



The Ivory Tower

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Welcome to the PMI Houston Conference & Expo and Annual Job Fair 2014

- **Please set your cell phone/pager to silent mode**
- **Q&A will be taken at the close of this presentation**
- **There will be time at the end of this presentation for you to take a few moments to complete the session survey. We value your feedback which allows us to improve this annual event.**



The Recent History of Program Management

- Companies adopting as their work gets more complex
 - Bigger initiatives
 - Global initiatives
- Defense Industry
- Large Multi-National Organizations
- Companies that support “Project Management” as a key to business results

Career Evolution

- Project Manager
- Sr. Project Manager (similar tools to PM)
- Program Manager (different tool set)
Sr. Program Manager (similar tools to Program Manager)
- Portfolio Manager (different tools than project or program management)

Evolving Trends for Various Levels

- CSM (Certified Scrum Master) scrumalliance.org
- CSPO (Certified Scrum Product Owner) scrumalliance.org
- PMI-RMP (Risk Management Professional) pmi.org
- PfMP (Portfolio Management Professional) pmi.org
- PgMP (Program Management Professional) pmi.org

Why Programs and Not Projects

- Larger initiatives not appropriate for a project
- Stronger governance standards needed
- Can better fit global initiatives
- Can better fit initiatives that consist of different areas of the company
- Can work well with areas of extensive contracting

The Challenge of Project Manager to Program Manager

- Growing your skills
- Expanding your tools and reach
- Tackling bigger initiatives
- Expanded focus on work
- Expanded sensitivity to project interaction

Current “Project” Environment

- Often promoted from (or includes) technical role
- Can include your own approach to the project
- Typically doesn’t “control” resources
- Typically doesn’t include financial or P/L responsibility
- Typically focuses on your own project(s)

Future “Program” Environment (Overview)

- Dedicated program functionality/management
- Established and consistent governance structure for all components (projects) of the program
- Has Project Managers for direct reports
- Includes Financial and P/L responsibility
- Focuses on the program and “across” the projects
- Tied in to operations more than projects can be

Dedicated Program Manager

- Full time role
- Works with project managers
- Typically involves formal project and program knowledge/training, not just hands on
- Involved in communication upward and across the organization

Established and Consistent Governance

- Governance influenced or established “with” the program manager
- Consistency across components (projects)
- Less emphasis on the project manager improvising their own approach
- Increase in mechanisms for gating and reviews

Has Project Managers for Direct Reports

- Project Managers run the projects (components)
- Project Managers apply the governance established by the program
- Project Managers communicate with the program manager regarding component impact and progress
- Program Manager can work with project managers as one component impacts another

Includes Financial and P/L Responsibility

- Financial includes cost estimating and cost baseline of the program
 - Can involve working with project managers for the project financials
- Financial infrastructure including accounting, WBS and EV systems should be used
- Financial Infrastructure should “trickle down” to the projects and back up as needed
- Profit and Loss typically observed at a program level

Focuses on the Program and Across the Projects

- Project managers focus on the project
- Program managers focus on the program and across the projects
 - How something on one project could impact another
 - How one project can impact the program
 - How the program can impact a project, or projects
- Program management adds an additional dimension (or layer) to our work
 - It can help minimize negative risk as this layer doesn't exist as strong at the project level

Tied In To Operations More Than Projects Can Be

- Governance typically involves connectivity to operation for component work requirements and transition
- Helps improve stakeholder identification and management
- Can minimize assumptions
- Connects with senior and portfolio management

Enhanced View on Risk Management

- More formal view on risk management
- Focus on program and project(s) risks
- Focus on how a project risk can impact other projects
- Focus on portfolio risk
- Focus on company risk and market risk

Enterprise Analysis

- Analyzing how the organization runs and functions
- How are the company products and services separated (portfolios)
- Who are the key roles in the company
- How do the business units interact with each other

PMI Tools Available for the Project and Program Manager

- Portfolio Management Standard (Third Edition)
- Program Management Standard (Third Edition)
- PMBOK Guide (Fifth Edition)
- Other various standards
 - Earned Value
 - WBS
 - Scheduling
 - Configuration Management
 - Risk
 - OPM3
 - Estimating

Next Steps

- Grow your skills
- Pay attention to how your project impacts others
 - Projects
 - Programs
 - Portfolio
 - Operations
- Learn more about how the pieces fit together at as many layers as possible in your company

Certifications and Credentials Associated with Project & Program Management

- PMP (Project Management Professional) PMI, 500,000+ Worldwide
- PgMP (Program Management Professional) PMI, 1,000+ Worldwide
- PMI-SP (Scheduling Professional) PMI 1,000+ Worldwide
- PMI-RP (Risk Professional) PMI 2,000+ Worldwide
- CBAP (Certified Business Analyst Professional) IIBA, 1000+ Worldwide (theiiba.org)
- CCBA (Certificate of Competency in Business Analysis) Launched January 2011 (theiiba.org)

This presentation contains material from the following...

- PMP® Exam Success Series: Bootcamp Manual (V5.0)
- PgMP Exam Review: Bootcamp Manual (V2.0)
- PMI Standard for Program Management Third Edition
- PMBOK Guide Fifth Edition
- BABOK Guide Second Edition
- Attacking the Iceberg: Program Management Meets Agile (PMTV Network)

Thank you for your time!

Any questions ?

Contact Information

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Thank You

Closing thoughts...

Thank you for attending this session.
We hope you found this presentation
added value to your knowledge of
Project Management.

- Take a few moments to complete the Session Survey. We appreciate and value your feedback.
- Hand in your completed survey to **Registration**, you will receive a free raffle ticket for one of the drawings to be held in the Vendor Expo (see Conference Program Guide for details).