

# WINNING IN BUSINESS WITH ENTERPRISE PROJECT MANAGEMENT

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This paper outlines a roadmap to show companies—and company executives—how to manage projects successfully, and how to do it within the context of an enterprise of projects being simultaneously performed. It focuses on how to run an organization by using project management as an organizational creed. It outlines how to transform a company by putting into place an “enterprise project management mindset” and thus sharply boost organizational productivity.

The Enterprise Project Management concept is based on the principle that prosperity depends on adding value to business, and that value is added by systematically implementing new projects—projects of all types, across the organization. The better those projects are managed, the better—and more prosperous-- will be the business.

I have been intrigued by this subject since Alvin Toffler flagged the trend of rapid, rampant change in his classic book *Future Shock* in the 1970s. His warning was heeded by a few forward-looking business leaders and ignored by the rest, who now scramble to find a way to deal with the ever-accelerating changes. Since that time I have seen project management techniques grow from targeting single technically oriented mega projects , to multiple projects of various natures, and finally in the Nineties, to portfolios of projects managed across an enterprise.

Enterprise project management targets *managing an enterprise*, as opposed to *managing a project*. It differs, therefore, from project management literature in that it's not solely aimed at showing how a specific project should be managed. It focuses instead on how an organization can be run by using project management as an organizational creed. It also offers a unique twist to the standard management literature, since it outlines how to transform a company by putting into place an “enterprise project management mindset” and thus sharply boost organizational productivity.

This change creates a special challenge for executives. As opposed to trying to speed up the chaotic “muddling along” process that prevails in many white-collar circles, in which projects are haphazardly herded along using intuitive techniques, the proposal now is to change the way work is performed. And that new approach for executive is to manage the organization by projects.

## **The Nature of the Game: Basics Executives Need to Know About Enterprise Project Management**

Fourteen principles are associated with managing enterprises by projects. The first six encompass the concepts and basic rules of Enterprise Project Management. They encompass the core principles required for enterprise project management to be understood.



*1. Developing and delivering faster, cheaper, and better products and services depend on an organization's ability to cultivate the chicken-and-egg relationship between project management and process management.*

Projects are dependent on processes. Processes depend on projects. So there's a chicken and egg relationship between projects and processes.

From a process standpoint, it's easy to dovetail the project concept into the process world: projects can be portrayed as "enabling processes" or "transition processes"—a sequence of activities carried out to get the target process up and running. Projects deal with the non-repetitive part of processes, smoothing the transition from process conception to operations. Projects also come into play for non-routine maintenance and major upgrades.

From a project viewpoint, operating processes might be seen as the pauses that take place while the next project is being geared up. Since all operating processes are doomed to obsolescence, anything that is operating today is the target of a new project that will either bring about incremental improvement or revolutionize what was being done before. New projects—which bring better processes on line—are therefore responsible for advancement in terms of effectiveness and general improvement, while operational processes are the faithful gatekeepers of on-going efficiency. So no matter what the conceptual bias and semantic differences may be, it brings us full circle back to the chicken-and-egg analogy.

Because of this inbred dependence between process and project management, as processes proliferate, so does the need to manage projects related to those processes. Therefore, powerhouse corporations continue to move quickly towards the managing-by-projects paradigm. It's not by chance that project management has been picked up in the business literature as a way for getting things done. That trend will continue as the business scene becomes increasingly demanding, and resources scarcer. The tendency toward management techniques that get quality things done on time, within budget and to the satisfaction of client-users will stay on the rise.

*2. Enterprise project management is based on the concept that most managerial energy is expended on the development, planning and implementation of an organization's portfolio of projects, as opposed to the running of repetitive operations.*

Organizations are "portfolios of projects": the aggregate results of an organization's projects, become the company's bottom line. Missions, visions, strategies, objectives and goals are transformed into company-wide programs that translate corporate intentions into actions. Those programs are, in turn, broken down into projects to be managed by corporate staff or professional project management personnel.

As companies become projectized, and functional middle management gives way to project management, new ways of controlling and consolidating results need to be examined. The move away from hierarchy—a trend that's been happening for years—means that corporate results can be viewed from an aggregate project perspective as opposed to the conventional departmental template. This summation of project results converge into an overview called "enterprise ." Enterprise management suggests a bottom-line focus for multiple projects under a common umbrella, with emphasis on the information consolidation and control side of management.

