# OVERVIEW

Most large organizations have a well-defined Program Management Organization (PMO) in place that utilizes Project Managers both from within and outside of the organization executing on internal projects. While the PMO is equipped with the necessary tools and processes for success, project management standards are not being applied consistently across the organization.

*This problem appears to be driven by:*

- Lack of adoption of tools and methods
- Limited knowledge of how to apply tools and methods
- Inconsistent understanding and application of PM terminology and practices

*These limitations lead to challenges with:*

- Accurately tracking projects from milestone or financial perspectives
- Fully understanding the true project risks and their associated mitigation
- Appropriately sequencing activities and optimizing resources across programs
- Identifying cross-project/program constraints or dependencies
- Managing expectations of internal customers and project team members

*Without a shared understanding and adoption of PM tools and policies, the PMO will not be able to capitalize on the wealth of knowledge captured in the course of project execution and on the PMO website.*

RCI is uniquely equipped to help the organization PMO approach these challenges and ensure that the organization is able to operate consistently and serve the business in a meaningful and reliable way due to RCI's experience in the application of change management tools and techniques, a deep understanding of Project Management methodologies and standards.

# Solution Approach

Recognizing that the organization's PMO offers an established repertoire of Project Management tools and methodologies serving as a foundation for the organization's work, RCI's approach will focus on the layer that operates over this foundation: The Project Managers.

RCI understands that the true potential of tools and methodologies can only be reached when ongoing engagement and commitment of the Project Managers is achieved and when mechanisms for encouraging adoption and standard behaviors are consistently applied, measured, and continuously improved upon.

The solution will utilize change management practices to:

→ Drive awareness and adoption of tools/methodologies

→ Create standardized Project Management definitions and vocabulary

→ Re-energize the PMO team site and drive users to it

→ Monitor consistency in the application of new knowledge

*The Human Aspect of Change*
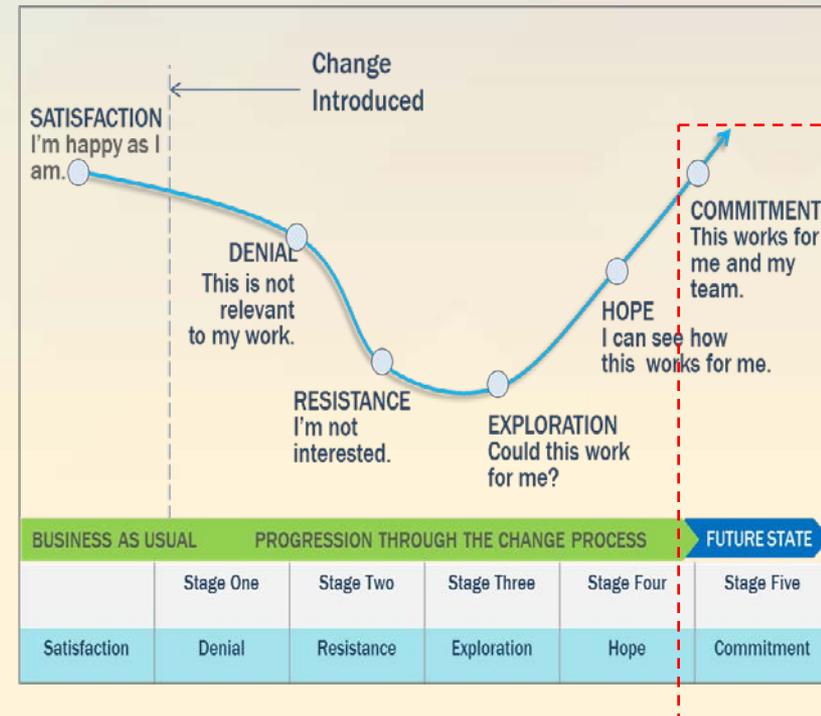
# Project Approach: Overview

RCI's approach utilizes assessments and analyses that altogether build an understanding of:

- Levels of user awareness of available tools
- Attitudes around applicability and value of tools
- Baseline skill levels of Project Managers
- Degree to which tool/method use is supported

Once these aspects are fully understood, the team will develop a plan to resolve the issues, likely with specific focus on cultural and habit change, aided by communications, engagement, training, and onboarding.

