

**STATE OF  
THE NATION**

The results of APM's  
biggest ever salary survey

**SHARING  
KNOWLEDGE**

Chartered bodies on their  
professions' evolution

**PROJECT MANAGEMENT  
ON THE FRONT LINE**

How one organisation delivered a  
programme in the midst of civil war

# PROJECT

Summer 2017  
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the voice of the project management community



## LEADING FROM THE FRONT

APM CHAIR  
JOHN McGLYNN  
ON HIS PROJECT  
MANAGEMENT  
PASSIONS





# Agile *business conference*

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London, 4 & 5 October 2017

Unpredictability is a sign of the times. Everywhere you look people and organisations are struggling to understand what the future might hold. For some, recent events such as Brexit present an exciting challenge while for others the context is one of fear of the unknown and what strategy to adopt to withstand and survive the predicted turbulence within the business environment.

### Latest Speakers

Ken Daly - CEO of JML

Dr Steve Morlidge - Author "The little book of Beyond Budgeting"

Anne Rod - International management consultant and executive team coach

Nairy McMahon - Director of CRR UK and Radial Change Ltd.

Dan North - Technology and Organisational Consultant, Dan North & Associates Ltd.



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# Welcome

As members of the Chartered body for the project profession gathered at London's Barbican for APM's Project Management Conference in April, there was a definite sense of excitement about the profession and the role it needs to play in meeting the challenges of our changing world.

Delegates were inspired and challenged alike, with a lively roll call of speakers on topics as diverse as immersive visualisation technology, enterprise change management and the ever-popular question of whether project management will be automated in the future. Topped and tailed by two compelling keynote addresses by headmaster extraordinaire Sir William Atkinson and former Tory minister Michael Portillo, the conference discussed many of the key issues project managers need to be aware of as the profession adapts to embrace the challenges of the future. See page 12 for more details.

In this issue, we ask a number of other professional bodies to tell us their experiences as Chartered organisations, and how the status has benefited their professions. We also talk to APM chair John McGlynn about his own APM 'journey' and his vision for the newly Chartered APM (page 27).

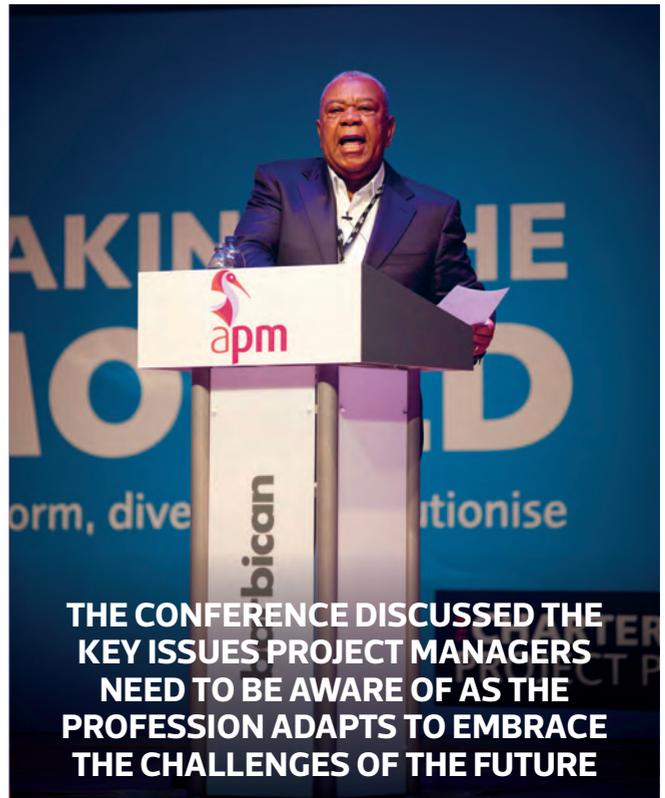
This issue's special report introduces the results of APM's annual *Salary and Market Trends Survey*. Respondents were asked questions on a range of topics, from salary and prospects of a pay rise to whether Brexit will impact their role. Turn to page 45 to find out more.

Another theme is collaboration: from integrating IT systems on joint-venture construction projects (page 30) to Jo Lucas's opinion piece looking at how advances in technology will enable better collaboration in the future, but only if we adapt our behaviours accordingly (page 22).

Finally, we continue to showcase a range of projects and project managers from a wide diversity of sectors. From British Antarctic Survey's Adam Bradley to Adam Smith International's Neil Fowler, it is fascinating to see how project management excellence is making a difference in the world around us, even in the most extreme conditions.

Enjoy the issue. As always, I look forward to receiving your comments and suggestions.

COVER: WILL AMLOT



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## PROJECT

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**“ONE OF THE BEST THINGS FOR ME AS A YOUNG PROJECT MANAGER IS THAT YOU ARE ALWAYS ON THE FRONT LINE, DRIVING FOR SUCCESS”**

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DAVID HARRISON, SHUTTERSTOCK. © BRITISH ANTARCTIC SURVEY



## Three-point plan urged by Brexit Infrastructure Group



Establishing a UK infrastructure investment bank to replace funds from the EIB is among several immediate actions outlined by the Brexit Infrastructure Group (BIG) in a new three-point plan for government.

The BIG was created by the Institution of Civil Engineers to highlight the importance of infrastructure as Brexit negotiations get under way.

When launching its three-point plan, the BIG stated that the European Investment Bank (EIB) invested more than

€30bn in UK projects between 2012 and 2016. Plans to cover any potential investment gaps resulting from the UK's loss of membership to the EIB should include the possibility of a UK infrastructure investment bank.

Chair of the BIG, Sir John Armitt, said: "The EIB has been a vital part of the investment mix, acting as a critical anchor investor, funding billions of UK infrastructure projects and attracting other sources of funding. If we are at risk of losing this source of investment, government should

start consulting with industry now on alternative options, including the potential for an infrastructure investment bank. This will send a clear signal to the market and help consolidate the UK's reputation as a global leader in infrastructure delivery."

According to the BIG, the government should also guarantee the status of existing EU nationals currently working in the UK, who represent 27 per cent of the construction workforce in London alone. A rapid decline in the number of EU nationals, the BIG said, would put major projects at risk.

The third point in the plan is that government and the infrastructure sector should establish a shared programme to exploit the UK's existing advantages in innovation and technology.

### PAC REPORT RAISES CONCERNS OVER FUTURE RAIL PROJECTS

A Public Accounts Committee (PAC) report into the Great Western Mainline modernisation programme has stated that the government must learn from serious failings in design, planning and cost-estimating. Costs for the electrification programme rose by £1.2bn in the space of a year, an increase described as 'staggering' and 'unacceptable' by the PAC. Concerns were raised over the ability of the Department for Transport and Network Rail to manage similar projects, such as the planned electrification scheme on the Midland Mainline route.

The report stated that, as a priority, Network Rail must identify, monitor and control all risks to the project. It must also improve its ability to produce realistic cost estimates, and make sure that robust and detailed plans are in place for infrastructure projects before construction starts.

Meg Hillier MP, chair of the PAC, said: "This is a stark example of how not to run a major project, from flawed planning at the earliest stage to weak accountability and what remain serious questions about the reasons for embarking on the work in the first place. The sums of public money wasted are appalling... Government accepts it got this project badly wrong and must now demonstrate it has learned the lessons."

### COMMENT

“Government should start consulting with industry now on alternative options, including the potential for an infrastructure investment bank”

**SIR JOHN ARMITT** chair of the Brexit Infrastructure Group



## SMEs awarded funding to solve London challenges

Six SMEs from across the UK have been awarded a share of £50,000 in funding from Future Cities Catapult, a government-supported UK centre of excellence in urban innovation. The start-ups answered an open call to solve city challenges in London using an internet of things (IoT) platform. For ideas including tackling noise pollution, making cycling safer, assisting infrastructure planning and helping the NHS make more of underused space, the winning SMEs will receive up to £10,000 each.

London's population is growing at twice the rate of the rest of the UK, and the aim of the challenge was to encourage SMEs to embrace the opportunities of the IoT while addressing challenges around sustainability, urban mobility, connecting communities, healthy cities and urban planning.

Companies that will receive funding include Nymbly, creator of an air-quality management app that could have a direct impact on health in the workplace. Its advanced sensors offer data accuracy to room level and, through data modelling, the app informs building owners that they must take action by addressing ventilation, humidity or filtering.

Another successful applicant, Joyride Technologies, in partnership with the London Cycling Campaign, will be using sensors to collect information about how families commute around the city as cyclists. This data could inform future infrastructure planning. Beringar, meanwhile, is testing light and environmental sensors to identify unallocated and underused space in the NHS. This has the potential to increase patient convenience, save money and, ultimately, help the NHS improve quality of care.

### APM SALARY SURVEY HIGHLIGHTS CONCERNS AND OPPORTUNITIES FOR PROJECT MANAGERS

Nearly 40 per cent of project professionals fear that leaving the EU will have a negative impact on their careers. This is one of the findings of APM's *Salary and Market Trends Survey 2017*, conducted by YouGov to provide insight on the state of the profession in the UK and help identify needs for the future.

However, despite concern about Brexit's impact, there is a feeling of optimism about the growth of the profession, with 47 per cent of respondents believing that their organisation

will require more roles involving project management between now and 2020.

The results also portray a mixed picture for women in the profession: although, in the under-24 age category, more women than men are entering the profession, an industry-wide gender pay gap persists, at a rate of 30 per cent.

■ **For more information on the findings from APM's *Salary and Market Trends Survey 2017*, turn to page 45**

### AROUND THE UK

#### WHITEHALL LOOKS TO OLYMPICS FOR BREXIT PROJECT MANAGEMENT

The Department for Exiting the European Union (DExEU) is examining cross-government projects such as London 2012 for any transferable lessons.

Speaking at an Institute for Government event, DExEU director general Sarah Healey said she has spoken to several people about the lessons learned from the delivery of London 2012. A primary aim is to ensure that DExEU does not fall into siloed ways of working, but maintains a cross-governmental approach when developing structures for implementing Brexit. The need to work on legislative and parliamentary processes while implementing the exit agreement will require a collaborative approach, said Healey.



#### HANSON CONTRACTING RE-SECURES DORSET HIGHWAYS CONTRACT

Hanson Contracting has re-secured its strategic partnership contract with Dorset Highways for maintenance of the county's road network. The agreement has a potential duration of 10 years and a total value of more than £100m. Hanson has worked as the main supply contractor for Dorset Highways for 15 years, delivering high-profile projects including the Olympic transport package in Weymouth, the Swanage recycling centre and, most recently, the A338 Bournemouth spur road upgrade, which was delivered on time and on budget. As part of the upgrade, 70,000 tonnes of material from the old road were recycled, making the scheme one of the greenest road-maintenance projects in the country.

## AROUND THE WORLD

### COOPERATION IN EAST ASIA

China and South Korea are pressing ahead with efforts to boost cooperation on project management, according to the Korean branch of the International Project Management Association (IPMA). In 2016, IPMA Korea and the China Project Management Education Union, led by Shandong University, signed a memorandum of understanding to establish the Global Project Institute (GPI), which aims to build a global platform led by Asian countries in a market dominated by Western organisations. In a recent meeting, the two sides drew up plans for the GPI, including educational exchange programmes and research projects. It also plans to introduce a certificate programme and promote the IPMA Project Excellence Awards.

### SAADIYAT ISLAND CONTRACT FOR HILL INTERNATIONAL

Construction management firm Hill International has been awarded a one-year contract to project manage a new resort development on Saadiyat Island, Abu Dhabi. The 113,000m<sup>2</sup> resort will include a 293-room hotel complex.

The 27km<sup>2</sup> Saadiyat Island is a flagship development of the Tourism Development & Investment Company and is designed to be environmentally sensitive and low density.

Scheduled for completion in 2020, the island will feature a range of residential, leisure and commercial facilities, as well as a world-class cultural district. This will include eight spectacular museums designed by renowned architects such as Jean Nouvel, Tadao Ando, Frank Gehry and Zaha Hadid.

### CHINA AND SOUTH KOREA ARE PRESSING AHEAD WITH EFFORTS TO BOOST PROJECT MANAGEMENT COOPERATION



SHUTTERSTOCK

## Study reveals oil and gas project overspending

According to regulator the Oil and Gas Authority (OGA), offshore oil and gas projects over recent years were badly delayed and, on average, one-third over budget. The OGA called for operators to bring down costs with better planning and cooperation between firms.

The comprehensive five-year review looked at 58 major projects undertaken on the UK Continental Shelf from 2011–2016. It found that less than 25 per cent of projects were delivered on time, with projects averaging 10 months' delay. The average project went 35 per cent over its initial budget. Only half of the projects delivered what they set out to do in their field development plans.

The report found no correlation between the delays/spiralling costs and the size or complexity of the project; instead, the fault lay in the approach to projects. It highlighted the need for clear definition of projects before they start, a more

realistic approach to budgeting and better recognition of project managers' skills.

Chris Claydon, chief executive at the Engineering Construction Industry Training Board, said: "Making real change will come down to people, culture and behaviours. Making the step change necessary to improve project performance will require innovative leadership and a truly collaborative approach."

Following the review, a series of lessons-learned events was undertaken with 11 operators and three major tier-1 contractors to develop a deeper understanding of good practice and areas for improvement.

Gunther Newcombe, operations director at the OGA, said: "There are encouraging signs that the ability to deliver projects in line with cost and schedule commitments has been improving recently. This is aligned to the effort we have seen industry making in the areas of production efficiency and operating costs over the past 18 months."

### KEY FINDINGS FROM THE 2017 DELOITTE MILLENNIAL SURVEY

7%  
of millennials would leave their current employer 'soon'

38%  
would leave their current employer within two years

31%  
would stay with their current employer beyond five years

## Efficiencies and environmental improvements for the marine industry

The Energy Technologies Institute has launched a £3.6m project to improve environmental standards in the marine industry. The project, to be led by Northumberland-based AVID Technology, aims to develop and demonstrate a waste-heat recovery system that could deliver reduced emissions and fuel efficiency savings of at least eight per cent across all types of ship.

AVID Technology will be supported in the 26-month project by fellow north-east England companies RED Engineering and Royston, and Enogia from France. The culmination of the project should see the waste-heat recovery system installed on an offshore support vessel by the end of 2018, ahead of a further six months of testing.

Ryan Maughan, founder and managing director at AVID Technology, explained the significance of the project: "Unlike other transport sectors, the marine industry has yet to establish a credible alternative to fossil fuels, so the immediate priority is to achieve substantial carbon dioxide reductions by reducing fuel consumption."

Fuel efficiency in shipping can be improved by reducing the electrical load provided by a ship's generators. The technology being developed will recover heat energy from the exhaust stream, substantially reducing the temperature of the exhaust gas by converting the heat to electricity. The technology should be deployable on chemical tankers, general cargo vessels, container feeders, roll-on roll-off passenger ships and more.



## UK Space Agency enlists help for Forests 2020 project

Scottish sustainability software and data company Ecometrica has won a £14m contract with the UK Space Agency's recently launched International Partnership Programme (IPP). The contract is part of the Forests 2020 project, which aims to help countries improve the management and protection of 300 million hectares of tropical forest. The deal closely matches the IPP's technology and development goals, and is the largest so far from the £150m programme.

Launched in 2016, the IPP brings together British space knowledge, expertise and capability to "provide a sustainable, economic or societal benefit to undeveloped nations and developing economies".

On the project, Ecometrica will work with partners in Brazil, Colombia, Ghana, Indonesia, Kenya and Mexico, where Earth observation laboratories

will be set up to assess threats to rainforests and help direct conservation resources. These laboratories will ensure threats such as fires and illegal logging are detected sooner, and make the response on the ground faster and more cost-effective. The project is due to complete in March 2020.

Dr Richard Tipper, executive chairman at Ecometrica, said: "Working with organisations in each of the six countries, including research institutions, NGOs and conservationists, this project will help improve the capacity to implement effective forest and ecosystem monitoring services. It is estimated that improved monitoring systems, which enable a more targeted approach, could help prevent the loss of four to six million hectares of forest over the next decade – an area more than half the size of Scotland, or two to three times the size of Wales."

## 90 DAYS IN THE LIFE OF...

### Project meets Bob Ward, head of profession for programme management at AWE



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

I have been in the role since May 2015. I initially took it on part time, then moved to full time from mid-2016, although I have been doing project management since 1986. What I love most is sharing the passion and excitement of project and programme management – developing people through training, mentoring and community of practices, to name but a few – and inspiring our project managers to engage with the community for their own and others' benefit.

#### What were your biggest challenges over the past 90 days?

Improving the quality and consistency of our recruitment. We are in the latter stages of our current recruitment round for assistant, project and senior

project managers. Setting definitive but open questions, training for every person who is doing the interviewing, and ensuring the required standard of written evidence are vital; they allow the sharing of quality feedback regardless of success. People deliver projects and need to be led by good leaders, and that remains an important challenge in the investments we make in skills and training.

#### What has the past 90 days taught you?

Investing in people to lead projects is pivotal to business success and future growth, especially when you are under pressure to deliver. You still need to find time and resources to support, guide and nurture upcoming talent.

#### In the next 90 days, what will be your biggest challenges and why?

I set a number of objectives for this year; the biggest will be gaining APM accreditation. The challenge is to demonstrate that we have moved from 'consultation' to delivering excellence and industry best practice in all aspects of our project management. This will involve a periodic review of process and training to support the continuous development of our project managers.

#### If you had the opportunity to spend 90 days with anyone – living or dead – who would it be?

Sir David Brailsford, leader of the Team Sky cycling team. What I would love to learn from him is his leadership approach, and his ability to seek out and get marginal gains from each person, product or process. The constant desire to improve, distil and share back at the workplace resonates with me. Plus I love road cycling!

“I set a number of objectives for this year; the biggest will be gaining APM accreditation”

#### DIARY DATES

##### 6 June 2017

Monte Carlo simulation – black art or misunderstood child?, Aberdeen

##### 22 June 2017

Benefits Summit 2017: Realising benefits in a changing world, London

##### 7 July 2017

APM Presents... Professional development, London

##### 12 July 2017

Contracts and Procurement Specific Interest Group Conference and Annual General Meeting, London

##### 14 September 2017

The Future PMO Conference, London

##### 28 September 2017

APM National Conference for Women in Project Management: The progressive project professional, London

##### 20 November 2017

APM Project Management Awards, London

##### 5 December 2017

APM Project Management Conference, Manchester

For more information, visit [apm.org.uk/events](http://apm.org.uk/events)

## Survey highlights growth in PMO role, but lack of wider maturity

A growing number of organisations have project management offices (PMOs) in place, but there is a lack of growth in project management maturity, according to the *State of Project Management 2017 Annual Report*, published by Wellington Project Management and the APM PMO Specific Interest Group (SIG). Over a year, there has been strong growth in the setup of PMOs. Eighty-five per cent of organisations now have a single or multiple PMO, compared with 71 per cent in 2016. Emma-Ruth Arnaz-Pemberton, chair of the APM PMO SIG, said: "It's great to see that almost half of respondents witness their PMO being respected as a value-adding business partner."



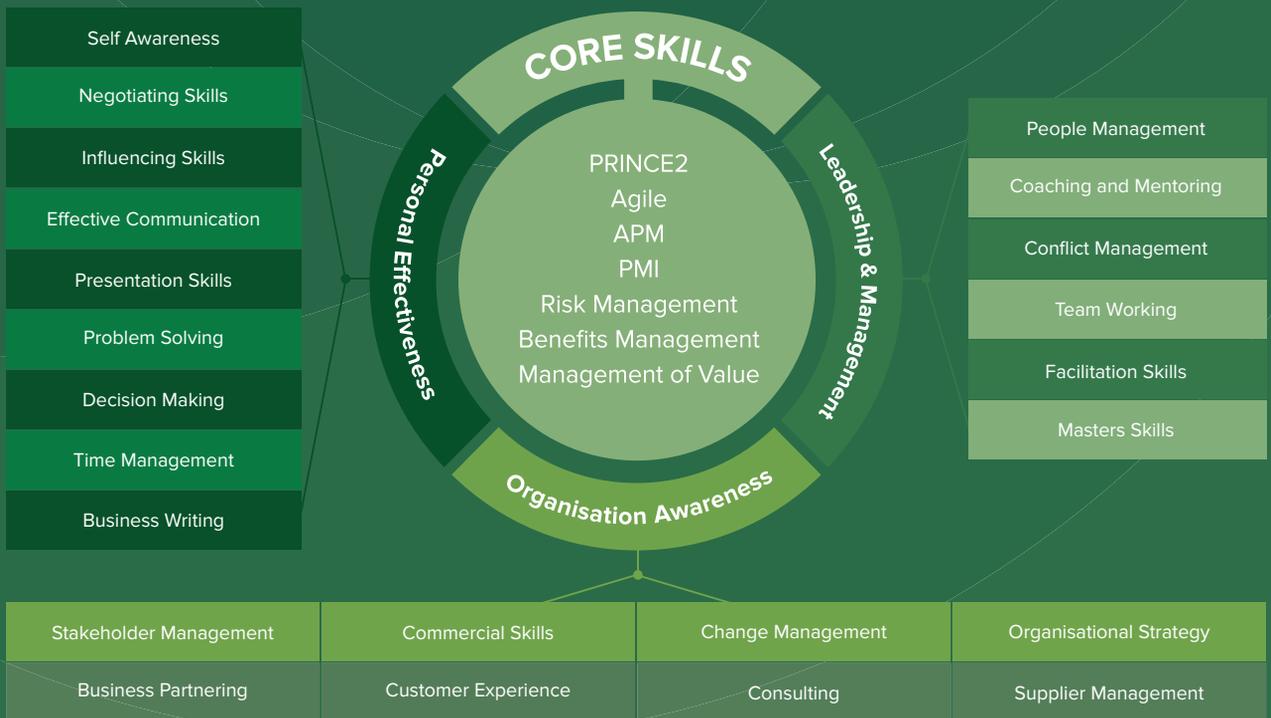


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## Embracing change

A packed programme covering everything from Brexit to automation made for a thought-provoking APM Project Management Conference, reports **SARAH NOTTON**



More than 500 delegates attended this year's APM Project Management Conference, held at London's Barbican on 27 April. With a programme based on the theme 'Making the mould', the event placed an emphasis on how project management must both adapt to and embrace the challenges of an increasingly complex and technological world.

Chaired by Sue Kershaw, APM board member and UK head of infrastructure programme and project management at KPMG, the day began with an address by APM president David Waboso, who once again underlined the importance of Chartered status for developing the profession.

"It is a very significant milestone," he said. "We are privileged to share the success with those who laid the foundation for our profession, such as the contribution of the late Mike Nichols."

He went on to highlight the new series of thought-leadership papers being produced by APM on a number of aspects,

such as ethics, continuing professional development, qualifications and learning, and volunteering.

"As we transition to the new phase," Waboso said, "these papers are designed to help the profession understand the key elements that underpin Chartered status."

On the theme of the conference, he commented: "The pace of change is just incredible – and it is hard to predict how fast and how [far] that change will go. As project managers, we need to ensure we have the best capability to meet these changes."

The conference's keynote speaker was Sir William Atkinson, best known as Britain's most successful headteacher after turning around 'the worst school in the country'. His lively and inspirational speech drew on his 43 years' experience in education as he offered his personal blueprint for success, including the importance of critical self-evaluation and the concept of distributed leadership, by which you empower the team at every

**"THE PACE OF CHANGE IS INCREDIBLE – IT IS HARD TO PREDICT HOW FAST AND HOW [FAR] IT WILL GO. PROJECT MANAGERS NEED THE CAPABILITY TO MEET THESE CHANGES"**

level. He concluded: "Try to be the very best you can be. Don't be an eight out of 10; be a 10 out of 10 every day."

The conference then moved on to its three streams: New Practice, New Projects and New Generation, overseen by chairs Tim Banfield, Susie Boyce and Jo Lucas, respectively. Delegates then had the difficult choice of selecting which talks to attend, given the impressive lineup of speakers from a wide range of sectors, including Professor Jennifer Whyte of Imperial College London, Dr Colin Gaynor

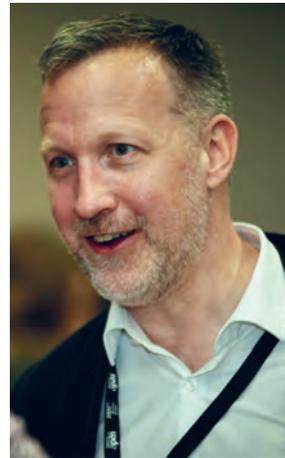


of AstraZeneca, and James Hampson of Jacobs, whose talk 'Will project management ever be automated?' was packed out.

The day ended with another lively speaker, Michael Portillo, who reflected on his time in government and subsequent deselection as an MP with charm and humour. Giving his thoughts on Brexit, as well as his opinion on the development of his much-loved railways, he also took questions from the audience.

Finally, delegates were able to discuss the many issues raised during the day at a drinks party to celebrate APM's Chartered status – a fitting way to conclude a day of optimism about the profession and how it will help us all chart a path in the future.

**Far left: Britain's 'most successful headteacher' Sir William Atkinson; left: former minister Michael Portillo; above left: change management specialist Deborah Feakins; above: APM chair John McGlynn; right and below right: delegates join the debate; below: the packed hall at London's Barbican**



Now APM is a Chartered body, over the coming months, it is developing the standards and values that will become the benchmark for professional project management through a register of Chartered Project Professionals. The standards and required regulations will be published in November 2017 following consultation over the summer, and APM will begin accepting applications to the register of Chartered Project Professionals in spring 2018.



# A showcase of industry excellence

Don't forget that the closing date for submissions for the APM Project Management Awards 2017 is 19 June. The Awards recognise the very best the profession has to offer – from aspiring young project managers to experienced project professionals managing complex projects and programmes, both in the UK and overseas. This year, there is a broader choice of categories, including a new project management office category, to give a wider range of projects, programmes and professionals from any industry sector the opportunity to enter. Celebrating project management excellence for more than 20 years, the APM Awards will be moving to a new location, Old Billingsgate, London. The ceremony will take place on Monday 20 November. Please submit entries to [awards@apm.org.uk](mailto:awards@apm.org.uk)

## Realising benefits in a changing world

Benefits management helps organisations optimise their investment in change. This applies to all organisations, whether they are expanding, contracting or simply trying to keep their head above water against a rising tide of unrelenting change, driven by competition, regulation and customer expectation.

