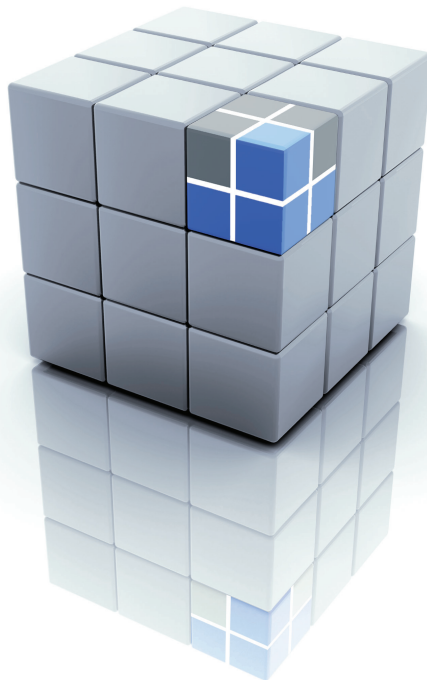




LogiKalProjects

INTEGRATED PROJECT CONTROLS SOLUTIONS



Andrew Hill
Project Controls Expo
31st October 2012

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Who are LogiKal Projects?



LogiKalProjects

- Consulting organisation
- Formed in 2002
- Focus on great Project / Programme Control Solutions
- Deltek Services partner for EMEA from March 2011

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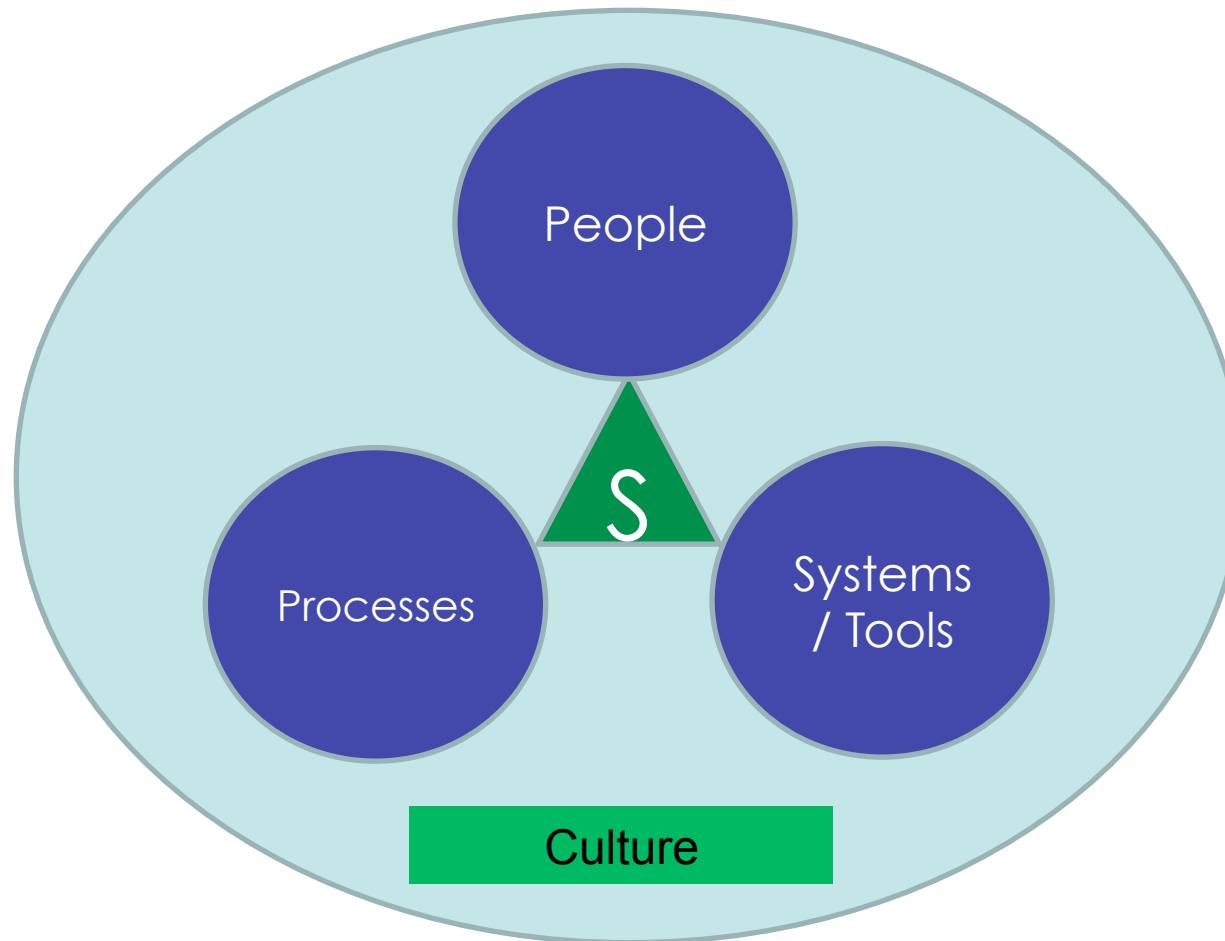
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What makes a great solution?



