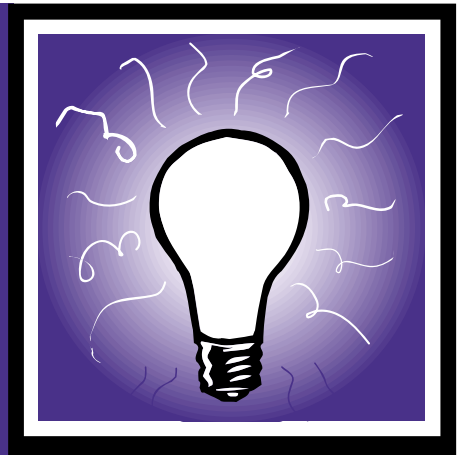


Project Management Innovations

A Quarterly Publication of the Project Management Institute's
New Product Development Specific Interest Group **PMI**



A Key to Creating an Environment for Successful Projects: *Authenticity and Integrity*

Randy Englund is a senior consultant and project manager at Hewlett-Packard Company's Project Management Initiative in Palo Alto, California. He is co-author of *Creating an Environment for Successful Projects: The Quest to Manage Project Management* (Jossey-Bass, 1997).

Randy's article on *Authenticity and Integrity* also appeared in a recent issue of *PMNetwork*.

By *Randall L. Englund*

Many people in organizations lament that their leaders lack authenticity and integrity. When that feeling is prevalent, trust cannot develop and progress towards creating a project-based organization is greatly hindered. But why are **authenticity** and **integrity** so important to project success? How can managers create a culture that supports these qualities instead of undermining them?

When Bob Graham and I wrote *Creating an Environment for Successful Projects*, this recurring theme permeated our findings. Our combined experiences and observations, Bob as a cultural anthropologist and mine as an industry practitioner, uncovered many examples of "organizational perversities," most often caused by leaders who violated authenticity and integrity.

Authenticity means that managers mean what they say. For example, the director of Sony's Computer Science Laboratory believes that people need the chance to fully exhibit their performance capabilities. He has attracted many applicants using the philosophy that a good hire is someone who exhibits originality and vision, has a strong will to deny orthodoxy, and a desire to challenge the future. It's clear that this leader's beliefs and stated goals are consistent.

Integrity means that people do what they say they will do, and for the reasons that they originally stated. To promote the creativity that produces good software, the Sony director hires the best researchers and, instead of telling them what to do, says, "Do whatever you want. The only thing is to be the best and have results with the highest impact." He follows through by employing researchers on a one-year contract basis with annual performance reviews. Salaries are based on success, not on seniority. His actions and statements are consistent - they reflect his belief in supporting people to achieve high performance.

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Board Plans to Engage Membership in 2001

By Kurian Jacob, NPDSIG Chair

These are exciting times for the NPDSIG. Since the SIG's inception five years ago, it has consistently and steadily grown to the point where membership now exceeds 1300. It was only a couple of years ago that we enjoyed a huge growth spurt and we continue to grow modestly. This growth in our membership is a testament to the capabilities established for the SIG by its leadership. In the past year or so, in an effort to increase the participation, cohesiveness, and commitment of the Board, your Board instituted a monthly tele-conference. With our geographically diverse membership, we are also examining how to hold member meetings so everyone can participate. We have ensured the continuity of *Project Management Innovations*, our popular newsletter, the creation of a Web presence, the second most popular track, in terms of submissions, at PMI's annual Seminar and Symposium, and the creation of a discussion group area at eGroups (now Yahoo!Groups).

The board sees the year 2001 as an inflexion point in the SIG's operations. With the groundwork established in prior years, we intend to draw upon the capabilities launched and begin the transition towards a full engagement of the SIG's membership. As Greg Githens, former *PM Innovations* editor has reminded me many times in the past, "You get out of the SIG, what you put into it." What does it take to engage you, our constituents? We'd certainly like to hear from you.

Engaging the NPD membership is the theme for 2001 and we will concentrate on developing the resources to help you participate. Additionally, although we have a few local chapters and the NPDSIG collaborating at the geographically local level, we would like you to engage and collaborate with your local chapters and have other SIGs engaged similarly. Send us your suggestions and plans, or query your Board and other members to see how they can help. Yahoo!Groups, the availability of a Web site, the publication of the newsletters and past symposium papers electronically, while maintaining a consistent, accurate database of members, will be the primary resources available to you. Participate, join Yahoo! Groups and use it to begin discussions, and interact with others. As an example, last year two special projects were kicked-off in the areas of **NPD Best Practices**, and **NPD Center of Excellence**.

