



PMI KENYA

Chapter Newsletter

Editorial

Paul Waweru, CAPM®



Dear Members,

Greetings and a warm welcome to the May issue of the PMI-Kenya chapter newsletter. We would like to recognize the journey that PMI Kenya has embarked on and again congratulate the board members for the recognition and momentum that this chapter has gained thus far. We also appreciate the positive feedback from our members and affiliates in regard to our new newsletter and the contributions made to start an exciting journey and increase the zeal of project management within our borders and beyond. In this issue, you will find a recap of our previous meeting and chapter updates as well as informative articles from our editorial team. Thanks again for your commitment as we grow this chapter to exciting heights.

Enjoy reading,

Editor.

Visit our website: www.pmikenya.com



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Editorial Team & Contributors

Adan Mohamed, PMP

Paul Waweru, CAPM

Jorum Omani, BA-PPM

PMI Kenya Board Members

Clement Kitetu –	Chapter President
Stephanie Jaeger –	Chapter Secretary
Serge Medic –	V.P Finance
David Kang'ara –	V.P Marketing & Communication
Dr. James Wanjagi –	V.P Education & Professional Development
Murtaze Esmailjee –	V.P Membership

Event Sponsor for PMI Chapter April 2015 Event



www.orange.co.ke

The PMI Kenya Chapter Monthly Event April 2015 at the Kivi Milimani Hotel



PMI Kenya Chapter had the honour of hosting Orange Telkom Kenya with an informative presentation on **Project Governance and Company PMO: the Project Gating Process given by Serge Medic, PMP** (*Cabinet Director, Chief Security Officer, CEO's PMO also in charge of Audit and Quality, Orange Telkom Kenya*). His presentation gave insight to the different models of PMOs, with some that are engaged in project management at a high level and others that are involved in Quality & Systems control. Mr. Medic elaborated that Orange Telkom gives each project 6 gates from Project idea to project completion further expounding that each gate has a control function. *"If the steps required in between & relevant approvals from all departments are not there, the project cannot proceed into the next phase."*

These (gates) were given as:

Gate 1: Project Concept

Gate 2: Opportunity Study

Gate 3: Detailed Analysis

Gate 4: Product Development

Gate 5: Project implementation

Gate 6: Project review (schedule, scope & budget reviewed) – this is done several months after successful implementation.

In summary, Mr. Medic lay emphasis that each gate comes with its unique deliverables, clearly defined and recorded and all projects follow the same process. The project team is analyzed during & after each project for a performance review.

From PMI Kenya, we thank Orange Telkom Kenya for gracing the event and giving an insightful and engaging presentation on Project Governance and Company PMO: the Project Gating Process.

PMI Kenya Pictorials



Members keenly following presentations



PMI Kenya Board Members



Key note address by
PMI Kenya Chapter President



Presentation of awards

PMI Kenya Chapter Featured Articles

PM and Innovation: Irreconcilable or Inseparable?

By Adan Mohamed, PMP®



Innovation has become the catch phrase and the go to core value for most organizations in the 21st century. A cursory look at any set of the core values of most organizations or speeches delivered by business leaders will most likely reveal the word innovation a number of times. One wonders sometimes if the word innovation is not a little more than an overused platitude. That said, the importance of innovation in this era cannot be over emphasized. Many organizations and countries are spending vast amount of resources to create innovative culture with varying degrees of success. Our own mega Technopolis, Konza is expected to become a Hub for innovation in Technology at the cost of several Billion US Dollars.

In keeping with this Zeitgeist of 21st century, project and programme managers have not been spared the requirement to show that they can be innovative in their approach to portfolio and project management. These leads to two critical questions: is innovation desirable in Project Management? & is innovation and Project Management compatible? The answers to those questions are a qualified yes. The desirability of innovation in project management is dependent upon the nature of the project. For certain type of projects strict adherence to structured process espoused by project management is best approach. These are projects that have very well defined deliverables, the environments are clearly demarcated and safe delivery of results is the most important aspect for the sponsors. For such projects, while attempting to be innovative might yield marginal improvement, it is not worth the risk associated with failure resulting from a misstep. Examples could include

construction of precision medical equipment, set up of nuclear reactors etc. For certain types of projects, innovation is not necessary due to their limited scope in the big picture e.g adding a defined functionality to piece of software or moving office.

However, for another category of projects, innovation is not only desirable, it is critical for the long term success of the project. For such projects innovation is a good companion through all stages of project implementation – from conceptualization and initiation, design of the deliverables to implementation of the project. One of the defining characteristics of projects that require innovative approach to their management is that they almost always have unique and new elements that are novel to the project team. Projects in this category include those that involve development and delivery of new products, the discovery of a solution to new problems or emerging threats or projects designed to capitalize on emerging opportunities.

Now that it is clear, innovation and project management are not only compatible but are sometimes inseparable companions and the question would now be how to bring them together? Project management encourages the use of processes which dictate what actions to take, the sequence of the actions and expected results, an idea that seems alien to innovation. While that may be the case, innovation can be achieved in project management by following the processes but allowing for flexibility and broadening of their application. The Key elements of Scope, Schedule and Cost will have to be applied in a manner that provides a room for changes, backtracking and iteration. Innovation can be built into project managing by doing the following.

