

The Changing Face of Project Management

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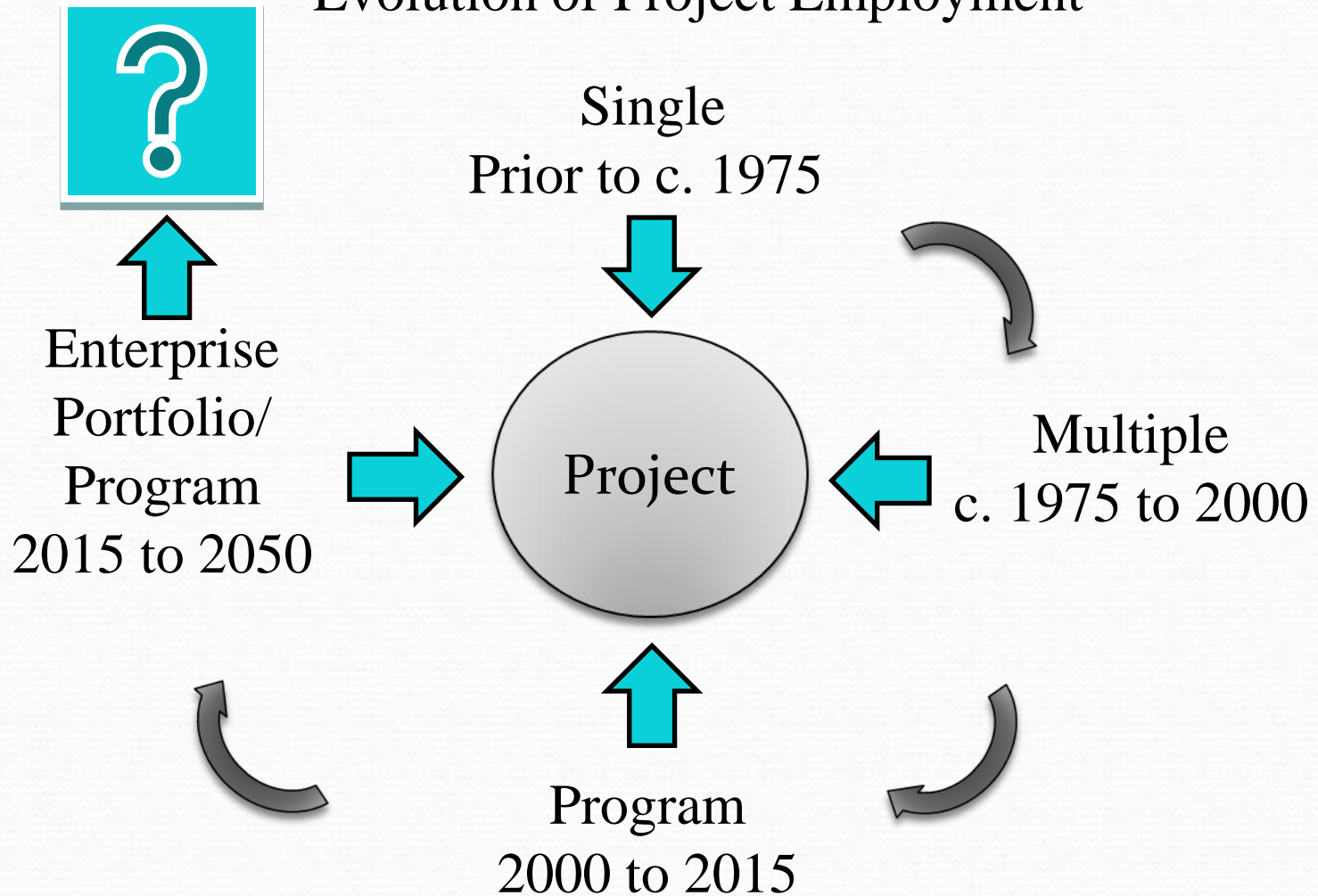
Dealing With Change

If we could -- by a deliberate and diabolic stroke eliminate all projects and all project management literature – how would we (could we) deal with change in the world?

Dr. David I. Cleland

“Change is inevitable; progress is optional”

Evolution of Project Employment



Project Experience and Theory

“Fools say they prefer to learn from experience. I, however, prefer to learn from the experiences of others.”

