



# News Letter

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## President's Corner

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Sept/Oct 2006

An International Project Management day has been launched by the chapters world wide of the Project Management Institute. The objective is to celebrate project management throughout the world during the first week of November each year.

PMI UK is holding a half-day event on 1<sup>st</sup> November in Basingstoke with the theme of international project management. We have not held events in this area before so if you live within striking distance book at our web site and make a note in your diary.

We will also have representatives from the International Institute of Business Analysts (IIBA). The UK branch is being formed and the UK President will be available to introduce the new chapter and explain the benefits to members.

PMI had a stand and presence at the Farnborough Air Show in mid July this year. It's a development of PMI extending outreach to focus on key sectors. One of these key sectors is Aerospace & Defence. There were two PMI UK volunteers on the stand each day, accompanying two staff from the PMI European regional service centre.

It was the first aerospace trade show we have attended. It was a wonderful air show and exposition of technology, fascinating to see the new Airbus A380 and flying displays of many aircrafts. There were thousands of visitors with much interest and enquiries in PMI. Thank you to all who supported our presence.

A reminder – the annual election of Directors to the main board of PMI is in progress. The deadline is 10 pm Monday, 2 October 2006. Your voice is important so please take a moment to submit your ballot.

As a member you have free access to data from the Project Management Salary Survey, prepared by the PMI Research Department. Based on self-reported salary information from over 5,000 project management practitioners, the report gives compensation data for fifteen countries: Australia, Brazil, Canada, China, Germany, Hong Kong, India, Japan, New Zealand, Saudi Arabia, Singapore, South Korea, Taiwan, the United Kingdom and the United States. Compensation data is available free through the members' area of the PMI web site or the full report including benefit packages, work environments and career paths can be purchased online at PMI Bookstore.

Best wishes, Nick



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## UPCOMING UK CHAPTER EVENTS

### Next London Event

**Wednesday 4<sup>th</sup> Oct  
2006**

Registration at 6.00PM  
for a 6.30PM start

Drinks & light buffet  
to follow at 8.00PM

#### PMI Evening Event in London

This meeting will be held at 1 More London Place, London.

> **Profiting from Experience**  
- *the value of post implementation reviews*  
by Neil Robertson, Ernst & Young

Please refer to our [London events page](#) for further details and booking information.

### Next London/South East Event

**Wednesday 1st Nov  
2006**

Registration & lunch  
from 12.30PM for  
a 1.30PM start

Conference closes at  
6.00PM

#### PMI Half Day Event - Basingstoke

This half day meeting will be held at Snamprogetti House, Basingstoke to mark 2006 International Project Management Day and the London chapter presents an afternoon of **Competition, Conflict, Choice and Challenges**. Four topics will be presented by the following speakers:

> **Managing IT for the Olympics Games**  
by Stephen McMillan – Atos Consulting  
> **Conflict in Communication?**  
by Sheilina Somani – Positively Project Management  
> **Portfolio Management: Maximising the Numbers**  
by Peter Collins - CITI  
> **Common Practices across Project Disciplines**  
by John Spiers, Project & Programmes Director BP

Please refer to our [London events page](#) for further details and booking information.

### Next South West Event

**Wednesday 8<sup>th</sup> Nov  
2006**

Registration at  
1.00PM for a 1.30PM  
start

Conference closes at  
6.00PM

#### PMI Half Day event in Bristol

This half day meeting will be held at the HP Building 3 in Bristol 4 project management topics will be presented. Currently, there is only confirmation on 2 of the speakers & presentations. Please look out for more information from the monthly PMI email event updates or at the South West event website as listed below.

> **Taming the Beast**  
by Mark Crowne, PMP  
> **How to do everything I need to do as a PM in under 40 hours**  
by Mark Crisp - EDS

Please refer to our [South West events page](#) for further details and booking information.



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## UPCOMING UK CHAPTER EVENTS - CONT....

### Next Scotland Event

**Monday 13<sup>th</sup> Nov  
2006**

Evening Meeting  
start at 6.00PM

Conference closes at  
9.00PM

#### PMI Evening event in Aberdeen

An evening event will be held at Shell's Woodbank House facility located at North Deeside Road, Aberdeen.

2 topics will be presented by the following speakers:

**> Theoretical Maximum Performance**

**- a practical tool for a successful project execution**

by Andrew Knapper, PMP – RLG International

**> Cross Asset Integrated Planning**

by Clive Randall of Facilitators UK

Please refer to our [Scotland events page](#) for further details and booking information

## PMI UK Chapter Summary Half Day Event in Glasgow - 4th September 2006

By Nathan Gillies - MBCS CITP

The 4th September PMI UK event held in Glasgow was another successful and well attended event organised by the Scottish committee of the PMI UK Chapter. The half day event was held at the Glasgow Radisson Hotel where chapter members were able to obtain 3 PDUs. The quality and excellence of two speakers contributed to the event's success.

