




Project Management



Every organization achieves results through projects. These projects come in all sizes, varieties, and complexities. They range from installing new technologies to launching a new product to delivering a unique solution to a customer. And while each project may be vastly different, project teams need a shared process to produce the desired project results.

Cover photo: Men working on giant pipes used to divert a section of the Missouri River during the building of the Fort Peck Dam. Photo by Margaret Bourke-White.

The Agony of Defeat

Some projects have a momentum all their own. But many never get off the ground. Despite the amount of money, time, and effort invested by respected organizations and competent people, most projects are not managed successfully and fail to meet project goals. A poorly managed project is costly not only financially but in wasted time, lost opportunities, and demoralized personnel. It can even lessen the will to take on projects in the future.

Brainpower as Project Fuel

For nearly 20 years, Kepner-Tregoe (KT) has helped organizations of all types and sizes to achieve their strategic goals and produce business results through a systematic approach to project management. Our ongoing research on successful and unsuccessful projects has revealed a pattern of best practices and pitfalls surrounding how people in projects are managed and how projects are defined, planned, and implemented.

Kepner-Tregoe Project Management is a comprehensive, step-by-step process that draws on our research and acclaimed approaches to problem solving, decision making, and human performance. Project managers use special skills to organize and communicate what a project should achieve and how it will be done, and powerful tools to manage the myriad information surrounding most projects.

Organize Thinking, People, and Action

Project success requires both people and technical project management skills. KT Project Management organizes thinking, people, and action into a cohesive process that project managers can adapt and apply to any type of project, large or small.

The Power of Many

KT Project Management supports project management as a team effort. Armed with our powerful project management process, project managers and team members can better define and plan projects while nimbly anticipating and responding to issues during implementation. KT Project Management helps teams tap into the know-how of individuals, develop consensus, gain commitment, and resolve conflicts. Everyone is on the same wavelength, using a common approach and language.

Technically Speaking

The KT Project Management process is actually four distinct processes, each designed to address a specific aspect of project management while also combining to form a comprehensive and effective methodology.



Definition is used to appraise the need for the project and clarify timing, cost, and performance parameters. It also identifies specific results and the value that the project should produce, balanced against the appropriate level of available resources.

Planning is used to determine who will do what and when. Planning combines the technical sequencing and scheduling of deliverables and resources with people-oriented tasks such as gathering the right people for project work and gaining their commitment to project success. It also includes managing project risk by using the KT Potential Problem Analysis process.

Implementation addresses the controlled and effective use of resources to achieve project results. It includes overcoming the common pitfalls that beset many projects and monitoring and responding to project issues. It includes efforts to ensure that project goals are achieved, leverage new opportunities, and document and archive a complete project record.

Project Management Communication is woven throughout definition, planning, and implementation. It includes distinct leadership skills for managing human performance and addressing stakeholder involvement and satisfaction.

KT Project Management links with the Project Management Institute Project Management Body of Knowledge and provides a question-based rationale that makes it easier to learn and apply project know-how.

The process easily aligns with Kepner-Tregoe methodologies for priority setting, decision-making, and problem solving.

Custom Fit to Produce Results

Kepner-Tregoe offers Project Management training that is tailored to a range of audiences and needs. Our workshop design accommodates different learning styles and emphasizes the application of our process to work-related projects.

In the classroom, expert instructors focus on the relevance and applicability of concepts and encourage interaction. Learners are given the opportunity to use their new skills in class by defining, planning, and implementing a realistic, hands-on project. A significant portion of class time is dedicated to applying skills to the learners' own projects at work, and receiving expert advice and coaching. Finally, learners plan how the skills will be incorporated into their work routines and used for the projects they manage or contribute to within their organizations.

To provide even more support, Kepner-Tregoe offers training and consulting services in the use of Project Logic,[®] an add-on to Microsoft[®] Project that makes it easier to learn and use both our process and the software.

College and Other Credits Available

Kepner-Tregoe training has been recognized by the American Council on Education, Project Management Institute, and National Association of State Boards of Accountancy. Workshop participants are recommended for college credit, Professional Development Units (PDU), Continuing Education Units (CEU), and Continuing Professional Education Units (CPE). Contact us for complete credit information.

Project Management Results in Action

When a bio-services firm used KT Project Management to focus on the most critical projects and issues, its on-schedule projects increased from 56.4% to 90%.

A major defense contractor used KT Project Management to implement a new way of working with NASA and realized significant improvements in cost savings, attrition, safety, incentive fees, ISO ratings, and more.

A chemical manufacturer, having trouble implementing continuous improvement projects, used KT Project Management to bring implementation to the operator level. Project goals were met and productivity jumped 20%.

Using KT Project Management, a computer manufacturer successfully consolidated 650 employees into a single facility in a single weekend. Now team members are called on regularly to share best practices with colleagues worldwide.

Using KT Project Management, a television tube manufacturer successfully reduced its annual production shutdown from three weeks to two and completed 111 capital and maintenance projects during that period.

Kepner-Tregoe at a Glance

Kepner-Tregoe is an international leader in the quest to improve business results through better individual, group, and organizational effectiveness. Founded more than 40 years ago by Drs. Charles H. Kepner and Benjamin B. Tregoe, the company conducts business throughout the world. Continuous, applied research in our client organizations keeps Kepner-Tregoe processes on the cutting edge of today's business challenges.

The company was founded on the premise that the problem solving, decision making, and project management processes used by exemplary leaders can be learned and applied by others. Through training and consulting, we have helped generations of leaders to improve their individual and organizational performance.

Our proprietary processes are applied by Kepner-Tregoe consultants to a variety of business issues. Engagements range from strategy formulation to high performance manufacturing, customer support and regulatory compliance. Our consultants work across the globe, serving companies of all sizes, in a range of industries. Their success is measured in performance improvements that yield bottom-line results for clients.

At a time when organizations are facing multiple challenges—intense global competition, crushing growth and cost pressures, rapid technological advances—Kepner-Tregoe plays a vital role in helping them improve the clarity of their strategic thinking and operational effectiveness.

Education Services Partners for Training

Kepner-Tregoe works in partnership with community and technical colleges to bring Project Management training to your organization. Workshops are delivered by college instructors who are certified by Kepner-Tregoe to deliver our workshops. If your local community or technical college is not yet a Kepner-Tregoe Education Services Partner, you or your local college can contact Kepner-Tregoe Community College Services to initiate an education services partnership. To learn more, contact: Jennifer Mullins, Community College Services 609-252-2295 e-mail: jennmullins@kepner-tregoe.com



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