Project Management - An Emergent Discipline

Applied Project Management - Understanding People and Processes
Engineers Ireland
30th June 2015

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Centre for Project Management
University of Limerick
Project Management - An Emergent Discipline

Rethinking PM
Challenging the dominant paradigm
Standard Frameworks
Enabling Technology
Where to from here?
Where does the Engineer fit?
Project Management - An Emergent Discipline

Rethinking PM

Challenging the dominant paradigm

Standard Frameworks

Where does the Engineer fit?

Enabling Technology

Where to from here?
Rethinking Project Management

- Cost overruns of 50% - 100% are common – overruns over 100% are not uncommon

- Demand forecasts that are wrong by 20%-70% compared with actual developments are common

- The extent and magnitude of actual environmental impacts of projects are often very different from forecast impacts. Post-auditing is neglected.

- The substantial regional, national and sometimes international development effects commonly claimed by project promoters typically do not materialise, or they are so diffuse that they cannot be detected.

- Actual project viability typically does not correspond with forecast viability, the latter often being brazenly over-optimistic.

Rethinking Project Management

Need to understand the link between project management and business performance

Five themes for doing things differently

• Optimise your portfolio to maximise return
• Be flexible – change faster
• Enable your people to deliver success
• Connect the Executive Team to programme delivery teams to get the change you want
• Measure and address the harsh facts to maintain direction

Source: PwC Global Portfolio and Programme Management Survey (2014)
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Rethinking PM

Where to from here?

Enabling Technology

Standard Frameworks

Where does the Engineer fit?

Challenging the dominant paradigm
Dominant Paradigm

Timeline

Start → Phase 1 → Phase 2 → Phase 3 → Phase 4 → Finish

Scope/Performance
Cost → Time → Project → Output

Project Lifecycle
Value Creation

Outcomes
Value and Benefit

WHY?

WHAT?

HOW?

Outputs
Scope and Quality

Resources
Cost, Time and Risk

(Winter and Szczepanek, 2009)
Value Creation

Exploitation

- Improved Performance
- Goals
- Benefit
- Outcomes
- Operation

Implementation

- Resources
- Project
- Outputs

Turner (2009, p3)
Value Creation

Source: Thiry (2002)
Value Creation

Balance between benefits and expenditure

Value \( \propto \)

Satisfaction of needs (benefits) (monetary and non-monetary)

Use of resources (expenditure) (money, people, time, energy and materials)

Balance between use of resources

Source: Axelos Global Best Practice (online)
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Where to from here?

Enabling Technology

Standard Frameworks

Where does the Engineer fit?
Project/Programme Governance

• Provides a framework for efficient and effective decision making
• Consistent delivery management focussed on achieving strategic goals
• Provides an appropriate mechanism to address risks and stakeholder requirements
Project/Programme Governance
– Structure & Support

Programme Board

Other Stakeholders → Business Change Manager → Executive Sponsor → Programme Director → Portfolio Manager

PMO

Programme Manager

Project Manager

Project Manager

Project Manager
Standards

Source: Crawford (2007)
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Where to from here?

Where does the Engineer fit?
## Dual Roles

### Technical Specialist vs Project Manager

<table>
<thead>
<tr>
<th>Technical Specialty</th>
<th>Project Management Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hands on</td>
<td>Understand relationships</td>
</tr>
<tr>
<td>Doer</td>
<td>Among tasks</td>
</tr>
<tr>
<td>Creative</td>
<td>Leads and delegates to others</td>
</tr>
<tr>
<td>Meets goals</td>
<td>Develops goals</td>
</tr>
<tr>
<td>Meets budgets</td>
<td>Develops budgets</td>
</tr>
<tr>
<td>Follows guidelines</td>
<td>Gather and communicate information</td>
</tr>
<tr>
<td>Work for/with others</td>
<td>Relate to customer and team</td>
</tr>
<tr>
<td>Accountable for own work</td>
<td>Accountable for work of others</td>
</tr>
<tr>
<td>Develop own skills</td>
<td>Develop skills of others</td>
</tr>
</tbody>
</table>
Most project managers are here
What options is there to develop required skills and competencies – education & industry accreditation?

3rd Level Institutes

Industry Bodies
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Standard Frameworks

Enabling Technology

Where to from here?

Where does the Engineer fit?
Enabling Technology

- Basic templates
- Shared environments and workflows
- Access anywhere
- Sharing information and knowledge
- Enterprise Project Portfolio Management
## Operating System Upgrade - Project Home

### Announcements
There are currently no active announcements. To add a new announcement, click "Add new announcement" below.

- Add new announcement

### Work Due By

<table>
<thead>
<tr>
<th>Title</th>
<th>Work Type</th>
<th>Due Date</th>
<th>Assigned To</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Overdue</td>
<td></td>
<td>5/28/2010</td>
<td></td>
</tr>
<tr>
<td>(6) Due This Month</td>
<td></td>
<td>6/25/2010</td>
<td></td>
</tr>
<tr>
<td>(7) Future</td>
<td></td>
<td>6/28/2010</td>
<td></td>
</tr>
</tbody>
</table>

### Active Issues

- **Project: Operating System Upgrade (2)**
  - Need to build As-Is Manufacturing Process
    - Status: Complete
    - Assigned To: Steve Masters
    - Due Date: 6/18/2010
  - Build Safety procedures
    - Status: Complete
    - Assigned To: Steve Masters
    - Due Date: 6/25/2010

### Task Summary

- In Progress: 4 (4%)
- Late: 45 (52%)
- Not Started: 7 (8%)

### Project Health

- Project Name: Operating System Upgrade
- % Complete: 42%
- Schedule Status: Red
- Issue Status: Green
- Risk Status: Green

### Meetings & Events
There are currently no upcoming events. To add a new event, click "Add new event" below.

- Add new event

### Project Documents

There are no items to show in this view of the "Project Documents" document library. To create a new item, click "Add new document" below.

- Add new document
Description
The contents found in this IIL PM Basics template may be used "as is" to develop information for your project. However, users may want to tailor these entries and forms to better meet the specific needs of their project types as well as their organization's planning, tracking, and reporting requirements. The template contents shown herein are customizable per your own requirements.

Project Announcements
There are currently no active announcements. To add a new announcement, click "Add new announcement".

Add new announcement

Work Summary

Overdue Items

<table>
<thead>
<tr>
<th>List Name</th>
<th>Title</th>
<th>Assigned To</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Register</td>
<td>SP Training</td>
<td></td>
<td>6/22/2012</td>
</tr>
</tbody>
</table>
Enterprise PPM - Cloud Based Solutions

Combine formal and emergent work streams

Central support

Flexible and configurable

Collaborate with clients to develop PPM capabilities

Graphical workflow models to build process & project workflows

Systems integration

Team based collaboration – social networking

Build business portfolio & strategy budget models

Pricing models – short term contracts

Source: Gartner (2015)
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- Rethinking PM
- Challenging the dominant paradigm
- Standard Frameworks
- Enabling Technology
- Where does the Engineer fit?

Where to from here?
Developing Project Management Capability

1. Define a PM Approach
2. Detail the Key Processes
3. Design tools, processes, aids etc.
4. Train staff
5. Embed the processes
Understanding the Value of PM

Source: Thomas & Mullaly (2007)
Questions?
References


