



**PMINJ Chapter**  
**01 May Seminar 2016**



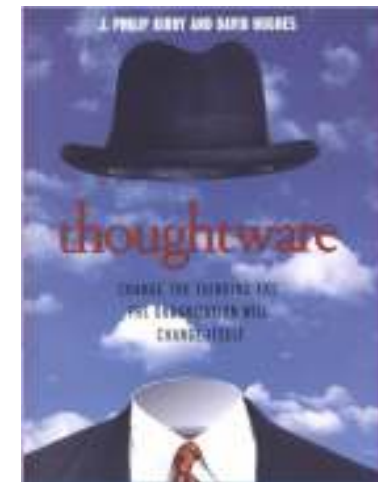
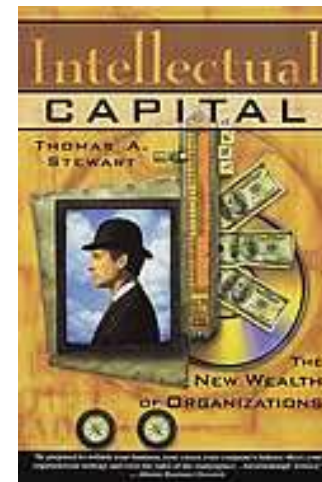
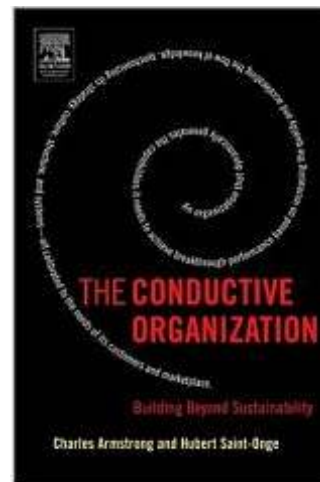
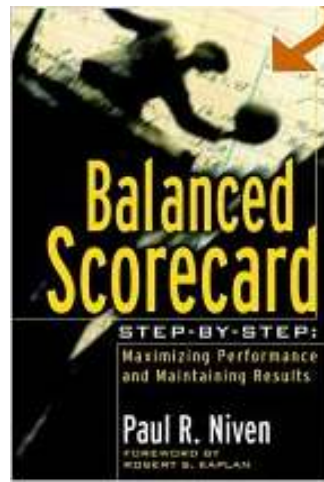
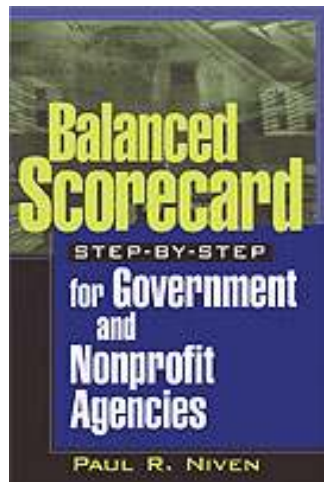
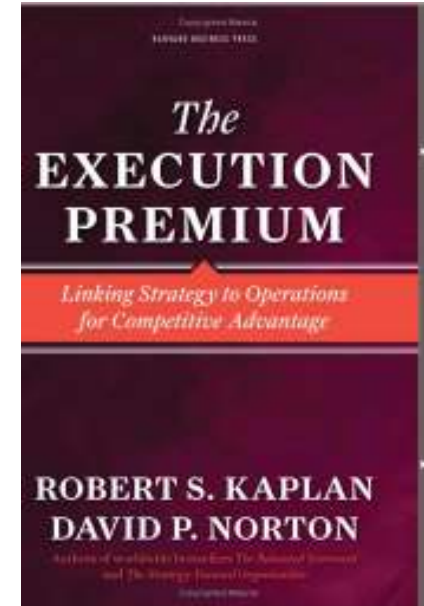
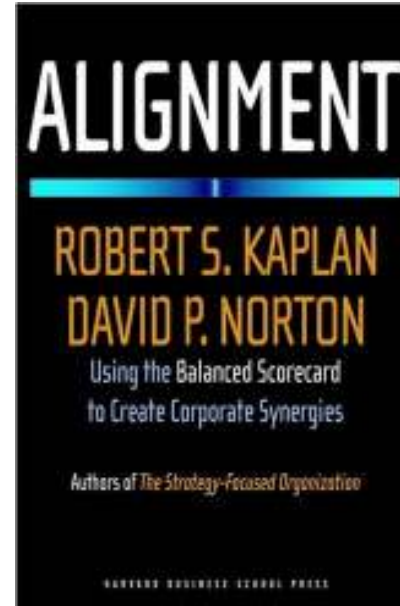
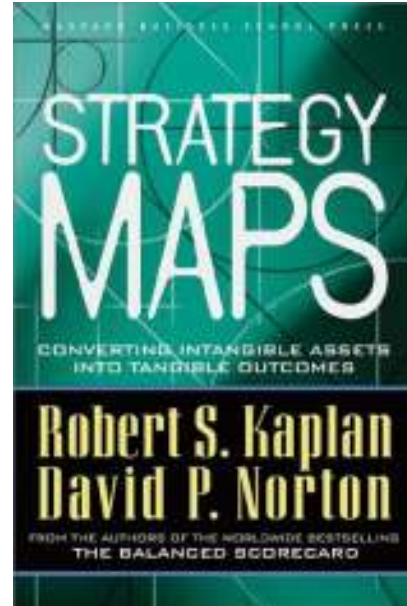
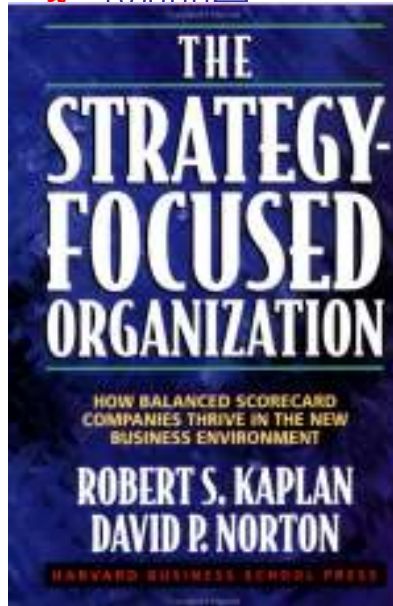
# **The Game of Strategic Project Management**

