



ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

The Value of Project Management

Θεοφάνης Γιώτης, BA, MSc, PhD c., CSAP®

PMI (PMP, PBA, ACP, DASSM, ATP Trainer, DASSM Trainer), CTT+
AXELOS (PRINCE2 & PRINCE2 Agile Practitioner & Trainer, ITIL v3+v4)
Certified Scrum Master (CSM), Certified Scrum Practitioner (CSP), PSM I



CEO at 12PM Consulting (1988-now)



1st President and Co-Founder at PMI-GREECE (2004-2014)

Vice President at PMI-GREECE (2017-2020)

Past President at PMI-GREECE (2020-2021)

ΕΡΓΟ ΣΥΓΧΡΗΜΑΤΟΔΟΤΟΥΜΕΝΟ ΑΠΟ ΤΟ ΕΥΡΩΠΑΪΚΟ ΚΟΙΝΩΝΙΚΟ ΤΑΜΕΙΟ



Ευρωπαϊκή Ένωση
Ευρωπαϊκό Κοινωνικό Ταμείο



Κυπριακή Δημοκρατία



Διαρθρωτικά Ταμεία
της Ευρωπαϊκής Ένωσης στην Κύπρο



Τμήμα Δημόσιας Διοίκησης
και Προσωπικού



ΚΥΠΡΙΑΚΗ
ΑΚΑΔΗΜΙΑ
ΔΗΜΟΣΙΑΣ
ΔΙΟΙΚΗΣΗΣ

www.mof.gov.cy/capa | 22466520



**Since 1987, involved
in 500+ projects and programs
in the following industries:**

**Food
Media
Banking
Training
Shipping
Insurance
Construction
Pharmaceutical
Telecommunications
Process Reengineering
Information Technology**

- 33+ χρόνια εμπειρίας σε **Management, Project, Program, Portfolio Management, Operations Management και ICT**
- **Υλοποίηση 500+ projects** στην περιοχή **EMEA** από το **1987**
- Διδασκαλία **Project, Program and Portfolio Management** σε 4 Πανεπιστήμια από το **2007 (MSc ή MBA)**
- Χρήση **AGILE** προσεγγίσεων από το **1994 (MSF, SCRUM, XP, LEAN και KANBAN)**
- Μέρος του **Program Management Team** που έφτιαξε το ΠΡΩΤΟ PMO στην ΕΛΛΑΔΑ (**1992-1996**) (program με **16 projects**, και budget **€283.400.000**)
- Εκπρόσωπος από το 2007 της ΕΛΛΑΔΑΣ στην επιτροπή του ISO TC258 που δημιουργεί ΟΛΑ ΤΑ ΠΡΟΤΥΠΑ του ISO για **Project, Program and Portfolio Management**
- Συμμετοχή στην δημιουργία **17+ ΠΡΟΤΥΠΩΝ** για **Project, Program and Portfolio (ISO, ANSI, PMI, ELOT)**
- **80+ professional qualifications**
- **150+ published articles**
- **250+ presentations at international events and congresses**
- **1000+ workshops**

Short CV





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Topics

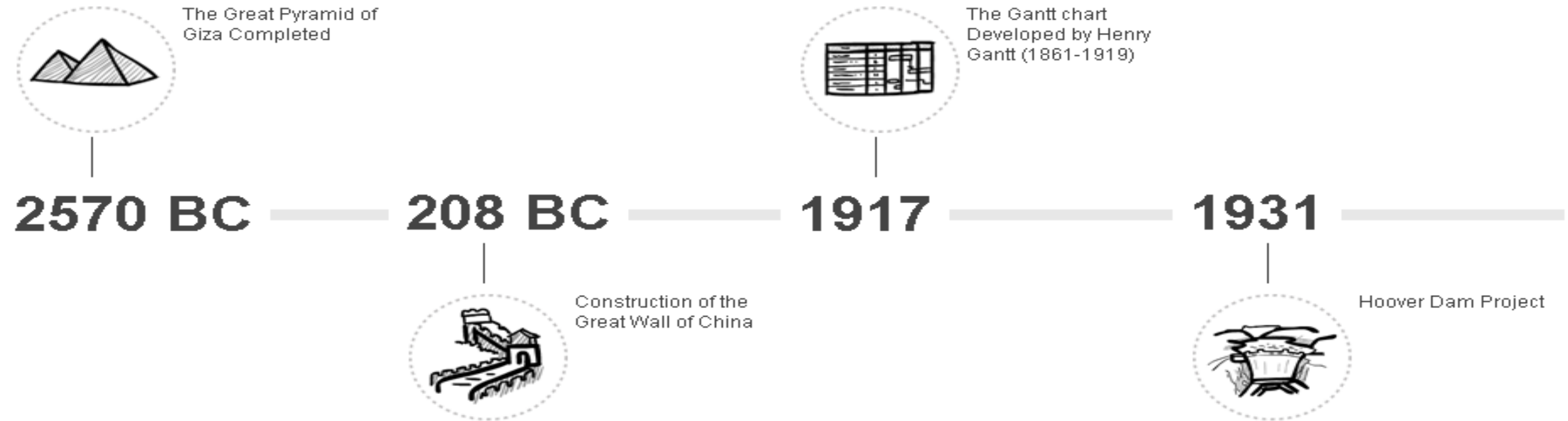
- History of Project Management
- Η Συμβολή των Έργων στην Οικονομία
- “Τα πάντα ρει και ουδέν μένει”
- Τα Ενδιαφερόμενα Μέρη (Stakeholders) στα Έργα
- Πως οι φάσεις ενός έργου κάνουν «Deliver Value»
- Ο οργανισμός ISO και το Project Management
- Review

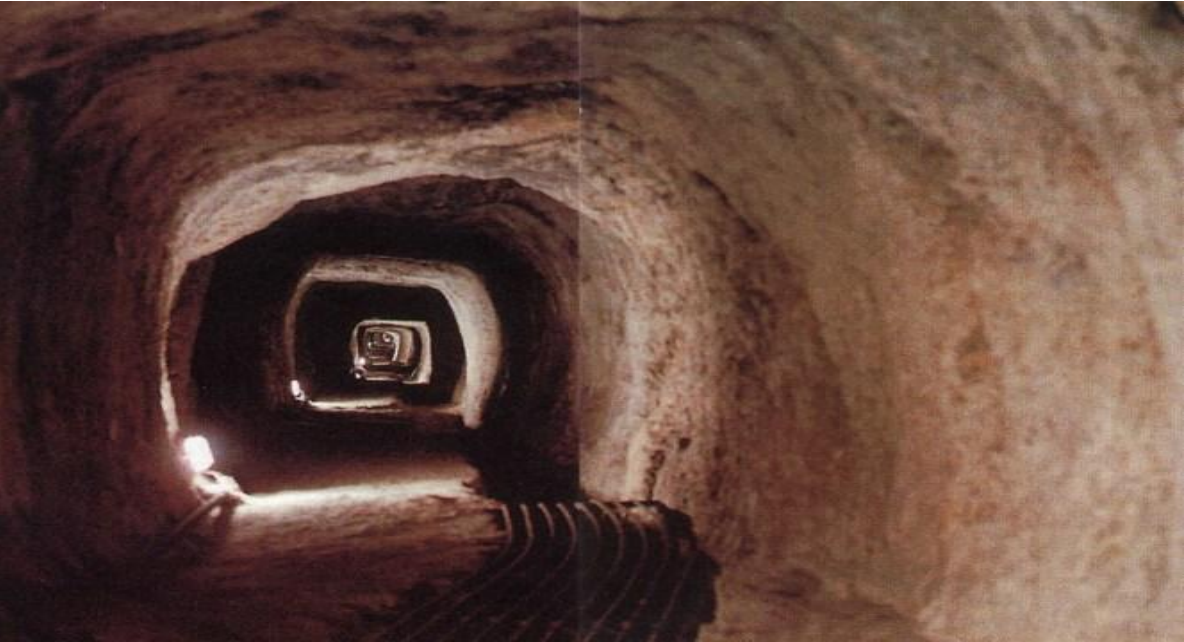
«Ὀλβιος ὅστις ιστορίας
ἔσχεν μάθησιν.»

«Τυχερὸς ὅποιος
διδάχτηκε ιστορία.»

Ευριπίδης, 480-406 π.Χ.

Τα projects είναι τόσο παλιά όσο και το ανθρώπινο είδος.





Project: The Palm Island, Dubai | 2.2 Billion Budget



**“Projects are made
by people for people.”**

[Theofanis Giotis](#)



**“Commitment. Project management is a
service. To serve other people, you have to
be committed to them.”**

[Kamil Jagodzinski](#)

Hagia Sophia (Αγία Σοφία) Project



<https://www.youtube.com/watch?v=5DTh1c-f1uc>



- Sponsor (\$) : Justinian
- Architects: Isidore of Miletus and Anthemius of Tralles
- **Scope:**
 - Length: 82 m (269 ft)
 - Width: 73 m (240 ft)
 - Height: 55 m (180 ft)
- **Schedule:** 5 years and 10 mon.
 - 23.Feb.532 to 27.Dec.537
- **Cost:** 1,8\$ Billion (σημερινά χρήματα)
 - 10,000 workers
 - 320,000 pounds of Gold



ASCE AMERICAN SOCIETY
OF CIVIL ENGINEERS

**RIO Bridge: Outstanding Civil Engineering Achievement
(OCEA) Award by ASCE:
The only project outside USA ever!!!**

**61.000.000 passes in 15 years (2004-2019)
4.000.000 passes per year
11.200 passes per day**



Burj Al Arab: The design brief was to create an icon for Dubai (as Sydney has the Opera House and Paris the Eiffel Tower).

- 1994 to 1999
- 1,000,000,000\$ Budget
- 60 Floors, 18 Elevators
- 202 rooms



- 2,000 construction workers
- Top floor 197.5m
- 70,000 m³ of concrete
- 9,000 tons of steel
- Rooms are : from 169 m² to 782 m²
- The world's only 7* hotel?
- The Royal Suite is 24,000 \$/night
- 111,000 m² total hotel area
- Construction cost: 9.000 per m²
- **Architect: Tom Wright**
- **Project Manager: Canadian Rick Gregory from ATKINS**



“Projects are made by people for people.”
Theofanis Giotis

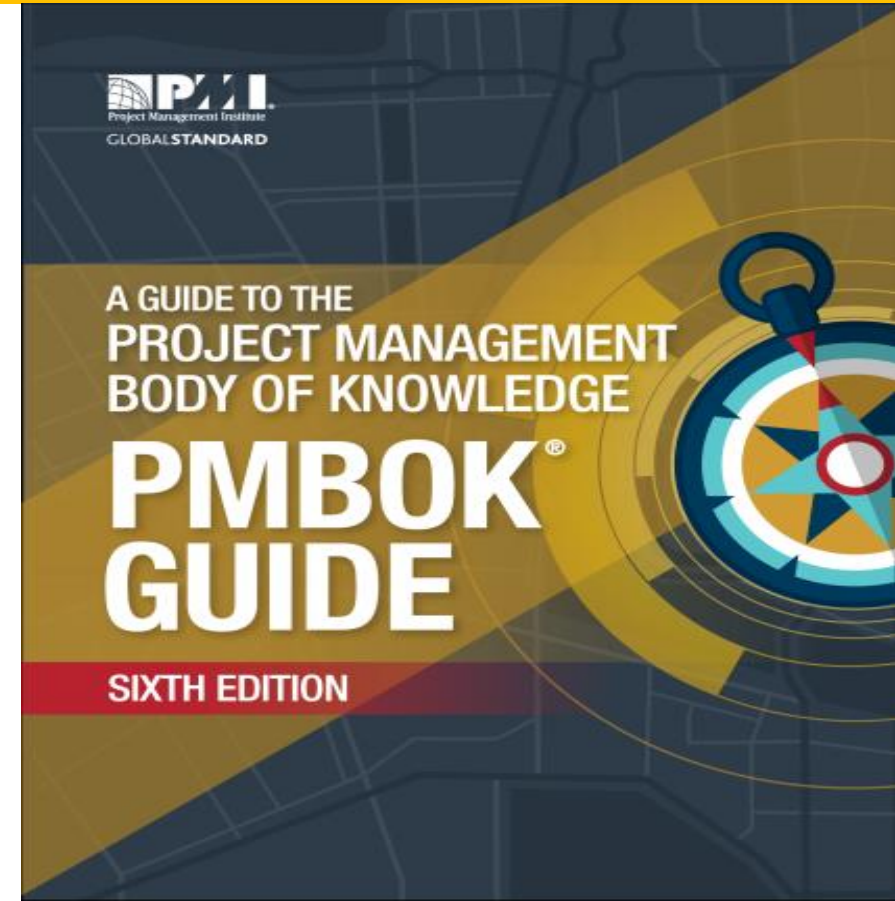
<http://www.slideshare.net/krehman143/burj-al-arab-construction>

Burj Al Arab Project:

«A project is a **temporary** endeavor undertaken to create a **unique product, service, or result.**»

Reference: The PMBOK® Guide, Page 4

1. Γίνονται από ανθρώπους
2. Γίνονται για ανθρώπους
3. Περιορίζονται από τους διαθέσιμους πόρους (χρήματα, άνθρωποι, υλικά και μηχανήματα)
4. Γίνονται Initiate, Plan, Execute, Monitor+Control, και Close

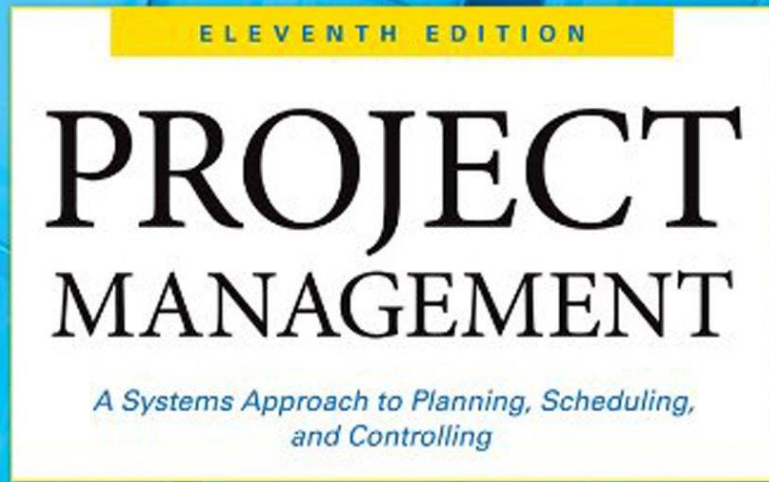


Τα projects είναι τόσο παλιά
όσο και το ανθρώπινο είδος.
Εγκρίνονται και έχουν
ΑΡΧΗ, ΜΕΣΗ και ΤΕΛΟΣ.



I nitiating	P lanning	E xecuting Monitoring and C ontrolling	C losing
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This area is for Project Management (IPECC)



HAROLD R. KERZNER, PH.D.

WILEY

Dr. Harold Kerzner



on the PM Congress organized in Athens, Nov. 2007, by
PMI Greece and Boussias Communications, noted:

Project Objectives

Traditional project management	Renaissance period	Modern project management
1960 - 1985	1986 - 1992	1993 - 2007
<ul style="list-style-type: none">• Technical 75%• Business 25%	<ul style="list-style-type: none">• Technical 50%• Business 50%	<ul style="list-style-type: none">• Technical 10%• Business 90%

Source: Dr. Harold Kerzner

Project Management Skills

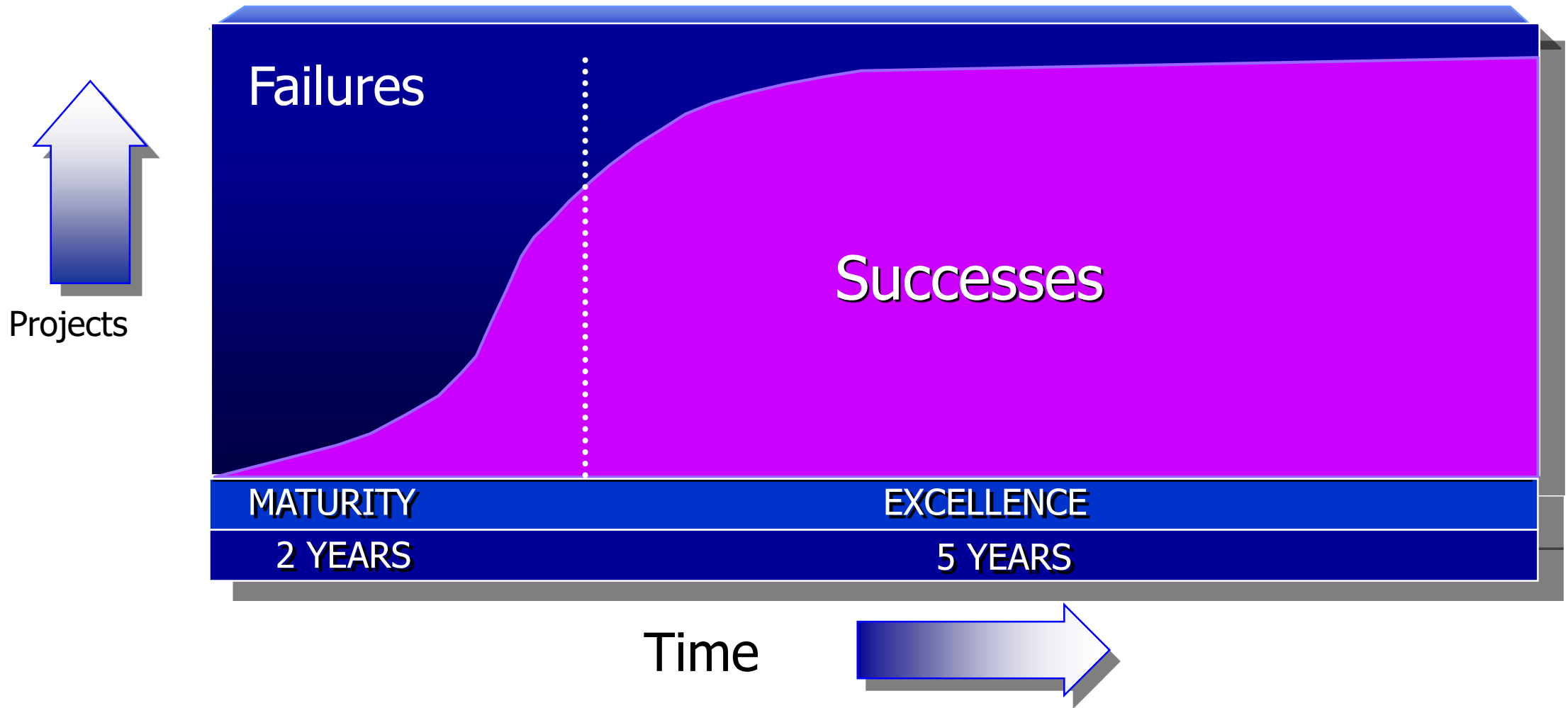


Source: Dr. Harold Kerzner

Management Style



Source: Dr. Harold Kerzner



Πως παράγεται το ΑΕΠ
και τι συνεισφέρουν
τα projects
στην οικονομία
και την κοινωνία;

