

Lifecycle Management and the Projects Portfolio





Jon Lewis

Director, Ninth Wave

Ninth Wave is a UK-based software and consulting firm, providing programme, project, resource and IT management solutions and services.

At Ninth Wave, Jon has implemented programme, project and resource management systems for clients in the aerospace & defence, financial services, media and public sectors.

Prior to Ninth Wave, Jon was with KPMG Consulting, working in the energy, financial, manufacturing and telecoms sectors in the UK and Middle East.

Jon is a Chartered Engineer and Member of the BCS and IET.

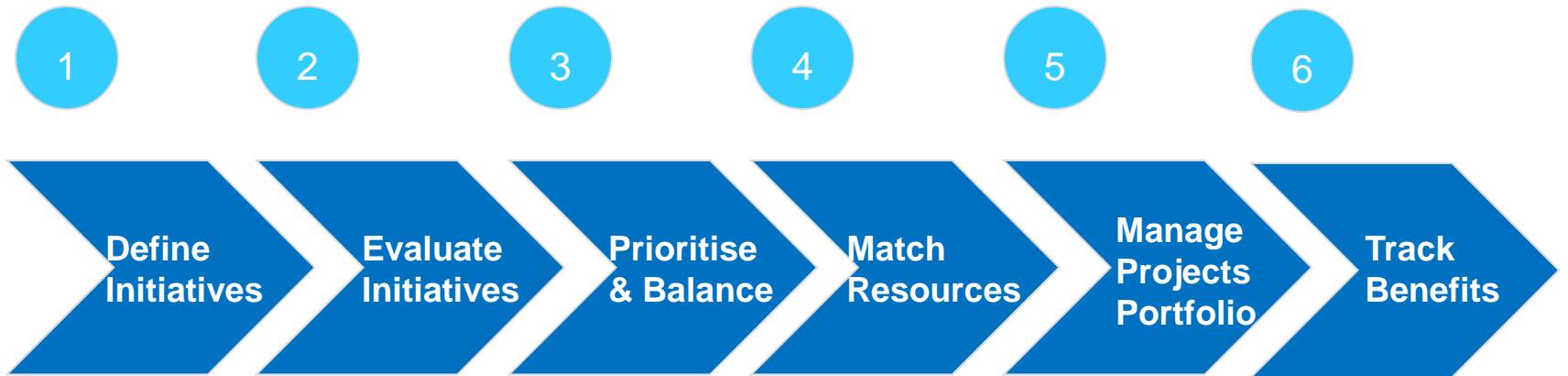
Agenda

How project portfolio management fits within an overall lifecycle for managing the delivery of change, covering:

- strategy and objective setting
- long-term planning
- logging issues and change requests
- managing the delivery of projects within the portfolio
- release management
- benefits tracking and learning from experience



The Lifecycle



- Recording initiatives
- Align with strategy
- Outline costs & benefits

- Rank strategic objectives
- Rank initiatives
- Establish budget constraints
- Evaluate scenarios

- Prioritise initiatives & existing projects
- High level planning

- Resource management
- Skills matching
- Assess resource availability
- Assign resources

- Portfolio planning
- Project governance
- Delivery
- Status reporting

- Ongoing support
- Lessons learned
- Benefits tracking



1

Define Initiatives

- **Recording initiatives and ideas:**
 - from across the organisation
 - from outside the organisation
 - driven by regulation or the market
- **Align these initiatives with the corporate strategy**
- **Define outline costs & benefits for every initiative being taken forward**



2

Evaluate Initiatives

- Rank the organisation's strategic objectives
- Rank the initiatives proposed according to their alignment with these strategic objectives
 - note that some initiatives may conflict or be mutually exclusive
 - some initiatives (e.g. regulatory) may be mandatory
- Establish budget constraints
- Evaluate scenarios:
 - based on different strategies
 - based on different budget constraints
- Decide on the scenario to be followed

Scenario planning and management

- Resourcing business as usual activity, priority projects, nice-to-have projects
- Which projects can we deliver next year with our current resources? With +10% / -10% resources?
- After resourcing our strategic projects, what spare capacity do we have to achieve some 'quick wins'?
- A new project has arisen at short notice. Can we deliver it with our existing resources? What will the impact be on other projects?
- A project has been cancelled unexpectedly, freeing up skilled resources. How best can we deploy them?

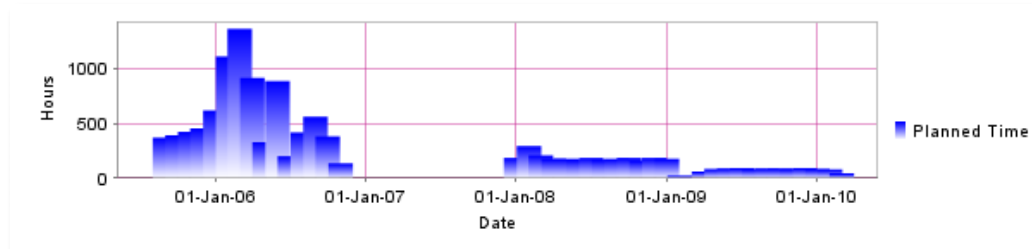
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Prioritise and Balance

- **Prioritise initiatives alongside existing projects**
- **Identify any existing projects which should be stopped or put on hold**
- **Identify dependencies between existing projects and new initiatives**
- **Carry out high level, long-term planning**

