

Create thriving projects and teams that get essential work done.

knowledge transfer
strategic facilitation
consulting
training
project coaching
change management

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SYNERGY
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Do More with Less

How to Align Projects and Strategy

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2

3. How to Execute a Portfolio

- Radar
- Communicate
- Direct
- Evaluate

2. How to Construct a Portfolio

- Align
- Maximize
- Balance

1. Portfolios, Programs, Projects, and People – Oh, My!

Slides at:
spspro.com/clients/ppm

3



If Projects Were a Fleet of Ships



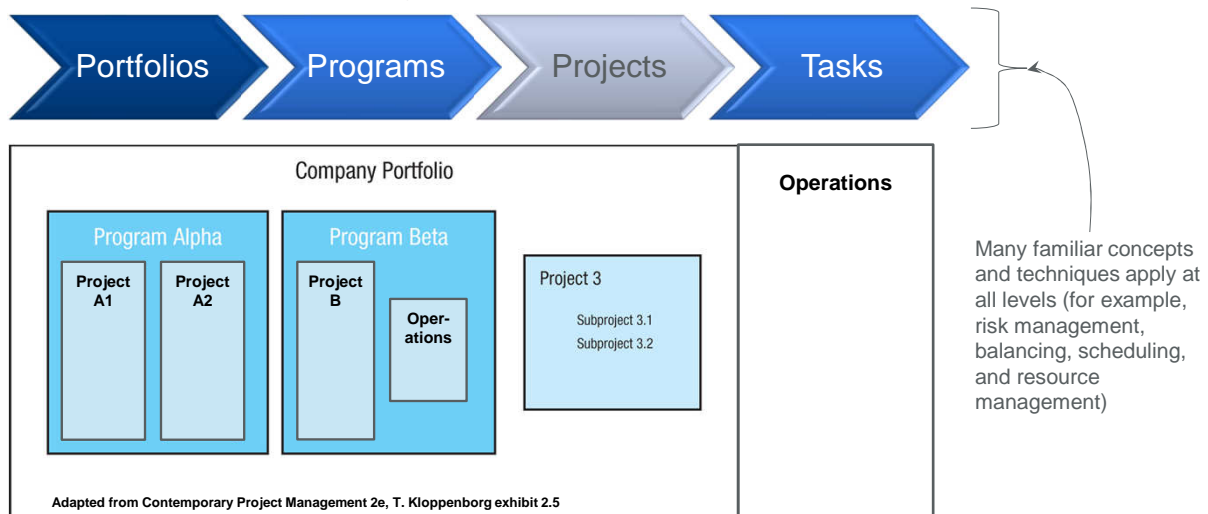
Strategic Planning:
Aim in the Right Direction
Portfolio Management:
Do the Right Projects

Project Management:
Do Projects Right

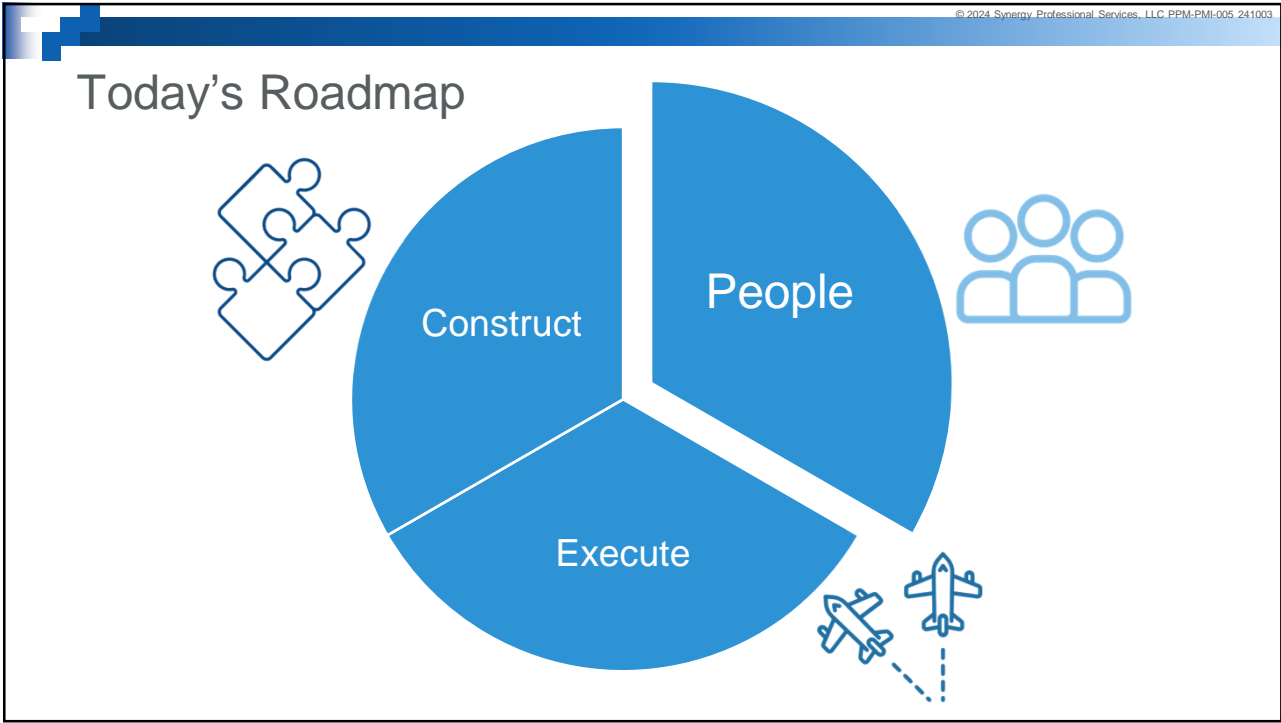
Program Management:
Do Projects Together

