



PMI and Six Sigma – a winning combination

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Pullach, 03.12.08

Started in The Linde Group 1994.

- 1994: Project Manager regional projects Eastern Europe.
- 2000: Merger AGA- Linde: part of the IT merger team – focus Business processes
- 2000: Linde PM method Project
- 2002- 2006: Deputy program manager, Integration manager and Business Integration manager for Linde SAP continental Europe.
- 2005: Six Sigma Black Belt.
- 2007: Projects Manager, Region Europe East & Middle East and Corporate functions and deputy Program manager Six Sigma IS.

It became necessary to create **common practices, language and to follow the same processes**. From a Project Management perspective, this means the alignment of the project management methodologies.

- former BOC: PMI, Prince2
- former Linde: PMI, Six Sigma

Based on the current situation, we are:

- delivering a **global project management methodology** which combines the best of the two worlds
- implementing the methodology taking into account the **historical, cultural background and actual knowledge** about standard methodologies of each target.



What about change management?

PMBok is acknowledged global best practice

DMAIC is THE PM method


Which is the best career-path?

PMBok is bureaucratic!





“The Linde Group needs a project management methodology which is sufficiently agile and scalable to successfully deliver all types of IS projects, consistently and repeatably, irrespective of geography or project manager”

- 
- Six Sigma is one of the methods to ensure continuous improvement of IS services so that they are within customer expectations worldwide (on time and on target).
 - Support the business in process improvements using Six Sigma methodologies.
 - Through Master Black Belts (MBBs), Black Belts (BBs) and Green Belts (GBs) the IS organisation will contribute to drive the Linde Group to a higher performance organisation.



Right...

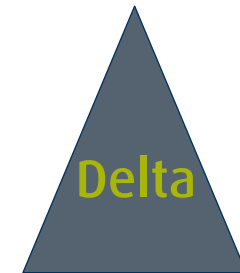
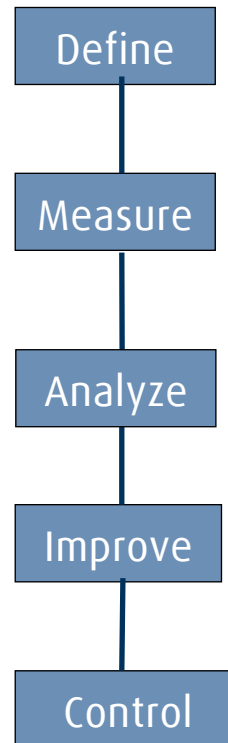
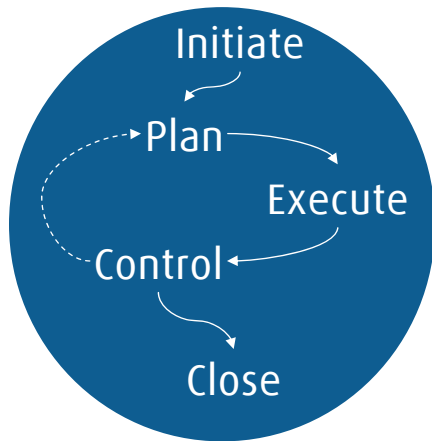
PMI

&

DMAIC 6σ



Delta



Because...



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...It is all about delivering successful
Projects, delivering the expected
benefits to our customers and
sponsors!

Why Delta?

... because it's a wink to Six Sigma 

... because it is easy to pronounce

... because the capital letter Δ is also the time-resource-scope triangle

... because it makes a difference to project delivery

... because it means "DELivering on TARget"





Business Comittment

- Improves prioritisation of initiatives (to do the right things)
- Speak the same language as business
- Flexibility, ex. resource planning
- Knowledge transfer
- Natural to use best practice cross projects – business logic
- Supports common platform and facilitates integration of The Linde Group
- Facilitates cross border communication

Transparency

- Network of skilled project managers speaking the same language, using the same processes and tools and sharing best practices.
- Other teams involved in project management aware of the Linde Group methodology and able to communicate efficiently while working on projects.
- Supports people development in a learning organisation
- Clear definition of roles & Cross functional organisations

Benefits of professional PM awareness throughout the organisation

- Alignment with Six Sigma approach and terminology → Joining efforts!
- Project selection and portfolio mgmt improvement focus

Six Sigma and professional PM is all about value...

