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Organizational Support

IT people have a reputation of wanting to crawl into a closet and be left alone until they are ready to release whatever they are working on. Only PMs who have sprung from these ranks understand how this sort of psychology is actually a necessity to maintain focus. The business leaders who are financing these IT-based projects, however, want a continual feed of results, not mid-stream *vaporware*. An IT PMO rollout can solve a similar conflict by allowing the IT PMO staff to focus on successful completion of modules that show early wins. According to Graham's second law, "If they know nothing of what you are doing, they assume you are doing nothing" [1]. Through phased releases and intense organizational involvement, a small PMO development group can prove ROI of itself and valuation of the portfolio to CFO staff quickly and successfully. Then once the value of IT PPM is embraced by the organization, the IT PMO "can transcend the IT organization (where it usually originates) to achieve an even broader impact on the enterprise's portfolio of transformational business initiatives" [2].

Many new strategic initiatives, such as PMOs, kick off with great fanfare only to wither due to organizational resistance and diminishing

executive participation. Another way to counter such resistance is to persistently prove the value of the PMO. That is, you will need to continually stress and visibly demonstrate that the project office adds value to the organization [3]. One early way to show this is by focusing on the projects that are underway. Because CFOs are always eager to view the valuation of a company's project portfolio, showing this would be a great early win for the PMO initiative. At the very least, the PMO organization needs to be able to explain exactly what it is trying to derive from such a valuation. Is it to prioritize projects for budget cuts? Is it to understand skill gaps on projects? According to Greg Smith, executive consultant for Compass America, "There has to be a business driver for valuation" [4]. Where the previous chapters showed the business value of each of the IT PPM building blocks, this chapter will illustrate a way that these building blocks can be effectively rolled out to the organization.

10.1 Marketing IT PPM

When selling the concept of a PMO to an organization, the two primary audiences will be the executives and the middle managers. With these two groups looking at initiative proposals from two different perspectives, a PMO marketing pitch should be segmented to get the best results from each group. (Be sure to review the contents of the accompanying CD-ROM for graphics, PowerPoint presentations, and bibliography links to help sell your IT PPM initiative internally.)

Where executives will be more interested in viewing aggregate project health and IT valuation to make strategic decisions, middle managers will be more interested in attaining high ROI from their IT projects. Therefore, because certain building blocks satisfy the needs of one of these two groups more than the other, building block rollout should be timed so that both groups are constantly satisfied. In short, to gain support from either group, not only do the objectives need to be tied to the goals of the PMO, the objectives also need to be measurable as the PMO develops.

When rolling out the IT PMO, early wins are critical to get buy in from early adopters. While "we want to establish a longer-term vision to

guide our immediate tactical choices” [5], we still need to get early tactical wins to create the base of early adopters. One marketing model that applies to IT PMO acceptance can be represented by Geoffrey A. Moore’s classic bell curve of new product adoption. When rolling out a new organizational process such as a PMO, project and business unit managers need to be continuously sold on the benefits of IT PPM. If an IT PMO lead thinks that he will get buy in through executive declaration, he is dreaming. While complete executive support is a requirement, so is passionate adoption by the troops. The IT PMO needs to prove true ROI for those projects that are the first to leverage the benefits of the IT PMO (innovators and early adopters in Figure 10.1). These early pilot users (PMs and business unit sponsors) are the same resources that made up the virtual IT PMO support teams. Assuming that most of them will realize benefits from the IT PMO, it is now the job of the core IT PMO staff to get the IT PMO across the chasm. That is, the IT PMO team will need to ensure that the early adopters efficiently market their success to help establish the early majority adopters of PMs and sponsors. Only then can momentum and executive decree be leveraged to bring the “late majority” and “laggards” to adopt the support of the IT PMO.

