



# Respecting our Diversity, In the project management context

Elevating project management from task management to  
project value stream management

Mounir A. Ajam  
Founder & CEO, Uruk Project Management

# Our Purpose

A project **methodological** process  
where organizations **lead projects**  
from **idea to market** to initial operations,  
and ultimately **objective success**.

**The focus is on value delivery!**

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## Point to Ponder

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- We all want to win, succeed, and deliver successful projects.
- Then, why do we take project failure for granted?



# Agenda

The current reality

Respecting our diversity

The journey to product delivery

Why it matters



# Current Reality

Project & project management failures

Gaps in the project management practice



# Projects & PM failure

- We separate projects from project management failure and success
- The Stats *(disclaimer, some might be questioned)*
  - Technology projects, about 1/3<sup>rd</sup> of projects are successful
  - Megaprojects,
    - Independent Project Analysis → 35% success on these \$1+ billion-dollar projects
    - Oxford University claims that 0.5% of projects achieve their cost, schedule, and objectives targets
  - Capital projects
    - Independent Project Analysis claims about 60% success *(but with challenges)*
    - PMI says 70% of these projects suffer from cost or schedule problems

# Projects & PM failure

- Unfortunately, we do not have clearly defined project or project management success (or failure) definitions/criteria
  - We have too many ambiguous reports and statistics
  - The Four Dimensions of Project Success (Uruk PM work)
- We still find that failure is too common
- Sadly, many do not know or agree with the root cause(s)

# Root causes (opinion)

- The absence of effective organizational project management systems & methods (in many organizations)
  - If they exist, then they require improvement and digitization
  - *Often, project management is not recognized as a core organizational function*
- Lack of integration of project management with the rest of the organizational functions
  - Leading to overdependence on outsourcing rather than building internal capacity and competence