The APM Benefits Summit 2017, which will be held in London on 22 June, is an opportunity to learn from subject-matter experts, proven practitioners, enthusiasts and the wider global benefits management community. It is aimed at senior executives and leaders; budget-holders and decision-makers; senior responsible owners; and change, project/programme/portfolio and benefits management practitioners and specialists.

Organised by APM's Benefits Management Specific Interest Group, this year's event covers four related themes: achieving transformational change, developing better business cases, benefits-led portfolio management and working with partners.

Tony Meggs of the Infrastructure and Projects Authority will be the keynote speaker, supported by Steve Jenner and Joseph Lowe, chief examiners of the APMG-International Managing Benefits and Better Business Cases certifications, respectively; and David Hawkins of the Institute for Collaborative Working.

Delegates will be able to participate in a variety of interactive workshops, while a supplier's marketplace will advise on the tools and underpinning capabilities needed to enhance benefits management maturity in delegate organisations.

● **For more information, visit [bit.ly/apmbsummit2017](http://bit.ly/apmbsummit2017)**

**THE APM BENEFITS SUMMIT 2017 IS AN OPPORTUNITY TO LEARN FROM SUBJECT-MATTER EXPERTS, PROVEN PRACTITIONERS AND ENTHUSIASTS**

### Profile of an APM volunteer



Name: **Natalie Deane**  
 Job title: **Project assistant/project controller at Cavendish Nuclear**  
 Volunteer role: **Volunteer and communications lead on the Women in Project Management Specific Interest Group committee**

#### Why did you decide to become a volunteer with APM?

I am trying to build up my continuing professional development in support of my role as a project engineer.

#### What benefits have you gained from being an APM volunteer?

I have met a lot of inspiring people, had fantastic opportunities to network and attend conferences, and gained confidence in my knowledge and experience in the field.

#### What events have you been involved with?

I helped to organise last year's Women in Project Management National Conference in London, which was an extremely well-attended event. During the day, I tweeted live, engaging with attendees and building up our following on Twitter.

#### What advice would you give to an APM member looking to volunteer?

I would say definitely join a Specific Interest Group for a subject you are interested in, as well as your local branch. Attend any event you can and network. As I am starting out in my career, I was worried I wouldn't be able to contribute anything – but you are very well supported and encouraged as a volunteer. So don't feel like you don't have anything to contribute; just take advantage of your strengths and build from there.

**FIND OUT MORE**

**IF YOU ARE INTERESTED IN FINDING OUT MORE ABOUT VOLUNTEERING, PLEASE CONTACT [ANNA.GRABHAM@APM.ORG.UK](mailto:ANNA.GRABHAM@APM.ORG.UK)**



Members of the winning team following the presentation of trophies and certificates; (L-R) APM South Wales and West of England branch chair Martin Gosden; Richard Okine; Cindy Fernandez; Stephan Schneider; and Kristina Rudenoka

## SWWE Project Management Challenge winners

The joint 'Team Fast and Curious' from Airbus and the University of the West of England (UWE) has won the 2017 APM South Wales and West of England (SWWE) branch Project Management Challenge.

After a close-run contest in which they beat five other teams, the members of Team Fast and Curious were awarded their trophies at the Finals and Awards Night in Bristol on 27 April. They delivered their project to their chosen charity, Jessie May, a Bristol-based organisation providing nursing care at home for children and young people with life-limiting conditions who are not expected to live into adulthood.

The team did an excellent job identifying and mapping out the current respite-planning process, capturing inputs, outputs, procedures and resources. In addition, they conducted market research to identify a viable solution for Jessie May that resulted in a report that highlighted the top three solutions that will ultimately deliver a range of important benefits.

The Project Management Challenge consisted of three key assessment stages:

- a project plan in December 2016 that identified smart outputs and

benefits to be delivered, associated resources, costs, and key risks (3,000-word limit);

- a final report in March 2016 that demonstrated how the teams delivered the project outputs and benefits defined in the original business case, using a range of competences defined in the *APM Body of Knowledge* (5,000-word limit); and
- the delivery of a 15-minute presentation at the Finals and Awards Night.

Bruce Phillips, the SWWE branch committee member who led and managed the competition, said: "The project board was unanimous in its praise for the significant effort shown by all entries in the SWWE branch's third Project Management Challenge. Every member of each team should be justifiably proud of their achievements in delivering real benefit to the wider community, and for the development of their personal and professional competences."

- **If you would like additional information on the APM SWWE branch Project Management Challenge, or would like to participate in next year's event (October 2017 to April 2018), contact [chairman@apm-swalesandwengland.org.uk](mailto:chairman@apm-swalesandwengland.org.uk)**

### NEW APM PUBLICATIONS

#### CONTRACTS AND PROCUREMENT GUIDE TO LAUNCH

APM's Contracts and Procurement Specific Interest Group's long-awaited *APM Guide to Contracts and Procurement: For Project, Programme and Portfolio Managers* will be published in June 2017.

The outsourcing of complex packages of works is a growing trend as solutions become increasingly intricate and require specialist providers. Inevitably, such providers need to work together to deliver complex solutions, which may also span several sectors.

The guide breaks down the process of procurement of significant packages of work into individual stages, described in readable sections. This enables the busy project manager to swiftly understand the key points required at the outset, or mid-flight, when corrective action may be needed. Each stage includes an easy-to-follow flow diagram including the necessary inputs and outputs from the stage.

Created by a panel of authors with hands-on experience of managing each of the stages, the guide looks at the management of procurement within projects, including what can go wrong, how to address issues and how to avoid them in the first place.

- **For more information, attend the Specific Interest Group's conference on 12 July 2017 in London, where the guide's authors will be presenting**

#### UPDATED 'USER'S GUIDE TO ADJUDICATION' PUBLISHED

The Construction Industry Council (CIC) has published its updated *Users' Guide to Adjudication* for 2017, available as a free download at [www.cic.org.uk](http://www.cic.org.uk).

In construction, adjudication is a mandatory interim dispute-resolution process that must be followed prior to arbitration or litigation, and can be somewhat daunting to those inexperienced in its use. The guide has been supported by APM financially and through the APM Contracts and Procurement Specific Interest Group (SIG).

Dr Jon Broome, chair of the SIG, said: "No one wants a contractual dispute, but if one happens, you want it to be resolved quickly."

APM Guide to Contracts and Procurement: For Project, Programme and Portfolio Managers



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# Your view



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Letters may be edited for publication

## SME PROJECT MANAGERS

*Project* is informative about what is happening, new procedures and how project managers can influence projects. However, I am disappointed that there is very little reference to the project manager in the SME part of the industry.

I have been a project manager for many years and brought my experience with me from a national utilities company. Unfortunately, small companies that have a project manager working for them do not have the resources available to initiate or implement the practices that large companies have. IT is sometimes limited, and the management board does not understand the role of the project manager, often making their job very hard.

It would be helpful if *Project* could publish guidance that a project manager could take to the management board to explain why the role is very much required. In small companies, project managers must often strive to overcome the fear of change.

**Graham Skeer, Skeer Environmental Surveying Solutions Ltd**

## CRITICAL SUCCESS FACTORS

As a director at the Agile Business Consortium, I read with interest Kate Parker's article 'Why a compass is better than a map' (*Project*, spring 2017). With the exception of accepting one 'hard' critical success factor (CSF) for on-time delivery, the Agile Business Consortium fully endorses this article. On-time delivery at all levels facilitates a project-wide team focus on the timely, predictable

delivery of value that most businesses crave, and should therefore be a default CSF.

On-time delivery is, however, just one of the eight driving principles of our *DSDM Agile Project Framework*. The other seven have been successfully embracing the collaborative customer- and stakeholder-focused approach that Kate describes.

Our MoSCoW (must have, should have, could have, won't have but would like) prioritisation practice – introduced in 1994 – is designed to help stakeholders differentiate between strategic and tactical needs and wants. In combination with our other practices of timeboxing and iterative development, MoSCoW ensures the timely delivery of real customer, stakeholder, business and shareholder value.

We believe that another good reason to make on-time delivery a CSF is that projects do not exist in isolation in many organisations. They often form a part of programmes and portfolios, where an understanding of start and end dates makes the management of resources and other dependencies easier, and helps optimise enterprise-wide delivery of value.

The Agile Business Consortium is currently in the process of strengthening its guidance on agile programme and portfolio management, with a strong emphasis on individuals, their collaborative interactions and agile leadership at all levels.

**Andrew Craddock, Agile Business Consortium**



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**JOSE ANTONIO MARTINEZ**  
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How to win an APM #Project Management Award (sort of).  
[#PMOT ow.ly/10uuGs](https://www.pmot.org/ow/ly/10uuGs)

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## LINKEDIN HOW DO YOU REALLY LEARN ON PROJECTS?

### THE ISSUE

What techniques do you have to help people learn about, from and with each other on projects?

**Jonathan Norman**

### THE REACTION

Scope your project and, with resource analysis and workforce planning, know what your project needs based on skills, knowledge

and attitude. Recruit well. Delegate well. Facilitate effective meetings to share updates and lessons learned for immediate action. Keep learning logs, risk registers, issue logs and incident reports, and share learning with the team and

the wider organisation. Always debrief and share learning widely, especially with those in other departments.  
**Hannah Poupart**

Learning is an ongoing process, not something that finishes with formal

education. How we go about it so that it is useful to us and our organisations is a learning experience in itself.  
**Rose Green**

Empowering and measuring by outcomes.  
**Guy Trivett**



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dream,  
others  
become

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# Best of the blogs

IF YOU WANT TO WRITE A BLOG FOR THE APM WEBSITE, CONTACT KIRSTEN BIRD – [KIRSTEN.BIRD@APM.ORG.UK](mailto:KIRSTEN.BIRD@APM.ORG.UK)

Project learns what APM's experts have been debating in these excerpts from their blogs. Read the blogs in full – and many more – at [apm.org.uk/blog](http://apm.org.uk/blog)



## THE 'CAKE THEORY' OF BENEFITS REALISATION

Posted on 16 March 2017 by Claire Dellar, senior benefits realisation manager at NHS Digital

Earlier this year, I was delivering benefits realisation

training on my birthday (lucky me!). So I decided to take in a cake.

Come coffee time, we bonded happily over the rather messy distribution of the chocolate fudge cake. That afternoon, we got onto the also rather sticky subject of how we deal with attribution in benefits. Cake seemed like the ideal analogy.

"There is only one cake," I said to the rather amused group in front of me. "And it's only fair, if more than one person helped bake that cake, that they each get a slice."

When an organisation does not have a good overall picture of what is going on in its various programmes, the risk of double counting is high. Multiple programmes could report the same benefit, claiming a whole cake – and could even be measuring the same benefit in different ways.

Indeed, our cake-cutting starts with the business case. We may shell out money twice to get the same cake, when both initiatives have the same impact or even counteract each other. We should be concentrating on getting a bigger cake. It takes a mature and proactive portfolio management office to deal with this effectively, from business case to post-initiative reporting.

### How do we divvy up the cake fairly?

The first and easiest cake to deal with is when each initiative is

clearly contributing separately, and the two initiatives are not dependent on each other. In this case, they are probably producing a number of cupcakes you can count separately.

### Intertwined initiatives with impacts on the same metric

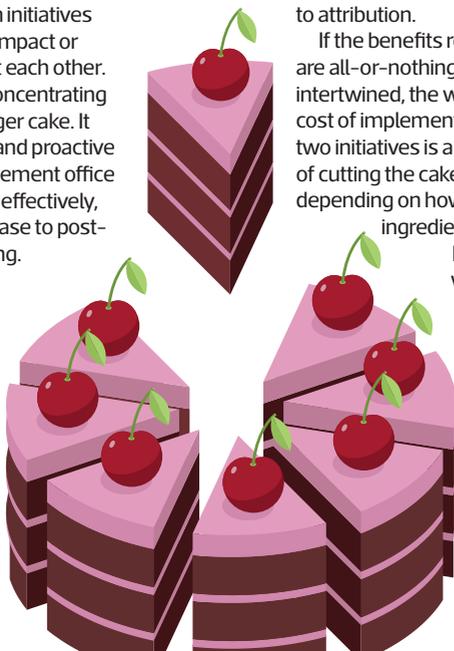
Unfortunately, it is not always that easy. Sometimes, dependencies are complex and you cannot clearly define contributions. There are also some circumstances where it is an all-or-nothing proposition: both initiatives are needed to get the cake. For instance, one initiative supplies the milk and eggs, the other the flour, sugar and butter. All are needed for the cake.

In benefits, we use the concept of 'willingness to pay' as a (last-ditch) attempt to put a monetary value on benefits. For example, if we are willing to pay an extra £10 a year in council tax for the potholes in the village high street to be filled in, that is how much value we place on the benefits of smooth roads.

In desperation, I took the concept and turned it around, applying it to attribution.

If the benefits really are all-or-nothing, or too intertwined, the whole life cost of implementing those two initiatives is another way of cutting the cake. Divvy it up depending on how much the ingredients cost.

In this way, we can share out the cake fairly, ensuring everyone who helped bake it gets a slice.



## THE NEW APPRENTICESHIP LEVY

Posted on 6 April 2017 by Stephen Rooney, policy manager at APM

April saw the formal launch of the government's much-anticipated Apprenticeship Levy.

Leaning on research conducted by Professor Alison Wolf for the Social Market Foundation, the government's primary argument for the introduction of a levy to fund its target of three million apprenticeship starts by 2020 was that employers were not stepping up to the mark – and that the levy was intended to address the downward trend in employer investment in training.

Although it is true that, globally, levy systems are the most widespread mechanism used to induce employer investment in training, the introduction of a levy fundamentally alters the UK's approach to skills funding, lessening the cost to the public purse and transferring the cost burden to (levy-paying) employers. This is at a time when government departments are being instructed to identify possible savings of 25–40 per cent by 2020.

Employers are acutely aware of the UK's skills challenge – with two million additional jobs to require higher-level skills by 2022, and seven out of 10 employers stating that they are not confident of being able to recruit a sufficient number of high-skilled employees. The most recent labour market research from the (now defunct) UK Commission for Employment and Skills (March 2016) found that demand for highly skilled workers continues to rise across the UK and is particularly strong in sectors critical to the rebalancing of the economy, such as engineering, science and high-tech, and construction.

In questioning the merits of introducing a levy, businesses argued that it risked prioritising quantum over quality and that, as cost recovery would be a priority, this intervention would do little to address the UK's skills shortage, such as in science, technology, engineering and mathematics sectors. The increase in apprenticeship starts in the year immediately following the 2010 general election provides evidence enough – with a 60 per cent increase in starts doing little to narrow skills gaps, owing to the fact that the majority increase was in apprenticeship starts at Level 2.

Apprenticeships undoubtedly have a vital role to play in addressing the UK's skills challenge, but that they continue to suffer from a disparity of esteem versus a more mainstream 'A-levels followed by university' route suggests that there is still work to be done.

Download the note from [apm.org.uk/resources/library](http://apm.org.uk/resources/library)



# Project collaboration: *more than just fine words and software*

It is up to project professionals to define what constitutes true cultural collaboration beyond that which is enabled by technology, argues **MIKE CLAYTON**

**Could someone point me to some good, evidence-based articles about project collaboration?** As I write this column, I have high hopes for this edition of *Project*. To me, project collaboration is a given. The idea of distributing the work of planning, delivering, monitoring and controlling our projects is fundamental to my approach to project management. It is project leadership.

It brings with it a number of challenges, some of which are fiendishly difficult to tackle.

At the easier end of the spectrum is segmenting your project into component systems. This is a step towards simplifying a complex project, and is meat and drink to project professionals. After all, it is the first step in creating a work breakdown. And from there, we allocate the roles and responsibilities to the teams that will work on the component parts.

However, the real challenges arise when different teams need to collaborate with each other. The difficulty of coordinating remote teams is well understood. And despite the tsunami of new project collaboration software in recent years, it remains a problem to

secure true team spirit among physically separate project team members.

In one significant way, collaboration tools are hindering project collaboration. We are all aware of the costs of long-distance travel. Among my clients, travel restrictions get tighter each year. It seems as though the ready availability of video communication and other media encourages this.

But projects are hard and often run into problems. There is one approach that significantly helps the process of resolution. The Japanese call it 'going to the *gemba*'. The idea is to physically gather at the place where the problem is happening. But how can we do that when the problem is on another continent?

Of course, it may be that a technological solution is around the corner. Immersive videoconferencing technologies, such as telepresence, are evolving fast and could be ubiquitous in a few years. But I am no futurologist, so let's just say that 'a few' could mean anything from 'some' to 'many'.

If telepresence can solve the challenge of meeting at the *gemba*, it almost certainly will not solve the biggest challenge of all: cultural differences.

In recent decades, there have been two big trends in the world: globalisation and localisation. Big has been getting bigger, and small smaller. That could change. Political events in Europe and the US seem to be running counter to these trends. But I am aware that I write this article far ahead enough of publication for the dictum 'a week is a long time in politics' to betoken only a pale shadow of the possible shifts.

But it does seem to be a safe prediction to foresee that cultural differences between team members in different countries and on different continents will remain for our lifetimes. This is the big one. How do we, as project professionals, get the very best from team members with strikingly different cultural expectations and approaches?

Indeed, how can we encourage fully open and collaborative working among a highly diverse set of sub-teams? And did you notice the cultural bias inherent in my last question? The bias was to implicitly value 'fully open and collaborative working'. Some cultures prefer to keep aspects of their work closed.

Fostering good collaboration means empowering remote teams to take responsibility. However, the harder we work to give teams a sense of empowerment, the more we tempt them to take unilateral action as a way out of the difficulties of true collaboration.

For these sorts of challenges, software and other technological solutions are unlikely to suffice. And neither are the fine words in the articles I have been able to find. We need project professionals to adopt cross-cultural acumen as a core competency.

And we also need the best project professionals to document the solutions they find, so that we can grow a body of knowledge about how to make project collaboration more than just a fine ambition. ■

**HOW DO WE, AS PROJECT PROFESSIONALS, GET THE VERY BEST FROM TEAM MEMBERS WITH STRIKINGLY DIFFERENT CULTURAL EXPECTATIONS AND APPROACHES?**



**MIKE CLAYTON** is a speaker and trainer, the author of several project management books, and the founder of OnlinePMCourses

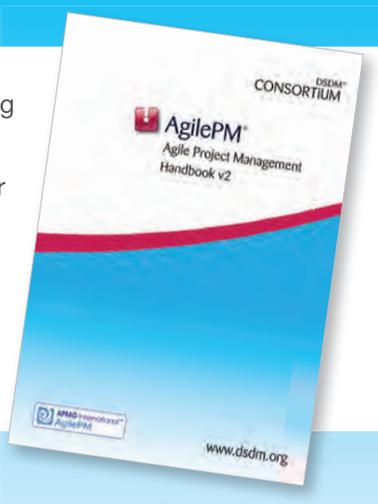


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# Unlocking the power of technology

**JOLUCAS** argues that, although technology is set to drive true collaboration, we must adapt our mindsets and behaviours to realise its full potential

As an independent consultant in the major projects world, I work across programmes where we, along with everyone else, are in the middle of the transition into the digital era. It is only with hindsight that we will be able to determine where we are in that transition. I would place us in the 'gawky teenage years', no longer looking in open-eyed wonder at the potential of new technologies, but rather trying to work out how we should move on from our more traditional ways of working.

What is clear is that collaboration is at the heart of digital. New digital technologies allow, or rather require, unprecedented levels of collaboration across fields of expertise, but how well are we achieving this collaboration in practice?

Two areas where I am personally experiencing the strongest drive towards collaboration are knowledge sharing and building information modelling (BIM). Advances in technology are fundamentally changing both areas, and the potential is tantalisingly close to being realised.

## A SHIFT FROM OWNERSHIP

The French philosopher Michel Serres has talked about how we now have

the technological capability to gather, associate and connect knowledge in unprecedented ways. While knowledge is captured at a point in time and is often assumed to be unchangeable, in reality it gathers meaning by our ability to connect it to our current needs.

In the past, knowledge ownership was seen as the power base of many companies. Complex laws around intellectual-property rights and non-disclosure agreements were there to protect that power base. But that base is now shifting as knowledge becomes freely available on our smartphones.

Instead, rather than the power being with those owning the knowledge, it is about being able to connect and contextualise it to solve the unique problem in front of us. Knowledge benefits from a community around it, where different points of view can rub shoulders and, in the process, shape new meaning and advancement. One form of cross-industry collaboration to be applauded is the recently launched Major Projects Knowledge Hub, which links together knowledge from across industries and, most importantly, builds

a community around that knowledge, working collaboratively to raise all of our capabilities.

## THE NEED TO UPSKILL

In the area of BIM, the ease of sharing models and data is driving a natural move toward collaborative practices. Offsetting this are the obstacles of the more traditional concepts around contracting and ownership of data, and a mismatch in skill sets as the current workforce is trained for traditional production methods. There is also a mismatch between the capability of the new technology, which promotes an expectation – often contractualised – of a fully coordinated design, and the reality of the level of design development appropriate to the early stages of a programme.

There is a skills gap, or possibly more accurately a behavioural gap, between the potential of the available technology and our ability to release that potential. The analogy I use is building a website. There was a time when we would spend large sums of money to bridge the technological gap between us and the website we wanted. With the advent of website-creation tools such as Wordpress, that barrier has been bridged, and even the most technologically challenged of us can build a website. If we do spend money on consultants, it is with a focus on the message, not the technology. As American writer Clay Shirky has said, the internet became interesting when the technology became boring.

To some degree, I feel this is where we need to get to with BIM. The technology is currently driving the agenda, creating an artificial barrier for those who seek to collaborate using BIM.

As technology progresses, both knowledge sharing and BIM will start to reveal their true nature as they mature into adulthood. 

For more information on the Major Projects Knowledge Hub, visit [www.majorprojectsknowledgehub.net](http://www.majorprojectsknowledgehub.net)



**JO LUCAS** is the founder of Newington Management Consultancy Ltd



# Can projects be managed effectively by an outsourced operation?

An industry expert offers his opinion on this issue's big question

**This is one of those questions that elicits** the comment, "it all depends". Of course, the answer is 'yes', but a number of key building blocks and decisions must be in place for outsourcing to be effective.

## LEARN FROM EXPERIENCE

The first question a company will ask is: have we learned any lessons from a previous experience? Second: why outsource? There may be a variety of reasons – eg a quick start, specialist expertise or resource availability.

All decisions to outsource must be made against the backdrop of a company's strategy: what do we wish to do specifically and what is the risk of doing this? Are the answers to these questions in line with company strategy?

You can outsource all of the company's activity, including business

## IT IS IMPORTANT TO AVOID THE TRAP OF MISTAKING PROCESS FOR ASSURANCE; BY OUTSOURCING, YOU ARE BUYING A SERVICE THAT, BY ITS NATURE, HAS PROCESS WITH IT

as usual, but getting the right management structure to support such a decision is crucial.

## ESTABLISH JOINT SUCCESS CRITERIA

Once these decisions have been made, arriving at the start line is important, as there will, at some point, be a 'handover' to an outsourced operation. What are we trying to achieve? What are the boundaries and risks? What needs to be delivered? At what point will the business be taking back the outsourced elements?

All of these questions must be answered. A board-appointed sponsor

will go a long way in providing clarity. No business can wash its hands of anything outsourced – it is employing someone to move the business forward (why else are you doing this?).

The board is accountable for the strategy and, therefore, the project benefits that accrue from an investment. Equally, in an outsourced company, there is a board that is accountable for the outcomes from the project that accrue from their investment of resources. Ensuring these strategies are aligned is crucial, so determining joint success criteria goes a long way to providing visibility for this.

## GOVERNANCE IS KEY

Once the path is determined, having the appropriate level of in-flight governance is vital – eg having checkpoints so that both parties can ensure that the brief



and outcomes are being met, and the direction of travel is on course. It is important to avoid the trap of mistaking process for assurance; by outsourcing, you

are buying a service that, by its nature, has process with it. Deciding on the key touchpoints between this and the employing company's process will provide assurance.

Support to an outsourcing entity is vital (its success is your success), so decision-making must be clear and understood, and discussion of issues must happen straight away. However, there needs to be clarity on decision-making, as recently demonstrated when US firm CH2M Hill surrendered a £170m contract on HS2. This was after accusations that there were too many links between the company and senior staff at government-owned HS2.

Stakeholder management is a thorny question; established relations with key stakeholders for the business are probably in place, and any outsourced activity must not compromise these.

## THE ROLE OF SPONSOR

Having a sponsor as a link who can represent the company in stakeholder discussions is key. During the life cycle of any outsourced activity, reporting becomes a way of openly demonstrating the health of the activity. Reporting must be reviewed at the appropriate level by the employing company, together with putting effective measures in place to deal with change (nothing goes to plan). This is needed so as not to compromise the outcomes or, where this does occur, so that the company's expectations are adjusted accordingly.

## KNOW THE FINISH LINE

At the start, determine what the end goal looks like: how do you know you have finished? Outsourcing activities can drag on in the hope of changing the 'answer', which is fatal. Establish a finishing line and a set of deliverables/outcomes, beyond which is 'another playing field' for a different fixture. And finally, having a meaningful lessons learned activity is not just for management comfort, but a real learning experience for all participants.

*For more information on this issue, see the APM publications, Directing Change: a Guide to the Governance of Project Management and Sponsoring Change: A Guide to the Governance Aspects of Project Sponsorship. [apm.org.uk/book-shop](http://apm.org.uk/book-shop)*

**ANDREW SPIERS** is senior commercial scheme sponsor at Network Rail, and a committee member of the APM Governance Specific Interest Group



# CHARTING A NEW PATH

As APM begins a new era as a Chartered body, *Project* looks at what the status means and talks to a number of other professional bodies about their own experiences as maturing Chartered organisations

#### At the APM Project Management Conference in April, APM president

David Waboso spoke about the importance of the award of a Royal Charter for developing the profession. Outlining what it means for both individual members and the general public, he said: "It is a significant milestone. It will help to build more public confidence and trust in the project profession, and helps provide coherence in establishing excellence in your skills and methods. And it improves the delivery of real benefits and outcomes for projects for the public."