The classic enterprise project management solution is based on three principles. First, a consistent project management methodology must be understood and practiced across the organization. Next, some form of a "project office" needs to operate to provide support. And finally the right tools have to be elected to guarantee functionality and the interests of top management



from an enterprise perspective. These principles summarize what it takes for executives to have timely and accurate visibility of projects and related resources across the organization.

This means company executives are obliged to incorporate a new organizational mindset—to think about business in a new way. In the case of enterprise project management, it means going to another level of thinking which calls for putting a far-reaching executive-level enterprise mentality into place. To obtain significant gains in productivity, executives must perceive themselves as managers of a web of simultaneous on-going, ever-changing projects, that constitute the life and blood of the organization. Enterprise project management fits this need as it points to a distinct way of doing business and reflects a holistic, systematic approach for applying across-the-board project management techniques to the enterprise.

*3. Successful enterprise project management requires bridging the gap between the company vision and the projects underway, which in turn calls for coordination among corporate strategies, general project alignment, specific project alignment and project implementation*

Aligning projects “from business planning to project implementation” calls for following a coherent pathway from the strategies determined by the company to the actions being taken by the project teams. Here are tips for making sure projects are lined up strategically.

1. Company strategies. Company strategies are arrived at through conventional strategic planning, which may include creating or ratifying mission and vision statements and company values, review of economic scenarios, analysis of competitors, overview of strengths and weaknesses, risks and opportunities and ultimately spelling out the organization’s strategic objectives. These strategic objectives are the starting point for all projects in an organization that uses enterprise project management principles, whether they be specific strategic undertakings, or projects related to product launch, capital expenditures or operations.
2. General project alignment. Once the strategic objectives are identified, successful strategic project alignment depends carrying out fundamental interfacing between those objectives and the specific setting peculiar to each project. Activities that are required to bridge the gap from strategic objectives to specific project planning are: stakeholder management, prioritization, risk management, enterprise-wide management systems, and strategic project planning.
3. Project-specific alignment. Each major grouping of projects has peculiarities. Strategic projects, for instance, are tightly tied to company mission, vision, values, and objectives, and depend heavily on high-level coordination and influence management to achieve their goals. Product and market-related projects depend on fixing product targets, creating product portfolios and monitoring market opportunities. Capital expansion projects, on the other hand, involve issues such as logistics, team mobilization and major procurement. Operational projects are dependent on operational goals, scarce resources and multidisciplinary teams.
4. Project implementation. In this phase, based on the project-specific alignment, a detailed set of project plans are outlined and the projects are managed to completion using the principles outlined in Chapter 8. During the project life, periodic audits are required to insure that each project, in its current form, conforms to the organization’s strategic goals.

Traditionally projects in companies have been dissected into separate worlds. The first is the “idea-to-kick-off world.” Here the project is composed of a concept, some studies, lots of discussion, and a decision to start. This part of a project’s life coincides with the company’s strategic planning. Once the decision is made, the project is pushed out to the functional areas or



operating units, who are then supposed to “get the job done.” This pragmatic part is the second world, where formal project management starts to take place. The major challenge in managing organizations by projects is to bridge the gap between the two worlds and to insure that projects receive enough attention and support from upper management from the idea phase, all the way to final implementation.

*4. Changes are required in organizational structure and culture, managerial style, and information flow for enterprise project management to be effective.*

For a company's new projects to hit the ground running, with project management methodology already in place, it takes a corporate commitment to incorporating the project management mindset into business planning. Project management practices have to be integrated with other core competencies in companies. This includes strategic planning and project concept stages. Everything has to be linked to business strategy. Still, it's one thing to recognize that project management is an important partner to strategic planning, but how do you get this to take place within a company?

Here are the major headings and their content for a structured approach to implementing enterprise project management:

- *Project management of the Enterprise Project* encompasses the planning, administration, control and change management of the enterprise project. Change management includes dealing with changes in the project itself, management of resistance to change, positioning of leadership, evaluation of alliances and trend analysis.
- *Strategic alignment* includes review of mission and vision, stakeholder analysis, statement of enterprise project management policy, external influences, positioning regarding market competition.
- *Business performance Objectives* takes in revalidation of company objectives, setting performance standards, operational premises, internal agreements, and results analysis.
- *Cultural change* involves, change definition, rethinking or reviewing company values, and comparing the organizational climate now in relationship to the desired future climate.
- *Communication* encompasses communication strategies, channel selection, spreading the word, monitoring communication.
- *People* means team building, training and development strategies, allocation and reallocation of people, evaluation of project management competency, developing new competencies, competency-based pay.
- *Organization and management requirements* includes systems, roles and responsibilities, processes, technology, reporting relationships and organization design.