**A hands-on learning experience around adding strategic priorities into the mix of project management**

**Brett Knowles**  
**[Brett.Knowles@pm2Consulting.com](mailto:Brett.Knowles@pm2Consulting.com)**

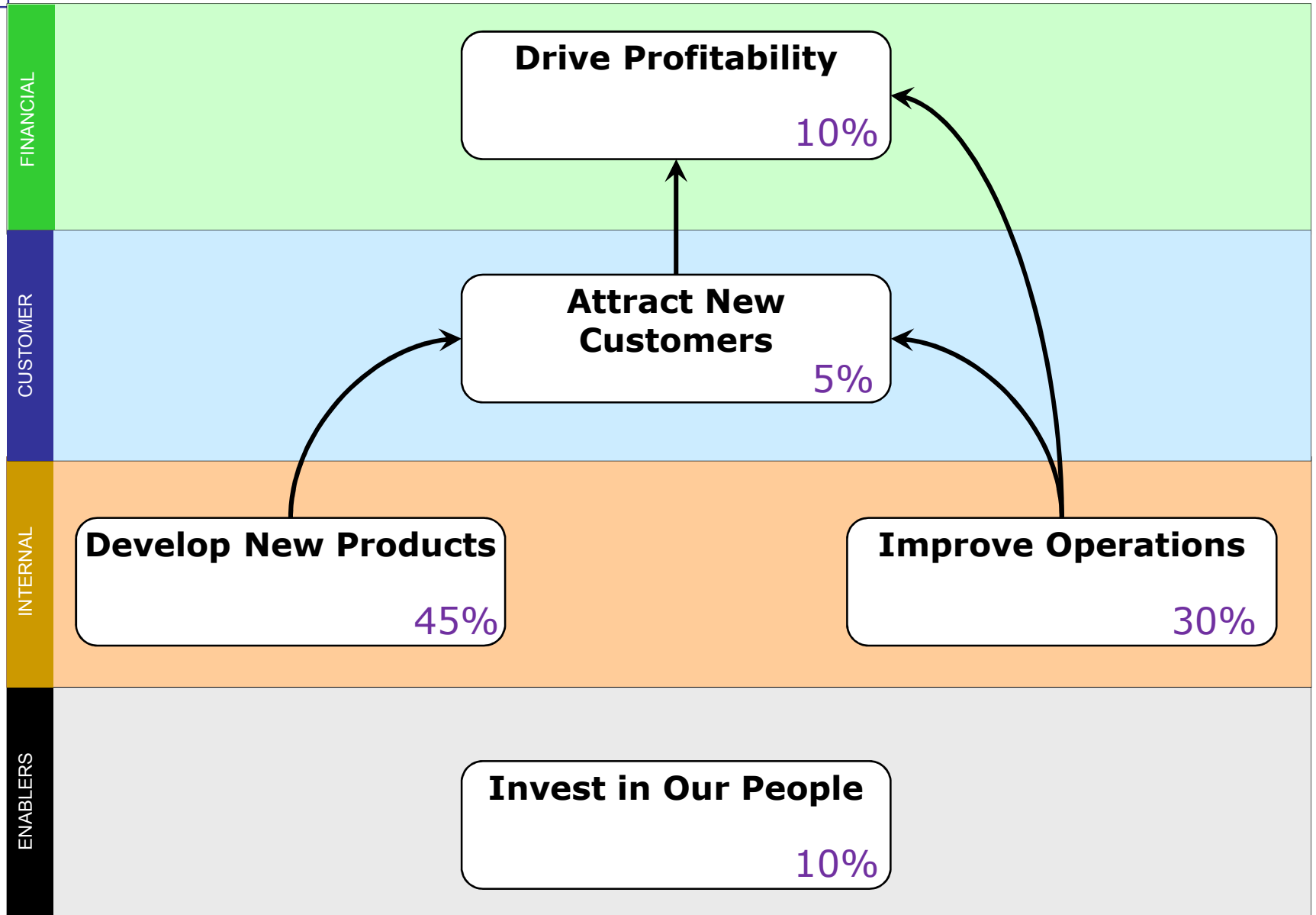
# Our clients have been profiled by the Thought-Leaders

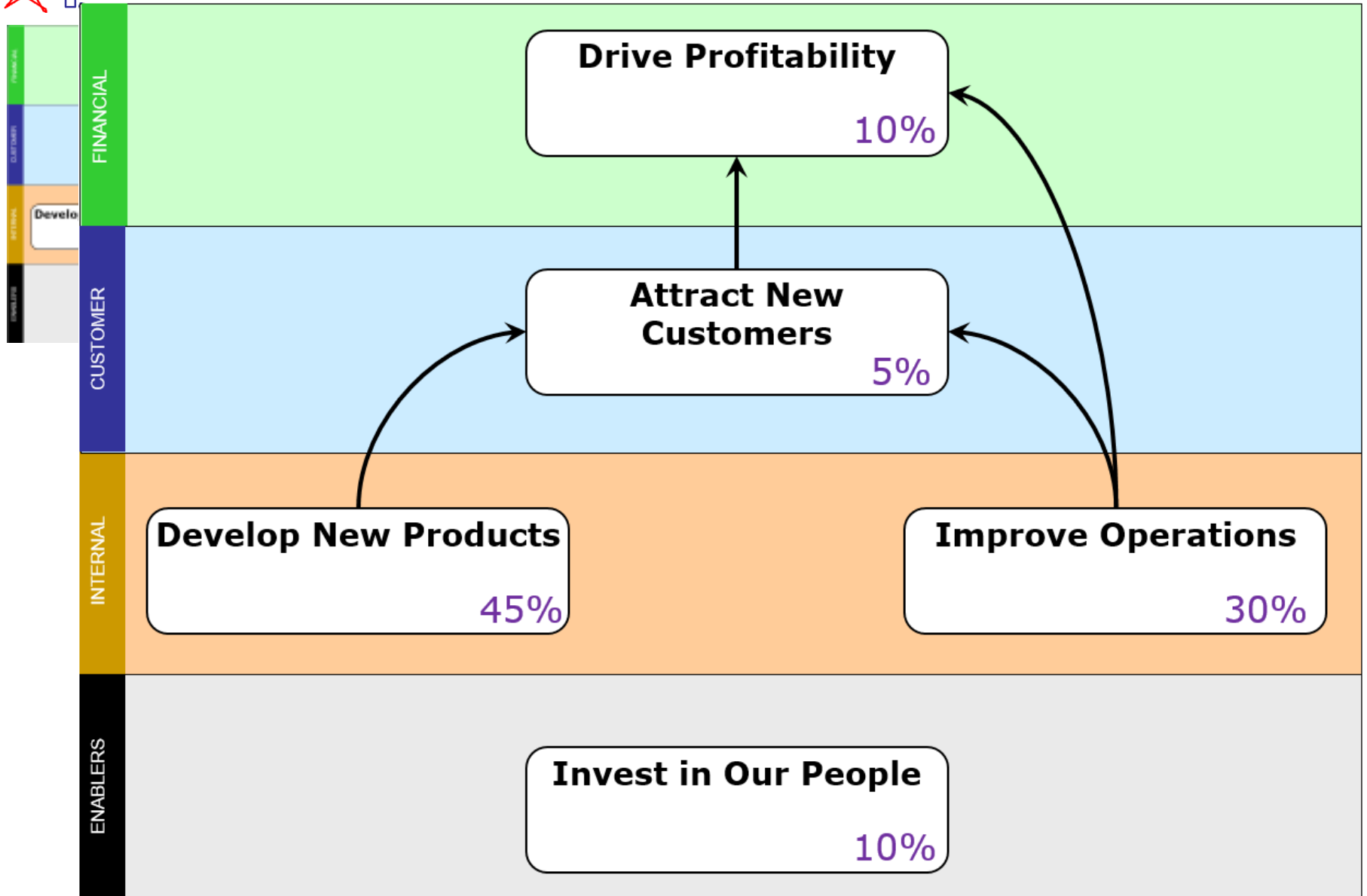
pm2



# Introduce Yourself







What is the IMPACT of this project on this Strategic Goal?  
 1 = minimal  
 5 = critical for SO's success.

