

news from CITI – for projects and programmes

## molecular mission



**D**NA is rarely out of the news. DNA solves crimes that no other technique can touch, while promising even more dramatic advances in healthcare. Is there anything equivalent in the project world? Researchers agree that the project mission is key to project success.

In fact without a clear and agreed mission, a project is bound to fail. Over the years, CITI has built on this insight to create the 'mission model', which strips away day-to-day concerns to reveal, as if under a high powered microscope, the essence of what a project is there to do. The mission model clearly and succinctly describes purpose, objective, and critical success factors. It sets out the key products to be delivered, the risks and the benefits; and the assumptions and constraints a project must work within.

### genetic code

The mission model is the genetic code of a project. This 'project DNA' is the vital information a project manager needs to do his or her job. Using the approach developed by CITI, it can be set out on a single sheet of paper called the Project Registry Document, or PRD. Armed with this, and appropriate tools and resources, you can have high confidence that a competent project manager will get the job done – whatever it is.

by **Geoff Vincent**

Principal Consultant

Like a good detective, a project manager needs excellent 'soft' skills, because almost everything to do with project management involves people. But project management also needs a scientific approach, and all projects have an irreducible core of hard information which must be right if the project is to deliver successful results. Knowing this, it is possible to test whether a project has 'good' DNA. Projects can be set up for success from the start. However hard a project manager works, a project that is based on 'bad' DNA cannot succeed: the problem must be resolved at the core, preferably before too much money is spent.

Knowing a project's DNA, simple healthchecks can be carried out during its lifetime to test whether it is on course, and developing as it should. 'Project DNA' makes projects visible, and controllable. Project management is already a skilled art. Adding the science brings a new level of professionalism and performance, which cannot be achieved in any other way.

**DNA blueprint:**  
the success of a project lies in understanding its genetic code



# keeping the lights **on**

**A** POWER station that's not working can be extremely costly! So an essential aspect of operating power stations is to carefully manage the times when a station is taken 'offline' and out of production, for scheduled maintenance and repair to take place.

The correct amount of scheduled maintenance within this offline period, known as an 'outage', needs to be planned in order to keep unscheduled outages to a minimum.

## energy generation

In mid-2004, leading integrated UK energy company RWE npower, which operates and manages flexible, low-cost coal, oil and gas-fired power

by Simon Green, Account Manager,  
and Dave Dyson,  
Operations Performance  
Optimisation Group, RWE npower

stations, and a large portfolio of renewable energy generation, embarked on an initiative to improve its management of outages. Project management was recognised as essential. By focusing on each downtime as a project, rather than a series of processes, the company ensured a set of management actions existed within the outage strategy to deal with risks and issues.

RWE npower has a tradition of providing best-in-industry development for its people, from the graduate entry-levels up to senior management. As RWE npower became more project oriented in the way it conducted outages, and indeed its business, the need to formalise its approach and project management development became necessary.

RWE npower chose CITI to tailor and deliver a suite of project management courses and sponsor briefings with emphasis on driving

a consistent, project management based approach to managing outages, to ensure the minimisation of costly downtime.

CITI works closely with RWE npower to understand its business. Our tutors regularly tour power stations to learn not only how they work, but why the outage strategy is so important to the business' viability. We work in partnership to create and deliver a set of development interventions combining a method-based approach with pragmatic application in specific environments.

## optimised

RWE npower is seeing measurable benefits, with a positive financial impact, as outage times are optimised and further streamlined and, there is a much better understanding – and therefore synergy – between sponsors and their project managers. This mutual success is illustrated by the fact that CITI now provides project management development and sponsorship programmes to the Generation, Renewables and Cogen businesses within RWE npower.

## in these shoes

by Jay Redfern,  
Principal Consultant

THE late singer-songwriter Kirsty MacColl used this as a hook-line in one of her many songs. In it, she humorously derides the implausible suggestions being made to her (for adventurous excursions) by people who are not taking her footwear into account. It is the need to have consideration for others' situations that is intrinsic in the old expression about 'standing in the other person's shoes'.

