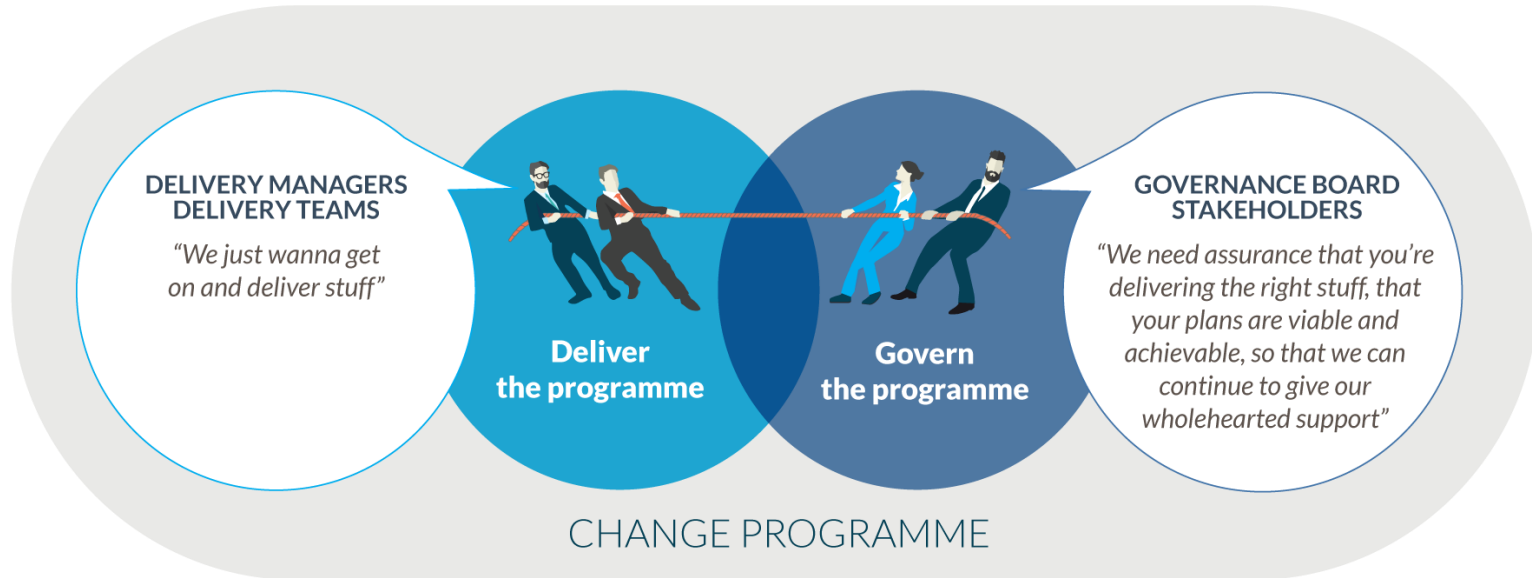




Intelligent Governance : Smart Gateways and Sharp Communications

Governance vs Delivery tension



- ✔ So what happens if we don't provide / receive this assurance ?
 - loss of reputation, loss of jobs or even the entire business
- ✔ Avoid the Mastermind approach – I've started so I'll finish

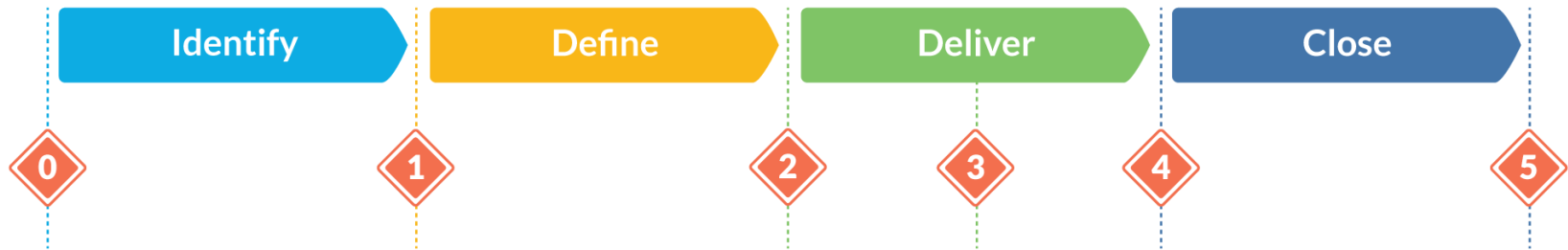


Governance tools - Gateways



✓ Scheduled formal reviews of the programme :

- to confirm its continued viability (sound investment?)
- aka : Stage Gate, Quality Gate, Checkpoint etc



✓ Hold as many Gateways as you want / need to manage the risk (but what's the minimum we can get away with ?)

