



**10–12 May
Milan, Italy**

Congress Notes

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EVENT INTRODUCTION

- **PMI Global Congress EMEA 2010**
- **Milano Convention Centre, Milan, Italy**
- **10 – 12 May 2010**
- **From 09:00 to 17:30**
- **1000 attendees from 40 countries**
- **50 “Areas of Focus Presentations”**
- **Generally 5 parallel sessions**

EVENT INTRODUCTION

Areas of Focus:

- **Consulting and Sales Skills**
- **General Business Skills**
- **Industry Specific Issues**
- **New Project Management Trends**
- **Professional Development Skills**
- **Project Management Issues**
- **Project Management Skills**
- **Project Management Tools**
- **Research**
- **Soft Skills**

EVENT INTRODUCTION

- As we can see from the areas of focus presentations, during the congress, special importance was given to *program management* and *agile management* subjects...
- *Why?*

THEORETICAL BACKGROUND

- Projects are traditionally ordered, but in the *last decade*, they have become more and more “unordered”.
- These circumstances have giving rise to disciplines like *agile management* and *program management*, which deal with complex issues that traditional project management is ill prepared to tackle.

THEORETICAL BACKGROUND

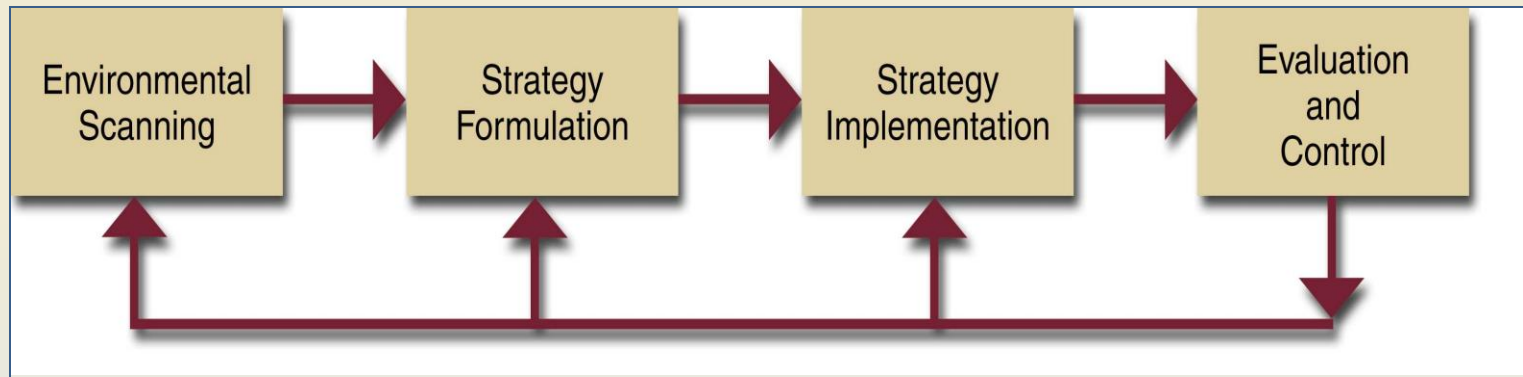
My Ph.D.
Notes

- **Management** is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources.
- **Effectiveness** : Doing the right things.
- **Efficiency** : Doing things right.
- **Program Management & Agile Management are related with effectiveness...**

THEORETICAL BACKGROUND

My Ph.D.
Notes

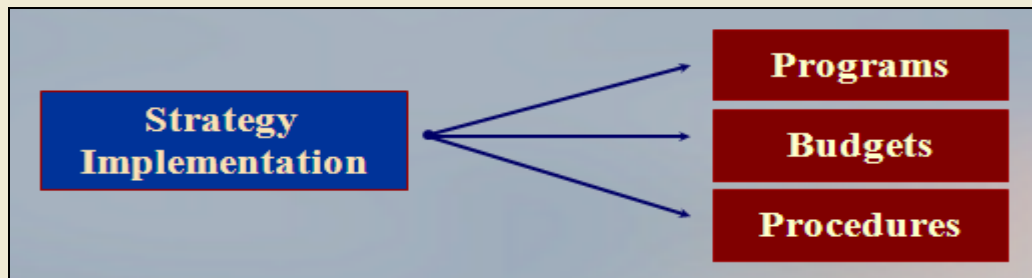
- ***Strategy management is a set of managerial decisions and actions that determines the long run performance of a corporation.***



THEORETICAL BACKGROUND

My Ph.D.
Notes

- ***Strategy implementation is realized through programs ...***



- ***Today all organizations are “open systems” instead of old days “closed/rational systems”.***
- ***As a result organizational strategies, goals and needs change very fast, affected from the environment.***

PROGRAM & AGILE MANAGEMENT

- Agile Management and Program Management are based on the concept of creating *stakeholder value*. They share a number of common concepts like,
- An *evolutionary and adaptive development*, which translates into gradual and **measured release of benefits**.
- The team as an integrated system where *all stakeholders are actively involved*.
- An approach based on simplicity to *improve response to changing demands and turbulent environments*.