The newsletter is published every quarter, with the deadline for articles in the middle of each quarter. For example, the deadline to submit a brief article for the next three quarters is: May 1, August 1, and November 1. Submit information you believe will benefit the membership, such as local, national, or global events of interest to the NPDSIG membership. Send in an authorized reprint of an article or write-up a book review to benefit the membership. Give us summaries of articles that you might be presenting, or some new techniques and developments in NPD. We are also preparing to provide PDU credits to PMP®s for contributions to the SIG, the newsletter, and volunteer efforts. As you know, the accumulated PDUs help PMPs with re-certification.

So, get engaged with your SIG! Go to http://groups.yahoo.com/group/PMI_NPD_Sig and register.

Get the Most out of Your Membership Join



On-line Information Updates

- access the latest version of the membership directory
- check out the latest newsletter

Update your membership

- accurate membership directory information
- no interruption in newsletter delivery

Easy Involvement

- post to a threaded discussion
- participate in a chat

Participate in Polls

- voice your opinion on an emerging trend in the industry

http://groups.yahoo.com/group/PMI_NPD_Sig



Reviewed by Michael Ayers

If you're like most people, when you hear military and leadership in the same sentence, you conjure up an image of a ramrod-straight, gray-haired senior officer, the very epitome of command-and-control. Or perhaps a drill instructor wearing a smokey-bear hat with his nose just millimeters away from the nose of a fear-stricken recruit.

Based on the reports of David Freedman in *Corps Business*, perhaps we civilians need to re-think our images. From beginning, an introduction by former Marine Corps Commandant Charles Krulak, to end, this book tells the story of an organization which could surely set an example for most American business. According to Krulak, "The hallmark of this fertile environment for personal and professional development is pervasive, clearly defined, and universally respected standards of conduct. These standards stress personal accountability and our faithful adherence to them has distinguished the Corps for more than two centuries. Their influence is inescapable and shapes our every action."

Corps Business

by David H. Freedman
published by Harper Collins
(New York, 2000)
ISBN 0-06-661978-5

Rating: 9

(The Official Ayers Rating Scale goes from 1-10. Anything lower than 6 is thrown out. This produces a net scale from 6-10.)

Here is how this unfolds through the course of the book: Marine units have always gotten, and will continue to get, wide-ranging assignments. They will be asked to perform critical missions in complex and confusing circumstances. Whatever the mission, the Marine Corps' values, as reflected in their standards of conduct, will remain constant. Mistakes will be made along the way in dealing with situations involving tension and hostility, but if you fail to meet the standards of conduct you can expect serious consequences.

Over the course of two hundred pages, Freedman offers a host of stories and points out incidents which illustrate key lessons. He has distilled these into 30 "principles," such as:

Principle #1: Aim for the 70% solution, which he defines as going for the best possible decision right now given the information at hand rather than waiting for perfect information and forfeiting an opportunity to go forward toward achieving the goals.

Here's another principle:

Principle #13: Manage by end state and intent. The leaders in the Marines do not want to engage in what we

commonly call, "micro-management" (and which is some cases in my experience descends even to nano-management!). Instead, they focus on two things. Freedman writes that the commanders endeavor to make clear, "First, how they would like the situation to end up, what the Marines refer to as 'the end state;' and second, the broader goals that they would like to achieve through the entire unit's actions, information that Marines call 'the commander's intent.'" How refreshing it would be to work for someone who trusted you and had justifiable confidence in your ability to get the job done within the context of a clear mission!

Does the Marine Corps therefore encourage blind adherence by mindless drones? Hardly. Freedman writes, "It's probably not surprising to hear that a Marine who refuses to obey a clear and legitimate order can face severe disciplinary action. What may be surprising is the fact that the officer who gave the order may find his or her own career stopped short over that same incident, even if the order was perfectly well advised. That's because the Marines have emphasized a simple, Darwinian test as part of determining an officer's suitability for promotion. "Is he or she someone who inspires people to follow?" In a civilian world where many employees are essentially volunteers (who can leave for another job at any time and probably get a pay increase for doing just that), this is a critical test. "How can you call yourself a leader if no one will follow you?"

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Authenticity and Integrity *Continued from page 1*

By linking intentions, words, and actions, authenticity and integrity connect the head and the heart. They help leaders establish credibility among their followers. Demonstrating these values in action often make the difference between success and failure. Simply put, managers who don't "walk the talk," seldom motivate people to follow them.