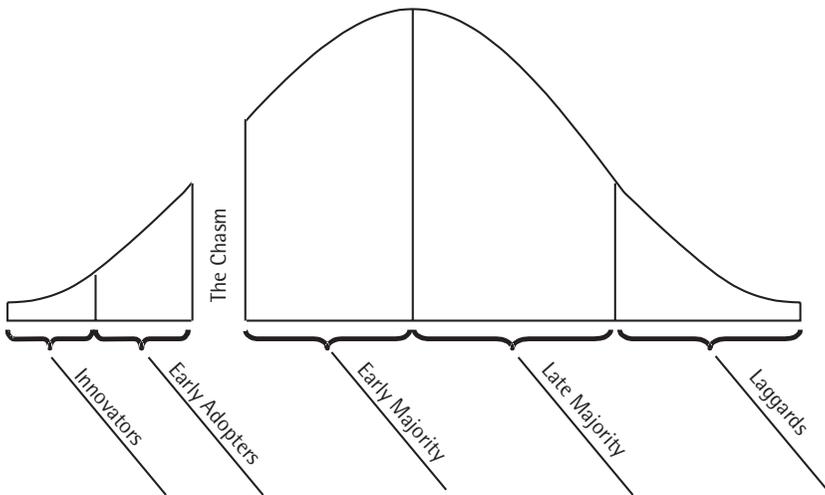


Figure 10.1 Phases of product adoption. (After: [6].)

Imagine a situation where one-third of the PMO support teams haven't been completely sold on the benefits of the PMO after they have had a chance to reap its benefits. This is the one-third of PMs and sponsors that the PMO staff will need to focus on primarily for adequate marketing. For if the PMO team allows this one-third to leave with less than optimal reviews of the PMO, their word-of-mouth marketing will propagate to their peers and subordinates. While most of the PMO's marketing energy will be focused on diminishing the expansion of the "reds" (or dark grays in Figure 10.2), they need to also focus on those support team members who support the PMO's purpose but fail to adequately build an expanded base of early adopters. In this case, the PMO team needs to supply these "yellow" (or light gray) leaders the appropriate marketing tools (the perennial presentations and T-shirts) and marketing support.

10.2 IT PMO Rollout

In our example, we will present a three-phased approach to rolling out an IT PMO. Most companies will already have some of these building

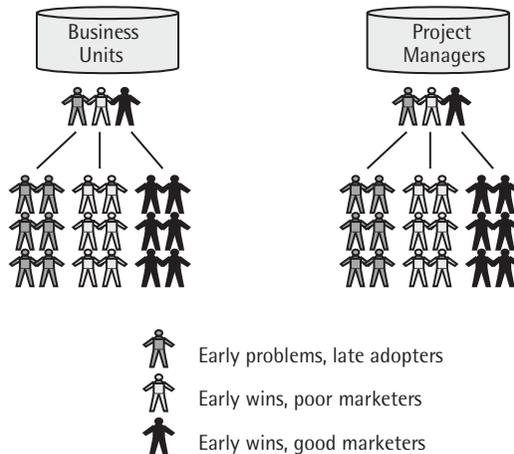


Figure 10.2 Distribution of IT PMO supporters in business units and project management staff.

blocks in place. By seeing its position in the context of an IT PMO, however, a company can realize it is missing some critical pieces. Phase 1 will focus on first establishing organizational support through strategy definition, methodology creation, asset inventory, and PPM software tool rollout. Phase 2 will evolve from the deliverables of phase 1 with methodology training, project methodology pilots, EBA and EIA definition, portfolio reviews and audits, and KM. Finally, phase 3 will roll out architecture management, resource management, and portfolio valuation and ROI. Before the IT PMO begins each phase, it should review the following five SMART questions [7]:

- ◆ *Specific.* Is the IT PMO sized and tailored to the business?
- ◆ *Measurable.* Are ROI goals defined for the IT PMO early, to then be reported on periodically?
- ◆ *Agreed upon.* Do the organization and the executives show cultural readiness and commitment?
- ◆ *Realistic.* Is the timeline achievable and are the projected costs accurate?
- ◆ *Time constrained.* Are there a finite number of milestones documented to reach completion?

10.2.1 Phase 1

Complete valuation of projects is usually not possible given a small audit team and a large portfolio of projects. With the CFO driving the CIO to get valuation results as soon as possible, something needs to be delivered in the early implementation phases of a PMO. One way to do this would be to have all PMs grade their projects on a published set of metrics. Then, the PMO team would take a random sampling of all projects and verify some of the grades. Two quantitative metrics that could be used are project cost or the more subjective long-term cost and ROI (i.e., after project completion). A qualitative metric would be to verify how their project supports one or more of the corporate strategic goals. Such a project valuation effort should start in the early part of PMO phase 1, so that the compiled results can be passed up by the end of this phase. Eventually these metrics will become part of the business

case template used when submitting a business initiative (an initiative methodology). In both cases (in early valuation or as an initiative methodology), quick PMO marketing wins would result:

- ♦ They would forge and enforce an alignment between the IT function and business strategy.
- ♦ They would require all parties to articulate what their goals and expectations are for a given IT project.
- ♦ They would help business executives map out a clear hierarchy of priorities.

