

onferinta

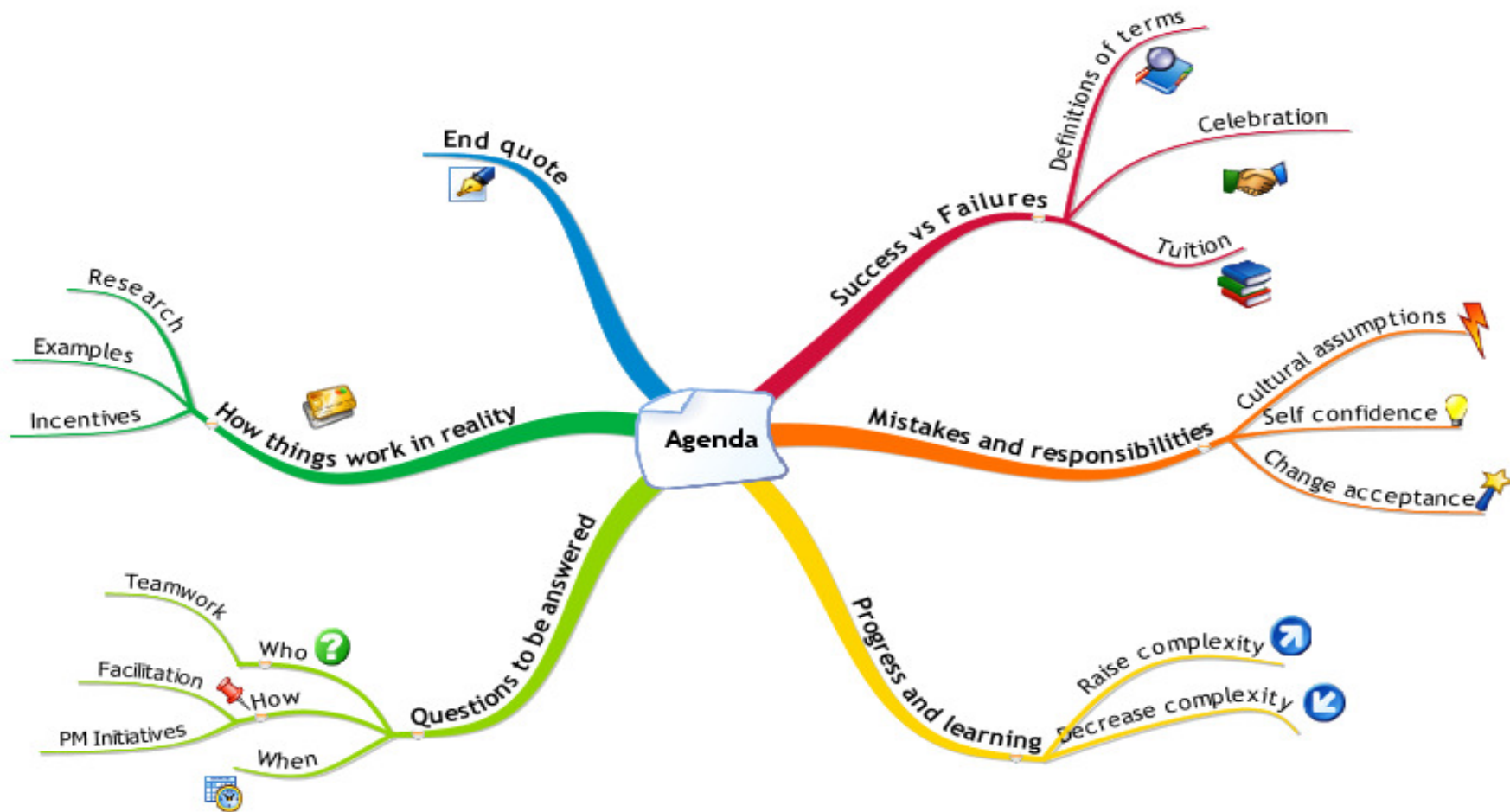
“Fresh & new” Finantare.ro

“Sa nu reinventam roata...”

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Presedinte, PMI Romania Chapter

Obiective

- Sublinierea importantei lectiilor invatate
- Identificarea modalitatilor de aplicare sistematica a lectiilor invatate
- Identificarea cailor de utilizare a lectiilor invatate



