

CONTENTS

<i>List of figures</i>	xi
<i>Foreword by Jim Robinson, Virgin Mobile</i>	xiii
<i>Acknowledgements</i>	xiv
<i>About the authors</i>	xv
<i>About Berkshire Consultancy Limited</i>	xvii
<i>About Atlantic Global Plc</i>	xviii
<i>About this book</i>	xix
<i>The Ten Commandments of PPM</i>	xxiii

Part I Understand Project Portfolio Management

1 Defining Project Portfolio Management	3
1.1 Enterprise project management	3
1.2 IT portfolio management	6
1.3 The Project Portfolio Management paradigm	10
1.4 What is Project Portfolio Management?	11
1.5 The relationship between portfolios, programmes and projects	12
2 Identifying areas of pain	16
2.1 Typical project challenges faced by businesses	16
2.2 Why implement Project Portfolio Management?	18
2.3 Change management and adoption challenges	21
2.4 Best practice considerations – who, why, what, how and when	23

Part II Prepare and organise for Project Portfolio Management

3 Organise the business for PPM	29
3.1 Building PPM leadership through executive sponsorship	29
3.2 Organising the PPMT	31
3.3 Supporting PPM with a PMO	35
3.4 Embedding project governance within a PPM process	41

3.5	Implementing enterprise-wide role based visibility	48
3.6	Creating real-time information flow	50
3.7	Delivering a web based environment	54
3.8	Deploying the centralised control of data	56
3.9	Understanding your business's capability and resources	58
3.10	Establishing a project management maturity baseline for PPM	60
4	Select the PPM tool-set	65
4.1	Project-centric applications vs the PPM solution	65
4.2	Essential solution unique selling points (USPs)	68
4.3	Software as a Service (SaaS)/ Application Service Providers (ASPs)	72
4.4	Software deployment considerations	76
4.5	Solution features and capabilities	77
5	Build a PPM framework	99
5.1	Key PPM infrastructure challenges	99
5.2	Component areas of the PPM framework	100
5.3	Portfolio definition, strategy alignment and ideas management	101
5.4	Resource and business capability analysis	106
5.5	Portfolio selection, prioritisation and authorisation	108
5.6	Portfolio execution and monitoring	116
6	Kick-start the process	119
6.1	Where to deploy PPM	119
6.2	Readiness assessment	120
6.3	Requirements capture	121
6.4	Vendor selection process	122
6.5	Business case considerations	124
6.6	The health check	126
6.7	Measuring ROI and ROO	127
6.8	Establishing proof of benefit (PoB)	130
6.9	Building a risk management framework	134
 Part III Execute and control Project Portfolio Management		
7	Establish corporate visibility and environment	139
7.1	Managing PPM as a change project	139
7.2	Managing the project portfolio environment	141

7.3	Determining the levels of project organisation	144
7.4	Creating the PPMT	149
7.5	Defining roles and responsibilities	152
7.6	Establishing the PPM framework	154
8	Create prioritisation procedures and guidelines	156
8.1	Defining project domains by creating a project hit-list	157
8.2	Defining prioritisation criteria	159
8.3	Creating or updating the project registry	166
8.4	Prioritising projects	170
9	Map resource capacity and demand	175
9.1	Defining the resource pool	176
9.2	Estimating resource demand	180
10	Optimise and balance the project portfolio	185
10.1	Balancing resource requirements	186
10.2	Authorising projects and resources	188
Part IV	Embed the Project Portfolio Management capability	
11	Embed the PPM culture and capabilities	199
11.1	The importance of organisational culture	199
11.2	Embedding PPM capability through a sound change management plan	200
11.3	Sustaining PPM capability through a knowledge management (KM) strategy	202
11.4	Project benefits management (PBM) as an enabler for embedding PPM capability	205
11.5	PPM process sustainability and support	210
12	PPM business scenarios	212
12.1	Scenario 1: establishing a repeatable and scalable PPM process	212
12.2	Scenario 2: creating an IT profit centre by strategically aligning the IT project delivery process with the business	215
12.3	Scenario 3: improving service delivery through strategic project alignment	220

12.4	Scenario 4: Preparing the groundwork for PPM by implementing a standardised project and resource management software solution	223
13	PPM action checklists	226
13.1	Checklist of key features	226
13.2	Checklist of key questions	229
	<i>Reference material</i>	232
	<i>Index</i>	235

Defining Project Portfolio Management

1.1 Enterprise project management

Competition, new product development, mergers, outsourcing and off-shoring all result in change and in today's business climate 'change' is the only constant. As enterprises are forced to adapt dynamically to changing market conditions this necessitates engaging in the management of multi-project environments.

As projects represent a significant investment for the organisation, attention is focused on the value of those projects to the business. Projects are no longer 'one-off' isolated distractions, but a core facet of the business, increasingly subjected to a high level of rigour and accountability.

A project in a business environment may encompass initiatives of a diverse nature such as enterprise-wide IT, business transformation, construction and the implementation of regulatory compliance measures. Whatever the initiative, projects are an integral part of the business and are a key vehicle for realising business strategy.

Executives have come to realise that projects form the future profitability and ultimately the success of their organisations. Therefore there is a growing interest on the part of business leaders in how their projects are performing and impacting the bottom line. When it comes to measuring the success of the business's projects it was once said that executives focused just on two things: (1) when they will be finished and (2) what they will cost. However, today executives focus instead on managing the right mix of long, medium and short term projects, understanding which projects will provide the best utilisation of resources, maximise the ROI benefit for the business's, and deliver against corporate strategic objectives and to specification.

With stakeholders demanding greater accountability, executives are faced with the increased complexity of managing multidimensional project environments across many levels and facets of the organisation. For executives to drive project success they need access to consistent

and comparable information about all projects in their organisation. But project information is often scattered across different departments and business units, making it difficult to execute informed decisions about where to invest scarce resources, how to prioritise initiatives and balance project demands. Generally speaking, many enterprises manage their projects poorly and under some circumstances, management works hard to keep project problems out of sight and out of mind.