4

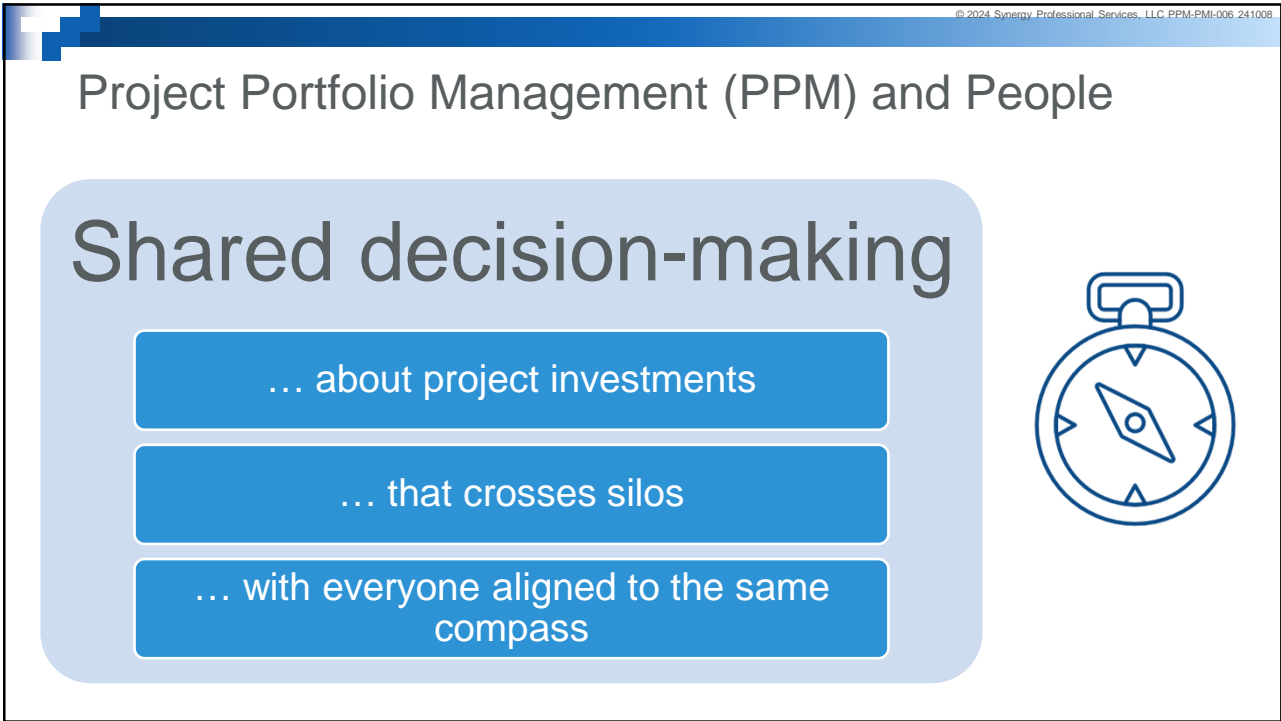
A Portfolio of Projects



5



7




8



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PPM is a Team Sport

People make decisions ...



