

# Best Practice Thoughts

28 September 2012

# A thought

“...things are getting better and better and worse and worse, faster and faster, simultaneously.”

Tom Atlee<sup>1</sup>

1. Tom Atlee. AtKisson 2008. Comment on the Millennium Development Goals. 2005.



# US Projects

“Only 30% of our projects and programs are successful”<sup>2</sup>

2. United States Government Accountability Office. Report to congressional committees. Defence Acquisitions – Assessments of Selected Weapon Programs. March 2008.

# German Projects

- **Inpol-neu**: a system for the federal and state police failed causing 75 Mio € damage.  
Secretary of the Interior (BMI)
- **Fiscus**: an application for the tax authorities failed causing a 125 Mio € damage  
Secretary of Finance (BMF)
- **Maut**: a road charge application for federal highways (“Autobahnen”). A loss of some billions revenue in the first years of operation  
Secretary of Traffic (BMVBS)

Source: PRINCE2® In the Public Service and The Government of the Federal Republic of Germany.  
Status Report. April 2012. By Wolfgang Ksoll.

PRINCE2® is a Registered Trade Mark of the Cabinet Office

# It was the unknown unknowns



Source: The Black Swan, Nassim Nicholas Taleb. 2007



# Group Think

## Definitions of risk:-

PRINCE2®, MSP®, M_o_R®	An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A risk is measured by a combination of the probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives.
MoP™, P3O®	None
PMBok	An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives.

APM BOK	
Risk	The potential of an action or event to impact on the achievement of objectives.
Risk event	An uncertain event or set of circumstances that would, if it occurred, have an effect on the achievement of one or more objectives.

# Right or wrong?

- Why should the formula be:-
  - $R = I \times P$
- Why not:-
  - $R = I^P$  or
  - $R = P^I$

