

Project Categories & Project Types

'How understanding Project Categories & Project Types will help Mitigate risks in Portfolios, Programmes & Projects

Presented by Youssef Mourra
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Australia & NZ

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Cognizant Business Consulting

- Globally, we are attached to Cognizant Technology Solutions, an IT systems integrator with over 50 global delivery centers and over 170,000 employees
- A member of the NASDAQ-100 Index and S&P 500 Index, Cognizant is a Forbes Global 1000 company.
- Regionally, a P3M and Management consulting organisation
 - Offices in AK, WN, SYD, MEL & BRIS – 140 employees & contractors
 - Increasing sector penetration and depth in Financial Services, Government & Public, Retail, Technology, Energy & Utilities, Telecommunications
 - Employing the very best project & program consultants:
 - Programme Managers, Programme Directors, Project Managers
 - Programme Office / Project Office
 - Technical specialists (testing, data migration, conversion, etc)
 - Business support (analysts, BPR, M&A, etc)
- Working with Multi-Nationals across the globe:
 - Over 150 key clients – having delivered more than 450 assignments
 - Currently some 35 Multi-National clients

CBC's offerings in AUS/NZ

BUSINESS SOLUTIONS

- M&A
- Integration
- Business Transformation
- Technology
- Supply Chain
- New products & services
- Mandatory Change
- Relocation
- Outsourcing

PROJECT SERVICES

- Project Design & Mobilisation
- Project Delivery
- Project Office
- Change Management
- Risk Management
- Portfolio Optimisation
- PM Capability Development
- Health-check & audits
- Project Rescue
- PM Outsourcing
- Global Programme Delivery
- Enterprise Project Management

The Speaker – Youssef Mourra

- Over 20 years' experience in the world of project, program and portfolio management (P3M).
- Partner, Practice Manager for CBC in AUS & NZ
- Consulted for Ernst & Young, Cap Gemini in Australia, France and the UK. Worked in Europe, Asia and America
- For the past 8 years has been based in NZ and has gained experience with a number of clients both in the private and public sector.
- Led hundreds of consulting engagements ranging from complex project and program rescues, mobilisation of project offices, to implementation of project management information systems.
- Recognised as a trusted advisor by a number of 'C' level executives and project offices throughout the APAC region.
- Regularly speaks at functions organised by the PMI, Microsoft and other related trade associations

Agenda

- Knowledge Recap
- Risk Management Factors related to:
 - Portfolios & Portfolio Management
 - Programs & Programme Management
 - Projects & Project Management

Knowledge Recap



Project Management

- What is a Project?
 - A project is “a management environment that is created for the purpose of delivering one or more business products according to a specified business case” * or
 - “a temporary endeavour undertaken to create a unique product or service” ^
- Why do we have projects?
 - We use projects to deliver change – in a way that is repeatable and efficient.

*PRINCE2 © Definition from the CCTA in the UK

^ PMI © definition taken from PMBOK © 2008 Edition

Program Management

- What is a Program?
 - A temporary flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities. The focus is on Benefits, Change, Dependency and Resource Management.
- Why do we have Programs?
 - In order to deliver outcomes and benefits related to the organisation's strategic objectives. These outcomes and benefits are greater in size than had the projects been run separately

Portfolio Management

- What is a Portfolio?

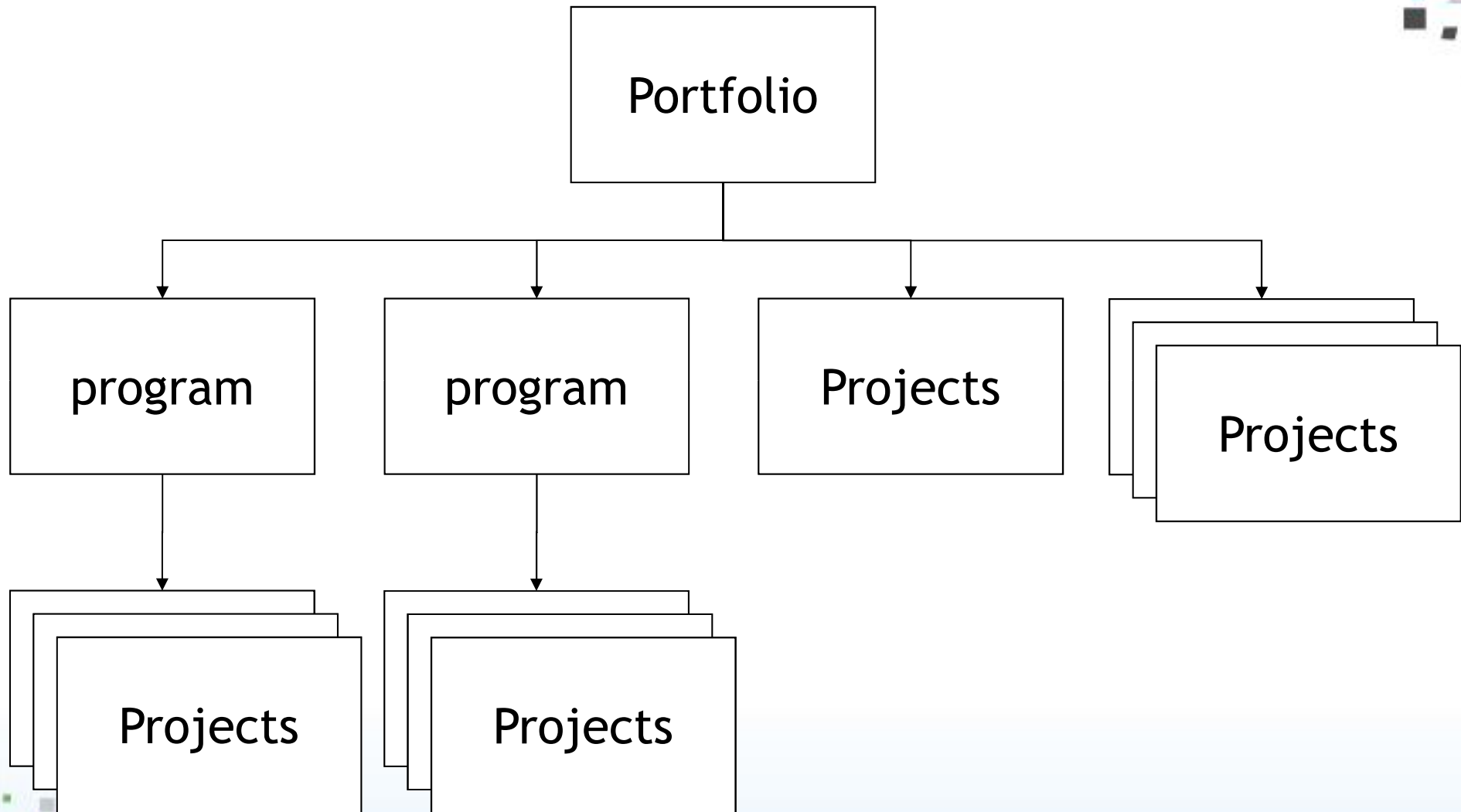
PMI :

“A portfolio is a collection of projects and programs and other work grouped to facilitate the effective management of that work to meet strategic business objectives. The components of a portfolio are quantifiable – they can be measured, ranked and prioritised”

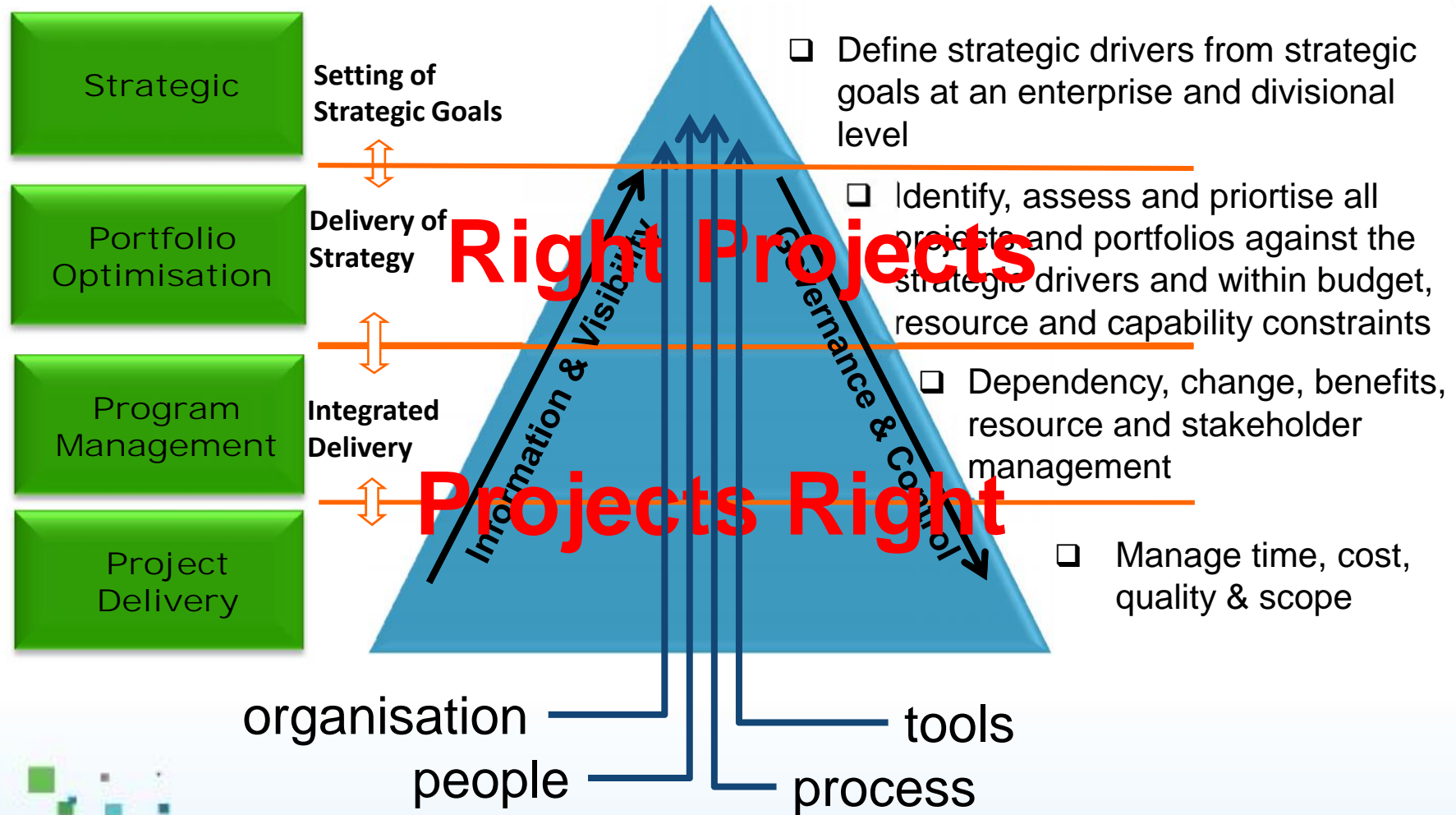
OGC:

“An organisation’s portfolio is the totality of its investment (or segment thereof) in the changes required to achieve its strategic objectives, particularly change delivered via formalised project and program management methodologies”

What does a Portfolio look like?



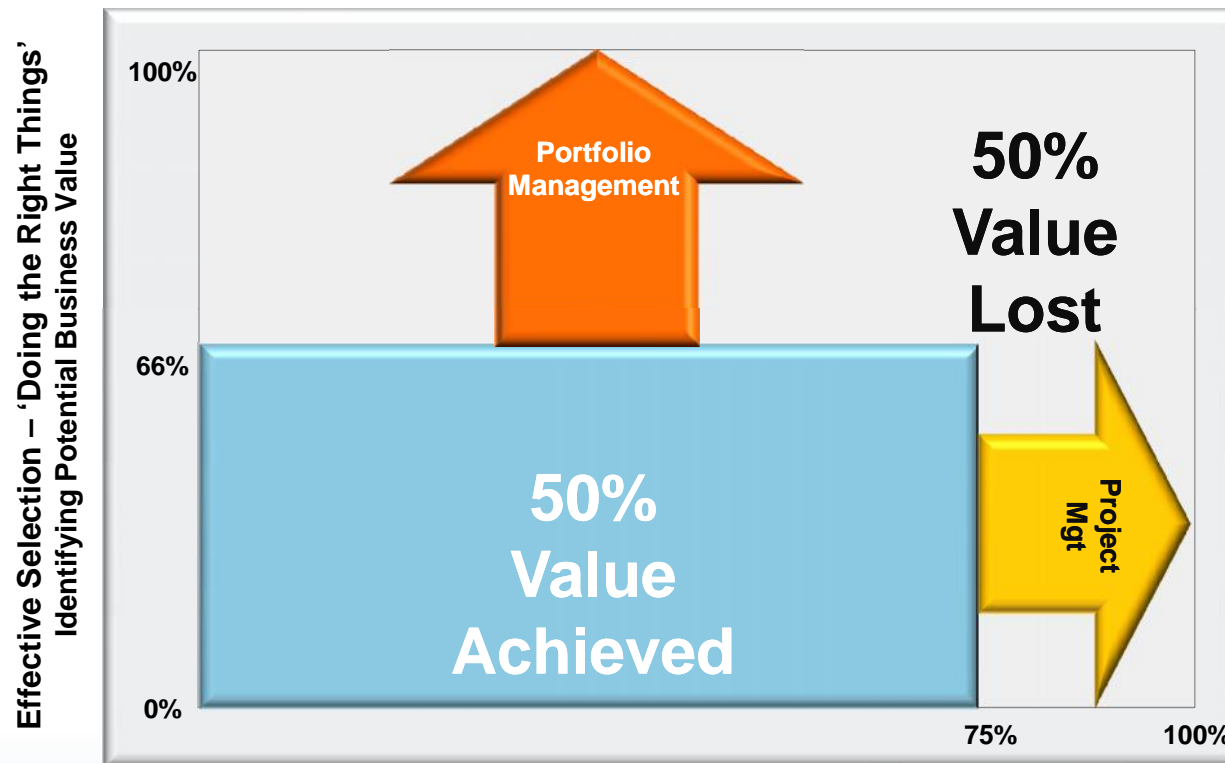
Project [Enterprise] Portfolio Management



Risk Management Factors related to Portfolios



What's the opportunity & what's at risk?



