

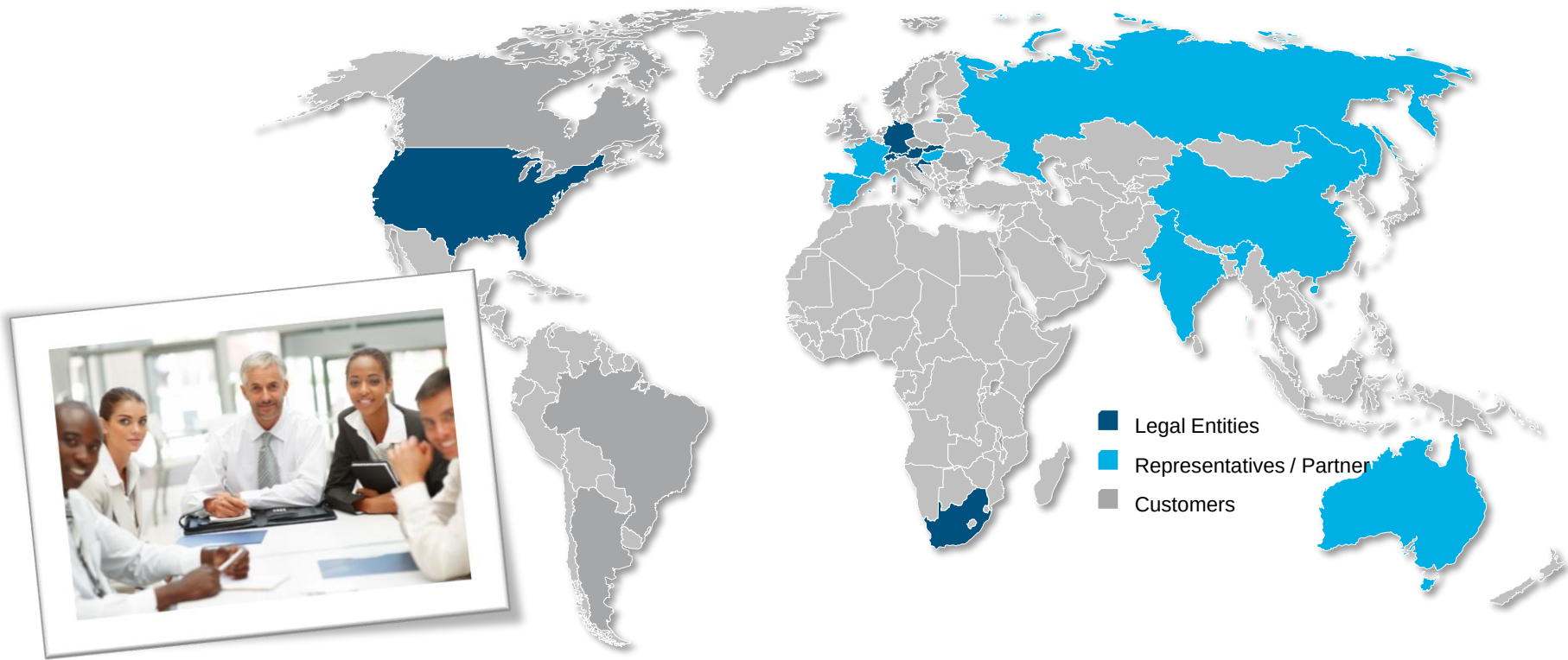
Project Manager & Project Sponsor Nightmare or Power Couple

Wolfgang Rabl, CEO

*e*FOCUS

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- Core Markets are Germany, Austria, Switzerland
- Legal entities in, South Africa and USA
- Representatives in Slovakia, Singapore, Hongkong, Bangkok, Australia, France, Spain, Croatia, Hungary
- We are able to offer our services in 12 different languages

Top Management Points of View ...



