

## Gartner PPM & IT Governance Summit 2010

16 – 17 June 2010 | Lancaster London, UK  
[europe.gartner.com/ppm](http://europe.gartner.com/ppm)

### Finding the Right Path to Value: Prioritize, Measure, Adapt and Lead

The 2010 **Gartner PPM & IT Governance Summit** was held 16 – 17 June at the Lancaster London hotel. The Summit drew attendees from a wide range of industries and organizations. This report provides highlights from the two-day event, including:

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Registration is open for next year's event!

**Gartner PPM & IT Governance Summit 2011** takes place 13 – 14 June in London.

Be sure to bookmark the website — [europe.gartner.com/ppm](http://europe.gartner.com/ppm) — and check back for 2011 Summit agenda updates.

### Overview

At the inaugural Gartner PPM & IT Governance Summit, more than 300 attendees looked to learn the latest best practices for implementing PPM within their organization, gain new PPM ideas to help their organization mature, keep abreast of project management information, help build a plan to increase strategic IT-business engagement, network with and benchmark their progress against peers, and more.

Attendees participated in onsite benefits, hearing the latest PPM & IT Governance presentations from the Gartner research community on today's most-pressing topics, attending workshops run by expert analysts and industry leaders, hearing real-life experiences during peer case studies, participating in one-on-one meetings with Gartner analysts, and checking out the latest solutions in the exhibitor hall.

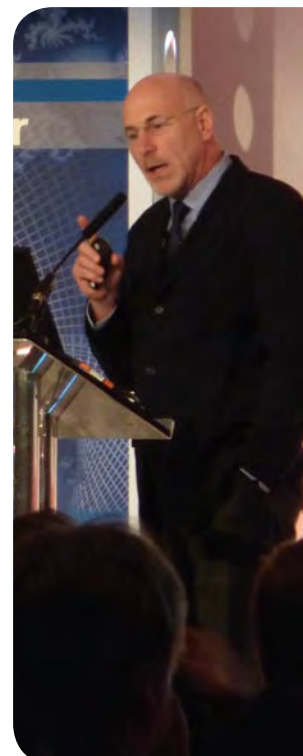
### Snapshot of Attendees

**31%** were employed in the financial services industry sector

**20%** were employed in government/public sector

**43%** had titles at the director level or higher

**79%** of the audience were end-users



## Keynote Addresses

### Gartner Opening Keynote:

#### What's Hot and What's Not — State of the Art for 2010

**Speakers: Audrey Apfel, Donna Fitzgerald, Mike Hanford**

The summit opened with a discussion on what's hot and what's not in PPM in 2010. The new economy requires a high level of intuitive decision making. Making fast, effective decisions is the order of the day. Anything worth doing is worth doing quickly, and if you are looking for speed and agility, then leadership is the key component to look to in the future. PMO's need to move from project support to portfolio accountability — focus less on compliance, more on results.

Where does the future of PPM lie? The future is with ambidextrous organizations and the cloud PMO. The planning focused organization is dead. If you developed a 5-year plan in 2006, where would that plan be now? In the new economy, opportunities will come at you quickly. Do just enough planning to get it done, then refine and adapt as circumstances allow. The perfect solution, late, is no good.

So what should you do now to prepare for all of this? Develop a strong knowledge for some aspect of the business. Invest in the skills necessary to drive results and in your own leadership skills. Furthermore improve either your change management, knowledge management, contract management, portfolio management or program management skills.

### Guru Keynote:

#### “Polar Bear Pirates” — Travelling Together

**Speaker: Adrian Webster, Leading Business and Motivational Guru**

Drawing on his own experiences as a policeman and a business leader, Adrian gave a humorous, energetic, thought-provoking, and moving presentation that identified some practical ways we can all engage and inspire those around us.

There is no “secret of success”, but there are some keys. One of these is that you have to be prepared to change. Try to create an environment where people feel that they make a difference and want to come to work every day. It's not about developing “rock stars”, it's about allowing everyday people to create extraordinary results. “TNTs” (Tiny Noticeable Things) help to create these environments — they create long lasting pictures in people's minds and are the reasons why people feel at home in an organization. Remember Adrian's example's of the Mercedes cigarette lighter, the letter sent by a Managing Director to an exceptional performer, or the time off that Adrian gave to his team — these are the tiny noticeable things that make all the difference. Release your childlike qualities — have a thirst for knowledge, be passionate, be determined, believe, have a sense of humor and be a doer.

