



CMD Approach

Presentation

Projects and project management



Projects and project management

Projects are temporary endeavors aimed to **make changes** that **create discontinuity** to the traditional operating processes

This discontinuity is related to different aspects

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

Projects and project management

First element is **temporariness**: operations are ongoing, while projects have a definite start and a definite end

In addition, the final goal of all project activities is to **start the change** the project allows, while operations are primarily focused on **maintaining the status quo** (hopefully, optimizing something)

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

Projects and project management

A second relevant aspect is related to the **relationships between the involved stakeholders**

Here, the traditional “boss-associates” view leaves the place to a new perspective, where different people from different departments (or different organizations) work together **coordinated by a responsible**, the PM, **that is not their hierarchical boss**

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008



Projects and project management

A third factor is represented by the **coexistence**, sometimes the reciprocal clash, **between projects and operations**

In fact, beside projects, organizations **continue to operate on day by day basis**, applying rules, processes and habitudes consolidated over time

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

Projects and project management

Today it is quite difficult to discuss about project management from an original or innovative perspective

This term, almost unknown to the majority of people until a couple of decades ago, during last years is once and for all entered into the common lexicon of organizations, even if sometimes improperly

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

Projects and project management

Actually, in organizations is more frequent to hear the term “project manager” rather than “project management”, and this doesn’t happen by chance

The label “project manager” identifies who (**individual**) takes care of one or more projects in organizations

To identify someone as a PM is the more traditional and simplistic way to face projects

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

Projects and project management

The label “project management” at the opposite, is more **related to the organization** and represents an approach, a way to operate, becoming sometimes a specific organizational culture

So, speaking about “project manager” means to mainly identify **individual responsibility**, while referring to “project management” means to recognize the **collective responsibility** the organization as a whole has to assume in undertaking projects

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

Project management and the reference frame

The evolution

In the past

few big projects
involving few
people in
organization

Now

a lot of small-medium
projects involving the
majority of people in
organization

Projects are more and more involving people
working for private and public organizations, and
operating in almost all industries

The evolution

The increase of medium-small projects has implied a revision of the meaning of “project”:

from “**exceptional affair**”, as it was viewed till years ago ...

... to “**ordinary task**”, aimed to change the existing continuity by mean of small discontinuities

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The evolution

Generally speaking, the great number of medium-small projects entailed a consequent **down size** of the project manager's **role**

In fact, a lot of projects require a lot of **coordinators**, and it is clearly understandable this coordination role can't be covered by experienced project managers only (too costly, not enough people available)

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The evolution

On the other hand, this down sizing mortifies existing experienced project managers that are now **deprived of the autonomies** previously conquered on the field

This is mainly due to the **homologation processes**, basing on which managers in organizations perceive and manage people in a standard way, without taking in consideration the individual abilities, experiences and skills

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The evolution

As consequence of this, during last years many organizations faced project management in a poor way:

- focusing on **framework** and IT tools only
- trying to force all their project managers to strictly observe **rigid operative processes**

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The evolution

This poor management practice put on the same level:

- the neophyte, who needs precise **guidelines**
- the expert project manager, who better perform and produce more value if she is **more free to act** according to her behavior and experience

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The organizational context

The context where project managers operate today is deeply changed during last decade:

- **new categories of stakeholders** came on the scene
- more often than in the past, organizations involve different suppliers at the same time, facing the need to amalgamate **different cultures** and **habitudes**

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The organizational context

The project team members:

- are often **highly specialized** people
- sometimes have a **seniority** and a **reputation** equal, if not higher, than the project manager has
- usually work at **more than one projects at the same time**

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The organizational context

High level of specialization, unfortunately, implies high level of roles and responsibilities fragmentation

Specialists tend to stay in “their little world”, **avoiding “contamination”** with the surrounding environment

To face this issue, project manager has to intervene almost anytime a team member has the need **to communicate** or **to discuss with others**

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The organizational context

Recently a project manager particularly frustrated by this situation said to me:

“Our team members? Well, they are good specialists but do not see any further than the end of their nose. Do not communicate together, they expect I ask them every time if they are properly equipped for their job... I have to link member A with member B even if they are sit one beside the other... When I am lucky, A tells me when he need something from B to continue the job, but sometime he says nothing. He stops. I need to ask every time to understand if he is progressing or not...”

From: Coinvolgere le persone per il successo del progetto, Mario Damiani, ZeroUnoWeb, 2006

The organizational context

This bad organizational behavior brings to legitimate the existing gap between:

- the project manager (who is responsible for **project results**)
- the team members (usually evaluated on **technical knowledge** basis, and not on their actual contribute to project results) ...

... and excites again the dangerous rhetoric of “super-PM” that “must do everything without having any power”

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

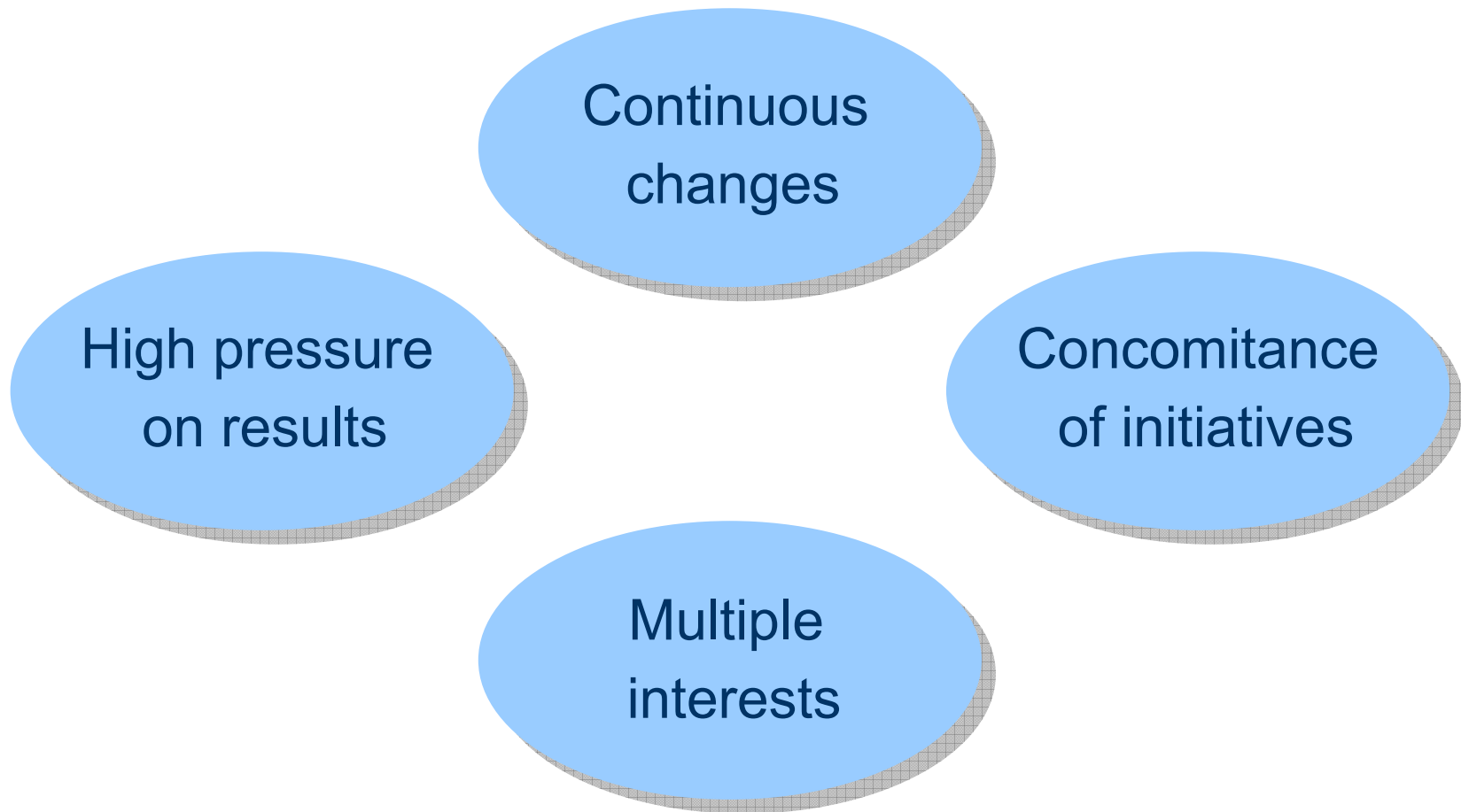
The organizational context

The matrix approach, and consequently the project manager's role, is still viewed as a **disturb** in a number of situations

