

- ▲ [PRINCE2™: How to earn value](#)
- ▲ [Have your say - what is Project Assurance?](#)
- ▲ [Raising PM competency in your organisation](#)
- ▲ [Survey...We would like to hear from you](#)
- ▲ [Business systems replacement - Key learning](#)
- ▲ [Telecommunications case study](#)
- ▲ [3G Launch planning – key challenges](#)
- ▲ [Paper and bureaucracy is killing us...](#)
- ▲ [You're in the driving seat...](#)
- ▲ [Lifelites - The Ridgeway Walk](#)
- ▲ [Some dates for your diary](#)

[Download PDF version](#) [Visit the website](#) [Previous copies](#) [Subscribe to newsletter](#) [Recommend to a friend](#) [Contact us](#)

## PRINCE2™: How to earn value

PRINCE2™'s true value is thickly veiled behind exam cram selling. With a change in approach as suggested here, significant value is available. Previously sunk training investment can be brought to a return and new investment made with confidence.

## PRINCE2™ Power, Economy and Elegance

My start point is that I expect any project to return leverage on its investment to the shareholder. I'm a fan of PRINCE2™ because it is a tool that allows exactly that and better yet it is powerful, economical and elegant. Perhaps this is at odds with your impression of it?

### Powerful

My justification and explanation for saying 'powerful' is that when PRINCE2™ is applied well then your projects run safer and more quickly. The enterprise can increase project size for the same degree of tolerable investment risk. Ie with PRINCE2™ we can do projects bigger, faster, better, cheaper!

### Everything Has a Price

The "bigger, faster, better, cheaper" Holy Grail has a price. The "CE" in PRINCE2™ stands for "Controlled Environments". Control emanates from those who 'direct' or 'sponsor'. Good project sponsorship makes for good projects. Equity holders will be immediately pleased to see a direct auditable link between who made what decisions when and the resulting return on equity to shareholders that PRINCE2™ process enables.

Explicit, visible accountability for project status can feel threatening to senior managers. Many organisations' managers find the new transparency of sponsorship is pause for thought – quite understandably! PRINCE2™ may well be discouraged even sabotaged by those feeling threatened. They need help and support just as much as the nascent project manager and their influence for good is greater!

### Economic

PRINCE2™ is very economic with senior people's time. The starting point is that "senior people are busy so use the minimum amount of their time" (and everyone else's time is expensive so don't use it unnecessarily either– but that



probably isn't the impression you had of PRINCE2™ is it?!).

## Elegant

As for elegance in projects, that might be defined as 'provision of the right information at the right time to ensure decisions can be made swiftly and with understanding of the risk involved'. If so then PRINCE2™ is elegant.

## Why PRINCE2™ ?

There are more arguments in circulation for 'why not' than 'why'. PRINCE2™ is widely recognised. That should provide a ready army of people to recruit from but it is in the main poorly understood. Hiring against the "well known definition" does not necessarily provide the claimed benefits. It is PRINCE2™ training and to some degree the PRINCE2™ manual, but not PRINCE2™ the method that is broken!

The official manual says "for beginners": that is a very misleading statement. In truth it is for beginners because it is purely knowledge not experience or skills based. But misleading because it is not suitable for beginners: PRINCE2™ omits all the knowledge beginners need for creating and tracking plans; noting simply that these are assumed pre-requisites.

Of course you don't have to use PRINCE2™. There are plenty of other methods out there that do tell how to do the basics.

'Why' is because PRINCE2™'s "Controlled Environments" focus brings something the other standards don't. PRINCE2™ bridges main-board accountabilities for governance with project board accountability for benefits and technical responsibilities for delivery.

## A Blended Approach

The fact is that due to its assumed pre-requisites PRINCE2™ has to be blended with one or more of APM, PMI or home-grown foundations. However, sadly, no examination body admits 'the competition's ideas' into its exams. All such pragmatism is outside of an exam setting and so value-based usage needs an exam avoidance approach.

## Implementation Hurdles

Which ever combination of methods you employ all need the same considerations to overcome hurdles when being brought into use. No method includes guidance on overcoming issues arising from attempts to implement their ideas.