10.2.1.1 Portfolio Management Teams and Committees

In Chapter 1, we introduced the building blocks of IT PPM and then arranged them in certain ways to show how to best create organizational support. Figure 1.14 showed these blocks resting on spires of organizational support from representatives of three committees: business units, PMs, and architects. These three groups, along with the executive committee, make up the extended, virtual IT PMO. Rather than creating another bureaucratic gorilla, this approach keeps the IT PMO small and reactive. Chapter 4 showed that as the IT PMO evolves, the IT PMO staff needs to support different activities and committees. Where the top two teams will support portfolio prioritization and valuation to the executive committee, the lower four teams will support the health of the portfolio through AARK management (see Figure 10.3).

A good technique to acquire and maintain buy in of a PMO is to keep everyone affected by the IT projects involved with the PMO. Populating committees with resources from the various IT-reliant departments will do this. For example, the business unit committee should be made up of representatives of the various business units, and the architecture committee should be made up of senior architects from the IT department. “The legitimacy of the [teams are] only seen after it becomes instrumental in project success. After initial success the [teams] can be expanded with increased authority to solve interdepartmental conflict” [1]. That is, start the teams small, create successes, then use early team members as evangelists to preach the value of the PMO to new members of larger teams.

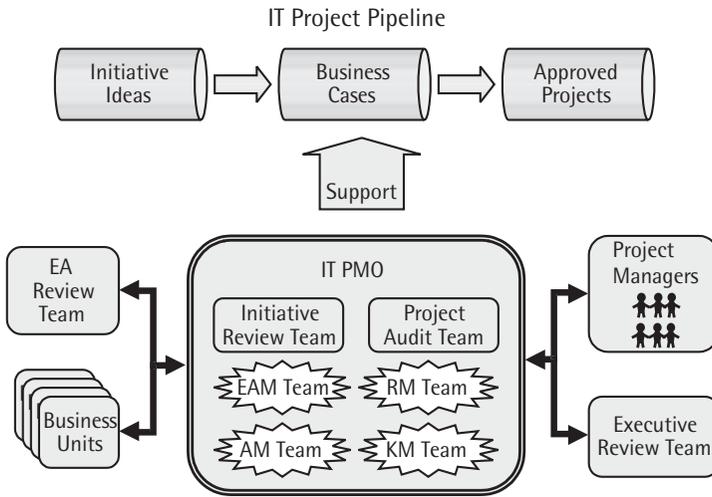


Figure 10.3 Virtual IT PMO—overall team view.

Before the teams in the IT PMO can conduct their ongoing tasks of supporting projects and the executives, they need to work on building the IT PMO itself. They need to split up into “rollout” teams that help:

1. Executives maintain the strategy.
2. Business units develop the initiative methodology.
3. PMs develop the project methodology.
4. Architects conduct the asset inventory.

They will also need to purchase and roll out a project prioritization software tool across the enterprise. Figure 10.3 shows the virtual PMO as four organizational support committees and the IT PMO staff. These groups need to be created and sold on the concept of the support teams delivering under the guidance of the IT PMO.

10.2.1.2 Deliverables

In Phase 1 (see Figure 10.4) we can see the first building blocks that the IT PMO will guide the support teams in delivering:

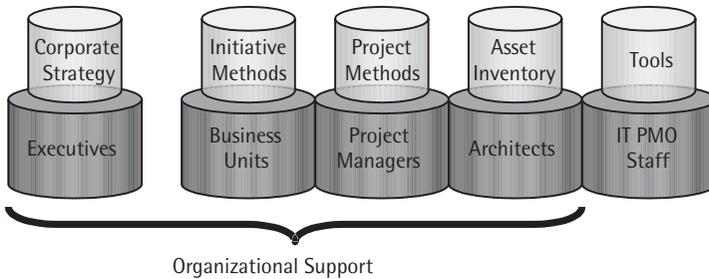


Figure 10.4 Phase 1 deliverables of an IT PMO rollout. (The accompanying CD-ROM provides an animated version of Figures 10.4 through 10.6 in the "IT PPM Intro" PowerPoint presentation.)

