

Gartner Roadmap to PPM & IT Governance

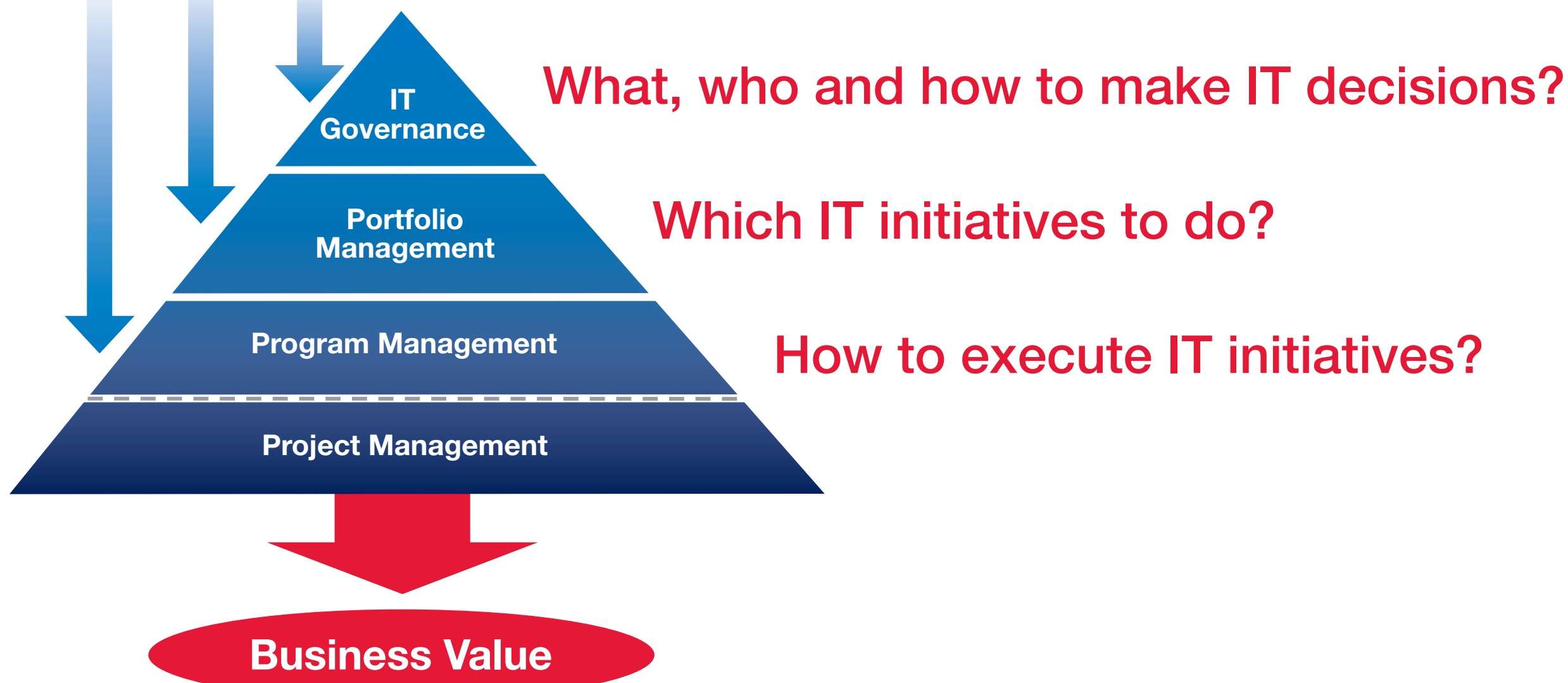
Program & Portfolio Management (PPM) Definition:

Program and Portfolio Management (PPM) are disciplines concerned with major organizational initiatives, approval of "right" investments for them, "best" resources application, and the achievement of organizational value supporting strategic goals.