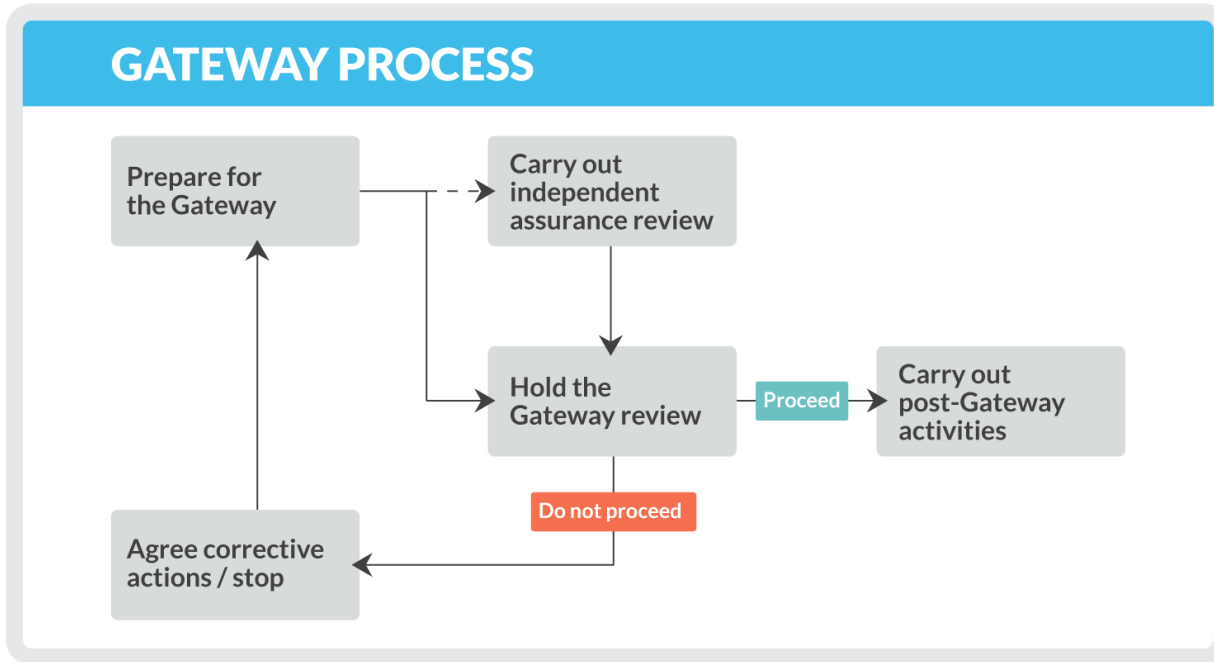
✓ Be intelligent :

- Define the purpose and scope of each Gateway
- Define the roles and responsibilities of each Gateway
- Define the possible outcomes of each Gateway
- Prepare for each Gateway, Learn from each Gateway



Sponsor

Outcomes of a Gateway

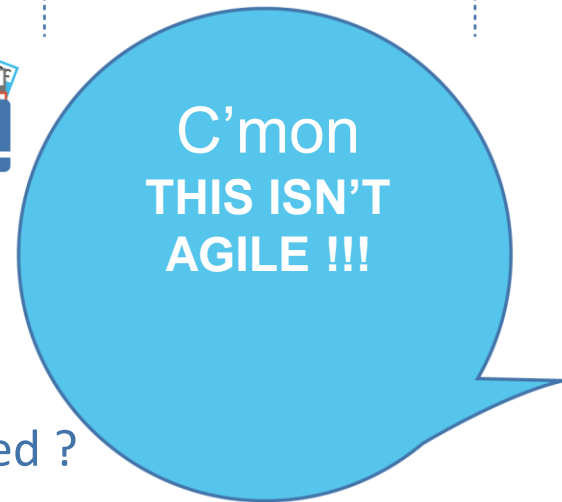
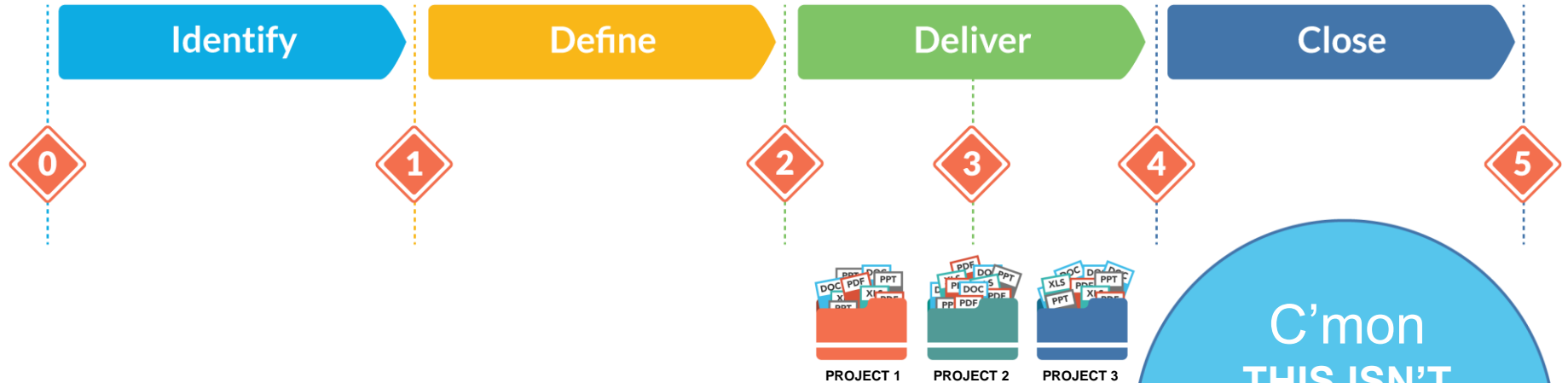


