



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
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MAKING PORTFOLIO MANAGEMENT MORE AGILE

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Which is more important?



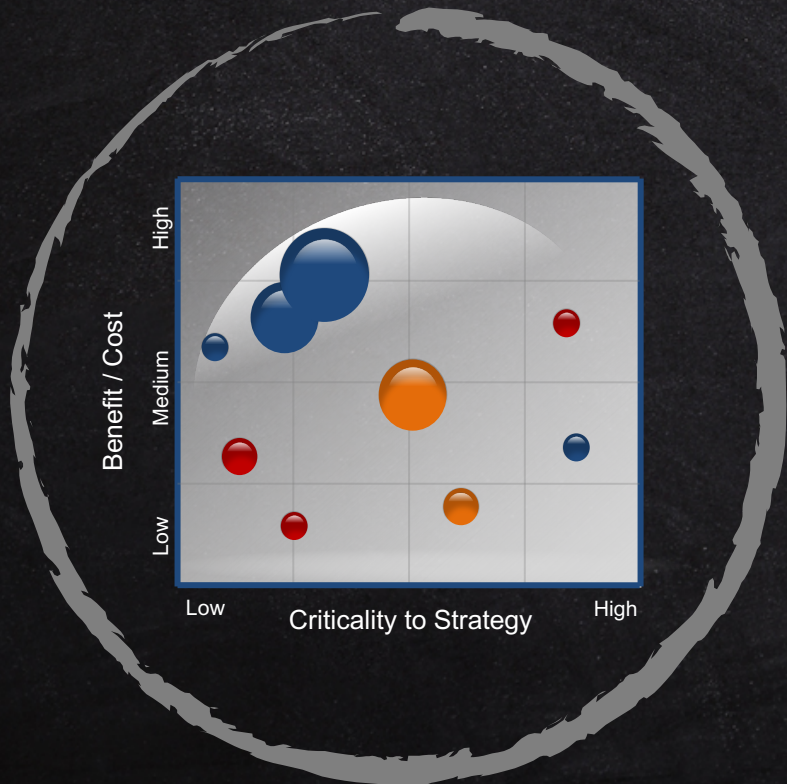
Doing the project right?



Doing the right project?



Consequently, the Most Important Job for Your “Project” Organization is...



...Portfolio Development

What are the **foundational elements** of portfolio development?



What We Know About Portfolio Excellence...



- Diverse teams create the most successful business plans
- Portfolio planning should be done quarterly (at least)
- Formal prioritization processes typically result in the most balanced portfolios
- The best returning business portfolios have organizations that focus on value ***defined and delivered***
- The strongest financial performers hold their sponsors accountable for portfolio performance

So, Agilists, how are we doing?

Decentralized
decision making

? Diverse teams create the most successful business plans

Dynamic rolling-
wave planning

✓ Portfolio planning should be done quarterly (at least)

Short-term Focus

? Formal prioritization processes typically result in the most balanced portfolios

Value Delivery vs.
Value Tracking

? The best returning business portfolios have organizations that focus on value *defined and delivered*

Accountability for
Delivery

? The strongest financial performers hold their sponsors directly accountable for portfolio performance

Key Questions

Impact Size / Reach

How critical and how many people are connected to potential changes?

Strategy Strength / Clarity

How good are we at defining our strategic needs and desires?

Value Proposition

How difficult is it to figure out which projects have the most value?

Business Changes

How quickly do our business models and drivers change?

Feature Size

How big are the features that we need to deliver?



Suggested Approaches



Value Elaboration

Continue to update the business case with improved understanding of cost and value



Establish Clear, Quantified Priorities

Establish clear prioritization criteria in order to work transparently and objectively



Justify at the Right Level

Develop justification approaches that ensure that leadership can identify the right projects



Leverage Organizational Knowledge

Find ways to effectively bring other groups to the table in a timely manner



Align Value Realization with Rewards

Be sure to look at how value is measured and rewarded based on *real* business success

Key Takeaways

Set clear strategic goals; then
check progress / change at
regular intervals

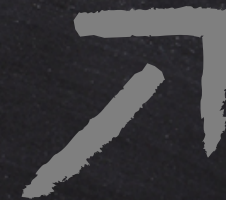
Use a participation model
that includes representation
that matters

Avoid decentralization that
sub-optimizes the whole

Assign accountability at the
right level and enforce it

The application of **ANY**
Process should be
targeted to provide
maximum value

Don't
Forget!



Always Be Purposeful



Thank You for Your
Attendance and
Participation!!