



Welcome to our event

Doing more with Less
Effective Portfolio Management





Clear Definitions

Project Portfolio Management (PPM) is the process of prioritizing and managing a list of projects in order to achieve specific business objectives.

Prioritizing is about decision making. How do I choose the right projects that will get me the most business value from my limited resources?

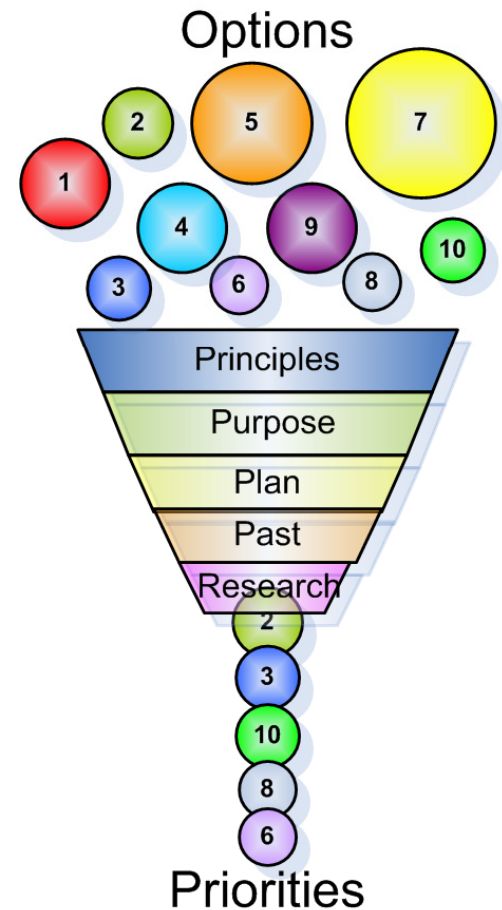


Agenda

- 1. Five steps to good decisions**
- 2. Selecting the South Pole expedition**
- 3. Using a PPM tool, @task**
- 4. Questions and Answers**

