



**LISBOA
SCHOOL OF
ECONOMICS &
MANAGEMENT**

**MASTER
PROJECT MANAGEMENT**

**FINAL MASTER WORK
THESIS**

GOVERNANCE IN CRITICAL PROJECTS AND PROGRAMS

PEDRO FILIPE CAMILO BAIONA CALADO

DEC - 2014



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*THE IMPLEMENTATION OF A SPLIT GOVERNANCE IN CRITICAL PROJECTS AND
PROGRAMS AS A REPLY TO THE NEED TO HAVE A STRONG GOVERNANCE
AND SPONSORSHIP TO ASSURE SUCCESS*

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ABBREVIATIONS

APM	Association for Project Management
APMG	APM Group (multinational management accreditation body)
BAU	Business As Usual
DMG	Delivery Management Group
COO	Chief Operation Officer
CPO	Chief Project Officer
CSF	Critical Success Factors
CTO	Chief Technology Officer
EPM	Enterprise Project Management
EPG	Enterprise Project Governance
E2E	End-to-End
GoPM	Guide of Governance of Project Management (from APMG)
IT	Information Technology
LRP	Long Range Planning
MD	Management Director
MSP [®]	Managing Successful Programs (from APMG)
OGC	Office of Government Commerce (UK)
PgmM	Program Manager
PM	Project Manager
PMBOK [®]	Project Management Body of Knowledge (from PMI)
PMI	Project Management Institute (USA)
PMO	Project Management Office
PoC	Proof-of-Concept
P&P	Projects and Programs
RDK	Reference Design Kit
SMT	Senior Management Team
STB	Set-Top Box
VP	Vice-President

GLOSSARY

C

Critical Success Factors (CSF): *“Critical success factors are those few things that must go well to ensure success”* (Boynton & Zmud, 1984). In the scope of this work, we consider the CSF those few factors that must be assured to guaranty success.

G

Governance: *“In the context of organization, governance provides a framework for ethical decision-making and managerial action within an organization that is based on transparency, accountability, and defined roles”* (Too & Weaver, 2014b). Governance **In the scope of project management** *“ensures that an organisation’s project portfolio is aligned to the organisation’s objectives, is delivered efficiently and is sustainable. Governance of project management also supports the means by which the board, and other major project stakeholders, are provided with timely, relevant and reliable information”* (APM, 2004). **Split** (or separate) governance in projects and programs, in the scope of this work, is used to classify governance models that, even though might share part of the organization underlying project management processes, are in fact separate structures put in place to support specific projects or programs. In the literature we can also find references to split governance, i.e. as a perceived way to facilitate decisions in projects (Garland, 2009).

P

Program: *“A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program”* (PMI, 2008). **Critical** programs, in the scope of this work we consider these to be complex and/or strategic programs for the organization.

Project: *“A temporary endeavour undertaken to create a unique product, service or result”* (PMI, 2008). **Critical** projects, in the scope of this work we consider these to be complex and/or strategic projects for the organization.

ABSTRACT

The successful delivery of Projects and Programs (P&P) continues to be a challenge in all different types of organizations. Project management is a key tool to drive results and improve delivery, but it requires the right ecosystem to facilitate its job and ensure that what is being delivered lives up to the expectations of all stakeholders, both on the short and long term. Governance has a key role in providing such an environment, especially in complex and/or strategic (critical) P&P, but sponsorship also plays a key role here.

This research addresses governance in P&P by studying the process behind the selection of the right type of governance for critical endeavours. More concretely it focus on the reasoning behind the selection of a split (separate) governance for critical initiatives versus using the organization standard project management governance (and processes), either supported by a Project Management Office (PMO) or not.

Even though governance in the project management context is the main area of study of this work, the sponsor plays also a centre role in this research, being analysed in correlation with the Project Manager (PM) role. This work does not focus on how to implement a governance framework in an organization neither on how to develop the key sponsor or PM skills, but it covers on a very high level the correlation between these two roles. It also looks at the temporary and the permanent organization in order to understand how the interactions involving all these players influence P&P outcome.

Keywords: Project Management; Program Management; Governance; Sponsorship;

1. INTRODUCTION

Corporations struggle every day to improve time to market while having to comply with strict budget and resources constraints. On top of this customers demand nothing less than flawless quality and service, and all these variables continuously build up the pressure around delivery. There are some type of initiatives where this pressure is more visible and critical, and where it's truly mandatory for the organization to assure these challenges are addressed successfully: Complex and/or strategic (critical) P&P.

1.1 Research questions

To assure critical P&P reach their goal is key to provide them with the right governance and sponsorship, as without the right environment the risk of failure is high, even if we follow the commonly accepted project management best practices. Therefore when setting up teams to support critical initiatives the Senior Management Team (SMT) need to choose if they will use the standard project governance framework and processes (already in place), or if for some reason they need to implement a new type of structure to facilitate the initiative success. Several factors (i.e. type of initiative or the organization maturity) might influence this decision, and this research studies these factors by addressing the following questions:

- 1) Why do we need to have a split (separate) governance in P&P?**
- 2) What are the Critical Success Factors (CSF) when implementing a split governance?**

1.2 Methodology & Objective

A qualitative research methodology was used to study the process behind the selection of the right governance and sponsorship model/framework to support critical endeavours. In this scope we also analysed how the sponsor and the PM, or Program Manager (PgmM),

should interact with the permanent organization to positively influence the initiative outcome. More concretely, we try to understand in which situations we need to have a split (separate) governance in P&P and what are the critical success factors when implementing such a governance. The main goal of this work is to produce a set of project management best practices and recommendations that can be followed by corporations when setting up teams to address critical initiatives, in order to help them to improve their delivery performance.

A case study approach was followed to support our research (Yin, 2002), covering three critical programs from a multinational organization with a wide spread presence in Europe (Liberty Global). A big focus was put in place during the research process to get inputs from the key stakeholders in these programs (delivery management, product, sponsors, PgmMs and customer), as these play a key role in the definition of the governance models to deal with critical P&P. The customer in the scope of this work represents the affiliates that have the ownership to deploy and manage the products in their particular market. The remaining roles represent the corporate organization, which has the mission to support all operations in Europe. We estimate that over 13 hours of one-o-one sessions were spent to get the inputs from the selected elements, covering both informal alignments and formal interviews, using “program” as the unit of analysis. In order not to constraint the interviewees we opted not to record the interviews (as aligned with all), and instead notes were taken during the sessions. Each session notes were reviewed right after the interview (before the next interview), and the final output from each interview was at this stage “locked down”. These “locked down” inputs were then analysed in more detail and reviewed against the literature, first individually, and in a second step in correlation with all the inputs gathered.

As governance and sponsorship have a key role in the success of P&P, we started by reviewing the role of these two components in the scope of project management, and only after having a clear view of this ecosystem we followed with the case study analysis. From the analysis of all the inputs gathered we've linked the split governance implementation to the need to have a strong governance and sponsorship in critical P&P, and we've put together a set of key principles that can be followed by corporations when setting this type of governance. We've concluded this work by presenting a brief summary, reviewing some alternative approaches and raising a possible follow up.

2. LITERATURE REVIEW

Corporations struggle every day to deliver while complying with strict budget and resources constraints, facing multiple bottlenecks that need to be addressed. To facilitate the resolution of these bottlenecks is key to implement a project governance framework adjusted to the challenges each specific organization faces (Driver, 2012; Too & Weaver, 2014b).