KPMG conducted a recent survey that strongly suggested that project performance in many businesses is still sub-standard. In other words, organisations do not appear to be delivering on their commitments. These commitments are being sacrificed, the required value from project investments is not being achieved and consequently the discipline of project management is coming under scrutiny.

Not only do many organisations lack a tactical infrastructure but they also lack strategic visibility over project activity. From the tactical view-point many businesses possess no consistent method of project planning, no real-time view of resource capability and little or no method of reporting project health and status. Nor do they have the ability accurately to roll up this data to the executive team in real time and on demand. From the strategic view-point many businesses lack a dynamic process for understanding project benefit realisation, value and prioritising as well as empowering the executive team with the ability to make ‘buy, sell or hold’ decisions in order to balance projects as business investments. Consequently, project selections are frequently based on subjective factors such as political influences or perceived, rather than actual, value.

Many organisations suffer from project failures and programme inefficiencies as a result of inadequate sponsorship from the top, poor governance and compliance, poor project prioritisation and/or projects conflicting with day-to-day operations. As well as scope creep, lack of project accountability and poor definition of expectations, project problems are also exacerbated by the absence of a formal framework for tying and managing projects within the context of the business’s vision and goals.

Moreover, KPMG also argue that complexity, organisational change impact, duration and size influence the rate of project failure.

Even those companies that have attempted to deploy a project, programme or portfolio system have too often been given bad advice and have poured huge sums of money into systems that promise ‘project utopia’. The reasons for this are numerous yet one consistent problem that traditionally plagues the business community is that they have been subjected to a plethora of software vendors and consultancies who build their solution from the bottom up using pure project-centric tools and

methods with little vision of how this will tie into the business. There is a ‘graveyard’ of nightmare stories in which organisations waste millions of pounds on cumbersome systems that were destined never to work, simply because they did not address the issue of what the business actually needed. Both large and small corporations have found themselves shoe-horning solutions and process with a message from vendors that typically says, *‘There’s nothing wrong with our method; it’s the shape of your business that’s wrong.’* The results is that all too often, these systems leave the companies worse off – financially, operationally and with the inability to plan and implement their business’s projects effectively.

Whether your business is ‘small or large’, project environments are multidimensional: they have sub-projects or child projects involving multiple timeframes, multiple departments, multiple suppliers and multiple locations, touching every part of the business. However, the most valuable asset and the greatest liability lie in the people, tools and processes used to manage the projects. Businesses are continually confronted with the challenge of tying together disparate processes and locations, multiple disciplines, technologies and departments as well as managing non-finite resources and budgets. Businesses no longer manage their projects as static or isolated linear entities but as complex interdependencies. The factors driving project management within an enterprise environment involve the multifaceted collaborations of the business’s ability to successfully execute the key project components seamlessly and as a natural extension of the business rather than as separate, alien entities. These typically include:

- managing the supply of non-finite resources, roles and responsibilities both internal and external to the business
- communicating project information such as budgets, milestones and resource capability through layers of management and across multiple physical locations
- managing and controlling the flow of project documentation ranging from contractor quotes to risk mitigation, project charters and so on
- developing multiple processes that bring project information to those occupying the relevant roles and responsibilities
- building business cases, outlining project objectives and specifying project scope
- establishing criteria for assessing ROI and measuring the compliance of the completed project with its original objectives
- communicating strategic objectives to all stakeholders with an interest in the project

- defining the relationships between all internal and external resource groups
- managing the flow of information between all project stakeholders
- managing project approval and direction at each appropriate level within the business
- agreeing specifications, milestones and governance criteria for project deliverables
- outlining the assignment of project roles and responsibilities at both the strategic and operational levels
- publishing project plans that span all project stages from project initiation and development through to delivery
- adopting a process of distilling upstream and downstream project status and progress reporting
- implementing a best practice knowledge-base centre such as a Programme Management Office (PMO)
- addressing risk management and resolution of issues that arise during the project
- defining a standard for quality review of the key governance documents and of the project deliverables

1.2 IT portfolio management

Even though Project Portfolio Management builds upon the Project Management and Professional Services Automation techniques of the 1980s and 1990s, it has its origin within corporate IT and the management of Information Technology projects. What is more commonly termed *IT portfolio management* emerged at the end of the so called ‘dot.com boom’ in 2000 as a consequence of many failed IT projects, and borrows extensively from the financial community as a method of balancing investment risk and opportunity.

Over the last ten years IT has become an integral part of the business and is fundamental to the future growth and profitability of most large IT based organisations today. However, the seemingly unreachable goals of IT and business alignment have dominated the boardroom top ten lists for over a decade. Indeed, the ability of the enterprise to effectively bridge the gap between corporate business objectives and the associated demands and constraints of technology execution have been suspect at best.

A key, characteristic theme of IT portfolio management is that IT projects can no longer function within an inaccessible ‘black box’. Nor can IT be the sole domain of IT departments who ring-fence technical intellectual property, skills and knowledge.

The ongoing need for alignment between IT and the business has become the critical driving force behind the adoption of portfolio management techniques within recent years. For example, IT analysts Gartner have conducted extensive research into IT portfolio management and have identified the following key drivers that concern CIOs:

- delivering IT projects that enable business growth
- linking business and IT strategy and plans
- demonstrating the business value of IT
- applying metrics to IT organisation and services
- improving IT governance
- developing leadership in the senior IT team
- improving business opportunity readiness

There still remains widespread problematic handling of IT projects by board-level executives as well as senior management and this has largely been due to:

- limited technical knowledge and experience
- project complexity and scope
- changing pace of the IT market
- key decisions being deferred mainly to pure technical experts
- inability of the organisation to tie its projects into the business and make them accountable

Businesses therefore tackle IT planning at the project level and make decisions about system upgrades and software implementation with little or no analysis performed to understand their impact on the organisation's overall direction and goals.

1.2.1 How have IT portfolio management techniques sought to overcome these problems and how has their adoption impacted the wider business?

