



# How to manage projects in an efficient and effective way

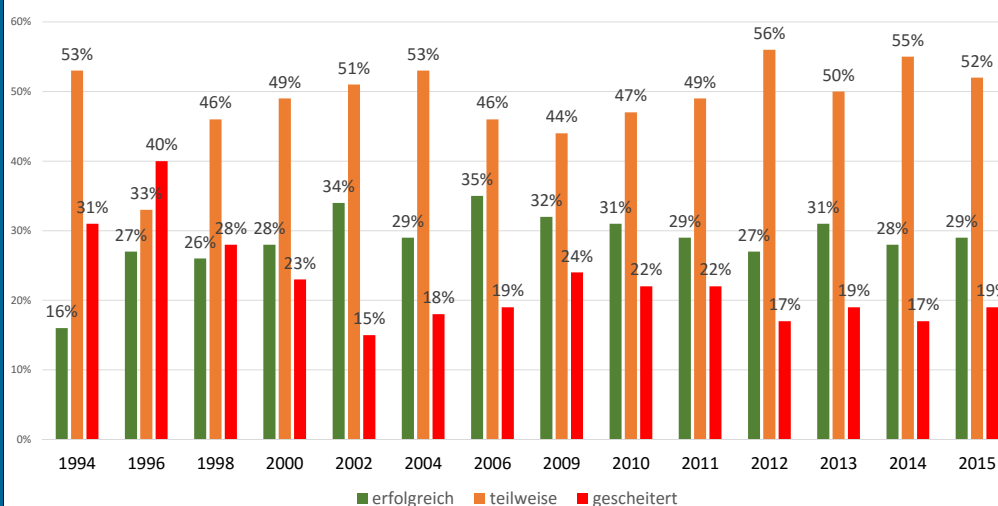


January 2016

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## Only 29% of the projects are successful



(Chaos-Studie, 2015)



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## Reasons for project failure

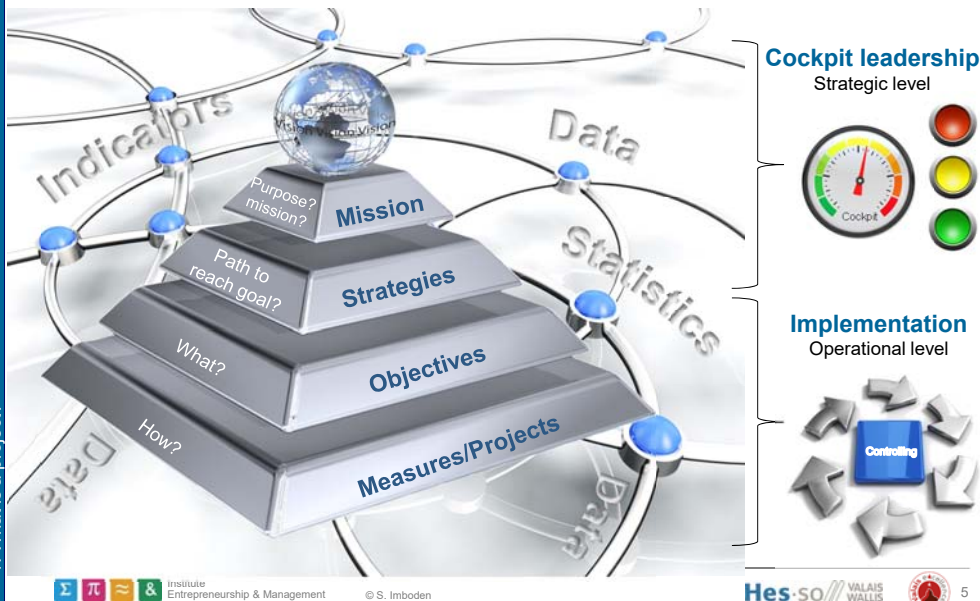


## Agenda



1. What is a project?
2. Efficiently leading projects in 5 phases
3. Conclusion

## Projects make the vision and strategies operational



## A project is a task with agreed...

- Target results (what?)
- Start and end dates (when?)
- Financial, technical and staff resources (with what?)

Compare. Thommen 2002: 307-347

## A project is characterised by its...

- Unique nature
- Innovative nature
- Technical and organizational complexity
- Interdisciplinary cooperation
- Differentiation from other projects

Compare. Thommen 2002: 307-347

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## The success factors of a project are...

