

apfpm's Newsletter



Asia Pacific Federation of Project Management

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September 2016

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What's happening!

Dear Member Associations and Colleagues

This Newsletter edition has a focus on some interesting articles relating to Project Management. It also highlights a number of upcoming regional conferences that are worth attending.

UPCOMING apfpm MEETING - Sydney

The next apfpm Meeting will be held in Sydney on Sunday 16 October 2016 at the Asia Conference.

This meeting will be a review of our apfpm strategy going forward. It is really important MA

Representatives attend in person or via Skype. Details on specific time and location will be provided in the next few weeks.

Best wishes from our apfpm Exec. Team:

Tika Rai (VP), Francis Chan (VP), and Trevor Alex (VP & Secretary)

Bill Young - President

Featured MA news

India - PTMF

Congratulations Prof (Dr) Rajat K Baisya

President of Project & Technology Management Foundation in India

Prof Baisya has been conferred a Fellowship from the World Confederation of Productivity Science (WCPS). WCPS is the global organisation directing and promoting the productivity movement all over the world with country level organisations as members. WCPS has decided in their last board meeting at their headquarter in Montreal, Canada electing Dr Baisya as Fellow of the Association. This Fellowship will be conferred on him in their next 18th World Productivity Congress to be held in Bahrain during 27-30 November 2016 at Gulf Convention Centre. Manama, Bahrain.



Important upcoming events in 2016

16th - 19th October 2016: Sydney

'Inaugural Regional Congress on Project Management'

Host: Australia Institute of Project Management (AIPM) supported by IPMA / apfpm



**INAUGURAL REGIONAL
CONFERENCE**

Hilton Sydney 16-19 October 2016

www.aipm2016.com.au



**PROJECT
MANAGEMENT:
BUILDING
CAPABILITIES**

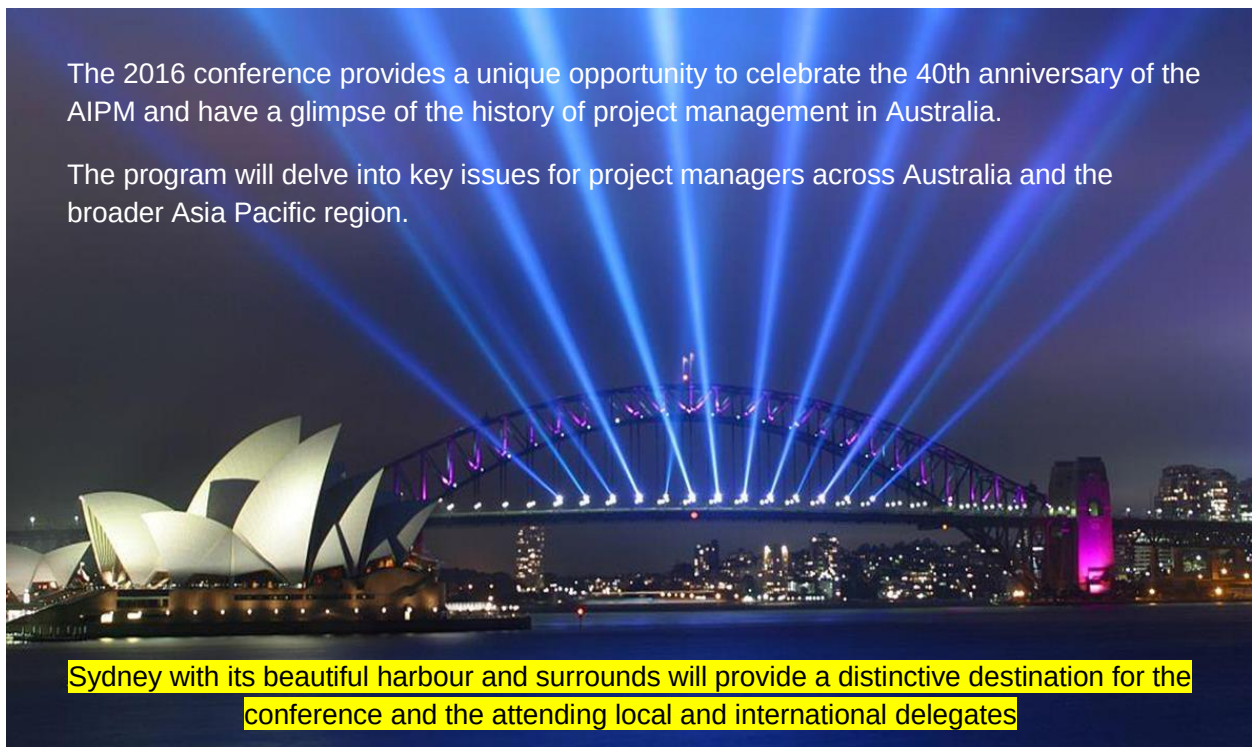
IPMA



The 2016 AIPM Inaugural Regional Conference in conjunction with IPMA will be the biggest project management event in Australia this year.

The 2016 conference provides a unique opportunity to celebrate the 40th anniversary of the AIPM and have a glimpse of the history of project management in Australia.

The program will delve into key issues for project managers across Australia and the broader Asia Pacific region.



