

# What Value Is A PMO If There Are No Experts In Techniques And Tools (TTs)

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# About The Presenter



**Sabita Saleem**

**Core team contributor**

**Lead Author**

- A project/program management trainer/consultant
- **Core team contributor** of AIPMO Body of Knowledge (BOK) comprising of seven books
- **Lead author** for AIPMO's 'Project, Program, Portfolio and PMO Techniques and Tools book
- **Leads an international team** across Europe, UK, Middle East and Asia
- Previously, an organizational development and change management consultant, a **consultant and editor** for PMI Switzerland Chapter
- **Writer/Editor** for business owners writing book chapters, reports and other direct response marketing material



# Agenda

## **Link between Techniques and Tools (TTs), project success and success factors**

- Project failure
- Link between TTs and Project success
- Impact of TTs on Project Success based on research

## **Confusion around TTs and what exactly they are**

- Definitions and a “Definition-Gap”
- Sources of insight for greater understanding on TTs

## **Why address the shortfall in mastering TTs across Projects, Programs, Portfolios(PPP) and PMOs**

- Why expertise in TTs matter across PPP and PMOs
- Insights



# Project Failure – Some Facts

70% of projects fail, and **98%** of complex projects fail – *Standish reports*

Success / failure rates of “change” projects; **Only 40% of projects met schedule, budget and quality goals** – *IBM survey*

Over 1 in 3 (**34%**) projects have **no baseline** – *APM UK*

High-performing organizations successfully complete 89% of their projects, **while low performers complete only 36%**.

**A lack of clear goals** is the most common factor (**37%**) behind project failure, according to executive leaders – *PMI®*

**80% of project management executives** don't know how their projects **align with their company's business strategy** – *change point.*

**75%** of business and IT executives **anticipate** their software projects will fail - *Geneca*

**Over 50%** of project managers stated that they **do not consistently achieve stated project deliverables** – *KPMG*

For every \$1 billion invested in the United States, **\$122 million was wasted due to lacking project performance** – *PMI®*

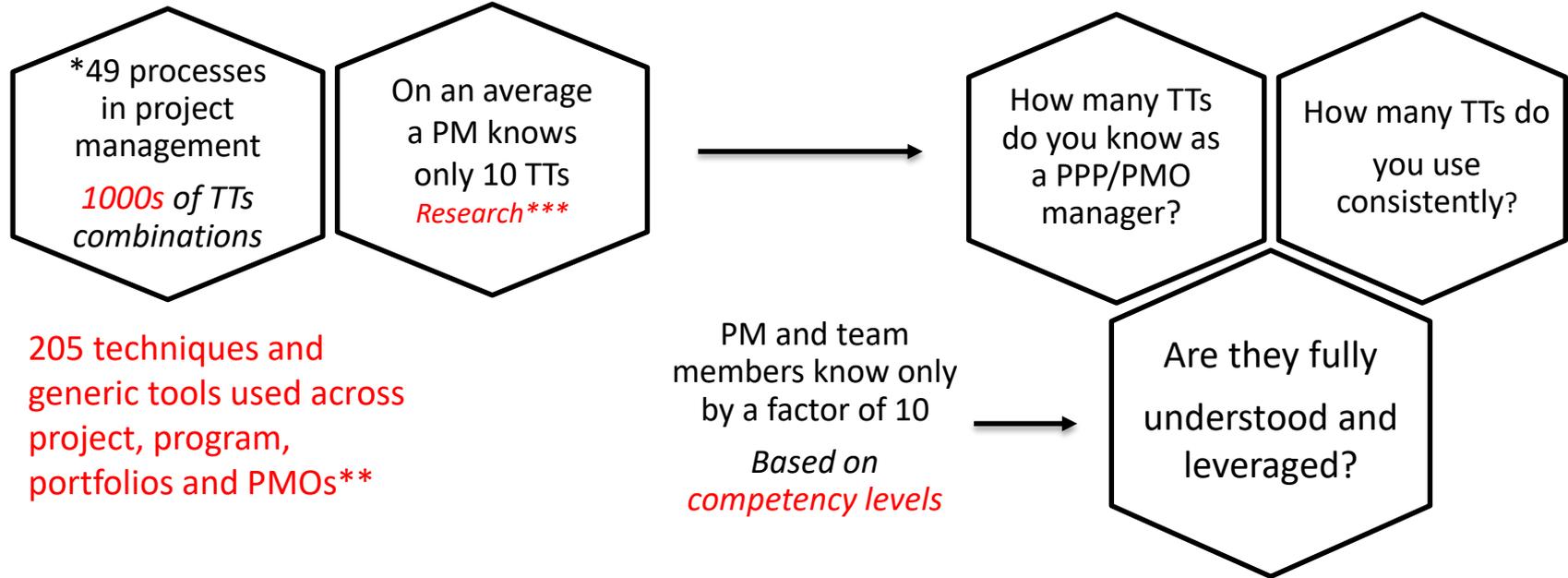
Best organizations are **10 times** more successful than worst organizations. Biggest barriers to success listed as people factors: Changing mindsets and attitudes – 58%. Corporate culture – 49% – *IBM survey*



# Is There a Link Between TT and Project Success?



# How Many TTs Do You and Your Teams Know?



205 techniques and generic tools used across project, program, portfolios and PMOs\*\*

\*PMI® PMBOK V6

\*\*AIPMO Team book analysis 2017- current

\*\*\*Fortune, J., White, D., Judgev, K., & Walker, D. (2011). Looking again at current practice in project management. *International Journal of Managing Projects in Business*, 4(4), 553–572.



