

Programme Management SIG Newsletter

Spring 2016

In this edition:

[Welcome from the Editor](#)

[Chair's Thoughts](#)

[Forthcoming Conferences and Events](#)

[June 23rd event and AGM - How to effectively generate confidence in programme delivery and SIG Annual General Meeting](#)

[Bringing Projects to Life Conference & Book Launch](#)

[Recent Conferences and Events](#)

[Equipping Programme Managers for Global Success Conference](#)

[APM Presents](#)

[Social Media for Project Managers Unconference](#)

[From the Workstreams](#)

[Introduction to Programme Management Guide](#)

[Programme Management Thought Leadership](#)

[Social Media promotion by ProgM](#)

[Developments in Education](#)

[Volunteer profile - Neil McCrimmon](#)

[What's On?](#)

Welcome from the Editor

Blink and another year passes, this edition has been a real struggle because we seem to have done such a lot. Even with the editors ruthless knife we have still ended up with an edition packed with content. And it looks as though the coming year will be just as busy.

For this edition I have been ably assisted by our new Assistant Editor, Neil McCrimmon (see [Volunteer profile - Neil McCrimmon](#) below), who we welcome to the team.

Colin Parker



Chair's Thoughts

The Summer appears to be showing its face following a lovely Spring, and likewise our business plan delivery and forward planning is in full swing. Having established work-streams a little while ago, these are now bearing fruit as we progress a number of different avenues such as; upcoming events, publications, communications, education and corporate members.



We have two webinars with international speakers in June and July and our first evening event and AGM in June – I hope to see you there. Our evolving collaborations with other APM SIGs and associated organisations with strong programme management interests are bearing fruit and we are looking to organise events and activities during the year.

I won't steal others thunder, but the 2nd Edition of our Introduction to Programme Management is in the final stages of publication, and we are planning a series of Thought Leadership papers which we will commence work on shortly. It is also worth noting that the Gower Handbook of Programme Management 2nd Edition is due for publication and launch on 17 June.

A number of new faces have recently been in contact who have expressed interest in supporting the Committee. This offer of support and input is extremely welcome, and I hope that they will decide to put themselves forward for Committee Nomination at our June AGM. Additional people will certainly help in achieving our ambition to produce more high quality output.

As always, we are open to suggestions of what the SIG membership want us to focus on – so please do let us know your thoughts, either at events or via our various communication channels:

Twitter: [@APMProgMSIG](https://twitter.com/APMProgMSIG)

Facebook: <https://www.facebook.com/gowerprogmbbook>

Email: progmsig@apm.org.uk

APM micro-site: www.apm.org.uk/progm

Ed Wallington

Chair of ProgM SIG

Forthcoming Conferences and Events

June 23rd event and AGM - How to effectively generate confidence in programme delivery and SIG Annual General Meeting

This event provides an insight into generating confidence in programme delivery, and incorporates the Programme Management (ProgM) SIG AGM. The AGM is an important aspect of SIG delivery and allows SIG members to see and elect those nominated to sit on the SIG Committee.

This practitioner focused presentation will address the challenge raised by professionals involved in programme delivery of how to most effectively generate confidence in programme delivery through the smart use of performance data to underpin leadership decisions and enhance contractual interfaces.

Iain Minns, Arcadis Head of Programme and Project Controls, will introduce the core elements. This event provides an insight into generating confidence in programme delivery, and incorporates the Programme Management (ProgM) SIG AGM. required for effective management of programme data to enable effective decision-making and control to deliver programmes successfully. [Embed photo from event page]

Iain will cover the factors that are important to ensure a single source of truth for programme performance exists across the supply chain and how to address the challenge of integrating vast amounts of data and converting it into powerful and meaningful management information for programme leaders.

