MONASH University

Exploiting Project Knowledge to Enhance Project Governance and Controls

Project Governance and Controls Symposium

Dr. Chivonne Algeo

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GROUP OF EIGHT AUSTRALIA

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Managing Project Knowledge

Enhancing Project Governance

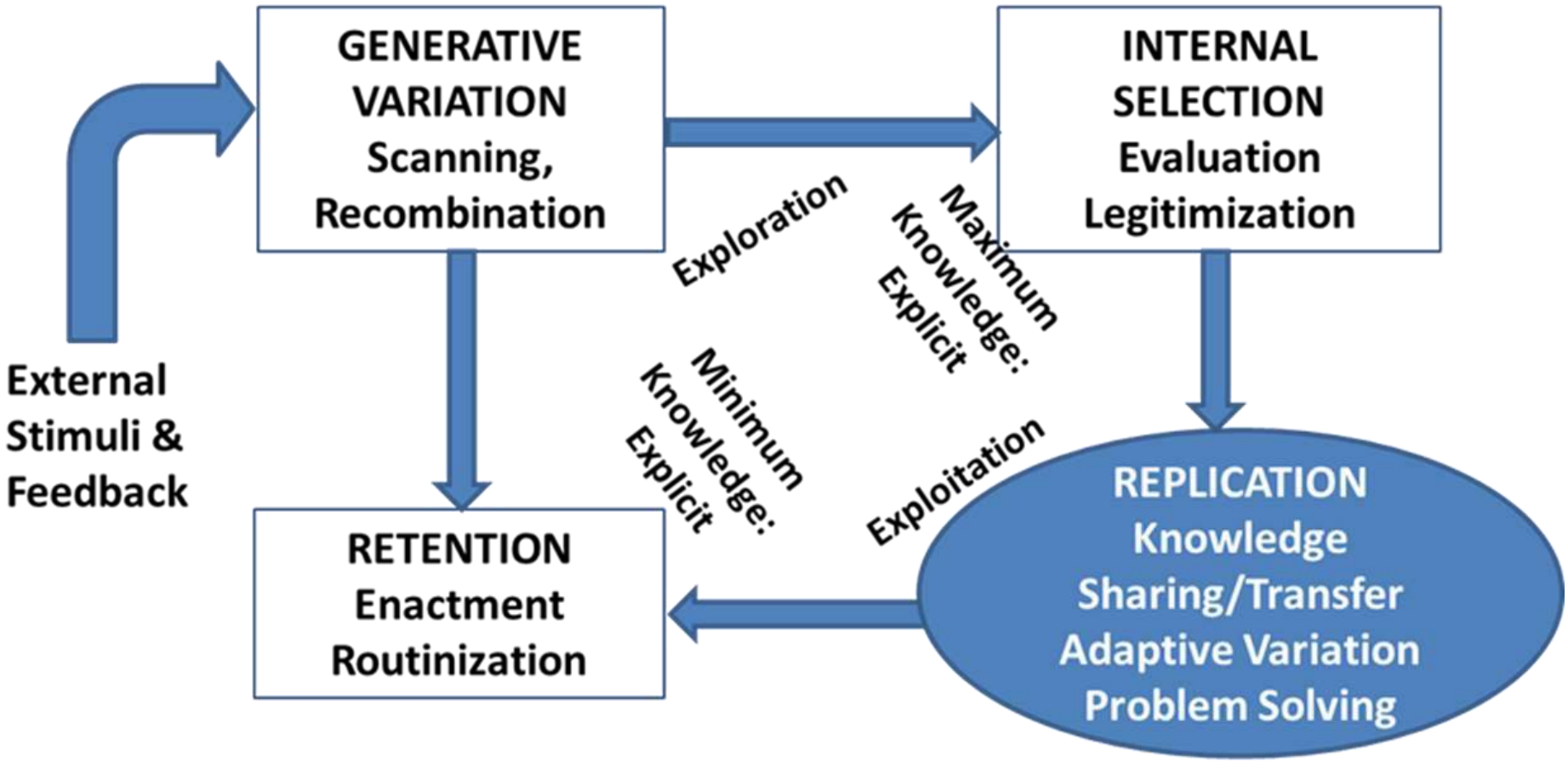
Mapping Control Mechanisms

Gathering Project Intelligence

Delivering Predictable Outcomes

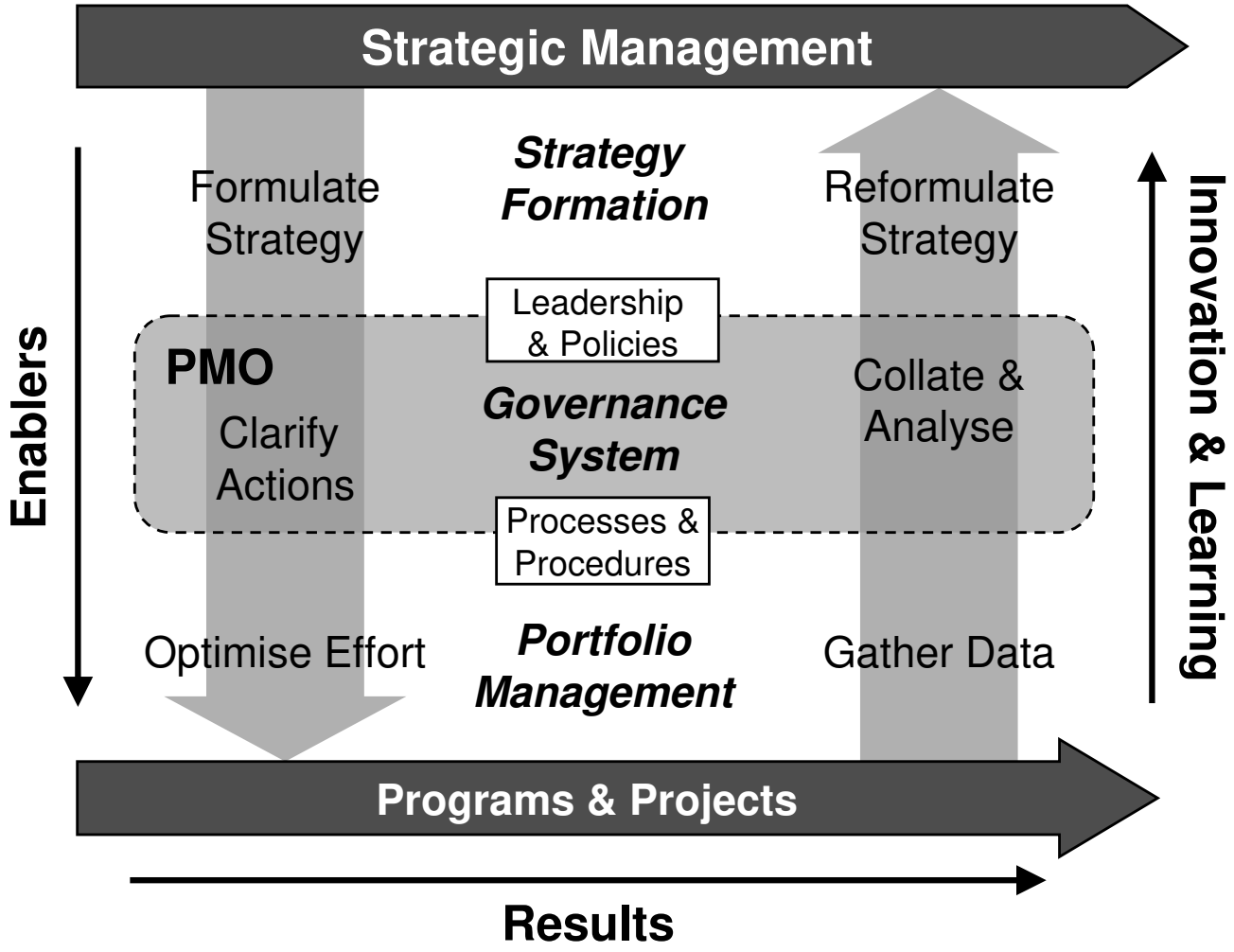
….does this lead to mediocrity through conformity?

