

Executives Lament: A Cautionary Tale about Program
Management

By

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Original Screenplay

INT. AIRPORT - MORNING

A busy terminal, shadowy figures pass by quickly in front of Bob and Frances. Bob is dressed in a suit and Frances wears a blue skirt and shirt.

They sit in the airport departures lounge across from one other, computers open, hastily reading emails and preparing for a client meeting.

Bob turns to the other executive.

BOB

(looking down at computer)

Frances, do you have the governance slides ready introducing to the client how we'll be using our program management system to manage the account?

Frances keeps her head down, focused on her work.

FRANCES

No. I was so busy putting together a new proposal for another client.

FRANCES

(Lifting head and continues)

We have the account now, why do we need to talk governance?

FRANCES

(looks at nails and continues)

You know how things will go. Pretty soon, we'll be struggling to keep up so why even try?

Bob looks up from his laptop and frowns.

BOB

It may feel that way sometimes that the account is running you but you can never really let that happen.

Bob shifts in his seat and moves forward.

BOB

(continues)

And that's what governance and program management are there for, to help you and the account team get and stay on track in lots of different process areas.

(CONTINUED)

Frances stares at Bob.

FRANCES

Does it really work? It seems like so much extra work. Work we don't have time for.

BOB

It's a solid framework, one that's been used by many executives all around the world. I've used it and it's really helped me stay on track.

Frances leans in and raises her eyebrows.

FRANCES

Really how?

Bob leans back in his chair and looks out the window.

BOB

Well, early on in my career I had a client who seemed intent on managing the communications to the executives and stakeholders directly himself. I knew without identifying all the appropriate communications channels, we were going to get hammered down the road.

BOB

(continues)

So, I worked through the communication process with him establishing all the parties who needed to know status and turns out, he had missed some key people from his organization. In the end, because I knew about program management and the importance of an effective communications process, I saved myself and the client many headaches.

Bob smiles confidently and looks at Frances.

BOB

We ended up working very smoothly together. And he's now a very good client.

Frances shifts her position, looking dubious.

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FRANCES

OK, but every account is different so if you have a very small account, what's the point of using a program management system? Isn't it overkill?"

BOB

Even on smaller accounts, our program management system has been helpful to me. It's basically a framework that provides you with the best practices you can select and amend to your situation. That's really all there is to it.

FRANCES

And what happens if you don't follow a program management system?

BOB

Well, you just have to read some of the lessons learned coming from the services management team or our company newsletter to find out what happens when you don't apply a program management system.

BOB

(continues)

Things can go sideways really fast. You get troubled contracts. And you don't want that happening.

Frances raises her hands.

FRANCES

OK, you've sold me. Where can I find out more about program management?

Bob points to his laptop and image of their company website.

BOB

You can start by going to our web site to find a link to the program management competency. There you'll find pretty much everything you need to know. There's links to process documentation and self-paced learning. And there's folks that can help you if you need more.

(CONTINUED)

BOB
(continues)
Like me.

Bob smiles at Frances.

BOB
Shall we get started on that
governance deck now?

Frances smiles back at Bob.

FRANCES
You bet. We've got a plane to
catch.