Sydney with its beautiful harbour and surrounds will provide a distinctive destination for the conference and the attending local and international delegates

Key themes include;

- Strategy implementation
- The project managers toolbox
- Futureproofing project management through enhanced resilience and sustainability
- Building individuals' capabilities to help them stand out from the crowd

These topics and more will be explored in a conference program packed with distinguished local and international speakers. As always the program will include presentations from academics and industry leaders who will focus on the latest research and case studies relevant to project management.

26 - 27th November 2016: XI'AN, CHINA

International Forum on Chinese Characteristic & Cross Culture PM (IFC⁴PM) 2016 and China Congress on Project Management (CCPM) 2016

Themed - Project Management Standardization vs Specialization



Organizers

- Project Management Research Committee, China (PMRC)
- National Education Steering Group for Master of Engineering in Project Management
- Northwestern Polytechnical University

Background

Under the background of the economic globalization and China's implementation of the strategies of 'going global' and 'One Belt and One Road' (refers to the Silk Road Economic Belt and the 21st Century Maritime Silk Road), the international exchanges on project management and the cross-culture project management has become a 'new normal'. For providing a special platform to exchange ideas on cross-culture PM and Chinese characteristic PM between Chinese and foreign colleagues, and also for encouraging Chinese researchers and professionals to put more efforts on PM theoretical research and practice innovation and to share the Chinese wisdom in PM development with foreign colleagues, PMRC decided to initiate an annual event named *International Forum on Chinese Characteristic & Cross-culture PM (IFC⁴PM)* since 2015. *IFC⁴PM2016 will be held in Xi'an on November 26-27, 2016* integrated with *the China Congress on Project Management 2016 (CCPM2016)* which is the annual national congress organized by PMRC China.

Colleagues who are interesting in cross-culture PM and Chinese wisdom in PM are welcome to join the *IFC⁴PM2016!* Colleagues who are living in or having business or planning to having business in the countries along 'One Belt and One Road' are welcome to join the *IFC⁴PM2016!*

Call for papers

Papers would be based around the general theme of the Congress. All paper submitted will be included in the electronic conference proceedings for sharing with all participants of the congress. Papers accepted by the program committee will be published in the *International Journal of Plant Engineering and Management (ISSN 1007-4546; CN 61-1299/TB)* after the Congress.

Paper Submission timing

Deadline for full paper submission: November 15, 2016

Deadline for registration: November 10, 2016

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Social Programmes

Xi'an, ancient capital of China, records the great changes of the Chinese nation just like a living history book. There will be a great social program to accompany the conference.



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Please visit www.pmrc.org.cn for updated information.

6 - 9 December 2016: Brisbane, Australia

'Under new Management: Innovating for sustainable and just futures'

Host: Australian and New Zealand Academy of Management (ANZAM) 2016 Conference.

A strong Project Management focus



ANZAM
AUSTRALIAN & NEW ZEALAND
ACADEMY OF MANAGEMENT

ANZAM 2016 Conference - Research Symposium/Workshop

Some of the key organisers / presenters incl.

- | | |
|-----------------------------------|--------------------------------|
| • Professor Andrew Davies | - University College London |
| • Professor Jonas Söderlund | - BI Norwegian Business School |
| • Professor Derek Walker | - RMIT University |
| • Assoc. Professor Chivonne Algeo | - Monash University |
| • Dr. Sam MacAulay | - University of Queensland |

Conference website: <http://anzam2016.com/>

World class journals - publishing opportunities

Project Management World Journal (PMWJ)

Produced and edited by David Pells, PM World Journal (PMWJ) is a web-based monthly publication featuring dozens of articles, papers and stories about projects and project management around the world.

www.pmworldjournal.net; to learn more, visit www.pmworldlibrary.net.

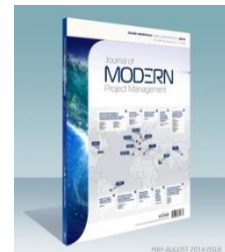


PMWJ also acts as a Media Partner for many national and regional project management conferences and events. This can be a great opportunity for Member Associations to published and get their message out; simply contact David on editor@pmworldjournal.net.

Another great publishing opportunity:

Journal of Modern Project Management (JMPM)

This is another highly professional journal that presents publishing opportunities. Make contact with **Zózimo** through the following website: www.journalmodernpm.com



Articles of interest

- Editorial by Prof. Derek Walker on the extensive global research conducted on 'Re-thinking project management'
- 'What lies ahead for Project Management as a discipline' by Dr Jiwat Ram
- 'Why major projects are failing' by Robin Schliebs (FAIPM)
- 'Looking into the future' by Paul Hodgkins & Esil Inam



Emerald Insight



International Journal of Managing Projects in Business

Editorial

Derek Walker

The special issue, Volume 9 Issue 4, in the *International Journal of Managing Projects in Business* URL <http://www.emeraldinsight.com/toc/ijmpb/9/4> celebrates an important milestone for the PM community. It contains 11 peer-reviewed papers and an editorial that reflect upon 10 years of re-thinking project management and should be of great interest to practitioners as well as academics and students of PM who wish to see how the PM agenda changed in 2006 and continued to develop to this day.

