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Project management in ICT organization

- How to enable and support the unified way of working

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ABSTRACT

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<p>The present thesis was made to Tieto Oyj. The aim of this thesis was to build a model on how a project manager works at Tieto and to develop a tool to support the model. The main focus of this thesis was the tool and its implementation. Many sections of this thesis are classified, so there is lot of material in the appendixes.</p> <p>The study was conducted as an action research. The objectives and research questions were formulized studying first the current situation by investigating employee satisfaction and customer satisfaction surveys. Moreover, an additional questionnaire about the tools was sent to the project managers. Actual work started at the end of 2009 and both the model and the tool were implemented during 2011. The theory base for this study was primarily in project management. Leadership, organization culture and change management theories were used as supporting theories. Based on the theories and the existing knowledge the model for solving the challenges was built. The model was then taken forward as a concept and a tool.</p> <p>As a result of this work the model, a frame, was build and it will function also as a model for the upcoming development work in Project Management area. Model identifies what kind of expectations there were for project managers and requirements for performing the tasks. The tool developed on the basis of the model gathers all the supported tools to one place, so that it is easier for project managers to find them. The tool also provides a view to the most important key performance indicators, latest documentation, support and it helps to keep contact with the project members.</p> <p>The implemented model for project management work is very useful and its development needs to continue. In addition the developed and implemented tool Project Desktop is only in its first production phase. Feedback from project managers about the tool has been very positive. The offered help and support for project managers has also affected positively on customer feedback. There are other development projects ongoing at the same time and it is important that these improved tools will be brought to the Project Desktop as well.</p>	
Keywords	Project Management, leadership, project management tools

TIIVISTELMÄ

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<p>Opinnäytetyö tehtiin Tieto Oyj:lle. Opinnäytetyön tarkoituksena oli rakentaa malli, miten projektipäällikkö toimii Tiedossa, sekä kehittää ja ottaa käyttöön työkalu, joka tukee tätä mallia. Pääpaino työssä oli toteutettavalla työkalulla. Osa työstä on yrityksen näkökulmasta salaista, joten liitteissä on paljon materiaalia tämän kirjallisen dokumentin lisäksi.</p> <p>Kehittämistehtävä toteutettiin toimintatutkimuksena. Tutkimusongelmaa tarkasteltiin kartoittamalla lähtötilanne olemassa olevien mittareiden, henkilöstötyytyväisyys- ja asiakastyytyväisyyskyselyiden tulosten, sekä erillisen projektipäälliköille suunnatun kyselyn kautta. Työ käynnistyi virallisesti vuoden 2009 lopussa ja työkalu, Project Desktop, sekä malli otettiin käyttöön vuoden 2011 aikana. Teorian hyödynnettiin projektinhallintaa koskevia teorioita. Tukevina teorioina käytettiin johtamista, organisaatiokulttuuria ja muutoshallintaa koskevia teorioita. Näiden teorioiden pohjalta rakennettiin malli, joka vastaisi käsillä olevaan haasteeseen. Tätä mallia lähdettiin viemään eteenpäin sekä konseptina että työkaluna.</p> <p>Työn tuloksena kehitettiin malli, joka toimii kehyksenä myös jatkohankkeille. Tämä malli kertoo, minkälaisia odotuksia projektipäälliköiden työhön kohdistuu ja millaisia vaatimuksia heidän osaamiselle asetetaan. Tässä työssä kehitetty malli toimi myös pohjana kehitettävälle työkalulle. Työkalussa kootaan erilaiset käytössä olevat projektipäällikön työkalut yhteen paikkaan, josta ne ovat helposti löydettävissä. Työkalu tarjoaa näkymän projektin tilanteeseen, tuoden esiin tärkeimmät mittarit, projektin uusimmat dokumentit. Lisäksi työkalusta löytyy tukihenkilöiden ja projektiryhmän yhteystiedot.</p> <p>Opinnäytetyön lopputuloksena käyttöön otettu malli on havaittu hyödylliseksi ja sen kehittämistä tullaan jatkamaan. Kehitetty ja käyttöön otettu työkalu on vasta ensimmäisessä tuotantovaiheessa. Työkalusta on saatu projektipäälliköiltä hyvää palautetta. Projektipäälliköille tarjottu apu ja tuki on heijastunut positiivisesti myös asiakkailta saatuun palautteeseen ja projektipäälliköiden tyytyväisyyteen. Tiedossa jatketaan muidenkin projektinhallinnan työkalujen kehittämistä, ja nämä uudet työkalut otetaan mukaan Project Desktopille.</p>	
Avainsanat	projektinhallinta, leadership, projektipäällikön työkalut