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A few basic (but demonstrable) assertions:



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- Projects are key to success for many organisations
- Project failure causes major damage to organisations
 - Financial
 - Reputational
- Projects are more likely to succeed if:
 - They follow good processes
 - Their performance is closely monitored to make early interventions when needed
- Project Controls is an enabler to that
- Therefore a well implemented Project Controls capability adds great value to organisations dependent on project delivery

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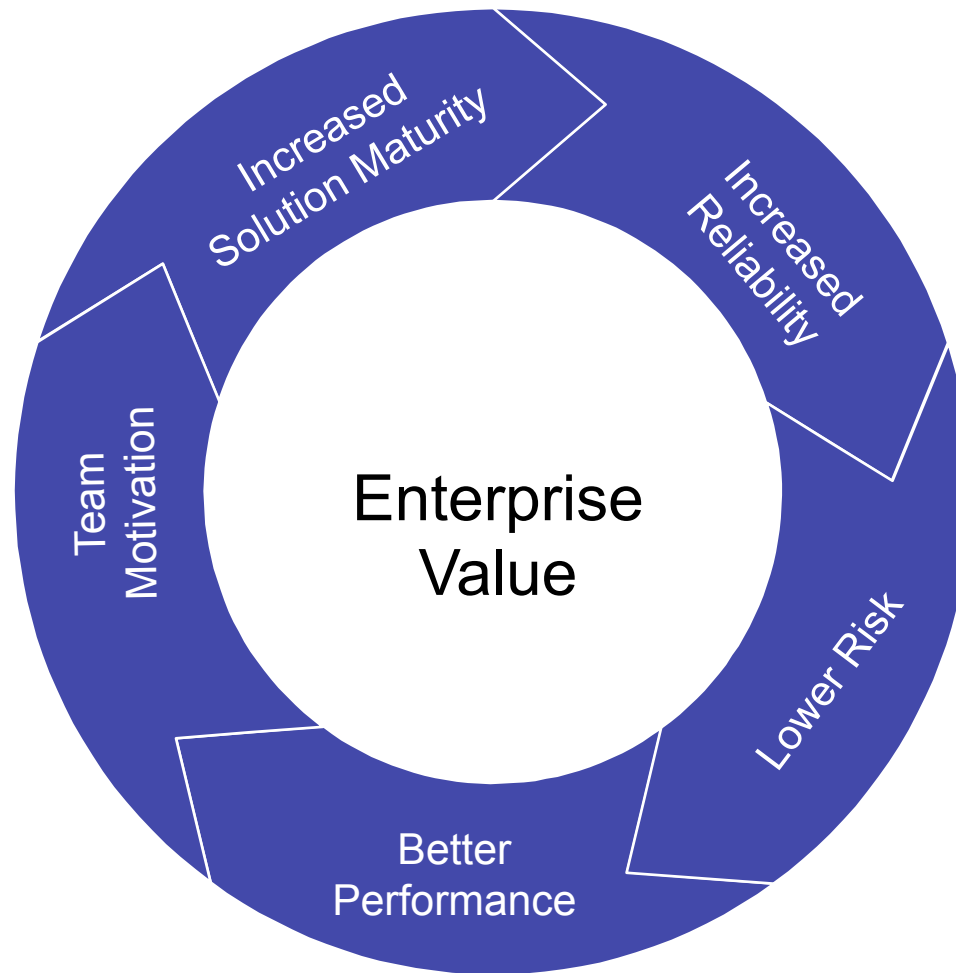
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The Value of a Great Solution Virtuous Circle



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WHAT IS THE REALITY SURVEY?

