

Project Reviews:
„Kontrolle, Zeitverschwendung, Tribunal oder
Projekt-Therapie?“

Erfahrungsbericht
PMI Chapter Berlin-Brandenburg

23. April 2009

- PMBoK
 - „Management-Reviews für Inhalt, Ausmaß und Zeitplanung, um leichter offene Punkte und ausstehende Entscheidungen behandeln zu können“
 - Scope Verification
 - Qualitätssicherung /-lenkung
 - Risiko-Audits
 - Abschluß / Abnahme
- Kerzner
 - Project team review meetings
 - Executive management review meetings (status meeting)
 - Customer project review meetings
 - End-of-phase review meetings (go/no-go)
- Din 69905
 - Projektaudit: von einem unabhängigen Auditor systematisch durchgeführte Projektanalyse
 - Projektprüfung: Ordnungsmäßigkeit der Projektabwicklung und Beurteilung der Erfolgsaussichten
 - Durchführung durch „Fachleute“

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Project Reviews ...

- dienen überwiegend der Leistungs- und Erfolgskontrolle
- sind für den Projektleiter reine Zeitverschwendung
- sind ein Tribunal zur Rechtfertigung
- werden als Therapie in notleidenden Projekten durchgeführt

Aber: Wie geht's auch besser?

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Compare the industry benchmark with the xTC NS wide self assessment during the evaluation phase: *Average score= 1.6*

Project Mgmt Standards & principles	2	2,6	3	4	2	2
Process Map & Process Description	2	1,8	2	3	1	1
Organizational Readiness		2,4	2	2	3	2
Project Type Classification	☹☹ 1	2	2	3	2	2
Roles & Responsib. acc to Proj. Classes	2	2	2	3	2	1
Proj. Planning Standards	☹ 1,5	1,6	1	2	1	2
Project Organiz./Governance Standards	2	2	1	3	2	1
Scope Definition & Verification Standards	2	2,4	2	4	2	2
Change Request/Change Control Standards	☹☹ 1,5	2,2	2	2	2	3
Time Management Standards	☹ 1	1,4	1	3	1	1
Budget Planning & Controlling Standards	2	1,6	1	1	2	1
Quality Planning & Assurance Standards	☹☹ 1	1,6	2	3	1	1
Risk Management Standards	☹☹ 1	1,2	1	1	1	1
Contract / Claim Mgmt Standards	3	2,4	3	1	3	2
Management Reporting Standards	2	2	2	3	1	2
Project Review Standards	☹☹ 1,5	2	3	3	2	1
Communication Standards	☹ 1	2	2	3	1	1
Competence Profiles & Level Definition	☹ 1	1,6	2	2	2	1
Job&Task Descr. acc. to Comp.Level/Proj. Class	☹ 1,5	1,4	2	2	1	1
Project Assignment/Staffing Standards	2	1,2	1	2	1	1

Quick assessment rating against sector / division requirements:

1 = poor, 2 = some fundamental aspects, 3 = sufficient, 4 = good, 5 = excellent

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Program Structure and Deliverables

1 PM Process	2 PM-related Management Processes	3 PM Career Path	4 Training Programs and Workshops	5 Info System and Reporting
T A S K S				
<p>1.1. Check the PM Handbook / ★ <u>Templates</u> concerning weaknesses and missing items</p> <p>1.2. Integrate existing NS templates</p> <p>1.3. Optimize the process map where required</p> <p>1.4. Check the integrated planning process concerning weaknesses</p> <p>1.5 <u>Organize formal & standardized project reviews</u></p> <p>...</p>	<p>2.1. Check, describe and implement the PM-related aspects of management processes and tasks</p> <p>2.2. Check, describe and implement the PM-related ★ <u>Line Manager roles and responsibilities</u></p> <p>2.3. Give <u>training and support to Line Managers</u> on a.m. topics with focus on defined organizations</p> <p>...</p>	<p>3.1. Further develop the assessment questionnaire and synchronize with the PM competence model</p> <p>3.2. Further develop the PM competence model and synchronize it with the assessment questionnaire</p> <p>3.3. Propose the integration of the PM-Goals / -Results into the HR appraisal process and form</p> <p>3.4. Propose an 'ideal' PM – carrier development model</p> <p>...</p>	<p>4.1. Design/tailor/optimize the ★ <u>training program</u> to xTC NS development needs</p> <p>4.2. Deliver resp. trainings</p> <p>4.3. Develop and deliver workshops for Line Managers</p> <p>4.4. Deliver the CoPs</p> <p>...</p>	<p>5.1 Analyze the current situation and weaknesses</p> <p>5.2. Describe the main requirements on reporting & PM Info System</p> <p>5.3. Design a unified Database / Data Warehouse / Reporting Tool</p> <p>5.4. Develop the systems & infrastructure in a stepwise approach</p> <p>5.5. Integrate the existing tools & DB</p> <p>...</p>
D E L I V E R A B L E S				
<p>★ All major CAPEX are using the <u>PMI standard</u> methods</p> <ul style="list-style-type: none"> The level of PM maturity is assessed and has developed from 1.7 to 2.1 <p>★ Regular <u>project reviews</u> with mgmt involvement are conducted</p> <ul style="list-style-type: none"> All projects to be reviewed have agreed KPI and have met those KPI ... 	<ul style="list-style-type: none"> All PM related Management processes are described and ready to be implemented PM-related tasks and responsibilities are described and trained to the Line Managers selected for the program All selected organizations – including the NS PO - have implementation plans which will be supported and regularly reviewed 	<ul style="list-style-type: none"> The core group of PM are assessed and have an individual development plan (approx. 50-70 PM, all in CPMO, all in NA central PMO) The new career path is ready to be implemented 	<ul style="list-style-type: none"> xTC has a long term training program in place to improve the PM qualification A core group of 100 PM (35+ 2x15+2x15) is being trained in PMI standards adapted to xTC needs Appr. 20 Line Managers each are trained for assessments and coaching 	<ul style="list-style-type: none"> Have an unified reporting system based on a standard web-based infrastructure All CAPEX projects use the same reporting format All relevant information to manage the projects are available in an unified accessible environment

