

citi bulletin

spring 2005

news from **citi** – the project professionals

the right mix

S O WHAT does it take to be a complete project manager? It's easy enough to recognise one. Things happen around them. They are in touch and in control. The sense of purpose and achievement is palpable. But how do we create them? Do we wait to see if they'll come good, or watch sadly while their project drifts into failure, a day at a time?

Some believe that it is all down to what they know. There are training programmes and companies that sell this idea and indeed use terms like being an accredited project or programme manager, as if knowing about project management makes you a project manager.

This is a weak version of the 'blank slate' theory, which suggests that anyone can become a project manager – all it takes is the right environment and training.

combination

Others believe that it takes more. It is a combination of knowledge, skill, experience and attitude, and it is how these different elements are brought together and brought to bear on the management enterprise that distinguishes successful project managers from others. Clearly knowledge has a role, but it is its application that matters.

So skill, the appropriate application of techniques, matters. Yet, it is making sensible choices, giving appropriate emphasis that creates success. And attitude – the beliefs,

by **Christopher Worsley**

CEO: CITI Group

values and sensitivity to ambient factors – is critical. Our research clearly shows all of them matter, with experience being a better predictor of future performance than any one of the others.

This multi-factor model of what makes a complete project manager has a number of consequences. The most obvious is that not all people can be project managers. (Our research shows that just over 30 per cent of individuals will never become adequate project managers, and less than 12 per cent will be excellent ones.)

The second is that accreditation, which is based on demonstrating knowledge, on its own may give a false picture of project competence.

The solution for project managers is professionalism. We must distinguish between qualifications that focus on developing aspects of attitude, as well as developing

skills and experience, and accreditation to techniques. We must not lose sight of the value of apprenticeship to the profession – individuals being exposed to 'knowledge in action'.

At all levels this formula provides the greatest chance of success when taken from the classroom environment into the workplace, and is the basis of our management development programmes and our postgraduate certificate in managing major projects.



Becoming a complete project manager can be achieved with a mixture of the right ingredients.

change starts here

www.citi.co.uk

citi the project professionals

signing up for project su

▶ Project Management eXcellence forum

HOW does an organisation with 100,000 professionals, operating in 70 countries, with £18.5 billion turnover, which depends on project and programme management as key disciplines, ensure that it keeps abreast of 'best practice' and its consistent application?

The organisation in question is BT and the mechanism it uses is the PMX – Project Management eXcellence – forum.

Chaired by Nigel Gillingham, Project and Programme Management eXcellence, the PMX forum has been running for a number of years and has representatives from BT's business units. PMX will have a new sponsor next month in John Butler, BT Director of Business Improvement, which is a demonstration of how important the PMX is to the business.

CITI hosted the PMX forum at its Newport

Pagnell offices in 2002, and in January of this year CITI's chairman, Thomas Docker, gave a presentation to the PMX forum on 'centres of excellence', with a particular focus on the services CITI provides inside BT.

As a preferred supplier to BT for both development and consultancy, CITI has been closely involved with initiatives to put in place development frameworks for both project and programme managers, and other roles such as project office managers.

Qualifications and accreditation in project and programme management are becoming

the corre dia

BAE Systems ensures that all of its senior leaders undertake an annual performance and development review. This review includes the identification of their personal and professional development needs, a challenging task for some unless supported by objective information. Project Management (PM) capability development is a priority for our business, hence the need to ensure that our senior PM community are offered a process to support their personal development planning.”

– Ian Grant, HR Director, BAE Systems.

Research supports BAE Systems processes, so why are organisations (in general) so bad at identifying personal development follow-throughs, and why is it that this is so often the section that is rushed through at the end of a development interview? The diagnosis-development model pictured here emphasises the importance of considering the problem before jumping to training as a solution. What strengths do we bring to our role? What areas do we naturally emphasise? What are the development priorities?

behavioural competences

To perform this diagnosis organisations need to consider a variety of inputs. Self-assessment, applied in a structured way, helps us to review where we think we may need to concentrate – the Association for Project Management (APM) competence self-assessment is a good starting point for this. 360 degree gives us valuable input into how others perceive us and is particularly good for reviewing behavioural competences – many organisations like BAE Systems are now offering this as an integral part of leadership programmes.

