

# Les Echos

## BUSINESS



## Project management, the poor sibling of management

[VALERIE LANDRIEU](#) |

**Trend** The implementation of projects in the company is still often subject to overly bureaucratic approaches.

Is the common belief that a well-managed project is a matter of process and methods being undermined? "*Faced with the shortening of horizons, strategic planning no longer works. A problem compounded by the complexity of matrix organizations and excessive procedures*" states Flavien Kulawik, co-founder of KLB Group. A firm that has conducted a survey on the implementation of

projects in business, his speciality. Result: while *"the maturity of organizations vis-à-vis project management is quite underdeveloped"*, it is an overall sense that *"classic project management responses are inefficient"* that prevails in management.

## **Excessively basic indicators**

Several elements lie at the essence of this finding. One, project management remains the poor sibling of performance measurement; a project's success indicators often relate to a benchmark and are, at the same time, too basic (punctuality, compliance, rarely customer satisfaction). Two, traditional companies remain committed to a matrix operation and profession-driven logic. This very methodological vision slows decision making and deprives businesses of agility.

*"It is not a case of improvising but shortening the experimental loop to replace strategic planning with a decision based on tests and quick returns from the field"*, says Flavien Kulawik. These new "implementation" paths, explored here and there, notably cause new divisions of responsibility. This company has identified five problems to solve and entrusted the hierarchical authority to five project patterns, each a leader of a transverse team. This leader of the automotive industry in charge of a big project has opted out of the process for the benefit of... common sense. The only rule imposed on managers is not to endanger objectives. *"The process is disempowering"*, stated the same leader during the interviews, confident that he assessed the progress of a project by talking with managers *"which also enables loyalty to develop"*.

V. La.

**@ValLandrieu**