		Yellow	Green	White	Orange	Red
Resources						
Wgt						
Drive Profitability	10					
Attract New Customers	5					
Improve Operations	30					
Develop New Products	45					
Invest in Our People	10					

What is the IMPACT of this project on this Strategic Goal?  
 1 = minimal  
 5 = critical for SO's success.

		Yellow	Green	White	Orange	Red
Resources						
	Wgt					
Drive Profitability	10	1	4	4	1	2
Attract New Customers	5	5	1	1	1	2
Improve Operations	30	4	2	5	5	2
Develop New Products	45	3	4	1	5	5
Invest in Our People	10	1		2	2	5

# Scoring Project Strategic Impact



		Yellow	Blue	Green	White	Orange	Red
Resources							
	Wgt						
Drive Profitability	10	1	4	4	1	2	2
Attract New Customers	5	5	1	1	1	2	
Improve Operations	30	4	2	5	5	2	
Develop New Products	45	3	4	1	5	2	5
Invest in Our People	10	1		2	2	2	5
		<b>300</b>	<b>285</b>	<b>260</b>	<b>410</b>	<b>200</b>	<b>295</b>



# Project Costs



**\$15      \$10      \$10      \$7      \$12      \$10**

Resources		Yellow	Blue	Green	White	Orange	Red
	Wgt						
Drive Profitability	10	1	4	4	1	2	2
Attract New Customers	5	5	1	1	1	2	
Improve Operations	30	4	2	5	5	2	
Develop New Products	45	3	4	1	5	2	5
Invest in Our People	10	1		2	2	2	5
		<b>300</b>	<b>285</b>	<b>260</b>	<b>410</b>	<b>200</b>	<b>295</b>

# Choose a role for the game...



- ✦ **CEO** – Has final decision on which projects are in play (no more than 4 at any time)
- ✦ **Banker** – Responsible for paying all fees, re-financing projects, etc.
- ✦ **Project Manager** – Signals which projects have been moved each move by placing a clothes-peg on those moved
- ✦ **Project Sponsor** – Moves the project on the game board based on dice-roll and takes whatever action is required, based on the square the project landed on.
- ✦ **Dice Person** – Rolls the dice!
- ✦ **Project Team** – Everyone else.... Help the CEO decide what to do!

# Learning the moves...



We are going to take a test-drive with the RED project.

1. Finance the project – **Banker** - put the right number of coins in the red project bin.
2. Roll the dice – **Dice Roller**
3. Decide where the bin is moving to – **CEO**
4. Move the bin – **Project Sponsor**
5. Pay the move fee – **Project Sponsor**
6. Mark that the bin has moved – **Project Manager**

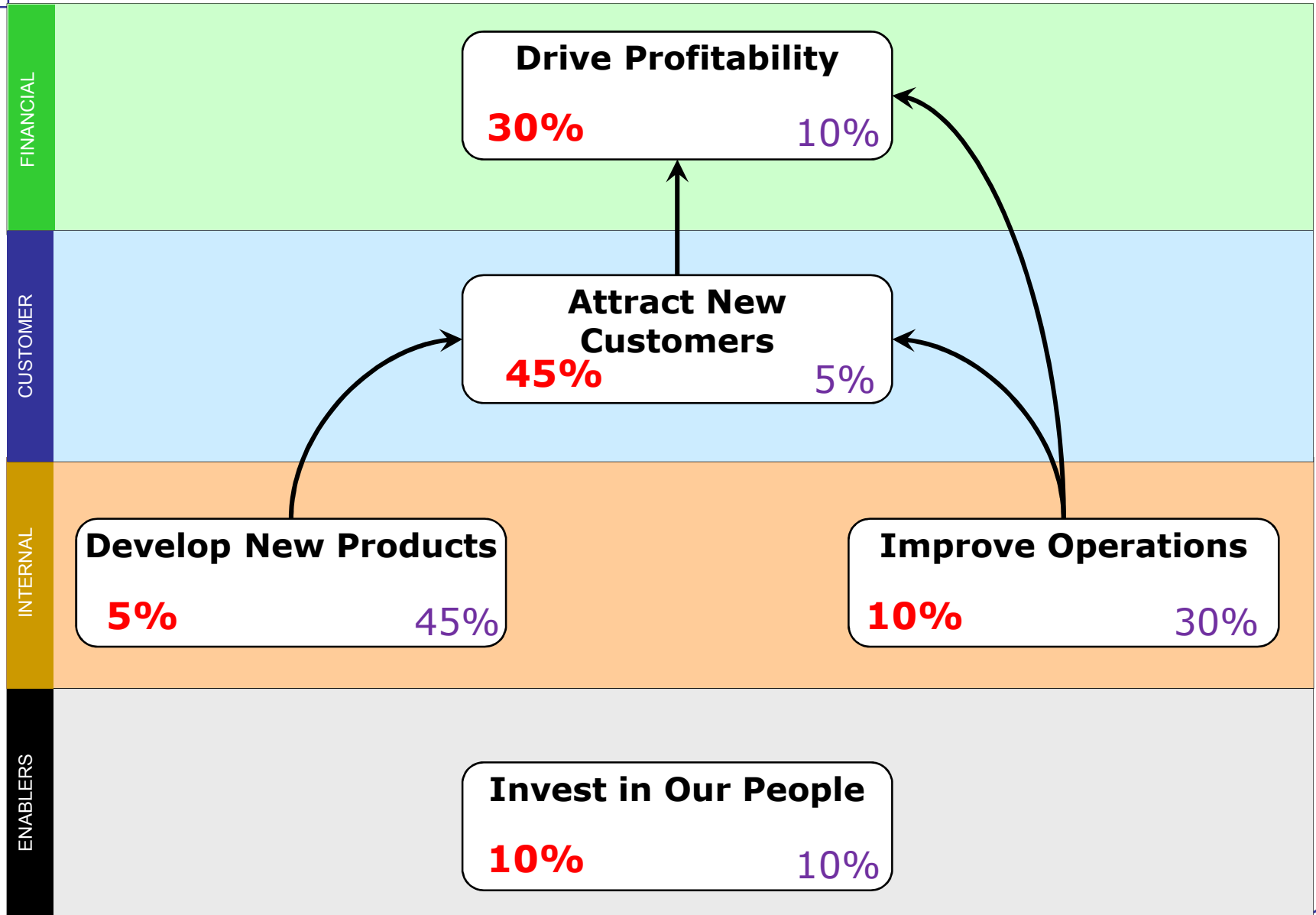
# Game Rules



1. You can only have four projects in active play at any time.
2. You can stop a project at any time. Just leave it where it progressed to and remove the cash. You will earn points relative to where it was stopped.
3. You can re-start / re-finance a project at any time by adding 5 coins from your bank (green narrow box)
4. Once you are out of cash, you are out of business.
5. Calculate your score by adding up the blocks in each zone and multiplying that by the percentage of points earned. Projects that “finish” get 100%.

