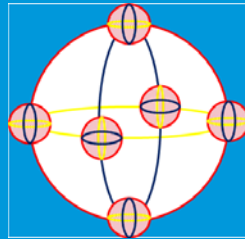


Managing Projects as an Inter-disciplinary and Integrative Practice



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Complex Civil Systems
Research Group &
Project Management
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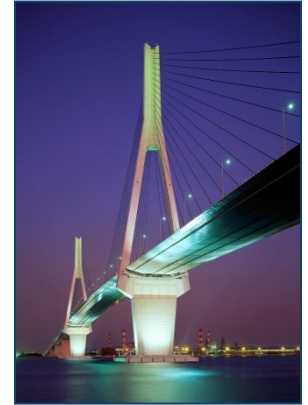


Lynn Crawford



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- › What is a project What is project management?
- › Useful practices, tools, techniques
- › Disciplinary disconnection and critique
- › Reconnection through new perspectives and disciplinary integration



A Project is

“....A temporary endeavour to create a unique product, service or result”

PMBOK®Guide, 2013

or

“A unique, transient endeavor undertaken to achieve planned objectives”

APMBoK, 6th Edition, 2012

.

Project Management is

“The application of processes, methods, knowledge, skills and experience to achieve the project objectives”

APMBoK, 6th Edition, 2012

Or

The use of processes, methods, knowledge, skills and experience to manage change and make things happen

.Lynn Crawford, 2013

Everyone is involved in projects

Projects involve:

- › *“teams (from various disciplines and stakeholder groups) working on complex real-world problems”*

Bammer, 2013

Projects are:

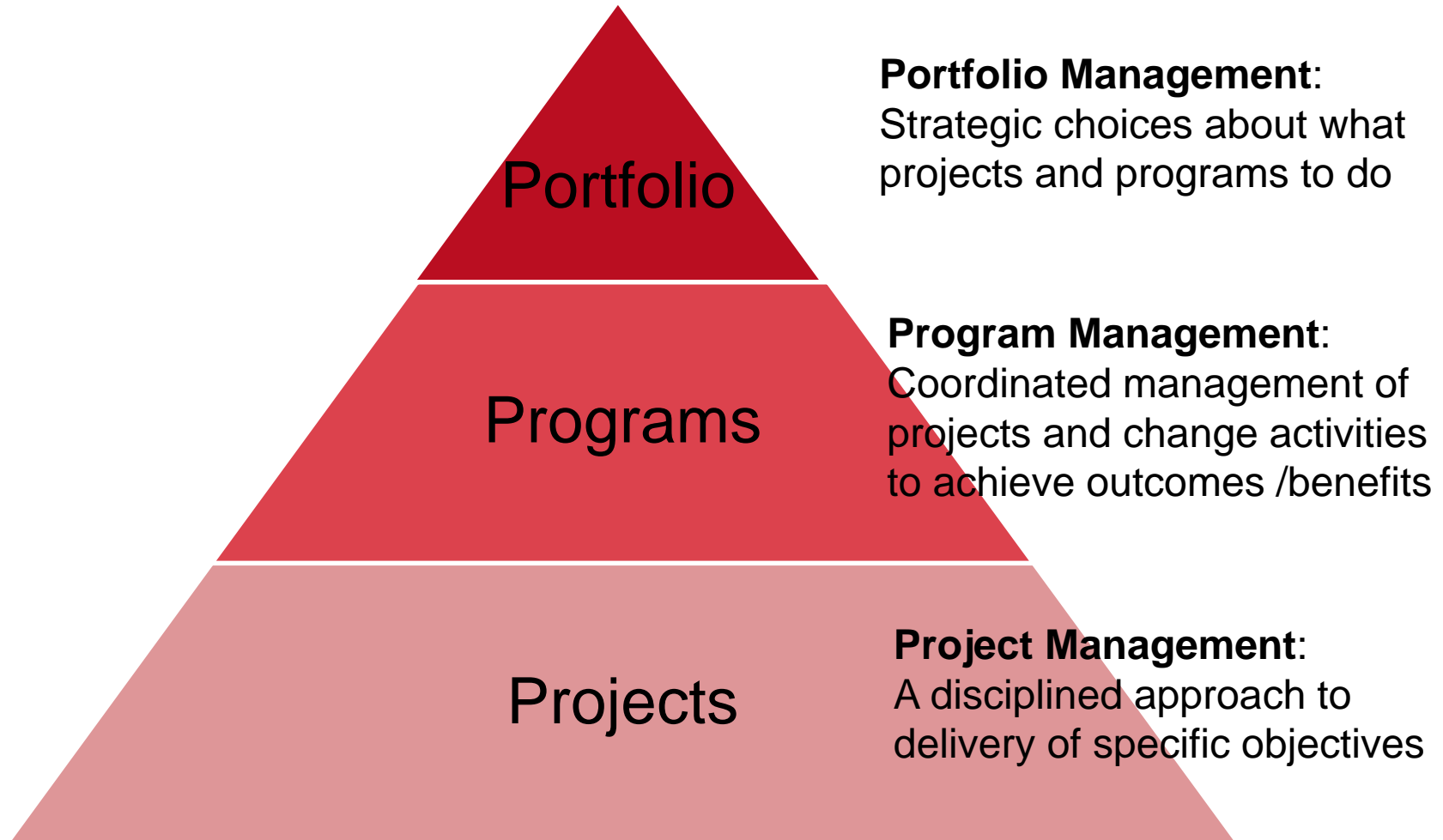
- › Time constrained, goal driven endeavours
- › Transdisciplinary / Interdisciplinary / Multidisciplinary