Effective Execution – ‘Doing Things Right’
Realising Business Value

Benefits of getting it RIGHT

- Potential savings of 20% of portfolio value in Year 1
- 30% improvement in time to market for revenue-generating initiatives
- 5% reduction in overall costs
- 59% reduction in project failures
- 78% reduction in redundant projects
- 37% decrease in cost per project
- 35% increase in number of projects under management

Primary Source: : IDC, September 2008

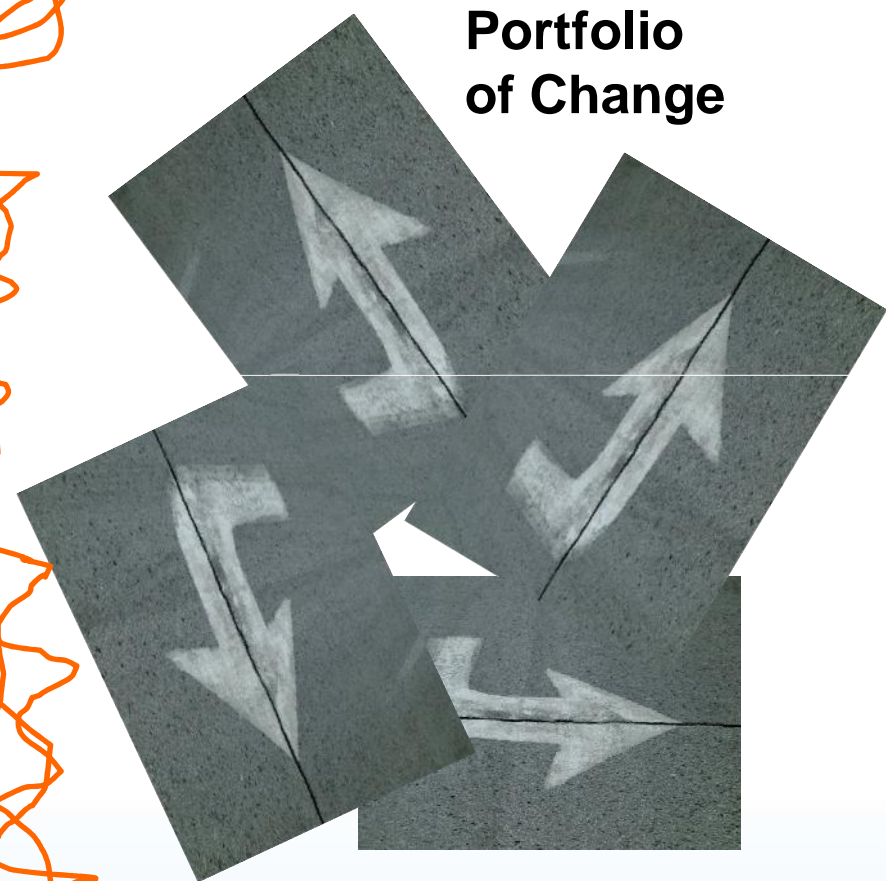
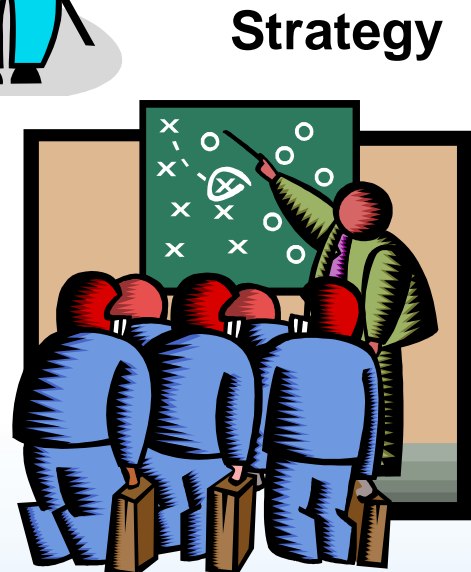
Portfolio Management Risk Factors

- The choice of the Portfolio
 - Not choosing the optimal mix of projects and programs to achieve strategic outcomes and low quality Business case development
- Project & Program Sponsorship
 - Poor execution of project and program sponsorship by senior and middle management
- Portfolio Optimisation
 - Poor or ineffective on-going maintenance of the optimum mix of projects and programs
- Portfolio Delivery & Visibility of Delivery
 - Poor selections for management and delivery and staffing of programs and portfolios along with no or limited visibility of progress or intervention points.

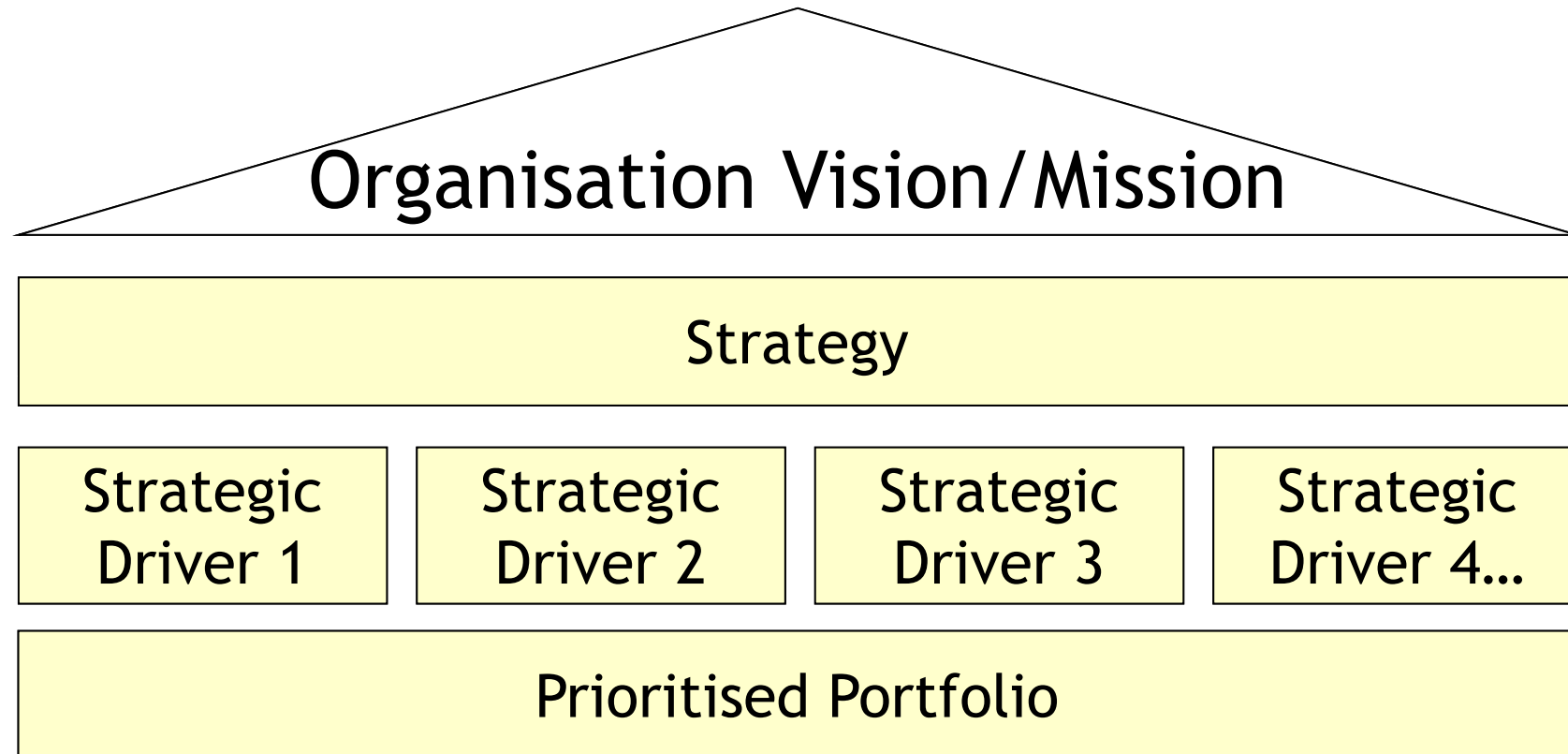
Choosing the Right Portfolio

- Alignment to Strategy
- Selection & Prioritisation
- Business Case Development

What do we mean by Alignment to Strategy?



Vision, Strategy & Strategic Drivers



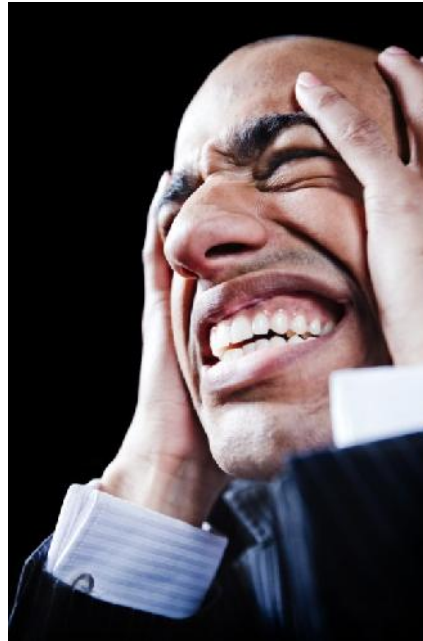
How do you do Selection & Prioritisation?



Who shouts the loudest?



Who's the most powerful?



Senior Leadership Teams



Who's the most needy?



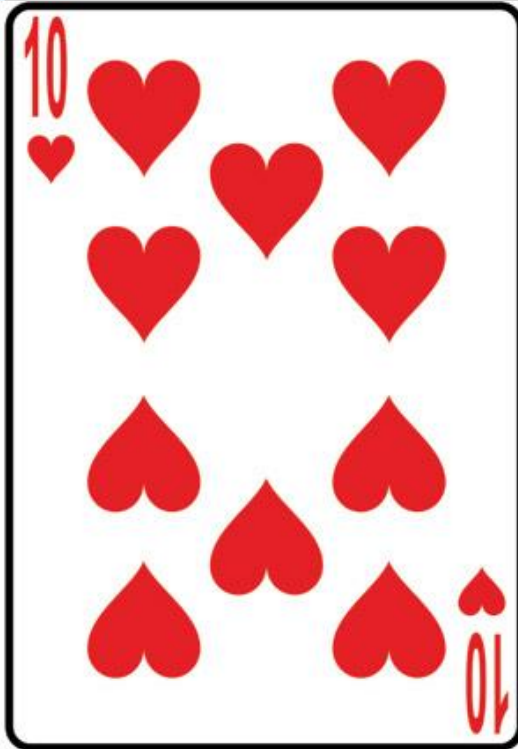
Who's the craftiest?

Holding the Royal Flush of Portfolios!



- What are the odds of a Royal Flush in Poker/Blackjack?
- What are the odds in business?

The royal flush is a case of the straight flush. It can be formed 4 ways (one for each suit), giving it a probability of 0.000154% and odds of 649,739 : 1.



COMPLIANCE

The projects we **MUST** do because of reasons related to Government legislation or existing regulations. We have little choice and we need to get on with understanding the options for how we approach these projects



MAINTENANCE

The projects we **SHOULD** do because of reasons related to maintaining existing systems and business processes. If we under-invest for too long, we run the risk of breaking our existing operations and systems



TACTICAL

The projects we **COULD** do because of reasons related to changes in the competitive, technological or global environments. We may not always want to respond to each change, but we need to consider them in our planning

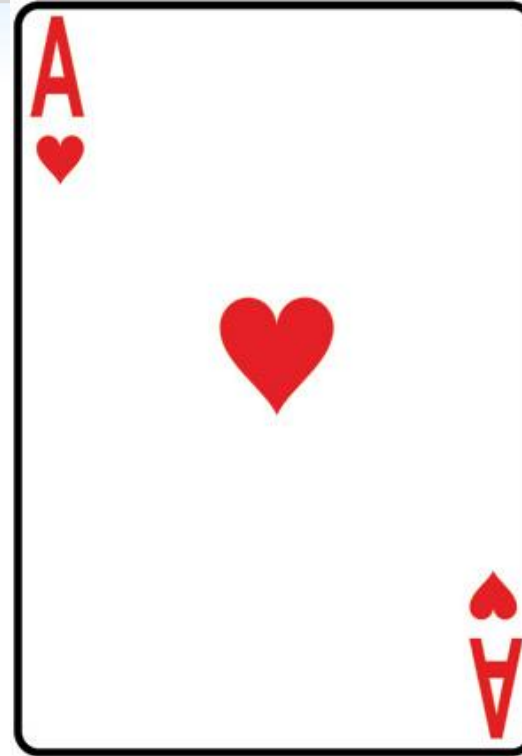


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STRATEGIC

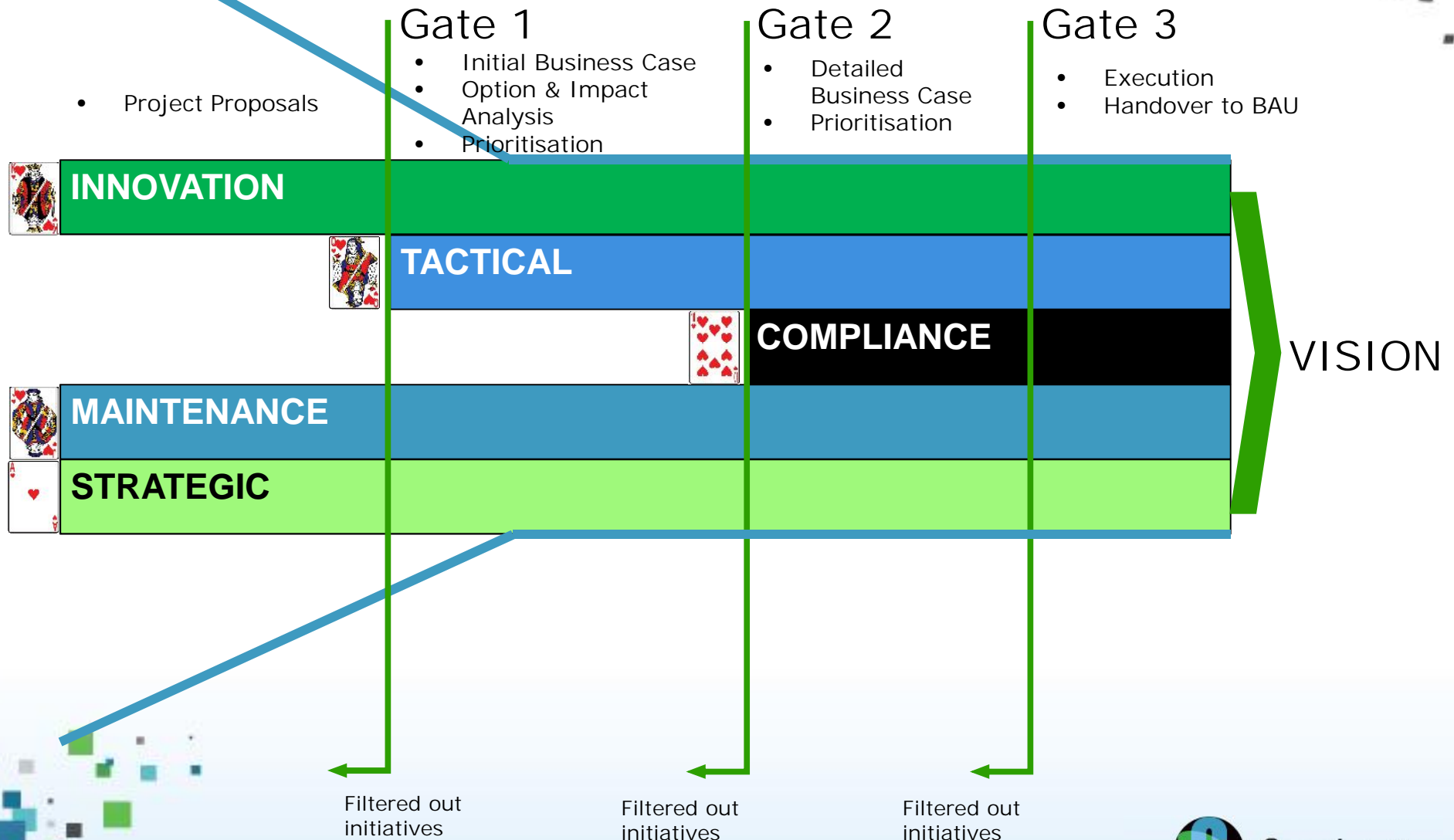
The projects we **WOULD** do because of reasons related to the setting and achieving of the strategic plan and vision. What are the projects that best help us achieve our stated vision and contribute most to the strategic drivers?



