

Introduction to Project & Programme Assurance in Consulting

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Lecturer introduction (45 min)

- Story path
- Big4 companies vs system integrator vs Tier 1 strategic consulting
- Career path in Big4
- Strengths finder 2.0

Giorgia Bertozzi story path

Left brain

I am the left brain.
I am a scientist, A mathematician.
I love the familiar. I categorize. I am accurate. Linear.
Analytical. Strategic. I am practical.
Always in control. A master of words and language.
Realistic. I calculate equations and play with numbers.
I am order. I am logic.
I know exactly who I am.

Right brain

I am the right brain.
I am creativity. A free spirit. I am passion.
Yearning. Sensuality. I am the sound of roaring laughter.
I am taste. The feeling of sand beneath bare feet.
I am movement. Vivid colors.
I am the urge to paint on an empty canvas.
I am boundless imagination. Art. Poetry. I sense. I feel.
I am everything I wanted to be.

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Big4 companies vs system integrator vs Tier 1 strategic consulting

Deloitte
PwC
EY
KPMG

The Big Four are the four largest professional services networks in the world, offering audit, assurance services, taxation, management consulting, advisory, actuarial, corporate finance and legal services. They handle the vast majority of audits for public companies as well as many private companies. It is reported that the Big Four audit 99% of the companies in the FTSE 100, and 96% of the companies in the FTSE 250 Index, an index of the leading mid-cap listing companies. The Big Four firms are shown below, with their latest publicly available data.

IBM
Accenture
Capgemini

A systems integrator is a person or company that specializes in bringing together component subsystems into a whole and ensuring that those subsystems function together, a practice known as system integration. They also solve problems of automation.[3] Systems integrators may work in many fields but the term is generally used in the information technology (IT) field such as computer networking, the defense industry, the mass media, enterprise application integration, business process management or manual computer programming. Data quality issues are an important part of the work of systems integrators.

McKinsey
BCG
Bain
AT Kearney

The Big Three or MBB refers to the name colloquially given to the world's three largest strategy consulting firms by revenue. They are also considered the most prestigious employers in the management consulting industry. McKinsey is the biggest of these with an annual revenue of \$8.8bn (2016) followed by Boston Consulting Group (\$5.6bn revenue; 2016) and then Bain & Company (\$3.8–4.5bn revenue; 2017 estimate).

Firm	Revenues	Employees	Revenue per employee	Fiscal year	Headquarters
Deloitte	\$38.8 bn	263,900	\$147,025	2017	United Kingdom
PwC	\$37.7 bn	236,235	\$159,586	2017	United Kingdom
EY	\$31.4 bn	247,570	\$126,833	2017	United Kingdom
KPMG	\$26.4 bn	197,263	\$133,830	2017	Netherlands

Career Path



(Analyst
For Tier 1
Strategic
Consulting)

Strengths finder tool [Video](#)

"There is no more effective way to empower people than to see each person in terms of his or her strengths."

Don Clifton's strengths-based approach to management and leadership powers the greatest teams in the world's most successful organizations every day.