Even today, most companies are **functional organizations**, where the hierarchy dictate the law and management is **very reluctant to undertake organizational changes** that threatens existing power

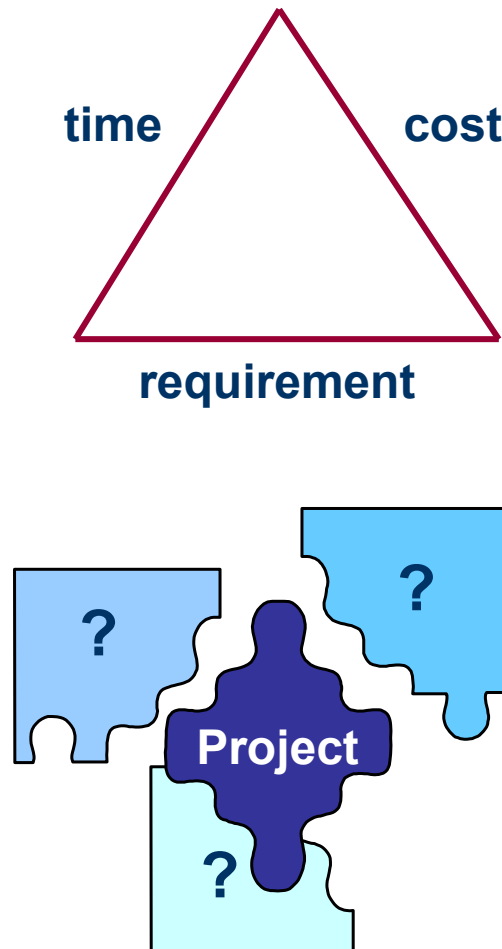
From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The major constraints and needs

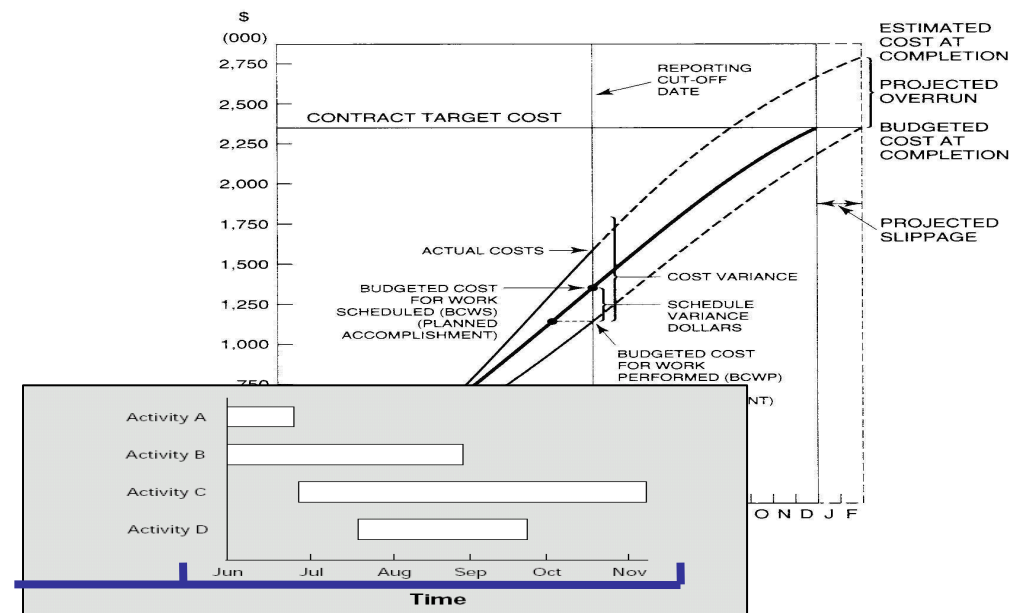


How to answer?

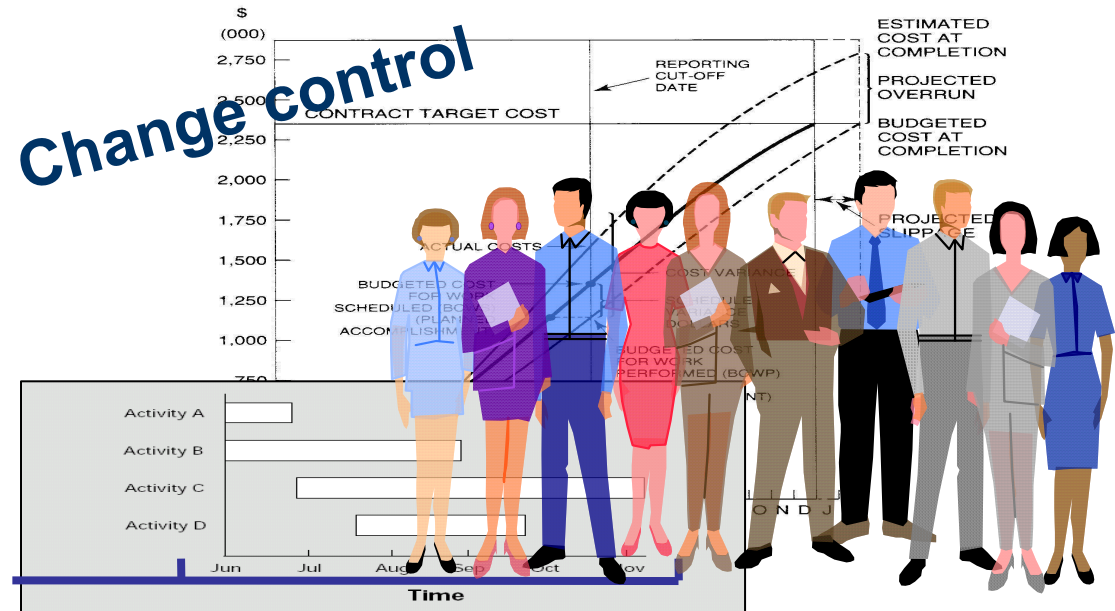
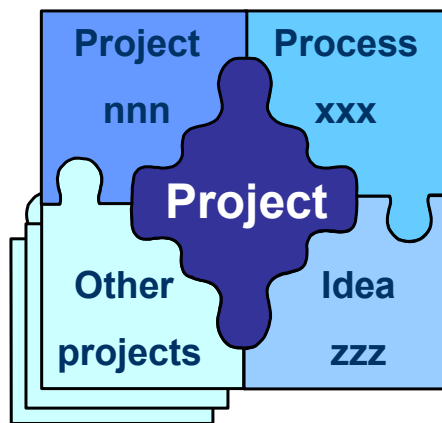
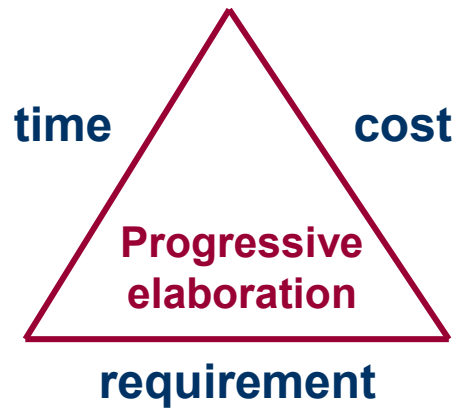
The traditional approach ...



... based on the “iron triangle”
and focusing on single project ...



