

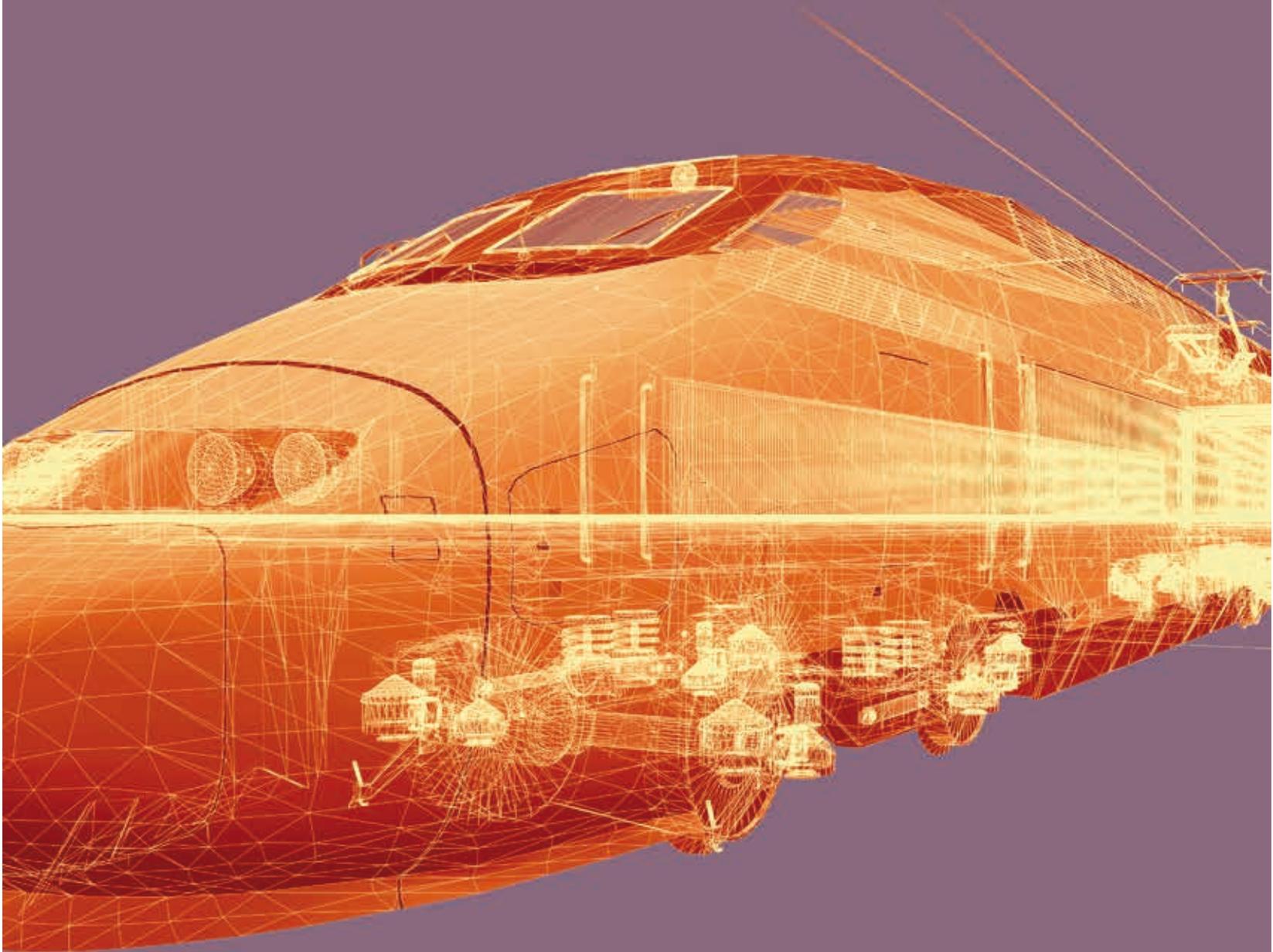
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THE VOICE OF PROJECT MANAGEMENT · 04.2013

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THE GREAT TRAIN DEBATE

HOW OTHER COUNTRIES ARE INVESTING IN HIGH-SPEED RAIL PAGES 18-22

AD

FROM THE EDITOR
project
THE VOICE OF PROJECT MANAGEMENT

In the past month I have travelled more than 1,000 miles to meet some of the country's brightest and best young project professionals.

From project managers in the broadcasting industry to managing directors in the rocket-engineering field, each of our Rising Stars is achieving wonderful things and excelling in their respective arena. These practitioners all have one thing in common: an unquenchable thirst for success.

Project's Rising Stars is now in its third year and has undergone a number of changes including the reduction of those featuring – from 10 to six – and the introduction of a special standalone supplement, which you will find in this issue of the magazine.

The aim is to make Rising Stars more detailed and more exclusive, and to truly celebrate the success of some of the world's finest young professionals.

I have been astounded at the enthusiasm and energy of our Rising Stars, and inspired by their achievements. They range in age from 24 to 33, and each has an interesting and, at times, unconventional story of how they rose through the ranks.

During this project, I've learnt no matter what your background or passion, there is a career in project management for you. With the right attitude and aptitude, you can soon find yourself delivering multi-billion pound schemes or

helping to transform an industry.

The recurring advice from each of the interviewees is to embrace your passion. We may not all be so lucky as to know exactly what we want to do from a young age, but if you stick to pursuing what you enjoy throughout your career, there is no limit to what you can achieve.

Congratulations to all of the practitioners who feature this year. And thank you for providing such inspiration.



ANDREW HUBBARD EDITOR

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THE PROJECT INTERVIEW:

Professor David Philp is at the forefront of Building Information Modelling. He believes project managers can take the lead in its integration – bringing people together to make smarter decisions.



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As HS2 continues to gather momentum, *Project* investigates operational high-speed rail schemes with a similar scope: to improve inter-city transport.



RECONSTRUCTING PROJECT MANAGEMENT:

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The profession is constantly searching for ways to develop its junior managers into seasoned project leaders. Author Susanne Madsen asks if coaching is the answer to help project managers make the transition.



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Project management recruitment, skills, tools and training.

AD

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ATKINS' NEW DESIGN CENTRE IN INDIA

Prime Minister David Cameron has welcomed news that project management consultancy Atkins is to open a new design centre on the outskirts of Delhi, India.

The centre in Gurgaon will support worldwide infrastructure projects on which the group is currently engaged.

During a business delegation visit to India, the Prime Minister said: "This demonstrates how Britain's world-class expertise in design and engineering can help British businesses to succeed in fast-growing markets like India."

Atkins' new Indian base will have capacity for 375 people, complementing the 1,000 engineers already working in the firm's Bangalore centre, which opened in 1998. It is anticipated the new centre will be fully open by the end of the month.

Professor Dr Uwe Krueger, Atkins' CEO, said: "The Indian market gives us access to a wealth of experienced engineers, which is vital for a company such as ours as we often need to assemble high-calibre design teams to support international work very quickly.

"The centre will boost our ability to respond confidently to any challenge with innovation, excellence and cost-effective solutions."

HILL TO LEAD CAIRO TOWER PROJECT

Global construction risk firm Hill International has been awarded a contract from the Saudi Egyptian Construction Company to provide project management services in connection with construction of the Secon Nile Towers.

The three-year contract has an estimated value of approximately £989,000.

Cairo's Secon Nile Towers will comprise two 23-storey buildings – a five-star hotel tower and a residential and retail tower. The total cost of the scheme is around £121m.



The £780m Kingdom Tower will be the world's tallest building when constructed.

UK joint venture secures Kingdom Tower win

An EC Harris and Mace joint venture has been appointed to project manage the construction of the £780m Kingdom Tower project (Project January) in Jeddah, Saudi Arabia.

The Kingdom Tower will be the world's tallest building, standing at more than a kilometre in height. It will be 173 metres taller than the world's current highest building, Dubai's Burj Khalifa, and more than three times the size of London's Shard.

The joint venture team will provide project, commercial and design management for the development, which has a total construction area of more than 500,000m².

Construction is due to start on site later this year and is expected to take more than five years to complete.

Keith Brooks, head of property and social infrastructure at EC Harris, said: "We are delighted to be on the team to deliver this iconic project. The Kingdom Tower is a landmark building that will clearly demonstrate Saudi Arabia's

ambitions to the world. We have a world-class team in place and I am confident that our integrated approach to project, design and construction management will help deliver a safe and successful project."

The Kingdom Tower, which will be the centrepiece of the £13bn Kingdom City development overlooking the Red Sea, will comprise a Four Seasons hotel, Four Seasons serviced apartments, office space, luxury condominiums and the world's highest observation deck.

Mark Reynolds, chief executive of Mace, added: "Kingdom Tower is a project of international importance and immense ambition and we are delighted to be part of the joint venture team tasked with its delivery. As the client's project manager, I am confident we will deliver a development exemplary in innovation and approach."

Jeddah Economic Company is in the final negotiations for the appointment of a quantity surveyor consultancy, which will also be a UK-based company.



BLETCHLEY PARK PROJECT TAKES VISITORS BACK IN TIME

Appleyards Groupe Artelia has been appointed to provide project management on a scheme which aims to conserve, repair and refurbish war time buildings including the famous code breaker huts at Bletchley Park.

In addition, the firm will provide quantity surveying and construction design management coordination services (CDMC) to the client, Bletchley Park Trust.

The trust won a Heritage Lottery Fund grant to help fund the £7.8m project, which will be completed by June 2014 to coincide with the 70th anniversary of the D-Day landings.

As well as new car parking and coach drop-off facilities, the project will help give visitors a true taste of what life at Bletchley Park was like in the 1940s, with a new visitor arrival facility and the renovation of the code breaker huts.

