

# Gartner **PPM & IT Governance** Summit 2012

19 – 20 June | Park Plaza Westminster Bridge  
London, UK  
[gartner.com/eu/ppm](http://gartner.com/eu/ppm)

## **HOT TOPICS**

*IT Program & Portfolio  
Management*

*IT Governance*

*PMO and Enterprise PMO*

*Enterprise PPM for IT  
and Beyond*

*PPM Software & Solutions*

## **KEYNOTE SPEAKER**



***Nisha Pillai***

*Former BBC  
Anchor,  
BBC World News*

**Getting Your Message  
Across**



# Finding Equilibrium: Balancing Resources and Benefits in the Age of Volatility

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The **Gartner PPM & IT Governance Summit** is Europe's premier gathering of program and portfolio management executives charged with improving how organizations select, implement and manage IT projects and investments. It's a chance to meet hundreds of qualified peers, hear the latest research, and acquire valuable new tools and best practices to address today's biggest PPM and IT governance challenges.

This year, the focus is on **balancing soaring IT demand with limited resources**, amidst a whirlwind of shifting priorities and economic volatility. To support your organization's strategy in such unstable times, you must not only **master tactics that deliver reliably**, but also maintain a **lean and agile** organization, have an accurate view of all the different **projects' strategic values**, and ensure the **benefits are realized**.

- Are you still attempting to deliver with out-of-place portfolio managers, accidental or part-time project managers, and low-level "co-ordinator" PMOs?
- Are projects delivered but value not realized, because of inadequate organizational change?
- Do you find it hard to measure, or effectively report and communicate the value?
- When is the right time to switch strategy with changes in the economic winds, and when is it right to stay on course with programs toward planned outcomes?

The Gartner PPM & IT Governance Summit will help you **anticipate portfolio fluctuations** and **adapt your programs** with a view to **reducing risk** and fully **realizing the value**.



**Summit Chair**  
**Matt Light**  
 Research VP,  
 Gartner



**Pascal Winckel**  
 Sr Director, Product  
 Management,  
 Gartner Events



# Processes, Demand

## Why Attend

- Prioritize IT projects to align with business strategy
- Evolve a strong PMO that meets new enterprise-level needs
- Understand where PPM software and solutions are headed
- Use the latest governance strategies to stay on course
- Effectively balance constrained IT resources with a volatile demand
- Measure the real value of projects, portfolio management and governance
- Incorporate Agile and Lean techniques in the PMO
- Better communicate to and influence stakeholders
- Effectively estimate, budget and secure project funding
- Leverage EA and complexity science to drive more portfolio value

## WHO SHOULD ATTEND?

### Senior business and IT professionals including:

- CIOs, CFOs, COOs of project-intensive enterprises
- Project Portfolio Directors and Managers
- Heads of PMO
- PPM and Portfolio Management Leaders
- IT Governance Executives
- Sr. IT and Applications Leaders
- Senior Program Managers
- IT Strategists and Planners
- Business Strategists and Planners

## What's New This Year?

- New PPM Market universe, **Magic Quadrants** and Market Roundups
- Newly **emerging roles for the PMO**: Enterprise-wide, Lean, Agile & "Power" PMO
- New approaches to **matching IT portfolio investments to strategic outcomes**
- New insights on **PMO politics** and **organizational change**
- New advice on **responsive IT governance** that can quickly capitalize on business opportunities
- New sessions on **project estimation, budgeting and funding**

# AGENDA AT A GLANCE

## Monday 18 June

Agenda subject to change

18:00 – 19:30 Registration, Information and Refreshments

## Tuesday 19 June

07:30 – 20:30 Registration, Information and Refreshments

08:00 – 08:30 **Solution Snapshots** **Tutorial: The Enterprise PMO** *Donna Fitzgerald*

08:45 – 09:45 **Welcome and Opening Keynote: State of the Art: What's Hot & What's Not in PPM and IT Governance?** *Donna Fitzgerald and Tina Nunno*

09:45 – 10:30 **Keynote Panel: Benefits & Beyond: Rethinking the Strategic Value of Project, Program and Portfolio Management**  
*Matt Light and Ricardo Vargas, PMI Moderator: Nisha Pillai*

10:30 – 11:00 Refreshment Break in Solution Showcase

11:00 – 11:30 **Panel: Balancing Resources, Demand and Benefits in the Age of Volatility – A View from the Industry**

