



# Real World Project Management Examples using Centers of Excellence

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Success



We make the net work.

# Project Management 101

## “Leadership”

“The concept is interesting and well-formed, but in order to earn better than a 'C', the idea must be feasible.” - Yale management professor, commenting on a paper proposing overnight delivery service; the student, Fred Smith, went on to found Federal Express (FedEx)



# State of Enterprise Apps Today

*“Things should be made as simple as possible, but not any simpler.”*

*Albert Einstein*

- ◆ 80% of software development is late or over budget
- ◆ Numerous architectures in an enterprise, much duplication of effort across development groups
- ◆ No consistent development processes or infrastructure
- ◆ Little to no reuse (much less consistent Use Cases)
- ◆ Can't keep up with business/marketing demands
- ◆ Too much time spent on technology vs. business code
- ◆ System Integration occurs in “Big Bang” at the end
- ◆ Need to change but don't know how



# The Project Management Role

## Why doesn't everyone want to be a PM?

*“A creative thinker uses time to create value.” Richard Koch*

- ◆ Plan. Proactively anticipate IT industry future directions and relates to future architecture needs and projects.
- ◆ Lead. Responsible for leading a team of software developers and for providing architecture, vision, problem anticipation, and problem solving on an enterprise level.
- ◆ Evangelize. Be proactive when interfacing across several layers within an organization, acting as a visionary to assist in defining direction for future projects.



# What Needs to be Done?

Success is contagious – Create it!

- ◆ As PM's, we have to take responsibility for creating a **vision**, providing leadership and consistently implementing change to meet business objectives
- ◆ Foster an **organization** to develop the technology strategy and *common architectural direction*
- ◆ Integrate silos to create *flexibility, consistency, and reusability* enterprise-wide
- ◆ Enable IT to **expand** its applications while reducing overall costs



# Project Leadership

*“Nothing gives one person so much advantage over another as to remain cool and unruffled under all circumstances.” Thomas Jefferson*

- Plans alone are not enough
- No is an acceptable answer
- Fish or cut bait? Some projects need to wait
- Manage the process and Not the contents.
- Last year's Good Idea?



# Project Manager Responsibilities

## Big Rules for Leadership

- ◆ People Power – Remember that every member of a team has value and your role is to develop your plan around their strengths and Your weaknesses.
- ◆ Code of Conduct – When politics get messy, always take the high road and never compromise on ethics or fiduciary responsibility.
- ◆ Results Oriented – Keep your measurements real and proactively assists in defining direction for future projects by using results based deliverables.
- ◆ Communication - Regular contact with management of business units, corporate executives, and IT personnel on specific projects. Status is always good.



# Goals of the Center Of Excellence

- Remember there are only 3 “systems” of any business, CRM, Manufacturing/Production, and Financial....
- Library. Pattern and reusable component extraction and publishing (Smart Reuse is not Plagiarism)
- Provide Project management and technical leadership
- Tools. Tactical technology insertion
- Risk mitigation
- Increase employee expertise around technology without the continual and primary reliance on external consultants.



# COE – The People Element

*“You can't cut people costs and save money. People are an asset, a contributing return on investment. You make money on people. If an investment in a bank account was returning 20% on capital, would you cut costs (ie. Reduce your investment? Of course not. You would increase your investment.” JJ Fox*

- ◆ Leadership - People are the most important assets of knowledge driven IT organizations
- ◆ A Proactive COE approach allows companies to concurrently:
  - Invest in their people effectively
  - Upgrade Skill sets
  - Evolve their information technology base



