



# Project Management Overview

June 2015

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Declan J Cunningham brings more than 27 years national and international experience at senior level to transition management scenario's and project management. He has been intimately involved with many companies facing important challenges. Employing best practice models he has successfully driven many organisations to attain profitability through skilful change management. He runs his own consulting and training business focusing on transitions, project and programme management.

Declan is affiliated with the Centre for Project Management at the University of Limerick. He completed a Masters in Project Management in the University of Limerick and now develops and delivers numerous project management training projects with the Centre for Project Management in UL.

He is also currently working with Cranfield University and Waterford Institute of Technology on Program & Project Management Masters degree courses and has worked in the Imperial College of London.

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## Project success

What are the other considerations we might have?

Regulatory / legal requirements

Customer relationships

Team relationships

Safety

Environmental



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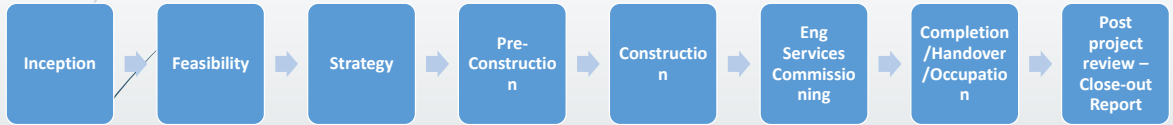
## Some key areas of focus in project management

- **Project Lifecycle**
- Know language of lifecycle and have one for the project.
- Then ensure everyone uses same one
- CIOB / RIAI / IT / Pharamacutical / ???
- Key thing here is fit for project – one lifecycle across all disciplines and use to set up good governance for the projects.

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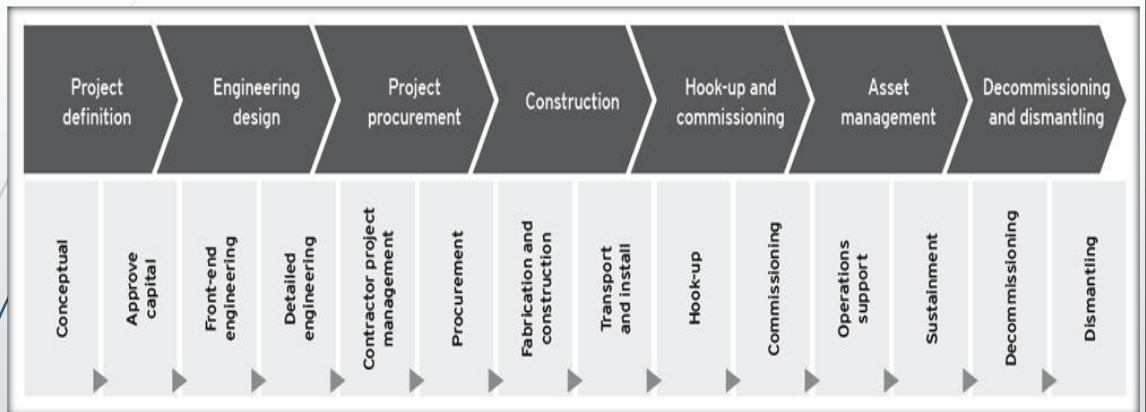
## CIOB Project Life Cycle



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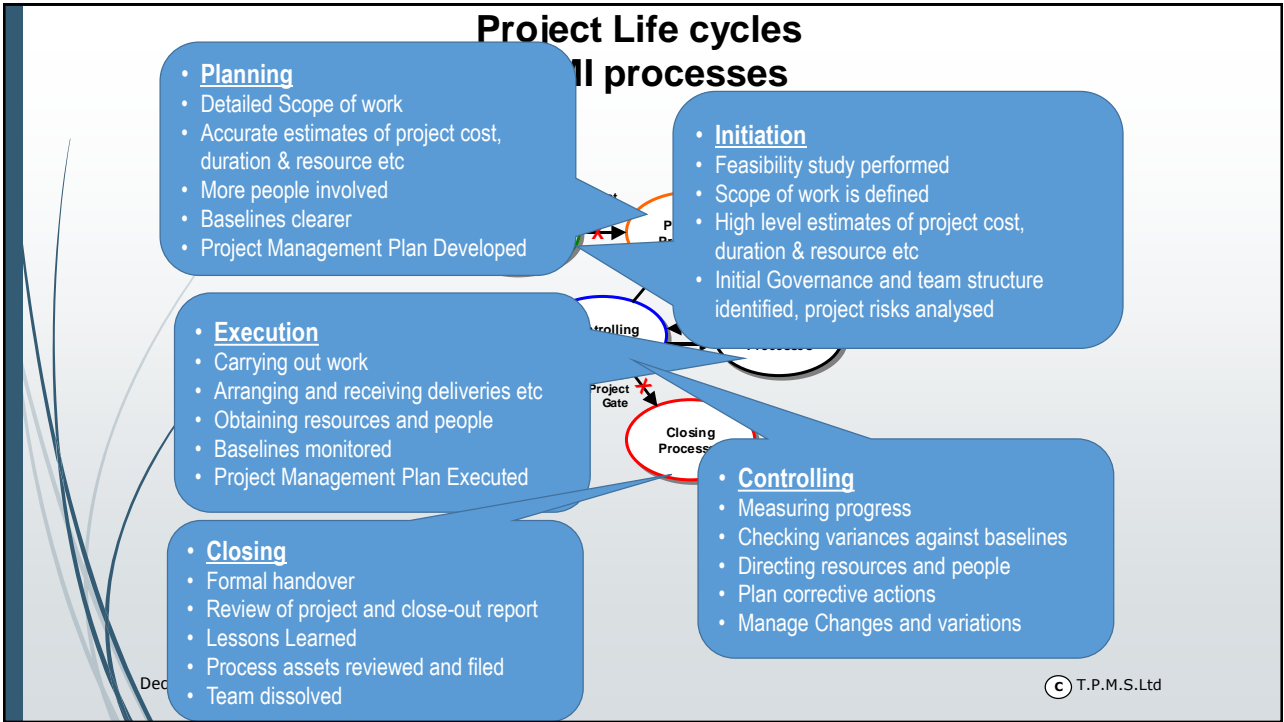
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## Capital Investment Lifecycle