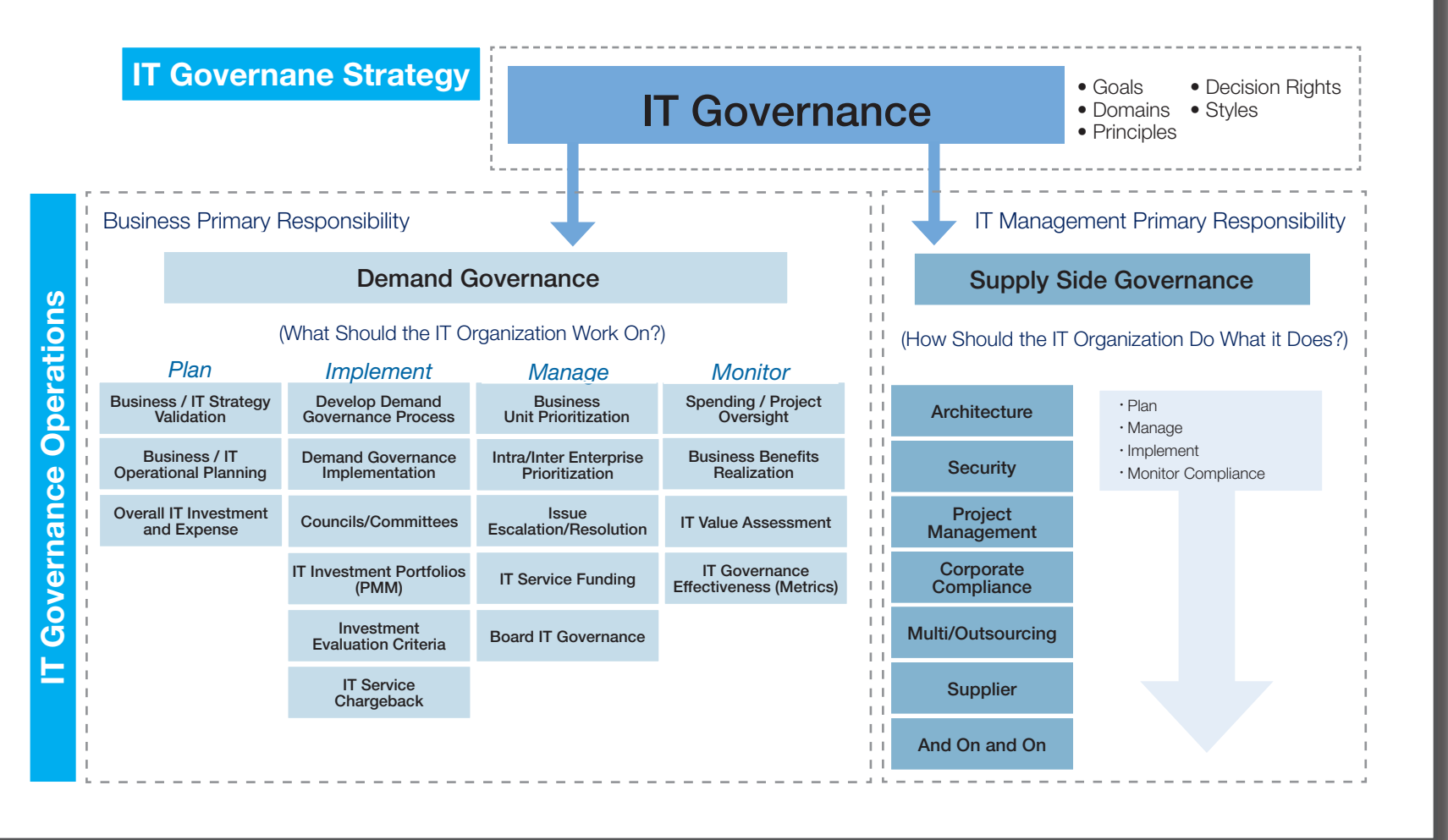
IT Governance Definition:

The processes that ensure the effective and efficient use of IT in enabling an organization to achieve its goals.