Ten years have elapsed since the Re-thinking project management research network published their report and several seminal paper that were presented in the special issue of Volume 24 Issue 8 in Elsevier's *International Journal of Project Management* in 2006 (Winter, Smith, Morris and Cicmil, 2006) url <http://www.sciencedirect.com/science/journal/02637863/24/8>. It is also 10 years since the publication of the influential book 'Making Projects Critical' (Hodgson and Cicmil, 2006) in which a number of authors, who also participated in the Re-thinking PM network, made contributions to that book. These two research networks were supported and encouraged by earlier published work from what is often termed the 'Scandinavian school of project management' which was formed with its first research group meeting in 1993 and widely cited from their special issue publication in 1995 (Lundin, 1995) in the *Scandinavian Journal of Management*. It seemed timely to celebrate 10 years on for two of the groups and the birthday of the third group; now over two decades old. I was a bystander to these events and, like many readers of this journal, benefited from its ground breaking impact that consolidated a lot of leading work by Professor Peter Morris with two books that proved to be highly influential (Morris and Hough, 1993; Morris, 1994). Professor Rodney Turner also supported these foundations of PM re-thinking through his co-authoring of several books and as particularly as editor of the *International Journal of Project Management* responsible for promoting and enabling the re-thinking PM SI in 2006. Clearly the re-thinking PM network tipping point outcome in 2006 had its genesis a decade earlier but it often takes a decade for radical ideas to take root in academia and practice.

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

From the editor*About this issue*

This final issue for 2016 contains a selection of special issue (SI) papers on “Reflections of 10 years of thinking project management – legacy and future.” This is also my last issue as editor after nine years in the role and having been the founding editor of this journal. It is with great pleasure and confidence that I hand over the role to Professor Nathalie Drouin from UQM in Montreal, taking over from Volume 10 Issue 1 onwards. She is committed to continue to encourage, support and welcome innovative PM paper content.

This issue celebrates an important milestone for the PM community. Ten years have elapsed since the re-thinking project management (RPM) research network published their report and several seminal paper that were presented in the SI of Issue 8 in Elsevier’s *International Journal of Project Management* in 2006 (Winter *et al.*, 2006). It is also ten years since the publication of the influential book *Making Projects Critical* (Hodgson and Cicmil, 2006) in which a number of authors, who also participated in the RPM network, made contributions to that book. These two research networks were supported and encouraged by earlier published work from what is often termed the “Scandinavian school of project management” which was formed with its first research group meeting in 1993 and widely cited from their SI publication in 1995 (Lundin, 1995) in the *Scandinavian Journal of Management*. It seemed timely to celebrate ten years on for two of the groups and the birthday of the third group; now over two decades old. I was a bystander to these events and, like many readers of this journal, benefited from its ground breaking impact that consolidated a lot of leading work by Professor Peter Morris with two books that proved to be highly influential (Morris and Hough, 1993; Morris, 1994). Professor Rodney Turner also supported these foundations of PM re-thinking through his co-authoring of several books and as particularly as editor of the *International Journal of Project Management* responsible for promoting and enabling the RPM SI in 2006. Clearly the RPM network tipping point outcome in 2006 had its genesis a decade earlier but it often takes a decade for radical ideas to take root in academia and practice.

This *IJMPiB* SI recognizes the contribution made by three research networks that collaborated and influenced each other, together with others whose ideas and research work supported and extended the boundaries of PM theory and thought leadership. We hope that when researchers and practitioners are searching for the roots of the general expansion in PM thinking and re-thinking, that this SI will be a valued resource that helps them understand the context and *zeitgeist* leading up to that tripping-point period that led to the legitimization and support for its extension in today’s PM-related research.

The SI contains 11 papers that provide a mix of historical perspective, examples of changes in thinking about PM theory and practice and illustrations of where PM research and practice is heading. It is too early to say that another tipping point is, or has been, approaching but we can be confident that we are seeing exploration of new and exciting perspectives on what PM is, what a project is (or even if it exists at all) and how that is changing society. This SI should provide readers with a rich source of food for thought and reflection.

Paper 1 written by Derek Walker and Beverley Lloyd-Walker, is entitled “The rethinking of project management: its influence on the International Journal of Managing Projects in Business.” It sets the scene for the SI by undertaking an analysis of the content and impact of the three major research networks on all papers published in this journal from its inception in 2008 in Volume 1 through to the end of 2015. Their paper was inspired by the Svejvig and Andersen (2015) analysis of the RPM influence on the PM literature but Svejvig and Andersen’s focus was on RPM only and their intentional focus limitation left a gap in considering the other two interwoven research networks. However, their paper provided an impetus to expand the analysis to the three PM research networks for this journal’s SI. This Walker and Lloyd-Walker paper provides background history of the three research networks as well as analysis of 309 papers to assess the impact and influence of these three research networks on those papers.

Paper 2 by Damian Hodgson and Svetlana Cicmil entitled “Observations and reflections from 10 years of making projects critical” provides an authoritative account of how the “Making Projects Critical (MPC)” research network was formed in the summer of 2001. This group were informed, as they point out, by earlier work from the 1990s including a strong influence from the “Scandinavian school of project management.” New ways of perceiving PM arise out of conflict and paradox, not in a negative way but through conversations that explain how different people perceive their reality. This MPC network added another dimension to the RPM explorations of theory and practice and so it was a vital element to the legitimization of today’s diverse PM research agenda. I spent a lot of time many years ago trying to track down papers that explained the evolution of this group to be able to correctly cite the work and found it very difficult. Fortunately I knew Damian and Svetlana so could gather some background from various conversations with them. This paper is very important to readers because it provides one very well packaged explanation of the network’s history and philosophical growth. I am sure that this paper will be cited extensively as a valuable historical piece.