Dr. Georg Pölzl,
COO (former)
Deutsche Telekom AG



Gregory Balestrero
CEO PMI® (former)

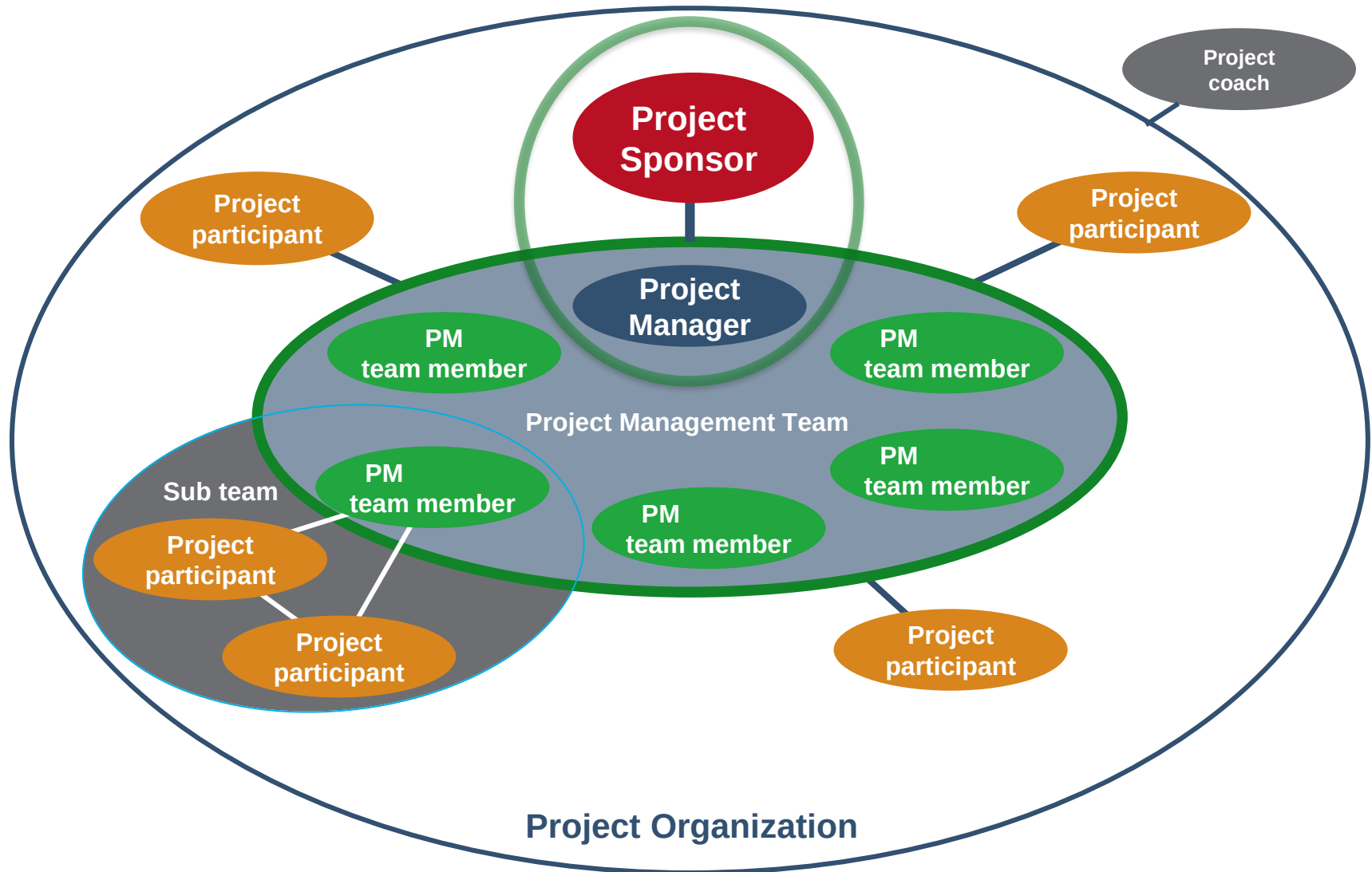
- *“Be assured that the entire managing board stands behind project management.” ...*
- *“... Project management is a top-management-task and should be fulfilled by adequately positioned line managers.”*
- *“Without an integrated approach no excellence in project management.” ...*
- *“... Without multi-project management no project management really can exist.”*