... is no more enough

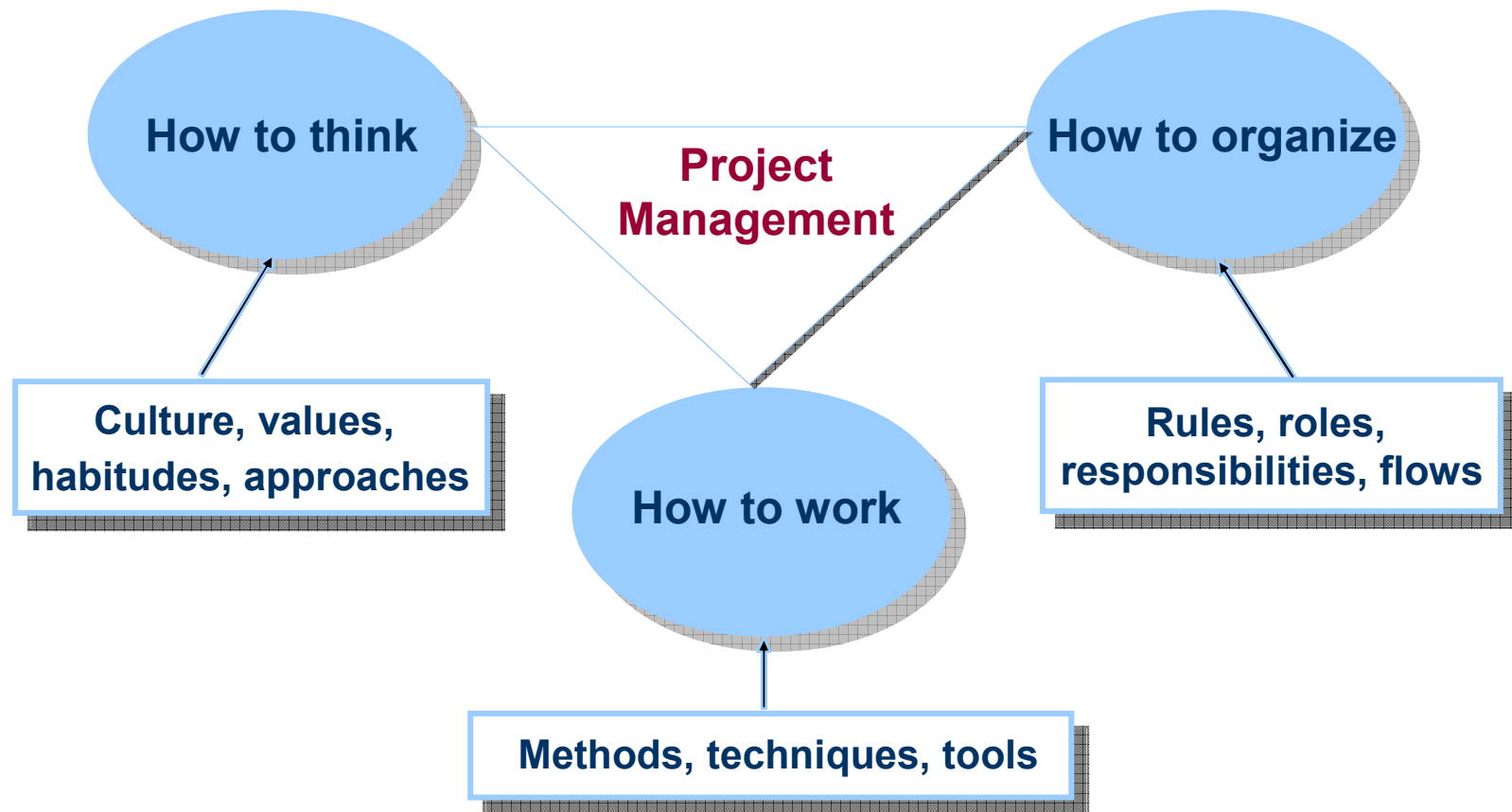


Project management according to CMD Approach

More information about CMD Approach at web site: www.cmdmc.eu

All contents of this presentation come from author's material, paper, case studies, courses, artifacts and books. CMD Approach is also discussed in the books *Project Management di successo*, Mario Damiani, FrancoAngeli editore, 2007 and *Project Management flessibile*, Mario Damiani, McGraw Hill, 2008.

CMD Approach



CMD Approach


Project management is an organizational matter whose **ownership** is shared between the following **stakeholders** categories:

- customer and management
- project managers
- users and team



Key words of CMD Approach are:

- **Context**
- **Anticipation**
- **Execution**

A stack of three light blue rectangular papers with a slight 3D effect and shadows. The top paper contains text.

Deepenings at:
www.cmdmc.eu

CMD Approach

Customer and management, responsible for:

- creating and sustaining over time cultural and organizational conditions suitable to operate by projects
- promoting plausible initiatives, where actual execution is part of the strategic thinking
- deciding investments and give benefits to organization from the concrete fruition of projects

CMD Approach

Project managers, they have to:

- understand organizations and context related to the assigned projects
- establish an effective relationship with other relevant stakeholders
- have an entrepreneurial spirit, be flexible, tolerate stress and uncertainty
- negotiate a realistic mandate in order to assure to organization the concrete fruition of projects according to the agreed expectations

CMD Approach

Other relevant stakeholders, first of all team members and users; they should:

- be aware of project management principles and understand the differences between projects and ongoing activities
- interpret their role actively and consistently, as real protagonist of the portion of projects assigned to them
- view projects as a professional growth opportunity and no more as inconvenience perturbing the status quo of their day by day work

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Context – PM, as the “junction box” between projects and organization, has to:

- collaborate with management to align projects with strategy, context and other endeavors already running in the organization
- support the customer to create a common vision of the project, basing on which actively involve the other stakeholders
- prepare and support organization to positively welcome the change the project will introduce

CMD Approach

Anticipation – As precursor of a different way to work, PM helps organization to:

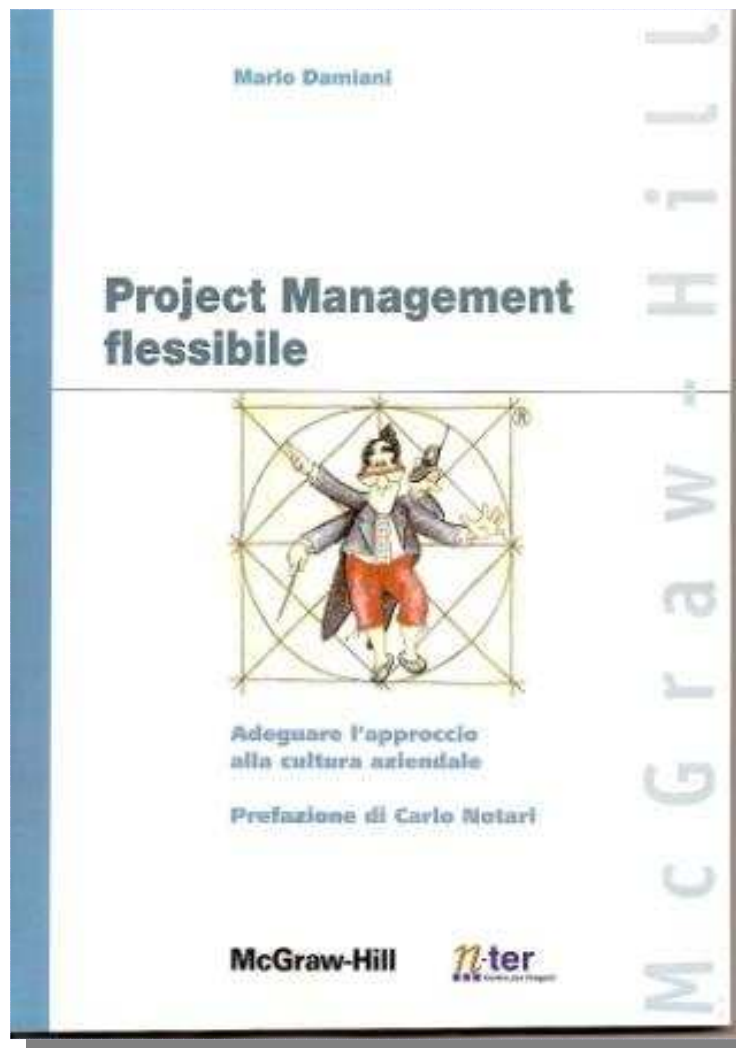
- overturn the fatalistic-reactive point of view basing on which unexpected events are part of the life and for this reason are unpredictable and unavoidable
- adopt a *forma mentis* bringing to interpret each action as something prepared in the past that will have effect in the future
- be alert and look forward, preventing obstacles and making more predictable the results to obtain

