



Business Consulting Services

WWPMM

**Az IBM Business Consulting Services
projektmenedzsment módszertana**

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Névjegy

Elnevezés: World Wide Project Management Methodology

Rövid jelölés: WWPMM

Készítő/tulajdonos: IBM

Elérhetőség, irodalom: Web

Célcsoport: mindenki, aki projektekkal érdemi kapcsolatba kerül

Felhasználói szervezet: IBM BCS

Deklarált alkalmazhatóság: üzleti átalakítási projektek

Skálázhatóság: bármilyen méretű ill. komplexitású projektre

Tényleges elfogadottsága / elterjedtsége: világszerte vezető

SW támogathatósága: PM Office

Legjellemzőbb kulcsszavak: 7 keys to success

The 7 Keys to success in Project Management

Work and
schedule are
predictable

Business
benefits are
realized

Stakeholders
are committed

Scope is
realistic and
managed



7 Keys to Success

Team is high
performing

Risks are
mitigated

Delivery
organization
benefits are
realized

7 keys – healthy and unhealthy signs

Stakeholders
are committed



Business
benefits are
realized



Work and
schedule are
predictable



Unhealthy Signs

- No executive sponsor visible
- People sabotaging efforts
- Resistance to new ideas
- No "experts" available

Healthy Signs

- Executive incentives tied to project results
- Investments in change management and training
- Subject matter experts dedicated full time

Unhealthy Signs

- "Why are we doing this?"
- Time is not important
- Cost is too important

Healthy Signs

- A compelling reason to implement
- The solution doesn't have to be fancy
- The difference can be measured

Unhealthy Signs

- Can't describe what finished means
- Uncontrolled – poor plans, controls, tracking mechanisms
- Slippage comes as a surprise

Healthy Signs

- Everyone gives the same definition of finished
- Good evidence of control
- Slippage – when it happens – is predicted

7 keys – healthy and unhealthy signs

Scope is realistic and managed



Unhealthy Signs

- "Issue" is a bad word
- Nothing in writing

Healthy Signs

- Evidence of healthy negotiation
- Lengthy issues log
- Written agreements

Team is high performing



Unhealthy Signs

- The tension can be felt
- Turnover is high
- Working conditions are poor

Healthy Signs

- Morale is good
- The team is diverse

Risks are mitigated



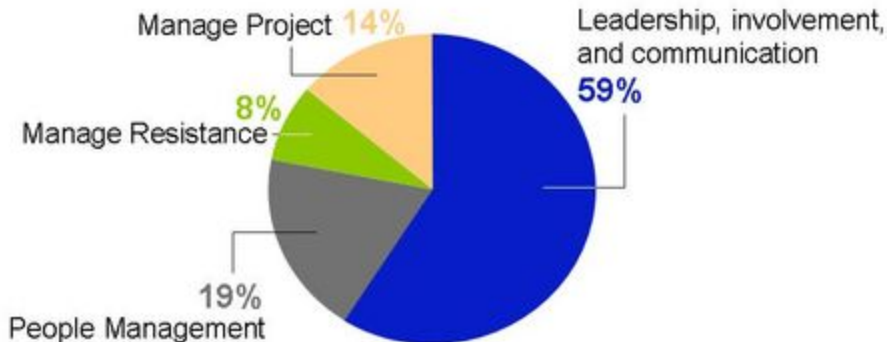
Unhealthy Signs

- "What risks?"
- All-or-nothing tactics

Healthy Signs

- Documented plan
- Test-it-first tactics

Critical factors for project success



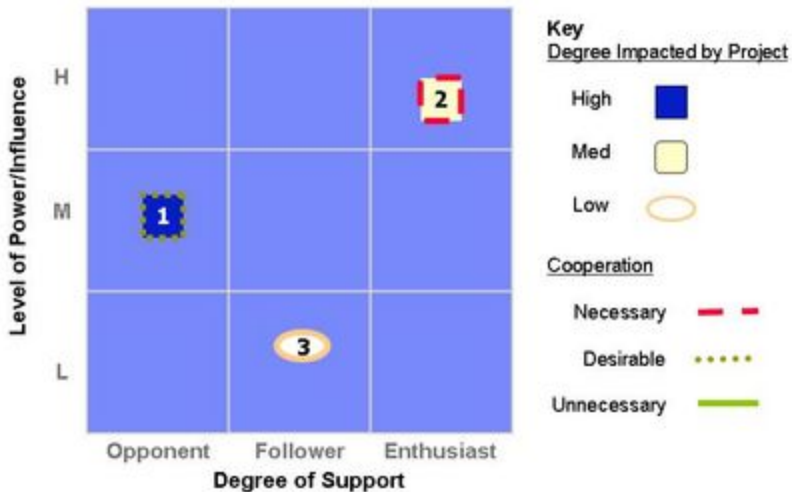
86% - Stakeholder management issues!

