

Project Prioritization:

How to do it the right way



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- We will answer questions at the end
- You can chat to the hosts using the chat feature

The image shows a webinar interface. The main content area is white and contains the text "Strategic Alignment" on the left and the "transparent choice" logo on the right. The logo consists of a stylized blue figure with a red star above its head and a green star to its right. Below the main content is a dark grey control bar with several icons and labels: a headset icon for "Join Audio", a question mark icon for "Q&A", a speech bubble icon for "Chat", a hand icon for "Raise Hand", and the text "Leave Webinar" in red.

Project Prioritization:

How to do it the right way



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Agenda

- What is the portfolio for?
- Does project prioritization matter?
- **Is there a “right way”?**
 - **Includes demo**
- Getting leadership engaged
- Resources



HUNT'S REMEDY



CURES
DROPSY
AND ALL
DISEASES
OF THE
KIDNEYS
BLADDER
LIVER
AND
URINARY
ORGANS

Google YouTube

facebook

CAUTION



What's the point...?



Read more: <https://blog.transparentchoice.com/how-can-a-pmo-add-real-value>



UNDERSTANDING STRATEGIC PRIORITIES AT RNIB

STEWART WILLIAMS

THE ROYAL NATIONAL INSTITUTE OF BLIND PEOPLE (RNIB) is one of the UK's leading sight loss charities and forms the largest community of blind and partially sighted people. In mid-2018 the organisation was looking to relaunch its brand and put in place a new strategy focused on achieving a world with no barriers to people with sight loss.

There were many areas at that time where RNIB was actively involved in pressing for social change and many others where they had previously acted. Within the management team there

was a recognition that the new strategy should focus on a smaller number of priority areas, enabling them to focus their resources on initiatives where they could maximise their impact. The difficulty the organisation faced was in deciding what those areas should be.

RNIB

See differently



20%

of projects are
“waste”

Source: <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/implement-project-portfolio-c-suite.pdf>



Prioritization Amplifier (1)

Prioritization
process



Implementing
your projects

Wasted
resources

Living with your decision

Missed business opportunity

Why focus on better decisions?

Decision
-making
process



Living with your decision

Why focus on better decisions?

Decision
-making
process



Living with your decision

transparent
choice

Prioritization Amplifier (2)

Decision
-making
process



10x?

Improvements in decision quality
are double-amplified!

Living with your decision

Extra business benefit

100x?

transparent
choice

This amplifier adds real value...



Strategic
Alignment explains

80%

of performance
differences

Source - THE IMPACT OF STRATEGIC
ALIGNMENT ON THE PERFORMANCE OF
PUBLIC ORGANISATIONS, Brunel
University London



Strategically aligned projects are:

- 57% more likely to achieve business goals
- 50% more likely to finish on time
- 45% more likely to finish on budget

Source: PMI –Pulse of the Profession – In-depth Report: The Strategic Impact of Projects

Alignment matters at the project level too!



"In my opinion, all project failures start at project prioritization...I'd like to see some more time spent planning and prioritizing so that we get it right in the beginning."