He will be supported by Richard Croxson, a Partner in the Arcadis Contract Solutions Service, who will explain the importance of structured data management in major programme delivery to avoid disputes within the supply chain and to ensure the energy of all parties is aligned to collaborative problem solving rather than time-consuming debate over the validity of management information. [Embed photo from event page]

Further details and to book - <https://www.apm.org.uk/event/how-effectively-generate-confidence-programme-delivery-and-sig-annual-general-meeting>

Bringing Projects to Life Conference & Book Launch

Bringing Projects to Life, #eVa21, celebrates 21 years of building a better project manager later this year.

Themes include the development and impact of the global earned value standard, the rise of PMO, transition to Agile and 'Value for Money' delivery.



#EVA21 STEVE WAKE
BRINGING PROJECTS TO LIFE
THE ANNUAL PROJECT EVENT
16–17 JUNE 2016, LONDON
Leading teams effectively, Culture, Benefits-led portfolios, Strategy execution & the enterprise PMO. EVM Project Controls & ISO, Project Management & the Law, Research & conquering Alzheimer's. Understanding yourself & others. Learning the lessons of Planning. Turning chaos into order. Governance, Difficult people, the Challenge of Change & making it stick, Agile delivery.
BOOK NOW—EVAINTHEUK.ORG

FEATURING A TEAMWORK & LEADERSHIP PERFORMANCE
LONDON MOZART PLAYERS

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Once again eVaintheUK welcomes twenty plus speakers to London for two days of immersion in developments and latest thinking from the global PM community.

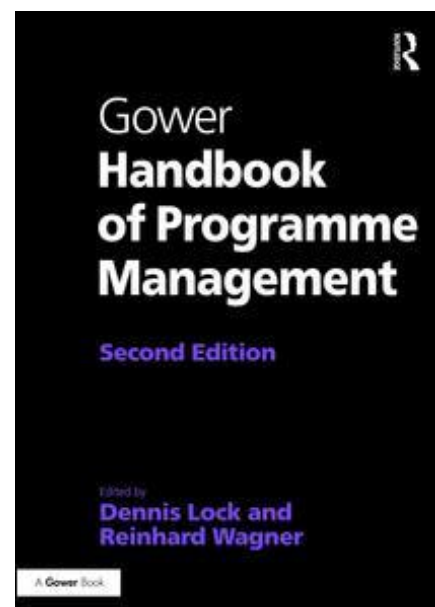
[Reinhard Wagner](#) [Germany] President of IPMA and [Antonio Rodriguez](#) [Belgium] Professor Instituto de Empresa and [Matt Williams](#) [Australia] will fly in from around the globe to take part in this conference.

Reinhard, who provided [Insights from an International Perspective](#) at [Equipping Programme Managers for Global Success](#) conference earlier this year [see article in this newsletter] will join forces with [Emma-Ruth and Arnaz-Pemberton](#) [PMO SIG] to talk about [The Rise of the Enterprise PMO](#).

#eVa21 incorporates two book launches, where delegates will receive free and/or heavily discounted signed copies by the respective authors.

The launch of the new edition of the Gower Handbook of Programme Management will take place during the Friday lunch break. This book marks an important milestone for the evolution of programme management. It's more than ten years since the Handbook was first published [See [Paul Rayner memorial webinar](#)]

Jonathan Norman, Publisher at Taylor and Francis says "The new edition of this Handbook is a wonderfully wide-ranging and authoritative guide to an environment increasingly defined by the need to: balance short and long term; juggle growing numbers of projects and their interrelationships; manage the uncertain and dynamic process of change; and improve the alignment of strategy and outcomes."



The launch of the [Integrated Baseline Review](#) book will take place at a special Deltek-sponsored cocktail party on Thursday 16 June attended by Tim Banfield, Director of Strategy at Infrastructure and Projects Authority [and previous presenter of a ProgM SIG [webinar](#)].

Tim says “The book guides the reader through the review process, suggesting what the review should be looking for, and how the output should be used not only to improve the project under review, but rather how outputs can be collated to prevent common issues from reoccurring.”

The IBR guide was subject of a recent [webinar](#) by the authors / members of PMC SIG.