Date



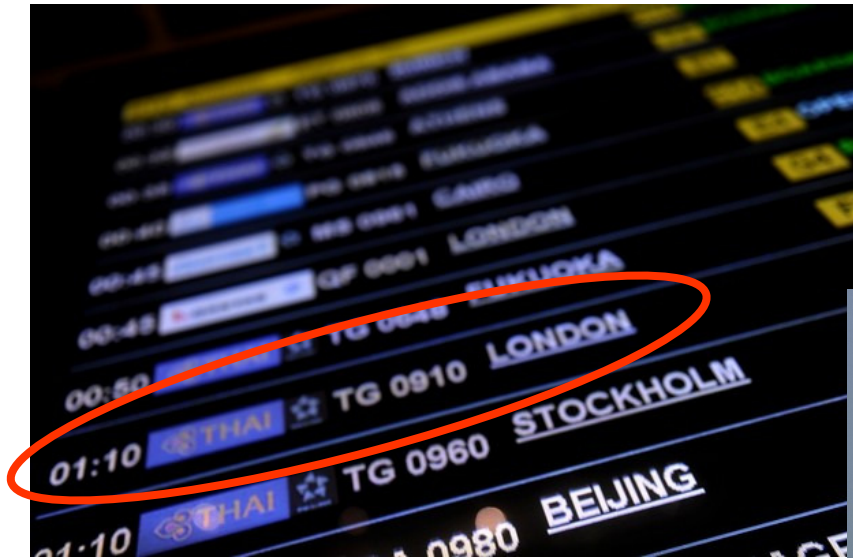
Informatii

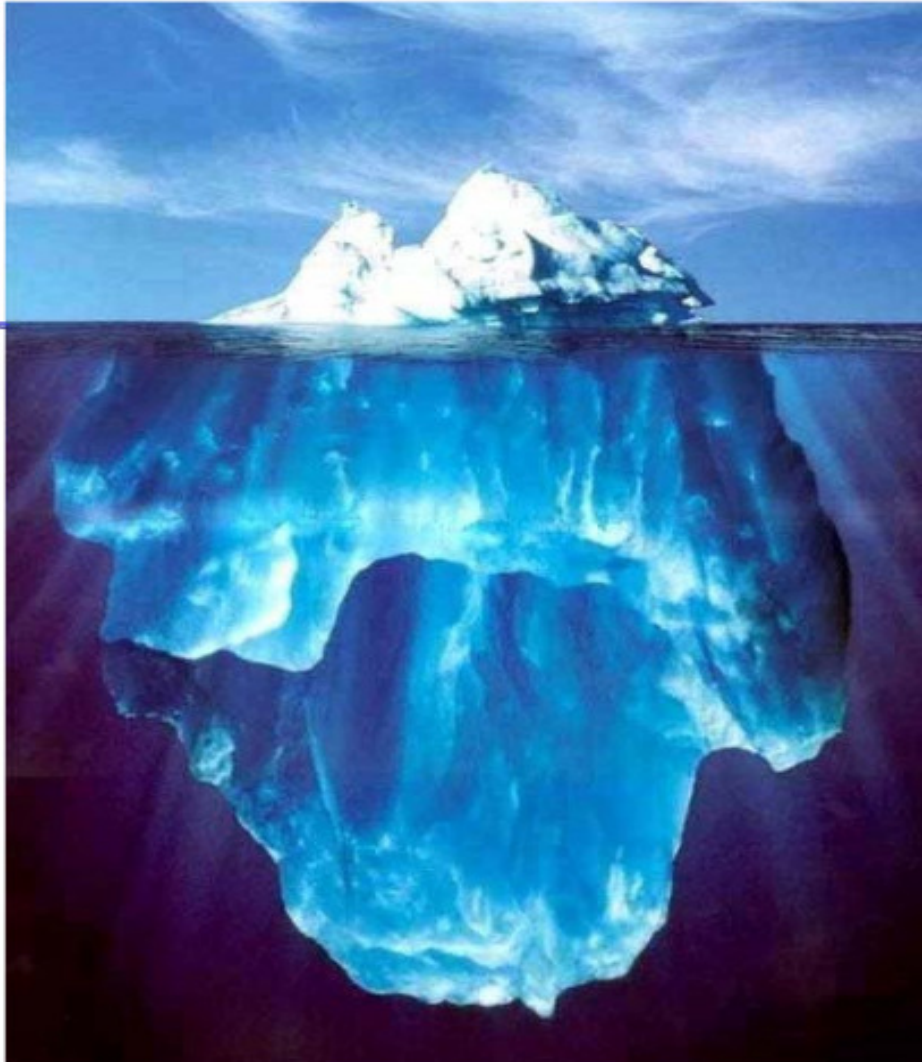


Cunostinte



0110TG0910





Cunostinte explicite

- cuvinte, desene, grafice
- documente, fisiere, registre



Cunostinte tacite

- experienta, ganduri
- competente

Source: Peter Pfeiffer, 2009

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- Informatii istorice = documente si date din proiecte anterioare
- Lectii invatate = invatatura/cunostintele acumulate prin procesul de realizare a proiectului

Patrimoniul de procese organizationale = “... activele legate de procese [...] care urmeaza sau pot sa influenteze **succesul proiectului**”.

- Succes - dificil de atins, usor de uitat



- Comunicat in interiorul organizatiei
- Impartasit ca poveste de succes, folosit ca referinta

- Esec - te urmareste oriunde ai merge
- Considerarea esecului ca o sansa de invatare
- Analizarea cauzelor esecului, identificarea de noi abordari, cai de imbunatatire



“Our greatest glory is not in never falling, but in rising every time we fall.”