~Amanda Oakenfull,
IBM



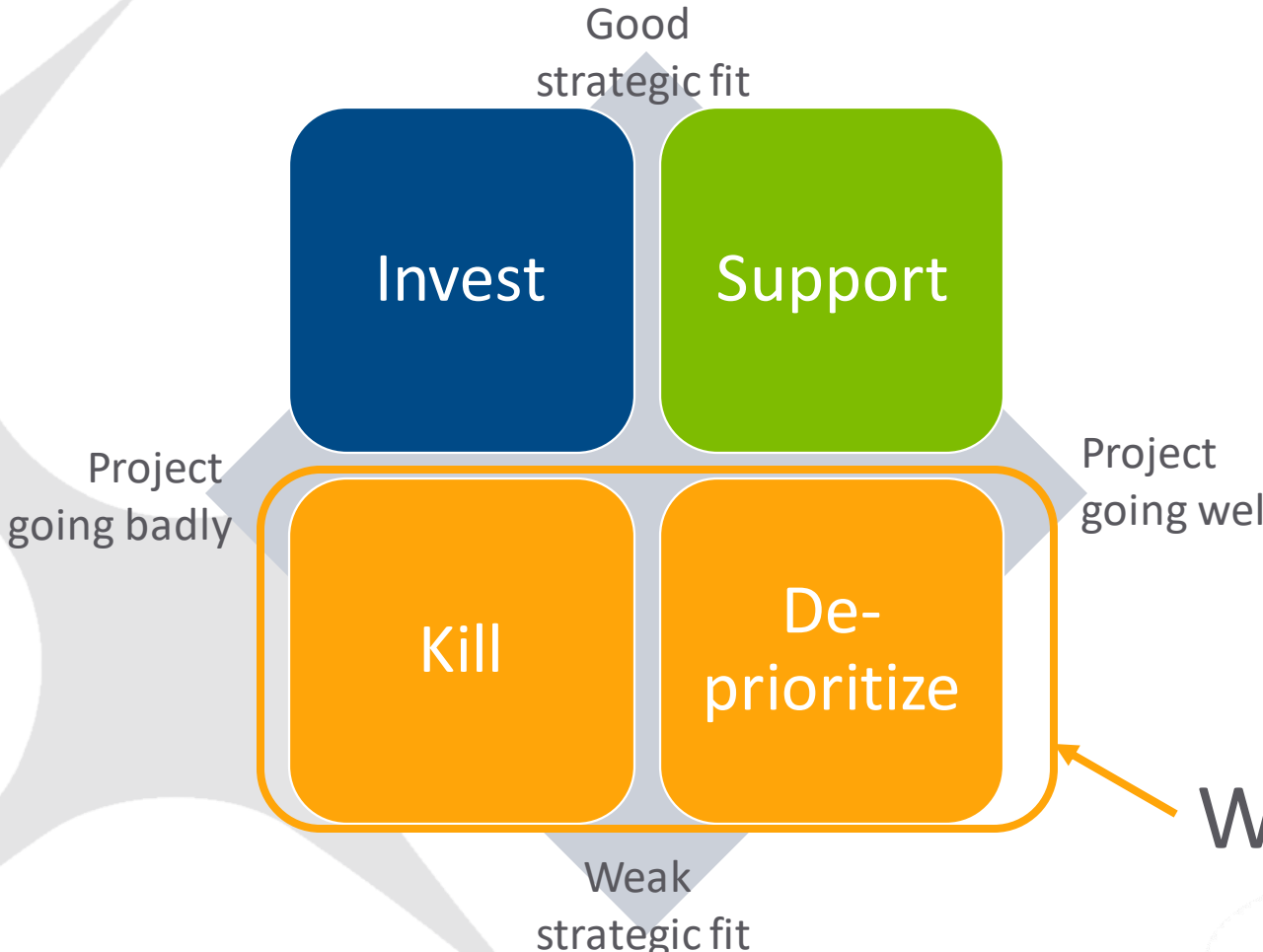
20%

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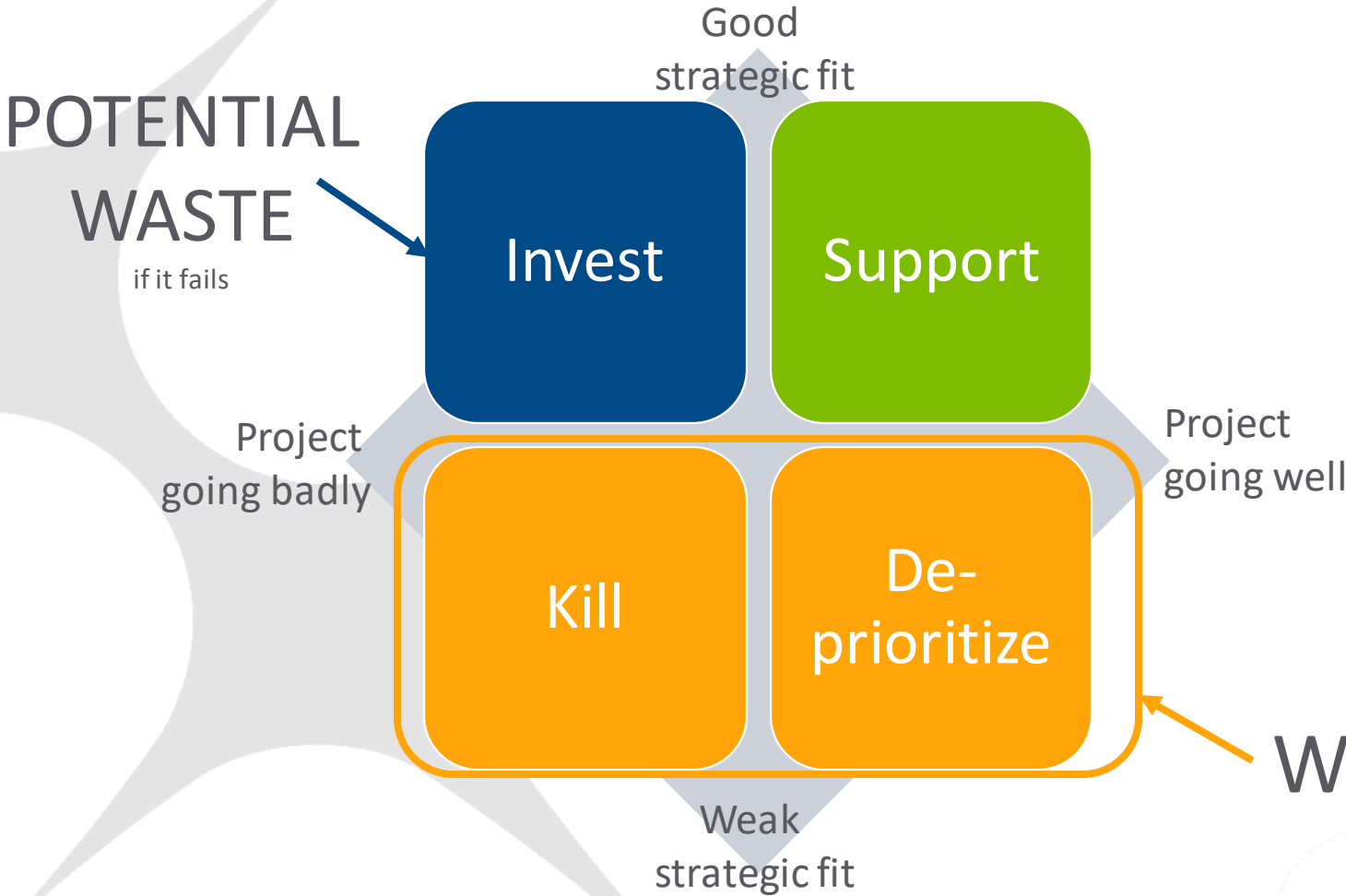
Source: <https://www.pmi.org/-/media/pmi/documents/public/pdf/earning/thought-leadership/implement-project-portfolio-c-suite.pdf>