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Glossary

PM	Project Manager or Project Management, depending of sentence
DL-CSS	Delivery Customer Satisfaction Survey
CSS	Yearly Customer Satisfaction Survey
ASM	Application Service Manager or management depending of usage
CSM	Continuous Service Manager or management depending of usage
IT	Information Technology
ICT	Information and Communication Technology
DelGo	Delivery Governance model
W2E	Way To Excellence, operating model
Voice	yearly Tieto employee satisfaction survey

1 Introduction

I have worked in Tieto starting from year 2000. I started as Project Manager and have worked as Customer Service manager and now as Line Manager and Project Owner. I have seen many organizational changes and worked with different industries, also in corporate subsidiaries during this time. Tieto has changed much during that time, and grown from Nordic company to multinational organization. To be able to work and communicate efficiently we need good processes and common language.

Tieto has developed processes and ways of working continually and there is a lot of development work ongoing simultaneously. When I applied to this Master program in 2008 the idea was to develop PM ways of working inside one industry sector. During this time, almost four years, the situation has changed and the work done in this thesis is corporate wide development effort.

1.1 Tieto's organization and operating model in 2011

Project Management is one of the key competences in project based organization and that is the situation also in our organization. Both in projects and continuous services you need the same skills and competences in order to serve better and create value for customers and company. I made my theses for Tieto, which is the leading IT Service Company in Northern Europe. Tieto has about 18 000 experts and operates in 26 countries.

Tietos' highly specialized IT solutions and services complemented by a strong technology platform provide Tietos' local and global customers tangible business benefits. Tietos' main markets are the Nordic countries, Russia and Poland. In addition, Tieto serve customers globally in certain areas of expertise and have industry-specific activities in selected countries. Tietos' deep understanding of customers' businesses and

needs lays the foundation for long-term relationships with large and medium-sized organizations in various sectors; Telecom and media, Finance and Industry sectors.

Industry sectors include:

- Automotive
- Energy
- Healthcare and welfare
- Manufacturing
- Logistics
- Public
- Retail

Tieto had major organizational change in beginning of 2009 when it changed organization to the three (3) dimensional matrix; Country, Industry and Service Line. Second major change came in the beginning of 2011 when Tieto renewed its organization and divided it to business lines and market units. Market units are location based market areas and four (4) business lines will provide the services. Tietos' business lines are the following:

Industry solutions support customers' business processes as well as help them manage their own customer interface and create great service experiences. Tietos' services in this category provide solutions to industry-specific needs.

Industry solutions are often based on products or components that are developed by Tieto. On top of these, Tietos' services include industry consulting and customer-specific integration work.

Enterprise solutions are used in processes and business situations common for all industries. Enterprise solutions include products or components that are developed by Tieto or a third party as well as services ranging from IT consulting to related integration, application development and maintenance work. Offerings, such as Future Office and Financial Value Chain, help companies run their daily operations smoothly and integrate corporate-wide information processes.

Managed services comprises application management, i.e. maintaining, developing and enhancing existing applications under a long-term contract, and ICT infrastructure services that ensure 24/7 operations to Tietos' customers. Many customers are in the market for outsourcing their application management and the entire ICT infrastructure management.

Product engineering solutions comprise design, development and maintenance of software for our customers' products. Tietos' strong R&D offering covers telecom networks, mobile devices as well as automotive and industrial R&D areas.



Figure 1. Tieto's operating model 2011.

1.2 Current state and business problem

As an organization Tieto has been previously working quite independently in different legal entities and countries. Tieto has written down processes and templates to ease usage of those. Our ways of working is described in Way to Excellence (W2E), and all Units should follow that. The model is good and different processes inside it are improved and developed all the time. Challenge is that we are such a big organization that the information does not seem to reach all as it has been updated or changed. Also because of the history, Tieto has been separated legal entities until the change in 2009.

