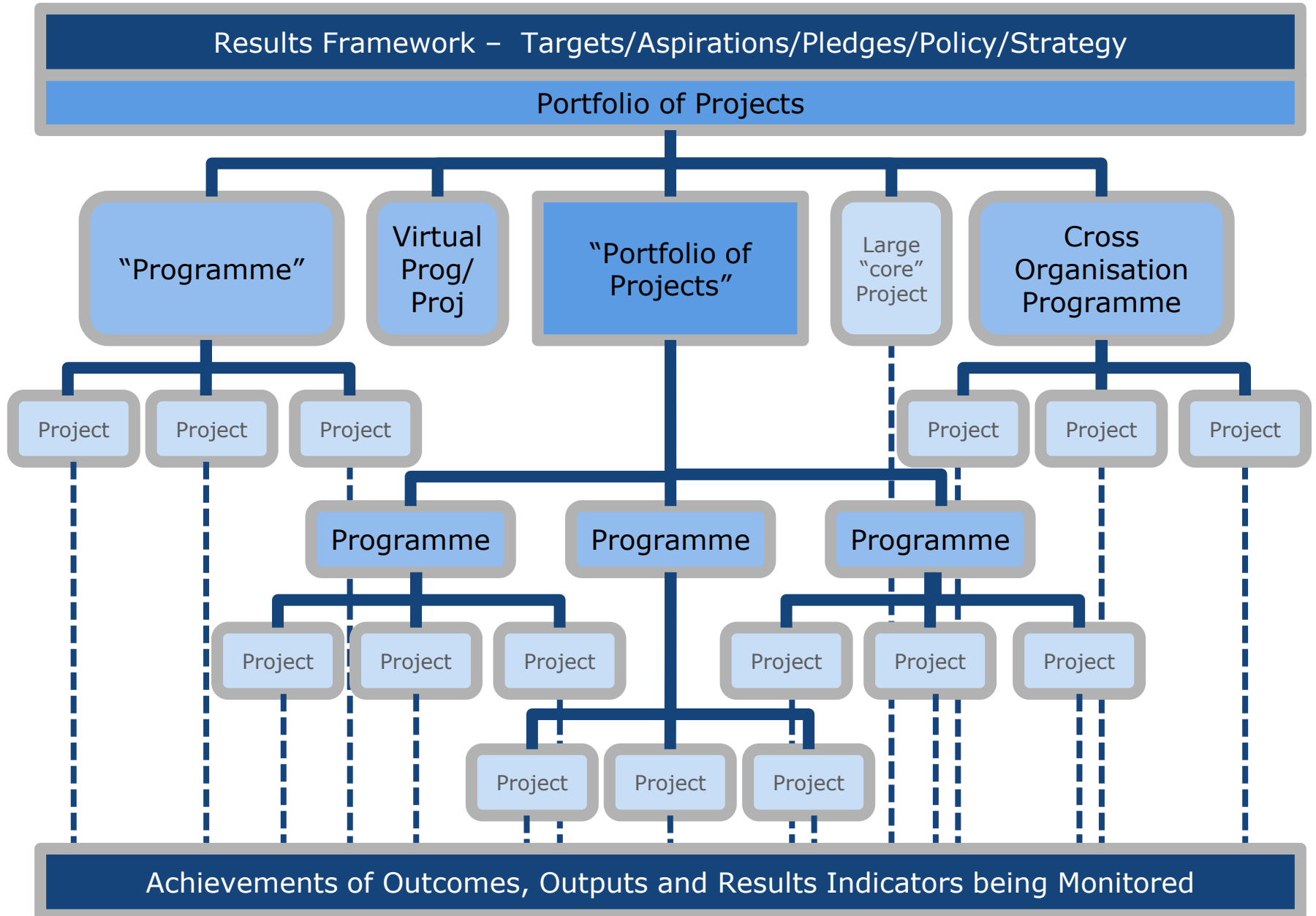


Project Management Science, Art or a Way of Thinking?

Objectives of the Session

- To understand what makes good projects and define project success
- To Make the connection between Best Practice Principles and UNOPS PM Practice
- To understand project frameworks and organization maturity levels





Linking Strategy through to delivery

The owner of these Best Practice products is the UK Government's Cabinet Office, part of the Efficiency and Reform Group Service.

