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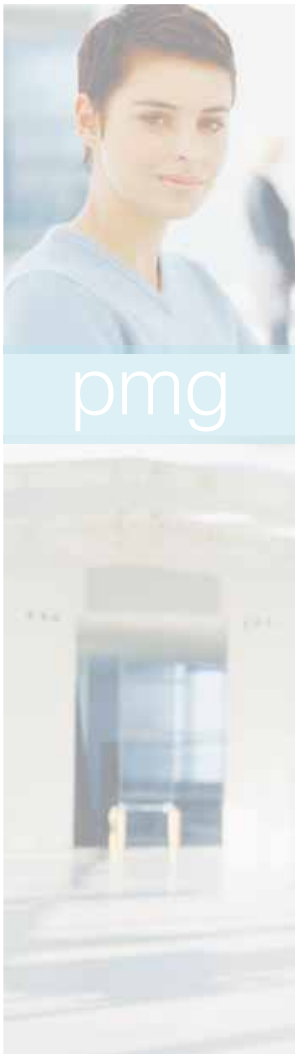


Improving Business Performance by Taking a Program Approach to Project Delivery

PMG White Paper



the program management group plc
www.pm-group.com



Meeting Today's Complex Business Challenges

Business Change

Organisations face an increasingly competitive environment, both in their local markets and in the international arena. They face challenges from leaner, highly dynamic companies, not to mention instability brought about by acquisitions and mergers and demands from an ever more discriminating consumer. Public sector organisations search for more effective ways to deliver policies and increase scales of efficiency. In this fast moving environment, many companies are finding that their existing project and resource scheduling systems are not sufficient to accommodate change or optimise their program and benefits planning and tracking. Managers often struggle as they attempt to re-structure and/or re-organise only to find that although the project and program teams have the energy and desire to move the business forward, the systems in place to handle processes lags behind, holding the company back and restricting its ability to compete and grow:

Organisations may wish to:

- Become more efficient: many systems in the market place pre-define business processes without taking into consideration the unique requirements of any given company.
- Eliminate redundant processes: which only serve to substantially increase the workload and inaccuracies.
- Improve productivity: the lack of flexibility in existing legacy systems creates inflexible and unresponsive project teams.
- Increase revenue: the inefficiency of the system hampers productivity and revenue opportunities.
- Gain a competitive edge: the difficulty in gaining access to vital project and program information impedes time to market, customer service, diversification needs, etc.

These critical issues are driving organisations, that seek to manage change efficiently, to search for a more flexible solution – one which does not define or dictate their business processes but rather facilitates the processes which are best suited for all the diverse areas of the organisation. As a consequence, many organisations are turning to the latest program and collaborative management tools and techniques to break free from the constraints of task-orientated project management systems, reduce cycle times and manage the complex goals, phases, resources, and finances that are critical to the successful delivery of multiple and interdependent projects. Such organisations need to:

- Identify and respond to business change.
- Align projects and programs with organisational goals.
- Improve the allocation of resources and finances.
- Reduce inefficiencies and administration tasks.
- Demonstrate the success and return on investment of projects and programs.
- Improve co-ordination and collaboration.
- Improve business intelligence and forecasting.
- Identify and grow profitable initiatives.

Resource Conflict

In a business environment of scarce resources, project managers face the challenge of coordinating not just the obvious project deliverables of cost, time, resources and quality, but also influencing other stakeholders, as demands for people and resources between teams coincide. Their effectiveness is increasingly dependent on how well they



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can influence and negotiate with colleagues as well as manage inter-dependent projects, allocate scarce resources, monitor the quality and timeliness of work and maintain shared plans between stakeholders and other teams.

Projects with little resources must obtain them from other parts of the business which also require the same resources to carry out everyday operational work. The challenge is to match prioritised initiatives to resources and re-prioritise and re-schedule to accommodate other constraints. This becomes even tougher when there are multiple projects of different levels of importance, with many stakeholders and complex requirements, all of which are jostling for the same pool of resources.

Project managers, almost without exception, depend on resources and activities that work across departmental, team, geographic and organisational boundaries. They search for the best people from a number of internal and external resource pools and commandeer resources to force their own projects ahead. Project managers want the capabilities to know what capacity and skills they can assign today, what their ability is to meet project dependencies and how to justify the need for resources and get the right participants to the project team when they are needed, all without overloading team members.

To further compound these issues, the skills shortages of experienced project managers have meant that staff from other disciplines are being assigned to project management duties. Whilst they are highly skilled in their individual roles, many lack the experience and understanding of what project management involves; ultimately placing the company's finances, resources and competitive position at risk. The result is that most persuasive project managers are able to progress their work most rapidly but with no recognition of the companies priorities.

