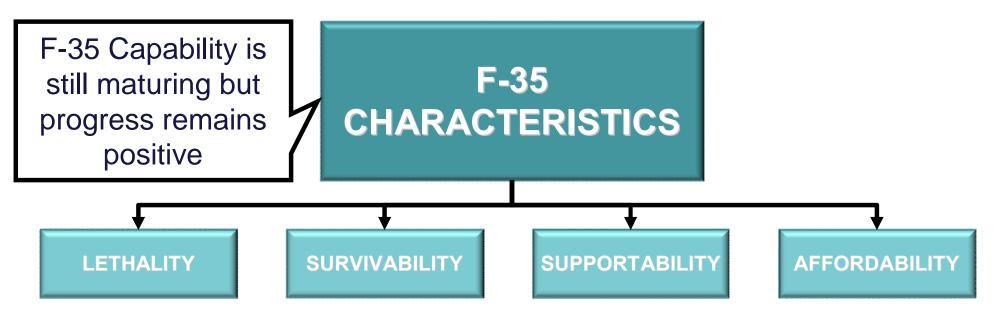
PGCS 2015 Complex Program Management - Delivering Outcomes



DMO F-35 Program



- " JSF is the largest Defence program undertaken to date
 - \$15.4B including \$1.5B in infrastructure
 - 72 aircraft and supporting systems and infrastructure
 - International partnership of nine Nations
 - Technically challenging and politically sensitive
 - Global Sustainment Solution
 - Delivering Australian industry outcomes

Complex programs need a sound Program Framework in which to execute and committed leaders

DMO PM Success Factors

Organisational Practices



Low Performing Project

In summary, the most significant organisational practices of better performing projects were:

Consistently clear expectations and consequences

A more experienced project leadership team

More formalised and proactive approaches to stakeholder management

Ability to get the right resources

Full support from Business Units / Customers



The most impactful complexity characteristics for Low Performing Projects are:

High stakeholder complexity due to low alignment

Substantial emergence around key issues

Reduced ability to rely on existing approaches to problem solving

DMO PM Success Factors

Low Performing **Projects** Characteristics

- Stakeholder complexity and poor alignment
- Poor definition and emergent issues
- Approach uncertainty

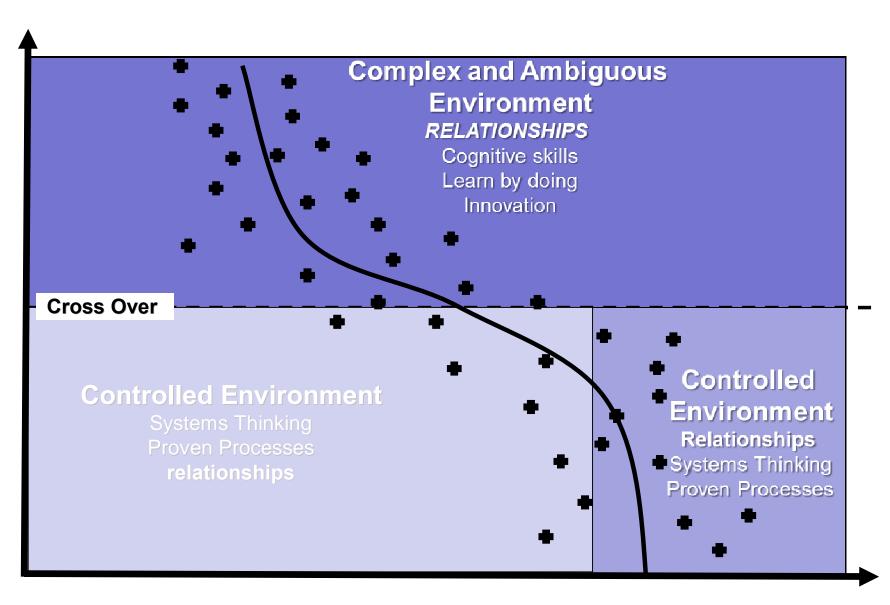
Key Success Factors

- Responsibility, Accountability and Authority
- Stakeholder engagement and relationships
- Experienced project leadership
- Resources and Support