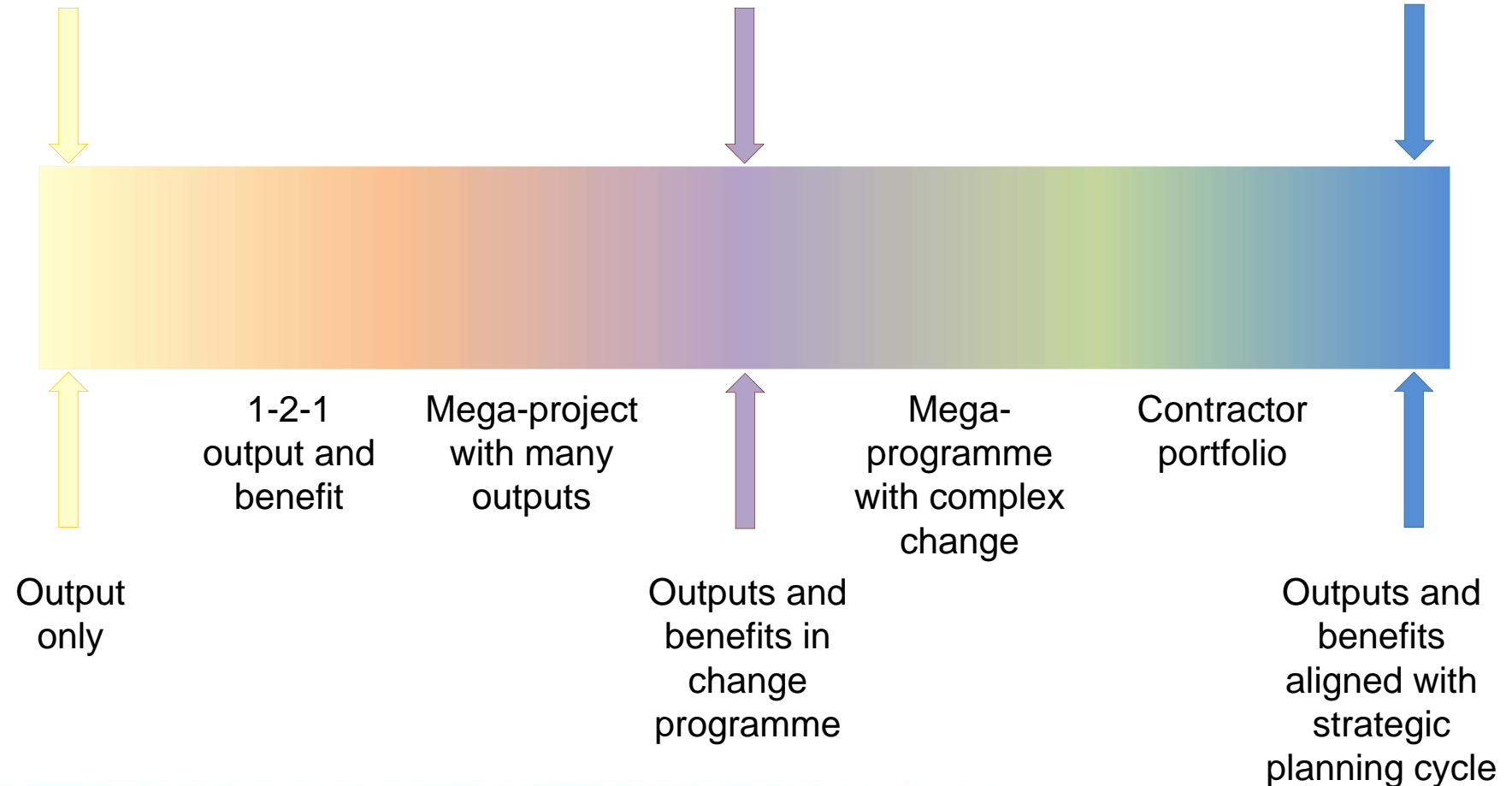


# Project or Programme?

Project

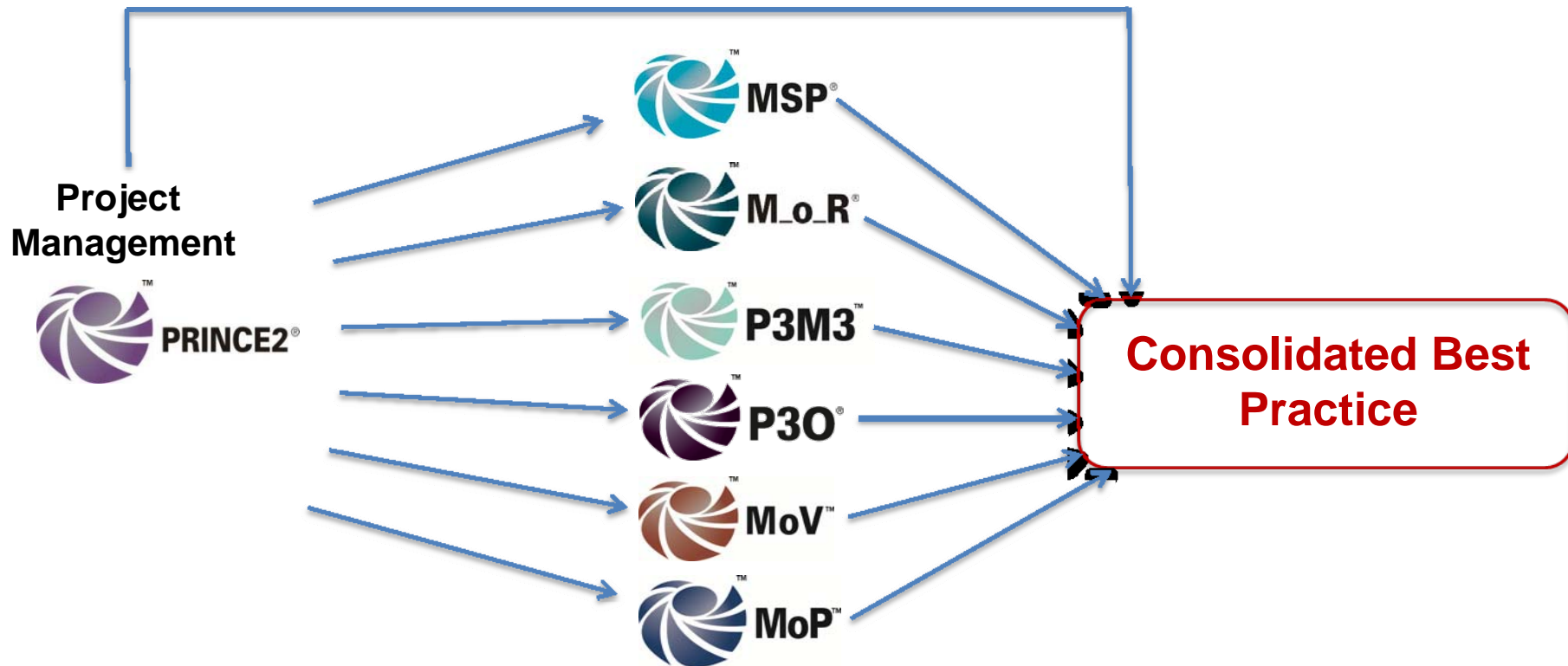
Programme

Portfolio





# Consolidated Best Practice







# US Projects

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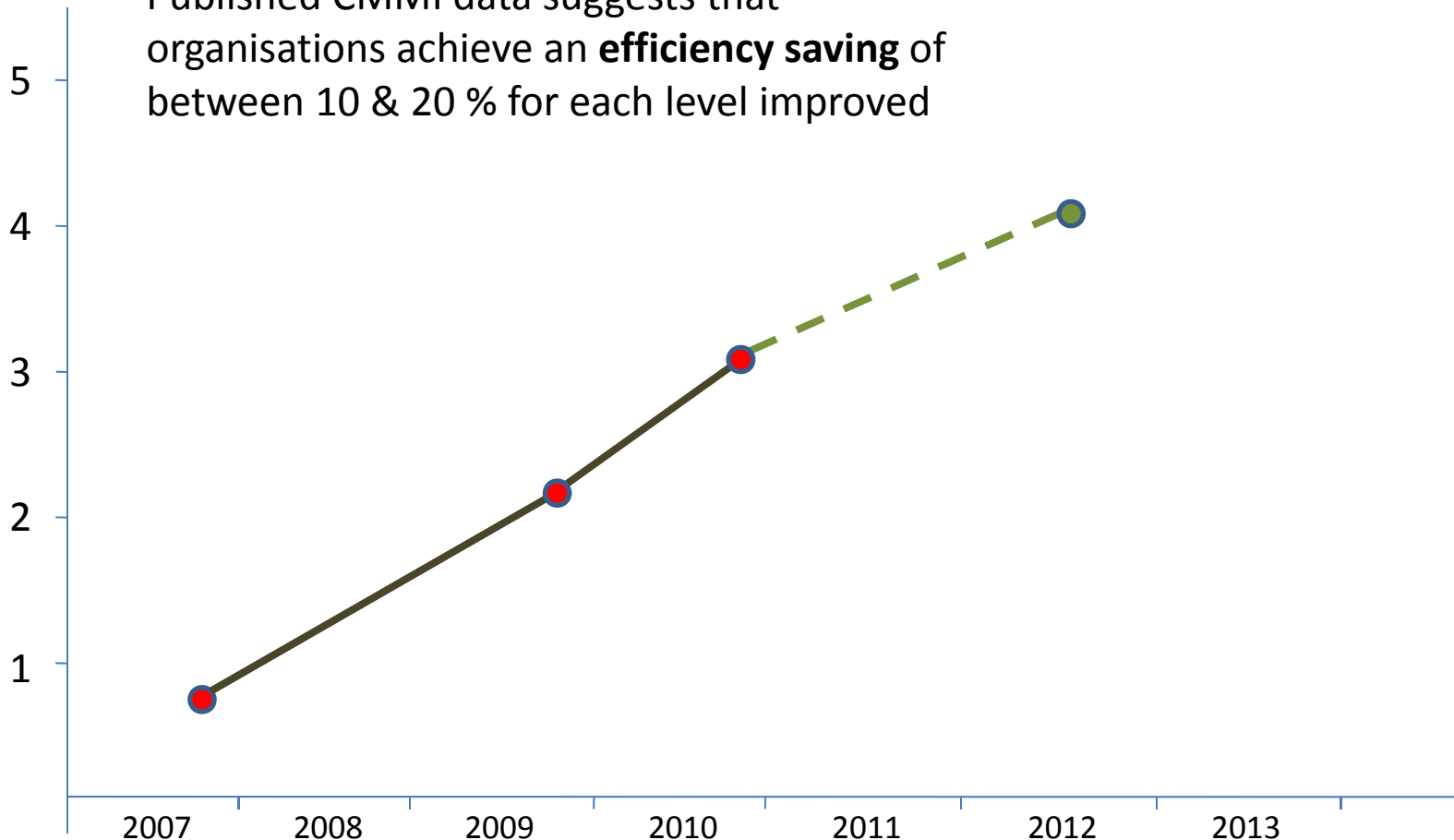
# Best Practice helps people in need

- PM4NGOs was established in March 2007.
- They believed that improving project management practices could have significant impact on the effectiveness of aid.
