

Project and Portfolio Management (PPM): Ensuring Confidence in a Time of Uncertainty



Research indicates that one out of every three projects fails to meet the expectations of management. At CA, we've undertaken an initiative to understand exactly what causes these projects to fail and to deliver an improved solution that's focused on ensuring project confidence across organizations.

Welcome to Our Project Kickoff

----- Original message -----

From: Project Management

Date: 6/01/2016 2:27 PM (GMT-08:00)

To: "Project Disruption" Team

Subject: New Company Initiative!

Greetings Team,

We've been sensing that some of you may have extra time on your hands, so we'd like to invite you to yet another weekly project status meeting. Here's our functional approach:

To drive project collaboration, we'll be creating dozens of insanely long email strings and you'll be copied on each of them. Everyone will be encouraged to weigh in on every issue. So, if ever you need to refer back to a specific topic, you'll never find it.

The project manager in charge of this new initiative will be a relentless taskmaster, nipping at your heels as you wander the halls and texting you with increasing frequency as balls are dropped and unmet deadlines approach.

Time sheets will need to be completed every hour, on the hour, to ensure our numbers are up to the minute.

Valuable time will be wasted on unproductive, irrelevant meetings in which remote participants will loosely follow along while playing online Blackjack, ensuring that any "field" knowledge remains in strict silos.

We're looking forward to your participation.

It's funny because it's true

We've all received that email, haven't we? Sure, it was worded differently, but we knew exactly what it said between the lines. It's just one of those things that businesspeople have come to expect—and accept.

But the rules have changed. Today, we're operating in a new app economy, driven by global business dynamics. Technologies are transforming more rapidly than ever. Business initiatives have evolved from top down directives to bottom up collaboration. Product lifecycles are shortened. Competitive threats are everywhere. And speed to market is everything.

Traditional project management processes are suddenly in need of a refresh. Your company can no longer afford to manage projects as described in the email above.

PPM: Where there's smoke, there's fire

CA has led in the market for years and today boasts the largest user community and the largest implementations of PPM in our industry. Third parties continuously rank CA as the leader, so it's no secret that we continue to be a driving force behind the technology.

But we also understand that no matter how successful a product, there's always room for improvement. When we saw the 2015 Project Management Institute's "Pulse of the Profession" report, we took it as a personal challenge. In no uncertain terms, the report stated that "... on average 64 percent of all projects are successful." And it went on to say that those numbers had not improved over the last several years.

Why is it personal? At CA, our goal is not to make our customers successful 64 percent of the time. Our goal is to give our customers the technological resources they need to make them successful 100 percent of the time. That's what makes us the leader. And while these numbers are reflective of the entire market and not just CA, we saw that we could make a significant impact. Among the report's other findings:

- 96 percent of team members are still using email to communicate.
- 66 percent of users said they're asked for progress reports weekly or more frequently.
- Just 33 percent of status reports are consumed via the PPM tool dashboard, while 57 percent are consumed through email.

The numbers clearly illustrate that organizations are leveraging antiquated solutions outside of the PPM systems to work through the required processes. So, we set out on a mission to address these issues and bring a much greater level of success to our customers' projects.

We started with our own extensive research study designed to provide a deep understanding of our customers' needs and how we could better meet them. We implemented a comprehensive research methodology that would identify how customers use our products in the new app economy and leverage that information to inform and guide our future product development.

Study Illustrates the Challenges of PPM

In 2015, CA Technologies conducted an in-depth study to evaluate how PPM solutions on the market are meeting current business requirements and identify areas for improvement. The parameters of the study were as follows:

1. STUDY METHODOLOGY



We used a flexible, ethnographic technique to interview and observe users in their work settings. Rather than ask formal survey questions, we encouraged interviewees to tell stories about their experiences, which allowed us to reach beyond basic behavior patterns to explore the motivations, pain points and the day-to-day nature of their work managing projects, programs and portfolios.

