

# OBSERVATIONS & RECOMMENDATIONS

Tagros Chemical

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# OBSERVATIONS

- There is no concept of project ownership within the organization. Departments are contributing their best in their own silos.
- Management is unhappy because as an organization there is no project management learning
- Employees are sincere, technically strong, committed for the organizational success
- Management feels that they are giving their best and in spite of that if projects are consistently failing to deliver within cost, time, quality and scope then it is because that we do not know how to manage projects although we have committed people for managing project
- People do not have courage to say No for No and Yes for Yes. Because they do not do their homework in terms of alternative identification so that they can present it to the management

# OBSERVATIONS CONTINUE ...

- As a manufacturing organization Tagros is very successful because functional people are committed and deliver their best. But they fail to deliver project successfully because a single project management body, project management framework and accountability is not defined.
- Project Management Team feels that Senior Management does not give time to estimate and plan therefore even after the training nothing is going to change. In fact pressure will be much because if we have to do systematic project management more time is required therefore management need to understand our pain
- Project Team feels that management change requirements and they expect to deliver within original time, cost which is impossible. It is impractical.

# RECOMMENDATIONS

- At organizational level setup a project management office. Which should constitute one PMO head and 3 project managers. PMO head can also be one of project manager.
- Management should set the expectations that organizational designations, roles, responsibilities are completely different than project designation, role, responsibilities. Project related R&R are dynamic so not permanent. Project manager is that person who is committed for implementing project management framework. Depending on the size of work a person may need to play dual role.
- In the interest of project any project team need to listen and cooperate to project manager irrespective of organizational designation of project manager. Please keep your egos outside of the project.
- Define clear cut roles and responsibilities of project management team and project team.
- Project Management Team is constituted by those people who plan and govern the project.
- Project Team is constitute by those people who deliver project results. They should be people from different departments. Rule of the project management should not be defined by department but by project management team.

# RECOMMENDATIONS CONTINUE ...

- Project management office (PMO) should be custodian of all the project management processes, all project documents, resources etc.
- All departments should work as vendor to project.
- Senior Management need to set a tone at the start of next training that we are sincere that is why we engaging project management consultant. We may be doing something wrong we also want to learn. We are open for ideas. Therefore listen to the trainer with open mind and ask all your questions. We ensure you that to make projects successful and in the interest of business whatever adjustment need to be done at our end we are committed for that. Project Management Consultant will provide us processes for that.
- After setting this framework we should conduct general training. At the end of training team should consolidate their learning before management on the last day.
- Next step after this should be PMO consulting. Where I will help PMO and Project Managers in defining processes, using tools, report preparation, auditing project management competency, solving their project management related problems etc.
- At the end of every PMO consultancy exercise (minimum 2 days) I will present a report to management where management should be part of this exercise for 30 min (first day) and 30 min (last day)