



Programme Management lessons at the extremes

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Contributor: PRINCE2: 2009, MSP: 2011, ISO 38500, ISO 21500

It's a project, it's a programme

- Large project
 - Lots of large sub-projects
- Tactical programme
 - Lots of projects, contributing to a common specification
- Operational / annual works programme
 - Lots of projects, unrelated, portfolio management
- Strategic programme
 - Vision-led, describable objective, unknown journey
- R&D programme
 - Vague objective, unknown journey

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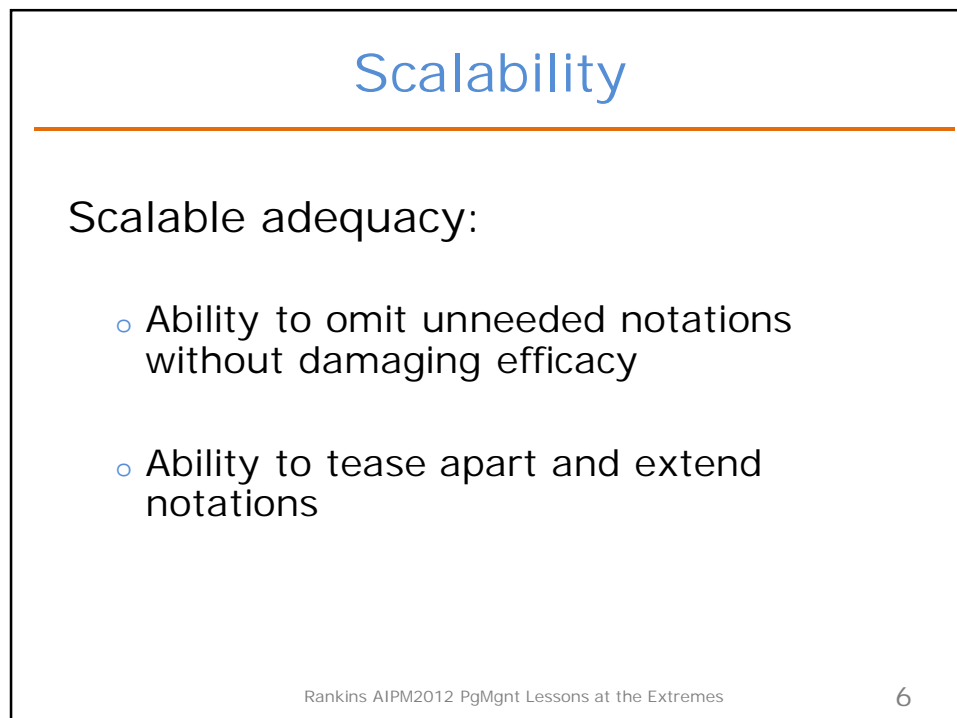
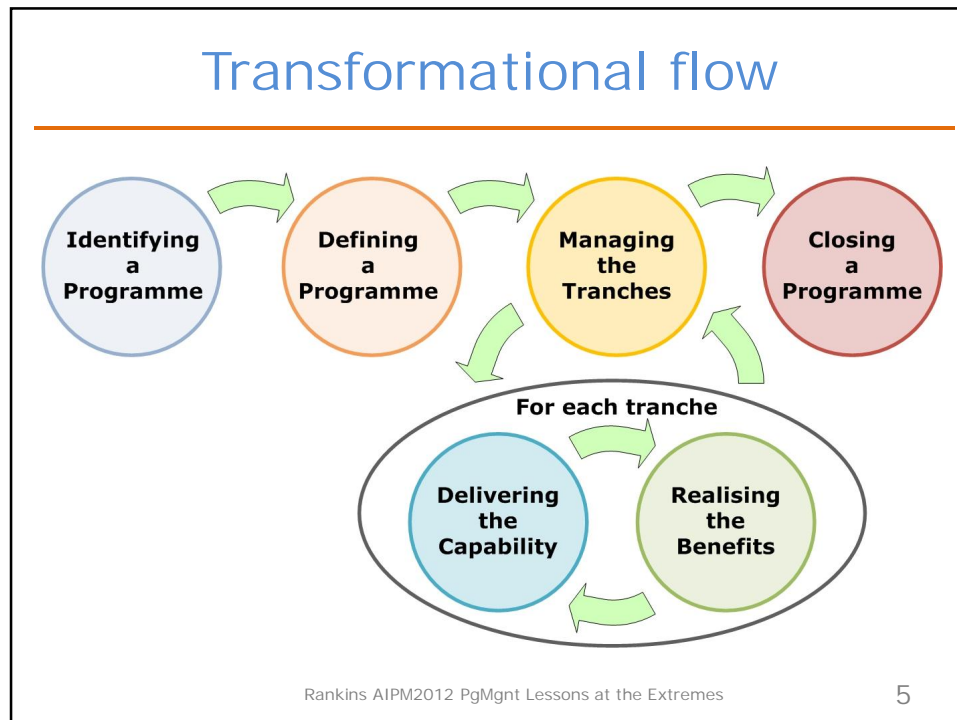
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Introducing MSP

