

Hyde Park Solutions

# Ready, Set, Go! Is Africa Ready for Action

simplified complexity

Project Success  
What does Good look like?

14<sup>th</sup> August

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## Why projects fail? Understanding failure enables success!

31<sup>st</sup> July at 13:30 GMT+1

*Understand why project failure in developed countries is only a partial guide and indicator as to why projects might fail while developing Africa. If we recognise the attributes of failure and plan to avoid them, we are better off. Hear HPS as we identify the 5 chilling facts of project failure, identify how to avoid these. Finally we work out if P3M3 can help African organisations avoid western project pitfalls.*

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## Project Success - What does Good look like?

14<sup>th</sup> August at 13:30 GMT+1

*Having understood why projects fail, we need to avoid these pitfalls in order to plan for success. So, what does GOOD look like? It has long been agreed by western governments and industry that portfolio and project management principles such as P3M3 and PPM offer real benefits. Hear HPS as we explain P3M3 in simple terms, what is it, how does an organisation employ these principles in a practical way and what are the benefits on offer. Finally, we discuss if P3M3 can simply be rolled out across Africa, or if it needs to be tailored to each industry, organisation or region.*

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## How does my organisation benefit – What do we need to do next?

28<sup>th</sup> August at 13:30 GMT+1

*Having understood why projects fail and what P3M3 has to offer, how does my organisation or government benefit? What do we do next? Hear HPS as we detail a number of simple Check List steps. First, it is important to understand where you currently are as an organisation and how far you want to go. We discuss each of the seven P3M3 perspectives along the journey to developing a simpler more robust project and portfolio management process that is strategically aligned to delivering organisation goals and benefits. Finally, do you really need anything more than Excel and SharePoint to run projects and portfolio(s).*

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## Why use an Abacus when you have a financial calculator?

11<sup>th</sup> September at 13:30 GMT+1

*Having understood why projects fail, what P3M3 has to offer and a checklist of what to do next, let's look at what tools could help? Hear HPS as we explore the options to IT enable your PPM initiative. First, you could use Excel, Word, PowerPoint and SharePoint but you will need to reinvent the PPM wheel. Oracle invests millions each year to maintain and develop its leading set of tools so why not use these? We discuss how using these best practice tools can quickly start you on your journey to developing simpler more robust projects and portfolio management processes.*

# Meet your presenters



**Andrew Ross**

Andrew is a successful PPM consultant and technologist with a 25-year history of business consulting, solution architecture within portfolio and project management.

He brings a unique blend of industry, practice and Oracle Primavera product knowledge.

Andrew is proud to lead the HPS team.

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**Pierre Morel**

Pierre has over 15 years experience as a management consultant with a focus on P3M3 and P3O.

Pierre's ability to bridge business and technical workstreams is vital if you are delivering a solution that both business and technical users need to agree with.

He specialty areas are P3M3, PMO, centre of excellence, GDPR, Stakeholder Management, Local Government, Portfolio Programme and Project Management and Data Governance.

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**Daleen Strydom**

Daleen has over 15 years' experience in the Portfolio, Programme and Project Management space.

She has expertise within a wide range of organisations across Engineering & Construction, Oil and Gas, Mining, Utilities and Finance Services.

A project portfolio management subject matter expert, with a guru level of understanding of the Oracle Primavera suite. Having implemented at least 50 PPM solutions she is well placed to work with you to implement your solution.

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# What does “Good” look like?

- Housekeeping
- Portfolio Management: success comes through doing “**the right things**”
- Programme and Project Management: success on how to “**do things right**”
- Case Study:
- Key question: how to tailor these approaches to *your* organisation?
- Conclusion
- Next
- Questions & Answers



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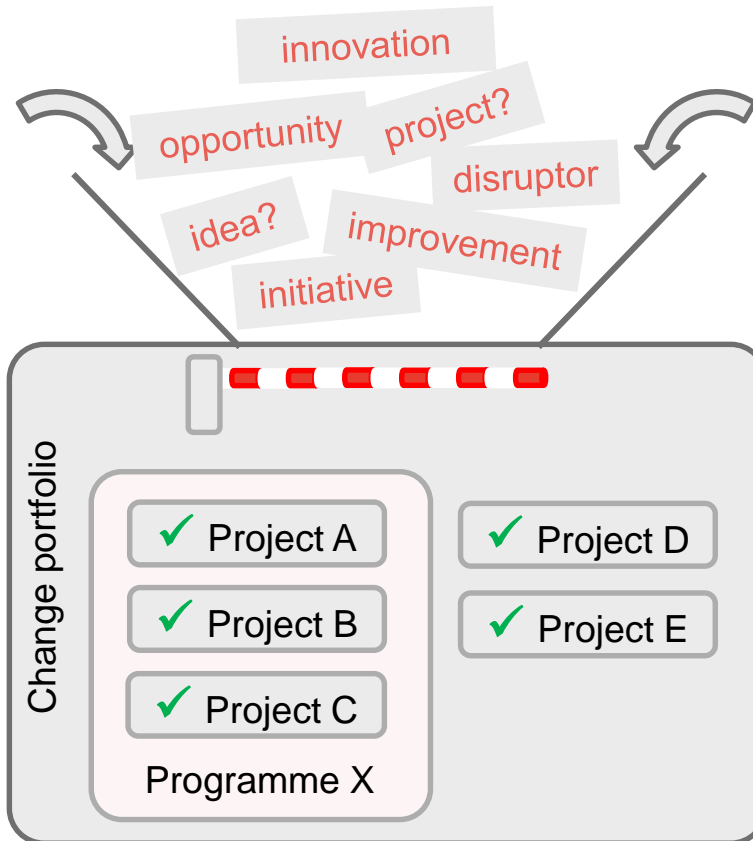
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- We will survey you for feedback, please help us improve future sessions.



