

The Big Picture

Placing Project Management in an Architectural Firm into a Business and Strategic Context

Prepared by Don Ardiel

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Lesson Summary

- In this presentation, we will discuss:
- a systems thinking approach and its relationship to:
 - Business
 - Project management
 - Practice
 - Life cycles, and
 - Creation of Value.

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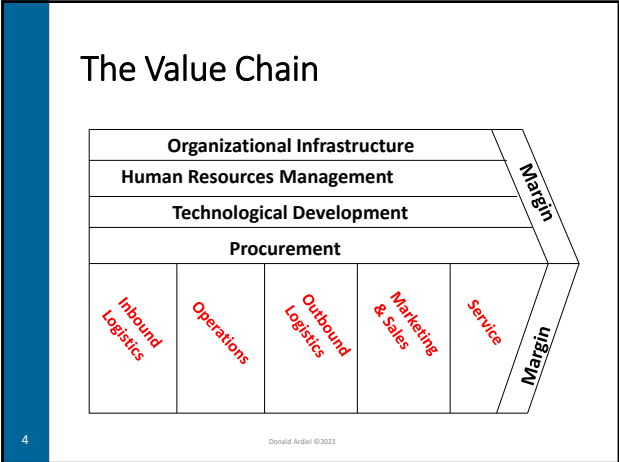
Systems Thinking

Creating Value

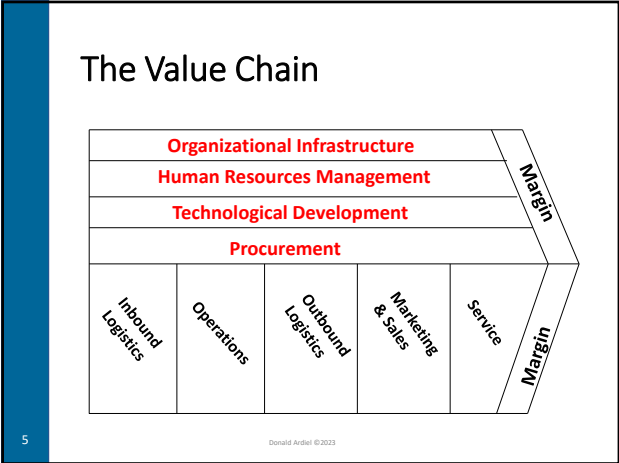
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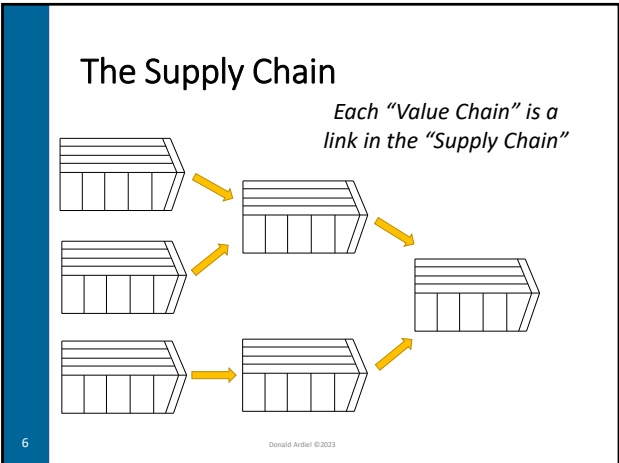
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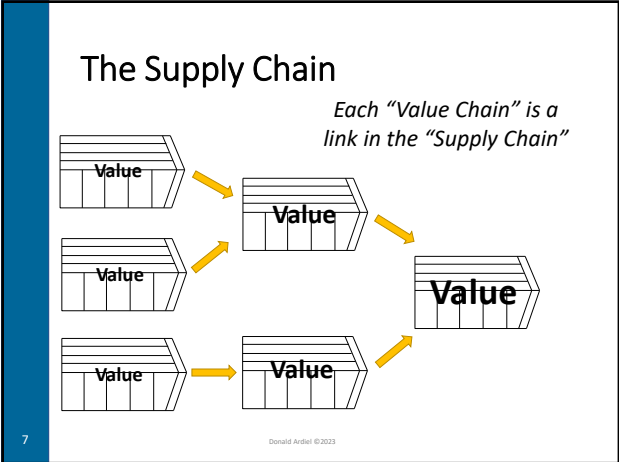
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Core Competency