# A change in strategy

# Shift from Operations to Revenue



# Scoring Project Strategic Impact



## Original Strategy

		Yellow	Blue	Green	White	Orange	Red
Resources							
Wgt							
Drive Profitability	10	1	4	4	1	2	2
Attract New Customers	5	5	1	1	1	2	
Improve Operations	30	4	2	5	5	2	
Develop New Products	45	3	4	1	5	2	5
Invest in Our People	10	1		2	2	2	5
		<b>300</b>	<b>285</b>	<b>260</b>	<b>410</b>	<b>200</b>	<b>295</b>






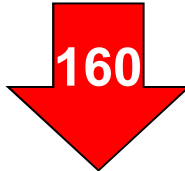
## New Strategy

		1	2	3	4	5	6
		Yellow	Blue	Green	White	Orange	Red
Resources							
Wgt							
Drive Profitability	30	1	4	4	1	2	2
Attract New Customers	45	5	1	1	1	2	
Improve Operations	10	4	2	5	5	2	
Develop New Products	5	3	4	1	5	2	5
Invest in Our People	10	1		2	2	2	5
		<b>320</b>	<b>205</b>	<b>280</b>	<b>170</b>	<b>440</b>	<b>135</b>

# Scoring Project Strategic Impact



## Original Strategy

	YELLOW	BLUE	GREEN	WHITE	ORANGE	RED
	300	285	260	410	200	295
	<b>New Strategy</b>					
STRATEGY POINTS	 20	 80	 20	 240	 0	 160
BLOCKS	<b>+1</b> 320	<b>-4</b> 205	<b>+1</b> 280	<b>-12</b> 170	<b>+12</b> 440	<b>-8</b> 135



# Options



	YELLOW	BLUE	GREEN	WHITE	ORANGE	RED
	<b>Original Strategy</b>					
	300	285	260	410	200	295
	<b>New Strategy</b>					
	320	205	280	170	440	135
STRATEGY POINTS	 20	 80	 20	 240	0	 160
BLOCKS	+1	-4	+1	-12	+12	-8

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- Keep going with current project portfolio
- Stop some projects and launch new projects

# Objectives

	Wgt
	30
customers	45
operations	10
products	5
people	10

Excel ribbon: Strategic Objectives, Process (List)

Font: 10, Bold, Italic, Underline, Color (Blue, Red), Background Color (Yellow)

