



SUKAD    
 مجموعة باسطة المعرفة   
 SIMPLIFYING EXCELLENCE Abu Dhabi University Knowledge Group


# The SUKAD Model

*The Customizable and Adaptable  
Methodology for Managing Projects*


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# CAM<sup>2</sup>P™

*The Customizable and Adaptable  
Methodology for Managing Projects*




- ↳ Framework vs. Methodology
- ↳ Introducing the Model
- ↳ Customizing and Adapting the Model



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## PMBOK Notice Page

- ↳ “Developed through a voluntary consensus”
- ↳ “PMI does not
  - Write the document and
  - It does not independently test, evaluate, or verify the accuracy or completeness
  - It does not verify the soundness of any judgments contained in its standards”





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## What do you think?

- ↳ “As a foundational reference, this standard is neither complete nor all-inclusive.
- ↳ This standard is a guide rather than a methodology.
- ↳ One can use different methodologies and tools to implement the framework.”
- ↳ PMBOK® Guide, page 4.

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## Framework vs. methodology

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↳ The Thesaurus defines:

- Framework as a structure, context, basis, outline
- Methodology is about a method, a tactic, style

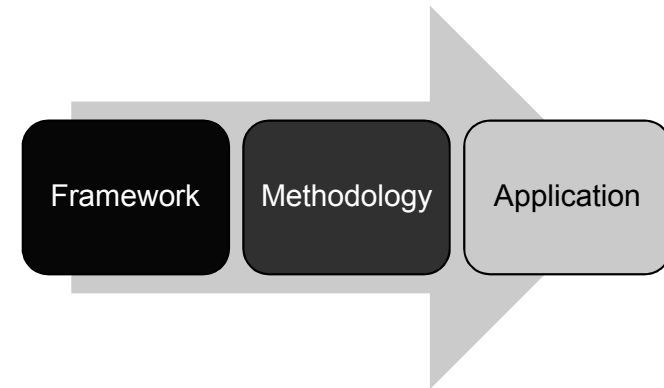
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## Then

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# A Project Management Methodology!

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## To Build a House, Would You:

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Then to Build a home

**We would want to break the work into stages for better control of the OUTCOME**

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### Typical Stages

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### Project Life Span "Cycle" (PMI?)

**Do not confuse the two**

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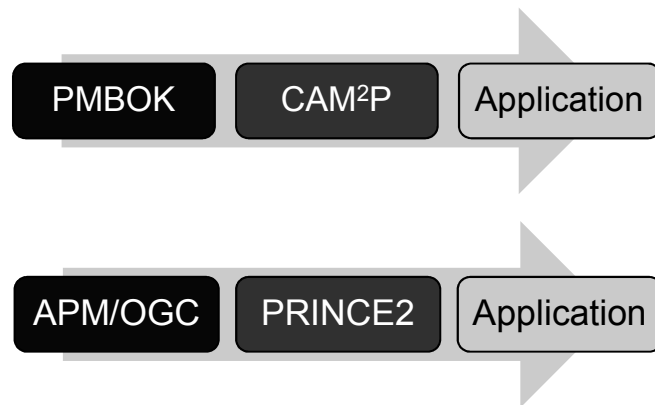
### What is often missing in PLS?

- ⋈ The control/decision points "stage gates"
- ⋈ Each stage/phase would likely have a gate
- ⋈ These are for management to decide if the project is still in line with objectives
- ⋈ Eventually there is a point of no return

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## Zooming In

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## The SUKAD Model/Methodology

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≤ It is a Project Life Span/Cycle methodology

- It consists of Project Phases and Stages
- It follows a “stage-gate” Process

≤ **The SUKAD Model is called:**

- Customizable and Adaptable Methodology for Managing Projects (CAMMP → CAM<sup>2</sup>P™)
  - ✓ Read it as camp, like in camping

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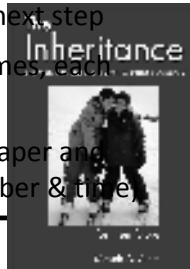
## Build the SUKAD Model

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≤ Groups of 4 to 6; good to have mix of industries

≤ Luc / Nada / Mounir will facilitate

1. Each team will be given some items (1<sup>st</sup> set)
2. Each team to put the items in order
3. Facilitators will check and if ok go to next step
4. Teams to repeat steps 1 to 3 a few times, each with more items
5. Final result to be taped to flip chart paper and post it on the wall (include table number & time)