Because of that there are many different ways of working and always those are not according the approved company processes.

After 2009 large organization change, where all different parties were “united”, we have been trying to work as a one company and improve our quality of services, including Project Management. Because previously there was a lot of different requirements from customers and different ways doing things in various parts of organization and countries, there is aching need to create unified way of working inside the organization to improve quality.

Tieto is an organization that has been doing project work for a long time. In some industries and towards certain customers we have had very high quality Project Management services. After the organizational change it come obvious that the situation is not that coherent all over the organization and it varies also by country. According the delivery customer satisfaction survey (DL-CSS) and also customer satisfaction survey (CSS) the customer satisfaction has declined especially when we compare Project Management rating. At the end of 2009, the CSS showed that Project Manager work is not in right level. The average result in 2009 was 2,97 in scale from one (1) to five (5) as the result 2008 was 3,06. It seems that depending on the place in the old organization people had different ideas and requirements what is expected from Project Managers.

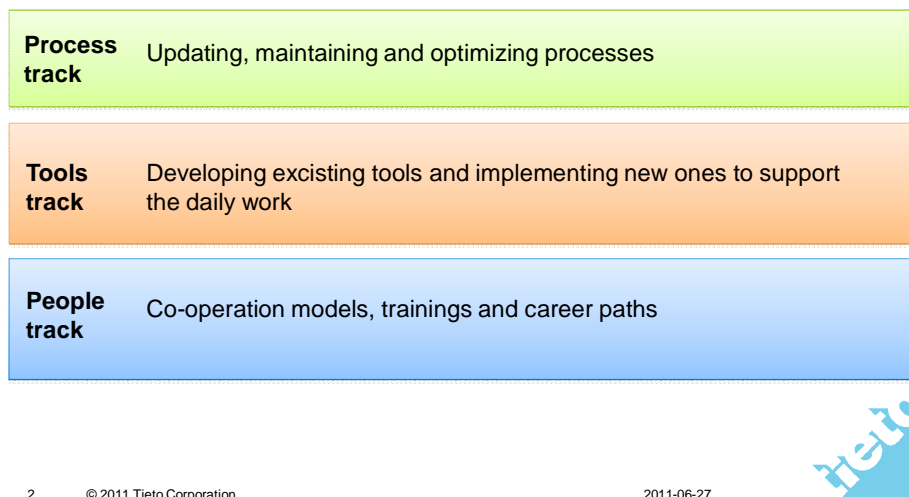
The other problem was that Project Managers were not happy with the tools in use and the support they got. We made survey about the tools beginning of 2010 to map where the biggest problems are, and how our people experience the tools in use at the moment. It seemed that we did not have common understanding inside our own organization of the responsibilities and knowledge about the responsibilities of Project Managers either. We needed to tackle that as well, make the expectations visible to everyone.

When I started this work the need to improve general understanding and knowledge of Project Management work and the tools was already acknowledged. At the beginning the idea was to get it all done at once, but along the way I realized it was impossible to tackle all the aspects, so the scope was narrowed. We started with “PM working concept”.

1.3 Scope

The ongoing program, Easier life for our project and program managers, was something that I worked previously as well giving input and resources to it. The program is headed by Marketta Jylhä, Head of PM Center of Excellence, and work inside that program will continue at least till end of 2012. As there was large program inside our organization started in 2009, we checked together with Marketta Jylhä what would be the scope for my work and what additional needs we have. Work which will be reported through this thesis is only small part of the whole program.

EASIER LIFE FOR PROJECT and PROGRAM MANAGERS -PROGRAM



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2011-06-27

Figure 2. Program content in higher level

The umbrella program is divided into three different tracks which run parallel. Inside those tracks Tieto has a lot of projects ongoing at the same time and side by side and different development projects are linked to each other.

- **Process track** handles Tieto's processes and templates which it uses to support a unified way of working.

- **Tools track** handles improvement on different type of tools Tieto already have and the new ones which are under development and implementing those to better support the daily Project Management work.
- **People track** focus more to the trainings, cooperation models, career paths etc. to support Project Managers development and improve knowledge.