It is this trust that is perhaps the most compelling aspect of Chartered status – it is a mark of quality assurance, and those who achieve it have reached a standard of professional excellence that the public can relate to and put their trust in. A 2015 survey carried out by the Chartered Institute of Building backed this up, with 65 per cent of respondents saying that they would trust a professional more if they knew that person was a member of a professional body.

#### SHARING KNOWLEDGE

An important aim for APM as it evolves to meet the new demands of today's economy and society will be collaboration with other professional bodies. As Waboso said: "We must be joined up – collaboration will be a focus for APM."

To find out more about the benefits of the Royal Charter for members and the profession as a whole, *Project* reached out to a number of professional bodies that have had Chartered status for a varying length of time. We asked for their insights on what Chartered status means and their experiences as the bodies for maturing professions.

**"RECEIVING THE CHARTER HAPPENS AT A POINT IN TIME. CREDIBILITY, AT THAT MOMENT, IS NO GUARANTEE OF ONGOING RELEVANCE. WE FACE THE CHALLENGE OF ENSURING OUR STANDARDS ARE UP TO DATE"**

LAURA HARRISON

#### LAURA HARRISON

Director of strategy and transformation,  
Chartered Institute of Personnel and Development (CIPD)

AWARDED CHARTERED STATUS: 2000

Being awarded a Royal Charter is a significant milestone for any organisation that aspires to credibility as a 'standard setter'. At the CIPD, the professional body for HR and people development, we achieved this recognition in 2000, and have been on a mission before and since to champion the status of our profession and its professionals.

But receiving the Charter happens at a point in time. Credibility, at that important moment, is no guarantee of ongoing relevance. So, at the CIPD, we are faced with the continual challenge of ensuring that our standards are up to date and represent the most progressive HR practices, so that, when professionals carry our designation of 'Chartered Member of the CIPD', those individuals represent the best of professionalism.

What does that mean? Well, we have interpreted that to mean that they are on top of a relevant body of knowledge, operate within a clear code of conduct, and are prepared to put the interests of the profession and the wider world ahead of their own.

HR practitioners can have a huge influence on the lives of any organisation's workforce and that organisation's performance. So it is critical that our Chartered professionals operate ethically, and are skilled in balancing the often complex and competing interests of short-term and long-term issues, customers and shareholders, and their employees and other workers. That is no small feat; it can mean being unpopular, sticking your head above the parapet or working behind the scenes for very little recognition. That is why, as a professional body, we take our public voice so seriously.

We also believe that there is no room for complacency. A Chartered body could seem stuffy and irrelevant to a younger generation more thrilled by peer recognition online



than a stamp of approval from a professional institute. But it is up to us to face that challenge, because, with the threats and opportunities posed by automation, Brexit and countless other big issues, it has never been more important to unite as professionals for better work and working lives.

## PHIL MORGAN

Deputy chief executive,  
Chartered Institute of Public Relations (CIPR)

AWARDED CHARTERED STATUS: 2005

Our Royal Charter boosted the recognition of public relations as a profession, and also provided the opportunity for the CIPR to create individual Chartered practitioners. Chartered status is a widely understood accreditation, and our intention is that it should become the primary status among public relations practitioners in the UK. Our purpose as a body has been reinterpreted as 'creating a predominantly Chartered profession' in 10 years' time.

In terms of the public-interest benefits of being a Chartered body, the public has a clear interest in the regulation of professions. Our Royal Charter establishes the CIPR as the body responsible for the regulation of professional standards in the industry. Public relations professionals should be accountable for their technical and ethical competence. Insofar as their skills and abilities are used in pursuit of an objective, this should also be done in a way that is consistent with a code of conduct.

Our Royal Charter has created a public expectation that the profession will develop in a direction that is consistent with the objectives of the Charter itself. This has given the CIPR the opportunity to galvanise its purpose and focus resources on the primary objective of driving public relations to become a predominantly Chartered profession. In doing so, the industry should anticipate a change in its standing.

In creating a predominantly Chartered profession in public relations, we are seeking to increase the uptake of professionalism, and spread best practice and accountability. The term 'Chartered' is easily understood by the public as a signifier of professionalism. Our hope is that this will fully establish public relations as a profession and deliver better results for clients and employers. ▶

**"IN CREATING A  
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PHIL MORGAN



**RICHARD HAYWARD**

**Head of PR and communications,  
Chartered Institute of Trade Mark  
Attorneys (CITMA)**

AWARDED CHARTERED STATUS: **2016**

Our members provide vital support to business and the creative industries, and the public and businesses need to know that they are receiving the highest level of service – a Royal Charter is that badge of quality recognised by the public.

As CITMA only became a Chartered body last year, it is probably too early to say how the status is evolving our profession, but initial feedback has been positive. It is really pleasing to see just how many members are using the new title on their profiles, business cards and websites.

We want Chartered status to act as a seal of quality that our members are proud to display and can use to promote the services they provide, distinguishing them from those who are not regulated. We hope the new status will also help to raise awareness of intellectual property and its importance to businesses both new and established.

We already had a very good relationship with government organisations, including the UK Intellectual Property Office, but the Royal Charter does give us greater gravitas. It continues our long and rich history as the pre-eminent organisation for trade marks and designs in the UK, dating back to the 1930s, and we pride ourselves on being able to help shape and influence developments in the law and practice in our area.

To APM, I would say this is a once-in-a-lifetime opportunity for the organisation to reaffirm its position of pre-eminence and standing in the minds of its members, key stakeholders and the general public. Embrace the change and maximise the opportunities it presents. Make sure members have the tools they need to be able to share and shout about the organisation's new status. And ensure those members who are Chartered are able to proudly display their title. 

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RICHARD HAYWARD

## Setting the standard

**APM is currently undertaking a wide body of work to establish the new Chartered standard, and will be consulting with other professional bodies, employers and government to ensure it meets the needs of industry**

A recent blog by APM chair John McGlynn set out a list of 10 key characteristics the Chartered standard will represent:

- 1** A recognisable mark of quality, setting standards of professionalism and performance
- 2** Commitment to continuing professional development and a code of ethics
- 3** Professional recognition of expertise
- 4** Practical experience combined with theoretical knowledge
- 5** Relevant to the needs of industry, allowing Chartered practitioners to have greater influence with their employers
- 6** Raising competence and improving project management skills
- 7** Offers a clear professional development route
- 8** Complements other professional accreditations
- 9** Accredited project management professionals provide assurance to employers, contractors and the public
- 10** The enhanced status of project management as a means of delivering effective change that improves our economy and society

# PROFESSION ON THE UP

APM chair John McGlynn tells **SARAH NOTTON** about his project management passions, millennials and the opportunities for the newly Chartered body

It could be argued that John McGlynn has had the ultimate APM membership journey. An engineer by training, he quickly found his niche in project management and has worked on major complex projects in the UK and abroad for blue-chip companies such as GEC-Marconi and Atkins.

"I started my APM journey by taking the exams, because I recognised their importance," he explains. "First I did APMP (now known as the APM Project Management Qualification), then I became an APM Registered Project Professional." In 2013, his passion for systems engineering led him to volunteer with APM. In 2014, he was elected to the Association's board, becoming its chair in December 2016.

His experience of the different stages of APM membership is something that informs McGlynn's commitment to, and passion for, his role as chair. "I've been on this personal journey as much as any of our members," he says.

He is equally enthusiastic about the role others, such as APM's vice presidents, have played in the Association's evolution: "It's like a corporate memory bank – being able to tap into the huge experience of this group is so useful."

McGlynn is also thankful for the input of APM's volunteer community: "It's a tremendous asset for the organisation and has helped the profession get to where it is today."

So, at what point did he first consider himself to be a project manager?

"After I did my master's in computer science at Imperial College, I worked at GEC's research establishment in London," he says. "Its technical directorate was there, so we were called on to help with any

problems on any GEC project. I saw the impact when things go wrong, so being able to deliver projects successfully was on my radar pretty early.

"I soon found out there were software engineers who could write code better than I could. My strength was very much in getting teams working together. It's about getting them focused on delivering outputs and working effectively, more collectively and collaboratively. That's where I really spent a lot of my focus in the early years – and still do actually."

He continues: "It's the people side of project delivery that I'm really passionate about. And that's still as relevant today as when I started back in the 1980s."

## A HOLISTIC VIEW OF COMPLEX PROJECTS

From an early project on control systems for the Docklands Light Railway to a role working for a European defence manufacturer, and more recently his role as project delivery director at Atkins, McGlynn's career has taken him around the world and exposed him to some highly complex engineering projects.

"There are lots of different disciplines involved in delivering those projects successfully,"

he explains. "Part of how I came to be a volunteer with APM was when we started a joint working group with



the UK International Council on Systems Engineers in 2013.

“Systems engineering is taking a holistic view of the problem you are trying to solve and partitioning it in a way that breaks that problem into more manageable chunks. Then it is about being able to put those chunks together in a way that is going to deliver what you want without any side effects or unintended consequences.”

McGlynn is interested in the relationship this discipline has with project management: “Systems engineers have a different language to the language



**Atkins' office in Bristol**  
– one of the UK's most  
energy-efficient buildings

of project management, but, in fact, the scope of what they do overlaps significantly with what project management is responsible for.

“Understanding what a systems engineer does and vice versa, and being able to untangle those two worlds, is where the joint working group has been operating. We are making good progress and hope to share an update at some point in the near future.”

This passion has also led to McGlynn setting up a specific interest group on systems thinking to help focus on getting the two disciplines working together.

“It's not relevant for every project – but it is for those leading-edge mega projects, such as Hinkley Point C or the Heathrow expansion, where you need to take a systems approach to defining, developing and implementing a solution. I'd argue that, if you approach it from a systems perspective, you stand a much better chance of getting the right outcome.”

### **THE BENEFITS OF CHARTERED STATUS**

For McGlynn, increased collaboration between professional bodies is an

important outcome of APM becoming Chartered: “If we look at any aspect of project management, we can work collaboratively with the relevant professional institution – for example, the Chartered Institute of Procurement and Supply. As the Chartered body for the project profession (our new strapline), that's a vision I'd like to see going forward – working collaboratively with other Chartered bodies that overlap with the project management profession.”

Discussing the huge diversity of projects, we talk about the fact that many people are working on projects, but may not consider themselves to be project managers. He agrees: “They don't, and what you're going to see from APM is a pivot towards that space. We are really proud of our roots in terms of engineering, construction, transportation and infrastructure, where the discipline of project management has developed. But APM's future direction has got to be far broader than that.

“To that end, we've been working with the board over the last few months on a new strategy for APM. I'm absolutely passionate about taking this forward to a broader audience in a wide range of sectors. We want to demonstrate to those people that APM has a lot of resources that will help you do your job better. Whether it's trying to manage your time, engage with stakeholders or manage change, APM can really help you in terms of guidance and qualifications.

“In short, it's about inspiring people who don't necessarily recognise that they are delivering projects today. We want to encourage those communities to become part of the project management community, and so advance the science, theory and art of project management as a profession.”

**“I THINK PROJECT MANAGEMENT IS A GREAT DISCIPLINE FOR MILLENNIALS, BECAUSE YOU DO MAKE A DIFFERENCE – YOU CAN COME IN AND QUICKLY MAKE A CONTRIBUTION”**

### **TAKING THE PROJECT PROFESSION FORWARD**

For McGlynn, the award of Chartered status and the government's strategy on project delivery present significant opportunities for APM: “Project delivery is central to the government. The Major Projects Portfolio has around £405bn of projects that need to be delivered, so the government is investing huge amounts in training the civil service.”

He recalls a recent alumni event for the government's Major Projects Leadership Academy, at which he and APM chief executive Sara Drake presented on APM's Chartered status.

“The government recognises how important Chartered is, because it is a professional mark of quality. And, with the standard, we will have a body of assured professionals who can lead on the delivery of projects. APM can now position itself as the professional body that will help the government deliver that huge book of projects.”

He also points out the diversity of projects that need to be delivered: “It's not all about the built environment – it's equally important that APM is seen to be a leading professional organisation for digital and business transformation projects. That's another focus of mine: APM needs to have a bold and relevant voice in terms of delivering those types of projects, which have a different way of doing things to some of the traditional built-environment projects.”

McGlynn also wants to encourage project management to be seen as a first profession: “We want to make the changes so people move into the profession at a much earlier stage in their career. The skills are absolutely transferable – if you understand how to deliver a project successfully in one sector, those skills are transferable to other sectors, leading to more variety in people's careers.”

He argues that this diversity makes the profession very attractive to the next generation: “Millennials who are entering the workforce right now want to make a difference and will quickly move on if they're bored. I think project management is a great discipline for this group, because you do make a difference – you can come in and quickly make a contribution. Then, if you want to take that experience elsewhere, you can.”

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Finally, I ask McGlynn what he believes Chartered means for the project management profession.

“It’s an opportunity for APM to set a standard that will give confidence to industry and the public that a project is going to be managed by a professional team,” he says. “After all, you wouldn’t want your bridge calculations signed off by someone who wasn’t a Chartered engineer and, in the same way, you would want your project managed by a Chartered project professional. We’ve got a significant programme of work over the coming months to develop a standard to meet the requirements of the profession and industry. We expect that the Chartered register will be open in spring 2018.”

His message for APM members is equally positive: “Chartered will enhance the standing of the profession. Delivering projects successfully requires a very broad set of skills, and that can accommodate lots of different types of contribution, both from within our existing membership and from people who do not yet recognise they are in the profession of project management.

“It’s an exciting time – you’ll see an increase in the standing of the profession and the opportunities for people who are qualified to secure more interesting and challenging roles, particularly if they aspire to become Chartered project professionals.” 

**SARAH NOTTON** is the editor of *Project*

# A LEARNING CURVE

Joint ventures are beginning to understand the value of collaborating on a project's IT systems, but there is more work to be done, as **DAVID CRAIK** reports

The UK is in a golden age of construction, with mega projects such as Crossrail, HS2 and Hinkley Point C either close to wrapping up or just beginning their journeys. The sheer scale of these projects dictates that they are not delivered by a single construction company, but by joint ventures (JVs), whereby the financial and physical resources of some of the UK's biggest firms and subcontractors are pooled.

It is a given that close, early and ongoing coordination of project aims, manpower, skills, training, financial resources, and health and safety is needed to ensure success. But another fundamental aspect of a JV, coordinating and managing the IT systems and technologies, both on- and off-site, is given much less consideration.

"JV companies' approach to IT is just not thought through well enough at present," says Martin Molloy, IT transformation expert at PA Consulting. "There is definitely more work to be done on this throughout the industry. JV partners don't tend to think about the technology outcomes or the kitbag of tools that will be needed on the project. Often, the approach is, 'Take 50 per cent of our team and take 50 per cent of yours', without properly matching the skills and capabilities of the IT people on the project. Partners often don't realise that, in a JV, they have to

SHUTTERSTOCK



Two tunnel-boring machines, used in the extension of London Underground's Northern Line



## SHARING INFORMATION

### CROSSRAIL

All tier 1 contractors on the Crossrail project, many of which are in JVs, have a mandatory contractual obligation to share critical information and documentation on a single platform.

They are obliged to upload information from their own IT systems, including health-and-safety documents, and operation and maintenance manuals.

"We told them what we wanted submitted and in what form," explains Duncan Evans, head of business systems at Crossrail. "We then gave them access to the elements of the systems relevant to them from PCs, and via mobile phone apps and iPads. We wanted all the information in one place to minimise confusion and boost data integrity. We wanted a common, shared view on how projects were progressing. It meant meetings ran smoothly, time was saved and cost was better related to performance."

Evans says another advantage was that contractors could see relevant information and documents that related to the part of the project they were working on, and any interfaces with other projects on this vast programme.

"This information was not being collected in isolation," he says. "It is a model for the future in dealing with projects over such a large connected geography."

The JVs were also encouraged to collaborate in development working groups, resulting in the use of mobile technology on-site, as well as helping to fund innovative technological projects.

"JVs came together to drive new thinking in the sector," Evans says.



**JOHN MICCICHE, MOSAIC MANAGEMENT SYSTEMS**

**"THE YOUNGER GENERATION OF PROJECT MANAGERS IS MORE OPEN TO IT COLLABORATION. THEY WILL NEED TO BE, BECAUSE THESE PROJECTS ARE GOING TO GET BIGGER AND BIGGER, WITH SEVEN, EIGHT OR NINE INDIVIDUAL IT SYSTEMS COMING ON BOARD"**



create a distinct identity, not just offer up the best practice of each partner without any true collaboration."

Molloy believes JV partners become too precious of their own IT systems and are not flexible enough in their thinking.

"They fight for their own IT systems and technologies to be on the project, rather than looking at solutions," he says. "The partners try to mash them together and lose the focus on the customer. It becomes a political game."

Alan Shefveld, director of product management at software company Changepoint, agrees that IT is often lost on JV projects: "Partners look at economies of scale and not necessarily IT within that. Companies tend to stay with their own applications and don't look to combine systems or share reporting and oversight. You should be thinking about what the best IT architecture is to meet your goals."

That could be retaining existing systems and having clearer discussions about how the best of each can be used by the JV. It could also mean outsourcing or creating a new system, though Shefveld believes this often results in more overheads and expenses, and slower project delivery.

"Whatever you do, you can't manage projects in a box. You need to embrace a culture of collaboration," he says.

Shefveld believes the global pace of technological change should be an added spur for JVs to give IT management more credibility: "Every business is becoming an IT business because of digital transformation. You need agile project management techniques to understand how change is happening and be able to control that change."

### LEADING THE WAY

The industry, it seems, is beginning to grasp the message. Laing O'Rourke's IT team has recently introduced a new governance model, whereby it directly engages with the project leadership of its JV partners and the IT teams of each member.

This ranges from the bid stage to the project stage, and tries to price the IT budget required correctly, and also determine the best IT systems.

As Laing O'Rourke's head of IT major projects Danny Wyatt recently told the company's in-house publication *Infoworks*: "This form of governance



Jetty construction at Hinkley Point C; left: a high-speed train travels across the Medway Viaduct in Kent



model has never happened before. Usually on JVs, the individual companies bring their own IT systems on board, and therefore the structure becomes very disparate and ineffective. It also erodes margins, as without proper control you end up spending much more than you should. There was no real IT coordination on the JVs before, and spend tended to be grossly underestimated.”

Wyatt’s team meets with project leaders on the JV board once a month to assess IT needs and challenges, including the possibility of adding new products. This also includes determining how to deliver the best technology to staff, who is working on a job and what systems they are going to use.

One of the team’s projects is the JV with Ferrovia Agroman on the Northern Line Extension project. The new IT structure has helped this project in many ways, such as having unified common email accounts for the project teams, and IT support across all partners.

Determining the best IT systems may include picking best-in-class applications from each partner, but it is done in a collaborative spirit and with

the overarching aim of ensuring that the workforce is up to speed on data, communication and information, whether they are on- or off-site.

Laing O’Rourke says the result is increased efficiency, security and a more predictable spend.

## A UNIFIED APPROACH

Team BFK – a JV between BAM Nuttall, Ferrovia Agroman and Kier Construction – has also been in the vanguard of collaboration. In 2011, when it was awarded Crossrail contracts, including a tunnel between Royal Oak and Farringdon stations, it decided to develop an independent IT system, rather than using any of the partners’ existing architectures. The objective was to link the main project and satellite sites, and ensure continuity and access for all staff.

IT firm Fordway won the outsourced contract. It delivered a unique, fully managed and hosted cloud-based system, including preconfiguring all desktop and laptop computers to ensure that every member of the project team had the same desktop environment. The solution offers email and antivirus software, off-site servers and data storage, on-site IT support, and a 24-hour help desk.

“The system works across all contracts and all partners of the JV,” says Richard Blanford, managing director at Fordway. “Usually in a JV, you choose one of the partners’ systems, which is often not very good and not given a great deal of attention. But now we have developed a standardised service that construction companies want to use on JVs and big projects, such as HS2 and Hinkley. They have seen that we can make it work.”

Blanford says one example of improved efficiency is ensuring that, if anything goes wrong with the ever-more-complex technology on-site, it can be dealt with quickly by support staff and shared systems.

“Take a tunnelling machine that uses telematics. If it loses touch with the telematics for 15 minutes, it becomes unsafe, and it costs a lot of money if it stops completely,” explains Blanford. “With its stored and managed data and support, our system can help prevent that happening.”

Reliability and continuity of services is also key, he says: “Construction sites are often dusty and nasty environments. They are also quite easy to break into, leaving valuable tools and technology at risk. Ensuring that no core services are held on-site is a big advantage. With our dedicated team, we can also ensure that IT staff are always available.”

## COLLABORATION TOOLS

Mosaic Management Systems is a software provider to JV construction projects such as Galliford Try and Costain’s delivery of the M1 smart motorway in Northamptonshire, and the forthcoming A14 bypass and road-widening project between Cambridge and Huntingdon, involving firms such as Costain, Skanska and Balfour Beatty.

“On huge projects, there are so many stakeholders that it is difficult for them to agree on a centralised IT system,” says Mosaic managing director John Micciche. “We can provide such a system, which all the stakeholders can plug into and use to collate and gather information, and to feed back to their own legacy systems.”

Mosaic assists with the onboarding to get all the contractors and subcontractors registered on the central system. “We do a lot of this pre-site so that, when they arrive on-site, workers have the necessary information and know what they are doing,” says Micciche. “They can upload their certification, and we can better assess which qualities and skills we need from each partner. We can then define roles.”

When on-site, the workers are assigned a smart card to enhance security, allow them to easily get supplies from stores, and even assess and manage fatigue. These cards work in conjunction with smartphone apps and handheld devices.

“The health-and-safety teams of each partner administer and manage the day-to-day reports, but we provide the high-level reporting,” adds Micciche.

He believes contractors need to rethink their approach to JVs: “JV partners often brag that they have the best and biggest partnerships, but sometimes they don’t even want to sit around the same table. They are also protective of innovation, wanting their own developments to shine, rather than going with another system. The younger generation of project managers is more open to IT collaboration. They will need to be, because these projects are going to get bigger and bigger, with seven, eight or nine individual IT systems coming on board. You will need to centralise them or take best practice and share it.”

Fordway’s Blanford urges project managers to take action: “It’s difficult with all the self-interest involved in a JV to agree on a common system. But project managers and contractors need to do the best thing for the common good to ensure IT systems, and therefore their projects, are a success.” ■

**DAVID CRAIK** is a business journalist and editor

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# PM ON THE FRONT LINE

Putting in place robust governance structures and learning from past experience were at the heart of the Tamkeen programme's success in Syria. **SARAH NOTTON** talks to Neil Fowler of Adam Smith International about delivering this vital project in a conflict situation



**Project readers will know that managing** projects can throw up all kinds of challenges, and that project teams will inevitably experience incredible highs and lows. But what if you worked on a project where the consensus was that you should not even be trying to deliver something, and where you were working in an environment in which people's lives were under threat on a daily basis?

This is just a snapshot of the huge challenge that faced team members of Tamkeen, a programme to support communities in opposition-held parts of Syria.

At its core was the desire to build good governance while delivering humanitarian aid in the form of schools, hospitals, water supply and roads. This is unarguably important work at any time, but all the

more vital, and perilous, in the midst of a war.

Implemented by development consultancy Adam Smith International and funded by the Department for International Development, Tamkeen – which takes its name from the Arabic word for 'empowerment' – set a new standard in enabling local communities to take the lead in ensuring their fundamental infrastructure needs are met.

I meet Adam Smith International's Neil Fowler following his fascinating presentation on Tamkeen at the 2017 APM Project Management Conference, held at London's Barbican in April. A former management consultant with Accenture, Fowler has worked in the development field for nine years. It was a sabbatical in Indonesia immediately after

the devastation of the 2004 tsunami that changed the direction of his career.

"That experience showed me the kind of work I wanted to be dedicated to," he explains. "I got a master's from the London School of Economics and went to Afghanistan after that."

Fowler is now based in Istanbul, where he is head of Syria operations for Adam Smith International.

## GOVERNANCE

In his conference presentation, Fowler outlined the objectives of the Tamkeen programme and the importance it placed on governance structures. It worked by establishing Tamkeen committees of between eight and 12 local people in villages, towns or cities, each facilitated by an Adam Smith International field officer. ▶

Each committee helped a community of between 30,000 and 100,000 people.

The Tamkeen committees were offered a menu of project options – but the funding was only provided if principles of ‘participation, transparency and accountability’ were demonstrably adopted. This included proper consultation with the communities via public meetings and a Facebook page, and a robust procurement strategy.

“We used structures that we ‘owned’ so we could set the rules,” Fowler says. “For some communities where capacity was low or there was a high risk of extremist groups coming into the governance space, we would maintain Tamkeen committees. In other areas where there was a greater capacity or lower levels of risk, we were able to hand over responsibility to local councils.”

Fowler explains there was a lot of scepticism at first: “People were saying ‘why are you making us follow these rules – we’re in the middle of a war!’ But once we demonstrated success, people came round. Then it was a case of putting new Tamkeen communities in touch with others that had already been helped.”

## LEARNING LEGACY

I ask him if learning from previous conflict zones inspired the model for Tamkeen.

“Although I wasn’t involved initially in the Tamkeen design, it very much came out of the experience of Iraq and Afghanistan,” Fowler says. “There were many projects previously that were providing training to government personnel, but the results didn’t come through. Also, projects delivered goods and services in the short term, but when they left, the goods and services stopped being delivered.

“What was missing was the citizen side of it. It’s not that people don’t know how to do things, but often they don’t do things in the right way, because they’re not incentivised to do it. Tamkeen was about putting that incentive in place – it was about transparency, participation and accountability. Services were important in themselves to the communities, but they were also important to the project, because they were the lever to get the governance in place.”

He continues: “We said to these communities that if they followed these

rules – even something unglamorous, such as getting three quotations for every piece of work over £5,000 – then their governance structures were far more likely to deliver what their citizens needed. So it was about taking that missing link from a lot of projects before and putting it in place.”

## DEBUNKING THE MYTHS

The Tamkeen programme successfully overturned a number of myths about delivering projects in conflict environments. In his conference presentation, Fowler outlined three commonly held preconceptions, of which being able to put in place a robust governance structure was one.

Second was the idea that you cannot deliver results in these types of environment. Tamkeen equipped or rehabilitated 171 schools, 88 medical facilities and 47 wells – and built 400km of community roads.

