

# Nevada Digital Government Summit Las Vegas December 1, 2009

## How Does Your Garden Grow? The Secret of Successful People and Project Management

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# Center for Project Management®

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- **CIA, IRS, GSA**
- **Counties: Contra Costa, Los Angeles, Santa Clara, San Mateo, Riverside**
- **Fidelity Investments**
- **Gartner Group**
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# Center for Project Management®

- 1. Australia**
- 2. Brazil**
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- 4. China**
- 5. Costa Rica**
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- 7. France**
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- 9. Holland**
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- 12. Ireland**
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- 15. Japan**
- 16. Malaysia**
- 17. Mexico**
- 18. Philippines**
- 19. Russia**
- 20. Singapore**
- 21. Spain**
- 22. Switzerland**
- 23. The Netherlands**
- 24. USA**



# Successful Project Management

- **Sources of Inspiration**
  - **My Parent's Gardner**
  - **Lateral Thinking, Edward de Bono**



# Successful Project Management

- **My Parent's Garden**
  - **Abundant**
  - **Productive**
  - **Vibrant**
  - **Inviting**

**Highly Successful 'Portfolio'.**



# Successful Project Management

- 1. Crop Selection**
  - **Project Portfolio**
- 2. Soil Management**
  - **Organization Capability Management**
- 3. Nutrition**
  - **Education and Training**
- 4. Pest and Weed Control**
  - **Stakeholder Management**
- 5. Thinning and Pruning**
  - **Portfolio Management**
- 6. Harvesting**
  - **Product Delivery**
- 7. Dance of Joy**
  - **Celebrations**

# Successful Project Management



## Crop Selection Project Portfolio



# 1. Project Portfolio

- **Garden**
  - **Not a Vegetable to Eat**
  - **My Mother's Sponsorship**
  - **Key Stakeholder Input**
  - **Value Proposition**
- **CIO and Managers**
  - **Agency Strategy Alignment**
  - **Key Stakeholder Input**
  - **Filter Half-Baked Ideas**

# 1. Project Portfolio

  
**Vision**



**H-B Idea**

**Manager**

**Deadline**

**PM**

**T**

**E**

**A**

**M**

**H-B Ideas  
mutate  
into  
projects.**

**Progressive Regression**



# 1. Project Portfolio

- **Unaligned Projects** **10 percent**
- **Unapproved Projects** **15 to 20 percent**
- **Duplicate Projects** **25 to 35 percent**
- **Ineffective Sponsorship** **45 percent**
- **Poor Customer Buy-In** **30 percent**
- **Runaway/Shutdown Condition** **25 percent**

