

Equipping Programme Managers for Global Success

Programme Management Conference 2016

[APM Programme Management Specific Interest Group \(ProgM SIG\)](#)

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Introduction

By Dr. Ed Wallington.

We held our Annual Programme Management Conference in March 2016 in London, with the theme of *'Equipping Programme Managers for Global Success'*. It is now widely accepted that the only constant is change, and as the programme management environment becomes increasingly more mainstream and widely adopted, there is a need to ensure current and future programme managers have the skills and experience necessary to succeed. Our one-day international conference explored this theme through presentations from 10 speakers and discussion.

A review of the conference and individual presentations can be found below. We have provided a short review, along with embeded slides and audio.



We were proud to welcome a wide range of speakers to give insights from various programme management backgrounds and examples of delivery focussed lessons learned. Speakers included:

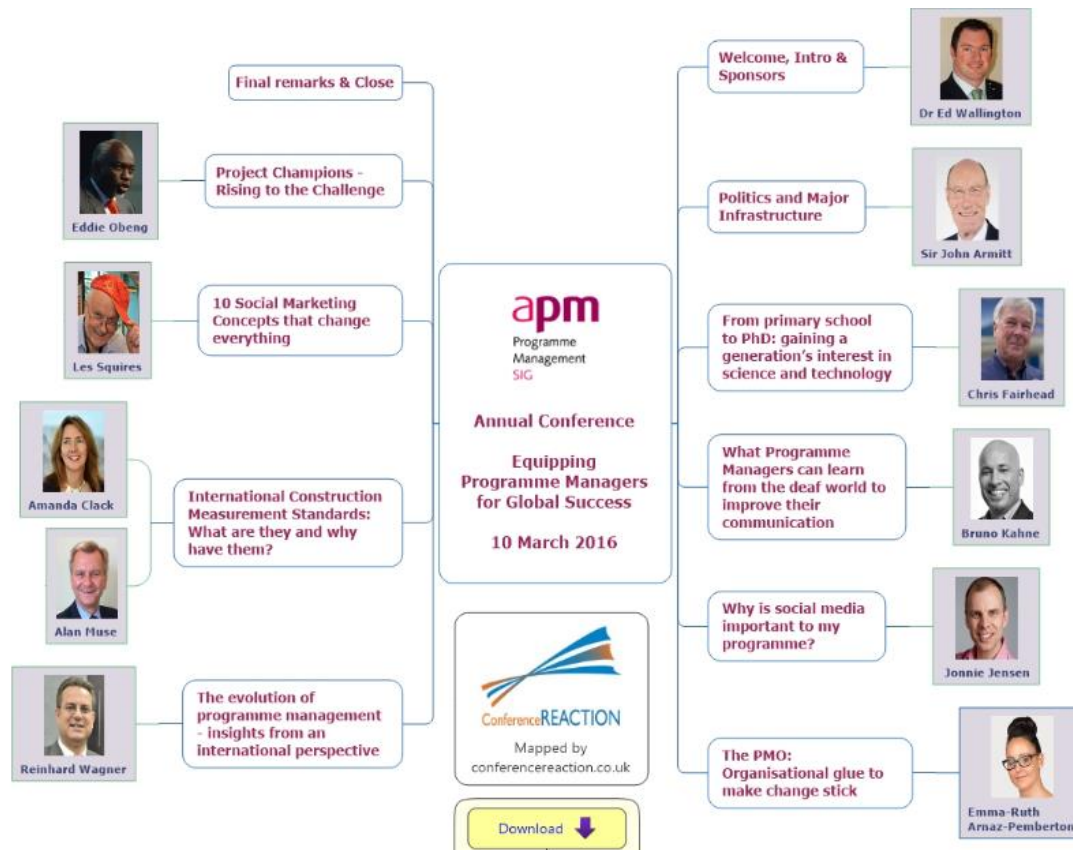
Speaker	Presentation abstract
Sir John Armitt , President of the Institution of Civil Engineers, Chair of the National Express Group and City & Guilds, and Deputy Chair of the Berkeley Group	<u>Politics and Major Infrastructure</u>
Chris Fairhead , Delivery Director, Bloodhound SSC	<u>From primary school to PhD: gaining generation's interest in science and technology</u>
Dr. Bruno Kahne , Head of Leadership Faculty at Airbus Group Corporate University	<u>What Programme Managers can learn from the deaf world to improve their communication</u>
Jonnie Jensen , founder of social business agency Live + Social	<u>Why is social media important to my programme?</u>