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## Abbreviations

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≤ FS: Feasibility Study

≤ PAD: Project Authorization Document

≤ BRD: Basic Requirements Document

≤ PM Plan: Project Management Plan

≤ PDP: Project Detailed Plan

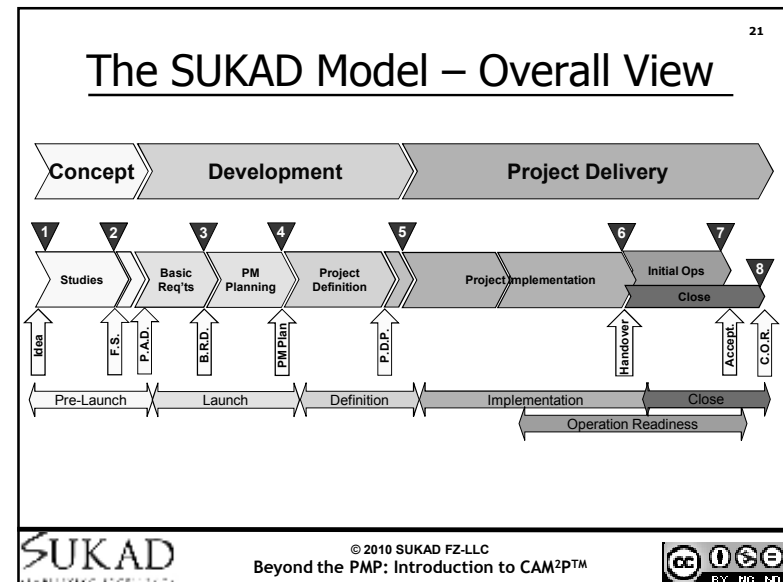
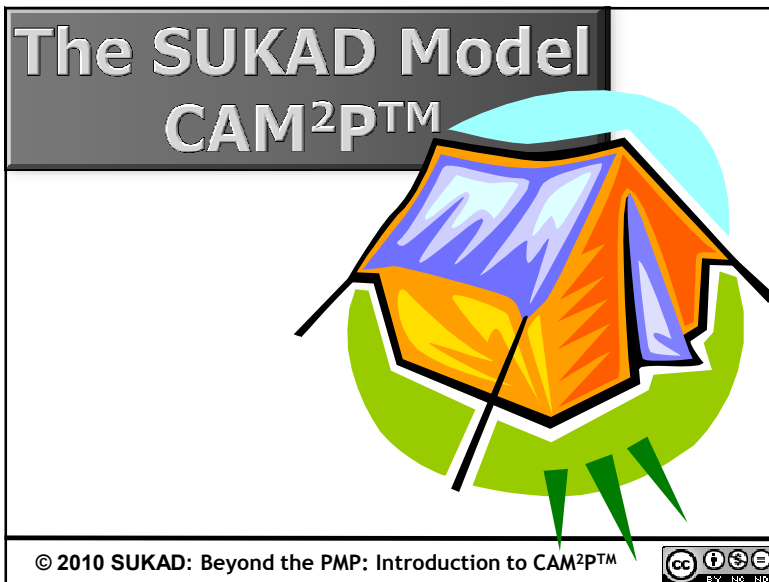
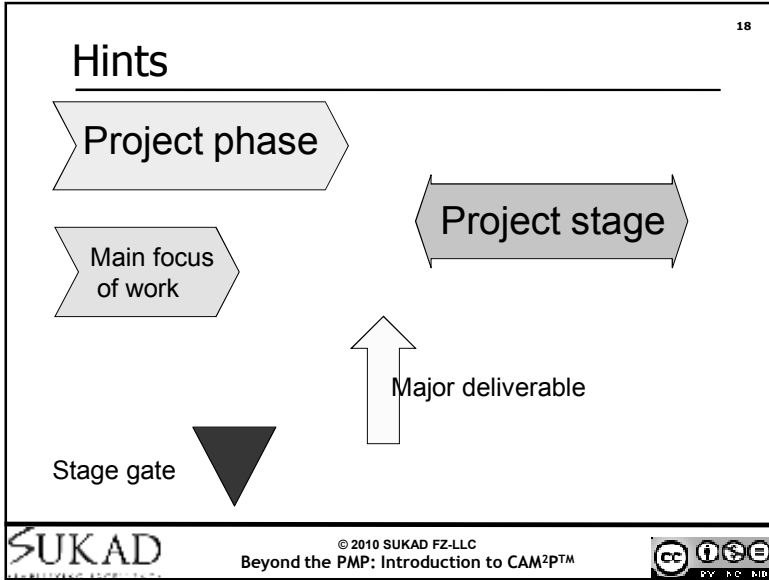
≤ Initial Ops: Initial Operations

