

# SYNCHRONIZED PROJECT MANAGEMENT HELPS YOU FINISH PROJECTS FASTER.

Growing demand in the commercial aviation sector requires faster engineering projects, shorter transition from engineering to manufacturing and faster manufacturing stabilization.

While manufacturing and supply chains have benefited tremendously from regular innovations in scheduling in the last 100 years (Ford's assembly line, Toyota's kanban system, Walmart's frequent replenishment system, and Goldratt's constraint-based scheduling), projects are still mostly late and very difficult to manage.

Unlike in mass production, it is hard to identify the waste in projects. For example, you don't see inventories piling up or people sitting idle—in fact, everyone seems to be working frantically and hard all the time. It is therefore surprising to many that the root cause for most waste in projects is remarkably trivial.

## **Multitasking – The #1 killer of speed and efficiency in projects**

Multitasking used to be considered efficient. Simultaneously talking on the phone, dashing off emails and directing subordinates were viewed as the ultimate in productivity. Recent research, however, shows that multitasking is actually the #1 killer of speed and efficiency in projects.

## **Individual workers are 25% less productive when multitasking. <sup>1</sup>**

- A typical worker has an average of 12 items open at any time.
- 60% of tasks are significantly interrupted.
- It takes 40% longer to complete all the work when people shuttle back and forth between tasks. See for yourself with this 30-second exercise:

- Have someone time you while you write the word "multitask" and then the numbers from 1 to 9. Record your time.
- Have someone time you while you alternately write the letters of "multitask" and the numbers 1-9. For example, you will write "m" then "1" then "u" then "2" and so on. Record your time.

**It is now clear, isn't it?**

**Multitasking hurts not only those who do it, but the entire project.**

- Multitaskers keep others waiting for their output. When people can't wait any longer, they either work with incomplete inputs or start something new, only to be interrupted later.
- When managers multitask, even small decisions can take days. And instead of driving issues to closure, they can afford only a rushed and ineffective 2-3 minutes.
- When every task seems urgent, truly critical issues and genuine constraints can't be identified, and the organization wastes its resources solving the wrong problems.
- Projects can be finished 20-50% faster by reducing multitasking.

**Quick Facts**

- In 2011, industry spent 5.8 trillion dollars globally on projects ranging from R&D to construction.<sup>2 3 4</sup>
- A 25% productivity loss from multitasking, with labor accounting for 32% of the total cost of projects, equates to a loss of more than \$450 billion a year.<sup>5 6 7</sup>
- Earlier realization of benefits by accelerating projects by 20-50% would yield \$270 billion to \$700 billion a year. (Based on an average project length of two years and an annual income of 11% of a project's cost.)

**Traditional project management can't reduce multitasking.**

Multitasking happens when the priorities of people working on the same project are out of sync. People don't get the inputs and support they need from others in a timely manner, or are constantly pressured to do "more urgent" tasks first. So they stop what they're working on and start other tasks.

Under traditional project management, projects start with a perfectly synchronized plan – but reality ignores that plan. Tasks take longer, vendors are late, requirements change, approvals are held up, and so on. Managers respond by re-setting priorities for their teams, but those instructions are localized and out of sync with the priorities of other groups, and ultimately result in even more multitasking.

### **How Synchronized Project Management reduces multitasking.**

Synchronized Project Management is based on the principles of flexible scheduling. Just as rubber helps foundations withstand earthquakes, flexibility helps schedules accommodate reality. Instead of mandating exact start and end dates for every task, synchronized project management adjusts to reality and keeps priorities synchronized in execution. When priorities are synchronized, multitasking virtually disappears.

Here's the critical difference between traditional project management and synchronized project management. Traditional project management creates fixed schedules for tasks, but the end date keeps moving out. Synchronized project management keeps task schedules flexible, but the end date remains fixed. Even though certain tasks might be a little late, projects still finish on time.

Learn more at [www.realization.com](http://www.realization.com).

Realization is the largest provider of Synchronized Project Management solutions, including software as well as implementation services. We have been serving clients across industries and in all major regions of the world since 1999, and are proud of the many industry awards our clients have received for setting new standards of performance in projects – including the Shingo Gold, the Franz Edelman Award and the US Air Force Chief of Staff Excellence Award. Our 200-plus clients have generated \$3.5 billion in additional cash and profits by finishing their projects 20-50% faster.

For more information, email us at [info@realization.com](mailto:info@realization.com).

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