PPM is foremost about helping people make good decisions together

... while PPM techniques set guardrails



People insights from real portfolio managers


- Durable buy-in from leadership
- Extremely clear communication methods about decisions, priorities & process
- Thoughtful organizational change management techniques

9


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Breakout Activity

PPM is a framework that helps people work together to make high-stakes investment decisions. If you were managing a portfolio, what people-related challenges would you anticipate?



As a group, write three top insights to share back

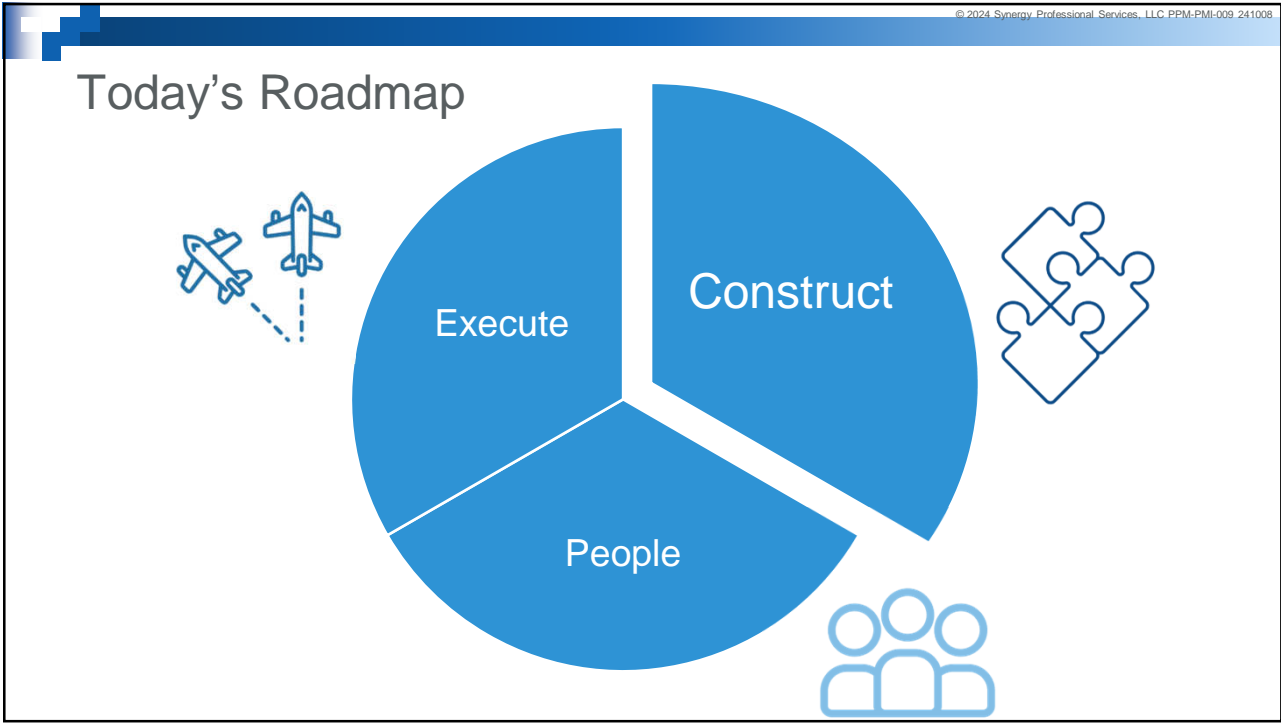


