

From Process to People and Results

How to foster responsive
project management
to help the UN fulfill its mission



Focus: Water-related Disaster Risk Reduction
through global partnership based on “holistic” project management, risk management & stakeholder management.

Multi stakeholder panel of the second UN Special Thematic Session on Water and Disasters
November 18th, 2015

The UN Headquarters, New York, New York, U.S.A.

Speakers: Dr. Sonja Ellmann, Mr. Erik Mansson

Table of Contents



• Key messages	3
• Excellence is required on all levels	4
• Global Project Management Office	5
• Conclusion and next steps	6
• Q & A	7
• Backup	8

Key Messages



- Fitness for purpose is in the end measured through objective verification of achieving Sustainable Development Goals (SDG) and stakeholder satisfaction.
- Stakeholder trust and satisfaction is thus key to success: Satisfaction is a function of successful collective engagement of different disciplinary and institutional groups.
- Project management is a natural answer to engage stakeholders, leverage individual and collective capability and in the end solve complex challenges through projects.
- Therefore, resources need to be channeled towards long-term capacity and capability building to solve complex challenges such as water-related DRR.

Excellence is required on all levels to build capacity and capability



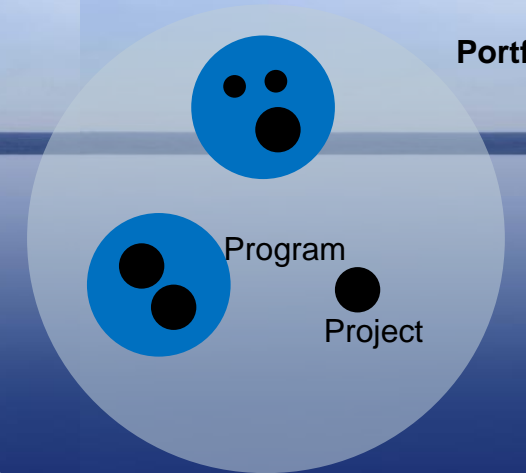
**Organization /
State**

Portfolio

Individual



Individual



Portfolio

Program

Project

**Portfolio (e.g. DRR)
Program (e.g. water-related DRR)
Project (e.g. desalination plant)**

Global Project Management Office (PMO)



A global PMO...

- supports projects from a very early phase onwards and throughout the **whole lifecycle** - from cradle to grave.
- fosters **capability building** on collective and individual level.
- **promotes standards** that fit different project / program types.
- collects practical lessons learned and establishes a proper **learning loop** across projects.
- ensures that constant **benchmarking** is conducted through methodic project / program assessments and project excellence awards.
- compares and helps to standardize approaches concerning e.g. **risk management, stakeholder management** on global level.

Conclusion and next steps

Global PMO with Top Management support



Community of Practice

Global reach, leverage, multipliers

Test methods and tools, exchange experience, identify needs



Environment and Toolbox

What works for water-related DRR (UN)?

Build capability, create environment



Piloting and Adoption

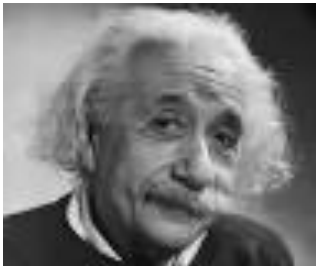
Pilot in 3-5 areas

Fin-tune toolbox

Roll-out to all DRR (UN)

Communication: Inform, raise awareness, create enthusiasm

Q&A



Focus on project results!

UN is the world's most inclusive policy making forum, has proven itself to be extremely capable of reform and has been continually adapting to changing circumstances.

However, all of UN efforts would amount to nothing if we lack the means of implementation of the SDG agenda. Therefore, we must ensure that the UN is truly fit-for-purpose.” (Dr. Han Seung-soo)

Elevate your thinking!

“We cannot solve our problems with the same thinking we used when we created them” (Albert Einstein)

Collective intelligence!