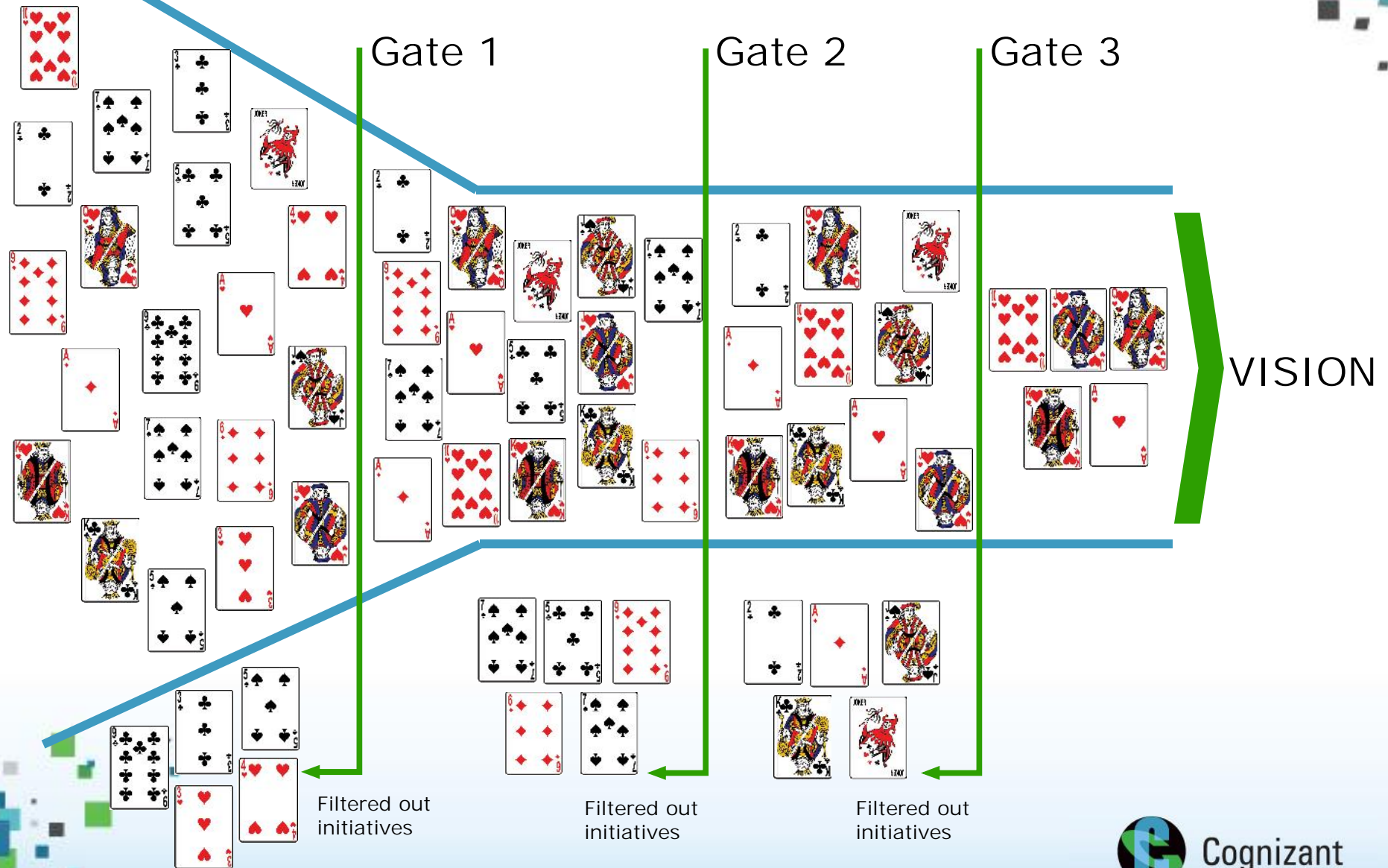
INNOVATION

The projects we **COULD** do because of reasons related to new ideas and innovations driven from our customer, staff and expert base. We need to investigate, approve, reject or invest in these innovations

Project Categories

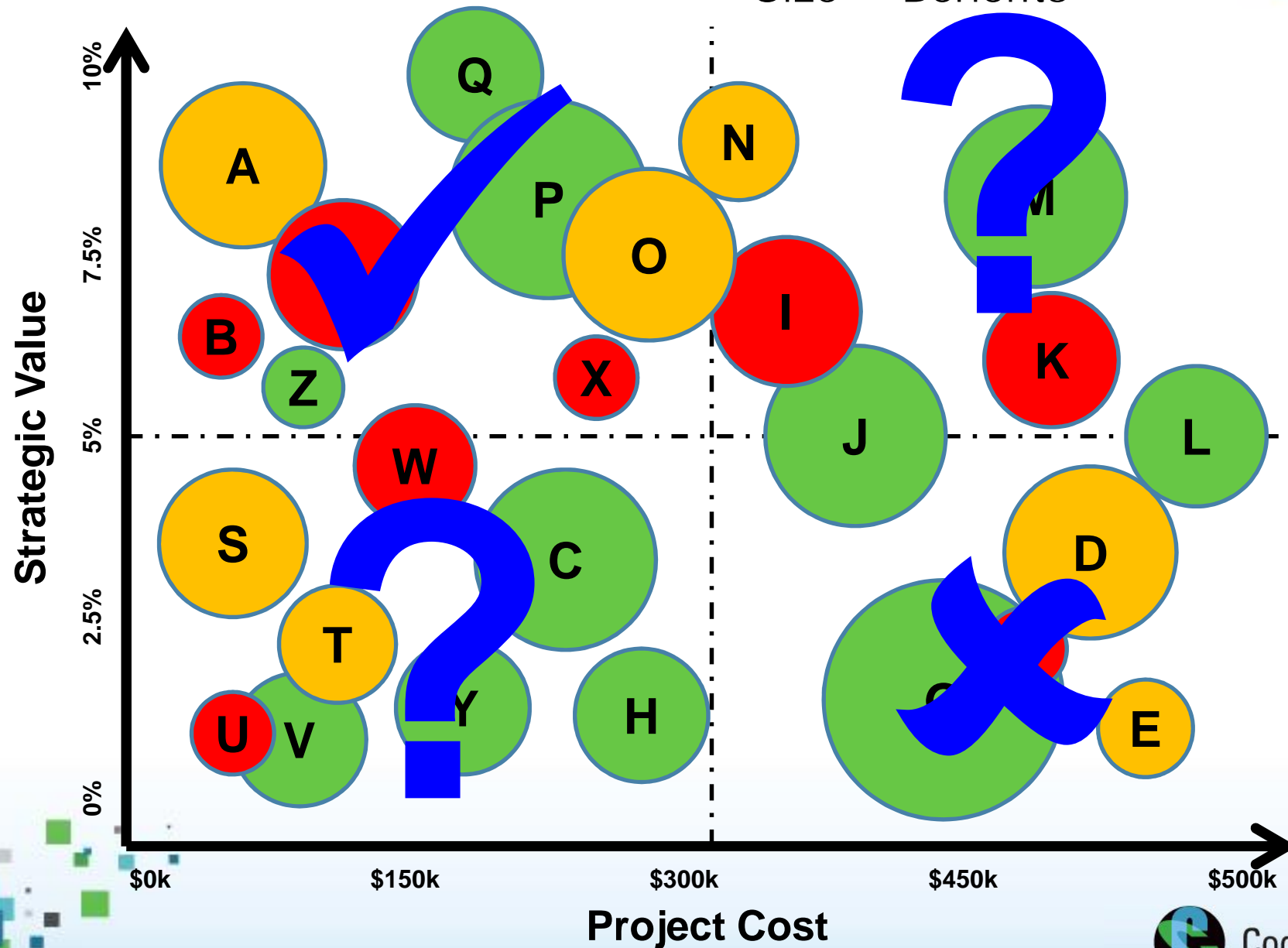


Business Cases & Decision Gates



Analysing the Portfolio

Colour = Risk Rating
Size = Benefits



...in summary

- Mitigate Risks in Portfolios by
 - Aligning your portfolio to your strategy. Work backwards from the Vision, ensure your strategy supports the Vision and from the strategy, tease out the strategic drivers and ensure your portfolio is aligned to those
 - Choosing the best projects for your portfolio. Work out the categories of projects you need to select and make your discretionary choices in support of your portfolio
 - Focussing on high quality Business Cases. Ensure your business cases are clear about contribution to strategy, identification and quantification of benefits and remain committed through the project lifecycle to ensuring the stated benefits are realised appropriately.

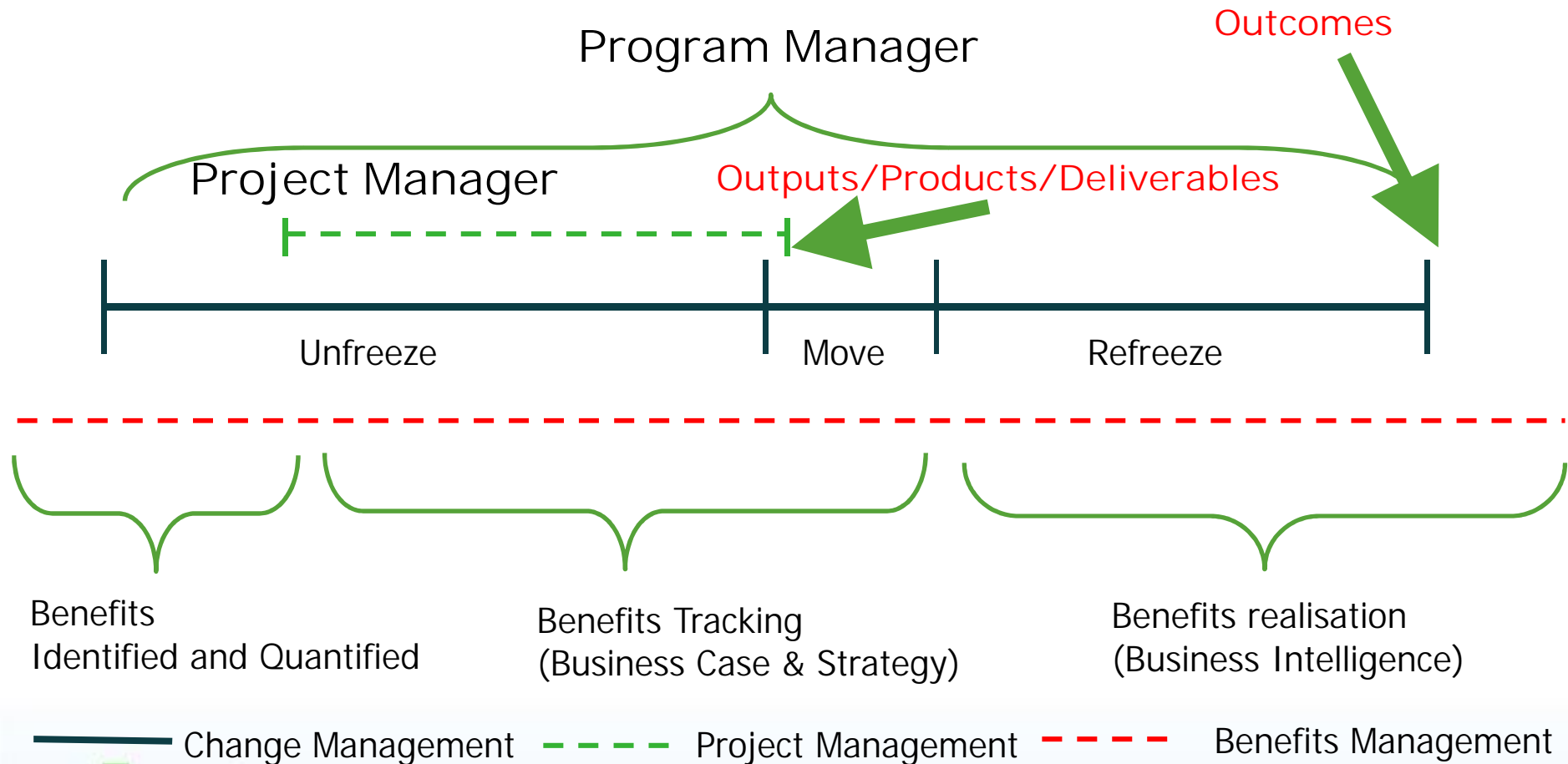
Risk Management Factors related to Programmes



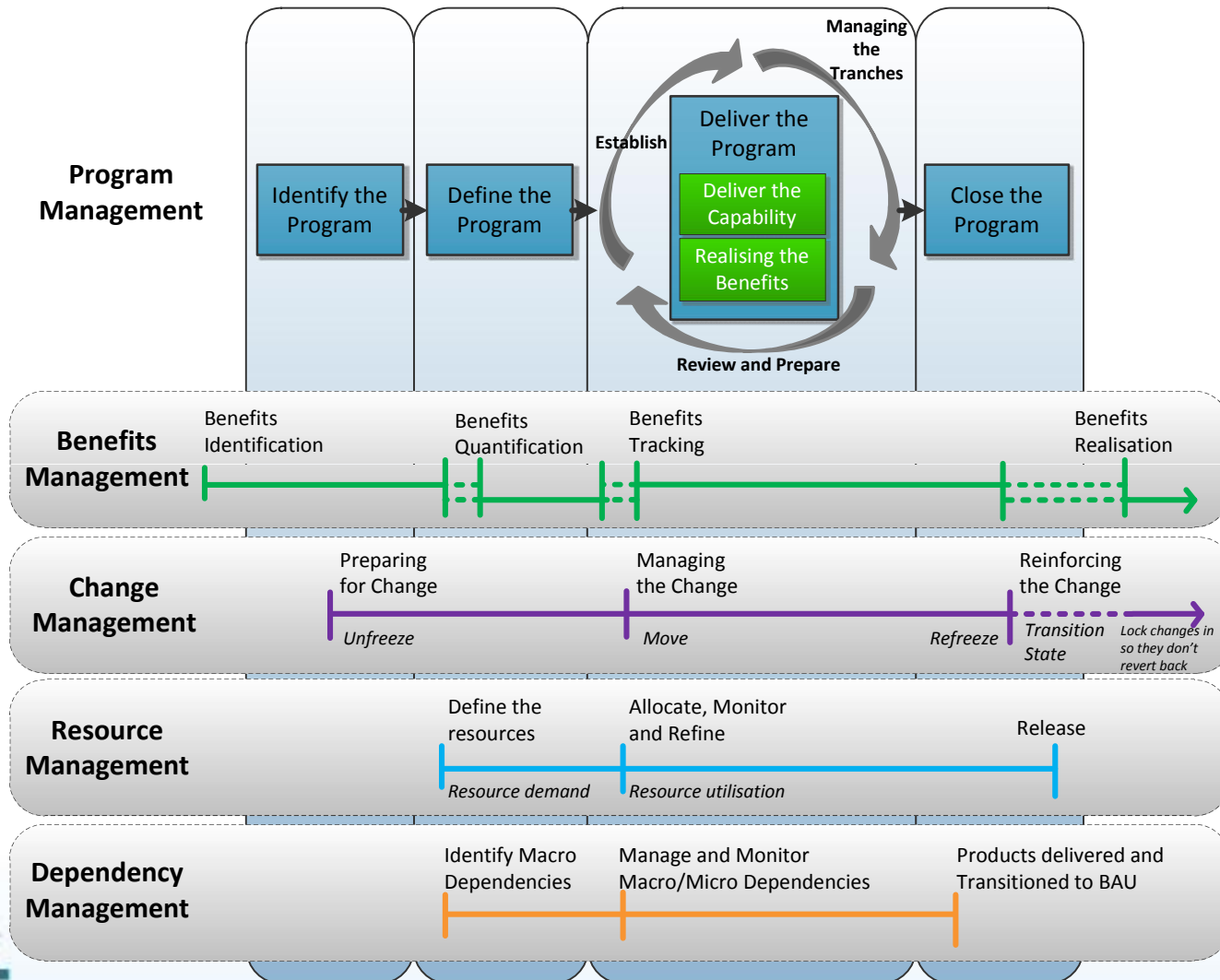
Programme Management Risk Factors

- Program Sponsorship
 - Poor execution of program sponsorship by senior and middle management
- Program Delivery
 - Troubled Domain and technology delivery
 - Poor Dependency & Resource Management
 - Limited visibility of progress or intervention points.
- Benefits & Change Management
 - Not tracking Benefits to the Business Case
 - Disabling Benefits Realisation through poorly executed Change Management

