THE FIVE STAGES OF GRIEF
(aka setting up an enterprise project portfolio management organization)

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About DPS
The Five Stages of Grief

- Denial
- Anger
- Bargaining
- Depression
- Acceptance
The Texas Department of Public Safety realized a need for more visibility and transparency in major initiatives.

- TxDPS established an Enterprise Project Portfolio Management Office.
Denial

* Business areas “want it all”
* Service providers claim they can “do it all”
How to Combat Denial

- Manage stakeholder expectations
- Customized Communication Plan
- Milestone Diagram
Anger

- Service Providers threatened
  - Creation of EPMO implies providers did job incorrectly
  - Not all “individual” priorities would be authorized
How to Combat Anger

- Charter
- Strategic Alignment
- Transparency
  - Status
  - Change Controls
  - Standardized Intake & Evaluation
Why do we need a business case?
Why do we need to consider alternatives?
Why do we need new procedures?
How to Leverage Bargaining

* Seek Buy-In
  * Relationship Management
  * Feedback into Baseline Processes, Templates
  * Process Improvement Team
Depression

* Stakeholders unsure of need
* Non compliance = More rogue projects
How to Combat Depression

- Stronger Partnerships
- Adjustments to the Process
- Greater Transparency
  - Resource Assessment and Reporting
Acceptance

- Progress is Achieved
- Benefits are Understood
- Compliance with the Process
How to Build Upon Acceptance

* Continuous Assessment and Improvements using Feedback
* Continue to Deliver on Commitments and Deliver Results
* Create a Portfolio Adaptation Method
* Learn & Apply
Group Therapy

* Know your Stakeholders & the Culture
* Do Establish Milestones
* Processes: The Simpler the Better
* Standardize Processes, not Communication
* Be Open to Feedback
* Validate (Inside and Out)
* Just Know: This type of Organizational Change is Hard, but you can Manage it Successfully
Group Therapy

- Does Anyone in the Group Have Something to Share?
- Questions?