TOWARDS A MORE COMPREHENSIVE TUNING MODEL IN PROJECT MANAGEMENT

INTRODUCTION

Remco van der Schoot

- 23 years old, based in IJsselstein, Netherlands

Education

- Bachelor’s degree in Safety and Security Management
- Master’s degree in Project Management

Prominent achievement

- 3rd at the IPMA International Project Management Championship 2023

INTRODUCTION

Research

Based on chapter 1 ‘Introduction’

INTRODUCTION

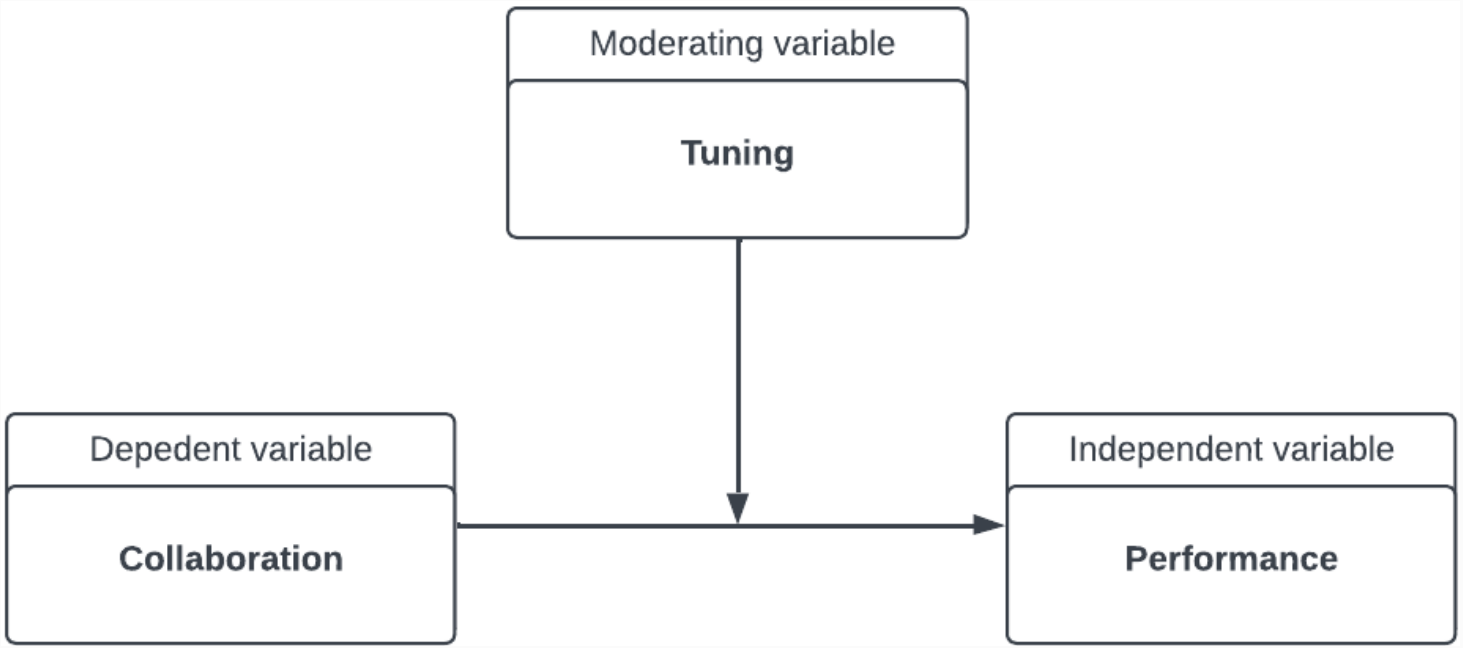
Complexity

Research

Based on chapter 1 ‘Introduction’

RESEARCH GOAL

- Develop a more comprehensive tuning model for project management by creating and testing a novel tuning model.
  - A tool that enables project managers and organizations to effectively enhance tuning within their projects or organizations.



Based on chapter 1 ‘Introduction’

DEFINITION OF TUNING

"The ability to align the different business units, processes, and employees

that are interdependent and jointly responsible for value creation,

without unnecessarily compromising flexibility and autonomy."

