all effective changes
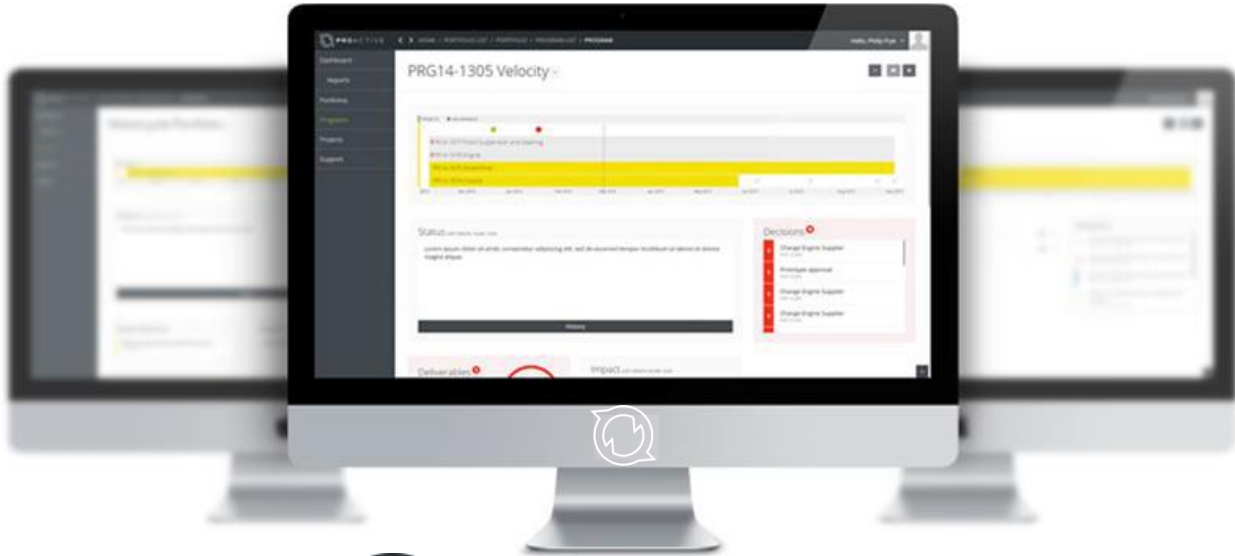
PROACTIVE

The Boundary Lifting Solution

ProActive® the Boundary Lifting Application

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Introduction

Currently it is well known that there is no transparent and unfiltered information available for management regarding strategic Programs and Projects and that they only receive <10% of the relevant information needed to be in control of their strategic Programs and Projects. This is a huge issue since it will be very difficult to steer and control the strategic Programs and Projects based on the filtered information available. Very often management is trying to get a grip on these Programs and Projects by conducting deep dives, however they are time consuming and the deep dive provides at best half the truth and will not provide a good insight in the real status. What is needed is a full reliable transparent 24x7 environment which shows the actual status on the elements needed to control them. Such an environment can be created with a Boundary Lifting application. This paper is describing the power of a Boundary Lifting application and is explaining the positioning, purpose and benefits. The idea of a Boundary Lifting application has developed over a period of several years with architectural principles behind it. It is positioned in a place which is not covered by other applications and thus it needs explanation and a different mindset. Once the mindset is changed and using a Boundary Lifting application is a fact, the benefits for any company are enormous and will show immediately. A Boundary Lifting application has several unique key differentiators which have been derived from a study that was conducted.

What is the definition of a Boundary Lifting application?

A Boundary Lifting application is a transparent management application with automated triggers, connecting all Portfolios, Programs and Projects together and thus creating one single source of truth on their status by lifting all existing boundaries (departmental/linguistic/cultural/and so on) to be monitored with 24x7 dashboards on all levels.

Strategy

In the current landscape C-Level and Higher Management don't have enough insights and controls regarding their Strategic Programs, many details are available but no overview and issues are coming up afterwards instead of straight away.

