

Moving forward

Master in Rural Development and Sustainable Management Project Planning

Change by projects. Working with People (WWP), a new approach from Project Management

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**2st LESSON: Change by projects. WWP Project Management
Model**



- Objectives :
 - To know the principles and concepts of Rural-Local Development Project Management
 - To know the dimension of international competences related to the Project/Program Management.
 - To know the “certified” professional types for Project Management.
 - Understand the importance of the Behavioral and Contextual Competences for rural-project management success

which is the Project & Program Management?

Rural/Local Development Project and Program Management

■ PROJECTS:

■ "It is an operation limited in **time** and costs to materialize a set of defined **deliverables** (the **scope** to meet the **objectives** of the project) according to **quality requirements** and standards." ICB 3.0.

- **Time dimension**. Starts, a number of stages and come to an end.
- consume **resources** of people, equipment, materials and money.
- ONE **Product service or outcome**.
- The **management** of projects concentrates on delivering products or outputs or deliverables.

Rural/Local Development Project and Program Management

■ PROGRAMS

■ are usually a collection of separate but **interdependent projects** to achieve the overall targets. The management of programs frequently concentrates on the interfaces between the separate projects and focuses on the benefits to be achieved overall.

“It consists of a set of **related projects and it requires organizational changes to achieve a **strategic goal** and to reach the business defined benefits ICB 3.0.”**

*“a series of projects whose objectives together **contribute to the common global goal**” (NCB, IPMA)*

Rural/Local Development Project and Program Management

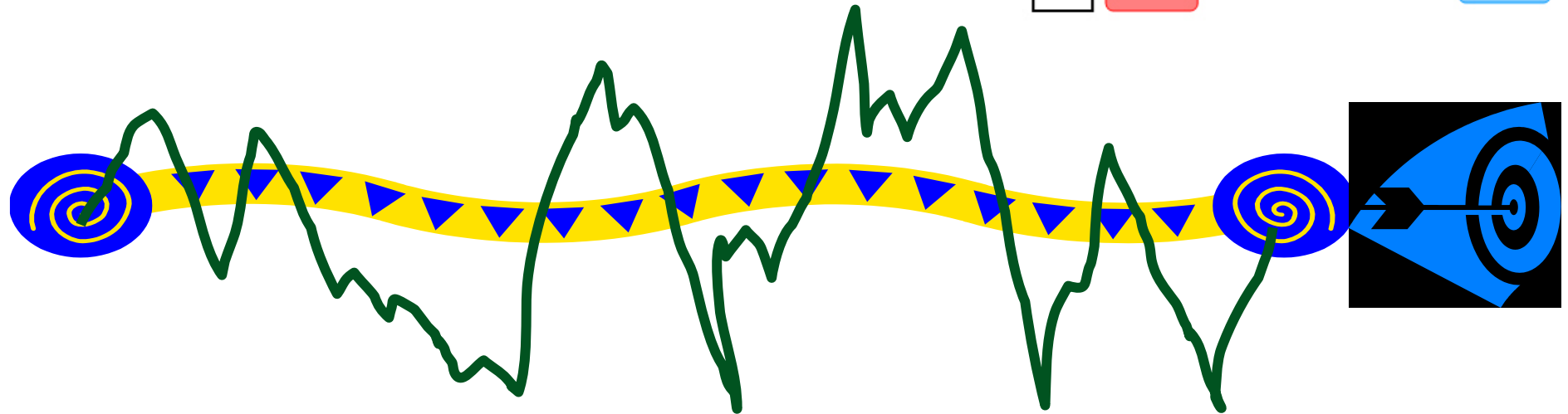
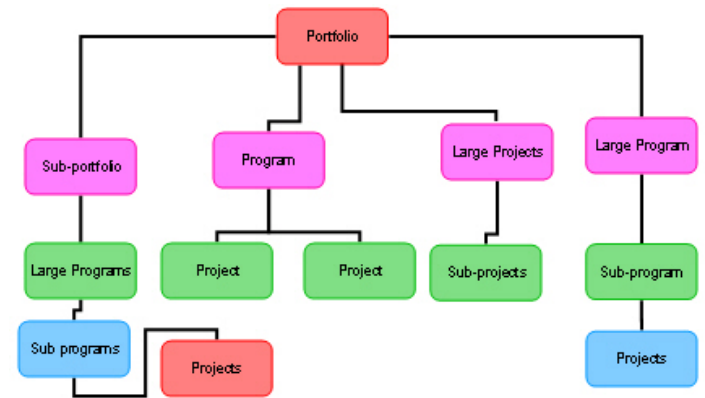
■ **PORTFOLIOS** are usually collections of **projects** which are **not directly related** or dependent on each other except for common aspects such as funding, or types of work, or shared resources. The **management** of portfolios concentrates on overall **efficiency, effectiveness** and/or profitability.

“A portfolio is a collection of projects and programs, **not directly related on each other**, gathered for **control, co-ordination and optimization** of the whole portfolio **ICB, IPMA 3.0.**”

CONCEPT OF PROJECT MANAGEMENT

- **Project & Program Management**

- “Implementation of **knowledge, skills, tools** and techniques for project activities to meet the project-program requirements”.



CONCEPT OF PROJECT & PROYECT MANAGEMENT

- It is a **human activity** that implies an effort of capital **investment**.
- Its aim is to create a **flow of goods and services**
- It is carried out to **satisfy a need**, to take advantage of an **opportunity** or to **solve a problem** in the future.
- It implies **transforming reality**. It includes the materialization of necessary **investments**.
- It integrates **objectives, resources, information and knowledge** enough to move from thought to action.
- It is based on engineering (Engineering Projects only) to **implement techniques** and to use resources
- It requires the **organization** of the corresponding **activities**
- It is subject to **multicriteria evaluation** from their technical, economic, financial, social and environmental points of view.

Change to improve situations?

