

PROJECT TEAMS 2020+

Changes as a result of digitalization and globalization. Will we need project managers at all?

Richard Hargaš
Accenture



AGE OF DISRUPTION

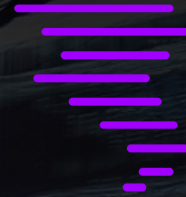
ORGANIZATIONS OPERATE IN DYNAMIC ENVIRONMENT



**Technological
Changes**



Globalization



**Other*
Changes**

****increasingly unpredictable***

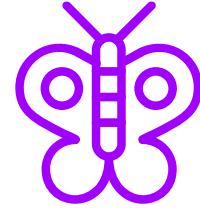
ORGANIZATIONS FEEL PRESSURE TO EXECUTE SUCCESSFULLY AT A RAPID PACE



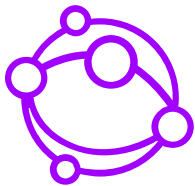
Increased scrutiny to avoid delays



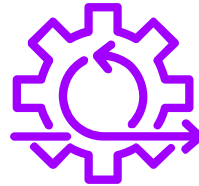
Shorter time-to-market requirements



Frequent demand for innovation within budget and scope



Rising complexity with technical and functional integration

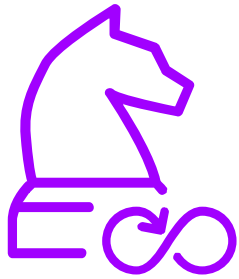


New ways of working including Agile and DevOps to streamline IT



New technologies compounding complexity

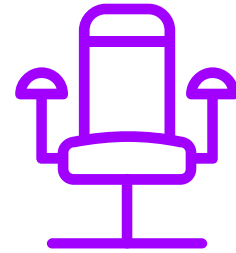
KEY TO SUCCESS



Well-designed strategy



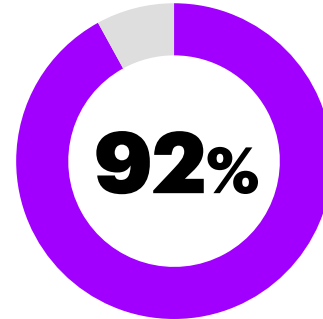
**Smart technology
choices**



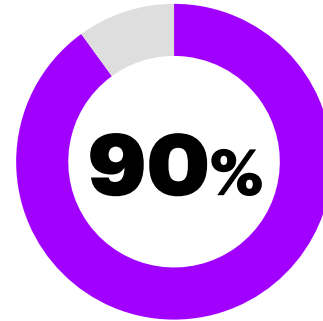
**Project management
prowess**

RECAST THE ROLE OF PROGRAM AND PROJECT MANAGEMENT

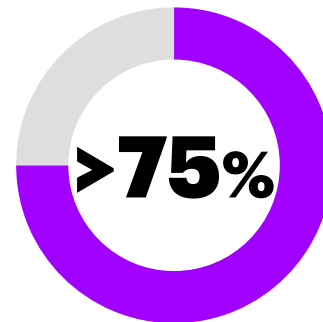
The key to digital transformation success is program and project management.



92% of executives view the PMO as a driving force as they transform their organizations using disruptive technology¹



90% of respondents said an organization's project management capability was essential for strategy implementation success²



75%+ projects realized their intended benefits and cite the project management function as one of the top contributors to success³

1. Forbes Insights (2018). The C-Suite Outlook: How Disruptive Technologies are Redefining the Role of Project Management.

2. Forbes Insights (2018). The C-Suite Outlook: How Disruptive Technologies are Redefining the Role of Project Management.