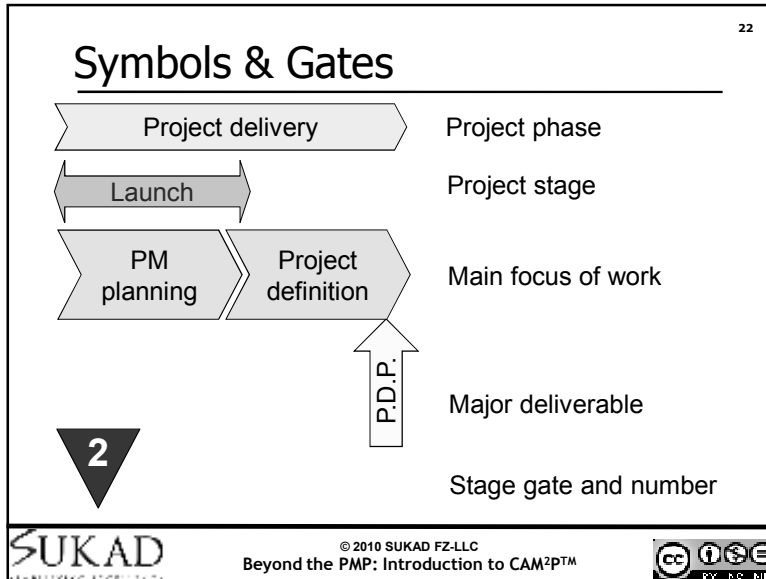
≤ COR: Close-out Report

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- ## Characteristics - 1
- ↳ Methodology for *managing individual projects*
  - ↳ It takes a holistic view of a project
    - Based on a *project life span* methodology.
  - ↳ *Emphasis the whole project*
    - Rather than the functions of PM
    - covers the whole project, *starting with the idea* for the project
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- ## Characteristics - 2
- ↳ It is *simplified, practical, and systematic*
  - ↳ It emphasizes a *disciplined approach* to project management
    - Yet stress the need for *flexibility*.
  - ↳ The discipline is represented via the distinct stages and stage gates
  - ↳ The flexibility is represented via the customizable and adaptable principles
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- ## Characteristics - 3
- ↳ Stage gates must be formal interim reviews
    - Approval or acceptance of prior stage work
    - Authorization to proceed to the next stage
  - ↳ Methodology is common and utilized in organizations with mature PM practices
    - i.e. *it is proven*
    - However, it's not as known and formally recognized in a large number of organizations
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## Characteristics - 4

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↳ The CAM<sup>2</sup>P™ concept is **Customizable and Adaptable**

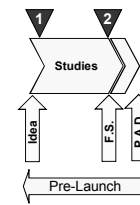
- **Customizable:** is to customize the model to different industries and organizations
  - **Adaptable:** is to adapt the model to pre-established project classification
- ↳ It is in line with global standards
- PMI® provides a framework
  - SUKAD provides a methodology

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## Pre-Launch Stage



- ↳ Idea Statement – very brief
- ↳ SG1 – Strategic alignment
- ↳ Feasibility Studies – Validating the idea and project
- ↳ SG2 – Portfolio prioritization and initial approval
- ↳ Project Authorization Document



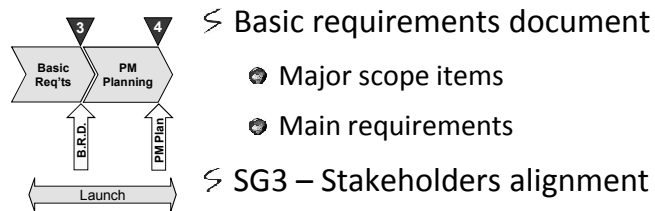
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## Launch Stage

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- ↳ Basic requirements document
  - Major scope items
  - Main requirements
- ↳ SG3 – Stakeholders alignment
- ↳ PM Plan – Overall project perspective
- ↳ SG4 – Management approval of PM strategy and plan

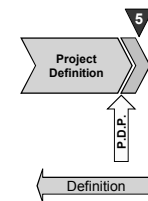


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## Definition Stage

- ↳ Also known as Detailed Planning stage
- ↳ Key deliverable – the project detailed plan
- ↳ Funding Package – usually required for large, capital projects
- ↳ SG5 – Final approval; point of no return



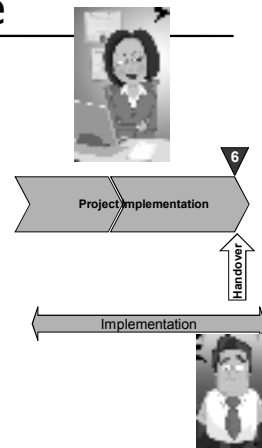
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## Implementation Stage

- Project Implementation
- Could be split into more sub-stages
- SG6 – Ready for handover
- Handover – handing over project “outcome” to the client (internal or external)



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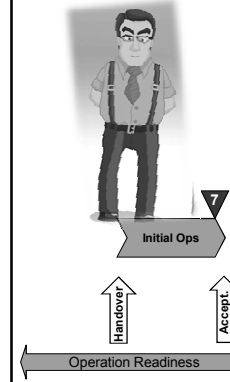
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## Operation Readiness Stage

- Pre-Handover – procedures, training, initial testing ...
- Initial Operations – commissioning, start up ...
- SG7 – Final acceptance; could be a year after start of operation
- PM still supporting



