

Seminar – Onemind Management

Effective Governance - Why do senior management find it so hard?

Governance is notoriously poor in both the public and private sectors, resulting in a depressingly low success rate for programmes and projects. Even in those initiatives that can reasonably claim success, the experience of the programme team can be that success is achieved despite Governance rather than because of it.

Steve Walker and Steve Clarke have respect for one and another, are friends and have significant experience in leading and delivering large and complex national change programmes. However, they do not see eye to eye on lots of issues and believe it is now time for there to be a wider debate about these important Governance issues, especially as current management guidance falls significantly short of what is required.

Their experience in designing and implementing Governance arrangements for a wide range of programmes and projects has uncovered widespread misunderstanding of how to encourage senior management to adopt suitable Governance behaviours.

In this discussion, which sets out to be deliberately provocative and challenging, they will explore how rare real Governance is, what it is for and how it should be achieved.

By throwing down the gauntlet to conventional views, they hope to kick-start a long-overdue discussion on why organisations find it so difficult to establish effective Governance. They invite you to join in that discussion.

Time 11:00-11:45

'Birds of a feather' discussion

What would have the greater impact, project or portfolio management?

The fields of project management, programme management and portfolio management are now relatively well defined within the market place but it is still the case that each discipline is at a different level of maturity.

Project management is about "doing things right" and portfolio management is about "doing the right things". We will use these definitions in the session to discuss where you should be spending your time and directing your management attention.

We propose that most organisations can have more impact by focusing on portfolio management rather than on project management.

It is easy to identify improvements in current project management practice based on many years of being a profession and we readily understand how the processes, systems and tools interact. But in our session we will ask the question: Is this not just continuing to make change in the same old way as we have done before?

Portfolio management is a discipline requiring boldness. It involves you in engaging customers; it requires hard decisions to be made with limited information, and it requires those decisions to be made in the full view of senior members of the organisation. Not for the faint-hearted.

Despite these challenges, the impact of improving portfolio management will be compared favourably with the more limited improvements to be made by focusing on project management.

'Birds of a feather' discussion

Why don't we do what is good for us?

Project management is a well-established profession, and there has been huge investment in improvement programmes, training, planning tools and process development. Yet we know that many change initiatives still fail.

Do you ever review your projects and find that you have one or more of the following?

- unclear purpose
- inadequate scope
- poor relationships
- incomplete communication
- rigid mindsets
- poor control
- disjointed processes
- insufficient resolve

In our session we will discuss the question: "We know why initiatives fail, so why don't we fix the problem?" We will explore why even when we know what we have to do to change, we still don't do it. It is a bit like saying "I am overweight so I will eat less and exercise more". And then sit back and have a sandwich!

Using the Onemind™ framework for why organisations fumble change, we will discuss what actual steps could be and should be taken and how you can put mechanisms in place to make your new regime become your daily activity.

'Birds of a feather' discussion

Who is responsible for project success? The project manager or the organisation?

A large number of project management change initiatives focus on the project manager, their experience and their training. While the organisation can benefit from these initiatives, it can be argued that the real path to sustainable change requires a broader approach.

In this session we will ask: Does the project manager-focused approach have limitations, and would investment in organisational behaviour be more effective?

Delegates will understand there are many other areas that can be improved which may have a greater impact on the ability of an organisation to successfully deliver projects to their customers. This session will expand on these and challenge those in the profession not just to take the obvious route.

The ideas raised will challenge those managing projects and project managers to provide leadership in the current challenging environment by understanding the processes, tools and clear behaviours that need to be in place to make a difference.

As well as covering the new changes that organisations and project managers must add to an already busy workload, we will look at the things you can, and in fact must, stop doing if you are to make real improvements in delivering projects successfully.