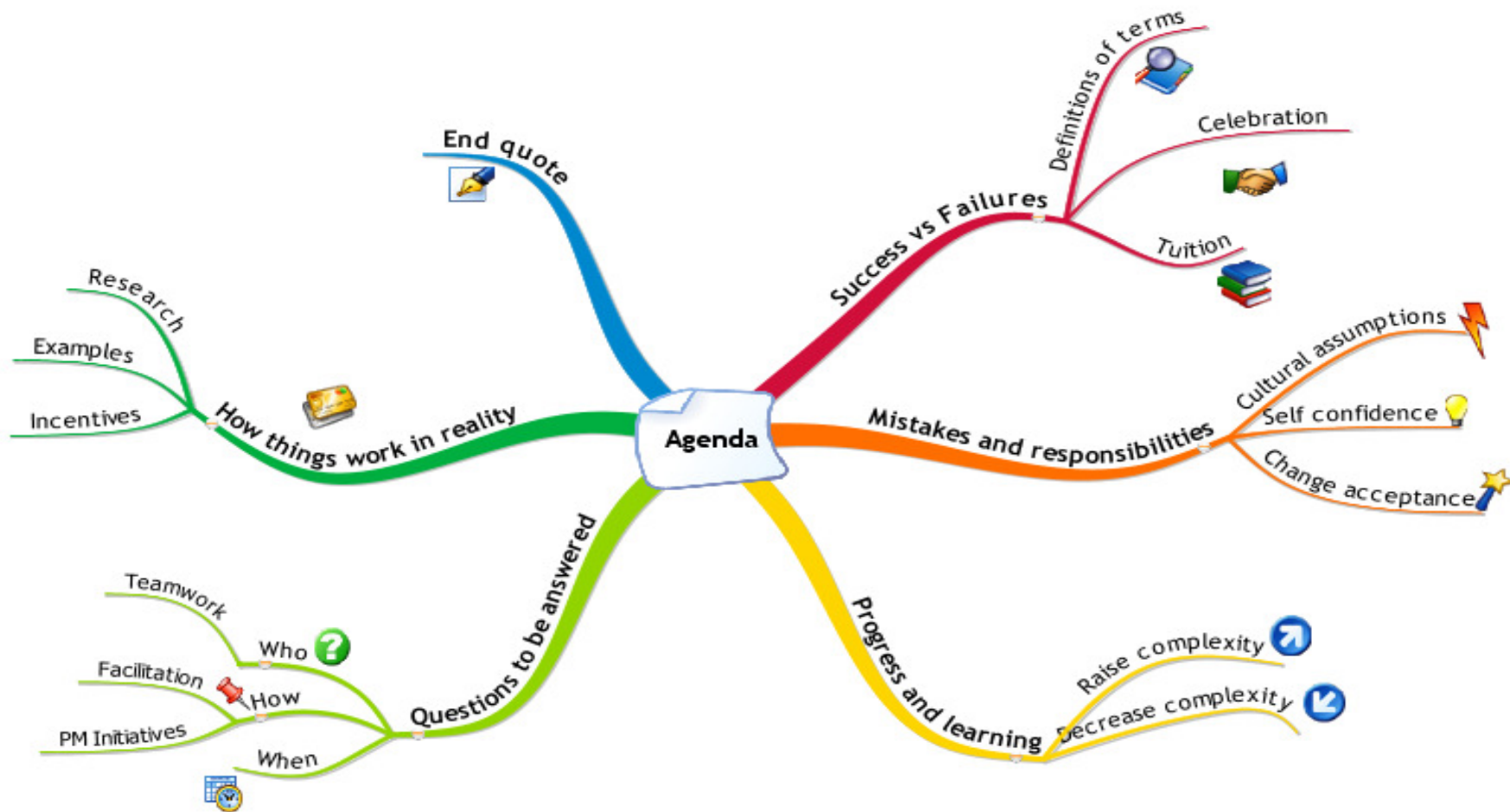
- Recunoasterea greselilor este dificila
 - Prejudecati
 - Incredere in sine
 - Acceptare si schimbare

*“A man who has committed a mistake and doesn't correct it,
is committing another mistake.”*

Confucius

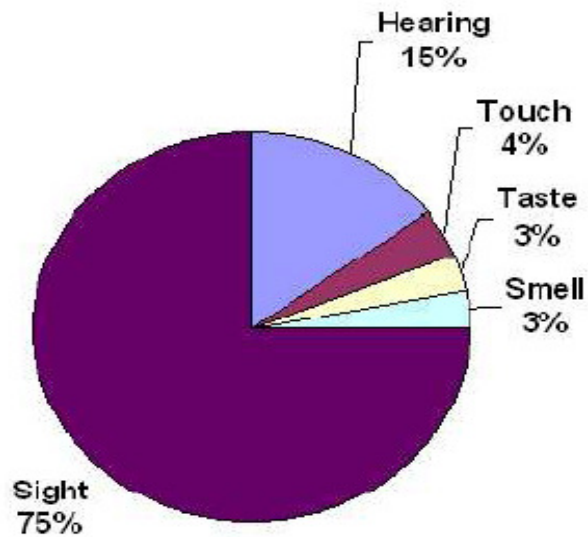
- Comparea mai multor perspective - cresterea complexitatii
- “Sparge” problema si descrie fiecare aspect - reducerea complexitatii