Otto von Bismarck 1815-1898

History of Project Management

- **History suggests that project management in some form existed more than 5000 years ago**
- **Evidence of projects**
 - **Artifacts that are the products of projects**
 - **Literature that refers to projects – 17th century**
 - **Charters that prescribe actions in a stated timeframe**
 - **Records of voyages of discovery**

Samples of Project Artifacts

- **Egyptian Pyramids – c. 2700 BC to 2500 BC**
- **Great Wall of China –**
 - 217 BC to 208 BC (5,000 Km)
 - 100 BC to 97 BC (5,000 Km)
 - 1138 to 1198 (5,000 Km)
 - 1368 to 1644 (5,000 Km)
- **European Cathedrals – 1050 to 1417**
- **Panama Canal – 1870 to 1914**
- **US Transcontinental Railroad – 1862 to 1869**



Machu Picchu, Peru – c. 1495 to 1530

Tower of Pisa, Italy

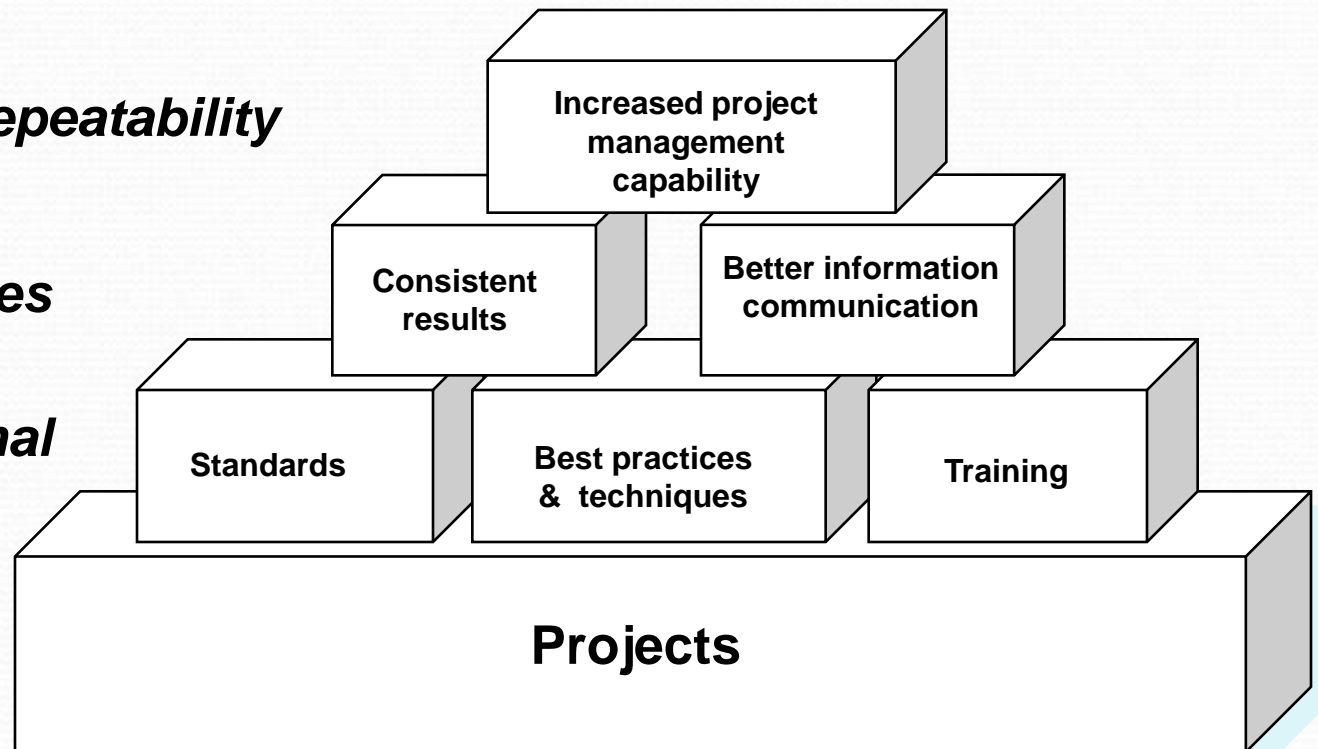


Goals of Modern Project Management

Consistence and repeatability

Project successes

Meet organizational goals



Current Issues in Projects

- **Project participants lack planning skills to adequately develop Project Plans that are realistic and success oriented.**
 - **Don't understand the difference between "fact" and "assumption"**
 - **Can't envision the future of project execution**
 - **Don't understand the need and degree of controls for projects**
- **Project participants lack problem-solving skills to address simple to complex issues**
 - **Don't have the competence in problem-solving**
 - **Often define the symptoms as the problem**

