



PROJECT BENEFIT REALISATION AND PROJECT MANAGEMENT

THE 6Q GOVERNANCE APPROACH

**RAYMOND C. YOUNG
VEDRAN ZERJAV**

WILEY Blackwell

Project Benefit Realisation and Project Management

Project Benefit Realisation and Project Management

The 6Q Governance Approach

Raymond C. Young, MBA, PhD, FAIPM, FGIA

Vedran Zerjav, PhD

WILEY Blackwell

This edition first published 2022
© 2022 John Wiley & Sons Ltd

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, except as permitted by law. Advice on how to obtain permission to reuse material from this title is available at <http://www.wiley.com/go/permissions>.

The right of Raymond C. Young and Vedran Zerjav to be identified as the authors of this work has been asserted in accordance with law.

Registered Offices

John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, USA

John Wiley & Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, UK

Editorial Office

9600 Garsington Road, Oxford, OX4 2DQ, UK

For details of our global editorial offices, customer services, and more information about Wiley products visit us at www.wiley.com.

Wiley also publishes its books in a variety of electronic formats and by print-on-demand. Some content that appears in standard print versions of this book may not be available in other formats.

Limit of Liability/Disclaimer of Warranty

In view of ongoing research, equipment modifications, changes in governmental regulations, and the constant flow of information relating to the use of experimental reagents, equipment, and devices, the reader is urged to review and evaluate the information provided in the package insert or instructions for each chemical, piece of equipment, reagent, or device for, among other things, any changes in the instructions or indication of usage and for added warnings and precautions. While the publisher and author have used their best efforts in preparing this work, they make no representations or warranties with respect to the accuracy or completeness of the contents of this work and specifically disclaim all warranties, including without limitation any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives, written sales materials or promotional statements for this work. The fact that an organization, website, or product is referred to in this work as a citation and/or potential source of further information does not mean that the publisher and author endorse the information or services the organization, website, or product may provide or recommendations it may make. This work is sold with the understanding that the publisher is not engaged in rendering professional services. The advice and strategies contained herein may not be suitable for your situation. You should consult with a specialist where appropriate. Further, readers should be aware that websites listed in this work may have changed or disappeared between when this work was written and when it is read. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

Library of Congress Cataloging-in-Publication data applied for

ISBN: 9781119367888

Cover Design: Wiley

Cover Image: © matejmo/Getty

Set in 9.5/12.5pt STIXTwoText by Straive, Pondicherry, India

Contents

List of Illustrations *vii*

Preface *ix*

Authors CV *xi*

1 Introduction *1*

The Board, Governance and Projects *1*

A Diagnostic Toolbox for Project Executives *3*

Key Concepts *4*

Project Management Success vs. Project Success *4*

Strategy and Policy Execution *6*

Are We Talking About Strategy or Policy? *8*

Design Thinking for Project Governance *10*

References *11*

2 How to Govern Projects: Six Questions *13*

Q1. What is the Desired Outcome? *13*

How to Know Whether Q1 has been Addressed Adequately *15*

Q2. How Much Change? *16*

Q3. Sponsor *18*

Rules of Thumb *18*

A Special Warning *19*

Q4. Success Measures *24*

Rules of Thumb *25*

Q5. The Right Project Culture *28*

Q6. Monitoring *34*

Informal Governance *34*

References *36*

- 3 Tools and Techniques 39**
 - Q1. Strategy – Diagnostic Toolkit 39
 - Q2. Change – Tools and Techniques 44
 - Stakeholder Analysis 45
 - Business Process Mapping 46
 - Results Chain or Logic Model 48
 - Influencer Analysis 49
 - Q4. Measurement – Tools and Techniques 56
 - Q6. Monitoring – Tools and Techniques 57
 - Formal Governance 58
 - References 62

- 4 Further Insight 65**
 - When Do You Ask Each 6Q Governance™ Question? 65
 - Initial Stage of a Project 66
 - Initial–Early–Middle Stages of a Project 66
 - Middle–Late Stages of a Project 67
 - General Mechanisms Throughout the Project Lifecycle 67
 - The Best Guidance Available 67
 - Reference 67

- 5 The Future of Project Management and Governance 69**
 - Where Do We Go from Here? 69
 - The History and the Future of Project Management 69
 - Conclusion 70
 - References 72

- Appendix A 73**

- Appendix B 83**

- Appendix C 95**

- Further Reading 111**

- Index 113**

List of Illustrations

Figure 1.1: 6Q Governance (TM) as a business canvas.

Figure 3.1: AcdB layout on a whiteboard.

Figure 3.2: Worked example: TechServ! It's not an IT project, it's a customer service project.

Figure 3.3: Typical output from a stakeholder analysis.

Figure 3.4: Helpful output from Business Process Mapping.

Figure 3.5: A typical logic map. *Source:* Arnold [19].

Figure 3.6: An example of a Results Chain. *Source:* Thorp, J. (2003).

Figure 3.7: A weak AcdB logic.

Figure 3.8: Initial value chain.

Figure 3.9: Enhanced value chain.

Figure 3.10: Value chain enhanced with projects identified through influencer analysis.

Figure 3.11: Prototype project reports.