**Portfolio 'health' assessment trims the portfolio by 20 to 30 percent.**

**Don't layoff people, layoff 'wrong' projects.**



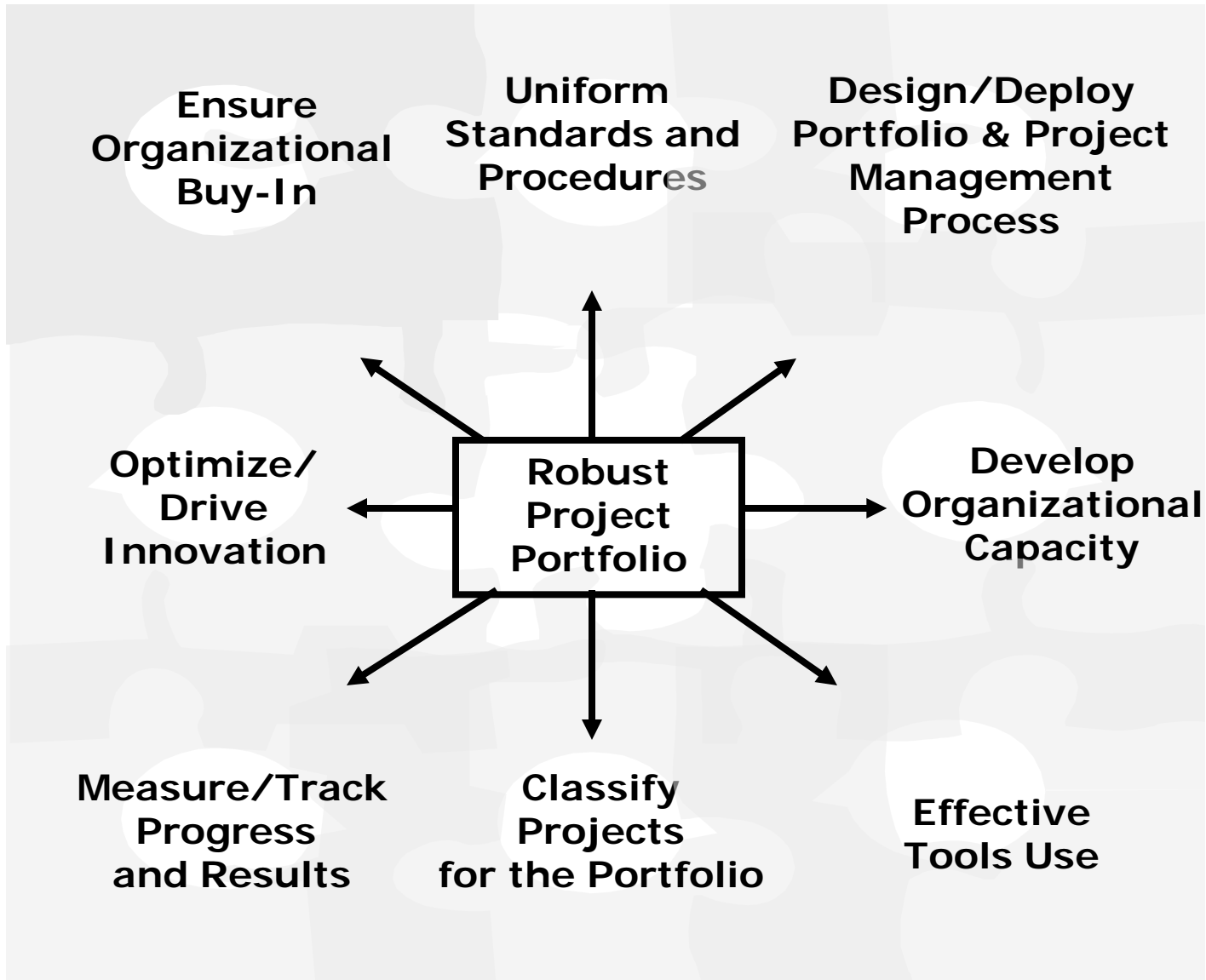
# 1. Project Portfolio

## ■ Intelligent Disobedience

- 1. Which strategy is this project aligned with?**
- 2. How much will this project contribute to the strategy?**
- 3. What is the value to agency & customers?**
- 4. Does the sponsor have sufficient political capital?**
- 5. What are the critical success factors?**
- 6. How realistic is the deadline?**
- 7. Is there institutional memory?**
- 8. What are the implications of doing nothing?**
- 9. What are the run-away conditions?**
- 10. What are the shut down conditions?**

