

citi bulletin

spring 2003

news from **citi** – the project professionals

strength in structures

CITI has watched with interest, and some alarm, as organisations have rapidly increased their involvement with projects and programmes over the past few years.

Many organisations have understood the need for project processes (method) and have built or bought one. Most have realised the need to develop project manager competence by training, education and development, or by buying in skilled practitioners. But only a rare few have grasped how central to good project performance is their ability to implement effective project governance.

Project and programme governance is the set of managerial and organisational structures put in place to give these transient business entities access to decision-makers and the power base of the company.

effective sponsors

Studies on project performance repeatedly show that few projects are successful without good governance and yet many organisations, while busily investing millions in project delivery, fail to provide any semblance of good governance. It is not difficult to spot when it's missing – any of the following are a clarion call for senior management action: poor, ineffective and inappropriate sponsorship; too many projects running; no projects being cancelled once started; no focus on benefits; 'cocktails' of change initiatives without regard to the business-as-usual's ability to absorb them.

The problem is even more marked when

by **Christopher Worsley**

CEO: CITI Group

programmes are introduced to a company – where business outcomes depend on co-ordinated impacts from interrelated projects. Good, effective governance of these is rare – demanding, as it often does, a fundamental reassessment within the organisation of exactly who has the power and the 'right' to make decisions on value and design.

partnership

Effective governance requires the essential distinctions between accountability, responsibility, being consulted, and being informed (commonly called a RACI) to be made and kept to. This RACI model describes and defines the partnership between senior management and project management, where senior management determines the value of a project and it is they who own and are accountable for the outcomes, while project managers are accountable for the delivery of the outputs – the physical deliverables. Misalignment of the RACI almost inevitably dooms the project to failure.

If you are interested in or involved with the governance of projects in your company, you might like to think on this:

- ◆ Few organisations have any form of sponsor development programmes, though there are some 'really good' companies that now insist that before a senior manager can become a sponsor they must attend some form of induction to the role.
- ◆ Few organisations have a mandated way



of managing or shaping their portfolio of projects, though again there are some 'really good' companies that now base their project selection and investment decision-making on balancing their portfolio in terms of benefit, risk and resource demand.

◆ Few organisations have reflected the significant differences that implementing programmes has on the way they manage projects at the sponsorship level, though some 'really good' companies have now understood that programme boards are not big project boards and sponsorship of projects in programmes is not the same as sponsorship of projects that are not in programmes.

It is the few 'really good' organisations that are winning; shouldn't you join them?

change starts here
www.citi.co.uk

citi the project professionals

missed pathway

THIS reference book covers the topics (or 'sessions' as they are called in Pathways) that make up the APM Body of Knowledge (APM BoK).

In the foreword, Pathways is described as a combination of topic texts and references 'that could become a cornerstone of our educational programme'. To do this, as a minimum, it should be able to support the needs of a candidate wishing to study for the APMP, the foundation level qualification within the APM.



Project Management Pathways
Edited by Martin Stevens

At close to a thousand pages, one would expect this is not too difficult to achieve. Unfortunately, the book has been written to serve many masters and, apart from the odd reference, gives no help to an aspiring APMP candidate. In some ways this decoupling makes sense. Changes to the scope of the APMP can be restricted to the syllabus, which is published as a separate document.

However, the general effect is a product that is less than helpful in its structure. Given that the APMP is deemed suitable for candidates who may not satisfy APM membership criteria, it offers little in the way of a storyline for somebody to progress their understanding of project management.

The topics can be very difficult to find because of the way the text slavishly follows the APM BoK. Also poor signposting makes it difficult for the less than aware to 'dip in'.

Considering its size, there is superficial coverage on a number of key topics that have appeared in the APMP examinations. Net present value, by way of example, is not described, even though it has appeared in many of the APMP examinations.

If Pathways was meant to be representative of both current thinking and practice, then the APM has missed the target due to the lack of clarity and structure of the content. However, most of the major theories can be found here, often at the superficial level. In our view a missed opportunity that costs £60!

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PROJECTWORLD

PROJECTWORLD is Europe's leading exhibition and conference for all professionals involved with enhancing strategic business performance through the effective deployment of project, programme and resource management.

