A city skyline at sunset, featuring several prominent skyscrapers. The sky is filled with colorful clouds in shades of orange, red, and blue. The buildings are illuminated, with some lights glowing. A semi-transparent blue horizontal band is overlaid across the middle of the image, containing the title text.

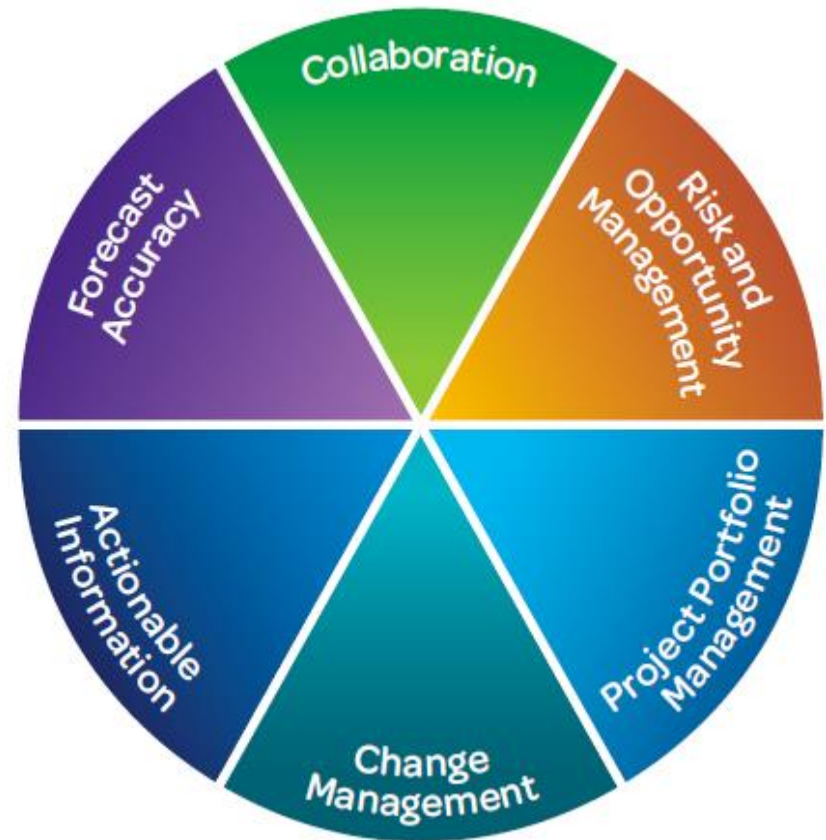
Seeing Really is Believing: 6 Elements of Visibility and Control

Kim Koster, Director, PPM

Six Elements of Visibility & Control

To achieve complete financial and business control, organizations need visibility into six essential areas of project management and financial operations:

- Forecast Accuracy
- Collaboration
- Risk and Opportunity Management
- Project Portfolio Management
- Change Management
- Actionable Information

