

PM in the A.M. Executive Breakfast

Project Management: A Strategic Competency

McLean, Virginia
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Introduction

Karen Dahut – Vice President, Booz Allen Hamilton

Booz Allen enthusiastically supports PMI

- ▶ PMI Board of Directors
- ▶ PMI's Global Corporate Council
- ▶ Over 700 certified PMPs
- ▶ Risk and Earned Value Standards
- ▶ Certified OPM3 assessors and consultants

Congratulations to our Breakfast Sponsor

This year the PMI Washington, DC Chapter was recognized with 6 major awards:

- ▶ **2008 Component Award for Component Leadership** – given to Ron Taylor in recognition of his leadership, organizational and managerial achievements that have furthered the ends and advancement of the Project Management Institute
- ▶ **2008 PMI Component Award for Collaboration** - recognizes Chapters who have made numerous collaboration and outreach efforts in their respective city and have in addition advanced the objectives and values of the Project Management Institute
- ▶ **2008 PMI Component Award for Recognition of Excellence as a subset of the Component of the Year Award** - honors and recognizes Chapters for excellent programs and member benefits
- ▶ **2008 PMI Component Award for Volunteer Program Recognition of Excellence** - honors the Washington DC Chapter for attracting and developing volunteers
- ▶ **2008 PMI Component Award for Volunteer of the Year** - Shirley Buchanan for her spirit of volunteerism and energy, knowledge, and willingness to share ideas that made her a valued contributor to her Chapter
- ▶ **2008 PMI Component Award for Recognition of Excellence** - Aaron Hall for his volunteer efforts in his Chapter

Executives in business and government face extraordinary challenges.....

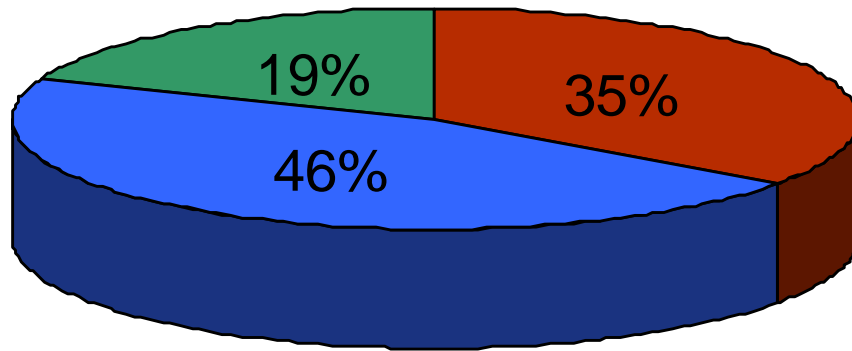
- ▶ ERP Implementations
- ▶ Transformation Initiatives
- ▶ Strategy and Process for Managing Opportunities and Threats
- ▶ Leverage Innovation
- ▶ New Business Models
- ▶ Competition
- ▶ ***Aligning Projects, Programs, and Portfolios with Business Strategy***

.....and depending on where we sit in the organization, a different perspective emerges

Executive-level Concerns	Program/Project Managers Concerns
<ul style="list-style-type: none">▶ Value vs. Cost/Time/Risk▶ Expected returns / ROI▶ Stakeholder impact (customers / partners / suppliers)▶ Emerging risks / opportunities▶ Sustainability▶ Impact of success / delay / failure▶ Learning and impact▶ Trigger points for action	<ul style="list-style-type: none">▶ Lack of executive and stakeholder sponsorship▶ Misalignment of organizational goals and program objectives▶ Ownership of people, processes and tools▶ Inability to deliver benefits▶ Inability to measure the business value achieved▶ Hiring and retaining skilled professionals▶ Inability to stay the course on cost and schedule

Large, complex projects either fail or are challenged (e.g. delayed, over budget) more often than they are successful....

