



# From Driving Your Backlog to Driving Your Strategy: How Prioritization Delivers Performance

Prepared by:

**Deepteam**



# ABOUT US



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# OUR BELIEFS

- **Business success is based on achievement of purpose via the decomposition of purpose into operational and strategic objectives – and effective delivery against business as usual, change and value creation aspects.**
- We need Business Support functions:
  - **PMOs** - to enable achievement of business objectives (milestones) and performance targets (increase in performance because objectives are achieved)
  - **EPMOs** - to enable definition and balancing of business objectives (for change and value creation) and performance targets (business as usual).
- We also need:
  - effective **prioritisation at both levels** to enable effective resources deployment and achievement of accountability.
  - an **operating model** to enable the connection from purpose to strategy to delivery and back again.

If this doesn't work – our organisations don't fulfil their purpose

# THE STORY TODAY

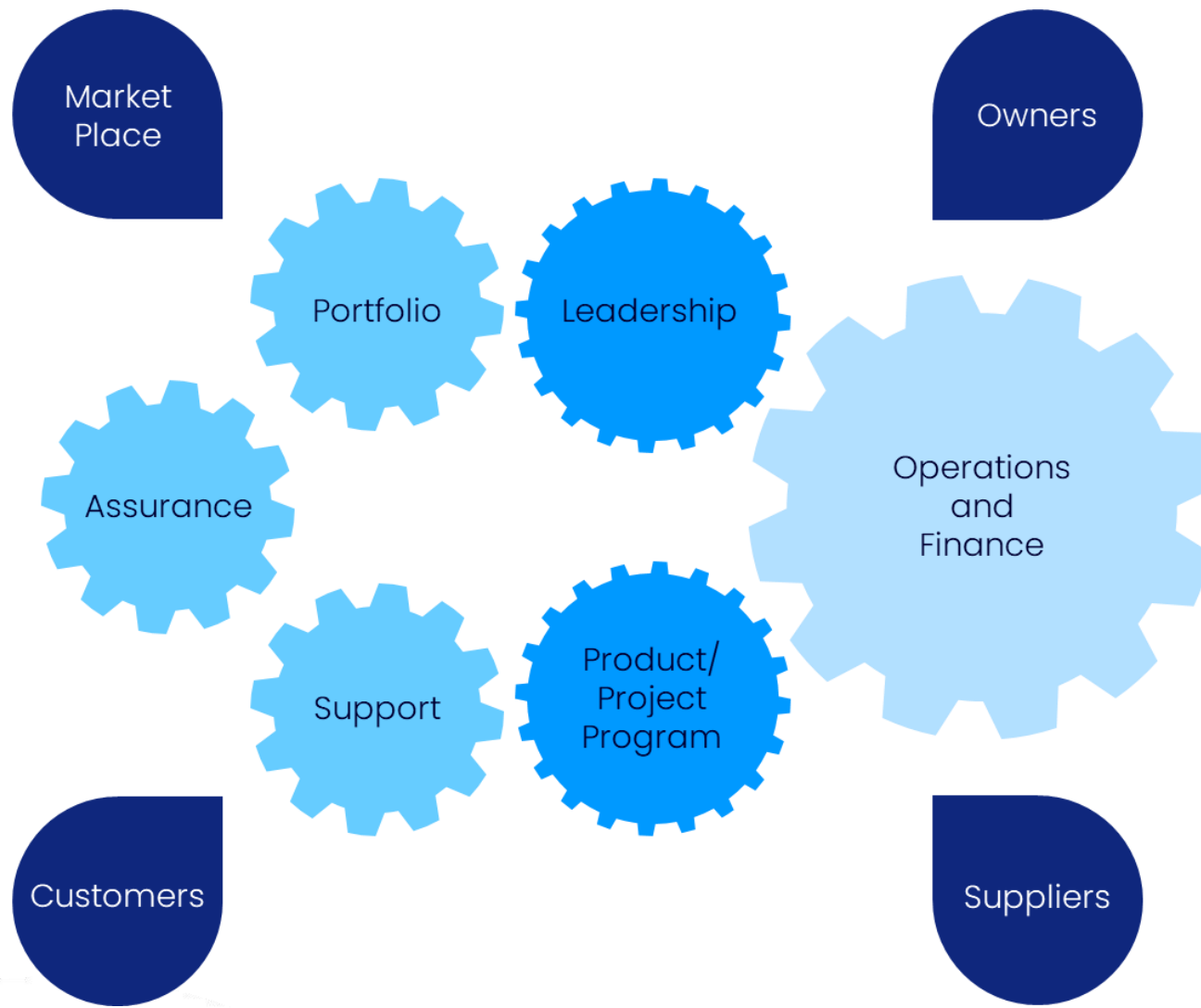
- Purpose to strategic objectives to effective delivery – Business Integrated Governance (BIG)
- The place of the PMO in BIG
- Prioritization & the PMO
- What is stopping you?
- Do you have an EPMO, what could it do that it is not?
- The place of the EPMO in BIG
- Calls to action

Participants can join at  
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## Business Integrated Governance

“an **operating model** to enable the connection from purpose to strategy to delivery and back again.”