- Initial workshop (core team) & objective setting
- Initial project reviews in order to check
 - Usage of the PM methods and tools
 - Understand or set the project KPI, goals, targets
 - Define a project risk register
 - Work out a PM Open Item List on items to be improved
- Regular Project Review meetings
 - Update the PM OIL and the risk register
 - Check the status of the project KPI
 - Update the review focused on critical issues
 - Assess the PM maturity level on a scale from 1-5
- Special sessions on specific topics if required

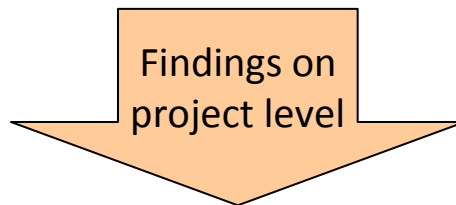
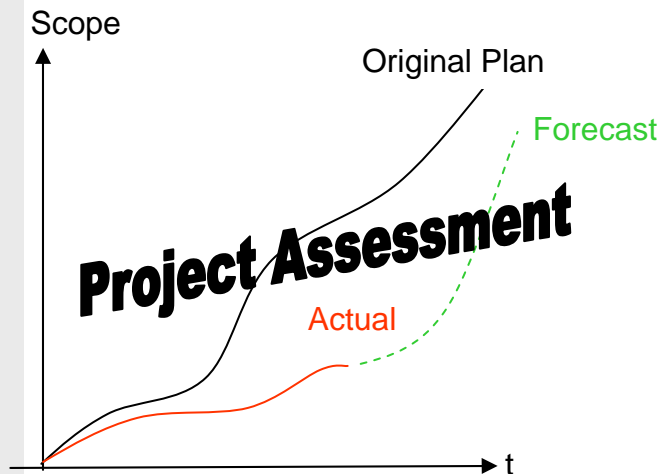
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How to achieve this goal ?



Project Classification
Key Performance Indicator (KPI)
Blocking Issues
Lessons Learned
Suggestions

1st Step:

- Define & assess the Project KPI
- Analyze the actual situation
- Describe the deficiencies and blocking issues

2nd Step:

Analyze the root causes and the impact

3rd Step:

- Propose measures
- Re-define scope/budget/time if required
- Agree on measures
- Implement the measures

4th Step:

- Monitor the progress of the measures
- Initiate correction actions if required

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How to achieve this goal ?

PM Area	Strengths	Weaknesses	Measures
Integration Mgmt	xxxx	qqqqq	rert
Scope Mgmt	yyy	mmmm	rwrwr
Time Mgmt	zzzzz	oooooo	ydsfsdfsdf
Cost Mgmt	aaaa	nnnn	
Quality Mgmt	rrr	zzzzz	
HR / Proj C	hhhh	sssssss	weeee
Comm Mgmt/Report	ccccc	vvvvvvv	rtztzrzhgh
Risk Mgmt	ppppp	dddd	
Procurement	Aaaa	Ssssss	erewrc

Project Assessment



Usability of tools
Individual action items
PM training demand

1st Step:

- PM assessment (following the questionnaire)
- Analyze the strengths / weaknesses

2nd Step:

Analyze the root causes and the impact

3rd Step:

- Propose measures
- Agree on measures
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4th Step:

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How to achieve this goal ?

