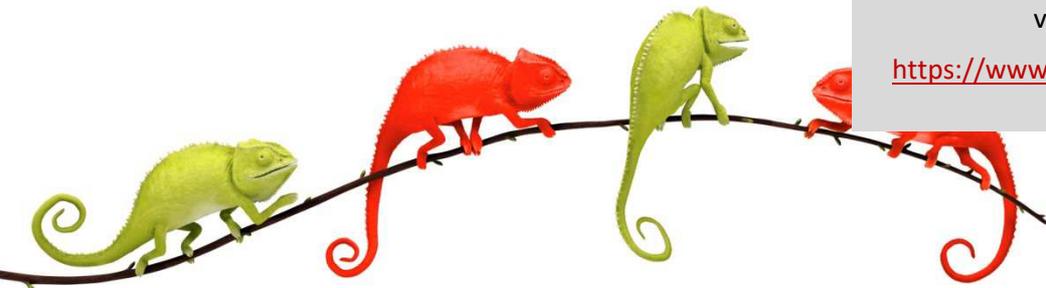


Excerpt

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Whitepaper

Improving the performance of Project Teams

By Implementing the intelligent
Project Management Office concept

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_Introduction

In today's international market place, organisations are recognising that they need to execute business change in a more succinct manner. The budgets and the timescales afforded in the past are no longer available. Organisations are seeking a more reliable route to successful change. This is witnessed by the current interest in nearly any management theory that will enhance performance. Over the past four years, my organisation has reviewed or audited over four hundred projects. All of these projects have been in the business change and technology space. The industries range from Banks, Insurance Companies, Retailers and various others. Analysis of information from these experiences has challenged my current thinking, providing the stimulus to prepare this paper.

This paper seeks to identify what are the latest developments in Project Management, (said by some to be the second oldest profession in the world!) that give modern executives the leverage they are seeking. My hypothesis is that very little has or can change with the direct management of the project-based activities. The structures and mechanisms afforded by the PMBok and other accredited standards are very largely best practice. Our training curricula are what you would expect from a mature profession. The change must be in the way in which we apply the skills.

For example, we have recently worked with two Global Banks who want to manage people with teams located in different countries working on the same project. Project Management in this environment becomes interesting! If the Project Manager seeks to gather information about progress, issues or any other project related area by traditional means, this requires sitting down with a team member that results in the accumulation of excessive air miles! In this instance the Project Manager has to devise a new way of gathering information and communicating with the Project team. The weekly team meeting is impossible to sustain when team members are based in significantly different time zones. What is needed are new ways to achieve the same goals.

Recognising that the Project Managers need to change in order to meet these new trends, and must address how their profession and skills are deployed rather than what skills or techniques are used. The extra focus on how, means that physical Project Manager time becomes an issue. The change that is required is the need to automate or process some of the things we do so that the PM's can concentrate on delivering and "making it happen". The resolution is in greater use of technology and of the Intelligent Project Management Office concept. This paper outlines the role, application and function of an Intelligent Project Management Office - IPMO.

_Your Partner

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