



2020 vision into project management

The economy on a global level has become more project-oriented than ever before, with sectors that haven't traditionally practised project management now embracing this way of operating. "The momentum that project management is gaining has been underscored in figures provided by the Project Management Institute's (PMI) 'Project Management Job Growth and Talent Gap 2017 – 2027' report," explains Lorraine Mutambiranwa, executive: client service delivery at Ulwembu Business Services, a South African, black-owned management consulting and ICT services company.

"The study affirmed that, by early last year, the number of project management jobs had already reached almost 66 million – well exceeding the 2012 estimation of 52.4 million positions by 2020. The reason for this, according to the report, is that companies are becoming increasingly reliant on technologies that are underpinned by projects to support them, and are using project management to bridge the gap between strategy and action."

Says Mutambiranwa: "It has come to light in more recent years that smart, sustainable and innovative project management practices ensure successful outcomes. It is becoming more clear that projects can be transformative in nature – to people, businesses and entire nations – and are able to provide tangible outcomes."

Yet, she adds, it is especially difficult as a project management consultant to demonstrate value, despite this being critical to prove to clients. And although this is an issue on a global level, it is especially prevalent in South Africa.

"It is important to be able to show Project Management Office (PMO) value as well as to measure customer satisfaction at any point in a project's rollout. One method of tackling this, as suggested by Jack Duggal, author of *The DNA of Strategy-Execution: Next Generation Project/Program Management & PMO*, is to introduce the concept of a 'PMO Delight Index (PDI)'.

"A PDI can help to show value to customers, which accounts for the 'how' of project and programme management, while looking at complexities, promoting a clear understanding of a project's scope objectives and ensuring that these objectives are met," Mutambiranwa states.

Duggal outlines four steps to measure PDI:

- Efficiency;
- Effectiveness;
- Experience; and
- Impact.

"Companies need to bear in mind that – on large-scale projects in particular – it can take up to a year to see benefits. Thus it is critical that every step of the way, the achievement of desired objectives is measured, the customer experience and 'moments of truth' are assessed, and the impact of the programme or project is gauged.

"This requires a change in thinking and a change in engagement from project leaders and sponsors, so that they stop getting caught up in execution and become visionaries, showing what the future will be like, after the project has been 'switched on'.

"As a company that provides project management support services, Ulwembu believes that it is through forward-thinking concepts like this that we can truly start to take South African PMOs to the next level, ensuring that they remain adaptable and agile during these fairly turbulent business times," Mutambiranwa states.

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