

OPM – The Missing Link

Jane Betterton, BS,ChE. , PMP

PMIRGC 11-2-18

Jane@BTSResults.com

JaneBetterton.com/ BTSResults.com



Betterton Technical Services

Building A Results Oriented Culture
Through PROJECT MANAGEMENT

Presentation Overview

- In this session you will learn how PMI's latest foundational standard, The Standard for Organizational Project Management (OPM) (released June 2018) is the missing link needed to "advance an organization's performance by developing and linking portfolio, program, and project management principles and practices." OPM is defined as the integration of people, knowledge, and processes, supported by tools across the portfolio, program and project management domains of the organization. Most organizations organically integrate their portfolio, program and project management activities, but this standard provides insight and guidance to developing a more conscious approach based on established and accepted best practices. OPM is a "useful standard for any organization that is seeking to better meet its strategic objectives, and this standard is particularly beneficial for organizations that do not have a unified project management approach." Come learn more about this integrating standard just released by PMI.
- Learning Objectives
 - Understand the importance of OPM as a guidance on the development of organizational methodologies, i.e. project management practices that are tailored to fit an organization's structure, culture, and practices.
 - Learn more about PMI's Foundational Standards (OPM, PMBOK Guide, Program Management, Portfolio Management, Business Analysis, OPM3) and how their use supports successful projects.
 - Learn the difference between PMI's Foundational Standards and Practice Guides.
- References
 - The Standard for Organizational Project Management (2018)
 - The Standard for Program Management – Fourth Edition (2017)
 - The Standard for Portfolio Management – Fourth Edition (2017)
 - Governance of Portfolios, Programs, and Projects: A Practice Guide (2016)

What Makes Organization's Successful?

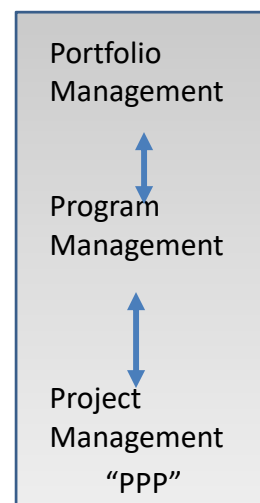
- Strategies deliver the benefits and value needed to grow/ sustain the organization
- Priorities for products and outcomes that deliver value are clear to the organization even as they change
- Repeatable processes to plan, execute work and balance resources are used to deliver products and outcomes
- Embedded processes and culture focus resources on what is important to the organization

Slides Authorized for PMIRGC 2018 IPMD

3

Org. Success and Connection to PPP

- Strategies deliver the benefits & value needed to grow/ sustain the organization
- Priorities for products and outcomes that deliver value are clear to the organization even as they change
- Repeatable processes to plan, execute work and balance resources are used to deliver products & outcomes
- Embedded processes and culture focus resources on what is important to the organization



Slides Authorized for PMIRGC 2018 IPMD

4

Characteristics of Successful Projects

1. Finish on time and on budget
2. Products or outcomes of the project are accepted by the customer
3. Changes are tracked and impact of changes (time, money, scope, quality) are expected by the sponsor and the customer
4. Unplanned overtime is minimal
5. Priority is maintained throughout the project
 - Usually shows up as resources are available when planned
6. Lessons learned are collected for future projects
7. Products or outcomes of the project are in use 1-3 years after the project's completion
8. Team recognizes that their collective efforts are stronger than their individual efforts

Slides Authorized for PMIRGC 2018 IPMD

5

Characteristics of Successful Projects

1. Finish on time and on budget
2. Products or outcomes of the project are accepted by the customer
3. Changes are tracked and impact of changes are expected by the sponsor and the customer
4. Unplanned overtime is minimal
5. Priority is maintained throughout the project
6. Lessons learned are collected for future projects
7. Products or outcomes of the project are in use 1-3 years after the project's completion
8. Team recognizes that their collective efforts are stronger than their individual efforts