Third, there is the myth that you can’t control the risks of working in such an environment – eg inadvertently helping extremist groups. Fowler cited the example of a town in Idlib province, where the council that was being supported by Tamkeen was taken over by such a group. Fowler recounts what happened next: “We made it clear to the local community that we couldn’t carry on. So they pushed back and said to the Ahrar-al Sham commander ‘Get out!’, as they would never win hearts and minds there. And they did. Something similar happened in other communities.”



Bab al-Faraj Clock Tower, Aleppo

## TEAM QUALITIES

The Tamkeen team comprised more than 130 people, mainly Syrians, of whom around 60 were based in Syria. So what qualities unified the team?

“Commitment and perseverance – it wasn’t easy to make Tamkeen happen,” says Fowler. “The team members – international and Syrian – really persevered, and it’s down to them that the project was a success.”

Another important attribute was flexibility, not least because the team was working on the front line of a war: “You have to constantly adapt in Syria. There was one community that Tamkeen was helping to fund the build of small-scale infrastructure. Every day, the diggers had to be moved into the area where the project was happening and, every night, they had to be moved out to avoid the risk of being taken or destroyed.”

Of course, at the heart of development work is a passion for trying to make people’s lives better. As Fowler says: “It’s very hard work, and there were many ups and downs in terms of the projects and what the people inside Syria, such as friends and relatives, were going through. If you don’t have that passion, you won’t see it through.”

What about leading this type of project – how does Fowler cope? “I’m not sure I do,” he laughs. “Really, all the hard work was done by a first-class implementation team, not me. Despite a lot of setbacks – one step forwards, two steps back – as long as you believe that it’s possible to



Adam Smith International's Neil Fowler addressing a rapt audience at the APM Project Management Conference



Children at a refugee camp outside Aleppo

## “PEOPLE WERE SAYING ‘WHY ARE YOU MAKING US FOLLOW THESE RULES – WE’RE IN THE MIDDLE OF A WAR!’ BUT ONCE WE DEMONSTRATED SUCCESS, PEOPLE CAME ROUND”

make things better, that’s the reason we all work in development.”

He continues: “For any project, you need to have an idea of how you think things should be done and how they can be done – whether it’s political ideals or project management ways of working. Then combine that with a flexibility of approach to the different challenges, countries and contexts. If you can achieve the balance of a strong and stable core with flexibility, that’s a good start.”

### WINNING OVER HEARTS AND MINDS

Stakeholder management was another vital aspect in delivering Tamkeen. How were communities brought round?

“We positioned Tamkeen as a locally owned brand,” says Fowler. “We didn’t hide that it was UK aid money, but we didn’t publicise the fact either. Then you have to explain to people why these rules are in place – you’ve got to allow

people the flexibility to do things in a way that’s appropriate for their particular community. So, yes, we set in place rules – but not every community did things in exactly the same way.

“A third and crucial element was that our teams were made up mostly of Syrian people who had a passion to make things better in their own country. The field officers came from many of the same communities, so their countrymen and women were more likely to listen.

“A lot of the strength of the programme was that it was structured to be flexible – communities didn’t receive a package that was one school, one hospital, one road, and so on – they could choose what they wanted.”

I ask Fowler for examples of what he describes as ‘the no cookie-cutter solutions’ of Tamkeen. He explains: “One example was in Dera. There, people wanted support for food security, so we were able to provide them with agricultural support so they could feed themselves. Meanwhile, in Aleppo, what they needed was fuel to keep the lights on when they were attacked so that they could survive. The programme was structured in such a way that people could get what they needed.”

It seems incredible that, even during the brutal siege of Aleppo, aid continued to be delivered.

“Of course, there has been limited international Western access in Aleppo since it fell and was taken over by government forces,” Fowler says.

“Our field officers are incredibly brave people who were there right up until the end. They were some of the last people to be bussed out, as they refused to leave until everyone else had gone – such was their sense of commitment and responsibility to their communities. They are heroes, all of them.”

### SETTING A NEW STANDARD

Finally, I ask Fowler if Tamkeen is regarded as a benchmark for development programmes.

“I wouldn’t want to say that Tamkeen is the first project to do community-driven development,” he says. “It has been done by very successful projects such as the Afghan National Solidarity Programme, but we managed to do it in a live conflict environment and make it work. I certainly think that, for a lot of people in Syria, it is seen as the benchmark – although, of course, there are people who don’t see the advantages of Tamkeen, or who see the weaknesses.”

He cites a quote by Britta Haji Hassan, former head of Eastern Aleppo City Council, who said about Tamkeen: “It isn’t the sum of the money that matters – the amount isn’t huge, but the work is great. If we compare it with other programmes, this is much better. This is sustainable.”

For Fowler the success comes down to governance: “It’s the fundamental stuff that matters – that makes the difference and translates revolution into practice.”

**SARAH NOTTON** is the editor of *Project*



# CITY OF TREES

Greater Manchester is growing greener all the time, thanks to an ambitious environmental project that has evolved into a sustainable movement. **SALLY PERCY** reports

## Trees make us happy – it is official.

According to a 2013 study of more than 10,000 people by the University of Exeter's Medical School, being able to enjoy urban green space can significantly improve our mental well-being.

It is because of this, as well as for environmental reasons, that the City of Trees movement exists. Officially launched in 2015, City of Trees is a joint initiative by The Oglesby Charitable Trust and Community Forest Trust. Its goals are to plant three million trees – one for every inhabitant of the Greater Manchester area – over the next 25 years and to bring 2,000 hectares of unmanaged woodland back into a productive state. It also aims to “connect people to the trees and woods around them”.

## WHEN A PROJECT BECOMES A MOVEMENT

City of Trees is described as a ‘movement’, because “it involves a wide range of

partners delivering lots of different projects”, explains Tony Hothersall, director at City of Trees and company secretary at Community Forest Trust. These projects include planting trees in urban streets, planting community woods, maintaining the Heritage Trees website – where local people can record their memories and photographs of local trees – and a project that involves running nature-based activities for people living with dementia.

More than 60 partners have joined the movement to date, and more are joining

all the time. The Greater Manchester Combined Authority, property developers, businesses, community groups and local residents are among the partners.

All of these stakeholders have a vested interest in creating a leafier environment: research shows that people prefer to live, work and shop in pleasant surroundings, and will pay more for houses in greener areas.

“Greater Manchester is competing on a world stage, and the quality of the environment needs to be right for that to happen,” says Hothersall.

City of Trees maintains stakeholder engagement through a range of different communication channels, from email and social media to meetings and seminars on dedicated themes, such as transport.

## PLANTING STRATEGY

The underlying principle that City of Trees adheres to is: ‘The right tree, in the right place, to the right specification’. As a result, when creating woods, it aims to



## FROM SMALL ACORNS...

### THE BACKGROUND

City of Trees has taken over from Red Rose Forest, a previous tree-planting initiative that existed in Greater Manchester between 1991 and 2015. That initiative was the public face of Greater Manchester's Community Forest Trust, an environmental charity that also supports community forestry in England. It was involved in a wide range of projects, from establishing urban orchards and creating green areas in schools to planting street trees in residential and central areas.

Red Rose Forest, which mostly worked with local authorities in the main city area, was officially 'retired' after City of Trees was launched in November 2015. Today, City of Trees is building on its predecessor's history of transforming urban wasteland, but its geographical remit is larger – all of Greater Manchester – and it is more focused on engaging the private sector and the general public, as well as local authorities.

### LESSONS LEARNED

Hothersall says that his main learning has been the discovery that the general public has a great affinity with trees. Nevertheless, a major challenge was engaging with people who have many different demands on their time.

As a result, City of Trees tries to use various simple methods to raise the profile of the movement and harness people's love of trees. These include keeping its website updated with stories and events, encouraging volunteers to talk to other people about the movement and what it is doing, and getting the message out via social and traditional media channels. The movement was even featured on the BBC, via which it attracted interest from all over the world.

It is clear from the popularity of City of Trees that people genuinely see the advantages of trees. Not only do they help create a relaxing environment and improve the attractiveness of an area, they can also reduce surface water flooding and encourage drivers to slow down. "Trees are amazing things that provide a range of benefits for society," Hothersall concludes. "The vast majority of people love them." 

**SALLY PERCY** is a freelance business journalist



## CITY OF TREES

### THE NUMBERS SO FAR

(April 2017)

- 105,425 trees have been planted
- 223.68 hectares of woodland have been brought into use for the community
- 7,590 individuals have been engaged with via events, walks and volunteering

plant native species that are likely to grow well in a selected location and enhance biodiversity. City of Trees also plants as wide a variety of trees as possible.

"We're really hot on resilience," says Hothersall. "We'd never want to plant just one variety of street tree across the city, because, if the wrong pest came along, it could wipe them all out, which would be a disaster."

Young trees for woodlands are sourced from nurseries and trusted partners, such as the Woodland Trust. Street trees are 'containerised', which means that they can be planted all year round, unlike bare-root or root-balled trees, which

can only be planted in autumn and winter. Funding for the work comes from a wide range of sources, including local authorities, developers, other private-sector funders and public donors.

Careful planning takes place before any street tree is planted, with factors such as the size of the planting space, the likely density of the tree canopy, light levels and the possibility of the tree interfering with utility services being taken into account.

"It's quite a complicated business retrofitting a street tree," Hothersall says.

Landscape architects are then commissioned to manage the contractors that plant, water and, during the early years, monitor the trees. Great community engagement is essential to ensure that the trees are looked after and major security is not needed to protect them. Hothersall says that, although some trees do occasionally need replacing, their failure to thrive is much more likely to be the result of overwatering by local residents than acts of vandalism.

# OFF-THE-SHELF SOLUTION

The successful project to relocate the Halley VI Research Station in Antarctica was the ultimate test of the facility's original design, writes **JO RUSSELL**

The Halley VI Research Station's award-winning design consists of eight pods that sit on skis



For more than 60 years, scientific research programmes at Halley Research Station in Antarctica have fed back critical information on pressing global problems, from climate change and sea-level rise to space weather and the ozone hole. It was at Halley that the ozone hole was first discovered in 1985. But while this critical global-impact data continues to be collected, data closer to home has proven to be equally crucial in recent times. Monitoring of the Brunt Ice Shelf on which Halley VI sits showed movements in a chasm that had previously lain dormant. The station would have to be moved to avoid being cut off from the rest of the ice shelf.

The station's award-winning relocatable design allows it to cope with life on a floating ice shelf. It was designed and built to provide laboratory and living accommodation that is capable of withstanding extreme winter weather,

being raised sufficiently to stay above metres of annual snowfall and being relocated. It is made up of a series of eight pods, similar to the carriages of a train. The individual pods – which sit on skis – can be uncoupled and towed across the ice using large specialist tractors. In the 2015/16 Antarctic summer, plans were made to test the design of this flexible structure for the first time and move the station 23km upstream of the ice chasm. But with temperatures rarely above freezing and sometimes dropping to  $-55^{\circ}\text{C}$ , and 24-hour darkness for more than 100 days, this was no straightforward task.

## PREPARATION IS KEY

Much of the success of moving Halley VI lay in the preparatory work, explains Adam Bradley, Halley station leader and project manager for the relocation.

“When running a project in Antarctica, you're working at the end of an 8,000-mile

supply chain,” he says, “so there is no chance of nipping back to the builders' merchants if you've forgotten something. Therefore, we had to make detailed plans for every possible contingency and ensure that we had everything that we could need, down to the last nut and bolt.”

Preparation began a year before the move. Equipment and spares were shipped to Antarctica and stored on the ice, ready for the team to start work. Given the severity of winters in the region, all work needed to be done during the summer season (roughly 16 weeks between November and March). With the equipment ready in depots, the team could get going at the start of the season, without having to wait for the supply ship to arrive before starting the relocation. The team also needed to be prepared in advance.

“So much of the work on the station is multidisciplinary,” says Bradley, “needing engineers, vehicle operators, scientists and a host of others working in close harmony to get the job done. Preparatory work included vast numbers of meetings that brought all stakeholders together to go through iterations of the plan, making sure that everyone was aware of all of the dependencies.”

Building the team was a key part of the plan, and was not left to chance.

“It started with recruitment, ensuring that we had the right people,” Bradley explains. “Then there were several weeks of training together as a team, including a week at an outdoor centre in the Peak District, during which we tried to recreate some of the tight living conditions that the team would experience in Antarctica. Once on the station, we provided further training, events nights and recreation that helped continue to develop the team.”

## STAGGERED ROLLOUT

The project was split over three Antarctic summers. The first season concerned logistics – the delivery of stores and equipment. The second season brought the main relocation, with relocation of the science infrastructure scheduled for the third and final season, taking some of the pressure off the main relocation. This required additional work so that the research programmes could be continued while split across two sites, but was important in ensuring that all resources could be put into moving the modules in the middle season.

Another reason for separating the research move from the main move was to ensure that the research team would be able to continue its scientific work throughout the relocation, so that disruption would be minimised.

“Separating the relocation of the main station modules and the science infrastructure into two different seasons was key,” explains Bradley. “During the 2016/17 summer, we first isolated all of the science infrastructure from the station power and communications, allowing it to run ‘standalone’. We also provided separate accommodation for the scientists, independent of the main project camp, allowing them to carry on with their work undisturbed. Then, over the 2017/18 season, we will move the science infrastructure to join the rest of the station at the new site.”

Supporting all of the personnel during the period that the main station was decommissioned was one of the biggest challenges. Effectively, it required having to build two new temporary but fully functional Antarctic stations, one at the old site, one at the new. These needed to provide all of the life-support functions, heating, water, sanitation, mess facilities and accommodation.

**“THERE WERE PERIODS, PARTICULARLY IN THE EARLY SEASON, WHEN A STORM WOULD BLOW THROUGH AND WE’D LOSE TWO OR THREE DAYS’ WORK”**

While conditions are milder in the summer, the vagaries of the climate still pose challenges. The Antarctic weather can change incredibly quickly, and suddenly make outdoor working very difficult.

“There were a few periods, particularly in the early season, when a storm would blow through and we’d lose two or three days’ work,” says Bradley. “However,



**Adam Bradley, Halley station leader, was project manager for the Halley VI relocation**

we had enough slack planned into the schedule to accommodate this.”

## PLANNING FOR ALL SCENARIOS

Huge amounts of contingency planning also helped. The team could be flexible in its approach, because of the huge range of detailed contingency plans – including all of the most likely scenarios – that had been devised. This included the contingency for closure of the station just before winter, which eventually had to be enacted. Halley VI accommodates 88 people; this included summer-only staff working on the relocation project and 16 who were scheduled to stay throughout the winter-period monitoring research projects. However, due to the unpredictability of the movement of the ice chasm, the decision was taken in January to close the station over winter, just two months later.

“While planning these contingencies required a large amount of resource, it meant that we weren’t caught unawares when the unexpected happened,” says Bradley. “The contingency plans were also very useful for doing ‘expectation setting’ with the project board and other stakeholders – they were fully aware, before we started the relocation, of the range of possible outcomes and

their implications.

“There were the usual conflicting pressures on the budget – trying to eliminate single points of failure and planning for all possible contingencies while keeping expenditure under budget. Ultimately, a lot of this came down to negotiating a contingency fund that could be drawn on if needed. With this in place, it gave me confidence that we could press on with the project.”

In the event, the contingency fund was not needed, with the relocation

costs coming in just below the project’s £12m budget.

Halley VI is the world’s first relocatable research facility and has won numerous awards for its design and construction. However, the proof of the pudding would always be in putting that design to the test with a relocation project under extreme climactic conditions. For the team members that count the station as both their home and workplace, there will be huge satisfaction that the relocation project was completed successfully on schedule, to budget and with no structural damage. **■**

## FORWARD PLANNING

As with its relocation, much of the success of the original installation of Halley VI, completed in 2012, lay in the planning and preparation. Then project manager Karl Tuplin could see that the British Antarctic Survey data link, which allowed just 256kB per second, would be extremely frustrating when it came to commissioning online. He therefore decided to rent space on a commercially available system using orbit satellites – an expensive but essential option, providing a dedicated phone and data line for the commissioning team.

Another more costly but valuable planning decision was to fly people in, rather than bring them in by boat. Relying on ship transportation would have left just a six-to-seven-week window for construction before the sea froze and prevented access. Using planes meant that the length of the summer season – and therefore work window – could be doubled, a factor that similarly benefited the relocation team.

To read about the initial Halley installation, go to [bit.ly/2pD0JoD](http://bit.ly/2pD0JoD)

**JO RUSSELL** is a business writer and editor

# Keeping our skies safe

James Hall overcame huge logistical and team challenges to successfully deliver a vital air traffic control communications network. Interview by **CHARLES ORTON-JONES**



**“It was a colossal undertaking. There were 62 isolated sites,** as well as the UK’s busiest airports and a live air traffic control operation. It was unbelievable.”

James Hall is cheerfully recalling the mammoth job he was entrusted with three years ago, at the tender age of 26. A project manager at NATS, a major UK provider of air traffic control services, his mission was to transform DaVinci, NATS’ air traffic control communications network. DaVinci connects across sites throughout the UK, from the Channel Islands to the Shetland Islands. It links control centres, radars, communications and airport sites to allow UK air traffic control to operate safely and efficiently for 365 days a year.

DaVinci had served NATS well. It had been the heart of national air traffic control for seven years, enabling tens of millions of flights to route safely and reliably through the UK’s airways. However, demands on the communications network were growing exponentially, making this task ever more challenging. The old DaVinci network was pre-internet and had a limited lifespan, leading the provider to notify NATS that it was being withdrawn from service.

## DAUNTING TASK

The project to overhaul the DaVinci network was born: meet Enhanced DaVinci. NATS needed to upgrade 1,502 individual connections, all carrying unique air traffic control data between 62 locations. This had not been done on such a scale anywhere else in Europe. The project was already under way when Hall took it on at an extremely challenging time.

“For me, coming in as a young project manager, it was very daunting,” he says. “I was aware that the project was not in a good place. UK air traffic control depended on the success of this project to provide a safe and efficient service to all flights, 24/7, for 365 days a year.”

The mood of the team was unstable: “I found communication had broken down. The different teams were working hard, but not necessarily towards the same common goal.”

The solution? Faced with a project of this scale, with unique deployment and logistical complexities, Hall developed and managed a live project status tracking tool – an innovation that was relied on by the project team, suppliers and stakeholders.

Additionally, he helped organise the relocation of the whole team, including the supplier, to Whiteley in Hampshire, near Swanwick, where one of NATS’ air traffic control centres is based.

“This was a big deal,” explains Hall. “The project had a lifespan of years. It meant real personal sacrifices for some of the team.”

His strategy received an early test. The network design did not work, and needed a rethink: “The entire team rallied, supporting one another to complete the redesign and, through thorough testing, prove the design fit for purpose. All of that was completed within three months. In the air traffic environment, that is incredibly quick.”

It also proved that Hall had been right to move the team to Hampshire.

He then set about deploying the new design to replace circuits at all the sites across the UK. It was a huge physical job: “Some sites are so remote that they can’t be accessed at all in the winter snow.”

A significant part of these transitions included two weeks of deployment, day and night, at Heathrow, Europe’s busiest airport, where all air traffic control services were transitioned without any impact to airport or passengers.

“It was a fantastic achievement; passengers were none the wiser,” says Hall proudly.

## DETERMINATION IS KEY

Hall may have been young, but he was ready for the job. He had the technical knowledge, courtesy of a first-class degree in electronic and electrical engineering. He had also achieved his APMP (now known as the APM Project Management Qualification). From the outset of his career at NATS, Hall had been challenged. As an engineer, he had already delivered a new voice system for Farnborough Airport and NATS’ compliance with European 8.33kHz regulations. By the time he arrived at the Enhanced DaVinci project, he was ready for, and up to, the challenge.

The bigger the task, the more Hall relishes it: “One of the best things for me as a young project manager is that you are always on the front line, driving for success, even during times of real adversity.”

What was the main lesson of this project? “Leading such a diverse team is difficult,” he says. “It is critical to understand the team and make sure you have the right people with you. It is the members of the team who make projects a success.”

Hall and his colleagues got a big thank you from NATS for their relentless effort and extraordinary personal commitment. His story also saw him shortlisted for the 2016 APM Young Project Professional of the Year Award – a just accolade for tackling a colossal project and making it a success.

“At the time, I don’t think I would have said it was fun,” he admits. “It was very hard. But, looking back, it was like working with a big family. I enjoyed it and I miss it. I would go back in a second.” 

**CHARLES ORTON-JONES** is a business journalist and editor

**“LEADING SUCH A DIVERSE TEAM IS DIFFICULT. IT IS CRITICAL TO UNDERSTAND THE TEAM AND MAKE SURE YOU HAVE THE RIGHT PEOPLE WITH YOU. IT IS THE MEMBERS OF A TEAM WHO MAKE PROJECTS A SUCCESS”**



## **JAMES HALL**

**Age: 29**

**Current position:**

**Project manager**

**Current employer: NATS**

**Years of experience: 8**

**Qualifications:**

● **2017** Third year of studying German language at South Downs College

● **2014** APMP (now known as the APM Project Management Qualification)

● **2012** Chartered Engineer, The Institution of Engineering and Technology

● **2009** BEng (Hons) electronic and electrical engineering, first class, Loughborough University



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**PROJECT  
SPECIAL  
REPORT**  
APM SALARY  
SURVEY

The *APM Salary and Market Trends Survey 2017*, designed and compiled in collaboration with Wellington Project Management, is the largest industry-wide salary survey ever conducted by APM.

Powered by global research firm YouGov, the survey reached out across every sector to explore what the project profession looks like in 2017.

In this special report, *Project* delves into the headline statistics to examine the current state of pay and job satisfaction, and projections for project management's future. We also spoke to delegates at the APM Project Management Conference to get their thoughts on the issues presented by our research. Read on to find out more...

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An overview of the *APM Salary and Market Trends Survey 2017*

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The key findings that demonstrate the state of the profession

**PAGE 50**

Delegates at the APM Project Management Conference react to industry issues

IN COLLABORATION WITH

**Wellington**  
PROJECT RECRUITMENT

# FIT FOR THE FUTURE



How is project management faring in 2017? To find out, APM commissioned its largest-ever nationwide survey of people from every corner of the profession. The results are in – and they paint a positive picture, writes **JAMES DRIVER**

**Project management will become increasingly important as the UK heads towards Brexit, and there are expectations of a growth in jobs and rising salaries for a profession that is now attracting more women than men.**

These are among the headline findings from the largest survey ever commissioned by APM to shine a light on the state of the profession across the UK, and to help identify needs and prospects for the future.

The far-reaching survey, conducted by YouGov, asked the opinions of more than 5,700 people working in roles that involve the ‘application of processes, methods, knowledge, skills and experience to achieve project objectives’.

To ensure a deep understanding, respondents were drawn from both members and non-members of APM, and from across business and industry. They include those in full-time and part-time jobs, employed and self-employed workers, consultants, and others on fixed-term contracts.

Topics covered salaries, skills, experience and expectations by age, gender and employment status. Respondents ranged from 18-year-olds just starting out and those who have moved into the profession from other disciplines to those with a project management career spanning more than 30 years.

More than half (53 per cent) of respondents have more than 20 years of career experience overall.

## VITAL AND RELEVANT SKILLS

The 2017 survey has revealed a changing but encouraging picture of a strong, motivated and well-regarded profession.

Although one in three (36 per cent) project professionals surveyed indicated that leaving the EU could have a negative impact on their careers, most agree that skills in project management are still relevant (89 per cent), and more than half (53 per cent) expect to develop further skills over the next few years.

More than half of those working for, or who have a fixed contract with, an organisation also anticipate that their employers will need more people working in project, programme and portfolio roles by 2020.

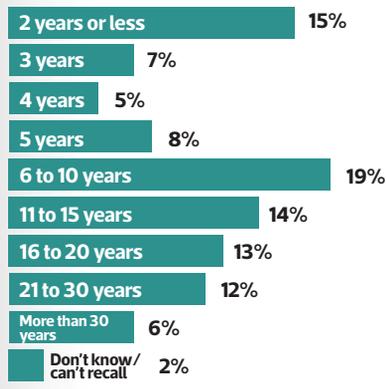
Among women surveyed, 10 per cent have less than five years’ experience in project management, compared to half that figure for men. This figure supports the gradual year-on-year increase of women entering the profession.

## PAY GAP STILL AN ISSUE

However, the gender pay gap does not appear to be closing, particularly at the top end of a salary scale ranging from less



FOR APPROXIMATELY HOW MANY YEARS IN TOTAL HAVE YOU WORKED IN A ROLE THAT INVOLVES PROJECT MANAGEMENT?



WHAT IS THE TOTAL WORTH OF THE LARGEST PROJECT, PROGRAMME OR PORTFOLIO THAT YOU ARE CURRENTLY WORKING ON?



than £20,000 a year to more than £150,000. The results show that, on average, men surveyed earn around £10,000 a year more than women, though this may be partly accounted for by the higher number of women surveyed than men working part time.

Opinion is divided among respondents on whether their pay and benefits are likely to increase in the coming year. Thirty-eight per cent do not anticipate any increase, and eight per cent believe their pay and benefits package will shrink. But just under half (49 per cent) of those surveyed expect an increase, and this is particularly true of those in the 18-24 age group, in which the vast majority (89 per cent) anticipate receiving higher salaries by March 2018. Overall, a slightly higher number of men than women expect to see an increase (50 per cent v 46 per cent).

Salary is one of the biggest draws when it comes to job hunting, with three-quarters of respondents saying it is an important factor, and average earnings of close to £40,000 a year among those surveyed. Close behind are location (72 per cent) and the diverse and interesting nature of the work (65 per cent). Job security is also important (51 per cent), with technology (18 per cent) and travel (16 per cent) at the bottom of the list.

Asked what skills and competencies are important for project professionals in their organisations, respondents gave a high rating to management, leadership and organisational ability, with most also agreeing that the basic skills, or those learned at the start of a project career, are integral.

