

citi bulletin

winter 2000

news from |citi| – the project professionals

sharing the secrets of success

dot.com

DOTCOM success may need ideas and inspiration, but it does

not happen without good programme management.

That was the clear message from a CITI workshop, attended by 20 companies and hosted by Prudential Assurance (UK).

Dotcom programmes are an urgent concern for many established companies as well as for start-ups. Abbey National, BT, London Electricity and UBS Warburg were among the companies represented at this second workshop on programme management issues.

The event started with an evening buffet at Governor's House – with senior programme managers and executives discussing the pressures of meeting the dotcom imperative of being early and being good. The following day was about discussion of issues, not delivery of papers – a meeting of minds rather than speeches. It proved to be an excellent format and it is a compliment to Prudential, for its vision and organising skills, that such a high rate of information exchange occurred.

All the success stories reflected the profound influence a company's culture has, even on new ventures like dotcom programmes. Time and again the message came through

by **Christopher Worsley**
CEO: CITI Group

– it's not the 'techies', it's excellent programme management that makes these programmes work.

UBS Warburg's early adoption and commitment to the use of intranets, as a way of doing business with itself, is paying back huge dividends as it moves into the Internet world.

Abbey National's drive and determination to deliver value to its customers using the web is overturning a few internal 'sacred cows' as the 'customer first' ethic wrests control back to the business.

Centrica bucked the trend – making sure it got the site right rather than being first and wrong.

The impact on attendees was so immediate that another workshop in 2001 was initiated during the meeting, with London Electricity as hosts. The issue will be governance – how do you put together a management structure for one or more programmes?

If you are interested, please contact the business development team at CITI.



Going live: Dotcom programmes – the issue is cultural, not technical.

change starts here

www.citi.co.uk

citi

the project professionals

Eye of the tiger

DUBLIN is the eye of the tiger economy in Ireland – and with growth comes growth!

AIB, Bank of Ireland, Digifone, Eircom, Irish Life and Permanent are among companies using projects, portfolios and programmes to meet the challenge of massive change.

CITI's recent Programme Management Workshop in Dublin proved a valuable and popular forum.

Many companies knew that they couldn't be involved in dozens of programmes. The inevitable associated gridlocking of resources and sapping of resolve was a daily reality for them. For those new to CITI's focused and authoritative project and programme work, it came as relief to discover there are ways of bringing these difficult beasts of business life under visible management control.

For others who are already used to our approaches, the updates and news from other programmes was welcome.

By the end of the day, relieved executives were clear what needed to be done to get their programmes under control – all that was needed now was to do it!

CITI thanks all who attended for an excellent, challenging, informative and successful day. More Programme Management Workshops are planned in the UK for 2001. **For more information contact the business development team on 01908 283600.**

Open Courses

CITI's popular Open Courses are to continue throughout 2001.

Demand remains high for Working with Projects, Making Projects Work and the Project Management Masters Programme, particularly among clients with small numbers of project managers – or those who couldn't make the dates for their own courses. The 2001 calendar includes managing programmes courses and APM accreditation days.

To find out more about which courses best suit your own needs, log on to www.citi.co.uk. and try the CITI Project Management Questionnaire.

For a calendar of events, e-mail the business development team at bdu@citi.co.uk and ask for a CITI Open Course schedule.



Project managers: Helping right st

CITI research shows that a key reason for project failure is appointing the 'wrong' project manager.

Usually this is someone grappling with their own inexperience – or being assigned to a project beyond their abilities.

Many organisations are unable to sort out the 'wrong' project managers from the 'right' ones. It is rare to find internal expertise to tackle this thorny problem. Where this expertise exists, their colleagues often perceive that they lack objectivity.

CITI has a solution! Our project manager capability assessments and development frameworks, have saved clients from serious recruitment disasters and revealed previously unrecognised potential high flyers.

A 'grow our own' strategy

RECRUITING sufficient numbers of the 'right' project managers was proving an unrewarding process for one of our clients. They agreed to grow their own – and CITI, with the client's HR department, created an approach for their project managers to build their own career development plans.

One element included capability assessments based on performance in exercises, self-assessment through our project management competency questionnaire and evaluation of their project management experience.

Feedback for individual project managers led to the creation of a career development plan, which added value to the individual's career and the needs of the business.

A route through a minefield

THE MD of one subsidiary was being pressed hard to accept the transfer of a senior staff member to fill their project manager vacancy on a £250m project.

Although the person had been successful in his previous role, the MD knew it had not been as a project manager. He did not have the relevant prerequisites for a project of this size and complexity. A CITI assessment was commissioned.

CITI had undertaken assessments on the rest of this organisation's project managers. There was another person who would be ideal for the role.

We recommended they work together, one as assistant to the other. They made a formidable team, learned from each other and the MD earned respect.

Avoiding recruitment mistakes

HAVING established a team of project managers, a client organisation was keen not to dilute this pool with project managers of a lesser calibre. Faced with internal pressures to put 'bums on seats', the organisation included CITI in the recruitment processes to ensure the correct level of objectivity was maintained.

At the interview stage, we identified a number of applicants who were not the right 'raw' material. Our assessments made it easier to resist the pressure to accept these, even though some were internal candidates.

Getting the best from you

PROJECT support offices (PSOs) are the hot topic in many CITI client organisations. What is a PSO and how can its potential be exploited to bring real value to your business?

Why bother with one?

As soon as a company runs more than one project, it is faced with managing a portfolio. There are opportunities – for sharing lessons learned, smoothing resource demands, integrating outcomes, reducing inter-project conflict – and all are the province of a project support office.

When should PSO support start?