## Phase 1: Information Gathering & Analysis

### Business Needs Assessment
**Meet with leaders**

Work with key stakeholders in management to gain an understanding of the full scope of business needs and current problems

### Gap Analysis
**Current materials vs. needs**

Review current materials including PMO website, onboarding and training materials, PM communications; compare with needs.

### Information Gathering
**Capture cultural information**

Survey and meet with Project Managers to understand PM skills, experience, and attitudes, habits, and requirements related to PMO tools.

### Compile Results
**Analyze and conclude**

Assess results of all activities, interviews, and surveys from both qualitative and quantitative perspectives; baseline understanding.

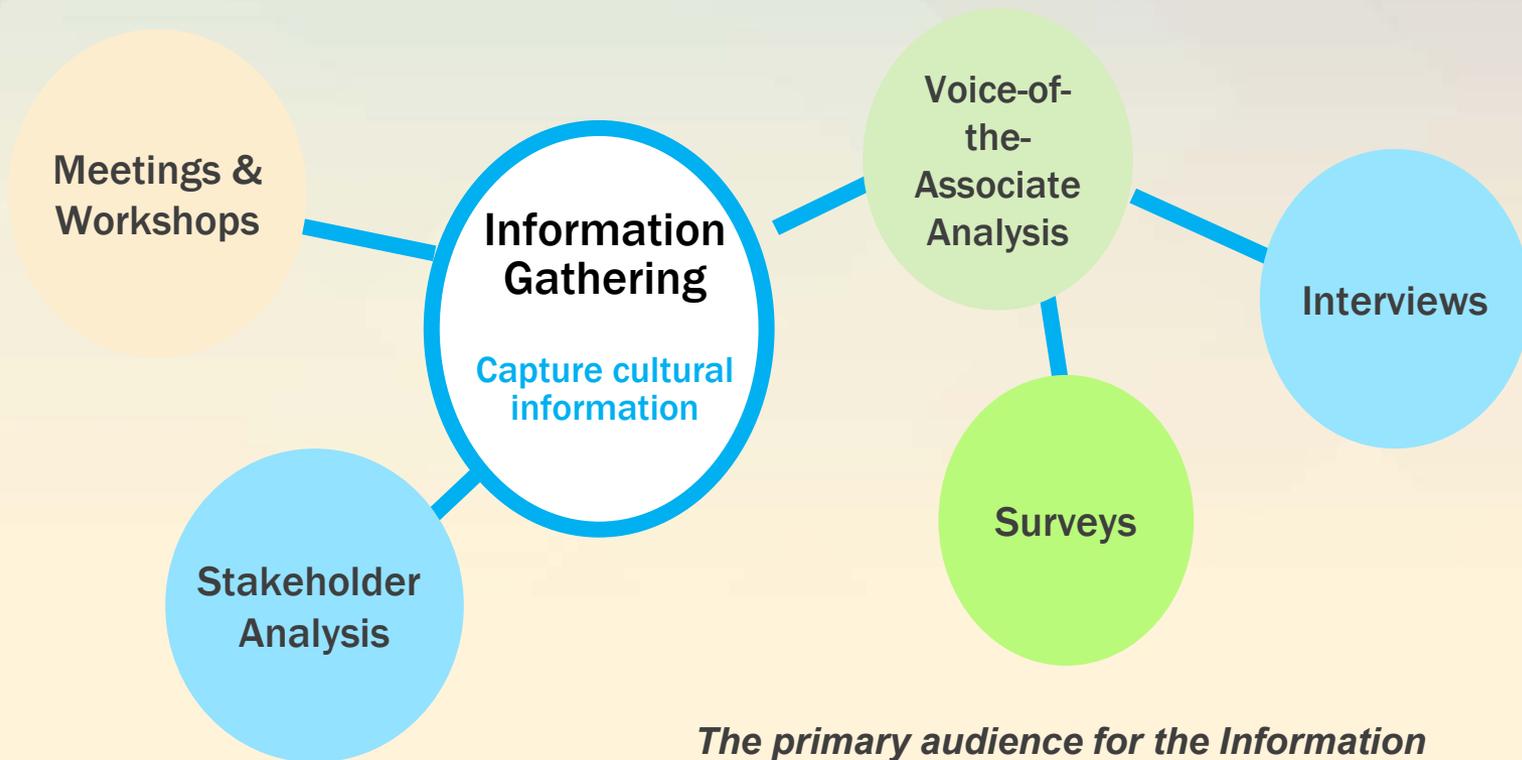### Develop Final Report
**Recommend a path forward**

