

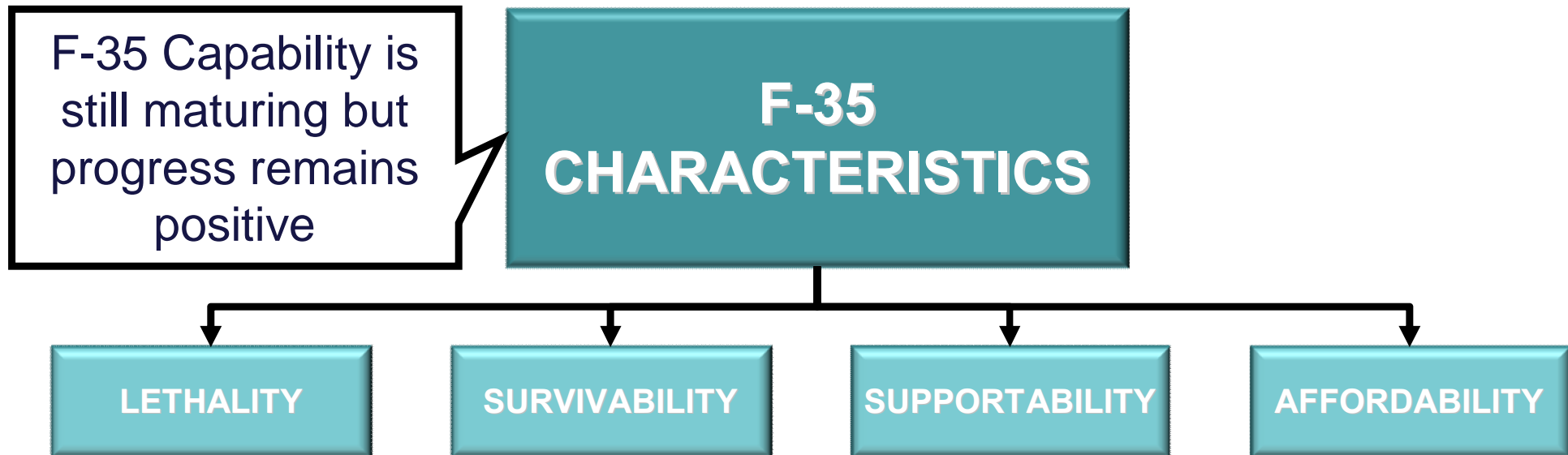
PGCS 2015

Complex Program Management

-Delivering Outcomes



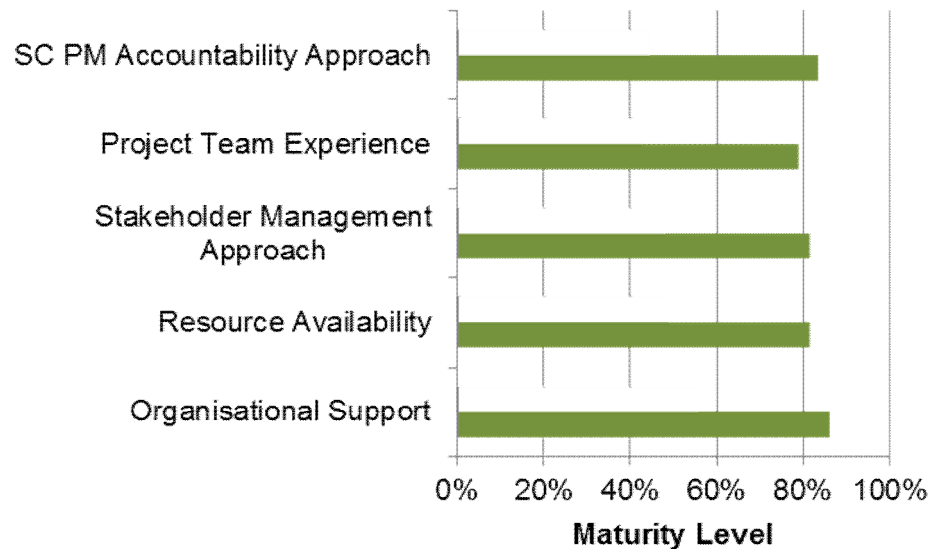
Air Vice Marshal Chris Deeble
Program Manager Joint Strike Fighter
DMO Chair of the Project Management Council
May 2015