DON CLIFTON
Father of Strengths Psychology and Inventor of CliftonStrengths

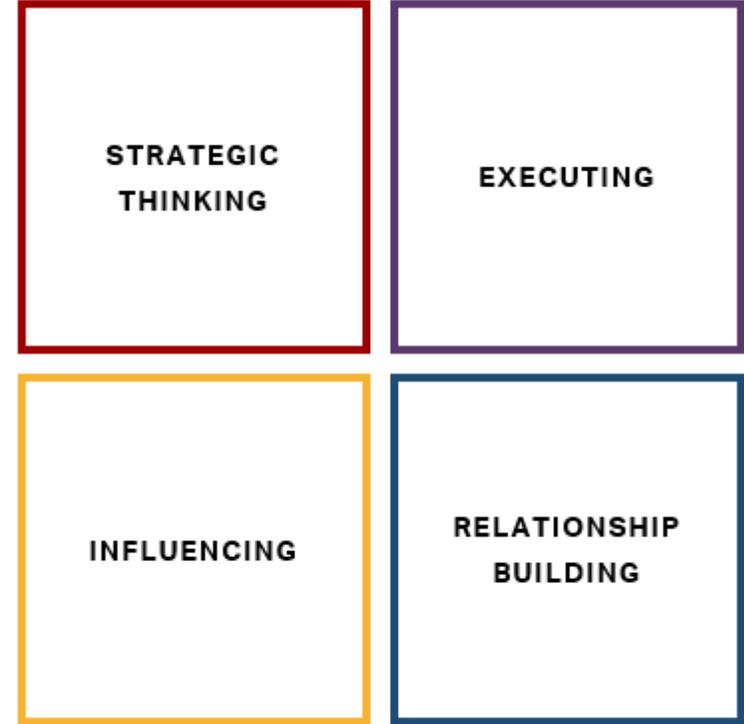
They know that the CliftonStrengths assessment is essential for empowering people to set and achieve their goals and accomplish great things. People who know and use their CliftonStrengths are:

6x
as likely to be engaged at work

7.8%
more productive in their role

3x
as likely to have an excellent quality of life

6x
as likely to do what they do best every day



- How do you absorb, think about and analyze information and situations?
- How do you make things happen?
- How do you influence others?
- How do you build and nurture strong relationships?

Strengths finder tool

	EXECUTING									INFLUENCING							RELATIONSHIP BUILDING							STRATEGIC THINKING										
	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic
<p>Leaders with dominant strength in the Executing domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. Leaders with a strength to execute have the ability to "catch" an idea and make it a reality.</p>	<p>Those who lead by Influencing help their team reach a much broader audience. People with strength in this domain are always selling the team's ideas inside and outside the organization. When you need someone to take charge, speak up, and make sure your group is heard, look to someone with the strength to influence.</p>									<p>Those who lead through Relationship Building are the essential glue that holds a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, leaders with exceptional Relationship Building strength have the unique ability to create groups and organizations that are much greater than the sum of their parts.</p>							<p>Leaders with great Strategic Thinking strengths are the ones who keep us all focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions. People with strength in this domain continually stretch our thinking for the future.</p>																	
Team Members																																		
Example Name 1					3	2	5						1												4									
Example Name 2								2	4			3															1							5
Example Name 3		4					5												3	2				1										
Example Name 4		4		5																	1					2						3		
Example Name 5												5		3					4					2	1									
Total	0	2	0	1	0	1	1	2	1	1	0	2	1	1	0	0	0	0	0	2	1	1	0	2	1	2	1	0	0	0	0	0	1	1

Project and Programme Assurance (30 min)

- Introduction
- Delivery excellence (no slides will be provided after)
- Use cases (no slides will be provided after)
- 15 min break!!

Introduction: What is Project and Programme Assurance? 1/2

Project and Programme Assurance (P&PA) is assessing, designing (and delivering) complex transformation programmes.

The market is dealing with unprecedented challenges driven by factors such as shifts in global economic power, demographic changes in an ageing population, the digital economy, technology, regulatory changes and the emergence of global players disrupting traditional sectors.