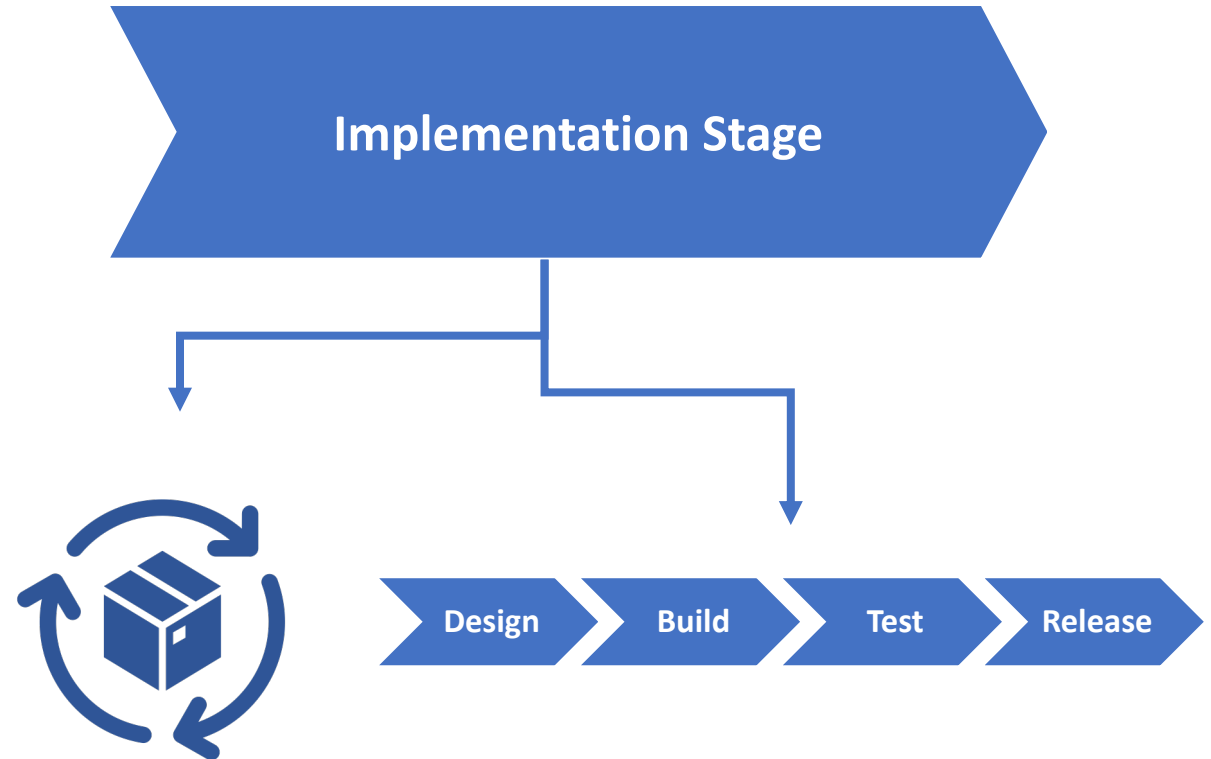


## Some gaps & symptoms

- Gaps in the application of project management in the real world due to common misunderstandings, among other things
- Organizations with good project management maturity have developed their OPM systems and methods,
- Whereas other organizations still depend on accidental project managers or outsourcing and with no systems or methods
- A focus on tasks management, stage management, or technical project management
- Confusing the process groups with project life cycles
- Lack of clarity on what a PM method is

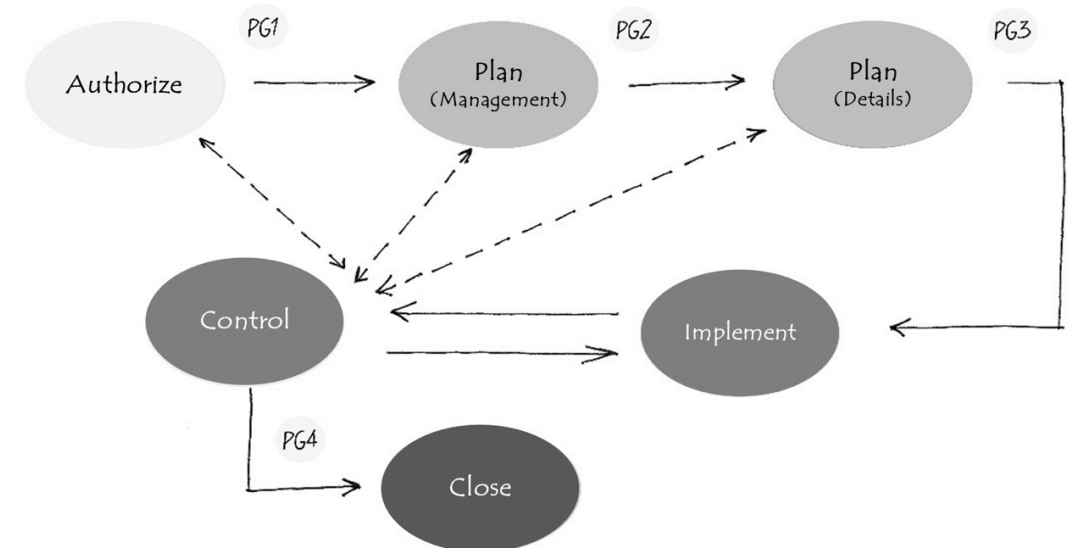
# Task management

- The focus is on managing tasks
- Typically used in “small” projects
- Often within a stage of a project
- Also, often used by a service provider or an “implementation unit” within a project owner
- Could use agile development or sequential development
- Many PPM tools support this work



# Stage management

- This level is broader than task management
- However, we are still **managing within a stage** (the implementation stage), or
  - Sub-stages within the implementation
- Often used by a service provider working under contract from a project owner/operator
- Typically, we use this approach on “large” projects leading to a “facility.”