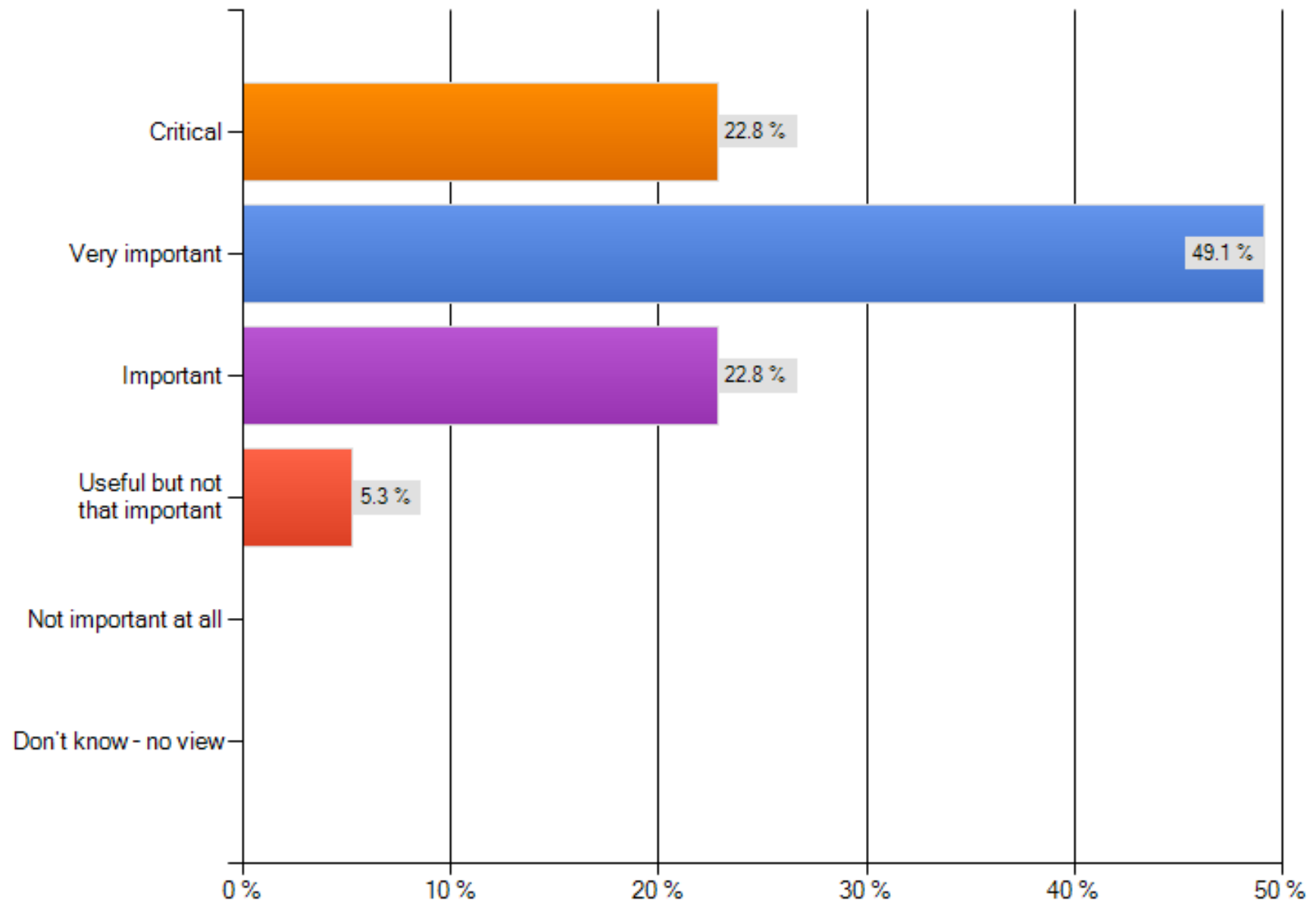
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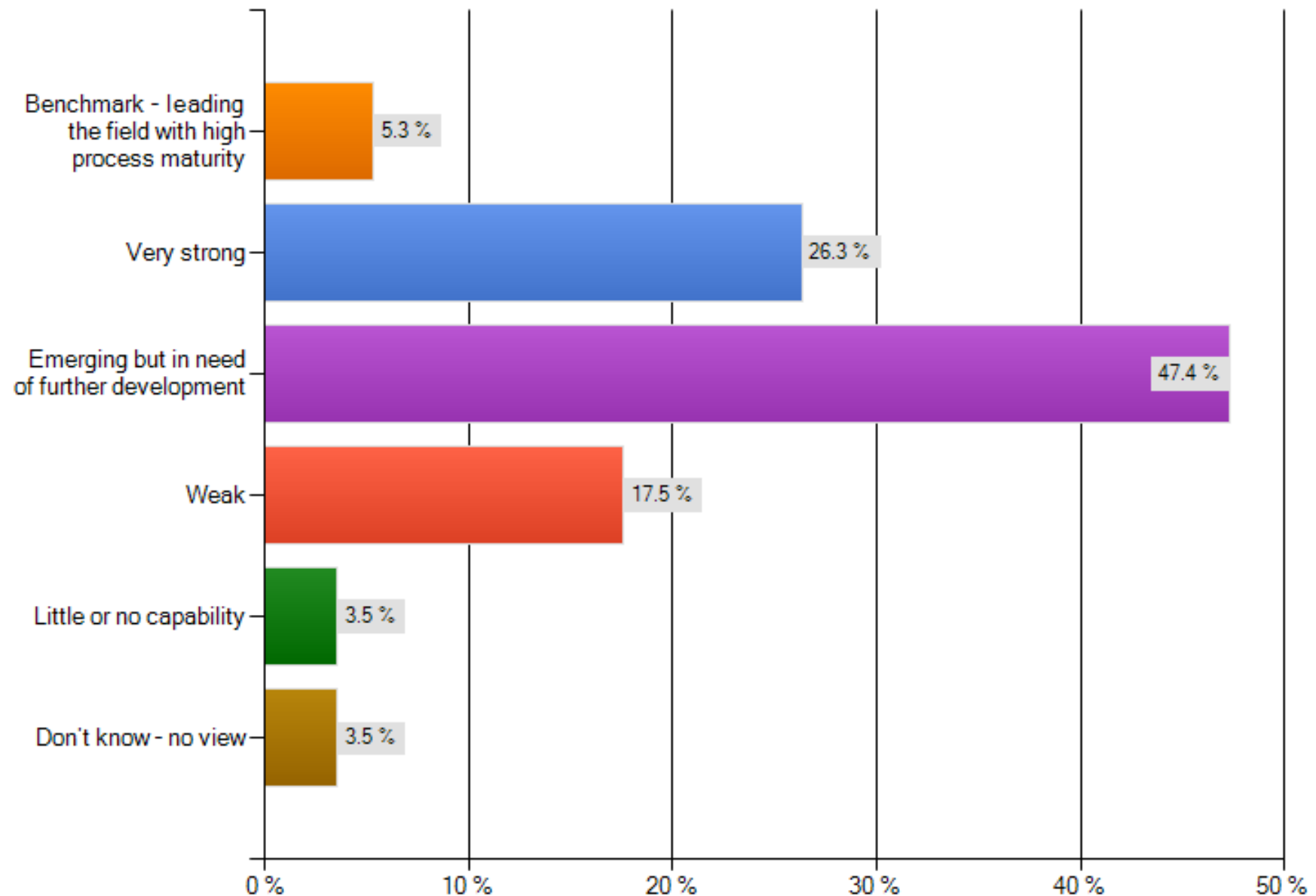
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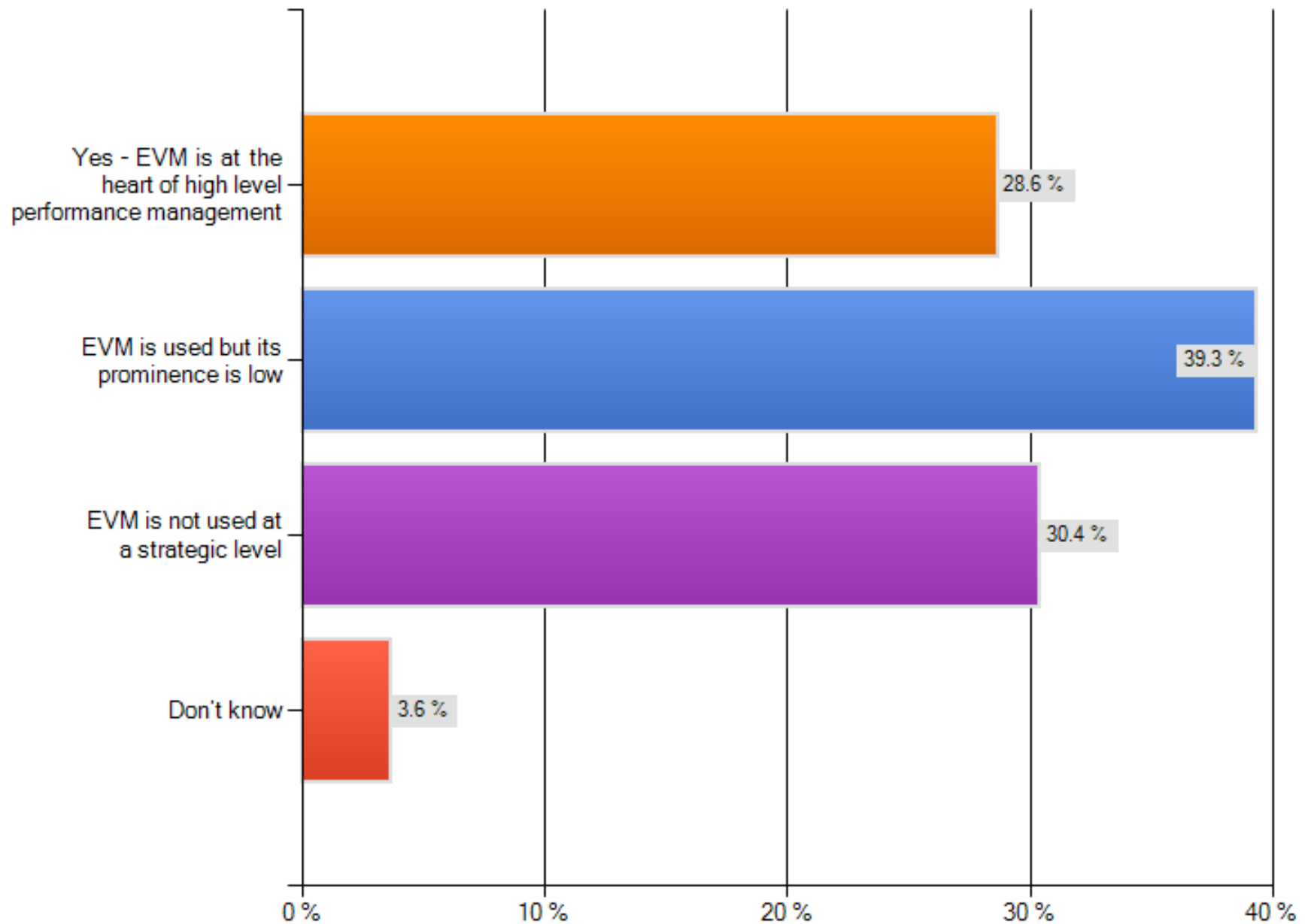
Do you believe that capability in Earned Value Management is critical to the success of the organisation(s) you work for / with?



