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(Albert Einstein)

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Please note: Editorial submissions are welcomed but are subject to review by the PMSA Exco, ProjectNet’s editorial team and editor before a decision is made regarding inclusion. Product- or service-specific information submitted in the form of a news item may be considered for publication in the News and Views section, but may not be accepted in any other section. Please contact the Editor for content classifications to guide your submissions. The editor reserves the right to shorten articles but will consult the author should any adjustments be deemed necessary.
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Years ago, new engineers in the lamp division of General Electric were assigned the impossible task, as a joke, of frosting bulbs on the inside. Eventually, however, an undaunted newcomer named Marvin Pipkin not only found a way to frost bulbs on the inside but also developed an etching acid, which gave minutely rounded pits instead of sharp depressions. This materially strengthened each bulb. Fortunately, no one had told him it couldn’t be done, so he did it.
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Programme Leader:
Professor Pieter Steyn

Pieter Steyn’s experience covers engineering and corporate projects, including transformation management and information technology. In 1979 he pioneered Project Management as a strategic management subject at postgraduate level.
He is Principal of Cranefield and South Africa’s representative on the Council of Delegates of the International Project Management Association (Switzerland).

Aligned with IPMA, ICB, APIB/MIB, FIMBOK
PMSA and the PMI® SA Chapter have a fairly long history – in fact the one was born of the other. Now they have entered into a cooperation agreement that reinforces the relationship, to the benefit of the project management community in South Africa.

The PMI® SA Chapter is 22-years-old, the oldest PMI® Chapter outside North America. About nine years ago, the Chapter saw the need for an autonomous national body, and so PMSA (or rather PMISA at the time) was formed, mostly of people who were originally involved in the Chapter. The Chapter went into a hibernation of sorts while remaining the official PMI® representative body in the country.

At the beginning of this year, a cooperation agreement came into effect that means that any PMI® SA Chapter member automatically becomes a member of the PMSA. This dual membership is covered by the membership fee for the Chapter. “Through the agreement, PMSA members have greater access to the vast information network previously only available to Chapter members, and through the combined and larger South African community of PMSA project managers, will have increased opportunities to share this and other project management information,” explains PMI® SA Chapter President, Linda Keating.

Broad benefits of this agreement include:

- Sharing of information by PMSA and PMI® SA Chapter – made available to members.
- Making the past confusion amongst Project Managers as to the differences between the two bodies irrelevant.
- Eliminating duplication of effort which wasted precious time of our volunteers.
- Visible and formal cohesion between the bodies representing project management in South Africa.

If you are a member of both PMI® SA Chapter and PMSA...
...All you have to do right now is ignore the request to renew your membership of PMSA. (Remember that this applies only to your ordinary membership. If you are a Professional Member, you do still need to pay the additional fee for this.) Your membership of the Chapter means that no further payment is necessary to PMSA. However, if your membership of the Chapter lapses, so will your membership of PMSA.

If you are a member of PMSA and would like to join the PMI SA Chapter...
...Now is a good time to join PMI® and the PMI® SA Chapter. Your membership renewal for PMSA will thus be included in the fee you pay PMI®.
New PMSA Executive Committee

The new executive Committee for PMSA, including the new president, was announced at the PMSA Annual General Meeting, which took place on Monday, 10 May 2004 at Gallagher Estate, Midrand.

Outgoing President, Robert Best named Les Labuschagne as his successor, after he was elected by the Exco according to the PMSA constitution. Les, an Associate Professor in Information Technology at the Rand Afrikaans University, has served on the PMSA committee for two years as Vice-President: Projects. He was the conference chair for the Global Knowledge Conference organising committee, and consistently promotes the field of project management in both academia and industry. He begins his two-year term of office in June 2004.

Asked what his short-term goals are in his new role, Les said, “I would like to continue to support the project management profession and also contribute to growing the PMSA as a body that represents the interests of people involved in the field in South Africa.” ProjectNet readers will hear more from him in the President’s Pen column from Edition 10.

New executive committee portfolios have been assigned as follows:
- VP Finance: Rob Witte
- VP Branches: Mike Vertenten
- VP Technology and Education: Lesley Rider
- VP International Liaison: JC Kruger
- VP Projects: Francois Roos
- VP Marketing: Manfred Köster
- VP Public Relations: Hester Mende

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The Sum of

Project portfolio management is about as wonderful as last year's birthday present. Packaged as a practical, structure-based solution to the chaos of an organisation's project environment, business leaders have taken eagerly to the methodology like a child to a birthday gift. In fact, almost 98 percent of organisations rate project portfolio management as an important tool.