5 steps to good decisions

1. Know your Principles
2. Know your Purpose
3. Know your Plan
4. Know your Past
5. Do your Research



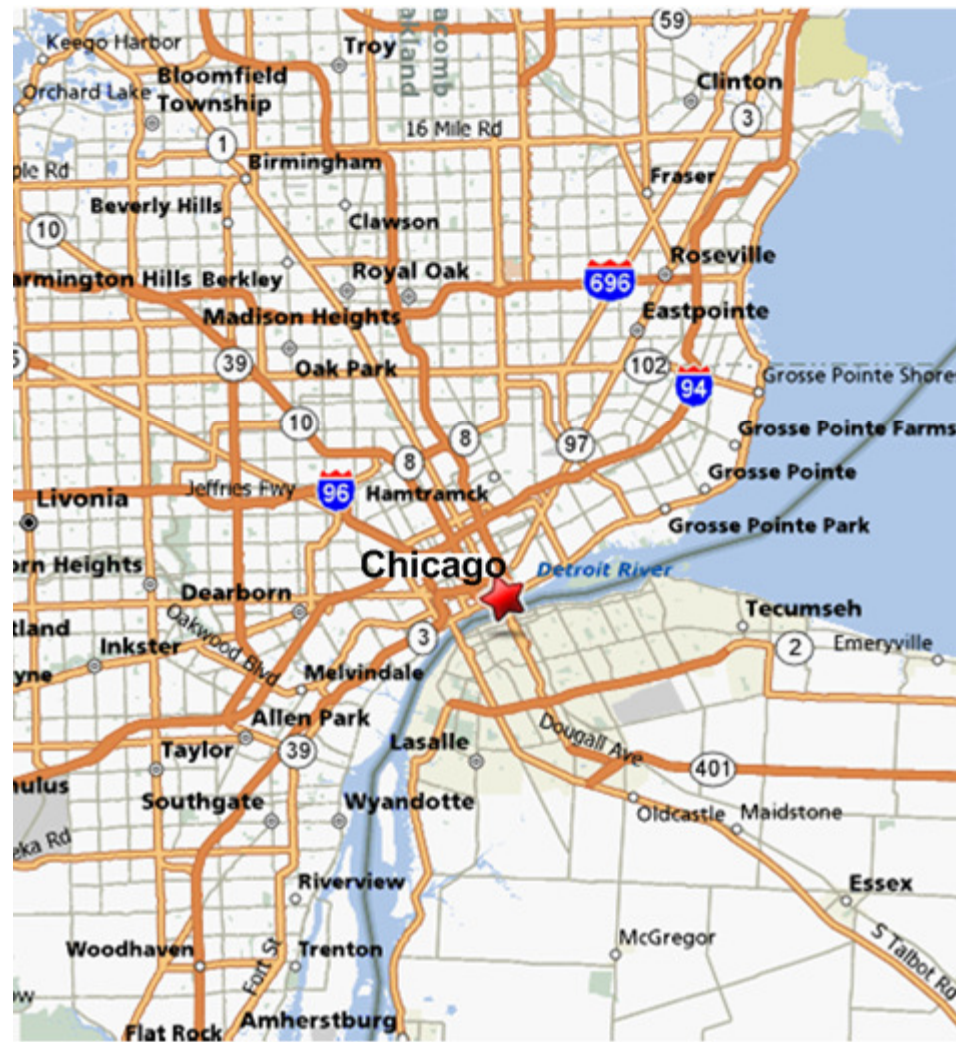


Notable bad decisions

- **ENRON**
 - Lack of principles has made them the poster child of corporate greed
- **Yahoo**
 - Lack of direction has made them a distant second to Google
- **Vietnam War**
 - No strategy allowed a vastly inferior technological army to stand toe to toe with the greatest army in the world
- **Hitler's Invasion of Russia**
 - He did not pay enough attention to history. He repeated Napoleon's mistakes
- **Battle of Gettysburg**
 - Stewart, Lee's cavalry got separated, without him Lee did not have enough information about his enemy, couldn't do his research

Know your Principles

- **Act as a map**
 - Wrong map will give wrong directions
- **Universal Principles**
 - Fairness
 - Integrity
 - Honesty
 - Human Dignity
 - Excellence
 - Service
 - Trust
- **No Negotiation**
 - If it violates your principles, don't do it!



Know your Purpose

- “Where there is no vision, the people are unrestrained Proverbs 29:18”
- “If you aim for nothing you are sure to hit it.”

*We **lack a focused, cohesive vision** for our company. We want to do everything and be everything—to everyone. ... We are **reactive** instead of charting an unwavering course. ...*

Brad Garlinghouse: SVP of Communications & Communities, Yahoo, "Peanut Butter Manifesto"

- Alignment with your vision should be your highest weighted criteria for selecting projects



Know your Plan

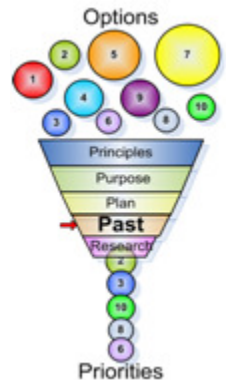
“Victory awaits him who has everything in order -- luck, people call it. Defeat is certain for him who has neglected to take the necessary precautions in time; this is called bad luck.”

