

concept

DECISION MAKERS, DOERS AND ADVISORS
– JOINING FORCES TO ENHANCE UTILITY OF INVESTMENTS

Concept Symposium 2010
Oscarsborg, Norway
16 – 17 September 2010

Symposium web-site: <http://www.conceptsymposium.no/>
Concept Research Programme: <http://www.concept.ntnu.no/english/>

The Project Management Cuckoo in the Business Nest.

Dr Terry Cooke-Davies

Executive Chairman
Human Systems International



Human Systems



Today's Presentation



Systems

- PM and Systems
- Development of systems

PM and Projects

- McDonaldization
- Poor results

Projects in Business

- Embeddedness
- Fragmented systems

Points of Leverage

- PMOs
- Project Academies
- Sponsorship



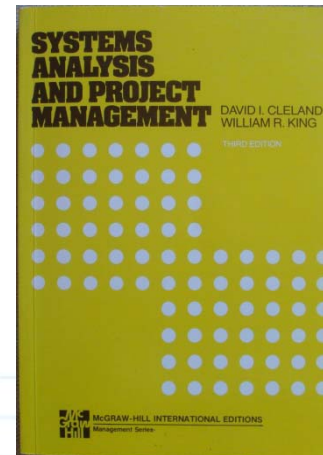


Project Management Was Born In A World Of Systems



Atlas Program: 1954. Under leadership of General B. A. Schriever implemented management system to oversee and manage the development of the complete missile system. Specified concepts fundamental to all future project management.

Cleland and King's 1968 Classic made the link explicit between the system (or product) being developed and the (management) system for controlling its development.



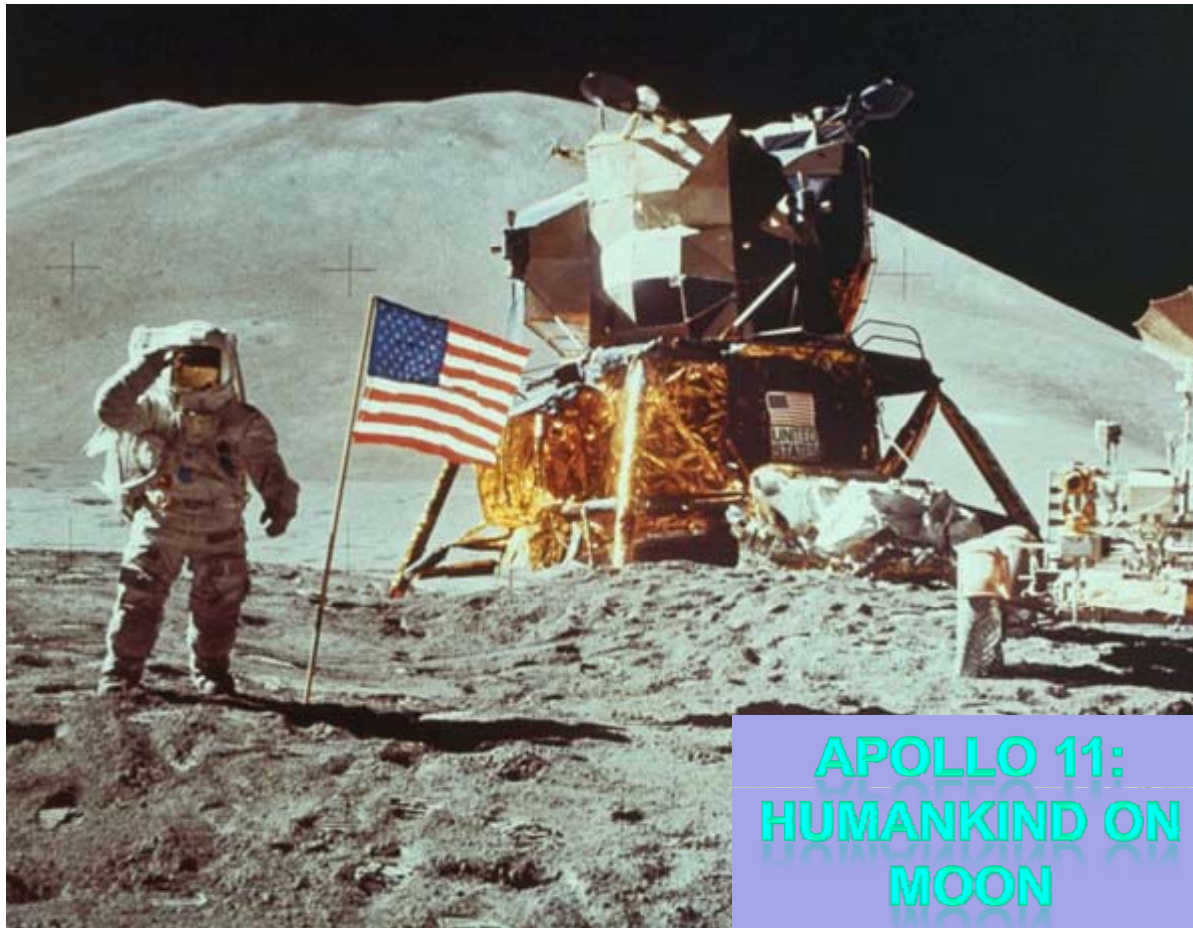
Polaris Program: 1956/57. Under Admiral Raborn, the program developed Program Evaluation and Review Technique (PERT) – one of the two sources (with Critical Path Method) of modern Critical Path Analysis.