- Quality of **target agreement** between the contracting party/customer and the project manager
- Profile and skills of the **project manager**
- Design (composition, size and structure) of the **project team**
- Content and availability of the **project planning**
- Efficiency of the **project controlling**
- Availability of adequate **resources**



Compare. Thommen 2002: 307-347

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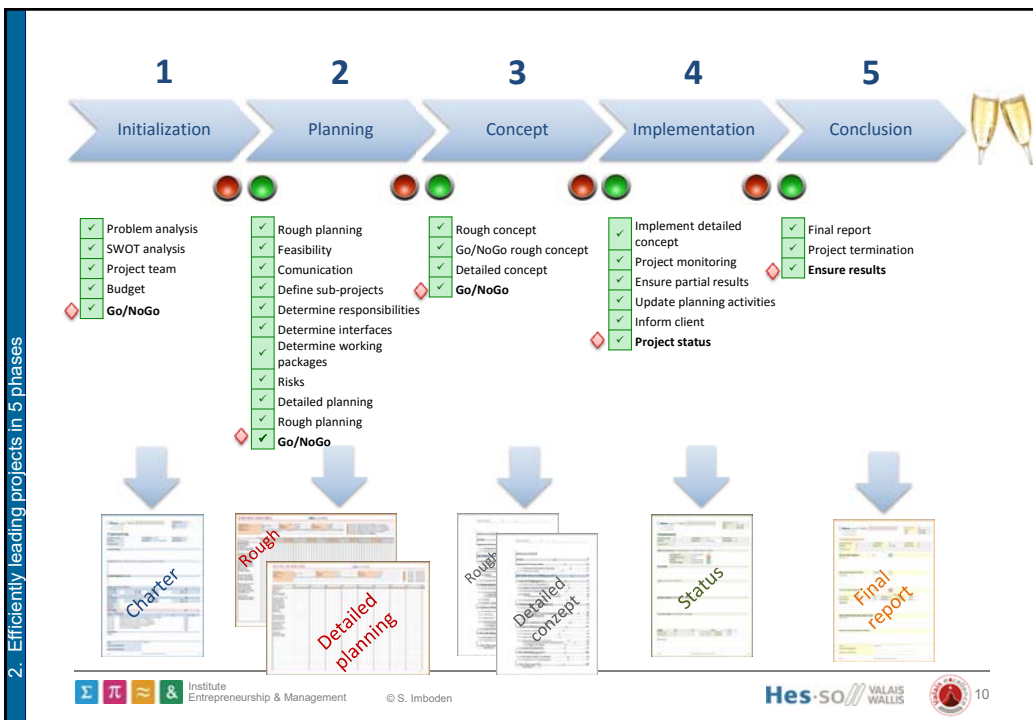
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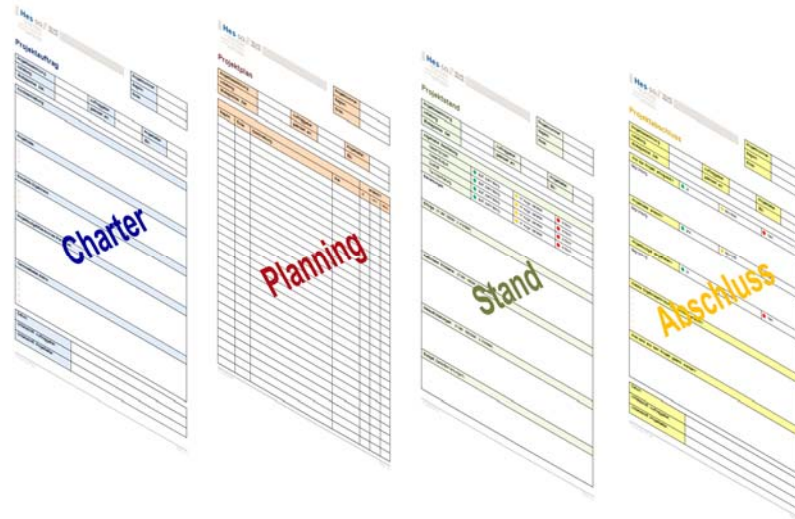
## Agenda