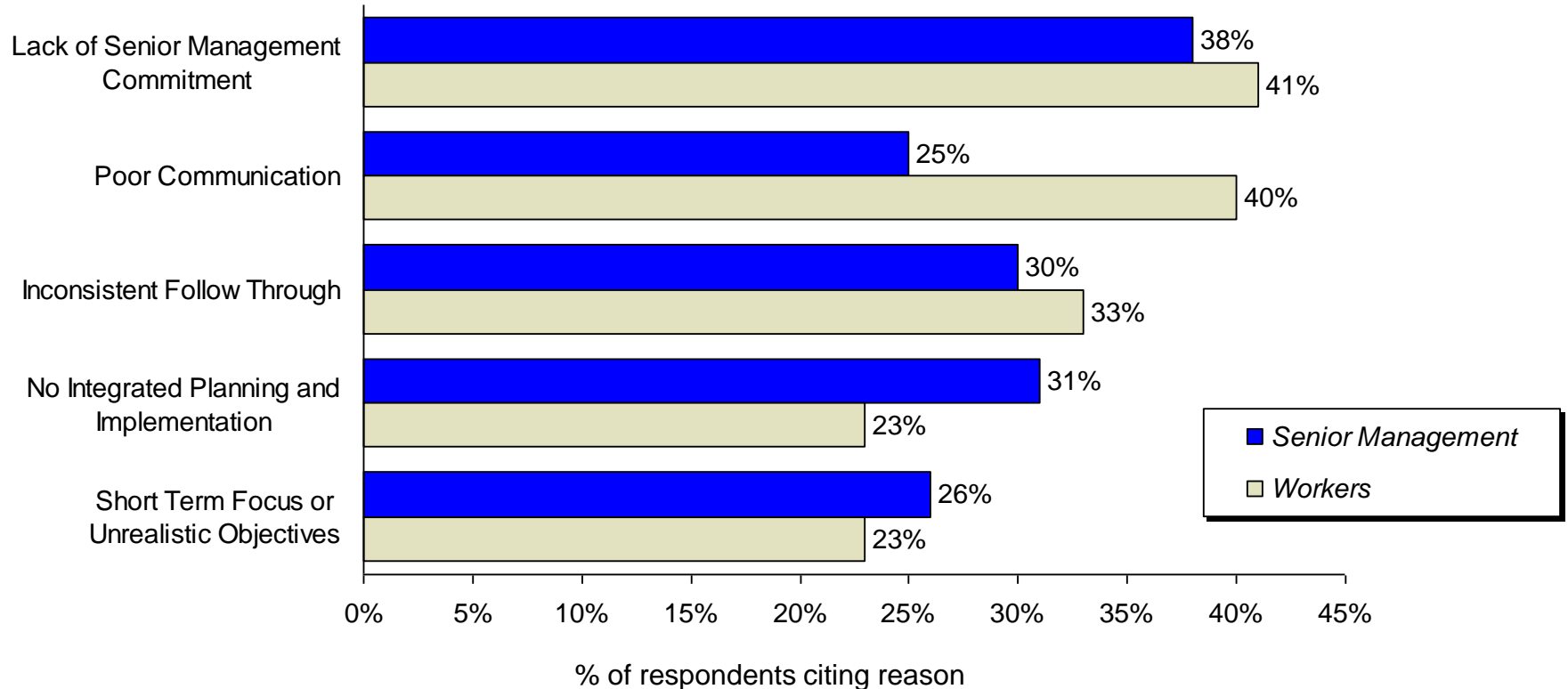
- Successful
- Challenged
- Failed



Source: Chaos Database survey results, 2006

....and while the reasons projects fail are mostly consistent; the perspective is different depending upon where one sits in the organization

