Project Management with Experience Sharing
EOQ Congress, Praha 22.-23.5.2007
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Siemens IT Solutions and Services
Strong partner for integrated, industry-specific solutions

Mission

- Delivery of IT services for external customers
- Growth of business together with the other Siemens Groups → comprehensive portfolio of IT solutions related to Siemens products
- Operation of Siemens’ worldwide IT infrastructure
- Software development for the Siemens Groups

Siemens IT Solutions and Services

- One-stop shop for an extensive range of integrated end-to-end solutions, from devices to ERP
- IT services to improve customer processes and cut costs
- Substantial industry expertise
- Extensive international capacities and expertise throughout the world

Customer benefits

- Delivery of IT services for external customers
- Growth of business together with the other Siemens Groups
- Operation of Siemens’ worldwide IT infrastructure
- Software development for the Siemens Groups
IT along the entire service chain
IT services from a single source

Service chain of Siemens IT Solutions and Services

Offerings with products and solutions from other Siemens Groups
Starting Point
Managerial and Technical Project Management

Stakeholders
- Related Projects
- Risks
- Returns
- Costs
- Schedules
- Priorities
- Estimates
- Resources
- Assumptions

Scope

Objectives

Strategy

Quality

Functional Specs
- Data Models
- Design Charts
- Documentation
- Education Models
- Test Plans
- Module Specifications
- Design

Context

Content

Rob Thomsett:
Extreme Project Management

Siemens Program and System Engineering s.r.o.
Siemens IT Solutions and Services PSE
Trainings for Junior Project Manager

07 Network Planning & Scheduling
06 Risk Management
05 Effort Estimation
04 Project Organization
03 Structure Planning
02 Project Environment Analysis
01 Basic Terms
10 PM in Distributed Projects
09 Project Monitoring & Controlling
08 Resource & Cost Planning
Why the training isn’t enough

Because:
- every project is unique and so complex for managing
- young future manager knows just a project he works in
  - with project culture far from ideal
  - with under-budgeted processes
  - but basically reaching its goals so short-comings are not that obvious.

Confrontation of an “ideal ” model from the training with the real project life
- “we don’t do this in our project…”

However there are
- some very well trained and experienced project managers
- some projects with great project culture
so why not show them to juniors!
Two practices for stepping faster
1. Project Experience Workshops

Background

- Norman L. Kerth
  *Project Retrospectives: A Handbook for Team Reviews*

- PSE Support Center Project Experience
  - International network of facilitators
  - Project Experience Workshops

Gerhard Ackermann:
PSE Support Center Project Experience
1. Project Experience Workshops

A project experience workshop is a systematic way
- to work through the experiences made by team members
- in an open atmosphere.

**Goal**
lessons learned

**Procedures**
- Contracting with the workshop client
- Preparation
- Execution
- Post-processing
1. Project Experience Workshops

Typical script of a PE-Workshop
- Introduction, objectives
- Project reflection
- History
- What has supported and what has hindered the project?
- What to do for the future?
- Feedback

Techniques
- Brainstorming
- Working in groups
- Cards (“Kartenabfrage”)
- Other (metaphors, games, impulse presentations, …)
2. Project Manager Club

Background

- PSE Support Center Project Experience: “Projektleiter-Runden”

- In Slovakia **PM Club** established in 2001
  - on demand of PM Training participants
  - supported by top management
  - organized by Quality Management and SC Project Experience

- Cooperation with PM Club in Czech Republic
2. Project Manager Club

Goal: **Experience exchange**
- club sessions every 2 months for half a day in a “Stammlokal”
- workshop techniques used
- topic for the next session selected by participants
- session prepared by facilitators
  - in cooperation with experienced PMs
- sometimes “external” experts are invited.
2. Project Manager Club

Typical script of a PM Club session:
- Introduction of topic and participants
- Own experience and questions
- Impulse presentation / discussion
- Bring your ideas to life
- Topic for next session
- Feedback

Techniques:
- Working in groups
- Brainstorming
- Cards (“Kartenabfrage”)
- Other (metaphors, games, impulse presentations, …)
2. Project Manager Club

“Hard” PM topics
- Job rotation
- Feedbacks in projects
- Measuring the quality
- Project incentives
- Recruitment
- Project controlling
- Initiation and closure of projects
- Relations PM ↔ QA ↔ CM
- Effort estimation
- Crises management
- Project success criteria
- Risk management
- ...

“Soft” PM topics
- Intercultural issues in projects
- Forms of non-financial motivation
- Communication with different personalities
- Time management
- Manipulation and how to defend
- Non-verbal communication
- Appraisal and criticism
- Conflict resolution
- Customer communication
- Leadership and motivation
- ....
Conclusion
Best practice from practice sharing

- Project culture is becoming more pronounced and homogenous
- The teams “rediscover” the methods on their own
- The team is the owner of the specific results and improvements
- The company communicates the general patterns - “Insights” - derived from specific results
- Psycho-hygiene – discharge of frustration
  “I’m not the only one with this trouble”
  “Maybe it’s not even that serious after all…”
- Identification with the PM community and the company
- The most experienced members are appreciated
- New “evangelists” rising from within the community
- Highly motivated drivers needed
Knowledge management within PSE

Our focus is on people

Intranet tools

QM homepage

TechnoWeb

Networks

PSE interest Nets
PSE expert Nets
PSE support Centers

Events

PSE Division Manual

Support facilities

Training

Engineering method

Support facilities

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Thanks for your attention

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