# Impact of TTs on Project Success – Based On Research

Project Failure

Project Success

**Inappropriate use of TTs can be counterproductive to success**

*(Nicholas, 1990; Cash and Fox, 1992; Hatfield, 1995; Thamhain, 1996; Kerzner, 2000).*

**Use of TTs created unexpected side effects or outcomes**

*White, D., & Fortune, J. (2002). Current practice in project management—An empirical study. International Journal of Project Management, 20(1), 1–11.*

**Only a few project management TTs enhance success in a particular phase (Based on a survey of 400+ managers)**

*Patanakul, P., lewwongcharoen, B., Milosevic, D. (2010). An empirical study on the use of PMTT across project life cycle and impact on project success.*

**Proper use of TTs impacts success**

*Might and Fischer, 1985; Pinto and Slevin, 1988; Cash and Fox, 1992; Hatfield, 1995; Thamhain, 1996; Coombs, McMeekin et al., 1998; Milosevic, Inman et al., 2001).*

**Most of the 72 project management TTs were used in projects of \$1m or more & 1+ year duration**

*Besner and Hobbs (2004)*

**Right TTs used at the right time increase the chances of project success**

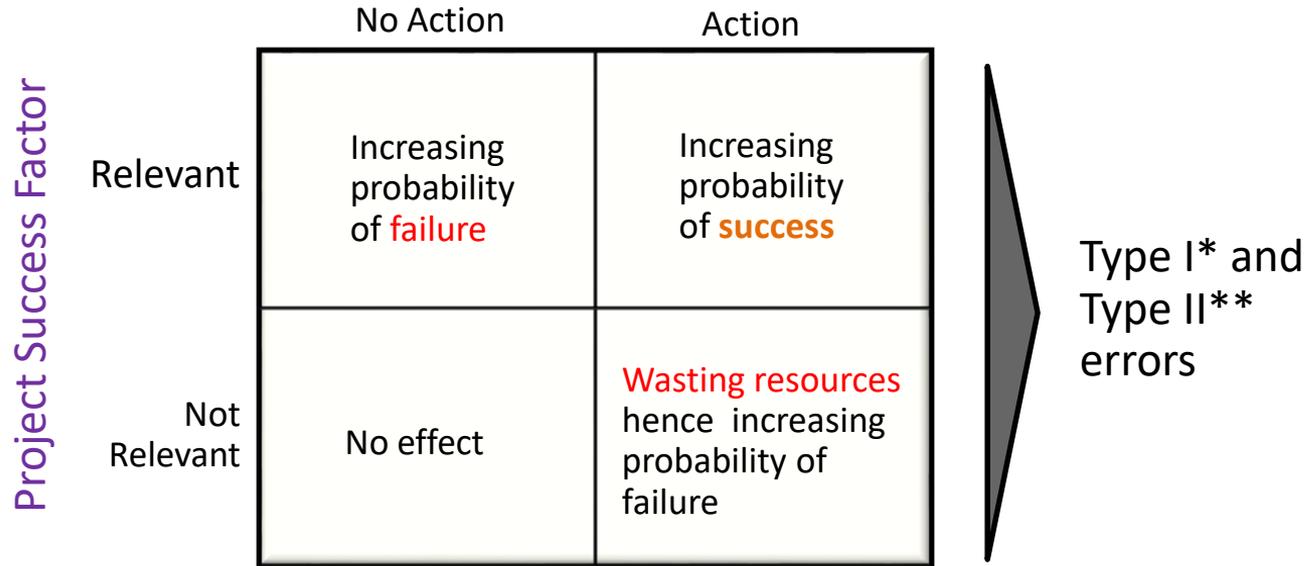
**TTs can contribute to failure if applied in a wrong way**

**Large projects need more TTs as per the survey**



# Why Is It Important To Select And Properly Implement The Right Success Factors?

What happens in Practice



\*Type 1 errors are success factors that are important but **incorrectly** implemented

