

SUCCESS STORY:

PROJECT CULTURE IMPROVEMENT
IN A MEDIUM SIZE COMPANY



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INITIAL SITUATION

An engineering company in the railway business, with in total around 130 employees contacted GreenlightPM with the goal to improve the Project Culture in order to get more efficient. The company wanted to:

- Improve the Project Culture
- Become more efficient in the projects – improve the margins
- Set and implant a new organization
- Clarify the role of the Project Manager in relation to the line/functional managers and the technically responsible people in the projects
- Improve the human skills
- Improve the Project Management methodology

CHALLENGES

The main challenges were:

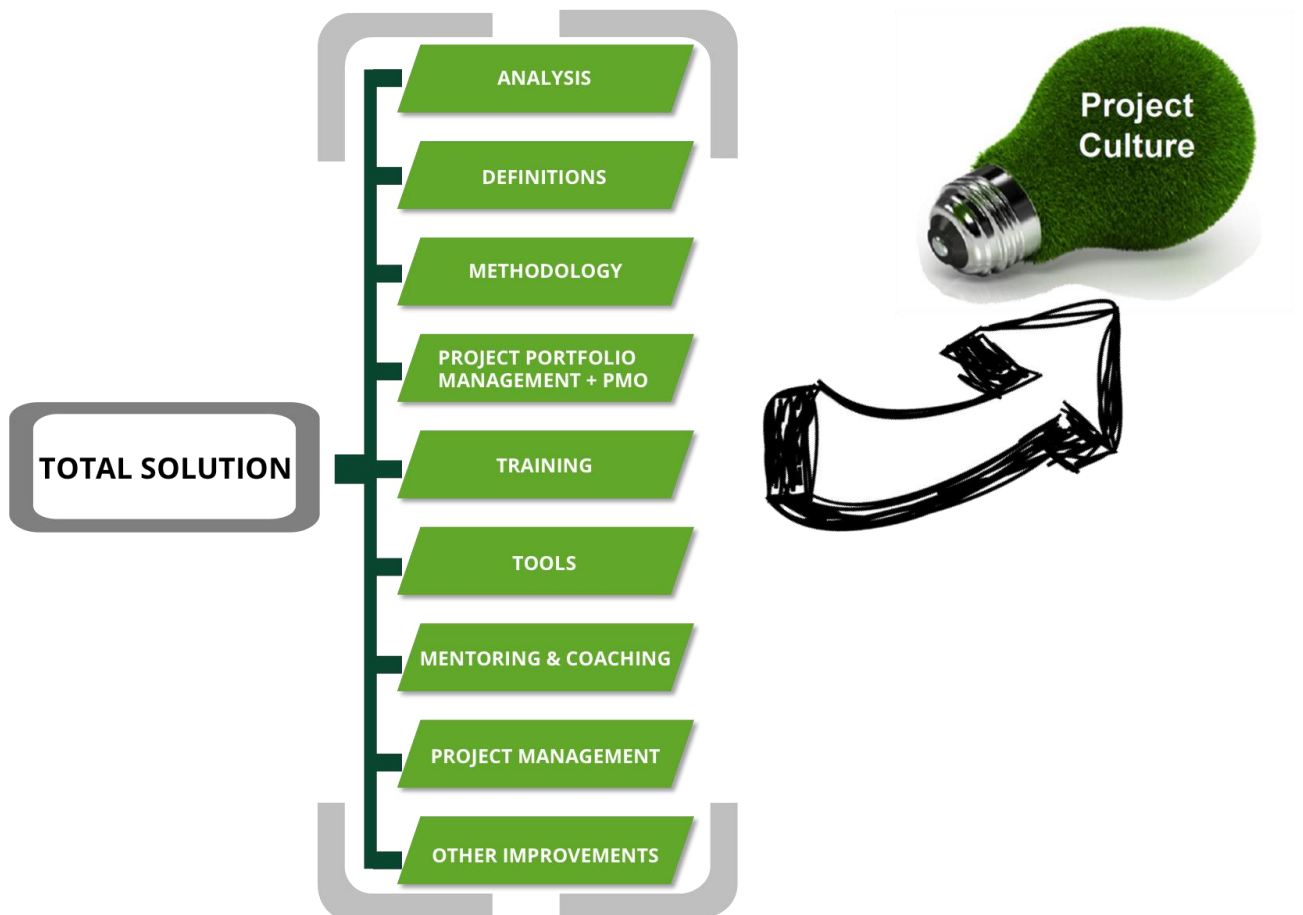
- Define a new common way of working which was accepted by everyone in the organization.
- Change the organizational structure with the roles defined more in detail, considering functions, responsibilities and authorities.
- Implement a new way of working, in which people got onboard in a positive way to contribute and help to implement to the improvements/changes.

The strategy was agreed to get implemented gradually, step by step, to ensure acceptance, but still by being managed as a project to ensure progress. The actual project also served as an example and pilot, for the newly prepared methodology to get it fully evaluated and understood.

A specific Steering Group was also established to steer and support the project, which was with no doubt one of the keys to its success.

THE GREENLIGHT PROJECT MANAGEMENT SOLUTION

GreenlightPM, defined a Total Solution, together with the directors of the company, and it consisted in 9 parts, as defined in the WBS in the following image.



RESULTS

- 1) A methodology was developed and implemented successfully.
- 2) A PMO was defined, established and implemented, using GreenlightPM's PMO Model with 7 areas as a base.
- 3) Proper Project Portfolio Management was put into place and was made well-functioning.
- 4) A major step was taken to develop Competence especially among Project Managers but also among other roles – in all aspects of project management; planning, control, communication, human skills, negotiation, financial management etc.
- 5) The company managed to get a much better control of the project portfolio and the individual projects.
- 6) The company was very satisfied with the Improvement project.