Strategic Priorities

Geoff Reiss, Chairman of 'The Programme Management Specific Interest Group', author of leading titles 'Project Management Demystified' and 'Program Management Demystified' and Director of Product Strategy for PMG believes that without a framework to help executives identify and control the strategic priorities and manage risks and inter-dependencies, resources soon become overloaded. Teams work harder and harder to meet individual project objectives without necessarily applying their efforts to the most important areas for the success of the business, or being responsive as business requirements change. Project managers complain about the 'two boss syndrome' where a team member reports to 2 or more managers simultaneously. To address these challenges successful organisations are creating an enterprise wide program management infrastructure that enables them to formalise the prioritisation of projects with clear accountability for capital and expense allocation and the ability to govern the tight allocation of resources. They are able to:

- Select the most beneficial programs by understanding the relationship between investment and return.
- Achieve strategy by understanding how programs align with the organisation's objectives.
- Manage projects and programs effectively across geographically dispersed locations
- Assign agreed project and program goals and regularly assess progress against plan.
- Create a framework for prioritising and managing resources and tracking progress, actual costs and performance measures.
- Manage accountability and responsibilities at all levels across the enterprise.
- Enable cross-boundary working and collaborative behaviour to improve the sharing of resources and responsibilities.
- Optimise resources by skills scheduling and allowing for part-time working and intermittent tasks.
- Create a framework to balance risk and uncertainty and organisational capability.
- Engage external participants and partners in teams to ensure plans meet stakeholders' expectations.



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In Project Portfolio Management it is inadequate to think simply in terms of projects and benefits, it is essential to use the concept of a program. A program brings together the deliverables of many projects and creates many benefits. Programs normally comprise of functionally aligned projects. Program management software applications must enable organisations to effectively:

- Define the organisational strategy.
- Collect suggestions for programs from a wide community.
- Identify a list of contender programs in terms of projects and their investment, expected benefits, resource demands, strategic alignment and risks.
- Evaluate a list of contender programs on a rational basis whilst maintaining alignment with corporate strategy and staying within resource limitations.
- Understand the often complex relationships between programs, projects and benefits.
- Baseline (target setting) program, projects and benefits expectations.
- Communicate the overall plan.

“Prioritisation is contentious, politicized and subject to gaming. If the prioritisation process lacks objectivity, consistency and strong governance, vested interests will subvert it.”

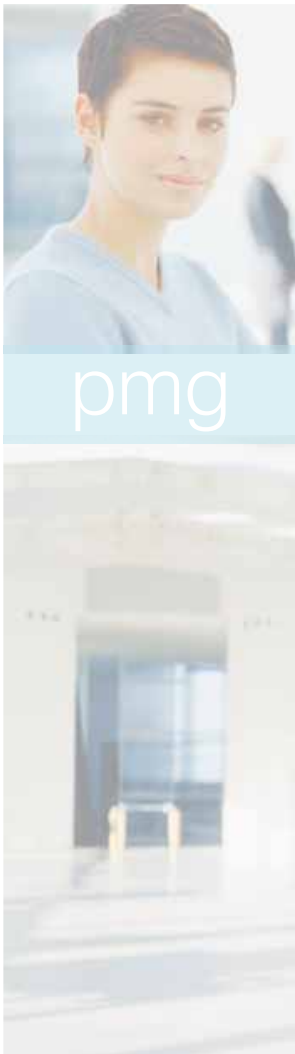
Gartner EXP, September 2002

Managing Performance

Few executives have time to monitor the performance of each project on an individual basis and are often unaware of resource conflicts, or possible solutions, until it is too late. Quite often this is because their systems do not provide them with visibility of the whole picture - all project and operational work (the combination of projects and business-as-usual work) across the enterprise - to make intelligent business decisions quickly. Their legacy project management tools simply act as planning systems but should offer functionality to the whole team: a single integrated database holding all information appertaining to resources, their availability, their commitments and their capabilities, allowing executives to easily understand and review performance measures and increase corporate efficiency and the success rate of projects:

- Prioritise projects, starting with support for business objectives and create priority scores based on each projects expected impact on measurable objectives.
- Understand the effect of cancelling or delaying projects.
- Identify which projects support company initiatives, their relationships and inter-dependencies.
- Limit ‘under the counter’ projects.
- Identify projects that drain funds and resources and phase projects for earlier payback.
- Understand the impact of projects on operational work.
- Break larger projects down into short-term deliverables and enable steering committees to assess progress against business goals before moving on.
- Provide analyses to determine whether the organisation is achieving the best return on investment.
- Keep track of projects in relation to key performance indicators such as risk exposure, value and performance.
- Understand the impact of change and adjust the portfolio of programs according to new business requirements.