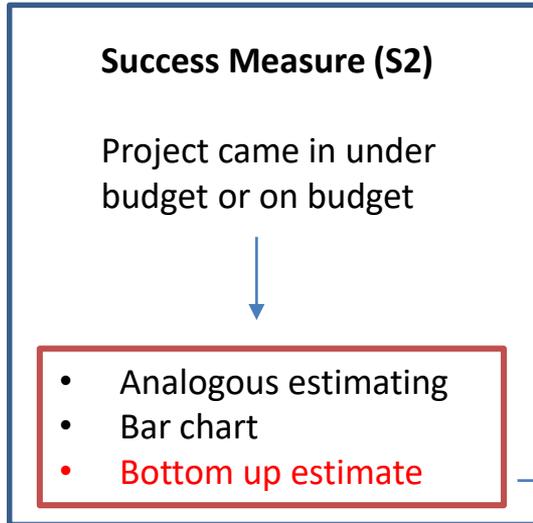
\*\*Type 2 errors are the selection and/or timing of the implementation for **non-relevant** success factors



# TT That Led To Project Failure – *From Research*

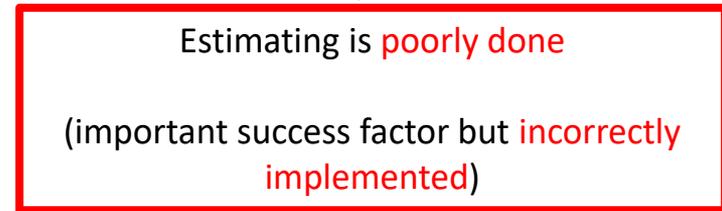
## Example – Type 1 error

Q: Which Project Management TT lead to better project performance?



Bottom up estimate led to Project Failure in the Planning Phase

WHY?



Type 1 error

```
graph TD; B --> T1((Type 1 error));
```

Source: Patanakul, P., Iewwongcharoen, B., Milosevic, D. (2010). An empirical study on the use of PMTT across project life cycle and impact on project success. *Journal of General Management*, 49-50.

Based on a survey of 400 project managers



# Tts That Led To Project Failure – *From Research*

## Example – Type 2 error

### Success Measures

- Project came in under budget or on budget (S2)
- Project met all specifications (S3)
- Project created financial benefit for your organization (S6)
- Overall, this project can be considered a successful project (S8)

- Cost baseline
- Milestone analysis
- Project change request

Source: Patanakul, P., Iewwongcharoen, B., Milosevic, D. (2010). An empirical study on the use of PMTT across project life cycle and impact on project success. *Journal of General Management*, 49-50.

Based on a survey of 400 project managers

Q: When (which phase) should a PM/team member use them?

Project change request led to Project Failure in the Termination Phase.

WHY?

Poor project scope management  
(implemented at wrong time  
Waste of resources)

Type 2 error



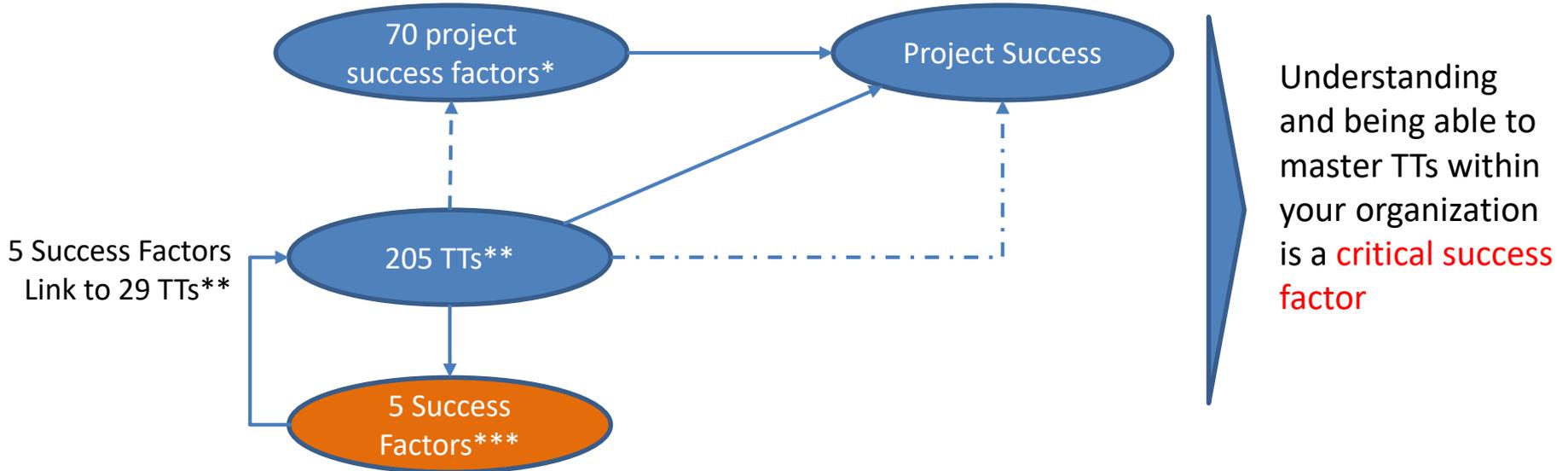
# Are You Adding Value As A PMO?