The first speaker, Lindsay McKenna took us on a Professional Management safari by contrasting behaviours between people team behaviours with animal teams from the wild and gave a particular emphasis to the distinction between group and team behaviours. This focused on the vitality for a team to learn to work together, trust one another, and find out how to combine their individual and collective strengths in order to produce the best possible results. This session provoked the audience to think through how far they assume that groups of people will perform as a team, with no conscious leadership intervention and support and how far the focus of their teams is upon the task to the neglect of the team.

The second session was designed to challenge Leaders to confront their attitude to leadership and assumptions about team-work, and therefore strengthening their effectiveness and commitment. Douglas MacKellar, the Managing Director of Supply Side Focus Ltd, presented to the audience how to implement and apply Strategic Purchasing practices in order to improve their profitability and competitiveness. This presentation highlighted the fact that Strategic purchasing goes way beyond cost reduction and a means of beating up suppliers to achieve lower costs. Douglas detailed a Strategic Purchasing process along with supplier positioning and preference processes. The presentation highlighted five key elements in the determination and development of best practice purchasing (i.e.: proven practice by major multinationals) among them are:

- a) People and Organisation
- b) Supplier Management
- c) Process Management, supported by
- d) Performance Measurement and leading edge
- e) Information Systems and Procedures.

The event finally ended with the PMI members and guests socialising at the bar and the hotel restaurant.



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# The Complete Project Manager - raising capability to a new level

By Martin Price

A large and complex project must be one of the greatest challenges facing any manager. The behaviours of managers in a project's leader group, in particular their ability to work together and with others productively, will set the pace and the direction of their progress. As the work proceeds, the keenness of thinking and the capacity for candour and collaboration, within the leader group and with other stakeholders, will have a direct bearing on the quality of decisions and outcome. Experience shows the leader group and their working arrangements to be a principal source of project risk. Managing that risk calls for the wide-ranging competence of the Complete Project Manager.

The Complete Project Manager is someone who has become accomplished in two distinct areas. First and foremost, they need to be a master at orchestrating players through the uncertainties and the inevitable drama of the project. They need also be expert in the choice and deployment of methodology, tools and techniques. Mastery of one of these without the other can only be of limited consequence. The fate of a project lies in the hands of its leader group. Collectively, it is they who have accepted responsibility for delivery. The demands on project players, both individually and as a group, can sometimes take them beyond their reach, resulting in either under-performance or failure. The challenge is clear. As Martin Barnes, President of the APM says, 'At its most fundamental, project management is about people getting things done.' A project requires uncommon enterprise and is essentially a human endeavour.

Undertaking a project to produce something novel and complex, often with a moving target, has become common-place. Both business and public sector organisations have to respond rapidly and sure-footedly to competition, new products, the development of information technology and continual rising expectations for quality in delivery. For this reason, the quality of project players' thinking and their capacity for close engagement is becoming increasingly important. There is room for substantial improvement.

## The single minded project

An understanding of people's patterns of thinking and their circumstances when working on a project independently – as a singleton – can offer us some insight into to how project players, when sharing responsibility as a group, can conduct themselves more productively on the grander stage of larger and more complex projects. Consider Janet, a parent working alone and preparing a special Sunday meal for the extended family – there are to be fourteen guests! For sure, the situation will be complex and circumstances will be changeable; but in that single mind, their project can be continually assessed – in its entirety and 'on-line'. Here, all issues, interests, process and risks are continually inter-rogated and acted upon with an alacrity that, so far as we know, is unique to the human mind. Within this single interconnected processor, sensing, imagining, scoping, executing, re-scoping and re-planning are a matter of routine. Dependencies, consequences and trade-offs can be promptly recognised, considered and acted upon at every stage of the life-cycle. Leader groups can and do function in this way. When they do, they have what it takes to act in concert. They are also able to ensure that useful new ideas are encouraged and exploited.

## High levels of engagement

In my role as a coach, I find that the most successful project and programme professionals to be distinguished by the quality of human and organisational competence that they evidently bring to bear. There is no common formula, but they all have an ability to recognise talent, to manage interests and to steer and help people to be motivated and to collaborate. They understand the project and the organisation on which it depends better than most others around them and they orchestrate high levels of productive engagement.

## Human Endeavour – the only source of added value

Methodology, process, systems, tools and contracts give the essential 'mechanics' and framework; providing order and process to a project. Value will be lost, to whatever extent this framework is weak or wanting. But these factors cannot



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## The Complete Project Manager - continued ...

themselves add value. A project acquires new value only from human endeavour. People's imagination, their will, communication, clear-headedness and social interaction are the engines that initiate and deploy improved intentions and then make them happen. We can refer to these as Human and Organisational Competences ('HOCs').