Not only organizations need to make sure their initiatives are delivered on time and within budget, but they also need to assure the expected quality is reached. *"It is said that the taste of poor quality will linger long after cost and delay issues are forgotten"* (West, 2010). The sponsor role is key in this process as he should be the one in the entire organization that is more engaged in assuring the project success (James et al, 2013).

2.1 Governance in P&P

In the scope of project management, governance addresses the areas of corporate governance related to project activities. It can be seen as the framework that guarantees the organization steers its P&P ensuring the initiatives are aligned with the defined strategy, and that the SMT has access to the project accurate and meaningful information at all times (APM, 2004; Hopkinson, 2005; Too & Weaver, 2014c). The Guide of Governance of Project Management (GoPM) can be used to design the governance processes around P&P and make sure the business priorities are reflected in what is planned to be delivered, as this guide identifies a set of principles that can be used by corporations to direct four key components that influence the successful governance of P&P: Portfolio; Sponsorship; Project management effectiveness and efficiency; Disclosure and reporting (Hopkinson, 2005).

Organizations are continuously pressured by market and competition, and limited by budget and resources constraints need to streamline their portfolio making the right decisions to continue to support sustainable growth (Too & Weaver, 2014b). Being so, it's key to provide vertical visibility of the big-picture, allowing the SMT to have a complete and accurate understanding of the value introduced by each initiative, and that means to go beyond understanding the business goal of each individual activity. It's vital to look ahead of the product and the technology and present in a simple and integrated way the value of each P&P to the overall organization. This can be achieved by showing at all times how an initiative contributes to fulfil the vision and mission aligned with the corporation values. The initiatives that cannot show this in a very clear way are the first candidates to be discarded, and the ones that can do it, not only are heavily supported, but also their success is celebrated by the entire organization. A good governance, steered by the SMT (portfolio

management from the top), connects and engages the entire organization, driving the right initiatives forward with the right level of support, putting the effort, skills and resources where it makes sense. This is only possible if you market each P&P correctly (Davis-Muffett & Kerr, 2005).

2.2 Sponsorship in P&P

It's easy to find doubts related to the scope of the sponsor role (vs the PM role), and also on the kind of support required by a P&P to achieve the desired outcome (Newton, 2010). The sponsor has a pivotal role here, and can be considered as the pipeline in the governance framework that assures the strategy flows from the SMT to the project team without distortions. The sponsor is accountable for the initiative results, while the PM is responsible for the project management activities. The sponsor is responsible for assuring the initially planned benefits are achieved, and he needs to do so by assuming a governor role, being the owner of the business case and championing the initiative at all times. The project manager is responsible to ensure timelines, scope, budget and quality are met (Crawford & Cooke-Davies, 2005).

Being the project sponsorship one of the most critical success factors in initiatives it's common to mistaken it with the SMT (or the board itself). The sponsor represents the single point of accountability in P&P, being the initiative leader within the organization. He should support, guide and empower the PM, as well as holding him accountable for the project management responsibilities. The sponsor should at all times be accessible to the team during the initiative life cycle, from initiation to the point where the benefits have been achieved, steering the activities by making informed and timely decisions (Christenson & Christenson, 2010).

The PM has the responsibility to make sure the sponsor is at all times informed and aware of the status of the key activities in the critical path. For this to be effective the PM should support the sponsor by being his eyes and ears, enforcing they are constantly aligned and raising clearly all concerns timely and in a transparent way. The process to facilitate this need to be put in place since the project initiation, and the communication flow between the two (PM and sponsor) and the rest of the team need to be defined without any ambiguity (Jones, 2006).

One of the risks that a PM faces in a project is to be presented with multiple sponsors, and while this sometimes can result in a lack of effective sponsorship (Englund & Bucero, 2006a) it's a reality that often a PM is faced with. In fact it's not an optimal nor desired scenario, but the PM will have to deal with it, and should start to do so by identifying the agenda and interests of each sponsor. This will also bring extra complexity to the communication flows, and introduce potential conflicts in the ultimate decision making point, but the rule to apply should be the same: Define as soon as possible the process to be used to ensure everyone is timely informed of all key activities and issues, in order to avoid major misalignments (James, 2011).

2.3 Governance & Sponsorship

Governance and sponsorship can easily be found in the international project management standards, like the Project Management Institute (PMI), the Association for Project Management (APM) or the Office of Government Commerce (OGC). These topics are also present in specific project management and general management literature, and both dimensions cannot be looked at in isolation. Depending on the type of initiative a different

project structure might be needed to assure it reaches its goals, either by putting a stronger focus on governance or on sponsorship. One specific paper correlated these two dimensions (Crawford et al., 2008), proposing that if the project has a bigger impact in the permanent organization, then it will need to put a greater focus on governance. On the other hand, if the impacts are more limited in time (delimited by the project itself), then it might have better results if a strong sponsorship is assured. But even with a strong governance in place, if a project represents heavily the interests of both the temporary and the permanent organization, then it will also need a strong sponsorship.

The overall complexity of the initiative should also be evaluated, and in more complex P&P, even if we have a strong governance in place, it's key to assure the sponsor is effectively leading during the entire life cycle. The PM and sponsor should work closely and in an integrated way, building partnerships to ensure the initiative reaches its goals, and the PM should not only lead the project management areas, but also control the sponsor activities (Sutherland, 2005). "*Complex projects need leaders who inspire people and fuse them into a motivated and performing team driven by a common vision*" (Bucero, 2005). Complex projects need a strong sponsor, one that is a true leader and can inspire and motivate the team to perform on its top tier. In these situations a sponsor cannot spend the majority of his time focusing on the technology or systems, but instead should focus on creating a common vision. To achieve this, he should facilitate the creation of an adjusted plan to be communicated, understood and accepted by all stakeholders. Even if it's quite relevant that the sponsor knows in depth the project status and activities, it's also important to prevent him from acting as a super PM and potentially generate conflicts and problems. Both roles, sponsor and PM, should be clearly delimited (Englund & Bucero, 2006b).

2.4 Project management standards evolution

It's also relevant to note the recommendations to, due to the relevance of the topic and its direct influence in the outcome of P&P, either include project governance as one of the knowledge areas in the Project Management Body of Knowledge (PMBOK®) or create an extension dedicated to the topic (Alvarez-Dionisi & Turner, 2012). This clearly shows the perceived relevance of the topic, and its potential as an area to be explored to produce valuable material to the project management specific area.

2.5 Governance frameworks

In Information Technology (IT) scope we can find COBIT 5, which is a specific framework to assist enterprises to achieve their goals and deliver value through effective governance (ISACA, 2012), but is when we go one level above, and look at the organization from a project management point of view, that we find what might be considered as the next level of maturity in the area of our study: Enterprise Project Governance (EPG). EPG is presented as a top-down governance structure with board level participation that intends to fill the void left in many corporations governance policies, assuring transparency, accountability and responsibility. This framework addresses project sponsors and steering committees key activities: Strategic alignment; Risk management; Portfolio management; Organization and stakeholder management; Performance evaluation; Business transformation (Dinsmore, 2012). As already mentioned, EPG can be perceived as the next level of maturity in project management, a path that went from single to multiple projects management, through program management, portfolio management integrated in a PMO, eventually reporting into a Chief Project Officer (CPO), Enterprise Project Management (EPM), and finally to EPG, which is the framework that ensures P&P are steered in full alignment with the SMT (Dinsmore & Rocha, 2012).