Stephen Prowse, associate director at Appleyards Groupe Artelia, told *Project*: "From a project

management perspective, the code breaker huts present the biggest challenge, as they are basically 70+ year old garden sheds thrown up during the war, which are now listed and have not had a great deal of maintenance over the years.

"The aim is to repair and conserve the huts and then fit them out with an exhibition to reflect the very busy, difficult and exciting conditions the code breakers worked in."

During the Second World War, Bletchley Park was home to almost 10,000 men and women, all focused on the highly complex work of decoding, analysing and disseminating enemy signals. Historians generally recognise that the top-secret work of those at the park arguably shortened the war by years, saving countless lives.

The restoration of the facilities will achieve a step change in the quality of display and interpretation of the collections and artefacts at the park.

SHARD'S ROBERT DEATKER TO SPEAK AT APM CONFERENCE

The project director of western Europe's tallest building, the Shard, will speak at June's APM Project Management Conference on 13 June at Kings Place, London.

Turner and Townsend's Robert Deatker oversaw the delivery of London's iconic building as part of the £1.5bn London Bridge Quarter Development. He led the project team on all feasibility, design and construction work on the 80-storey tower, designed by Renzo Piano.

With more than 25 years' experience leading major projects and programmes, Robert's CV also includes commercial office developments at Canary Wharf. He

led the engineering design, procurement, construction and handover of eight of the towers including the HSBC tower, Citibank tower and Clifford Chance.

Robert will be joining HS2 Ltd chairman Doug Oakervee CBE on the podium to tackle the conference theme of *Adapt!*, which will reflect on 2012 as the coming-of-age year for project management and ask; what now?

Adapt! will focus on flexibility, resilience and evolution – topics that reflect the new benchmarks set in 2012, the growing demands of customers and the 'more-for-less' culture, which is challenging how we think and act.

Tickets for the APM conference are available from £375 for APM members and £485 for non-members. For further information or to speak about corporate or group booking, go online to www.apm.org.uk/conference or call 01844 271 682.

DIARY DATES

17 April

SCOTTISH CONFERENCE 2013: DELIVERING THE VISION

Corn Exchange, Edinburgh

11–12 June

EVA18: SUCCESS IS A PROJECT

Moorgate, London

13 June

APM PROJECT MANAGEMENT CONFERENCE

Kings Cross, London

30 September–3 October

IPMA WORLD CONGRESS

Dubrovnik, Croatia

Send news of project management events to andrew.hubbard@projectmagazine.co.uk

Majority of projects exceed quality standards

Ninety three per cent of projects are meeting or exceeding quality standards, according to the third global survey on the current state of project management from PricewaterhouseCoopers (PwC).

The report – *Insights and Trends: Current Portfolio, Programme and Project Management Practices* – aims to analyse the current state of project management maturity and the characteristics of higher-performing projects.

According to the report, employing an organisation's typical project management approach leads to accomplishments in achieving scope, quality, and business benefits. However, lower performance levels were noted in meeting schedule and budget objectives.

While not all organisations approach project management in the same way, they do apply certain management principles when managing their projects.

More than 1,500 professionals from 38 countries and 34 industries took part in *Insights and Trends*, which also aims to find out more about current trends and best practices in project management. PwC evaluated what was working well and areas for improvement.

Survey respondents were asked to rate a project that best represents their organisation's approach to project management. Of the projects that met the five key performance indicators, if an organisation was to employ its 'typical' approach to a project, it would meet or exceed the organisation's quality standards 93 per cent of the time; deliver within the project's scope 92 per cent of the time; and result in meeting or exceeding the projected business benefits of the project 89 per cent of the time.

The data revealed less encouraging figures in terms of performance levels relating to schedule and budget – meeting targets just 70 per cent of the time.

OTHER FINDINGS INCLUDE...

- Ninety seven per cent of respondents agreed project management is critical to business performance and organisational success
- Ninety four per cent agreed that project management enables business growth
- Poor estimation during the planning phase continues to be the largest contributor to project failures
- The adoption of portfolio management has not increased among organisations, but its use leads to increases in the five key performance indicators of quality, scope, budget, time, and business benefits
- When implementing portfolio management, the three best ways to be more successful include: aligning the portfolio with the organisation's strategy; using an enterprise project management office (PMO) to manage the portfolio; and conducting monthly reviews

IN NUMBERS

1,524

professionals from 38 countries and 34 industries took part in the survey

146

closed questions were asked via a web-based quantitative survey

65%

of respondents reported international and national level involvement in their project

70%

of respondents agreed that suitable project organisational structures exist on their projects

AD

OPINION PIECE:

Mind your metaphor: the past, present and future of project management learning.

BY PROFESSOR DARREN DALCHER

DIRECTOR, NATIONAL CENTRE FOR PROJECT MANAGEMENT

Metaphors are powerful instruments. They enable individuals, groups, organisations and society in general to create, shape and share understanding.

They impact the way we think, what we see and how we do things. Shared metaphors encompass tacit understanding, thereby embodying many of the premises and assumptions that are never uttered. The choice of metaphor will influence the problem formulation, and subsequently, the solution that emerges. It is therefore important to select the right metaphor.

A metaphor represents a single and rather limited perspective on a situation, thereby bringing out a similarly limited meaning. Karl Weick observed that organisations have a

major hand in creating realities, which they then view as 'facts' which they must accommodate. This ultimately becomes the lens through which the world around us is observed, understood and organised. It is also worth noting that metaphors reflect the era in which they were created. Here, I explore the metaphors that characterise the different approaches to teaching and learning in project management and propose a shift in metaphor that offers a glimpse of a future based on the development of practitioner capability.

THE PAST: KNOWLEDGE ACQUISITION

The quest for knowledge has played a major part in the intellectual development and evolution of individuals, societies and cultures.

The acquisition metaphor typically encapsulates the traditional mode of learning – a rather passive mode, where

the learner endeavours to acquire chunks of information from a designated master. The direction of the flow is from teacher to pupil, emphasising the source of expertise, and assessment relies on methods which examine retention and recall. Many project management courses are still structured around the acquisition metaphor, and some learners are uninspired by the lack of involvement and the inevitable inability to shape their own learning.

Piaget observed that knowledge is never passively received; it is not a brick which can be thrown from one individual to another with the exact same meaning, as it requires engagement with the context, thus inviting a more participative mode of learning.

THE FUTURE: ACTIVE PARTICIPATION

Participation introduces an active



Darren Dalcher, Honorary Fellow of the APM, is a professor of project management and director of the National Centre for Project Management based at the University of Hertfordshire. He is also editor of the Advances in Project Management book series, published by Gower, and chair of the APM Conference.

perspective that enlivens most tasks. Creating a dialogue within the learning environment carries the dual benefit of keeping learners engaged while allowing them to define and explore their context in practice. Learning thus becomes a shared experience, which is responsive and relevant to learners.

Participative learners learn to learn. The emphasis in the participation metaphor is on the process employed in making sense and engaging with a real context.

Assessment can feature the learning process and the capability to engage with a new context and employ clear methods for identifying issues and resolving conflicts. Participation often occurs in a group context, enabling a richer meaning to be derived from the social interaction and group sense-making processes. Educational approaches in this category feature guided participation, where the teacher still directs the group effort, or exploration, where an individual or a group define their own sense-making journey.

If the past form of education featured passive consumers, the present engages with active participants who are guided by experts. The dialogue that results enables learners to influence the guided process. Many courses in project management, including my own, emphasise active participation and interaction. Tutors guide and inform through feedback, discussion and interaction.

DEALING WITH THE UNKNOWN

Metaphors are tools of thought, but as Peter Senge noted they can also impede learning.

Reducing project management skills into a set of procedures is appealing from a pedagogic perspective. However, in reality we all know the craft and discipline of project management cannot be reduced to chunks of knowledge. The skills, behaviours and interactions of successful project managers rely on understanding the complex interplay between people, organisations and change. Lessons from project failures have taught us to take heed

of relationships, expectations, trust, communication, politics, conflict and even human follies and imperfections.

Moreover, in project management, in common with many other practices, the mere possession of a skill does not guarantee its effective utilisation. In contrast, the concept of capability depends on the personal confidence that one can effectively use to develop given skills in complex and changing circumstances. Capability thus integrates skills, knowledge, attitudes and perspectives with emerging understanding and the confidence in that knowledge.

THE CREATION METAPHOR

The creation metaphor offers a new alternative lens. Creation places the individual and their learning needs at the centre of focus, making learning relevant to their projects, organisations and contexts. This relevance combines engagement, knowledge seeking and problem solving. It also endeavours to transcend the metaphor by assuming that relevant knowledge needs to be discovered and utilised in context.

Practitioners would do well to search for courses structured around the insight creation metaphor and its use in practice if they are seeking to develop their capability to become better managers and leaders of projects in uncontrolled environments.

Reconciling research and practice by continuously integrating knowledge with experience offers a richer perspective for practitioners grappling with complexity and uncertainty. Creating our own route will enable us to discover our personal theory of project management, thus making sense of our deliberations and discoveries in our work context through targeted project management programmes. Educating learners engaged in 'project management in-the-unfamiliar' requires us to abandon the safety of the universal theory and embrace the principles of personal discovery, reflection and sense-making, and the metaphor of insight creation, thereby enabling learners to discover and embrace their own theories, and during that journey continue to develop and enrich their capability.

People's needs are often left out of the equation when it comes to organising an industrial project – and that's a crucial error.

What fascinates me is the changing environment for each project – no two are ever the same. I have discovered that all too often the human aspect – how people behave and how they need to be treated – is often left out of managing a project. It's not all about money and deadlines. Often a project will go wrong because the managers don't take people into account.



