

# A holistic, structured, and rigorous program management practice

Based on Transforming business with program management. QRC Henry Portman, Oct'2015

Set the stage

Decide what to do

Make it happen

Make it stick

Strategy  
People  
Process  
Technology  
Structure  
Measurement

Formulate a program strategy

Develop a program roadmap

Define the program charter

Create the program plan

Execute the program

Monitor the program delivery

Transition to operations and close the program

Sustain outcome delivery

**Business outcome modeling technique:**

Outcome definition and validation

Outcome planning and measurement mechanism

Outcome delivery tracking

Outcome sustainment and measurement

**Environment scanning technique:**

- Determine the level of analysis
- Identify strengths and weaknesses
- Analyze the strategy against SW
- Identify key changes environment
- Map environmental influences and changes
- Identify opportunities and threats

**Voice-of-Customer technique:**

- Identify customers
- Determine needs of customers
- Construct "Business-value-implementation" matrix
- Reread the marketplace

**Strategic alignment technique:**

- Create the program vision
- Develop the program mission
- Determine the program stakeholder values
- Develop the program objectives and goals

**Business performance calibration technique:**

- Planning
- Analysis
- Articulation
- Implementation

**Program Value Justification (PVJ) technique:**

- Assemble key input deliverables
- Describe future work
- Determine cost components
- Determine tangible and intangible benefit components
- Measure risk and return
- Formalize PVJ

**Governance modeling technique:**

- Understand and analyze the organization structure
- Confirm program scope and alignment to org. structure
- Build a straw program governance model
- Finalize the program governance model
- Communicate the program governance model

**Governance policy design technique:**

- Review program management processes and role and responsibility descriptions
- Draft appropriate program governance policies
- Add control and audit points
- Ensure program governance policy consistency and program value statements
- Clearly communicate the purpose

**Performance improvement measurement technique:**

- Ensure the program business objectives have been articulated
- Confirm the scope
- Define the business outcomes
- Develop the first cut improvement measurement architecture
- Define the business benefits
- Identify the KVIs
- Determine and set targets

**Program architecture technique:**

- Articulate program vision
- Assess current state
- Develop future state
- Create business case
- Design program

**Organization change management technique:**

- Envision
- Plan
- Execute

**Transformation program planning technique:**

- Understand the problem
- Understand the scope
- Create, finalize, and baseline the program plan
- Communicate the signed-off plan

**Stakeholder expectation management technique:**

- Stakeholder assessment
- Stakeholder engagement strategy
- Planning, execution & monitoring
- Training, coaching, communication

**Value enhancement analysis technique:**

- Identifying customer and understanding customer definition of value
- Categorizing operational activities
- Innovating operational processes to maximize value added

**Walk through technique:**

- determine objectives
- Socialize meeting objectives
- Organize/finalize logistics
- Lead the walk through meeting
- Complete the post steps