

citi bulletin

summer 2005

news from **citi** – the project professionals

bright sparks

FOR many, it seems they were born to be a sponsor; at least no one prepares them for the experience. They just become one.

For a good number they don't notice, not knowing what is expected of them by the role, they often provide what they themselves have experienced – little or no interaction. Or, what can be even worse, they act as a surrogate project manager, thus disengaging the project manager and interrupting the project management process.

accountabilities

When sponsors are apprised of their accountabilities and responsibilities, the results can be startling. Project managers find themselves being asked the right questions, sponsors find themselves in control and governance becomes a reality. So how do you develop a sponsor?

Teaching them about the role and what 'good' looks like helps, but it does not get to the heart (or mind) of the problem. They need to experience what it feels like to be involved as a sponsor – face them with the need to act and behave as a sponsor and the necessary changes begin.

project problem

A good place to start is to confront them with an issue – not a project problem, not a risk dressed up as an issue – but a project issue, something that belongs to them alone. Put them in a project governance environment in which their ability to detail the essence of the issue, determine what decision needs to

by **Christopher Worsley**

CEO: CITI Group

be made, and who or what needs to be actioned, and the 'penny' drops.

A good project sponsor is worth a hundred domain experts and a thousand business owners. Combine sponsorship with domain experts and ownership is a permanent project performance fixer. Give it a try.

Develop your sponsors – give them the opportunity to see how good it feels to direct a project properly.

The results have proved electrifying.

Electrifying results: let your sponsor experience the full force of directing a project.

change starts here

www.citi.co.uk

citi the project professionals

anyone for CofEe?



FOLLOWING on from its successful inaugural meeting on April 22, 2005, the second meeting of CITI's Centres of Excellence Club was held on June 22, 2005.

Discussion at the first meeting centred on what participants wanted from the club. The overwhelming view was that the club should provide an opportunity for networking – a place where experiences could be shared as organisations sought to develop and maintain a 'corporate' capability to run programmes and projects successfully time after time.

CITI describes these capabilities as centres of excellence – project communities that have in place:

- ▶ well-defined governance structures
- ▶ development frameworks
- ▶ support environments – portfolio/programme/project management offices (PMOs) – that provide technical tools and services.

The theme for the second meeting was benchmarking – how good a centre of excellence does your organisation have? How can you measure it? Is relative measurement more important (i.e. where is your organisation relative to others, relative to the 'best')?

Mary McKinlay, BAE Systems, provided input to the discussion by describing the International Project Management Association (IPMA) Model for Project Excellence, for which she is a trained assessor.

The third meeting is to be hosted by GCHQ on September 22, 2005, where the topic for discussion is programme and project management development frameworks.

For further information on how your organisation can join this networking club, please contact Tamasine Thompson on 01908 283600.

making a real im

CITI has researched the different approaches to the running of successful Project Management Office's (PMOs) and has developed a way of characterising them to ease the identification and introduction into different organisations and their cultures.

By analysing the different emphases on tactical and strategic concerns, it is possible to establish or transform a PMO that has a real, positive impact on project and programme performance.

There are four fundamentally different approaches:

- ▶ **Administration** focuses primarily on the collation of data, report aggregation and information handling. It supports individual projects and is mostly passive in operation.
- ▶ **Control** focuses on project information management. It is interventionist, and as such needs to be staffed by functional specialists. It has authority.
- ▶ **Guidance** is a centre of excellence and change agent. It is staffed by process specialists

and is proactive in intervening and influencing project performance by providing a variety of project assessments, access to project histories, and guidance on techniques and tools.

▶ **Partnership** uses its knowledge of the organisation's project capability and capacity model to help inform strategy and helps determine prioritisation issues. It is staffed by people competent to make judgements on business initiatives as well as on project management concerns. It is also rare!

PMO maturity

The different PMOs exist at one of three levels of maturity. Over time they either mature or decay depending on whether they adapt to the changing needs of the organisation. We have found that this process is totally predictable and can be influenced by appropriate interventions.

In practice, many PMOs fail to deliver to their potential because they muddle up the four different types and end up often being regarded as low-value services, with the wrong calibre people – support is mistaken for administration, and the knowledge and skills about the management of the organisation's portfolio ignored or lost.

For further information on establishing or transforming your PMO visit www.citi.co.uk. You will find hot links to a fuller article on the subject with details of the approach, and information about our open courses on Project and Programme Offices.



revolutionary



safe situations: (above) an 'online demo' scene and (right) a 'meeting' scene from the simulation.

pact!

virtual learning experience

Structuring effective control procedures to drive through the muddle, ambiguity and stress of complex projects is essential to successful delivery. Despite the prevalence of advanced project management tools and techniques, achieving project objectives consistently on-time and on-budget remains a difficult and sometimes elusive goal. The CITI development philosophy is to overcome these difficulties and make learning an experience that can easily be translated into the workplace.

