

# citi bulletin

autumn 2002

news from **citi** – the project professionals

## new directions in project management

**K** **EY numbers in CITI's launch of its Practitioner and Professional project management programmes are 1989, 6,324 and 5.**

In 1989 CITI began its research into what makes a successful project manager succeed, project after project. The results from this research were central to the creation of our education programmes that thousands of novice and experienced project managers have now experienced.

From these thousands of project managers, **6,324** have been assessed in terms of their capabilities and the characteristics of their projects. Analysis has allowed us to determine which techniques and tools work best, what impact industry sector plays, and whether or not engineering or administration backgrounds matter.

### success factors

The wealth of knowledge and experience that CITI has gained from working with and challenging some of the best project managers, who have been working on a number of the most complex projects, has been channelled into the development of the professional project management programme. Our research proves conclusively that, while project management disciplines do not vary significantly across domains, the success factors do.

Consequently, we have created three paths for the project professional, based on success factors. One addresses the technical domain, particularly IT and engineering, focusing on product development and the factors critical to successful delivery of physical solutions – 'things', 'deliverables'.

by **Christopher Worsley**

CEO: CITI Group

Another focus on projects that deal with change; sensitive projects, where politics are at least as crucial as the products. The last is concerned with large projects that are managed through the use of contracts, where the project manager is effectively serving two masters – the project and the contract in which the project lives.

### responsibilities

The three professional paths are only part of the story, however. Before individuals can master a subject, they need experience and practice. CITI's review of the last 14 years of developing project managers determined that the apprentice and journeyman project managers are entrusted with considerable responsibilities and need to manage competently the projects in their care. We have distilled their needs into two practitioner programmes.

One is directed at individuals with a business background, who find they need now to manage projects. The programme introduces the key concepts and behaviours necessary to succeed, and makes them capable of taking the APMP, the first rung on the ladder to professional project management. The other programme is for the IT or engineering specialist who is charged with developing a system or solution. This specialist may have led small development teams before, using standard techniques, but

managing projects requires more than scheduling and technical capability. The practitioner programme equips them to run relatively complex, real projects.

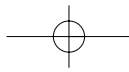
Our three professional and two practitioner programmes means that CITI has **5** pathways to suit the project manager needs of any organisation. With the routes defined, we can take suitable individuals from any background or discipline and make them great project managers.

Of course, the project community extends beyond the project managers; therefore CITI provides programmes to address the needs of programme managers, project executives, project sponsors and project members, to ensure organisations have high-performance project management. However, this article is about project managers, so we'll leave the discussion as to how we support these others to later bulletins.



change starts here  
www.citi.co.uk

citi the project professionals



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## CITI open courses and workshops



### Sept 12, London – Project support office workshop

CITI's popular one-day project support office workshop is a must for companies setting up or looking to improve the management of their project support office. Focusing on personal successes and gaining knowledge from CITI's extensive research base, the workshop covers the best practices that should be applied in every business.

### Oct 4, London – Programme management workshop

This one-day workshop is aimed at programme managers who need to refresh their knowledge or those wishing to gain a better awareness of programme management disciplines.

### Sept – Working with projects course

Aimed at work package managers and line managers working in small projects, this course lays down the foundation for planning and implementing a successful project using recognised tools and techniques.

### Oct-Nov – Making projects work programme

Delegates should be responsible for implementing significant stand-alone projects or projects that form part of a major programme. The first module lays down the management tools and the second allows delegates to test their planning abilities using case work.

### Oct-Nov-Dec – Project management masters programme

Aimed at project managers dealing with complex cross-organisational projects, this is the most advanced of the CITI project management courses. This three-module course extends the capabilities of experienced project managers to ensure the successful delivery of the most complex of projects.

**For more information on courses and workshops, please contact Anna Singleton on 01908 283600.**

## PROJECTWORLD showcase

NOW in its 13th consecutive year, ProjectWorld is Europe's leading showcase and conference dedicated to the project and programme community. The event focuses on all aspects of the profession, from planning and risk management to resource and portfolio management. The next ProjectWorld takes place on the October 2-3, 2002 at the NEC in Birmingham.

ProjectWorld attracts more than 1,400 key decision-makers and influencers looking to improve project management capabilities within organisations by increasing internal effectiveness in the management of projects

and services. The event comprises an exhibition of over 65 leading European suppliers of software, training and recruitment solutions. In addition, a highly focused seminar programme runs alongside the exhibition and is hosted by some of the industry's key influencers, with the addition of blue-chip case studies, providing both practical and theoretical advice to update and educate delegates on the key issues affecting the market.