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Two Days in July 1969



20 July

Source: Stephen B. Johnson, (2002) "The Secret of Apollo". Johns Hopkins University Press. Baltimore and London

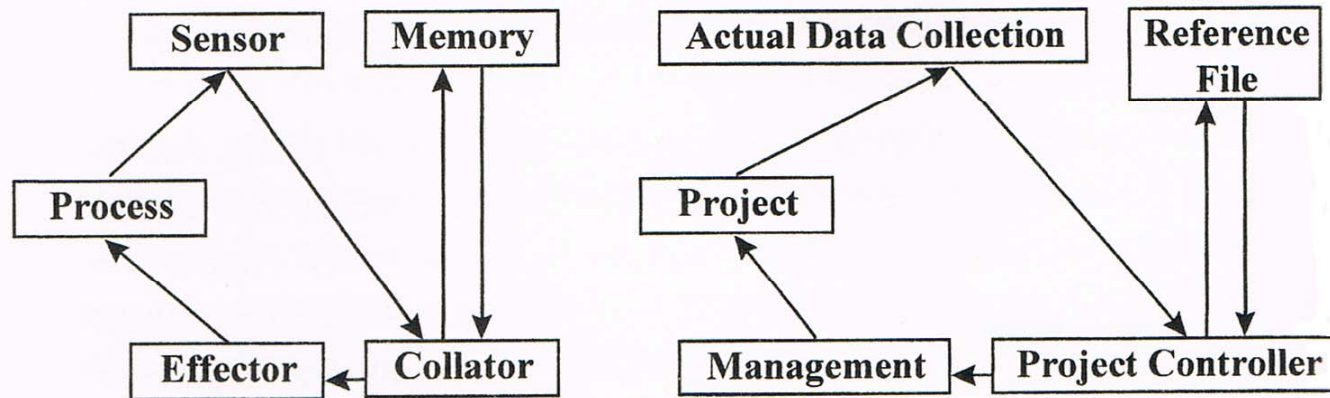


EUROPA F-7
3RD STAGE
FAILURE



2 July

Each Project Stood Alone

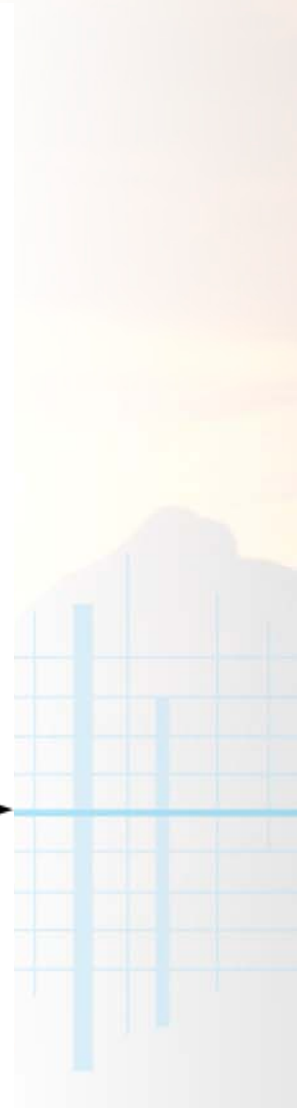
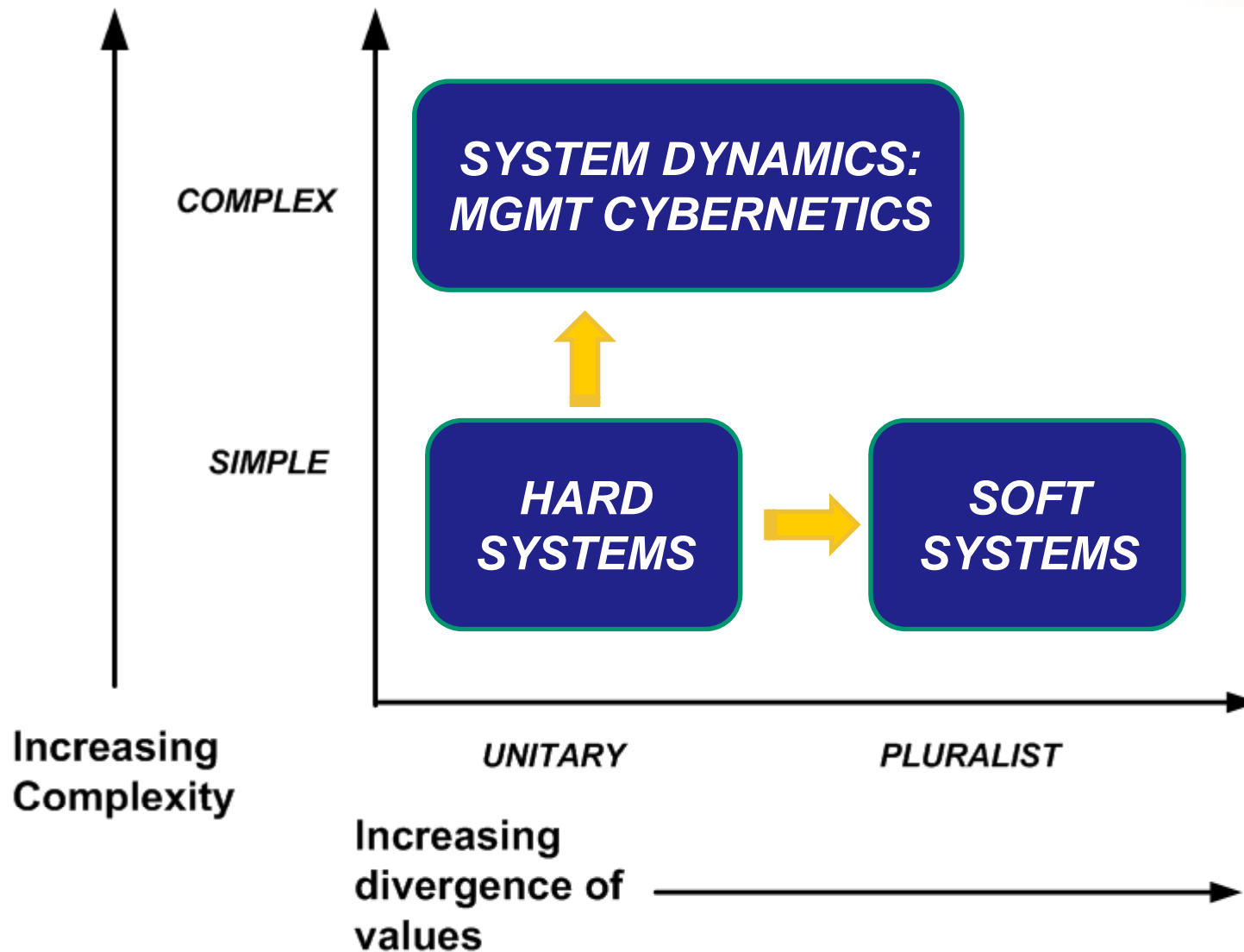


- Illustration from recommendation by H. Hoernke to ESRO for the design of a suitable Management Information System (MIS) in 1968.



