

# citi bulletin

spring 2001

news from *citi* – the project professionals

## project success through identifying balance

**T**HE perfect match between project manager and project is an elusive goal.

For most companies it is too complex a task to achieve – and is one of the reasons why interim managers can be an attractive proposition in certain circumstances.

But what factors do you need to consider when assessing the degree of fit between project and manager?

Many competency models have been developed to identify critical characteristics for project managers. Most are developmental models, which tend to miss the factors that lead to good performance by project type.

By type I mean the fundamental aspects of the project that drive the project management approach, necessary to drive the project to a successful conclusion. There are four basic types:

- End-date driven, where the end-date is non-negotiable.
- Those with a fixed financial or resource constraint.
- The contract specifies what has to be delivered – the end date or resources remaining negotiable.
- The 'safety-critical' project, in which external factors determine the processes.

When deciding on a project manager, you must determine the project type. Then, using a scheme to categorise project managers appropriately, the match can be made.

The project manager profile is generated from four groups of factors: personal traits;



**No mean feat:** Companies need to achieve the perfect fit between project and manager.

by **Christopher Worsley**  
CEO: CITI Group

behaviours; skills; and more traditional technical and general competencies.

Examples are stakeholder management skills, technical orientation, concern for quality and integrity.

For end-date driven projects, the profile must score highly on charisma, decisiveness, planning, monitoring and reporting.

For the resource-constrained projects, it is inventiveness and concern for method.

The profile overall must fit into the generally acceptable levels for a competent project manager, and all project managers

must score highly on personal integrity. With the profiles, one for the project, one for potential project managers, it is now a relatively simple matter of matching.

There is one final problem to surmount – chemistry. The project sponsor must be able to tolerate the selected manager, or else the project is doomed!

### bulletin competition

TURN to the back page for your chance to win a £700 entrance pass to the Fourth European Project Management Conference, hosted by the PMI® UK Chapter, which takes place in London in June.

change starts here  
[www.citi.co.uk](http://www.citi.co.uk)

*citi* the project professionals

## Excellence pays off

MELANIE Oliver-Trotter's decision in late 1998 to work towards external accreditation launched a quest that culminated only two years later with the highest award in her field. A specialist in computer integrated telephony, Melanie joined BT in 1995 to manage the delivery of the operational support systems for the switched multi-megabit data service. The BT Project Management Excellence (PMX) programme was in development very early in 1999 and she was keen to be a part of it.

Melanie decided to make the most of the CITI Project Management Masters Programme (PMMP) course she was undertaking at the time. The PMMP is a three-module CITI course undertaken over a two- to three-month period and requires the submission of two work-based modules.

"The CITI course focuses on the judgemental aspects of project management, the environment in which I am working and the stakeholder management I need to address for successful completion," said Melanie, "and the APM Certification process demands a very similar mindset."



The CITI work-based modules require a comprehensive analysis of a current or recent project and Melanie spotted the overlap between her course work and the APM Certification requirements. "The groundwork I undertook for my work-based module gave me a flying start for APM Certification," said Melanie, "and saved significant amounts of time and effort. The CITI course itself was an ideal precursor to the APM Certification viva. The viva was an exploratory interview in which we discussed the background and decision making rationale for my submission project.

"The CITI PMMP was great preparation because it offered me the opportunity to completely review the way I approach projects. My new-found clarity and focus helped me gain promotion and move to a more challenging and interesting role. I used many of the methods and CITI approaches in delivering Colossus - BT's Internet backbone.

"This project was completed in six months - normally this would have taken three times as long," added Melanie.

Des McCarthy, BT PMX programme leader, said: "We are proud of Melanie's achievement. Today's competitive pressures make the pursuit of excellence combined with external recognition essential to BT and our project management community, and getting to the top is worth it."

In addition to her demanding day job, Melanie is now the PMX steering group representative for IGNITE Internet engineering.

Trust isn't enough.  
We demand

# guarantee

**W**HEN a programme must succeed; where the level of

project complexity means that trust has to be backed up by track record; when what matters is performance - what is needed is a winning management team to take up the load and deliver success.