Emma-Ruth Arnaz-Pemberton , MAPM, MCMI, Collaboration Consultant at Samworth Brothers	<u>The PMO: Organisational glue to make change stick</u>
Reinhard Wagner , President of IPMA	<u>The evolution of programme management - insights from an international perspective</u>
Amanda Clack , FRICS, Head of Infrastructure EY Alan Muse , BSc (Hons) MSc FRICS, Global Director of Built Environment Professional Groups	<u>International Construction Measurement Standards: What are they and why have them?</u>
Les Squires , Social Networking Consultant	<u>10 Social Marketing Concepts that change everything</u>
Professor Eddie Obeng , Pentacle Virtual Business School and Professor at the School of Entrepreneurship and Innovation, Henley Business School	<u>Project Champions - Rising to the Challenge</u>

We had a truly riveting day discussing topics including:

- How politics will always determine major infrastructure programmes, the relationships and why these need to be understood by programme managers;
- Progress on Bloodhound and how the education programme element is encouraging and developing future skills.
- How programme managers can improve communication skills by learning from the deaf to help make communication simpler, more precise and more rapid;
- How social media is increasingly important in programmes, and how to best leverage these platforms to aid our delivery and success;
- How social networking can be used to bring together remote teams, minimize down time, escape email overload and work in a real-time, engaged and enthusing way;
- Insights into good practice PMO's to aid consistency and one version of the truth in support of programme managers and their organisations;
- Insights into how international programme management has evolved over time, and how programmes are essential for effective realisation of benefits;
- An overview of International Construction Measurement Standards and insights into the coalition managing the development process in more than 140 countries to create international standards to harmonise cost, classification and measurement definitions.
- How programmes are increasingly spanning time-zones, cultures and languages, and how we can work more effectively together with virtual teams and how we can be better equipped to deliver global programmes.

For those who enjoy a visual mindmap to guide you through a summary of the presentations, we have some excellent mindmaps from Conference Reaction ([click here for full details](#)):



I would like to thank again our sponsors: CH2M and BMT Hi-Q Sigma; and those who supported us: Gower, RICS and BCS.

The **Equipping Programme Managers for Global Success Conference** is sponsored by



and



and supported by:



The need for change – delivering tomorrow's infrastructure

Sir John Armitt

Chairman of the National Express Group and City & Guilds; Deputy Chairman of the Berkeley Group; Member of the Board of Transport for London; President of the Institution of Civil Engineers (ICE).



The APM's annual Programme Management Conference kicked off with Sir John Armitt who was introduced as 'a legend in his own lifetime' in the programme management world with a CV that covers the Channel Tunnel Rail Link, Chairmanship of the London 2012 Olympic Delivery Authority and now a member of the National Infrastructure Commission.

Sir John's keynote presentation gave us a history lesson and a 'reality pill' of the relationship between politics and major infrastructure. In this respect, he highlighted the challenges of financing major infrastructure and, using examples of cyclical political stances over nationalization and private sector funding, he outlined the risks associated with business confidence in Government commitments to major long term schemes. His narrative around the London Olympics where political consensus and a 'hard' deadline were key to successful delivery also highlighted the need for 'realistic' cost estimates.

Looking forward to the National Infrastructure Plan he highlighted the subtleties of the alignment and differences between the major parties in their response to the National Infrastructure Commission's recommendations and the demand – on both national programme management capability and funding – if the Plan over the next 30 years is to be realized. Sir John's refreshingly pragmatic balance of sober reality and opportunity for the future set the tone for an inspiring conference.



[Listen to this presentation podcast here.](#)

By Alan Macklin

From primary school to PhD: gaining generation's interest in science and technology

Chris Fairhead, Delivery Director, Bloodhound SSC

In his opening address, Sir John Armitt referred to the importance of understanding the relationship with politicians and political policy. One Programme that is no stranger to this is Bloodhound Supersonic Car.

