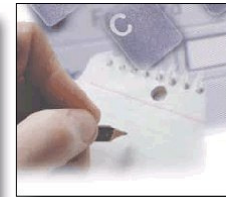


Keep Your Projects Off the CEO's Chopping Block

Practical Tips for Adding Business Value
and Achieving Successful Outcomes

May 20, 2008



Becoming better business advocates will enhance
IT's ability to provide comprehensive services
across the organization.

*by Dave Hartman
Hartman Business
Technology*

About Hartman Business Technology



- Strategic Business-Technology Consulting Group
 - **Our mission:** To help executive teams make better business decisions through the strategic utilization of technology.
 - Focused on **Mid-Market** companies and organizations
 - Vendor independent
 - **Services:** IT Value Assessment, Software Selection and Utilization, Business Intelligence, IT Leadership Coaching and Mentoring, Outsourced CIO Services
- **Maryland CIO Roundtable** – a peer advisory group for mid-market IT Leaders.

Key Takeaways

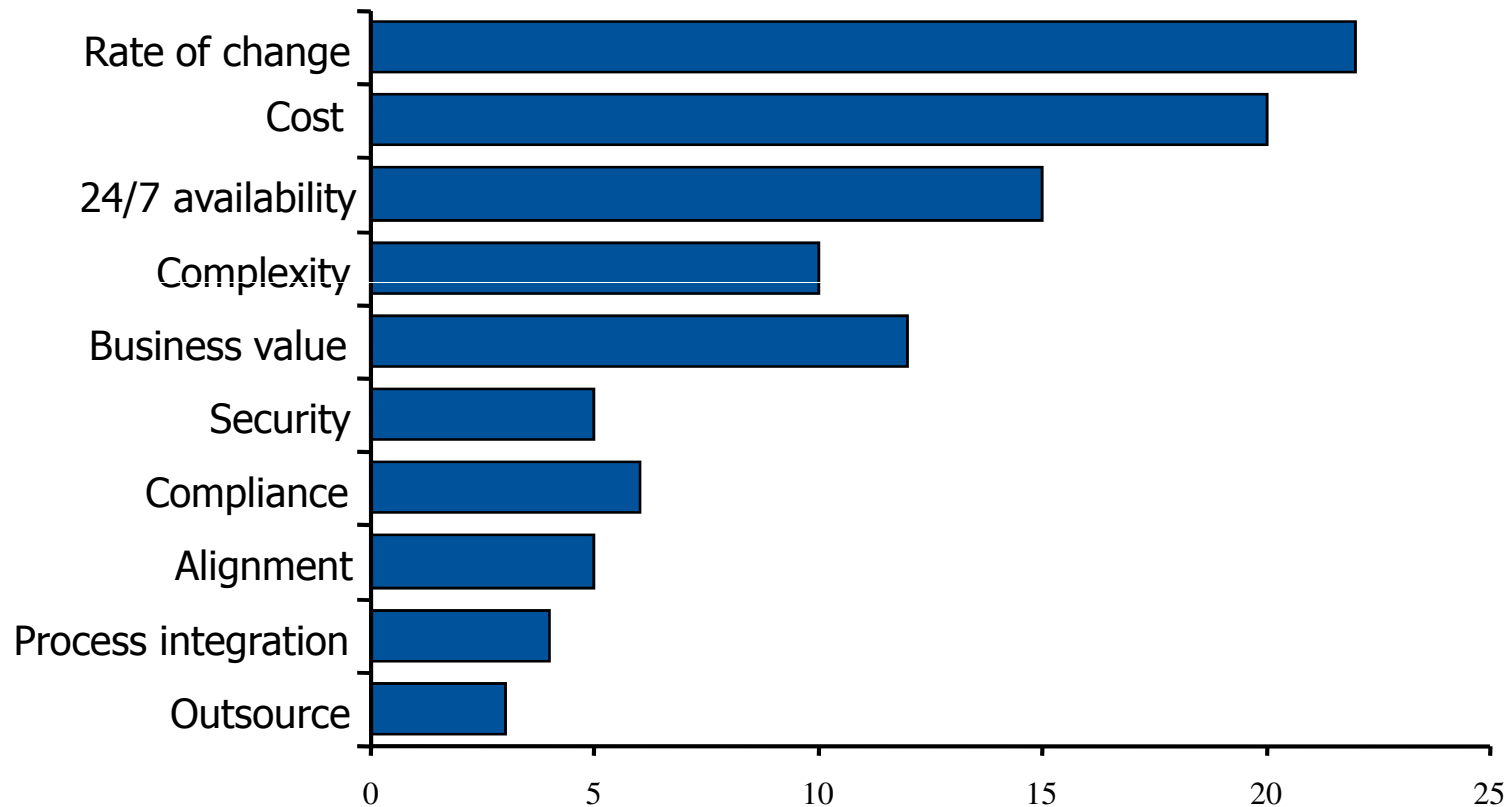


- Strategies for changing the way we approach project management to keep up with today's business paradigms
- How to use key business metrics to select a project that won't be cut.
- Discuss recent business trends and the resulting opportunities for project managers

Changing IT Pressures

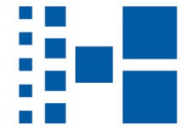


"What is the single-biggest IT Operations Management pressure you face?" – A Gartner survey of 600 VP-level respondents



Source: Gartner, Inc., n=600

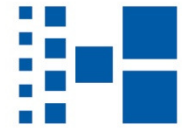
The CEO as IT Portfolio Owner!