Current Issues in Projects (cont)

- **Project participants lack the skills to be an active team member**
 - **Don't have knowledge and skills to serve in an active team role**
 - **Follow the reward system for individuals**

Teamwork

"It's easy to get the players. Gettin'em to play together, that's the hard part"



— CASEY STENGEL

Individual Project Competence

Knowledge + Skills + Behavior = Competence

Knowledge

- Project Techniques
- Practices & Theory
- Processes
- Planning
- and more

Skills

- Interpersonal
- Communication
- Problem Solving
- Technical
- and more

Behavior

- Emotional Intelligence
- Leadership
- Conflict Resolution
- Ethics
- Results Orientation
- Reliability
- and more

Team Member Attitude

**Project Manager's attitude is contagious.
It will be transferred to the Team.**

Positive Attitude -- the Will to Win.

**Take responsibility for direction, don't say
the boss or client says we must do it this way!**

**Don't let small failures be reflected through
over reaction!**

Don't let Team post negative cartoons!

Commitment to purpose!

Leadership & Followership

- **Leadership or Leadersheep?**
 - **Bold Leadership at the risk of failing**
 - **Lead, Follow, or Get Out of the Way**
 - **Loyalty and support of team**
- **Followership or Followersheep?**
 - **Loyalty and Commitment**
 - **Be an active Team Member**

Reward System

“This officer failed to achieve the desired results when given conflicting instructions.”

*US Army Officer’s Performance
Evaluation Report. c.1967*

Individual Competence Results

- Builds Trust
- Encourages Commitment
- Thinks as a Team Player
- Enhances Communication
 - Words or Semantic Notations
 - Graphics / Illustrations
 - Mathematics

Organizational Competence in Project Management

- Selection of the “right” projects
 - Size, profit margin, duration, risk,
 - Within organization’s capability
 - Balances complexity challenges
 - Links projects to strategic goals
- Organizational design supports projects
- Managers support projects from top to bottom

Organizational Competence Results

- Sharp focus on project selection and management
- Reduces waste of resources – gains productivity
- More efficient and effective practices – better practices
- Less strain on the project team– less turnover
- Better customer relationships through improved satisfaction