Reinhard, Antonio and Matt are joined at #eVa21 by speakers from; CERN, the National Audit Office, [Saïd Business School](#) in addition to BMT, CH2M, Crossrail, DSDM and Microsoft, who will be sharing their experience of some of the biggest, and most complex projects on the planet. The [London Mozart Players](#) will use the orchestra as a platform to explore and develop leadership and team-work within businesses.

BRINGING PROJECTS TO LIFE



Steve Wake

Reinhard Wagner

Antonio Neito-Rodriguez

Conference 16 &17 June

eVaintheUK.org

Recent Conferences and Events

Equipping Programme Managers for Global Success Conference

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 full review of the conference can be found [here](#), along with the presentation 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:

- Sir John Armit, President of the Institution of Civil Engineers, Chair of the National Express Group and City & Guilds, and Deputy Chair of the Berkeley Group
- Reinhard Wagner, President of IPMA
- Professor Eddie Obeng, Pentacle Virtual Business School and Professor at the School of Entrepreneurship and Innovation, Henley Business School
- Dr Bruno Kahne, Head of Leadership Faculty at Airbus Group Corporate University
- Jonnie Jensen, founder of social business agency Live + Social
- Emma-Ruth Arnaz-Pemberton MAPM, MCMI, Collaboration Consultant at Samworth Brothers
- Les Squires, Social Networking Consultant
- Amanda Clack FRICS, Head of Infrastructure EY
- Alan Muse BSc (Hons) MSc FRICS, Global Director of Built Environment Professional Groups

- Chris Fairhead, Delivery Director, Bloodhound SSC

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.

Equipping Programme Managers for Global Success

AGENDA

Thursday 10th March 2016

#apmprogconf

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

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:



Ed Wallington

APM Presents

In March, the ProgM SIG joined 12 other APM SIGs at Warwick University in an event targeted towards newcomers to the profession. APM Presents aims to give attendees a taste of what is involved in many of the individual disciplines of the profession with a view to helping them identify areas of interest for their future careers.

Through the day we delivered 3 half hour introductory sessions to an audience which was encouragingly young and diverse. The sessions covered what a programme is, when to use one, what a programme manager does and how to structure the team to maximise the chances of success.

Feedback from the day was very positive and we have been asked for more on Programme Management for next year.

Colin Parker

Social Media for Project Managers Unconference

The Social media for Project Managers unconference #apmunconf - the first of its kind for APM - took place at the Impact Hub, Westminster 'hot on the heels' of ProgM conference.

The timing was important as the event was designed to build on the conference theme of *equipping ProgM [and Project] Managers for global working* as well as leveraging the expertise and warm relationship established with Les Squires, [IPMA](#) Communications Manager present in the UK from Colorado, USA.

The business case for an event of this type is easily made when considering the eye-watering opportunity costs that can be unlocked by truly embracing social media in project management. See '[Building the social enterprise \[November 2013\]](#)'

Our working definition of social media was "a group of Internet-based applications that build on the ideological and technological foundations of [Web 2.0](#), and that allow the creation and exchange of [user-generated content](#)."

The day was divided into four sessions [perhaps with a little more structure than you might expect at an unconference]; remember we are new to this and project managers actually thrive on structure and control.



The 30 participants, each with a staggering array of laptops, tablets and mobile devices, organised themselves into six groups. Each group represented an 'international desk' in a different continent. Participants were then connected together using GoToMeeting and Google Docs and knowledge sharing got underway.

[Fran Bodley-Scott](#), kicked off the day for us with our 'Blogging and writing great stuff on the web' master class. Fran had to overcome some challenging IT issues to navigate safely through a session that produced a [user guide to blogging](#) - subsequently shared via APM SlideShare channel. Other guidance on [Presentations, SlideShare and #eventroi](#) has also been published.

[John Chapman](#) [ProgM SIG Communications Lead] known for his popular 'hands-on' presentation/workshop entitled "[Making social media work for you in project management](#)", gave a masterclass in the use of video.

Short movies were created and shared [over lunch] and lessons learned - not least how quick, easy and effective such an



approach can be in numerous project-related scenarios. John is now leading the work to serialise the Gower Handbook of Programme Management - see [the Programme Director](#) on YouTube.

