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7 Industry Trends for PPM

Your Guides: Rob Greca and Wes McCoubrie

Introductions

- Take 5 Minutes

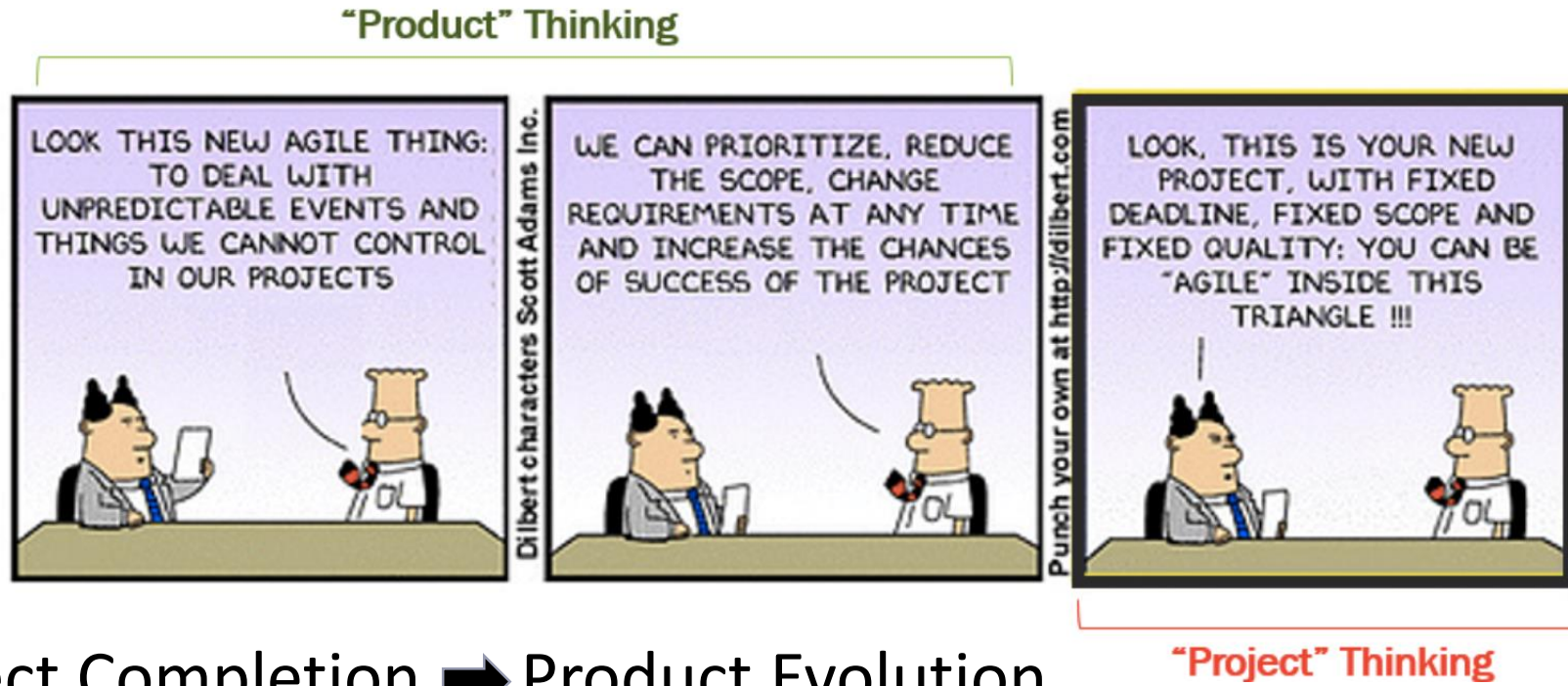- Turn to a Person Near You

- Introduce Yourself

- Business Cards

Trend 1:
Movement from Project to Product Management

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Project to Product Management