However, now that the excitement has worn off, executives are left with crumpled-up wrapping paper, confusing assembly guidelines and complex usage instructions.

Many organisations say they are only "moderately satisfied" with their current portfolio management techniques and are "fairly weak" in optimising their portfolios, according to a study by the Center for Business Practices (CBP), Havertown, Pa., USA. Meanwhile, fewer than 20 percent of Forbes Global 2000 companies have the portfolio management expertise or tools required to chart a course for competitive positioning, according to META Group.

"When companies look at their portfolios, very often they don't have a portfolio," says Frank Winters, a founding principal with New England Project Services, Westford, Mass., USA. "They have a collection of projects that they can't even enumerate. They don't even have a complete list of their projects."

Executive sponsors can reinvigorate the practice by gaining an intimate understanding of the portfolio's strengths and weaknesses and by learning how to manipulate and capitalize on them for maximum performance.

Square Peg, Round Hole

Probably the most problematic yet beneficial aspect of portfolio management is the ability to plan and allocate resources optimally according to strategic direction. Using market indices, executives can see clearly where their organisation needs to head, but they often can’t see the tools they’ve got to get there. It's the square peg in the round hole scenario. Executives shouldn’t try to force skill sets to fit all types of projects.

“You have to take into consideration the resources that are going to be at work, but companies usually just have a loose collection of people's skill sets thrown together without much direction,” says Melissa Kantor of Kantor Business Solutions, Dublin, Calif., USA, a specialist in human resources technology project management. “A lot of [planning] quite frankly comes down to who’s available and who’s not, rather than according to skill sets.”

Instead, executives and portfolio managers should work together to gain a clear, concrete view of the company's current facilities to select future projects. “To make portfolio decisions, there’s a need to have that inventory of assets, but it’s not just making decisions by the computer,” says George Pitagorsky, PMP, director of product development and senior vice president for International Institute for Learning (IIL), New York, N.Y., USA.

To align ambition with reality, portfolio overseers must stray away from technology and rely more on their project managers and experts in the field. “You must involve project managers earlier in the forward-thinking development, where their ability to deal with the ambiguity of strategy will add value to the process and demonstrate the strategic value of
All Parts

project management," says Mark Ives, program director for Meta Project Management, Melbourne, Australia.

And in reverse, "the people who drive project portfolio management are often very analytical people;" Pitagorsky says. "If they drive off without getting the understanding of the senior executives, there can be a much more difficult and almost dangerous process that goes on because the information becomes too narrowly focused. You must diminish risk by including all sorts of people in the process."

Kantor says the "bubble method" enhances this requisite flow of information across organisational boundaries. Project teams are treated literally like bubbles, little worlds in which the project manager understands his or her team extremely well and can vouch for the team when a proposed project sounds like the right fit.

Strength in Numbers

Appointing a single resource manager also contributes to better portfolio planning. The resource manager, who serves as a sort of life line between executives and project managers, basically owns and understands the skill sets of various individuals across the enterprise. These managers track basic skills and personnel developments, such as certifications, and continually keep the company's knowledge base up to date, Kantor says.

At the Department of Human Services MIS Division, Austin, Texas, USA, resource managers allow for just-in-time resourcing, enabling project managers to zero in on the project itself and not tangential issues such as staffing, says David Brandon, PMP, deputy director, corporate communications. "All I have to say is, 'I need someone on my project; I need this skill set,' and then there are managers who decide if that skill is available. If we don't have it on payroll, there are standard contracts to hire outsourcers. That way I don't have to worry about

align your stars

A

lthough it's a division of one of the worlds largest technology companies, Armonk, N.Y., USA-based IBM Business Consulting Service executives use an age-old management technique to get a clear perspective on its portfolios and available resources. "It's all done through face-to-face communication and virtual meetings," says Steven DelGrosso, PMP, a Raleigh, N.C., USA-based executive project manager and public sector program management community leader. "It's a back-and-forth dialogue between the program managers and the executives, who are evaluating the potential projects we're pursuing at least twice a month to get a feeling for the potential business. Really the communication between the executives and the program managers themselves is so frequent that everybody's plugged into the process."

