The Value of Project Management: 
Best Practices Around the World

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VALUE DELIVERY CAPABILITIES
PMI 2015 Thought Leadership Series: The Power of Portfolio Management
STRATEGY AND VALUE DELIVERY CAPABILITIES

Organizational Environment

Strategy

Portfolio

Value decisions

Operations

Business Value Realization

Value Performance/Analysis

Results Delivery

Projects

Programs
Value Delivery Capabilities

Portfolio

- Aligns organizational investments, resources and capabilities to deliver strategic objectives
- Senses opportunities, risks and change in the market and responds appropriately
- Monitors progress

Programs & Projects

- Drive the realization of benefits that produce business value
- Establish governance and accountability
- Manage talent
- Integrate organizational activities associated with product/service life cycle management
VALUE DELIVERY MUST BE PROPERLY ENABLED

❖ People and skills – human enablers
❖ Processes, tools and practices – capability enablers
❖ Leadership and strategy/mission – alignment enablers
❖ Culture, performance and recognition/rewards – behavioral enablers
CANADA GOVERNMENT
CAPABILITY ASSESSMENT
Project management process maturity.

- 5. Optimizing: Continuous Process Improvement
- 4. Quantitatively Managed: Quantitative Management
- 3. Defined: Process Standardization
- 2. Managed: Basic Project Management
- 1. Initial: Heroic Efforts

Productivity and Quality
Risk and Waste
2018 Project Delivery Capability Assessment

Project management knowledge maturity.
Project management cultural maturity.

1. Unaware
- Culture not addressed and processes not in place

2. Exploratory
- Leaders defined, executive sponsorship

3. Defined
- Actions for improvement defined and shared at all levels of management

4. Adoptive
- Models integrated, roles clear, performance metrics in place

5. Adaptive
- Culture of innovation, continuous learning and sharing
## 2018-19 Capability Improvement Activities

<table>
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<tr>
<th>Initiative</th>
<th>Intended Outcome</th>
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| Revise processes and tools  | • Apply right level of rigor to projects/programs  
|                             | • Enable use of agile practices, tools  
|                             | • Enhance business case requirements for approvals                                |
| Workforce development       | • Clarify roles and required skills  
|                             | • Invest in professional development  
|                             | • Make government service attractive                                                |
| Governance                  | • Clarify responsibilities of governing bodies  
|                             | • Reduce layers where possible  
|                             | • Hold leadership accountable                                                       |
| Transparency                | • Engage citizens at every level  
|                             | • Provide as much visibility as possible                                            |
| Strategy                    | • Ensure clear links to strategic goals                                           |
U.K. INFRASTRUCTURE & PROJECTS AUTHORITY
U.K. Infrastructure & Projects Authority oversee the Government Major Project Portfolio.
PORTFOLIO MANAGEMENT – ENSURING INVESTMENTS DELIVER INTENDED VALUE

IPA regularly reviews performance and intervenes to get projects/programs on track or to recommend killing them.

Figure 9. DCA ratings for IPA’s GMPP by project category. Data from Infrastructure and Projects Authority’s “Annual Report on Major Projects 2017–2018.”
IPA PRIORITIES

Creating market confidence

Setting projects up for success

Building delivery capability

Measuring and improving performance
IPA PRIORITIES

- Oversight and accountability
- Early intervention and support
- Leadership and team training and development
- Transparent public reporting on performance
BUILDING PROJECT LEADERSHIP
U.S. FEDERAL GOVERNMENT PPM CAPABILITY IMPROVEMENT
PMIAA - Improving Government PPM Capabilities

- Managed by the White House’s Office of Management & Budget
- Implemented by a single, accountable senior leader in each agency
- Integrated through the Program Management Policy Council
- Enabled through creation of a PM job series
- Audited to ensure compliance with the law’s intent

PMIAA is part of larger U.S. government performance improvement efforts.
U.S. Postal Service Future Ready Strategy

**Mission**
Bind the nation together with affordable, reliable, secure and universal postal services

**Vision**
A viable U.S. Postal Service that delivers customer value and binds the nation together in the digital age

**Four Future Ready Goals**

- Deliver a world-class customer experience
- Equip, empower, and engage employees
- Innovate faster to deliver value
- Invest in our future platforms
Rigorous Strategy Execution & PPM

Executive Visibility

Early Indicators of Risk

Cross-functional Integration

Strengthen Internal Talent

Strategic Alignment

Portfolio Management

Project Management

Executive Leadership Team

OSP SMO

Initiative Leads

Initiative A (w/ PMO)

Initiative B (w/ PMO)

Initiative C (w/ PMO)

Other Initiatives teams

Large initiatives with dedicated PMOs

Smaller initiative with PM support

Exception-based reporting of progress on Roadmaps delivers operational insight from initiative owners to senior executives.

Level of authority

Well informed but insufficient authority to make the difference

Typical senior executives frustrated over insufficient or late information

Operational insight and authority to make effective course corrections

Low

Typical continuum

Initiative/Roadmap owners

New trajectory with Roadmapping

High

Level of detailed operational knowledge
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