



Commandité par



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ACADEMIC CASE

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English Version

Project: The River-Mountain Promenade

** Please note that many events, characters and places have been created for the KGP contest. Any resemblance to reality is the result of chance.*

The awaited answer

Serge, the project director, is on the other end of the line: "Hello Marie-Anne, how are you?"

"Hello Serge, at last! I thought they had forgotten us, did you get the answer? Replies Marie-Anne.

"Yes, the CCMP just called me. Well, I have good and bad news, which one do you prefer to hear first?" Says Serge.

"Oh my God, it does not matter, tell me," Marie-Anne answers nervously.

"Okay, I'll start with the good news then. It's done. The project has been approved, the budget granted and it's the one we asked for! On the other hand, they decided to entrust the management of the project to the administration of Infrastructures, Roads and Transport. They justify their decision on the fact that the project contains lot of infrastructure work related to the Great Parks Department. Now they will manage and execute the project, after all, they are the infrastructure specialists, not us! "

Marie-Anne did not answer, she remained silent.

"Are you there Marie-Anne?" Asks Serge.

Marie-Anne, confused, finally answers, irritated: "No, they cannot do that, they have no rights. This project is MY project! My baby! ". She continued with her throat more and more knotted: "We did all the work, they have no right to take it away. In addition, they are engineers who are used to handle technical problems and not human challenges. I warn you Serge, I will not let this go in peace!"

"I know what this project represents to you and I understand your disappointment. However, I really hope you will stay because they will definitely need you. You are the person who knows the project best. You could think of a way to get involved in the project team to influence and put your touch", Serge says to calm her down.

"I'm going to think about it, but I doubt I'll have the motivation or the desire. I'm going to hang up, it's getting late". Marie-Anne says calmly with a tired tone.

Marie-Anne hangs up the phone and, unable to get up, starts crying. All the pressure of the last months was coming back to her. After long minutes of sobs, she decides to go to bed.

An upset future

The next day, Marie-Anne awakes in a good mood and calls Serge:

"Good morning Serge, sorry to disturb you so soon but I took your advice. I realize that what is most important to me is the success of the project. Could you arrange an appointment with the new project manager who has just been appointed to the administration of Infrastructure, Roads and Transport? "

"Good morning Marie-Anne, glad that you are in a good mood! I'll arrange a meeting with Julien, he'll take care of the project. I have already met him, he is a young engineer who has never done such important projects. He may need your consulting. But before, you will have to meet François, who will take my place on the project. You'll see, you'll have to put some water in your wine with him because he's pretty rigid", Serge replies.

"Thank you Serge, we shall keep in touch" says Marie-Anne.

We must not delay. After the consent of the elected representatives and this major change in the management team, the project will move on to the next stage, which is the creation of a project timeline and possibly plans and specifications.

This unexpected turn of events for Marie-Anne's team could disrupt the smooth running of the project. Even if it had been developed and designed by the City's Great Parks administration, the fact that the elected officials had imposed the implementation of this project on the Infrastructure, Roads and Transport administration could make it difficult to achieve the objectives. In addition, Marie-Anne learned a few days later that they would implement and manage the project with the help of consultants, while Marie-Anne would follow up to ensure that the project is in line with the original objectives and respects the budget.

Two project managers for a project

In this context, Marie-Anne reflects on how she could take the lead while respecting the decision of the elected officials regarding the management of the project. She meets François, her new chief, to discuss. After a good hour of exploring different approaches, François, the new project manager from the Infrastructures and Transports administration, agreed to support Marie-Anne's request to maintain her role as project manager for the components: Enrichment and Integration. François will work on the project structure proposition as well as the roles and responsibilities they have developed together with the rest of the team. In this collaborative approach, Julien will be the project manager responsible for the entire project and for the Infrastructure component, which is now the project's largest deliverable. In addition to monitoring the project, Marie-Anne will be responsible for two projects, the projects that are most important to her.