- In 2007 the working group indicated that between them, they employed around 15,000 project managers with annual project budgets of \$4.74bn.
- Hence (crudely), a 1% improvement in effectiveness would yield an additional \$47m to spend on projects.
- The impact in terms of quality improvement would be even higher.



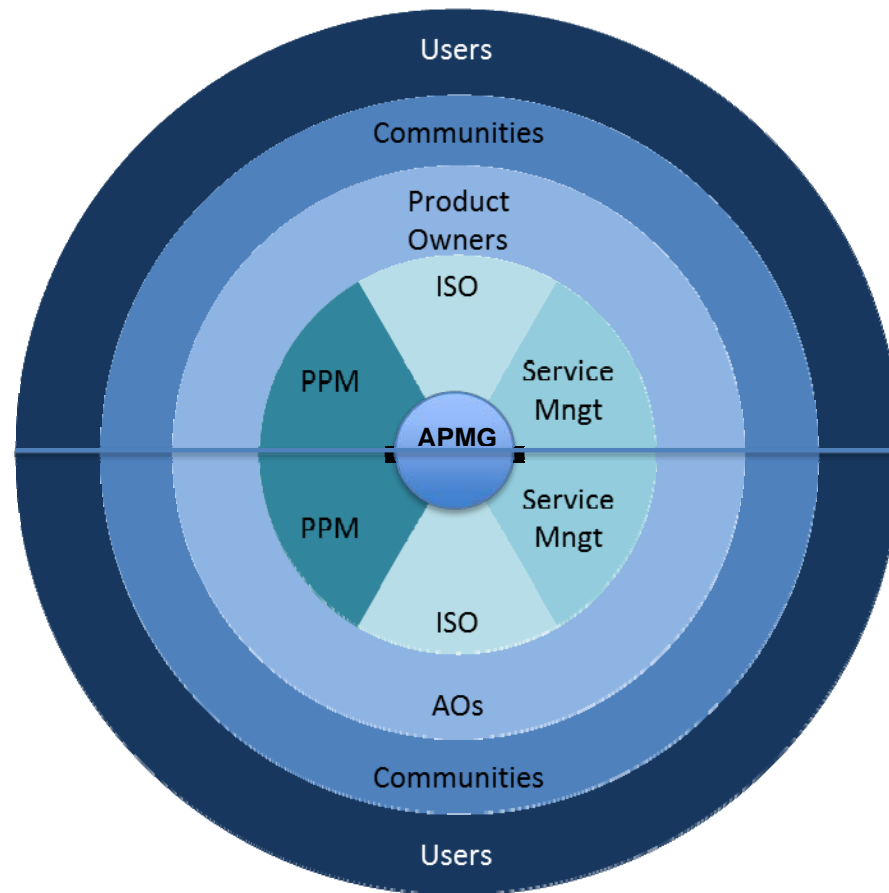
# Best Practice delivers real benefits

Published CMMI data suggests that organisations achieve an **efficiency saving** of between 10 & 20 % for each level improved