Top Six Reasons for Complex Program Failures

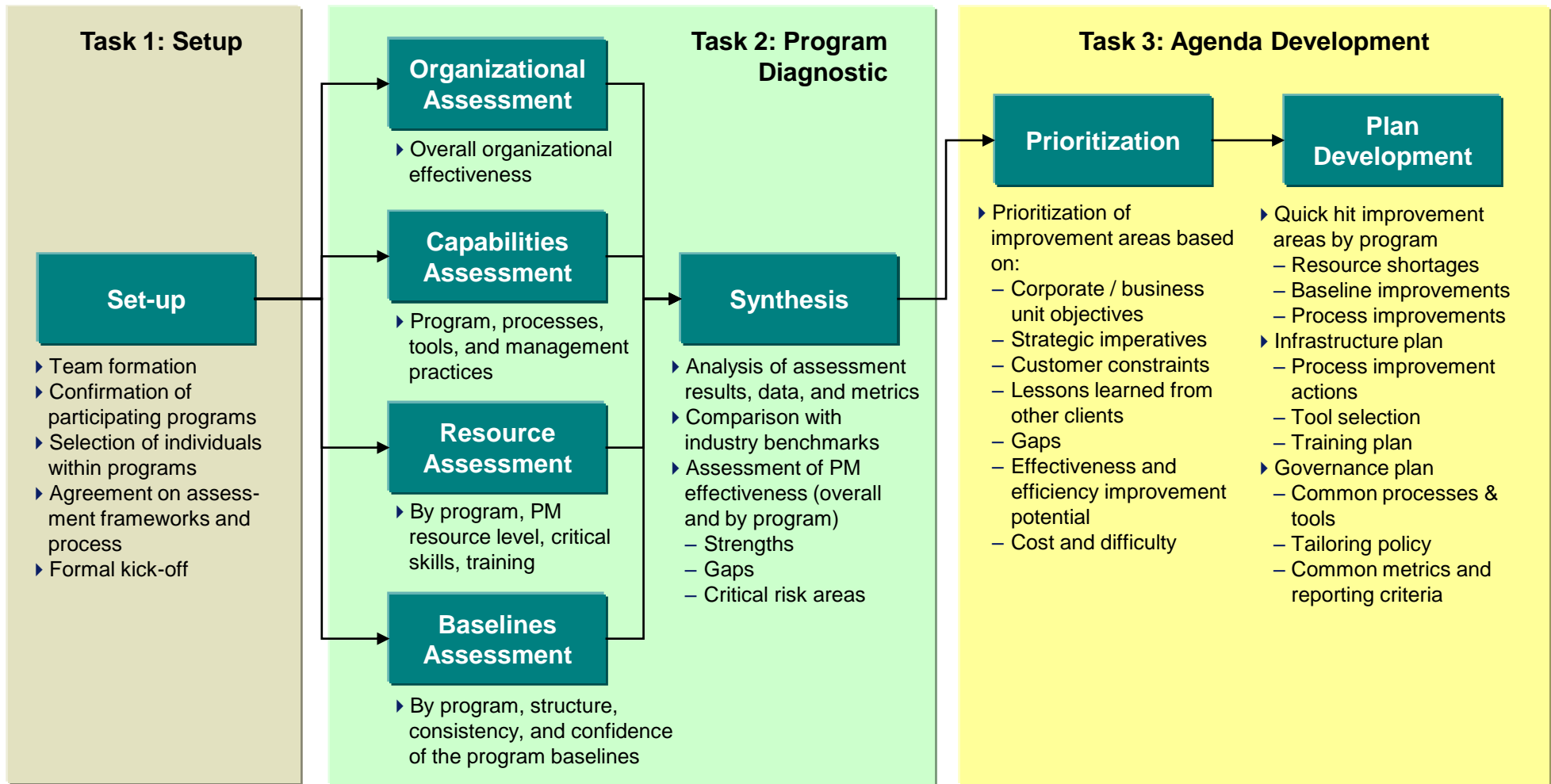


Note: Respondents cited multiple reasons - totals do not add to 100%
Source: Survey of 182 North American organizations by Kepner-Tregoe, Inc.