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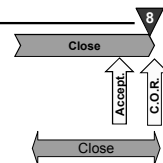
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## Close Stage

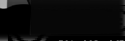
- Close start with every stage
- Final close starts with handover
- SG7 – final acceptance clears the way for final closure
- Close out report – reconcile what happened, lessons learnt, corporate database
- SG8 – Project is Close



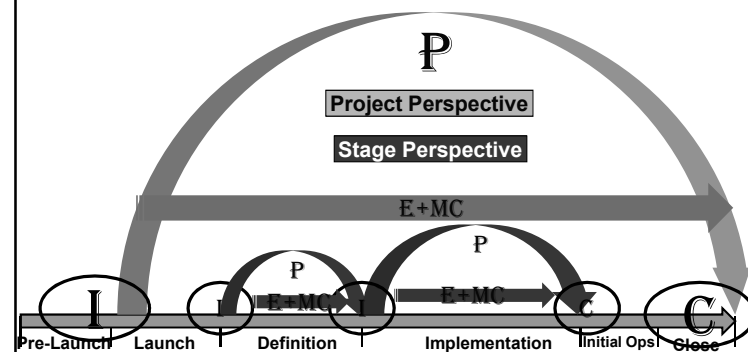
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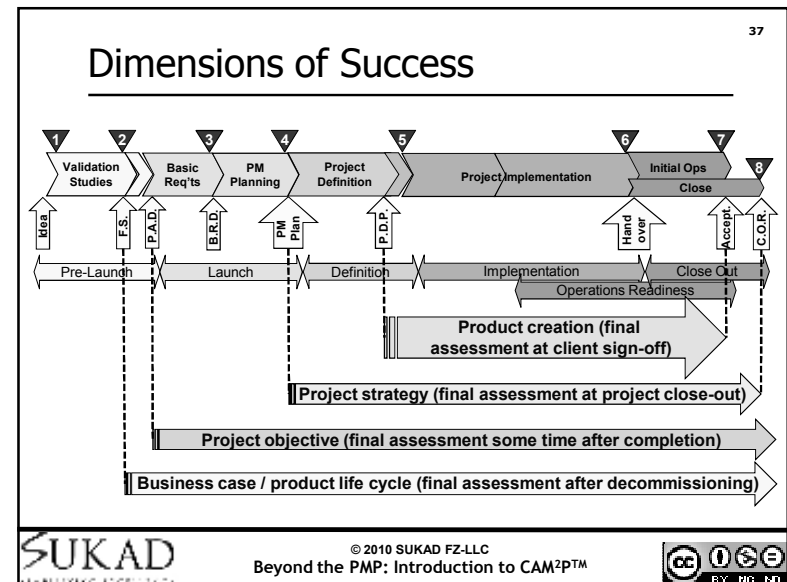
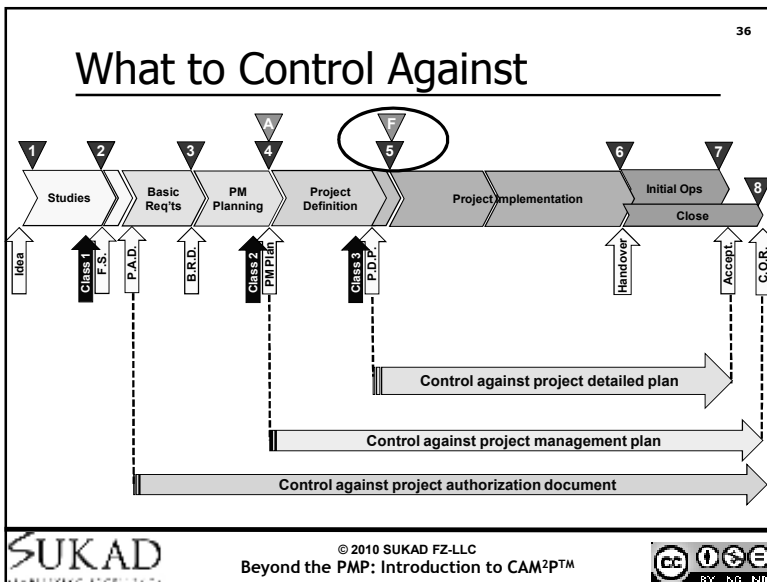
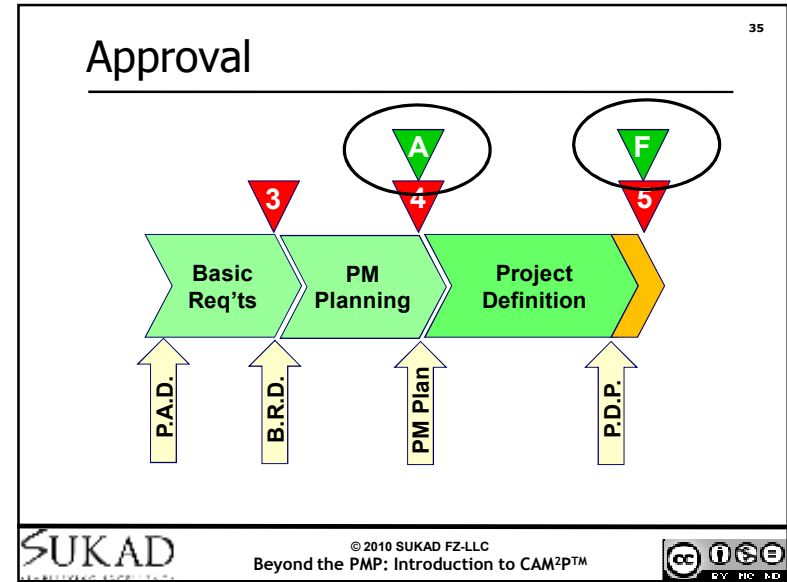
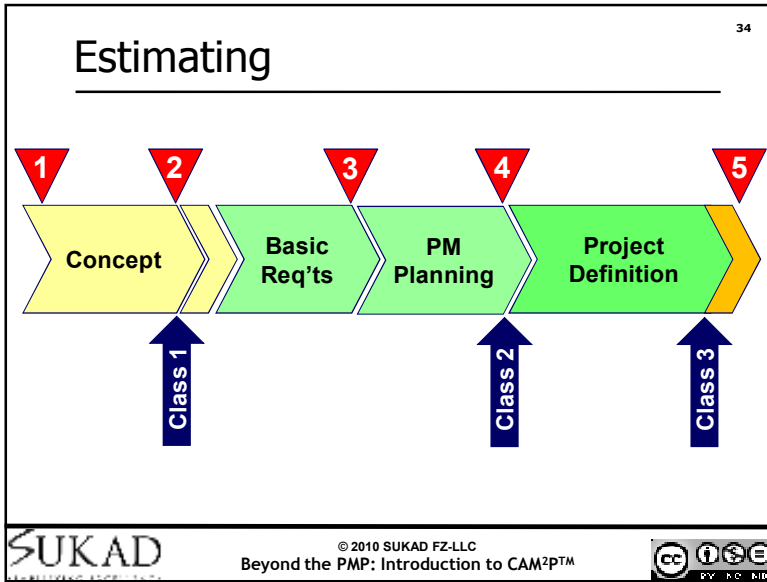