In the book 'Crucial Conversations' reference is made to the importance of close and competent engagement between players and how this builds a 'Pool of Shared Meaning'; making possible the synergy between players so vital to project success. Etienne Wenger's 'Orchestrating Communities of Practice' also refers to this as an important feature of any group seeking to show the way and to learn as a means of doing so.

Tom Peters wrote recently, "The whole discipline and art of project management is going to be the essence of management training, operational excellence and value added." He goes on to say, "It's the people skills that matter and will increasingly determine an organisation's success. We've over-complicated some stuff that's actually somewhat straightforward. Instead of sitting behind a computer screen, managers ought to be out seeking excellence. Project managers were put on earth to wander purposefully around the office, not to be stuck at the desk working on spreadsheets."

The key question here is of course, how can the leader of a large project, with its assembly of separate minds, hope to emulate the single mind, to work as one: like Jane.

### **Raising capability in project management**

The project management community seems to have reached some kind of impasse. While human and organisational competencies are commonly claimed as vital, we continue to give insufficient attention to this aspect of our professional development. A fresh initiative is required that will elevate the importance of human and organisational competencies ('HOCs') and provide better vehicles for personal and professional development.

Large and complex projects appoint and deploy people to a variety of roles. At all levels (governance, direction, management, execution and reflection), project players need to work in close collaboration with others serving the project. The more refined their ability to engage becomes, the more they are able to function in an integrated way: as the nervous system of a single mind. Players working together in this way can expect to realise high levels of creativity, agility and delivery performance.

### **Developing Human and Organisational Competencies (HOCs)**

People learn HOCs in many ways: through childhood, school, play, socialisation, work experience, training courses and from work colleagues, leaders and through friendship and debate. The learning needs of all of us differ, as do our preferences for the way in which we like to learn. This is why training programmes based on a prescribed curriculum and learning scenarios are limited when meeting learning needs of this kind. Furthermore, HOCs are by their nature eclectic and do not readily disaggregate into neat sets of learning objectives. Learning methods are required that are experiential; where the learner's mind is open to exploration, discovery and a series of persuasive experiences. Coaching is one of a number of methods that meet this requirement. It is especially effective if the learning is made available from a coach working within the context of a manager's own professional experience. When competently delivered, coaching is also actively engaging and a profound form of communication that for many is itself an inspirational experience.

When coaching is presented in a person-centered way, the coach can focus on the manager and their circumstances directly: identifying the needs through observation, questioning and conversation. The issues emerging can then be addressed by the coach in a way suited to their own learning: feeding the appetite for interpretation, curiosity, confidence-building and realisation. Research indicates that the coaching experience has very often been a primary catalyst for the professional development of the most able managers. Research also continues to confirm project failure and success to be attributable to human factors. The use of the term 'The Complete Project Manager' here is to signal the growing attention now being given to human and organisational competencies (HOCs) in the pursuit of improvement to the capability and maturity of project organisations.

**Martin Price introduces speakers to PMI UK Chapter's monthly event in London and is an active member of the APM People SIG. He was until recently Director of Programmes for PMI's UK Chapter. In his early career Martin worked as an HR Director and as an organisation consultant with PA Consulting Group. He recently founded EngagementWorks, a consultancy supporting clients seeking to improve the human and organisational capability of project organisations. He can be reached at [mprice@pmsselect.com](mailto:mprice@pmsselect.com) and on 044(0)1604 700770."**

# Strategic Purchasing – How it can benefit your projects

By Douglas MacKellar

Presented at the PMI UK Chapter Glasgow Event – 4<sup>th</sup> September 2006

Purchasing is a highly commercial activity which is far more sophisticated and complex than the stereotypical view of it being simply a matter of supplier bashing to obtain the lowest cost. Indeed, over the last 10 years, the strategic importance of purchasing has increased to the extent that seven out of ten European purchasing chiefs now report directly to the board. ('Supply Management', March 2006)

So what is strategic purchasing and why should Programme and Project Managers adopt it? Strategic purchasing is an integrated approach to the supply side. It ensures that the supply side is driven to meet current, medium and long term business objectives. The application of strategic purchasing delivers business benefit way beyond cost reduction and can greatly increase an organisation's competitive edge and profitability. Thanks to better articulation and measurement of the added value which purchasing can bring to an organisation, CEOs' are now recognising that cost reduction should not be their only focus and that other benefits such as reduced and managed risk, improved supplier performance, improved people skills and knowledge and increased customer satisfaction should also be addressed. In fact, as exemplified under the headings below, by focusing solely on cost, CEOs' are now aware that they are, in many instances, exposing their organisation to increased risk, higher costs and loss of customers.

