

citi bulletin

spring 2004

news from *citi* – the project professionals

safe in their hands...

PROGRAMME manager profiling is still in its infancy. Our early studies, carried out on 154 successful programme managers, have been indicative, but one thing is clear – the level of variation in the population of successful programme managers is much greater than in successful project managers.

Some things, however, we do know. There is no requisite for a programme manager to have a strong project management background; almost 52 per cent of our sample had line management and operational backgrounds. And there are some indications that project managers with long track records of success often have characteristics that are contra-indicated for programme management – such as an intolerance of uncertainty.

probability of success

We are in a position where we can definitely identify people who will NOT make good programme managers and can indicate candidates with a good probability of success. We can also identify where their KASEN (knowledge, attitude, skills, experience and network) needs bolstering or support, but until we have completed our research, the influence of environmental and organisational factors on the individual's chances of success cannot be reliably modelled.

by **Christopher Worsley**

CEO: CITI Group

Our approach is based on three distinct assessments.

- The first is a profiling of the types of experience the individual has had. There are certain groups of experiences that are necessary.
- The second is to determine style and approach and is derived from their EI (emotional intelligence) quotient. (This is a modern equivalent of the Myers-Briggs Type Indicator assessment).
- The third is an assessment based on observation and evaluation of a characteristic programme management activity compared with that carried out by experienced programme managers.

profile

The synthesis of these three allows us to develop a profile that describes likely performance and shortfalls by comparing their measures against those required to fulfil the four programme roles of benefits management, delivery management, change management and design authority. What our research is focusing on

is how these four roles vary according to programme type, organisational structures and stakeholder mix.

Of all the appointments made by an organisation in their change management, choosing the right individual to lead the programme is the most crucial. CITI, and other researchers, continue to seek ways of making this choice less risky. We will report progress!



In experienced hands: choosing the right individual to lead the programme is crucial.

change starts here

www.citi.co.uk

citi the project professionals



up for a challenge!

PROJECT Challenge 2004 is the 'must attend' conference for senior management who need to address key project and programme issues affecting their business.

Delivering projects within demanding deadlines is at the centre of organisational survival – from getting to market ahead of the competition to implementing strategic imperatives. Yet as every experienced project manager knows, speed

Sponsored by CITI, Project Challenge offers a great opportunity to share experiences with like-minded colleagues whose organisations depend on high-calibre management of projects.

is nothing without control, but project control by itself cannot guarantee success. Control must focus on project performance and ensure that benefits are delivered to the business

or organisation. If you want to keep your business one step ahead of the competition, it's worth spending a couple of days checking out best practice. You can learn from people who are respected speakers from a diverse range of industries, addressing the challenges from both customer and supplier perspectives.

The speakers build on experience from some of the most challenging projects in the private and public sectors, across a range of industries. Dr Christopher Worsley, a regular speaker at this event, looks at getting value from mandatory change and discusses salutary lessons that can be learnt from the attempt to privatise the London Underground.

Taking place on the May 18–19, Project Challenge is now based at the prestigious CBI conference suite in the centre of London. Further information on attending this event can be found in the flyer enclosed or by visiting www.projchallenge.com.

shining s

EUROSTAR is in the ascendant. With revenues rising, reliability rising and travel times falling, Eurostar has transformed the travel market between London and Paris-Brussels.

It has become the market leader and has doubled the total number of passengers travelling between London and these two cities – now around seven million.

Recognising that Eurostar's continuing success means that it must gear itself up for change, Richard Brown, Eurostar's CEO, is championing an initiative to produce a 'best in class' project community.

purpose

This year, a new organisational structure will be in place that is focused on the governance and execution of projects. Its business purpose is to make the company more responsive, able to translate strategic and operational imperatives more quickly and more predictably into operational reality.