Like any other project, implementation of an enterprise project management approach takes time. It evolves through the phases of a conventional project life cycle and eventually melds into a steady state where the organization behaves as a projectized organization. Here are the phases an organization must pass through to get from initiating the concept into a full-fledged, purring organization that is dynamically and productively managed by projects: getting buy-in, planning, implementation, testing, operating enterprise project management.



5. The project office is key to ensuring that project management is effectively applied across the organization.

For project management to work across an organization, it must *reside* somewhere. Just as the quality programs of the Eighties and Nineties require setting up a support system implementing the new philosophy across the organization.

Here are some classic “homes” for project management; they are sometimes referred to by the generic catch-all “project office,” even though there are variances in how they operate.

1. Project support office (PSO). Project support offices provide services to several project managers simultaneously although in some cases they exclusively support a given project manager. They furnish administrative and technical support, tools and services for planning, scheduling, scope changes and cost. The resources involved (hardware, software, peopleware) are billed to the projects, either internally or externally, depending on the nature and contractual structure of the projects. Sometimes people are loaned out from the Project Support Office for the kick-off phase or an extended stint on a project. Accountability for project success does not rest with the PSO, but with the project manager who uses the services. Other names for the PSO include project office, project management office, administrative support office, and technical support office.

2. Project Management Center of Excellence (PMCOE). The PMCOE is the gathering point for expertise, but does not assume responsibility for project results. It is a general overhead expense and not billable to projects. The PMCOE’s task is largely of a missionary nature: getting out the word, converting the non-believers, transforming believers into practitioners. The PMCOE is charged as the carekeeper of methodologies. Alternative names might include Project Management Center of Competency, Project Management Professional Development Center, Project Management Organizational Development Center, Project Management Process Center, Project Management Competency Center, Project Management Leadership Center, Corporate Project Center, and Enterprise Project Center).

In some organizations the challenge of coordinating hundreds, or even thousands of complex projects, many of which are cross-functional in nature, may prove too large for the project office variations described. As the trend continues, more companies are likely to call on top executives for high-level oversight of multiple projects and major programs. At the moment, overarching responsibility for projects in most organizations is fuzzy at best. But enterprise-oriented companies *need* a politically-savvy, project-wise, system-literate executive facilitator to do the caring and nurturing of projects throughout the organization. New titles may even evolve for these upper-echelon project facilitators. The Chief Project Officer may be on the horizon.

The CPO job makes sense in special circumstances: in organizations that are global, enterprise-oriented, multi-disciplined and that require timely delivery of multiple, complex projects. A CPO’s responsibility is the care and nurturing of the organizations’ portfolio of projects—from the business-decision stage to final implementation.



6. In an enterprise project management setting, stakeholder management is a must in order to generate synergy and minimized conflict among key players.

Stakeholders are those who are positively or negatively affected by the activities or final results of a project or program. They have a claim or vested interest. These include people working on projects, those who influence them, and others who will ultimately be affected by them. In an enterprise setting, the stakeholders are those who gain or lose by supporting the managing-by-projects approach.

There are two principal stakeholder management scenarios that arise in organizations that undertake management by projects. The first involves the implementation of enterprise project management itself, when a change in organizational mindset is taking place. This calls for a start-up stakeholder approach, focusing on the unique issues of implementing the organizational change project. The second is a maintenance setting where an enterprise philosophy already reigns and stakeholders have to be managed to keep the organization lively and productive.

The power, politics and influence issues involved in managing multiple projects can be looked at in a structured format. This is done by developing a stakeholder management plan that maps out a structured way to influence each of the players. The key word is “structured,” as opposed to using a purely intuitive approach. Although stakeholders have always been dealt with in some form, structured stakeholder management allows for comprehensive planning and staging of what needs to be done to influence the doers and opinion makers.

Dealing with stakeholders in a customized, needs-based manner boosts chances for smooth sailing in project environments. Conversely, lack of a systematic slant at handling both the obvious decision-makers, and the behind-the-scenes opinion makers is an open invitation to disaster: sooner or later a disgruntled stakeholder will toss an unexpected curveball into the organization arena. At a minimum, the fix for this curveball situation involves backtracking, re-work and the management of grief.