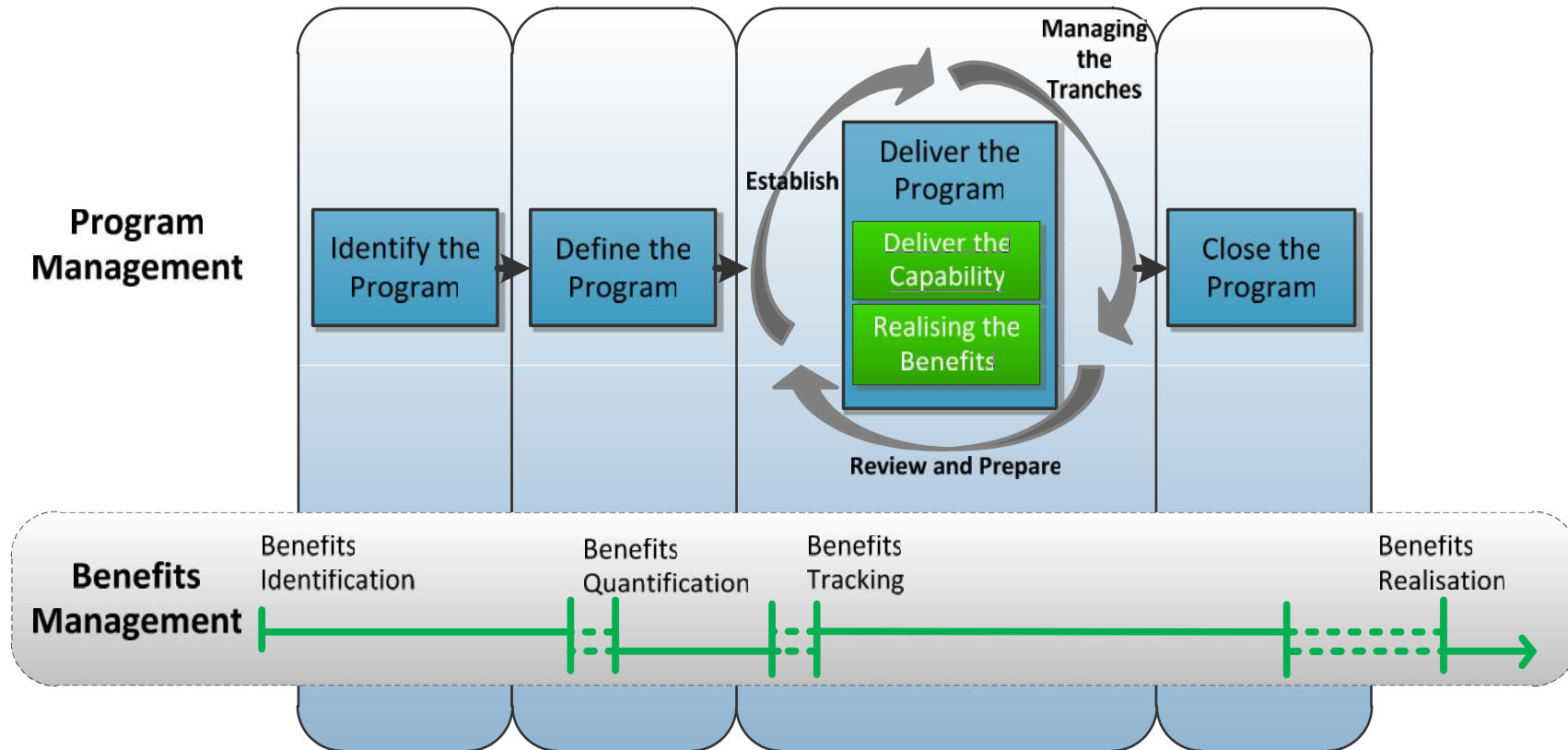
Project, Benefits & Change Management – the union.



Program Management Focus Areas



Benefits Management Lifecycle



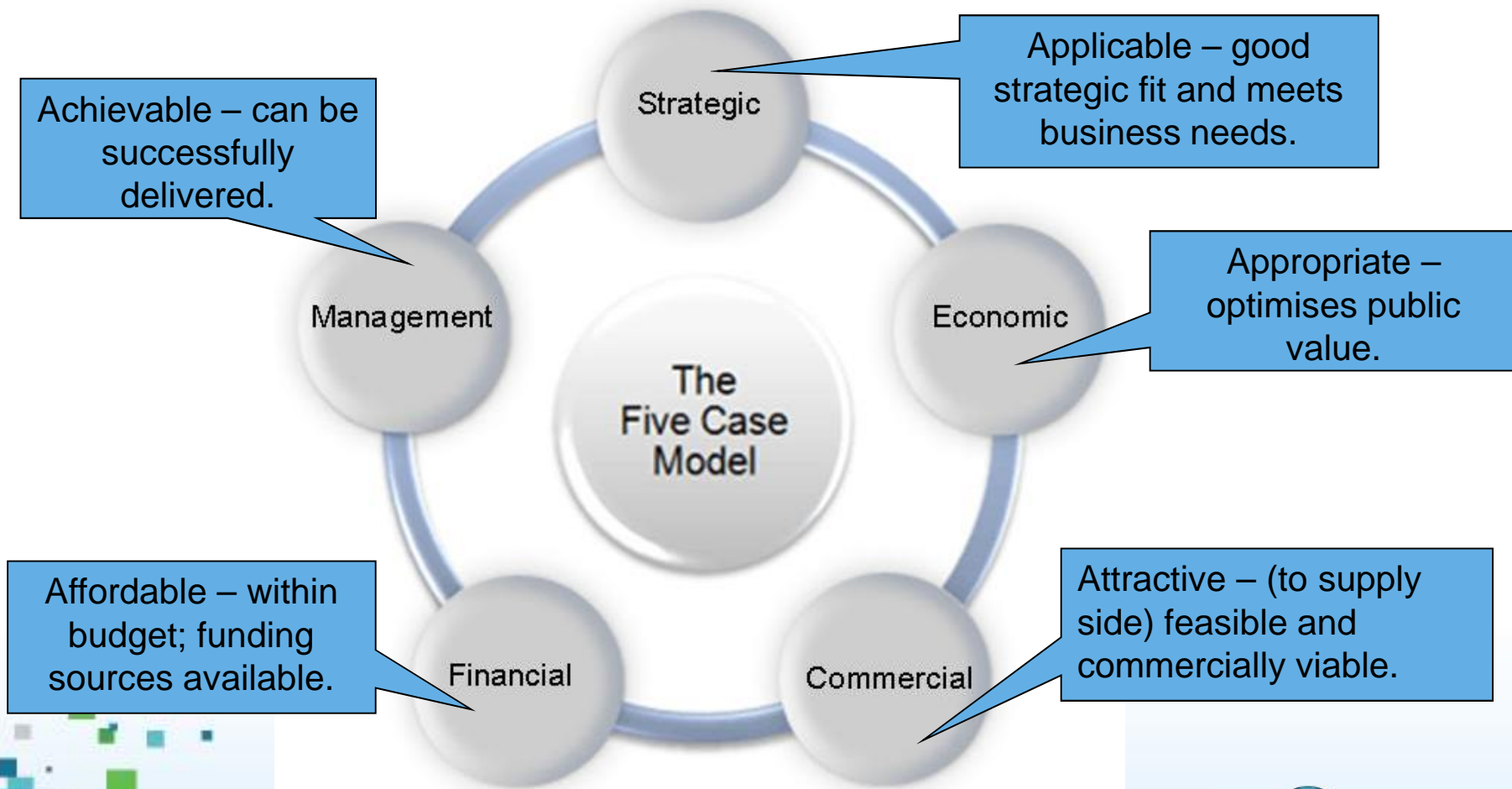
Program/Project Benefits

Benefits are either:

- Direct Financial – additional revenue, eliminating a business process, revenue protection
- Non-Direct Financial - Cost avoidance by action to reduce future waste, safety compliance, brand awareness, legislation compliance.
- Enabling - efficiency returns, increase in productivity, increases in increases in quality or quantity of service delivery, training, new computer systems
- Soft - staff satisfaction, turnover, absenteeism, brand value, empowerment of staff, teamwork, morale

The 5 Case Model

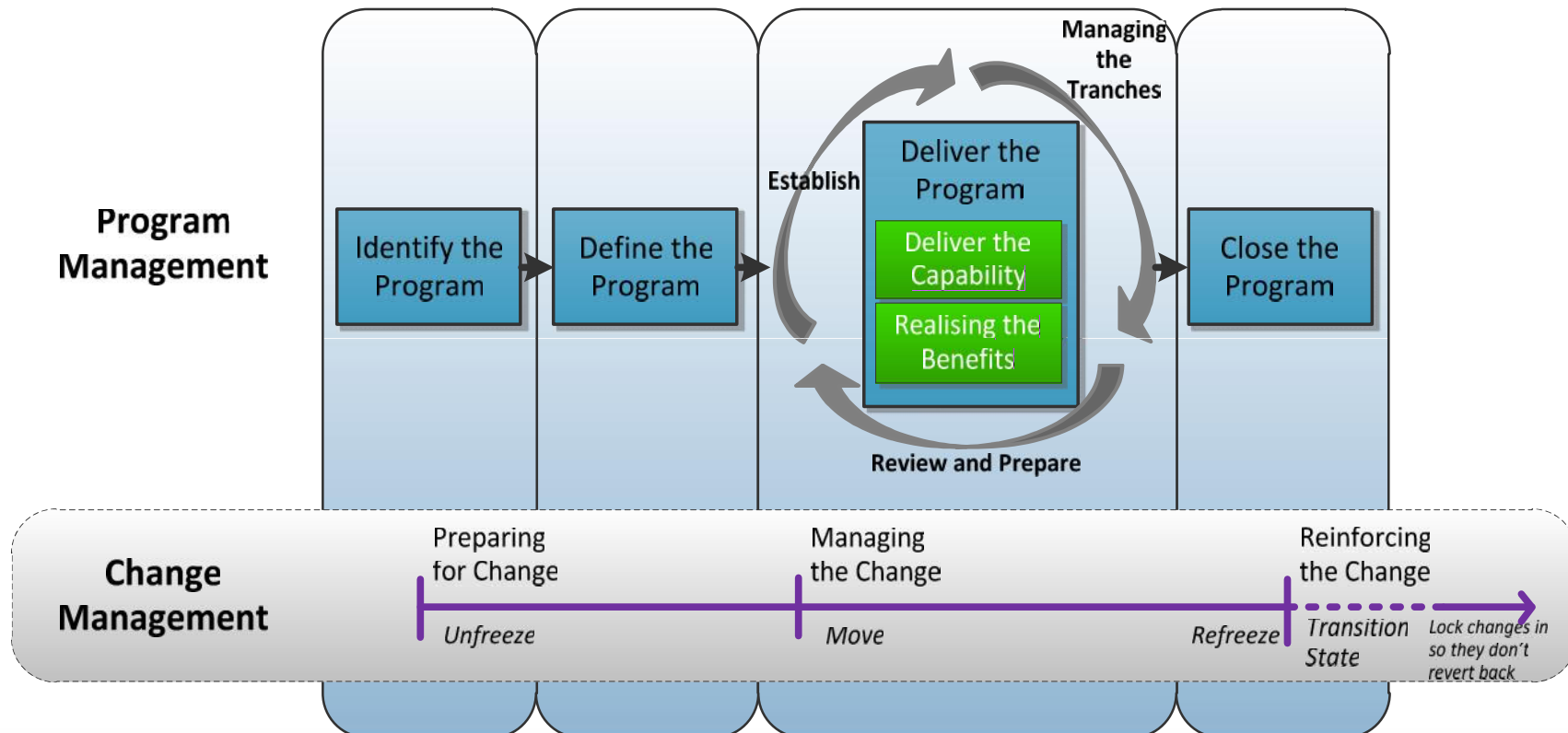
- The 5 key elements of best practice business cases



Change Management – What is it?