IT portfolio management borrows directly from the financial planning and investment community. This community uses a series of portfolio investment techniques that focus on goals, risk levels, costs, and forecasted returns, as the principle roadmap for investment. If for example the set of goals within a financial portfolio are growth, income and capital preservation, decision making is concerned with how much of the portfolio should be dedicated to each category. Tactical decisions are then used

to support this decision making by determining which investments to sell, retain or buy within the various portfolio categories. What is critical here is that decisions are made on the basis of the entire context of the portfolio. This stands in stark contrast to IT planning which traditionally takes a bottom-up, rather than top-down perspective, with little or no consideration given to how individual project decisions affect the business as a whole. The financial planning method has been adopted as a means of planning IT projects and has migrated within recent years into the wider domain as a method by which the business as a whole can plan.

IT portfolio management emphasises a strategic focus on goals such as revenue growth, cost reduction, regulatory mandate and business continuity rather than just typical operational objectives such as project cost, timescales and deliverables. IT portfolio management requires input from across the organisation, including finance managers, executive management, and business groups, as well as IT managers. With IT portfolio management, project planning is viewed as a fundamentally top-down initiative and all project based stakeholders, including the board, internal and external stakeholders are required to participate in the decision making process. IT portfolio management moves away from the project-centric, bottom-up approach, forces everyone to accept responsibility for critical systems, and is designed to prevent a single stakeholder, for example IT, being blamed for poor decisions. The key driver behind IT portfolio management is gaining visibility of all of the business demands being placed on IT and elevating performance through the effective use of resources, people, funding, assets and processes – in order to maximise business value.

The typical core components of IT portfolio management are outlined below. We will see later that these elements also form the basis of Project Portfolio Management and we will explain in detail how these key elements form the basis of your PPM framework.

- *Building a registry*: Portfolio management begins with gathering a detailed registry of all the projects in the company, ideally in a single database, including name, length, estimated cost, business objective, ROI and business benefits.
- *Identifying strategic objectives*: This involves the business compiling a list of projects during the annual planning cycle and supporting them with business cases that show estimated costs, ROI, business benefit and risk assessment and so on. One of the core criteria on which projects get funded is how closely a project meets the company's strategic objectives for the upcoming year.
- *Prioritising and categorising*: The prioritisation process allows the business to fund the projects that most closely align with your

company's strategic objectives. The business then attaches valuation criteria to rank projects in terms of their importance.

- *Managing and reviewing the portfolio:* The portfolio has to be actively managed and monitored. Many businesses use a centralised Programme Management Office (PMO) to get financial and work progress perspective updates from project leaders. This information goes into a database and is reported to executives via a Project Portfolio Management Team (PPMT), giving the project inventory and its status. Typically businesses use the RAG method – Red (help!), Amber (caution) or Green (good) – to identify project status and this includes an explanation of the key driver causing an Amber or Red condition. Usually a portfolio team convenes to make decisions to continue or stop initiatives, assess funding levels and resolve resource issues.

IT portfolio management has revolutionised how businesses manage their projects and has delivered the following benefits:

- better cooperation across IT, finance, executive management and operational departments
- unified application for all planning, resource management, forecasting, and reporting, which provides a single, accurate version of the facts
- tighter alignment with organisational objectives; initiatives are scored on their support for strategic objectives in order to demonstrate their value to the business
- maximised portfolio value with optimal balance, enabling the business to select, win, and retain desirable projects while maintaining a balanced portfolio based on acceptable risk, changing business objectives and varied investment types
- increased transparency and better decision making; information is unified, enabling stakeholders to identify underperforming or overlapping projects, risks, and resource bottlenecks sooner and make midcourse adjustments
- better resource utilisation; demand for resources is captured, prioritised, and matched to the available supply
- improved portfolio governance; an automated, role based workflow streamlines and enforces approval for funding, resource assignments, gate decisions, and ongoing evaluations
- delivery of real-time data for effective decision making and performance transparency
- creation of a single database that shows the immediate impact of changes to the numbers in real time

The IT portfolio management processes have been directly translated into the wider business environment and their component parts have formed the basis of PPM as a methodology for managing projects within the wider context of the business. Albeit portfolio management techniques are firmly rooted within IT, they no longer have sole ownership. Portfolio principles are now being used to add value across an enterprise and over the last several years PPM has been adapted to measure the performance of many businesses' collective set of projects across all major areas including finance, R&D, new product development, sales, marketing and so on.

PPM is still relatively immature with both vendors and consultancies still jostling for market position, while its adoption among businesses is still very much in its infancy. However, over the next few years PPM will become a standard instrument and process for project focused organisations. Drivers to its adoption include governance demands, organisational change, business transformation, off-shoring, outsourcing and maturity through initiatives such as CMMI and Six Sigma.

1.3 The Project Portfolio Management paradigm

PPM is a paradigm shift in thinking, its successful implementation driven from the top down, spearheaded by executive and senior management sponsorship and responsibility. PPM attempts to straddle the gap between the projects themselves, the management process and their accountability to the business. PPM is the bridging that brings together the strategic and the operational.

PPM challenges the narrow 'pure play, project-by-project orientated focus to planning' and draws attention to the broader, more integrated approach, which subjects projects to wider organisational considerations and executive responsibility.

Simply put, PPM looks to empower the business, not just the project process. It helps the business establish a clear line of sight from the top-level pan-initiative view right down to the individual project layer. From the strategic viewpoint, it allows stakeholders, business leaders and executives to see clearly and understand how effective their strategies are and if necessary which programmes and projects to review. From the operational viewpoint, PPM empowers programme, resource and project managers with tools, support and necessary corporate accountability to execute project delivery.