- Project Completion ➡ Product Evolution

- Cost and On-Time ➡ Business Value

- Project Income ➡ Long Life-cycle Products

- P&L Analysis ➡ Profitability from Production
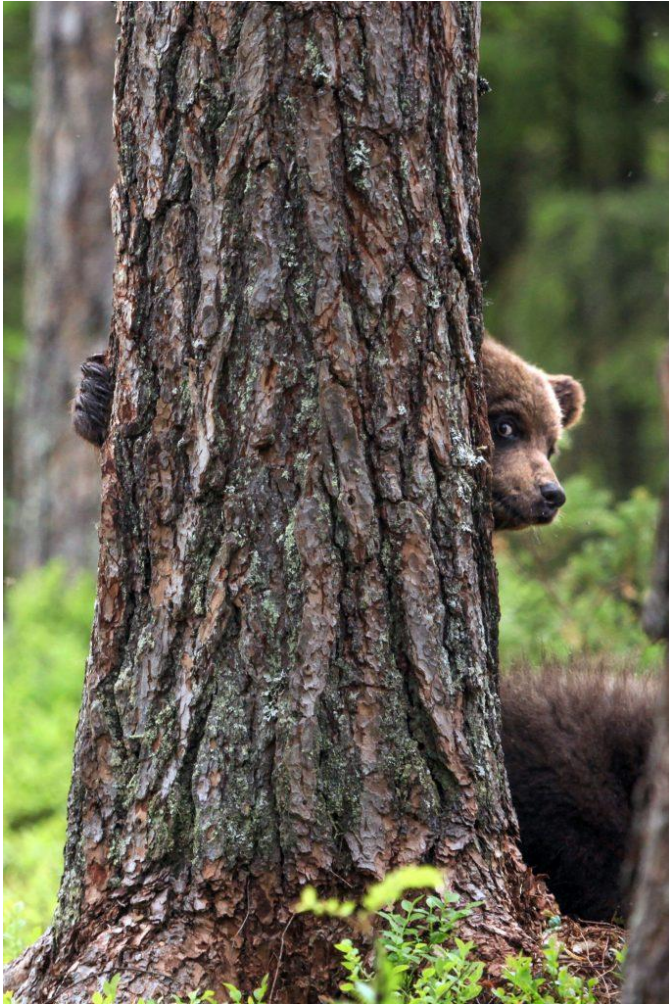
Get On Track With This Trend

- Product vs. Project Research
- Establish Product Owners and Get them training on what that means
- Review Current Products
  - Evaluate the current state of product value for short-term profitability
  - Score products for rapid development and upgrades versus long project planning
- Minimum Viable Product
  - Educate the team on the value of what they are delivering to enable a creative environment focused on value
- Get Lean/SixSigma training in your organization
- Explore the shift to dedicated teams and away from traditional resource management

Trend 2:
Demonstrate Strategic Contributions

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Strategic Contributions

- The days of hiding behind slush-funded "pet-projects" are over

- Project Managers need to be front and center.

- Effective PPM links corporate goals with tactical initiatives.

- Everyone wants to see their own version of a dashboards

Get On Track With This Trend

- Get people involved.
  - Bring executives and users on board at the beginning of a project, so you can hear goals and feedback firsthand and keep PPM efforts focused.

- Develop both KPIs and PPM metrics.
  - Show a project is focused on both strategic business outcomes and operational success.

- Customize reports for the readers.
  - Various stakeholders measure success in different ways. Use the visualization capabilities of your PPM solution to produce reports and dashboards that speak to each project evaluator's priorities.

Trend 3:
Less Waterfall, More Agile (ish?)

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Waterfall + Agile = Wagile

- Strictly followed waterfall projects are less and less
- "We're doing Agile!"
  - In many cases, no, you aren't – but that may be okay
- PMO paradigm shift - pivot on projects and reallocate assets on the fly
- Hybrid or iterative management is the new norm – i.e. Task Boards to manage work within a waterfall project
- Tailor reporting to the audience
  - Dashboards, visualizations, post-it notes... whatever gets the message across

Rego Wagile Board

- Multi-dimensional Kanban-like experience of task management

- Conversations on tasks (brings newUX conversations to classicUI)