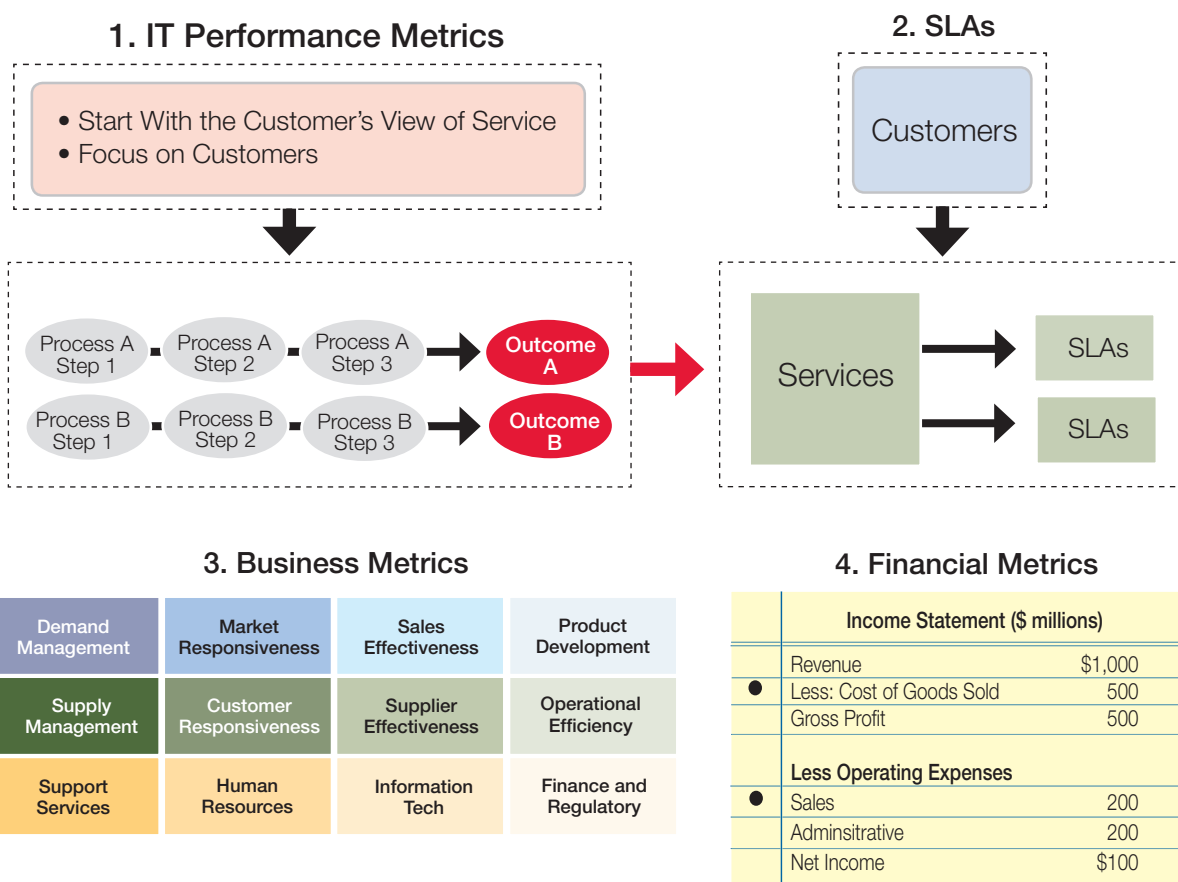
Business Strategy



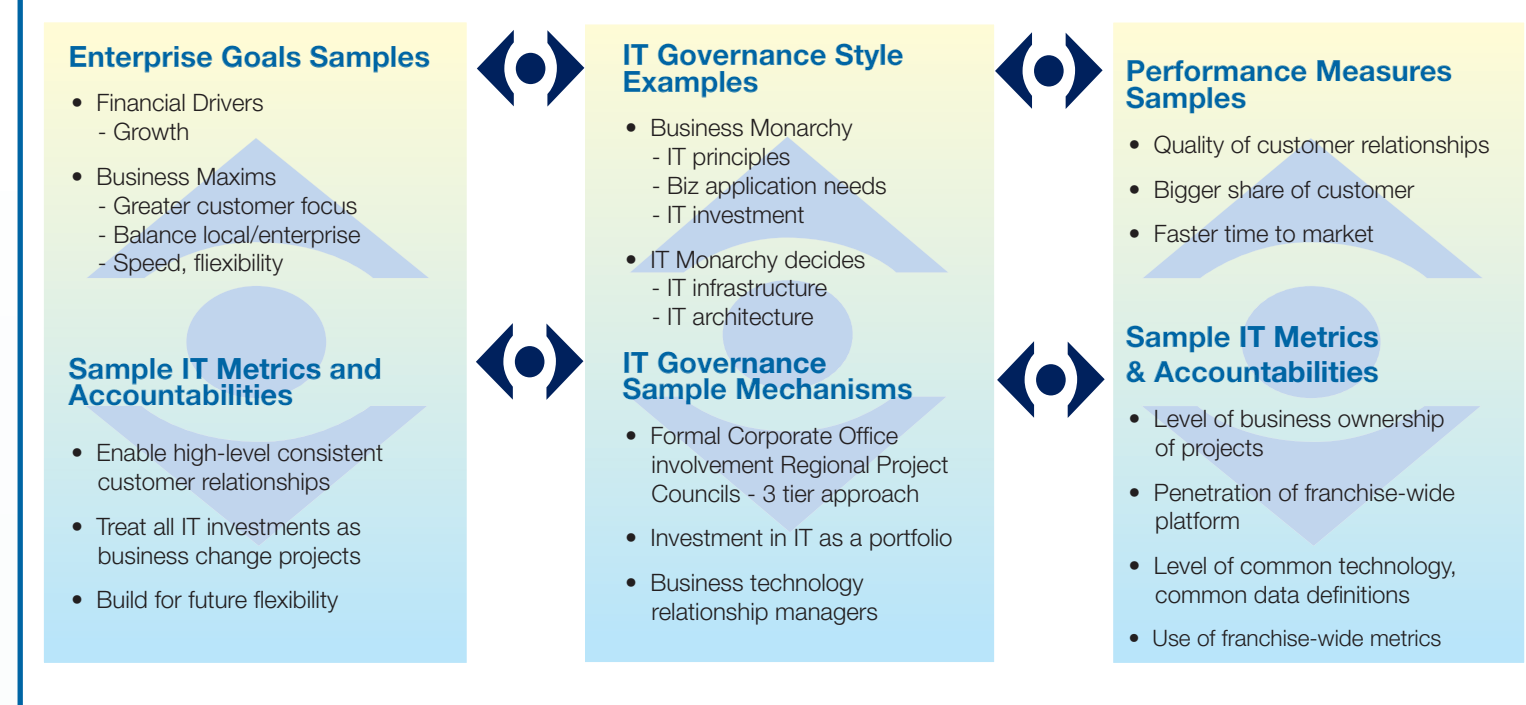
The IT Governance Demand/Supply Model



Linking IT Metrics to Business Value



Goals, Governance Styles and Metrics ... Example of a Regional Bank



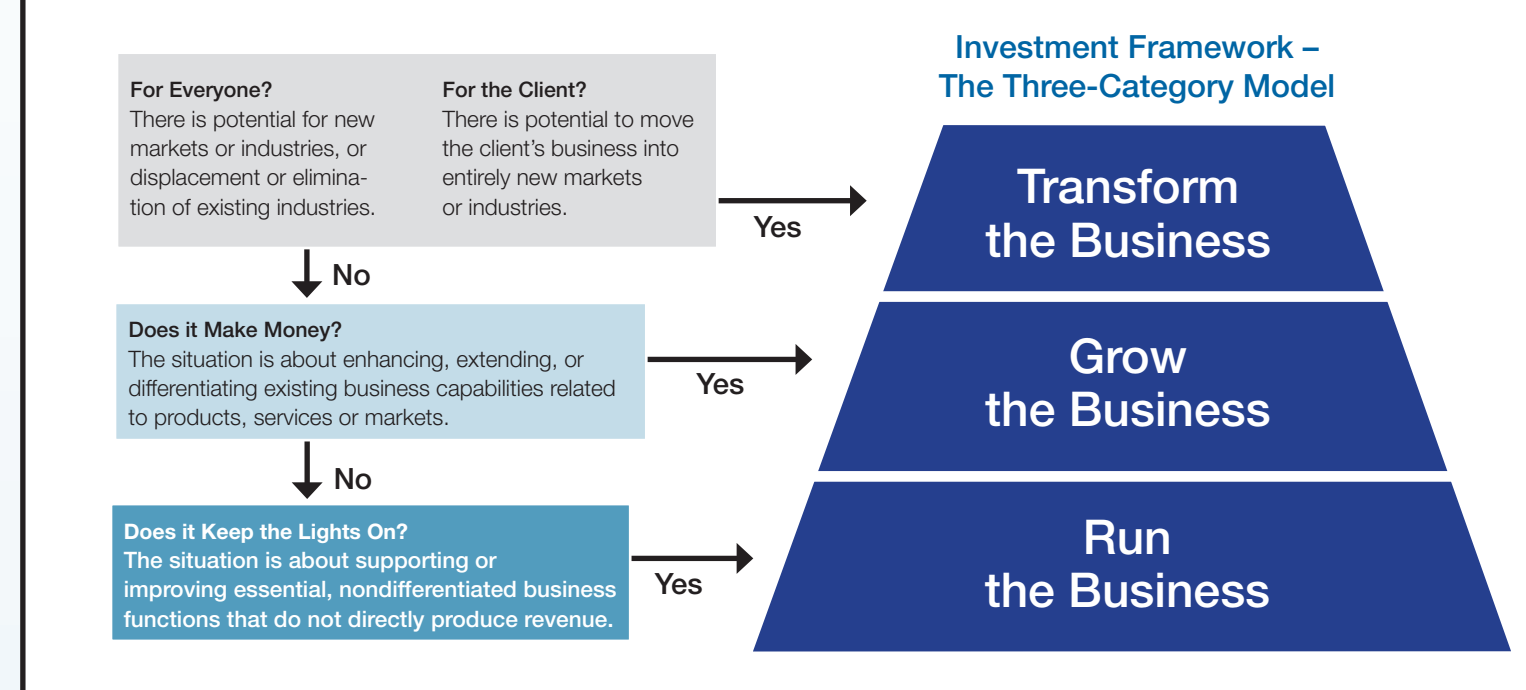
IT Governance Styles

Governance attributes	Synergistic enterprises ¹	Agile enterprises ²	Autonomous enterprises ³
Decision-making styles	<ul style="list-style-type: none"> Tight corporate coupling between business and IT executives Top-down, mandated technology decision making 	<ul style="list-style-type: none"> Business and IT leaders combine for specific purposes Enterprisewide arrangements emphasize coordination and learning 	<ul style="list-style-type: none"> IT works with individual business units and process owners There is an emphasis on local business decision making
Focus of key mechanisms	<ul style="list-style-type: none"> Well-developed business and decision processes Executive-level committees High-level centrally reporting IT-business relationship managers 	<ul style="list-style-type: none"> Extensive use of IT principles Business ownership of IT projects Panned IT-business education experiences Transparency and communication 	<ul style="list-style-type: none"> CIOs work through one-on-one negotiation Standards are achieved through socialization and peer pressure Business-IT service arrangements are in place