C-Level and Higher Management only need a few elements to get back in control of their complete environment. These elements are: a direct insight in the status and progress of important Deliverables, Phases, Dependencies and Decisions that need to be taken. This enables them to see what the status is and which actions they could take in case it is showing that deadlines might be missed or issues are popping up.

We envisioned that a Boundary Lifting application needed to follow certain architectural principles in order to be an exact fit covering the need for such an application. These principles are:

- o No connections to other existing systems.
  The reason for this principle is that there is no need to connect to any application. Furthermore it makes introduction into the corporate environment very quick and easy.
- o No or little training needed to work with the application.

The reason for this principle is that it must be intuitive and simple to use in order to make an easy and sustainable introduction into a corporation and to keep the impact of training as low as possible.

- o No or little overlap with other applications.
  The reason for this principle is that it avoids covering what other applications are doing, since this will cause delays by phasing out and replacing applications and it will create frustration with the users of such applications if they are losing their application.
- o No conversion from other applications or tools
  The reason for this principle is that there is no need to convert to a Boundary Lifting application since there are hardly any overlaps. Again this will make it easier to implement a Boundary Lifting application.
- o Minimizing the administration effort of your employees.
  The reason for this principle is that the more administration an employee needs to do the more likely it will be that it will create resistance and that it will cause rejection of such an application. Furthermore you would like the employees to be busy with their real work and to minimize their administrative efforts.

Next to these architectural principles we also envisioned a set of unique characteristics which are:
- o Automated triggers on Dependencies, Phases, Deliverables and Decisions
- o Dependencies inside and outside of the Boundary Lifting application
- o The possibility to manage external parties and other cultures on progress
- o A true auditable environment that can be accessed at any time
- o A full traceable history
- o The ability to use the Boundary Lifting application without a formal training
- o To get existing Programs and Projects in a very short time into the Boundary Lifting application
- o Measure performance of external parties
- o The possibility to store all kind of files like documents, scans, pictures, excels
- o The possibility to retire a Program or Project
- o 24/7 always up-to-date dashboards to be viewed on any device

Positioning

The Boundary Lifting application ProActive® is positioned as a management solution to manage the complete Portfolio, Program and Project environment. As the figure below shows, ProActive® will replace the manual reporting with Spreadsheets, PowerPoints and Word and will provide a full transparent view of relevant information with automatic triggers. First of all we will look at the position of current available tools which have hardly any overlap with a Boundary Lifting application. It also will show that it should not be compared with these kind of tools, since they are still needed even when ProActive® is in place.
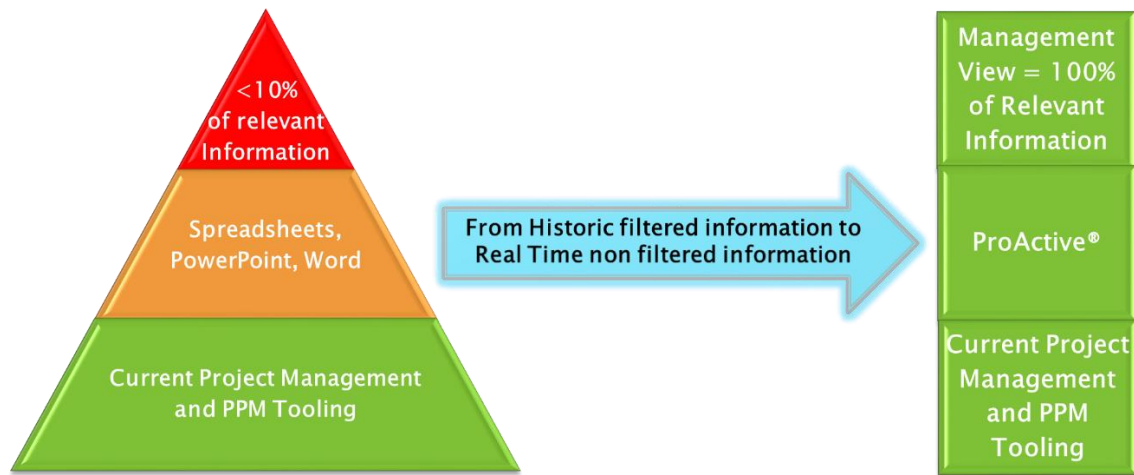
Management of Standard Projects

Often for the planning and Management of standard Projects, MS Excel, MS PowerPoint, MS Project, OpenWorkbench, Teams, Smartsheet, Jira, and so on are used. For safeguarding the progress of Projects a weekly report is created in PowerPoint, Excel or Word which will be discussed during a Project board or meeting where it is also decided how to solve issues and to mitigate risks. The actions with action holders are mostly defined in a spreadsheet to keep track of progress.
Common for these tools are that they are only suitable for managing projects individually.