External assessments provide valuable insights into how organisations can position themselves against a broader external benchmark – the approaches here vary from simple

ccess

increasingly important to BT. Over the last four years, it has supported a large number of candidates through Association for Project Management (APM) qualifications, as well as PRINCE2 and MSP (Managing Successful Programmes) method accreditation.

The PMX was, therefore, an ideal forum to discuss CITI's new postgraduate offering, the Certificate in Managing Major Projects (CMMP), which is provided in partnership with the National Centre for Project Management at Middlesex University. A number of senior project managers from BT have already signed up for the certificate programme.

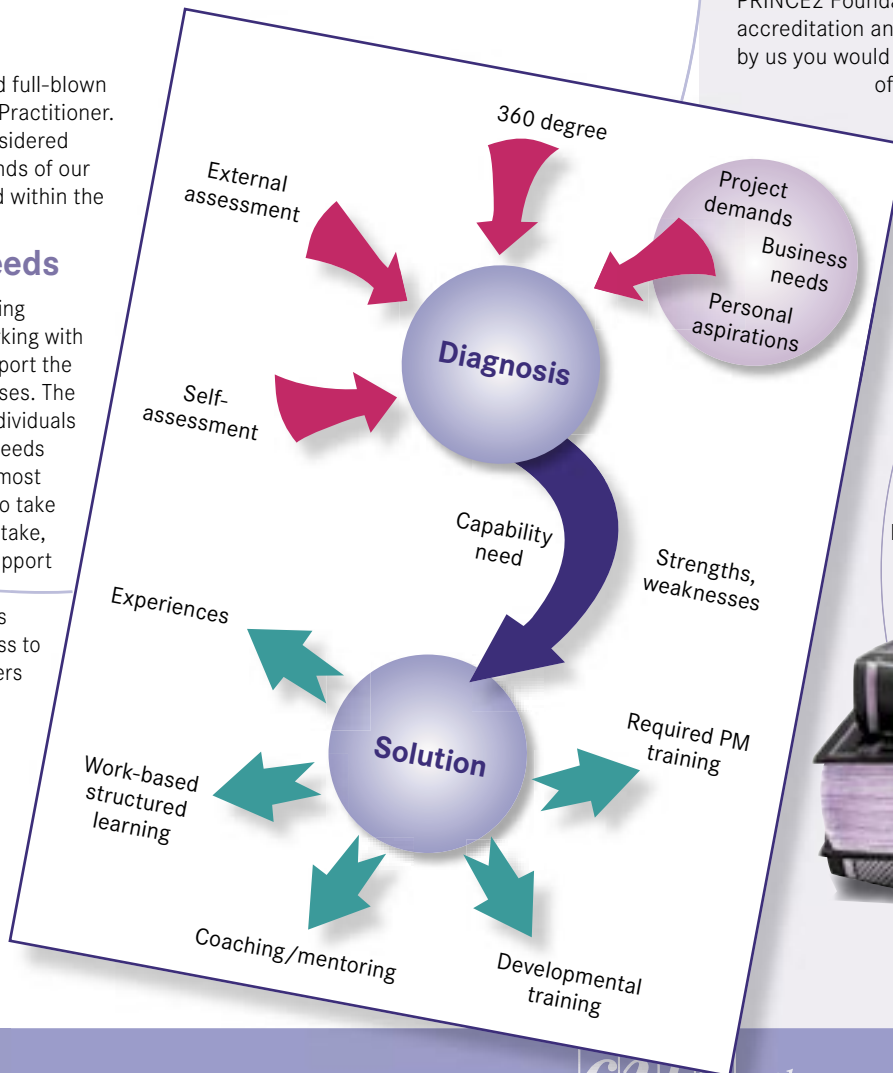
ct gnosis

knowledge tests to profiling and full-blown assessments such as the APM Practitioner. All of these inputs must be considered within the context of the demands of our role – what capability is needed within the organisation?

development needs

Through profiling and coaching interventions, CITI has been working with a variety of organisations to support the 'diagnosis-development' processes. The sessions focus on supporting individuals in exploring their development needs from all perspectives and then, most importantly, encouraging them to take action – what is the first step to take, how will they take it and what support do they need?