Όλοι οι οργανισμοί
παγκοσμίως (Δημόσιοι
και Ιδιωτικοί) κάνουν
δύο πράγματα:

**Run the Organization
(RTO) και/ή
Change the Organization
(CTO)**



Run the Organization (BAU) Vs. Change the Organization (PROJECTS)

- Λιανεμπόριο
- Όλα τα σημεία πωλήσεων (POS)
- Ξενοδοχεία
- Τράπεζες
- Γραμμές παραγωγής
(Automated/Semi) automated
- Logistics
- Καταστήματα Franchise
- Υπηρεσίες υποστήριξης
- Υπηρεσίες εξυπηρέτησης πολιτών

Running the Organization

- Πόλεμος
- Σχεδίαση προϊόντων και έργων
- Κατασκευές οποιουδήποτε τύπου και είδους
- Έργα τεχνολογίας
- Αγροτικές καλλιέργειες
- Κατασκευές πλοίων + αεροσκαφών
- Συντήρηση οποιουδήποτε τύπου και είδους
- Outsourcing

Changing the Organization

Project Management (CTO) Vs. Operations Management (RTO)



Past:
Operations
Management
(RTO)

(ΚΑΘΗΜΕΡΙΝΗ
ΛΕΙΤΟΥΡΓΙΑ)

◀ Project ή Program ▶
Change the Organization (CTO)

Future:
Operations
Management
(RTO)

(ΚΑΘΗΜΕΡΙΝΗ
ΛΕΙΤΟΥΡΓΙΑ)

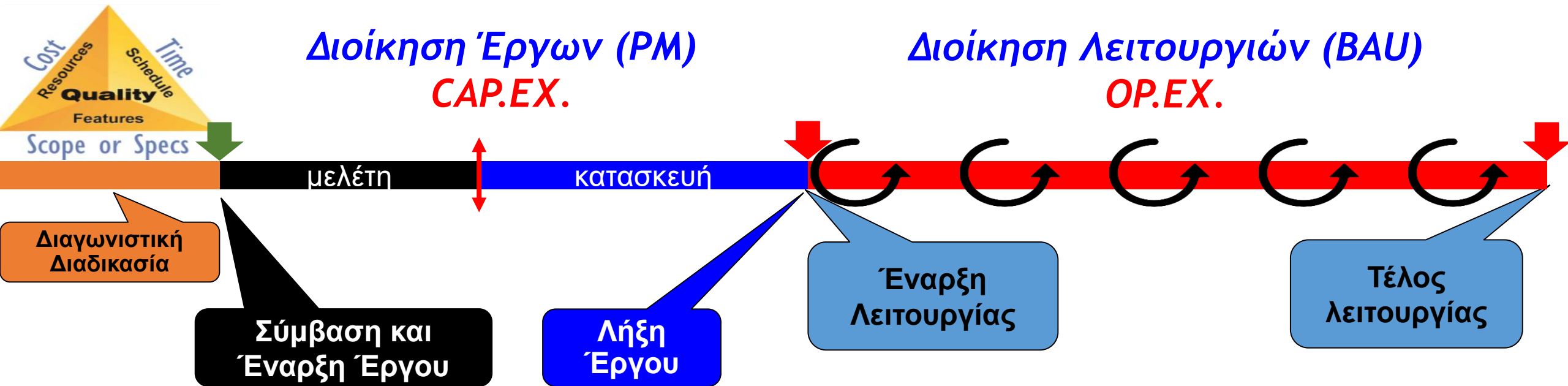
Pre-Project (Business Case)	Initiating	Planning	Executing Monitoring and Controlling	Closing	Operations and maintenance (Business as Usual - BAU)
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This area is
Portfolio
Management

This area is for Project Management (IPECC)

This area is
Operations
Management

Διοίκηση Έργων και Διοίκηση Λειτουργιών (40% + 60% του παγκόσμιου ΑΕΠ)

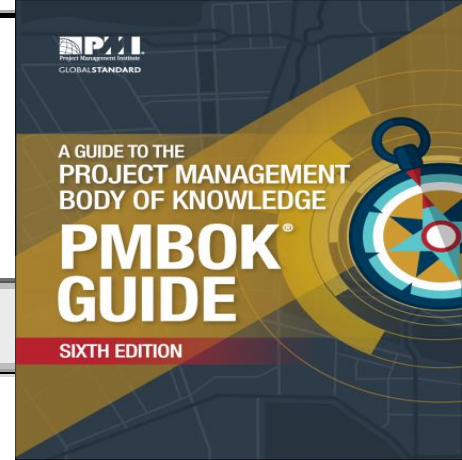


- **CAP**ital **EX**penditure (Αρχική Επένδυση)
- **OP**erational **EX**penditure (Κόστη λειτουργίας και συντήρησης) μέχρι το τέλος της ζωής του έργου

Life Cycle Costing (Συνολικό Κόστος Ιδιοκτησίας)

$$\underline{\underline{LCC = CAP.EX + OP.EX}}$$

Όλη η Παγκόσμια
Οικονομία σε ένα
Διάγραμμα!



Organizational Strategy



Sample Portfolio

Program A

Program B

Portfolio A

Program B1

Program C

40% of GDP

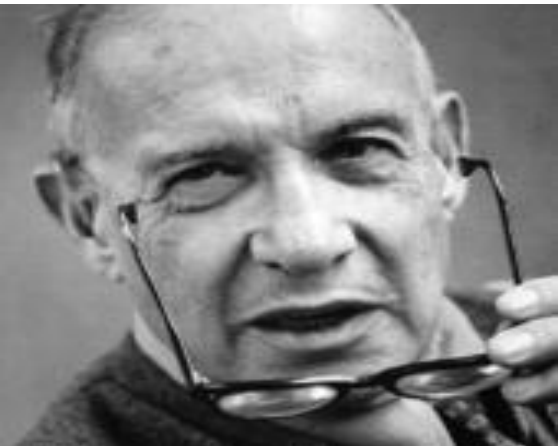
60%

Project 1 **Project 2** **Project 3** **Project 4** **Project 5** **Project 6** **Project 7** **Project 8** **Project 9**

Operations

Shared Resources and Stakeholders

“Strategy is a commodity, execution is an art.”



Peter Drucker

The “father” of management.



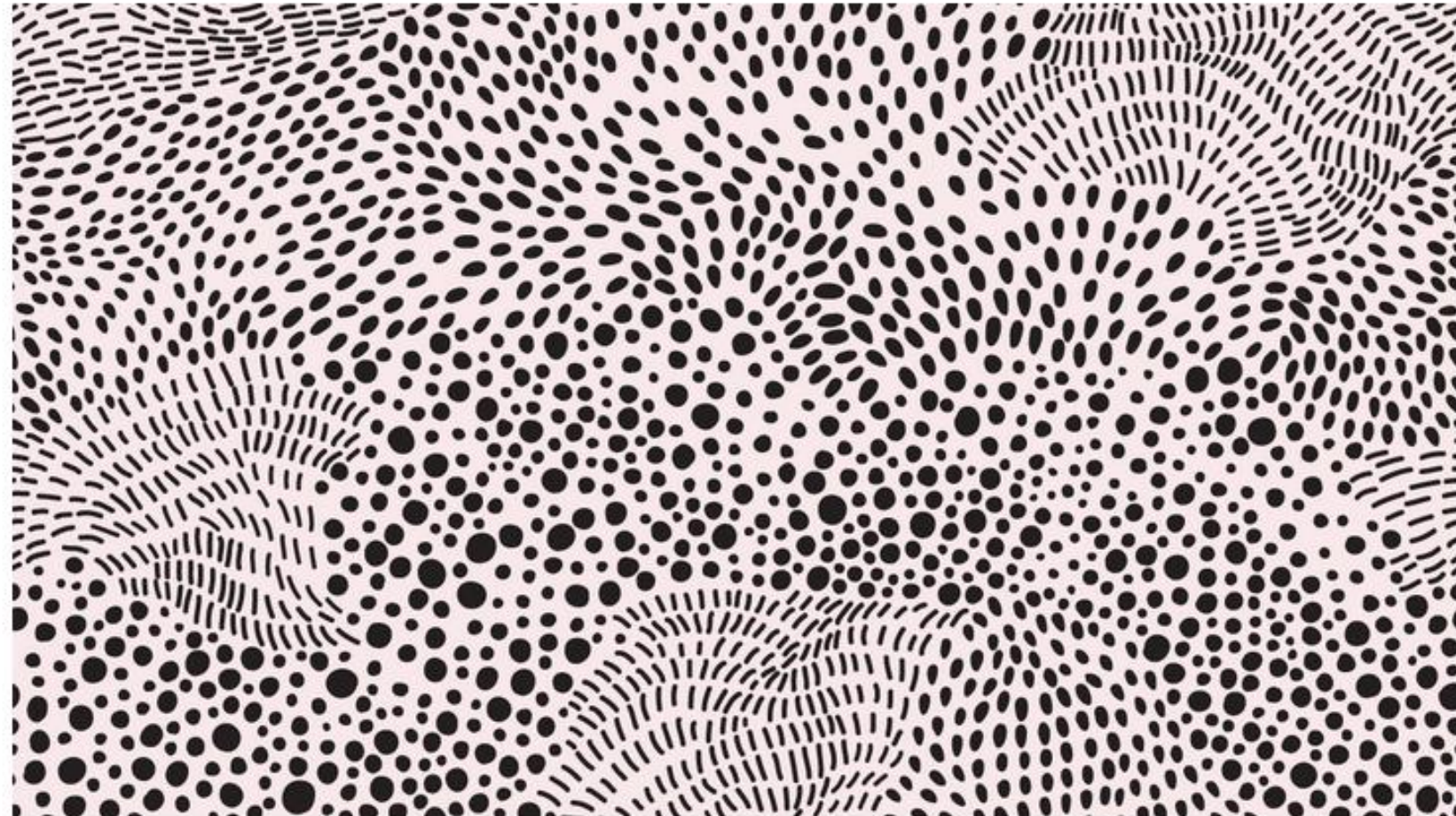
All Management Is Change Management

by Robert H. Schaffer

October 26, 2017 <https://hbr.org/2017/10/all-management-is-change-management>



**Harvard
Business
Review**





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Πως υλοποιούνται οι αλλαγές;

- Ο μόνος τρόπος **υλοποίησης των αλλαγών** είναι με **projects**
- Η επιστήμη που βοηθάει στην υλοποίηση των projects ονομάζεται **project management.**

Projectization

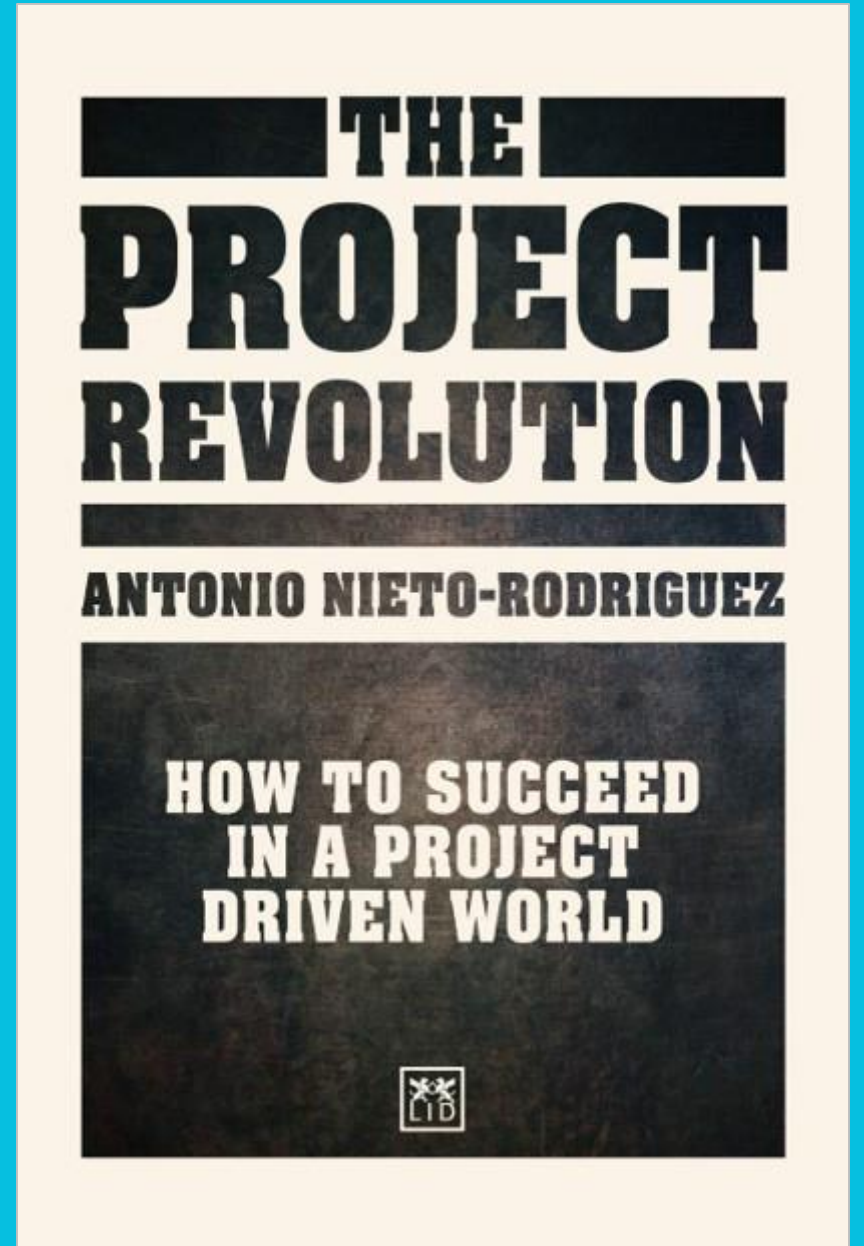
“the direction of aid to developing countries towards a **specific project**, without regard to wider issues or needs”

Collins

<https://www.collinsdictionary.com/dictionary/english/projectization>

“Every aspect of our lives is becoming a set of projects.”

– Antonio Nieto Rodriguez

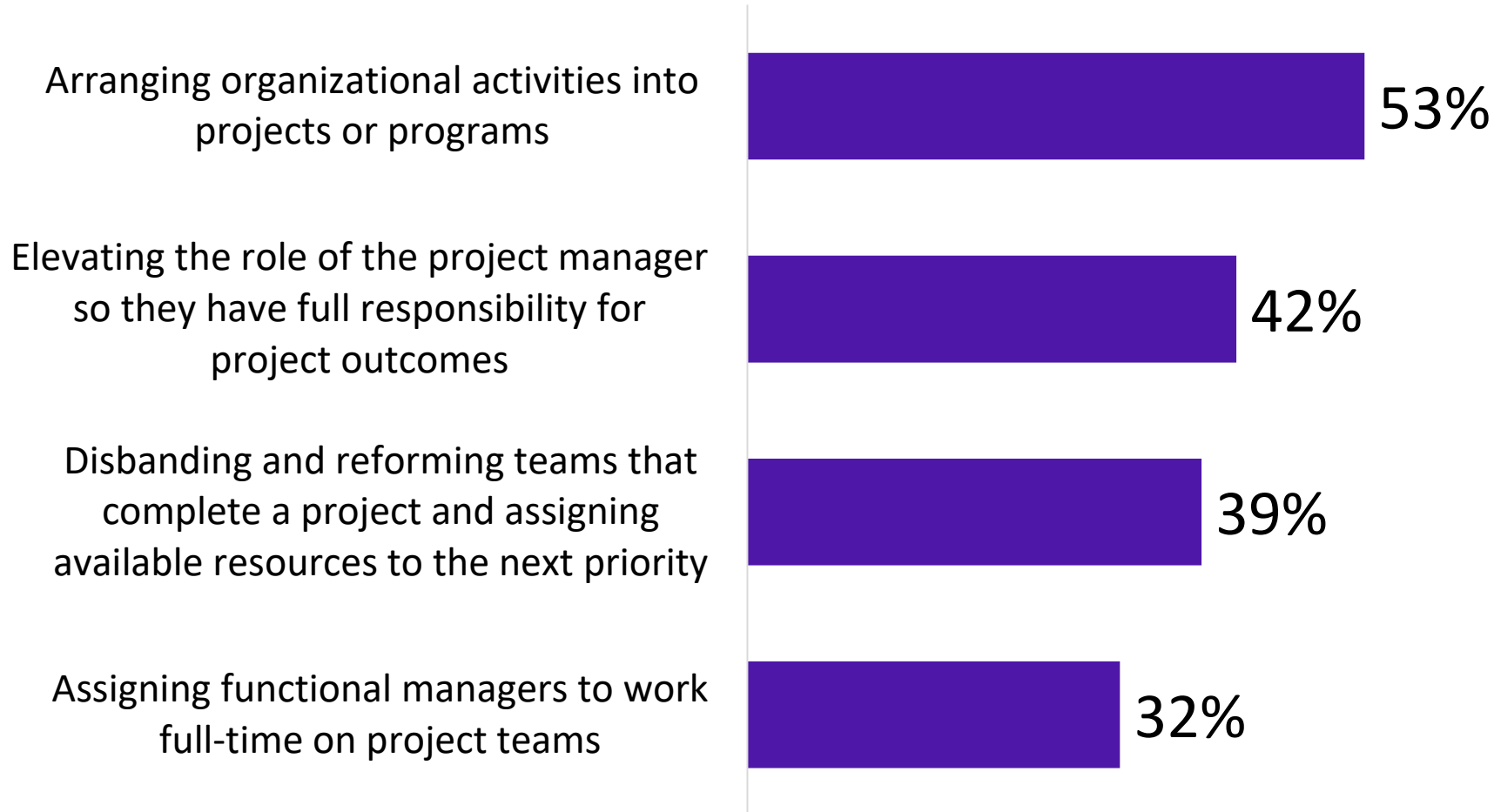


Projectification and its impact on societal development in Germany. 2nd edition, by Reinhard Wagner



- The number and importance of projects is growing in **Germany**.
- A study by the **German Project Management Association (GPM)** published in 2015 shows a growth in the share of project work to approximately 40% in 2019.
- Reference: <https://pmworldjournal.com/article/projectification-and-its-impact>

New Ways of Working



Πάνω από
το 53%

των οργανισμών
αναφέρουν ότι
υλοποιούν τις
εργασίες τους
σαν **projects και
programs** σαν νέο
τρόπο εργασίας
(**new way of
working – WoW**)

Projectization is on the Rise

Mean number of
project teams in
the past year

6.1



42%

Expect to work on
more teams in the
next year

63%

of project leaders' say their
work has become **MORE**
project-based over the
past 12 months

Project Economy

“The Project Economy is one in which people have **the skills and capabilities** they need to turn ideas into reality.