11:30 – 12:15 **Guest Keynote: Getting your Message Across** *Nisha Pillai*

12:15 – 13:30 Buffet Lunch in the Solution Showcase

	<b>Track 1:</b> IT Programs and Portfolios: It's all About Outcomes	<b>Track 2:</b> Great Governance: Setting and Staying on Course	<b>Track 3:</b> The New PMO: Adapting to Drive Change and Provide Value	<b>Workshops</b>	<b>Ask the Analyst Roundtables</b>
13:30 – 14:30	Programs, Success and Sponsors — An Enigma <i>Mike Hanford</i>	The Virtuous Cycle: Who Gets Their Say and Who Gets Their Way <i>Richard Hunter</i>	The Power PMO — A Lean, Keen, Team Machine <i>Matt Light</i>	<b>13:30 – 15:00</b> Using The Gartner PPM Maturity Model <i>Moderators: Donna Fitzgerald and Lars Mieritz</i>	
14:45 – 15:15	Solution Provider Session	Solution Provider Session	Solution Provider Session	<b>Business Case Templates: What information Should I Include?</b> <i>Moderator: Stewart Buchanan</i>	
15:15 – 15:45	Refreshment Break in the Solution Showcase				
15:45 – 16:45	Applications Overhaul Program: Nine Critical Success Factors for Business Value <i>Andy Kyte</i>	Creating An Effective Transformation Program: How To Blend Change Management Art And Science <i>John Mahoney</i>	The Art of Successful Project Estimation <i>Matt Hotle</i>	<b>15:45 – 17:15</b> Program Management — It's Not About Technology; It's About People <i>Moderator: Tony Henderson</i>	How to Choose a PPM System: Pitfalls Critical Success Factors <i>Moderator: Dan Stang</i>
17:00 – 17:45	Case Study	Networking Session	The Strategic PMO	<b>17:00 – 18:30</b> Effectively Influencing & Persuading <i>Moderators: Nisha Pillai and Rob Geharty</i>	<b>17:00 – 18:00</b> The IT Steering Committee: Succeed This Time <i>Moderator: Mike Hanford</i>
18:00 – 18:30	To the Point: PPM Market Universe: Project Collaboration Workspaces <i>Dan Stang</i>	To the Point: 3D Portfolio Governance: Charters, Dashboards & Reviews <i>Matt Light</i>	To the Point: The Agile PMO <i>Donna Fitzgerald</i>		
18:30 – 20:30	Networking Reception in the Soution Showcase				

## Wednesday 20 June

07:30 – 16:45 Registration, Information and Refreshments

08:00 – 08:30 **To the Point: Protect IT Investment Funding** *Stewart Buchanan*

**To the Point: Improving Demand Management for Better Monitoring and Measurement** *Dan Stang*

**To the Point: Mastering the Four Competencies of a Strategic EPMO**

**08:15 – 09:30** Are You Ready? Successful Initiatives Start with Organizational Readiness  
*Tony Henderson*

**08:00 – 08:45** Problems in Agile Project Collaboration with Maintenance  
*Moderator: Andy Kyte*

08:45 – 09:45 **Identifying & Harnessing Complexity in Projects, Programs & Portfolios** *Robert Handler*

**Program Manager's Primer to Budgeting** *Stewart Buchanan*

**Who Do You Think You Are? The PMO as a Corporate Chameleon** *Lars Mieritz*

**08:15 – 09:45** Power Politics for the PMO  
*Moderator: Tina Nunno*

09:45 – 10:15 Refreshment Break in the Solution Showcase

10:15 – 11:15 **PPM Marketscopes, Quadrants and Roundups: Navigating Through a Universe of Choices to Meet Your PPM Needs** *Dan Stang*

**Creating and Executing an Effective Governance Process** *Tina Nunno*

**Follow the Yellow-Brick Road: The PMO Formation Roadmap** *Mike Hanford*

**10:15 – 12:00** The PPM Zoo — PPM Stakeholder Management  
*Moderators: Donna Fitzgerald and Lars Mieritz*

**Cost Aware Project Management** *Moderator: Stewart Buchanan*

11:30 – 12:00 **Solution Provider Session** **Solution Provider Session** **Solution Provider Session**

12:00 – 13:15 Buffet Lunch in the Solution Showcase

13:15 – 14:15 **Capitalizing on Synergies of EA & PPM** *Robert Handler*

**Measuring the Value Delivered by IT Governance. Really.** *Richard Hunter*

**Effective Resource Management: Is There a Quick Fix?** *Donna Fitzgerald*

**13:00 – 14:30** Project Success Is in the Eyes of the Stakeholders  
*Moderator: Lars Mieritz*

14:30 – 15:15 **Case Study** **Networking Session** **Case Study**

**Transformation Program: Blending Change Management Art and Science** *Moderator: John Mahoney*

**14:45 – 15:30** Protecting IT Investment Funding  
*Moderator: Stewart Buchanan*

15:15 – 15:45 Refreshment Break in the Solution Showcase

15:45 – 16:30 **Keynote: Judging Project Success Requires a Long-Term Perspective** *Andy Kyte*

16:30 – 16:45 **Gartner Closing Keynote: The End of PPM As We Know It** *Matt Hotle*

## Tracks

### 1 Organizing and Leading Programs & Portfolios: It's All About Outcomes

Many enterprise leaders do not explicitly plan how they will keep their portfolio investments in balance — in IT and beyond. Mapping strategy to results helps focus programs on their “big picture” portfolio outcomes — from innovation, to process improvement, to application overhaul programs. Also, many organizations only prioritize at the project level via cost/benefit analysis — yet projects are often part of “bottom-up programs” — one of the five Program Types you’ll learn about at the Summit. You’ll also learn about the differences in controlling a “complex and adaptive” (vs. “complicated”) project or program. Gartner PPM and ITG templates and toolkits will help you weigh project investments as part of portfolios and programs, and review the value of program elements to justify continuation. With their experience and broad perspective, Gartner analysts can help you keep programs clearly focused on the major aspects of enterprise strategy.