We must be pragmatic– to bring the most value to the business!

A professional project manager manages projects without over administration – though achieving the expected benefits through Project management.

An inexperienced PM usually over- or under administrates the projects- though not providing the business with the expected benefits with Project management.

Six Sigma needs professional project managers – to achieve the business benefits!

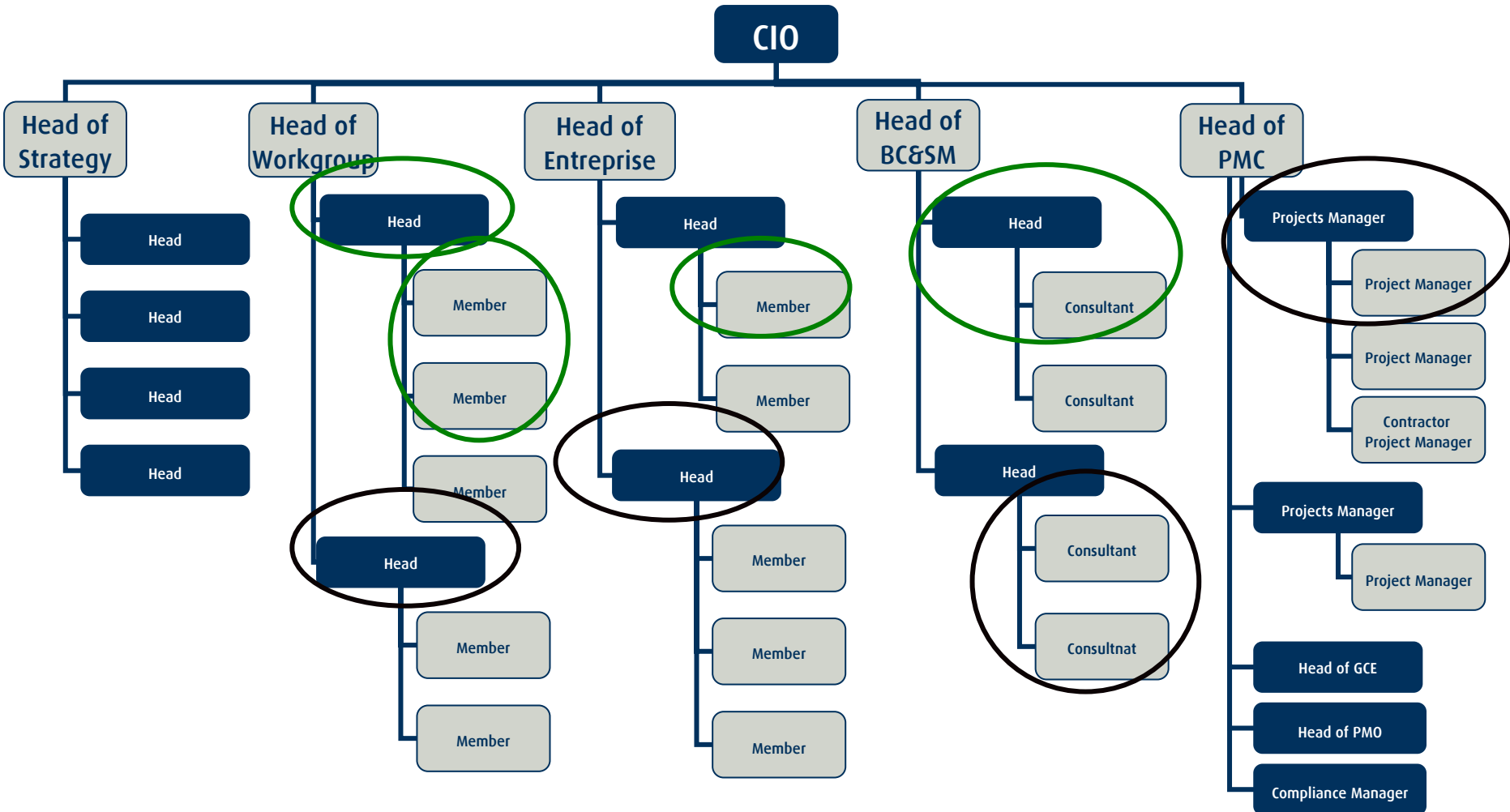
WHO?