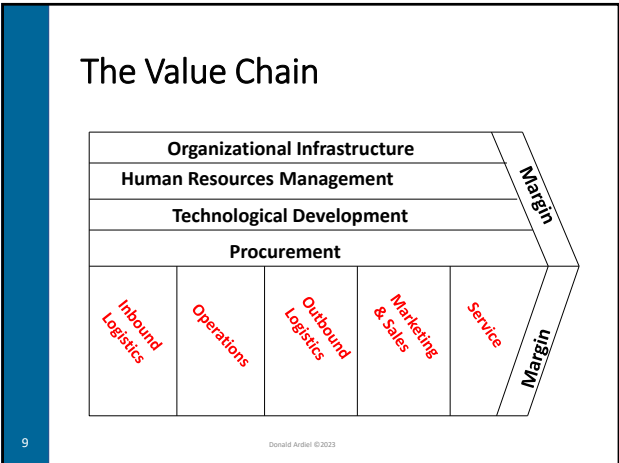
A resource, skill, or capability that distinguishes a firm from its competitors and that is difficult or expensive for the competitors to reproduce.

Core competency leads to competitive advantage.

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How does an organization work?

- Operations
- Projects

Operations and Operational Management

Projects and Project Management

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Putting a Design/Construction Endeavour in Context

- Portfolios
- Programs
- Projects

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Definition

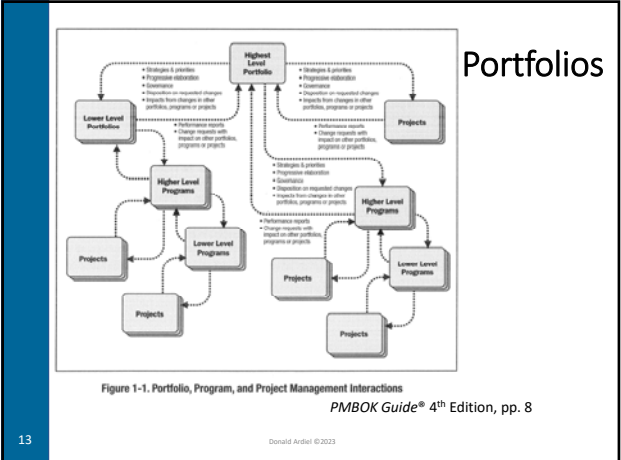
Portfolio

“Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.”

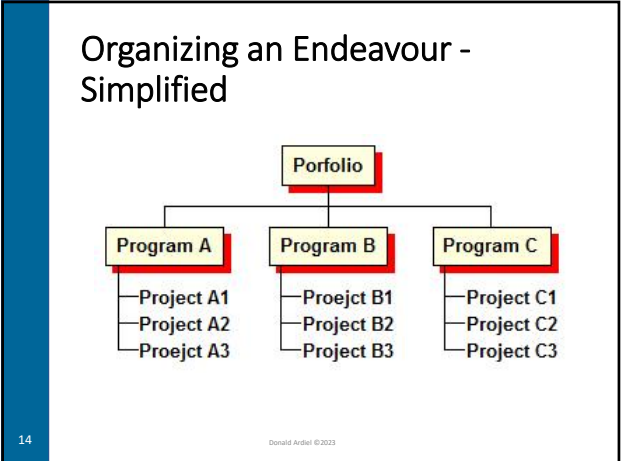
PMBOK Guide® 6th Edition, pp. 714

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Definition

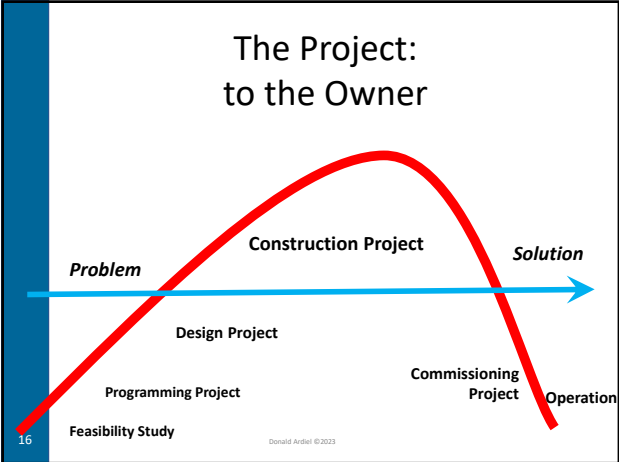
Program

“Related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually.”