3. Accenture (2018). Forging the Future : Evolving With Disruptive Technologies.

AGENDA

1 **Context**

2 **Project & Program Management (PPM) In the New**

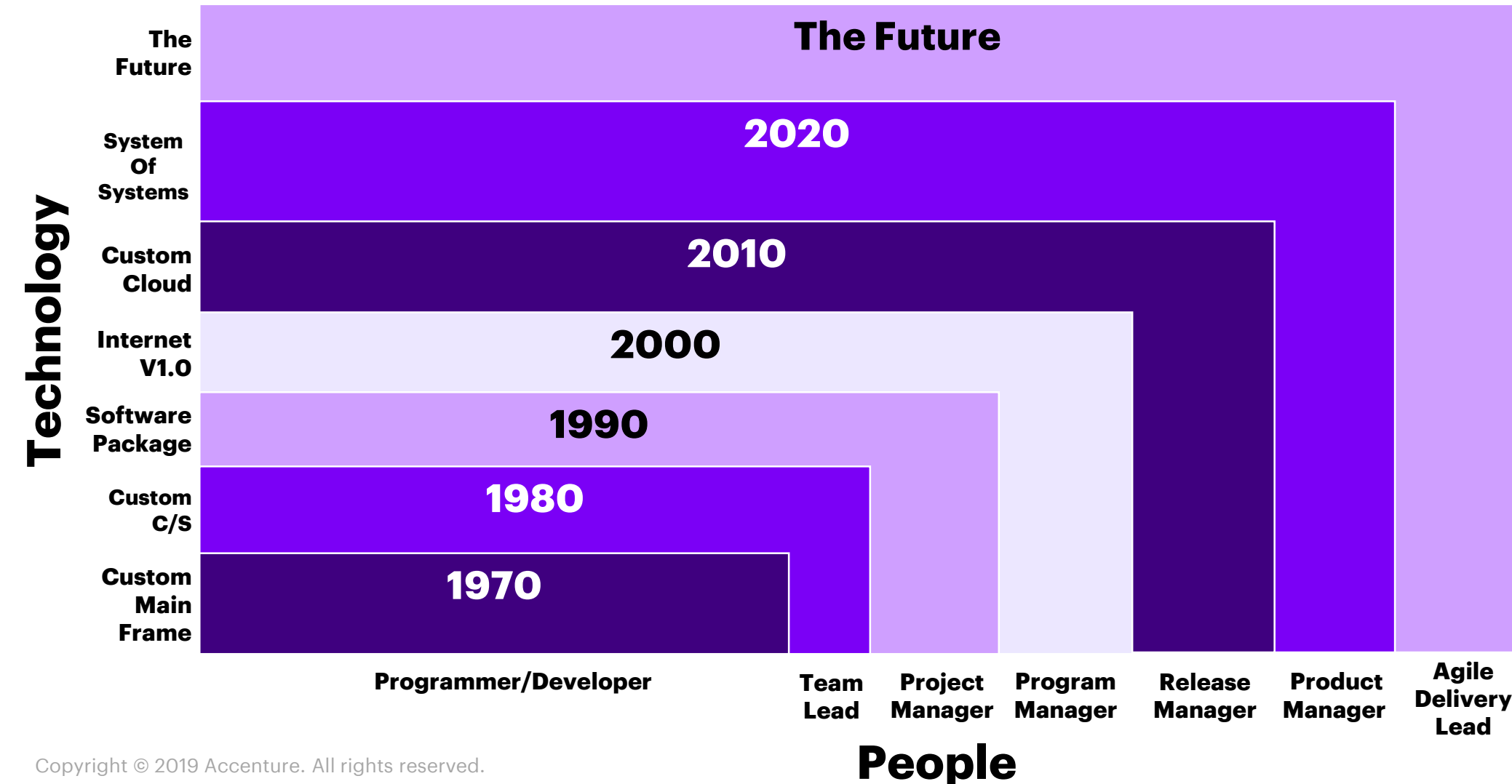
3 **Special topics:**

3.1 **Innovation**

3.2 **Enterprise PMO**

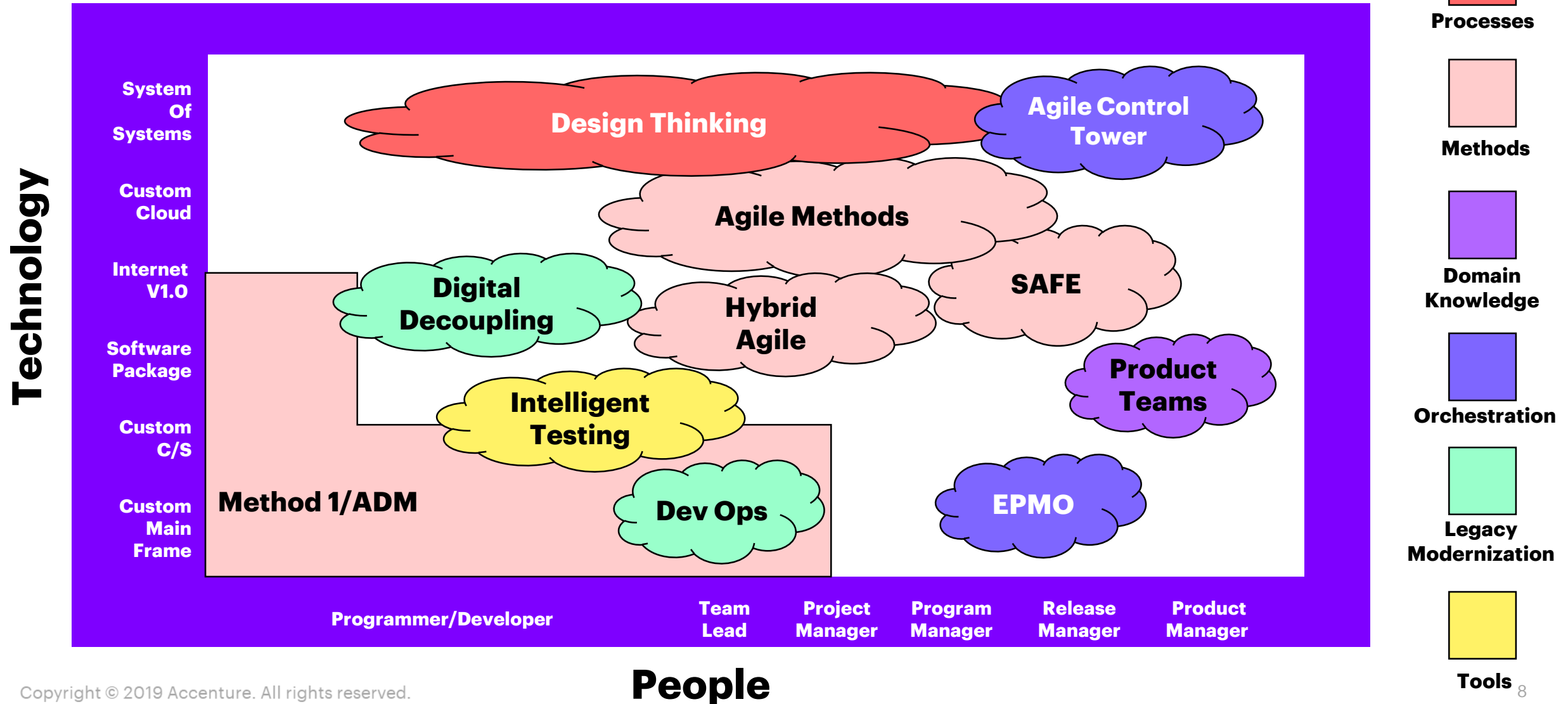
3.3 **PMaaS**

HISTORY OF PROJECT, PROGRAM AND PRODUCT DELIVERY MANAGEMENT



VISION IN THE NEW

New IT brings emerging methods, tools, processes and other enablers that allow us to create the delivery “painting” quicker than ever before



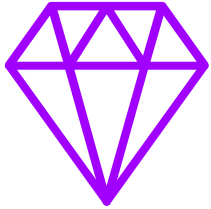
PPM IN THE NEW

We Are Doing The Right Things – But Things Don't Turn Out Right

BAD NEWS

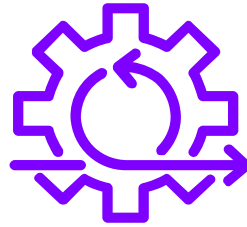
- **The complexity of technology** and the **required skills** has increased exponentially over the past several decades
- **43%** of all projects don't deliver to expectations, **32%** Agile initiatives don't deliver to expectations
- From a study by PMI, the rate of technology delivery meeting original success goals has been **slowly declining year over year**

PPM IS MORE RELEVANT THAN EVER...