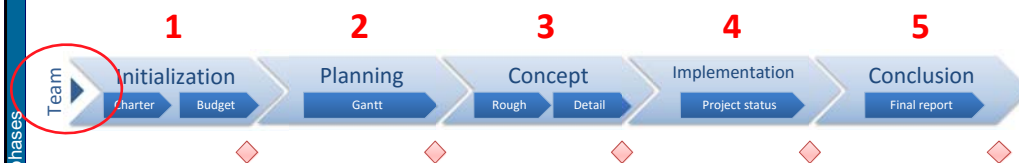
1. What is a project?
- 2. Efficiently leading projects in 5 phases**
3. Conclusion



## Only as much administration as necessary



## Efficiently leading projects in 5 phases



## Well-composed teams can prevent many problems

- **Far too little attention** is paid to the composition of the project team
- A **good project team** distinguishes itself by:
  - a good mix of the required skills
  - a good mix of the formal and informal roles
  - a high level of intrinsic motivation
  - the willingness to develop
- Approx. **40%** of the projects fail due to the lack of qualified staff or disputes over respective areas of competence (GPM-Studie, 2008)

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## The Project Team (Unity in diversity)



- Composition (diversity of skills, different roles)
- Informal roles (the group leader, the talented, the popular, the scapegoat, the tag-along, the misfit, the objector, the clown)
- Formal roles (the leader, the expert, the tag-along, the misfit)
- Size (adapted to the objectives, 4 – 5 people)
- Structure (organizational formation of the team)

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Compare. Thommen 2002: 307-347

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## Roles in a Team (according to Belbin)

Teamrolle	Rollenbeitrag	Charakteristika	zulässige Schwächen
<i>Innovator/investigator</i>	Contributes new ideas	Thinks outside the box	Often lost in thought
<i>Forerunner/shaper</i>	Establishes contact	Communicative, extrovert	Often too optimistic
<i>Coordinator</i>	Encourages decision-making processes	Self-confident, trustful	Can be perceived as manipulating
<i>Doer/plant</i>	Has the courage to overcome obstacles	Dynamic, works well under pressure	Impatient, tends to be provocative
<i>Evaluator</i>	Examines proposals for feasibility	Sober, strategic, critical	May lack ability to inspire others
<i>Team worker/player</i>	improves communication, reduces friction	Cooperative, diplomatic	undecided in critical situations
<i>Implementer</i>	Translates plans into action	Disciplined, reliable, effective	inflexible
<i>Perfectionist/finisher</i>	Avoids errors, ensures optimal results	Diligent, punctual	Overprotective, unwilling to delegate
<i>Specialist</i>	Delivers know-how & information	Self-centred, committed, expertise counts	Gets lost in technical details

(Belbin, 1981)

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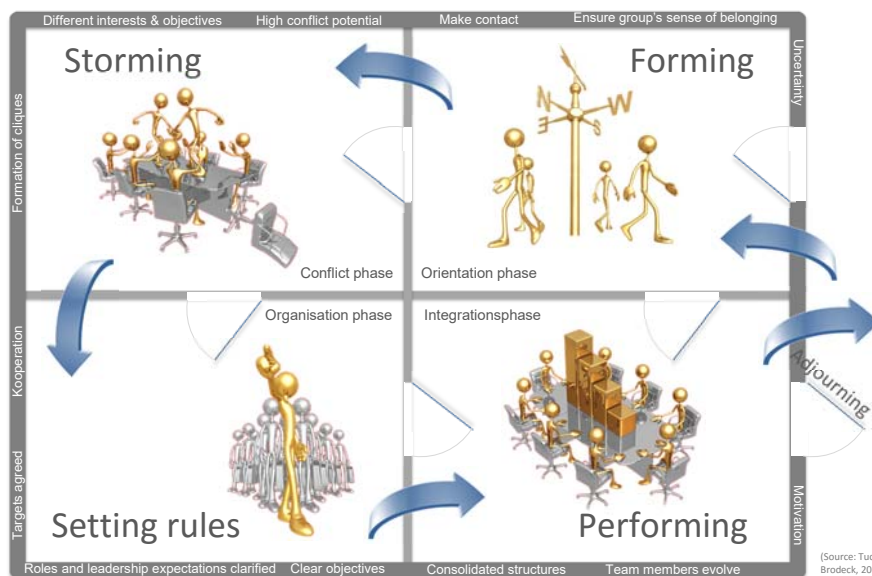
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## “Team Building” Phases



(Source: Tuckman, 1965, Brodeck, 2004)