To ensure that the project community could meet the challenges that he, and the marketplace, are setting, Richard asked CITI to support his management team. His project

managers put in place the components of an integrated portfolio management approach. These components – maximising value from the portfolio, monitoring performance, predictable project delivery – involved all members of the change community: the board in its role of portfolio steering group and as individual project sponsors, the project management office in its role as monitor and guardian of project performance, and the project managers.

reinforcing

CITI's starting point was to determine the number and types of projects Eurostar had planned over the next four years, and in parallel we profiled Eurostar's project managers. We also ran a number of project health checks to identify common issues and points of concern. From this analysis five strands of work were woven together into a mutually reinforcing programme of change.

Senior managers became involved with seminars and workshops in which the issues and accountabilities associated with the governance of a portfolio and the sponsorship of individual projects were thrashed out and clear lines of responsibility drawn.

The urgent need for an effective 'guidance' PMO became self-evident and it was decided to 'fast-start' one using CITI personnel and toolkits to get one in place quickly. Meanwhile, the development needs of the project manager community were addressed based on the information provided by the profiling of the



rise to the top

THE 2004 open course programme continues to provide core courses, masterclasses and world-renowned accreditation routes for developing both project and programme managers. In this issue we focus on our professional level development options, which is for those who run complex projects and wish to become professional project managers.

Advanced project management, March 11–12, April 21–23 & June 3–4. This course is for project managers who have several years' experience of managing projects.

It focuses on how to make projects successful. At this level, project management is often as much about power and politics as about plans and process, so stakeholder management is thoroughly explored. The emphasis is on the advanced application of appropriate techniques for managing complex, cross-functional projects. By the end of the course project managers will be confident about how to apply the factors and disciplines together to create a

tar



project managers, and projects, with courses, coaching and electronic project management guidance all used to great effect.

The impact of the programme is already evident after just nine months. Project governance is in place and working. There is a perceptible 'professionalisation' within the project management community. The focus on performance and delivery has sharpened and the status and influence of the PMO continues to grow.

There remains much to do but, leading from the front, Richard has engaged all levels of the business and rapid progress is ensured. The future is looking much brighter for Eurostar as it prepares to celebrate its 10th anniversary.



informative and entertaining read

THIS book has been developed from the real day-to-day experiences of project managers facing organisational and logistical challenges.

It's a very practical guide that covers the fundamental principles of project management and doesn't get too bogged down in detail. It's clear, readable and quite entertaining!

I found the section on people – the human factor within every project – especially good, with good coverage of communication planning and stakeholder management. A section on risk management steps you through exactly what to do when identifying project risks, and there are action checklists for each stage of the project that I found really useful.

The diagrams are clear and informative, and it's invaluable to have case studies peppered throughout. The book takes you through how to manage risks and politics; how to demonstrate the value added by a project; how to communicate upwards and downwards in project teams; how to energise projects; how to turn failing projects around; and how to spot likely problem projects.

For me, the success of the book is that it strikes exactly the right balance between practical advice and the reasoning behind that advice. As a result it is not too long or unwieldy. All in all, I think it's a very well-written, well-thought-out book – hopefully I'm a better project manager for reading it.

It makes a change to read a book on project management that has obviously been written by the practitioners as opposed to the academics!

After all, project management isn't just about Gantt charts, PERT charts, various methodologies and bureaucracy – IS IT?!!

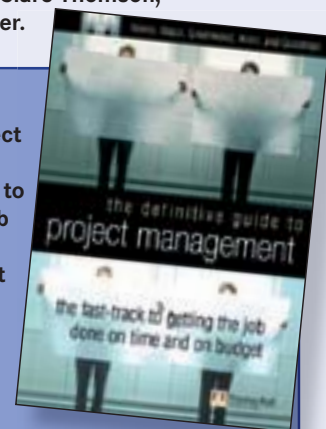
Book review by Clare Thomson, CITI PSO Manager.

the definitive guide to project management: the fast-track to getting the job done on time and on budget

by Sebastian Nokes

Publisher: Financial Times Prentice Hall; ISBN: 0273663976

Have you read a good book recently? If so, we'd love to hear your review for publication in the next bulletin. Contact amuscat@citi.co.uk



of your profession

coherent project strategy for the most complex of projects.

