Basis For This Presentation

New Course:
- "Strategy Essentials for Project Managers" – June 2019, in Raleigh, NC USA
- 20+ years of training and consulting experience in 40 countries – over 300 organizations
- 18,000 delegates trained in Strategy, Balanced Scorecards, Performance Measurement, and Project Management
- Certification Exam Training – Registered Education Providers for Association for Strategic Planning and the Project Management Institute
- International Thought Leadership – keynote speaking, workshops, and training in English, Arabic, Spanish, French, and Vietnamese
Your Presenters

Howard Rohm, SMP, BSMP
President & CEO

Wes Balakian, PMP
Director, Project Management Group

Background

“Fifty-nine percent of senior executives say their organizations struggle to bridge the strategy-implementation gap.”
(Source: Brightline Initiative & the Economist Intelligence Unit, PMI)

“Only 56% of strategic initiatives are successful.”
(Source: PMI Pulse of the Profession: The High Cost of Low Performance, February 2014)

“Only 9% of companies are rated excellent at execution.”
(Source: PMI Pulse of the Profession: The High Cost of Low Performance, February 2014)
Strategy Savvy – Essentials for Project Managers

- Think strategically and contribute to strategic discussions
- Select and prioritize projects and portfolios based on contributions to organization strategy
- Align project performance to organization strategy, mission and vision
- Draw a distinction between strategic initiatives and operational projects
- Measure the important stuff – “measure what matters”

Becoming more strategic is a good career move!
Howard Rohm, SMP, BSMP  
President & CEO

- Four decades of international training and consulting experience in industry, government and non-profit strategic planning and management systems in over 40 countries
- Consultant–Booz, Allen Hamilton
- Adjunct Professor–Univ. of Maryland and Federal Executive Institute
- Executive Director, Advanced Nuclear Energy R&D, U.S. Dept. of Energy
- Author: The Institute Way, Balanced Scorecard Institute; the Strategic Planning Body of Knowledge, Association for Strategic Planning; First National Energy Plan, U.S. Department of Energy
- Developer: Nine Steps to Success™ planning and management framework
- Board of Directors, Association for Strategic Planning
- Bachelor’s and Master’s degrees in Engineering
- Research Triangle Top 50 Entrepreneurs, 2010 Business Leader magazine
Poll Question: “What is Strategy?”

- What we are working on - our collection of activities: 3%
- Our strategic plan: 18%
- Assumptions made about our possible future: 8%
- A path forward: 73%
- Not sure / None of the above: 0%

What is Strategy?

“Positioning choices made (the path) and actions taken (the plan) to move the organization from its current state to some future desirable state.”

The Institute Way: Simplify Strategic Planning & Management with the Balanced Scorecard
Strategic Thinking, Planning, and Implementation

- Assumptions
- Scenarios
- Forces
- Innovation
- Internal/External
- Value Proposition

- Mission
- Vision
- Values
- Goals
- Positioning Choices
- Direction

- Clarity
- Projects and Portfolios
- Execution discipline
- Get things done
- Change and uncertainty

When Strategy is Everyone’s Job
When Strategy is **Not** Everyone’s Job

“This is not in my job description... I draw lines; I don’t remove trees”

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- 14% Almost never
- 35% Sometimes, if reminded
- 31% Almost always
- 20% We are “strategy-focused”
Strategy Connects Vision and Mission to Budgets and Actions

Strategy is Mid-Level Altitude

- Mission: Purpose, what we do
- Vision: Picture of the future
- Perspectives: Different views of organizational performance
- Strategic Themes and Results: Main focus areas (pillars of excellence) driving key results
- Strategic Objectives and Strategy Maps: Strategy building blocks connected to a cause-effect value creation story
- Performance Measures and Targets: Captures whether an organization is performing at the desired level or not
- Strategic Initiatives: Projects and action plans that drive results
Tool: A Strategy Profile Helps Visualize Market Differentiators (Performance Drivers)

Use a Strategy Profile to:
- Develop your organization’s competitive business strategy
- Evaluate how well you implemented your strategy compared to competitors
- Identify the most strategic areas to focus on in the future

Source: Adapted from Charting Your Company’s Future, W. Chan Kim and Renée Mauborgne, HBR, June 2002.

Tool: International Multimedia Company Strategy Map

Strategic Result: We will be a leading innovator of multimedia productions and products

1. Increase Profits
   - Improve Customer Satisfaction
   - Increase Speed to Market
   - Improve Project & Portfolio Management

2. Lower Life-cycle Production Costs
   - Improve Product & Production Development
     - Improve New Product Marketing
     - Improve Voice-of-the-Customer & Scanning Research
     - Improve Concept Development & Prioritization
     - Improve Project & Portfolio Management

3. Increase Revenue
   - Expand Number of Markets
   - Improve Cross-Functional Teamwork
   - Improve Culture of Innovation

4. Organizational Capacity
   - Maximize Technological Capacity
   - Increase Artistic Expertise
   - Improve Management Expertise
Strategy Summary: Why is Strategy Important?
Alignment, Clear Communications, Selection & Prioritization,
Measurement, Accountability, and Transformation

