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Spring 2015
ISSUE 282/£13.75

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in project
management
exposed

INTERVIEW

**FROM THE
TOP**

APM chief executive
takes the hot seat

INSIDE

**8-PAGE
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SPECIAL**

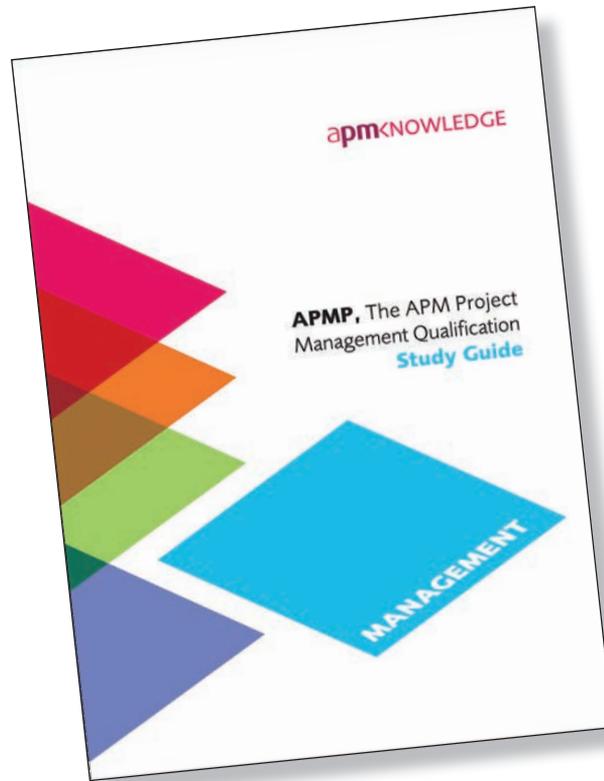


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Welcome

One of the most exciting things that you can do as an editor is to relaunch a magazine. There is something enormously satisfying about starting with a clean slate and having the opportunity to shape something new out of it. You can experiment with different ideas and creative treatments, bring fresh columnists and contributors on board, and explore subject matter that has not previously been covered.

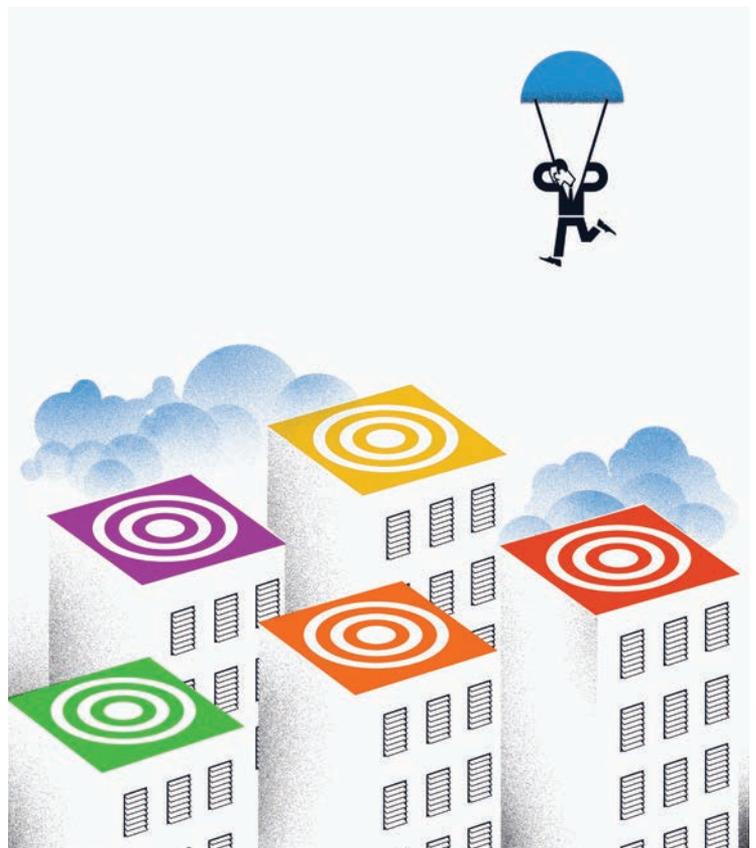
So I consider it a great honour to have been charged with the responsibility of relaunching *Project* as a quarterly magazine on behalf of APM. Importantly, the relaunch of *Project* is about more than introducing a new look; it represents the magazine's commitment to supporting APM's 2020 strategy and the vision of creating a world where all projects succeed.

The aim of *Project*, as APM chairman Steve Wake explains on page 19, is to get to the heart of what project, programme and portfolio managers do, and to mine and share good practice, wherever that may be. Hence we will closely examine projects that are delivered successfully and highlight key lessons learned for you to apply in your own work. By doing this, we hope that we are applying the excellent philosophy of 'listening, learning and leading'.

In this issue of *Project*, you will find plenty of useful, practical articles that will help you to be even more successful in your career. Since this is the issue of the magazine that coincides with APM's Annual Conference, you will also find several articles that relate to the conference theme of 'myth busting' in one way or another. In addition, we are proud to bring you a profile interview with Sara Drake, APM's new chief executive. Discover her first impressions of the project management world and her vision for the future, on page 24. Finally, a number of new columnists have joined the magazine – I hope you enjoy reading what they have to say.

As you know, at *Project* we always welcome your feedback on the issue, but that is particularly the case with this relaunch. Please do write in and tell me what you think of your new magazine. I love hearing from you.

Sally Percy



SIMON DUCROQUET/IKON; COVER IMAGE/GEMMA DAY



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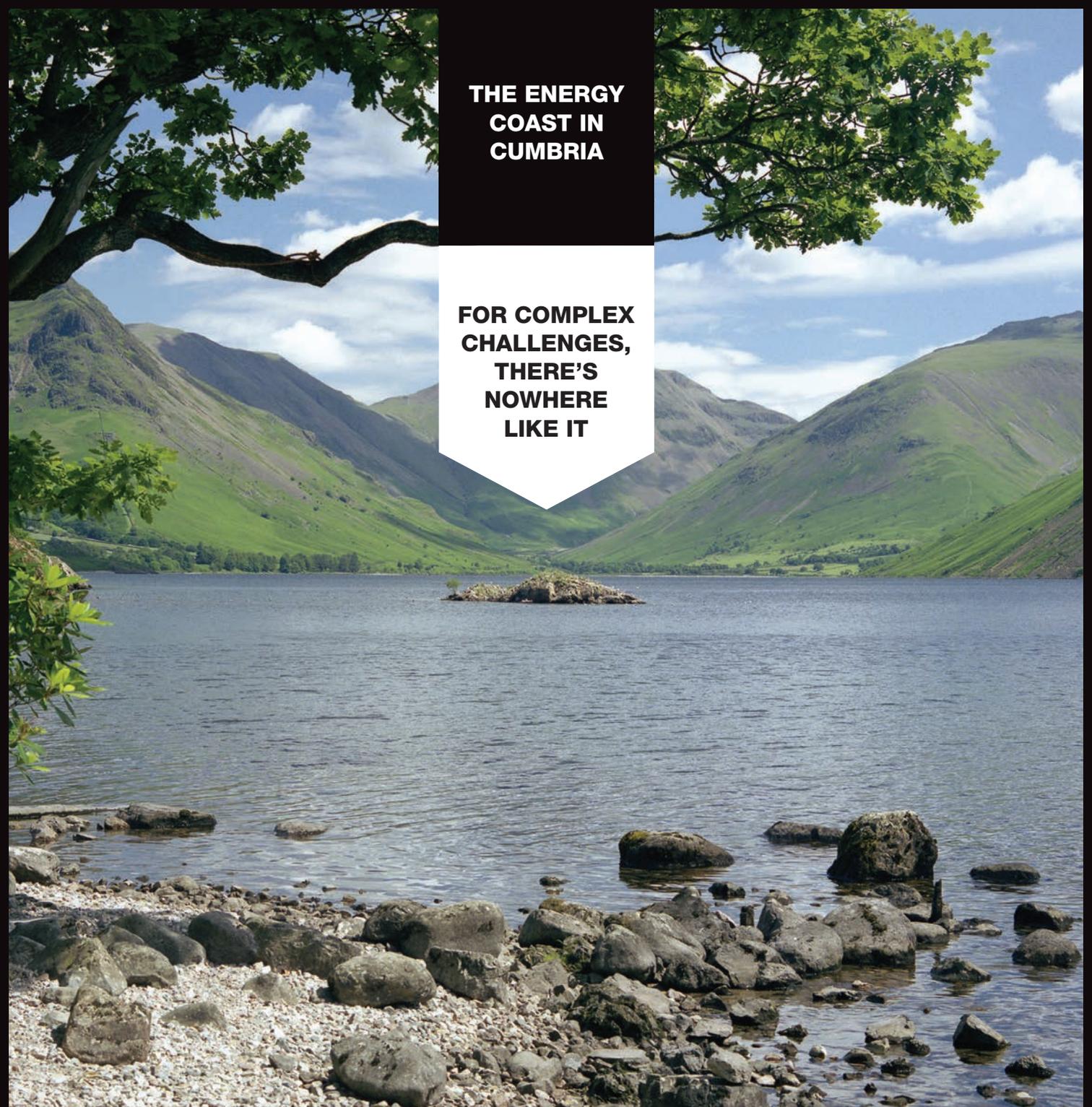
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Tel: 0845 458 1944 Fax: 0845 458 8807 apm.org.uk

Cover price: £13.75. Annual subscription fee: UK: £56.50 Europe: £66.50 International: £77

PROJECT (ISSN 0957-7033) is published by the Association for Project Management in association with Think Publishing, Capital House, 25 Chapel Street, London NW1 5DH Tel: 020 3771 7200 thinkpublishing.co.uk



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CHARLIE BEST

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“ We set clear time frames for the project and we were rigorous about whether the actions were delivered on time ”



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KICK-OFF



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Lack of skills threatens infrastructure projects

Government and industry need to invest £2.5bn into training and developing expert personnel

UK infrastructure projects could be hit by higher costs, delays, bad decision-making and poor project delivery in the next decade due to a lack of scientists, engineers and technicians.

These are the findings of *The Skills Deficit: Consequences and Opportunities for UK Infrastructure*, a report created by design, engineering and project management consultancy Atkins.

According to the report, the government and industry together will need to invest £2.5bn in training and development in order to plug

the gap and meet the UK's infrastructure requirements over the next decade.

Among the consequences of the predicted lack of skills are an increased cost of delivering infrastructure, primarily due to wage inflation, and the possibility of delays to project delivery on key infrastructure projects across all sectors. There is also the risk of projects being affected by poor decision-making or delivery due to not having the right people in the right jobs.

The study also highlighted that an increased use of

overseas engineers could result in the loss of intellectual property and skills from the UK and the stifling of innovation due to a lack of resources. It also suggested that the UK may become a less attractive place to live, work and invest if the country's capacity to deliver new or upgraded infrastructure is impacted.

The report identified a number of potential solutions, including making better use of innovation and technology to improve efficiency; investing more in developing transferable skills so that people can operate across different projects and industries; and providing more career entry routes for young people. It also suggested that there should be greater focus on diversity to create a larger pool of potential scientists and engineers.

Commenting on the study, Nick Roberts, Atkins' chief executive officer, UK and Europe, said: "There is a multibillion-pound pipeline of infrastructure projects to be delivered over the coming years to meet the needs of

COMMENT

“There is a shortage at every level. I think it's the biggest risk to the delivery of new infrastructure”



DAVID ROOKE
is executive
director of
flood and
coastal risk management,
Environment Agency

“Britain is great at engineering, but this will not continue if we don't address the massive shortage of skills”



MIRANDA DAVIES is
director of
emerging talent
at Thales

a growing population and the evolving way we live and work in the 21st century. But all these schemes rely on having the people with the right skills available to deliver them. There is a need for industry, academia, government and institutions to work together more closely now to avoid the consequences for the UK's infrastructure highlighted in the report becoming a reality.”



GETTY

BELOW: HIGHLIGHTS FROM A STUDY BY THE CENTRE FOR ECONOMICS AND BUSINESS RESEARCH ON BEHALF OF ENGINEERINGUK

£455.6bn

the amount that the engineering sectors contributed to UK GDP in 2014

27.1%

the proportion of UK GDP that the engineering sectors were responsible for in 2014



182,000

the number of individuals with engineering skills that engineering companies will require annually in the decade to 2022

55,000

the current annual shortfall of engineering workers in the UK



£27bn

the amount that will be generated for the UK economy by 2022 if demand for engineering jobs is filled



Project managers work for free on one day a week

The average project professional works at least 20 per cent more than their contracted hours, according to a report from Arras People.

The recruiter's latest *Project Management Benchmark Report* found that project

“The report found that 24 per cent of UK-based practitioners say they are using agile concepts in their day-to-day activities”

professionals are working the equivalent of an extra day every week for no more remuneration. It also revealed that wage levels have, in general, stayed stagnant for project managers in recent years.

The report, which is based on feedback from more than 2,000 practitioners, reveals that just 37 per cent

of UK-based contractors saw their day rates rise above inflation during 2014. Meanwhile, 43 per cent of UK-based employees in the private sector saw their salary rise by more than inflation, compared with 16 per cent of their public-sector peers.

Programme managers in the UK earn £65,460 on average, and command an average day rate of £587. Meanwhile, UK-based project managers earn an average of £47,180, with an average day rate of £437. For portfolio managers, the average pay packet is £72,170, with an average day rate of £615. Meanwhile, PMO managers are typically on £59,053, with an average day rate of £494.

The report also looked at project professionals' work circumstances, development, remuneration and education. It found that 24 per cent of UK-based practitioners say they are using agile concepts in their day-to-day activities, yet just 8 per cent have a recognised agile project management accreditation.

BELOW:
KEY FINDINGS OF
THE ARRAS PEOPLE
PROJECT MANAGEMENT
BENCHMARK REPORT



73%
of participants
were male



£47,180
the average salary of
a UK project manager

£437
the average day rate
of a project manager
on a contract

£65,460
the average salary of
a programme manager



73%
of those surveyed
professionals had
at least a BA degree

45%
of those surveyed
had more than 10
years' experience
in their current role

AROUND THE UK

ARTELIA RECEIVES DIVINE CALLING

» Global engineering consultancy Artelia has been appointed to work on two of the UK's most historic religious buildings. It will act as quantity surveyor for essential restoration and conservation work on the Cathedral and Abbey Church of St Alban, the oldest site of continuous Christian worship in Britain. It will fulfil a similar role on a number of projects at Canterbury Cathedral, including work on the cathedral itself and the creation of a new Welcome Centre with a café and community space.

BALFOUR BEATTY WADES IN TO THAMES WATER PROJECT

» Infrastructure giant Balfour Beatty has signed a five-year contract with Thames Water worth £800m in a joint venture with engineering companies Skanska and MWH Treatment. The contract will initially run from April 2015 to March 2020, with an option to extend it for a further five years. Under the contract, the joint venture partners will be tasked with creating and maintaining the necessary water infrastructure across the Thames Water network, including pipes, pumping stations and water treatment works.

ROLLS-ROYCE LANDS NUCLEAR CONTRACT

» Rolls-Royce has been awarded a contract to supply boron measurement systems for the fleet of 34 900MW nuclear reactors owned and operated by EDF Group in France. The boron meter technology provides real-time data on boron concentration levels in the reactor coolant and it is essential to ensure safe operation. Rolls-Royce provides instrumentation and control systems to more than 200 nuclear reactors worldwide, including all 58 nuclear reactors in France. It has a centre of excellence in Grenoble and its relationship with EDF spans over 40 years.

Robots are set to boost global manufacturing

Advanced industrial robots will power the next productivity surge in manufacturing, according to new research by the Boston Consulting Group. The management consultancy predicts that, by 2025, the use of these kinds of robots could boost productivity by up to 30 per cent and lower total labour costs by 18 per cent in countries such as the US, South Korea, China, Japan and Germany. Improvements in the price, performance and capabilities of this kind of technology are driving the change.

The study suggests that investment in industrial robots will accelerate significantly over the next decade in the world's 25 largest goods-exporting nations. In China, one of the biggest markets for robots, greater use of automation could compensate, in part, for the loss in cost competitiveness brought on by rising factory wages and the growing challenge of finding manufacturing workers.

Nations such as France, Italy, Belgium and Brazil, where robotics investment is projected to lag and where low

productivity growth is already a problem, are likely to see their manufacturing competitiveness deteriorate further over the next decade.

"As labour costs rise around the world, it is becoming increasingly critical that manufacturers rapidly take steps to improve their output per worker to stay competitive," said Harold L Sirkin, a senior partner at the Boston Consulting Group. "Companies are finding that advances in robotics and other manufacturing technologies offer some of the best opportunities to sharply improve productivity."

The robotics study is part of ongoing research by the Boston Consulting Group on the impact of advanced manufacturing technologies, which also include 3D printing, digital manufacturing and the industrial internet.



AROUND THE WORLD

PETROFAC WINS \$4BN CONTRACT IN KUWAIT

>> International oilfield services giant Petrofac has won a \$4bn contract from the Kuwait Oil Company for a heavy oil development programme. The scope of the work covers greenfield and brownfield facilities in the north of the country and includes engineering, procurement, construction, commissioning, start-up and operations, and maintenance work for the main facility and associated infrastructure. Petrofac is leading a consortium with Greece-based Consolidated Contractors Company as its partner.

TURNER & TOWNSEND TAKES HONG KONG JOB

>> Hong Kong International Airport has appointed professional services firm Turner & Townsend to provide master-planning, procurement strategy and risk management services for the development of its new three-runway system. This includes the formation of 650 hectares of land north of the existing airport island and the construction of a third runway and related airfield infrastructure, as well as expansion of the existing Terminal 2. The construction will take approximately eight years to complete.

To find out about Turner & Townsend's work at Abu Dhabi Airport, see page 38

ATKINS GOES TO GREAT HEIGHTS IN CHINA

>> Design, engineering and project management consultancy Atkins has been awarded a contract to design a landmark super-tall development in Changsha, a city in the Hunan province of China. The Northstar Changsha Centre will cover a floor area of 406,000m² and will integrate residential, retail, cultural and commercial spaces to create a central public space, and includes a 400m tower. The project has been designed to be pedestrian-friendly, and a civic plaza will connect the buildings with a network of elevated walkways.

Sun shines on Chinese solar power industry

Rapid growth in China's solar power industry will provide opportunities for UK businesses over the next five years, according to market research firm CCM. The country's solar capacity jumped to 18.6GW in 2013, from just 0.8GW in 2010. Furthermore, experts predict that it will grow by 40 per cent each year for the next five years.

The boom is the result of government support as China tries to contain carbon emissions, reduce

air pollution and improve its energy security to reach targets set by the National Development and Reform Commission. By 2018, it will be the world's largest market for solar power.

Although the new capacity will largely be manufactured and installed by Chinese companies, these companies are dependent on imports for several key materials and technologies. Materials such as silver paste, TPT backsheets and EVA



GETTY

encapsulant film are all in short supply in China.

The nation is also yet to develop the high-end equipment capable of producing high-purity polysilicon, which could benefit UK businesses.

MoD awards tanker refit to A&P Group

Ship repairer A&P Group has been awarded a £15m contract by the Ministry of Defence (MoD) to complete the fit-out of the Royal Fleet Auxiliary's new fleet of four tankers.

The Military Afloat Reach and Sustainability (MARS) tankers will maintain the Royal Navy's ability to refuel at sea as well as enabling it to provide fuel to warships and task groups. The tankers will also support deployed amphibious, land and air forces close to

the shore and have the ability to operate helicopters. The contract means that A&P Group will now maintain 13 Royal Navy vessels from its base in Falmouth.

The new tankers, currently being built in South Korea, are 201m long with a beam of nearly 29m. The first tanker, RFA *Tidespring*, is due to arrive in the UK in December 2015 and the others will follow at intervals of six months thereafter.



MoD

A&P Group will customise the vessels to UK MoD standards and support each of them as they go through their initial capability assessment trials. This will create 16 new jobs, including six new apprenticeships, as well as help to secure 350 jobs at its Falmouth site. A&P Group will provide through-life support

to all four ships in service for a minimum of three years.

The company already has a contract to provide maintenance and support to groups of MoD vessels, including RFA *Argus* and the RFA Bay Class vessels *Mounts Bay*, *Cardigan Bay* and *Lyme Bay*, at home and abroad until 2018.



The winning team from KBR with Andy Brown from the ECITB (third from left)

KBR WINS TOP PROJECT MANAGEMENT COMPETITION

KBR bagged the winner's trophy at the prestigious 26th Active Cup Project Management Competition in January. The engineering, construction and services company battled it out with 10 other teams to take home the gong at the competition hosted by the Engineering Construction Industry Training Board (ECITB).

The competition is part of a wider industry programme of project management training within the engineering construction industry.

Speaking about the company's success, Barry Weightman, senior manager – engineering operations at KBR, said: "On behalf of KBR, I was delighted to witness our team winning this rigorous competition. It is a fantastic learning experience for all participants taking part and KBR is proud to be a long-standing supporter of the ECITB."

EEF launches Lean Academy for smaller manufacturers

Manufacturers' organisation EEF has launched a new academy for mid-sized and SME manufacturers in order to provide them with better access to the market-leading and transformational practices and techniques used by bigger businesses.

Lean is a business-model and management approach geared around continuously improving processes and efficiency, leading to greater productivity. Heavy equipment manufacturers JCB and Caterpillar are

among the big businesses already using the model.

The cost of a dedicated Lean Academy had previously put the technique out of reach for many mid-sized and SME manufacturers, but EEF's new academy will change this. It is built around a full-scale, configurable and transportable modular assembly line, which can be reconfigured to challenge a company's employees as they learn during the course of a 12-day programme.



JCB

NUMBERS

47.8%
of organisations in the oil and gas sector have revised their pay budgets down for 2015, according to Aon Hewitt

\$40m
is the sum set aside to establish an authority to oversee immediate planning work for the stagnant Metro rail tunnel project in Melbourne, Australia

\$75,000
is the amount that programme management company CH2M Hill donated to the UK education charity Teach First to support teaching of science, technology, engineering and maths

90 DAYS IN THE LIFE OF

This issue *Project* meets Sue Kershaw, director of rail (Europe), CH2M Hill



How long have you been in your current job and what do you like most about it?

I joined the company in September 2014. I have a fantastic portfolio covering what is happening in the rail sector in the whole of the UK and continental Europe. This spans major projects that CH2M Hill is working on, including the likes of HS2 and Crossrail 1 and 2. These have been added to our diverse work banks with Network Rail and Transport for London.

What have been the biggest professional challenges that you have faced over the past 90 days and why?

With so many ongoing projects, finding a steady stream of best-in-class talent to fit the client can be a challenge. A strong pool of people and our collaborative working approach has meant that we have been able to respond well to these challenges, however.

What is the most important lesson that you have learned over the past 90 days?

Promoting a collaborative working approach is really important to delivering top-quality service to clients. With UK

infrastructure in the midst of such a boom, there is a wealth of work available to those within the sector. This is promoting more organisations to work collaboratively and to develop world-class project management skills.

Looking ahead to the next 90 days, what will be the biggest challenge facing you and why?

This will be enacting my business strategy for the year: developing CH2M Hill's rail portfolio, while continuing to provide top-quality service to our clients.

If you had the opportunity to spend 90 days with anyone – living or dead – who would that person be and why?

Personally, it would be Melinda Gates. As well as being a respected businesswoman in her own right, I have great admiration for the charitable work that she does as part of the Bill & Melinda Gates Foundation. It makes a huge difference to so many lives.

WOULD YOU LIKE TO FEATURE IN 90 DAYS IN THE LIFE OF?

Email sally.percy@projectmagazine.co.uk

DIARY DATES

31 March What is NEC3? Bristol	animals London
9 April Organisational project management High Wycombe	16-17 June Putting down the roots of good governance (eVa20) London
15 April Building project leaders to deliver HM Government's major project portfolio Webinar	11-12 September Underground design and construction conference Hong Kong
23 April The role of the PMO Great Malvern	24 September 2015 National Conference of Women in Project Management London
14 May Project and programme management are two different	12 November Project Controls Expo 2015 London

See the full list of diary dates and booking information online at apm.org.uk/events

FOCUS ON...

Delivery

Deloitte has published a point-of-view paper addressing how capital projects can be delivered more effectively. The paper, entitled *Delivery remodelled the capability approach*, says that setting up the delivery strategy and organisation at the start of a project is critical to success. But it also points out that often little focus is given to mapping what capabilities – people, processes and systems – are required for the project before a delivery strategy

is developed and partners are engaged.

The paper argues that it is time to take a new approach to delivery by mapping the capabilities that are required to deliver the project. It says that this will avoid inefficiency, enable better decision-making and management of risk, and improve control.

“Doing this consistently well and getting this consistently right will result in real and marked improvements

in the outcome of capital projects,” the paper says. “Planning and delivering the required capabilities in a structured and coordinated way can also support delivery against wider organisational objectives and long-term vision.”

The paper also explores how a chosen delivery strategy impacts a capital project organisation.

To download the paper and read it in full, see <http://tinyurl.com/nvftp4n>



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Our flagship programme, which is led by Rolls-Royce, AMEC Foster Wheeler, Sellafield, E.ON and UTC Aerospace Systems (UTAS), has graduated over 450 students since 2003.

Due to the success of the programme in Manchester, it is now delivered in partnership with institutions in Singapore and Brazil.

Rather than simply acquiring knowledge and theory, the course focuses on the practical aspects of managing projects. This facilitates the development of critical thinking and reflective practice, which adds value to students and their companies.

The programme's blended learning approach combines face-to-face teaching with web-enabled technology through our virtual learning environment. Students attend two-day plenaries every six months and two one-day mid-term events. This provides significant networking benefits across a wide range of industry sectors, including aerospace, nuclear, energy, construction, IT and finance.

Students build their course of study by registering for modules individually. Study can be for CPD, Postgraduate Certificate, Diploma and/or MSc. Students have typically been sponsored by industry; however, we now accept applications from suitably qualified and experienced individuals.

Project Management is part of a suite of professional development programmes that we offer at Manchester.



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NETWORK

KEEPING
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MEMBERS
CONNECTED

London branch committee member has become APM's youngest RPP

Mike Wallace, a committee member of APM's London branch, has become the association's youngest APM Registered Project Professional (RPP).

Wallace, 29, has more than seven years' experience as a project professional in the delivery of capital programmes, large procurement projects and business change initiatives in the public and private sectors, both in the UK and internationally. His particular focus is on transport and mining, and he has a demonstrable track record of strong leadership and interpersonal skills. It is his firm focus on delivery and his pragmatic approach to inspiring project teams working in difficult environments that has enabled him to achieve RPP designation.

After studying engineering science at Keble College, Oxford, Wallace joined engineering consultancy Mott MacDonald where he managed rail projects. Building upon this firm foundation, he then

moved to join the Nichols Group where he tackled ever-bigger challenges, including work on a multibillion-dollar mining programme in Brazil.