TOP TEN TIPS

1. Establish the project delivery strategy and governance by providing the project team with guidance – issue a project execution plan.
2. Health and safety is of paramount importance and there should be a dynamic approach throughout the project life-cycle.
3. Manage stakeholders by establishing who they are, their interests and influencers, and how the team will engage and communicate with them.
4. Design the project organisation – consider all aspects of the project team, organise the resources, ensure the team(s) have the appropriate capabilities, competencies and skills.
5. Enable appropriate level of project control.
6. Manage the change. Always monitor, record and report against the baseline.
7. Manage risk and opportunities.
8. Enable the teams to procure and manage the design, delivery/ implementation, commissioning and handover of the project.
9. Establish appropriate quality management processes, ensuring that what is designed is fit for purpose and to specification.
10. Identify, assess and manage factors that affect the environment and any social and economic impacts.

» Dr Dimitris Antoniadis is head of the PMO at electricity distribution company UK Power Networks.

INBOX

Project readers comment on the latest project management news and issues.

Publication of letters is subject to editorial control and discretion.



✉ LETTER OF THE MONTH:

APM should bend its proverbial elbow and give itself a small pat on the back.

APM, and especially its Programme Management Specific Interest Group (ProgM), has been banging on about benefits for ages. We've often said that all programmes, especially those in the public sector where we tax payers pick up the bill, should be assessed in terms of both the investment and the return. We have long recognised that returns are often expressed in terms of improved health, education standards or other measures of success.

The more recently formed Benefits Management SIG now carries that baton.

Trivial is the only suitable word for the benefit statements of some recent, high cost, publicly-funded projects. So it is especially

rewarding to see a major infrastructure programme like HS2 putting benefits right in the forefront of its proposal.

The benefits of any such long-term programme are very arguable and some have been expressed without the essential timescale. Even so, benefits are much more prominent than has been the case for many years. We now have a public debate about the benefits of HS2.

We have some way to go with our management and understanding of benefits but APM, ProgM and the Benefits Management SIG have played, and should continue to play, a significant role in this important improvement.

Geoff Reiss

in LINKEDIN

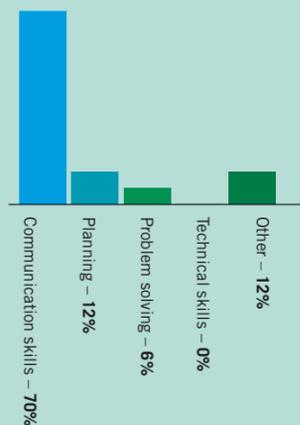
THE STORY:

Project asks what skills are a must for a successful project manager. People can choose from communication, planning, problem solving, technical or add their own.

THE REACTION:

People skills – being able to effectively engage all parties in a project or programme – are key.

Simon Kennish



WHAT DO YOU THINK?

Vote and get involved in the discussion online at <http://goo.gl/7vE04>

👓 YOUR VIEW

THE STORY:

Following his opinion article in *Project* February, QA's Mark Reeson, posted an APM blog asking: "Is sustainability really viable?"

THE RESPONSE:

It stands to reason that consumers are increasingly aware of 'fairness' and sustainability issues. Good corporate behaviour is rewarded (revenue), whereas the absence is punished by

simply not buying from alleged perpetrators.

This leaves little room for not engaging in CSR and sustainability. Shareholders will be better off in companies that develop a sense for the community and serve them in a proper way.

Roland Berberich

#PMOT

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Q&A THE PROJECT INTERVIEW



Professor David Philp says BIM is all about purpose-driven collaboration.



BIM: EVOLVE OR DIE

Professor **David Philp** is the man charged with leading the biggest change on construction projects for a generation. He met with **Andrew Hubbard** to discuss what Building Information Modelling will mean for the profession, and why we should care.

Building Information Modelling (BIM) looks set to revolutionise the way we work, promising to bring about a new ethos on project collaboration.

The man at the heart of this change is Professor David Philp, head of BIM at the Mace Group and head of BIM implementation at the Cabinet Office.

“Other than a digital tool set, you don’t actually use BIM,” says David. “It is a way of working and it’s what you do – a verb. It is information modelling and information management in a team environment.”

He describes BIM in simple terms: “It’s all about purpose-driven collaboration, pulling teams together, creating and using asset data to drive lean processes and

make better decisions. Put those elements together, and you get what BIM is about.”

A BIM Task Group has been set up to help deliver the Government Construction Strategy’s BIM requirements. It is enabling departments to leverage the rich 3D experience; digital simulations; rehearsals of all stages of the design, build and operation process; and use the information

associated with the models to facilitate validated, well informed decision making, resulting in better business outcomes. David adds: “BIM will bring clarity and improved communication to projects. It will help to mitigate risk and ultimately lead to better efficiency.”

David’s dual role with the Government Efficiency and Reform Group (ERG) – where he is seconded – and Mace sees him in the uncommon position of working in both the public and private sectors simultaneously. “People often ask me what it is like working in both

sectors. It is challenging, yes, but I’ve hugely enjoyed the journey. I am lucky in that I can find out what BIM really means to people in the field.

“This initiative is very much about collaboration – about the public and private sector working together. We’ve got more than 300 organisations working on government programmes, so we have to make sure we’re all pulling and pushing in the right direction.”

Although many industry commentators believe the UK to be number two in the world in terms of BIM adoption (behind

the USA), David believes that we are now number one. It is clear that the world-leading work here in the UK is being recognised. In March, Fiatch, a US-based international community of companies and academics working together to lead global development of innovative practices and technologies, recognised the UK government and industry for its BIM programme.

Officials were presented with the James B. Porter, Jr. Award for Technology Leadership at the Technology Conference and Showcase.





DAVID PHILP CV

- 1990: Began MSc in Construction Management at Napier University, Edinburgh.
- 1993: Joined Balfour Beatty as part of the graduate training scheme and later became director of Technical Services.
- 2011: Promoted to BIM programme director at Balfour Beatty.
- 2011: Secured role as the head of BIM implementation, Cabinet Office.
- 2012: Completed Stanford University (CA) CIFE V.D.C. Certification Programme.
- 2013: Made the switch to the Mace Group, joining as the head of BIM.
- 2013: Named as professor at Glasgow Caledonian University.
- 2013: Became a Fellow of Chartered Institute of Building and Royal Institution of Chartered Surveyors.

“BIM WILL BRING CLARITY AND IMPROVED COMMUNICATION TO PROJECTS. IT WILL HELP TO MITIGATE RISK AND ULTIMATELY LEAD TO BETTER EFFICIENCY.”

LEADING THE CHANGE

Prior to his appointment at the Cabinet Office and subsequently at Mace, David was a product of Balfour Beatty's graduate scheme. He explains: "I joined in 1993 and stayed for almost two decades before leaving to join Mace. What excited me was its innovative culture and ability to integrate the asset life cycle through its business model. Its BIM ambitions also married nicely with my own, i.e. sector defining."

While his role with government has him working to ensure all central government departments are fully BIM enabled by 2016, his position at Mace gives him the opportunity to integrate the tasks at life cycle "right from conception".

"Mace is a young company that's going places and really gets the idea of innovation – you can see that through projects such as the Shard. It challenges the norm and that's what it's about for me. It's not about people saying 'you can't do it' – it's about people saying 'that's possible'."

From speaking with David for only an hour, it is obvious to see that his work is his life. Full of energy, he bounces from meeting to meeting with an infectious enthusiasm that is a must for someone leading such a monumental industry shift.

That isn't to say that he isn't well placed to bring BIM to the fore; it certainly isn't just his enthusiasm that has seen him secure his important roles. Well versed in the history of BIM, David understands how and why the initiative has developed and is today at the coalface driving the change himself.

"This idea of BIM dates back to at least 1968, and it has been presented in various guises since then.

"The USA has excelled in the delivery of BIM in recent years, but here in the UK we're very good in terms of thinking about the operational too. We've taken it to the next level in terms of thinking about better outcomes especially in the operational life cycle. In terms of government, we brought together the two concepts.

"I'd argue that we've got the world's best centrally-driven BIM programme. We've got cohesion and we've got that maturity; we think more than just commodity-based selection."

PROJECT CONTROL AND BEYOND

It was in 2007 when BIM really became big news for the construction industry, says David. "It moved very quickly from the world of geometric 3D planning after it



IN NUMBERS

2016

the government plans to require the use of 3D BIM on all of its central projects by 2016

74%

of respondents to the latest national BIM Survey believe clients will increasingly insist on BIM adoption

31%

almost a third of construction professionals are now using BIM – up from 13 per cent in 2010

78%

of respondents to the latest national BIM Survey agree BIM is the future of project information

landed. We began to look at how it could be used for project control and beyond."

When David and his team began to investigate, they found that the "possibilities were infinite".

He adds: "If you think of the graphics side of BIM, it looks at 3D modelling, clash protection and simulations. Now we're starting to think about how we use it for optimisation. I think that's a key thing – we're utilising BIM to collect data, but are also looking at how to use it. It is all about collaboration – bringing people together to get better outcomes."

David believes now is the most exciting time to be involved with construction.

"New tools and techniques are being developed all of the time. In ten years' time we will be solving a new generation of problems, using technology and methods that haven't been invented yet.

Project managers will be using data made available through BIM to make more intelligent decisions."

For those sceptical of the move to BIM, David has a clear message – evolve or die. "It really is as simple as that. Project managers have now got to rise to this fantastic opportunity, to find out how BIM enables project management. It would be great to see practitioners saying 'this is what we can do', rather than waiting to be told. The technology is there – start shaping it. Take the lead. Bring people together and make smarter decisions."