The first meeting between Marie-Anne and Julien didn't go very well. Both having a completely different vision, it was difficult for them to get along. Julien thinks of the structure of the streets, the materials, the calculations of the durability of the engineering behind cement and concrete and not the people. Julien, 28, considered gifted in his trade had this promotion because his leader, François, wanted to keep him. He is ambitious and plans to make his mark to eventually switch to private. In his statements, he leaves no room for questioning his remarks. Bossy, he now leads the project in fast track. 2017 is coming soon. We are two years away from the launch.

It is only after a few months that Marie-Anne realized that Julien and her team were never going to take into consideration the vision of the project that Marie-Anne established at the time. He even intended to change her plans. No wonder why Marie-Anne regularly confronts Julien. She was the only one of her team to have been accepted into the central project team a month ago. Marie-Anne is in a difficult situation and the fact that Julien sees Marie-Anne as an opponent rather than a teammate does not help.

She feels isolated and demoralized. "Where are all the supervisors? Do they not see the drift of the project? Who cares ultimately? I do not know whom to address. No one seems to take into account all our efforts and interactions with our external partners!" Marie-Anne played in her mind, day and night.

In addition to this divergence between the two project managers, the 375th Anniversary of Montreal added a major constraint. The project must be delivered by July 17th, 2017. But that wasn't all. After removing a major part of the project from the administration of the Great Parks, the elected representatives requested that Marie-Anne be integrated into a mission completely outside her core business: animation.

The misunderstood Marie-Anne

François summons Marie-Anne.

"Marie-Anne, I come to you first as a friend. It seems that you are an obstacle to the progress of the project. Senior management is beginning to reconsider your skills. I understand your disappointment. The budget was allocated 50% to the restoration of the streets and not to the enrichment works of the River-Mountain Promenade. However, you must surpass your emotions and advance together with Julien. Now as your manager, I warn you that I will start documenting the blockages if necessary. Your file would suffer negative impacts. I do not want to do this, but if I have to, I will." He says firmly.

"You're right, I agree. I believe that it's my responsibility to recall the purpose of the project and to make sure its objectives are consistent with the initial strategy. But now, we are going to have a new solid street with a bit of greenery and animation. That revolts me! You can hardly do anything with the crumbs that remain! The worst thing is that the elected officials, the media and the citizens will criticize that ... who will get the blame? Julien? Surely not!" She sighs.

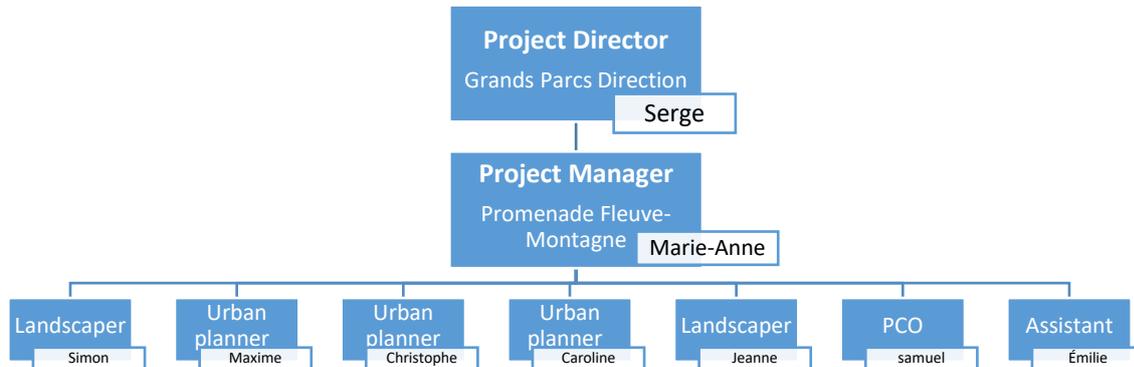
"Listen Marie-Anne, take a week off, I think you need it. It will do you good and it will allow you to rest but above all to take time to think about all this." Suggests François.

Questions

Identify the main changes that have occurred in the project. Analyze these changes according to their impact on the project, the teams involved as well as the management of the project. Put yourself in Marie-Anne's place and define a strategy and tactics in both relational and organizational aspects to achieve the objectives of the project given its new reality?

Appendices

1. Project team structure in 2014



2. The River-Mountain promenade project team structure in 2015