In this thesis my main focus is in the tools track, to one specific project called PM Desktop, even though the overall concept will handle all the tracks as it creates concept how Project Manager works in Tieto and what is expected. I will develop the tool, PM Desktop, for project managers (first step) and create model how we unify and distribute information and expectations to all our Project Managers.

1.4 Objectives and research questions

What we want to achieve?

The whole program, Easier life for our project and program managers, is to improve Tieto level Project Management work, to support, train and bring networks to our people so that they can work as professional project managers. It means also that we need to pay more attention to tools, processes and people; these are the three tracks inside the program.

“Our aim is to create Tieto way of working as Project Manager, so that every Project Manager knows what is expected, where to find the needed information and how to get support. PM Desktop will make it more visible; what is the project situation and how to be able to reach the project members easily, share information, follow the project situation and contact support. So, in short, the goal is to create unified way of working globally.”

Research questions

At the beginning there were a lot of questions in mind

1. What we need to do in order to create unified Project Management way of working in Tieto (globally)?

This means that how we can make sure that all our Project Managers have same base knowledge and that they follow same processes and instructions.

2. How can we support Project Managers work better?

We need to understand what kind of support is needed and how we can provide that support so that is easy to reach and accessible when needed

3. What Project Manager needs to be able to work efficiently?

In Tieto Project Manager might have several ongoing projects at the same time and it is important that they know what is the situation in each project to be able to steer them. This means that Project Manager need to be able to rely on the information they are getting from the systems and to be efficient it needs to be easily reached.

4. How can we share existing knowledge better?

What are the ways to share knowledge but also cumulate knowledge so that together we are even more competent than individually?

5. How can we ensure that the Project Managers have needed knowledge and skills?

This is to tackle with issue that there are still Project Managers who are working in that role even they do not have any training, experience nor needed knowledge to do that.

6. How can we improve quality?

This is also related to the question number five, if Project Manager does not have the basic knowledge how will s/he be able to work professionally and produce required quality? First there need to be basic level of information and skills to be able to improve things, then with informing, knowledge sharing and training we should be able to improve the quality. The target is also to improve customer experienced quality.

7. How to support Project Managers leadership

This is actually huge question and will be handled only partially in this thesis.
This could have been all together a separate subject for thesis.

But as we discussed together with tutors it become evident that the original scope was too wide and it required narrowing down. As the end result the research questions were listed for these four:

1. **How can we support Project Managers work better?**

We need to understand what kind of support is needed and how we can provide the support so that it is easy to reach and accessible when needed.

2. **What information does a Project Manager need to be able to work efficiently?**

In Tieto PM might have several ongoing projects at the same time and it's important that they know the situation in a project to be able to steer it. PM need to be able to rely on the information and it needs to be easily reached.

3. **How can we share existing knowledge better?**

What are the ways to share knowledge but also cumulate knowledge so that together we are even more competent than individually?

4. **How can we ensure that the Project Managers have needed know-how and skills?**

There are PMs who are working in that role even though they don't have any training, experience nor needed knowledge to do the job.

To solve these I decided to approach the problem in two different ways, by a concept to make a frame also for future purposes and by a tool to implement first one which would support expected way of working.

2 Methodology

In this thesis I used the action research as a research method. Action research is a special kind of research. It is, simply, research people conduct to determine effectiveness of actions they take to improve the situation. Action research contains the idea that theory is inside the practice and the other way around. According to Kurt Lewin “nothing is more practical than good theory”.

2.1 About action research

Action research is known by many other names, including participatory research, collaborative inquiry, emancipatory research, action learning, and contextual action research, but all are variations on a theme. According Metsämuuronen (2006) action research means small intervention in real world environment and closer inspection about its effects. Action research is really a research which tries to find practical solution for everyday situations. Action research is good when

- there is a problem we try to solve in certain situation
- we want to offer training inside our working community/company
- we want to explore new ways of working
- we want to improve communication between employees and researchers
- we want to give space for subjective and impressionistic approach to solve a problem

Several attributes separate action research from other types of research as O’Brien (1998) mentions. One of those is its focus on turning the people involved into researchers. People learn best, and more willingly apply what they have learned, when they do it themselves. It also has a social dimension; the research takes place in real-world situations, and aims to solve real problems. Finally, the initiating researcher, unlike in other disciplines, makes no attempt to remain objective, but openly acknowledges their bias to the other participants.