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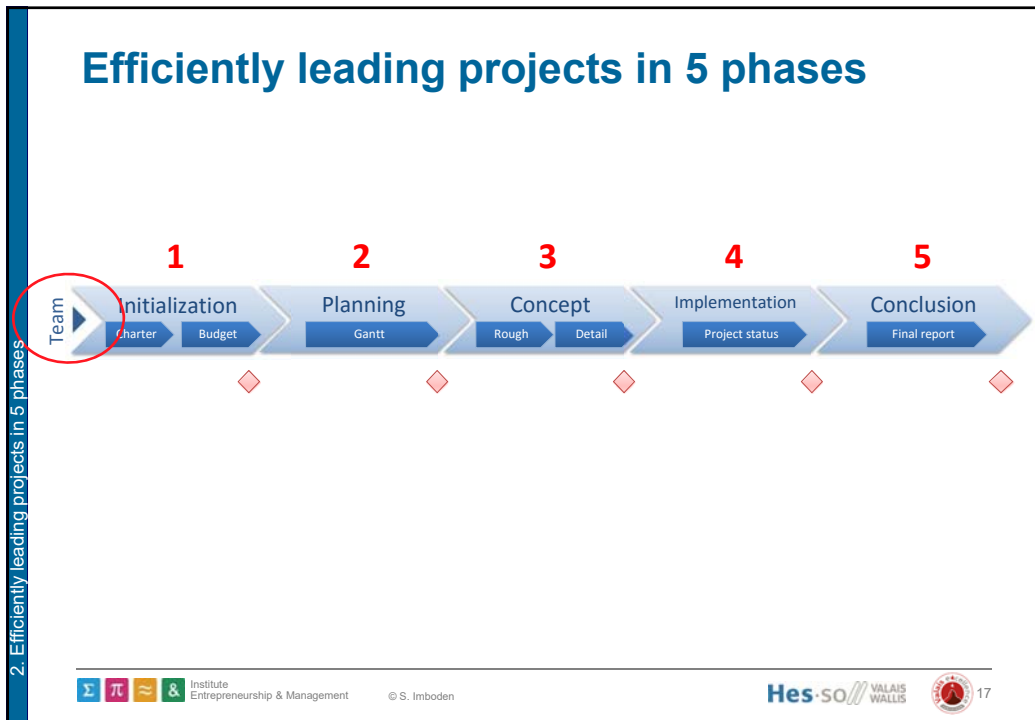
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2. Efficiently managing projects in 5 phases

## An experienced project manager starts working when the project charter has been clarified

- The **project charter** is the first **key element** for the successful management of a project
- A **good project charter** is characterised by:
  - a comprehensive description of the **problem/situation**
  - a clear and measurable **objectives**
  - an accurate idea of the **expected deliverables**
  - statements on the **financing** and budgeting of internal and external costs
  - a Plan of the most important **milestones**
- Approx. **70%** of projects **fail** due to unclear demands and goals (GPM-Studie, 2008)

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2. Efficiently leading projects in 5 phases

**PROJECT CHARTER**

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?

Project number:	P1	Start:	29.12.2015	Finish:	17.01.2018
Project title:	Projet 1 / Projekt 1	Client:	xyz xxx	Project manager:	xy z (xyz)
Department:	iManagement	Modified on:	29.12.2015	Deputy:	abc def (abc)
Strategic goal:					

Problem / Short description /

✓ Overall project

Project goals (SMART – specific, measurable, attainable, relevant, time-bound)

✓ Indicators

Budget / Resources / Persons

✓

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Source: [www.2management.ch](http://www.2management.ch)

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2. Efficiently leading projects in 5 phases

## Projektziele sollten SMART sein

Specific

Measurable

Achievable

Realistic

Time-bound

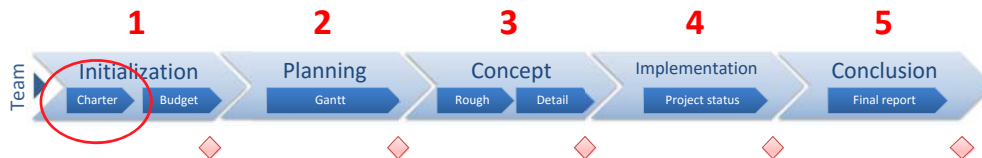
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## Efficiently leading projects in 5 phases



