



Challenging Project Management

Thames Valley University,
Paragon House, Brentford, TW8 9GA
26 – 27 November 2010

Supported by



Dinner with



0300 123 2244
fsevents@tvu.ac.uk
tvu.ac.uk/fscpmevent

Welcome

Welcome to Thames Valley University's two day **Challenging Project Management** conference which brings together speakers from various industry backgrounds, academia, and the Association for Project Management (APM).

In the morning you will hear from leading speakers who will facilitate in-depth discussions of topical issues during their afternoon workshops. The first day continues in the evening with our scheduled dinner and the Bloodhound SSC Project.

You will have the opportunity to:

- consider examples and case studies from experienced practitioners
- gain knowledge and understanding from different industry experiences, in a national and international context
- enhance and promote innovative thinking in both the professional and academic research communities
- engage in workshop debates on topics of high importance in the current project climate
- experience the innovative Bloodhound SSC Project
- earn up to 12 Continuing Professional Development hours.

We hope you enjoy the conference.



Professor Peter John
Vice Chancellor
Thames Valley University

Agenda

Day One Friday 26 November 2010

8.45 – 9.30 Registration

9.30 – 10.00 Welcome

10.00 – 10.45 International project governance – [Amerjit Walia](#)

10.45 – 11.15 Tea and coffee

11.15 – 12.00 OPM – PRINCE2 and beyond – [Donnie McNicol](#)

12.15 – 13.00 Projectology™ – collaborating for project success – [Andrew Hatcher](#)

13.00 – 14.00 Lunch

14.00 – 14.45 Workshops 1, 2 and 3*

14.45 – 15.15 Tea and coffee

15.15 – 16.00 Repeats of Workshop 1, 2 and 3

16.00 – 16.30 Closing remarks

18.00 – 20.30 [Dinner with the Bloodhound SSC Project**](#)

Day Two Saturday 27 November 2010

8.45 – 9.30 Registration

9.30 – 10.00 Knowledge Transfer and APM Education Network Forum

10.00 – 10.45 NLP for project management – [Dr Peter Parks](#)

10.45 – 11.15 Tea and coffee

11.15 – 12.00 EVA – analysing the value your project earns – unnecessary or essential?
[Dr Dimitris Antoniadis](#)

12.15 – 13.00 Impossible is nothing – constraints management for higher overall project efficiency – [Allan Gregory](#)

13.00 – 14.00 Lunch

14.00 – 14.45 Workshops 1, 2 and 3*

14.45 – 15.15 Tea and coffee

15.15 – 16.00 Repeats of Workshop 1, 2 and 3

16.00 – 16.30 Closing remarks

* Delegates will select two out of the three available workshop options each day. You will select your options on the day after hearing the respective preliminary presentations related to each workshop.

**Requires additional registration and cost.

All presentations will be available for download on the website post-conference.

Speakers

Amerjit Walia MA HRM, Fellow APM and CIPD



BIOGRAPHY

Amerjit Walia is the University's MSc Project Management Programme Leader with project experience in different industry sectors such as telecoms, airports, health, education, local and central government as well as voluntary organisations. His international experience includes training projects in Spain, Germany, Malaysia, India and China. Amerjit is an active member of the APM Special Interest Group in Governance and the Heathrow Chapter. His specialism is combining the human resource perspective with project management.

TOPIC: INTERNATIONAL PROJECT GOVERNANCE

Project governance as well as corporate governance has been high on the business agenda for a few years and impacts greatly on international projects and their management. The discussions will centre on the role of governance and leadership in managing projects effectively, linking these themes to APM guidance and OCED principles of good practice, as well as looking ahead to future challenges of project management.

WORKSHOP: CHALLENGES OF INTERNATIONAL PROJECT GOVERNANCE

Amerjit will build upon the themes raised in the introduction of the topic by leading discussions on structural governance issues in regards to cultural and ethical considerations for the future of governance. These considerations are paramount as global business and stakeholders demand greater transparency, responsibility and accountability. What are our roles and responsibilities of managing projects given these considerations and issues?

Contact details

E: amerjit.walia@tvu.ac.uk

www.tvu.ac.uk

Donnie MacNicol

BSc, MAPM, MICE and MIOD



BIOGRAPHY

Donnie MacNicol is a specialist in developing project leadership at an individual level and supporting organisations to improve their delivery capability. He is an expert in the cultural and behavioural challenges of designing, embedding and sustaining effective portfolio, programme and project management disciplines. Donnie is Chair of the APM People Specific Interest Group and Visiting Fellow at Kingston Business School.