### 2 Great IT Governance — Setting and Staying on Course

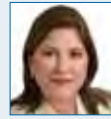
Finding equilibrium, amidst a whirlwind of demand for IT services with a constrained supply of IT resources, continues to sorely test program and portfolio governance. IT Governance is about setting the right investment process to navigate between IT and the rest of the business — and then staying on course. But governance should also be lean enough to capitalize on sudden business opportunities and innovation. You’ll learn how to identify key decision domains mapped to strategy; how to establish an IT governance board; provide it with action-oriented information to drive decisions; and determine decision rights in program value reviews.

### 3 The New PMO: Adapting to Drive Change and Provide Value

PMOs are increasingly charged with helping drive project-based change, enterprise in scope and lean/quality-oriented in approach. From this track, you’ll understand why enterprise PMOs (EPMOs) are emerging, and their relationship to IT and other, decentralized, business-unit PMOs. The trend occurs since IT projects extend beyond IT into the rest of the business and out into the virtual enterprise — naturally involving the PMO and project/program managers in driving business change. You’ll learn techniques for the art (and science) of organizational change management, and how the “pretty good PMO” supports the project lifecycle from project charter, to metrics gathering, to benefits review. More mature PMOs drive quality and efficiency changes by implementing lean management, both in projects and as part of process improvement programs.

## KEYNOTES

### Gartner Keynote: State of the Art: What's Hot & What's Not in PPM and IT Governance?



The theme of this summit is how to find the equilibrium in today's whirlwind of economic uncertainty, shifting priorities, and constrained resources. Old tools, strategies and practices need to be re-evaluated and, many times, replaced. Are you doing this? Really doing it? The opening keynote panel depicts examples to help you see things a bit more clearly than you do today, and plan more effectively for the future.

*Tina Nunno and Donna Fitzgerald*

### Keynote Panel: Benefits & Beyond: Rethinking the Strategic Value of Project, Program and Portfolio Management



Many enterprises, upon delivering a project or program, perceive — mistakenly — the initiative as complete. In this session, we will examine the use of project and program benefits realization as a strategic business tool. How can it help prove the value of a program's investment, and serve as a guide to keep future teams focused, improve outcomes, enrich business cases, sharpen prioritization among other benefits?

*Matt Light and Ricardo Vargas, PMI, Former Chair, PMI Board of Directors, Moderator: Nisha Pillai*

### Guest Keynote: Getting your Message Across



Effective communication is at the top of the list of PPM success factors, whether you are trying to justify a program, manage change, or ensure adoption. How do you speak in a way that resonates with the rest of the business? How do you manage expectations so that you deliver what the business wants? And most important, how do you get people to really listen to you? This keynote will tackle the “communications gap” by helping you boost your authority and speak the same language as the rest of your organization.

*Nisha Pillai, Former BBC Anchor*

### Gartner Keynote: Judging Project Success Requires a Long-Term Perspective



How do you know if a project has been successful? Easy: on time, on budget, on quality. If only it were that simple. When a system can persist for many years, when the initial project investment can be just a tiny percentage of the total cost of ownership, project success can really only be measured by taking a long-term view. Here's how to build that long-term view into your project.

*Andy Kyte*

### Gartner Closing Keynote: The End of PPM As We Know It



A seemingly ever-increasing need to respond to business change poses major challenges for IT organizations, especially in delivering “Systems of Differentiation” or “Systems of Innovation”, where the pace of change is much higher than for “Systems of Record”. This is forcing a more product-centric, vs. project-centric, approach to delivery, in turn forcing a shift in how work is grouped and prioritized. The end of the project-based organization means the end of PPM ... or does it?

*Matt Hotle*

# GARTNER RESEARCH — MEET THE ANALYSTS

Gartner has **1200 analysts and consultants who deliver independent thinking, actionable guidance and data analysis to more than 60,000 clients in 10,000 distinct organizations worldwide.** A key benefit of attending the Summit is the opportunity to hear advice and insight directly from Gartner Analysts during sessions and interact and ask questions during workshops and roundtables. In addition, Gartner Analyst one-on-one meetings offer attendees a private 30 minute discussion with an analyst where you can set the agenda to receive tailor made advice.

