

Exploiting Project Knowledge to Enhance Project Governance and Controls

Project Governance and Controls Symposium

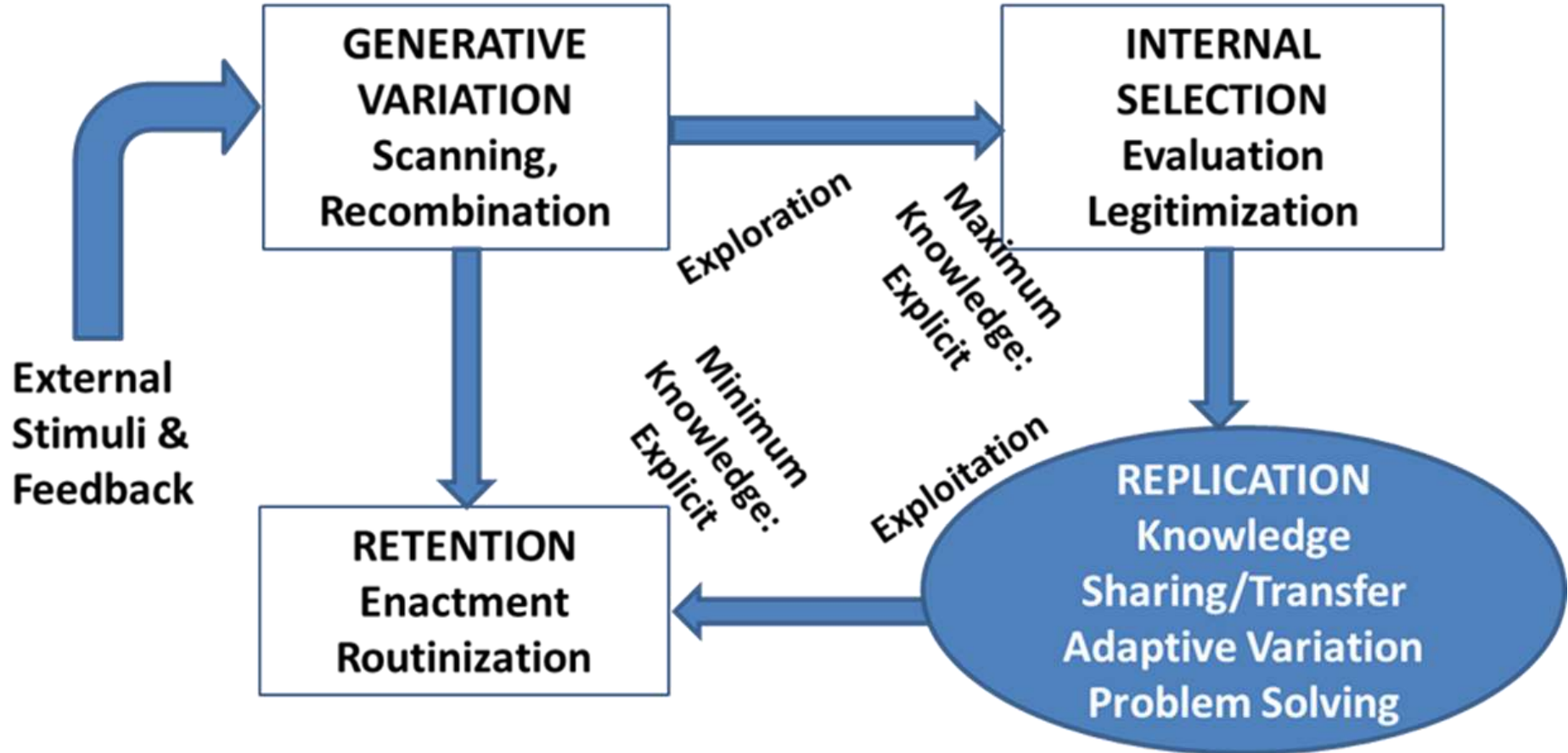
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Managing Project Knowledge
Enhancing Project Governance
Mapping Control Mechanisms
Gathering Project Intelligence
Delivering Predictable Outcomes