TOPIC: OPM – PRINCE2 AND BEYOND

Organisations have typically focused on implementing methodologies such as PRINCE2 to improve their project delivery capability, ignoring many of the other necessary components. Donnie will introduce the concepts underlying the new discipline of Organisational Project Management (OPM). The aim is to identify the underlying structural, cultural and political reasons why a project based way of working is challenging and introduce a model which identifies the range of missing components which an organisation must address to be a high-performance-projects delivery organisation.

WORKSHOP: THE CHALLENGES OF PROJECT BASED WORKING AND APPLYING OPM IN PRACTICE

Donnie will build on the morning presentation by seeking the views of those attending through group discussions on the challenges of project based working in their organisation and then share potential solutions that individuals, programmes and organisations can consider. There will then be an opportunity to assess which components would add the greatest value and the priority in which these should be worked on for the participants' individual organisation.

Contact details

E: donnie@teamanimation.co.uk

www.teamanimation.co.uk

Andrew Hatcher BSc, MBA and Chartered Marketer



BIOGRAPHY

Andrew has a long history of identifying, developing and managing innovation projects within corporate environments and notably created and implemented an innovation management system while working for Reuters, the European media group. After a period working at Reuters Venture Capital in the US and at their Asian-based internet trading corporate spin-out, Andrew returned to the UK and has been part of a number of start-up businesses including Investing for Good and Working Knowledge. Andrew is the Managing Director of Applied Knowledge, a company that specialises in helping individuals and companies create and implement strategic planning initiatives. Andrew specialises in working in collaborative project environments and as author of 'Inventing – Why Big Companies Must Think Small' which tackles the subject of corporate venturing from a practitioners perspective, he brings with him the experience of over 200 companies that were researched for the book as well as his own extensive experience in the area.

TOPIC: PROJECTOLOGY™ – COLLABORATING FOR PROJECT SUCCESS

Andrew will review the nature of traditional project management approaches and illustrate how introducing collaboration techniques into project team planning can result in greater delivery success.

WORKSHOP: GLOBAL TEAMS AND PROJECTOLOGY™

Traditional approaches to planning result in varied project success depending on whether a coherent approach to planning exists. This can be a particularly challenging process in the case of virtual or global teams. Andrew will facilitate discussions on the challenges of effective team participation in project planning and outline Projectology's™ role in visualising the planning process for all participants and thereby increasing engagement and project success.

Contact details

E: andrew.hatcher@appknow.net

www.appknow.net

Dr Peter Parks
BSc, BA, MBA, PhD, CEng, CSi, CChem,
CITP, CPM, MIOd, FRSA, FRSc, FBCS,
FIMC and FAPM



BIOGRAPHY

Peter is Director and Trustee of the Association for Project Management, board champion for Best Practice Groups (SIGs) and founding committee member for Governance and Assurance SIGs. He is a regular contributor of articles and his new book 'NLP for Project Management: Delivering using Neuro-linguistic Programming' will be published by the BCS in November. Peter first came into contact with NLP while working in the nuclear sector in the mid-90s, where it was introduced to help develop soft skills amongst some groups of scientists and engineers in Research and Development functions. Realising its potential to make change more a matter of elegance than brute force, he adopted it as a strand of his own personal development, and went on to become a Master Practitioner. In a career spanning 25 years, Peter has held programme and project director roles across major private sectors and central and local government, working with the leading international management consultancies.

TOPIC: NLP FOR PROJECT MANAGEMENT

To understand how NLP can help project managers, Peter will call on material from his book on the topic which is to be released in November. He will give a brief introduction to some of the areas of PM where soft skills determine whether methods will be successful, before going on to illustrate how the approach of Neurolinguistic Programming and some of its tools and techniques can be of practical help to project managers.

WORKSHOP: USING NLP TOOLS AND TECHNIQUES TO DELIVER PROJECTS

Practice using an NLP technique in the field of project management. Peter will take practical skills from PM, as defined by competence frameworks under examination, and give workshop participants experience in using them and teaching them.

Contact details

E: peter.parkes@peakperformance.gb.com

www.peakperformance.gb.com

Dr Dimitris Antoniadis
PhD, MSc, BEng (1st), CEng, FAPM,
MIMechE, CIM



BIOGRAPHY

For 25 years, Dimitris has held Programme and Project Management positions in the construction industry on the client and contractor sides, having covered all project phases from concept to handover. He has worked for major construction, infrastructure and utilities organisations in senior management roles delivering projects such as Egnatia Odos (£3.2Bn), Heathrow East Terminal (£1.4Bn) and Thames Water Engineering Capital programme (£1Bn). Dimitris also set up and managed the Programme Offices for Brown & Root, Thames Water and Southern Water, and has prepared a number of bids. Awarded a PhD for work on the subject of Project Management and Complexity, he has authored a number of conference and journal papers on Project Management topics. His current project is managing the transition of four schools for Nottingham BSF LEP, from the construction phase to operation and handover to the Authority and the School.