*Worldwide expertise at your fingertips — your questions on PPM & IT Governance answered.*

**Stewart Buchanan**  
Research VP



- IT Funding & Budgeting
- IT Cost Optimization
- Vendor & Procurement Management
- Software licensing and negotiation

**Donna Fitzgerald**  
Research Director



- Aligning IT and Business Strategy — Development/ Planning, Roles and Responsibilities, Processes
- IT Governance — Structure, Roles and Responsibilities
- Leadership Development & Team Development
- Project Management — Methodologies, Processes, Organization
- Project/Program Management Office

**Robert Handler**  
VP Distinguished Analyst



- Application Development Methods & Processes
- Enterprise Project Management, PMO
- Project Management
- Structure, Roles and Responsibilities
- Project Portfolio Optimization, Prioritization
- PPM/PM Cost Optimization Strategies
- Project/Program/Portfolio Complexity

**Michael Hanford**  
Research VP



- Program & Project Management
- IT Project Portfolio Management
- IT Initiatives Governance & Steering Committees
- PMO & Enterprise PMO Formation and Operation
- PPM Industry Standards and Certifications

**Anthony Henderson**  
Senior Director Consulting



- Program and Project Management
- PMO Design and Implementation
- Project Portfolio Management
- Enterprise-wide Systems Implementations
- Business Transformation

**Matt Hotle**  
VP Distinguished Analyst



- Project and Portfolio Management
- Application Development Methods and Processes
- AD Strategy and Governance

**Richard Hunter**  
VP Distinguished Analyst



- IT Risk
- IT Value
- IT Governance
- Organizational Change Management

**Andy Kyte**  
VP and Gartner Fellow



- IT Modernization
- IT and Application Strategy
- Application Governance
- Application Portfolio Management

**Matt Light**  
Research VP



- Application Development Methods & Processes
- Enterprise Project Management, PMO
- Project & Portfolio Management Tools
- Requirements Management
- Cost Optimization: Project Realignment, Demand Prioritization, communication

**John Mahoney**  
VP Distinguished Analyst



- IT Governance
- IT Strategic Planning
- IT Organizational Design
- IT and Business Alignment/Engagement

**Lars Mieritz**  
Research VP



- PPM Maturity
- Metrics & performance management
- Business value of IT

**Tina Nunno**  
VP Distinguished Analyst



- IT Organizational Politics
- Working with the Board of Directors
- Executive Communications
- IT Governance
- CIO Role and IT Leadership

**Dan Stang**  
Research Director



- PPM tools
- IT Portfolio management / Service Portfolio Management
- Project Management / PMO

**Gartner Blog Network**

<http://blogs.gartner.com>

## Programs and Portfolios: It's All About Outcomes

### Programs, Success and Sponsors — An Enigma

"Success has many fathers, while failure is an orphan" is a well-worn proverb. Yet we often see program failures that seem — suddenly — to have no owner. Simply identifying a program sponsor is no guarantee of success. This session provides action ideas for sponsors, and those who work with sponsors, to improve the likelihood of success for your program.

- How can you build and agree the program success definition?
- What is "managing for success"?
- What are the secrets of effectively evolving the program success vision and staying on track?

Mike Hanford



### Applications Overhaul Program: Nine Critical Success Factors for Business Value

Dealing with the bloated and aging application portfolio demands a clear understanding of the current state and a strong will to overcome obstacles. This presentation summarizes four years of Gartner research on the topic of application overhaul.

- What is application overhaul and what are the drivers for an enterprise to adopt it?
- What are the nine critical success factors for business value through application overhaul?
- How can an organization get started on application overhaul?

Andy Kyte



### To the Point: PPM Market Universe: Project Collaboration Workspaces

IT project teams often must collaborate across geographies and enterprise boundaries. Gartner estimates that by 2016, 75% to 80% of knowledge-based project work in the Global 2000 will be completed by distributed virtual teams, but the complexity of virtual projects elevates their level of risk. This presentation quickly summarizes approaches to improved, active collaboration, and tools that support these approaches.

Dan Stang



### To the Point: Protect IT Investment Funding

Almost every CIO lists reducing operational (ie. "keep the lights on") spending and increasing the amount spent on investments as a top priority. However, failure to effectively manage new operational costs associated with projects, along with the inability to retire existing systems, often makes this difficult. Understanding and managing these dynamics is critical to avoid eating into investment funding.

- How can IT manage new operational costs generated by projects in order not to erode investment funding?
- What risks do these new operational costs pose for IT operational leaders?

Stewart Buchanan



### Identifying & Harnessing Complexity in Projects, Programs & Portfolios

Complexity exists in projects, programs and the portfolio. The nascent science of complexity provides new tools to enable

IT leaders to harness this complexity. Here we discover the implications of complexity science, and provide tools to turn complexity into a positive.

- What is complexity in PPM?
- How can complexity pitfalls be avoided?
- How is complexity harnessed?

Robert Handler



### PPM MarketScopes, Quadrants and Roundups: Navigating Through a Universe of Choices to Meet Your PPM Needs

This presentation focuses on proven approaches and tips for evaluating and implementing PPM systems. It covers different aspects of a PPM investment, describes and discusses the PPM "sweet spot", and features PPM-related MarketScopes and Magic Quadrants, including the Integrated IT Portfolio Analysis Applications Magic Quadrant.

- What are PPM best practices for software selection and implementation?
- What are the key considerations and critical success factors for PPM deployment?
- Who are the different players in the PPM market, and how do they compare?

Dan Stang



### Capitalizing on Synergies of EA & PPM

In most organizations, the relationship between EA and PPM borders on adversarial. Synergies are marginalized and opportunities are lost. Here we examine this dynamic, highlighting the opportunities for synergy and contribution to business value.

