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## Training Description

# GOAL DIRECTED PROJECT MANAGEMENT (GDPM)

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Status: Final

# Goal Directed Project Management (GDPM)

Successful Projects thanks to GDPM - fast, controllable, efficient

## Managing Projects and their Plans

Despite that managing complex projects is daily business for many companies, most project plans become obsolete very quickly. As a result project work is not predictable any longer.

Extensive project plan structures - also known as Work Breakdown Structures (WBS), generated either with or without MS Project - have an average half-life of between two and three weeks. After this time, there is hardly anybody still working with that plan, especially if it contains 2,000 or more tasks. The dynamics that exist in the real world undermine rigid and complex plans. Those who use agile or extreme development methods still quickly find themselves at the limits of the "controlled planning".

The GDPM approach with its deliverable orientation compared to traditional activity based planning promises a remedy.

## About GDPM

The method originally comes from Norway. It arose in the 1980s, is well documented and is widely used in Scandinavian countries as well as in Germany and Switzerland. Unlike with most common project planning methods, which use a 'Bottom-Up' approach - that immediately seek to breakdown all necessary activities and then build them up into a project work-plan - GDPM first considers a 'Top-Down' approach. Using this strategy, the work-plans are then developed with the goal to achieve these milestones. In this way, GDPM structures a project on two levels:

1. The planning and control of the goals and milestones
2. The planning and control of activities separate for each milestone

The activity plans can also be generated successively over the lifespan of the project and this gives additional flexibility. So the completion of tasks no longer counts: It is the achievement of the milestones that does!

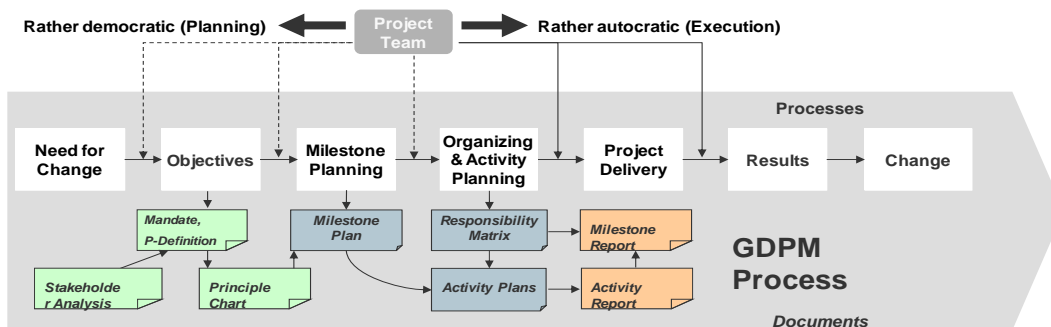


Fig1: The GDPM process model

Figure 1 shows the GDPM process model and the results along the project life cycle. The documents *Milestone Plan*, *Responsibility Matrix* and *Activity Plan* are the cornerstones for steering and reporting.

GDPM is not only a project management methodology but also a philosophy how to cope with the challenge of change, i.e. the key aspect of any project. GDPM does not, for example, discuss traditional network planning such as PERT or CPM but is focusing on the objectives, the deliverables and the related responsibilities that are required to accomplish the project goals.

Also, GDPM is taking a holistic view with its PSO approach. PSO stands for people, system and organization; PSO projects are projects where development of a 'system' (e.g. a physical product or object) and development of people and organizations will occur simultaneously. Most projects deal, or should deal, with these dimensions.

### **The Milestone Plan**

A genuine alternative to detailed, activity-oriented and highly-complex project task plans is the Milestone Plan. A milestone represents a specific verifiable condition which must be completed on the way to the project goal. The Milestone Plan displays the milestones in chronological order, including deadlines and descriptions.

The Milestone Plan is the key component of Goal Directed Project Management (GDPM): it is focused on the results that require attainment and commits the project team to these verifiable milestones.

### **Defining Responsibilities**

With this change of paradigm, more creativity and flexibility is made possible. And this is even more the case the more the projects develop dynamically. To ensure that a project doesn't lose its direction, the specified framework provides for the necessary stability of the project workflow by means of the milestone plan. Another special feature of the method is the democratically managed 'Planning Workshop'. Here, the project stakeholders develop together an amicable understanding of the project's purpose(s) and its milestones and determine which position or colleague should assume which role or responsibility to enable and confirm the completion of individual milestones.

