

# HERDING CATS AND OTHER EPIC CHALLENGES

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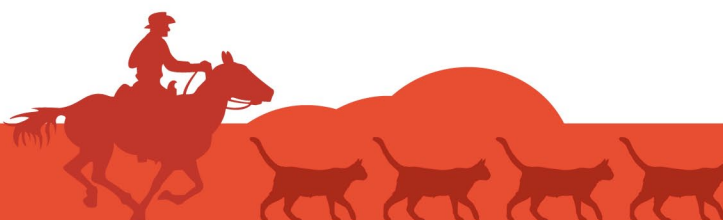
THE PROJECT MANAGER'S GUIDE TO LIFE



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**About Innotas:** Innotas provides an easy-to-use, rapid-to-deploy, and cost-effective way to manage resources and budgets across an entire inventory of projects, portfolios, applications, assets, and service requests. The only cloud-native company that offers both Project Portfolio Management and Application Portfolio Management, Innotas provides IT and business management with visibility for decision making across entire portfolio.

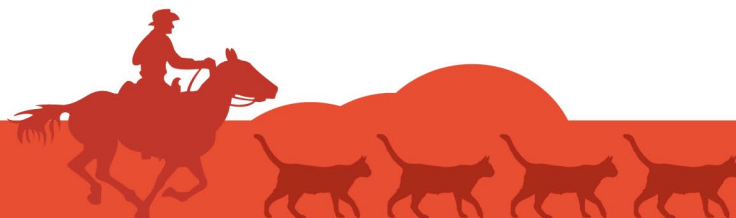


# Introduction

Every project manager can relate: that moment when you look up from your desk and feel like you're stuck in a Dilbert cartoon. Or, even worse, a book of clichés. You name the old adage, you've been there and done that.

Don't stress. Odds are, no matter what your all-to-common scenario, Integrated Project Portfolio Management solutions from Innotas can help.

Have a look through this collection of familiar situations and **click the color-coded solution tabs** to see what Innotas can do for your organization.



## Feeding Frenzy



Your organization has an untold number of one-off projects and applications drifting aimlessly like parentless children, with no captain at the helm and no central principles or integrated framework to which everyone adheres.

What happens? Think Lord of the Flies chaos. Not just in your processes—which are, undoubtedly, directionless at this point—but also in the way you continue to pile on and patch up your applications and infrastructure. With zero collaboration, zero leadership, and zero visibility, you make zero strategic progress.

You need:



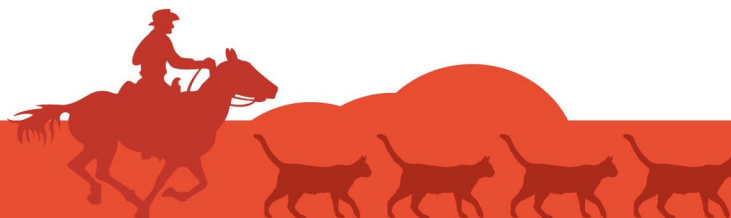
## What's Good For The Goose...



Face it: Lack of visibility makes it hard to explain your project or application portfolio to higher-ups. There's no big picture you can point to and say, "This is what we have going on, and this is how it all comes together (or does not come together, as the case may be)."

So what happens? Managers, compelled to blindly assume that what's working in one area will work just fine in another, lend approval to projects that compound your mess. (Or the opposite: They assume that what fails in one department will fail everywhere, so they might reject potentially helpful ideas.) Assumptions are never ideal in a decision-making environment, but they inevitably result when you lack vision, prioritization, and clear analytics.

You need:



## Loose Change



Coins are simply dollars broken into fractional quantities, yet for some reason, we treat them as though they have less value. Why? Because unless you put them all together and add them up, they seem expendable. Inconsequential.

In an un-integrated project or application portfolio, the same attitude takes hold. Like pennies on sidewalks and nickels under the sofa cushion, these loose elements float around with no cohesion—so you lose the ability to gauge their value and their impact. Fixing this issue requires a shift in perspective, away from the “coin” mentality and back to the “whole dollar” school of thought. Instead of looking at projects as successful or unsuccessful based on their own specific criteria, you need a way to tie each one directly to the objectives of the business at large—and then hold it accountable accordingly.

