

Strategic Alignment

Integrating project management into the organization requires you to align it three ways:

- **Strategic alignment.** Project objectives align with organizational objectives.
- **Organizational alignment.** Project resources integrate seamlessly with resources engaged in other business processes, research and operations.
- **Process alignment.** Project activities interface seamlessly with other business processes.

Conditions for Successful Alignment

Successful project alignment relies on six factors:

- 1. Balanced and comprehensive objectives.** Successful and stable portfolios require a balanced, cooperative environment in which projects and personnel work together for the organization's benefit. The portfolio of projects must balance both project objectives and resources based on the strategic plan.
- 2. Specific and durables objectives.** The efficient organisation focuses resources on durable objectives designed to move the organization toward its vision.
- 3. Hierarchical framework.** A well-developed hierarchical framework of objectives and goals translates high-level objectives to the appropriate level for the program managers and project managers, plus other management and technical functions.
- 4. Measurable objectives.** Measurements and metrics offer clear guidelines for balancing project objectives.
- 5. Stakeholder agreement.** If stakeholders disagree with the objectives of the organization (or project), conflict will disrupt progress, achieving alignment is critical.
- 6. Environmental and organizational assumptions.** Assumptions influence the project plan. Write them down, confirm them and store them. Identify the risks that will occur if the assumptions are wrong or change.

Goals Breakdown Structure

The **goals breakdown structure (GBS)** is a process that translates organizational objectives into project and product requirements and, ultimately, component specifications to create a framework for aligning projects with strategic objectives.

The GBS in project management originates from an advanced concept known as **requirements traceability**. This concept requires the project team members to demonstrate how the products and services they create will support and map to the project's requirements.