

KEY-9[®] Map

Components for a project-friendly environment

Version 1.33 / July 2017

Background of the KEY-9® Map

- The KEY-9® Map represents a “common sense” component model of a generic “project-friendly” environment covering temporary and permanent organization which are both required for successful projects and programs
- According to the component logic we identified competence areas (columns) and management layers (rows) and allocated the components accordingly
- Each component can have its own standards, processes, etc. and can be operated inside or outside the organization
- The model serves as a powerful basis to assess maturity, costs, coverage, etc. and visualizes the evaluation criteria on a so called “heat map”
- The joint assessment and heat map creation contribute to a common understanding of the situation and help agreeing on priorities for improvement
- Once a heat map is developed it supports communication very effectively since a quite complex subject is visualized on one A4 or letter page

The Elements of a Component Map

Component maps are two-dimensional representations of a particular subject within an organization

A **component** represents a function which has the potential to operate autonomously with its own underlying standards, processes and resources.

Columns are competencies, defined as areas with characteristic skills and capabilities, for example, product development or supply chain.

An **Operational Level** characterizes the scope of decision making. The three levels are:

- Strategic Management is about strategy, overall direction and policy.
- Operational Management is about monitoring, managing exceptions and tactical decision making
- Execution is about doing the work

	Business Administration	New Business Development	Relationship Management	Servicing & Sales	Product Fulfillment	Financial Control and Accounting
Strategic Mgmt	Business Planning	Sector Planning	Account Planning	Sales Planning	Fulfillment Planning	Portfolio Planning
Operational Mgmt	Business Unit Tracking	Sector Management	Relationship Management	Sales Management	Fulfillment Planning	Compliance
	Staff Appraisals	Product Management	Credit Assessment			Reconciliation
Execution	Staff Administration	Product Directory	Credit Administration	Sales	Product Fulfillment	Customer Accounts
	Production Administration	Marketing Campaigns		Customer Dialogue	Document Management	General Ledger
				Contact Routing		

Scope & Purpose

- Scope of the KEY-9[®] Map is
 - Structural components for a project-friendly environment in an organization
 - Components that can be operated as part of a permanent (steady state) organization or as part of a temporary project/program organization
- The KEY-9[®] Map serves the following purpose
 - Provide an overview of major components of a project-friendly environment
 - Opportunity to challenge and improve the overall project delivery capability of an organization
 - Communication instrument for identifying, prioritizing and planning of improvement-related tasks

Typical Applications of the KEY-9[®] Map

1. Analyze the corporate environment for project work. The result may serve as a starting point to optimize corporate project management
2. Define priorities in project management improvement initiatives
3. Practice aid for positioning of a PMO or for PMO service development: evaluate the PMO scope and responsibility
4. Support the set-up or review of large, long-term programs: identify services the program can obtain from other functions within the organization versus services the program has to set up on its own
5. Re-evaluate the status within an improvement initiative

KEY-9[®] Map - Overview

KEY-9 [®] Map						
	Project Portfolio Management	Methods & Training	Knowledge Mgmt (KM)	Resource Mgmt (RM)	Quality & Risk Mgmt	Management of Projects
Strategic Management	Portfolio Guidelines	Method & Training Guidelines	KM Guidelines	RM Guidelines	QM Guidelines for Projects	Program / Project Definition
	Alignment to Business Strategy	Integration Planning for Methods		Long-term Capability Planning	Risk Management Guidelines	Transformation Strategy
Operational Management	Capacity planning, Prioritisation, Budgeting	Control of Method Adaptations	KM Planning & Control	Career Planning	Planning & Control of Quality Mgmt	Change Management
	On-going control	Training Planning & Control		Control of Availability, Skills, Utilization and Performance Appraisals	Planning & Control of Risk Mgmt	Program & Project Management
	Controlling of business benefit realisation					Program & Project Office
Execution	Reporting	Method Development & Maintenance	Knowledge Harvesting	Match Demand & Supply	Execution of Quality Measures	Project Delivery, Product Development
		Delivery of Method & PM Training	Knowledge Compilation	Maintain Data on Projects & People	Execution of Risk Measures	Training within Project
			Knowledge Consolidation	Reporting on Utilization & Availability		Coaching for Project Roles