- ✓ The outcome of a Gateway should be one of :
 - Proceed to next Gateway with caveats : some corrective actions required
 - Proceed to next Gateway : no corrective actions required
 - Do not proceed – Fix : some corrective actions required and the Gateway must be repeated
 - Do not proceed - Terminate : programme should be stopped (or re-scoped)
- ✓ If your Gateways have no teeth, don't bother holding them



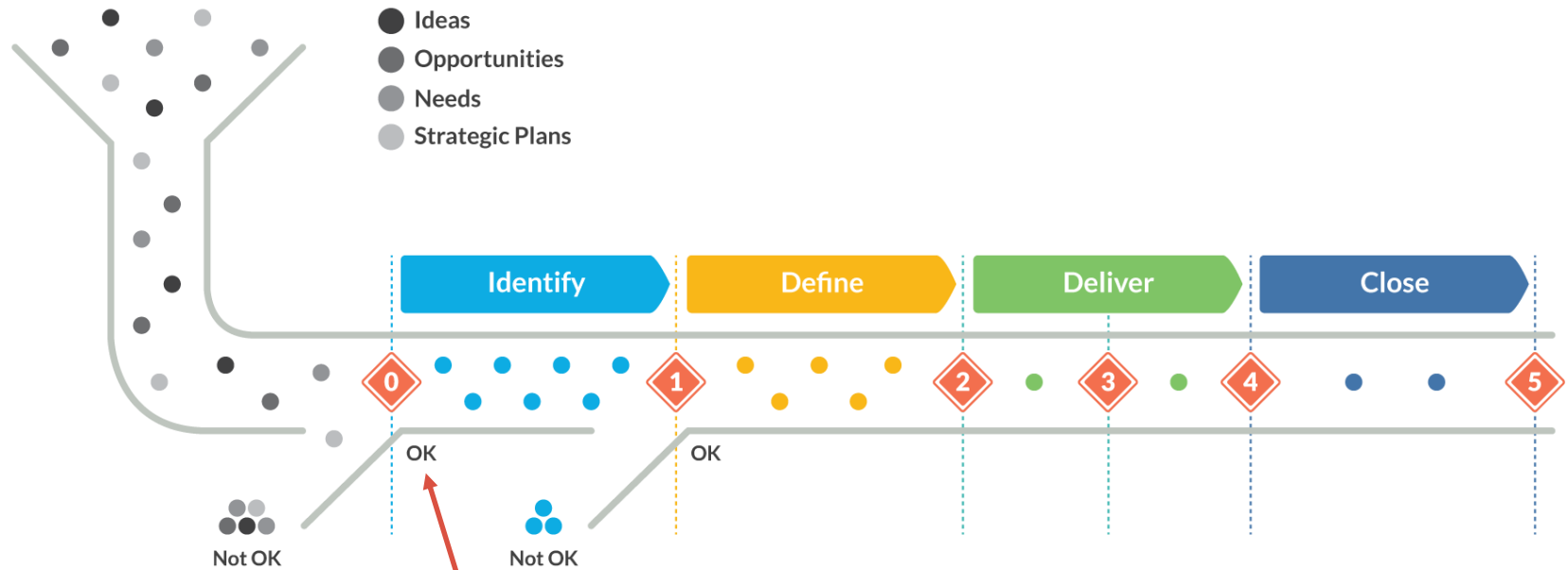
Sponsor

Case studies of smart Gateways in action



0. Should we do this programme of work or not ?
1. Are we actually capable of doing it ?
2. Is it still a valid thing to do, in light of what we've learned ?
3. Now we're doing it, is it still viable ?
4. Is everybody ready to put this new service live ?
5. How was it for you ?