### Standard Projects are mostly independently managed
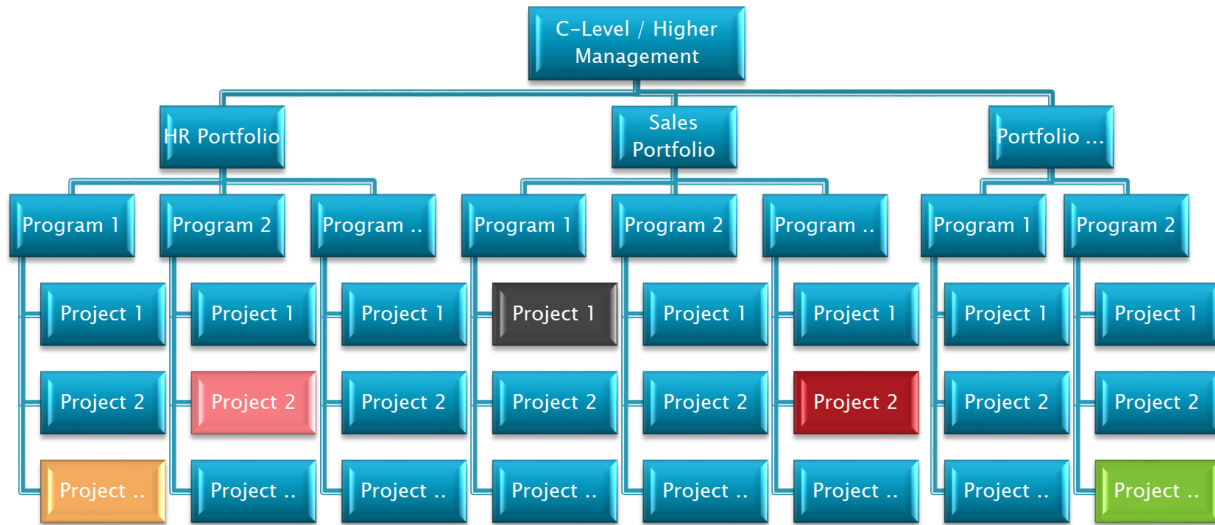
Management of Complex and Large Strategic Programs

For Complex and Large Strategic Programs with several dependencies mostly PPM (Project-Portfolio Management) tools are used like HP PPM, MS Project Server, Clarizen, Changepoint, Celoxis, Sciforma. These tools give a high level overview of all the Programs and their progress within a Business Portfolio, were you can zoom-in into the details of each Program or Project. These tools have in general the possibility to do Resource Management, Financial Administration, Risk Management and reporting and Analytics. They have several integrations with other applications like Jira, SalesForce, MS SharePoint, and Google Sheets.

Reports for the Portfolio Manager are mostly made in PowerPoint, Excel or Word and discussed every fortnight. The Portfolio Manager creates mostly monthly a report in PowerPoint, Excel or Word, extracted from his report to be delivered to C-Level or Higher Management.