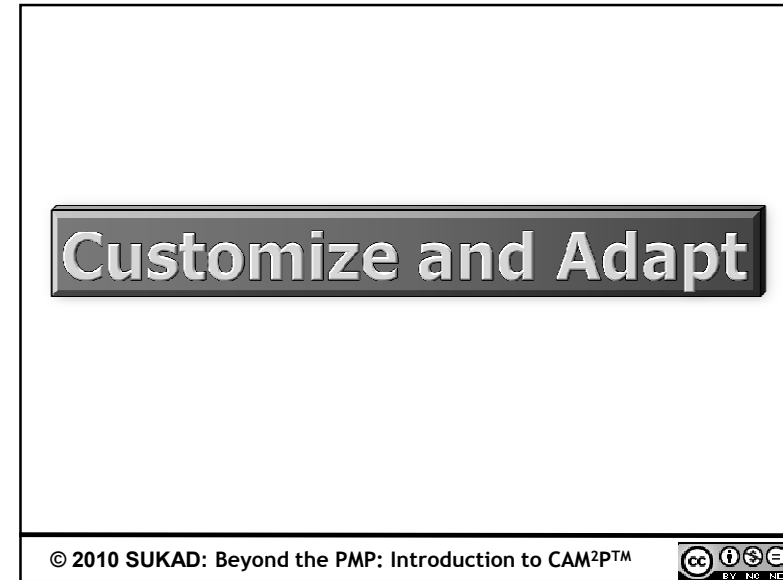
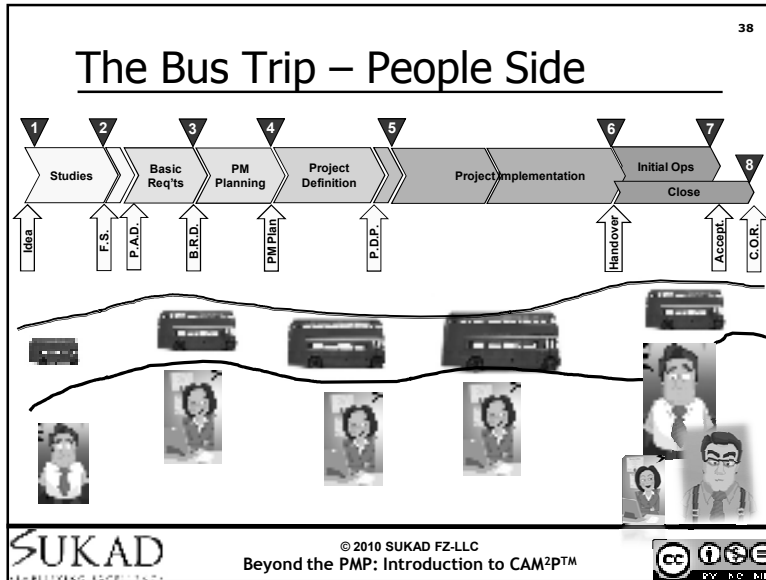
## Revisit the Alignment to PMBOK?