- “ 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

Organisational Practices



Low Performing Project

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

Consistently clear expectations and consequences

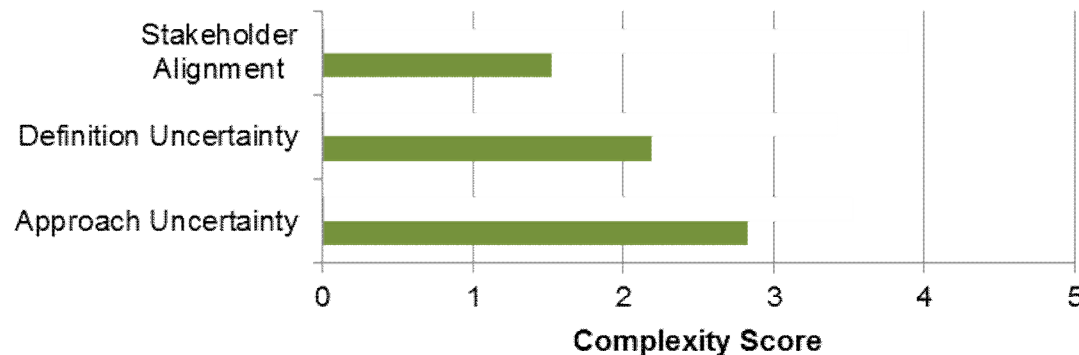
A more experienced project leadership team

More formalised and proactive approaches to stakeholder management

Ability to get the right resources

Full support from Business Units / Customers

Complexity Characteristics



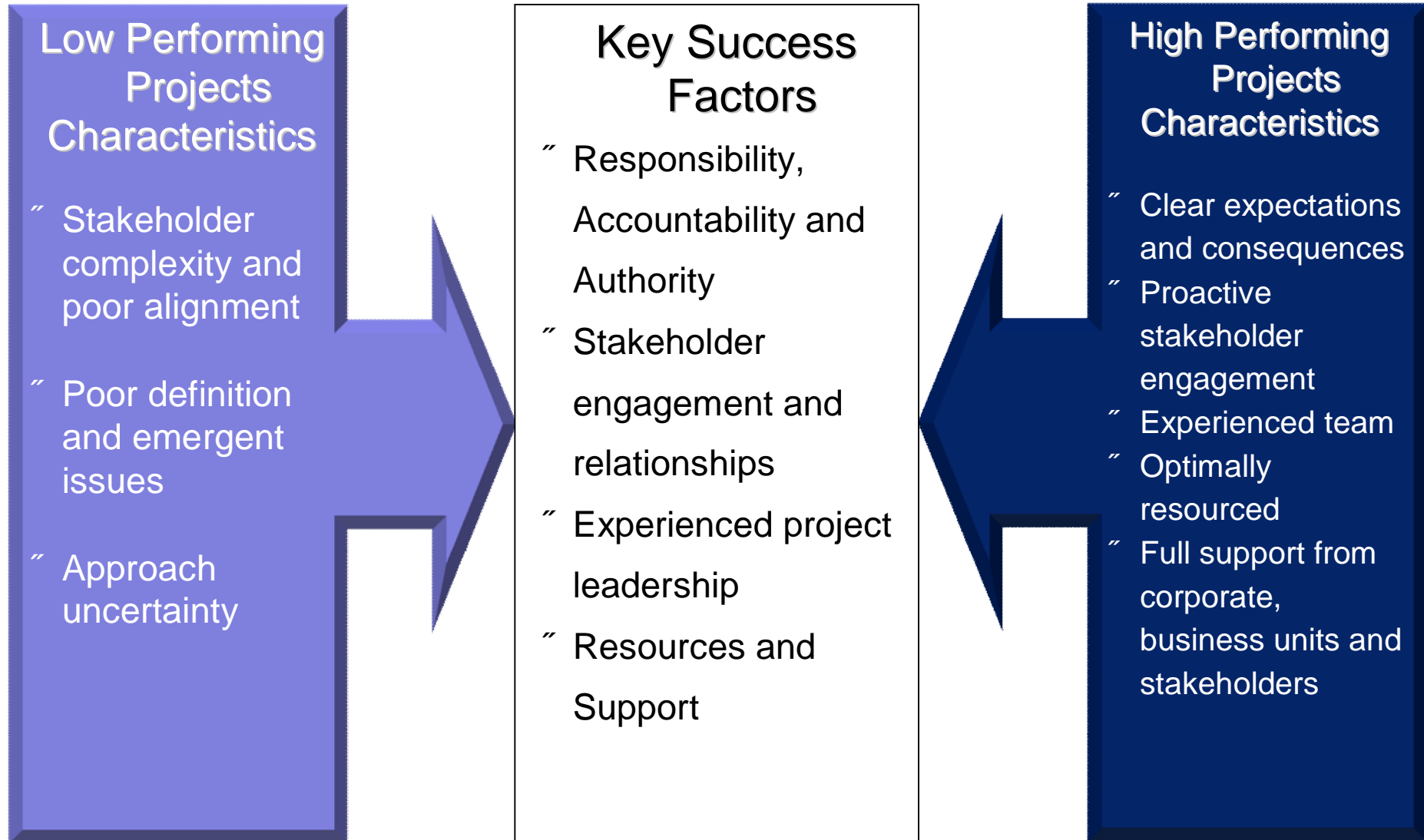
Low Performing Project ■ Better Performing Project