The division seeks to have certified project managers overseeing any project identified by the executive team as critical to the business strategy. To ensure a sufficient cadre of capable project managers is available, the management team conducts an annual evaluation process, where each practitioner commits to fulfilling a number of business and personal goals. The practitioner's direct manager then gives interim evaluations from project to project, and at year's end, management provides an overall assessment and helps the practitioner plot the next year's aims.

"It goes hand-in-hand with the annual business measurement process," DelGrosso says.

A positive correlation has resulted between the number of certified project managers and portfolio performance over the past four to five years since the project management development and certification became a priority, according to DelGrosso. "There's a definite business benefit in making sure that we have the right amount and mix of properly trained project managers and making sure they're managing the most important projects."
Accurately documenting a portfolio’s current asset base in real time provides ample justification for filling in its gaps and shaping its future trajectory. “It’s a constant management issue,” Brandon says. “You’ve got your weakest link scenario.”

The updated portfolio provides a visibility that allows executives to develop a vested interest in cultivating and retaining skill sets to align with future strategic direction. By 2005, more than 50 percent of Forbes Global 2000 firms will institute a human capital portfolio approach to retain their best talent, according to META Group. But you can’t have all the talent all the time. While Kantor argues that – despite higher costs – companies must pursue and retain top talent, Pitagorsky says companies must be able to mitigate their current resource gap by implementing strict, repeatable procedures. “There must be a model in place that even mediocre project managers will have to use,” Pitagorsky says. “Then there’s less of a need for ‘star’ project managers.

Parallel Projects

Working along this model also helps illuminate similarities and synergies among projects. Cognizant portfolio managers will use these overlays to the enterprise’s advantage in buying time depending on the scheduling of similar projects and in adding profit by packaging products and services accordingly.

IIL, for example, has a set of tools used for performance measurement and maturity assessment that when matched up just make more sense. “We’re making constraints on the measurement tools to have a look and feel that makes them more in sync with the methodology tool even though those tools can be sold completely separate from one another,” Pitagorsky says.

Enhancing these interconnections also provides the portfolio with some sense of flexibility, which enables quicker reactions to sudden market shifts. “You want [the portfolio] to have a set of really basic building blocks that you can put together in many ways to fit the marketplace,” Pitagorsky says.

To build on this synergy, careful steps should be mandated at the proposal stage. Each future project must be accompanied by a thorough business case illuminating exactly how the new project would flow into the current project mix to add value. “Business requirements come first,” Winters says. “It sounds simplistic, but it’s not the way people behave.”

Restricted budgets, though, can change behavior for the better, as Brenda Breslin, PMP, can attest. The director of the project management office for the Albany, N.Y., USA-based New York State Office for Technology says, “In the current fiscal climate, the value of each project must be exceedingly well-defined and justified before it can be funded. Also, identifying the risk is even more important, not because high-risk projects shouldn’t be done, but because we need to put more emphasis on identifying and managing the risks to increase the project’s probability of success. We cannot afford expensive mitigation tactics because we failed to navigate around an avoidable risk.”
Target Practice

Looking for synergies also helps illuminate gaps in the project mix. When a company has an effective strategy in place and a solid prioritisation scheme mapped out, executive councils are better able to identify the gaps they want to fill and those they are better off letting alone.

For example, the Alberta Workers’ Compensation Board, Edmonton, Alberta, Canada, has undergone a major transformation in the past three years to boost its project portfolio. In that time, executives have formulated strategic direction based on four concrete tenets (See sidebar, Planning for Perfection) to help prioritise what portfolio managers should pursue and what falls outside that radius. Jim Wheadon, vice president for business development and information management, says, “We’re better using the resources we have both internally and externally.”

But to veritably boost the project portfolio, executives such as Wheadon must continually illuminate this value and sell the portfolio process across the organisation, not only in the corner offices, but in all corners of the enterprise.

“The value of the process must be demonstrated repeatedly to convince the masses,” Breslin says. “If no visible changes are made as a result of the information provided to the portfolio management process, support will erode and buy-in will be nonexistent. When that happens, the information required becomes more difficult to acquire. Thus, the key is to see visible decisions as a result of the process.”

Three years ago, very limited project governance existed at the Alberta Workers’ Compensation Board (WCB), Edmonton, Alberta, Canada. Projects often started without executive approval, and executives received bare-bones feedback.

As a result, WCB executives utilised the Planning & Priorities [P&P] Committee to govern resource allocation and oversee projects. The P&P provided more visibility across the organisation and enabled executives to plan projects according to strategy, based on four priorities: – Returning people to work – Leveraging prevention – Ensuring accidents don’t occur on the job – Maintaining financial stability.

