



'The greatest challenge to any thinker is stating the problem in a way that will allow a solution'

*Bertrand Russell*

# Project Challenges

..It may come as no surprise that the 'Human Factor' represents 86% of the total impact on the success/failure of projects (Institute of Project Management June 08). So if people are the real problem why do organisations focus 75% of related training on project management methodologies and process issues? The people issues are perceived as being more 'challenging and awkward' to address. Headline's partnering workshops seek to remedy the imbalance to ensure excellent project outcomes.

## KEY OBJECTIVES

To agree key success criteria below highlighting the 'soft' measurables which enable the 'hard' measurables to be met:

- To ascertain what a 'Vision of Success' will look like for the project team with their own statement of strategic intent
- Identification of critical success factors and measures of success
- Enhancement of communication through increased openness, honesty, trust building and effective feedback
- To examine and challenge industry cultures and business practices that hinder/help project success
- To enable project teams to adopt a problem solving approach to negotiations in order to develop successful relationships and eliminate conflict
- To gain valuable insight and understanding into the implication of differing relationships that arise during different phases of project development
- To ensure the creation of a high challenge, high support environment in order to maximise results from all parties

## PROCESS - EACH INTERVENTION IS A TWO DAY WORKSHOP

### 1) INITIAL PROJECT START UP WORKSHOP

Commenced within two months of project award and involving the Projects Senior Management Team.

The workshop would include:

- Agreeing shared vision
- Creation of a collaborative project climate
- Understanding of the correlation of key 'hard' and 'soft' measurables
- Analysis of past experiences identifying 'pinch points' and agreeing methods of dealing with them successfully on a win-win basis
- Identification of key soft skills workshops needed by different team members

**Headline**



*Each intervention is a two day workshop*

**Headline**

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## 2) STAYING ON TRACK WORKSHOPS

Usually within 12 weeks of 'Project Start-up Workshop' with same personnel. The purpose is to review agreements made in the 'Start-up Workshop' by carrying out a gap analysis based upon the key success criteria agreed for the project. The gap analysis would identify areas for improvement and subsequent action planning.

## 3) BUILDING NEW PROJECT LINKS

Workshops to be held shortly after award of sub-contractor/addition of new team members to include:

- Communicating in order to ensure common understanding of the vision of the project
- Communication and understanding of team 'ground rules'
- Integration of Goals, Roles and Processes
- Sharing of key success criteria
- Examination of conflicting priorities, and the making and keeping of commitments

## PROJECT CLOSE-OUT WORKSHOPS

These would typically involve Project/ Senior management team reviewing the whole project including:

- Evaluation of project objectives and subsequent outcomes
- Analysis of Goals roles skills and processes
- Achievement of team's agreed vision
- Identification of key success criteria
- Recognition of success of project and arrangement for suitable feedback to all project team

## OUTCOMES FROM PROJECT CHALLENGES' INTERVENTIONS

- Project team shared agreement of common vision and success criteria for the project
- Agreed hard and soft measurables met if not exceeded
- Project 'pinch points' identified and successfully dealt with
- Conditions developed that allow all possible problems to be reformulated once an impasse has been reached
- Project climate established ensuring collaboration
- Seamless integration of new groups or individuals in a manner that helps rather than hinders project goals
- Creation of a project climate that enhances collaborative relationships