impractical, was to assign only those project managers familiar with that specific methodology.

After six months of meetings, the company consolidated the three methodologies into a single methodology, focusing more upon guidelines than on policies and procedures. The entire organization appeared to support the new singular methodology. A consultant was brought in to conduct the first three days of a four-day training program for employees not yet trained in project management. The fourth day was taught by internal personnel with a focus on how to use the new methodology. The success to failure ratio on projects increased dramatically.

QUESTIONS

1. Why was it so difficult to develop a singular methodology from the start?
2. Why were all three initial methodologies based upon policies and procedures?
3. Why do you believe the organization later was willing to accept a singular methodology?
4. Why was the singular methodology based upon guidelines rather than policies and procedures?
5. Did it make sense to have the fourth day of the training program devoted to the methodology and immediately attached to the end of the three-day program?
6. Why was the consultant not allowed to teach the methodology?
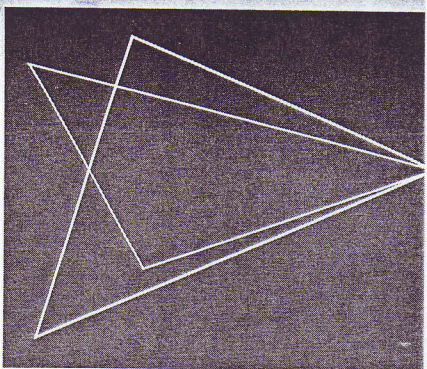
Clark Faucet Company

BACKGROUND

By 1999, Clark Faucet Company had grown into the third largest supplier of faucets for both commercial and home use. Competition was fierce. Consumers would evaluate faucets on artistic design and quality. Each faucet had to be available in at least 25 different colors. Commercial buyers seemed more interested in the cost than the average consumer, who viewed the faucet as an object of art, irrespective of price.

Clark Faucet Company did not spend a great deal of money advertising on the radio or on television. Some money was allocated for ads in professional journals. Most of Clark's advertising and marketing funds were allocated to the two semiannual home and garden trade shows and the annual builders trade show. One large builder could purchase more than 5,000 components for the furnishing of one newly constructed hotel or one apartment complex. Missing an opportunity to display the new products at these trade shows could easily result in a 6 to 12 month window of lost revenue.

CULTURE

Clark Faucet had a noncooperative culture. Marketing and engineering would never talk to one another. Engineering wanted the freedom to design new products,

whereas marketing wanted final approval to make sure that what was designed could be sold.

The conflict between marketing and engineering became so fierce that early attempts to implement project management failed. Nobody wanted to be the project manager. Functional team members refused to attend team meetings and spent most of their time working on their own "pet" projects rather than the required work. Their line managers also showed little interest in supporting project management.

Project management became so disliked that the procurement manager refused to assign any of his employees to project teams. Instead, he mandated that all project work come through him. He eventually built up a large brick wall around his employees. He claimed that this would protect them from the continuous conflicts between engineering and marketing.

THE EXECUTIVE DECISION

The executive council mandated that another attempt to implement good project management practices must occur quickly. Project management would be needed not only for new product development but also for specialty products and enhancements. The vice presidents for marketing and engineering reluctantly agreed to try and patch up their differences, but did not appear confident that any changes would take place.

Strange as it may seem, nobody could identify the initial cause of the conflicts or how the trouble actually began. Senior management hired an external consultant to identify the problems, provide recommendations and alternatives, and act as a mediator. The consultant's process would have to begin with interviews.

ENGINEERING INTERVIEWS

The following comments were made during engineering interviews:

- "We are loaded down with work. If marketing would stay out of engineering, we could get our job done."
- "Marketing doesn't understand that there's more work for us to do other than just new product development."
- "Marketing personnel should spend their time at the country club and in bar rooms. This will allow us in engineering to finish our work uninterrupted!"

- "Marketing expects everyone in engineering to stop what they are doing in order to put out marketing fires. I believe that most of the time the problem is that marketing doesn't know what they want up front. This leads to change after change. Why can't we get a good definition at the beginning of each project?"

MARKETING INTERVIEWS

- "Our livelihood rests on income generated from trade shows. Since new product development is 4–6 months in duration, we have to beat up on engineering to make sure that our marketing schedules are met. Why can't engineering understand the importance of these trade shows?"
- "Because of the time required to develop new products [4–6 months], we sometimes have to rush into projects without having a good definition of what is required. When a customer at a trade show gives us an idea for a new product, we rush to get the project underway for introduction at the next trade show. We then go back to the customer and ask for more clarification and/or specifications. Sometimes we must work with the customer for months to get the information we need. I know that this is a problem for engineering, but it cannot be helped."

The consultant wrestled with the comments but was still somewhat perplexed. "Why doesn't engineering understand marketing's problems?" pondered the consultant. In a follow-up interview with an engineering manager, the following comment was made:

We are currently working on 375 different projects in engineering, and that includes those which marketing requested. Why can't marketing understand our problems?

QUESTIONS

1. What is the critical issue?
2. What can be done about it?
3. Can excellence in project management still be achieved and, if so, how? What steps would you recommend?
4. Given the current noncooperative culture, how long will it take to achieve a good cooperative project management culture, and even excellence?

5. What obstacles exist in getting marketing and engineering to agree to a singular methodology for project management?

6. What might happen if benchmarking studies indicate that either marketing or engineering are at fault?

7. Should a singular methodology for project management have a process for the prioritization of projects or should some committee external to the methodology accomplish this?

Part 2

IMPLEMENTATION OF PROJECT MANAGEMENT

The first step in the implementation of project management is to recognize the true benefits that can be achieved from using project management. These benefits can be recognized at all levels of the organization. However, each part of the organization can focus on a different benefit and want the project management methodology to be designed for their particular benefit.

Another critical issue is that the entire organization may not end up providing the same level of support for project management. This could delay the final implementation of project management. In addition, there may be some pockets within the organization that are primarily project-driven and will give immediate support to project management, whereas other pockets, which are primarily non-project-driven, may be slow in their acceptance.