It is dedicated to providing real solutions for today's economy and tomorrow's challenges and giving you the opportunity to meet other companies who can deliver real solutions to your organisational and project challenges!

ProjectWorld's independent training and educational programme, running alongside Europe's leading exhibition, provides the

providing real

perfect opportunity to glean the very latest best practices and future trends from experts and practitioners.

CITI will be running two seminars at this prestigious event. The first, on March 26, entitled 'What is the right project management development framework for your organisation?', is led by Principal Consultant, Peter Collin. He will be joined by CITI client Neil Morse from Lloyds TSB, who will describe his experiences in developing project manager capability.

The second seminar, 'Programme management - vision to realised benefits', is led by Christopher Worsley who will be joined

thoroughbro

WHEN Lloyds TSB Group IT was looking to put in place project management development for its already experienced project managers, it had four particular concerns:

- The development must be 'advanced', complementing the APMP level training offered through the University for Lloyds TSB
- It must put into practice the lessons learned from recent large in-house projects
- It should address the specific concerns faced by the IT project managers while at the same time emphasising the need to maintain the 'big picture', business perspective, and
- The development should support the delegates in their case to be considered for Certificated Membership of the Association for Project Management (APM).

manageable chunks

Like many of our large financial services clients, Lloyds TSB has business and IT specific project manager resource pools. The functionalisation of major projects or programmes is a common solution to the need to simplify the management structures and 'carve up the elephant' into manageable chunks.

In the engineering industry this is often achieved through the distinction of management responsibilities throughout the project lifecycle. For example, senior project managers define the project, take responsibility for up-front contract management then hand over to project



Lloyds TSB

managers who take responsibility for the plan to execution phases.

In both these models the concern remains - how do you maintain accountability for overall delivery of business benefits and provide 'end-to-end' project management? Lloyds TSB has done much in this area, most recently implementing a revised business change management lifecycle, integrating the project and business benefits delivery processes.

project delivery

Group IT recognised that, in order to support the new lifecycle, it would be essential for IT project managers to have the skills to manage complex technical projects while at the same time fully understanding the value of the initiative to the business and how this impacts upon their project delivery.

CITI's new professional level project manager development programme provides the ideal solution. At this level there are now three pathways - technical, business and contract intensive, and in-company programmes are built from components across the groupings. For Lloyds TSB the five-day plus three-day programme combines generic advanced project management techniques, technology specific and business change components plus a contract management element.

learning experience

Further tailoring of the course was performed by our expert case designers who analysed two of the bank's recent major projects thereby exploiting the opportunities for lessons learned by weaving them into the learning experience.

solutions for your business

by CITI client Alison Horner from Tesco Stores to describe her experiences in developing a benefits realisation plan.

High Level One-Day Business Leadership Conference – The Holy Grail: Achieving a strategic and tactical balance

New to ProjectWorld, this one-day conference runs alongside the independent educational seminars on the 26th and is a meeting place where business gets done, issues are debated and problems are solved!

Addressing the audience with a Key Note case study, Nick Dobson, CITI Principal

Consultant, talks with Paul Wiseman, Head of Investment Strategy – Network Rail, to discuss the project management challenges facing Network Rail last year, and how they have worked to create a culture of professional project management.

To register on either seminar, complete the ProjectWorld registration form at www.imark.co.uk/proman, or call Imark Communications hotline on 07000 763 896. The cost for each seminar is £150 plus VAT – mention the following reference (CITIGUEST) and receive a 15 per cent discount.

ed projects



Well groomed:
a tailor-made
solution for
Lloyds TSB
Group IT.

From the start Neil Morse (the Lloyds TSB sponsor) was keen to establish practical measures of the impact of the development programme. He and his team have worked closely with the participants and they are already able to identify real results during several of their project management activities following the course.

Their relationship with the business has improved and, in particular, working with the business team to focus and define their real problem is reaping rewards.

CITI is pleased and proud to be part of Lloyds TSB's advanced project management programme and looks forward to continuing to support it in its commitment and passion for excellence in project management.

If you would like to hear more about CITI's new project professional and practitioner programmes, please contact Amanda Muscat on 01908 283600.