If called on, summarize one insight from your group's list

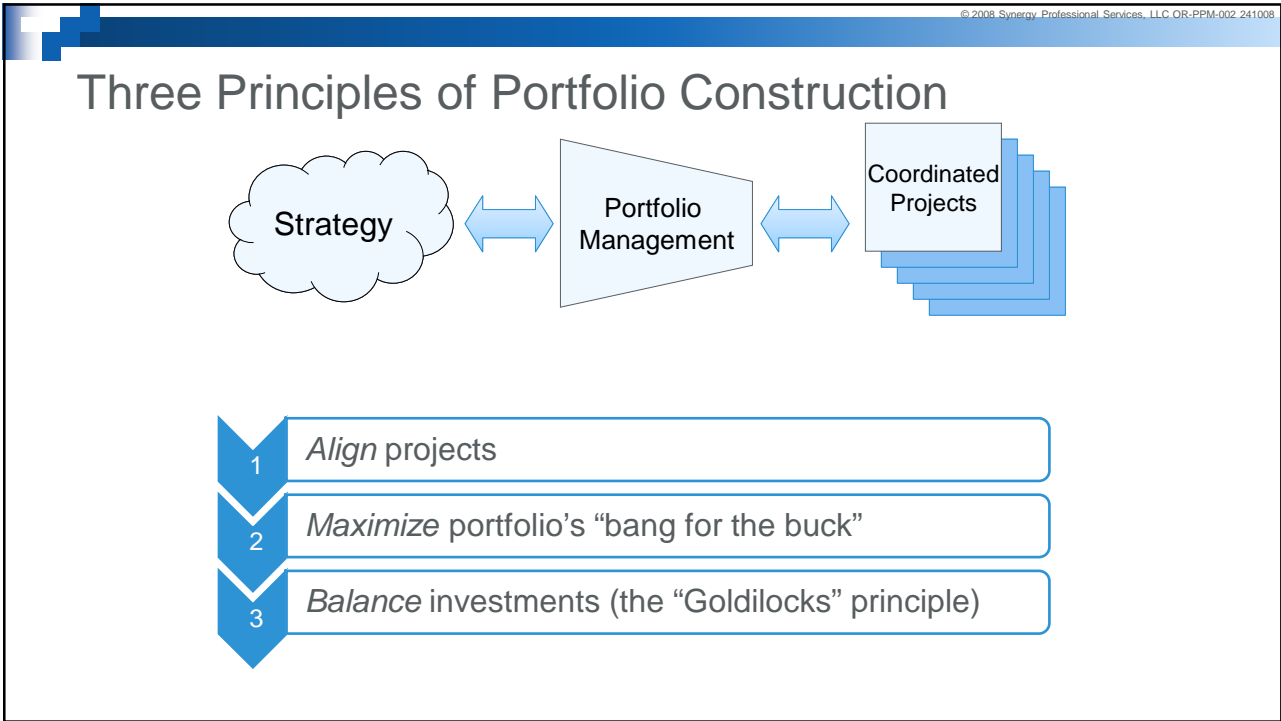
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11

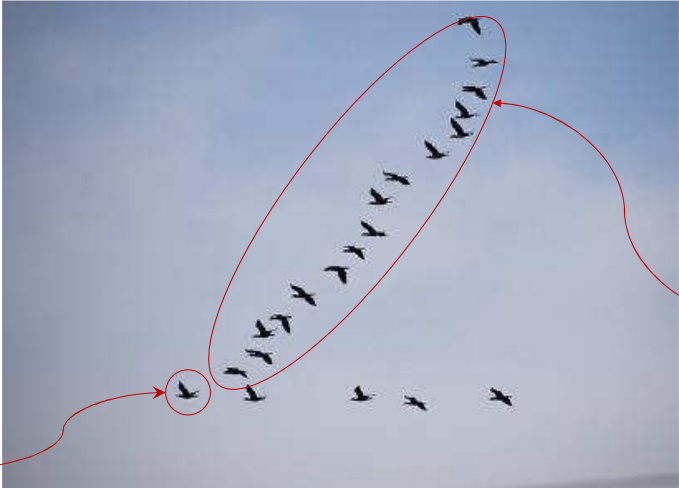


12



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Construction Principle #1 - Align



Align to strategic direction


Align projects and programs with each other

13

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Construction Principle #2 - Maximize

Don't spread your peanut butter too thin. Say yes to the best projects and no or later to the rest.



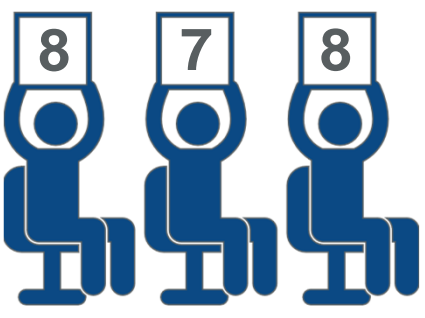
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Scoring is an Aligning and Maximizing Technique