- ♦ *Corporate strategy.* Chapter 2 demonstrated the importance of defining, maintaining, and communicating the corporate strategy. This needs to not only be the primary, but also the ongoing, task of the executive committee. If the executives are not able to keep the strategy in tune with the market, then the IT PMO will not have a bell weather to guide them during initiative prioritization processes. Such a lapse by the executive committee would result in undermining the success of the IT PMO.
- ♦ *Initiative methodology.* At the same time as the strategy is being developed by the executive committee, the IT PMO needs to work with the business units on a standard method in which all IT-based business initiatives should be presented to the IT PMO review committee. Such a methodology would include things like business case templates, submission guidelines, IT PMO contact names, minimum acceptance measures, and review timelines (see Chapter 3).
- ♦ *Project methodology.* This process solicits input from PMs in selecting some industry-standard IT project methodologies and then attaching company-specific audit points to them. Once this is done, then the IT PMO can develop training curricula and assign pilot projects in phase 2 (see Chapter 3).
- ♦ *Asset inventory.* This step involves understanding what asset base the company is relying on before developing an EA. Phase 2 will then draw on such an inventory and on the EBA to develop a

current-state EIA. From the EIA, the architects will then know whether they should evolve the architecture or scrap it for some new direction.

- ♦ *Tools.* If a company has several projects running concurrently, it would be nearly impossible for a three-person audit team to sufficiently check the health of every project. Therefore, it is important that some sort of workflow tool be implemented and used by all PMs. Such tools provide PMs a way to keep a PMO team aware of the status of projects. If all the PMs are using the tool consistently, then a small audit team will be able to select which projects to audit based on some predetermined flags. For example, a workflow tool should be able to print out a list of all projects sorted by cost, health (as determined by the PM entries), size, and actual-to-estimated timelines. The audit team can then conduct audits using the Internal Revenue Service model: audit the highest risk and highest cost projects, then audit a random sampling of the remaining projects. This next section goes into more detail on some of the options that are available for software PPM tools.

10.2.1.3 Software Tools

Scott Berinato, writer of “Do the Math,” in *CIO Magazine*, believes that the evolution of a project portfolio focuses around project valuation through a phased implementation of technology [8]. In phase 1, he recommends collecting basic information on all projects and then putting them in a central database. Phase 2 is reached when those projects are prioritized against each other. An IT organization has satisfied phase 3 when the projects are categorized (or bucketed) for budgetary reasons. Finally, phase 4 is reached when PMs can enter their project metrics into the database easily (i.e., through a tool), and when executives can view real-time project health.

While improving the efficiency of project valuation, a PPM tool will also improve communication among the PMs. One of the more common implementations of PPM tools is the *red light, green light* rating. When a project is running at low risk, it gets a green light. Conversely, when a project is in a state of high risk, it gets a red light. This is simply a

way to summarize the tracking metrics for quick review. It allows for an easy way to list and rate all of the projects where everyone sees everyone else's performance and where "integrity becomes self-policing" [9].

Fortunately, IT performance monitoring need not be complex or time consuming. A "dashboard" of project metrics will suffice. Metrics such as schedule slippage and time to completion are typical high-level performance indicators that serve as good "warning lights" that a deeper problem may exist [10]. Further drill down can come if yellows and reds show up. Such automated tools should be leveraged to provide this efficiency not only in the collection of tracking metrics, but also in the ability of executives to drill down and receive simple reports on the portfolio.

When rolling a PPM software solution out, the organization needs to be trained properly to garner the most acceptance. For example, "educate PMs and team members that red does not mean 'bad,' it means 'help.'" Such summary scoring as this also helps gauge aggregate project stability over time [11]. A list of those authorized to enter predetermined project metrics needs to be documented. Then, once these individuals are trained, their audit entries can be policed by the IT PMO.

There are many tools that support the entry and reporting of metrics:

- ♦ *EIS tools* mine data sprinkled within the corporate databases, apply statistical algorithms, and then produce summarization reports. EISs were developed to give the executive team a summarized, real-time picture of their company's activities.
- ♦ *ROI tools* compute project ROI as well as discounted cash flow methods such as NPV and PB period. Examples of these tools include those sold by Glomark Corp. and CIOview Corp. [12]. (The accompanying CD-ROM contains tools provided by Nucleus Research, Inc.)
- ♦ *Collaboration tools* allow for multiple individuals or groups of individuals to communicate and strive for common goals. A simple version of this would be an e-mail system. An advanced version can include Web-based white boarding, video-

conferencing, chat rooms, and multiuser project management tools. Lotus Domino, Nexprise, and Alventive are examples of collaboration tools.