Less
Organizational
Integration is
Needed



More
Organizational
Integration is
Needed

Slides Authorized for PMIRGC 2018 IPMD

6

OPM – The Missing Link



Slides Authorized for PMIRGC 2018 IPMD

7

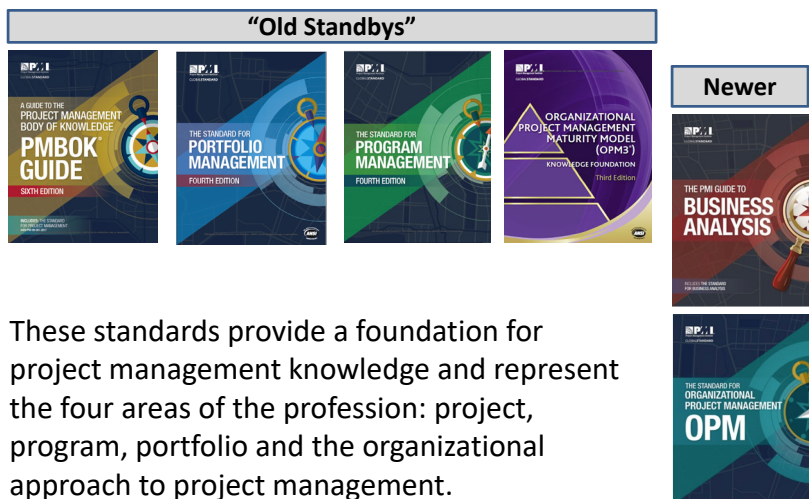
PMI's Role in Successful Organizations

- PMI's Purpose
 - Project professionals change the world by bringing products to market, developing software, helping with disaster recovery, building new infrastructure, and so much more. Projects are how things get done. That's why the work PMI does is so important.
 - Our products, services and networks help professional project managers advance their careers, drive business results, and deliver on strategies that improve lives.
 - We believe in the value that formal project management can bring to organizations and governments worldwide.
 - Over 400 PMI staff work closely with 10,000 volunteers who are passionate about the project management profession and our organization's mission.

Slides Authorized for PMIRGC 2018 IPMD

8

PMI Foundational Standards



These standards provide a foundation for project management knowledge and represent the four areas of the profession: project, program, portfolio and the organizational approach to project management.

Slides Authorized for PMIRGC 2018 IPMD

9

PMI Foundational Standards

- The Standard for Organizational Project Management (2018)
- The PMI Guide to Business Analysis (2017)
- PMBOK® Guide – Sixth Edition (2017)
- The Standard for Program Management – Fourth Edition (2017)
- The Standard for Portfolio Management – Fourth Edition (2017)
- Organizational Project Management Maturity Model (OPM3®) – Third Edition (2013)

Slides Authorized for PMIRGC 2018 IPMD

10

PMI Practice Standards

Practice standards describe the use of a tool, technique or process identified in the PMBOK® Guide or other foundational standards.



Slides Authorized for PMIRGC 2018 IPMD

11

PMI Practice Standards

- Practice Standard for Project Risk Management (2009)
- Practice Standard for Earned Value Management – Second Edition (2011).
- Practice Standard for Project Configuration Management (2007).
- Practice Standard for Work Breakdown Structures (2006)
- Practice Standard for Scheduling – Second Edition (2011)
- Practice Standard for Project Estimating (2010)
- Project Manager Competency Development Framework – Third Edition (2017)

Slides Authorized for PMIRGC 2018 IPMD

12

PMI Practice Guides

Practice guides provide supporting information and instruction to help you apply PMI standards



13

PMI Practice Guides

- Agile Practice Guide (2017)
- Requirements Management: A Practice Guide (2016)
- Governance of Portfolios, Programs, and Projects: A Practice Guide (2016)
- Business Analysis for Practitioners: A Practice Guide (2015)
- Implementing Organizational Project Management: A Practice Guide (2014)
- Navigating Complexity: A Practice Guide (2014)
- Managing Change in Organizations: A Practice Guide (2013)