BIM IS HERE TO STAY

Scottish-born David still lives in the country of his birth, making a weekly trip down south to fulfil his duties in London. North of the border, he serves as a professor at Glasgow Caledonian

University. As well as his work on the government's Construction ERG team, he is also involved in the Construction Industry Council's BIM 2050.

His various roles allow him to engage with the next generation of construction professional. He says: "I'm very passionate about helping develop younger people and helping shape where the industry is going.

"We've got a great opportunity now to really start thinking about integrated solutions. The reality is, BIM is here to stay. We're starting to move into the world of digital project management – a world that will allow practitioners to capture perfect information. What does perfect information mean to a project manager? It means a whole new working environment in terms of making smarter project decisions. Embrace this change." □



A HIGH SPEED COMPARISON

As HS2 continues to gather momentum here in the UK, *Project* shines a light on three of the world's high-speed schemes currently under way.

By the end of 2011, there were 108 high-speed rail projects planned or under construction worldwide. Each scheme has a specific scope but, like High Speed Two (HS2), all are aiming to improve inter-city transport and close the gap between economic regions.

HS2 will allow trains of up to 250mph to travel between London and Birmingham (phase one) and Birmingham to Leeds and Manchester (phase two).

The government says HS2 will ease congestion on the railways, reduce journey times and boost the economy. Critics argue the predicted economic benefits have been overestimated, and that areas

of outstanding natural beauty will be blighted by the proposed scheme.

The great HS2 debate has continued to intensify in recent months, following the government's announcement of the proposed route for phase two of the project, and the awarding of the first contracts. Proposals continue to progress on the £32bn scheme, despite widespread division.

Project compares three high-speed schemes from around the world to HS2. We look at the Haramain High Speed Rail Project, Saudi Arabia, Xiamen-Shenzhen Railway, China, and Nuremberg-Erfurt high-speed rail line, Germany, all of which are currently under construction. »

HARAMAIN HIGH SPEED RAIL PROJECT

Construction on the 279.1-mile Haramain High Speed Rail Project in Saudi Arabia began in March 2009. It is expected to be in operation by 2014, allowing electric trains to travel along the route at up to 200mph.

Also known as the Western Railway or the Mecca-Medina high-speed railway, it will link the cities of Medina and Mecca via King Abdullah Economic City, Rabigh, Jeddah, and King Abdulaziz International Airport. It will also connect with the national network at Jeddah.

The railway is expected to carry three million passengers a year, including many Hajj and Umrah pilgrims, helping to relieve traffic congestion on the roads.

BUDGET:
£7.63bn

HS2 COMPARISON:
The route for Haramain is around 50 miles shorter than the complete proposed route for HS2 – phase one and two. Trains on the HS2 route are also expected to travel faster at around 250mph, compared with 200mph on Haramain.

As well as speeding up travel times, the key goal of this project is to reduce congestion on the roads. The project will link the Muslim holy cities of Medina and Mecca and is expected to dramatically decrease road congestion as a result.



TIMELINE:

MARCH 2009
Civil works for the first phase of the project get under way.

APRIL 2009
Contracts for construction of four of the five stations on the route are awarded.

OCTOBER 2011
Project sponsor Saudi Railways Organization announces that the Saudi-Spanish consortium Al-Shoula Group has been awarded the contract for phase two of the project. It will lead on track, signalling, telecommunications, power, electrification and the procurement of rolling stock, operations and maintenance for 12 years after project completion.

2014 – Expected completion date.



XIAMEN-SHENZHEN RAILWAY

The high-speed Xiamen-Shenzhen Railway on the southern coast of China will form part of China's Southeast Coast High-Speed Rail Corridor.

Named after its two terminal cities – Xiamen in Fujian Province and Shenzhen in Guangdong Province – the project is also known locally as the Xiashen Railway.

Construction work on the electrified, dual-track, 312-mile line began in November 2007. Trains travelling at speeds of 155mph are expected to become operational on the line in October this year.

BUDGET:
£4.41bn

HS2 COMPARISON:
At a similar size and scale to HS2, the projects share a similar scope – to link two vital economic regions. In the UK, it is the north and the south; in China, it is Xiamen and Shenzhen.

Whereas critics of HS2 argue the reduction in travel time will be minimal, this certainly isn't the case for the Xiamen-Shenzhen Railway. Journey times between Xiamen and Shenzhen will be reduced from 11 hours to three hours.



TIMELINE:

DECEMBER 2005
National Development and Reform Commission approves the project proposal.

NOVEMBER 2007
Construction on the project begins.

JULY 2011
Financial strains impact on the schedule before a deadly train crash in Wenzhou kills 40 people and halts work on the project for six months.

OCTOBER 2013
Line expected to become operational.



NUREMBERG-ERFURT HIGH-SPEED RAIL LINE

The 118-mile Nuremberg-Erfurt high-speed rail line has been under construction in Germany since April 1996.

The project comprises an upgraded route between Nuremberg and Ebensfeld and a new line between Ebensfeld and Erfurt.

Originally scheduled to open in 2005, a series of setbacks means the line is expected to be in operation by December 2017.

InterCityExpress (ICE) and freight trains will operate on the line and will be able to travel at around 205mph.

The project is being managed by DB ProjektBau, a subsidiary of Deutsche Bahn.

BUDGET:
£4.42bn (original budget £3.25bn)

HS2 COMPARISON:
The Nuremberg-Erfurt high-speed rail line has been beset with delays and scope creep and, much like HS2, public opinion on the scheme is divided. The northern destination on the route, Erfurt, is the capital city of Thuringia and the main city closest to the geographical centre of Germany. Like HS2, the goal is to connect the country and help to distribute wealth.



TIMELINE:

APRIL 1996
Construction begins on the project.

1998
The new red-green coalition government forms following the election and halts work on the scheme.

2002
Work recommences on the project following a three-year break.

DECEMBER 2008
Federal transport minister Wolfgang Tiefensee announces additional funding for the project to enable it to be completed by 2016.

2017
Line expected to become operational.





TIMELINE:

SPRING 2013

Consultation on Environmental Statement for phase one (London to West Midlands).

LATE 2013

Introduction of a hybrid bill to provide necessary powers to construct and operate phase one of HS2.

EARLY 2014

Consultation on preferred route for phase two (Leeds, Manchester).

LATE 2014

Government's announcement of the chosen route for phase two.

HS2 CONTRACTS AWARDED

HS2 Ltd has awarded its first contracts to take the project forward to the next stages.

AECOM, Mott MacDonald and Arup have won more than £7m worth of work between them and will now provide engineering and environmental services for each leg of the route. This work will include developing the initial concept engineering designs and preparing sound demonstrations for the consultation on phase two, which has been brought

forward to start later this year.

Alison Munro, chief executive of HS2 Ltd, said: "We have already created 1,200 jobs through our Professional Services Framework for phase one of the scheme and phase two will create thousands more.

"We have achieved a tremendous amount so far and we now have an excellent team in place to take phase two forward to the next stages."

"WE HAVE ACHIEVED A TREMENDOUS AMOUNT SO FAR AND WE NOW HAVE AN **EXCELLENT TEAM** IN PLACE TO TAKE PHASE TWO FORWARD TO THE **NEXT STAGES.**"

ALISON MUNRO, CHIEF EXECUTIVE OF HS2 LTD

PHASE TWO PROFESSIONAL SERVICES FRAMEWORK

The 'Lot 1' contracts have been awarded up until March 2015 and will include the work to refine the route proposals post consultation on phase two.

LOT 1

covering engineering services for the west leg of the route, from Birmingham to Manchester.

Awarded to: AECOM Ltd
Value: £3.1m

LOT 1

covering engineering services for the east leg of the route, from Birmingham to Leeds.

Awarded to: Mott MacDonald
Value: £3.2m

LOT 2

covering environmental services for both legs of the route.

Awarded to: Arup
Value: £1.1m

HS2 CHAIRMAN TO SPEAK AT APM CONFERENCE

Chairman of HS2 Doug Oakervee CBE is confirmed to speak at the 2013 APM Conference. The conference takes place on 13 June at Kings Place, London, and tickets are available online at www.apm.org.uk/conference

