

## Essential Insights In Meeting the Rising Demand For PM Performance

The practice of Project Management has soared in popularity since the landmark publishing of the 1996 PMBOK® Guide. Hundreds of thousands of new practitioners have been trained, equipped with new tools, and many of them certified. Yet despite hundreds of millions \$USD in PM investments, *project performance*, for many, has not significantly improved. In some cases, **it is getting worse**. Meanwhile, increasingly impatient Executive Managers await the promised improvements; many are just giving up, deciding that PM was *just another fad*.

This paper highlights the rising demand for improved PM performance, often coming from outside the PM arena. It touches upon currently-popular misconceptions, then identifies a set of integrated practices that improve PM Performance. Enterprises already employ many of these practices; some may be merely missing a few essential insights. One such insight is that most current PM investments, including training, certifications and tools, are merely inputs. To achieve higher levels of PM Performance, we must also manage the processes and the outputs. And, we need to learn how to measure and manage, early and often, the most important outputs, if we expect to achieve PM Performance. The paper illustrates these essential insights with several practice examples from our experience in assisting Enterprises in improving their Program and Project Management results.

The most effective Project Oriented Enterprises succeed by blending the strengths of training, coaching, improved processes, competences, certifications, and executive support. They then add clearer success measures and more responsive communication, **to achieve PM Performance**.

### ***Key Topics***

- The Need For PM Performance
- The Role of Training and Certification in PM Performance
- The Missing Ingredients in PM Performance
- Nations' and Professional Societies' Contributions to the Solution
- PM Practice Experiences and Solutions; Case Examples

**TRACK:** New Ideas & Emerging Trends in PM

### **KEYWORDS:**

Certification, Performance Measurement, Training, Processes, Competence, Development

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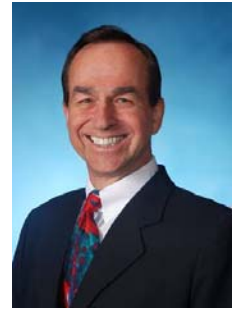
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## STACY A. GOFF, IPMA-D, PMP

**STACY A. GOFF** is President of ProjectExperts<sup>®</sup>, a Program and Project Management consulting, tools and training company. A Project Management practitioner since 1970 and consultant since 1982, he helps improve Enterprise, Department or Project Team PM Competence, effectiveness and Performance.



An insightful consultant and dynamic speaker, Mr. Goff provides program and project consulting services; he presents workshops of interest to Executives, Managers, Project Managers and leaders, technical staff, and individual contributors. His audiences include Information Technology, Aerospace and Defense, Government, Finance, Insurance, large and medium Consultancies, Manufacturing and Pharmaceutical organizations. His Project Management tools and methods are used by government agencies, Enterprises, consultancies and individuals on six continents.

Mr. Goff's affiliations include long-time membership, contributor, and certified PMP<sup>®</sup> through Project Management Institute; he was a co-founder for the Colorado Pikes Peak Region chapter. He is a co-founder and Officer of *asapm*, American Society for the Advancement of Project Management, and Project Manager for the USA National Competence Baseline. He is certified IPMA-D<sup>®</sup> through *asapm*<sup>®</sup>, and is the USA Representative to IPMA, the International Project Management Association.

His methods support any organization's quest for Project Management Performance, from better Project Initiation, to Cost and Time control, to improved Quality of results. Working with Requirements Solutions Group, he published THE Guide, an integrated PM and Systems Engineering methodology. He published MinProj<sup>®</sup>, an Enterprise-wide Minimum Project Management method, and Co-Pilot: Small Project Guide<sup>®</sup>, a universal Small Project Management approach. His KnowRisk<sup>®</sup> and Quest For Better Estimates<sup>®</sup> processes and tools provide powerful management support. His PM Competence Model supports the USA National Competence Baseline, and is the centerpiece for the Project Oriented Enterprise's competence development program.

Mr. Goff brings a results-oriented approach to Project Management coaching, consulting, and training. His insight for the needed PM Competences, his trademarked Rapid Initial Planning<sup>®</sup> processes, and his delivery of effective training translate to improved project performance. In his workshops or in consulting, he combines his unique competences in Project Management with sensitivity for the human aspects of projects. The result: Measurably increased project success.

### Specialty Areas:

Stacy's emphasis is Enterprise-wide excellence in Project Management methods, and PM Competency Assessment and Development for individuals, Project Teams, Departments and Enterprises, using our unique PM CompModel tool. Other specialties include:

- Project startup and audit facilitation, including Rapid Initial Planning<sup>®</sup>, Project Audit Support Service<sup>®</sup>, project plan evaluation, and KnowRisk<sup>®</sup> Risk Assessment and Response Planning.
- Portfolio Prioritization and Portfolio Management, and Project Management Office Enhancement.
- Program and Project Management Workshop design and development, leveraging our trademarked Modular Project Management<sup>®</sup> series of modules, plus custom-development of workshops based on clear Learning Objectives—all oriented to improved competence and PM Performance.

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