Eliminate waste



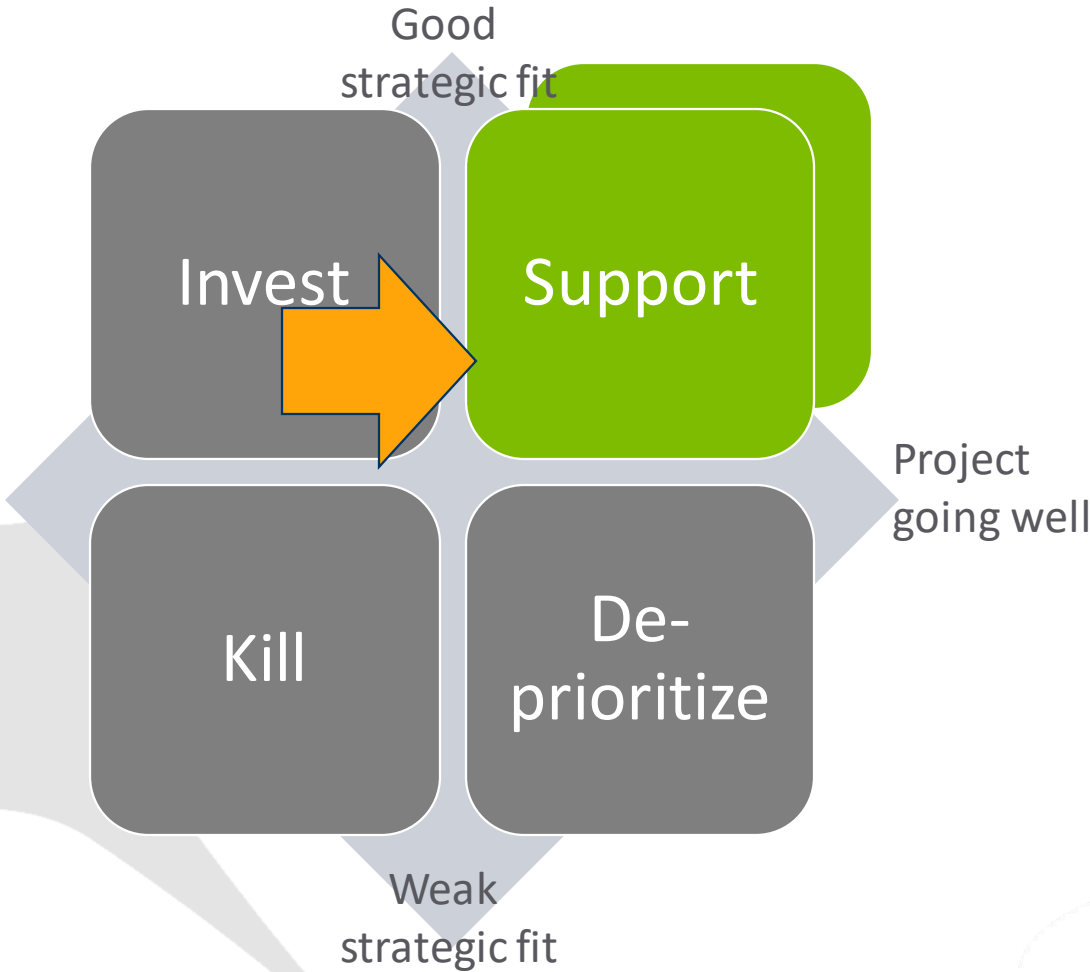
Eliminate waste



Eliminate waste



Eliminate waste



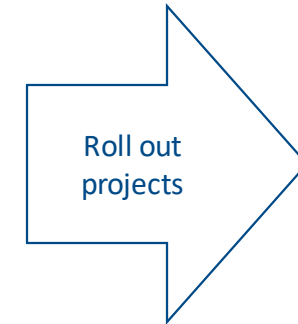
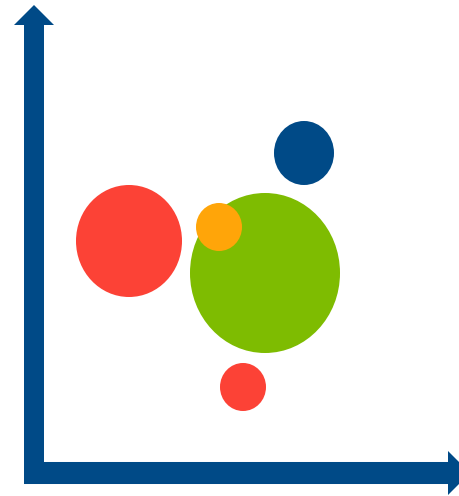
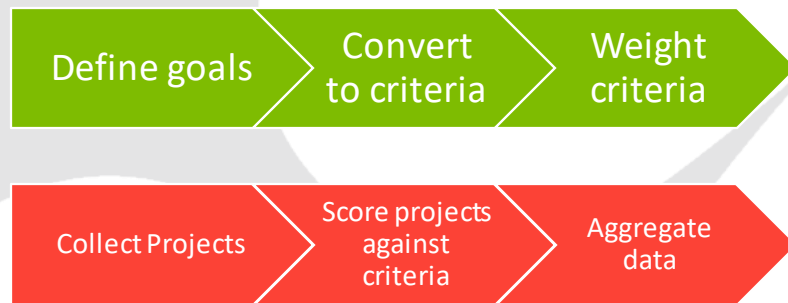
- Different journeys
- Bias
- Group dynamics
- Politics

...more of which later

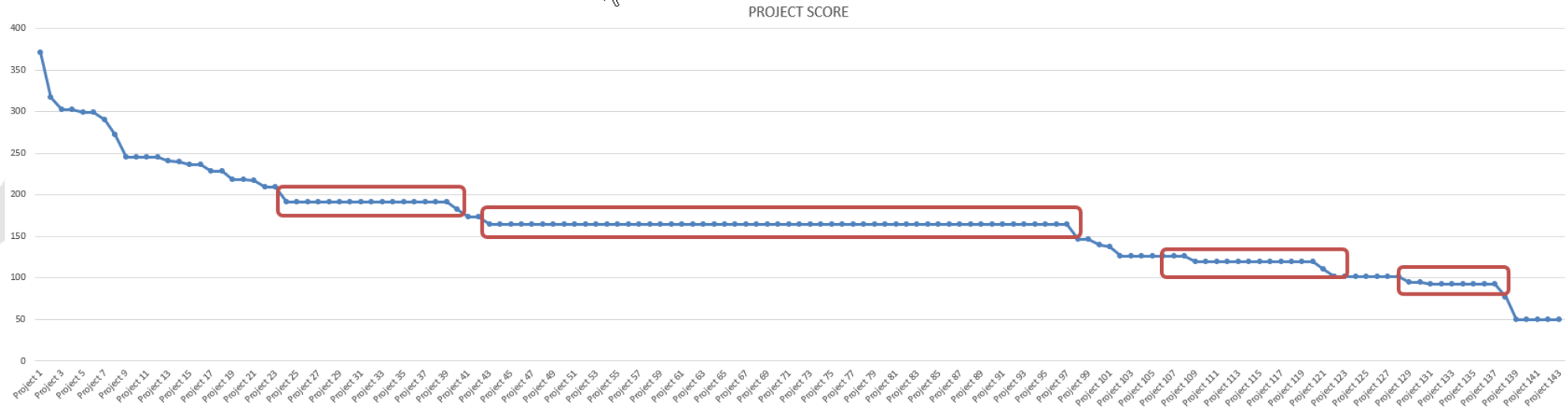
Why is it so hard?



High-level process



But it STILL goes wrong...



Real-life example

- Approx 20% pet projects
- 30% over-committed
- DESPITE
 - Mature spreadsheet
 - Good data



This doesn't work

- Pull everyone together around the whiteboard
- Total lack of buy-in
- No alignment
- “Politics and salesmanship win!”