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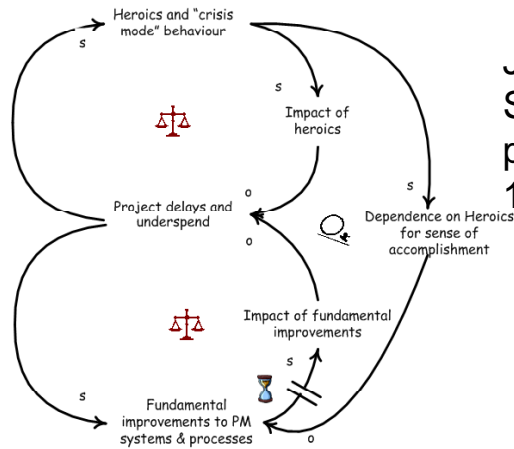
Systems Thinking... ..





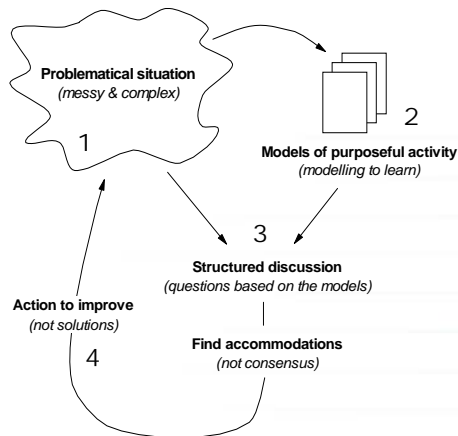
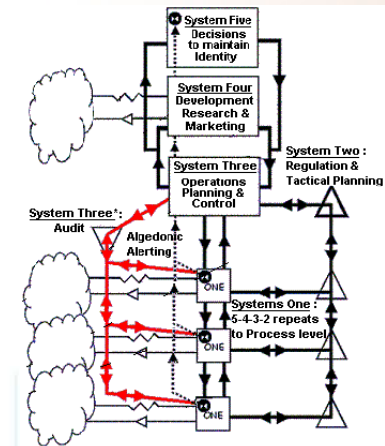
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... In Management ...



Jay Forrester and others have been developing System Dynamics since the 1960s, and it was popularised by Peter Senge in the 5th Discipline in the 1990s

Cybernetics and Operations Research has given rise to concepts such as Stafford Beer's "Viable Systems Model", and similar concepts employed in Systems Engineering.



Peter Checkland and others have been developing Soft Systems Methodology since the 1970s.



... .. And in Science



Complex systems: a vast archipelago

➤ Precursor and neighboring disciplines

complexity: measuring the length to describe, time to build, or resources to run, a system

- information theory (Shannon; entropy)
- computational complexity (P, NP)
- Turing machines & cellular automata

adaptation: change in typical functional regime of a system

- evolutionary methods
- genetic algorithms
- machine learning

systems sciences: holistic (non-reductionist) view on interacting parts

- systems theory (von Bertalanffy)
- systems engineering (design)
- cybernetics (Wiener; goals & feedback)
- control theory (negative feedback)

dynamics: behavior and activity of a system over time

- nonlinear dynamics & chaos
- stochastic processes
- systems dynamics (macro variables)

multitude: large-scale properties of systems

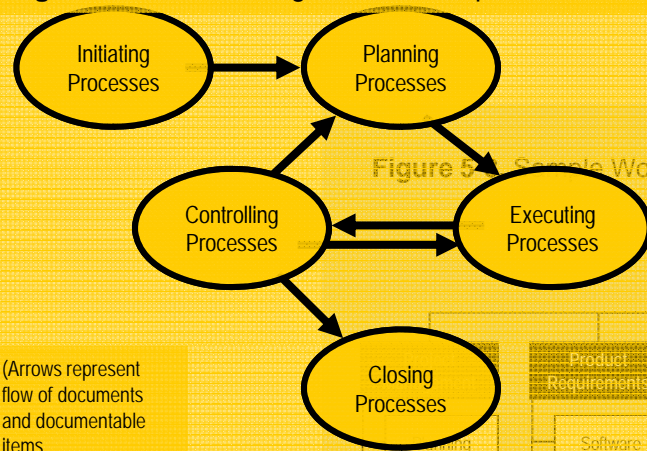
- graph theory & networks
- statistical physics
- agent-based modeling
- distributed AI systems

Source: René Doursat: LSE Seminar 26th June 2009



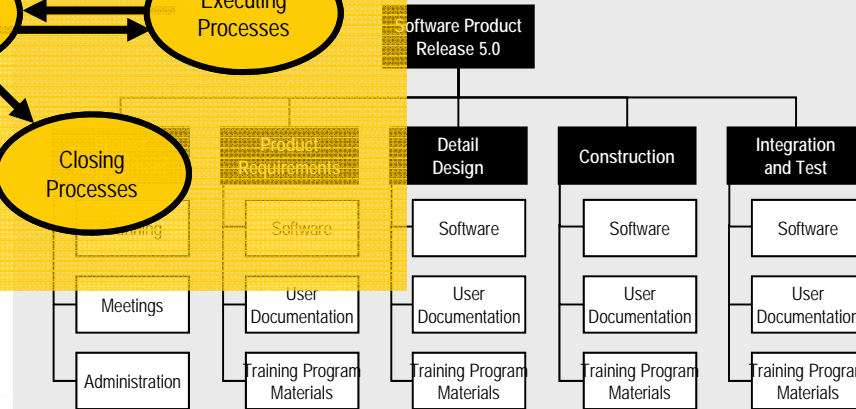
PM Has Become McDonaldised... ..