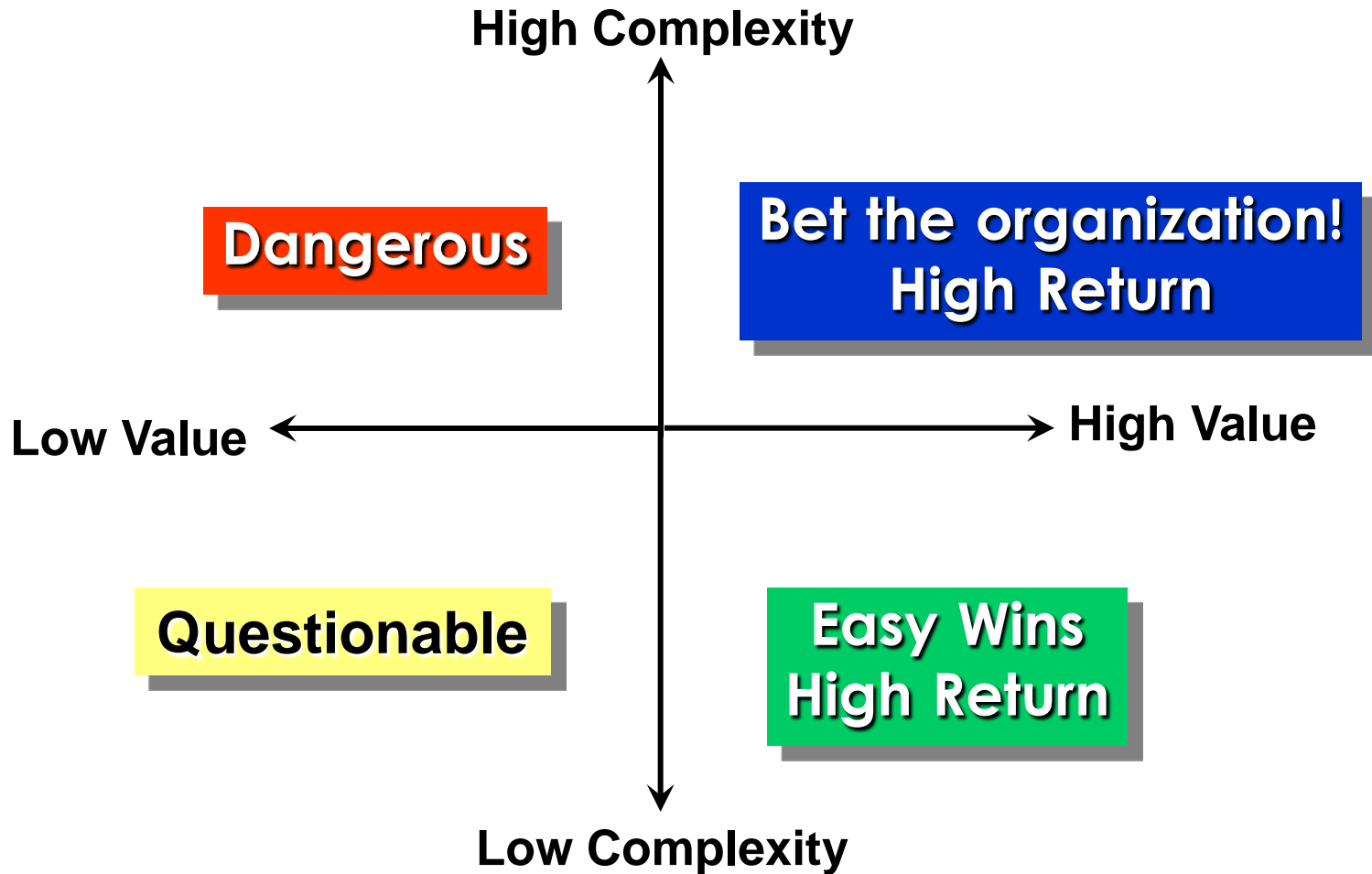


# 1. OCIO-CA-Project Portfolio





# 1. Robust Project Portfolio



**What is your agency's portfolio mix?**



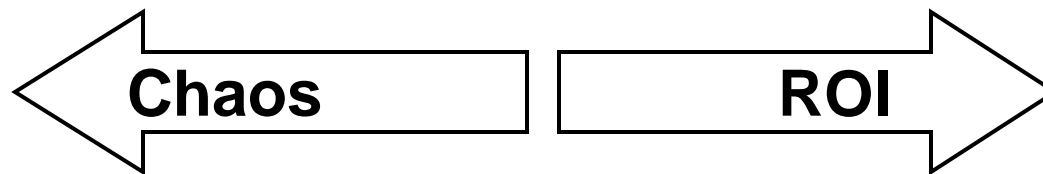
# 1. Robust Project Portfolio

**Q1. Does your organization have in place a project portfolio governance process?