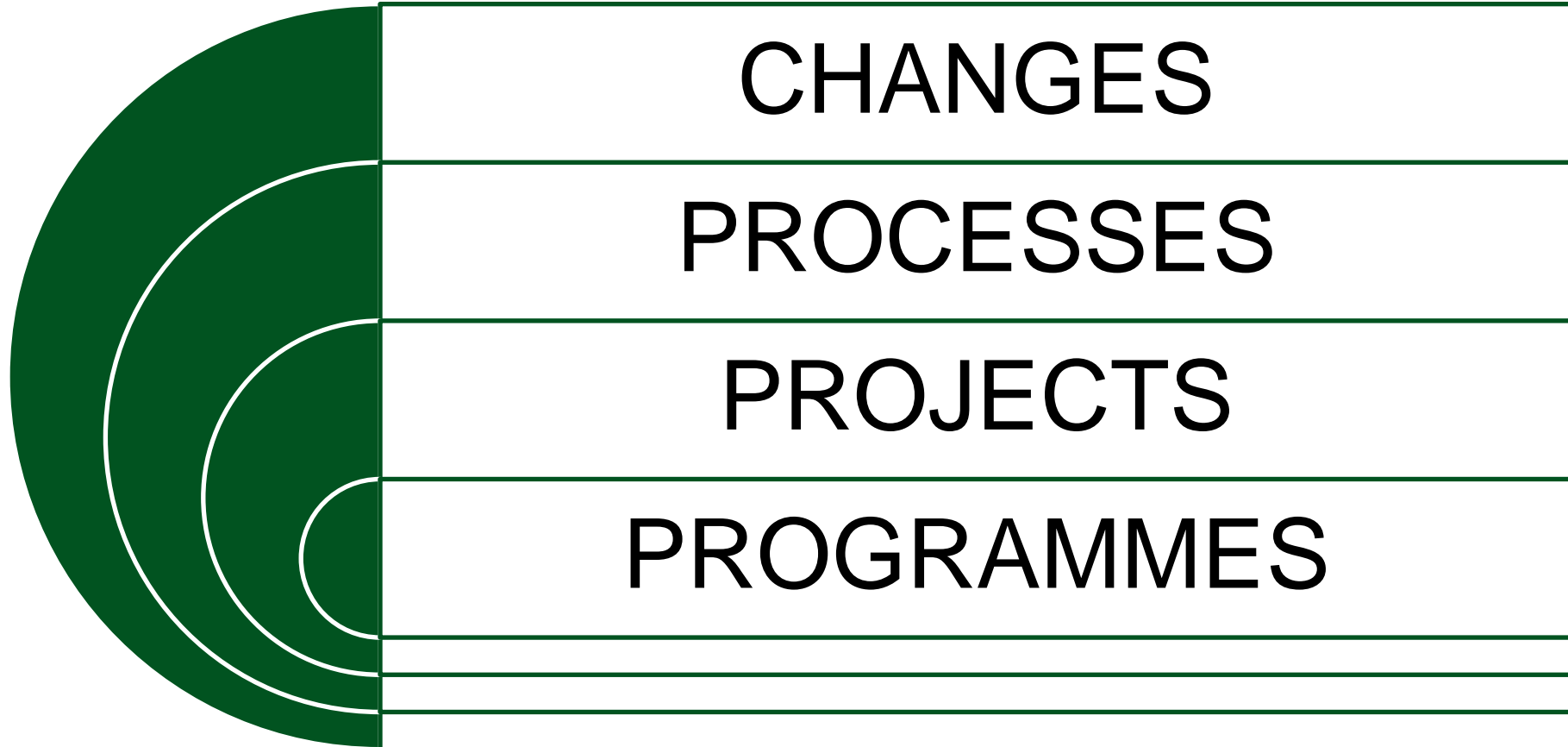
CHANGES BY PROJECTS

CHANGES BY PROJECTS

- Need to change to improve situations...
- Permanent organizations, such as companies, divisions, as well as temporary organizations, projects and programmes, **change**.
 - For performing change processes of permanent organizations **projects and programmes can be applied**.
 - In the literature the differences between
 - **changes, processes, programmes and projects** are not clearly defined
 - **change management** is not related appropriately to process, project and programme management.

CHANGES BY PROJECTS

There exists a relationship between ...

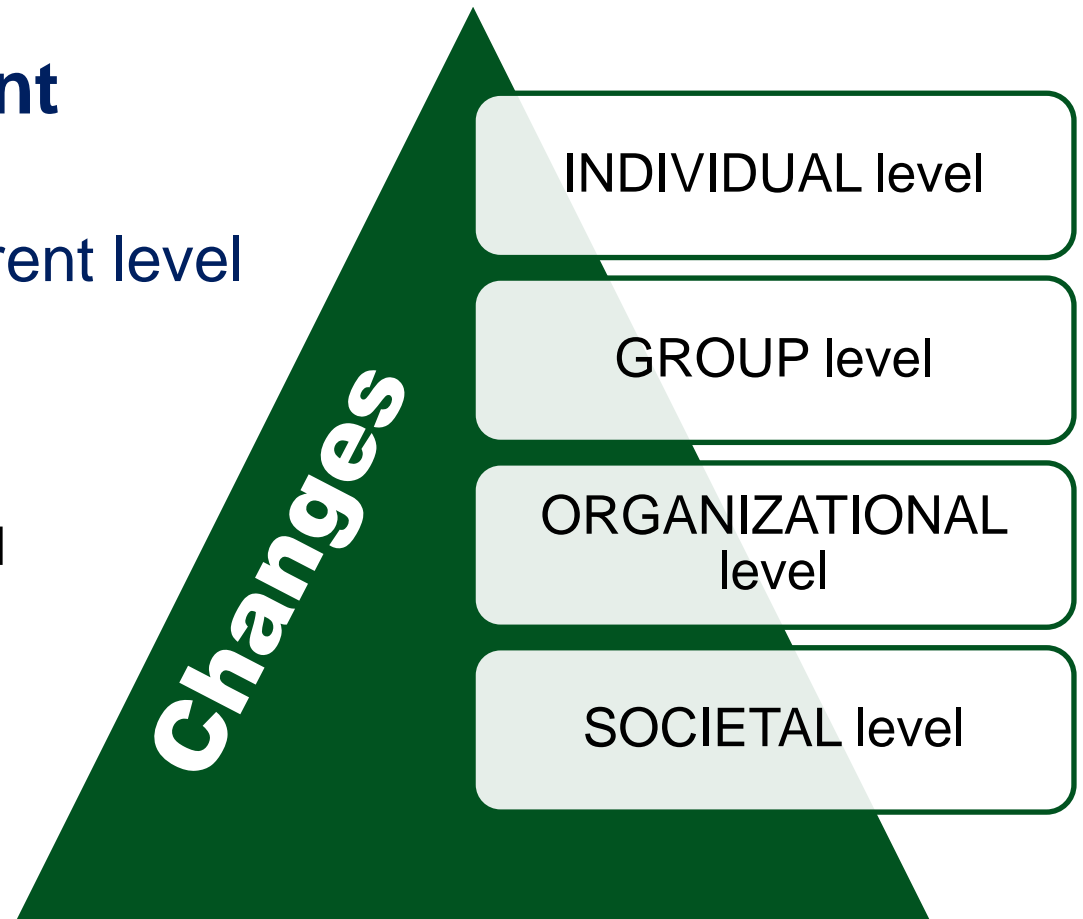


.... similar but different concepts

CHANGES BY PROJECTS

• Change definition

- The term “change” relates to an important and basic **development**.
- Changes are of **different intensity and speed**
- Changes can occur at different level
 - the individual level
 - the group level
 - the organizational level, or
 - the societal level (Kasper and Mayrhofer, 2002).

