

Case Study – Ericsson AB

Human Systems is a valuable springboard for Ericsson's project management success

Today, Human Systems and Ericsson are working so closely together to maintain project management excellence throughout the Ericsson Group, that they operate as one team. Human Systems' benchmarking tools and improvement methods are now an intrinsic part of Ericsson's global approach and are an essential element of the company's continuing customer order delivery success.

Background

Ericsson first started working with Human Systems in the late 1990s in Australia. Ericsson's Australian organisation had such success using Human Systems' diagnostics for maturity assessment, and through the workshop activities of the Pac Rim knowledge sharing network, that in 2000 Ericsson Group made the decision to start working with Human Systems globally.

"Around this time, Ericsson began to market project management services externally as a consultancy service," explains Barna Boros, Process Manager Customer Project Management at Ericsson AB. "More than ever before, the performance and value of our project management services was becoming a critical issue".

The target

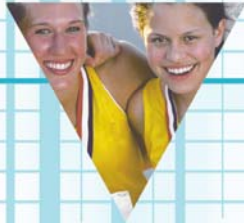
"It was decided to take a global approach for the project way of working" Boros continues, "but we were looking at achieving excellence in programme and project management procedures and methods across around 165 Ericsson companies, covering 140 countries!"

What was achieved?

Ericsson bought a worldwide licence to use Human Systems' corporate assessment tool and worked with Human Systems to adapt it to the particular needs of the group. In this way PEMA (Project Environment Maturity Assessment) was born, to provide clear evidence of the capability of Ericsson's project services teams.

"PEMA is an excellent tool at many different levels" Barna explains. "It can measure local improvement in specific areas, such as risk management and project





office support, or it can highlight those areas where a particular team is falling short of the corporate baseline.

"It means that the strengths and weaknesses of different teams can be compared, so that those who are strong in particular skills can help those who are less strong. This is very powerful and leads to better practices across the whole group. Using PEMA also enabled us to make more efficient use of our resources at headquarters, as it was straightforward to see where our direct support was really needed.

"We were also able to compare our own performance with other organisations who were members of Human Systems' knowledge sharing network. Access to data from this wider community was invaluable in helping us to define our targets. The broad range of research and scholastic knowledge that Human Systems contributed was excellent and would have been rather difficult to gain from any other source. Human Systems' consultants are highly skilled and it's useful to be able to pick up the phone and ask for advice when an outside view is needed."

Why Human Systems?

Human Systems combines statistical analysis and benchmarking with a deep understanding of the cultural issues that can obstruct organisational development and success. This teamwork and workshop orientated approach fitted well with the existing culture within Ericsson. Not only has this proved to be highly effective, but Ericsson now has firm metrics to prove the extra value that has been achieved!