- The actions relating to people, process, systems and environment that need to be undertaken in order to move from the 'understood current state' to the 'planned future state'.
- Based on a well-known change management framework, Prosci's ADKAR model, to achieve this successfully, you must have 5 clear goals:
 - A - Awareness of the need for change
 - D - Desire to support and participate in the change
 - K - Knowledge on how to change
 - A - Ability to implement required skills and behaviours
 - R - Reinforcement to sustain the change

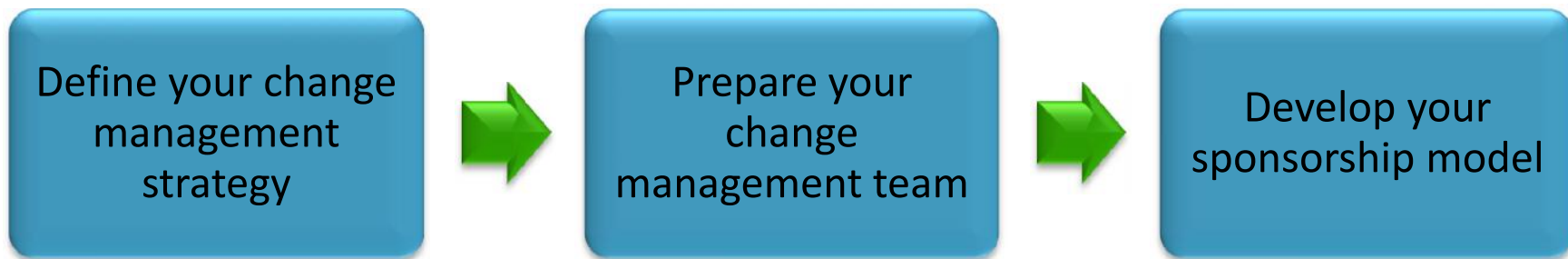
Change Management Lifecycle



Change Management

Preparing for Change

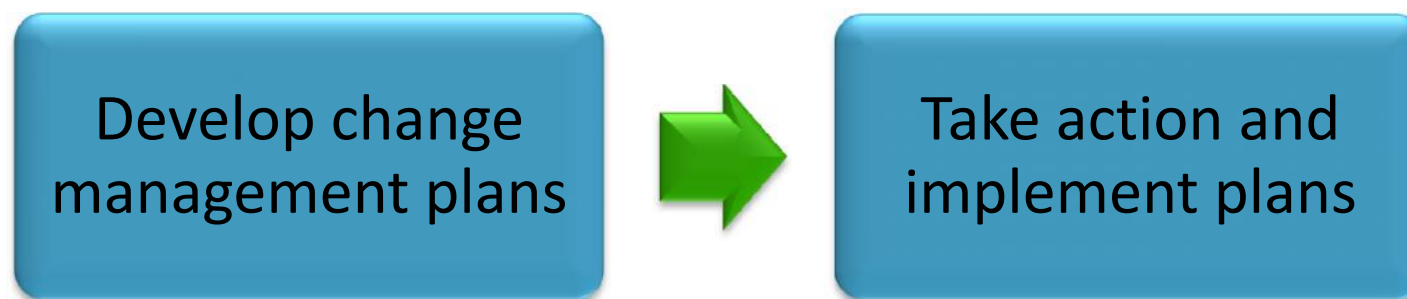
- Preparing for change develops the change management strategy, identifies change team requirements, sponsorship requirement and change education needs.



Change Management

Managing the Change

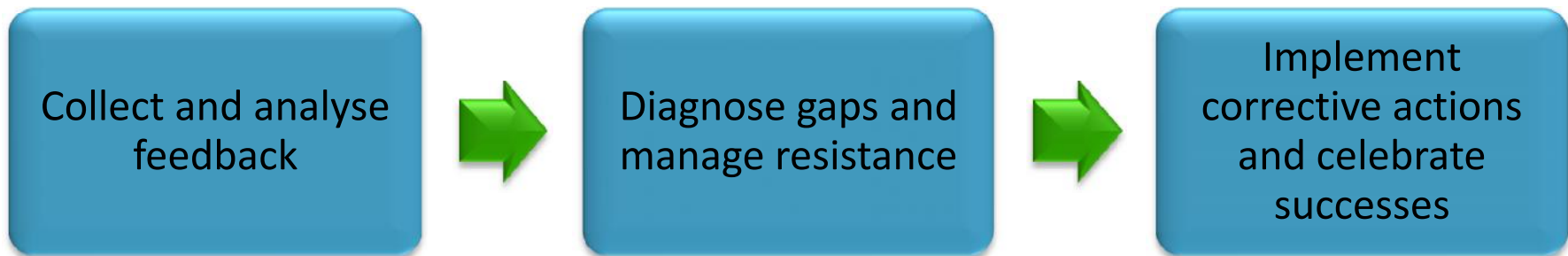
- Managing change creates the change management plans using the ADKAR model and implements the change management activities during transition.



Change Management

Reinforcing the Change

- Reinforcing change assesses the results of change, identifies gaps, implements corrective action and celebrates successes.



...in summary

- Mitigate Risks in programs by
 - Ensure your business cases are clear about contribution to strategy, they identify and quantify benefits and you remain committed through the project lifecycle to ensuring the stated benefits are realised appropriately
 - Identifying what level of Change Management is appropriate for the change you are delivering. What are the benefits that are being sought and how will they be delivered more successfully by having the business ready for the change. How do we then reinforce the change to maximise the return on the investment

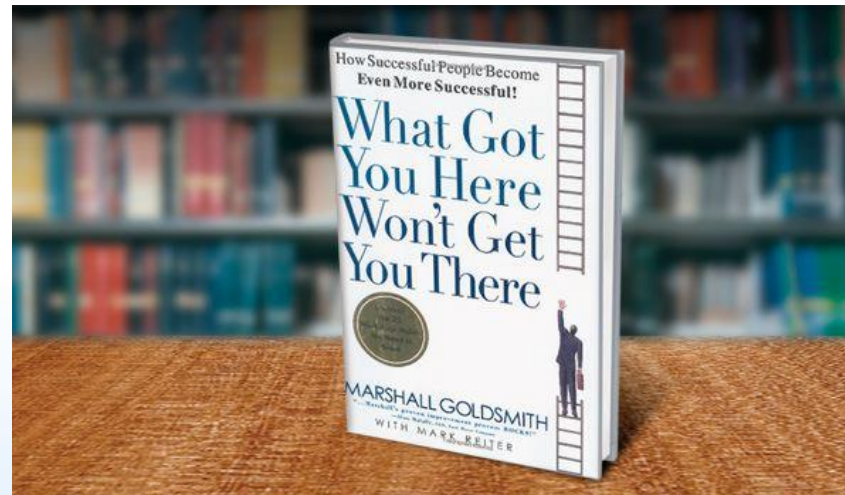
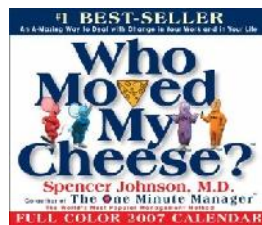
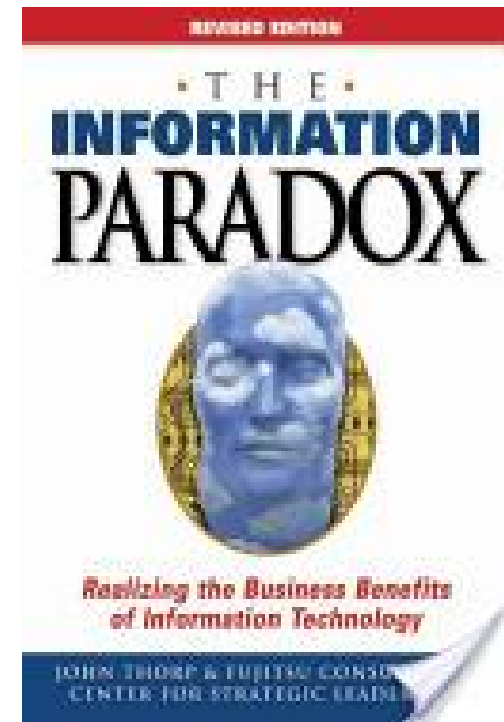
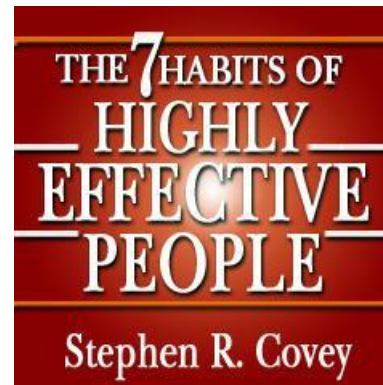
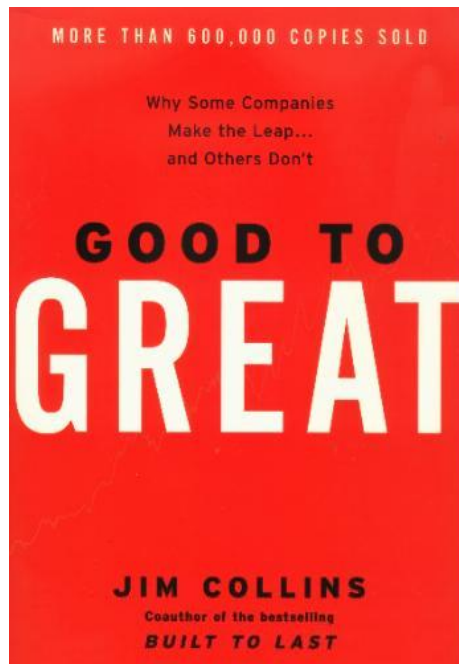
Risk Management Factors related to Projects



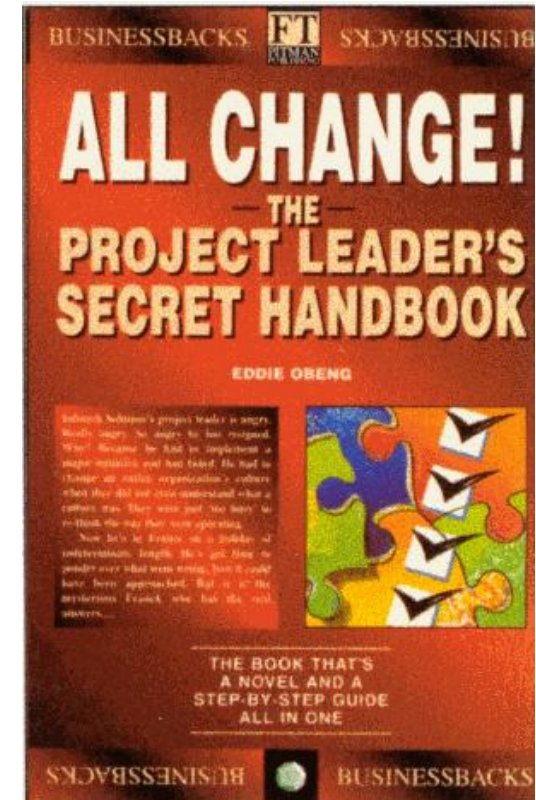
Project Management Risk Factors

- Project Delivery
- Project Sponsorship & Leadership
- Project Resourcing
- Cost & Benefit Tracking
- Domain & Technical Knowledge
- Vendor Management
- Project Controls (Risk & Issue Management)
- Change Control & Decisions
- Communication & Stakeholder Management
- Project Type

What's your favourite read?



Introducing Eddie Obeng – my project 'Hero'



- All Change!: Project Leader's Secret Handbook by Eddie Obeng (Paperback - 1995)

Personality Type Indicators for the Project Team

We accept that we can have different types in the work-place
According to my Myers-Briggs Type Indicator (MBTI), I'm an ENTJ

- E for Extraversion
- N for Intuition
- T for Thinking
- J for Judgment

The four dichotomies

Extraversion (E) - (I) Introversion

Sensing (S) - (N) Intuition

Thinking (T) - (F) Feeling

Judgment (J) - (P) Perception



Four Types of Projects

Eddie Obeng has defined there are four types of projects:

- Painting by Numbers
- Walking/Lost in a Fog
- Making a Movie
- Going on a Quest

Understanding each of these project types can help you to manage risks and have mitigation strategies in place to avoid those risks becoming issues!

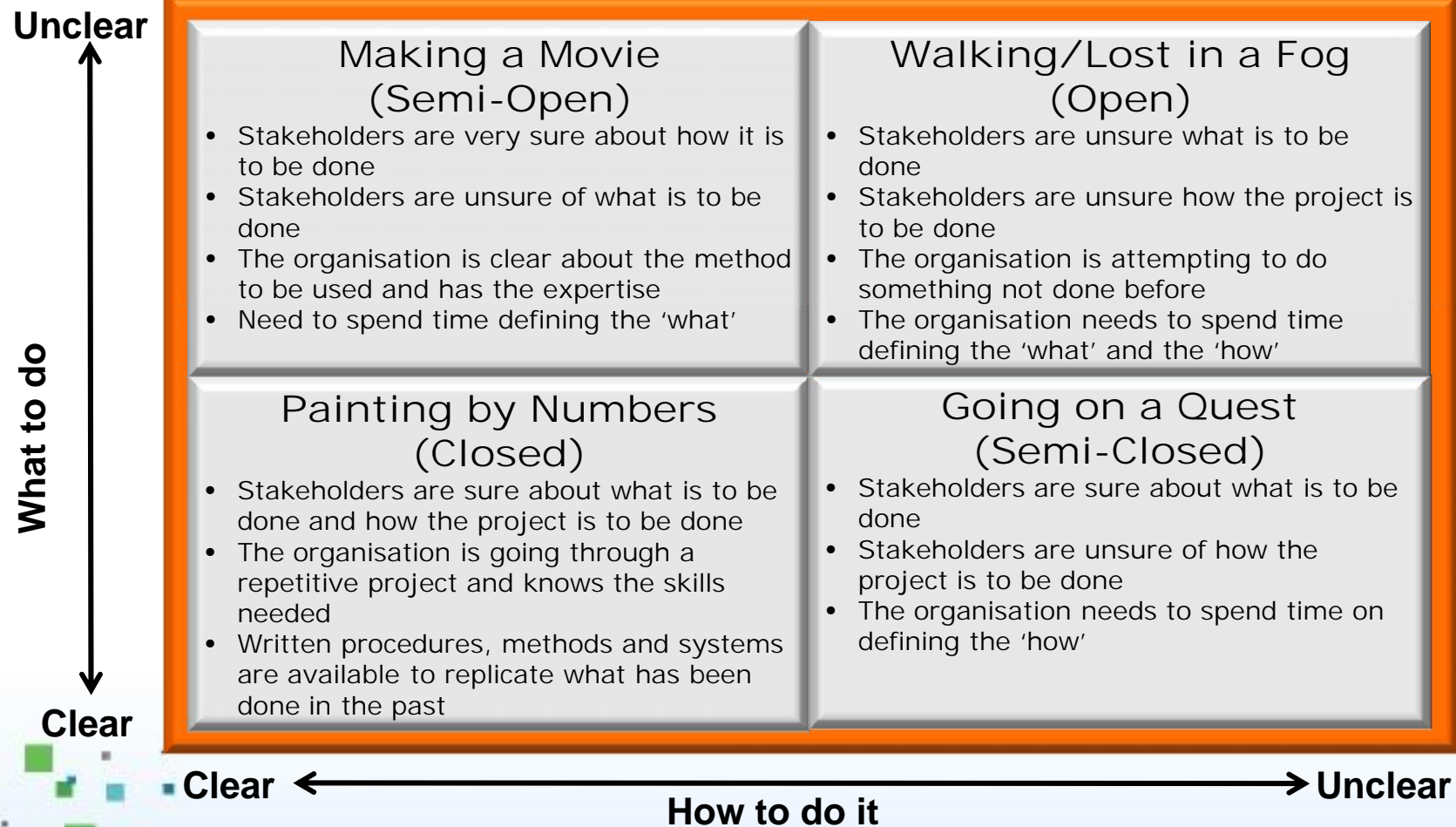
Appreciate that each project type behaves differently and presents with a different personality. Let's see how