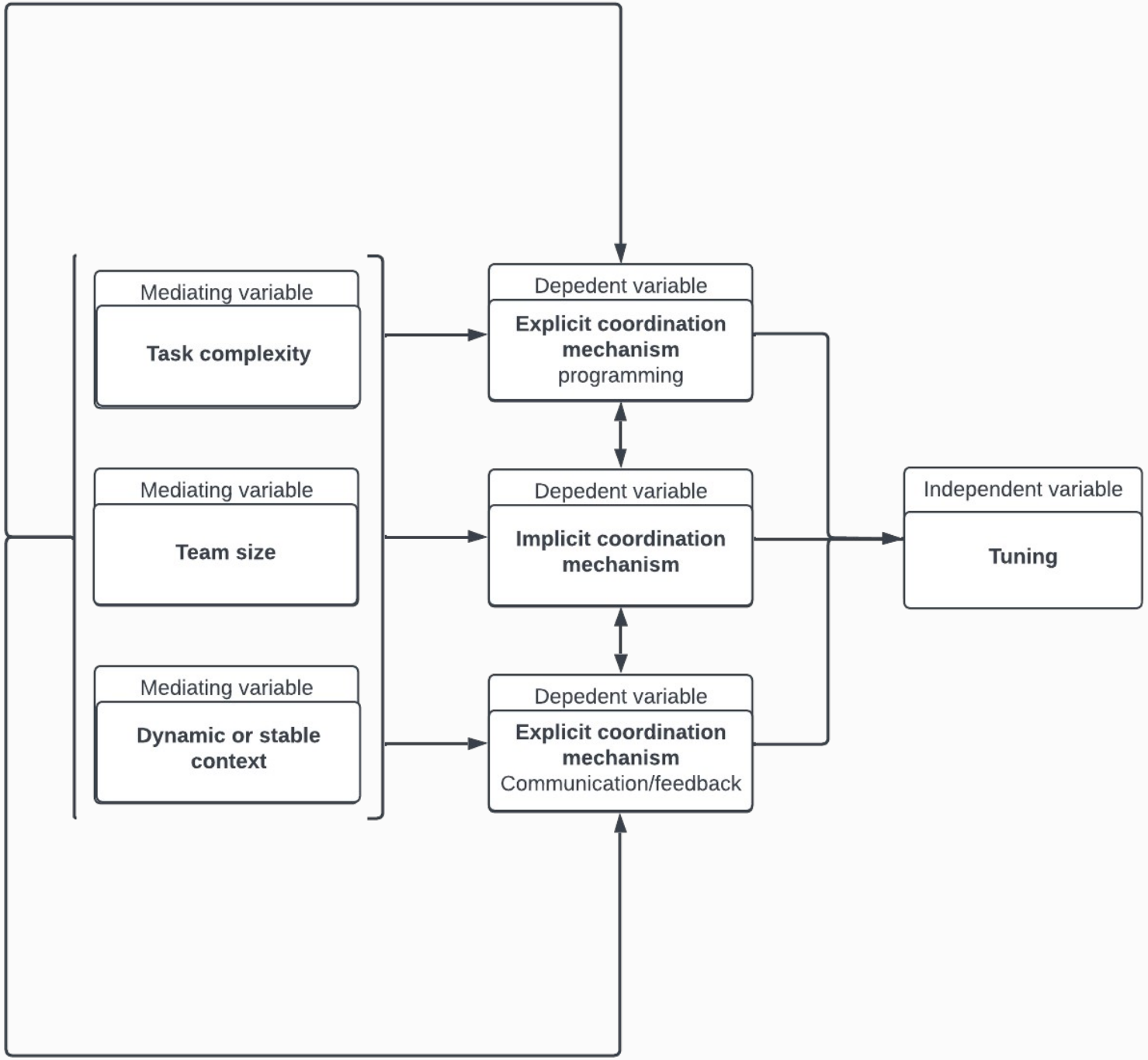
Based on paragraph 2.1 ‘‘Definition of tuning’

Source: Bakker and Hardjono (2014,

TUNING MODEL

- Based on:
  - Espinosa, Lerch, and Kraut's (2004) ‘integrated Framework of team coordination and performance’
  - Mintzberg's (1991; 1992) theories of ‘organizational structures’

Based on paragraph 2.2 ‘’Management of interdependence’


