

Managing projects for outcomes ©

**A professional development workshop that will show your people
*how to get your business projects on track—and keep them on track.***

Workshop overview

About a third of the work undertaken in business is in the form of *projects*. Project management is acknowledged generally as being an area of persistent weakness for most organisations. The central issue here for managers at all levels is this:

***“How am I to run my projects so that they achieve their outcomes,
but so that they don’t get bogged down in bureaucracy?”***

This workshop covers a simple but effective framework for the management of projects in business.

Why do projects get into trouble?

Business projects in general have a low success rate. For example, extensive research indicates that over half of those involving information systems and information technology, **fail completely**. There are a number of reasons for this, and the most significant appear to be:

- **Poor scoping**—leading to “scope creep”
- **Unclear accountabilities**—leading to the collapse of business initiatives into “IT projects”
- **Failure to recognise an exercise as a project**—leading to poor planning and management
- **Unreliable plans**—leading to continuous fire-fighting
- **Low quality planning and analysis**—leading to unrealisable goals, budgets and timeframes
- **Inadequate resourcing**—leading to cost and time overruns

In most cases these problems are avoidable and manageable. An appropriate toolkit us all that organisations need to dramatically improve their project performance—and a pool of competence in the use of that toolkit.

Who needs to understand project management?

All those who have a stakeholding in an organisation’s initiatives need to understand how projects are planned and managed, including project managers, team members and senior executives. Project managers must be able to prepare business cases and monitor progress. Team members must know how to work to a plan. Senior executives must know how to assess business cases, gauge progress throughout the exercise and judge success when the project closes.

Why manage projects for outcomes?

Conventional projects focus on deliverables. Today, projects are all about target outcomes (which are eventually translated into benefits). Organisations invest in projects to gain benefits, not to produce deliverables. Successful projects realise their target outcomes. Projects that produce deliverables, but which don't realise their target outcomes, are failures. Projects must be scoped, planned and managed in such a way that target outcomes are realised.

The *Managing projects for outcomes* approach

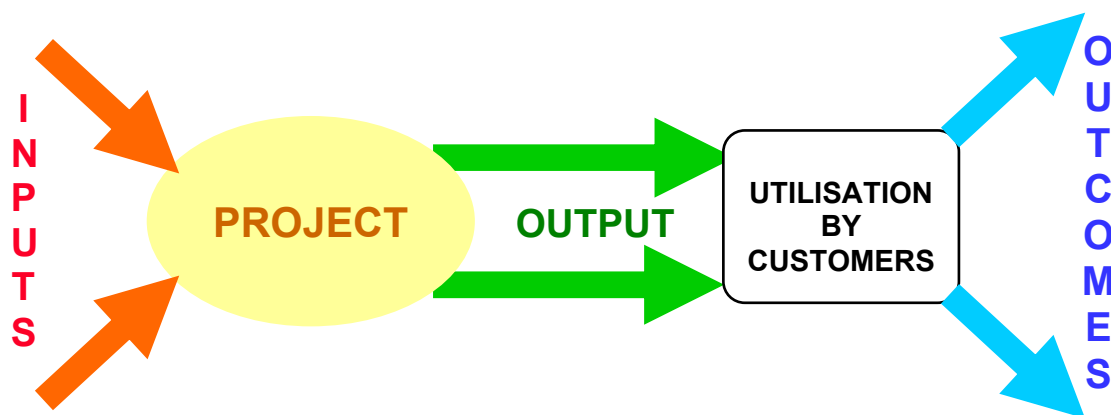
The approach to *Managing projects for outcomes* involves:

The **ITO model**—which explains how the resources and work of a project can be transformed into your target outcomes.

The **Projectus project management framework** of tools, processes and governance—which allows you to plan, monitor, manage and close your projects effectively.

The ITO Model

Managing projects for outcomes uses a range of tools and techniques based on John Smyrk's ITO (Input-Transform-Outcome) model. The ITO model shows how projects are linked to outcomes and so provides a solid foundation for scoping, planning and managing projects.