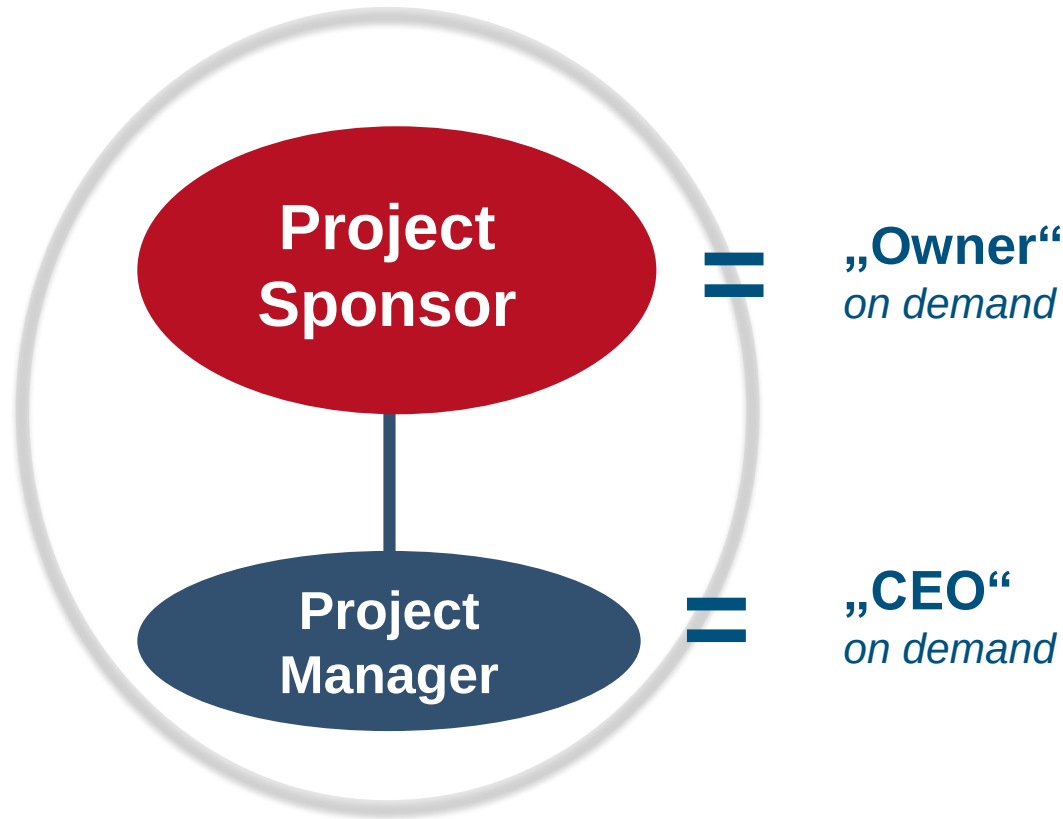
PROJECT AS A TEMPORARY ORGANISATION



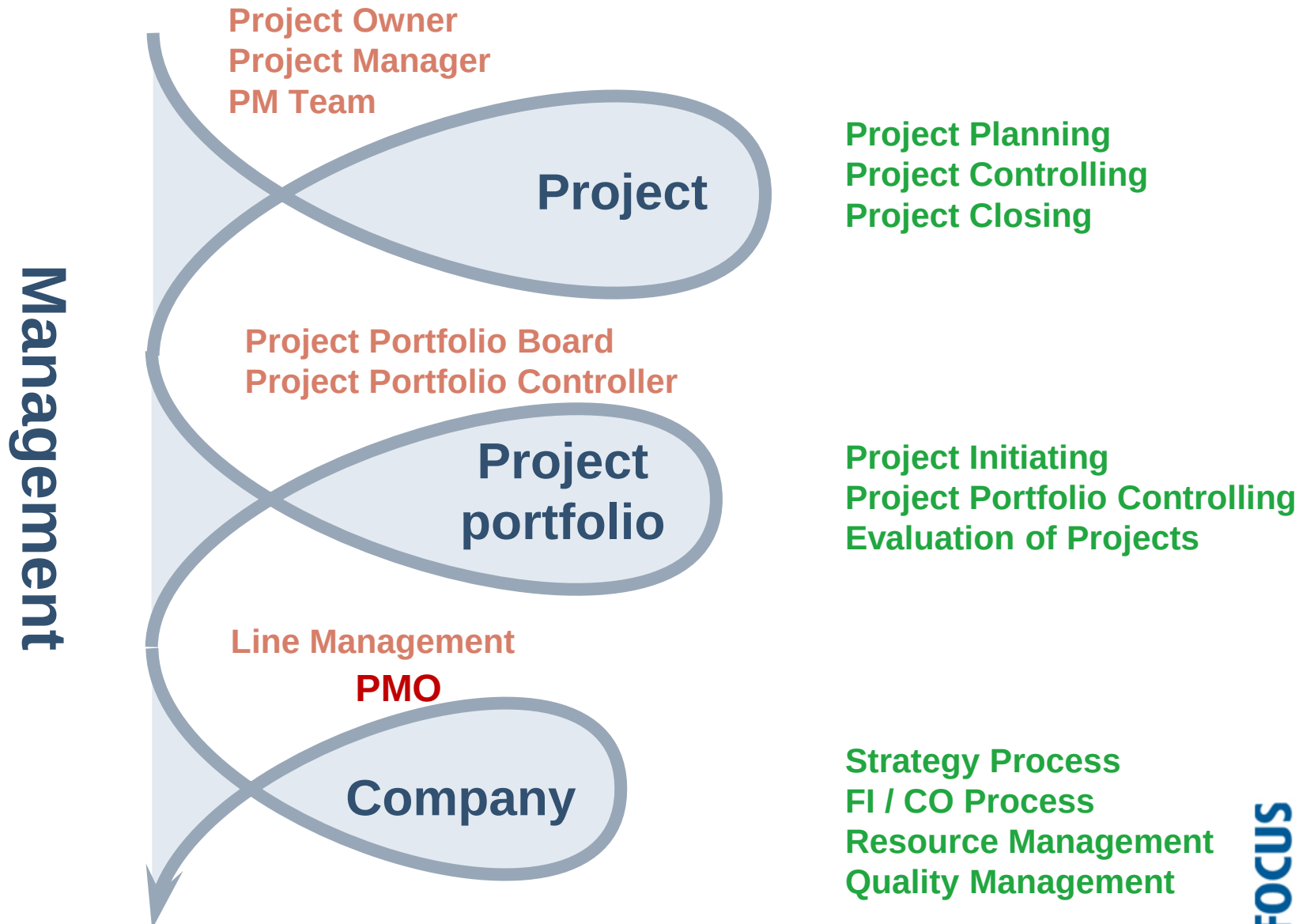
Project Organization Chart



Project Manager & Project Owner