Managing Project Knowledge



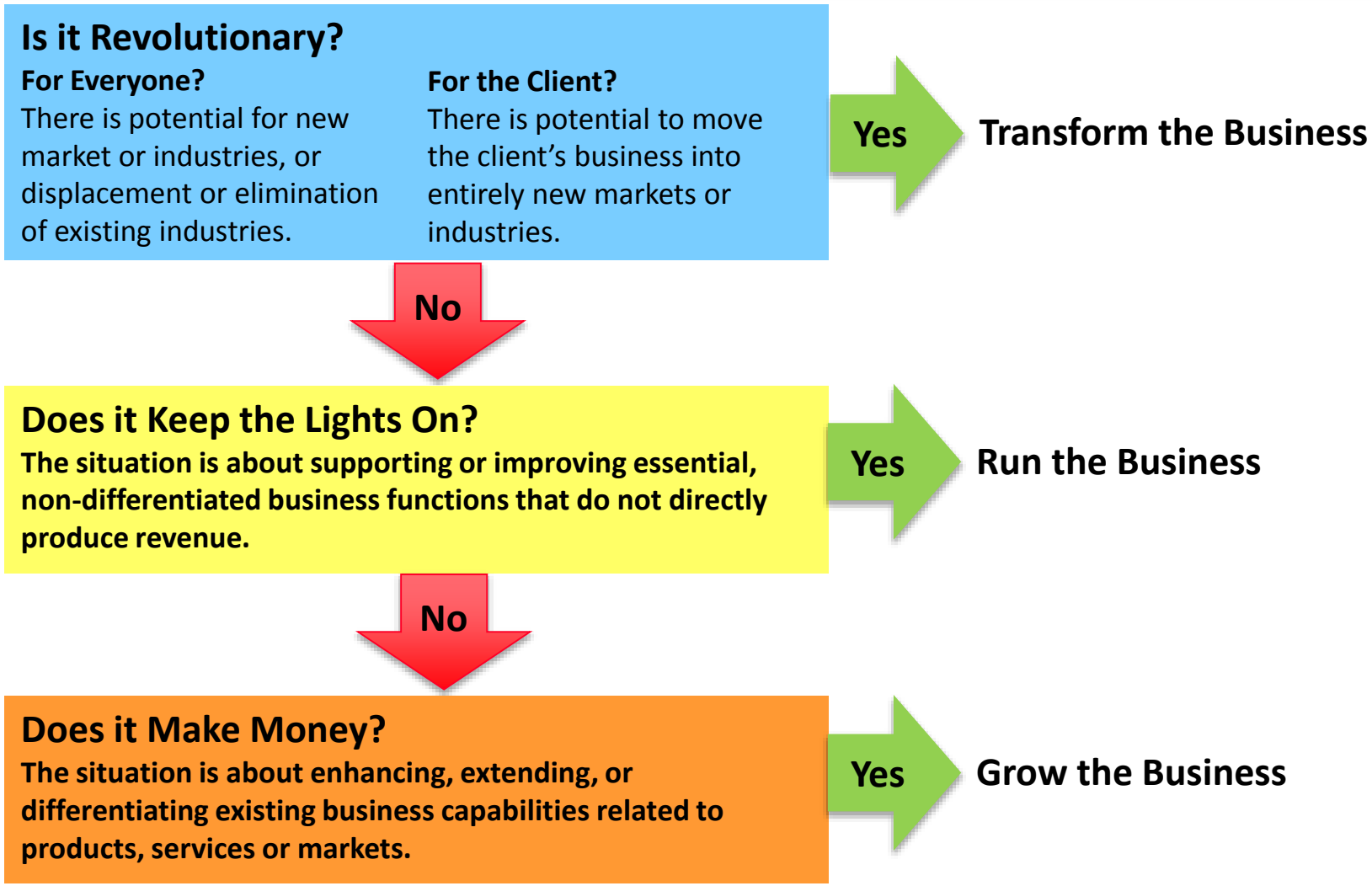
Source: Knowledge Evolution Cycle (Zollo & Winter 2002, p. 343)