To take participant learning one step closer to real-life situations, CITI are delighted to introduce a revolutionary participant experience that has been incorporated into CITI's advanced programmes and master classes, including the Postgraduate Certificate in Managing Major Projects and stakeholder centred project management. Developed by Prendo, CITI participants are given direct experience of controlling project execution in the safety of a simulated environment.

The simulation combines the latest academic thinking on project leadership with experience of what works practically in real business projects. It fills the gap for project managers between knowing the methods and techniques and actually using them effectively in complex, real situations.

The difference that this learning technique gives is an advanced online reporting tool that tracks the actions of each simulation session in real time, providing essential information on the performance of an individual or group. This information allows facilitators to tailor and reinforce learning techniques, and provide immediate feedback on success to participants.

For more information about simulation techniques and developing advanced project managers, please contact Alexandra Lawrence on 01908 283600.

reaching new heights

New to project management? Working with projects?

CITI has always provided courses for those that are at the top of the project management ladder, emphasising the particular challenges faced by those who work with large complex projects. But we realise that successful project management requires a mixture of people from those with no project management experience to those who have been working in the profession for many years.

The 'principles' level of our development framework is aimed at those people who are looking to move into the profession, or those who find themselves working within projects and need a good understanding of what is expected of them and how projects differ from business as usual. As with all levels of the development framework there is a mixture of courses, qualifications and accreditations for these individuals.

For a view of all our courses and the dates visit
www.citi.co.uk/open2005/schedule
 or call us on 01908 283600.

Introducing project management

Many people are now affected by projects and the way they are managed. This programme is for them, or anyone who needs to know more about how projects are run and what factors make project management different from other types of management.

View the dates at www.citi.co.uk/open2005/schedule

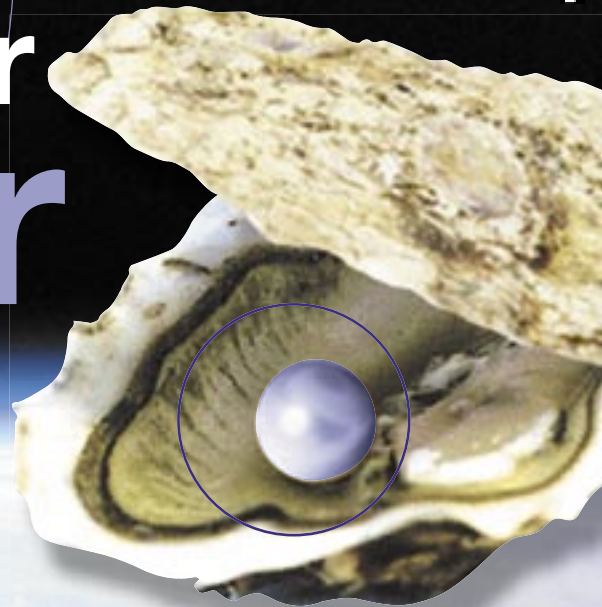
APMP Pathway

This distance learning route is for those with the desire to gain association for project management APMP qualification. The pathway course is designed for candidates who want to study for the qualification from home but in contact with the rest of the candidates. View the course description at www.citi.co.uk/Open2005/apmpp

PRINCE2™

Many companies require their project managers gain accreditation to the PRINCE2 methodology. This course is designed to provide you with a working understanding of structured project management as presented in PRINCE2, to a level where you can use it to manage a project and pass the PRINCE2 Foundation and Practitioner Examinations. To view the next dates go to www.citi.co.uk/open2005/schedule

the world's our oyster



CITI has officially expanded into the North American marketplace with the opening of AchievementPoint.

AchievementPoint is located in St. Louis, Missouri, just west of the historic Mississippi River.

The brainchild of Christopher Worsley and Jeff Pupillo, AchievementPoint is focused on bringing the CITI consulting, education, and solution model to the US and Canada.

"We firmly believed the US market was ripe for CITI," states Mike Malek, AchievementPoint's Managing Director. Furthermore, that "the quality of CITI's offerings are unparalleled in the US and Canada. And we've proven that to be the case. Clients and prospects absolutely love



our message and are eager to take next steps. We're moving quickly!"

joint venture

The AchievementPoint team, led by Mike Malek, Nick Matteucci, and Jeff Pupillo, initiated their sales efforts with the electronic project support office tool **e:PSO**, a joint venture with CITI.

In the US and Canada, the demand for CITI's project and programme management consultancy and educational-based services became quickly apparent and AchievementPoint was launched. This was an obvious next step for CITI, as dominance over UK competitors increased dramatically over the last five years and global contracts with clients become more frequent.

The first steps in launching AchievementPoint were to build a website

and marketing materials to support their sales efforts. The website is available at: www.achievementpoint.com and the sales brochure most relevant to you is available by emailing: sales@achievementpoint.com

In mid-May, AchievementPoint launched The Point, a free newsletter service patterned after CITI's Bulletin. Upcoming activities include a morning education seminar featuring Dr Worsley in late June. Additionally, AchievementPoint will be running two educational courses, Making Projects Work for Practitioners and Advanced Project Management for Professionals. Both of these programmes will occur in Washington DC in late July.

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