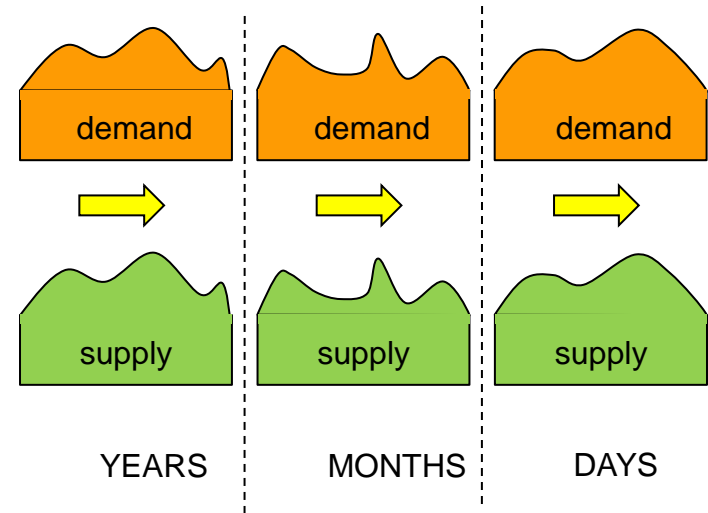
Long Term Planning

- ‘Long term ‘ will be different for each organisation, but is typically more than one year
- Planning programmes and projects which last a year or more
- Planning for strategies which may not be adopted
- Planning for projects which may not happen
- Planning for resources which may not exist



4 Match Resources

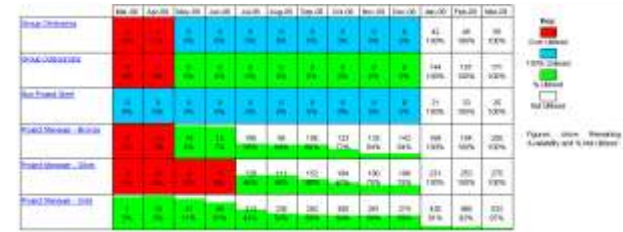
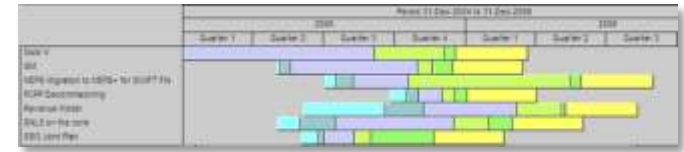
- Assess resource availability
- Assess skills and capability
- Understand recruitment and training plans
- Understand existing commitments
- Assign 'notional' resources to confirmed initiatives
- Start medium and short-term planning





Medium-term Planning

- ‘Medium term ‘ will be different for each organisation, but is typically less than one year
- Planning programmes and projects which will take less than a year
- Planning for strategies which have been adopted
- Planning for projects which probably will happen
- Planning for resources which probably will exist



Managing projects delivery

Knowing for each project in the portfolio:

- Stage in the delivery process
- Whether meeting objectives
- Ahead or behind schedule
- Consuming more or less resources
- Within or outside of budget constraints
- Compliant with process and quality standards
- If critical to delivering the strategy



Issues and change requests

- **‘Assumptions’** are events which we are fairly sure (but not certain) will happen
- **‘Risks’** are events which may (or may not) happen and which we may (or may not) have planned for
- **‘Issues’** are events we haven’t planned for and where we haven’t yet confirmed how to respond
- **‘Change requests’** are requests to change our planned activities in order to respond to changing assumptions, new risks or new issues
- **‘Lessons learned’** are recommendations, based on experience, of what assumptions and risks should be considered and how best to respond to issues in future.

6 Track Benefits

- Ongoing support
- Lessons learned
- Benefits tracking



Projects are generally justified and undertaken because of some perceived benefit they will bring to the organisation.

Few organisations manage to track what the benefits achieved are, or use this information to select and manage projects better in future.

Lifecycle Management in action

SmartCore's flexibility and scalability supports a wide range of applications:

- Programme management
- Project portfolio management
- Resource management
- Risk and cost management
- Help desk and call tracking
- Technical inventory and configuration management
- Benefits tracking
- Event and diary management
- Environmental management and reporting





Configured for each customer...

The image displays a collage of Smartcore software screenshots for Project XT108. The main interface includes a navigation bar with icons for various project management functions. The central dashboard features a 'Project Summary' section with a bar chart showing project progress over time, a 'Risk Summary' section with a pie chart, and a 'Benefit Map: LAA 15' section. A 'Risk Details' section shows a Gantt chart with task names and dates. A 'Work Package' section lists tasks with their start and end dates. A 'Benefit Map' section shows a pie chart with three segments: High (6.0%), Medium (7.2%), and Low (3.1%). A 'Work Package' section lists tasks with their start and end dates. A 'Benefit Map' section shows a pie chart with three segments: High (6.0%), Medium (7.2%), and Low (3.1%).



Lifecycle Management in action ...



SmartCore Awards



**'Best New Product
Developed in the UK'**



**'Internet Product
of the Year'**

SmartCore

0207 403 4433

jon.lewis@ninthwave.co.uk

www.ninthwave.co.uk

*Project Lifecycle Management
from Ninth Wave*