Consider J.C.R. Licklider ("Lick"), known as the mentor for the generation who created computing as we know it. Lick believed that humans and computers were destined to unite in an almost mystical, symbiotic partnership. He recognized good ideas and good people and had the competence and integrity necessary to win the respect of his disciples. Described as extremely intelligent, intensely creative, and hopelessly generous, Lick didn't care who got the credit for an innovation, as long as the organization accomplished its goals. He forged bonds with hundreds of people, stimulating them to not only do their best work, but realize that they were a part of something much larger than themselves. Lick epitomized the power of acting with authenticity and integrity.

Integrity "Crimes"

People easily pick up on the lack of sincerity that characterizes platitudes - even at the highest levels in an organization. For instance, *Business Week* (December 27, 1999, p. 60) reported that the Xerox board of directors had issued a letter supporting its CEO, despite disappointing financial results. Employees and investors, however, saw the letter as a "kiss of death" because "happy boards don't feel a need to defend management." Even the CEO in question recognized the hollowness of the board's attempt to placate stakeholders. "When you have this kind of destruction of shareholder

value, I can say all the words I want, and it doesn't matter." Instead, investors wanted the leader to be more candid about the challenges facing the company and more careful about timing big moves when rivals were racing to grab market share. In response, shocked investors revolted by driving the stock to about one-third of its previous high.

In my work, it is clear that when team members sense a discrepancy between what leaders say and what they imply, it becomes evident through their actions. Energy levels drop, and productive work slows down or even ceases. For instance, one project team set out with great enthusiasm to develop a strategy for the next year. It foundered, however, when the project manager advanced a particular agenda in order to carry out a request from a higher manager. Feeling a lack of respect from their leader and disconnected from their original

purpose, the team members went through the motions of creating a plan, but invested little heart-felt energy in the project.

Another team felt betrayed when its manager prodded the team to complete an 18-month project in six months - an unattainable goal given the group's staffing and capacity. By setting them up to fail, this directive violated the integrity of the dedicated, professional people who genuinely wanted to make a contribution to the organization. Although common in competitive, high-tech environments, pushing unrealistic schedules creates tremendous conflict and unrest. Not surprisingly, the team proved unable to meet the manager's expedited timetable and suffered serious morale problems.

Continue on page 8

Another NPDSIG contest ... Here's a Hint???

Once again, we are sponsoring another NPDSIG contest. We believe this is more than just a way of offering new product prizes to our members, but it's also a way to get to know our readers and give you the opportunity to learn something about the NPDSIG as an organization.

This month's photo, similar to last month's, took place at a PMI Seminars and Symposium. In fact, this one was taken in 1999 in the beautiful city of Philadelphia. That's your first and ONLY hint.

The first person who responds and accurately identifies the majority of people in this picture, as well as describe what significant event we were celebrating, will receive the Grand Prize. The next two who accurately respond, will receive 2nd and 3rd place product prizes. Reminder, NPDSIG Board Members are NOT eligible. And that means you Greg Stine!


Please send your answers to me, Kimberly A. Johnson, your new *PM Innovations* Editor; kajohnson1@mmm.com. Good luck!




And the Winners are ...


By Kim Johnson, PM Innovations Editor

In the December 2000 issue of *PM Innovations*, we published this photo and asked NPDSIG members to tell us what the artifact was, along with its location. We are pleased to announce that we had three individuals who responded and will appropriately award them each a new product gift.

 First Prize - Mike Fraser, PMP, of Nortel Networks, who went above and beyond the call of duty in describing the artifact and its location, "I believe the artifact in the picture is the 'World's Largest Sax' which is located at Billy Blues Bar & Grill in Houston, Texas. The sax was built by Bob 'Daddy-O' Wade in 1993 and is 63' high. It is constructed out of an upside down VW Beetle Bug, several other Beetle parts, two beer kegs, and a surf board." Congratulations to Mike who wins our new product Grand Prize, a FREE New Product Development SeminarSM sponsored and approved by The Product Development and Management Association (see page 11 of this issue). This is a \$795 value! For those of you who want to register to attend this seminar, please call 612-861-4594.



 Second prize - Chuck Simchick, Program Manager, of Catalytica Energy Systems, Inc. Chuck's prize is a hard copy of the book entitled *Team Talk* by Anne Donnellon. This was research done while Anne was at Harvard Business School and is an excellent reference for new product team best practices. For those of you who want to purchase this book, you can find it on Amazon.com. Also, there is a CD-ROM associated with this publication that is available via Harvard Business Review Publishing. You can contact them directly by typing in **Team Talk** under the subject heading on their Web site.