# Landscape - Overview



HOW  
MUCH ?!?!?!



# What is a Portfolio?

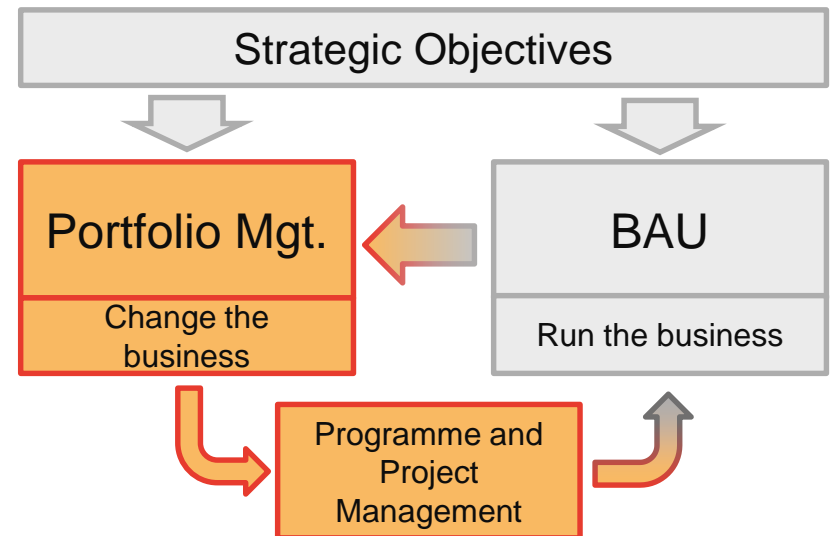
“An **organisation’s portfolio** is the totality of its **investments** in the **changes** required to achieve its **strategic objectives**.”

Portfolio management is the process by which strategic objectives are translated into an appropriate set of programmes and projects (“initiatives”).

A coordinated collection of strategic processes and decisions that together enable the most effective **balance** of **organizational change** and **business as usual**.

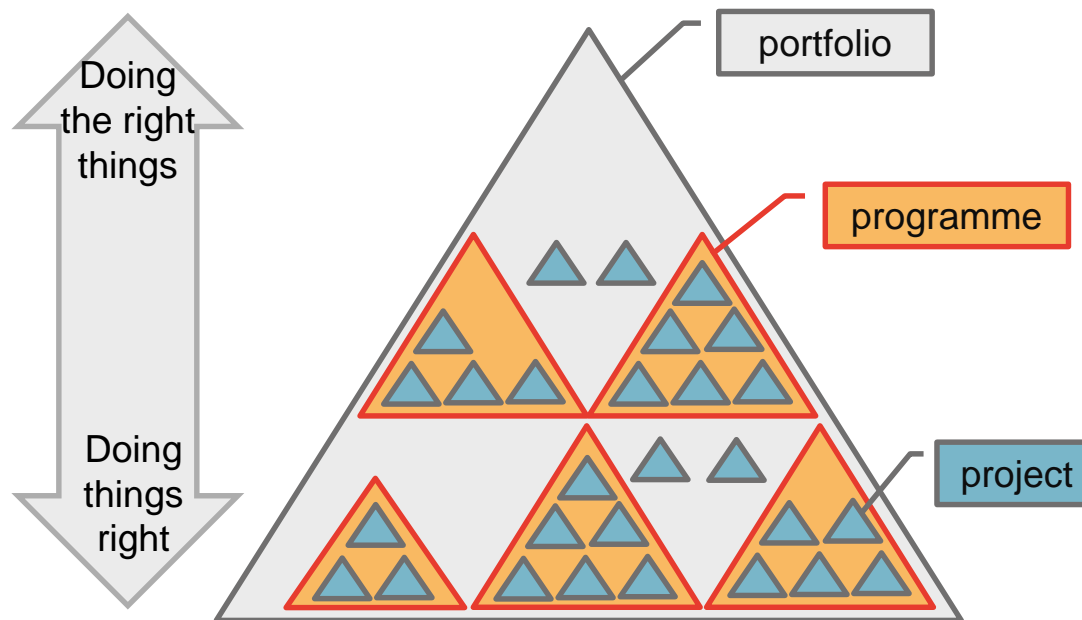
Flexible activities, integrated and used collaboratively, to enable more effective and informed decision-making:

- Why an initiative is selected
- Contribution of each selected initiative
- Impact of the selection, transparency
- Continuous monitoring



# What is a Program vs Project?

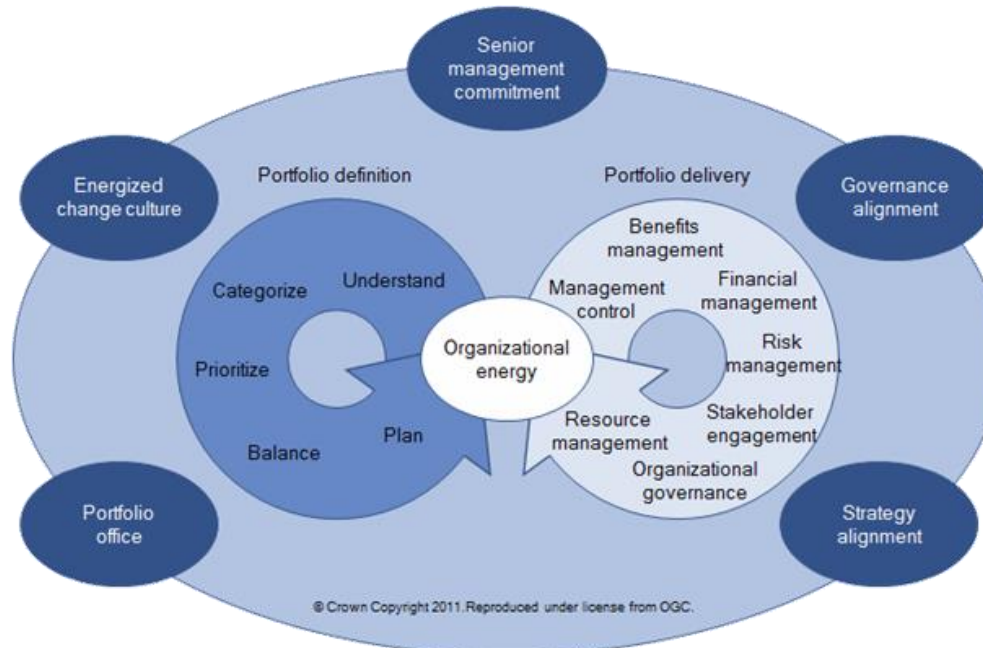
- A programme is a temporary and flexible organisation created to deliver **outcomes and benefits** through a set of related projects.
- A project is a temporary organisation which will deliver an **output** in accordance with a **business case**.





# Portfolio Management: explanation

- There are two processes: Definition and Delivery, 5 principles
- There is no “hard sequence” between each step



- **Portfolio definition** needs to be considered as a pre-requisite to a tool implementation, which greatly facilitates **portfolio delivery**.
- Portfolio delivery follows the process perspectives of P3M3 (next session)

# How do we take advantage?

- Portfolio Management provides a number of benefits:
  1. Best return on investment to support strategic objectives
  2. Identifies and removes duplicate initiatives (projects/programmes)
  3. More effective implementation of initiatives, their dependencies and other constraints
  4. A greater focus on benefits realisation
  5. More efficient resource utilisation
  6. Enhanced transparency, accountability and corporate governance
  7. Better control: ability to re-direct resources when initiatives do not deliver a sufficient strategic contribution
  8. Improved communications along the entire “golden thread”, from strategy down to initiatives contributing to it.

**portfolio management is a pre-requisite to success, and will greatly inform any tools implementation, by bringing governance and processes to the fore.**



- **Portfolio Definition**

- Classification & categorisation
- Strategic alignment - prioritisation & selection
- Governance – (production, IT, innovation, sales & marketing)
  - idea management – early stage investment initiative capture
  - sophisticated 5 tier approval process (in governance meeting or workflow based)
  - global business planning (next financial, by site - rolled up to BU)

- **Portfolio Delivery**

- Deliver Organisational Strategy (more than 40 sites ongoing)
  - financial planning & value analysis (IRR, NPV)
  - business risk assessment & management
- Planning & Scheduling Management
  - simple scheduling in portfolio tool & detailed scheduling in planning tool
- Stakeholder visibility & control



- DEFINE what the “organisation” is. It may be a department, a geographical location, a directorate, or the entire company
- The delivery documentation is not prescribed, and can be adapted, which may make its production much less difficult and more automated.
- Ensure “one version of the truth”, and exploit it in various ways (ie. use a common reporting environment)
- Apply the portfolio management principles, adjust to your organisation’s size, governance, geographical implementation...
- Whatever tailoring is used, maintain standards and consistency: the approach is for the entire “organisation”. Establish a framework, and ensure you comply with it.

# Key Points to Remember

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- Know what good looks like - what does **good** look like:
  - do the right things (**choosing** through portfolio management)
  - doing things right (**executing** through programme & project management)
- Adopt an approach that is holistic: you need to consider each and every aspect, even if you decide to tailor specifics
- Review the benefits of portfolio management and see which would be the most useful to your organisation
  
- Next Session - P3M3







## Questions & Answers?