1.4 What is Project Portfolio Management?

Driving project performance is not only about ‘doing projects right’; it is about ‘doing the right projects’. Yet doing the right projects is about more than simply individual project selection, rather it is about how the organisation manages the entire mix of the business’s portfolio of projects. It is about achieving a level of visibility over project delivery that enables the business to make calculated ‘go/kill/hold/fix’ decisions and ensure rational, accurate alignment with the business. It is ultimately about how the business sees projects as investments within the short, medium and long term. PPM can therefore be defined as:

The management of the project portfolio so as to maximise the contribution of projects to the overall welfare and success of the enterprise. Project Portfolio Management (PPM) is the management of that collection of projects and programmes in which a company invests to implement its strategy, for example asset programmes, improvement initiatives and strategic change work streams among others. A PPM process can utilise various techniques to provide tangible results for your business, ensuring that project investments contribute directly to realising your corporate goals.

It is simply not enough for the business to manage the project mix without the management of the projects themselves. When organising the business for PPM it is important to understand that there is a fine balance between the actual detailed management of the projects themselves and the portfolio perspective required to inform the business of their impact. In other words:

- Project Portfolio Management is critical for decision making, governance, and to ensure your company’s business objectives are being supported by the right set of projects.
- Project management is critical to ensure that budgets, resource allocation, activity and work are accurate and delivered on time.

Both are required to ensure the right set of projects are selected and that they are delivered on time, within budget and scope.

Therefore let’s expand our definition of PPM by saying that it also refers to:

The organisation of a series of projects into a portfolio consisting of reports that capture project objectives, costs, timelines, accomplishments, resources, risks and other critical factors. PPM enables regular review of entire portfolios, allocation of resources and adjustment of projects to assist in taking key financial and business decisions in order produce the highest returns. In addition, PPM helps bridge the strategic and operational by enable the business's 'coal face' to deliver on the project management process.

PPM is not only about how the modern, project oriented business manages its projects as strategic business investments but also about how it actually manages the project process itself and how this iterative process is communicated back and forth throughout the business.

1.5 The relationship between portfolios, programmes and projects

A project portfolio represents the collection of programmes and projects (see Figure 2); as outlined above, the process of PPM includes oversight, management and control of these components.

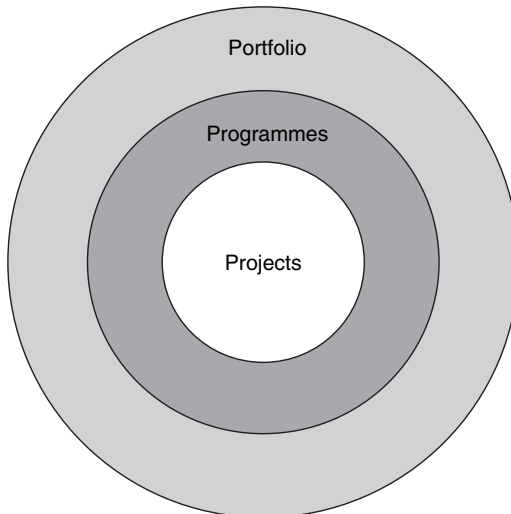


Figure 2 Portfolio, programmes and projects: relationships

Project Portfolio Management provides a structured environment for deciding which projects, programmes and initiatives to fund, to sustain or to eliminate. Project Portfolio Management is the process that enables the right programmes and project to be selected and takes into account the business’s capability to deliver on these projects set against the available financial and human resources. It is also about optimising the overall portfolio investment, and subordinating programme and project approval to business strategy rather than departmental and business unit objectives.

1.5.1 Defining portfolios

Figure 3 shows that the Project Portfolio Management process serves as a continuous mechanism to ensure that projects remain aligned with their strategic intent, that assumptions defined in their original business case

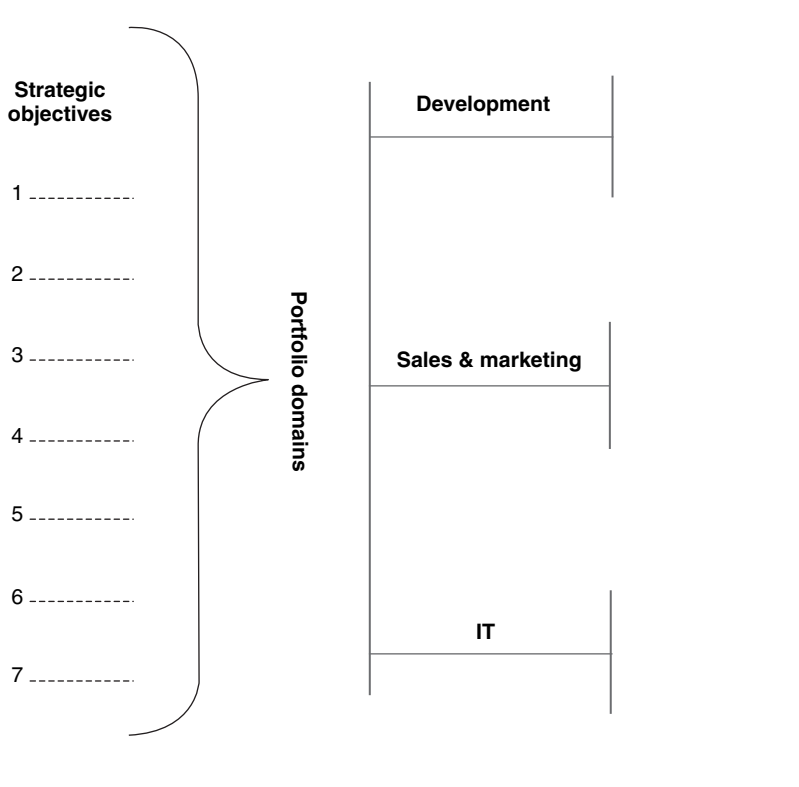


Figure 3 Strategic objectives and project portfolio domains

are adhered to and that decisions made during development are based on timely and accurate data. By their very nature, timelines, budgets, scope and project teams change over time. The PPM process therefore seeks to provide real-time data that can assist in making daily project decisions, as well as more analytical ‘what if’ scenarios that can direct the future course of the individual portfolio domains.