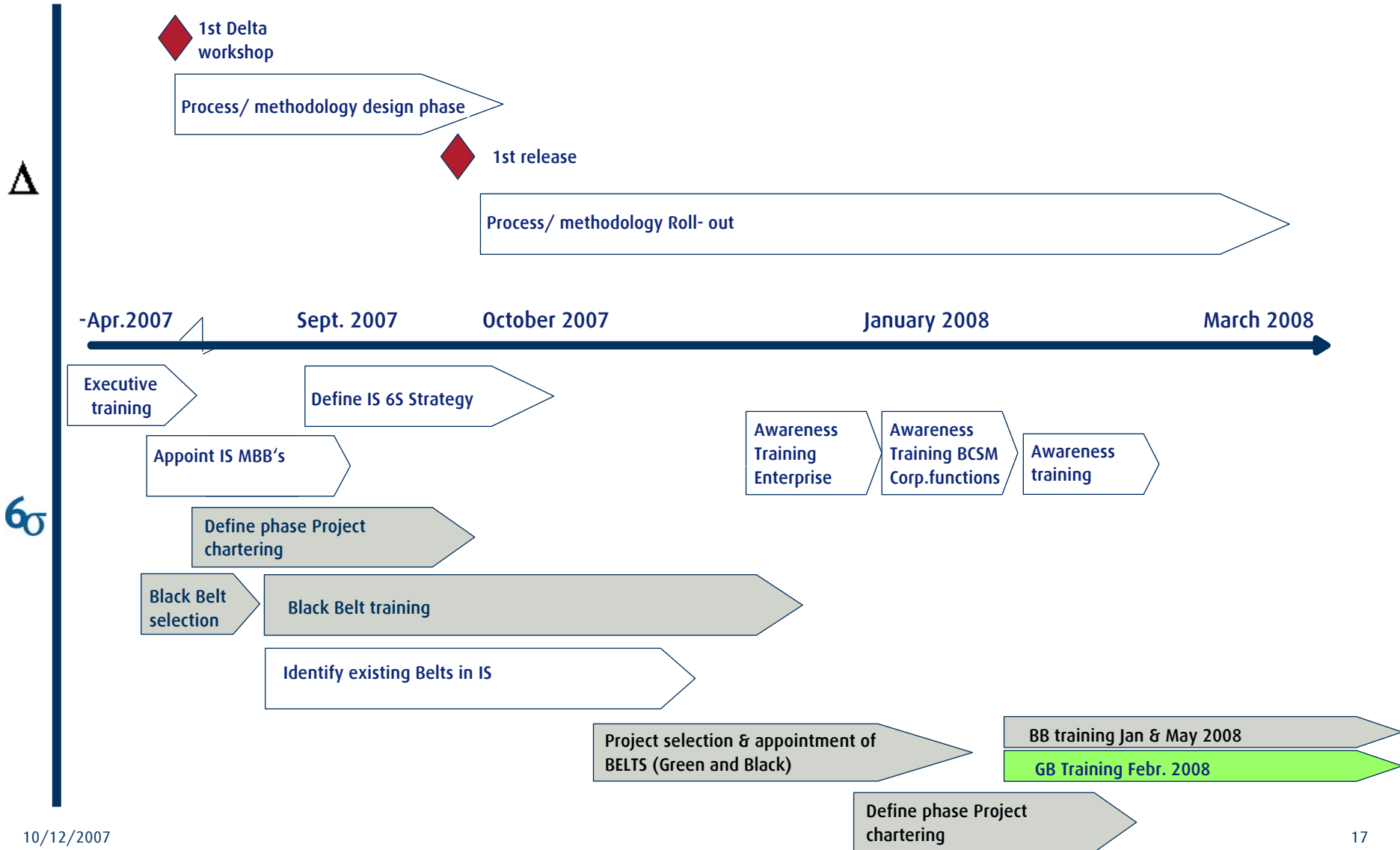
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- Improve the Internal IS processes (incident, problem and change management)
- Improve our Project management processes
- Support business process improvement



Deployment plans



HOW?