Paper 3 follows in this historical vein. “Towards a multi-perspective research program on projects and temporary organizations: analyzing the Scandinavian turn and the rethinking effort” by Mattias Jacobsson, Rolf Lundin and Anders Söderholm provides a wonderful historical and authoritative account of how the “Scandinavian school of project management” was formed and how it evolved. This traces the formation of the “International Network on Organizing by Projects” (IRNOP) in 1994 after conversations by leading individuals in that group in 1993 and explains the philosophy and underpinning concepts that shaped the research work and ontological perspectives of that network and how it has evolved. As with Paper 2, this paper provides immensely valuable insights for readers about what influences shaped the thinking of what is without question a seminal PM-related intellectual powerhouse of ideas that has helped shape today’s diverse views of what PM may be. They cite the literature and research work that influenced the network and this provides a powerful source for readers who need to cite seminal work. The paper also contains results from a survey of leading academics from this school of thought that provide insights and comments on what prime characteristics shape that school of thought and where the research interest may be heading. The paper is a must-read one, as with Paper 2, for writers of PM who need to explain the context of PM thought and how it evolved.

Paper 4 is written by two leading scholars firmly associated with the Scandinavian School as well as the re-thinking network who also bring fresh perspectives to the nature of PM work. Many readers will be familiar with papers that are considered

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seminal by Jonas Söderlund and papers that explore project complexity by Joana Geraldi-Stäblein. In the paper by Joana Geraldi-Stäblein and Jonas Söderlund entitled “Project studies and engaged scholarship: directions towards contextualized and reflexive research on projects” they developed a conceptual framework circumscribing three types of project research, which are used to craft future research directions, in the five re-thinking research directions and offer a sixth, call for engaged and, ambidextrous scholars, whose “job” goes beyond the writing of articles and research applications, and includes shaping discourses of project research, nurturing new project scholars, contributing to project practice and carefully considering the legacy of projects and project studies in society. Joana and Jonas were Guest Editors for the SI in 2012 Issue 4 in which many leading academics in the PM field contributed papers that discussed seminal work that informed their ways of thinking about PM and its application. That SI, like this one, provides rich context and access to seminal ideas and so is highly valuable to PM scholar. This particular paper provides deep insights, based on Habermas’ three ways of knowing, their “Type 3” PM research project areas category and description provides us with a forward looking perspective of where RPM (reconceptualised as project studies) has taken us based on their sixth research direction for “reflective, ambidextrous and engaged scholars,” who are able to reconcile rigor and relevance. This will be another highly cite-worthy paper for scholars and emphasis the pragmatic relevance criterion for sound research.

Paper 5 from Darren Dalcher is entitled “Rethinking project practice: emerging insights from a series of books for practitioners.” He was, as series Editor of Gower Publishing’s Advances in Project Management book series, able to identify major contributions published in the book series and identify research theme and approach trends within the context of the findings and outputs from the RPM Network. More specifically his key aim was to address the concerns of project practitioners and explore alternatives to the assumed linear rationality of project thinking. The paper also is useful to readers because it offers a guided catalogue to some of the key ideas, concepts and approaches offered to practitioners through the book series. Dalcher’s research-practice-knowledge dysfunction model offers a wider schematic depiction of the gap between theory and practice and he explains how the book series provides opportunity for a number of reflective practitioners and industry engaged academic writers to explore research directions and publish relatively concise and focussed specialised topic books. As a researcher and teacher I personally found these to be invaluable resources to better understand the growing and emerging list of topics and to suggest to my students and PhD candidates these books (a number of them having been reviewed in the journal over the years) that they study them. They are ideal, due to their condensed and specialised nature. If readers of this paper do nothing else than peruse it, especially Table 3 in the paper that identifies 22 book titles and their authors, they will gain a ready-made must-read list of short books to develop their understanding of PM. This paper further enhances that aim because he provides a very useful classification and analysis of how many of these books fit into focus areas such as stakeholders, risk, governance, ethics, complexity and a number of other areas of emerging theory and theory about practice. This is also a paper that could be very useful to refer to and cite.

Paper 6 entitled “The Danish agenda for rethinking project management” by Per Svejvig and Sara Grex analyses similarities and differences between the Danish RPM initiative named Project Half Double (PHD) and the RPM research stream and also discusses how PHD and RPM can inspire each other in research and practice.

Per Svejvig was one of the authors that proved a highly informative paper (Svejvig and Andersen, 2015) for the first paper in this issue. One useful aspect of this paper is a framework identifying ten leading stars as an intellectual foundation for PHD that was developed as an industry academic partnership primarily driven by industry as well as the lean thinking conceptualisation of the “impact, leadership and flow method” (ILF method). The ILF method suggests several tools for working with impact in projects such as “impact case with success criteria” and “monthly pulse check” supported by impact reinforcement activities. In a practice-focussed way, this paper compliments Paper 4 as well as indicating how the RPM agenda has led this particular Danish group.