- What are EA and PPM about?
- Where are the sources of conflict?
- How can synergies be leveraged to provide business value?"

Robert Handler



## Great Governance: Setting and Staying on Course

### Power Politics

As an IT executive some of your power comes from the role itself, yet IT executives must often deal with stakeholders who are equal or superior in power.

- How can IT executives analyze the role of power in a specific situation?
- When is the use of power preferable to other leadership tools?
- What does the way in which a leader wields power say about them?

Tina Nunno

### The Virtuous Cycle: Who Gets Their Say and Who Gets Their Way

The Virtuous Cycle of IT Value, as described in The Real Business of IT and research by Gartner and MIT, includes major decision points for investment in change. This presentation examines the roles and responsibilities of key actors throughout the Virtuous Cycle.

- How will enterprises manage accountability for the outcomes of change?
- How will enterprises assure that IT governance decisions are aligned with enterprise strategic imperatives?

Richard Hunter



### Creating An Effective Transformation Program: How To Blend Change Management Art And Science

Change management is an essential discipline for leaders of enterprise and IT transformation, but the critical challenge — how to blend the human and mechanistic aspects, the art and science — isn't well understood. In this presentation you discover how to do that successfully.

- What makes successful change management an art and a science?
- What tools work best for art and science?
- What road map should I use to build an effective transformation?

John Mahoney



### To the Point: 3D Portfolio Governance: Charters, Dashboards & Reviews

Three “stakes in the ground” are key to getting started with effective portfolio governance. We explain why IT organizations’ use of project charters, portfolio dashboards, and project reviews can make the difference between good and bad governance.

- What does successful project chartering look like?
- How should project portfolio information be reported to executive management?
- How do organizations improve prioritization via benefits review?

Matt Light



### To the Point: Improving Demand Management for Better Monitoring and Measurement

Many project organizations measure themselves inaccurately, rarely accounting for outside conditions that affect projects. This session will help you manage inbound demand, and more accurately reflect true performance against that demand.

- How to best manage work requests and the resulting execution plans?
- How to build context in order to better set customer expectations?
- How can categorizing demand help improve overall execution and performance metrics?”

Dan Stang



### Program Manager's Primer to Budgeting

Program management tools can report on project budgets, but this creates the temptation to manage programs as if they were projects. Implementation details and business conditions are both liable to evolve during a multi-year initiative, and it requires a very different set of financial management skills.

- Do program managers hold budgets or help program sponsors manage funding?
- How can programs adapt to changing operating conditions?
- How to build on project success to improve the funding outlook for the whole program?

Stewart Buchanan



### Creating and Executing an Effective Governance Process

Successfully implementing governance requires both leadership and execution. Great IT leaders are masters of process. They understand that executing governance programs requires process, discipline and creativity. Governance Processes are not one size fits all. This session focuses on designing a Governance Process to suit the specific needs of your enterprise.

- What are the components of a Governance Process?
- How can IT leaders design or adjust their Governance Process?
- How can IT leaders determine the effectiveness of their Governance Process?

Tina Nunno



### Measuring the Value delivered by IT Governance. Really.

Value is always expressed in terms of enterprise performance and enterprise outcomes. This simple truth is the key to measuring the value delivered by the decision-making and execution processes commonly known as “IT governance.”

- How will leading enterprises measure the performance of IT governance?
- How will leading enterprises use measurements of governance performance to improve yields from investments in change involving IT?

Richard Hunter





## The New PMO: Adapting to Drive Change and Provide Value

### The Power PMO – A Lean, Keen, Team Machine

A “Power PMO” is not a bureaucracy wielding compliance checklists. It’s a team of excellent PMs, which has earned its authority, and uses it to build lean a PPM culture that fits in the organization and guarantees project success.

- What is a “Power PMO” and how does it best share power with other teams, including architecture and governance boards?
- How does it drive project quality, customer value and reduce portfolio waste?
- How does it stay lean itself while using lean techniques to drive continuous improvement in IT and the enterprise?

Matt Light



### The Art of Successful Project Estimation

The only sure thing about a project estimate is that it’s wrong. The only people who know it’s wrong are the people who create it. It’s critical for them to have a robust estimation process, but also to build a set of shared mental models between applications and business staff that recognizes what it is and how it’s done:

- What should every IT and business person know about estimation?
- What are the basic types of estimation, and how should they be used?
- How can organizations improve their estimates?

Matt Hotle



### The Strategic PMO

PMO functions range from simply sharing common project management tools and processes to de facto portfolio management. What makes a PMO strategic is not its structure or formal role within the organization, but whether and how it improves the alignment of projects with business strategy. Key issues:

- How does the PMO help the organization select, balance and resource projects?
- How can it deliver efficiencies of scale in shared support for multiple projects and programs?

- How does the PMO foster the growth of project management maturity?