Use “critical few” selection criteria to rate candidate projects



Example selection criteria used by an enterprise PMO

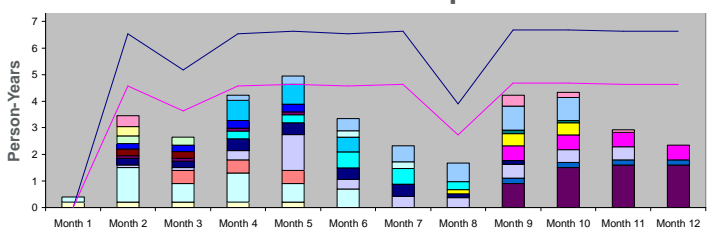


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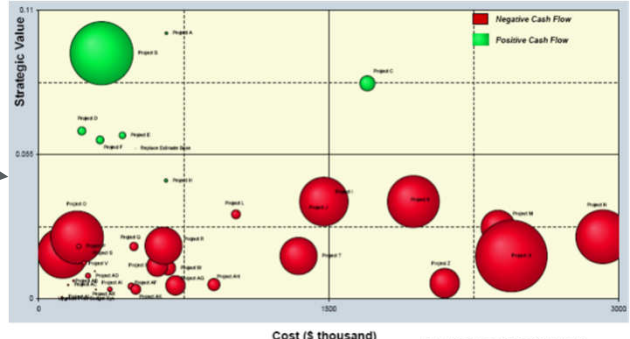
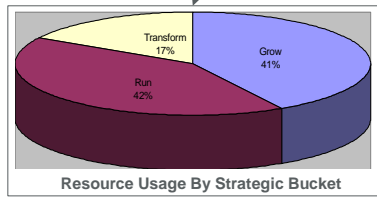
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Construction Principle #3 – Balance

Verify tentative portfolio’s feasibility against organizational capacity, capabilities, and bottlenecks



Adjust portfolio tradeoffs until balance is acceptable




16




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Breakout Activity

If you were managing a portfolio of projects, what methods could you use to improve its alignment, maximize its value, or find a “just right” balance?



As a group, write three top insights to share back

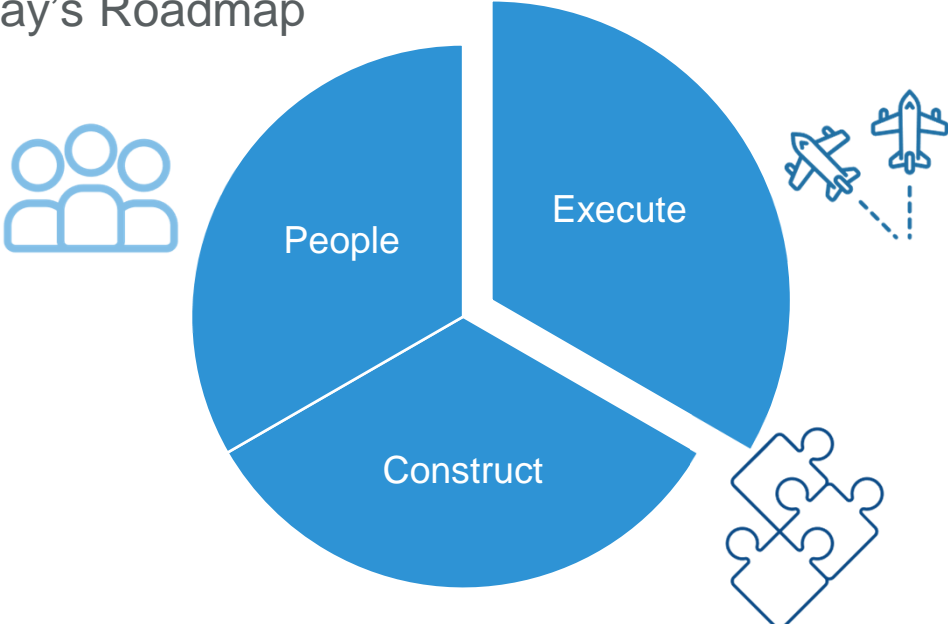


If called on, summarize one insight from your group’s list

17

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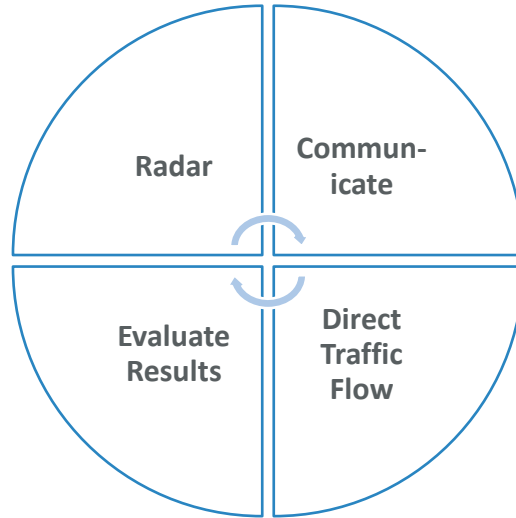
Today’s Roadmap