Complex/Large Strategic Programs are mostly managed per Portfolio
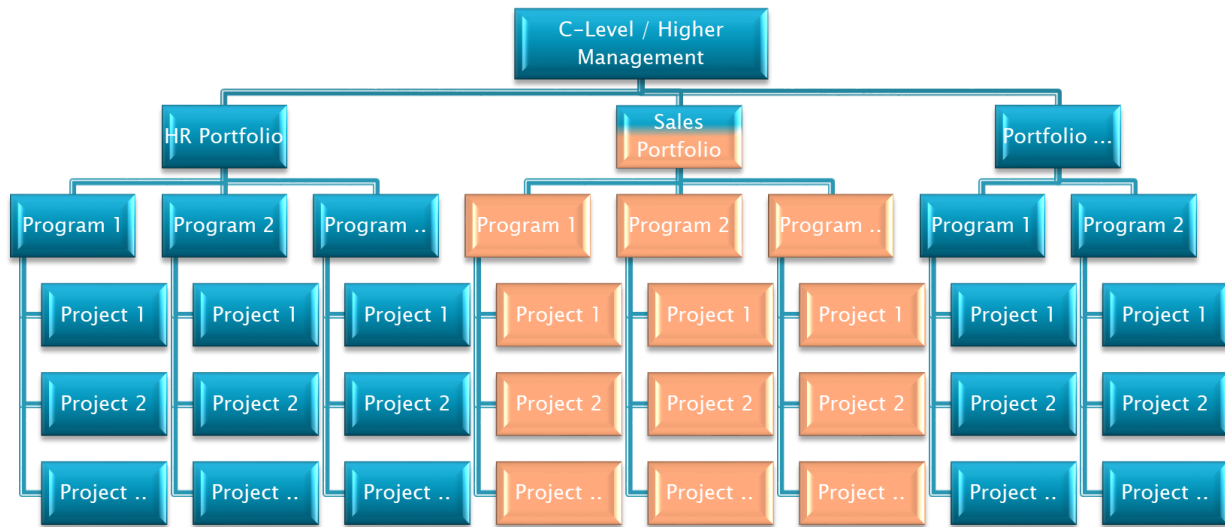
Lifting the Boundaries

Both categories have one thing in common, they are not management tools but tools for the Program Manager and Project Manager to manage the tasks needed to conclude Programs and Project successful. A Boundary Lifting application is complementary and does not replace these tools. Thus they should not be made obsolete. Looking at the current reporting process, it means that C-Level Management and Higher Management are managing in a way that they have to base their decisions on dispersed information, inaccurate information, diffused information, filtered information and historic information. This mostly results in an uncomfortable feeling especially when things are not going the right way, which than leads to the Management asking for more and more details which still doesn't give them the insight needed. A Boundary Lifting application will solve this uncomfortable feeling and will result in decisions based on a full reliable insight based on undispersed information.
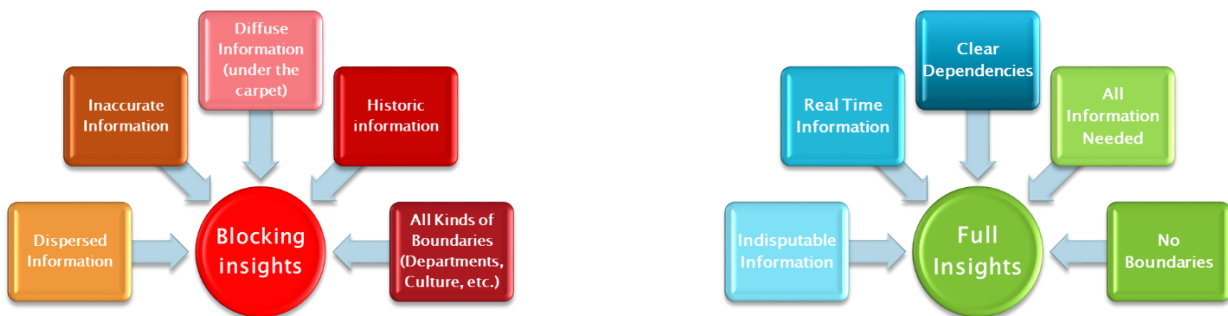
Management in control of the complete environment

What is missing is that C-Level and Higher Management don't have enough insights and controls regarding their Strategic Programs, a lot of details are available but the overview is missing. Issues are coming up afterwards instead of straight away and they only have PowerPoint, Excel, Word and complex and detailed task management tools. In short they currently don't have a management application to their disposal that can provide this. A Boundary Lifting application is the management tool that does provide this.