High Performing Projects Characteristics

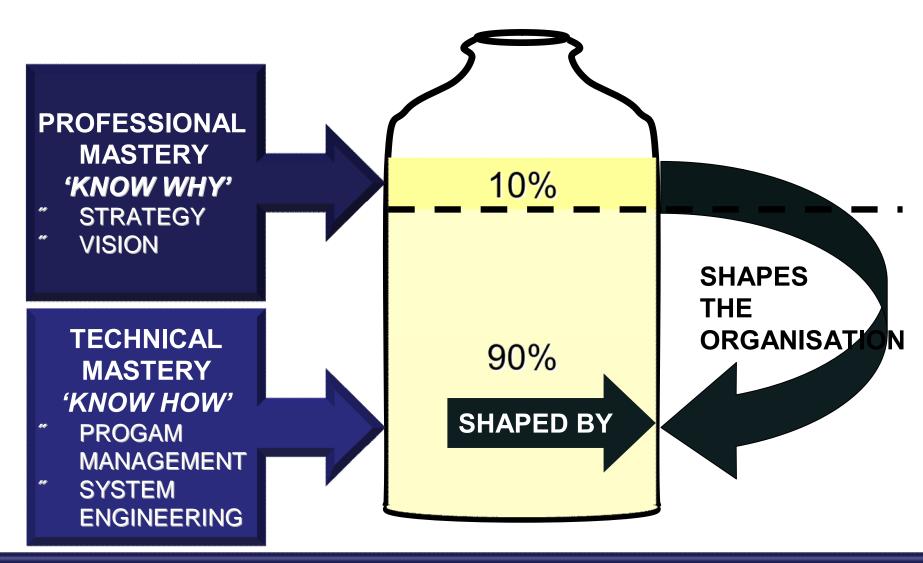
- Clear expectations and consequences
- **Proactive** stakeholder engagement
- Experienced team
- **Optimally** resourced
- Full support from corporate, business units and stakeholders

Effective relationships and motivated people underpin success



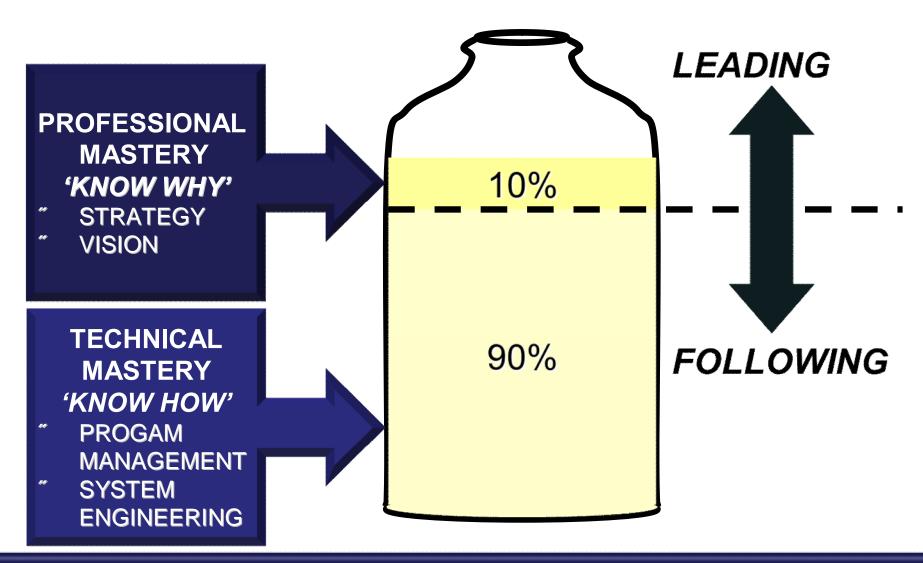
Success

DMO 'Milk Bottle' Concept



Successful programs are always underpinned by values based **leadership**

DMO 'Milk Bottle' Concept



Successful programs are always underpinned by values based **leadership**

DMO Formula for Success

% Tradeoff Between Performance and Valueso õ Boeing Leaders Must Demonstrate Both+

