Trends in Modern Project Management, Past, Present & Future

Patrick Weaver PMP, FAICD, FCIOB.
patw@mosaicprojects.com.au

Agenda

• Introduction
• The Past
• The Present
• The Future
• Conclusions
Introduction

• This is the 3rd paper in a series
• #1 - A Brief History of Scheduling
• #2 - The Origins of Modern Project Mgt.
• This paper looks to the future of PM

This Section - The Past

• Evolution of ideas and theories
• Evolution of tools and processes
• Formation of a ‘profession’
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

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’
**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


---

**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

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

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
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

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’
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'

This Section - The Present

• A ‘Standardised Framework’
• Governance of PM
• Certifications and Qualifications
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

---

PMI’s Standards

- PMI Combined Standards Glossary (Lexicon)
- Portfolio Management Standard
- Program Management Standard
- PMBOK Guide® 3rd Edition + Extensions
- Organizational Project Management Maturity Model (OPM3)
- Earned Value Practice Standard
- WBS Practice Standard
- Scheduling Practice Standard
- Configuration Management Pr. Standard

OCG (UK) and IPMA have a similar framework
Organisation Management Standards

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

Raising OPM3® to a Whole New Level

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
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*


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
This Section - The Future

- Defining PMs ‘place in the world’
- Embracing Complexity and Uncertainty

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)
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!

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
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

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

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

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
Questions Please

Patrick Weaver PMP
Email: patw@mosaicprojects.com.au
Tel: 03 9696 8684
Web: www.mosaicprojects.com.au

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