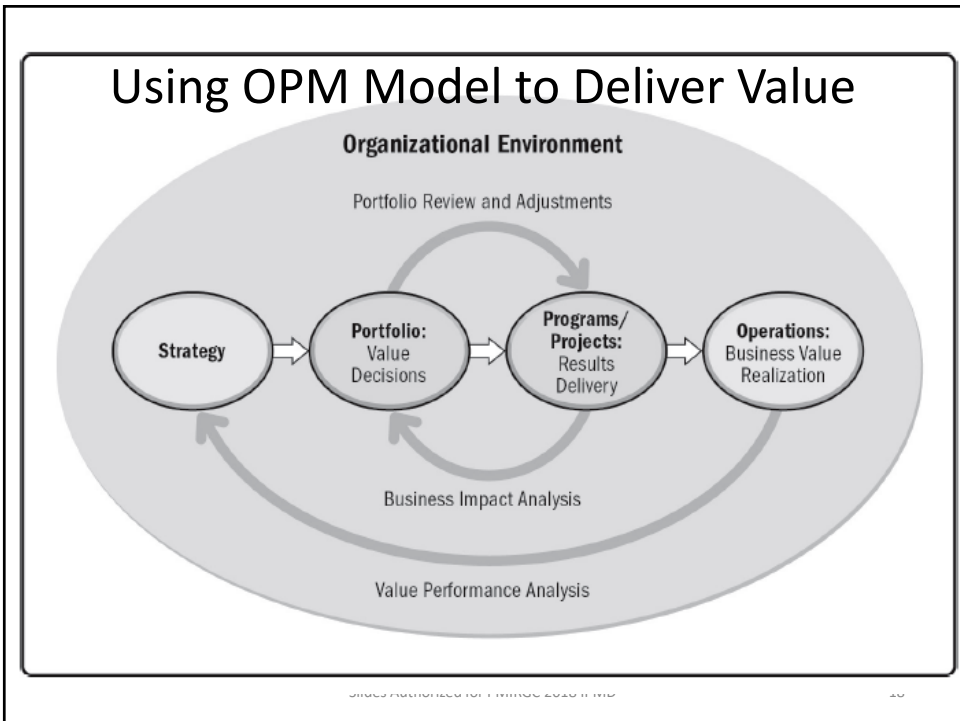
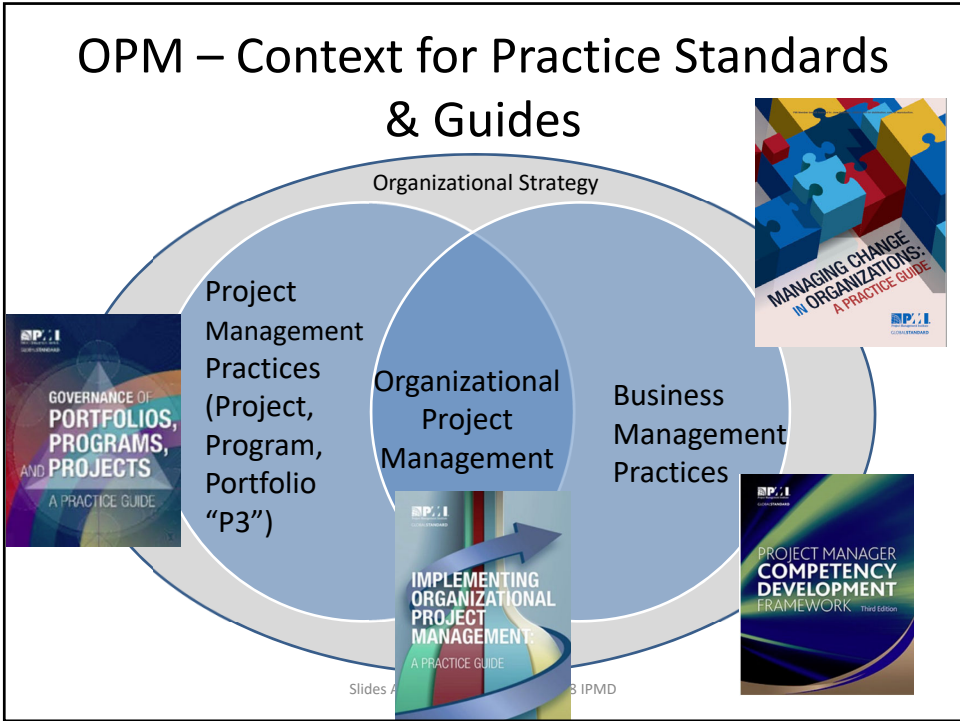
Slides Authorized for PMIRGC 2018 IPMD

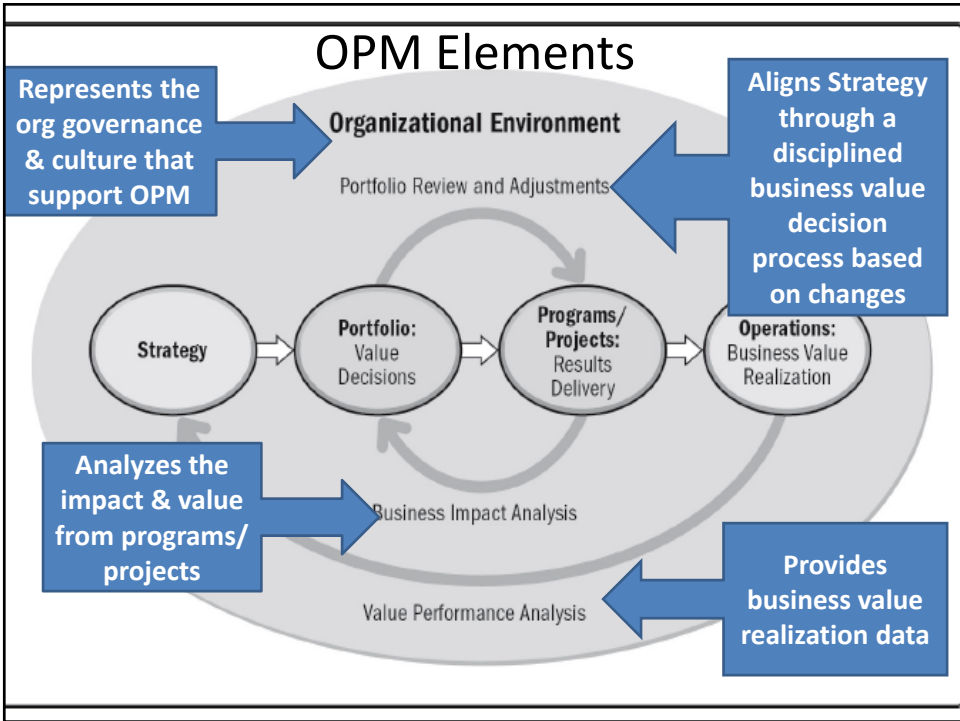
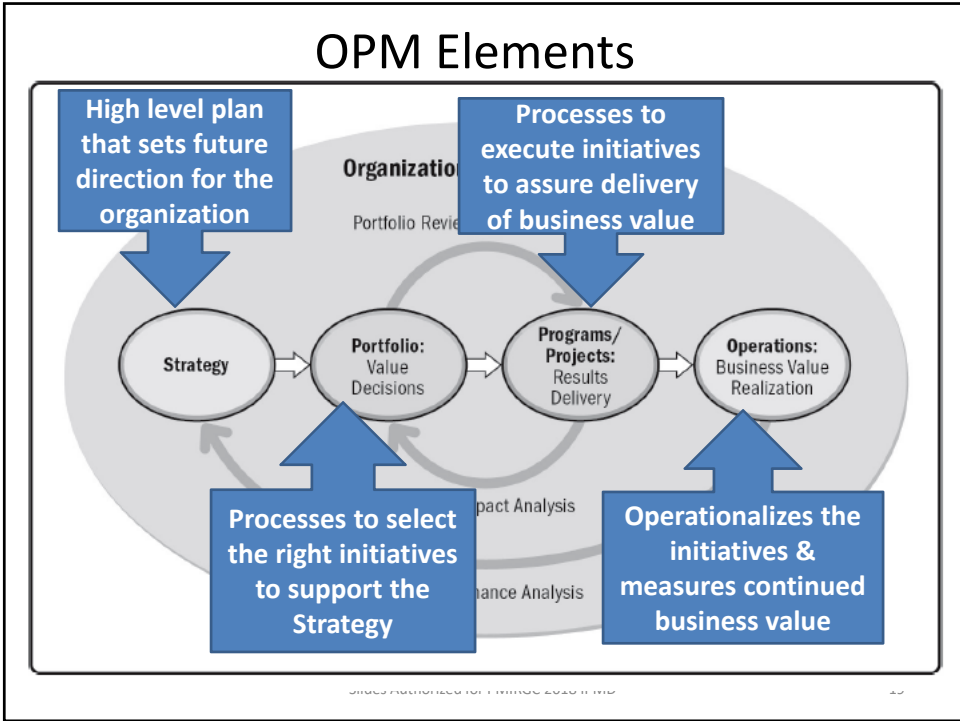
14