2.6 Summary of the literature review

Reaching this point we conclude that governance and sponsorship in P&P are areas with a great potential to be further explored, especially in critical endeavours. We've identified that not only the type of initiative, but also the maturity of the organization, can influence the governance and sponsorship framework that will best fit one initiative.

While sponsorship in P&P by itself is largely covered in the literature, it becomes more interesting and complex when studied together with governance. The literature points to the fact that in critical (complex) P&P, the ones with larger impact in the organization, not only a strong sponsor is key, but it's also mandatory to put a greater focus on the governance side. Therefore it's important to understand how this "greater focus in governance" can be assured.

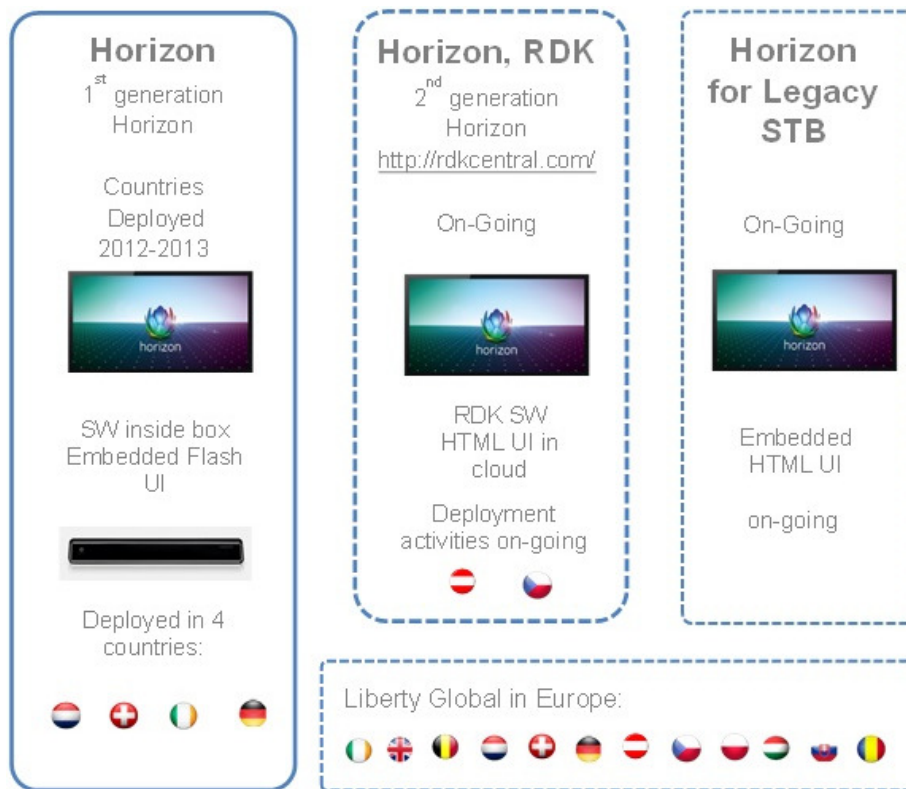
3. CASE STUDY

As mentioned in 1.2, to support this research we followed a **qualitative methodology**, and we started by identifying a **case study** (Yin, 2002) that we understand reflects the critical P&P reality. By looking at how a specific organization addresses this topic we've tried to bring some light into how the challenges around governance and sponsorship can be tackled, more concretely, how this "greater focus on the governance" can be implemented in critical P&P.

The selected organization inhabits in a very competitive, technology driven and delivery excellence market, under the Telco and Cable umbrella: Liberty Global. Liberty Global is the largest international cable company with operations in 14 countries, 12 of them in Europe. Its television, broadband internet, and telephony services are provided through

next-generation networks and innovative technology platforms connecting 24.5 million customers who subscribe to 48.9 million services. Horizon is Liberty Global’s revolutionary media and entertainment platform, intended to transform the way its customers watch television and enjoy multimedia content on a range of devices in the home. Horizon was first introduced by the cable operation in the Netherlands, shortly followed by other cable operations across Europe (Liberty Global, 2014). Three major programs coexist in the organization to support the introduction of the Horizon experience in the Set-Top Box (STB) world (figure 1), therefore the **unit of analysis for this research is “program”**.

Figure 1: Liberty Global Horizon STB programs



These three programs, Horizon, Horizon using Reference Design Kit (RDK) and Horizon for legacy STB, all together deliver the Liberty Global’s Horizon experience to STB (three programs part of the same portfolio), and they will be the subject of investigation in this case study: Liberty Global Core Video STB Programs in Europe – Horizon.

We've selected a group of key elements from this case study to discuss the governance and sponsorship in critical P&P topic with, based on their experience in the identified programs. From the analysis of the inputs received we've tried to build new theoretical material based on some concrete hypothesis, to help corporations to streamline their processes around the governance of critical P&P.

Looking at the programs supporting this case study we can observe that all were provided with particular governance models, specific structures that were put in place to closely manage all the activities. These governance models, even though sharing part of the organization underlying project management process – processes part of the standard project governance framework supporting the large majority of the P&P in Liberty Global, managed by the Delivery Management Group (DMG) and supported by its PMO – are in fact separate governances. We will from this point identify this particularity (separate governance) as “split governance”.

For some reason the SMT felt the need to implement split governances in these critical programs, therefore we've tried to understand why was that the case. Is this (split governance) the best way to assure the “greater focus on governance” in critical P&P? In parallel we've also inquired if there are other ways to assure the right level of governance in critical P&P, i.e. if there is any maturity step (lessons learned) the organization can do to avoid going through this process every time a new critical P&P is kicked-off. On the other hand, as there might be some type of initiatives where this split is always preferable (for multiple reasons), we've tried also to understand which would those be, while studying the dynamic between the permanent and temporary organizations in that scope.

This research looks not only at why a split governance is recommended for a P&P, but addresses also the relationship between the temporary and the permanent organization, and how the sponsor and the PM should interact in this scope. The intention is to be able to present a set of recommendations to enable corporations to streamline their processes around the governance of critical P&P, allowing them to be more agile in this process, while at the same time guaranteeing that the project management governance in place complies with the SMT needs and also assures the initiatives success.

To help us in this process we've selected a group of key stakeholders (from this case study) to interview, and these addressed the research questions already raised in the first chapter (introduction) in the light of the program they were involved in.

3.1 Key stakeholders interviewed

We've selected five different roles to follow up with specific interviews, four from the SMT (DMG lead, sponsor, product owner and customer) plus the PgmM role:

- From Horizon 1st generation we've interviewed two sponsors (previous/initial one and current) and three PgmMs;
- From Horizon 2nd generation (RDK) we've interviewed the sponsor, one customer (country sponsor) and two PgmMs;
- From Horizon for legacy STB we've interviewed the sponsor and one customer (country sponsor, sharing the Horizon 2nd generation country sponsor role);
- From DMG (PMO is a department included in DMG), that provides the PgmMs to these programs, we've interviewed the lead of the department;
- From the product team we've interviewed the video products lead;

In total we did twelve face-to-face interviews to:

- Seven Liberty Global's SMT members, being one Management Director (MD), four Vice-Presidents (VPs), one Chief Technology Officer (CTO) and one Chief Operation Officer (COO);
- Five DMG's team members, two senior PgmMs and three PgmMs;

The focus on SMT elements as the key providers of inputs (from the programs part of this case study) is justified as *"senior managers must decide on processes and standards for the overall project organization in general as well as the prioritization, selection, and evaluation mechanisms"* (Beringer et al., 2013).