1.5.2 Defining programmes

As can be seen from Figure 4, programme management is the process of managing multiple, ongoing, interdependent projects. Programme management is comprised both of operational initiatives that enable realisation of business value, and of groupings of activities and projects that enable the implementation of a strategy and seek its outcome. The figure shows the strategic alignment of projects, programmes and project portfolio for delivery optimisation. Programmes are more fluid and are directed at a goal or set of objectives, rather than specific deliverables; they are focused on outcomes rather than outputs; and they are about business management as well as technical management.

1.5.3 Defining projects

Projects are a series of planned activities with clearly defined start and end points and clearly defined deliverables. Projects manage the estimated

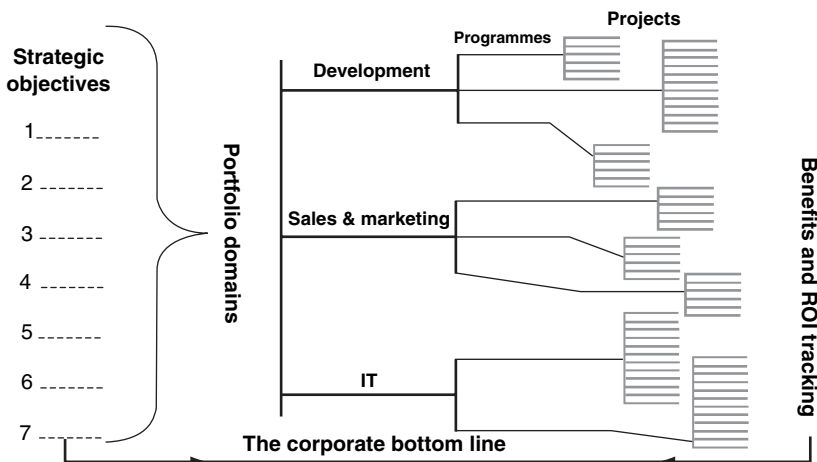


Figure 4 Portfolio, programme and project portfolio domains

Project life cycle

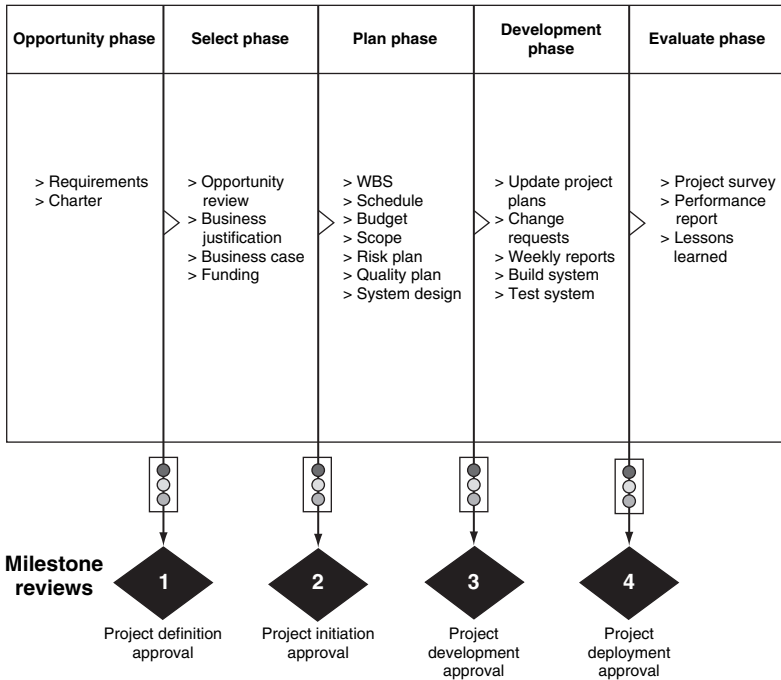


Figure 5 Typical project life cycle and stage gate process

and actual start and completion dates for project tasks and these tasks are the building blocks for project delivery. Projects are usually managed as part of a life cycle, in a sequence of phases (or steps) from project initiation through to project completion (see Figure 5). Typically the project life cycle follows this sequence: opportunity, selection, planning, development, evaluation. There are approval points or gates between each phase. Typical gates include:

- 1 definition approval
- 2 initiation approval
- 3 development approval
- 4 deployment approval

INDEX

- accountability, xxiii, xxiv, 1, 3, 4, 10, 17, 28, 30, 38–40, 43–7, 54, 55, 57, 63, 88, 93, 126, 130, 133, 152, 204, 206–8, 216, 218, 220, 222
 - see also* corporate accountability, project accountability
- acknowledgements, viii, xiv
- adoption challenges, vii, xxi, 21
- ASPs – Application Service Providers, viii, 55, 72
 - see also* SaaS – Software as a Service
- Atlantic Global Plc, vii, xiv, xv, xviii
- authors, vii, xiv, xv, xvi, xvii, xviii

- balanced score carding methods, 110
- Basel II, 41, 42
- BBS – benefits breakdown structure, 208
- benefits
 - management, 205
 - realisation, 39, 125, 205, 208, 209
 - tracking, 206
- Berkshire Consultancy Limited, vii, xiv, xvii, xviii
- best practice, vii, xviii, xix, xxi, 1, 6, 23, 24, 27, 34, 37, 42, 43, 62, 66, 90, 99, 122, 171, 195, 223, 227
- board of directors, 43
- board level, 7, 20, 27, 30, 33
- budget reporting, 65
- business
 - business-as-usual activities, 28, 66, 76, 85, 107, 124
 - capability analysis, viii, 89, 91, 101, 106, 108
 - case, viii, 5, 8, 13, 15, 22, 24, 43, 57, 63, 70, 73, 79, 93, 95, 96, 105, 106, 117, 119, 120, 122–5, 143, 156, 204, 206–8, 210
 - leaders, xix, xxiii, 3, 10, 20, 33, 47, 49, 50, 53
 - scenarios, ix, xx, 212, 213, 215, 217, 219, 221, 223, 225
 - see also* scenario capability, scenario modelling
 - strategy, xv, xix, 3, 13, 19, 20, 64, 68, 77, 101, 113, 142, 143, 145, 152, 153, 158–61, 172, 176, 206, 213, 219, 222, 229
 - value, 7, 8, 14, 17, 43, 102, 117, 215, 232, 233
 - business-wide visibility, xxiii
- capacity planning, 18, 60, 83, 92, 142
- CAPEX – capital expenditure, 88
- CBA – cost/benefit analysis, 32, 79, 103, 112, 124
- centralised control of data, viii, 56
- change management, vii, ix, xi, xv, xxii, xxiv, 1, 21, 30, 33, 39, 91, 119, 121, 122, 124, 129, 133–5, 139, 140, 152, 197, 200–4
- change project, viii, xxiv, 21, 24, 27, 30, 137, 139–41
- checklist, x, xx, xxi, 43, 84, 155, 226–31
- CMMI – Capability Maturity Model, 10, 98
- communication management, 228
- Companies Bill, 42
- configurability, 22, 71, 74
 - see also* customisation
- consultant, xv, xvi, xvii, 122, 160
- contract history management, 94
- contractor management, 93, 94, 226
- corporate accountability, xxiii, 10, 222
 - see also* accountability, governance
- corporate goals, xix, 11, 31, 45, 109, 114, 218, 220, 222, 229