AD

RECONSTRUCTING PROJECT MANAGEMENT

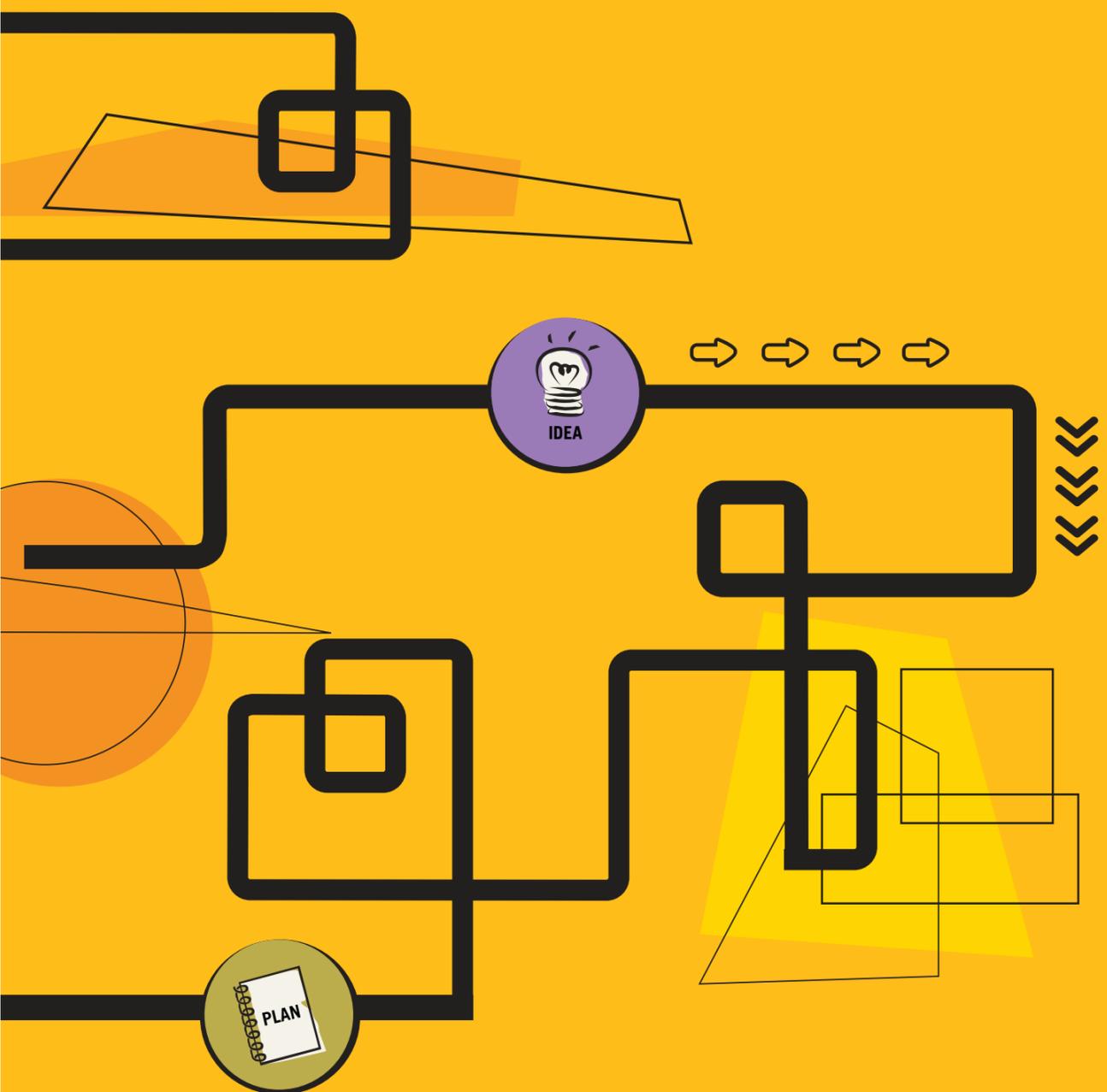
Next month, Professor **Peter Morris** releases his latest book, *Reconstructing Project Management*. He tells *Project* what inspired him to write it and what readers can expect.

Peter Morris has been an acknowledged thought leader in project management since the late 1980s when he wrote

The Anatomy of Major Projects with his colleague Dr George Hough (1987), not least in his concept of 'the management of projects' as a broader, more front-end oriented view of the discipline (*The Management of Projects: 1994*).

Peter's latest book, *Reconstructing Project Management*, which is due out on 10 May, is his summation of what he sees can, and what needs to, be said about the discipline and its knowledge base. >>>





RECONSTRUCTING PROJECT MANAGEMENT
Peter W.G. Morris

PROJECT READER OFFER
Readers of Project magazine can get 20 per cent off Reconstructing Project Management by going online to <http://tinyurl.com/bdz66g5> and entering discount code **VBB55** at the checkout.

'PROJECTS ARE BUILT BY PEOPLE FOR PEOPLE THROUGH PEOPLE' AND 'NEVER COMPROMISE ON PEOPLE – BUT WE ALWAYS DO' ARE TWO FAVOURITE SAYINGS OF MINE.

Q1 WHAT WAS THE INSPIRATION BEHIND RECONSTRUCTING PROJECT MANAGEMENT?

When you look at the track record of managing projects and meeting targets, we are still having difficulty getting to an acceptable standard of performance. The discipline of project management ought to be doing better than this. But there has been nowhere that really describes critically how we got to where we are as a discipline; what the key works are; whether the discipline as described is fit-for-purpose, and what the challenges in implementing it are. This book does this.

Q2 HOW WOULD YOU DESCRIBE THE TOPICS IN THE BOOK?

It's very comprehensive, both in chronology and scope. First, I describe the development of what we take project management to mean today. I know that history is not to everyone's taste, but if you can understand how we got here it becomes a heck of a lot easier to work out what we should be doing now, and why. Hence, for example, the history of project management is full of evidence, as I detail in the book, showing that limiting the discipline to project execution is not enough; we need to manage the front-end and try and influence, as far as we are able, the project's context.

Second, I describe what I believe is the latest, best thinking on the topics that constitute the basic body of knowledge of the discipline. Not a million miles from the APM's BOK (which in fact I have had a lot to do with in researching and authoring). In addition to the usual control topics I emphasise governance and strategy, technology and innovation, the commercial base on which we engage resources, organisation, and in particular the way we manage people.

Third, I look to the future. I briefly visit the philosophical bases of our knowledge about managing projects and then focus on what the world of portfolio, programme and project management will look like going forward, and what the discipline can do to address the challenges society is, and will be, facing now and in the future.

Finally, and most importantly, Reconstructing Project Management examines how project professionals can add value in the way they help shape and execute the project, particularly with respect to the sponsor's business case. Too many people still see project management as 'plan and monitor' – what I call the 'cruise



Peter Morris is a vice president of APM and was chairman between 1992 and 1996. He is Professor of Construction and Project Management at UCL's School of Construction and Project Management. His career over the last 40 years has comprised a mix of executive, consulting and academic appointments. He received the Project Management Institute's 2005 Research Achievement Award, IPMA's 2009 Research Award and APM's 2008 Sir Monty Finiston Lifetime Achievement Award.

control' approach to implementation. I am looking for project professionals to make an impact and add value.

Q3 YOU TALK ABOUT KNOWLEDGE A LOT. WHY. WHAT IS THE DRIVER HERE?

I wanted to lay out, as far as I was able, what is the knowledge that we need in order to manage projects and programmes effectively.

I am extremely interested in how our thinking about managing projects has developed over the years and how it is likely to develop in the future. And I am particularly interested in how prescriptive the knowledge base for this discipline can be, given that we need to tailor much of it to suit the project's character and its context. (By the way, in what I am saying here, take 'project' generally to include 'programme').

Project management knowledge, unlike knowledge in the natural sciences, is neither value-free nor context-independent. It is socially constructed, 'invented not found'; different groups have constructed it differently since it began being formalised back in the 1950s. The book illustrates such differences as it traces the development of the discipline from the early 20th century, and even earlier. Thus we see how and why PMI's PMBOK produced such a different body of knowledge from APM's – in topics covered (more limited), ethos (value is hardly mentioned), and scope (seeing project management as predominantly execution-oriented compared with APM's inclusion of front-end development and addressing factors external to the project as well as those internal to it).

Q4 HOW LONG HAVE YOU BEEN WORKING ON THE BOOK?

I have physically been writing it for two and a half years but I've been thinking about it during my entire career – I graduated in 1968 and got my PhD, in project management, in 1972. It builds directly off *The Anatomy of Major Projects*, *The Management of Projects*, *The Wiley Guide to Managing Projects* and other books and papers I have published, and research and teaching I have been doing at Oxford, Manchester and UCL over almost 30 years.

Q5 YOU'VE GOT A GREAT SET OF ENDORSEMENTS FROM PRACTITIONERS AND ACADEMICS AROUND THE WORLD. AT WHAT POINT IN A PROJECT PROFESSIONAL'S CAREER WOULD YOU EXPECT THEM TO FIND VALUE IN YOUR BOOK?

The flip answer is when you want to reflect seriously on your profession. Most obviously, it is meant for anyone who has some experience and is thinking about how they and their profession can move forward. Students, obviously, but in fact many experienced, thoughtful managers will find it of value too, as well as academics. Actually it's meant to be a good read – not nearly as dry as it's probably sounding.

Q6 WHAT ARE THE MOST IMPORTANT LESSONS THAT YOU HAVE TAKEN AWAY FROM YOUR WORK ON THE BOOK?

Several, obviously. First of all the difference between effectiveness and efficiency. This comes from the IMEC (International Management of Engineering and Construction) study of 2000. This looked at more than 60 projects each costing \$1bn or more and found that, in terms of the 'iron triangle' efficiency measures, about 70 to 80 per cent met their targets. However, the figure for meeting the sponsor's business requirements – the really important targets, what IMEC called the effectiveness measures – was much worse: only about 40 per cent.

So when you think about it, it looks as though it is more important to meet the iron triangle efficiency measures than to provide value to the sponsor. But the whole purpose of undertaking a project is to provide benefit to the sponsor – it is his money we're spending after all. Effectiveness has to be more important than efficiency. But as a discipline, we tend too often not to think like that.

This leads us to value and performance. Value is a ratio of outputs and inputs – 'bang for the buck'. Performance management is concerned with the measures we should have. People are still hung up on efficiency measures like earned value. We should be thinking more widely, using effectiveness measures too. Take risk as an example: again this is typically assessed in efficiency terms – cost and schedule. There's an enormous need to relate risk measures to effectiveness targets.

Next is people. 'Projects are built by people for people through people' and 'never compromise on people – but we always do' are two favourite sayings of mine. Recognising the importance of people is absolutely crucial to the development, shaping and delivery of projects. But our knowledge about how best to manage people is poorly portrayed, not least in project management. □

Scientists are currently developing a telescope so powerful it can study outer space in more detail than ever before – and even look into the past. *Project* talks to *Philip Gibbs*, one of the people spearheading the MeerKAT array, the latest step in the process of building the world's biggest radio telescope.