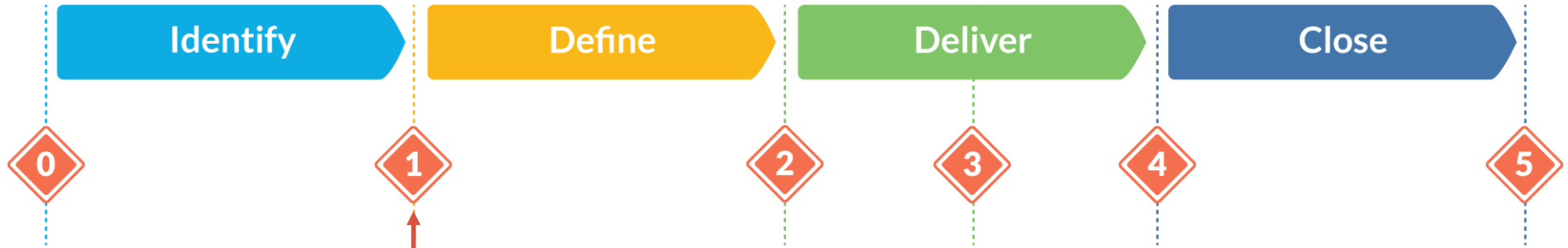
Gateway 0 : should we do this programme of work or not ?



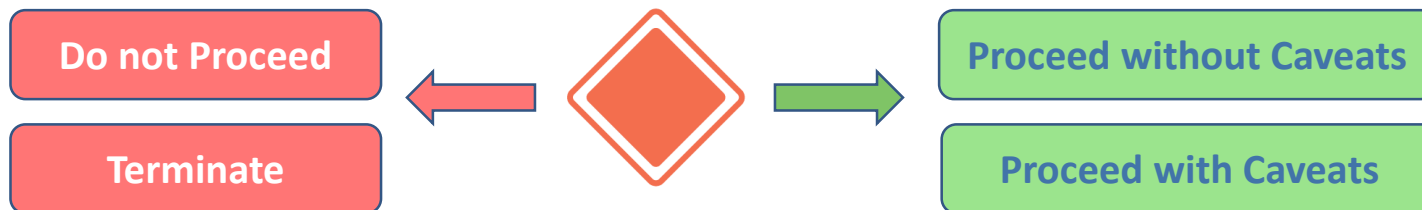
- ✓ Will it help us achieve our strategic outcomes ?
- ✓ Is it justified and a worthwhile use of resource ?
- ✓ Is it aligned with our strategic architecture ?
- ✓ Do we have the (risk) appetite ?
- ✓ What gets moved down the priority list if we do this ?



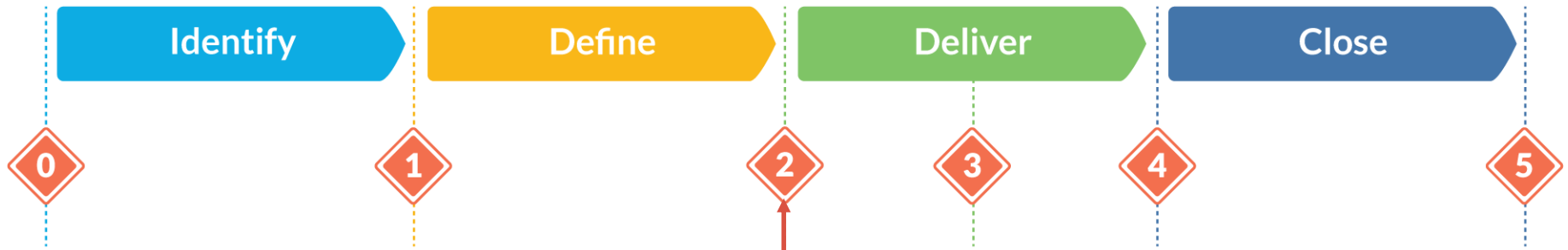
Gateway 1 : are we actually capable of doing it ?



- ✓ Do we have the bandwidth ?
- ✓ Do we have enough funds ?
- ✓ Do we have the technical skills ?
- ✓ Do we have the necessary kit ?



Gateway 2 : is it still a valid thing to do ?



- ✓ Is the scope understood and agreed ?
- ✓ Is the Delivery Plan sensible and achievable ?
- ✓ Is it still a justified and a worthwhile use of resources ?
- ✓ Have we refined the business case to within +/- 10 % ?
- ✓ Shall we release funds for the next tranche ?