Mediating variable
Task complexity
Mediating variable
Team size
Mediating variable
Dynamic or stable context
Depedent variable
Explicit coordination mechanism
programming
Depedent variable
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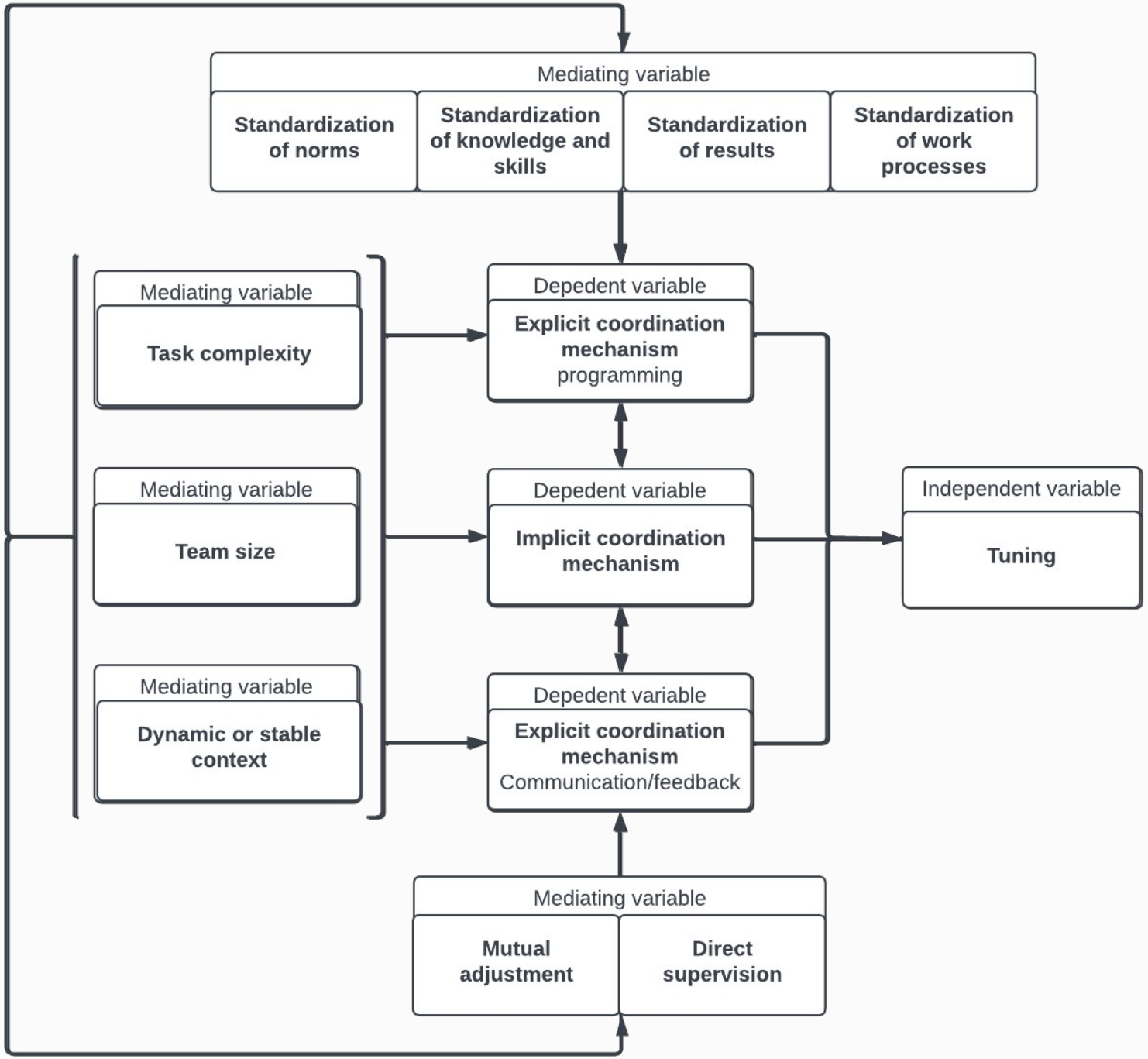
Explicit coordination mechanism
Communication/feedback
Independent variable
Tuning