As we know, this is not easy to do; trying to view your project from the users' perspective, or the sponsors', or even other project managers', takes imagination and a really investigative approach to exploring their wants as well as their needs. And we may not want to see it their way, because it is a

fact that experienced project managers are a determined species and, consequently, we may often be determined that our way is the way! That may be a fact but, if our way is viewed as sub-optimal by a significant stakeholder, we may well lose their support, either immediately or when the going gets tough. Of course, it is difficult to please all the people all of the time, and we are often playing the game of creating a route for the project that threads its way between the expectations of those that matter, fully aware that in doing so, we are planning sub-optimally, just to keep everyone sweet.

Whilst this approach may be uncomfortable, and less efficient by our measures, is it really

consideration for others: imaginative response to exploring others' needs



## entering the race for experience

IN the world of real management, managers study hard, discuss, review and acquire models of management, get their 'ticket' to ply their trade, and start learning. Through the fog of experience and the friction of practice, their skills and ability are honed and refined. In five years they get better, get promoted, or get out.

In the project management world, at least for some, it seems to be a little different. Project managers study hard, memorising and acquiring PRINCE2 models of project management, to get their licence to practice (can be a tad difficult to get some jobs without the accreditation!).

Years roll by, and knowledge of the models is refined into expertise through experience, and a patina of skill is reflected in competent performances. Then 'foul' is called. Five years in and the PRINCE2 licence is revoked.

Understanding is confounded, knowledge of the model unsullied by experience is rewarded, the project incompetent are set equal to the project capable, and principles set above practices.

Because, and I'm sure you are already ahead of me and can see the joke, for the assessment to mean anything, some will fail, and those who fail are more likely to be the ones who have learned the lessons of project management, while those who have learned the texts will do better.

What you might wish for is, that once the hurdle of method and procedures had been leaped as a project manager, rather than repeating long past battles, the next race would take you beyond method to explore what it is that experience has taught, and reward and enhance that.

Perhaps the skills based assessment of the APM Practitioner Qualification (APM PQ), perhaps the 'beyond method' courses offered by CITI, or even advanced skills development programmes backed by the National Centre for Project Management or the Centre of Excellence in Major Project Management.

But surely not re-accreditation! Makes you wonder if there is a tiny element of someone's commercial model lurking in the thickets somewhere. You have to laugh though!



tailored to requirements: delivering a suite of project management courses designed specifically for the client

sub-optimal if the majority of our stakeholders are then satisfied? The art of successful compromise is a necessary part of every project manager's skill-set, but to be capable of arranging those compromises, we have to know what those stakeholders' expectations actually are. To do that we must attempt, virtually, to not only stand, but walk a little in their shoes, experiencing some of what they do as they cope with their part of the organisation's world.

### guidance

Quite how to gain an insight into their world, and so to appreciate their needs and expectations, is of course the basis for the activities that we have come to call stakeholder management – probably one of the least methodically practised activities within the project management community. To be fair, there can be no doubting that good

'people' skills and intuition can and do play a valuable part, but without the results being incorporated into a workable, and worked, stakeholder management plan, too much will be left to chance. And what of those project managers who are perhaps not so gifted with interpersonal skills? What tools may they use to aid development of their stakeholder mapping? CITI has long held the belief that the critical activities of stakeholder management must not be *ad hoc*, and offer guidance to the project management community in the forms of workshops and mentoring to encourage the adoption of a structured approach.