Businesses and government agencies have developed some common responses to improve performance

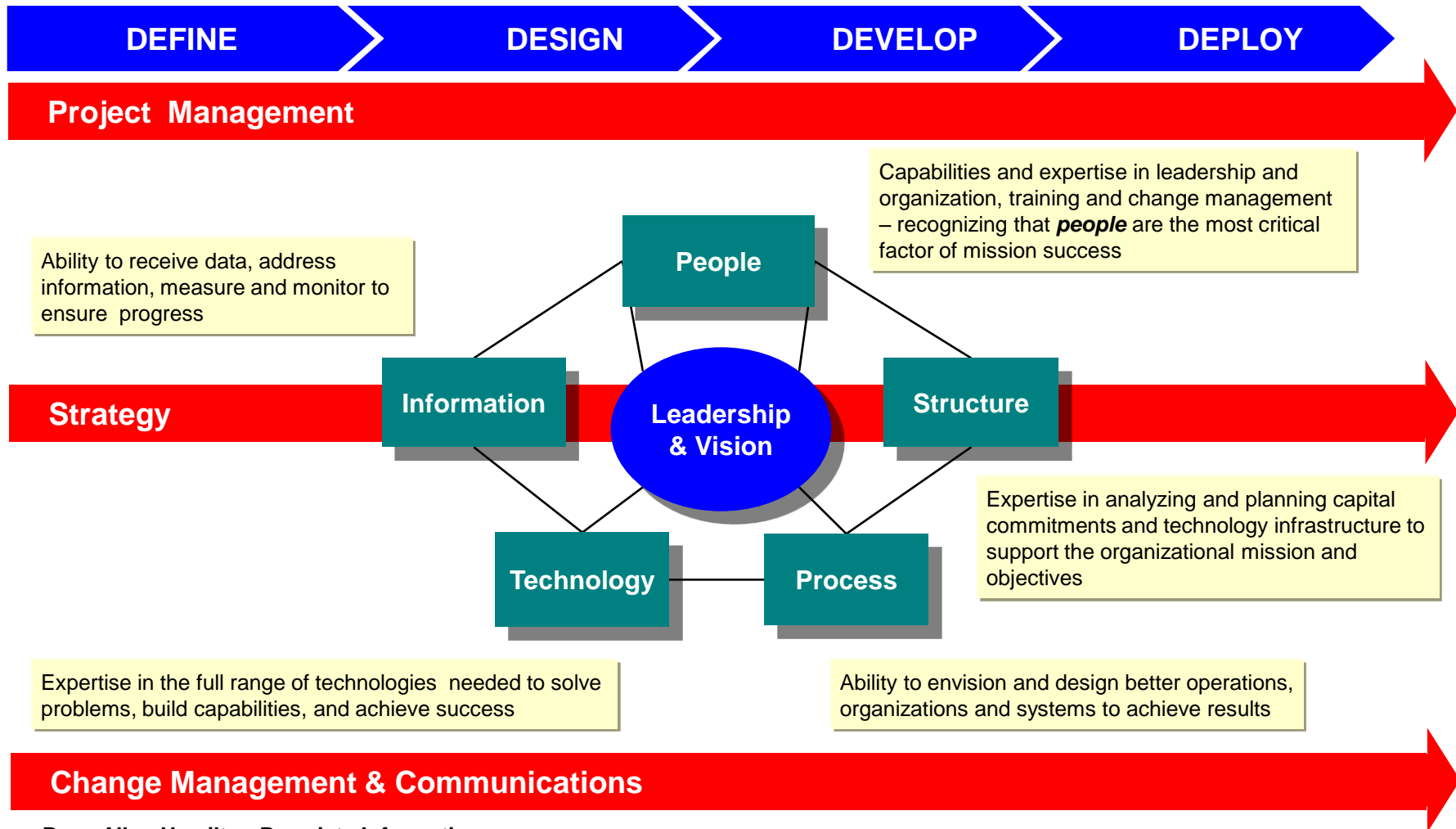
- ▶ Improving Project Control Processes
 - Integrated Scheduling
 - Earned Value
 - Risk/Issue Management
- ▶ Establishing PMOs
- ▶ Aligning Projects to Business/Mission Objectives
- ▶ Investment in Training and Certification Programs
- ▶ Adopting PM Methodologies
- ▶ Benchmarking
- ▶ Linking PM to Change Management

Benchmarking helps diagnose problem areas quickly and prioritize resource investments.....