Develop high-level executive presentation and a set of recommendations, from short-term quick wins to long-term improvements

## Phase 2: Development of Recommendations

# Project Approach: Information Gathering Methods & Tools

RCI will utilize its suite of tools and methods for information gathering that will ensure the collection of the appropriate information, and that project time and effort are applied thoughtfully across all stakeholders. Surveys, interviews, and communications will be customized to, and based on a thorough understanding of organization's project execution environment and culture.

**Meetings & Workshops**

**Information Gathering**

*Capture cultural information*

**Voice-of-the-Associate Analysis**
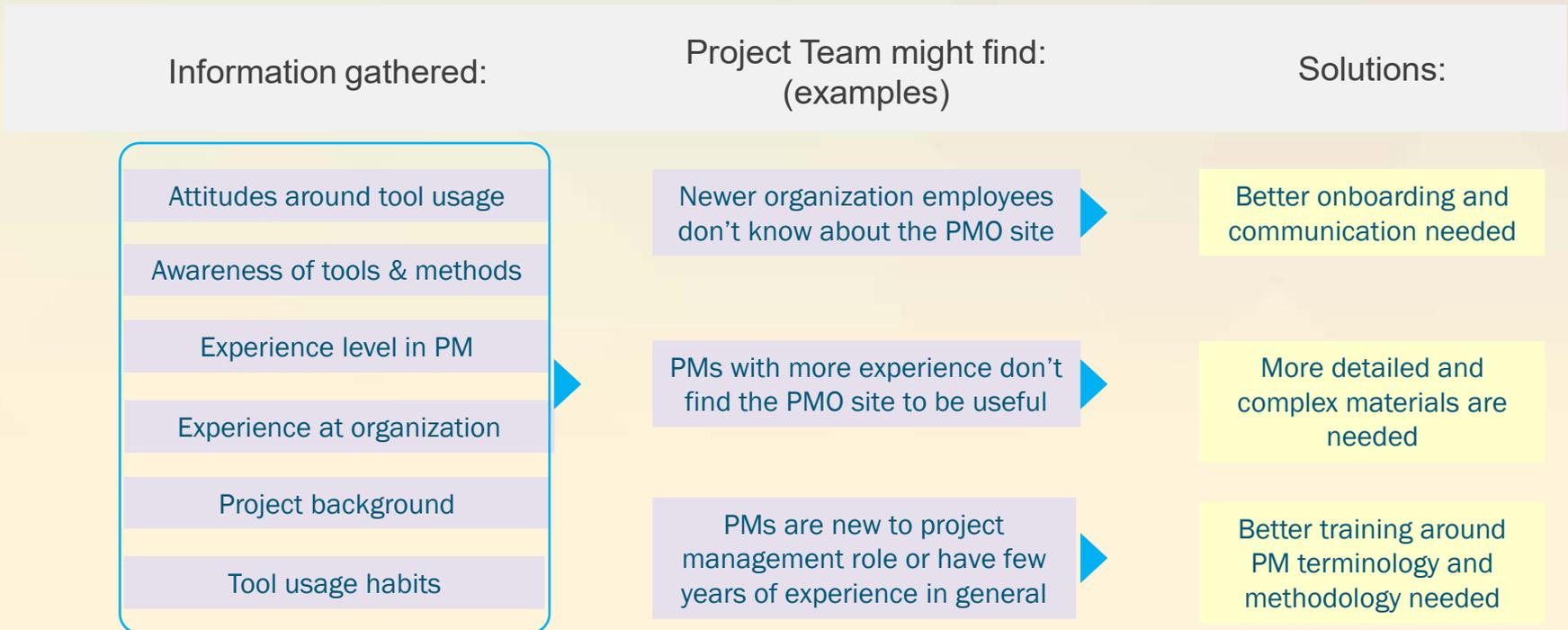
**Interviews**

**Stakeholder Analysis**

**Surveys**

*The primary audience for the Information Gathering stage will be Project Managers, as well as any other key stakeholder identified during initial interviews.*

# POTENTIAL OUTCOMES

The information gathered and the resulting analysis will shape the final recommendations. In an effort to ensure that early hypotheses do not influence project outcomes, the project team will conduct analysis when all applicable information has been gathered.