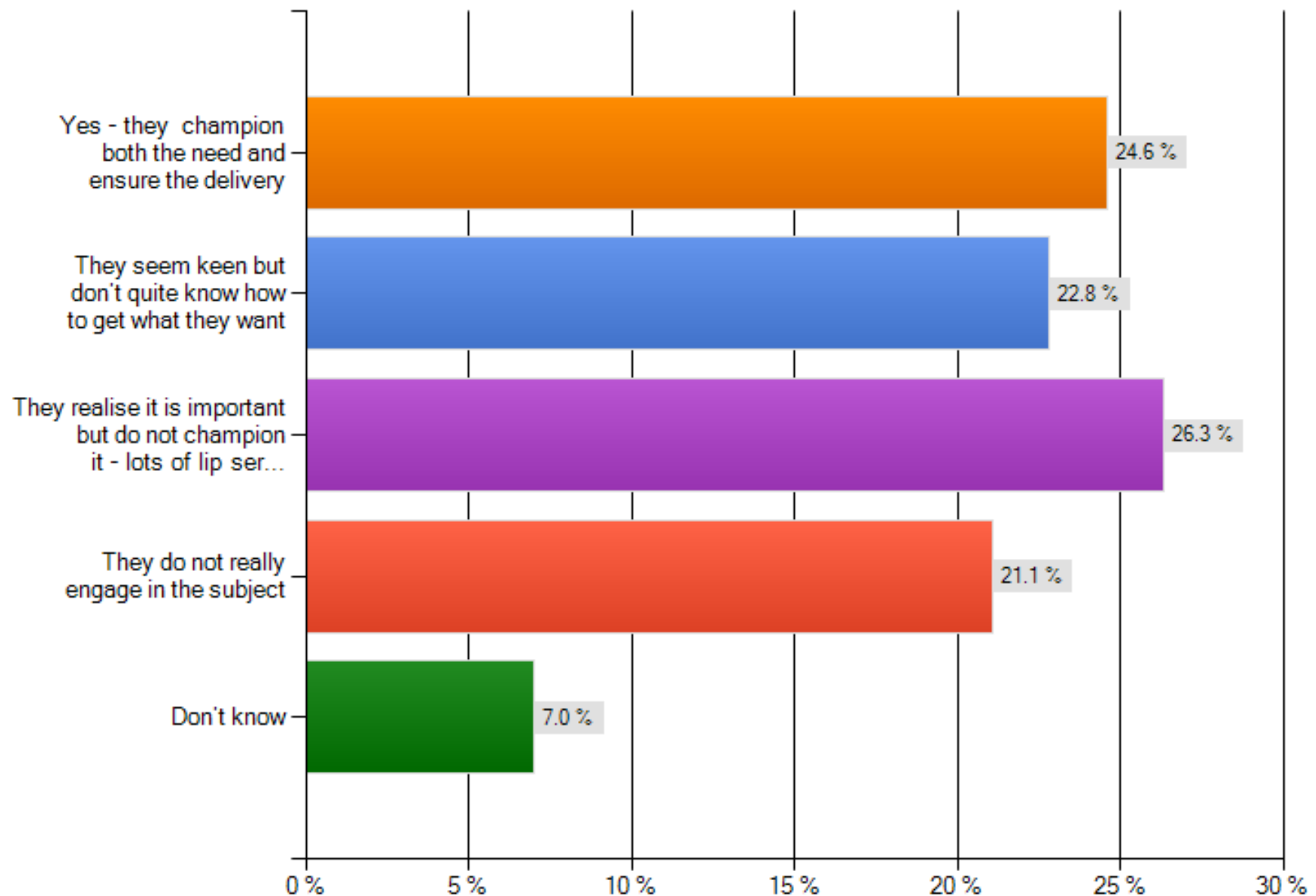
How do you rate your current level of capability in relation to the need for EVM in the organisation(s) you work for / with?