- If anyone across projects, programs and portfolios need advice on which technique and tool to use, do they come to you i.e. the PMO?
- Is your PMO adding value to the organization in the area of techniques and tools by clearly showing the impact TTs can have on project success?
- Is your PMO helping in identifying and reducing type 1 and type 2 errors?



# Link Between TT, Success Factors and Project Success



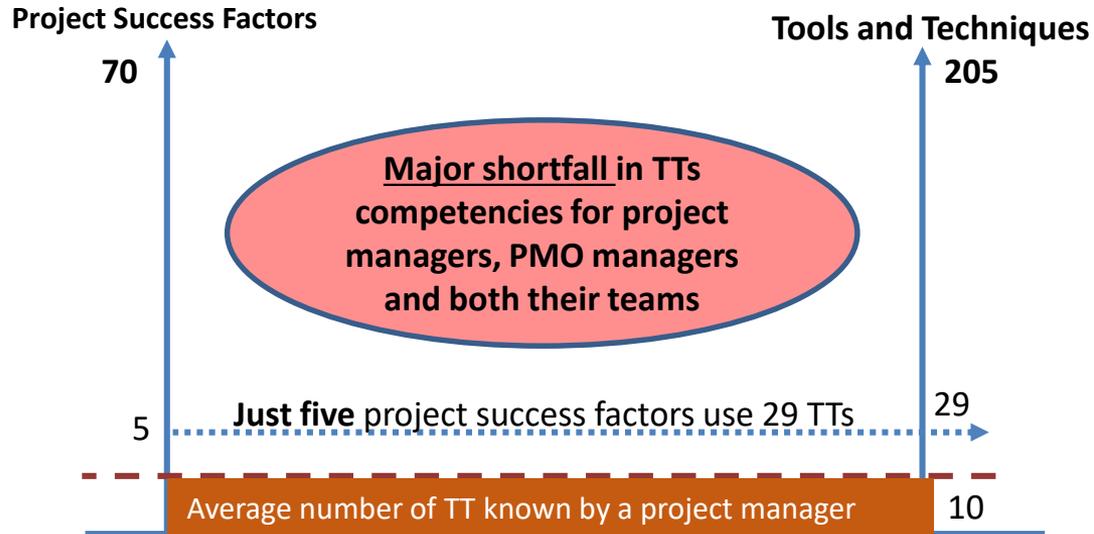
\*Khan, K., Turner, J. R., & Maqsood, T. (2013). Factors that influence the success of public sector projects in Pakistan.

\*\* AIPMO TTs book research team findings

\*\*\* AIPMO TTs initial research findings



# A Shortfall In Knowledge Of What TT Exist, Which Ones Are Relevant And When To Apply Them



Sources: Team analysis based on  
(Fortune, White, Judgev, & Walker, 2011)  
(Besner & Hobbs, 2012).



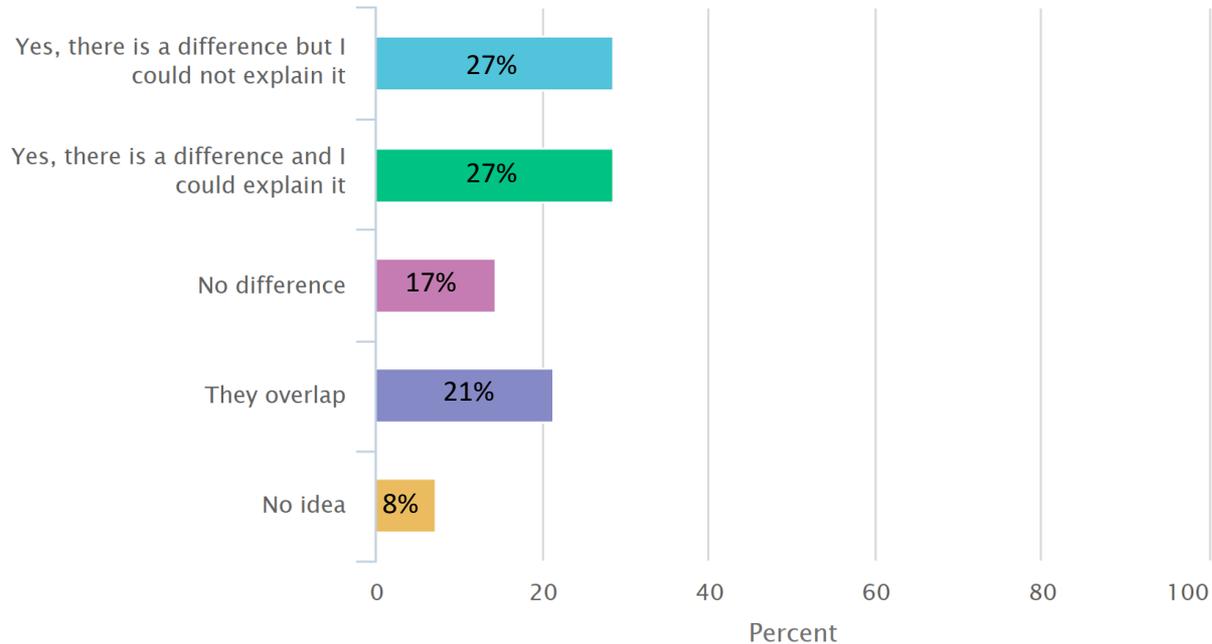
# The Question

What's The Confusion Around TTs And Why Is It There?



