

citi bulletin

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news from **citi** – the project professionals

strategic moves

STRATEGIES may be difficult to define, and developing the business vision may cause considerable anguish, but these are not the real problems.

The source of most board level despair, anger and occasionally despondency, is the translation of the strategy into action. It is implementation that frustrates so many organisations.

Most companies have experienced the dramatic impact of a well-executed project and many have learned lessons on how to make them happen. But often it is nothing more than the implementation of a point change. Getting co-ordinated change

inside...

'delivering the vision'
– new workshop –
flyer enclosed with this issue of the bulletin

by **Christopher Worsley**
CEO: CITI Group

across a company – causing a business transformation – is much harder.

customer value

It is the size and complexity, the interaction of many parts, which causes the problem. What is missing is a way of ensuring that all the changes (what CITI calls impacts) required to alter the customer value proposition (CVP), and to deliver the business benefits, are linked and validated against the set of changes necessary to alter the operating model. For it is through the operating model, the blueprint of the new organisation, that the vision will ultimately be delivered.

After years of grappling with, and supporting, large organisations structure large-scale transformation, CITI has evolved an approach, supported by techniques and simple modelling tools based on PowerPoint and Excel to sort this problem out. In its simplest form, CITI's strategic implementation planning (SIP) approach 'proves' the linkage between the blueprint of the new

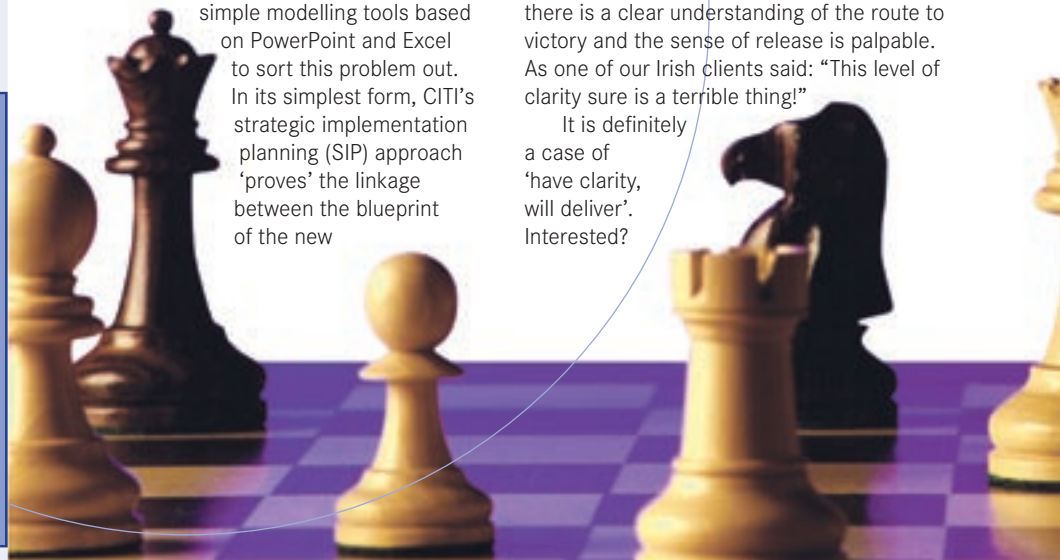
organisation (its target operating model), the CVP and the benefits case for the transformation. SIP allows an organisation to determine how it can deliver the vision.

The process involves a challenging time for the executives and senior managers of the company, as the ideas are exposed to a constructive, but ruthless, analysis process. The outcome is a model for implementation that links and tracks the benefits through the impacts to the projects.

effective governance

As projects under or over perform the consequences are mapped back onto the expected CVP, benefits and operating model outcomes. Surprises are reduced and effective governance enabled. The experience of the client companies is universally that the process is enlivening. Often, for the first time, there is a clear understanding of the route to victory and the sense of release is palpable. As one of our Irish clients said: "This level of clarity sure is a terrible thing!"

It is definitely a case of 'have clarity, will deliver'. Interested?



change starts here

www.citi.co.uk

citi the project professionals



organisational best practice

lighting the way

manager at BT Exact, recognised the need for consistency of approach and terminology, given the many commercial relationships that BT Exact manages with other organisations.

Other parts of BT are now making use of the **e:PMguide**, generally as a follow on to CITI development programmes, where the guide ensures persistent application of best practice. The **e:PMguide** has been structured for everyday use, with the emphasis on what must be done to achieve the project's objective, as opposed to all the things that could be done.

To save reinventing the wheel, the guide provides an essential set of templates and examples of their proper use. Again, the focus is on success, with the minimum amount of management effort expended.

BT Exact, BT's research, technology and IT operations business, was the first part of BT to take advantage of CITI's **e:PMguide**.