Stakeholders can be grouped into three categories. Executives are generally part of the first category.

*Project Champions.* The champions are responsible for the project's existence. They are those who initiate the movement and are ultimately interested in seeing the project get to its operational stage. They shape the way an organization perceives and manages its projects. These champions determine to what extent the company is prepared to manage multiple projects. Here are examples of those who "champion the cause:" These are the hard-hitting players who jockey for position on the enterprise playing field.

*Project Participants.* This group performs the project work. From an enterprise project management standpoint, these stakeholders merit special care, since they are the ones who bring home the bacon. The project team members' role is related to the project itself. They are usually not involved in the early conceptual phases and likely will not follow on into the operational phases. Here are some of these key players:

*External Stakeholders.* These parties, while theoretically uninvolved, may suffer from “project fallout.” In other words, they are affected by the project as it unfolds, or by the final results of the project once it has been implemented. They also may influence the course of a project. Some of these external influences may not be manageable by the team assigned to a project; in such cases, support is required from elsewhere in the organization.



## Playing the Game: How Executives Can Get a Jump Start on Managing Projects, and Overseeing Multiple Projects

The playing-the-game target principles: the practicalities of getting in shape, staying in shape, and ensuring game-winning performance. They focus on the actions necessary to insure that Enterprise Project Management is more than a passing fad, that it becomes integral part of a philosophy based on solid managerial principles. Here are the eight additional principles:

*7. A key role of executives, sponsors, and managers in enterprise project management is to ask the right questions at the right time during the project cycle.*

Even the uninitiated executive can appear astute by asking timely, intelligent questions. The partially experienced can also benefit from the question approach, as can veteran executives well-versed in the prose and practice of managing projects. You can never go wrong by asking the question-words reporters use when they prepare stories: “who, when, where, why, what and how?” They are effective during all phases. These words are good for executives to formulate questions to themselves and to direct queries to project managers and project teams. Yet each phase has issues that call for specific questions.

It's important that the question and answer sessions have a “show and tell” format. In other words, all of the answers should be documented in report or graphic form and reviewed jointly.. Below are examples of the kinds of questions senior executives need to ask the project team during each of the project phases. Additional questions can be drawn from the organization's own project methodology and from the literature on project management and professional organizations.

### Pre-Project Phase

- Does the project meet company standards in terms of profitability or return on investment?
- Is it coherent with the organization's strategic plans?
- Are resources available to carry out the project?
- Are the premises and numbers used in the feasibility study valid?

### Concept Phase

- Is there a project charter which defines the project mission and primary objectives?
- Is the overall scope of the project clearly defined?
- Is all information for the project to proceed available and organized?
- Have the design assumptions been validated?
- Have the client requirements been formally confirmed?
- Has a macro risk assessment been carried out?
- Are key stakeholders involved?
- How about the project manager? Does he need more support? Or on the job training? Or could she use additional guidance during a given phase?
- Has formal project kick-off been planned? What format is planned: meeting? workshop?

### Planning Phase

- Has a quality assurance plan been developed?
- Are project management and implementation strategies and methodologies in place?
- Have project risks been identified, quantified, and risk responses identified?
- Are systems for document management, activity scheduling and tracking, procurement management, estimating, budgeting and cost control in place?
- Have the systems been debugged and is the staff competent at operating them?



- Has an overall, technically-oriented detailed project plan been developed (what is to be done on the project and how will the work be performed)?
- Has a Project Management Plan been developed (how will the project be managed)?
- Is there a stakeholder management plan?
- Have statements of work (SOWs) been written for the work packages?
- Has the project communications plan been developed?
- Have the meeting and reporting criteria been developed?

#### Implementation Phase

- Are regular tracking meetings taking place?
- Is change management being formally managed?.
- Is decision making proactive and solution-oriented?

#### Final Phase

- Have project closeout procedures been developed and are they in place
- Has a transition plan (from project completion to operation phase) been prepared and is it being followed?

#### Post Project Phase

- What was done right on the project and what needs improvement on the next one.?
- How did the project size up with other comparable projects within or outside the company.?
- What lessons learned need to be shared with others in the company?
- How can project results be used for marketing and promotional purposes?