It is where organizations deliver value to stakeholders through successful **completion of projects**, delivery of **products**, and **alignment to value streams**. And all of these initiatives **deliver financial and societal value.**”

Reference: <https://www.pmi.org/learning/careers/job-growth>

- The **Project Management Institute (PMI)** released a report by the **Anderson Economic Group (AEG)** that revealed
 - Το εργατικό δυναμικό σε **project management θα αυξηθεί 33% σε 11 χώρες μέχρι 2027.**
 - Μέχρι το **2027**, οι εργοδότες παγκοσμίως θα χρειαστούν **88.000.000 φυσικά πρόσωπα** σε ρόλους project management (**περίπου το 3% του παγκόσμιου εργατικού δυναμικού | 3,5 Δις εργαζόμενοι**)

«Τα πάντα ρει

και

ουδέν μένει»

Ηράκλειτος

FORTUNE
500

1955

vs.

2016:

Μόνο 60 εταιρείες (12%)
υπάρχουν και στις 2 λίστες...

<https://www.aei.org/publication/fortune-500-firms-1955-v-2017-only-12-remain-thanks-to-the-creative-destruction-that-fuels-economic-prosperity/>


Only These 60 Companies Were in the Fortune 500 in Both 1955 and 2017

3M	Dow Chemical	Marathon Oil
Abbott Laboratories	DuPont	McGraw Hill (now S&P Global)
Alcoa	ExxonMobil	Merck
Archer Daniels Midland	Freeport-McMoRan	Monsanto
Ashland	General Electric	Navistar
Avon Products	General Dynamics	NCR
Boeing	General Mills	Northrop Grumman
BorgWarner	General Motors	Owens Corning
Bristol-Myers Squibb	Goodyear Tire and Rubber	Owens-Illinois
Campbell Soup	Hershey	PepsiCo
Caterpillar	Honeywell International	Pfizer
CBS	Hormel Foods	Procter and Gamble
Celanese	IBM	Raytheon
Chevron	International Paper	Rockwell Automation
Coca-Cola	Johnson and Johnson	Sealed Air
Colgate-Palmolive	Kellogg	Textron
ConocoPhillips	Kimberly-Clark	United States Steel
Crown Holdings	Kraft Foods	United Technologies
Cummins	Lear	Weyerhaeuser
Deere	Lockheed Martin	Whirlpool



FORTUNE
500

Fortune 500 list in 2017 Vs Fortune 500 list in 2000



Since 2000, 52% of companies in the Fortune 500 have either gone bankrupt, been acquired or ceased to exist.

Constellation Research

«Τα πάντα ρει και
τα προβλήματα
μένουν»

Theofanis Giotis



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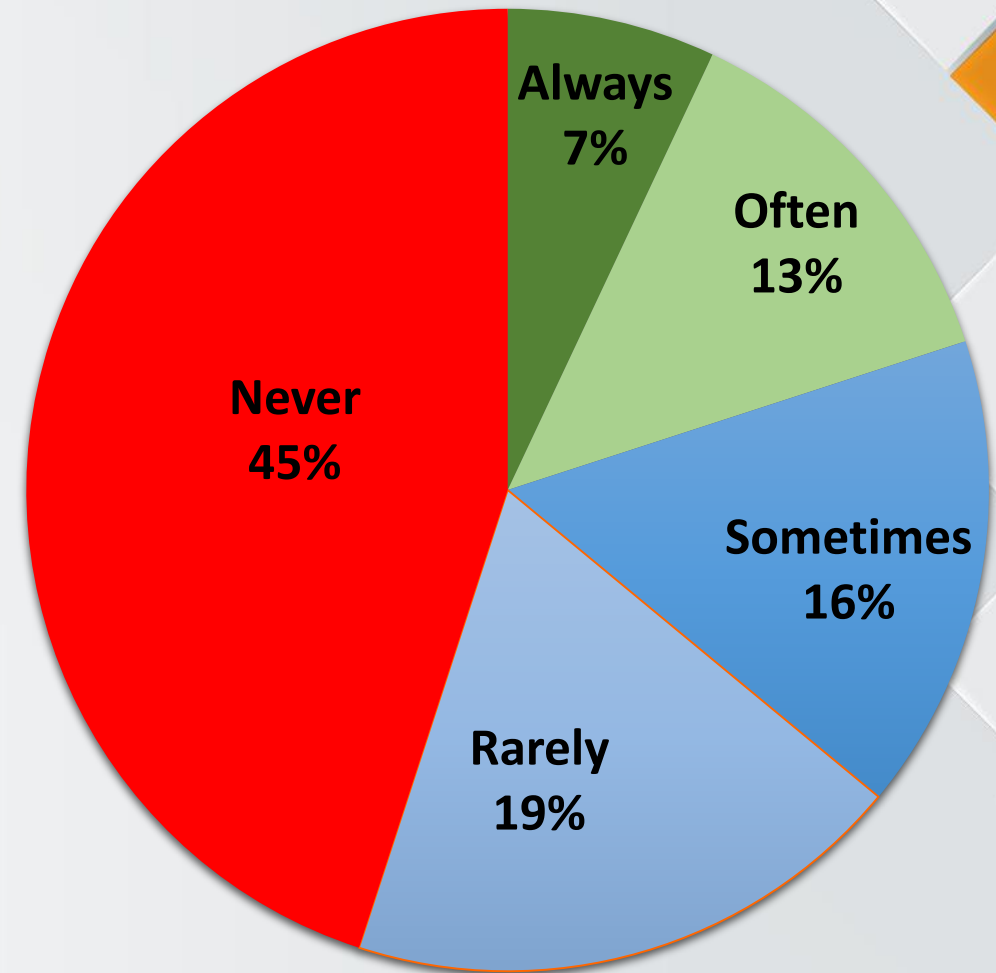
Τα πάντα ρει στην διάρκεια
υλοποίησης ενός έργου...

**65% of requirements
change**

**Source: Standish Group, Jim
Johnson, CEO**

www.standishgroup.com

Χαρακτηριστικά που χρησιμοποιούνται σε ένα τυπικό σύστημα:



Λιτή σχεδίαση (LEAN):

TV Remote Controls

SAMSUNG (37 buttons)
Vs. Apple (6 buttons)





Success Ln

Failure Dr

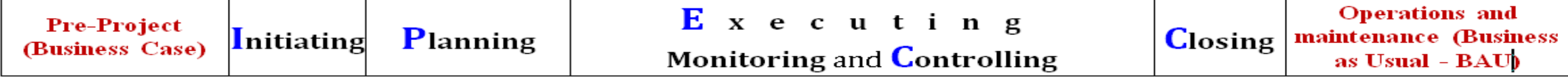
Successful project: Deliver on the “Triple Constraint...”



Project Management Life Cycle

3 different Triple Constraints (TC)

TC1



This area is
Portfolio
Management

This area is for Project Management (IPECC)

This area is
Operations
Management

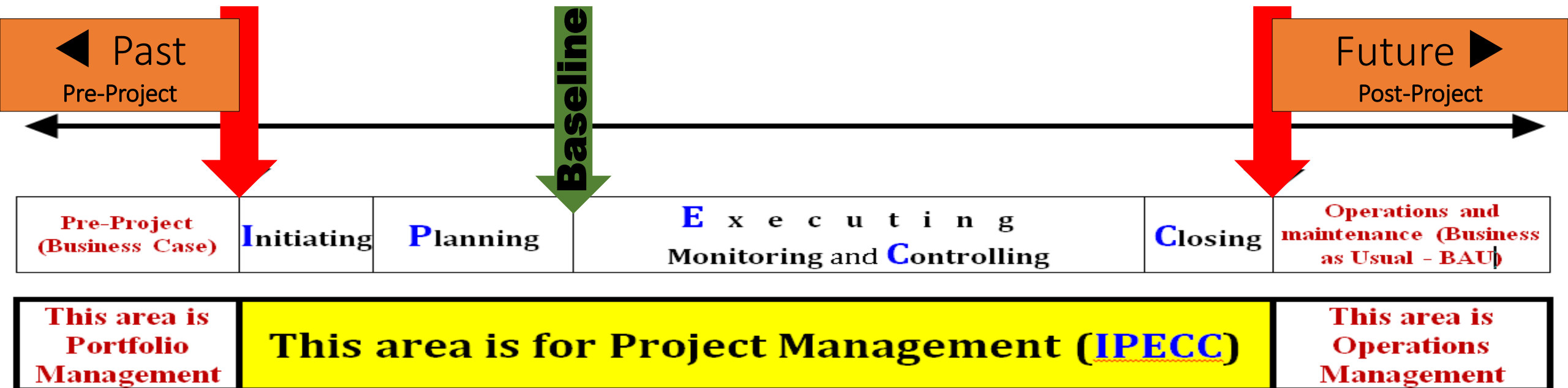
Project Management Life Cycle

3 different Triple Constraints (TC)

TC1



TC2



Project Management Life Cycle

3 different Triple Constraints (TC)

TC1



TC2



TC3



◀ Past
Pre-Project

Future ▶
Post-Project

Baseline



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Project Management Life Cycle

3 different Triple Constraints (TC)

TC1

TC2

TC3



◀ Past
Pre-Project

Future ▶
Post-Project

Baseline



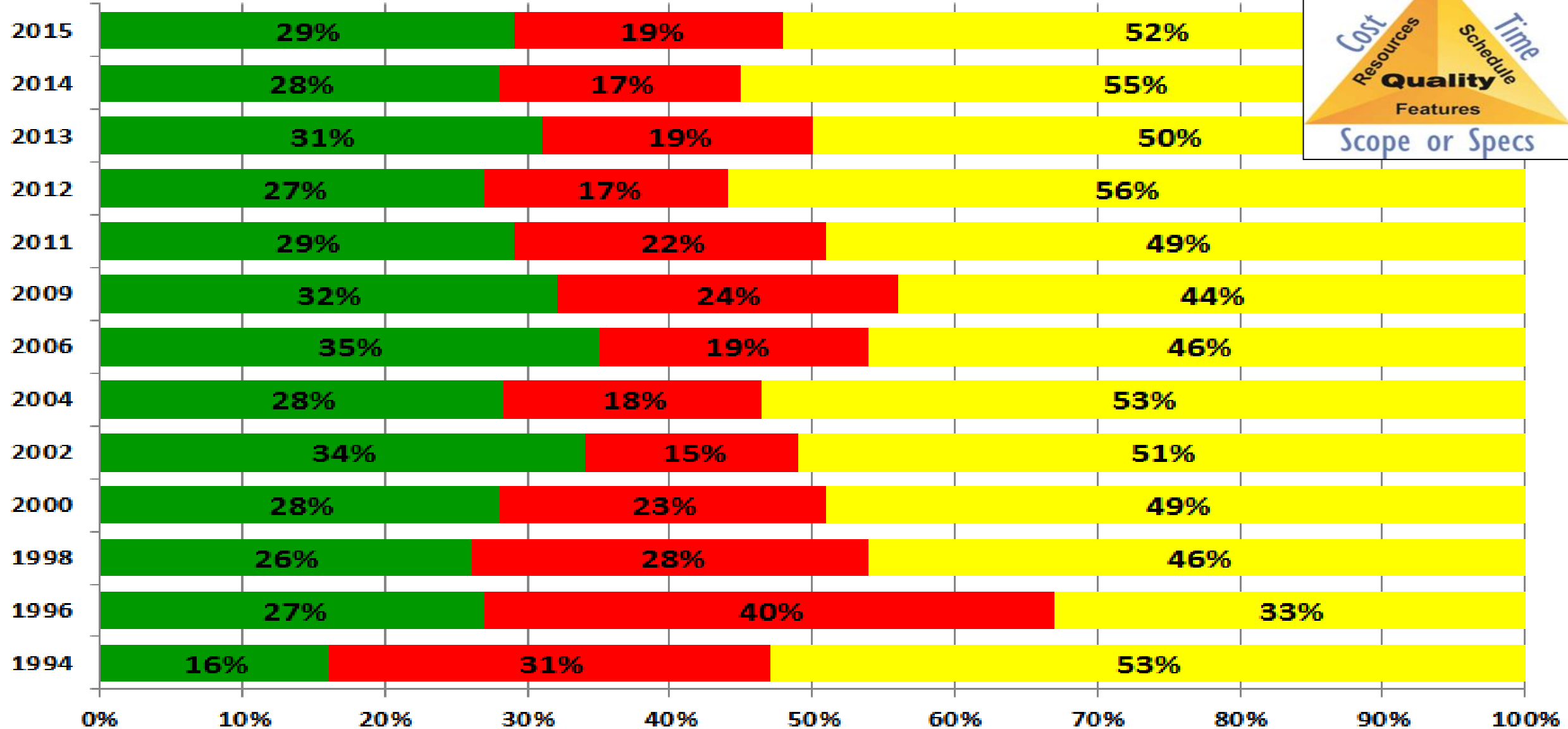
This area is Portfolio Management

This area is for Project Management (IPECC)

This area is Operations Management

% Success Rates: on TIME, on BUDGET on SPECS

■ Success ■ Failed ■ Challenged



Source: The Standish Group International, *Extreme Chaos Report*

Disastrous opening day for Terminal 5

By Peter Woodman | Thursday 27 March 2008 17:00 | comments



 Disastrous opening day for Terminal 5

Show all 2



Heathrow's new **£4.3 billion** showcase terminal suffered a disastrous opening day today with **flights cancelled, luggage delayed and long queues.**

How Berlin's Futuristic Airport Became a \$6 Billion Embarrassment

Inside Germany's profligate (Greek-like!) fiasco called Berlin Brandenburg

July 23, 2015

by Joshua Hammer



- €600 million (\$656 million) terminal to open by 2012
- 6 Billion cost to open(???) 2017
- Maintenance cost: 16m € per month...

BERLIN Airport opening dates... It keeps delaying...

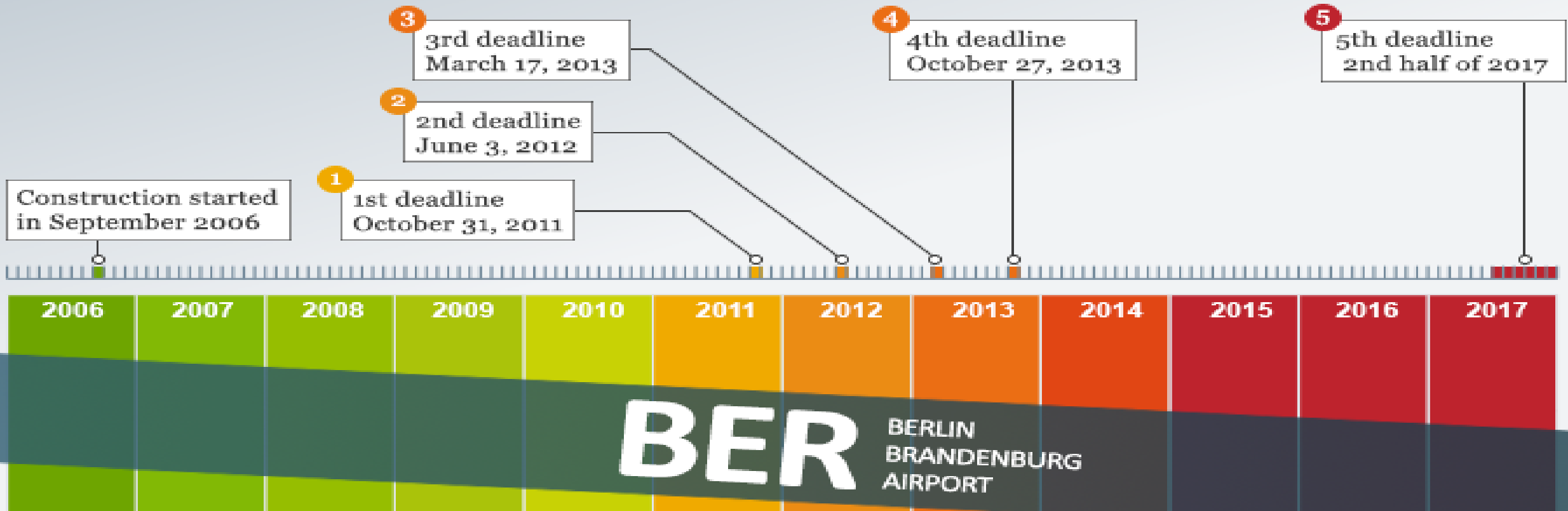
https://en.wikipedia.org/wiki/Berlin_Brandenburg_Airport#Construction_failures

Announcement	Opening Dates
5 September 2006 (original)	30 October 2011
25 June 2010	3 June 2012
7 May 2012	17 March 2013
27 October 2012	27 October 2013
January 2013	on/after 2014
8 January 2014	on/after 2015
24 February 2014	on/after 2016
14 May 2014	on/after 2017
December 2014	2nd half of 2017
21 January 2017	2018
15 December 2017	October 2020
31 October 2020	Finally opened/10 years later...

Notorious Project Failures: The Berlin Brandenburg Airport: Initial budget = 600€ mil. Estimated Value Destruction = 10€ billion.

Delays in opening of Berlin's new airport

<https://www.linkedin.com/pulse/notorious-project-failures-1-berlin-brandenburg-nieto-rodriguez>



Reports indicate that **66,500 defects** were found, 34,000 are described as “significant” and 5,845 as “critical.”

Αυτό είναι το αεροδρόμιο με τα 500.000 λάθη!!!
Berlin Brandenburg: The airport with half a million faults!!!