Enhancing Project Governance



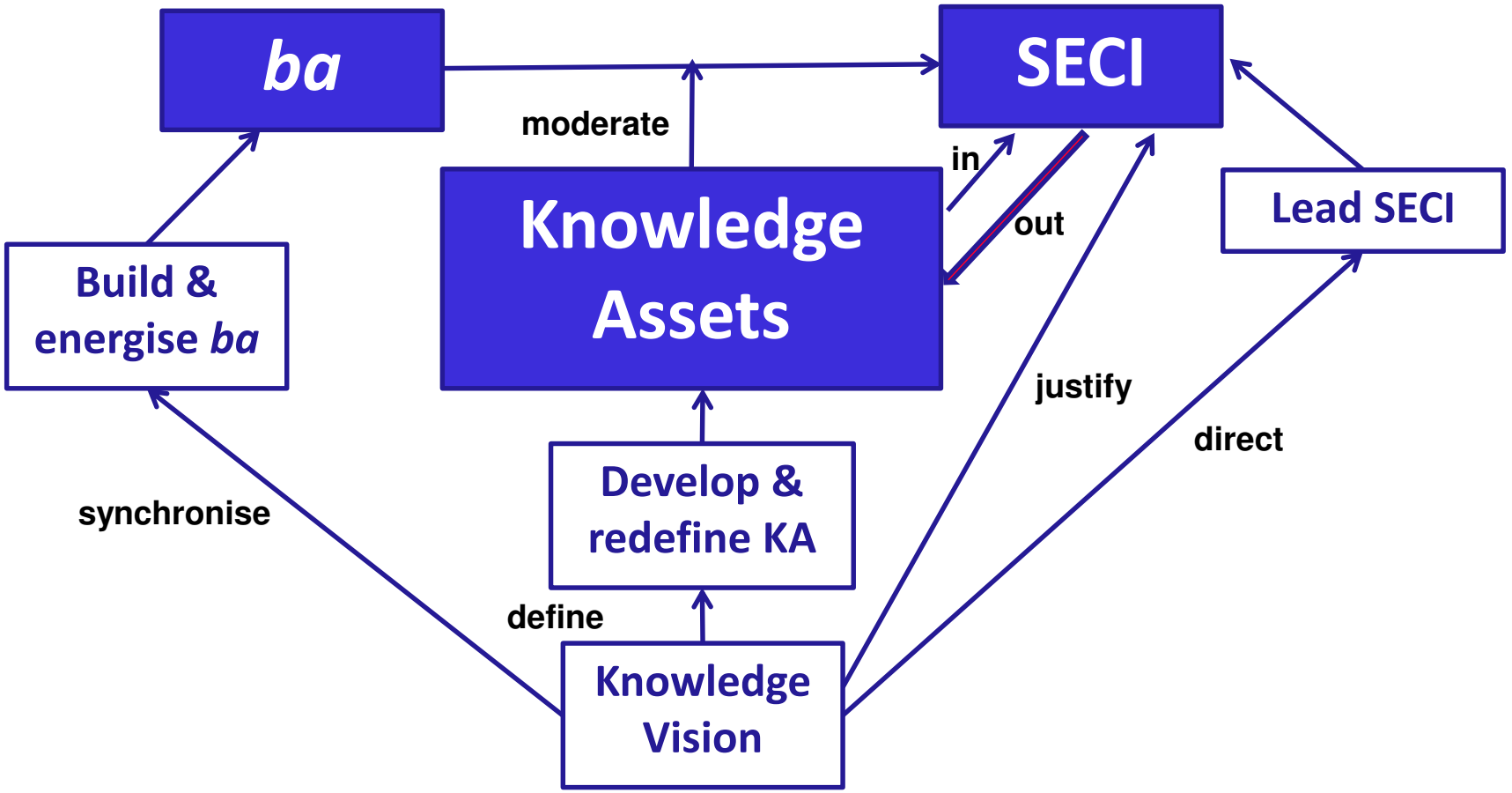
Source: The PMO as a Governance System in the PBO (Thiry 2008, p.4)

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)

Delivering Predictable Outcomes

- 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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MONASH
University
Thank you
Dr. Chivonne Algeo
Chivonne.Algeo@monash.edu
Au.linkedin.com/in/chivonnealgeo/
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