JABIAN CAPABILITIES

PROJECT, PROGRAM, AND PORTFOLIO MANAGEMENT

jābian
consulting

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Companies must be diligent in delivering value every day and maintaining a bird's-eye view despite the challenges of being battered about by daily fluctuations.

As corporate strategies are frequently defined on a three- to five-year roadmap, companies face increasing pressure to deliver on success measures in those roadmaps. These success indicators can be challenging to define, deliver, and measure. Tremendous pressures exist for all companies to achieve revenue growth, effectively operate, stay ahead of competition, and consistently elevate quality, performance, and profitability. So all companies share a need to answer the key question, how do we stay focused on our goals and know if we are hitting our targets?
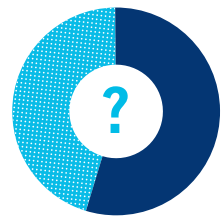
STATISTICS ON FAILURE

The average large IT project[1]

45%
OVER BUDGET

7%
OVER TIME

56%
LESS VALUE THAN EXPECTED
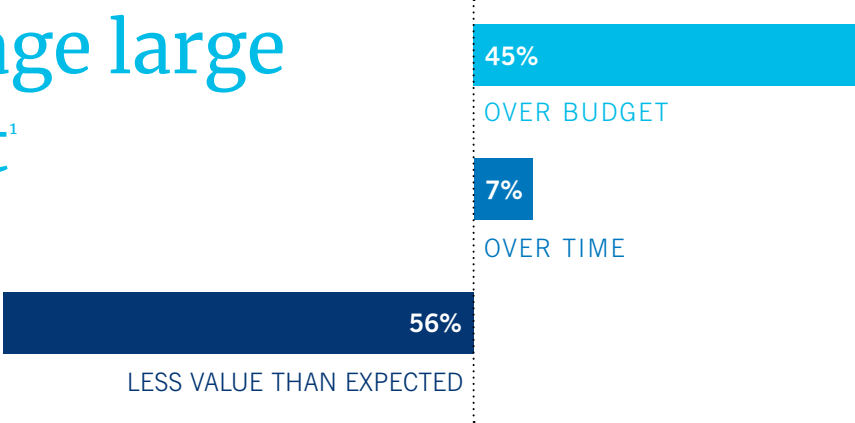
Only **64%** of projects meet their goals.[2]

43% of projects are challenged (late, over budget, and/or with fewer than the required features and functions).[3]

18% of projects fail (either cancelled prior to completion or delivered and never used).[3]
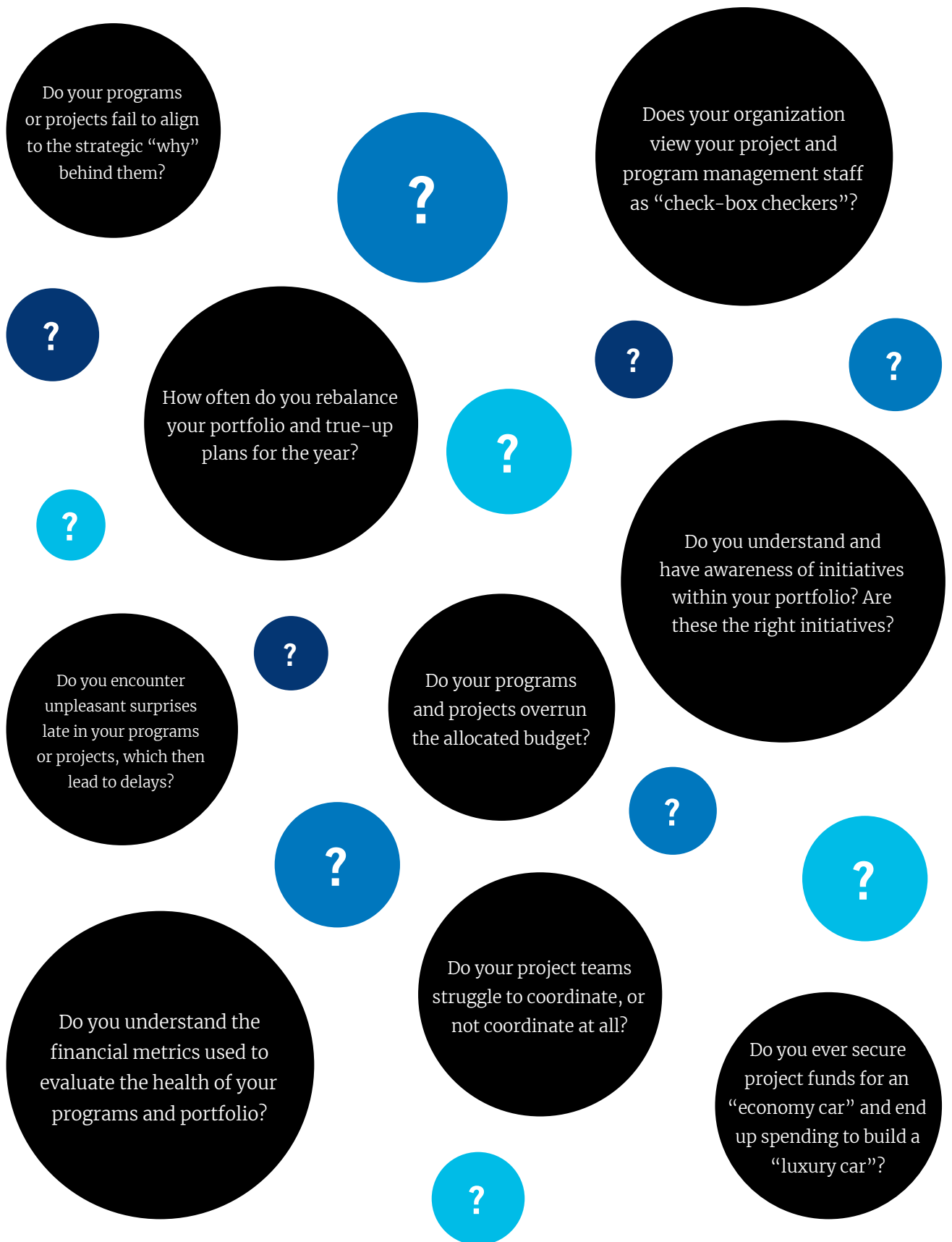
?