Whilst many legacy project management and scheduling applications support the success of individual projects, few address the complex interdependencies between resources, projects, programs and benefits. Executives recognise the need to establish priorities and define benefits, identify and estimate financial and non-financial benefits, and select projects based upon strategy alignments, benefit potential and risk. However in this environment many have to undertake unnecessary work to aggregate and interface multiple data sources and consolidate project and resource information in order to explore the causes and effects of projects and programs from any view point including; costs, capacities, resources, skills, geography, revenue and other important business



data. This naturally leads to large amounts of manual intervention, untimely business information and unrealistic plans and schedules.

Knowledge and Collaboration Management

Innovations in technology dictate that we now work in very different ways from five or ten years ago. Email, instant messaging and other hand held devices bring greater speed and efficiency to our business lives. Whilst new technologies enable this change, project teams are under increasing pressure to deliver more with less. They face problems of information overload, increasing expectations, decreasing lead times, more travel and less personal time. Modern managers face:

- Geographically-distributed project teams and remote mobile working.
- 24-hour working.
- Flatter management structures, matrix management, multi-tasking and project team based activities.
- Greater emphasis on partnership and alliances.

But have the advantages of:

- Lower cost bandwidth allowing increased connectivity in multiple locations.

Knowledge management has grown rapidly to address concerns over the increasingly competitive environment and the need to make better use of the experience and expertise of current and past employees to gain a competitive advantage.

Knowledge management promises substantial benefits including:

- Capturing and structuring knowledge within the organisational memory and enable easy searching.
- Encouraging innovation by making it easy to share ideas and information.
- Reducing time spent 're-inventing the wheel' and making it easier to learn from past successes and mistakes.
- Recognising the worth of employees' knowledge and allowing this to be rewarded, potentially increasing the retention of key staff.

Most organisations already have huge databases containing information on projects, programs, customers, suppliers and processes. However, little of this information is used to best effect because it is not always accessible to the right people, in the right format, at the right time. Many have document management systems that are disjointed from their neighbouring systems including project management, resource scheduling, content management and team collaboration applications. Only by integrating these capabilities enterprise wide can organisations effectively control and capture valuable information assets and make best use of their project documents and knowledge - a system that can handle all types of content including project documents, web-based content, e-mails, document images and rich media.

"There is a lot of information but very little knowledge"

However, improving the performance of project teams through knowledge management is not just about indexing vast quantities of 'hard' project related data. It's about maintaining a high quality, well structured knowledge base which can be used as an aid to problem solving, ensuring that the people holding the knowledge are easily identifiable and accessible. Besides the procedural and functional aspects to this, the ability to retain and utilise unstructured information such as skills and experience, project plans and ad-hoc notes, at the end of each project and avoid costs is critical to support the creation and success of future projects.

Part of the challenge is to locate problems before they mature into major issues. PMG's industry leading project and program management system, Hydra, offers powerful technology that searches for and reports problems helping managers to locate and nip small problems in the bud before they mature into major obstacles.



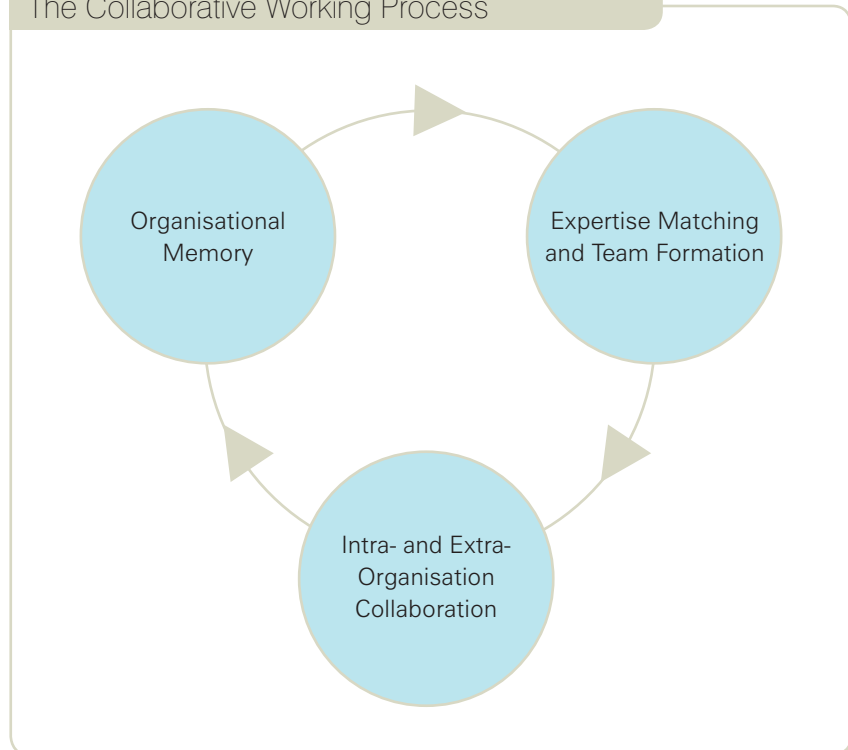
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Many software tools enable web-based team working by providing an environment that supports the access and sharing of project information and limited communication facilities. Other software tools enable the indexing and retrieval of electronic information. To facilitate a true collaborative working process, organisations must either deploy a number of separate software applications, or where possible further extend their existing toolset. Creating a framework that supports team formation, knowledge management and intra- and extra-organisation collaboration support. Successful organisations strive for:

- A web-based environment in which geographically dispersed and/or co-located team members can work to support their projects.
- Organisational memory that allows project teams to create, manage and search validated knowledge assets, based on existing organisational information or outcomes of team projects.
- Team location tools for locating people based on their skills, expertise and availability.
- Team workspaces to provide a per-team customisable view on a project.
- Event based notifications that keep team members up to date on activities.
- Collaboration tools that support multi-way synchronous interaction (e.g. instant messaging, videoconferencing, application sharing, text chat etc.) and asynchronous interaction (e.g. email, discussion groups).

The Collaborative Working Process





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Program versus a Project Approach to Delivery

The Restrictions of a Project Approach

Many organisations have adopted simple project management techniques and tools to help address business issues and improve their competitive position. However, best practice in project management in isolation from program management, benefits management and collaboration management will not bring the step change in improved performance that companies are looking for.

Project management software applications were originally conceived for use on large single projects where classes of resources work full time on physical deliverables. They were designed around a common set of techniques to determine the time, effort and dependencies that are involved in a single project. This methodology is called the task-centric approach. For multiple projects there are a number of limitations to these techniques which can result in gross errors, large amounts of manual intervention and unrealistic plans and schedules.

In the traditional model, tasks, with estimated durations in units of time are connected by links or dependencies. A diagram showing tasks and their dependencies is often called a critical path diagram or a critical path but is correctly known as a Precedence Diagram. When combined with external constraints the critical path analysis, commonly known as the PERT, provides a mathematical process to calculate when each task may begin. This is called the forward pass and gives an overall duration for the project. Having calculated an earliest finish date for the overall project the technique provides for a backward pass calculating the latest possible finish dates. For each task the difference between early and late start is known as a float. Tasks with zero float are defined as critical. Two types of float are recognised by these applications – free float and total float. Float was conceived partly to help with the allocation of resources. This process described in the British Standard makes the following assumptions:

- There will be a unique start and finish point in each plan.
- Those resources can be initially ignored for the purpose of scheduling.
- That once scheduling is achieved tasks may be delayed until resources are available to perform them.

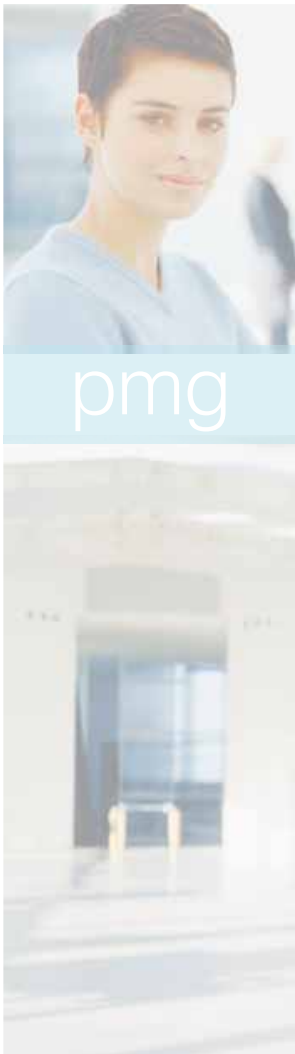
There are a number of intrinsic weaknesses with this approach when applied to a more complex environment:

1) There is no direct and explicit association between the specific resource to perform a task and the task itself. This means a separate process has to be undertaken to allocate resources to tasks. As task durations change manual calculations and allocations have to be performed each time there are variations between them.