The Project Oriented Company

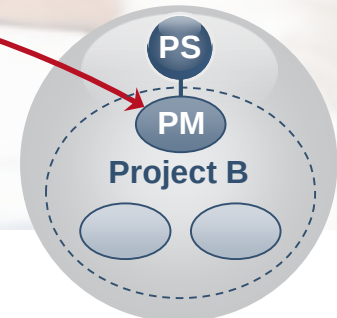
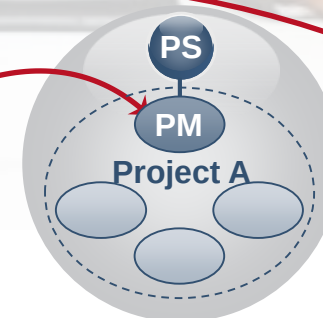
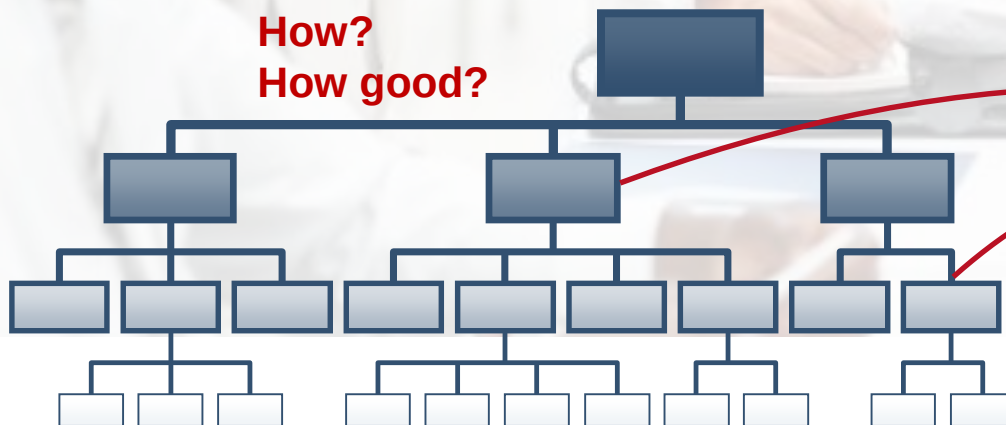


