

EFFECTIVE PROJECT MANAGEMENT IS TRULY A COMPETITIVE ADVANTAGE

Presented by:
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c. myers corporation

ABOUT C. MYERS

- We have the experience of providing actionable decision information to over 550 credit unions
 - 50% of those over \$1 billion in assets
 - 25% of those over \$100 million in assets
- Project Management, Process Improvement, Strategic Planning, Leadership Development, and A/LM
- Facilitate 130+ strategic engagements each year


COMPETITIVE ADVANTAGE

- Institutions that eat, breathe, and live
 - project portfolio management
 - project management
 - process improvement

...have a **competitive advantage** and deliver more value to consumers and employees

7 KEYS TO SUCCESS

WHAT WE HEAR



“We have an aggressive strategic plan, and we really need to start seeing some accomplishments”

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“IT is always behind and short on resources”

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WHAT WE HEAR

“Projects get done, but there is a lot of blood on the floor. We do it, but it’s not pretty”

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PARTICIPANT SURVEY

- Only 6% report success on the vast majority of projects
- Most report a success rate of <50%

PARTICIPANT SURVEY

- Biggest roadblock?
 - Too many projects – almost twice as many as the next most common response
 - 3rd party delays

DISCONNECT

Which project management tool would you recommend?

Can you help us get better at creating project plans?

7 KEYS TO SUCCESS

- Project Portfolio Management
- Clear and Concise Objectives
- Project Scope
- Assign Ownership/Accountability
- 3rd Party Management
- Effective Plan
- Communication

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MY PLEA

Consider that choosing the right projects and the right number of projects is the **BIGGEST** project management issue your credit union is facing

YOU MIGHT BE THINKING...

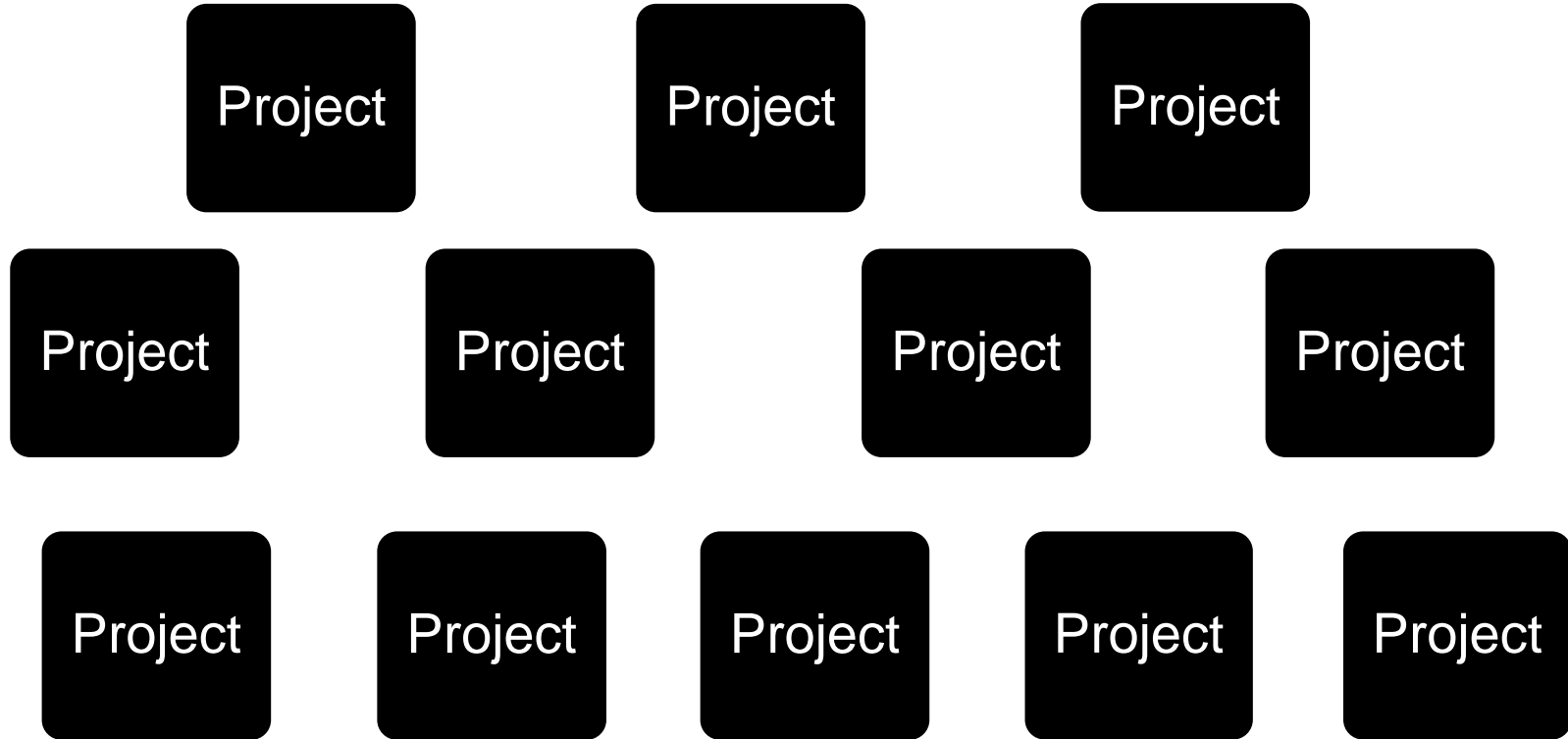
*The last thing I want to do is
implement another process!*

