



ARCHITECTING PROJECT MANAGEMENT for Enterprise Agility...

RECIPE FOR PROJECT MANAGEMENT TO MAKE ENTERPRISES AGILE: THE MIX OF 3PS

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ABSTRACT

In today's environment, enterprises are constantly being challenged with volatility, uncertainty, complexity and ambiguity. In spite of having technology help them in communication, collaboration, customer involvement, and product roll out, the challenges don't seem to reduce much.

So, the question comes "**Where** is the Problem?"

How differently Project Management can help enterprises in these kind of situation?

This Paper aims to unearth the mix of 3 core "P"s, the essential ingredients in Project Management recipe. The "Place", "People" and "Predictive Analytics".

How the "Place" or Organization can be designed so that, the strategies are simplified, decision making happens faster, lower level collaboration and partnership happens more frequently and with ease.

How the "People" can be made ready in the "Place"? So that, innovation, participation, learning happens with ease.

How can the existing data of the organization be leveraged through "Predictive Analytics"? so that, the power of Project Management gets amplified.

Together, with a right mix of all these 3 "P"s, Project Management will be equipped better to help enterprises being more agile and help them deal with Volatility, uncertainty, complexity and ambiguity in a better way.

BACK GROUND

Today's Markets are becoming more and more unpredictable and volatile. Which in turn, driving the requirements to be more volatile. In a situation, where Unpredictability and Volatility prevails, no one seems to be clear on what is to be addressed and how. Hence, leaving the situation to be ambiguous and complex. Conventional Project Management does not seem to yield desired results in these kind of situation. Need of doing things differently becomes more crucial and need of the hour. That will address the situation better.

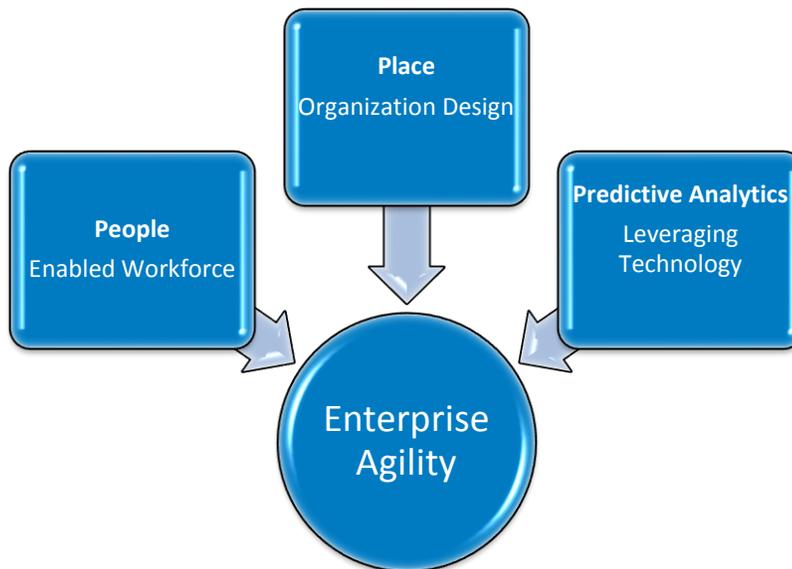
We would see, how the three different Ps in Project Management are helping to address the situation better. How are they helping to reduce the impact of volatility, uncertainty, Complexity and ambiguity of the organization and making the organizations more Agile.

If we see, on an average 90% of the Projects are not able to meet the time lines and desired expectations, in spite of following the right project Management principles and facing cost overruns. Leaving both business and Project teams dissatisfied and in a failed state. The situation is not stopping here. It is producing a cascading effect to make the failures even more, both in frequency and impact.

1. One in six IT projects have an average cost overrun of 200% and a schedule overrun of 70%. (Source: Harvard Business Review)
2. The United States economy loses \$50-\$150 billion per year due to failed IT projects. (Source: Gallup Business Review)
3. 75% of business and IT executives anticipate their software projects will fail. (Source: Geneca)

Hence, the need for doing the Project Management *differently* is becoming more Crucial as an astounding **97%** of organizations believe project management is critical to business performance and organizational success. (Source: PricewaterhouseCoopers)

