

Trends in Modern Project Management, Past, Present & Future

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Trends in PM



Agenda

- Introduction
- The Past
- The Present
- The Future
- Conclusions

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Introduction

- This is the 3rd paper in a series
- **#1 - A Brief History of Scheduling**
www.mosaicprojects.com.au/Resources_Papers_042.html
- **#2 - The Origins of Modern Project Mgt.**
www.mosaicprojects.com.au/Resources_Papers_050.html
- This paper looks to the future of PM

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This Section - The Past

- Evolution of ideas and theories
- Evolution of tools and processes
- Formation of a 'profession'

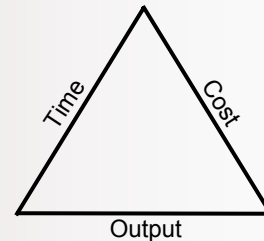
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PM Theory

- Based on the 'Iron Triangle'
- Cost control defined in the C14th
- Scope control (output) by C18th
- Time control:
 - Gantt Charts 1917
 - CPM 1957
- Iron Triangle 1969



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PM Philosophy

- The underpinning ideas that allowed the development of 'Western' management can be traced back to the Protestant reformation of the 15th century
- Key philosophies from this time include:
 - Reductionism
 - Individualism
 - The 'PWE'

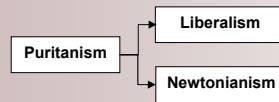
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PM Philosophy

- The Protestant reformation gave rise to the Puritan Movement
- Liberalism includes the ideas of capitalism and the division of labour
- Newtonianism marks the era of scientific enquiry



For a full discussion of this diagram see 'The impact of Puritan ideology on aspects of project management'. International Journal of Project Management 25 (2007) 10-2015

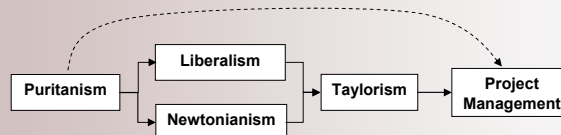
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PM Philosophy

- 'Scientific Management' builds on these ideas and focuses on increased productivity
- The ideas from 'Scientific Management' underpin most of the 'hard skills' of modern project management



For a full discussion of this diagram see 'The impact of Puritan ideology on aspects of project management'. International Journal of Project Management 25 (2007) 10-2015

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PM Tools

- CPM was developed as a computer based technique in 1957
 - Kelley and Walker - ADM, based on linear programming
 - PERT - also ADM, included variability
 - Focus on 'time - cost' trade off

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PM Tools

- Precedence networking was described in 1961 as a 'non computer' approach
 - And was immediately computerised
 - By Stanford University (John Fondahl)
 - And IBM (PCS)
- The spread of scheduling lead to the formation of the PM associations

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PM Associations

- INTERNET founded in Europe in 1965
- PMI founded in the USA in 1969
- The majority of 'founders' were schedulers and the early focus of the associations was scheduling
- The breadth of PM knowledge has evolved over the last 30 years

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PM Profession






- The Associations have:
 - Described the processes involved in 'project management'
 - Developed 'Bodies of Knowledge' (BoKs)
 - Described competent PM behaviours
 - Certified knowledgeable and/or competent 'Project Managers'

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Definition of a Profession

- Practitioners are required to meet formal educational and entry requirements 
- Have autonomy over the terms and conditions of practice 
- A code of ethics 
- A commitment to service ideals 
- A monopoly over a discrete body of knowledge and related skills 

Modern Project Management is probably best
Described as an 'emerging profession'

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This Section - The Present

- A 'Standardised Framework'
- Governance of PM
- Certifications and Qualifications

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The Framework

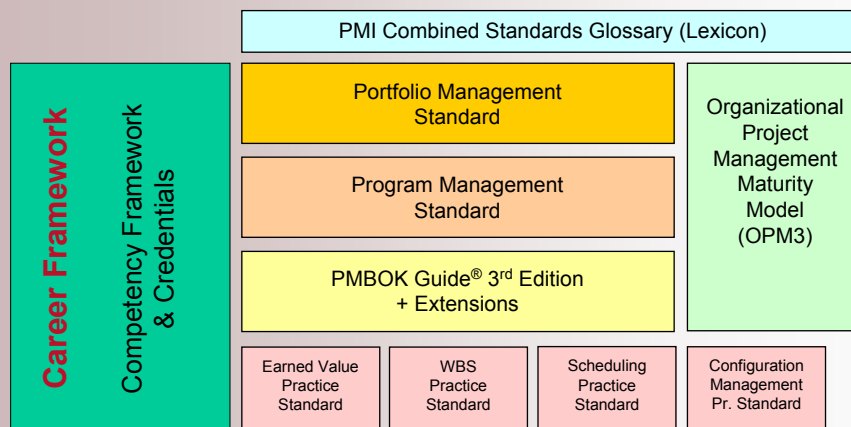
- Project Management
 - Focuses on delivering a defined outcome
 - Minimises unnecessary change
- Program Management
 - Focuses on delivering benefits
 - Adapts to changing business circumstances
- Portfolio Management
 - Selecting the right programs and projects