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## Customize

- ≤ One size does not fit all!
- ≤ Generic approach is good but not enough
- ≤ Certain concepts are universal and cross nations, industries, and projects
- ≤ Customization is useful:
  - To industry or even organization
  - Could be limited to naming the stages
  - Could have less or more stages and gates

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## Adapt

- ≤ Within the same organization
- ≤ Variations due to different organizational functions
- ≤ Could based on project classification
  - Size, complexity, duration, cost, organizational impact, number of people involved, etc.

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## Potential Pitfalls

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- ↳ Customize & Adapt give us flexibility
  - Flexibility ≠ personal choice
  - Flexibility = organizational/systematic choice
- ↳ Cannot skip crucial steps or elements
  - Could remove a gate but not its function
- ↳ Could combine stages but not skip a stage
- ↳ Loose gates: no real control at the gate

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## Model For Your Environment

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- ↳ Groups of 4 to 6; same or similar industries
- ↳ Luc / Nada / Mounir will facilitate
- 1. Each team will be given items (like previous activity but with no color or labeling)
- 2. Each team to put the items in the order that make sense to them and label them
- 3. Final result to be taped to flip chart paper and post it on the wall (include industry)
- ↳ Mounir / SUKAD could publish the results or incorporate them into an upcoming book

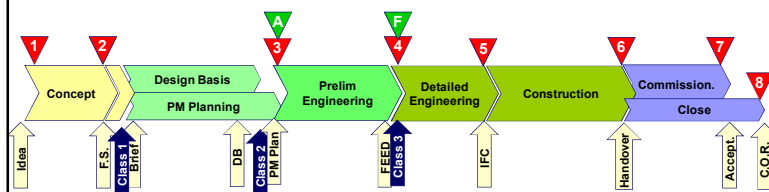
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## Petroleum Facility (Plant)

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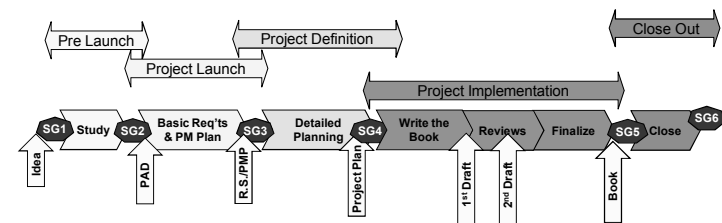
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## Writing a Book