2. PEOPLE WE TALKED TO



We interviewed more than 150 professionals, including portfolio, program, project, resource and financial managers as well as team members, data analysts, process owners and support administrators. Interviews took place inside workspaces to observe how environment and the cadence of their days reflected their working processes. We discussed their responsibilities, how they fit into the organizational structure and how they collaborate with others. Interviews were qualitative, driving toward the often complex aspirations and goals behind peoples' behaviors.

3. COMPANIES WE VISITED



We interviewed staff at a variety of different companies across multiple industries that currently employ PPM solutions. The companies varied from midsize organizations to the Fortune 100.

Creating a new vision for PPM

Our study was designed to explore how organizations use PPM in a modern business setting and to gain a deeper understanding of the motivations of those responsible for managing projects, as well as the team members that participate. Following are our key findings.

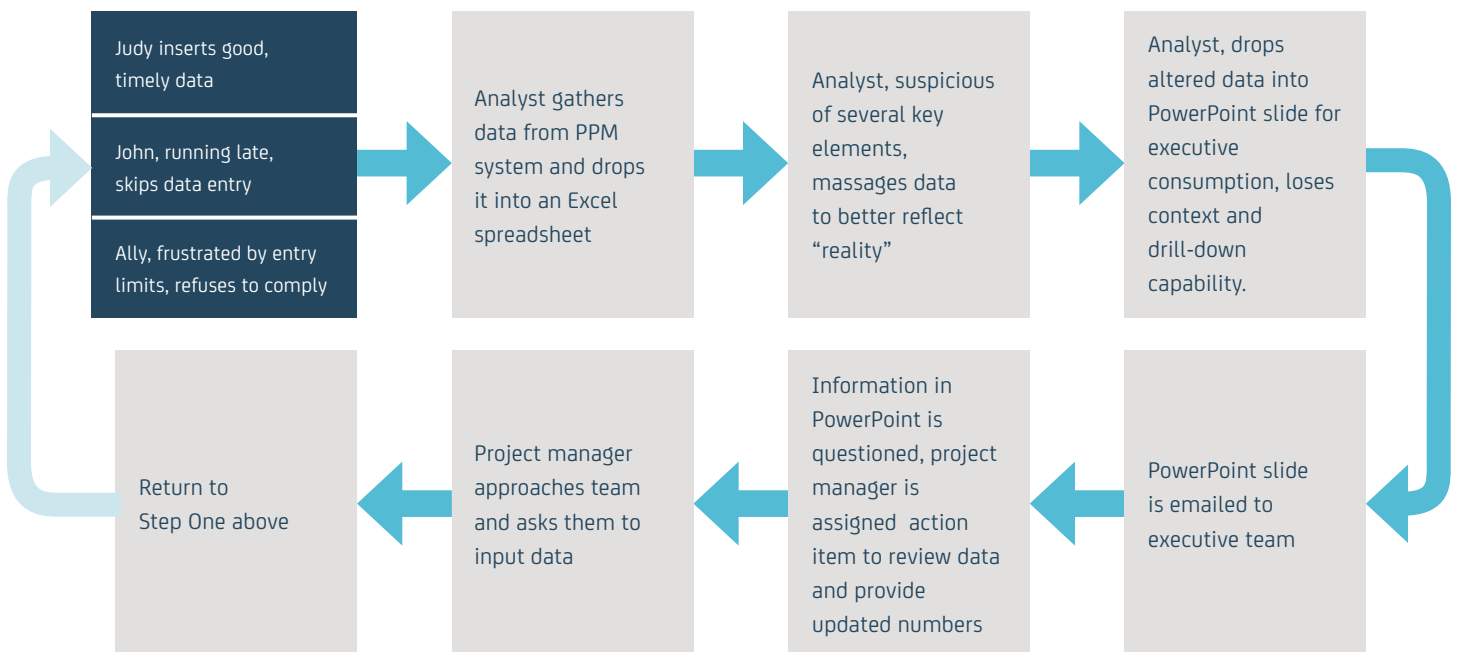
Study finding #1: PPM is almost as fun as doing your taxes

We all understand that management needs to know what projects people are working on and the current stage of those projects, so that complementary efforts can be coordinated, business planning can be improved and investments can be maximized. Progress, rates, expenses—everything must be captured. Time collection in particular is essential to effectively track, process and distribute resource data to support standard accounting practices. There is a reason behind the madness.