PROGRAM & AGILE MANAGEMENT

- In both programs and agile development, *responsiveness is the measure of value* whereas in project and traditional management, efficiency & reliability are key to success.



PROGRAM & AGILE MANAGEMENT

- Programs are not big projects.
- Programs deliver benefits of strategic importance and/or are part of a *strategic plan*.
- In today's turbulent environment, strategies are constantly in evolution and in consequence, so are the programs that deliver them.
- *The essence of the program is to deliver benefits, but benefits can only be delivered when the results of the project are implemented into the business through operations, and therefore the program extends into operations.*

PROGRAM & AGILE MANAGEMENT

- **Example:**

Benefit → Going to Mars → Program

Product → Rocket,

Building the Rocket= Project

Product → Space Center,

Building Space Center = Project

Product → Astronaut

Astronaut Selection & Training= Project

.....

PROGRAM & AGILE MANAGEMENT

- ***Example of 2 successful projects :)***

Security cameras **✓**

LCD Screens **✓**

But what is the benefit ???



PROGRAM & AGILE MANAGEMENT

- Traditional project management requires a clear scope and defined parameters at the onset.
- *Projects that are complex, involving many unknowns in terms of design and the effect that results have on expected benefits cannot be managed using traditional project management methods.*
- Agile methods do not condone scope creep: They condone tailored delivery of user's true requirements, even if it involves changing the product along the way.

PROGRAM & AGILE MANAGEMENT

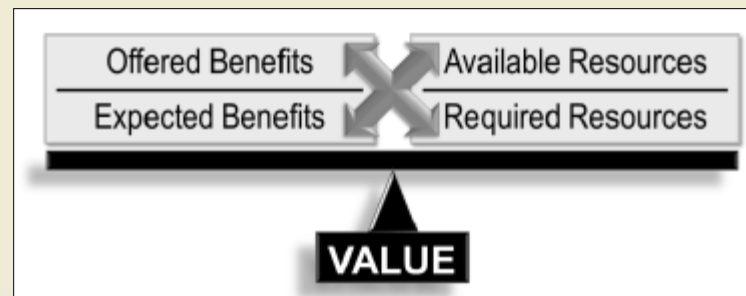
- **As can be seen through these clarifications, both program and agile management develop in a *iterative way and are constantly realigned, based on measured results to ensure they deliver stakeholder value.***
- **Both put a great focus on prioritization of effort and requirements, this is definitely a *value management approach.***

PROGRAM & AGILE MANAGEMENT

- Until project results are used by the business, any project is an *expense*.
- Benefits can be measured only *after* the project result has been delivered and used.
- Agile management helps deliver benefits on an ongoing basis during the course of the project by identifying and focusing on small incremental working versions of the agreed expected result.
- Program management helps to decompose the strategy into prioritized expected benefits and pace their delivery in an agreed manner.

PROGRAM & AGILE MANAGEMENT

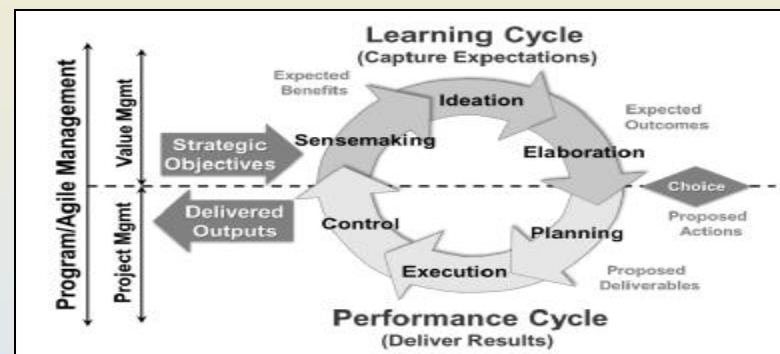
- If development occur in parallel with implementation, the program/agile-project team will focus on change as opportunities rather than change as risks and use a value approach to do so.



- *Responsiveness to evolving stakeholder/user demands and stakeholder involvement is the key to success.*

PROGRAM & AGILE MANAGEMENT

- Both program and agile management are driven by a clear vision that can be broad at the start and needs to be refined as the program/project evolves.
- It is driven by the delivery of a series of prioritised capabilities/benefits that, through continual feedback, influence the next stage.



PROGRAM & AGILE MANAGEMENT

- **Collaboration between all the actors in the process is essential to ensure that the program and its component project will deliver the strategic objectives.**
- **In programs, if the strategic objective and expected benefits have not been defined accurately and prioritized the result will not deliver value.**
- **In a turbulent environment, through its user involvement, ensures that an ongoing stream of working deliverables are produced and well integrated into a whole.**



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GRACE...