**OPINION IS DIVIDED AMONG RESPONDENTS ON WHETHER THEIR PAY AND BENEFITS ARE LIKELY TO INCREASE IN THE COMING YEAR. THIRTY-EIGHT PER CENT DO NOT ANTICIPATE ANY INCREASE, AND EIGHT PER CENT BELIEVE THEIR PAY AND BENEFITS PACKAGE WILL SHRINK**

**“APPROXIMATELY HALF OF RESPONDENTS EXPECT TO NEED NEW SKILLS AND TRAINING OVER THE NEXT FIVE YEARS. THE CONTINUING DEVELOPMENT OF APM QUALIFICATIONS AND CHARTERED STATUS WILL HELP TO PROVIDE THE ROUTE FOR MANY IN PROJECT MANAGEMENT”**

Heading the list of essential skills is planning (74 per cent), followed by decision-making (70 per cent); budgeting/cost control and financial management (66 per cent); and leadership and management (58 per cent).

“Looking underneath the headlines, approximately half of respondents expect to need new skills and training over the next five years,” comments Vince Hines, managing director at Wellington Project Management, who worked in collaboration with APM on the survey. “The continuing development of APM qualifications and Chartered status will help to provide the route for many working in project management today, helping to develop the skills our industry needs.”

He adds that: “Although the average salary represents a drop from the 2016 survey data – a third of respondents reporting earning less than £30,000, compared to only 11 per cent in the 2016 report – this is very much driven by broader survey participation across industry.

“Wellington is delighted to be associated with this report. It is by far the largest survey of its kind in the UK and is the recognised authority on project management salaries.”

APM is looking closely at the detail of the survey results to spot skills gaps, job opportunities and other trends. This will inform the continuing development of the profession, which, in turn, will help the association inform strategy and direction. 

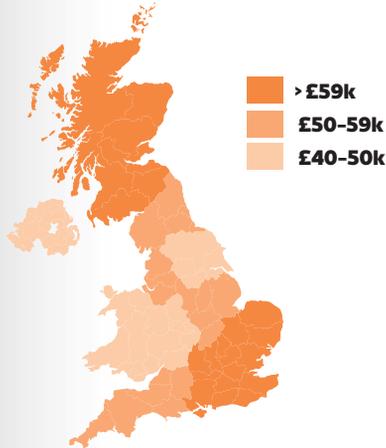
**JAMES DRIVER** is communications manager at APM





### YOUR PAY

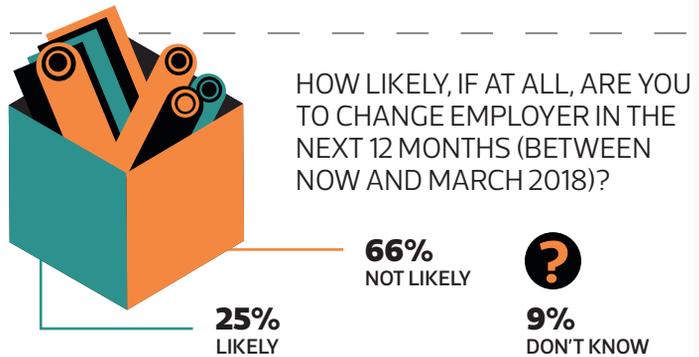
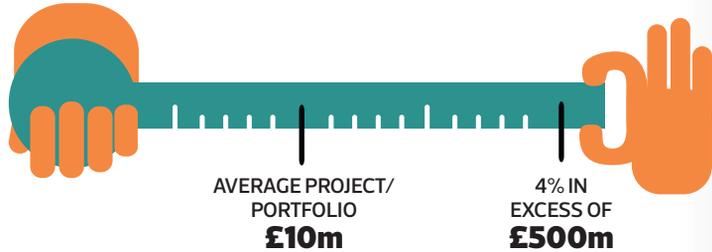
THE HIGHEST AVERAGE SALARY IS FOR THOSE MEMBERS BASED IN **LONDON**, AT **£61,699**, FOLLOWED BY **SCOTLAND**, AT **£60,421**. THE LOWEST AVERAGE MEMBER SALARY IS IN **NORTHERN IRELAND**, AT **£46,885**



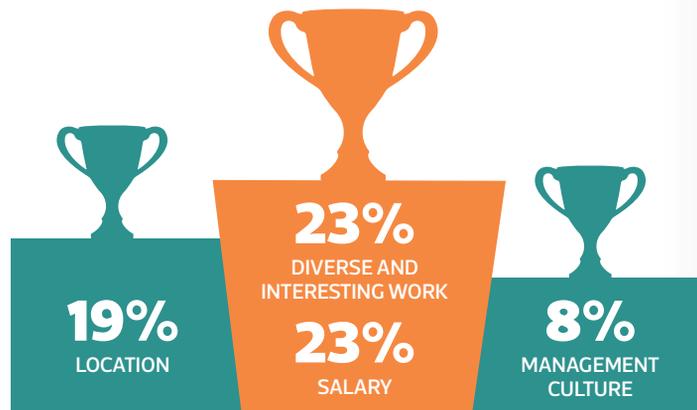
East of England	£61,863
South East	£60,623
South West	£58,366
North East	£58,317
East Midlands	£56,909
North West	£56,042
Wales	£49,563
West Midlands	£48,142
Yorkshire and the Humber	£47,695

### YOUR ROLE

THE **AVERAGE** PROJECT/PORTFOLIO WORTH FOR MEMBERS IS **£10m**. **4%** OF RESPONDENTS SAID THEY ARE WORKING ON A PORTFOLIO WORTH IN EXCESS OF **£500m**

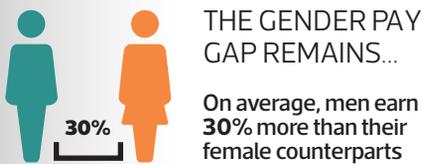


WHAT ARE THE MOST IMPORTANT ASPECTS TO YOU WHEN LOOKING FOR A JOB?

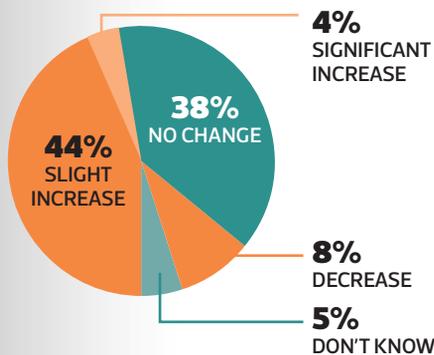


#### OTHER ASPECTS:

Job security	7%
Career progression opportunities	7%
Level of responsibility	3%
Training and development	2%

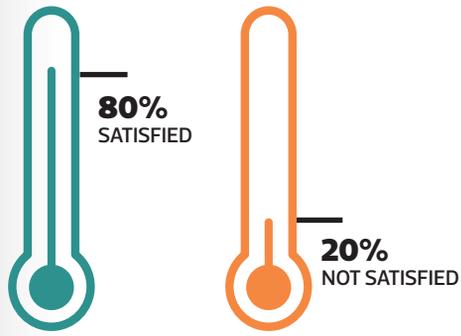


PAY PACKAGES ARE SET TO INCREASE BETWEEN NOW AND MARCH 2018. PROJECT MANAGERS EXPECT:

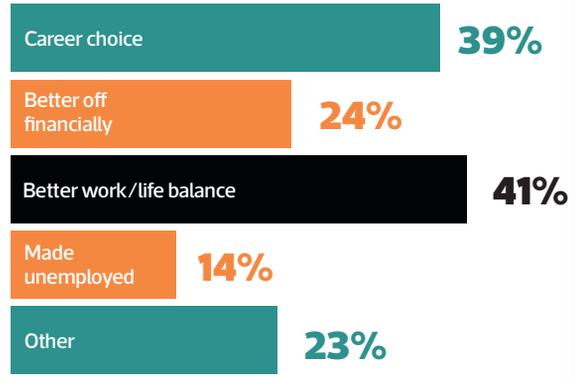


Source: APM, Salary and Market Trends Survey 2017: 5,700 respondents

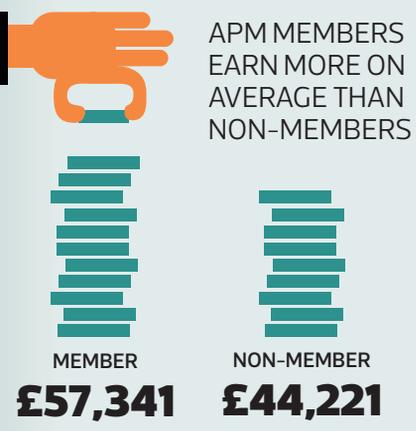
TO WHAT EXTENT, IF AT ALL, ARE YOU SATISFIED WITH YOUR CURRENT ROLE?



WHY DO YOU CHOOSE TO WORK AS A CONTRACTOR?



IT PAYS TO BE AN APM MEMBER



THE SAME APPLIES FOR AVERAGE CONTRACTOR DAY RATES

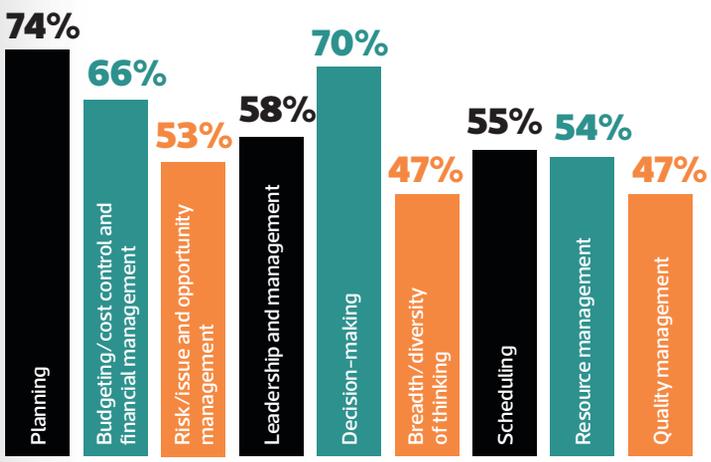


IT ALSO PAYS TO WORK ABROAD, WITH HIGHER AVERAGE SALARIES

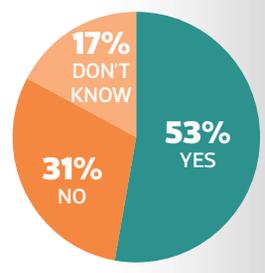


YOUR ORGANISATION

WHICH SKILLS AND COMPETENCIES ARE IMPORTANT TO HAVE FOR PROJECT MANAGEMENT PROFESSIONALS IN YOUR ORGANISATION?



WILL YOUR ORGANISATION REQUIRE MORE ROLES INVOLVING PROJECT MANAGEMENT BETWEEN NOW AND 2020?



THE BREXIT EFFECT

WILL BRITAIN LEAVING THE EU HAVE A POSITIVE OR NEGATIVE IMPACT ON YOUR CAREER OVERALL?





# YOUR VIEW

What do you think about the state of the project management profession, and issues such as salary, skills and the effect of Brexit?

*Project put some of the key questions raised in the recent Salary and Market Trends Survey to delegates at the APM Project Management Conference 2017 in London. Here's what they had to say...*

## JOHN DARNBROOK

Transformation delivery manager,  
London Borough of Waltham Forest



**What is the most important aspect when you are looking for a role?**

Because I'm in the public sector, there needs to be some human element that involves

improving outcomes for local people – although I do care about salary as well.

**What project management skills do you think are important?**

First, a technical ability in project management is important – skills such as planning, risk management, communications, control, governance, etc. The second thing is stakeholder management – being able to build rapport, negotiate, influence and challenge in order to get things done. In the contractor space, another important factor is having service-specific knowledge of aspects of local government in order to influence and challenge senior managers and sponsors through an in-depth understanding of their business as usual.

**“A TECHNICAL ABILITY IN PROJECT MANAGEMENT IS IMPORTANT – SKILLS SUCH AS PLANNING, RISK MANAGEMENT, COMMUNICATIONS AND GOVERNANCE”**

**“MORE THAN 40 YEARS SINCE EQUAL PAY WAS INTRODUCED, THERE'S STILL A WAY TO GO”**

## RACHEL HENDERSON

IT project manager, Travelex



**Will Brexit change your role?**

I've been working on a project for Brexit, because we deal with currency. I think there will be a lot of work for us in finance.

**What are the most important skills for a project manager?**

The softer skills are really important. You can train people to make a project plan, but you need to be able to explain it, get buy-in and influence people.

**How does the gender pay gap affect you?**

It's always been a challenge. Over my 20-year career we've come far – but I still don't think enough women are taking leadership roles. More than 40 years since equal pay was introduced, there's still a way to go. It starts when graduates come out of university – when there's no childcare, and before there are implications of taking time out. I always mention that I'm now 'working for free' from October or November each year.

## NEIL FOREMAN

Project director, CH2M Hill



**Will Brexit change your role?**

Yes. We're working on Ministry of Defence projects, and the key issue is instability and what that does to the strength of the

pound. A large proportion of what we're buying is imported, so we will get less for our money.

**What project management skills do you think are important?**

Improving project management across an entire project is important. I work on infrastructure projects, so it's about having good engineering skills and encouraging young skills in the industry.

**Do you expect a pay rise this year?**

The uncertainty that Brexit places on us makes [pay rises] a little more questionable.

**“A LARGE PROPORTION OF WHAT WE'RE BUYING IS IMPORTED, SO [POST-BREXIT] WE WILL GET LESS FOR OUR MONEY”**

**“I WORK IN A LARGE ORGANISATION, AND MY MANAGERS RECOGNISE THAT THERE IS A [PAY GAP] PROBLEM, BUT THEY ARE RESTRICTED ON HOW MUCH THEY CAN RECOVER”**

### NIKKI McFALL

Senior project manager,  
Thales Alenia Space Deutschland



#### How will Brexit affect your role?

It will affect me personally because I'm a British national working in Europe. In terms of my professional life, it depends

on whether I will have to come back to the UK or can remain in Europe. My specific sector is space, and there is talk of pulling part of my major project out of the UK. It might be positive for my company, but it could be negative for companies working alongside us.

#### What do you think about the gender pay gap revealed by the survey?

I agree that women are underpaid compared to men. I work in a large organisation, and my managers recognise that there is a problem, but they are restricted on how much they can recover.

**“WE HAVE TO BE ACTIVE PLAYERS IN THE DISCUSSION ABOUT WHAT WE ARE TRYING TO ADDRESS, RATHER THAN BEING PASSIVE RECIPIENTS”**

### LAVINIA HUDSON

Graduate trainee in project management and project controls, Sellafield Ltd



#### What attracted you to project management?

My degree is in biomedical science, and it wasn't what I wanted to do. At Sellafield, there

was an eclectic range of projects that I found really exciting and dynamic.

#### What project management skills do you think are important?

One is the behavioural side of things, such as teamwork and communication skills. Also, I don't have an engineering background, so increasing my knowledge base is important.

### JAMES PARTIS

Head of transformation,  
London Borough of Waltham Forest



#### What is the most important aspect when you are looking for a role?

For me, it's about exciting and challenging work rather than pay. I want to

be intellectually stimulated with new challenges when I come into work.

#### What project management skills do you think are important?

In the future, it will be about being a more fleet-of-foot, flexible, dynamic and multi-skilled individual. I'm really excited about what agile can do in terms of services and strategic design. Also important is having the ability to think creatively about solutions. I think the days of the project manager's role being 'insert requirement, get output' are coming to an end. We have to be active players in the discussion about what we are trying to address, rather than being passive recipients.

**“MY DEGREE IS IN BIOMEDICAL SCIENCE, AND IT WASN'T WHAT I WANTED TO DO. AT SELLAFIELD, THERE WAS AN ECLECTIC RANGE OF PROJECTS THAT I FOUND REALLY EXCITING”**

### GRACEY MAE

Project manager,  
Merkle | DBG



#### Why are women attracted to project management?

Project management is becoming more attractive to women for a

variety of reasons. It may be due to the flexibility, transposability and ability to transition into this profession with a number of transferable skills. In our project management office, we have more men than women, but the female members of the team are younger, and we all come from different backgrounds: one studied economics, another studied psychology, the third studied history of art, and I studied law!

#### What skills are important in project management?

A good project manager is well organised, has great foresight and is an excellent communicator; if you plan a project meticulously but you don't have these qualities, it won't work.

**“IN OUR PMO, WE HAVE MORE MEN THAN WOMEN, BUT THE FEMALE MEMBERS OF THE TEAM ARE YOUNGER”**

# Keep the peace

TONY LLEWELLYN offers practical steps for team leaders to avoid the escalation of disputes and ensure project success

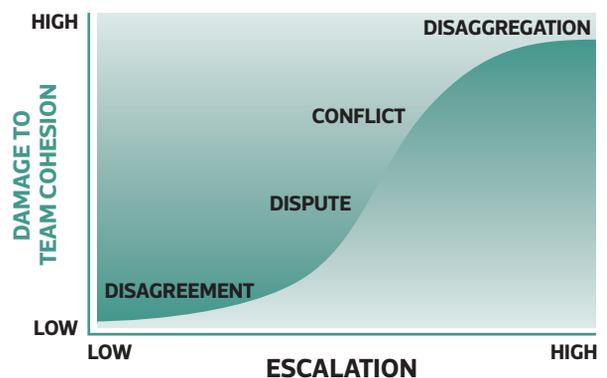


**How do you like your project teams to work together?** Cohesive and collaborative? Or edgy, fearful and grumpy? The preference for most project professionals would be a team that works happily side by side, but the reality is that all major projects encounter problems somewhere in their cycle.

Project teams are typically made up of specialists from diverse professional and cultural backgrounds. Add in the changes in plans and unforeseen events, and you have a recipe for creating significant tensions in the team. So how should project professionals and team leaders deal with conflict arising in a team? This article looks at conflict development and suggests some mechanisms for creating a positive outcome.

Conflict is context specific and is very much in the minds of those experiencing it. It is also culture specific. In some environments, such as building sites, aggressive language is simply regarded as a mechanism of communication. In other cultures, silence might indicate a much more significant breakdown in relationships. The context for this article concerns the disagreements and arguments that might occur in a typical project team comprising a cross-functional group of specialists assembled to deliver a specific outcome.

It is worth remembering that some projects are always going to have a degree of conflict. Humans have an amazing capacity to find reasons to fall out with each other. Sometimes, however, the environment is beyond our control. If the project is underfunded or under-resourced, commercial pressures will, sooner or later,



create significant stress for some or all team members. Similarly, if the client or sponsor lacks the experience to understand the complexity of the project, there will almost always be problems arising from delayed or erratic decision-making.

### THE RIGHT TO CHALLENGE

When thinking about conflict, it is useful to make the distinction between disagreement (potentially good), dispute (often normal) and conflict (usually destructive). Disagreement in a team could be a positive feature. Post-mortems of project failure frequently highlight the lack of challenges to bad decisions in the team and the tendency towards 'groupthink'. Arguably, effective teams often rely on disagreement to stimulate ideas or plans to find creative solutions to difficult problems.

On large projects, it is also likely that there will be times when matters of dispute arise between different parties. A dispute might be commercial, where one party feels they are owed additional compensation for their input. Or there may be a dispute about the level of effort being made by one or more individuals.

## ONCE AN ISSUE BECOMES A MATTER OF INTERPERSONAL CONFLICT, IT STARTS TO ESCALATE AND IS LIKELY TO BE HIGHLY CORROSIVE TO OTHER MEMBERS OF THE TEAM

A dispute is not necessarily a matter of conflict. As a complex project develops, plans change and the parties involved often find a disparity between their planned input and that which is later required. Managed properly, disputes can be quickly settled without affecting the team dynamic. As illustrated in the diagram on page 52, once an issue becomes a matter of interpersonal conflict, it starts to escalate and is likely to be highly corrosive to the other members of the team. There is, therefore, some merit in developing the skills needed to identify potential conflict early and take the necessary steps to resolve issues before they become 'emotional'. See the panel, right, for my suggestions on some strategies to bear in mind.

### BE PROACTIVE

Hoping a problem will sort itself out is rarely a successful approach. The consequences for the team in not addressing interpersonal conflict can be seriously disruptive. Although it can be uncomfortable to deal with the complexities of human issues, the payoff is potentially huge.

This is a learning process, not just for you as the team leader, but also for the team. Being seen to manage interpersonal challenges early in the project will boost the team's confidence and set a precedent for dealing with future conflict in the group. **P**



**TONY LLEWELLYN** is a collaboration director at ResoLex and a visiting lecturer at the University of Westminster. His book, *Performance Coaching on Complex Projects*, is published by Routledge

## SIX STEPS TO MANAGING CONFLICT

**How do you manage the tensions in your team to prevent escalation? Below are some skills that are worth developing**

### 1. SELF-AWARENESS

Be clear on your role. Are you a part of the problem? The leader of a group has a fundamental impact on the group's dynamics. You are the custodian of whatever passes for acceptable behaviour in your team. Do you encourage dialogue over debate? Does everyone get a chance to speak, or are your meetings dominated by two or three individuals who talk over everyone else? Do you see yourself as the leader, enforcer or facilitator? There are times when you need to be all three. The skill is to know when to adapt your role as the situation requires.

### 2. PAY ATTENTION TO BEHAVIOURAL SIGNALS

We typically perceive conflict as involving two or more people in open, aggressive confrontation. The reality is that many people will simply withdraw and disengage from someone with whom they have a profound disagreement. Conflict could be going on all around you, and you might not notice. Look for early warnings. I am a strong advocate of the need for teams to establish some form of regular feedback process that becomes a core part of the team's internal operations. As a rule, the earlier you can identify a problem brewing in a team, the greater your chances of reaching resolution over a cup of coffee, rather than waiting until a dispute starts to affect performance.

### 3. DECIDE ON YOUR RESOLUTION STRATEGY

Don't confuse irritation and grumpiness with conflict. When people are tired and stressed, emotional control is much more difficult. Try to separate facts from feelings. One useful rule of thumb is to ask yourself: is this

still going to be an issue in two weeks' time? If the answer is yes, take steps, but otherwise let it pass.

### 4. MIND YOUR LANGUAGE

Encourage your team members to think about the words and phrasing they use, particularly when the project is under pressure. Humans have a tendency to create meaning from whatever messages they are presented with. In an age of information overload, too many people fall into the habit of using exaggerated language simply to be noticed. Alternatively, we can be too busy to think through the words and phrases we use, and can easily create problems for ourselves through emails and texts that come across as aggressive or rude.

### 5. MEDIATE

Bring the parties together to find a mutually acceptable solution. There are various strategies and tactics for helping people talk to each other that are outside the scope of this article. Your objective is to achieve a win-win solution that allows the team to settle back in to a rhythm.

### 6. REFLECT AND LEARN

After the event, take some time to reflect. Why did this situation happen? What might be done to avoid a similar problem in the future? This is an exercise you can do by yourself, but is of greater benefit if you can involve others. The process of simply articulating the scenario to others will help you make more sense of events. Sharing the story with others will often generate additional potential solutions. Whatever the outcome, everyone walks away having learned something.

# The future of the profession

A collaboration between APM, Arup and The Bartlett School of Construction and Project Management has produced a publication looking at the trends and drivers that will affect project management in the decades to come. **ROB LESLIE-CARTER** provides an overview

**It's 2040. Small is beautiful. Collaboration networks of individuals** and groups of specialists dominate the global economy, connected as never before through technologies and social media on which the world now depends.

Project management has become known as 'the last profession'. In a world where increasingly capable systems have gradually replaced professionals across the world, project managers still provide an irreplaceably human combination of leadership, integration of specialists and ethical behaviour.

Driven by rapid advances in digital technologies, the nature of our work is being transformed. While artificial intelligence (AI) and robotics grow more sophisticated, jobs are being reinvented. Collaboration and communication through increasingly intuitive, user-friendly interfaces could lead to fundamental changes in workplace structures, and may offer new possibilities for productivity and creativity in the workforce. Human-machine collaboration will open the way to virtual and network-based companies as everything shifts online.

Organisations are already reconsidering the shape and composition of their workforce. According to Deloitte, 41 per cent of surveyed companies have already implemented aspects of cognitive or AI technologies, while 37 per cent are carrying out pilot programmes. However, only 17 per cent of surveyed

executives stated a readiness to manage a collaborative workforce of people, robots and AI.

The area with the greatest scope for change is manufacturing – with the automation of repetitive tasks. In Germany, for example, it is estimated that up to 80 per cent of jobs for people with a low level of education are at risk of automation, compared with only 18 per cent for people with a doctorate degree. It is a similar story when looking at income levels: in the lowest 10 per cent income group, 61 per cent of jobs are projected to be at risk, while only 20 per cent are under threat at the upper end.

As companies redesign jobs and workforces, questions arise about the eventual limits of automation. Could essential human skills, such as empathy, communication, persuasion, personal service, problem-solving and strategic decision-making become even more valuable?

In moving towards greater automation, companies will have to rethink the role of people and provide training to prepare their employees for this new work environment. Robots and people work side by side at Ford's Cologne plant, complementing each other's skills (simple and heavy manual tasks v creative thinking). Businesses might soon start dividing skills and reframing jobs according to essential human skills and non-essential tasks that could be carried out by machines.

## FUTURE OF PROJECT MANAGEMENT (FoPM)

FoPM is presented in three sections

**1.** The 'Trends and Drivers' section covers the short- to long-term forces in society, technology, economics, the environment and politics that will shape the world in the future. These forces will present both challenges and opportunities as they transform the way society and markets function. The trends selected will have global impacts on the way we deliver change through projects.

**2.** 'Future Client Stories' looks at seven 'future proof' project management themes across the project life cycle, supported by best-practice project case studies from around the world. These creative future stories are designed to enrich and illustrate the differences and qualitative shifts we expect to see in the future. Each one creates a coherent, plausible future scenario from the complex socio-economic and technological ingredients that make up every project.

**3.** 'So What Next?' offers a series of reflections from the three contributing partners, outlining the various future initiatives and resources the project management community can engage with. These include FoPM workshop cards for project teams to use as a source of inspiration for strategy or innovation, or just to find a better way.

Download *Future of Project Management* at [www.arup.com/fopm](http://www.arup.com/fopm)



## A WORKSHOP ON COLLABORATION QUICKLY EVOLVED INTO AN EXCITED CONVERSATION ABOUT THE FUTURE, MACHINE LEARNING, MILLENNIALS AND THE INFLUENCE PROJECT MANAGERS WILL HAVE

'Automation and human-machine collaboration' is just one of the trends and drivers researched in *Future of Project Management* (FoPM), the latest Foresight publication launched at April's APM Project Management Conference. The other trends in the research – all of which impact the future of project management across social, technological and economic domains – include:

- globalisation and virtual teams;
- open innovation culture;
- diversity of workforce;
- the gig economy;
- changing corporate culture; and
- digital construction and project complexity.