 Third prize - Jeff Gillis, Project Manger, of Honeywell. Jeff's new product prize is a publication by 3M titled *Hiring Innovators*, which is a longitudinal study done in 1994 of numerous key innovators within 3M. The study identified six common traits and characteristics found in 3M innovators, along with attributes associated with those traits and characteristics. This publication is used within 3M to identify and hire the best new employees. For further information on this publication, you can e-mail me directly at kajohnson1@mmm.com. However, to NOT be deluged by requests for individual copies for every *PM Innovations* reader, we will hold out for another contest at a future date.

Thanks each and everyone of you for taking the time to respond to our new product contest. Be sure to take a look at the latest contest featured on page 4.

p.s. If you're wondering why we chose this picture, it was actually the site of some fun and frolic by the NPDSIG Board Members at last year's PMI Seminar and Symposium in Houston. I would personally like to thank Greg Stine for his photographic abilities!

Understanding and Facilitating Investment Project Definition Process

By Kalle KÄHKÖNEN
VTT Building Technology, Finland

In spite of its widely agreed significance, a relatively small amount of research and development has focused on the project initiation process. VTT Building Technology has carried out a two-year study of the project definition process. The study, which is called **Preplanner**, was a joint effort involving VTT Building Technology and five companies representing owners of heavy industry. This article presents some findings originating from this Preplanner research and development project.

Introduction

Project definition is defined here to mean the process prior to final investment decision-making. Compared with the later stages of project management, it seemed that the basic nature of the project definition process is poorly modeled and understood, leading inevitably to unsatisfactory practical implementation.

Lessons learned from project failures

Most experienced project managers and practitioners acknowledge that a proper project definition contributes significantly to the success of any project. Some findings from recent research projects have proved the correctness of this somewhat intuitive expert understanding. Gibson and Hamilton have examined the success of 62 industrial projects and compared it with the level of effort that was put on the project definition. Their main conclusion was that the probability of success increases with the more carefully implemented project definition.

Additionally, lessons learned from project failures are showing clearly the significance of the project definition. After examining many large scale project failures, Kharbanda and Pinto³ listed twelve main reasons

behind ruined projects. In this study, five reasons from the whole set of twelve are clearly related to the inadequate project definition process. These five reasons are:

1. The project environment is ignored
2. New technology is pushed to market too quickly
3. Fallback options are not planned
4. Management does not conduct feasibility studies
5. Project trade-offs are not understood.

In a study by Black, based on the information gathered from 70 professional engineers, project definition was also identified as a key to the project success. According to this study, the number one rated reason for project failure was literally “the project was not adequately defined at the beginning.” Moreover, some other highly rated reasons for project failure identified in this study are also closely related to the project definition process. These are, “a lack of clearly defined project goal and objectives,” “project planning was done with insufficient data,” and “poor work definition.”

The findings presented suggest that those involved in the development of project management practice need to focus more on the project planning taking place in the very early stages of the project life-cycle, i.e. project definition process.

Lessons learned from case studies

The companies involved in the PrePlanner research effort project provided six live projects where project definition practice was examined. This part of the research was meant to reveal good principles and ways of carrying out project definition process successfully to be shared by the companies participating in the PrePlanner project. It was assumed that some very useful knowledge is owned by the experienced project managers who know intuitively how to carry out the project definition process in a sufficient manner and how to evaluate the results of this process.

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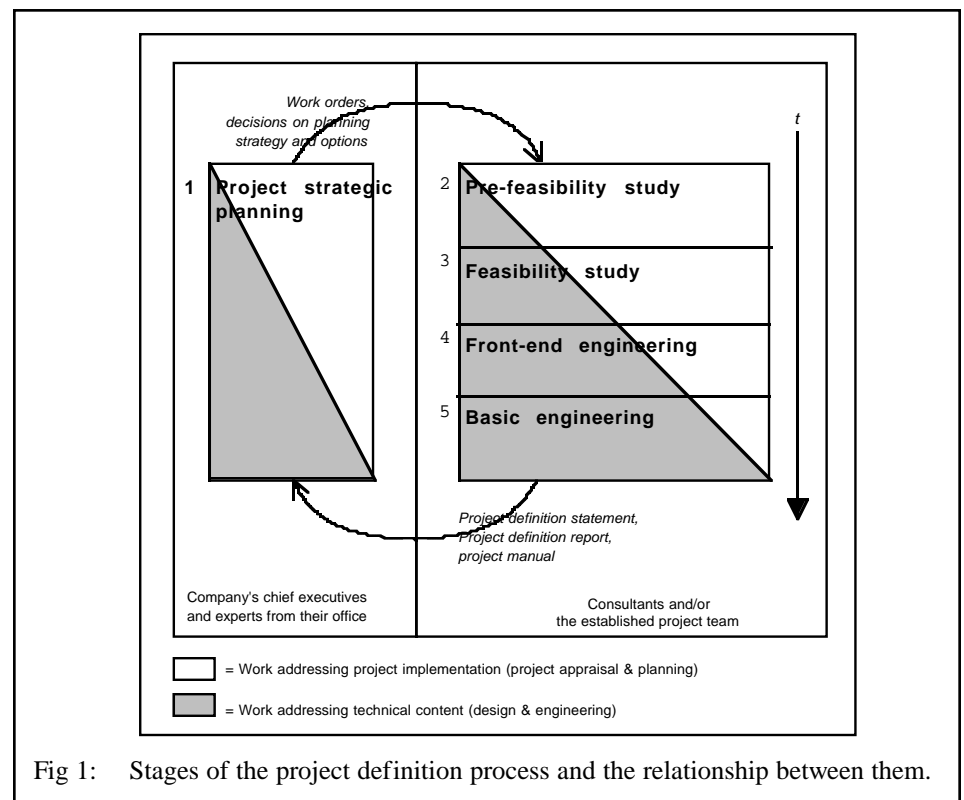