Alignment: Merge Cells

Formula bar: fx Improve Operations

D	E

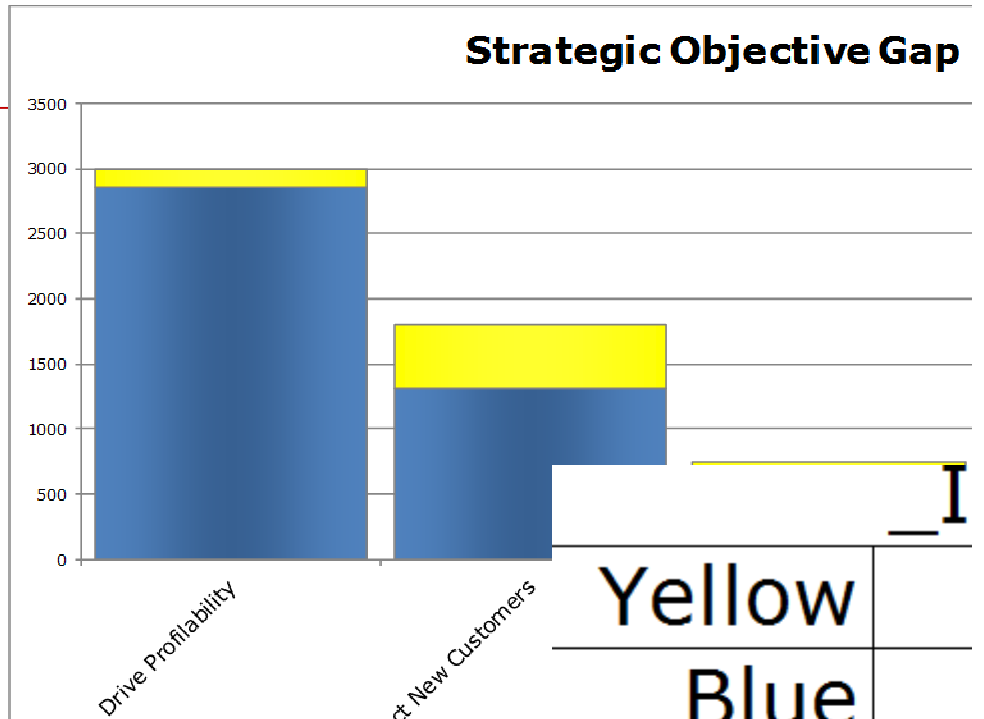
# Objectives

	Wgt
	10
customers	5
operations	30
products	45
people	10

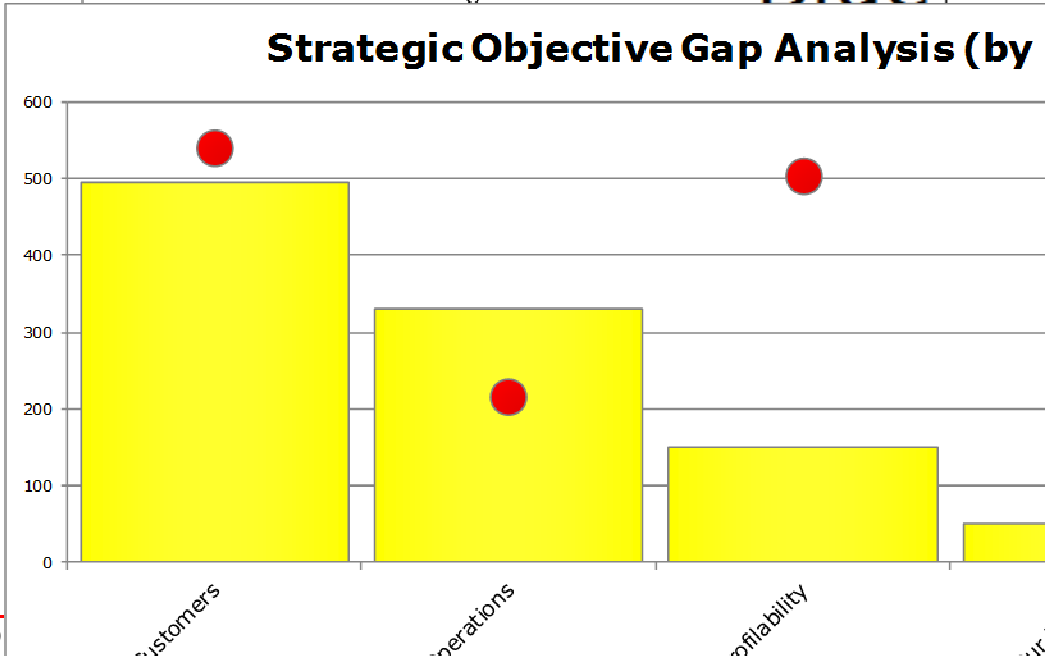
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### Strategic Objective Gap



### Strategic Objective Gap Analysis (by



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Project	Scenario 1	Scenario 2
Yellow	300	320
Blue	285	205
Green	260	240
White	410	170
Orange	200	200
Red	295	135