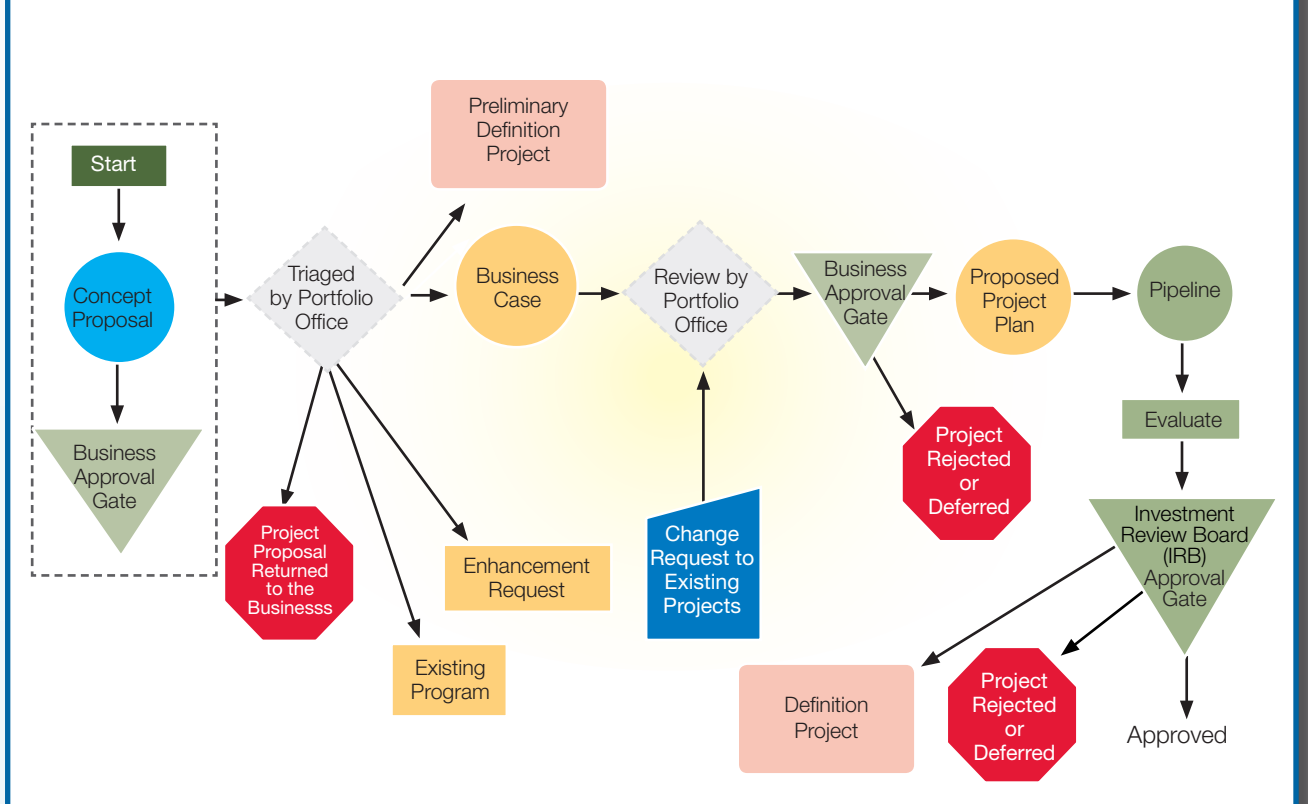
The First 100 Days of a PPM Leader

- Week 1: Get Acquainted to Get Started: Manage Up, Down and Across**
- Focus on people and engagement
 - Meet, Listen, Socialize, Prepare for Change
 - Build a context model for stakeholders
 - Assess and bolster your credibility and influence
- Month 1: Assess Situation, Find Major Goals and Quick Wins**
- Perform an analysis of your organization's capability maturity
 - Conduct and maintain an inventory of project-based work
 - Preliminary Long Term Vision work
 - Preliminary communication plan (presentation, charter...)
- Month 2: Move Toward a Big Win**
- Finalize and Announce the Charter
 - Pick the Big Quick Win
 - Create Project Risk Assessment framework and strategy
 - Improve communication framework
 - Review and refine Project Cost Management
 - Consider Tool Enablement, starting with decision-maker visibility
- Month 3 and Beyond**
- Communicating the Big Quick Win
 - Establishing and Documenting Longer-Term Objectives
 - Begin standardizing PPM activity cycle

