



PROJECT MANAGEMENT INSTITUTE WESTERN AUSTRALIA CHAPTER

MAKING PROJECT MANAGEMENT INDISPENSABLE FOR BUSINESS RESULTS

NEXT CHAPTER MEETING

08 Feb 2013 @ 6:00pm
City West Receptions, 45
Plastow Mews, West Perth,
WA 6005

IN THIS EDITION

February Professional
Development Workshop
In conjunction with BOT
International

What's On

February 2013

Project Management
Trends for 2013

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- February Chapter Meeting -

For the first Chapter Meeting of 2013 PMI WA will once again be partnering with BOT International [[Book Now](#)]

***** Note this event is on Friday 8 February *****

Stephen Jenner will explain that the reason organisations invest in change is to realise benefits - in terms of reduced costs, increased revenue, to achieve some strategic goal, or because they have to (Legal requirements, etc.). Yet research shows that most organisations struggle to realise the potential benefits from change. In this session, Steve will explore the causes and more importantly the solutions to this issue.

Steve is author and Chief Examiner for both the APMG Managing Benefits and the Cabinet Office Management of Portfolios best practice guidance. Infamously described by the UK Government CIO as "the Rottweiler of benefits management", Steve designed, implemented and operated the multi-agency Criminal Justice IT portfolio which has become the model for benefits management adopted by the UK government. The CJIT approach to Portfolio and Benefits Management has been internationally recognised (in reports to the OECD and European Commission and in a case study published by Gartner) and won the 2007 Civil Service Financial Management Award. Steve was the leading advisor on Portfolio and Benefits Management for the British Cabinet Office as part of the Transformational Government agenda and led benefits management activity for the pan-government Service Transformation program.

- Next Professional Development Workshop -

The next WA PMI workshop [[Book Now](#)] will be run on **8 February**, in conjunction with BOT International. It will be presented by Stephen Jenner of BOT International, and will examine how value can be delivered from project portfolio management.

Portfolio Management Offices (PMO's) continue to be a hot topic worldwide and yet evidence paints a poor picture of their effectiveness - only recently it has been reported that "solid empirical evidence for the positive impact of multi-project PMO's on performance is still lacking". Perhaps unsurprisingly therefore, many PMO's have a short lifespan.

The root cause of the problem is, in many cases, due to an "activity" focus rather than a "results" or "benefits" focus. The solution lies in shifting from a PMO with a delivery focus to one where the primary focus is on value and optimising strategic contribution from the available resources.

Venue: [Clifton's Perth, 191 St George's Terrace, Perth, 6000](#)

What's On: February 2013

Enter these dates in your calendar now before your schedule fills up:

- 08 Feb 2013 Project Management Toastmasters (City West)
- 08 Feb 2013 WA PMI Chapter Meeting [[Book Now](#)]
- 08 Feb 2013 WA PMI Professional Development Workshop [[Book Now](#)]
- 27 Feb 2013 Project Management Toastmasters (Woodside Plaza)



PMI Australia Conference 2013—Sydney



PMI Australian Chapters have collaborated to present a conference like no other offered in Australia. One that will provide a platform for professionals, academics and community representatives to share knowledge, experience and professional camaraderie; whilst recognising and acknowledging professional excellence via the PMI Australia Annual Awards.

This event will deliver Inspirational leaders, motivational speakers, exchange of expertise and knowledge, tools and techniques, innovative ideas, networking with like-minded individuals, and showcase the latest material on leadership, agile, professional development and project, program and portfolio management.

Confirmed Keynote Speakers for the event will be:

- Mark Langley** - CEO PMI Global
- Peter Taylor** - Author of "The Lazy Project Manager"
- Cassandra Wilkinson** - Author / Presenter

REGISTRATIONS ARE NOW OPEN [[Book Now](#)] and join your peers at the Sydney Convention and Exhibition Centre from 01—03 May 2013.

EARLY BIRD SPECIAL— Act fast and register before 15 February and be in with a chance to win a backstage tour of the Sydney Opera House (see website for full terms and conditions).



Keep in touch with the latest news about the PMI Australia Conference via social media channels by clicking the appropriate icon (left) to make sure you don't miss anything.

PMI Chapters across Australia are uniting to hold the inaugural PMI National Conference - Australia, from 01-03 May 2013, at the Sydney Convention and Exhibition Centre. **For Sponsorship and Exhibition enquiries contact:** info@pminationalconference.org.au



Missed a Chapter Meeting? - Watch the Webcast

We all have busy lives with competing priorities but now there's no need to miss out if you can't make it to the Chapter meeting.

