



Project Controls
E X P O

Project Controls Expo
09/10 Nov London 2011

**The importance and implementation of
Project Controls for the benefit of the
project and the organisation**

About the Speaker

This event will be delivered by Melanie Franklin, Founder and Chief Executive of Maven Training, the influential consultancy and learning provider.

A keen practitioner she undertakes strategic consultancy assignments including implementing portfolio management techniques, building methodologies for project and change management, introducing maturity and assessment services and setting up skills and competence frameworks for Maven's clients.

Melanie is passionate about helping organisations to build their own capability in portfolio, programme, project and change management; she is a regular keynote speaker at conferences and has written a number of books on related topics.

Objectives

- What does the 'business' need to know about the project?
- What is the value of this information?
- How should this information be escalated to the 'business'?

Project Controls: Scope

Planning, Scheduling & Project Reporting

- Scope management
- Project deliverables:
- Work breakdown / Cost breakdown structures
- Schedule management
- Schedule forecasting
- Corrective action
- Progress measurement / reporting
- Productivity Analysis & Calculation

Earned Value Analysis & Management

Cost Engineering & Estimating

- Estimating
- Cost management
- Cost control
- Cost forecasting

Change Management & Controls

- Change order control
- Trend Analysis

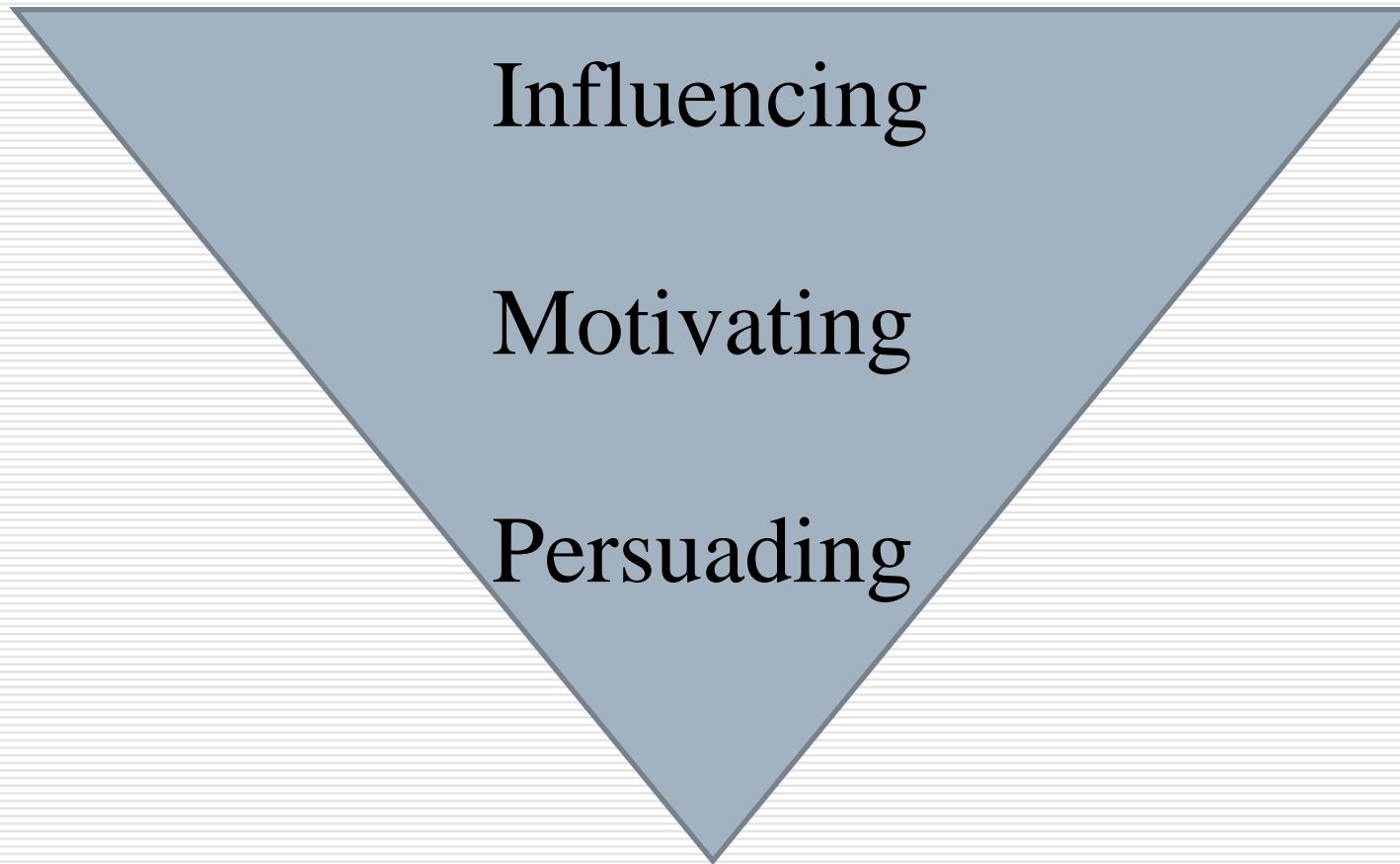
Risk and Delay Claims

- Risk Assessment & management;
- Delay Claims Quantification
- Forensic Schedule Analysis

Supportive environment

- Individuals are prepared to put the effort into providing the information necessary for your role:
 - Undertaking analysis
 - Creating reports
 - Updating systems and records
- Individuals recognise the time sensitive nature of project controls information and prioritise their activities accordingly
- Individuals feel able to provide truthful information as they are operating in a 'no blame' culture

Supportive environment

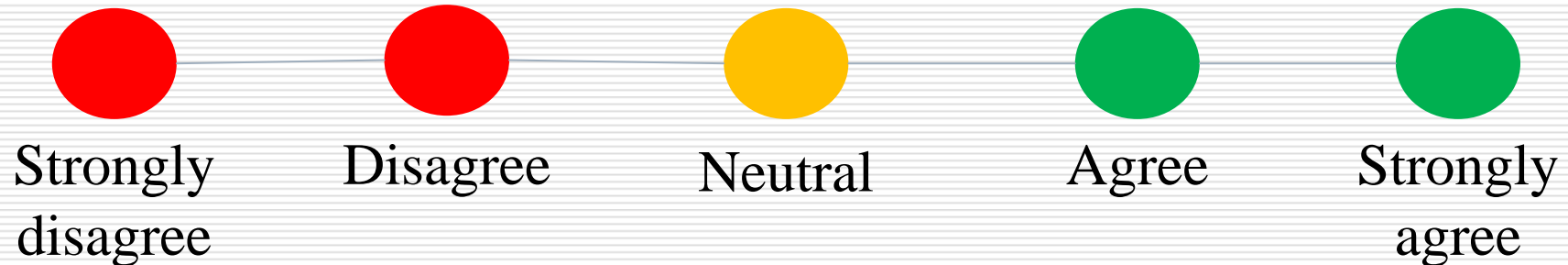


Influencing

- The act or power of producing an effect without apparent exertion of force or direct exercise of command/power

Webster's dictionary

- Indirect, hands off approach which can affect high volumes of individuals



The Influencing Process

- Appearance
- Manner
- Style
- Body language

Impression

- Conviction
- Track record
- Honesty

Credibility

Rapport

Power

- Greeting
- Active listening
- Asking questions

- Using personality
- Reinforcing messages

Influencing is non verbal!

