

This paper is one of a series of short basic simple views on the acquisition, management and delivery of complex (particularly technology related) solutions. If you like the content, please feel free to use it (subject to acknowledging copyright).

**Programme and Project Management (PPM)**

There is a major industry dedicated to advice and education on PPM – so we won't re-invent the wheel. However, a few key views:

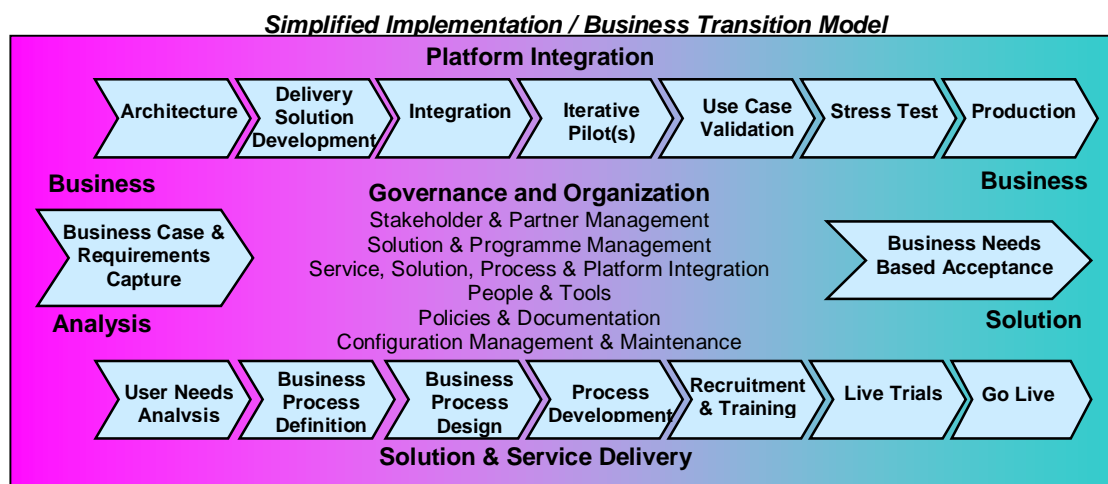
- PPM principles and tools are proven aids to help define vision, secure agreement to go forward, translate vision into delivery plans and delivery plans into desired outcomes
- effective delivery of desired outcomes embeds the policy/business requirement and strategy process into the delivery plan and vice versa
- with increasing complexity, pace and uncertainty affecting every aspect of business and social enterprise, good PPM process helps manage and pre-empt risk to assure desired outcomes
- effective PPM is about the intelligent adoption of PPM principles, scaled to impact and complexity, broken down into deliverable chunks - rather than a slavish or fixed methodology

Programmes or projects that fail mainly do so due to one or more of the following:

- poor Governance and Organisation - confused definition of roles, responsibilities and authority – between the client and the provider – within the client – within the provider – and so on
- not breaking the programme / project down to manageable bite sized pieces
- delay – particularly at the early stages – creates pressures that escalate disproportionately to the impact perceived at the time
- poor or late requirements capture and definition – particularly where this leads to late business acceptance criteria
- failure to anticipate collateral impact/demands on existing services/"business as usual"
- overambitious technology and tools getting in the way of business needs and process
- hierarchical / silo protecting cultures (can be either or both client and solution provider)
- not involving / implicating the business user in progressively validating progress meets his needs

**Planning, Transition and Execution**

Each business solution can require different process, tools and technology to capture needs and requirements, pre-empt and manage risk and execute the solution.



While most of these activities are continuous and often parallel rather than sequential, this diagram illustrates a typical high level path from an emerging business need to an enabling solution.

While this looks complex, effective programme/project management will break down the process into manageable deliverable chunks while maintaining focus, progress, communication, alignment, ownership and accountability against the big picture business goals.

A good strategy or initiative is useless without effective execution.