AHP is “The One” for aligning projects to strategy

100+ methodologies reviewed

Only 2 are “suitable” –
AHP is easier to use

TransparentChoice uses
AHP

SO – best practice =
AHP, end of debate



280 *Int. J. Management and Decision Making, Vol. 16, No. 3, 2017*

A systematic comparison of multi-criteria decision making methods for the improvement of project portfolio management in complex organisations

Darius Danesh*, Michael J. Ryan and
Alireza Abbasi

School of Engineering and Information Technology,
University of New South Wales (UNSW),

- Approx ~~20%~~ pet projects

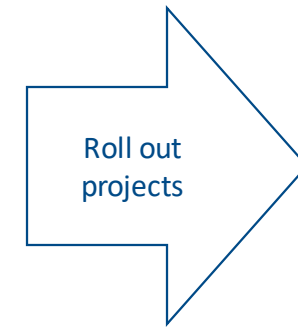
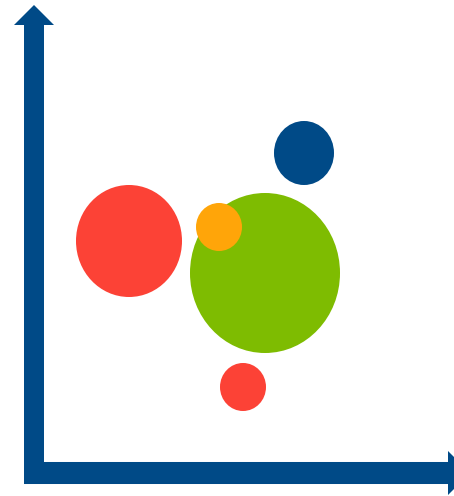
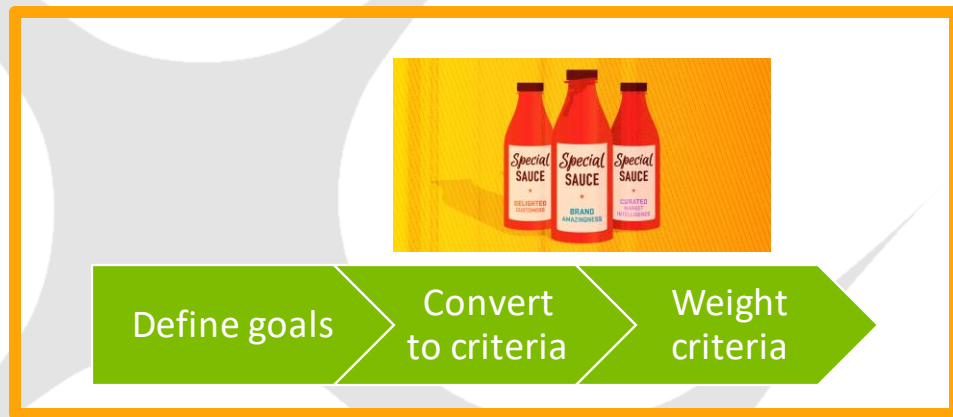
- 30% ~~over-committed~~

- Improved project delivery

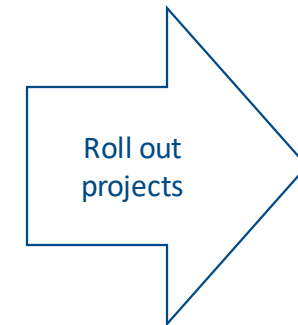
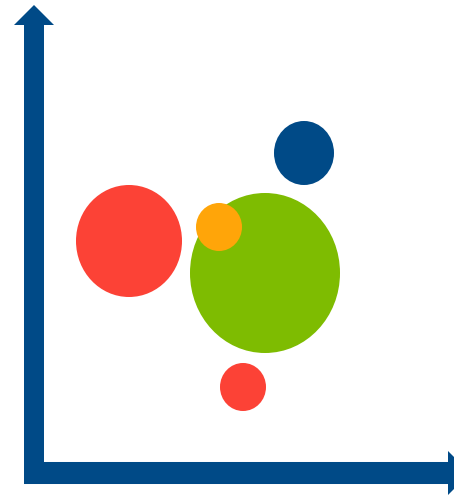
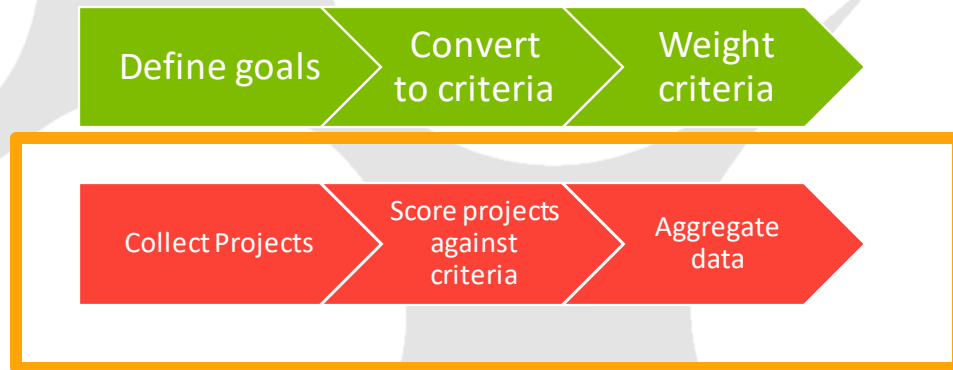
- Less waste
- More business value



