

Project Management Update from Turkey



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AFTER DYNAMICS 2016



After “**Dynamics 2016 International Project Management Congress**”, the speakers explain their points of view:

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As an architectural firm, the ultimate output of our production process, which we call design or planning, is a set of blueprints which later leads to the realisation of a built product. Since we have to presume and estimate the situations on paper years or months ago before even the physical activity starts, we highly depend on assumptions and decision processes which we can base our gestures. That process of decision making, which in Turkey in most cases directly relate to a hand full of people at the client side, directly effects the quality of the product. That process has to be managed by professionals who understands the essentials of all parties. This is where we, as architects experience the role of project management tool at most beneficial.

In Dinamikler 2016 conference in Istanbul, Ms.Akin has invited us and two other main parties of a particular real estate development project onto the stage. We, as the architects, the client as the initiator and the general contractor firm as the realisation partner have presented their unique experiences focusing on this built product of AND office building. It was especially very interesting to see how each individual presented the same topic with completely different vocabulary and intonation. It was influential and refreshing. Being closed in your own circle of creativity, once you may loose the connection to that very needed partners you desperately have to cooperate in order to realise your plans.

Both Dinamikler 2016 conference and Ms.Akin as the host of the closing session has proved to remind us a basic virtue; the magical tool of communication.

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WHY DO PROJECTS STILL FAIL in 2016?

I looked up this topic recently on PMI's website and came across two major articles; one by Rita Mulcahy(RMC Project Management, Inc.) and another by Cynthia K. West, PhD (VP, Project Insight). They suggest a long list of culprit factors ranging from senior management meddling (they have no business in interfering in our project!), failure to understand the impact of changes (this very unfamiliar subject in management), lack of project visibility (does anybody know what we are doing here?), unclear project objectives (oh, so that's what you meant!) to project team not involved in planning (how did this come about?) and too much focus on charts for control (Gantt Charts, PERT/CPM Network Diagrams shall tell the truth, nothing but the truth, as long as the project is alive!). In addition, PMI says only 26% of attempted projects succeed!

Firstly, I recommend projects managers to read in the area of Organizational Architecture [1]. First task in this area is to learn what Gaming is. This is a concept which is premised on the hypothesis that individuals have infinite wants, are clever and will act in their own self-interest to maximize their utility. This hypothesis is one of the basic premises of the well-known principal-agent economic model, which is also applicable to teams. Team production implies that the productivity of any one member is affected by the productivity of all the other team members. Output is therefore a joint product. This interdependency has important implications for organizations; measuring the productivity of one team member requires observing the inputs of all the other team members, but inputs (such as effort) are typically

difficult to observe. So, team members have incentives to shirk their responsibilities! Team loyalty, pressure from other team members and monitoring can increase team output, but these measures can also cause a variety of organizational problems.

Secondly, I recommend project managers to follow the anti-fraud literature. I have been a management consultant for years and find anti-fraud management fascinating because this field allows the practice of organizational architecture concepts. Many think that fraud is simply deceiving people or organizations to steal their assets, mainly cash. However, one broader definition of fraud is “a person intended to deceive others, typically by unjustifiably claiming or being credited with accomplishments or qualities”. Hmmm! Does this sound familiar to you?

For the last year, I have been the chief consultant of a project worth about 158 million Euros. The project had stalled, my first analysis showed that roughly 450 thousand Euros had evaporated and the main culprit was a famous industrial expert with several degrees and real qualifications. Did he steal the money? No, under his highly-trusted leadership the project spent the money with no measurable results. Nobody asked him the right questions. From the CEO to the Senior PM, no one had a clear understanding what the objectives were and how the expert would be held responsible against (absent) measurable outcomes. “The topic was highly technical, the expert is well-known in this field and we trusted that he would deliver”.

Is there a remedy to avoid these bad outcomes? I recommend practicing sound Decision Management. This model has four basic components: (1) Initiation (management), (2) ratification (control), (3) implementation (management), and (4) monitoring (control). Pictures tell better stories, so think of the components of organizational architecture as if they are the three legs of a stool: One leg is Decision Rights Assignment (who gets to make/do what in the Team?); another leg is Performance Evaluation (What are the key performance measures used to evaluate the Team?) and the third leg is Rewards (How are the PM Team members rewarded for meeting performance goals?) [1]

It is important that all three legs be designed so that the stool is balanced. Changing one leg without the careful consideration of the other two is typically a mistake.

[1] (Managerial Economics and Organizational Architecture, J. A. Brickley, C.W. Smith, Jr., and J. L. Zimmerman, McGraw-Hill/Irwin, 2004).

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Dynamics 2016 conference was a good opportunity to learn about the latest developments in the project management world. First of all, the conference was well organized by the project manager Dr. Engin Deniz and the IPYD team. It was started in a very good and professional atmosphere which lasted through the whole event.