Craig Killough, Vice President of Organization Markets, PMI

### To the Point: The Agile PMO

Many clients are unsure how to marry their existing waterfall methodologies with a growing trend toward more agile projects. In this session we’ll discuss the truth about agile (yes, you have end dates) and the changes the PMO needs to make so that waterfall and agile can happily live together under the same roof.

- How should agile projects be reporting status?
- What are the five core PPM process that every project needs to adopt regardless of orientation?
- How can the PMO become more agile?

Donna Fitzgerald



### To the Point: Mastering the Four Competencies of a Strategic EP MO

For years strategy execution has been identified as the failure point keeping organizations from attaining their goals. The strategic EP MO is one approach to solving this problem. In this session we’ll focus on the four competencies of an EP MO and answer the questions:

- How can the EP MO facilitate strategic tactics?
- How can the EP MO deliver better change management?
- How can the EP MO support better communication around strategic goals?
- How can the EP MO support better program execution?

Donna Fitzgerald

### Who Do You Think You Are? The PMO as a Corporate Chameleon

Roles and staffing levels of a PMO will vary according to organizational culture, history, and skill sets available, but how different are PMOs in reality? Based on the results of a five-country survey, this session explores which roles are essential, what changes are anticipated, and the differences in PMOs between in different markets and organizations.

- What types of roles are most commonly found in PMOs?
- How does PPM maturity affect PMO composition?
- Which roles are essential for a well-functioning PPM function?

Lars Mieritz



### Follow the Yellow-Brick Road: The PMO Formation Roadmap

Lots of people already have a PMO. “How did you get there?” is a question asked by those who want to start one. The typical answer is “I don’t know, but it sure was painful!” It doesn’t need to be. We outline major steps (and pitfalls) in your journey to a new PMO.

- What are the key components to envisioning the PMO?
- What are the shape and contents of a PMO road map?
- Where can you go wrong, and how do you avoid doing so?

Mike Hanford



### Effective Resource Management: Is There a Quick Fix?

The most common question from PMO leaders is “How can I manage resources to ensure projects are on time?” There is an answer. But it involves changing the culture of starting too many projects and allowing too many interruptions. In this session we examine the role of resource management and how to begin fixing your resource management problems.

- How should the issue of resource management be framed?
- Is there a simple back-of-the-envelope approach to resource capacity planning?
- How to present to upper management how resources are being used?

Donna Fitzgerald



# WORKSHOPS

Workshops provide you with a forum to listen to subject-matter experts, interact with fellow delegates and work together to develop best practices that can be put to practical use after the summit. The workshops provide an opportunity to delve deeply into specific critical topics including markets, technologies and business issues.

## Limited Availability — Book Early

Please note that workshops and roundtables are restricted to a limited number of participants and are available to end users only. Attendees will be accepted on a first-come, first-served basis. Reservations can be made through the online Agenda Builder tool.

### Using The Gartner PPM Maturity Model

This workshop aims to provide an overview of the Gartner PPM Maturity Model, exploring the key characteristics at the different maturity levels. With this foundation in mind, workshop participants complete a quick PPM maturity assessment, and then complete tasks and exercises based on the assessment results. We conclude by examining the key elements for progression through the maturity levels.

*Moderators: Donna Fitzgerald and Lars Mieritz*

### Business Case Templates: What information Should I Include?

While measuring the financial impact of major IT investments is critical, it is far from the only component of an effective business case. In this workshop, you have an opportunity to create your own business case template, with all the relevant information needed to make the right business decision. **PLEASE NOTE:** *This workshop is intended for advanced practitioners. It covers complex concepts requiring knowledge of foundational material and prior experience. Please come prepared to share and discuss at least one advanced practice from your organization.*

*Moderator: Stewart Buchanan*

### Program Management — It's Not About Technology; It's About People

This workshop focuses on the techniques and frameworks that program management leaders and other executives use to manage the expectations and stakeholder engagement, as well as skill sets required for project and program managers. Workshop participants are invited to discuss and recommend approaches for coaching and influencing individuals and groups to improve stakeholder perception at the program or project level.

*Moderator: Tony Henderson*

### Effectively Influencing & Persuading

One of the biggest challenges for PPM leaders continues to be how to get buy-in from senior management and other stakeholders. This highly interactive session will provide you with insights and techniques on how to boost your impact, authority and ability to influence the key decision makers in your business, whether you are a Program Manager, PMO Head, or Governance leader. Based on Robert Cialdini's six "weapons of influence", which have been adopted successfully by business executives in a variety of industries, you'll come away confident in your ability to influence others and truly become an agent for change. What are you waiting for?

*Moderators: Nisha Pillai and Rob Geharty*

### Power Politics for the PMO

Leading a PMO requires a sophisticated understanding of power due to the complex nature of the role. The role itself often comes with a certain amount of power, yet the PMO leaders must often deal with a wide array of stakeholders across the enterprise who are equal or superior in power.

*Moderator: Tina Nunno*

### Are You Ready? Successful Initiatives Start with Organizational Readiness

During this workshop, the context for our discussion is improving the effective delivery of larger multiyear, complex projects and programs. The intent is to provide attendees information regarding the importance of assessing organizational readiness and other readiness activities at the start of a major initiative; identify key areas of focus that will better position engagements for success going forward; and convey the importance of periodic risk assessments that leverage the initial readiness assessment as a baseline.