# APMG Eco System





# Cabinet Office Product Portfolio





# Our Partners



**Cabinet Office**



**pm4ngos**

**apm**



**itSMF International**

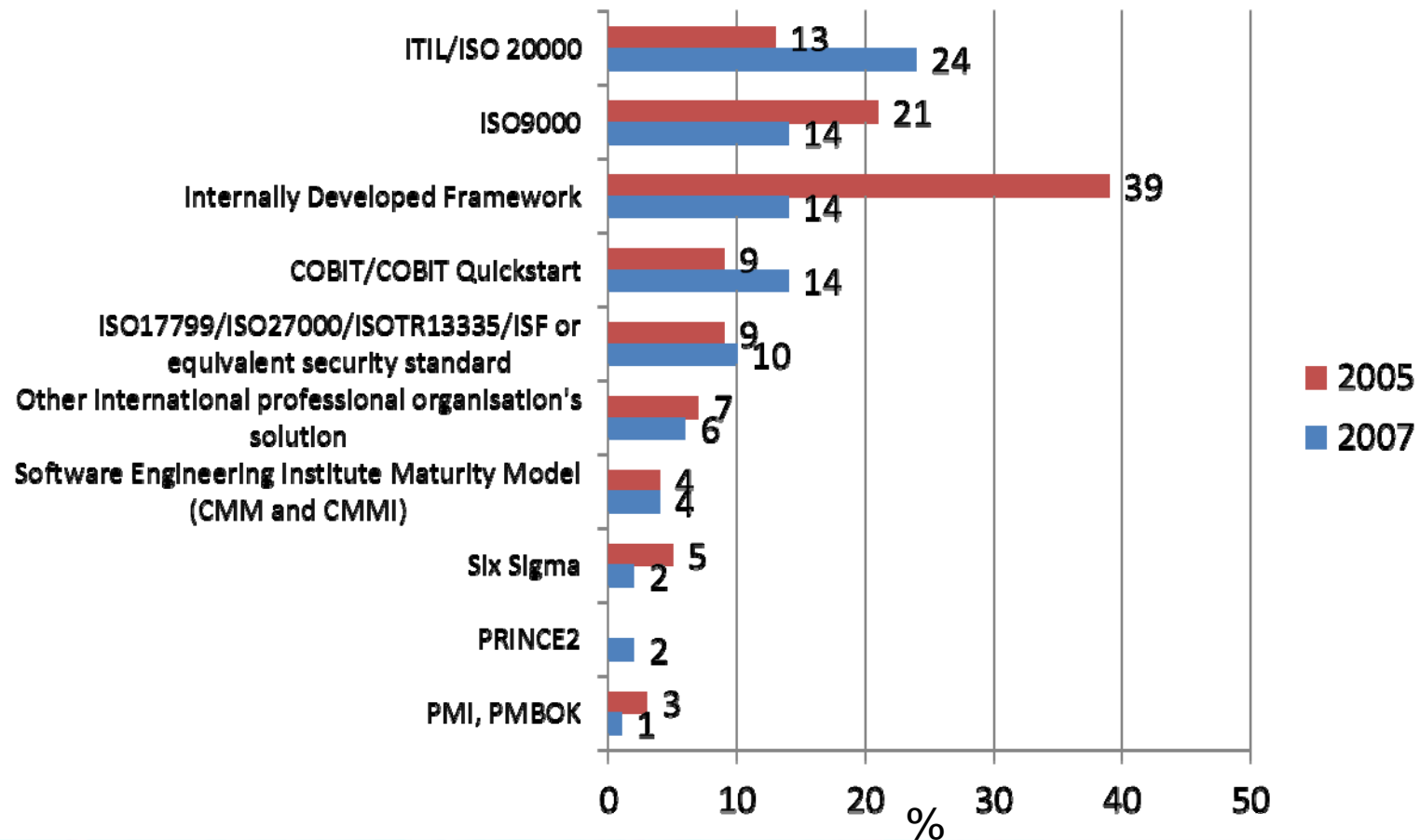
**APMP**



**IPMA**

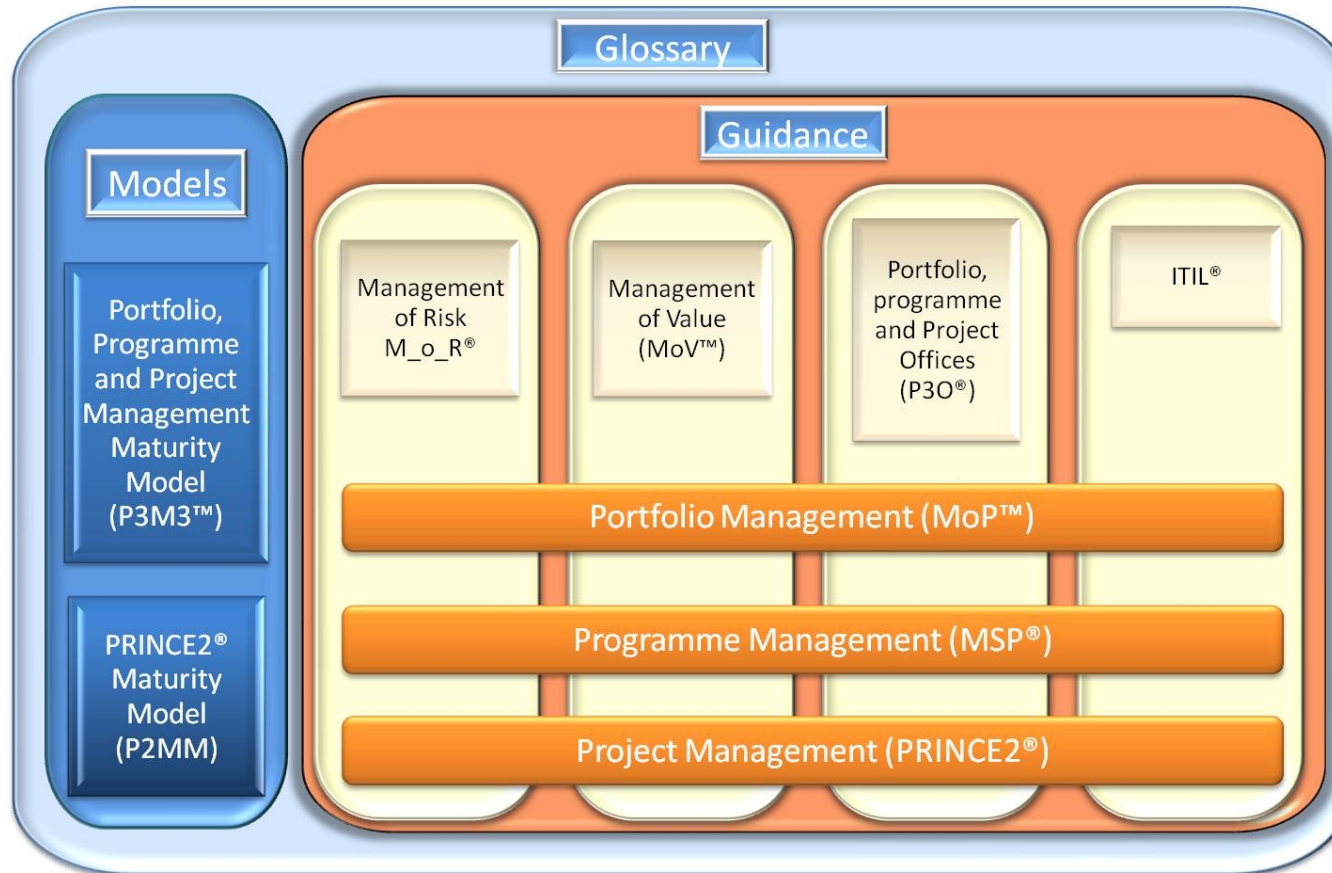


