Most IT and PMO organizations utilize multiple methods to manage work, such as waterfall and agile. But somewhere along the way, project governance, visibility, and transparency become lost. This mess of disconnected teams, processes, and information doesn’t require a complete organizational overhaul. With a rich integration between your agile and PPM tools, information can be rolled up and managed within the PPM framework for total visibility into pipeline, scope, and capacity for all initiatives.
Does the structure of your business allow you to keep up with the pace of change?

There’s a reason that supermarkets are organized in aisles, by product type, and shelf layout. The structure of effective floor plans and shelf layout keep us efficiently and confidently moving through the store, with a wide angle view of strategically placed products. If your favorite supermarket changed the layout—place hamburger buns with the condiments and meat patties, for example—your view would be narrowed to a very specific meal, and the efficiency of your shopping routine disrupted. It will take you twice as long to shop for half of the items on your list.

Your company isn’t that different. If your organization is composed of independent teams, a variety of frameworks for project delivery, and too many processes to count, you may have a serious problem on your hands—one that puts the business itself at risk.

How will you fix the mess?

Fortunately, bringing order to the chaos does not require a complete overhaul. By recognizing the problem (and the associated business risks), you can begin implementing solutions that link execution with strategy and unite the disparate processes, workflows, and teams throughout your organization.

**What is “the mess?”**

In today’s competitive digital economy, CIOs and PMO leaders are facing pressures to adopt to change, in terms of technology and consumer demands, while continuing to rapidly deliver business outcomes. Organizations are adopting new methods to deliver value faster, while traditional technology providers and PMO leaders are scrambling to remain relevant.

The speed of change can often expose internal divisions and confusion throughout an organization. When the internal workings of a business are comprised of independent teams and asynchronous workflows, the result is disparate bodies of projects and teams, operating in their own silos and acting as their own individual entities—it almost feels like a supermarket organized by meals. Further, each “aisle” is contained in and influenced by the focus of different roles within organizations:

- **Executives** need governance, visibility, and reporting across all projects to ensure that the work being done strategically aligns with business goals
- **Transformation leaders** need to know that the right projects are being done most efficiently, thus generating revenue and keeping the company relevant and competitive
- **PMO leaders** need work management tools that provide governance, visibility, and reporting across all projects, while allowing teams to execute projects in a variety of methods
**Project Managers** want to be sure that projects are executed with the right velocity and methods to drive expected business outcomes.

**Teams** want to continue to use the methods and tools they’re using to collaborate, manage tasks, and see projects through to completion.

While an autonomous, isolated delivery method may please individual teams—for example, allowing them to work within the tools and methodologies that they prefer—the lack of visibility and governance is extremely problematic for executives, CIOs, PMO leaders, and other company stakeholders.

Without a big-picture view into projects and workflows, an organization’s leaders are unable to see how strategy links to execution. This not only prevents the appropriate people from making smart business decisions, but also leaves them unable to determine how resources—dollars, technology, people—are consumed, and if they are being consumed effectively.

This kind of visibility into the complete portfolio is fundamental, as it provides the necessary information for executive teams making business decisions in response to macro-environmental change.

A lack of visibility, and the resulting loss of business insights, ultimately increases the overall risk to an organization—from wasted resources, little competitive differentiation, and the inability to keep up with the pace of change.

**How did this happen?**

Managing portfolios, projects, and programs involves juggling a lot of moving pieces and parts. It can be challenging for any organization of any size to get a handle on everything that is in motion—and that can make it difficult for executives to re-direct corporate strategy, and for teams to execute according to that strategy. Furthermore, today’s business environment demands that CIOs and PMO leaders balance project management with real-time reporting on spending, resources, and the business impact of IT initiatives.

To accommodate these multiple demands in a way that is both fast and flexible, enterprises have long tried to adopt agile methods. But in their rush to become agile, most organizations simply did not consider streamlining processes, tools, and workflows. This has led to a schism throughout organizations—and when work happens in separate “aisles” of disconnect, no one is truly working agile.

**Clean up on aisle 9!**

Cleaning up the mess requires a grocery cart that brings tools, methodologies, teams, and data together with the other parts of the business. But how can it be done, especially when disrupting employees and their disparate tools and methods to get work done, could create a bigger mess, including workplace confusion and bitter employees?
The solution is an integrated approach. In an already bimodal PMO and/or IT environment, multiple execution methods are used to support varying kinds of initiatives. The clean-up happens when the appropriate integrations link strategy and execution without sacrificing the current processes, teams, and tools already in place. In short? Streamline existing spreadsheets, team boards, and project management tools into a single, organized workspace.

Today, different kinds of projects are inherently better suited for different modes of execution. Managing legacy systems, for instance, requires a longer planning cycle and stages for implementations and upgrades. Hardware development also lends itself to waterfall methods and staged phases of development. Software, on the other hand, can be created iteratively. Take apps for example—beta versions are rolled out all the time and upgraded automatically as the software matures.

