

TK-PRO

Inform er

Project: Consulting a company in defining a customer-specific Project Management Standard

Consulting companies in successful Project Management, is one of the main areas of work of the TK-PRO GmbH. What are the reasons, that companies include you as an external in shaping business processes? Or asked differently, what are you able to do, that cannot be solved internally?

First of all I want to emphasise, that the resources and the know-how are generally available in the companies. An example might show you quickly, what makes my work



as an external still so helpful. A particular company was insecure about its Project Management processes. They had a “bad feeling”, they couldn’t find out quickly and precisely where a project stood. That lead to the question: “How will the company lead projects to success in the future”? To solve this problem the development of a Project Management Manual was necessary. They determined that it

was not enough to just describe the processes precisely but it also needed to be practical in a way, that it would be used in the daily work. My success factor in such projects is to persistently question the basic methods and especially have a closer look at things that are “clear to anybody anyway”.

That doesn’t sound very exciting for the team members. What is the general feedback on this approach?

The mood in these teams is strongly influenced by the method I use, which is to put together the parts piece by piece to achieve the solution. So sometimes when the solution is achieved by putting together the pieces – i. e. the structured project management processes – the participants are astonished as well as relieved and quite often the question is raised, why haven’t we done it this way in the past.

Back to our specific case. What steps did you take together with the project team to ensure that the Project Management Manual was such, it would end up in people’s hands in the end?

That is a very good question and a key point. In this case the physical

existence of the manual was the important success factor of this project and everybody had the feeling that the objective had been achieved.

Now back to the last question, what were the single steps of this project? In the beginning the general conditions had been analysed and a concept had been developed that described, how the finished product should look. In this phase it was very important for me to find a solution that would be lived and used in reality later. To achieve that a lot of discussions with Project Managers in this company took place to determine their needs. Always according to the motto “better an 80% solution that will be used than a 110% solution that gets dusty on the shelf”.

The team consisting of members of central departments, experienced



TK-PRO Project Management

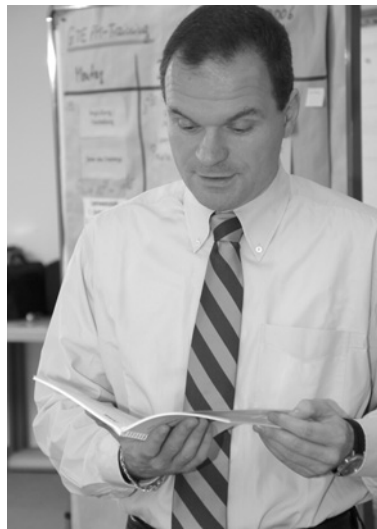
project managers and me made the basic decisions about the structure of the documents. Then I presented a first draft to all the participants, for discussion. This way, from the very beginning, they had substantial results to work with.

In the following phases the document was developed by the team, step by step through several workshops and then finalised. Following that we decided on the attachments, tools, sample documents and templates. Finally a rollout and training concept was created, as well as the paper and IT solution defined.

In this case, the definition of a consistent standard for Project Management was the task the customer engaged you for. What was the concrete result of your work?

The result was first of all a new Project Management Manual in a compact, bound form, that was also 100% practical. No detail was too small to take into account, including having spiral binding, which enables the user to lay the book open on the table for easy use. Every process step is designed according to the pattern "description – input – tasks – output", as recurring steps. So an easy identification with this manual is guaranteed. Additionally the 350 sample documents in the attachment are not only defined by contents, but according to an easy scheme, they are also numbered, for

quick finding. Finally the introductory chapter is written in a way, that it can be used for customer information at the beginning of a project, to give the customer an overview of how his project will be handled by the



company. These are a couple of the main points that show, how such a standard manual can help Project Managers. If documents like this are too complicated it makes the practical work very difficult, with the result, that nobody uses it really and the projects are just handled "somehow".

Finally the big question: Is the manual actually used now?

Yes. The new Project Management Manual is a big success. Not only do people talk about it, but it is also used intensively in their daily work. I think it is a special success for the customer, that there is even a sort of "demand" for it among the project managers.

Facts +++ Facts +++ Facts +++

Standardisation of Project Management Processes in the company

100% transparency guaranteed due to external consultant's open and neutral standing

Useful and practical manual realised by inclusion of experienced company project managers as well as my long years of practical experience

Team building by including all relevant departments of the company

Finalisation of manual by means of several step by step workshops with the team

Consideration of all necessary tools, sample documents, sample letters, etc.

Manual useful in both paper form and IT version

Roll-out and training concept is included.

Better an 80% solution that will be used than a 110% solution, that gets dusty on the shelf.

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and for the little **hassles** in-between



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Project Management

TK-PRO is to be prescribed in case of a persistent state of helplessness and ongoing confusion.

For risks and side effects please consult your superior or managing director



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