Since returning to the UK, Wallace has worked for PA Consulting where he has led multiple project and programme turnaround assignments. He is one of PA's project planning subject matter experts and has worked with multiple project-based organisations to improve their performance and delivery maturity.

A committee member of the APM London branch, Wallace was a judge at the 2014 APM Project Management Awards. He has a strong commitment to helping others to develop their careers and commented: "I'm passionate about the project and programme management profession, and I'm absolutely delighted to have met the RPP standard. I look forward to helping others to achieve it in future."



EVENTS ROUND-UP

AN OVERVIEW OF SOME RECENT APM EVENTS FROM ACROSS THE UK

The Bloodhound Supersonic Car team addressed the APM South Wales and West of England branch on 22 January. Colin Higginson and Simon Harrison, consultants with management consultancy BMT Hi Q-Sigma, talked about their roles in the Bloodhound programme.

Higginson explained how he developed a robust schedule for the Bloodhound programme. He emphasised that certain required benefits were identified to help assess the schedule options. These included assisting the building of a 'one team' ethos; providing focus for the team on end delivery; demonstrating to each team member how important

their contribution will be; offering assurance to existing sponsors on the project's delivery timescales; and giving the Bloodhound team the ability to demonstrate an achievable plan to sponsors.

Harrison then described his role in refining the schedule and improving project control. The detailed, fully resourced schedule set deadlines for key staff and progress against the plan. Progress was monitored with fortnightly update team meetings, supplemented with 1-2-1 meetings with key staff.

Peter Taylor gave a talk on presentations to APM's Scottish branch in January. Taylor, the author of books including *The Lazy Project Manager* and *Real Project Management*, has delivered more than 200 presentations around the world over the past four years. So the branch was delighted that he had time to visit the Royal Scots Club in Edinburgh in order to deliver an entertaining and insightful talk.

Taylor highlighted some key areas to consider when presenting. These are purpose, tricks and techniques, content, time, style, the three Ps (prepare, present, profit),

risks, rules, hates and last, but certainly not least, being prepared for the unexpected!

CARBs – Energising your projects was held on 21 January at the University of Warwick. Organised by the Planning, Monitoring and Control Specific Interest Group (SIG), it looked at the issues of managing complexity, agile project management, benefits management and risk in a complex world. Stephen Jones, chair of the SIG, revealed that Twitter was "going mad" as people tweeted thoughts and images throughout the day.

FOR A FULL LIST OF UPCOMING EVENTS, VISIT APM.ORG.UK/EVENTS

To find out more about the APM branches and Specific Interest Groups, visit: apm.org.uk/groups



ALAMY

View from Hong Kong

APM Hong Kong branch's (APMHK's) first event of 2015 was held at Royal Hong Kong Yacht Club on 20 January, writes APMHK committee member Joe Wong.

Jim Pippin, director – operations and construction at electricity generation and transmission company CLP Holding, presented at the interesting event, which was entitled 'Project management governance system at CLP Power's generation business group'.

Pippin has oversight of the development and execution of projects across CLP's regions, including China, India, Australia and south-east Asia, as well as the functional management of CLP's project management governance system. So he was well placed to share his experience of adopting this formal system to review and manage project development and execution.

To enable the system to develop and strengthen its project management capabilities, projects are categorised and set up with various defined decision points and review points throughout the project life cycle. Pippin explained the three essential phases of 'decision', 'execution' and 'delivery' for each project. He then applied a number

of decision points and review points to each phase.

In the decision phase, the essential decision points are listing, budgeting, funding and award. A project cannot go forward without going through these decision points and without the support of the necessary submission documents. These include the project request, project *pro forma* (to justify the project) and the project execution plan (to define the scope of works and to put in cost and risk assessments).

In the execution phase, review points are set up for design freeze, construction and start-up. CLP expects a firm budget and is determined to ensure site safety and that good control methods are in place for significant projects, in particular. During this phase, a safety implementation plan is submitted.

In the delivery phase, the decision points are operation, technical close and financial close. CLP puts more formality on the substantial completion of projects and the post-implementation review. After the technical close there will be sharing of the lessons learned, which can be treated as a format for communication and as a training tool.

APM learning spreads to North America

After success in Europe and the Middle East, Professor Mark Reeson took his new style of experiential learning into North America in January.

He hosted a workshop entitled 'Effective and Sustainable Leadership', which was part of a conference held by power generation company TransAlta at the Fairmont Chateau Lake Louise in Alberta, Canada.

Participants at the workshop were all leaders or senior executives from the organisation. The whole event was geared



around bringing leadership and teamwork into real-life project environments.

Once the shock of having no PowerPoint presentation was over, the 84 participants worked in teams to run their projects in order to meet TransAlta processes and the best practices from the sixth edition of the *APM Body of Knowledge*. Topics covered included conflict management, teamwork and manpower issues.

TransAlta president and CEO Dawn Farrell commented: "This style of learning is unique. I was concerned about having a project management course at the event, but Mark has made the subject challenging for the participants, while simple to follow and relevant with its content. We will be using this type of approach in the future, without doubt."

For more on Professor Mark Reeson's experiential learning, see page 62

HELP US TO SHAPE THE FUTURE

The PMO SIG is looking for people to join its committee and to influence the development of portfolio, programme and project offices as enablers to effect project delivery. If you are interested in joining the SIG, contact the chair Emma-Ruth Arnaz-Pemberton at pмосиг@apm.org.uk



Making the case for sound benefits management

Last year the APM Benefits Management SIG undertook a questionnaire survey of members, to find out how benefits management is viewed in the organisations that members work for. The results of the survey are summarised here.

Respondents were almost all based in the UK, and worked in a wide spread of industrial sectors. Benefits management was highly rated for its relevance to the project challenges facing the organisations that members work for, but many respondents felt that it was difficult to fit into the way that their organisation undertakes projects.

Rarely was there a consensus throughout the whole organisation that benefits management should be integral to project management, and often there was a weak or very weak benefits focus in the wider approach to management. On the question related to the usefulness of benefits management in improving the contribution of projects to organisational goals, the results were mixed, with the most frequent answer being that benefits management is of some use.

Many of the comments made by respondents to explain their answers developed the theme that organisations appreciate the potential of benefits management, but find it hard to achieve that potential in practice. Keeping a focus on benefits during the whole of the project/programme life cycle is one of the hardest challenges.

The results resonate with the views of the Benefits Management SIG committee on the typical experiences of organisations. It is suggested that a common story would be that benefits management is highly relevant to the challenges faced by organisations, but turning that initial interest into action is a challenge. Benefits management may be difficult to fit into existing management routines and there may be resistance to it in parts of the organisation. This may hamper its usefulness in practice, and there will be ambiguity about the role and scope of benefits management across the organisation as a whole.

Profile of an APM volunteer



Name: **Emma Carroll-Walsh**
 Membership grade: **RPP MAPM**
 Volunteer role: **Midlands event sub-committee chair**

Why did you decide to become a volunteer with APM?

I have been very fortunate to be part of a company that actively promotes project management and continuous professional development (CPD). I have always mentored and coached others within Rolls-Royce, but I felt the time was right for me to try to help others with their CPD. Volunteering for the events sub-committee was one way of achieving that.

What benefits have you gained from being an APM volunteer?

I currently act as the events coordinator for our committee, which means that I have to oversee and track the events, ensuring that we meet our planning targets. I have always worked in a global project environment, so 'virtual' meetings have never been an issue. But trying to coordinate a Midlands 'virtual' meeting to engage all the events volunteers is certainly challenging, and it is testing my abilities to remain tenacious. I enjoy working with the team to identify new events and to offer these to the Midlands project management community. I have gained a much wider network through my involvement, which is helping me to understand more industries than just aerospace and engineering.

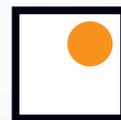
What would your top tip be to an APM member looking to become a volunteer?

Be a self-starter and be very driven. Like most things in life, you get out of something what you put in. So be prepared to dedicate the time and effort into making your volunteering post successful. If you have agreed to volunteer, make sure that you set aside sufficient time to fully carry out that role. Set yourself objectives that you will deliver - these could be around the time that you can dedicate, the role that you are going to play and the difference that you are going to make.

“I have gained a much wider network through my involvement, which is helping me to understand more industries than just aerospace and engineering”

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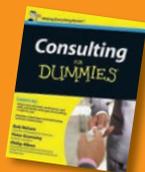
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Your view

Please send your letters to *Project's* editor, Sally Percy, at sally.percy@projectmagazine.co.uk. Letters may be edited for publication

STAR LETTER GET THE SPONSOR ON BOARD

A key principle of any Lean Six Sigma methodology is that the root cause of defects or errors is significantly more likely to be failure in process rather than people. Meanwhile, non-existent, poor or discontinuous project sponsorship is often cited as a key factor in project failure.

The aeroplane analogy is interesting here. At the front of the plane sit the pilot and co-pilot (project sponsor and project manager) and in the cabin, the crew (project team members) carry out their supporting tasks.

The objective of this team is to transport the passengers from one location to another safely, on time, at the lowest cost, and with the minimum disruption. The pilot, the co-pilot and the cabin crew all use checklists at defined stages of the flight to ensure that the plane has sufficient supplies and that all equipment meets the requirements.

In my experience, checklists are not always given the attention that they deserve by project teams. Checklists for project sponsors are rare indeed. But they should have predefined, standard tasks at each project stage to guide the project towards achieving its key objectives.

Items on a sponsor checklist could include:

- >> **Do you have evidence of sufficient authority to make decisions?**
- >> **Are you trained in the organisational project management methodology?**
- >> **Have all the business-critical steps in the stage been completed?**
- >> **Do all the risks in the stage have adequate mitigation?**
- >> **Have all change requests in the stage been approved?**
- >> **Are all the budget changes approved?**

The most appropriate time to complete the checklist will be at the end of a stage when evidence



is provided that progression to the next stage is justified.

Of course, we know that the human element of project sponsorship remains key to project success. But perhaps we should consider promoting the process element of the equation within our organisational methodologies. The results could be interesting.

Nick James FAPM,
senior general manager,
CEVA Logistics

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LINKEDIN STRONG LEADERSHIP REQUIRED



>> THE ISSUE

On APM's official LinkedIn group, community manager Laura Taylor highlighted a recent blog by Brenda Hales that stresses the importance of strong leadership if a project is to succeed. "Leadership makes or breaks complex projects," Hales said. "Why? Because complexity requires people to accept change. And people only accept change and flourish when they feel safe enough."

>> THE REACTION

"Leaders lead by example. They should ignite a passion in the people they're leading to be the best. To do that, they must enjoy what they do – and they should lead from the heart."

BJ Taylor, logistics, supply chain and procurement director



Follow *Project's* editor, Sally Percy, on Twitter. www.twitter.com/SPercy_Project

Best of the blogs

Using extracts that first appeared on APM's website, *Project* learns what APM's bloggers have been debating. The blogs are in full at apm.org.uk/blog

GOVERNANCE AND STAKEHOLDERS

Posted by Dr Lynda Bourne on 9 February 2015

The only reason that organisations exist is to meet the needs of stakeholders. Sometimes this can be a very limited group of stakeholders, such as the executive management group, or the shareholders/owners. Sometimes there is a much wider group of stakeholders that includes employees, suppliers and the wider community, as well as the organisation's management and shareholders or owners.

Since the publication of R Edward Freeman's 'Stakeholder Theory' in 1984, the pendulum has been steadily swinging towards his wider view of stakeholders.

Applying Stakeholder Theory is not easy, however, since each stakeholder group has competing needs and a desire to maximise their share of the organisation's outputs. But all of the stakeholders benefit from cooperating and balancing their needs against the greater benefits for all that can be gained by making the organisation successful.

These relationships are interdependent and require balanced decision-making:

>> The organisation will not be profitable unless its employees and suppliers work together constructively to make goods or create services that the customers are prepared to buy.

>> The organisation has to pay sufficient money and create a culture that attracts the right type of employee, but if employees take too much out of the organisation in the form of excessive pay, the organisation becomes uncompetitive and the employees lose their jobs.

The art of managing within Stakeholder Theory is to find ways to minimise the damage and maximise the benefits accrued

Applying Stakeholder Theory is not easy, however, since each stakeholder group has competing needs

by each of the stakeholder groups. This is a creative process and management teams that do it best create the most successful organisations with sustained growth and profitability.



DR LYNDA BOURNE is an award-winning project manager with more than 30 years' professional experience. She is CEO and managing director of Stakeholder Management Pty Ltd, based in Australia



THE IMPORTANCE OF CREATING CONSTANCY OF PURPOSE TO PROGRAMME SUCCESS

Posted by Merv Wyeth on 3 February 2015

The first of 14 steps that management must take, according to W Edwards Deming (the guru of modern management methods and quality), is to create constancy of purpose towards the improvement of product and service.

Constancy of purpose is vital in the context of organisational programme and portfolio management. We sometimes lose this constancy of purpose – what we are really all about – through the use of clumsy language. We talk of our mission, vision, objectives, aims, goals and strategies, attempting to create some form of hierarchy in an effort to convince our management-selves, and important others that it actually means something.

Phil Driver's 'OpenStrategies' approach draws this together by creating a simple framework to organise thinking about the purpose of projects and programmes. He states that "organisations create assets (products, services and infrastructure) and enable customers and citizens to use those assets to create benefits [outcomes] for themselves". In short, the purpose of any project or programme is to enable

customers or citizens to create benefits. Period. In order to do this successfully, the purpose should be razor-sharp, clear and easily understood.

Andy Griffie's recent blog entitled 'Learning the language of projectspeak' develops the idea of having to be bilingual as a programme director at the BBC.

A common purpose unites and helps to ensure that the right things are done well. It is the basis of continuous improvement in any system, including the removal of waste, and achieving an objective such as the transformation of American business and industry [Deming] or delivering public services that work [John Seddon].



MERV WYETH is chair of APM's Programme Management Specific Interest Group (SIG), committee member of the Benefits Management SIG and member of the SIG Steering Group



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Digging deeper

The relaunch of our journal is part of our strategy to closely connect with the project community



Welcome to the new *Project* quarterly journal.

When I became APM chairman in 2013, I wanted my tenure to stand for something. The APM board and I wanted to capture this in a single, simple, phrase, which we call 'listening, learning, leading'. I felt that this captured what APM and, more broadly, what project management should be about.

This relaunch of *Project* is a product of that philosophy, a symbol of what we want to be and a key deliverable from our 2020 strategy.

The listening phase started a number of years ago through an annual readership survey capturing feedback from members and magazine subscribers. In recent years, the survey revealed that while readers continued to value *Project* very highly, the numbers reading every issue were falling.

This prompted a deeper investigation into what was causing this change. From speaking to members, it became clear that, increasingly, as professionals you didn't have time to read a monthly journal and that, in order to make it an essential part of your professional development, you also wanted more depth.

As a result, we have introduced a new editor for *Project* – Sally Percy – a very experienced business journalist, and I hope you'll already notice the different approach that *Project* has taken since Sally took over in November.

Most notably, you will notice that *Project* has nearly 100 pages and its

frequency has changed from monthly to quarterly. More depth, less frequent, and still in print; a reflection of what we learned from readers during our research.

The benefit of this change is that it lets us delve more deeply into the world of project, programme and portfolio management – a change of approach that will become apparent as time goes on.

Project practice

The member feedback on this supports my own view that at the heart of project success is good practice. Some refer to it as 'back to basics', but that suggests it is easy, which we know it isn't. It's about getting to the heart of what project, programme and portfolio managers do, and mining and sharing good practice – listening, learning and then leading. So *Project* will increasingly delve into how projects are delivered successfully. This means it will become an invaluable collection of reference materials to help you to deliver your projects and programmes.

A third theme you will see coming from the journal now, and in the issues to come, is how *Project* will integrate increasingly with the wider project management community. As a former specific interest group (SIG) chairman, this is particularly close to my heart. *Network*, traditionally the members' magazine, has been merged with *Project* and, in the future, the journal will draw much more from the good practice

that exists within the community and is demonstrated through branch and SIG events as well as the APM Project Management Conference, EVA20, Project Controls Expo and Project Challenge.

Finally, you will also see changes to *Project* online. An archive of articles already exists for APM members, and that will grow, alongside more video content, webinars and other online content. Along with our vibrant branch and SIG events, we're able to offer a comprehensive integrated resource for you to develop your career, share your experience and practice, and bring it back to your workplace.

We hope you find *Project* an increasingly valuable resource to support your career and professional development. The listening, learning and leading doesn't stop here, so please give us feedback on what you like, don't like, would like to change, and would like to see more of.



This relaunch of *Project* is a product of that philosophy, a symbol of what we want to be and a key deliverable from our 2020 strategy

STEVE WAKE is chairman of the APM board

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Word to rule them all



It's amazing how much can be achieved by one simple question – why? Speaker, trainer and author **MIKE CLAYTON** explains

One word is more powerful, more annoying and more challenging than any other. And when you understand how to use it, it becomes a huge asset for any project manager.

Why? Yes, that's the word. We all know how much young children love to torture their parents and carers with it, but we don't stop asking it as adults. We just forget how powerful it really is.

The Victorian poet Alfred, Lord Tennyson suggested that in some walks of life we grow out of why: "Theirs not to reason why, Theirs but to do and die." Whether this is true anywhere in the modern democratic world, I don't know. But it should certainly never be the case when managing projects. So, let's look at five of the blades of the Swiss Army word that why is.

First, let's understand the razor-sharp blade that cuts to the heart. When you ask 'why did you do that?' it strikes at my very core; my values. It asks what

When you ask 'why did you do that?' it strikes at my very core; my values. It asks what was important to me when I made the choice

was important to me when I made the choice. It challenges my decision, and it challenges me. Consequently, you will often get defensive answers to that kind of why question that are of little use in making progress. Use it with great care and, to avoid defensiveness, ask questions about my process instead, such as: 'how did you make that decision?' or 'what were your criteria?'

Powerful motivation

Second is the big blade that we use most often. Why exposes meaning and purpose. We ask why of our sponsors and clients to understand the reasons for the project, because we know that if we cannot give our team an answer to their why questions, we will fail to motivate them. Because is the answer to why, and it confers meaning. If you don't know why you are being asked to do something, you want to rebel and, at best, you do it reluctantly. Because is one of the most powerful motivators.

The third blade is that pointy thing that works stones out of cracks (and hooves, my non-equestrian dad told me). Use why as the first step in finding solutions to problems, by asking 'why?' and 'why?' and 'why?' to expose root causes. Without understanding what is at the core of causing the problem, any solution you find can only be a temporary patch. The 'five whys' technique (for which, incidentally, five is not a necessary number) is fundamental

to a project manager's toolkit. Fourth, the tweezers are often derided as a tool in a pocketknife, but I find myself using them a lot. They are a useful tool for picking up little things and examining them in detail – your knife may also come with a small hand lens. Why is the agent of curiosity. Use it to learn new things, because greater knowledge leads to understanding, and understanding leads to mastery. Curiosity is not merely a joy: in the harsh world of projects, it is a survival skill.

Fifth, there is the saw blade that can hack off the branches of untested assumptions and the limbs of hares that are running out of control. Why is the question we ask when challenging myths and received wisdom. Why does not accept excuses, it decries arm-waving arguments, and it laughs in the face of 'because that's the way we do things around here'. Why demands a higher standard of rigour: testing, data and hard evidence.

So, let's hear it for why... the most powerful of words and the sharpest of tools at a project manager's disposal. 



DR MIKE CLAYTON is a speaker, trainer and author, specialising in project management and personal effectiveness www.mikeclayton.co.uk

Debunking some myths

Programme management is about more than the delivery of infrastructure assets, says **TIM McMANUS**

The global infrastructure market is estimated to be worth approximately £5 trillion, rising to £8 trillion in the next 20 to 25 years*. The UK, which has an impressive pipeline of major capital programmes thanks to initiatives such as the National Infrastructure Plan and Road Investment Strategy, will contribute significantly to this growth. As opportunities for programme management providers in this market surge, it is more crucial than ever that the sector dispels some long-held myths if it is to successfully deliver the expected influx of infrastructure development.

Focus on collaboration

Changing such deep-rooted perceptions is not easy. Yet one such myth is, arguably, already dissipating, leading to a step-change in the way major programmes are being delivered. Traditionally, infrastructure owners have transferred many of the risks associated with a programme to the supply chain. Onerous contract terms require contingency planning, which leads to higher bids and creates a contentious relationship from the outset. We are starting to see more balanced risk-sharing, with government agencies frequently looking for a delivery partner for infrastructure programmes, rather than just a supplier. This integrated-delivery-partner model encourages collaboration, which is vital to the success of a scheme.

Collaboration is also a great way to learn from what has happened in the past. The view that 'problems won't reoccur on my project' is taken all too often, yet the proactive and continuous sharing of good and bad practices can and does prevent mistakes from being repeated. By focusing on knowledge transfer, global consultancies can play an important role

in learning from what has gone wrong on previous programmes. These companies bring a wealth of expertise to the table, transferring knowledge from one country or project to another. We often see infrastructure owners visit programmes under way in other countries so they can view first-hand how different programme

We often see infrastructure owners visit programmes under way in other countries so they can view first-hand how different programme management and delivery practices are being applied successfully

management and delivery practices are being applied successfully.

The sheer volume of work in infrastructure development has put significant pressure on the global supply chain. A common mistake infrastructure owners make is to assume that their programme is the most important to this supply chain. You only have to look at the demand for skills and resources to dispel this myth. Competition is fierce, and programmes have to vie for the best people. Client organisations must make their programmes attractive if they are to entice the people and companies with the required qualifications and experience.

Another common myth is to assume it is too early to get the operations and maintenance (O&M) people involved in programme delivery. The most successful

programmes engage O&M people in early-design processes, as a greater appreciation of whole-life cost can bring efficiency savings over the life of an asset.

Look to the legacy

Globally, there is still a tendency to focus on short-term capital construction costs with no view towards the potential legacy benefit that can be derived from a scheme.

Successful delivery of the infrastructure work is vital, but leaving a positive impact on the local communities through job and skills creation, as well as the development of the local supply chain, should also be key to the success of any capital programme. Crossrail is a great example of an organisation committed to leaving a legacy. It looked at the capacity it would need to address a critical skill set that had traditionally come from overseas and established a tunnelling academy to develop home-grown talent for future schemes.

Programme management providers can contribute to the overall legacy benefit by recognising that their role extends beyond just the delivery of infrastructure assets. As an industry experiencing so much opportunity and growth, now is the time to challenge traditional delivery models and to debunk those myths. **□**



TIM McMANUS is senior vice president and director of global programme management, AECOM

Is project management really rocket science?

Two different industry commentators argue the case **for** and **against**



“As an ex-rocket scientist with the Ministry of Defence, I am well placed to comment on this question. We can use it to make a useful point. Rocket science is a cliché for something complicated that can only be undertaken by experts.”

FOR

But despite its mysterious aura, rocket science is manageable. Given sufficient time and resources, a team of experts can engineer a rocket motor to meet a specified requirement or to establish that it is not feasible. They will arrive at a conclusion one way or the other if they are given time, so long as they can use known technology.

Project management is different. There are almost always constraints that make it impossible to analyse the system completely before making decisions, and the people and organisations involved are much less predictable than the materials and equipment used to make a rocket.

Sound planning is invaluable and without it a project stands little chance of success, but there is a point beyond which additional detail will not help. There comes a time at which we have to start work even though we expect to have to revise the plan later. This is not the steady refinement of an evolving technical design, but the active response of a system to an unpredictable environment and people who cannot be controlled perfectly.

Many projects fail to plan and so, as the saying goes, plan to fail. This does not mean that very detailed planning can guarantee success. Project management involves dynamic decision-making in a changing environment and this is qualitatively different to designing with predictable materials and technology.

Project management is not rocket science. But it can be just as complicated and it is frequently more complex, which is quite a different matter.

DR STEPHEN GREY is associate director, Broadleaf Capital International, based in Australia



“Of course project management isn't rocket science. The vast majority of projects – both those that require a 'recovery plan' and those that are successful – tend to follow the basics and do the basics well. So what are the basics?”

AGAINST

Every project should start with 'why?' Why is it needed? Why spend time, effort and cost on delivering a project? If you can't satisfy the sponsor, stakeholders and project resources with the why, then the project shouldn't happen.

What is the project going to deliver? Gathering a list of defined products that the project aims to deliver is critical to understanding if they will deliver the why. Products are tangible outputs that a person can touch, feel or see.

How are we going to deliver it? A project should start with a clear plan. The plan is the most powerful communication tool that any project manager can use. It engages people at all levels of involvement.

Who is responsible for delivering tasks and key deliverables? Once all the tasks and products are known, the project board agrees who is best to deliver the products. This may be a supplier, in-house resources, or both.

What are the potential problems that might happen along the way? Stuff happens! Potential problems will arise when following the project plan; these are risks. Actions should be agreed, to either reduce or remove the risks.

Track, control and report the delivery of the project. Report progress to plan on how much has been spent, or how much has been delivered. Most importantly, focus on reporting the future, for example, how much money or time needs to be spent for the project to be complete?

The art of project management is to follow the basics and do them well. Projects are not complex. The deliverables and products involved in the project might be complex, but not the project itself. People and poor management of the project are what make project management complicated.

RALF FINCHETT JNR is a programme manager in Australia and director of PMO Planet



Sara Drake may have only just embarked on her journey as APM chief executive, but already her direction of travel is clear. “One of the biggest challenges for the project management profession is meeting increasing expectations – expectations that projects can be delivered more effectively and provide even greater benefit and value,” she says. “So we need to ensure that the profession is equipped to rise to this challenge.”

Drake started her role as APM chief executive last month. She applied for the job because she herself was looking for a new challenge and she was impressed by APM’s vision and its business transformation plan. “I am also hugely aware of the importance of project management in contributing to economic growth and development in the UK.”

Her first impressions of APM have been positive. Particularly, she notes the “fabulous commitment from members” as well as the opportunities that the association has to grow and develop its research activity. “Also, one of the things that really stands out about APM is that it is a great place to work. It values its staff and its staff value being part of this organisation.”

Drake has held senior roles in the professional body sector for more than 15 years and she undoubtedly has a passion for working with member associations. “The member dimension is interesting and I think that once you get a taste for working in a membership organisation, that continues,” she explains. “There are particular challenges when you need members, on occasion, to speak with fewer than 24,000 voices. So when you get them to a stage where they say, ‘Yes, I can buy in to this proposition’, there’s enormous

satisfaction in doing that. It’s also exciting for them when you can demonstrate the power of their voice through a membership organisation and they can see the influence that they can have.”

From publishing to projects

The tenacity that has taken Drake to the top of the professional body sector was evident from the outset of her career. The law graduate (she studied at Newnham College, Cambridge) was told that although a job in publishing would suit her, the industry was competitive to break into and she was unlikely to achieve it due to the subject she had studied at university.