**

**Poor 1 2 3 4 5 Excellent**

**Q2. Does your organization have a process to ensure that projects are aligned with agency strategy?**

**Poor 1 2 3 4 5 Excellent**



**UC Berkeley  
Feb. 2010**

# Successful Project Management



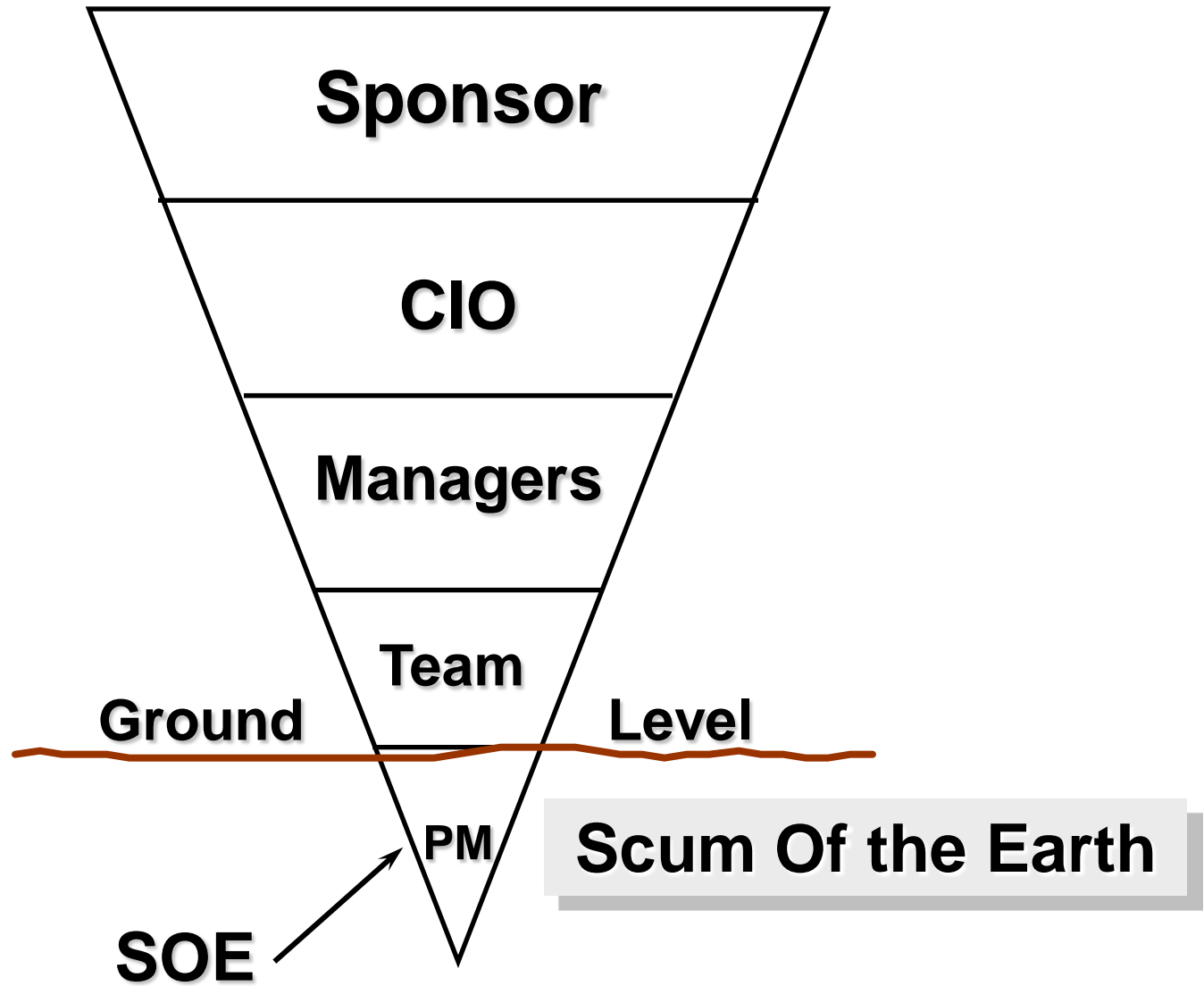
## Soil Assessment Organizational Capability Management