Change can be achieved through commitment or compliance

While building commitment is usually the goal of change management effort it is expensive



Stakeholder mapping



PM planning concepts - GDPM

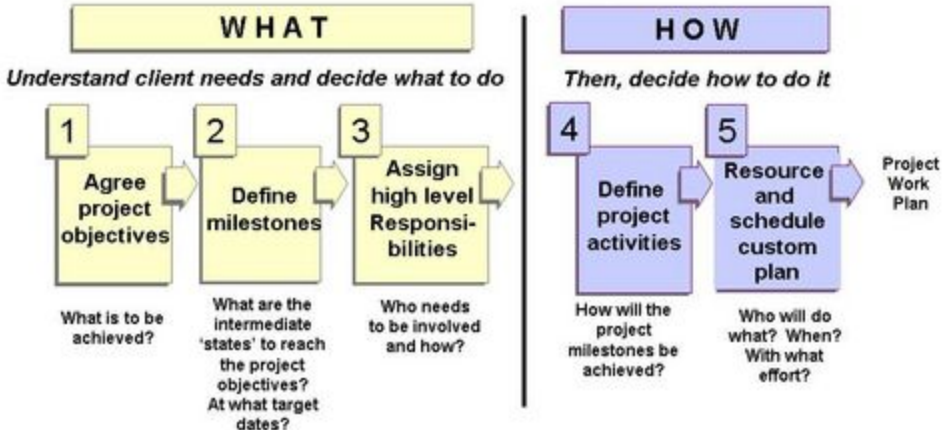


7 Keys +



The goal-oriented planning approach

There are five major steps in developing a project work plan.



Milestone elements

A milestone has two elements:

- The **state** to be achieved (a general description)
- The **criteria** necessary to achieve this desired state (specific and measurable).

Five Steps to Milestone Planning

- Agree on the final milestone
- Brainstorm intermediate milestones
- Sort and refine
- Analyze logic and interdependence
- Review and finalize

Desired State

When the Technology Infrastructure is in place

and testing has shown it can handle the volume of transactions

Criteria

Interdependence and results paths

- Organize milestones into related themes or result paths
- Dependencies between the milestones are indicated by arrows



People

- Culture
- Skills
- Education



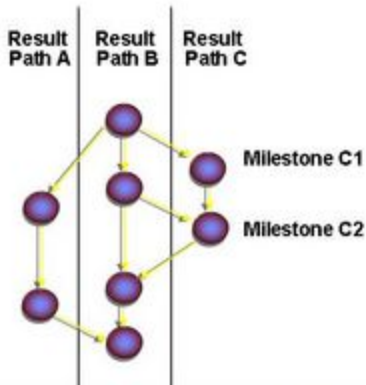
System

- Information Planning:
Hardware and Software
- Bus Procedures



Organization

- Organization Structure
- # Employees



Responsibility matrix example

X = person executes the work described

D = takes sole responsibility for a decision

d = takes joint responsibility (with the companion 'd's)

P = manages work and controls progress

C = must be consulted

I = must be informed

A = available to advise.

	Project Partner	Bid Team	Client	Risk Team
When we have understood the project's wider objectives	D	X	C	A
When we have developed the project approach	D	X	C	C
When we have developed the proposal	D	X	A	C
When we have negotiated and agreed the contract	d	X	d	d

**One and only one "D" per milestone.
At least one "X" for every milestone.**

Rolling wave planning

- Drill down – do detailed planning for the next stage, when you know the details
- Higher level for following stages
- As you move thru the Project Lifecycle, only do detailed planning for the next stage, like waves coming in at the shore



Successful Project Manager behaviors



Inspiring a shared vision



Challenging the process



Enabling others to act



Modeling the way



Encouraging the heart

ICE

ME

Source: Kouzes & Posner