*“A known mistake is better than an unknown truth”
Arab Proverb*

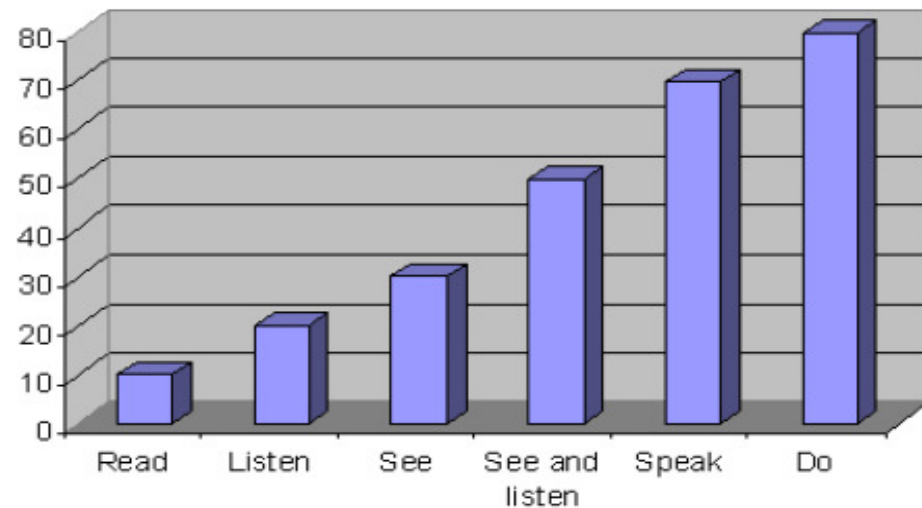




Frequency of the Use of Senses



Degree of Retention of Information



Facilitare

INTERNALLY:

CONTENTS	PROCESS
<p>GREAT LEARNING EXPERIENCE, CASE STUDY</p> <p>UNDERSTANDING A VENTURE-AS PRODUCTION BUSINESS</p> <p>THE RSC PROCESS APPROACH</p> <p>FIRST OPTION CONSULTING ACTING OF THIS KIND -> SIMPLY DIFFERENT CONTENT UNDERSTANDING</p> <p>INTERMEDIATE SLACK ACHIEVED, DE FOR FURTHER DEVELOPMENT</p> <p>BENEFITS OF CASE, METHODS IN, ACCEPTED</p> <p>BUSINESS CASE, ADDITIONAL BENEFITS OFFER TO CLIENT (PROFITION ED)</p> <p>ADROQUATE PROFIT. RELIANCE</p> <p>NO COMPLETE PICTURE (PROFIT HAD TO BE REFINED) CHANGE PROGRAM</p>	<p>job not finished</p> <p>Worrying for the 1st time the theoretical concepts as good learning opp.</p> <p>WORKING WITH EXPERIENCED CONSULTANTS</p> <p>CONTENT INFO - MANUAL - TUV STANDARDS - LITTLE KNOWLEDGE</p> <p>CONTENT RELATED MEETINGS (NOT JUST E-MAILS)</p> <p>AS IS VS. IMPROVEMENT EXPECTATIONS, PERCEPTIONS?</p>
<p>ANALYSIS 7 2008 GOOD RACS</p> <p>DIFFERENCE TO EXISTING APPROACH CLEAR TO CUSTOMER?</p>	<p>PITY THAT WAS STOPPED</p> <p>NO HYPOTHESIS DEFINED, NO MEETINGS -> NOT ENOUGH COMPLAINT BUILT UP</p> <p>SOME GOOD INSTRUMENTS APPLIED - DATE SHEET - MAILS WITH INFO</p> <p>TOO LITTLE INFO, TOO LITTLE COMMUNICATION</p> <p>COMMUNICATION AND ORGANIZATION OF A HIGH PERFORMING TEAM</p> <p>- more team discussions, meetings needed in order to integrate work</p> <p>- sometimes under the pressure of too much criticism</p> <p>HIGH DYNAMICS IN PROCESS - TRANSFORMING TO - RADICAL RE-PORT SIDE</p> <p>NO APPROPRIATE PREPARATION FROM CLIENT - AGREEMENTS NOT REPT</p> <p>GOOD PERSONAL RELATIONSHIP WITH CLIENT PERSONNEL</p> <p>- awareness a - down. improved (it could be within the company) - expectations needed</p> <p>RSC AS DRIVERS</p> <p>PERCEPTIONS OF WORK BY CUSTOMER... RSC FEEDBACK?</p>