From experience and working with leading exponents of supply side management, strategic purchasing can be defined as comprising five key elements:

- 1) People and Organisation
- 2) Supplier Management
- 3) Process Management
- 4) Performance Measurement supported by
- 5) Information Systems.

There are too many issues relating to the above elements to be able to deal with them all in this article, but a few illustrations are given below. In order to achieve the benefits of strategic purchasing, Project Managers should consider all five elements when establishing their project team.

## 1 People and Organisation

Selecting the right person to do the actual purchasing is critical. It is essential that the purchaser has the correct commercial

skills and knowledge to lead the process within the project, even if the product or service being purchased is highly technical e.g. in IT, construction or engineering projects. Remember that suppliers, however technical their product or service is, will almost certainly front their offer with a highly trained commercial sales person or team. This 'front team' will in turn, be supported by the technical team. All too often, however, we have witnessed procurement within projects being led by highly able technical people, but who have little or no experience in purchasing let alone contract negotiating, contract review or supplier management. Suppliers 'love' this situation as it invariably means they obtain far more commercial information than they ought to or persuade the buyer to buy more than they need.

In one instance, a couple of engineers were asked to install a weigh-bridge for each of their respective sites. Despite the fact that weigh-bridges are pretty much commodities and have been sold on the market for many years 'nothing' in the market was good enough for their needs, so they set about designing one with the supplier. Eventually, a bespoke weigh-bridge was bought, but even this turned out not to be good enough for the other engineer who promptly set about redesigning a 'better one'. This is despite the fact that the weigh-bridges were being used by the same company for exactly the same product! By the time a commercial purchasing professional was involved, the 'damage' had already been done. The project took about 6 months longer than it should have and the final cost was double what it should have been.

The lesson learned was that although the product being purchased was essentially 'technical', the purchasing of it should have been commercially led. However, this is not necessarily sufficient as there is no question that the more the purchase is technical in nature, the more the correct technical expertise must also be brought in to support the purchasing process i.e. that a commercially led cross functional team should have been used.

## 2 Supplier Management

Purchasing does not end with the contract being signed. On-going supplier management is also critical. If the project

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## Strategic Purchasing – How it can benefit your projects - continued.....

team does not plan for the on-going management of the supplier and measurement of its performance, it again greatly increases their company's exposure to risk. During a major IT outsourcing project in a multinational, on-going supplier management had initially been overlooked. Pre-contract activity had been so intense that no-one had stopped to think about who was going to 'buy back' the outsourced services.

Fortunately, the 'omission' was noticed in time and addressed accordingly, but the ramifications of signing a multi-million pound 10 year contract without allowing for on-going supplier management do not bear thinking about. In this instance, the oversight was rectified, but from our experience to date, many projects still do not adequately address post contract management and development of the supplier.

### 3 Process Management

Risk is a key consideration in strategic purchasing. With every purchase, there is an associated risk, therefore a risk assessment process is critical to ensure that any risk is identified and eliminated if possible or reduced and managed where not. A project team, charged with the purchase and installation of a bottle blow-moulding machine, was congratulated for completing their project 'on time and under budget'. Not unusually, there was extreme pressure on the team to keep costs low. This would have been fine had they assessed the risks of their purchase prior to agreeing to it. They were so focussed on obtaining the lowest cost, that they did not properly assess the lifetime cost of the machine, evaluate its operational capability, or even seek references from other users. On commissioning the machine, the real cost to the company became apparent as it manifested itself in significantly higher maintenance costs, increased down time and dissatisfied customers – all of which far outweighed any of the perceived initial 'savings'.

A large company set up an IT project team to purchase an expensive and complex facilities management service. However, they failed to establish any sort of supplier engagement process with potential suppliers, even to the extent that there was no identified lead purchaser. Although the lack of a lead contact within the client can be confusing for the supplier, several of the suppliers exploited this position to the full by simply going from one member of the project team to the other, gleaning all the bits of confidential commercial information they required to enhance their chance of winning the business without needing to concede those things they knew were 'safe'. Not only was the element of competition between the suppliers diminished, but their need for offering concessions to the client was also reduced.