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PMI's Standards



OCG (UK) and IPMA have a similar framework

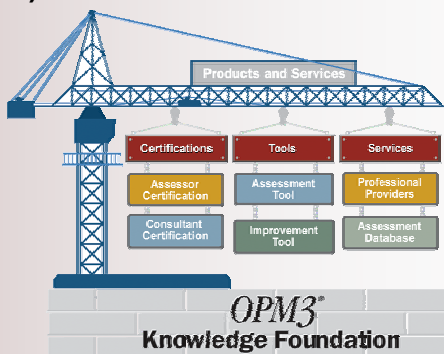
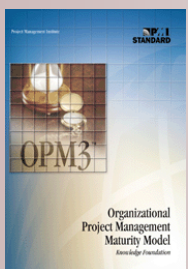
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Organisation Management Standards

- Organizational Project Management Maturity Model (OPM3)
- OPM3 Product Suite



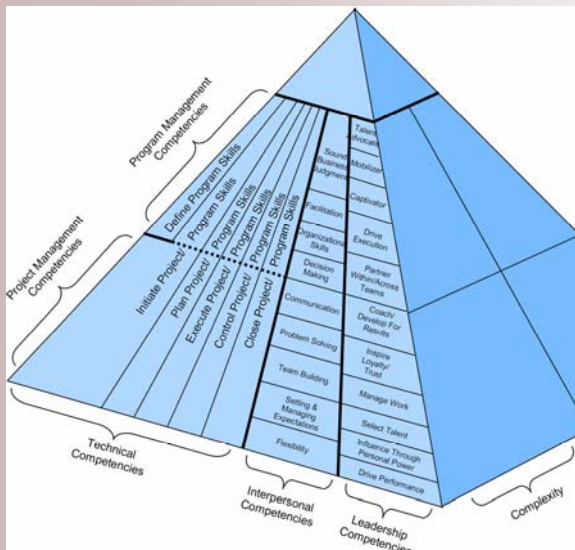
Raising OPM3® to a Whole New Level

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Career Framework



Career Framework is a Web-based self and peer assessment tool that will enable you to guide your career in project, program or portfolio management and evaluate the professional performance of your peers.

It's **Free** to use
 - Individuals &
 - Organisations
www.pmi.org

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Governance

- Download GoPM – *Directing Change, a guide to the governance of project management*
- Read: *Effective Project Governance*
 - #1 *A Cultural Sea Change*
 - #2 *The Tools for Success*
 - #3 *Linking PMI's Standards to Project Governance*

www.mosaicprojects.com.au/Resources_Papers.html#Governance

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Qualifications

- PMI – Exam based + Eligibility thresholds
 - CAPM / PMP / PgMP
- AIPM – Evidence Based (competency)
 - QPP / RegPM / MPD (being updated)
- OGC – Exam based
 - PRINCE2 / MSP
- Plus a range of University courses
 - Diplomas / Degrees / Masters / Doctors

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This Section - The Future

- Defining PMs 'place in the world'
- Embracing Complexity and Uncertainty

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Our Place in the World

- Key questions still to be answered:
 - What is a project ?
 - What is Project Management ?
- Do projects 'exist' and need managing or do people create a project by managing some work as a project ?

See: *Project Fact or Fiction* (2002)
www.mosaicprojects.com.au/Resources_Papers_007.html

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Our Place in the World

- The old paradigms based on ideas in
 - Newtonianism / Enlightenment philosophies
 - Understandable through study of its parts
 - Mechanistic view of cause and effect
 - Linear change
 - Predictable and controllable
- **But these ideas are not working!**

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Complexity and Uncertainty

- Considers the project team as a 'complex adaptive system' (capable of learning)
- Social networks within and around the project are created and adapt by the: complex responsive processes of relating (CRPR) (communicating and organising)
- The future is 'under perpetual construction' by the team

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Complexity and Uncertainty

- Organising is a human experience:
 - Located in a specific context
 - Oriented towards an unknown future
 - Communicative & power-relating
 - The uncontrollability of outcomes BUT
 - Intentional goal-oriented actions and
 - Repeatable patterns of results
 - Make the process valuable

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Complexity and Uncertainty

- Accepting uncertainty changes the purpose of project 'control tools'
- Schedules, cost plans etc are:
 - Symbolic languages
 - Used to communicate (relate) complicated ideas, to
 - Help the team organise in the optimum way
- The team works to achieve its objectives

See 'Getting the 'soft stuff' right': www.mosaicprojects.com.au/Resources_Papers_055.html

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Conclusions

- The future of PM is predicted to be one that focuses on the 'soft skills'
 - Communications
 - Motivation & leadership
- **Command and control is dead!**
- Uncertainty will be recognised as normal
 - Skills for managing uncertainty will become essential for successful PMs

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Conclusions

- Stakeholder management will be vital (see www.stakeholder-management.com)
- The Paradox of uncertainty:

By dropping the false expectation of control and certainty, skilled project managers will deliver more consistent and reliable project outcomes

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Questions Please



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The '**Papers & Resources**' section of the Mosaic site has:

- The 2 preceding papers in this series
- Direct links to all of the project management associations
- A large number of free PM papers (including the **Stakeholder Circle**®)

The **Training** section of the site has information of PMI's certifications

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