The discussion between the line organization and the project organization is very important at this stage as a clear designation of responsibilities subsequently makes the upcoming project work much easier. The motto is to plan democratically and manage autocratically.

A Milestone Plan developed in this manner with its matrix of responsibilities is an instrument designed for communication and control. On just one A4 piece of paper, the course and status of a project or program can be displayed.

### **The Method in Practice**

The 'Master plan' for reorganizing the IT of the Swiss Federal Administration, NOVE-IT, was developed through GDPM and became its 'pacemaker'. In a clear and concentrated form it showed when and through what means a result or goal was to be reached and where the interfaces and interdependencies were located in the entire program. It represented the basis for departmental implementation plans and departmental process introduction plans.

The 'Master plan' was always based on a broadly supported consensus between the program management, process and workgroup team leaders and the people responsible for project implementation in the various departments and the Federal Chancellery. (Read more at <http://www.nove-it.admin.ch/d/planung/masterplan.php>).

## Benefits

The benefit of GDPM lies in its simplicity, its clear arrangement and in the support for achieving a common understanding of what a project's objectives should be and who should contribute to achieving them. The application has some more advantages:

- Reduction of complexity
- Clear, communicable overall project plan (Milestone Plan)
- Structure of the goals and the results
- Clearly defined relation of the activities to the statuses to be achieved
- Flexibility in achieving goals
- Continuous control of success rather than task supervision
- Integration und commitment of stakeholders
- Agreement and common understanding of project goals, the project course and responsibilities
- Goals and concrete results represent a stronger motivation than the narrow processing of tasks

## Refining the Overall Picture

GDPM is suitable for small and large projects as well as programs and works well with many process models. Models such as Hermes, Summit-D, V-Model and Prince2 generally define standardized phases and phase transitions, as well as results and standard roles for projects.

GDPM uses suitable outcomes from such process models. These are then supplemented with results from areas that are not covered by these models - for example, information or outcomes from the organizational development.

## The Trainings

### Introduction to Goal Directed Project Management (1 Day)

#### Objectives

The participants

- gain a common understanding of the basic concept and the processes of GDPM
- understand the differences of GDPM vs. the classical project management methods
- know how to apply the most important GDPM templates and methods
- are able to evaluate the application of GDPM within their organization

#### Content

- Introduction to GDPM
- Objectives Breakdown Structure
- Project End Milestone
- Milestone Planning
- Result paths and dependency analysis
- Roles and responsibility matrix
- Activity planning
- Reporting
- Practical Exercises
  - a. Definition of the 'Project End'
  - b. Roles and Responsibilities

#### Target Audience

- Executives and Managers who are interested in other ways to project management and would need to improve their organization's project performance.
- Project Managers who are in the initiation phase of a project
- Task force and crisis managers who need to 'rescue' a project
- Program and Portfolio Managers who need to establish a leaner and simpler project planning and reporting structure

## Seminar to Goal Directed Project Management (2 Days)

### Objectives

This company specific seminar imparts detailed knowledge on Goal Directed Project Management and is accompanied by the planning of a concrete company project or program.

The participants

- gain a common understanding of the basic concept and the processes of GDPM
- understand the differences of GDPM versus the classical project management methods
- know how to apply the most important GDPM templates and methods
- are able to apply GDPM for their projects
- are in the position to implement the method within their organization
- own one concrete example of a project that is planned according to GDPM

### Content

- Introduction to GDPM
- Objectives Breakdown Structure
- Project End
- Milestone Planning
- Result paths and dependency analysis
- Roles and responsibility matrix
- Activity planning
- Reporting
- Facilitation technique for planning workshops
- Practical planning of 1 specific project (1 day)

### Target Audience

- Program & Project Managers, Consultants, who would like to broaden their knowledge on project management.
- Head PMO & Portfolio Managers who need to standardize and stream line project management within their organization
- Executives and Managers who are interested in other ways to project management and would like to improve their organization's project performance.

### Contact

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## We support you in the essential things

Applying one of GDPM techniques right from the beginning ...

Date	PM expertise	Funds	Logistics	Milestones Description
20.09.2009	MS1			when I have enough information on GDPM training possibilities and costs
30.09.2009			MS2	when I know the costs for travel and accomodation
15.10.2009		MS3		when I have received the ok from my boss
20.10.2009			MS4	when I have booked the GDPM course at <b>november</b> and have organized travel and accomodation
30.11.2009	MS5			when I have completed the training
28.02.2010	MS6			when I have applied GDPM the first time in my real business life

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