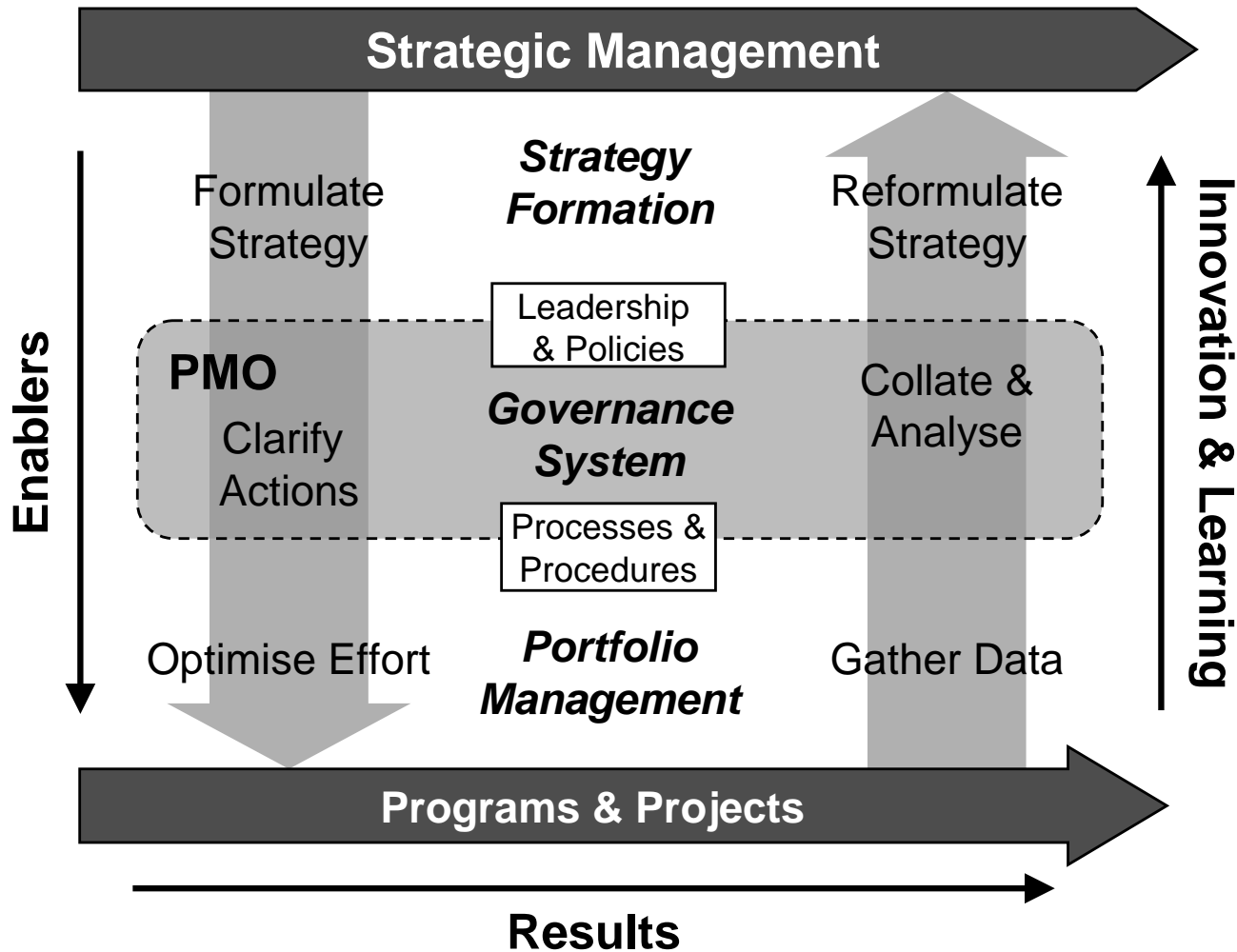
....does this lead to mediocrity through conformity?

