

# Managing Projects in High Performance Organizations

Interis Breakfast Series

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KNOWING WHAT WORKS IS IN OUR NATURE.

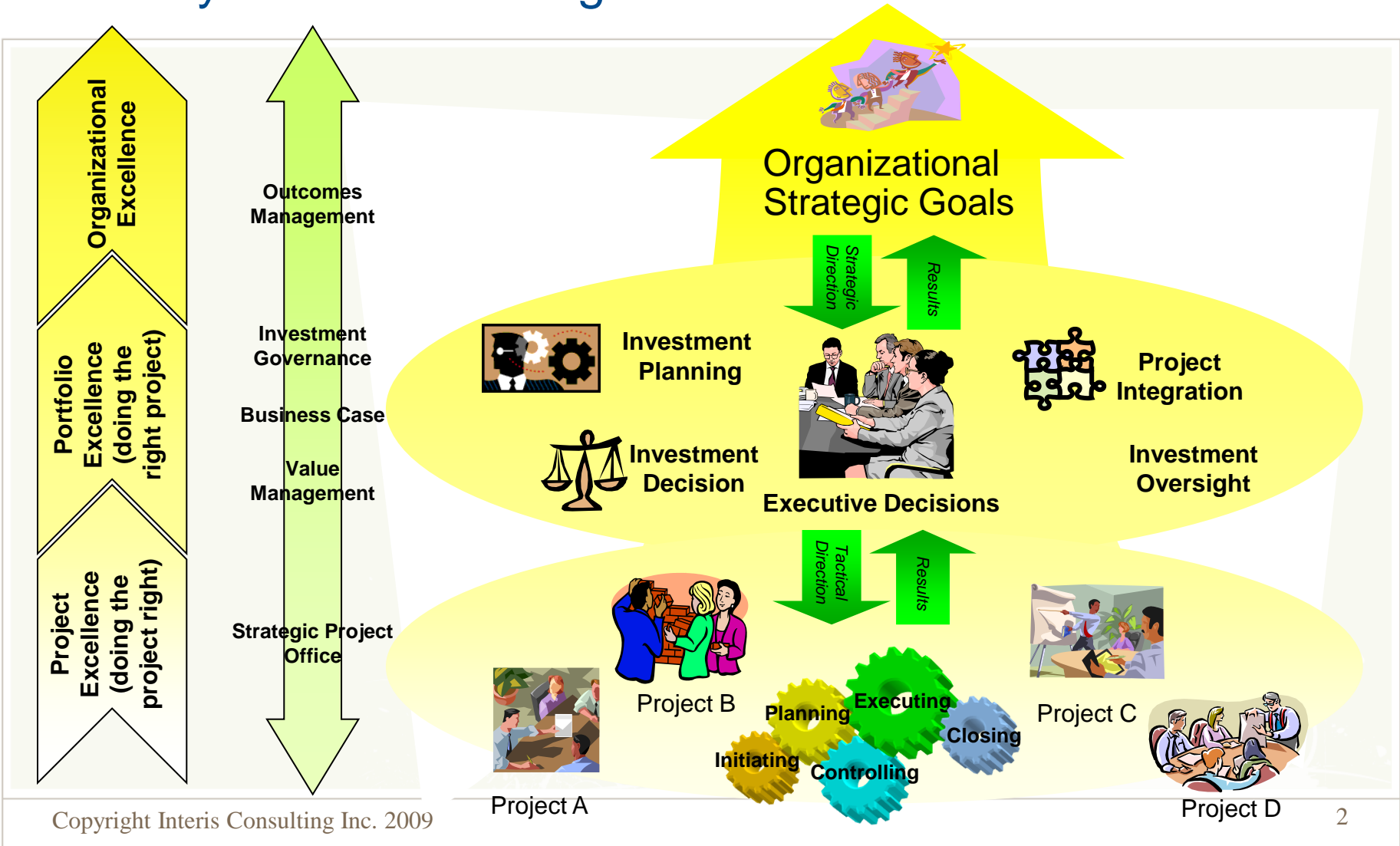
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## Overview

- Key Elements of Organizational Excellence
- Strategic Clarity
- Resource Management Aligned with Strategy
- Continuous Monitoring
- Flawless Execution
- Performance-oriented culture

# Key Elements of Organizational Excellence



## Strategic Clarity

### Outcomes Management

- Outcomes don't just happen – they have to be proactively planned and managed
- Outcome Management is a strategy focused on:
  - how outcomes are created using cause-and-effect relationship to Program Activity Architecture (PAA) activities
  - how they will be measured to demonstrate success in a Performance Measurement Framework
- Outcome Management is the government's sanctioned approach to link Management Accountability Framework level objectives to investment decisions.
- It also supports the Program Evaluation Framework as identified in the latest OAG report
- Outcome Management Guide and Tools from TBS
  - <http://www.tbs-sct.gc.ca/emf-cag/outcome-resultat/outcome-resultat-eng.asp>

## Resource Management Aligned with Strategy

### Investment Planning

### Investment decision and Business Case

### Project integration

- Investment Planning seeks to maximize the value of a strategic investment portfolio and balance it with risk by:
  - Establishing a common definition of value for the organization to compare investments
  - Objectively selecting the highest value initiatives
  - Ensuring alignment to targeted business results
  - Identifying and minimizing risk to the intended outcomes
  - Minimizing governance “overhead”
- The business case is the key deliverable to formalize and justify the investment decision
- Project integration ensures that interdependencies between projects are continually monitored to help proactively manage resources and balance the portfolio as needed
- This is the key link to the 5-year Investment Plan

## Continuous Monitoring

### Investment Oversight

#### Project Monitoring and Control

- Investment oversight focuses on:
  - Continually monitoring the portfolio against the original performance targets expected from the project
  - Helping management take informed actions to ensure that the project portfolio continually meets strategic objectives and goals
- In addition to project level performance metrics such as schedule progress, budget reports and earned value, project level monitoring must also include measurement of strategic objective results such as achieved value graph results and balanced scorecard / outcome metrics

## Flawless Execution

### Strategic Project Office

- Establish and operate a decision-support framework that optimizes the allocation of resources across initiatives to achieve organizational goals
- Define clear and effective governance, roles and responsibilities, document processes and tools across the project portfolio
- Provides management with accurate information and regular communication, enabling them to make well-informed decisions more quickly
- Remains involved until the benefits are ready to be harvested and the strategic outcomes
  - Kaplan and Norton's Strategy Management Office

## Performance-oriented culture

### Characteristics of a performance-oriented culture

- Projects deliver not only on-time and on-budget, and deliver promised value and benefits
- Value-focused from planning through to results harvesting
- Decisions are made based upon value, not cost
- Everyone knows what is “value” in the organization, and is reflected in staff’s performance accords

# QUESTIONS?

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