Mediating variable
Standardization of norms
Standardization of knowledge and skills
Standardization of results
Standardization of work processes
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Independent variable
Tuning
Mediating variable
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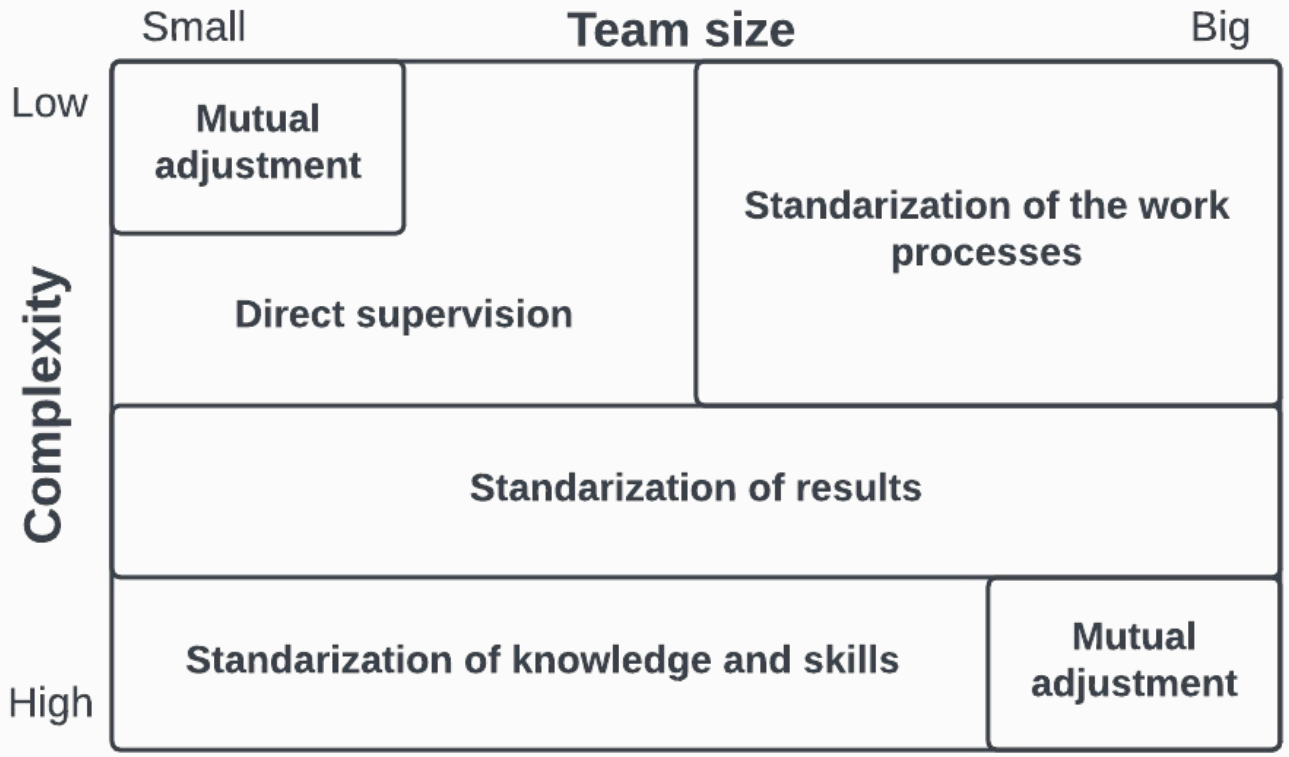
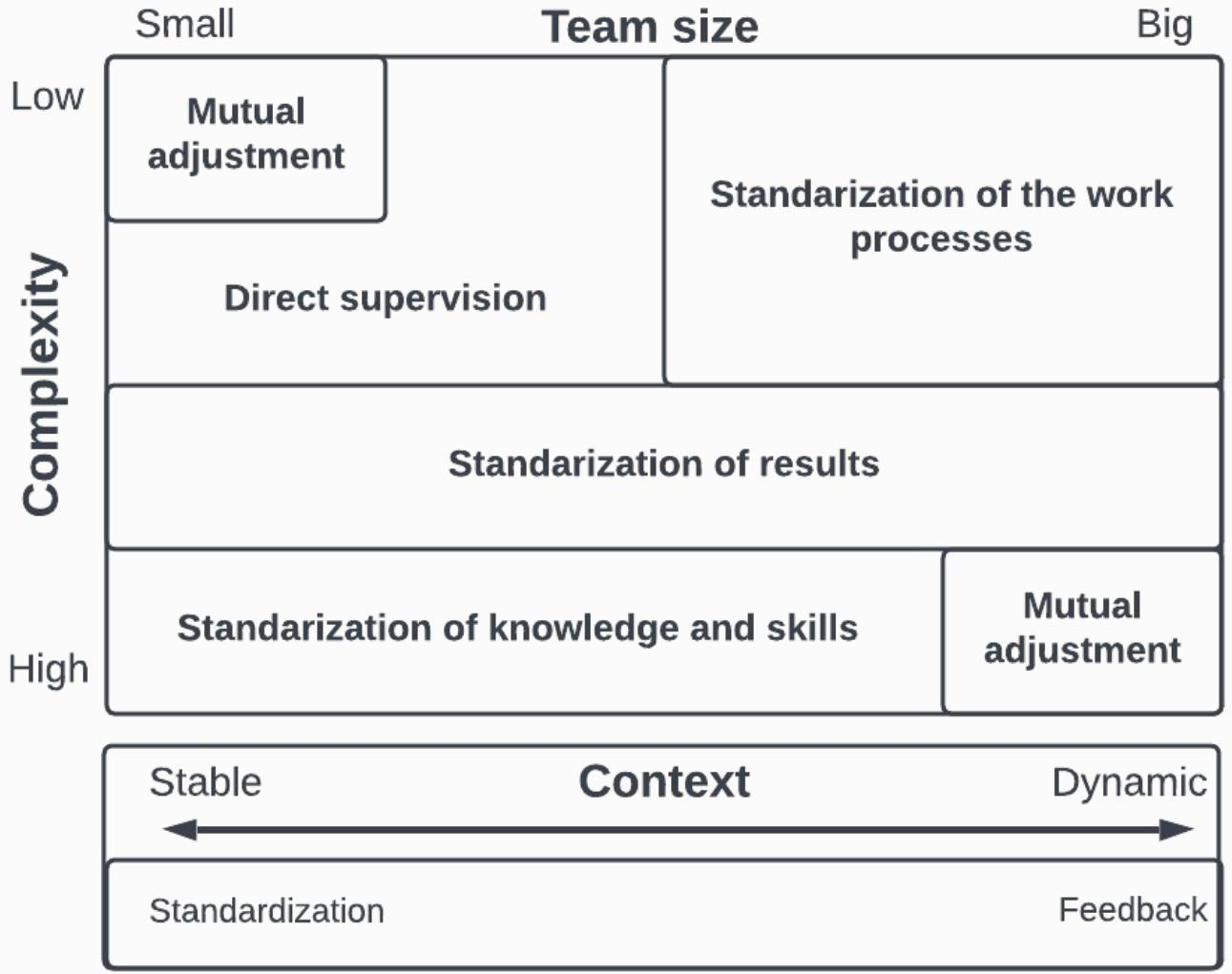
Depedent variable
Explicit coordination mechanism
Communication/feedback
Mediating variable
Mutual adjustment
Direct supervision