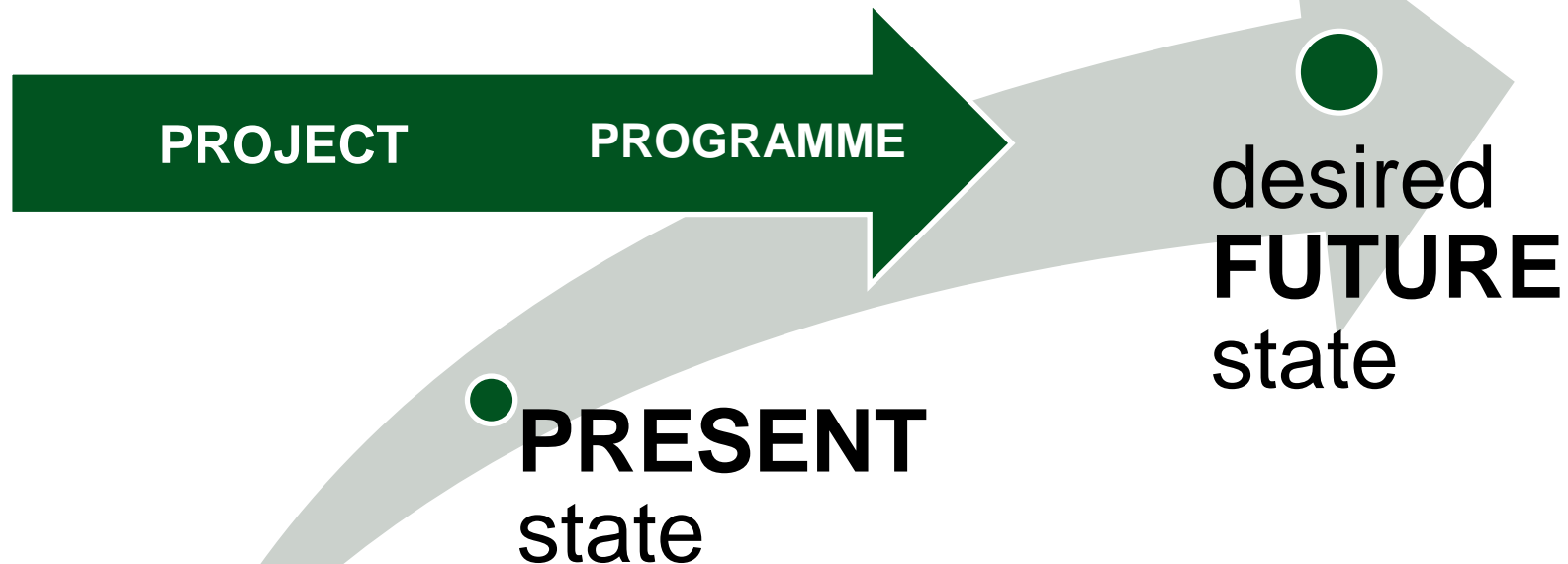


CHANGES BY PROJECTS

- Change definition

- Change has a **”strategic dimension”**

- » as it is “the movement of a company or organization away from its **present** state toward some desired **future** state **to increase its competitive advantage**” (Hill and Jones, 2001).

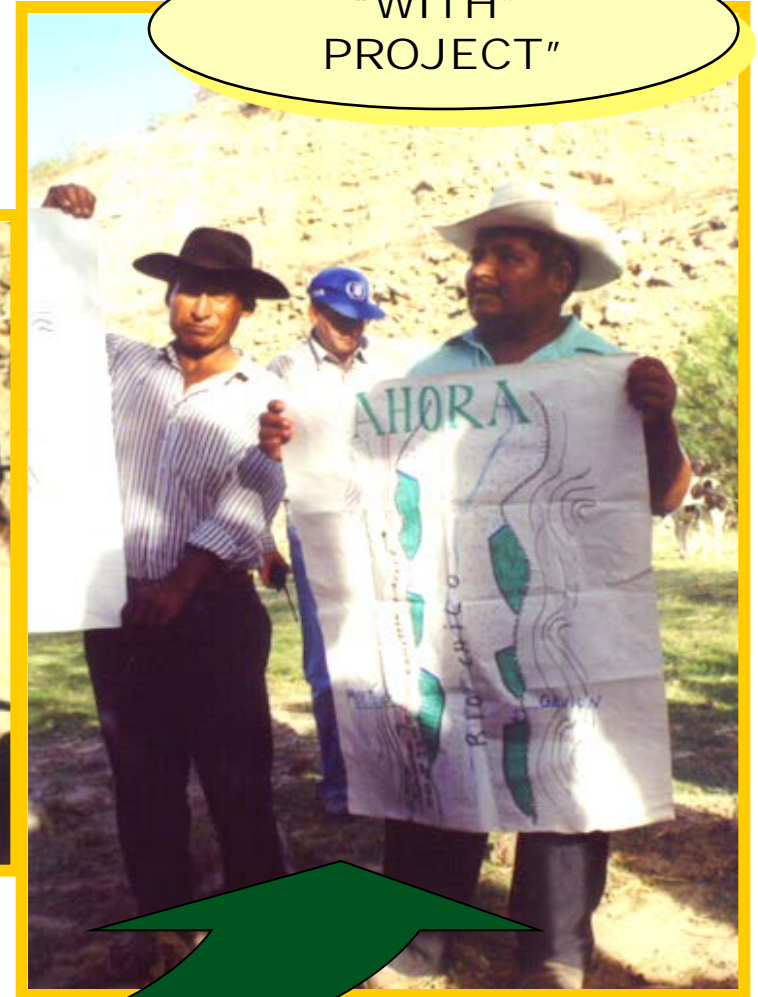


CHANGES BY PROJECTS

"WITHOUT"
PROJECT



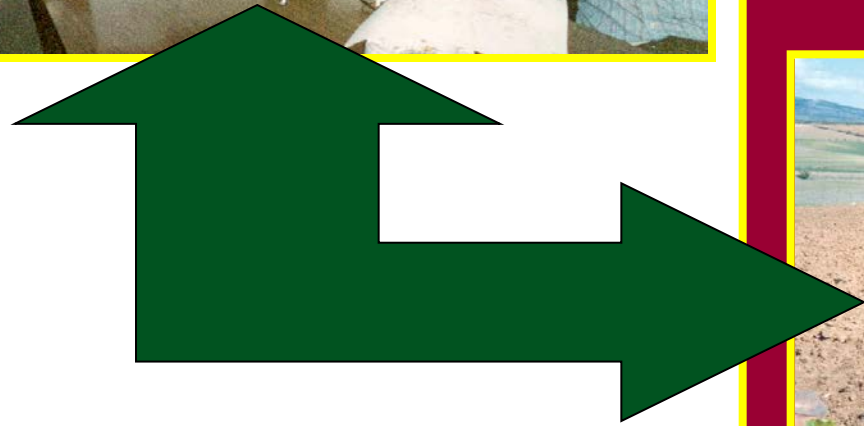
"WITH"
PROJECT



CHANGES BY PROJECTS

"WITH" PROJECT"

"WITHOUT" PROJECT



CHANGES BY PROJECTS

- Reasons for change

- **Dynamic environment**

- » Organizations can survive in a dynamic environment only, if their **speed of learning** and changing meets the dynamics of their environment (Doppler et al., 2002)

- **Complexity environment**

- » Change management allows building up and reducing complexity as well as dealing with the dynamics of organizations (Gareis, 2010).

CHANGES BY PROJECTS

- Reasons for change (projects)

- Mayor reasons for change (Bleicher, 2004):

- » Growth market development, new markets
- » Developing a new product,
- » Diversification
- » Building a plant, infrastructure
- » Development a organizing a new ownership, partnership
- » Acquiring or merging, acquisition,
- » Cooperation

- The changes are caused by **crises** (Prange, 1991)

- » leadership crisis
- » the autonomy crisis
- » the development crisis ...

