

Management Crossing

First-Rate Moves. To Work the Challenges.™

Product Brochure

Project >Crossing

Increase benefits from projects substantially. More and better than just Project Management.

Appendix: Project Case-List / Tool for the Self-Review

<http://www.projectcrossing.com> * <http://www.managementcrossing.com>

Project >Crossing

... it moves beyond Project Management !!!

1. Goals and Leading Edge

- **Project >Crossing combines** project management with further procedures important for projects like leadership, self-organisation and partnering.
- All efforts are **focused on Project Cases** decisive for project success such as realistic project planning, competent project leadership, complete project business case definitions.
- To ensure project quality the **entrepreneurship** is introduced to the project level.
- **Five >Crossing Drivers** make methods, know how and best practices **available and active**.
- Improvements are developed on **four >Crossing Result Levels**: personal, project-related, business-related and guaranteed.
- Highest priority is put on the **turning of new capabilities** to operational project practice.
- Trainings become more productive by using the **Project >Crossing Seminar LearnWay**.

Project >Crossing

... it moves beyond Project Management !!!

2. More and better than just Project Management

Today projects are characterized by extreme deadlines, high expectations and heavily reduced budgets. To meet these challenges in everyday corporate life, you need more than just project management, you need:

- to establish **entrepreneurial project management** combined with additional **management techniques for project success**, e.g. leadership, risk and conflict management, process optimisation,
- to use **existing strengths** (such as project processes that work well) and **best practices** (such as proven management techniques), more consistently,
- to develop **additional project capabilities** and effective ways which enable project staff and executives **to handle critical project cases** using the best available know-how (such as the meeting of project completion dates, the handling of a project crisis).

Project >Crossing offers skills and methods for project work and multi-projecting going **beyond existing project management procedures**. It has new answers for today's challenges and provides significant added value in managing projects.

Examples: Adding Value with Project >Crossing

	Practices of Classic Project Management	Adding Value with Project >Crossing Solutions Methods	
Project Customers	Project customer orientation is limited to budget customers and users.	All stakeholders (budget customer, users, involved executives, project critics, heavily burdened team members) are handled actively.	Project Management Entrepreneurship Customer Orientation Project Marketing Service Orientation
Project Planning	Best case planning is usual with deficits in completeness and co-ordination.	Planning is coordinated and produces realistic views.	Project Management Communication Leadership Process Optimisation
Project Control	Steady overrun of project dates, wrong focus of project control activities, sole task of project manager.	Active project control spread over the whole project, looking ahead on critical project dates.	Project Management Communication Speeding projects Process Optimisation
Project Manager	In most cases only a coordinative project leadership role is established.	Entrepreneurial project leadership based on adequate competence.	Project Management Entrepreneurship Leadership
Project Goals	Projects are insufficiently linked to strategic goals.	Complete project business cases, describing contribution to business strategy.	Project Management Risk, Business Cases Project Strategy

3. Project Case Solutions

Depending on the demands of the business, the complexity of the project and the given situation, project success is influenced by the art of mastering a limited number of **Project Cases**.

Examples are: optimising project capacities, project freezing points and realisation strategies, effectively managing project change processes, implementing entrepreneurial project leadership, increasing project team motivation etc.

Project >Crossing identifies, evaluates and deals with 15 categories of project cases according to the particular management and project needs of your business:

1. Project philosophy and project matrix organisation
2. Project programme management
3. Capacity and multi-projecting (multi-project management)
4. Work and decisions in pre-project phases
5. Customer orientation, partnering and internationality
6. Project support
7. Application of project strategies
8. Project execution cases I: analysis and planning
9. Project execution cases II: steering and change
10. Effective project systems
11. Project realisation, optimisation and acceleration
12. Project organisation
13. Project steering functions
14. Communications, cooperation and influence
15. Training project staff and management

Attached is a detailed list of Project Cases which also suites for a self review of project management quality.

Merge Forces to Drive Excellent Results.™

4. Three Core Competencies

The backbone of **Project >Crossing** is the **>Crossing Method**, which merges numerous best practices, procedures and methods to achieve superior results. It creates conditions and abilities which, as it were, enforce project success. So today you have the choice between traditional project management approaches or, better, **Project >Crossing**.