## The PRINCE2™ Market Place

I'm no fan of the official manual or the bankrupt training and examinations process surrounding it. Much corporate expenditure on PRINCE2™ exam training has an ROI approaching zero. If you have bought PRINCE2™ it is likely that you have written off the majority of the sunk cost with little positive impact.

## The Wrong Mindset

The mainstream of the training community has accommodated business pressures to offer a qualification in a week. The exam process is obviously tuned to a level that exchanges money for a certificate that is reasonably attainable in a week. There would be no market if the failure rate was total or close to it. Something as broad and subtle as project management cannot be mastered in a week. PRINCE2™ side-steps the 'in a week' issue by de-scoping lots of crucial topics (such as people and procurement but more profoundly 'how to plan and track!').

The right mindset should be to exchange money for a capability not a certificate. Thus what is on offer from the PRINCE2™ mainstream is a simple sop that saps the training budgets without returning real value. That is not how it could or should be.



## Providing Support

“Practitioners” need to return to a receptive working environment where they can practice to become competent. With a weeks worth of training returnees will not yet possess ‘unconscious competence’. With only a clumsy understanding of the whole and missing detail of many specifics there is no way they can re-orientate any organisation that isn’t already fully imbued in PRINCE2™. Worse yet the adage “easy-come easy-go” applies. What is learned in a week seldom lasts a month. Soon after attendance all possible value has leaked away.

## The Average Problem

The average attendee arrives at a training course without any conscious consideration from their line-manager of the support that will be needed post event. They are without the prerequisite (non-PRINCE2™) grounding in tools to model or techniques to create schedules, to create business cases, to fit the project into available resource and budget constraints or establish cash-flows. Just as likely to be missing is knowledge of how to assess and track progress. PRINCE2™ depends upon, de-scopes and assumes the project manager possesses all the above capabilities.

Average training attendees arrive on their exam crammed with a few days of reading from the official (hard to assimilate) manual. The manual’s structure and general inability to convey concept means exam candidate’s pre-study efforts will have created a general fogginess including within areas the attendees thought they already had insights before preparation!

## The Average Cost

The average course attendee will cost the organisation a week’s salary, a week’s lost contribution and circa £1500 cash outflow. On average, they leave the course with a ‘qualification’ that (at least on paper) makes them more mobile in the jobs’ market but little more.

## Solution Oriented

From here on we explore how to suck the most value from all the potential PRINCE2™ provides whether you’ve already invested in it or not.

## First - Right Focus

One possible route to value is to ditch the false targets:

- ▲ stop approaching PRINCE2™ as ‘preparing for an exam’ where PRINCE2™ implementation is ignored, and
- ▲ stop focussing education exclusively on the ‘practitioner’ whose influence is low.