- <https://www.newmoney.gr/roh/viral/afto-ine-to-aerodromio-me-ta-550-000-lathi/>
- <https://www.bbc.com/news/world-48527308>

Δεν είναι εύκολο να περιγράψεις τα χιλιάδες λάθη και τη σωρεία δυστοκιών. Σταχυολογούμε τα σοβαρότερα:

1. Δεν λειτουργούσαν τα αυτοματοποιημένα συστήματα πυρασφάλειας. Ακόμη κι αυτά που λειτουργούσαν υποδείκνυαν άλλες θέσεις
2. Ο συναγερμός πυρκαγιάς δεν συνδεόταν με το σύστημα εξαερισμού
3. 3.000 ανιχνευτές καπνού δεν είχαν εγκατασταθεί καν
4. 90.000 μέτρα καλωδίων έπρεπε να επανατοποθετηθούν
5. 4.000 πόρτες είχαν λανθασμένη αρίθμηση
6. 750 οθόνες που ενεργοποιήθηκαν το 2012, αντικαταστάθηκαν ήδη
7. Αρκετές από τις κυλιόμενες σκάλες ήταν βραχύτερες του απαιτούμενου
8. Η οροφή του αεροδρομίου είχε διπλάσιο βάρος από το επιτρεπόμενο
9. Δεν υπάρχουν αρκετά γκισέ για check-in
10. Το σύστημα φωτισμού λειτουργούσε επί χρόνια χωρίς δυνατότητα απενεργοποίησης
11. Το σύστημα ηχο-προστασίας σχεδιάστηκε εσφαλμένα
<https://insidestory.gr/article/skandalo-aerodromio-berlin>

Top Project Delivery Challenges

38%

Managing **changing**
priorities

32%

On **time** delivery

30%

Having the **right**
talent to resource
priority projects

11.4%

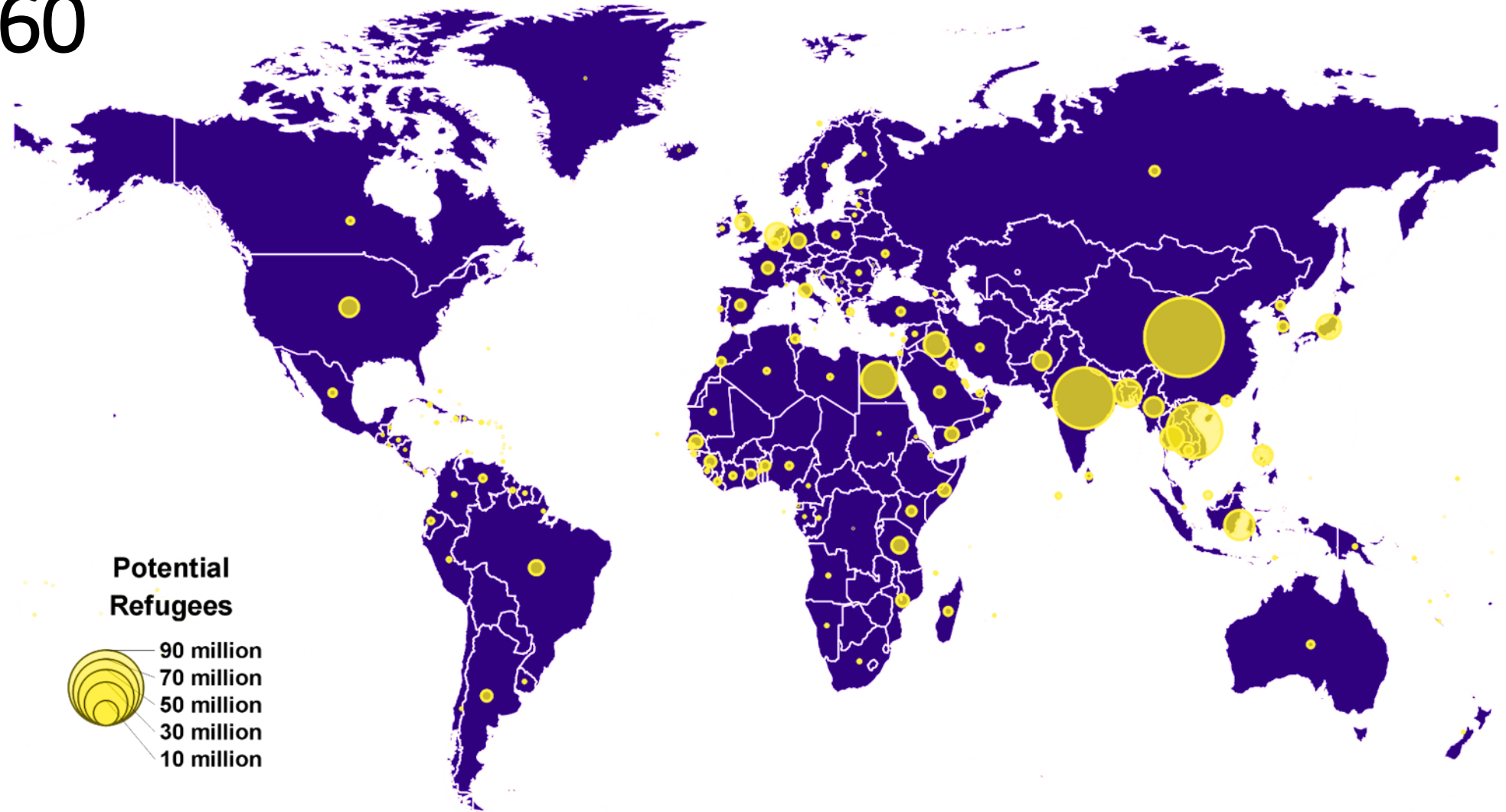
of investment is wasted due to
poor project performance.

67%

of organizations prioritize
developing a culture that
values project management.

Waste
Not

Populations At Risk From Sea Level Rise by 2060



Project	Initial Budget	Final Cost	Over Budget
Ολυμπιακό Κλειστό Γυμναστήριο	2.800.000 €	8.000.000 €	186%
Παναθηναϊκό Στάδιο	300.000 €	11.500.000 €	3.733%
Ολυμπιακό Κέντρο Υγρού Στίβου	3.500.000 €	22.500.000 €	543%
Ολυμπιακό Πανθεσσαλικό Στάδιο	25.100.000 €	51.400.000 €	105%
Στάδιο Ειρήνης και Φιλίας (βελτιώσεις)	3.000.000 €	29.700.000 €	890%
Ολυμπιακό Κέντρο Κανόε - Σλάλομ στο Ελληνικό	8.500.000 €	37.100.000 €	336%
Ολυμπιακό Κέντρο Τένις	12.300.000 €	47.500.000 €	286%
Ολυμπιακό Γυμναστήριο Νίκαιας - Άρσης Βαρών	12.000.000 €	49.000.000 €	308%
Ολυμπιακό Στάδιο Πάτρας	1.100.000 €	45.200.000 €	4.009%
Ολυμπιακό Γυμναστήριο Γαλασίου	13.700.000 €	60.500.000 €	342%
Ολυμπιακό Κέντρο Σκοποβολής Μαρκόπουλου	12.000.000 €	60.600.000 €	405%
Ολυμπιακό Κέντρο Κωπηλασίας Σχινιά	25.400.000 €	76.300.000 €	200%
Εθνικό Στάδιο Παγκρήτιο	38.100.000 €	63.700.000 €	67%
Ολυμπιακό Καυτανζόγλειο Στάδιο Θεσσαλονίκης	1.100.000 €	67.900.000 €	6.073%
Σπίτι των Βαρέων Αθλημάτων Άνω Λιοσίων	32.300.000 €	80.800.000 €	150%
Ολυμπιακό Κέντρο Ιππασίας Τατοΐου στο Μαρκόπουλο	22.600.000 €	110.400.000 €	388%
Ολυμπιακό Κέντρο Ιστιοπλοΐας - Αγίου Κοσμά	16.500.000 €	118.500.000 €	618%
Ολυμπιακό Κέντρο Μπέιζμπολ	18.700.000 €	200.400.000 €	972%
Ολυμπιακό Στάδιο	3.100.000 €	399.000.000 €	12.771%
ΣΥΝΟΛΟ	252.100.000 €	1.540.000.000 €	511%

Procurement of London Olympics



David Adamson

University of Cambridge

29 November 2012





ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

London Olympics Programme

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

- 50 individual projects
- 100 hectares of open space parkland.
- Infrastructure budget was **£7.2 bn**
- **£460M** underspend.
- Last building handed over one year before first event, allowing for park to be established.



David Adamson
University of
Cambridge
29.Nov.2012



ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

Statistics

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

- 50 construction projects:
 - 5 **permanent venues**
 - 2 venues to be **sold for the next Olympics (RIO)**
 - 43 temporary venues that were **re-cycled** after the games



David Adamson
University of
Cambridge
29.Nov.2012

From
the author of
The CHAOS Chronicles

My Life is Failure

100 Things You Should Know to be a Successful Project Leader



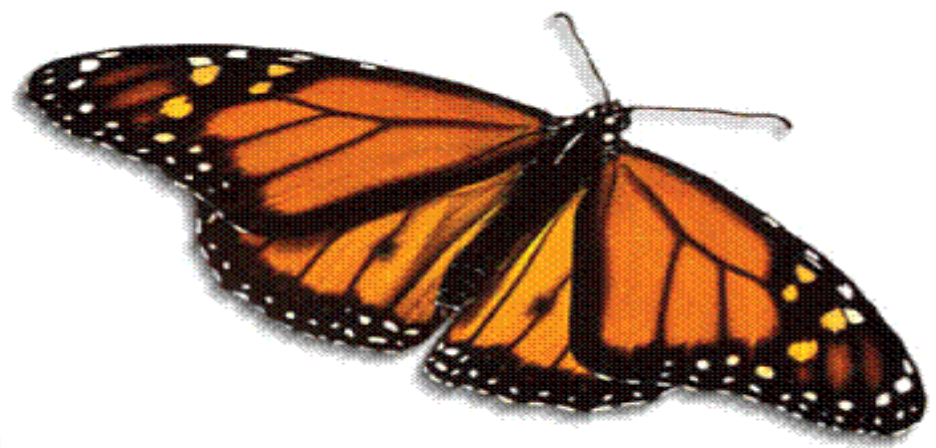
Jim Johnson

Μόνο το
5%
των έργων
αποτυγχάνει
για τεχνικούς
λόγους!

From
the author of
The CHAOS Chronicles

My Life is Failure

100 Things You Should Know to be a Successful Project Leader



Jim Johnson

Το υπόλοιπο
95% των έργων
αποτυγχάνει εξαιτίας
ανθρώπων
(Stakeholders).

Ότι ακριβώς
συμβαίνει στα
αεροπορικά και τα
αυτοκινητιστικά
ατυχήματα.

Stakeholders
(Ενδιαφερόμενα
Μέρη)



ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

Stakeholders

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

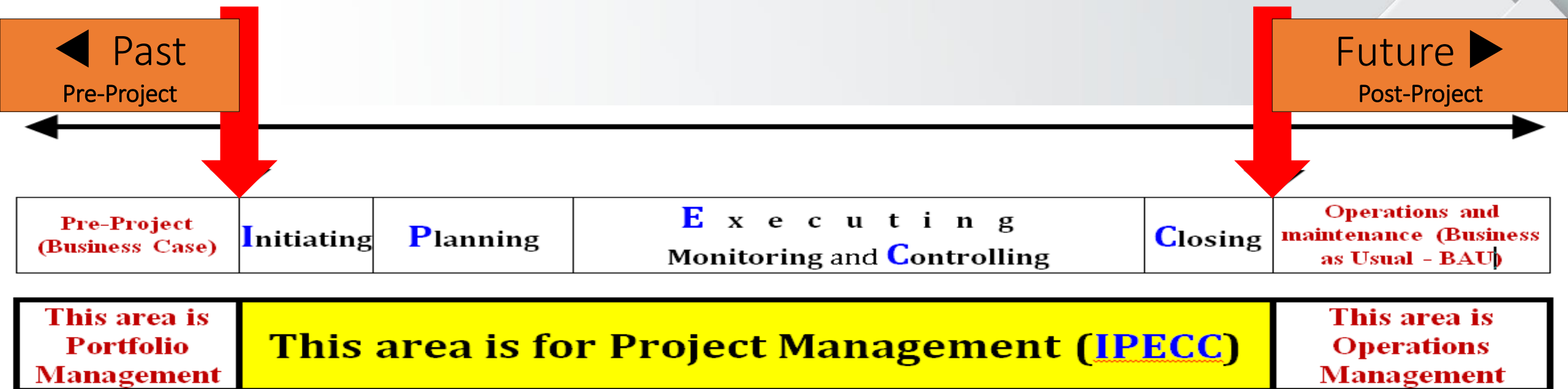
- Τα ενδιαφερόμενα μέρη (*) είναι οποιοδήποτε ΑΤΟΜΟ, ΟΡΓΑΝΙΣΜΟΣ ή ΟΜΑΔΑ ΑΤΟΜΩΝ που:
 - Δουλεύουν στο έργο ή
 - ενδιαφέρονται αμέσως ή εμμέσως για το έργο ή
 - επηρεάζονται από το έργο ή
 - νομίζουν ότι επηρεάζονται από το έργο
- (*) Για τα έργα του Δημοσίου stakeholders είναι όλοι οι Πολίτες της χώρας



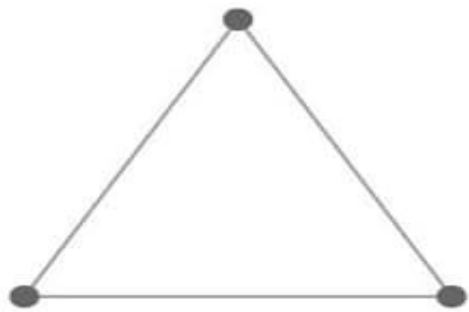
ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

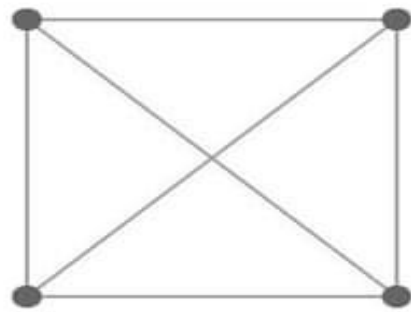
► Οι Stakeholders μπορούν να εντοπισθούν εδώ ◀



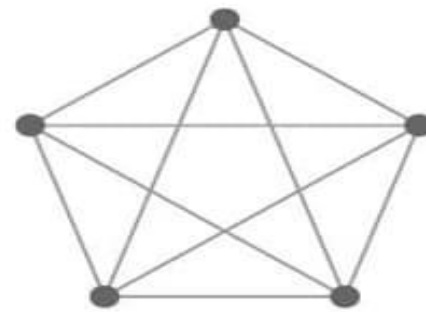
Οι Stakeholders είναι η κύρια
αιτία της πολυπλοκότητας
(complexity) στα έργα



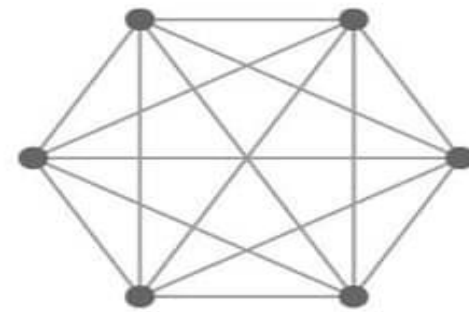
3 people, 3 lines



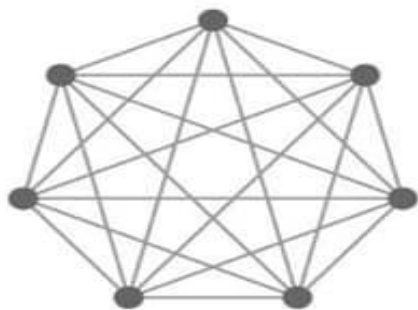
4 people, 6 lines



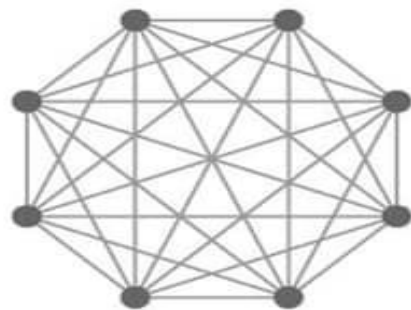
5 people, 10 lines



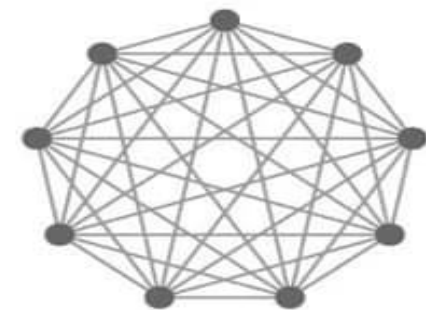
6 people, 15 lines



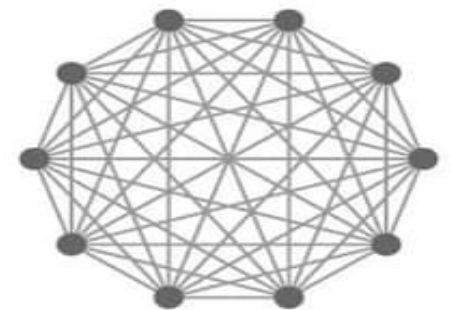
7 people, 21 lines



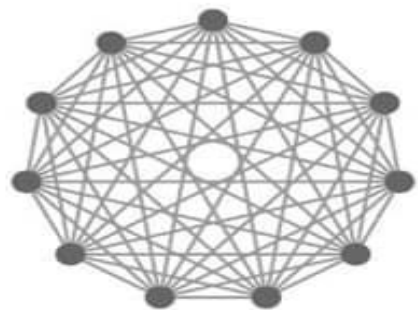
8 people, 28 lines



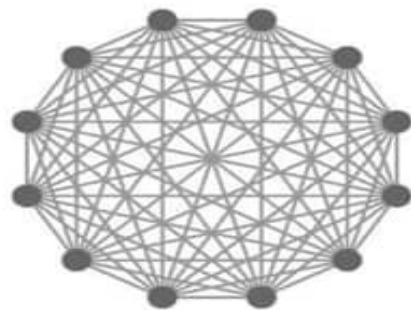
9 people, 36 lines



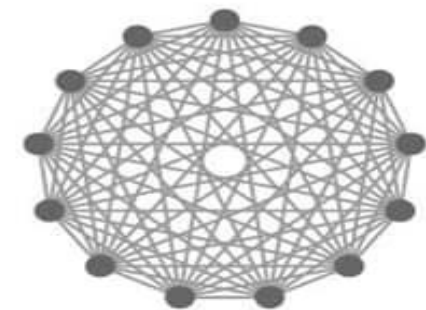
10 people, 45 lines



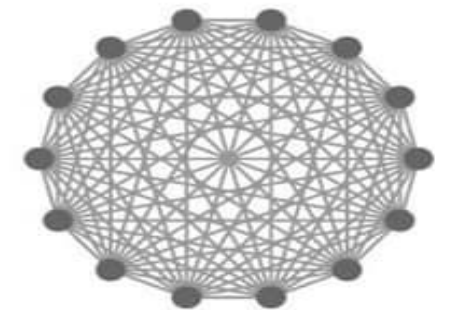
11 people, 55 lines



12 people, 66 lines

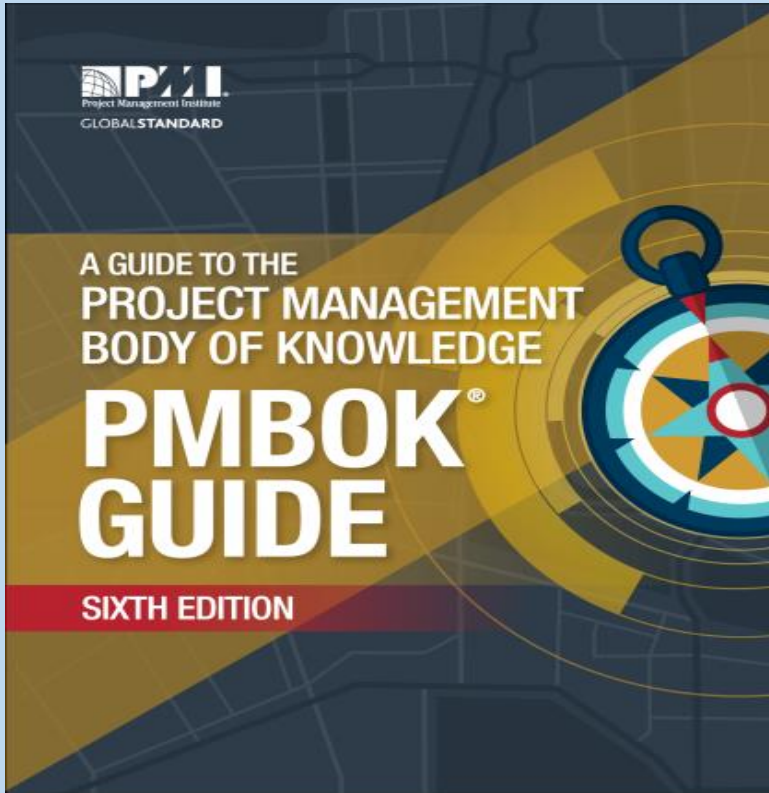


13 people, 78 lines



14 people, 91 lines

Reference: The PMBOK® Guide, Page 61



“Research shows that top project managers spend about 90% of their time on a project in communicating”

100 Rules for NASA Project Managers



One Hundred Rules for NASA Project Managers

https://www.eecs.yorku.ca/course_archive/2002-03/W/ENG2000/Nasa%27s_100_PM_Rules.html

Jerry Madden



Jerry Madden, Associate Director of the Flight Projects Directorate at NASA's Goddard Space Flight Center, collected these gems of wisdom over a number of years from various unidentified sources. Rod Stewart of Mobile Data Services in Huntsville, Alabama edited and updated them. Over time, the NASA link disappeared, so this version of the rules was preserved to make sure that it stayed available. We have kept a copy posted continuously since the early nineties as a respectful tribute to Jerry's practical wisdom and good natured vision of excellence.