Fig 1: Stages of the project definition process and the relationship between them.

Project Definition Process Continued from page 6

Figure 1 shows some important characteristics of the project definition process based on a survey of several experienced project managers. First of all, it is important that the project definition is launched as a project of its own as soon as possible and company management can commence and conduct this gradually proceeding process from one stage to more detailed ones. Based on practical experiences, the completion of the next, more detailed project definition stage, requires ten times more effort and resources compared with the completion of the previous stage. This is mainly due to the rapidly increasing amount of engineering design effort.

Multi-character model of the project definition process

Within the project definition process one can often encounter unclear or conflicting objectives, high levels of uncertainty relating to most estimates, communication problems between individuals, unrealistic opinions, and a lack of creativeness, flexibility, and consensus between various parties. In summary, project definition can be characterized as a learning process where those involved are trying to achieve a shared opinion and understanding about the problem and its possible solutions.

It is likely that the multi-farious nature of the project definition process often makes its understanding and successful implementation difficult. For example, it can be almost impossible to verify the suggested project definition approach since the people involved do not share a common understanding about the process in question. What is needed is a simple and flexible model capable of explaining the dynamic nature of project definition and its various characteristics.

Figure 2 shows a project definition model called the multi-character model. The model comprises a conceptual classification which is used to explain the nature of project definition.

The classification captured in the multi-character model includes four groups of viewpoints and characteristics, which are:

1. **Factors** affecting the coverage and activities of project definition.
2. **Subjects** on which the work focuses within each project definition stage.
3. **Process** by which project definition completes each stage and proceeds to the next more-detailed stage.
4. **Stages** of the project definition process express the level of detail of the information and understanding to be gained.

An important finding is that these four groups together form a basis to better explain and understand the nature of the project definition process. One group can provide only a limited view. Each group is briefly presented in the following sections.

Project definition process models have been developed also in Australia and the US. It is considered that the *Multi-character model* provides an extension compared with these other models, by identifying and classifying some important viewpoints and characteristics of the project definition process and avoiding to put too much emphasis on conventional representation of various phases and their sequence.

Project definition tools

The multi-character model explains that during the project definition, many subjects and their dependencies are studied as a whole all the time, and at each stage, in order to get a better understanding of the whole project. It is important that the project definition process is carried out as 'open-minded' and as broad a scale as possible, but it needs to result in a coherent description of project realization possibilities. The project definition is very much a social learning process where many individuals, having different background and professions, are put together.