You need:



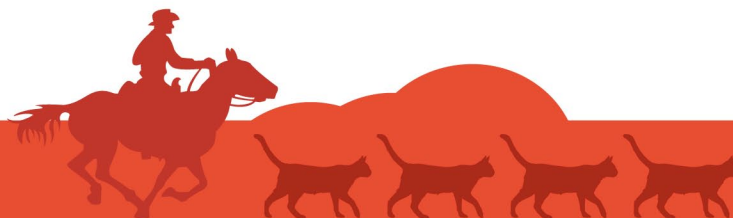
## Climbing A Greased Pole



You agreed to take on a project because you thought things were running smoothly. Upon closer inspection, however, you realize it was all a façade. Who knows what’s to blame—lack of organization or support? Maybe poor planning? Research has proven that all of these things can effectively kill a project.

If you manage projects without a clear vision, and without alignment to business goals, you’ll indeed find yourself stuck on a slippery slope. And no matter how much effort you apply, you feel like mythical Sisyphus doomed to roll his rock uphill for eternity. Whenever you think you’re making progress, you slide right back down.

You need:



## The Prince Of Darkness



You know who we're talking about. Those perpetual backstabbers or naysayers who, for whatever reason, do not want you to succeed. If they don't find problems to holler about, they create problems. (Think Eeyore, only more diabolical and far less cuddly.)

Why does this happen? Because these negative nuisances can't tell what your objectives are. Or they don't think your project aligns with the "right" vision, whatever that may be. As you struggle to address their concerns, the project suffers needless bottlenecks, delays, and resource drains. And, of course, they all appear to be your fault. You need to be able to produce clear metrics that demonstrate your project not only has concrete goals—it's exceeding them.

You need:



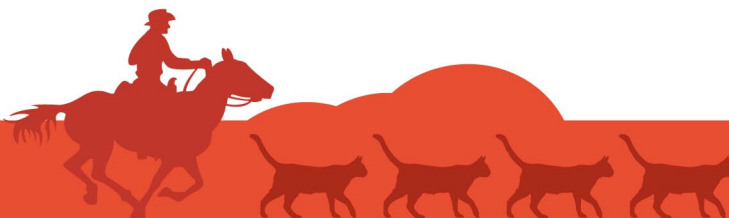
## Monday Morning Quarterback



Everyone's a critic, right? When it's hard to see what's going on in a project, it's easy for others to step in and pass judgment from afar. Perhaps they even see you struggling to get a clear picture yourself. Caution: Blind spots are an invitation for sabotage, unsolicited advice, or—even worse—new projects that won't fix anything. You might as well wear a sign that says: "Please second-guess me. I'd love your input."

If you want to prevent these do-gooders from "helping" you improve, you need to own your projects and applications completely. That requires end-to-end, integrated visibility into every aspect, from objectives to budgets to deadlines to metrics. It also means owning the project request process for your portfolio as a whole, so you know how potential new additions might help or hinder your ability to meet strategic goals.

You need:



## Elephant In The Room



Sometimes problems are so obvious and so big you truly can't see them. Or—and maybe this is more likely—you don't want to see them. You know they'll be difficult to correct, and you'd like to think that ignoring them long enough will cause them to disappear. Kind of like door-to-door salesmen.

But let's be realistic. Ignoring a major obstacle in your project is not a solution, and in fact, it opens the door for new problems that place your business at even greater risk. These kinds of snowballing challenges sneak up on you for two reasons. First, you aren't equipped to spot them when they're small. You have no visibility across the entire project, no collaboration, and no integrated process management. Second, you get so accustomed to seeing things in siloed compartments that you miss the larger, underlying elements that span the entirety of your project portfolio.

You need:



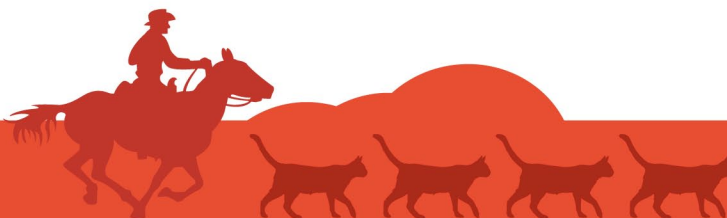
## Swimming Upstream



You can't win 'em all. Despite your best efforts, you cannot convince leadership to back your project. Do you give up? Should you give up? The questions don't stop there. You also need to consider how you would you end the project. How do you understand, explain, and justify the impact your project has on the business if it is discontinued? Can you even identify the impact?

