

Project Management Remastered for the Digital Age

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PROJECT CHAT 2019 - ADELAIDE
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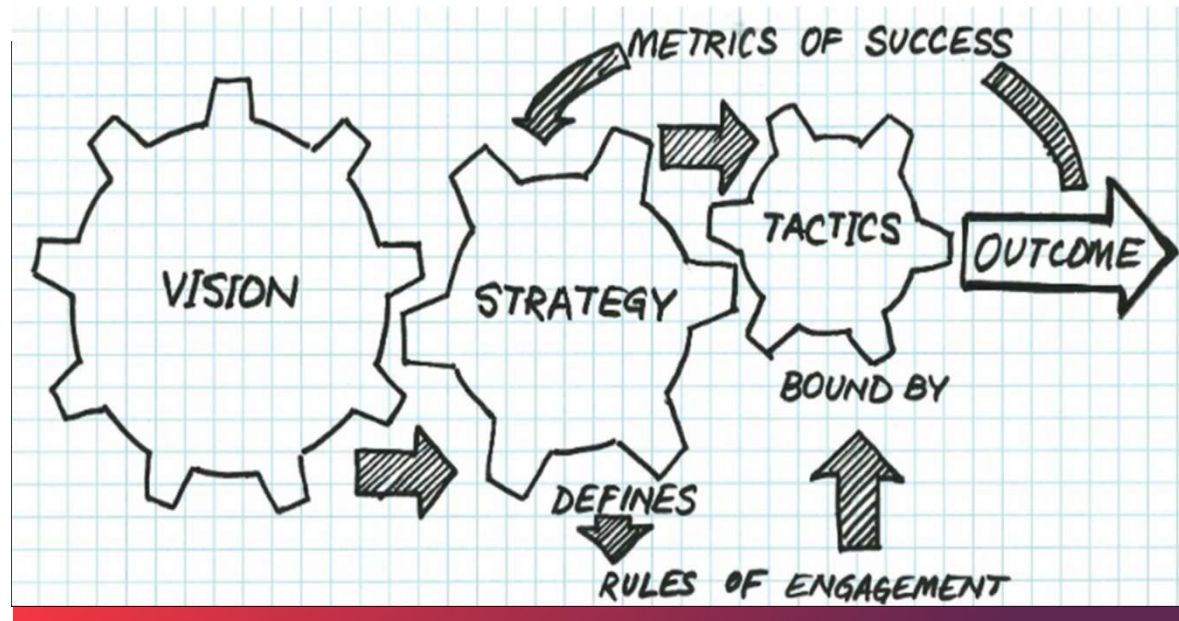


Question:

Project Management
beyond 2020, Tactical
or Strategic?

Answer:

...you can't have one
without the other!



*“Strategy without tactics is the slowest route to victory.
Tactics without strategy is the noise before defeat.”*

- Sun Tzu



Today's discussion points:

1. Objectives
2. Execution Strategies – Methodology – People
3. Case Study – summary
4. The “fourth industrial revolution”
– context for the future of project management
5. Project management remastered
6. Closing Remarks & Conclusions

About Synergy



A TRULY LOCAL FIRM

We are a purely Canberra- based firm specialising in services to government.



PARTNERING WITH CLIENTS

Our clients are valued partners and active participants in our solution delivery process.

300+

SKILLS AND EXPERIENCE OF CONSULTANTS

Clients engage us for our ability to attract and retain highly skilled and experienced consultants.



INNOVATION AND AGILE

We deliver quality outcomes by adopting a modern and agile approach.



VALUE FOR MONEY

We regularly compete with Tier 1 accounting firms.



A FLEXIBLE APPROACH

We are not tied to specific methodologies. We flex our approaches, depending on your needs.

Founded in Canberra in 1999, Synergy has grown to become a leading professional services firm. We are Government and Defence specialists delivering a truly collaborative approach to the important challenges of today.

We work independently and in unison with our clients, to guide, lead, solve and resolve challenges ranging from small advisory pieces through to complex, large scale transformation programs. We provide end-to-end, whole-of-life service, from strategic planning to change management, creative and design, people and organisational development, digital and technology, financial management, audit and assurance, risk management and more.

SYNERGY IS ALSO AN ACTIVE PART OF THE CANBERRA COMMUNITY AND WE 'GIVE BACK' WHENEVER WE CAN.

We are committed to putting back into our community in many and varied ways. Whether it is by participation through committees, provision of pro-bono services, donations or sponsorships, the team at Synergy are all encouraged to be an active part of our community and to 'give back' in whatever way we can.