Jerry was apparently well respected at NASA, and his list has continued to circulate. One NASA site included these comments: "Madden retired from NASA in 1995 as Associate Director of Flight Projects at Goddard Space Flight Center. Considered by many of his peers to be one of NASA's premiere project managers, Madden's reputation for frank, on-target observations of project management continues to be celebrated today, as his list of lessons is handed down to a new generation of project managers. Naturally, not all of Madden's wisdom made it into his '[100 Lessons Learned for Project Managers](#).' Marty Davis, who worked under Madden at Goddard, recalls one of the unwritten lessons: **Show up early for all meetings; they may be serving doughnuts.**"

100 Rules for NASA Project Managers



- **Rule #1:**

- “A **project manager** should **visit everyone who is building anything for his project** at least once, **should know all the managers on his project** (both government and contractor), and know the integration team members.
- People like **to know that the project manager is interested in their work** and the best proof is for the manager to visit them and **see first hand what they are doing.**”



ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

Στους Stakeholders
συνήθως ΔΕΝ αρέσουν οι
αλλαγές.

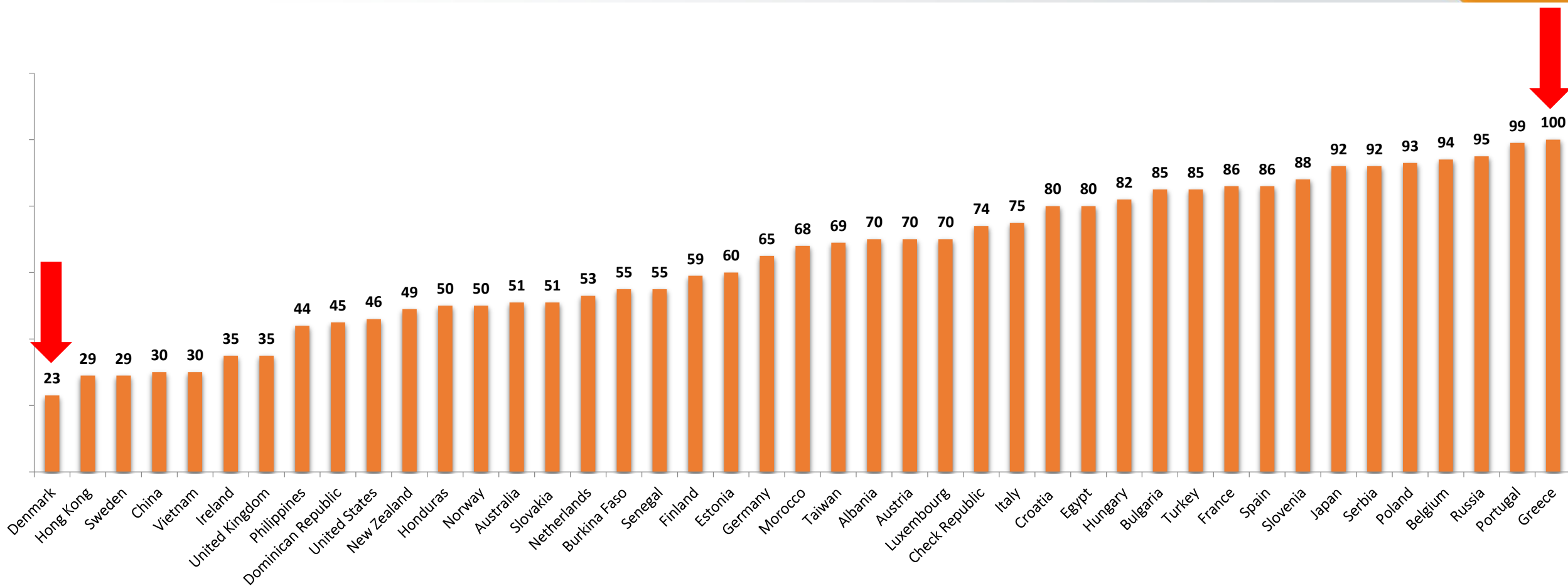
Ειδικά στην Ελλάδα...



ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

Πως διαφορετικές κοινωνίες αντιμετωπίζουν τις αλλαγές



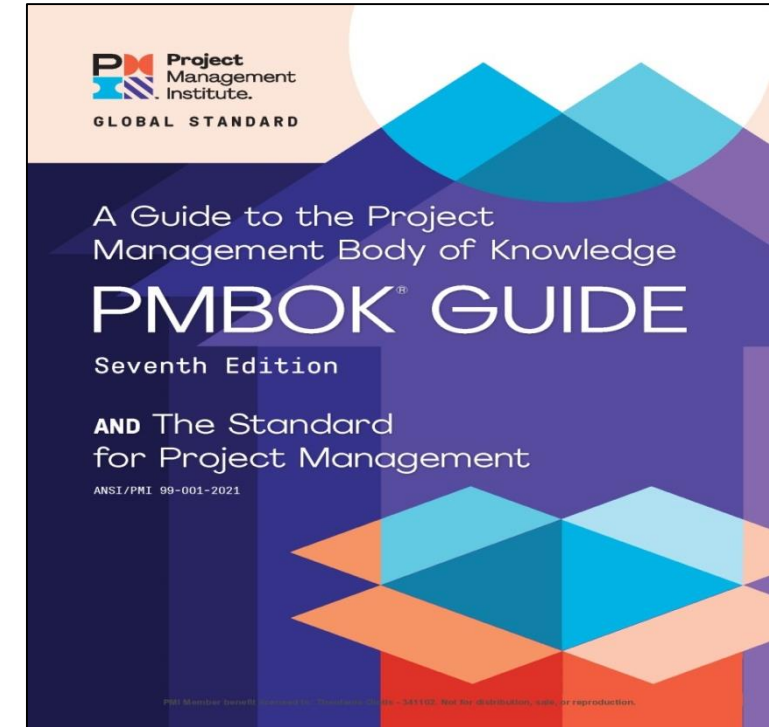
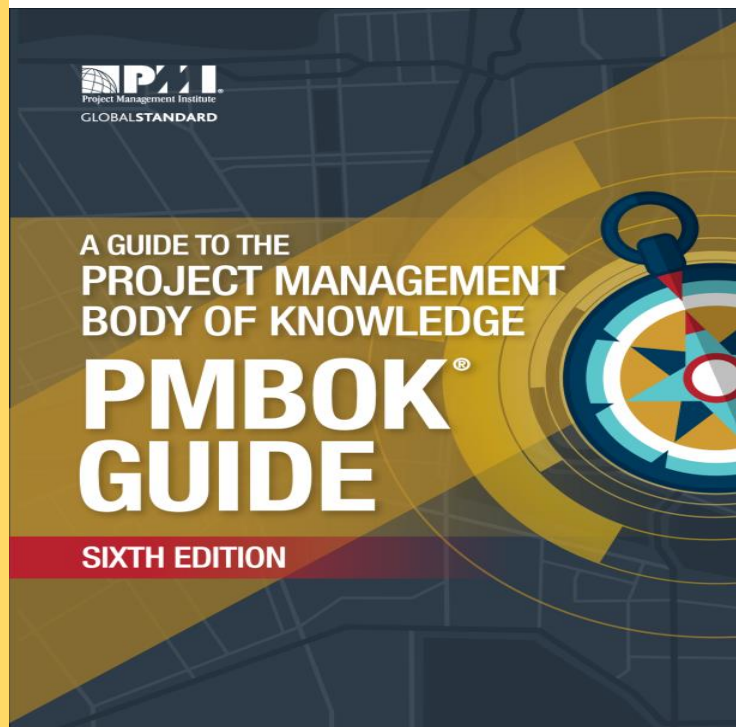


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ΔΙΟΙΚΗΣΗ

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

History of Stakeholders in PMBOK® Guide

***Project
Management
Body
of Knowledge
(PMBOK®
Guide)***
**(ANSI Standard for
Project Management):**
5.000.000+ πωλήσεις!



A Guide to the Project
Management Body of Knowledge

PMBOK® GUIDE

Seventh Edition

AND The Standard
for Project Management

ANSI/PMI 99-001-2021

PMI Member benefit provided by: 01/2021/01/01 - 341102. Not for distribution, sale, or reproduction.

Έτος	Έκδοση	Σελίδες	Εθελοντές
1986	1986 Edition		50
1996	1996 (1 st)	182	140
2000	2000 (2 nd)	211	171
2004	Third (3 rd)	402	414
2008	Fourth (4 th)	507	699
2013	Fifth (5 th)	619	700
2017	Sixth (6 th)	795	977
2021	Seventh (7 th)	370	798

Εξέλιξη οδηγού PMBOK® Guide

Συλλογή στοιχείων από:

Theofanis.Giotis@pmi-greece.org

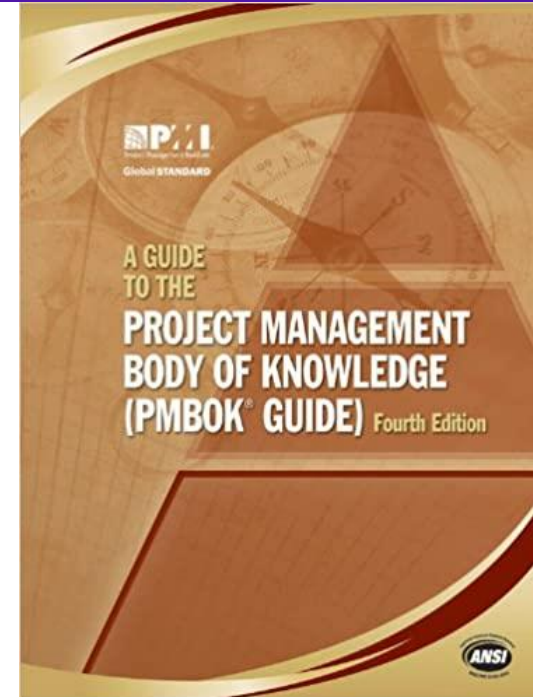
The PMBOK® Guide – 4th Edition

- **1: Introduction**
- **2: The Environment In Which Projects Operate**
- **3: The Role of The Project Manager**

9 Knowledge Areas

- **4: Project Integration Management**
- **5: Project Scope Management**
- **6: Project Schedule Management**
- **7: Project Cost Management**
- **8: Project Quality Management**
- **9: Project Human Resource Management**
- **10: Project Communications Management**
- **11: Project Risk Management**
- **12: Project Procurement Management**

PART II: The Standard for Project Management



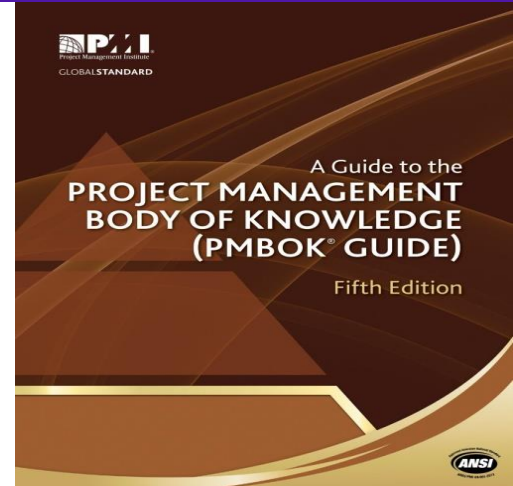
No
Stakeholders

The PMBOK® Guide – 6th Edition

- **1: Introduction**
- **2: The Environment In Which Projects Operate**
- **3: The Role of The Project Manager**

- **4: Project Integration Management**
- **5: Project Scope Management**
- **6: Project Schedule Management**
- **7: Project Cost Management**
- **8: Project Quality Management**
- **9: Project Resources Management**
- **10: Project Communications Management**
- **11: Project Risk Management**
- **12: Project Procurement Management**
- **13: Project Stakeholder Management**

10 Knowledge Areas



A Guide to the
**PROJECT MANAGEMENT
BODY OF KNOWLEDGE
(PMBOK® GUIDE)**
Fifth Edition

Mr. David J. Violette, MPM, PMP

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Mr. Joseph Kestel, PMP, MSIS

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Mr. Cliff Sprague, PMP

- **Member**

Mrs. Roberta Storer

- **Contributor**

Mrs. Kristin Vitello, CAPM

- **Standards Project Specialist**

Πως οι φάσεις
ενός έργου κάνουν
«Deliver Value»

Project life cycles (Φάσεις Έργου)

- PREDICTIVE
(plan-driven)
- INCREMENTAL
(partial deliveries)
- ADAPTIVE
(Agile or Change Driven)

HYBRID



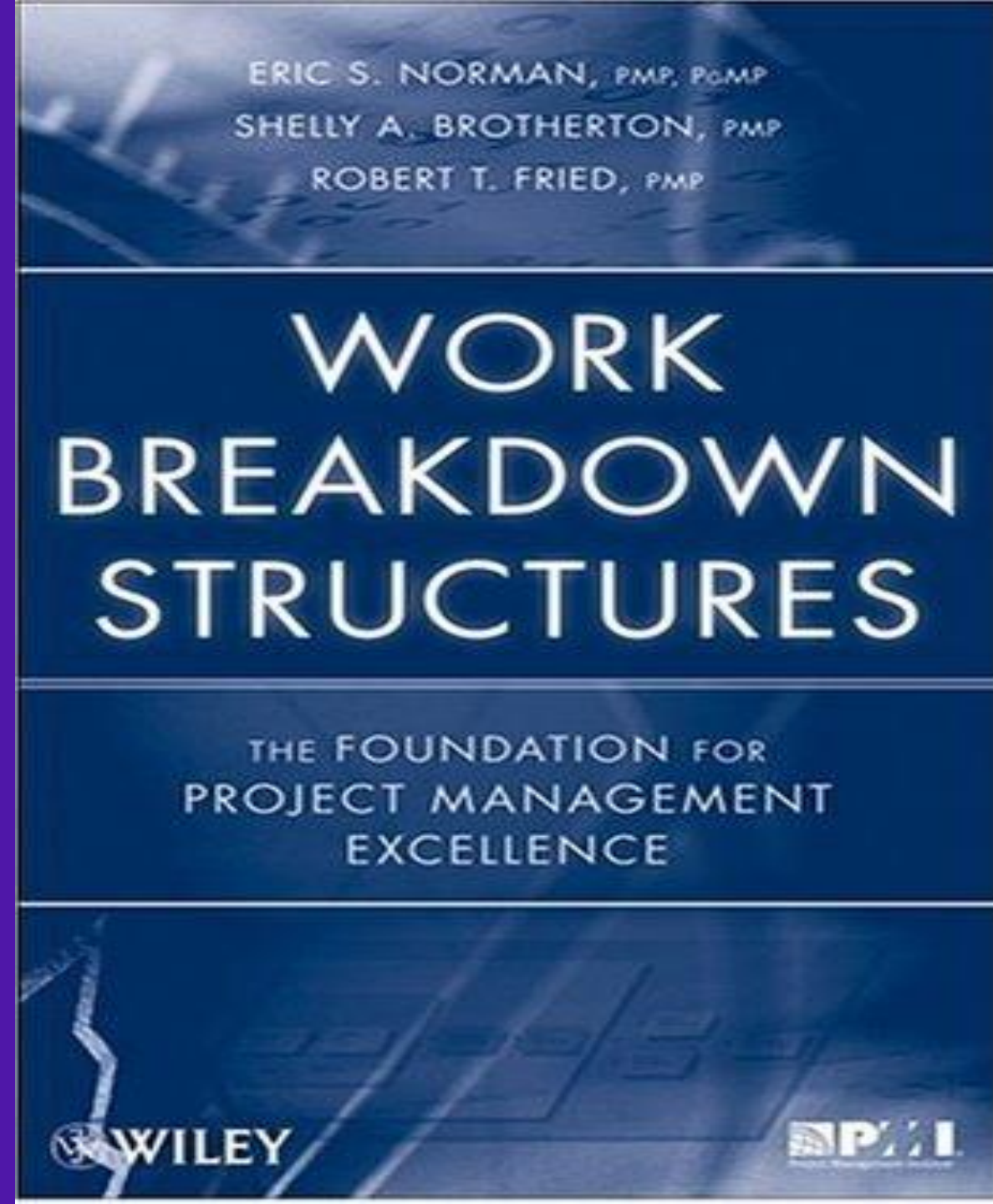
ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