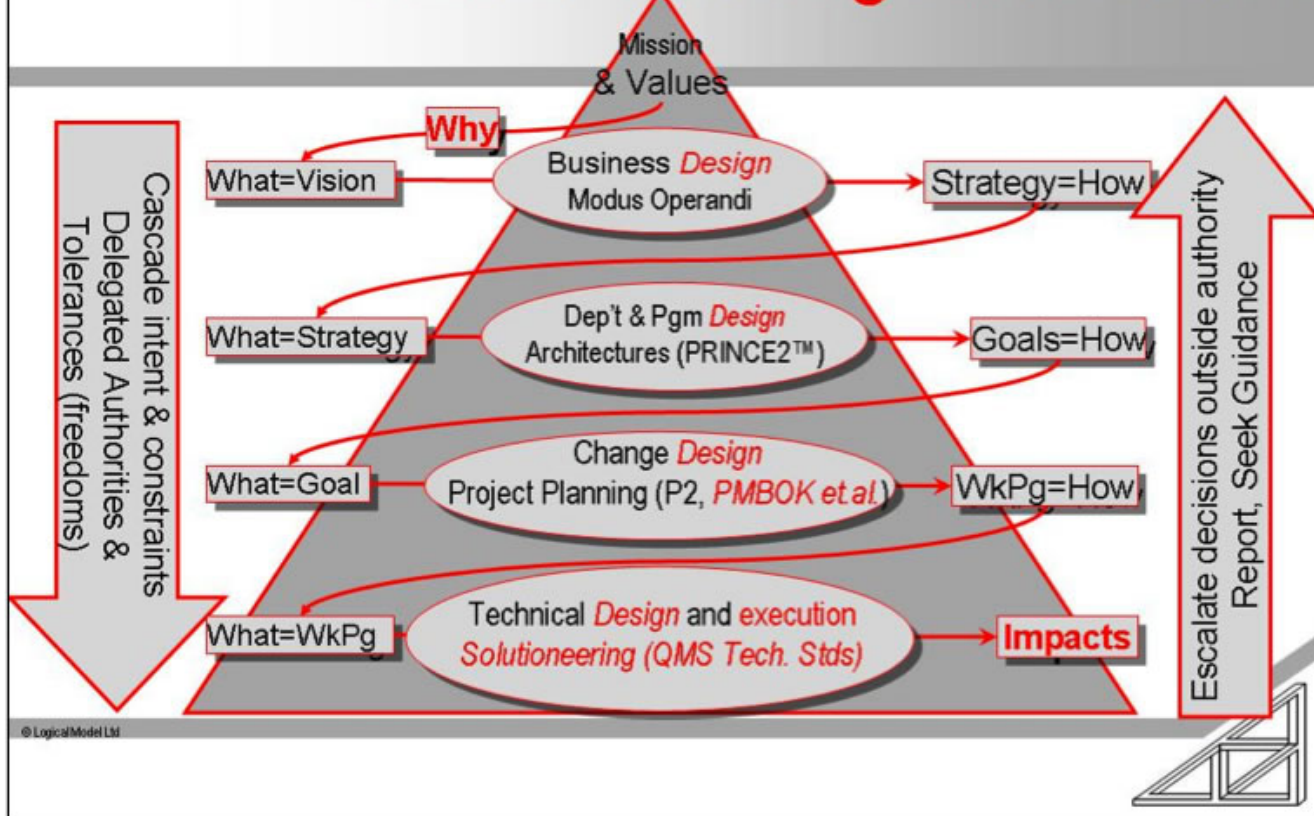
## Second - Help With Orientation

We suggest a new focus. Target ‘cross-project-participant-ability’ to create ROI on the PRINCE2™ investment by training all project role holders where they share communications as part of a common process, then give them the tools and techniques specific to their needs. Helping the new PM’s boss identify how to support the PM trainee and the new PM’s customers identify how to draw-down services: flow of ROI is much more certain and probably earlier. Costs don’t rise following this model but benefits rise, often dramatically. Intervention builds the legacy of capability that is so often talked of during engagement but not so often delivered.

## Third - Overlap Sponsor and PM Training

Start the training of the budding PRINCE2™ project managers with their senior management community in joint session. Now there is hope for shared understanding of the interdependency of the roles each performs. The purpose and mechanics of the interface between them is made clear (PRINCE2™ \*is\*, by definition, that interface specification). PRINCE2™ becomes less threatening to those who would suppress it out of worry about newly created transparency of their involvement.

# Decision Making Architecture



## Fourth – Core Skills

Train the budding PRINCE2™ project manager in the fundamentals of how to create plans and track achievement. This chunk of knowledge is “below” PRINCE2™’s assumed knowledge threshold. Typical new PMs may have some common sense approaches but often lack a coherent, complete and grounded set of skills. Often the omission of what is assumed by PRINCE2™ leaves certification training courses feeling abstract. By being divorced from day-to-day basic needs the knowledge quickly decays after the exam.

The right approach adds details of the PRINCE2™ specific controls once the foundations skills in scoping, scheduling, budgeting and tracking are established. The basics and the PRINCE2™ specifics are each addressable with a few days training (plus the follow-up practice in the work place fostered by the line managers that really generates the ROI).

## Fifth - Communicate

At some point the other sides of the controls interfaces that the project managers communicate with will benefit from joint training sessions. That is joint session of project manager and team leaders (both technical teams and the user community). PRINCE2™ works without these groups having to use PRINCE2™. They only need to know how to contribute requirements and acceptance criteria, to receive authorised chunks of work, report achievements, and escalate issues. But they DO need to be shown how to engage in the interface so they can make an effective link between technical development activity decisions and business case impacts. They need to understand how to detect when their actions affect ROI and how to escalate where necessary.