EFFECTIVITY-MATRIX



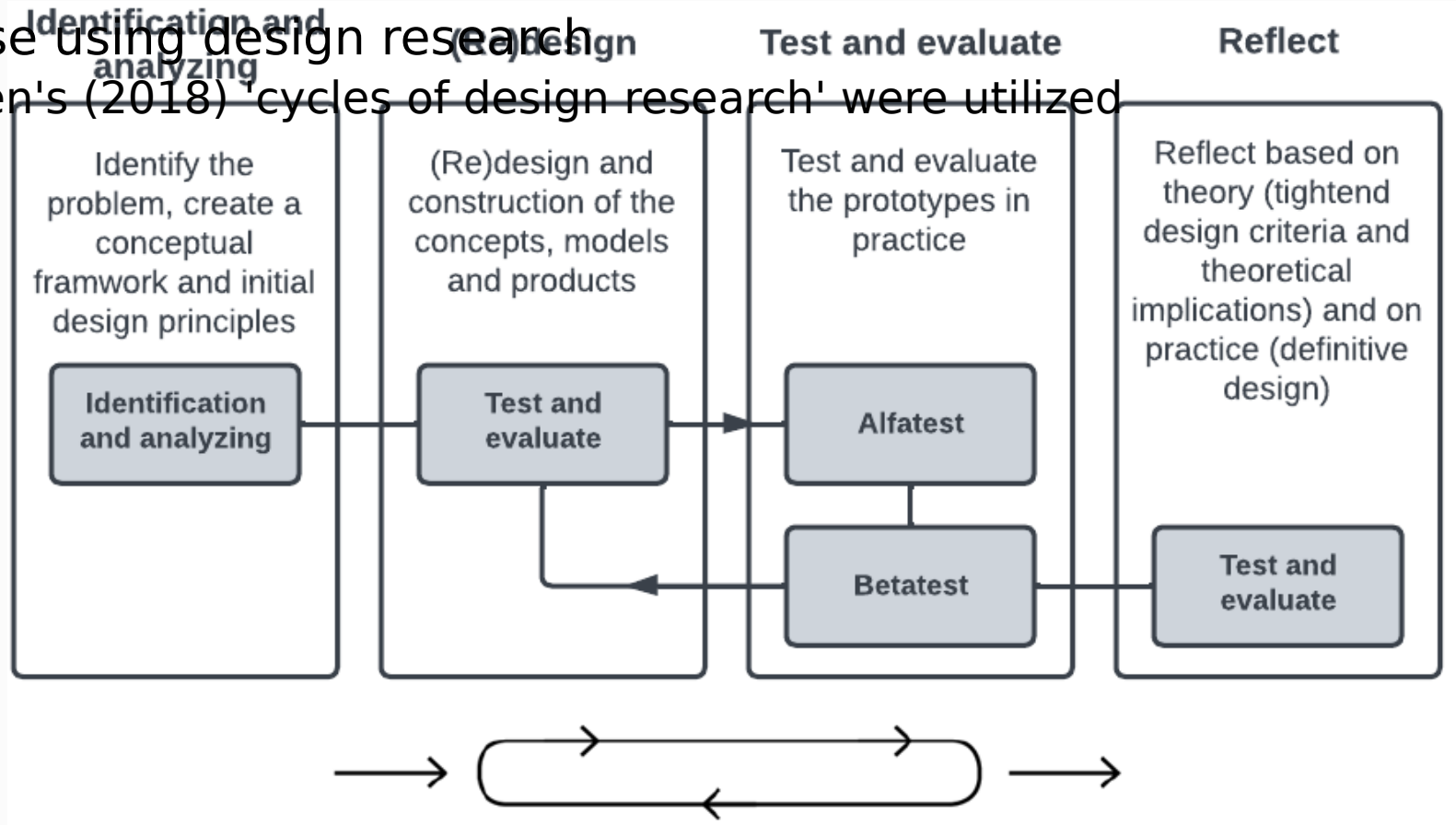
Based on paragraph 2.2 ‘’Management of interdependence’