Nearly 45%

of business professionals admit they're unclear on the business objectives of their IT projects.[1]

TOP 5 P3M CHALLENGES[4]

49%
Harboring a silo mentality in the organization.

44%
Assuring consistent application of defined processes.

42%
Getting reliable/ accurate information on projects.

40%
Lacking information on resources.

39%
Failing to cultivate adequate PPM skills.

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[1] Project Management Institute: Pulse of the Profession 2015: Capturing the Value of Project Management 2015

[2] Geneca: Doomed from the Start? Why a Majority of Business and IT Teams Anticipate Their Software Development Projects Will Fail

[3] The Standish Group: CHAOS Research Report 2013

[4] PM Solutions: The State of Project Portfolio Management (PPM) 2013

Do your programs or projects fail to align to the strategic "why" behind them?

?

Does your organization view your project and program management staff as "check-box checkers"?

?

How often do you rebalance your portfolio and true-up plans for the year?

?

?

?

?

Do you understand and have awareness of initiatives within your portfolio? Are these the right initiatives?

?

Do you encounter unpleasant surprises late in your programs or projects, which then lead to delays?

?

Do your programs and projects overrun the allocated budget?

?

?

Do you understand the financial metrics used to evaluate the health of your programs and portfolio?

Do your project teams struggle to coordinate, or not coordinate at all?

Do you ever secure project funds for an "economy car" and end up spending to build a "luxury car"?

?

We feel your pain... and solve it with P3M.

WHAT IS P3M?

Effective Project, Program, and Portfolio management, known as P3M, provides the crucial framework for any organization's success. The following information will help you identify how Jabian can leverage our proven P3M methodology to improve your organization.

Strategic Goals

Portfolio

Programs

Projects

P1 Portfolio Management

WHAT IT IS:
A framework for planning and managing the enablement of a company's most strategic objectives across a wide variety of business functions.

WHAT IT DOES:
Empowers leadership to make decisions in accordance with a company's operating model, strategic direction, and growth potential.

P2 Program Management

WHAT IT IS:
A set of practices that enables the management of many projects focused on collectively achieving desired business outcomes.

WHAT IT DOES:
Provides governance, leadership, and best practice standards as part of a comprehensive program consisting of cross-coordinated projects.

P3 Project Management

WHAT IT IS:
A disciplined approach for managing work to meet a specific objective from initiation to close.