Project >Crossing consists of three core competencies, which are summarized in the **Project >Crossing Credo**:

Merge Forces to Drive Excellent Results.™		
In all project situations, in managing projects and in project support.		
1. Core Competence Merge Forces ..	2. Core Competence .. to Drive ..	3. Core Competence .. Excellent Results.
<p><u>Integrate Project >Crossing Forces.</u></p> <p>Identify and integrate the best approaches, practices and strengths.</p>	<p><u>Apply Project >Crossing Drivers.</u></p> <p>Use five drivers to fix project cases and make available relevant inputs, approaches and solutions.</p>	<p><u>Enforce Project >Crossing Results.</u></p> <p>Produce results on up to four levels.</p>
<p><u>Forces are:</u></p> <p>Project Management-Procedures: Project goals, project start-up, project planning, risk planning, project control, project communication, cooperation, project organisation, multi projecting, project systems</p> <p>Additional Techniques: Project strategies, speeding projects, process optimisation, leadership competence, self organisation, entrepreneurship, partnering, networking, customer orientation, marketing approaches, motivation</p> <p>Process management, quality management, capacity management, qualification, stakeholder management, culture management, international affairs, crisis management, change management, best practice identification</p>	<p><u>Drivers are:</u></p> <p>1. First Success Steps Analyse business and project requirements, make available people experiences and ideas, look for fast solutions in the very beginning of the improvement effort.</p> <p>2. Learning from Best Practices Analyse best practices (internal, external), find and transfer success factors.</p> <p>3. Project Case Solutions Select critical case, find best solutions using the >Crossing Case Solution Finder.</p> <p>4. Scorecard Measures Measures to evaluate conversion success.</p> <p>5. Productive Mode Switches Trainings, individual action plans and roadmaps, transfer to routine tasks, integration existing systems and procedures.</p>	<p><u>Results sind:</u></p> <p>1. Personal Growth Higher motivation, new strengths, better use of existing strengths, more personal competence, personal roadmaps.</p> <p>2. Project-Quality Higher effectiveness and efficiency in all project roles, more security for reaching project goals.</p> <p>3. Business Success Project processes are high quality processes and supporting business success.</p> <p>4. Guarantee The fourth result level is new in management and business improvement: the >Crossing-Guarantee. More security for the money invested.</p>

5. Numerous Applications

You can use Project >Crossing for

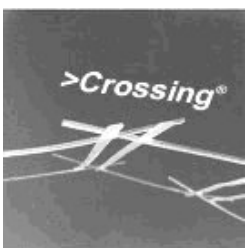
- managing **all project types and sizes in all business situations**: industrial, product development, customer projects, technology, systems, software, IT systems, marketing, sales, strategy, cooperation, venture, organisational change, process optimisation.
- conducting **improvement programs**, e.g. making managing of projects a core business competence or building project manager capabilities,
- solving actual **project work issues** such as structuring high project complexity, managing project crises or guaranteeing project deadlines,
- **project support** --- e.g. organising project status, steering committee work and capacity provision by line departments.

To support a company's special project requirements Project >Crossing offers a wide range of goal-directed **Project >Crossing Moves**:

Project >Crossing Pathways

s/w = seminar/workshop

<u>Pathways</u>	<u>Aktuelle Angebote</u>
<p>Customer Project >Crossing Framework Project</p> <p>To realize existing improvement potentials permanently. To establish new structures and capabilities.</p>	<p>In addition, an individual focus may be set as necessary.</p> <p>Project >Crossing IT Project >Crossing Multi-Project >Crossing Project Portfolio >Crossing Customer Project >Crossing</p>
<p>Customer Project >Crossing Seminar / Workshop</p> <p>LearnWays to develop insights, abilities and hands-on concepts (group-based, internal or external).</p>	<p>Project Case >Crossing s/w Project Manager >Crossing s/w Project Team >Crossing s/w Multi-Cultural Project >Crossing s/w</p>
<p>Customer Project >Crossing Audit</p> <p>To analyse and recommend improvement potentials.</p>	<p>Project >Crossing Audit</p>



6. Calculating the Added Value



Knowing **Project >Crossing** companies and people have a choice to look either for traditional project management procedures and skills - or to apply the **Project >Crossing**.

To compare the relative added value using classic project management or Project >Crossing we have developed a metric called the **KSV Knowledge Solution Value™** formula. The KSV calculation for **Project >Crossing** shows a knowledge and solution value that is over 7 times higher.

For details look at <http://www.projectcrossing.com>.

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Project >Crossing

Appendix: Project Case-List / Tool for the Self-Review

Mastering **Project Cases** is critical for the success of individual projects and indeed of all projects. **Project >Crossing** offers proven solutions for each case. The following **Project Case List** can be used as information and a self-review tool for analysing the project management quality in your company.

+ = is OK in my field -- = is not OK in my field ?? = I don't know // = is not relevant

1. Project philosophy and project matrix organisation	+	--	??	//
1.1 Define and implement a strong and dynamic project philosophy and culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 Gain competence in handling the project/line matrix organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 Recognise and adapt project success factors in projects, in the business and in the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4 Formulate convincing and advantageous Project >Crossing guidelines: standards, tools, key processes, tasks, responsibilities, philosophy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5 Make projects visible and use as an marketing instrument.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.6 Define and realize risk policy and systematic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.7 Use metrics to assess project improvements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.8 Get projects anchored in the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.9 Organize project management according to industry and international standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.10 Differentiate project/routine processes and processes for different project complexities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Project programme management	+	--	??	//
2.1 Identify needs for project programme management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 How to bundle, evaluate, select and prioritise projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 How to find the right project portfolio criteria.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 Linking projects to business strategy requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5 Balancing of all projects according to company criteria.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6 Establishing capacity transparency, bottleneck identification and priority setting procedures (multi projecting).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.7 How to control the project programme: reporting, processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8 Implement, initiate and operate project programme management tools and processes (project portfolio).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9 Assign tasks and responsibilities for programme management, integrate it in company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10 Integrate programme management with company planning and control processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11 Define project and programme audit procedures to increase project quality as well as processes to push performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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3. Capacity and Multi Projecting (Multi Project Management)