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Delta Methodology

Process based

deliverables are outcomes of selecting appropriate process flows

Separation of Project Lifecycle and PM process

allows a single PM process to manage different project lifecycles → flexibility

Flexible and applicable to all project types

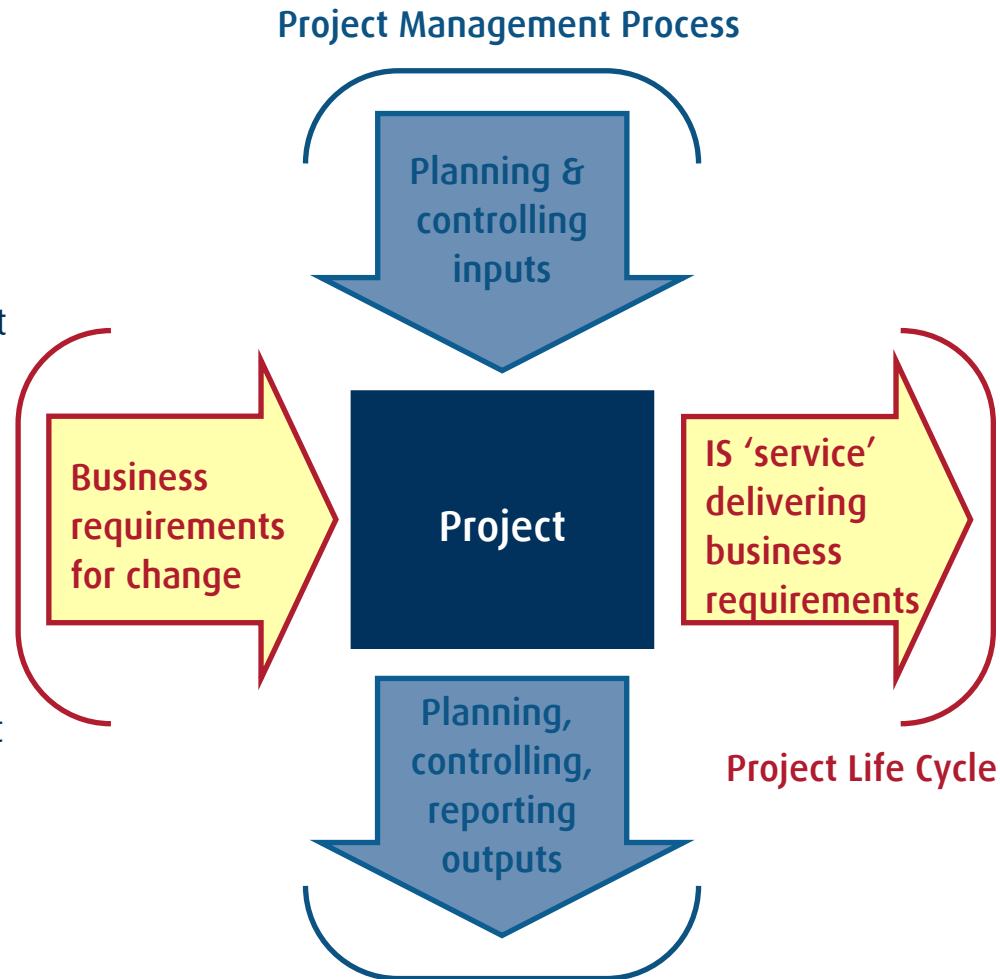
may require different life cycles for different project types but PM process should fit all projects

