

# How Demands Are Changing – Client's Perspective

W.R. Long, *P.Eng., PMP*

24 June 2010



**Milkish Oaks Inc.**

✉ [wrlong@milkishoaks.ca](mailto:wrlong@milkishoaks.ca)  
☎ 1-506-333-6281

**FUNDY Engineering**

🌐 [www.fundyeng.com](http://www.fundyeng.com)  
✉ [fundy@fundyeng.com](mailto:fundy@fundyeng.com)  
☎ 1-877-635-1566

# Reality Check!!!

*Clients Initiate Projects To  
Achieve A Business Benefit*



# Experience!!!

- BP
- Toyota
- Hurricane Katrina
- Tar Sands
- Point Lepreau



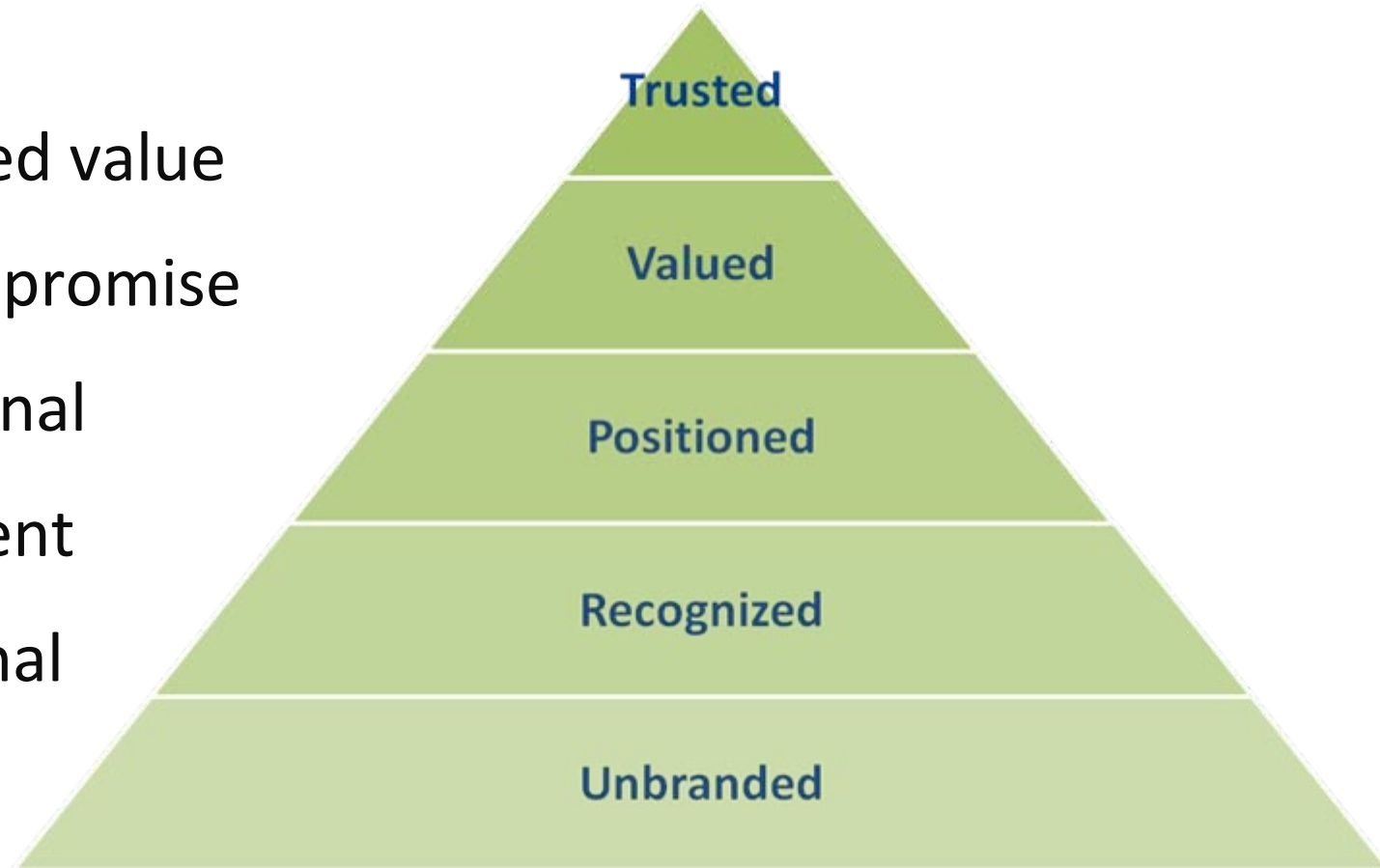
# What Are Client's Expectations?