Best Practice User Group (BPUG)

Portfolio,
Programme
& Project
Offices
(P3O)

Management of Portfolio (MoP)

Managing Successful Programmes (MSP™)

Managing Successful Project (PRINCE2®)

Maturity
Models
P3M3
P2MM

Supporting Standards

Management of Risk (MoR)
Management of Value (MoV)
Management of Change (MoC)

Bodies of Knowledge

(PMI) Project Management Institute
(APM) Association of Project Management
(IPMA) International Project Management
Association

Benefits

- Increase impact
- Reduce and control risk
- Reduce time and cost overruns
- Reduce failed projects
- Improved time, cost and quality measures
- Successfully completing the right projects by doing them right
- Return on Investment

Benefits

- Gartner Institute:
 - Organisations without appropriate PM management will have double the rate of failed projects, cost over-runs and delays
- PM Solutions 2013 – good PMO and project management governance:
 - 30% decrease in project failure
 - 28% more under budget
 - 22% increase in productivity
 - 19% more projects ahead of schedule
 - 31% increase customer satisfaction
 - 45% improvement in alignment with strategy

Benefits

- PWC
 - Study of organisations with total \$75Bn turnover
 - 10,640 projects

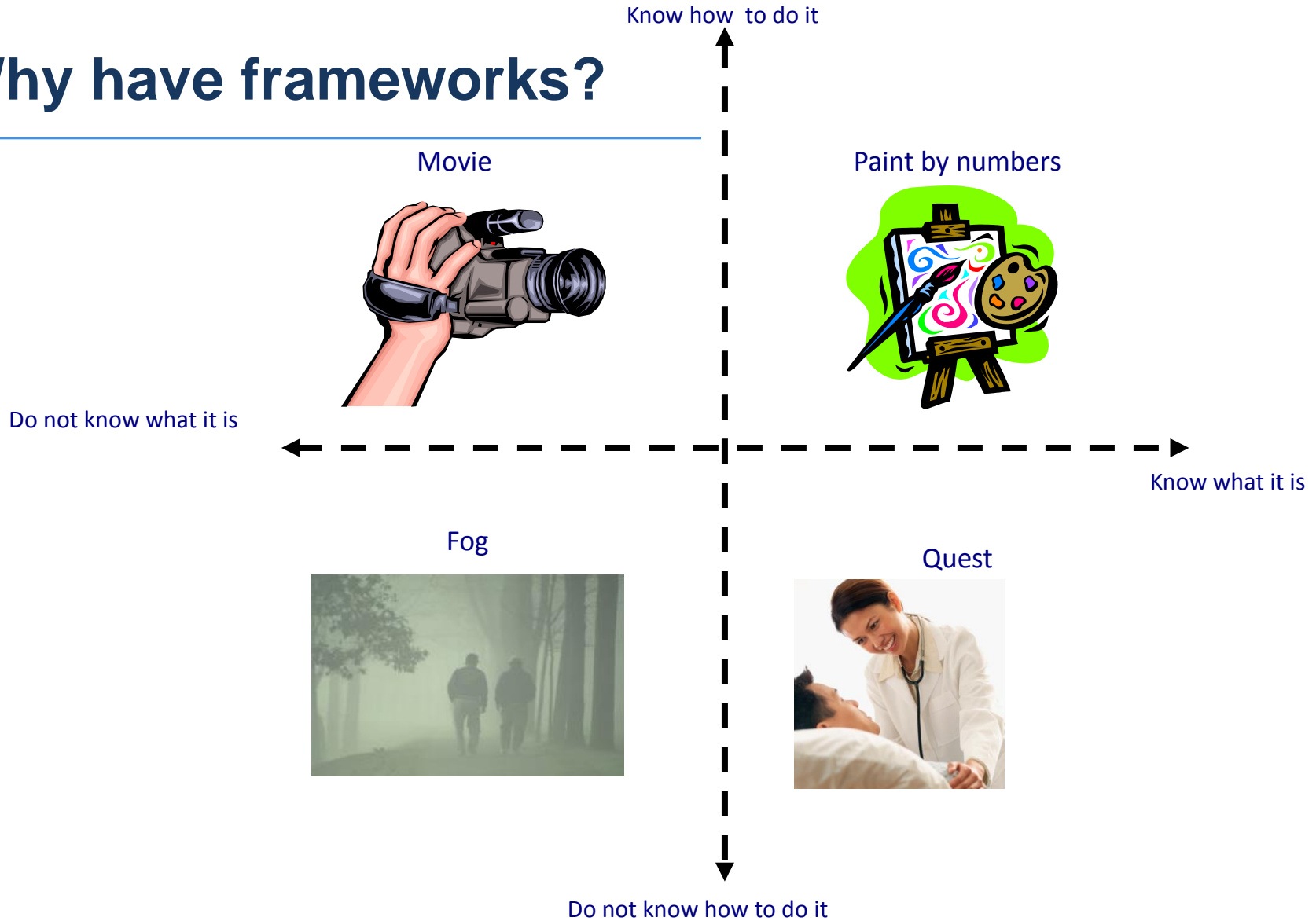
 - 1. High performing organisations running projects have higher Project Management Maturity
 - 2. There is good return on investment in staff training and certification
 - 3. If a change management process is used, they outperform the other organisations