Value and Expectations

- Improper **business case**
- Leadership **expectations unobtainable and unclear**
- Lack of clarity on relative **priority**
- Unobtainable **Deadlines**
- **Sponsor** absent
- Complex **stakeholders**



Delivery / Methodology

- Inconsistent use & acceptance of **Agile**
- External **dependencies**
- **Multi-year funding**
- Need to **externally report** progress



Resources

- Anticipated **resource conflicts**
- **3rd party** providers

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WHAT IS SUCCESS

No matter the technology, people or business domain, there is a common framework of success measures for delivery

Innovation	Delivery Predictability	Build the Right Thing
Speed to Market	Delivery Quality	Most Capable People
Value	Financial Stewardship	Lower Cost to Deliver

REALITY CHECK

However, despite our journey to New IT, we sometimes fail to achieve our success measures

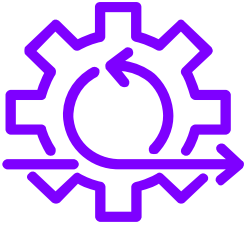
Innovation That won't work here	Delivery Predictability Green, green, green, red surprises	Build the Right Thing "That's not what we wanted"
Speed to Market 20% of projects have schedule overruns more than 70%	Delivery Quality 17% of large IT projects go so badly they threaten the health of the company	Most Capable People Over allocation and turnover
Value The average IT project delivers 56% less value than expected	Financial Stewardship Average budget overruns of 47% on large projects	Lower Cost to Deliver 75% of IT project leaders believe their projects are "doomed from the start."

WHERE TO START

Based on initial research, these three items appear to be things we need to do Now in order to achieve all success factors Later

Innovation	Delivery Predictability	Build the Right Thing
Speed to Market	Delivery Quality	Most Capable People
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PPM IN THE NEW - INTRO



While we see the emergence of New IT, **there is no such thing as New Delivery**



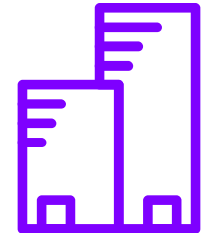
Successful delivery is having the best people getting to a desired outcome in a predictable manner no matter the delivery method



Being Agile still means you have **planning, risk, scope management, dependencies, progress reporting and accountability** for delivering to value



The velocity of Agile delivery mandates **more frequent application of delivery disciplines** than in waterfall methods

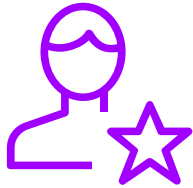


Companies are in varying degrees of readiness to accept that core delivery disciplines are a necessary part of New IT delivery

PPM IN THE NEW - DIMENSIONS

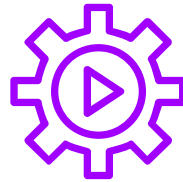
The changes in project and program management practices with the delivery shifting to New, can be assessed through a systematic view across **People, Processes and Technologies**

People



- Project managers elevated as **strategic business partners** - closer alignment with strategic and business priorities
- New PPM disciplines – **Enterprise PMO and Strategy Realization Office (SRO)**
- Specialized skill set and formal career path for professionals managing disruptive technologies (incl. recruitment)
- Liquid PMO force (e.g. PMaaS)

Processes



- Looking beyond the iron triangle of **Deadline, Cost and Scope**
- Uptake for **Business Value driven metrics** (Technical Debt, Cycle Time, Business Value, Customer Experience (for planning) and User Experience and Design modularity for design)
- **Product Centric Delivery** (85% companies)