Figure 3-1. Links Among Process Groups in a Phase



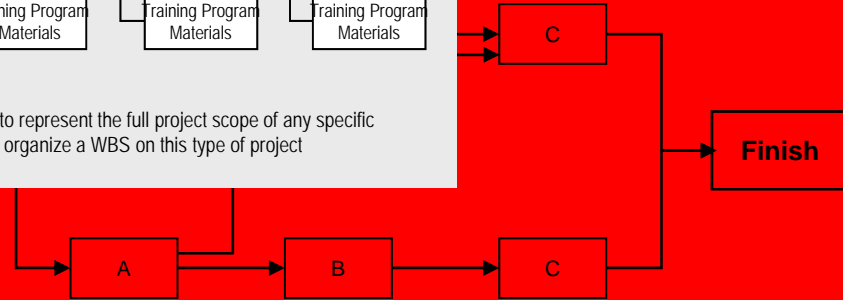
(Arrows represent flow of documents and documentable items)

Figure 5. Sample Work Breakdown Structure Organized by Phase



This WBS is illustrative only. It is not intended to represent the full project scope of any specific project, nor to imply that this is the only way to organize a WBS on this type of project

Precedence Diagramming Method





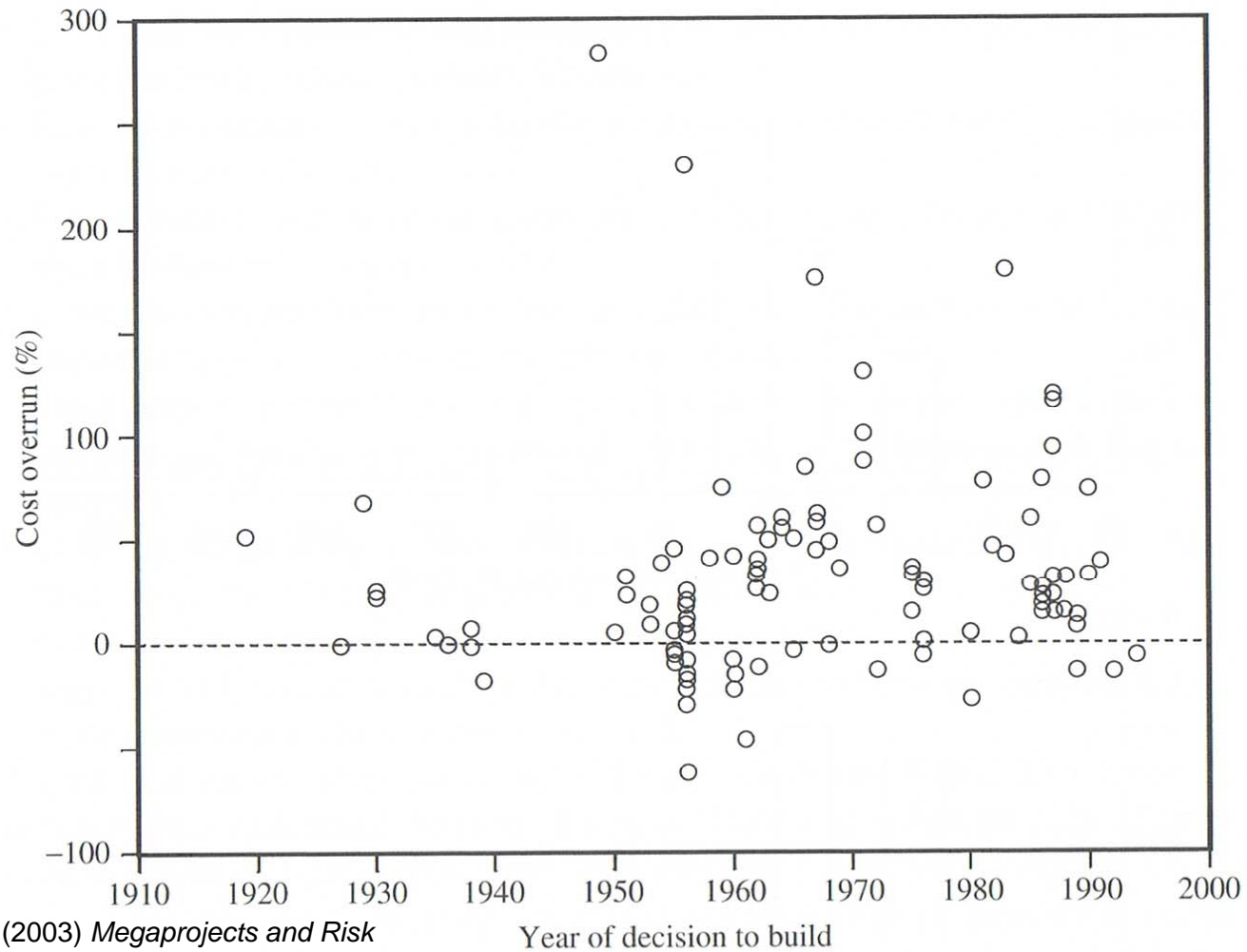
... .. & Neglected Leadership & Expertise.





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But Results Are Less Than Impressive... ..