Project Portfolio Management

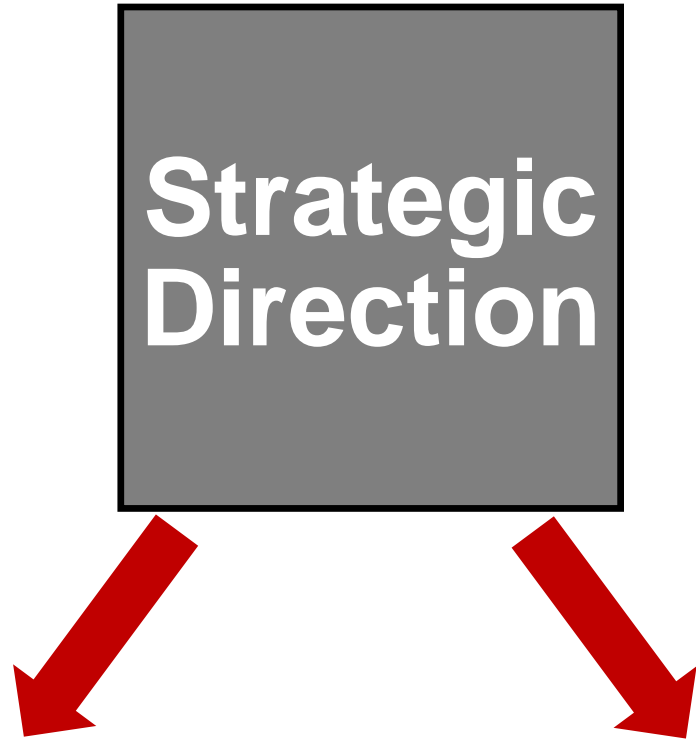
There will always be more good ideas than there is capacity to execute.