E = D m

Collective energy (E) is a function of making a difference (D) in something that matters to us (m).

The main question to ask ourselves is:

What is our highest potential working together?” (Otto Scharmer)

Backup

- Conclusion - details
- UN taking the lead for new global standards
- Excellence is required on all levels – details
- Example: Holistic stakeholder management
- Best practice
- Transcending local culture for global leadership
- Short CV Dr. Sonja Ellmann
- Short CV Mr. Erik Mansson
- Sources

Conclusion - Details

1

Excellent project management is part of the solution to cope with global challenges. UN has an interest to support world-wide dissemination of project management standards to as many stakeholders as possible (supporting preparatory work at local level), and has an opportunity to take the lead for developing new “state of the art” global standards for humanitarian aid and social development projects.

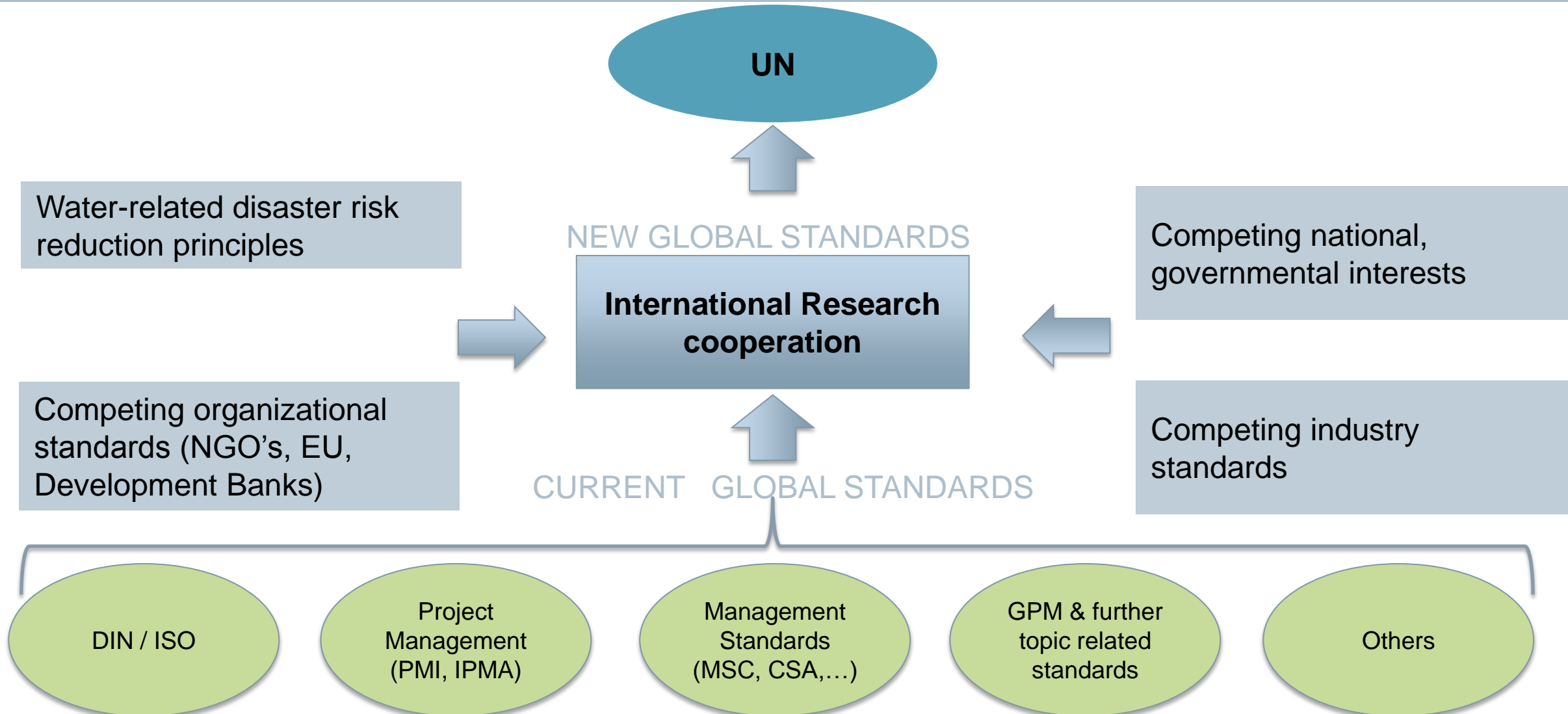
2

UN can excel in project management by comparing international benchmarks. In light of the challenges ahead the extra mile towards best in class on organizational, project and individual level needs to be walked by engaging collective intelligence. The question on whether UN is fit-for-purpose will be answered by perception and performance indicators assessing portfolio composition, budget, project results, risk management and stakeholder satisfaction.

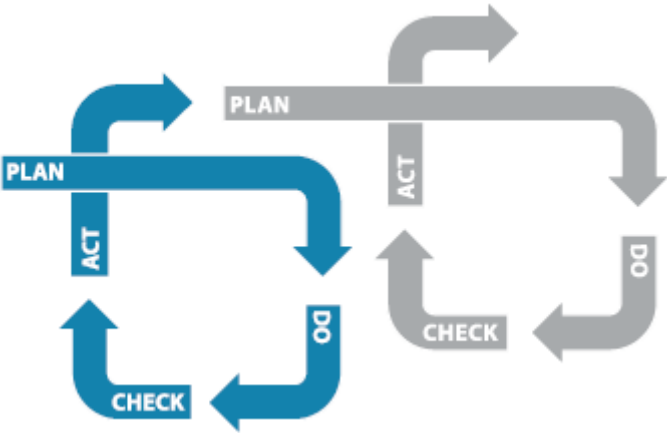
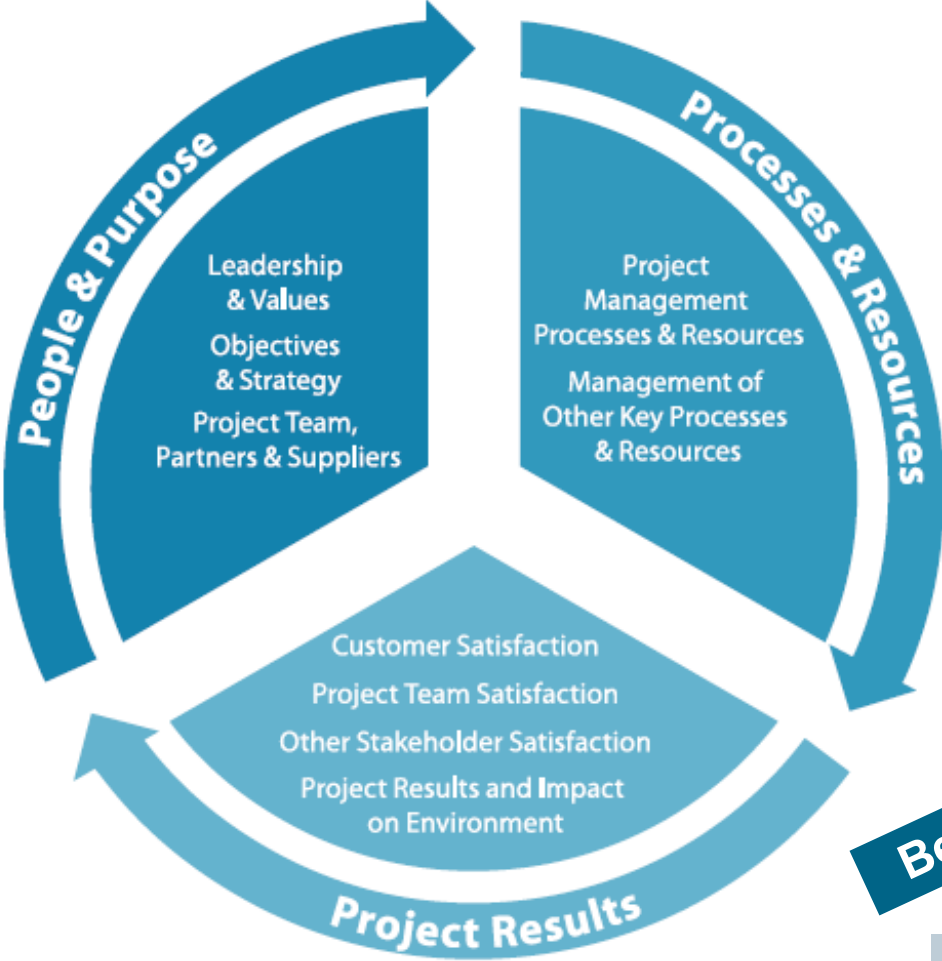
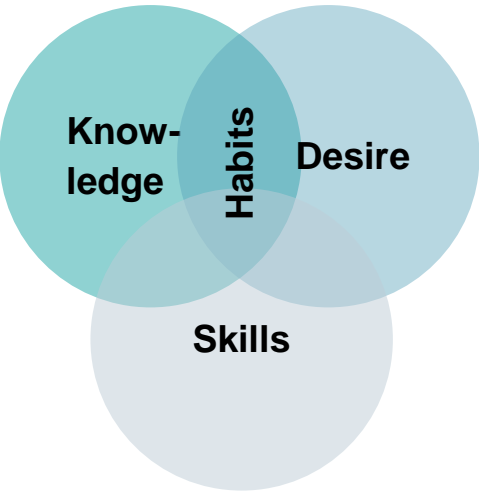
3

