



EXECUTIVE'S GUIDE TO

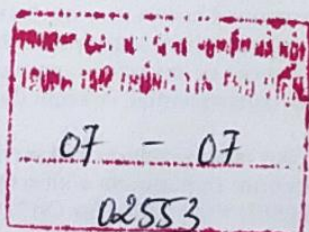
PROJECT MANAGEMENT

*Organizational Processes and Practices
for Supporting Complex Projects*

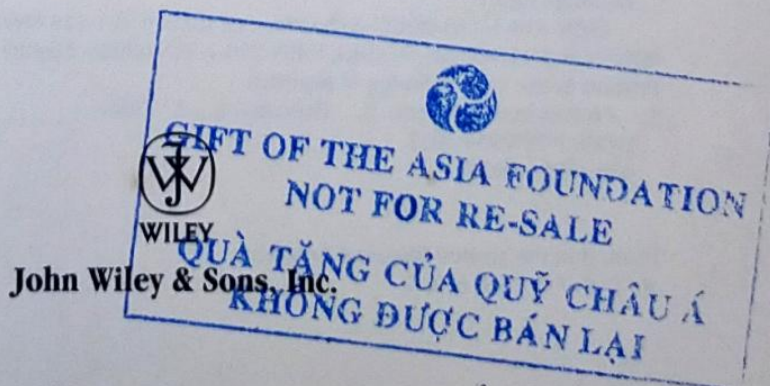
ROBERT K. WYSOCKI

Executive's Guide to Project Management

Organizational Processes and Practices for Supporting Complex Projects



ROBERT K. WYSOCKI



Copyright © 2011 by Robert K. Wysocki. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.

Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the Web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

For general information on our other products and services or for technical support, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books. For more information about Wiley products, visit our web site at www.wiley.com.

Library of Congress Cataloging-in-Publication Data

Wysocki, Robert K.

Executive's guide to project management : organizational processes and practices for supporting complex projects / Robert K. Wysocki.

p. cm.

Includes index.

ISBN 978-1-118-00407-4 (hardback); ISBN 978-1-118-08924-8 (ebk);

ISBN 978-1-118-08925-5 (ebk); ISBN 978-1-118-08926-2 (ebk)

Printed in the United States of America

1. Project management. 2. Executives. I. Title.

HD69.P75W954 2011

658.4'04—dc22

2011007520

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

Contents

<i>Foreword</i>		xi
<i>Preface</i>		xv
INTRODUCTION		1
	The Nature of Project Complexity and Uncertainty	1
	The Risk Mitigation and Business Value Roles of the Senior Management Team	2
	Organizational Culture and Velocity	3
	How to Carefully Manage the Creative Process	3
	About this Book	3
	Who Should Read this Book	7
PART I	CHALLENGES TO SUPPORTING COMPLEX PROJECTS	9
CHAPTER 1	The Project Landscape	11
	The Nature of Project Complexity and Uncertainty	13
	Goal and Solution Clarity	14
	Through the Eyes of Senior Management Team Members	19
	Putting It All Together	22
CHAPTER 2	Project Management Life Cycle Models	23
	Traditional Project Management	24
	Agile Project Management	28
	Extreme Project Management	32
	Emertxe Project Management	35
	How to Choose the Best Fit Project Management Life Cycle	36
	Putting It All Together	39

CHAPTER 3	The Complex Project Team	41
	What Is a Complex Project Team?	41
	Complex Project Team Position Family	42
	Complex Project Manager Use of the Complex Project Team Profile	49
	Senior Management Team Applications of the Complex Project Manager Position Family Profile	50
	Putting It All Together	52
PART I SUMMARY		53
	Organizational Challenges and Mitigation Strategies	53
	Executive Bookshelf	56
PART II	IMPROVING PROJECT SUCCESS WITH HUMAN RESOURCE STRATEGIES AND PROCESSES	59
CHAPTER 4	Project Manager, Business Analyst, Business Process Professional, and Information Technology Professional Integration	61
	Position Families	62
	An Historical Perspective	63
	Complex Project Team and Complex Projects	66
	Putting It All Together	78
CHAPTER 5	A Professional Development Model	79
	The Professional Development Plan	80
	Role of the Senior Management Team in the Personal Development Program	88
	Putting It All Together	89
CHAPTER 6	Integrating the Project Manager, Business Analyst, Business Process Professional, and Information Technology Professional into the Project Landscape	91
	Project Complexity Assessment	91
	Generalists Versus Specialists	94
	Project Manager, Business Analyst, Business Process, and Information Technology Skill Profile	96
	Mapping the Project Managers and Business Analysts into the Project Landscape	100
	Putting It All Together	101

PART II SUMMARY		103
	Organizational Challenges and Mitigation Strategies	103
	Executive Bookshelf	106
PART III	IMPROVING PROJECT RETURN ON INVESTMENT (ROI) USING AGILE PROJECT PORTFOLIO MANAGEMENT	107
CHAPTER 7	The Project Birth and Death Process	109
	Project Birth Process	110
	Project Maturation Process	118
	Project Death Process	118
	Putting It All Together	119
CHAPTER 8	Agile Project Portfolio Management Process	121
	What Is a Project Portfolio?	122
	What Is Agile Project Portfolio Management?	123
	Putting It All Together	133
CHAPTER 9	An Agile Portfolio Strategy	135
	Adapting the Project Management Life Cycle Models to the Agile Project Portfolio Management Model	135
	Problem/Opportunity Prioritization	137
	Strategic Alignment Model	138
	Alternatives to the Strategic Alignment Model	140
	Putting It All Together	150
PART III SUMMARY		151
	Organizational Challenges and Mitigation Strategies	151
	Executive Bookshelf	155
PART IV	ESTABLISHING AND MATURING AN ENTERPRISE PROJECT SUPPORT OFFICE	157
CHAPTER 10	Organizing and Defining Your Project Support Office	159
	Definition of a Project Support Office	159
	Spotting Symptoms that You Need a Project Support Office	166
	Organization and Placement of a Project Support Office	171
	Steps to Establishing a Project Support Office	173
	Putting It All Together	174

CHAPTER 11	Growing and Maturing Your Project Support Office	175
	Project Support Office Stages of Growth	175
	A Step-by-Step Plan	177
	Challenges to Implementing a Project Support Office	182
	Putting It All Together	183
CHAPTER 12	The Future of the Project Support Office	185
	Hub and Spoke BP ⁴ SO	187
	Putting It All Together	199
PART IV SUMMARY		201
	Organizational Challenges and Mitigation Strategies	201
	Executive Bookshelf	203
EPILOGUE	Next Steps	205
	Define Your Role in Supporting Complex Projects	205
	How Will You Make It Happen?	205
	Final Thoughts on the Book	209
<i>About the Author</i>		211
<i>Index</i>		213