- ◆ *Enterprise project management tools* are a form of collaboration tools that allow for PMs to enter asset, resource, and project information into a central enterprise project management database. The enterprise project management system then produces reports that rate the different projects. Other output is available, such as time and expense accounting, integrated skills scheduling, and KM. Examples include PlanView, Primavera, eLabor, Prosight, and Artemis. (The accompanying CD-ROM contains a more extensive list of EPM tool vendors.)
- ◆ *Business intelligence solutions* are an extension of EIS tools in that they provide consolidated views of information found in various corporate systems. Where EIS systems drastically summarize data for time-strapped executives, business intelligence systems allow for more extensive drill-down capabilities. Business intelligence tools are available from vendors such as Cognos, Inc., Business Objects SA, and Brio Technology, Inc.

While ROI tools are used primarily for project-level reporting and EPM tools are used for portfolio monitoring, the more generic business intelligence, EIS, and collaboration tool solutions can be used for both project and nonproject-related information.

10.2.2 Phase 2

Phase 2 (see Figure 10.5) of the IT PMO rollout will provide the first opportunity for the IT PMO to show portfolio valuation. After rolling out the prioritization tool, a view of the current state of the portfolio will be available. Then, as the IT PMO commences implementation of the AARK management processes, they will be able to show real-time portfolio valuation improvements. Phase 2 will also provide the IT PMO with its first opportunity to create its core support teams: the initiative review team, the project audit team, the EAM team, and the KM team. While the EAM team will start working with the architects and

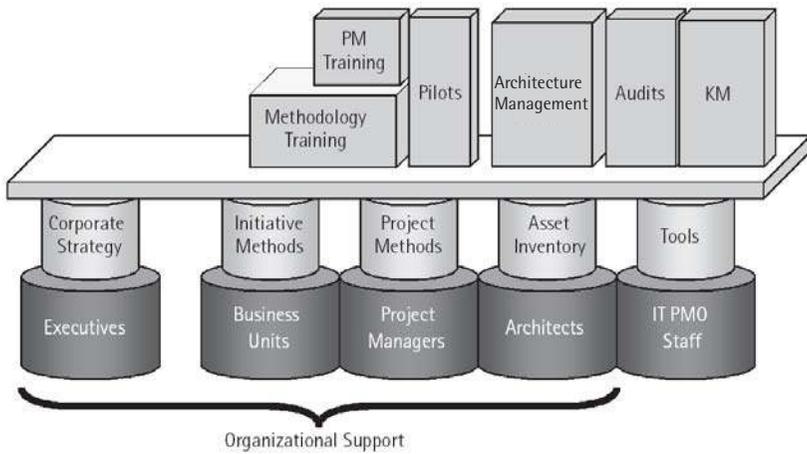


Figure 10.5 Phase 2 deliverables of an IT PMO rollout.

the business units to develop the EIA and EBA, respectively, the KM team will begin developing the central project knowledge base and a process to roll out project-specific knowledge bases. The next two sections will describe the value of project pilots and training during this phase.

10.2.2.1 Methodology Piloting

When tailoring the methodologies, it is critical to solicit the input of a council of PMs. If they are allowed to contribute to the development of the corporate software development methodologies, they will be more likely to use them. Once the first, usable versions of the project methodologies are ready, they should be rolled out to pilot projects. As the organization learns, adopts, and gets comfortable with the basics, other elements of the methodology can be added: document templates, instructions, and process guides. This approach should start with true believers who demonstrate through small wins the benefits of the standardized methodologies. Improved project health ratings will then help develop credibility and offer something to show the “show-me gang.” When they are converted and critical mass of two thirds of the organization is achieved, it may be necessary to apply a little top-down command to convince the die hards. Remember, antagonists who become converts often become your biggest allies and advocates [3]!

10.2.2.2 Training

Once the initiative methodology has been approved by the executive sponsor and the business units, and the project methodology has been approved by the project management super-user group, the rest of the organization needs to be trained. Two training curricula need to be created for each methodology: one for upper management and one for the troops. The shorter, higher level training plan will be given to business unit and IT upper management. The longer, more detailed training will be given to the individuals who will be implementing the methodology. While the upper management needs to be trained in the value such methodologies will bring to the organization, implementers need to be trained on how to be successful with the methodology.

Once the PMs have been trained to use the methodology, they then need to be trained on some of the more subtle aspects of project management. Everything from human resources issues to project time and cost estimation, and from interproject communication to facilities management, needs to be packaged into a training curriculum. Then a follow-up road show to the methodology training course needs to be conducted [3].