BOEING LEADERSHIP ATTRIBUTE

VALUES BASED **CULTURE**



CORPORATE STRATEGY

HIGH PERFORMANCE ORGANISATION

DMO Formula for Success

RESPECTED BY STAKEHOLDERS AGILE, ADAPTABLE, RESPONSIVE **COMPLEXITY AND AMBIGUITY** BENCHMARK FOR OTHERS

CULTUR

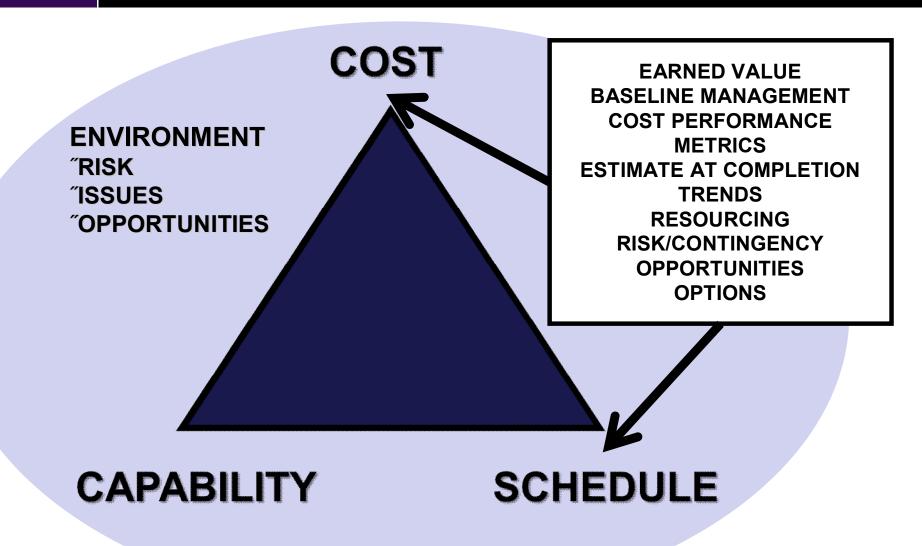
TRUST AND RESPECT LEADING BY EXAMPLE **TEAMWORK PARTNERSHIPS** LEARN BY DOING INNOVATION

SHARED VISION **SHARED OBJECTIVES &** AGREED OUTCOMES **BEST PRACTICE BUSINESS ACUMEN** SHARED RISK

- trust and respect

DMO

Cost, Schedule and Capability



Foundation - Schedule must be realistic, executable and resourced

DMO People, Process and Data

PEOPLE

ENVIRONMENT "SUPPORTIVE "SAFE "HARMONIOUS **"EQUITABLE**

BEST PRACTICE BATTLE RHYTHM RIGOUR AND DISCIPLINE CHANGE MANAGEMENT **BUSINESS CASES** INTEGRATED TOOLSET

RESPONSIBILITY. **ACCOUNTABILITY AND AUTHORITY** TRAINING/EDUCATION ATTRACTION/RETENTION RECOGNITION AND REWARD **ORGANISATION**