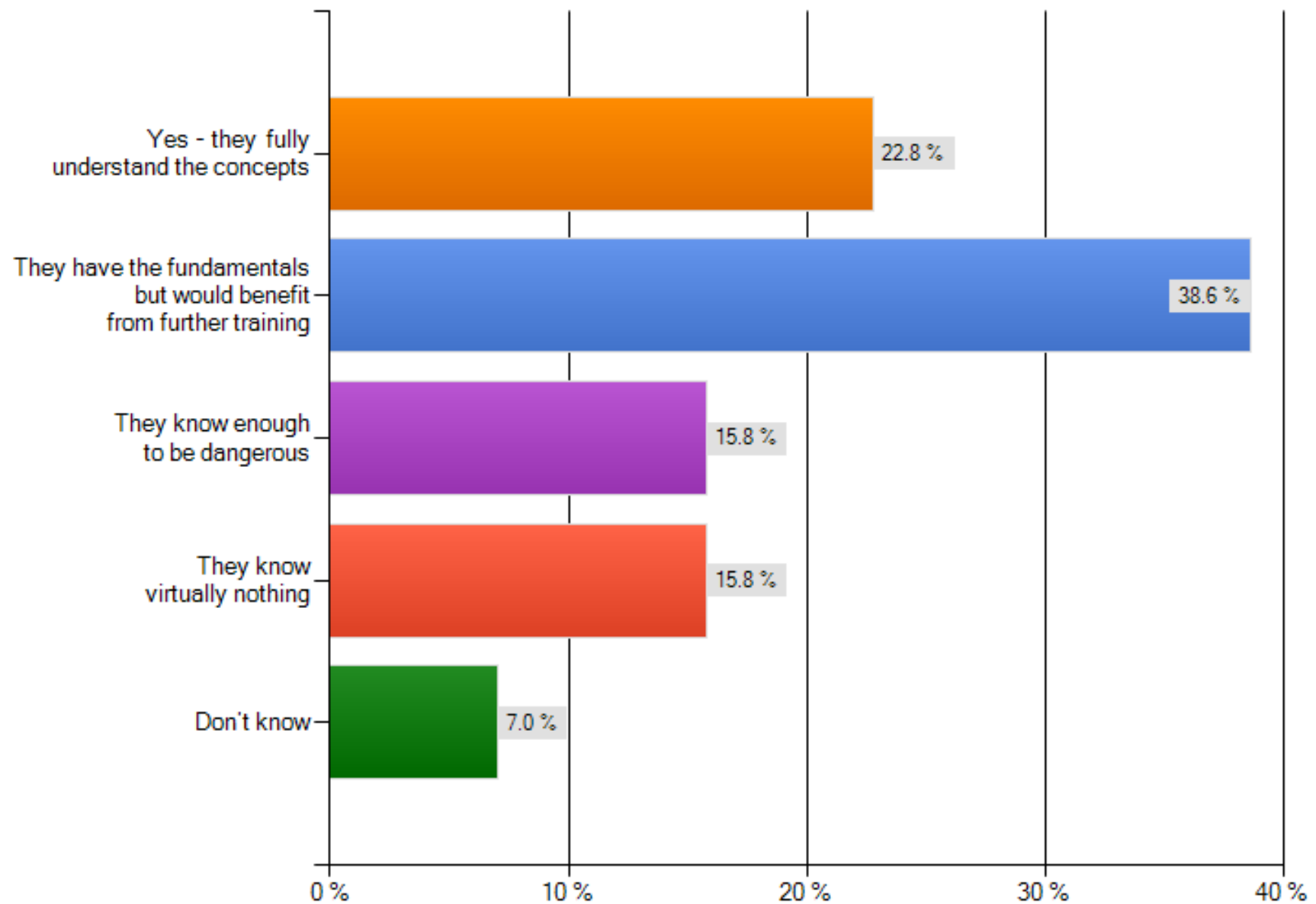
Is EVM used at a strategic level in the organisation (s) you work for / with?