- Problem Solving
- Value Delivery
- Risk Management



# What is Credibility?

- Perceived value
- Implied promise
- Intentional
- Consistent
- Emotional



# Evolution of Project Management

... What does this mean?

Then		Now
75% technical people leading projects	→	90% business people
Technical project drivers	→	The “triple constraints” and customer acceptance
Functional / Projectized organizations	→	Matrix organizations
Reactive management	→	Proactive management
Informal processes	→	Highly developed Project Management processes including maturity models



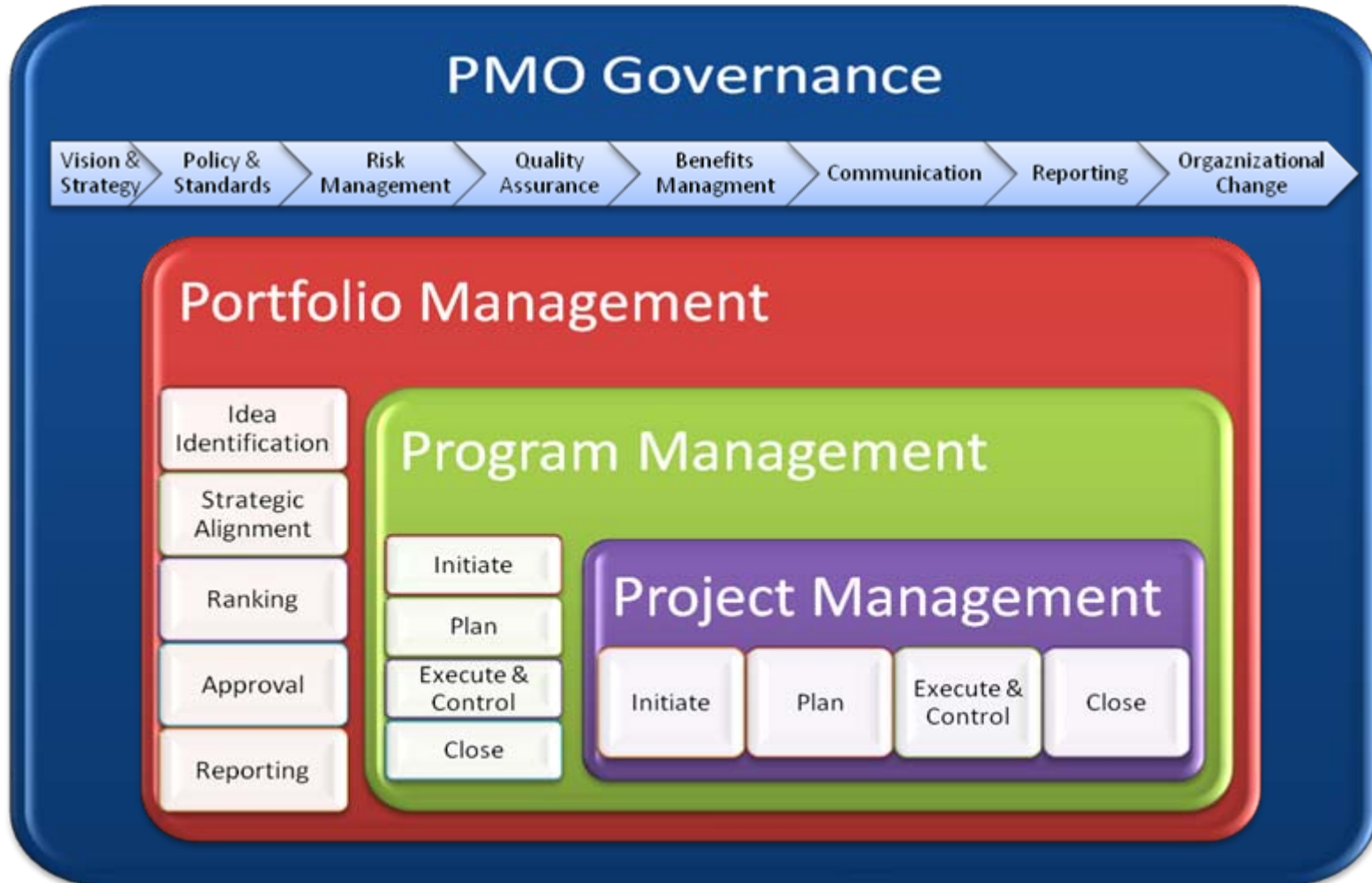
# The “Grey” Zone

... What does this mean to Roles & Responsibilities?

<b>Then</b>		<b>Now</b>
Accountability with PM	→	Shared responsibility with line managers
Sponsor sets objectives	→	Negotiation on deliverables
PM has formal authority	→	Emphasis on teamwork
Executive sponsors	→	Multiple level sponsorship and Committee Sponsorship