Yet team members see daily or weekly time entry as a form of governance with no perceived value to them directly and instead, simply think of it as another control mechanism dictated by some Big Brother entity intent on ruining weekends.

Employees see status entry as burdensome, time-consuming and infuriatingly tedious. They seldom see any outcome from the time they spend inputting data, and therefore have trouble identifying any personal value from it. Due to the limited buy-in, they procrastinate, sometimes enter false numbers just to get the job done quickly, or simply don't do it at all. It's the same thought process seen at tax time, where taxpayers begrudgingly comply, but only to avoid the governance police.

Rife with inaccuracies, the data is then typically exported into a Microsoft® Excel® spreadsheet, allowing an analyst to “massage” it in an attempt to make it better reflect reality. Once the numbers look reasonable, it's dropped into a Microsoft PowerPoint® slide for executive consumption.



Not surprisingly, bad data going into the system has a detrimental impact on the quality of data coming out. The results don't sufficiently reflect reality and management doesn't trust them. So, all the time and effort spent by multiple team members on the exceedingly complex process above is wasted. And teams fall into a scenario of unnecessary overtime, blown schedules, bad estimates and canceled projects.

Study finding #2: Project managers are in the relationship business—but their tools aren't

Part of the project manager's job is to keep the team motivated; that means, in many instances, the role morphs into something like a therapist's. As project managers recognize that they're in the relationship business, relationship skills and the tools that support them become increasingly important, while task-master skills and tools decline.

Anyone that has ever experienced a personal relationship knows that communication is central to success. It's no different in a corporate environment where project managers must strive to enable constant, hyper-effective communication to keep the team motor humming and the project on track. The entire process, however, can be undermined when communications go awry—either because they go untracked or become buried in email.

Email, in fact, no longer meets many of the key requirements for managing projects. The teams that have recognized this have responded by deploying ad-hoc collaboration tools, but these create new challenges due to a lack of integration with the actual project work and little support for team dynamics.

As a result, much of the work performed by project teams ends up scattered or locked away, and project managers spend time chasing information stored in chats, emails, voicemails and notebooks rather than solving problems. Because knowledge is stashed and tools don't support real-time interaction and transparency, understanding the status of a project in real time is unnecessarily complex.

Further complicating matters are the coordination challenges created by the distributed nature of today's workforce. Modern teams must facilitate problem resolution and share information so it becomes common knowledge. If knowledge is not transferred in context, the potency of the distributed team is lessened by grapevine-based information and endless status meetings.

Inadequate tools are a key component of ineffective meetings. Project teams waste valuable time in meetings they deem irrelevant and unproductive. Despite high attendance, few participants actually collaborate. And it's worse for remote attendees who have trouble following along, much less feeling engaged. Unproductive meetings can be costly in terms of lost dollars and diminished morale.

Study finding #3: A lot of data, minimal insight

The ultimate goal of an effective PMO (and any good project manager) is to drive better business decisions. In order to deliver good outcomes, organizations need two primary ingredients: good data and transparency. According to our survey, this is where companies fall short.

Data accuracy and accessibility are key. But the reality is that inaccuracies in project data are rampant. The main culprits—incorrect status and time entries—create a domino effect that leads to more inaccuracies, and ultimately, the failure of the report to provide an up-to-date, single version of the truth.