10.2.3 Phase 3

This final phase is where the IT PMO will be able to show the most return on IT PPM investment to the executive committee. By this time, the project portfolio should be showing clear signs of improvement via the portfolio health monitoring software (see Figure 10.6). This health will have been boosted by better KM, architecture management, initiative filtering, and methodology usage. With these last four components in place and working, IT PMO staff members will be able to focus on developing asset-managing autotrackers (with the asset management team) and advanced resources management approaches such as drum schedules (with the KM team). Keep in mind, as these new building blocks are added, training curricula may need to be altered. Combining improved portfolio valuation with these last building block additions, the IT PMO will be able to prove ROI to the executive sponsors. If you don't prove ROI at this point, the IT PMO will become just a flash in the pan rather than be embraced as a new direction for the company [3].

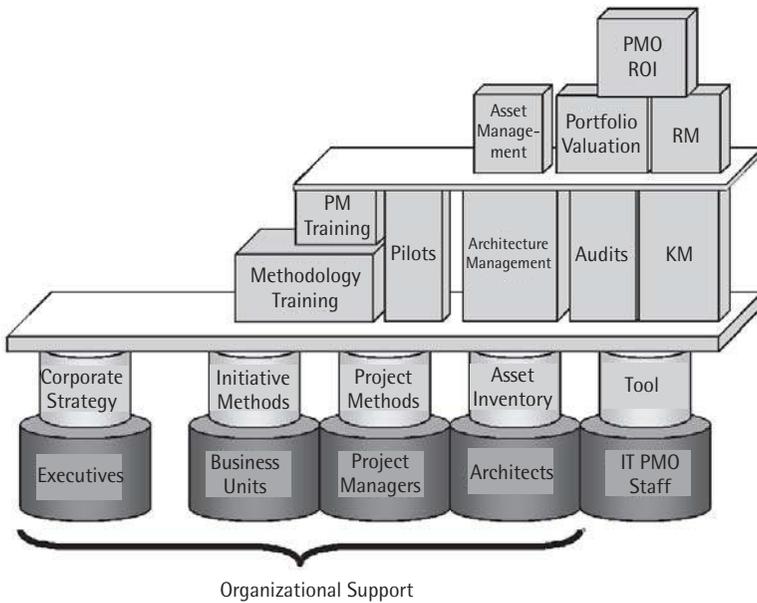


Figure 10.6 Phase 3 deliverables of an IT PMO rollout.

10.3 Bringing It Together and Making It Happen

10.3.1 Bridging IT and Business Functions

A basic barrier that IT departments face in most companies is in how to best communicate their reason for being to the finance department. This book introduced IT-based PPM concepts not only as a way to prioritize and improve the health of IT-based project portfolios, but also as a way to bridge the communication gap that exists between IT and finance staff. Chapter 1 first explained how similar IT PPM is to classical financial portfolio management by drawing links to Dr. Markowitz's MPT. Chapter 2 showed the importance of first establishing a corporate strategy and then continuously mapping IT-based initiatives and projects to the ever-changing substrategy map. Chapter 3 balanced the financial and the IT perspectives even more by showing how to develop and then link business initiative and project management methodologies. By reviewing the techniques used by financial and IT experts, both parties can become better able to communicate the strengths of IT PPM to each other.

10.3.2 Balancing the Two IT PPM Directions

Many companies will already have many, if not all, of the building blocks of IT PPM in place. Problems arise when they don't know how to leverage the pieces or how to make the pieces work together. One way to improperly implement IT PPM concepts is with an IT PPM vision that is too narrowly focused in one direction. For example, many believe that IT PPM exists to either support the executives in valuating their IT portfolios or to support the health of the portfolios as extensions to program and project offices. This book has argued that one direction cannot be successful without also pursuing the other direction. Figure 10.7 shows that the IT PMO conducts initiative reviews and project audits to provide updated prioritization lists to the executive committee. Such lists allow the committee to view real-time project portfolio valuations

