



## PROJECT MANAGEMENT INSTITUTE WESTERN AUSTRALIA

Making Project Management Indispensable for Business Results

### NEWSLETTER

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## What is the Value of PMI and its WA Chapter in the Business Place?

### Special Points of Interest

**December Chapter Meeting at the New Venue 9 Dec 2009**

**Wed @ 6:00pm**

In keeping with tradition; a panel of experts will feature in this meeting taking on a wide range of questions. Also, Xmas gifts for all attendees!

#### New Venue

We can't stress more! See the map on this page.

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### Inside This Edition

Value of PMI and its WA Chapter in the Business Place

Strategy Implementation: Myths and Facts

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### Did you know?

Critical Path Method (CPM) was developed by DuPont Corporation in the 1950s.

The same folks who gave the you Nylon, Teflon, Kevlar, Lycra ... it's a long list.

Too often we find industry and professional associations that confine their activities, and thus their profile, to their area of specialty. Yet most times, the activities of the association and its members have a much wider application than is thought by those involved.

The PMI is no exception to this situation – it operates primarily around the world as a professional association, working “to advance the practice, science and profession of project management throughout the world in a conscious and proactive manner” (Core Purpose - PMI Strategic Plan – 19 October 2009). But from the same source document, it clearly shows its strategy, especially to stakeholders, is to “Demonstrate benefits from project management, provide organizations with demonstrated results of the benefits of project management to support adoption and continuance of project management practices.” In making such statements, it shows clearly that it means to project the value of the “science” of project management well outside the realms of the project management community alone.

With these thoughts in mind, it is obvious that the PMI does not see

itself just as an organisation promoting the knowledge and skills of project management through training and accreditation, but also it sees the overall value of the discipline of project management when applied in and through all organisations. The principles of project management are not exclusive to the task of managing projects, for when we look in greater detail at the operation of any organisation, it soon becomes apparent that its activities are all one kind or another of project. If there are no projects happening within a business – let alone its external pursuits – then it is moribund – dead in the water. The world is constantly changing, and so is the world of organisational activity. Thus, the principles of project management are as applicable to the day-to-day operation of an organisation, as they are to their specific application to an external project.

So it becomes painfully obvious that as the PMI overall, and especially as the WA Chapter of this Institute, it is imperative that we demonstrate the value and credibility of the principles and “science” of project management to all those outside our chosen field of occupation. We should especially offer our involvement

to the various industry and professional organisations in the business place. By doing so, we will not only further our position in them, but - more particularly - increase the profile and perception of the values of these principles, with their ongoing direct effect on the quality of best management practice. A more pro-active stance by the Chapter, involving its Board and its members, in the activities of other such bodies (together with relevant government agencies) will help to demonstrate the strengths of project management, both in the operation and governance of all organisations.

We should never be afraid to publicise the value of our principles to others.

#### Alan Griffiths

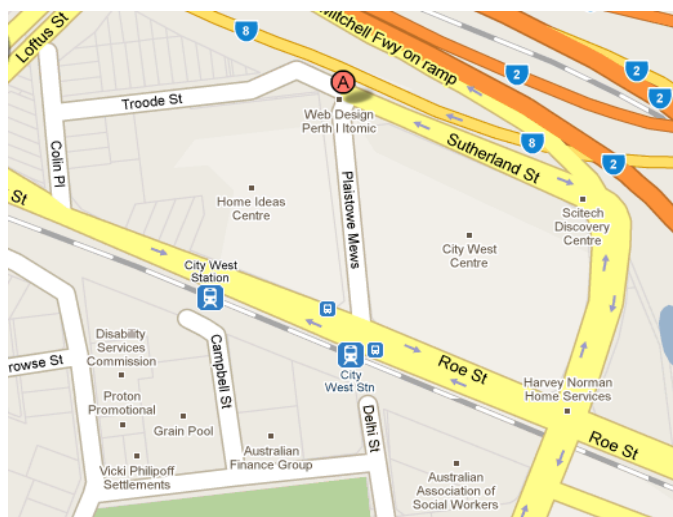
PMI WA Marketing Director

[What are your thoughts? Where would you like to see us go?](#)

Let us know. Contact the Editor / PMI WA Communications Director, Richard Pragasam;

[communications@wapmi.org.au](mailto:communications@wapmi.org.au)

## The New Venue — “A” Marks the Spot



Address:

[City West Function Centre](#)  
[45 Plaistowe Mews, West Perth](#)  
[WA 6005 Australia](#)

Click on the address to see it on Google Maps online and conveniently plan your journey.

Notes: Train stations are a short walk away. Parking is available at no cost after 5pm on the street, behind the complex or undercover at City West.