CMD Approach

Execution – PM has the duty to spread and support the concept of execution as:

- a fundamental aspect of strategic thinking because it influences in a decisive way the actual project feasibility since the beginning
- a process involving the entire project life cycle, bringing the customer to formulate plausible ideas, project manager to negotiate its feasibility, other stakeholders to be focused on their assigned tasks
- a collective responsibility in which every involved stakeholder has to directly act with the right level of ownership

CMD Approach



The basics of CMD Approach

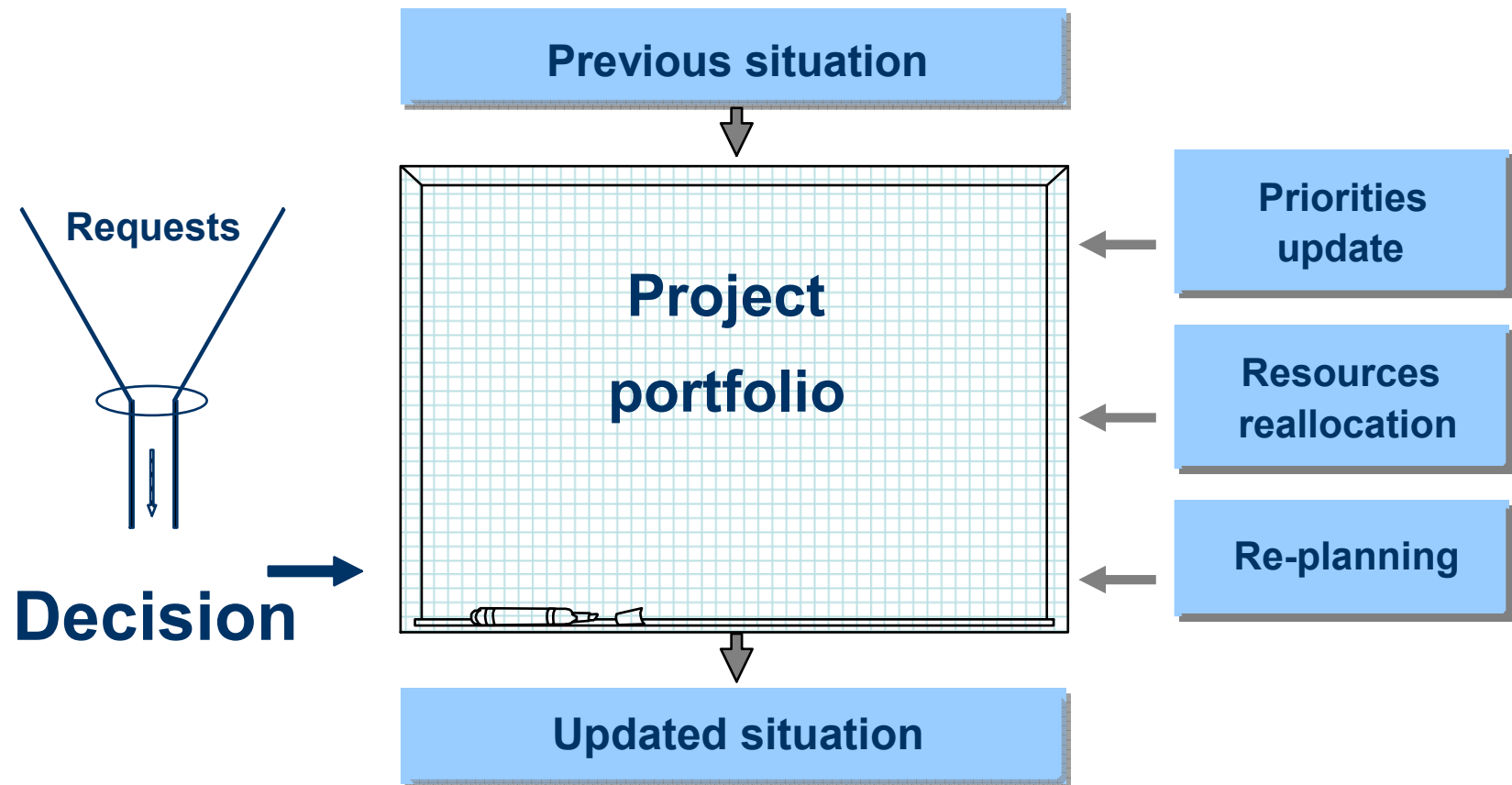
From unmanaged project portfolio...

Too many projects (often more than the double of the actually needed projects)

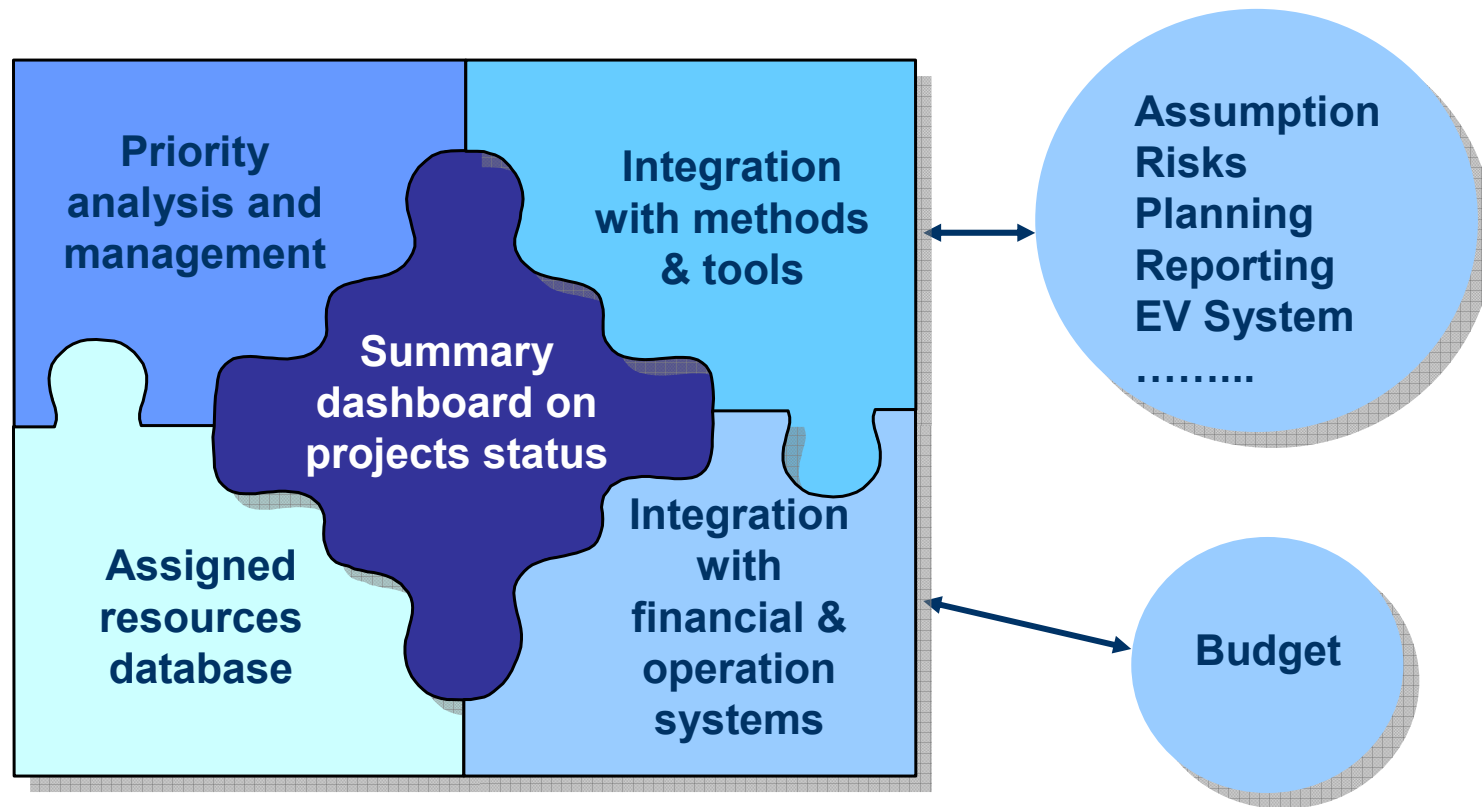
Wrong projects (not giving a real added value to organizations and not so related with strategic goals)