**Getting the  
organisational  
governance  
cogs to work  
together to  
achieve  
purpose**

# BIG COMPONENTS AND THE "PMO"

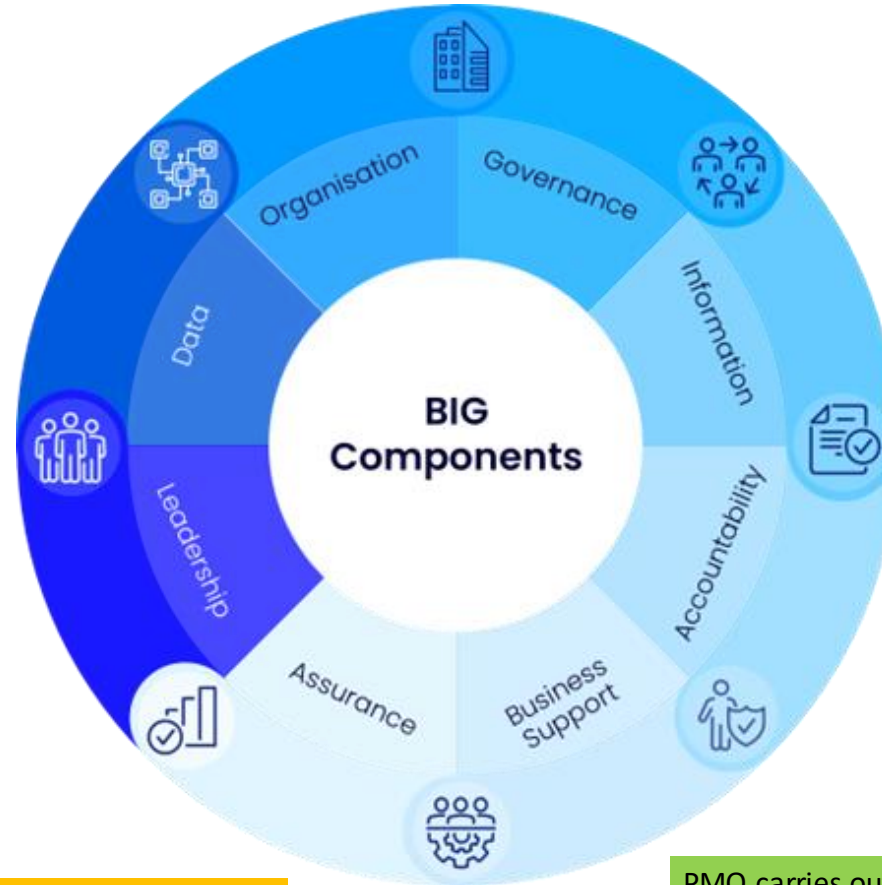
**PMOs** - to enable achievement of business objectives (milestones) and performance targets (increase in performance because objectives are achieved)

PMO needs to fit the organisation, and have clear remit and responsibility

PMO needs to support governance within its remit

PMO needs source data to prepare information for analysis to support Accountability and Assurance – is this reliable

PMO needs to provide analysis within its remit



PMO will report into a leader within the organisation that will determine its influence and resourcing

PMO supports accountable people in demonstrating their accountability

PMO may be tasked with providing independent analysis

PMO carries out a defined service level with objectives and targets

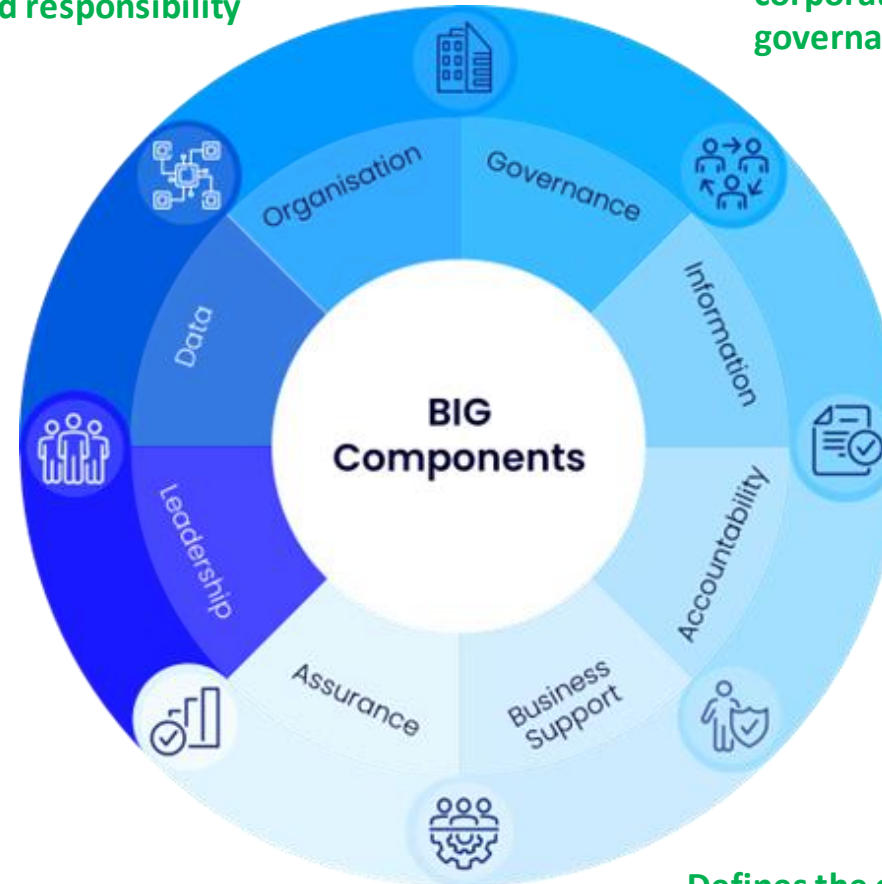
# BIG HELPS THE PMO:

Ensures the PMO fits the organisation, and has clear remit and responsibility

Ensures PMO given clarity of how it fits corporate governance

Enables justification of data source integration rather than expecting a PMO to find suitable data 'as and when'

Provides corporate tooling and funding for information



Lifts the importance of business support within the organisation

Defines the context for the PMO to be providing independent analysis

Defines the context for the PMO to carry out a defined service level with objectives and targets

# PMO: PRIORITISATION

(enable, orchestrate, facilitate – not decide)

Ensures the PMO fits the organisation, and has clear remit and responsibility

Oversee operation of project prioritization

Enables justification of data source integration rather than expecting a PMO to find suitable data 'as and when'

Information / Data for project prioritization



If you can't prioritise, how can you manage accountability? No accountability = pointless strategic planning.

Assist in readiness for project prioritization

Are the right projects prioritized?

Decisions, Escalations from projects

Enables justification of data source integration rather than expecting a PMO to find suitable data 'as and when'

Oversee operation of project prioritization

Ensures the PMO fits the organisation, and has clear remit and responsibility

Information / Data for project prioritization



# PRIORITIZATION... NOT ROCKET SCIENCE



**three basic steps**

Organize backlog  
Define “value” (properly)  
Pick the right projects

# CAN SOFTWARE REALLY DELIVER UNIFORMITY IN A DIVERSE ORGANISATIONAL CULTURE?

From this....



To this!



# Nope

Because Software alone cannot solve a **human collaboration problem**  
(that's what poor prioritization is...)

# USE SOFTWARE TO CREATE COMMON STRUCTURE \*

**Finance Guy**



**The Boss**



**The Worker**



- Documented process
- Transparent backlogs
- Shared decision stage gates
- Live database not 'risky' Excel
- Automated data collection
- Integrated connectivity

\* Preferably ours....

# DEMO: COLLECTING & ORGANIZING DATA

## Collect projects

transparent choice  
**Test Instance**

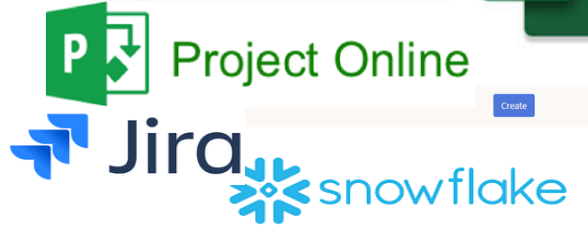
**Request a project**  
Welcome to the project request page. Please use the form on the right-hand side to request your project.  
Once you have entered your request, the project management team will review your request and will get back to you with any questions they have. Your project request will be evaluated against the overall contribution it makes to the business and in the context of other projects and constraints that we have.  
Thank you for requesting a new project.

\* Project Name

Project Set Up  
Project Benefits Case

Link to docs

Backlog



## Set stage-gates

1. New Submissions (0)
2. Resource Estimates (0)
3. Scoring (0)
4. Ready to Prioritize (0)
5. Must Do (172)
6. Should Do (33)
7. Don't Do (95)

## Define resources

IT Resource Requirement

Filter by list:

Drag a column header and drop it here to group by that column

	Name	IT Resource: Network ...	IT Resource: App Devs
Edit	Project 1	2	7
Edit	Project 10	4	6

# DIFFERENT DEFINITIONS OF "VALUE" CREATE CYNICAL SILOS

## Predictable modelled data

- Cost Savings
- Revenue Growth



Bean counters just don't get it!!

## Strategic objectives

- Hard to quantify strategic goals
- Non-financial objectives like ESG



Leadership always fudge the business case for 'their' (pet) projects

## Operational value

- Reducing the risk of things breaking
- Solutions for 'frontline' issues



Operations don't understand 'the business'

# DEMO: BREAK DOWN VALUE INTO SCORABLE CRITERIA

## 1. Project Benefits (Business-led projects)

Deliver strong ROI on benefits case

Drive Overall Revenue to \$x by 2028

Enable cost savings of \$y within the next 18 months

Pick key financial metrics from the business case



## 2. Strategy Execution

Achieve Market Leadership by 2026

Deliver Big 5 Strategic Initiatives

Improve Customer Experience in key contact points

Focus on the key promises I've made to shareholders



## IT Requirements

### 1. Project Benefits (IT Projects only)

Enable better ways of working for IT team

License Fee saving from contract reduction

Manpower savings from productivity

Common sense ideas are often best



### 2. Risk Reduction

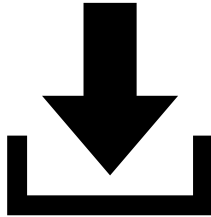
Improve system resilience

Reduce liability from Technical Debt (e.g. unsupported systems)

Reduce risk of security breach (cyber, data etc.)