We may not always like our stakeholders' perspectives or attitudes but, if we are to be perceived as successful project management professionals, we do need to imagine how it feels to be stood in their position, wearing their shoes – it may well be very uncomfortable, but it may allow us to go further than we have ever been before!

by Dr Christopher Worsley,  
CEO of CITI

**up**

**and coming events**

**Project Challenge Expo 2007**  
*Olympia, London*

**CHRISTOPHER Worsley**, CEO of CITI, is to host a session on 'ultra fast projects' on the 19th September. Accelerated delivery, shortened times to market, and crashing schedules are increasing pressures on project managers. Interesting and sometimes amusing approaches have been adopted – time boxing, DSDM, and agile development all have their advocates but often confuse product with project delivery. This session analyses an extreme project – the delivery of a project in ultra-fast time – to find what project control techniques really work, and how we transfer

them into more everyday project performance.

Christopher is a popular speaker and engages the audience with his lively and passionate style. Previous shows suggest that you may need to get to his session early to guarantee a seat! It also counts towards CPD points awarded by the APM, so you really have nothing to lose and everything to gain by attending.

■ **To book your place visit [www.projchallenge.com](http://www.projchallenge.com) and fill in the registration form.**

**19-20  
September  
2007**

**PACKED**  
full of fresh ideas and highly effective solutions, this autumn's Project Challenge Expo will bring together 90 of the leading exhibitors for you to network with on a face to face basis. The show offers a diverse range of content-led seminars. Authoritative and practical advice is provided from leading industry experts through a blend of case study experience and expertise. These high quality seminars are a perfect opportunity to learn new approaches and develop your skills.

about the forum

**APM Project Management Conference – The Business of Projects**  
*The Brewery Conference Centre, London*

**LOUISE Worsley**, CITI Design Authority, takes a fresh perspective on KASE and brings to light some interesting, and in some cases unexpected, new findings about the project management profession.

This session is a summary of the last three years of data collected from over 3,000 participants, analysed by sector, job title and gender, and allows independent examination of each of the elements of KASE. The highlights below are a taster of what Louise will expand upon in the presentation:

- While consultants come out highest in terms of their own self assessment of experience they come out lowest when assessed against all of the KASE factors combined.
- Engineering managers come out in the top

three when assessed against all KASE factors and yet perform relatively low against traditional knowledge tests.

■ Just 19% of the candidates are female. Of the roles represented, the biggest proportion of females was in PSO related roles. Engineering PMs were almost all male.

■ There are over 800 distinct job titles represented, with project leader increasingly becoming the standard title for more junior PMs.

Over the next two years, this data will be analysed further, and its depth and breadth extended through a Research Fellow position at Middlesex University, funded by CITI.

■ **If you would like to know more about this event and join the talk, book your place by visiting [www.apm.org.uk](http://www.apm.org.uk)**

about the forum

**THIS**  
new interactive forum for project management professionals and key decision makers aims to set out and debate key subjects on the national project management agenda. The project management skills gap is one of the global challenges of change and requires a community of intelligent, reflective project managers. Knowledge, attitudes and behaviours, skills and experience (KASE) profiling can help to provide the answer; CITI delves into this subject with new insights on day two of this conference.

**30-31  
October  
2007**

**Key Steps to Successful Programme and Project Management**  
*Kensington Close Hotel, London*

'GLOBALISATION' is now widely accepted as a fact of life – although there is still an argument about exactly what it means – what are the implications for project management? **Geoff Vincent**, CITI Principal Consultant, will discuss the challenge of globalisation and what it means for the profession. The new pressures and problems created are best addressed by projects and programmes as they provide the only effective techniques for causing impacts and creating benefits on the scale, and at the speed, necessary. As a result, projects and programmes are attracting a new level of strategic interest from organisations of all kinds, both public and private.

■ **If this interests you visit [www.unicom.co.uk](http://www.unicom.co.uk), for forthcoming events and a registration form.**

**20-21  
November  
2007**

about the forum

**THE**  
accelerated pace of change facing all industries in the 21st century is a golden opportunity for programme and project managers. Programme and project management has moved from the traditional back office function to become a crucial business technique. It now enhances the enterprise business performance towards the achievement of organisational goals. This conference aims to promote the required essentials for achieving market leadership and performance excellence for the project and the organisation.