2) In more sophisticated plans the resources that are involved in one plan may also be separately planned for in a number of separate plans. At consolidation time valuable time is expended manually reconciling the inconsistency and involves either project support office staff and/or project managers manually revisiting their plans to reconcile the fact that one person cannot be in two places at the same time!

3) The scope for error, and the level of human intervention levels of sub projects increase, and/or the number of resources required to meet company objectives increase.

The vast majority of project teams now need help with short term planning on a number of interrelated projects where individuals also work part time on multiple projects as well as the business-as-usual workload. Quite often they also need people to work effectively on cross-functional or multi-disciplinary project teams, regardless of geography and time zone. This creates new challenges in the areas of project planning, resource co-ordination and benefits management.



Many software vendors have been forced to provide additional products and functions to their single project management solution to make it more appropriate to the multi-project environment. One example of this is a 'work around' known as the consolidation model, for the scheduling of a program of projects. Many organisations attempting to implement the consolidation model have observed real problems:

-  **Complexity:** The process of multi-project planning by the consolidation method is highly complex and results in scope for error.
-  **Timing:** The synchronisation of different update cycles (project, multi-project and timesheet) causes significant problems. The consolidation plan is in a cycle involving the integration of the many plans, the analysis of alternative strategies and the cycle of issuing work to team members, performing work and the feedback of achievement.
-  **Consistency:** Data from the many single plans must be consistent if consolidation is to be successfully performed. This includes the naming and numbering of tasks and projects so that an individual work package can be uniquely identified to avoid duplication of a task identity in more than one plan. Historically organisations have used a mixture of spreadsheets and databases to attempt to manage and reconcile these fundamental issues. As a result significant time and effort has been wasted in attempting to create support and debug such systems.
-  **Organisation Fit:** The consolidation model does not relate in anyway to the organisational structure and does not reinforce or record the distribution of work amongst the members of the organisation. It requires a program support group to undertake this consolidation process but that group still needs senior management decision making to resolve cross project conflicts in light of corporate objectives.
-  **Interaction with Resources:** In the program management environment each resource needs to understand what work they are expected to perform and also the need to report back actual achievement. With the consolidation approach there is no direct or explicit association between the specific resource to perform a task and the task itself. This means that a separate process has to be undertaken to allocate resources to task.
-  **Speed:** The consolidation process is inherently slow so that reports do not arrive in step with rapid project execution timescales.

Case Study - Fortis Bank

Fortis Bank is an international group operating in the fields of banking, investments and insurance. It was formed in June 1999 from the merger of two Belgian and three Dutch banking groups, creating one of the largest banks in Benelux.

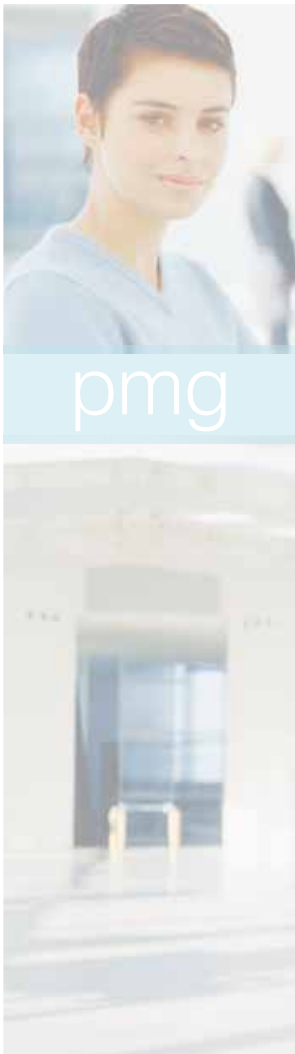
“Hydra was successfully rolled out to the first 1,500 users in under 3 months.”

A major part of the integration of the constituent banks was the post merger consolidation of the varied IT systems and applications. The key requirement was to ensure that the bank's customers continued to receive an uninterrupted level of service during the amalgamation. Previous mergers and takeovers in the financial community have failed due to an inability to integrate different systems from different organisations.

Hydra allowed Fortis to model and predict where resource bottlenecks would occur well before they would become critical and also offered alternative scenarios to allow the organisation to handle and resolve the complex interactions involving thousands of staff and customers.

The program made great use of Hydra's delegation model where senior managers delegate packages of work to middle managers. At the lowest level of the hierarchy, detailed plans contain tasks, which are allocated to individual employees. The data in the low level, detailed plans is automatically consolidated into the higher-level plans. At the highest level the Programme Office maintained an overall departmental program plan, which was kept up to date by the consolidation of data from below.