WHAT IT DOES:
Enables project managers and teams to execute to execute and deliver projects by utilizing a highly effective methodology inclusive of tools and frameworks.
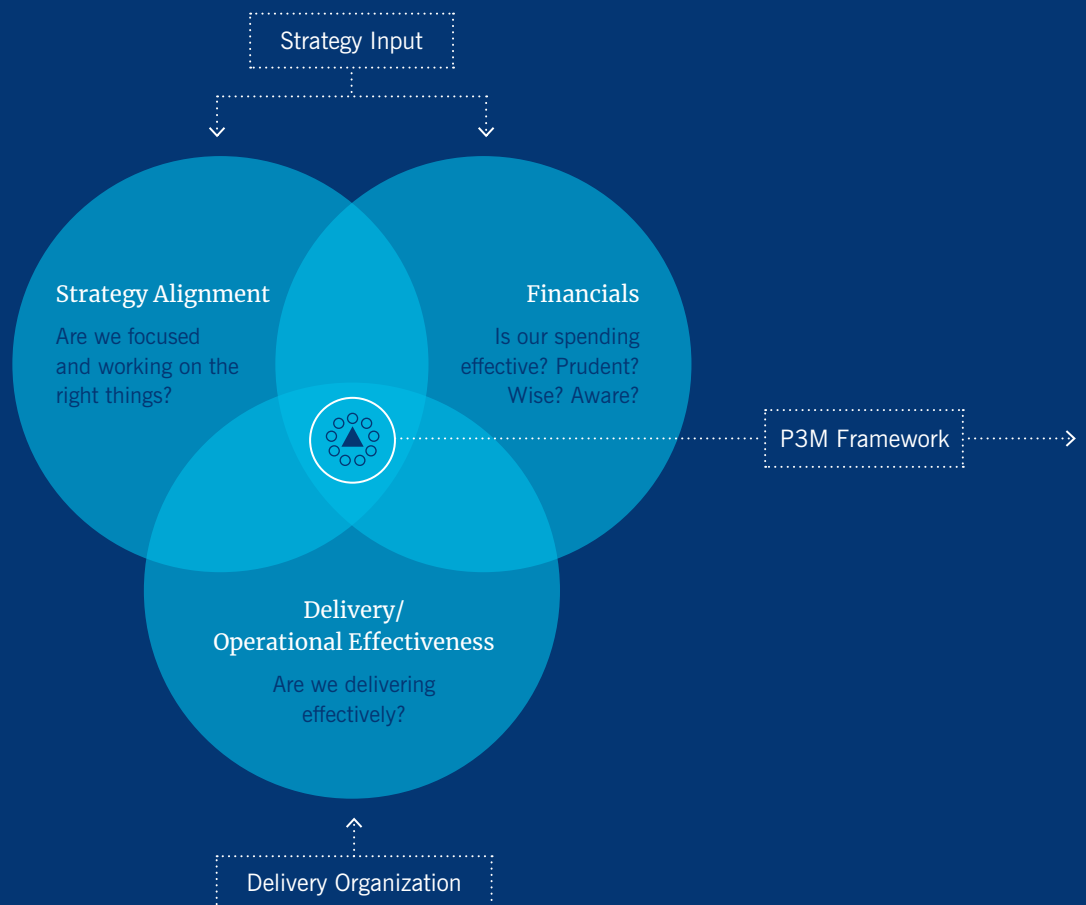
OVERCOMING COMMON FAILURE POINTS

Applying the right mix of strategic planning and tactical focus is key to avoiding failure. Jabian's rich understanding of the challenges organizations face with project delivery allows us to provide informed guidance on how to overcome them.

THE CHALLENGE	THE BENEFITS OF P3M		BUSINESS GAINS
Failure to meet strategic business goals	+ Direction in establishing strategic business goals, standards, and prioritizing investment	+ A decision-making framework that helps prioritize and align projects with overall business strategy	Better governance and strategic alignment
Lack of portfolio or program transparency	+ A holistic view of an organization's portfolio showing the anticipated risks and returns in related projects	+ Transparency leading to insights that enable executives to make informed decisions	Increased visibility and stakeholder alignment
Poor communication and/or delivery coordination	+ Communications management to bridge the gap between business sponsors and operational resources	+ Identification of key performance indicators to assess project status and ultimate success	Improved shareholder confidence in project delivery
Budget overruns	+ Identification of redundancies and appropriate allocation of resources	+ Empowering leadership to make better decisions, avoid rework, reuse deliverables, and find cross-project synergies	Reduced cost and increased productivity
Difficulties identifying and starting new work	+ Standardized work entry channels for incoming demand into the organization	+ Standards and methods to drive consistent processes across different types of work	Repeatable process and customer satisfaction
Inability to adapt to changing business priorities	+ Flexibility necessary to produce the highest returns based on changing situations	+ Assessment of key metrics, interdependencies, and synergies, eventually leading to a "rebalancing of the portfolio"	Continuous improvement