Bloodhound will be familiar to many as the car that will travel at 1000mph. However this is not its primary purpose. At its launch event, Lord Drayson – the then Minister of State for science and Innovation – said in his speech:

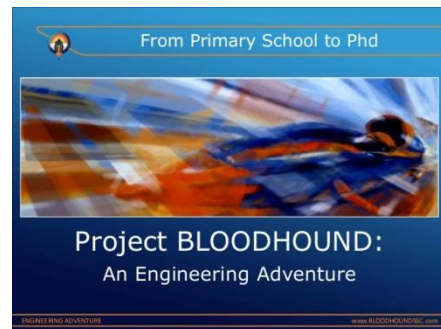


“Quite simply, no previous project of this kind has put education at the top of its list of priorities”

Bloodhound's mission is not to go 1000mph, it is to inspire a future generation to take up careers in science, technology, engineering and mathematics (STEM). Its benefits will truly be realised well after the programme has finished.

Chris Fairhead is the Delivery Director for Bloodhound. He has to deal with the political environment, the financial pressures, an assembly centre in Bristol and a running track next door in South Africa, and a range of stakeholders from primary schools to prime ministers. Oh, and deliver a technological breakthrough with the whole world looking on. So no pressure then.

Chris initially briefed the conference on the history of land speed records, dwelling on the immediate heritage of Bloodhound from Thrust II and Thrust SSC, and then gave an update on the status of the programme. The complexity of the engineering involved in the design and manufacture of the car is matched by the complexity in dealing with no secured funding and continually chasing sponsorship, engaging with stakeholders and significantly fluctuating resources (staff have to come and go as funding is available ... or not). And all this time the programme is supporting its prime aim of inspiring the next generation.



Through this adversity, the programme has continually been involved with increasing numbers of primary and secondary schools, universities and further education colleges. It is working in partnership with the British Science Association and Microsoft, as well as its relationship with STEMNET.

Bloodhound is also sharing its knowledge globally. Its website attracts a huge amount of daily interest from over 220 countries, and it will be sharing real-time data – continuing the work previously laid down by Thrust SSC.

Bloodhound is an inspiring story, and for programme managers it is a lesson in how a strong vision can unite a team through adversity, how to provide a focus on the true benefits of a programme, and how reach out to stakeholders across the world.

[Listen to this presentation podcast here.](#)

By Andrew Gray

What Programme Managers can learn from the deaf world to improve their communication

Dr. Bruno Kahne, Head of Leadership Faculty at Airbus Group Corporate University

Dr. Bruno Kahne, 'heads up' Leadership, Development, Culture and Change for Airbus Group in the south of France. He is an expert trainer, facilitator, consultant and conference speaker.

Bruno's message to ProgM SIG Conference was "What programme managers can learn from the deaf world." It soon became clear that there is plenty. Bruno is an excellent speaker and his presentation was highly rated by the audience. Feedback comments received after the conference included 'informative, new and thought provoking, brilliant content and it was the highlight of the day'



Bruno's research question "As the corporate world pushes for improved performance, pressure and stress increase. This in turn, leads to more misunderstandings, mistakes, conflict and frustration in the workplace. So how then, can a company produce more and at a better price when the channels of communication are fundamentally damaged?"

And his thesis "substantial increases in profitability or competitiveness can be achieved through a **simple, precise and respectful communication**. This has become one of the most valuable assets that a person, team or a company can possess today!"

He continues "in business we are reaching the state of the art with processes and tools and what makes the difference between a good company and an excellent company is the way people interact."

Bruno explained that about eight years ago he was introduced to the deaf world, which marked a turning point in his life. He concedes that had expected to find people that were handicapped and very quickly he discovered the complete opposite.

Instead he found that deaf people are completely at ease with their body, with their way of expressing themselves. They are able to understand everything that he was saying despite the fact that they had no access to sound and he was the one who was completely uncomfortable and feeling powerless.



With a background in sociology and psychology he thought it would be really interesting to benchmark the deaf world and find out what their strengths were in terms of communication and attempt to transfer those behaviours from the deaf world to the hearing world. This is what he now enjoys doing for a living at Airbus.