- Multi-boards

- Task object

- Color coding

- Blockers

- Dependencies

- Sub-tasks

- Dynamic filters

- Save filters
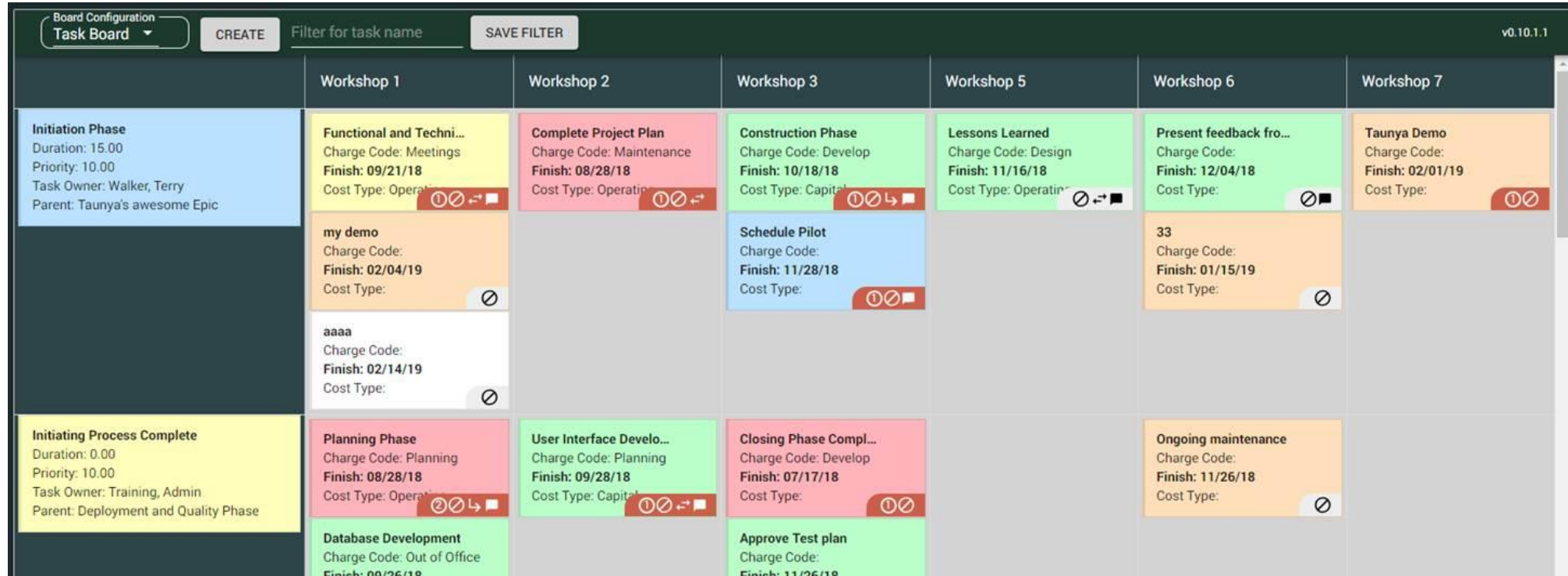
Get On Track With This Trend

- Check for hybrid compatibility.
  - Integrate your PPM tool with Agile tools such as Jira, VersionOne, or CA Agile Central (Rally).

- Educate
  - Business agility relies on an organizational mindset shift, so make sure that key stakeholders and business partners really understand the real success factors behind agile principles.

- Talk about funding.
  - Budgets aren't created and approved in agile the same way as they are in Waterfall; products with variable scope and dedicated teams get funded, and this funding approach is often much easier than the traditional project-based annual planning process.

- Think about new metrics.
  - Project success isn't measured the same way in the Agile world, either. Decide what data will inform and evaluate your efforts.
  - Consider industry leading metrics such as cycle-time, throughput, escaped defects, to name a few

- Prepare for new thinking.
  - Agile teams will cross paths with traditional processes—and these dependencies can hold things up. Consider how to address possible impacts on your organization (for example, who has ownership over scrum masters, or how might infrastructure needs conflict).

Trend 4:

The Rise of the RMO (Resource Management Office)

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The Rise of the RMO

- Think of the RMO as a PMO for people.

- The RMO should anticipate bottlenecks and allocate people accordingly.

- Usually the RMO is part of the PMO

- RMOs are VERY data driven

- RMOs help to suggest schedule adjustments, hiring needs, employee/contractor mix, or even project sequences.

Get On Track With This Trend

- Get RMO buy-in from company leadership.
  - Explain how dedicated resource forecasting and allocation can impact organizational goals.
- Start small.
  - Begin with one team or department — or implement resource management across one project.
- Define operational responsibilities.
  - How will they be split (and shared) between the PMO and RMO?
- Be generous with RMO info.
  - Implement PPM tools to share information and generate reports among teams and stakeholders.

Trend 5:
Interconnectivity vs. Single Platform

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Interconnectivity vs. Single Platform?

- Do I integrate by best of breed tools or consolidate into a single platform?