### Questions from the Project Management Body of Knowledge

An alternative approach is to ask questions stemming from the Body of Knowledge. Key questions are selected from each of the areas, for asking at approval time, or upon review during the project. Here's a list of sample questions using a body-of-knowledge logic at points during the project where executive involvement is critical: at the beginning at project kickoff (k) and throughout the project during periodic reviews (r):

#### Integration

- Do project charter and detailed project plans reflect the work that needs to be performed? (k)
- Are the project plans being tracked (actuals versus estimated) and are all changes being registered and monitored? (r)

#### Scope

- Is there an agreed-to project scope statement, work breakdown structure, and scope change procedure? (k)
- Have all scope changes been reviewed, and are the lowest level activities of the project breakdown structure fully detailed? (r)

#### Time

- Is there a master schedule that outlines deliverables and milestones for the project? (k)
- Is the schedule up to date, showing actual progress versus scheduled progress and are appropriate efforts being made to manage the critical-path items? (r)

#### Cost

- Are all the assumptions documented for costing and estimating and is the preliminary project budget based on a resource plan? (k)
- Is there an updated cost report that accurately flags potential overruns and distinguishes between in-scope and out-of-scope work? (r)

#### Quality



- Has the project documentation been reviewed by the project team and the customer and has agreement been reached regarding quality standards? (k)
- Are periodic project reviews being held and are quality issues being dealt with in terms of technical quality and customer satisfaction? (r)

#### Communications

- Has a project communications plan been developed outlining how information is to be managed during the project? (k)
- Is information flowing in accordance with the communications plan? What present project challenges are attributable to communications problems? (r)

#### Human Resources

- Have a project mobilization chart and a team-member responsibility matrix been developed and have provisions been made for building a productive team? (k)
- How is the team performing with reference to expectations? What is needed to improve performance from a human resources standpoint? (r)

#### Supply, Contracts

- Has a contracting plan been developed which defines the scope and basic conditions for all third-party furnished items? (k)
- Have changes been made to the original scope contracted? Are they documented? What other changes may happen? (r)

#### Risk

- Has a risk plan been developed which identifies, quantifies, and foresees a feasible response to probable risks? (r)
- What changes have come about that affect the risks as originally assessed? How are risks being controlled? (r)

*8. Making organizations effective in the management and support of multiple, fast-tracking projects requires top executives and managers who know the basics of managing stand-alone projects.*

The essence of project management used to be represented by a triangle, depicting the need to manage time, cost and quality.

These core areas have since been expanded into a square, as scope management has taken on a spot of its own, since scope is so tightly related to the three topics shown in the triangle above. Time-cost-quality-scope are the areas essential to perform the “ABCs” of managing projects.

Other areas of expertise needed to successfully manage projects as outlined in the Project Management Institute’s *Guide to the Project Management Body of Knowledge* are risk management, procurement management, communications management and human resources management.

Integration management of those eight knowledge areas is also a must, along with a life-cycle view of how projects are to be managed from start to finish. These concepts are dealt with in great detail in PMI’s PMBOK Guide.



9. *Extensive education, training, and modeling of proper project practitioners throughout the organization are needed to make enterprise project management work.*

The solution for organizations who have a vested interest in the increasing overall productivity, is to get programs underway to educate people on project management. As the number of professionals who have been through training increases, the overall ability of companies to deal with projects naturally grows. In this initial phase involving education, no sophisticated testing on knowledge or competence is proposed. The idea is to simply get people exposed to the concepts, yet in such a way that the information will be relevant and useful. Here are the types of project management training that need to be developed and delivered:

1. Fundamentals. This category of seminars involves the ABCs of managing projects, including the project life cycle and project management body of knowledge areas. Other basic seminars target the softer management skills, and the hands-on use of project management tools.
2. Interactive programs related to project management. These programs are aimed at intact teams and merged groups and involve integration programs for project players and key stakeholders as well and high-impact events such as kickoff workshops.
3. Discipline-specific project management issues. These needs are met by custom fitting courses for audiences that deal with specialties such as construction, software development, systems integration or research and development. The customizing involves use of detailed case studies, examples, discipline-peculiar jargon, and the assignment of an instructor who knows both project management and the discipline.

10. *The measurement of individual competence in managing projects calls for reaching beyond knowledge-based testing, into the field of competence assessment*

The idea behind determining individuals' competence in project management is that both project and organization performance are boosted if projects are staffed with more competent leaders and team members.