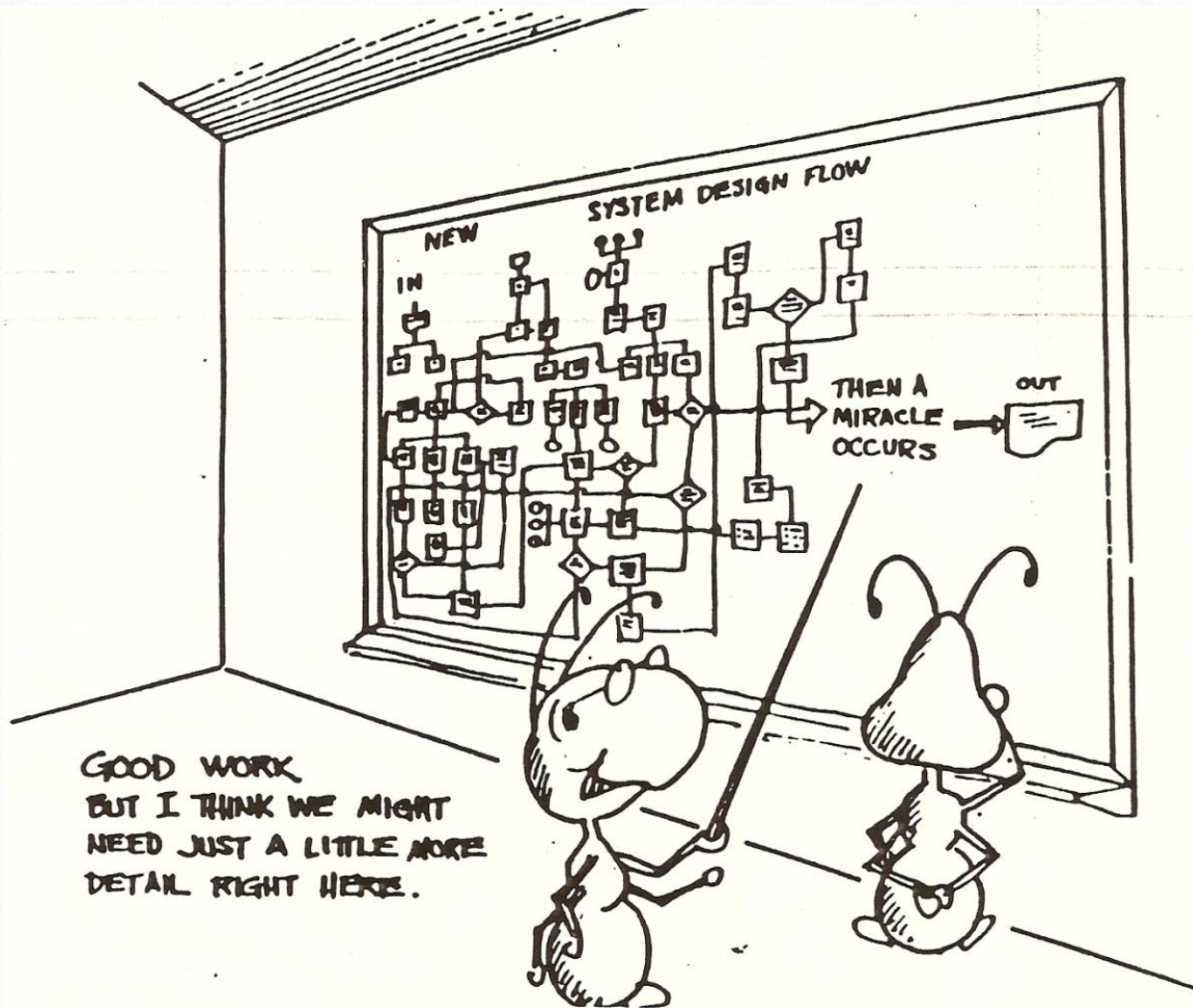
Planning Weaknesses

- **Deliverables not defined**
- **Facts and assumptions not listed**
- **Too many assumptions**
- **Issues not resolved prior to start**
- **Risks not identified & managed**
- **Project and product interfaces not identified**

Project Planning

- Creating realistic plans is a part of project work
- All managers/leaders need planning skills
- Most people do not plan for the future

Schedule Planning



State of Projects

- Prior thinking was in terms of a single project model, i.e., time, cost, technical performance.
- Many organizations still manage each project as a separate entity.
- Project selection is often made based on subjective data or personal desires.

Trends in Projects

- Expanded thinking in managing work in multiple projects.
- Literature focusing on managing projects in portfolios and programs.
 - Multiple projects that have unrelated products (portfolio).
 - Multiple projects that have an integrated product(s) (programs).
- Selection of projects based on more than profit alone, e.g.,
 - Byproducts that have value
 - Building on corporate capability
- Corporations building project management as a core competence.

Project Improvements

- **Teambuilding**
- **Consensus Building**
- **Meeting Management**
- **Project Planning**
- **Interpersonal Skills Management**
- **Middle and Senior Level Training on Projects**
- **Best Practices in Project Management**
- **Organizational Design**

