



# Projektledelse i praksis

- Hvordan skaber man (grundlaget) for gode beslutninger?

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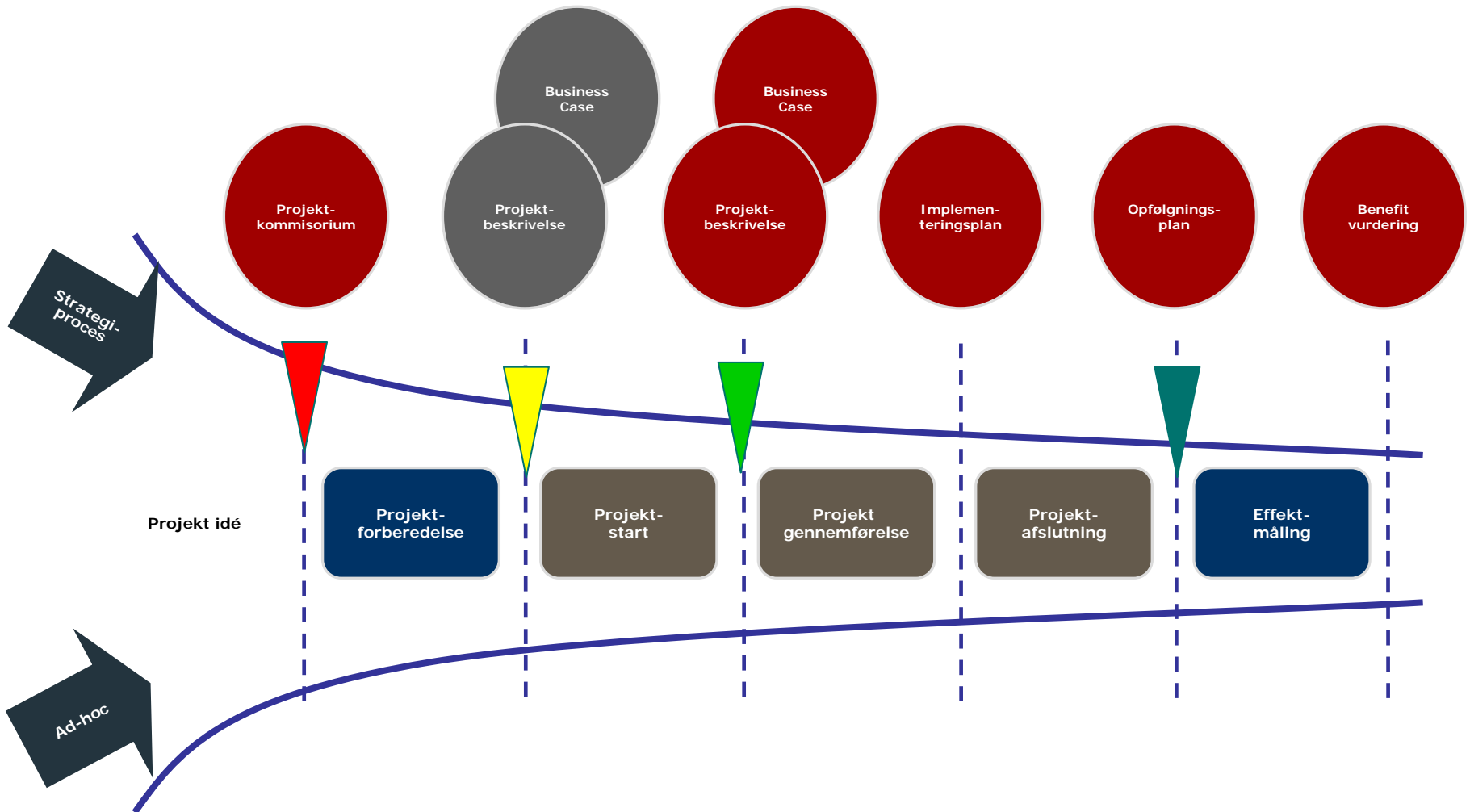
# Agenda

- **Project Governance**
- **Portfolio Management**
- **Project Decision Overview**
- **Eksempler**

# Min baggrund

- Uddannet ved DTU (m. ophold i England)
- Konfigurering og vidensbaserede systemer (Ph.d.)
- Har arbejdet med komplekse projekter i det amerikanske forsvar
  
- Erfaring med...fra strategi til operation
  - Business Process Management
  - ERP
  - Project Management
  - Tværgående forretningsprocesser
  - Enterprise Architectures - SOA
  - Reference Frameworks
  - Data-konsolidering
  - Standarder for udveksling af informationer

# Project Governance



# Porteføljestyring

The GAP Model ©

A Governance Model for Strategic Execution



# Portfolio Management

## Common challenges???

- ▶ No process to ensure that the most strategically important projects /investments are prioritised
- ▶ Poor project execution and inadequate tracking of project KPIs, resources, budget, scope, benefits etc.
- ▶ Difficulties in getting maximum benefits from established processes, concepts and applications
- ▶ Poor utilisation of resources across company
- ▶ No tool to ensure that IT governance processes are followed and ensuring a link between IT and the business
- ▶ A need to increased the ability for innovation