BT Exact helps businesses and organisations gain maximum advantage from communications technology. Because much of its business involves complex projects that span organisations, BT Exact uses the best practice approach that is encapsulated in CITI's project management development programmes and the **e:PMguide**.

seamless integration

An important consideration in the purchase of the guide was the ability to seamlessly integrate it into the management system that provides a process view of how BT Exact does business. Neil Goodger, project management transformation

project disciplines

As well as best practice guidance, the **e:PMguide** comes with a method 'handbook', which is based on ten project disciplines and six project roles. This allows other members of the project community, such as the sponsor, to understand their responsibilities within projects, as well as the project manager.

BT recognises the differences between project and programme management. Consequently, it is currently evaluating CITI's electronic programme management guide (**e:PGMguide**). The **e:PGMguide** encapsulates CITI's leading approach to programme management. Like the **e:PMguide**, its focus is on supporting the programme manager to do the right thing at the right time, given that programmes have significant degrees of uncertainty that need to be managed.

project solutions



want to see more? ...

To allow you to trial the CITI electronic tools described in this issue we have attached a CD containing demonstration versions of our electronic: project management guide (**e:PMguide**), electronic: programme management guide (**e:PGMguide**) and a guided tour of our electronic: project support office (**e:PSO**).

To view these demonstrations you require a PC with Internet Explorer 4 or equivalent, a CD drive which is business card CD

winning formula

ALL businesses want successful projects, and for most that involves integrating with business-as-usual. This means not only measuring progress, variance and project outputs but also impacts and benefits – the outcomes.

Experience proves that providing project staff with continuous and supportive monitoring and feedback on project status delivers a much greater chance of project success. It also clearly shows that organisations need to monitor and accurately track the portfolio of projects. Without this, sensible decisions made on behalf of one project might unpick an equally sensible decision made on another. But, to be really valuable, it must also measure the achievement of project delivery judged against business outcomes.

management solution

To bring UK businesses the performance management solution they have been waiting for, CITI is delighted to announce a strategic partnership with Virtual Communication Services (VCS).

“When we began to see the synergies between our companies and the benefits that could be provided to clients, it was clear that we needed to seamlessly integrate our solutions so that UK clients could benefit from the very best professional services and web-based

solutions in the marketplace,” says Jeff Pupillo, co-founder of VCS.

performance tool

This partnership brings to clients an innovative and integrated web-based project, portfolio, and performance tool. The services and products offered by CITI and VCS perfectly complement one another. “This is an exciting partnership for VCS,” says Jeff.

“Knowing that CITI shares the same expectations for customer satisfaction, and the same passion for project and programme excellence, allows us to provide a co-ordinated solution tailored to the needs of the client.”

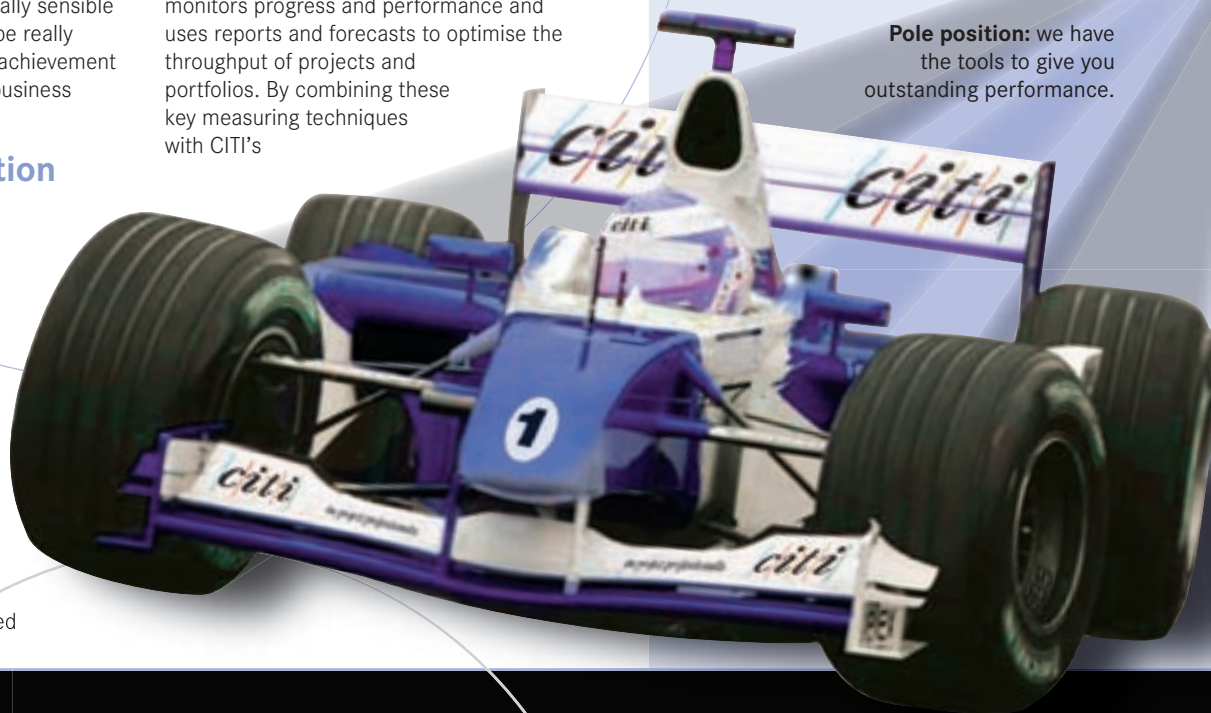
VCS are storming the US marketplace with VPMi, a comprehensive analysis tool that predicts demands on the organisation (projections of projects and resource plans), monitors progress and performance and uses reports and forecasts to optimise the throughput of projects and portfolios. By combining these key measuring techniques with CITI’s