Aligns with Six Sigma

for use of Six Sigma tools and aid change management

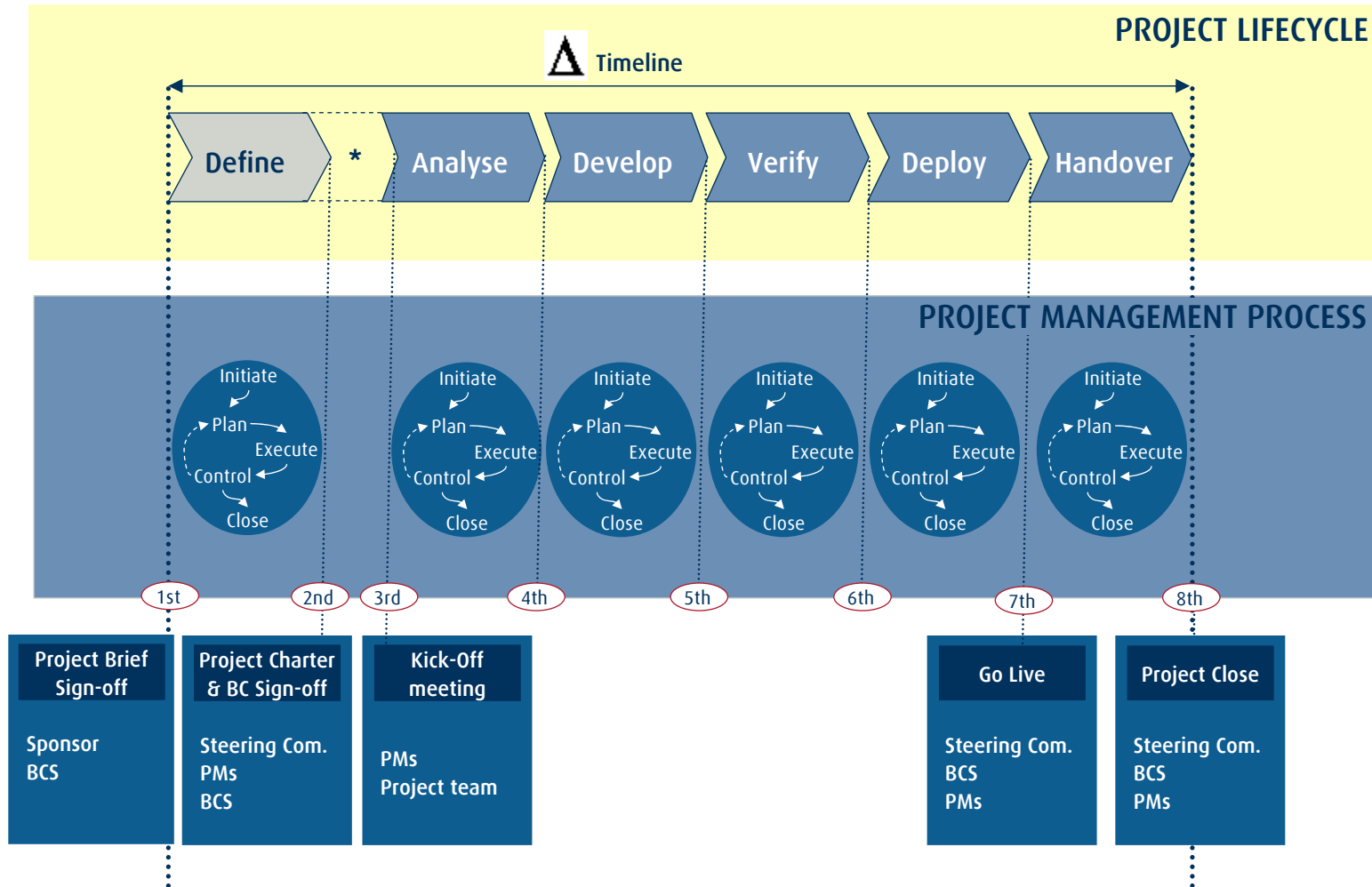
Terminology standardised

aligned with Six Sigma terminology.



New Linde Project Timeline

Overview of Delta timeline



* Mobilisation time is not a phase in the project lifecycle. It represents the time required to 'kick off' the project after the sponsor has agreed and signed off the charter. This includes mobilising the resources required to initiate the Analyse phase. The lead time will generally not exceed 4 weeks.

Project structure

Building its own project lifecycle



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- IS undertakes a range of projects from simple upgrades to complex hybrid projects using more than one technology and supplier.
- Delta has been designed with the flexibility and scalability to support the full range of projects we work on.
- Delta can be applied flexibly by selecting phases needed for a given project.
- Once the phases have been selected, the required and optional processes can be selected and their associated deliverables documented in the Project Structure Plan.