- The majority of messages are through non verbal communication:
 - Words (the literal meaning) account for 7% of the overall message
 - Tone of voice accounts for 38% of the overall message
 - Body Language accounts for 55% of the overall message

Albert Mehrabian (1971)

Motivating

Motivation - *the driving force which causes us to achieve goals*

- Understand what motivates individuals
- Distinguish between Manager and Employee motivational needs
- Recognise different mixes and levels of needs in individuals
- Use motivation techniques to keep individuals engaged and committed to the change

Source: David McClelland (1961)

Motivating factors

Need for
Achievement

Must win at any cost
Must receive credit
for their work

Fears failure
Avoids responsibility

Need for
Affiliation

Demands loyalty
and harmony
Does not tolerate
disagreement

Remains aloof
Maintains social
distance

Need for
Power

Desires control of
everything
Exaggerates own
position and power

Happy in role of
subordinate
Minimises own
position and power

Factors leading to persuasion

1. The types of automatic response that can be generated by a request
2. The person making the request
3. The characteristics of the request

Automatic responses

- **The need to reciprocate**
 - When someone gives us something it triggers a deep seated need to give something back in return
- **The need for consistency**
 - We need to follow through on what we have committed to i.e. we need to be consistent with our earlier actions
- **The need for social validation**
 - The belief that if others are doing it then they should be too

The Person Making the Request

Liking

- It is easier to persuade someone to do something if they like the person who is requesting their compliance

Authority

- For those who are wavering, information requests or instructions from a recognised authority can reduce the procrastination

The Characteristics of the Request

Scarcity

- Holding the key to scarce information or opportunities boosts persuasion

Perceived value

- Value is a product of the reward we associate with the task
- Favourable comparison can increase perceived value

Workshop Activity

- How do you create a supportive environment that:
 - Understands the value of project controls information
 - Willingly adopts process that support the gathering of information
 - Proactively identifies risks and issues
 - Provides necessary information in a timely manner

- Ensure your approach balances the need for the Project Manager to inspire and motivate the project team and those who will use what the project delivers as well as monitoring and controlling the project activity

Controls Information: Landscape

Board of Directors/Senior Management Team

Portfolio Office

Programme Manager/Programme Office

Project Sponsor/Board

Change Sponsor

Project Manager

Operational Managers

Project Team

Users/Customers

Board of Directors

- Project objectives aligned with strategic objectives
- Risk management considers:
 - Strategic perspective – achieving transformational change
 - Operational perspective – protecting business as usual
 - Financial reporting provides cost/benefit analysis

Portfolio Office

- Risk management considers strategic perspective
- Financial reporting
 - Provides cost/benefit analysis
 - Can be used to judge relative benefits of the project against other projects in the portfolio

Change Sponsor

- Business case clearly states benefits in measurable terms
- Baseline measures have been taken for all areas that project expects to impact beneficially
- Project plan includes transition planning for successful implementation and embedding

Operational Managers

- Opportunities to enhance functionality to solve all possible business problems have been exploited
- Scheduling of delivery has taken account of operational deadlines
- Project plan includes transition planning for successful implementation and embedding
- Risk management considers operational perspective

Users/Customers

- Have been given opportunities to become involved in requirements gathering and user testing
- Feedback loop into the project has genuinely supported two-way engagement
- Time and resources have been made available to support implementation and embedding of the deliverables

Programme Manager/Programme Office

- Interdependencies with upstream and downstream projects are identified and reported upon
- Risk management considers:
 - Project perspective
 - Programme perspective
 - Operational perspective

Project Sponsor

- Deliver on time
- Deliver on budget
- Deliver to the agreed scope
- Deliver to the agreed level of quality
- Efficiently deploy resources

Project Manager

- Deliver on time
- Deliver on budget
- Deliver to the agreed scope
- Deliver to the agreed level of quality
- Efficiently deploy resources

Project Team

- Need to know what information to collect:
 - Sources
 - Level of detail
- Need to know what information to report:
 - How:
 - Format
 - Structure
 - Tools
 - When:
 - Regular schedule
 - Exceptional circumstances

Workshop Activity

- What questions does your project controls information need to answer for each of the roles in the project landscape?

- Work in your teams:
 - Team 1:
 - Project perspective
 - Team 2:
 - Change perspective
 - Team 3:
 - Strategic perspective