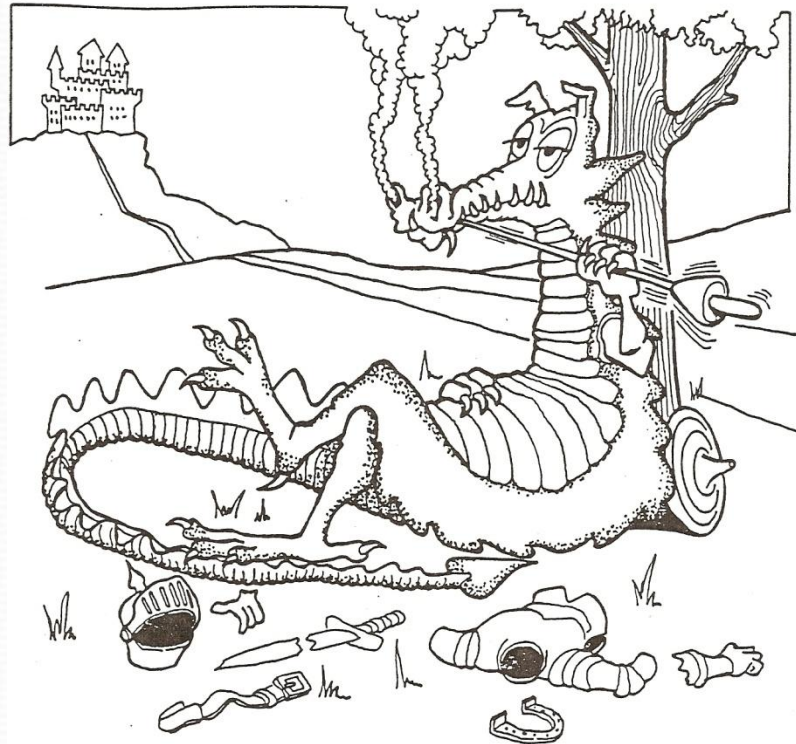
Challenges

- More managerially complex projects
- Critical need for interpersonal & behavioral skills
- Growing number of multinational projects
- Dependence on technology
- Demand for accountability

Sometimes the Dragon Wins

Remember . . .

*No Matter How Hard You Work . . .
No Matter How Right You Are . . .*



Sometimes the Dragon Wins

Future of Projects

- Projects are building blocks to an organization's success.
- Projects selected based on –
 - Strategic goal alignment
 - Balance of small, medium, and large projects
 - Balance of low, medium, and high risk projects
 - Balance of low, medium, and high profit margins
 - Degree of managerial complexity
 - Projects are managed in a portfolio

Future of Projects (cont.)

- Corporations will convert from training individuals in project management to training teams to perform project work.
- Corporations will emphasize the behavioral side of working together as teams.
 - Self-awareness
 - Self-control
 - Respect for others

Future of Projects (cont.)

- Single project management
 - Understand vocabulary and methodology
 - Understand techniques and tools
- Multiple project management
 - Program management
 - Grouping similar projects for economy
- Enterprise project management
 - Project Portfolio Management
 - Top down view

In summary

- Project history is shown by more than 5000 years of artifacts
- Enterprise Project Management is the wave of the future.
 - Behavioral attributes will be emphasized as essential for project managers
 - Productivity will be achieved in the future through
 - Better on the job performance
 - Better planning
 - Better communications
- Project managers will be challenged to demonstrate competence in all aspects of project management

Acknowledgements

The information contained in this presentation consists partly of concepts described in the following sources.

- Daniel Boorstin, *The Discoverers*
- David Cleland, *Project Management: Strategic Design & Implementation*, 5th ed.
- William R. Duncan, various papers and workshops
- Stacy A. Goff, various papers and workshops
- David McCullough, *The Path Between the Seas: The Creation of the Panama Canal 1870-1914*

Role of the Professional Assn

- What is a professional association?
- Why do they exist?
- How popular are they?
- How are they organized?
- What makes them successful?

Professional Associations

- More than 54,000 in the US
 - Largest: National Geographic – 10 million
 - Smallest: National Kraut Packers – 4
- Do good things through volunteer labor
- Source of intellectual capital

Professional Associations

- Start with an idea -- grow through dedicated, focused effort.
- Are formalized through a charter or incorporation – “contract” with the State / Provincial government
- Have Bylaws -- the “contract” between the organization and members.
- Gain members through reputation and providing benefits.

Professional Assn Benefits

- Timely communication with members
 - Items of interest
 - Monthly newsletter
- Professional certification
 - IPMA 4-L-C
 - Organizational accreditation
 - Student program
- Member contact with others with similar interests
- Member recognition, e.g., awards program

Governance

- Internal Policies & Procedures
- Strategic Plan
- Code of Ethics
- Robert's Rules of Order
- Board of Directors Meeting Minutes
- Directors have:
 - Stated roles and responsibilities
 - Programs that build on strategic goals
 - Reports of progress

Governance (cont)

- Finance Revenue
 - Membership dues
 - Certification
 - Other
- Expenditures
 - Website
 - Admin help
 - Recruiting
 - Advertising
 - Congresses
 - Other

Competition

- List of Professional Associations
 - Why competition?
- List of commercial organizations
 - Why competition?

How do you measure Success?

- Membership numbers?
- Bank account?
- Programs?
- Activities such as Congresses?

Summary

- Professional associations are difficult to manage.
 - Regular BoD's Meetings
 - Association Goals
 - Recruit Officers
 - Who does the work?