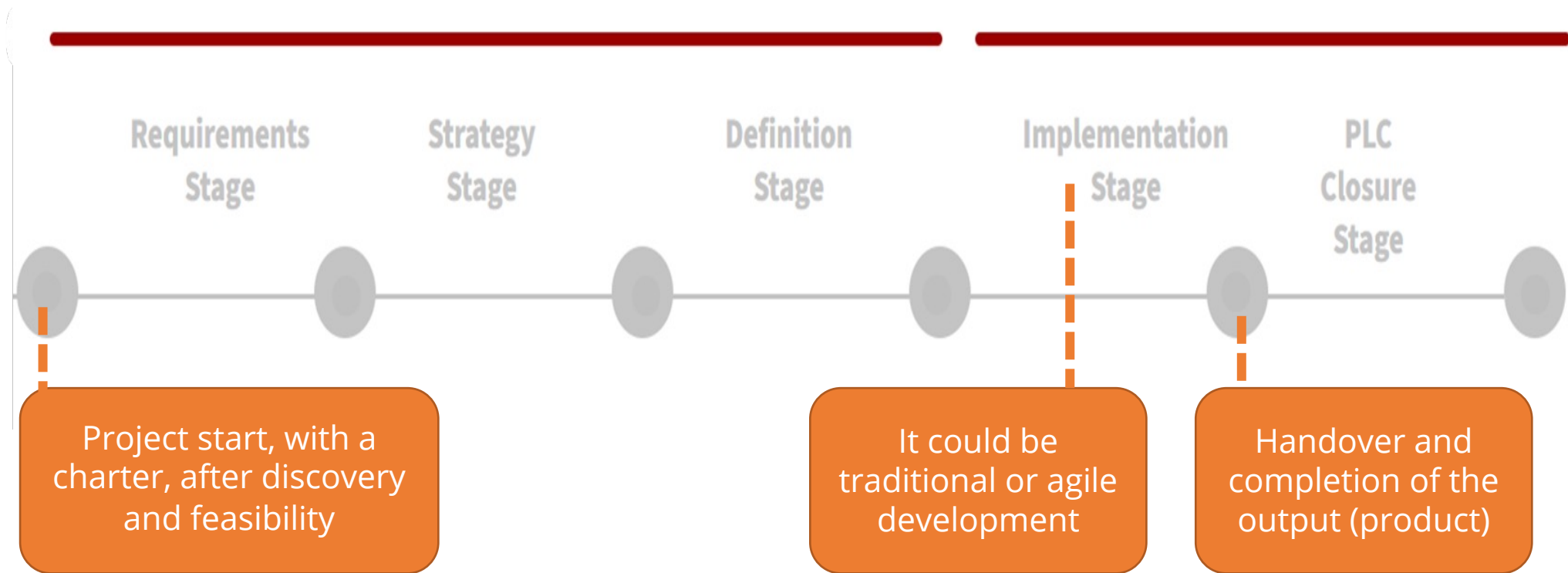
© 2017 Mounir A. Ajam | The revised process groups (main processes) per the CAMMP™ Model