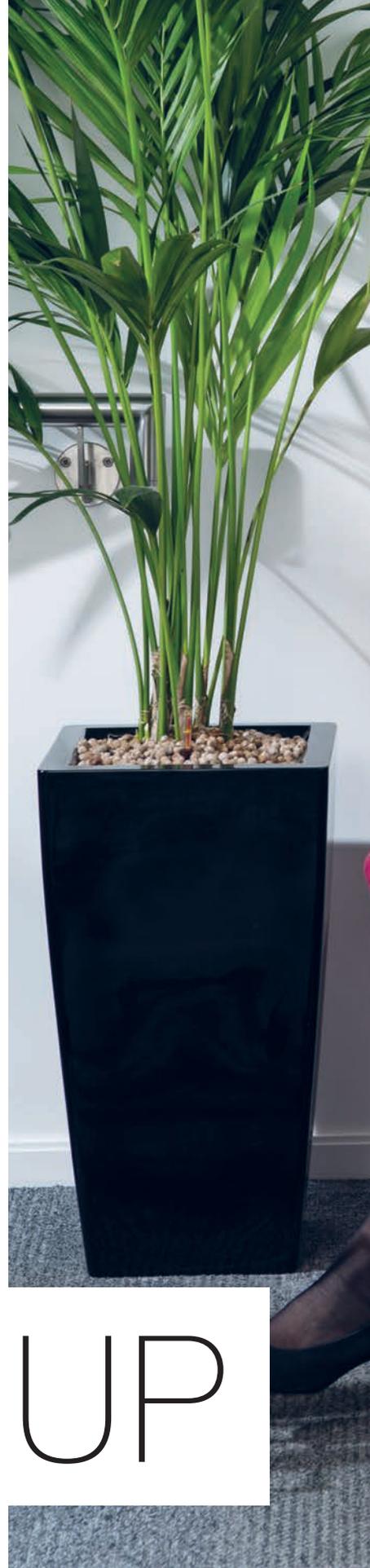
“I’m afraid that was like a red flag to a bull and I decided that there was nothing I wanted to do more than publishing,” recalls Drake, who promptly set about getting a job as an editor with a paperback publishing house, editing both fiction and non-fiction. She progressed to becoming a writer’s agent with agency AD Peters, where she represented a range of authors, including the well-known poets Michael Rosen and Roger McGough.

Although publishing initially seemed “a long way from law”, Drake soon found that the two careers had more in common than she realised. “The reality was that as soon as I became an agent, I spent a lot of my time negotiating contracts,” she explains. Her legal background also stood her in good stead in her next role, as head of publishing and merchandising for Thames Television, which was about “leveraging income streams, negotiating deals and dealing in intellectual property”. This was the start of a decade in which she mostly worked in the world of television, firstly at Thames and later at Pearson Television International.

Incoming APM chief executive **SARA DRAKE** talks about change, challenges and career success

FRONTING UP

WORDS: Sally Percy PHOTOGRAPHY: Gemma Day



LESSONS LEARNED

“Leadership can be lonely. But one of the things that you need to do very quickly is to build a really good senior team around you. For me, the most rewarding part of leadership is about building high-functioning teams”



Then, in April 1998, Drake made the move that set her on the course towards her current job. She decided to leave television and take up a job as director of business development (later managing director) of the Trade Mark Owners Association. “I was having a fantastic time working in television, but I was travelling a great deal,” Drake reflects. “I’d be spending a lot of time away in Los Angeles or in Cannes for the television festivals. Then, one day, I woke up and thought, ‘I’m not sure that this amount of travelling is viable with a young family.’ And I wanted to work in an area that was closer to real life. You have enormous fun in television, but it’s not quite real.”

Nevertheless, joining the Trade Mark Owners Association was a “leap of faith” for Drake. She was quickly plunged into a massive restructuring exercise as part of a strategy to transform the organisation from a members’ association into a fully commercial operation providing intellectual property services. Here the first lesson that she learned was patience. “A wise chairman reminded me that you can go into an organisation and you can identify all kinds of things that you could do, but you can’t do them all in week one,” she says, with a smile.

By 2005, Drake had earned her spurs as a leader, so she took another managing director job, this time with the Home Builders Federation. Despite being a senior woman in a very male-dominated profession, she found the job “enormously good fun”. She helped the organisation to develop its lobbying expertise and takes considerable pride in the fact that house building is “so high on the political agenda today”.

After that, her next challenge was managing director of the Royal Town Planning Institute. Here she was able to further hone her change management ►

LESSONS LEARNED

“Leadership can be lonely. But one of the things that you need to do very quickly is to build a really good senior team around you. For me, the most rewarding part of leadership is about building high-functioning teams.

“I’m a great believer that no experience is ever wasted. You can

look back to a job you did as a student and think, ‘How come I did six weeks’ photocopying in that organisation? What value was there?’ Now I look back and think, ‘That experience was fantastic. I learned about motivating people.

I learned about project management. I learned that the project failed

completely because the copiers we were using weren’t up to the job.

“I learned about how you manage people and how you value people. It was invaluable. You take lessons like that from everything you do.

“I think it’s a myth that talent, innovation, skill and business acumen are all confined to the private

sector. In my experience, all these qualities are just as evident in the not-for-profit sector, where really committed people do some amazing things, but very creatively, without big budgets.

“I don’t believe in success or failure. There are just opportunities to learn something else and take the lessons from it.”

skills. During her six-year tenure, she addressed governance, external influencing and marketing. Membership also continued to grow through the recession, which was a great source of personal satisfaction to her. “People are saying that you wouldn’t recognise the organisation now from the way it was six years ago,” she reveals.

Looking ahead

So, with that in mind, what can APM expect from its new chief executive?

Clearly, much of Drake’s focus over the coming years will be on helping APM to deliver its 2020 strategy. Since this is based on the vision of creating a world in which all projects succeed, it means equipping project management professionals with the skills that they will need to do their jobs well.

It also means that APM itself will have to change. And this is why Drake is focused on “helping people to understand and appreciate the value of change”. She adds: “Change can be quite scary for people. I’d like to help them understand that this is an opportunity for their own

personal development, rather than a threat. This needs to be a period of change that is exciting for all of us.”

Drake highlights that APM needs to recognise that the “context of professional bodies doesn’t stand still and that we’re in a more difficult operating environment”. She comments: “I think all professional bodies need to do more horizon gazing and take some time to look at what it’s like out there. What more do we need to do to meet member expectations? How do we manage our priorities? Are there different models, particularly around communications?” She endorses APM’s international growth ambitions, while adding the caveat: “It’s about looking long and hard at what you offer those international members and how you deliver value for them.”

Initially, however, Drake plans to be in “listening mode”. She says: “I need to talk to as many people as possible and I want to meet as many members as possible. I want to understand why they become members, why they remain members and why they are engaged members. I want to see what we can do to bring people into more active membership. It’s looking good at the moment. We got over 17 per cent turnout for the elections last year, which is very, very high for organisations of this kind.”

Personal resilience

A new job is daunting for anyone. It is even more daunting if you come in as the leader of an organisation. But Drake is not someone who gets rattled by new responsibilities. She says that she’s good at taking a strategic overview, while she credits her legal training with giving her the “attention to detail that lawyers never shake off”. She adds: “I can be stubborn. I don’t tend to give up very easily.”

SARA'S CV

- Feb 2015 – present**
Chief executive at APM
- 2008 – 2015**
Managing director at Royal Town Planning Institute
- 2005 – 2008**
Managing director at Home Builders Federation
- 1998 – 2004**
Director of business development/managing director at Trade Mark Owners Association/HallMark IP
- 1994 – 1998**
Head of enterprises at Pearson Television International
- 1992 – 1994**
Group children’s rights director at Penguin Books
- 1988 – 1992**
Head of publishing and merchandising at Thames Television
- 1982 – 1988**
Writer’s agent at AD Peters
- 1980 – 1982**
Trainee editor/senior editor at Macdonald and Co

LESSONS LEARNED

“I think it’s a myth that talent, innovation, skill and business acumen are all confined to the private sector. In my experience, all these qualities are just as evident in the not-for-profit sector”



2020 STRATEGY: APM'S GOALS

- To be the model for a new, modern profession.
- To be at the heart of project, programme and portfolio management.
- To deliver qualifications, accreditation and a community of support, knowledge, experience and innovation.
- To attract and retain within the community ambitious professionals, committed to achieving ever higher standards of performance.
- To extend beyond the conventional boundaries of the profession to embrace sponsors, users and operators.
- To work in collaboration with like-minded organisations around the world.
- To act as the standard bearer for the cause that all projects succeed.

And while leadership can be difficult and lonely, Drake says that she has developed a high level of personal resilience over the years due to the work she has done in managing corporate culture change. She also believes that one of the great advantages of working in a membership organisation is that “you aren’t alone, you are taking members with you as well”.

In addition to having a high-flying career, Drake devotes a lot of time to voluntary work. She has acted as a school and a university governor, and as a charity

trustee. “If you can do something that makes use of your professional expertise to give something back, that can be incredibly rewarding – and really good for your own personal development,” she says. So how does she juggle her voluntary work with having a busy job and being a mother of three? “I’m extremely well organised,” she laughs. “I’m very good at prioritising. And I’m very highly motivated to make it work.”

In what free time that she gets, Drake loves walking, travelling and being outdoors. She also enjoys going

on journeys to new places, hence her favourite gadget is her sat nav. “I’m really good with directions and maps,” she explains. “But sat nav saves me time and it has introduced me to some really interesting routes and places that I wouldn’t otherwise have discovered.” And given that her career is taking a new direction yet again, some exciting adventures undoubtedly await her. **□**

SALLY PERCY is editor of *Project*

FACT OR FICTION?

Myths have existed since the dawn of time. Predating books, they were often stories told to make sense of things that people didn't understand. While books and cumulative knowledge have since put paid to Hercules *et al*, myths still pervade. In business, project management attracts more than its fair share of myths, not least the 'hero syndrome'. But it is time that these myths are busted, argues **JO RUSSELL**

MYTH:

Project management is not a profession

The fact that project management falls victim to a 'have-a-go' culture in many businesses creates the first oft-cited myth – that project management is not a profession. Rather, the myth goes, it is an approach. Not so, says Vince Hines, managing director at consultancy Wellington Project Management.

"Project management is more and more critical to organisations, and organisations will succeed or fail based on their level of professionalism in project management. There are core competencies needed to do this role that are separate from those of a subject matter expert in that area of the business."

Consider this all-too-familiar scenario, he continues. "A company has a project that goes pear-shaped, and afterwards,

some very senior person says, 'We should have got a professional in.'"

A generic qualification, however, may not be straightforward, points out Caroline Blackman, director of sustainability at construction company Laing O'Rourke. "We work hard to embed project management within the professional qualifications that sit within our industry. If I am working with a [qualified] civil engineer, I would expect one of their core competencies to be project management capability. The ability to manage multiple projects should be recognised as a profession, but it should also be an embedded skill within other professions."

One of the problems is that while project managers may recognise the

professional nature of their role, that recognition is not yet acknowledged widely enough, and therefore it is not protected. Manon Bradley, development director at the Major Projects Association, uses a doctor prescribing treatment to a patient as an example.

"If the patient rejects the treatment and then becomes ill, the medical profession will protect the doctor because it agrees it is the right thing to do in this situation. I'm not sure project management has reached that point. If you say to your project sponsor that, in my professional opinion, we should do a, b and c, and the sponsor rejects those options, you, as a project leader, can still be held responsible for the failure of the project. That is a dangerous position to be in." ▶

While project managers may recognise the professional nature of their role, that recognition is not yet acknowledged widely enough, and therefore it is not protected



MYTH: PROJECT PROFESSIONALS DON'T NEED TRAINING

Closely aligned to the level of professionalism is the myth that training isn't necessary to be a project manager – hands-on experience will do.

Bradley continues her medical analogy: "You wouldn't go to a doctor who had 'training by experience' on their CV. It is legitimate and reasonable for someone thinking about appointing a project manager to ask for that proof."

There is also value in reaffirming what you know.

"It's a beneficial process to sit down and think what you know about something, to reflect and have it in your armoury, rather than act in the heat of the moment," she says.

Hines, meanwhile, is emphatic. "People are not born as project managers," he says. "There is a best practice way to run projects and there are sophisticated tools for doing so." To understand how these can be used most effectively, training is required. That is not to say that there is no room for experience, however.

"You can't consider yourself a project manager unless you have scars on your back," says Corrina Jorgensen, managing director of change management consultancy Afiniti. "You need to know the method, but not be wedded to it."

**WHAT ARE THE TOP 10 MYTHS
IN RISK MANAGEMENT?**

SEE PAGE 58

MYTH:

Project management is only relevant to infrastructure and IT

The number of myths that exist around project management is partly due to the increasing number of businesses that are becoming project-oriented. But this growing number helps to burst another myth – that project management is only relevant to infrastructure or IT projects.

Blackman's roots are in the car industry, where any form of product development was a project. Now at Laing O'Rourke, she sees much the same.

"We have a project management ethos, as everything we do is relevant to a project. Projects have clearly defined outcomes and goals, timelines and dependencies on each other, and therefore, no matter what expertise or function you are, you have to contribute to that project." While project management is clearly a core competency within construction, she believes it applies in the same way across all other functions.

The myth may stem from the very visible, tangible nature of infrastructure projects, such as a large building or bridge, compared with more discreet

projects in other sectors. Susie Boyce is project management director at biopharmaceutical services provider Quintiles. She believes that the discipline of project management applies to all industries, but people are just not as aware of the role that it plays.

"I encountered someone who gave me insight into this role when I was a fresh graduate," she explains. "It allowed me to tap into a whole different world and see where I could make a difference. People need to be brave enough to expand their horizons and see where their skills as a project manager could make that difference – and it's probably not an industry they would have thought of."

Traditionally, people may have drawn a distinction between IT and the business, isolating IT as a project in itself, but that is an archaic view, argues Hines. "The new way of working has to be that there is one project that has an IT and business element, run either by a business project manager or an IT project manager with a business project manager as stream lead."

MYTH:

Projects need process and paperwork more than people

Another myth worthy of busting is that projects are about process and paperwork, and 'let's worry about the people later'. The people aspect of a project is too often seen as the poor relation of process and systems, believes Jorgensen.

"Process and systems have a higher profile, since they are more structured and predictable, whereas the people aspect is much less scientific and seen as more 'hearts and minds'," she explains. The resultant benefits are much harder to quantify, and can come long after the project has gone live, meaning that project managers are not targeted or rewarded, based on delivery of those benefits.

There is a wealth of research, she adds, "showing better employee engagement leads to better productivity and performance. If you do all the right things to bring your people with you, you have a much higher chance of success. People

need to be put up front into the heart of the programme. We need to make people the same priority and apply the same level of rigour to setting up a people work stream as to process and systems."

Myth also has it that introducing project management methodology creates bureaucracy, forms and unnecessary process, while a project management office is a burden and an overhead that fails to add value. Both statements might be true if done badly. If done correctly, they are "absolute bunkum", states Hines.

"The key words are scalable, practical and fit for purpose. What is needed is a consistent approach suitable to the organisation, not a one-size-fits-all." He adds: "If a project is very large, we need to do more scoping and risk management. If it is smaller, do something that is scaled to fit that scale of project, rather than a 30-page scoping document."



“The challenge is to create that adrenalin, but in a more planned way, with fewer peaks and troughs, but still with opportunities to celebrate success”

MYTH OR REALITY:

PROFESSIONALS WHO WANT TO GET TO THE TOP OF PROJECT MANAGEMENT HAVE TO BE MALE

“I have been doing this job for 10 years and, in that time, the proportion of women who are in senior positions delivering major projects has not increased,” says Bradley. This is not, she believes, because the people hiring into senior positions believe that men are better than women. It is more that, “in order to be successful, there is an element of self-sacrifice. Major projects are so big and all-encompassing that they are not nine-to-five jobs”. As such, many women are put off applying for the top roles.

Bradley believes that not enough effort has been put into staffing and managing people in projects. Job sharing is not tricky – it just requires better communication. “If you can manage to cut a tunnel under

London within x feet of an escalator and get it right without injury, you can manage a job-sharing role.”

Boyce offers a differing view: “I haven’t encountered that [men in the top job] barrier – quite the opposite. We are fortunate to have a number of senior leaders who are female. I am always happy to share my knowledge or act as a coach or mentor, or make introductions, which is often half the battle. You need to have those sponsors in your world and to be well connected and networked. I have always taken the opportunity, when I have encountered female project managers that I have felt inspired by, to ask them for help or to reach out and connect with them.”

MYTH:

Projects need heroes

The final myth – for the purposes of this article at least – is that project professionals need to be heroes who run in to put out the fire and save the project – if not the world – at the eleventh hour. Much of the time, it is the project professionals themselves who are creating the fire and thriving on the adrenalin it produces. This is known as the ‘hero syndrome’, where individuals thrive on the recognition that they get from resolving an apparently desperate situation.

“It is energising leaving everything to the last minute, to get it across the line. A lot of people like that. It brings chaos, but it creates team spirit,” says Blackman.

“The challenge is creating that energy and adrenalin, but in a more planned way, with fewer peaks and troughs, but still with opportunities to celebrate success. We have a responsibility to train people, not to create the people chaos.”

“When project management is done well, you don’t see heroes,” says Boyce. “It is more about quietly moving things through in a controlled way, almost unnoticeably.” Which makes sense for projects, if not for Hollywood film scripts. 

THE BEST (OR WORST) OF THE REST OF THE PROJECT MANAGEMENT MYTHS

- Once the project starts, it is difficult to stop or end it.
- Social media is irrelevant to projects.
- Failure is always bad.
- The customers know what they want.
- Project management is about producing documentation.
- Planning is a waste of time – execution is everything.
- Projects don’t need a properly articulated business case.

SAFE

IN THE CITY

A British Transport Police project is tackling the predators who offend on London's transport system. Inspector **RICKY TWYFORD** explains how

WORDS: Sally Percy
PHOTOGRAPHY: Charlie Best

Sexual harassment and intimidation are part and parcel of travelling on public transport in London. A survey of thousands of Londoners, conducted by Transport for London (TfL) in 2012, found that 9 per cent of commuters had experienced unwanted sexual behaviour, with that figure climbing to 15 per cent among female respondents. The overwhelming majority of people – 90 per cent upwards – did not report these incidents to the police.

Concerned by the survey findings, TfL asked the British Transport Police (BTP) to lead on a project aimed at creating a safer transport network. The project, which kicked off in November 2012, is a collaboration between the BTP, TfL, the City of London Police and the division of the Metropolitan Police (Met) that polices the capital's bus and taxi network. Its remit spans the Tube and the Docklands Light Railway, as well as London's bus,

tram and overground rail networks. "The primary focus of the project was to raise confidence and awareness to report incidents of sexual harassment to the police, to tackle the perpetrators, and to challenge all unwelcome behaviour in general," says BTP's Inspector Ricky Twyford, who has led the project from the start. "We wanted to articulate that it's not just about the high-end, serious sexual offences. It's anything that has got a sexual element to it that the receiver did not want to happen."

Perhaps surprisingly, aggravating factors such as alcohol or mental health issues are not associated with the majority of incidents. Instead, the perpetrators predominantly have a sexual fetish called *frotteurism*, which is where someone derives sexual pleasure from rubbing their genitals against a non-consenting person, usually in a crowded place. To date, at least 95 per cent of the victims have been women. With a couple of exceptions, all of the perpetrators have been men.

Scoping

Most perpetrators follow a similar *modus operandi*, Twyford explains. "Sexual assaults are our most common crime type and they tend to occur by way of someone going onto a busy train, tube or bus – in peak hours – and either pushing their groin up against their victim or using their hands to grope their victim."

BTP decided to adopt a traditional project management approach to tackling the sex offenders who are active on





London's transport system. "State A was the start and we wanted to get to State B," Twyford explains. "We had a business case and a project initiation document that set out the terms of reference and scope. Everything has been action-planned with dependencies." Twyford brought in a project team from within the BTP to get the project off the ground and he picked his personnel carefully.

"It's a sensitive project," he notes. "So rather than choosing the best technical project manager in the world who might have no interpersonal skills, I prioritised a project manager with interpersonal skills."

Kick-off

The Project Guardian name was devised by one of Twyford's project team and is intended to convey a sense of reassurance and protection. "Within the police, we usually call something an operation rather than a project," says Twyford. "But we wanted to get away from that because it was set up and delivered as a project, and we needed something catchy for brand purposes."

Strategic direction is set by the project's executive board, consisting of senior managers from the BTP, TfL and the Met. Campaign groups The Everyday Sexism Project, End Violence Against Women and Hollaback London formed an advisory board and have acted as a 'critical friend' throughout the project. They have advised on issues such as messaging to the public and victim support. They have also advocated the project through social media.

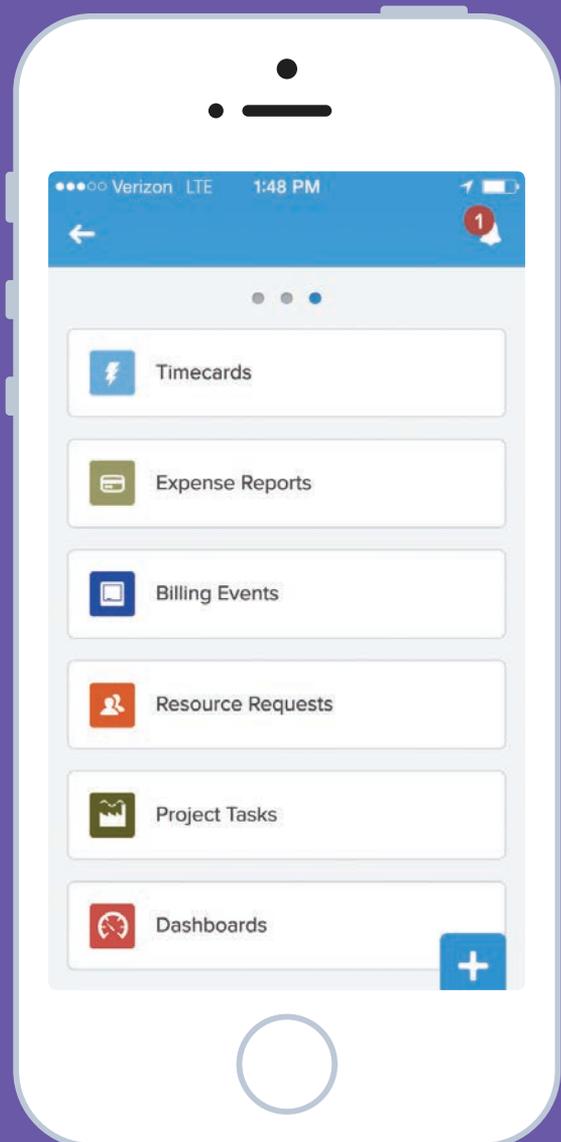
In April 2013, the project launched internally. To begin with, the BTP was ▶

LESSONS LEARNED

“ We've had to develop a victim-focused approach to what we do. If our procedures and culture do not support someone who has been the victim of a crime, or prevent someone from committing a crime, why are we doing this? ”

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LESSONS LEARNED

“We’ve learned a lot from our victims – about what they think and how they want us to behave”

focused on ensuring that it was prepared to handle more calls from victims and equipped to respond in an appropriate manner. It retrained everyone who could be a point of contact for a victim of sexual assault, starting with its frontline officers and then moving on to its call-handling staff, crime-recording staff and control-room staff. It educated all these groups in the ‘seven behavioural principles’ [see box above] to ensure that they knew to behave in the same, victim-focused way.

Then it looked to raise public awareness regarding sexual intimidation on London’s transport so that commuters felt more confident about reporting crimes. Finally, it actively targeted offenders using detectives in its specialist sexual offences unit.

Results were seen immediately. In the first 15 months after the project became public in July 2013, the BTP reported a 41 per cent increase in calls to report sexual offences. Overall, 1,789 incidents were reported, compared with 1,262 in the 15 months prior to the public launch.

One of the biggest reasons why victims don’t report sexual offences is that they think the police won’t catch the perpetrators and, if the police do catch them, they think that the perpetrators won’t be punished. But the BTP actually catches about 35 per cent of all offenders, which Twyford says is “quite a high percentage rate”. It uses CCTV to identify offenders and then tracks them down using data provided by their Oyster card that is recorded when they tap out at a station – for example, data that shows the journey they took. It also has a small team of officers who patrol the Tube network



in plain clothes, looking for people who are not behaving like a normal commuter. Met officers, meanwhile, patrol the buses in a similar fashion.

“Sexual offenders tend to move quickly through the station because they are trying to identify someone to offend against,” Twyford explains. “They are not paying attention to where the train is going, or when the train is coming in, or they will miss trains because they are waiting for the right person to offend against.” Young women are

LESSONS LEARNED

“We set clear time frames for the project and we were rigorous about whether the actions were delivered on time and how that affected us as a project”

most commonly offended against, and schoolgirls are disproportionately victimised on buses. Officers will follow people who behave suspiciously and they catch offenders in the act on most days, particularly in the summer.

Punishment for sex offenders varies depending on the nature of the offence, the offender’s previous history and whether they have shown remorse, but the names of all convicted offenders go on the UK sex offenders’ register. Repeat offenders may go to jail for as long as three or four years.

SEVEN BEHAVIOURS

- Take every report seriously.
- Always believe the victim.
- Remember that victims react differently to situations.
- Understand that talking to the police may have been a difficult decision.
- Build a rapport – put the victim at ease.
- Take the lead – be the expert.
- Explain the process and keep the victim updated.

Engagement

Project Guardian has been a cost-effective project because it has been able to build up traction without the backing of expensive advertising campaigns. The project has focused on getting its message out, both through traditional and social media, as well as information leaflets and Oyster wallets. “From the start, we’ve taken a proactive stance to get newspapers, magazines, television and radio interested in the project and to say to people: come forward and report,” Twyford explains. “Most of the broadsheets have run the story several times.”

Throughout the project, there have been ‘weeks of action’ that have helped to raise the profile of Project Guardian. This is where police officers are deployed en masse to tackle sexual offences. Some will be in uniform in order to deter offenders; others will be in plain clothes to enable them to better detect crimes. One week of action was coordinated with police forces in the US and Canada. “They’ve been very successful,” says Twyford. “They’ve generated a huge amount of arrests, as well as publicity and interest.”

BTP officers are keen to be involved in Project Guardian because one arrest can potentially prevent tens, if not hundreds, of people from falling victim to an offender. “It’s a horrible crime that people don’t want to see happen,” Twyford explains. “And if they catch a sex offender, there’s a real sense of pride.” ■

SALLY PERCY is editor of *Project*

Mighty minds

Projects don't deliver anything. People do. That's why neuroscience plays a critical role in helping project professionals to succeed, argues **BRENDA HALES**

People change the fate of complex projects.

When they are inspired, motivated and engaged, they can overcome just about anything. Remember your dream team?

I bet you're smiling...

And if you're like most project people I meet, you're also puzzled. Because surprisingly few projects feel like that in practice. Too often they are places where people struggle to survive. But what if we made projects places where people could thrive?