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## Some best practice guides for general project management

- ▶ PMBOK
- ▶ APM BoK
- ▶ CIOB
- ▶ OGC

A Guide to the  
**PROJECT MANAGEMENT  
BODY OF KNOWLEDGE  
(PMBOK® GUIDE)**  
Fifth Edition

**OGC**  
Office of Government Commerce

THE CHARTERED  
INSTITUTE OF BUILDING  
**CODE OF PRACTICE FOR  
PROJECT MANAGEMENT  
FOR CONSTRUCTION  
AND DEVELOPMENT**

APM BODY OF  
KNOWLEDGE

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## What is the Value of a systematic repeatable project management process?

- ▶ There is **\$109 million** dollars wasted on projects for every \$1 Billion spent.
  - ▶ (Source PMI Pulse of the Profession 2014)
- ▶ Estimated spend on projects in 2015
- ▶ €11 Billion in Ireland 2015 on construction projects
- ▶ Globally – IT, Construction, etc hundreds of billions.
- ▶ High performers in industry who embrace the value of and fully utilise project management report more success, less waste and achieve greater competitive advantage.

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## Review of organisations 2015 trends

- ▶ Back to basics
- ▶ Fully understanding the **value of project management**
- ▶ Have **actively engaged** executive sponsors
- ▶ **Aligning** projects to strategy
- ▶ **Develop project management talent**
- ▶ Using **standardised** project management practices **throughout the organisation(s)**

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## High performers also focus on

- ▶ Effective **knowledge transfer**
- ▶ More rigorous **risk management**
- ▶ Use of agile/iterative/**incremental** project management practices
- ▶ Higher **Benefits realisation**

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## Other things of note

- ▶ High performing (HP) organisations drive project management and deploy related competences with a goal of maximizing organisational value.
- ▶ Projects within these organisations are two and a half times more likely to meet original goals and business intent
- ▶ HP organisations waste 13 times less money on projects

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- ▶ Many people talk about the value of project management without knowing what it really means .. Interest is different from opportunity – we need to collect the benefits

- ▶ Philippe Guitton, Michelin

- ▶ Percentage of Projects Meeting Goals

▶ 64%

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Figure 8: High-Performing Organizations Focus on Process



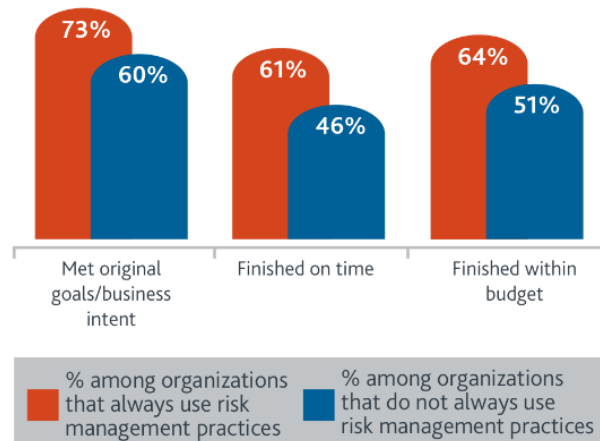
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## Risk

- ▶ The heart and soul of managing a project is really centered on managing the risk

Figure 11: Risk Management and Project Outcomes



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## Managing Stakeholders Expectations

- ▶ **Stakeholder Management**
- ▶ ID – clarify – engage – continue to engage – engage further
- ▶ **Communications**
- ▶ A Communications Plan

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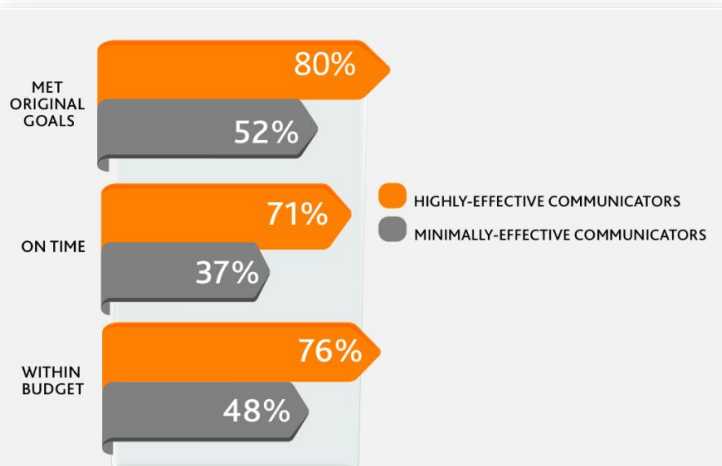


## Communications

- Close the communications gap
- Tailor communications to different stakeholder groups
- Use standardised project communications practices and use them effectively
- Acknowledge the value of project management including the project management communications

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**Figure 3.** Organisations that communicate more effectively have more successful projects.

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## Summary

- ▶ Project Management Maturity is increasing globally
- ▶ Its back to basics
- ▶ Keep it simple
- ▶ Consistency
- ▶ Standardised processes/procedures
- ▶ Good governance
- ▶ Mind your stakeholders
- ▶ Communicate – communicate - communicate