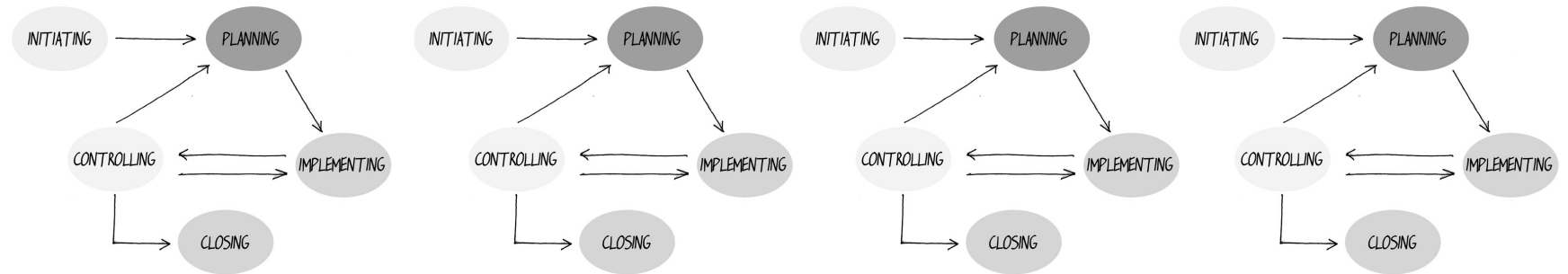
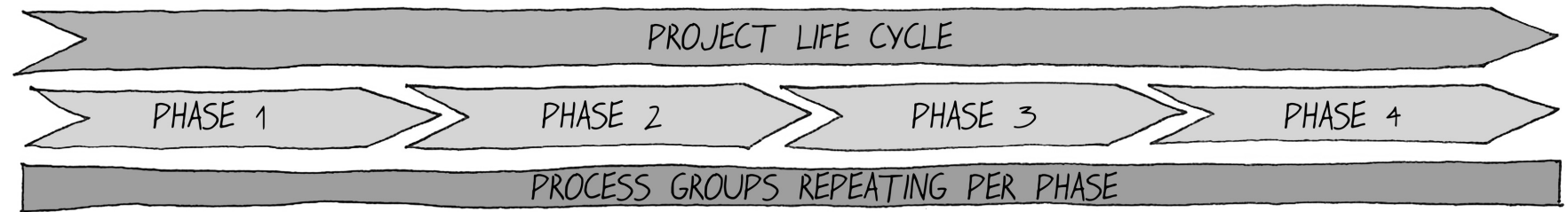
# Technical Project Management

- Technical project management focuses primarily on delivering an output
- Project managers are not typically involved in a project's business discussions or discovery—and—they are not likely involved in the operational readiness
- Project managers are not responsible for the outcome and benefits realization
- This style of project management is most common in practice today
- The challenge with this approach is that it indirectly (or directly) encourages organizational silos

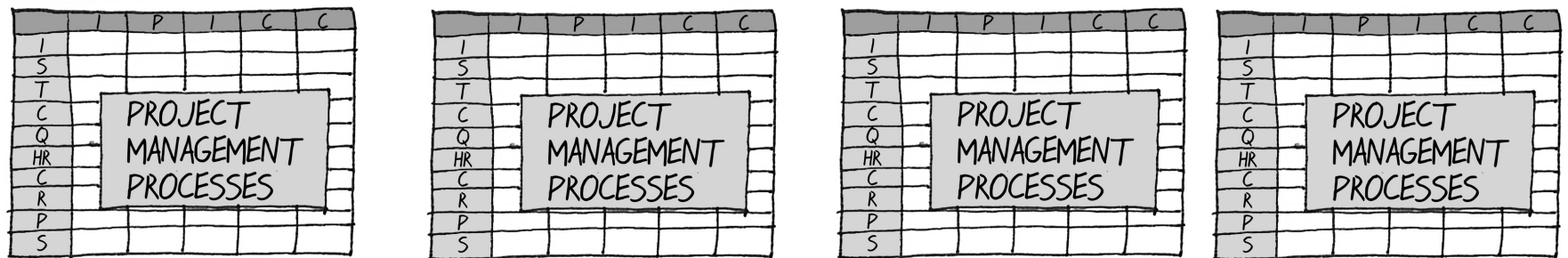
# An example



# Process groups Vs. Project phases



THE PROJECT MANAGEMENT PROCESSES REPEATING



© 2017 Mounir A. Ajam | Mapping the process groups to a generic project life cycle

# Agile, agile, agility

- Agility is a necessity in organizations and on projects.
  - Agility is about being flexible, dynamic, and responsive to change.
  - Agility is not about project management methods!