WE CURRENTLY SUPPORT:

- RAW Potential Canberra
- ACT Brumbies
- Marymead
- SoliderOn
- Camp Quality



Synergy Capabilities

FINANCIAL, CORPORATE AND PERFORMANCE

- CFO Advisory
- Business Case and NPP Development
- Costing and Cost Management
- Corporate Governance
- Performance and Process Improvement
- Investment and Benefits Advisory
- Business and Data Analytics
- Property Advisory
- Organisational Performance
- Shared Services

PEOPLE AND ORGANISATION DEVELOPMENT

- Workforce Planning
- Human Resource Strategy and Management
- Leadership Development
- Individual, Team and Organisational Coaching
- Workforce Research
- Cultural and Behavioural Change
- Stakeholder Engagement
- Workshop Facilitation
- Organisational Psychology

DEFENCE AND NATIONAL SECURITY

- Strategic Policy Advice and Formulation
- Business Optimisation and Concepts of Operation
- Capability Analysis and Portfolio Prioritisation
- Defence Program and Project Management
- Project Control Services
- National/Regional Campaign Design
- Capital Investment Synchronisation
- Defence Industry and Innovation

PROGRAM DELIVERY

- Program and Project Management
- Change Management
- Communication Planning and Delivery
- Agile Design, Implementation, Delivery, Coaching and Advisory
- Business Analysis
- Procurement

CREATIVE AND DESIGN

- Brand Identity
- Creative Campaign and Strategy
- Graphic Design
- Television, Cinematic and Commercial Development and Production
- Visual Communication and Publication Design

GOVERNANCE, AUDIT AND ASSURANCE

- Internal Audit
- External Audit
- ICT Audit
- Assurance Reviews
- Risk Advisory
- Fraud and Investigations

DIGITAL AND TECHNOLOGY

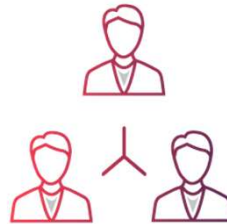
- Digital Strategy
- Digital Transformation
- Design and Innovation
- Cloud and Emerging Tech
- Service and Process Digitisation
- Information Management
- User Experience Design
- Corporate Systems, Strategies and Business Cases
- SAP-Based Business Transformation
- Robotic Process Automation
- Systems Development Life-Cycle Support
- Enterprise Information Management
- CIO Operating Models
- ERP



1.Objectives



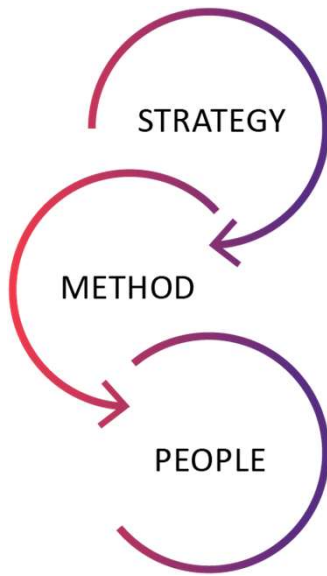
Provoke reflective thinking on your own and your organisation's approach to project management.



Increase self-awareness of the people and skills mix.



One "take home" thought – at least one new perspective on what it takes to deliver a successful project.



2. Execution Strategies, Methodology, People





Strategy

- a system of expedients
- translation of knowledge to practical
- improvement of original thought in response to continually changing situations

“No battle plan ever survived first contact with the enemy”


- Moltke, 1871

The “execution gap” ...when delivery ≠ strategy

Project Execution is the most critical phase:

- ...usually the **longest and most demanding**
- ...purpose is to **complete the work** in PMP
- ...best opportunity to **close the “execution gap”** and **protect the business case value**.

(Caietti 2018)



The main cause of project failure
“...lack of execution and focus and an
increase in process, tools and red tape.”

(Chaos Report, 2009)

Examples of Strategies for Project Execution



Begin with the end in mind

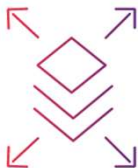
...more likely to stay aligned to target outcomes and benefits.



Tailoring

...methodology.

Projects don't follow the text book.



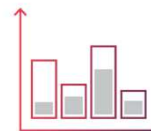
Execute and adjust

Every project is unique. Project leadership must be nimble, adaptable, flexible ...open to course correct, ...make tactical changes to the PMP to preserve project value.



Collaborate, listen and lead

Listening is an underutilised skill! Project leaders don't have crystal balls and they don't have all the answers. Leverage the collective knowledge of your team.



Build High-performing Team

Deal with the "competence dilemma" – Team capability. Beyond the personality inventory, get people who: are interested in the job, committed to do good work, and who are **problem solvers**.
(Frame, 1999)

Defence Project Execution

High-level Project Execution Strategy...

“...summarises the approach to approvals, project management, acquisition and sustainment – [it will] be **tailored to the specific needs of the project and derived from an analysis of project complexity** and the key **project risks**”

“...development of future Defence capability needs to be a **collaborative process...**”