# Poll results from 5<sup>th</sup> Nov 2018

Is there really a difference between a technique and a tool in the PPP and PMO world?



# Focus Group Findings from IPMO-P Course 19<sup>th</sup> Dec, 2018

- PMO practitioners, PMO team members and project managers
- Certified project managers said there is no differentiation/confused
- For a 10 minutes task they took 30 minutes
- 2 rounds

Exercise 1: TT-IPMO® Certification Course AIPMO®

Exercise 1 – Part 2B I am still confused

Work individually and list the techniques and tools you know and have used in the past year.

Exercise 1: TT-IPMO® Certification Course AIPMO®

Exercise 1 – Part 2B I'm still confused

Work individually and list the techniques and tools you know and have used in the past year.

Exercise 1: TT-IPMO® Certification Course AIPMO®

Exercise 1 – Part 2B I am partly confused as I have listed both "I's" in the technique table.

Work individually and list the techniques and tools you know and have used in the past year.

Exercise 1: TT-IPMO® Certification Course AIPMO®

Exercise 1 – Part 2B I still think tool is a technique, Hbkeinda  
Group of tools is used in a single technique.

Work individually and list the techniques and tools you know and have used in the past year.



# Tools Used in the Trades and Professions

Carpenter tools



Electrician Tools



Every house owner also has his/her own tools

Lawyer tools



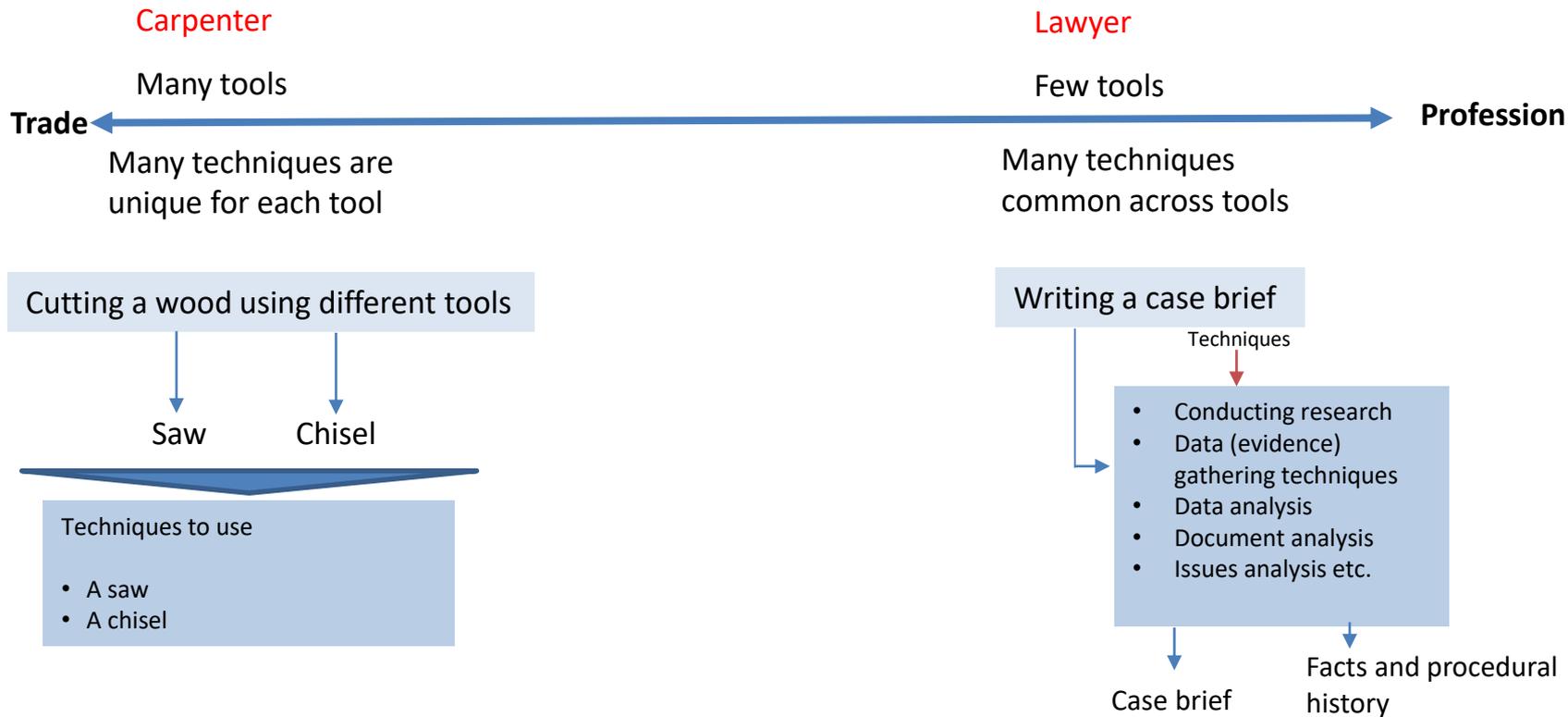
Every trade and profession has it's own tools