“A commitment to fairness is a major theme to our business,” says Jim Wheadon, vice-president for business development and information management. “Primarily as an organisation, we are about returning people to work. As we look at investments in our organisation, claims management and adjudication of claims are core to what we are and what we do, and those projects take priority.”

Mapping out definite strategies according to the four priorities enables the P&P team to plan better projects that will yield stronger results. As a result, WCB’s current focus if to refine its portfolio, drive value out of current investments and add incrementally to that base. It’s not a “big-bang” plan, as Wheadon says, but a smart one that has shown promise in the three years since portfolio became a greater priority.

“We’ve achieved integrated IT. We’re sharing data and consolidating technology.” Wheadon says. From the business case that we have, we’re actually making sure that we’re really achieving the benefits that projects assert when they start, and we’re measuring those results to help us create a better picture for the future.”
The PMSA Conference held in May included three workshops, facilitated by international experts – each providing an opportunity for hands-on involvement by delegates on specific project management subjects. Here ProjectNet looks at the main points covered in one of the workshops, led by Ginger Levin.

Ginger’s authority on the topic is undisputed. She is co-author of a book called “The Advanced Project Management Office: A Comprehensive Look at Function and Implementation.”

The goal of the workshop was to equip participants with the knowledge and skills to establish a Project Management Office (PMO) that will be the catalyst for organisational excellence. During the workshop she used concept definitions, explanations and practicing tools and techniques, and discussion questions to address four modules, namely: Foundation Concepts; PMO Functions; PMO Maturity Levels; and PMO Implementation Process.

Delegates began by describing the project management environment in their organisations, explicitly addressing indicators of the friendliness of the organisation towards PM, such as:

- Is project management considered a career track?
- Does the organisation have standard project management procedures?
- Does the organisation require detailed planning of projects?
- Does the organisation provide extensive training for project managers?
- Is there a consistent procedure for estimating projects?
- What is the organisational tolerance for overruns in cost and schedule?
- What is the organisational tolerance for shortfalls in final project results?
Ginger identified five levels of project management maturity: (1) Ad hoc, Initial (2) Consistent, Abbreviated, Repeatable (3) Integrated, Organised, Defined (4) Comprehensive, Managed (5) Optimising, Adaptive

The PMO intervention at the different maturity levels looks like this:

**Level 1 – Supports One Project**
**Level 2 – Supports Several Projects in a Program**
**Level 3 – Supports a Division/Department**
**Level 4 – Supports the Organisation**
**Level 5 – Supports Business Strategy and Enterprise Resource Allocations.**

- Role of the PMO in the maturity assessment process: the PMO is responsible for leading the maturity assessment; identifying the most critical problems; prioritising them into an improvement program; and implementing the improvement program as the organisational focal point for project portfolio management; best practices in project management; PM standards and methods; and quantitative objectives for continuously improving enterprise project management.
- Desired managerial support: Organisational elements and managerial support can help ensure PMO success: the level of support relates to the PMO’s position in the enterprise; the PMO staff and its functions must be accepted by people at all levels.

PMO characteristics: The subject matter for the PMO functions includes the entire spectrum of project management competencies: things-related activities; people-related activities; project-focused functions and enterprise-oriented functions.

Ginger then got the group thinking, asking what organisational elements exist within their companies that resemble a PMO? What desirable elements of a PMO are missing? Is there managerial support for a PMO? What functions should a PMO perform in their organisations?

**Module 2**

This module looked at:

- Organisation goals and their influence on PMO functions
- The organisation’s future goals affect the functions that the PMO will perform. The PMO can change the direction of the organisation to one of enterprise project management. It also can primarily assist individual projects. It can serve as the interface between the project managers and others in the organisation.

Evolution of the PMO for project management success: Nowadays, the PMO is not just an organisation to provide support for scheduling and monitoring activities on a single project. It is becoming an essential component for the future success of the organisation. It provides services and organisational focus in core and supporting areas of project management.

Organisational environment required for success: The PMO serves as the organisational focal point for project portfolio management; best practices in project management; PM standards and methods; and quantitative objectives for continuously improving enterprise project management.

**Module 3**

PMO Functions

- Project-focused functions: these are intended to have immediate impact on the project performance and include augmenting (PMO provides personnel to fill team shortfalls), mentoring (PMO staff member works closely with novice team members), which gives rise to consulting (where less frequent interaction is required). Project-focused functions determine specific functions to perform with the project team.

