

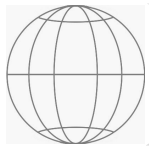
Managing (IT) Projects Globally

– Chris Veros

December 5, 2006

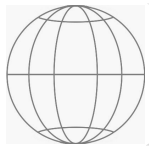


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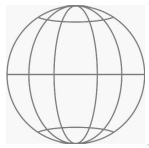
Key Dimensions Of The Project Using This Framework

- Number of Sites
- Number of Teams
- Number of Staff
- Budget



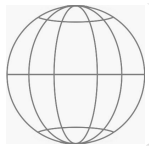
This Project's Dimensions

- 200 + Sites Worldwide
- 4 Global Regions, 2 teams each
 - Americas
 - Europe
 - Asian Pacific
 - Middle East
- Total Budget: Over \$50M USD



Guiding Principles of the Project Management Culture

- ❖ Project Management skills are most valued when combined with other professional skills: IT, Engineering, Accounting, etc.
- ❖ Don't obsess with administration - Strike a balance between chaos and bureaucracy
- ❖ The basics - e.g. assembling a Gantt chart, etc. are important, but this is easy, relative to mastering the other skills.....



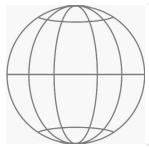
Critical Qualities and Skills

- Leadership
- Consensus - Building Skills
- Interpersonal / People Skills
- Effective Communication
- Results - Oriented
- Ethical
- Flexible
- Financial Management



Common Challenges in managing a project

- ✚ Properly estimating, timeframe, resourcing, budget requirements
- ✚ Coping with unpredictable developments e.g. economic changes, external forces, etc.
- ✚ Maintaining Project Scope
- ✚ Keeping the team focused, motivated, and working to plan
- ✚ Preparing the organization for changes that will occur when the project is delivered



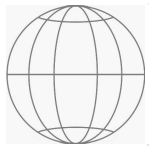
The Added Complexities Of A Global Project

- The project will be on a larger-scale
- Multiple Sites
- The Team may be geographically dispersed - different timezones
- Different countries mean different work philosophies, holidays, currencies, costs, taxes, legislation, etc.



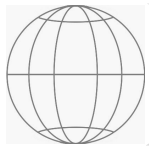
So How Do You Manage a Global Project?.....

- ✿ Stay focused on strategic objectives and benefits which justified the project
- ✿ Build a Project Management Team, with appropriate regional representation
- ✿ Plan Globally, Deliver Locally



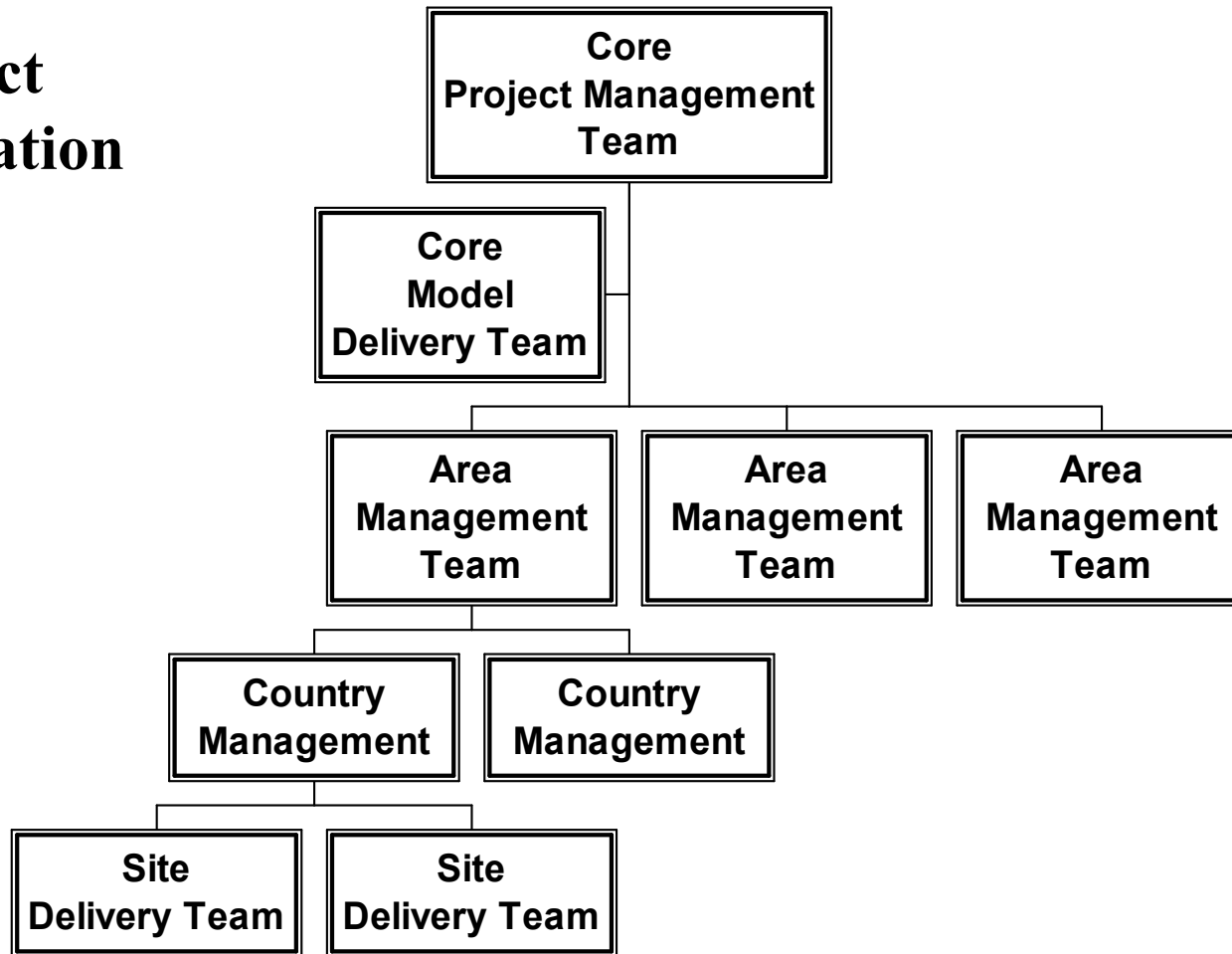
So How Do You Manage a Global Project?.....