Paper 7 by Neil Turner, Elmar Kutch and Stephen Leybourne entitled “Re-thinking project reliability using the ambidexterity and mindfulness perspectives” provides a practice turn influence to RPM. This paper brings together two seemingly disparate bodies of literature – ambidexterity (the ability both to exploit and explore) and mindfulness – to take a fresh perspective on the management of uncertainty. The authors differentiate between “rule-based” and “mindfulness-based” reliability and explore project risk responses in environments characterized by varying degrees of uncertainty. They studied five case organizations across a range of industries to illustrate how uncertainty may be prepared for and suitable responses activated, thus adding to our understanding of the nature of ambidexterity, by investigating managerial actions and how they act as “switches” between modes. The data consist of initial survey responses to indicate the level of mindfulness under conditions of normality, followed by interviews studying particular incidents and the nature of the responses. The paper explains how it fits into the RPM research agenda and offers a framework for managers to evaluate their own context in terms of uncertainty and provide suitable response options offering insights into more nuanced, thoughtful and flexible approaches to managing as called for by the RPM research agenda. This paper provides a good example of how the RPM and other two research groups have shaped the current research agenda.

Paper 8 entitled “Continental thinking: a tool for accessing the project experience” by Bronte van der Hoorn provides another example of a paper that has been inspired by the RPM and MPC agenda and like Paper 7, it provides an excellent illustration of how the research agenda has radically changed over the past decade. The paper argues from a continental philosophy world-view that significantly contrasts to the currently dominant analytical philosophy viewpoint and can have significant impact on our interpretation of our observations of the “reality” that we perceive a project to be and the actions taken as being project management work. It was rare to see any legitimacy afforded to a philosophical stance in the PM literature prior to 2006 and the notion of discussions of questions about the existence of projects as a reality was generally relegated to the fringe of the PM community. This paper provides a very insightful explanation of how continental thinking evolved from the MPC and RPM roots to become a valid way of explaining actions and observations of may be termed project work. I only know of two PhDs that have taken this kind of stance (Sewchurran, 2008; Whitty, 2009), they may be more but they are a rarity. The paper investigates the links between the PM literature and an Heideggerian paradigm of project work that is strongly aligned with the continental perspective to illustrate the impact that the three research groups discussed in Paper 1 has had on recent PM literature. It adds another valuable dimension to our understanding of project work and how this has been influenced to access diversity in our interpretations of the project phenomena that would remain inaccessible through a purely analytical lens.

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The paper provides some rich and expressive illustrations that could be very useful for readers to help them explain this interesting perspective of PM to other reflective practitioners or reflexive scholars.

Paper 9 provides several interesting insights. Michelle Turner's paper "Beyond the iron triangle: reflections of an early career academic" provides insights on how the RPM agenda has influenced her from three perspectives: project practitioner, project educator and researcher in project management. This is a valuable and interesting paper as it captures the essence of how this new thinking about PM has been liberating for her in a number of ways. It is a highly personal paper and is not intended as a research paper as such, but she explains in the paper how the legitimization these new of ways of thinking about PM essentials has influenced the range of available research methods, how a PhD may be examined and what analytical approaches have opened up over this last decade. Perhaps her final statement in the paper suggests the contribution that the three research groups described in Paper 1 and other researchers who have also influenced the agenda sums up the impact that has resulted from their contribution. She says "As both an educator and researcher, my understanding of project management continues to be a work-in progress as I grapple with increasing complexity, a globalized workforce, economic uncertainties and disruption caused by the evolution of technology. The RPM research agenda provides a critical platform from which I can respond."

Paper 10 takes a very practical and, for many readers, a thought-provoking perspective on the impact of changes in how PM work is conceived by employers and those engaged in PM work. Beverley Lloyd-Walker, Erica French and Lynn Crawford report in their paper "Rethinking Researching Project Management: Understanding the Reality of Project Management Careers" an investigation of the long term development of project workers, their career paths and their contribution to organizational success. Through that study, they identify issues in the long-term development of project workers, their career paths, their contribution to organizational success and their need for equity of opportunity. This paper highlights a poorly understood consequence of the explosion in understanding of the term "project management" as a career designation and its impact on the career choices and working conditions experienced by project managers. This is part of their ongoing study of capabilities, lived-experiences and human resource management implications and consequences of the PM emphasis that is so prevalent today. The way that project work is perceived by employers and employees (contractor or permanent) has a direct influence on what was previously taken-for-granted in term of working condition expectations. Lloyd-Walker, French and Crawford conducted 75 interviews across three industry sector groups: engineering/construction; information technology/business and the public sector. They undertook in-depth interviews with those in project roles such as construction managers, project and program managers and other project team members. They consciously engaged interviewees at various stages in their career journeys. The average age of those interviewed was 42, the youngest being 24 and the eldest over 65 years. This provides deep and broad insights into the lived reality of those interviewed and so contributes greatly to our understanding about the new reality of project work taken from the perspective of how the world has now re-thought the nature of PM work and what that means for career management. The quotes that are cited by respondents provide unique insights into their lived reality and make a powerful contribution to our fuller understanding of how the perceptions of PM work has changed and its impact over the past ten years.