### KNOWLEDGE SHARING

Produced as a result of the partnership and collaboration between APM, Arup and The Bartlett School of Construction and Project Management at University College London, the report also includes crowdsourced inputs from the global project management community. It is a compilation of best practice, emerging trends and forward thinking. It is designed

to be a thought-leadership resource for project teams seeking inspiration to find a better way, and an interactive site for debate about change in the project management profession. Most importantly, the report aims to create a virtuous cycle prompting more research to provide fresh insight on the future of the profession.

In July 2016, a workshop to prompt ideas about collaboration opportunities quickly evolved into an excited conversation about the future, machine learning, millennials and the influence project managers will have in collectively creating, designing and building that future. Since then, the ideas behind FoPM have evolved to produce something that really challenges people's thinking – to jolt the project management profession beyond the day-to-day focus on current challenges, and to think about the forces shaping our longer-term future more proactively.

The findings in FoPM present an optimistic, inspiring vision for the project management profession. Even in a future where professionals across the world have been gradually replaced by increasingly capable systems, core elements of project management will still provide an irreplaceably human combination of leadership, integration of specialists and ethical behaviour.



This freely accessible resource for project managers is designed for use, reuse and continual improvement based on feedback and interventions from the community. I encourage anyone involved in projects or delivering change to explore FoPM and share their thoughts and ideas. [\[E\]](#)

**ROB LESLIE-CARTER** is a director at Arup

# The project owner: missing in action?



New research suggests that companies that appoint a project owner – a senior manager from the funding entity responsible for realising a project business case – tend to obtain the benefits they desire

By OFER ZWIKEL, JOHN SMYRK and JACK MEREDITH

**Project managers are experts** in delivering project outputs (or ‘deliverables’) according to the iron triangle of scope, cost and time. For this reason, the organisation that funds a project (the ‘funding entity’) often contracts someone from outside the organisation to fulfil this role (a ‘contractor’).

For example, when a local government wants to build a bridge over a busy road near a school to increase student safety, it hires a construction company with an established record in delivering quality bridges on time and to budget. Because a contract between these entities goes only as far as the delivery of the bridge, it makes no mention of the real reason for the investment in the project – reducing student injuries near the school – thus isolating the project manager from the project’s rationale.

It is not surprising, then, that most projects do not realise the target benefits set by their funding entities when approving the investment. For example, a sample of 210 transportation infrastructure projects worth \$59bn showed that the average

## THE LEADING QUESTION HOW CAN AN ENTITY FUNDING A PROJECT BE ASSURED IT WILL OBTAIN THE BENEFITS IT DESIRES FROM THE INVESTMENT?

### FINDINGS

- **The project manager, an expert in delivering outputs according to the iron triangle of scope, cost and time, is inappropriately trained and placed to be held accountable for achieving the funding entity’s project target benefits.**
- **A new actor, an agent of the funding entity, recently termed the ‘project owner’, is charged with realising the target benefits. The project owner’s task is to work with the project manager and other stakeholders to convert the project’s outputs to the target benefits.**

benefits realised from rail initiatives (in terms of passenger numbers) was only half of the target that had been set (Flyvbjerg and Sunstein, 2015).

Similarly, the UK government found that “30 to 40 per cent of systems to support business change deliver no benefits whatsoever.” The Los Angeles Metro and the Sydney Cross City Tunnel are recent examples of projects that delivered outputs successfully according to the iron triangle, but failed to realise their target benefits.

The separation of the project from the funding entity’s objectives becomes equally problematic in projects performed internally in the funding entity’s organisation.

For example, during the development of the second generation of the Ford Taurus, the project manager did everything necessary to complete the car-design project on time. However, despite efficient output delivery, the project was regarded as a commercial failure, because the project



funding entity, the Ford Motor Company, was dissatisfied with the project's benefit: return on investment (Shenhar and Dvir, 2007). For this reason, projects can be unsuccessful for the funding entity even if their outputs have been delivered successfully.

### THE PROJECT MANAGER – WRONG SKILLS, WRONG PLACE

Whereas project managers' focus is efficient output delivery, the underlying objective for all projects is tied to the realisation of particular target benefits. Therefore, for the funding entity, benefits realisation is more relevant to project performance than the iron triangle.

In other words, beyond the restricted 'ground-based' view of the project manager, a much wider, clearer view is available to the funding entity 'from the air'. If a ground-based view of a project is focused on 'outputs', what does a bird's-eye view reveal about a project's target benefits?

Projects are intended to generate the benefits that the funding entity sets when approving the business case.

WHEREAS PROJECT MANAGERS' FOCUS IS ON EFFICIENT OUTPUT DELIVERY, THE UNDERLYING OBJECTIVE FOR ALL PROJECTS IS TIED TO BENEFITS REALISATION

To fulfil that intention, the outputs delivered by the project manager must be properly employed by the end users. This is often a challenging social and psychological endeavour.

For example, in the case of the bridge for the schoolchildren, this may involve a plan of intervention based not only on teaching students the importance of using the bridge, but also on encouraging teachers and parents to stand next to the bridge before and after school hours for the first few weeks after it has opened. Once crossing the bridge becomes a habit for the schoolchildren, the benefits – a reduced number of accidents – may then be secured, and will continue to flow into the future.

For a number of reasons, it is undesirable to assign accountability for benefits to the project manager. First, project managers tend to have an operational mindset better suited to output delivery than the realisation of strategic objectives. Second, the position of project manager is frequently short term, meaning long-term accountabilities (such as those associated with benefits) may be inappropriate. Third, project managers are often not identified (let alone appointed) until project approval, and hence cannot contribute to the setting of target benefits during business-case development. Finally, the project manager's own objectives for completing the project may not fully align with those of the funding entity.

### THE PROJECT OWNER – THE FUNDER'S AGENT

The executive approving a project's business case and authorising its funds (the 'funder') is often poorly placed to participate meaningfully in the project, because the demands on their time make intimate involvement in every project impractical.

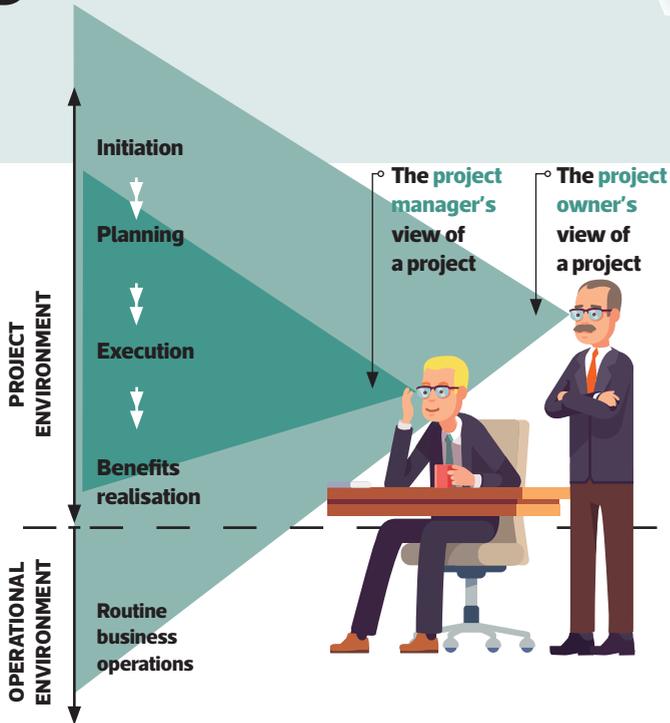
Therefore, funders usually delegate their accountability to someone else. This gives rise to a new role – the 'project owner', who serves as the funder's agent. The project owner is held accountable by the funder for the realisation of the approved business case in general, and for the realisation of benefits in particular. Where a project's outputs will be deployed into routine business operations, the responsible line manager could well be considered to fill this role.

The role of project owner is an extension of similar terms, such as 'strong owner' and 'senior responsible owner'. The role of the project owner is strategic and requires long-term thinking focused on organisational effectiveness in general, and the realisation of project target benefits in particular. For this reason, the project owner must be internal to the funding organisation and involved in all project phases. This role is different from the project management role, which focuses on efficient output delivery, and is relevant only during project planning and execution phases.

### RESPONSIBILITIES OF THE PROJECT OWNER

Benefits cannot be realised if the project deliverables are wrong, difficult to use, easily misunderstood or awkward to change. Because of this, the project owner needs to work very closely with the project manager to ensure that the deliverables are appropriate for end users. Invariably, this will require changes in the scope that was set early in the project. Scope changes usually mean increases in cost and time, which in turn reduce the value of the project (by offsetting its target benefits). This is one of the many serious trade-offs that must be carefully weighed by the project owner in light of reliable information provided by the project manager.

The role of project owner demands unique 'client-specific' capabilities, which are different from those of the traditional ▶



### A BIRD'S-EYE VIEW

Following the first three traditional phases of the project, there is a new transition phase called 'benefits realisation'. This phase embodies the change from previous behaviour to new behaviour, and comes when the benefits desired by the funding entity are realised (or not). As the new behaviour becomes permanent, the final, routine phase sets in.

**THE PROJECT OWNER NEEDS TO BE AWARE OF AND ENGAGE PROJECT STAKEHOLDERS IN A WAY THAT SUPPORTS ACHIEVEMENT OF THE PROJECT'S TARGET BENEFITS**

project manager. These capabilities reflect tacit knowledge of the funding entity's domain and operating routines. For example, the project owner needs to be aware of and engage project stakeholders in a way that supports achievement of the project's target benefits.

To do that, the project owner must fully and completely understand the goals and strategy of the funding entity. This means that the project owner must be an active participant in the development of the business case (which, among other things, confirms the funding entity's objective, identifies the deliverables needed to achieve that objective and provides estimates of all the resources that will be required). Later, during project execution, the project owner (in consultation with the project manager) addresses unresolved problems, impediments, potential delays, external risks and anything else that could prevent the project from achieving the funding entity's objectives.

The project owner's primary tasks include the following:

- Before the project starts: lead the development of the project business case and appoint a project manager.

- During project planning and output development: provide strategic direction, approve the project plan, monitor the project progress, and manage strategic stakeholders and risks.
- After output delivery: ensure proper utilisation of project outputs, hand over the responsibility for project outputs to the relevant line manager and facilitate generation of the project's intended benefits.

The suggested role of the project owner is substantial, because it is directed at increasing the returns from investments in projects. For decades, by default, we have left it to the project manager to do all that is now being asked of the project owner. Is it any wonder that many of our projects, even when 'successful', fail to satisfy the goals and ambitions of their funding entities, and are eventually deemed failures? The appointment of an agent of the funder as a new actor in the project process is an acknowledgement that we have overlooked this critical role in the past. **□**

#### RELATED RESEARCH

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# Seven secrets of setting up a PMO

There are some key considerations to take on board when setting up a new project management office, writes

**EMMA-RUTH ARNAZ-PEMBERTON**



Throughout 2016, the APM PMO Specific Interest Group (SIG) looked at the basics of portfolio, programme and project management offices (PMOs). Over the year, we met a lot of people who were fairly new to the PMO industry, following successful careers in project management or other professions.

At our events, two things consistently cropped up in conversation: how to make a PMO a value-adding business entity, and what considerations to take into account when starting a PMO from scratch.

If you have heard or read anything from us before, you will know that there is no 'one size fits all', but there are some things you can think about to ensure that your PMO is ready for today's challenges.

## SHIFTING RESPONSIBILITIES FOR PMOs

The days of a PMO being a purely administrative reporting function are (largely) long gone for organisations. In the world we live in today, businesses want to do more with less, and cut their cloth accordingly.

We are seeing an increasing number of PMOs being set up in organisations across all industries, because business leaders see the value of a governance function that provides scrutiny

and control over how change is managed. Along with that come the capability-growth roles that are being scoped into PMOs, alongside benefits, finance, methods, standards and community.

Can a PMO do all of these to the level required without some risk to the quality of the end product? Large PMOs probably can (those with more than 20 people and a diverse range of skill sets), but most ordinary PMOs are trying to do everything with a handful of people, and only effectively skimming the surface of the needs of their organisation and business leaders.

The industry is changing, and PMOs need to adapt to answer the needs of organisations. You can see the changes in the fact

**IF YOU SEE YOURSELF AS A SERVICE PROVIDER AND YOUR STAKEHOLDERS AS CUSTOMERS, YOU SUDDENLY REFRAME THE CONVERSATION AND THE RELATIONSHIP**



that APM's *Competence Framework* was rebuilt two years ago to add PMO roles that include modern organisational needs.

The APM Registered Project Professional accreditation has recently been relaunched to ensure that it caters for PMOs (and other supporting and enabling functions). Equally exciting is the news that a PMO of the Year category has been added for the 2017 and 2018 APM Project Management Awards.

So, when considering what your PMO needs to look like, it is important to look around and see what else is happening to help build a team that is up to date and future-proofed.

To help you get started, here are some considerations and questions to think about, gleaned from the wide experience and knowledge that exists in APM's PMO SIG.

## 1 What is the value thread of your organisation?

This is the most neglected question when people begin their journey. We would all love to build the PMO we want – but the organisation often expects something different. What does your organisation value? What drives people to come to work every day? If you can understand what value means to your organisation (quality, profit or safety) you will understand the kind of PMO you need to build.

## 2 What functions are needed right now?

You cannot do all 26 things that your leadership team members have said they want without adding more to the change that people are experiencing and contributing to 'change fatigue'. Figure out the key functions that are going to add the most value and get those right for a while. Consider splitting your functions into areas (portfolio, delivery, centre of excellence, etc) to provide a framework for your PMO to follow and ensure you are working in a balanced way.

## 3 Sell, sell, sell

Figure out the sell that works in your organisation and add that to behaviours of the PMO's output and interactions to really ensure that your team is selling what you do all the time. Publish a service catalogue to help people understand the services you provide.

## 4 Who are your customers?

If you see yourself as a service provider and your stakeholders as customers, you suddenly reframe the conversation and the relationship. Change your perspective and you will see those 'difficult' stakeholders very differently.

## 5 Are you measuring the right things?

Are you still looking at the metrics around the delivery of your portfolio? Good! It has to be done, but if you want to show true value, do so by measuring the PMO. It is important to look in the mirror and be transparent about your development.

## 6 Are you telling a story?

Did you know that facts told as part of a story are 20 times more memorable than those that are not. Telling a story is a more powerful way of getting through to your business leaders and will generally get a different (better) reaction. It can also help you be very clear about the messages you want to get across.

## 7 Are your current people right for your new PMO?

This is a difficult thought process, but the basic functions of PMO are changing. If you need natural coaches and mentors, maybe those that were recruited for their approach to process and reporting yesterday are not necessarily those that are best placed for tomorrow. You won't ever *not* do reporting and process, but with the tools and systems available today, the focus for some organisations is changing.

If you cover these questions, you will end up building a PMO that provides your organisation with the best chance of success when delivering change. This is not just because the mission of the PMO is right, but also because you will be seen as a true value-adding business partner. **■**



**EMMA-RUTH ARNAZ-PEMBERTON** is the founder of ERAP Consulting Ltd and chair of the APM PMO Specific Interest Group

SHUTTERSTOCK

“ I find it hard to give my team members feedback when I observe a behaviour that is unacceptable. I tend to put it off and let the issues build up. How should I handle these situations? ”

**This question is both relevant and important.**

Accurate, constructive and regular feedback is integral to a well-functioning team, and to team members' continued professional development. If you are holding off giving feedback, it is probably because you are afraid that it is going to be received negatively.

**SELF-DIRECTED FEEDBACK**

My first tip is to use self-directed feedback, where you first ask the team member to evaluate their own performance. For instance, you could ask: “Could we have a conversation about the client meeting we just had? I think it is important that we are aligned. What did you notice about your performance in the meeting? What did you like about what you did? If you could do it again, what would you do differently?”

Asking these questions gives the team member a chance to reflect on their behaviour and opens up the conversation. As most of us are our own worst critic, the team member is likely to highlight the behaviour you wanted to address, meaning that you do not have to. Following the team member's response, you will get the opportunity to give your feedback at a point when they are ready to listen.

**LAYERED FEEDBACK**

My next tip is to give 'sandwiched' feedback, so that any negative comments are mixed in with something positive. If you only focus on the negatives, you will make the team member close off and withdraw. You have to build people's self-esteem, as this gives them energy and confidence to change. When you give sandwiched – or layered – feedback, you



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first emphasise something the person is doing really well, then talk about something they can improve on, and then finish off with a positive point. Of course, your praise has to be honest and well deserved. We all like to know what we are doing well, and any feedback given should be a balance of positive and negative comments. You could say: “What I liked was... Can I suggest something you might do differently? You are always so good at...”

When you give feedback, be specific about what you think the team member is doing well, and what you would like to see changed. If you are too generic – for instance, saying, “That did not really work for me” or “You have to stop saying ‘yes’ to client requests all the time” – the team member will not know how to improve. It would be more helpful if you said: “I suggest that instead of saying ‘yes’ when the client asks for a change, you carry out an impact analysis and propose three options in your response.”

**OPEN DIALOGUE**

The purpose of your feedback should always be to help the team member improve their behaviour, rather than just criticising them. If you want your feedback to be taken on board, you have to manage the emotional side and create a safe space for the team member to speak their mind. Giving sandwiched feedback will help you do that, but you should also explicitly give them the chance to express their views and react to your comments. You can do that by asking: “What do you feel about what I just said? What else are you thinking?”



**THE PURPOSE OF YOUR FEEDBACK SHOULD ALWAYS BE TO HELP THE TEAM MEMBER IMPROVE THEIR BEHAVIOUR, RATHER THAN JUST CRITICISING THEM**

DO YOU HAVE A QUESTION FOR SUSANNE TO ANSWER? EMAIL HER AT [MAIL@SUSANNEMADSEN.COM](mailto:MAIL@SUSANNEMADSEN.COM)

# The A to Z of project management

In a new series of articles, **BRIAN WERNHAM** offers a quick guide to some common project management terms, starting with 'A'

## ACCEPTANCE CRITERIA

At portfolio or programme level, it is important to ask the policy-level question: why is the project being undertaken? Before spending any time or money, a 'problem statement' (or, conversely, an 'opportunity statement') is needed.

Following this, a project manager may be assigned to further define a project initiation document at delivery level. The key areas requiring definition are the acceptance criteria that will be applied to the project outputs and the KPIs that define 'success'.

The acceptance criteria can usefully be classified into 'must haves', 'should haves', 'could haves' and 'won't haves' – the 'MoSCoW' prioritisation technique. This will focus the team on the essentials, reduce distraction by identifying areas of output that the project can easily live without (the 'could haves'), and help in making difficult decisions when time (or money) is running low and some 'should haves' need to be omitted, perhaps requiring painful (but feasible) workarounds by the users of the project output and other stakeholders.

## ANALOGOUS ESTIMATING

Extreme project management is an approach that covers the kinds of project that are difficult to estimate: where the technology involved may be too new to be sure of, and where an agile approach may be optimal.

However, most projects have only moderate levels of innovation – and if the portfolio office is sure of the implementation approach, it may use analogous estimation (sometimes called comparative estimation) at policy level as a fast and reliable method of sizing a project.

In these circumstances, a detailed task and dependency Gantt bar chart need not be developed from the bottom up. Instead, the portfolio office can find previous, similar projects of roughly the same size and complexity, and thereby quickly come up with a reasonable estimate by analogy. A more sophisticated approach is parametric estimation, whereby the portfolio office looks at the



**BRIAN WERNHAM** is a main APM board member and 'hands on' programme management consultant. His book, *Agile Project Management for Government*, is published by Maitland & Strong

history of many similar projects and, by statistical analysis, identifies a handful of key parameters that can reliably be used to extrapolate the cost and time for a differently sized project.

## ACTIVITY-ON-NODE NETWORK

Many people find a Gantt chart to be a useful presentation tool for illustrating the project approach, because it lays out all the tasks from left to right as a bar with a start and finish date.

But, before a Gantt chart can be presented to stakeholders, the tasks must be identified, the dependencies understood and the estimates forecast.

This can be carried out effectively using an activity-on-node network. The tasks are shown as 'bubbles' or rectangles – then the dependencies need to be identified and drawn as arrows between each task. The most common dependencies are finish-to-start links. For example, you cannot start to brew tea until the water in the kettle has boiled. Often, there are start-to-start dependencies – eg washing out a dirty cup at the same time as switching

on the kettle. Occasionally, there may be finish-to-finish dependencies (eg you plan to stop using the radio in the kitchen as soon as the tea finishes brewing). Even rarer are start-to-finish dependencies, where one activity cannot finish until another starts (perhaps the handover from one shift of nurses in a hospital to another).

The activity-on-node chart can display this information, together with time estimates, and the longest path through this network reveals the minimum length of time that the project can take, given these assumptions. This is called the critical path. Other important information can be derived, such as the float of each task – ie how late the task can start without any impact on the project end date. **■**

*Further reading:* APM Body of Knowledge, 6th edition, sections 3.1 and 3.2, and Glossary

**MOST PROJECTS HAVE ONLY MODERATE LEVELS OF INNOVATION – AND IF THE PORTFOLIO OFFICE IS SURE OF THE IMPLEMENTATION APPROACH, IT MAY USE ANALOGOUS ESTIMATION AT POLICY LEVEL**



# A NEW LEVEL

Building information modelling Levels 2 and 3 are saving construction from a legacy of inefficiencies, writes **MATT PACKER**



► **Builders the world over had every reason** to feel sheepish with the publication of McKinsey's *Imagining Construction's Digital Future* in June 2016. A clarion call for the industry to embrace digitisation, the research paper set out some alarming facts about the sluggish pace of technological development in the bricks-and-mortar realm: "R&D spending in construction runs well behind that of other industries: less than one per cent of revenues, versus 3.5 per cent to

4.5 per cent for the auto and aerospace sectors." IT spending, it noted, was similarly meagre.

In a digital-adoption chart ranking 22 sectors, McKinsey placed construction second to last – ahead of only agriculture. The takeaway image of the industry was pretty grim: stale, staid and dustier than a driller's boots. But the ground had already been prepared for the rise of construction's saviour: building information modelling (BIM).

Not so much a singular tool or method (like 3D printing), but more a confluence of different disciplines, BIM was on the UK government's radar long before McKinsey's paper. In 2011, the Cabinet Office published a comprehensive *Government Construction Strategy*, which called for a dramatic reduction in the sector's inefficiencies, blamed on poor procurement. At a stroke, the strategy placed public-works projects on the tip of the spear. To address the fact



## IN BRIEF



### How does BIM work?

BIM's evolutionary phases are:

- ▶ Level 0: use of traditional, 2D elevations on paper.
- ▶ Level 1: use of 2D paper designs in conjunction with 3D computer models.
- ▶ Level 2: software-based sharing of comprehensive data and 3D models relating to every part of the project.
- ▶ Level 3: data-driven reimagining of construction through deep analysis of building use.

How did efforts to enforce Level 2 across the UK public sector by 2016 work out?

"Broadly, departments have met the target," says Mark Bew, head of the government's BIM Task Group. "Everyone is still on a learning curve, which is fine – they've been doing this stuff a certain way for about 500 years, so we couldn't expect them to change in 10 minutes. But the Cabinet Office announced capex savings in its latest round of spending performance reviews, and that's great."

For more information on BIM, go to [www.bimtaskgroup.org](http://www.bimtaskgroup.org) and [www.bim-level2.org/en/standards](http://www.bim-level2.org/en/standards)

that around 40 per cent of the sector's £110bn annual expenditure was devoted to costly, state-funded builds, the strategy ordered government departments to use BIM Level 2 (see box above) across all their construction schemes by 2016. That shrewd foresight immediately positioned the UK as a hothouse for BIM's evolution.

### REHEARSING ANGLES

At this point, it seems fitting to explain how BIM's DNA came together in the first place. Most illustrative attempts to convey the gist of BIM tend to dwell on the attractive computer wireframes of a structure's intended shape that typically twirl on a BIM system's screen. But, as veteran project manager Franco Pittoni, head of APM's BIM Working Group, notes: "BIM is, in fact, an all-encompassing term that includes cost, logistics, time and all other necessary project information."

In other words, the model is but the icing on the cake. Supporting it is a mass of structured data on every conceivable facet of the building's use of resources – whether material, temporal, financial or human. This bespoke reservoir of information is pooled from the input of every project partner and held in one virtual location, accessible to all parties via a common platform. Changes to the data are recorded in real time and will even register in the 3D model.

Yes, the use of a model enables architects and designers to effectively 'rehearse' the building before a stone is laid, adjusting angles, internal daylight coverage and so on – but numerous other logistical variables can be similarly tested and tweaked.

▶▶▶

"Historically, certain stakeholders, disciplines and functions have not communicated with each other on a sufficiently effective or regular level. In some cases, they haven't communicated at all"

Importantly, Pittoni points out, the BIM process does not end when a local dignitary snips a red ribbon at the building's front door; it is a whole life-cycle solution: "It should run from conceptual design and delivery all the way through to operation and maintenance – and, ultimately, disposal."

So, what inefficiencies does Level 2 seek to eliminate?

"Historically, certain stakeholders, disciplines and functions have not communicated with each other on a sufficiently effective or regular level," Pittoni explains. "In some cases, they haven't communicated at all. For example, certain legal or contractual departments may fail to exchange details or opinions with operators and maintainers. The latter are rarely consulted at the early stage, when critical technical decisions are made. But those choices may affect the building's

operational expenditure for years, or even decades, to come."

In Pittoni's view, therefore, it is essential to:

- have a full understanding of what all your building information really means;
- incorporate every type of information in a continuous, holistic manner;
- be aware of the data's value; and
- manage it in the most collaborative, intelligent ways.