TOPIC: EVA – ANALYSING THE VALUE YOUR PROJECT EARNS – UNNECESSARY OR ESSENTIAL?

The presentation will comprise of a brief review of the theory, identification of prerequisites, links to other project management processes, benefits from EVM and issues to be overcome, closing with thoughts about the future. The aim is to demystify the EVM requirements, present the simple side of things and highlight the importance of the prerequisites.

WORKSHOP: EARNED VALUE ANALYSIS – CASE STUDIES

The workshop, after a brief recap on the requirements and an example of simple calculations for EVM, will focus on presenting real case studies, foster a dialogue about implementation problems and close with a discussion about 'What does EVM really do?' The outcome will be more clarity on the subject due to the case studies and the discussions around the implementation and the expectations from EVM.

Contact details

E: dnanton00@googlemail.com

www.danton-progm.co.uk

Allan Gregory
Eur Ing, BSc(Eng) Hons, ACGI, MBA,
CEng, FICE, FAPM and FCIM



BIOGRAPHY

Allan is a Chartered Civil Engineer and Surface Access Director with BAA and has worked on major transport projects including high speed rail links, Crossrail, Airtrack and Olympics 2012. At BAA he is responsible for the design, development and delivery of the surface access strategy at Heathrow – the UK's only international hub airport. Having held a number of senior roles on high profile projects within the public and private sectors, Allan has developed a particular expertise in the start-up and delivery of complex and logistically demanding projects and programmes. Allan is a committee member for the APM's 'Benefits Management' Specific Interest Group. His passion is for building high performing teams who deliver extraordinary results and he does this by challenging the boundaries of what is thought possible.

TOPIC: IMPOSSIBLE IS NOTHING – CONSTRAINTS MANAGEMENT FOR HIGHER OVERALL PROJECT EFFICIENCY

This presentation will describe the emergence of a new global trend called Constraints Management – referred to by NASA as 'the next generation of project management'. Allan will suggest how an innovative approach, based on the theory of constraints and critical chain methodology, can be applied to complex or logistically demanding projects and programmes to achieve higher overall project efficiency.

WORKSHOP: APPLYING THE THEORY OF CONSTRAINTS IN PRACTICE

The approach is now well established with proven results and Allan will share some examples and insights from case studies. These illustrate productivity increases of up to 500 per cent, millions of pounds cost savings and programmes that were thought impossible not only delivered but timescales reduced by months. Participants will have an opportunity to reflect how the approach may be applied to their own challenges.

Contact details

E: allan_gregory@baa.com

www.heathrow.com

The Bloodhound SSC dinner



We are pleased to announce that Dave Rowley, Education Programme Director of the Bloodhound SSC Project, will join us for our evening dinner at the Brentford Lock Holiday Inn. He will give a presentation on what is unarguably one of the most exciting collaborative projects currently undertaken in the UK.

Bloodhound SSC is contending for the World Land Speed Record, with its predecessors Thrust2 and ThrustSSC having held this title for 27 years. The Bloodhound SSC is a vehicle with a combination of a jet and rocket propulsion targeting a speed of 1000mph and exceeding that figure if possible.

To set a new record, the F.I.A. procedure is that two runs in opposite directions need to be completed within one hour. The average speed of the two runs is taken as the speed achieved. It is clear from this that, at least in one direction, a maximum speed significantly in excess of 1000mph must occur in order to achieve the 1000mph two-way average. Performance models show that Bloodhound SSC may have to peak at 1050mph in order to achieve the 1000mph average thus touching or even breaking Mach 1.4.

At ground level, and at these high Mach numbers, the aerodynamic forces on the vehicle are huge. They also change as the vehicle accelerates because the increased speed not only increases the aerodynamic forces, but the changing Mach number also changes the flow pattern around the vehicle. Furthermore, designing a jet intake that works equally well from $M = 0$ all the way up to $M = 1.4$ is a formidable challenge.

Dave Rowley will be presenting some of the unique challenges and issues the project team is encountering and will include team selection and development, run location, leadership issues and resource constraints as well as project innovations. There will also be many other interesting aspects of one of Britain's greatest engineering adventures to be discussed during the dinner.

Supporters



Association for Project Management and the APM Education Network Forum

The Association for Project Management is committed to developing and promoting project and programme management through its Five Dimensions of Professionalism. There are a number of ways in which you can benefit from what we do, including:

- membership
- qualifications
- events
- publications.

The association is a registered charity with over 18,000 individual and 500 corporate members making it the largest professional body of its kind in Europe. As part of its strategy to raise awareness and standards in the profession, it is currently in the process of applying for a Royal Charter.

The APM Education Network Forum

ENAG exists to represent the interests of educational institutions in the UK in matters of professional practice in project management and to advise, recommend and influence the strategies, policies and objectives of the APM.