The interviews were conducted by the author, PgmM from DMG's team, that professionally was involved in the three programs part of this case study as Horizon 1st generation deployment PgmM for Ireland, Horizon 2nd generation deployment PgmM for Belgium, Horizon for legacy STB delivery PgmM and deployment PgmM for Czech Republic.

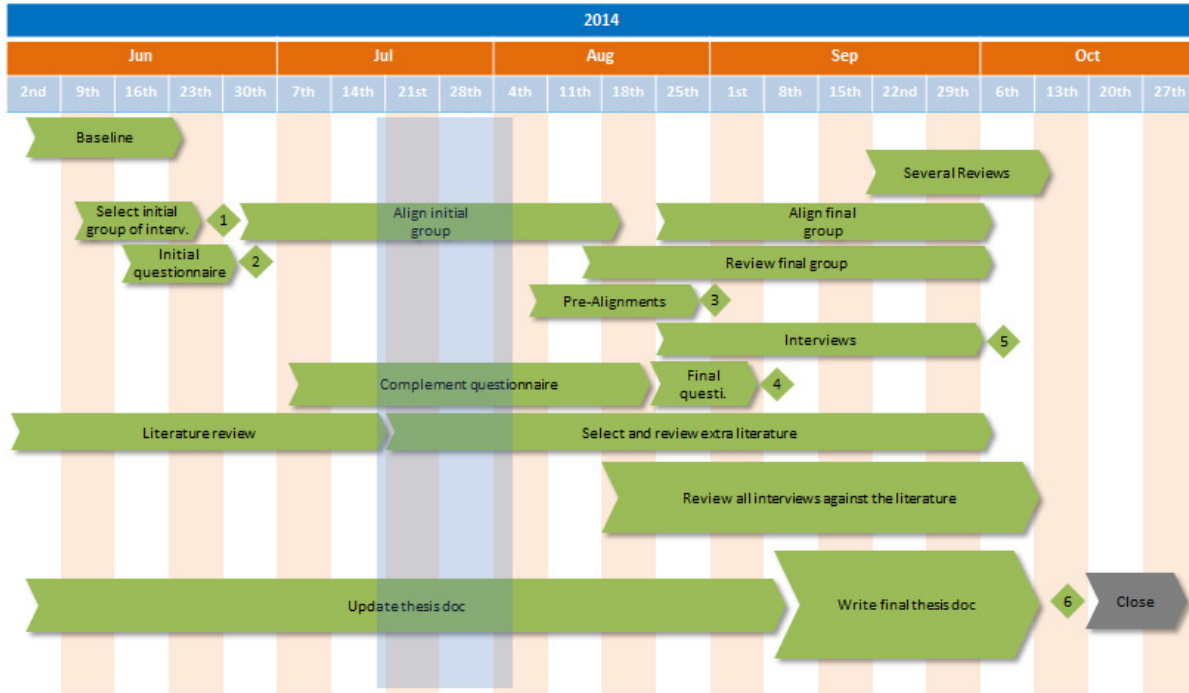
Being Liberty Global a diverse, multicultural and multinational environment, it's also relevant to mention that these interviews covered five nationalities (British, Dutch, Italian, Romanian and American), being the interview conducted by a Portuguese.

3.2 Research process

This research was conducted from June to October 2014 and the high level plan is reflected in figure 2. The approach followed was first to introduce and discuss the topic with the selected elements, starting with the DMG team (lead and PgmMs) as this group breaths this subject on a day to day basis. This was done in the form of initial alignments

(informal discussions) in order to, not only create the right environment to do the follow up interviews, but also gather initial elements to guide the interviews more efficiently.

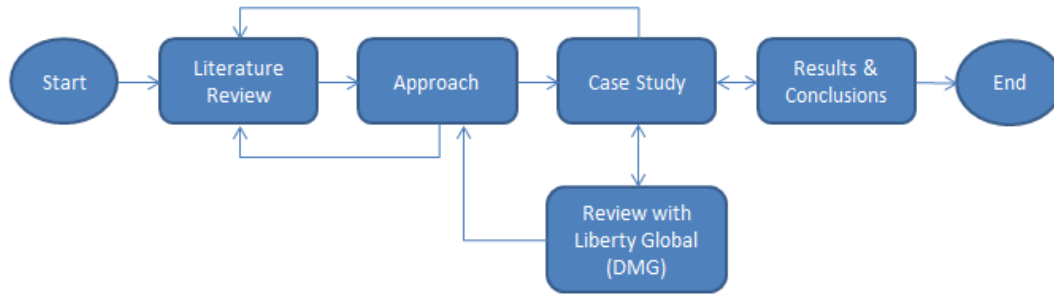
Figure 2: High level activities plan



We followed a recursive process during the execution of this work (figure 3), and we estimate that approximately 13 hours were spent in one-o-one discussions on this topic, either in informal discussions or in formal interviews. This estimation was roughly based on:

- Seven times 30 minutes regarding the pre-alignments with the SMT elements interviewed;
- Five times 30 minutes regarding the preliminary discussions with the PgmMs interviewed;
- Seven times 45 minutes regarding the formal interviews with the SMT elements;
- Five times 30 minutes regarding the formal interviews with the PgmMs;

Figure 3: Recursive research process (from the author)



The formal interviews were supported by a semi-structured questionnaire that was used mainly as a guide. Some margin was given during the interviews to further exploration, allowing us to touch other areas surrounding this topic and eventually identify extra refined questions or new subjects. The questionnaire revealed itself adjusted to guide the interviews, and while in some cases the course of the interview made us go through each of the sub-points naturally, in others we used this guide to bring us back to the main topic.

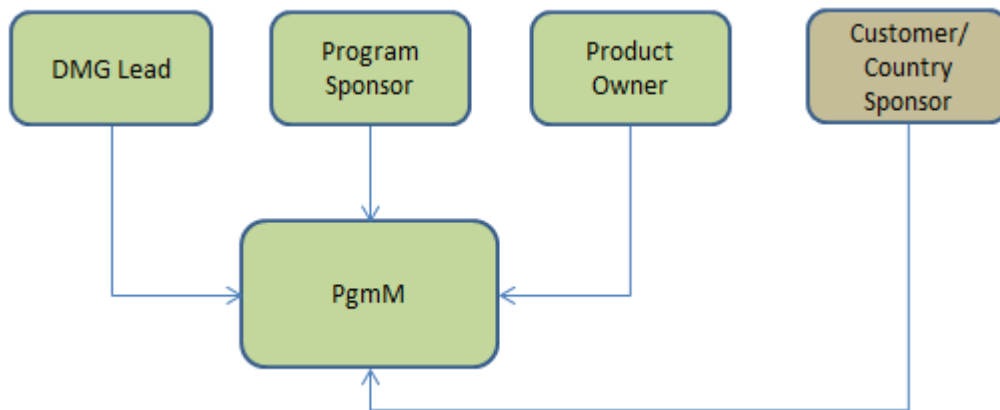
To better frame this work, we also consider relevant to present a simple figure (figure 4) representing on a very high level the four SMT roles selected to support our research and the PgmM. All are key stakeholders of the programs but each of these roles has specific responsibilities within the organization.

