Program Management

Overcome the Daunting Challenges of New Programs

The Audacious Goals—and Associated Challenges—of Program Launch

PMOs must play an integral part of the design, achievement, and measurement of strategic business benefits. Success measures can vary, though common threads include Return on Investment (ROI), perceived success among key executives and customers, and integration into ongoing operations and management.

PMO leaders must thrive amid key challenges:

Order from Chaos	Develop concrete objectives, plans, and approaches out of ambiguous initial guidance
Riches from Pennies	Make the most of scarce resources (staff and funds, stakeholder resources, and time)
Herding Cats	Understand and gain buy-in from stakeholders with varying interests and opinions
Time Travel (!)	Anticipate and avoid pitfalls at every stage of program design, achievement, and sustainment

Without effective program management, change efforts can founder, driving delays, resistance, and program failure.

To succeed, PMO leadership and staff must chart and pursue an effective approach that keeps the focus on strategic outcomes and allows effective partnership with the stakeholders to achieve outcomes. Privatin works closely with program teams to achieve eight building blocks of successful programs (detailed on the next page).

Selected Client Outcomes

Within one year of launch, achieved participation of 500+ users across three continents in a new procurement program

Developed business case analysis that achieved executive approval for a new global materials management process

Led end-to-end support of Government-Wide Category Management implementation

Developed analysis and recommendations leading to successful restructuring of a federal agency's 1,000+ FTE workforce

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Eight Building Blocks for Successful Program

Program management requirements must address the business and regulatory environment effectively. Across all programs, however, there are eight common building blocks that drive success. Privatin has developed and refined proven capabilities, practices, and tools and tailored them to address different private sector and public sector environments.

Eight Building Blocks of a Successful Program

Set up a program office	The program office becomes the center for effective leadership and coordination for all aspects of the program, including project planning and execution, budget control, project staffing, billing, and change control management.
Define project structure & goals	To ensure that the program is properly executed, it is critical to clearly define the structure of the project team, the project goals, and the individual responsibilities of each team member.
Develop a plan incl. "quick wins"	Implementing a project is often a long and difficult task. The project team will encounter challenges working on the project and resistance from the rest of the organization. A good project plan incorporates small tasks that can be used as mid to short term goals and celebrated when they are achieved to positively impact stakeholder motivation.
Secure executive commitment	One of the most critical aspects of any new program implementation will be senior management support. Senior management provides direct to a project team, guidance for working within the organization, and mandates to reinforce core program elements.
Find internal champion(s)	Find an internal champion(s) within departments, business units, or geographies (depending on your organizational structure) to help introduce and publicize the program. Others are more likely to embrace change when they see someone in their circle embracing and benefiting from the program.
Develop & track performance	Clear and quantifiable metrics are required to track a program implementation.
Develop a solid change plan	People are naturally afraid of the unknown. A well designed and executed communications plan can eliminate some of that fear. A communications plan should leverage program successes, communicate goals and status, and facilitate implementation by addressing project issues and risk.
Manage change	Convincing people to adopt and embrace change is the core of a successful business transformation. Thus, change management is an essential factor in a new program. Resistance to change is a natural response and can be observed throughout an organization; including people, technology, & process.

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About Privatin Consulting

Privatin is a consulting firm that focuses on driving extraordinary client outcomes in government and non-profit environments. We enable our clients to achieve unsurpassed results by increasing productivity, reducing costs, and improving efficiencies through our strong subject matter expertise.

Our Consulting Focus

- Category Management
- Strategic Sourcing
- Procurement Management
- Supplier Relationship & Performance Management
- Business Transformation
- Supply Chain Transformation
- Business Intelligence Capabilities
- Program Management
- Total Cost Analysis & Management

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Past Performance - Federal Government

In 2014, the Office of Federal Procurement Policy launched a Government-Wide Category Management (CM) program to better manage more than $275 billion in annual spending. Privatin provided critical support in program goal-setting, PMO setup, planning, and change management across the first two years of the program. Key support provided by Privatin includes:

Program Structure, Goals, and PMO Setup
- Created the three-year program strategic roadmap in coordination with senior agency leadership
- Developed the Concept of Operations / Guidance Document, defining methodology, governance, and metrics; this document was published by the White House for all agencies to follow
- Developed a program capability maturity model and assisted the PMO in identifying and addressing key capability gaps

Executive Commitment and Internal Champions
- Brought in cross-industry CM experts to build leadership understanding and buy-in across business units and divisions
- Developed internal intelligence on the strategies, goals, and initiatives of teams under the CM program and supported the PMO's engagement with the teams

Change Management and Communications
- Developed "master presentation decks" addressing different stakeholder groups to ensure consistent, compelling communication of program justification, goals, and progress
- Developed highly interactive multi-day training programs for 250+ executives, managers, and staff, and delivered the training in more than 15 sessions across the United States
- Established and supported a CM Community of Practice (CoP)

Privatin support has boosted the CM PMO and overall CM implementations in several critical ways:

Prior State of CM	Privatin-Enabled State of CM
No strategy and structure for FAS and Government-Wide CM beyond high-level guidance	Multi-year plan being executed, with goals, governance, and category teams established
No unified structure or system for classifying spend	Category structure established; spend analysis system is in place and used by category teams
Little to no CM understanding, methodology, and capability	CM methodology established; category teams showed vast improvement in year-over-year CM planning and management
CM PMO barely organized and associated more with "data calls" than useful support	CM PMO meets regularly with category teams and provides critical guidance and support