



# I M P A C T

*Your Performance Improvement Resource from BEI*

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## **Performance Perspectives**

### **Basics of Project Management**

Up until just a couple of decades ago, Project Management as a methodology and an integral component of the business process was confined primarily to three major industries: construction, defense, and aerospace. Not any more. Industries such as automotive, information technology, healthcare, utilities, leisure and amusement, and electronics are almost totally project driven. Others, from banking to foods and pharmaceuticals to telecommunications are seeing the project centered approach playing a large role in their operations. One needs to look no further than the growing number of enrollees in project management training and education programs around the world to see where companies think the key to their future lies.

The reason for the surge of interest is the need to accomplish more with fewer resources. There is a growing body of real-world evidence that project management enhances quality control, effective and efficient utilization of resources, quicker response to problems and change, stakeholder satisfaction, profitability, and improvement of an organization's performance after downsizing.

With the widespread acceptance and implementation of project management the key question now is: How does an organization achieve project management excellence and mature project management in the enterprise?

To achieve excellence and maturity in project management is not an easy undertaking. Time and effort is especially required to get people to accept a new way of approaching project work. Dr. Harold Kerzner, the leading authority in project management, identifies a five-phase maturity process that delineates the roadmap to project management excellence as well as the typical problems that must be overcome. Kerzner's process, illustrated below, shows phases of the project management life cycle that need to occur linearly. Virtually every organization that achieves some level of project management expertise has gone through these phases. The culture of each organization and the nature of its business dictate the amount of time spent in each phase.

## FIVE PHASES OF PROJECT MANAGEMENT LIFE CYCLE

Phase 1 EMBRYONIC	Phase 2 Executive Management ACCEPTANCE	Phase 3 LINE MANAGEMENT ACCEPTANCE	Phase 4 GROWTH	Phase 5 MATURITY
<ul style="list-style-type: none"> <li>• Recognize need</li> <li>• Recognize benefits</li> <li>• Recognize applications</li> <li>• Recognize what must be done</li> </ul>	<ul style="list-style-type: none"> <li>• Get visible executive support</li> <li>• Achieve executive understanding of project management</li> <li>• Establish project sponsorship</li> <li>• Become willing to change way of doing business</li> </ul>	<ul style="list-style-type: none"> <li>• Get line management support</li> <li>• Achieve line management commitment</li> <li>• Provide line management education</li> <li>• Become willing to release employees to project management training</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize life cycle changes</li> <li>• Develop a project management system</li> <li>• Make the commitment to planning</li> <li>• Minimize scope creep</li> <li>• Select a project tracking system</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a management cost/schedule control system</li> <li>• Integrate cost and schedule control</li> <li>• Develop an educational program to enhance project management skills</li> </ul>

How successful is your organization in project management? Where does your organization fit on Dr. Kerzner's project management implementation life cycle? Can you identify the reasons for your organization's project management success or failure?

A typical pitfall in implementing project management and achieving maturity is a breakdown between Phases 2 and 3. Generally, success is thwarted because of lack of executive support or line management commitment. Organizations that lack executive backing and management dedication may experience success on some projects as a result of brute force on the part of a given project manager. However, organizations triumphant in project management create an environment in which there exists a continuous stream of successfully managed projects, where success is measured by having achieved performance that is in the best interest of the whole company as well as specific projects.

**BEI** helps organizations achieve and sustain excellence and maturity in project management. We do this by assessing current project management processes and supporting systems and making recommendations for improvement, and by providing customized as well as off-the-shelf project management training solutions. Contact **BEI** at 248.625.8100 to discuss how we can help your company experience the benefits of successfully managed projects.

## Lessons Learned

**Topic:** Managing Scope Creep

Unfortunately, scope tends to increase in small increments rather than in large ones. The difficulty is that many people suffer from amnesia at the end of a project, which means that it is critical to control and document scope creep. Here are some lessons that we learned about scope creep from client projects:

- Use progress reports to document scope creep
- Use your documentation for justification of scope increase at an appropriate point in time
- Define and agree on the scope before launching a project

- Understand the expectations of all parties associated with the effort
- Challenge and document all assumptions prior to beginning a project
- Obtain client approval before integrating any scope changes
- Focus on completing only those tasks specified in the contract
- Raise a "red flag" for the project manager as soon as you sense a possible scope creep
- Don't wait until the end of the project to discuss changes in project scope--hold regular meetings with your client to discuss the project, specifically changes to scope

## Marketplace

### Deliver Client Projects on Time and Under Budget

*Fostering project management skills and knowledge*

Whether you need to increase awareness about the business benefits of project management, introduce project management concepts to employees new to project management, or teach newly formed project teams how to accomplish project objectives through collaborative efforts, **BEI** can help.

**BEI** offers half-day to two-day workshops that address processes, methods, and tools for all stages of the project management life cycle. To view our current workshop offerings visit:

<http://www.beinc-online.com/learningcenter/projectmanagement.asp>.

We can also design and develop customized instructor-led or online course to address your company's project management processes.

## Worthy Web Sites

<http://www.project-management-software.org> *A Business Software Directory.* This online directory provides information on a multitude of project management and other business software. Also includes software reviews.

<http://www.butterball.com> *An Online Turkey Resource!* Test your turkey IQ, access holiday recipes, or calculate exactly how much stuffing to buy in order to satisfy your guests. Enjoy and have a Happy Thanksgiving!

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