CITI open courses and workshops

May 16: Delivering the vision

During this half-day seminar delegates are taken through the key success factors of project management – clarity of purpose and vision, maximising capability and throughput, and concentrating on benefits realisation.

Location: IOD, London

April 9–11: Complex technology and contract intensive projects

This course specifically addresses the concerns associated with delivery and implementation of major technological change.

Attendees will have full responsibility for the delivery of complex projects from concept to completion.

Location: Staverton Park, Northamptonshire

April 3–4: Technology intensive projects

This course focuses on the area of requirements management – how the project manager ensures that the requirements are delivered and will meet the project success criteria.

It is aimed at project managers working in a technical environment.

Location: Staverton Park, Northamptonshire

April 14–July 18: APMP Pathway

This 10-week distance learning course is designed for project managers who want to gain the APMP qualification from the Association for Project Management.

It includes a one-day tutorial day and a one-day exam day.

Location: Staverton Park, Northamptonshire

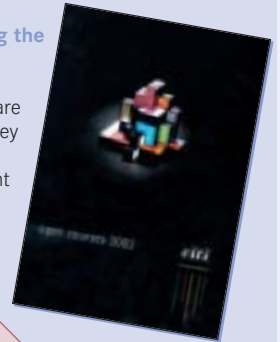
July 24–25: Project and programme support office workshop

This workshop focuses on best practice project and programme support offices, comparing the approach to undertake and the traps to avoid.

It distinguishes between project and programme support and is aimed at managers who are responsible for setting up and running a support office.

Location: Staverton Park, Northamptonshire

For more information on CITI's open programme, please call Anna Singleton on 01908 283600.



partner with the JOHN LEWIS PARTNERSHIP Partnership

THE John Lewis Partnership is and has been for many years a highly successful and respected high street retailer.

Its store management practices are recognised as of the highest calibre, and its commercial and ethical philosophy is a watchword throughout the sector.

Changes caused by technology, changing purchasing channels and John Lewis's own drive in the vanguard of influential retailers has caused it to become increasingly interested in, and increasingly dependent on, projects.

necessary support

CITI first became involved with the Computer Services management services directorate within the Partnership in 2000. A major relocation project was under way and it had to be successful. Governance was recognised as a critical concern and the key stakeholders became involved in an intensive session on what and how to create the necessary support environment for the – ultimately very successful – project.

With that experience and with the growing portfolio of projects, the Computer Services senior management group accepted the need to develop the Computer Services project

office (CSPO) function. Never a simple proposition, impacting as it does on both senior managers' need for information and project managers' need for support, the CSPO uncovered the requirement for several connected initiatives.

The CSPO makes its influence felt by giving guidance rather than by command and control. As their interests and types of projects become known the Partnership's 'body of knowledge' about how it runs projects has grown. CITI has been there working with the CSPO delivering project management education and a range of management briefings, and suggesting sources of knowledge and ways of working.

As the Computer Services project community matures, with partnerships between sponsor and project manager developing, CITI sees the growth of a new core competency,

valued and trusted, with the ability to run projects successfully and predictably. Now, the need to run programmes is gradually becoming a reality and we've been asked to help develop that debate within the company – it's happening, but it is another story.



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managing the challenges of change

THIS two-day management conference will focus you and your organisation to make a performance step change in project, programme and change management.

We are delighted to be part of Project Challenge's first-class conference programme, drawn from an impressive array of companies that know how to cope with change, adversity and uncertainty.

All speakers will map out practical ideas for tackling the most pressing and contemporary issues facing managers today. Dr Christopher Worsley, CEO of the CITI

Group, is presenting the 'hot' topic of Programme Management – be sure not to miss his session on day two. Other top speakers include group programme leaders from Abbey National, Aviva plc, Marconi, HSBC and Rolls-Royce.

The conference will be held at the National Motorcycle Museum, close to Birmingham's NEC and national and international rail and air links. Situated right at the heart of the UK, the venue is ideally located and has the added attraction of housing the country's largest collection of

vintage and veteran motorcycles! We have enclosed with this Bulletin the

full conference programme, giving all the information on how to join us at the event – hope to see you there!

To register on this event please contact Project Challenge. You can book online at www.projchallenge.com or call IDEX Media's hotline on 0208 675 9240.