—Chris McChesney,
Sean Covey, and Jim Huling
The 4 Disciplines of Execution

TYPICAL PROJECT MANAGEMENT



PROJECT PORTFOLIO MANAGEMENT



TYPICAL PROJECT MANAGEMENT

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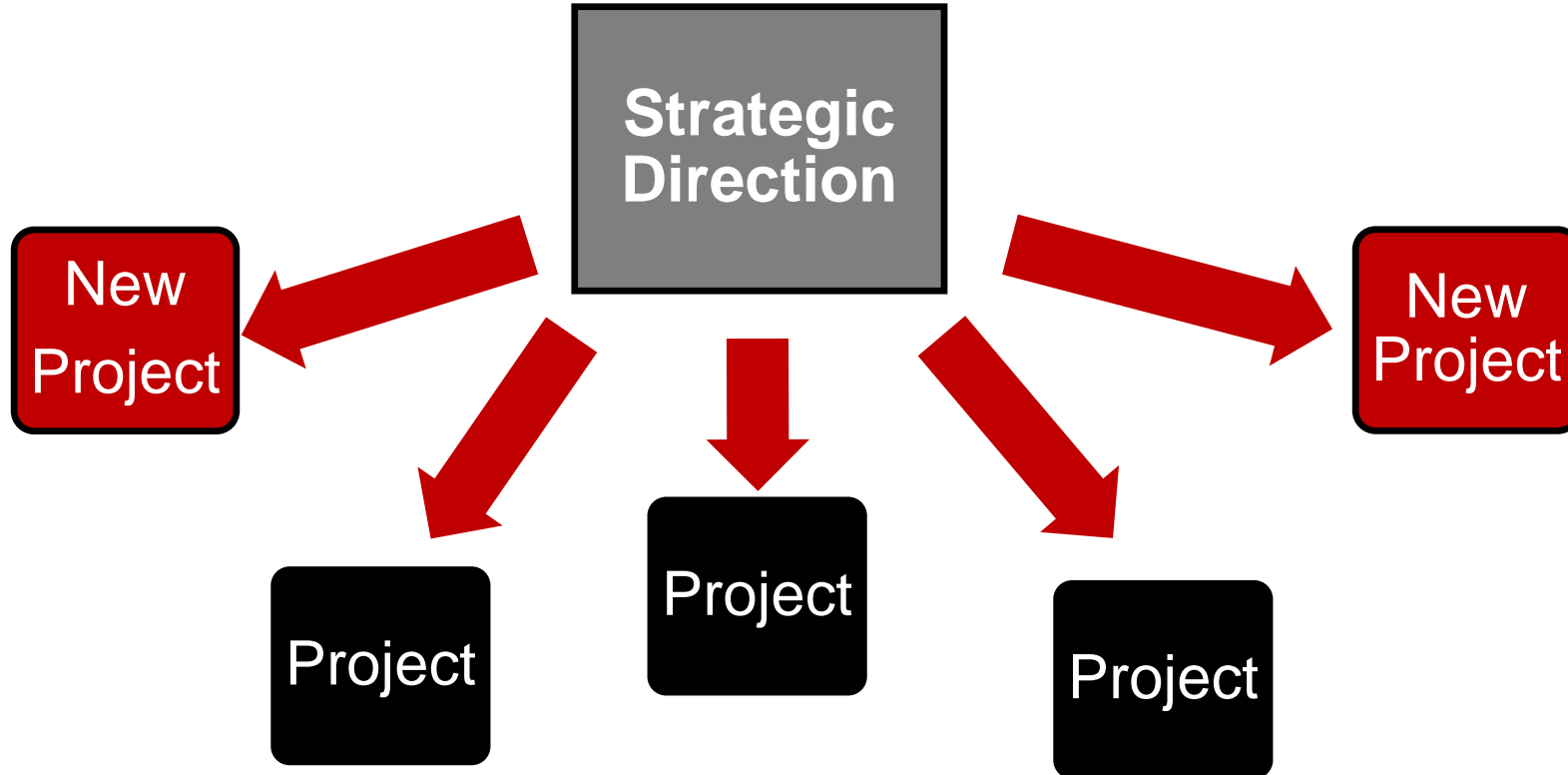
Project