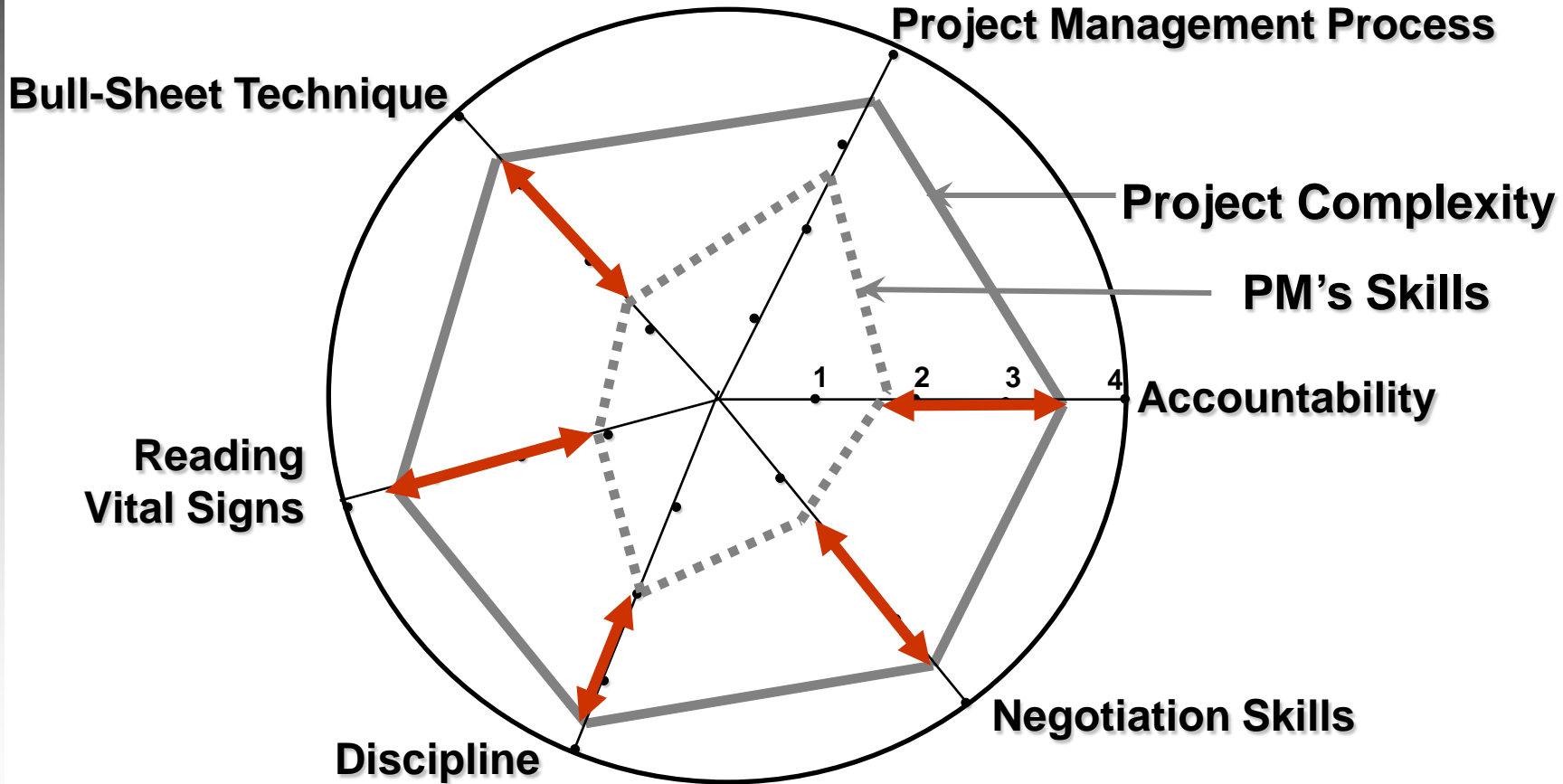
## 2. Capability Management

- **Gardener**
  - **Soil Assessment**
  - **Match the Selected Crops**
- **CIO and Managers**
  - **Project Managers' Skills Assessment**
  - **Gap Analysis**
  - **Education, Training, Mentoring**
  - **Access to SMEs**

# 2. Capability Management



# 2. Capability Management



**PMs' Skill Gap Analysis**



## 2. Capability Management

- **Project Management Skills & Techniques**
  - Six Imperatives to Success
  - Talk to the Gardener
  - Next Time, Throw the Dog a Little Higher
  - **Intelligent Disobedience**
  - Go Forth and Mingle
  - Art of Stakeholder Management
  - My Sponsor Done Left Me
  - Read the Vital Signs
  - **Bull-Sheet Technique**
  - The Look-Ahead Window
  - Dancing With Deadlines
  - Stop the World, I Want to Get Off
  - Embrace Adversity
  - Mirror, Mirror, on the Wall
  - **Say, Thank You**