- corporate vision, iii, xviii, 31
see also Atlantic Global Plc
- costs, xiii, 7, 8, 12, 16, 20, 21, 29, 36, 38, 45, 48, 61, 73, 74, 79, 82, 83, 88, 90–2, 105, 112, 115, 123–5, 128–130, 162, 202, 205, 207, 214–16, 218–24, 227
- CRM – customer relationship management, 47, 69
- Crystal Decisions, 70
- CSV – comma separated values, 70
- culture, ix, xvii, xx, xxii, xxiii, 21, 31, 52, 69, 99, 104, 120, 123, 162, 188, 192, 197, 199–211
- current state assessment, 104, 131–4
see also future state vision, gap analysis
- customers, 43, 46, 53, 73, 98, 104, 105, 123, 141, 215, 217, 219, 221
- customisation, 24, 69, 71, 75, 97, 167
see also configurability
- database, 8, 9, 47, 53, 59, 70, 76, 94, 97, 135, 169, 179, 180, 183, 184, 214, 224
- data conversion, 70
- dashboards, 49, 50, 52, 53, 66, 79, 83, 87, 92, 97, 102, 219, 228
- decision making, xx, xxv, 7–9, 11, 17, 18, 20, 29, 30–2, 35, 38, 39, 43, 45, 46, 51, 53, 56, 67, 77, 94, 101, 107, 112, 125, 126, 141, 144, 148, 149, 154, 172–4, 184, 185, 190–3, 196, 216, 219, 221
- demand management, 65, 81, 92
- departments, xxv, 4–6, 9, 45, 56, 87, 102, 131, 143, 213, 220, 223
- dependency conflicts, 16
- desktop based / desktop-centric software, 54–5
- document management, 82, 83, 95, 96, 218
- drill-down, 49, 77, 87, 88, 91–3, 228
- drill-up, 77, 88
- ECV – expected commercial value, 112
- Egan’s model, 139
- Enron, 42
- enterprise project management, vii, 3, 233
- enterprise-wide role based visibility, viii, 48
- executive
 dashboards, 87, 102, 228
see also dashboards
 decision making stream, 29, 30, 38, 67, 216, 219, 221
 management team, 8, 9, 87, 148, 150, 151, 158, 191, 230
 sponsor, vii, xxi, xxiv, 21, 23, 27, 29–33, 120, 133, 149
 team, 4, 18, 148, 153
- EVA – earned value analysis, 32, 79, 110, 111, 225
- evangelist, 21, 33, 36, 149
- financial
 accounting, 41
 criteria, 161
 information, 33, 71, 86
 management, 66, 83, 86, 227
 metrics, 103, 110
 modelling, 88, 227
 planning, 7, 8
 risk, 209, 210
- forecasting, 9, 50, 55, 59, 65, 93, 212, 220, 226, 227
- funding hierarchy, xi, 145, 146, 148
- functional advocate, 34, 191
- functionality, 24, 33, 54, 69, 71, 73, 74, 77, 79, 81, 82, 86, 88, 92, 94, 122, 123, 180
see also solution features
- future state vision, 104, 105, 113
see also current state assessment, gap analysis
- Gantt, 84, 91
- gap analysis, 104, 109, 133, 134
- Gartner, 7, 50, 51, 72, 232, 233

- Gershon Efficiency Agenda, 41
- 'go/kill/hold/fix' decisions, 11, 19, 39, 40, 79, 88, 89, 100, 112, 116, 118, 189, 195, 231,
- Google, 72
- governance, vii, 4, 6, 7, 9–11, 18, 20, 22, 28, 31, 35–7, 41–8, 62, 67, 78, 83, 88, 90, 97, 113, 125, 131, 206, 215, 218, 227
- contract, 18
- management, 97
- milestone, 20
- see also* accountability
- guardian angel, 21
- health check, viii, 23, 25, 120, 126, 229
- HTML – hypertext mark-up language, 70
- ideas management, viii, 79, 89, 93, 95, 101, 105, 226
- IFRS – International Financial Reporting Standards, 41
- IRR – internal rate of return, 103, 162
- integration, xvi, 22, 56, 69, 70, 74, 75, 83, 91, 97, 98, 123, 214, 227, 229
- internet, xvi, 55, 73, 74
- IT – information technology, 6, 42
- accountability, 216, 218
- see also* accountability (main entry)
- analysts, 7, 50, 72
- see also* Gartner
- department, 6, 47
- governance, 7, 218
- organisation, 7
- planning, 7, 8
- portfolio management, vii, 1, 6–10, 232, 233
- profit centre, ix, 215
- project delivery, ix, 215
- job, 24, 37, 44, 58, 59, 106, 183, 193, 203, 219
- Kaplan and Norton's balanced score card, xi, 111
- KM – knowledge management, ix, xxii, 197, 202, 203, 205
- knowledge centre, xi, 27, 37, 39, 52, 107
- knowledge repositories, 95, 96
- KPIs – key performance indicators, 37, 79, 88, 103
- KPMG, xvii, 4, 35, 41, 232
- leadership, vii, xxiv, 7, 29, 31, 35, 37, 137, 139, 140, 142, 144, 147, 148, 151, 153, 157, 162, 193, 201
- lessons learned, 15, 32, 64
- manual processes, 56, 57
- META Group, 139
- Microsoft, 54, 72, 97
- MS Access, 70
- MS Excel, 70
- MS Office, 70
- MS Project, 70, 83, 91, 129, 223, 227, 229
- MS SQL, 70
- MS Word, 70
- milestones, 5, 6, 17, 18, 20, 21, 28, 34, 46, 47, 52, 55, 57, 59, 63, 67, 76, 78–80, 84, 87, 88, 90, 97, 110, 115, 124, 144, 212, 213, 222
- mitigation, 5, 90, 93, 94, 112, 135, 136, 227
- model office, xxiii
- see also* proof of benefit
- NPV – net present value, 79, 103, 111, 129, 162
- OBS – organisational breakdown structure, 176, 177–9
- ODBC – open database connectivity, 70, 97
- see also* database
- opportunity management, 33, 83