Figure 3.12: Screenshot of step 1 of the project initiation process – business case. *Source:* DSTG.

Figure 3.13: Prototype project portfolio management reports at DSTG.

Figure B.1: Project governance structure. *Source:* Young, 2005.

Figure B.2: Project timeline. *Source:* Young, 2005.

Preface

As we are writing this handbook, the COVID-19 crisis is unfolding, creating challenges and opportunities of unprecedented scale for the economies and societies around the world. A number of projects are having their budgets axed and objectives put on hold but at the same time, many new projects are being initiated to help us all prepare to function and live in the 'new normal'. Project sponsors, investors, and financiers are taking a risk-averse view as to what projects will be needed and what to support in the post-pandemic 'brave new world'. Indeed, we felt that this handbook is a timely response to the challenges of this situation, focusing on project benefits and the design of projects in the light of their benefits, rather than the conventional criteria of project success.

Our ambition is to help organisational project clients and their project executives navigate these uncertain times. The book is deliberately brief and written for Corporate Boards and their 'accidental project sponsors'. Managers do not suddenly acquire the knowledge to govern a big project when they are promoted to senior management. It is far more common to be delegated the role and to become a project sponsor by 'accident'. Once delegated, the common experience is to find most of the advice one is given is not helpful, and success or failure becomes dependent on your instincts as a project sponsor. In the post-pandemic world, projects are more critical to the survival of organisations and we cannot fall back on such a hit-and-miss approach. This handbook addresses this issue by distilling the experience of senior managers and presenting guidance in the form of six key questions illustrated by case studies.

The guidance is informed by decades of research and has been tested against a database of hundreds of projects to confirm its effectiveness. It is also supported by a companion website (www.6qgovernance.com) where readers can read the latest insights and post questions to the authors and their peers to get timely advice on how to govern their projects for the new normal.

Authors CV

Raymond C. Young – Career Summary

Raymond Young is an international authority in project governance. His research has been published by Standards Australia as HB280-2006, a handbook explaining how boards and top managers influence business projects to succeed. His career objective is to help clients realise strategic business benefits from their projects rather than to simply come in on-time on-budget.

Raymond is a Fellow of the Australian Institute of Project Management (FAIPM) and a Fellow of the Governance Institute of Australia (FGIA). He is a founding member of the committee that developed the Australian and international governance standards AS8016 and ISO38500. Raymond's career alternates between industry and academia. He has recently taken up a Senior Associate Professor role at Xi'an Jiaotong-Liverpool University in Suzhou, China after a lengthy period as an academic at both the University of New South Wales and the University of Canberra. He has a decade of management consulting experience culminating in a CIO role within Fujitsu Australia.

Until recently, Raymond has been advising Australian Federal Government agencies on how to improve their project, programme, and portfolio management practices. His other expertise includes performance measurement, business process reengineering, activity-based management, and logistics. His significant clients have included Colgate-Palmolive, BHP, Commonwealth Bank of Australia, Telstra, Department of Health, Electricity Trust of South Australia, and Prospect Electricity.

Qualifications and Accreditations

- Fellow of the Governance Institute of Australia (FGIA)
- Fellow of the Australian Institute of Project Management (FAIPM)
- Graduate of the Australian Institute of Company Directors (GAICD)

- Doctor of Philosophy (PhD), Macquarie Graduate School of Management, Macquarie University, 2006
- Master of Business Administration (MBA), University of Sydney, 1988–1992
- Graduate Diploma in Education (DipEd), Sydney College of Advanced Education, 1986
- Bachelor of Building Science (BBSc), Victoria University of Wellington, New Zealand, 1982–1984

Work History

2019–current	Senior Associate Professor Xi'an Jiaotong-Liverpool University
2016–2019	Senior Lecturer University of NSW, Canberra
2010–2016	Assistant Professor University of Canberra
2008–2010	Practice Lead, Project Governance e8 Consulting
2002–2008	Lecturer Macquarie University
1994–1998	CIO Fujitsu Australia & FBA Computer Technology Services
1991–1994	Management Consultant Deloitte Touche Tohmatsu

Vedran Zerjav – Career Summary

Vedran Zerjav is an Associate Professor of Infrastructure Project Management in the Bartlett, UCL. He is a scholar of projects with an interest in a range of organisational issues in project-based organisational forms. His main areas of interest include strategic, operational, and value considerations in projects and his empirical focus is on urban infrastructure and its delivery. He is a qualitative researcher with an interest in hybrid and novel methodologies for project studies. Vedran's engagement with the world of project management practice is extensive and spans research and advisory roles working with major infrastructure clients and professional bodies such as the Association for Project Management and Project Management Institute.

Qualifications

Doctor of Technical Sciences (Dr.techn.), Vienna University of Technology, 2012
Diploma in Civil Engineering (Dipl.ing./M.Eng.), University of Zagreb, 2006

Work History

2014–Present	University College London, Bartlett School of Construction and Project Management
2012–2014	University of Twente (The Netherlands), Department of Construction Management and Engineering
2006–2012	University of Zagreb (Croatia), Faculty of Civil Engineering, Department of Construction Management and Economics