**UC Berkeley  
Feb - March  
2010**



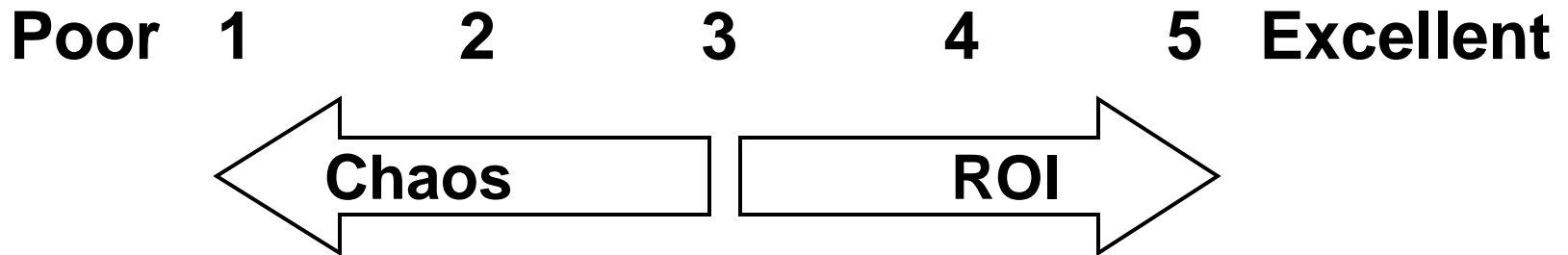
## 2. Capability Management

- **Action Plan**
  - **Develop PM Skills Profiles**
  - **Assess Gaps**
  - **Develop Education, Training, and Mentoring Plans**
  - **Execute Education, Training, and Mentoring Plans**



## 2. Capability Management

**Q3. Does your organization have a process to assess its project management capability maturity?**



# Successful Project Management



Nutrition

Education and Training



# 3. Education and Training

- **Gardener**
  - **Sun, Water, Fertilizer**
  - **Differing Needs**
  - **Appropriate Quantities**
  - **Appropriate Timing**
- **CIO and Managers**
  - **Targeted Education and Training**
  - **Provide SME Resources**
  - **Appropriate Assignments**
  - **Recognition (Private and Public)**



## 3. Education and Training

- **Executive and Sponsor Education**
  - **Only 2% of the surveyed organizations have a well structured program**
  - **Most rely on impromptu briefings**
  - **Assume knowledge by intuition**