After an extensive evaluation and a very rapid and high profile pilot, Fortis Bank chose Hydra to be rolled out to the IT community within the bank. This involved some 1,500 people and was extended to non-IT groups, expanding to 2,800 users.



Improving Performance by Program and Project Delivery

Companies recognise that if their legacy systems are not able to respond rapidly to variations both in their business and in the marketplace, and provide the information they need when they need it, then they lose their competitive position to their more dynamic rivals. In response, they begin searching for a system with the flexibility to react immediately and adapt to change. A system which can provide company-wide, up-to-the-moment information so that project managers can modify business strategies and action tactical manoeuvres in response to even the subtlest changes in the market, ensuring their company remains one step ahead.

“Program management is the co-ordinated management of a portfolio of projects that change organisations to achieve benefits that are of strategic importance.”

UK Office of Government Commerce

Program management is simply described as a holistic and integrated forward looking methodology for managing multiple people, multiple resources and their associated multiple projects. It is the orchestration of business change. The concept evolved from a collective realisation by people and organisations who had previously tried to implement a variety of project techniques but failed to derive the significant benefits they had anticipated. Program management brings order and process to the conflicting and competing demands for resources brought about by current and potential projects and activities.

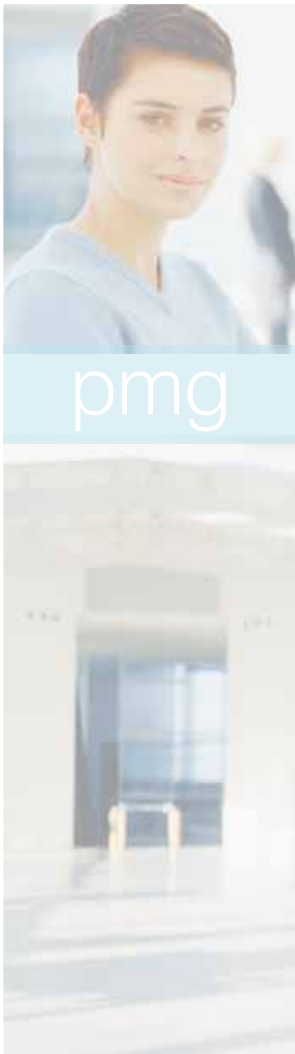
Taking Hydra’s Approach

Hydra is a third generation software product designed specifically to address the issues of managing people, projects, programs and performance. When compared to previous software and management techniques, Hydra, combined with program management implementation and operational methodologies provides a compelling and radically different approach. Hydra is the result of PMG’s cumulative experience in both pioneering the concepts of program management and the development of two previous generations of project management software.

In most business critical projects it is the availability of resources that constrains the speed of project completion. By pre-emptively optimising resources and skills and following a resource-centric philosophy, Hydra has superseded the display of a series of critical tasks with a display of a series of tasks to be done by critical resources. Hydra makes the human tasks of finding ways to accelerate a plan and balancing time against team size much more intuitive and faster, as opposed to many traditional tools that fail to communicate to the resources what work is actually being planned for them to do.

There are a number of simple but fundamental differences between Hydra and virtually all other products:

- Hydra uses its patented resource-centric scheduling to manage the complex relationships between tasks, projects and their need for resources, i.e. what resources can accomplish the task quickest as opposed to task-centric, how many resources do I need to accomplish the task in the stated time period.
- Hydra uses a single holistic integrated database to hold all data appertaining to resources, their availability, their commitments and their capabilities. Unlike the additive process used in task-centric consolidation, Hydra uses a subtractive process to allocate resources in order to ensure that no resource is ever accidentally over committed.
- All resources are uniquely identified centrally and may be loaned to teams on a short or long term basis. Here again Hydra supports best practice working methods.



- ✓ Hydra uses the concept of delegation to create a permanent dynamic link between a master project and its sub projects. Delegation need not be hierarchical i.e. delegations can be either across projects or even up projects. Referential integrity and logical consistency are automatically and continually checked.
- ✓ Delegation and loan provide unmatched support for simple but vital management processes ignored by other systems.
- ✓ Hydra also recognises that there may be many independent tasks and many independent groups of tasks with many start and finish points, including tasks too small to be thought of as projects, on-going tasks, part time tasks as well as fixed time events like meetings, conferences and holidays.
- ✓ Hydra allows all British Standard forms of link (dependency) and a full precedence diagram (critical path model) to be held in memory. The precedence diagram is shown through a logical linked bar chart, where tasks are drawn as bars and links connect the bars. Links maybe displayed or suppressed from view. The legacy model has been adapted to acknowledge the availability of resources to perform the work.