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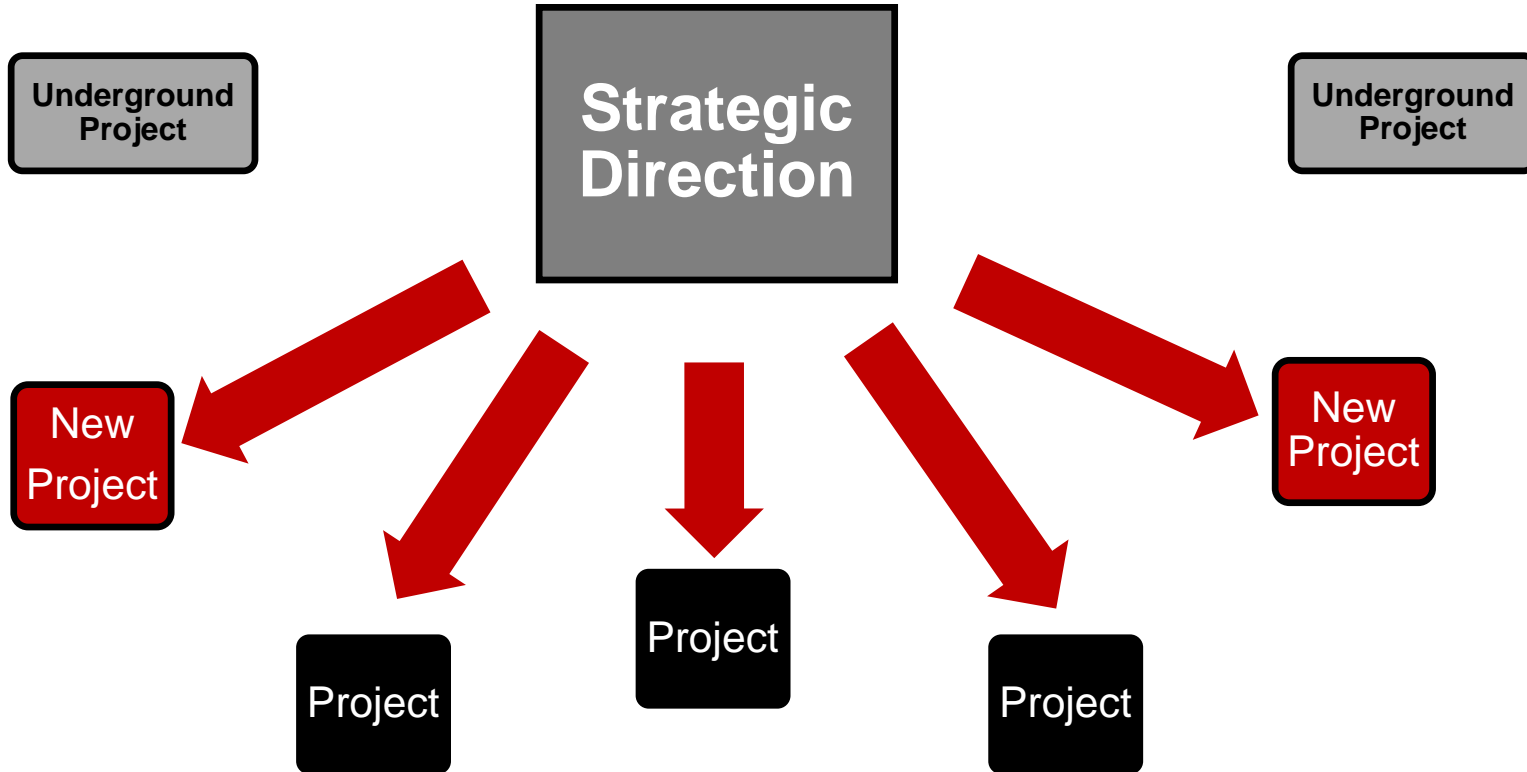
Project

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PROJECT PORTFOLIO MANAGEMENT



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PROJECT PORTFOLIO MANAGEMENT

OBJECTIVES:

- Impactful projects to drive strategic progress
- Manageable and coordinated volume of projects
- Say “NO”
- Guard against “underground” projects

PROJECT PORTFOLIO MANAGEMENT

- Driven by senior management
- Map the process
- Schedule it—like budget or strategic planning
- Ensure it is driven by strategic direction

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**Senior Management
CANNOT
delegate the
“WHAT”**

Project Portfolio Management

=

Strategic Allocation of Resources

PROJECT PORTFOLIO MANAGEMENT

Resources	April	May	June	July	August
Branch Operations	1	2	1	1	5
IT	2	3	9	2	2
Lending	0	0	4	2	1
Marketing	0	1	1	6	4
Total	3	6	15	11	12

Excerpt: Project Portfolio Heat Map Weighted By Impact

PROJECT PORTFOLIO MANAGEMENT

- Impact on members and staff should be considered
- How many new things are you expecting members and/or staff to learn?
- It is not just projects that impact resources

PROJECT PORTFOLIO MANAGEMENT

ONE-TIME CLEANUP

- Write a concise business objective
- Answer three questions
- Get the right people in a room and do not leave until you have gone through the list

PROJECT PORTFOLIO MANAGEMENT

- What happens if we don't do the project?
- Does our strategy fall on its face if we don't do the project?
- What other things can we do to keep our strategy moving?