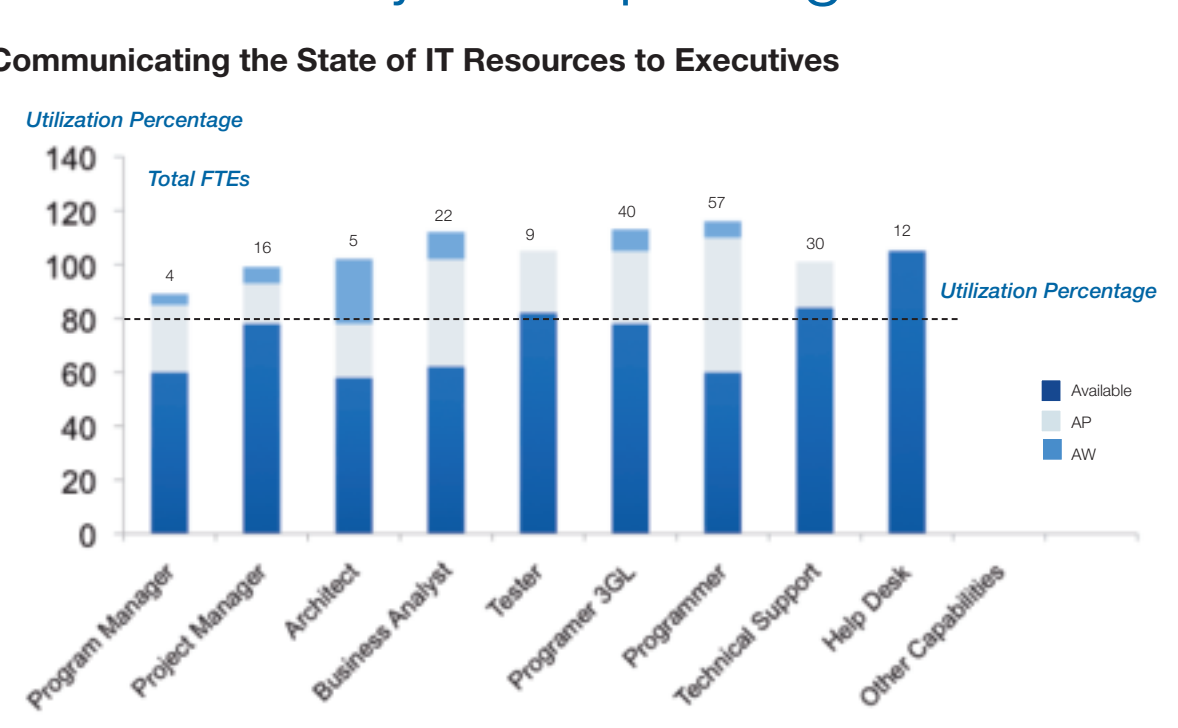
Investment Categories



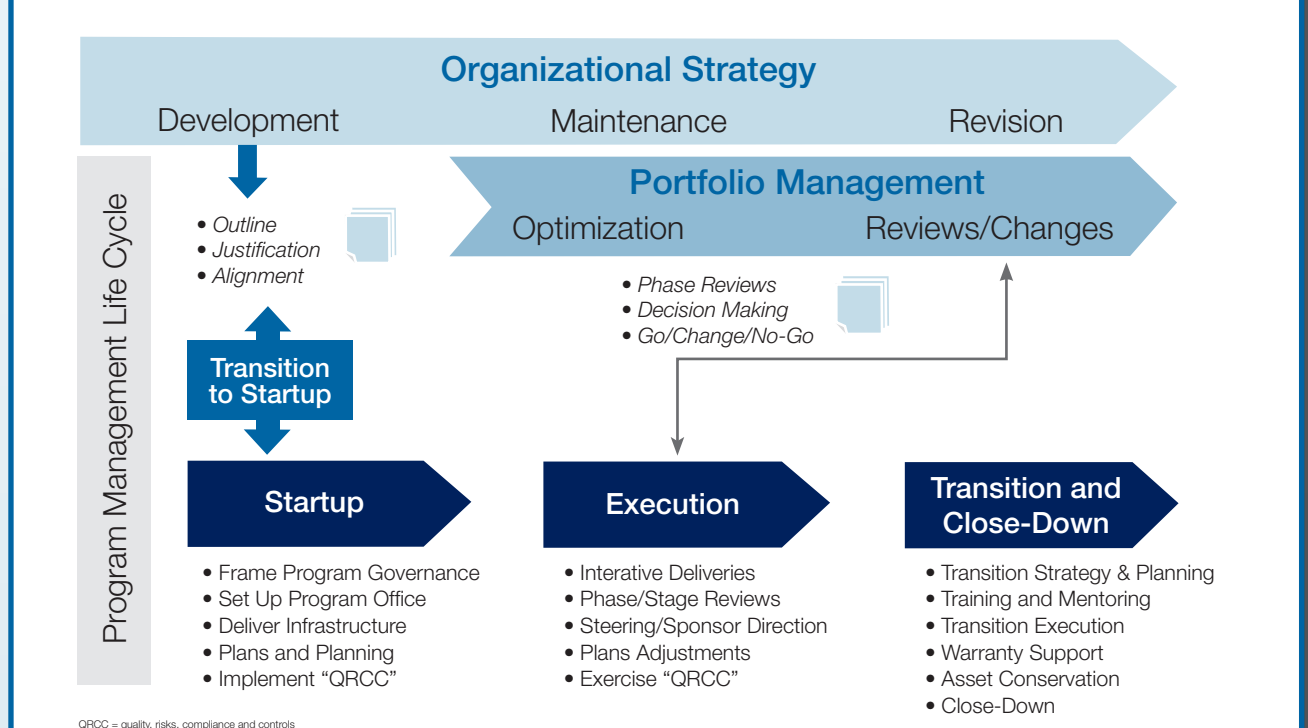
IT Demand Process Flow



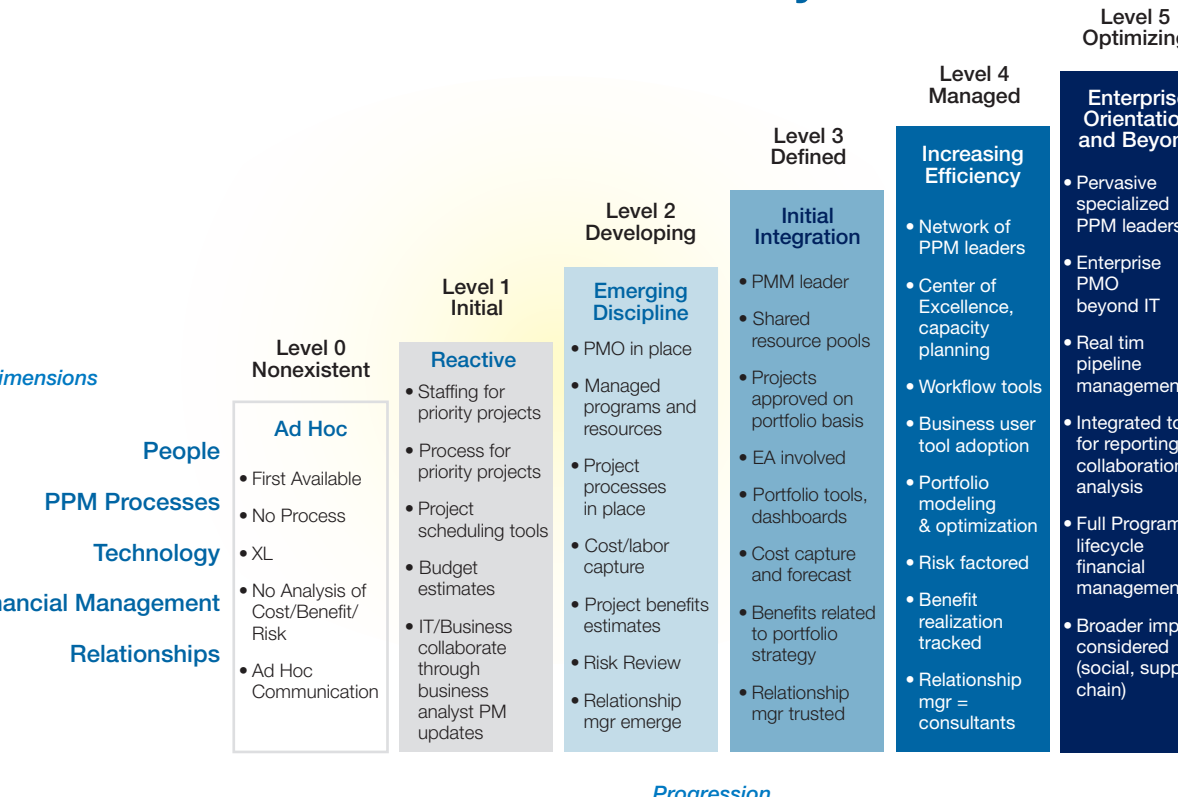
Project Reporting



Gartner Program Life Cycle Model



Gartner PPM Maturity Model



Seven Tips for PPM Tool Selection

- Ensure the tool fits your metamodel
- Get a custom demo with your scenario
- Create a scorecard of your objective assessment
- Review Process Enablement
- Check how the tools will fit with your Governance
- Ensure Training & Consulting partners can handle change
- References
 - Similar industry, size, maturity, context
 - Mix of recent or long implementations
 - Choose your own from vendor's current client list

Vendor ScoreCard

MQ 2009 - MFH Individual Vendor ScoreCard: Vendor = xxxx

Scoring: Exceptional = 10, Solid = 6, Present / Some = 3

Project Report	Project Report	Portfolio Report	Subcontractor	Project	Project
Project Name	Project Name	Project Name	Project Name	Project Name	Project Name
Project Start	Project Start	Project Start	Project Start	Project Start	Project Start
Project End	Project End	Project End	Project End	Project End	Project End
Project Status	Project Status	Project Status	Project Status	Project Status	Project Status