- Your plan is your long term strategy for achieving your purpose
- A good plan will use metrics to determine how well the company is achieving its purpose
- Alignment with your Plan should be your 2nd highest weighted criteria for selecting projects



Know your Past

- Those who do not study the past are doomed to repeat it.
- Confront the Brutal Facts
 - Don't let history confine you
 - Let history inform you
- Corporate memory is a precious commodity
 - Play to your strengths
 - Build risk mitigation around your weaknesses



Do your Research

- “My people are destroyed from lack of knowledge”
Hosea 4:6
- “Fools rush in where angels fear to tread”
- Avoid paralyzes of analyses
- Require ROI or ROA analyses for all projects past the Idea stage
- Challenge expected gains and benefits
 - Discount soft benefits
- Ask probing questions about the costs
 - Treat sunk costs as “Out of pocket”
- Do not overlook the risks
- Use the “Smell Test”





The scenario

The year: 1910

You are the Royal Geographic Society (RGS)

Your Purpose: The advancement of geographical sciences
and support its practitioners

Your Principals: Quality and Dynamism

Your Plan:

- Awards and Metals for excellence in achievement
- Funding for field research and expeditions
- Public engagement and Policy

Your Past: Shackleton's 1907-1909 Antarctic trip, failed to
reach the pole by 150 miles



RGS scenario cont.

South Pole Portfolio

Project1: **Roald Amundsen**

Norwegian, born 1872 to a family of ship owners and captains

Education: Left medical school to join navy at age 21

Previous experience:

- Served on Belgian Arctic Expedition 1897-99
- Lead successful Northwest Passage Arctic expedition 1903-1906

Personality: Taciturn,

Funding: Lied to Sweden to get ship for expedition, creditors on tail

Plan: Use Dog Sleds

Take unknown route

Set up supply depots, take extra dogs, eat dogs

Project2: **Robert Falcon Scott**

English, born 1868 to a Brewer/Magistrate

Education: Navy career since age 13

Previous experience:

- Lead successful Discovery Antarctic Expedition 1901-1904

Personality: Intelligent, enthusiastic and charming

Funding: Private Donations

References: Sir Clements Markham (RGS President)

Plan: Use Ponies, Motor sledges, dogs and human hauled sleds

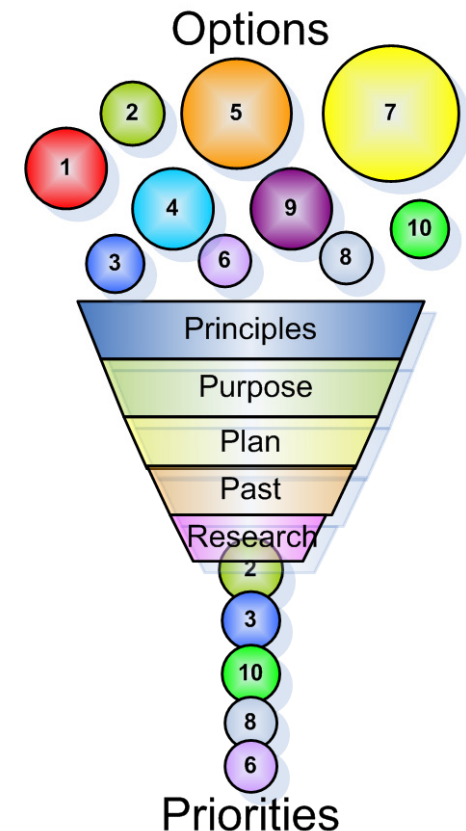
Take known route discovered by Shackleton

Set up supply depots, take extra teams to haul more supplies

Using a Decision Matrix

Decision Matrix for South Pole Portfolio

		Roald Amundsen		Robert Scott	
Must Haves					
Quality		Y		Y	
Dynamism		N		Y	
Weighted Wants					
	Weight	Score	W. Score	Score	W. Score
Funding	100	30	3,000	100	10,000
Experience	80	100	8,000	50	4,000
Project Plan	50	70	3,500	100	5,000
Total Score			14,500		19,000
Risk					
	Probability				
Bad Weather	100	100	10,000	30	3,000
Run out of supplies	50	100	5,000	30	1,500
Get Lost	20	30	600	100	2,000
			15,600		6,500



- Principles → Must Haves
- Purpose & Plan → Weighted Wants
- Past → Risks
- Research → Scores and ROI analysis