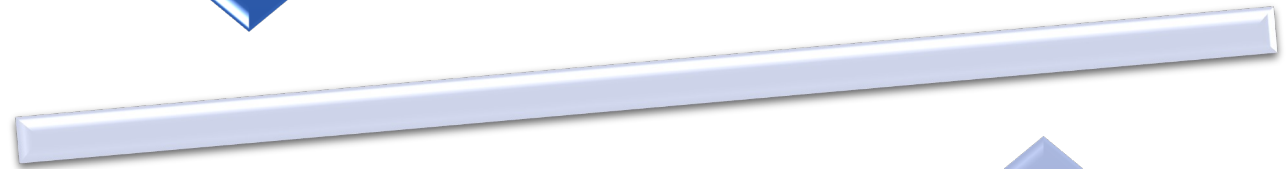
I am sure that we have many opinions here. So, can we agree that we do not have a common understanding?

- Now about Agile Project Management:
  - Agile Manifesto for Software Development,
    - Agile is about software development or product development, not management

## PM Method?



An approach, technique, or “method” that we use while managing a project



A method to manage the entire project across the project life cycle





# Respecting our Diversity

The focus is on the diversity of sectors and domains using project management

# Respecting our diversity

- Most projects might share a set of processes,
  - However, a project management method depends on the project parameters
- Therefore, we must
  - Distinguish between projects for service providers versus project owners
  - Consider the project type, size, and complexity in the definition of the project management approach

# Respecting our diversity

- Clearly understand the difference between task, stage, and technical project management tools & methods versus product delivery management solution
- Consequently,
  - Do we genuinely understand what a project management method is?
  - How about the components of such a method?

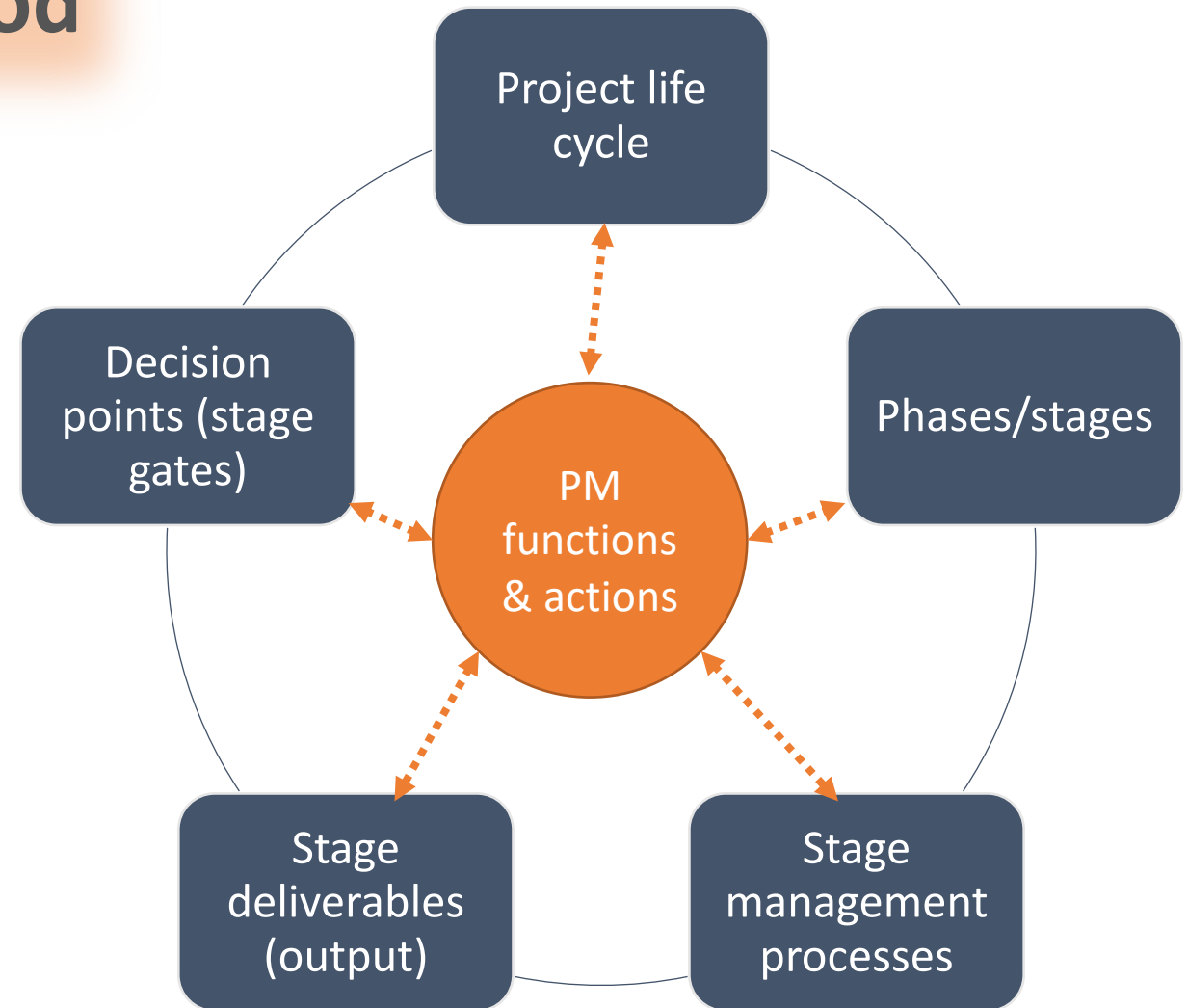
# The journey to product & value delivery



