



# BUSINESS AS USUAL VS PROJECT NEEDS

*An organisational dilemma*

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PRINCE2™, MSP™ & GATEWAY™  
How the puzzle pieces fit together



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# The organisational dilemma

## **Business-as-usual environment**

-  Matrix, hierarchical, long-lived, fixed, known career path, specialised

## **Project environment**

-  Matrix squared, additional, temporary, dynamic, short-lived, cross-competency

# Challenges

- ⌘ Key stakeholders from BAU reluctant to take ownership or make decisions
- ⌘ Promoters of projects with a bigger stake in its initiation than its continuing viability
- ⌘ Managers struggle to reconcile between BAU and a 'disruptive' project demanding resources.

# Reluctance to take ownership

- ⌘ Roles and responsibilities defined
- ⌘ Roles and responsibilities agreed
- ⌘ Assistance to transition to project environment

# Real life

- # Aid agencies deliver complex projects
- # Projects that influence livelihoods
- # Build capacity but ensure control
- # How one agency is doing it:
  - # PRINCE2™ organisational structure
  - # Assume oversight role
  - # Providing training and mentoring

# Promoters of projects

- # **Align incentives to individual**
- # **Align benefits to individual**

# Real life

- ✚ **Non commercial bias to specific solutions**
  - ✚ Sales person in disguise
- ✚ **Sales effort skewed to closing not completing**
  - ✚ Margins compromised
  - ✚ Sales person commissions not aligned to strategy

# BAU and disruptive projects

- # **Involve from the beginning**
- # **Ensure the role is appropriate**

# Real life

- ✦ **Even streamlining projects can be a pain**
- ✦ **Little support, restrict resources**
- ✦ **OGC Gateway™ used to ensure business stakeholder involvement**
  - ✦ Ensures whole government interests considered
  - ✦ Ensures ownership at business level

# Project maturity

- ✦ Rather than organisation-wide maturity
- ✦ Specific challenges are addressed
- ✦ Check-lists, self-assessment and interviews
- ✦ Organisation is one of many maturity areas
  - ✦ Cost - Scope
  - ✦ Time - Benefit
  - ✦ Quality - Risk