The most impactful complexity characteristics for Low Performing Projects are:

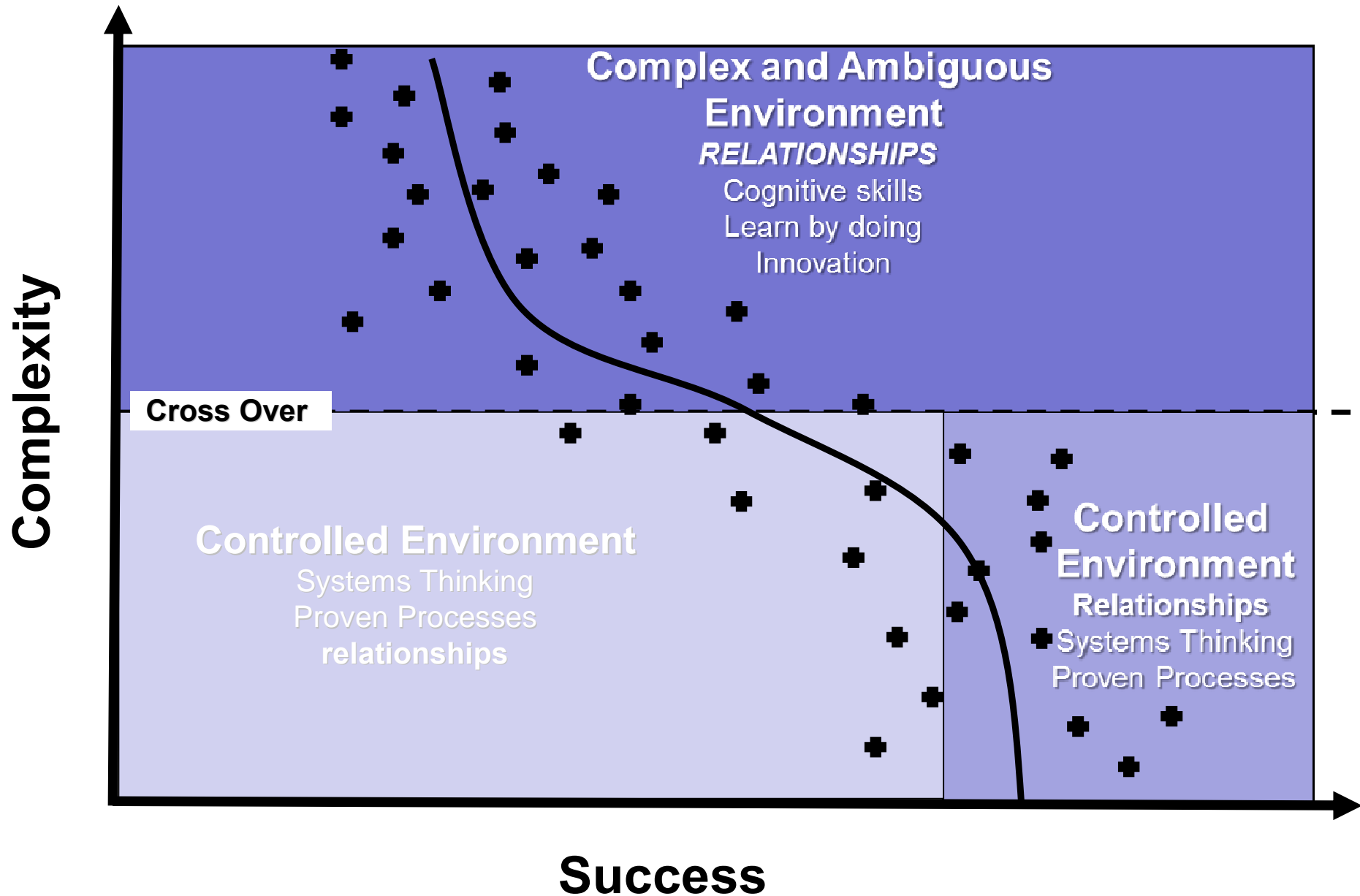
High stakeholder complexity due to low alignment