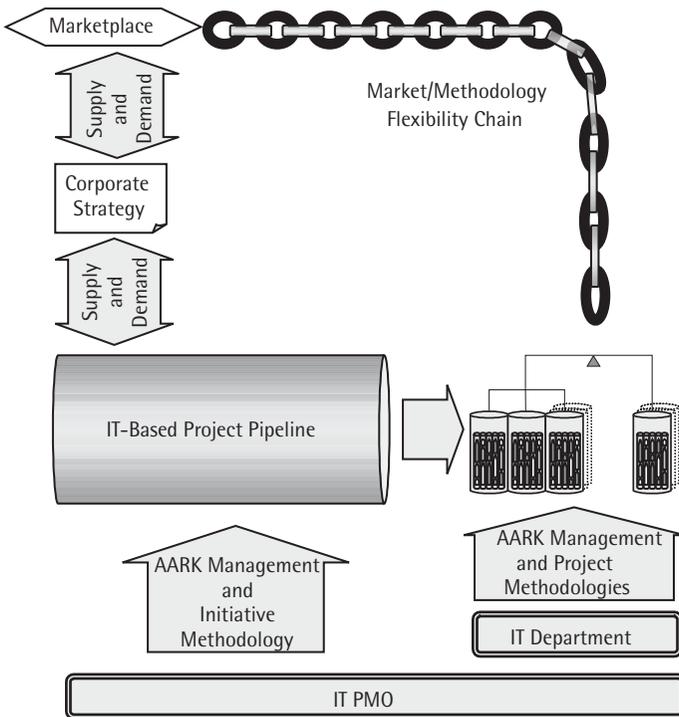


Figure 10.7 Central tasks of the IT PMO and the executive committee in supporting the IT-based project pipeline.

and to provide new and continued funding. As an analogy, forced ranking is a concept that can be used to clean house of the lowest 10% of a company’s workforce at many companies. Portfolio prioritization provides executives with the same opportunity to cross check poorly conceived projects that sneak into the portfolio.

While the process shown in Figure 10.7 is central to IT PPM, Figure 10.8 shows the other IT PPM processes needed to keep the project portfolio flexible to the needs of the marketplace. Chapter 2 showed how the supply and demand pipeline for IT-based solutions starts at the marketplace and works its way through the layers of the strategy down to the IT initiative review committee of the IT-based project pipeline. Then, if the IT PMO supports a healthy, well-balanced portfolio, through AARK management and iterative methodology auditing, the company will have established a strong, yet flexible, market/methodology chain.

10.3.2.1 Accountability

Figure 10.8 also shows that IT PMO support starts well before project kickoff. Then, while the IT department is supporting the individual projects after they start, the IT PMO continues to provide cross-project

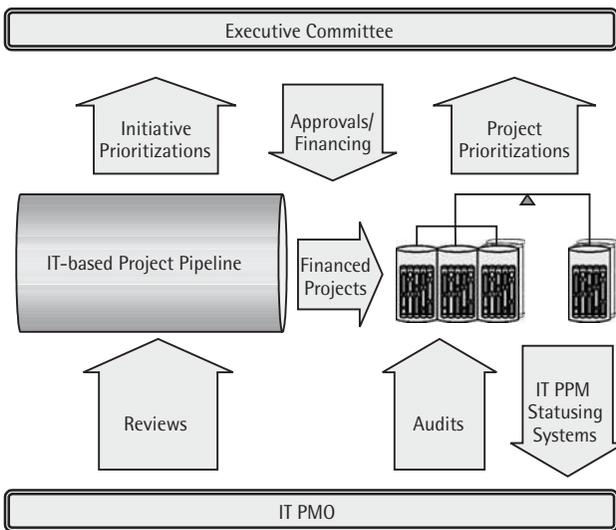


Figure 10.8 The market-methodology flexibility chain.

support. But what exactly is the IT PMO accountable for? Because IT projects are ultimately owned by the business unit sponsors who finance the projects, these sponsors are also the ones that need to be held accountable for the project's success. This is balanced by an IT PMO that is held accountable for the entire project portfolio. Where the project sponsor has control over project success by having a direct hand in planning and managing the project, the IT PMO has control over the portfolio by having a direct hand in choosing which projects get added to and stay in the portfolio. Such checks and balances allow PMs to maintain creative freedom when satisfying microstrategy demands but prevent their hidden agendas from driving the whole portfolio.

10.3.2.2 Early AARK Management

A key to successful IT project portfolio support is to be involved in the project life cycle early. AARK management is more effective if it supports the proposed initiatives and not just the approved projects.

- ♦ *Assets.* Early participation allows IT PMOs to help IT departments manage assets not just from a reactive mode, but also from a proactive mode, by having a clearer picture of projects in the pipeline across the enterprise. Help desk managers can determine staff training costs and systems administrators can evaluate lab space availability for the business case writers before they submit their proposals.
- ♦ *Architecture.* If IT architects are involved in the early phases of initiative submission, the architectures of these initiatives can be influenced to better fit with the current corporate architecture. On the other hand, if the initiative requires technology that is not a part of the EIA, then at least the help desk will be given early preparation to train and support the deliverable.
- ♦ *Resources.* Project kickoff timing depends on when the deliverable is needed by the company, when the financing will be available, when the solution will be technically feasible, and when resources will be freed up (to name a few). The IT PMO has the opportunity to ease the headaches associated with this last hurdle to starting a project.