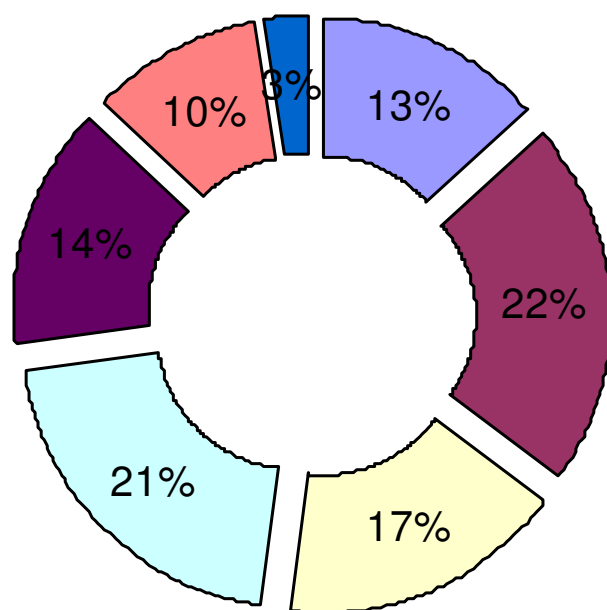
CLIENT RELATION:

CONTENTS	PROCESS
<p>good results delivered</p> <p>will they continue the work?</p>	<p>AGREEMENTS NOT REPT</p> <p>PERCEPTIONS OF WORK BY CUSTOMER... RSC FEEDBACK?</p>



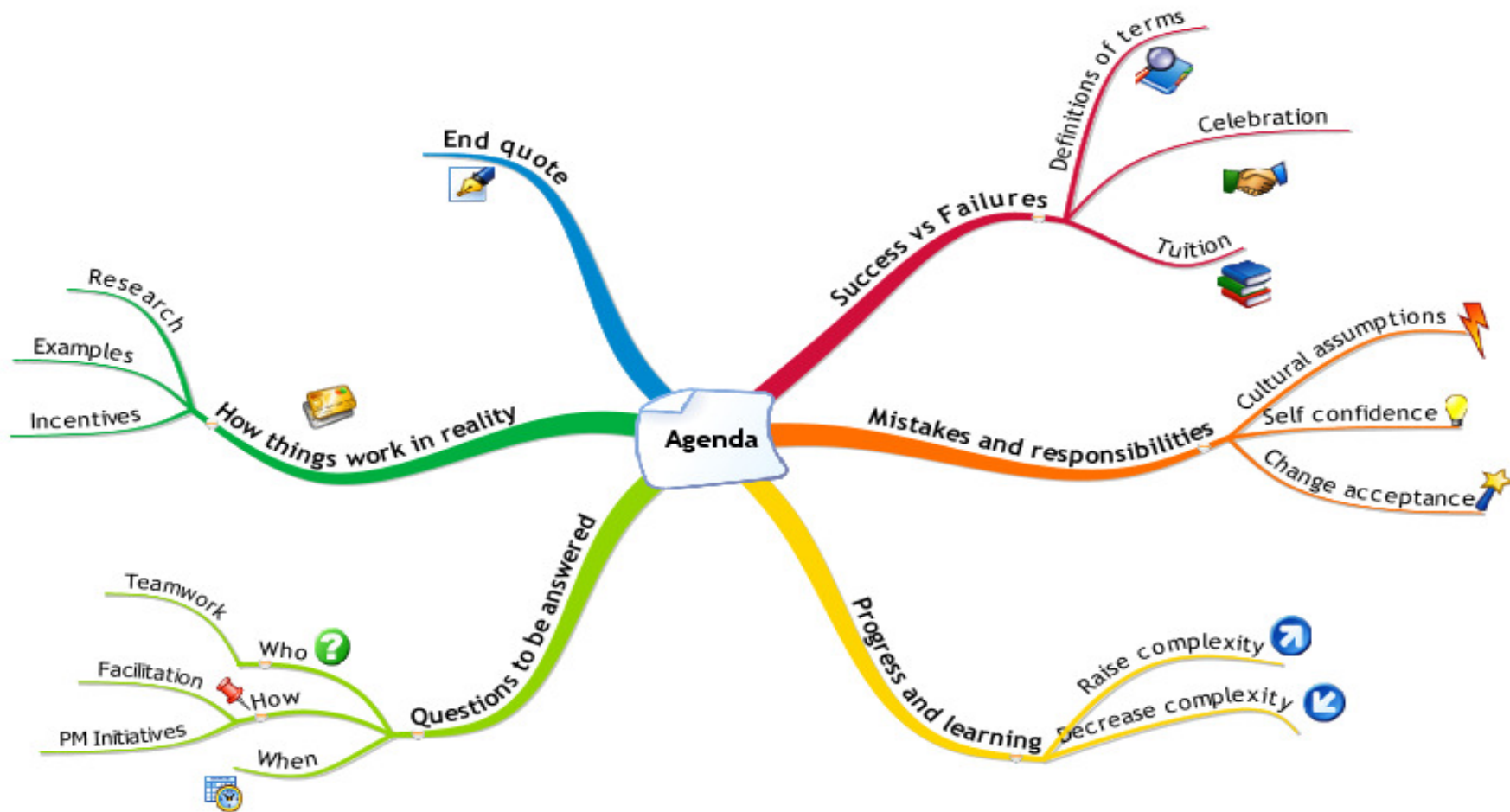
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IF (problems > usual)
THEN
    BEGIN
    Train Project Managers
    END
END IF
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Initiative de Project Management implementate