PM Area	Strengths	Weaknesses	Measures
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Scope Mgmt	yyy	mmmm	rww
Time Mgmt	zzzzz	oooooo	ydsfsdf
Cost Mgmt	aaaa	ppppp	ttttt
Quality Mgmt	rrr	zzzzz	werwerwr
HR / Proj Org	qqqbbb	ggggg	weeee
Comm. Mgmt/Report	kkkkk	vvvvvv	rttztzrhgh
Risk Mgmt	ppppp	dddd	
Procurement	Aaaa	Ssssss	erewrc

Project Assessment Survey Summary



Improvement Areas:

- Risk Management
- Scope / Changes
- Cost Management
- Reporting / Communication

1st Step:

- PM assessment summary of projects to get an overview on the strengths / weaknesses
- Analyze the current tools: PM Handbook / other core documents / templates / guidelines / other tools

2nd Step:

- Analyze the generic areas of improvement
- Analyze the root causes and the impact

3rd Step:

- Propose measures
- Agree on measures
- Implement the measures

4th Step:

- Monitor the progress of the measures
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The great challenge is consistent management acting!

1. Analysis:

Generate base for understanding of required management processes

- a. Use generic model as one reference for management processes
- b. Use eTOM model as a second reference for management processes

Perform a gap analysis with regard to PM and prioritize areas for improvements

- a. Interview 3-4 PDir's
- b. Interview 1-2 GMs
- c. Interview VP
- d. Summarize findings
- e. Agree on priorities

2. Future state:

Describe future PM related processes / tasks and Line Manager Roles with focus on GM, PDir, Section Mgr ('normal' Dirs later)

- a. Have Mgt WS for major input and future state
- b. Describe processes, tasks and roles
- c. Describe metrics which support consistent co-operation
- d. Have final review and agreement with VP, GM, all PDir's

3. Implementation:

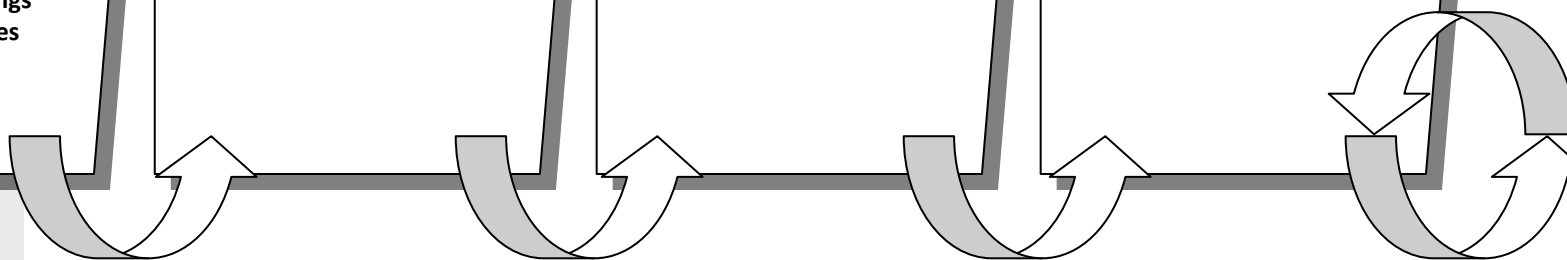
Enable involved Line Managers to apply the future mode of PM work

