



EFFECTIVE PROJECT MANAGEMENT

Ensuring continuous project success

Clearly identifiable performance gaps within project management

Challenges ...

- Perfect coordination between departments and project
- Clear objectives and leadership;
Well-defined tasks/ responsibility for result
- Decision making ability and confidence
- Long-term profitability
- Consistent Monitoring/ controlling
- Uniform standards and processes
- Control of project risks
- Across locations-Teams, personnel development

... and reality

- Late integration in the organisation, interface conflicts
- Unclear standards and responsibilities
- „Technology infatuation“
- No controlling profitability project
- Lack of goal-orientation
- Not transparent processes
- Different standards and systems
- Lack of risk management structures
- Local project teams, lack of communication, no knowledge transfer

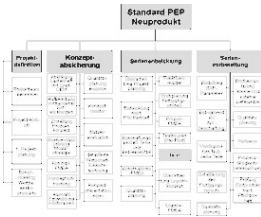
Consequences

„Fit“ of **structures** and **processes** for project und product portfolio

Tools and **skills** as a basis for effective and efficient project work

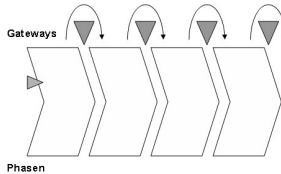
Ensuring an effective project management through four tools

1 Process standards



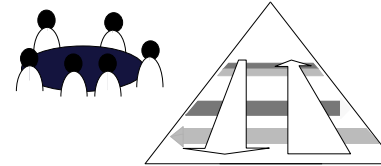
- Process analyses and synthesis
- Structural plan with work packages
- In-/Output by step
- Responsibilities
- Evaluation of ongoing projects

2 Gateway concept



- Definition Gateways/ Milestones
- Sub-Gateways for intermediate evaluation
- Definition of review cycles and dates

3 Project organisation



- Establishment of Gateway Evaluation Committee
- Flexible team-structures
- Tasks, skills and responsibilities
- Escalation mechanism

4 Reporting



- Project profitability controlling
- Monitoring of liquidity/ payment flows
- Standard reports
- PM-Guidebook and toolbox
- Gearing Controlling – PEP1) - Gateways

Contents

Results

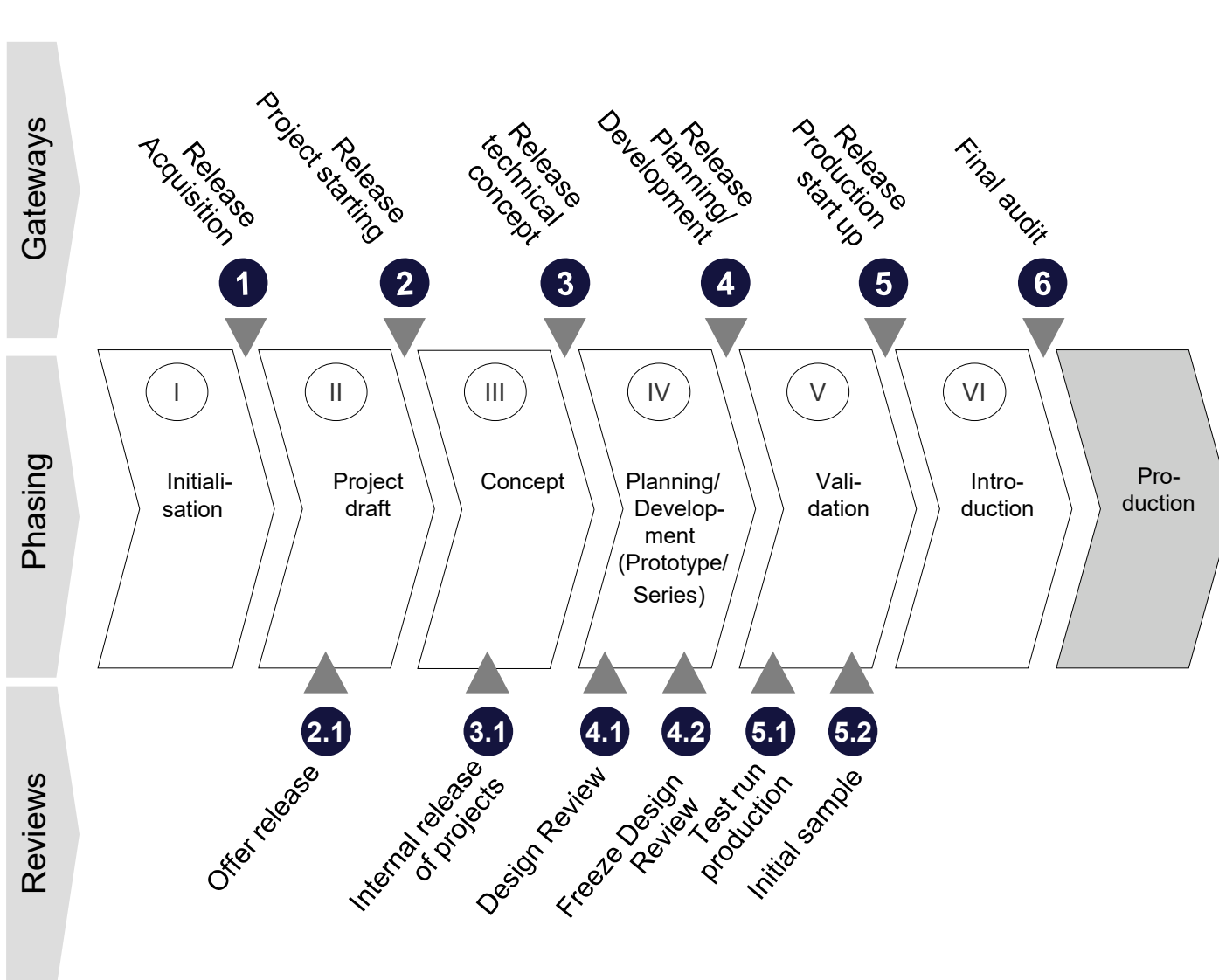
- Downsizing of processes
- Transparent structures
- Clear activity sequences
- Process owner defined

