



PROJECT MANAGEMENT

In a medium-sized company from the manufacturing industry, projects have become increasingly important in recent years – professional project management needs to be developed and implemented.

FROM PRODUCT TO PROJECT CENTER

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Projects have become increasingly important in recent years for a medium-sized company from the manufacturing industry – professional project management must be developed and introduced.



FROM PRODUCT TO PROJECT CENTER

SITUATION:

The project falls in line - A medium-sized customer from the manufacturing industry has gained more experience in recent years. The planning and manufacturing of products using project management is becoming an increasing reality.

BUT PROJECTS REQUIRE MORE THAN LINE PRODUCTION FROM EMPLOYEES

Instead of mastering stable, sophisticated and well-trained work processes, it is now much more important to have organizational and coordination skills, act quickly in unstable times and have a clear overview, even in confusing situations. Because projects overlap and compete, conflicts around priorities and resources often arise.

And it wasn't only the employees in the company: the work processes, reporting channels and decision-making structures were no longer suitable either. They have not supported the project work thus far, they often hindered it.



WORKING ON PEOPLE AND THE ORGANIZATION

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Applying several levers for
successful implementation



WORKING ON PEOPLE AND THE ORGANIZATION

CHALLENGE:

The change in the company has to start from more than one place in order to be successful.

● **Abilities**

- Train more employees to become project managers in order to build up methodological competence within the company.
- Develop management tasks and roles that are adapted to new challenges.

● **Culture**

- Increase the understanding of professional project management for all employees who are potentially working on projects.
- Develop the employee skills for working in cross-functional teams.



WORKING ON PEOPLE AND THE ORGANIZATION

CHALLENGE:

The change in the company has to start from more than one place in order to be successful.

● **Structures and processes**

- Develop binding rules for resource allocation, communication, reporting and decision paths, as well as conflict resolution in the case of competing projects.

● **IT-Tools**

- Select and implement appropriate IT tools to support project work.



ANALYSIS AND DERIVATION OF MEASURES

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From project audit
to targeted improvement



OUR HOLISTIC APPROACH

I am able to manage my projects successfully when ...

... my colleagues and I have the appropriate abilities.



ABILITIES

Articulation of the project manager and project team abilities in regard to **specialist, methodological, social and personal skills**.

- Project management training competency
- Individual project manager coaching/consulting for selected flagship projects
- Continuous education in Lessons-Learned-Workshops
- Project manager community
- Project-related project team workshops

... my colleagues and I are supported by structures and processes in the organization."



STRUCTURES & PROCESSES

Effective and efficient **structure and process organization** in regard to the individual needs of the project.

- Jointly developed PM handbook including reference set
- Clearly defined and lived PM roles
- Effective project organization regarding the project type and size
- Effective multi-project and program management structures
- Easily defined and accepted PM processes

... my colleagues and I develop and live a project management culture together."



CULTURE

Clearly defined **project management culture** which supports and encourages project related work.

- Project manager and line career employees have the same importance
- Pool of experienced full-time project managers
- Productive project managers and team members
- Management commitment and a direct line to project-specific work
- Jointly developed and lived PM rules

... my colleagues and I are able to access the necessary tools to complete our projects."



IT-TOOLS

Use of **consistent and user-friendly IT applications** for the planning and managing of projects.

- Storage of project documents on a common project drive
- Application supported project structure plan
- Virtual knowledge Wiki and project platform
- Software supported program and portfolio management
- Tool-based scheduling and resource planning accessible to all project team members



ANALYSIS AND DERIVATION OF MEASURES

SOLUTION:

On the basis of a holistic approach, we start with a project audit on the client's premises in order to determine the status quo and individual potential for improvement. We proceed in three steps:

Step 1:

Research and analysis

PM experts review the existing project management material, as well as the project management structure in the company, e.g. the project management manual, the organization of project teams, the presence of templates, etc.

An initial assessment of "theoretical project management" results in numerous opportunities for improvement with great leverage. The consequent development and implementation of rules and templates significantly reduces the administrative effort and friction losses of all future products.



ANALYSIS AND DERIVATION OF MEASURES

SOLUTION:

Step 2:

Comparison of theory and practice

In the next step, the project management consultants compare the theory in the company with actual practice, with a particular focus on process loyalty and routines.

The clear result: many projects are repeatedly created from scratch in "manufacturing".

Even the few existing templates and rules are rarely adhered to. The clear definition of processes, communication and escalation paths are therefore an essential part of the improvement measures.



ANALYSIS AND DERIVATION OF MEASURES

SOLUTION:

Step 3:

Assessment of the people

After all, the focus is on the knowledge and abilities of the project management staff. The assessments of the professional, methodological, technical and social skills gained in the analysis are expanded in interviews with key employees in order to derive qualification measures.

Based on this, a further training concept for project management across the entire company is being developed in order to be well prepared for further growth of the project business. This also includes the establishment of a career paths via project management in order to make project work more attractive to those with special talents in the company.