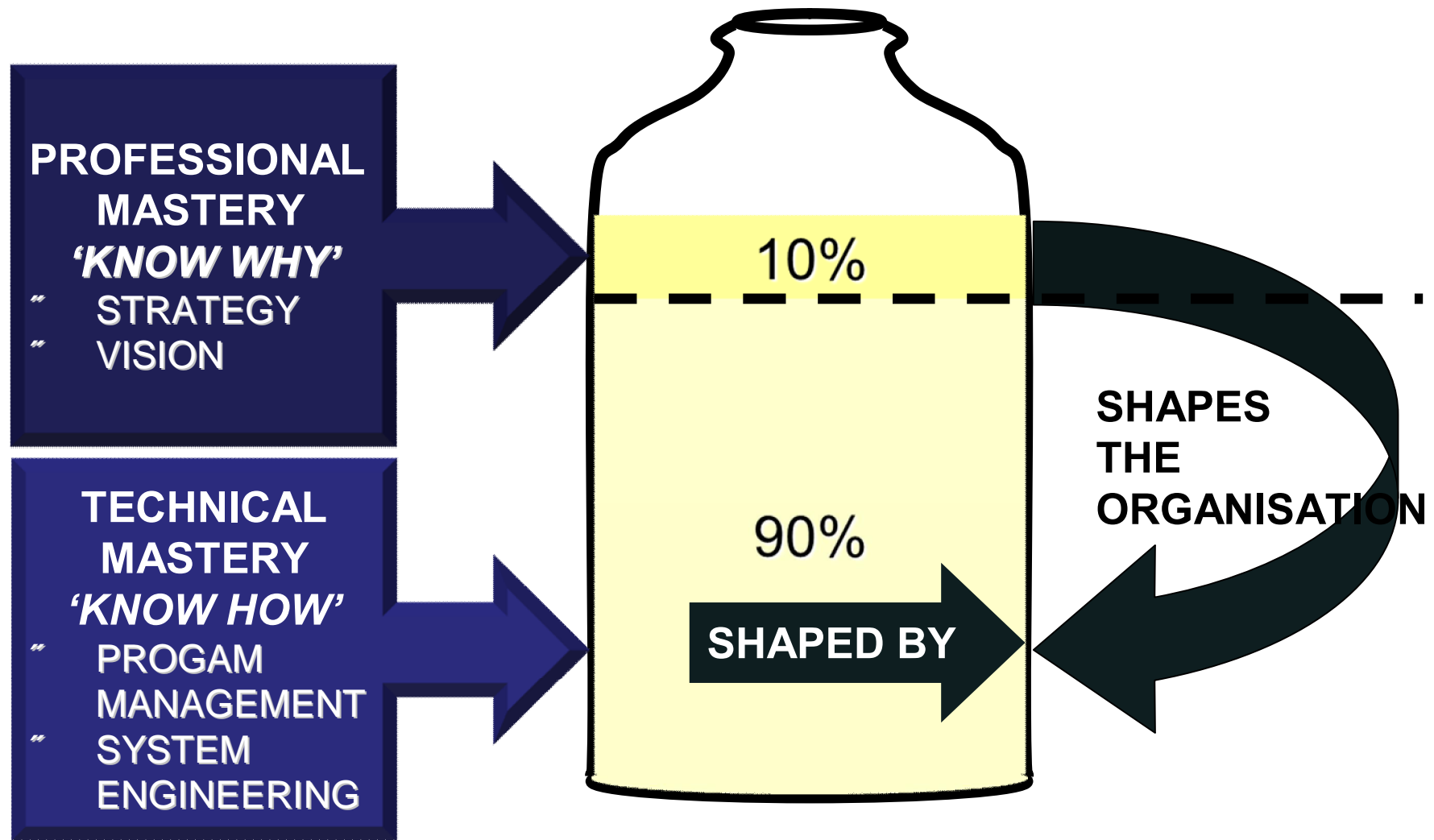
Substantial emergence around key issues

Reduced ability to rely on existing approaches to problem solving

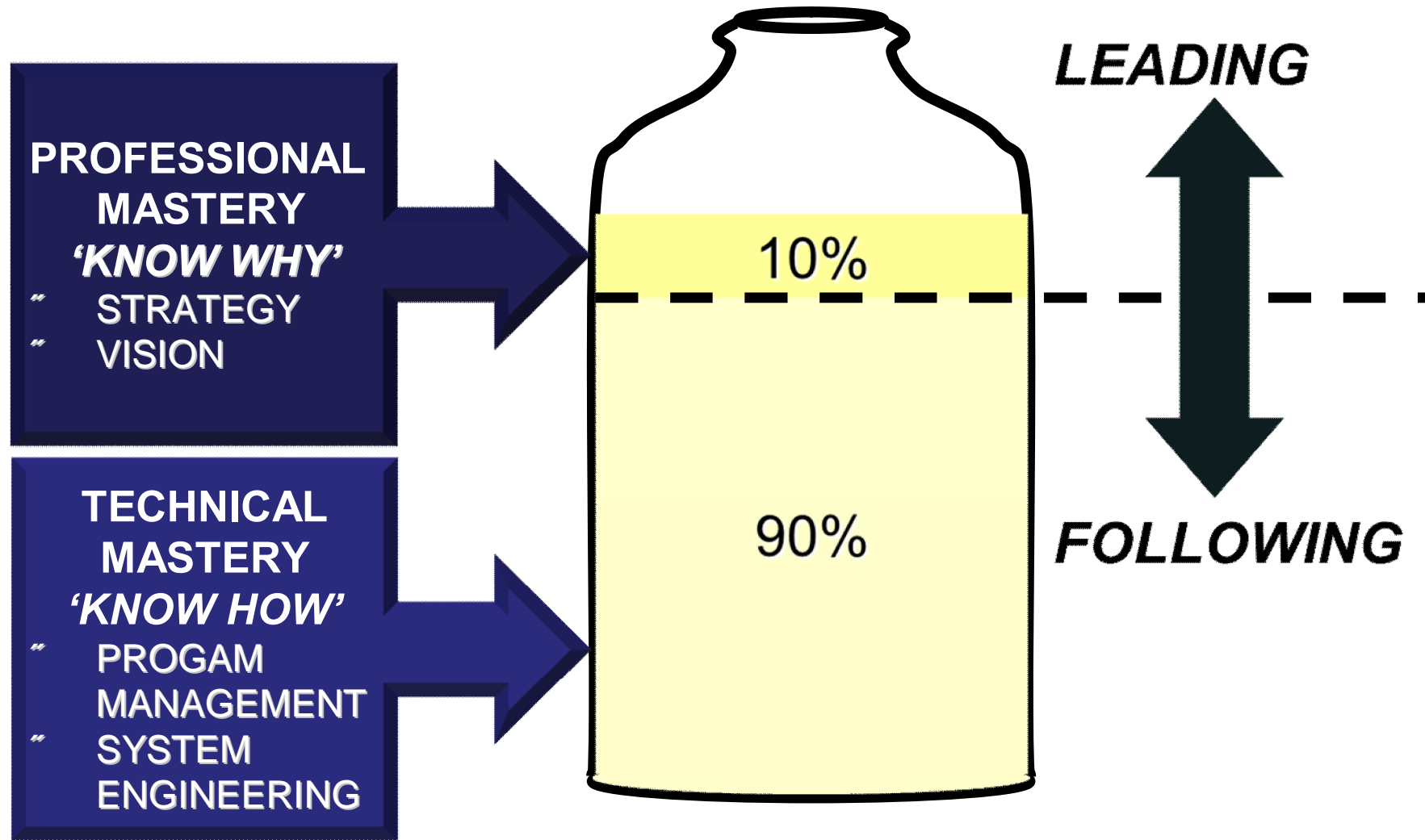


Effective relationships and motivated people underpin success





Successful programs are always underpinned by values based leadership



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No Tradeoff Between Performance and Values
Boeing Leaders Must Demonstrate Both+