How well do your P3M capabilities enable successful delivery of your business strategies? The first step in successful execution of your business strategies is alignment: alignment of the initiatives that will achieve your goals and objectives into a portfolio; decomposing that portfolio into programs; and implementing those programs through specific projects.

While substantial investments are made in projects to implement strategies, we understand the need to show evidence that strategic goals are being realized. Project failure, and more specifically, failure to realize benefits, continues to persist. Well-defined, deployed, and governed P3M capabilities fulfill the need to address the inconsistent benefits realization within the organization.

Strategy Input

Strategy Alignment

Are we focused and working on the right things?

Financials

Is our spending effective? Prudent? Wise? Aware?

P3M Framework

Delivery/
Operational Effectiveness

Are we delivering effectively?

Delivery Organization

P3M Framework

Jabian believes that effective P3M requires a comprehensive and strategic approach to managing work within the organization. Our framework serves as the foundation to deliver P3M solutions based on our experience applying best practices across a variety of industries.

P3M is applicable across business units within an organization, as well as across industries.

P3M, once limited to the construction and IT sectors, is now highly effective for all business projects spanning different organizational departments, including human resources, marketing, and finance. Capabilities flex based on your organization's demand and priorities.
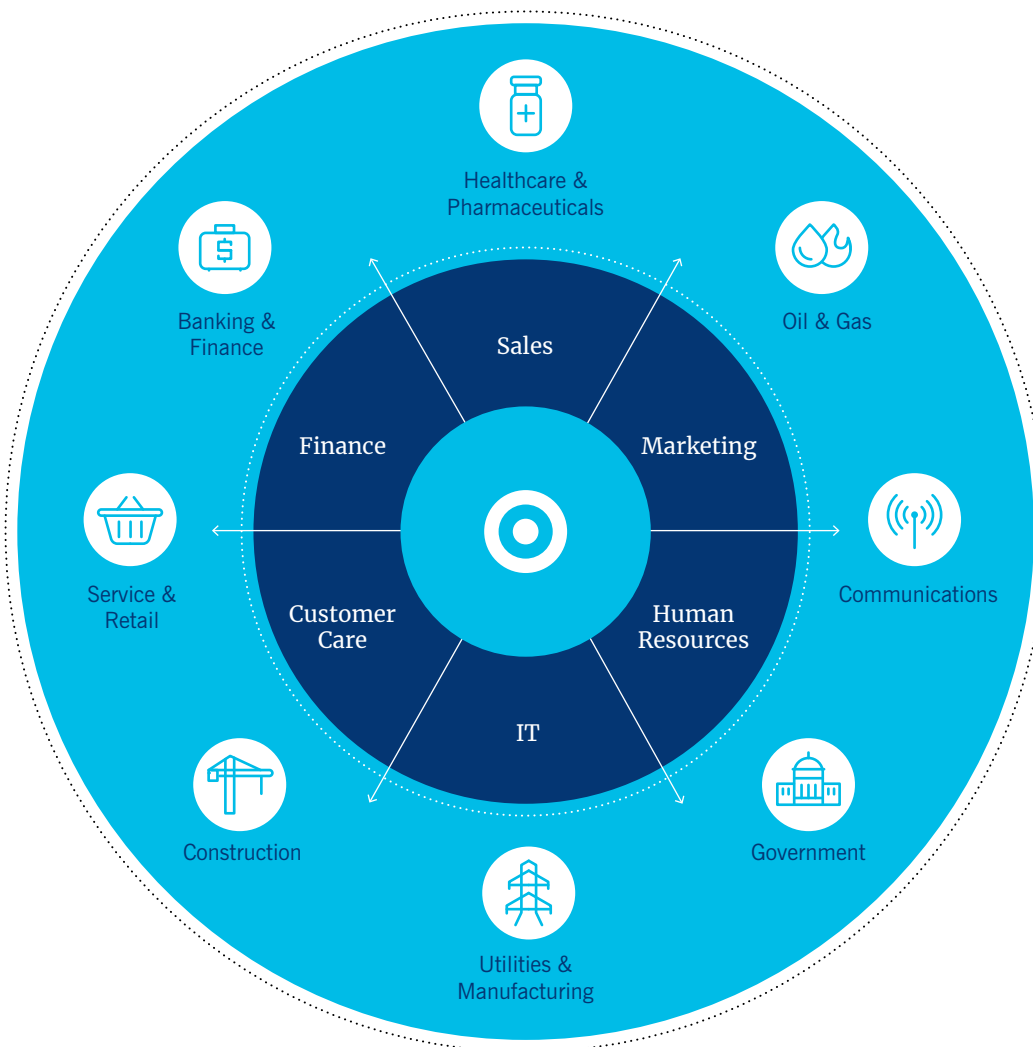
P3M Across Methodologies