- Enterprise-oriented functions: The PMO is the focal point for project management improvement and enhancement:
  - Promote (the PMO serves as facilitator, enabler and advocate for improved project performance)
  - Archive (the PMO serves as a clearinghouse for project performance information)
  - Practice (the PMO facilitates knowledge sharing through lessons learned)
  - Train (the PMO enhances the general competence of the organization in project management)

**Module 4**

This module provided practical guidelines on the following topics, which form the crux of eight phases of PMO implementation:

1. Determining the goals for the PMO
2. Obtaining commitment for a PMO
3. Determining PMO functions, roles and responsibilities
4. Recognising processes and tools to be provided by the PMO
5. Describing the resource estimation process
6. Obtaining approval and the needed budget
7. Staffing the PMO
8. Assimilating the PMO with the rest of the organisation
When is a Risk not a Risk?

One of the most common failings in the risk management process is for the risk identification step to identify things which are not risks. Clearly if this early stage of the risk process fails, subsequent steps will be doomed and risk management cannot be effective. It is therefore essential to ensure that risk identification identifies risks.

Many people when they try to identify risks get confused between risk and uncertainty. Risk is not the same as uncertainty, so how are the two related? The key is to realise that risk can only be defined in relation to objectives. The simplest definition of risk is ‘uncertainty that matters’, and it matters because it can affect one or more objectives. Risk cannot exist in a vacuum, and we need to define what is ‘at risk’, i.e. what objectives would be affected if the risk occurred.

A more complete definition of risk would therefore be ‘an uncertainty that if it occurs could affect one or more objectives’. This recognises the fact that there are other uncertainties that are irrelevant in terms of objectives, and these should be excluded from the risk process. For example if we are conducting an IT project in India, the uncertainty about whether it might be raining in London is irrelevant – who cares? But if our project involves redeveloping the Queen’s gardens at Buckingham Palace, the possibility of rain in London is not just an uncertainty – it matters. In one case the rain is merely an irrelevant uncertainty, but in the other it is a risk.

Linking risk with objectives makes it clear that every facet of life is risky. Everything we do aims to achieve objectives of some sort, including personal objectives (for example to be happy and healthy), project objectives (including delivering on time and within budget), and corporate business objectives (such as to increase profit and market share). Wherever objectives are defined, there will be risks to their successful achievement.

The link also helps us to identify risks at different levels, based on the hierarchy of objectives that exists in an organisation. For example strategic risks are uncertainties that could affect strategic objectives, technical risks might affect technical objectives, reputation risks would affect reputation, and so on.

One other question arises from the concept of risk as ‘uncertainty that could affect objectives’ – what sort of effect might occur? In addition to those uncertainties which if they occur would make it more difficult to achieve objectives (also known as threats), there are also uncertain events which if they occur would help us achieve our objectives (i.e. opportunities). When identifying risks, we need to look for uncertainties with upside as well as those with downside.

Effective risk management requires identification of real risks, which are ‘uncertainties which if they occur will have a positive or negative effect on one or more objectives’. Linking risks with objectives will ensure that the risk identification process focuses on those uncertainties that matter, rather than being distracted and diverted by irrelevant uncertainties.

Another common challenge in risk identification is to avoid
confusion between causes of risk, genuine risks, and the effects of risks. The PMI® PMBoK® Guide (Third Edition Exposure Draft) says that “A risk may have one or more causes and, if it occurs, one or more impacts”. In the most simple case, one cause leads to a single risk which in turn could have just one effect, though of course reality is considerably more complex. How do these three differ?

- Causes are definite events or sets of circumstances which exist in the project or its environment, and which give rise to uncertainty. Examples include the requirement to implement the project in a developing country, the need to use an unproven new technology, the lack of skilled personnel, or the fact that the organisation has never done a similar project before. Causes themselves are not uncertain since they are facts or requirements, so they should not be managed through the risk management process.

- Risks are uncertainties which, if they occur, would affect the project objectives either negatively (threats) or positively (opportunities). Examples include the possibility that planned productivity targets might not be met, interest or exchange rates might fluctuate, the chance that client expectations may be misunderstood, or whether a contractor might deliver earlier than planned. These uncertainties should be managed proactively through the risk management process.

- Effects are unplanned variations from project objectives, either positive or negative, which would arise as a result of risks occurring. Examples include being early for a milestone, exceeding the authorised budget, or failing to meet contractually agreed performance targets. Effects are contingent events, unplanned potential future variations which will not occur unless risks happen. As effects do not yet exist, and indeed they may never exist, they cannot be managed through the risk management process.