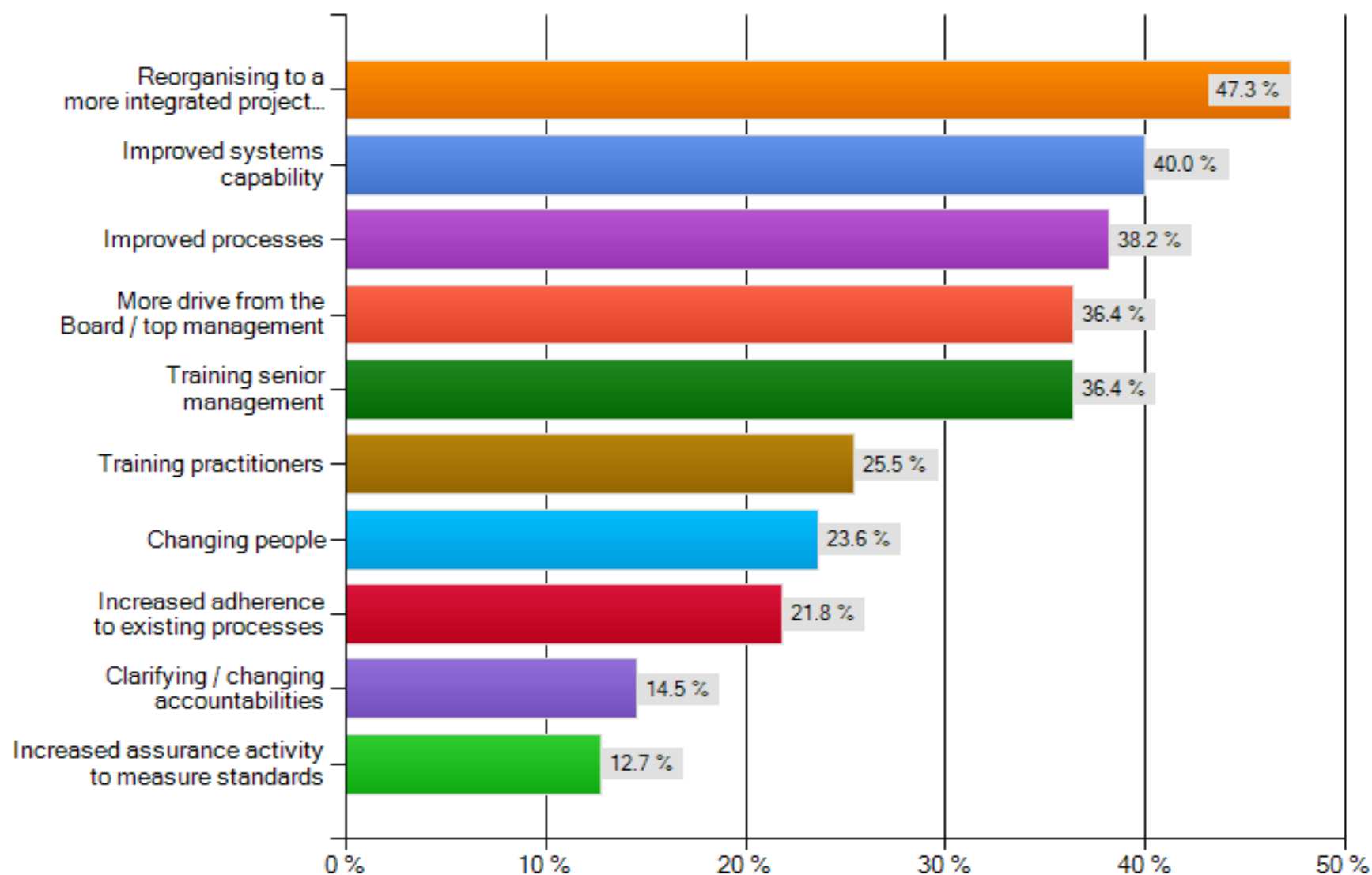
Does the Board level management in the organisation(s) you work with / for demand EVM processes are followed?



