

# Increasing certainty of delivery with a project management method tailored to your needs

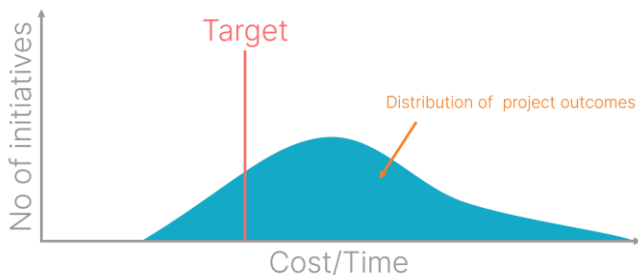


A project management method that is based on best practice, is tailored to your context, fits your existing governance regime and scales to fit the types of projects that you deliver gives you delivery efficiencies and more certainty across your project portfolio.

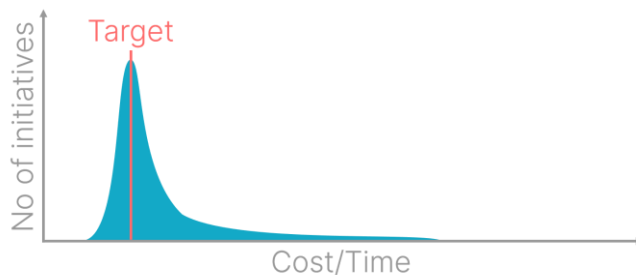
## The importance of consistency

Over the past few years, the use of project management methodologies has become increasingly common. Methods commonly used include “traditional” approaches such as PRINCE2®, as well as agile approaches such as SCRUM, Kanban and DSDM.

Generally speaking, the aim of a project management method is to enable your project teams to work together to consistently and efficiently deliver projects within your organisation’s context. An organisation without a consistently used method may struggle to deliver projects on time, to cost and to quality, as illustrated by the first chart below. It is likely that such an organisation relies upon its “heroes” to deliver key projects, and other project managers will be using their own “tried and tested” approaches. The second chart illustrates how certainty might increase when a project management method is applied consistently within an organisation.



What you may be seeing



What you may want to see

Typical benefits of a consistently applied method also include:

- Savings on delivering project outputs
- Fewer defects in project outputs leading to less re-work
- More closely integrated processes and methods
- Faster, more agile decision-making
- Increased productivity
- Less duplication, leaving more time to focus on what matters

## Common pitfalls

One of the most common mistakes that organisations make when creating a project management method is to deploy a best practice method such as PRINCE2 “off the shelf”. Whilst in doing so you gain access to a method created by subject matter experts and ready-made templates, the result will be an approach that likely does not fit within your existing processes, will not be aware of your context - for example the needs of an IT project are radically different to those of an infrastructure project - and will not scale appropriately to the types of projects that you deliver. This approach can therefore create more problems than it solves.

It is also important to pay attention to how any new project management method will be deployed within your organisation. Simply making the method available on the corporate intranet will not lead to wide-spread adoption and your planned return on investment may not be realised. A more structured approach to deploying and embedding the change is required.

Similarly, having all of your project managers attend a generic PRINCE2 or APM training course will not make them trained practitioners of your method. Training, competency development, etc. need to be considered as part of deploying your method.

Often, little thought may be given to how the product or service delivered by a project is transitioned into operational use, or how the project management method interfaces with the technical approach(es) in use within the organisation.

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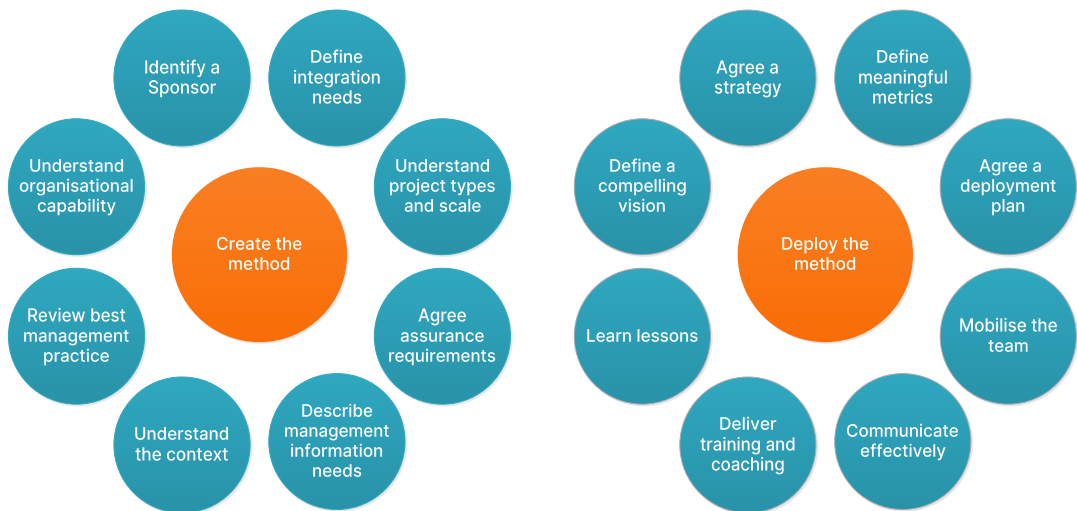
# Helping you create, deploy and embed a method

Our consultants have unique knowledge and experience of developing best practice standards and methods. Between them, the team have played key roles in developing PRINCE2 and the British, International and UK Government project and programme management standards. We have extensive experience of tailoring methods for organisations across multiple industries including infrastructure, financial services, nuclear, engineering and IT. The majority of infrastructure spending in the UK is delivered using project and programme management approaches originally developed by our team.

Before you start however, we suggest you consider whether developing a project management method may actually be addressing the wrong problem. Understanding the development needs of your project managers, your organisation's capability to deliver projects and systemic cultural and behavioural issues may identify different or additional root causes in need of addressing first. This approach is likely to also provide insight as to the requirements for a method.

Once the need for a method has been identified, we can help you understand how it is to be developed, the strategy for deployment, what success might look like, how success can be measured and how to engage with your stakeholders. What we won't do is take the problem away from you and develop a method in isolation; our approach is to help you develop the method so that you retain the knowledge and skills to maintain it after we leave. We will look to help you develop a method based on best practice and that works for the different types of projects that you deliver whilst being aware of your context, your policies and your governance arrangements.

Similarly, we can help you establish and deliver a change initiative, advising and supporting you through the change, taking a role that adds the most value to you.



## The benefits of working with Firewood

By choosing Firewood, you will benefit from:

- **Our insight:** our team helped develop the latest version of PRINCE2 together with other best practice for Axelos Limited, APM and others
- **Our accreditation:** we are an Axelos Consulting Partner licensed by Axelos Limited to consult in best management practice
- **Our independence:** we design tailored methods that contain only what you need without allegiance to specific best practice, tools or vendors
- **Our expertise:** we have developed many project and programme management methods for a wide range of clients in diverse sectors

## About us

Firewood is a leading project management capability partner to the Global Fortune 500 and Central Government in the UK. We empower individuals, teams and organisations to always deliver successful projects, with leading edge technology and services based on internationally recognised best practice and supported by data science.

Firewood Limited is a company registered in England and Wales (company number 04915905) whose registered office is at: International House, 24 Holborn Viaduct, London EC1A 2BN.



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