**CEO's Should Manage/Prioritize
their IT Assets and Resources**

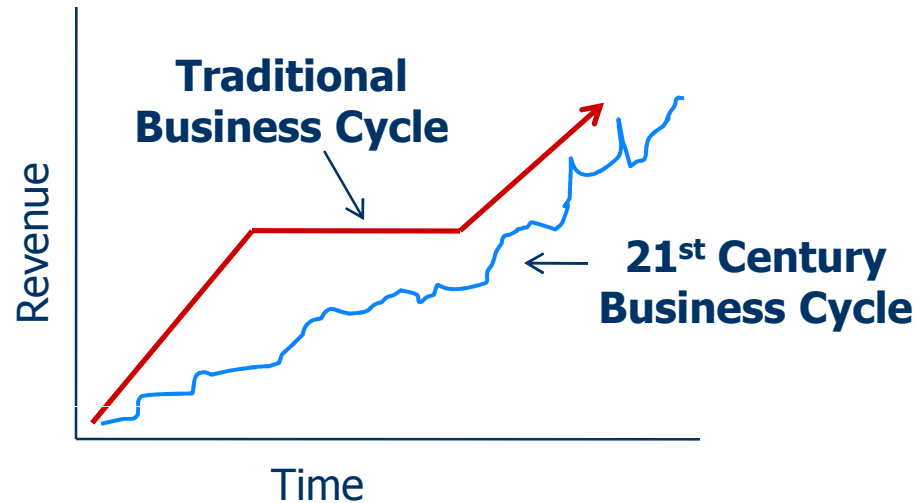
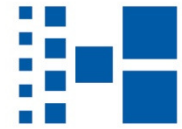
Like they Would Any Other Portfolio

5 Practical Tips for Leading Winning Projects TODAY In Tomorrow's Changing Business Landscape



1. Think Small
2. Act Like An Owner!
3. Prioritize around Business Impact
4. New Technologies enable Project Transparency
5. Focus on Core Business Metrics

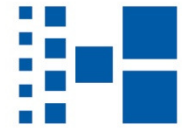
Tip #1: Bigger isn't always Better



Implications for project managers

- Engineer shorter or incremental projects (build customer acceptance)
- Use incremental process improvement to manage the unknowns
- Easier to take chances or experiment (minimize risk)
- Spend a little – make a little (IT spending more in line with today's business cycle)

Tip #2: Act Like An Owner!



CEO Priorities:

- **Product:** Will it/ Does it meet client requirements?
- **Use:** Will it/ Is it being used & accepted by the organization?
- **Value:** How do we measure efficiency/ effectiveness for the client organization

PMO Priorities:

- **On-Time:**
- **On Budget:**
- **Meets a Process Standard:**

“Just Good Enough” may be Just Right!

