep PM Model

- Scalable
- Sensible
- Proactive
- Value-add



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TenStep Consulting Services

- Project management implementation
- PMO Startup
- Training
- Methodology customization
- OPM3 assessments
- Project Quickstart
- Mentoring and coaching
- Project auditing
- Portfolio management
- .. many others

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TenStep Academy

- Full range of fundamental, intermediate and advanced classes
- Project management, program management, portfolio management, soft skills, much more
- All classes are registered with the Project Management Institute



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Thanks for Listening

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- Thanks for listening. We will send you two e-books
 - [Lessons in Project Management](#)
 - [Lessons in People Management](#)
 - Plus ... copy of the slide deck (PDF)

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