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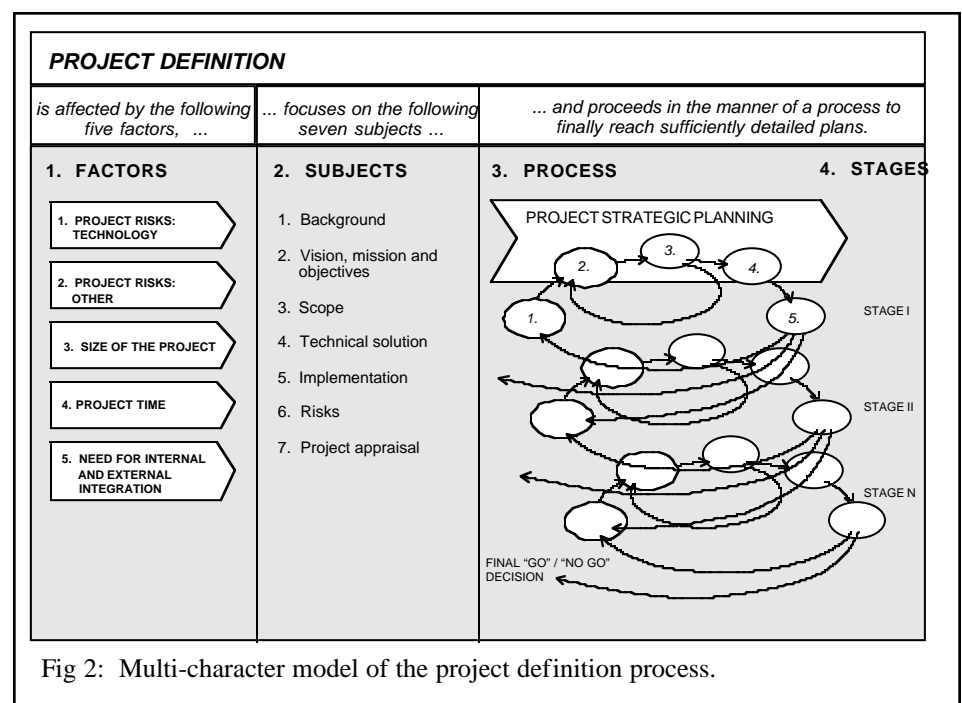


Fig 2: Multi-character model of the project definition process.

Authenticity and Integrity *Continued from page 2*

Some might accuse the leaders in each of these cases of committing “integrity crimes.” They failed to be fully honest and to treat others with respect. Why do these offenses occur so often in organizations? One reason is that measurement and reward systems based on short-term goals and bottom-line results, often compel managers to compromise their commitment to workers’ goals, aspirations, and vision. Some managers succumb to the pressure to satisfy those higher up the corporate ladder and only manage upward; they place a much lower priority on managing downward.

However, the most effective leaders balance their attention in both directions. They attend to their own values and are sensitive to the values of other people. They reflect on the situation and act based on their beliefs, rather than react based on external demands. True leaders speak with honesty and authority, so that all concerned come to believe in the direction they choose.

Creating a Positive Culture

In many ways, the values of authenticity and integrity serve as the glue that holds an organization together. As employees come to trust their managers and grow comfortable taking risks, they ultimately contribute their best efforts. This kind of supportive environment unleashes boundless energy among workers, because they know where the organization is headed and what they need to do to help it reach its goals.

For instance, many organizations face the problem of having too many projects in the pipeline. In a company that doesn’t value honesty and respect, managers might prioritize and schedule projects without engaging the individuals charged with completing the projects. To the staff, these decisions may seem arbitrary and inconsistent with the business’ stated values and goals. In this kind of environment, cynicism, complacency, and a sense of powerlessness, corrode workers’ initial enthusiasm.

On the other hand, openly involving team members in creating a strategic plan for evaluating, prioritizing, and selecting projects, can help the group see how those decisions support the organization’s stated goals. Successful managers demonstrate values-based leadership, share their thought processes, seek and sincerely consider input from others, and understand and encourage the desire of all involved to accomplish great results.

To nurture authenticity and integrity, be prepared to go against well-established norms, address the true needs of followers, and be open to new ways of thinking. Effective leaders are known by the quality of questions they ask; therefore, ask true inquiry questions. Reward learning. Do something with learnings from projects to help make things better in the future, rather than punish mistakes or shoot the bearer of bad news. Work to build trust by being trustworthy and following through on commitments. Empower teams to act based upon the results of their deliberations.

Continued on page 9

Corps Business *Continued* *from page 3*

What about building those leaders who can inspire that sort of loyalty? How do you identify them and recruit them? The Marines believe that the process of selecting and grooming the next generation of leaders is a critical function. Indeed working in a recruiting role or serving as an instructor in one of their schools, is a key stepping stone on the way to the senior ranks. It’s not something sloughed off onto merely average people, but a reward that offers the clearest chance to help create the future of the Corps.

This is about building leadership from the ground up, so that even the smallest units become proving grounds with the intended result that in complex and changing circumstances the leaders even at that level are already seasoned performers.

Is there a lesson for the business world in here? After all, the people at GE, Eli Lilly, or Ford will not be asked to assist in the evacuation of the staff of a foreign embassy or restore normalcy to the streets of a city at the end of a civil war or retrieve a downed pilot. But certainly ideas such as developing leadership ability at the

lowest levels of the hierarchy, basing leadership on a solid set of central values, or decentralizing control while centralizing command, seem just as applicable in the business world.