EFFECTIVITY-MATRIX



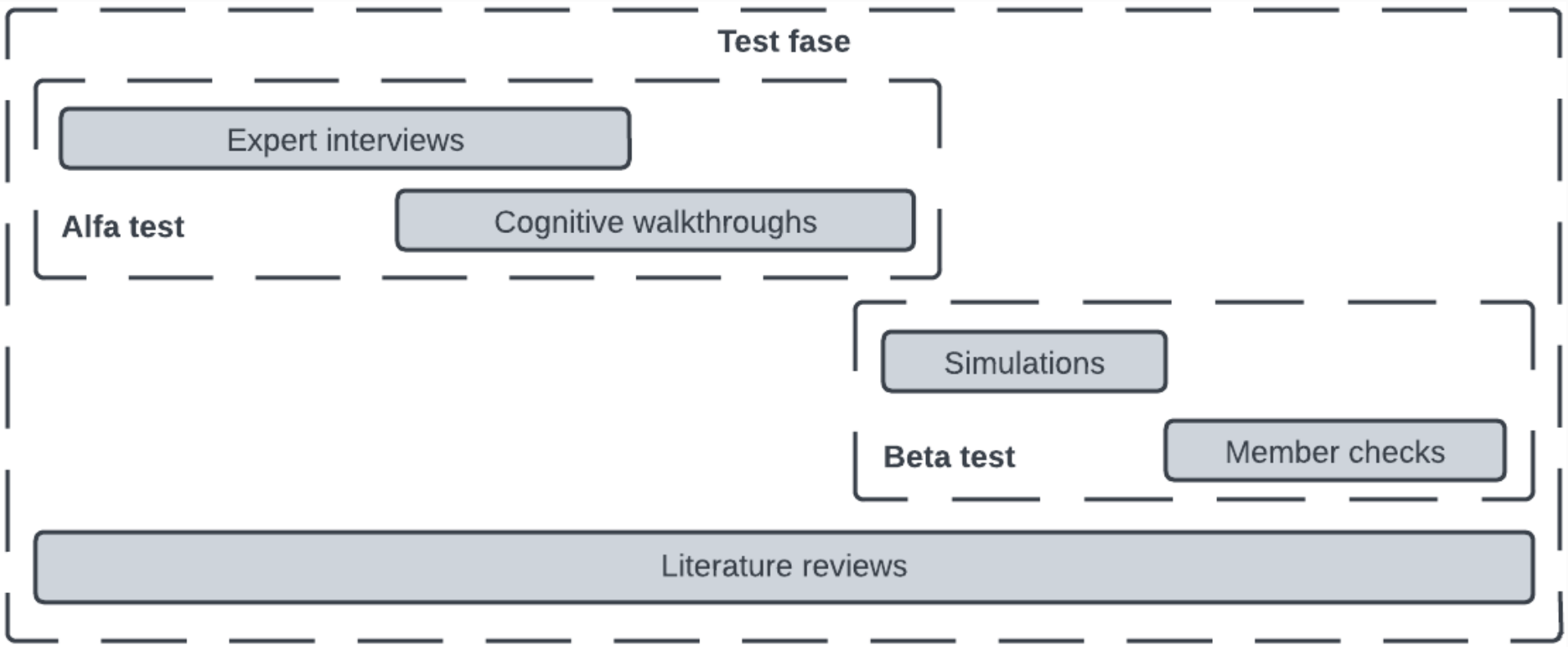
METHODS

- Test case using design research
  - Heijnen's (2018) 'cycles of design research' were utilized



Based on chapter 3 'Research design'

METHODS



Based on chapter 3 ‘Research design’