There's value fixing stuff before it breaks

Free download



transparent choice



# DEMO: DECIDE WHAT MATTERS (BEFORE GETTING INTO WHAT TO DO) TO CHANGE THE CONVERSATION

1. Project Benefits (Business-led projects)

☐ More important +

2. Strategy Execution

☐ More important +

	1. Project Benefits (Business-led projects)										vs	2. Strategy Execution									
Average (1.64)	9	8	7	6	5	4	3	2	1	2	1.64	3	4	5	6	7	8	9			
IT Manager 12	9	8	7	6	5	4	3	2	1	2	5	3	4	5	6	7	8	9			
IT Manager 10	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9				
	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9				
	9	8	7	6	5	4	3	2	1	2	11	3	4	5	6	7	8	9			
	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9				



Work as a team to fix selection criteria using Decision Science

It's important we balance hard and soft goals

OK I see your point of view... yes that matters

We should have had this debate before...



transparent choice

# DEMO: SCORE PROJECTS (IN A WAY THAT ACTUALLY WORKS)

## Automate targeted data capture

**IT Backlog Scoring**  
Owner: Dan Dures  
Panelists: 20  
Attributes: 6/33  
Projects: IT Projects

Review Save scores Actions ▾

**All Projects - Risk Review**  
Owner: Dan Dures  
Panelists: 20  
Attributes: 6/33  
Projects: All

Review Save scores Actions ▾

## Review project value based on criteria (not gut feel...)

How would you rate: [Project 1](#)  
in the context of: [Availability of technical skills requi](#)

**0 - Dangerous Risk**  
This project has the potential to go horribly wrong.

**25 - Potentially Dangerous Risk**  
This project has significant risk with no clear solution in place.

**50 - Manageable Risk**  
This project has risk, but it's manageable.

**75 - Low Risk**  
This project only poses low level risk.

**100 - No Risk**  
This project poses no meaningful risk.

## Work as a team to reduce Noise, Bias, Gaming and Stupid

Average (25)	0	25	50	75	100
Project Lead 10	0	25	50	75	100
Project Lead 11	0	25	50	75	100
Project Lead 15	0	25	50	75	100

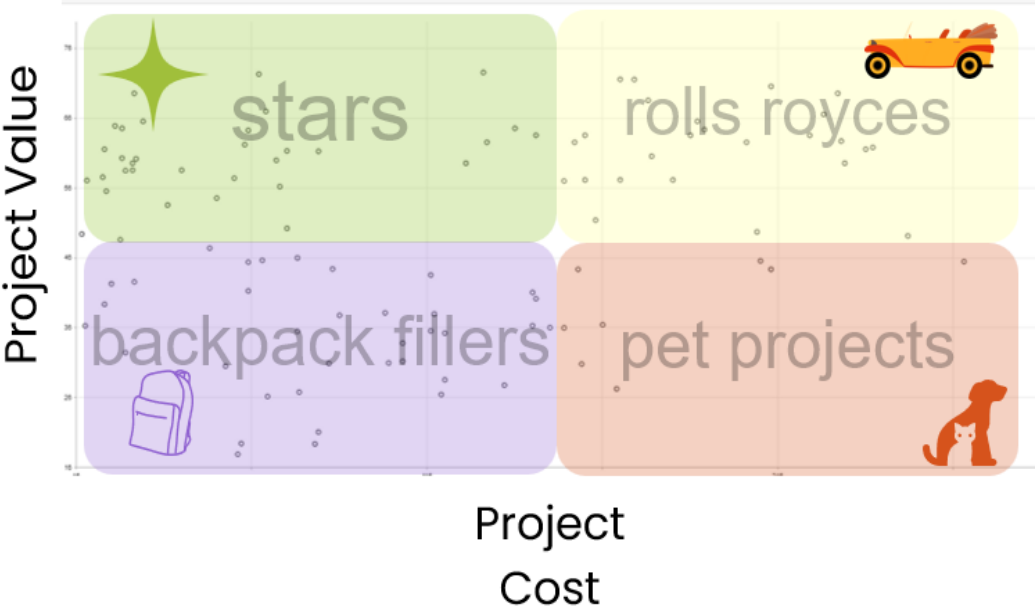
*(this happens all the time...)*





# DEMO: GOOD DATA NEEDS BUY-IN (THEN YOU'RE ALL SET)

Prioritization Matrix



=

Data led Selection



+ Buy-In



**...builds collective commitment to delivery**



# AS A PMO WE CAN NOW RECOMMEND “NO” SO WE DON’T HAVE TOO MANY PROJECTS

- **No...** because if we let teams focus then they are more productive
- **No...** because if we take it on then our most important work gets delayed
- **No...** because we have a robust fair process that says so
- **No...** because there are better projects out there for the organization

# WHAT IS STOPPING YOU PRIORITISING SYSTEMATICALLY?

- No method?
- No tool?
- No framework?
- Lack of will to be objective?
- No one to champion?

Please share your thoughts!

Participants can  
join at [slido.com](https://www.slido.com)  
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**What is stopping you?**

ⓘ Start presenting to display the poll results on this slide.

# EPMO:

to enable definition and balancing of business objectives (for change and value creation) and performance targets (business as usual).

- a 'super PMO' ?
- Enterprise wide PMO?
- Large project PMO?
- Something else...?

what is an epmo

SEARCH CHAT WORK IMAGES VIDEOS MAPS NEWS SHOPPING

About 13,400,000 results

### Enterprise project management office

According to 11 sources

**An enterprise project management office (EPMO)** is a centralized office that takes responsibility for many project management functions. EPMOs are types of project management offices (PMOs), and they're usually at the corporate level of companies.

[What Is an Enterprise Projec...  
indeed.com](#)

**An Enterprise Project Management Office** is a strategic and administrative group that assists project managers with ongoing projects at large organizations. In addition to coming up with tactics increase productivity, they'll help ensure that all the technical aspect...