New truths

Now, I'm not saying that all the neuro or social science stuff that is flooding our inboxes is good. There are a lot of neurobaubles masquerading as gems. But that isn't a reason to avoid facing the new truths that are emerging – particularly as they are often so different from what we thought. Take a look at the diagram on the right. It talks about 'being

trustworthy', 'creating excitement' and 'energy focused on what's important'. These all lie at the heart of being 'people-intelligent'.

So imagine if our project leaders committed to becoming 'people-intelligent'. United they could influence their organisation to support the new focus, whatever it happens to be. They would be brilliant role models who create efficient, effective and fun teams. And all of the project management essentials would be constantly updated to support this people-based approach.

I had begun to think this approach was fanciful. But there's a lot of interest now in creating 'positive people' environments and it has started to happen. Just look at how many organisations are introducing the concept of mindfulness, for example. Mindfulness means paying attention to the present in a particular way. New movements usually reach a tipping point.

This is a point where instead of being the preserve of a few nutty pioneers, people more widely start talking about them. The ideas spread. A few early adopters turn into champions. The new ideas work. The early adopters spread the word. The idea becomes socialised. Soon the new becomes the norm. And everyone wonders what the fuss was about. Oh, I do hope so...

5 WAYS TO BECOME MORE 'PEOPLE-INTELLIGENT'

I'm not just being 'nice' or 'soft' when I write this. There is a lot of evidence that happy people are significantly more productive, which means that the bottom line gets a boost, too.

If you're one of the growing number who want to make our project worlds more 'people-intelligent', why not try out some of the following suggestions?

1 Ask a trusted observer to help you 'see' what you're doing, not what you think you're doing

They're not the same thing.

The leaders I work with are committed to achieving success. They do what they do because they honestly believe it's right. The problem is that accurate self-perception is rare.

How many times have you heard a manager say, "I have an open-door policy. I encourage people to tell me the facts", only to see the next poor soul who believes it being chewed up and spat out? While the intention is good, the outcome is poor and frustrating for all involved.

I am increasingly suggesting to leaders that I observe them as they carry out their work. The disparity between their perception and reality provides a great number of opportunities. How about pairing up with a colleague and doing this for each other?

FOOD FOR THOUGHT

Even when we are at work, our brain's top priority is to keep us safe. Humans are about five times more alert to threats than to opportunities. As little as a look can stimulate threat. Our response is usually anger or avoidance. We move towards what feels safe and away from what we perceive as dangerous. Brainpower diverts from work to survival. Efficiency drops. Since performance reviews are very threatening, how sure are you that they are worth doing?

Feelings, a product of our emotional system, and not thinking, rule our behaviours and decision-making. We all make biased decisions, cunningly disguised as rational ones.

Our brains operate efficiently by making our own patterns and maps. Even if we see the benefit of others' maps, we strongly prefer to follow our own. Link this with the first brain rule of safety, and it's obvious why so many of us resist change. Our experience shows that we stay safe when we stick to what's worked so far. Why take the huge risk of change? Don't confuse the easy part of getting intellectual agreement to change as meaning it will happen. Emotions must concur before action follows.

The key components of being 'people-intelligent'



I increasingly suggest to leaders that I observe them as they work. The disparity between their perception and reality provides many opportunities

2 Say thanks more often

Financial rewards aren't all that rewarding. Specific and immediate thanks can mean so much more. Why? Because people need good relationships to flourish and thanks means that you have been seen and appreciated. And if you are thanked, don't shrug it off. It devalues both the gift and the courage of the giver.

3 Don't assume what is important to you is equally important to everyone else. It isn't!

Listen and you will soon find out what is important. Aligning interests is the best way to create motivation in others. For anyone particularly interested in this, try investigating Nudge theory, which argues that positive reinforcement can influence decision-making at least as effectively – if not more so – than direct enforcement.

One of the best ways to encourage other people to commit to doing something is to involve them. Get them to shape the details, create the plan and propose the method or deliverables. Autonomy plus ownership encourages engagement.

4 Communicate by listening more than telling

Interestingly, most of us 'get' the need to communicate. Unfortunately, it's too easy for us to optimistically believe that

a successfully completed presentation is communication. It isn't. It's just telling. Since people's attention span is directly proportional to how interesting the presentation is, the challenge is obvious.

As an alternative, why not say less and ask more? Ask what they've understood? Get them to imagine how they could incorporate it into their world. Find out what might stop them. What are their fears? We've been given one mouth and two ears and my advice to everyone is to use them in that proportion.

5 Learn how to make better decisions

Watch a team undertake a SWOT analysis. They bias the input to the outcome they want. Think you can overcome that with brainstorming? You can't. Groupthink stifles creativity. With the best of intentions, I used to use both techniques. Now that I've learned more, I don't.

Psychologist Daniel Kahneman has highlighted our "pervasive optimistic bias", which means that we see "the goals we adopt as more achievable than they are likely to be". We are highly biased when it comes to risk and our own abilities. How come so many dread flights, but happily get into the much more dangerous car?

The implications for projects are too many for this article. But I wonder if this

tendency could explain what appears to be the project world's insistent search for the next 'silver bullet' project process?

Self-awareness of your own biases will significantly enhance your own decision-making, and give you the opportunity to help others with theirs. So make self-awareness your first and ongoing goal.

I truly hope that more of us can join together to create more 'people-intelligent' leaders, teams and organisations. Because that's how we'll make our projects both more fun and more successful.

Oh, and before I get an avalanche of emails about the importance of processes, I do agree that they're vital. I just think the 'people-intelligent' teams that drive the processes matter as much as the processes themselves. It's time to equal up the balance. 



BRENDA HALES is a director at Montydog Consulting. She has an MSc in Gestalt psychotherapy



Cleared for take-off

Creating the gateway to the capital of the UAE is an ambitious and complex project that requires outstanding risk management skills, says **ROB STACEY**

Abu Dhabi Airports owns five airports in the United Arab Emirates (UAE). The jewel in its crown is Abu Dhabi International Airport (AUH), one of the fastest-growing airport hubs in the world, currently serving 97 destinations in 56 countries.

In 2014, 20 million passengers passed through the airport – a 20 per cent increase on 2013. To meet surging demand, Abu Dhabi Airports has embarked on an ambitious expansion strategy.

Central to this is the construction of the Midfield Terminal Building (MTB). The 700,000m² complex will include the world's largest baggage-handling system, cargo and catering facilities, utilities and related infrastructure.

The MTB will become the primary gateway for passengers travelling through Abu Dhabi and the future home of Etihad Airways. Due for completion in 2017, the MTB is central to the long-term success of the aviation sector in the Emirate.

With 20,000 people working on the construction, the scale of the project demands accurate budgets, a strict schedule and proactive management of any risks. Turner & Townsend was

appointed to deliver cost estimating, scheduling and risk management services to this major programme.

Setting up the delivery

One of the greatest challenges of the programme is its complexity. It's not just a construction scheme, it's a systems integration delivery that sits inside a single building, with a central space

that could hold three full-sized football pitches. Such an undertaking requires vast amounts of data and interfaces.

Combining all those threads into a coherent whole meant providing clear, concise information to support investment decisions, helping Abu Dhabi Airports to progress with confidence and ensuring that both costs and risks were proactively identified and managed.

LESSONS LEARNED

FROM MANAGING PROJECTS IN THE MIDDLE EAST

- Ensure that appropriate time to plan and obtain the many various authority approvals is taken into account in the programme – and expect delays!
- At the outset of any project, define the project standards/criteria (EU/US standards) to be applied. Failure to do so often leads to delays and change.
- Ensure full recognition for local working hours is taken into account.
- Programme delays are often caused by a lack of consideration for the sensitivity of working hours during Ramadan, and failure to plan for reduced productivity during summer working hours.
- Project teams are made up of diverse, multicultural individuals, emphasising the need for clear and concise communication. Without it, the achievement of stated objectives can be at risk.

CASE FILE**CLIENT: MIDFIELD
TERMINAL BUILDING,
ABU DHABI
INTERNATIONAL
AIRPORT**

The Midfield Terminal Building will be the largest building in Abu Dhabi and visible from more than 1.5km away. It will accommodate 30 million passengers annually – 8,500 passengers per hour.

It will have 65 aircraft gates, 156 check-in counters, 48 self-service kiosks, 145 lifts and 46 travellators. The central terminal space will be able to accommodate three football fields. The roof span will be 319m at its widest point (almost twice as wide as Heathrow Terminal 5).

To construct the building, 667,300m³ of concrete and 69,000 tonnes of structural steel will be used.

Our initial core services focused on providing three key services: estimating (determining pre-contract costs and assuring post-contract cost control); schedule assurance at enterprise level (reviewing scheduling and interface information from the project teams); and enterprise-level risk management.

Managing the risk

Prior to our appointment, the client's risk management team recognised the need to improve risk management effectiveness, and this set the initial brief for the team of five Turner & Townsend risk managers. The challenges included a disparate range of risk management stakeholders with varying levels of understanding of risk management; a low overall risk maturity level with limited risk information available to support the decision-making process; and risk management reporting that was in its infancy, with only basic information reaching programme leads.

In addition, risk data across the programme was being managed through 30+ separate Excel sheets and the risk management effort was being inefficiently siloed at project level.

The client/Turner & Townsend team overcame these issues in a number of ways. First they established programme/project risk management processes

“The final gateway process was about creating a common sense of purpose and culture, and, importantly, a shared use of language”

that allowed risks to be managed at the appropriate level. They also developed the risk management plan for Abu Dhabi Airports to ensure a consistent approach to programme risk management.

Higher quality risk data led to meaningful outputs to both support decision-making and increase the buy-in of senior management to contribute in the risk management process. Meanwhile, a more effective reporting process conveyed clear understanding of risk management to the various layers of the organisation. In fact, the team raised awareness of the importance of risk management throughout, involving the client team, the construction management agency, the design team and the contractor.

The team also changed the implementation of risk management from disparate spreadsheets and silo-based information to a centralised enterprise risk management database. The next phase will be to exploit the enterprise framework to link up all elements of risk management across all five airports.

Creating the gateway process

It didn't stop there, however. The complex nature of the programme means that Turner & Townsend has assisted in other areas to include project controls, commercial management, contract administration and project-level scheduling – as well as the ongoing building information modelling and consultancy on the development gateway process.

The gateway process was another key challenge. In conjunction with the client, we supported the development of collaborative working to instil a standardised approach and consistent delivery, ensuring that the project is ready to proceed to the next stage by having controls at each gateway to improve visibility of scope, cost and time targets – with approval from all key stakeholders.

We established a common way of doing things across a diverse supply chain, across cultures and in an environment where many languages are being spoken and team members are familiar with multiple approaches to project management. Not everyone saw the need for a common framework, so we needed to persuade everyone that there was something in it for each of them.

It was also a challenge to keep the framework, governance bodies' requirements and templates easy to understand, yet still be able to meet our objectives. We didn't want something that would just go on the shelf – particularly as the first tranches of analysis on the MTB project were carried out four or five years ago. Many things have changed over that time, so the gateway process had to take all that into account.

The final gateway process, The Abu Dhabi Airports Way of Delivering Capital Projects, was about creating a common sense of purpose and culture, and, importantly, a shared use of language to describe phases, templates and so on.

Building ongoing success

The continuing success of the MTB programme has come, largely, from a combination of proactive risk management and an effective gateway process. Airports are highly complex organisms and demand a focused, proactive approach to project delivery. ■

**SOME OTHER TURNER
& TOWNSEND AVIATION
PROJECTS IN THE
MIDDLE EAST**

- Dubai Airport (UAE): Concourse 4
- Dubai Airport (UAE): Expansion of Cargo Mega Terminal
- Abu Dhabi Airport (UAE): Programme-wide
- Muscat and Salalah Airports (Oman): Programme-wide
- Hamid International Airport, Doha (Qatar): Phase II
- Riyadh Airport (Saudi Arabia): King Khaled expansion project



ROB STACEY
is a director at
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Opportunities in the nuclear industry



SETTING THE STANDARD

Network Rail has a programme to enhance the development of its delivery professionals, says **TOBY ROBINS**

Network Rail strives for project delivery excellence to meet the challenges of delivering its £5bn-a-year capex portfolio. One challenge is to deliver major efficiencies during the current five-year funding control period, ensuring value for money for the Department for Transport and, ultimately, the taxpayer.

While we look to technology and continuous process improvements to help us meet our challenges, we fully recognise the importance of developing the capability of our community of 1,000 project delivery professionals. By ensuring that they have the right development opportunities, we will make our Infrastructure Projects (IP) department the best rail infrastructure project delivery organisation in the UK. There's an intuitive link between more capable people and more successful projects.

In 2013, I set up a portfolio, programme and project management (P3M) capability development programme to ensure that our professionals develop to the right standard. We started by successfully achieving the APM's corporate accreditation. This provided validation to our people and our customers that our approach aligns with externally recognised professional standards.

The biggest challenge for the programme is changing people's

perception of development intervention, so that 'training' is not always the answer. Training still plays an important part in the programme, but only in terms of providing initial knowledge. Wider continuing professional development (CPD) allows our professionals to take bite-sized chunks into their development and focus on specific areas, enabling them to learn while doing the job.

Achievements

During the first tranche of the programme, we have:

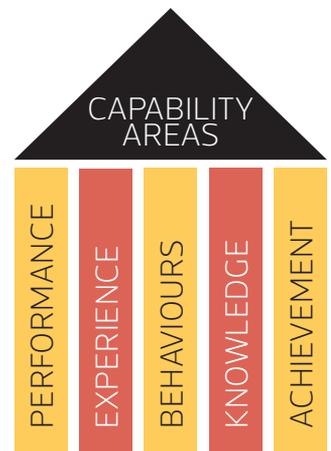
- ▷ Created a community SharePoint site, which details all the development support available and explains how to make use of it.
- ▷ Extended the range of courses available (both internally developed courses and externally accredited courses, such as the APMP: The APM Project Management Qualification).
- ▷ Created a library of publications from training providers and professional institutions.
- ▷ Provided online templates, such as a personal development plan and a CPD log, and a Training and Development Framework, which guides our professionals on the development options available to them during their careers.
- ▷ Piloted an online learning management system to access materials from the wider project management profession.
- ▷ Delivered an internal webinar programme, using a facilitated

panel to review all areas of a topic, with a hosted question and answer session. The panel represents different viewpoints, for example, one reviewed a major project and involved the Network Rail project manager, the main contractor and the customer.

- ▷ Created a sustainable support programme for the APM Registered Project Professional (RPP) accreditation. By the end of 2015, we will have more than 50 accredited project professionals, who will provide support and coaching to others wishing to undertake the accreditation.
- ▷ Extended corporate professional institution memberships. As a result, Network Rail staff can access these institutions' CPD programmes for free. We also have a supportive expenses policy that encourages



TOBY ROBINS is programme manager for P3M professional capability development at Network Rail





GETTY

There's an intuitive link between more capable people and more successful projects

individuals to have personal professional memberships.

▷ **Developed and successfully run an early adopters phase of a new online capability assessment tool (CAT), which is in the process of being rolled out.**

The CAT model is built on five areas of capability: performance, experience, behaviours, knowledge and achievement. It offers individuals greater visibility over their career development, as well as providing managers with clarity over the skills and knowledge needed for each project, and where the gaps are. [See box, below left]

Next steps

The second tranche of the programme will see the delivery of a number of key projects resulting from a P3M3 (maturity modelling)

LEFT: CAT, the online assessment tool, is built on five areas of capability

assessment programme in 2014; implementation of additional support resources resulting from analysis of CAT assessments; and a research project to understand the benefits and approaches used across the profession with suitably qualified and experienced personnel (SQEP) models.

The final tranche of the programme will see the implementation of projects based on the SQEP research. The programme is due to complete at the end of 2016.

Network Rail is dedicated to giving its people professional development and there are many benefits to this approach. It gives individuals a sense of belonging and fulfilment. From the company's perspective, it encourages long-term

employment and, ultimately, high performance. Within the P3M community, we have understood the continuing challenge of project delivery excellence and we are putting in place clear, structured support. As a relatively young profession, I believe we have a lot to learn from more established disciplines, such as engineering, where there is a clear development and career pathway. More project managers are likely to take an interest in actively planning their development and career when the RPP accreditation is finally awarded Chartered status.

I am confident that the P3M capability development programme will contribute to IP successfully delivering its portfolio in this control period and securing future work. ▣

LESSONS LEARNED

"The biggest challenge we have is in getting our community to understand their own career aspirations and consider what's available. We needed to make them think more selfishly about their career aspirations and development.

"Now that we have encouraged project managers to reflect on their careers and we are enabling them to focus through CAT, we can all reach our goals, but it's just the start.

"Another challenge for us was the geographical spread of our community. We have to support and engage them all. But knowing what's best for teams in different parts of the UK is a challenge. We network with APM and other organisations to learn how others have overcome this and what works best."

CAPABILITY ASSESSMENT TOOL - MADE SIMPLE

CAT enables project professionals to identify and design a meaningful career plan, as well as allowing them to review their plan and track their professional development.

It also gives managers visibility of their team's capability, which can help them to match the right resources with the right opportunity, giving people the chance to develop and learn. It also helps to uncover potential.

The tool has been designed using external and internal benchmarks from Network Rail, APM and other leading project-delivery organisations.

CAT displays an individual's capability level in each of five assessment areas (performance, experience, behaviours, knowledge and experience) and shows comparison with a 90-percentile range of others in the same role.

Once completed, CAT will prepare an individual profile overnight. With this profile, individuals can reflect on their achievements, review goals, identify development needs and create a personal development plan (PDP).

Project professionals can share their PDP with their line manager to ensure there is a mutual understanding of goals and plans, which will increase the chances of individuals fulfilling their potential.

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PROJECT the voice of the project management community



PROJECT
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FOCUS ON LEADERSHIP

With project management seen as a profession in its own right, what is the future for its training and development?

Project spoke to Darren Ley, project management learning and development consultant for Thales Learning and Development (a subsidiary of the defence and aerospace conglomerate) to get his thoughts on the upskilling of project managers.

PROJECT: Can you talk us through the competence framework that you use at Thales Learning and Development?

DARREN LEY: Ours is a hybrid of APM and the International Competence Baseline (ICB), which comes from the International Project Management Association (IPMA).

Because we are a global company, we don't just work with the APM's framework, we also work with the international one. And we have driven that full IPMA level – D being the lower level, up to level A – as the pinnacle of what our project managers aspire to be.

In terms of developing project managers, one of the things that has been shifting – and this is a natural shift, as you mature – is that there is more focus on developing leadership behaviours and getting the best out of the team.

PROJECT: Do you think that it's long overdue that project managers should focus on leadership?

DL: To be honest, I think that focus has always been there.

I think the challenge is actually outside of project management – understanding what the project manager is there to do.

In the past, it was a case of, if you were the manager, you pulled the things together and delivered. Now, you find that the project manager of the task is increasingly what we would call a 'project director'.

When you're talking about a project of £600m, that's an organisation in its own right. So the head of that essentially needs to be a managing director – not a manager.

PROJECT: Which challenges are you encountering as you make this shift change?

DL: The new challenge, in terms of how we develop project managers, is that we have to be able to give them 'safe scenarios' to work with – for example, the role plays, case studies and exercises that we put into any training – but we also need to keep them real. We need to keep them workable in a development centre while, at the same time, reflecting the complexity that project managers face in the various international cultural environments in which they work.

The type of training events that we run these days include a lot more people speaking about how it was for them and what happened, and passing that experience down, which a traditional trainer simply can't do. We're fine with all the technical

The project manager of the task is increasingly what we would call a 'project director'

stuff, all the processes and tools, but how do you actually talk to somebody about the leadership behaviour required on a major infrastructure project? You need to bring in the people who are closer to it.

PROJECT: What other challenges face the project management profession?

DL: Everybody does project management, but not everybody can be a project manager. Project management is having the technical skill to deliver anything from a three-day piece of work to a 10-year piece of work.

The fundamental toolkit that is used in project management – the technical skills of making and planning – has not changed in 30 or 40 years. But the application of the toolkit is the big challenge along with taking that toolkit into a complex environment.

It is differentiating between project management, which is something that everyone does from age 11, through to being a project manager, which is about leading very complex projects. ■



DARREN LEY is project management learning and development consultant for Thales Learning and Development



QUEST FOR COMPETENCE

How can project professionals develop a career in the nuclear industry? **JEAN LLEWELLYN OBE** explains

The National Skills Academy for Nuclear (NSAN) is the lead strategic skills body for the nuclear industry in the UK. It is led by its employer members to stimulate, coordinate and enable excellence in skills to support the nuclear programme in the UK.

Workforce challenge

This is an important time for the nuclear industry in the UK. As we move ever closer to towards a nuclear renaissance, it is vital that we have the skilled workforce that we need to deliver the new nuclear programme to time and to budget, and to deliver it safely alongside existing operations and decommissioning activities.

This is proving to be a significant challenge in terms of growing and maintaining the nuclear skills base so that the UK nuclear programme can be effectively delivered. Thanks to a collaborative effort between industry, government and skills bodies, however, this challenge is being addressed. As a result, it is ensuring that high-quality careers, jobs and supply chain opportunities can be secured for UK individuals and companies. Key to addressing these challenges is having accurate labour market intelligence (LMI) on which to base skills strategies and plans.

The *Nuclear Workforce Assessment Report 2014** has been collated by Cogent on behalf of the Nuclear Energy Skills Alliance with funding

from the Nuclear Industrial Partnership. It is now being used as the basis for skills planning by industry, government, skills bodies, training providers, etc, to effectively plan the skills requirements of the sector.

The NWA has identified a number of skills 'pinch points' for

It is vital that we have the skilled workforce that we need to deliver the new nuclear programme

the nuclear industry. Of particular interest to this readership will be the identification of the project and programme management skills area. The assessment has identified that in order to meet demand, an increment of 130 technical project managers per annum and 600 professional project managers per annum is required until 2021.

This provides a great opportunity for project professionals, and organisations looking to contract with the nuclear sector. Working on a nuclear-related project does come with additional requirements, however. There are various courses on offer via the NSAN's High Quality Provider Network (HQPN) to aid with the

'nuclearisation' of experienced project managers interested in working in nuclear.

A number of the HQPN providers deliver APM-accredited courses with the addition of a bespoke nuclear context. Short courses include the Award for Nuclear Industry Awareness and the Project Management Module of the Certificate of Nuclear Professionalism. Longer courses include the Project Management Nuclearisation Course and the Nuclear Project Management & Control Foundation Degree. For people looking to develop a career in nuclear project management, there is also a Project Management Higher Apprenticeship via APM.

Qualified and experienced

Regulation 12 of the Office for Nuclear Regulation covers the requirement for 'duly authorised and other suitably qualified and experienced persons' on all nuclear licensed sites, a well-established process.

The 'suitably qualified' element of this is the most straightforward part of this process because relevant qualifications can be recorded on a secure database. Launched in 2011, the Nuclear Skills Passport is used by supply chain companies to record and demonstrate the skills and training of employees and contractors.

Demonstrating the 'experienced' element is more



JEAN LLEWELLYN OBE is CEO of the National Skills Academy for Nuclear and chair of the Nuclear Energy Skills Alliance



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challenging, especially for the supply chain. Simply counting years of experience has several major challenges:

- ▷ Does having years of experience in a job necessarily prove that an individual is competent in that role?
- ▷ Having a requirement for a certain number of years' experience in a role disadvantages certain individuals, for example, women who may have a career break to have children.
- ▷ How does the supply chain gain and demonstrate the relevant 'experience'?

As a result of these challenges, the industry has worked with NSAN to develop an alternative approach. It was decided to explore the possibility of a system to demonstrate and record 'competence' rather than simply experience.

Specialists from across the nuclear industry have worked together to create a 'Competency Framework' in order to provide a common language of competence across the industry. The aim of the framework is to support:

- ▷ Quality and performance improvements;
- ▷ Effective working between companies; and
- ▷ The transfer of skills across the industry.

This framework consists of core behaviours and knowledge; technical competencies based on disciplines such as science and project management; and

business enablers such as management and commercial.

The newly launched Competency Framework includes a project management framework. This project management framework has been developed through the licensing of the established APM standards, which have been further contextualised for nuclear.

Contextualisation has been achieved by working with experienced project managers from the sector (themselves APM members) to ensure the framework meets requirements. The dedicated framework supports the development of project management competence in a variety of nuclear organisational areas.

From project to partnership

While the initial competency work was started through the National Nuclear Gateway project, it is now being continued

Nuclear contextualisation has been achieved by working with experienced sector project managers

HIGH-QUALITY TRAINING

To develop and retain knowledge across the nuclear industry, easy access to high-quality training and learning is of great importance. It is also of benefit if this training can be made available before individuals arrive at a nuclear-licensed site. There have been two key areas of development led by employers via NSAN to address this:

HIGH QUALITY PROVIDER NETWORK

This 70-strong network has significantly increased the availability of high-quality training for the nuclear sector.

NUCLEAR INDUSTRY ONLINE LEARNING PORTAL

An innovative online learning portal has been created for the nuclear industry to enable the efficient exchange, maintenance and updating of training resources. It is called Nuclear Training Network and it already has more than 9,000 users. www.nucleartrainingnetwork.com

through the Nuclear Industrial Partnership (Nuclear IP).

All of the training and skills interventions developed and delivered through the Nuclear IP fall within the scope of the government's Employer Ownership of Skills policy that places employers as the key customer, responsible for determining their skills needs and shaping the training system and interventions developed to meet these needs.

The natural extension of this is that employers also play a central role in evaluation. Within the Nuclear IP programme, there is a named employer lead, the government's principal contact, with whom the employer will review the effectiveness of the solutions that it invests in. This positions the employer as the key customer, revolutionising how we as a sector directly influence and make use of the national skills policy to support the nuclear programme.

Regular discussions with chairs of the various industrial partnerships are part of the

English skills landscape, as are direct approaches to the nominated employer leads for each of the skills interventions. What is working is constantly checked and its impact is assessed. This requires considerable commitment from employers, but the potential gains for the sector are huge.

Another important activity being progressed through the Nuclear IP is the constant updating and scrutiny of LMI. As interventions are implemented, an important strand of the LMI work is to understand the impact that these interventions are having in filling gaps or developing the required capabilities.

The effectiveness of individual training interventions forms just one part of the jigsaw. The industry, through the Nuclear IP, is investing substantial time and expert resource to track and understand the progress that is being made and is reporting this at the highest levels of government and the nuclear industry through the Nuclear Industry Council.