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WBBS

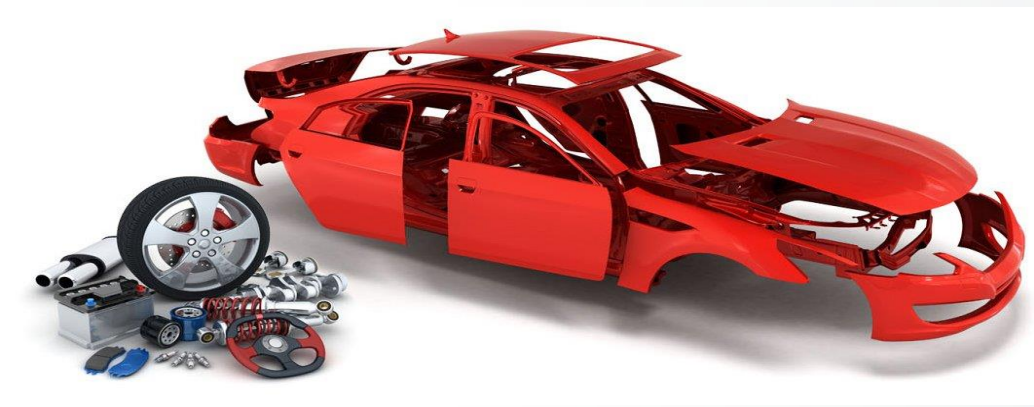


*The process of subdividing project deliverables and project work into smaller, more manageable components.
(Product Analysis)*





1. We want create this



2. Today we think this

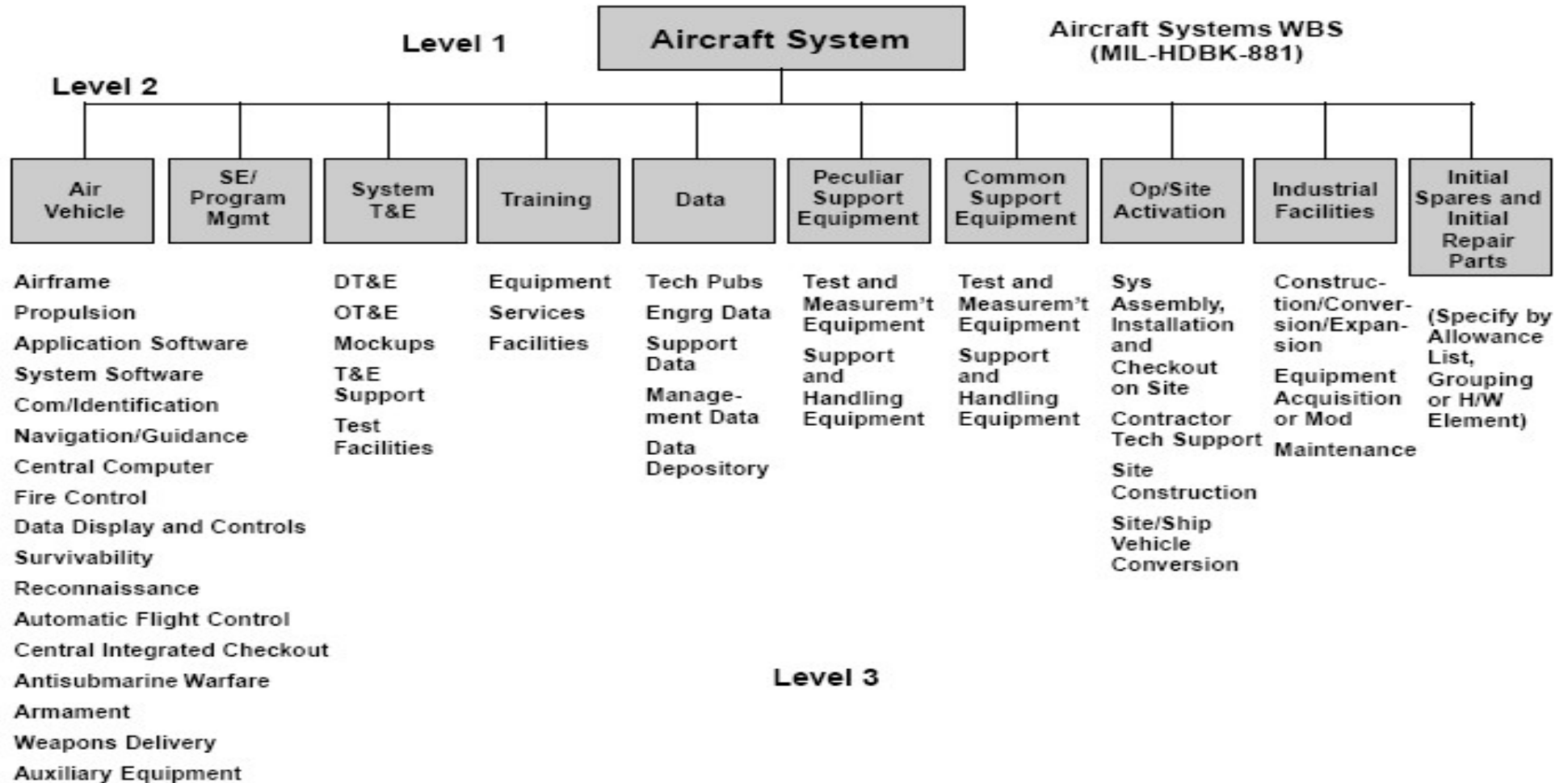


3. The team must plan for this

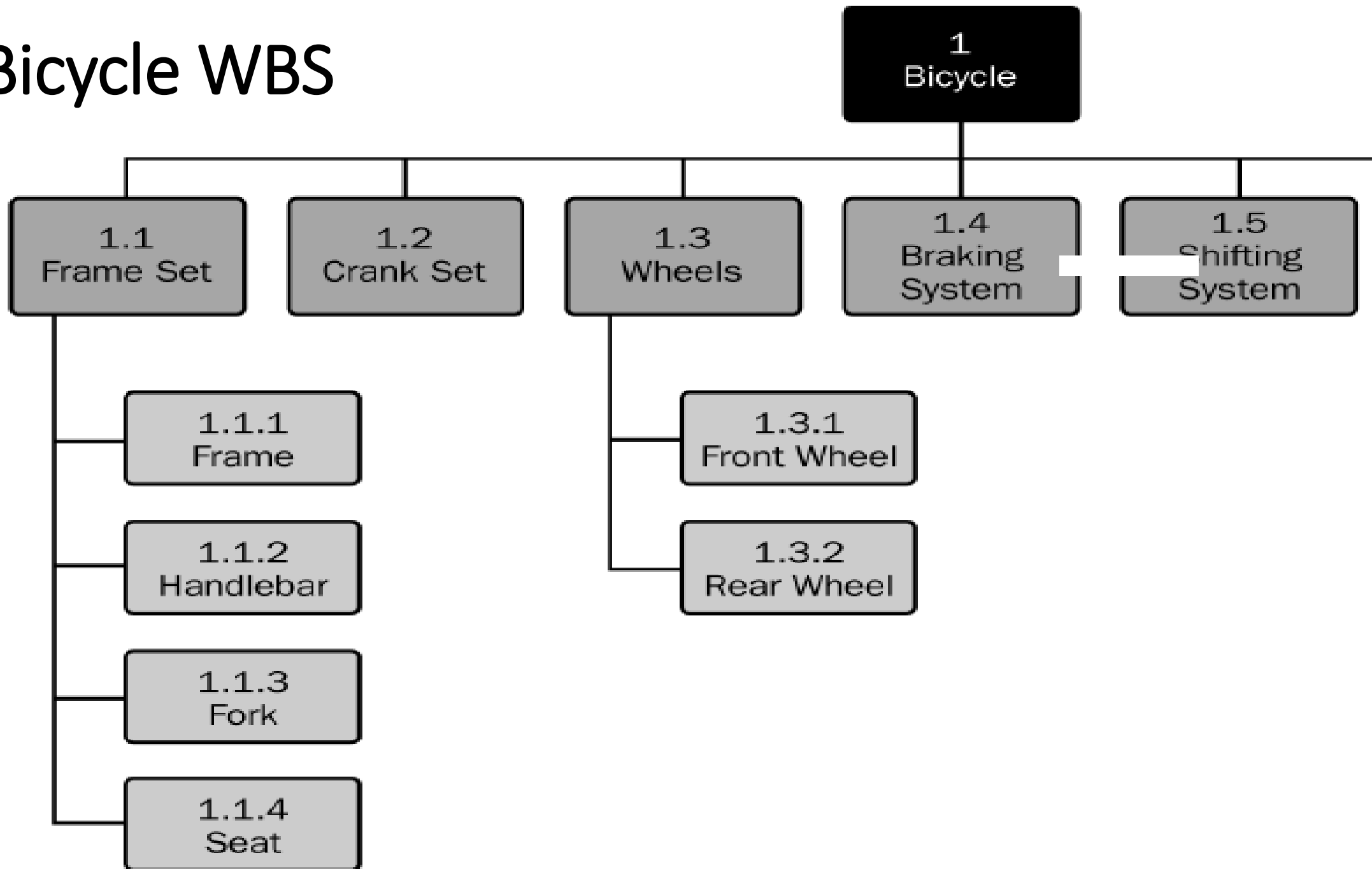
WBS is like Bill of Materials (BOM)