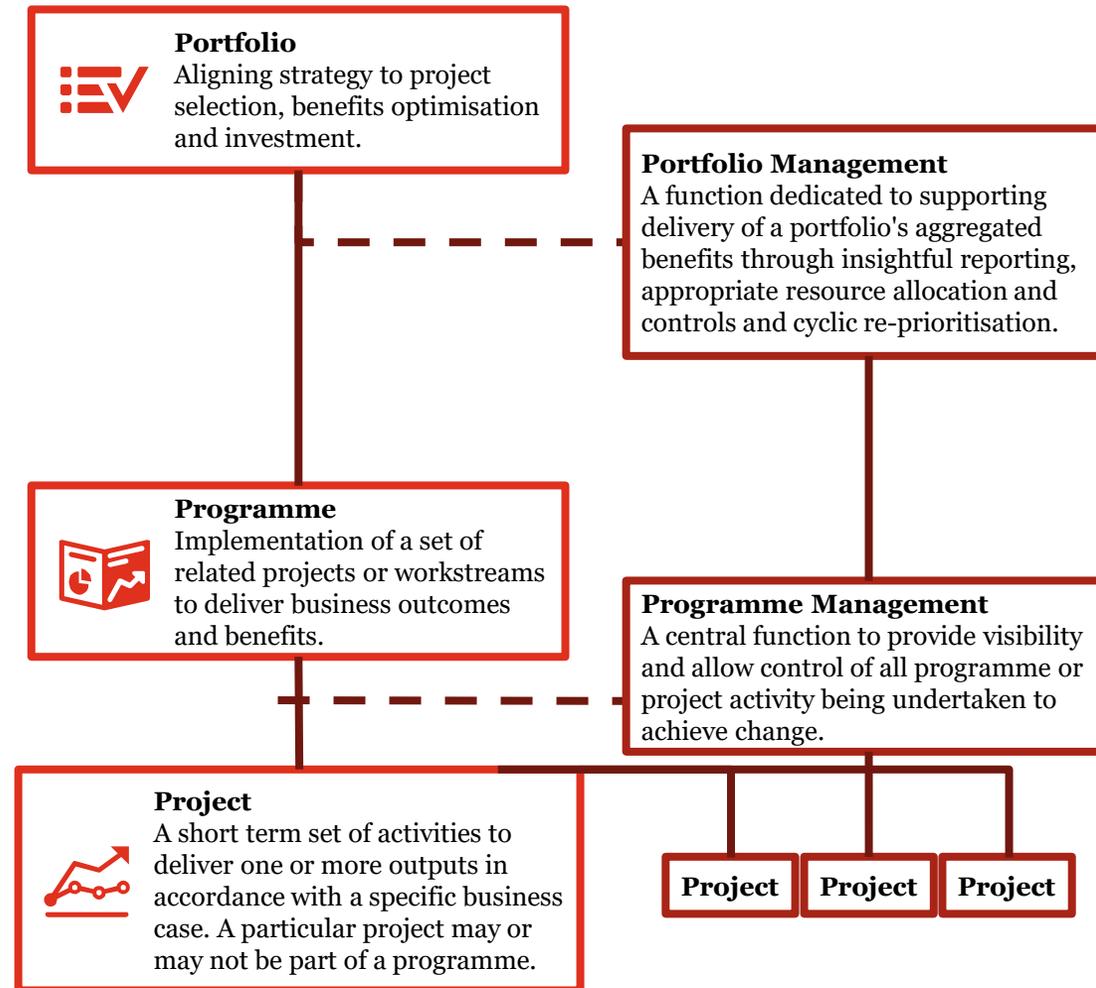
As a result, companies are need to deliver bigger, transformational change, and do so at a faster pace than ever before. At the same time, the cost of failure is increasing, and organisations cannot afford to deliver change programmes using the same old ad hoc approach and processes.

P&PA addresses the most frequent and significant challenges the market face when approaching organisational change, supporting on ***prioritise*** change activities, ***execute*** them effectively, and ***realise*** their benefits.

In a nutshell, P&PA is about:

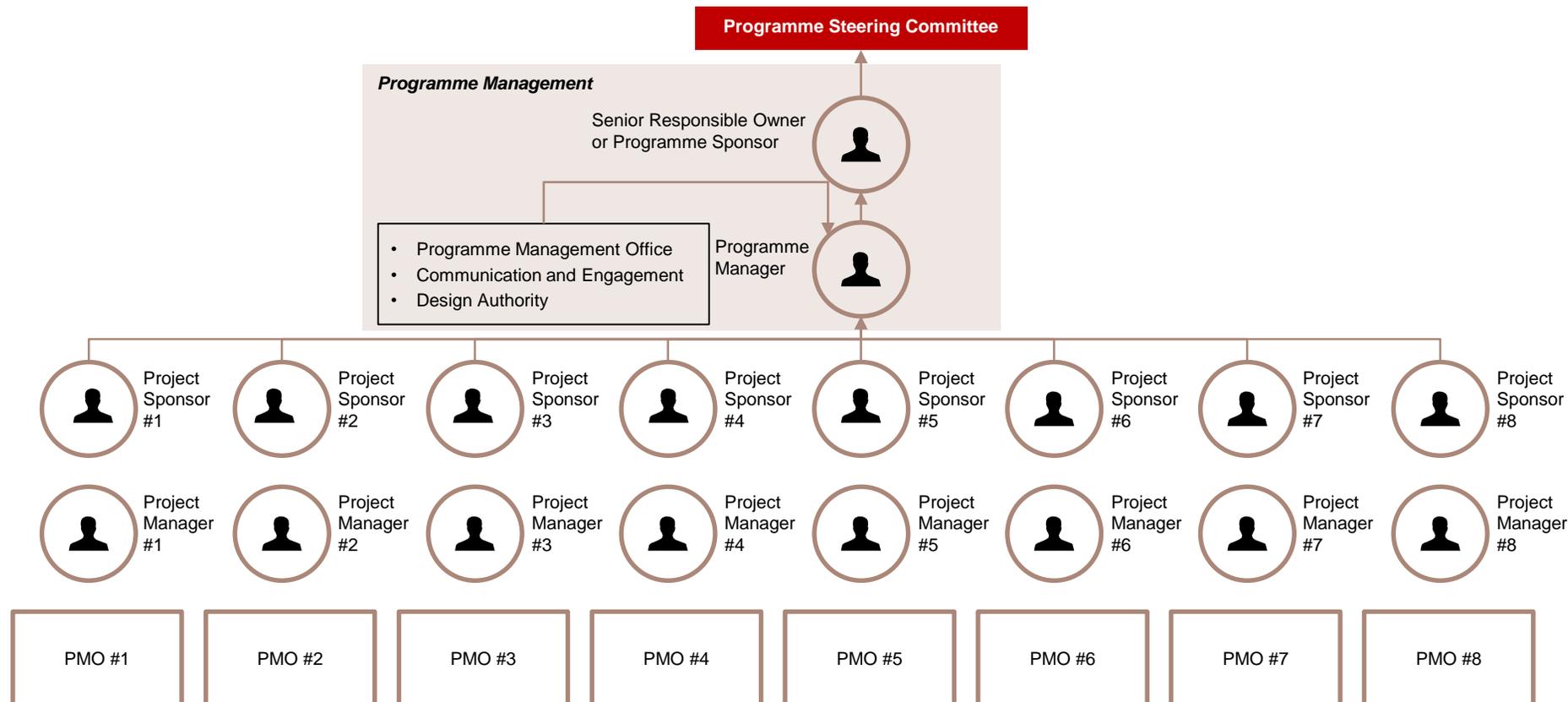
Choosing the right set of projects; effectively executing them; and realizing their benefits

Introduction: What is P&PA? 2/2



Introduction: Programme roles with organising chart

The purpose of this section is to provide an example programme organisation and some example roles and responsibilities for a typical program. It is critical that at the programme level the three key functions of 1) Programme Office, 2) Comms and Engagement and 3) Design Authority working collaboratively, for definitions please refer to page 3.



Introduction: Roles and responsibilities summary

This slide outlines the roles and responsibilities of key programme, stream and project management roles.