*Reference: Nuclear Energy Skills Alliance Nuclear Workforce Assessment Report 2014

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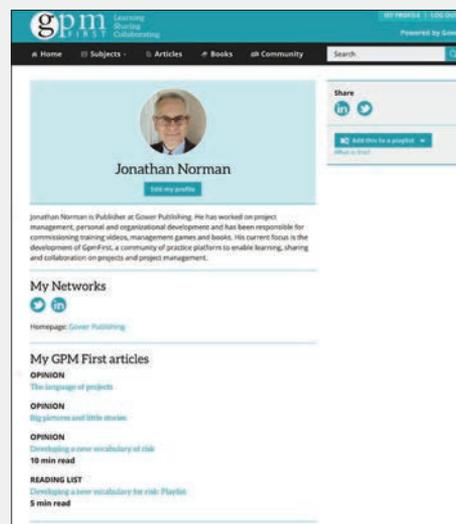
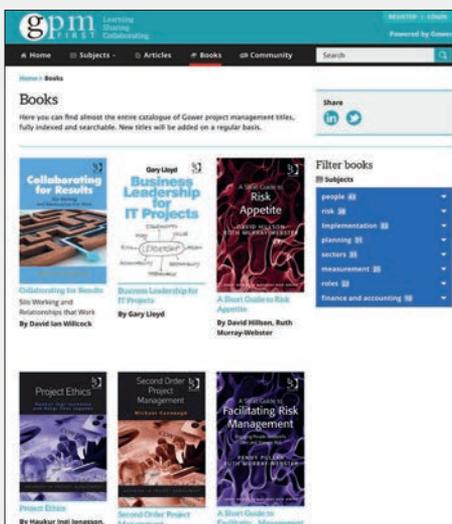
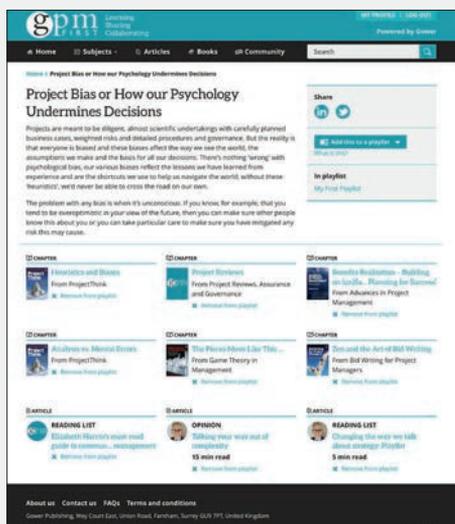
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The dream team

Setting up a central project management function will be easier if you ask yourself four important questions, advises **RICHARD NEWTON**

Most organisations face the challenge of repeatedly resourcing projects and critically allocating good project managers. A common way of addressing this challenge is to set up a central project management team.

This can seem relatively easy, but there are pitfalls on the way to setting up a successful project management team. In this article, I will look at four key questions that anyone setting up a project management team must consider, and then outline the main steps in setting up such a team.

The key questions

The first, and most important, question is: **what is the role of the team?** This might seem like a simple question to answer: the role is to provide project managers. In reality, there is a spectrum of roles that can be performed by such a team. At one end of this spectrum, a simple project management team is a resource pool

whose only role is to provide project managers for projects that need one. The leader of this team is mainly involved in resource management and worries about staff utilisation. At the other end, the team takes full responsibility for the delivery of major initiatives. The leader of this team is involved in all the activities needed to ensure successful delivery of projects.

There is a big difference between these two extremes. Underlying this is a set of more detailed, but still important, questions to answers. Does the project management team own project management methods for the organisation? Is the project management team responsible for raising delivery standards and success rates? Should the project management team be the beacon of excellence for project management in the organisation? Will the project management team simply be 'doers' or are they intended to be 'trusted advisers', who don't just run projects, but advise the rest of the organisation ▶



THE FOUR KEY QUESTIONS

- What is the role of the team?
- Which projects does the team work on?
- Who should be in the central project management team and where do resources come from?
- How is the team to be paid for?

on project-related issues? The answers to these sorts of questions are fundamental to defining the skills and competency levels that will be required by the team, as well as the size and shape of the team. They also determine whether the team consists purely of project managers or whether it also has functions such as portfolio management and a project management office.

The second main question is: **which projects does the project management team work on?** There are always more projects that could be done than there are resources to do them. A central project management team could be set up to work on any project, subject to prioritisation. Normally, some projects are more efficiently performed by distributed project managers – for example, when dealing with local issues or specialised contexts. This leads to the project management team focusing on a specific remit. It's important to be clear which projects need a project manager from the central team and which do not.

The third question is really a pair of closely related questions: **who should be in the central project management team and where do resources come from?**

In practice, most central project management teams start by bringing together the existing project managers from across the organisation. This is not always the best way to staff the team. Depending on the team's role and remit, the specific skills and capabilities that are needed will vary. If possible, it's better to define the skills and competency levels required first and then select and recruit as needed.

The answer to the third question also links to how to scale the team for the inevitable variations in workload. If a variable workload arises, there are three possible ways to respond:

1. Resource below peak workload and act as the bottleneck to overall project capacity. This may appear to be the worst possible answer, but it can work. There is always a resource constraint somewhere in the organisation. In some situations it is helpful to have a very clear, controlled bottleneck. But this is usually a very uncomfortable place for the team to be in.

2. Resource to peak workload and always be able to respond flexibly to any demand and be able to quickly start projects. This is a nice idea but, in reality, demand will continue to expand if no constraint is put on, and practical headcount and budget limitations normally prohibit this approach.

3. Resource to an agreed level and then use contractors and consultants to staff up to peaks when required. This gives flexibility and is the model that most teams choose. Take care to choose which projects are undertaken by permanent staff

HOW TO SET UP A PROJECT TEAM

- Define the team's vision: what is its role and how will it add value?
- Assess the skills and resources that are available to achieve this vision
- Develop a plan to achieve the vision from where you are now
- Execute the plan

and which by contractors if knowledge and skills are to be developed in-house.

The fourth key question is: **how is the team to be paid for?** Is the team an overhead cost or will the cost of project managers be recharged to projects? I prefer the latter approach since it means that project managers can focus on where they are most valued, but it is not without challenges of its own.

Setting up the team

Project managers deal with projects and change. Helpfully, these are the right skills for setting up a project management team since it is a project in its own right.

Start with a clear vision of the role the project management team will perform and how it will add value to the organisation. Review which human resources you have available to make up this team, and determine how the skills and scale of those resources match your vision. It's also important to understand what expectations exist regarding the team, and whether these expectations align with your vision.

Now we get to the project management part. Develop a plan for how to get from your current state to the vision that you have for the project management team. Executing the plan fully is likely to take months, or even years. Factors to consider in your plan include how you will build the reputation of the team (this is best done by excelling in the delivery of important projects); how you will develop the scale, skills, knowledge and capabilities of the team; and how you will influence the wider environment in the organisation.

The last point is important. A strong project management team will help to achieve success in project delivery. But it is not just project managers who deliver projects. The central team is well placed to influence the development of a great delivery culture across the organisation. ■



RICHARD NEWTON is an award-winning author, speaker and consultant on projects and change. His twelfth book, *Managing your Team Through Change*, was published in December 2014

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On the case

What difference can project management make in the delivery of legal services? **ANDREW PARKS** delivers his verdict

The notion that the legal sector could benefit from project management has been around for some time. Proponents argue that the use of project management would help law firms to meet their clients' push for greater transparency regarding quality deliverables that are achieved on time and to budget. Larger commercial clients often seek legal advice as part of a major programme of change or transition, so they want law firms to use an accepted cross-industry standard of reporting on, and delivery of, projects. Project management, however, has yet to truly take hold in law firms in the way that it has in other industries. Why is this the case?

Cultural challenges

A lawyer will typically dive into the detail of a piece of work and will not come up for breath until it is finished. Lawyers have not learned their trade by reading a process manual. They have instead spent hours studying and observing senior lawyers. Their focus is on attaining knowledge, not explicitly learning 'how' to do something. Lawyers tend to be responsive (looking back at precedent) rather than proactive (looking forward and planning). This culture can create working silos

Through breaking down a highly complex concept into a series of manageable tasks, progress can be easily tracked, providing visibility. Work can also be effectively scoped and efficiently resourced

that make internal and external communication challenging. The dilemma here is that although law firms and their clients seek project management assistance, it may not actually fit with the profession's working culture.

The key, then, is not about changing what lawyers produce, but rather how they deliver their service. It is logical to apply a project management approach when looking at a highly complex legal case with multiple work streams and deadlines. Through breaking down a highly complex concept into a series of manageable tasks, progress can be easily tracked, which provides visibility. Work can also be effectively scoped and efficiently resourced, therefore providing greater cost certainty.

But it will not work if all that law firms do is simply hire project managers. Legal cases are unique and involve a number of unusual factors. The decisions that drive the phases and tasks of a legal matter are legal and tactical rather than functional. Only an experienced lawyer can understand these legal and tactical factors. This means that a project management professional will never be the owner of the project; they will only ever play a supporting role.

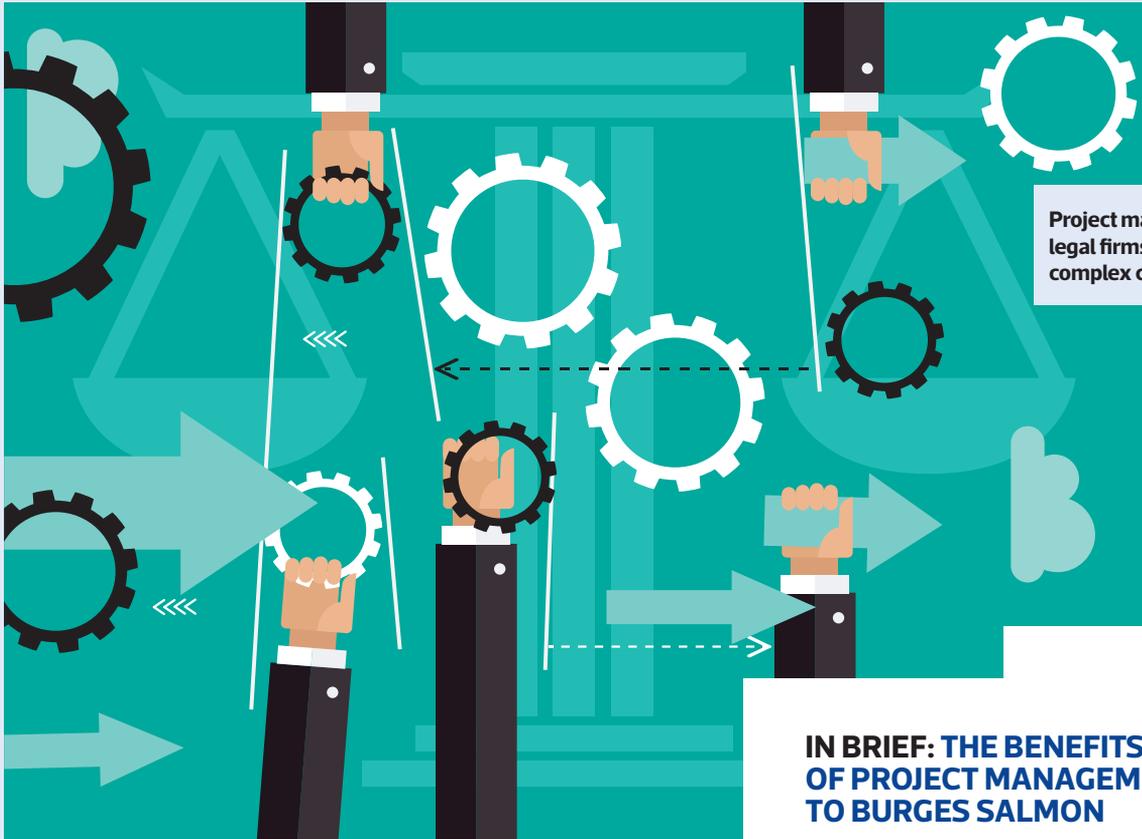
An alternative approach would be to train lawyers in project management. In many cases, senior lawyers are already providing a form of project management. This will work to a certain degree. A lawyer will always focus on the delivery of legal services ahead of project management, however. Danger lies in trying to change project managers into lawyers or lawyers into project managers.

Happy medium

The happy medium is for project managers to provide a framework and structure within which lawyers can do what they do best. Flexibility is key. On smaller, simpler cases, training the lawyers up to a level where they project manage their work is sufficient. On larger, more complex, cases, ongoing support from a project management professional will deliver real benefit to the lawyer, the client and the law firm. The lead lawyer will focus their full attention on delivering the service to the client, while the project manager provides the required framework.

A working example of this happened recently at Burges Salmon. Burges Salmon was appointed to represent a public-sector body in a complex dispute. It was vital to establish an effective collaborative working relationship with the client and to manage numerous, fast-moving work streams. The client partner requested assistance from the legal project management team. Burges Salmon applied its project management approach to the legal matter in order to break down this complex case into a set of clearly planned deliverables that were properly scheduled, with resources efficiently allocated.

The team used a suite of project management tools that had been adapted for the legal environment. This created an overall sense of order and structure, with each lawyer's activity directly tied to a project deliverable. This ensured that every piece of work that the lawyers were doing would have a direct impact on the outcome of the case. For the Burges Salmon team and the client, massive pieces of work were broken down into 'bite-sized' chunks. This allowed the lawyers to focus their endeavours more precisely and removed wasted effort.



Project management helps legal firms to break down complex caseloads

On larger, more complex, cases, ongoing support from a project management professional will deliver real benefit to the lawyer, the client and the law firm

The discipline of holding regular project meetings was put in place with clear and concise instructions being given out at these meetings. This meant that the team could work with focus and easily understand how their individual work was fitting into the wider case strategy. By dividing the work into a set of clearly defined work streams, the project lead was able to allocate work at the briefings. Due to the structured approach, the meetings ran quickly and effectively while keeping everyone abreast of how things were progressing.

Burges Salmon's approach to project management has resulted in an improved ability to deliver what the client wanted and it has strengthened the firm's relationship with its client. There are many unique aspects to legal projects, from the speed at which they move to the culture of a law firm. If, however, the legal industry works round these barriers and takes a flexible approach to adopting project management, it will benefit from it in the same way that so many other sectors have. 



ANDREW PARKS is project manager at Burges Salmon

IN BRIEF: THE BENEFITS OF PROJECT MANAGEMENT TO BURGESS SALMON

- Adopting a project management approach to the dispute involving the public-sector client brought a number of benefits to Burges Salmon.
- One key client-facing benefit was that the project management approach improved Burges Salmon's ability to report on the project. Clear visibility of progress resulted in several benefits. Firstly, clear, transparent reporting reassured the client. It meant that it could see exactly what work was being carried out and, ultimately, where its money was going. This enabled the client to report on the case clearly and concisely through its own governance structure.
- The lawyers themselves were able to spend minimal time reporting and more time focused on core delivery. This effective approach encouraged Burges Salmon's collegiate way of working and enabled the team to identify areas where collaboration would be more effective than lone working. As a result, the firm's combined expertise could focus on specific issues and solutions.
- Project management improved risk and issue management on the case. Any issues that arose on the project were flagged up early on and dealt with immediately. It was easy to identify exactly which part of the matter would be impacted, and therefore straightforward to work with the client to identify what the best approach to mitigating or managing the issue was.

ABOUT BURGESS SALMON

Burges Salmon is a leading UK law firm, which has more than 600 staff, including 79 partners. The firm provides national and international organisations and individuals with a full service through the core practice areas of corporate, commercial, finance, litigation, property and tax. The firm's client base ranges from private individuals to government departments and FTSE 100 companies.

Six steps to project success

Changing an organisation's culture is an effective way to ensure the delivery of projects is on time and to budget, says **ANDREW GARBUTT**

Staff members are increasingly spending time working on project teams rather than in their 'day job'. This can mean operating in virtual teams, ad hoc teams or 'pop-up' organisations. The trend towards projects has been driven, in part, by the fact that the government is implementing major programmes of work, particularly in the infrastructure sector.

It can be a huge challenge for organisations to quickly create efficient teams that deliver real transformational change in what is often uncharted territory.

Definition

'Transformational change' can be defined as a shift in the business culture of an organisation that comes about as a result of changes to the organisation's underlying strategy and the processes that it has used in the past. It is organisation-wide and enacted over a period of time.

Major programmes are ultimately delivered by 'pop-up organisations' - such as Crossrail, High Speed Two and Thames Tideway Tunnel. These 'organisations' experience the biggest transformational change of all - moving from individual parent organisations to the new entity, all while carrying out the 'day job', which is delivering a major, high-profile project.

So how do leaders take these projects from a standing start to being a mature organisation that is capable of delivering many billions of pounds of works and services? At the same time, they also manage the amalgamation and integration of staff and resources from existing mature businesses, each of which bring their own ways of working, processes and culture.

ATTRIBUTES OF A LEADER OF TRANSFORMATIONAL CHANGE

- Understands the 'big picture' and the vision for the organisation at all times.
- Is seen as an 'ideal role model' - someone who 'walks the talk'.
- Understands how to create a 'high-performing team'.
- Has an ability to inspire and motivate.
- Challenges their team to be innovative in what they do.
- Demonstrates genuine understanding and empathy with regard to their team's needs and ambitions.

A transformational change guide for leaders

Adopting the attributes and approaches of leading transformational change can help programme and project leaders to lead their teams. Below is a six-step approach for leading transformational change, which is also appropriate to leading a major programme or project.

1 >> Clarity for all stakeholders

It is important to have a clear vision that is directly linked to the overall strategy and objectives of the sponsoring authority. So the ability for a leader to always grasp the 'big picture' is crucial.

The vision often needs to be conveyed to different stakeholders using different methods. Therefore, leaders should explore different ways of articulating the way forward. This could include the use of 'rich pictures' and even professional 'storytelling' to articulate a particular 'journey' for a specific stakeholder group.

What is most important is that all stakeholders understand the real benefits of the programme, how they will be realised and how they are measured.

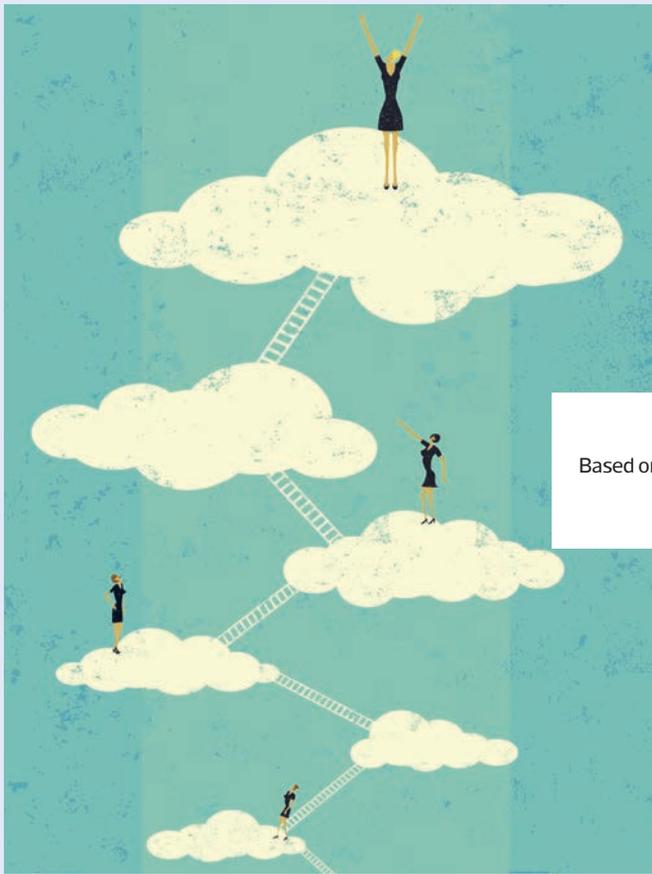
2 >> Clear, simple governance

Successful programmes benefit from a clear and simple governance regime. An efficient and effective governance regime will manifest itself in the form of clearly defined roles, commonly understood responsibilities, a simple organisational structure and a quick decision-making process.

Many people regard the delivery of the venues and infrastructure for the London 2012 Olympic and Paralympic Games as a leading example of an appropriate governance regime. The lessons learned from London 2012 are well documented and are being used as a benchmark for the delivery of current major programmes. That said, governance is there to enable the vision and may need flexibility built in to respond to a moving landscape.

3 >> Get the environment right

Transformational change and major programmes (and projects) both require high-performing teams to deliver the expected outcomes and outputs. High-performing teams need the appropriate 'environment' to perform efficiently and effectively. Setting the right environment for these teams involves a wide range of considerations. These include allowing team members to challenge the status quo and encouraging them to look at ways of innovating what they are being asked to do. This can



TRANSFORMATIONAL CHANGE VERSUS INCREMENTAL CHANGE

Transformational change

Works holistically
Focus on strategy
Step change

Based on the customer's perspective
Involves all stakeholders

Incremental change

Focus on particular parts of the business
Focus on 'problem-solving'
Gradual change

Based on the provider's perspective
Centres on process or business unit owners

be achieved by ensuring that all the stakeholders and, particularly, team members, understand what innovation actually means to the programme.

Ensure that the team fully understands the risk environment, what risk looks like on this programme, and just as importantly, which opportunities could be identified and realised. High-performing teams adopt a 'controlled approach' to risk.

Leaders must also ensure that their team has the appropriate infrastructure to deliver their tasks in the most efficient way. This will mean putting in place appropriate systems, establishing realistic timelines and setting appropriate workloads.

4 >> A holistic scope for the programme

Leaders need to be focused on not just the technical or organisational aspects of the scope of their programme, but also on the cultural and behavioural aspects. The challenge for leaders is to understand and manage all the dynamics affecting the transformational change effort – both the 'hard' technical aspects and the 'softer' behavioural elements.

5 >> Work with the culture, to change the culture

Achieving transformational change, whether that is with an organisation or through a major programme (or project), requires that change to be more than just structures, processes and systems (the 'hard' elements). It needs to address behaviour, both individually and collectively, as well as the development of leadership capabilities and talent management (the 'soft' elements).

Transformational change often fails because leaders do not address the organisation's culture. This manifests itself in not realising the expected benefits of the programme because people do not embrace new ways of working.

While often appearing intangible and hard to grasp for many leaders, all aspects of change are influenced by the

organisation's culture. In order to shift the shared assumptions, beliefs and values ('the way we do things around here'), leaders must ensure that the transformational change creates a new culture that supports and delivers what the business strategy requires for success.

6 >> Engage and communicate

Leaders need to adequately engage and communicate with stakeholders, both internally (such as staff and team members) and externally (those impacted by the transformational programme, but outside the team). Engagement is particularly important early in the change process, since the greatest opportunity to influence and enhance value is at the beginning of any project or programme.

Most leaders become aware of the need to improve communication during the programme. All leaders grossly underestimate the amount of time and resources required for adequate communication. Many large programme teams now incorporate communications and engagement positions within their teams, often as part of the senior leadership group.

High performance

Organisations cannot just put people on a programme and hope that all goes well. Transformational programmes require high-performing teams and high-performing teams require transformational leaders. These leaders must address both the 'hard' and 'soft' aspects of their very often high-profile programme, and must be equipped with the appropriate skills, competencies and behaviours to address these issues. **■**



ANDREW GARBUTT is a programme director for Berkshire Consultancy with more than 35 years' experience in the construction and infrastructure industry

Early-warning system

Good communication with stakeholders ensures openness and timely identification of issues and risks, say **STEPHEN WOODWARD AND PATRICK WATSON**

Successful projects depend on teams anticipating issues and dealing with them quickly. Listening to wider stakeholder groups on all aspects of a project will generate a clear picture of the potential pressure points. There are many ways to engage with your various stakeholders and, no doubt, you will have your own preferred means of engagement.

Whatever means of engagement you use, it probably falls into one of three broad approaches:

- » Dominant stakeholder-driven needs engagement that could be likened to broadcasting a message.
- » Understanding the different objectives and needs of stakeholders to give a compromise model of engagement.
- » Finding the underlying interests of stakeholders so that these can be understood and differences solved together as a reconciliation model of engagement.

Thus, we see that styles of stakeholder engagement vary considerably. At one end of the spectrum are those who favour engagement as one-way broadcasting where one stakeholder or group of stakeholders attempts to convince others of their point of view. Meanwhile, many favour a more collaborative, two-way flow of information where listening and getting feedback is just as important as broadcasting one's own message. The latter seeks to identify, and, while not necessarily agreeing with, understand and acknowledge the needs of others to create consensus through genuine open and transparent dialogue. As with other aspects of project management, a process is a necessity to make it effective. In designing your process, it might be helpful to evaluate it against the following observations.

Understand their needs

Frequently, it appears that in the drive towards the all-important end date, we might be good at broadcasting our own message about our projects and programmes, but we overlook the human dynamics of project teams and stakeholders. Perhaps broadcasting takes up too much of our bandwidth. Maybe we are not so good at listening. The result is we only find out too late in the implementation process what we did not know about our project or programme. Often project processes do not allow for empirically measuring and monitoring stakeholder engagement levels. There is a requirement to understand fully which stakeholder groups are engaged, which are not and why. If you do not effectively engage with your stakeholders, you have no certain way of understanding their needs and feelings about your project.

Increasingly competitive fee levels over the past few decades have put a strain on project resourcing. We have moved away from a typical project resource level where members of the project management team could spend time with stakeholders finding out the concerns and feelings of individuals about their project and feeding these back to those managing the project. It is therefore of paramount importance to have a process that takes the place of, and improves upon, this labour-intensive form of early warning.

Such a shift needs to acknowledge that stakeholder issues are far more than just management of outside concerns. Stakeholder mapping at the widest spectrum is necessary to identify those individuals who can affect your project. This, and subsequent engagement, are serious topics that merit a dialogue within the project management team. As with all project processes, planning before implementation is important. If good listening is integral to your stakeholder engagement, it is vital to talk to, and importantly, listen to

If you do not effectively engage with your stakeholders, you have no certain way of understanding their needs and feelings about your project

the right stakeholder groups. Good stakeholder engagement requires that stakeholders are treated as individual people, rather than as corporate entities, and as individuals who have changing personal perceptions about their project. Underlying all this is the need for continuous feedback to understand whether you are communicating or not.

Rightly, there is a professional focus on continuing improvement. Is enough attention given to obtaining open and transparent feedback? If not, how do you improve delivery without the opportunity for gathering lessons learned in a way that improves feedback and allows safe and open stakeholder expression? Today's environment requires a shift in the project mind-set and a realisation that stakeholder engagement is not just about public relations, but rather about getting better outcomes for all involved. Surely the issue is how do you improve engagement rather than how do you improve management? Just as with other project processes



IMAGE SOURCE

ENGAGEMENT IN PRACTICE

Patrick Watson explains how he is helping the University of East Anglia (UEA) to achieve collaborative working

“As a project manager, I continue to seek better outcomes and benefits for clients and their projects. Our client adopted project horizon scanning, on its exemplary low-carbon project, as a key part in the collaborative engagement process to capture feedback from those stakeholders that had an interest in the project.

“Importantly, the feedback is captured in a safe and confidential environment through an online survey, which is reviewed by ResoLex’s expert panel members. The subsequent report highlights emerging project issues so that they are addressed before they impact on the scheme.

“We recommended this process because of the collaborative aims of the scheme and the diverse and complex stakeholder base. The process creates a virtual project environment, allowing stakeholders to develop a mutual understanding of the project’s progress towards the goals and how these align with their individual perceptions.

“Now, some two years down the line, UEA enthuses about project horizon scanning as a fundamental component of its collaborative ethos. The outputs have helped to maintain engagement and collaboration across the wider stakeholder body and provided a true insight into how the scheme is progressing.”