In figure 4 we present the SMT roles interviewed:

- DMG (includes PMO) lead, from the corporate team, with a bigger focus in the project, program and portfolio management, including delivering the PgmM to the critical P&P;
- Sponsor being responsible, from the corporate team, for the programs end-to-end (E2E) delivery and deployment;

- Product owner, from the corporate team, has the ownership of the products delivered by the programs, being responsible for their life cycle management;
- Country sponsor (customer) focus on the operationalization of the product being deployed in a particular affiliate;

Figure 4: Roles covered in the interviews (from the author)



3.3 Interviews process

The interviews with SMT elements were supported by a semi-structured questionnaire (interview guide), which was shared in advance with the interviewees (appendix A). This was done either immediately after the initial one-o-one alignment, or in a way to facilitate the preliminary alignment. The purpose of this pre-alignment was to introduce the topic and the scope (qualitative research on governance & sponsorship in critical P&P, supported by the selected case study), and to get buy in from the SMT elements. This strategy (share the deck up-front) was followed not only because is mandatory to have a very clear scope when booking slots from SMT elements agendas, but also because we wanted to make sure that everyone would be comfortable with the topic and goal of the session in order to assure valuable inputs. The pre-alignments were made in the form of emails, short talks and/or minor discussions on the topic.

While the SMT elements were confronted with the entire topic being researched (when do we need a split governance and the challenges of implementing one), the PgmM members were confronted explicitly with the challenges they faced in their programs by being faced with a split governance (appendix B). We detected a natural tendency for the PgmMs to address also the main question being researched (why do we need a split governance), and we did not block this flow. The PgmMs questionnaire was not shared in advance, but several discussion/pre-alignments were done in advance to these sessions to facilitate the interviews.

The inputs from each interview were noted down individually by the author during the interviews. As soon as possible after the interview (never more than 24h), these notes were reviewed and closed. The inputs collected were reviewed against some of the literature already collected, but in many cases new literature was collected and reviewed to allow us to have a complete understanding of the inputs received.

The outcome of the analysis of the inputs received is present in two tables (table I & II). These tables are not direct transcriptions of the interviews, but instead reflect the main points mentioned by each of the elements that took part of this study. The inputs given in the interview were analysed together with the preliminary alignments inputs, to give them more context, which allowed for a richer data analysis and interpretation.

Table I represents the inputs from the SMT elements, being each input directly linked to a specific element/role. The SMT main inputs are therefore presented in an individualized form. This was the chosen form, not only because these inputs covered four specific roles,

but also because, even due sharing some key lines, there are specific inputs that are better understood when looked in conjunction with the specific role and program.

Table I: SMT elements inputs when confronted with the topic (individualized)

SMT key inputs (7 SMT elements)

Appendix A details the semi-structured questionnaire shared upfront and used to guide these interviews

Questions:

Q1 - When do you think we need a split governance in a project or program?

Goal: Gather inputs to reply to why a split governance might be needed in critical P&P.

Q2 - When we have a split governance (the program were you are involved, part of this case study):

- a) Major concerns, CSF, advantages and disadvantages?
- b) How the permanent and the temporary organization interact?
- c) How the PM/PgmM and sponsor act and interact?
- d) How to bring the lessons learned and can this avoid the creation of the split governance?

Note: The sub-points/questions were used as a guide to assure we were able to cover the full scope, being usual for replies/inputs to cover multiple sub-points

Goal: Identify the CSF when implementing a split governance

1) Role: DMG Lead

Q1 *When do you think we need a split governance in a project or program?*

- Depending on the maturity of the organization;
- Business principles: Enter new markets or capabilities;
- Need incubation environment;

Q2 *When we have a split governance (the program were you are involved, part of this case study):*

a) Major concerns, CSF, advantages and disadvantages?

- Separate governance implies strategic agenda;
- Empowerment of teams is mandatory;
- Hard to manage dependencies;

b) How the permanent and the temporary organization interact?

- Competing agendas and politics making it more difficult to make decisions;
- Business unit needs to keep a look on Long Range Planning (LRP);

c) How the PM/PgmM and sponsor act and interact?

- Focus should always be to bring it back to the organization;
- Achieve maturity by putting extra focus on leadership, with top down objectives (cascade down) pushing the organization to learn;

d) How to bring the lessons learned and can this avoid the creation of the split governance?

- Maturity step to avoid split, implementing a culture and structural change to break silos is needed;
- Step up maturity either by opportunistic step change (use one program to prove we can do it) or cataclysmic change (i.e. reorganization, new operating model);
- Creation of a split governance might be linked to the culture and structure of an organization (focus on numbers leaving the learning concerns slightly behind);
- Follow Managing Successful Programs (MSP®) main guidance's;

2) Role: Video Product Lead

Q1 When do you think we need a split governance in a project or program?

- Significant difference to the day to day operation: New brand; New technology; Next generation;
 - Out of comfort zone: Total disruption; Heavy to the organization;
 - Clear step stone of innovation (avoid the question from tech side: "what is the business case?");
- Incubation; Resistance to change;
- It's very easy to kill ideas (P&P), and sometimes we need to facilitate an environment for the innovation to happen;

Q2 When we have a split governance (the program were you are involved, part of this case study):

a) Major concerns, CSF, advantages and disadvantages?

- First view can be to consider the split not the preferred option;
- Positive of get people out of their sweet spot;
- Do not load the organization with a initially immature product that needs special incubation period to proof itself;

b) How the permanent and the temporary organization interact?

- Define clearly a start and finish of the split;

- Assure a process to bring it back to BAU, assuring ownership of the outcome within the organization;
- Risk of same “old” processes originate same “old” results;
- Close the loop back to the permanent organization; Leadership: Starts and ends in the SMT;

c) How the PM/PgmM and sponsor act and interact?

- Focus on communication and transparency back to BAU;
- Sharing the progress;
- Assure it is not brought to soon to the BAU;
- Focus on the launch with the right quality;

d) How to bring the lessons learned and can this avoid the creation of the split governance?

- Monitor closely the split and closer to go to market assure involvement of entire organization;
- Assure the right “heart bit” between two groups;

3) Role: (Current) Horizon 1st Generation Sponsor

Q1 When do you think we need a split governance in a project or program?

- Challenge the organization;
- Incubation;
- New market;
- New business;
- Knowledge driver;

Q2 When we have a split governance (the program were you are involved, part of this case study):

a) Major concerns, CSF, advantages and disadvantages?

- Avoid building of empires;
- Avoid to lose control;

b) How the permanent and the temporary organization interact?

- Clearly path on when will be integrated back in the permanent organization;
- Address knowledge concerns to assure organization will be able to deal with the outcome of the split later on;

c) How the PM/PgmM and sponsor act and interact?

- Assure visibility;

- Assure split stays with the vision at all times;
- Bring it back driver should be quality and not dates (good and stable product);
- Leadership is key to assure integration;

d) How to bring the lessons learned and can this avoid the creation of the split governance?