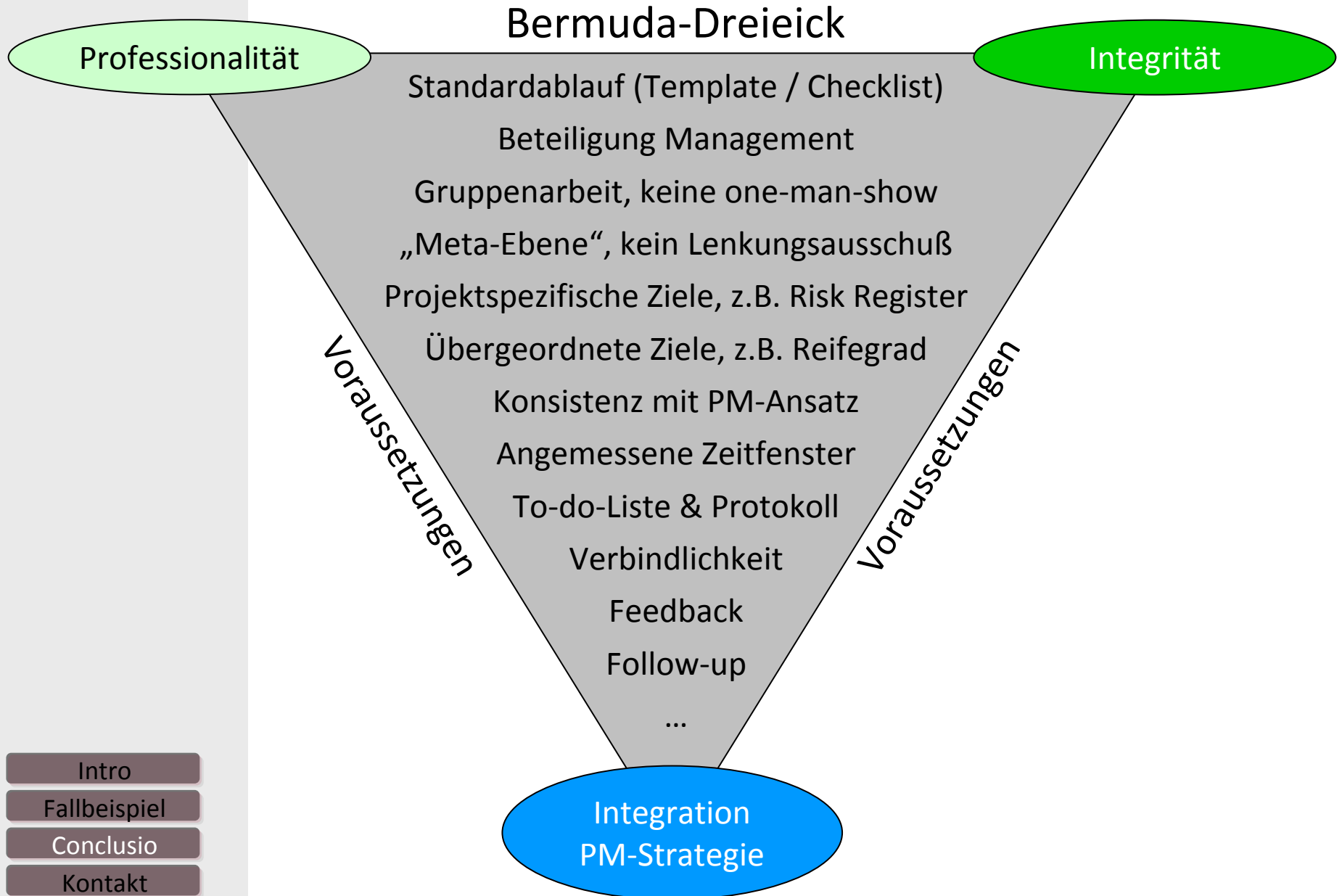
- a. Develop transfer workshops for Line Managers
- b. Develop implementation plans together with the Line Managers with the goal to professionalize PM in their organizations
- c. Support Line Managers in their 'daily' (new) work where needed and agree on that individually (=coaching)

4. Optimization:

Review regularly the progress of the professionalization of PM in defined organizations

- a. Review the implementation plans and propose and agree on appropriate actions
- b. Support Line Managers in their 'daily' (new) work where needed and agree on that individually (=coaching)
- c. Report on a half yearly basis on progress to the VP





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- Ohne Management ist alles nichts
- Lehmschicht Middle Management
- Senior Management: Verhalten ≠ Anspruch
- Konsistentes PM-Konzept als Katalysator (Wiedererkennung, -verwendung)
- Nicht PM-Handbuch, sondern „roles & responsibility“ als führendes Konzept
- Kein Review ohne freundliche Penetranz
- Vertrauen der braucht Zeit (Give-and-take)

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- Leistungs- und Erfolgskontrolle durch
 - Nachweis für die Leistung des Projektteams
 - Kontrolle des angemessenen Einsatzes der PM-Toolbox
 - Identifikation von Schwachstellen im PM
 - Keine Zeitverschwendung, wenn...
 - Angemessene Vor-/Nachbereitung
 - Input für Verbesserungen im Projekt
 - Coaching in der Anwendung von PM-Tools
 - Gute Reviews sind kein Tribunal, weil
 - Feedback statt Schuldzuweisung (das „PM-Gewissen“)
 - Keine fachlichen Entscheidungen (Lenkungsausschuß o.ä.)
 - Vertrauen zwischen Projektleiter und Auditor/Moderator
 - Therapie? Prophylaxe durch Qualitätssicherung!
 - Definition/Klassifikation der Review-relevanten Projekte
 - Review ist Instrument der Qualitätsverbesserung
 - Regelmäßige Reviews unterstützen den PM-Reifegrad
- ⇒ Integration der Reviews in PM-Strategie!

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