## In Summary

A business’s value is generated by the shared understanding of its participants routine interactions. A project’s value is generated by shared understanding between its participants. Since in projects routine is replaced by novel ‘one-off’ interactions a shared view of ‘how to communicate’ needs to be explicitly created first, then what to communicate (and when). This is what PRINCE2™ is about, PRINCE2™ is a first class tool for supporting the directing/managing interface and the managing/changing (delivering) interface but it isn’t sold like that to the ‘give-me-a-certificate in a week’ brigade. Pelicam suggests it shouldn’t be bought like that either.



**Simon Harris is a Pelicam Practitioner, PMP, CGEIT (and ex PRINCE2™ examiner).**

PRINCE2™ is a registered trademark of the Office of Government Commerce in the UK and other countries

---

## Have your say – what is Project Assurance?

With project failure rates inherently high, both public sector and private organisations are looking to support their activities through Project Assurance but the term is widely used and variously interpreted. We asked twenty five blue chip organisations to share their thinking...

### What is Project Assurance in your organisation?

#### The basics....

- ▲ Having the right building blocks and resources in place to deliver my projects successfully.

#### Checking the process....

- ▲ A model and good structure that covers all of the important components about governance, everything that should be in place, risk analysis, compliance and organisation, everything is in there.

#### Ensuring it's doable....

- ▲ Kicking the tyres of your car and doing an MOT. Is it fit for purpose? Helps you to get to where you need to go. Gives me an MOT and warning signs that can be sorted out.
- ▲ Independent review of a project looking at everything, risks, plans, deliverables, indentifying problems, if necessary coming up with a rescue plan.
- ▲ Spot checks against best practice to help the project succeed. Different from auditing which is binary. Project assurance gives us options.
- ▲ Reviewing the status of projects, certain timelines in the project plan, issues and risks (whether being addressed and mitigated), projects managed, project timescale is doable with the right elements.

#### Turning it around....

- ▲ Specific expertise to get very quickly to the heart of the problem and provide clear recommendations to us; also to keep a watching brief.....
- ▲ It helps us sort out projects that go wrong ..... maybe it should also be about increasing the probability of projects going right?

### What do you use Project Assurance for?

#### Skills uplift....

- ▲ We have uplifted our skills in the area of project management - we didn't have a dedicated pool of project managers, we didn't see a need for them, instead we planned to get myself and others up to a certain standard and set up the programme to fully understand the impact on the business of what we were looking to do. We were introducing new products so we thought that they would impact heavily on what we normally did. Project Assurance enabled us to structure the programme correctly and give us an objective view of what the considerations should be. It enabled me to be more skilled and able to communicate requirements of the business better than before.

#### Programme correction....



- ▲ We had a major programme of work that had missed deadlines twice and was heading for a third with budget overspend. Project Assurance gave us direction and analysis on how to find the way forward. It wasn't necessarily a solution that we wanted from them. We wanted a reality check. We wanted Project Assurance to tell us where we were going wrong, how we are going wrong, fresh thinking and direction, which is what we've got from it.
- ▲ We used Project Assurance to re-establish governance on a programme that wasn't running properly. This was down to a combination of factors: suppliers not capable of delivering, teams skill set and capabilities internally not up to the job and didn't recognise and deal with the situation properly and programme governance just wasn't strong enough. The chain of responsibility - IT director and cross business function, reported into the board. The programme had been running for over a year. Originally a two year project, but got to a position that it wouldn't deliver. We needed guidance on appraising the situation.



### Injection of experience....

- ▲ We didn't have enough quality people ourselves. Wanted an independent review and looking to have someone more cost efficient.
- ▲ Quality assurance reviews of key change programmes. Acting as independent advisor with recommendations. We didn't have the right quality people to do it.

### Method definition....

- ▲ We used it to support a refresh of our programme and capability framework. We suffered from a lack of a programme method and cost controls/governance. Are all of the required processes and the controls in the organisation in place?

### Project start up....

- ▲ We ensured a significant programme was set up (started up) correctly. While we have very good business managers, they hadn't run any programmes of this size. Our main challenge was setting up the programme on the right footing at a price we could afford. As we had had a bad experience previously, we wanted to have confidence that the project would succeed. We don't have a lot of project managers around, so we wanted to use our project manager resource as effectively as possible. Our decision to train our people who are subject manager experts and prop them up with project manager's expertise was a good one.