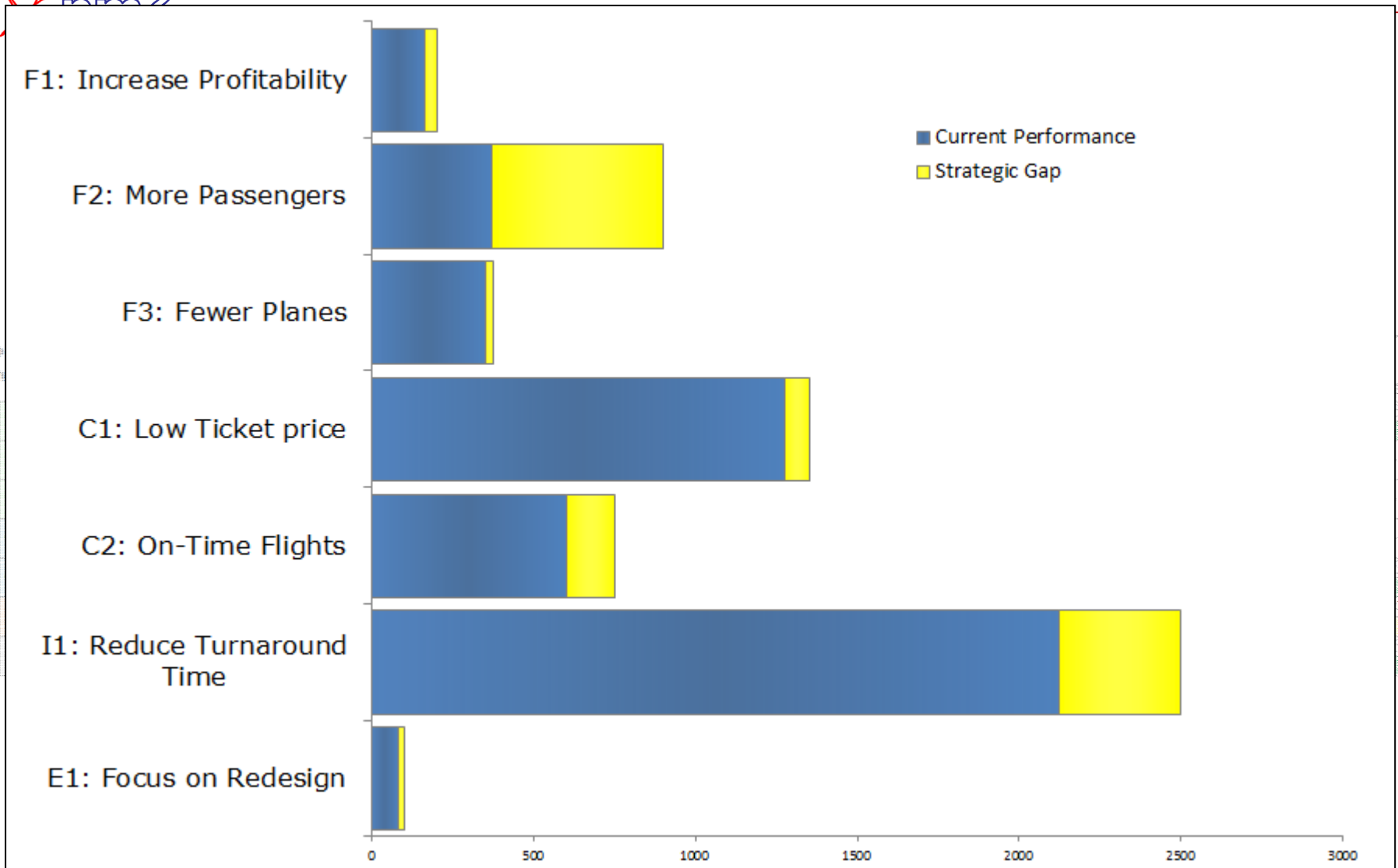
# Process Strategic Capability Analysis



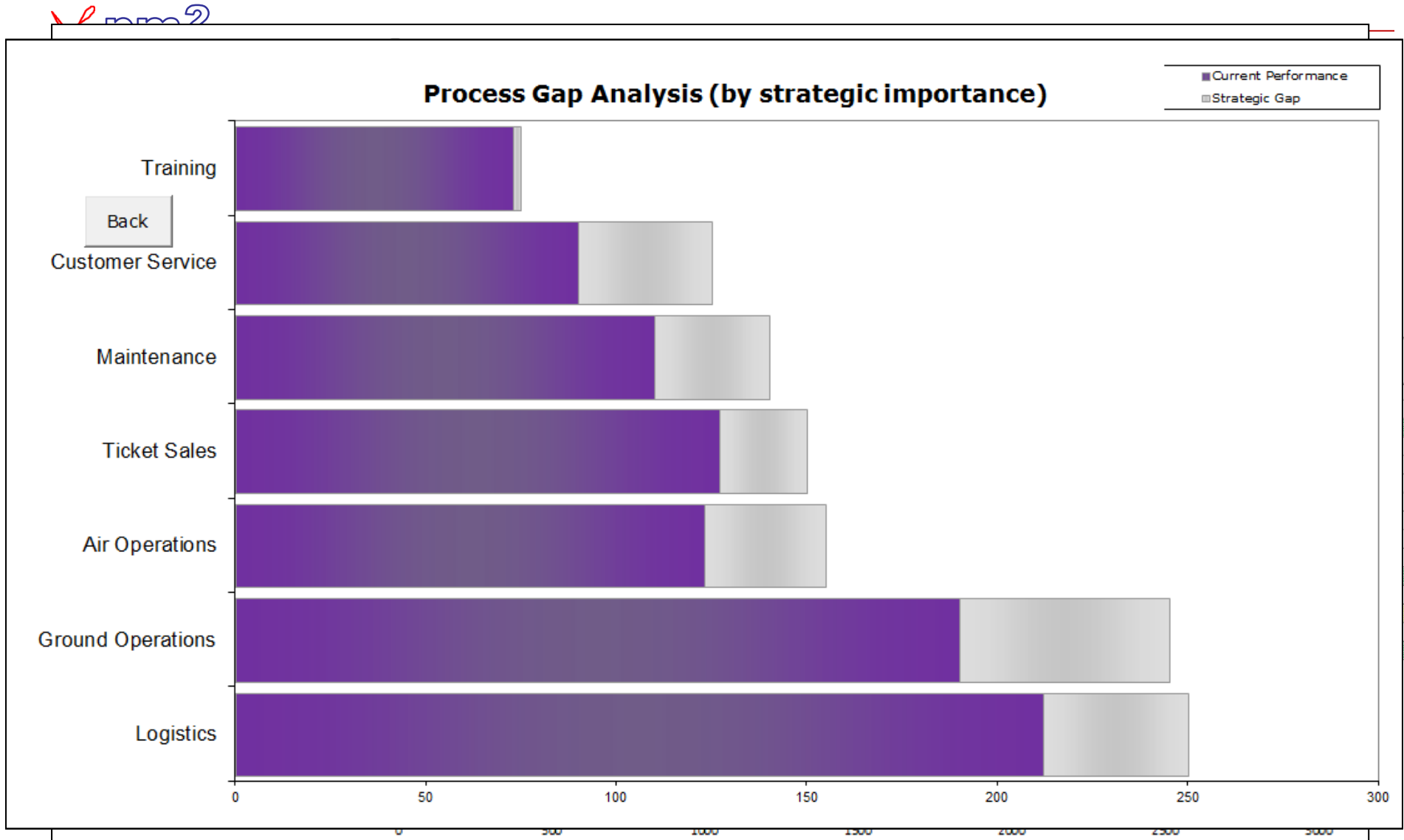
## SouthWest Airlines Capability Analysis

			1		2		3		4		5		6		7	
			Air Operations		Customer Service		Ground Operations		Logistics		Maintenance		Ticket Sales		Training	
			I	P	I	P	I	P	I	P	I	P	I	P	I	P
FINANCIAL	F1: Increase Profitability	5	4	5	3	4	4	5			3	5	5	5	4	5
	F2: More Passengers	10			5	2	5	2	3	4			5	1		
	F3: Fewer Planes	5					5	5	5	4	5	5				
CUSTOMER	C1: Low Ticket price	15					5	5	5	5	5	5	5	5		
	C2: On-Time Flights	20	5	5			5	5	5	5	5	5			4	5
INT	I1: Reduce Turnaround Time	30	2	4			2	4	5	5	5	4			2	4
EBL	E1: Focus on Redesign	15	5	4	5	5			5	5	5		5	5	5	5

# Process Strategic Capability Analysis



# Process Strategic Capability Analysis



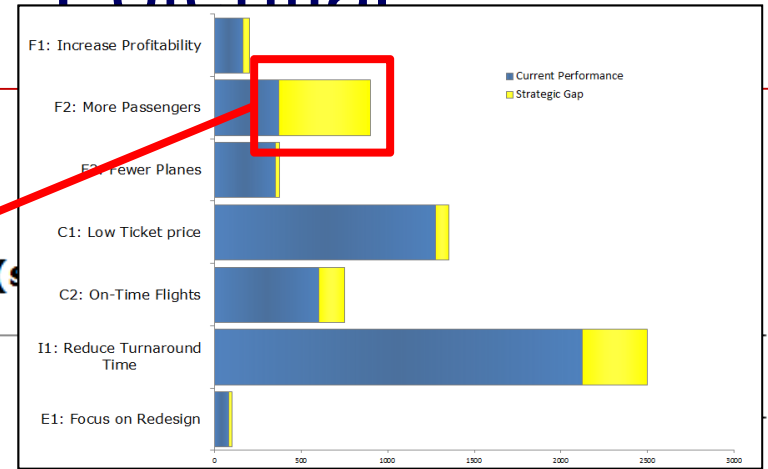
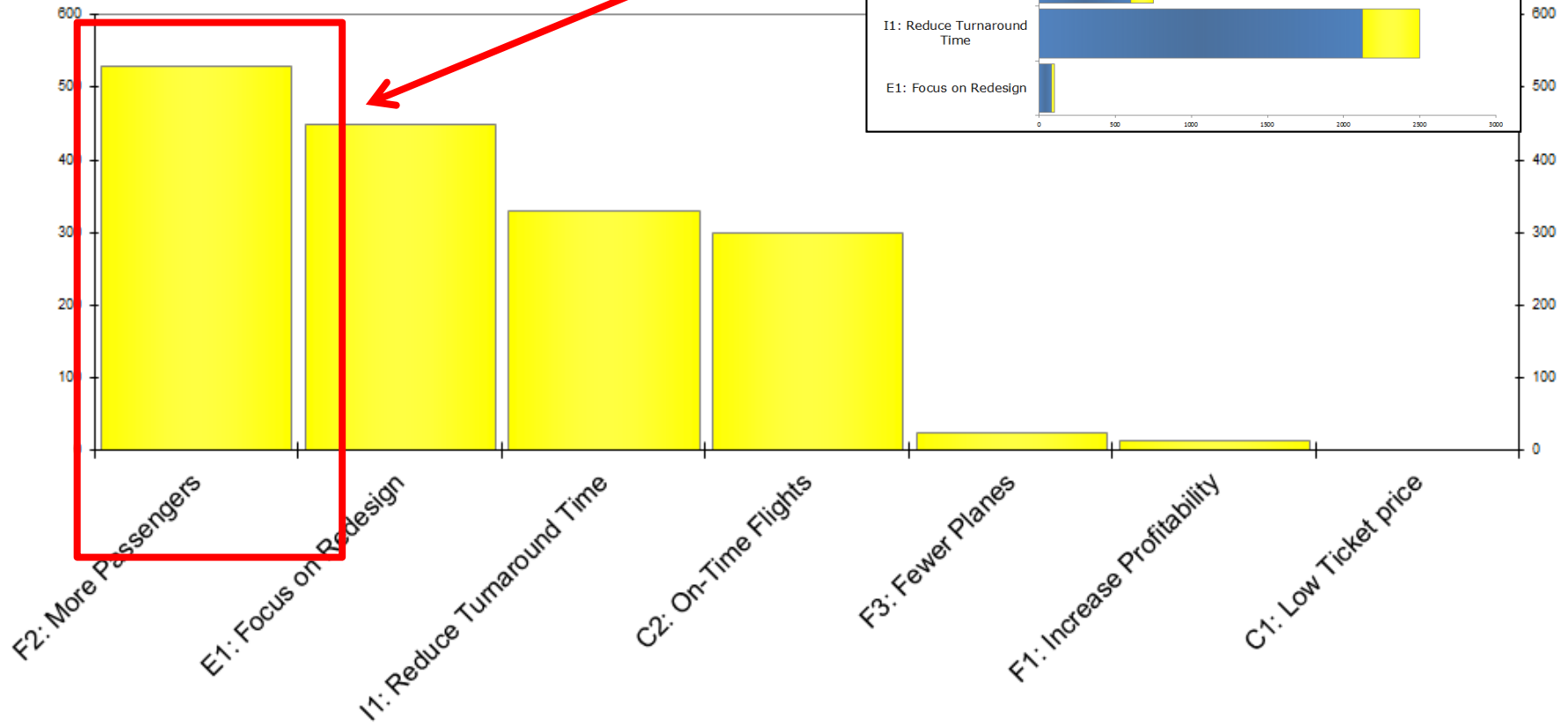
SouthWest Airlines Demo Project Analysis		1	2	3	4	5	6
		Strategic Comp	HR System Implementation	PP Management	e-Learning	Hire Luggage Handlers	Web Sales
<b>Resources</b>		2	5	4	3	1	2
<b>Wgt</b>							
F1: Increase Profitability	5	3	1	4	5		5
F2: More Passengers	10						5
F3: Fewer Planes	5						
C1: Low Ticket price	15	3	1		2		5
C2: On-Time Flights	20		1	3	5	5	
I1: Reduce Turnaround Time	30		5	3	3	5	
E1: Focus on Redesign	15	4	3	3	5	4	

