

november ag

KEY-9[®] – Creating a Project-friendly Environment Summary

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How to Bridge the Strategy Implementation Gap?

Strategy at many companies is almost completely disconnected from implementation and from projects

Strategic Management

Enterprise view

Competitive advantage, capabilities

Top Management

Forming, „evolutionary“

Unprecise, often informal strategic processes

Balance between stability and change

Strategy Implementation

Project Management

Project view

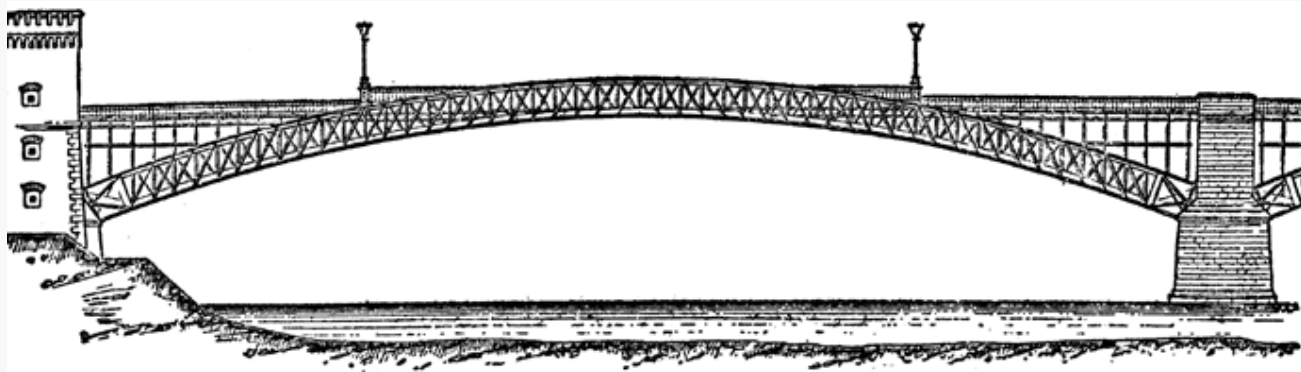
Project success (time, cost, scope)

Project & program managers

Implementation, „linear“

„handcraft“, engineering sciences

change



Why Strategy Implementation is Often Handled Poorly

In today's economy, strategy execution can itself be a source of competitive advantage. Despite its importance, execution is often handled poorly because of the following reasons:

- *Education:* Managers are trained in strategic planning, not in execution
- *Mindset:* Some top managers believe that implementation is a task for lower-level employees
- *Time:* Execution usually takes much longer than formulating strategy. Staying focussed can be hard when conditions change over time
- *Mass:* Implementation always involves more people than formulating strategy. The more people who are involved, the harder it is to communicate appropriately and to execute strategy effectively
- *Environment:* Although change has become a constant factor in business today, the structure and culture of an organization usually have evolved over the years driven primarily by the needs of the line organization

Applying “silver bullet” tools will not be sufficient to handle the complexity of these challenges. An integrative approach is needed.