Strategic Initiatives

Vision
Mission
Values

Our successful future

Strategy = The path and plan for achieving a successful future

Operational Projects

Business Unit Operations

Day-to-day activities (operations) to implement the strategy

Local Projects

Individuals and Teams

How I fit in and how what I do matters

Your Presenters

Wes Balakian, PMP
Director, Project Management Group

• Founder and CEO of True Solutions, Inc., a Global Project Management Training and Consulting firm
• Author of 8 books on Project Management Training, delivery, value and use
• International speaker, consultant, and enterprise solutions delivery professional
• Various leadership positions held over the past 15 years in Project Management
• Masters in Project Management from George Washington University
• Graduate of the Project Management Leadership institute Masters class, Budapest 2008
• Institute Global Operations Centre --Over 200 presentations and webinars delivered in the past ten years
Practical Strategic Project Management

All Projects Support Strategy

Tier 1—Corporate Cross-Functional (Enterprise-Wide Impact)

Tier 2—Business Units Operational/Functional (e.g., Operating Divisions)

Enterprise-Level

Business Unit 1

Business Unit 2

Support Unit 1 (e.g., HR)

Support Unit 2 (e.g., IT)

Initiative A

Initiative B

Initiative C

Project A

Project B

Project C

Project D

Enterprise-Wide Strategic Initiatives (Projects) Directly Support Corporate Strategy

Operational Projects Support Business Operations
Strategy is Mid-Level Altitude

Customer/Stakeholder/Market Needs
- Mission
- Vision
- Perspectives
- Strategic Themes and Results
- Strategic Objectives and Strategy Maps
- Performance Measures and Targets
- Strategic Initiatives

Poll Question: “How is Project Management Used in Your Organization?”

- 19% Not much...loosely practiced, not well understood
- 33% We know what it is and use it sometimes
- 44% A lot, we understand it, use it and it is adopted
- 4% Not sure
What is a “Strategic Project Manager”?

- PMs who contribute to corporate strategy discussions
- PMs who manage projects with strategy in mind
- PMs who “start with the end in mind”
- PMs who put their individual projects in context with the “greater good”
- PMs who coordinate results across department boundaries

Strategy-Focused Project Managers: Prioritize Initiatives

Prioritized Strategic Initiatives:
Strategy-Focused Project Managers: Help Support Alignment

Aligned business units, projects, and employees

- Corporate
- Operating Division
- Division #1 Director
- Manager
- Team #1

Results

Executive Management Team
Business Unit Leaders
Organization Stakeholders
Management
Employee Level

Poll Question: “How Well do Your Projects Align to Strategy?”

- 42%: Some alignment exists but it’s not consistent
- 33%: Somewhat aligned and with some consistency
- 18%: Very well aligned and consistent

I don’t see much, if any, alignment

Roles and Responsibilities of the Strategic Project Manager’s Office

Contribute to Strategy Reviews
- Strategy Execution
- Strategic Analysis
- Strategic Initiative Portfolio
- Goal/Target Setting

Manage Strategy Execution
- Manage Strategic Resources
- Logistics Management
- Monitor & Report Performance
- Schedules & Milestones
- Employee/Culture Dynamics

Strategy-Focused Project Managers: Help Create Competitive Advantage
Practical Project Management

Agile Project Development

- Iterations start with customer feedback
- Successful ideas and learning incorporated into development

Refined customer needs

Customer Needs

Insights

First ideas developed

New insight 1
Agile Principles Adapted for Strategic Planning and Strategy Execution

1. Welcome and adapt to changing strategic assumptions
2. Work closer with customers to understand their needs, and aim to deliver early and continuous value
3. Iterative and tangible progress is delivered (and measured) frequently, with continuous attention to quality and meeting customer needs
4. Strategy is developed and executed by motivated individuals working in teams, who should be trusted
5. Focus on simplicity—the art of maximizing the amount of work not done—is essential

Agile values responding to change over following a plan

Critical Success Factors For Long-Term Success: Create a High Performance, Strategy-Focused Organization

Engaged Leadership
Change Management Incorporated
Fact-based Decision Making
Strong Project Management Discipline
Long-term Commitment
Motivated Behaviors
Nine Steps To Success™
Strategic Planning & Management System Framework

1. Assessment
2. Strategy
3. Objectives
4. Strategy Map
5. Measures & Targets
6. Strategic Initiatives
7. Performance Analysis
8. Alignment
9. Evaluation

About Us

We help organizations:

- Formulate, communicate, and focus on Strategy
- Alignment of day-to-day work to vision and strategy
- Prioritize and manage projects, services, products and resources
- Measure, analyze, and improve Performance
Strategy/Project Management Training:

- Strategy Essentials for Project Managers
- PMP® Exam Prep Training
- Balanced Scorecard Professional Certification
- KPI Professional Certification

References:

- Brightline Initiative, PMI
- Learning to Think Strategically, Julia Sloan, Columbia University
- Blue Ocean Strategy, Chan Kim and Renée Mauborgne
- The Institute Way, BSI
A link for the recorded Webinar and copy of this presentation will be emailed to you.

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