The final paper, Paper 11, takes a unique perspective on re-thinking by reviewing the life's work of the late Albert Hirschman (1915-2012) who was somebody who could have been perceived as a RPM practitioner many decades ago. Lavagnon Ika and Jonas Söderlund in their paper "Rethinking revisited: Insights from an early rethinker" takes us on a very interesting journey. They begin their paper with a description of an iconic Canadian project from 1826 and then weave in the story of a pioneer of international development project delivery and discuss his concept of the "Principle of the Hiding Hand" in a book published in 1967. This paper links RPM with mega complex projects and the aid-development PM world.

I am extremely grateful to the contributors of this issue. For me, it helps me understand the historical influences and trajectory of what PM work so that I can better explain (to others and to myself) the roots, influences and trajectory of the PM discipline, domain, field area or whatever we care to call it. I trust that it will be of great value for researchers and practitioners when grappling how to cite the sources of these ideas and legitimacy of this focus of research.

For readers who are interested in IRNOP, the 2017 conference will be held at Boston University, the web link to IRNOP that contains many useful links to innovative PM research matters is www.irnop.org/ this website maintains a valuable link to past conferences and related journal SIs and other useful information.

Derek Walker

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Another article by one of apfpm's regular supporters Dr Jiwat Ram

What lies ahead for Project Management as a discipline?

There have been growing interest in the following questions: what lies ahead for project management as a discipline? What will be the future of project management? How will it evolve from its existing state of elaborate approaches and frameworks? Who will be the flag bearer to integrate new ideas and concepts into the body of knowledge to keep it fresh and relevant and help deal with projects of varying size and complexities in future? Who will take a leadership role to provide vision and foresight to help project management evolve? There is no clear answer to any of these questions.

The above concerns arise because project management as a discipline seems to have stagnated as the processes and standards have become all too structured and well architected. While every project is unique in many different ways requiring some form and level of tailoring and subtle refinements of processes, practices and techniques throughout the project lifecycle, yet the evolution and identification of new processes, practices, methodologies, and tool and techniques is slow at best and unnoticeable at worst.

The widely used techniques such as Gantt Chart, Network Diagram, and Work Breakdown Structure (WBS) were created 50-100 years ago. Few (to none) promising techniques to replace these well-established bases for planning and implementation point to the slow pace of evolution and developments in project management discipline as a whole. Agile methodologies are getting momentum, but their use is not suited or not aligned to projects executed across various segments of businesses.

While using best practice guidelines is a sensible strategy, the question is: how many projects are executed based on these guidelines? It may be that practitioners find the best practice guidelines too sophisticated and complex to use. Or, it may be that best practice guidelines are not universally applicable to projects' context and varieties. Another reason for this predicament could be that the value proposition of using the best practices is not well articulated. People may not know the relationship between using the best practices and the impact they have on the outcome / success of projects. The problem is highlighted in a blog on the APM website, as Godbold (2015) notes " best practice can be dangerous and as Mary McKinlay says, there is no such thing! What others do is right for their context but may not translate into yours. At its best it is used to learn and develop, at its worst it is used verbatim, assuming it will make them as good as the best."

Time is ticking by and the situation presents an opportunity for visionaries belonging to various walks of life and fields of professions to sit together and come up with an agenda for the future of project management. Experts, practitioners, academics, researchers, institutions, and policy makers need to seize this opportunity and combine their efforts and foresight to develop a sustainable agenda for further developments in project management. The path of co-creation is the path to follow.

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WHY MAJOR PROJECTS ARE FAILING by Robin Schliebs (FAIPM)

There is an ongoing failure of major projects in Australia, currently around 48% - improving by only 10% in past 20 years – as confirmed in the survey by Infrastructure Australia ('A Review of Project Governance Effectiveness in Australia' – March 2013)

Failure includes either, not achieving scheduled completion, the cost budget and/or the design deliverables, and is primarily due to:

A. lack of engagement of qualified and experienced Project Managers, and who should be independent of the design and build of any project, and B. poor project planning and controls, and not systematically monitoring progress.

The Sydney Opera House is a case study in major project failure. The project was managed by the Architect (Mr Utzon) and became months late and millions over budget when the NSW government had to shutdown the project, appoint a qualified Project Manager, and restructure and complete the project.

All levels of government have a strong 'project' focus and it is crucial that they utilise professional project management. Unfortunately, there is minimal application of professional project management across Local, State and Federal Governments, thereby creating a high risk of project failure.

Infrastructure Australia oversees major infrastructure projects across Australia, and it is crucial that these projects utilise, promote and engage professional project management and with a project plan prepared and controlled by experienced planners to optimise project success.

The 'National Infrastructure Plan' (COAG Report – June 2013) makes NO mention of project management, the Department of Infrastructure & Regional Development website www.infrastructure.gov.au has NO information on project management on infrastructure projects and NOR does the Australian Infrastructure Audit – May 2015. This ignorance is highly concerning given the fundamental importance of professional project management of infrastructure projects across Australia.

Professor Peter Shergold recently prepared a report (Updated Feb 2016) titled 'Learning from Failure: Why large government policy initiatives have gone so badly wrong in the past and how the chances of success in the future can be improved' which provided an independent review of government processes for implementing large programs and projects, including the roles of ministers and public servants.

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‘Section D’ – ‘Enhancing Project Management’ – (‘Lessons from the past’) of the Shergold Report provided the following conclusions:

☐ The Australian Public Service (APS) Commission should work with industry associations to develop standards of proficiency for public sector project and program managers, with agencies committing to support these staff through career development opportunities, continued education and participation in professional communities of practice. ☐ For all projects and programs, there needs to be a clear understanding about who accepts end-to-end responsibility for managing implementation, wields delegated authority and where accountability resides.