Role	Description
Programme steering committee	<ul style="list-style-type: none"> Responsible for making all of the fundamental decisions required throughout the program lifecycle
Senior Responsible Owner or Programme Sponsor	<ul style="list-style-type: none"> Responsible for ensuring that a project or program meets its objectives and delivers the projected benefits Owner of the overall business change that is being supported by the program : he is responsible to ensure that the change maintains its business focus, has clear authority and that the context, including risks, is actively managed
Programme Manager	<ul style="list-style-type: none"> Responsible for delivering the new capability through the management of the program's portfolio of projects, on behalf of the Programme Sponsor Ensures the coherence of the program, and develops and maintains the appropriate environment to support each individual project within it.
Programme Management Office	<ul style="list-style-type: none"> Responsible to provide an overall program plan, manage dependencies, risk and issues, manage budget, quality management and learning process.
Project Sponsor	<ul style="list-style-type: none"> Responsible for ensuring that a stream meets its objectives and delivers its benefits Owner of the overall business change that is being supported by the program. He is responsible to ensure that the change maintains its business focus, has clear authority and that the context, including risks, is actively managed
Project Manager	<ul style="list-style-type: none"> Responsible for delivering a stream within the program. Lead and manage the team, with the authority and responsibility to run the stream on a day-to-day basis (maintaining the plan, dependencies, risks and issues, reporting and ensuring that the underlying projects adopt the stream's project management processes and procedures)

Real life (1 h)

- PM life / Consultant life
- Certifications
- Recruiting process
- Questions

PM life vs Consultant life: what is expected

Consultant Responsibilities

As a management consultant, you'll need to:

- Carry out research and data collection to understand the organisation; conduct analysis;
- Interview the client's employees, management team and other stakeholders;
- Run focus groups and facilitate workshops;
- Prepare business proposals and presentations;
- Identify issues and form hypotheses and solutions;
- Present findings and recommendations to clients;
- Implement recommendations/solutions and ensure the client receives the necessary assistance to carry it all out;
- Manage projects and programmes;
- Lead and manage those within the team, including analysts;
- Liaise with the client to keep them informed of progress and to make relevant decisions.

Project Manager Responsibilities

Project managers are accountable for delivering outcomes, so you'll have high levels of responsibility to ensure that you and your team are on track.

Regardless of the content of the project and the sector you are working in, all projects follow a standard process. These are:

- Initiating** - checking feasibility and working out budgets, teams and resources;
- Planning** - setting goals, defining roles and producing schedules of tasks. Some tools, such as Gantt Charts, can be used to create a visual project plan;
- Executing** - managing the project;
- Monitoring and controlling** - tracking the project's progress;
- Closing** - evaluating successes and challenges to enhance learning for your next project.

As a project manager, you'll need to:

- Set objectives in line with your organisation or client needs, which may include scope, content, timings and budget;
- Plan work and set deadlines to meet the agreed needs;
- Select, lead and motivate your project team from both internal and external stakeholder organisations;
- Monitor the work to make sure it is on time and within budget;
- Co-ordinate the work of your project team and delegate tasks where appropriate;
- Identify and manage risks to ensure delivery is on time;
- Implement any changes throughout the process;
- Report regularly to management and the client.

PM life vs Consultant life: what is expected

HOW to MAKE COFFEE using PM?

1 initiation *I want coffee*

Project scope One 250ml cup of high quality coffee

Requirements Medium strong
Light sweet
Hot

Project time
2 min

Budget
0.50 €

2 planning

Resources needed

Cup
250ml water
2 tbsp ground coffee
1 tbsp sugar
Water kettle
1 table spoon
1 person with coffee skills

Time plan Gantt chart



3 execution

1. Pour the water in kettle and boil
Monitor: the temperature of water should be 95°C
 2. Meanwhile take the cup and put in grounded coffee
 3. Pour in the hot water
 4. Add sugar
 5. Stir
 6. Enjoy! :)
- Quality check: taste to check sweetness**

4 review

Was the coffee good?

How much the project actually cost?

Did project met deadlines?