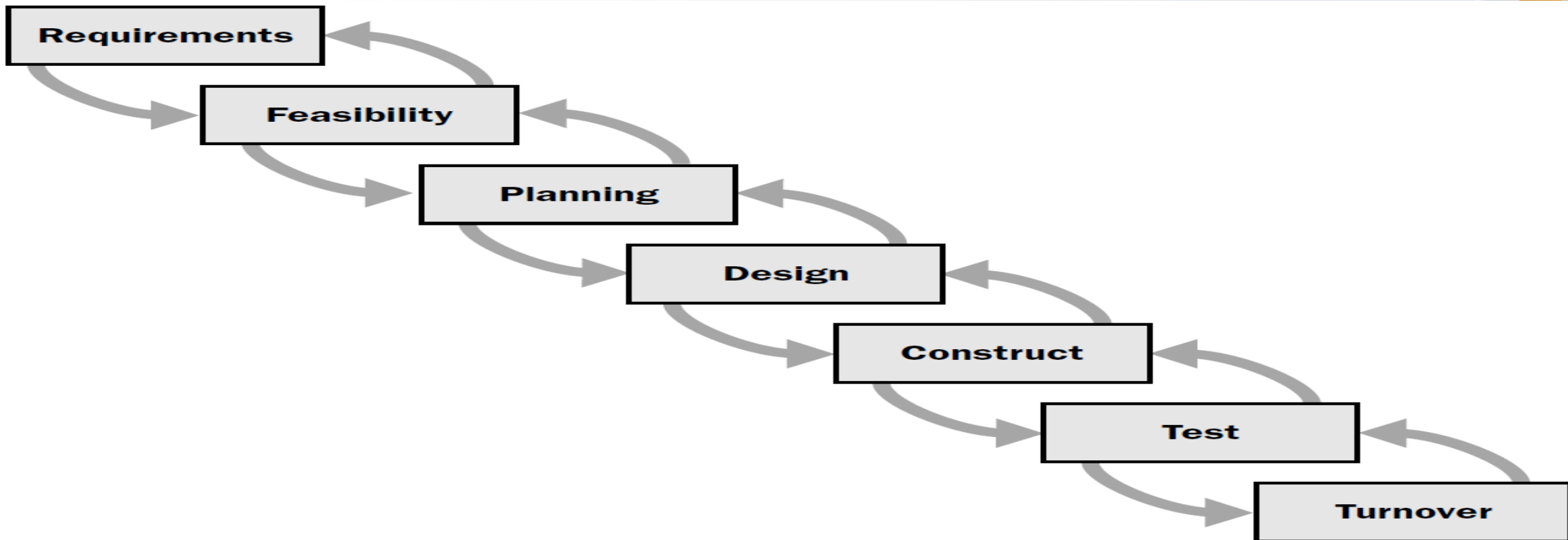
Work breakdown structure



Bicycle WBS

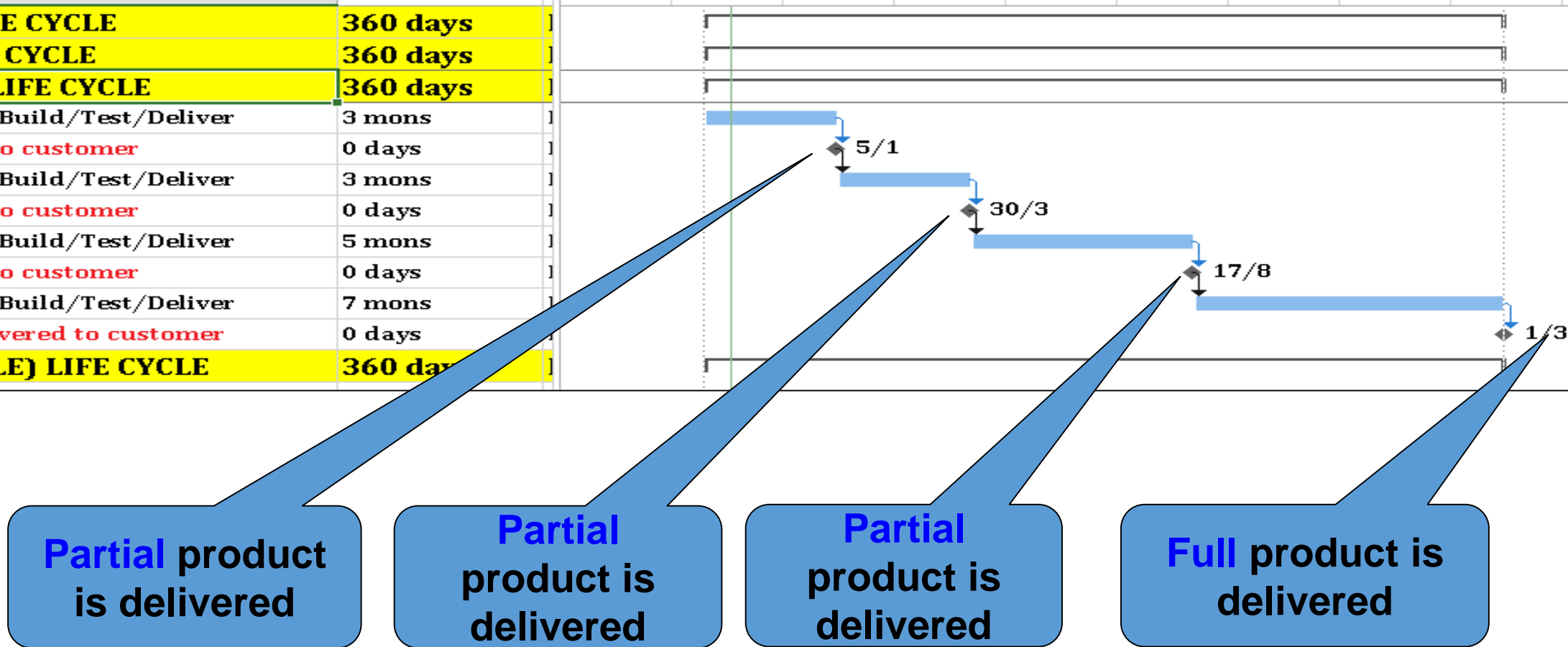


Waterfall (Plan Driven) Approach

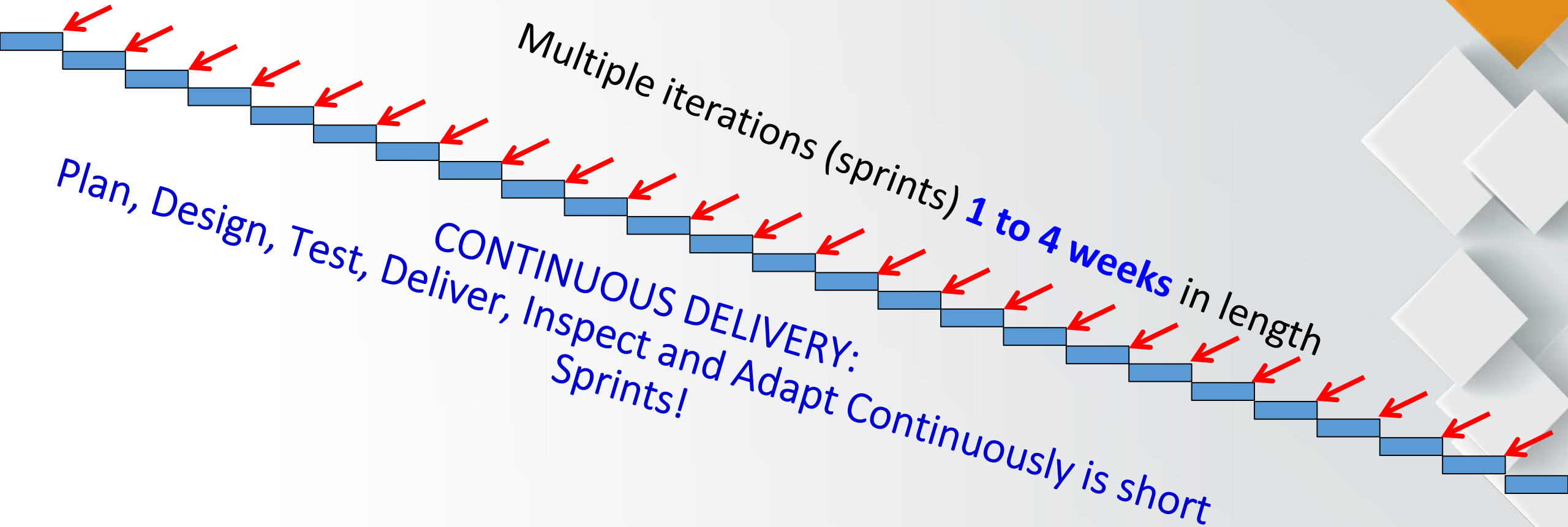


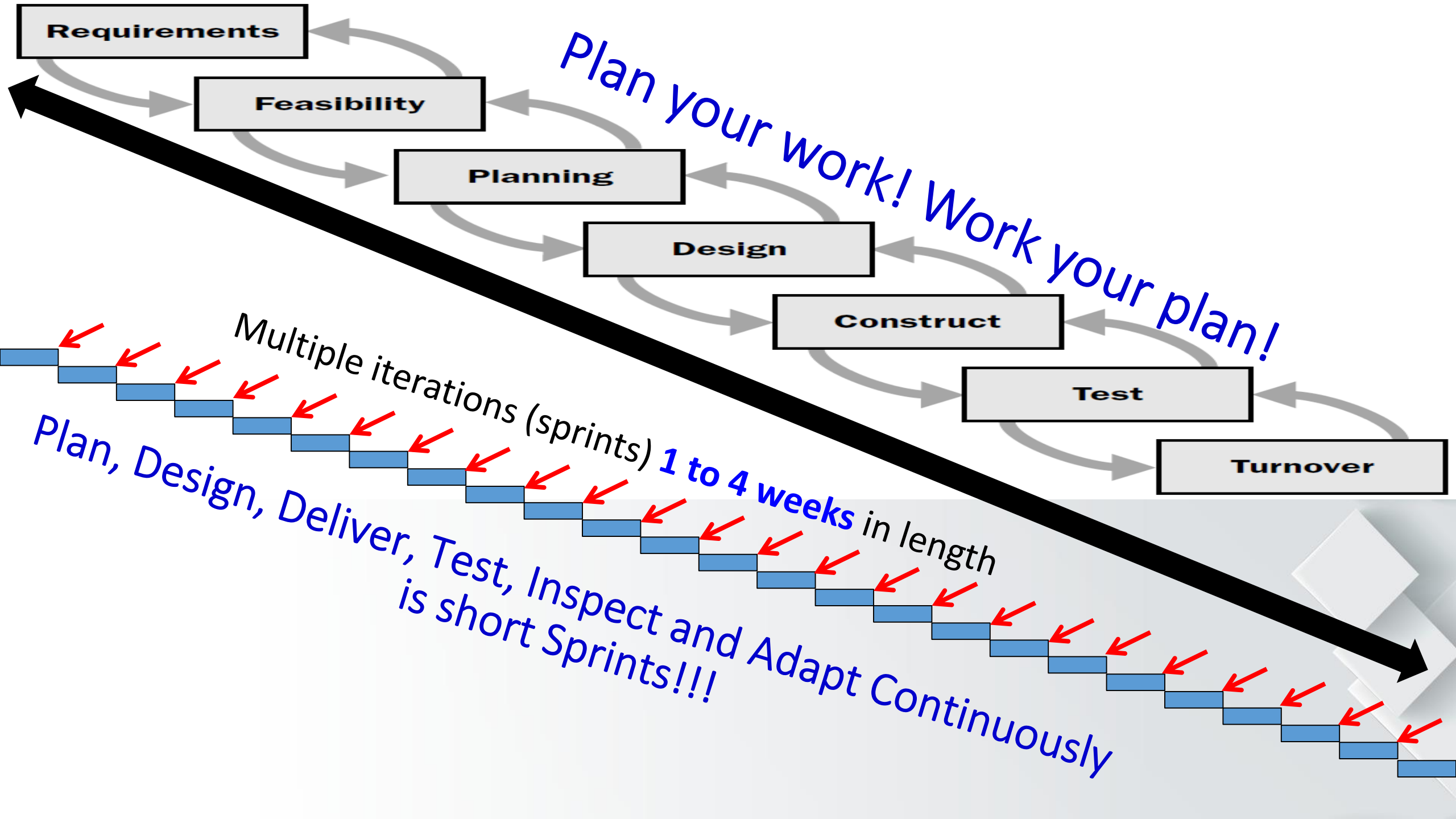
Incremental Life Cycle

Task Name	Duration	June 17/7	1 November 25/9	4/12	21 March 12/2	23/4	11 August 2/7	10/9	19/11	1 January 28/1
► PREDICTIVE LIFE CYCLE	360 days									
► ITERATIVE LIFE CYCLE	360 days									
► INCREMENTAL LIFE CYCLE	360 days									
Analyze/Design/Build/Test/Deliver	3 mons									
Partial delivery to customer	0 days									
Analyze/Design/Build/Test/Deliver	3 mons									
Partial delivery to customer	0 days									
Analyze/Design/Build/Test/Deliver	5 mons									
Partial delivery to customer	0 days									
Analyze/Design/Build/Test/Deliver	7 mons									
All products delivered to customer	0 days									
► ADAPTIVE (AGILE) LIFE CYCLE	360 days									



Agile (Change Driven) Approach





Agile **TEAMS** or **SQUADS** have:
3 roles and 11 people (max)
collocated in the same room!

Product Owner=1
(Business/What)

Scrum Master or
Agile Coach=1
(Agile Advocate)

Delivery Team (**How**)
(3 to 9 people)



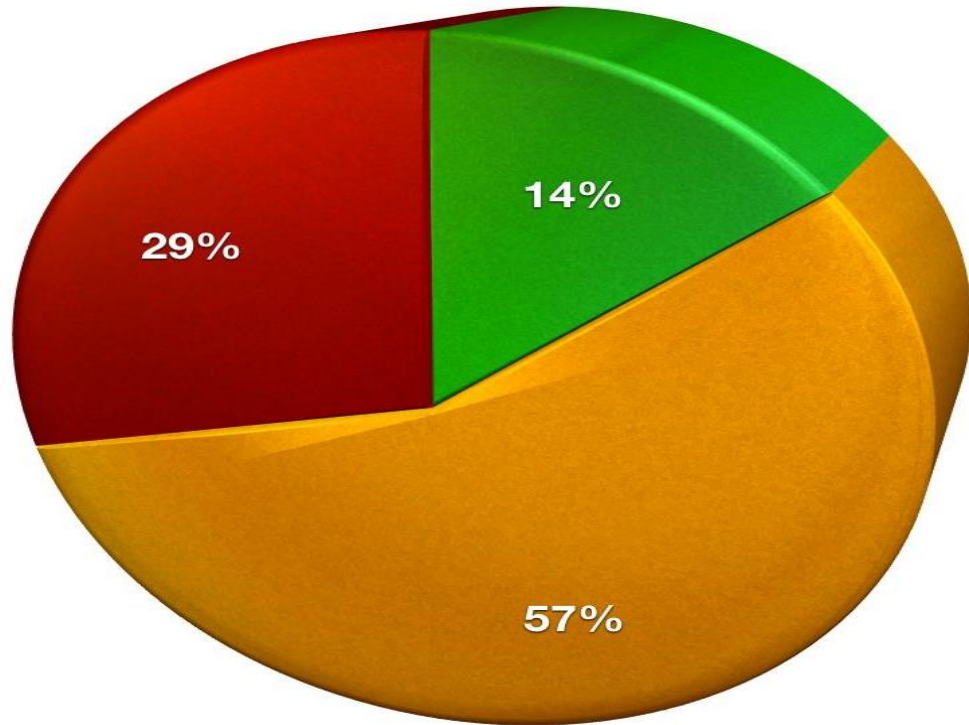
60,000

Visuals are
processed **60,000**
times faster than
text.

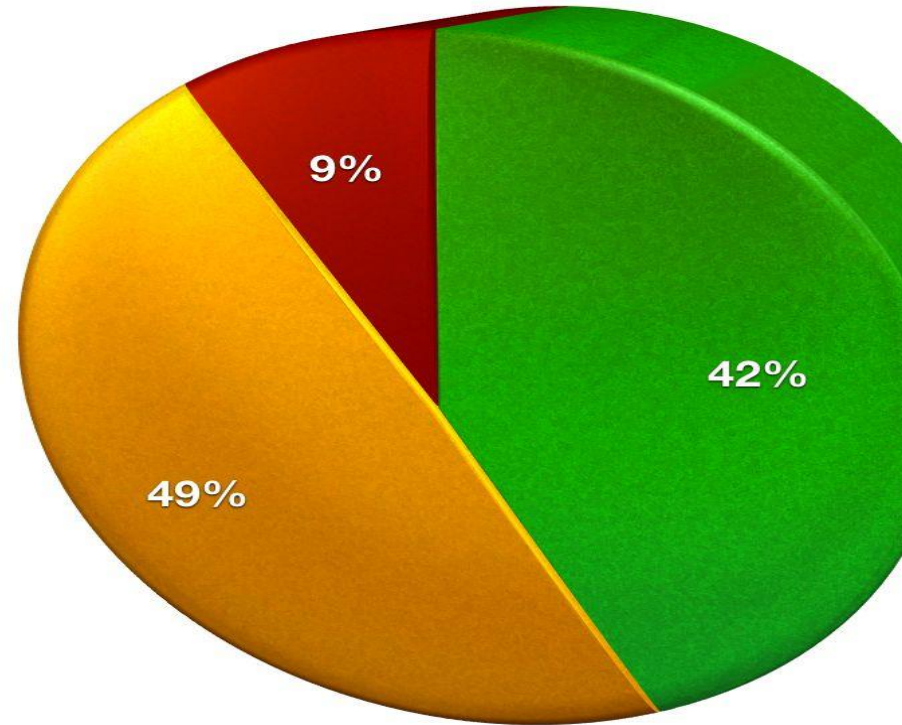


Agile Vs. Waterfall failure rates: Chaos Manifesto 2012, Standish Group international, Inc.

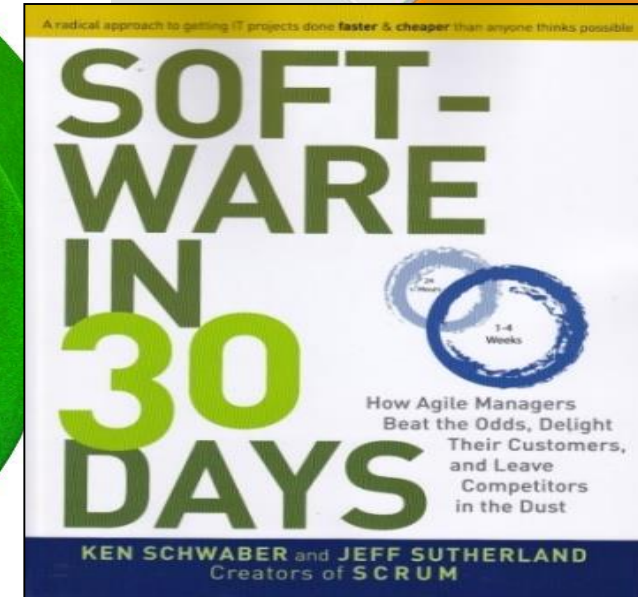
Waterfall



Agile



● Successful ● Challenged ● Failed



Software applications developed using the **AGILE** process are **3 times more successful** than **WATERFALL** method!

FBI





ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

FBI's Virtual Case File Project



- Virtual Case File (or VCF) was a software application developed by the United States Federal Bureau of Investigation (FBI) between 2000 and 2005.
- The project was officially abandoned in January 2005, while still in development stage and cost the **federal government nearly \$170 million**
- This was the 1st attempt

Robert S. Mueller, III Director
Federal Bureau of Investigation





ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

FBI Sentinel Project



ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

- Between 2005 and August 2010, the FBI **had spent \$405 million of the \$451 million Sentinel budget (2nd attempt to VCF)**
- But only 2 of 4 phases were delivered (50%).
- In 2010 a “Scrum Studio” was set up in the basement of the Hoover Building:
 - 1 year duration (delivered at Nov. 2011)
 - \$30 million budget
 - Staff reduced from 400 to 45
 - Only 15 developers
 - Deployment to production every 3 months
 - Cost savings more than 90%



SCRUM

**The Art of
Doing
Twice
the Work
in Half
the
Time**

JEFF SUTHERLAND
Co-creator of Scrum

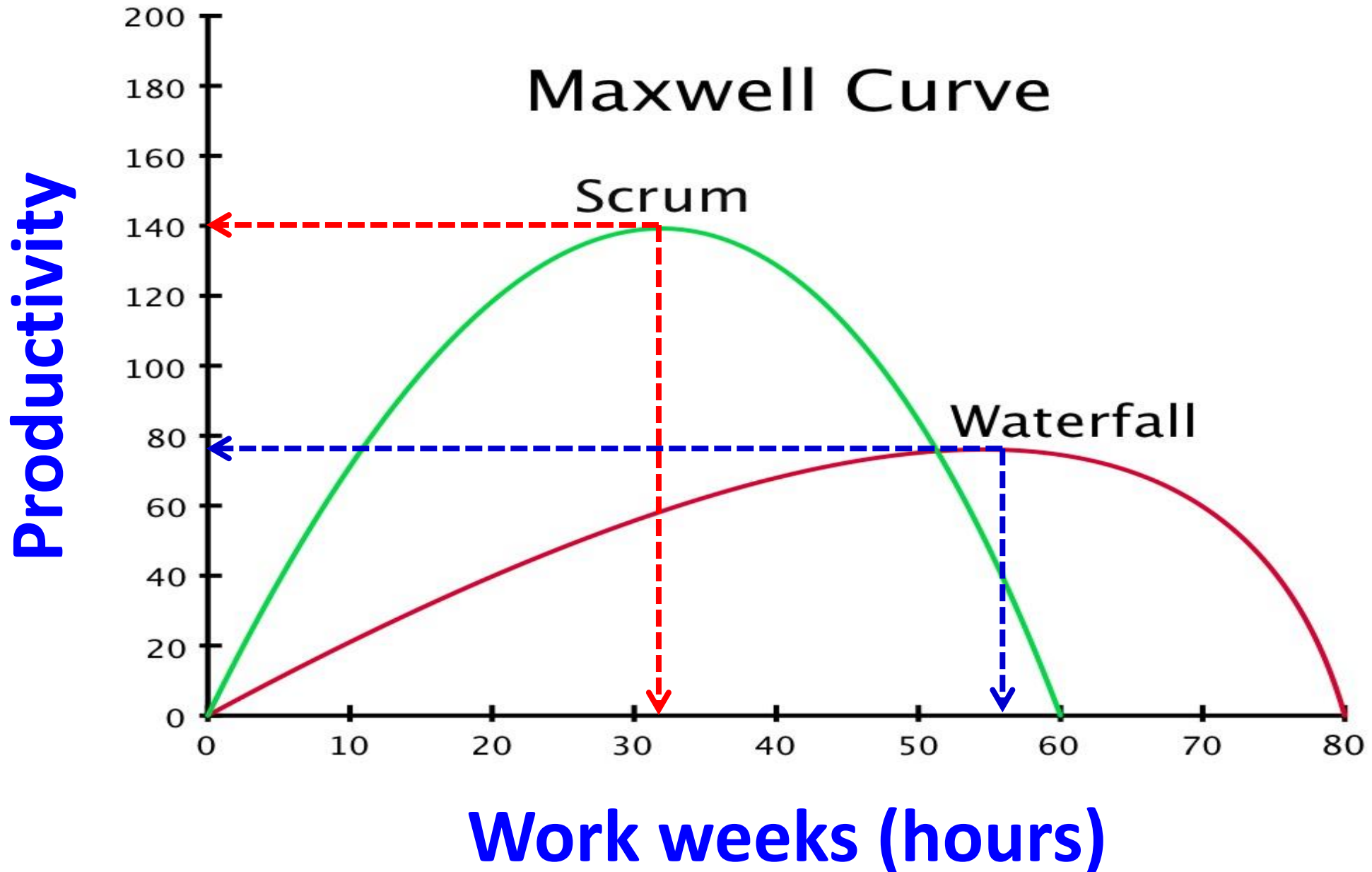
Maxwell's Curve about productivity

Maxwell Curve, is a concept created by **OpenView Venture Partner's** founding partner [Scott Maxwell](#), and states:



“Team productivity
actually decreases
as teams work longer hours in a given
week.”

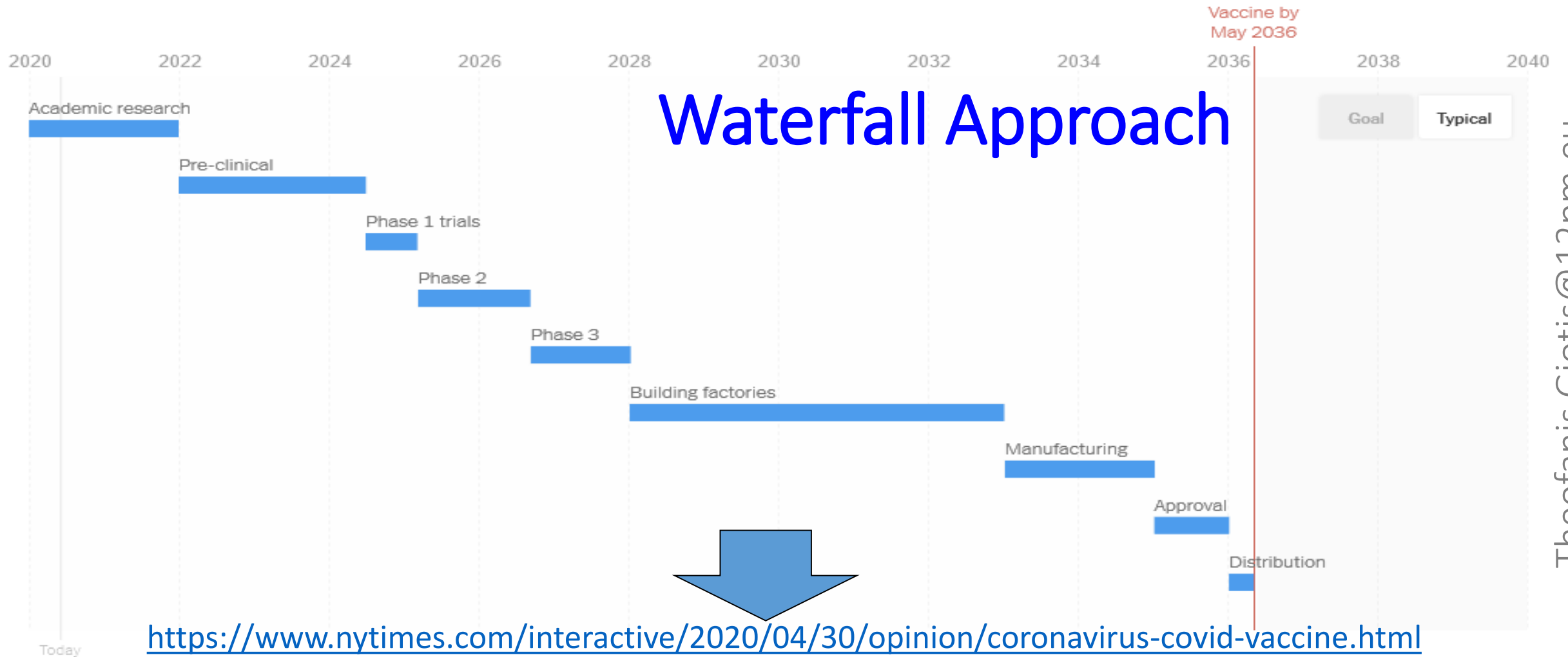
Maxwell's Curve about productivity



How Long Will a Vaccine Really Take?