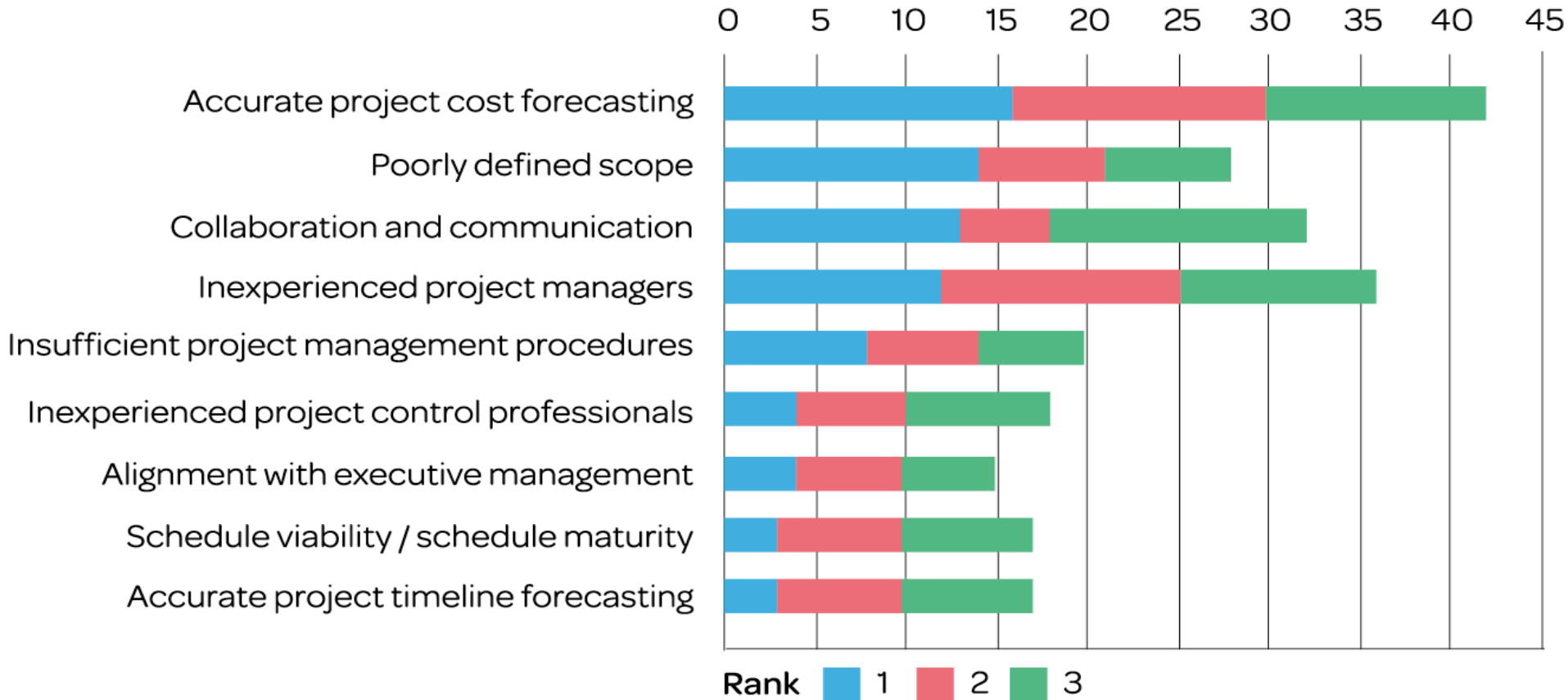


Polling Question

Question: Which one of these elements of visibility and control does your organization struggle with the most?

1. Forecast Accuracy
2. Collaboration
3. Risk and Opportunity Management
4. Project Portfolio Management
5. Change Management
6. Actionable Information

Top Project Management Challenges



A Day In The Life...

SCHEDULED ACTIVITIES

8 AM	Status the IMS
9:30 AM	Complete the Variance Analysis
10:30 AM	Attend Risk Management Meeting
12 PM	All Hands Meeting
1:30 PM	IPT Meeting
3:30 PM	Plan out New Scope to Contract

UNPLANNED ACTIVITIES

9 AM	Major Engineering Risk Identified
10 AM	Emergency Risk Board Meeting
12:30 PM	Complete What – if scenarios to cost and schedule
5 PM	Emergency Customer Review

You give the board the answers they need.

