

PMI BENELUX DAY 2003

From Project Manager to Business Partner a profession in evolution



Project Manager, is your project in line with executives expectations ?

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Why don't they?



Why don't executives consider Project Managers as business partners?



Too often Project Managers don't assume executives concerns:

- Project Managers promise ...
 - improved productivity, better customer satisfaction, improved skills, improved "quality", ...
- Executives need ...
 - more profit, more stakeholder value, better cash flow, easier ability to get funding, and greater competitiveness.



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How should we ?

How should Project Managers behave to be considered as business partners?

Project Managers must help executives to execute

- Executives must deliver in **two key areas**:
ongoing operational results and improvement efforts.
- Project Managers must help executives deliver on **their improvement effort goals**
 - Help executives meet **the goals on which they are measured**
 - Link projects to **strategic objectives**



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Impact on project management

Key Success Factors to gain executives support

Impact on managing one project

- Do preferably (only) the right projects
- Link project progress to strategic objectives
- Accelerate final delivery in order to increase ROI
- Manage human resources and bottlenecks, avoid overload
- ...

Impact on project cycle

- Include communication and facilitation techniques in the project activities
- Enlarge scope for problem solving, reduce scope for solution delivery
- Reduce methods and tools to the strict minimum necessary to achieve business objectives
- ...



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Impact on multi-project management

Key Success Factors to gain executives support

Impact on project portfolio management

- PMO reporting structure must have responsibility both on the **supply side** and on the **market side**. Final authority is in the hands of an **executive committee**
- Make PMO **self-sustaining**. **Measure and communicate PMO benefits**
- Provide relevant information **for decision making**
- Select the **right projects**. **Balance** the project portfolio
- Manage projects flow as a **Critical Chain**
- Focus on **business goals, projects, resources and assets**
- **Support** projects and functional managers, do not only control
- Avoid micromanaging
- ...



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Part 2



The point of view of a senior manager of Fortis

- What is the professional context of a senior manager?
- What do I expect from project managers?
- How to work together as partners?
- Useful PM skills in a partnership
- As a conclusion ...

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The context of a senior manager



What does my company expect from me?

I have responsibility for the Credit Organization and Project Management for all entities and countries of Fortis Bank besides Belgium and Netherlands.



What is my professional context?

- scope is very wide and complex
- responsibility runs on the long time
- good relationship network is critical
- many unpredictable events happen
- objectives and constraints may vary continuously
- fitting the company culture, strategy and politics is of primary importance



What is my major challenge ?

Master risks !!!

↪ Realize change !!!

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What do I expect from PM's?



Help in reducing my risks

When defining project scope, objectives, approach, ... they should not come with the big framework

They should provide **flexible Project Management solutions** taking account of my scope, objectives, constraints, risks, ... which is the context of the project.



Preserve my relationship network

By definition, a project has a start and an end. Once the project completed, the Project Manager leaves. I stay.

They must maintain good relationships **allowing me to move on project after project.**



Assimilate to the company culture, strategy and politics.

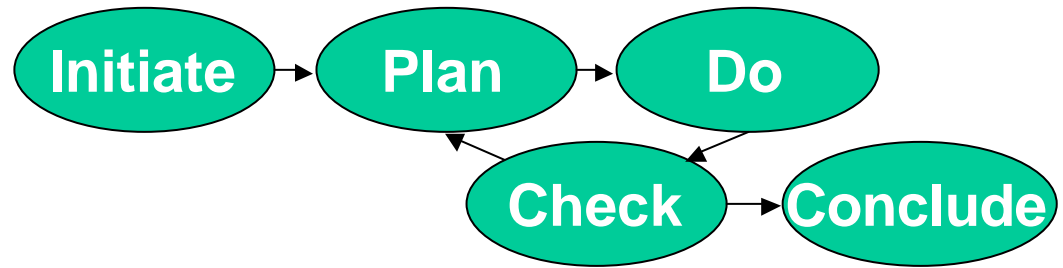
Project managers must realize **they work in a wider context.**

They must **invest a lot more in understanding** it all.

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How to work together as partners?



Initiate

- Senior Manager (SM) explains **his global context**
- Project Manager (PM) **is empowered** by investing in context understanding
- SM explains **the problem to solve**

Plan

- PM brings **quickly flexible solution options** for project management
- They make an **agreement**

Check

- SM explains **changes in the problem to solve** (Event driven)

Conclude

- PM assesses his delivery
- SM assesses **the results**
= **contribution of the project delivery to his own goals.**



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Useful PM skills in a partnership

Soft skills mainly matter

Senior managers expect PM's

- to understand their problem,
- to help them solving a part of it,
- to lower their risks,
- and to deliver solutions contributing to their goals.

What about hard skills?

Speaking to senior managers in terms of methods, techniques, tools, ... may disturb the partnership.

Often, senior managers will consider they loose time because this is not their problem.

PM's are supposed to use it for managing their projects.



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As a conclusion



Project managers do not have to do my work.

**They must achieve their own objectives
while taking mine into account.**

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