Source: Capability Life Cycle – Detailed Design

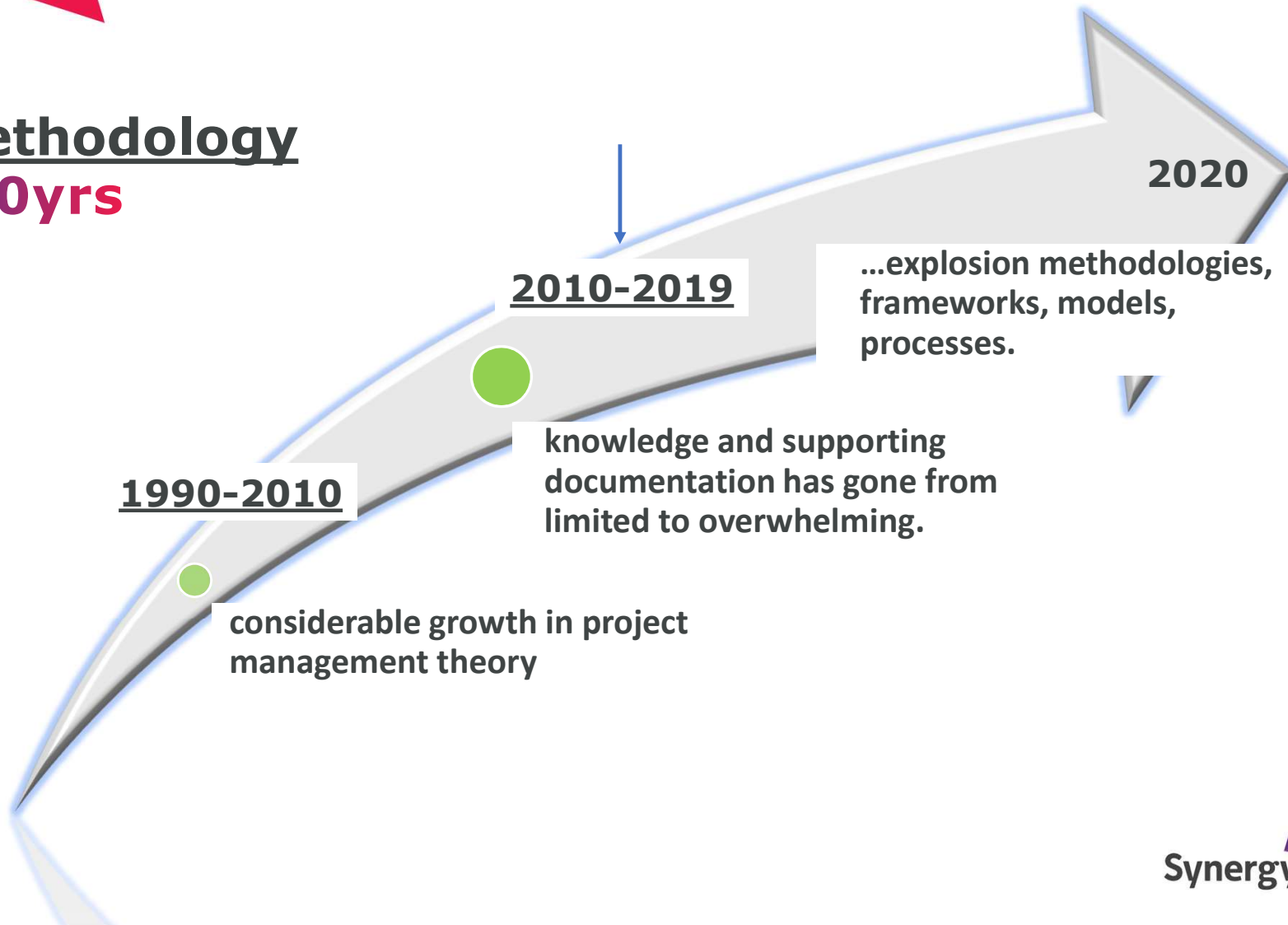
Reference

PROJECTMANAGER			
10 Strategies for Project Execution			
	Begin with the End in Mind By keeping the end in sight, you're more likely to stay aligned with strategy.		Get Buy-In If your team doesn't understand the strategy, they're not going to know what to do.
	Leaders Have the Skills It's crucial to have the correct combination of skills, from business to technical, in order to get the job done.		Build High-Performing Teams The right team, with the right skills, who are informed on strategy, will lead to success.
	Monitor with Accountability Keep the lines of communication open, and follow the progress of performance of your team.		Listen to Lead A leader doesn't bark orders, but seeks feedback and fosters a dialogue with the team to better communication.
	Be Flexible Every project is different. You must be open to change and nimble in your response to it.		Celebrate Note small wins and milestones, boosting morale by acknowledging teamwork.
	Team Effort There's no "I" in team. Everyone works together towards a common goal.		Fail Better Don't let failure creep up on you when it's too late to do anything about it.

10 Strategies to Promote Successful Project Execution

[https://www.projectmanager.com > blog > project-execution](https://www.projectmanager.com/blog/project-execution)

Methodology <20yrs

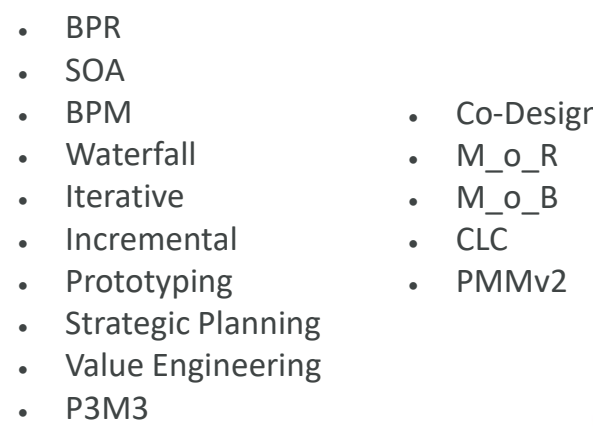




Method

- Catastroph

- Agile
- Linear Scheduling Method
- PERT Scheduling Method
- PMBoK
- PRINCE2
- Portfolio Analysis
- RACI
- RUP
- Rapid
- SMART
- Scrum
- Evolutionary Acquisition
- PMMM
- System Engineering
- Value Engineering
- P3M3
- Co-Design
- M_o_R