LIFE THROUGH A LENS

AD



“IT’S ONE OF THE BIGGEST SCIENCE PROJECTS TO BE UNDERTAKEN IN SOUTH AFRICA, A PLAYGROUND FOR AN INQUIRING MIND.”

PHILIP GIBBS
DBE PROJECT ENGINEER



Swinburne Astronomy Productions/SKA Program Development Office

HOW DOES MEERKAT WORK?

Radio telescopes work in a similar way to a radio – tuning to different frequencies allows you to pick up fresh music stations. MeerKAT works along the same lines.

Dishes collect radio waves from objects billions of light years away from Earth, focus these waves on to tuned receivers and high-tech computers and then process these signals, converting them into images to provide snapshots of outer space.

Whisper it quietly. Gazing into outer reaches of space may give the human race the chance to look into the distant past. Those astronomers’ dreams could soon be fulfilled, thanks to a groundbreaking radio telescope under construction in South Africa.

Indeed, it may sound far-fetched. But Sir Martin Rees, the astronomer royal and former president of the Royal Society, has previously hinted at the subject, saying: “Telescopes are in some ways like time machines.

“They reveal galaxies so far away that their light has taken billions of years to reach us.

“We in astronomy have an advantage in studying the universe, in that we can actually see the past.”

And an innovative project under construction in South Africa will help us delve deeper into the universe – and the past – than ever before.

Being developed under inhospitable conditions in the remote Karoo region in the Northern Cape, the MeerKAT array

converts radio waves into images of the remotest parts of space.

Almost 100 scientists and engineers are helping to create the 64-dish Gregorian-offset radio telescope, with commissioning due to take place in 2014 and 2015.

It is scheduled to be ready for science operations by 2017.

MeerKAT is the precursor to the SKA (Square Kilometre Array) – an international collaboration that will see the development of thousands of antennae – spread over 3,000km in the same area of South Africa – working together as one gigantic, virtual instrument.

Once created, the SKA will boast a radio telescope at least 50 times more powerful, and 10,000 times faster, than any other radio telescope currently in existence.

The SKA is not scheduled to be fully operational until 2024, leaving the MeerKAT array at the forefront of pioneering space research over the coming years.

Philip Gibbs is the project manager for MeerKAT’s Digital Backend team

(DBE), responsible for the vast amount of the project’s captured digital data for scientific use.

He said: “There are so many areas to get involved with and, since the project is very much research-oriented, new discoveries are always being made.

“It’s a plus not being able to sit still, as on a project like this, you feel like you are always running.”

The very nature of the MeerKAT project means cutting-edge technology is an essential requirement.

But Philip acknowledges insatiable demands for state-of-the-art equipment are a huge challenge when attempting to deliver the project on time and budget.

He said: “Scope creep is always a danger on a project of this nature as new ideas are brought to the table and find their way into the requirements.

“The technology we are employing is cutting-edge and so the balance between technology and expertise is always a concern.

“We have to ensure our teams are always up to speed with new trends.”

Philip’s team is responsible for a number of crucial elements on the



Philip Gibbs, DBE project engineer. He began his career in electrical engineering, working on military projects and a design environment in a company specialising in high-volume electronic production. His interest in technology led to an opportunity on a team developing ASIC (Application Specific Integrated Circuit) technology, providing a taste of project management. He returned to work on KAT (Karoo Array Telescope) in 2009.

MeerKAT project – the correlator, digitiser and time and frequency reference (TFR).

These elements combine to provide the scheme’s Science Processing Team with the captured digital data for scientific research.

He said: “The correlator is a very specific digital signal processing (DSP) instrument built on FPGA (Field Programmable Gate Array) technology that processes digital data – analogue signals that have been digitised and conditioned in the digitiser – received from the 64 dishes simultaneously.

“This data is then transmitted through a high bandwidth multiport gigabit ethernet switch. The TFR provides synchronisation to each of the receptors through a fibre network.”

With the key elements under Philip’s managerial guidance being so crucial to MeerKAT’s success, what approach has he adopted to handling such essential projects?

He explained: “Each of the projects under my control was initiated with a kick-off meeting where hierarchy structures were defined and agreed to, major

MEER FACTS

- The name ‘MeerKAT’ derives from two elements. The KAT ending came from the pathfinder telescope project known as Karoo Array Telescope, which was initiated in 2006, while ‘Meer’ is the Afrikaans word for ‘more’.
- The digitiser – which converts the telescope’s analogue feedback into digital data – has been built to survive in harsh conditions, surviving in temperatures ranging from -10°C to 50°C. It has been enclosed in a specialised shielded box, immune to the tiniest radio frequency interference.
- The digitiser provides the correlator with 34GBs of data every second, equivalent to processing the data on 371 CDs every second.
- The MeerKAT project will cost in excess of one billion rand, the equivalent to £74.8m.





THE MEERKAT SCHEDULE

2010

Project kick-off

2014

First dish on site in February

2014-15

Site commissioning

2016

Dish 64 scheduled to be installed

2017

Ready for science

SKA FACTS

- Data collected in a 24-hour period would take nearly two million years to play back on an iPod.
- The SKA's central computer will have the processing power of about one hundred million PCs.
- The SKA will use enough optical fibre to wrap twice around the Earth.
- The SKA will be so sensitive that it would be able to detect an airport radar on a planet 50 light years away.

HOW IS SEEING INTO THE PAST POSSIBLE?

In the simplest terms, our advancements in astronomy allow us to see further and further back in time.

Light waves from distant galaxies take so long to travel through space to our lenses, we see them as they were a long time ago.

component leaders established, timelines set up, risks identified and product breakdown discussed.

"These projects are controlled through feedback, technical meetings where we measure progress based on work completed, look at technical issues, update schedules, deal with change control and, of course, identify and mitigate risks."

Experts currently working on MeerKAT are primarily based in South Africa with the project set to play a key role in the design and technology developments for the SKA.

However, it also has an abundance of international participation, which will be supplemented by the implementation of SKA phase one.

Having stakeholders spread throughout the world provides another set of stern challenges for Philip's team.

He added: "Five years of observing time on MeerKAT has already been allocated to leading international and local astronomers with the science objectives of the MeerKAT surveys being in line with the prime science drivers for SKA phase one.

"This international participation

was key to the early concept design reviews and enabled us to produce solid requirement specifications as the project kicked off.

"We still ensure all reviews are attended by members of the international radio astronomy community."

The groundbreaking work of MeerKAT and its predecessor KAT-7 has seen a huge increase in interest in astronomy in South Africa, according to Philip.

He added: "KAT-7 and MeerKAT together have already boosted South Africa's capabilities in terms of science, engineering and astronomy.

"In 2003, there were only 12 practising radio astronomers in South Africa; in 2011 we had more than 60.

"KAT-7 high level milestones were achieved on time through careful planning and monitoring, but it would be wrong not to mention the very dedicated team responsible for every aspect of that project. This same team (and many more) are now responsible for the delivery of MeerKAT.

"There is literally no place for boredom. The project is growing all the time so we have to continually adapt and that keeps you on your toes."

AD

COACHING: THE FUTURE OF PROJECT MANAGEMENT?

The profession is constantly searching for ways to develop its junior managers into seasoned project leaders. Author **Susanne Madsen** asks if coaching is the answer to help project managers make the transition.

Many practitioners receive training in hard skills such as project estimation, planning and the use of tools and techniques, according to project manager and author **Susanne Madsen**. But, she argues, when it comes to soft skills such as leading and motivating a team, classroom training tends to be less effective.

She says: "The development of soft skills is concerned with changing behaviours that are individual to each person. When we teach hard skills – such as project planning, processes and estimation – a one-size-fits-all classroom approach is appropriate. But when we want a person to develop and change behavioural soft skills – such as leadership, self management and communication – we get much better results by working directly with the individual on a one-on-one basis."

In Susanne's experience, it's soft skills and leadership capabilities that distinguish a junior manager from a highly successful project management leader. "What sets us apart as project managers, and enables us to deliver excellent benefit to the client, is our ability to build relationships and lead teams to success through our vision and engagement. These skills can be difficult to learn in a classroom environment."

Susanne qualified as a corporate and executive coach four years ago. She decided to move into this area of coaching to make a difference and help others overcome some of the challenges she herself had experienced.

She recalls: "I was overworked and stressed running a £19m project the first time I came across coaching. Through one-on-one coaching, I realised how I could work smarter rather than harder and

how I could improve my performance and wellbeing. I see a lot of project managers making the mistakes I used to; they work hard trying to coordinate everything, but they aren't leveraging themselves or the team. They aren't leading with vision, delegating or connecting optimally with people – and they don't focus on the 20 per cent of activities that contribute to 80 per cent of their results."

DEVELOPING PROJECT MANAGERS

Coaching is the practice of helping people to identify and articulate what their challenges, goals and aspirations are and subsequently assists them in achieving these goals through in-depth conversations.