Eddie Obeng Typology

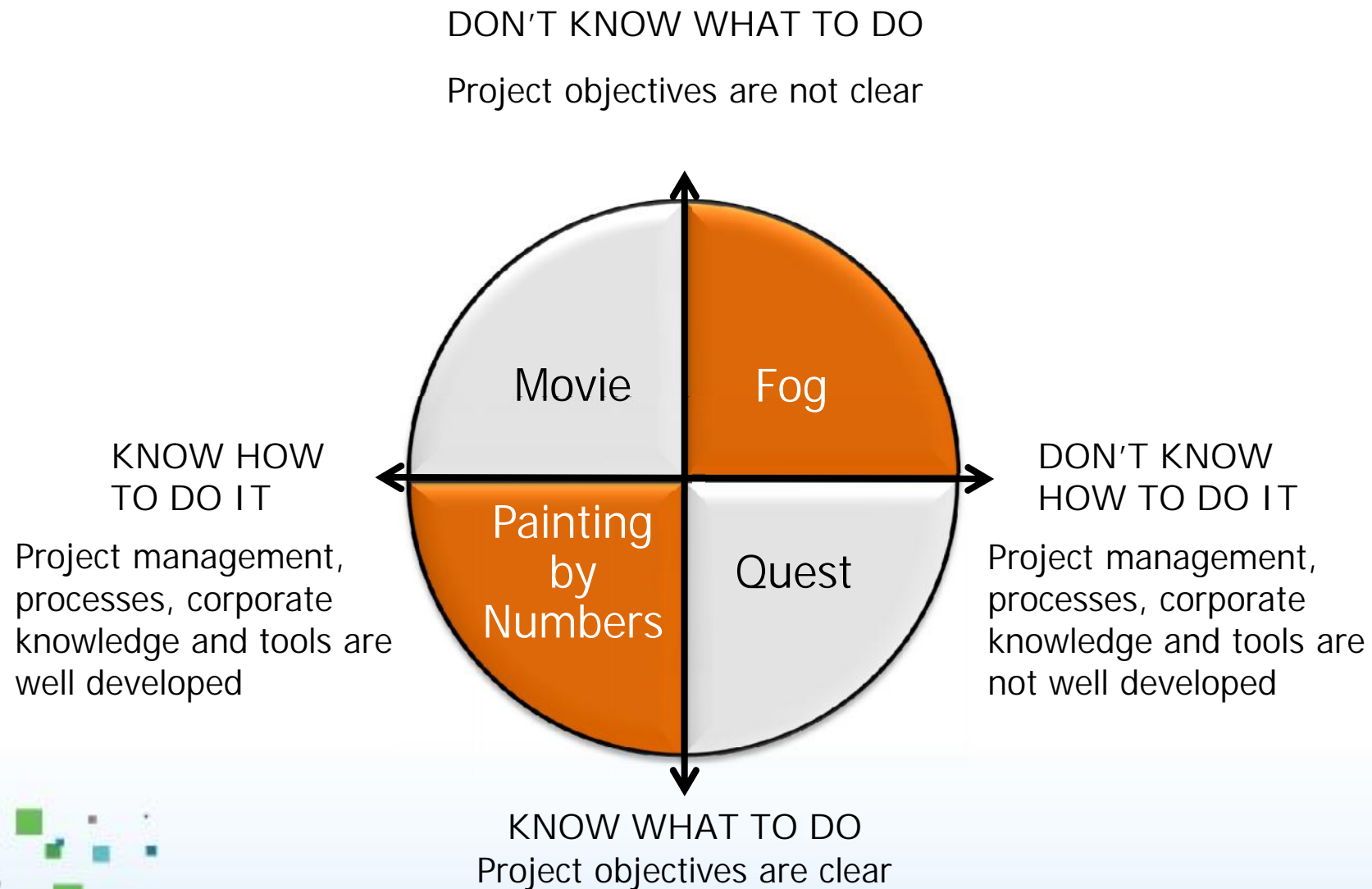
To understand the Eddie Obeng typology better we need to get answers to two key questions:

- Are you clear about WHAT you want to do (the output to be achieved)?
 - How detailed, well defined and documented are the requirements?
 - Is there general agreement around the requirements?
 - Is there agreement on decision making and acceptance?
- Do you know HOW you are going to do it?
 - Has the organisation had previous experience with this project type? Is this experience still held within the organisation?
 - Is there a well worn methodology to follow with applicable templates?
 - Are there supporting tools to assist in the project delivery?
 - Are there people with sufficient capability and experience within the organisation?
 - Are the steps to develop the project well documented and understood?

Introducing the Project Types



Project Types – The Diagram



What's the Value in Identifying the Type?

These project types assist in identifying the correct project methodology, level of control and the right type of Project Manager to deliver the project.

Identifies that success is different for each project type.

Matches the kind of change to the project type.

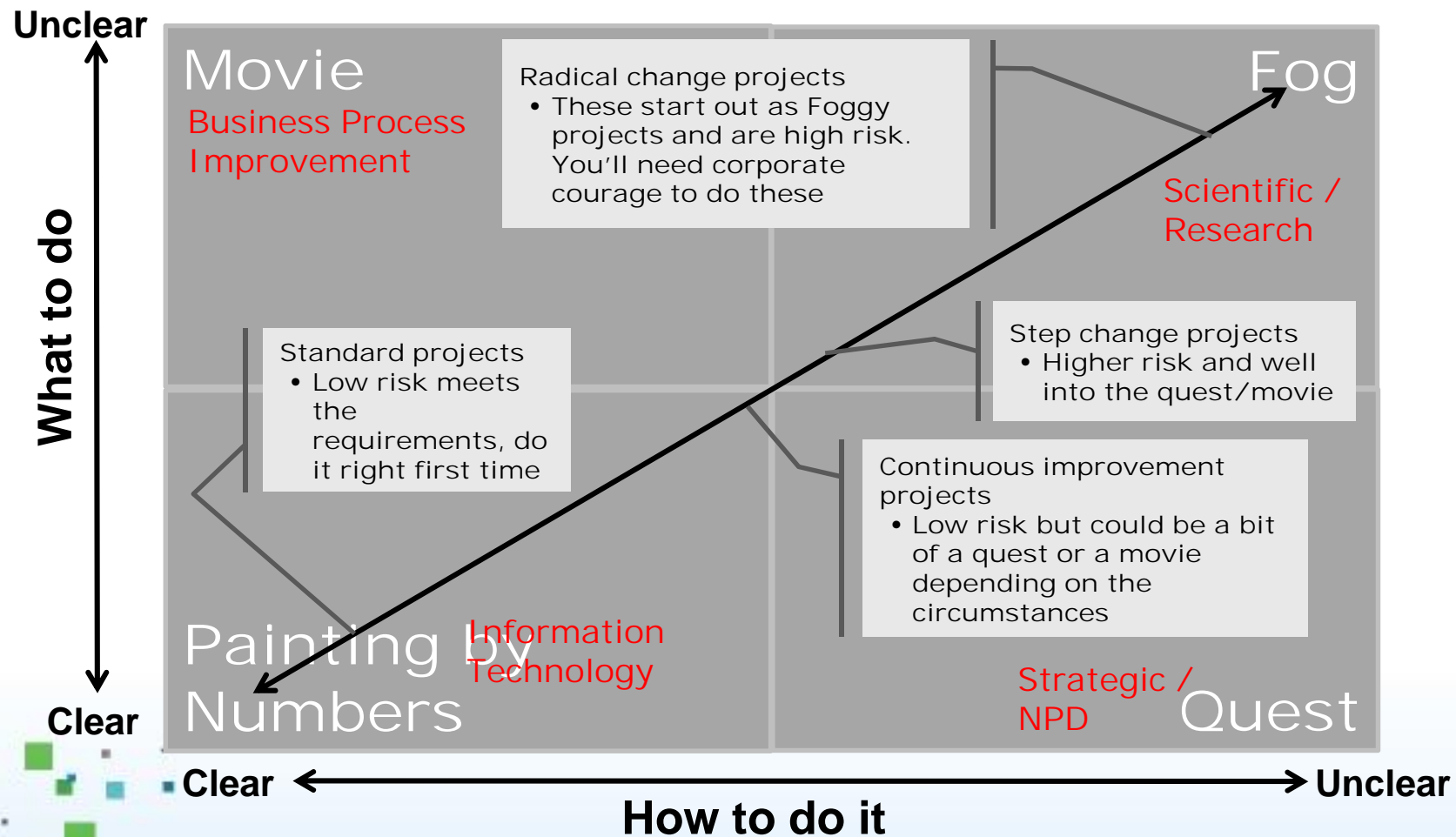
Applies the right level of project management skill and experience to the different project types.

Gauges the level of stakeholder engagement required for each project based on its project type.

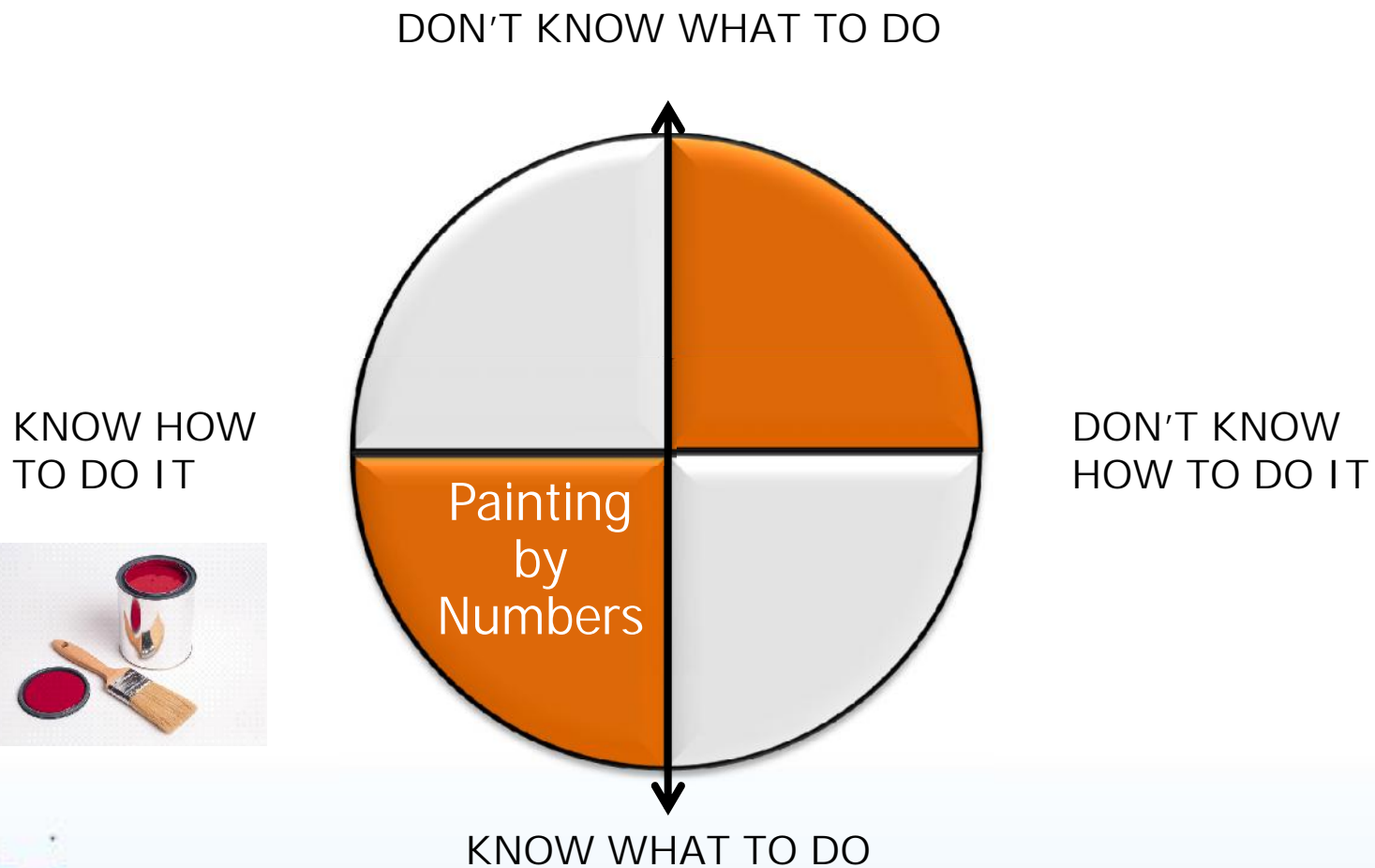
Helps you match your people (project managers) and techniques to suit the circumstances.

Helps shape your approach to risk management at the entity and at the deliverable and task levels

What Types of Projects?



Understanding the Painting by Numbers Personality



Understanding the Personality of a PBN Project

Time	<ul style="list-style-type: none">• Should have confidence in the time and schedule estimates
Cost	<ul style="list-style-type: none">• Use 1:1.2 ratio for estimating e.g. estimated project cost \$1M, have a budget tolerance of \$1M - \$1.2M• Should have Confidence in the cost estimate
Quality	<ul style="list-style-type: none">• Utilise a standard quality plan• Should have no concerns about the quality outcomes
Scope	<ul style="list-style-type: none">• Projects tend to have clear goals with a clearly defined set of activities, specifications and acceptance criteria needed to complete the project. Out of scope items are easily identified and known
Risk	<ul style="list-style-type: none">• There are low levels of uncertainty and ambiguity so risks are largely known and manageable. Fewer surprises
Dependencies	<ul style="list-style-type: none">• Dependencies are obvious and well known and should be easily identified and scheduled

Understanding the Personality of a PBN Project

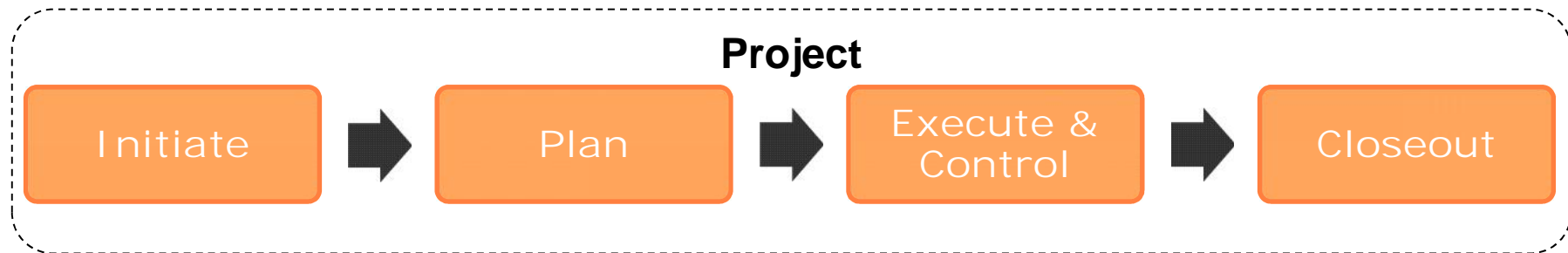
Stakeholders	<ul style="list-style-type: none">• Use standard Stakeholder Engagement processes
Benefits	<ul style="list-style-type: none">• Use standard Benefits Management processes
Change Mgt.	<ul style="list-style-type: none">• Use standard Change Management approaches
Resourcing of Team	<ul style="list-style-type: none">• The skills required of a Project Manager are largely in facilitating the project's delivery as each person has specific skills which are identified at the start of the project• Use task-oriented people
Project Plan	<ul style="list-style-type: none">• The Project Plan is the driver and the people do what's required in the plan
Schedule	<ul style="list-style-type: none">• Schedule is very useful and actuals can be tracked against baseline
Behaviour within a program	<ul style="list-style-type: none">• Easy to track and manage• Able to have as part of your critical path

Understanding the Personality of a PBN Project

Governance	<ul style="list-style-type: none">• Written methods, procedures and systems describing what and how things were previously done should exist. Should use standard Governance processes• Light touch Governance required
Integration	<ul style="list-style-type: none">• Integration should present no issues to the team
Communication	<ul style="list-style-type: none">• Regular and normal communication with project team and project stakeholders
Measuring Success	<ul style="list-style-type: none">• Value is largely achieved by delivering the requirements on time and on budget
Emotional State	<ul style="list-style-type: none">• By the time you start a painting by numbers project you should feel confidence

The Right Approach to PBN Projects

Painting by Numbers



Understanding the Walking in the Fog Personality



Understanding the Personality of a Fog Project

Time	<ul style="list-style-type: none">• Set an overall time limit for the project or projects• Break up the project into a number of projects and only commit to the next project when and where you have clarity
Cost	<ul style="list-style-type: none">• Set a very limited overall budget and reconcile over-all spending at the beginning and end of each project• Use a range of between 1: 10 and up to 1:25 for estimating purposes• Should have Low or No Confidence in the cost estimate
Quality	<ul style="list-style-type: none">• Define some compulsory minimum specifications but leave the remainder fluid, further definitions will be required when clarity is gained in future steps
Scope	<ul style="list-style-type: none">• Projects do not have clear goals or a defined set of activities, specifications or acceptance criteria. Focus on gaining clarity and clarifying scope as you go.