C-Level and Higher Management only need a few items to get back in control of their complete environment. These items are direct insight in the status and progress of important:

- Deliverables,
- Phases,
- Dependencies
- Decisions that need to be taken

This enables them to understand what the status is and which actions they can take in case issues are coming up or deadlines that might be missed. They go from managing history to proactively managing their environment only on the important items with a Boundary Lifting application.
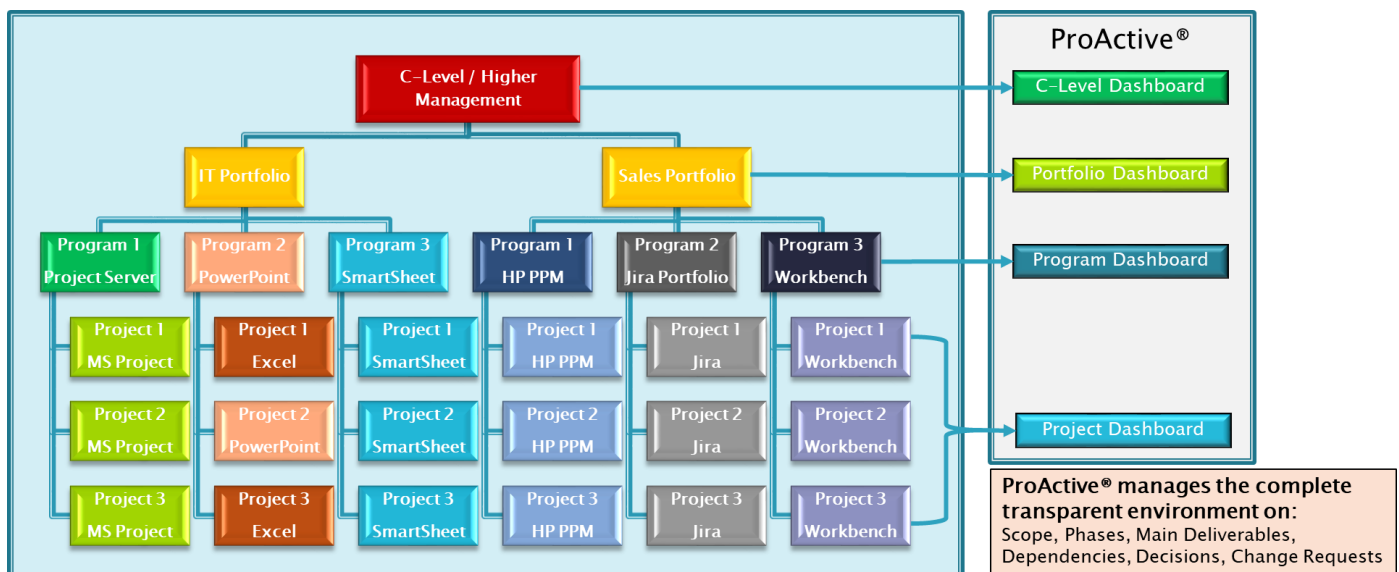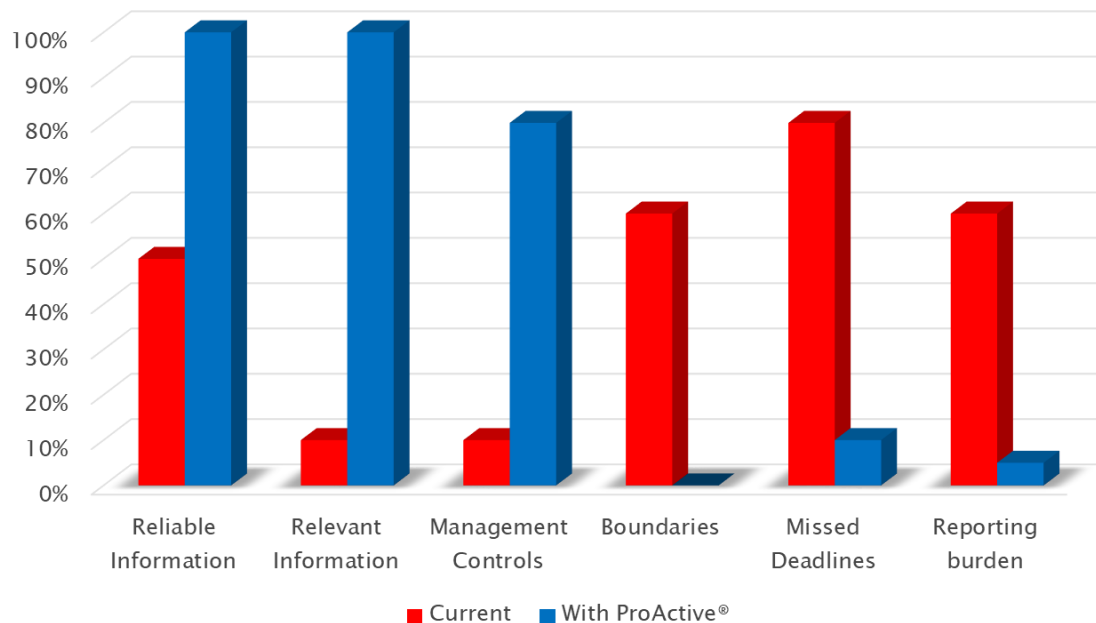
Mindset