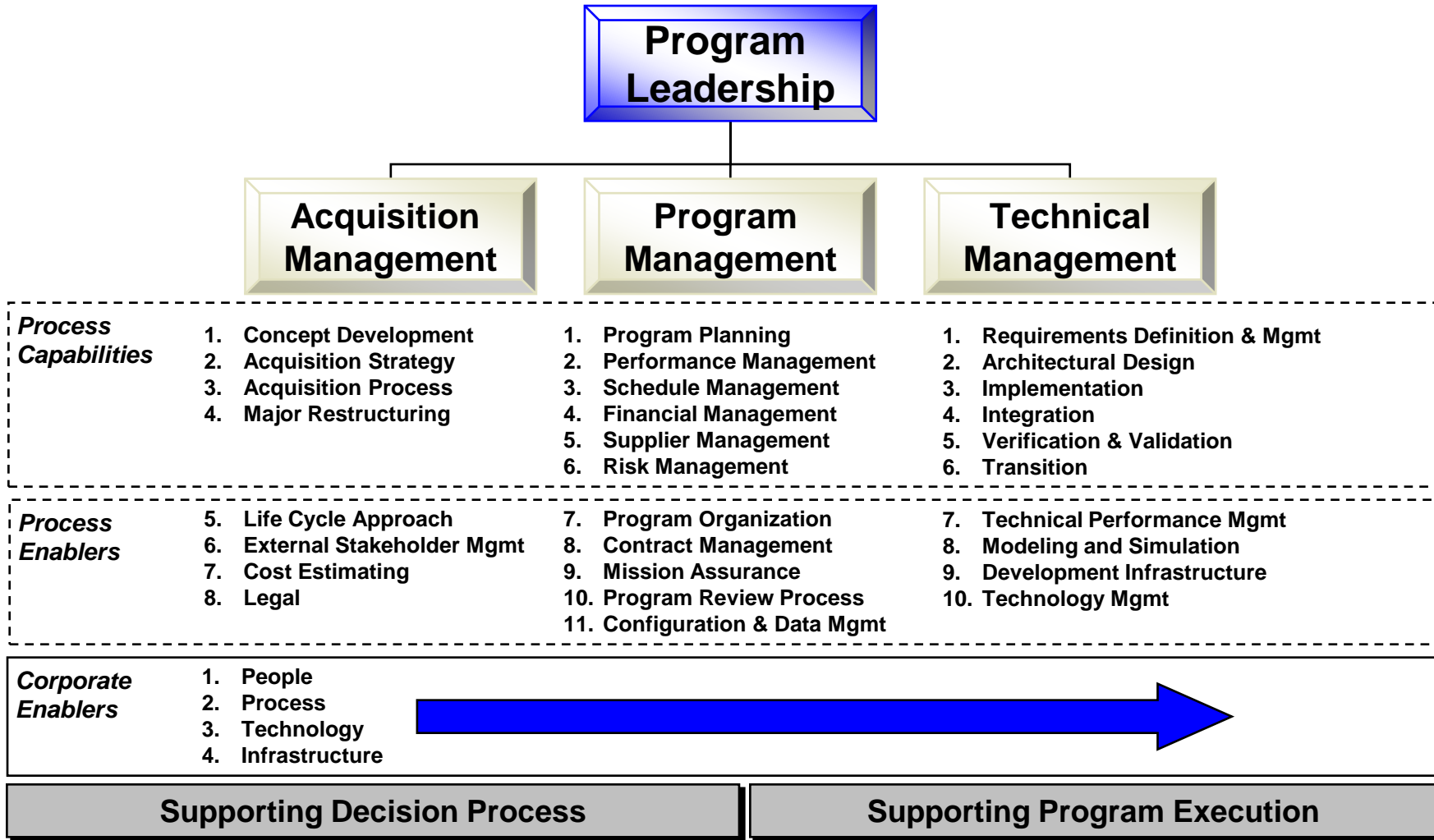
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.....but, managing large projects is complex with many phases and variables