- Oracle, 70, 97
- OLAP – online analytical processing, 70
- PBM – project benefits management, ix, 205–7
- PDF – portable document format, 70
- performance criteria, 121
- personal dashboards, 87, 92
see also dashboards
- pet projects, 19, 21, 22, 171
- PI – productivity index, 112
- PLC – public limited company, vii, xiv–xviii, 123
- PMMA – project management maturity assessment, 61
- PMO – Programme Management Office, xx, xxi, 6, 9, 27, 31, 35, 40, 102
- PoB – proof of benefit, viii, xxii, xxiii, 24, 119, 120, 130
see also model office
- portfolio
allocation, 65
authorisation, viii, 21, 89, 101, 108, 179
definition, viii, 88, 89, 99, 100–2
execution, viii, 89, 101, 116
investment, 7, 13
framework, xxi, 95, 102, 154
managers, xix, 49, 79, 113
management dashboard, 88, 101, 102, 228
see also dashboards
mix, 60, 100, 106, 229,
monitoring, viii, 39, 40, 84, 86, 89, 93, 96, 101, 106, 116, 117, 121, 153, 179, 201, 205, 206, 219, 225, 226
prioritisation, viii, 95, 108–16, 181
selection, viii, 79, 89, 96, 101, 103, 104, 108, 226
stakeholder, xx, 219
- PPM – Project Portfolio Management, *passim*
- PPMT – Project Portfolio Management Team, xxi, xxii, 9, 27, 31, 40, 139
- Prince2, 41, 90, 98
- prioritisation
criteria, ix, xi, 99, 114, 156, 159–66, 168, 169, 171, 172, 174, 194
models, 112
procedures, ix, xx, 156, 157, 159, 161, 163, 165, 167, 169, 171, 173
process, 8, 42, 109, 131, 156, 157, 174, 189, 206
prioritising projects, ix, 31, 77, 156, 170, 176, 196
- project
accountability, 4, 17, 43, 220, 222
see also accountability, corporate accountability (main entries)
advocate, 34, 191
applications, project-centric, viii, 65, 68
delays, 36
delivery, ix, xxiii, 10, 11, 15–17, 21, 30, 34, 38, 40, 43, 44, 46–8, 51, 62, 66, 68, 90, 99, 128, 129, 209, 211, 215, 219, 221, 226
domain, ix, 156, 157, 159, 177, 193
execution, 62, 82, 96, 206, 207
funding hierarchy, xi, 146
governance, *see* governance, accountability (main entries)
hit-list, ix, 156, 157
investments, 4, 11, 19, 29, 63, 68, 215
knowledge centre, 27, 107
see also knowledge centre (main entry)
life cycle, xi, 15, 34, 83, 84, 133, 169, 206, 231
management dashboard, 87, 90, 91, 228
see also dashboards
methodologies, 41
organisation, viii, 37, 39, 144, 148, 184, 185

- pipeline, 42, 93, 109, 113, 168
- planning, 4, 8, 30, 41, 51, 54, 58, 62, 68, 71, 80, 84, 85, 98, 107, 142, 143, 185, 208, 212, 214, 220, 226, 230
- portfolio registry, 31
- project management competence, xxiv
- project management maturity, viii, xi, 44, 60, 61, 119, 124, 134
- risk, 62, 90, 109, 112, 116, 135
- scheduling, 33, 39, 84
- selection, 4, 11, 19, 42, 59, 68, 99, 103, 107, 173, 230, 232
- stakeholder, xxiii, 6, 19, 23, 28, 32, 38, 41, 43, 44, 49, 61, 63, 71, 86, 96, 106, 118, 121, 215
- tasks, 15, 50, 85, 130, 143, 223, 224
- programme management, xv, xx, xxi, 6, 9, 14, 27, 31, 35–7, 39, 40, 65, 66, 82, 87, 89, 90, 102, 126, 128, 129, 132, 133, 142, 226, 232
 - dashboard, 87, 89, 90
 - see also* dashboards (main entry)
- programme manager, 36, 40, 42, 48, 83, 128, 153, 214
- PSA – professional services
 - automation, 6
- quality management, 41, 97
- RAG (Red Amber Green)
 - status/method, 9, 79, 89–91, 101, 110
- readiness assessment, viii, 119, 120
- real-time
 - component, 28, 52–55
 - enterprise, 28, 50, 52, 232
 - information, viii, 28, 48, 50–2, 54, 212, 213, 216, 221, 222
 - management reporting, xx, 90, 218, 222
 - see also* Gartner
 - risk reporting and analysis, 94
 - reference material, x, 112, 232, 233
 - registry information, xi, 110
 - regulators, 43
 - requirements capture, viii, 28, 119, 121, 123
 - reporting
 - automated, 50
 - budget, 65
 - capability, 70, 216
 - management, 67, 126, 128, 130, 218, 222
 - milestones, 46, 128, 129
 - on project activity, 54
 - online, 58, 218
 - operational, 33
 - project health and status, 4, 63
 - time, xx
 - resource
 - assignments, 9, 57, 171, 175, 189, 192
 - bottlenecks, 9, 36, 58
 - capacity, ix, xx, 100, 106, 107, 113, 158, 175–7, 179–81, 183, 184, 186, 187, 190
 - conflicts, xx, 16, 17, 32, 116, 192, 231
 - demand, ix, xii, xx, 48, 58, 68, 77, 81, 92, 101, 107, 114, 175, 176, 180, 182–7, 189, 212, 223
 - management, x, 9, 31, 33, 39, 58, 63, 65–7, 80–3, 87, 91, 125, 131–3, 175, 179, 180, 183, 187, 191, 193, 213, 216, 220, 223, 224, 226–8
 - resource management dashboard, 87, 91, 228
 - see also* dashboards (main entry)
 - management software solution, x, 223
 - manager, xxi, 48, 50, 80, 92, 212, 215, 217
 - pool, ix, 42, 79, 94, 176–9, 222, 231
 - requirements, ix, 18, 106–8, 142, 143, 148, 167, 169, 176, 178, 183, 185, 186, 195, 231