Jabian P3M employs many different methodologies. The decision of which to use varies depending on the organization and environment in which it operates. Regardless, Jabian tailors the framework to meet the client's needs.

In today's market, new technologies are being launched faster than ever before, which is largely driven by consumer expectations for real-time availability of goods and services. To keep pace, many companies have adopted delivery models that embrace agility and increase speed to market.

Embracing Agility

The latest State of Agile survey conducted by VersionOne revealed the following about how organizations are embracing agile for managing projects:

60% are not at the desired level of maturity

98%

realized success with agile projects
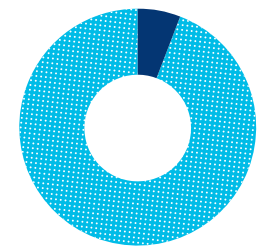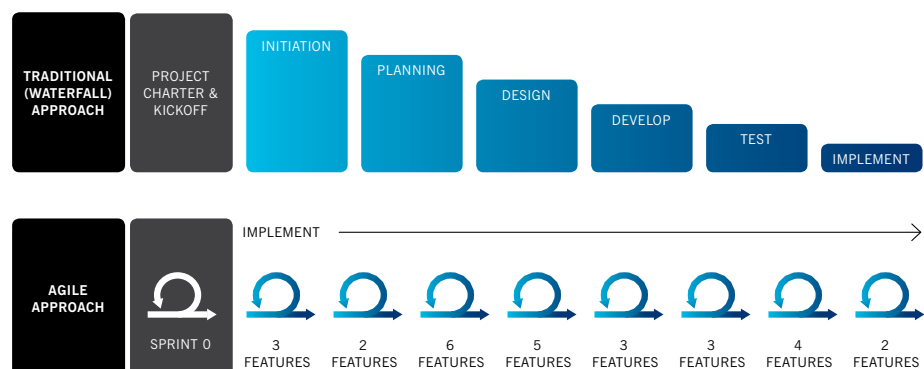
94% of respondents are practicing agile

TOP BENEFITS OF AGILE

1. Ability to manage changing priorities

2. Increased team productivity

3. Improved project visibility

**TOP CHALLENGES OF IMPLEMENTING AGILE**

1. Company culture at odds with Agile

2. Lack of management support

As you scale agile, the impacts to your organization increase. Understanding and addressing those impacts is critical to the success of your Agile Transformation.

TRADITIONAL (WATERFALL) APPROACH

PROJECT CHARTER & KICKOFF

INITIATION

PLANNING

DESIGN

DEVELOP

TEST

IMPLEMENT

AGILE APPROACH

SPRINT 0

IMPLEMENT

3 FEATURES

2 FEATURES

6 FEATURES

5 FEATURES

3 FEATURES

3 FEATURES

4 FEATURES

2 FEATURES

P3M is Jabian's unique way of helping you manage some of the most common constraints associated with any project, program, or portfolio. We leverage our expertise managing these constraints to define a custom solution that meets your specific needs and challenges.
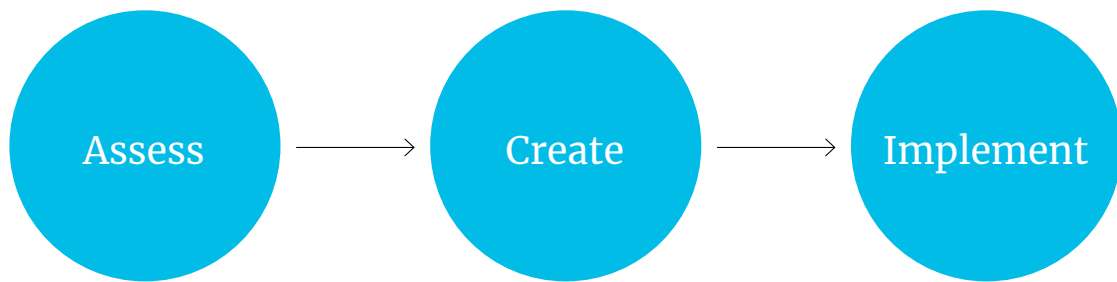
Assess → Create → Implement