### 4 Performance Measurement

Performance measurement is an essential activity in determining supplier performance and purchasing efficiency. It is also key to improving both purchasing and supplier performance. All too often, performance measurement (if any) is limited to price in order to determine whether purchasing has done a good job. At worst, even this measurement is restricted to judging it against the previous price paid for the

same goods or services and at best, it is also measured against external price benchmarks. The total lifetime cost of the purchase is seldom considered let alone measured. A major retailer recently asked for some of its IT contracts to be reviewed. The remit was to determine if its costs could be reduced. On even the first reading of one of the contracts, it was clear that costs were not the major issue to address: nearly all contractual clauses defaulted risk to the buyer e.g. the supplier was protected against exchange rate movements, the buyer was not; the supplier could terminate the contract at any time for any reason, the buyer could not, the supplier had limited liability, the buyer did not, the Service Level Agreement was so vague that it was impossible to determine what the suppliers actually had to deliver, let alone measure. The review quickly highlighted these issues and 'corrected' them after negotiating with the supplier, but this 'added value' which the purchasing professionals brought had not been recognised until 'non-cost' measurements were included as part of performance measurement. Strategic purchasing, therefore, demands that performance measurement goes way beyond simply measuring cost in order to gain full benefit from the purchase. Increasingly, it is recognised that a range of key supplier performance indicators should be identified, prioritised and measured. These could include, for example, savings which result from a change to the users' initial requirement or specification i.e.: a substitute, lower cost product or service which is fit for purpose (but which must still meet end user needs), the use of consignment stock, extended payment terms, reduced administration costs (e.g. raising an invoice once per month as opposed to raising one for every daily delivery) and so on.

**5 Information systems** should support the other elements above. They should be a repository of much of the information required to begin the purchasing strategy process and facilitate information sharing throughout the organisation. They should also be used to automate procurement tasks and improve speed of response e.g. in the purchase of low value, low risk purchases such as office supplies.

In conclusion, Programme and Project Managers who adopt strategic purchasing will not make the same mistakes as exemplified above, but rather, will gain the benefits it has to offer. Strategic purchasing allows Programme and Project Managers to deliver business objectives. It helps them understand and prioritise their purchase, develop effective supplier strategies, ensure proper supplier engagement processes, reduce and mitigate risk, reduce the cost of the project and the time to complete it – all of which should delight their internal and external stakeholders!

**Douglas MacKellar is MD of Supply Side Focus Ltd which specialises in assisting businesses implement and apply Strategic Purchasing practices in order to improve their profitability and competitiveness. He recently completed work for a major US pharmaceutical company which asked him to lead a major pan-European project involving the purchase and supply of catering services to all their sites throughout Europe. Feedback on this paper is welcomed, [info@supplysidefocus.com](mailto:info@supplysidefocus.com). Douglas can be reached at Mob: 07941 772153; Tel: 08707 707998**

## If You Do Not Ask-the answer is “NO”; give them the chance to say “YES”

By Julie Grabb, PMP

*A Project Manager's #1 technique for successful projects is to ask questions.*

As my teenaged daughter sat at home one night, I asked why she was not out with her friends. “*You would have said no anyway*” was her response. To which I responded “*but you did not even ask and give me the chance to say yes.*”

Does this conversation sound familiar? Have you even been in a situation where someone said to you “Why did you not ask?” or “If you had asked me about that last week, we would not be in this situation today?” or “I assumed you knew what I wanted.”

As Project Managers, one of our primary responsibilities is communications. We are the focal point for giving and receiving information about our projects. For the information to provide value to the stakeholders and assist them in decision making, it must be timely, have foundation, and be substantiated. We ask questions to gather information. If you do not ask the question you will not know what the stakeholders have in their minds. The absence of information leads to assumptions, unmet expectations and unhappy customers and team members. Getting the appropriate information is all about asking the right question, to the right people at the right time so that the right decision can be made. Think back to some “bad” decisions made on previous projects. Chances are great that they were made with the absence of that critical piece of information that would have made a difference.

As project managers we need to create an environment with stakeholders (including team members) that welcome valid answers to questions. Do not judge the answer as right or wrong, seek to understand the reasons, rationale and justification behind the responses. Be careful of an environment where people tell you *what they think you want to hear*. A positive questioning environment is free from resistance. An environment where people are not afraid to ask a question; where they will not be looked down on for asking. Resistance also occurs on the part of the responder. People are resistant to answer for many reasons. Their answer could be inappropriate for the situation and have a negative impact in the future; they might not know the answer and are afraid of appearing incompetent. “*The ability to ask questions goes hand in hand with the ability to learn. A learning organization is only possible if it has a culture that encourages questions.*” From *Leading with Questions* by [Michael J. Marquardt](#)

Most questions should be phrased to yield at least a sentence or two as a response. These are open ended questions. Interactive questioning involves a back and forth dialogue. Con-

firm what you have heard as a response. Ask another question to clarify something that you are not sure of. If the person responding does not understand the question, phrase it in a different way, or break the question up into small components that will build on each other. For example: ***What are the project constraints?*** This might be too large a question to answer. Break it down: ***What are the project scheduling constraints, what are the project funding constraints, what are the project resource constraints etc.***

For some questions, you are definitely looking for a one word answer. A confirmation question (a YES/NO response) or a request are examples. For example: ***Do you understand.....? Do you agree with.....?*** Closed questions such as these must be preceded by an explanation of the situation in question. For example, do not ask for a schedule extension without giving an explanation about why you need more time and what other options you have explored.

