

Is Project Management a Fad?

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Background

- 4500 *students* of PM
- *Clients* include Government Agencies, Regulatory Agencies, Construction Industry, Law Enforcement, Financial Industry, Education Industry
- *Consult and mentor* - assisting organisations to adopt Project Management into their business
- Challenge is to introduce the discipline of Project Management into an organisation with PM as a non-core activity.



Organisations and PM

PM is core business

- E.g. construction
- Aspire to be PM
- PM is accountable
- Accountability = Responsibility + Authority
- PM is not a fad, but the tool of core business.

PM is non-core

- E.g. banks, public sector,
- PM general business role
- PM held accountable without responsibility and authority
- Is PM a fad in these organisations?



Why PM?

- Drucker – The architecture of the organisation must equal its strategic purpose.
- Handy – The elephant and the flea - large organisations need an irritant to introduce innovation and change.



PM is established

- The evolution of PM is well documented.
- The industry of PM is well served with technology, business opportunities, employment and education.

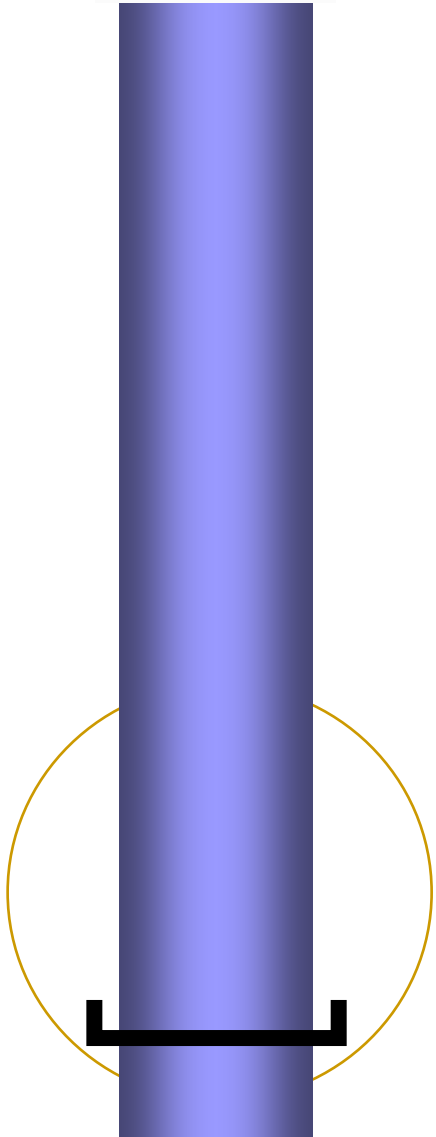


Innovation and Change

Critical in PM organisations:

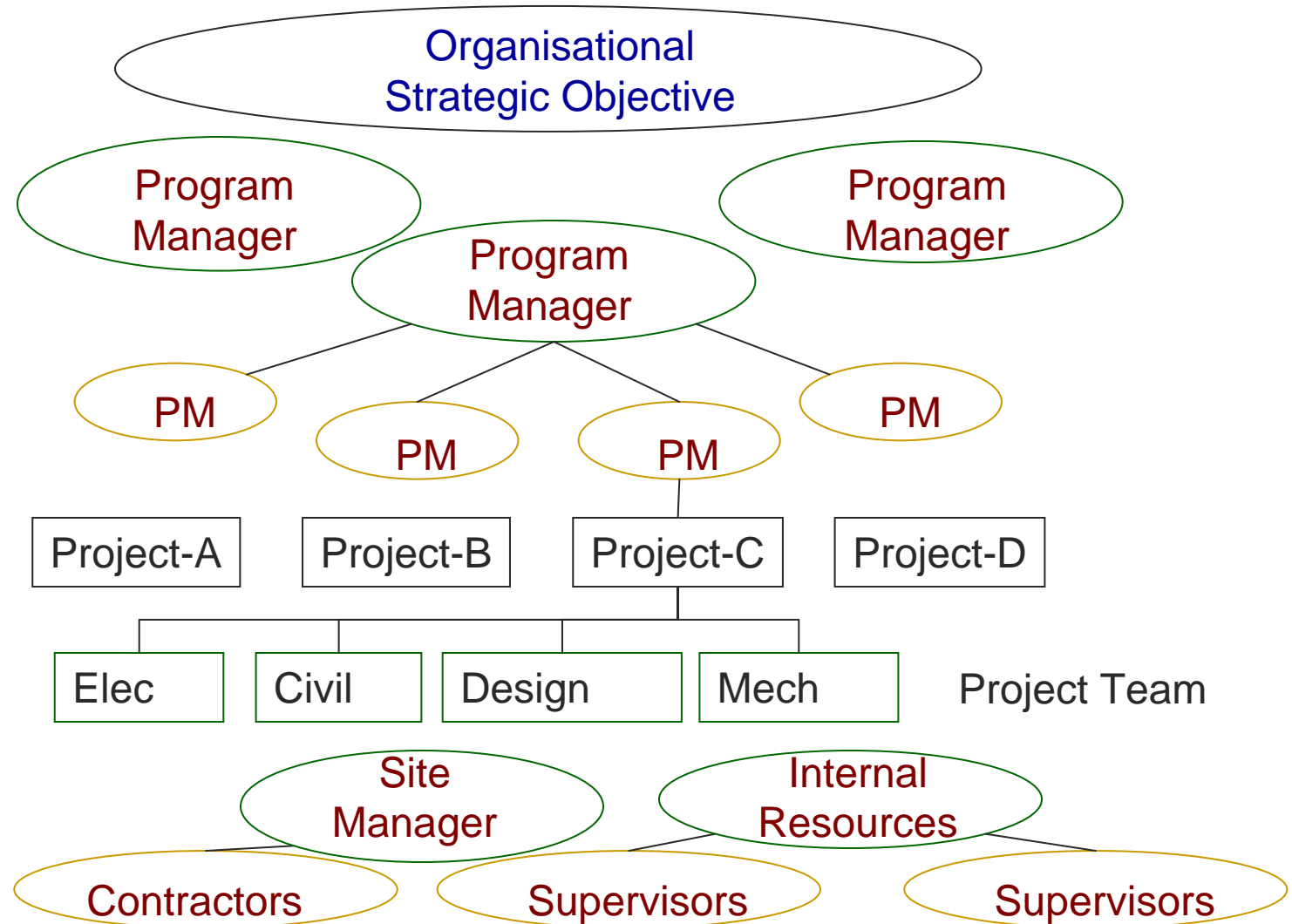
- Management by objective
- The knowledge worker
- Core competencies are identified
- The architecture of the organisation equals its strategic purpose
- Lessons learnt are effectively captured
- Encourages reporting of error or failure no matter how isolated as a possible systemic problem elsewhere

Classical Organisational levels





PM is core business





PM a Fad?

- Questioned 150 practitioners across a number of agencies
 - Often a great idea
 - Not properly conceived and followed through
 - Superseded before full implementation
 - Superseded because of changing priorities
 - Sometimes imposed
 - Failure to properly embed (including the culture)
 - Misguided concept
 - Poorly promoted
 - Not supported at different levels of the organisation
 - Does not fit strategic purpose



Embedding PM

- Structure must fit the Strategic Purpose of the Organisation
- Program and Project Management must be integrated into the structure of the organisation
- The discipline of Project Management must be embedded into the culture of the organisation
- Competencies of staff and provision of processes, systems and resources must be provided for



Maturity Model

- Initial
- Planned
- Managed
- Integrated
- Optimised



Avoiding Faddism

- To avoid PM being regarded as a fad
 - Implementation strategy guided by the maturity matrix
 - Prepare the organisation at all levels
 - Skill people at all levels ensuring a common understanding and language
 - Involve external review of progress
 - Benchmark with other agencies to avoid same mistakes



Is PM a Fad?

- The risk is that it could be
- Projects are widespread and common in everyday language including kid's homework
- It is increasingly unlikely that the use of projects to deliver desired outcomes will be regarded as fad
- Attempts to institutionalise PM (often clumsy) could be regarded as Fad