Experts (irrespective of trade or profession) know which tools to use in different situations





# Trade Versus Profession: Tools and Techniques



# Theory from AIPMO's TT Book

## Trade

Many tools

*Many tools with unique techniques for each tool*



From Tools to Techniques

**Background:** The term 'Tools and Techniques' came about because it was used first in the trades. *Tradesmen pick their tools and then decided on the best technique to use.*

## Profession

Few tools

*Many techniques common across tools*

From Techniques to Tools

**Theory:** If this term was invented in the professional services industries like for project management say in IT then the term would be '**Techniques and Tools**'. *So the other way around\**

*\*An observation the book team made as it seems more logical in the way we are discovering the way to categorize and structure that techniques comes first.*



# The Definitions Gap

## *A Look At The Existing Definitions*

### Technique

- A defined systematic procedure employed by a human resource to perform an activity to produce a product or result or deliver a service, and that may employ one or more tools. **(PMBOK® V6)**
- A procedure used to accomplish a specific activity or task. (Axelos)

*IPMA® does not define the term technique*

### Tool

Something tangible, such as a template or software program, used in performing an activity to produce a product or result. **(PMBOK® V6)**

*Axelos, IPMA®, PMI®\* do not define the term tool*

*\*PMI® does not define the term technique and tool in their Lexicon*



# Sources of Insight into TTs

- **No definition** of the terms
- **No differentiation**
- Included a mix of different terms (process, knowledge areas, methodologies
- etc.)

Research papers

Clarity on techniques and tools

PMO and Project Focus Groups

- **No differentiation**
- Terms are used interchangeably
- Only focus on projects

Practitioner books

Project Management Institutes e.g. PMI, IPMA, Axelos

- **No differentiation**
- Terms are used interchangeably
- Only focus on projects

IPMA – **no definitions**  
APM – **no definition of the terms but define a few techniques** (references to PMI/Axelos/ISO as to what is the equivalent term)

Axelos – Prince2® /MSP® /MOP® – **defines “technique” but not tool** and state in Prince2® standard that it leaves it to PMI® to define TTs

PMI – use the terms interchangeably although defines technique and tool (**only what and not the how**)