- Clear definition of tasks, contents, results
- Decision-making ability and confidence assured
- Goal orientation assured

- Gateway release established as an executive function
- Interaction organisation – project enhancement
- Interfaces decreased

- Clear reporting structure
- Interdepartmental transparency established
- Toolbox for efficient planning available
- Needs for intervention recognisable in advance in time

Constantly ensuring results with gateway concepts



Phases

- Defined work packages within a PEP section
- Release after check of demanded work results in Gateway Meetings

Gateways

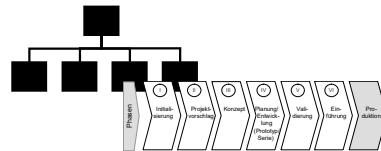
- Fixed checkpoints for mandatory evaluation of project maturity grade
- Goal oriented test criteria
- Clearly defined tasks
- Intermediate evaluation via Sub-Gateways
- No ongoing project without achievement of Gateway-criteria
- Ensured project status
- Consistent decisions for further course of action

Work packages, results and responsibilities are clearly defined

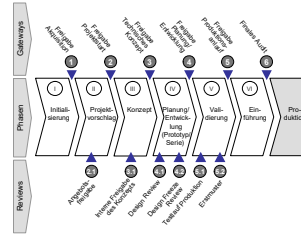
Articulating the project procedure and align it to result orientation

Procedure

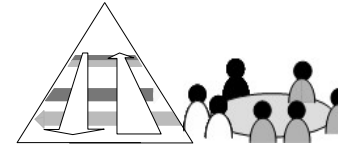
Business audit Organisation + Processes



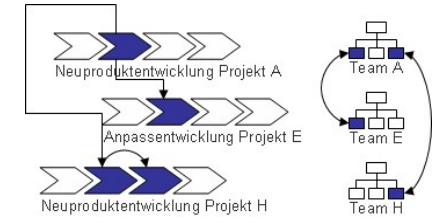
Standardisation PEP, Implementation Gateways



Professional approach development-organisation



Pilot introduction and coaching



Contents

Analysis of development processes

Interface analysis

Functional and performance analysis

Evaluation Project portfolio

Revision/Build-up liquidity plan

Definition and synthesis of standard-R&D-processes

Creation of structural plans

Definition gateways

Formulation of core tasks

Definition of process owners

Project timetable

Development of R&D-organisational structure

Creation escalation mechanism

Implementation Project controlling

Development of Project reporting

Creation of PEP-manual

Definition of pilot-R&D project

Coaching Project and core teams

Monitoring Gateway Committee Meetings

Implementation of controlling

Results

Actual process status

Efficiency potentials

Project guidelines with work packages and timetable

Setup of standard R&D-processes

Gateways defined

Actions and responsibility defined

R&D-organisation built up

Tasks, competences and responsibilities established

R&D-Controlling with reporting introduced

New R&D organisation and controlling established

Executable, strong R&D-Processes

PEP-manual introduced

ADMETAM-Publications

- We would like to have a formal presentation of the subject „Effective project management“

We are interested in other ADMETAM topics:

- Market-oriented restructuring
- Strategic realignment

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