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# Program Management: Opportunity or CLM?

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PROJECT RESULTS. STRATEGIES FOR SUCCESS.

# Agenda

- It's a game – do you know the rules?
- So who wants to be a Program Manager?
- Definitions
- Check list for what it REALLY takes
- Questions

# It's a game – do you know the rules?

- Who's a Program Manager here?
- Who's a Project Manager here?
- Who wants to be a Program Manager?
- Who used to be a Program Manager?

# So who want to be a Program Manager?

## First question for \$5 – What is a project?

- A - A one time unique endeavor with defined start date that ends when the client is satisfied.
- B - A one time endeavor with fixed start and end dates and clear Deliverables.
- C - A temporary endeavor undertaken to create a unique product, service or result.
- D – A way to bill more fees.

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# So who want to be a Program Manager?

Second question for \$10 – What is a project manager?

A – A person with appropriate training and experience who manages projects.

B – A subject matter expert who has been told to manage a project.

C – A person who manages projects.

D – A person with a PMP.

# So who want to be a Program Manager?

Second question for \$10 – What is a project manager?

**A – A person with appropriate training and experience who manages projects.**

B – A subject matter expert who has been told to manage a project.

C – A person who manages projects.

D – A person with a PMP.

# So who want to be a Program Manager?

## Third question for \$15 – What is a program?

A – A very large Project.

B - A group of **related projects** managed in a coordinated way to obtain benefits and control not available from managing them individually.

C. A group of **related projects** managed in a single schedule to obtain benefits from each project individually.

D. All of the above.

# So who want to be a Program Manager?

Third question for \$15 – What is a program?

A – A very large Project.

**B - A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.**

C. A group of **related projects** managed in a single schedule to obtain benefits from each project individually.

D. All of the above.

# So who want to be a Program Manager?

## Fourth question for \$50 – What is a Program Manager

- A – A person who manages multiple projects.
- B – A person who manages benefits and stakeholders and program governance.
- C – A person who manages multiple projects, benefits and stakeholders.
- D – A person who manages multiple projects, benefits and program governance.

# So who want to be a Program Manager?

## Fourth question for \$50 – What is a Program Manager

A – A person who manages multiple projects.

B – A person who manages benefits and stakeholders and program governance.

C – A person who manages multiple projects, benefits and stakeholders.

**D – A person who manages multiple projects, benefits and program governance.**

# So who want to be a Program Manager?

Fifth question for \$100 – What's the leading reason that Project Managers fail in Program Management?

- A – They assume it's managing a big project.
- B – They assume it's managing parallel projects.
- C – They assume it's managing interdependent projects towards a single objective.
- D – They assume it will be easier to manage other PMs than a project.

# So who want to be a Program Manager?

Fifth question for \$100 – What is the leading reason that Project Managers fail in Program Management?