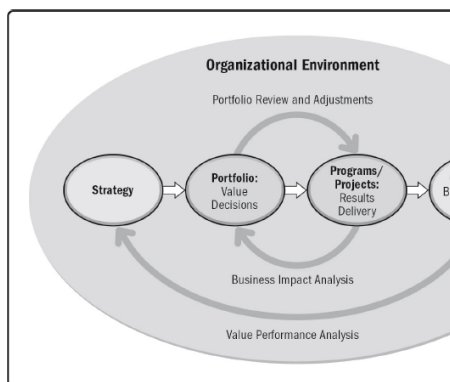
OPM – Foundational Standards

- The Standard for Organizational Project Management (2018)
- The PMI Guide to Business Analysis (2017)
- PMBOK® Guide – Sixth Edition (2017)
- The Standard for Program Management – Fourth Edition (2017)
- The Standard for Portfolio Management – Fourth Edition (2017)





PMI's OPM Standard – The Missing Link



Slides Authorized for PMIRGC 2018 IPMD

21

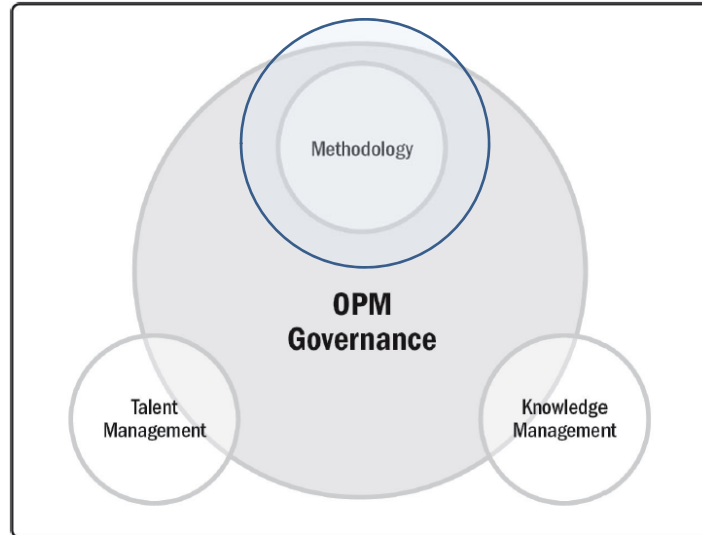
OPM Principles

- PMI's OPM standard assists organizations to deliver value using the following principles:
 - Provide a best practice approach to align organizational strategy
 - Integrate organizational enablers with alignment, execution and delivery processes
 - OE's are the structural, cultural, technological, or human resource practices that organization's needs to support strategy and sustain an organization
 - Execute and deliver consistently with transparent and predictable processes
 - Foster organizational integration to support cooperation and collaboration of organization's stakeholders
 - Deliver value to the organization in a framework that is predictable, adaptable and understandable
 - Supports continuous development of employees to support the organization's future direction

Slides Authorized for PMIRGC 2018 IPMD

22

OPM – Critical Elements



Slides Authorized for PMIRGC 2018 IPMD

23

OPM Methodology

- A methodology is a system of practices, techniques, procedures and rules used to by those who are doing the work.
- OPM Methodologies provide the following benefits:
 - Establish a common way of working on projects
 - Provide structure to projects to support consistency
 - Establish a common project language and vocabulary
 - Assure the quality of project management
 - Facilitate cross-project learning, collaboration and innovation
 - Clarify roles and responsibilities