Leading the field in project and programme management, CITI will be running two seminars at this prestigious event. On

# fast-track de

**A**FTER an intensive evaluation, Railtrack invited CITI to use its expertise in building development programmes to provide advanced project management skills to the next generation of senior project managers that will have a significant impact on project performance and improved cost and schedule predictability.

### tightly focused

The director of Major Projects and Investments, Robbie Burns, is sponsoring the tightly focused initiative to develop his key resource – Railtrack's project managers.

CITI blended the special characteristics of Railtrack projects with best practice in the field of modern project management and created a Railtrack-specific version of CITI's project professional management programme. It deals with the critical characteristics of Railtrack projects and the advanced use of techniques. Initially for the top 60 project managers from across all the regions and zones in the organisation, the programme involves intensive classroom-based activities and a series of field clinics and surgeries. Project managers, using their own projects, examine, explore and exploit the techniques they have learned, relearned or revisited – turning theory into reality, reinforcing attitudes and approaches that are the hallmark of the professional.

Railtrack has an immense challenge to face. The investment programme necessary to renew and enhance the railway infrastructure of the UK is daunting. The dependence of Railtrack on the quality, capability, and commitment of Railtrack's programme and project managers is enormous. Railtrack, at the very highest levels of management in the company, is committed to developing world-class project management capability.

To achieve this change in capability demands changes in attitudes throughout the project community in practices, techniques and in the tools used. CITI initiated a wide-ranging investigation into the practices, processes and philosophy of Railtrack's projects and its managers. We have met nothing but enthusiasm and a passion to get into the open what needs to be done, and in some cases what needs to be put right, from senior managers and the project managers we have interviewed. The points made and the lessons learned are being folded into the programme – and this appetite to get it right is a large part of why this programme will be so successful.

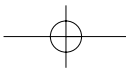
### On completion of this programme project managers will be able to:

- Focus on the success of the project.
- Overcome specific causes of failure in the UK rail industry.
- Make more-realistic time and financial commitments.
- Confidently manage rescoping and rebudgeting exercises.
- Consolidate existing knowledge and experience with established good practice.

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## event

Wednesday, October 2, Christopher Worsley, CEO CITI Group, will lead a session on project justification: how to identify, quantify, monitor and track benefits. He will be joined by Brian Bell, head of European Programme Office, National Australia Group, who will describe his experiences of benefits realisation.

On Thursday, October 3, Peter Collin will lead a session on resource management: aligning the right skills to the right projects and programmes. He will be joined by Mary McKinlay, head of Project Management for AMS Radar Systems, to describe her



experiences of a five-year longitudinal study of changes in project activity at AMS.

To register for either seminar, complete the ProjectWorld registration form at [www.imark.co.uk/proman](http://www.imark.co.uk/proman), or call the Imark Communications hotline on 07000 763 896. The cost for each seminar is £154.00 plus VAT - mention the reference CITIGUEST and receive a 15 per cent discount.

# development

- Build and manage more efficient and committed project teams.

CITI focuses on project management excellence in practice. It has for nearly 20 years researched, practised and taught project management to many of the best companies in the UK. Its business is project management development frameworks, education programmes and master classes for project managers, and project services to meet the needs of the project community. Based in Newport Pagnell, CITI's senior project managers are dedicated and passionate about the practice of project management. CITI also has more than 150 associates who have been profiled, winnowed, developed and accredited to the exacting standards of CITI professional project managers. These individuals manage complex projects and programmes for organisations that seek a level of professionalism and predictability that comes with professionally trained project managers. Acting as role models, they lead by example, showing how the

professional project manager behaves and leave a lasting legacy in terms of attitude and outcome.

CITI is pleased and proud to be part of Railtrack's project management renewal process and applauds senior management and Railtrack's project management community for its commitment and passion for excellence in project management.



## bulletin

### point of reference

AS consultants, mentors and tutors, we at CITI are often asked: "Which of the general texts on project management should I have on my shelf as a reference?"

Any reference book should cover as much ground in sufficient depth to be useful both as a complete text and as a dip-in resource for future problem-solving and should have sufficient shelf life to make the investment worthwhile. Any response will vary according to the particular favourite of the tutor involved and will depend on the domain within which the questioner is working and whether the tutor considers an author has something new and interesting to say.