Unbalanced portfolio (short vs. long terms, tactic vs. strategic endeavors, cost saving vs. more revenue objectives, concept phase vs. closure phase)

... to project portfolio as a system



Project Portfolio management



Stakeholders centrality

Stakeholders are individuals or organizations whose interests may be positively or negatively be impacted by the project

Stakeholders may positively or negatively influence the project outcomes

Often stakeholders have different, if not clashing, goals, expectations, interests, and motivations



Stakeholders centrality

Stakeholders influence map					
Name	Position	Role in the project (*)	Favourable (Yes, Neutral, Not) and why (**)	Influence power (H,M,L)	Relationship strategy

(*) = customer, user, team member, influencer, functional head, etc

(**) = which interests (business or personal) the project satisfies or menaces

Project life cycle

In order to be better defined, managed and controlled, projects are usually subdivided into **phases**

Each phase is characterized by **specific results** (deliverables)

Collectively, project phases take the name of **projects life cycle**

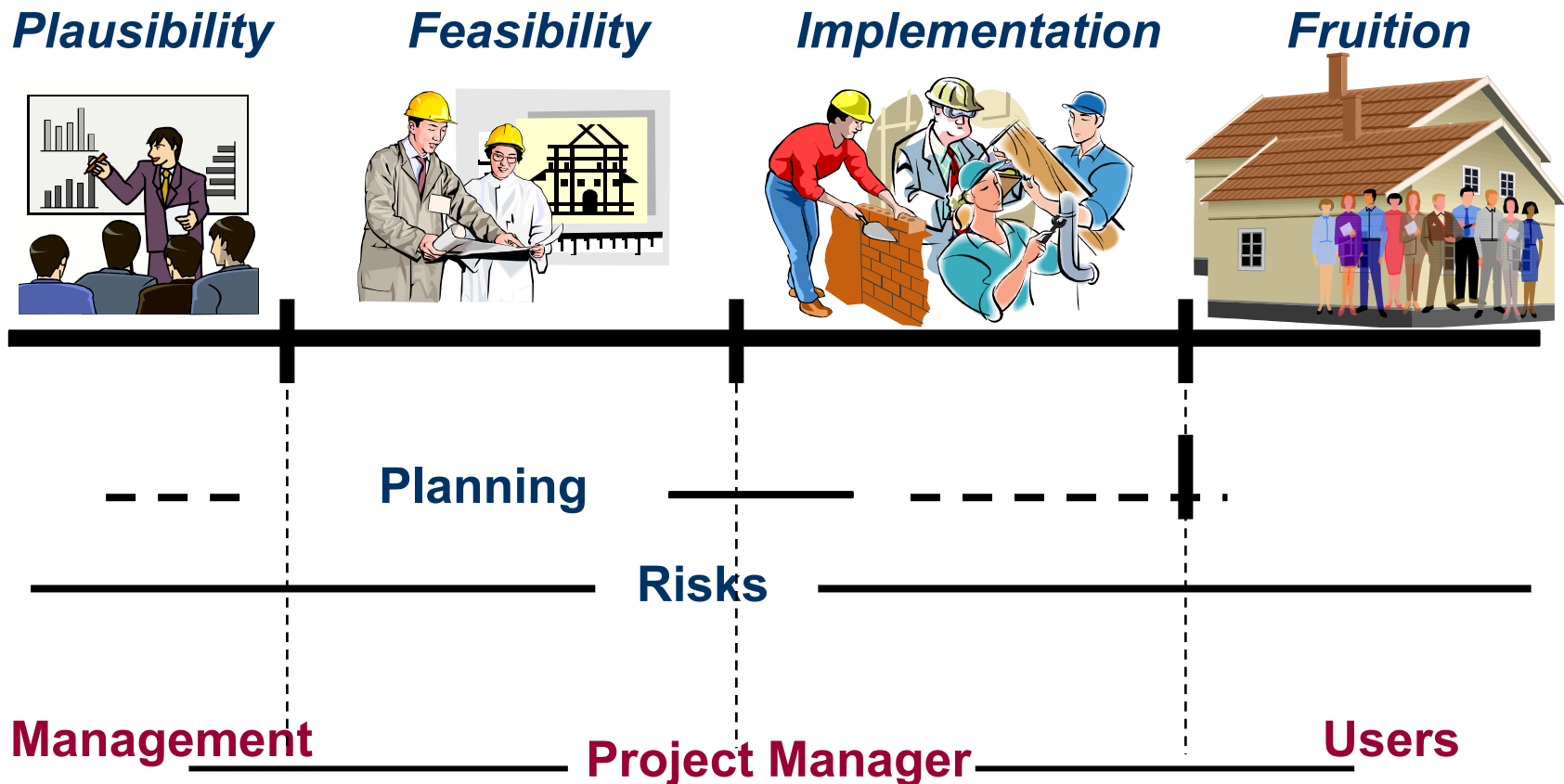
Phases (type, sequence, number, links) strictly depend upon the product or service the project has to implement

Project logical flow

Logical Stages	Main topics (*)
Plausibility	Goals and context, stakeholders, benefits and costs, opportunities and risks, alternatives
Feasibility	Requirements, technical hypothesis, implementation strategy, expectations, time, costs, risks, project plan
Implementation	Project team, communication, open issues, progress status, user involvement, change control, anticipation
Fruition	Project completion, users able and aware, beginning of operation, benefit evaluation

(*) Topics are introduced in the stage where primarily recur, even if they are in all stages