Understanding the Personality of a Fog Project

Risk	<ul style="list-style-type: none">• Very high risk – potential for major tolerance overruns on all aspects (time, cost & quality). Risks associated with how and what needs to be developed.• Levels of ambiguity and uncertainty are very high
Dependencies	<ul style="list-style-type: none">• Avoid having any projects dependent on a Fog project
Stakeholders	<ul style="list-style-type: none">• You and most of your stakeholders are uncertain about how the project should proceed and uncertain about what needs to be done• Project requires the complete commitment and support of the senior stakeholders
Benefits	<ul style="list-style-type: none">• Higher risk of the project not achieving its proposed benefits• Benefits are difficult to calculate up front, require more investigation and research to validate and more difficult to track

Understanding the Personality of a Fog Project

Change Management	<ul style="list-style-type: none">Do not use a Fog project to introduce business or organisational change. The change management required is not known and therefore close to no change management is required at this stage
Behaviour within a program	<ul style="list-style-type: none">Do not have a Fog project as part of your program's critical pathIsolate a Fog project within a program or keep it out altogether
Resourcing of Team	<ul style="list-style-type: none">The PM needs to be a strong leader. They need to be able to lead along with the owner/sponsor/client to make sense of what is required and how it's going to be achievedResources on the project need to be comfortable with ambiguity, good at lateral thinking and collaborative

Understanding the Personality of a Fog Project

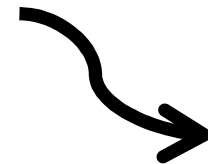
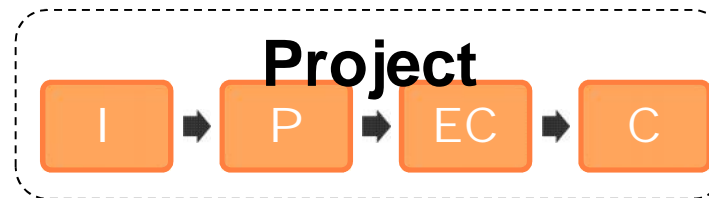
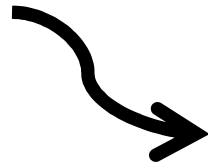
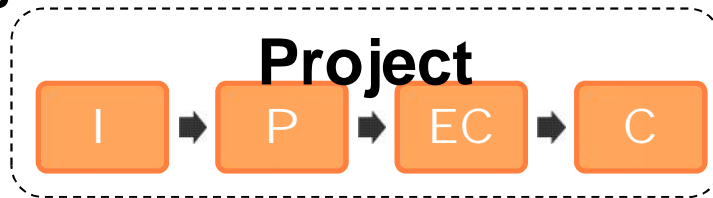
Project Plan	<ul style="list-style-type: none">• What plan? Imagine being on top of a mountain, in the fog, and no map or compass; that's a foggy project. Sticking together and progressing bit by bit are keys to success
Schedule	<ul style="list-style-type: none">• Only useful to track actual progress and maybe the identification of high level phases and the tracking of key 'outside project' milestones
Governance	<ul style="list-style-type: none">• Governance is crucial. The Governance needs to be more regular, more involved and more decisive. When is enough enough? The Project manager advises and recommends, but the sponsor/client/owner decides
Integration	<ul style="list-style-type: none">• Don't even think about it!
Communication	<ul style="list-style-type: none">• Requires tight controls, strong communication, innovation and creativity.• Fog projects can be unsettling if not managed well

Understanding the Personality of a Fog Project

Measuring Success	<ul style="list-style-type: none">• Traditional measure of success such as on-time and on-budget are largely meaningless; typically there are no statistics to base this type of measure on• Have you worked out what you need? How are you going to do it?• Have you cancelled it altogether?
Emotions	<ul style="list-style-type: none">• You really feel as if you are caught in the fog. Not a lot of vision, not a lot of direction• You can't stay where you are, so you've got to move into the fog and see what happens• It's okay to be guided by your gut feeling. You may feel, at times, fear, loss, confusion or uncertainty but it's okay• Remember, your team feels the same

A Suggested Approach to Fog Projects

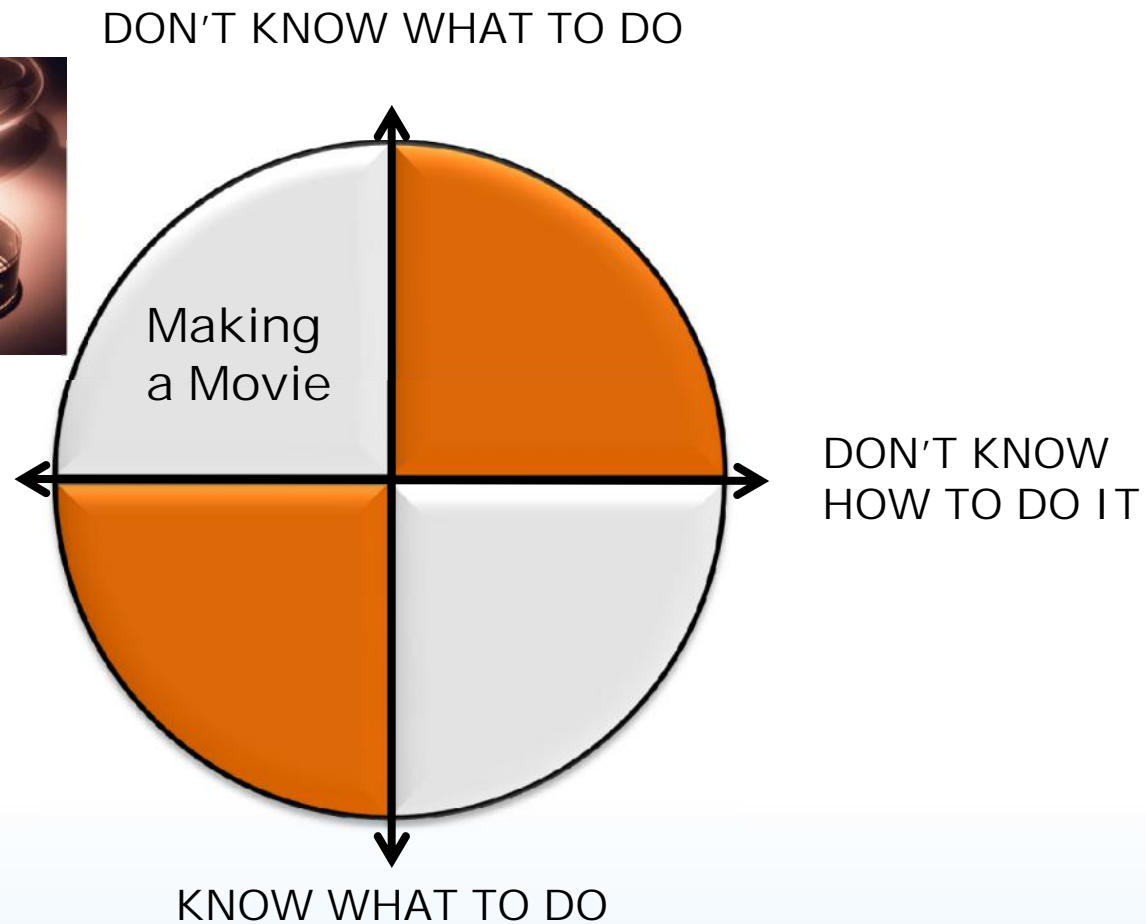
Fog



Understanding the Making a Movie Personality



KNOW HOW
TO DO IT



Understanding the Personality of a Movie Project

Time	<ul style="list-style-type: none">• Define and commit to a delivery date• The date may need to be refined after initial planning
Cost	<ul style="list-style-type: none">• Use 1:2.5 ratio for estimating e.g. estimated project cost \$1m, have a budget tolerance of \$1M - \$2.5M• Set and commit to a project budget but request a reasonable 'unknown' contingency
Quality	<ul style="list-style-type: none">• Set initial quality measures and refine as the project progresses
Scope	<ul style="list-style-type: none">• Create broad scope with available information and where possible, refine after a prototype or pilot is complete
Risk	<ul style="list-style-type: none">• High risk – due to unstable or undefined project requirements there is potential for major overruns of the project controls• Because of the unstable requirements, the project will be a success (blockbuster) or a failure (flop)

Understanding the Personality of a Movie Project

Dependencies	<ul style="list-style-type: none">• Project dependencies off Movie projects need to be made with caution• Dependencies can be made into interim deliverables
Stakeholders	<ul style="list-style-type: none">• You and most of your stakeholders are very certain about how the project should proceed but not what needs to be done• Stakeholder communication and relationship management should be focussed on clarifying and stabilising the requirements and making sure the focus on stabilising and agreeing the requirements
Benefits	<ul style="list-style-type: none">• There is a medium to high risk of the benefits not being achieved because of the lack of stability in the requirements• Benefits will need to be revised during the project to ensure they are in line to being achieved/realised

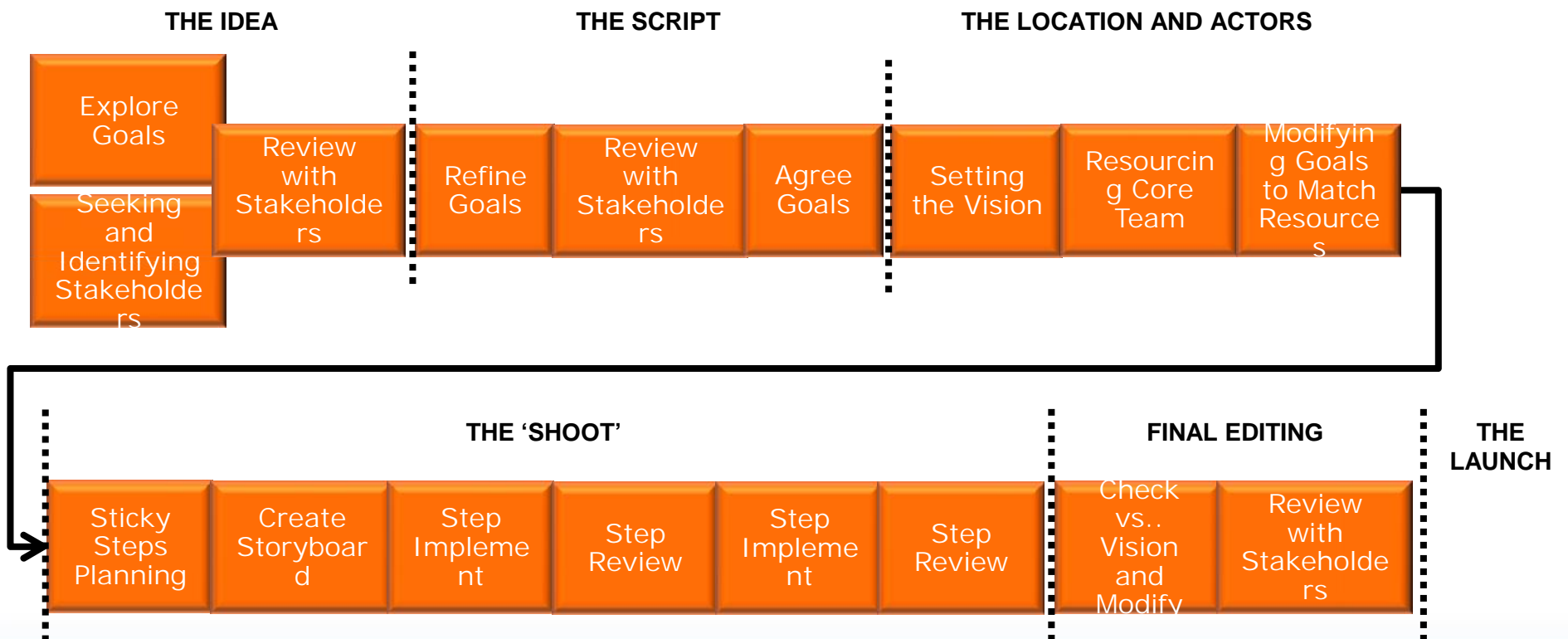
Understanding the Personality of a Movie Project

Change Management	<ul style="list-style-type: none">• Some caution is required here. The requirements should be clear. The training and other techniques should be tried and tested and not be risky in themselves
Behaviour within a program	<ul style="list-style-type: none">• Movies are part of any typical program and can sit on the program's critical path
Resourcing of Team	<ul style="list-style-type: none">• The PM needs Strong leadership with clarity of the vision• The team needs to have strong BA capability
Project Plan	<ul style="list-style-type: none">• The plan is the controlling force for providing resources (it's been done before) but the requirements as they are defined provide the finishing and unique touches• Prepare a robust business case with focus on the requirements, not the how or approach so much

Understanding the Personality of a Movie Project

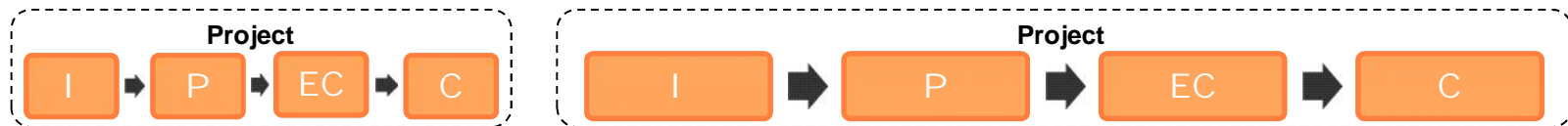
Schedule	<ul style="list-style-type: none">• Schedule is important. Tracking actuals against baseline is extremely important for retaining knowledge. Ensure estimates have a built in contingency
Integration	<ul style="list-style-type: none">• No issues. It has been done many times before
Communication	<ul style="list-style-type: none">• Regular and efficient communication to the project team and key stakeholders is crucial – focus on getting understanding around requirements
Measuring Success	<ul style="list-style-type: none">• The key measurement is in the quality of the definition of the what in the project• Only after the project is complete can the results be measured. Will the “public” acclaim the final result, merely accept it, or dump it
Emotions	<ul style="list-style-type: none">• We are confident because of our experience and excited by the prospects of working on a new script