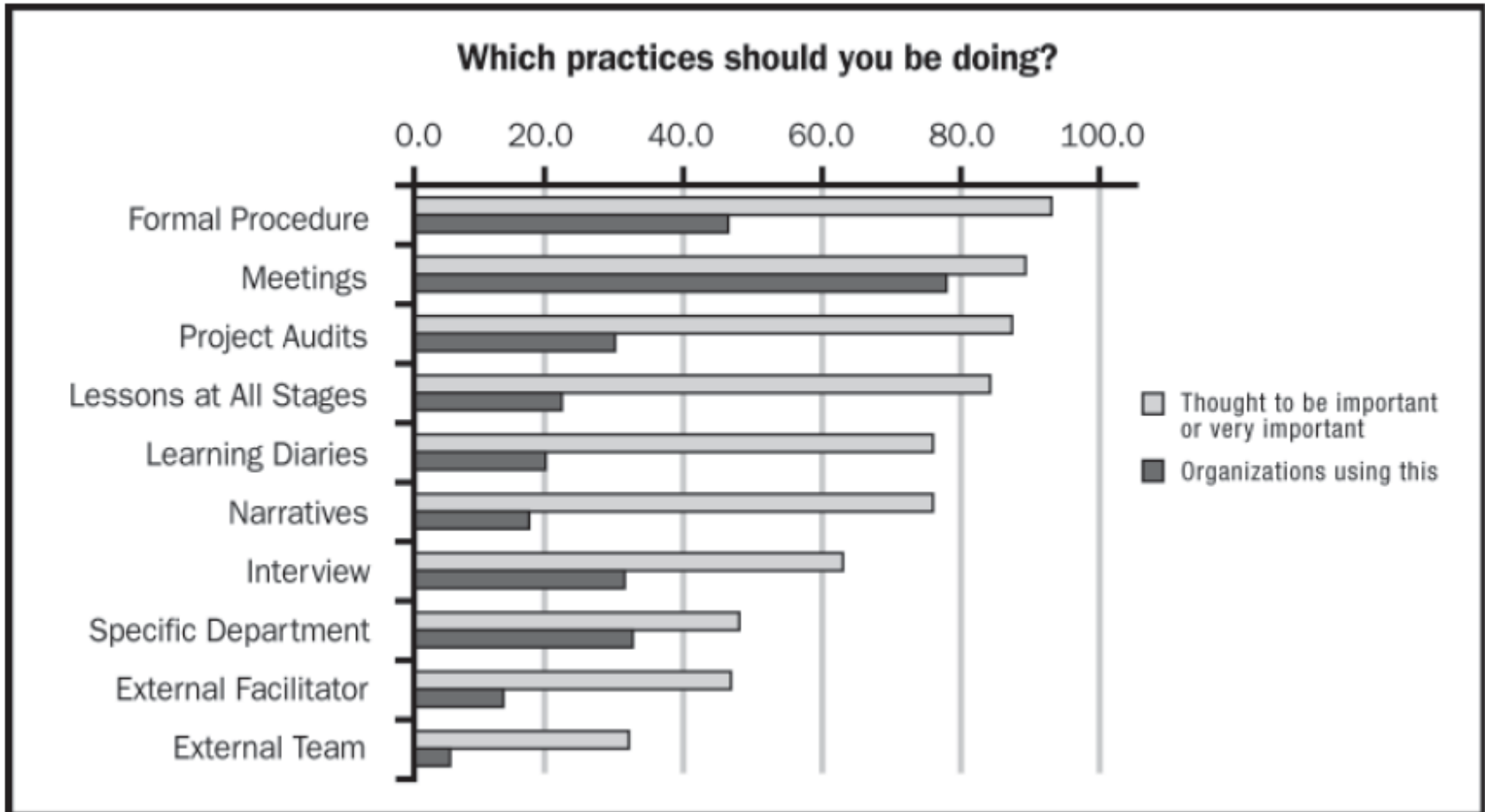


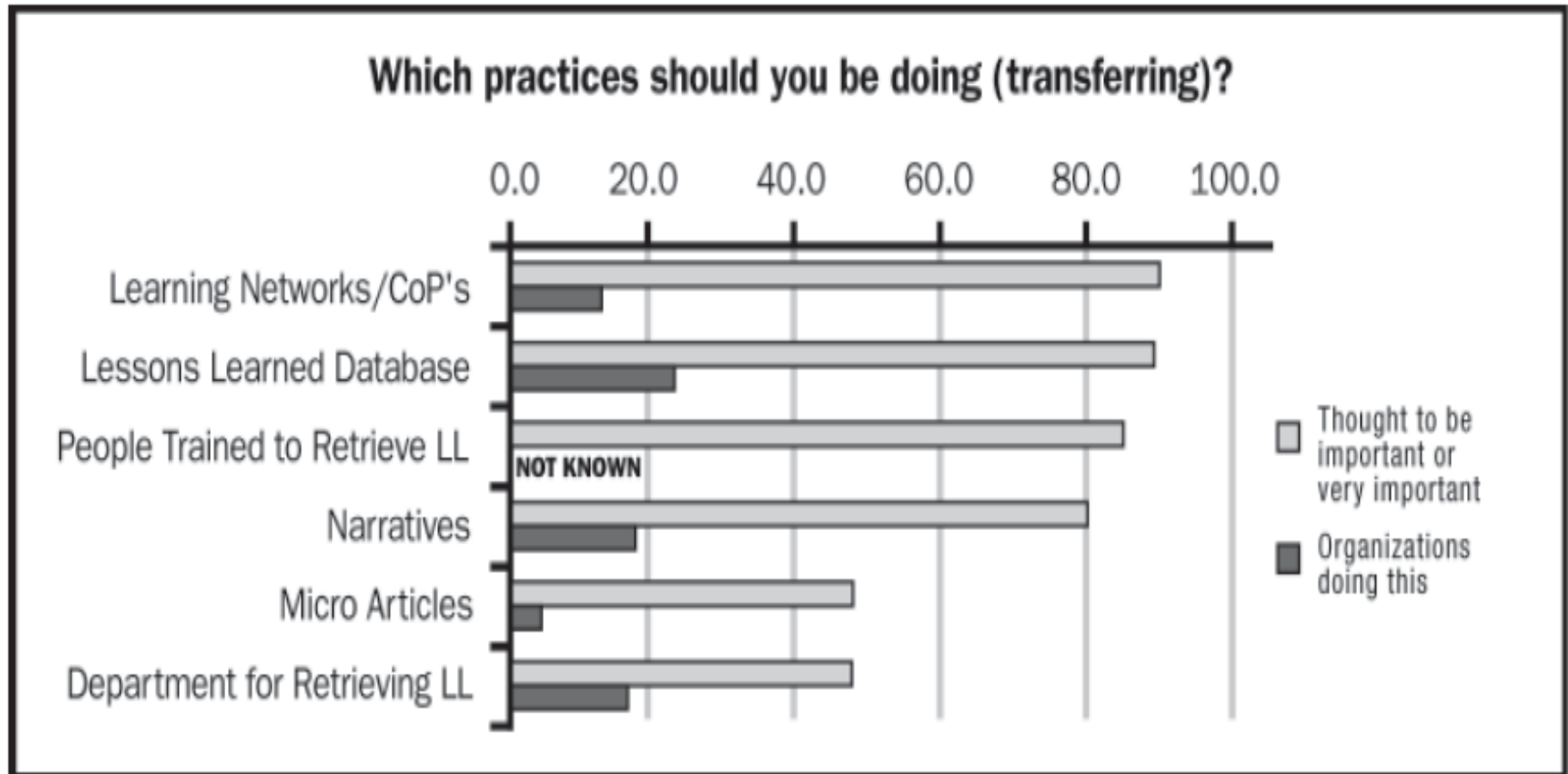
- Project Management Office
- Project Management methodology
- Integrated Project Management processes
- Training in Project Management
- Project Management software
- Career path in Project Management
- Other initiatives

- **Cine:**
 - Echipa de proiect, suport real al managementului superior, implicarea departamentului de resurse umane, PMO
- **Cum:**
 - Implicare, documentare, atitudine in favoarea rezolvarii situatiilor
 - Procese specifice pentru lectii invatate integrate cu celelalte procese in organizatie
- **Cand:**
 - La fiecare sedinta de control a proiectului



- Terry Williams:
 - Post-Project Reviews to Gain Effective Lessons Learned





Reason	Responses %
Lack of employee time	67.0
Lack of management support	62.5
Lack of incentive	53.7
Lack of resources	53.1
Lack of clear guidelines	52.3
Lack of support from others in organization	32.2
Our processes don't capture useful lessons	21.9
Data repository too hard to search	20.9
Lessons are not transferable	13.3
Wrong people are involved	8.8
We already put in enough effort	8.4

