

Project Management to Run But Where's it
Going?

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The Course That Has Already Been Run

- Early Days
 - Computer Support – mainframe, punched cards
 - Reports came back in high volumes – no one had any time to analyse them
 - Data took up to a month to process
 - BUT – we did understand the concept of networks and constructed these for large geographically dispersed projects.
 - The work of a Project Manager was essentially using tools to report on Time, Cost and Quality



Then Came VAX and PCs

- Improved speed of reporting
- Easier contact with data for Project Personnel
- But We still had problems
- Late 1970s
- Over 90% of IT Projects were unsuccessful
 - Success rate for other projects not much better
- Cost
- Schedule
- Expectations



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What did we do?

- WE SPENT LOTS OF MONEY



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What did we spend it on?

- Processes and Procedures



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Such as?

- Management Methods
- Development Methods
- Product Breakdown Structures
- Work Breakdown Structures
- Risk and Issues Management
- Life Cycle Management
- Configuration Management



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What else?

- Project Planning and Control
- Earned Value Reporting
- Total Quality Management
- Return on Quality
- Value Management
- Document Management Systems
- Change Control Systems
- “Training Project Managers”



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The First Stage of Project Management

- Tools, Techniques
- Focus on the magic triangle
- BUT in the Late 1990s
- Over 90% of IT Projects were unsuccessful
 - And not much better elsewhere

- Cost
- Schedule
- Expectations



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The Second Stage Of Project Management

- Realisation that Success Equals
- 20% Processes, Procedures and 'Hard' Skills
- 80% Attitude, Behaviour and 'Soft' Skills



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The Third Stage of Project Management

- Now we see focus on Complexity
- Current Tools not adequate to cope
- “Wicked“ problems
- Interconnectivity
- Many Stakeholders
- Need to develop Intuition and learning from other’s success



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What Else is Happening in the PM World?

- Much more academic interest
 - PM is now considered respectable
- PM research
- Academic Qualifications rather than vocational training



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The Universality of Project Management

- Everybody's doing it!
 - Moved from the traditional fields of Engineering and Construction
 - Finance, IT, Media, Schools etc.
- Everybody's heard of it
 - High Profile Projects
 - Business Focus on PM
- Everybody's teaching it
 - Courses at all levels
- Project Management increasingly regarded as a profession



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Increased Professionalism

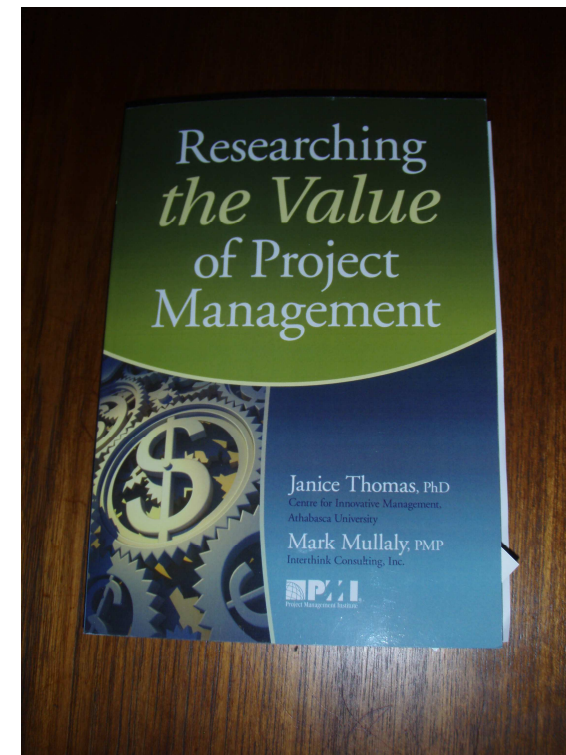
- Competency
- Demands from Employers for recognised qualifications
- Research into “is PM a profession?”
- PMs wish to be recognised
- Young People are seeing this as a career and demanding career paths



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The Value Of Project Management

- Publication of work done by 40 academics worldwide
- Indicates that Project Management give real value
- What Employers have been seeking



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Growth in Professional Associations

- APM in the UK is seeking to become a Chartered Organisation
- Will lead to development of a register of Chartered Project Professionals
- Increasingly high standards required
 - Codes of Conduct
 - Ethics
 - Note IPMA Seminar last year on Professional Ethics
- No longer “Just Technicians”
- Responsibility for Sustainability
 - Recognise the potential damage from projects and act responsibly to advise clients



Go the Extra Mile

“There is no traffic jam on the
extra mile.”

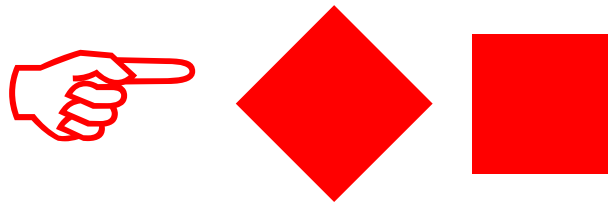
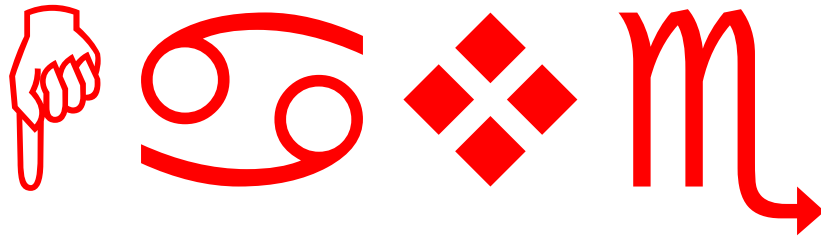


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The Key Components of a Project Manager

- Leadership
- Willingness to learn from others
- Use of Good Interpersonal skills
- Ability to Motivate
- Energy
- Commitment to excellence and success
- Sense of humour
- *A little crazy*
- Plus a “tool box” of “Hard PM Skills”





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HAVE FUN!



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IPMA»

Closing Thought Borrowed from APM

“There is nothing more powerful on earth
than an idea whose time has come” -
Victor Hugo

And for Project Management that time is
now