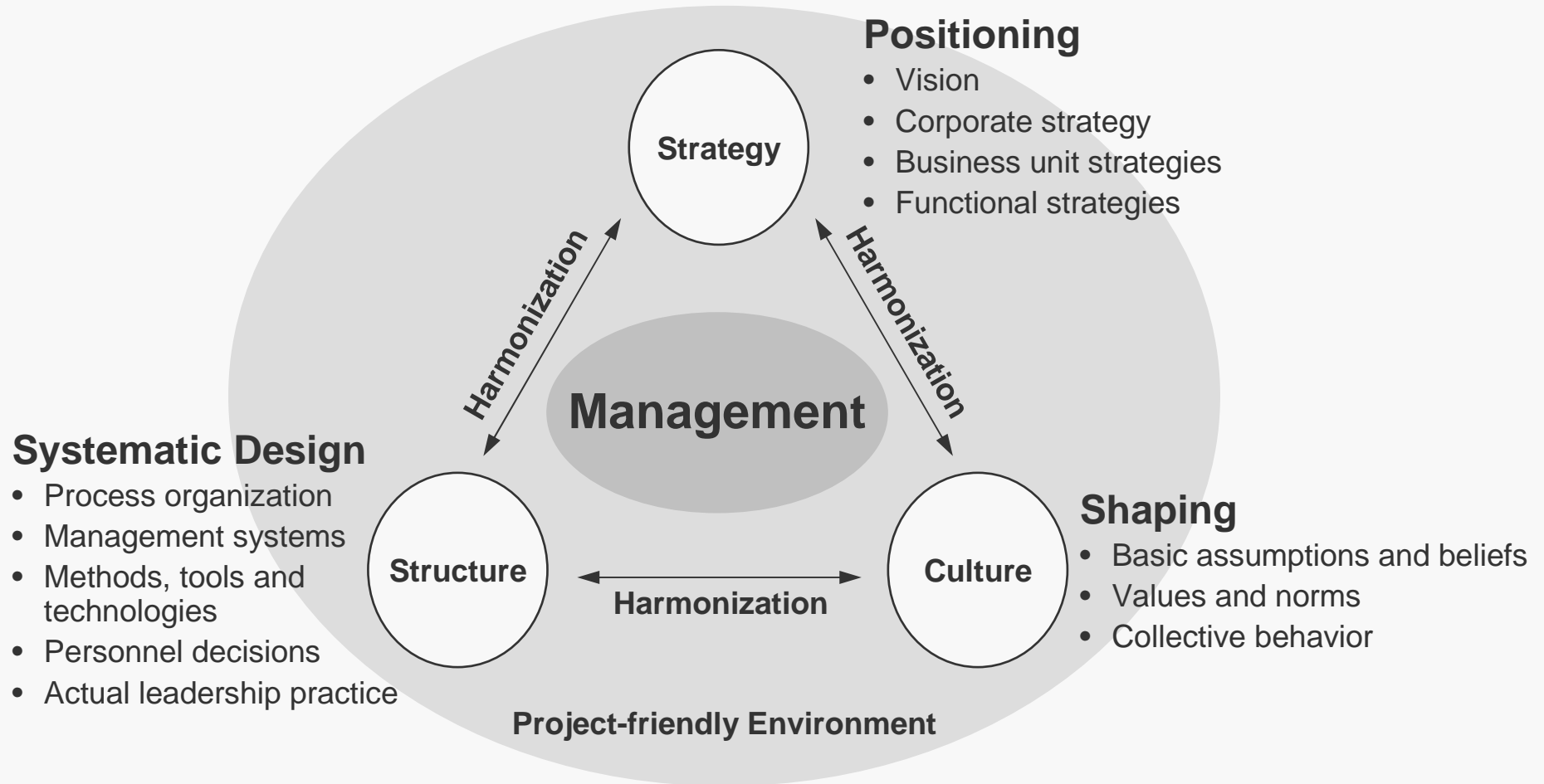
A Holistic and Proven Approach to Bridge the Gap

KEY-9®: Creating a project-friendly environment

- KEY-9 provides a structured approach to analyze and visualize the coverage of components relevant for project work and change in organizations. This information serves as a starting point for targeted interventions to design and implement improvements towards a (more) "project-friendly environment" which supports the effective and sustainable implementation of corporate strategy.
- KEY-9 concentrates on the „institutional connection“ between strategy and the projects which finally implement the changes defined in the respective strategy.
- KEY-9 represents a systemic and systematic long-term view on strategy implementation in an organization – but allows to quickly identify and improve critical elements and to achieve an impact in a short time frame.
- KEY-9 provides the necessary definitions, structures and tools to analyze, design and implement adequate project-friendliness in an organization.
- KEY-9 is based on profound research, has been verified and proven in real projects and is being continuously improved.
- KEY-9 brings tools which support effective communication and prioritization.