05/2006, 01/2012 (V1.3)

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KEY-9[®] Map - Project Portfolio Management

	Project Portfolio Management	Provide a managed link between strategy and project delivery. Ensure that the right projects are launched at the right time. Ensure cancellation of projects with insufficient benefits.
Strategic Management	Portfolio Guidelines	Set up and maintain processes, roles and policies which define the project portfolio(s) and their governance.
	Alignment to Business Strategy	Ensures the link between the business strategy and the project portfolio. Pre-requisite is that portfolio management is embedded into the yearly corporate planning.
Operational Management	Capacity planning, Prioritisation, Budgeting	Once per year: project selection and resource allocation according to consistent criteria.
	Ongoing control	During the year: validate new project requests, monitor progress, process change requests, perform project audits.
	Controlling of business benefit realisation	Provides a mechanism to monitor the planned business benefits (business cases) on a regular basis.
Execution	Reporting	Provides reporting mechanism to visualize all required project portfolio information for the different management levels.

KEY-9[®] Map - Methods & Training

	Methods & Training	Standardization, integration and continuous improvement of life cycle models, processes, methods and tools for project work. Allow for <u>individual learning</u> .
Strategic Management	Method & Training Guidelines	Establishes and maintains guidelines for consistent project management and project delivery methods. Provides training curricula for the supported subject areas and target audiences.
	Integration Planning for Methods	Ensures that newly developed methods fit in the overall method landscape.
Operational Management	Control of Method Adaptations	Establishes a feedback and control environment to monitor and improve methods and their adaptations. (Link to Knowledge Management)
	Training Planning & Control	Plans, organizes & controls methods training tailored for the various target groups. Provide mechanisms to share experiences. Evaluate feedbacks from training participants.
Execution	Method Development & Maintenance	Carry out the development and maintenance work for methods, cases, templates and supporting tools.
	Delivery of Method & PM Training	Prepare and perform training, collect feedback.

KEY-9[®] Map - Knowledge Management

	Knowledge Mgmt (KM)	Ensure that learning out of projects is efficiently captured and prepared in a way that others can and also want to reuse it. Allow for <u>organizational learning</u> .
Strategic Management	KM Guidelines	Provides overall concept why, who and how project-related knowledge should be managed in the organization. Differentiation from or integration into company-wide knowledge management. Provides basic classification, processes, roles and incentive model.
Operational Management	KM Planning & Control	Set up a set of processes, tools and measurement instruments to monitor and control knowledge harvesting, preparation and consolidation. Provide instruments to reward those individuals / teams which provide material which is used by others. Set up communities of practice.
Execution	Knowledge Harvesting	Collect lessons learned, perform interviews with specific project roles and capture information consistently.
	Knowledge Compilation	Compile the harvested knowledge in a way that it can be reused, e.g. by commenting examples, templates or checklists to enable potential users to place these items in the correct context (good or bad example, project size, project duration, etc.).
	Knowledge Consolidation	In case a huge amount of material is being captured, consolidation based on guidelines might be required. Serves as input for method development & maintenance.

KEY-9[®] Map - Resource Management

	Resource Mgmt (RM)	Provide long-term capability planning. Plan and maintain adequately skilled and experienced resources which are able to manage and deliver projects.
Strategic Management	RM Guidelines	Develop policies, processes and tools for RM in the organization. Ensure link to overall HR concept and sourcing strategy. Define KPIs.
	Long-term Capability Planning	Maintain plans regarding capacity and skills based on trend analysis and strategic planning. Make sure external partners are sufficiently integrated into the planning process
Operational Management	Career Planning	Ensure close link to HR models. Make sure PM is considered as a separate career path. Communicate regularly with project staff.
	Control of Availability, Skills, Utilization and Performance Appraisals	Optimize use of personnel resources. Make sure people receive their performance appraisals once they have finished their job (assignment) on a project or have changed into another role. Make sure resource situation is transparent.
Execution	Match Demand & Supply	Make sure the right people are on the right job. External partners may be considered also.
	Maintain Data on Projects & People	Regular update of resource information, e.g. CVs, skills profiles and availability. Regular update of open positions in projects.
	Reporting on Utilization & Availability	Provide reports regarding resource management for different levels and audiences.