Slides Authorized for PMIRGC 2018 IPMD

24

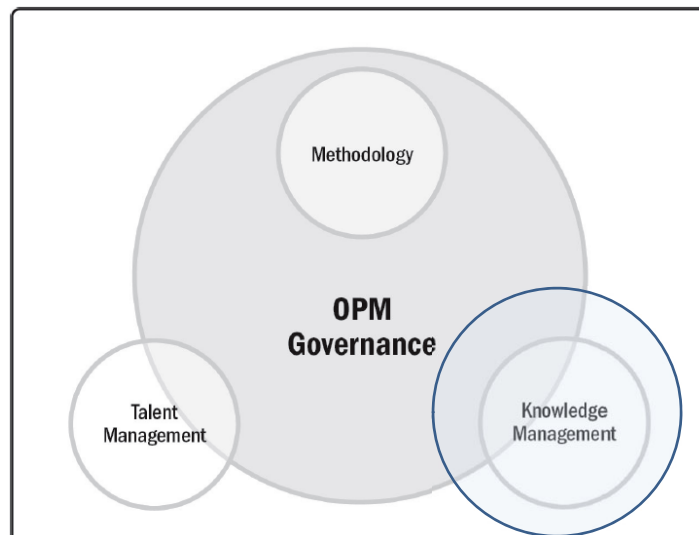
OPM Methodologies – Typical Content

- Document Templates
- Process descriptions, documentation, relationship diagrams, and guidelines
- Role definitions and descriptions
- Project minimum and compliance requirements
- Schedule and time management templates
- Cost and budget management templates
- Recommended tools such as software
- Portfolio dashboard instructions
- Performance report templates
- Gate review checklists
- Health checks
- Sustainability guidelines
- Applicable regulatory standards
- Change management tools and recommendations

Slides Authorized for PMIRGC 2018 IPMD

25

OPM – Critical Elements



Slides Authorized for PMIRGC 2018 IPMD

26

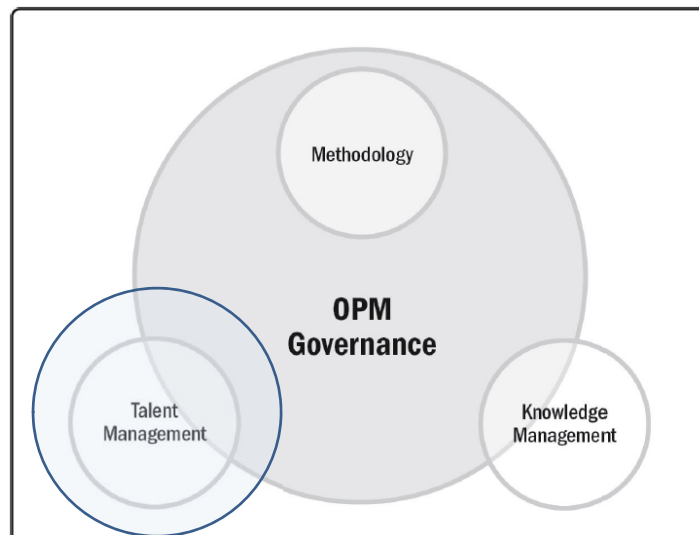
OPM - Knowledge Management

- OPM Framework knowledge management focuses on the following organizational objectives
 - Improved performance
 - Innovation
 - Sharing lessons learned
 - Documenting best practices
 - Process integration
 - Organizational continuous improvement

Slides Authorized for PMIRGC 2018 IPMD

27

OPM – Critical Elements



Slides Authorized for PMIRGC 2018 IPMD

28

OPM – Talent Management

- Factors to consider when implementing a talent management or competency framework
 - Current and future talent requirements and associated competencies
 - Country and political factors
 - Mentoring and coaching approaches need to be aligned with project management requirements
 - Training and development needs to integrate its portfolio, program, and project management training with the training for other disciplines. Role-based training proves valuable to help individuals receive the training for their current and future needs
 - Cultural sensitivities are considered
 - Continuous improvement mindset is essential for the growth of the project management practitioners

