'Go To' Crib Sheet: 3Ps Model

Manage & Lead

Purpose	People	Process
Scope	The Business	Governance
Plan	The Team	Financials
Risks & Opportunities	Suppliers & 3rd Parties	Quality

Learn

Purpose:

Get beneath the skin of the purpose for seeking change and answer the questions, "what are we trying to achieve? and why are we trying to achieve it? and then as you gather the answers, ask 'so what?';

- **Scope -** Describe the 'what' as clearly as possible. In many ways this is the real beginning of any change initiative. Don't make assumptions at this point, uncover and clarify scope as rigorously as possible. Form of lots of questions and talk to as many stakeholders as possible. Develop a detailed view of aims, objectives and outcomes will support the 'how' of the initiative, i.e. the planning activities.
- **Plan -** Plans must be workable, and all concerned need to be bought into it. Ensure that the team has confidence in the plan. Build the plan from the bottom up, involving those that must deliver it. Start with the high level approach (the big blocks of activity and the high level assumptions and constraints) before we setting about developing the detailed plan.
- **Risks & Opportunities -** Risks and opportunities must be considered early. (1) Project Managers are, in the main, very positive problem solvers, they tend to avoid seeing problems. In their attempt to 'solution' they generally avoid asking the 'what ifs'. So ensuring that the identification of Risks and Opportunities is an 'upfront' activity helps to focus minds. (2) Acts as a key input into the planning process and will affect the approach to planning taken.

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People:

- **The Business –** Who needs this initiative? Often stakeholders vary in terms of their relative interest and impact. How do you engage with the wider business, how do you map their relative impact and interest, and how do you move them to where you need them to be? Stakeholders in the businesses also include those most affected by the change.
- **The Team -** Effective teamwork is absolutely vital for success. It's not optional, it's essential. Effectively what we are faced with here is the building of a high performing team. We have to structure and source a delivery team, fight to get time from people who have day jobs, and focus them on delivery. They will be highly dependent, likely as not they'll need strong direction and will there may well be friction as they learn to work as a team. We also have to deal with the challenge of the virtual team, i.e. how do we cope with the fact that members are geographically dispersed.
- **Suppliers & 3rd Parties -** Selecting the right delivery partner is essential. If you have the opportunity to select them then that's great, but mostly you're presented with a fait accompli. As a Project or Programme Manager you must work with an incumbent service provider or Systems Integrator. So how should you work together? what kind of working environment should you try and develop? How close is too close? How do you maintain honesty without alienating your key supplier? All key questions that need to be answered.

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Process:

- **Governance -** Defining the governance of a change initiative is a difficult task. Project/Programme Governance is about three things. People, Structure and Information. We must ensure that the right people/stakeholders are involved in the governance of the initiative. Those individuals need to know where they fit in the governance structure, and they must have clearly defined roles and responsibilities, best expressed via a RACI chart.
- **Financials -** In terms of benefits it's important that the initiative has a clear business case which clearly outlines the expected benefits that must be realised in order for the project to be considered successful (including cost, plan and quality measures). Clearly costs need to be fully quantified and tracked. Clear policies and agreed standards should exist for the estimation of project costs and financial reporting (for example financial models, policies on inclusion of internal / operating costs). Project cost estimates include labour (internal and external), materials, supplies, capital expenditure and equipment. The budget for the project must be developed and approved prior to project commencement.
- **Quality -** It is vital that change initiatives have a very active quality function. A formal and comprehensive quality plan should developed and communicated to the project team and it should based on an appropriate methodology/ standards. The whole project team members (including suppliers) should be familiar with the methodology/ standards. A good quality plan should address all aspects of project quality assurance, including quality management requirements, documentation, standards, reviews and audits, problem reporting and corrective action.

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Cross-cutting Themes

Learn:

As the initiative progresses its important that we learn. Effective learning requires a degree of openness, willingness to be honest about shortcomings and a acceptance that corrective action might need to be taken. In the project/programme environment this openness means allowing for an assurance function. The project team should regard the assurance function as a value-adding exercise and should welcome it as long as on a suitable scale. It is beneficial to use a Lessons Learned Log throughout the projects lifecycle to capture lessons for future phases and for future projects within the organisation. The project has a forum for project / workstream managers to discuss challenges and share ideas (this may be within the project or between projects).

Manage & Lead :

What's the difference? There is much written about the differences between managing and leading and I'll explore these differences in the future. Right now its perhaps sufficient to say that if you are in a position where you have to drive change in an organisation, you have to both manage and lead.

Good Luck
PW

Manage & Lead