Once all information collection is complete, and the current state base-lined – The conclusions will then drive the most appropriate solution recommendations.

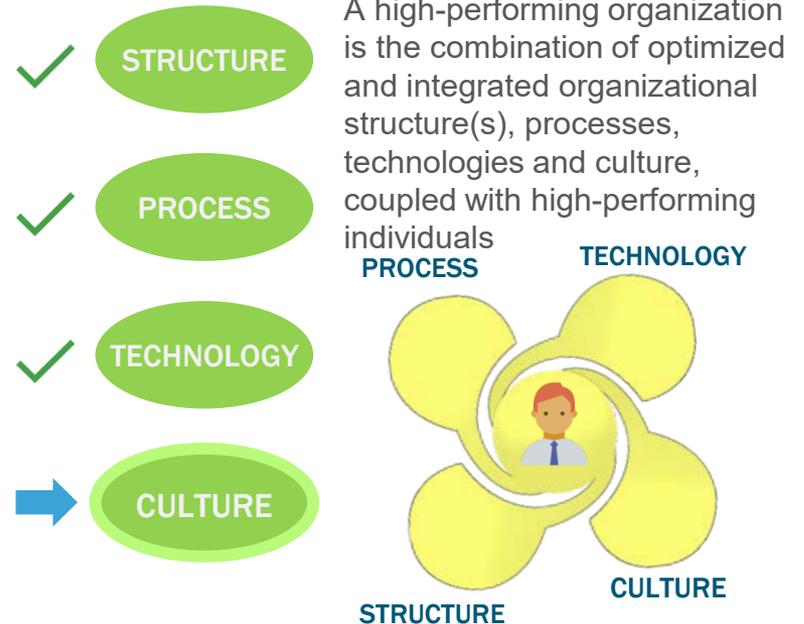| Information gathered: | Project Team might find: (examples) | Solutions: |
|---|---|---|
| Attitudes around tool usage | Newer organization employees don't know about the PMO site | Better onboarding and communication needed |
| Awareness of tools & methods | | |
| Experience level in PM | PMs with more experience don't find the PMO site to be useful | More detailed and complex materials are needed |
| Experience at organization | | |
| Project background | PMs are new to project management role or have few years of experience in general | Better training around PM terminology and methodology needed |
| Tool usage habits | | |

# Applied Change Management

Final recommendations will likely touch on training, onboarding, communications, and any other methods the PMO uses to influence and engage Project Managers. Ultimately, the aim will be to implement cultural and procedural change – to not only make sure that Project Managers understand the utility of tools available, but that their usage is cohesive and standardized, and that the result of these changes are monitored and tracked on an ongoing basis to ensure consistent  follow-through.

Cultural changes that are implemented and managed well are often the final ingredient in creating a high-performing organization.

Effective change management in this case will have a snowball effect, with positive, proactive change leading to more satisfied and effective employees who are able to produce high-quality work.

Addressing the human aspect of change management renders it a highly complex task. RCI has extensive experience building effective change management programs – with a strong record for successful change management at the organization.

## HIGH PERFORMING ORGANIZATION



STRUCTURE

PROCESS

TECHNOLOGY

CULTURE

A high-performing organization is the combination of optimized and integrated organizational structure(s), processes, technologies and culture, coupled with high-performing individuals

PROCESS

TECHNOLOGY

STRUCTURE

CULTURE

# Partial Client Roster

*RCI focuses on building long-term, repeat client relationships with Fortune 500 accounts and State and Local Government's in the markets that we serve*

# RCI'S TEAM OF PROFESSIONALS CAN HELP YOU:

- Reduce the number of applications and systems
- Automate manual tasks for more efficient use of resources
- Introduce new services, technology and solutions for improved scalability
- Integrate distinct systems for cross-system information sharing and improved operational efficiency, such as via Service Oriented Architecture (SOA)
- Identify a starting point, end point and logical process for Universal Systems Integration across the enterprise.

CONNECT WITH RCI

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