Authenticity and Integrity

Continued from page 8

For instance, a general manager of one business unit within Hewlett-Packard (HP), recognized the need to involve staff members in prioritizing projects. Despite initial doubts that their input would be valued, the team members designed a plan for balancing the general manager's forward-looking vision with the realities of executing current projects. Through their involvement in specific steps that supported stated objectives, people came to believe the new process could work. The general manager and his staff embraced criteria recommendations that came out of intense collaboration within a sub-team. Instead of pushing his own agenda, the manager was pulled by the thoroughness and integrity that emerged from this work. Everyone agreed to move on to the next step - capture a project list and apply the criteria.

The true test came when the group applied their criteria in prioritizing a project list. One business manager felt threatened when a large project within his department was deemed a low priority. In the past, this particular manager would have found a way to implement it on his own. This very pattern of behavior had created some of the unit's current problems. But through open, face-to-face discussions, the entire group came to agreement on how best to achieve division-wide goals. The leader's support for the integrity of the process created an environment that allowed this team to succeed.

The general manager demonstrated further integrity when he asked the team to help him identify the top three projects. Since he had a meeting with his manager the next day, and needed to report how the organization would meet its goals, the general manager solicited input from the team members. They now knew he seriously wanted their involvement and would act on it accordingly. This was not a "going through the motions" exercise; the business would be run accordingly to the results of the process that they were part of creating.

Making the Change

Most change efforts do not fail from lack of good ideas or robust strategies for implementing them. They falter when managers say one thing, but do another. When managers speak without authenticity and act without integrity, they are like the naked emperor: they think that they appear clothed, but everyone else sees the truth. Leaders cannot ask others to change without first changing themselves. It may also take a disinterested observer, or process consultant, to help guide the effort.

An executive vice president reflected to an audience of HP project managers on the, "concept, belief, and strong principle I have about focus. It can be applied to everything we do. There is so much more value that if there are ten things you can do, pick one or two to do extremely well, and then go on to the third one. This is so much more valuable and so much more rewarding than trying to cover everything and doing a mediocre job."

This manager demonstrated values-based leadership, shared his thought processes, provided one answer to the issue of doing too many projects, and empathized with the desire of all people in the audience to accomplish great results through projects. Fortunately, it is possible to find managers who act with authenticity and integrity - just look for the successful work environments that they create and the productive teams who reward them with their energy and loyalty.

Summary

- Say what you believe.
- Act on what you say.
- Involve team members in designing strategic implementation plans.
- Align values, projects, and organizational goals by asking questions, listening, and using an explicit linking process.
- Foster an environment where project teams can succeed by learning together and operating in a trusting, open organization.

Project Definition Process

Continued from page 7

This type of process requires a set of tools of a rather specific nature which are not usually mastered by industrial project practitioners having technical education backgrounds. The content of the project definition training package developed in the PrePlanner project, shows the skill areas which were considered important for systematical project definition. This training package comprises the following parts:

1. Project definition process and its planning
2. Setting up project objectives
3. Generation and evaluation of alternatives
4. Value management and engineering
5. Risk management
6. Project appraisal
7. Planning of project implementation
8. Documentation of project definition
9. Project definition maturity test
10. Modeling and illustrating multi-criteria decision making

Implementing systematic project definition in companies

It seems that many project practitioners tend to move in a very straightforward manner from abstract project planning issues, towards thinking very concretional project implementation issues. This can be called an 'activity trap.' (Figure 3). It is important to recognize this quite natural phenomenon since it can ruin the systematical project definition process. Project definition process is mainly focusing on rather abstract issues and, in addition to that, is a process where somewhat new types of working methods and tools are applied as well. Thus, without adequate training and conduct, there is an obvious danger that undesirable shortcuts might be taken during the project definition process.

Conclusions

Project definition has a crucial importance in increasing the likelihood for a successful project. Those involved in the development of project management competence in companies need to focus more on project definition process, i.e the project planning taking place in the very early stages of the project life-cycle. However, the rather abstract and multi-farious nature of the project definition process can make its understanding and successful implementation quite challenging. In particular, there are needs for new kinds of skills to be learned and new tools which particularly are needed to communicate results of project definition and to support team work.