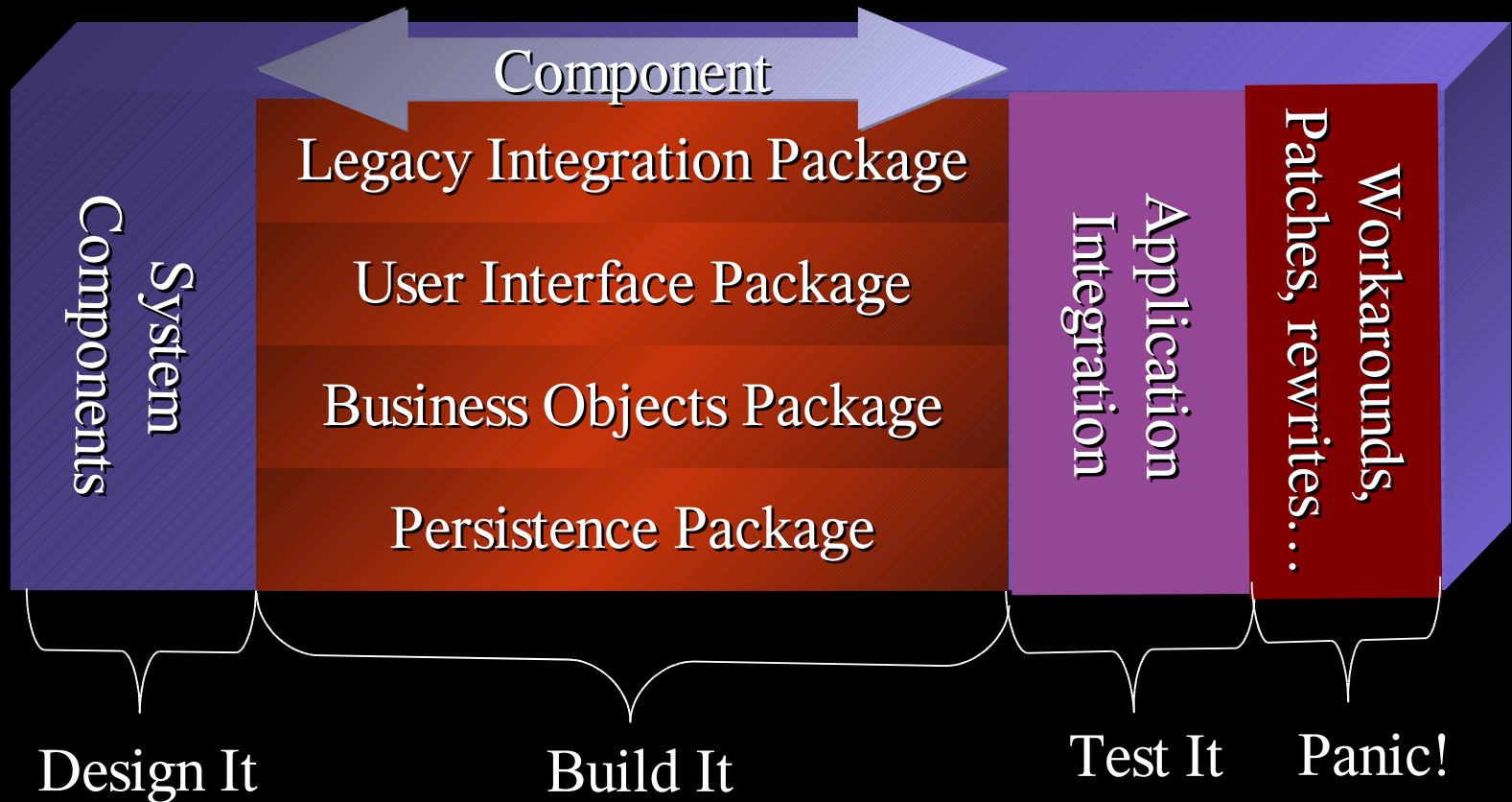
# Java Center of Excellence (JCOE)

- The Java Center of Excellence establishes a J2EE application development best practices umbrella over the people and projects within an organization.
- The Java Center of Excellence will ensure successful delivery of all J2EE applications by providing expertise and thought leadership around all J2EE infrastructure and application needs.
- Sun's goal is to equip the IT organization with the skills to be able to become self sufficient - we teach you to fish.