CHANGES BY PROJECTS: Changes types

- Change types:

- 1st order changes

- “*minor improvements and adjustments that do not change the system’s core and occur as the system naturally grows and develops*” (Levy and Merry, 1986).

- Functional processes, including

- » organizational structure,

- » technology,

- » communication systems,

- » recognition and reward programs,

- » decision-making processes

- » 1st order changes are implemented in the context of an organization’s existing

CHANGES BY PROJECTS

- **Change types:**

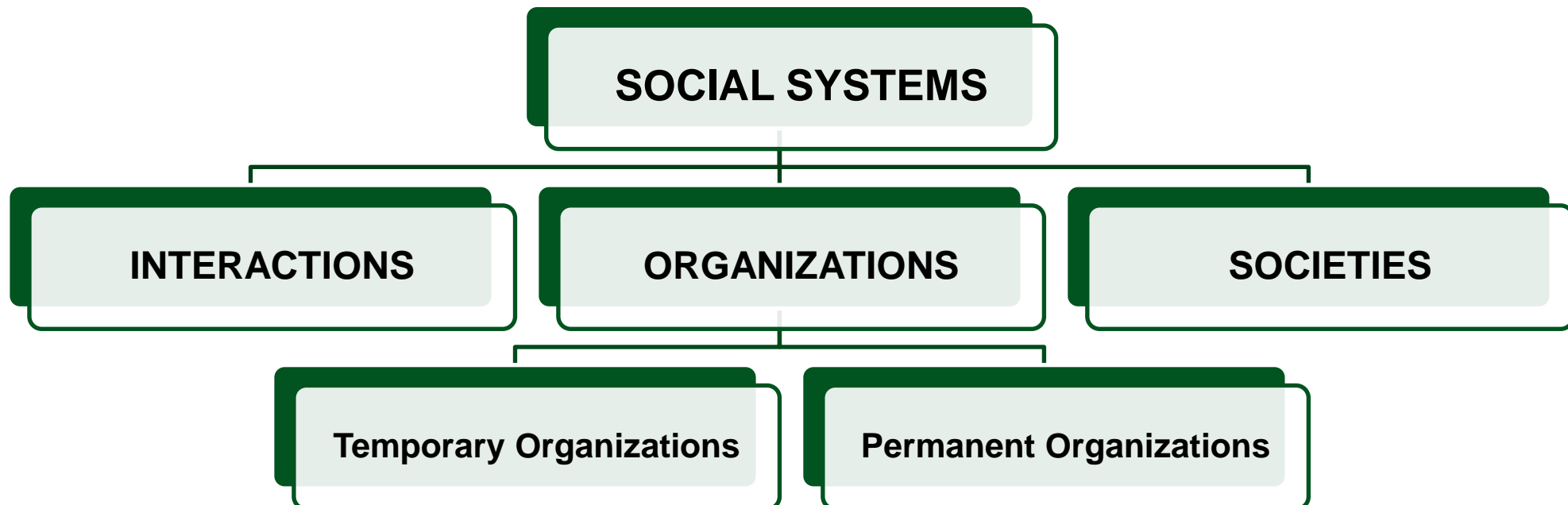
- **2nd order changes**

- Is a **multi-dimensional**, multilevel, qualitative, discontinuous,
 - radical organizational change involving a paradigmatic shift.
 - It leads to a **new identity** of the considered organization.
 - Is viewed as **discontinuous, deep structural and cultural** change,
 - while 1st order change is considered part of a continuous process

CHANGES BY PROJECTS

• Changes objects:

- Organizations can be perceived as relatively autonomous social systems.
- The social systems Luhmann (1995) differentiates are
 - interactions, organizations and societies.

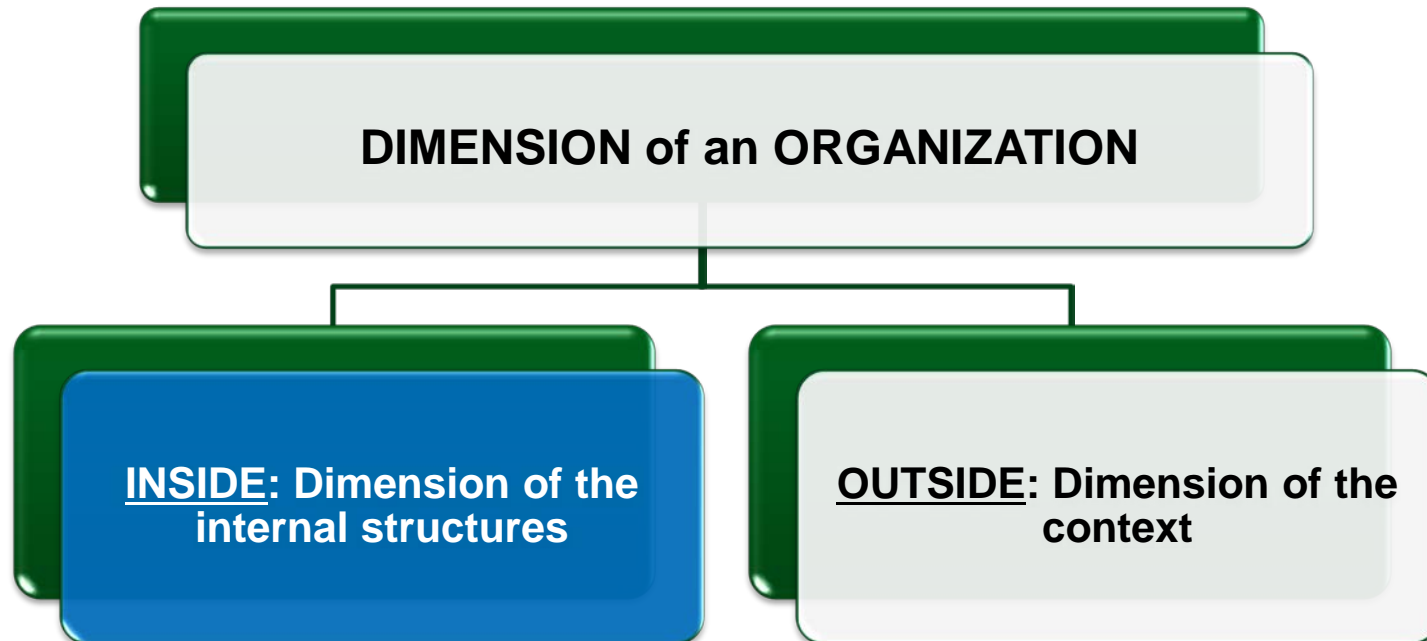


CHANGES BY PROJECTS

• Changes in the internal structures:

– Dimension of the internal structures of an organization are:

- its **objectives** and **strategies**
- its **services**, **products**, and **technologies**,
- its **organizational structure** and **culture**,
- its **personnel** and **infrastructure** (locations, plants, offices...)
- its **budget** and financing.