- Cross pollination between groups is key;
- Pair up teams and create path to bring people to main stream;

4) Role: (Initial) Horizon 1st Generation Sponsor

Q1 When do you think we need a split governance in a project or program?

- Depends on organization maturity: Project management and delivery maturity;
- Out of comfort zone: General capability; Complexity; Size; Changing the organization;
- Should to be a more complex and critical program than any already addressed by the organization (assuming a mature organization capable of learning);
- Creation of the split governance cannot have as only purpose to facilitate visibility (risk that this would be always the option chosen);

Q2 When we have a split governance (the program were you are involved, part of this case study):

a) Major concerns, CSF, advantages and disadvantages?

- Make sure E2E what we are achieving is what we planned to achieve: Build right;
- Always keep connection to main trunk; Link to organization has to be very strong and not dependant on people;
- Assure you will always be able to move back to the organization (especially process wise);
- But do not detach to fast;
- Create focus points to avoid detachment from organization: Too detached will fail;
- Avoid being an island;

b) How the permanent and the temporary organization interact?

- Share resources;
- Clearly milestones when it will be back to organization, but final decision is from business (is it compliant with goal?);

c) How the PM/PgmM and sponsor act and interact?

- Be aware of business at all times assuring link is not broken, shifting away;

- When having shared resources is key to assure awareness of resource managers;
- PM (PgmM) assure link to permanent organization;
- Whatever happens in the permanent organization needs to be listen and reacted very fast;

d) How to bring the lessons learned and can this avoid the creation of the split governance?

- Bring lessons learned back to the organization to assure similar P&P in terms of complexity (criticality) do not need a split governance in the future;
- Only go for a split governance if is something more complex and critical than ever done;

5) Role: Horizon 2nd Generation (RDK) Sponsor

Q1 When do you think we need a split governance in a project or program?

- Start-up mode;
- New business;
- Knowledge driver;
- Size & Importance;
- Extra need of visibility;
- Need for full dedicated resources and committed team;

Q2 When we have a split governance (the program were you are involved, part of this case study):

a) Major concerns, CSF, advantages and disadvantages?

- Give positions in the normal operation (resources link back to permanent organization);
- Assure at all times is under the right strategy, importance of program is kept (i.e. part of TOP 5);
- Working process aligned with BAU and with other programs;
- Assure transparent budget tracking;

b) How the permanent and the temporary organization interact?

- Avoid disruptions in the permanent organization (i.e. resource sharing);
- Manage inter program dependencies (i.e. aligned at all times with overall roadmap);
- Communication alignment since the start;
- Clearly define the exit criteria (bring it back), i.e. first commercial launch;

c) How the PM/PgmM and sponsor act and interact?

- Be transparent and have strong focus on soft aspects: Communication between different silos (key: relationship manager as part of PgmM role);

- Assure at all-time bridge between the two structures (temporary split and permanent);

d) How to bring the lessons learned and can this avoid the creation of the split governance?

- Bring it back to BAU must include lessons learned, but cannot be done only in the end, has to be embed in the process (from the beginning);
- Build consistent sponsor group (i.e. build group for 3-5 years) to help the organization to learn. Similar thing with key team members (i.e. PgmM);
- Senior teams with key proficiency will help organization to learn, and not “reinvent the wheel” every time;
- Define an organization structure to deal with this complex and critical P&P that need a split governance;

6) Role: Horizon for Legacy STB Sponsor

Q1 When do you think we need a split governance in a project or program?

- Outside the BAU;
- Transformation;
- Lack of skills;
- Leave a mark;
- Importance;
- Extra need of recognition;
- Disruptive;
- Resistance to change;

Q2 When we have a split governance (the program were you are involved, part of this case study):

a) Major concerns, CSF, advantages and disadvantages?

- If the organization is not ready create a project within the project;
- Explaining the split governance as healthy, preparing upfront for this step;
- But start to bring it back to BAU from the beginning cultivating trust (credibility, reliability, intimacy, self-interest), which need an extra focus on communication: Relationship manager (either PM/PgmM or even a new role specifically for that);

b) How the permanent and the temporary organization interact?

- Maintain links and relationships;

- Assure it can brought back to BAU as part of the life cycle of the product;

c) How the PM/PgmM and sponsor act and interact?

- Maintain the satisfaction (deliver quality);
- Ensure support;

d) How to bring the lessons learned and can this avoid the creation of the split governance?

- Transition need to be assured (bring the outcome back home);
- Move it back to the BAU might imply to change the organization, so key to start to plan and work from the start;
- Learn from rotation within teams, sharing and communication;
- Success implies much more than only technical readiness. On top of tech readiness (i.e. IT & Network) need for: Operation and business readiness, where business readiness might not be BAU;

7) Role: Country Sponsor (Client)

Q1 When do you think we need a split governance in a project or program?

- New territory;
- Knowledge driver;
- Take the pain from the organization;

Q2 When we have a split governance (the program were you are involved, part of this case study):

a) Major concerns, CSF, advantages and disadvantages?

- Clearly define what is the purpose: Delivery has to be clear and scope should not change;
- Split important not to “burn” local resources in unknowns;
- Create an independent team with the right to say no, and exposed to less limitations;
- But from the client side need to be able to put pressure in the delivery to assure objectives are meet (key to have some control);

b) How the permanent and the temporary organization interact?

- Organization need to limit the interaction with the purpose/scope of the split;

c) How the PM/PgmM and sponsor act and interact?

- Sponsor need to unify and align the communication with the SMT;
- Allowing the PM/PgmM to focus on the delivery;

d) How to bring the lessons learned and can this avoid the creation of the split governance?

- Not possible to avoid splits;

Once all the PgmMs interviews were finished and reviewed we've detected, not only that these inputs converged, but also that when concatenated represented a view from one specific role in a logical way. Therefore we opted to present the inputs in an aggregate way, and table II represents the outcome of this analysis.

Table II: *PgmMs inputs when confronted with the topic (aggregated)*

PgmMs key inputs (5 PgmMs)

Appendix B details the semi-structured questionnaire used to guide these interviews, not shared up-front to the interviews

Question:

When we have a split governance (the program were you are involved, part of this case study):

- a) CSF, pros and cons?
- b) How the permanent and the temporary organization governance interact?
- c) PM/PgmM major concerns and how the sponsor can help?
- d) How to bring the lessons learned and can this avoid the creation of the split governance?

Notes:

1) *The sub-points/questions were used as a guide to assure we were able to cover the full scope, being usual for replies/inputs to cover multiple sub-points*

2) *Inputs gathered covered also the question why a split governance might be needed*

Goal: *Identify the CSF when implementing a split governance.*

Roles: PgmM - Horizon 1st Generation Delivery; PgmM - Horizon 1st Generation Geplloyment for Germany; PgmM - Horizon 2nd Generation Deployment for Czech Republic; PgmM - Horizon 2nd Generation Deployment for Poland; PgmM - Horizon 1st Generation Deployment for The Netherlands and Switzerland;

When we have a split governance (the program were you are involved, part of this case study):

a) CSF, pros and cons?