Project Manager	Project Manager	Project Manager	Project Manager	Project Manager	Project Manager
Project Budget	Project Budget	Project Budget	Project Budget	Project Budget	Project Budget
Project Risk	Project Risk	Project Risk	Project Risk	Project Risk	Project Risk
Project Complexity	Project Complexity	Project Complexity	Project Complexity	Project Complexity	Project Complexity
Project Success	Project Success	Project Success	Project Success	Project Success	Project Success
Project Satisfaction	Project Satisfaction	Project Satisfaction	Project Satisfaction	Project Satisfaction	Project Satisfaction
Project ROI	Project ROI	Project ROI	Project ROI	Project ROI	Project ROI
Project Value	Project Value	Project Value	Project Value	Project Value	Project Value
Project Impact	Project Impact	Project Impact	Project Impact	Project Impact	Project Impact
Project Innovation	Project Innovation	Project Innovation	Project Innovation	Project Innovation	Project Innovation
Project Leadership	Project Leadership	Project Leadership	Project Leadership	Project Leadership	Project Leadership
Project Team	Project Team	Project Team	Project Team	Project Team	Project Team
Project Client	Project Client	Project Client	Project Client	Project Client	Project Client
Project Partner	Project Partner	Project Partner	Project Partner	Project Partner	Project Partner
Project Vendor	Project Vendor	Project Vendor	Project Vendor	Project Vendor	Project Vendor
Project Supplier	Project Supplier	Project Supplier	Project Supplier	Project Supplier	Project Supplier
Project Contractor	Project Contractor	Project Contractor	Project Contractor	Project Contractor	Project Contractor
Project Consultant	Project Consultant	Project Consultant	Project Consultant	Project Consultant	Project Consultant
Project Analyst	Project Analyst	Project Analyst	Project Analyst	Project Analyst	Project Analyst
Project Designer	Project Designer	Project Designer	Project Designer	Project Designer	Project Designer
Project Developer	Project Developer	Project Developer	Project Developer	Project Developer	Project Developer
Project Tester	Project Tester	Project Tester	Project Tester	Project Tester	Project Tester
Project Support	Project Support	Project Support	Project Support	Project Support	Project Support
Project Help Desk	Project Help Desk	Project Help Desk	Project Help Desk	Project Help Desk	Project Help Desk
Project Other	Project Other	Project Other	Project Other	Project Other	Project Other

Resource Management Life Cycle