He explained that Airbus has developed a number of one and two-day training courses. When managers arrive at the beginning of day one they participate in competitive exercise exercises with deaf people. As a result, they feel completely humiliated because they have young people / kids beating them on just about any communication exercise. However, by the end of the day,

transferring behaviour by behaviour, they can perform better than deaf people – proof-positive that they have learned vital new communication skills.

In his short presentation Bruno brought to life eight powerful tips that project managers can learn from the deaf world. Check out his [presentation](#) or buy his book to find out more.

His conclusion is simple yet tremendously insightful:

Deaf people can be seen in two different ways:

“As people who have lost something, or as people who have gained something.”

[Listen to this presentation podcast here.](#)

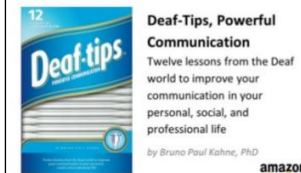
By Merv Wyeth

Conclusion

Deaf people can be seen in two different ways:

- as people who have lost something
- or as people who have gained something

If you want to read more on this approach:



Programme Management: how digital competence creates market leaders (or Why is social media important to my programme?)

Jonnie Jensen, Digital coach, social strategist and founder of social business agency Live + Social

Jonnie is passionate about the application of social media for business. His key message was around digital competency. Do we, as individuals and in our organisations, have the digital skills needed to be competent in today's digital environment. For without these skills and their usage are organisations in danger of becoming 'also rans' instead of 'market leaders'

Jonnie explained how social technology, so far, has assisted in areas such as:

- Collaboration
- Effective communication
- Access to and speed of retrieval of information
- Knowledge Exchange



And looking into the immediate future the next generation joining the workforce have grown up accustomed to new technology – it is not something they have embraced as a change.

As a Programme Manager the control and collaboration will come from the use of:

- Wikis
- Apps & plug-ins
- Instant Messaging
- Google Hangouts and Webinars
- Shared calendars
- Collaborative documents

[Listen to this presentation podcast here.](#)

By John Chapmam



The PMO: Organisational glue to make change stick

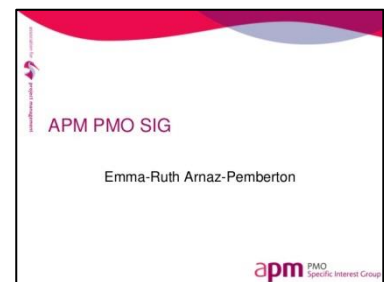
Emma-Ruth Arnaz-Pemberton, Collaboration Consultant at Samworth Brothers and Chair of APM PMO SIG

Emma was lucky enough to get the 'before lunch' slot – dreaded by many, but handled like a true professional and kept us on our toes! Emma gave an overview of how PMOs can support Programme Managers to successfully deliver benefits. Much of this was about changing the perception of PMOs to be seen as a trusted delivery partner. As Emma asked the question 'how may of us work with PMOs or are held up by PMOs?' there was a knowing nodding of heads and mumbling – a consensus that all is not well with PMO perception. I was intersted in how we cna change this and move PMOs to be seen as essential help as opposed to perceived hindrance.



Emma spoke about how PMOs can support programmes in many different ways, and focused on four roles, those of Operational, Controlling, Supporting and Directing. Each of these types are appropriate at different Organistaional competency, need or programme type. This was very eye-opening for me, and I will certainly be looking to find out more.

During the Q&A session, Emma was questions over the benefits of a PMO, and she recalled the story of a new director asking 'what is the point of you?' – now that is a challenging question! Emma's advice was to make sure that anyone who works in a PMO should be ready for that type of question, and to be clear in their response and focus on the benefits. Emma's advice was to not use project speak, but put the reponse in business terms – I would echo this with most engagements with senior business colleagues.



Emma finished off by discussing that PMOs can facilitate and support our programmes in ways that we may not have thought of. I would recommend we engage and challenge and we may be surprised of the results.

If you want more information on PMOs, you can join the PMO SIG and receive their newsletter on the APM microsite [HERE](#).