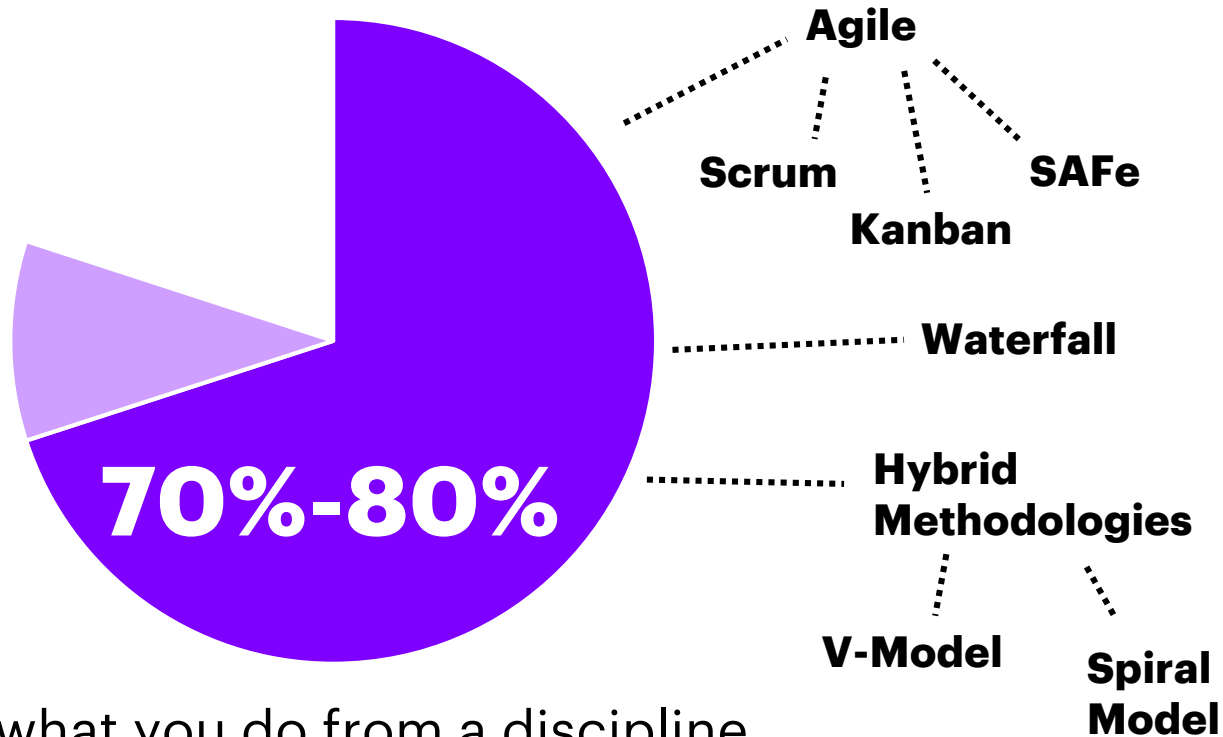
Technology



- Adapting new set of digital technologies along-with the traditional methods
- Combination of **Traditional project management tools, Collaboration platforms, Agile planning tools and work management tools**
- Enhanced interaction of **people and teams**
- PMO **Intelligence and Automation**

3 TAKEAWAY GIFTS FOR PPM IN THE NEW

1. Delivery = Delivery



of what you do from a discipline standpoint to ensure quality **is the same between project, program and product delivery method**

You need to produce the desired **VALUE** outcome, no matter how we get there.

Include PPM deliverables for all types of delivery to ensure quality delivery:

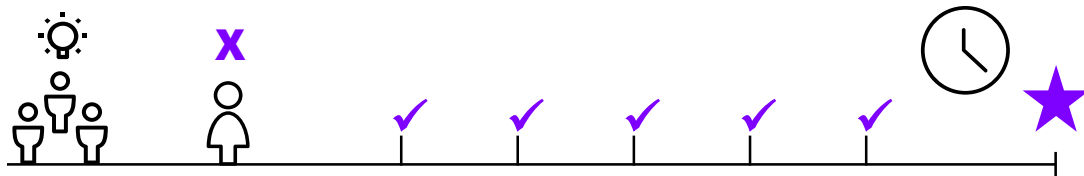
- Planning
- Risks/issues
- Scope
- Stakeholders
- Quality
- Requirements
- Reporting

3 TAKEAWAY GIFTS FOR PPM IN THE NEW

2. It's Essential To Be Able To Tell Stakeholders "No" & "Not Now"

Every day of delay matters when it comes to value.

Pushing back on non-feasible or too many requirements leads to **realizing value in a timely manner** and being able to paint a **value driven story**.