- ◆ *Knowledge.* IT systems, their original “current state,” their “to be” requirements, and their design documents act as building blocks to the EBA as well as the EIA. Many companies may develop detailed process diagrams to meet ISO 9000, TQM, or Six Sigma requirements. While such documented processes can also add to the business architecture, they tend to collect dust over time. Enterprise-level knowledge bases that are continually updated by IT-based projects, on the other hand, help keep architectures current and IT-based initiative proposals aligned.

10.3.3 Organizational Change

To help cross the chasm of IT PPM rollout, Chapter 1 explained the need to market horizontally to the various business units as well as vertically to the different layers of management. Chapter 2 explained the need for early and sustained strategic design by the executive team. Chapter 3 highlighted the need for methodology ownership by the project and business unit managers. Chapter 4 showed how to minimize additional bureaucracy and how to mitigate the risk of initiative bottlenecks. Chapters 5 through 8 detailed how to leverage the power of the organization to not only guarantee IT PMO acceptance, but also IT PMO delivery success. All of these approaches to getting IT PMO support are important tools to gaining ultimate and sustained support by all of the early and late majority. Finally, this chapter provides a step-wise approach to rolling out an IT PMO solution to all areas of the organization. Ultimately, the glue that holds a successful IT PMO together is the complete integration of the rest of the business in a virtual IT PMO.

10.3.3.1 Virtual IT PMO Synergy

Synergy is defined as the extra output that results when individuals work as a team rather than separately. The virtual IT PMO creates synergy by building a healthy IT project portfolio above and beyond what is possible if project sponsors worked independently. As an example, the IT department will support IT assets after a project is complete, but many times not before; it will manage IT department resources, but not functional or outsourced resources; it will develop and maintain IT

architectures, but not business architectures; and it will have no reason to maintain project collateral. All of these are examples of holes that a virtual IT PMO and its associated committees can fill. The architecture committee will maintain awareness and prepare support for new assets as they are proposed, the business unit committee will guide the IT PMO in distributing drum resources to prevent portfolio bottlenecks, and the IT PMO will ensure business architectures and other project collateral are saved in the knowledge base for future project usage.

Without cooperation and teamwork, IT-based initiative proposals and approved projects will not only need to navigate the problems associated with their own projects, they'll also need to navigate the potholes created by a fragmented portfolio. With a lack of initiative methodology, they'll have to rely more on political maneuvering than fair review processes. With a lack of standardized, iterative project methodologies, they'll have to depend on the hope that their original requirements will still support strategic demands upon delivery. And with a lack of fair project-monitoring tools, no one will know which projects are advancing the company's goals or dragging the company behind the competition. The committees of the virtual IT PMO act as a platform where such methodologies and tools get approved with consensus and are used with enthusiasm by the organization. Thus, transfer of ownership of the PMO to the business units, the IT architects, the executive committee, and the PMs not only helps eliminate the organizational buy-in hurdle, it also increases the opportunity for synergy.

Over the last decade, corporate business units have seen IT organizations balloon and then deflate as projects come and go. After a large percentage of these projects fail, business units find they are left with bloated IT departments that can't even respond to a nonmanager help desk request. With IT having a historical reputation of overhyped project successes and budget drain power, the last thing these business units want to support is another push for IT-based bureaucracy. While many IT departments are well-oiled efficiency machines, the perception that has grown among non-IT-heads has become their "reality." What IT departments are starting to discover is that the only way to get business units to accept IT growth is to get them more involved as success stakeholders. While Chapter 3 showed how a small IT PMO can distribute

deliverable ownership to a set of such committees, the rest of the book expanded on the definition of the virtual IT PMO.

Market-methodology flexibility, the virtual PMO, and organizational change are three important foundations to any IT PPM initiative. Inflexible IT projects, additional bureaucratic walls, and organizational resistance all can trigger the downfall of a well-designed IT PMO. Therefore, with the new urgency for risk control (recent government regulations), IT project alignment (more unpredictable marketplace), and IT portfolio scrutiny (loss of visibility via offshoring), IT PPM is a solution worth reviewing. Moreover, as technology-enhanced businesses cross borders, the flexibility that IT PPM provides is critical for quick reaction to the global marketplace shifts.

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