The problem is amplified because data resides not just in status reports, but in a number of tools that are incapable of cohesively bringing elements together in a searchable collection of insights, metrics and notifications. Many organizations export PPM data to Excel because it's easy to massage and manipulate the information, and it's a tool with widespread familiarity—but it's not a tool for collaboration.

Project managers need to report on status and focus on communication and other work activities that help answer key questions about the project. Excel and PowerPoint still remain popular alternatives because they're easier than forcing team members to use a tool where they perceive limited value. But by simply exporting the data from the PPM system into these apps, the data is abstracted, the context is completely removed and you lose the ability to drill down for deeper understanding.

The CA Vision for Next-Generation PPM

The dynamic, rapidly changing, complex business environment continues to emphasize the need for excellence in project, program and portfolio management. To thrive in the new paradigm, organizations must take a critical look at their operations with an emphasis on executing strategic initiatives. CA can assist organizations by:

- Focusing innovation efforts around the desired outcome of the worker rather than adding new features based on market trends or competitive reactions
- Delivering agile methodologies centered on the concepts of value management, work management, capacity management and financial management
- Providing new project management solutions that reinforce how work gets done
- Easing the shift from command and control to a more open, trusted network and culture
- Helping to embed the project management mindset into the organizational culture
- Enabling PMs to understand their changing roles as they move away from being task managers and toward being problem solvers
- Empowering people on the front lines to make decisions and take responsibility
- Helping the PMO support a more rapid, iterative and continuous delivery model based on agile methods, simplicity and transparency
- Increasing the usability of enterprise applications to deliver rapid, iterative and open development in the new innovation model

CA PPM: Ensure project confidence and alleviate stress

CA has reevaluated the design methodology behind its PPM tool to deliver an end-user-driven solution that better reflects the goals and motivations of the entire team, helps to ensure project confidence and removes the stress associated with the possibility of project failure.

At the core of this new design methodology is our proprietary research, which unquestionably points to the need for an outcome-driven approach to innovation, chiefly concerned with understanding and measuring the customer's success criteria.

In order to achieve this, it's essential that we focus on the people who use our software rather than exclusively on underlying technologies or tasks. While specific features remain important, successful project outcomes are best achieved through a compelling user experience that helps teams engage and succeed as it prioritizes investments that align to strategy. Our resulting design process includes the following core elements:

Convenience is key.

CA PPM provides project managers with a single, simple way to connect with the teams they support. Through a user experience designed to give project managers better access to people, projects are more likely to remain on pace.

From the contributors doing time entry to stakeholders that need to stay informed, PPM becomes an easier and more

intuitive natural extension of how work gets done. All users remain engaged and satisfied across the lifecycle of each project.

Engage the team, not the timesheet.

It's important that we enable team members to move beyond disconnected collaboration tools and timesheets. Projects must be transformed into experiences that more closely resemble social media applications, where teams connect and openly communicate throughout the life of the project.

This socialized communication enables teams to collaborate freely and helps project managers gain awareness of the overall state of the project. With CA PPM, one solution harnesses the power of the team and ensures successful outcomes.

Let the data tell the story.

Without trust, the data coming out of your PPM solution is little more than fiction. Management should only trust the data when teams are engaged and entering data accurately inside a tool where features are designed to capture insights at the right point in the process.

A CA PPM solution based on user experience and focused on the desired outcomes of the user will provide teams with obvious value. Streamlined simplicity, speed and ease of use will engage them. People will fully leverage the solution and the data output will be more accurate—and trustworthy—than ever before.

To learn more about CA Project & Portfolio Management research and vision, please visit ca.com/projectportfoliomanagement

CA Technologies (NASDAQ: CA) creates software that fuels transformation for companies and enables them to seize the opportunities of the application economy. Software is at the heart of every business, in every industry. From planning to development to management and security, CA is working with companies worldwide to change the way we live, transact and communicate—across mobile, private and public cloud, distributed and mainframe environments. Learn more at ca.com.