Now we know what we know,
does it still make sense ?

Gateway 2 : is it still a valid thing to do ?



Window Notifications(0) Admin PM3 Admin1 pm3time

Open Save Refresh Print/Export Last Updated Attachments (2) Clear **Send for Review**

Active Published Project Birmingham-1017-CRM Division 2 (DW) ID 755 Gateways

Definition Governance Resources Finances Delivery Plan Risks Issues Actions Value Exposure Impact Information Benefits Reports

Gateway: 01 - INITIATION APPROVAL Due Date: 12/02/2015

Category	Assessment Criteria	Mandatory?	Criterion Met?	Evidence
COSTS	Any variance between the originally budgeted project costs and the final actual costs ...	<input checked="" type="checkbox"/>	R	Costs are over budget but just outside acceptable limits.
COSTS	Preliminary costs are defined, reasonable and acceptable	<input checked="" type="checkbox"/>	A	Notes why Ive passed this gateway
COSTS	Sufficient funds are available to progress the project to Gateway 2	<input type="checkbox"/>	R	Budget has been approved by the sponsor
PROGRESS	Any variance between the original scheduled project delivery date and the final actual...	<input checked="" type="checkbox"/>	G	Satisfied by the following reason
SCOPE	Any variance between the original functionality agreed in the Project Scope Document...	<input type="checkbox"/>	G	Comment re this criteria
VALUE	If marked non-discretionary, the project is genuinely non-discretionary	<input checked="" type="checkbox"/>	G	Project is non-discretionary
VALUE	Preliminary financial benefits are defined and reasonable	<input checked="" type="checkbox"/>	G	See attached PID
SCOPE	The objectives of the project are anticipated to be realized	<input type="checkbox"/>	G	passed gateway
SCOPE	The final extent of scope variation on the project is acceptable	<input checked="" type="checkbox"/>	G	is there a business case
VALUE	The organisational value of the project is defined and compelling	<input checked="" type="checkbox"/>	G	This is why thsi is ok
VALUE	The strategic organisational benefit of a project is defined and comp...	<input checked="" type="checkbox"/>	R	This criteria hasnt been passed
VALUE	The project is genuinely non-discretionary	<input checked="" type="checkbox"/>	G	Why I think is passed
VALUE	The project is genuinely non-discretionary	<input checked="" type="checkbox"/>	G	
VALUE	The project is genuinely non-discretionary	<input checked="" type="checkbox"/>	G	

PM3 Gateway Review Request

PM3 <mchickey@totalise.co.uk>
 This message was sent with high importance.
 Sent: Wed 10/07/2013 12:03
 To: Jan Alden; Jan Alden
 Message: SA_email170507.doc (21 KB) gateway.jpg (93 KB)

This is a PM3 Gateway review request.
 Please click a decision button after appropriate consultation:

Plan: Gate Test 2 -
 Gateway: 01 - INITIATION APPROVAL

Category	Criterion ID	Assessment Criteria	Mandatory?	Criterion Met?	Evidence
COSTS	523	Preliminary costs are defined, reasonable and acceptable	Y	G	Preliminary costs have been agreed with the Sponsor (see attached)
VALUE	528	If marked non-discretionary, the project is genuinely non-discretionary	Y	W	Not non-discretionary http://sharepoint.bestoutcome.com/Test/Forms/AllItems.aspx?RootFolder=%2FTest%2FODPM%20and%20

PM3 Gateway Approval

Plan: [Long Term Conditions - SCH004] Gateway: [01 - INITIATION APPROVAL]

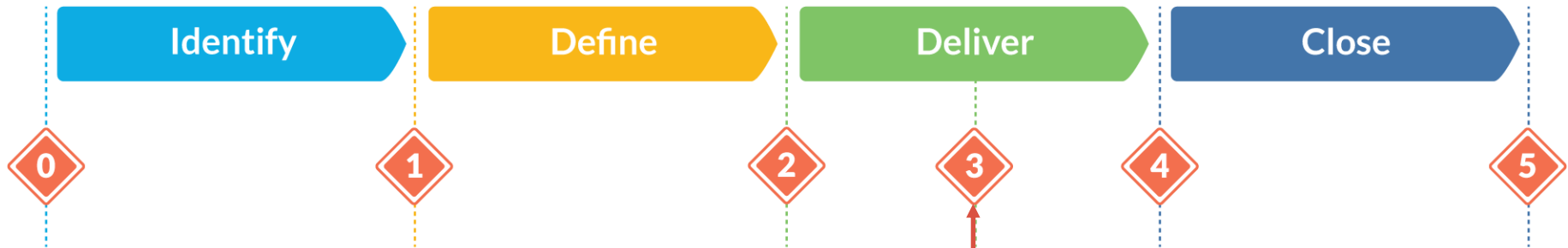
You are responding to this Gateway approval request with a decision of Do not proceed in any circumstance.