Does the Board level management in the organisation (s) you work with / for understand EVM?



Which are the top 3 things which you believe will improve EVM capability in the organisation(s) you work for / with:





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“For the programme I work on EVM has just started to be used but it's level of use is not that high only the very basic level of reporting is undertaken i.e only BCWS, BCWP & ACWP are reported. I was very surprised to find out that the organisation did not use EVM to manage / get an idea of how the programmes are performing I think it is a very powerful tool to assist Managers / Project / Programme Managers and Directors manage their Projects.”

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“I work with a wide range of organisations that are clients of the construction industry. A recurrent theme in discussions about EVM is the resistance amongst their contractors to making objective assessments of progress using techniques like EVM. This is partly because the commercial managers and Qs that dominate the administration of sub-contracts usually see progress measurement as a contractual matter rather than as a practical management issue. But it is largely due to the lack of expertise amongst contractors - they just don't know how to do it.”

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**“EV is an issue in several organizations I do work with. However, it's understood by a handful of people and not seen as a general concept for all parts of the organization. Understanding the benefits seems to be the biggest challenge.
5/30/2012”**

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“EVM has a recognised presence within my Company, although the inputs (complex processes and 'workarounds' to enter data into systems to support this) create outputs that are then difficult to analyse. Consistency across varied delivery programmes and portfolios continues to be a challenge. Baseline Management / Change Management needs to be better understood and utilised across the business. Objective progress measurement using key quantities needs to be better understood.”

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“EVM is used specifically at project level but this is far from universal. The strategic drivers for EVM at business level are not understood. Mechanics of EVM is probably understood but the analysis of the output is lacking.”

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“The organisation I am consulting to is quite keen on doing things right, but don't really understand EVM and therefore too readily play around with the inputs (usually via the programme) which then affect the outputs. The systems are available, they are simply not enforced which then means they are not used or at least not consistently. Clients want EVM in place, but don't take the time to test that it reflects reality.”

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“We rely heavily on Tier 1 contractors who constantly play games To ensure commercial leverage. They also are very clever at not providing what the contract requires.”



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BUT.....



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- Many organisations who to whom this is important fail to achieve high levels of solution maturity



Yet it is there for the taking!

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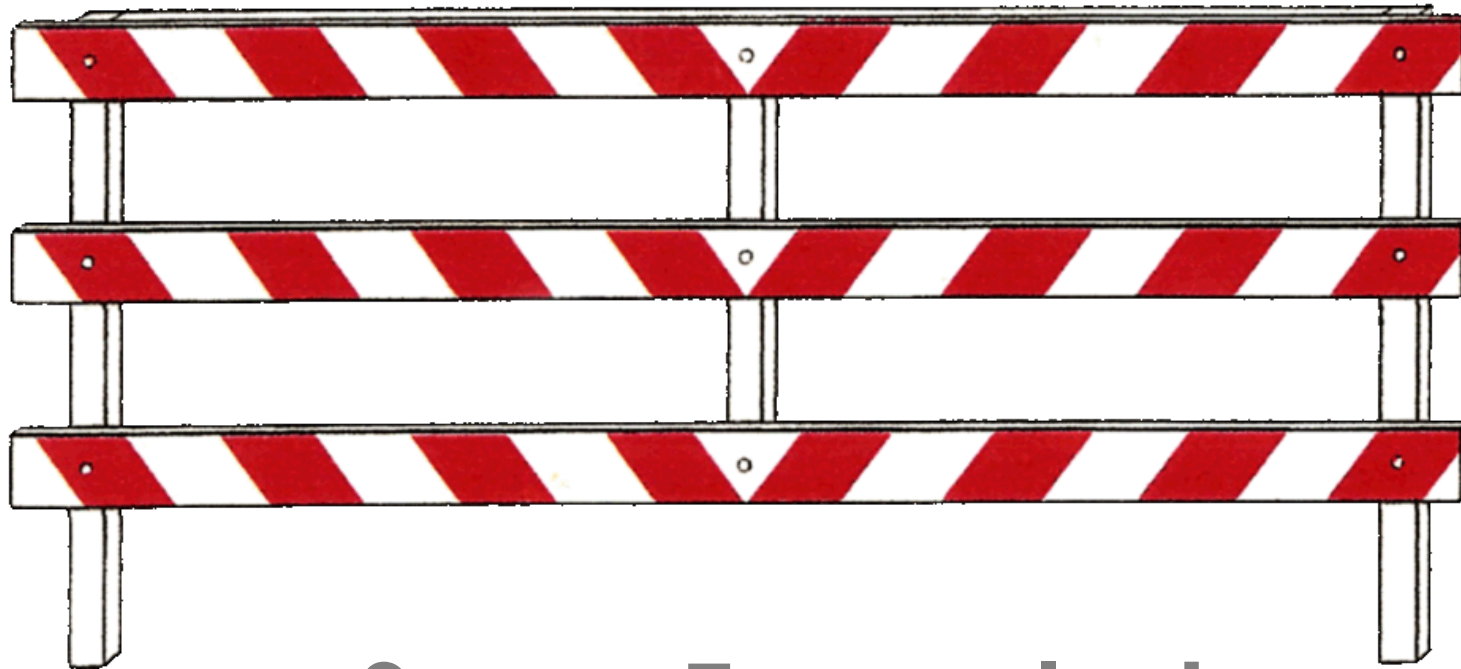
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What gets in the way?