Slides Authorized for PMIRGC 2018 IPMD

29

OPM – Talent Management

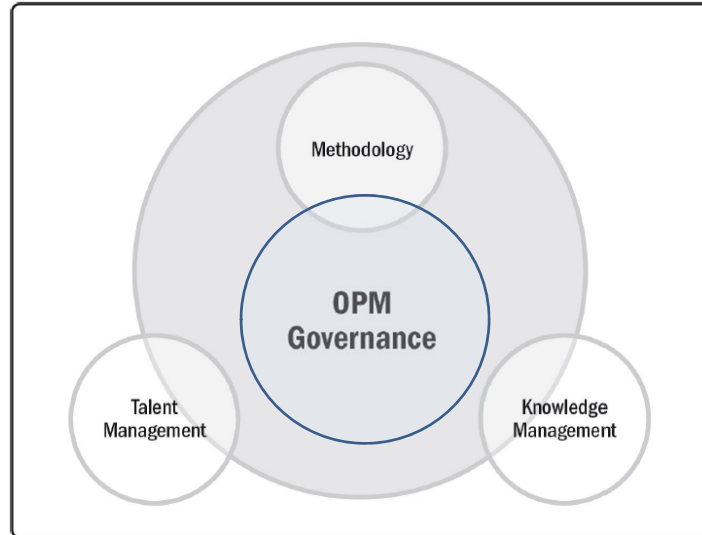
- Factors to consider when implementing a talent management or competency framework
 - Current and future talent requirements and associated competencies
 - Country and political factors
 - Mentoring and coaching approaches need to be aligned with project management requirements
 - Training and development needs to integrate its portfolio, program, and project management training with the training for other disciplines. Role-based training proves valuable to help individuals receive the training for their current and future needs
 - Cultural sensitivities are considered
 - Continuous improvement mindset is essential for the growth of the project management practitioners



Slides Authorized for PMIRGC 2018 IPMD

30

OPM – Critical Elements



Slides Authorized for PMIRGC 2018 IPMD

31

OPM Governance

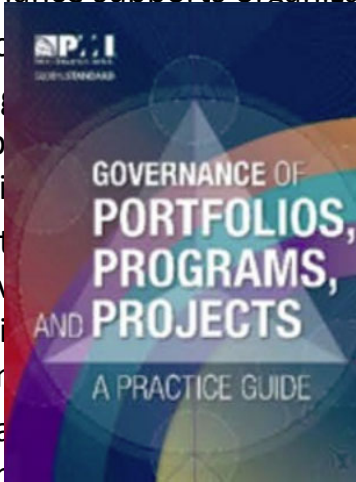
- OPM Governance supports organizational success by:
 - Forming clear agreements that align PPP
 - Describing the degree of autonomy & responsibility that individuals are given to pursue organization's goals
 - Ensuring that PPP goals remain aligned with the strategic vision, operational capabilities, & organizational capacity to execute projects & adapt to resulting changes
 - Creating a set of robust key performance indicators (KPIs) to monitor and review the performance of the organization & business decisions

Slides Authorized for PMIRGC 2018 IPMD

32

OPM Governance

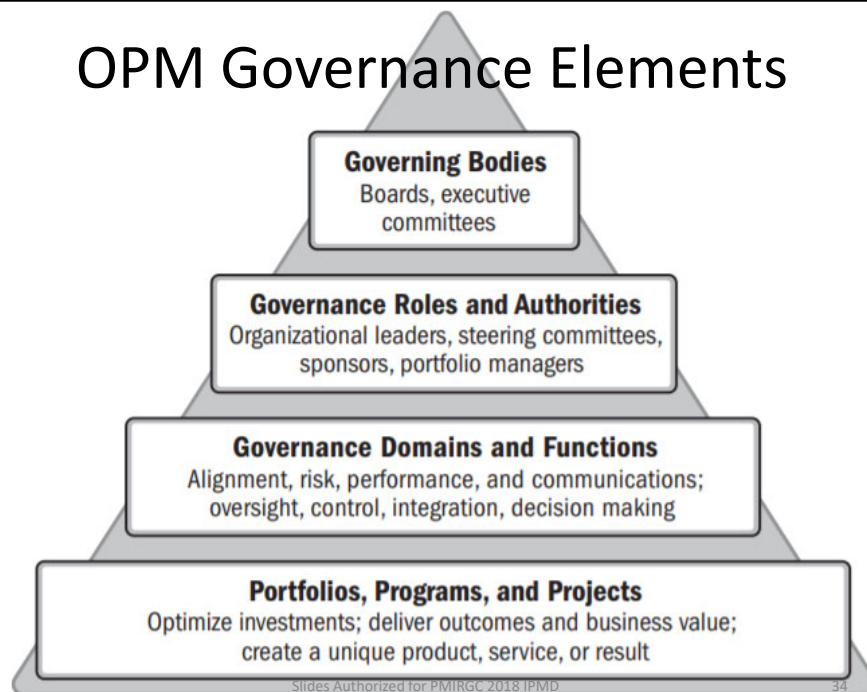
- OPM Governance supports organizational success by:
 - Forming or design PPP
 - Describing responsibility & given to pursue
 - Ensuring designed with the
 - Creating performance indicators (KPIs) to monitor and review the performance of the organization & business decisions