- Including causes or effects in the list of identified risks obscures genuine risks, which may not receive the appropriate degree of attention they deserve. So how can we clearly separate risks from their causes and effects? One way is to use risk metalanguage (a formal description with required elements) to provide a three-part structured "risk statement", as follows: "As a result of <definite cause>, <uncertain event> may occur, which would lead to <effect on objective(s)>.” Examples include the following:

  - “As a result of using novel hardware (a definite requirement), unexpected system integration errors may occur (an uncertain risk), which would lead to overspend on the project (an effect on the budget objective).”

  - “Because our organisation has never done a project like this before (fact = cause), we might misunderstand the customer’s requirement (uncertainty = risk), and our solution would not meet the performance criteria (contingent possibility = effect on objective).”

  - “We have to outsource production (cause); we may be able to learn new practices from our selected partner (risk), leading to increased productivity and profitability (effect).”

  The use of risk metalanguage should ensure that risk identification actually identifies risks, distinct from causes or effects. Without this discipline, risk identification can produce a mixed list containing risks and non-risks, leading to confusion and distraction later in the risk process.

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As a learner, you can do a USQ Project Management degree from wherever it suits you, and you are given between two and six years to complete it. For peace of mind, our degrees are registered with the Project Management Institute South Africa (PMISA).
PMI® CEO, Gregory Balestrero has seen the addition of about 40,000 members since he took up this position in October 2002. This brings the worldwide membership of the PMI® to 132,425 as of 30 April 2004. Gregory was in South Africa recently to meet with the PMSA Exco, become acquainted with the Services Seta and PM Chamber, and attend the Global Standards meeting in Cape Town.

ProjectNet caught up with him to chat about PMI®’s global vision and the growing South African interest in project management as a profession.

The Global Vision

“The PMI Global Vision is really our goal for the future: to help organisations worldwide to embrace, value and utilise project management and attribute their success to it,” explains Gregory. The Institute’s value proposition is to become the eminent influence for project management worldwide, influence the profession, effect change, encourage debate and dialogue and shape the knowledge individuals have about the practice.

Developing human capital

On meeting with the PM Chamber of the Services Seta, Gregory became au fait with the National Qualifications Forum (NQF) transformational initiative for the country, which manifests in the creation of learnerships, and he is encouraged by the contribution this makes to the development of competent human capital. “This is an incentive for organisations to develop core competencies. These organisations will see the benefits of a competitive workforce, realising global competitiveness faster than the competition.” He stressed the important of the Services Seta and Chamber, PMSA and the PMI® through the SA Chapter, collaborating to further
project management in South Africa. “We will offer our resources to the project management community to achieve this.”

**Global standards**

There is an ongoing focus on the development of global standards. We asked Gregory what the value is of having guidelines and methodologies that are applied on a worldwide scale. “The transportability of global standards is a benefit. Standards that are purely national, or even organisational, used to be acceptable, but this is an isolationist view.” In the global economic environment, there is a demand for organisations to be able to function in different countries, while retaining their uniqueness with regard to their country of origin. Gregory refers to the expansion of the European Union to illustrate his point. It took about 50 years to get the first 15 countries into the EU, and the next ten are being added at a rapid rate. While the EU permits national sovereignty, it requires transportability in terms of factors such as equality in the workplace and protection of the environment, for example. This approach contributes to seamless working relationships in Europe. In the same way, a project manager following global standards has the skills, discipline and performance levels and measurements that are acceptable anywhere.

**Growing through Professional Associations**

PMI® has enjoyed a 35-year history of providing an environment in which project managers can develop as professionals. We asked Gregory what the individual’s responsibility is to get the maximum benefit from an industry association. “People should motivate their membership to their companies, highlighting the fact that belonging to a professional association puts you in touch with leading edge thinking and practice, which the individual brings back to the organisation.” According to Gregory, a good association furthers the profession, operates according to its mission and enables the people involved to make the connection between the vision and what is actually delivered. Associations all over the world aim to be separated, respected and perform a service that is appreciated, to help them make a difference in the world.
More than 320 delegates attended the Global Knowledge Project Management Conference from 10 to 12 May 2004, and the general opinion from the PMSA, delegates, international speakers and the organising committee is that it was a success.