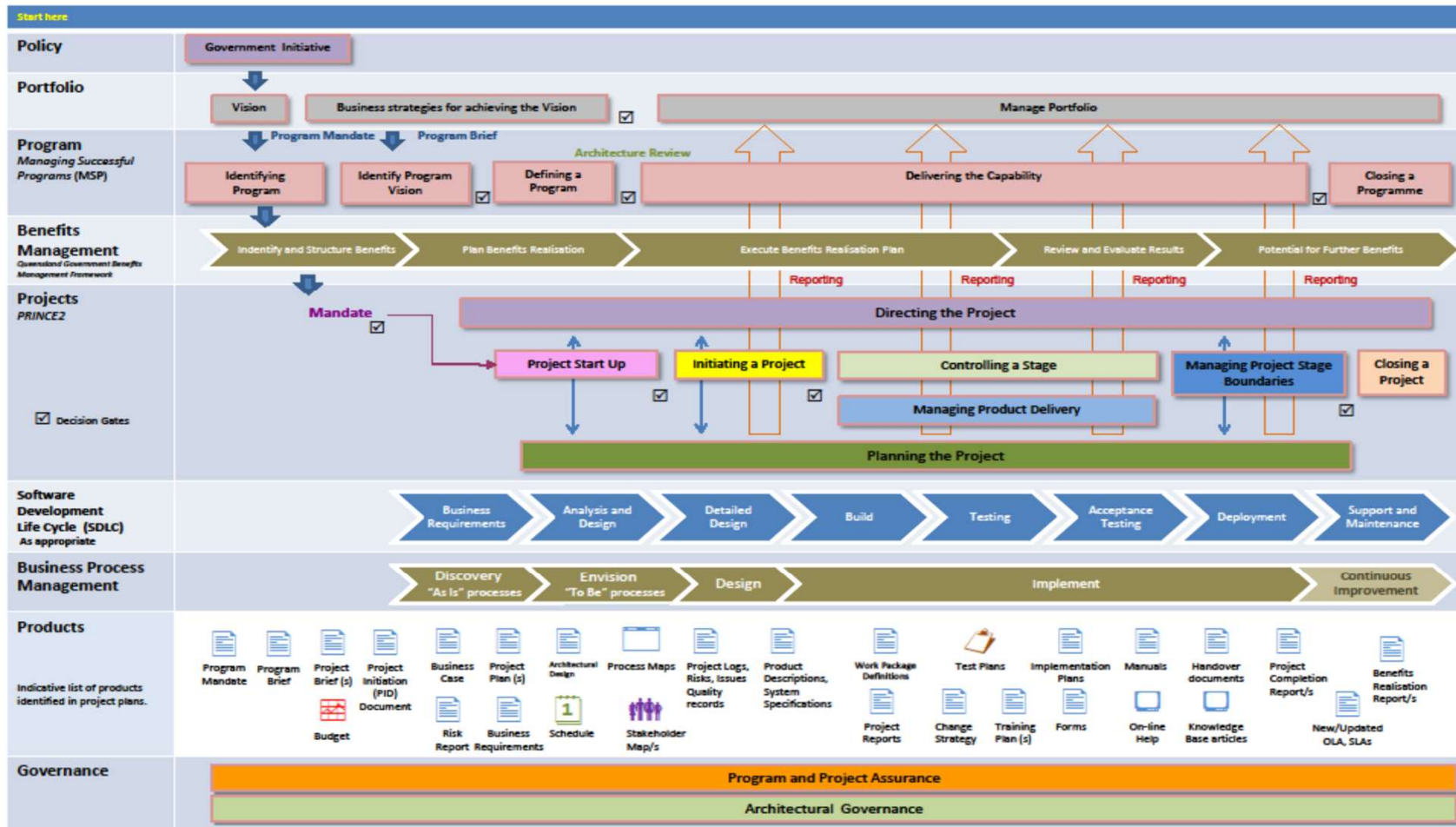
Customisation

“...**many organisations develop their own internal project framework and methods**, believing that without a 'custom' approach the general industry models provide no leverage for achieving required results.

From an anecdotal observation, there are many different project approaches used in organisations that **whilst similar, are separated by terminology and language.**”

Source: Trevarthen, D., Innovation and Business Skills Australia,
“Project Management Review Discussion Paper”, Version 1.2, 2012

Portfolio, programs and projects hierarchy and approved methodologies



People

Key people factors influencing team performance...

Team Roles

- Resource Investigator
- Co-Ordinator
- Shaper
- Monitor Evaluator
- Team worker
- Implementer
- Completer Finisher
- Specialist

Major Influences

- Member Characteristics
- Authority or Influence
- Training
- Capability
- **Selecting the right people**



Source: <https://www.belbin.com/about/belbin-team-roles/>

“A **shared** project management **leadership** team, with **complementary behaviours** (co-ordinator, monitor evaluator & completer finisher), that includes the business, will improve team effectiveness and contribute to project success.”