- If we need a split governance then we need to stop and check why is that the case (i.e. "why does the standard project or program management processes do not reply to our needs?");

- A PoC can be a good reason for a split governance, but then we should try to bring it back to the standard processes as soon as the objectives of the PoC have been reached;
- An incubation environment is important, but once that step is over the programs should use the organization P&P governance framework in place to manage it;
- Several times the split governance option is less a conscientious choice but more driven by the start of the initiative (and ownership of the initiative);
- Have a split governance by default is the wrong way to start if there is already a P&P standard governance and sponsorship model in place;
- The organization needs to decide how it wants to address critical P&P, and if split governance is the option then the organization should be built in a way to support it (i.e. in a similar way consultancy teams work);
- Objective of a split governance cannot be to deliver something but to introduce it back in the BAU, so while P&P tend to be measured against a delivery date, with teams moving to other activities after delivery, this cannot be the case in split governance;
- One reason to choose a split governance is the fact that not all stakeholders (from the organization) were involved in the project or program setup, but that should never be the reason to do it, as we should be able to learn from previous initiatives to avoid split governance in the future;
- Shorter lines of decision can be perceived in split governance but there is the risk to over simplify processes and produce less quality by skipping important steps;
- Split governance tend to create silos (creation of power) that can potentially damage the organization;
- Split governance potentiate different agendas conflicts;
- Split governance makes it harder to do overall resource management in an organization;

b) How the permanent and the temporary organization governance interact?

- Standard project management governance (unified governance) facilitates dependencies management, and makes more visible for everyone what is being done;
- Split governance is too isolated from the rest of the company and implies less visibility to all;
- Multiple and parallel split governance makes very hard to align roadmaps, and a stronger and closer leadership effort is needed to align all the split governance;
- An extra effort from PMO is needed to understand the split governance status (report back to the organization more difficult) and duplicated communication work is necessary (within the split governance

and outside);

- Split governance in theory allow us to be more agile and flexible within a program, with processes more adjusted to our needs (and dedicated people), but as we create a process within the process makes it very hard to return later-on to the BAU;
- In a split governance is key to assure full visibility to the permanent organization, keeping a very strong link to avoid it to be a black box;

c) PM/PgmM major concerns and how the sponsor can help?

- Split governance can be viewed as having the ability to self-regulation, agility and flexibility, but everyone external to it have a hard time to understand it, demanding an extra focus on communication;
- In split governances the dependencies to the rest of the organization are much more critical and demand communication to have a lot more context;
- PgmM need to assure relationships with the remaining organization are kept;
- Sponsors need to understand the challenges that come with a split governance and work with the PgmM to assure a plan that shows the link (and bridge) back to the permanent organization;
- A split governance needs a strong sponsor, one that understands the full picture and do not focus only in the delivery. The sponsor in this situation need to be strong enough to push back on the timelines pressure from the top, keeping the focus not only on the delivery but on the transition to the BAU;
- Customers/Clients also need to understand the complexity behind a delivery using a split governance, and that once again puts a lot more pressure in the PgmM communications (extra PMs/PgmMs might be needed to manage communication);

d) How to bring the lessons learned and can this avoid the creation of the split governance?

- In split governances lessons learned tend to get lost more easily;
- Split governances are demanding for the entire organization, but if needed then we must assure that we can learn with the experience, in order to allow the organization to grow with it and only to go through a similar process in the future if mandatory, and not if a similar initiative in terms of complexity/criticality arrives (otherwise we have lost the opportunity to grow in terms of maturity);

4. DISCUSSION

From the analysis of the inputs received, we've concluded that the implementation of split governances in the programs part of this case study was indeed a reply to the acknowledgement that complex and/or strategic (critical) P&P need a strong governance and support (aligned with our hypothesis). Several motivations can lead us to choose a split governance versus using the standard project management framework in place, and when the option is to choose the more challenging project governance option (split) we need to make sure several key principles are followed.

- **Make sure the split governance is being create for the right reasons:** Not only to have more visibility. Need to be something totally outside the standard operations (i.e. complexity or strategy wise). A split governance can be a good option if we need to provide an environment to facilitate innovation or change, not limiting the technological teams from the start with questions like “what is the business case?” When we need to start with a PoC, or have an incubation environment where the teams can follow the goals with less external influence, then a split governance can be the most adjusted option.
- **Keep the link to the permanent organization:** Implement processes to assure cross-pollination, either by sharing resources or knowledge (keep “heart bit” between the two sides). Need to avoid the creation of “islands”. The processes supporting the temporary organization must be aligned with the ones supporting the permanent organization. Key to assure (conceptually) it's possible to bring the initiative back from the split governance to the permanent organization standard project governance at all times.

- **Clearly define an entry and exit criteria for the split governance:** But not forcing the exit criteria (do not move back too soon). The delivery should comply with the defined objectives (quality is key) before bring it back to BAU.
- **Make sure that the main delivery of the split governance is to bring it back to BAU:** Making sure that what is being produced has an owner in the permanent organization. Prepare the transition, as being technically ready does not imply success. The organization needs to be fully prepared to receive it back.
- **Keep full visibility to the permanent organization at all times:** Organization should understand what is happening in the split governance (cannot be a black box), and the programs being managed under the separate processes should also keep a close eye in what is happening in the permanent organization in order to react quickly to any major change. Transparency is key.

From these key principles we can clearly identify a short set of CSF that should be considered when implementing a split governance: Keep the link to the permanent organization; Clearly define an entry and exit criteria for the split governance; Make sure that the main delivery of the split governance is to bring it back to BAU; Keep full visibility to the permanent organization at all times. These are factors that senior managers seem to intuitively understand and therefore strongly support its implementation (Boynton & Zmud, 1984). This justified the extra effort put in this research to get the inputs from the key SMT elements involved in the management of the programs studied.

Even though the creation of a split governance seems related to the maturity level of an organization, more specifically linked to the project governance and sponsorship maturity, it is very difficult to say that an organization will never have the need to follow this path.

The creation of a split governance can be seen as a facilitator for innovation and change, but introduces several extra challenges to sponsors and PM/PgmM, especially in the communication management area. What is key to be assured when following this (perceived as) more painful option, is that the organization can learn from the experience and use it to grow. If split governances are always the selected option then maybe the organization has a problem with learning, or need to re-evaluate the structure or way of working.

To help the organization to build its processes in a way to minimize the need to create split governances, some frameworks can be used (EPG already mentioned in the initial literature review), like MSP[®] that is considered a best-practice framework for delivering complex programs in alignment with long term strategies. This framework has “*a pragmatic approach to programme management which ensures a strong leadership and governance structure is established and maintained*” (Dolan, 2014).

A new proposition that comes out of this work is that the implementation of a new and separate project governance framework for P&P should only be the option selected if the organization is faced with a P&P more challenging than all the others implemented so far (more complex/critical, i.e.: New business; New market; New technology). When faced with a split governance, and to help the organization in the learning process, several inputs point to the need to assure that the lessons learned are introduced since the beginning of the initiative. One of the inputs mentions that this can be more easily assured if dedicated teams are created to deal with critical P&P that need a split governance (build teams for a period of 3-5 years). Align specific teams of sponsors (create that specific role), with

specific training, can potentially help as executives also need support to become good sponsors (Englund & Bucero, 2006c).