- resource – *continued*
 registry, 99
 supply, xi, 58, 80, 81, 107
 utilisation, xxv, 9, 18, 20, 40, 45, 48,
 142, 183, 184, 187, 188, 193–6,
 202, 215, 217, 224, 231
- RFI – request for information, 122
 ‘rip-and-replace’, xxiii, 22, 24, 69
- risk
 database, 94, 135
 heat maps, 228
 management, viii, 6, 94, 120, 134,
 135, 136, 222, 226, 227
 models, 206
 register, 41, 94, 222, 227
 reporting, 94, 136
 risk-reward bubble diagram, 112
- ROI – return on investment, viii, xxiii,
 3, 5, 8, 23–25, 29, 34, 62, 68, 79,
 89, 115, 119–23, 125, 127–9,
 132–4, 161, 162, 165, 171,
 173, 202
- role based approach, 50
 dashboards, xxiii, 48, 52, 53, 66, 83,
 87, 97
 technology, 52
 training, 70
 visibility, viii, xx–xxiv, 28, 48, 49,
 53, 87
 workflow, 9
- ROO – return on opportunity, viii, xxiii,
 24, 120, 121, 123, 127, 128, 130–4
- SaaS – Software as a Service, viii, xvi,
 72–6, 130, 233
see also ASPs – Application Service
 Providers
- ‘sanity check’, 158, 166–8
- SAP, 70
- Sarbanes Oxley Act, 41, 42
- scenario capability, 59, 214
- scenario modelling, 59, 80, 88, 89,
 91, 126, 128, 129, 133, 188,
 222, 226
- schedules, 16, 33, 38, 45, 61, 63, 66,
 68, 80, 90–3, 110, 111, 115,
 143, 190, 191, 194, 214,
 215, 219, 224
see also resource
- scope management, 33, 39, 93
- scoring model, xi, 103, 162–6, 171,
 172, 194
- SDP – system development process,
 143, 144
- security, 70, 71, 74, 75, 83, 96
- semi-manual, 18, 54, 56
- senior management, 7, 10, 22, 23, 27,
 30, 46, 52, 57, 142, 191, 201
- shareholder, 29, 43, 56, 124,
 141, 162
- single version of the truth, xxiv, 46, 52,
 53, 54, 183
- Six Sigma, 10, 98
- skill-sets, 81, 175, 176, 180, 181
- ‘skunk works’, 167, 186
- slippage, 17, 59, 81, 122, 217
- software
 deployment, viii, 76
 packages, 65
 solution, x, xvi, xxi, 123,
 217, 223
 vendors, 4, 21, 65, 122
- solution features, viii, 77
see also functionality
- spreadsheet, 18, 28, 51, 54–8, 212,
 215–17, 223
- SQL – structured query language, *see*
 Microsoft
- SSL encryption – secure socket layer,
 71
 gate, 70, 112, 232
- strategic
 alignment, viii, 78, 89, 101, 103
 buckets method, 112
 direction, 19, 80, 149, 184, 187
 focus, 8
 goals, xx, 37, 53, 58, 60, 77, 79, 114,
 185, 216

-
- objectives, xi, xviii, 3, 5, 8, 9, 13, 14, 19, 31, 32, 39, 42, 44–6, 78, 81, 100, 102, 104, 105, 109, 114, 115, 125, 156, 172
 - project alignment, ix, 220
 - supply and demand, xi, 59, 81, 90, 92, 107, 116, 176, 227, 228
 - technical management, 14
 - tactical, 4, 7, 38, 39, 100, 109, 114, 115, 119, 124, 185, 203
 - task based, 78, 83, 129, 222, 226
 - team dashboards, 102
 - see also* personal dashboards
 - team members, xxi, 32, 46, 50, 84, 89, 90, 93, 96, 149, 152, 153, 170, 177–9, 189, 208, 215, 218, 219, 222, 229
 - Ten Commandments, vii, xxiii–xxv
 - timesheet, 18, 23, 48, 65, 66, 82, 84, 85, 91–3, 96, 224, 226, 227
 - top-level decisions, 54, 214
 - USPs – unique selling points, viii, 66, 68
 - value proposition, 113, 162
 - vendor selection process, viii, 28, 119, 122
 - web publishing, 70
 - web based environment, viii, 54, 55, 72
 - web based solutions, 69
 - ‘what if’, xi, 14, 32, 49, 55, 59, 67, 80, 88, 91, 92, 105, 128, 129, 180, 188, 189, 192, 193, 214, 226
 - workflow management, 95, 96, 228
 - workload allocation, 65
 - work packages, xi, 37, 41, 42, 78, 84, 209, 210
 - XML – extensible markup language, 70