tool **e:PSO (e:Project Support Office)**, which brings high visibility to the detailed functionality of VPMi – the **e:PSO**, powered by VPMi is a winning formula.

While a number of UK clients are already piloting the **e:PSO**, powered by VPMi, CITI and VCS are working on extending the tool’s capabilities to include benefits tracking, programme interdependencies and programme-level communication techniques, which are already found in CITI’s **e:PO (e:Programme Office)**.

The **e:PSO**, powered by VPMi is a ‘must have’ tool that will bring clarity and improved performance to your organisation. At a total cost of ownership far below other solutions on the market, can your organisation afford not to implement this solution?

Pole position: we have the tools to give you outstanding performance.



view our free demonstration CD

compatible and a SVGA graphics card capable of displaying 800 x 600 screen resolution. If this CD is not compatible with your PC, please visit our website where you can also access the demonstrations, at www.citi.co.uk

To view full versions of the guides or receive an online demonstration of the **e:PSO** please contact the business development unit on **01908 283600**.



maximise your expertise

IN this issue we have focused on the open master-classes and workshops we have available.

These are designed for directors, practising project managers and team members who need to explore a particular subject further. **Full course descriptions can be found on our website at www.citi.co.uk/opencourses**

July 18: Delivering the vision

This intense half day seminar is aimed at directors and senior managers of organisations implementing change through projects and programmes. Participants are taken through the key success factors of project management – clarity of business vision and purpose, maximising capability and throughput and concentrating above all on benefits realisation.

By the end of the session, participants will have a clear understanding of how vital their role is in the governance of projects, and a mind set that recognises that successful companies run successful projects. Included in the cost of the course is a copy of Bob Buttrick's best selling book Project Workout

and a half-day project health check in which we will apply the learning from the workshop to one of your projects.

July 24–25: Project and programme support office

This two day workshop is aimed at those who are managing or setting up a project or programme support office. It not only provides the skills required for running an effective programme or project support office, but also allows attendees to benchmark their current practices against best practices in their own and other sector areas. From this, a plan of action is developed for improving the support they offer back in their client organisation.

July 28–29: Technology intensive projects

This course is aimed at project managers with at least one year's experience in managing technology intensive projects.

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



Master-class: a chance to learn more about a particular subject.

Sept 22–24: Complex technology and contract intensive projects

This three day course specifically addresses the concerns associated with delivery and implementation of major change and with formulating, managing and delivering major contracts to external clients.

It ensures a sound understanding of the critical need to demonstrate and deliver strategically aligned technology and the need to define successful terms of engagement with the client and effective 'incentivisation' schemes to ensure multiple supplier contracts can be delivered successfully.

book with all the answers

Winning content: make a note in your diary to look at this very readable book.



Visualizing Project Management 2nd Ed. (2000)

Kevin Fosberg, Hal Mooz and Howard Cotterman

THIS is one of those books that can, and some would say must, be read from cover to cover to get the best from it.

Once familiar with the overall content, the design and in particular the illustrations and diagrams, allow quick and easy reference to the key ideas. It is precisely because it is both readable and a useful reference text that this book is a winner.

In a changing world where project managers are expected to deliver 'better, faster and cheaper' results, Visualising Project Management asks 'than what'?

The answer comes in the first part of this the second edition of the 1996 volume in

which the reader is asked to challenge their own change driver role within horizontal/vertical, for which read matrix, organisational.

The solution offered is a model for seeing the whole project in the context of the way in which customer satisfaction is achieved. Though a number of models are compared and contrasted, there is a degree of confusion between product development life cycle models and the project life cycle itself.

The remaining two thirds of Visualising Project Management contain all the techniques and mechanisms a competent project manager would expect to have at his or her disposal, and comes complete with an interactive CD.

The success or failure of a business, based on the premise that projects deliver the changes that competitive environments demand, pervades the whole work.