(Bryant 2016)

“Competence Dilemma”

Individuals, Teams, Organisations need:

- appropriate level of relevant education
- experience
- support systems
- interest in doing the job
- commitment to do good work
- problem solvers

(Frame 1999)





The Prime Minister's View

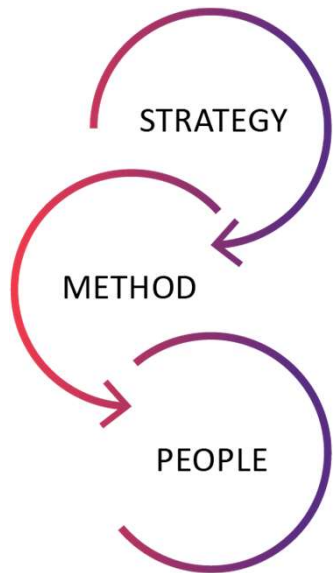
Q. “...comment on what you see as the **key workforce skills** and **capabilities** that the **APS needs** to continue investing in...?”

Dr Jill Charker, Deputy Secretary and Chief Operating Officer – Department of Employment, Skills, Small and Family Business

A. “...**Problem solving skills** - that's the most important thing, ...**We're in the opportunity-taking business.** And that **requires complex problem solving skills** that can **work across disciplines...**”

Prime Minister Morrison

Source: Transcript: 19 Aug 2019, Parliament House, Canberra, Prime Minister



3. Case Study





Project Characteristics

Project identity problem: Business or ICT?

Methodologies...

Limited Org PM
Framework
PRINCE2 + PMBoK
Agile
SCRUM
ITIL

Procurement & Contract Mgt...

150 End-User Stakeholder Enquiries
22 Tenders
Market Testing Completed in 12 weeks
Contract Signature +4weeks
(Negotiation Christmas/New Year)
1 x Contract Change
2 x Additional Services

Strategies...

Begin with the end in mind
Tailoring
Collaboration



Project Characteristics

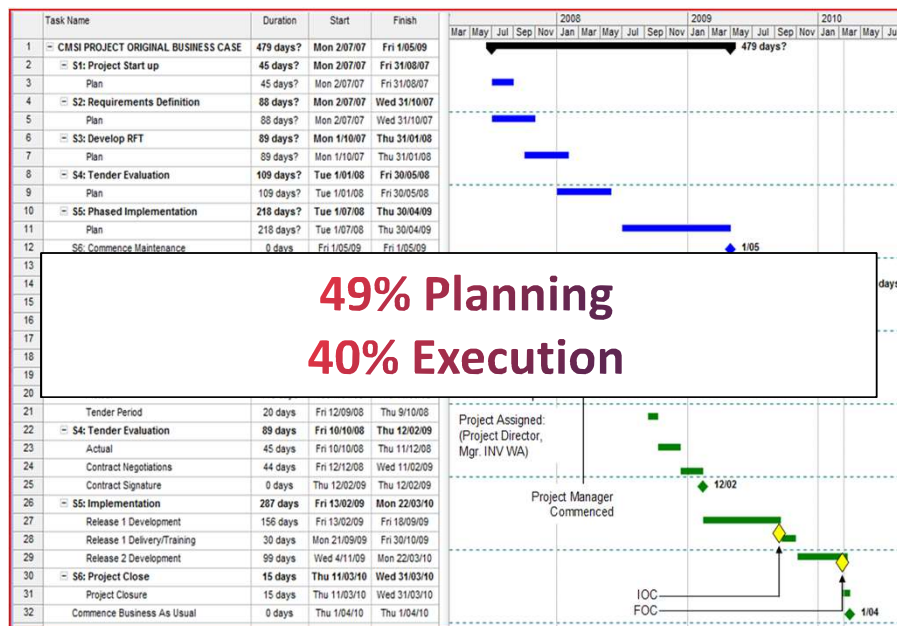
People...

- Circa. 250 Stakeholders
- Low organisational project management competence
- Disengaged Sponsor
- Virtual Project Team
- Total 116 Project Labour Resources
 - 10 External Organisations
 - 12 Internal Organisations
 - 87 Internal Individuals
 - 29 External Individuals

Communication...

- 3.3GB data
- 5,678 Electronic Files
- 611 Directory Folders
- 61 Registry Files
- 11,000+ eMails
- Approx. 10 Iterations of Project Budget
- 7 iterations of PMP
- 51 Reports
- 100+ meetings

Project Performance



Time

Plan: 1.8yrs

Actual: 2.4yrs
+32% var.

Cost

Plan: \$3.6m

Actual: 2.8m
(14% OpEx)
-22% var.