It was enlightening to watch the presenters, while professionals from different backgrounds shared their experiences. Each session was containing valuable information for the audience.

We were fortunate enough to be a part of this conference with our "A view of Corporate Life from Y-gen perspective: Project Health Check Study" presentation.

It was a wonderful experience, and we hope to join the conferences in the next years, as well.

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My Point of Views to "Dynamics 2016/17th International Project Management Congress"

"Dynamics 2016/17th International Project Management Congress is organized annually by the Istanbul Project Management Association (IPYD, www.ipyd.org) with the goal of bringing project managers, had resulted in success on 14-15 April, 2016 with large quantities of attendances.

As a keynote speaker, I have summarized the news and my suggestions about success of the innovation management on 14 th April, 2016.

Innovation is essential for sustainability of the firms and many organization has started a innovation program in order to catch up the trends and to move the future. ISO (International Standardization Offices) has initiated the standardization technical working group in 2014 in order to write-prepare the ISO-50501 Innovation Management that will guidance to the firms about the successful innovation management applications. On behalf of Turkey, I am working on this working group of ISO. Last meeting on 4-7 April of 2016 in Bergamo-Italy, all the delegates of the countries, on the presentation of Dynamics 2016/17th, I have summarized the subjects that we have worked on.

Additionally; I am a licenced consultant of IMP³rove that has been initiated in 2006 by the European Commission (EC). IMP³rove is the holistic and profound approach to leverage Innovation Management for competitiveness in Europe. Innovation builds and secures companies' competitiveness which in turn drives their sustainable growth. The assesment report can be taken from using by methodology almost 5,000 enterpresies from different industries, different countries, and of different size relied on the IMP³rove Assessment. This methodology has accepted as a standart numbered CEN/TS 16555-1. EU has organized 'International Innovation Management Award' at 2014 to encourage the innovation management for the enterpresies. KOZA YONETİM A.S has won the award. In the presentation, I have shared the topics about the sucess and requirements of the excellency in innovation management.

My opinions about the international project management congress, which is recognizable activity in the business area, many attandance have taken the valuable information about up to date subjects and requirements of the projects management in order to survive and sucess how to be more productive and effective will benefit the their projects.

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This is my first experience in "Dynamics - International Project Management Congress" held on 14-15 April, 2016. I was invited as a speaker to the panel 'Future of Project Management Profession in Turkey' and I had the opportunity to attend some other sessions. The organization was good and there were interesting speakers. I was admired about the success stories of the twin brothers Selim & Kerim ALTINOK, whose began to lose their sight progressively beginning when they were 3 years old and became totally blind when they reached 18 years old.

The attendees had a big interest to the panel about the Future of Project Management Profession in Turkey because it is the first time project managers' have an approved occupational standard that is independent from any methodology and any business sector and become valid nationwide.

Current certification for project managers' are project management certifications that are mostly based on specific methodologies but not occupation, so we developed the project managers' occupational standard based on European Qualifications Framework (EQF).

We led the study of definition ‘Project Manager Occupational Standards’ and specification of ‘National Qualifications for the Project Manager Occupation’ as NORM¹ and TPPMI². This study completed, approved by MYK³ and published on Official Gazette. The defined standard and qualifications are independent both from the business areas and methodologies used in some sectors.

MYK is the National Coordination Point which coordinates implementation at national level and provides information on how the national qualifications levels relate to the EQF and how the EQF is implemented. So we open the door for the recognition of project manager certification around Europe.

The next step is the certification. We, as NORM, started the process to become a Vocational Test and Certification Center and it will be operational within one year. By the way, we already announced the training towards the occupational certification based on the approved standard and qualifications.

References:

1. NORM – Association for Training and Consultancy (www.norm.org.tr).
2. TPPMI – Turkish Professional Project Managers’ Institute is a social media and solidarity platform and it is also a program running under NORM.
3. MYK – Occupational Qualification Institution in Turkey

About the Author



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İpek Sahra Özgüler graduated from the Istanbul University with the Bachelor of Science degree in Computer Engineering and from Middle East Technical University with an MSc degree in Software Management. She became a certified PMP in January, 2012 and a certified SCRUM Master in 2014. She works as international correspondent at PMWJ. Before joining PMWJ, she worked for global multinational companies and leading local companies such as Coca Cola, Deloitte, Turkcell Superonline, Havelsan and TAV IT. Over the years, she has gained extensive experience in managing various medium and large scale projects, programs and portfolios.

Her article named “When I Decided to Develop Multi Processing Project Manager’s System” was published in the book “*A Day in the Life of a Project Manager*”. She has published several articles in the *PM World Journal* and one in PMI’s *PM Network* magazine. İpek is actively involved in sailing, writing and discovering new cultures. She can be contacted at ipeksahra@gmail.com.