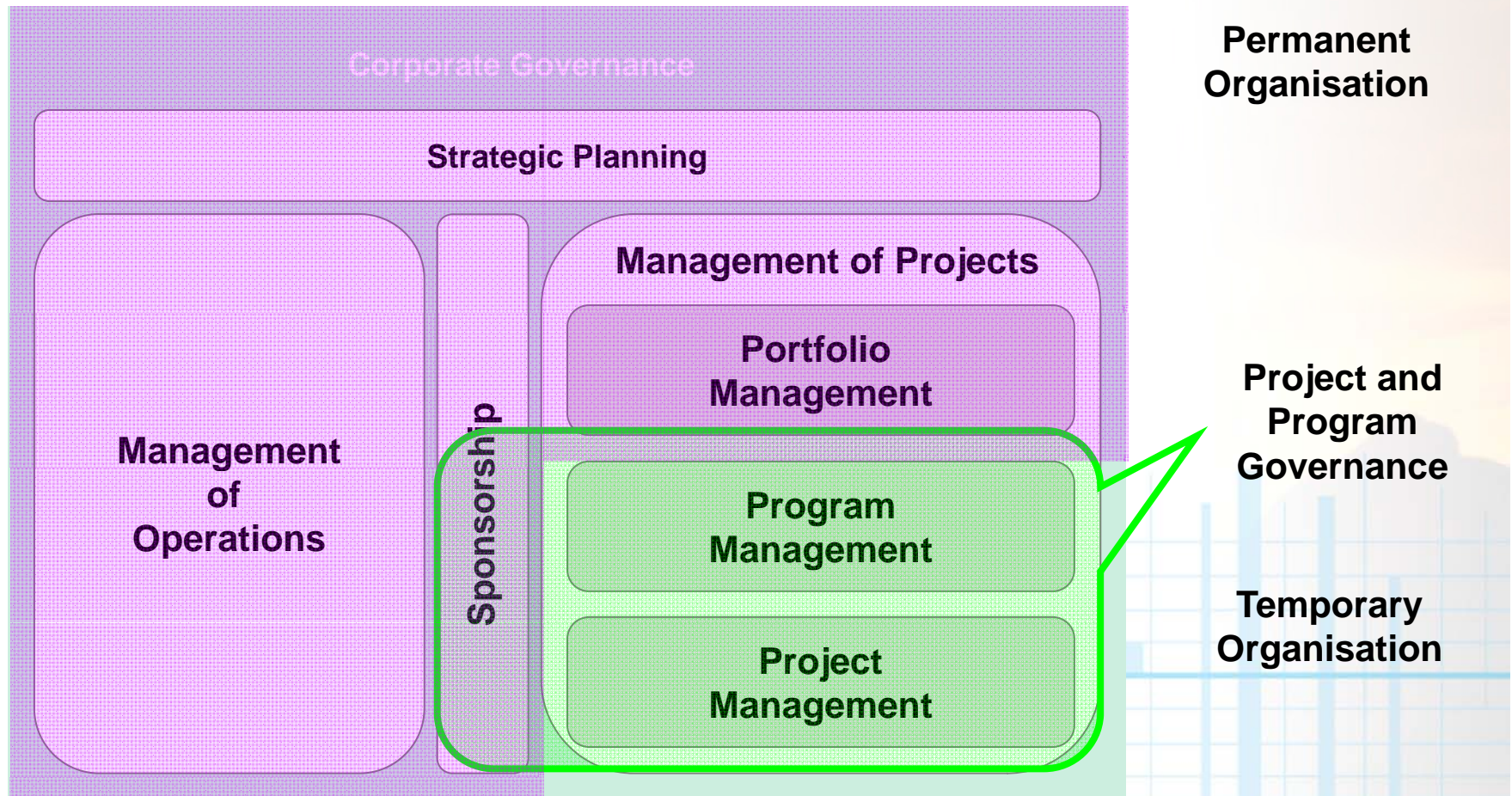


Source: Flyvbjerg, B. et. al. (2003) *Megaprojects and Risk*
Cambridge University Press, Cambridge, UK p18



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PM is EMBEDDED... ..





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And BAU is Different

	Projects & Programs	Business as Usual
Organization	Temporary: Purpose = Delivery	Permanent: Purpose = Survival
Challenge	Innovation: Realizing Envisioned Future State.	Adaptation: Improving Known Current State.



But BAU Influences Many Parts of a PM System

- Policy

- Strategic importance of project management (PM)
- Organizational commitment to PM
- Use of “outside look”

- People

- PM industry experience
- Project manager’s project management experience
- PM education and training
- PM career path
- PM certification