Holistic project management and stakeholder management must be embraced from the top as a strategic tool for public policy making, supported by a global Project Management Office. The main challenge is to coordinate actions between different policy makers, and have a common language (standard) as the baseline to facilitate global partnership around the UN agenda.

UN taking the lead for new global standards and reaching consensus amongst stakeholders



Excellence is required on all levels - reaching project and program excellence



Example: Holistic stakeholder management - suggesting a vision to manage extreme complexity in project environment using collective intelligence

Process and Analysis

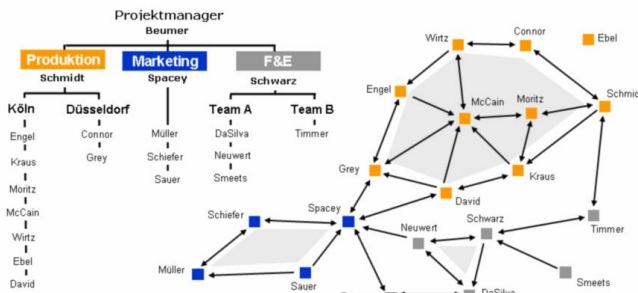
Process:

- Clear process with learning loops.



Analysis:

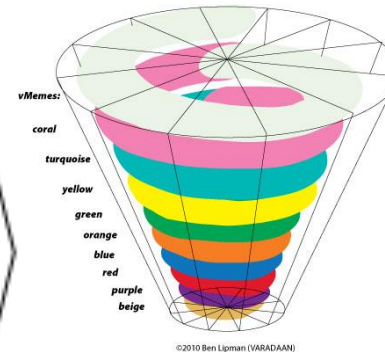
- Social Network Analysis to analyze formal and informal stakeholder structures. Surveys help to gather background information.



Interpretation and engagement

Spiral Dynamics:

Identify dominating value-systems, and balance them so they can support each other in a productive way.

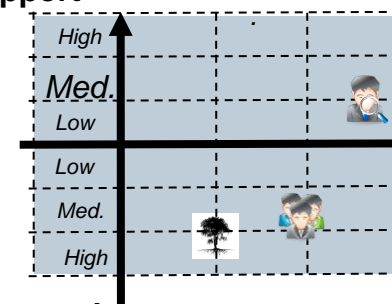


Theory U:

The Theory U acts as a practical lens and framework to explain why and how groups can develop this deepest level of awareness.