# Project "Gap Closing" Potential



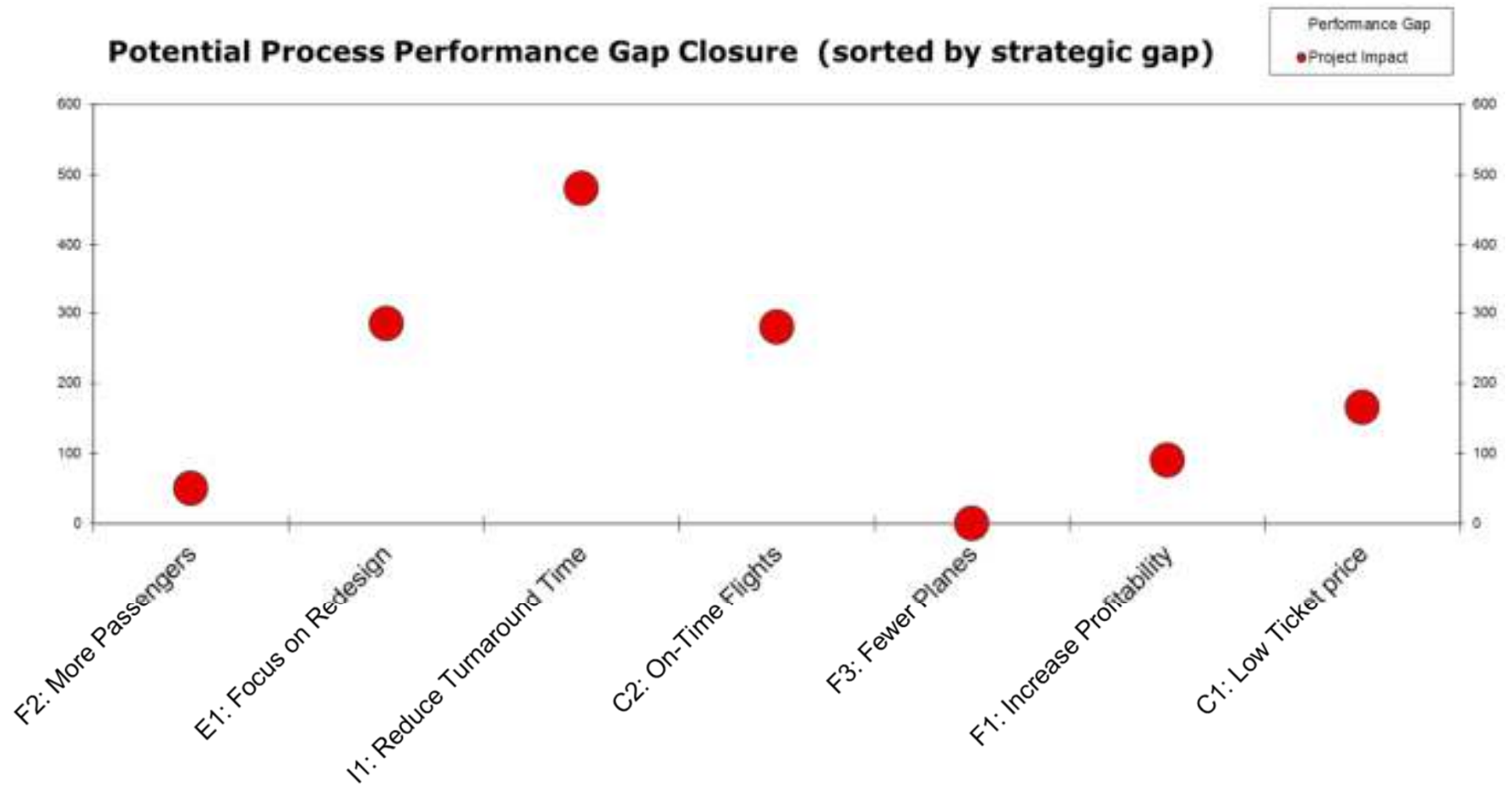
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Potential Process Performance Gap Closure (\$)