## Strategy Implementation Myths and Facts

### Raiding the Archives, Going Deep into the 'Temple of Management Science'

As we ready ourselves to close off our current calendar year and enter a new year, fraught with global and local economic uncertainty, one key business term occupies our mind and that is: "Strategy." New strategies are unveiled, old ones kicked out, good ones re-hashed, break-away weekends planned, and on it goes. Brilliant strategies are created, and, in true conspiracy theory fashion, are secretly shared amongst the leaders of the respective business units, instead of being disseminated into the business at large.

Each year, businesses develop world-class ideas, but fail to implement sufficiently to take advantage of opportunity. Yet, each year, our business cultures and traditions ensure that the same process is undertaken. Honouring the maxim "the truth shall set ye free", we have raided the archives of the secret cult, known as "The Temple of Management Science" and in a world exclusive, are about to de-bunk the myths and reveal the four great facts surrounding Business Strategy implementation.

#### **Myth 1: A great strategy provides you with a competitive advantage.**

Businesses have the diversity and creativity to develop world-class competitive strategies. However, when we are strong, we are naturally weaker in other areas. Our experience and research, tells us that although companies regularly come up with brilliant ideas, they are notoriously bad at implementing them. Implementation is perceived to be the domain of "others" who must "report back" and tell us (the senior executives) how the strategy implementation is fairing.

This usually ends up with the strategy facing due north and the implementation heading due west. The necessary links between setting the strategy and implementing it are often tenuous, if in place at all.

#### **Fact 1: A ruthlessly well implemented strategy provides you with a competitive advantage.**

Developing a portfolio of projects that are directly linked to the strategic intent of the business and ruthlessly managing and monitoring them, with senior executives taking both responsibility and accountability for the successful deliver of said projects, is an entry level requirement for delivery of any organisations stated strategy.

#### **Myth 2: Strategy feedback is provided to the board on a quarterly basis.**

Disassociation from ownership of strategic delivery is the cardinal sin of strategy implementation. Now don't confuse ownership with delivery. Owning the strategy means taking accountability for its delivery and putting the right structure and processes in place to ensure it happens. Then being available to guide, coach, and mentor the implementation team through the twists and turns along the way. This translates into being "regularly" available to peers and staff alike, e.g., chairing and driving "regular" strategy feedback sessions.

Reviewing what has happened, and preparing for what is going to happen, or more realistically preparing for what hasn't ever happened, is key to the effective delivery if business strategy through the disciplines of project management.

#### **Fact 2: Strategy feedback is a monthly, sometimes weekly,**

**event that is owned by all in the business.**

#### **Fact 3: Strategy implementation is driven by the business.**

Company B was in the manufacturing of industrial components. They had a terrible year where the forces of international money markets conspired against them. The CEO announced, in person, in the cafeteria, that the company was in dire straits, and, unless they shaved 20% off their operating costs, they would go under inside of six months. Staff made and shared in a decision-making process that likely would save the company; and, although, some of them may be still be out of work by end of the first quarter, they were the happiest bunch of employees we had seen in a long while.

Get the picture?

#### **Fact 3: Strategy implementation is driven by personalities.**

#### **Myth 4: Each business unit head will disseminate the strategy into the respective business.**

Project Management of the strategic project portfolio is paramount for delivery to occur. Just yesterday, I visited an organisation where both management and the staff alike referred continuously to the new "strategy" in a vague and distant manner.

Questioned more closely on the subject, it became apparent that neither party was close to what the actual strategy turned out to be. If your organisational strategy is not deemed classified or top-secret, then disseminating it into your organisation will rapidly increase your chances of hitting the mark.

Equally important as "what you tell your staff" is "who is telling

the story." If seven people tell the story, then you are likely to hear 70 different versions of the strategy in return.

The simple advice here is that any strategy communication must go from the desk of the CEO or executive in charge of strategic planning. Communications should be simple, regular, and should always make a key point.

Be prepared to explain the concept and intent of your strategy, again and again, to anyone and everyone that is willing to listen. Get your staff hooked on your strategy and remember what the Columbian drug lords have taught us: "Users make the best pushers"!!

#### **Fact 4: A centrally-focused communication program best communicates the strategy into the business.**

## ANNOUNCEMENTS

### Newsletter Contributions

Member contributions are welcomed. Feel free to discuss it further with the Editor / PMI WA Communications Director, Richard Pragasam; [communications@wapmi.org.au](mailto:communications@wapmi.org.au)

### Errors & Omissions

If you discover any errors and / or omissions please inform the Editor / PMI WA Communications Director know; [communications@wapmi.org.au](mailto:communications@wapmi.org.au)