## The project budget indicates whether the objectives can be achieved with the intended resources

- A **good project budget** is characterised by:
  - a clear separation of the internal and external costs
  - a PLANNED – ACTUAL comparison with balance statement
  - statements of potential external financing
- **Internal costs** always need to be included in the project budget
- Approx. **40%** of projects **fail** due to the lack of resources at the beginning of the project (GPM-Studie, 2008)



## BUDGET

Projet 1 / Projekt 1

Example from the iManagement Tool

1 2

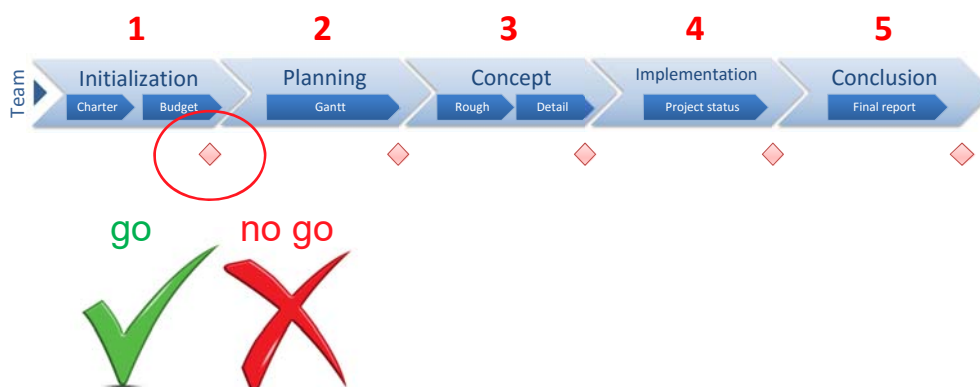
Internal costs		0%	Plan	Actual state	Balance	Remarks
1	Personnel costs (internal)		Fr. -	Fr. -	Fr. -	<a href="#">Compare detail project team</a>
2			Fr. -	Fr. -	Fr. -	
3			Fr. -	Fr. -	Fr. -	
4			Fr. -	Fr. -	Fr. -	
5			Fr. -	Fr. -	Fr. -	

External costs		0%	Plan	Actual state	Balance	Remarks
1	Personnel costs (external)		Fr. -	Fr. -	Fr. -	
2			Fr. -	Fr. -	Fr. -	
3			Fr. -	Fr. -	Fr. -	
4			Fr. -	Fr. -	Fr. -	
5			Fr. -	Fr. -	Fr. -	

External financing		Plan	Actual state	Balance	Remarks
1		Fr. -	Fr. -	Fr. -	External financing (eg subsidies, partners, etc.)
2		Fr. -	Fr. -	Fr. -	
3		Fr. -	Fr. -	Fr. -	
4		Fr. -	Fr. -	Fr. -	

Source: [www.2imangement.ch](http://www.2imangement.ch)

## Efficiently leading projects in 5 phases



## Careful planning prevents stress and allows more time for other issues

- A **good project planning** is characterised by:
  - a most detailed account of the work to be completed with information about the beginning and end
  - an accurate allocation of responsibilities (one person responsible for the task in question)
  - the allocation of time per task
  - statements on the milestones (decisions) and on the critical path
- The project plan is part of the «**basic kit**» of the project manager
- Approx. **40%** of projects **fail** due to inadequate project planning (GPM-Studie, 2008)

## DETAILED PLANNING

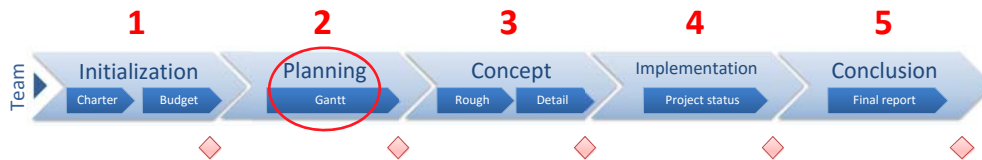
Project number: P1

Project title: Project 1 / Projekt 1

### Example from the iManagement Tool

[illegible]


## Efficiently leading projects in 5 phases




## The basic and detailed concept show solutions and implementation details

- The basic and detailed concept are a **decision-making tool** for further action
- A **good basic concept** is characterised by:
  - a sound analysis of a range of solution variants
  - a critical assessment and prioritization of the variants developed
- A **good detailed concept** is characterised by:
  - an in-depth feasibility study of the chosen solution variant
  - a critical analysis of the risks
  - detailed information and recommendations on the implementation
- Approx. **30%** of projects **fail** due to the lack of project management methods (GPM-Studie, 2008)