Commentary/conditions/reasons:

This is my favourite project ever!!!

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Gateway 3: now we're doing it, is it still viable ?

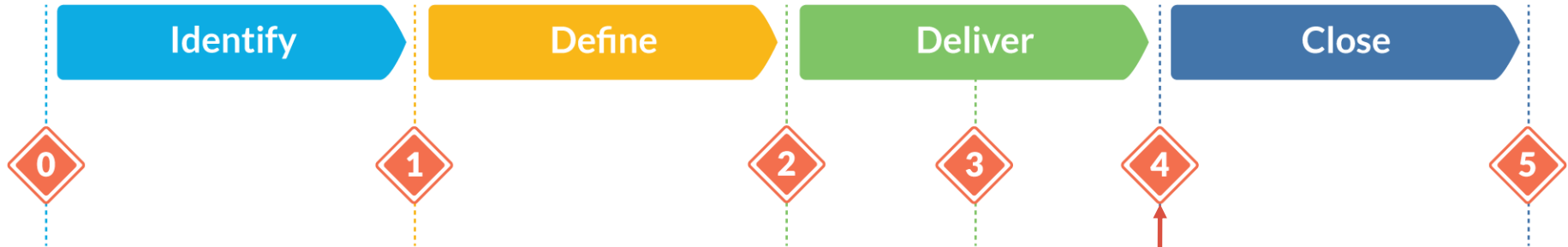


- ✓ Is the programme still viable :
 - does the business case still stack up ?
 - are we still capable of delivering it ?
- ✓ Is the quality acceptable ?
- ✓ Is everyone committed and ready to continue ?



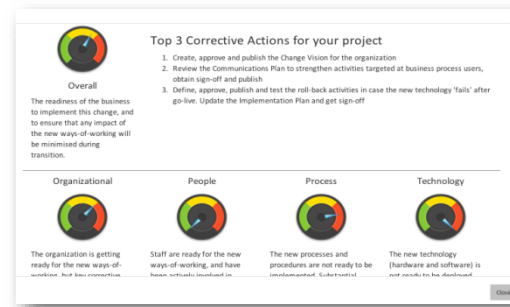
"After the introduction of Project Process, a number of projects were cancelled at an early stage because there was no valid business case for these projects. It highlighted this at a very early stage"

Gateway 4 : are we ready to put this new service live ?

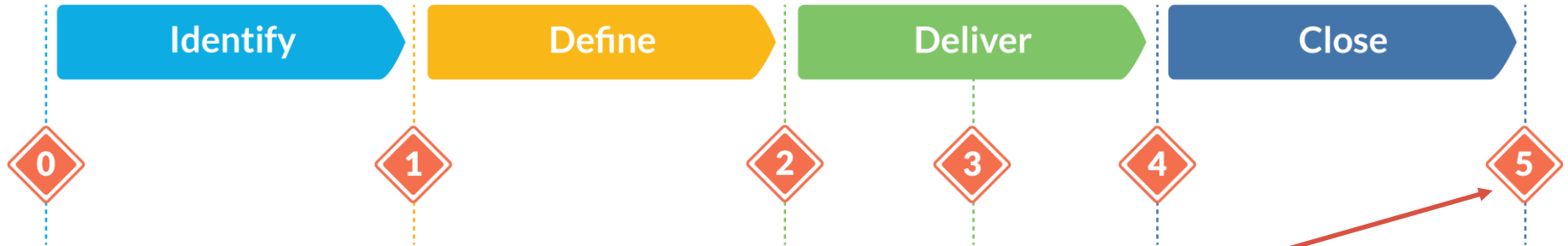


- ✓ Is the organisation ready for the change
- ✓ Are your people ready for the change ?
- ✓ Are your new processes ready to be implemented ?
- ✓ Is any new technology ready to be implemented ?

Ask all these questions before pressing the button



Gateway 5 : how was it for you ?