A successful implementation of a Boundary Lifting application needs a different mindset of the people using it. They need to understand what is needed and not what they currently have or what they need in order to manage their Program or Project. This mindset needs to change on all levels.

- o Mindset of Management should be 'No Details only Overview'
  They need to change their way of thinking in order to understand that they don't need the details (no micromanagement) and that they should not be interested in how a Program or Project is Managed but that they should be interested if the Programs and Projects are going to make the deadlines of the deliverables, phases and are the required decisions made on time.
- o Mindset of the Program Manager and Project Manager should be 'Transparent Management steering Information'
  They need to change their way of thinking in order to understand which deliverables and Phases are important to the Management and what will give them the possibility to steer the Programs and Projects. These deliverables and phases might not be the same as defined in their current Project Management and/or Program Management tools.

Improvement parameters

There are several parameters that could improve the overall performance of the (Strategic) Programs and Projects. The most important once are displayed in the graph below, which is showing the current percentage and the improvements that can be made with ProActive®.

## Strategic Program Improvement Parameters

Achievable Benefits

The benefits that could be achieved by implementing ProActive® are significant and are based on our experience and customer data. However to achieve these benefits you do need to change the mindset of the people working with ProActive® otherwise the effect will be less impressive. The graph below is showing the achievable benefits.