The KEY-9 Model

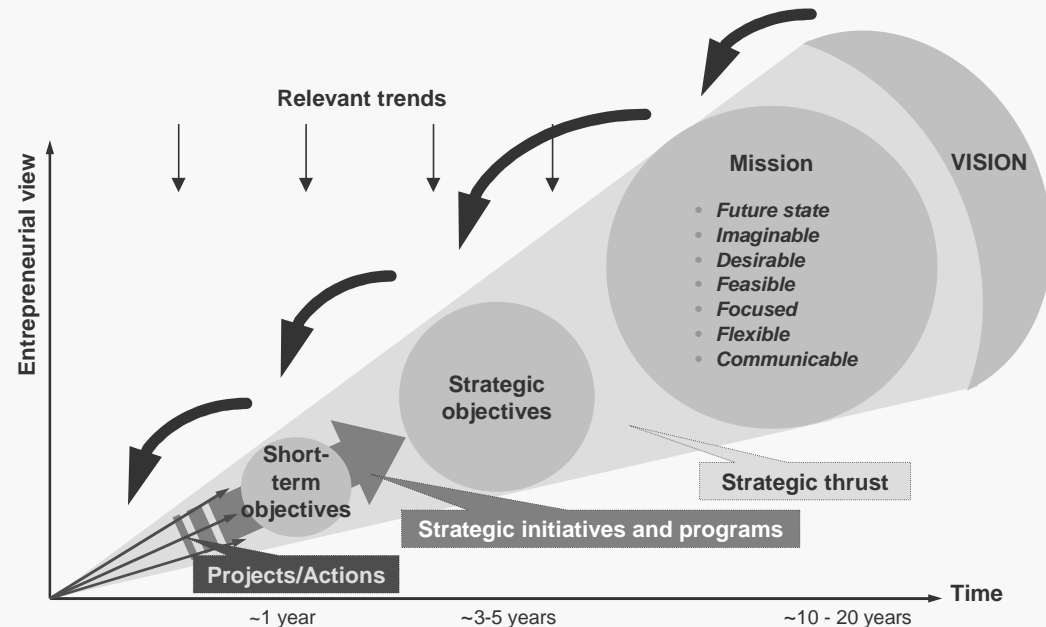
The harmonization of strategy, structure and culture by project-conscious management behavior creates a project-friendly environment