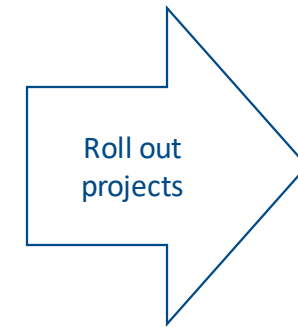
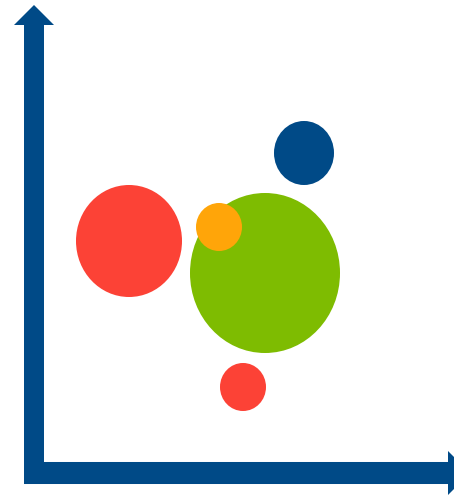
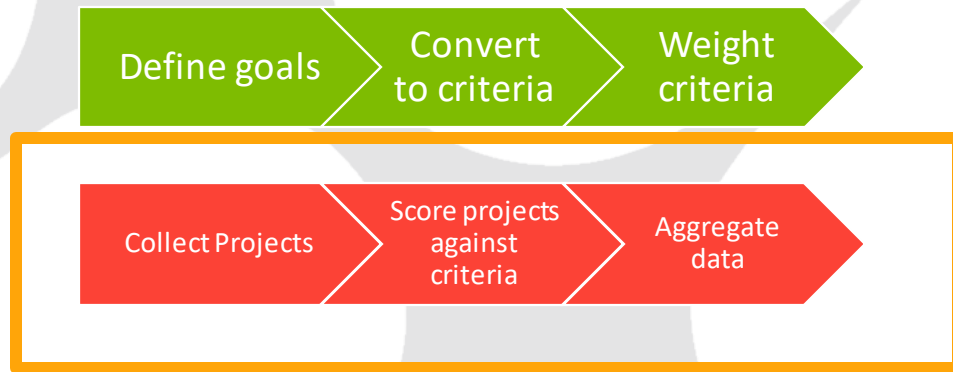
Demo 1 – AHP Secret Sauce



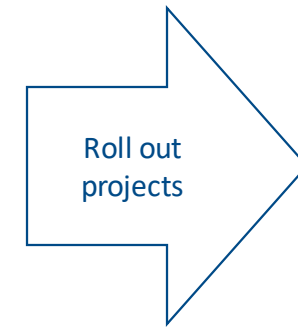
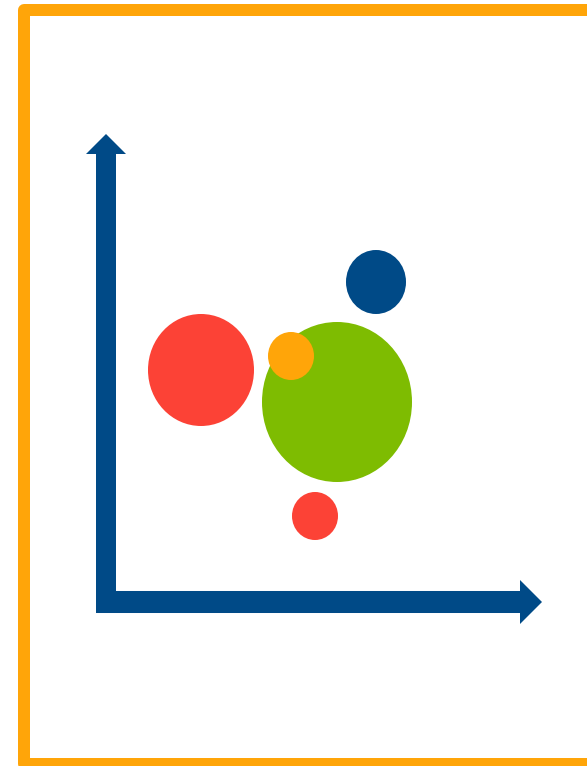
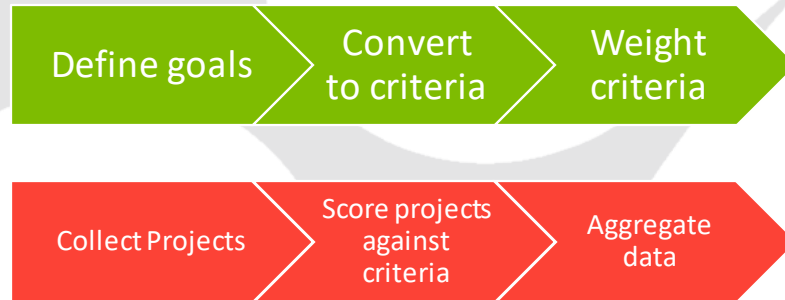
Demo 2 – Evaluating projects