Decision Competencies

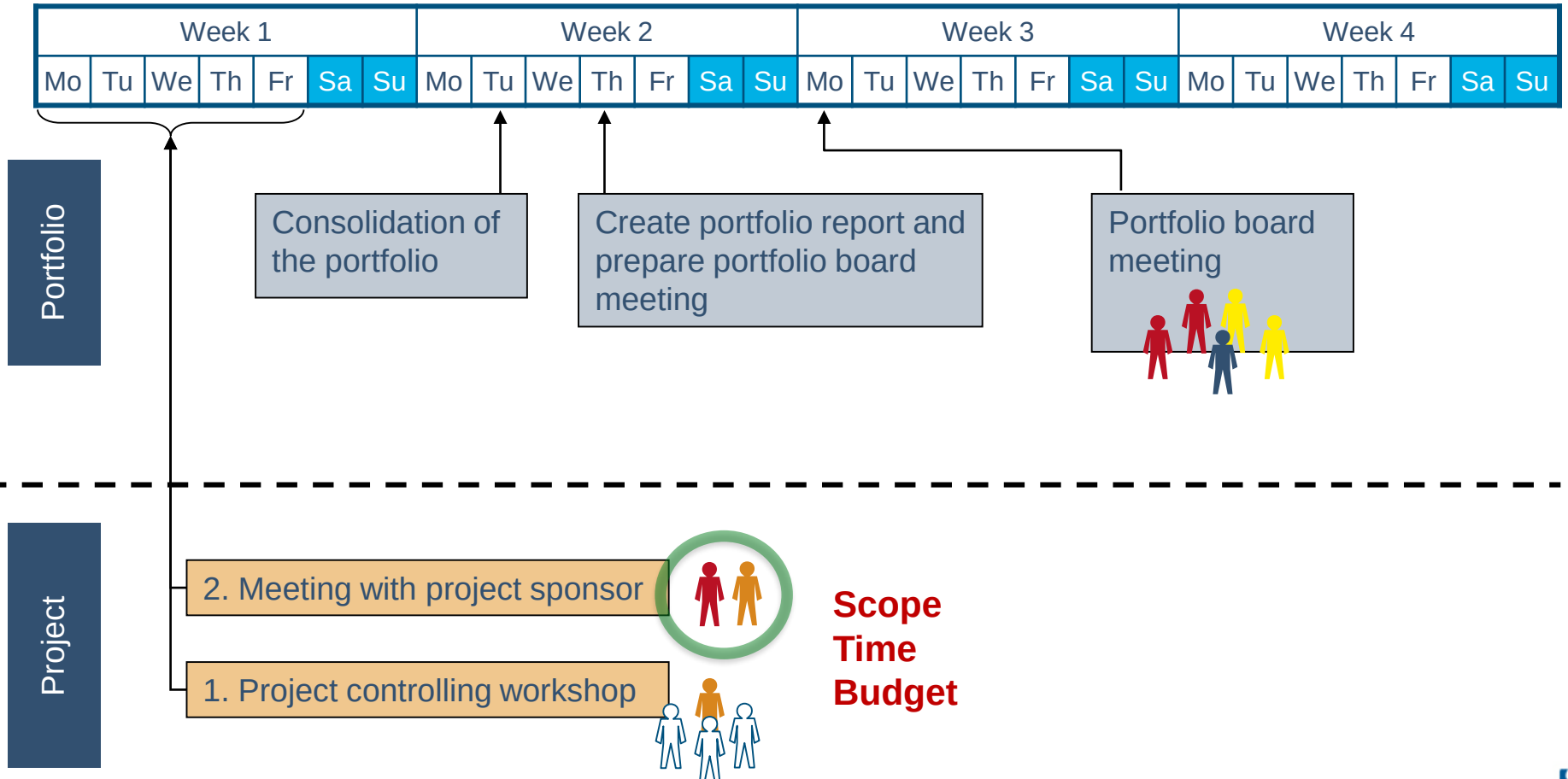
PROJECT AS A TEMPORARY ORGANISATION

Who?
How?
How good?