- Structure

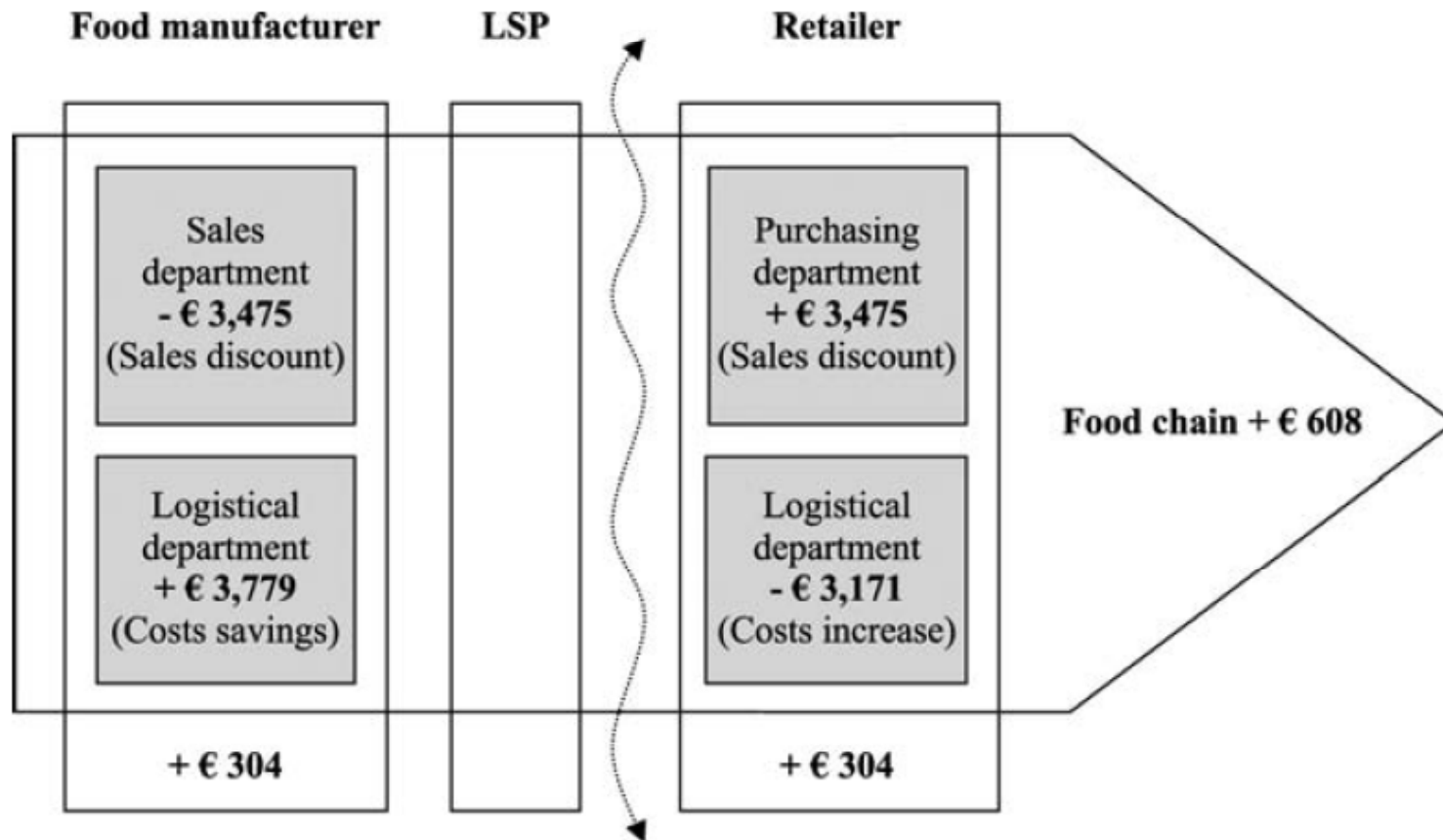
- Project organization
- Governance of programs, projects and project management
- PMO
- Resource allocation

- Processes:

- PM methodology
- Flexible program strategies
- Percentage of projects following formal methodology
- Use of standards.



Example of Counter-Productive Systemic Forces



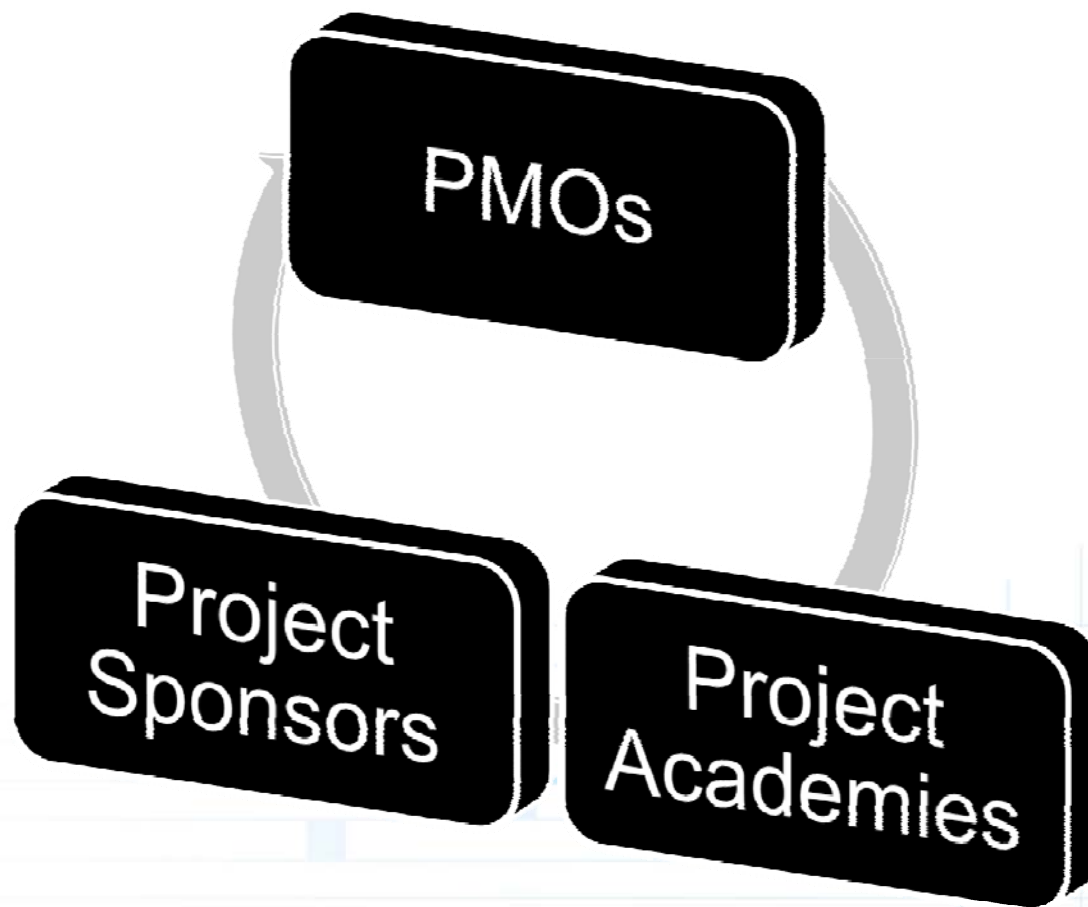
Note: LSP = Logistic Service Provider

Source: Veen-Dirks, P.M.G., and Verdasdonk, P. J. A. (2009) "The dynamic relation between management control and governance structure in a supply chain context." *Supply Chain Management: An International Journal* 14/6 466-478.