It met the stated objectives by:

- **Promoting knowledge sharing between delegates from different countries and backgrounds, with similar experiences.**
  Belgium, China, Indonesia, Hungary, USA, UK, Australia, Namibia, Botswana, Ghana, Mauritius and, of course South Africa were represented at the conference.

- **Developing project management as a profession by providing a forum for debate and discussion.**
  Three interactive workshops, lead by international experts in their respective fields, and a PM Standards panel discussion, consisting of both local and international representatives, invited debate on issues that affect most project managers in South Africa.

- **Enabling formal and informal networking between like-minded individuals, in the process promoting collaboration.**
  All the international speakers and several plenary speakers were available for the three days and invited informal discussion with delegates. Delegates had the opportunity to discuss areas of commonality during workshops, lunches, teas and at the cocktail evening and Gala Dinner.

- **Addressing capacity development in project management and identifying areas of concern**
  The large number of reviewed and research papers – and the extensive range of topics covered therein – are evidence of growth in research capacity in the field of project management. These and the plenary presentations offered exposure to latest thinking, providing a broad overview of the current state of project management.

- **Acknowledging the interdisciplinary nature of project management and identifying best practice in the various industries in which it is practiced.**
  The conference featured different streams, focusing on IT, generic project management and construction and engineering. Guest speakers focused on project management within national and international governments and NGOs, the banking and finance sector, training and education, consulting and also spoke about applying project management in specific industries.

  Interestingly, from the conference evaluation forms collected, more than a third of the delegates were non-members.

  These evaluation forms are being processed so we will present comprehensive (and scientific) statistics reflecting opinions, in the next edition of ProjectNet.
From left to right: Stanley Mpofu from Eskom; Antonius Purnomo, Ukar Hastadi, Indonesia, and JC Kruger; University of Pretoria Exhibitors Hellen Kriek and Karen Kelemann; Snaptech exhibitors Denise Fourie, Guy Eastoe and Kerri-Lynn Westman; Ginger Levin, consultant and adjunct professor, University of Wisconsin-Platteville; Neal Cabion from X-Pert, Duncan MacDonald from SARS, Ravi Naidoo from SARS, Brenda Scott from X-Pert and Faaizah Mohamed from SARS; Terry Cooke-Davies, Human Systems International, UK; Conference Project Manager; Emma Rynin, Alan Harpham from APM Group UK and Bill Duncan from Project Management Partners, USA; Larry English, Habitat for Humanity; Conference Chairman and newly elected PMSA President Les Labuschagne at the conference closing; Bateman CEO, Sivi Gounden; Lynn Crawford, Human Systems and Sydney University of Technology, Steve Fahrenkrog from PMI USA and Bruce Rodrigues, BRP preparing for the Standards panel discussion.
ProjectNet Readership Survey: Results and Winners

We recently ran a readership survey in ProjectNet to determine if we are on the right track in terms of content and design. This is our ninth edition, and the last one to reflect the nine knowledge areas on the cover. From edition 10, we will be making some changes, many of which have been prompted by the feedback we received from readers.

Survey results

We received 40 completed questionnaires. The responses are reflected as percentages:

- Respondents who are PMSA members – 92%
- Respondents who are PMI members – 30%
- Respondents who belong to at least one other industry association – 68%
- Respondents who find ProjectNet’s content:
  - Relevant – 92%
  - Informative – 100%
  - Topical – 90%
- Three most popular sections:
  1 – Insight, Global Knowledge
  2 – Opinion
  3 – PM Today
- Respondents who find ProjectNet’s design:
  - Visually appealing – 90%
  - Reader-friendly – 90%
  - Professional – 100%
- Respondents who have received all editions – 92%
- Respondents who believe ProjectNet should be sold to non-members – 75%

Preferred frequency:
- Alternate-monthly – 32%
- Monthly – 40%
- Quarterly – 28%

Comments and suggestions received include adding a light-hearted section, providing profiles of successful project managers and case studies of project successes and failures. We will incorporate these suggestions into the coming editions.

Winners

Congratulations to the following 10 ProjectNet readers who completed the readership survey and won one of the leisure-related prizes that were up for grabs:

- Jeffrey Moodley of Riskworx won a mini picnic basket and picnic blanket.
- MT Crawford of CSC won a thermos flask and mugs.
- Burkhard Meier; Conroy Fourie of Shell Autoserv South Africa; Steve Batyi of Spoornet; and Ricardo Canovi of Standard Bank each won a cooler backpack.
- GR Sims of Sivest; PTM Thompson; Arnold Okkenburg of Crusader Systems; and Bradley Bouille of Turner and Townsend each won a set of multi-purpose braai tongs.
Australian Institute of Project Management (AIPM) Conference

The AIPM will be hosting a conference in Perth from 10 to 12 October 2004.