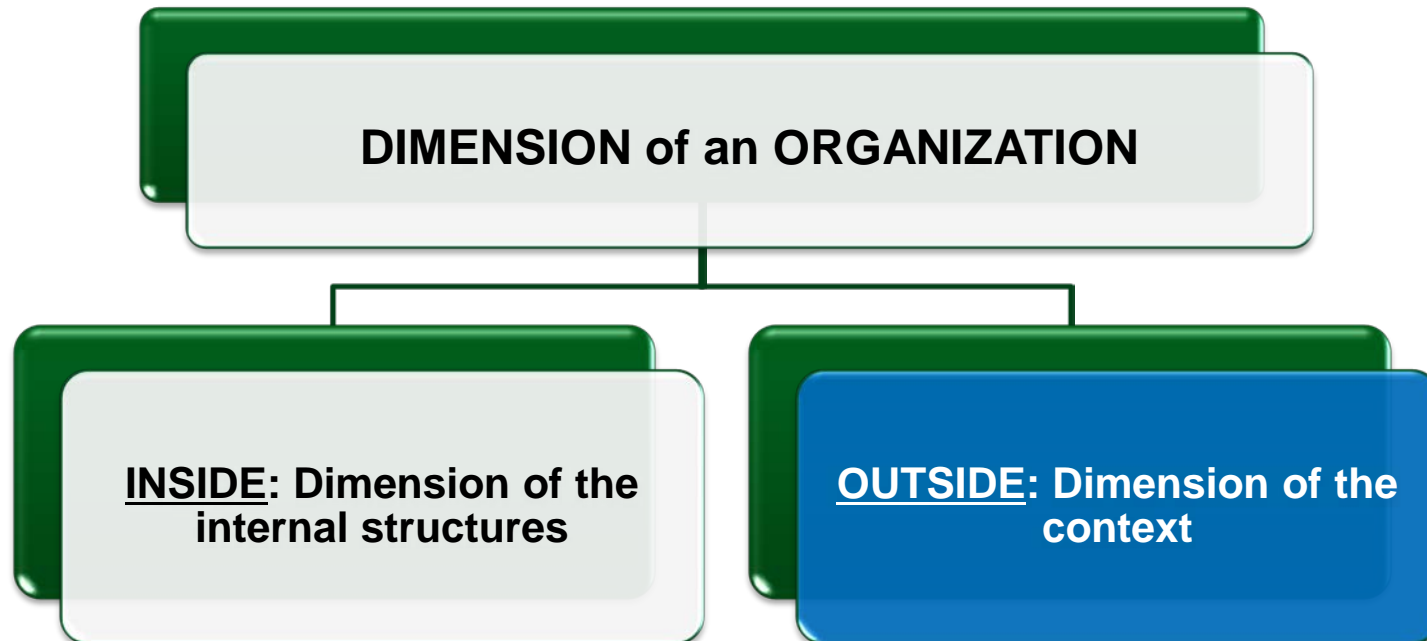


CHANGES BY PROJECTS

• Changes in the context:

– Dimension of the context of an organization are:

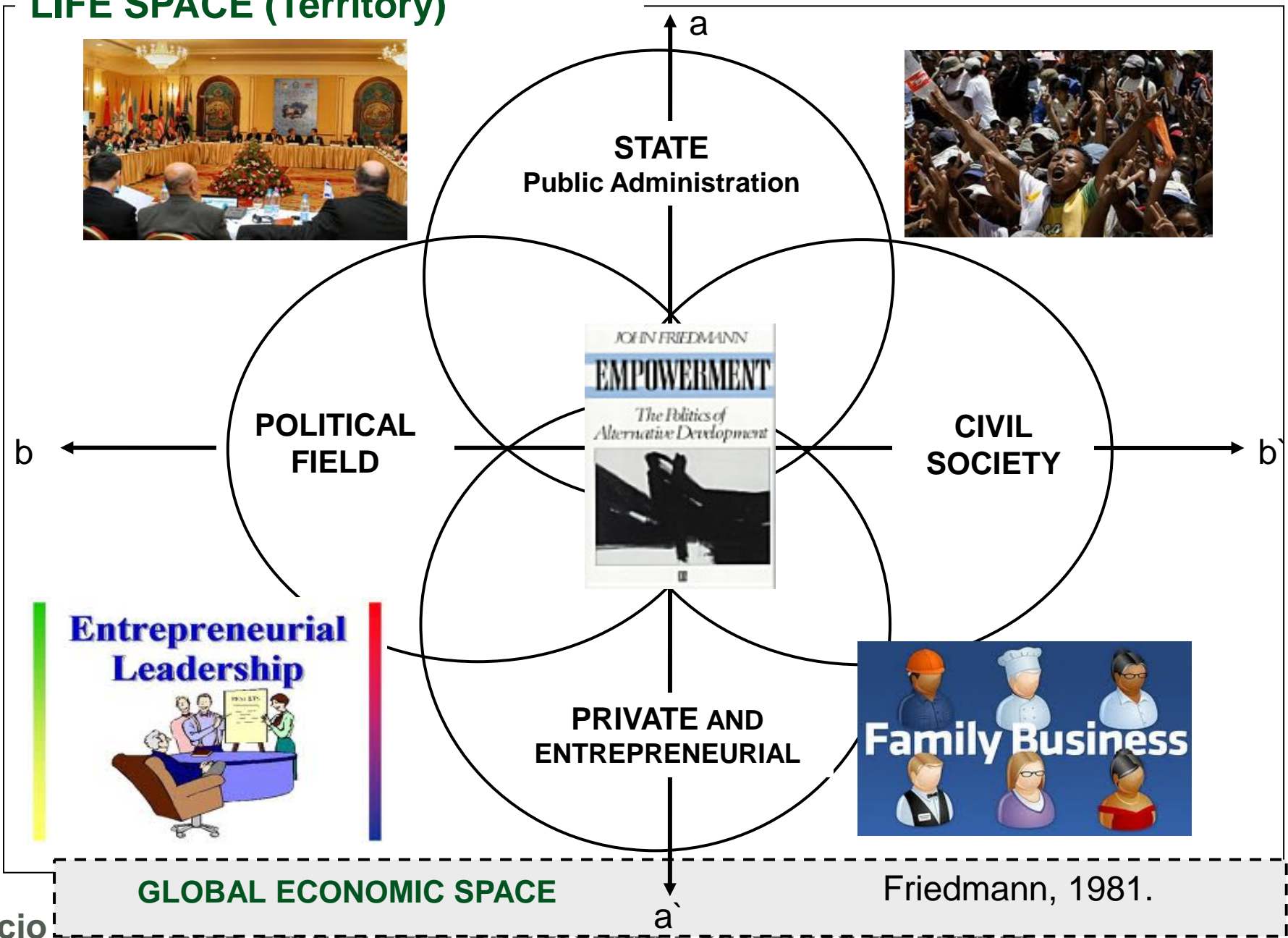
- its relevant **social environments**, such as clients, suppliers, partners, competitors..
- the **history of the organization** and its expectations regarding the future



CHANGES BY PROJECTS:

areas of Social relations System

LIFE SPACE (Territory)



Ignacio

Friedmann, 1981.