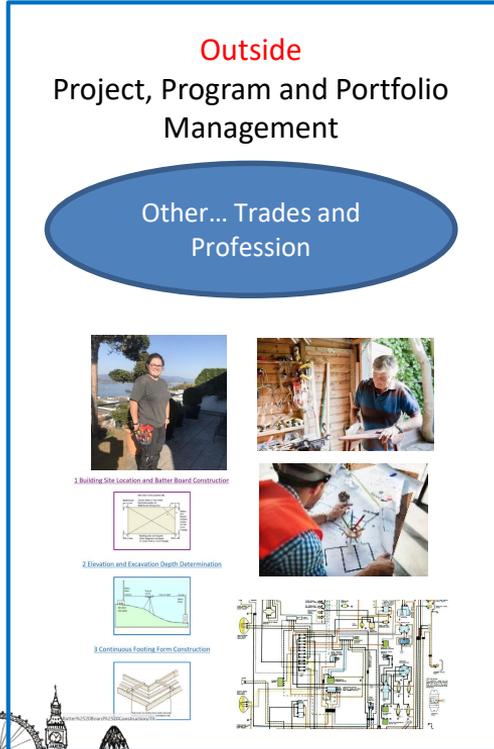


# Why Address The Shortfall In Mastering TT Across Projects, Programs, Portfolios (PPP) And PMOs?

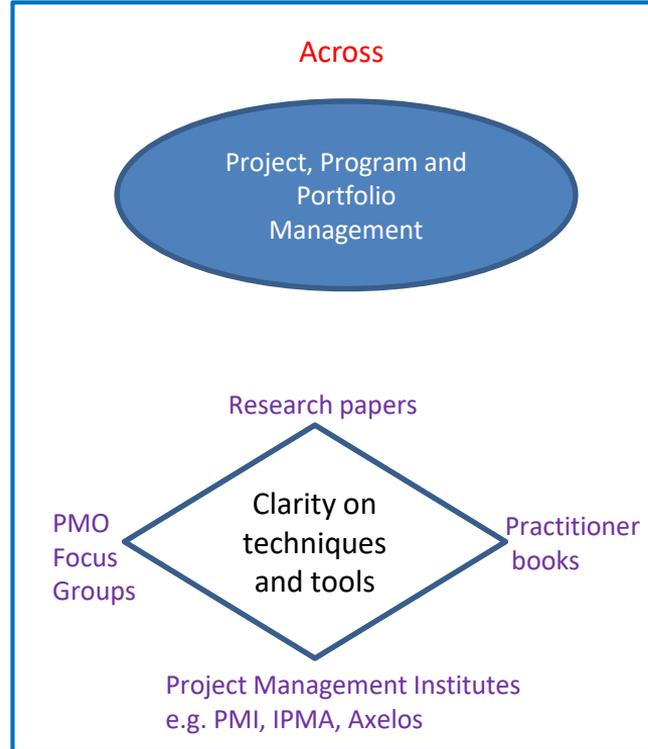
**Differentiate** between a tool and a technique

**No** differentiation between a tool and a technique nor what they contain

**Why differentiate?**



**VS**



Other trades and professions differentiate between a technique and a tool and they see the importance so is it important for the field of Project, Program and Portfolio Management and PMOs?



# How is AIPMO Bringing Clarity

- *Clearly define* the terms based on AIPMO developed filters
- Clear structure with filters and categorization
- *Research journal paper(s) on TTs*
- *Upcoming AIPMO 'Techniques and Tools book across PPP and PMOs with logic, filters and categorizing and framework'*
- *TTs certification and education courses based on the TTs book and research*

## Project Success Factors

70

Understand the links of each TT to Success Factors, not just project but program and portfolio

## Techniques and Tools

205

Increase the average number of TTs known and used consistently in PPP and PMO teams

Define and clarify the whole area of TTs

Today

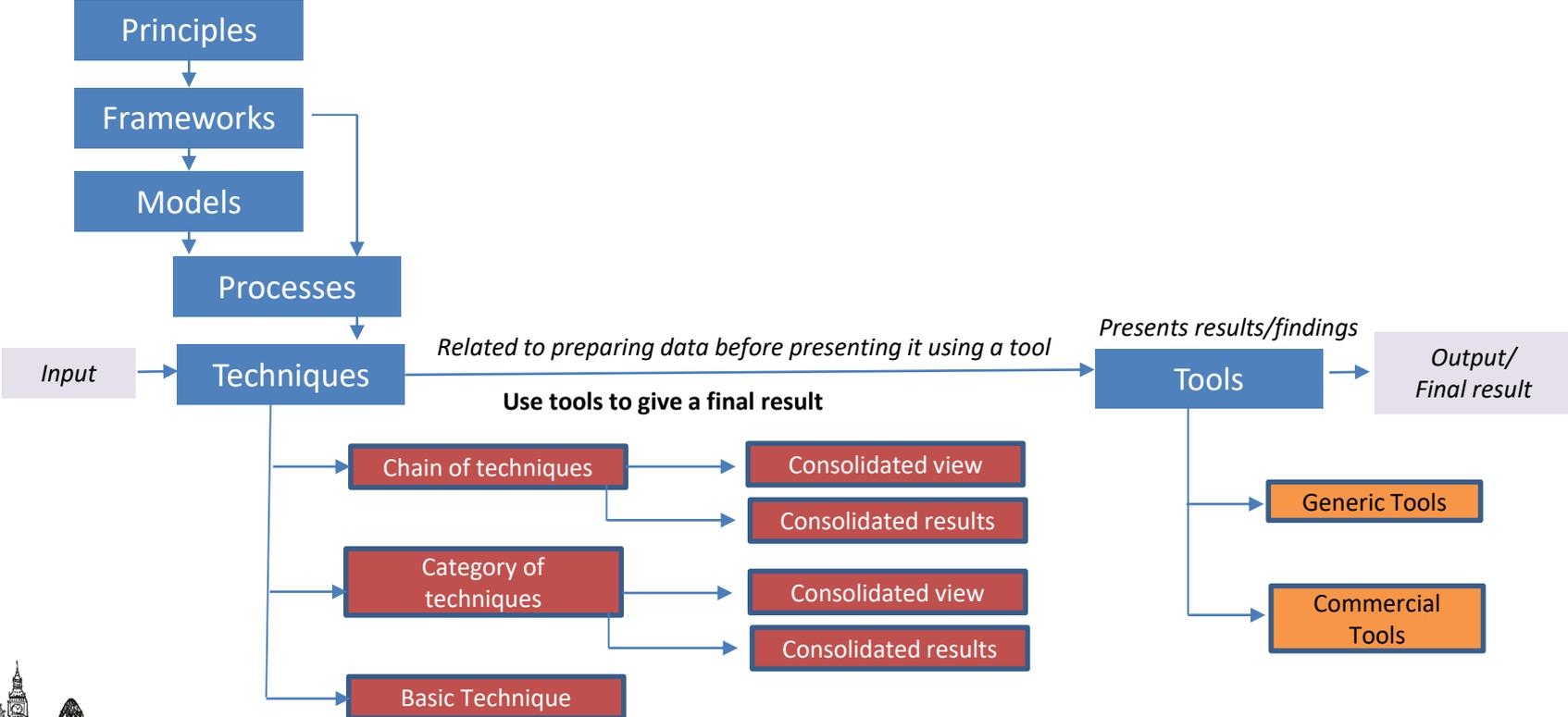
Average number of TTs known by a project manager