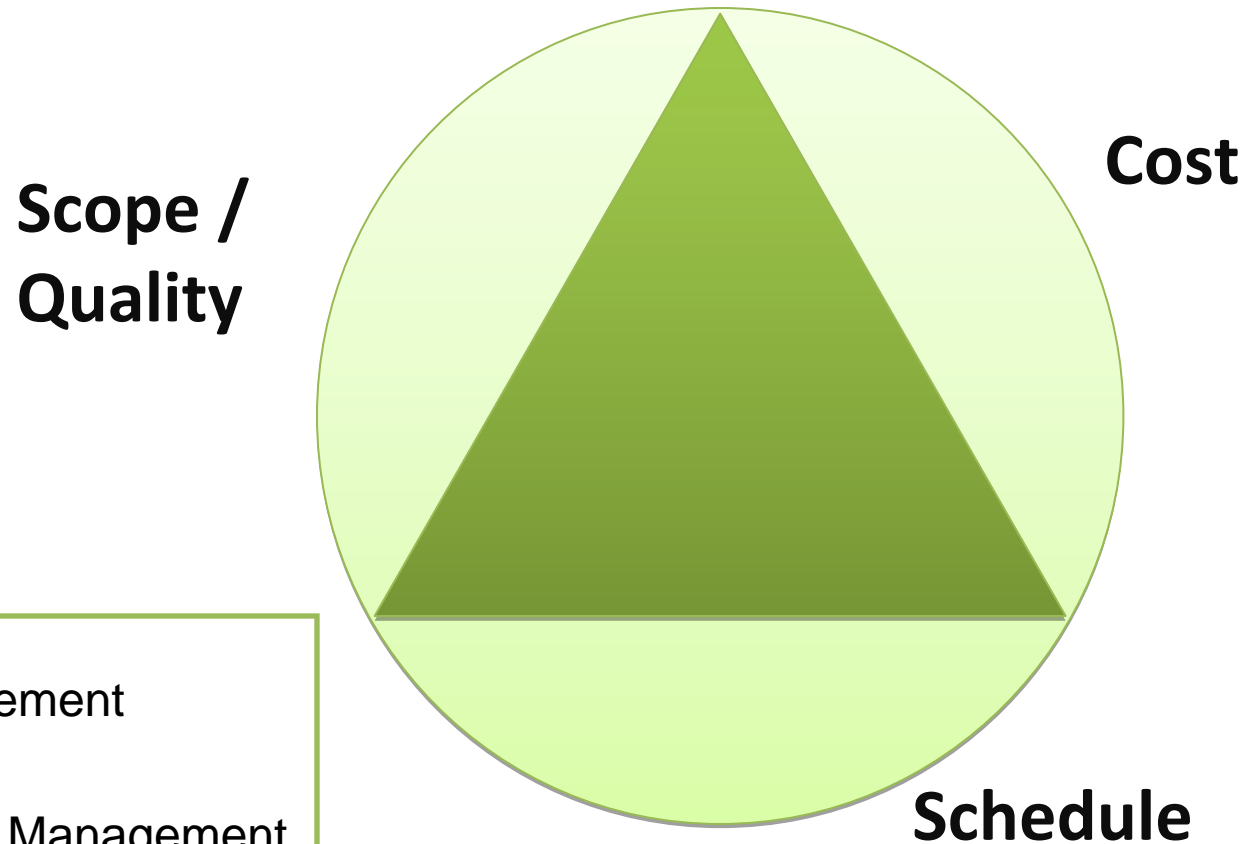


# Project Governance



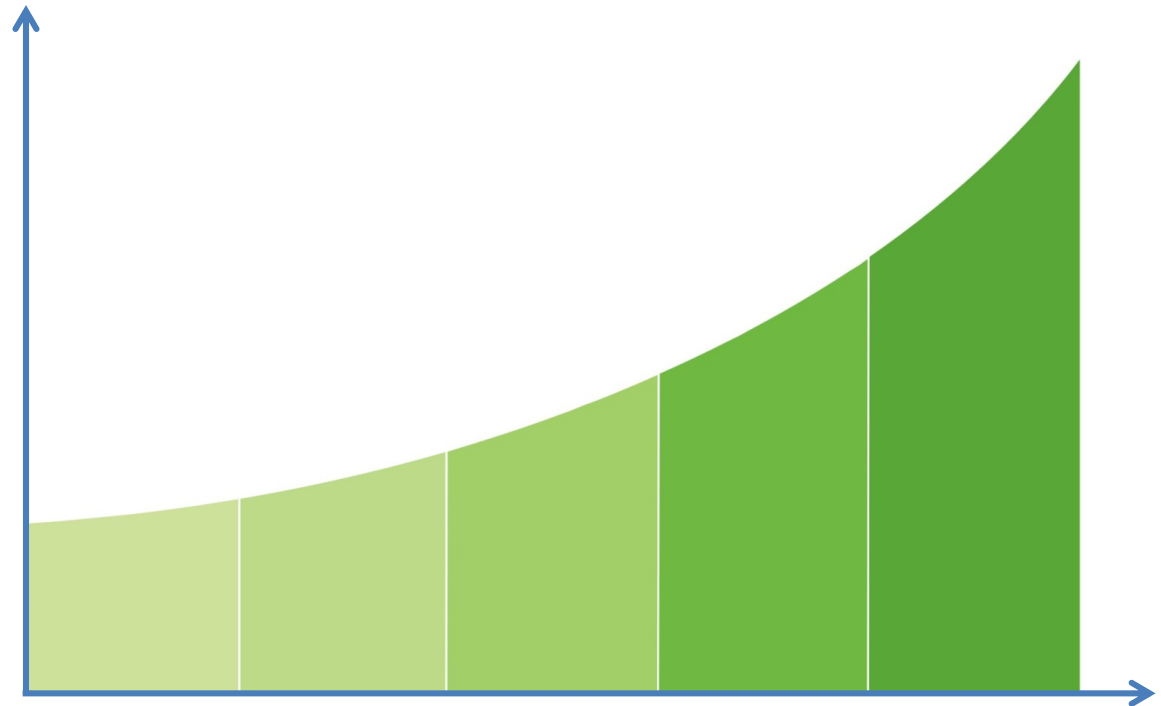


# The Triple Constraint ...



# Project Complexity

- Solid Processes
- Right Experience
- Formal Education
- Business Smarts
- Deliver Benefits



- Skills



# So What?

- **Client Concerns**

- Benefits
- Transition
- Risk

- **Project Focus**

- Schedule
- Cost
- Risk
- Scope