Projects are about:

- › Integration and implementation



Management of Projects includes



A field of practice

- › With strong professional formation
 - Since the late 1960s, driven by active practitioner associations
 - Australian Institute of Project Management (AIPM)
 - Around 10,000 members
 - A member of **the International Project Management Association (IPMA)**
 - Project Management Institute (PMI)
 - With Chapters and over 340,000 members and 500,000 credential holders worldwide
 - And others
 - Society of Project Managers (Singapore), Japan Project Management Association etc
- › Providing useful tools and techniques for managing all types of projects and programs

A multitude of practical resources available

› Such as:

- PMI's PMBOK®Guide and Standards for Program and Portfolio Management
- GAPPS Standards for Project Managers and Program Managers
- AIPM and Australian Government Competency Standards
- PRINCE2®, Managing Successful Programs, P3M3
- *See Digital Poster #746 Project Management Introduction and Resources*
- plus
 - Many guides, tools, techniques, templates such as those of the Tasmanian Government
 - http://www.egovernment.tas.gov.au/project_management

BUT



- › In striving to carve out a new discipline
 - Rich in useful practices, tools and techniques
 - Delimited from other disciplines and
 - Defined by practice standards
 - Focusing on practitioner certification
- › Project Management has evolved as practice rich and theory poor
 - Drawing on theories from other (established) disciplines
 - eg engineering, social, organisational, management & natural sciences, operations research, the arts, humanities
- › And is criticised as
 - Being too time consuming, prescriptive, linear and rational
 - Treating projects in isolation from their context