Slides Authorized for PMIRGC 2018 IPMD

33

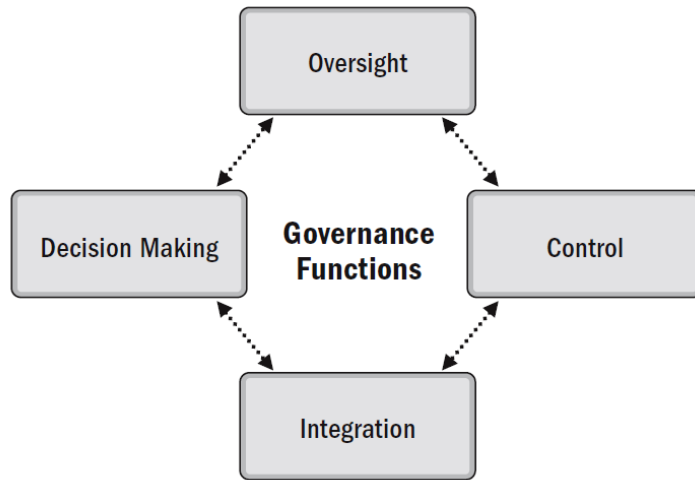
OPM Governance Elements



Slides Authorized for PMIRGC 2018 IPMD

34

OPM – Governance Functions

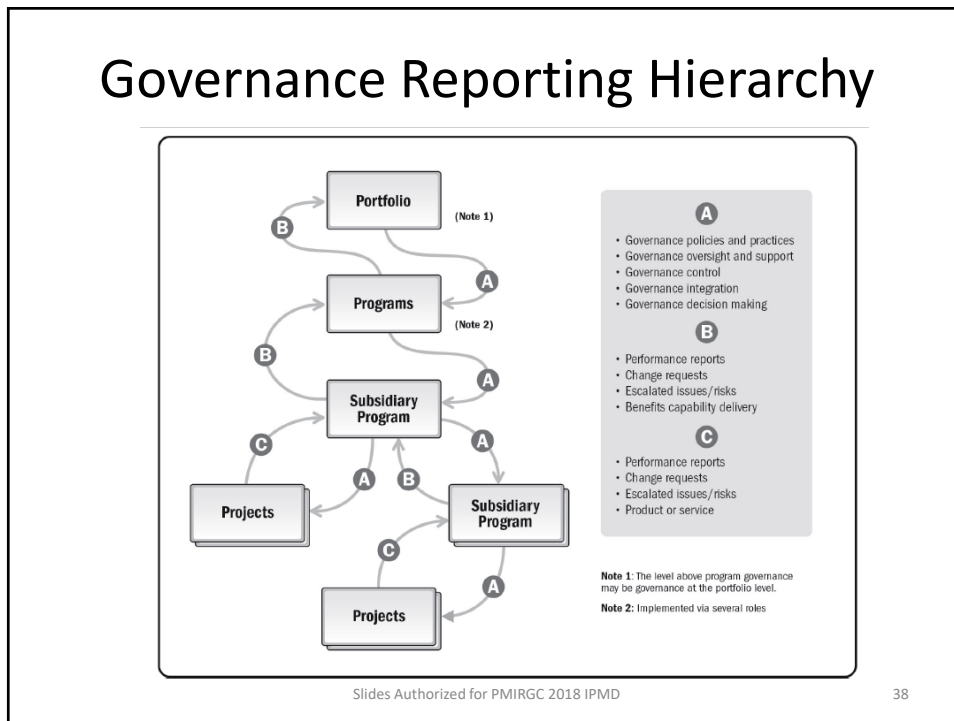
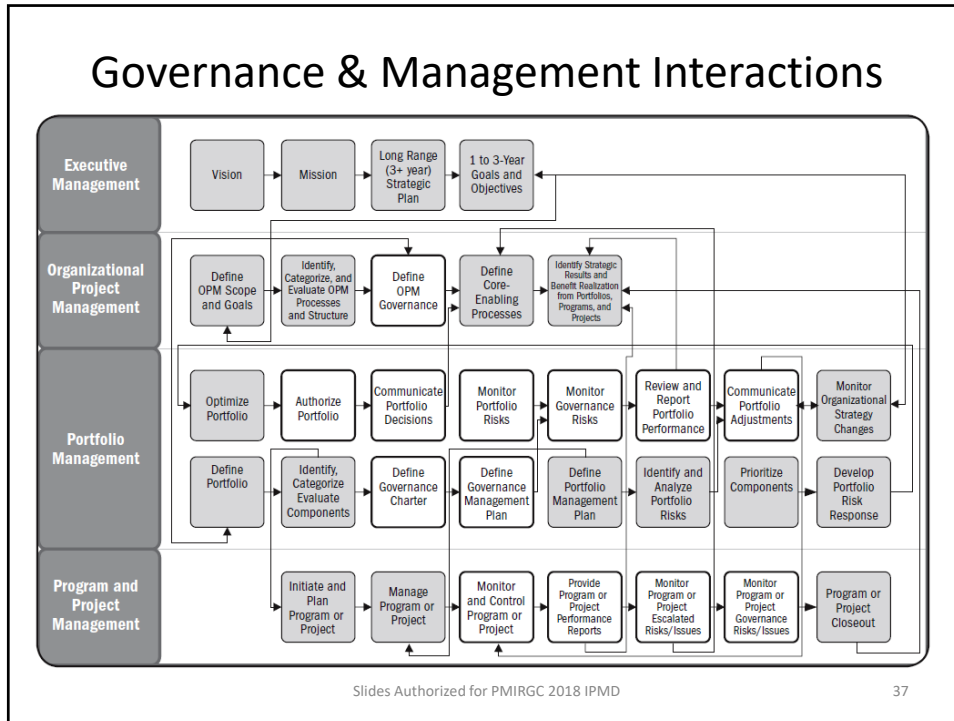