Project logical flow



Project plausibility

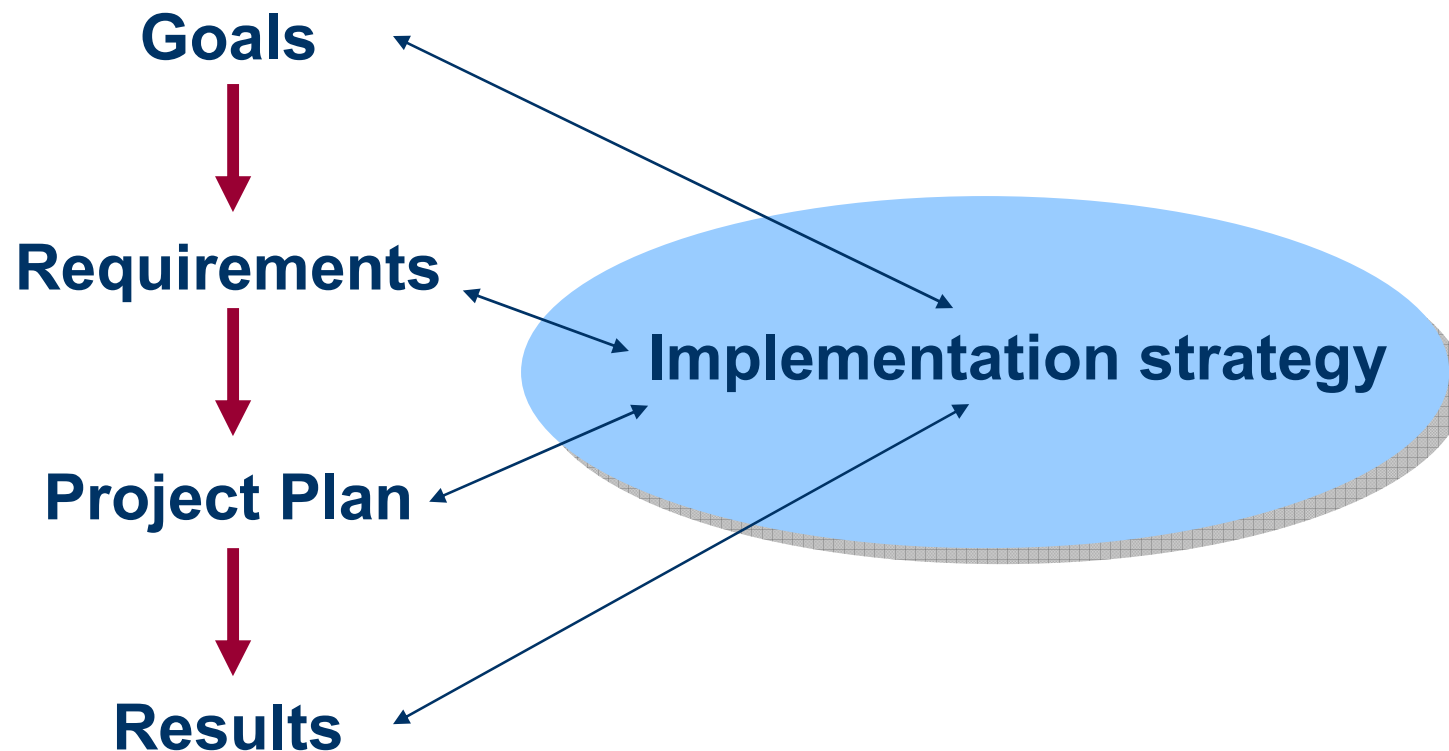
The **raison d'être**, according to the organization strategy, the benefit/cost ratio, and taking into account the other projects currently running or under evaluation

An **high level acceptability analysis**, i.e. the concrete capability for the organization to undertake the project as supposed with an acceptable level of risk

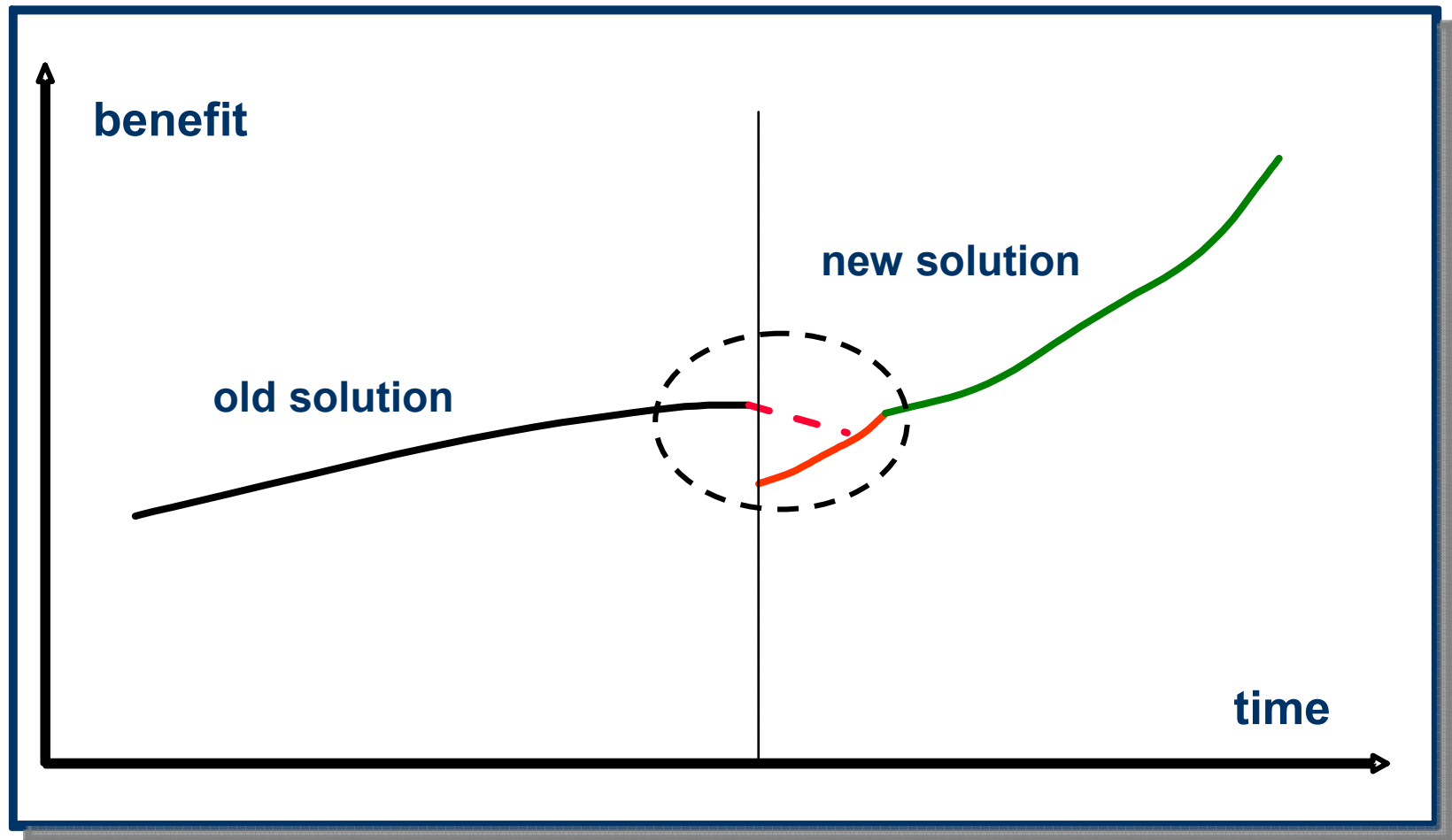
A **loss of opportunity evaluation** in case of organization decides to do not undertake the project