Using a Decision Matrix

ROI Analysis

All amounts in £

Costs

Ship
Supplies
Personnel
Animals and transport

Total

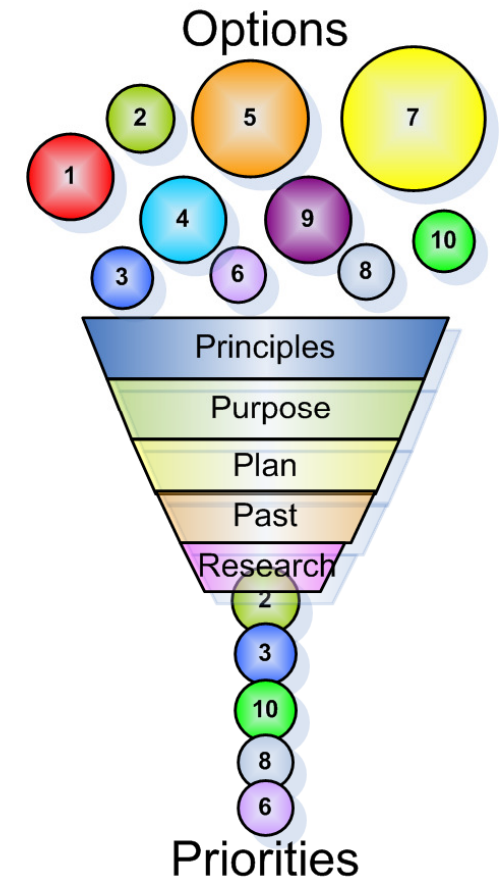
Revenues

Speaking engagements
Book
Personal Appearances

Total

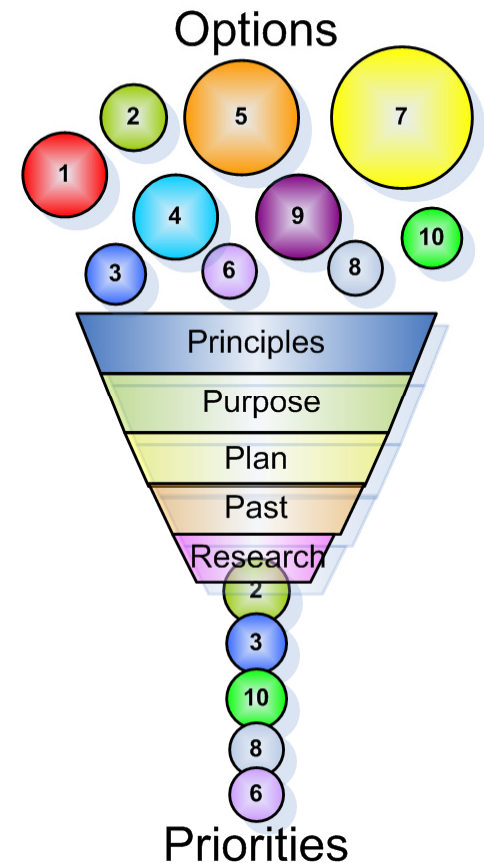
ROI

	Roald Amundsen	Robert Scott
Ship	10,000	12,000
Supplies	4,000	15,000
Personnel	7,000	12,000
Animals and transport	1,000	3,000
Total	22,000	42,000
Speaking engagements	12,000	25,000
Book	25,000	25,000
Personal Appearances	5,000	10,000
Total	42,000	60,000
ROI	91%	43%



Building a Scorecard

- Questions & Answers must be simple and non-ambiguous
 - Use True False or multiple choice answers
 - Principle based questions get negative weights
 - Weight remaining questions according to importance to purpose, plan and past
1. Is the team leader energetic? Y/N
 2. Does the team leader focus on quality? Y/N
 3. Education of team leader? List of Colleges
 4. Vocation of team leader? List of professions
 5. Number of previous expeditions of Team leader?
 6. Number of expeditions led by team leader?