By **Stuart A. Thompson**

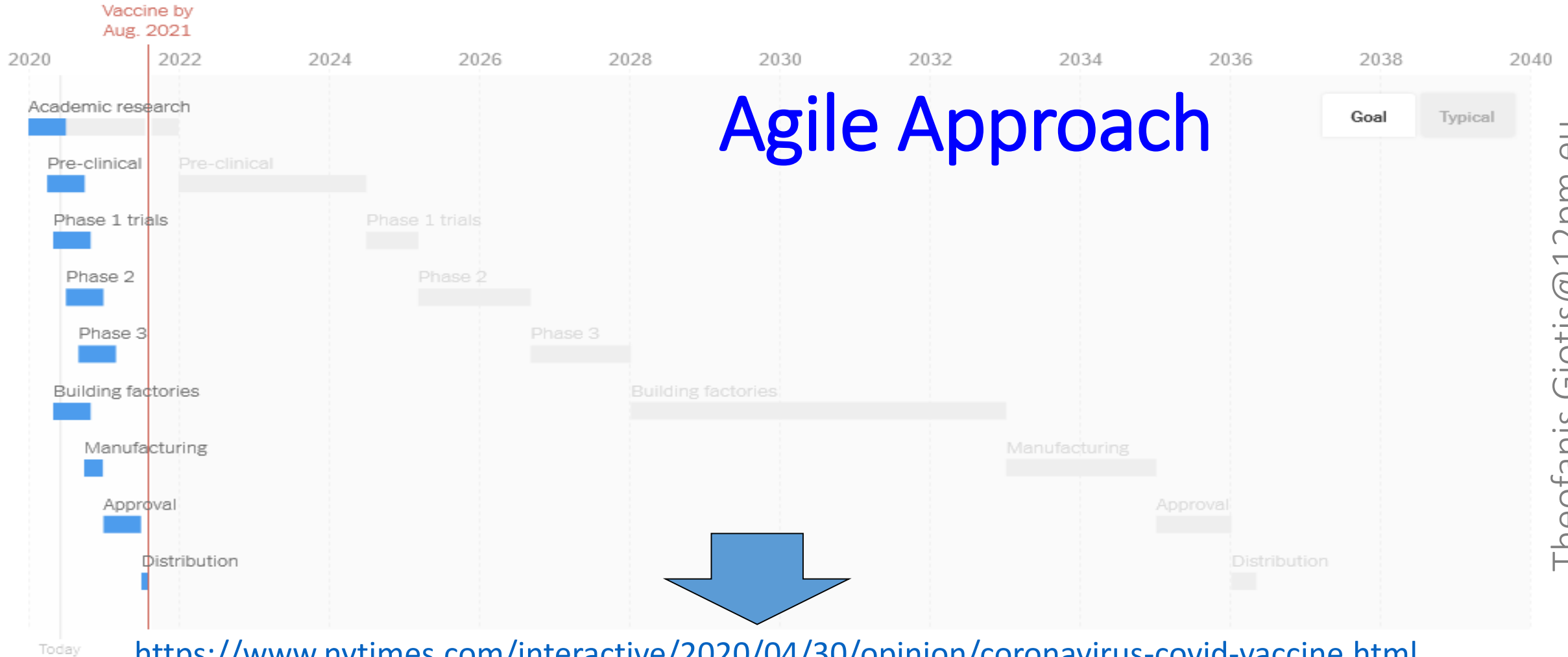
APRIL 30, 2020



How Long Will a Vaccine Really Take?

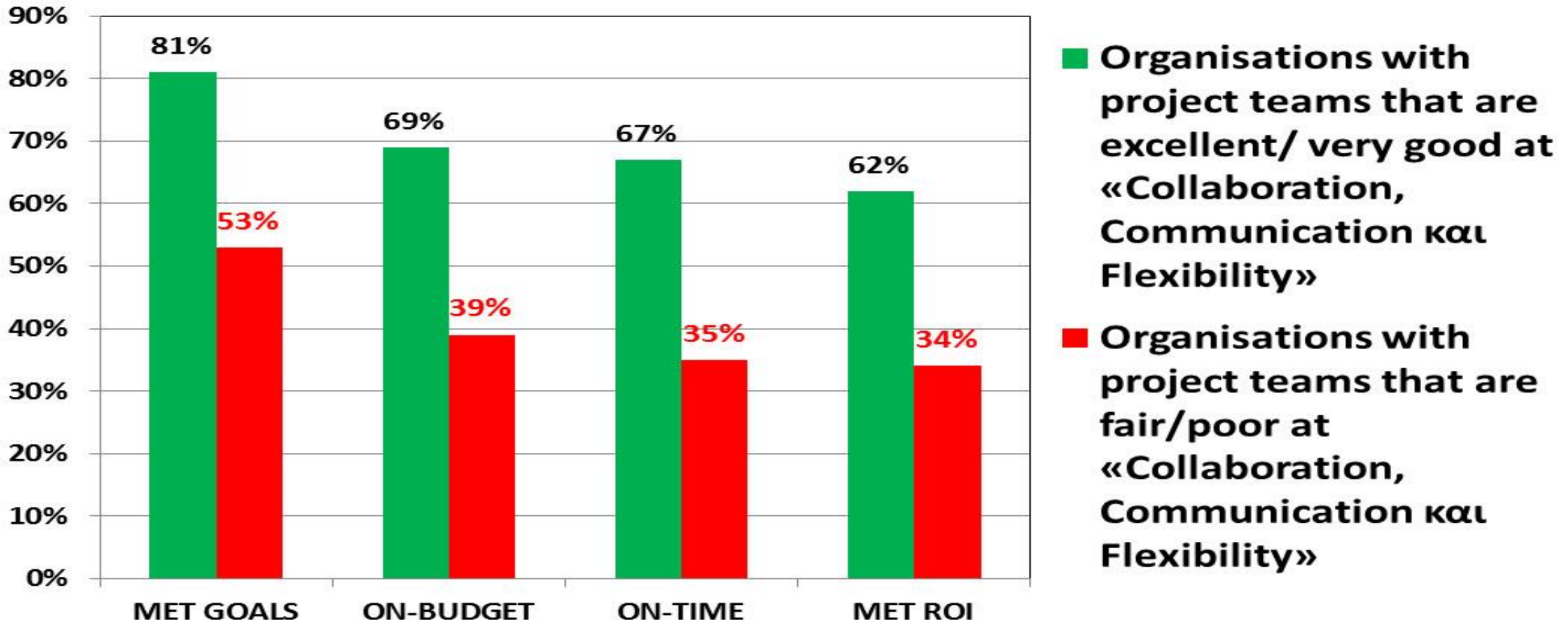
By Stuart A. Thompson

APRIL 30, 2020

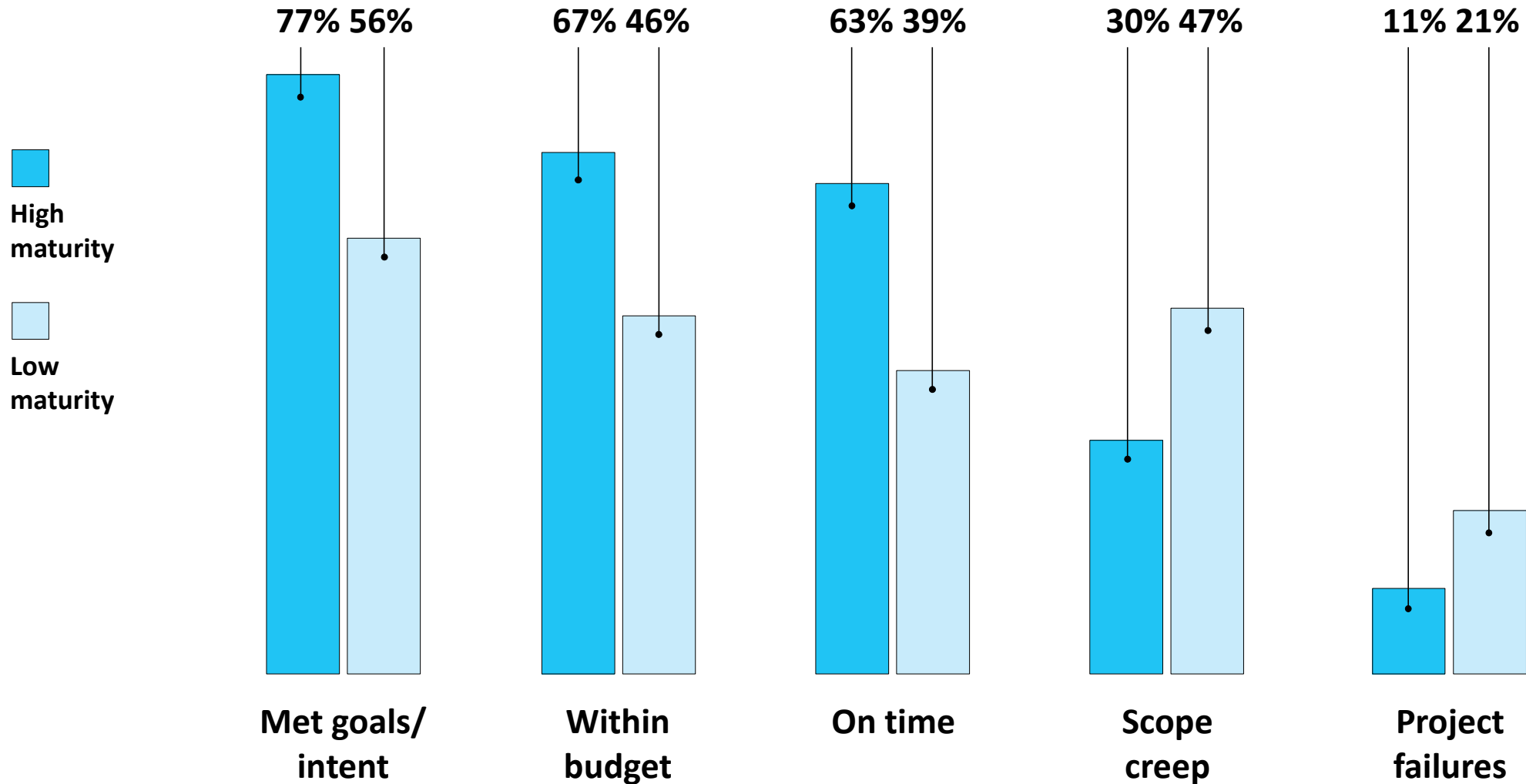


<https://www.nytimes.com/interactive/2020/04/30/opinion/coronavirus-covid-vaccine.html>

Pulse of the Profession[®]: Capturing the Value of Project Management Through Organizational Agility



The ROI of Maturity



Empowered From the Top

69%

of project professionals say their senior leadership highly values project management.

46%

of organizations prioritize developing a culture that values project management.

51%

of organizations **require their project professionals** to hold some type of **certification** for their role.

Making People a Priority

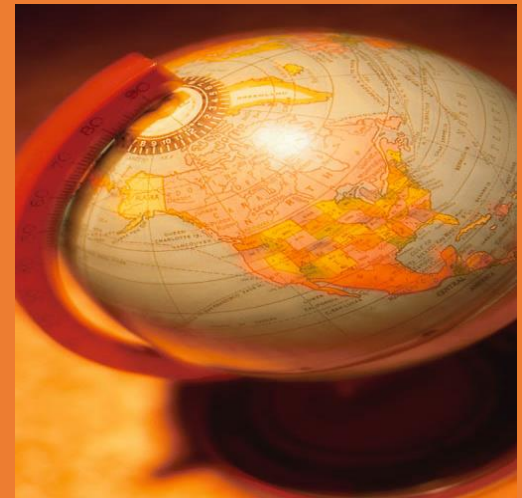
61%

of respondents said their organizations provide **project management training**.

47%

of organizations have a **defined career path for project professionals**.

Standards by ISO/TC 258 Project, programme and portfolio management





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TECHNICAL COMMITTEES

ISO/TC 258

Project, programme and portfolio management

**Reinhard Wagner,
Germany, DIN
(IPMA President)**



**ISO TC 258 Project, Programme and Portfolio management standard
Pretoria, South Africa, 3-8 Sept. 2012**



TC 258 Plenary Meeting, Kyoto, Japan, Sept. 2014

International
Organization for
Standardization



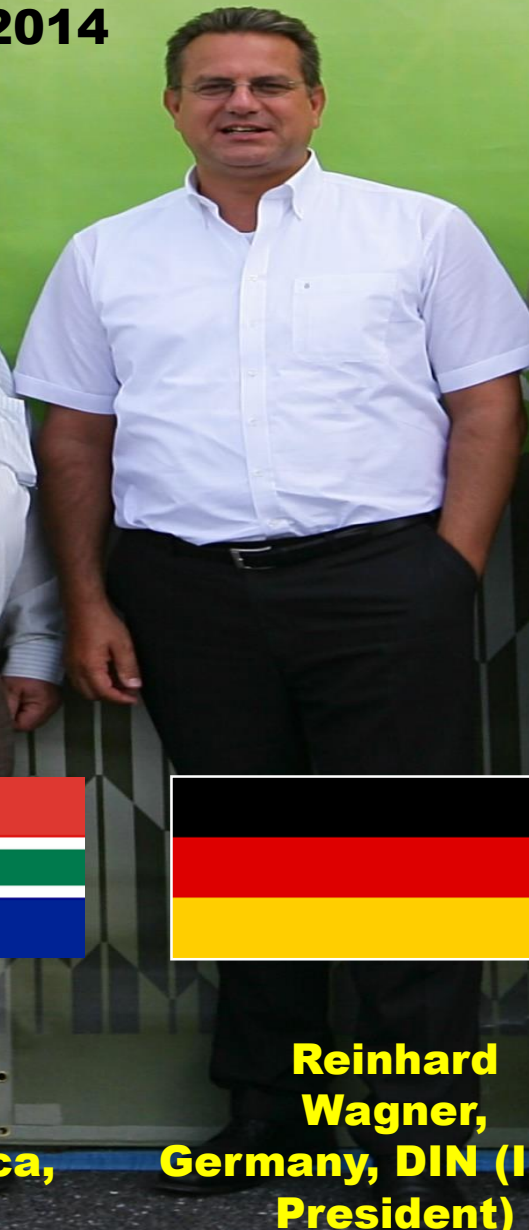
**Jouko
Vaskimo,
Finland,
SFS**



**Miles
Shepherd,
UK, BSI, TC258
Committee Chair**



**JC
Kruger,
South Africa,
SABS**



**Reinhard
Wagner,
Germany, DIN (IPMA
President)**



**Theofanis
Giotis,
Greece,
ELOT**



Standards by ISO/TC 258 Project, programme and portfolio management



STANDARD AND/OR PROJECT UNDER THE DIRECT RESPONSIBILITY OF ISO/TC
258 SECRETARIAT (8) ↓

🕒 **ISO 21500:2021**

Project, programme and portfolio management — Context and concepts

🕒 **ISO 21502:2020**

Project, programme and portfolio management — Guidance on project management

🕒 **ISO 21503:2017**

Project, programme and portfolio management — Guidance on programme management

🕒 **ISO 21504:2015**

Project, programme and portfolio management — Guidance on portfolio management

🕒 **ISO 21505:2017**

Project, programme and portfolio management — Guidance on governance

🕒 **ISO/TR 21506:2018**

Project, programme and portfolio management — Vocabulary

🕒 **ISO 21508:2018**

Earned value management in project and programme management

🕒 **ISO 21511:2018**

Work breakdown structures for project and programme management

8

**PUBLISHED ISO
STANDARDS ***

under the direct responsibility
of ISO/TC 258

3

**ISO STANDARDS
UNDER DEVELOPMENT ***

under the direct responsibility
of ISO/TC 258

36

**PARTICIPATING
MEMBERS**

24

OBSERVING MEMBERS



ISO 21500

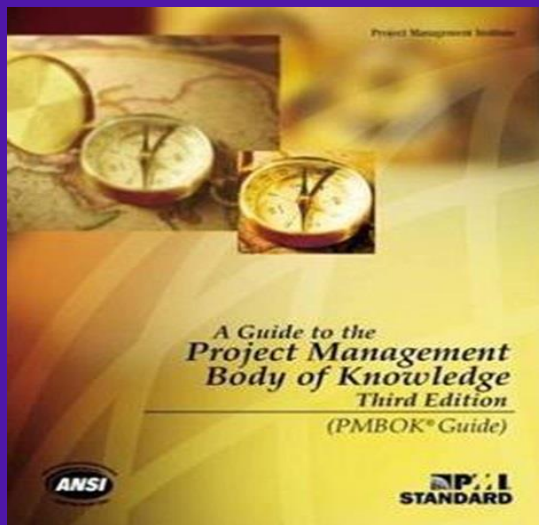
ISO developed a new Global Standard for Project Management (2007-2012) that is named **ISO 21500**.

ISO 21500 was published on 3rd of Sept. 2012 and it is based on **PMBOK®**.



International
Organization for
Standardization

ISO 21500 was published on 1st of Sept. 2012 and it is based on PMBOK® 3rd Edition.



INTERNATIONAL
STANDARD

ISO
21500

First edition
2012-09-01

Guidance on project management

Lignes directrices sur le management de projet



Reference number
ISO 21500:2012(E)

© ISO 2012

Abstract of ISO 21500 Standard in Project Management: “Guidance on project Management”

ISO 21500:2012 provides guidance for **project management** and can be used **by ANY type of organization**, including public, private or community organizations, and for **ANY type of project**, irrespective of complexity, size or duration.





Ελληνική Έκδοση του ISO 21500 από τον ΕΛΟΤ

ΕΛΛΗΝΙΚΟ ΠΡΟΤΥΠΟ
HELLENIC STANDARD



Οδηγός για τη διοίκηση έργων

Guidance on project management (ISO 21500:2012)





CERTIFICATE

ISO 21500:2012

Swiss Approval Technische Bewertung SA
certifies in accordance with its procedures that:

RACE Consulting Engineers LP
45 MICHALAKOPOULOU STR,
115 28 ATHENS
GREECE

Owner of Certificate:

Has established and applies a Project Management System for:

**Provision of Services for the Design and the
Design Process for large scale Transportation
Infrastructure Programs and Projects**

Scope:

Certificate

Registration Nr:

030-02-215-00001

Valid until:

23.10.2017

Date of Issue:

24.10.2016



Review

Rich Karlgaard, Forbes' editor, during «*The Forbes Leadership Networks Forum*» at Palo Alto της California, 2nd of Dec. 2008, noted:



"If you don't know Project Management Institute (PMI), find out what they do.

**The practice of project management
will be the activity
that makes or breaks many global
companies in this economic
environment..."**



ΔΗΜΟΣΙΑ
ΔΙΟΙΚΗΣΗ

ΜΑΘΗΣΗ | ΑΛΛΑΓΗ | ΑΠΟΤΕΛΕΣΜΑ

Thank You!



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