[What Is an EPMO? \(Enterpri...  
wrike.com](#)

[What are the benefits of an EPMO?](#) [How do I join an EPMO?](#) [What are the challen](#)



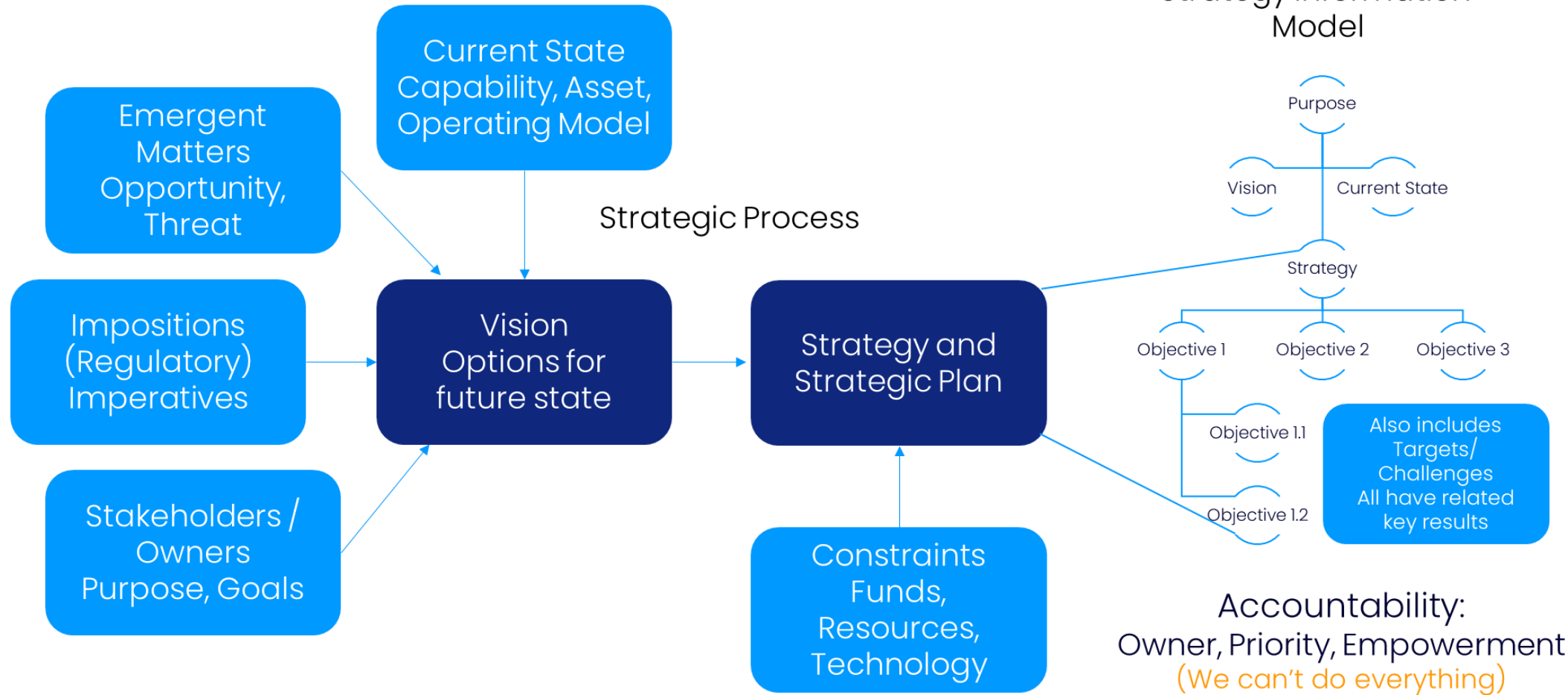
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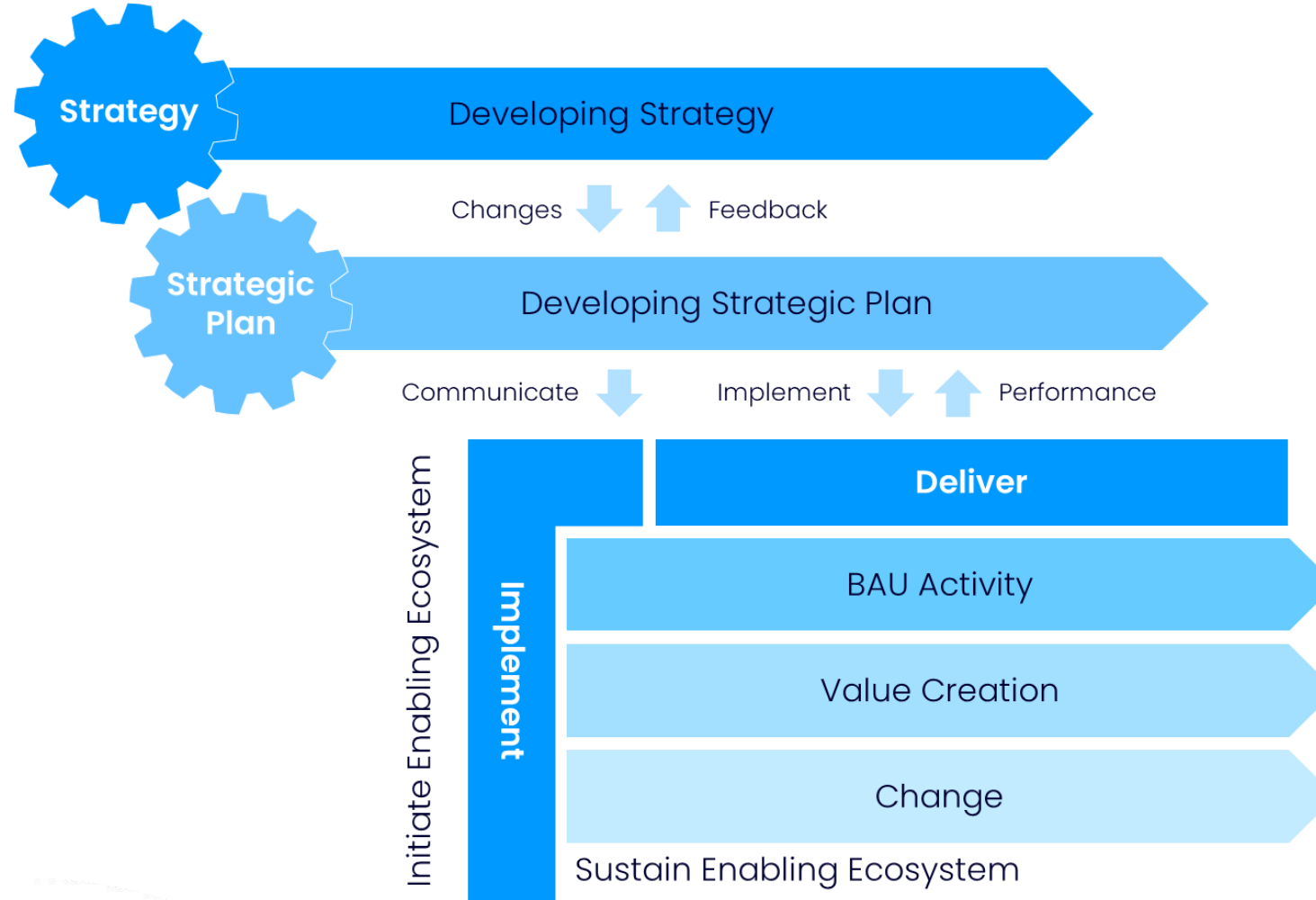
**Do you have an EPMO, what could it do that it is not?**