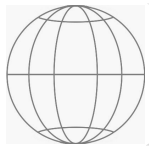
- ❖ Determine the appropriate global standards
- ❖ Encourage Local Representation right from the Project's Beginning
- ❖ Allow for Local requirements
- ❖ Empower Local delivery teams



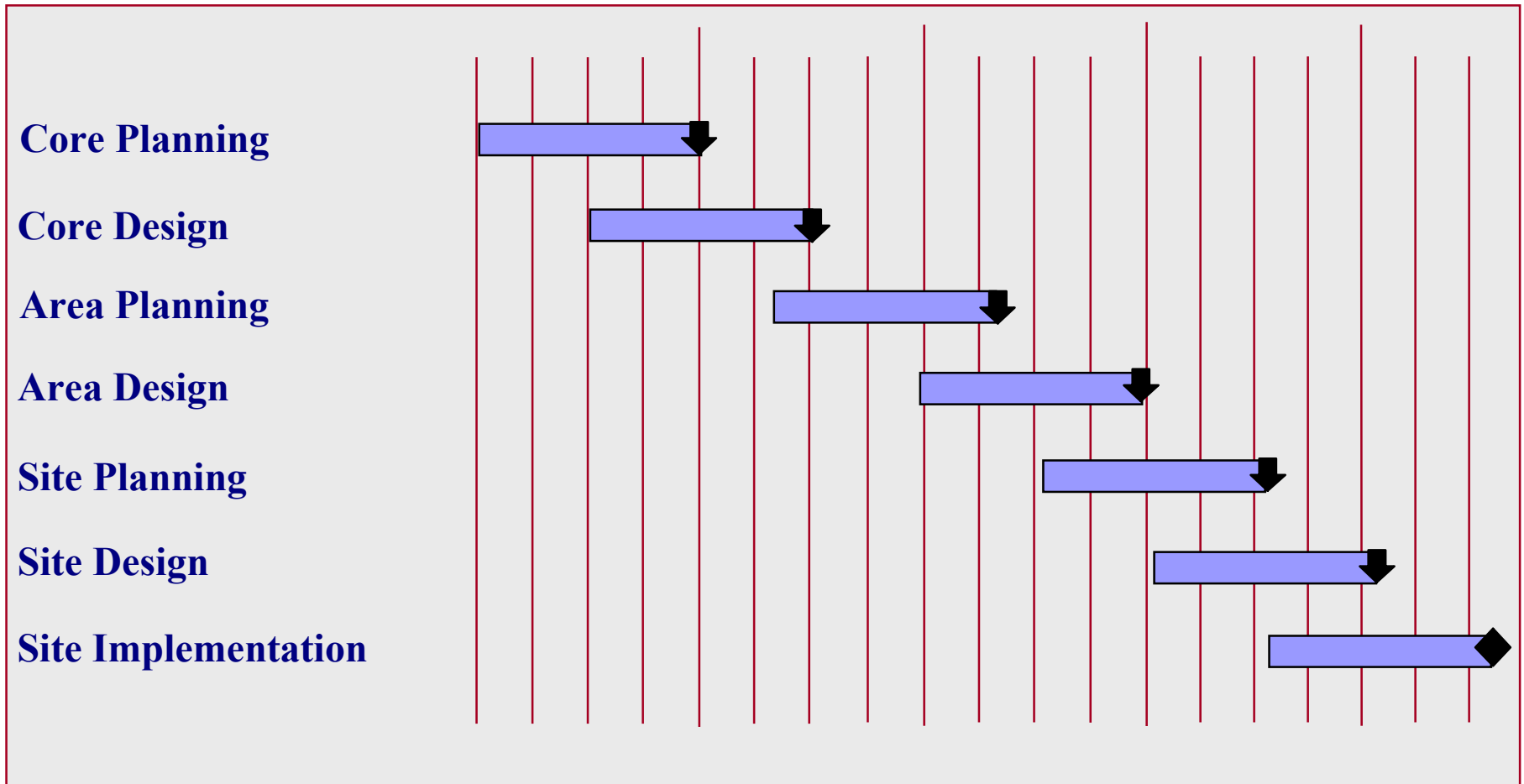
A Global Delivery Model

Project Organization





A Global Delivery Model





A Global Delivery Model

✚ Core Planning

▣ Project Milestones

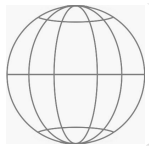
- End Date, Target Dates for Areas

▣ Overall Budget

- Round numbers, from Top-Down Planning

▣ General Staffing Levels

- i.e. Number of FTE's



A Global Delivery Model

✚ Core Design

- ▣ Design Common Project Components
 - Link these to achieving key benefits
- ▣ Develop Core Design Specification
- ▣ Maybe Prototype
 - Depends on feasibility, cost-effectiveness
- ▣ Core Design might represent up to 60% of the Total System Design



A Global Delivery Model

📍 Area Planning

📍 Area Milestones

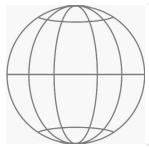
- Fitting within the Core Plan

📍 Area Budget

- More Detailed Numbers, Based on preliminary Site Planning, having workshop/pilot/prototype

📍 Area Staffing

- Determine Number of Site Teams, Personnel Required, Site Roll-Out Schedule



A Global Delivery Model

✚ Area Design

- ✚ Design Area Project Components
 - In addition to, not instead of the Core Design
- ✚ Develop Area Design Specification
- ✚ Prototype, perhaps Pilot
 - Depends on feasibility, cost-effectiveness
- ✚ Area Design might represent up to 80% of the Total System Design