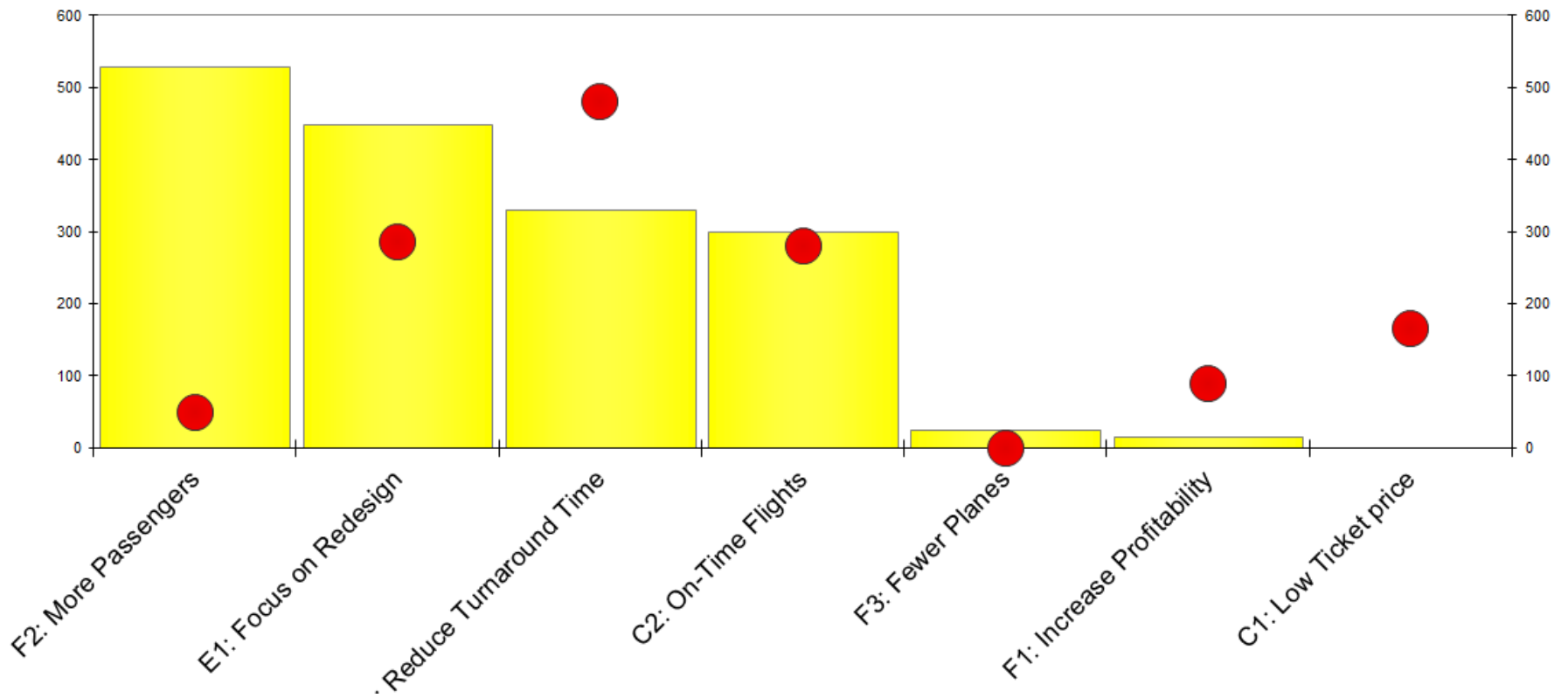
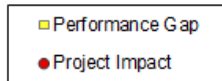


# Project Strategic Gap Closing Potential

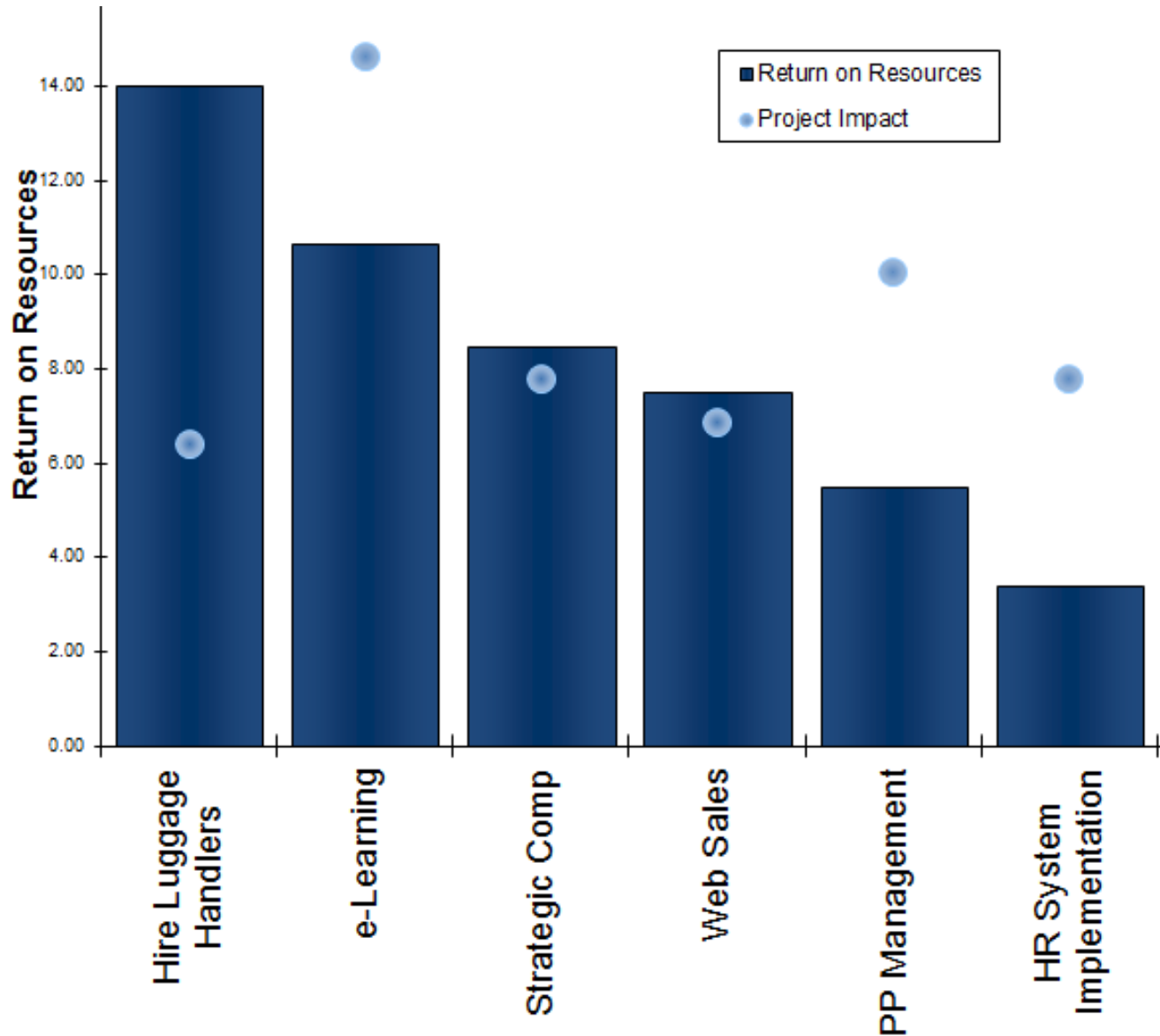


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### Potential Process Performance Gap Closure (sorted by strategic gap)



# Strategic Return On Investment



# Project Costs & Benefits



		\$15	\$10	\$10	\$7	\$12	\$10
Resources		Yellow	Blue	Green	White	Orange	Red
Wgt							
Drive Profitability	10	1	4	4	1	2	2
Attract New Customers	5	5	1	1	1	2	
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