The KEY-9 Elements - Strategy

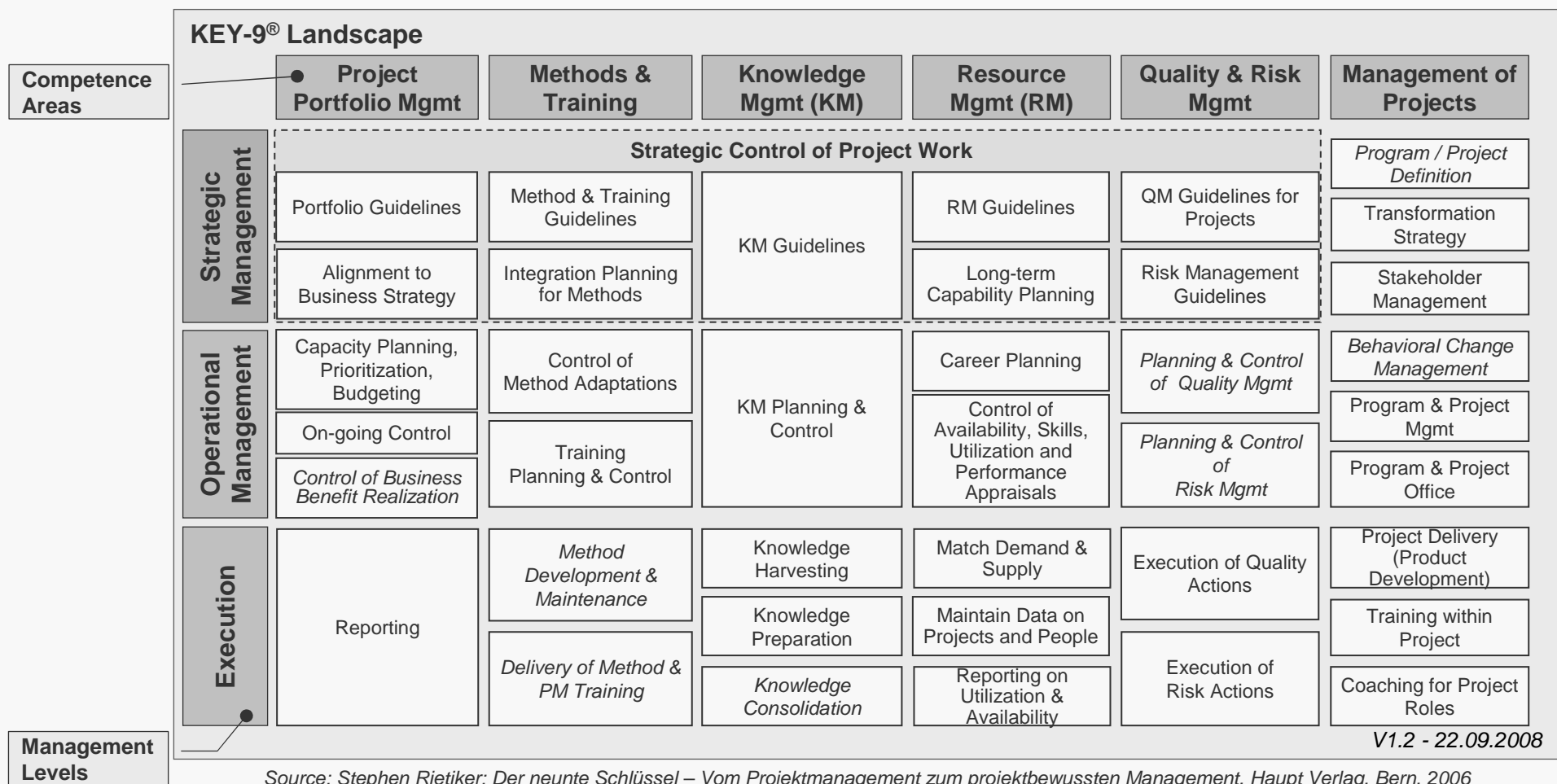
Strategy drives structure and culture which build the context for projects

- Vision, mission and strategy drive the specific strategic thrusts, strategic initiatives, projects and actions.
- Subsequently, KEY-9 treats the vision, mission and strategy as drivers for designing and shaping the structure and culture within which these thrusts, initiatives, projects and actions are defined, implemented and controlled.
- The interdependency between strategy and operational effectiveness needs to be considered adequately.
 - Strategy deals with positioning, being unique, establishing a difference, performing more effective than the competitors and developing core competences. Usually, this means substantial change.
 - Business operations as well as practices in project management and change management have a different focus on operational effectiveness. Usually, they are deeply embedded in the organization's daily routines and collective behavior; that's why they are hard to change.



The KEY-9 Elements - Structure

The innovative KEY-9® Landscape is based on a powerful component model



Source: Stephen Rietiker: Der neunte Schlüssel – Vom Projektmanagement zum projektbewussten Management, Haupt Verlag, Bern, 2006

The KEY-9 Elements - Culture

The KEY-9® Value Foundation captures the cultural pillars for an effective and sustainable implementation of corporate strategy



