Project management for international consulting projects

Past, present and future

Presented by Aisling Kennedy William M. Mercer Dublin, Ireland **"We are all in favour of the future"**

Reginald Maudling, British politician

Major themes

- Methodology
- Project management skills
- Tools/technology
- Language/culture/virtual teaming

Methodology

- Projects increasing in complexity
- Need for consistency, quality, timeliness
- Clarity on roles and responsibilities
- Project communication and documentation
- Sharing experience and learnings

Project management methodology

	Initiate	Plan	Do/Review	Close
Benefits	Informed approval	Stakeholder support	Monitored progress	Shared results and learning
Steps	 Identify & qualify opportunity Explore needs & expectations Define & describe solution Document decision (gate) 	 Form team Prepare detailed plan Determine communication Introduce tracking procedures Confirm commitment and scope (gate) 	 Monitor progress Facilitate team communication Manage change Reconcile budget & billing Share status Recognize completion (gate) 	 Evaluate project Recognize contributions Identify new opportunities Share experience (gate)
Disagreement Plan Revisions				

Project planning

- Planning is by far the most important phase of the project
 - Doing is more efficient if team members build from the same blueprint
 - Time spent planning is compensated by faster execution
 - Knowledge sharing at front reduces learn-as-you-go rework
 - Integrated project plan relies less on personal heroics
 - Critical stakeholders are involved in the planning process to create a common context and vision, set realistic expectations and increase collective knowledge

Project management skills

- "Planning, scheduling, and controlling the process that enables a team to deliver a project on time and on budget through communication and facilitation that meets or exceeds client expectations"
- Core competency or career track?
- Evaluation, recognition and rewards

Tools/technology

- Templates
- Checklists
- Project planning/tracking tools (e.g. MS Project)
- Collaborative applications (virtual meeting place/ file repository)
- Knowledge portals

Language/culture /virtual teaming

- Language awareness
- Culture regional vs. organisational
- Working with virtual teams
- Key component of project manager's skillset

"Whatever is worth doing at all is worth doing well"

Lord Chesterfield, 1694-1773