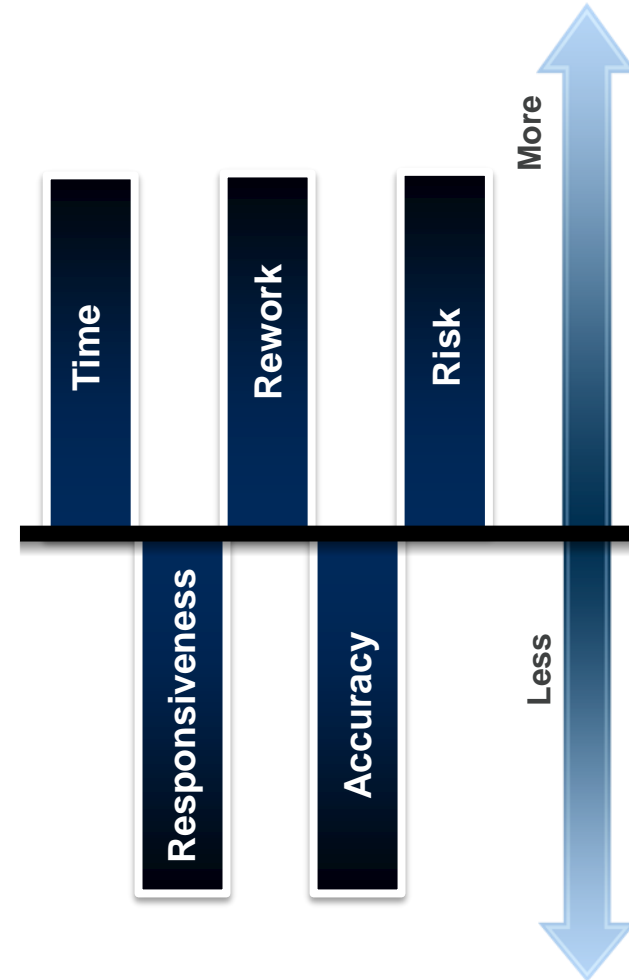
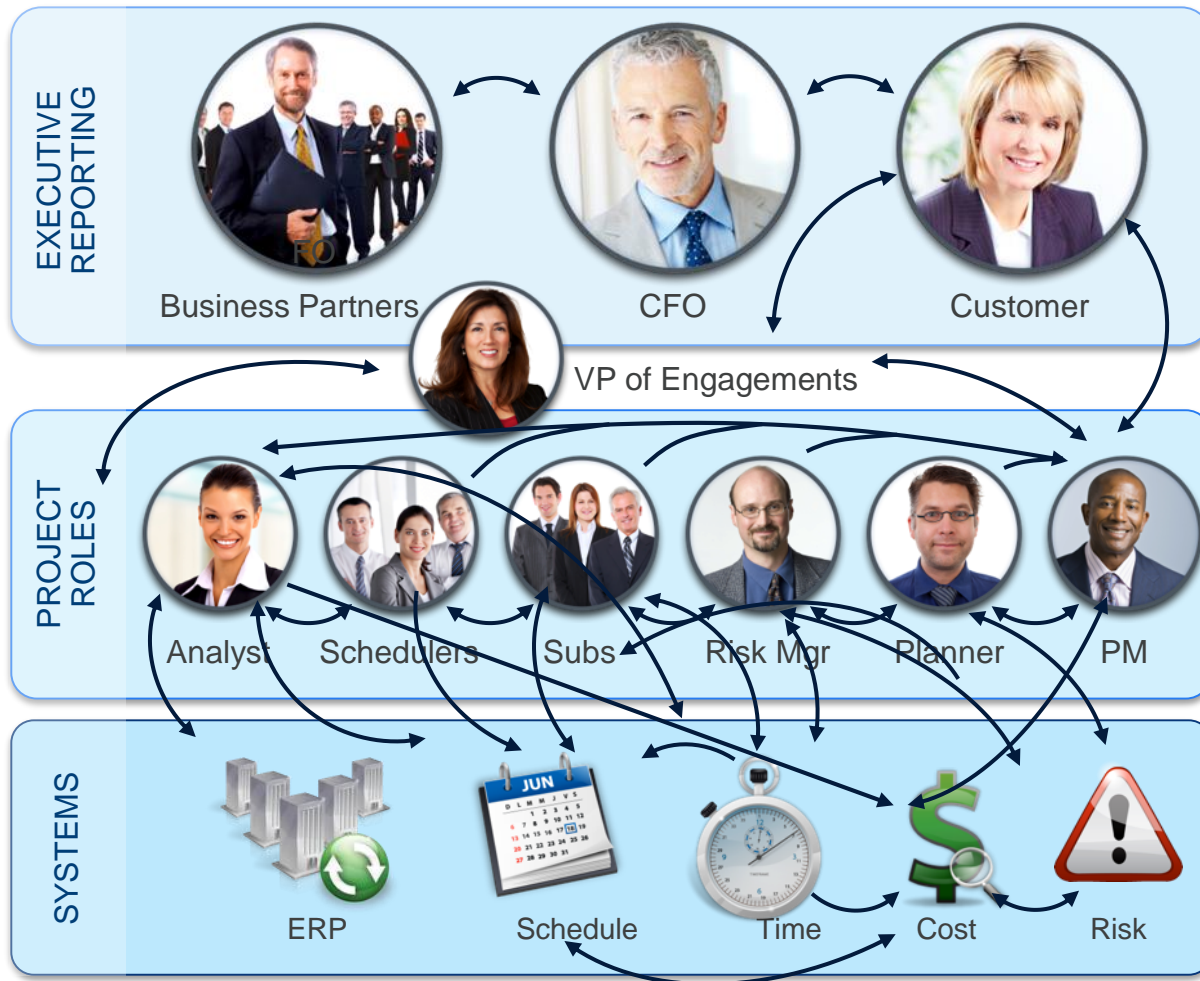
7AM