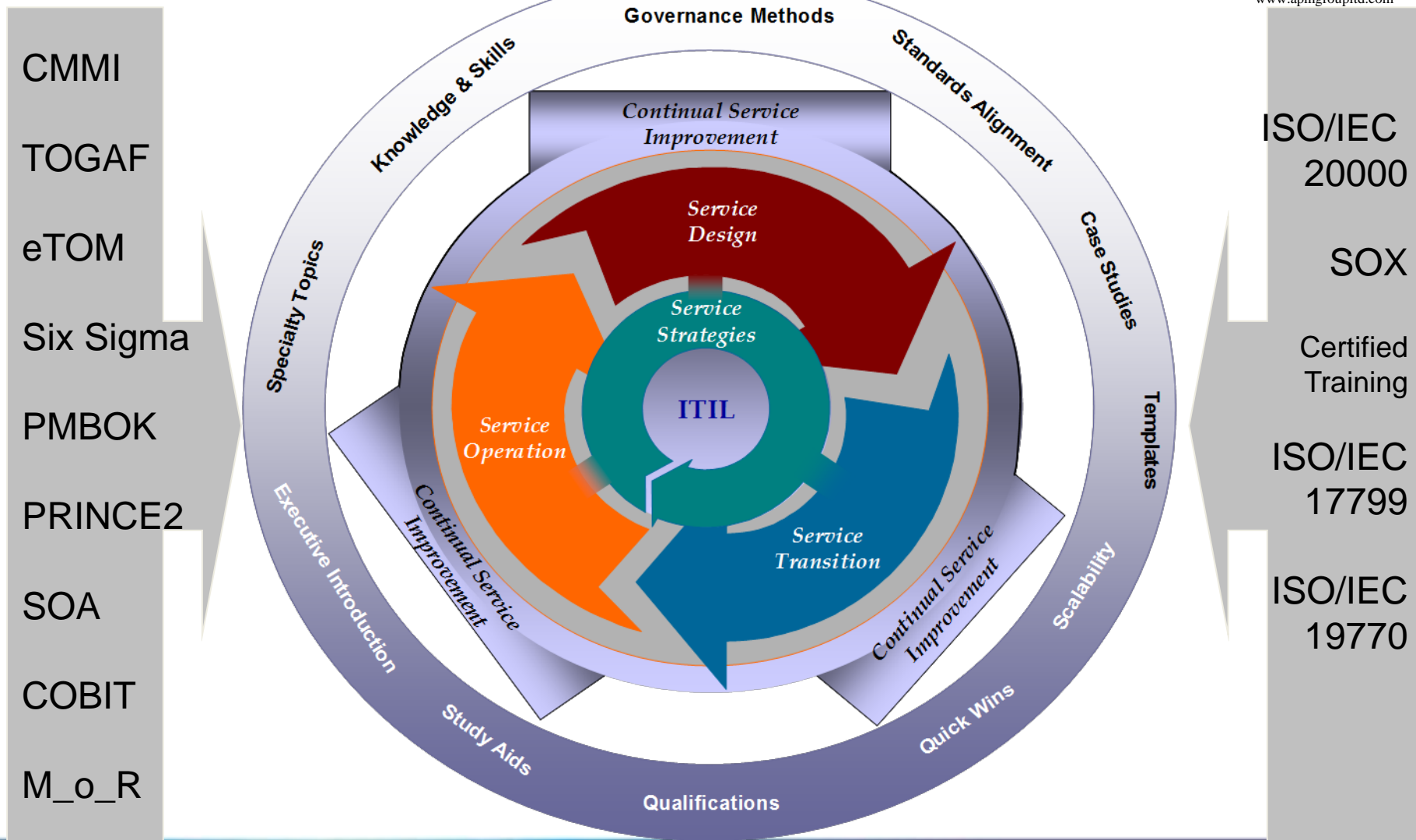
# Top IT Governance Frameworks





# Best Management Practice Intellectual Property



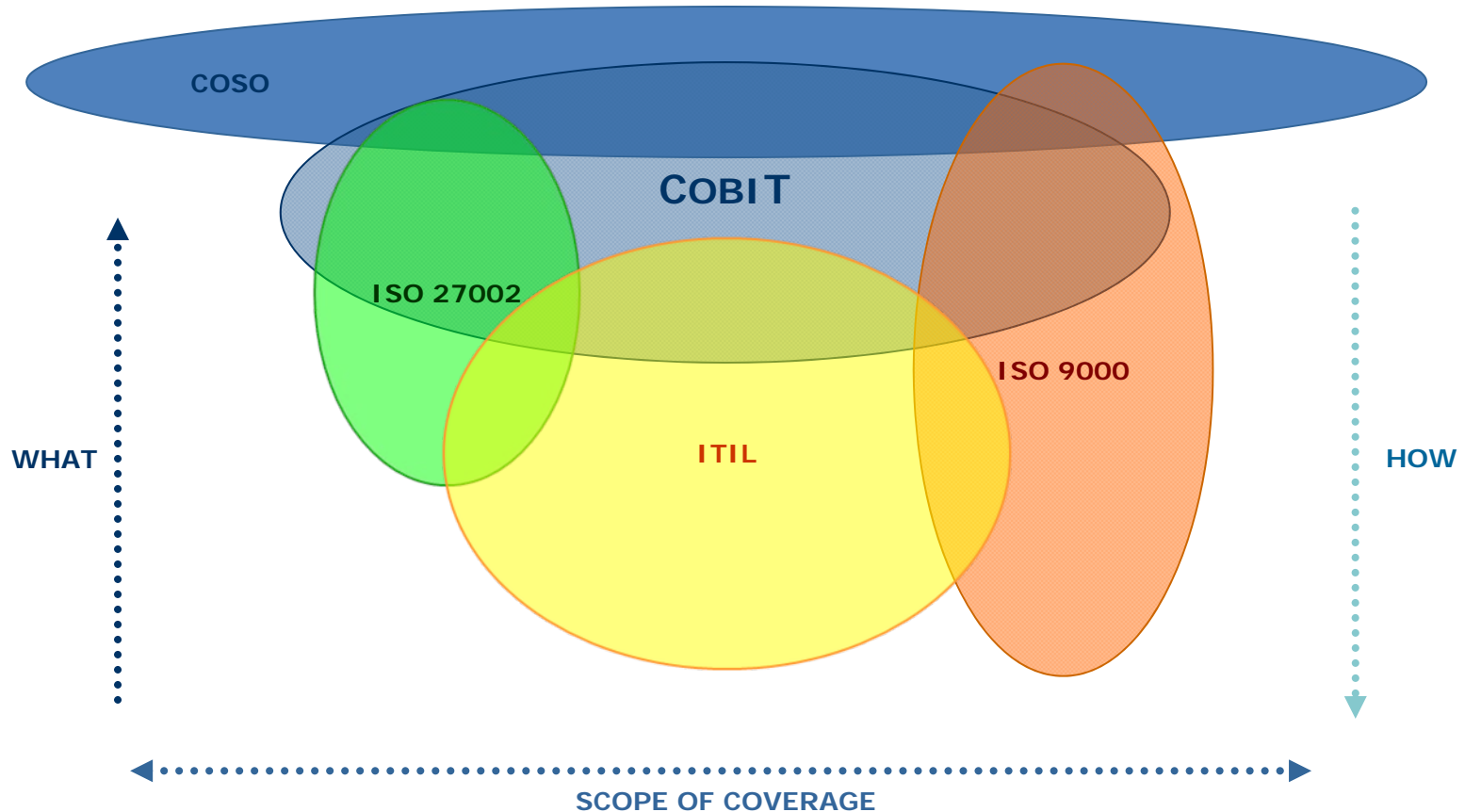


# COBIT and Other IT Management Frameworks



www.apmgrouppltd.com

Organisations will consider and use a variety of IT models, standards and best practices. These must be understood in order to consider how they can be used together, with COBIT acting as the consolidator ('umbrella').