BOEING LEADERSHIP ATTRIBUTE

VALUES
BASED
CULTURE



CORPORATE
STRATEGY

HIGH PERFORMANCE ORGANISATION

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

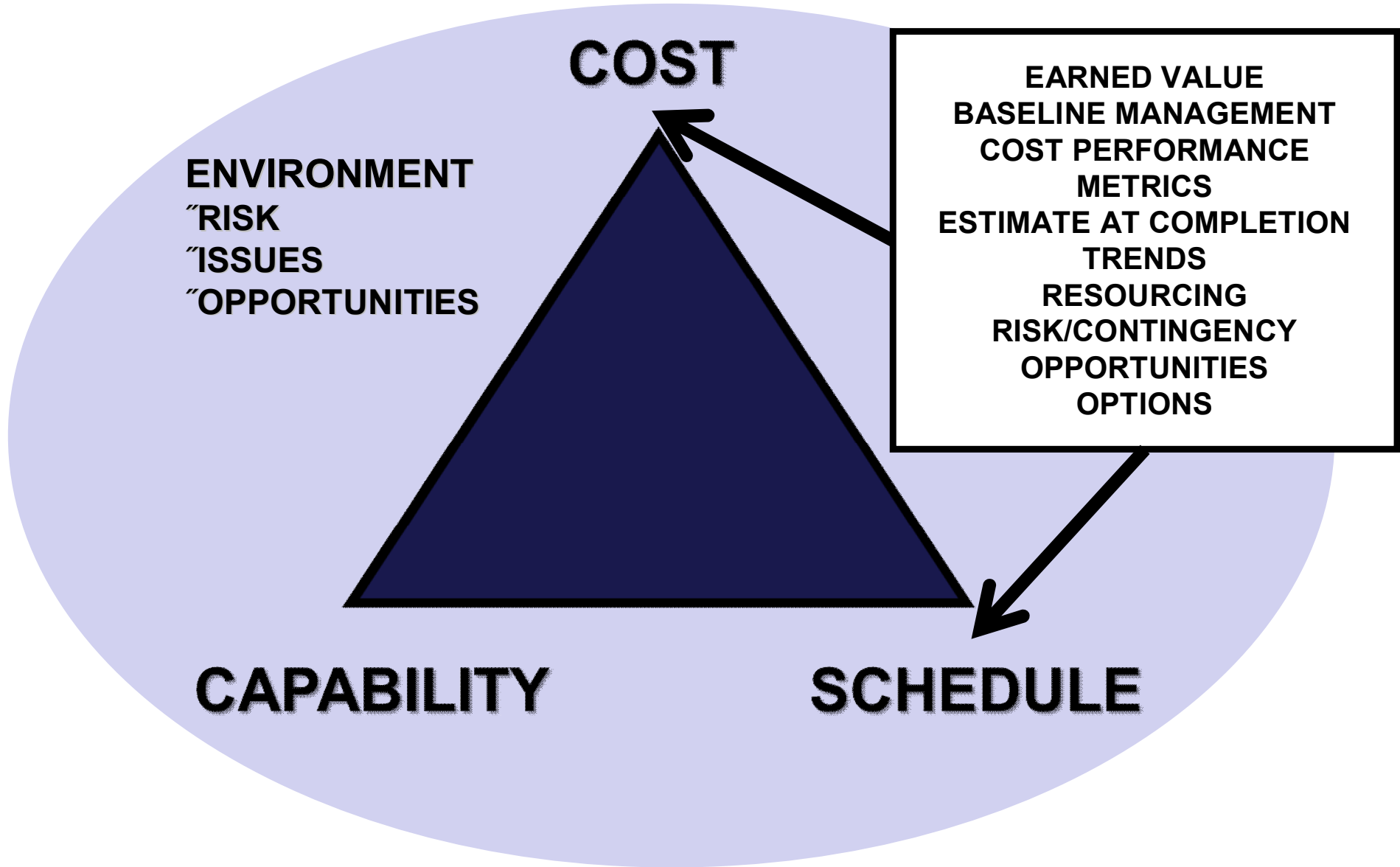
BASE
CULTURE

STRATEGY

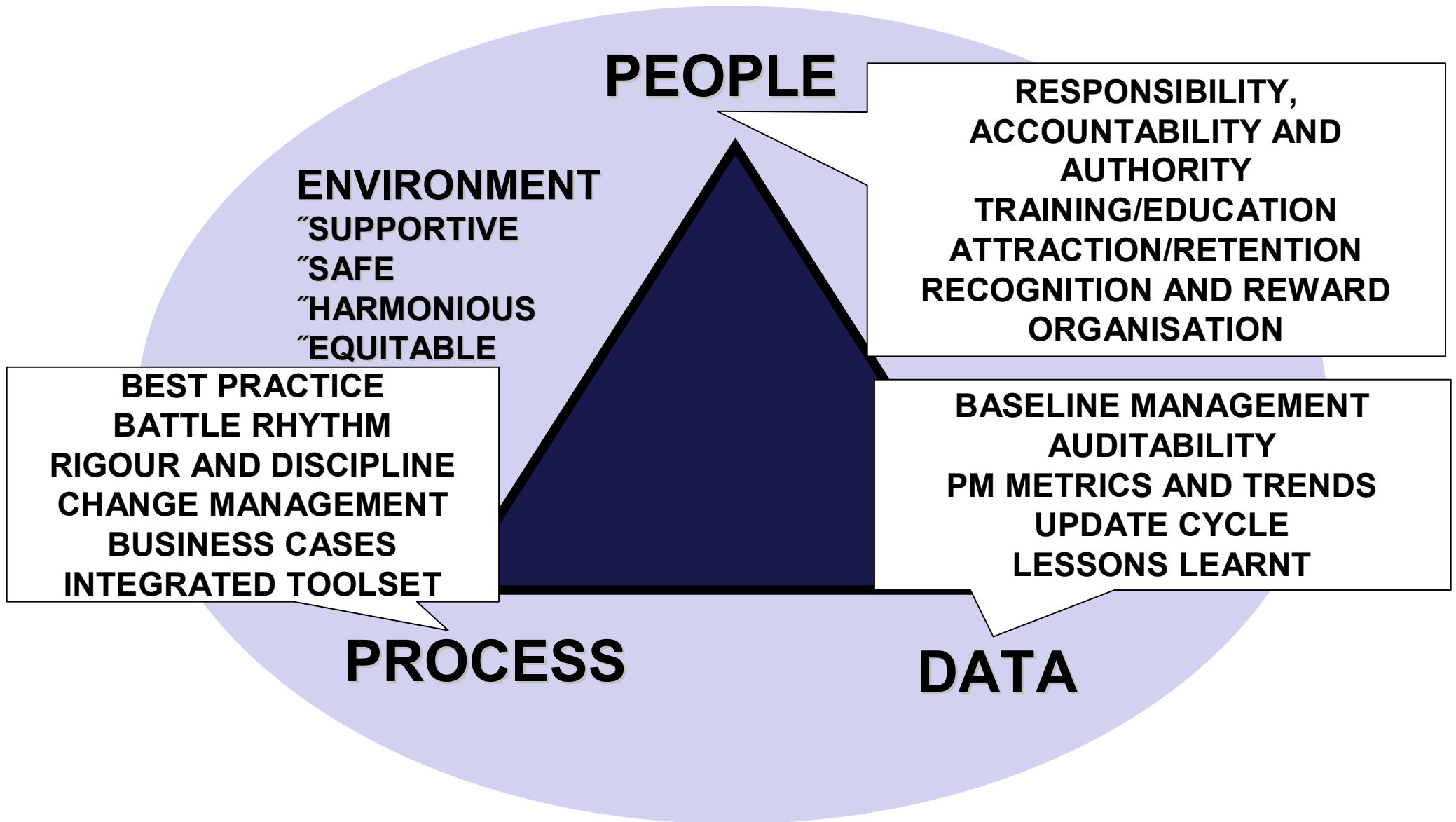
TRUST AND RESPECT
LEADING BY EXAMPLE
TEAMWORK
PARTNERSHIPS
LEARN BY DOING
INNOVATION

