

## **What does the future hold for Project Management? Update.....**

*By Paul Giammalvo*

On 8 January, Gartner released a set of projections that I found extremely interesting, as at least a few of them will or at least SHOULD, affect or impact the future of project management.

[http://www.insidegartner.com/download/Gartner\\_Top\\_Predicts\\_2008andBeyond\\_Going\\_Green.pdf](http://www.insidegartner.com/download/Gartner_Top_Predicts_2008andBeyond_Going_Green.pdf)

### **Going Green-**

Gartner's first prediction revolved around the concept that IT is "going green". Having been indirectly involved with the early discussions in creating and updating the 1992 and 1996 PMBOK Guide, and having come from a background in construction, I have always lamented the fact that "Safety, Health and the Environment", which is ever present in construction project management, had to be suppressed or buried in the other knowledge areas, in order to satisfy the IT people. Given the problems we had with Carpal Tunnel Syndrome (Health); the radiation from CRT's (Health and Safety) and the problems disposing of CD's, used computers and peripheral equipment, (Safety, Health and Environment) perhaps now, as IT is maturing, would be a good time to consider adding a new "knowledge area" on safety, health and the environment to the various Bodies of Knowledge?

### **Apple's Cradle to Grave Support-**

Consistent with AACE's *TCM Framework: An Integrated Approach to Portfolio, Program and Project Management* ( [www.aacei.org/tcm](http://www.aacei.org/tcm) ) which was more or less based on Independent Project Analyst's (IPA, [www.ipaglobal.com](http://www.ipaglobal.com) ) proprietary model developed back in the 70's and 80's for companies such as Exxon, Mobil et al, and still being used and refined today, the emphasis was NOT on projects, but on ASSET and OPERATIONS MANAGEMENT. Project Management was but a supporting actor in this fully integrated model. This is consistent with research done by Dr. Parvis Rad and Dr. Ginger Levin in their "Advanced Project Management Office", and reflects a recent advertisement I saw in the International Herald Tribune from Ericsson, touting their 'Life Cycle Costing' approach to the equipment they supply and install.

Given the real "starring actors" in our play are the Asset (Portfolio) and Operations (Program) managers, with project managers playing an important but supporting role only, isn't it about time that all professional organizations start to focus more on the

integrative and interactive roles between asset, operations and project managers? Given the rather dismal success rate in almost all sectors for projects, it is my professional opinion that looking at project management alone, without taking into account the asset (portfolio) and operations (program) manager, is the real reason why, after 50 years of formalized project management, we still cannot consistently deliver on time, within budget, in substantial conformance to specifications, while substantially delivering what the end user wanted in the first place.

## **Open Source-**

Gartner, in their research, states “The use of open-source technology to enhance and evolve commercial products has become a commonplace strategy.” For professional organizations, this has a profound impact. IF the member/owners of those professional organizations purporting to represent the practice of asset, operations and project management are to develop and evolve new ideas, the future lies in encouraging and making it easy for anyone to contribute. However, to get people to contribute, these organizations cannot and should not try to “own” the knowledge. Of particular concern are those organizations who require that the contributor not only turn over their IP to the professional organization, but also the rights to any DERIVATIVE works.

The Global Alliance for Project Performance Standards (GAPPS) has taken the lead in this area, by putting their standards on-line  
<http://www.globalpmstandards.org/listing/project-manager-standards/> under a form of “GNU” or “Copyleft” licensing.  
[http://en.wikipedia.org/wiki/Wikipedia:Text\\_of\\_the\\_GNU\\_Free\\_Documentation\\_License](http://en.wikipedia.org/wiki/Wikipedia:Text_of_the_GNU_Free_Documentation_License).

Likewise, AACE has taken the first preliminary steps in opening up the collective IP of their member/owners by posting their *TCM Framework: An Integrated Approach to Portfolio, Program and Project Management* on line at no cost. [www.aacei.org/tcm](http://www.aacei.org/tcm). But perhaps the most progressive or advanced example is the International Council of Systems Engineers approach, where they not only put the SE BoK on line for anyone to access at no cost <http://www.incose.org/practice/guidetosebodyofknow.aspx> , but have created a Wiki, <http://g2sebok.incose.org/> to which ANYONE can contribute, whether a member or not. IF we hope to increase the success rate of projects, we cannot allow any single organization to try to own or control the knowledge. We need to donate and collate our collective knowledge and the best way to do so is under the same terms and conditions that Wikipedia uses.

## **Software as a Service (SaaS)**

As Gartner notes, “software is increasingly becoming commoditized and the real value is in providing services for the end user and not trying to force an organization to “lock in” to any software.” The implication this has for professional organizations is profound.

Instead of creating large HQ staffs, and trying to build global hegemony, the focus will be increasingly on providing real and meaningful services to the member/owners of these organizations. This will include access to knowledge databases on a per use or per paper basis; “electronic markets” (similar to the McGraw Hill “Dodge Reports”, <http://fwdodge.com> which enable those offering products or services to identify the projects they would like to bid on or participate in)

Based on a rather consistent dismal success rate, I do not believe project management truly is a “core competency” for most IT and/or Telecommunications companies. Thus I am predicting that more and more companies will follow the lead of construction, and will end up OUTSOURCING project management. For over 40 years, companies have been offering “Construction Project Management” professional services, either on a “services for fee” or “@ risk” basis. To learn more about this model, the Construction Management Association <http://cmaanet.org> will provide you with an idea of the model, with the prediction that along with software as a service, we will see IT and Telecommunications in particular, moving towards an outsourced “project management for fee” or “project management @ Risk model.”

If you have any further questions or comments, please feel free to contact me at [pauldgphd@gmail.com](mailto:pauldgphd@gmail.com)

## About the Author



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For 25+ years, he has been providing Project Management training and consulting throughout South and Eastern Asia, the Middle East and Europe. He is also active in the Global Project Management Community, serving as an Advocate for and on behalf of the global practitioner. He does so by playing an active professional role in the Association for the Advancement of Cost Engineering International, (ACE); Construction Specifications Institute (CSI) and the Construction Management Association of America, (CMAA). He previously served on the Board of Directors of the American Society for the Advancement of Project Management (asapm) <http://www.asapm.org/> and served previously as the Chair of the Certification Board of the Green Project Management organization. <http://www.greenprojectmanagement.org/> He is active as a regional leader and a compensated consultant to the Planning Planet's Guild of Project Controls. <http://www.planningplanet.com/guild>

He has spent 18 of the last 45 years working on large, highly complex international projects, including such prestigious projects as the Alyeska Pipeline and the Distant Early Warning Site (DEW Line) upgrades in Alaska. Most recently, he worked as a Senior Project Cost and Scheduling Consultant for Caltex Minas Field in Sumatra and Project Manager for the Taman Rasuna Apartment Complex for Bakrie Brothers in Jakarta. His current client list includes AT&T, Ericsson, Nokia, Lucent, General Motors, Siemens, Chevron, Conoco-Philips, BP, Dames and Moore, SNC Lavalin, Freeport McMoran, Petronas, Pertamina, UN Projects Office, World Bank Institute and many other Fortune 500 companies and NGO organizations.

Dr. Giammalvo holds an undergraduate degree in Construction Management, a Master of Science in Project Management through the George Washington University and a PhD in Project and Program Management through the Institute Superieur De Gestion Industrielle (ISGI) and Ecole Superieure De Commerce De Lille (ESC-Lille- now SKEMA School of Management) under the supervision of Dr. Christophe Bredillet, CCE, IPMA A Level. "Dr. PDG" can be contacted at [pauldgphd@gmail.com](mailto:pauldgphd@gmail.com).