Regardless of the answers, you need to make sure you understand the responses. This may lead to more questions. Active listening skills imply that you actually **ASK** those next questions. Do not make assumptions or take things at face value. Be sure the message you get is what the responder intended you to hear. People respond to words and questions in different ways. Some people like more technical words, some prefer *plain* English, and for some, you just have to say it in a different way. For example: ***What is the scope of this project? vs. What do you want delivered? vs. What will we have when this project is over? vs. What work will be done in this project?*** All are versions of the same question. Do not be afraid to ask questions. Do not be afraid to ask the hard questions. Do not be afraid to ask for more because if you do not even ask, the answer will still be NO! Give them the chance to say YES, they might surprise you.

*“Leaders, through questions, can build a culture in which questions are welcomed, assumptions are challenged, and new ways to solve problems are explored.”* From *Leading with Questions* by [Michael J. Marquardt](#)

**Julie Grabb, PMP is an independent Project Management Instructor and Coach. She is the author of *The Project Manager's Question Kit***

[www.enhancingprojectperformance.com](http://www.enhancingprojectperformance.com) Julie has a Bachelor of Mathematics degree from the University of Waterloo, has obtained a CGA professional designation and is a Certified Training Director through Langevin Learning Services. She is a member of the Project Management Institute and is a Certified Project Management Professional (PMP).



# Project Management; A MACRO level approach

By Rahmat Ushaksaraei, P.Eng., PMP

In recent years, Project Management has undoubtedly grown exponentially to a level to be justly recognised as a unique profession by various sectors of industries globally. Furthermore, during this journey and since its original inception, Project Management has been regarded as an independent field of management encompassing some relative elements of other bodies of knowledge categorised as inherent interdependencies. Otherwise, at a macro level, it is barely been studied under microscope by the experts and scholars to outline, recognise, verify and establish essential guidelines in standardising the overall role of Project Management and both its boundaries and external affiliations with other recognised fields of management.

To avoid rhetorical and philosophical debates, which are beyond the scope of this article, one may study the interaction of Project Management as a body of knowledge with other bodies of knowledge in real world applications such as the following hypothetical yet tangible cases:

- **Micro Case:** When embarked on a journey to undertake the implementation of a corporate initiative, a corporation experiences systematic failure in producing a favorable result.
- **Macro Case:** Repetitive enigmatic cases of corporations that crumble overnight and create irreversible ripple effects either in a specific sector or throughout the entire market.

In reviewing these cases upfront one must avoid simplistic and immature approaches which may cause to reach unsophisticated conclusions such as:

- **Micro case:** Omission in adapting strategies to address their inherent systematic shortfalls is to blame. In this regard, it has been observed repeatedly that over-strategise corporations experience systematic failures more than others.
- **Macro case:** a volatile market and lack of basic measures in place by corporations to alarm them of forthcoming crises is merely responsible for the collapse.

Otherwise, adapting a coherent approach will recommend defining the objectives of our analysis as follows:

- 1- To determine root cause (s)
- 2- To define solution (s)
- 3- To devise a mechanism to materialize the set objective (s).

Within this 3-step generic process, balance is to be heavily shifted to the first element; i.e.: root causing. Not to undermine the importance of the other elements, this deliberate and conscious decision is mainly to ensure that adequate attention is paid to this fundamental element and remind us that an immature approach may lead us to the common shortfall of mistaking “symptoms” for “root causes” and consequently reaching inconclusive results.

To instigate a study, initially the following fundamental questions are required:

- What are the **Indicators Of Failure (IOF)**?
- What are their corresponding **Causes Of Failure (COF)**?
- What are the **Sources Of** those identified **Causes (SOC)**?