Managing Project Knowledge



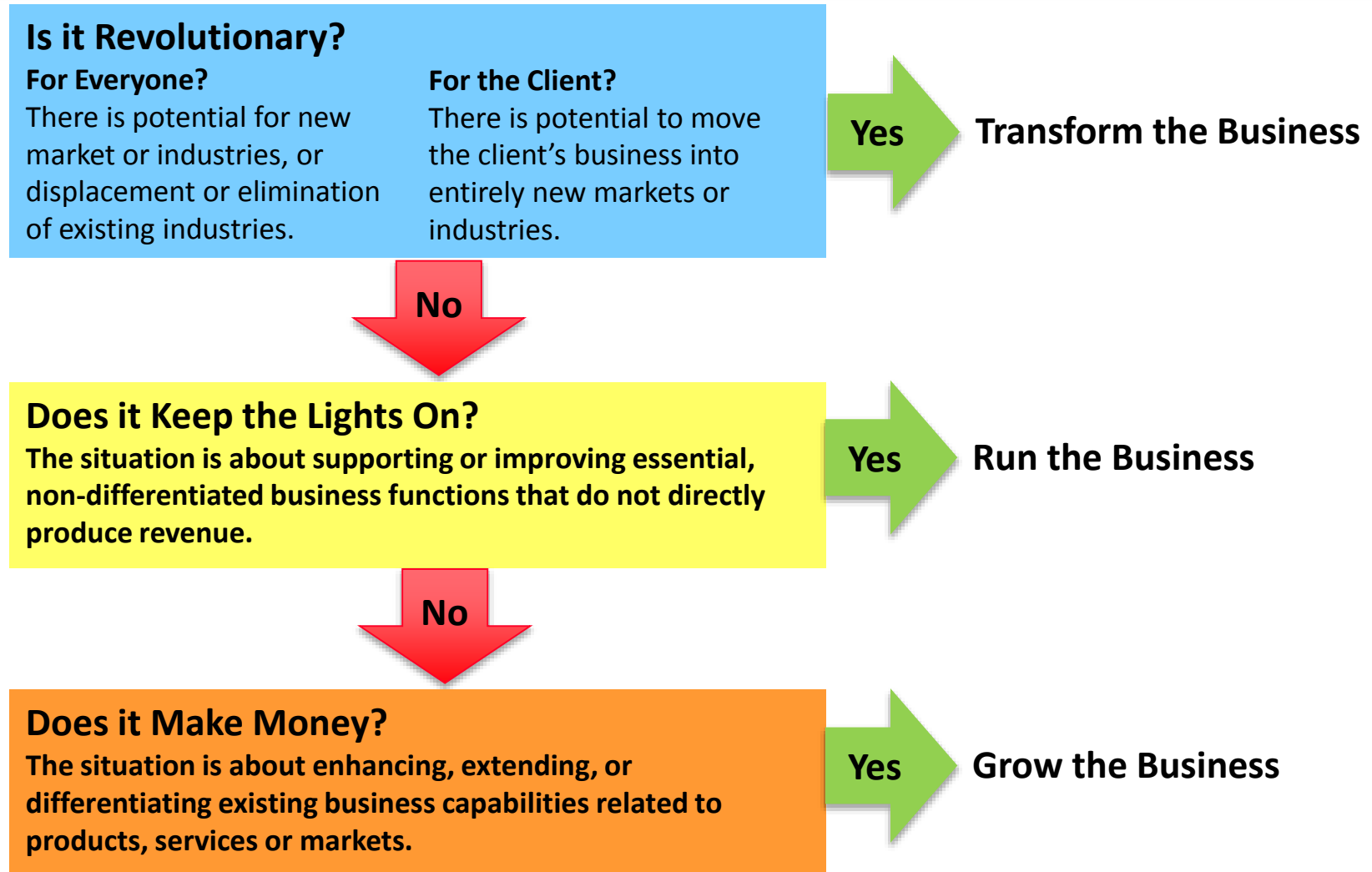
Source: *Knowledge Evolution Cycle* (Zollo & Winter 2002, p. 343)