### Independent review....

- ▲ We had a regulatory requirement to have an independent assessment. We applied for an exception and were required by the FSA to sponsor an independent audit. Needed to validate an exception for a piece of regulation.

## What is critical to the success of Project Assurance in your organisation?

- ▲ It must be conducted in a supportive manner – we know it works best that way.
- ▲ The earlier we introduce it – the greater the benefit.
- ▲ An impartial, objective, external view.
- ▲ Capable of turnaround. Expertise, knowledge, people, understanding of programme governance and reporting mechanisms, and knowing whether a programme is on track.
- ▲ Tell it as it is. Don't want it massaging and dressing up. Open, honest and frank.
- ▲ Pragmatic approach - picking out the things that really matter. Not just a tick box, but understand things that make a difference to a programme. Grounded in reality.
- ▲ Tell the truth, don't pay lip service.
- ▲ Deliver on time, which isn't always true of big consultancies.

- ▲ Independent, professionalism, use people who've done it, pragmatism.
- ▲ Senior people working on my business.

## What are the key project challenges in your organisation?

- ▲ Too much to do – too many projects, not enough time
- ▲ Not enough quality people – inadequate team skills
- ▲ Establishing a programme management framework and method
- ▲ Cost control and projects over budget
- ▲ Establishing governance in a project
- ▲ Managing suppliers effectively
- ▲ Meeting project delivery timescales
- ▲ Too much bureaucracy and paperwork – not enough action
- ▲ Inadequate risk analysis and critical thinking within the organisation
- ▲ Poorly planned and unstructured testing.

We weren't able to contact everyone for this survey. If you would like to provide further input to the survey please contact [kate.woodmansee@pelicam.com](mailto:kate.woodmansee@pelicam.com).

We will continue to publish your comments. Thanks.

---

## Raising programme and project competency in your organisation

Peter Mayer introduces a new series of management workshops aimed at improving core skills, behaviours and communication.

At Pelicam we have always advised you of the benefits of understanding the core components for project success – we call it Project Intelligence™ - and we developed a two day active learning workshop called 'Realising Project Intelligence' which has proven to be a valuable benchmark, energiser and enabler for project and programme managers alike.

We now see an opportunity to address four key areas with more specifically designed, but customisable workshops (note we don't use the term 'training') that will enable a shift in performance of your project management teams.

Why 'customisable'? Because we recognise clients have many diverse needs - every situation and challenge is unique and requires an intelligent approach.

Why 'not training'? Because we firmly believe people learn new skills and behaviours through an active learning experience facilitated by senior project professionals who are able to adapt content and delivery according to their audience and share their personal Project Intelligence based on direct experience.

The new workshops include:

### 1. Intelligent Portfolio - enabling an integrated and cohesive portfolio of projects

Understand the key success factors when creating, developing and managing a portfolio of projects. Addressing the relationship between those guiding the enterprise and those charged to deliver change. Identifying the key dependencies, confirming the necessary roles and responsibilities and the cohesive interactions required to ensure integrated investment decisions.

### 2. Intelligent Governance – ensuring precise governance for effective decision making

Addressing the relationship and interactions between those sponsoring a change programme and the programme (or project) management team. Understanding the roles and the contributions essential to success.

### 3. Intelligent Controls – directing, managing, controlling and reporting

For those managing and those in technical leadership roles we create a common view of the concepts, tools and techniques for project control. This includes duties, authorities, constraints, escalation and reporting requirements to manage progress, risk, change and successful delivery.

#### 4. The Project Intelligence™ Foundation – doing the basics well (intelligently!)

Demonstrating core techniques and principles that must be applied with intelligence and precision to effectively manage change. Includes core skills that establish goals, acceptance criteria, critical success factors, scope and performance standards, estimates and dependencies.

These additions to our Project Intelligence™ programme deliver pragmatic value and address key gaps in the traditional 'training' portfolio:

- ▲ They comprise active-learning challenges and many insights into rescue methods
- ▲ They work effectively alongside PRINCE2, MSP, APM, PMP and CMMi
- ▲ They all focus on “Who does what for real?” and
- ▲ Establish an action plan for effective transfer to the work-place.