2. Efficiently leading projects in 5 phases



## ROUGH CONCEPT




**Table of contents**

- 1 Management summary
- 2 Existing situation
- 3 Project organization and milestones
- 4 Rough budget
- 5 Possible solutions
- 6 Approach
- 7 Attachments

*Example from the iManagement Tool*


## DETAILED CONCEPT



**Table of contents**



- 1 Management summary
- 2 Existing situation
- 3 Organization and planning
- 4 Resources
- 5 Implementation
- 6 Success factors and risks
- 7 Quality assurance and controlling
- 8 Conclusion
- 9 Attachments

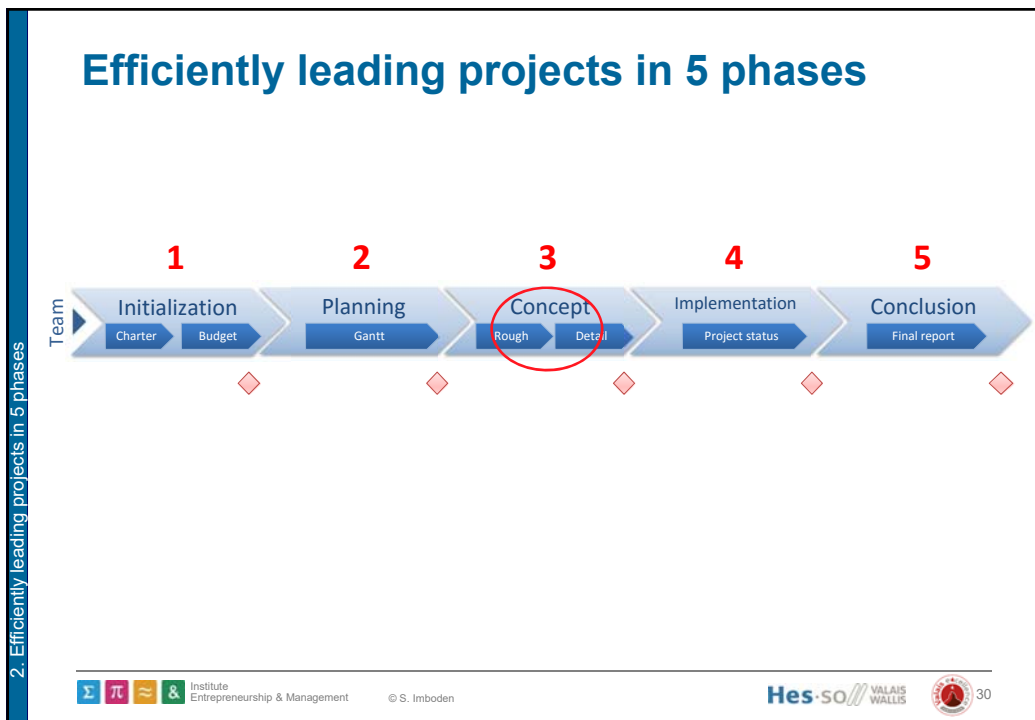
Source: [www.2imangement.ch](http://www.2imangement.ch)



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## Regular control (monitoring) of the project status allows for proactive action

- Control of the project status is the **second key element** for the successful management of a project, in addition to the project mandate
- Good control of project status** is characterised by:
  - information about the progress of the project (objectives, financial and human resources, areas of concern, successes) and the future development of the project
  - information about the weaknesses, strengths, threats, opportunities and risks
  - information about upcoming decisions and milestones
- Regular project progress reports create **trust** and are a very effective **communication tool**
- Approx. **45%** of projects **fail** due to the lack of PM experience at leadership level (GPM-Studie, 2008)

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**PROJECT STATUS**

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Project number: P1

Start: 29.12.2015

Finish: 17.01.2018

Project title: **Projet 1 / Projekt 1**

Client: xyz xxx

Project manager: xy z (xyz)

Department: iManagement

Modified on:

Deputy: abc def (abc)

Strategic goal: see charter

General Evaluation (1 = proceeding according to plan, 2 = be watchful = 3 critical)

Overall project	According to plan	✓	0%				
Budget/Resources	According to plan	✓					
Quality/Goals	According to plan	✓					
Deadlines/Planning	According to plan	✓					

Remarks

Project goals (see charter)

1.