☐ The APS should establish a ‘tiger team’ capacity by which service-wide expertise can be harnessed to assist Senior Responsible Officers in the management of high risk, large scale projects. ☐ Whilst acknowledging that different departments have different workforce needs, Senior Executive Service selection criteria should place greater emphasis on program leadership when considering a candidate’s demonstrated breadth of experience.

From the foregoing evidence there is clearly a major deficiency in the management of projects and government departments, agencies, and contractors should ONLY engage Project Managers who have the appropriate qualifications, experience, and AIPM accreditation, to optimise the competence in undertaking major government projects, achieving the planned outcomes and minimising risk of failure.

The new \$2 billion Royal Adelaide Hospital project has seriously failed on its budget, its completion date and its design capacity, which is primarily due to non-qualified Project Directors and Managers being employed by the State Government and SA Health Partners. This project had a succession of Project Directors, starting with a senior Doctor in Health SA and later an Architect with no project management qualifications. By comparison, the \$2 billion Fiona Stanley Hospital in Perth was completed close to budget and schedule in 2014, and this was primarily due to project planners being engaged from its commencement.

Project architects and engineers must be qualified and yet ANYONE can be the Project Manager. It is crucial for all levels of Government to engage professional project management and establish an affiliation with the AIPM to advise and assist them, so that those organisations can optimise their project management skills and capabilities.

For example, the SA Department of Transport operates with professional project management, and a Project Management Office (PMO), and has a history of delivering successful major transport projects.

The AIPM represents the project management profession in Australia, has Chapters in each State and Territory, and it has global affiliations. It has accreditation programs for Project Managers and for training courses and tertiary education courses, and has around 11,000 members nationally and 1,000 in SA.

Regrettably, ‘anyone can call themselves a Project Manager’ and be employed accordingly, which is a ‘recipe for project failure’ as confirmed in the Infrastructure Australia survey.

Infrastructure Australia should therefore MANDATE professional project management on its projects and establish an alliance with the Australian Institute of Project Management (AIPM) – www.aipm.com.au. The AIPM should also develop alliances with major project authorities, both government and private, to promote professional project management and improve project success.

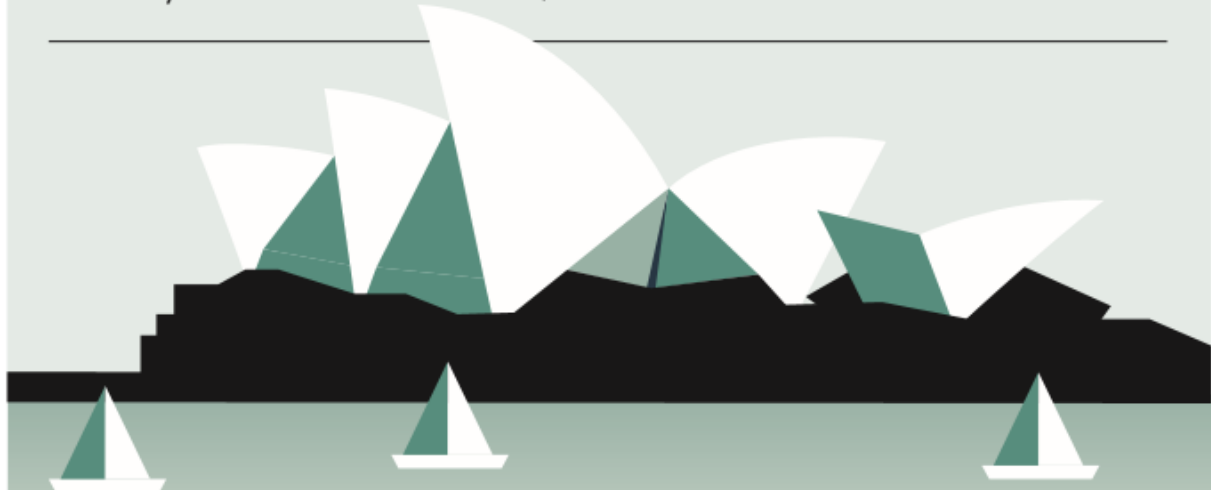
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LEGACY

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Look into the future

To determine your project's success, begin to think about its legacy before you've even started work, write **PAUL HODGKINS** and **ESIL ONAL INAM**



Our world faces a series of complex issues and a host of ever-increasing challenges. Whether it be the impact of globalisation, volatility caused by political and economic uncertainty, the demands on healthcare created by an ageing population, or the effects of climate change on our weather systems, one thing is certain: the next set of challenges is just around the corner.

Here is another certainty: projects and programmes are being used as the instruments of change to address emerging challenges. It will be their legacies that determine whether or not they were considered successful. Therefore, what happens after project delivery is not just important – it must become the reason we undertake the project in the first place.

APPROACHING LEGACY

It should not matter whether these projects are the instruments of change needed to address global challenges, or simply voluntary work within our local communities; the topic of legacy should be uppermost in our minds from the moment the project is conceived.

However, as a profession, can we honestly say that we all think deeply about what we wish our project legacy to be? Or is it that – in a world where our approach to projects tends often to be short term, delivery oriented and focused on 'getting the job done' – legacy is not something we are concerned with?