During the afternoon, Les explained how he curates the [IPMA Family](#) Facebook Group joining up project managers from around the globe.

The final session saw participants organising themselves into groups to discuss parts of the social media spectrum that most interested them.

As we concluded the day we watched a YouTube video together called [First Follower: Leadership Lessons from the Dancing Guy](#) Unlike the 'first follower' in the video, our unconference had not started a movement, but we felt that we had certainly achieved our primary goal namely:

'To share knowledge, understanding and experience with like-minded individuals'
[and remember about 50% of those assembled were not APM members!]



The feedback we received was instructive ...

- It was good to learn about existing methods and tools for using social media. There was some useful information on what and how a blog/article should be written for maximum impact, including all aspects to be considered such as audience.
- Demonstrated to me that effectively this is an environment where the only constant is change... a fast moving tide of information that literally washes you away, so jump in and get started, that's what I'm doing.
- I learned an enormous amount about some of the social media tools that are out there that I hadn't come across before and came away with a lot of links to new tools to explore further.

- If we are supposed to be learning how the younger generation communicates why didn't you get some young communications experts in to lead the sessions? Like the young man with the beard - why not get him to present?
- Please keep going with this work and engaging members, but also try and bring some of the younger members into lead on this work and inform the content and direction, we need them to teach us as much about what is new as we teach them from our learning and experience.

From the Workstreams

Introduction to Programme Management Guide

The current APM Introduction to Programme Management was originally launched in 2007 and although many elements remain highly informative and relevant today, we decided last year that a 'refresh' of this publication would be highly beneficial to industry practitioners both in the UK and internationally.

As you will recall from our previous update this new publication is primarily intended to bridge a recognised knowledge gap amongst non-practitioners and those involved in change initiatives that would like to understand the purpose, structure and dynamics of programmes being delivered within their organisation.

In collaboration with the wider SIG community and other contributors, the ProgM SIG Publications Workstream is pleased to announce that the new Introduction to Programme Management will be completed in July and available from August. Those of you who attended the ProgM Annual Conference in March will receive your free copy when it is published.

Andrew Kelleher RPP MAPM

Programme Management Thought Leadership

A Thought Leader is said to be someone who is recognised as an authority in a specialised field and whose expertise is sought out by the media, conference speakers and those looking for knowledge of that industry, profession or practice.

These are exciting times for programme management and there is a growing awareness that employing the established project management tools and methodologies to monitor and control the traditional 'Iron Triangle' performance indicators provide a rather limited and short-term measure of programme success.

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 the traditional tools and methodologies, more importantly are the skills required to enable

collaboration, the bringing together of people to reconcile the 'socio-political' agendas often central to the programmes we deliver.

In recognising the importance of this we should not underestimate the prominence of the longer-term effects on society of the programmes we deliver long after the delivery teams are disbanded.

Acknowledging the need to improve the management of these cultural and social aspects the ProgM SIG Publications team is planning to publish a series of Thought Leadership papers that consider how these characteristics of programme delivery influence the strategies we develop to deliver our programmes successfully.

Suggestions for themes have been proposed but specific titles and subject matter have not yet been decided. If you have any ideas or views and would like to get involved in shaping the future of Programme Management I should be pleased to hear from you.

Andrew Kelleher RPP MAPM

Social Media promotion by ProgM

The Programme Management SIG are using Social Media to promote best practice and provide educational content. This is achieved using a combination of Twitter, YouTube, Google+, Dailymotion, Vimeo and Facebook.

Twitter allows for the uploading of media files that can be 30 seconds in length. The files can include sound, whether this is voice over, music or both.

A Facebook page has been setup specific for holding content on the Gower Handbook of Programme Management, 2nd Edition (<https://www.facebook.com/gowerprogmbok>) Promoting the theme of 'Educating Programme Managers for Global Success', ProgM have issued

- 64 media files relating to the IPMA Behavioural Competencies
- 39 media files relating to the Gower Handbook of Programme Management 2nd Edition Contents

The current promotion relates to Patrick Mayfield's book Practical People Engagement which consists of 12 * 30 second videos plus a composite video. These are issued out each working day.