First, We Assess

You need to know where you are before you determine where you're going. As you look to invest in your organization's PMO or existing P3M capabilities, Jabian believes a crucial first step is assessing your current state with a goal of addressing your challenges and transforming into the desired future state. Our assessment options provide visibility into current-state P3M organizational practices as they relate to people, process, technology, and governance. This assessment will help you understand how the PMO is viewed by the organization and flag areas of concern. It will also provide insight into the current perceived maturity level and strategic alignment of the PMO, as well as the desired future state of maturity.

Assessment results provide an accurate view of your organization's strengths, weaknesses, and most importantly, improvement opportunities. Once the assessment is complete, Jabian's P3M team will develop a roadmap of prioritized key value drivers that address the findings and empower your organization to deliver value and realize benefits.

Then, We Create

SERVICES

Project, Program, or Portfolio Design

Frameworks and Methodologies

Agile Transformation Strategy

Toolkits

Capability Definition and Creation

Governance

Organization Alignment (e.g., enable agile or bimodal delivery)

Once your vision is established and your assessment completed, we collaborate with you to create a strong PMO design that emphasizes delivering benefits aligned with your strategy. Preparing an organization to transform its PMO structure and P3M capabilities requires detailed planning. At Jabian, we believe a strategy that works is reinforced by the creation and validation of strong project, program, and portfolio design.

The framework creation and governance options Jabian provides will enable your company to meet deadlines, create executive reporting, move information quickly to the right people at the right time, and provide leadership ongoing visibility into resourcing needs and abilities within your organization. As an output of the create phase, Jabian's P3M team will develop an implementation roadmap and supporting templates and deliverables aligned with the design. These deliverables will empower your organization to successfully transform your P3M capabilities.

Lastly, We Implement

SERVICES

Strategic Roadmap Alignment and Portfolio Prioritization

P3M and Agile Strategic Practitioners

Transformation Support

Portfolio Management and Optimization

**Coaching**

Agile Transformation and Training

The true measure of your P3M organization's success is the ability to effectively implement the defined framework and deliver value. Jabian's P3M strategic practitioners have a range of industry experience and provide coaching on the tactical steps to strategically transform your organization. The result is an optimized P3M organization that will successfully provide portfolio governance and process improvements across the project lifecycle. Jabian will also equip your organization with performance tracking tools to monitor process effectiveness and confirm that benefits are delivered as expected.

We're not here to "check the box." We are experienced professionals who guarantee that the expertise, knowledge, and customization we bring to the table will help achieve the results your organization needs.

We partner with you to elevate your P3M capabilities to be effective long term. We invite you to take a look at the ways we have helped other organizations, pitfalls we have seen, and solutions to transform your organization.

Certified Project Management Professionals (PMP) and active members of PMI
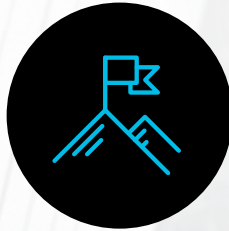
Consistent track record of success in the management of business-critical projects

Extensive experience creating value and excellence with a results-driven approach

Focus on clients, results, and being a trusted partner

About Jabian's Project, Program, and Portfolio Management Team

Jabian Consulting provides strategic project, program, and portfolio management services to leading companies across multiple industries. Jabian's P3M group houses experts with many years of experience managing project or program constraints to define custom solutions that meet clients' specific needs and challenges.

For more information, visit www.jabian.com/p3m

About Jabian

Jabian Consulting is a strategic management and technology consulting firm with an integrated approach to creating and implementing strategies, enhancing business processes, developing human capital, and better aligning technology—ultimately helping clients become more competitive and profitable. Jabian blends functional expertise, industry knowledge, and senior experience to think strategically and act practically. It's a Strategy that Works.®

For more information, visit www.jabian.com