KEY-9[®] Map - Quality & Risk Management

	Quality & Risk Mgmt	Adhere to compliance requirements. Provide second opinion on project status information provided by project managers.
Strategic Management	QM Guidelines for Projects	Develop and maintain policies, processes, roles and controls for an efficient and adequate quality management system. Functional differentiation from operational quality management (while maintaining a good relationship).
	Risk Management Guidelines	Develop and maintain policies, processes, roles and controls for an efficient and adequate risk management system. Functional differentiation from operational risk management and from compliance function (while maintaining a good relationship).
Operational Management	Planning & Control of Quality Mgmt	Ensure that quality measures in projects are done according to QM guidelines. Provide transparency about quality status of projects.
	Planning & Control of Risk Mgmt	Ensure that risk measures in projects are done according to risk management guidelines. Provide transparency about risk situation of projects.
Execution	Execution of Quality Measures	Plan and perform quality control / quality assurance in projects.
	Execution of Risk Measures	Plan and perform risk management in projects.

KEY-9[®] Map - Management of Projects

	Management of Projects	Manage and deliver projects and programs to the organization and make sure they are being managed according to the organization's rules.
Strategic Management	Program / Project Definition	Breaks down initiatives coming from the portfolio management into specific programs and projects which can be managed, tracked and finished. Is an agreement between sponsor and program/project manager.
	Transformation Strategy	Develops and maintains overall standards for planning, controlling, reporting, governance, quality management and change management within a project or program.
	Stakeholder Management	Ensures stakeholder groups and individuals are known. Required support for the delivery and handover into the permanent organization is available.
Operational Management	Change Management	Links pure system delivery with the management of the soft factors. For details have a look at the Behavioral Transformation Map.
	Program & Project Management	Manage the project or program.
	Program & Project Office	Consistently support the project or program management with support functions for coordination and administration. Liaise with other project-related units in the organization
Execution	Project Delivery, Product Development	Carry out the work for analysis/design/creation/test/training etc., communicate, solve problems, escalate when necessary.
	Training within Project	Ensure team members are trained sufficiently to perform the required product development work.
	Coaching for Project Roles	Perform coaching sessions for people who have difficult jobs or are new in their roles.

KEY-9® Map - Permanent and temporary organization are complementary in their effects

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Operated by permanent organization	Permanent, with activities partially operated by temporary organization	Operated by temporary organization	Source and © Copyright: Stephen Rietiker: Der neunte Schlüssel – Vom Projektmanagement zum projektbewussten Management, Haupt Verlag, Bern, 2006
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Success Stories around the KEY-9® Map

- The KEY-9® Map has been developed and published by Stephen Rietiker in the book “Der neunte Schlüssel” (The Ninth Key) in 2006. It was well received by the technical press
- The KEY-9 notion of a “project-friendly environment” became a basic element in the concept of “Organizational Competence in Project Management” which was developed by a Special Interest Group of GPM German Project Management Association in 2010. It later evolved into the IPMA Organizational Competence Baseline (OCB)
- The KEY-9® Map has been used in many workshops to evaluate project management environments and to define priorities for further organizational PM competence development
- One example is a workshop within a global pharmaceutical company where we have successfully used the KEY-9® Map to prepare the global Program Management Group for developing a clear strategy for their service offering and long term competence development
- Furthermore, since 2009 the KEY-9® Map is also an important part in the master course of studies “MAS Project Management” at the University of Applied Sciences in Business Administration Zurich (HWZ)
- We have facilitated or supervised over 170 assessments of project management environments at small, medium and large organizations based on the KEY-9® Map in client projects, student term papers and master theses

We support you in the essential things.

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