Quality

22 Issues

40 Risks

- 2 Extreme
- 15 High
- 21 Medium
- 3 Low

Effort

Plan: 2.2yrs

Actual: 2.9yrs

Project Success

“... this system looks too good for our organisation” - Customer

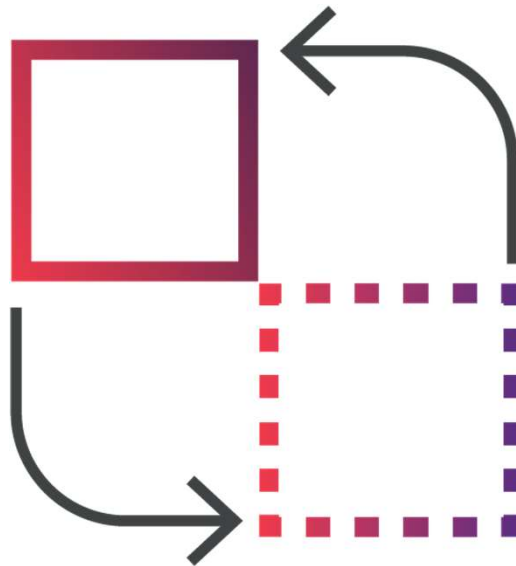
*“Major Achievement. Modernisation of our product ...
far and away the slickest implementation we’ve done.”* - Software Vendor

2010 AIPM PMAA Award ACT Chapter and National (ICT Category)



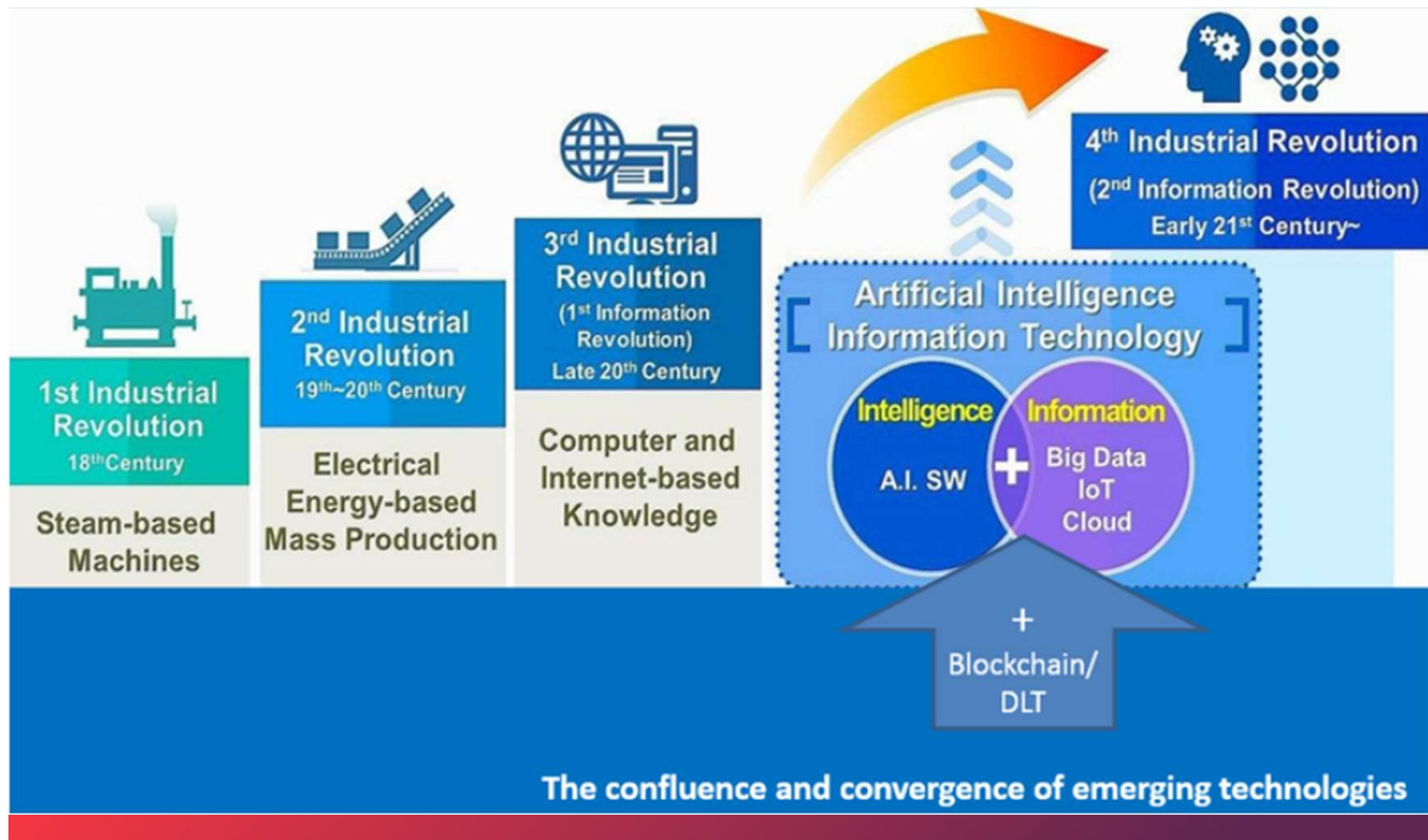
The success was due to the people.
The project found innovative ways
to solve the “competence dilemma”

So... what needs to change?

