

TK-PRO

Inform er

Project: Active Project Management in the field of Logistics / Material Handling

A personal question. Consulting, coaching and training are very theoretical topics of Project Management. Isn't a trainer in danger of drifting too far from the real game?

I imagine that in general terms, this danger could exist. However, for me, with 15 years experience in the business and I might add, being a



perfectionist, I think it's important not to lose that feeling, so from time to time, I find myself active as a Project Manager.

What sort of projects do companies engage you for?

First let me say that there are definitely several reasons, for which I'm engaged, for instance, lacking internal resources or not having the special know-how. But in all honesty, very often it's those projects, considered to be the "hot potatoes" that are the reason why I'm consulted. To give you an example of my daily work: there was a project that had to work flawlessly as a demo system, at a trade fair opening. This opening had a fixed, unchangeable date, and the company concerned, wanted this very complex system, to be presented as their new technology. As you can understand, the success of this project, related directly to the economical success of the company. So it's understandable, that this is something that not many would take on.

What was the sticking point in this project?

That was definitely the complexity and the tight schedule of the project. The system had to be fully tested by the start of the fair and had to run perfectly throughout it. In order to achieve that, I had to co-ordinate with, not

only many internal departments, but also external suppliers and even scientists.

That sounds like a suicide mission. How could you be sure, that in the end everything worked properly?

Quite simply by analysing the situation in detail at the beginning and using the virtues of Project Management it could hardly go wrong. I emphasise the word "hardly", because there are always one or more "hot situations". By this I mean, situations that couldn't have been mastered without the strict use of Project Management methods.

First of all, as a team, we performed from the beginning, the complete start phase. This included, committing to objectives, stakeholder analysis, opportunities and risk analysis, work breakdown



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structure, scheduling and the technical specification. Further on we scheduled weekly team meetings to ensure information exchange or to discuss upcoming problems immediately. Other

substantial success factors of the project were my weekly reports to management outlining actual risks, pending decisions and their consequences.



Without going into too much detail, two other issues have to be mentioned. Firstly the detailed planning of the test system and the installation on site and secondly my frequent personal presence at the installation and test phase of the system.

... and everything really worked in the end?

The system was running perfectly by the expected deadline. By 'perfect', in this case, I mean it worked the way it was described in the technical specification. I should mention, that on top of that the effect of the demonstration was outstanding and the feedback from the customers was very positive. My customer was referring to it as a "benchmark in Project Management". This might sound like a little bit of an exaggeration, but all I can say is, that when the basic rules of



Project Management are really lived by and implemented, then results like this are not impossible. Of

course, my years of experience and the factor, that as an external, I could present the project unaltered, is not a role which should be underestimated.

Facts +++ Facts +++ Facts +++

- A lot of knowledge due to years of experience
- Familiarity with all phases of project execution
- Project Management / Coaching for special projects, the "hot potatoes"
- Sole focus on project possible due to external status
- Neutral, undistorted reporting, solely from the project point of view

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and for the little **hassles** in-between



For risks and side effects please consult your superior or managing director



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