Objectives

EXAMPLES OF OBJECTIVES

We have implemented our new loan origination system

WHAT WE HEAR

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EXAMPLES OF OBJECTIVES

We have implemented our new loan origination system

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NOT CLEAR:

We have implemented our new loan origination system

CLEARER:

We have implemented our new **consumer** loan origination system, **and our funding ratio has been improved by 20%**

EXAMPLES OF OBJECTIVES

NOT CLEAR:

We have implemented our new loan origination system

EVEN CLEARER:

We have implemented our new consumer loan origination system, and our funding ratio **in 4th quarter 2017 has increased by 20% over 4th quarter 2016**

PROJECT PORTFOLIO MANAGEMENT

ONE-TIME CLEANUP

- Write a concise business objective
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Applause!!!!!!

Happiness!!!!!!

Relief!!!!!!

HAVE A CLEAR OBJECTIVE

- Define with absolute clarity
 - What is the objective?
 - When will it be finished?
 - What are measurable goals?
 - How does it tie to the strategic plan?
 - Are all stakeholders clear?

Scope

DEFINE THE PROJECT SCOPE

- Puts a box around what is and **what is not** included
- 8 people = 8 sets of assumptions

DEFINE THE PROJECT SCOPE

- Which channels—branches, contact center, online, mobile, indirect?
- Which products? All consumer loans at rollout?
- Will it include e-signature? E-funding?
- Include all credit tiers in the funding ratio goal?
- Can we hire people to accomplish the goal?

IN SCOPE AND OUT OF SCOPE

IN SCOPE	OUT OF SCOPE
Direct dealer auto loans	Direct person-to-person auto loans (e-signature)
Direct dealer auto loan same day e-funding	Branch hours of operation
Auto-decisioning for B paper and up	Indirect lending
Loan policy changes	HELOCs
Credit cards	

Ownership and Accountability

With 8 nannies watching a child, the child will have soiled diapers.

Ukrainian proverb

COMMON OWNERSHIP MISTAKES

- Person is not assigned
- The task is not understood
- No agreement from manager to complete the task
- Due dates assigned without coordination and dependencies
- Marketing, training, and compliance not part of planning

EXECUTIVE SPONSOR

- Who is it?
- Remove obstacles timely

RESPONSIBILITY MATRIX

Role	Person	Responsibilities and Expectations
Executive Sponsor	Name and Position	Assure project success in alignment with business goals Support the team; remove obstacles (includes vendors, providing ongoing review and oversight) Manage business risk of project failure Act as a vocal and visible champion Participate in project planning (high level) Approve project plan Overall budget responsibility Provide support/direction for the Project Manager Sign off on all relevant project-related changes

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3rd Parties

3

3



Insert number of 3rd Parties

$$3^5$$

$$3 \times 3 \times 3 \times 3 \times 3 = 243$$

number of possible headaches

3RD PARTIES

- Get clear working agreements
- RFP process
- Align 3rd party schedules to the project plan
- Is the vendor creating a new product for this project?
- What is their strategic direction?

3RD PARTIES

- Get the right people in on demos
- Hold structured vendor meetings

The Plan

$$100 \times 100 = 0$$

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If 100% of team members and
3rd parties need to deliver 100% on
their deadlines for the plan to work
= TROUBLE

CREATE AN EFFECTIVE PLAN

- Avoid domino effect
- Identify risks
- “Recalculating route”



CREATE AN EFFECTIVE PLAN

- Invest the time up front
- Buy-in
- Include marketing, legal, compliance



CREATE AN EFFECTIVE PLAN

- Kick-off meetings
 - Project manager and key stakeholders
 - Core and extended team
 - 3rd parties
- Include project closeout. Transfer from being a project to becoming part of the daily business

Communication

180,000



180,000

The number of definitions of “on track”

THE RIGHT COMMUNICATION

- Hurt feelings
- Ask challenging/probing questions
- Demand feedback
- Talking works best
- More and more quality updates = higher chance for success

THE RIGHT COMMUNICATION

- Who owns updates?
- Start each update with the objective
- Decisions document

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THANK YOU!

We welcome your questions and comments.

Contact us at cm Myers.com or 800.238.7475