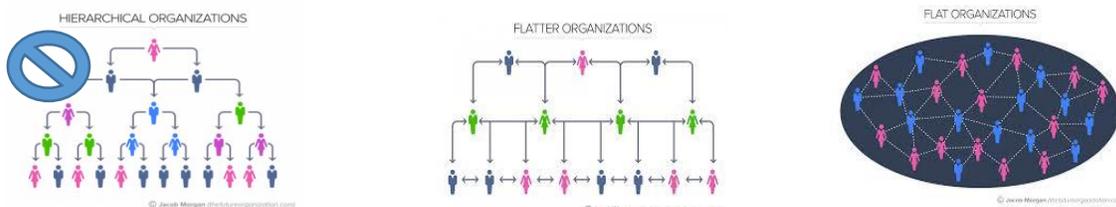
SOLUTION



PLACE: HOW THE "PLACE" OR ORGANIZATION CAN BE DESIGNED?

1. Organization Structure:

- Making the structure flat with less Hierarchy- Having Less layers, makes the decision making *faster and less complex*.
 e.g. If the Requirement Changes, having a Requirement Management process with lot of review and approval at different levels will make it more complex and more Time consuming. Having few layers will make it *faster and simpler (with some amount of calculated risk at times)*
- Creating Empowered teams with independent decision making Authority: Since we are talking about flat structures, empowered teams should have a place holders to accelerate the entire process. We will talk more about empowerment in the “people” section.



Source: Jacob-Forbes

2. Physical work Place

- Making open sitting arrangements- Open sitting arrangements that is devoid of cabins/higher wall structure encourages open interaction and makes people approachable to each other to talk to. Research shows, team efficiency improves by 20% with social Interactions.
- Filling up the Work area with right interiors that fosters creativity and innovation and openness.



Source: www.construction.com, www.thesmartexecutive.in

3. Virtual Work Place

- Making use of collaborative IT Infrastructures and Technologies to the fullest- The Capability of the Technologies and collaborative Tools are enormous. But the usage is minimal. Collaboration Tools can help to reduce email volume by 30% and make it 33% faster for teams to draft documents. Usage of Table Top VCs, Interactive Meetings with LYNC, SKYPE to the fullest increases productivity and collaboration.
e.g Usage of White Board during Lync Meeting fosters better involvement and discussions reducing ambiguity better.

PEOPLE: HOW THE "PEOPLE" CAN BE MADE READY IN THE "PLACE"?

1. Making Knowledge/Training Available to them at the right time-

Knowledge Portals, Knowledge databases with smart search features helps the Project teams to be more efficient and effective.

e. g if the requirements are volatile and keeping on changing, with the help of the Smart Knowledge base and On demand Trainings, Project Teams would be able to handle the situation better.

2. Empowering the teams and spreading the culture of collaboration: Enabling the teams for independent decision making makes them ready to handle the situation better.

Rewarding them for taking decision and NOT punishing them for taking decision.

Making KPIs simpler and more appropriate to address team empowerment and collaboration.

e.g. A KPI of "No of defects released to the Production" can be replaced with "No of successful products released". This enforces desired behavior.

PREDICTIVE ANALYTICS: HOW “PREDICTIVE ANALYTICS” CAN BE LEVERAGED?

We have huge amount of data that are getting generated in the organizations today. Making sense of that data to predict the future situations and taking appropriate actions will help the Project Teams to deal with the Uncertainties better. Gone are the days, when statisticians were contacted for the analysis. We have great Visualization and analytics software these days to help us with the situation.

Leveraging Predictive Analytics makes Project Management Smart and future proof.

e.g. #1 **Ticket Trend Analysis** – Analysing ticket Trends , predicting the pattern for future helps plan the staffing for the support teams.

#2 **Identifying patterns for production Failures** and predicting the future outcomes (through Binary logistics regression), helps the team to take appropriate actions to avoid the production failures in future.

Analytics-based project metrics enables the project managers to measure, observe, and analyse project performance objectively and make rational project decisions with *analytical certainty* rather than making vague decisions with subjective uncertainty.

With a combination of the above 3 Ps, backed by technology, Project Management will help the Enterprises to become more agile and successful. Even if the market situation becomes volatile or unpredictable, Project Management will not let the organizations to get into a cascading Failure mode. It will help the organization to bounce back faster.

CONCLUSION

With a combination of the above 3 Ps, backed by technology, Project Management will help the Enterprises to become more agile and successful. Even if the market situation becomes volatile or un predictable, Project Management will not let the organizations to get into a cascading Failure mode. It will help the organization to bounce back faster.