Demo 2 – Repeatable Process

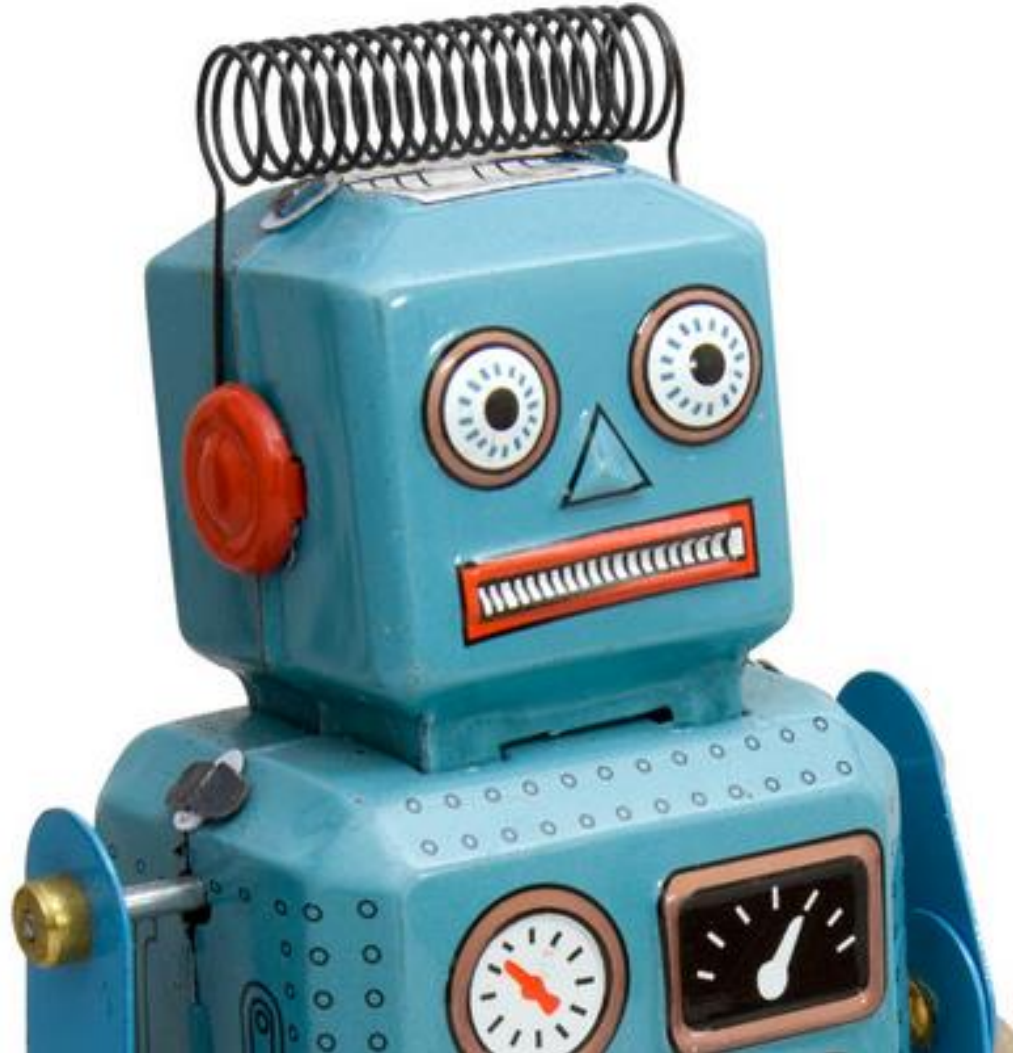


Demo 3 – Select, balance, optimize



Next 3-6 months sneaky-peak...