2.

3.

4.

5.

6.

In %

50%

0%

0%

0%

0%

Achievements (last period)

1.

2.

0%

0%

SWOT analysis

Feasibility

Risks

Communication

Example from the iManagement Tool

Source: [www.2imanagement.ch](http://www.2imanagement.ch)

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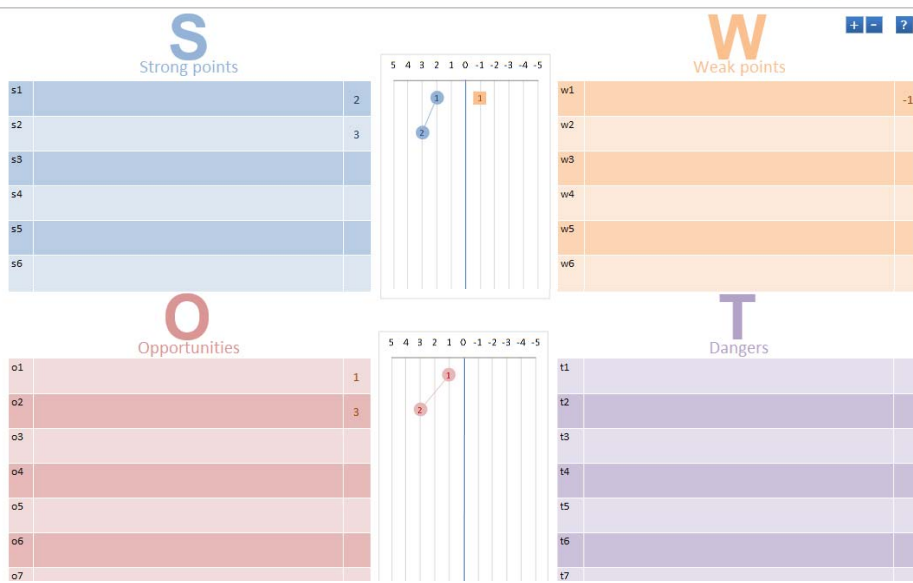
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## SWOT ANALYSIS

Example from the iManagement Tool

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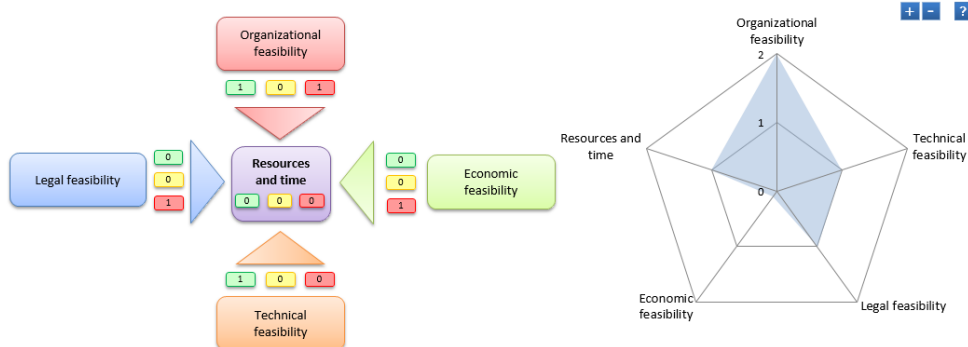
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## FEASIBILITY STUDY

Example from the iManagement Tool

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Organizational feasibility						
No.	Title	Consequences	Influence on the project	Tendency	Possible measures	Status
1			3	→		✓
2			4	→		✓