CHANGES BY PROJECTS

- **Change in the project management**

- Project management standards, such as

- **ICB International Competence Baseline** from the IPMA International Project Management Association
- **PMBok PM Body of Knowledge** (Project Management Institute)
- **Prince2** from the Office of Government Commerce
-

- **refer to the change of projects.**

- But the term “change” is related only to a “**change in scope**” due to a change order by a client.

CHANGES BY PROJECTS

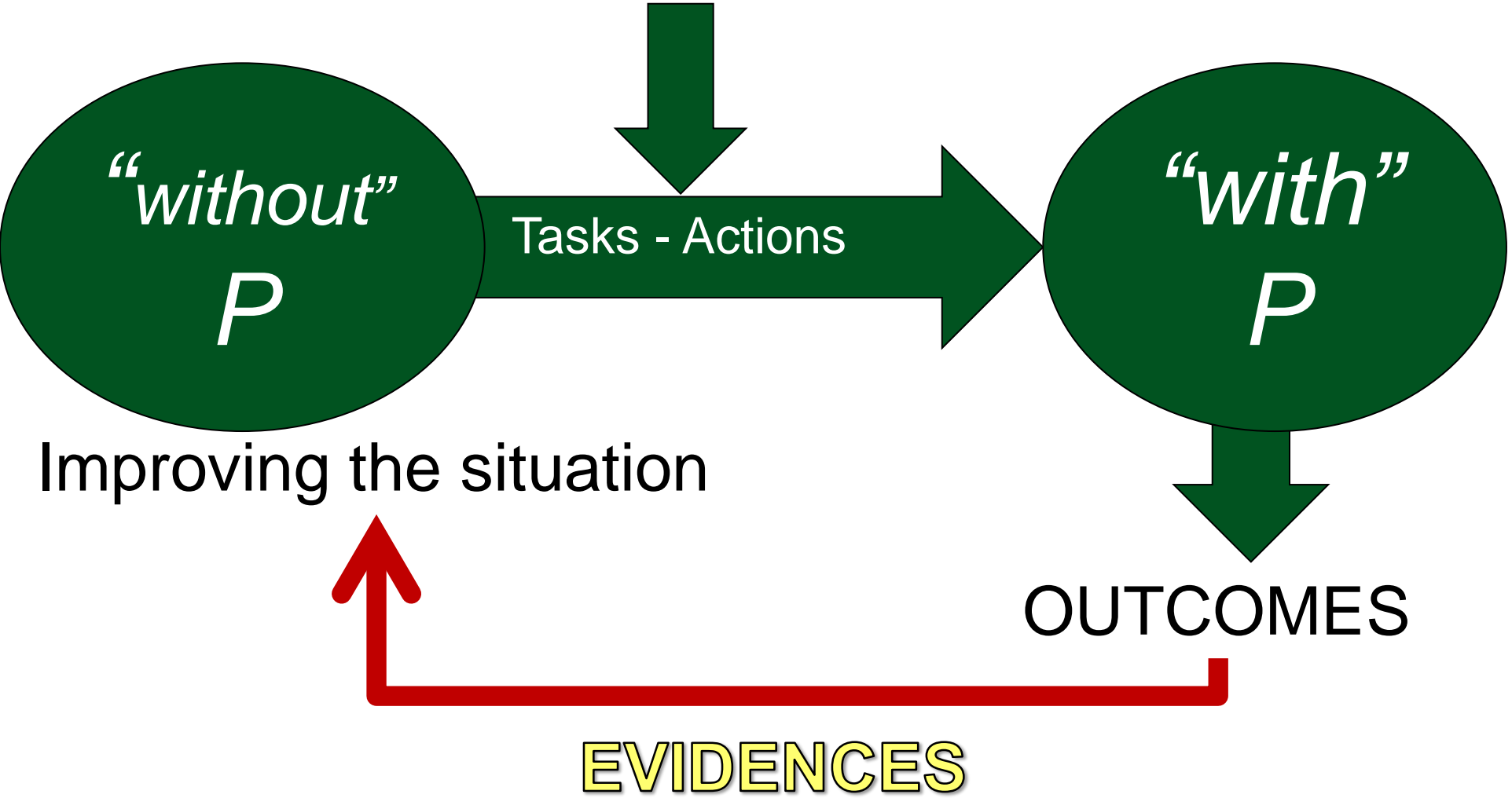
- *Project management models*, that integrate **behavioral, technical and contextual competencies** that influence in project management.