For an opportunity to become involved please contact me to discuss further. Peter Mayer. Managing Partner  
+44 7974084333 / [p.mayer@pelicam.com](mailto:p.mayer@pelicam.com)

---

#### Survey...We would like to hear from you

Imagine you find Aladdin's Lamp! Unfortunately this one has etched in its side “Project Wishes Only”. Before you give it a rub what three project capability wishes will you make?



---

#### Business Systems Replacement – An implementation review and “key learnings”

**Barry Sacks, Managing Practitioner**

A large financial services organisation had embarked on an ambitious strategic multi-million, multi-year project to replace their current business systems, primarily packaged solutions by third parties, with new systems software and databases developed by an in-house team. After two years with significant schedule and cost overrun and two missed deployment deadlines, the board agreed to seek external assistance to bring the programme back on track. Pelicam were approached to provide that support based on their reputation for pragmatic assurance services.



#### Health Check

The initial assignment engaged two senior Pelicam Practitioners for just 3 weeks resulting in a detailed report being delivered to the client highlighting a number of key recommendations.

The review team used the Pelicam Project Assurance Method and the Pelicam Health Check to review the programme and organisation. Each area of focus (there are 46 focus areas covered by a Pelicam Health Check) was scored against best practice benchmarks whilst using Pelicam's project intelligence methods to recognise the issues that exist and determine whether they cause a serious threat to the success of the programme.

By focusing on key issues to the programme's success the client was able to see “the wood for the trees” and address the critical factors first.

#### Identify the strengths

To support the review Pelicam interviewed over 40 programme stakeholders over 10 days. During the review process (all observations were captured respecting the trust and confidentiality of the interviewees) there were a number of positive observations identified such as:



- ▲ There was strong executive stakeholder commitment, motivation and support
- ▲ Consistent programme governance and PMO processes were in place and followed
- ▲ Strong collaboration between the business users and the programme team was evident
- ▲ Deep domain expertise was demonstrated throughout the organisation
- ▲ Contracted resources were integrated well into the organisation and the programme
- ▲ Strong communication channels were maintained between the various stakeholders

A typical project management “audit”, often considered an appropriate approach to assess project risk and to ensure methodology conformance, would have been satisfied that all the process conformance boxes were ticked.

## However...

The pragmatic experience-based approach of the Pelicam Health Check also identified a number of critical programme risks and issues that could not simply be attributed to failure to follow process, for example:

- ▲ The programme had accepted an ambitious technical strategy that required significant in-house skills and technical architecture capability that were not evident
- ▲ There were unclear programme objectives and benefits due to an undefined business case
- ▲ Design had not been considered at the outset and there was no detailed system design resulting in the solution continuously evolving
- ▲ The deployment strategy assumed a “big bang” approach was feasible without due consideration being given to the organisational risks of such an approach
- ▲ The programme delivery approach changed one year in on the assumption “it would fix some of the issues”
- ▲ Risk management was carried out reactively resulting in too many risks becoming issues
- ▲ The supplier contractual relationship did not support the accountability model required



The recommendations for mitigation, avoidance and remedy of the risks and issues identified during the review were presented to the programme board. To assist the board in determining the correct programme direction, a number of strategic options were also presented for consideration. Once the strategic preference was determined the board focused on addressing the specific issues and risks highlighted by the Pelicam report.

The client was highly satisfied with the content of the report and with how the review process was undertaken by Pelicam. The client recognised that the impartiality of an independent Project Assurance company allowed difficult and challenging questions to be asked of the organisation and its people which enabled the true cause of the issues faced to be understood. Although the findings may not have provided comfortable reading for some (recommendations were made supporting organisational change) it enabled the board to make informed decisions as to how to proceed with the programme and which of the recommendations to act upon immediately to ensure success.

Due to the highly technical nature of this programme and the recognition that the ambitious technical strategy had contributed to the delays experienced by the programme a recommendation was made to carry out a more detailed technical review. The client requested that Pelicam also carried out the technical review and this was duly undertaken resulting in a subsequent set of recommendations specifically aimed at reducing the risk of the technical implementation within the context of the strategic programme.