11AM

3PM

7PM

Engagement Support System



Six Elements of Visibility & Control

Forecast Accuracy

- Collaboration
- Risk and Opportunity Management
- Project Portfolio Management
- Change Management
- Actionable Information



Six Elements of Visibility & Control

Forecast Accuracy

- Project-level forecasting
- Resource planning
- Revenue plans
- Timely visibility to proactively make decisions



Check List: Forecast Accuracy

A circular icon with a purple background showing silhouettes of people in a meeting.

PEOPLE

- Concept Training – Budgets, Schedules, and EACs
- Tools training where appropriate
- Role based training on company policy

A circular icon with a yellow background showing hands shaking over a document.

PROCESSES

- Establishment of Baseline (Cost and Schedule)
- Define who is responsible to complete & approve the forecast
- Frequency of Grass Roots or Bottoms-Up Forecasts
- Certifications?

A circular icon with a blue background showing interlocking gears.

TOOLS

- Time Phased by Resource and Element of Cost
- Capability to do What-if'ing and compare multiple forecasts
- Will easily integrate with a scheduling tool
- Access to the information for decision making

Six Elements of Visibility & Control

Collaboration

- Better communication needed
- Automated business processes
- Standard Key Performance Indicators (KPIs)



Check List: Collaboration



PEOPLE

- People are social, they need a venue to socialize
- Need information to make decisions
- Role based conversations with all stakeholders
- Alerts based on defined roles



PROCESSES

- Define a business cadence that will force collaboration
 - Daily, weekly, monthly, quarterly
- Workflows that allow all the stakeholders to gain insight into the process



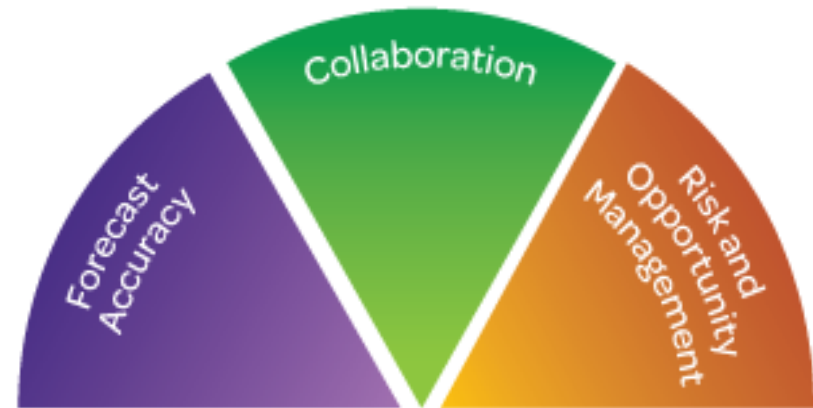
TOOLS

- Tracking conversations without maxing out email y
- Notifications of issues that effect work
- Management by Exception
- Process Enforcement and Tracking