Making CHEESECAKE the PM way

1 initiation

Cheesecake for a Friend

Objectives

1 classic cheesecake
Delivered to a friend

Project time
7.40 h

Budget
8.00 €

Requirements

12 servings, light sweet
Contains fruit or berries
Medium in calories



3 execution

1. Heat oven to 150°C.
Monitor the temperature.
Spray 22cm springform pan with nonstick cooking spray.

2. In one bowl, combine all crust ingredients and blend well. Press firmly onto bottom of prepared springform pan.

3. In another bowl, beat cream cheese and sugar at low speed until smooth, about 30 seconds. Scrape bowl. Add lemon juice, vanilla and one egg; beat at low speed until egg is blended. Scrape bowl. Add remaining eggs, one at a time, beating only until just blended, scraping the bowl after each addition.

4. Pour filling into pan over crust.

5. Bake until firm except for the very center.
Quality control: check the cake visually every 16 min.
Cool completely on wire rack. Refrigerate.

6. Serve with sliced fresh strawberries.

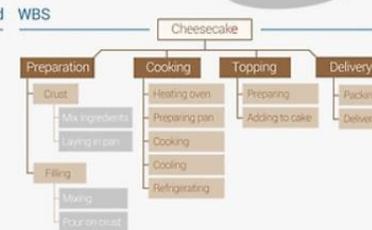
7. Pack the cake in a box.

8. Deliver it to a friend.

2 planning

Resources needed

1 round pan
5ml cooking spray
1 oven
1 refrigerator
2 large bowls
1 mixer
1 wire rack
1 paper box
2 persons
For crust:
1 1/4 cup cookies
1/4 cup sugar
1 tsp. cinnamon
1/4 cup butter, melted
For filling:
950 ml cream cheese
1 cup sugar
2 tsp. lemon juice
1 tsp. vanilla
4 eggs
Sliced fresh strawberries



PERT flowchart — Critical path



4 review & evaluation

Rating of the project

●●●●●

Rating of the quality of deliverables

●●●●●

How much the project actually cost?

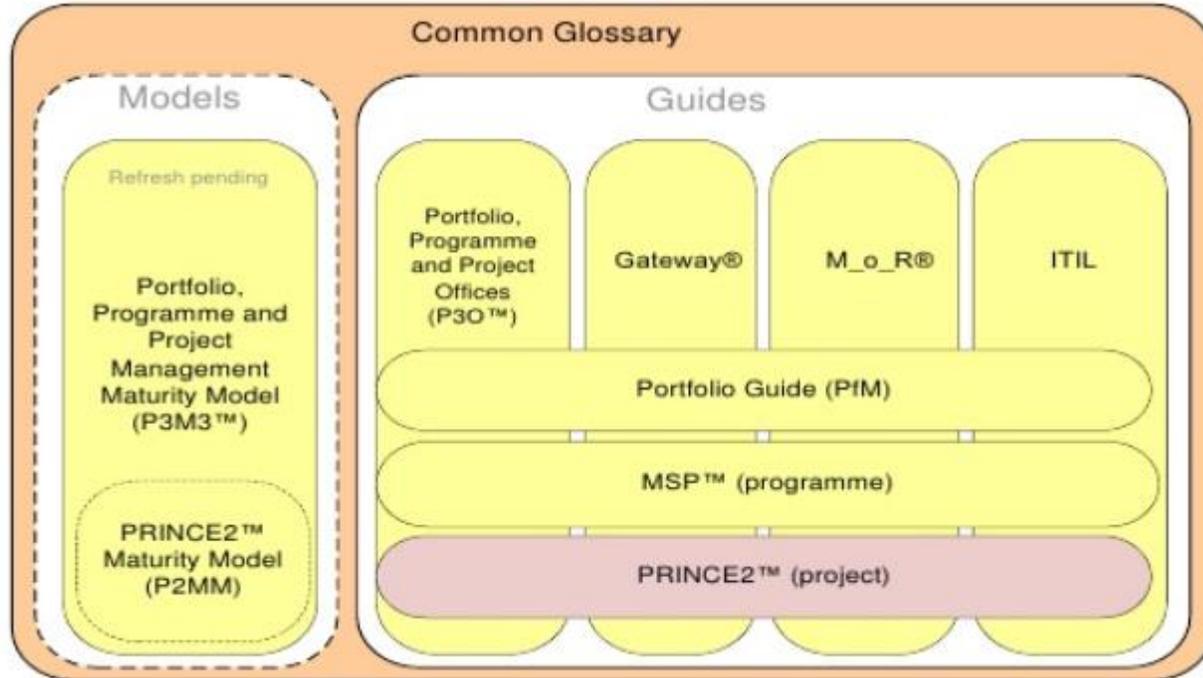
Did the project met deadlines?