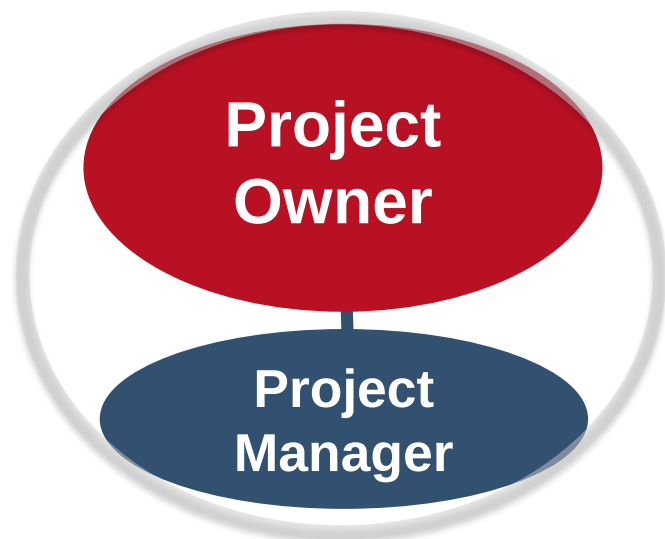
What?
When?
How much?



Project Controlling Cycle (monthly)



Ground Rules for Project Managers & Project Owners



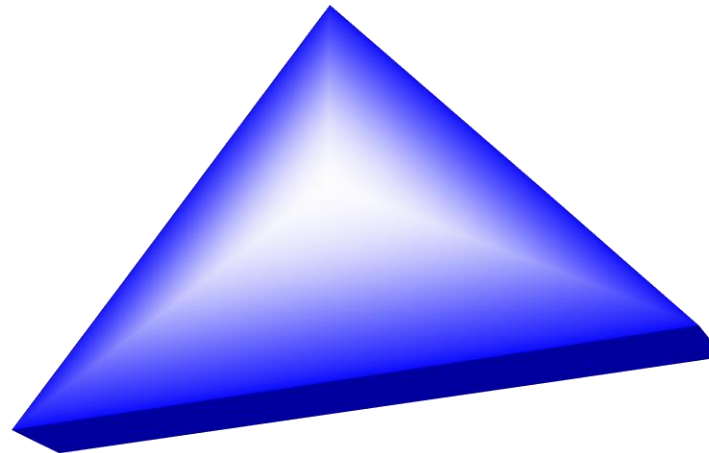
- » Set up project organisation
"Owner" | "CEO" | Team "empowered"
- » Define project objectives / non-objectives
- » Sign project proposal
- » Ensure continuously project owner meetings
- » Report / escalate to Project Portfolio Board



- » Provide project resources / budget
- » Approve project plan (scope | time | budget)
- » Approve changes | re-planning
- » Terminate project (project crisis)
- » Approve project closure

Key Success Factors

Project-oriented Company as
Strategy



PM-Culture

Permanent and
Temporary **Structures**

$$S = Q \quad \cancel{A}$$



CULTURE (ACCEPTANCE)

- Commitment on project management process
- Understanding multi-role approach
- PMO: Governance, qualification & support
- Tools (next project, next portfolio, ...)
- **Emotional interventions** 

Thank you for your attention.

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Example Work-break-down Structure

