

Context Alignment and Project Portfolio Excellence

Aligning contexts to take advantage of self-organizing behaviors

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Active development projects



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Self-organizing behavior

- Knowledge workers tend to self-organize work to efficiently achieve the perceived goals
- In today's "flat" organization managing context is essential



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Balanced Score Card Best Practices

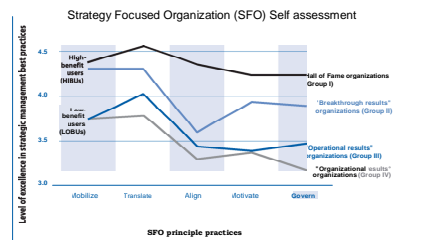


Figure 1. Relationships between managerial excellence and levels of BSC benefits

This chart comes from the Balanced Scorecard Report, published by The Harvard Business School, July - August 2004. Participants rated their level of practice excellence on a one-to-five scale, where 5 = best practice. The data suggests consistent difficulty in "Align" and "Motivate" vs. "Translate" - this illustrates how context alignment can add value, even in BSC environments.

Storytelling is strategy in human terms



The Company is its story



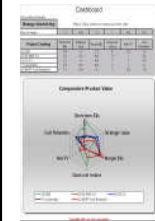
A coherent story is a virtual workspace that informs work



Enabling self-organizing behaviors that achieve strategic coherence

Example: A workflow that exposes misalignment

Analytic Hierarchy Process

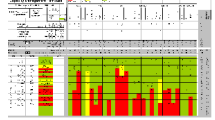


Project Value Tool

Strategic assumptions



Theory of constraints

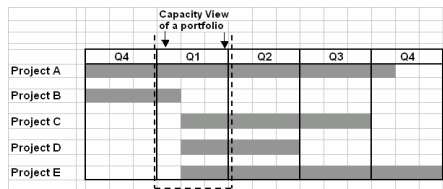


Capacity Mgmt Tool

Results:
Alignment and better execution

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Time view vs. capacity view

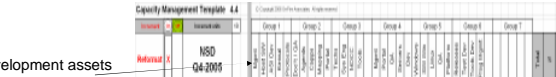


Create Q1 Plan

Planning horizon

Capacity (resource) allocation visualization model

Development assets

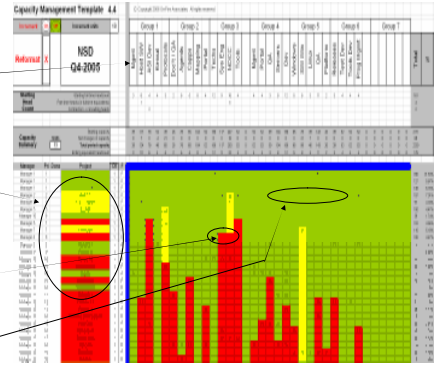


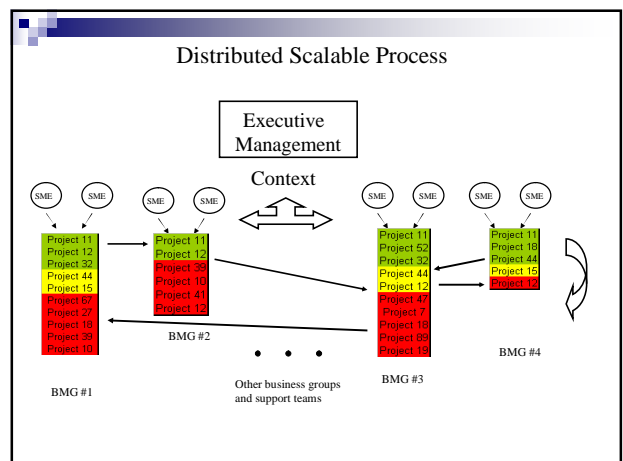
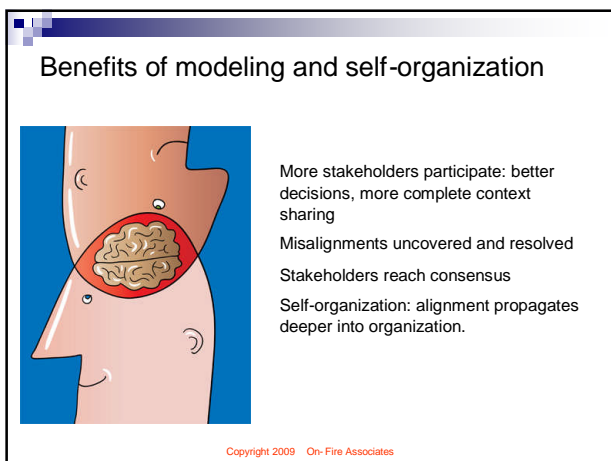
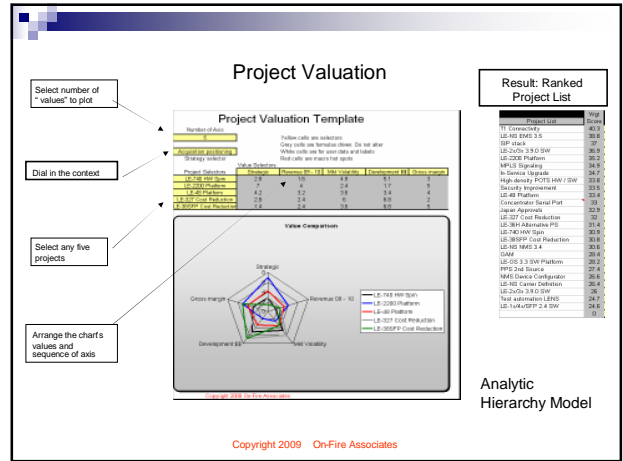
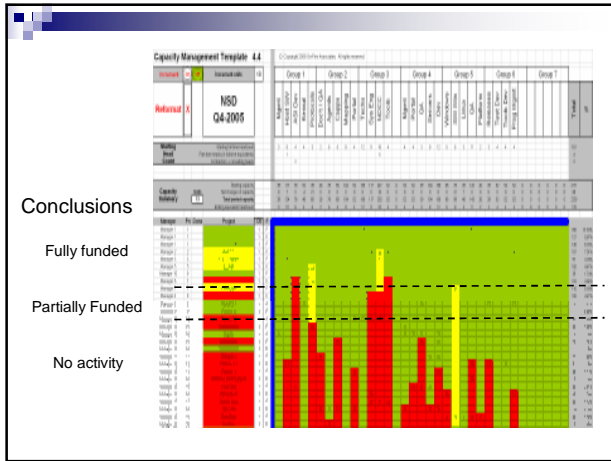
Capacity

Projects

Resource constraints

Project characterization





External contexts: The story

Tellers	Audiences	Story types
<ul style="list-style-type: none"> - Marketing - CEO - Sales - Other execs - Employees - Blogs, Website - Customers - Prospects - Planners - Competitor's customers 	<ul style="list-style-type: none"> • Customers • Employees • Board • Investors • Industry analysts • Financial analysts • Sales, channels • Blogs • Govt./regulators • Planners 	<ul style="list-style-type: none"> + Uniqueness + Segments (customers) + Competitors + Strategy + Role + Financial Goals

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The Story Matrix – e.g. “Uniqueness”

“Uniqueness”	Tellers				
					Coherence measurement
		Coherence measurement			
			Coherence measurement		
					Coherence measurement

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Thank you

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