This case study can be viewed at www.resolex.com/xcase_studies.php and rlf3pm.com/projects/the-enterprise-centre

and controls, stakeholder engagement requires a systematic, mapped-out process that takes account of causes and effects – a process for encouraging project interaction that reaches out to all those who are affected by, and have an impact on, a project. Without a defined and demonstrable process, ineffective engagement with stakeholders is a major project risk in itself.

One of the chief distinguishing characteristics for a stakeholder engagement process is the requirement to get an accurate understanding of what the various stakeholder groups are saying and, at the same time, empower the stakeholder body through continuous feedback. To be truly effective, the means of eliciting information must allow stakeholders to be free to say what they want. Therefore, there needs to be the means of protecting anonymity in collecting otherwise unavailable confidential information about the project. It is essential to have independent empirical evidence of the level of stakeholder engagement to allow strategies to be developed and adjusted in order to measure how well stakeholder engagement is performing and give the opportunity to take early non-confrontational, corrective action as needed. If working well, a good process will improve communication across all stakeholder groups and create the openness and transparency to allow identification of emerging issues and risks.

Ultimately, best practice stakeholder engagement requires an efficient process that mirrors talking and listening to

each stakeholder as an individual. Encouraging an open, collaborative environment, with two-way feedback, allows stakeholders to express their views and engage fully with the project. This also ensures that an early-warning system is in place to identify any emerging risks or conflicts, thus reducing the risk of problems developing in the teams delivering projects or contracts. So, it is clear that better stakeholder engagement will lead to better projects and outcomes for all. 



STEPHEN WOODWARD (far left) is a director at ResoLex, a specialist consultancy that supports projects with communication and stakeholder engagement to create project teams that build a consensus approach to project delivery

PATRICK WATSON is a founding partner at 3PM, a portfolio, programme and project management consultancy

Top 10 myths of risk

Remember not to blur fact with fiction when you manage the threats and uncertainties associated with your project, advises **DR DAVID HILLSON**

Since the dawn of time, mankind has used myths to make sense of the uncertainty that surrounds us. More recently, in the world of business and projects, risk management has performed the same role. Unfortunately, myths have also grown up around risk management. Like many myths, risk myths have some basis in truth, but they are far from an accurate representation of reality. Here are the top 10 risk myths, and how you can counter them.

1 >> All risk is bad

“Risk? No thanks!” Risks are potential problems, and if they happen, then we’re in trouble. For projects, risks mean threats to the budget and schedule, and the result of a risk that has an impact means overspend or delay. Even when we consider other objectives, such as performance, safety or regulatory compliance, risk is bad news for the project.

Starting from the idea that risk is ‘uncertainty that matters’, we reach a different conclusion. Some uncertainties might have helpful outcomes if they happen, saving time or money, enhancing performance or safety, or helping us to achieve project objectives. Best-practice risk management recognises that risk includes both threats and opportunities, and both need to be managed proactively through the risk process.

2 >> Risk management is a waste of time

“*Qué será, será.*” Most risks are outside our control, and we shouldn’t waste time trying to address them in advance. Instead, we should rely on fire-fighting, dealing with issues as they arise. The good project manager is a hero or heroine who can handle any crisis as and when it happens.

In reality, risk management provides a forward-looking radar. We can use it to scan the uncertain future to reveal things that could affect us, giving us sufficient time to prepare in advance. We can develop contingency plans even for so-called uncontrollable risks, and be ready to deal with likely threats or significant opportunities.

3 >> What you don’t know won’t hurt you

“Ignorance is bliss.” We’re so busy dealing with what we do know that we don’t have time to think about anything else.

Hope is not a strategy! Uncertainties exist out there that can hurt us and our projects very badly. Unforeseen events can cause major delays, result in significant additional cost or even cause

accidents. Failing to spot risks will result in avoidable problems happening or benefits that could have been captured being missed. Not knowing about the risks that we face can prove to be very costly indeed.

4 >> The risk manager manages risk

“The clue is in the job title!” Just as the project manager manages the project or the quality manager manages quality, so the risk manager manages risk. That means the rest of the project team don’t have to worry about risk if they have a risk manager (or risk champion or risk coordinator). Right?

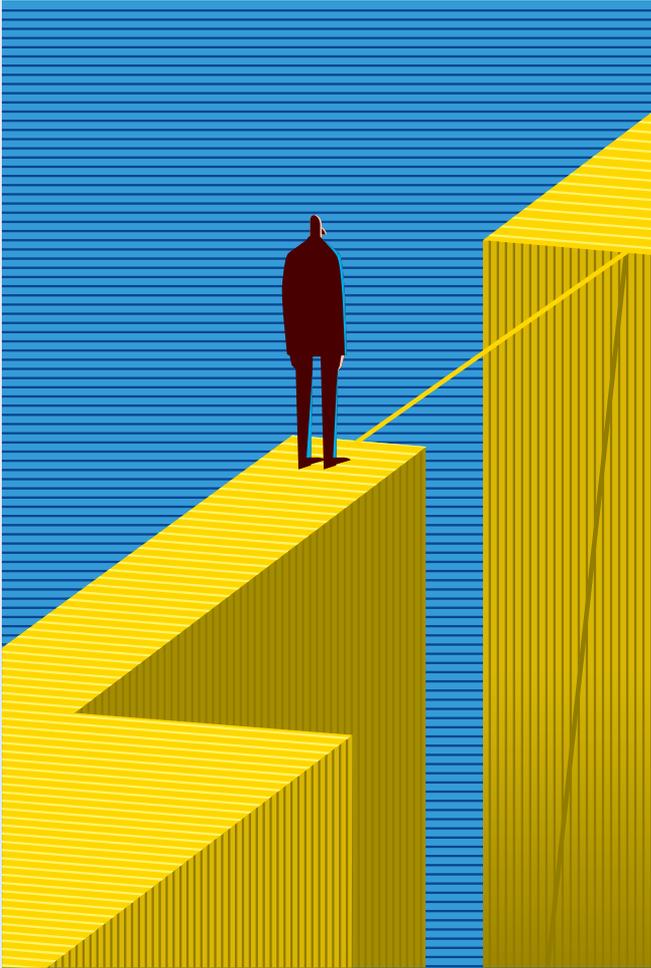
Wrong! The title of risk manager is hugely misleading and should be banned. There is no way that one person can understand or manage all the risks on a project, even if they are super-competent. Instead, risks need to be managed by the people who understand them and can deal with them effectively. Every member of the project team should be a ‘risk manager’, tackling the risks that affect their area of responsibility, leaving the risk manager to facilitate the risk process and ensure that it is working properly.

The title of risk manager is hugely misleading and should be banned. There is no way that one person can understand or manage all the risks on a project, even if they are super-competent

5 >> All risk can and should be avoided

“The only good risk is a dead risk.” Whenever a risk is encountered on our project, only one response is possible: avoidance. We need to do whatever it takes to ensure that the risk cannot happen, no matter what cost or effort is involved.

Of course, not all risks can be avoided. Sometimes it would be too expensive, or take too long, to avoid a risk completely, so another strategy is required. Options for downside risks (threats) include risk transfer, risk reduction or risk acceptance. And clearly we don’t want to avoid upside risks (opportunities) – these should be exploited, shared or enhanced.



6 >> Our projects aren't risky

"No risk, please – we're project managers!" The absence of risk is a sign of a successful project manager and a well-run project. Where risk rears its ugly head, it needs to be killed off as quickly as possible, so that we can return to our zero-risk nirvana.

Risk is built into all projects, as we seek to create a unique service, product or outcome with limited resources, conflicting constraints and competing stakeholders. Risk is also linked to reward, since we take risk to create value. So the zero-risk project is neither possible nor desirable.

7 >> Risk management requires statistics

"You can't manage risk without understanding statistics, probability theory and Monte Carlo simulation." It's pointless to record risks in a risk register, assess their probability and impact, and develop appropriate responses. Only quantitative risk analysis (QRA) can reveal the true level of risk exposure in our project.

QRA is a powerful method for analysing the overall effect of risk on project outcomes, but it requires time, effort, specialist tools and expertise. Many risks cannot be easily quantified either, so a qualitative approach is needed. Even on very risky projects, the data used in QRA are based on the risk register, so qualitative assessment is always required, while QRA is optional.

8 >> Risks are covered by routine processes

"We manage risk all the time – it's part of the day job." We know all the risks faced by our project and we have processes in place to deal with them, so we don't need to do separate risk management.

THE TRUTH REVEALED

In our rationalist world, where we value most what we can measure easily, it's not surprising that unhelpful myths have grown up around risk management. In providing a structured way to address uncertainty, risk management offers important insights to project managers and their teams. Effective management of risk is positively correlated with project success, as we discover in advance the things that might drive us off track, and we implement proactive measures to avoid threats and to capture opportunities.

Project processes are indeed developed to handle routine risks. And maybe such 'business-as-usual risks' don't belong in the risk register because they will be handled by existing processes. But what about risks that we've never seen before? Risks that are specific to this project, this environment, this client? We need a focused risk process that identifies these novel risks, assesses their importance and develops targeted responses.

9 >> Contingency is for wimps

"We've agreed the project plan and we're sticking to it." A strong project manager stays within the budget and timeline, and meets all targets. Setting aside time or money for things that might never happen is pointless.

Not even the best project manager can perfectly foresee the future. Unexpected things happen. And all projects are risky, being complex undertakings based on assumptions and dependencies, delivering change through people. So including a specific risk budget for known risks, as well as a contingency amount for unforeseen risks, is a sign of wisdom, not weakness.

10 >> Risk management doesn't work

"We tried risk management once..." The risks we identified never happened, and the things that did happen weren't in the risk register. Our responses made no discernible difference to project outcomes, so we gave up.

The risk process can fail to identify the real risks, focusing instead on the 'usual suspects'. So we need to explore what people are worrying about (threats), or excited about (opportunities). We also need to create and implement targeted actions that change our risk exposures. When we identify the real risks and implement effective responses to them, then risk management maximises our chances of project success. Done properly, risk management always works. 



DR DAVID HILLSON Hon FAPM is The Risk Doctor, with a global reputation as a thought leader and expert practitioner in risk

The power of BIM

Building information modelling offers plenty of potential for nuclear decommissioning projects, argues **JON DOLPHIN**

Project management cuts across every industry and it permeates

every part of society. Given the diverse range of challenges that exists, there is huge potential for sharing success and learning. So, regardless of what industry you work in, it is important to keep an eye on what's going on elsewhere since this can provide opportunities or inspiration for improvement within your own projects. As professionals, we do this by attending courses and public events, reading professional publications and even socially with friends and colleagues.

In January 2014, I had the opportunity to undertake a continuing professional development module in building information modelling (BIM) at my local university. Like a number of my colleagues working in nuclear decommissioning, I have been aware of the emergence of BIM over the past few years. Given that the government's focus for BIM does not explicitly include nuclear decommissioning, however, I could be excused for not becoming BIM savvy. I was glad that I took the class, though, since it opened my eyes to the possibilities within my own industry.

Benefits of BIM

As mainstream construction prepares itself to meet the government's target to adopt BIM Level 2 by 2016, the focus has generally been on the design and build of new facilities.

But BIM's benefits are not limited to new developments. With an annual spend of over £3bn, the nuclear decommissioning industry could take advantage of BIM as well. For many it will mean a step change in approach, but the benefits outweigh the costs of adopting this new process of managing, accessing and sharing information.

In all decommissioning projects there is a desire for cost certainty, efficiency, safe delivery and clear communication with stakeholders – all of which BIM has been shown to support in conventional construction. Project delivery in the nuclear industry requires a considerable level of stakeholder engagement, which, given the hazards and potential consequences involved, is understandable. A BIM model is an effective way to access a

WHAT IS BIM?

A collaborative way of working, underpinned by digital technologies that unlock more efficient methods of designing, creating and maintaining assets. BIM embeds key product and asset data in 3D computer models that can be used for effective management of information throughout a project life cycle – from earliest concept through to operation. It has been described as a game-changing information and communication technology.

Through breaking down a highly complex concept into a series of manageable tasks, progress can be easily tracked, providing visibility. Work can also be effectively scoped and efficiently resourced

large array of information and tailor it to the needs of different stakeholders, including design teams, regulators, consultants, contractors, clients and members of the public. Centralising information in a 'common data environment', accessed via the model, ensures use of the most up-to-date information.

BIM software embeds key product and asset data in the model, providing capabilities such as schedule analysis of the decommissioning programme, clash detection, material take-offs and waste logistics planning. The model facilitates safe planning of work and the accurate conveyance of site information, particularly hazards. The model can even be exported into games engines to support emergency planning exercises and counter-terrorism scenarios.

Nuclear decommissioning involves new build as well as extensive modification of existing facilities and demolition.

In all cases, there is a significant amount of information involved. BIM offers a platform to access this information by associating it with objects in the model. The effective transfer of information is vital to ensure that future generations can safely access and maintain the sites until the point where radioactivity in the reactor cores and other structures has decayed enough for their removal. This is an asset-care programme that will go on for several decades following site closure.

Using BIM, the management of our legacy nuclear sites would be supported by a digital model that provides easy access to information and does not rely on individual site knowledge to access it.



ALAMY

What is the process for retrofitting BIM?

There are a number of methods of retrofitting BIM to a facility, depending upon the level of existing information available.

Should suitable as-built information be available, it can be used to construct a model. But in the absence of existing data, a high-definition laser scan (known as a point cloud survey) can be carried out. Laser-scanning technology is used to produce a highly accurate point cloud survey of a facility. The process is in these stages:

1 >> Establish a survey grid and datum, which will relate all measurements accurately to Ordnance Survey National Grid and Height Datum.

2 >> The facility is scanned from the coordinated survey stations with high-definition scanners that capture a 'cloud' of data points at 1 million points per second.

3 >> At the same time as scanning the area, a continuous, high-definition, 360-degree photographic record is captured and laid over the point cloud survey. This 'photo point cloud' allows the user to 'fly through' the facility to look at areas of interest, extract measurements and add comments.

4 >> The final part of the process is to generate a model from the point cloud survey. The model's production requires a trained technician to first create the structural envelope of the building and then overlay 3D objects, such as beams and pipes, onto the 3D point cloud survey. Objects can be constructed from the point cloud data or imported from a readily available catalogue within the BIM National Library.

As the process is time-consuming, there is a judgement to be made about how much modelling to undertake to benefit the project or to satisfy the requirements for asset care. The benefit of laser scanning and capturing the whole site in one initial phase is that modelling can be on an 'as required' basis, returning to the point cloud database when additional areas or detail may be required.

Modelling is undertaken using BIM software. Among the most widely used are Autodesk Revit, Bentley AecoSIM and Graphisoft ArchiCAD.

Challenges

The introduction of a BIM approach would not be without its challenges. In my experience, the nuclear industry is nervous of change, particularly where this involves IT. The mindset has changed considerably since the days when nuclear engineering was at the forefront of technical innovation. There is also the question of training to ensure that a sufficient capability exists to capture and associate information with the model. Driven by the uptake in mainstream construction, the current skills gap is closing, particularly as more and more contractors and major projects insist on a BIM-capable supply chain.

Conclusion

The benefits of using BIM in new build are clear – it saves time, reduces errors, minimises waste, provides safety benefits and ultimately saves money. By retrofitting BIM to a facility, similar benefits can be derived to support deplanting, demolition and long-term asset care of remaining facilities. The application of BIM to decommissioning will benefit different groups in different ways, but collectively the whole decommissioning programme can benefit.

The industry is very good at storing information in paper records and electronic files. Without an easy platform to relate this information to something, however, it ceases to have value. A BIM model can provide the platform to allow us to relate information to objects within a model. It is vital that this is done before the individuals who understand those relationships move on.

I started this article by reflecting on the need to take learning from other industries. As I conclude, I am left considering which other industries could benefit from retrofitting BIM. 



JON DOLPHIN is project manager (care and maintenance entry) at Magnox

This article was only made possible through the assistance of: Philip Isgar, BIM4Nuclear; Ben Harries, Hyder Consulting; Malcolm Donald, Plowman-Craven; and Paul Colechin, Cavendish Nuclear

Living learning

Educating children in project management can equip them with important skills for life, says **PROFESSOR MARK REESON**

For many years it has been recognised that children learn better through an interactive approach than within a standard classroom environment that can dull or stifle their development. I have always believed that learning through doing is far more successful than by theory alone. Having seen many students and delegates never quite make the academic grade during my career, I felt that interactive or proactive learning gave people the chance that they deserve to make a better future for themselves and for everyone around them.

In March 2010, I set about trying to understand the capacity of both children and adults to learn. Having worked in the training industry for three years, I felt we were still missing a key element – why do people want to learn and how do they best learn? Regardless of whether an individual takes a visual, auditory or tactile approach to learning, I felt that the skills and behaviours of project management were accessible to everyone if they had the right environment and encouragement. With the assistance

By making the children run a project under the teacher's guidance, they gained a sense of achievement through progression

of family, friends and colleagues who have had experience of the schooling system, and with the guidance of APM, I developed a programme that I called 'Living Learning'.

Living Learning has since evolved into a programme that aims to fundamentally change how children learn through the topic of project management, not just now, but also in the future. It is called the Get SMART Learning Programme.

Making sense of the world

Allowing our children to develop in an interactive environment is natural because it is consistent with how the human brain works. By interacting, children develop more thoroughly. Giving a child a challenge, a new problem to solve or a topic to discuss and share, sparks their creativity and their critical thinking, which helps them to make sense of their world and how they fit into it. Allowing children to carry out exercises where they solve problems means that they feel empowered to make decisions. Their actions demonstrate how they can make a real difference and learn the social and technical skills that are necessary in life.

With 'Living Learning', I developed a programme with the aim of helping children to appreciate that learning is no longer about just passing a test, but is instead a way to blend their own experiences with the knowledge being offered by their teachers. This was the foundation to allow them a new way to develop, separately from their peers. The act of 'doing' in the safe environment of school, rather than just having the same predictable academic learning experience, could help children in their personal development.

Making it work

Starting with a blank canvas, I decided that I needed a new approach to teaching – the old way. I still wanted the children to learn more about project management, but it was no longer about the technical aspects or the terminology. That would follow later. No, I felt that project management, much as I have felt for a long time, is more about one's ability to have organisational skills, people skills and common sense.

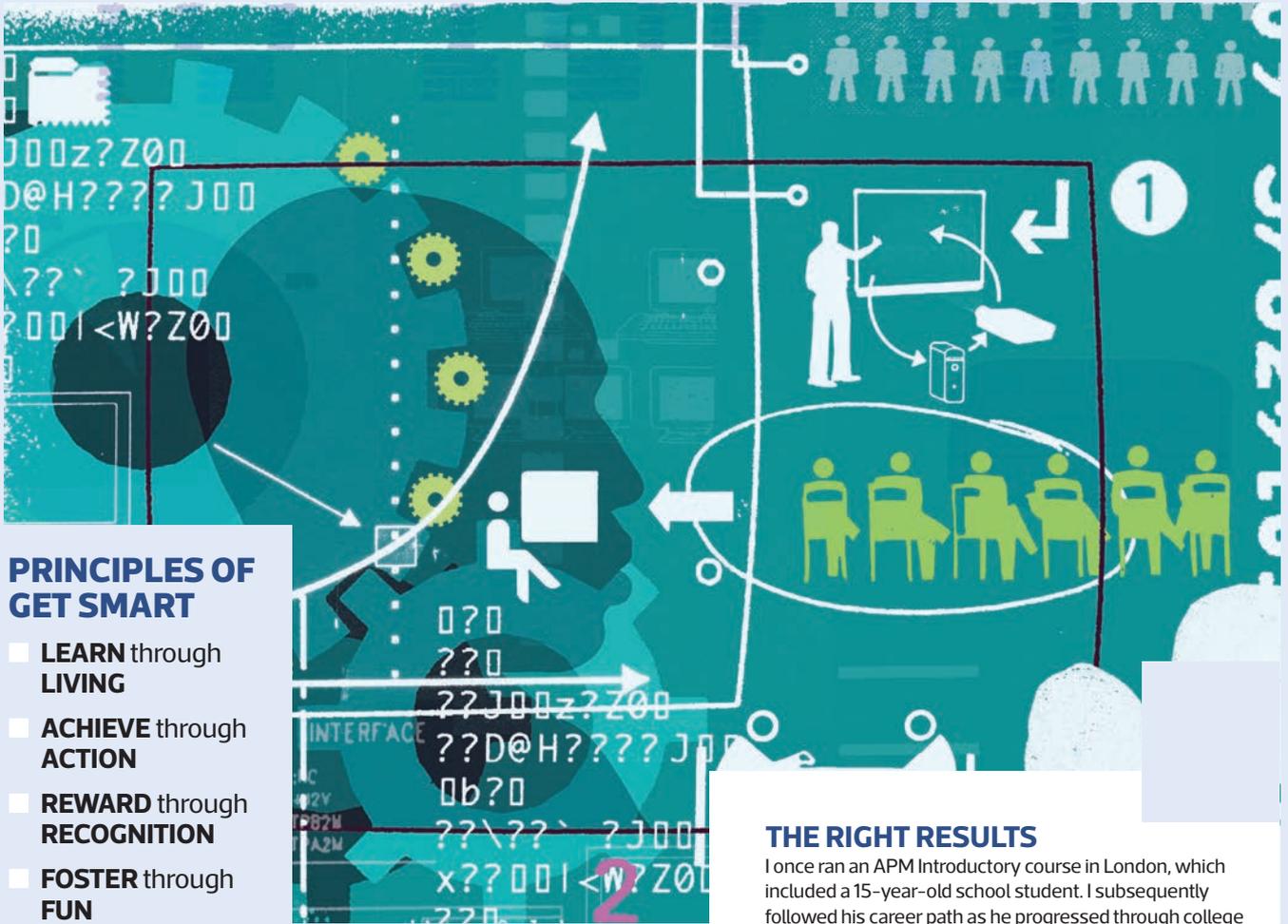
So, where to start?

That was easy. After working with APM for a long time, I based the whole course around *Starting Out in Project Management* by Ruth Murray-Webster and Peter Simon. This book clearly demonstrates the fundamentals of project management but, with a little simplification, it would make for the ideal first book for any adult or child who sets out to learn what project management is all about.

How do you make it work so that children want to participate?

Breaking down the programme into suitable packages to maintain interest, but also to make the lesson worthwhile, was difficult but, with a little trial and error from the supportive schools, we soon had the lessons established. In 2012, we trialled a lesson by running a short course for schoolchildren in Africa to prove our theory and we discovered our greatest success: the activity of playing at project management. By making the children run a project under the teacher's guidance, they gained a sense of achievement through progression.

The programme is based around nine modules of learning, supported by activities that allow the children to appreciate achievement through their actions. They learn through living the project and are rewarded through recognition of what they do. Finally, the programme does not forget to foster learning through fun. While I was trialling the idea with teachers, one headmaster told me: "If you can make them laugh, you will succeed."



PRINCIPLES OF GET SMART

- **LEARN** through LIVING
- **ACHIEVE** through ACTION
- **REWARD** through RECOGNITION
- **FOSTER** through FUN

Next steps

The Get SMART Learning Programme is currently being trialled with a college in Oxfordshire and will also be launched with schools in Zambia in the spring. The results of the programme will then be shared with APM. The hope is that schools will embrace this new approach and it will be disseminated throughout the UK and globally as the training programme grows.

In the long term, we hope that the programme will equip school students with the skills and behaviours that are aligned to project management so that they can take this learning with them to succeed in the workplace. Whether they ever become project managers or not, the lessons that they learn will make them more rounded for the modern world. After all, to some extent, we are all project managers in life. 

THE RIGHT RESULTS

I once ran an APM Introductory course in London, which included a 15-year-old school student. I subsequently followed his career path as he progressed through college and university. These are the top six benefits he has identified from taking the course at such an early age:

- **Time management.** He has found the planning aspect to project management has helped him to focus on effective timekeeping.
- **Leadership skills.** Having understood the different styles of leadership and how they affect those around him, he has successfully become a team leader for two successive years at university.
- **Teamwork.** Although he was always a team player, he now understands how and why a team develops and performs in the way that it does. So he has used this knowledge and competence to establish a strong team ethic within his study groups.
- **Knowledge and self-confidence to achieve goals.** Having the knowledge to create and to plan his projects more effectively has led to him being able to share this knowledge with others and to present his findings and results in a far stronger and more focused manner.
- **Recognition of quality in a product.** Knowing the requirements of the lesson plans and of the instructors has meant that he has been able to deliver the right products in the right manner to maintain a high level of quality in both his deliverables and his processes of delivery.
- **Value of investing time in study.** He has gained an appreciation of investing in himself to achieve a more successful career.



MARK REESON FAPM RPP is a professor of project management and a project management adviser

Jargon buster

What do you need to know about the theory of constraints?

BRIAN WERNHAM explains

What is the theory of constraints? You should be familiar with the concept of a 'critical path'. This is a sequence of tasks, each of which must be done one before the other, which determines the shortest project length.

But have you heard of the 'critical chain'? The late Israeli business management guru Dr Eliyahu M Goldratt co-wrote a best-selling 'management novel' called *The Goal*. The hero of the story valiantly saved a corporation that had gone so far in 'cost optimising' each link in the production chain, that any small disruption to critical links caused huge downstream disruption. The hero's solution? Ensure there was an extra inventory buffer before such bottlenecks in order to smooth the 'critical chain'.

Dr Goldratt proposed that project managers should focus on the tasks that are predecessors to the tasks that are highly sensitive to delay. An example? If you have a highly paid film star on a film set, then you should make sure that any other factors that could delay filming should NOT be cost optimised. You don't want the cameramen to be late on set because you

saved a little money by putting them up in a cheaper hotel the other side of town.

When to apply this concept? Think about the tasks on and around your critical path. Are any of them sensitive to late predecessors? Are any of them unable to be scaled up easily because they require a scarce resource (for example, the film star)? If so, take Dr Goldratt's advice, and don't skimp on predecessor tasks. ■



BRIAN WERNHAM is a main board member of APM. His book, *Agile Project Management for Government*, is published by Maitland & Strong

USER REVIEW: PROJECT TOOLS

A *Project* reader who reviewed the NEC3 family of contracts reports their findings

This APM independent user review was based on input from practising project professionals, asked to rate the effectiveness of NEC3 in the workplace.

The NEC3 family of contracts, incorporating the Engineering and Construction Contract, the Term Service Contract and the Professional Services Contract, is a diverse range of end-to-end project management contracts that are designed to help users to deliver projects on time, on budget and to the highest standards. It is now recognised as an international standard for project management contracts and it has been used on many high-profile projects, including the London 2012 Olympic Games and Crossrail.

Benefits

NEC3 contracts benefit project professionals in several ways. They stimulate good management, are suitable for a variety of commercial situations and are written in plain English. Finally, the clearest measurable benefit of NEC3 is the speed with which the final account is settled – typically less than half the time taken with more traditional types of contract.