Ian added: "BAE Systems has deployed the CITI profiling process to provide our senior PM practitioners with information that can enable them to identify opportunities to strengthen their professional capability. The outputs offer people an independently assessed personal benchmark against best in class. The clarity and objectivity of the feedback is an important enabler of effective personal development planning."



a right royal read!

DID you know that between 500 and 1,000 people sit a PRINCE2 examination each week?

PRINCE2 is a very popular and established method and covers the management, organisation and control of projects of all shapes and sizes. It is now widely used in both the private and public sectors and has become recognised in a growing number of countries.

There are a number of books available on the subject, but none better than those written by the guru Colin Bentley. This review looks at two of his books: 'Managing Projects the PRINCE2 Way' and 'Practical PRINCE2'.

Both these books are excellent introductory texts which make for more interesting reading than the full 300-page manual! However, we would recommend 'Practical PRINCE2' to start with and use the other one for reference.

Could you pass the exams by just reading and learning these texts? Well, most people should be able to successfully pass the one-hour, 75 multi-question foundation exam by studying one of these books. Although, without doubt, more value would be obtained by attending a PRINCE2 course provided by an authorised training provider.

CITI now offers courses for both the PRINCE2 Foundation and Practitioner accreditation and by electing to be coached by us you would be provided with the

official manual in advance of the course, a very detailed colour workbook, many practical exercises and world-class instruction.

Both books can be purchased from www.amazon.co.uk and are priced at £25 each.

Practical PRINCE2 ISBN: 0117028533, Managing Projects the PRINCE2 Way ISBN: 0953910768.



expert recognition

TODAY, the need for more properly-qualified and professional project managers is becoming critical.

With this essential need in mind, CITI and Middlesex University run the post-graduate Certificate in Managing Major Projects (CMMP).

This stimulating programme develops the competencies, attitudes and behaviours of project managers to an advanced professional level. The part-time nine-month programme has been carefully designed to create a lasting impact. A combination of classroom lectures, workshops, distance learning, written assignments and authoritative, expert-led seminars are

used, with examples drawn from real projects.

Participants acquire and develop 'thinking skills' which enable them to analyse different perspectives whilst dealing with complexity and uncertainty prevalent within projects.

The programme starts with guidance on personal learning styles, assignments and knowledge sources.

major change

The first module demonstrates the disciplines of advanced project management through extensive casework. The second module specifically addresses the management of procurement and contracting within major technological change. The third module, project success through people, concentrates on the vital soft skills required by a project manager.

Each module is supported by directed distance learning materials that expand upon the topics presented. At the end of the course



participants complete a final project report.

What next? Having graduated with this certificate, participants can continue on to a diploma programme which can lead to a full MSc. **Interested? For a CMMP information booklet, e-mail your details to Alexandra Lawrence at alawrence@citi.co.uk**

good? now you can be GREAT!

Our open courses provide access to the best in project management for those who wish to be members of the professional community of project managers. **For a view of our courses and the dates, visit www.citi.co.uk/open2005/schedule.**

Certificate in Managing Major Projects

For experienced project managers seeking to gain professional status with practical skills backed by academic qualifications. To join this course you must have substantial hands-on experience of project management. **Check your eligibility: complete the online questionnaire on www.citi.co.uk/cmmp**

Advanced Project Management

For experienced project managers who want the practical skills, insights and techniques of professional project managers but do

not want to take the qualifications. The focus of the programme is improving their personal project performance and making their projects predictably successful. **Check your eligibility: complete the online questionnaire on www.citi.co.uk/pm**

Delivering Programmes

For those involved in programme management: the focus of this course is the delivery of programmes, not just understanding the differences in roles and responsibilities between projects and programmes. Complete with a set of tools to help you think about and control your programme, the course provides the processes, the practical techniques and, crucially, the mindset that underpin programme management. **View the course description on www.citi.co.uk/open2005/mgpg**

For more information on open course programmes, please contact Anna Havard on 01908 283 600.

We support individuals to develop their expertise. Our development programmes bring education closer to the workplace, giving organisations access to the very best information and approaches to successful project and programme management worldwide. Using its research, wide experience in projects and its academic connections, CITI provides to clients and partners unrivalled development opportunities for those at the top of their career, including post-graduate qualifications for those good project managers who want to be great.