- Spaghetti mess
 - More than one demand source
 - More than one constraint
- Enter
 - Constraints
 - Project dependencies
- Optimized portfolio options
 - AI guided
 - 1000s of simulations

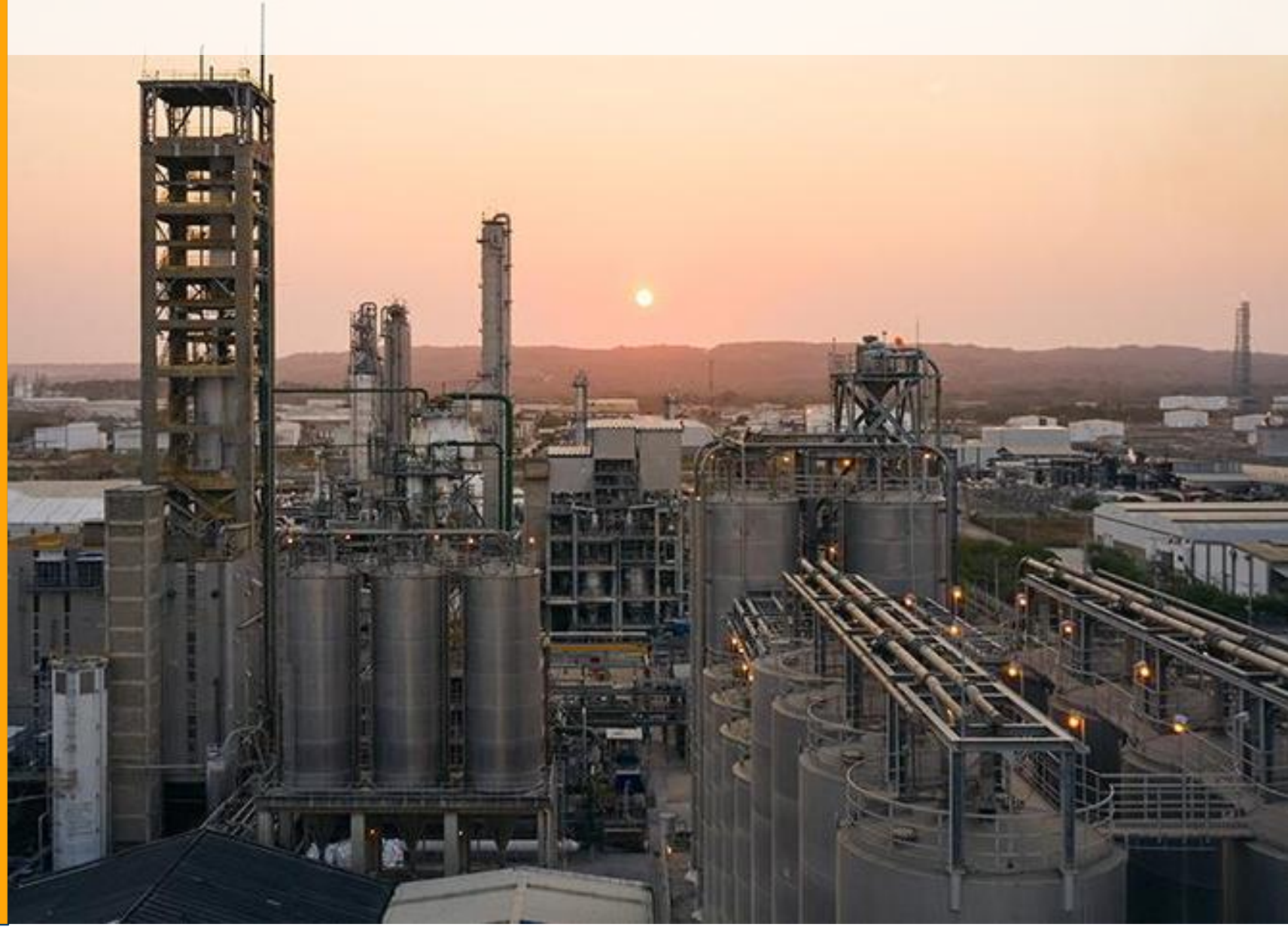


Get the leadership engaged

- ID pain in THEIR words
- Nike (Just do it!)
 - COVID Program (Free software)
 - Quick-start
- Online resources

Free Resources

Ebooks, guides and webinars to help you be more effective



- [Project prioritization ultimate guide](#)
- [How to generate effective prioritization criteria](#)
- [Strategic Alignment guide](#)
- [Portfolio optimization master-class](#)
- [Analytic Hierarchy Process guide](#)

Useful Resources for you

Free Resources

Ebooks, guides and webinars to help you be more effective





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