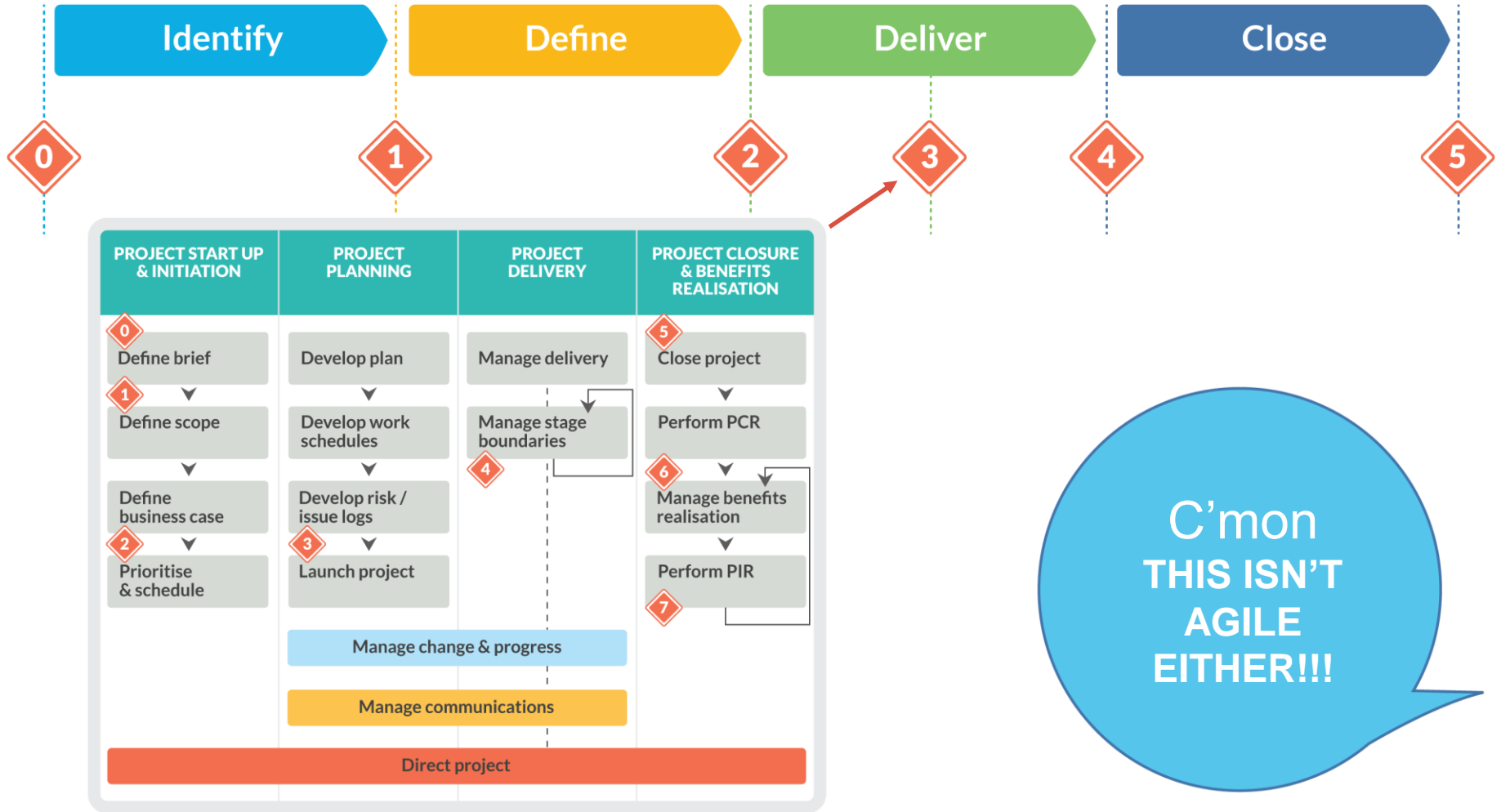
- ✓ Are we able / ready to close ?
- ✓ Have the desired outcomes been achieved ?
- ✓ Is on-going responsibility for benefits realization assigned ?
- ✓ Have all outstanding risks been transferred to the business ?