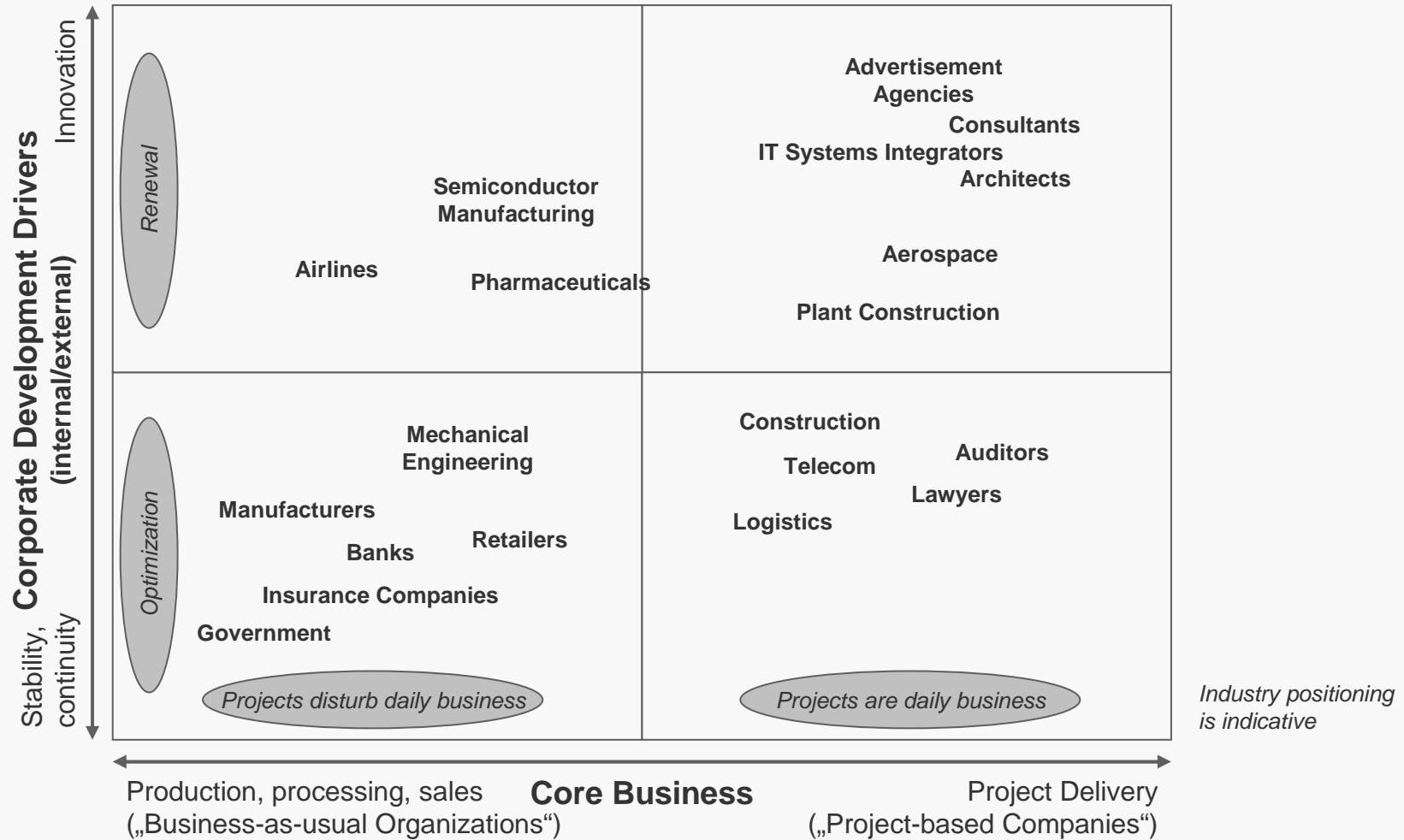
The KEY-9 Elements - Management

The focus of project-conscious management is on the deliberate development of an environment which makes corporate strategy work