A key area that arise from the inputs received is relationship management. Several stakeholders have put a strong focus in the need to dedicate specially attention to the management of relationships when a split governance is implemented. We can find even specific training for PMs in this area, as indeed to assure P&P success it's considered mandatory not only manage the triple constraint (time, cost, scope) but also all relationships and stakeholders (PM College, 2014). In fact the success and failure in projects is deeply linked to stakeholders perceptions, therefore both sponsors and PMs need to assure the creation of value is understood by all. Managing expectations is key and relationship management is indeed an area that cannot be left behind (Bourne, 2005). Very interesting here is also to note that split governances are compared several times to the consultancy model way of working. These are models where the creation and management of relationships are critical to achieve success, and where the project management career is deeply related to the capacity to address this: PM as PM resource; Senior PM as PM advisor; PgmM as trusted advisor; Senior PgmM as partner; (McDowell, 2011).

5. CONCLUSION

In which situations do we need to have a split (separate) governance in P&P, and what are the critical success factors when implementing such a governance, were the main questions we've addressed in this research. In the scope of this work we also analysed how should the temporary organization interact with the permanent one and what are the PM and sponsor roles when we have a split governance.

Several project and program management frameworks exist to support the management of critical initiatives (i.e. EPG or MSP[®]), but this does not imply that in particular situations we do not have the need to take some key initiatives out of the standard governance framework. If we have this need, and if we follow up with a split governance implementation, then we must assure that we do so for the right reasons. Not only that, we need to do it in a way to allow the organization to grow with the experience, in order to avoid such a choice in the future when facing a similar (complex wise) initiative. This is especially relevant as the implementation of a split governance demands a lot more from the team leading it and also from the organization, and bring extra risks and challenges (i.e. communication) that need to be addressed. Saying that, there might always be the need to implement a split governance, and initiatives driving innovation or change might need it, but again, we need to be certain we are choosing this path because is the best option to help its success (i.e. we need to provide an incubation environment first, not being limited by outside factors), and not just because we feel it will make it more visible. Last but not least, it's key to keep in mind that when implementing an split governance in a critical P&P we should assure that we keep at all times the link between the temporary and the permanent organization, and that we never forget that the main goal of the initiative should be to bring the outcome to the BAU.

Why do we need to have a split (separate) governance in P&P?

To be successful in critical P&P we need to assure a strong governance and sponsorship. Organizations have several ways to deal with this need, and their maturity level will influence the way they reply to it. It's key that their reply not only help to address the challenge on the short term (that specific project or program) but also allows them to grow

and evolve to support similar future challenges more naturally. Implement a split project governance for a particular initiative (critical/complex) is one of the possible options to assure this “strong governance” is achieved, taking it from the standard project governance framework.

What are the CSF when implementing a split governance?

Assuring that the split governance is being created for the right reasons is not by itself enough to assure the initiative success. We’ve identified a short set of factors that should be followed by organizations, when a split governance is the option selected, to assure its success (CSF). These are:

- Keep the link to the permanent organization;
- Clearly define an entry and exit criteria for the split governance;
- Make sure that the main delivery of the split governance is to bring it back to BAU;
- Keep full visibility to the permanent organization at all times;

5.1 Limitations

This research, based in a particular case study, covers not only the technology delivery but all the life cycle of the product (business and operations). It focus in a particular dynamic organization in the Telco and Cable industry, and even being this a multinational company with presence in 12 countries in Europe, we would need to expand to other industries and geographies to be able to generalize from these conclusions. It also focus primarily on the view from the delivery side, as most of the deployment roles included are linked to the corporate office (only one role reflects the view from a particular affiliate), but as these programs are lead from the corporate side this approach was considered the most adjusted. Saying that, if we would have expanded the list of customers (affiliates)

consulted we could have got a different view, but again, as the governance models for these programs are defined from the corporate side we considered this approach suitable.

A quantitative methodology could also have been used to cover a more representative universe from Liberty Global (i.e. all corporate departments and countries), but we opted to focus on assuring to have a qualitative input from the SMT elements, which is always quite demanding in terms of agendas conciliation, even if we spread it over a few months.

Relevant also to mention that the author of this work had an active role in the programs studied, and therefore we cannot ignore the risk of bias. But on the other hand this risk was acknowledge since the beginning of this research, and mitigations were put in place to address it. Not only the one-o-one sessions were carefully prepared, as all the inputs provided were noted down linked to the element being interviewed before being analysed (the SMT elements inputs are even presented in this way, individualized).

A final note to mention that when we started this work sponsorship had potentially a key role to play here, but gradually we moved our focus to governance. This drift happened, not only because sponsorship is largely covered in the existing literature, but mainly because the results from the interviews drove us in that direction.

5.2 Further developments

It was quite interesting to note the link between split governances and the consultancy way of working (including relationship management). It would be interesting to follow up with some extra investigation in this area to try to understand how the lessons learned from consultancy organizations could be brought to other type of organizations, in order to improve the management and delivery of critical P&P supported by split governances.

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APPENDIX A


The seven members from Liberty Global's SMT interviewed (VP Doug Nurse, VP Mark Giesbers, VP Ronnie Dhaliwal, VP Leo-Geert van den Berg, CTO Micha Berger, COO Jan Van Steeg and MD Faycal Amrani) received a deck in advance to the session with the following content:



Introduction

- This deck is intended to support a set of semi-structured interviews to be done as part of an academic work
- The area addressed by the academic work, a qualitative research to deliver a final master thesis as part of a master in project management, is governance and sponsorship in critical projects and programs (P&P)
- The research will be supported by set of research questions, and its final objective is to present a set of recommendations to enable corporations to streamline their processes around the governance of critical P&P
- More concretely, the work proposes to study and try to understand when a P&P need a specific and parallel organization and governance (split governance), the relationship between the temporary and the permanent organization governances, and the project manager (PM) and sponsor roles

2




Semi-Structured Questionnaire (~45 min)

1. When do you think we need a split governance and organization in a project or program?
i.e.
 - Any particular typology? strategic (i.e. change, innovation) & high potential (i.e. new business) vs support & operational (BAU)?
 - Starting with a pilot or proof of concept (PoC)?
 - Other?
2. In cases where the option is to have the split governance:
 - a) Which should be the major concerns when creating the specific/split temporary organization? What are the critical success factors? Perceived advantages vs disadvantages?
 - b) How should the temporary organization governance interact with the permanent organization governance?
 - c) How should the PM (if applied both delivery & client PMs) and sponsor(s) act (and interact) in this scope?
 - d) How to bring the lessons learned from the temporary endeavour to the permanent organization, and can these in some point in time bring the corporation to a maturity level where the split is no longer needed?

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APPENDIX B

The interviews with the five members from the PgmM team from DMG (Antonia Iurea, Francesco Faustinella, Ishmael Brathwaite, Oscar Crane and Paul Nieuwenhuizen) were guided by the following deck (not shared in advanced with the PgmMs):



- Intro: Master in PM
- Qualitative Research
- Case Study, Horizon in LG, 3 STB core Programs: Horizon, Dawn, Helios
- 7 Interviews: 4 Sponsors (Leo, Faycal, Micha, Ronnie), DMG (Doug), Product (Mark), Country involved in two Programs (Jan)
- Gather PgmM view

1



In cases where we have a split governance in a Program:

- a) What are the pros and cons? Critical success factors?
- b) How does the temporary organization governance interact with the permanent?
- c) What should be the main PM concerns and how the sponsor can help?
- d) How to bring the lessons learned back to the organization? Can these help organization to grow to a point where the split is no longer needed?

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