Achievable Benefits
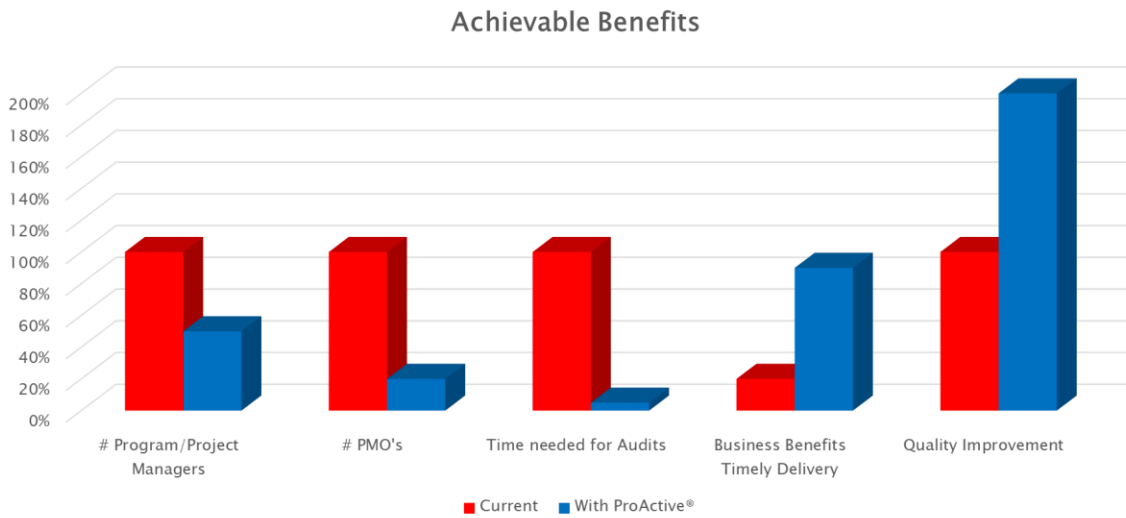
Value of ProActive®

The value that could be achieved with ProActive® is calculated into real figures based on the benefits, our experience and customer data. We believe that this is a real achievable value, which can contribute tremendously to the company's profitability. The graph below is showing the possible business value that can be achieved per month.

Business Value per month
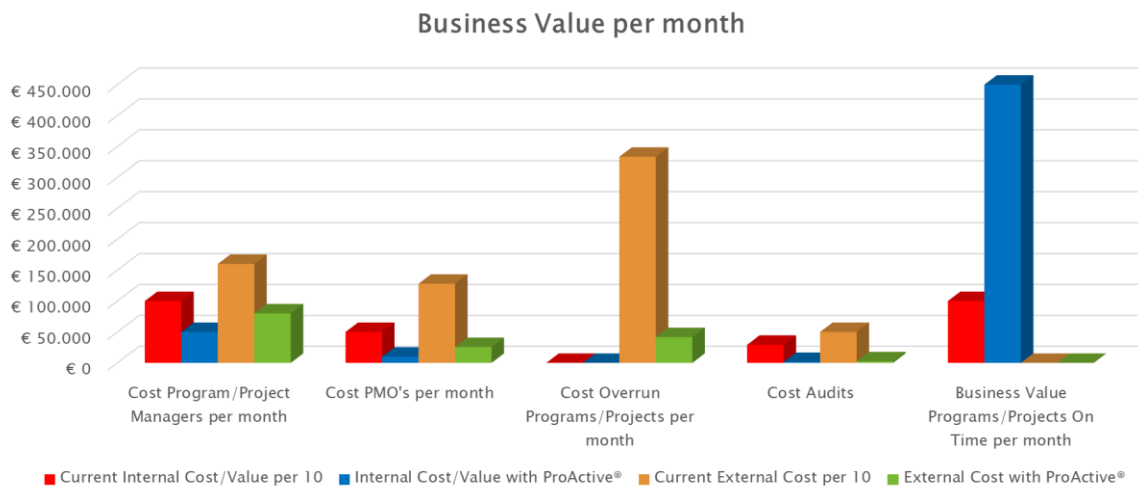
Conclusion

By replacing your manual reports by ProActive® you will get back in control of your environment, save time and money and enjoy the benefits it provides. Even in currently running Programs and Projects it will show all that needs to be improved and what needs to be done to get them back on track or to keep them on track. Have the comfortable feeling that you are in control even when you have to manage the environment remotely.

Frequently asked questions

1. *Which Boundary Lifting applications are available?*
   Answer:
   At this moment in time there is only one Boundary Lifting application available. It is ProActive® of All Effective Changes B.V.. https://effectivechanges.com/tools

2. *Are my current Project Management tools and PPM tools obsolete?*
   Answer:
   No. You still need these tools to manage the Programs and Projects.

3. *It looks like I am duplicating and I need to fill everything in, in both tools and thus getting a lot more work to do?*
   Answer:
   No it looks like it, but actually you are not duplicating since there is a difference between what is needed in both tools. Furthermore you need less time since you do not need to prepare reports and need to attend less meetings. Also the escalation process is a lot easier.

4. *Do I need a lot of training?*
   Answer:

   No. ProActive® is easy to use. However it does need a different mindset but this will not take a long time and is mostly done on the job.

5. *This is a Management tool so that they can look into what is going on. Does this keep me off my work?*
   Answer:
   No this will not keep you of your work. It will give you more time to manage your Program or Project since the Management is not interested anymore in the details and does not want to know how and what you manage to make your deadlines.