Six Elements of Visibility & Control

Risk and Opportunity Management

- “Do more without more.”
- Move to fixed-price contracts
- Minimize surprises



Check List: Risk/Opportunity Management



PEOPLE

- Provide a risk culture
- Reward reporting of risks and opportunities
- Provide role based training on risk/opportunity discipline



PROCESSES

- Have a RIO policy in place for project/portfolio/and enterprise
- Schedule Risk Analysis (SRA) at proposal and execution
- Mitigation steps, inclusion in EACs and Schedules
- Diagnose the schedule and understand the risk



TOOLS

- Collaborative risk register
- Scoring for each level of the organization
- Mitigation Plans and MR burn-down
- Optimization tools

Six Elements of Visibility & Control

Project Portfolio Management

- Visibility into existing projects and pipeline
- Comprehensive and consistent data
- Resource adjustments



Check List: Project/Portfolio Management



PEOPLE

- Communicate organizational goals to employees
- Train BD and other capture personnel on the gate process
- Role based training on where to access data that effects their work



PROCESSES

- Consolidate project information into the portfolio level
- Proposal processes and the need for upfront analysis
- How to gain access to data – past and present



TOOLS

- Understand the performance of the product line
- Provides information on projects, PMs, etc... Understand business mix – FP vs. CP
- Bottoms-Up Portfolio view

Six Elements of Visibility & Control

Change Management

- Efficient and accurate contractual changes
- “What if” analysis
- Consistent documentation



Check List: Change Management

A circular icon with a purple background showing silhouettes of people in a meeting.

PEOPLE

- Train on Change Control process processes
- Communicate the need to avoid scope creep
- No hand shake agreements in this environment

A circular icon with a yellow background showing hands shaking over a document.

PROCESSES

- Robust change control processes
- Workflows that force adherence
- Detail out how to replan/restructure work
- Contract Value updated timely

A circular icon with a blue background showing interlocking gears.

TOOLS

- Forces compliance to the processes
- Sand box environment to do what if analysis
- Management by Exception
- Automation of the change control process (cost/schedule)

Six Elements of Visibility & Control

Actionable Information

- Identify, plan for, evaluate, communicate and manage obstacles
- Automated alerts
- Data rich, knowledge poor
- Drill-down capability



Check List: Actionable Information



PEOPLE

- Encourage participation in the creation of dashboards and reports
- Define dashboards and reports that different roles require
- Train on the information in the report (ie. Thru dates)



PROCESSES

- Need report generation and format change (IT)
- Define cadence so that status delivered on a defined basis
- Define the use of BI vs. Associative Tools



TOOLS

- Associative model analysis
 - Users can drill the way they think
 - KPI's delivers that are role appropriate
- Monitor project/program status and KPI

Six Elements of Visibility & Control

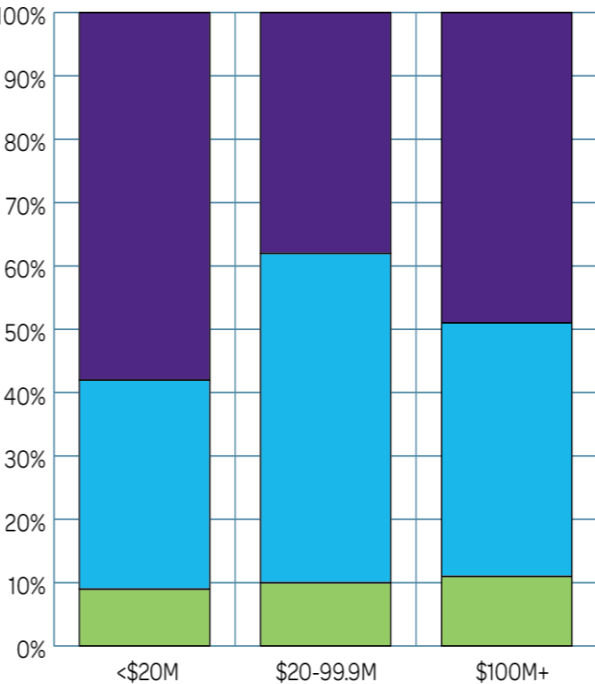
When organizations implement solutions that deliver these six elements of visibility and control, they provide their financial and program managers, as well as executives, the tools they need to improve predictability, avoid surprises and better manage profit margins.