As a result of the assurances provided by the two Pelicam health checks and the subsequent implementation of a number of the recommendations from both, addressing the critical issues that had been preventing success, the programme is now back on track and moving towards meeting the organisation’s original objectives.

**“Pelicam has been instrumental in the successful launch of the biggest programme ever undertaken by Meteor. Pelicam has provided invaluable, independent assurance working with the programme and has supported the delivery by providing quality, experienced practitioners who have made things happen.”**

Brendan Lynch – Managing Director Group Technology, eircom Group.

## Our Client

- ▲ Meteor, a wholly owned subsidiary of the eircom Group, is a major mobile telecommunications operator with over 1 million customers and 40 retail outlets.
- ▲ Their core revenue and customer management systems were at the end of their life and were not suitable for the future needs of the business and recognised as a constraint to ongoing growth of the company.
- ▲ The challenges facing Meteor associated with replacing these systems were very significant. In setting up a programme of this scale a new team of over 200 people had to be assembled including internal teams, a project location and a management team. There was also the challenge of presenting the business case for the project to the parent company eircom. In addition, there was the selection and management of more than five external suppliers.
- ▲ The project, which impacted upon every part of the business, was the largest ever undertaken by the organisation and was critical to the running of the business.

## How We Helped

- ▲ Governance: Pelicam was initially brought in to offer some quality programme assurance with a senior managing practitioner from Pelicam reporting to the Group CEO on the development of the project. Pelicam continued to offer guidance and leadership throughout the duration of the programme.
- ▲ Health Checks: Pelicam carried out five health checks over an 18 month period throughout the programme. These were carried out before supplier selection and requirements gathering, during contract negotiations, build, test and finally prior to implementation. The recommendations were taken on board and early remedial action was taken to keep the programme on track.
- ▲ Project Intelligent Processes: As part of the health check process Pelicam was able to highlight some change management processes that were not in place and implement some Pelicam best practice processes that would set up the programme for success.
- ▲ Coaching and Leadership: The Pelicam team was able to advise and support the Meteor team in the key areas of benefits realisation, testing, reporting, business engagement and business transformation.
- ▲ Delivery: Pelicam supported the latter stages of delivery of the project by providing some key personnel to work closely with the Meteor team including a Programme Director, Head of Business Engagement, Head of Architecture, Head of Testing and Quality, Communications Management and Cutover Management.

## Benefits Achieved

- ▲ The new Intec billing, customer management and middleware systems were rolled out across the business on time.
- ▲ As a result, Meteor has a business systems technology platform that is reliable, flexible and a road map for future releases.
- ▲ Meteor is now in a position to deliver new products to market quickly for their customers.
- ▲ The new release had a minimum disruption to over 1 million customers and 40 regional stores, an important factor for the profitability of the business.

**“Pelicam offered an independent view of the programme and pointed out weaknesses that have been accepted and taken on board. Their style has been unobtrusive, the feedback has been extremely useful and they have identified gaps and loop holes that would not have been picked up until later.”**

Johnny McMahon - Director of Operations, Meteor

Nick Sanderson, Managing Practitioner

Russ Ede, one of our senior practitioners has been working with a major European Telco as the Programme Manager for the launch of a new 3G mobile proposition. The scope of the work includes management of the launch of consumer and business mobile with voice, mobile broadband and fixed/mobile integration. The launch will be supported by an online presence covering the entire customer lifecycle. The company is also launching an expanded set of reseller, dealer and direct sales channels.



Key challenges in this type of engagement include:

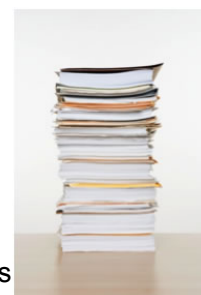
- ▲ business case sign-off impacted due to a current change in ownership taking place
- ▲ managing the senior stakeholders through the launch of a mobile product within a more traditional fixed line culture
- ▲ development of the technical solution with a dependency of inflexible legacy business systems.

---

## Paper and bureaucracy is killing us...

“Two things that have caused pain in programme management.

- ▲ Far too many programme managers believe in bureaucracy and paperwork
- ▲ Risk profiling and Gantt charts etc.