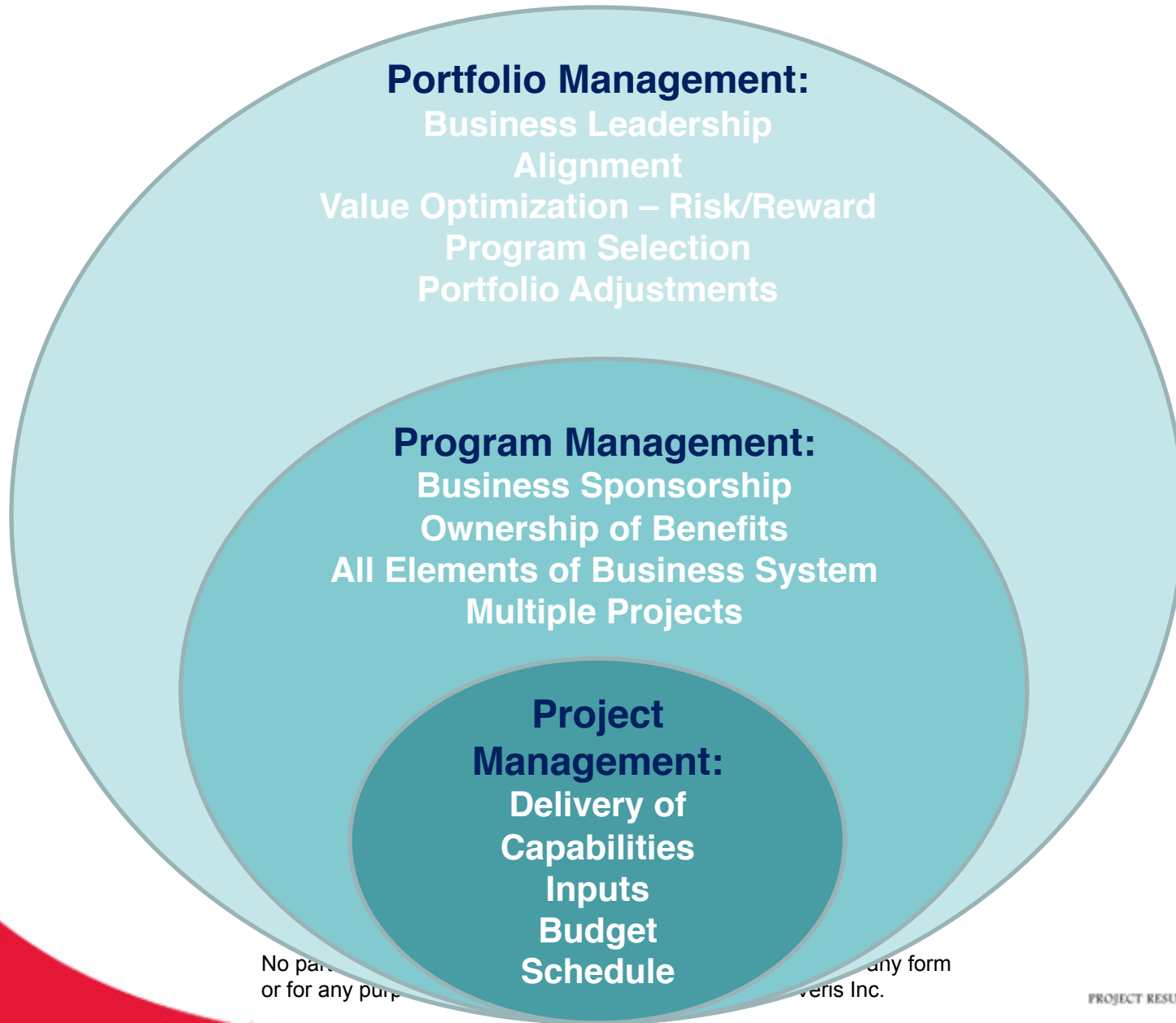
A – They assume it's managing a big project.

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C – They assume it's managing interdependent projects towards a single objective.

**D – They assume it will be easier to manage other PMs than a project.**

# Definitions #1 – Management Scope



# Definitions - #2 Program Responsibilities

<b>Responsibility</b>	<b>Description</b>
1. Governance	Develop and facilitate structure and process to control operations and changes to performance objectives.
2. Assurance	Verify and validate all operations and capacity to perform.
3. Alignment	Support higher level vision, goals and objectives.
4. Integration	Optimize performance across the program value chain, functionally and technically.
5. Oversight	Structure reviews, accountability and management of projects, stakeholders or suppliers.
6. Organizational capability	Manage competencies, learning, knowledge and communications.

# Definitions - #2 Program Responsibilities

<b>Responsibility</b>	<b>Description</b>
7. Improvement	Assess performance, research and develop new capabilities and systemically apply learning and knowledge to the program.
8. Standards	Activity and limits that define the performance architecture.
9. Change Management	Manage issues of politics, social norms, behavior and culture that can help Program success through implementing change management practices.
10. Finances	Track finances and basic costs together with wider costs of administering the program.
11. Infrastructure	Allocate resources to influence the cost and success of the program.
12. Planning	Ensure project manager's plan fits in with the wider plan of the Program itself.

# Project Manager vs. Program Manager

Project Manager	Program Manager
<b>Manages Deliverables</b>	<b>Manages benefits</b>









# Project Manager vs. Program Manager

<b>Project Manager</b>	<b>Program Manager</b>
<b>Manages Deliverables</b>	<b>Manages benefits</b>
<b>Delivers outputs</b>	<b>Creates outcomes</b>
<b>Successful projects</b>	<b>Delivers organizational change</b>
<b>Does the project the right way</b>	<b>Does the right projects</b>
<b>Manages tasks</b>	<b>Manages managers</b>
<b>Consults with stakeholders</b>	<b>Advises stakeholders</b>

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<b>Consults with stakeholders</b>	<b>Advises stakeholders</b>
<b>Ensures status communications</b>	<b>Delivers enterprise awareness</b>
<b>Works within defined governance</b>	<b>Defines and leads governance</b>

## Tactical vs. Strategic

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# Critical Success Factors

## What does it really take?

1. Leadership
2. Proven ability to ALWAYS see the big picture
3. Ability to “sell” ideas to the Stakeholders
4. Ability to manage managers
5. Presence
6. Business acumen – results matter
7. Tenacity
8. Ability to really drive out organizational benefits
9. Recognition and reward for success emphasized over penalty for failure
10. A really, really good sense of humour

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# Questions?

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