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Some Examples!

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Example one: Enthusiastic lip service



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Scenario

- Senior management want to improve control environment
- Enthusiasm for using dashboard / EV measures at senior level
- Fail to invest in the level of capability change needed at operating level
- Solution is not mature and suboptimal in value



Underlying causes

- Lack of investment funds
- Don't understand requirements
- Organisations culture reluctant to accept the change.

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Possible response

Enthusiastic lip service



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- Develop and understand maturity model
- Target level of maturity and timescale
- Create a solution model
- Test the solution model
- Roll out plan
- Focus on change agenda / communication
- Execute
- Assure
- Review outcomes and develop

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Example two: Disconnected Function



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Scenario

- Enthusiastic team in the organisation pushing project controls agenda
- Struggling to get recognition a support
- Function lacks authority in the organisation

Underlying causes

- Competing management priorities
- Lack of understanding / differing views on value of controls
- Turf wars with related functions
- Communication



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Disconnected function

Possible response



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- Build the case with senior management
 - Courting a senior sponsor
 - Workshops – building air time
- Reference visits
- Building the business case
 - Value proposition
 - Cost / benefit
- Planning – sticks in the ground
 - Maturity planning
 - Assurance model on project gateways / process adherence

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Example three: Process Zoo



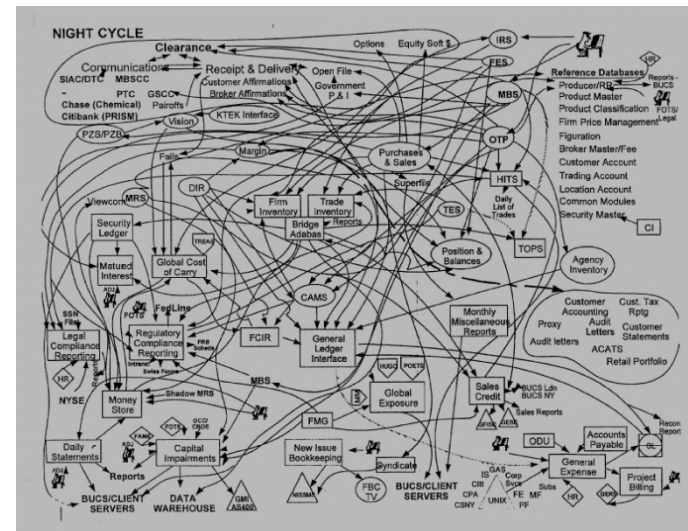
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Scenario

- Immature process set
- Standard processes not clear or not followed
- Everybody does it their way
- Poor disciplines observed

Underlying causes

- Too many cooks – everyone has their way of doing it
- Poor process integration
- Processes too academic and impractical
- Failure to train and embed
- Low consequence for non adherence



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INVESTORS IN PEOPLE

Process Zoo

Possible response



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- Recognise the problem
- Develop and test the key processes
- Trial them in live operation
- Roll out:
 - Train
 - Make them easy to access
 - Communicate
- Increase non-compliance consequence
- Back up with targeted assurance regime
- Continuously improve process maturity

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Example four

All you need is love Excel



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Scenario

- Simplistic tools created rapidly
- Data handling is unreliable
- Poor integration with key management systems
- Demotivated team
- Weak control

Underlying causes

- Rush to do things quickly
- Familiarity with the software
- Implementation cost



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All you need is Excel

Possible response



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- Engage the argument for proper investment in quality tools
- Ensure there is a proper solution design
- Understand design requirements
- Evaluate potential tools to support that design
- Prove the usefulness of the tools
- Roll out the solution

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Where help may be needed



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Analyse
solution
requirements

Develop
Solutions

Develop /
Improve
Processes

Install / train
Software

Analyse
Maturity /
Action Planning

Develop
People
Capability

Solution
Implementation

Process
Assurance

Integration
Support



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If you would like to talk please call



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