A Suggested Approach to Movie Projects

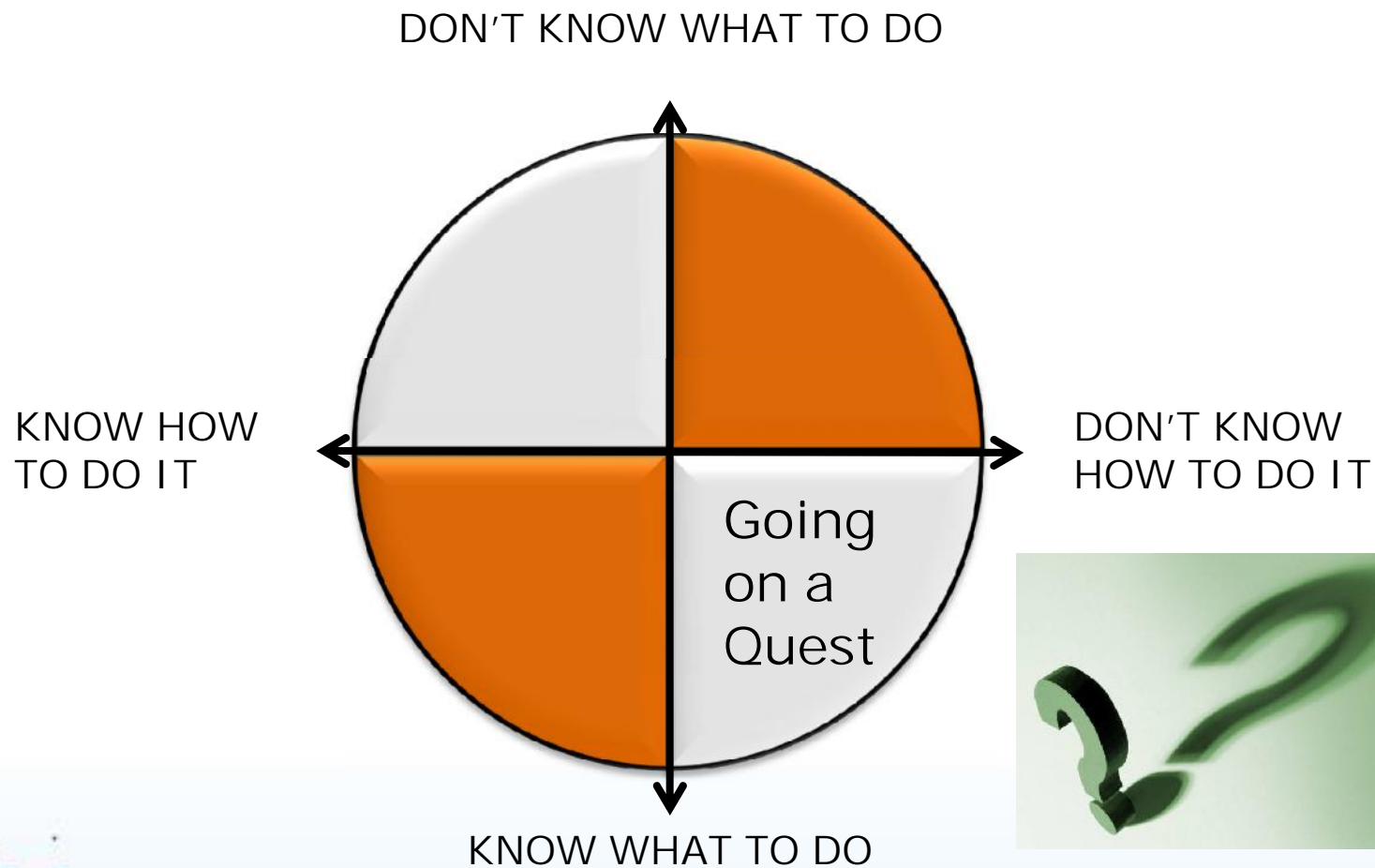


A Suggested Approach to Movie Projects

Movie



Understanding the Going on a Quest Personality



Understanding the Personality of a Quest Project

Time	<ul style="list-style-type: none">• Set multiple short dated milestones and frequent review points with go/no go• Need to balance strict control on time with the freedom to innovate and solve problems
Cost	<ul style="list-style-type: none">• Use 1:6 ratio for estimating e.g. estimated project cost \$1M, the final cost could be as high as \$6M• Cost each phase of the project independently• Need to balance strict control on cost with the freedom to innovate and solve problems
Quality	<ul style="list-style-type: none">• Set initial quality measures and refine as the project progresses
Scope	<ul style="list-style-type: none">• The project needs to be developed in phases with go/no go gateways as the process for delivering the solution is firmed up. Scope should be clear and defined well

Understanding the Personality of a Quest Project

Risk	<ul style="list-style-type: none">• High risk – due to unknown processes there is potential for major overruns of the time and scope project tolerances• As this is a creative process, there will be risks associated with this project type
Dependencies	<ul style="list-style-type: none">• Dependencies to a Quest project should not occur until the later phases of the Quest project when the solution delivery process is finalised
Stakeholders	<ul style="list-style-type: none">• The focus on the engagement should be around identifying the solution delivery
Benefits	<ul style="list-style-type: none">• There is a medium risk of the project not delivering its intended benefits but if a solution can be found then the benefits will be immense. Nevertheless, the benefits will need to be revised during the project to ensure they are in line to being achieved/realised

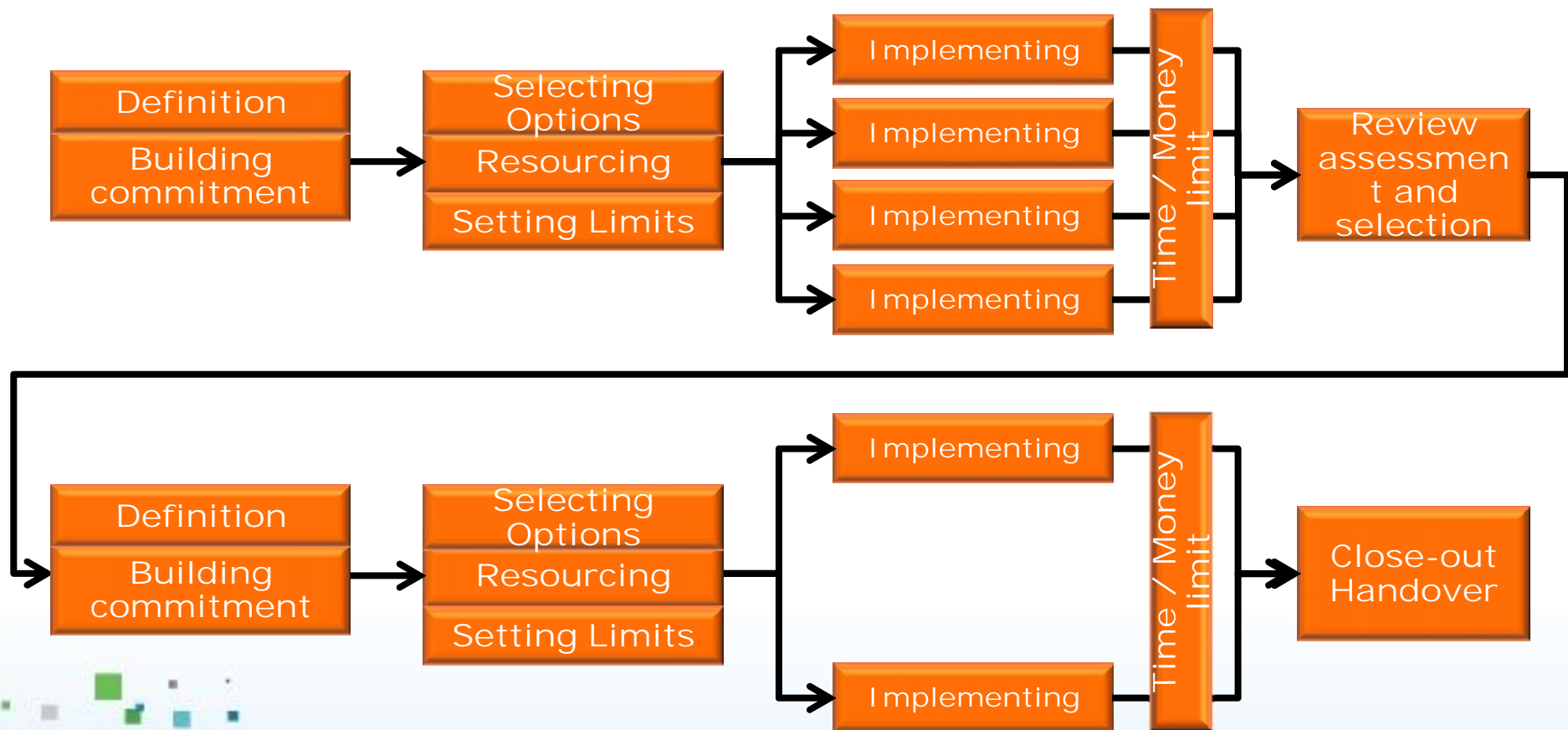
Understanding the Personality of a Quest Project

Change Management	<ul style="list-style-type: none">• The Change Management required will be focussed on protecting the benefits identified in the what and ensuring none of the how affects it
Behaviour within a program	<ul style="list-style-type: none">• Another unstable project type that requires more definition before successfully integrating into a program plan. Probably shouldn't be on a program's critical path
Resourcing a Team	<ul style="list-style-type: none">• Requires a team of self-motivated people who will work tirelessly to seek and then deliver the solution• Quests rely on creative people to determine what to do next and make intuitive leaps to discover the way forward
Project Plan	<ul style="list-style-type: none">• The plan imposes some conditions and typically these may be boundary conditions
Schedule	<ul style="list-style-type: none">• Should be created and needs to be updated with estimates and proposed tasks as each phase is agreed upon

Understanding the Personality of a Quest Project

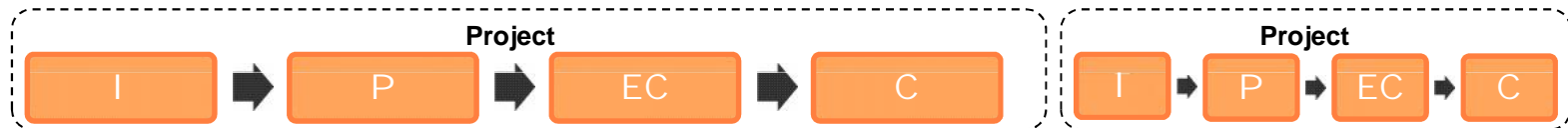
Governance	<ul style="list-style-type: none">• The project will be developed in phases with go and no go gateways as the design is firmed up• Success likely to depend on close management and governance• These projects require more involvement from the Subject Matter Experts
Integration	<ul style="list-style-type: none">• Will only be understood towards the latter end of the project
Communication	<ul style="list-style-type: none">• Regular and effective communication to the project team and key project stakeholders is needed
Measuring Success	<ul style="list-style-type: none">• Success or failure is clear cut; the objective has been achieved (or not). The challenge will be ensuring the approach enhances the benefits
Emotions	<ul style="list-style-type: none">• If you are involved in this type of project you are likely to feel challenged, excited, or single minded

A Suggested Approach to Quest Projects



A Suggested Approach to Quest Projects

Quest



Project Types and Portfolios

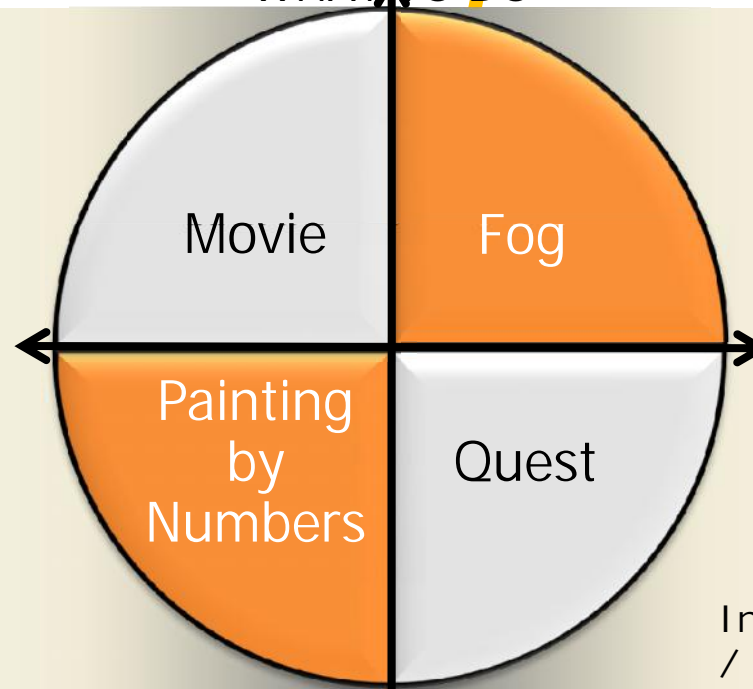
Profit / Assurance /
Confidence / Income or
Market or Brand & Reputation
Protection
'Keeping the Lights on'

DON'T
KNOW
WHAT TO DO

Higher Risk
Higher Rewards

KNOW
HOW TO
DO IT

Lower Risk
Lower Rewards



DON'T
KNOW
HOW TO
DO IT

Innovation / Competitiveness
/ New Product or Service
Development
'New or Radical Change'

KNOW WHAT TO DO

...in summary

- Recognise that the level of risk varies depending on the type of project you embark on. Don't be afraid to call a project off, don't be bloody-minded about delivery.
- Projects can change from quest, movie or fog to painting by numbers as they progress through the project lifecycle. Make use of stage gates to take stock of where your project is heading and use your head to interpret how well things are doing!

In conclusion...

- Can you remember the 5 Project Categories?
 - 10s – Compliance
 - Js – Maintenance
 - Qs – Tactical
 - Ks – Strategic
 - As – Innovative
- Can you remember the 4 Obeng Project Types?
 - Paint by Numbers
 - Movie
 - Quest
 - Fog

Like to Know More?

- We offer a short 3-hour workshop on how to apply these learnings in your work environment.
- We can provide an Executive Briefing (30 minutes) for the Senior Leadership Teams and/or Executives at your organisation

Thanks & Goodbye

Thanks to you all for your attention and attendance today
Thanks to Adrian Sparrow for the original invitation
Thanks to Dave and Lisa from Eventuate for organising the conference and to all the sponsors as well.

For more information, please contact me at youssef.mourra@cognizant.com or call me on 021 423 620 or at the office on 04 472 7781
Or follow me on Twitter on @youssefmourra



Speaking at the PMI Conference this month September about
'Killing the Four Zombies of Project Management'