Capacity building

CHANGES BY PROJECTS

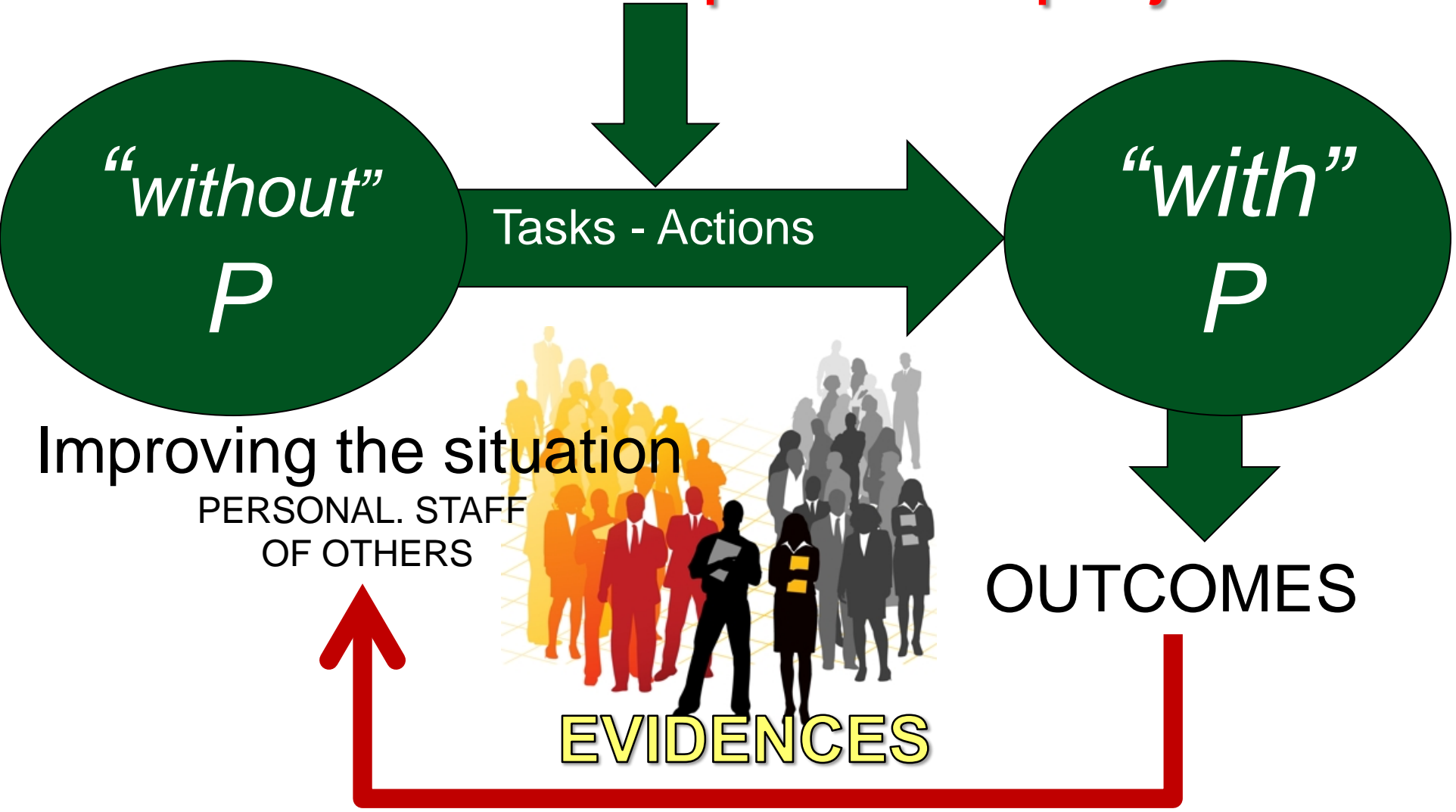
Technical PROJECT



CHANGES BY PROJECTS

... a broader approach

PROJECT + personal project



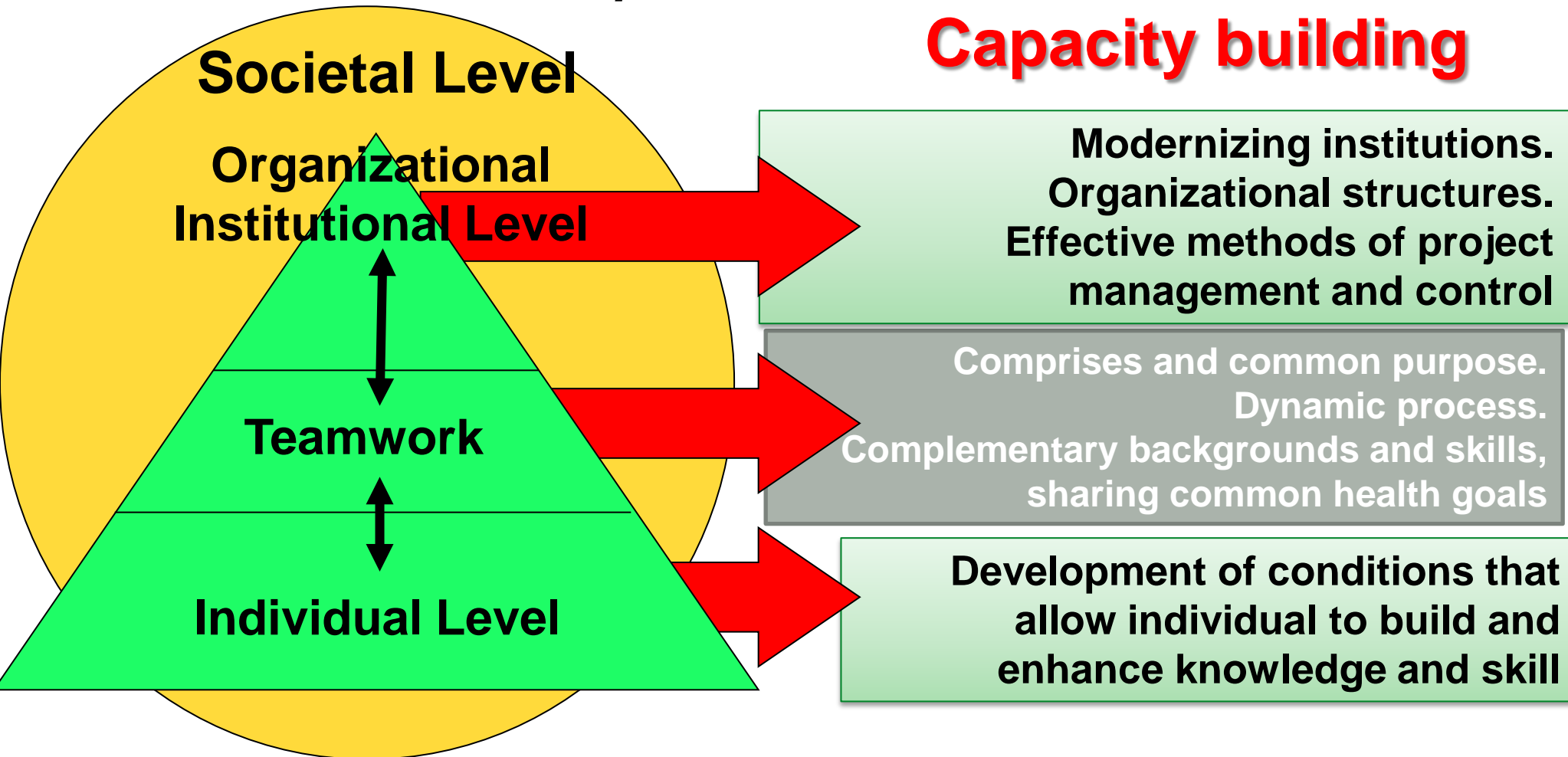
CHANGES BY PROJECTS

... a broader approach

- *Project management competences*

The effects of **competences development** are related to the improvement of three levels