*Tony Henderson*

### The PPM Zoo — PPM Stakeholder Management

At its heart, PPM as a discipline is about affecting change, and the hardest thing about doing any change related work is dealing with people. People have competing interests and often define their own priorities as very different from the goals of your current initiatives. With that reality in mind this workshop is designed to offer a way to organize and manage stakeholders.

*Moderators: Donna Fitzgerald and Lars Mieritz*

### Project Success Is in the Eyes of the Stakeholders

During times of economic hardship, scrutiny of projects and investments increase as stakeholders look beyond most return on investment analyses seeking to identify those who will deliver the right business outcomes. Many find this a challenge and seek KPIs and metrics that can illustrate how performance of different operational areas impacts business outcomes and ultimately financial performance. This workshop will explore good practices for working with stakeholders when articulating the business benefits underlying the project business case and the subsequent tracking and communications of the business outcomes demonstrating if the project was indeed a success.

*Moderator: Lars Mieritz*

### Transformation Program: Blending Change Management Art and Science

This participatory workshop explores how to blend the human and mechanistic aspects and create a road map for effective enterprise transformation.

*Moderator: John Mahoney*

## Ask the Analyst Roundtables

These “Ask the Analyst” Roundtables give you an opportunity to question the analysts directly and learn from the questions posed by your peers.

### Ask The Analyst: How to Choose a PPM System: Pitfalls Critical Success Factors

Moderator: Dan Stang

### The IT Steering Committee: Succeed This Time

Moderator: Mike Hanford

### Problems in Agile Project Collaboration with Maintenance

Moderator: Andy Kyte

### Cost Aware Project Management

Moderator: Stewart Buchanan

### Protecting IT Investment Funding

Moderator: Buchanan

### How Do I Get People To Adopt PPM Improvements?

Moderator: Robert Handler

## End-User Case Study Sessions

The Summit will feature several end-user case study presentations from senior IT and business executives of leading organizations from various industries and sectors. The case studies bring the practitioners’ own valuable experiences to the audience and highlight the technologies and solutions adopted and lessons learned in their own environments. They further focus on a description of strategy and approach, choice of technologies, mistakes to avoid and how to measure success.

The case studies information will be added to the agenda as it is confirmed, view the latest details at [gartner.com/eu/ppm](http://gartner.com/eu/ppm)



“ This event has come at the right time for our organization. The information has been very valuable in helping us rethink and reshape our IT governance and project portfolio management process. The whole event is very professional and thought provoking. ”

Lorraine Harrison, Enterprise IT Security, Governance and Services Director,  
Coca Cola Hellini Bottling Company SA

# MAXIMIZE YOUR SUMMIT EXPERIENCE

## AGENDA GUIDANCE

To help you navigate the Summit agenda, we've identified track sessions that match your experience level and information needs. Specific categories include:

### Maturity Level

- F Foundational:** If you are at the early stages of your initiative, or are a newcomer to this space, these sessions will give you the necessary understanding and first steps
- A Advanced:** If you are an advanced practitioner, these sessions are designed to take your initiative, or understanding, to the next level

### Focus

- T Tactical:** Sessions providing tactical information that can be used straight away, with a focus on "how to", dos and don'ts, and best practices
- S Strategic:** Sessions focusing on the strategic insight supporting the development and implementation of your action plan

### Perspective

- B Business:** Sessions geared toward business leaders, or IT professionals who need to understand the challenges and opportunities from a business, organizational, or cultural perspective
- IT IT:** Sessions that address technical concepts, details, and analysis



## GARTNER ANALYST ONE-ON-ONE MEETINGS

Gartner Events give you more than what your normal industry event offers. Meeting face-to-face with a Gartner analyst is one of the key benefits of attending a Gartner Summit. Personalize your 30 minute private appointment to discuss your specific issue and walk away with invaluable, tailor-made advice that you can apply to your role and your organization straight away.



## Powerful tools to *navigate, manage and decide*

To get the most out of your Summit experience, we've created a range of tools to help you plan your agenda and manage your goals and objectives of attending.

### Agenda Builder

A powerful online planning tool designed to help you organize, view and create an agenda based on the following criteria:

- Session type
- Speaker
- Day
- Track

You can also use Agenda Builder to schedule your Gartner Analyst One-on-One Meeting, Analyst/User Roundtable and Workshops.

Visit the Gartner PPM & IT Governance Summit 2012 website and click on Agenda or go to [ab.gartner.com/ppmite3](http://ab.gartner.com/ppmite3)

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View all the event information and manage your personal agenda on the move.

### Justify your attendance

Our Justification Toolkit makes it easy to demonstrate the value of your Summit experience. It includes a customizable letter, cost-benefit analysis, cost optimization highlights, top reasons to attend and more. Find it at [gartner.com/eu/ppm](http://gartner.com/eu/ppm).