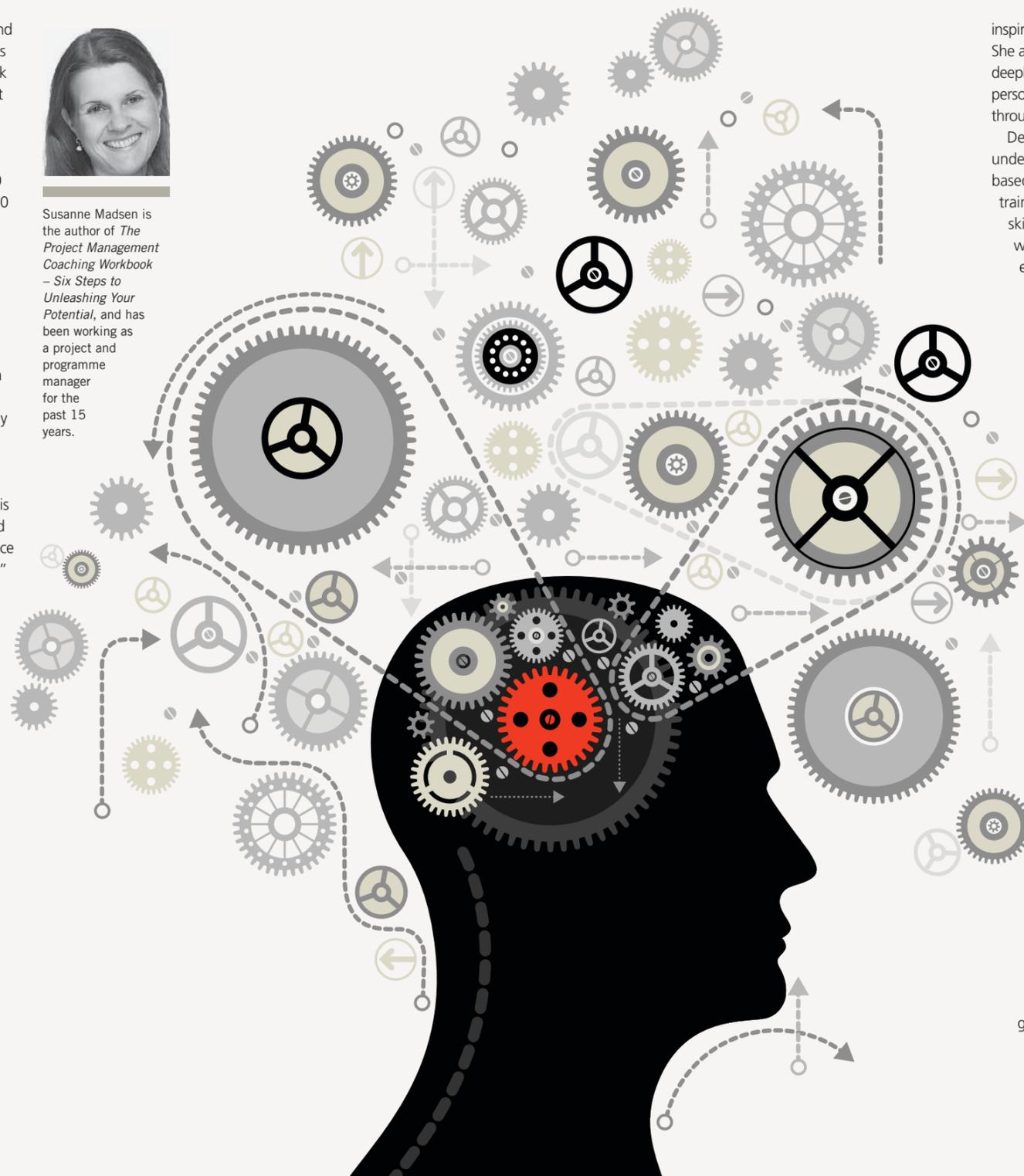
Coaches argue that their methodology focuses on the individual – rather than the group – and that the techniques are tailored specifically to the person being coached. Susanne says: "Accountability is much higher when we use coaching and therefore it is much more likely to produce breakthroughs and long-lasting change."

She admits that she was unsure of what the results would be when she first began coaching professionally. She says: "I had seen the positive effects of coaching in other walks of life, and although I expected it to have an impact on project managers, I didn't know that it would be quite as powerful as it proved to be. What I found was that just a few coaching sessions could be enough to give people the tools and support they needed to excel and make rapid progress as project managers and leaders."

So what benefits does coaching offer, as opposed to classroom-based teaching? In Susanne's opinion, one-on-one coaching sessions are the best way to push a person to step up and become a more effective,



Susanne Madsen is the author of *The Project Management Coaching Workbook – Six Steps to Unleashing Your Potential*, and has been working as a project and programme manager for the past 15 years.



inspirational and driven project manager. She adds: "We often need to work with deeply-rooted behavioural aspects of their personality, something which is best done through coaching."

Despite being a coach, Susanne understands the need for both classroom-based learning and coaching. "Classroom training is good for conveying hard skills, processes and basic knowledge, whereas coaching is much more effective when it comes to applying that knowledge and working to improve behavioural skills, communication and leadership capabilities. Many people gain knowledge when they attend training, but they often don't implement and apply that knowledge. Coaching helps the individual to actually take action and change how they do things and is therefore an excellent alternative or add-on to traditional training.

"A well-rounded practitioner needs both."

INVALUABLE SOFT SKILLS

"Soft skills are invaluable to project success," says Susanne. "It's through communication, negotiation, self management and motivation that we are able to build strong relationships of trust with our clients and partner with them to understand their business needs. We also need soft skills to lead and motivate the team to successfully deliver these needs. Creating a highly motivated team is crucial as the team is a project's biggest asset. "A project manager who is only in possession of hard skills is merely good at planning and tracking the

project, carrying out quality assessments and identifying risks and issues. Such a manager is not leveraging his own or the team's human resources as he is only focused on the transactional and task-oriented part of the job."

For companies and individuals interested in coaching, Susanne offers some practical advice. "A typical starting point for a coaching session is the individual's strengths and weaknesses – and aspects that aren't working as well for them as they should. This could be in terms of missed deadlines, a disengaged team, unhappy stakeholders or a lack of personal satisfaction and achievement. "The key is to address these underlying competency issues, bring them to surface and help the individual to resolve them once and for all."

For companies who want to give coaching a try, Susanne suggests they start supplementing some of their soft skills training and leadership courses with individual coaching sessions. "Start out with a couple of project managers and measure the return on investment."

She adds: "Although no one can predict the future, the world of business is moving faster and scrutiny on project execution and project managers will continue to grow. To stand out and excel in this climate, project managers must become leaders who are excellent at building relationships and leading the team to success through their vision and engagement. They must consistently challenge the status quo of what is being delivered and how it is being delivered. Completing a project well is no longer enough. We must do it better, cheaper and with more benefits than before. This is a mindset shift that requires the project manager to step up and be a leader in their field – a shift which coaching can help to bring about." □

RESOURCES:

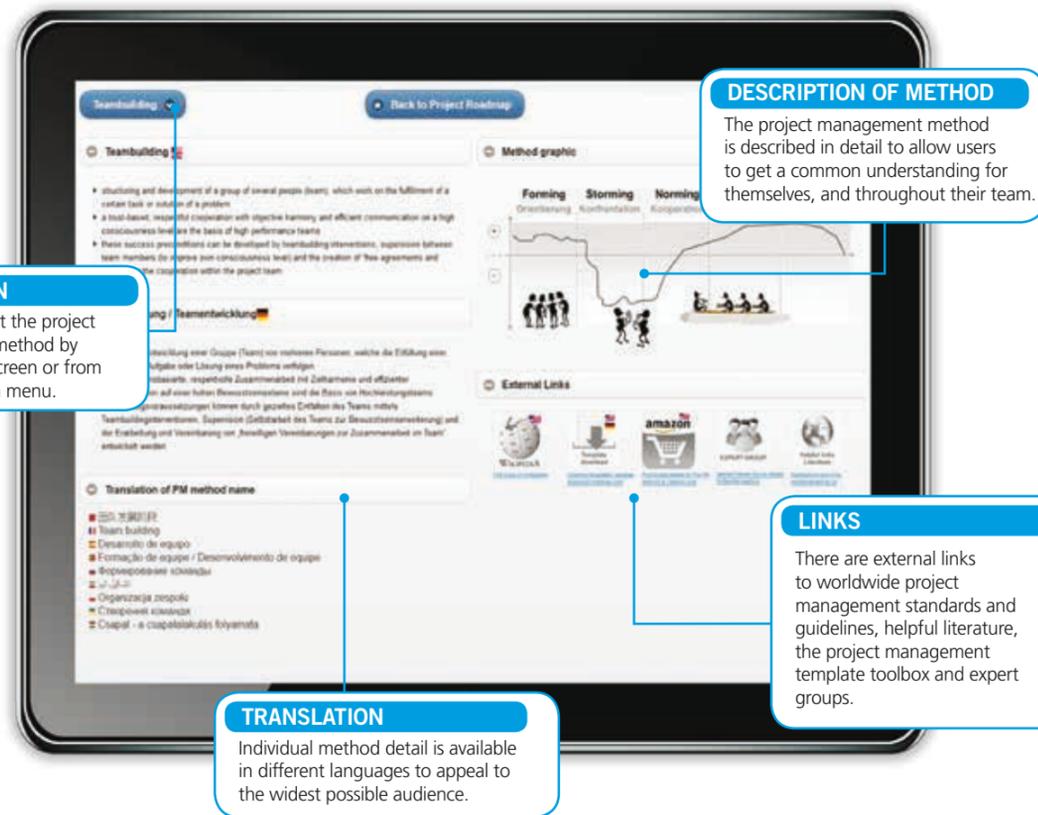


Tried & tested

A closer look at the latest product releases

OVERVIEW:

The project-roadmap.com app aims to help users understand and utilise both hard and soft fact methods in project management. Methods are explained in both English and German, with illustrations, links to helpful literature, project management templates and contact details for expert groups.



What products and gadgets are you using? Get in touch and tell us what project management tools you have tried and tested.
Email: andrew.hubbard@projectmagazine.co.uk

USER REVIEW



Ralph Jakobs is a technical project manager for a global automotive company.

"The project roadmap app is very helpful and supports us in the majority of our projects.