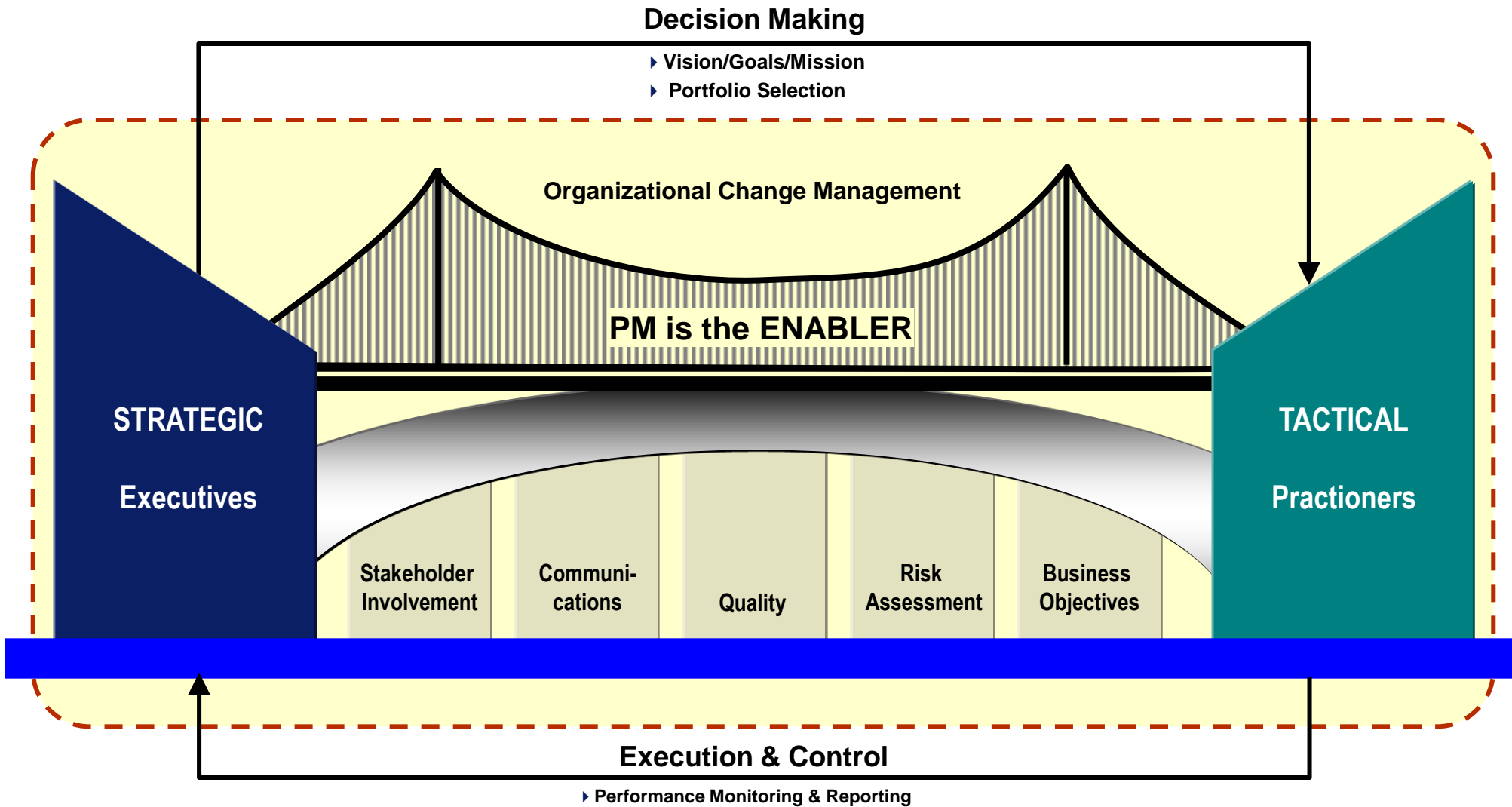


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System life cycle approach for large, complex programs can be segmented into 29 critical capabilities