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

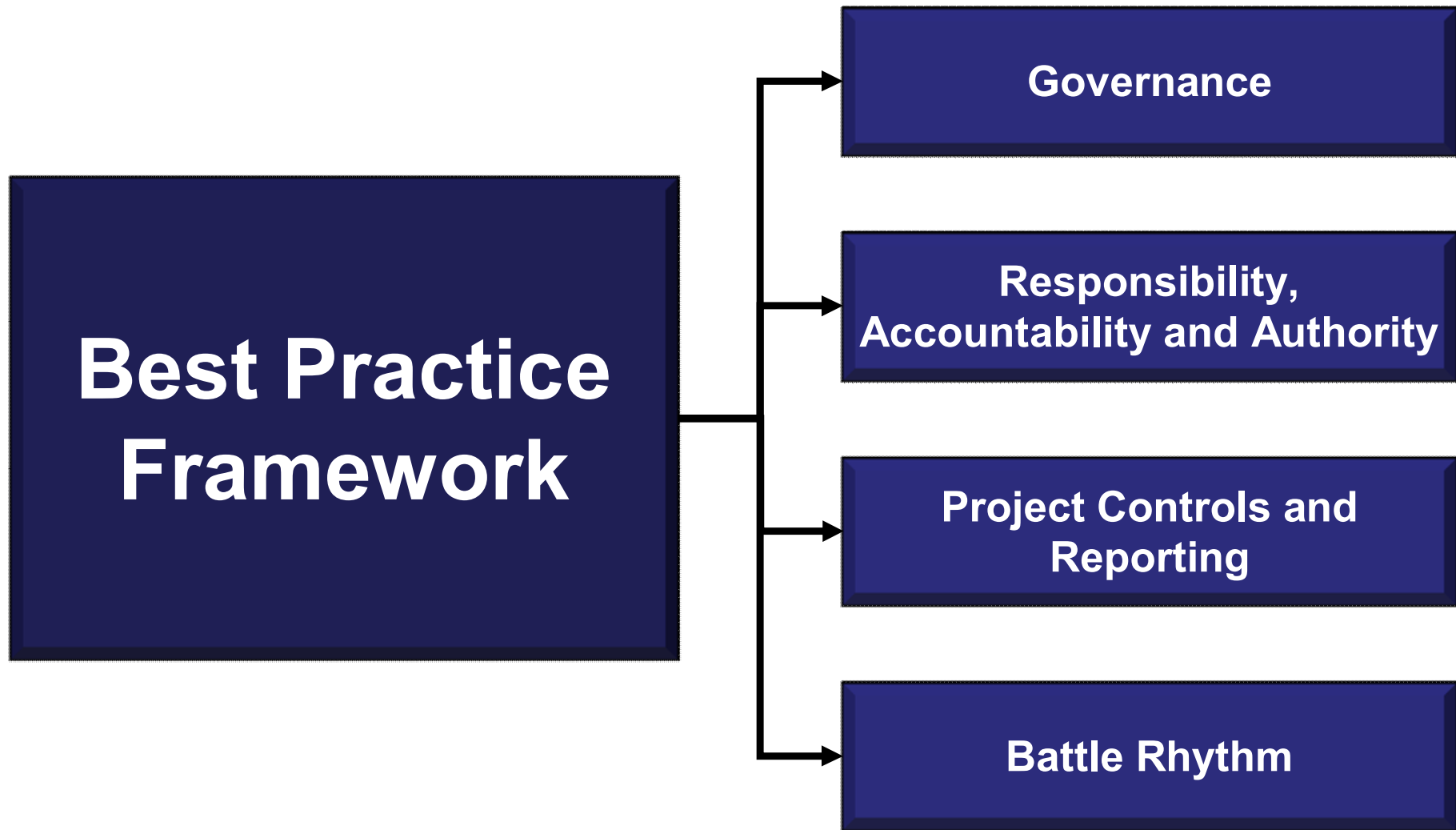
- trust and respect



Foundation - Schedule must be realistic, executable and resourced