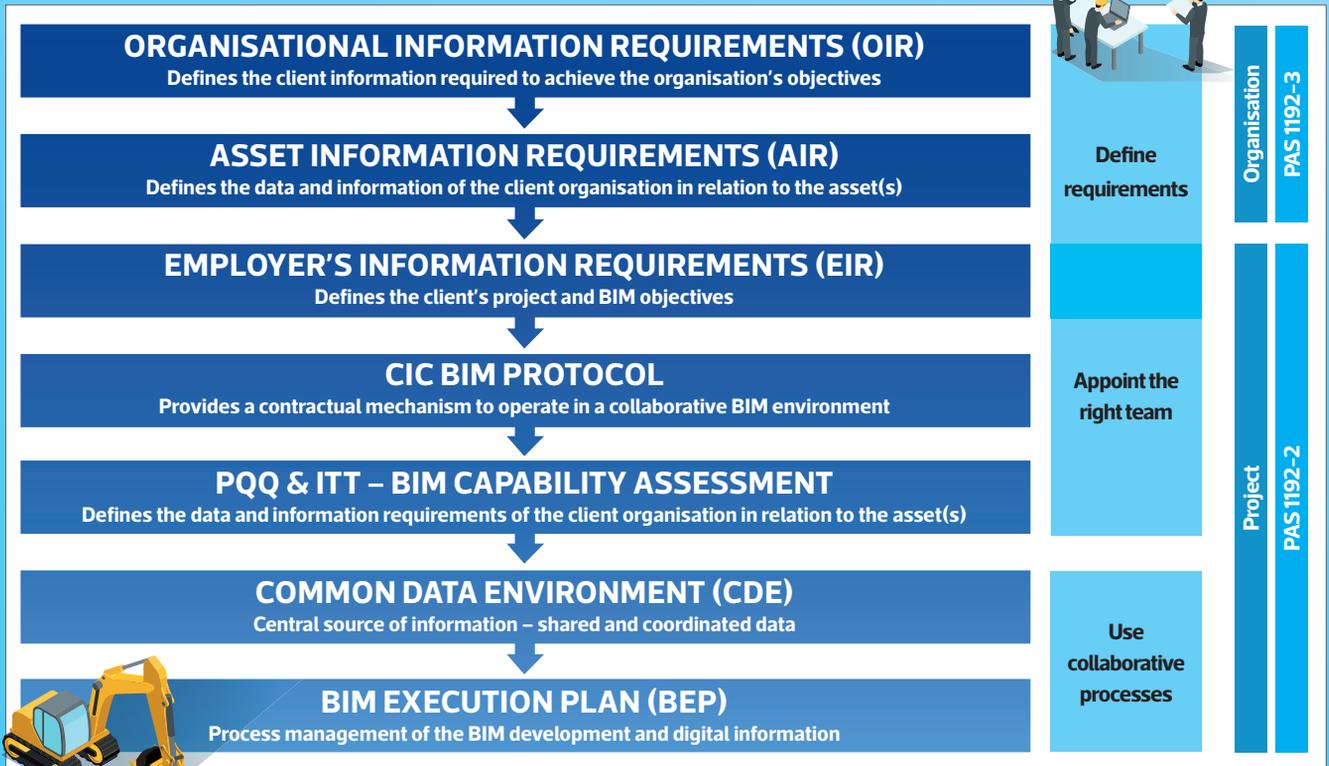
### WALL OF DATA

For Natacha Redon – associate/BIM lead at Newcastle-based project management firm Identity Consult – the "game changing" scrutiny that BIM demands automatically urges stakeholders to focus their minds in far greater detail than in the past.

"You can't just draw a rectangle and decide later that it will be a wall," she says. "You have to begin by thinking that you want a wall, and even which type of wall, before you draw. You need to think about how to name it, so that everyone on the team can use your data efficiently. You need to think about how to split that wall – for example, according to floor height – so the contractor can sequence the build correctly. That all requires a lot of thought at the start of any scheme, which is really the essence of the best practices that Level 2 has promoted among project managers. It prevents a lot of rework further down the line, which, on average, has been costed at about 12 per cent of the project budget."

In Redon's view, the primary approaches that project managers should take to guarantee the smooth running of a Level 2 process are:

## BIM PROCESS FLOWCHART



- plan ahead, with the desired outcome firmly in mind;
- involve all the correct stakeholders from the start, including operations and maintenance;
- make BIM-novice team members comfortable with a new way of working;
- use clear language, steering clear of jargon and excessive use of acronyms wherever possible; and
- create an environment driven by incremental goals.

### BUILDING BRIDGES

For insight on BIM's current shape and exciting future, *Project* spoke to Mark Bew MBE, chair of digital-construction adviser PCSG and head of the government's dedicated BIM Task Group. Bew co-drafted the pivotal strategy alongside former government chief construction adviser Paul Morrell. As the task group's leader, he has encouraged Level 2 uptake through "a blend of pull and push", enhancing demand from public-sector clients and supply from digital vendors.

From Bew's perspective, the task group's presence has put the UK at the forefront of global BIM development. One of its most vital actions was to formalise BIM best practices as a set of British Standards Institute documents – the 1192 series – which were released as free downloads.

"As a result," Bew says, "I believe there are now more metro and rail projects around the world being delivered using 1192 than aren't. That includes the Kuala Lumpur to Singapore link, Crossrail and Crossrail 2, HS2 and HS3, plus metro projects in Melbourne, Sydney and New York. That gives APM members a massive opportunity to go out to different territories already up to speed on those standards."

Now, Bew has set his sights on driving BIM Level 3, which effectively turns Level 2 on its head: "In fast-moving markets, such as retail and technology, by the time you've built the building, the market has moved. So what do you do now – tear it down and start all over again? How do you build a building that stays flexible?"

"We're putting sensors in buildings, and using their data to glean new insights. Harvesting that data allows us to see how people are using buildings, which gives us real clues as to how they could be improved – or replaced with more optimal ones. The Oyster card is a classic precursor: the performance of London's transport network is being monitored via six million tabs per day. That's a big data challenge in terms of interpreting what's going on inside that network. Are passengers getting the most out of its services?"

For Bew, as Level 3 grows, project managers are "the people who are going to make it all work", so they will need to keep their digital training fully up to date. "Despite talk of some professions being demoted through artificial intelligence," he says, "project managers have an edge. They're not industry specific, but manage a defined process that requires interpretation. And data interpretation is one of the skills they must enhance." 

**MATT PACKER** is a freelance writer and editor

# The strongest link?

**KEVIN REED** delves into the world of blockchain and assesses the impact it could have for project managers working in financial services



To many of us, fintech buzzwords such as blockchain, cryptocurrency and Bitcoin seem part of an abstract IT project, tangential to the day-to-day concerns of managing the operations of a bank or financial institution. However, the reality is that this cutting-edge technology will soon be coming to a financial services organisation near you.

There are few simple explanations of blockchain technology; as such, it has been difficult for many to grasp its potential use as an integral part of back-office transactions. A good starting point is Brave New Coin's cheekily titled explanatory report *A Gentle Introduction to Blockchain Technology*, which achieves what its title suggests.

## WHAT IS BLOCKCHAIN?

Author Antony Lewis describes blockchain as "a list of (usually financial) transactions that is shared among a number of computers, rather than being stored on a central server". This practice is referred to as a distributed ledger.

The transactions are replicated across a number of systems, practically in real time, while the network setup is usually peer-to-peer. Codes and digital signatures help to prove the validity of transactions – written

by chosen participants and read by others – with this validation and sharing process making it incredibly difficult to rewrite or alter these 'blocks' of data.

Crucially, as each block is added into the chain, a 'fingerprint' (created by an algorithm) is taken from the previous block and attached to the new one. This new block also creates its own new fingerprint, which will, in turn, be copied onto the next block in the chain. Efforts to alter a block would necessitate altering all the preceding ones. Updated chains are spread instantly across the distributed

client network, creating multiple and identical records of the now longer chain.

## THE BENEFITS FOR BANKS

Ironically, although the chain has been replicated, this process creates a verified "single source of truth", says Deloitte's corporate venturing and blockchain lead Alex Shelkovnikov. Deloitte and other consultancies are, unsurprisingly, keeping a close eye on the burgeoning market for blockchain-related advisory services. It is likely that implementations in financial services will focus on fraud-free, verified transactions processing.

"It sets up a much more efficient infrastructure to run financial services processes," says Shelkovnikov. "If you take clearing and settlements as an example, all sorts of transactions could be recorded into one database – where, currently, you would require different applications and databases that don't connect."

Security is usually costly, but not having to worry about painful interfacing of systems and IT would be a financial godsend to a chief information officer (CIO), particularly when discussing budgets with the chief financial officer (CFO).

"Blockchain doesn't fundamentally change the roles of the CIO and CFO,"

▶▶ Security is usually costly, but not having to worry about painful interfacing of systems and IT would be a financial godsend to a CIO, particularly when discussing budgets with the CFO

explains Shelkovnikov. "The CIO will still want to run the applications that sit above the blockchain. From the CFO's perspective, they still want to understand the key numbers, but arguably it's much easier to get a real-time view of the financials."

## IDENTIFYING THE RISKS

Where board members might become edgy is getting to grips with the level of risk in applying blockchain to the core of their business.

"There is the concern that we perhaps don't fully understand all of the risk," says Adrian Shedden, associate partner at law firm Burges Salmon.

While there have been calls for the European Parliament to enshrine the operations of blockchain technology into its legislative framework, there might be increased risk that the UK would be left out in the cold, legally speaking, post-Brexit.

Shedden describes the UK's tripartite banking regulators as "fairly engaged" with blockchain's development, but adds that they are still playing catch-up.

"The biggest risk is that they don't catch up soon enough," he says.

One of the key risks for back-end users of blockchain technology lies in differentiating between public and private blockchain networks, explains one of the industry's key players, Guy Halford-Thompson, CEO at blockchain services provider BTL Group.

Public blockchains focus on peer-to-peer applications, where many unrelated participants, with no inherent trust, wish to transact in a secure environment.

With a public blockchain, participants are inherently distrusted, and a "large amount of overhead" is required to verify each and every transaction to a very high confidence level before it is accepted by the network, says Halford-Thompson.

Examples include the 'cryptocurrency' blockchains, such as Bitcoin and Ethereum. These trading platforms, among many others, see their currencies traded, creating a 'value' for them – the chains and participants in the network determine who holds the currency, and verify when it changes hands.

A private blockchain network has 'inherently trusted' participants, but they still cannot tamper with the network because of what Halford-Thompson describes as "the golden source of truth" that blockchain provides.

## In brief: blockchain

- A blockchain is a record of transactions shared among a number of computers, rather than a central server, otherwise known as a distributed ledger.
- A blockchain acts as a verified 'single source of truth' for recording financial transactions.
- It has the potential to deliver huge time and cost efficiencies for back-office transactions in financial services institutions, as it avoids the need to interface separate IT systems.
- Blockchains are currently being used in 'smart contracts', whereby computer programs replicate the logic of conventional contracts.



One of the key risks for back-end users of blockchain technology lies in differentiating between public and private blockchain networks

"The concession made in a private network is simply that we are instantly detecting attempts to tamper with the network, rather than absolutely preventing any possibility of an invalid transaction being introduced to the network," he explains.

Dr João Ferreira, a senior lecturer in computer science at Teesside University, concurs that the "lack of regulation and standardisation" can lead to inadequate functionality and security risks. Disputes in public blockchains sit in a grey area.

Ferreira adds: "Since there are no intermediaries or central authority, conflicts are to be resolved based on the collective

opinion of all parties involved, which can be difficult to put into practice."

## BLOCKCHAIN IN PRACTICE

Despite the concerns and immature regulation, blockchain applications have reached financial services.

'Smart contracts' are an example of blockchain operating in full effect for many institutions. They are computer programs that represent the logic of contractual clauses. Because they are written for computers to understand, natural language ambiguities often present in conventional contracts are removed. Ferreira says smart contracts "promise to revolutionise the financial services industry".

He cites the recent Corda blockchain, a ledger platform to record, manage and synchronise financial agreements between regulated institutions, as a great example. Corda was created by a consortium of more than 70 of the world's biggest financial institutions. Barclays demonstrated in 2016 how it can be combined with smart contracts to trade derivatives.

## FUTURE IMPLICATIONS

But could blockchain technology, with its vast power and democratic nature, kill off the financial services businesses themselves? Ferreira doesn't think so – but CFOs and CIOs will need help to develop blockchain-based applications, "so that there is enough motivation for the legal system to develop appropriate regulations".

He concludes: "IT failure and instability can have severe consequences. It is therefore very important to invest in good and proper infrastructure, and well-trained professionals. Companies also need to provide training opportunities to their employees, so that they can understand how blockchain technology can impact and change their business." ■



**KEVIN REED**  
is a freelance  
business journalist



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# The power of Silence

Executive coach **JANE BABB** argues that we should all try to bring some quiet into our working lives to increase productivity, creativity and efficiency

**Your phone or iPad wakes you up. You scan** emails received overnight while you turn on the television or radio. In the gym, you put on headphones to replace the background music with your own music. By the time you get to work, hundreds of products, services and lifestyles have been pitched to you through a barrage of signs, banners and ads. You have flicked past myriad possible interactions on social media. You have heard traffic, bells, construction work... but precious little of nature or beauty.

That external sensory attack is child's play compared with your internal noise: your inner voice has been chatting away incessantly all the while, reminding you of deadlines, unsolved problems, and conflicting professional and personal obligations. Five times in the past four days your three-year-old has asked you to play, and each time you have been distracted by the email alert on your phone. The loudest noise is always the

most compelling. Then starts a day of meetings, calls, emails and almost constant interruption.

Quiet seems an unattainable luxury. You are aware of the current conversation about the benefits of mindfulness, but frankly that whole 'thing' is just more noise, right? Deliberately turning off the noise – be it audio, visual or internal – is for yogis, artists, writers, and those who just do not have the pace and demands of your position. Or is it?

## THE SCIENCE OF SILENCE

Developments in neuroscience increasingly suggest that silence is not a luxury but a must-have skill – the magic

bullet for solving complex problems, optimising team and personal performance, and increasing goal focus.

The NeuroLeadership Institute's David Rock and Josh Davis explain that: "Aha moments that spark brilliant, unexpected solutions tend to crop up when our minds are quiet." Moments of inaction, they say, are more productive than spreadsheets, action plans and brainstorming sessions when a problem is hard to solve.

Meanwhile, Carolyn Gregoire and psychologist Scott Barry Kaufman wrote in the *Harvard Business Review* that: "When we're not focusing on anything in particular – instead letting the mind

**WE HAVE LEARNED TO EQUATE SILENCE WITH DOING NOTHING, AND DOING NOTHING IS RARELY VALUED AS AN EFFECTIVE APPLICATION OF PROFESSIONAL SKILL. THAT IS NOT AN EASY MINDSET TO CHANGE**



wander or dip into our deep storehouse of memories, ideas, and emotions – the brain’s default mode network is activated.”

That network uses a number of regions of the brain and lets us think about the future, see other perspectives and scenarios, and create meaning from our experiences. Silence, solitude and protection from external distraction let us access the network. It is there that the ‘aha moments’ are floating around, waiting to be caught.

### A NEW WAY OF THINKING

If neuroscience is now showing the value of silence in delivering creative solutions, goal focus and social focus, then surely it is a no-brainer to prioritise and cultivate silence and solitude as key tools in any complex project? Perhaps – but we have long been trained to value action (and plenty of it). We have learned to equate silence with doing nothing, and doing nothing is rarely valued as an effective application of professional skill. That is not an easy mindset to change.

Knowing what neuroscience has to teach us about the positive impact of

silence on individuals and teams is interesting, even compelling. But without an understanding of what stops us from acknowledging the role and value of silence, and without a committed plan to bridge the gap between new knowledge and the daily behaviours required to implement it for our benefit, the knowledge just adds to all of the other noise and distraction. Deliberately creating and being in silence requires a mindset shift and the development of new habits. See the box, above, for my suggestions on some first steps.

Silence is a valuable, if challenging, skill. For many of us, it is a foreign environment. A client of mine needed support to make the transition, but then said: “Once I quieted my mind,

I felt quite a bit better. Sometimes I am not aware that there are other options because I am so wound up.”

Applied with purpose, I believe that silence is a skill that can see adversity identified, strategy formulated, brave goals met and imaginations harnessed to become innovative. Silence creates the conditions for the brain to produce new ideas with a sharp focus. 



**JANE BABB** is an executive coach and strategy consultant at Deane Babb Talent

## JANE’S FIVE TIPS TO ACHIEVING SILENCE

### 1 Start to build purposeful silence into your daily habits

- For one minute at the beginning and end of each day, be deliberately in silence.
- Create the silence in a way that is comfortable and easily accessible for you. You could use earplugs or noise-reducing headphones, or just hold your ears closed with your fingers.
- Breathe into the silence. Permit it. You may need to recall the business case of increased creativity.
- Notice how you feel, what happens to your breathing and where your focus is.
- Gradually, extend your silence to 15 minutes twice a day.
- With your team, a colleague or alone, consider the obstacles to creating and maintaining silence at work in your team meetings. What negative associations do you have with silence that may cause you to avoid and fill it?
- Consider how to introduce purposeful silence into your daily work. Experiment with each idea. Notice what works.

### 2 Schedule quiet, solitary time into each workday. Encourage your team members to do the same

- Step away from the detail. For 10 minutes, focus on something other than the task.
- Practise looking at the problem you are trying to solve with prospective hindsight. How will this be seen in 20 years?

### 3 Design a tailored system to reduce your cortisol and your heart rate to uncloud your thinking – eg go to a quiet place, drink water, sip tea, move gently or laugh

- Learn to recognise your stress triggers.
- Practise your system regularly when calm.
- Apply it as soon as stress starts.
- Your stress and frenzied rush are not evidence of the importance of your contribution. Decide not to wear ‘so busy’ as a badge of honour.

### 4 Listen attentively. Commit to practising attentive listening

- While a colleague is speaking, commit to not interrupting.
- Practise reframing your function on the team: you are not there to provide solutions, advice or answers. Your function is to accompany and support your colleagues while they hear and clarify their own thinking towards a desired outcome.

### 5 Create a positive sound environment

- Design your sound space with the same attention that you would give to your visual space. Expose yourself regularly to beautiful sounds, such as birdsong, water, music that has a positive impact on you, or silence.

All you need to know about...

# COMMUNICATING WITH THE C-SUITE

**TAYYAB JAMIL** offers strategies to successfully engage and operate with your organisation's top management, and set your own path towards the C-suite

**Projects are the main vehicles used to** execute a company's objectives. However, at the level of most senior executives – known as the C-suite – they can be crudely seen as investments that must deliver a financial return.

Those of us who have delivered major projects can sympathise with fellow project managers, because they are required to cope with not only the complexity of planning, budgeting and organising, but also setting a direction and motivating people. On the other hand, those responsible for a portfolio of projects, such as a head of projects or a central project management office function, will be concerned with organisational good practice in order to harness process efficiencies and effectiveness.

Your CEO and other board members, however, are primarily interested in four key things:

## 1. RUNNING THE BUSINESS

Of foremost importance to the board is ensuring that the business is stable and money is coming through the door. Although these are essentially business as usual activities, there are times when projects are put in place to ensure the company can stay in business – eg regulatory compliance initiatives. UK retail banks categorise these projects as 'keep the show on the road' to signify their critical importance to the organisation at all levels.

## 2. IMPROVING THE BUSINESS

To remain competitive, the C-suite is always interested in improving the condition of the business. This can include introducing new products and services, improving customer experience and ever-present cost-reduction

initiatives. Typically, these change initiatives are supported by business cases, with cost v benefit analysis to prove their worth. This realisation of benefits is what your CEO is specifically interested in, as long as it does not affect priority number one: running the business.

## 3. PLANNING FOR THE FUTURE

A management board must always keep one eye on the horizon. Good companies do this regularly and methodically, but some strategic initiatives can be highly ambiguous at first, with conflicting priorities, especially when working in new territories. In these situations, your C-suite would benefit hugely from project experts who could help them navigate the risk and complexities, and ensure the organisation has the capability to proceed with the project.

## 4. PERSONAL PRIORITIES

Each person in the C-suite has their own personal drivers, motivations and aspirations – and it is important to recognise this. Of course, on major projects, certain executives are likely

**YOUR MAIN OBJECTIVE IN ENGAGING WITH SENIOR STAKEHOLDERS IS TO PROVIDE THEM WITH CONFIDENCE THAT THEIR INVESTMENT IS IN GOOD HANDS**



SHUTTERSTOCK

to be acting as sponsor or the senior responsible owner – but it is not uncommon to hear that a particular executive has a vested interest in a peripheral project that personally impacts them.

## HOW SHOULD YOU ENGAGE WITH THE C-SUITE?

Your main objective as a project manager engaging with senior stakeholders is to provide them with confidence that their investment is in good hands, will deliver the desired benefits and involve minimal disruption to business as usual.

## FIVE PRINCIPLES TO ADOPT WHEN ENGAGING WITH THE C-SUITE

### 1. PREPARATION

A meeting with senior executives can go in all sorts of directions, and you are likely to have only 10-15 minutes to get your message across. Preparation is vital. Find out what they are most interested in and try to meet them ahead of any board meetings so that they already feel heard and up to speed before you



helps build trust and confidence, because executives know where to find you when they need something.

## HOW PROJECT MANAGERS CAN PROGRESS TOWARDS THE C-SUITE

Successful and experienced project managers will have developed a set of desirable skills required for any senior management position. They are results-focused, time-conscious, team players and multitaskers, and have a know-how for getting things done. These skills are becoming increasingly important as organisations globally are investing trillions of pounds in project work annually. Project management is therefore likely to rise in prominence at the executive level, but additional skill sets are required.

### START THINKING STRATEGICALLY

It is easy for project managers to get caught up in the day-to-day of delivery and have a one-track mind regarding their own project. But you need to start thinking about how your project, as well as others, fits into the big picture. This means stepping out of a functional domain and understanding what is going on at the levels above. Being able to have a strategic dialogue with your peers and members of the C-suite shows that you can assess wider considerations and, therefore, adjust your approach to increase the likelihood of success for the organisation overall.

### NETWORK AND COLLABORATE

Project managers looking to become future C-suite members need to put their honed stakeholder management skills to good use by being able to network and have conversations with senior colleagues from finance, marketing and sales, operations, IT, and HR.

This is because, whether an executive-level conversation is about running the business, changing the business or strategising, your CEO would expect you to weigh in with ideas and actions on how you can work together to establish projects that take the company forward. 



**TAVVAB JAMIL** is a director at Firewood

provide a formal update. Issuing a clear and concise report ahead of a meeting is a great way to make use of face-to-face time to focus on key items. However, be ready to drill down into deeper analysis when requested – know your stuff.

### 2. BREVITY

Keep it short and sweet. It may be tempting to sound smart and present a lot of information, but it is best to sound straightforward. A logical structure for communicating success, risks and opportunities will also make it easier for the C-suite to digest. Plain English and highly visual metrics will further help generate positive discussion and swift decision-making.

### 3. USE THEM TO YOUR ADVANTAGE

Lead the discussion with what you need from them. There are two important reasons why you need to make best use of the C-suite's time. First, they can unblock issues that you cannot, so do not bore them with your risk register and earned value analysis. Second, they are likely to stray from what you have already

prepared. So, unless the discussion can help you with a decision or blocker, guide them back to what is critical so that they can help you succeed.

### 4. ACTION ORIENTED

It is great to share stories of project success and evaluate lessons learned, but your C-suite is not interested in that. Come with actions about the 'what next?'. More specifically, make it clear what action is needed from the C-suite members themselves and how this impacts your project. A lot of projects slip or fail due to poor decision-making at all levels of an organisation. Do not let this be an excuse by clearly highlighting what needs to be agreed, and by when, to keep driving the project forward.

### 5. STAY PRESENT

Follow up any actions for the C-suite immediately and remain visible. Executives can have short memories and multiple priorities to juggle. Following up swiftly, and being visible to them, reduces the risk of another project's issue taking priority over yours, and

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# From the bottom up

Diamond Light Source's principal beamline scientist **GWYNDAF EVANS** combines his project management skills with his scientific background to deliver leading-edge technology used for research



**GWYNDAF EVANS** is principal beamline scientist and a research fellow at Diamond Light Source

I got into project management more by accident than design, as I am a scientist first and foremost. However, when I joined Diamond Light Source, I took on the responsibility of overseeing the creation of the new beamline, the set of equipment that brings the X-ray beam to the material being studied and records what happens. Diamond offered project management training and a course to help with this critical aspect of my role.

My current 'day job' is project managing the delivery of the new VMX beamline while ensuring that it will meet its scientific goals. The beamline aims to determine the atomic structure of challenging protein complexes and medically important macromolecules in plants, animals and humans. It will allow scientists to obtain additional information to aid in structure determination that will hopefully lead to new drugs and new therapies.

Additionally, I have my research fellowship and oversee the software

group that is developing diffraction integration for advanced light sources (DIALS) and other data-analysis tools as part of that fellowship.

Project management comes into play across all of these disciplines. As all project managers will recognise, there is a constant tension between resource, budget and time, whether it is an R&D programme, the delivery of a software package or building a new X-ray instrument. Internally, we use enterprise project management tools so we can take a top-level view of all projects going on at Diamond.

## A PLAN FOR CHANGE

Another more recent aspect of my role is that I chair a panel that has been charged with implementing fairly significant changes in the way that Diamond approaches the support of day-to-day operations and the delivery of engineering projects for beamlines. Following a review of our engineering process and practice,

we are putting together a detailed plan for change in the organisation. This will impact not only how we approach engineering, but also how we project manage all of our activity in an integrated way. Once fully implemented, it should allow us to be even more effective in delivering the best possible facilities for our users and, in turn, generate even more important scientific results.

I am proud to have been fully responsible for delivering microfocus macromolecular crystallography beamline I24, the first of its kind worldwide. It was great having the opportunity to see it through from beginning to end, knowing that it is recognised as one of the top beamlines in the world. It has a very high ▶

**THERE IS A CONSTANT TENSION BETWEEN RESOURCE, BUDGET AND TIME, WHETHER IT IS AN R&D PROGRAMME, THE DELIVERY OF A SOFTWARE PACKAGE OR BUILDING A NEW X-RAY INSTRUMENT**



An aerial view of Diamond Light Source's Oxfordshire headquarters

Electron beams travel through these tunnels before being siphoned off into the beamlines for scientists to use in experiments



scientific impact and continues to attract scientists from all over the world.

Another highlight of my career is DIALS, the international collaborative project I am working on with the Medical Research Council Laboratory of Molecular Biology (Cambridge), the European Molecular Biology Laboratory (Hamburg), the European Synchrotron Radiation Facility (Grenoble) and the Lawrence Berkeley National Laboratory (Berkeley).