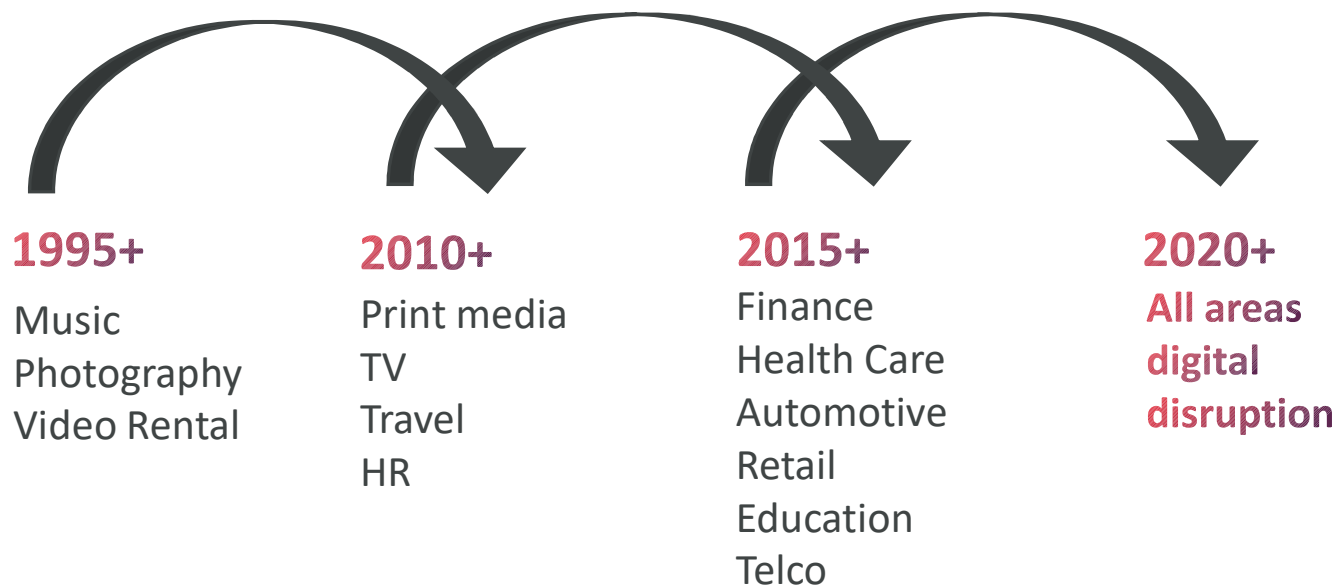




4. The fourth Industrial Revolution “Digital Age”



Waves of digital disruption



Source: Digital transformation and how it affects project management (2017)



Disruptors

- Autonomous and self-driving vehicles
- Big data
- Sustainable development, climate change, renewable energy
- Customer expectations of speed
- Artificial Intelligence
- Healthcare Reforms
- Increased competition
- Increased government regulations
- New technology – robotics and process automation
- Political change
- Cyber threats
- Internet of things
- Gig economy
- Generational change

Source: McKinseyGlobal Institute



Changing Customer Experience

- Next 10 years, software disrupts most traditional industries
- Exponential improvements in Artificial Intelligence
- By 2030 ICT is more intelligent than humans
- Uber, (incl. Uber Air – electric drones carrying people across Melbourne)
- Airbnb ...
- Computers Chess Champion
- Facebook pattern and facial recognition
- Driverless cars
- Future generations won't have a driver's license – never need a car
- Gartner predicts more conversations with Bots than with spouse



Why the “Digital Age” is different

- evolving **exponentially** not linear **pace**,
- **Breath and depth ...having unprecedented paradigm shifts** in economy, business, society and individuals – fundamentally changing the “what” the “how” of doing things, and “who” we are.
- **...transforming entire systems** across (and within) countries, companies and society as a whole - production, management and governance.
- **...speed of breakthroughs** (innovation) unprecedented.
- By 2022 **...expected global spend** on digital transformation technologies and services **US\$1.97 trillion** (IDC 2018)



“Next Generation Business Models” that evolve using customer generated data

- Social Media – Facebook, LinkedIn, Twitter, WhatsApp, Skype...
- Mobile – Apps and platforms...
- Analytics – Big data, BI, Analytics...
- Cloud – Public, Private, On-premise...
- Internet of things
- Machine Learning
- 3D printing
- Augmented workforce and virtual reality
- Retail
- Manufacturing
- Utilities
- Health Care
- Retail and Banking
- Logistics & Transport
- **Government and Public Sector**

(McKinsey 2017)



5. Project Management Remastered

What the research is saying...

International Data Corp.

PMI and Forbes Insights: 2017-19

- ~80% of organizations have undergone a significant transformation using disruptive technology
- only 25% realized their original goals

Accenture

- only 3% of business leaders intend to invest significantly in training and reskilling programs through 2020.



- **Organisations need** to couple new tech with the **right people**, with the **right skills** working **on the right projects**.
- The future of work demands that organisations **build** the **flexibility to accommodate** whatever skills, capabilities and **project delivery approaches are needed for specific work**.