You can watch the Webcast online and **earn your PDU** as well. [Give it a go.](#)

Project Management Trends for 2013

As we begin yet another year it is natural for thoughts to turn to what may be the trends that encapsulate project management in 2013.

An article recently appeared on pmhut.com which looked at just this issue and some of the predictions are discussed in the article below which can also be read in full by clicking [here](#).

Organizations will continue to call for strong project leaders but will focus on investments in hard skills

The training focus will remain on hard skills, even though many organizations will continue to assert that their project managers lack leadership skills such as communications, negotiations, organizational change management, and customer relationship management. The reason is simple: most companies would prefer to send their project managers to targeted training in the specifics of "project" and "program" leadership rather than generic leadership training that is so commonplace.

Agile implementation will be viewed in some organizations as a failure, but for the wrong reasons

When compared to traditional methods, studies show that Agile methods can reduce costs, speed time to market, and improve quality; however, in 2013, many organizations will continue to fall short in realizing the promise of Agile. Why? Because the professionals assigned to Agile projects aren't trained in Agile methods and their organizations are not culturally ready to embrace its principles.

It's not sufficient to train just a handful of Scrum Masters. The Scrum team, including developers, testers, and Product Owners, needs to know how to apply Agile practices. In particular, the organization's executives need to understand how they can help break down the cultural barriers to adoption, which is crucial.

Organizations will adopt Agile to accelerate time to market but what they ultimately

achieve may be a different story

Agile methods, when practiced by trained professionals on the "right" projects in the "right" organizations, have the potential to boost performance in a variety of ways. However, the top benefit derived from adopting Agile (i.e., ability to manage changing priorities) is not the same top reason organizations adopt Agile in the first place; they do so to accelerate time to market. Should this cause an organization to rethink its use of Agile?

Large projects pose unique challenges that are increasingly tough to overcome

Size does matter, and when it comes to large projects—the ones that run into the hundreds of millions of dollars—the impact and interplay of downsizing, complexity, and outsourcing are the "one, two, three strikes you're out" challenges that organizations face. Projects in engineering procurement and construction management (EPCM), oil and gas exploration,



Project Management Trends for 2013... (continued)

and large transportation initiatives often involve major outsourcing of work.

Many of these projects include thousands of people as well as impressive levels of technical complexity that few companies are successful in managing. Organizations that engage in such outsourcing struggle because they have lost the in-house expertise to monitor the level of quality being delivered. 2013 we will see more organizations build up their in-house expertise to ensure their contractors are doing the job right.

Improving vendor management practices will top the list of skills for project managers

Ask people in any organization that outsources its projects or large components of them, and they'll tell you they have "vendor management" problems characterized by contract scope creep, poor quality, missed deadlines, and blown contract budgets. And, with outsourcing on the rise, these problems will only multiply if their root causes are not addressed.

PMOs will focus on proving their worth and driving innovation

Gone are the days when just implementing a methodology and creating a project dashboard convinced corporate executives that the PMO was pulling its weight. More organizations are conducting PMO "audits" to identify areas where the PMO can accelerate its evolution and provide higher levels of value to the organization. PMO directors who understand that their roles involve not just delivering projects, but also contributing to the overall performance of the business, will, if they haven't already done so, identify key business metrics and begin a process of measurement to baseline themselves against those metrics. Each PMO head will need to be able to answer the question, "What have you done for me lately?"

Continued poor project performance in many

organizations will result in more PMOs being terminated

ESI research shows that the average life span of the PMO is about four years. That number is likely to drop if project performance continues to underwhelm executives and stakeholders. PMOs are created to improve project performance; yet, few organizations give the PMO enough resources and authority to do the job. Poor project performance has its root causes in many areas — poor training, lack of adoption of practices, unrealistic expectations, too many projects, and the like. Blaming the PMO for poor project management is an easy way out, but it doesn't solve the problem. Nonetheless, the PMO is in the crosshairs and project sponsors, irritated by poor performance, indicate that if project performance doesn't improve, PMO directors may be looking elsewhere for gainful employment.

Portfolio management will take on a greater role as funding continues to tighten and the number of projects grows

Portfolio management is more than a prioritization exercise. It is the culminating activity in competitive strategy where executives have identified the programs and projects that will turn their intentions into reality. We are witnessing more companies investing in IT and process improvement to get a better handle on all of the project-based investments occurring across their business. And they are tweaking—and in some cases overhauling—their portfolio management approach to make sure it is the best it can be.

Project management is not just for project managers anymore

For decades "project manager" was a role, not a title. People claimed to have come to the position by accident. That's all changed in the past 20 years. Organizations developed project manager career paths and hundreds of thousands became certified. While the professionalism of project management will continue, organizations will require individuals outside of those who carry the PM title to perform the role of project manager.