- Vendors are seeking a "platform" with a tightly integrated toolset (Planview/Broadcom), while others are seeking a single tool as a platform (ServiceNow)

- In either case – Integrate
  - Eliminate administrative activities
  - Eliminate double entry
  - Introduce data consistency

Get On Track With This Trend

- Determine the organization strategy for interconnectivity versus the single platform within a 3 year plan

- Evaluate current needs of the departments and what tools "best fit" the current and future strategic plans

- Determine the market opportunity risk to delaying making a choice for the appropriate trend option

- Perform an inventory on tools and administrative tasks to determine the burden on the organization

Trend 6:
Artificial Intelligence is Getting Real

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Artificial Intelligence is Getting Real

- AI in PPM = machine learning
- Analyzing data patterns from past projects, AI can automatically anticipate if project efforts are veering off track
- Gartner estimates that as much as 80% of routine PPM work could be eliminated by smart machines as soon as 2030
- We expect AI to truly enhance vs. replace the PPM profession - By relieving PM of burdens like data tracking, information updates, and status monitoring, PMs can communicate and exercise human intuition.
- Interactivity with chat bots into corporate IM systems will blur the lines between the governing systems.

Get On Track With This Trend

- Get smart about smart machines.
  - Educate your team about AI and what it's capable of bringing to PPM. You'll be prepared to embrace these innovations as they begin to emerge in PPM systems.

- Begin to collect data.
  - A machine is only as smart as the data you give it. Create databases with foresight, so the metrics you collect will fuel future strategies.

- Standardize on a common system.
  - You'll create a more constructive database when it's consolidated on one system.

- Get help from experts.
  - AI is cutting edge and evolving quickly. Don't try to tackle its learning curve on your own.

Trend 7:
"Enterprise" Work Management is Coming

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Enterprise Work Management the next "thing?"

- Its an evolution of how we work in a new world with new workers
  - The millennial generation grew up on instant gratification.
  - People where many hats
  - Customers have the power to change tools without significant investments
- Time tracking via allocation
  - If time tracking at all!
- Fund the team, let them decide how to execute
- Task management will always exist but won't be as prevalent
- When you boil it down
  - Who is working on what
  - Is it the right work
  - And it on track

Get On Track With This Trend

- Enable the Team to control delivery of the work
  - Try not to plan out how a team will deliver but focus more on communication and driving priorities to the team
  - Provide tools for the team to collaborate

- Lighter Documentation
  - Have the Team focused on the scope and less on Project Artifacts

Bonus Trend!
Time Tracking May One Day Go Away

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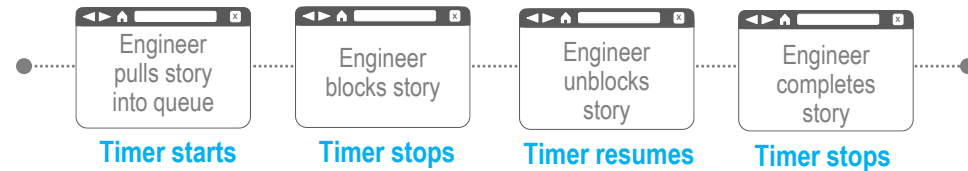# Major Organizations Eliminating Time Tracking

- Mastercard made major news last year when it publically announced it eliminated project time-tracking
  - Working with the blessing of its auditors, Mastercard uses capacity-based metrics to capitalize software development costs
  - It did this as part of its implementation of the Technology Business Management (TBM) taxonomy
- Other major financial institutions as well as government agencies are beginning to make the same shift
- The TBM Council is actively working with agencies to update GAAP accounting standards for time-tracking
- In fact, in 2018 the Trump Administration issued the challenge for federal agencies to implement TBM by 2022

Rego's Touchless Time Tracking

- One of our clients wanted a solution that created timesheets without their engineers having to fill out a timesheet

- We built a solution that acts similarly to a stopwatch

- Works with Jira and Rally Software

Agile Tool

Engineer pulls story into queue	Engineer blocks story	Engineer unblocks story	Engineer completes story
Timer starts	**Timer stops**	**Timer resumes**	**Timer stops**

Clarity PPM

Rego connector processes stories each day	At week end, Rego connector sends email with timesheet summary	Engineer approves timesheet right from email, or uses the "Edit" link to modify timesheet

Get On Track With This Trend

- Scrutinize whether an alternative approach to labor capitalization would be less of a burden for your organization
    - Capacity-based; (number of stories, number of story points, etc.)
- Consider solutions such as the Rego "Touchless Time Tracking" as an alternative

Questions?

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Let Rego be your guide.

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