*Competence* refers means possessing sufficient skills and abilities to perform. It involves observable evidence of performance and includes practices used in selection and recognition of people within a work classification. The inference is that once a competency has been determined regarding an individual, future levels of performance can be predicted for that person. Competence then means having the required knowledge, skills and ability to be able to perform to a given standard.

Senior executives are also winners when it comes to supporting competency in project management. Validated competency assures company executives that the probability for project success is improved. Thus, the approach taken by project leaders will be predictable and consistent in different settings: from project to project, in differing time periods and different project environments. Since ultimate responsibility for project success rest with upper executives, competency testing for project professionals puts an additional safeguard into the process.



*11. Boosting the level of project management maturity across the enterprise increases productivity and contributes to the company's bottom line.*

The maturity model approach requires identifying relevant project management topics such as “standards,” “work authorization,” “mission,” “training,” and “risk management.” One model groups those topics into major sections like “Leadership and Management,” “Performance Management,” “Management Information,” etc. Other maturity models use the groupings defined in the *PMBOK Guide*. Questions like “Is the work breakdown structure technique applied to projects during the planning stage?” are formatted to yield yes-no answers. Those answers are then tabulated to give numerical results.

#### The Project Management Maturity Models

Existing models for project management maturity are based on the Carnegie Mellon University Capability Maturity Model (CMM) for software development, prepared in conjunction with the Software Engineering Institute. The model was developed under initial funding by the U.S. Department of Defense and thus rests in the public domain. The CMM establishes five levels of maturity: Initial, Repeatable, Defined, Managed and Optimizing. The levels were developed to establish progressive standards to help organizations improve their software practices.

Initial (Ad hoc).

No formal project management processes are in place.

Repeatable (Abbreviated, Planned)

Defined (Organized, Managed).

Managed (Integrated).

Optimizing (Adaptive, Sustained).

Project management processes are continuously improved.

*12. Compensation packages consistent with the importance of projects to a company's success are fundamental for retaining project managers and to team members on projects.*

The trend toward flat, flexible structures has induced organizations to adopt a “broad band” approach for compensation, steering away from narrow, restrictive salary grades. This has resulted in reducing the number of levels and titles, broadening salary ranges, and providing alternative career tracks for non-managers. There are three- pay- delivery systems that work well in a broad-banded environment:.

*Skills-based pay.* This form of compensation rewards people for competence and skills they learn and apply rather than only for the jobs they carry out. This requires special care on the part of company to align the compensatable skills with the requirements of the work to be performed. A skills-based pay program communicates to employees that they will advance if they grow in their capabilities. It also guides them toward working on their development needs. Development in project management skills would be part of the basis for skills-based pay in a projectized company.

*Career development pay.* Career development pay, under a broad-band pay structure, allows the company to compensate employees for increasing their flexibility, experience and knowledge through lateral job shifts. These moves can be made in role (from manager to individual professional function (from sales to production), product line (from A to B), type and magnitude of project (from a small administrative project to a large construction project). The reward is generally made at the time of the move, and is associated with the degree of change. The average increase for these lateral moves is generally about 10 percent. Career development pay can be highly effective in a team-based environment since, like skills-based pay, it provides incentive for workers to broaden their knowledge of the business, thus developing more flexible work teams.



*Merit cash.* Merit cash is a one- time cash payment for individuals who meet given performance expectations. This payment form creates very direct relationship between performance and pay. To be effective, the size of the merit award must be big enough to get the employee's attention. And it must be clear to all that the merit cash is linked directly to performance of a specific task or project. This is particularly applicable for people who are at the top of a pay band, yet who still deserve additional stimulus based on superior performance.

These three compensation forms, when placed in a broad-band environment, provide incentive for skills acquisition, lateral career development, team flexibility, continuous learning and superior performance, all of which are strongly related to success in managing projects. Properly articulated these payment forms can contribute substantially to achieving success on projects and consequently to the organization's performance goals.

13. *Communication in enterprise project management covers the spectrum from alignment of company-wide goals on one end to interpersonal communication on the other.*

Communication is so basic that everything that goes on in project management depends on it. The initial project concept starts out in somebody's head and, through successive iterations of communication, gathers enough steam to be formally proposed as a project. Project approval represents another communications hurdle, as sundry parties have to buy in to the idea. The kick-off and planning phases are, in essence, exercises in communication involving the exchange and organizing of information so decisions can be made as to who does what, when and how. Successful implementation is also communication dependent, because of the need for timely data transfers and daily "fine tuning.". Project wrap- up and turnover-to-client also depends on close interfacing between the project team and the people who will operate the finished project.