Through the summer of 2016, further content relating to the Gower Handbook will be issued. This includes chapter author's providing personal briefings on their content including

- UNOPS from Hurricane hit Dolores, Uruguay
- Transport for London, and the use of Programme Management
- Famous Theorists and Practical Ideas for People Management in Programme Management.

For more information see:

<https://www.youtube.com/watch?v=3cmSz8VBRLs&feature=youtu.be>

<https://www.facebook.com/gowerprogmbok>

<https://twitter.com/apmprogmsig>

<https://www.youtube.com/user/theprogrammedirector>

<http://www.dailymotion.com/TheProgrammeDirector>

<https://vimeo.com/theprogrammedirector>

Developments in Education

The aim of the “Higher Education” workstream is to strengthen ties with higher education institutions and to create and maintain a network joining academics, industrial practitioners and thought leaders. We want to raise awareness of programme management courses and qualifications, and to increase the profile of the APM community amongst students.

To do that we have started to establish national relationships with academic institutions and the regional branch networks, making sure that what we are doing is aligned with the APM Education Network activity and supporting the ProgM and APM Strategies. We are aiming to paint a picture of the academic programme management landscape in the UK to help inform all of our members – and to establish a benchmark ‘state of the nation’ for future developments.

We are always looking for volunteers to assist in this activity, as this greatly helps us to make the progress and impact we want. So please get in touch if you would like to help and contribute, whether from an academic community or otherwise.

Andrew Gray

Volunteer profile - Neil McCrimmon

Volunteers are vital to the APM. They assist in almost everything it does, including; arranging events, generating thought leadership topics for debate and hosting webinars on the latest industry thinking.

In the previous edition of the Programme Management SIG newsletter we featured Paul Yeomans, who had recently become a volunteer. This time out we have another keen recruit, Neil McCrimmon. See his story below.



Why did you decide to become a volunteer with APM?

It is something I have wanted to do for a while now, but was always 'too busy'. There was always another project that meant I would never have the time to commit to becoming a volunteer. Or at least that was what I told myself.

In reality, life is busy, and always will be - so there is no better time!

Volunteering can be as much, or as little, time as you can commit. Since I initially contacted Ed Wallington (Chair of the Programme Management SIG) to enquire about volunteering he has made that clear.

I want to be a volunteer for three reasons:

1. To be better connected to what is happening in the wider project management profession. I read the APM magazine and I attend events when I can, but I never really feel that I am as in touch as I want to be with the profession as a whole. My hope is that with more frequent contact time with the APM via the SIG I start to improve this.
2. To broaden my project management network. We all appreciate the value of meeting a diverse range of people from across the project management community, the trick is doing it! Volunteering allows you to meet others quickly, which provides a great insight into how other projects / industries / sectors work.
3. To give back. The APM itself provides a networked community of project management professionals. I have found this community a great benefit over the years of my career. Volunteering is a way of contributing to the great work the APM do, that people (like me) find useful!

What benefits have you gained from being an APM volunteer?

It is early days as yet, as I only started assisting the SIG in April 2016!

However, I have already increased my network and have a greater understanding of what is happening within the discipline of Programme Management.

Having a more hands on role has allowed me to feel that I am part of the future development and direction of the profession (in a small way!).

What would your top tip be to an APM member looking to become a volunteer?

Speak to someone already involved in a SIG or members of your local APM branch. They will give you first-hand experience of what time commitment is likely and whether there are specific areas that require support.

I would advise you to consider which area of project management is of most interest to you, be it: planning, knowledge sharing or programme management as examples.

It might not be your area of most experience, it could be an area you would like to develop more knowledge of. If you're interested and engaged, then you are more likely to gain what you want from the experience.

What's On?

When	What
7th June 2016	Programme management in ICT webinar
23rd June 2016	How to effectively generate confidence in programme delivery and SIG Annual General Meeting, London