Leadership and best practice framework critical to program success

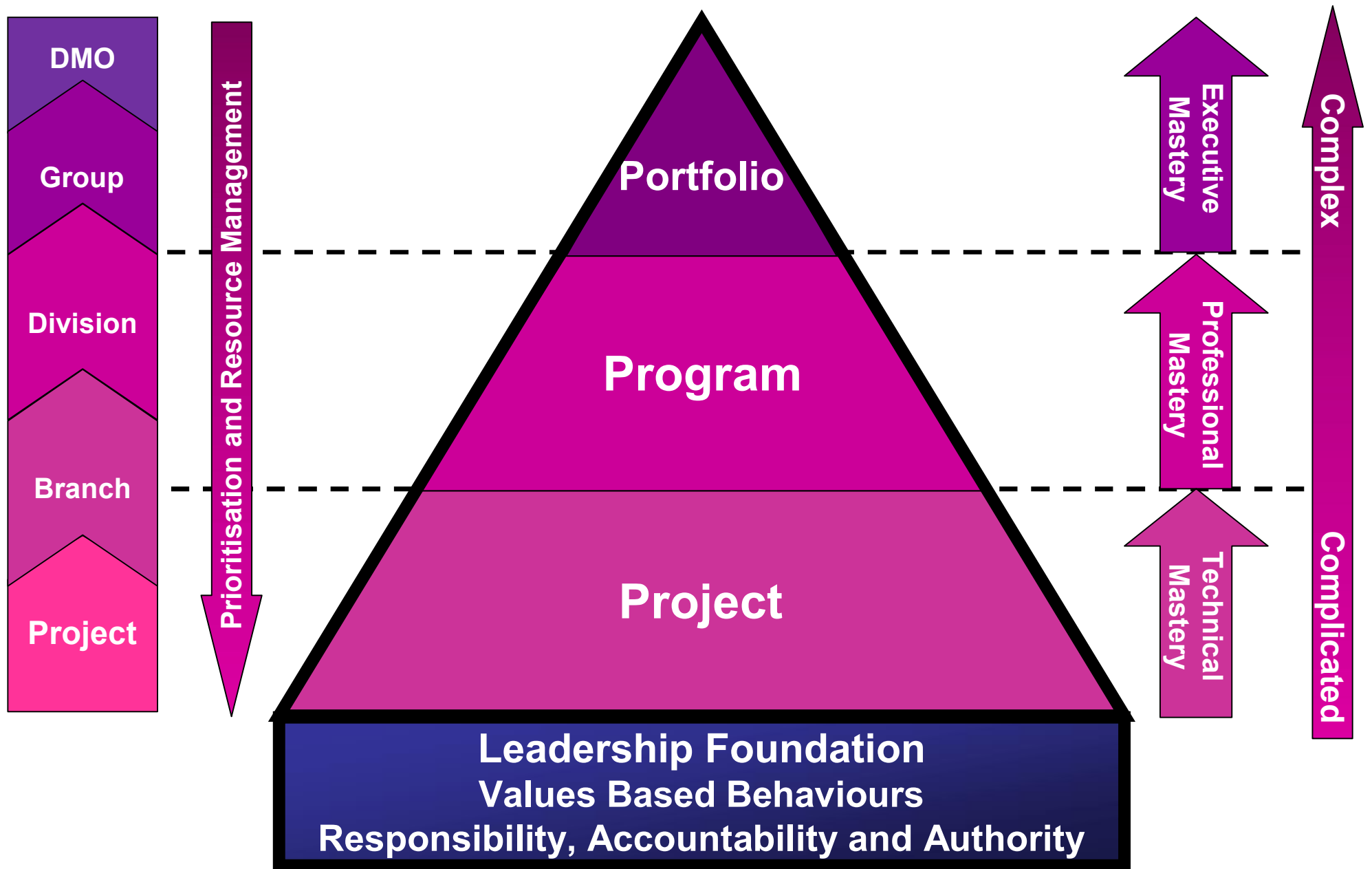






DMO

Project, Program and Portfolio



Thankyou for your attention