When you're fighting a losing battle, you want—at the very least—the ability to walk away with dignity. Unfortunately, nothing looks less dignified than a project manager who can't speak to the purpose and progress of his or her own project. With proper visibility, goal alignment, analytics, and management processes, however, you can provide this kind of perspective. You might even be able to keep your project alive.

You need:





## Fishing Expedition



A co-worker walks into your office and says, “How’s the project going?” Seems harmless, but you know better. What he really wants to know is this: Have you used up your budget, do you have any people free, and can he take what you aren’t using. It’s resource theft—and you need to stop it.

But can you? Are you sure it’s not happening right now, under your nose? The only way to effectively manage and preserve your project resources is to have clear visibility into what you are using, and where your resources are being consumed. You need real-time analytics and dashboards that provide specific details in an easy-to-track fashion, so you know if you are close to maxing out—or possibly have resources to spare.

You need:



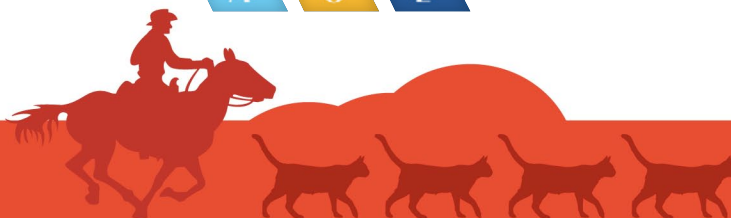
## Up A Creek Without A Paddle



You’re cruising along, making progress, and then—the engine putters to a stop. There you are, stuck in the proverbial creek, completely without paddles. Now what? If you don’t act fast to get the project back on track, you’ll start to float backwards. Other projects will dive in like carrion feeders and take what’s left in your boat. All of your work will be for nothing—and that’s not even taking into consideration the potential financial impact or risk you’ll incur for the business.

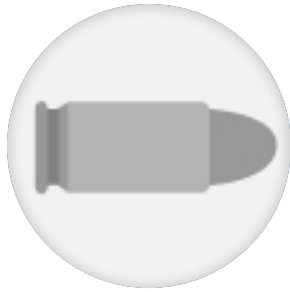
If you want to prevent this from happening, you have to be able to look ahead. Managing your projects day by day, with no vision into the project’s status or the resources consumed or remaining, is like driving a car with no gas gauge. Sooner or later, you know you’ll run out of gas, and you know it will be bad, but you don’t have a clue when it will happen. You need the gauge—some kind of real-time dashboard visibility into resource consumption and project progress. This is how you maintain efficiency and avoid stalls.

You need:





## Silver Bullet



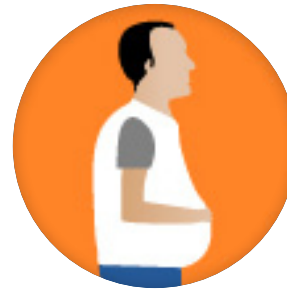
You're thinking one thing—and management is thinking another. In fact, they're so out of touch that they think you can work miracles. These kinds of mismatched expectations result when you cannot adequately share both your vision and the current reality of a project.

You need the ability to provide a planned, functional project roadmap to leadership, so you are always on the same page. Better yet, you need to be able to provide real-time status updates that demonstrate how you're faring on deadlines, budget, and resource usage. This is the best way to measure how a project is succeeding against its overarching objectives.

You need:



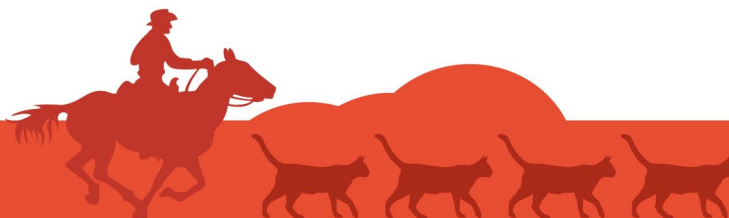
## Man Has Baby!



If it hasn't happened yet, hold tight—it will happen. A manager will inevitably ask you to perform Mission Impossible: something that doesn't make sense, something that just won't work (ever), or something that simply isn't the best way to accomplish their goals.

When you are equipped with the right tools, you can clearly outline a project's anticipated outcome and show leadership why one approach might be more feasible and intuitive than another.