[Listen to this presentation podcast here.](#)

By Ed Wallington

The evolution of programme management - insights from an international perspective

Presentation by Reinhard Wagner, President of IPMA

Prepared by Andy Kelleher

I was delighted to introduce this influential speaker. Reinhard Wagner has 30 years of experience in project-oriented leadership and execution and is a Certified Projects Director (IPMA), Certified Programme and Portfolio Management Consultant (IPMA), President of IPMA (2015 - 2017) and Convener of the ISO/TC258/WG04 - ISO 21503 Programme Management standard.



Reinhard began by announcing: “there is an evolution taking place in programme management!” I knew things were happening in our profession, but a revolution! His talk was centered on global developments, an exciting topic, right at the very heart of the conference theme.

Projects and programmes are nothing new, ancient civilizations were known to be founded on early forms of projects and programmes. In 1697 Daniel Defoe was writing about projects – An Essay Upon Projects, describes the ‘honest projector’ as using basic principles of sense, honesty and ingenuity - today we might refer to these as competencies! Developments in the 1950’s were seen through major US military programmes, when planning methods and measuring techniques such as critical path were developed. But has consideration of other important facets of project and programme management been lost because too much emphasis has been placed on these methodologies? Reinhard cites ‘politics’ as a factor in the sense that stakeholders (in their many forms) strive to promote their own agendas. As practitioners it’s essential that we are proficient at influencing such political impacts. The message is clear: *we will not develop as a discipline if we focus on methodologies and techniques alone.* We need to consider the social, political and even psychological aspects of programme management. The new Gower Handbook of Programme Management 2nd Edition considers these important facets of programme management.

Some important trends recently researched by the German Project Management Association in 2014 highlight the ‘Projectification’ of our society where many organisations have become ‘project-oriented’. Other research shows that 40% of the German gross domestic product is run through projects reinforcing the need for ‘Professionalisation’ through improved education and certification as well as ensuring competencies at all levels are appropriate. More familiarisation is required for CEOs and sponsors who believe they are not part of the programme! As practitioners we need to bring these influential stakeholders into the programme setting and involve them; as lack of engagement is commonly recognised as a source of failure.

It’s universally understood that programme content is often complex. But programme environments and settings can also be complex and consequently they need to be fit for purpose. Projectification can have a significant impact on the resourcing needs of an organisation, often resulting in tensions between projects and line functions. This gap must be bridged, with the programme being seen as the means of achieving this.

Definitions in programme management are still being debated and yet to be universally agreed. On an international level concepts and standards are evolving through ISO/TC258 for Project, Programme and Portfolio Management. A comparison of the standards reveals that although various definitions exist, these are not that different, indicating that a more harmonized and convergent view is beginning to emerge.

The Berlin Airport project was used to make the point that it is wrong to treat complex endeavors as projects and in situations where something beyond producing deliverables and outputs, a programme is needed. The King Abdullah Economic City currently under construction in Jeddah reinforces this argument. Whilst individual elements comprising buildings and infrastructure can be seen as projects delivering outputs, it is the programme's domain to integrate these in order to establish an environment that benefits society as a whole by improving the local economy and standards of health care and education for example.



Organisations need to look beyond the traditional, so-called 'iron triangle' metrics that provide a rather limited and short-term measure of success. We should focus on outcomes and benefits by considering the effect programmes have longer-term. Recognising we still have some way to go in reaching universal agreement, the debate is still going on to agree terminology and to fully understand the differences between projects and programmes as well as their 'relationship' with their operational and line function counterparts. In the meantime, we must promote an improved understanding of the role of programmes and their importance in delivering change. Convincing sponsors and CEOs that a programme is far more than delivering a building is vital if we are to reach a consensus.

Reinhard shared his experiences, as convener on ISO 21500: Guidance on Project Management, which was published in 2012 and the challenges associated with reconciling the opinions of representatives from some 40 countries. As part of the debate on project management it was important to recognise the role of programmes in delivering change at the same time acknowledging the role of projects as supporting this process, acting as 'servants' – by helping organisations to be better. The role of programmes and portfolios are further developed and elaborated in ISO 21503 Guidance on Programme Management and ISO 21504 Guidance on Portfolio Management published in 2015. A third standard being published this year brings together governance aspects ISO 21505: Project, Programme and Portfolios Guidance on Governance.