18

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19

1. Be the unbiased, unified source of truth about all projects and programs.

1. Build strong formal and informal communication channels across the fleet and with fleet HQ.
2. Deliver portfolio-level reports to the right people using the right channels.
3. Stay in close contact with the pilots.



Radar image by Eduard47 - Own work, CC BY-SA 4.0, <https://commons.wikimedia.org/w/index.php?curid=144957789>

20

More Air Traffic Control



Direct Traffic Flow

1. Guide the traffic, on the ground and in the air (proposed, active, and closed projects)
2. Facilitate escalations, decisions, and issues that affect the portfolio.
3. Guide mid-cycle changes to the portfolio.



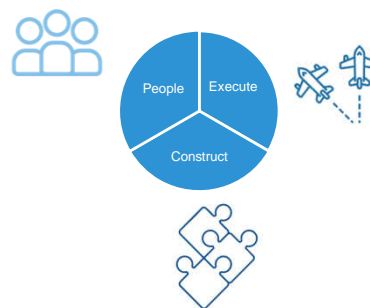
Evaluate Results

1. Track and review the performance of the overall portfolio and its active projects.
2. Assess benefits that are (or are not) realized after projects have been completed.

21

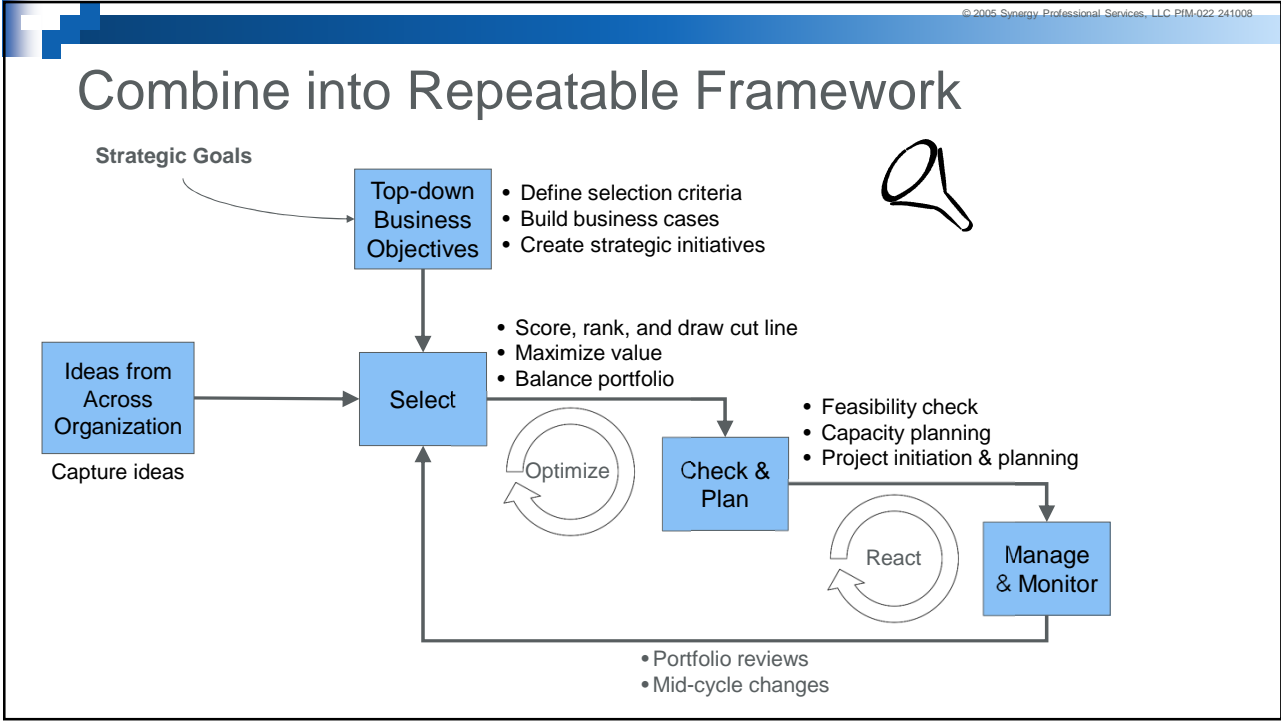
Today's Roadmap

Conclusion

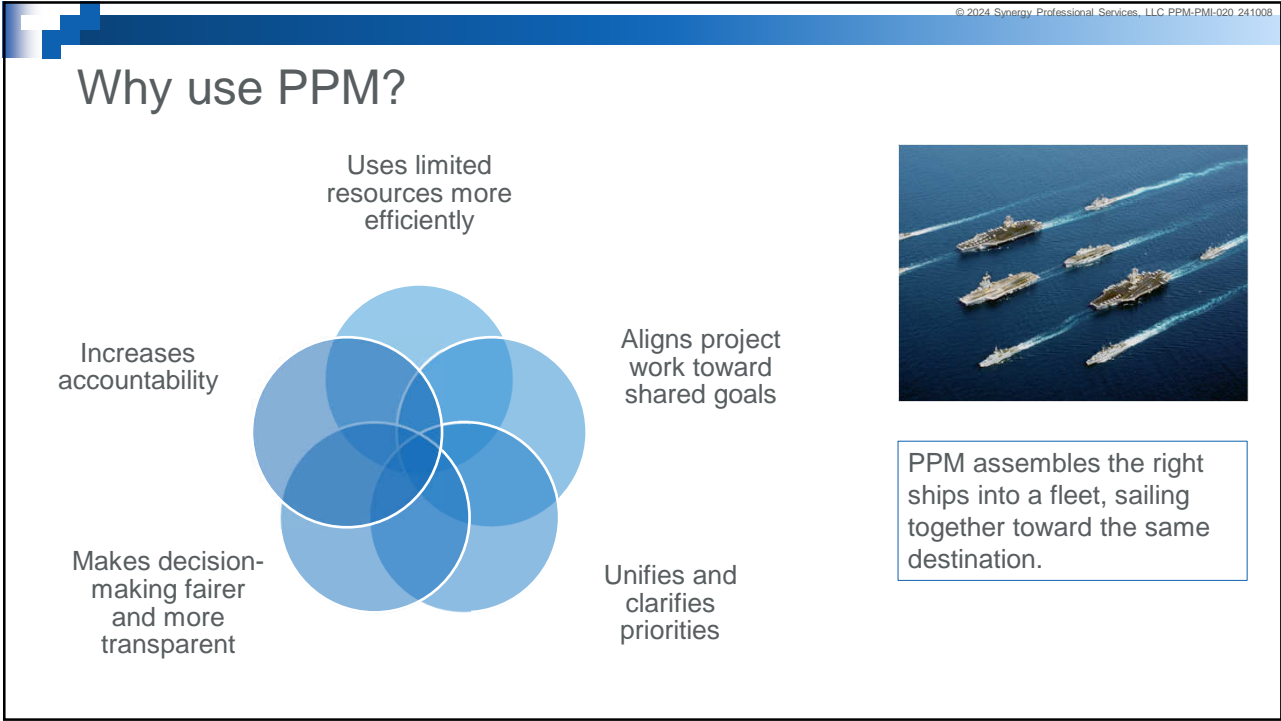


22





23



24



What's Next?



Write down one idea and try it in the next 2 weeks



Grab a copy of the slides and resources

spspro.com/clients/ppm

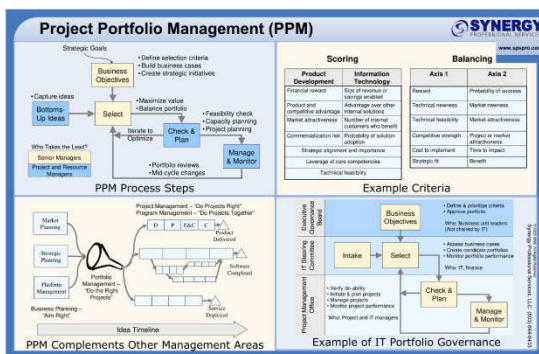
“ It’s not enough to be busy. So are the ants. The question is, what are we busy about?”
– Henry David Thoreau



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25

Resources



Reference Poster



Healthcare Vignette



Reading List

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26



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