During this endeavour, it is essential that the sensitive sequence and unidirectional interactions among these critical elements are respected as depicted below:



With the prime objective of mapping process and related elements in defining root causes, an elaborate and unbiased analysis conducted properly and methodically within cross functional identities of a corporation and not limited by various inherent corporate-wide considerations, often known as internal politics, will undoubtedly lead to the following four major common **Sources Of Causes (SOC)** which are:

- a) Lack of utilizing a Coherent **Concept** Management.
- b) Lack of utilizing a Methodological **Project** Management.
- c) Lack of utilizing a Dynamic **Process** Management.
- d) Lack of utilizing a Comprehensive **Quality** Management

Consequently, it will not be too far from reality to acknowledge that an in-depth analysis has led us to realisation of a profound and powerful element known as “**interactions between bodies of management knowledge**”. Furthermore, a closer look would indicate the fact that rather than one single body of knowledge encompassing perhaps some selected elements of the others, four distinctive parameters were isolated that simultaneously and collectively ought to be considered as defining factors. In fact, instead of an integrated and dynamic approach utilising all four bodies of management knowledge, normally either knowingly or unknowingly a higher level of attention is allocated to promote one over the others by majority of corporations globally. Otherwise, if a corporation exists, which incorporated all four elements within its matrix, functional, or projectized environment, they are still treated and practiced as isolated and independent one dimensional factor within overall system rather than a consciously harmonious, systematic and integrated practiced approach. Disregard of the type of a corporation (functional, matrix, projectized), often realized in repetitive cases, the one dimensional approach is mainly due to a dominant perception about management, where it is regarded as “a localized function”. There exists an inefficient system patched along the way several times, and so often that no sign of original management culture and vision are in the horizon. Providing a corporation, is conscious enough to view management interlinked and perhaps in its outmost aspect synonymous with leadership, it may still lack **integrated** aspect towards the practice of various fields of management. Therefore, once again managers specialising in one specific area provide leadership locally omitting that they are part of a larger orchestra. Moreover, Integrated Manage-

## Project Management; A MACRO level approach - cont...

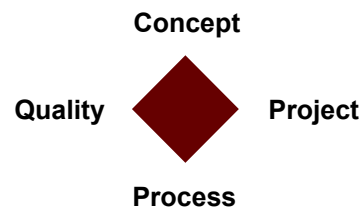
ment Practice without respecting its inherent Dynamism, the ability to evolve within, is a tripod that is lacking its third leg. Naturally, considering the element of Dynamism is a constant reminder of the fact that a management practice is merely a tool, and is continually required to be evaluated, polished, and evolved within, otherwise, in itself, it becomes a roadblock. In other words, an Integrated and Dynamic Management Practice is a true knight in shining armour.

In summary, an unbiased study of root causes and symptoms, underlines the reality that the “**Integrated and Dynamic Management Practice**” is the “**Missing Link**”. To reiterate the fundamentals, one is required to dwell on the strategic phrase that “*lack of an **Integrated and Dynamic Management Practice** is the root cause of a systematic failure of a corporation*”. The corresponding logic is as follows:

- **Management:** Sole responsible body for providing vision, and mentorship to materialize the vision.
- **Integrated:** A multi-dimensional practice rather than the classic one dimensional one.
- **Dynamic:** In comparison to a rigid concept, the capacity in evolving within

Coherently, to compensate for these inefficiencies, dynamic elements of discussed fields of management are necessary to

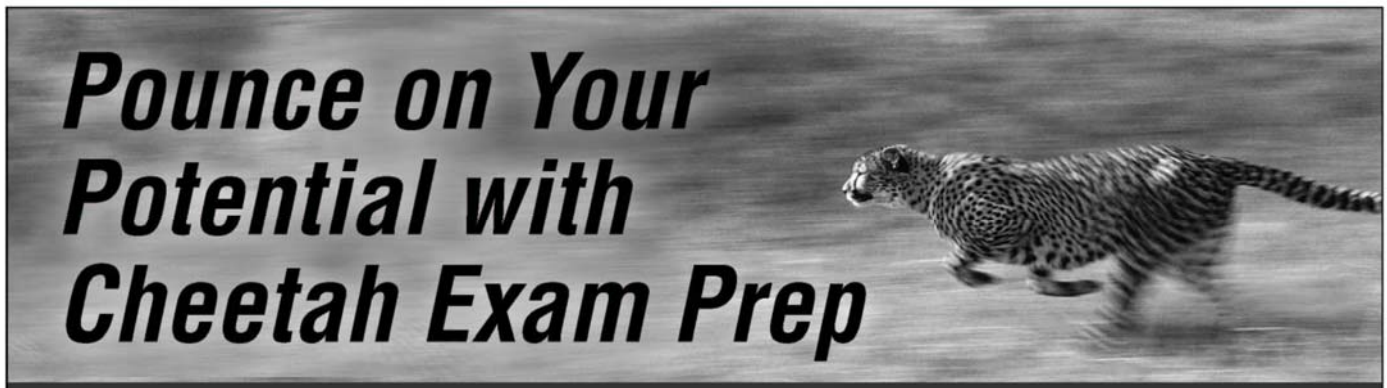
establish an integrated four-legged hypothesis, which can undoubtedly support the entire management system of a corporation. In specific, this approach is based on fundamentals of the **Diamond Total Management Methodology<sup>1</sup>**, the most coherent solution to address continual and systematic failures that organisations, regardless of nature of their operations, are struggling with:




This macro level approach including its inherent subsets is twofold:

- Project Management is to be regarded as a well deserved identity.
- Project management is to function dynamically in integration with other fundamental fields of management rather than merely encompassing some elements of them

Finally now more than ever, it may be the appropriate for the



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## Project Management; A MACRO level approach - cont ...

experts to perhaps rethink the associated values within the newly regulated practice of project management, review extensively its inherent internal and external interdependencies with other bodies of knowledge, standardize its subsets and evolve it to next level.