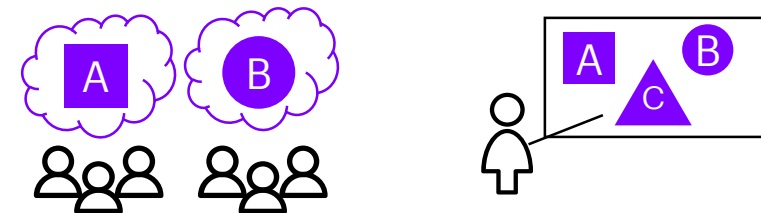


3. First Ten Feet, Last Ten Feet

Understand what will make for successful delivery outcomes that add value.

Executive sponsor engagement leads to managing the right expectations.

Engaging the **people that will actually use the solution** will meet those expectations.



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INNOVATION



**Innovation
(Idea)**



**Orchestration /
Commercialization**



**Effective Innovation
(Product)**

Challenges:

- No appetite, budget and time for innovation – considered as defocus/overhead when during project/product delivery
- No dedicated budgets for innovation

Best Practices:

- Budget allocated for innovation
- Specific goals (improve estimates, improved this and that) –
- Dedicated team – capacity
- Part of Enterprise PMO (methodology)
- Last ten feet included

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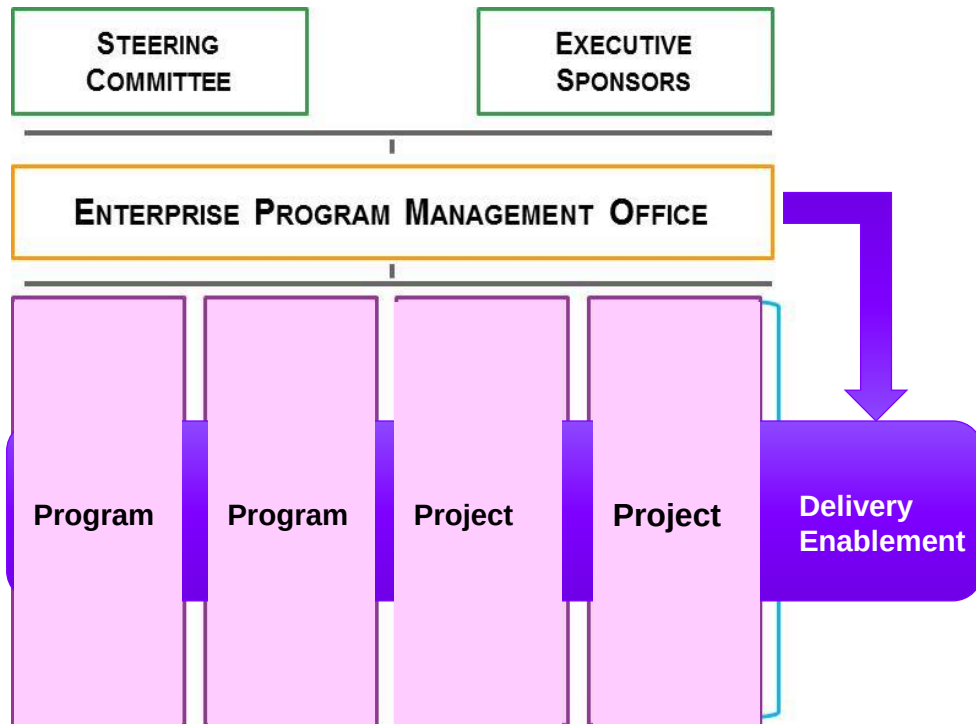
3.2 **Enterprise PMO**

3.3 **PMaaS**

WHAT IS AN ENTERPRISE PMO (EDMO)?

Enterprise program management is the centralized, coordinated management of related programs and/or projects to achieve strategic benefits and objectives.