### Gartner Interview:

#### Gregory Baletro, President and CEO, Project Management Institute (PMI)

In this interview style keynote, Greg provided key insights into the future of PPM and the evolution of project and portfolio roles followed by answering questions from Gartner analysts Audrey Apfel and Mike Hanford. Langley answered questions on the current state and future direction of the PPM space, why organizations struggle with improving PPM capabilities, the “real” value of standards and certifications, and more. After the formal interview, the floor was opened to the audience for any additional questions. Numerous attendees participated with relevant follow up questions to Langley's prior discussion and remarks.

*“Very informative. I will use a lot of what I learnt here!”*

*“Excellent event for all involved in PPM — linking the theory to the practice.”*

*“Great opportunity to hear about leading ideas, practices and knowledge.”*



**Stay connected with the contacts you made**

Join the Gartner PPM & IT Governance (Xchange) on LinkedIn to continue your conversations throughout the year.



## Findings from Gartner PPM & IT Governance Summit 2010

Here are key recommendations from this summit sessions by Gartner analysts — especially useful for your 2011 planning and strategy considerations.

### PROGRAM AND PMO FUNCTIONS, ROLES AND PRACTICES

#### People and Projects — Managing Change, Expectations and Engagement

##### Audrey Apfel, Managing VP

- Review stakeholder strategies and change readiness for major initiatives, using the frameworks in the presentation.
- Plan improvements to reporting and communications based on specific audience needs.
- Report less information, more analysis and ask for more action.
- Develop specific policies, guidelines and education to define and ensure quality business sponsorship.
- Develop and execute a change strategy at the project level, the portfolio level, and the people level.

#### Focus on Business Outcomes of IT projects

##### Lars Mieritz, Research VP

- Establish a baseline of how business benefits are currently expressed in business cases and subsequently used.
- Leverage identified business benefits from the business case throughout the project life cycle and not only to gain approval.
- Recognize that no project or initiative exist in a vacuum. External and internal events will influence outcome. Remind stakeholders frequently.

#### The Emerging Enterprise PMO

##### Donna Fitzgerald, Research Director

- Use the concepts of Benefits Realization to begin to bridge the gap between strategy and tactics.
- Set up an EPMO or Strategy Execution Office to help ensure that the planned projects and programs are actually driving strategy fulfillment.
- Increase the focus on change management and strategic communication.
- Facilitate strategic tactics formation.
- Teach the concepts of systems thinking to the entire organization.
- Build a program management center of excellence.
- Establish a project capability office and a business process center of competency

#### Independent Verification and Validation — Double-Checking Project Quality

##### Matt Light, Research VP

- Leverage the Gartner Maturity Models to assess your PMO and QA organizations.
- Use IV&V to mitigate risks stemming from a project's size, cost, complexity and other factors.
- Understand the kinds of professional services supporting IV&V and the sorts of ESPs offering them.
- Take appropriate measures to ensure IV&V neutrality.
- Create a new IT self-image: getting better every day.
- Reward project managers and team members for identifying process and quality issues.
- Define the right "flight paths" for the project.



**Audrey Apfel**  
Managing VP



**Matt Light**  
Research VP



**Donna Fitzgerald**  
Research Director



**Lars Mieritz**  
Research VP

#### Project Juggling for PMOs: The Practical Approach

##### Donna Fitzgerald, Research Director

- Ensure the portfolio contains the right mix of projects to support "recovery" oriented strategies.
- Help project managers establish an area of order by being willing to "face reality" yourself.
- Help project and program managers with the subtleties of issue management, otherwise known as "How do you spell politics?"
- Take a 360-degree perspective on supporting stakeholders; your support improves their job performance.



## Findings from Gartner PPM &amp; IT Governance Summit 2010 ...continued

## PORTFOLIOS, IT INVESTMENTS AND INITIATIVES ACROSS THE ENTERPRISE

**Who's Doing What To Whom? Basics of IT Resource Management****Michael Hanford, Research Director**

- Check your resource “state” and needs.
- Consider and quantify the balance between the change impact and your needs.
- Emphasize the benefits and the costs.
- Move forward incrementally to introduce resource management.
- Check and quantify results and change for each increment; show “good” trends.
- Ensure that all understand — and believe — the “real” goals of resource management.