**The Interactive Project Workout**  
Robert Buttrick

*The Interactive Project Workout*, by Robert Buttrick, reviewed earlier by this column, is a practical approach, focusing on customer satisfaction as the key success factor. It has the advantage of being almost domain independent and is an ideal silent delivery partner.



**Project Management - A Managerial Approach**  
Meredith and Mantel

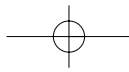
Meredith and Mantel's *Project Management - A Managerial Approach* provides good coverage of conflict and negotiation. Particularly useful if your organisation is undergoing significant project-driven change.



**Project Management**  
Dennis Lock

For an IT-oriented systems approach *Dennis Lock's Project Management* is very readable. For a comprehensive guide to planning, monitoring and control of projects within the high-technology and engineering sector, *The Project Manager's Desk Reference*, by J. P. Lewis, is worth the slog.

No list can be fully comprehensive and there will always be those whose favourite is not considered. If you have a candidate for an essential reference book, please email CITI at [bdu@citi.co.uk](mailto:bdu@citi.co.uk).



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**Forward-thinking company:** Richard Harvey, Group Chief Executive (left), and Mike Biggs, Group Finance Director (right), pictured at Aviva's London head office.

# the art of ANALYSIS



Forward-thinking companies, such as Aviva plc (formerly CGNU plc), recognise that this increased level of man-machine integration has to take full account of the business, technical and people aspects of doing business both electronically and physically. Norwich Union, part of the Aviva Group, recognised the need to forge a professional community of enterprise analysts and designers capable of developing and deploying such an approach.

The community is tasked with seamlessly translating strategic, 'big picture' thinking into intermediate and detailed designs capable of operational implementation. They need to integrate effectively the technical, business and organisational elements and combine them with flexibility and responsiveness to deliver real benefits into the business.

CITI has been working closely with Norwich Union to develop its professional community of analysts and designers. We were able to exploit our extensive research into how to profile professional communities of programme and project managers with its mix of technical specialists and managers and combine it with work we have done in the field of 'enterprise blueprinting'.

## defining roles

Norwich Union wanted a framework that it could use to define the roles and how they relate to one another. Analysis and experience identified 10 distinct combinations of skills and knowledge and that led to the specification of 10 generic roles. It was found helpful to distinguish between business and

technical domain experts, as well as 'hybrids'. In each domain there were analysts, integrators and architects, and for each of these it was useful to distinguish three levels of practitioner competence - developing, established and advanced. This gave nine of the roles: business architect, through to technical analyst. In addition it was found necessary to identify a role called technical specialist - those individuals who know a considerable amount about a specific subject, - but are not necessarily analysts!

Members of the community were then profiled using a tailor-made web-based questionnaire and face-to-face interviews according to three sets of criteria: mindset and approach, core knowledge and enabling skills. Their responses were compared against an indicative norm in order to benchmark candidates against a common standard. The feedback was provided to each candidate, giving specific comparisons and advice on personal development. It was also aggregated into a set of 'population' reports to senior management. These described the distribution of capability of the community, comparisons of actual-to-target distributions, and a development framework for building on the profiling work.

Norwich Union is using the results of this analysis to develop its community and to achieve the appropriate mix of roles and capabilities needed to meet its future enterprise blueprinting needs. They will use the profiles to support the personal development plans of analysts and designers and to match individuals, roles and skills to development programmes and projects.

**A** TYPICAL, modern business enterprise is a complex fusion of business processes, management functions, information technology and organisational structure.

With the advent of the web there is an increasing requirement to integrate business operations across the digital and physical worlds.

## shaping up for success

THE First UK International Performance Management Symposium is shaping up to be an outstanding success, as similar symposiums have proven to be in the USA and Australia for over a decade.

The programme, running from the October 2-4 at the Thistle Hotel, Bristol, currently includes 10 keynote speakers, delivering executive perspectives of top-level managers from the Ministry of Defence and commercial organisations across various industries.

Overall there are more than 50 international speakers with presentations covering implementations, applications and

training aspects of earned value management, corporate infrastructure, estimating, training modules and training issues, team performance, benchmarking and performance management-related ancillary topics such as lifecycle management, e-programme and software tools.

CITI, a key player in the project and programme management sector, is an advocate of improving project and programme management performance and applauds the international performance management symposium for bringing



such a prestigious event to the UK.

David Petie MBA, CITI Principal Consultant, will be leading a session on Value-Based Management and Ethical Leadership at this event on Thursday, October 3.

**For more information please visit the Symposium website at [www.mtc.aust.com/symposium](http://www.mtc.aust.com/symposium).**