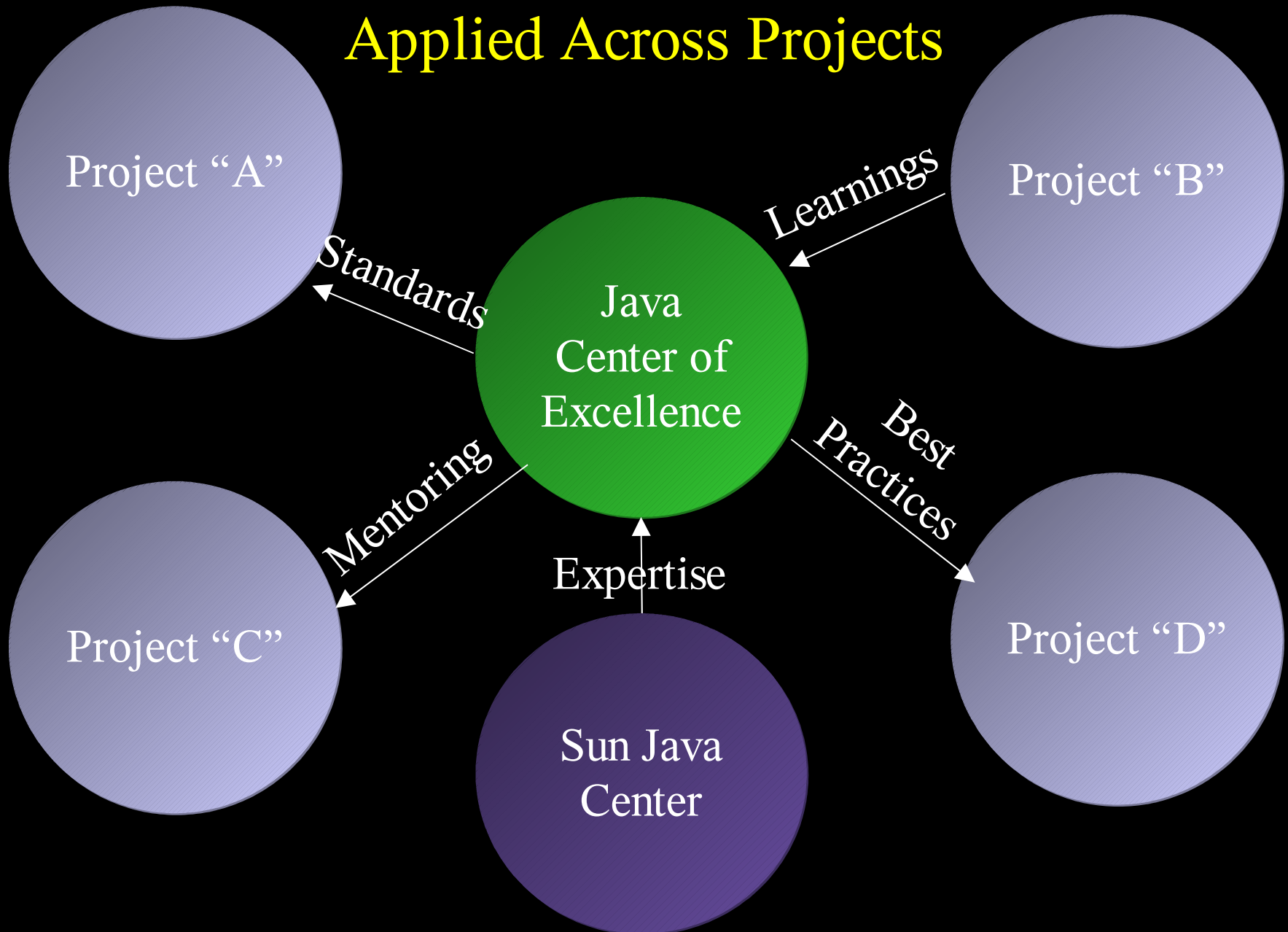
# How does Project Management fit in to a JCOE?



# Waterfall life cycles leave integration risks un-addressed until it's too late...



## Applied Across Projects



# Q & A



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