

MAKING PROJECT MANAGEMENT INDISPENSABLE FOR BUSINESS RESULTS.®

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OCTOBER 2007 / VOLUME 21, No. 10

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TV Guide Interactive

TULSA, OKLAHOMA, USA

Convincing employees

at TV Guide Interactive to view project management as a core business strategy required a serious change in programming.

"Before, people might have been called project managers, but they didn't embrace the methodology," says Kris Reynolds, PMP, director of the company's brand-new project management office (PMO). "Now, senior management wants people to understand that everything they do is based in project management and has supported the change to get us there."

So last year, Mr. Reynolds implemented a series of fun tools to educate the company about project management—and encourage a little friendly competition.

The PMO Board: Placed in a high-traffic area, the board displays hard-copy status on individual projects and quarterly success rates. "It's like a [fundraising telethon board], with red and green tacks to show what projects are on track and where the problems are," he says. "It's caught the attention of many people outside the project management office."

The Orientation Guide: Authored by the PMO, the guide briefs new hires and non-PMO employees on project management best practices.

The Process Train: A colorful display of train cars documents the daily procedures

of different departments and how they affect the corporate project management strategy. The display allows the PMO to measure baseline metrics, recommend improvements and implement suggestions. "It has created a fun internal competition among several departments to document issues that impact such things as customer retention, revenue and cost savings," he says.

Mr. Reynolds uses these tools—along with incentive programs and celebrations—to promote buy-in and help employees develop a greater understanding of project management methodology. "Instead of forcing it on them, we are trying to make it fun and interesting," he says.

To measure the impact of these efforts, the PMO has set a one-year 75 percent success rate goal for all projects. Criteria will include whether project management documentation is fully completed, and whether milestones and end-dates are achieved. "Seventy-five percent may not seem like a lot," he says, "but it's a pretty lofty year-one goal for a company that is brand new to formalized project management methodology."



from left, Kris Reynolds, PMP; Bruce Jordan; Floyd Smith

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—Kris Reynolds, PMP, PMO director