+ -- ? //

3.1 Establish capacity transparency and bottleneck detection.

3.2 Optimise capacity and concentrate resources.

3.3 Establish priority-setting procedures.

3.4 Organize coordinating process for multi projects.

 4. Work and Decisions in Pre-Project Phases

+ -- ? //

4.1 Structure, influence and monitor pre-project decisions.

4.2 Identify project customer/client requirements exactly.

4.3 Organize for complete business project cases, high quality goals and deliverables.

4.4 Decide project/no-project situations.

 5. Customer Orientation, Partnering and Internationality

+ -- ? //

5.1 Set up project marketing/project customer or client actions.

5.2 Deal with stakeholder expectations and influences.

5.3 Support partnering and cooperation processes with suppliers/partners.

5.4 Integrate different national, cultural, individual and location styles, matters and values.

5.5 Define systematic project procurement and contract guidelines.

 6. Project Support

+ -- ? //

6.1 Make available the right capacities and qualifications.

6.2 Organise project work done in departments in the right way.

6.3 Define systematic project procurement and contract guidelines.

6.4 Project support strategies.

 7. Application of Project Strategies

+ -- ? //

7.1 Project organisation strategies.

7.2 Project handling and communication strategies.

7.3 Project risk-taking strategies.

 8. Project Execution Cases: Analysis and Planning

+ -- ? //

8.1 Enforce a professional project start-up and briefing of project staff.

8.2 Perform effective processes for the project planning cycle.

8.3 Prepare realistic project plans: results, timeline, cost, risk, efficiency.

8.4 Incorporate communication planning and stakeholder analysis.

8.5 Allocate and handle budgets and resources.

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8.6 Implement work package philosophy and task assignment tools.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.7 Allow for freezing points and project realization strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.8 Ensure an efficient risk evaluation process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Project Execution Cases: Steering and Change	+	--	??	//
9.1 Implement a forward-looking project monitoring cycle.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.2 Carry out proper action and result control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.3 Manage the project change process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.4 Practice proven review and presentation techniques.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.5 Apply manageable status and forecasting tools.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.6 Implement a goal-oriented reporting system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.7 Set up earned value methods and activity-based performance measurement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.8 How to make project execution reliable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.9 Setting of project-internal priorities for more effective project work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.10 How to recognize upcoming project problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.11 Organise an effective project close-out and de-briefing process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Effective Project Systems	+	--	??	//
10.1 Establish goal-directed project data, information and reporting systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.2 Set up structures and processes for handling project documentation, knowledge and success criteria.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Project Realisation, Optimisation and Acceleration	+	--	??	//
11.1 Vary the processes and methods for large/small, stable/instable projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.2 Correct handling of sub-projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.3 Implement project acceleration measures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.4 Know the effects and secrets of modern optimisation concepts such as just-in-time development, simultaneous project phases, simultaneous and concurrent engineering, piloting etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.5 Phasing, paralleling and acceleration of projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.6 Freezing points: how to guarantee project completion dates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Project Organisation	+	--	??	//
12.1 Set up a motivating project organisation and integrate it in the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.2 Learn and apply an entrepreneurial project leadership style.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.3 Define and assign project tasks, roles and competencies for project staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.4 Make projects successful without the project team approach.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.5 Set up powerful 2+3=7 high performance teams in more complex projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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12.6 Set up external project decision processes (pre-project work, functional groups, post-project work).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.7 Define project support policy and tasks, install project support office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.8 Set up a project management department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.9 Correct use of the project room.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Project Steering Functions	+	--	??	//
13.1 Establish steering committee procedures and quality goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.2 Develop a project support and service mentality within the steering committee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.3 Make steering committee work effective: organisation, task allocation, required systems, communications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Communications, Cooperation and Influence	+	--	??	//
14.1 Create positive project pressure and conflict management levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.2 Dramatically increase project work efficiency with direct motivation methods.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.3 Apply unconventional communication and cooperation methods.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.4 Establish a suitable policy for meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.5 Work effectively in virtual projects and teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.6 Use methods and procedures as tools for project cooperation and communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.7 Negotiate project resources with line management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.8 Push up self management capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.9 Create a positive and cooperative project culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Training Project Staff and Management	+	--	??	//
15.1 Train people in relevant project management, organisation and crossing techniques.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.2 Make line managers familiar with project needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.3 Find and evaluate project experts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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