Traditional approaches used differently

- Each project has unique rules and guidelines, making **singular approaches** un-scalable for all initiatives
- Industry-specific tools and methods will lead to **specialisation**
- Shift from “one way of managing projects fits all,” to an adaptive mash-up of conventional and agile practices
- **...distributed accountability**
- **PMs known for their** unique systems, *like chefs with **signature dishes***
- No more **reporting**! Everything will be **automated**, real-time and adaptive
- **AI tools** will predict risks and optimum schedule
- **Project management** will be less task-based and more about **people, collaboration** and relationships
- Project teams global, virtual and distributed
- PMs will be freelancers

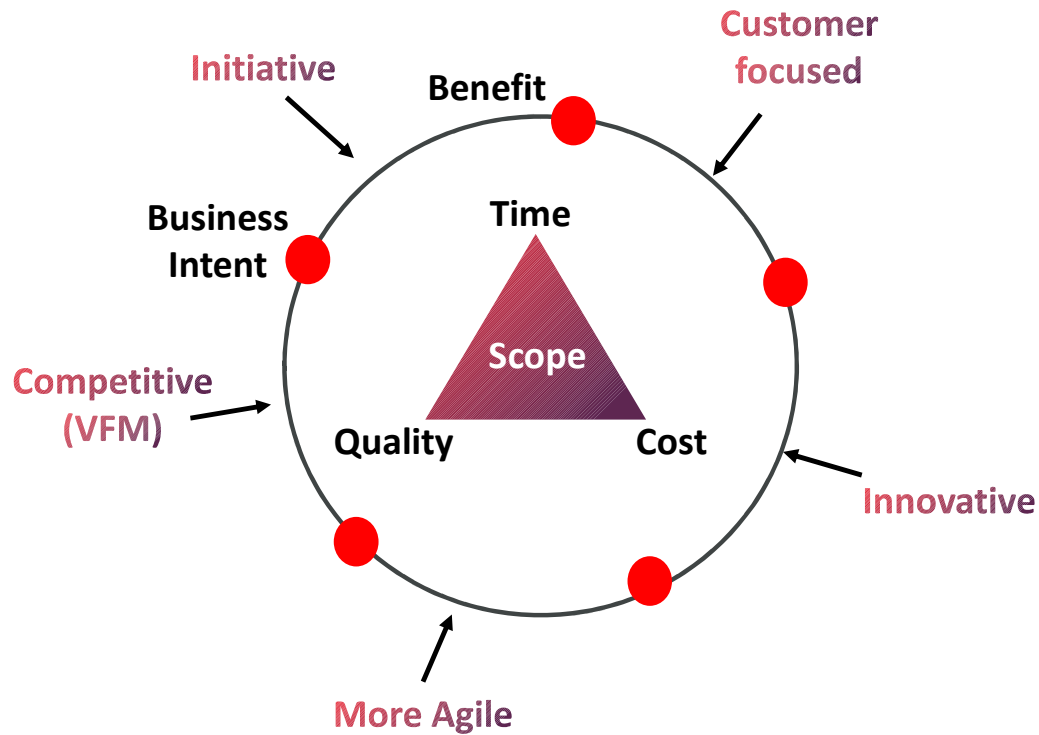
(Caietti, Young, Parker, Hass, PWC, McKinsey, PMI, AIPM, et al)



Traditional approaches used differently (cont.)

- Requirements and plans **leaner** and **more visual**
- Regular/**iterative** updates as more is learned
- **Teams welcome change** that adds value
- **Projects simplified** (smaller with less features) to be more manageable
- Project **success** measured in terms of **customer value**
- Collaborative approaches foster **creativity and innovation**
- Project delivery shared accountability
- ...a holistic view ...both an **art and a science**
- **PMs and BAs partner** to balance analysis and intuition, order and disruptive change.
- **Decision making is collaborative.**
- **Thinking is** global, all-inclusive, **strategic**
- **Complexity is leveraged** to achieve creativity
- **Leadership is shared**, diverse, expert
- **Methods are adaptive, creative, agile, visual**
- **Solutions are innovative**, competitive, and sometimes unsettling and disruptive.
- **Value** is **delivered early** and **often**.

Increase scope
...no change to
budget, schedule
or quality.





The role of Systems thinking in cognitive ability:

...**understanding** the dynamic behaviour of complex systems, **interpreting** the many circular, interlocking, sometimes time-delayed relationships among its component parts, **pre-determining** system behaviour, and **predicting** the response and outcome.

Project Management Remastered



Traditional	Remastered
Management	Leadership
Tactical oriented	Strategic & Systems Thinking
Project & Requirements Management	Complexity Management
Linear	Adaptive
Business-as-usual	Innovative
Project Outcomes	Business and Customer Value

“Project professionals will broaden their skills and learn new ways...”

- Pulse of the Profession 2018

21st Century Challenges

Organisations are looking for

“Enterprise” PMs and BAs:

- Experienced, **solutions-focused** business and ICT professionals
- Ready, willing and **able to step into leadership roles**
- Able to **shift** in focus from **tactical to strategic**.



...can't find the talent needed to negotiate constant change and unrelenting complexity


6. Closing Remarks





Conclusions:

1. Systems Theory is fundamental to Project Management.
2. Traditional methods need to adapt to the “bot-com” era ...It’s not about the methodology – shift emphasis to digital-savvy execution strategies
3. Organisations that default to “process” and don’t solve the “competence dilemma”.
4. **People Deliver Projects** – Project success is achieved when smart, capable project managers (and **teams**) **work together (not against each other)** who are problem solvers, interested in the job and doing good work.
5. Project execution needs a more cognitive approach: strategies + methodology + people
6. “Triple Constraint” is an effective control but not an effective success measure – a project’s unique success criteria should be defined in the business case.



“One thing that I am absolutely certain of is this: project management will continue to be easy to understand and hard to do.”

Bill Duncan
Author PMBoK 1st Edition

Thank you





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