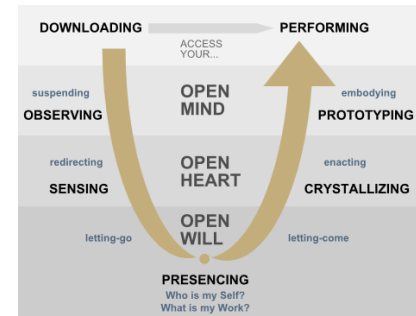
Expected support

Low Med High



Expected Conflicts

Power / influence



Best practice: Holistic project - and stakeholder management in water-related risk reduction projects - Adelaide desalination plant

“Award winner”

South Australian Water Corporation, Adelaide, Australia



Areas of particular excellence:

- **Project results** extraordinary considering a very challenging objective (time pressure, scope extension and ambitious targets on optimal cost efficiency and state of the art environmental standards)
- **Leadership** extraordinary on all levels keeping the focus, energy and motivation during 5 years with many challenges and rough times on the way and creating “magic” in the project
- **“One team approach”** where the project integrated suppliers, consultants and contractors to the extent that the common objectives and willingness to go all out to achieve was the overriding principle making the handing over to the operator extraordinarily smooth

Transcending local culture for global leadership

In which league are you playing?

ORGANISATION



SIEMENS



PROJECT



Beijing Terminal 3
Baggage Handling

“Award winner”

IPMA 2009

“Gold winner”

IPMA 2015

Community
Development

INDIVIDUAL



Nelson Mandela



Jeff Martin, Project Director Beijing T3



Ellmann / Mansson

Dr. Sonja Ellmann



- German citizen with **expat** experience from US (UN), UK and Dubai
- **PhD in Project Management** from Bremen University, Germany
- **UN intern** 2001-2002
- Experienced IPMA **Project Excellence** Team Lead Assessor
- **Chair Jury** of IPMA Achievement Award (social projects) 2015
- **Project Manager** of the Baggage Handling system / Belt at Dubai Airports for Siemens Middle East (2010-2013)
- **Current position: Head of PMO** at Siemens Postal, Parcel & Airport Logistics
- Member of the project team for the IPMA Project Excellence Baseline (PEB) released in October 2015
- Author of several publications (e.g. lead author of Stakeholder management article in new GPM standard work PM3)

Mr. Erik Mansson



- Swedish citizen with **expat** experience from Saudi Arabia, Luxembourg, Belgium, Germany, France and UK
- Former **Programme Manager** for the Single Euro Payments Area (SEPA) integrating payment systems of 8,000 banks
- Experienced IPMA **Project Excellence** Lead Assessor (2002-2015)
- IPMA **Award Management Board** 2007-2015 (Chair 2015, PM for Achievement Awards and PEB projects, LATNET, EU Task Force, and OCB)
- Chairman of the Jury for the German PE Award 2012-2014
- Member of several **national PM** associations (Sweden, Germany and Nepal)
- **Certified business coach** specialised on (visual) coaching interventions for leadership and teams (since September 2014 preparing a Master Degree thesis in applied coaching at Derby University, UK)

Sources



- Page 10, Excellence is required on all levels
IPMA Project Excellence Baseline, [www. ipma.ch](http://www.ipma.ch)
Covey, S. R, 1989, „The 7 habits of highly effective People“,
p. 48
- P.11, Ellmann, S., Mansson, E. 2009: Holistic stakeholder
management. Coping with stakeholder challenges in the 21st
century.
- Page 11, Holistic Stakeholder Management
Ben Lipman, 2010
- P.11, Ellmann, S. 2007: Management komplexer internationaler
Projekte.
- Page 12, Example holistic Stakeholder Management:
<https://sustainabledevelopment.un.org/aboutmajorgroups.html>