Through this ineffective system poor managers can feel good, whilst good managers just waste time. The amount of paperwork creates the image a company can do 100s of projects successfully and organisations can cope with an awful lot of change. This bureaucracy leads to red, amber, green monitors, and when red shows, they recast timetables, review process and de-scope all because they can't cope with the paperwork. Paperwork introduced by consultancies run all projects via templates. They sit on the sidelines and impose bureaucratic mess. There is a general lack of trust of project managers, so they are wrapped in too much paper work. Why doesn't anyone fight against it? No one reads the reports anyway. So projects end up employing people who are good at paperwork. How could you turn this around? Focus on the greens, those projects which are doing well, look at why this project does well. If you focus on the reds, the good people won't go the extra mile. There is a strange psychology, bad project managers don't get the training and support and the good ones under promise and over deliver. At some point the programme becomes a nightmare, a senior then calls in another organisation to do a review of the project, and they will suggest that you need greater control. This extends the programme by another year or so, back to more reporting. It's a strange old culture. There is a need for simplification, but large consultants don't want simplicity. Project management has suffered because of excel or Gantt chart, project portfolio. Best project managers talk to the people, agreeing change, the focus is completely different from this endless reporting.“

**by a very senior manager at an FTSE 100 international banking organisation.**

---

## You're in the driving seat...

We were interested to hear that CA are running a 'Portfolio Experience' training event using a tool that gives a group of 15 delegates a set of challenging decisions to make for a fictitious company. A years' worth of decisions in a day.....CA have invited Pelicam to go along and experience the course and have opened up the invite to our network. There is no cost to attend, but we would like you to write a report on what you thought of the course so we can publish it in our next newsletter. If you are interested in attending the next event please contact CA directly by emailing [Lynda.roberts@ca.com](mailto:Lynda.roberts@ca.com).



---

*Lifelites*

*Giving kids with limited life unlimited possibilities*

We are now planning our main fundraising event for 2010 to help raise funds for Lifelites



so they can continue to make a world of difference to the lives of terminally ill children in hospices all around the UK by providing a fully maintained technology package.



## Walking, running and cycling for Lifelites

We will be wearing our walking boots as we plan to take on the challenge of completing The Ridgeway National Trail which is a total of 87 miles. The Ridgeway is split into 6 sections and passes through two distinctive landscapes; the open downland of the west within the North Wessex Downs and the more gentle and wooded countryside of the Chilterns in the east.

We are very excited about this challenge which is planned for the weekend of 22nd and 23rd May. We would welcome anyone to join us for either all or any part of the trail for as much or as little time as you would like. There is the flexibility of choosing whatever method you prefer from walking, cycling or even horse riding. There are a few pubs en route where we will need refueling on the way and it would be great to see some familiar faces there.

We will provide full details here in due course but in the meantime, please let us know if this is of interest to you. [Sponsor us online](#)

---

## Some dates for your diary

Walk or cycle the Ridgeway with us on 22nd and 23rd May. Peter is planning to cycle as much of the Ridgeway as possible over the two days (stopping at a B&B and local pub for refreshments). Please let us know if you are keen to join in – email [helen.morgan@pelicam.com](mailto:helen.morgan@pelicam.com).

## CA course

CA are running 'Portfolio Experience' 1 day training events over the forthcoming months. Please contact CA directly at [Lynda.roberts@ca.com](mailto:Lynda.roberts@ca.com) to find out more. If you do attend, please let us know what you thought of the course.

---

## Subscribe a colleague

[Share this newsletter](#) with your friends or colleagues.

## Contact us

To explore how things can be improved in your organisation please [contact us](#).

## Submit an article

If you have any interesting articles about improving the chances of project success or more explicitly delivering project intelligence that you would like to share please [send them to us](#)

## Unsubscribe

We hope you enjoy this newsletter. If you would prefer not to receive it in future [click here to unsubscribe](#).


---

This newsletter is brought to you by:

Kate Woodmansee – Marketing – [kate.woodmansee@pelicam.com](mailto:kate.woodmansee@pelicam.com)





look for a better way  challenge accepted thinking

Pelicam Project Assurance  
Ramsey House, Bellingdon  
Buckinghamshire  
HP5 2XP United Kingdom