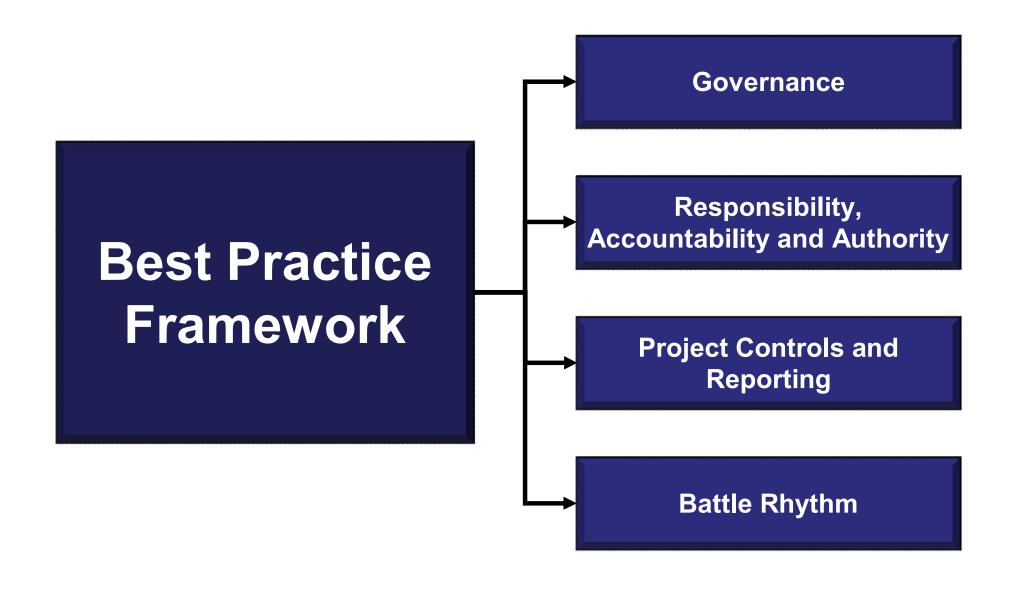
BASELINE MANAGEMENT AUDITABILITY PM METRICS AND TRENDS **UPDATE CYCLE LESSONS LEARNT**

PROCESS

DATA

Leadership and best practice framework critical to program success

DMO Program Management Framework



DMO PM Best Practice Framework



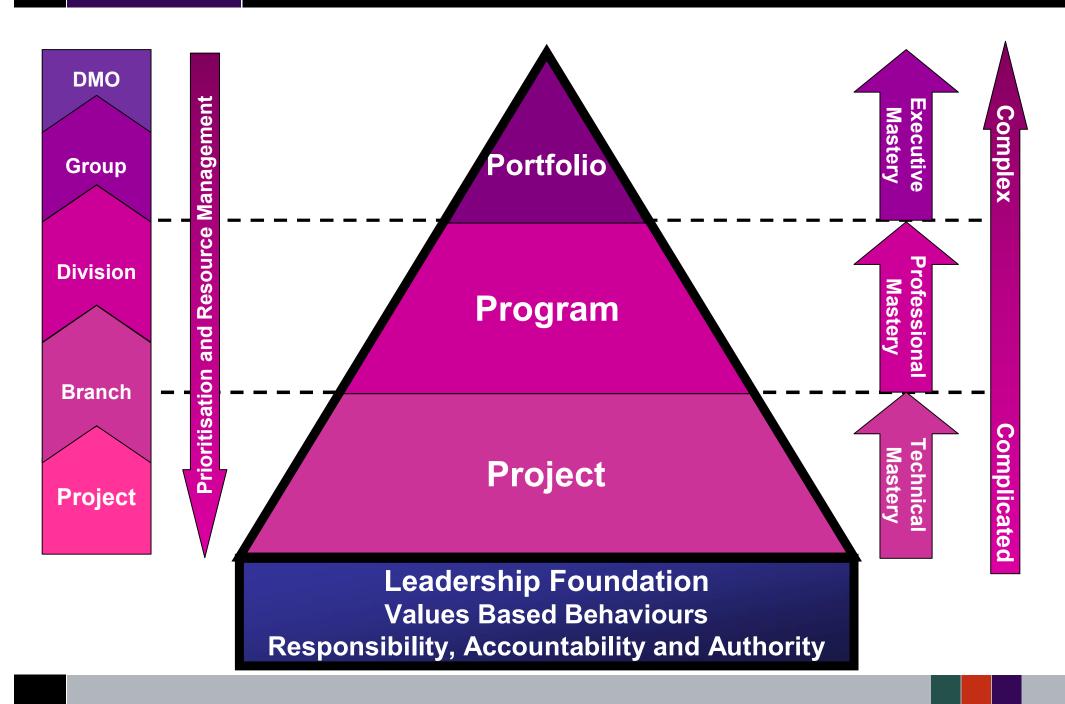
Governance

Strategy and Planning

Acquisition and Sustainment Delivery Execution and Control

Relationships **Internal Stakeholder Integration Supplier Management**

DMO Project, Program and Portfolio



Thankyou for your attention