SNR IT Reorganisation

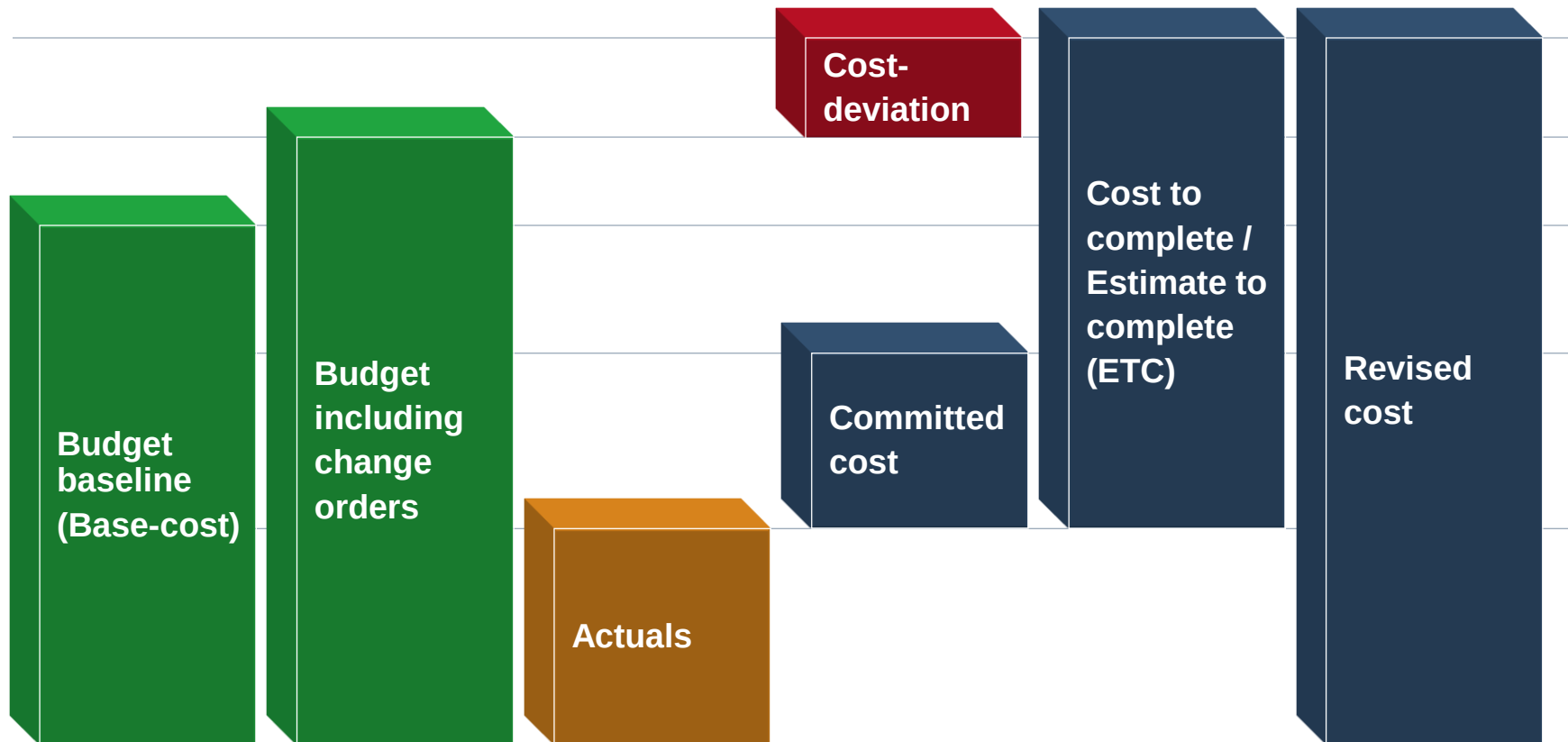
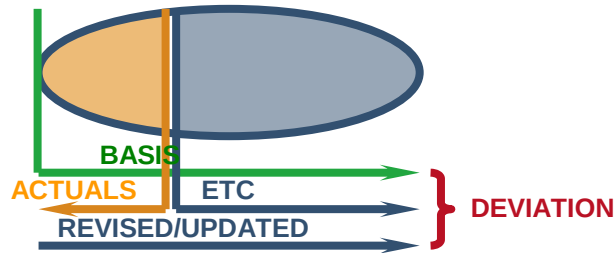