Timetable and deadlines
- Early registration – Before 9 July 2004
- Social programme – 24 August 2004
- Pre and Post Conference tours – 24 August 2004
- Tours – 24 August 2004
- Accommodation – 8 September 2004
- Accompanying person (before 9 July 2004) – $375

Fees
- Member (before 9 July 2004) – $1,200
- Non-member (before 9 July 2004) – $1,505
- Accompanying person (before 9 July 2004) – $375

Communication and inquiries regarding the conference can be directed to:
AIPM 2004 Conference Managers, c/o Tour Hosts Pty Limited
GPO Box 128, SYDNEY NSW 2001, Australia. Tel: 02 9248 0894 Fax: 02 9248 0894
Email: aipm2004@tourhosts.com.au Web: http://www.aipm.com.au
"Project Marketing, Beyond Competitive Bidding"

Reviewed by Ian Jay, PMSA Branch President, Western Cape

How do you know where the best place is to expend effort looking for your next project? This book presents a way to deal with this unique marketing problem. It is a problem faced by companies that offer a project-based solution. If you provide capital equipment, sell custom solutions, or provide once-off type services to third parties, then this book has a marketing message for you.

The three authors are Professors in marketing, and are specialists in the project arena. All have extensive knowledge of the project environment from a marketing viewpoint. Their years of research, as well as cases from industry and government, are used here to illustrate a framework for winning the next tender.

The Project is the Sales Transaction

The problem faced by any company that delivers its service to a client as a project is simply how to retain contact with that client between projects. A project may end and the next time the client needs the services offered may be several years hence. The question is how to keep in contact with the client between projects. This is the problem posed by the book, which goes on to explain how this can be done.

The problem posed above is generally addressed through maintaining suitable relations with key players in the client organisation. This can be a hit or miss affair. It is also resource hungry. For these reasons some method of improving the efficiency of the pre tender phase of the relationship is helpful. This book provides a means of achieving that goal.

Conventional marketing and sales approaches do not address the problems faced by the project-based supplier. A point is made by the authors, and it is this gap the book specifically aims to address.

Special tools required

The book provides a set of formal methods to deal with the period between projects. For instance they provide a process to map out the network of key actors. Who they are, their relationships, and how suppliers are linked to one another. Such an analysis is supported by a case history to clarify how to benefit from it.

The key is focus

Companies that use the toolset described in the book will experience productivity gains. Less time will be lost on ‘no hoper’ bids. More time will be spent on real prospects.

The book left me wanting to try it all out!

This is a very easy book to read. The text is written in a clear and logical way. There are easily understood diagrams to support the concepts described, and the supporting cases are also well-written and interesting. It has a little bit of theory now and again to support the text but is otherwise very direct and to the point. The last chapter reveals the rest of the book as a useful methodology for market planning. As a practitioner I felt a need to try it all out.

The content of the book is based on experience drawn from IT, Aerospace, Engineering and Construction. The book is of use to any firm that provides capital equipment, systems, or ‘solutions’. It is useful to the small operator or the large player.

ABSA advert – Litho Positives

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The IT Project Management course aims to provide people working full-time in the IT industry with sound, academically-based, industry-oriented training in various aspects of IT Project Management. All the course modules are characterised by both practical and theoretical components. Date: 05–09 July 2004

Various short courses in Project Management (1, 2 & 3 days):

These courses are generic in nature and especially designed for the time-pressed working individual, who seeks high quality university education and training.

- Project Management (Basic) (1-day) — An introduction to the nine knowledge areas of PM. Date: 09 June 2004
- Project Management (Introductory) (2-day) — An introduction to PM life cycle. Date: 14 and 15 July 2004
- Project Management (Advanced) (3-day) — Advanced PM life cycle and triple constraint approach. Date: 03–05 August 2004
- Project Risk Management (Introductory) (3-day) — An introduction to project risk management. Date: 08–10 June 2004
- Project Risk Management (Advanced) (3-day) — Advanced project risk management tools and techniques. Date: 31 August–02 September 2004
- Project Communication Management (3-day) — Principles and practices of project communications. Date: 22–24 June 2004
- Project Administrative Management (3-day) — Contractual and administrative requirements for project procurement. Date: 05–07 October 2004

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