There is also quite much critic about the action research. Here are some from Metsämuuronen (2006)

- the research target or area is very specific
- objectives and methods are vague
- results are very much dependent of the researches
- theory and practice is hard to combine
- challenging for other actors to apply the results
- researches may be totally in their own world

Action research is often described in cyclical way because it contains the idea that after evaluating the first model or actions the improvement continues. Here in table 1. is one example how the different phases can be described (modified by Metsämuuronen (2006) from procedure by Cohen and Manion (1995)).

Table 1. One example of phases in action research.

1. Issue in everyday situation; Problem identification, evaluation and formulation
2. Preliminary discussion and negotiation about the issue between interested parties
3. Finding previous research literacy
4. Updating and reformulating the problem discovered in phase one
5. Planning the research
6. Planning the research evaluation
7. Starting the new project
8. Interpretations of the materials and evaluating the project

Vilkka (2006) also states that in quality research understanding plays key part in conducted research. Expectation for researcher is that he is able to find thread in

research target based on research data. Understanding means that researcher is able to justify the thread with research data. Comparison to other theories, models and different research rules and –frames produces new interactions and new observations at the same time. “Wrong paths” are not necessarily a bad thing. On contrary “wrong paths” usually tells that researcher is in dialectic relationship to his study.

Action research is described to be cyclical or spiral way of working. Stringer (2007) divides that process in three steps

1. gather relevant information and then build a picture by describing the situation (*Look*)
2. explore and analyze what is happening and after that explain why things are as they are (*Think*)
3. plan or report, implement and evaluate (*Act*)

After these phases the spiral starts from the beginning.

2.2 Phases of my study

As my work is combination of two different parts that are linked there are also two different cycled processes. The base or frame is “Project Managers (PM) in Tieto”. “PM in Tieto” is and will remain as a concept. The idea started from the previous subjects that I had for this thesis along with comments and material I received during my work as manager of Project Management unit. “PM in Tieto” as a concept started because I realized that there is not enough information and understanding among Project Managers what is actually expected from them.

So the phases, as shown in Figure 3, concerning “PM in Tieto” are

1. Draft idea for general concept
I created general concept based on interviews and discussions I had with Managers and Project Owners.
2. Power Point to present layout and content of web-page and concept

At this point we had couple of workshops together with Marketta Jylhä and Dorota Kwiatkowska to check existing trainings and clarify the purpose of those

3. To make suggestion how to continue and how we could combine “PM in Tieto” also to the Desktop
4. How the “PM in Tieto” concept should be taken into account when planning future tools, competence development and processes

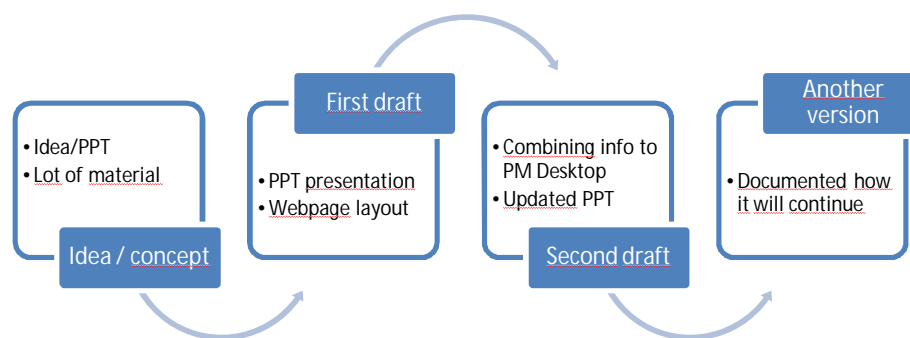


Figure 3. The “PM in Tieto” cycles

Main part of this thesis handles PM Desktop project because it is the first tool to utilize model and findings made concerning Project Management skills. The idea was to gather tools that are in place at the moment and bring those easily available. It was also a pilot project for the desktop concept in general.