Hydra has introduced a new class of task called 'delegated tasks'. These are timed by agreement between two parties and therefore are beyond the scope of the critical path model. Delegated tasks perform three roles:

- 1) They record the agreement, and any change to that agreement, between two managers to do work.
- 2) They connect two plans so that both managers can compare current plans with the agreed timing.
- 3) They provide managed inter-dependencies between plans.

This situation has been created to address the common problem in program management where plans depend on other plans.

In addition to delegation, Hydra introduces the concept of Resource Owners. Resource Owners could be project managers, program managers, functional managers, team leaders and resource managers and so on. If a project manager has insufficient capacity they may request a particular individual or skill from a Resource Owner. The Resource Owner may then loan a specific resource to the requestor on a full time or part time basis for a specific period. As the resource is loaned, their availability in the Resource Owners plan reduces and increases in the project manager's plan. The project manager is then free to give work to the resource until the loan expires. Hydra ensures that work can only be allocated within the loan period and for the specified capacity.

Many traditional tools fail to communicate to the resources what work is actually being planned for them to do. Hydra brings the people doing the work into the planning process by providing them with their own Personal Plans. Hydra's unique Publishing functionality builds and updates individual work plans for all tasks they are scheduled to do. Where resources are loaned across multiple projects, their own Personal Plans represent an achievable workload – they see all work from all plans. They are encouraged to record actual work and their own estimates for remaining effort. As this is fed back to the relevant project managers via a timesheet; they immediately see any impact this has on the overall project. Timesheets automatically update project plans; project plans automatically update higher level plans and so on until ultimately there is one single view at the enterprise level.



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Knowledge Management

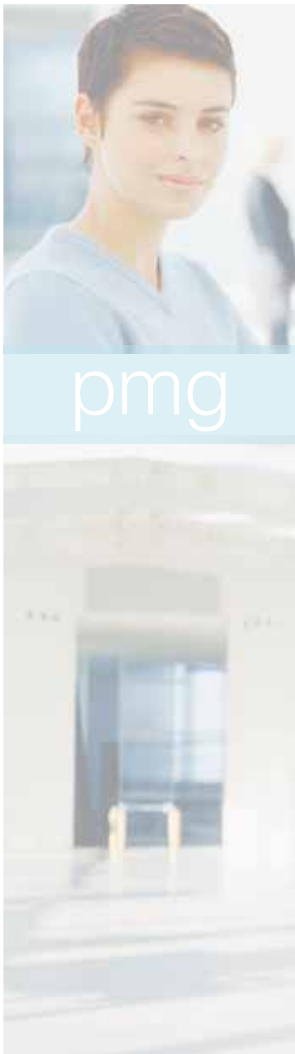
During a typical project, the knowledge and resources within teams and organisation evolve. There are changes to the explicit knowledge – the implementation and outcomes of the project may lead to useful information – for example best (and worst) practice, research and product development. Tacit knowledge changes may take the form of exposure to new contacts and experiences that enhance a ‘knowledge network’ and identification of training needs. Capturing these outcomes is vital to improve the use of company knowledge assets.

‘Know-how’ is in people’s heads, therefore the definition and management of tacit knowledge is more difficult than for explicit knowledge, which is more readily definable. Explicit assets generally exist as electronic files, such as documents, plans and presentations, or information in databases. Traditionally, these resources have been stored in document repositories and databases. PMG believes that effective knowledge management involves making it as quick and easy as possible to locate these assets.

A shift towards team working and multi-tasking has meant that interactions are no longer just one-to-one, but many-to-many. There is often so much knowledge in an organisation that no individual has the whole picture. The sharing and interpretation of knowledge therefore requires team working. The notion of a team rather than an individual focus for managing knowledge has a number of advantages:

- The tasks undertaken by teams generally have a common goal, the knowledge is used and developed within the team, whether it is working on a project or brainstorming activity and is focused on solving a set of related problems.
- The communication between team members can lead to better general understanding as the knowledge is disseminated throughout the team.

The approach taken by Hydra is to support both the individual and the team through the use of collaboration tools as well as information repositories, expertise matching and searching, in an integrated desktop environment. These tools are available to all team members within and beyond the organisation through standard web-based interfaces.