Within the ITO model, projects are executed *left-to-right*, but they are scoped *right-to-left*. To scope a project reliably, you need to establish, in turn:

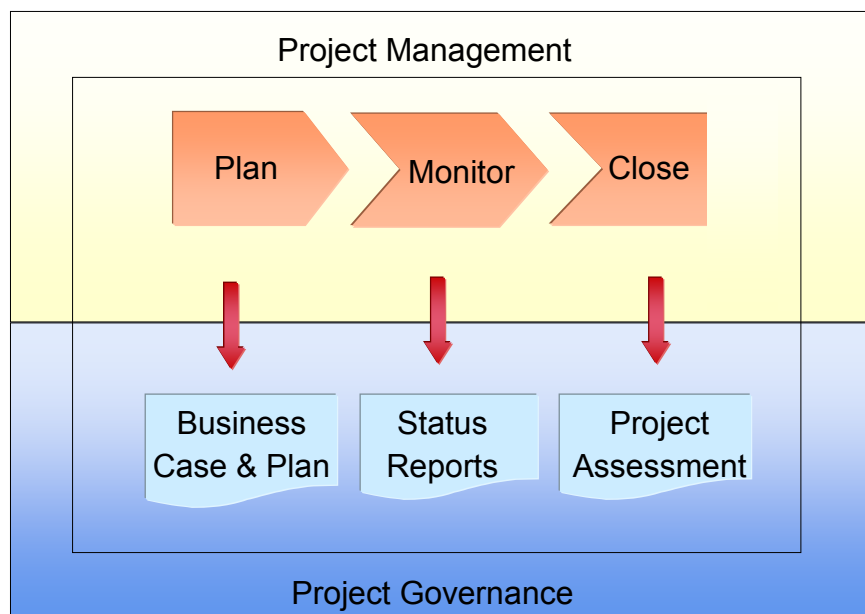
- What outcomes are being sought?
- What outputs are to be produced—and which customers will use each?
- What work is needed to produce all outputs?
- What budget and resource pool is required?

The Projectus Framework

The Projectus framework is made up of two layers:

- project management—concerned with planning, monitoring and closing projects
- project governance—concerned with the use of documentation in the assignment and discharge of critical project responsibilities.

THE PROJECTUS FRAMEWORK ©



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During the workshop, participants work through all the key elements of both layers, with the objective of becoming competent in using the framework against their own business settings.

The Projectus workbook

Each participant is provided with a workbook that is used to assemble a practical manual for use in the office. The workbook also contains various other valuable project management resources.

What sorts of projects are address by the workshop?

Managing projects for outcomes is directed at the full spectrum of projects in business—from moving office through developing a new product to process improvement and exercises involving systems and technology.

The workshop program

Managing projects for outcomes is based on ten sessions over two days:

Day #1	Day #2
Opening: Setting a context for the workshop	Debriefing: Discussion of key issues from Day #1
The ITO Model: The centrepiece of the Projectus Framework	Scoping: How to establish clear, workable and agreed boundaries for your project
The anatomy of a project: The five structures of a project that make it “plannable”	Monitoring: How to track and manage your project
Initiation: How to prepare a business case and plan for your project	Closure: How to learn and benefit from each project experience
Review: Putting the first day’s pieces together	Wrap up: A review of the entire framework

A thoroughly proven program

Managing projects for outcomes is derived from a highly successful program in which over 1,000 project stakeholders have participated over the past seven years.

The new program format is based on the original program—but enhanced with the adoption of a number of adult learning techniques.

The workshop leader

Managing projects for outcomes is designed, developed and delivered by John Smyrk. John is principal of Sigma Management Science—a consultancy that specialises in business project management. He has over thirty years of project experience, complemented with sound academic credentials—being a Visiting Fellow in the Australian Graduate School of Management at the ANU, where he teaches business project management.

The public program.

Projectus is available in both public and private programs. The public programs are open to all participants from all sectors of business and are offered regularly throughout the year.