Tip #3: Prioritize/Rate Each Project for Impact vs. Effort



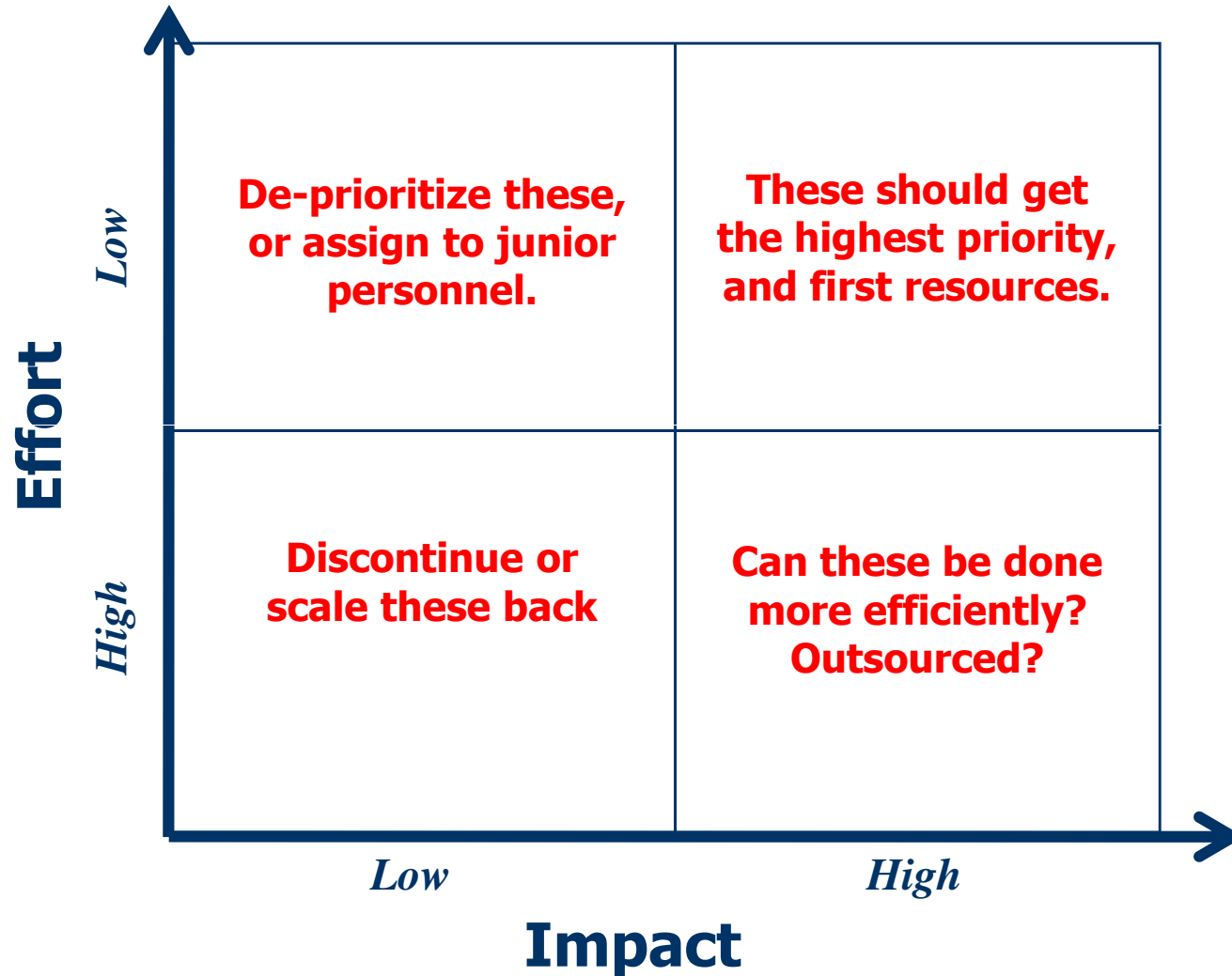
Effort:

- Required Contractor/Vendor Hours
- Required End-User Office Hours
- Technology Service Hours
- Number of Departments on Project
- Complexity of Project

Impact:

- Number of Users Impacted
- Impact on Sales or Sales Cycle
- Is there a Regulatory Requirement?
- Does it Impact Constituent Visibility?
- Is there considerable Cost Savings?

How Should Your Company Prioritize IT Projects?



Tip #4: Use New Technology Tools to Increase Project Transparency



- **Blogs and Wiki's** – Share project status and updates
- **Social Networking Groups** – Survey user/community opinions
- **SharePoint or other Portals** – Share information, project documents, etc.
- Realize that not everyone is into using every technology. Communicate status, etc. via multiple channels.

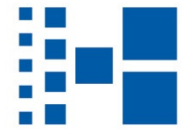
Tip #5: Focus on Core Business Metrics



Looking for that Perfect New Project?

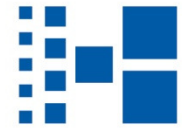
Start by analyzing BI Gaps around core business metrics.

Tip #5: Focus on Core Business Metrics



		Current State			Future State		
Strategic Objective: List the Metric that is Critical to Company Success/Growth	Define the Metric: How is the metric to be defined and measured.	Current Status: How well is the company currently meeting this critical objective?	Impact: What is the impact on the company of not meeting the objective (who is impacted, how?)	Measurement How are we currently measuring this metric?	Desired Future Status of Metric: What is the company's goal for this metric?	Financial Impact: What specific financial impact will this improvement have?	Measurement How will the new system measure this metric?
REDUCE MEAN TIME TO CONTRACT	Average time from Letter of Intent to signed final contract.	Our current avg. time to contract is 14 days.	Competitors avg. 7 days; lost revenue;	We have a custom report that tracks this.	Our goal is to reduce avg. time to 5 days	7 extra billable days per contract X 400/yr - \$80,000.	Will need a custom or integrated report to measure.
INCREASE SALES FORCE CLOSING RATE BY 15%							
REDUCE PRODUCT SPOILAGE							

Implications for the Future



Business Trends:

- **Tomorrow's businesses require speed and agility from each of its core service providers.**
- **New technologies (virtualization, SAAS) will enable this approach.**
- **The bottleneck in business will move from technology to management.**

Opportunities for Project Leaders:

- **Take the holistic approach to business process improvement.**
- **Adopt a 'good enough' approach to project management.**
- **Develop a 'business centric' rather than a 'process centric' approach to PPM.**

Questions?



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