The key to achieving increased success is adoption of rigorous project management disciplines



| Summary

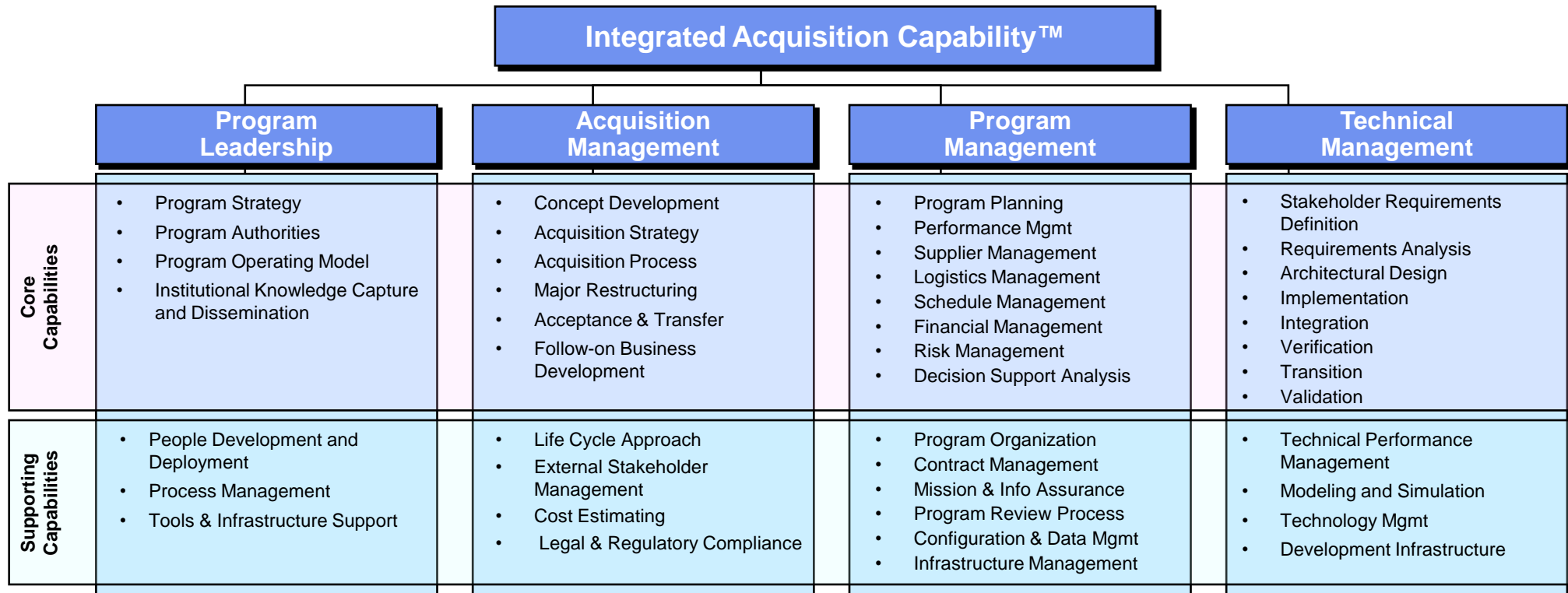
Summary

- ▶ Project management is a key enabler for executives
 - Clearly provides performance discipline
 - Helps align strategy, mission, project investments and change
 - Strong evidence of project implementation improvements – cost, schedule and functionality
- ▶ Project management is challenged by our understanding of:
 - An accepted industry standard benchmarking method
 - Organization change variables
- ▶ Common acceptance of the impact and influence of PM requires broad education and demonstration of evidence through case studies

| Back Up

Booz Allen's Integrated Acquisition Capability (IAC™) Framework is focused on integrating strategic and tactical benchmarks

- ▶ Provides a hierarchy of capabilities needed to successfully execute a program
- ▶ Provides a common frame of reference for discussing program capabilities across domains and industries
- ▶ Tailorable to unique client environment



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