The objectives of the Group are to support APM in its mission to deliver public benefit through the following:

- To provide advice to APM on all matters concerning the interface between APM and education institutions.
- To encourage engagement and dialogue between education institutions and APM.
- To support and encourage education, research and knowledge transfer in topics relevant to the development of the profession of project and programme management.
- To represent and develop the interests of APM stakeholders with a specific focus on the educational environment and contribution to development of strategies, which may include primary, secondary and tertiary education.
- To develop awareness of and engagement with APM standards and activities, such as through accreditation of educational programmes and shared research activities.



BCS – Chartered Institute of IT

Our mission as BCS, The Chartered Institute for IT, is to enable the information society. We promote wider social and economic progress through the advancement of information technology science and practice. We bring together industry, academics, practitioners and government to share knowledge, promote new thinking, inform the design of new curricula, shape public policy and inform the public.

Our vision is to be a world-class organisation for IT. Our 70,000 strong membership includes practitioners, businesses, academics and students in the UK and internationally. We deliver a range of professional development tools for practitioners and employees. A leading IT qualification body, we offer a range of widely recognised professional and end-user qualifications and publish a wide range of books to support IT and business professionals.

www.bcs.org

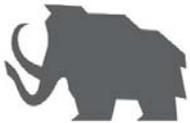
www.bcs.org/qualifications

www.bcs.org/bookshop

Knowledge Transfer Partnerships

The key to survival and growth in the current economic climate is to be creative, innovative and forward looking. TVU's commercial development unit create partnerships between employers and education with a focus on giving businesses a competitive edge in the global marketplace.

We create, acquire and transform of knowledge into commercial successful uses. To achieve this we offer Knowledge Transfer Partnership (KTP) schemes that aim to address either long-term strategic or shorter term operational challenges.



| M A M M O T H |

"Working with TVU has been fantastic. The professionalism and know-how has exceeded our expectations. We always thought we were good at what we do but TVU has taken our work to another level."

Phil Long, Managing Director, Mammoth

How will a KTP benefit your company?

A KTP will provide you with:

- finance to fund your idea
- a qualified Associate(s) to take ownership of your new project
- TVU academic expertise and technology to progress your idea
- the opportunity to improve your competitive advantage
- the potential to increase profitability.

How do I apply for a KTP?

Email ian.gibbs@tvu.ac.uk or call 07765 776611.

Accommodation

Venue locations

CONFERENCE PROCEEDINGS

Thames Valley University
Paragon Campus
Boston Manor Road, Brentford,
Middlesex, TW8 9GA

BLOODHOUND SSC DINNER

Holiday Inn London
Brentford Lock Commerce Road,
Brentford,
Middlesex, TW8 8GA

Accommodation and the Bloodhound SSC dinner

Our Bloodhound SSC dinner on Friday 26 November will take place at the Brentford Lock 'Holiday Inn' and the hotel is offering conference delegates a preferential room rate. To make use of this offer and book a room please contact the in house reservation team directly and quote TVU DINNER – 26 NOVEMBER 2010.

E: reservations@holidayinnbrentford.co.uk

T: +44 20 8232 2003/4



Travel

Travel by car

M25 – approaching from the North or South

- join the M4 at junction (15) towards London (W)
- then follow instructions below.

M4 – approaching from the West (Slough, Reading etc.)

- leave M4 at exit (2) onto A4/Great Western Road and continue to Chiswick Roundabout
- at Chiswick Roundabout, make a near 360 backtracking onto the A4/Great Western Road heading to Staines/Hounslow/M4
- stay in the left hand lane, after about 2km you'll reach a junction with the GlaxoSmithKline HQ building on your right hand side
- go past the junction and use the U-Turn loop to turn
- turn left at the next set of traffic lights
- turn right at the next set of traffic lights
- you will arrive at Paragon; we have parking spaces which are available at a first come first serve basis, please request your temporary parking permit from the security desk.

Parking

'Holiday Inn' car park is available for £12 overnight.*

Parking at the Paragon Campus is free.*

*Due to very limited parking space, car parking cannot be pre-booked and is subject to availability upon arrival.

By public transport

TRAIN – The nearest train station is Brentford Rail, when leaving the station turn right (towards the GlaxoSmithKline Building and walk for about 500m. The Paragon Campus will be on your right hand side.

TUBE – The nearest tube station is Boston Manor on the Piccadilly Line. Leave the tube station and turn right for a walk of about 10 to 15 minutes. Alternatively take the E8 or 195 bus towards Brentford for a short ride. Both busses stop outside the Paragon Campus (bus stop: Great West Road)

Thames Valley University
Paragon House
Brentford
TW8 9GA

0300 123 2244

fsevents@tvu.ac.uk

tvu.ac.uk/fscpmevent