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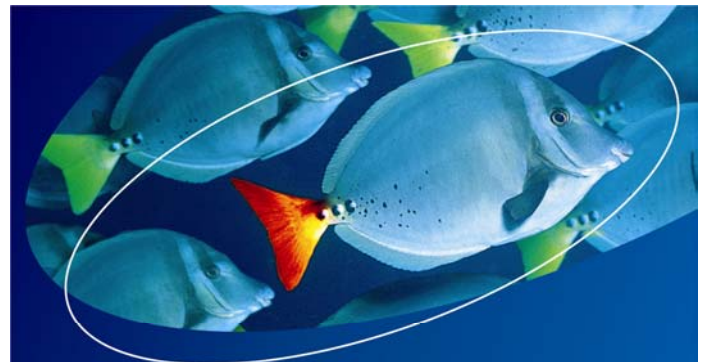
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# Valuing Values

by Sheilina Somani, PMP

Discussions about preferences, beliefs and values are always of interest. I had the opportunity to learn with a diverse group of colleagues during the summer break. By diverse I would illustrate this by our being:

- Male or Female
- Married or Single
- Evolving from four different religious upbringings
- Six birth languages
- Born in four different countries
- With and without children
- Age span of stakeholders from 7 to 54 years
- Working independently and as part of the corporate world

We had met at the PMI EMEA conference and agreed to spend some of our summer together to have the chance to get to know one another better. During this time we gained the good fortune to evolve from business colleagues to friends.

It illustrated the importance of team building and shared values when creating a positive environment to be creative, supportive and achieve success.

Following the usual five key process groups ...

**Initiating** ... an invitation to join together in Italy, an approximate timeframe and agreement of expectations – e.g.: peace, walks, swimming, good food, conversation

**Planning** ... logistics of travel, food preferences, accommodation needs, gifts, stakeholder expectations confirmed and duration

**Execution and Control** ... booking transportation, agreeing logistics, communication, interaction, conversation, shopping, preparation, cooking, cleaning, walking, swimming, learning backgammon, shooting pool and participating in chess

**Closing** ... being sorry to leave one another, remembering the joy of the time, agreeing it was something we would repeat and focusing on what we had learned about ourselves and one another. Messages of thanks and appreciation, expressing commitment to future gatherings were sent.

The lessons learned reflect the project team construction, facilitation and mutual success. This event was a superb success ... leading me to explore why.

We succeeded because we have ...

**Shared objectives** – to enjoy, learn and interact

**Shared values** – everyone works together, expresses preferences, has choice of interaction, solitude, presence and absence, mutual respect and humour.

**Shared priorities** – each person's emotional and physical comfort, the opportunity to learn, share and grow from one another's experiences and challenge comfort zones in a respectful way.

**Consistent stakeholder management** – testing understanding, validating assumptions, recognising the need to adapt and respond to changing requirements and expectations

**Enhanced risk management** – because of the high quality of interaction, positive attitudes, communication skills and commitment to project success, each risk event provided opportunity to evolve, learn and adapt readily.

## Conclusions

We all undertook the risk to spend time together with the intention of enjoying one another's company. By taking this risk, investing time, attitude and energy we all gained substantially from the experience. Each of us evolved our language and communication skills. Everyone enjoyed the range of experiences we shared. Each of us contributed existing expertise and learned from other members of the group.

Our project succeeded because of the commitment of each individual being accurately and consistently communicated to every stakeholder, throughout the duration. Every project has the same potential ... imagine using this experience as a template for your project teams ... what changes might you make to increase your project effectiveness, team culture and successful outcome?

*A world community can exist only with world communication, which means something more than extensive short-wave facilities scattered about the globe. It means common understanding, a common tradition, common ideas, and common ideals.*  
 Author: [Robert M. Hutchins](#)

**Sheilina Somani, PMP is the owner of Positively Project Management. She is the VP of Education for the Diversity SIG of PMI. She provides project management facilitation, workshops, training and mentoring across five continents; blending a strong combination of interpersonal skills, global experience with practical application of project management processes. She can be reached on 07984 840103 or email [SheilinaSomani@aol.com](mailto:SheilinaSomani@aol.com)**