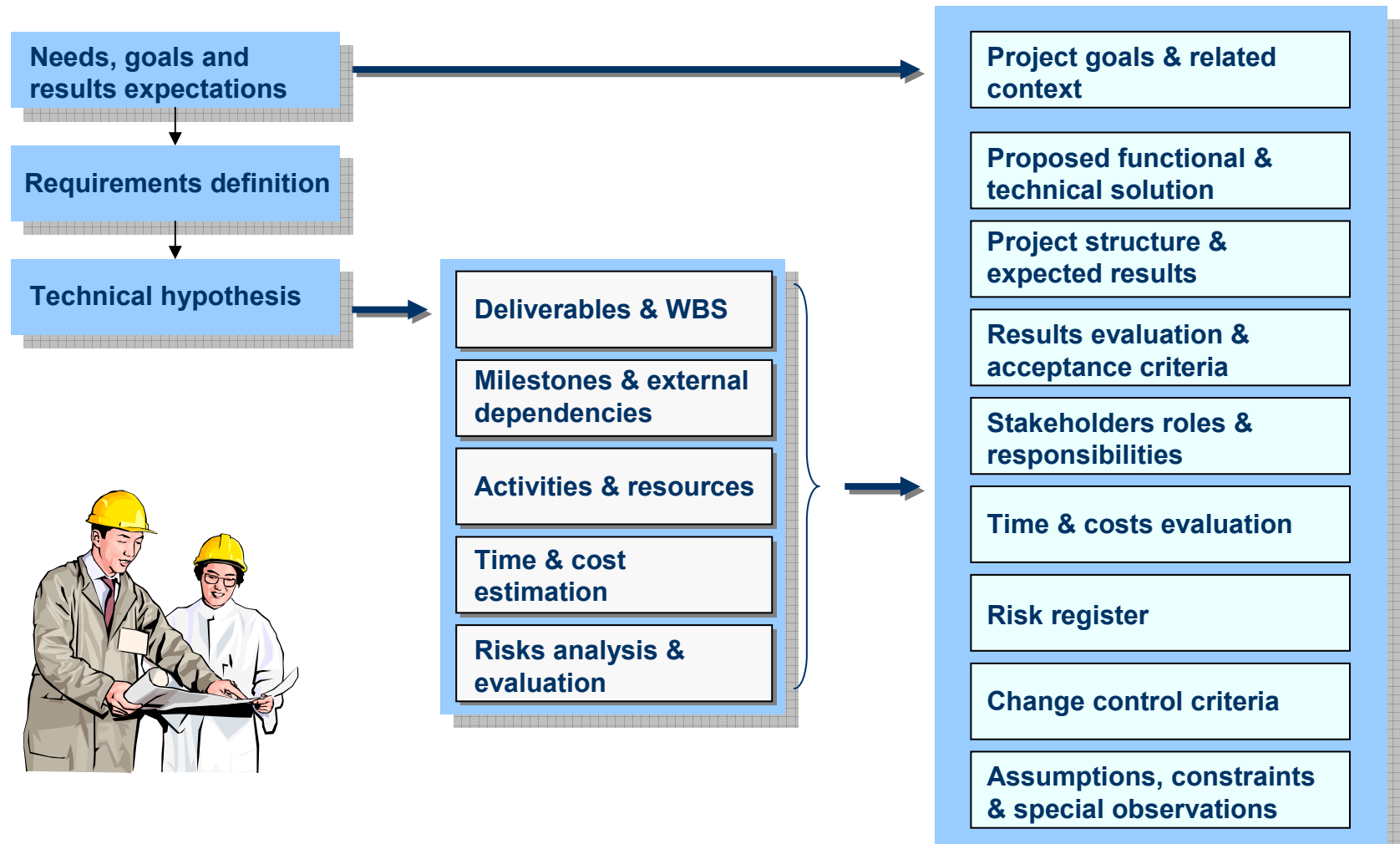
Project implementation strategy



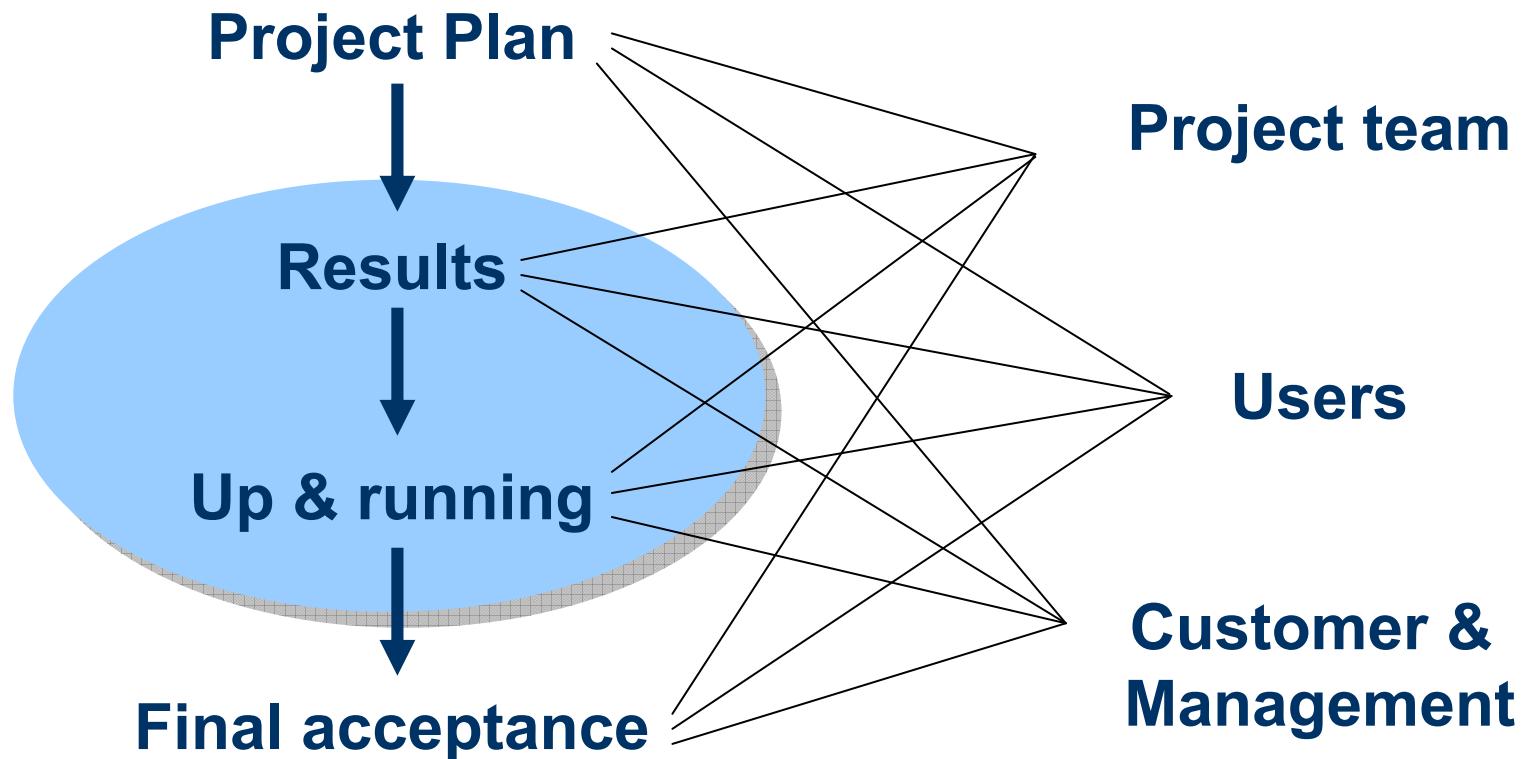
Expectation management



Project feasibility (Project Plan)



Project implementation



Team building & management

Individuals

Project team =
collaborating group



Motivation
Flexibility
Respect
Discipline
Compatibility
Independency
Interdependency