# IT support - Components

- A project portfolio management systems may cover: Demand, project, resource, and portfolio management

## Demand Management



Incident Management

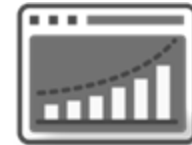


Idea Management

## Project Management



Programme and Project Management



Dashboards & Reporting

## Resource Management



Resource Management



Time Recording

## Portfolio Management



Project Portfolio Management



Pipeline Management

# Way Forward - Example

## Analyse

### Objectives for phase

- ▶ Quantify the benefits by implementing a portfolio management system
- ▶ Define challenges that the portfolio management setup should resolve

### Overall activities

- ▶ Clarify current pains related to portfolio mgmt
- ▶ Clarify overall business drivers and key requirements
- ▶ Determine maturity level, set direction and ambition level

### Methodology

- ▶ Stakeholder analysis
- ▶ Interviews with key stakeholders
- ▶ Maturity assessment
- ▶ Benchmark / market screening

## Define & design

### Objectives for phase

- ▶ Clarify requirements from the business units
- ▶ Have a frame and process for how to execute portfolio management

### Overall activities

- ▶ Create user requirement specification
- ▶ Quantify cost and benefits
- ▶ Plan the execute phase
  - ▶ Conduct RFP and select vendor

### Methodology

- ▶ Workshops with key stakeholders
- ▶ AS –IS / TO-BE analysis
- ▶ Requirement specification

## Execute & realise

### Objectives for phase

- ▶ Implement portfolio management
- ▶ Anchor the solution in the organisation
- ▶ Measure benefits

### Overall activities

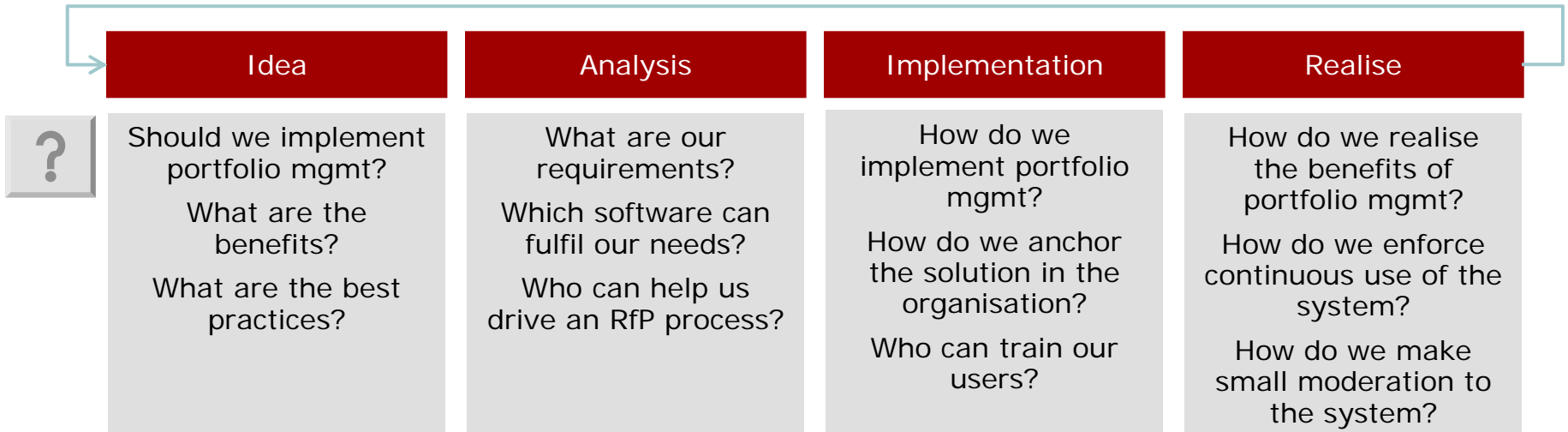
- ▶ Implement the solution and establish the governance setup
- ▶ Execute awareness activities and train users
- ▶ Establish support organisation

### Methodology

- ▶ Readiness assessment
- ▶ Training sessions
- ▶ User satisfaction surveys
- ▶ Newsletter, lunch&learn

# Implementing Portfolio Models

Real time information on a corporate level and transparency. This enables you to make the right decisions in alignment with overall strategic goals.



# Forandringsledelse - vejen til succes

Forandringsledelse er et succeskriterium for succesfuld indførelse af systemunderstøttet projekt- og porteføljestyring (PPM):

- Opbakning fra topledelsen
- Inddragelse af nøgleinteressenter i hele implementeringsforløbet
- Organisatorisk forankring og parathed
  - Information til organisationen
  - Opbygning af nødvendige kompetencer
  - Organisatoriske strukturer og processer, som understøtter PPM systemet og brugerne





# Portfolio Dashboards



# Spørgsmål