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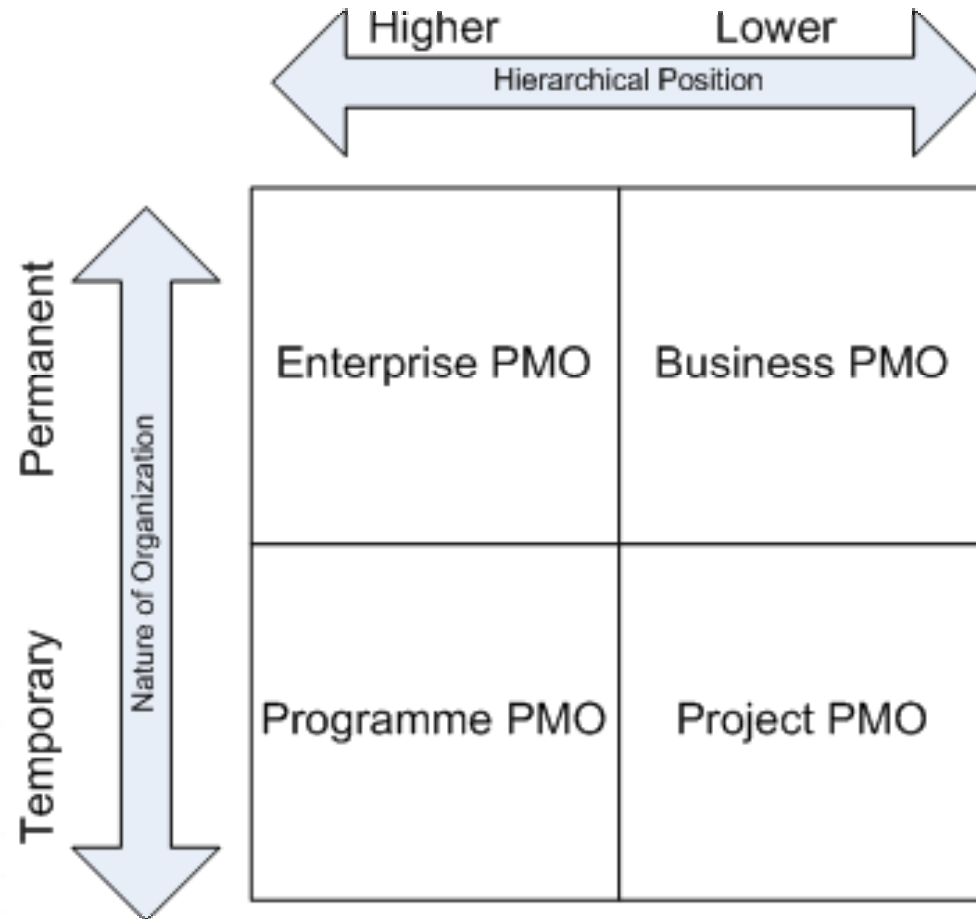
Three Points of Possible Leverage





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PMO's





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Not All PMO's are Equal

Function	Functions Appearing in Top 10s			
	EPMO	BusPMO	ProgMO	ProjMO
Assist in development of project plans		X	X	X
Assist with project report preparation			X	X
Conduct Enterprise project / program / portfolio reporting	X			
Development of policies & procedures for use of PM tools	X		X	X
Development, ownership & improvement of project methodology	X			
Enforcement of PM methodology / standards / policy / procedures	X	X	X	
Facilitate risk assessment & planning		X		
Gather project status information	X	X	X	X
Maintain repository of project data		X	X	X
Periodic project review & assurance				X
Prepare & update project schedules			X	
Prepare Program / Programme reports			X	
Provide project start-up support		X	X	X
Provide technical expertise on PM tools	X			
Provide support / Intervention to 'troubled' projects				X
Provision of policy & procedures	X			X
Provision of templates	X	X	X	X
Resource deployment / allocation to projects		X		
Resource planning		X		
Set standards	X	X		
Specification & provision of PM training	X			



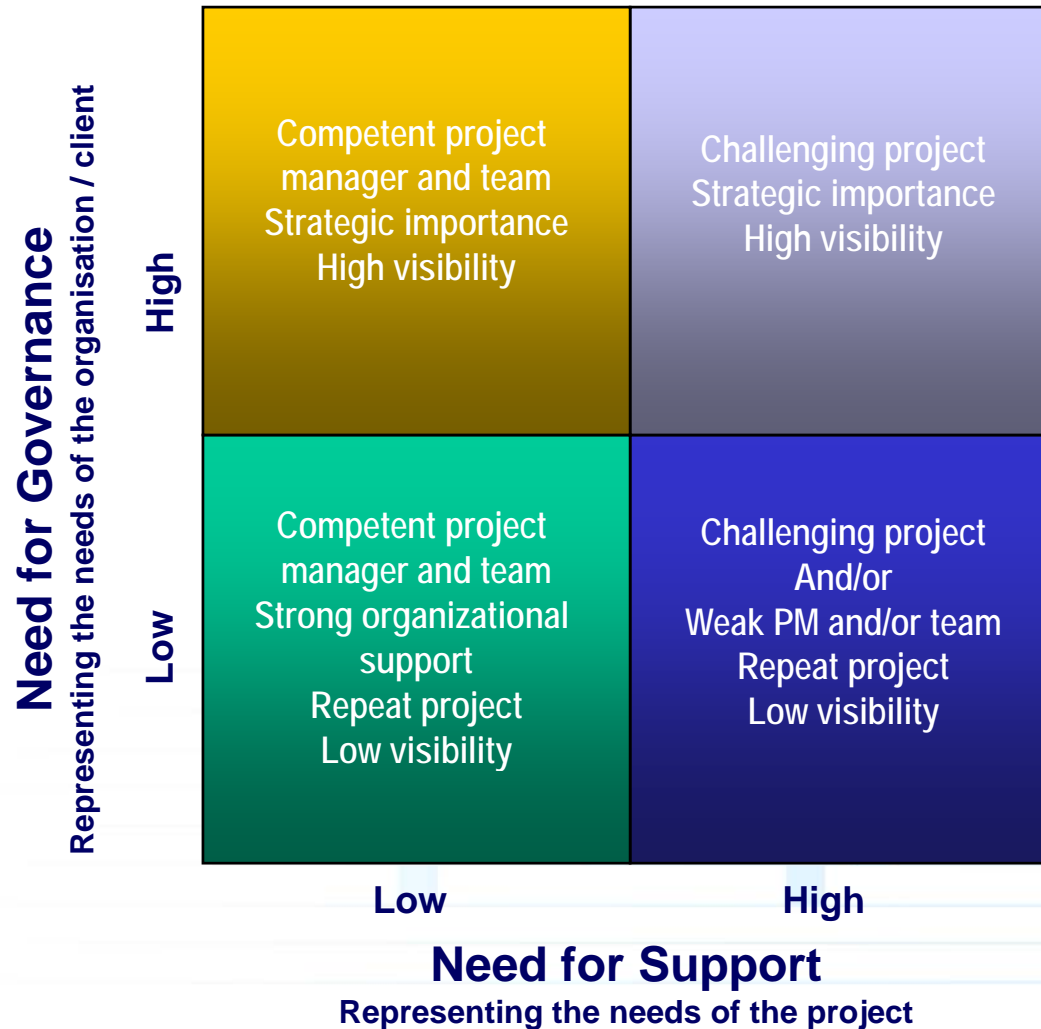
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Project Academies