"The app offers us the ideal support for our project team from the very start, and throughout the process.

"It is vital we create a harmonised understanding about the project management methods within the project team, and the app allows us

to do that quite easily.

"I particularly like the overview of the project roadmap with hard and soft project management methods.

"The navigation starting page can be used easily as a visual checklist. Also, almost every project team member can find the description of each project management method in his native language. This is very useful as it makes it possible for us to reduce

misunderstandings within virtual, time zone-shifted project teams.

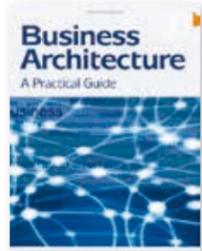
"If a project team member is interested in more information, they will find links to expert literature and the detailed descriptions on Wikipedia in the app.

"I struggle to find anything to criticise the app for; I certainly haven't seen anything like it elsewhere in the market."

AD

Bookshelf

Project readers review the latest book releases



BUSINESS ARCHITECTURE

- » Jonathan Whelan and Graham Meaden
- » Gower
- » ISBN: 978-1409438595
- » RRP: £45.00

This book is presented as an essential part of any company's management toolbox. The authors describe business architecture as a disciplined approach to the application of business models and the formation of business strategies.

The content, divided into six parts totalling 18 chapters, is consistent with the layers of business architecture. The authors do not expect an individual to read every chapter and, very considerably, recommend chapters to meet specific readers' needs.

I was particularly taken with the authors' enthusiasm for their subject and for the insights they provide into the processes involved in business architecture. It is interesting to see

how various management functions applied loosely and independently by most companies could, and should, be combined into one bundle of responsibilities.

However, I would like to have seen a detailed explanation of how business architecture could work in different situations, possibly with summaries of sample projects the authors have worked on themselves.

persevere to the point where they would start appreciating the knowledge base they were tapping into, and the value that could be added to their companies if they applied this knowledge effectively.

The book demonstrates a sense of dedication to the subject, but it is clear that the concept of business architecture has some way to go before it gains general recognition among business leaders.



Bryan Morgan is a Fellow of the Royal Institute of Chartered Surveyors, an Associate of the Chartered Institute of Arbitrators, a member of the Association for Project Management and author of *International Construction Contract Management and Dispute Avoidance*. He has been involved in the construction industry for more than 50 years both in the UK and overseas. Bryan can be contacted through his website at www.mfc.eu.com

I WAS PARTICULARLY TAKEN WITH THE AUTHORS' ENTHUSIASM FOR THEIR SUBJECT AND FOR THE INSIGHTS THEY PROVIDE INTO THE PROCESSES INVOLVED IN BUSINESS

The theory is extremely interesting but, without the back-up of historical narratives, tends to border on the 'geeky' side of reality.

Unfortunately, the people who would benefit from this book are the very ones who would probably not read it or, if they did start reading it, would not

In summary, the authors have done a remarkable job of introducing a complex subject to readers. This book should be compulsory reading for all management trainees.

Bryan Morgan

VIEWS FROM THE FAR SIDE

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Future PM

New learning initiatives aimed at tomorrow's project managers

More practitioners claim to have APMP

There has been a marked rise in the number of practitioners with the APMP accreditation, according to a report commissioned by recruitment firm Arras People.

In the report, 21 per cent of programme managers reported to have APMP, an increase of 12 percentage points compared with the 2012 report. There was also a five percentage point increase in project managers and a nine percentage point increase in PMOs with APMP.

In all, 2,140 project professionals took part in the survey, 1,457 of which are UK based – an increase of 18 per cent on the 2012 uptake.

Elsewhere, there was an increase in the number of programme managers – up seven per cent – and PMO

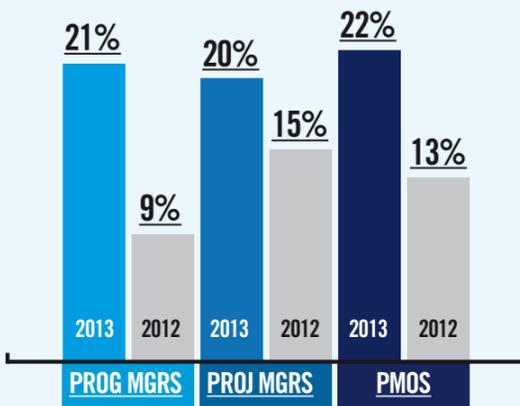
employees – up three per cent – with the MSP accreditation. There was a one per cent drop in the number of project managers with MSP.

The figures were revealed as part of the latest Arras People *Project Management Benchmark Report* (PMBR), an annual snapshot survey of the profession.

The PMBR also highlights a drop in the number of practitioners with PRINCE2®. However, Arras People says this may be due to confusion surrounding the new PRINCE2® Professional accreditation, which was included in the survey this year for the first time.

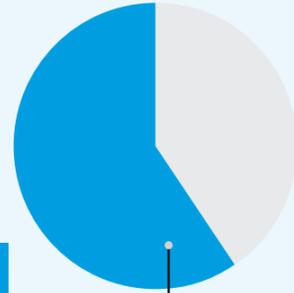
Read more about PMBR from Arras People on page 42.

STATS AND FIGURES



1,457

OF WHICH ARE UK BASED



2,140

PROJECT PROFESSIONALS TOOK PART IN THE SURVEY

PMA PROVIDES PUBLIC PROJECT COURSES IN US

In the US, Project Management Academy (PMA) has extended its offering of a four-day PMP boot camp, aimed at assisting practitioners working towards PMP certification.

The firm has announced that four new locations including Colorado and Texas will now have access to its public courses, taking the total number to 43 US cities.

John Smith, president and CEO of PMA, said:

"The demand for PMP certification has been especially strong in these new locations, given their unique industrial landscapes. We added these locations to complement our existing courses nearby, which will allow students greater scheduling flexibility and convenience of access."

More than 500,000 practitioners worldwide are currently registered as PMP certified.

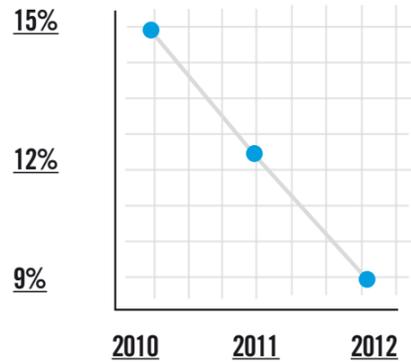
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Recruitment

Project management news round-up

RATE OF PPM UNEMPLOYMENT FALLS AGAIN



The rate of PPM practitioners out of work has fallen to nine per cent, according to the latest *Project Management Benchmark Report (PMBR)* from Arras People.

The figures are encouraging in comparison to the record high of 15 per cent in 2010. It is a noticeable fall too from last year's PMBR unemployment figure of 12 per cent.

The majority (58 per cent) of those unemployed are project managers, compared with PPM consultants who are faring better with just seven per cent reporting to be unemployed. Eighty per cent of those seeking employment are male.

More than 2,000 practitioners took part in the latest report, which collected responses throughout December 2012 and January 2013.

CAREER CLINIC

Searching for your next role can be very challenging and I have recently been asked a question that I would like to respond to, as it's one that is frequently asked.

How can I best utilise my time applying for 'real roles' and how do I cut to the chase?

How we look for our next role has changed over the years. Traditionally, you would rely on online job site postings or company websites. Recently, we have seen the growth of tools such as LinkedIn and Facebook, but how do you cut to the chase?

It's not just about what you know; who you know is just as important.

My advice is...

- Build up strong relationships with one or two suppliers
- Maintain good relationships with past and previous employers
- Attend regular networking events
- Keep your LinkedIn profiles and CV up to date with clear, consistent job titles and details of projects and programmes you have delivered.

If applying for roles online via job sites, think before you submit your CV:

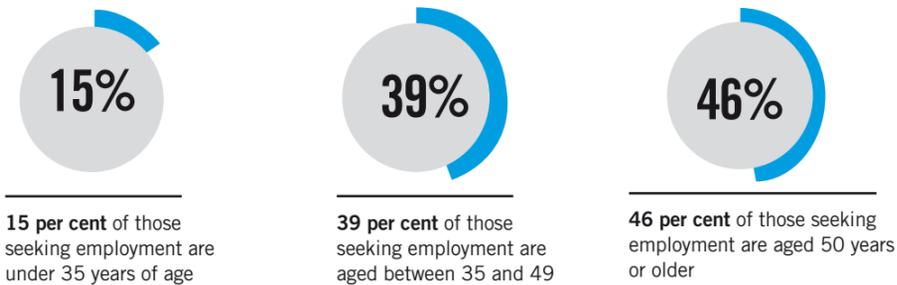
- Does the job advert give enough detailed information?
- How many times can you see the same job vacancy advertised?
- Does it have a defined day rate or salary expectation?

If your answers to the questions above are either "no" or "multiple times", then my advice is don't waste your time.

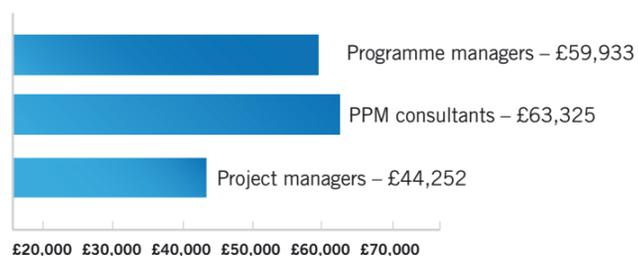


» Nicole Smith is the director of Programme Recruitment. She has 20 years of experience in the PPM recruitment sector.

AGE



AVERAGE SALARY



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OBC

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