The original project was jointly funded by Diamond, the EU BioStruct-X grant and Collaborative Computational Project No 4, and is now being supported by the Wellcome Trust. It aims to develop data-analysis software to capitalise on new detector technology and push the limits in terms of the quality of diffraction data that can be integrated and the quality of samples that can be addressed.

Working with remote international partners presents challenges from start to finish. Initially, persuading people that we needed a different collaborative approach was difficult, but then working out how to get it organised and funded, and also recruiting a suitable team to implement it, brought further challenges.

One of the biggest lessons I have learned is: if you don't ask, you don't get. Essentially, you need to work out what you need and why, and then just go ahead

and ask for it. Great opportunities rarely present themselves magically at your feet. You need to have your eyes open and be ready to take advantage of them when they do emerge.

### WHAT IS DIAMOND LIGHT SOURCE?

Diamond Light Source is the UK's synchrotron and one of the most advanced scientific facilities in the world. Diamond accelerates electrons to near light speed so that they produce light 10 billion times brighter than the sun. These bright beams are then directed off into laboratories known as 'beamlines'. Here, scientists use the light to study a vast range of subject matter, from vaccines and viruses to innovative engineering, fossils, fragments of ancient paintings and cutting-edge technology.

Diamond's Planning and Projects Office forms an integral part of its Science Division.

This year marks a double celebration for Diamond: 15 years since the company was formed, and 10 years of research and innovation. In this time, researchers who have obtained their data at Diamond have written more than 5,000 papers.

Visit [www.diamond.ac.uk](http://www.diamond.ac.uk)

To up-and-coming project professionals I would say: do not plan your career too much. It will never work out quite as you think. Do not close yourself off to different routes, as you never know where the next career opportunity might come from. In addition, look for roles that provide you with a variety of projects, including ones that will stretch you.

I also encourage people to be brave; you must be prepared to take risks. I have been ambitious with both my beamlines and my DIALS projects. Luckily, all of these risks (carefully calculated, of course) have paid off.

It is the thought of doing something different and new that gets me out of bed in the morning – that and coffee. That is the great thing about working in science: there are so many different opportunities and avenues you can pursue. For me, project management is the tool for managing and implementing those opportunities effectively and successfully. 



Do you have an interesting career story that you would like to share with readers of *Project*?

Email [editor@project-journal.co.uk](mailto:editor@project-journal.co.uk)

# CAREER CLINIC

## What are you worth?

The results from APM's annual *Salary and Market Trends Survey*, sponsored by Wellingtone, are in. This is the largest survey of its kind in our industry, with nearly 6,000 participants. It provides a great benchmark for all of us and, let's be honest, there is nothing more interesting than opening the magical mystery salary box.

So who took part? Well, 72 per cent of participants have an undergraduate degree or higher qualification, and approximately one-sixth are members of APM. Twenty per cent of participants have the job title 'project manager', demonstrating that the profession has many other roles, and we should recognise that it is not all about the project manager.

And the headlines? The average (mean) salary is £44,221. When we look at a split by age group, we find that salaries almost mirror age: the 18-24 age group's average is £25,096; at 25-34 it is £34,586; at 35-44 it is £45,593; and at 45-54 it is £50,608.

For contractors, the average day rate is £323, with the 45-54 age group receiving the highest average at £384.

As a recruitment company specialising in permanent, contract and interim project management roles, we were not surprised by the permanent salary average data. This aligned with our expectations. We were, however, surprised by the contractor day rates, as we tend to see contractors and interims on higher rates. This probably reflects the wide diversity of contractor job roles, including a number of senior positions. In such cases, these roles are likely to go above and beyond the typical contractor remit, pushing up the average day rate paid out in return.

And finally, although 80 per cent are satisfied with their role, 25 per cent said it was likely they would change employer in the next 12 months. If your salary is below average, maybe leave a copy of the report on your line manager's desk and cough politely. ☹️



**VINCE HINES** is managing director at Wellingtone Project Management, working with APM to offer career advice

## Appointments

### New CEO of HS2



**Mark Thurston** has been appointed as the new chief executive of HS2. Thurston began his career in the rail industry as an apprentice at Transport for London more than 30 years ago, before taking a number of roles with The Nichols Group and Metronet.

He joins from CH2M, where he was the regional managing director overseeing European operations,

including those in the UK. His projects at CH2M included London 2012 and Crossrail.

### Middle East role for Doherty



**Paul Doherty** has been appointed as country director for the United Arab Emirates (UAE) at project and programme management consultancy Faithful+Gould. He will be responsible for developing the company's business in the UAE and ensuring it is set up to take advantage of any strategic opportunities in the country in the coming years.

Over his 18-year career with the firm, Doherty has held numerous posts, including head of project management and building surveying for the Midlands. He has also served as national business development lead for the Scape asset management framework. More recently, he was head of operations for the West Midlands.

### Appointments at J Murphy & Sons



Engineering and construction company J Murphy & Sons has made a number of senior appointments.

Former Crossrail innovation programme manager **Will Reddaway** is the new head of innovation. His remit will be to work across the various businesses in the company to deliver on innovation strategies.

Also new to the company are Mark Singleton, who joins from Balfour Beatty as head of planning and project controls, and Miles Cobley, new head of planning and project controls in the North.

### New project director at Haverhill



Cambridge commercial property surveyor **Ben Oughton** has been appointed by Jaynic Investments, owner of Haverhill Research Park, as project director for the development. The park will have enterprise zone status and feature an innovation centre and 450,000ft<sup>2</sup> of business space.

Nic Rumsey, founder and managing director at Jaynic, said: "We are delighted to have Ben on board. He has a huge knowledge of the commercial property market in the Cambridge and East Anglia region, acting for both landlords and occupiers, and I believe his appointment will be a vital part of driving development activity forward in 2017 and beyond."

# THE BEGINNER'S GUIDE TO AGILE

Project goes back to basics on a common project management term. In this issue, **BARBARA ROBERTS** of the Agile Business Consortium looks at the fundamentals of agile and agile project management

Before the 1990s, the IT world was limited by what computers could do. This was less of a problem in a world where stability and minimal change were normal. Solutions were designed by IT experts based on formal specifications and with little or no ongoing business input. As a result, they were all too often delivered late and over budget, and didn't work.

## THE ARRIVAL OF RAD

In the late 1980s, the arrival of the early PCs started a change. Suddenly, developers could build solutions quickly by talking directly to business people, and, after a series of conversations and feedback, actually deliver something that exactly fitted the business requirement. This was termed rapid application development (RAD), and quickly became popular. But it soon became apparent that RAD had underlying issues. Although the focus on rapid delivery and user involvement was a huge improvement on the traditional style of working (sometimes referred to as 'waterfall'), the omission of factors such as control and quality led to a perception of RAD as 'quick and dirty', rather than a sustainable, mature approach.

## CORPORATE-STRENGTH RAD

In 1994, the DSDM Consortium (now called the Agile Business Consortium), a UK-based not-for-profit organisation, captured the best practice for RAD, based on analysis of good (successful) and bad (failed) examples from a wide range of organisations. From this, it built a mature, scalable and sustainable RAD approach that brought 'rapid' and 'user involvement' together with 'control' and 'quality', applicable not only to simple, small pieces of work, but also to complex projects in the corporate environment.

Between the 1990s and 2001, RAD continued to grow in popularity, leading to the birth of similar approaches,

such as scrum, extreme programming, lean, feature-driven development and many others.

Although each approach has a different focus, all share common values around:

- active business engagement throughout;
- collaborative teams – 'one team' culture that includes technical and business people;
- conversations and feedback loops to evolve the solution;
- incremental delivery of the solution, rather than the 'big bang' approach; and
- an expectation that change is expected and treated as 'normal', rather than something to be avoided wherever possible.

## 2001: RAD BECOMES AGILE

There was growing unease in the RAD community that RAD was the wrong term. Having 'rapid' as the first word led to a perception that the most (or only) important factor was speed. Some also took this further, expecting RAD to deliver the impossible in half the time, 'because it is RAD'. So representatives of the key RAD approaches worked together and launched agile to replace RAD.

The basics of agile were defined in the *Agile Manifesto*. This highlights the importance of:

### Individuals and interactions

OVER

Processes and tools

**EVEN IN THE MOST SAFETY-CRITICAL ENVIRONMENT, USING SOME AGILE TECHNIQUES CAN ADD VALUE WITHOUT INTRODUCING RISK**

### Working software (solutions)

OVER

Comprehensive documentation

### Customer collaboration

OVER

Contract negotiation

### Responding to change

OVER

Following a plan

This does *not* mean the items on the bottom are unimportant, but rather that the items on the top take precedence. And although the manifesto refers to 'software', agile is equally applicable to any type of solution.

## WHY CHOOSE AGILE?

In the modern world, agile approaches are far better suited to our demanding, fast-paced world: an environment where change is the only constant – eg changing technology, changing business models and changing customer needs. Unlike the more static business world of the 1990s, 21st-century businesses need to be flexible, adaptable and responsive to change if they are to survive and be successful.

Agile is not a binary 'yes/no' concept whereby 'agile = good' and 'not agile = bad'. In reality, there is a spectrum of choice, ranging from extremely agile (sometimes called 'edge of chaos') to extremely traditional (heavy bureaucracy and process).

The important thing is to position projects at a point on this spectrum that balances benefits against risks. For example, anyone working in a highly creative space does their best work when there are few rules. Edge of chaos is a wise choice here. By comparison, an organisation creating aircraft equipment cannot afford to work outside stringent rules, as people's lives are at stake –

so formality and control are far more important than extreme creativity. In these examples, each choice is sensible and valid.

Even in the most safety-critical environment, using some agile techniques can add value without introducing risk. Agile should be all about making the right choices.

## AGILE PROJECTS

The Agile Business Consortium has always focused on agile in the context of project delivery – unlike many other agile approaches – because it has always considered software in the wider context of business change.

In 2008, it created the project management-focused AgilePM®, which brings together all the elements of a project in an agile context:

- principles (the behaviours);
- people (roles and responsibilities);
- process (the life cycle);
- products (what is produced and when); and
- practices (timeboxing, modelling, iterative development, prioritisation and facilitated workshops).

This is supported by additional information on what agile means for topics such as requirements, estimating, planning, risk and preparing for success. Together with the Consortium's track record of successful agile in even the most complex regulatory environments, this has helped dispel the misconception that agile is only suitable for SMEs.

## AgilePM PRINCIPLES

These principles highlight the types of behaviour needed for delivery of a successful agile project:

- **Focus on the business need**  
Achieved through active business engagement and ongoing prioritisation
- **Deliver on time**  
Time (and cost and quality) is fixed; features are negotiable (driven by business priorities)
- **Collaborate**
- **Never compromise quality**
- **Build incrementally from firm foundations**  
First establish the foundation, then create the solution and the value incrementally
- **Develop iteratively**  
Use regular feedback to refine the solution
- **Communicate continuously and clearly**  
Conversations and demonstrations as the first choice
- **Demonstrate control**  
This applies to everyone in the team, since they own the plans and the estimates



## ABOUT THE AGILE BUSINESS CONSORTIUM

Founded in 1994, the Agile Business Consortium (formerly DSDM Consortium) is a not-for-profit membership organisation that aims to provide global leadership in promoting, supporting and enabling the adoption of agile at all levels. It offers guidance to businesses, government organisations and charities through an accredited range of agile frameworks, products and services, and an international network of partners. Consolidating and extending the scope of the existing guidance, the Framework for Business Agility is launching throughout this year. This resource has been created from the coordinated work of experienced agile practitioners across a broad spectrum of disciplines and sectors. Visit [www.agilebusiness.org](http://www.agilebusiness.org)

## BENEFITS OF USING AGILE

There are many documented benefits of using agile. Examples include:

- business-focused solutions – putting business in the driving seat;
- delivering a solution that fits at the point of delivery, not what people thought they wanted at the start;
- ability to change as you go on (within reason);
- delivering value early and often;
- delivering a basic working solution and then builds on it, which reduces risk;
- building a collaborative environment, which is more productive and more motivating; and
- getting the best out of people and teams.

## SOME AGILE MYTHS AND MISCONCEPTIONS

*You can deliver the impossible in half the time*

Clearly, this is untrue, as the laws of physics always apply. If a solution contains 18 months of work, agile cannot compress that time frame into three months. What it can do is:

- shorten the communication channels – building in short feedback loops fixes issues early before they become project stoppers; and
- prioritise to deliver high-priority/high-value items sooner.

*You can change your mind whenever you want*

Although agile welcomes change, not every change is viable. A good analogy is a building project. The initial stage agrees rough ideas and a rough budget. This is then elaborated into a plan that is submitted for approval. Once the council approves the plans, certain elements are then fixed and cannot be changed lightly – eg footprint (shape and square metres), height (two-storey building/bungalow) and materials (brick/stone). This forms the foundations of the project, and changes to any of these need serious consideration and, once the build has started, may actually be non-negotiable.

## AND FINALLY...

Consider DSDM's wise words:

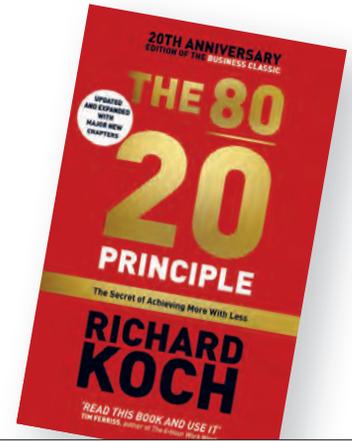
"You can use *all* of agile some of the time; you can use *some* of agile all of the time." 📌



**BARBARA ROBERTS**  
is professional development director at the Agile Business Consortium

# Bookshelf

Which books should be top of your reading list this summer? *Project* readers find out



## MEET THE PANEL



**Andrew Wells MAPM**  
is technical director at  
WSP | Parsons Brinckerhoff



**Elisabeth Goodman MAPM**  
is the owner and principal  
consultant at RiverRhee  
Consulting, and a founding  
committee member of the  
APM Enabling Change Specific  
Interest Group



**David Liversidge**  
is a principal consultant  
at BMT Hi-Q Sigma



**Valentina Lorenzon**  
is an independent project  
manager and consultant, and  
secretary of the APM Women  
in Project Management Specific  
Interest Group

IF YOU WOULD LIKE TO REVIEW  
A BOOK FOR *PROJECT*, PLEASE  
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## THE 80/20 PRINCIPLE: THE SECRET OF ACHIEVING MORE WITH LESS (20th-ANNIVERSARY EDITION)

**Author:** Richard Koch

**ISBN:** 978-1857886849

**Price:** £12.99

**Publisher:** Nicholas Brealey Publishing



**“ILLUSTRATES THE POWER OF APPLYING IMPROVED FOCUS IN OUR BUSINESS AND PERSONAL LIVES”**

This is a 20th-anniversary, updated edition of the business classic with some new chapters. Richard Koch describes how the 80/20 principle (or Pareto's principle) can help organisations become more effective and profitable, and individuals happier and more successful.

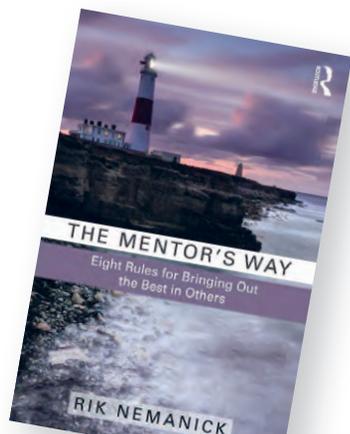
The book is very good at illustrating the power of applying improved focus in our business and personal lives to get 'more for less'. Koch is a successful businessman, and I found his best insights came when he was applying the 80/20 principle to the world of business and careers. In particular, I liked the discussion of modern 'network'-based businesses (chapters 17 and 18) and how these are acting to further concentrate power and success.

At nearly 400 pages, this expanded edition is overly long – somewhat ironic for a book extolling the virtues of achieving more with less. The author himself writes that “80 per cent of the value of a book can be found on 20 per cent or fewer of its pages” (chapter two, page 31), so perhaps the book could have been 80 pages long. However, it is relatively easy to cherry-pick chapters that may appeal to you.

We can apply the 80/20 principle to many aspects of project management: risks, benefits, stakeholders, requirements, etc. This is in line with agile principles. In chapter seven, project management makes the list of the top 10 business applications for the 80/20 principle. Controversially, the author recommends imposing an impossible timescale to ensure a project team only does high-value tasks – I take this as the agile method of timeboxing a delivery 'sprint' against a prioritised list of user requirements or stories.

There are many analogies with systems thinking and systems approaches. Koch talks a lot about '80/20 thinking', complexity and non-linear relationships between system inputs and outputs. The complexity of business and personal 'systems' means that a normally distributed set of inputs will not result in a normally distributed set of outputs; features such as feedback loops and human behaviour tend to accentuate the influence of a small subset of the inputs.

**Reviewed by David Liversidge**



### THE MENTOR'S WAY: EIGHT RULES FOR BRINGING OUT THE BEST IN OTHERS

**Author:** Rik Nemanick  
**ISBN:** 978-1138189911  
**Price:** £34.99  
**Publisher:** Routledge  
 ★★☆☆

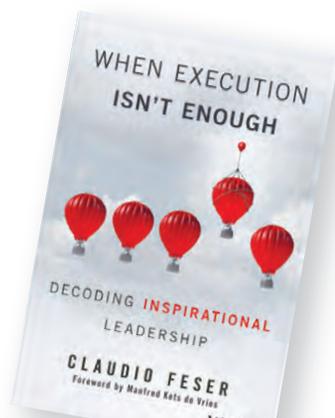
#### “CONCISE AND WELL STRUCTURED”

As organisations strive to tap into the full potential of their employees, a mentoring approach is often suggested. It is, after all, a traditional way of learning a craft, with origins stretching back to before the industrial revolution. In our modern world of technology and fast-changing work practices, the ingredients of this winning formula can be lost. This concise and well-structured book is a useful tool for understanding and applying mentoring.

The book is for anyone who is in a position to guide the development of another, but it also opens up a world of potential to a junior. It clearly establishes key principles, perhaps most importantly that the individual needs to be accountable and take control of their own development. In chapter two, the tone is set for aspiring mentors to ‘lead by following’. The book explains that the mentor must suppress their natural urge to solve a presented problem, and rather guide their charge to find the answer themselves. Mentoring is different to leading or managing, and the book illustrates this through a number of short case studies.

The author provides a clear framework for the art of mentoring, offering insightful guidance on all aspects, and the tools to foster a successful and empowering relationship for the benefit of the individual and the organisation. I would recommend this as an essential reference for those seeking to grow and develop their staff, as well as those who wish to make the most of their own development.

**Reviewed by Andrew Wells**



### WHEN EXECUTION ISN'T ENOUGH: DECODING INSPIRATIONAL LEADERSHIP

**Author:** Claudio Feser;  
**foreword by** Manfred Kets de Vries  
**ISBN:** 978-1119302650  
**Price:** £23.99  
**Publisher:** Wiley  
 ★★☆☆

#### “PACKED WITH USEFUL INFORMATION”

This is a practical guide on how to lead individuals and whole organisations in an inspirational way. It takes the reader through a series of frameworks for how to influence others and achieve organisational change. The frameworks are based on McKinsey and others’ research, and reference the neuroscience of our brains, how we learn and the insights that come from personality tools.

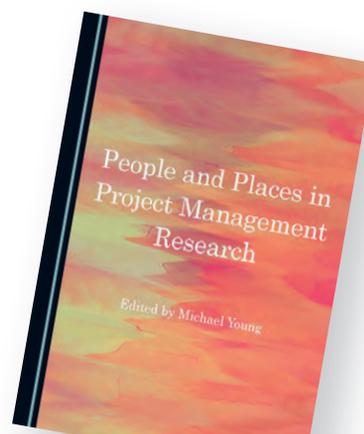
It is short and easy to read, and yet packed with useful information. The author uses the storytelling formula that has worked so well in other business books of this type to illustrate the application of the theory. Each chapter is well referenced. There are clear guidelines for how to apply the frameworks. The foreword by Manfred Kets de Vries offers additional insights and depths.

As a change practitioner, however, I would have liked to see references to other key works relating to influence and change.

I will be bringing aspects of the frameworks and insights into my work with managers. I am sure that project (and line) managers will want to try them out in relation to how they influence and inspire people.

Readers who enjoyed Eliyahu M Goldratt’s *The Goal* and Patrick Lencioni’s *The Five Dysfunctions of a Team* will find that this book has a similar style and quality of content.

**Reviewed by Elisabeth Goodman**



### PEOPLE AND PLACES IN PROJECT MANAGEMENT RESEARCH

**Editor:** Michael Young  
**ISBN:** 978-1443843621  
**Price:** £61.99  
**Publisher:** Cambridge Scholars Publishing  
 ★★☆☆

#### “ACTIONABLE INSIGHTS AND BEST PRACTICES”

This book is based on research carried out by the Australian project management academic community. The findings included here focus on four aspects of project management practice: project management offices, stakeholders, complexity and risk management. It also includes case studies.

The research analysis makes a useful starting point for looking at different concepts and tools used in the sector. Some of the topics explored in the book, such as knowledge management and the importance of stakeholders, are very relevant in today’s project environments.

The book provides a balance between research findings, case studies and practical application in different contexts. It also looks at current and relevant aspects of the practice and explores how they may affect the discipline’s evolution.

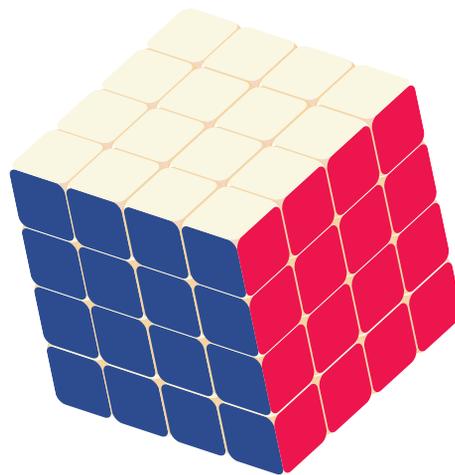
The author also looks at key elements and techniques that will help project management professionals succeed. He also takes into account the broadening spectrum of industries in which project management is used and explores how this will also play a role in its evolution.

The book would make interesting reading for practitioners at all levels; it provides not only research-based analysis, but also actionable insights and best practices. It offers a few thought-provoking observations on how the professionals of the future might need to approach this changing industry and how, to achieve success, our attention may need to shift towards different skills.

**Reviewed by Valentina Lorenzon**

# Is your project unsolvable?

Setting clear ground rules from the start will help crack the puzzle of a co-owned project, writes **EDDIE OBENG**



**PROFESSOR EDDIE OBENG** is an educator, TED speaker and author of nine books, including *Perfect Projects*, published by Pentacle Works, and *All Change! The Project Leader's Secret Handbook*, published by the *Financial Times*. Reach Eddie on Twitter @EddieObeng or read his blog: [imagineafish.com](http://imagineafish.com)

It remains to be seen whether or not the UK will pay £50bn to exit the EU. The world now knows that co-owned projects are difficult to start, even more difficult to maintain in the long term and devastating for some of the parties when they fail.

For me, every project fits into a sort of 'project Rubik's Cube'. The first face has four sections. Here, projects are split by how clear their objectives or execution are. Projects' clarity can range from the deep fog of uncertainty to the crystal, straightforward transparency of painting by numbers.

The two sections on the next face are split by the visibility of progress. How easy is it to see or measure? It is much easier to monitor making things than changing humans or writing software.

This article's focus is the third face, split into three sections. Here, I group projects by asking: who is driving the change and who has to deliver it? When one enterprise drives and a different one delivers, there is often a contract. Money changes hands, and monitoring and milestones in delivery become points to argue over. However, if the people initiating the change are in the same organisation as those delivering it, then no real money changes hands. Instead, you find politics, under-resourcing and fudging of business cases.

Where two different organisations are both involved in driving and delivering the change, we find the third section on the face. The organisations' different cultures will mean they often rub each other up the wrong way. Such a joint-venture-style, co-owned project exhibits the accumulation of all the problems of the other two.

As you can see, placing a bet on an easy-to-monitor, turnkey, painting-by-numbers project is much less risky than betting on a hard-to-monitor, co-owned project that is lost in the fog.

I began to study the latter type of project when I got involved in providing learning to the oil and gas and construction industries, where this type of project is quite common. However, over many years,

these industries have developed common practices – a sort of temporary culture just for working together.

So, why would anyone choose to execute and deliver in the most risky fashion available? In the immediate aftermath of a war, it feels much less risky to partner with your former enemies to build something for which you all have 'skin in the game' than it does to continue to go it alone. The logic of resources or capability can also be overwhelming – you bring skills I do not have, and vice versa. Together, we will have synergy. There is always a strong rationale for a co-owned project at the start.

You make long-term plans. You agree long-term commitments. And then it goes wrong. With time, problems in the joint venture will be blamed on the mother companies and, by those in the mother companies, on the joint venture. With time, the reasons for the initial rightness alter. Perhaps one party suffers an unexpected loss in profitability. The politics of multiple parties makes it difficult to speak with a single voice; slowly, the vision gets clouded. The point of agreement becomes the point of divergence.

I use five tricks to increase the successful longevity of co-owned projects:

1. Plan and agree how you will resolve conflicts even before planning delivery.
2. Check the basis of alignment and the logic by testing three time periods: now, soon (make assumptions of potential challenges you can envisage on the forecast horizon) and later (how far would your goals have to diverge before it all unravels? Simply using gain sharing or profit sharing to mitigate this is completely insufficient).
3. Create and enforce 'ground rules' for the 'co-owned' enterprise: "This is how

we do things here." This will create an additional culture to the one(s) the owners bring. This culture will support and underpin success. Align the culture by voting in, for fixed periods, the best leader(s) in the senior team, irrespective of company.

4. Contribute to a shared contingency fund for miscalculations and acts of God affecting any owner.
5. Rotate the representatives and frequently send 'ambassadors' to the mother companies.

There is an old saying: 'Nothing good lasts forever.' It seems that, without real foresight, the same may be true of co-owned projects. **□**

## PLACING A BET ON AN EASY-TO-MONITOR, TURNKEY, PAINTING-BY-NUMBERS PROJECT IS MUCH LESS RISKY

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