An outsourced programme or project managed by CITI gets whatever is needed, whenever needed, to make it succeed!

Any shortfalls that are found, whether in plans, planning skills, monitoring, techniques or

method, are made good - project success and business achievement is our driver.

When a programme or project has been outsourced you want delivery - not delay - and CITI's undisputed project expertise delivers immediate practical solutions to particular project problems.

### Delivering change

CITI has, since 1984, taken on the responsibility of delivering change into organisations. Using educational and consulting techniques, we have had a powerful influence on many successful organisational change programmes.

We would on occasion be asked to take on the role of project or programme manager to make one of these programmes work - and where it was sensible and appropriate we did, becoming involved in the 'doing' rather than the

## Case study: Hibernian Insurance

TEAMWORK has been a key element in CITI's involvement with one of Ireland's largest and most successful financial organisations, Hibernian Insurance, in their preparations for Economic Monetary Union and replacement of the Irish punt with the euro.

"Hibernian is on target to meet the industry standard deadline set for the start of July, to demonstrate to its customers that the company is one of the leaders in the insurance industry, and in fact, is right up there at the head of it," said Andy Ferrari, Hibernian's Euro Project Manager.

"Planning for the euro is like preparing for Y2K, only more challenging," he added. "In many ways, Y2K has provided us with a good

learning opportunity. Some firms did very little to prepare for Y2K and got away with it, but no one in Ireland, or the other 'in' countries, can ignore the introduction of the euro. It will impact on every IT system and business process that deals with money."

The euro project is heavily time-bounded, and has a wide scope. Making sure that all the IT systems are converted is just one aspect - others include ensuring that all marketing literature, quotes and invoices refer to the euro and not the punt, and that training, internal processes and procedures are all ready in time.

Andy has long been an exponent of CITI's



## Well worth reading



'BUILDING Project Manager Competence' by J. Davidson Frame, the Dean of Academic Affairs at the University of Management and Technology in Arlington, Virginia, is an informative and easy-to-read book that contains real practical advice.

The central premise of the book is that competence pays and that competent project managers will be duly noticed and rewarded.

But there is a strong proviso – that for project management competence to flourish, there must be concurrent development of individual, team and organisational competence.

The author, who directed the project management certification programme at the PMI, examines 'organisational pathologies' – poor organisational behaviour, such as selfishness, dysfunctional cultures, smoke stacks and corruption – reasoning all of these work against project management competence.

He emphasises that mastery of project management doesn't come from books, but from continual practice and self-development.

He also discusses the disciplines of teamwork and the essential requirement for a supportive organisation – senior management must provide physical and moral support.

J. Davidson Frame has a succinct aphorism to describe the payoff from competence: "In today's brutally competitive world, competence is our sword and shield."

**Building Project Manager Competence is written by J. Davidson Frame (ISBN 0787946621).**



showing and shaping – the more traditional role of consultants!

Over the years we have built up substantial expertise in delivering high profile programmes and complex projects. Each engagement was thoroughly analysed and dissected – what worked; what didn't; who was good; why certain approaches were more valuable.

We developed selection, matching and development processes to certificate exceptional programme and project managers. We put together toolkits to support rapid deployment of project and programme teams and built a database to compare performances.

We realised three things:

One, that CITI's education was being continually refreshed through exposure to complex projects that challenged techniques and approaches and proved them.

Two, that CITI's project managers were continually being updated with broad-based

analyses of effective methods that worked.

Three, more and more of our clients were asking – even demanding – that we take on the principal management role in mission-critical projects and programmes.

### Virtuous circle

The win-win is that our clients are bringing in their business programmes and seeing excellent project practices in action – genuine role models at work – and we have established a capability to run client programme portfolios and projects effectively.

A virtuous circle has thus been established, with success breeding success. The best way of showing how it works, to illustrate the trust CITI's interim managers have built up over the years, is to take you on a journey through one of our clients' project experiences (see case study below).

## Finance prepares for the euro

product-based approach to project management, and has been instrumental in introducing the 'CITI Way' into the Hibernian project community.