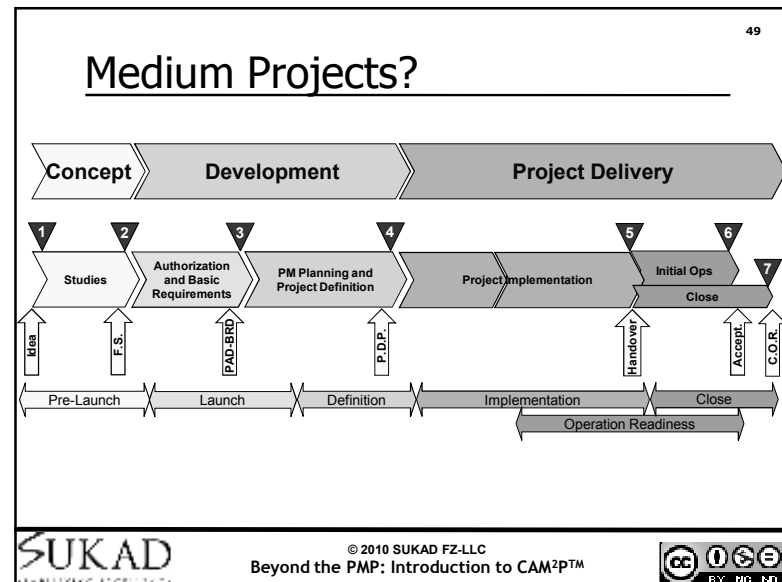
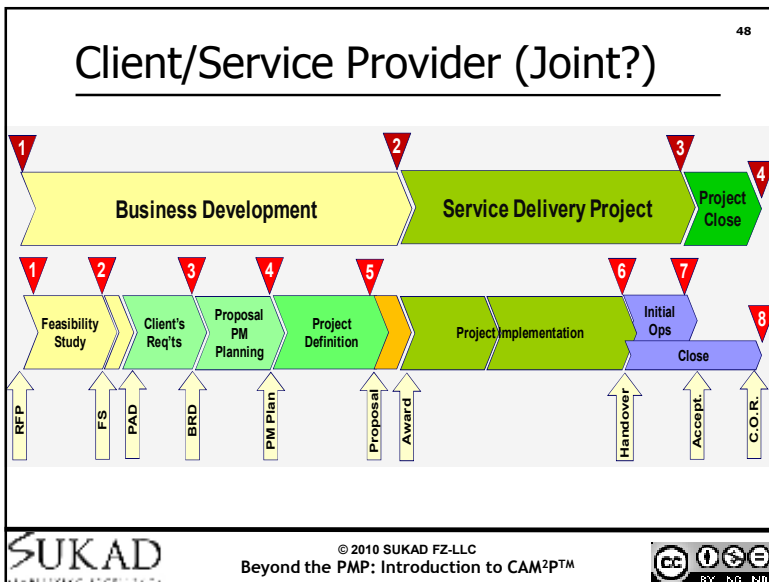
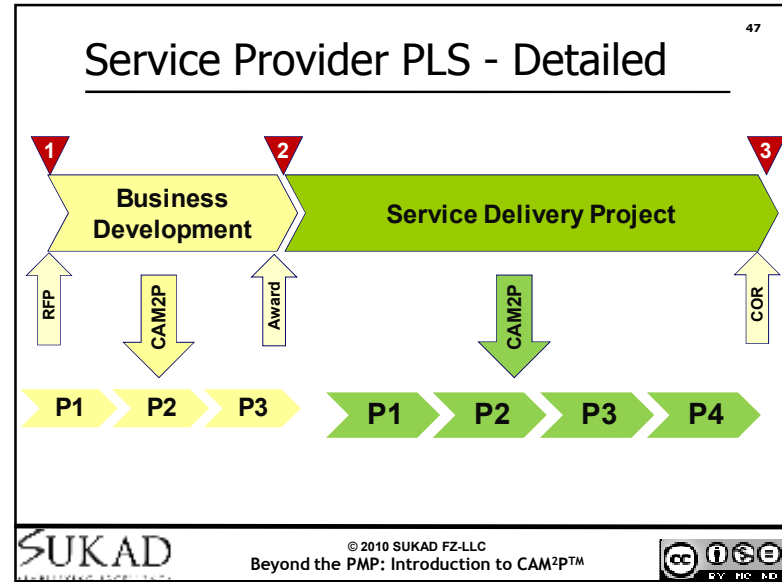
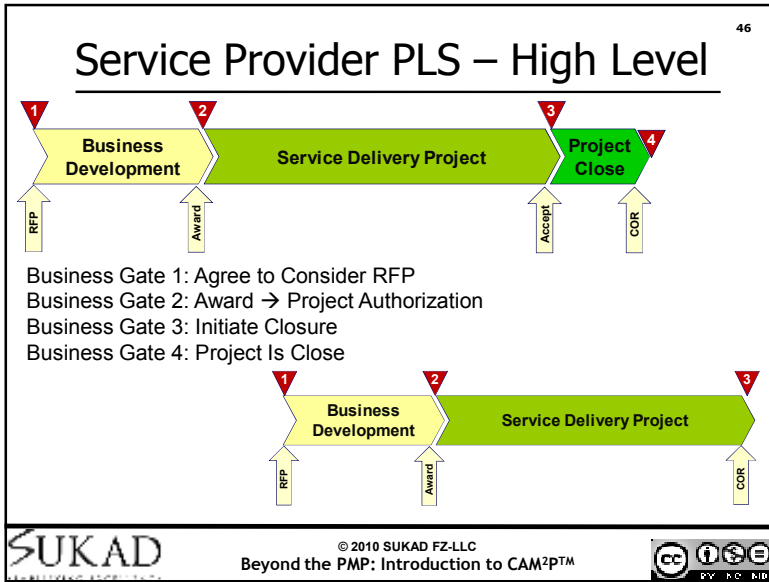
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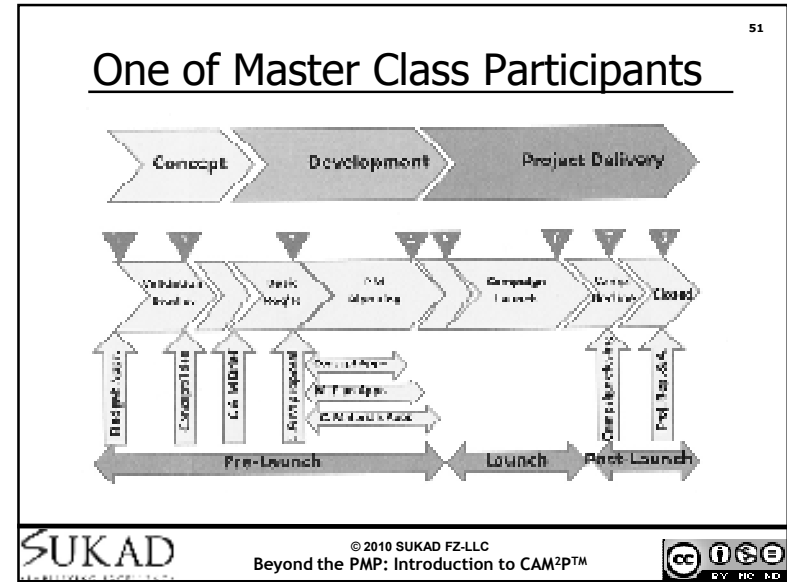
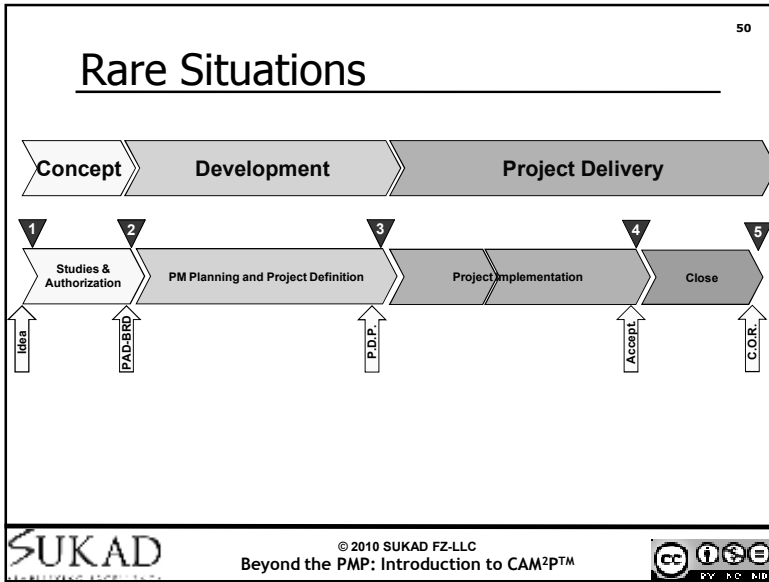