METHODS

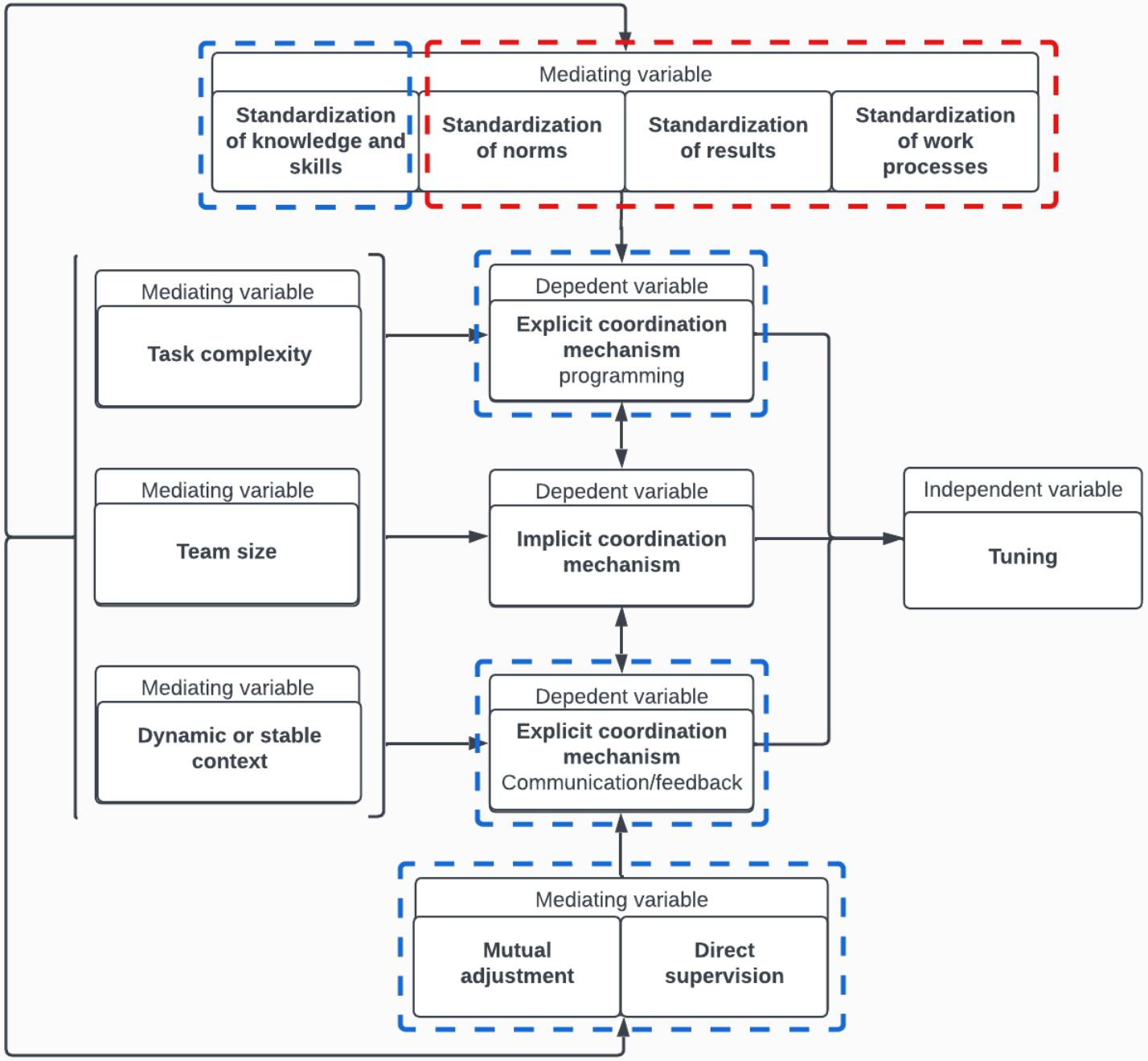
Research methods	Identification and analyzing	(Re)design	Test and evaluation	Reflection
Literature	X	X	X	
Individual interviews	X	X	X	
Group Interviews	X	X		
Member checks	X	X	X	X
Observations	X	X		
Cognitive walkthroughs			X	
Simulations			X	

Based on chapter 3 ’Research design’

FINDINGS & CONCLUSION

- The tuning model;
  - Offered significant insight into which coordination mechanisms and strategies were utilized within the test case.

Based on chapter 4 ‘Interpretation’ & paragraph 5.1 ‘Conclusion’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Explicit coordination mechanism
Communication/feedback
Mediating variable
Mutual adjustment
Direct supervision