Clear allocation of obligations, roles and responsibilities means

that any issues can be managed promptly and effectively, helping to minimise their effects on time and cost. For contractors, being able to agree changes as they go along means that they have better cash flow and increased certainty.

Challenges

The NEC3 family should not be considered a panacea for all contract woes, however. A successful contract can still be affected by factors such as poor business

cases or project definition, as well as an adversarial culture within the project or lack of project management competence and capacity.

Additional clauses – known as Z clauses – that can be added to a NEC3 contract should also be approached with caution because they can alter the intent of the original if not handled correctly. A Z clause enables the parties to agree contract conditions to cater for specific needs relating to the project. But, in most cases, there is very little need to incorporate Z clauses. NEC contracts were structured to provide flexibility, and they offer a choice of main and secondary options to cater for a range of payment regimes and risk profiles. NEC itself advises that the clauses should be used only in exceptional circumstances.

“ I am starting a new job in two weeks’ time and I will be given a fresh project to kick off and run. What should I be doing in the first month to set myself, and the project, up for success? ”

SUSANNE’S ANSWER

Congratulations! Starting a new project is exciting. It gives you the opportunity to implement all the good practices that you know and to rectify errors from the past. But, as you set out to do this, be careful not to fall into the common trap of rushing to implement your ideas before you’ve got to know your new customer, the business and your team.

In your new role, you want to be seen as taking action and adding value from day one. That’s understandable. But producing a hurried project plan and quickly getting the team moving may not be the best use of your first days. Instead, focus on getting to know the organisation, your new client and the team – and resist the urge to start the project straight away. Building relationships and understanding the arena you’re operating in is the foundation for everything else you’ll be doing. This may sound obvious, but many project managers only build relationships at a superficial level. They meet and greet people in their first weeks, but don’t take the necessary steps to actively build trust.

Act dumb

In your first month, I’d like you to ask lots of questions and listen to the answers. Really listen. When you are new in a role you have a unique opportunity to ask the ‘dumb’ basic questions that help you to build trust, agree the rules of engagement and set you up for success. Ask your new client and stakeholders how they do business and in which ways your project will help them to do that more effectively. Find out as much as you can about their world and shadow someone in a line function. Ask them



SUSANNE MADSEN is an internationally recognised project leadership coach, trainer and consultant. She is the author of *The Project Management Coaching Workbook* and *The Power of Project Leadership*. For more information, see: www.susannemadsen.com

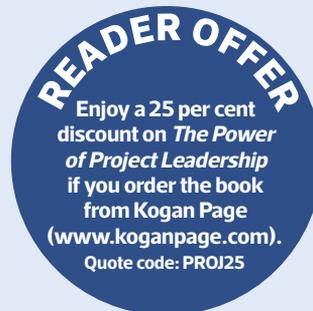
what the project managers before you did really well – and not so well – and in which ways they feel that you can add the most value.

Also, find out as much as you can about their communication style; how they would like you to keep them informed; and in which circumstances they would like you to escalate to them. Your task is to form a clear picture of what success looks like in their eyes so that you can partner with them and provide it.

A clear picture

In a similar fashion, you want to build strong relationships with the members of your team. Ask people what they like most and least about their jobs, what they feel the team has done well in the past, and where there is room for improvement. Your job is to open up and find out what makes each person tick, as that is the building block for creating a high-performing team. Have a frank discussion with everyone individually about what they need from you and what you need from them. No one likes to be micromanaged, so talk about how you will be working together in a way that gives each person sufficient autonomy, while providing you with enough transparency.

Needless to say, in your first month you also have to look at defining and kicking off the project. Explore the project’s business case and strategic objectives, establish its governance structure, and uncover the major risks, constraints and milestones. But don’t prioritise these classic project management activities over building relationships and understanding the business. Your first priority is to build trust and gather information by asking questions, listening and observing. ■



“ No one likes to be micromanaged, so talk about how you will be working together in a way that gives each person sufficient autonomy, while providing you with enough transparency ”

DO YOU HAVE A QUESTION FOR SUSANNE TO ANSWER? PLEASE EMAIL HER AT MAIL@SUSANNEMADSEN.COM

Rising to the challenge

In this case study, T-Systems demonstrates how it used collaboration, flexibility and a 'customer first' mindset to deliver a worldwide network

▷ **So, you are a global business,** manufacturing a customer-focused product, and your reputation and business are built on quality and responsiveness. You have asked for your operational teams to engage in and define the requirements for your new outsourcing arrangement, against which you have signed off the business case, and you have now negotiated and completed contract negotiations.

Your business then imposes a significant financial challenge just at the time that the transition team is deploying the new arrangement. Your end date is fixed and aligned to the exit of your incumbent supplier and any delay will impact the cost at the end of the transition, presenting a further impact to the cost challenges that you are already facing. What do you do? You must progress but, at the same time, you must secure your financial business case and align it to the corporate strategy.

To add some additional challenge, your plan is for 11 months. Unforeseen delays now give you six months to deliver, and you have much more to do. The plan involves 11 countries across central and Eastern Europe, thousands of devices, and four globally positioned carrier-neutral facilities upon which 326 South American sites are dependent for interconnectivity. Remediation effort is required, but, above all, there is a desire and strategy to implement a world-class network and service, while working to a restricted deadline. You need to meet the full specification and can't take any shortcuts.

Transformational approach

This was the situation that the T-Systems transition and transformation team found

itself in when it was asked by a client to redesign a worldwide network project and make changes to scope at the same time as the project was progressing. The team needed to insert extra, time-bound activities within an already constrained and contingency-free timeline. There was also a core dependency upon third-party circuit providers, whose lead times are usually a matter of risk for any organisation with strict deadlines.

▷▷
We did not aim, nor strategise, to penalise our circuit and hardware suppliers. That would not have assisted in delivering the outcome. Instead, we aimed to help them to deliver

The T-Systems approach is to seek to understand the business demands, constraints and pressures, and to factor this into our plans alongside risk recognition and management, with the aim of eradicating negative business impact. Collaboration began immediately. We recognised priority sites, commissioned the orders and planned the site. When documentation did not exist or it was not updated, we

created it in order to enable effective transition planning. Key to our strategy was recognition of the significance of the WAN dependency. Contractually, the order to a third party aligns the requirement for delivery with the project teams' demands. Therefore, failure to deliver is subject to the contractual terms and conditions.

We did not aim, nor strategise, to penalise our circuit and hardware suppliers. That would not have assisted in delivering the outcome. Instead, we aimed to help them to deliver. In this instance, the lead times in certain countries would deliver critical circuits beyond the timeframe. So we went to see the suppliers, we shared the vision, we explained the dependency and, perhaps more importantly, we built a viable business relationship that goes beyond a contractual relationship. It worked. We went from having a 146-working-day lead time to having an agreement to deliver from 21 working days. Meanwhile, the 35-working-day hardware lead time was reduced to two working days. We created contingency and bandwidth.

This focus upon lead times for hardware also worked. We identified contingency approaches and organisations that could supply 'off the shelf' or that could consider interim measures using pre-existing hardware. To plan and mitigate further, we considered how we would manage if a hardware provider or, indeed, the logistics of delivery failed. Consequently, in place at all times was an agreement that introduced other approaches to safeguard business operations for end-of-life equipment by introducing specialist services that guarantee support.



GETTY

Collaboration was critical

Resources had their named roles, as an architect, as a project manager, or as a roll-out manager, but general collaboration skills became critical. Meanwhile, background and track record took second place to commitment and culture.

A collective responsibility team approach worked well where those able to create documentation or undertake site surveys carried them out, avoiding delays and starting the process of creating a contingency period.

In September 2014, we migrated 17 sites. In the second week of November, we migrated another 17 sites, and

between mid-October and November we migrated approximately 70 sites with no unscheduled downtime and with limited use of contingency periods. This was achieved by applying our standards and approach to fix pre-existing network and connectivity issues.

Our methods, quality standards, process and procedures are some of the most effective in the industry, yet we recognise that there is a need to manage exceptions. Those periods of 'thinking outside the box' and departing from process are essential to our customers, and essential to delivery. It is never viable to hide behind a contractual scope and an assumption of when a goal must be realised.

We have placed customers at the forefront of our culture, alongside a strategy to enable performance improvement through our designs and solutions. We plan for success, and we manage risk, but we also recognise the unplanned impacts, and the changing needs for our customers that may impact us as we deploy. We have demonstrated in this instance how those changing needs can be managed and incorporated into our plans, and how we will respond effectively to secure the extra impetus for delivery. ○

JAMES EMMETT is programme director at T-Systems

RESPONDING TO THE CHALLENGE

The T-Systems team proactively responded to the challenge facing them in the following ways:

- ▷ **We reallocated the programme team to best fit the challenge.**
- ▷ **We re-prioritised the deliverables and sought a more deep-seated collaboration with the client's teams. Teams merged.**
- ▷ **We were absolutely transparent in our approach. Issues and risks were socialised immediately, but with proposed options for resolution. Nothing was presented without consideration.**
- ▷ **We looked at our processes, we looked at the key deliverables, and we looked to create solutions that would overcome the greatest challenges. We deployed immediately and made the deliverables happen. The results were shared and discussed, and the consequences of the results were explained. If something could not be delivered, we designed interim measures. We took an adaptable approach.**
- ▷ **We gave commitment and delivered to clients by working weekends, encouraging suppliers and bringing them with us. Then we won trust.**

▷
We have placed customers at the forefront of our culture, alongside a strategy to enable performance improvement through our designs and solutions

On cloud nine

The future of project management software promises a host of innovations from personalised, new plug-in apps to tools that aid collaboration, via the cloud. **JAMES PULFORD** investigates

▶ **Until relatively recently, the chief weapons in the project manager's arsenal were pen and paper.** Before the rise of computers and the advent of the digital age, project managers relied on basic physical documents such as spreadsheets, schedules and bar charts – and, crucially, a memory that could recall best practice. Estimating cost and time was done with a degree of uncertainty. It was long, laborious and difficult work.

That's not to say that project management software came from nowhere. As early as 1957, a primitive mainframe computer successfully analysed the proposed shutdown of a DuPont chemical plant using a schedule that included 61 activities and eight timing restraints. The technology was difficult to operate, however, and only accessible to a small elite of project managers. A grey area lingered over where the remit of the machines ended and that of the individual began; the margin for error loomed large.

With the advent of personal computers, and the internet, the way projects were planned, managed, budgeted and executed started to change. Programs, such as Project KickStart, RationalPlan and Microsoft Project, reduced the need for mental arithmetic and number crunching, and project managers didn't have to spend hours wading through stacks of paper, since documents were stored safely in digital repositories. Basic workloads and budgets could be calculated automatically, projects managed simultaneously, and information presented in comprehensible and attractive ways using a digital interface.

Dawn of a new era

The humble age of pen and paper had come to an end. "In the early days, project management was often a solitary experience, but when the whole process went online it became collaborative, reaching across whole organisations. Now we've arrived at a point where staff

at all levels can meaningfully use project management software together," says Microsoft product-marketing manager Guillaume Garcin.

Today, software can deftly help with planning, scheduling, resource allocation, communication and documentation. In short, it can manage the whole life cycle of a project. The gap between estimated cost and actual cost has shrunk, with a positive impact on the bottom line. Programs such as Microsoft Project allow users to respond to changes in budget and work rate. If the funds available to a business suddenly change, for example, software can calculate

to a project centrally, on a server, so that users can access it any time, anywhere. Project managers certainly aren't alone in embracing cloud technology – a recent study by the New Jersey Institute of Technology estimates that by 2017, two-thirds of all business workloads will be processed in cloud data centres.

Using the cloud, project managers in different parts of the world can view the same reports, plans and schedules via their computers. They can create plans for new projects, message colleagues instantly online, and keep up to date with how their team is getting on by plotting completed tasks against the project's timeline. Information is presented clearly, communication is made easy and collaboration is pushed to the fore, improving efficiency.

New ways of working

"Projects often fail because team members don't have access to the right materials. The cloud gets rid of that – you can manage workflow carefully and access critical information before a project fails," says Garcin.

Web browsers can access the overwhelming majority of software, meaning that it can be used on the go, whether that's via a laptop, a tablet or a smartphone. Supposing a project manager is on a site visit, they can provide clients and stakeholders with live updates on the progress of the project – that is, if they don't have access to the data already, via the cloud. But what about the risks? High-profile hacks have harmed public perception of cloud computing recently. "Despite the breaches, confidence in cloud security has grown, since, in many instances, it is safer than some traditional methods of storing and sharing data," says McAndrew. "We restrict physical data centre access to authorised personnel and we have implemented multiple layers of physical security, such as biometric readers, motion sensors,

▶▶
Today, software can deftly help with planning, scheduling, resource allocation, communication and documentation. In short, it can manage the whole life cycle of a project

which project, or projects, should be dropped, simply by weighing the business's books against the cost of its projects.

"We're seeing the software change in line with the philosophy of the profession as a whole. It's moved from an individual experience to a more immersive team experience, and that trend will continue," says Ita McAndrew, office cloud lead at Microsoft. Perhaps the most significant aid to collaboration is the software's recent foray into the world of cloud computing. This allows project managers to store all of the data and information relating



▶▶
If you want an overview of how your projects are doing, for example, you won't have to guess the right keywords in order to yield accurate results

24-hour secured access, video camera surveillance and security breach alarms. We enable encryption of data, both at rest and via the network as it is transmitted between a data centre and a user. Data isn't mined for advertising purposes and it is backed up regularly."

While the cloud has helped to reconfigure the face of project management software, it isn't the only important innovation. Microsoft is developing a feature that will allow project managers to compile reports and easily solve problems by using so-called 'natural language'. If you want an overview of how your projects are doing, for example, you won't have to rely on guessing the right keywords in order to yield accurate results. Users will be able to ask a question such as 'can you show me all the projects running late?' and the software will automatically generate a comprehensive list of results. "We're trying to make it as easy as possible for information to be served to the user rather than them having to hunt it down on their own," says McAndrew.

And that's not all. Technology developers have ditched releasing new software packages every few years in favour of quickly creating apps that can be plugged into existing software to improve its reach and range. "We couldn't possibly have a single suite that meets every requirement of every customer in a diverse field such as project management. By creating apps, users have access to the latest innovation all the time," says Garcin. One such app, Task Auditor, evaluates tasks against a set of personalised best practice checks and assessments, giving users an early indication of any potential issues and helping them to keep on the right track.

So what next for project management software? "We live in a time characterised by 'evergreen learning', meaning the cycle of software updates is speeding up all the time. The cloud has really helped that and it'll continue to offer new and cutting-edge innovations to project managers," says McAndrew. In a few years, project management software might be able to accurately devise and implement its own suggestions for improving a user's working processes or, via the cloud, it might monitor the status of a project in real time, minute by minute, alerting staff the moment something goes awry.

JAMES PULFORD is staff writer on *Project*

TRIED AND TESTED

Two professionals recently tested Microsoft Project Online, a project management server solution. Here, they share their experience of using the software first-hand with *Project* readers.

TANYA OFONAGORO, HOME RETAIL GROUP

▷ **What did you use the software for?** "I used it mostly for scheduling and for allocating resources – it was good for both. It was also useful when it came to compiling the kind of reports on projects that you might show to senior management."

▷ **How useful did you find it?** "The best thing about it is that it's one place for all projects. It lets you see everything that's going on clearly, in as much or as little detail as you wish. It's also good for assigning tasks to people and I like that it updates itself in real time. That means you can keep up to date with task checklists easily and it removes the need for constant meetings and check-ups, saving a lot of time."

ARRANJEET BASI, NOTTINGHAMSHIRE FIRE AND RESCUE SERVICE

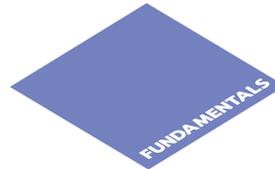
▷ **What did you use the software for?** "It covered all the bases for us, but it was particularly useful when it came to planning tasks, allocating and managing resources, and compiling reports."

▷ **How useful did you find it?** "I like that you can control access and admin rights – that's useful for making sure staff are only concerned with the projects that they should be working on. The task sheets and reporting functions were also helpful. It's very easy to navigate."



APM qualifications are designed to meet your needs throughout your project management career demonstrating your knowledge, experience and commitment to the profession.

Aligned to the *APM Body of Knowledge 6th edition*, APM qualifications remain fresh and relevant:



Introductory Certificate: The APM Project Fundamentals Qualification, offers a fundamental awareness of project management terminology and is for those wishing to gain a broad understanding of the principles of the profession.



APMP: The APM Project Management Qualification, is a knowledge based qualification that allows candidates to demonstrate knowledge of all elements of project management. It is aimed at those wishing to achieve a broad level of project management knowledge, sufficient to participate in projects from individual assignments through to large capital projects. There is a special route to APMP designed exclusively for registered PRINCE2® Practitioners.

Find out more about how APM qualifications can help your career:

apm.org.uk/APMqualifications



Tech watch

Each quarter we highlight some products to look out for in the fast-moving world of project software



e-change

This platform prides itself on being a change management one-stop shop

OVERVIEW

e-change delivers a comprehensive cloud-based set of transformation tools that can be packaged with expert services to enable organisations to easily create, deploy and manage a change management programme. It features leadership and employee education, change diagnostics, planning and reporting tools, and a change community function all in one solution.

According to software and service provider Changefirst, e-change enables you to:

- ▷ **Learn effective change management skills.** The e-change Academy gives organisations a set of change management training programmes for project managers, leaders and employees, based on more than 20 years of research and experience.
- ▷ **Diagnose change risks.** A diagnostics function allows project managers to effectively analyse risks on change projects and act quickly on high-risk issues. It suggests actions, based on Changefirst's experience, for every risk identified.
- ▷ **Improve project success rates.** 'Roadmap', a step-by-step change planner, creates high-quality change management work stream plans. It also integrates seamlessly with popular project management methodologies.
- ▷ **Increase personal effectiveness.** A 'virtual change coach' guides users through every step of the change project with hot tips, just-in-time learning and a detailed execution guide.

USER REVIEW

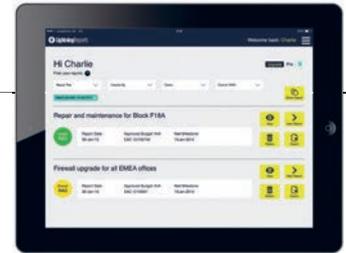
"At Network Rail, we use e-change to access key change tools, e-learning and resources. Changefirst's People-Centred Implementation (PCI) methodology has been integrated into our Managing Successful Programmes framework, to form an overarching change framework.

"Currently, more than 800 people within the organisation have learned and are applying and embedding PCI within their change programmes using e-change. Programmes are evaluated through the Adapter Readiness Assessment (ARA) in e-change, which guides 'go – no go' decisions.

"The tool highlights key risk areas for early action and enablers for success, and it also suggests practical actions against each risk dimension. Once the 'go' decision is reached, we use e-change tools to articulate a 'shared change purpose' and to build the change network map for each project.

"For us, e-change is a productivity tool, and helps us to standardise our change processes and improve project success rates."

KAREN THORPE-REID is lead business change manager for Network Rail



Lightning Reports

If you're looking for a simple – and free – status-reporting tool, this could be just the app

OVERVIEW

Lightning Reports is a free, cloud-based desktop and mobile application for managing project status reports. It allows simple management of your report data and exports to common formats such as PDF and PowerPoint. It has a simple, intuitive interface and can be used for multiple currencies and languages.

While Lightning Reports is available for free, there is also a Pro version with extra features that costs £6 a month, while the Company version enables multiple people to use the same repository.

USER REVIEW

"Lightning Reports is a simple yet effective tool to report on the progress and status of your projects. It makes it easy to share constraints on milestones, resources and financials, as well as allowing for transparency in your forecast.

"It can export into PowerPoint and PDFs. It provides financial and resource planning, as well as identifying and managing risk and issues. As you can use the basic version for free, it's certainly value for money. I am keen to use it for all my new projects and I'm recommending it to any new clients for projects that I manage."

CHARLIE CLAYTON is a programme director/consultant

WHICH PRODUCTS AND GADGETS ARE YOU USING? GET IN TOUCH AND LET US KNOW WHICH PROJECT MANAGEMENT TOOLS YOU HAVE TRIED AND TESTED. EMAIL SALLY.PERCY@PROJECTMAGAZINE.CO.UK



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From the bottom up

After making the decision to pursue a career in programme management, **STUART MCGEECHAN** has never looked back

I started out as an apprentice in the defence electronics industry four days after my 17th birthday. It set me up with a pragmatic approach to my career, but I identified early on that I had to make a decision: did I take a technical route or could I explore programmes? Looking at the bigger picture, and being able to run programmes, appealed to me. So I decided to go down this route and I gravitated towards systems engineering and end-to-end integration.

While I spent the early part of my career in the defence sector, more latterly I have worked across the globe in the pay TV industry. At Cisco, we develop the software that enables pay TV companies to broadcast their programmes. What I like about my job is the diversity of what we do for our customers and the challenges that come with addressing the different ways that people consume content nowadays.

Until recently, I ran Cisco's global programme management and services organisation for its service provider video group. This meant that I was ultimately accountable for making sure that we were

What I like about my job is the diversity of what we do for our customers and the challenges that come with addressing the different ways that people consume content nowadays

running to budget, time and quality on all our programmes, which represented a never-ending challenge. Now, I am in charge of restructuring our client engineering division.

Embracing change

It is really important to embrace change. One of the biggest lessons that I have learned is that if you can accept upfront that there is going to be a certain amount of chaos, you are going to be more comfortable when change happens. One skill that you need as a project or a programme manager is being able to adjust to change. I've seen project managers come and go because they've been too rigid.

As I rose in my career, I realised that it was critical for me to invest in the people around me and to give them the hard and soft skills that they needed to make more informed decisions and to become better programme managers and leaders themselves. I enjoy seeing people coming through the ranks and I'm very proud of the small part that I have played in their career development. I never thought that I would get to this level in my own career. A vice president at Cisco is a very high position within the company. But a title means nothing unless you have a team of people who believe in you, and you're investing in them and nurturing them.

I am truly thankful and humbled by the support that I have been given by some great people. In my early years, a brilliant man called Robert (Bert) Milliken, who was my manager when I was seconded to the Ministry of Defence, instilled my work ethic and professionalism in me. Over the past decade, my true mentor and friend has been Raffi Kesten, another vice



STUART MCGEECHAN is vice president, global solutions services & client engineering at Cisco

president at Cisco (and chief operating officer of my former company, NDS). He truly pushed and pulled me to levels that I did not dream of getting to, but he believed in me.

A lot of people stumble into project management as a by-product of being good at their technical role, regardless of whether it is a natural fit for them or not. So my advice to up-and-coming project professionals is to commit yourself to the profession, rather than allow yourself to fall into it. It is a hugely rewarding area to work in and it is a career that can easily transcend different markets. Finally, don't forget to value and protect your integrity in everything that you do. ■

WHAT'S YOUR STORY? DO YOU HAVE AN INTERESTING CAREER STORY THAT YOU WOULD LIKE TO SHARE WITH READERS OF PROJECT MAGAZINE? EMAIL SALLY.PERCY@PROJECTMAGAZINE.CO.UK

Paths to progress

APM is supporting the development of project professionals by offering three routes to recognised standards of practice. **SCOTT WALKINSHAW** explains

In the 1983 film *WarGames*, Matthew Broderick stars as a teenage computer hacker who inadvertently plays a computer game against a US government supercomputer called 'Joshua'. Joshua's job is to simulate the scenarios by which nuclear war might start and calculate the best response.

Joshua concludes that the only way to win a war is to launch a pre-emptive strike. So he sets about finding launch codes for the American nuclear arsenal. Broderick frantically tries to dissuade Joshua by playing multiple games of noughts and crosses, each one ending in a draw, to demonstrate the idea of a game it can't win. Eventually, Joshua learns that the best move is not to move at all, and the world is, once again, safe.

An unwinnable game

Sometimes it feels like the project management profession is involved in its own unwinnable game when it comes to developing competent professionals. Put simply, the adage is that projects should only be managed by competent professionals, but that you can't be competent until you've managed projects.

The consequences of this are stark. Talented people must take circuitous routes into the profession, picking up bits of experience here and there, looking for breaks and opportunities. At some point, they might have enough evidence of competence to be formally recognised through standards such as MAPM or RPP.

The alternative is to simply choose a different career. As a result, the profession misses out on talented individuals. Employers must choose from an uneven supply of practitioners, many of whom are very talented, some less so. According to APM and Wellington's recent salary survey, 46% of respondents are currently recruiting project professionals. Where will they come from?

How do we break the cycle of playing our unwinnable game and start addressing the problem? The answer is in clear, structured, progressive career paths to recognised standards of practice. This is at the heart of APM's 2020 Strategy programme.

The programme will provide clear paths to a recognised standard of professional competence – APM Registered Project Professional – via three routes: a structured qualification route, a professional development route and an experiential route.

Few professionals have full control over their career. Time, money and opportunity can all provide barriers and diversions. In these situations, the individual is unable to fulfil their potential

Strategy and Leadership qualifications		
APM Registered Project Professional		
MAPM		
Practitioner	Advanced CPD	Experience
Management	Intermediate CPD	
Fundamentals	Entry-level CPD	
Qualification route	Professional development route	Experiential route

Structured career path

I've heard countless people passionately state that you can't go on a five-day training course and call yourself a project manager. I don't think I've ever heard anyone say you can, so it appears that we're arguing against a myth. The impact of this view is that training is viewed to be, in some way, cheating and that competence cannot be achieved via this route.

Matthew Syed, at this year's APM Conference, advocates the value of training. Syed believed himself to be a talented, competent, table tennis player and went to the 1996 Olympics. Four years later, in Sydney, he 'choked' and realised that his competence wasn't due to innate talent; it was the result of dedicated training that he had let lapse. Training, in whatever form, is critical.

A structured training and qualifications route to competence and professionalism is the first part of the 2020 Strategy programme. In addition to the Introductory Certificate: The APM Project Fundamentals Qualification and the APMP: The APM Project Management Qualification, we are developing a higher-level qualification – equivalent to the International Project Management Association's (IPMA's) Level C standard. Supported through training, this bridges the gap between the existing qualifications and APM Registered Project Professional.

Similar to other professional and Chartered bodies, this is envisaged as a multi-paper qualification taken in stages covering the universal competences around governance, leadership and project controls. There will be options to focus on specific project, programme or portfolio management competences. This is designed to establish a bedrock upon which a professional can develop. The qualifications will provide a progressive, clear and structured route for candidates, encouraging them into a vibrant profession earlier in their career.



By providing three paths into the profession, which can be mixed and matched to suit the individual and employer, we can address the unwinnable game

Experience

In addition to the qualification route, many successful and talented project professionals emerge from different sectors and fields, therefore an experiential route into the profession remains an essential component of a successful and healthy profession.

APM Registered Project Professional (RPP) and full APM membership (MAPM) offer experiential routes that will remain. Not only does this provide routes from other professions, it also offers those with the requisite competence the opportunity to acquire a recognised professional standard without having to go 'back' through a series of qualifications.