ⓘ Start presenting to display the poll results on this slide.

# THE PLACE OF THE EPMO IN BIG - PURPOSE TO STRATEGY?



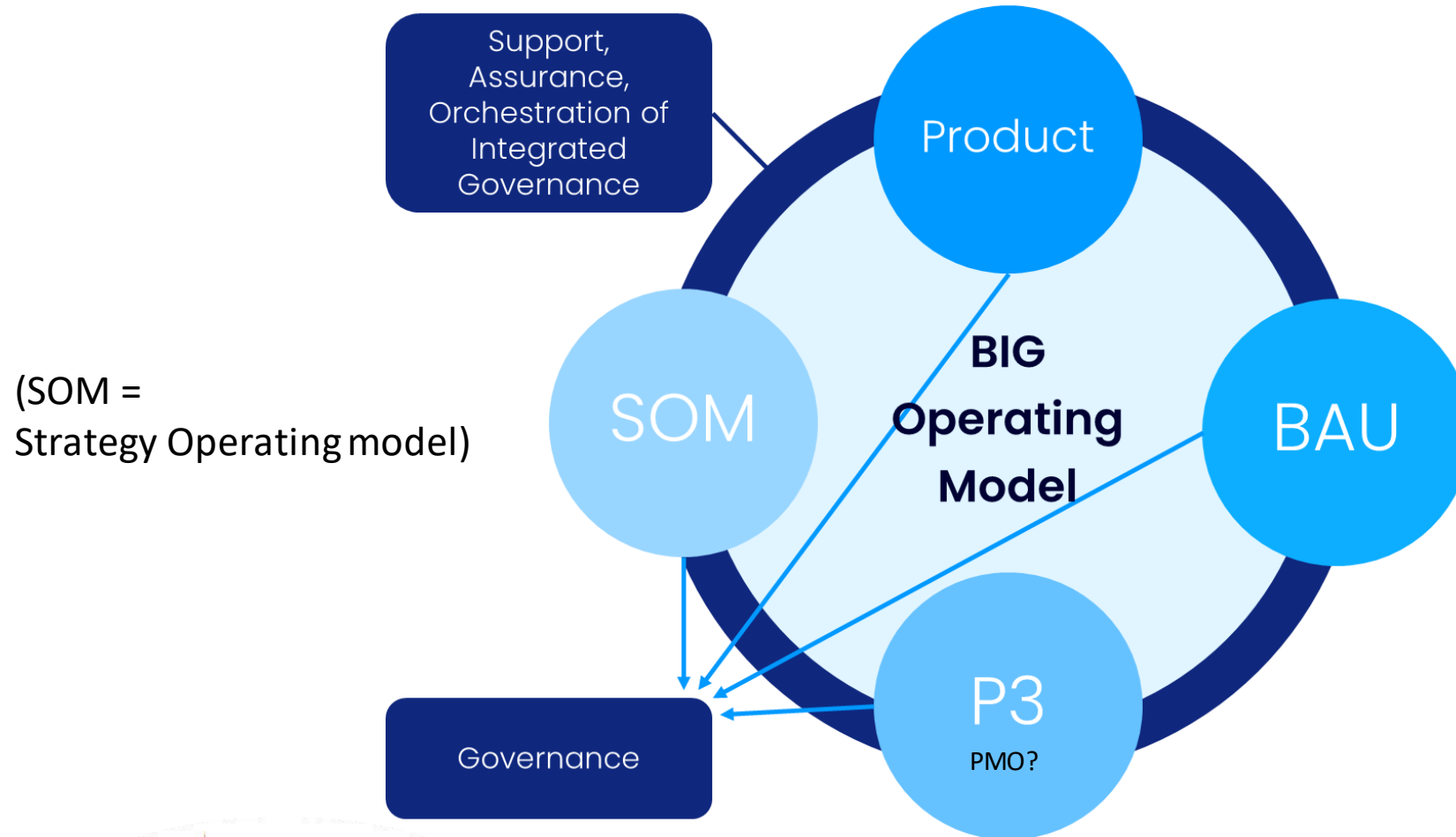
# THE PLACE OF THE EPMO IN BIG - STRATEGY TO DELIVERY



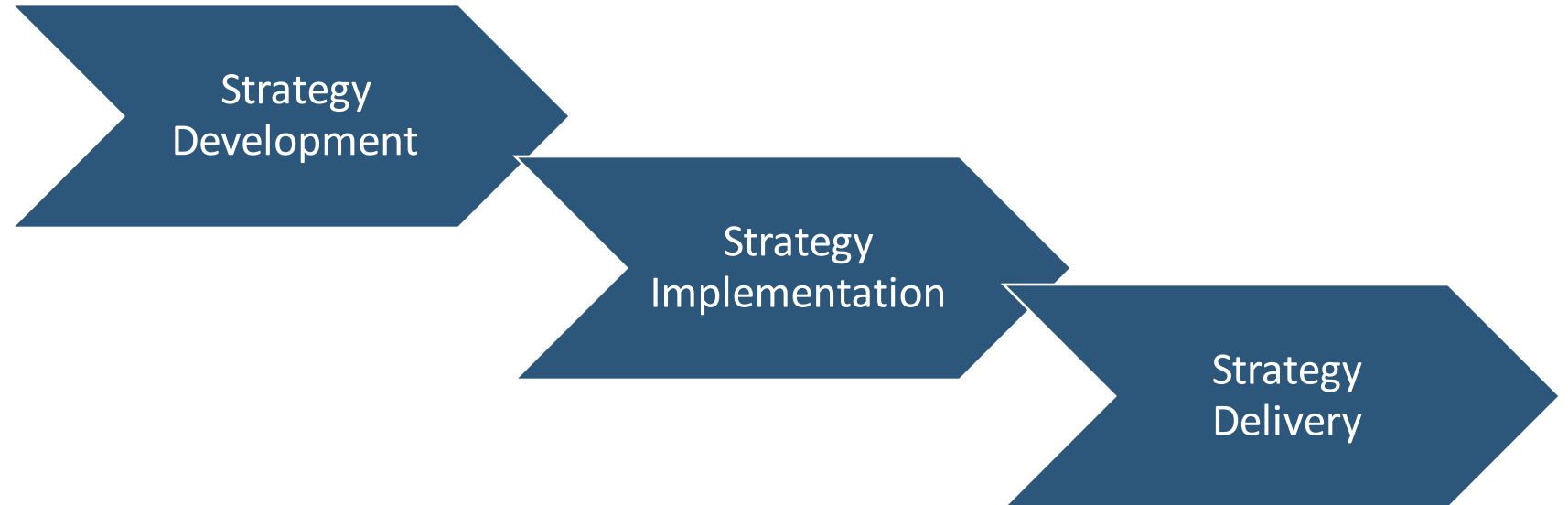
## Strategy Implementation



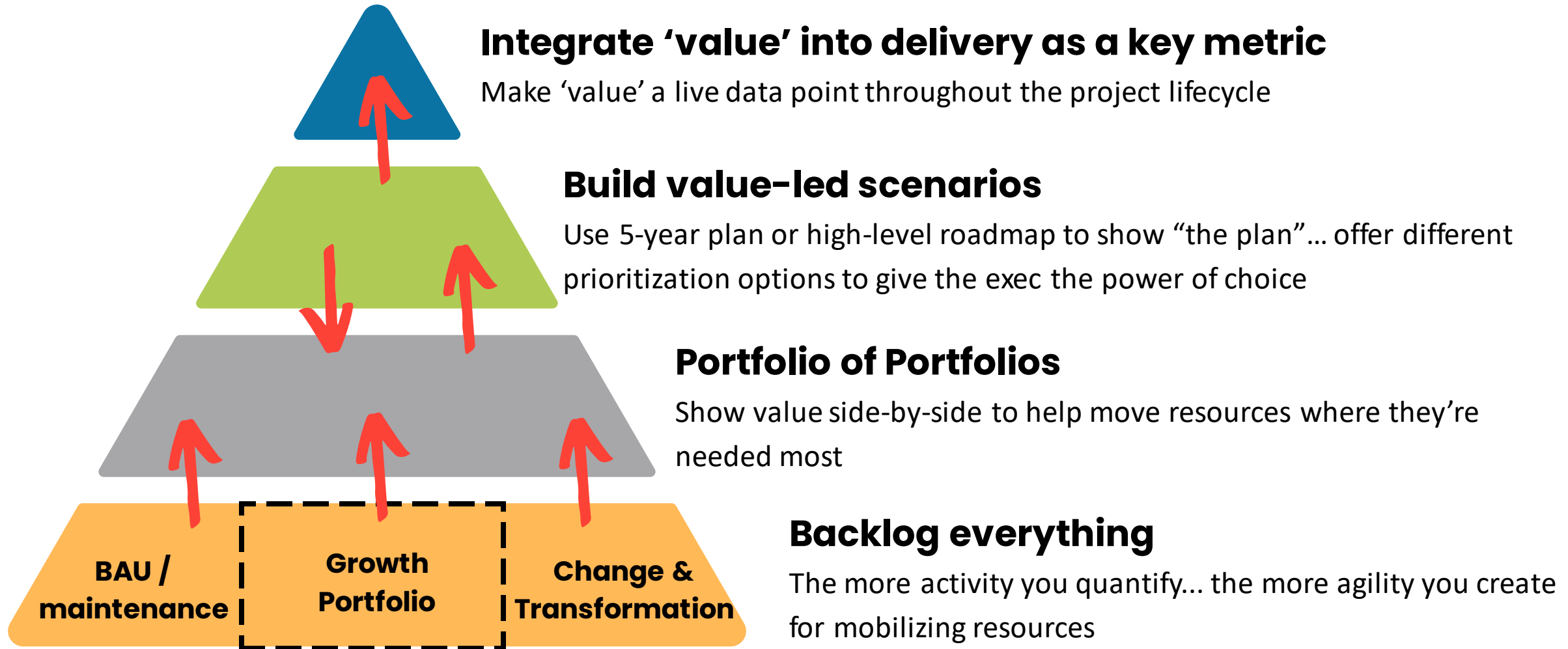
# THE PLACE OF THE EPMO IN BIG - BALANCE & RE-STEER



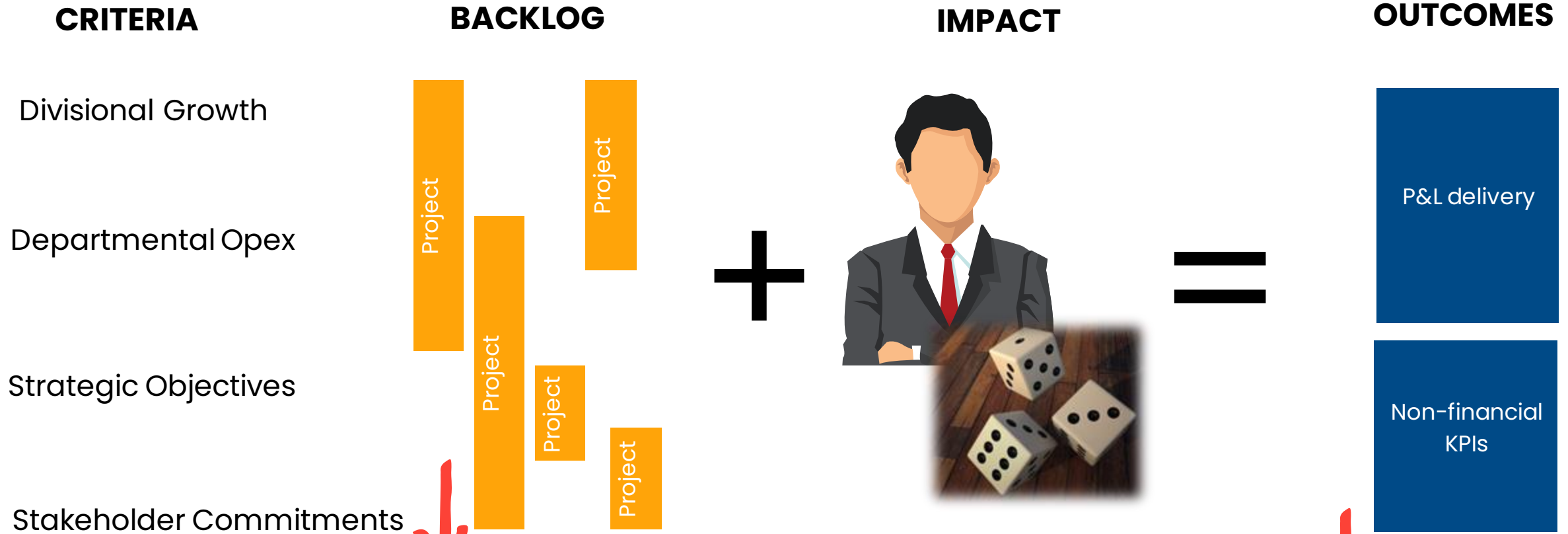
# HOW FAR DOES YOUR EPMO GO TO GET THE JOB DONE?



# GO BEYOND SIMPLE PRIORITIZATION TO OFFER LEADERSHIP ORGANIZATIONAL CONTROL BUILT ON VALUE



# VALUE DELIVERY IS CORE TO THE EPMO MISSION



**PMO: are my projects delivering value as promised**

**EPMO: are we giving leadership the choices and data they need to be able to deliver results?**

# THE STORY TODAY – FIND OUT MORE...

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## CONTACT US:

How can BIG Help your PMO?

Making a case for an EPMO (or whatever you call it 😊)?

Strategy to delivery conversation

Prioritisation tools

# THANKYOU FOR LISTENING!



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Prioritisation

PMO / EP MO

BIG

Purpose delivery!