From the project perspective

On the project level, the project manager takes on the role of master communicator. The classic route to effective communication on a project is through the "Project Communication Plan,," which outlines the actions necessary to guarantee smooth and accurate information flow. The Project Communication Plan can be developed in two levels to separate the general principles and concepts from the nit gritty of sharing information. Here is what each level contains:

Level I Communication Plan. This plan consists of a listing of communication premises (such as 1. "Intranet communication is the preferred channel", 2. "action items will be determined at weekly coordination meetings", 3. "*Follow through* on communication is a project communication policy, meaning that recipients of communication are responsible for complying with, rebutting or proposing revision to the initial communication"). Once the premises are established, then overall communication flow is mapped out on a matrix chart with column titles of *Who, What, When, and How*. *Who* consists of a listing the project stakeholders such as project manager, project sponsor, client, functional managers, etc.

Level II Communication Plan. Level II lays out communication flow in great detail. It is presented in matrix form showing all project players and the precise role of each player (sends, approves, becomes informed). Whereas the Level I Plan provides a background sketch for communication, Level II tells exactly what action is to be taken by whom.

From an organization standpoint

In a projectized organization, senior executives are responsible for establishing a healthy communication ambience that will make sure appropriate communication processes are in place. The very essence of managing an enterprise of projects is ensuring that communication is effective at the project level, *and* at the organization level. How that communication will happen depends on how the organization is structured for projects. Whoever is the strongest project focus in the organization needs to take the initiative to develop a Level I Plan for the "management of projects.". If there is a Chief Project Officer, then the responsibility for having such a plan developed lies



clearly with the CPO. Otherwise, this task must be picked up by someone carrying out the duties of the Program Management Office, the Project Management Center of Excellence or the Project Support Office.

*14. Project management will continue to take on new forms to meet the demands of change.*

As far back as 1992 Tom Peters pointed out that project management was the “coming” premier skill. Since the Third Millennium is here, based on what is going on in the industry in terms of growth, it’s evident that project management is no longer coming but has indeed arrived. It is spreading across organizations and is increasingly perceived as a fundamental skill for managing in these times of constant change. The tendency is for this “spreading of the project management word,” to grow and adapt to the changing cenário. Here’s what is likely to happen in the first part of the 21st century:

The globalization upswing has been going on for years and it’s touched business in all corners of the globe.

Project management is changing faces.

Project junkies will be increasingly part of the scene.

“Faster than the speed of light.”

Since time is ubiquitous, everywhere at the same time, deadlines all around the globe clamor for timely completion, often simultaneously.

Technology will continue to have a speeding-up affect on project management.

The surge in project management is following a tracks similar to the Quality movement of the 1980s.

In project management, the thrust has been: how do we manage a single project effectively? Lately there is more concern for the management of multiple projects.

What worked in the past might not work in the future.

Ferocity promises to be on the upswing in all project endeavors. Competition growls at businesses both from the neighborhood garage??

“Chief Project Officers.” “ Project managers as teachers and mentors.”

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Fast Company , The Wow Project, Tom Peters, May 1999

The Fourteen Principles were drawn from the book “Winning in Business With Enterprise Project Management,” by Paul C. Dinsmore, AMACOM, New York, 1998



# WINNING IN BUSINESS WITH ENTERPRISE PROJECT MANAGEMENT

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Dinsmore Associates

## Biography

President of Dinsmore Associates, Paul C. Dinsmore is an international specialist in Project Management and Organizational Change. He has received the Distinguished Contributions Award and Fellow, awarded by the PMI - Project Management Institute, based in Pennsylvania, USA, which has given him PMP - Project Management Professional credentials. Paul Dinsmore has performed as a consultant and speaker for over 30 years in North America, South America, Europe and Africa. He has an Engineering degree from Texas Tech University and has completed the Program of Advanced Management in Harvard. He has a post-graduate degree in Business Administration from the Getúlio Vargas Foundation in Brazil, and is the author of several books: **AMA Handbook of Project Management, Human Factors in Project Management, Winning in Business With Enterprise Project Management** and of dozens of articles.