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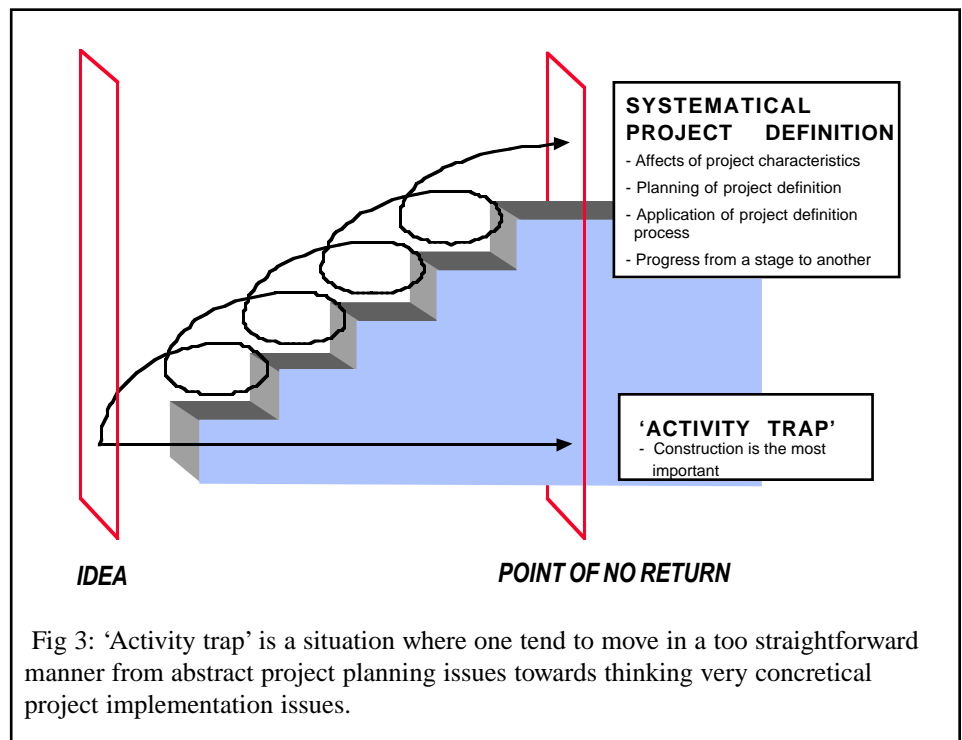


Fig 3: 'Activity trap' is a situation where one tend to move in a too straightforward manner from abstract project planning issues towards thinking very concretional project implementation issues.



NEW PRODUCT DEVELOPMENT SEMINARSM

Sponsored and approved by the Product Development and Management Association, the world's largest non-profit organization dedicated to improving the effectiveness of people engaged in the development of new products and services.

When: May 9-10, 2001

Where: DoubleTree Grand Hotel
7901 24th Avenue South
(near the Mall of America)
Bloomington, MN 55425

Cost: \$795

Registration or Information:
612-861-4594

For more details and registration form, visit the PDMA Website: www.pdma.org.

New Product Development SeminarSM

PDMA experts from industry, 3M, and organizational expert Dr. Harvey Robbins are offering a two-day course which will address the most important elements of new product development (NPD). The seminar is a comprehensive introduction to the requirements and best practices of **new product and service development**.

This program introduces managers and other employees involved in new product development to the fundamentals, terminology, concepts, leading edge best practices, essential tools, and the sense of urgency needed to innovate in a timely and effective manner.

Marketing, engineering, operations, and other functional personnel will benefit from this program.



Key Benefits

- Better understand the innovation process from the “fuzzy front end” through market launch.
- Learn the best practices of generating ideas, managing innovation and screening.
- Understand the best practices and principles of product development teaming.
- Learn about portfolio planning and business metrics for measuring NPD.
- Learn how to create and manage an Innovation Process.
- Acquire the best “voice of the customer” methodologies to identify customers and what they really need.
- Learn how successful companies ensure new product success.
- An opportunity to network with peers in other industries addressing these needs.

Advertising Space Available

We plan to offer advertising in the next year to help cover the growing expenses of publishing *Project Management Innovations*, and to serve membership by letting them know of products and services available. If you are interested, please contact the editor.

2001 Rate List (per issue):

Business Card: \$50

Quarter Page: \$85

Half Page: \$170

Full Page: \$340

How are We Doing?

Send a note to the editor. Does this publication provide value to you? What do you like or dislike? How can we better serve your needs? Send e-mail to kajohnson1@mmm.com.

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Project Management Innovations is published as a membership benefit, by and for the members of PMI's NPDSIG. The purpose of this publication is facilitate networking and information exchange.

NPD SIG 2001 Board of Directors

Here are your NPD SIG officers for 2001 and their email addresses. As your representatives, they need and welcome your insight. They are a great way to start networking in the NPDSIG.

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