A Global Delivery Model

📍 Site Planning

📍 Site Milestones

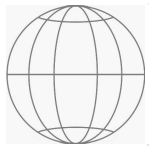
- These fit within Area Plan, and are coordinated with local site staff to minimize disruption

📍 Site Budget

- Detailed Numbers, Based on approved Site Plan, a bottom-up planning process

📍 Site Staffing

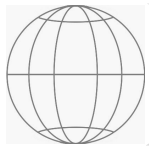
- Determine the people that will be assigned, assignment timeframes (from-to dates)



A Global Delivery Model

📍 Site Design

- 📍 Design All Remaining Project Components
 - Within Core/Area Framework
- 📍 Develop Site Design Specification
- 📍 Conduct Enterprise Pilot
 - Walkthrough with Site Representatives
- 📍 Finishing Site Design means system design should be complete



A Global Delivery Model

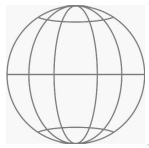
📍 Site Implementation

- 📍 Construct Site Implementation as per design
- 📍 Maintain Project Focus, Scope
 - Formal Change Control
- 📍 Acceptance Testing
 - Should be straightforward if plan has been executed successfully to this point
- 📍 Formal Issue Management / Tracking
- 📍 Cutover to Production



Main Areas of Risk

- ❖ Data Conversion
- ❖ Maintaining Design, avoiding non-conformance
- ❖ Maintaining Scope i.e. Process Re-engineering, "R" vs. "r", analysis paralysis
- ❖ Remember that Prototypes and Pilots are throw-away, so budget accordingly
- ❖ Sites are where the implementation really happens - they need the resources most



Questions & Answers, Discussion Session

- Thank You