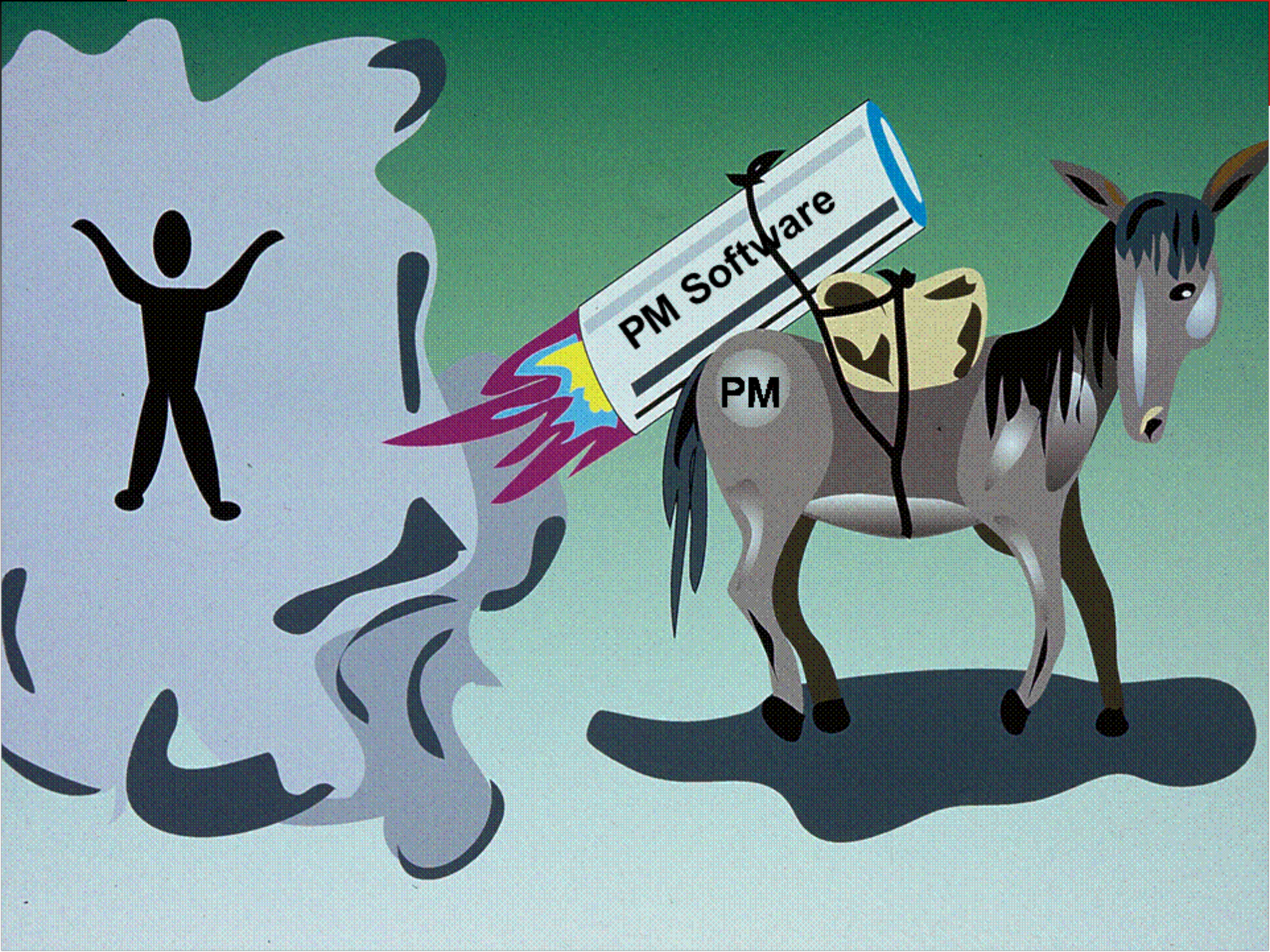
**Most sponsors don't have a clue!**



# 3. Education and Training

- **PM Education and Training**
  - Only 14% of the surveyed organizations have a well structured program
  - Rely on software solutions
- **Poorly Educated Project Managers**
- **Powerful Software Tools**

**Mounting afterburners on a mule.**





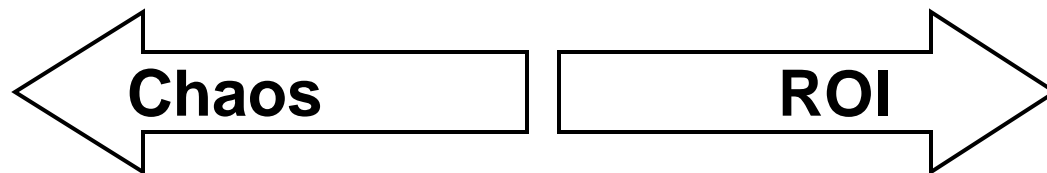
# 3. Education and Training

**Q4. Does your organization have in place an executive and sponsor education program?**

**Poor 1 2 3 4 5 Excellent**

**Q5. Does your organization have in place a project management education and training program?**

**Poor 1 2 3 4 5 Excellent**



# Successful Project Management



## Pest and Weed Control Stakeholder Management



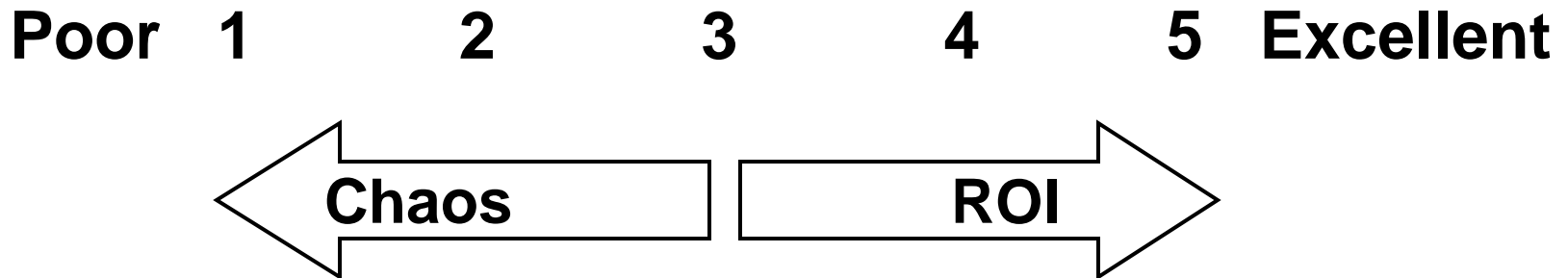
# 4. Stakeholder Management

- **Gardener**
  - **No Rubbish**
  - **Vigil – Walk About**
  - **Pest Management**
- **CIO and Managers**
  - **Prompt Issue Resolution**
  - **Leverage the Champions**
  - **Neutralize the Nemesis**