**Opportunity Cost — A Universal Prioritization Framework for IT Funding****Stewart Buchanan, Research Director**

- Prioritize the financial sustainability of IT, not just the projects in your pipeline, to improve funding.
- Use program and portfolio management to look beyond cost cutting to growth through renewal.
- Evaluate multiple sourcing options to align costs with benefits and to manage contingency.
- Get a deeper understanding of business dependencies through performance analytics.
- Drive value from PPM, IT and business projects to drive growth and prosperity.

**Applications Overhaul — Rationalize, Standardize, Consolidate and Simplify****Andy Kyte, VP and Gartner Fellow**

- Develop a portfolio management strategy that maps to the corporate culture.
- Gather rich inventory data, and socialize it in order to gain real management commitment.
- Evaluate all four modes of application consolidation.
- Inform the business so that the business can take the decision to lead.

**The Lean PMO — From Prioritization to Process Improvement****Matt Light, Research VP**

- A lean PMO applies these five principles of lean to projects, processes, and itself: value, value stream, perfection, flow and pull.
- A lean PMO targets waste; it doesn't contribute to it.
- PMOs facilitate highly focused IT investments: drive definition of proposed projects' direct and indirect value in charters; and rapid improvement events harness cross-functional knowledge to cut waste.
- Measure against improvement targets (not just project metrics).

**The Gartner PPM Magic Quadrant and the PPM Market in 2010 — Road to Recovery****Michael Hanford, Research Director**

- Assess your current level of PPM maturity.
- Assess your current level of PPM visibility.
- Identify your wants/needs in PPM people, process, and technology.
- Review current vendors.
- Evaluate new solutions or extending your existing solutions.
- Always leave yourself options.

*“Truly enjoyed the Gartner PPM Summit. It provided me excellent points and recommendations which I will apply in my organization.”*



**Stewart Buchanan**  
Research Director



**Michael Hanford**  
Research Director



**Andy Kyte**  
VP and Gartner Fellow



## Findings from Gartner PPM &amp; IT Governance Summit 2010 ...continued

## IT GOVERNANCE AND OVERSIGHT — CHALLENGES AND SOLUTIONS

**Governing, Measuring and Managing Applications Organizations****Andy Kyte, VP and Gartner Fellow**

- Draft an application governance definition.
- Begin discussion with application teams and stakeholders.
- Estimate the current maturity of application disciplines and business alignment.
- Conduct a maturity assessment for your application group.
- Identify the disciplines requiring urgent improvement, and initiate plans.
- Establish and build sustainable momentum with APM.
- Initiate a formal change management program.

**“Sell or Hold?” — Reviewing Major IT Initiatives****Michael Hanford, Research Director**

- Ensure that major initiatives are reviewed regularly.
- Engage executives in the review process to take action and make decisions.
- Invest in the review process, data and people.
- Build your organizational review capability.
- Reviewers must certify that the initiative is a good use of stockholders' equity or public money.

**The Relentless Rise of Free Market Economics and the End of Command and Control IT****Stewart Buchanan, Research Director**

- Take advantage of business demand by exploring how to best fund new projects.
- Stop micromanaging project inputs. Start using market controls focused on business outcomes.
- Apply agile principles to project management, starting with project budgets.
- Manage cultural change through immersive training and financial accountability.
- Work with the IT governance board to make business outcomes more market-driven for successful growth.

**Creating Meaningful Metrics for PPM****Lars Mieritz, Research VP**

- Never fall into the trap of thinking that your PPM metrics can replace good management judgment.
- Ensure that corrective action is taken where required. Otherwise, why monitor the metrics?
- Combine external/competitive and internal/historical comparisons to gain new insights.
- Seek metrics and measures that are simple, obvious and focused on goals.
- Be prepared to change the selected metrics, based on the evolution of the PPM function.

**Managing Demand and Prioritizing for Value — How to Do It, Make It Stick and Not Lose Your Mind in the Process****Audrey Apfel, Managing VP**

- Assess organizational readiness for process improvements.
- Form initial scoring framework representing enterprise view of value.
- Gather information and perform structured analysis of active projects and new proposals.
- Provide enhanced visibility to resource capacity and cost information.
- Establish initial governance process and participants.

*“I very much enjoyed the event; picking up on future trends, networking with peers and gaining knowledge from their experience.”*

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