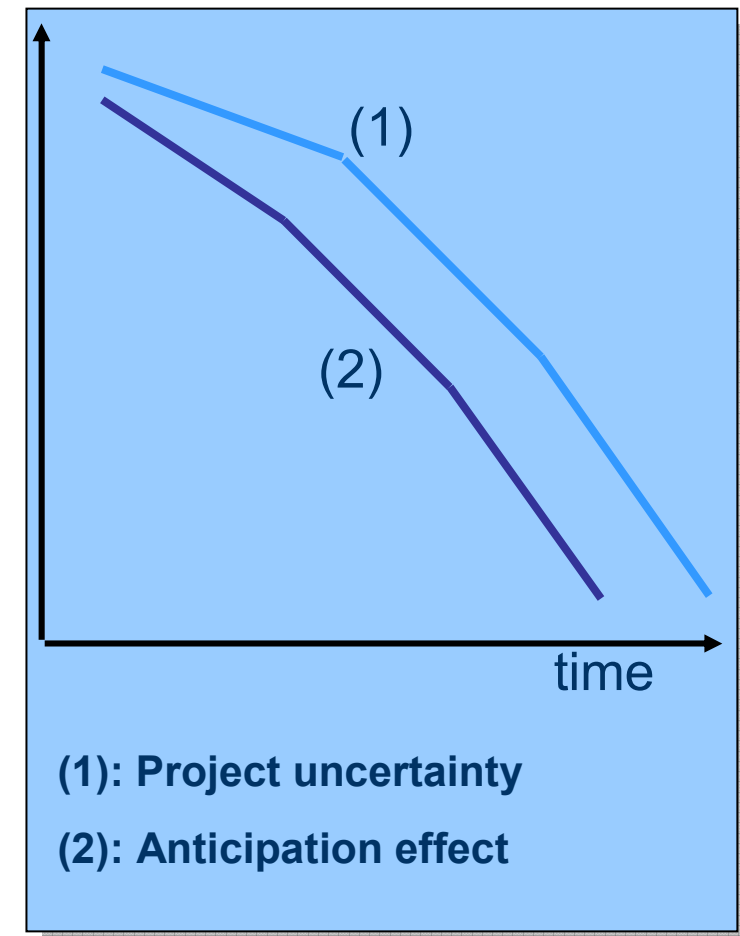
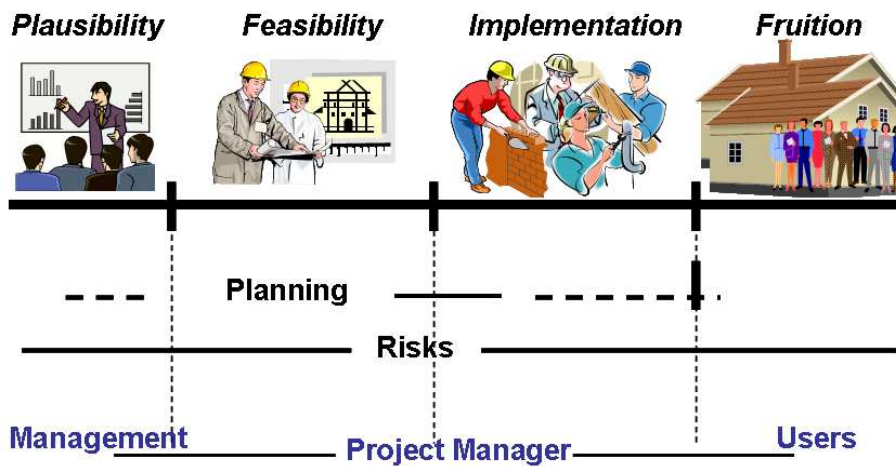
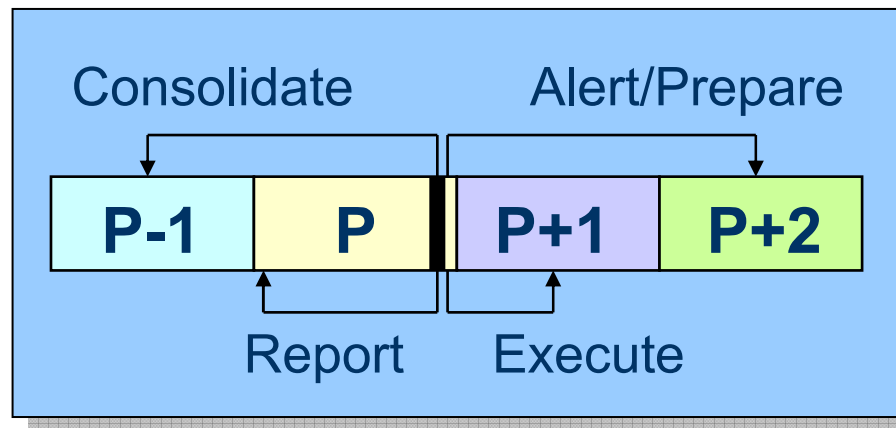
Personal goals

Involvement

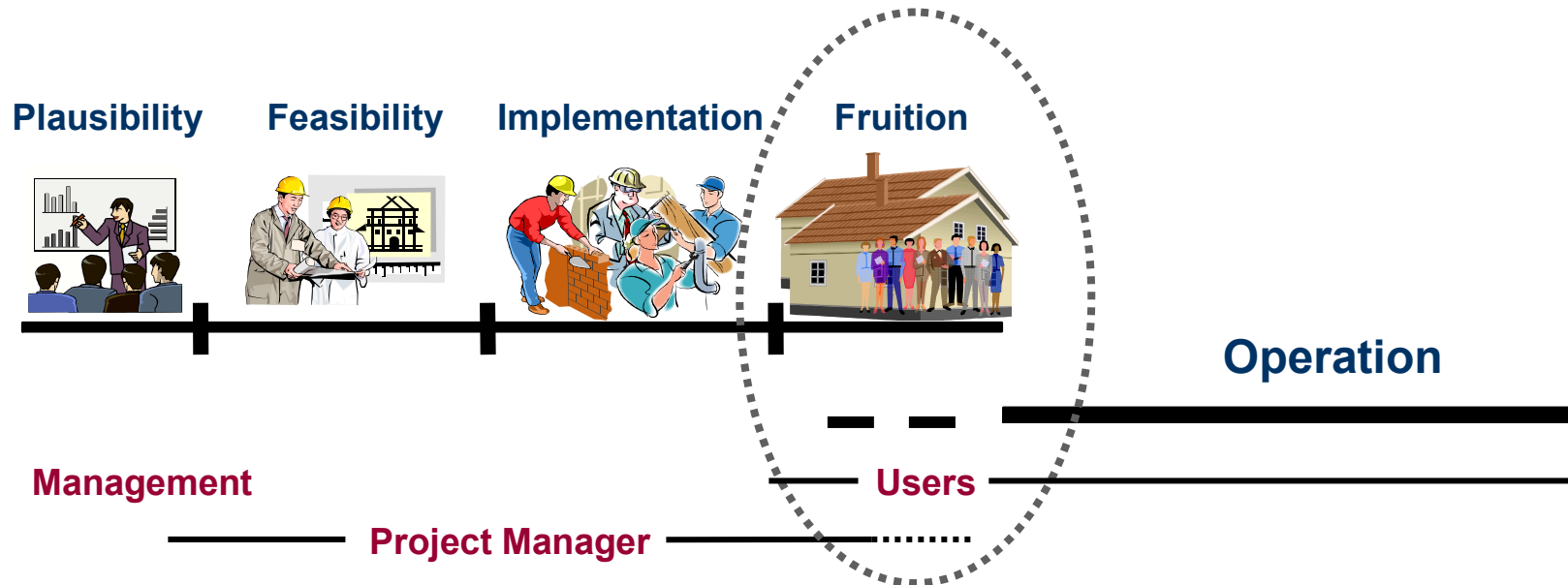


Common goals

Anticipation management



Project fruition



Success factors

Project success

There are two basic factors determining project success:

- **concrete fruition**, i.e. the actual availability of project results on time, on cost, on specs (project management success, the project manager is accountable for this)
- **benefit for organization**, i.e. the return of investment deriving from actual fruition of the project results (business success, management is accountable for this)

The condition for success

An **organizational culture** open to change

An **organizational structure** supporting the projects

A coherent system of **methods**, processes, and tools



The successful project manager

The old metaphor of chieftain who creates *esprit de corps* and aims the troop inspiring superior actions, leaves the place to the diplomat one, **nifty weaver of relationships links and effective communicator.**

A modern and active diplomat, who knows the business and the market where the organization operates, always ready to **negotiate** with project stakeholders and able to **influence decisions** when she cannot decide directly

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The successful project manager

This profile describes a professional **able to go over the limit** of the mere task implementation

A professional able to establish a **symmetrical relationship** with customers and management, basic condition to open discuss and negotiate the project assignment...

... and consequently, to be able to actually and visibly take the **ownership** of the management of the project

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The successful project manager

In synthesis, a project manager less succubus and “employee”

Perhaps **a little out of traditional schemas** and poorly compliant to administrative policies...

... but more consistent and **entrepreneur**, a project manager the organizations are looking for in order to significantly improve the performance of their more strategic projects

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008

The successful project manager

A project manager who **leverages on personal skills** continuously developing them, “training” herself to be able in the future to cover higher positions

In this perspective, the project manager role may be viewed as a **temporary position**, a sort of diving board to pass from technical jobs to more managerial ones

From: Project Management flessibile, Mario Damiani, McGraw Hill 2008