- Policy
 - Strategic importance of project management (PM)
 - Organizational commitment to PM
 - Use of “outside look”
- People
 - PM industry experience
 - Project manager’s project management experience
 - PM education and training
 - PM career path
 - PM certification
- Structure
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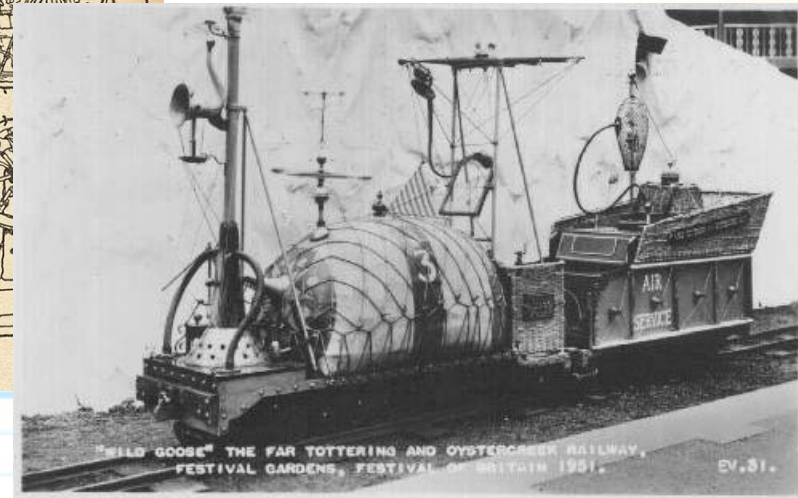
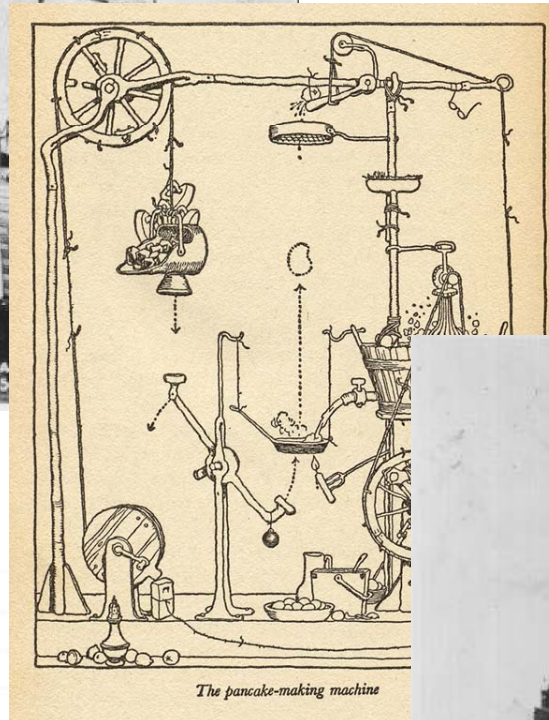
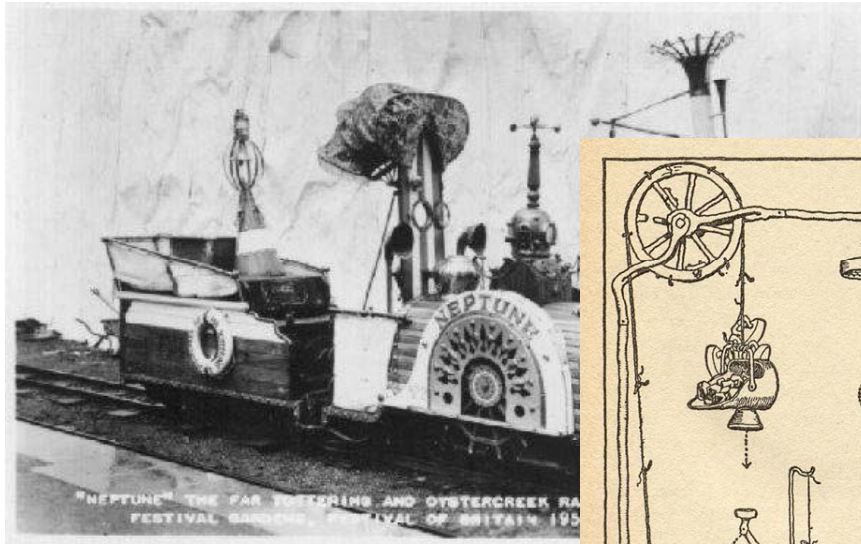
Pivotal Role of Project Sponsor





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Anyone Recognise These?





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Questions?

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