# 4. Stakeholder Management

**Q6. Does your organization's project management process include specific steps for stakeholder assessment and management?**



# Successful Project Management



## Thinning and Pruning Portfolio Management



# 5. Portfolio Management

- **Gardener**
  - **Monitor Plant Health**
  - **Thin Seedlings**
  - **Prune Plants**
  - **Dispose Weak/Sick Plants**
- **CIO and Managers**
  - **Assess 'Project Health'**
  - **Ascertain Value-to-Business**
  - **Monitor Project Shut Down Condition**
  - **Dispose Challenged/Failed Projects**



# 5. Portfolio Management

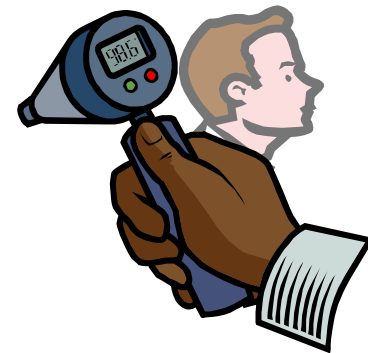
- **Assess Project Health**
  - **Cancelling a troubled project is considered a failure**
  - **Continuing a ‘failed’ project is the norm**



# 5. Portfolio Management

## ■ OCIO-CA-PMM Vital Signs Dash Board

1. Customer buy-in
2. Technology viability
3. Status of the critical path
4. Cost-to-date
5. High probability, high impact risks
6. Unresolved issues
7. Sponsorship commitment
8. Strategy alignment
9. Value-to-business
10. Vendor viability
11. Milestone hit rate
12. Deliverable hit rate
13. Actual resources vs. planned resources
14. Overtime utilization
15. Team Effectiveness





# 5. Portfolio Management

- **Project Status Reporting**
  - **The Punch Line**
  - **Current Status**
  - **Next Step**
  - **Explanation**



# 5. Portfolio Management

- **The Punch Line**

**Dad, I am OK; the bull is dead**



- **Current Status**

**Car is damaged, but operable**

- **Next Step**

**You don't need to rush**

- **Explanation**

**I will explain when I see you**

**Bull-Sheet Technique**



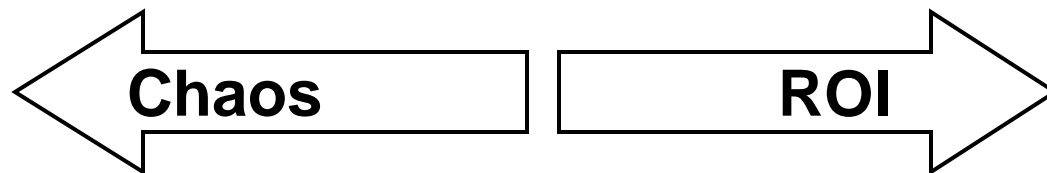
# 5. Portfolio Management

**Q7. Does your organization have a set of vital signs to assess the status, progress, and health of projects?**

**Poor 1 2 3 4 5 Excellent**

**Q8. Does your organization have in place a process to identify troubled projects in a timely manner?**

**Poor 1 2 3 4 5 Excellent**



# Successful Project Management

## Harvesting Product Delivery





# 6. Product Delivery

- **Gardener**
  - **Pick Too Early – Tasteless**
  - **Pick Too Late – Inedible**
  - **Too Much – Burdensome**
- **CIO and Managers**
  - **Customer Timing (Business Cycles)**
  - **Customer Readiness (Training)**
  - **Customer Care (Support)**

# Successful Project Management



## Dance of Joy Celebrations



# 7. Celebration

- **Gardener**
  - **Garlic Festival**
  - **Cherry Festival**
  - **Tomato Festival**
  - **Apple Festival**
  - **Brussels Sprouts Festival...**
- **CIO and Managers**
  - **No Project Festivals**
  - **Over the Transom Implementation**

**PARTY**

**Quick  
Exit**



# Successful People and Project Management

- 1. Robust Project Portfolio**
- 2. Organization Capability Management**
- 3. Education and Training**
- 4. Stakeholder Management**
- 5. Portfolio Management**
- 6. Product Delivery**
- 7. Celebrations**

**Thank You.**