Allow for ambiguity – Allow for a level of ambiguity in definition of scope and nature of deliverables. This will give room for innovation and creativity as the project progresses.

Tolerate failure – Do not use “Do it right the first time” approach as this eliminate the room for experimentation, trial and error. Innovative

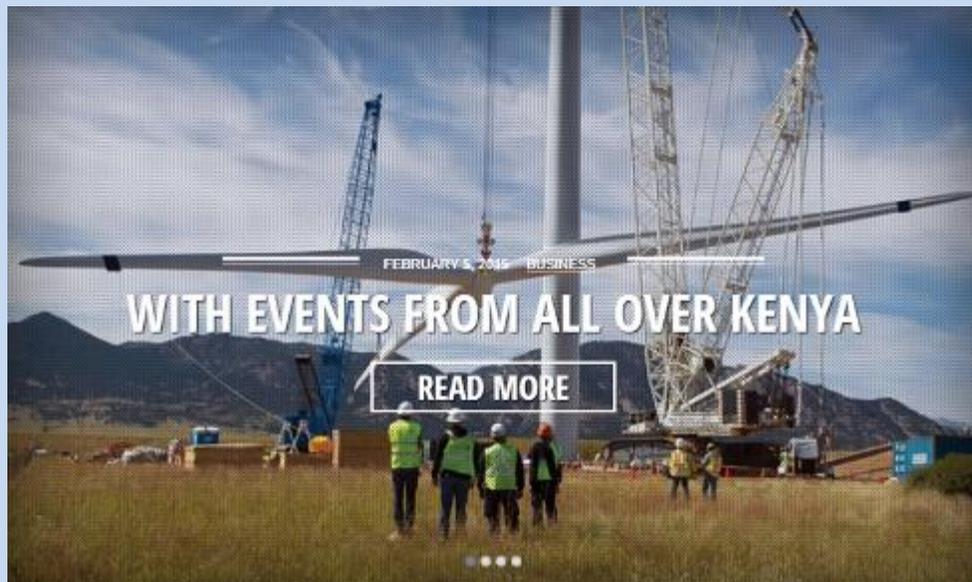
results are mostly achieved after several iterations of trial and failure.

Provide Slack – Provide slack in both schedule and cost. This will provide a room to go back in case of failure without undue pressure on the team

Devolve Control – Innovation thrives in a bottom up approach environment as the ideas can come from any team member. As project manager, allow various team members to exercise autonomy in defining solutions or activities while retaining management of the overall project direction.

Recognize small wins – Innovation in project management is goes hand in hand with motivation and autonomy. As Project manager, recognize the small wins the team members are making to spur them to continually make progress leading to that break through delivery.

Finally, while the role of the project management is to manage risks and reduce failures, a totally risk and failure free environment cannot foster innovation. Let's conclude with this quote from Gamy Hamel, A professor and consultant on innovation. "Our species exists thanks to four billion years of genetic innovation. Since time immemorial life has been experimenting with new genetic combinations, through sexual recombination and random mutations. As human beings, we are the genetic elite, the sentient, contemplating and innovating sum of countless genetic accidents and transcription errors. Thank God for screw-ups, for if life had adhered strictly to six sigma rules, we'd all still be slime."



PMI Kenya Chapter Featured Articles

Reasons Why I.T Projects Fail

By Jorum Omani,

BA Project Planning & Management

LSS – Yellow Belt Certified



In a perfect world every project would be "on time and within budget." But reality (especially the proven statistics) tells a very different story. It's not uncommon for projects to fail. Even if the budget and schedule are met, one must ask "did the project deliver the results and quality we expected?" True project success must be evaluated on all three components. Otherwise, a project could be considered a "failure."

Have you ever seen a situation where projects begin to show signs of disorganization, appear out of control, and have a sense of doom and failure? Have you witnessed settings where everyone works in a silo and no one seems to know what the other team member is doing? What about team members who live by the creed "I'll do my part (as I see fit) and after that, it's their problem." Even worse is when team members resort to finger-pointing. Situations similar to these scenarios point to a sign that reads "danger." And if you read the fine print under the word "danger" it reads, "your project needs to be brought under control or else it could fail."