FINDINGS & CONCLUSION

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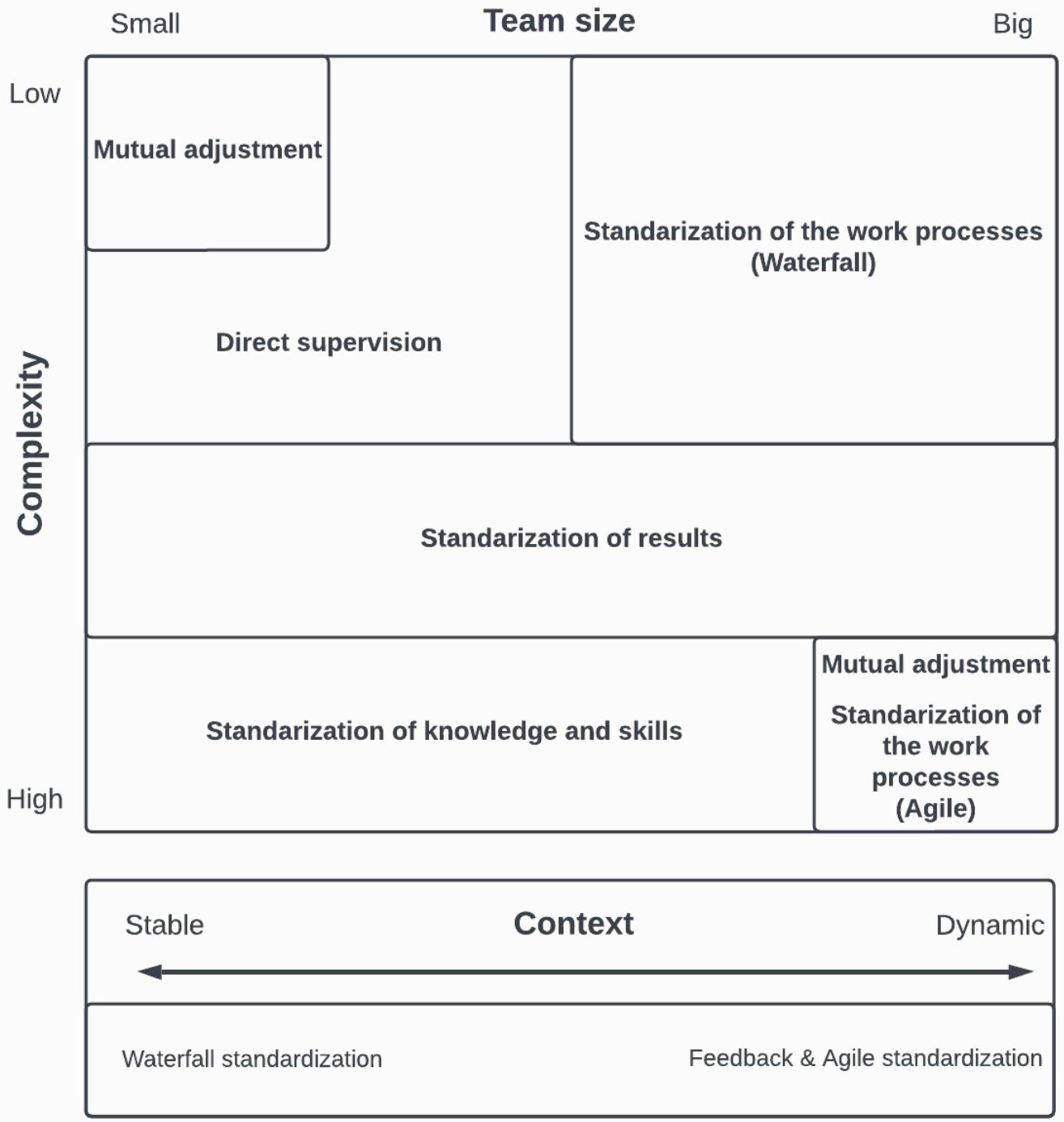
- Effectivity-matrix;
  - Make informed decisions on enhancing the existing coordination mechanisms and strategies or incorporating new ones, based on the effectiveness of certain coordination strategies.

Based on chapter 4 ‘Interpretation’ & paragraph 5.1 ‘Conclusion’


Small
Team size
Big
Low
Mutual adjustment
Standarization of the work processes (Waterfall)
Direct supervision
Complexity
Standarization of results
Mutual adjustment
Standarization of knowledge and skills
Standarization of the work processes (Agile)
High
Stable
Context
Dynamic
Waterfall standardization
Feedback & Agile standardization

FINDINGS & CONCLUSION

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- Effectivity-matrix;
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- Key design criteria;
  - Give more substance to these new coordination strategies

Based on chapter 4 ‘Interpretation’ & paragraph 5.1 ‘Conclusion’

Hours intensity

User-friendliness

Based on chapter 4 ‘Interpretation’

Interdependence

User-friendliness

Based on chapter 4 ‘Interpretation’

Interdependence

Hours intensity

User-friendliness

Based on chapter 4 ‘Interpretation’

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- Selection-matrix;
  - Aids in determining which coordination strategy aligns best with the organization's needs.

Based on chapter 4 ‘Interpretation’ & paragraph 5.1 ‘Conclusion’

Ideas	Interdependence	Hour's intensity	User-friendliness	DevOps & Agile
Internal agreements	B	G	N	G
Buddy system	B	G	G	G
Social map	N	G	G	N
Tuning meetings	N	B	N	G
DTO-Dashboards	G	N	G	G
Portfolio management	N	N	N	N
Commanders' intent	B	G	G	N
Decision tree	B	G	G	N
Manual	B	N	N	B
Checklist	B	N	N	B
Daily podcast	N	B	G	G
Quarterly meetings	N	G	G	G

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Based on chapter 4 ‘Interpretation’ & paragraph 5.1 ‘Conclusion’

DISCUSSION

- First step;
  - Study should be considered an initial step toward a broader understanding of tuning.
  - Consequently, further testing and cross-validation of the tuning model is necessary to ensure its robustness and validity.
- Contradiction of Mintzberg;
  - Relying solely on the coordination strategy ‘mutual adjustment’ is not sufficient within the test case.
  - Standardization of the work processes through agile provides the possibility of standardizing the work processes within a high complexity, big team size, and dynamic context.
  - Consequently, agile standardization of the work processes can offer appropriate support for the coordination strategy 'mutual adjustment’.

Based on paragraph 5.2 ‘’Discussion’

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