# Components of a PM method

All projects must have a project life cycle as the foundation of the methodological process.

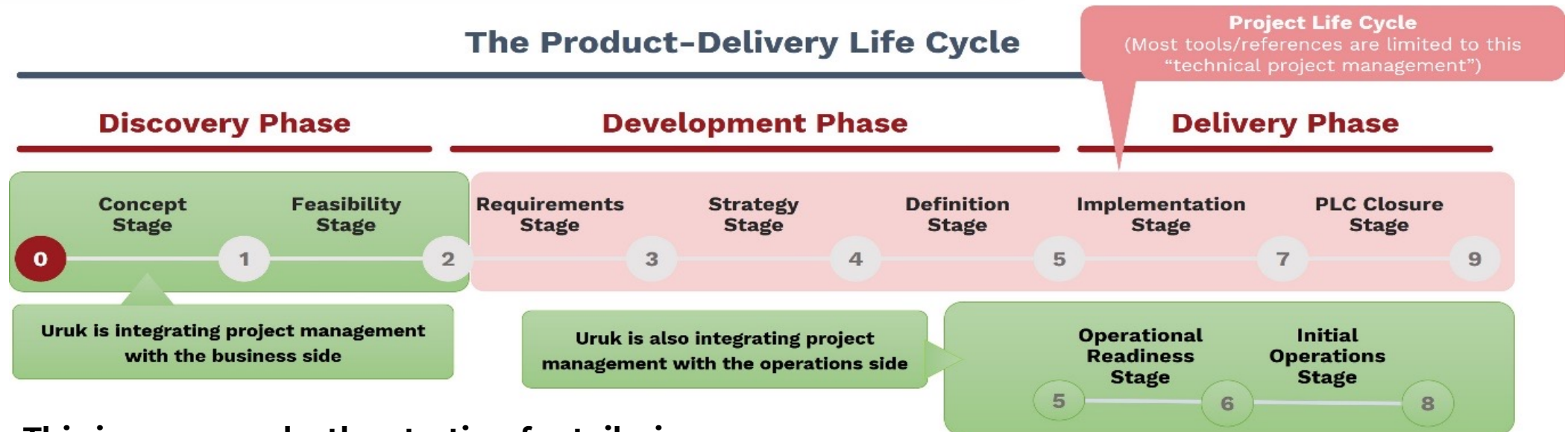
However, the critical aspect is that these must be **customizable and adaptable methods.**



