

# BUILDING A PROJECT AND PROGRAMME MANAGEMENT PROFESSION NOVARE CONSULTING BRING THEIR EXPERIENCE OF PROJECT MANAGEMENT AS A PROFESSION TO ORGANISATIONS WISHING TO IMPROVE THE SUCCESS OF THEIR PROJECTS.

Projects have been used to deliver change for centuries and yet project failures today are still commonplace. There are many reasons; people still resist change, sponsors of change don't understand their role, estimates are wild guesses and often project management is a job that people do alongside their 'day job'. The list could go on.

"We are driven by what makes projects succeed," says Chris Ferguson, CEO of Novare Consulting. "As a specialist Project Management business we have built a deep understanding and experience of the profession of Project Management and the factors that create a climate for project success."

If projects are to be taken seriously by organisations, there is a compelling need for project management to be treated as a profession in the same way that accounting or engineering are. "Training is a really important factor, providing the first few stepping stones in developing a Project Management career. People then acquire further skills, experience and confidence

as they deliver programmes and projects. We believe that organisations need this combination of training, competency frameworks and a career structure to create a Project Management profession."

Organisations need to have a culture that welcomes projects and managers who embrace change. When people oppose change there is a far greater burden placed on the Project Manager to deal with this resistance. They have to be excellent communicators, resilient yet diplomatic and collaborate with those impacted to reach a solution. Novare Consulting deliver these skills through coaching and mentoring programmes designed to improve confidence and leadership skills.

Novare Consulting believe that Programme and Project Management Processes should be fit for purpose. There are some excellent examples of Best Practice in PRINCE2® and MSP™. However, as Ferguson has discovered when working with large and small organisations both in the private and public sector, processes for managing projects and

making decisions work best when they fit with the organisation's own business structure and culture. "Having the flexibility to adjust Project Management processes for different levels of risk and complexity in projects is crucial if they are to be well used. There is little point trying to adopt a one size fits all rule."

Novare Consulting help their clients build professional Project Management into their organisations. This can be a highly complex task. The Highways Agency selected Novare Consulting to develop, train, coach and support their Project and Programme Management network of over 800 people. The aim of this work is to help the Highways Agency strengthen the business performance of projects worth just under £2bn a year and to embed the profession of Project Management for years to come.

The HA developed a competency framework, enabling employees build from simple project management awareness, through to genuine leadership of nationally significant projects. Crucially, this allows HA staff to take ownership of their career development, as the path through which they can build their Project Management professionalism is clearly defined.

"Because every organisation is undergoing huge amounts of change, project management has become a core competency and should be treated as a profession," says Ferguson. "We welcome the drive to introduce a Chartered Project Professional standard. This sends a clear message that Project Management has come of age."

Novare Consulting are accredited to deliver PRINCE2®, MSP™, APM, Risk and Change Management Training. We also design bespoke Programme and Project Management Training, Frameworks and competency models. In addition we provide interim resources from our pool of highly experienced and skilled Project Management Professionals.

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