Throughout the life of each project. During feasibility the PSO provides historic data on similar ventures; during planning it suggests factors affecting planning parameters; during execution it monitors status and interprets progress – and during closedown it promotes a tidy closure.

Who should use them?

PSOs should support project managers, sponsors and senior management. Project managers benefit from having a centre of

ing to find the stuff



Project success:
Picking the right manager is absolutely critical.

A spin-off was that those recruited were given an assessment of their capability and development plans put into action.

Identifying rising stars

WHILE completing assessments for an organisation, we discovered a number of

previously unrecognised potential high flyers. These were placed on a fast-track development programme, which aimed to quickly capitalise on their potential.

For details of the CITI project management capability assessment and development framework contact the business development team on 01908 283600.

our project support office

excellence that sets the standards within which each project should work. Sponsors gain from the interpreted status reports, while senior management has information about the organisation's productivity in projects, its project capability, capacity and throughput.

What do they do?

All PSOs capture data on project progress. Good ones interpret this into current project status and forecast performance. Many own the methods used throughout the organisation's

project management community - good ones seek out best practice and reinforce its use throughout the project community.

CITI's full-day PSO workshops address these questions. The two workshops scheduled for January 2001 were fully subscribed within two days of being announced. Two further workshops are being planned, one in March and one in April - each designed for 16 participants. For information contact the business development team on 01908 283600.

Worth reading...



EVER feel like your project has been taken over, has been invaded by interested people from all sides - or that nobody shows any interest at all?

'Managing Sensitive Projects' is on CITI's recommended reading list for both our advanced project and programme management courses. It addresses concerns over how to involve and manage people who have major input to the success of your project.

The book provides some powerful models for describing stakeholder behaviours - the moaners, the waiverers, the antagonists, the zealots - and helps identify the priority and type of management actions you should consider.

This is a sit-down-and-enjoy read rather than a reference book. Recommended reading for those of you with projects where 'power and politics' are at least as important as 'plan and schedule'.

Managing Sensitive Projects, written by Olivier D'Herbemont and Bruno Cesar, is published by Palgrave and is available from Amazon at £20.00 (ISBN: 0333734416).

Half a marathon

ON a freezing cold Sunday morning, Julia McMillan, project manager, dressed in a schoolgirl's uniform, ran 13 miles across the north east of England sponsored by CITI.



The event was the Millennium Great North Run and

Julia, who works for London Electricity, a CITI client, took part to raise funds for medical research to treat, prevent and cure childhood illnesses and diseases.

She said: "It is wonderful to run surrounded by people laughing and singing. It is even more wonderful knowing that there is only one mile to go."

Julia raised over £400 for Children Nationwide. CITI congratulates her!

Careful planning makes projects work

THE dream team went straight into action after a CITI Making Projects Work course – to co-ordinate and plan a complex mix of four business-critical projects.

The IONA project team – Gail, Damian, Allison, Craig, Blair, Eileen, Martin and leader Andy Falconer – was charged with transferring life and pensions work from M&G to the Scottish Amicable headquarters in Stirling.

They found that starting the planning process by focusing on the products and building a deliverable breakdown structure (DBS), was a big winner.

Damian explained: "It makes you take a



Logical steps: Scottish Amicable's IONA team in action.

step back and think about what the project is delivering instead of diving in with the first task. Keeping the DBS and the work breakdown structure (WBS) in sync was a bit of a struggle."

CITI project facilitator David MacLeod worked closely with the team to guide them through the process. He was keen to ensure

sufficient time was committed to the planning process.

Allison added: "The importance of completing your planning before embarking on the delivery phase was made abundantly clear. Scottish Amicable is now bought into these new processes. The CITI planning process is logical and easy to follow."

In the top ten

THE founders of the fast-growing computer games software company, Codemasters, rank among the top ten most successful self-made business owners this year.

The family-run company is a client of CITI and in a few years has grown from nothing to become a major player in the global computer games market.

The Enterprise 100 Entrepreneurs survey ranks David and Richard Darling, Codemasters' founders, at number eight. They share the top ten with James Dyson, of Dyson Appliances, Anne Wood, of Ragdoll Productions and Charles Dunstone, of Carphone Warehouse.

This follows David Darling's Entrepreneur of the Year and Young Entrepreneur of the Year awards, sponsored by Ernst & Young and Citibank.

One in three successful entrepreneurs are in computer software, mobile phones, and telephony. They employ more people than the entire British Army – new jobs have increased by 163 per cent over the last five years and sales over the same period have rocketed from £5.4bn to nearly £20bn.

CITI client manager David MacLeod said: "Codemasters is a most interesting client. It gives us an insight into the way tomorrow's business generation sees the world."

Best practice guide

ORGANISATIONS using programmes and projects as the change driver recognise the need for coherence and consistency of support for those in the project management community.

The CITI e-Project Management guide (ePMguide) describes best practice and provides tools and techniques in an easy-to-use format that can initiate a 'step' change in your organisation's project management capability.

Designed to be accessed via the CITI web site – www.citi.co.uk – or located on your own intranet, it contains project management pro formas which, when combined with the worked examples, boost

your project managers' capability to apply key concepts, methods and techniques that deliver success.

The guide details each step in the project

process. It gives project managers the opportunity to explore their problems, determine the optimum solution, and use the relevant tools, techniques and proformas to focus their project towards success.

The CITI ePMguide can be tailored to meet the

needs of your organisation. Currently undergoing evaluation by Littlewoods, it is designed to bring consistency to the way projects are organised, run and assessed. **For information please call the business development team on 01908 283600.**



On-line: The ePMguide is easy to use.