

CASE Project management certainty acquired through mentoring

To successfully manage long-lasting IT projects requires clear and adaptable action models both for planning as well as for implementation. The project managers of the City of Turku IT service centre recognised that they needed outside help in order to carry their projects through and to develop new working methods.

Background

The City of Turku IT service centre had three major projects underway. The project managers, managing projects alongside their actual day-to-day work, felt they lacked the tools and functional models necessary to carry through their projects. The IT service centre had a newly signed, long-term consultancy framework agreement with Ixonos. They called in a project management expert from Ixonos to get support in planning and carrying-out of project management duties. They also wished to gain concrete working methods and models to help the project managers with their work.

Solution

The project managers at the City of Turku IT service centre received intensive and wide-ranging project management support from Ixonos. The best way to support the customer was to work in very close cooperation with them, tutoring the project managers and creating useful models and tools together with the client corresponding to their specific needs.

A simple, easy to manage model and a shared implementation concept with clear responsibilities were created. This could be copied from one sub-project to the next. For managing projects as a whole, various methods were defined. Tools, such as a shared, simple subproject plan template, consistent reporting practices, and forms for collecting project feedback were also created. The Ixonos expert held weekly face-to-face meetings with the project managers. In these meetings they discussed current questions and concrete problems their projects were facing, and planned the best way to proceed. Tools and action models were also created in order to help take control of projects that face difficulties.

Benefits

The mandate was intentionally made very wide when signing the contract so that Ixonos could continuously give the City of Turku IT service centre's on-going projects the most appropriate support. Ixonos worked in close collaboration with the project managers during the three month mentoring period. The client wished to continue the collaboration for another three months in order to make sure that the project managers gained the required capabilities to manage their project independently and confidently. With the project support given by Ixonos, the project managers of the IT service centre now have up-to-date action models that give them the qualifications to manage different types of projects, schedule them realistically, gain stakeholders' commitment and reach the best possible outcomes in an efficient way.