Demo





Actual Results

South Pole Portfolio

Project1: **Roald Amundsen**

Left base camp October 19, 1911

5 men, 52 dogs, 4 sleds

Reached South Pole December 14, 1911

5 men 16 dogs, 4 sleds

Returned to base camp January 25, 1912

5 Men, 11 dogs, 3 sleds

Only incident was an abscessed tooth.

Project2: **Robert Falcon Scott**

Left base camp September 13, 1911

16 Men, 2 motor sledges, ponies, dogs

reached South Pole January 17, 1912

5 men 0 dogs, 0 ponies, man sleds

Other 11 men, dogs and ponies had returned to base camp, Motor sledges only went 40 miles

Final 5 all died on return trip,

11 miles from One Ton Depot March 29, 1912



Background

***Unlocking the potential of your business to
achieve excellence in project execution***

- Founded in 1997
- Headquarters in Pittsburgh, PA
- Principle Centered Leadership
- Extensive Project Management and Technology Consulting experience
- Consistent Growth and Profitability
- National Customer Base



How we accomplish our mission

TrueFit's Vision:

To provide solutions that give businesses the power to reach their fullest potential and profit from their technology investments



Financial Services Manufacturing Entertainment *Diverse Markets* *Solutions Served* Retail Distribution Professional Services

Custom Development

- .NET Development (Custom Solutions)
- Portals & Information Workflow
- Business Intelligence
- Application Integration

Network Services

- Messaging solutions
- Core Network Infrastructure
- Network Security Solutions
- Thin Client Technology

Portfolio & Project Management

- OnPoint Assessments
- OnPoint Implementation
- OnPoint Project Consulting Services (PM Staffing, Training, coaching, Project Process Improvement)



What Does TrueFit Do?

- Provide expertise to enable your organization to excel in project execution
- Proven Change Management to drive rapid user adoption and achieve business results
- Leverage best of breed project management technology to achieve exceptional results

19% of Projects **Fail Completely**

46% of Projects are **Challenged and Do Not Meet Success Criteria**

65% of Projects are **Late and Over Budget**

“We change the statistics for your organization”



@task helps companies
get work done





Company Overview

- Founded in 2001 in Orem, Utah
- Profitable Since 2003, Venture Backed
- 145 Employees
- 1,600 Customers
- Averaging 70 New Customers a Month
- Global—offices in US, Japan, China, and UK with partners throughout Europe, Australia, and South Africa



Johnson & Johnson

- Marketing Group at McNeil Consumer Health, produces point of purchase displays for Johnson & Johnson solutions
- **Goal:** Increase the number of annual projects completed while maintaining quality controls, Six Sigma, and SOX compliance
- **Result:** In first year with @task 300 projects were completed compared to 60 the previous year—a 500% increase





Industry Leaders Choose @task

Macy's • **Walt Disney** • Caterpillar • **Apple** • Library of Congress • **Google** • Novell
Louis Vuitton • **Whirlpool** • Time Warner • **Cisco** • San Francisco Chronicle • FAA
Raytheon • **Adobe** • NetFlix • National Institutes of Health • **NASA** • Mizuno • **GE**
Nielsen Media Research • **Toyota** • Greenpeace • **AT&T** • Smith & Wesson • Timex
Cotton • Northrop Grumman • ADP • McDonald's • **HanesBrands** • Quark • AAF
Wharton School of Business • **Chevron** • The Nature Conservancy • **Samsung**
Cardinal Health • Benjamin Moore • **Volvo** • US House of Representatives
• CBS • Abbott Laboratories • Grainger Global • **US Dept. of Health & Human Services**
HBO • **Johnson & Johnson** • Burton Snowboards • Ryder • **Amazon.com** • UCLA



Questions





We look forward to serving you!

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