LEADING TO

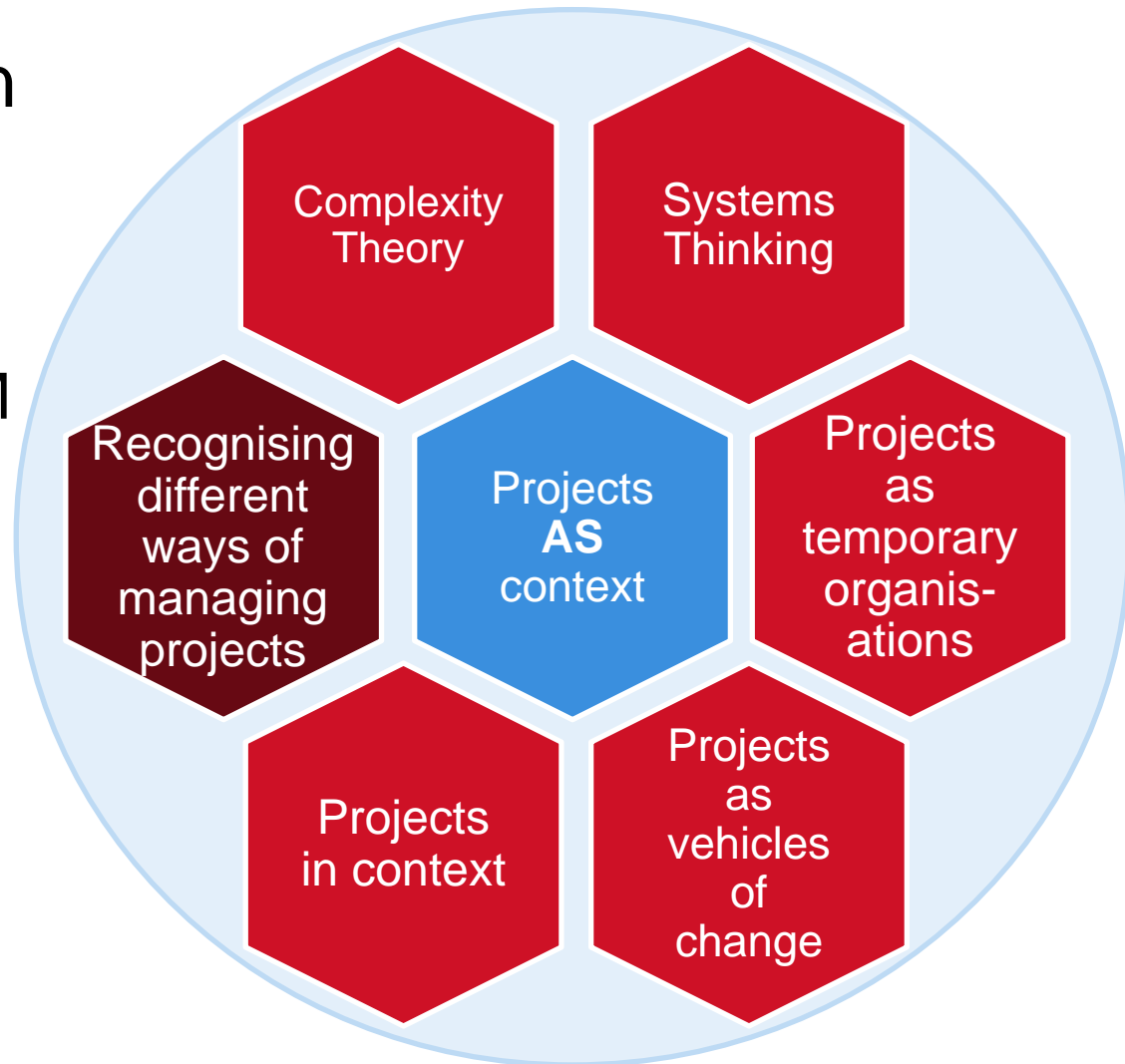


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› Projects managed in

- Film industry
- Emergency response

without reference to PM standards



Queensland Floods, 2011 and three fire authorities

› In the disaster management community

- Disastrous events are recognised as projects /programs
- Disaster management initiatives and actions are recognised as projects / programs
- Risk management is recognised as a distinct and useful set of practices
- *But*
- **There is no evidence of project management as described in PM standards**

- › Disasters on the whole, are effectively managed
 - Especially in Australia
- › Where they are
 - Subject to in-depth post-project reviews
 - Royal Commissions
 - Coroner's inquiries
 - Select Committee and Parliamentary inquiries
 - Learnings are required to be incorporated into improved practices

So the more interesting question might be

Not how disasters might benefit from project management
but

What can PM learn from disaster management ?