When projects begin to show signs of stress and failure, everyone looks to the project manager for answers. It may seem unfair that the burden of doom falls upon a single individual. But this is the reason why you chose to manage projects for a living! You've been trained to recognise and deal with these types of situations. There are many reasons why projects (both simple and complex) fail; the number of reasons can be infinite. However, if we apply the 80/20 rule the

most common reasons for failure can be found in the following list:

- Poorly managed
- Lack of a solid project plan
- Centralised proactive management initiatives to combat project risk
- Poorly defined roles and responsibilities
- Team weaknesses
- Poor communication
- Overruns of schedule and cost
- Scope creep
- Ignoring project warning signs
- Undefined objectives and goals
- Lack of user input
- Enterprise management of budget resources
- Inadequate or vague requirements
- Unrealistic timeframes and tasks
- Insufficient resources (funding and personnel)
- Estimates for cost and schedule are erroneous
- No change control process
- Inadequate testing processes
- Lack of management commitment
- Lack of organisational support
- Provides universal templates and documentation
- Stakeholder conflict
- Competing priorities
- Business politics
- Lack of prioritisation and project portfolio management
- Meeting end user expectations
- Bad decisions

Even with the best of intentions or solid plans, project can go awry if they are not managed properly. All too often, mishaps can occur (and usually do). This is when the project manager must recognize a warning sign and take action. If you understand the difference between symptoms and problems and can spot warning signs of project failure, your training will help you take steps to right the ship before it keels over. Yes, it's the project manager's responsibility to correct the listing no one else. In addition to applying the processes and

principles taught in project management class, you can also use your personal work skills of communication, management, leadership, conflict resolution, and diplomacy to take corrective action.

During the course of managing a project, the project manager must monitor activities (and distractions) from many sources and directions. Complacency can easily set in. When this happens, the process of "monitoring" breaks

down. This is why the project manager must remain in control of a project and be aware of any activity which presents a risk of project failure. Yes, this is why "you are paid the big bucks."



5 Rules for Smooth Construction Project Management

Shared from <http://blog.capterra.com/>

As a construction contractor, you've got to wear plenty of hats. You are quality control, business manager, human resources, and keeper of the budget, just to name a few. Part of the job is knowing how to combine all these roles to ensure smooth construction project management and satisfied customers. After all, poor management means dissatisfied customers, frustrated employees, and possibly even claims against your contractor license bond. To avoid all these hassles, just check out these top five rules for smooth construction project management.

Rule 1: Be a Team Player

Sure, it's a bit of a cliché, but working well within a team is at the core of being a good manager. It's just not something you can compromise on. But doing this starts with good communication between you, the architect or designer, the client, and your team. This should be an easy feat to accomplish, as there are many project management applications and technologies ready to help you out. Ultimately, what it comes down to is attitude. All the software or technology in the world can't create a teamwork-friendly attitude. Updating everyone working with you on the project's status at a regular interval (say, bi-weekly) also helps create a predictable flow to teamwork and avoids any potential frustration resulting from lack of knowledge. So whatever it takes to get you there — the right team or the right coffee — just dive in and make sure you get to work.

Rule 2: Budget Smartly

Perhaps the greatest complaint clients always seem to have about construction contractors is that they go over budget. If you've explained a thousand times that this is a normal part of the process, why not join the growing ranks of construction companies and contractors who budget for these costs from the start? Try starting with a realistic budget and adding at least 10 percent to it for unexpected costs. Explain to your customers that the budget includes this contingency and hopefully, instead of having the "we need more money"

conversation, you can have the "we finished under budget" conversation at the end of the job. Wouldn't that be a nice change?

Rule 3: Take Design Seriously from Day 1

Okay, so you're a manager and a contractor, not a designer, engineer, or architect, but that doesn't mean you can't keep good design in mind on your projects. At the very least, advising clients to consult a design professional before beginning major work can leave you with a happier client and a more predictable, and on budget, project. Convincing clients to work with related professionals also has the added benefit of helping you to build trust. A client will feel more comfortable knowing you're not afraid to bring in another person or firm and work with them if needed. Without that comfort, client worries can translate into slow decision making, cost overruns, and major headaches.

Rule 4: Make and Refer to a Comprehensive List of Goals

Most contractors and managers make lists, but making a comprehensive list, which incorporates information on the priorities of the client, makes a big difference. Even Johnny Cash knew how important lists are. Having important project information at your fingertips avoids having to turn to a client with questions about whether they would prefer one feature over another. You can even make this list visible to the client through one of the project management software platforms mentioned above. This can drastically cut down on the number of phone calls requesting updates or asking questions, and allows you to focus more on what you're doing, leading to better and more efficient work.

Rule 5: Look at the Big Picture before Starting a Project

Before you start any work, make sure you've taken a step back to think about the wider construction implications. These can be anything from how an addition will affect the structural integrity of a building, how drainage will affect a site, or how green technologies might save money on the project. These considerations can

save incredible amounts of time and money in the long run. Because ultimately having a clear idea of the bigger picture helps immensely with remembering details. Plus, catching a potential

disaster before it occurs is another solid way to build a good relationship with a client. Show them you've got their back and they'll reward you down the road.

Message from the President



Once again we are delighted to continue our outreach and growth of our chapter within our borders and beyond. I take this opportunity to express my gratitude to all the members and partners on their passion and commitment to see that we as a chapter make our indelible mark within our region and all of Africa

Thank you all

Up-coming International Event

PMI Africa Congress

We would like to remind our members of the upcoming PMI Africa Congress 30th Aug. - 1st Sep. 2015 at the Birchwood Hotel and Conference Center in Jo'burg, SA. This is an exciting opportunity to hear and participate on a continental platform and learn from various stakeholders pertaining excellence, growth and leadership in project management