Professional development

Few professionals have full control over their career. Time, money and opportunity can all provide barriers and diversions. In these situations, the individual is unable to fulfil their potential and the employer is deprived of talent. Therefore, a path through the profession that lets you mix experience, qualifications and appropriate professional development also needs to be available.

APM's membership and other professional development services will provide high-quality, engaging continuing professional development (CPD), particularly through the new *Project* journal, our events programme and our digital services.

This is an idea that we call the three-lane motorway – a qualification lane, a professional development lane and an experiential lane. It is possible to choose a single path, but it should also be possible to change lanes as circumstances dictate.

And on to RPP and beyond

All pathways worth travelling should lead somewhere and APM RPP is the standard that represents a rounded professional as defined by the APM FIVE Dimensions of Professionalism. Each pathway will contribute to the attainment of that standard.

To gain RPP, via any route, the successful candidate will still need to demonstrate a degree of experience, assessed through an interview and a statement of experience. This is common among most professional and Chartered standards that go beyond the classroom to demonstrate application of understanding.

Once RPP has been attained, then in common with other professional standards, practice must be maintained and enhanced through CPD and adherence to a recognised code of professional conduct – both of which can be maintained through APM membership. For those willing to take further qualifications, IPMA Level A and B qualifications will be available, among others.

Winning the unwinnable game

By providing three paths into the profession, which can be mixed and matched to suit the individual and employer, we can address the unwinnable game. And by providing routes in for other institutions and academia, we can broaden the pipeline into the profession, thereby providing leadership to those who are committed to a world in which all projects succeed. **P**

SCOTT WALKINSHAW is head of marketing and communications at APM

People power

How can you use DISC personality profiling to underpin project management success? **BEV JAMES** explains

The successful completion of a project requires planning, organisation and the management of available resources to deliver the agreed outcome on time and on budget.

Many factors can derail a project, but the good news is, there are numerous tools, training and resources available to help project professionals to reduce their chances of failure and increase their chances of success.

But the planning and software systems that exist, however good they are, still rely on the human element, which can be a massive variable. The personal effectiveness and efficiency of each team member will ultimately determine the success of the project and the standard of its delivery.

It is often said that people are different, but you can actually predict that difference by using the DISC personality profiling system. DISC allows project professionals to understand what makes their team members 'tick'. It can highlight the differences and communication preferences between people, which, in turn, gives managers the opportunity to – when applicable – modify their style of communication. By communicating in a way that suits each individual, the understanding of the individual is enhanced. And when people know better, they do better.

About DISC

The DISC personality profiling system is an easily accessible online assessment tool that enables you, the project professional, to identify the different 'DISC' styles of the people that you work with. While DISC does not label people in such a way that it holds them back or suggests that they cannot do certain jobs, it does classify them into four categories (D, I, S and C).

Using DISC will give you a greater understanding of people's traits and personal preferences, for example, their favoured environment and communication styles. In addition to this, DISC also offers insight into how people set goals, approach tasks and respond to deadlines. It is the ultimate management tool, as

well as being an amazing self-awareness tool that allows people to clearly see their own behavioural strengths and areas where they struggle.

So what are the traits associated with the different categories in DISC? See below.

Individuals can range from exhibiting one, two or even three of the above traits at different levels of intensity. The traits that they have will affect how they respond to deadlines, problems, rules and regulations, and team conflict.

People rarely change their personality to suit their job. They are more likely to attempt to change aspects of their job to suit their personality. So it is important for managers to be aware of this.

The old style of management was 'treat people the way you want to be treated', which is fine if everyone on your team is like you. In contrast, the DISC credo is to 'treat people the way that they want to be treated'.

People who have similar on-the-job training may approach the same task very differently. Each can prefer a different style of communication, such as email, one-to-one chats or team meetings. In addition, each style type will have a preference for the amount of detail and information that they require in order to complete a task. 📧



BEV JAMES is CEO of The Coaching Academy and author of *Do It! or Ditch It* (Virgin Books). She is also director of mentoring for Start Up Loans

THE TRAITS ASSOCIATED WITH THE DIFFERENT CATEGORIES IN DISC

D traits

- ▶ Dominant
- ▶ Demanding
- ▶ Decisive
- ▶ Determined
- ▶ Outgoing
- ▶ Task-focused

I traits

- ▶ Inspirational
- ▶ Influential
- ▶ Impulsive
- ▶ Optimistic
- ▶ Outgoing
- ▶ People-focused

S traits

- ▶ Steady
- ▶ Stable
- ▶ Supportive
- ▶ Sensitive
- ▶ Reserved
- ▶ People-focused

C traits

- ▶ Cautious
- ▶ Calculating
- ▶ Competent
- ▶ Contemplative
- ▶ Reserved
- ▶ Task-focused



The high D-style individual

People with high D traits like to be in charge and often gravitate to management roles. They are task-focused and results-orientated individuals. They are self-starters, fast-paced, strong-willed, decisive, ambitious and independent.

High Ds tend to work at a fast pace and need to appreciate that not everyone is able, or wants, to do the same. Other team members will prefer to work at a different pace. High D-styles have little time for small talk and, on a bad day, may come across as abrupt and unapproachable. Building relationships with team members and keeping communication channels open will help high D-styles to foster a healthier team environment. D-styles can be great problem-solvers and may not always involve others in decision-making for fear that it will slow things down.

The high I-style individual

High I team members are people-oriented and sociable. They are great encouragers who like to inspire and motivate others through verbal persuasion. High Is tend to prefer other people to pick up the detail where possible. Project managers need to give high Is very clear tasks that are written down with agreed deadlines.

High Is tend to start fast, but can go off course as other ideas and ways of doing things may well distract them. Deadlines can be seen as suggestions to high Is if they are not clearly set from the beginning with milestones set for each task.



The high S-style individual

High S team members are people-oriented individuals who respond best to a supportive style of management. They are warm and diplomatic. S-styles tend to collate information and see how decisions will affect others.

S-styles like to involve others in the decision-making process and will often ask for the views and opinions of others. High S-styles are slower to start than the high I and D personality types, so they need to have early deliverables to ensure that the project gets off to the right start. S-styles will also benefit from one-to-one time with the project lead, since they may not always ask questions in meetings if other team members are more dominant and assertive.

The high C-style individual

High C-style team members are task-oriented and they aim to reduce uncertainty by getting as much information as possible. They like to have time to think things through and do the necessary research. Because of this need, they can also be slow to start a task, since they feel that they need to gather more and more information. Clear deadlines need to be set in order to avoid the paralysis of analysis that can hold them back.

High C-styles like rules, regulations, systems and procedures, so they are the most likely to stick to timeframes once agreed. Because of their desire for things to be as perfect as possible, they may request more time or more resources, but this needs to be managed by the project lead.





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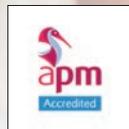
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Career clinic

Don't be afraid to move industry. Your skills have universal relevance, says **VINCE HINES**

A new project management challenge could mean a new industry. So are your project management skills transferable? Can you move industry? The good news is that, yes, it is indeed possible.

The tools and techniques of project management are universal. A good project manager should be able to add value in any environment. Most project managers, however, bring some specific subject matter expertise with them so they wear, in effect, two hats. The hat of the professional project manager and the hat of an expert in building bridges, installing IT systems or managing business process change.

This subject matter expertise could be industry-specific technical knowledge, but it could also be project experience. If you have run a business transformation project in one industry, then organisations in another industry will value that experience.

If you wish to move industry, then ensure your CV focuses on your transferable skills: your project management skills. Remove industry-specific jargon or detailed technical information from your CV. If this information is not relevant, then it will be of no interest to the recruiter.

Programme management office (PMO) professionals, in particular, have very transferable skills, just like professionals with other corporate infrastructure experience such as HR and finance. I know many PMO professionals who have successfully moved industries several times, building their experience on every occasion.

A candidate with experience of different environments is more interesting. Having that depth of experience can only make you a better project management professional. So do dip a toe into the world beyond your industry. New challenges await!



If you wish to move industry, then ensure your CV focuses on your transferable skills: your project management skills



VINCE HINES is managing director of Wellingtone Project Management, the APM career development partner

Appointments

Summers joins C&C Catering Equipment



Kitchen contractor C&C Catering Equipment has appointed Matt Summers as project

manager. Summers, who took up the role at the start of 2015, has 10 years' experience in the catering industry.

Paul Parry, C&C's project director, said: "Matt will be a great asset to our business; he is a young and dynamic professional who will further develop our expanding team. We know Matt from his previous position at Hepburn Associates and we understand how he can add value to our company."

Upson announced as new president of Changepoint



Changepoint, an international provider of professional services automation

and project portfolio management solutions, has unveiled Mark Upson as its new president. Upson has 20 years of business-to-business software leadership experience, having previously served as general manager of ServiceSource and as president and CEO of Scout Analytics.

Changepoint's CEO, Jim Byrnes, said: "Mark has consistently proven his ability to successfully grow technology companies to all-time new heights. His experience and skill set make him an ideal choice to lead Changepoint's charge into new markets and aggressively drive our continued growth in the global project portfolio management and professional services automation technology segments, where we already maintain leadership positions."

Balfour Beatty appoints Harrison as chief financial officer



International infrastructure giant Balfour Beatty has announced the appointment

of Philip Harrison as CFO. He is due to start later in the year. A qualified accountant, Harrison's previous roles include being group finance director at support services business VT Group and VP finance at IT company Hewlett-Packard.

Group chief executive Leo Quinn said: "We are delighted

to have found and attracted a candidate of Philip's experience and calibre, and he will be joining a leadership team committed to restoring Balfour Beatty to strength. His strong understanding of businesses that bid and deliver major contracts globally and his track record in embedding strong financial controls across complex companies are essential in our drive to improve cash generation and reduce overheads."

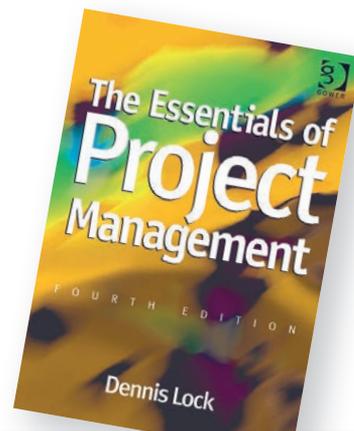
Repper takes role at Centre for Mental Health

Dr Julie Repper has been appointed programme director of Implementing Recovery through Organisational Change (ImROC) at Centre for Mental Health. Dr Repper will start in the new role on 1 April 2015, bringing both a rich academic history and a wealth of experience to the role.

Mental Health Network chief executive Stephen Dalton commented: "I am delighted that we attracted a strong field for this important role and that Julie has accepted the post. She has an outstanding record in this field and her appointment will be widely welcomed."

Bookshelf

Which books should be top of your reading list this spring? *Project* readers (and the editor) find out



MEET THE PANEL



Dr Martin Graham is a project management practitioner and postgraduate lecturer



Bryan Morgan is a seasoned contract/commercial manager with extensive UK and international experience



Sally Percy is editor of *Project* and an experienced business journalist and commentator



Mike Rowley is a programme manager for Rolls-Royce with 40 years' experience in the aerospace industry



Philip Smelt is principal change manager at Lincolnshire County Council and chairman of APM's Yorkshire & North Lincolnshire branch

THE ESSENTIALS OF PROJECT MANAGEMENT

Author: Dennis Lock
ISBN: 978-1-4724-4253-6
Price: £26.50
Publisher: Gower Publishing



“A ‘must-have’ for all experienced and aspiring project managers”

Everyone who is involved in project management will benefit from reading this book. To an experienced project manager, some of the advice given may seem quite basic, nevertheless, there is always benefit in refreshing one's knowledge. For others, who are less experienced, the same advice may open their minds to aspects of project management that they had not previously considered. Reviewing techniques and procedures, which have become second nature over the years, reminded me why those techniques and procedures are so important to my everyday working life.

Dennis Lock has maintained the standard that we have come to expect of him in his writings and there is little doubt that this latest book will join his others as a ‘must-have’ for all experienced and aspiring project managers.

Companies whose business is project management should ensure that all its ‘coal face’ employees have read this book and have the full support of the company so that they can implement the suggestions that Lock has been kind enough to make.

Unlike several other books in the marketplace on project management, this book covers both project planning and project execution – the combination of which is necessary to achieve a wholly successful project. Inadequate project planning will make successful project execution a difficult, if not impossible, target to attain.

Reviewed by Bryan Morgan

DO IT! OR DITCH IT

Author: Bev James
ISBN: 978-0-7535-3999-6
Price: £11.99
Publisher: Virgin Books



“Contains many practical tips that we can all benefit from”

Do It! or Ditch It is aimed more at entrepreneurs than project professionals. Nevertheless, it is packed with plenty of good advice that is relevant to everyone who is serious about their career. The premise of the book is that we need to know when to ‘ditch’ the things that aren't working for us and have the courage of our convictions to ‘do’ the things that we are passionate about.

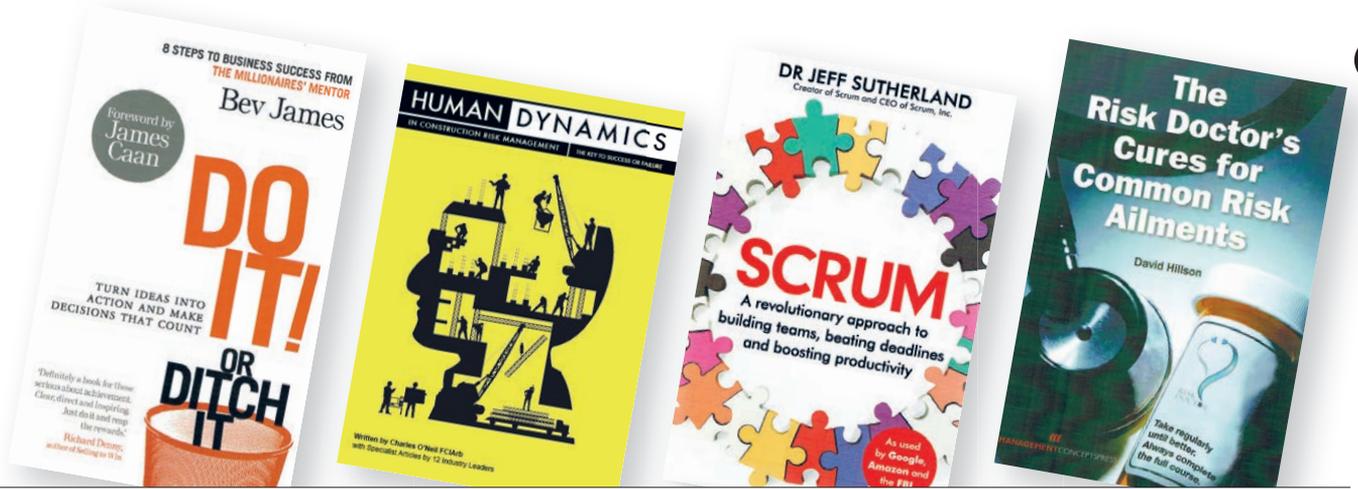
Author Bev James is a business performance expert and coach who writes in a straightforward, accessible style. The book gives lots of useful advice on how to make decisions, including the recommendation that we should not set our goals *in* the future, but rather *from* the future. So we need to start the process by looking at where we want to be in the future and then plot a route in order to achieve those goals.

James is also a great believer in using personality profiling techniques, which can not only help us to understand our strengths and weaknesses better, but also to appreciate the decision-making processes of the people that we work with.

Overall, *Do It! or Ditch It* is more of a motivational self-help guide rather than a practical handbook for project managers. Nevertheless, it contains many practical tips that we all can benefit from.

Reviewed by Sally Percy

■ See page 76 for an article on personality profiling by Bev James



HUMAN DYNAMICS IN CONSTRUCTION RISK MANAGEMENT

Author: Charles O'Neil
ISBN: 978-0-692-30893-6
Price: £35
Publisher: Contract Dynamics



“Fell short of education or enlightenment”

I like books, especially those about projects and particularly those about risk management. I also enjoy biographies and war stories. As a piece of entertainment, this book ticked all of the above boxes, but sadly it fell short of education or enlightenment, both of which I expect in works of this nature.

The first part of the book provides a fairly inconsequential overview of the adopted approach and includes the phrase ‘human dynamics’, which I didn’t understand. Obviously, I know what a human is and for me dynamics are concerned with motion. Since most of the people that I have met move to some extent at least, the use of this phrase left me confused and would have benefited from the author’s intentional use in this context.

The second part is a collection of mini-case studies (or war stories) recording almost exclusively how disputes were resolved. Now, I understand risk management to be a proactive activity and dispute resolution to be a reactive activity and, although interesting, I could not perceive the link between the two parts.

In my work examining postgraduate dissertations, I look for an alignment between the objectives and the recommendations. One objective here is to ‘make recommendations on how corporate processes can be developed...’ The content of the ‘Findings and Recommendations’ chapter cannot be said to deliver that objective.

Reviewed by Dr Martin Graham

SCRUM: A REVOLUTIONARY APPROACH TO BUILDING TEAMS, BEATING DEADLINES AND BOOSTING PRODUCTIVITY

Author: Dr Jeff Sutherland
ISBN: 978-1-84794-108-4
Price: £20
Publisher: Random House Business Books



“A must-read book”

Written by Dr Jeff Sutherland, the co-creator of the ‘scrum’ framework, this book describes its origins, methodology and how it can be applied universally, beyond IT software projects.

Sutherland illustrates the application of scrum in projects. These range from perfecting the design of an affordable 100-miles-per-gallon car to modernising the Federal Bureau of Investigation’s database system. The intention is to deliver more – at higher quality, lower cost, with fewer people, and in less time through regular, short periods of focused activity (sprints).

He analyses the organisation of projects, use of small teams, task prioritisation, and the practice of having one-week sprints to both gain momentum and hold team members accountable. He also explains how to conduct daily stand-ups to monitor progress and meet the challenges that inevitably crop up.

This book is a good introduction in the use of the scrum methodology, illustrating where it has made a real difference. It makes a compelling case for its use and the value it can deliver over the waterfall methods. It also reinforces the reader’s understanding with a clearly set out summary of the key learning points (‘the takeaway’) at the end of each chapter.

This is a must-read book for any project manager or change manager who is considering a methodology as an alternative to the all-or-nothing delivery approach favoured with waterfall methods.

Reviewed by Mike Rowley

THE RISK DOCTOR'S CURES FOR COMMON RISK AILMENTS

Author: Dr David Hillson
ISBN: 978-1-56726-459-3
Price: £18
Publisher: Management Concepts Press



“The author offers real-world examples”

Using uncompromising medical terms as metaphors (such as anorexia, bipolar disorder, obesity, depression), *The Risk Doctor* takes us through a series of recognisable symptoms relating to identifiable risk conditions, which allows us to develop mitigating actions through his prognoses and proposed treatments.

Broken down into 10 ailments, the author provides not only useful guidance on risk management problems, he also offers real-world examples of how such ‘risk ailments’ manifest themselves.

The case studies provided not only afford the reader an apposite set of risk management disorders, but also suggest scenarios that are transposable to any size of project or organisation.

In some respects, the author introduces descriptions and tools where he obviously believes the readers’ level of understanding of risk management to be minimal, for example, SWOT analysis. That said, I found the book to be of immediate value and benefit and, in undertaking this review, I quickly recognised my own risk ailments, primarily my risk depression – my failure to develop opportunities and just see everything as a risk.

Over the years, Dr Hillson has authored or co-authored several books on risk. This book represents a welcome addition to his collection. It is concise, well laid out and contains lots of explanatory diagrams.

Reviewed by Philip Smelt

■ For an article on the top 10 myths of risk by Dr David Hillson, see page 58

Working holiday

If you've ever tried leaving a project on its own for a while, you'll know that manager-less projects won't take off in the short term, says **EDDIE OBENG**



PROFESSOR EDDIE OBENG is learning director of virtual business school Pentacle. He is also author of 10 books, including *All Change!*, *Perfect Projects* and *Putting Strategy to Work*. He holds the Sir Monty Finniston Award for his pioneering work in the human side of project management and in the frameworks and tools for different types of projects. Follow him on Twitter @EddieObeng

Who would want to be a London taxi driver? They do all that work studying the 'Knowledge', and developing their social skills, only to find that driverless cars are now being tested on public roads.

Similarly, who would want to be a project manager? You do all that work studying *The Project Management Body of Knowledge*, get certified and develop your stakeholder and leadership skills. But now there are plans afoot to test 'manager-less' projects in organisations!

"Driverless cars? It will never happen." That's what we used to confidently say. And then the experts worked out that they only needed five systems to make cars driverless. The systems had to answer these questions: where am I? (GPS); what's coming up next? (video); where are the other cars? (RADAR); am I on (a safe) track? (LIDAR); and am I doing OK when I'm parking or doing small manoeuvres? (ultrasonic sensors in wheels). Five systems plus a small computer to knit the answers together and *voilà*, you have a driverless car!

"Manager-less projects? It will never happen..."

Have you ever had to leave a project on its own for a while? Your other half has insisted on an uninterrupted holiday, right in the middle of a project? My guess is that, in advance, you did a number of crucial things.

You probably held several reviews to see exactly where the project was really up to. And, in each session, you probably also did a 'preview', scanning the future horizon for things that could go wrong so that you could work out how to avert them before an avoidable phone call ruined your holiday.

I bet you put a lot of effort into making sure that all the team members were aware of their own, and each other's, accountabilities and deliverables. You probably even worked out how to get them to remind each other. You also spent time with people leading other activities your project is dependent upon, to check that they had no surprises planned.

I suspect, too, that you thought hard about your stakeholders and worked out whom you needed to update before your holiday. You probably put a lot of effort into reducing the project owner's 'anxiety gap' (the difference between stakeholder expectations and reality; for more see: <http://Pentacle.co.uk/PETs/>



ROBIN HIGHTWAY-BURY/IKON

I bet you put a lot of effort into making sure that all the team were aware of their own, and each other's, accountabilities and deliverables

AnxietyGapClosed.htm), and had a word with the project owner to be sure that there was no anxiety gap at all.

I also have a sneaking suspicion that you recalibrated the overall purpose of the project, and decided whether it was still on track. Finally, I suspect you put in place a way for the different groups – team members, stakeholders, project owner and client – to share information and to ensure that all actions were effectively coordinated. And it worked. You had a great holiday!

But it worked because you had already built open and trusting relationships with your team. So they did better than you asked. It worked because you had already engaged with your stakeholders. It worked because you had already understood the challenges and concerns of the project owner. The interconnections between the hard tools and methods and the soft human side are far too difficult to replace with data or a system.

Manager-less projects? It will never happen! ☒

ACHIEVING PROJECT PERFECTION

PjApp from Pentacle is a multi-user experiential project game that packs years of project expertise into three weeks on QUBE, the three-dimensional immersive learning environment (see <http://QUBE.cc>). It will be available in June.



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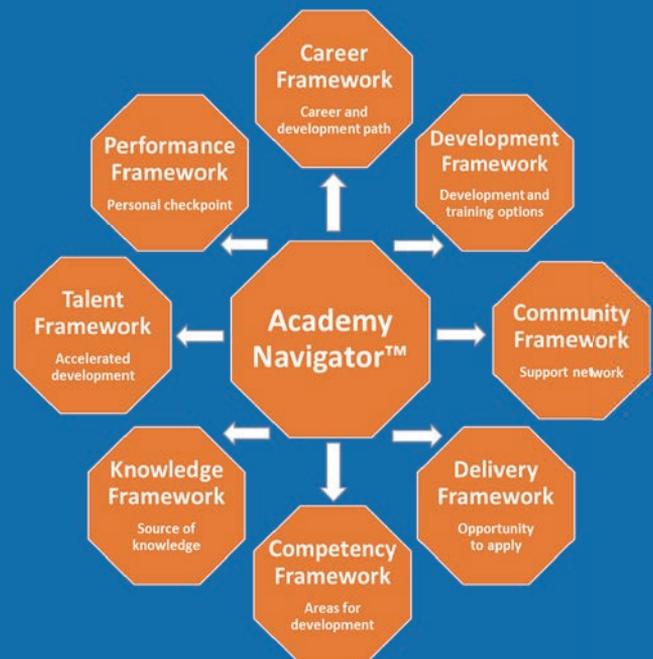
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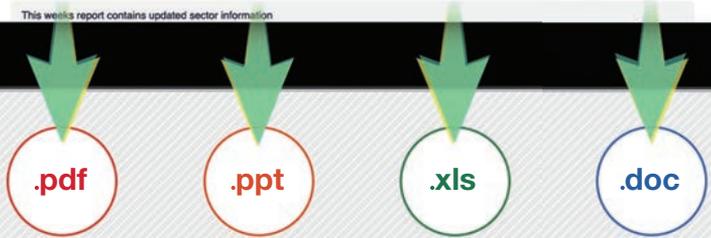
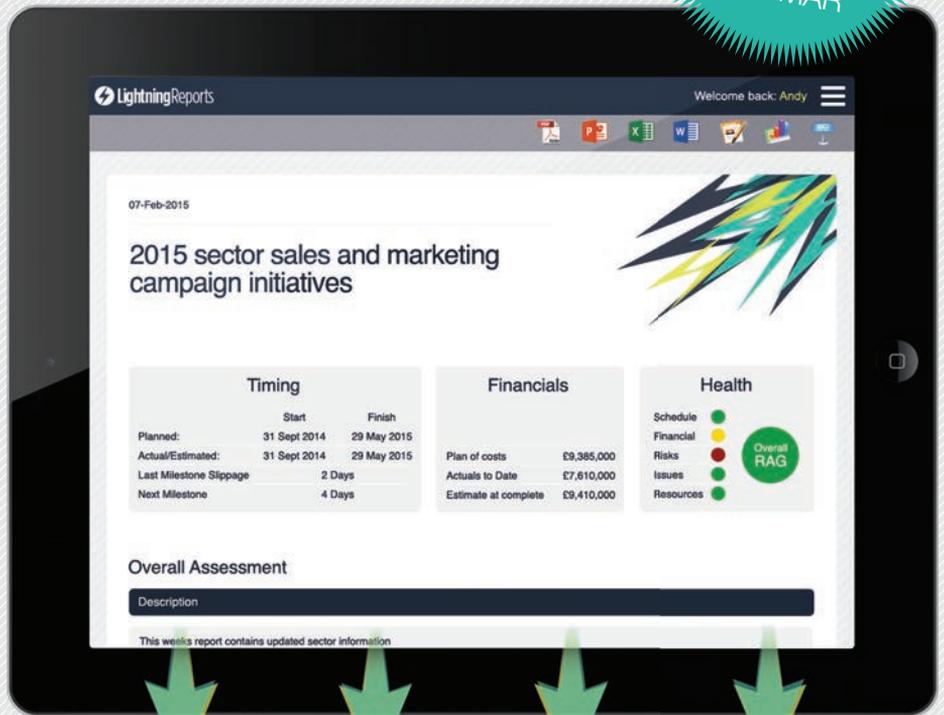
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