



Effective Project Management for Global Development Project

Effective Project Management for global development projects

Customer Situation

New requirements

- IATF 16949 with a risk centered approach
- Revised VDA 6.3 with a strong focus on procurement activities
- VDA: Lessons Learned

Challenges in global project delivery

- Transforming process landscape to accommodate global development
Changes to structure of the development delivery organization necessary
- Tackling global communication challenges

Improve project performance

- Projects are delayed, over budget, sometimes even aborted
- Fire-fighting instead of managing
- Project status is not transparent
- Ambiguous responsibilities within project team
- Customer satisfaction low

Approach

Designing a customized project management for the organization's needs

- Provide coaching / sparring for project managers of the client
- Crisis management including ramp-up support
- Design and deliver PM related organization and processes
 - State of the art organizations (eventually with agile elements)
 - State of the art processes
- Provide a PM toolbox comprising state-of-the art PM methods based on PMI methodology
 - PM related processes
 - Work instructions for Project Managers
 - Portfolio Management for staff and facilities
 - Checklists
- Provide a global collaboration structure
 - Project organization and global interfaces
 - Reporting and monitoring
 - Communication channels and methods
- High level of involvement of all operational and management levels
- Approach to safeguard the ramp-up phase

Value

Project objectives achieved and stakeholders satisfied

- *Clearly described project phases with necessary documents, checklists and instructions*
- State of the art organization structure
- Transparent project status and reporting structure
- VDA/QSB+ conformity
- Pro-active, risk-based project management without constant fire-fighting
- Enhanced project management knowledge

Creating a Customized Project Management Structure for Global Development Projects



Processes

- Project Management
- Escalation
- Lessons Learned
- Risk Management
- Others

Organization

- Global project delivery
- Local project delivery
- Strengthening Project Management (Steering committee/reporting structure)
- Roles and responsibilities for the involved functions in a global development project

Audit preparation

- VDA 6.3
- IATF16949
- QSB+ Project Management
- Lessons Learned best practices

PMI Standards

- Initialization
- Planning
- Execution
- Monitoring/ Controlling
- Project Closure

Tools

- PM Manual (work instruction)
- LOP, check-lists (mile stones, ramp-up, handover to production etc.), risk assessment
- Resource planning
- Maturity level management
- PLM integration

Qualification

- Qualification
- Training and assessment
- Enhance PM Knowledge/Team
- Training coaching
- Piloting a project
- Audit Training



Dr.-Ing. Gerhard Graën
Interim Manager

Expertise

Dr. Ing. Gerhard Graën is an interim manager.

He is doctorate in mechanical engineering, certified project manager for PMP ® with technical basic training. He worked in the Automotive business for more than 24 years within different appointments like controller, key account manager, project manager, developing manager or general manager. Based on his background he has holistic view of technical aspects and human interactions.

He is focus on crisis management and supplier qualification and has extensive international experience.

He speaks native German and fluent English.

Focus of work

- Supplier qualification
- Program- & project management
- Project crisis management
- Quality in R&D and production
- Coaching Project Manager
- Siting

Projects (abstract)

Leading international tier 1, Tunisia – steering wheels

- Improvement of production site and processes according to VDA 6.3
- Preparation documentation for OEM re-audit
- Controlling of process improvement after production transfer

Leading tier 2, China – battery terminals

- Improvement of development process relating to VW needs (VW99000)
- Implementation prototype construction
- Creation of development documents

Leading international tier 1, Germany – elastomer parts

- Preparing and communicating Top-Q-presentation (VW)
- Coordination of quality expectation between VW and supplier
- Improvement of 8-D-process

International tier 1, China – elastomer parts

- Project Management forms and processes checked relating to new IATF 16949/VDA 6.3
- Modification and creating of new processes / create project management manual
- Implementation of new project management procedures

Leading deep drawing tier 2 , Austria

- Improvement of processes (assembly, welding, deep drawing)
- Validation quality (tolerances, capability, poka yoke)
- Optimization of procedures (material flow, production check)

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