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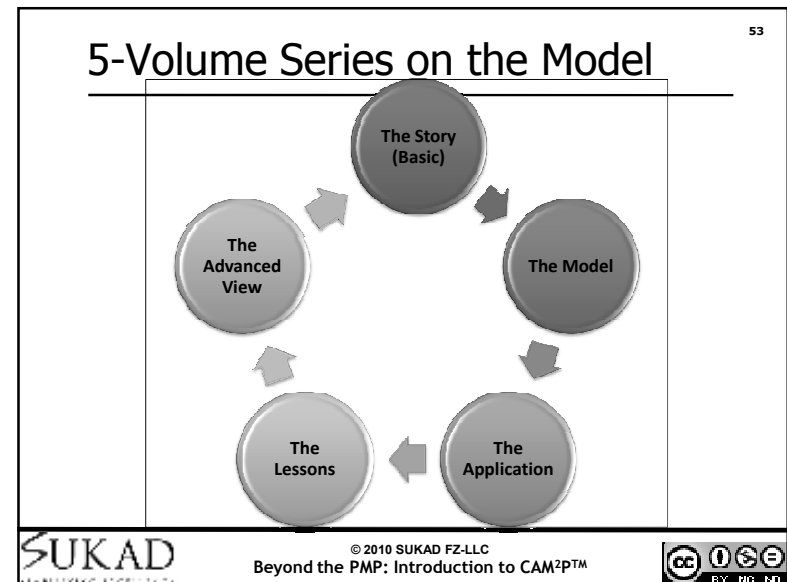




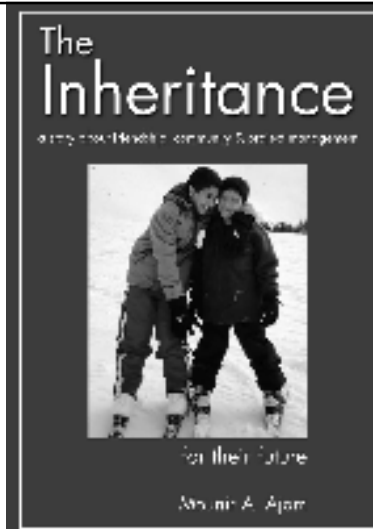


# Further Learning

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**Volume 1  
March 2010**



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**Volume 2  
2Q 2010**

**Project Management  
Practical & Simplified**

Final Draft Essentially Ready

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**Volume 3  
3Q 2010**

**The Model Application  
Case Studies For Various Industries**

About four to six or more  
sample projects

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**Volume 4 & 5  
Future Items**

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**Please ensure you complete  
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