Enhancing Project Governance



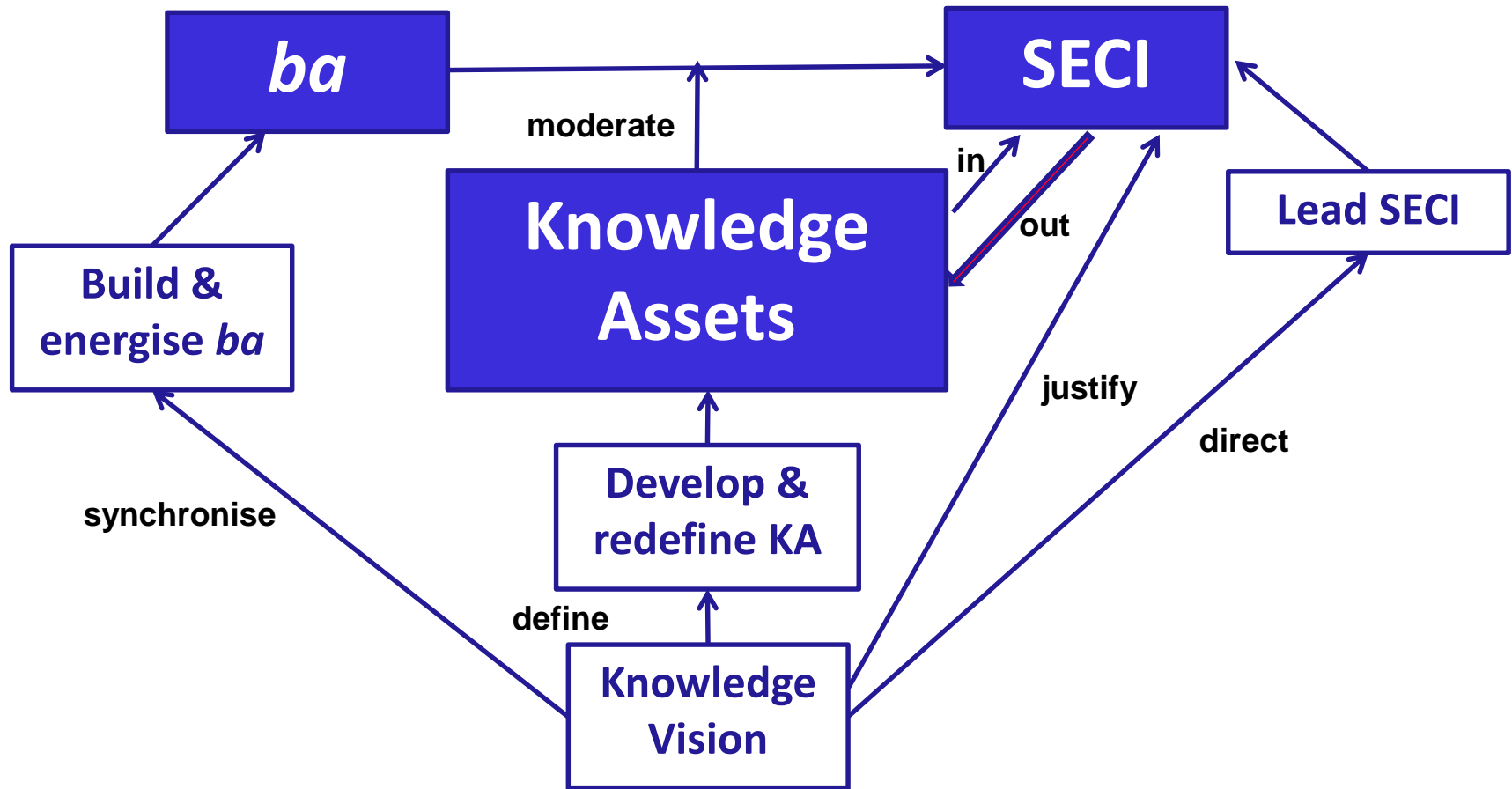
Source: *The PMO as a Governance System in the PBO* (Thiry 2008, p.4)

Mapping Control Mechanisms



Source: Business Value Category Decision Tree (Hunter 2008, p. 7)

Gathering Project Intelligence



Source: *Leading the Knowledge-creating Process* (Nonaka et al 2000, p. 23)

- PM knowledge is:
 - acquired through experience, formal training, and informal mentoring;
 - transferred impersonally and formally; and
 - created in a social and systematic way.
- Organisational culture and politics drives instinctive behaviours impacting how knowledge is acquired and transferred.
- Inconsistent learning opportunities limit the acquisition and transfer of knowledge.

Mediocrity through Conformity?

- Discuss with the person sitting next to you if you agree or disagree with this statement, and why.
- You have five minutes....



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Thank you

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