Capacity building

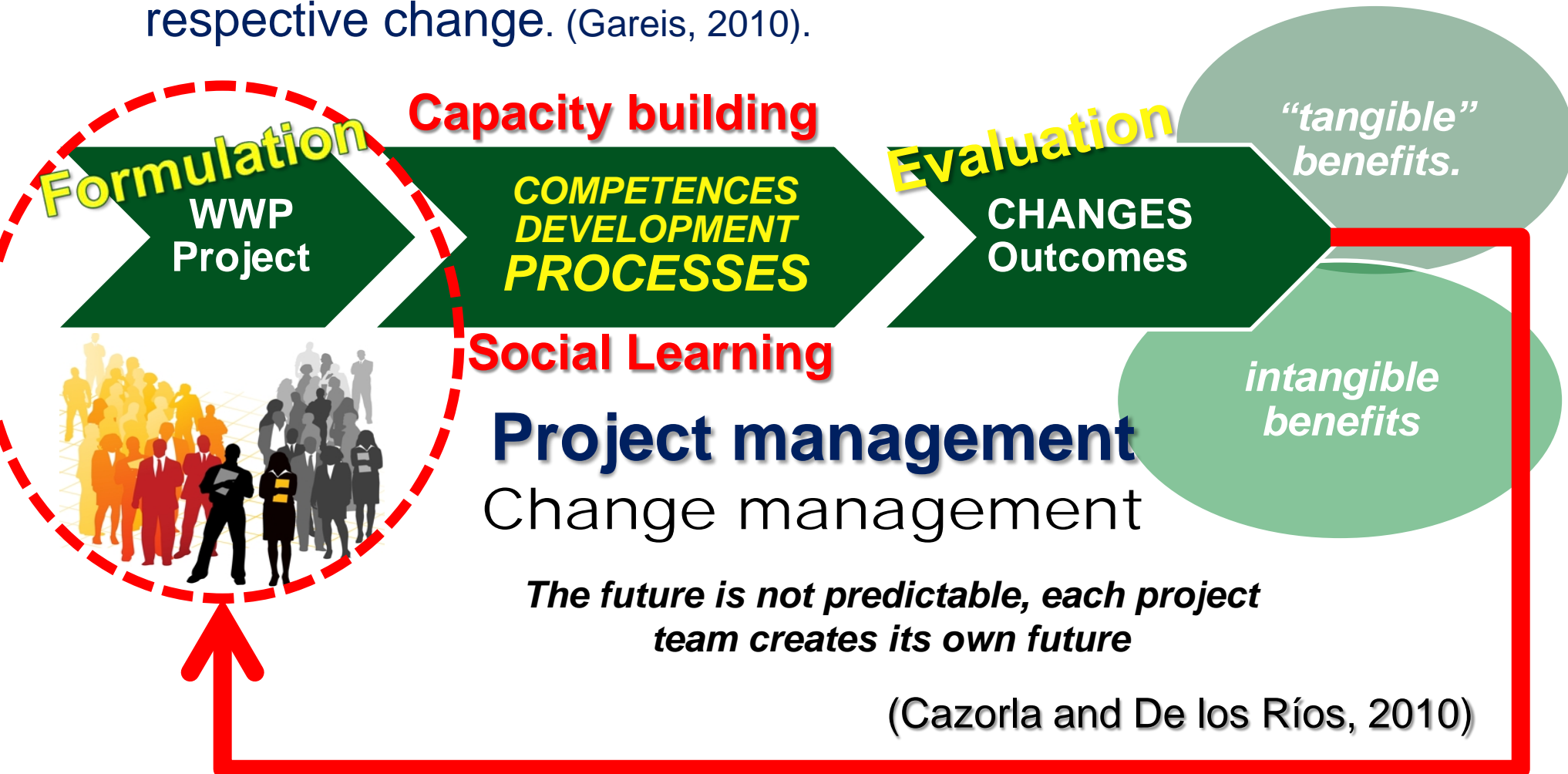


CHANGES BY PROJECTS

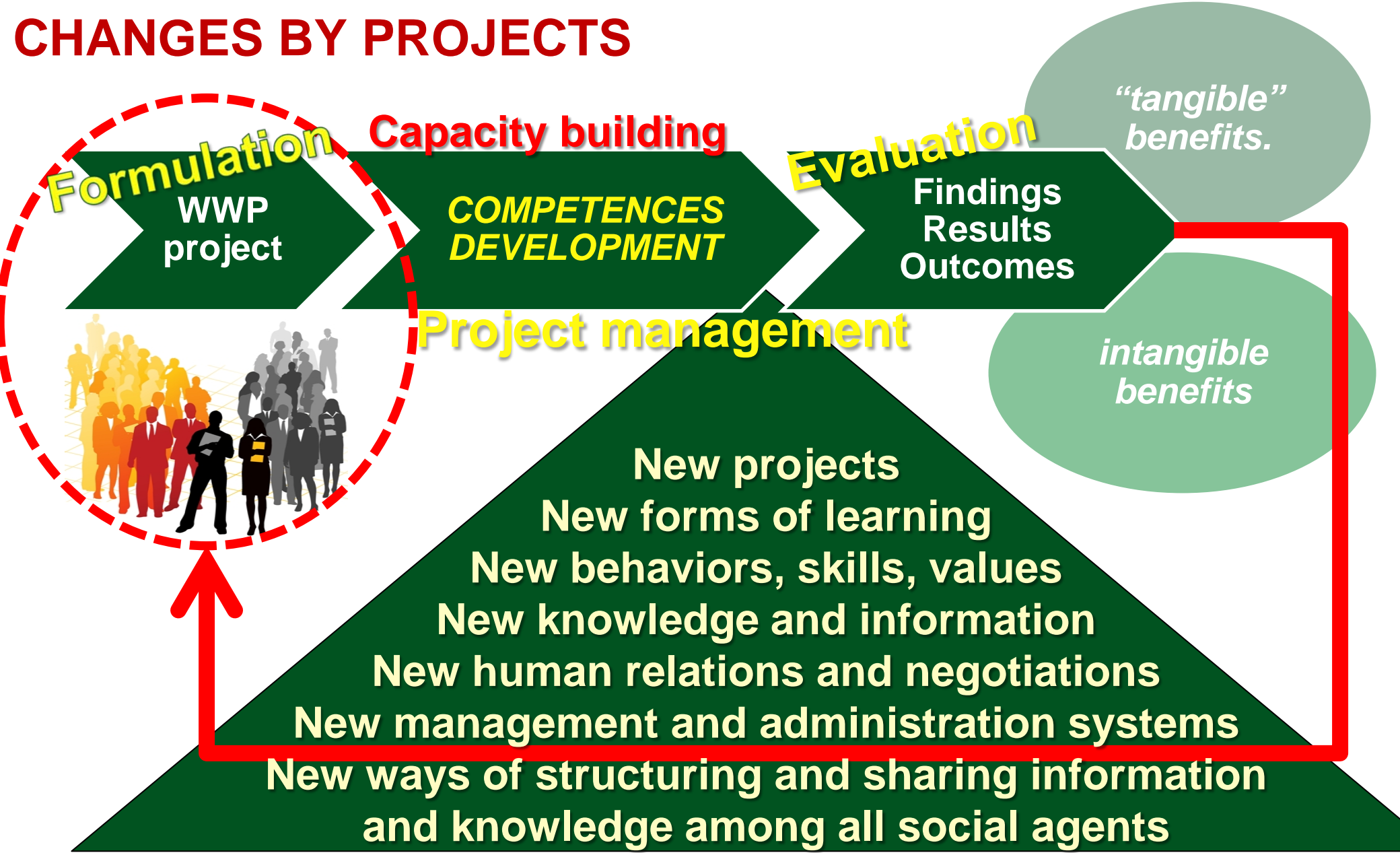
... a broader approach

- **WWP model: Potential for change**

- The **potential for change** is defined as the **availability of individual and organizational competences** for managing the respective change. (Gareis, 2010).



CHANGES BY PROJECTS



Working With People

(Cazorla and De los Ríos, 2010)

CONCLUSIONS

WWP Project Management Model

- *"Working With People WWP-PM model", is understood as the professional **team practice** that seeks to connect **knowledge and action** by a **common project**, which besides the **technical value of production** -of goods and services- **mainly incorporates the value of people who get involved, participate and are developed through the actions developed within the context of the project-program management.** (Cazorla, De los Ríos, 2011)*



Other findings:

- **Need to change:**
 - To improve **situations** and improve **people**
 - Complexity and dynamic environment.
- **Change by project:** The project-program as an instrument for change.
 - To distinguish “Plan-program-project”
- **Multidimensionality** of Rural-local Development Projects:
 - Multidimensional competences.
 - Importance of all competence elements, specially the contextual and behavioral competences!

Thank you for your attention

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Questions Please