10

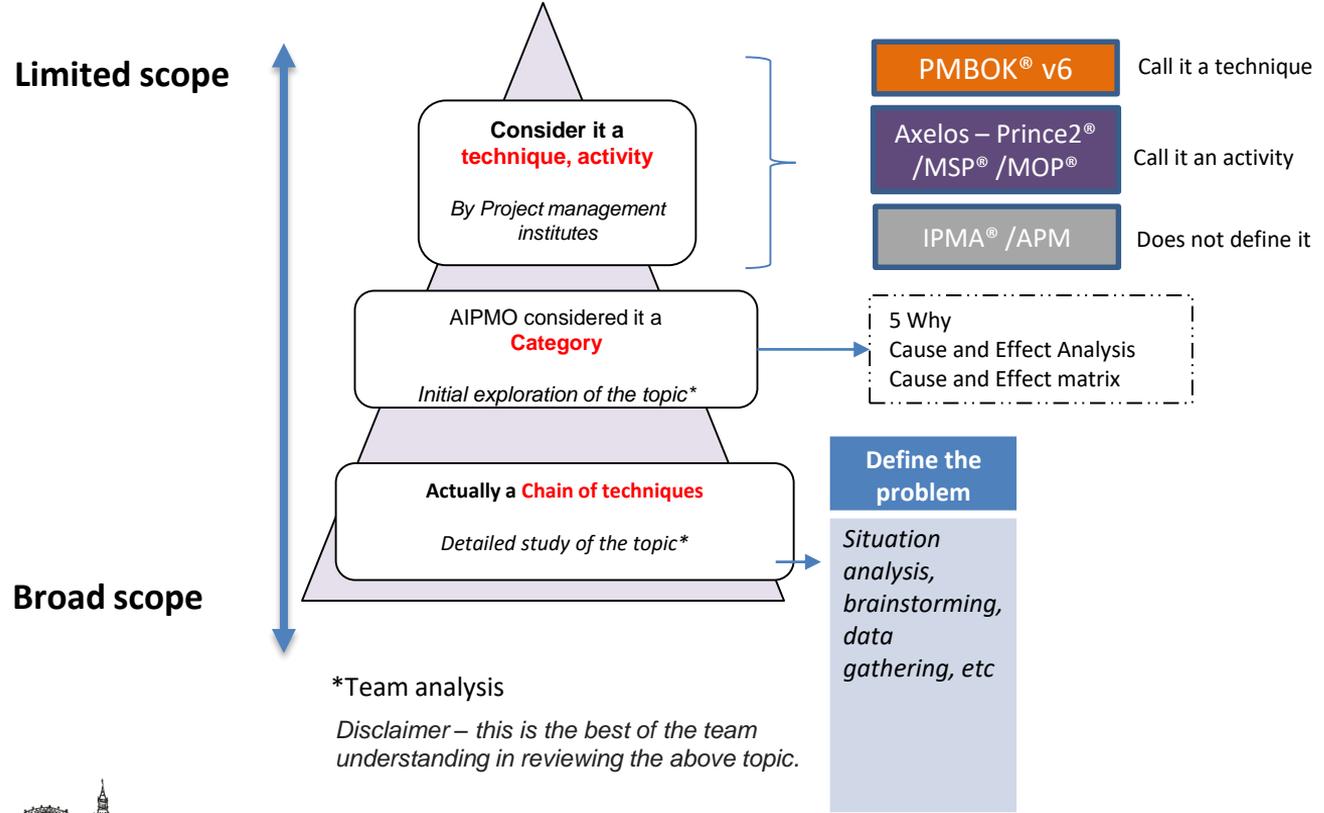


# Difference Between A Technique And Tool, How They Are Related And The Types Of Techniques

Source: AIPMO



# Confusion around Root Cause Analysis (RCA): *A Chain Of Techniques And Not A Basic A Technique*



# Conclusion

- A number of research studies prove that using right TTs in the right phase of the project can lead to project success
- Is your PMO adding value in the area of techniques and tools e.g. identifying and reducing type 1 and type 2 errors
- Trades and professions outside the world of PPP and PMOs differentiate between a TT which is why we need to consider it also and bring clarity
- AIPMO is helping to bring clarity in knowledge and utilization of TTs through clearly defining what is a technique and what is a tool along with a clear structure, categorization, publications and research papers