Similarly, for portfolios and packages that include hardware, firmware, and software variables, multiple execution methods can be used to deliver the work package as efficiently as possible. Meaning, teams can still work the way they want to, and simultaneously co-exist within the same project and/or portfolio to realize outcomes faster.

If all of that sounds too risky for your business, consider the fact that big players such as Ford Motor Corporation\(^1\) and Boeing\(^2\) have implemented similar structure in both the office and factory environments: this has allowed both companies to support multiple project management tools and workflow methodologies, thus streamlining operations and increasing overall efficiency of the businesses.

However, it is not just large companies that benefit from a multimodal approach. The right integration of multimodal approaches will benefit any organization as a whole by providing:

- **Visibility** across programs and portfolios at the executive level, enabling leadership to make better assessments and more informed business decisions, while also allowing for enhanced communication with stakeholders, managers, and team members

- **Governance** solutions that link projects and dependencies, thus helping PMOs filter what they’re working on with less redundancy and more direction

- **Transparency** across the organization, which keeps employees informed and allows leadership to stay on top of all the moving parts in the business

- **Flexibility** to allow employees to continue working in the ways they want, with the various technologies, processes, and tools they’re accustomed to using
**Accuracy** in data and reporting, which allows organizations to better monitor and control planning, project development, and execution

**Innovation** through the ability to pivot and explore shorter-run initiatives, allowing organizations to pursue new projects without sacrificing too much overhead or jeopardizing the bigger investments

CIOs, PMO managers, and other business leaders can merge projects and teams into a single, functioning “grocery cart” that efficiently moves through the aisles, providing transparency, governance, and visibility into all areas of a business—and ultimately increase revenue.

**What is this ‘grocery cart’ in which “the mess” can co-exist?**

While some PMOs and IT teams still manage their projects with spreadsheets, many use a project portfolio management solution. A PPM solution helps organizations to plan the right initiatives, execute with the right resources and management tools, and deliver projects on time and on budget. But now, with different teams using their own preferred tools and methods to manage their work, a connection of applications is vital to fix the mess.

When a company buys a PPM solution, it’s likely that they’re looking for governance and visibility across portfolios and programs. They are bimodally effective – but with different tools. A PPM solution with a data integration layer enables PMO Directors to fully realize the PPM discipline by integrating the myriad project apps together to achieve better executive visibility into tasks, time, and costs through reports and dashboards.

Some teams are highly agile, working in a tool such as JIRA, yet absent of the project and portfolio-wide insights that a PPM solution provides. Other teams work in lean agile ways–armed with a list of tasks, the team stands in front of a board to plan work and indicate project progress. But here’s where Task Boards fill the gap: teams can work the way they want, using their preferred methods and workflows, while all projects–cross-team and cross-department–integrate into a central, visual project management environment with a company-wide view.

Simply said: with an integrated approach, teams gain visibility from Agile, ERP, ITSM, or other systems and still manage overall project and portfolio data in their PPM solution.

Whether you’re a team starting with lightweight project management, or a team needing to integrate advanced agile project data into a PPM solution, Daptiv PPM can fit the needs of your organization, today and tomorrow. Daptiv Connect uses JIRA for in-depth Agile workflow, plus still manages overall project and portfolio data in Daptiv PPM. And by adding Task Boards to Daptiv PPM, you get simple, visual task management and support for agile-inspired work management processes, increasing transparency and communication, and improving collaboration and productivity for project teams. For more information, visit [www.changepoint.com/products/daptiv/](http://www.changepoint.com/products/daptiv/) and choose ‘Integrations.’
Project management in an agile world doesn’t need to be messy…

The evolution of business technology is changing how we work. CIOs and PMOs are getting the opportunity to reassess how business is driven, how to keep the customer in mind, and how the project-driven enterprise functions under these changing conditions.

With a rich integration between your agile and PPM tools, information can be rolled up and managed within the PPM framework for total visibility into pipeline, scope, and capacity for all initiatives.

As a “single source of truth,” this integration makes it easier to identify project overlap, conduct gap analysis, and communicate information top-down and bottom-up. Not only does an integrated approach bridge the gaps between the aisles of projects and teams within an organization, but it allows businesses to be agile enough to keep up with the pace of change by linking execution with strategy—without any major organizational upheavals.

Today’s business is about change—and that change can’t be managed without first connecting the supermarket “aisles” of projects and teams in your organization and cleaning up the project management mess on aisle 9. By integrating agile tools with a PPM solution, projects, processes, and workflows are streamlined—allowing teams to work better and faster, and supporting the exploration necessary to help your business grow with the pace of change.3

2. https://www.w3.org/2004/02/mmi-workshop/boeing
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About Daptiv PPM and Changepoint
Daptiv PPM is a highly configurable SaaS application for managing projects and portfolios. With end-to-end project management capabilities—from portfolio management and project intake to resource management and execution—you can better manage the chaos to deliver projects on time and on budget, and exceed stakeholder expectations. Daptiv PPM is one of Changepoint’s leading work management solutions. Changepoint solutions transform business by giving executives, management, and teams new ways to collaborate, align investments, and gain visibility into business initiatives. Visit: www.changepoint.com.