# Intelligent application



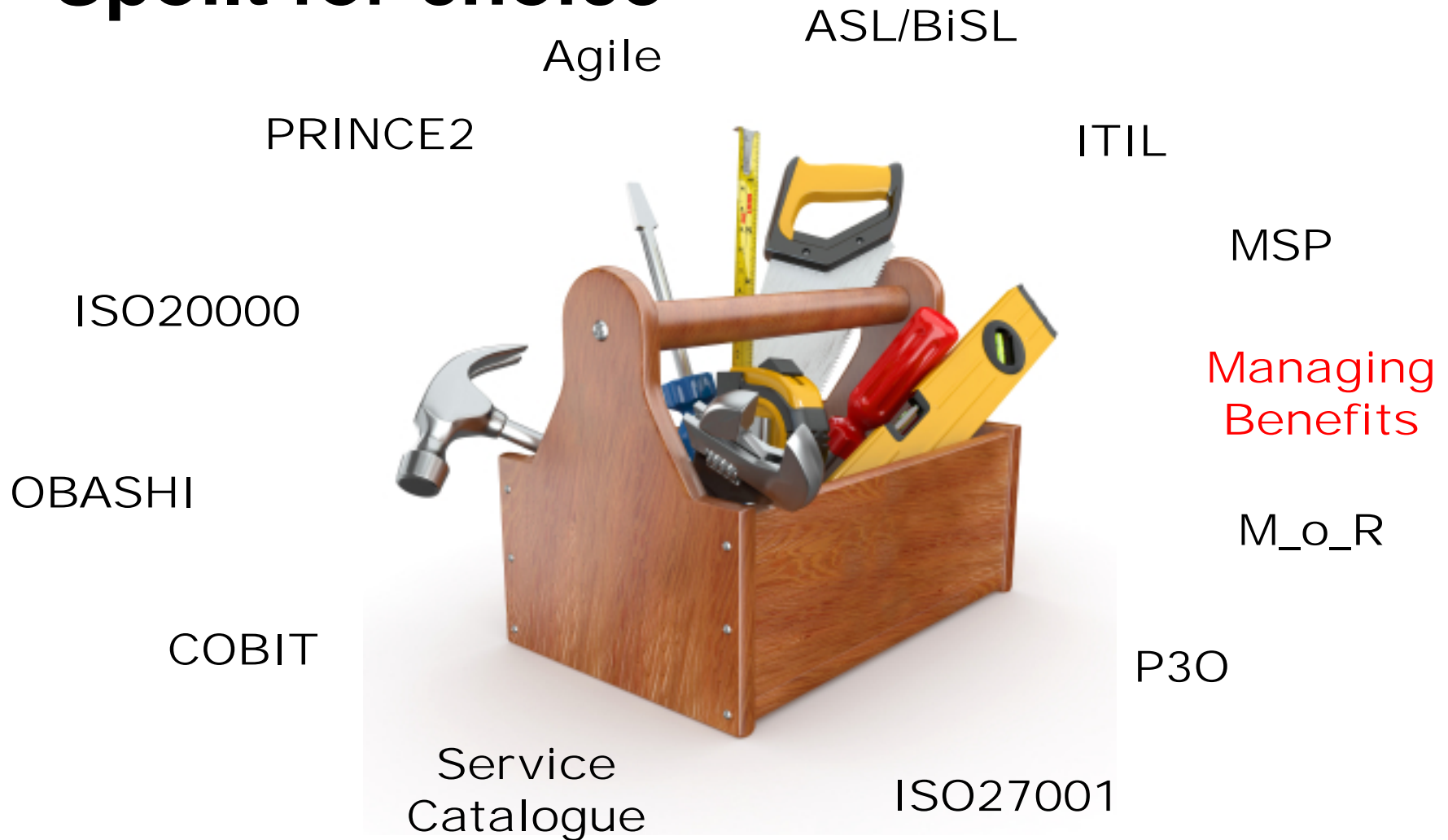


# Best Practice – The right tool for the job

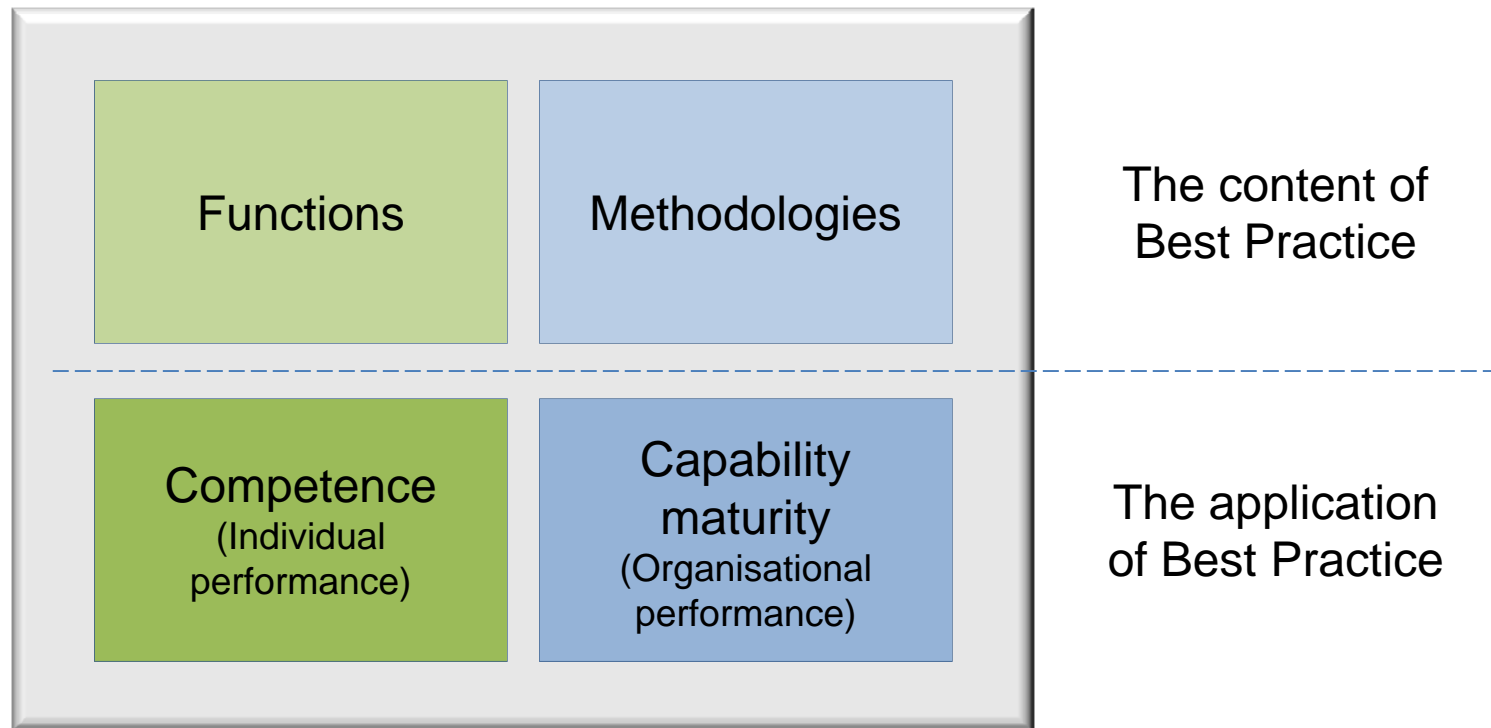


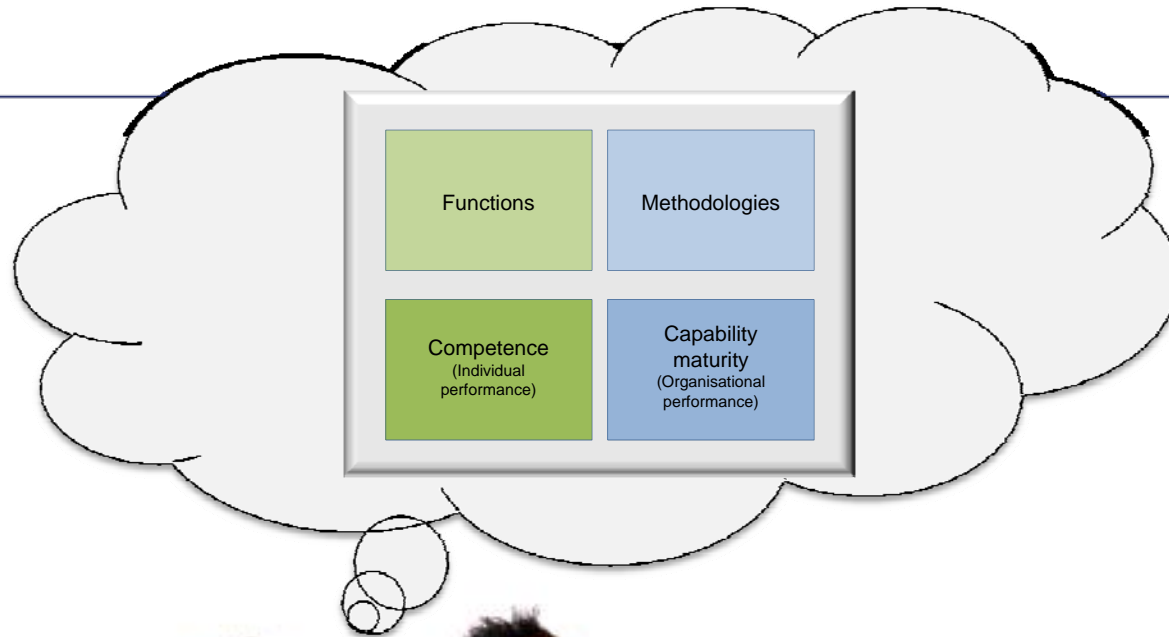


# Spoilt for choice



# Content and application







# Best Practice requires

- The ability to execute
- Perseverance



# **A thought for yesterday, today and tomorrow**

**“We can’t solve problems by using the same kind of thinking we used when we created them.”**

**Albert Einstein**

# **The Best Practice Challenge**

**The variety of Best Practice can appear confusing and overwhelming; we need to make it clearer and more understandable for the end user.**

# By dialogue



# Can we change?

From:-

“Only 30% of our projects and programs are successful”

To:-

*Less than* 30% of our projects and programs are *Unsuccessful*”



# Here to help...





# ANY QUESTIONS?