To help in the adoption, and to ensure success for the Euro project, Andy has added Gerard Morrissey to his team. Gerard is one of CITI's interim managers and has responsibility for ensuring the right level of visibility is maintained at all times with regard to the multi-thousand product set.

Gerard and the four-strong team of Hibernian managers have access to extensive support from CITI in ensuring the project meets regular milestones on the way to reaching a

successful conclusion. Back-up is available from a full CITI project management team, including a UK-based Project Director, as well as an experienced coach who provides support to the client team.

The project management team has access to an extensive web-based project management toolkit that reinforces the 'CITI Way'.

These three services – on-site project management, off-site consultancy and coaching, and the toolkit – all combine into a single, focused transfer of capability to support Hibernian's experienced project management team to make the Euro project a success – a complete service, not a set of solutions.



# conference celebrates the best world leaders

**P**ROJECT management is alive and prospering in Europe! That's the

message from European chapters of PMI®, looking forward to celebrating the best in project management at their Fourth European Project Management Conference, hosted by the PMI UK Chapter.

Plans are well advanced for PMI Europe 2001, to be held at the Café Royal in central London on 6-7 June. The Programme Committee has selected 65 high-quality papers from nearly 200 abstracts submitted.

CITI is one of the event's major sponsors, supporting the Competence Framework Track, delivering a paper on competence framework and also having a stand in the exhibition hall.

Speakers from 13 countries include world authorities in various fields, covering soft project management, programme management, value management, risk management and knowledge management. A best-practice track will showcase latest



**Looking good:** The European chapters of PMI see a prospering project management scene.

developments, with case studies enabling delegates to learn for the future.

Speakers include Everest explorer Sir Chris Bonington, illustrating how his achievements can be attributed to effective project management, and futurologist Graham Whitehead, who will track future trends for business and society. Dr Michael Morgan, CEO of the Wellcome Trust, will show how the human genome project will significantly affect us and our children for decades to come.

An exhibition featuring conference sponsors will demonstrate leading-edge

products and services. An on-site cyber-café will provide internet access during the conference.

The Gala Dinner in London's Science Museum includes free access to fascinating exhibits, with magicians and live music. A series of PMI 'Seminars World' workshops will precede the conference.

PMI Europe 2001 will be an unmissable event – and with generous discounts for PMI members, early booking is recommended. **Full details are available on the conference website at [www.PMIEurope2001.co.uk](http://www.PMIEurope2001.co.uk)**

## Your chance to win a £700 entrance pass!

FOR the chance to win an entrance pass to this event worth £700, enter the answers to the following three questions on the CITI website at [www.citi.co.uk](http://www.citi.co.uk)

**Q1** What will CITI change 'forever'?

**Q2** Which track at the PMI Europe 2001 event in June will CITI be sponsoring?

**Q3** In your own words, why would you outsource a project or programme to CITI?

## Courses and workshops

FOR information on any of our events, call the business development unit – 01908 283600

### 8th June – Registration for APMP exam accreditation

Practising project managers who have attended at least a basic level development programme and are keen to take the first step towards a professional accreditation. CITI's experience of project management education ensures you are prepared to pass this exam.

### 12th July – Project Support Office Workshop

This workshop focuses on best practice project support offices. It discusses tools, techniques and approaches, comparing what can be done with what is too often done and how to put it right. Attended by companies that depend on good project performance, this workshop offers a rare opportunity to share views with the early adopters, dedicated practitioners and latecomers.

### 25th October – Programme Management Workshop

Structuring strategic change initiatives to ensure successful delivery in the short and long term is the major challenge facing today's businesses. Programmes of change are fundamentally different from both 'business as usual' activities and 'projects'. Attended by programme managers and managers involved in making major change happen across the organisation, this is one not to be missed.

CITI, Lovat Bank, Silver Street, Newport Pagnell, Bucks MK16 0EJ • Tel: 01908 283 600 • Fax: 01908 283 601 • [www.citi.co.uk](http://www.citi.co.uk)