

## Program Management for Improved Business Results (Introduction to a Series)

By: *Russ Martinelli and Jim Waddell*

We are pleased to be able to present a second series of articles for PM World Today focusing on the subject of program management. Since completing our first series of [articles](#) we have completed the manuscript for a comprehensive book on program management entitled Program Management for Improved Business Results (ISBN: 0-471-78354-4, John Wiley & Sons publishing). Additionally, the Project Management Institute (PMI®) has now released its new program management standard. Our book conceptually supports PMI's standard, and provides additional details on the "what", "why", and "how" of program management that cannot be included in a broad-based standard.

This seven part series of articles focuses on some of the key concepts covered in our book, and also introduces some additional concepts. We begin by presenting the business case for program management and then provide an overview of how program management is used to develop products, services and infrastructure capabilities within companies employing the model. Next we look at how program management is successfully used to tackle one of the primary business problems facing development companies today, that of managing and conquering product and process complexity.

Moving to a program management model for developing products, services and infrastructure is not a quick transition; rather an evolutionary process that takes time and focused energy and resources. The third and fourth articles of the series focus on two key aspects of transitioning to a program management model – the transition process itself and organizational politics. We first provide a framework for transition that is based upon the Program Management Maturity Model™, and then present some useful tips for protecting programs from the political maneuvering that accompanies organizational change. Lastly, we provide three articles that focus on key elements of program management that program managers use to consistently manage programs to success – primary program management processes, metrics, and tools.

It should be noted that this series of articles is written from the practitioner's point of view. We work in industry, our experiences are first hand and real world, and the viewpoints we present reflect this perspective. Finally, we welcome your comments and feedback on the articles.

The following is a set of abstracts for the articles to be presented in this series on program management:

### **Part 1 - Program Management: It's about the Business**

Even though companies have invested an enormous amount of time, money and resources trying to improve their operational capabilities, many of these companies still face serious business problems. This is due to the fact that most companies solve their business problems piece meal rather than looking for a total system solution. Fortunately, program management offers a systems approach that is focused on achieving business success. Therefore, it should be viewed and utilized

as a critical business function that aligns the execution work of multiple interdependent projects toward achievement of a firm's business objectives. The article Program Management: It's About the Business describes how program management is rooted in the delivery of business objectives and how it functions as a strategic delivery system within the organization. Additionally, we show how the program management model is being effectively utilized to resolve some of the key business problems facing companies today.

## **Part 2 - Conquering Complexity with Program Management**

In many aspects of life, our ever-increasing wants and desires drive our collective environment toward more exciting and challenging ends. In product, service and infrastructure development this results in more complex and integrated solutions that render many development approaches ineffective. In the article Conquering Complexity with Program Management we describe how companies that are successfully managing complexity are doing two things: adopting a systems approach to development; and adopting the program management model to successfully integrate the system elements. The article reviews basic systems concepts, describes the relationship between systems and program management, and shows how a program approach to managing multiple interrelated projects is effective in managing complexity.

## **Part 3 - The Program Management Maturity Model™: A Framework for Change**

Since the Software Engineering Institute at Carnegie Mellon University first introduced the capability maturity model in the 1980's, various other maturity models have been published for nearly every functional component of a firm's business model. In the article titled, The Program Management Maturity Model™: A Framework for Change, our intent is not to describe yet another model that few, if any, companies can aspire to achieve. Rather, the Program Management Maturity Model™ is meant to be used as a framework to introduce and expand the program management business model within companies that wish to do so. We provide the details involved with each stage of the model as well as describe why organizations move from one stage of program management maturity to the next.

## **Part 4 - Power, Politics, and Program Management**

Effective adoption of the program management model to develop products, services, and infrastructure capabilities many times requires organizational change. This change is needed to enable a cross-functional/cross-discipline approach and to empower the program manager to drive key decisions within the boundaries defined. Unfortunately, this shift in power and empowerment from functional organizations to program managers can cause political upheaval within the organization. In the article Power, Politics, and Program Management we explain why this power shift can cause political upheaval, and what senior managers and program managers need to do to protect programs from being negatively impacted by the political maneuvering.

## **Part 5 - Managing Programs to Success: Key Program Management Processes**

Once a firm transitions to the program management model for developing its products, services, and infrastructure capabilities, attention and resources must be focused on the development of key processes to make the program management practices more consistent and repeatable. The article titled Managing Programs to Success: Key Program Management Processes identifies and

describes the key foundational processes needed to effectively manage a program to success. Processes discussed include the program life cycle, schedule and financial management, risk management, change management and stakeholder management.

### **Part 6 - Managing Programs to Success: Key Program Management Metrics**

Choosing and utilizing the right set of performance metrics will help program managers and their sponsors understand how well a program is progressing, where a program has problems and why, and what actions need to be completed to resolve the problems. In the article Managing Programs to Success: Key Program Management Metrics we discuss how to identify the critical few metrics to utilize on a program, how to use the metrics to determine how well a program is progressing toward achievement of the program objectives, and how the metrics are used to improve business results for the enterprise.

### **Part 7 - Managing Programs to Success: Key Program Management Tools**

Program management tools, like other tools, are about becoming more efficient in the use of processes and metrics. Once an organization becomes more proficient and consistent in achieving its business objectives through effective use of program management processes, tools should be employed to help the program teams work more efficiently (better, faster, cheaper). The article titled Managing a Program to Success: Key Program Management Tools describes the difference between strategic and operational program management tools, provides examples of each type of tool used by practicing program managers, and then demonstrates their use in managing a single program to success.

### **About the Authors:**



Russ Martinelli is the Manager of Program Management Methods within the Corporate Platform Office at Intel Corporation, where he focuses on the definition and implementation of program management practices across Intel. Additionally, Russ is the chairman of Intel's global Program Management Community of Practice, an adjunct professor at the University of Phoenix, and co-founder of the Program Management Academy. Russ has held a variety of positions at Intel and Lockheed Martin in the areas of systems engineering, general management, operations management, and project and program management.

Contact Russ at: <mailto:russ.martinelli@programmanagement-academy.com>



Jim Waddell is an independent consultant specializing in program management and mergers and acquisitions. He is the former Director of Program Management for Tektronix Inc. where he established and led the Tektronix's first worldwide Program Management Office (PMO). Additionally, Jim is an adjunct professor at the Oregon Graduate Institute, a founding member of the Program Management Forum in Portland, and the co-founder of the Program Management Academy. Jim has held a wide range of managerial and operational roles ranging across engineering, marketing, systems and manufacturing in the high tech and energy industries. Contact Jim at: <mailto:jim.waddell@programmanagement-academy.com>