You need:



# Integrated Project Portfolio Management to the Rescue

Innotas offers integrated, cloud-based Application Portfolio Management (APM) and Project Portfolio Management (PPM) software that lets you extricate yourself from these cliché scenarios—or better yet, avoid them altogether. Unlike competitive offerings, Innotas helps you to rationalize your legacy application portfolio, manage new IT project investments, strategically align your projects to business goals, and maintain new applications once they are deployed—along with full resource management functionality. This Integrated IT Project Portfolio Management approach not only provides transparency and visibility across the whole organization, but it also reveals new value by uncovering—at long last—the tremendous financial impact and system contingencies of an organization’s entire portfolio of IT-related work.

Here are some of the primary benefits:

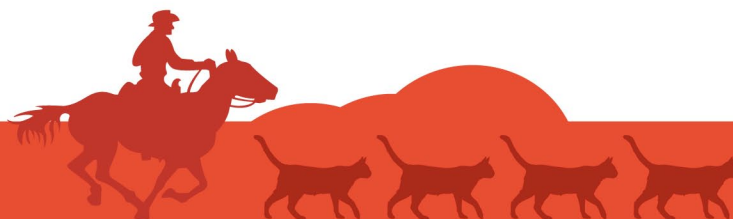
## **A** Visibility & Integrated Management

Innotas provides an integrated management framework with a central interface for clear visibility into all projects, programs, and applications. This is a vital advantage for project managers and IT leaders faced with too many initiatives and many demanding stakeholders.



Now you can stem wasteful resource usage and project chaos by creating and adhering to a central framework—one that allows you to:

- Understand each project at every level, from objectives to costs
- Identify projects that don't warrant investment
- Focus on projects that support strategic business goals



# Integrated Project Portfolio Management to the Rescue

## **B** Prioritization & Alignment With Business Goals

Feel confident that your projects support the business—and understand how your perspective needs to shift to accommodate objectives. Integrated Application and Project Portfolio Management from Innotas starts with a systematic approach to aligning and prioritizing work to meet the needs of the business. To help you make smart IT investments, Innotas provides a fast & lean approach to scoring all your work.

Now you can:

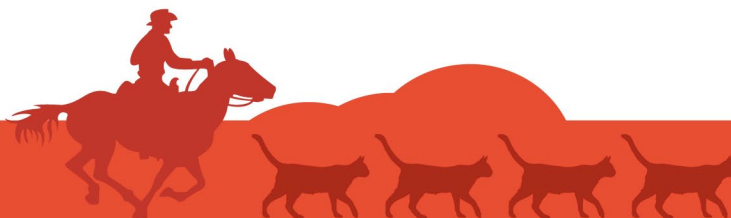
- Align work to meet business needs with project and work request scoring
- Deliver the information management needs to make informed decisions
- Score throughout the project lifecycle to reevaluate whether you are working on the right things
- Gather scores from across the organization
- Gain visibility into the makeup of a score to easily assess the factors or users influencing the score

## **C** Analytics And Dashboards

Visibility is power. Innotas provides easy-to-configure dashboards that let you clearly gauge key performance indicators—such as time, budget, scope, quality, and benefit—using real-time analytics. You can even customize dashboards and reports by department, role or even individual, so you get the data that matters.

Now you can:

- Easily see the data you need to make the most informed decisions
- Drill down on customizable dashboards to quickly review data segments
- Leverage powerful reporting analytics
- Share published dashboards via email or on your intranet
- Design meaningful reports that outline project status to leadership



# Integrated Project Portfolio Management to the Rescue

## Project Request Management

To succeed in Integrated IT Project Portfolio Management, you need real-time access to all the demands placed on IT, along with the ability to analyze the value of those demands and the resources available to meet them. Dashboards and reports are part of that equation, but they only show you what's already happening. That's why Innotas also gives you a way to effectively manage new project requests.

Now you can:

- Capture project and work requests directly
- Route, prioritize, and audit requests as they proceed through the approval process
- Notify approvers with automated alerts
- Generate projects and work assignments directly from approved requests

## Resource Management

Part of ensuring end-to-end visibility across all aspects of a project is understanding how you are consuming and managing resources. You know your company's IT personnel are under non-stop pressure—so you need to strike a delicate balance that focuses them on the initiatives with the greatest business value. You also need to know where you stand on available budget across the entire portfolio, and not just a single project, so you can distribute resources in the most efficient manner.

Now you can:

- Get instant visibility into your resource capacity and demand
- Apply resources appropriately
- Analyze and revise current resource utilization based on business goals and priorities

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