What are the lessons learned?

List the biggest failures of the project

What are the achievements of the project?

Certifications and qualifications

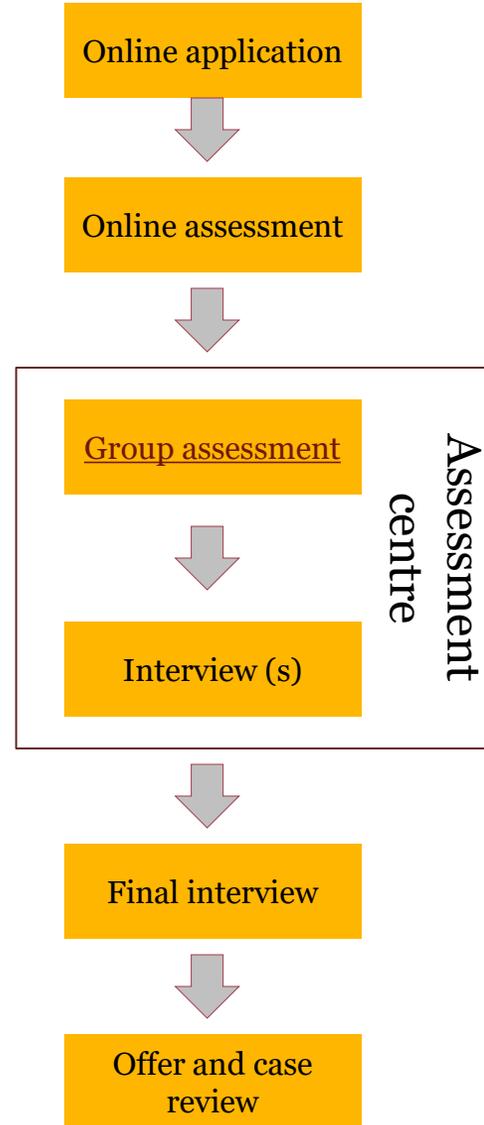
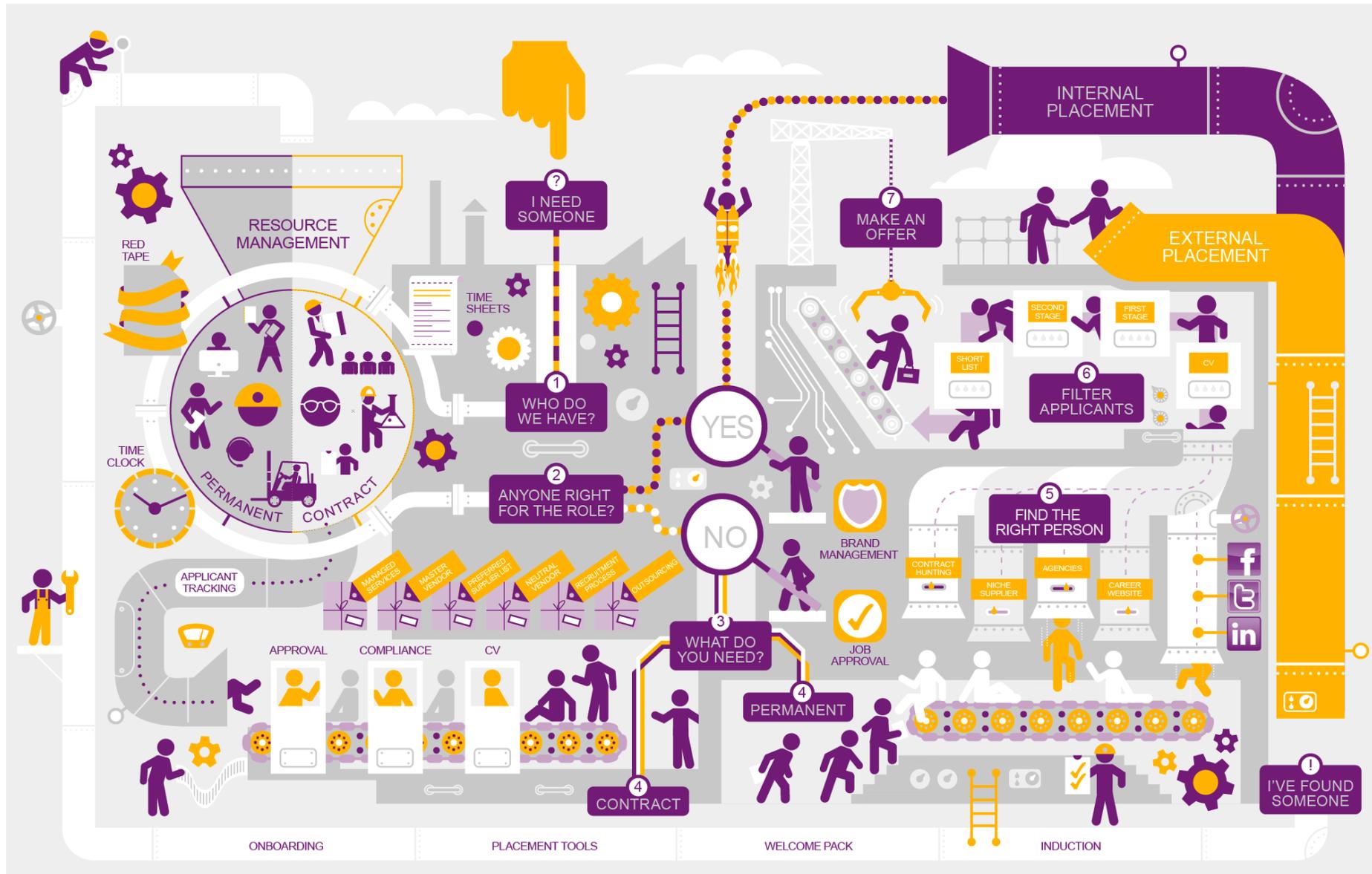


ITIL, formally an acronym for Information Technology Infrastructure Library, is a set of detailed practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business. In its current form (known as ITIL 2011), ITIL is published as a series of five core volumes, each of which covers a different ITSM lifecycle stage.

PRINCE2 (PRojects IN Controlled Environments) is a structured project management method and practitioner certification programme. PRINCE2 emphasises dividing projects into manageable and controllable stages. It is adopted in many countries worldwide, including the UK, western European countries, and Australia. PRINCE2 training is available in many languages.

Managing Successful Programmes (MSP®) represents proven programme management good practice in the successful delivery of transformational change through the application of programme management. MSP has been adopted by many organizations both within the public and private sectors. The experiences of those who have adopted programme management have provided invaluable inputs into the core publication, 'Managing Successful Programmes'.

Recruiting process steps in Big4 or Consulting firms



Recruiting process methodology

1. Why group assessment is so important?
2. Interviewer methodology in group assessment or single interview:

Observe

Record (15 min training)

Classify (4 min)

Evaluate (9 min)

Report (no training)

Recruiting process methodology

3. Interviewee methodology during competence-based interview:

Situation (15 min training)

Task

Action

Result

Questions?

... and thank you!