	Project Management		Project-conscious Management
1. System Scope	<ul style="list-style-type: none"> • Within economical management paradigm • Is restricted to inward orientation • Is operational • Applies a project view 	+	<ul style="list-style-type: none"> • Within entrepreneurial leadership paradigm • Starts with outward orientation • Is strategic • Applies an enterprise view
2. Purpose	<ul style="list-style-type: none"> • Delivery of projects • Achieving project objectives (i.e. time, cost, quality) • Change 	+	<ul style="list-style-type: none"> • Effective and sustainable implementation of corporate strategy • Realizing business benefits • Balance between stability and change
3. Control	<ul style="list-style-type: none"> • Direct (via the PM and product development process on the <i>object</i> level of the project) 	+	<ul style="list-style-type: none"> • Indirect (through the creation of a „<i>project-friendly environment</i>“ on the <i>meta</i> level of the enterprise)
4. Target Audience	<ul style="list-style-type: none"> • Project managers, PM community • Project personnel 	+	<ul style="list-style-type: none"> • Top Management / CxO level • Sponsors, line management
5. Main Challenge	<ul style="list-style-type: none"> • „Project-oriented Company“ • „Management by Projects“ 	+	<ul style="list-style-type: none"> • Project work in „Business-as-usual Organizations“

The KEY-9 Grid

Positioning an organization on the KEY-9® Grid helps to understand the current and target strategy implementation characteristics



Evaluating the Project-friendliness of an Organization

november ag offers two pragmatic evaluation options

- **RAISE** (Rapid Awareness Increase for Senior Executives), 3 days
 - 2-4 CxO level interviews
 - Facilitated self-assessment of the KEY-9® Landscape in executive board workshop
 - Positioning of current situation vs. target state
 - Prioritized action list

- **Quick Scan Diagnostics**, 2-4 weeks
 - Analysis of executive and operational self-perception
 - Review of governance, methods, processes, roles and tools
 - Review of sample initiative(s) / project(s) and their strategy alignment
 - Identification of key business risks derived from the current state of project friendliness
 - Environmental and delivery capability-related improvement opportunities are categorized into
 - Short-term actions (quick wins)
 - Mid-term actions
 - Long-term organization development
 - High-Level Roadmap

- Combination is possible: The results from RAISE can be used to complete the Quick Scan
- Next steps: planning, design and implementation of measures (not in scope)

Benefits of KEY-9 for Our Clients

- Making your organization fit for purpose
 - Alignment of the project environment and of the project delivery capability to the strategic needs of the organization
- KEY-9 is a comprehensive and structured framework
 - Applying KEY-9 ensures that all important points get evaluated quickly and systematically
- The KEY-9 structure is based on a powerful component model
 - Makes facilitation and communication with stakeholders easy
 - Allows concentration on core elements within short time
- KEY-9 fits with any project management approach and method
 - Allows to concentrate the discussion on the environment rather than on technical project management issues
- KEY-9 is flexible
 - The KEY-9 landscape may be tailored to fit the needs of small and medium businesses
- KEY-9 core competence is at november ag
 - We can offer pragmatic direction and experienced implementation support
 - We ensure continuous improvement of the approach



KEY-9 References

Further questions? – we are happy to assist you

- Book
 - Stephen Rietiker (2006): *Der neunte Schlüssel – Vom Projektmanagement zum projektbewussten Management*. Bern: Haupt.
- Web site www.KEY-9.com
 - Book reviews, articles, congress papers and other resources
- november services www.november-ag.ch
 - Evaluation, design and implementation/improvement of a project-friendly environment
 - Training
 - Executive coaching
 - Methodology Licencing



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Why „The Ninth Key“?

- The term “**The Ninth Key**” and its short-name **KEY-9**[®] are derived from the “**Seven Keys to Success**[™]”, a proven holistic approach for the management of single projects, developed originally by PricewaterhouseCoopers and later adopted by IBM. This [White Paper](#) gives a good introduction to the Seven Keys.
- While Rolf Tschaeppler already has proposed an **eighth key** for individual aspects, neither the seven keys nor the eight key address the influence of the corporate environment on the attitude and collective behavior towards project work and project management.
- Hence, a more systemic view even demands a **ninth key** which treats projects as part of the entire corporate system, considers project management as an integrated part of management and pro-actively designs a project-friendly working environment according to the strategic needs of the enterprise. For all of this to happen a raised degree of project-consciousness within the organization and specifically within the executive management team is required. This is why project-conscious management is the ninth key.

november ag

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