- Supports a wide variety of programmes
- Elements:
 - Principles
 - Themes (knowledge areas)
 - Transformational Flow (process model)
- Highlights:
 - Benefits focus
 - Blueprint (coherent capability)
 - Separation of project from transition

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Who uses programme management?

	Small organisation	Average organisation	Large organisation
Frequent programmes	Minnows		Whales
Regular programmes		BaU	
Infrequent programmes	Surprised		Scattered

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Larger, "whales"

Capability Development Group, Dept of Defence

- Profile:
 - Setting up 40+ concurrent acquisition programmes
 - Generally two passes to get Govt approval, then handed over to DMO, DSG, etc to implement
- Issues:
 - 'Desk Officer' generally not a programme management professional
 - Internal transfers; lots of opportunities – how to retain?
 - Capability Manager is usually a Chief of Service
 - Depends on Services to ensure architectural coherence across programmes
 - Coordination/oversight of multiple acquisition agencies

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Larger, “scattered”

Some Govt Departments and corporates

- Profile:
 - Business units operate in isolation (competition?)
 - Standalone projects, little coordination (reporting?)
- Issues:
 - Poor corporate governance
 - Query on coherence of capabilities
 - Query on success in achieving corporate strategies

Scaling Up to Larger

- Supporting multiple views of the domain – to address/engage stakeholders at different levels
- Tranche managers for each concurrent tranche; workstream managers within tranches
- Skillsets – business architecture; benefits realisation manager; business change authority
- Tools – learning curves
- Political – a new coordinating function

Smaller, 'minnows'

Ministry of Justice, NZ; NFP in mental health;
NFP in environmental protection; UNDP Botswana

- Profile:
 - Implementing a range of social or aid programmes
 - Mostly smaller programmes; the occasional monster
- Issues:
 - Probably low delivery P3M maturity
 - Must rely on a few people – irreplaceable

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Smaller, "surprised"

NFP in health care services; smaller Fed Govt Dept

- Profile:
 - 'Smaller' organisations taking on a major initiative
 - Infrequent programmes; boom or bust
- Issues:
 - Dependent on external experts to set up; query on sustainability when this support falls away
 - Likely to have low P3M maturity
 - Query on coherence of capabilities

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Scaling Down to Smaller

- Avoid over-governance
- Overheads unsustainable
 - Method: need 'MSP-lite' exemplars
 - Tools: learning curve too steep
- Cultural issues – Pgm Office / CoE
- Tendency to revert to PjM methods
- Serial tranches

Issues for infrequent users

- Not enough experienced programme managers
 - Inhibits organisational take-up
 - Rough ride for the learners
 - Reliance on outsiders (not-made-here)
- Not enough programmes
 - Can't train
 - Can't retain
 - Rough ride for the external hires

Issues for infrequent users

- It takes time to develop organisational competence
 - Acceptance of the need for programme management, and its value
 - Move from control-based governance to networked governance (Thiry)
- Processes, methods likely to be fragile
 - Based on PjM approaches
 - Not worked enough; not tailored
 - Not evolved across slow periods

Ideas

- Sharing programme managers and BCMs across programmes
 - Corporate Programme Office or Centre of Excellence
- Sharing programme managers across organisations
 - Central pool (Government, etc)
 - Nomads (loss of know-how)

Ideas

- Conceptions of programme managers
 - Different mindsets (Cranfield research)
 - Matching capability to programme needs
- Source of programme managers
 - Executive managers
 - Project managers
- Strategic programme management as a senior management competence?

Enriching the project layer

- Blueprint approach; iterate until coherent
- Benefit Profiles, Maps and realisation strategy
- Stakeholder Profiles and engagement strategy
- Resource management strategy
- Business Change Manager role
- Benefits Realisation Manager role
- Transition planning

Questions

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Delivery management
(portfolio, programme and project)

Value management

Assurance, review, audit

Facilitation, coaching, mentoring

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