Enterprise PMO Structure



EDMOs:

- More strategic, reporting to very senior leadership (C Suite)
- More concerned with whether value to an organization is being realized (i.e. business case fulfillment) than with the individual progress or health (on-time/on-budget) of programs and projects
- Focused on facilitation
- Thinks process and embraces flexibility

PMOs:

- More tactical, often embedded in multiple divisions of an organization
- Whether at the Program or Project level, primarily concerned with program/project health (on-time/on-budget) rather than completion of the business case
- Focused on implementation
- Thinks methodology and ensures compliance

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WHAT IS PMaaS

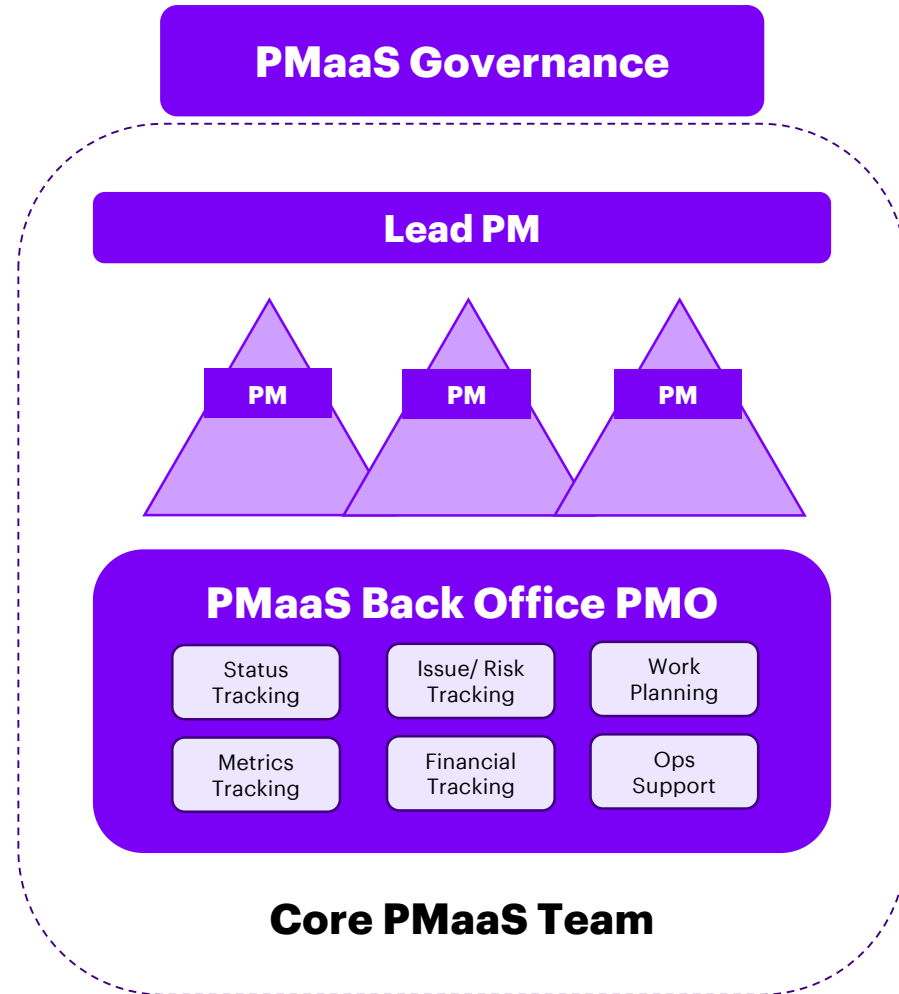
Project Management as a Service

Issues being solved:

- **Capacity** – too many projects and not enough project managers
- **Cost** – desire to lower the overall cost of project management
- **Quality** – need to increase the level of project manager competency

PMaaS focus:

- **Pool of project management resources** available ahead of or at the time of demand
- Improve **project management capabilities**