The Next Generation of Program and Collaborative Management Solutions – Hydra

PMG itself was born out of the realisation that existing project and resource management techniques were failing to deliver the business benefits most organisations expected to achieve. It became apparent that there was a need for more appropriate methodologies and software techniques that would address the needs of contemporary organisations.

Benefits and Portfolio Management

Hydra's Benefits and Portfolio managements system enables organisations to:

- Select and prioritise programs that align with organisational strategy and deliver the greater ROI.
- Evaluate each programs impact on the organisations key performance indicators.
- Fine-tune company's resources, by monitoring the contribution each project makes to company objectives and plans.
- Pursue more beneficial projects with vigour, by identifying which projects should be reduced in priority, or even sacrificed.
- Empower executives to make informed business decisions, by providing them with up-to-date knowledge on the affect of cancelling or delaying programs.
- Deploy resource more effectively, by monitoring the relationships and inter-dependencies of multiple programs and projects.

"Most project selection is carried out in a data vacuum. However Hydra provides the information you need to make sound judgements."

Program and Project Management

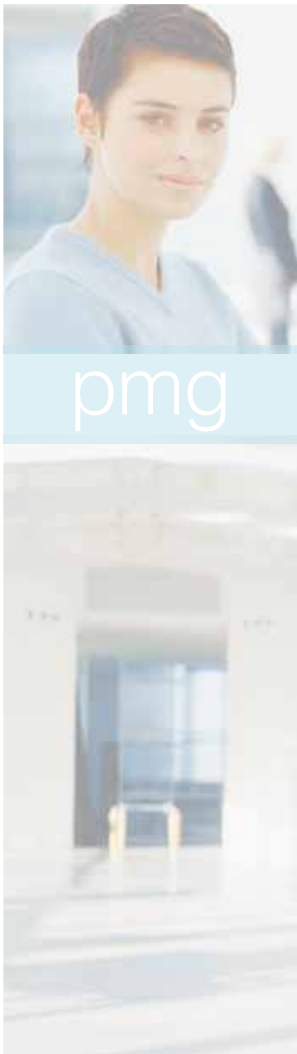
Hydra's Program and Project management system enables organisations to:

- Maximise the return on their resource, by delegating and sharing work across managers, teams and locations, all within a timescale and budget.
- See the effect of using one person for a task versus another, by scheduling against their availability and skills.
- Simulate the take on of new work, additions to or reductions in resource availability, by being able to analyse all work in a single plan.
- Remove the limitations of the LAN and WAN, by making connections between plans around the world, simply and securely via remote working.
- Remove the need to manually monitor key program and project criteria, by creating common business rules in the system.
- More effectively and efficiently communicate key project information to employee's enterprise wide.
- Make informed business decisions by continuously tracking project events.

Personal and Timesheet Management

Hydra's personal and timesheet management system enables organisations to:

- Create personal plans for individuals automatically from their managers' plans.
- Immediately access updated timesheets in a single, unified system.
- Increase visibility of projects and plans to the whole organisation which prevents budget overruns and project scope creep.
- Reduce reporting cycles and administration workload.
- Reduce invoice or cross charge preparation work.
- Start by capturing peoples time and effort and then migrate to more sophisticated project and programme planning.



Knowledge and Collaborative Management

Hydra's knowledge and collaborative management system enables organisations to:

- Improve the likelihood of teams' success, by locating people based on their skills, expertise and availability.
- Develop more valuable and innovative working practices, by exploiting a range of collaboration tools; instant messaging, videoconferencing, application sharing, shared whiteboards, text chat.
- Ensure that every team member is kept up-to-date on activities in their workspaces by notification tools, such as email and instant messaging etc.
- Ensure that people holding the knowledge are easily identifiable and accessible, by providing a well structured 'knowledge memory'.
- Capture and manage information through document management and version control.

About the Author

Geoff Reiss has pioneered the concepts of program management for around 30 years. He is Director of Product Strategy for The Program Management Group where he led the team in developing Hydra and has written a number of books on the subject of project management including 'Programme Management Demystified' and 'Project Management Demystified'. Amongst other achievements he led the first development of project management software for the Apple microcomputer.

About PMG

PMG Plc is a privately owned software company that exclusively focuses its resources on developing, selling and supporting Program and Collaborative Management Software. Its product Hydra is designed specifically to address today's complex web of business issues: managing people, knowledge, projects, programs and performance, across locations, in unity. Hydra is suitable for companies of all sizes, from complex mid-sized organisations to large multinational organisations. PMG supports over 50,000 users with customers including Corporate Express, Fortis Bank, Panasonic, The Royal Bank of Scotland International and Barclays Bank.

For more information, visit www.pm-group.com



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