# SOLUTION SHOWCASE

The Summit helps you develop a “shortlist” of technology providers who can meet your particular needs. We offer you exclusive access to some of the world’s leading technology and service solution providers in a variety of settings. Visit the Solution Showcase, attend the Solution Provider Sessions and join in the Networking Reception for informal relationship building.

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PMI is the world’s largest project management member association representing more than half a million project managers in over 185 countries. As a global thought leader and knowledge resource, PMI advances the profession of project management by developing global standards and credentials, creating collaborative communities, and conducting and publishing academic research. For more information, visit

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# ABOUT GARTNER



## GARTNER EXCLUSIVES

Gartner Summits deliver a wealth of new ideas, practical and relevant advice unavailable anywhere else, and the confidence to make better decisions about your strategy and projects going forward:

- Targeted event that let you interpret the business of IT within the context of your role
- Unbiased, fact-based focus that's strictly vendor neutral
- High-impact, comprehensive content combining the forward-looking with the hands-on
- Opportunity to access the industry knowledge and topical expertise of Gartner analysts
- Immersive learning experience in a variety of formats
- The latest evaluation of technologies and providers

**Discover new thinking, not found anywhere else.**

**Gartner is the world's leading information technology research and advisory company.** We deliver the technology-related insight and intelligence necessary to make the right decisions, every day — from vendor selection and cost-of-ownership to forecasts on market demand and future predictions. Our rigorous and unbiased analysis is based on proven methodologies that push through market hype to get to the facts. We publish tens of thousands of pages of original research annually.

**Our pivotal advantage: 1200 analysts and consultants who deliver independent thinking, actionable guidance and data analysis to more than 60,000 clients in 10,000 distinct organizations worldwide.** (In fact, our analysts answer 250,000 client inquiries every year.) Experts in their chosen field, they are constantly focused on what will make the difference between success and failure in our clients' businesses.

**Gartner Summits deliver a wealth of new ideas, practical and relevant advice unavailable anywhere else, and the confidence to make better decisions about your strategy and projects going forward.**



“ This was by far the best event I have been to this year, it was truly sensational. The venue, agenda and overall experience was excellent and I would recommend it to anyone. ”

MG Robinson, [Rentokil Initial.com](http://Rentokil Initial.com)



## GARTNER PREDICTS:

*By 2015, 80% of IT organizations will reach resource breaking points, under intense pressure to deliver the right project resources just in time.*

# REGISTRATION

## 3 Easy Ways to Register

**Web:** [gartner.com/eu/ppm](http://gartner.com/eu/ppm) | **Email:** [emea.registration@gartner.com](mailto:emea.registration@gartner.com) | **Phone:** +44 20 8879 2430

### Pricing

**Early Bird Price:** €1,950 + UK VAT

*(offer ends 20 April 2012)*

**Standard Price:** €2,250 + UK VAT

**Public Sector Price:** €1,750 + UK VAT

#### Gartner clients

A Gartner ticket covers both days of the Summit. Contact your Account Manager or e-mail [emea.events@gartner.com](mailto:emea.events@gartner.com) to register using a ticket.



## Team Registration Discount

### Bring the team: Gain a much richer experience of the event!

Teams that attend a Gartner summit together can not only access all the sessions to maximize their learning, but also have the benefit of a team meeting with a Gartner analyst who can facilitate a discussion or advise them on strategic initiatives and key projects. For these reasons, organizations often hold off-site team meetings at Gartner events, and incorporate Gartner events as part of their training programs.

We have designed an experience that will help teams of four to 25 maximize the summit experience while on-site and long after the event concludes.

#### TEAM BENEFITS

- Team meeting with a Gartner analyst (end-users only)
- Role-based agendas
- On-site team contact: Work with a single point of contact for on-site team deliverables
- Complimentary registrations

#### COMPLIMENTARY REGISTRATIONS

- 1 complimentary registration reward with 3 paid registrations
- 2 complimentary registration rewards with 5 paid registrations
- 3 complimentary registration rewards with 7 paid registrations

#### TERMS AND CONDITIONS

- Qualifying paid registrations are cash registrations or ticket registrations (excluding Gartner complimentary tickets). Any combination of paid registrations may be used to qualify for complimentary registrations. All registrations must be paid in full before complimentary awards can be used.
- Teams with more than 10 members will qualify for additional complimentary registration awards accrued for each two additional paid registrations.
- There is a limit of three teams per organization. Teams cannot be split to form small or medium teams.
- To qualify for Team Send deliverables, teams must be registered more than three weeks before the start of the event.
- This program voids all other team offers and promotions for event attendance. Time-based registration offers such as early-bird discounts are still applicable.

To register a team please email [emea.teamsend@gartner.com](mailto:emea.teamsend@gartner.com) or contact your Gartner Account Manager.

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19 – 20 June 2012  
[gartner.com/eu/ppm](http://gartner.com/eu/ppm)

**Park Plaza Westminster Bridge**  
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### YOUR EVENT REMINDERS

- Register by 20 April 2012 for early-bird savings!
- Build your own agenda online now
- Book a 30 minute One-on-One with your preferred Gartner analyst
- Join our online communities:

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