Secrets of project success...

From 3 years of customer satisfaction surveys – what were the top 3 indicators that made the customer tick the box:- “completely satisfied with the project”?

1. Excellent Communication
2. Robust and Effective Monitoring and Control
3. The Project Manager is perceived to be competent!

Why have frameworks?



What is Maturity?

**A measure of an organisations
capacity/capability to deliver its projects....**

P3M3 – Portfolio, Programme and Project Management Maturity Model



Measuring capability in organizations and individuals in their ability to deliver

What is Maturity?

LEVEL 1: Initial Process

- Can the organisation recognise projects and programmes and run them differently from ongoing operations?

LEVEL 2: Repeatable Process

- Does the organisation ensure that each project and programme is run to a minimum specified standard?

LEVEL 3: Defined Process

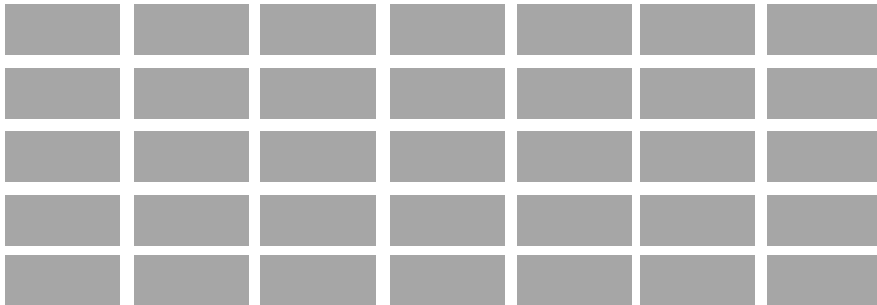
- Does the organisation have their own centrally controlled project, programme and portfolio processes and can individual projects and programmes flex within these processes to suit the particular project/programme?

LEVEL 4: Managed Process

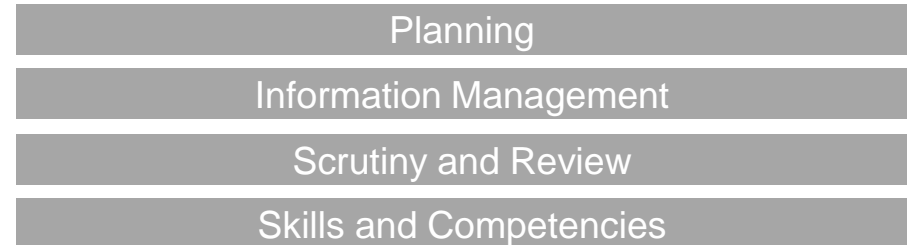
- Does the organisation obtain and retain specific measurements on project, programme and portfolio performance and run a Quality Management organisation?

LEVEL 5: Optimised Process

- Does the organisation run continuous process improvement, with proactive Problem and Technology Management?