3 Year Project Visibility Trend

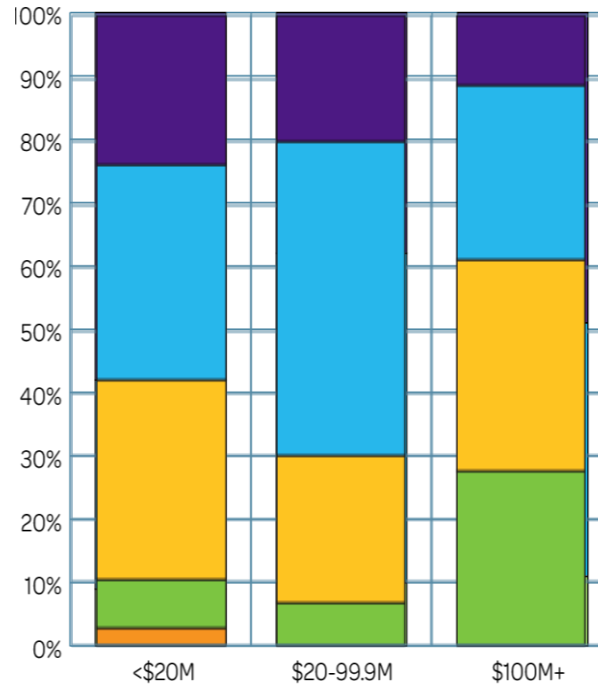


2012 Project Visibility



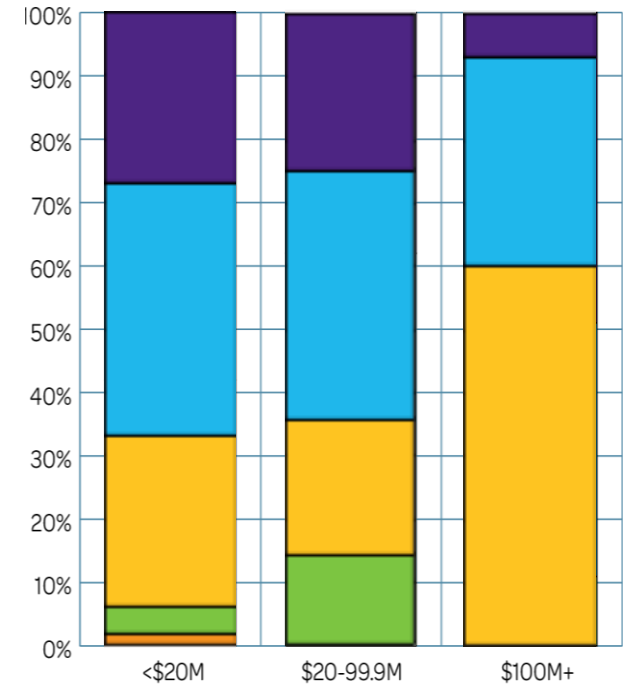
Firm Size by Revenue

2013 Project Visibility

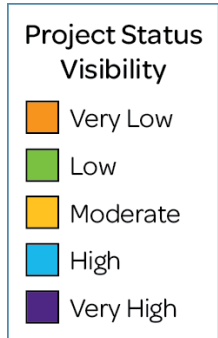


Firm Size by Revenue

2014 Project Visibility



Firm Size by Revenue



Polling Question

Question: Is project visibility in your organization...?

1. Low
2. Medium
3. High

Visibility and Control Drives Business Advantages

- All stakeholders have a clear understanding of Who, What, When
- Current performance is available for course correction
- Everyone is marching with focus to achieve the same goals
- Resources are managed across the enterprise
- Automated insight into project/programs/portfolios
- Improves Control by arming Executives with decision making information



Manage
Profit



Reduce
Surprises



Increase
Predictability

Contact us with questions!



kimkoster@deltek.com



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