# PM Functions & Actions



# The Uruk Value Delivery Model



**This is an example; the starting for tailoring**

Tailoring includes:

- Number of stages, stage deliverables, stage gates, and their names
- Content of every stage deliverable + the criteria for the stage gates
- The sequence and degree of overlaps between the stages

**On June 14, Uruk PM is hosting a webinar on tailoring**



# Importance of the discovery phase

- There are two stages in this phase, so we need to manage them
  - Concept includes the business case and strategic alignment
  - Feasibility study is the first major business risk assessment
- Business unit personnel managing the discovery stages might not have project management experience
  - Yet, they are making decisions that would become “set in stone.”
  - Therefore, they are locking a commitment that might not be readily undone later if proven deficient.
- Various studies have shown that the success and failure of projects are often pre-determined in this phase
  - The feasibility study is the primary contributor even when a project fails during the implementation stage



# Importance of operational readiness

- There is a need for integration between PM and operations
  - We call it operational readiness
  - While the development team is building the product, another team needs to get ready to accept and use the product efficiently
- If these things are not happening in parallel, we might end up with a completed product, but the organization is not ready to release or use it
- On capital projects, where the engineering and construction team completes the physical entity
  - Operations are not ready to accept or operate it if they did not start their change management early

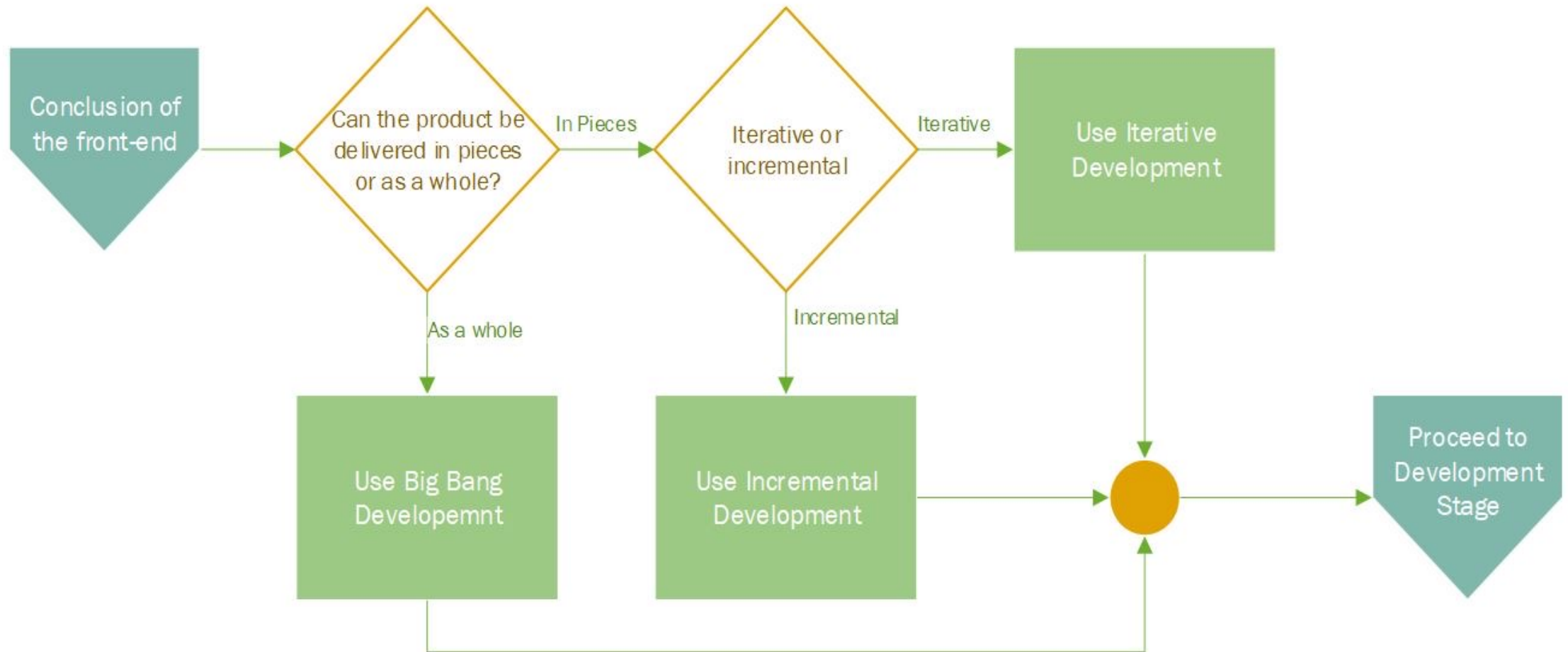
# Integrating change management

- Establish clear project objectives,
  - Establish acceptance criteria and project success criteria,
  - Identify all relevant stakeholders,
  - Frame the opportunity through proper feasibility,
  - Conduct a change impact assessment, which could also be part of the feasibility study
- Develop a change management plan,
  - Develop an operational readiness plan,
  - Monitor and evaluate progress,
  - Assess project success in line with the defined criteria, and
  - Capture lessons learned for future enhancements.

# Breaking the silos

- Build relationships with stakeholders, especially in the areas that are traditionally outside project management scope,
- Facilitate requirements gathering workshops,
- Conduct research and analysis,