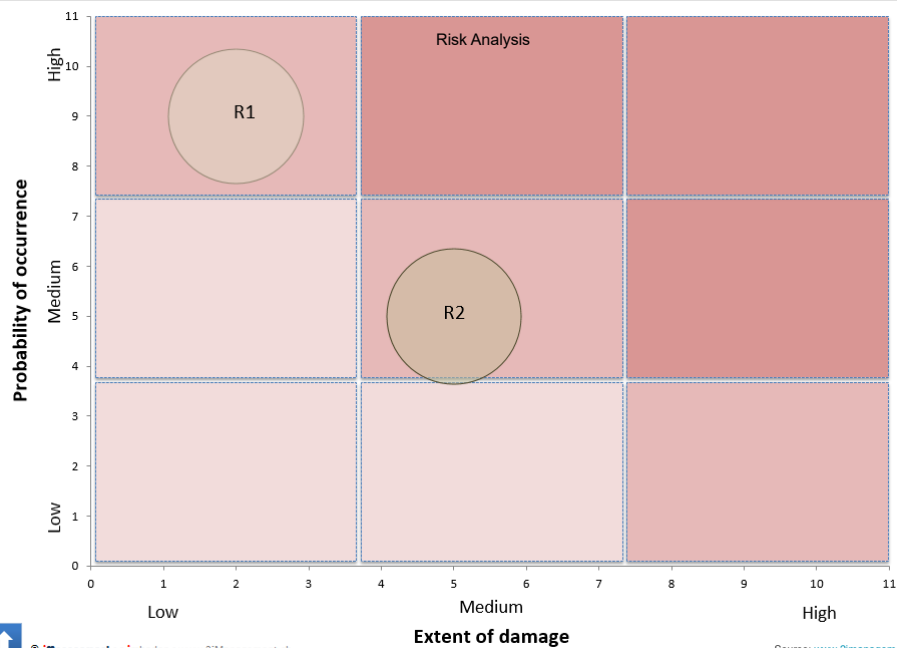
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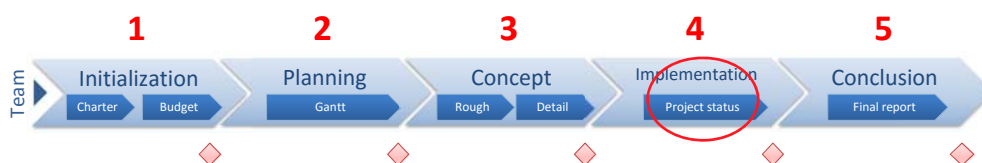
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## Efficiently leading projects in 5 phases



## In every well-run project the project conclusion may not be omitted

- The final report **rounds off the project**
- A **good final project report** is characterised by:
  - a critical examination of the accomplished work (successes, failures, lessons learned)
  - a PLANNED – ACTUAL comparison of the project objectives
  - a PLANNED – ACTUAL comparison of the resources
  - description of the future course of action
  - assessment of the work accomplished by the project team members
- The **signature of the contracting party/client** should be in the final report

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## FINAL REPORT

Example from the iManagement Tool



Project number:	P1	Start:	29.12.2015	Finish:	17.01.2018
Project title:	Projet 1 / Projekt 1	Client:	xyz xxx	Project manager:	xy z (xyz)
Department:	iManagement	Modified on:	29.12.2015	Deputy:	abc def (abc)
Strategic goal:	see charter				

Was the project successful?	Yes	✓
Reason:		

Have all project goals been reached?	Yes	✓
Reason:		

Was the budget observed?	Yes	✓				
			Plan		Actual state	Balance
Internal costs	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> 0%		Fr.	-	Fr.	-
External costs	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> 0%		Fr.	-	Fr.	-

Source: [www.2immanagement.ch](http://www.2immanagement.ch)Institute  
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## Agenda



1. What is a project?
2. Efficiently leading projects in 5 phases
- 3. Conclusion**

## Reasons for project failure



### Ergebnisse der Projektmanagement Studie 2004

Gemeinsame Studie der GPM Deutsche Gesellschaft für Projektmanagement e.V.  
und PA Consulting Group

3. Conclusion

## Reasons for team failure

Place	Factor	%
1	Communication difficulties	97.0%
2	Unclear mandate	94.3%
3	No cooperation culture	91.0%
4	Unexpressed conflicts	90.2%
5	Lack of trust	90.2%
6	Power struggles	87.8%
7	Ineffective team discussions	84.8%
8	No team leader	79.6%
9	Dominance of own interests	69.2%
10	Unclear command hierarchy	56.9%
11	Open conflicts	52.9%
12	Too little time	47.8%

Akademie-Studie 2002  
Befragung von 376 Führungskräften durch die  
Akademie für Führungskräfte der Wirtschaft GmbH





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3. Conclusion



## Conclusion

1. Projects **usually fail at leadership level** and not due to their complexity or lack of resources
2. A **systematic approach** and detailed planning particularly increase the chances of success
3. Efficient **project monitoring** is a part of the “daily bread” of a good project manager.



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and....

**No** leadership is the worst thing for all parties!



Thanks fro your  
attention



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[www.2Leadership.ch](http://www.2Leadership.ch)

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