Slides Authorized for PMIRGC 2018 IPMD

35

Governance vs. Management

Decision and Guidance	Doing the Work
Organizational Governance	Organizational Management
The structured way to provide control, direction, and coordination through people, policies, and processes to meet organizational strategic and operational goals	The organization and coordination of business activities in order to achieve defined objectives
Portfolio, Program & Project Governance	Portfolio, Program, and Project Management
The framework, functions, and processes to provide guidance and decision making for portfolios, programs, and projects	The management activities that are defined, planned and executed to achieve organizational strategic and operational goals



OPM Implementation – Key Performance Indicator Examples

- Effective requirements development can result in fewer changes to scope and this can minimize cost/ schedule/ quality impacts. Customer and employee satisfaction can be impacted
- Effective risk management reduces threat exposure and the effects of uncertainty. Effectiveness of risk management processes can be measured by the accuracy of planned allocation for risk contingency for cost and schedule
- OPM governance framework effectiveness can be measured in terms of project delivery reliability (deliver to plan predictability), project life-cycle duration/ cost, effect of project delivery execution on portfolio/ program benefits realization

Slides Authorized for PMIRGC 2018 IPMD

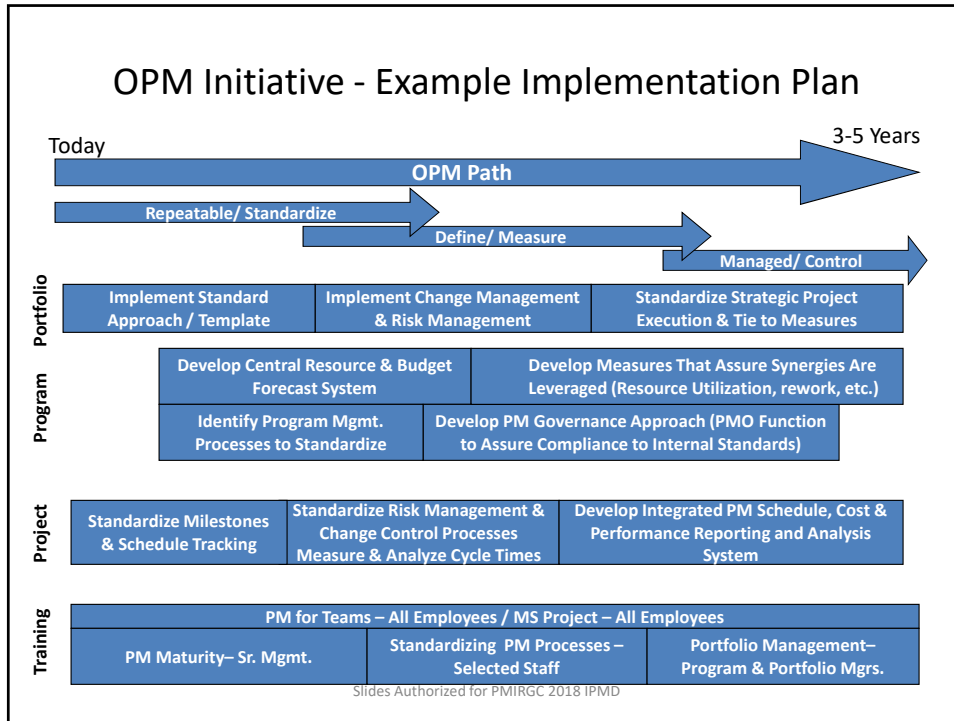
39

Why Start an OPM Initiative?

- An OPM initiative to formalize your organization's approach may be needed if your organization has several of the following problems:
 - Projects often overrun schedules and budget resulting in lower project profit margins and derailing other projects underway
 - Numerous unexpected change requests which add to costs, delays and delivery
 - Unpredictable projects prohibit the organizational portfolio from achieving its strategic objectives
 - Delayed projects impact customer satisfaction ratings which can result in loss of market share and impact future sales
 - Quality is impact due to rework which adds to cost and time delays
 - Poor communication adds risk to completing work due to conflicting requirements, low work performance and difficulty managing customer expectations

Slides Authorized for PMIRGC 2018 IPMD

40



Questions

About the Speaker

- Jane works with organizations to apply best practices in project management that build their systems and organizational culture to be focused on results. Jane's work includes supporting organizations to develop an effective Organizational Project Management (OPM) framework that serves as the backbone for repeatable and effective project management that is aligned with the strategic results of the organization. Jane is a PMP and has worked with PMI's Organizational Project Management Maturity Model (OPM3) since 2008. Jane is an expert in using and training project managers to use PMI Standards/ Guides, MS Project, Visio and Microsoft Office applications to communicate effectively.



Betterton Technical Services

Building A Results Oriented Culture
Through PROJECT MANAGEMENT



Slides Authorized for PMIRGC 2018 IPMD

43