- Collaborate with cross-functional teams,
- Communicate clearly, and often, with an understanding of the audience diversity,
- Excellent knowledge of the organization's strategic direction,
- Also, know the industry and trends affecting the industry,
- Determine if the project aligns with the strategy; if not, have the courage to stop the project.

# Agility in practice



**Why it matters**

# Value of this model

## By the Numbers

As independently benchmarked by a third-party.

30 %

Increase in speed to market

2 x

More revenue and profit

2.5 x

More likely to be on budget and on time

<https://www.stage-gate.com/>



### Well-defined PLC Model

Experience about 5% NPV increase



### PLC Model, but not well-defined

Experience ~22% NPV reduction



### Not using a PLC Model

Experience up to 45% NPV reduction

Based on the book Capital Projects, using benchmarking data from 1000s of projects

# Call to Action

- Organizations must have OPM systems and methods,
- OPMS should be based on the three pillars of people (competence), processes (methods), and tools (technology),
- An adaptive methodology is customizable and adaptable, producing unique tailored methods,
- If your project can be successful with task management, stage management, or technical project management, that is OK,
- However, we advise using a product delivery approach for project owners to maximize the chance of success,
- An effective change management process will minimize the resistance to change and break the organizational silos.

**Closing remarks**



# Summary

- We discussed project and PM success and the need to have formal definitions
- We addressed the current reality and gaps in practice, such as the definition of a PM method and its components, process groups versus project life cycle, task, stage, and technical PM
- We emphasized the need for respecting our diversity,
- We shared our model, which we are using in the Uruk Platform,
- Time for closing comments

## Closing remarks

- Establishing project management as a core organizational function
- How? A PMO would be the first step in recognizing the value of project management in organizations
- However, can we elevate the PMOs to PMUs?
  - PMU: project management division, department, or business unit
  - Making PM an equal function to IT, HR, Finance, and other organizational function

# Get in touch!



# URUK

[www.urukpm.com](http://www.urukpm.com)

@urukpm



12714 Sunset Dune Dr  
Houston, TX 77082



+1 478 800 URUK  
(+1 478 800 8785)



[outreach@urukpm.com](mailto:outreach@urukpm.com)