PMBOK Guide® 6th Edition pp. 715

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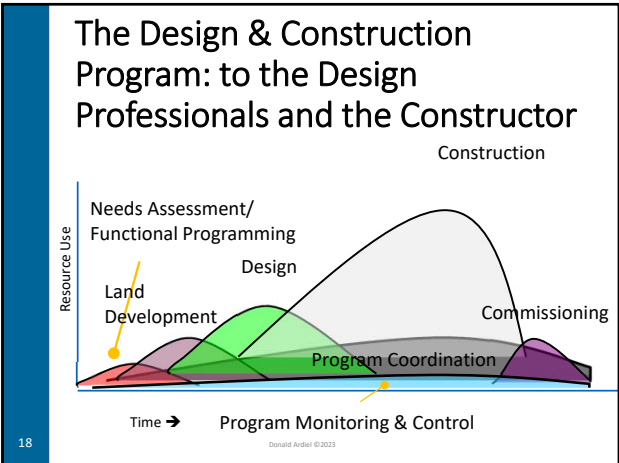
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- ### Program for Design & Construction
- Pre-Design Projects
 - Feasibility Analysis/Financial Analysis
 - Needs Assessment
 - Functional Programming Project
 - Land Acquisition & Development/Zoning Project
 - Design Project
 - Construction Project
 - Commissioning Project
 - Transfer to operations
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Definition

Project

“A project is a temporary endeavour undertaken to create a unique product, service or result.”

PMBOK Guide® 6th Edition pp. 715

PMIism: To place this definition into context, add the phrase “In contrast to operations, ...”

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The Design Project Life Cycle: to the Design Professionals

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The Construction Project Life Cycle: to the Constructor

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Definition

- **Portfolio Management**
 - “The centralized management of one or more portfolios to achieve strategic objectives”
- **Program Management**
 - “The application of knowledge, skills, and principles to a program to achieve the program objectives and obtain benefits and control not available by managing program components individually.”
- **Project Management**
 - “The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.”

PMBOK Guide® 6th Edition, pp. 714, 715 & 716

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Project, Programs, Portfolios

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Resources

- RIBA Plan of Work and RIBA Job Book (2020)
 - <https://www.architecture.com/knowledge-and-resources/resources-landing-page/riba-plan-of-work#available-resources>
- RAIC’s Canadian Handbook of Practice for Architects
 - <https://chop.raic.ca/>
- PMI’s Guide to the Project Management Body of Knowledge
 - <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>
- AIA General Project Management
 - https://content.aia.org/sites/default/files/2017-03/EPC_General_PM_3D.pdf

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Standard vs. Methodology

- **Standard**
 - “Something established by authority, custom, or general consent as a model or example

Merriam-Webster: <https://www.merriam-webster.com/dictionary/standard>

- **Methodology**
 - “A system of broad principles or rules from which specific methods or procedures may be derived to interpret or solve different problems within the scope of a particular discipline.

The Business Dictionary <http://www.businessdictionary.com/definition/methodology.html>

The RIBA Plan of Work, CHOP, and PMBOK Guide® both standards, not methodologies.

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Methodology as Core Competency Leading to Competitive Advantage

- **Examine current processes**
 - Is value being created at each step?
 - Is the generation of value (deliverables) being delayed due to inefficient workflow or unplanned interventions?
 - Are client expectations being met? Why or why not?
- **What is our firm’s methodology?**
 - Do we have a methodology that is uniquely our own?
 - Is our approach a true core competency?
 - Is our “methodology” central to our value proposition?
 - Does our firm’s culture support our methodology or any methodology at all?

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