The IPMA are also publishing standards through the Organisational Competency Baseline (IPMA® OCB) which, not only defines competencies of those involved in projects, programmes and portfolios by acknowledging the need to integrate people, resources, processes, structures and cultures. It is simply not enough to have well defined competencies but a close symbiosis between all organisational components is crucial. The ability to understand cultural differences across an enterprise and being able to bridge divisions will be a critical success factor in determining the success of projects, programmes and portfolios in the future.

The IPMA ICB 3.0 standard defines the knowledge and competencies expected of project, programme and portfolio managers through the 'Eye of Competence' consisting of contextual, technical and behavioural attributes. In addition to technical competencies, it is recognised that practitioners need to possess behavioural competencies as projects and programmes involve people, for example stakeholder engagement, communication, leadership, negotiation, consultation and facilitation. Recognising that programmes do not work in a vacuum and operate in complex environments contextual competencies are also required. In 2015 ICB 4.0 was published with terminology being changed to 'Perspective', 'People' and 'Practice'. The standard was also re-structured to include a specific section for project, programme and portfolio management.

The 2nd edition of the Gower Handbook of Programme Management is due to be launched in June 2016 at the EVA Conference in London. 50 authors from 14 countries across 5 continents have contributed – involvement on a truly international scale! More than 20 sectors are represented including: education, aerospace, automotive, transportation, construction, humanitarian aid, IT.

Social technologies will no doubt shape the way we work together in the future given the need for effective tools to enable us to work in a global setting. But looking beyond the use of tools and methodologies, more importantly are the skills required to enable collaboration, the bringing together of people and ideas to challenge current processes and encourage new ideas are qualities that will enable us to take the profession to the next level. We see from the earthquake disaster in Nepal that the limiting factor in delivering successful disaster recovery programmes is the lack management competency not money. The current situation in Germany is cited as another example where effective programme management is needed. With over one million migrants having received food and shelter, their integration into German society, remains a hugely challenging problem.

International Construction Measurement Standards: What are they and why have them?

Amanda Clack FRICS, Head of Infrastructure EY, President Elect of RICS

Alan Muse BSc (Hons) MSc FRICS, RICS Director of Built Environment Professional Groups.



A reflective account prepared by Jim Dale ProgM Committee Member

Asking someone whose only construction experience is trying, and badly at that, to assemble a garden shed, may appear a tall order. Yet Amanda and Alan managed to deliver a captivating and thought provoking presentation which featured a 5 minute 'wow' video. The video gives an insight into the challenges of providing sustainable development to meet the wants and demands of a rapidly expanding global population. I urge you to take a look at this jaw dropping video on youtube:

<https://www.youtube.com/watch?v=t6hPnE3giXw>

While Amanda and Alan are both 'movers and shakers' within the RICS (Royal Institution of Chartered Surveyors) they are also highly experienced P3M professionals with impressive track records delivering the most complex of projects.

What I never appreciated is the sheer scale of construction. In the UK construction accounts for some eight percent of GDP as new and even more ambitious megaprojects are being planned including the Northern Powerhouse, Crossrail 2, Hinkley Point to name but three. Overseas the level of investment in construction is set to increase exponentially to meet the demands of rapid globalization. Again the trends and predictions are staggering.

Despite the demand for sustainable construction, the absence of international standards result in inconsistencies. It distorts meaningful comparison, creates challenges assessing value for money and can lead to under-investment and project overruns. Equally damaging, this can result in a breakdown in client relations. This claim appears to be borne out by the increase in the number and scale of construction disputes around the globe.

While the common sense solution is to create an internationally recognized set of metrics, achieving common practice in the real world is anything but straight forward. Just because something is challenging it shouldn't be ignored and in 2015 a global coalition committed to developing and implementing standard metrics met for the first time in Washington DC. Amanda and Alan are closely involved on behalf of the RICS in this pioneering venture.

Progress has been encouraging. An independent Standards Setting Committee has been appointed including twenty-seven experts from around the globe. The focus is now upon creating standards for two distinct areas:



1. Buildings
2. Management level and infra-structure

The next step is consultation and refinement of the standards with publication anticipated in the Spring of 2017.