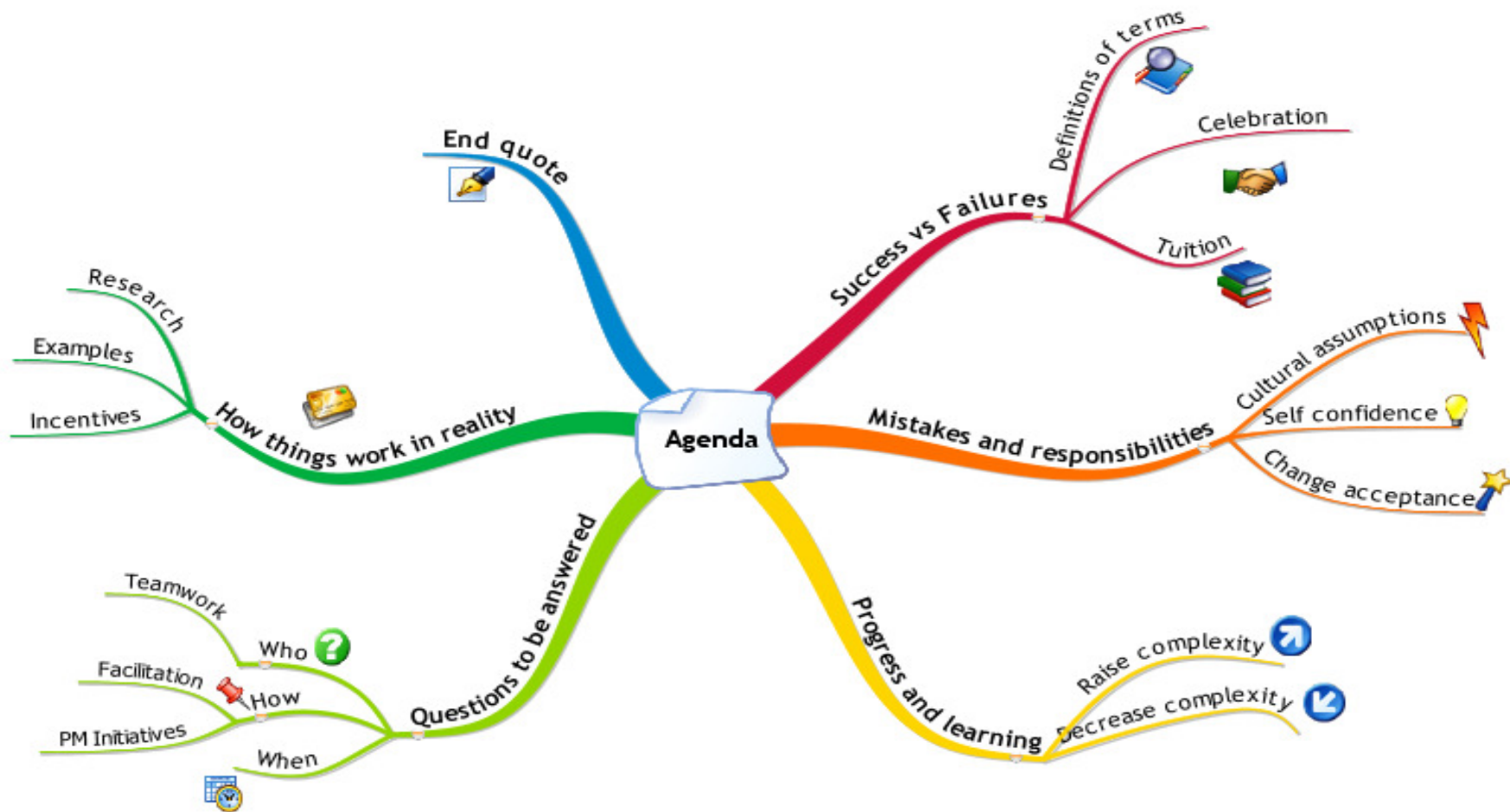
- Lectii invatate - aspecte legate de planificare
- Lectii invatate - aspecte legate de resurse umane
- Lectii invatate - aspecte legate de probleme tehnice
- Lectii invatate - aspecte legate de comunicare
 - Interne (intre membrii echipei de proiect)
 - Externe (intre echipa si client)
- Lectii invatate - aspecte legate de metodologie

- Activitati cheie lipsa din planul de proiect
- Cele mai importante trei lectii invatate de la echipa tehnica
- Cele mai importante cinci lectii invatate de la echipa clientului

Lectii invatate (ranking WWW)

- Planificare
- Probleme tehnice
- Resurse
- Comunicare
 - Interna
 - Externa
- Procese de management al proiectului (listati cele mai importante 5)

- Bonus pe baza indicatorilor de performanta
 - Success stories published
 - Intalniri/eventimente pentru diseminarea lectiilor invatate
 - Publicarea documentatiilor cu lectii invatate
 - Folosirea unui “depozit” al lectiilor invatate
- Evaluare si clasament al documentatiilor din “depozit”
- Project management community of practice



All difficult things have their origin in that
which is easy, and great things in that
which is small...

Lao-Tzu



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