Example Milestone Plan

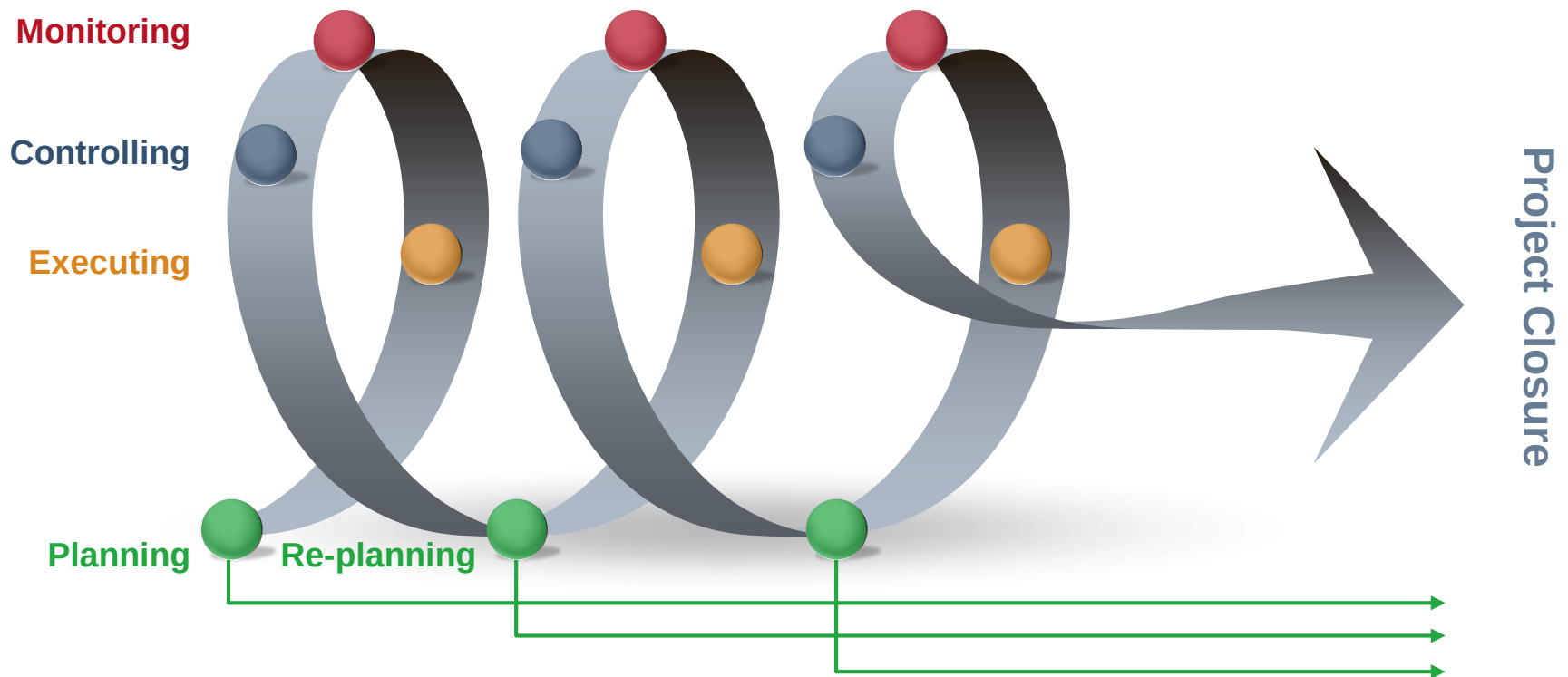
PROJECT MILESTONE PLAN				
Deadline 01 08 YYYY				
WBS code	Milestone names	Base schedule	Revised schedule	Actuals
1.1.1	Project initiated	01 01 YY	01 01 YY	
1.2.6	All plans are available and have been agreed.	27 04 YY	27 04 YY	
1.3.5	All preparations completed	31 05 YY	31 05 YY	
1.4.2	Vessel construction started	01 06 YY	01 06 YY	
1.4.7	Shell construction completed	20 10 YY	20 10 YY	
1.5.7	Vessel construction completed	30 11 YY	30 11 YY	
1.6.2	Vessel ready for acceptance	08 12 YY	08 12 YY	
1.6.6	Christening done and vessel handed over	25 12 YY	25 12 YY	
1.1.7	Project closed	29 12 YY	29 12 YY	



Example Cost Controlling



Cyclical Management



Who is next level



WHO IS NEXT LEVEL

- Project Management
- Process Management
- Change Management
- Leadership / Social Skills

INDUSTRY-SPECIFIC COMPETENCE

- IT and Telecommunications
- Engineering and Construction
- Energy
- Pharmaceuticals
- NGOs / Government / Health
- Mobility and Logistics
- Finance and Insurance

#project #process #change

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