If you would like to know more about the standards or become involved please check-out

www.icms-coalition.org

To conclude I would like to refer to a headline prediction used by the RICS. The annual global spend on new construction is set to increase by seventy percent over the course of the next ten years. That's a huge number of programmes and projects. Our profession has to develop and improve in order that these projects are delivered on time, to budget and at the right quality. The world will become increasingly intolerant of overrun and failure. Developing and implementing robust, credible international construction metrics are critical if we are to achieve this, our primary and most paramount of goals.

[Listen to this presentation podcast here.](#)

10 Social Marketing Concepts that change everything

Les Squires, Social Networking Consultant

*We shall not cease from exploration
And the end of all our exploring
Will be to return to where we began
And know the place for the first time.*

T. S. Eliot



For those of us who use Google and Facebook regularly, the functionality and features available may appear to be well known. Type into Google a search and voila! millions of items are returned within a split second. Login to Facebook, put out a few posts and some likes and we are on the way to social heaven

Les Squires, who joined the ProgM Conference, provided valuable insights into additional features and functionality that is available.

For Google, Les introduced us to the use of Google Docs as a way of improving collaboration on document preparation, comment and collation. This removed the need to check out / check in documents that is necessary using some other technologies. He demonstrated how multiple individuals could, from around the world, produce in an efficient and effective way a single document without the problems around version control, change control and off line editing.

For Facebook, Les showed how the IPMA had used Facebook to great effect. The example he chose was from the Baltic Project Managers Conference that is in Riga in March 2016.

[Listen to this presentation podcast here.](#)

By John Chapmam

Project Champions – Rising to the Challenge

Professor Eddie Obeng, Founder of Pentacle the Virtual Business School and Professor at the School of Entrepreneurship and Innovation at Henley Business School.



Voted the most interactive session of the day, Prof Eddie Obeng tailored his presentation uniquely to the audience in the room asking what in particular aspects of project challenges they would like addressed on the day. The attendees chose 5 items:

1. Enhanced reality i.e. already being in the virtual environment
2. How to engage people round the world
3. How to select project champions
4. How to open debates without conflict
5. How to maintain the work/life balance

For the first challenge he demonstrated how they work at the QUBE. Each person had their own autonomous virtual space with the ability to invite any colleague or client from any part of the world into their space just as they would in a physical environment. Using their PETs (Performance Enhancement Tools) it makes for a more efficient and effective way of working than through emails sending out messages to get together.

Key to engaging people round the world is listening to them. Real listening involves putting the other person first and forgetting yourself. All attendees were then asked to go through an exercise in pairs that involved counting alternatively to 3 in different formats that brought laughter to the teams. It then became easier after some practice because it enabled people to forget about themselves and just be in the moment.

Prof Obeng was not impressed by the use of teleconference calls, mobiles or apps – they did guarantee that all who had logged in was giving their full attention to the conversation. Key is to select individuals from the various teams who were able to spread and excite people in the regions in the right way. These promoters were able to use the current “cake” words in vogue. As long as these were placed appropriately in the message, people were bound to listen until the next “cake” came into fashion.

True collaboration where the thinking and emotional process frameworks were put in place in advance bought buy-in right from the beginning without involving a long-winded ‘business case’. As the teams can see what the future will look like they will be motivated to help in creating that future. Having been part of the creation, there is not likely to be any conflict.

Simply to maintain a work/life balance chose a career that one really enjoys. It is then more a hobby than work.

[Listen to this presentation podcast here.](#)

By Vivianne Walters

Equipping Programme Managers for Global Success

AGENDA

Thursday 10th March 2016



#apmprogconf

Time	Speaker	Organisation	Topic
08:45		Registration, networking and refreshments	
09:30	Dr. Ed Wallington	APM Programme Management SIG Chair	Welcome, intro and sponsors
09:40	Sir John Armitt	Chairman of the National Express Group and City & Guilds; President of the Institution of Civil Engineers [ICE].	Politics & Major Infrastructure
10:10	Chris Fairhead	Bloodhound SSC	From Primary School to PhD: gaining a generation's interest in science and technology
10:50		Refreshments	
11:20	Dr. Bruno Kahne	Airbus Group	