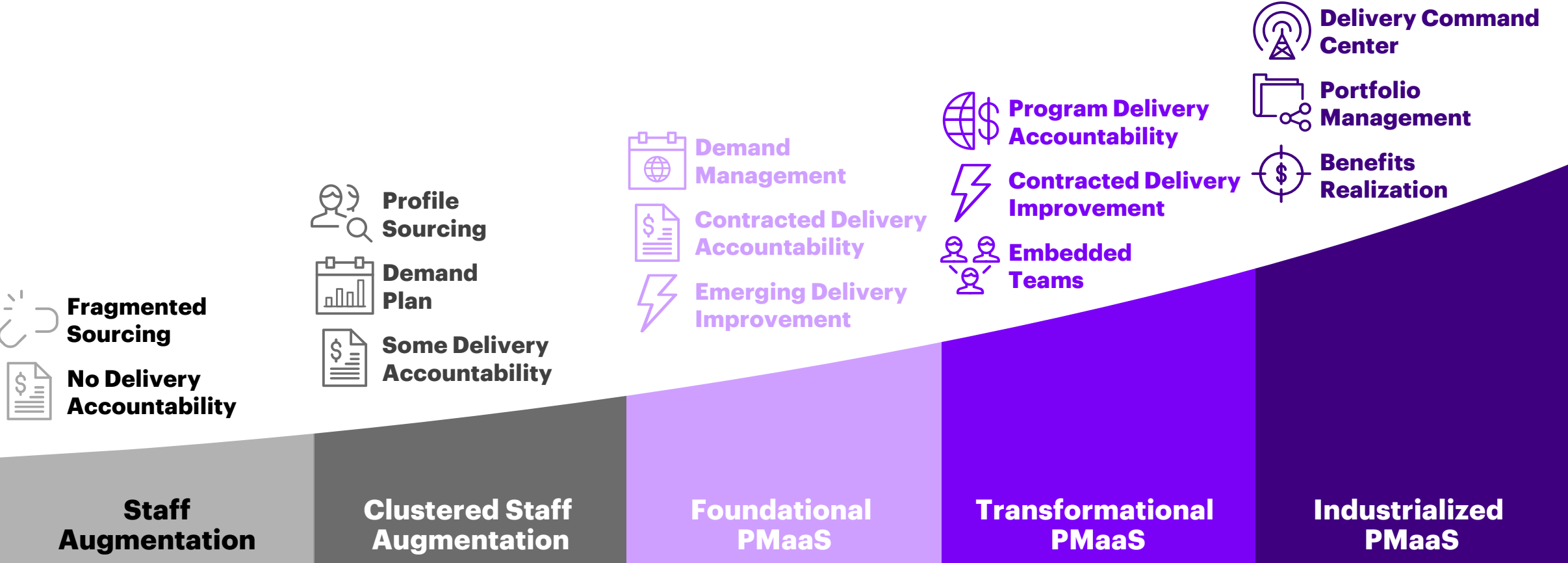


66 % companies found the greatest difficulty in finding resources with adequate technical project management skills

PMAAS SUPPORTS DELIVERY AND INNOVATION ACROSS THE PORTFOLIO

Traditional Staff Augmentation is much less effective in a demand-side market for delivery leadership talent

PMaaS begins the journey to outcome-based delivery capability and robust, predictable execution



TYPES OF PROJECTS BEST SUITED FOR PMAAS PROTOTYPES



**Better utilize
the right
Project
Management
resources at
the right time**

**A Staff Augmentation
Project Manager
may be a better fit if:**

- **Technical acumen** is more important than domain, process, or project management knowledge.
- Extensive knowledge of a **packaged software product** is required.
- **Solution Architecting** is required.
- Significant **technical troubleshooting** is expected.
- **A new IT solution** is being introduced or a significant portion of an existing solution is being modified, especially in the Discovery and Design phases.

**A PMaaS
Project Manager
may be a better fit if:**

- **Project management expertise** and process is the core requirement.
- There are no expectations for the PM to be a technology expert.
- The PM is not required to troubleshoot technical issues.
- **Business process analysis skills** are required.
- A mature IT platform is in a stable **maintenance mode and delivery rigor / risk management** is more important than technical solutioning.

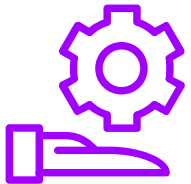
IN CONCLUSION



Importance of PPM will increase, however the shift to more **strategical role** is required.



Strong focus on acquiring and building **relevant strategical PM skills** and retaining them in organizations



Potential for **outsourcing** (PMaaS) or **automation** (AI, Robotization) of administrative/repetitive PMO activities

Q&A