Learning from fire authorities

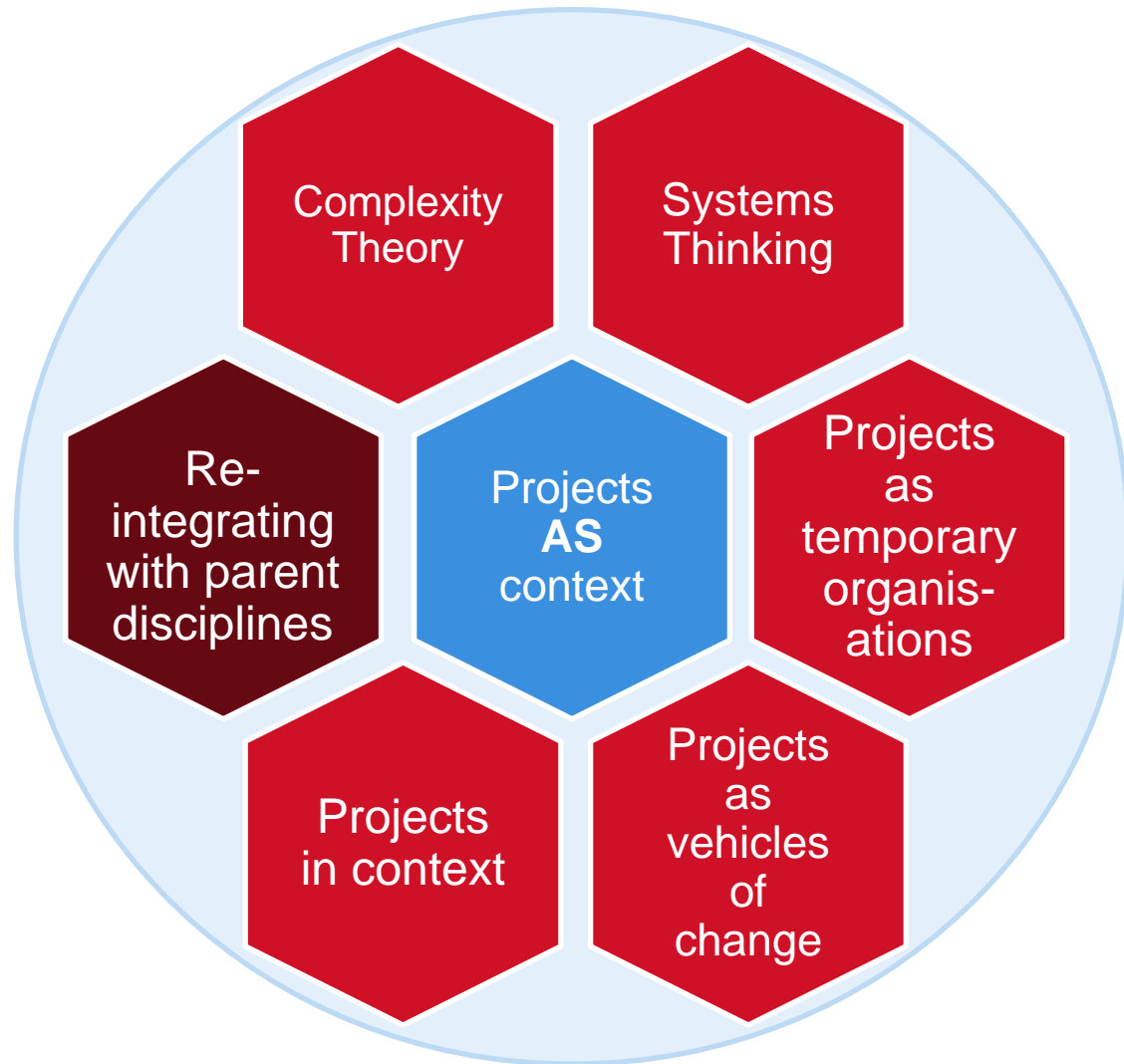
- › Acceptance and balancing of paradoxes
 - Rigidity / flexibility
 - Centralization / decentralization
 - Routine / capability focus
 - › Codification and standardization of repetitive aspects of project work
 - › Sharing of personnel across permanent / temporary
 - › Decentralised, task repetitive model for highly emergent environments
 - › Full commitment to knowledge transfer and IMPLEMENTATION
 - › Consistent permanent organization support for temporary during and between projects (incidents)
-

Learning from fire authorities

- › A particular project type – novel, risky, uncertain, with unknown unknowns but.....

Potential for transfer of learning to projects that are repetitive in nature with emergent properties

- › Applying different theoretical lenses to project contexts



Integrating Disciplines for Implementation

Teams focused on complex problems



Making change happen

Managing Projects as an Inter-disciplinary and Integrative Practice

QUESTIONS?

Lynn Crawford

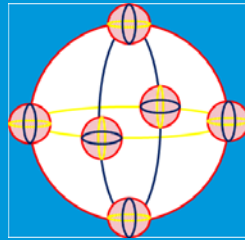
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The First Global Conference on Research Integration and Implementation,

<http://www.I2Sconference.org/>).



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