PRICEWATERHOUSECOOPERS



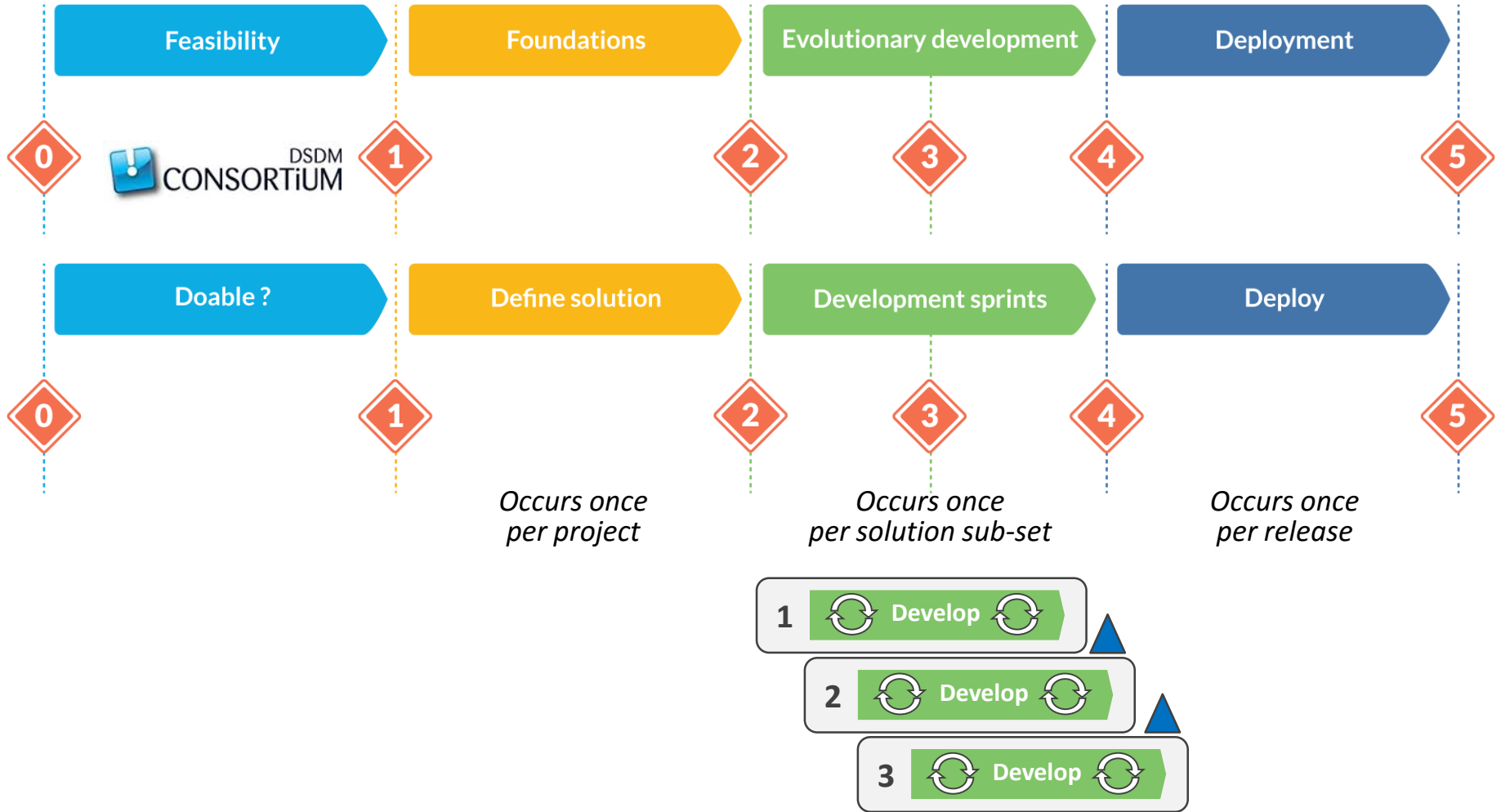
- Harvest best practices and lessons learnt
- Establish knowledge champions
- Reward people for using processes
- Do pre-engagement reviews

Programme or project ?



C'mon
THIS ISN'T
AGILE
EITHER!!!

Agile Gateways - examples



One size does not fit all



- ✔ Does every programme and every project need to pass through every Gateway ?

- ✔ Define a **Governance Approach** for the programme :
 - How many Gateways do we need / want (and what's the minimum we can get away with) ?
 - What's the purpose of each Gateway ?
 - Who participates in each Gateway ?
 - Who makes the pass / do not pass decision ?
 - What questions need to be asked in order to make decision ?
 - How much prep is needed for each Gateway (and what's the minimum we can get away with) ?



Summary : intelligent governance



Smart Gateways

- Gateways must have teeth
- One size doesn't fit all – governance strategy
- Plan, prepare, learn, follow-up



Sharp communications with your stakeholders

- Don't assume, inform
- Don't just talk, listen
- Set up a comms drumbeat



Always focus on the outcomes



PROJECT OUTPUTS



CAPABILITIES



OUTCOMES



BENEFITS

About Bestoutcome

Stand
40

The Company

- ✓ Specialist Project & Programme Management Consultancy, founded in 2000
- ✓ Outcome driven – focus on the required business outcomes

Our Services

- ✓ Programme and project delivery
- ✓ PMO setup and management

Our Solutions

- ✓ **PM3** Project Portfolio Management tool:
“developed *by practitioners for practitioners*”
 - light touch, easy to use intuitive interface
 - less than 5 mins to update a plan
- ✓ **PM3time**: professional timesheet service
- ✓ **PM3change**: business change management
- ✓ Project Management Apps



FREE: Project Gateways Assessor app



Bestoutcome

Business Change Management

pm3[®]

Project Portfolio Management

pm3[®]
change

pm3[®]
time

Complete Time Management

Programme and Project Management Apps