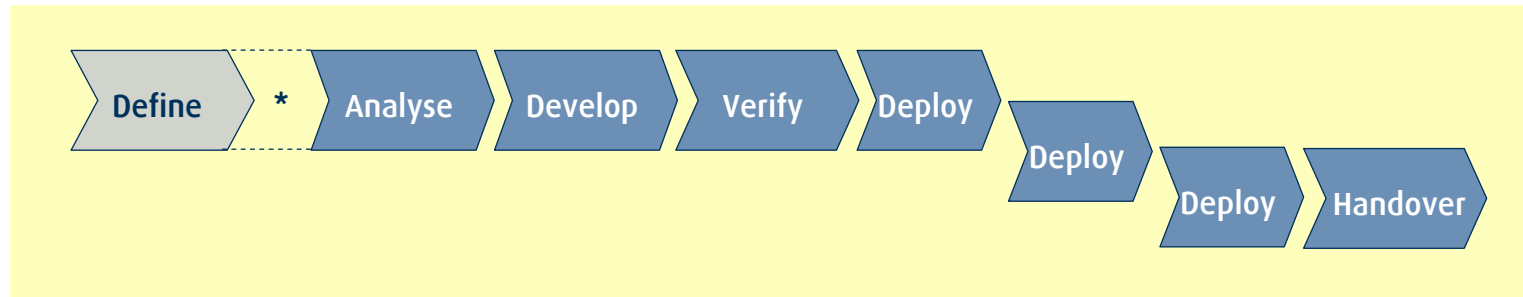
Project structure

Application to different project types

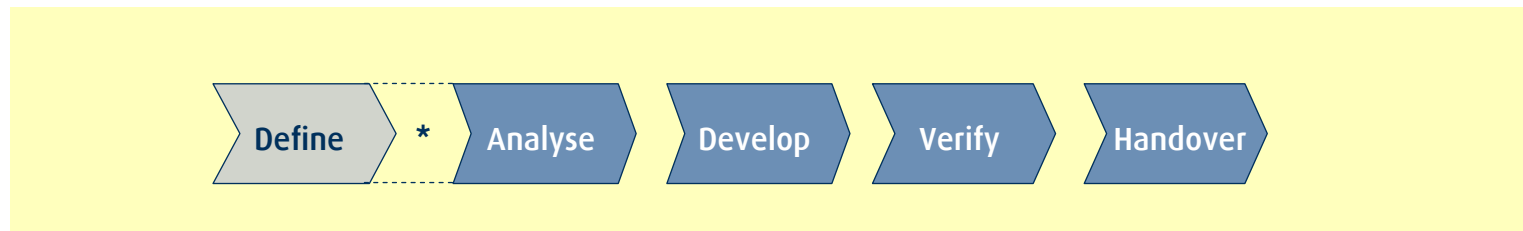


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Phased Deployment Project



Software Development Project



Project structure

Application to different project types

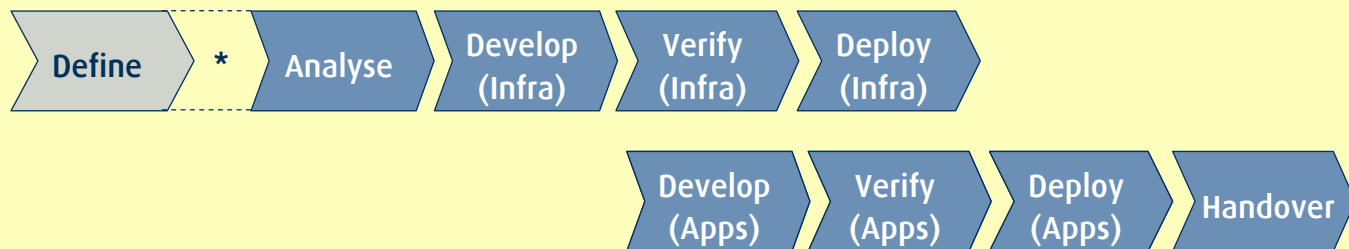




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Template Implementation Project



Infrastructure & Application Project



- This work has been agreed in functional workshops and in discussions with key stakeholders (IS and Six Sigma).
-  &  Is rolled out across Global Linde IS.
- Tools- and terminology the main communalities in this first step!
- IS project managers will be trained Green- or Black belts.

Continuous improvement process of Project Management → Benefits for the Group.

Increased awareness and benefits of professional project management will be achieved throughout the organization! → Benefits for the Group.

- In some Regional Business Units Six Sigma is well implemented and needs professional Project Managers
- In some Regional Business Units the Information Services organization Project Management is well implemented and embedded and by becoming Green- or Black belts they will promote Six Sigma.

A PMI trained Black Belt can achieve almost anything in the most efficient way!



Thank you for your attention!

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