P3M3**Portfolio Management
(PfM3)****Programme
Management (PgM3)****Project Management
(PjM3)****Management
Control****Benefits
Management****Financial
Management****Stakeholder
Engagement****Risk
Management****Organisational
Governance****Resource
Management****Specific Attributes**

5 Levels across 7 Perspectives

Generic Attributes

Maturity (its impact)

Do we know what the real project is?

- Does the stakeholder have a bigger project/Programme?
- Did the stakeholders ask us to deliver this as a project?

So what does “Maturity” look like?

- A way of thinking

How capable is....

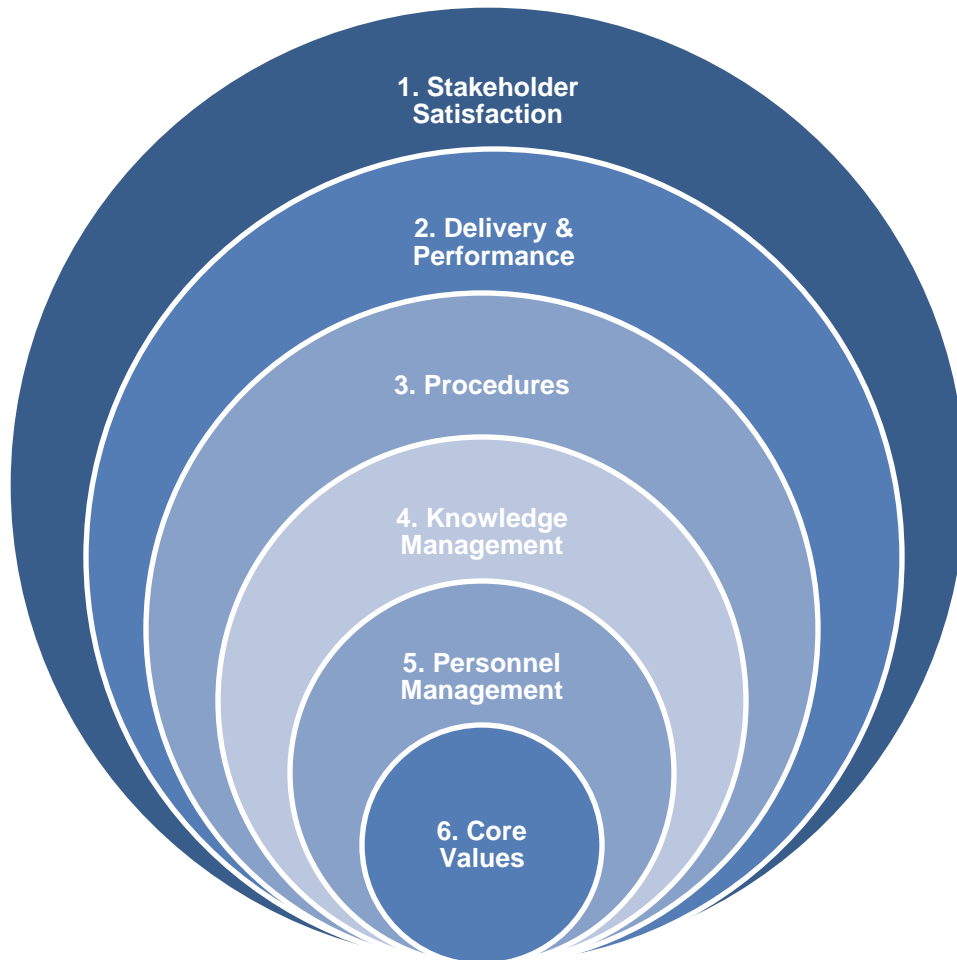
- The individual?
- The team?
- Management?
- Your stakeholders?
- Your suppliers?

What if...

- Our stakeholders /suppliers are more capable (mature) than us?

How will you know your project is a success?

UNOPS Projects are Evaluated against Six Project Success Criteria



1. Direct and indirect feedback from clients, donors and other key stakeholders
2. Performance against budget, schedule, business case and quality indicators
3. Procedures are followed, including audit of processes, documents and data quality
4. Lessons learned are documented and shared within the organization.
5. Project team is proud of its outcomes and enjoyed the experience, while following proper processes
6. Project is the right one for UNOPS



Group Exercise

- Discuss in groups
 - List at least one indicator you can use for each of the six success criteria