Littered throughout history are projects that were delivered immaculately to time, cost and quality, and yet have been

considered failures. We must, therefore, think seriously about how to approach the task of creating our intended legacy, so that we gain new knowledge and insight, which can, in turn, help us improve rates of project failure and address regular challenges.

It is interesting that, while the tools and techniques used to manage projects have stayed essentially the same over many years, the environment in which our projects are managed has become ever more complex, and uncertainty is the only thing we can be sure of.

To consider, from the beginning, what may occur after a project is delivered allows us to think in novel ways. For example, if the main aim of projects is to support the achievement of strategic and operational objectives, then each project undertaken will create incremental shareholder and stakeholder value and contribute to a shared legacy. If it does not, then should we start or continue that project at all, even if ►

WE MUST THINK SERIOUSLY ABOUT HOW TO APPROACH THE TASK OF CREATING OUR INTENDED LEGACY, SO THAT WE GAIN NEW KNOWLEDGE AND INSIGHT, WHICH CAN HELP US IMPROVE

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the business case is viable? Or should we provide more resources to those projects that expand our organisational future?

Addressing legacy as part of our project planning can also help the stature of our profession by demonstrating that we are contributing to something much bigger than the project alone. This will ensure that we are not viewed simply (and incorrectly) as 'executors of planned tasks', but as the custodians of the future.

The legacy of projects can inspire people to do things more effectively in the future. Thus, the legacy of one project will directly or indirectly impact on the success of another. Project legacy can help create an identity. Organisations can therefore use legacy as part of their marketing strategy, or as a characteristic to differentiate themselves.

THE FOURTH DIMENSION

'Legacy' can have many meanings and can be dependent on many things – such as our own perceptions, judgments and view of the world. Legacy can be visible or invisible, permanent or temporary, real or perceived, with a short- or long-term impact.

There are 'hard' legacies, such as the 'afterlife' of a built venue; 'soft' legacies, such as lessons learned; and 'emotional' legacies, such as the feeling of togetherness and pride that the UK felt in hosting the 2012 Olympic Games.

But one thing that none of us can control – and yet contributes significantly to how a project's legacy is perceived – is the dimension of time.

The best example of this is the Sydney Opera House. In the 1940s, Sydney was overshadowed by a rival city, Melbourne, and one of the ways to put Sydney 'on the map' was to design and build the Sydney Opera House. In that aim, no one can deny that it has been a resounding success.

Designed by the Danish architect Jørn Utzon, its immediate legacy, however, included the sacking of its project manager, Utzon's resignation part way through, continual political interference, persistent changes in scope, spiralling costs, street protests and an opening that came 10 years later than planned.

When the Sydney Opera House eventually opened in 1973, in the presence of Her Majesty the Queen, Utzon was not even invited to the opening ceremony, nor was his name allowed to be mentioned in Her Majesty's presence. Perhaps the saddest legacy was that Utzon garnered a reputation as a 'one-building architect'.

With the passage of time, the Sydney Opera House enjoyed a growing reputation, sitting proudly against the backdrop of

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Sydney Harbour. In 1999, Utzon was invited back to act as a guide for future design changes.

In 2003, he was awarded the highest honour in international architecture, the Pritzker Prize. In 2004, the reception hall was renamed the 'Utzon Room', and when he died in November 2008, the flags on the Sydney Harbour Bridge were flown at half mast. Perhaps his legacy – and that of the Sydney Opera House – is best captured in the words of the American architect Louis Kahn: "The sun did not know how beautiful its light was, until it was reflected off this building."

LEGACY QUANDARY

All projects leave legacies and, as such, we must think about legacy at a strategic level and recognise it as a strategic enabler. When thinking about legacy, it is important to consider it as carefully as we do risks, opportunities, stakeholders or schedules. But, while we may be able to influence the perceptions and judgments of others through our stakeholder engagement and management strategies, we cannot plan for what cannot be controlled – such as changes in political systems, developments in culture or environment, adaptations in community values and ethics, or the dimension of time.

Legacy is not just about doing the project right, but about doing the right project. Project managers must plan for what we wish our legacy to be, and then review, recalibrate and re-plan at every stage. Nonetheless, plans may be rendered worthless by things that we cannot control.

When it comes to guidance as to what we should consider when thinking about project legacy, our current methods, tools and techniques seem to have little to say. It is time, therefore, to break the silence.

Project professionals have stayed in their comfort zone for too long by not thinking meaningfully and deeply about project legacy and what the real purpose of our projects actually is.

We must be able to envisage the 'bigger picture', and be able to do so now. Why? Because tomorrow is too late; it is already the future. □

KEY MESSAGES

■ What happens after you have delivered a project should be the reason that you begin the project.

■ Project legacy is about inspiration, creating an identity and being the difference that makes the difference.

■ Each project undertaken within a portfolio creates incremental shareholder and stakeholder

value, and contributes to a shared legacy – whether you like it or not.

■ Project legacy is about seeing the 'big picture' and thinking beyond the project life cycle.

■ Grasping the project's legacy will help you manage projects more effectively, decrease project failure and create a better project future.



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Next Newsletter

The next Newsletter will be published in December 2016. Please send any comments, suggestions, or articles to: bill.young2010@gmail.com.

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