



Program Management best practices cover more than traditional project skills and tools. Readiness for global performance requires maturity across a team of teams. GPD's experience combined with a unique assessment method benchmarks a team's current capabilities to operate in a concurrent, distributed and complex project environment. In turn, the self-assessment and analysis launches prioritized improvements as a roadmap to accelerate maturity increase.

Problem

A large global manufacturing corporation determined that its track record of new product introduction was substandard, undermining its dominant market share. An executive order to “fix engineering” prompted a critical review of the process and practice of new product development projects.

Solution

The review methodology was a self-assessment, where local practice was compared to world-class best-practice via a rigorous interview process. The assessment showed that the company’s program management competency was weak, inconsistent, and had not improved since an earlier assessment. Where good practices existed they were not cross-functionally integrated outside of engineering. The assessment also showed that projects with a global dimension are particularly prone to failure, and are expected to increase in the future.

Results

Global Project Design played a central role in administering and analyzing the survey, in framing the conclusions, and in implementing the planned improvements with the client. We created an integrated method and toolkit, employing existing best practices of this client together with the TeamPort™ methodology. The result was a project management process with robust risk mitigation procedures, realistic and achievable program schedules, enthusiastic teams, and structure to drive executive commitment to the decisions they reached at the Stage Gates.