This course is an integral part of our accreditation route to achieve the Certificate in Professional Project Management, awarded by Lancaster University. Induction is on March 10 – contact us to find out how you can gain this prestigious qualification.

Benefits management, March 15. This masterclass is for project managers who require practical application of best practice in benefits management. It explains the principles behind the benefit-impact-product model that underpins good benefits modelling, and extends the concepts to project implementation and the tracking of benefits.

Stakeholder management, April 2. This masterclass is for project managers working with organisationally and politically complex projects. It provides participants with a number of approaches to deal with this often difficult aspect of complex project management.

Contract management in complex projects, April 5–7. This masterclass focuses on the impact contracts have on project management. It provides project managers and senior-middle managers with a complete framework for managing projects with significant commercial and contractual elements.

If you would like additional information on any of these events, or events at our principles or practitioner level, please contact Julie Antill on 01908 283600 or email jantill@citi.co.uk.

prepare to be influenced

HELD at Olympia, London, bPPm (formerly ProjectWorld) attracts over 1,100 key decision-makers and influencers looking to leverage project management (PM) capabilities within organisations by increasing internal effectiveness in the management of projects and services.

The event comprises an exhibition by over 60 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.

There is a comprehensive and interactive seminar programme (running throughout the two-day event) that will examine new and emerging methodologies and provide thought-provoking discussion surrounding the issues currently under the spotlight.

Dr Christopher Worsley, CEO of CITI, will be delivering a seminar at this prestigious event on March 4. His topic is on project and programme portfolios and he will be joined by Mike Hawes, Head of Organisational



Business Performance & Project Management

3/4 March 2004, Grand Hall, Olympia, London

Development at Eurostar, who will share his experiences of using the project and programme portfolio to achieve corporate objectives.

More information about attending Christopher's session can be found in the enclosed flyer or by visiting the bPPm website at www.imark.co.uk/bppm

premium process



Diageo, the world's leading premium drinks business trading in over 180 markets around the world, has a long history of mergers and acquisitions and plans to carry on expanding.

A S PART of its strategic review, Diageo acknowledged the need to overhaul, reorganise and standardise its processes.

It was recognised that a key element was to differentiate between global processes (marketing a particular brand) and local processes (purchasing newspaper advertising).

cost savings

Despite the practical and action-orientated culture of the organisation, the debate between 'global' and 'local' was fast becoming esoteric. Senior management, frustrated by the circular nature of the debate, decided the discussion either ceased or was brought to a satisfactory conclusion.

Their preference was the latter as it was accepted as potentially there were significant cost savings to be made by differentiating between the two.

CITI was invited in to solve the issue. Following discussions with Diageo's Chief Operating Officer, the solution was found using

CITI's strategic implementation planning (SIP) approach, facilitated by one of our senior programme managers, Simon Peach.

In its simplest form, CITI's SIP approach identifies and 'proves' the relationship between the blueprint of the new organisation (its target operating model), the customer value proposition and the benefits case for the transformation.

core element

The process involved can be a challenging time for the executives and senior managers as ideas are exposed to a constructive, but necessarily ruthless, analysis process. The outcome is an executable plan for implementation that links and tracks benefits, impacts and products (deliverables).

The core element is the 'As-is' and 'To-be' modelling process. The 'As-is' identifies Diageo's current operation, while the 'To-be' focuses on the future - the blueprint.

Unlike approaches adopted by others, CITI's approach identifies the implications of decisions made regarding process ownership and location and does not concentrate on process mapping alone. This makes it real and permitted Diageo to develop a coherent and comprehensive target operating model.

Together with Diageo's senior



Make it a night you won't forget,
not one you can't remember.

management and analysis teams, CITI produced an operating blueprint which facilitated resolution of the global versus local process debate.

It also proved that an operating model is not 'shelfware'! In fact Diageo established an internal Design Authority group to become the guardian of the new operating model.

critical importance

Of additional critical importance and value to Diageo, the SIP process identified a number of stand-alone programmes that did not contribute towards the new operating environment.

The board has since demanded that the CITI approach is adopted throughout Diageo for all of its corporate projects.