
Training Description

The Project-friendly Environment

Version 1.0

24. August 2009

Status: Final

The Project-friendly Environment

Creating Appropriate Conditions for Strategy Execution

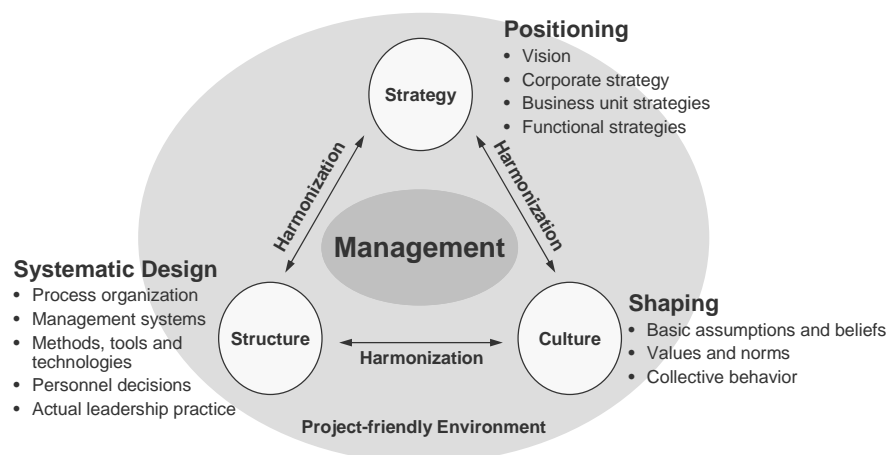
The capability to execute corporate strategy effectively and efficiently secures an essential competitive advantage. Despite its importance, execution is often handled poorly because of complex structural and cultural reasons. KEY-9® as an integrative approach allows the handling of these complex challenges.

KEY-9® provides a structured approach to analyze and visualize the interaction of strategy, corporate structures and corporate culture¹. This information serves as a starting point for targeted interventions to create a "project-friendly environment" which provides better pre-requisites for an effective and sustainable implementation of corporate strategy. It also leads to working conditions which allow project managers to develop and to apply their capabilities.

Creating such a project-friendly environment in an organization is a long-term change process but there are many quick wins to start with.

The KEY-9 Model

In order to create a project-friendly environment in an organization which truly supports strategy and business purpose, the structures and culture related to project work must be aligned by project-conscious management behavior. The model below shows the essential elements and their interaction:



Your Benefits

KEY-9® supports making your organization fit for purpose by:

- gaining competitive advantage through an effective and sustainable execution of strategy
- aligning the corporate environment and the project delivery capabilities to the strategic needs of the organization
- creating a corporate environment which attracts good project managers and supports them in delivering successful projects

¹ Further information about KEY-9 you will find on www.november-ag.ch/en/concepts and on www.KEY-9.com

The Seminar (2 Days)

Objectives

The participants

- understand the interaction of structural and cultural constraints in an organization and their influence on project work
- are aware of the „hard“ and „soft“ design options available, and know how they can be used to contribute actively in creating a project-friendly environment
- know the success and risk factors applicable to the implementation and improvement of project, program and portfolio management
- are able to prepare a respective implementation or improvement project

Content

Day 1: The Model

- The KEY-9 model and the project (un-)friendly environment: influence of strategy, structure, culture and management behaviour on project work
- Competence areas and management levels on the KEY-9 landscape, management systems, architecture and infrastructure, governance
- Exercise with structure analysis in small groups
- Corporate culture, project management culture and project culture: understanding culture, effect on projects, culture development
- Exercise with value profiles in small groups
- Collection of needs for more in-depth coverage and of cases by participants for day 2

Day 2: The Process

- Topics for more in-depth coverage (in arrangement with participants)
- Process for implementation or improvement of project work: time dimensions of strategy/structure/culture, steps of the change process, KEY-9 life cycle model, experience regarding time requirements, examples from practice
- Case study G-Bank
- Overview of methods for engaging entire systems
- Case study RTSC (Real Time Strategic Change)
- Exercise in small groups: preparation and planning of the implementation or improvement of project work in an organization.
In the exercise we use a sample case provided by november ag or a case provided by participants in which ideally a current need for improving the project friendliness exists

Target Audience

Managers who are responsible for designing and shaping the execution context as part of their role, and who are interested in improving the competence of strategy execution in their organization and its pre-requisites for project work in a sustainable manner:

- Members of executive boards
- Managers of project-intensive business divisions
- Project sponsors
- Corporate development managers
- Project portfolio managers
- Chief Project Officers
- Experienced project managers
- Managers of large, complex programs and strategic initiatives

Pre-requisites

- Fundamentals of project management are presumed to be known and will not be covered in the seminar.
- Basic knowledge of behavioral change management is required for discussing the specifics of implementation and optimization of project work.

Special Features

The seminar leader is author of the highly respected book "The ninth Key" in which he describes ways how organizations achieve a project conscious management, Haupt Verlag, Bern 2006.

The seminar is based on successfully carried out training modules in master study courses.

The course price includes a copy of the book "The ninth Key" (in German).

Contact

For further information, please contact
Stephen Rietiker at Stephen.rietiker@november-ag.ch

We support you in the essential things

Advantages of applying KEY-9

- KEY-9 is a comprehensive and structured framework. Its application ensures that all relevant points get evaluated quickly and systematically
- The KEY-9 landscape is based on a powerful component model
 - Makes facilitation and communication with strategically and operationally oriented stakeholders from the line and project worlds easy
 - Allows concentration on core elements within short time
- KEY-9 fits with any project management approach and method
 - Allows to concentrate the discussion on the environment rather than on technical or methodical project management issues
- KEY-9 is flexible, the landscape may be tailored to fit the needs of different company profiles and sizes

The KEY-9 core competence is at november ag

- We offer pragmatic direction and proven implementation support
- Our trainings profit from the experience of applying the model in practice
- We hold lectureships for different university study courses, teaching the KEY-9 model as part of the classes
- We are engaged in continuously improving the model through implementation of essential feedbacks and of suggestions for amendments and enhancements

november ag
Garnmarkt 1
P.O. Box 2160
8401 Winterthur
Switzerland

info@november-ag.ch
+41 44 586 96 86
www.november-ag.ch/en/training
www.KEY-9.com

november ag
St. Alban-Vorstadt 108
4052 Basel
Switzerland

www.november-ag.ch