With PM desktop, or as it was named in launch the Project Desktop, has gone through all together two and a half cycles by summer 2011. The actual project has been started beginning of 2010 as the reference group was formed, but the actual work could be truly started after vacations in August 2010 and the first cycle was the specification and Alpha version. For the Alpha version implementation we had separate Project Manager who was responsible following the implementation progress.

After launching Alpha version of Project Desktop I gathered feedback from enlarged reference group and started planning the next improved version. At the same time we were forced to change the tool which was used in implementation, so everything we learned about the technical tool used and background systems was to be learned again. At this point the actual implementation project was divided to Desktop Project and information layer project (KIL).

As the Figure 4 shows the Project Desktop has gone through lot of cycles, and those cycles contain even more phases. Phases inside the **first cycle**

1. Business problem identification (starting point)

I had several discussions with different parties (customer project owners, sales people, unit managers, project managers, quality and financial responsible) to understand what were the actual challenges they faced.

2. Current state analysis

I examined the feedback and comments about the tools at use in that time and checked the materials from the discussions and interviews as a starting situation. I also gathered existing data (CSS and Voice survey results) to have understanding of the overall situation.

3. Relevant ideas from existing literature and knowledge

I read much literature, web-articles, and magazines and discussed with colleagues about their views. As a result I come up with some ideas how to combine those in to practice and based on that analysis I made first suggestion what we should include to the desktop.

4. Preliminary conceptual model

Together with reference group we made the decision how we will proceed based on the suggestion I made. The end result was the Power Point slide about the features in coming Project Desktop. At this point we did use designer to check visual outlines and write open the functionalities to specification mode.

At this point I arranged many workshops (WS's) and after collecting comments and making sure the first model was OK we continued to Alpha version implementation.

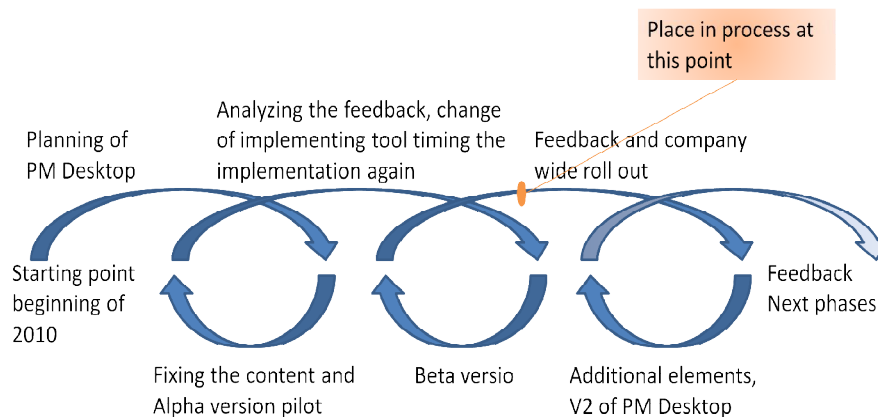


Figure 4. The Project Desktop cycles (and situation in July 2011)

Second cycle started by making the Alpha version of Desktop

5. Alpha version

As we had now layout and functionalities, the first implementation based on concept could start. The implementation project had separate project manager.

6. Feedback

When the Alpha version was ready to be tested we made roll out for the reference group. They could use the functionalities and we asked them to give feedback what was working and how does it felt. They could also give comments in general about the content and user interface.

Third cycle

7. Beta version

Based on comments from Alpha version the improved layout and functions were designed, and after approving those in WS with smaller reference group we continued to Beta version implementation. At this stage we changed the project manager and continued with new technology.

8. Roll out

When beta version of Desktop was ready we announced it to wider pilot use. For some time it was open to all project managers to test it. After

receiving comments and error messages some bug fixes and corrections were made before handing it over to roll out organization and production.

Forth cycle

9. planning of second version (V2) of Desktop

This phase is still ongoing, because we needed to wait other tools to be completed before taking those into Desktop.

Overall schedule for this thesis is opened in Figure 5. The original plan when I started this degree program was to finalize thesis work by December 2010. The topic of this thesis has changed several times during the time, but always it has included the improvements for Project Management work. More detailed schedule concerning the whole calendar time is in Appendix 5.

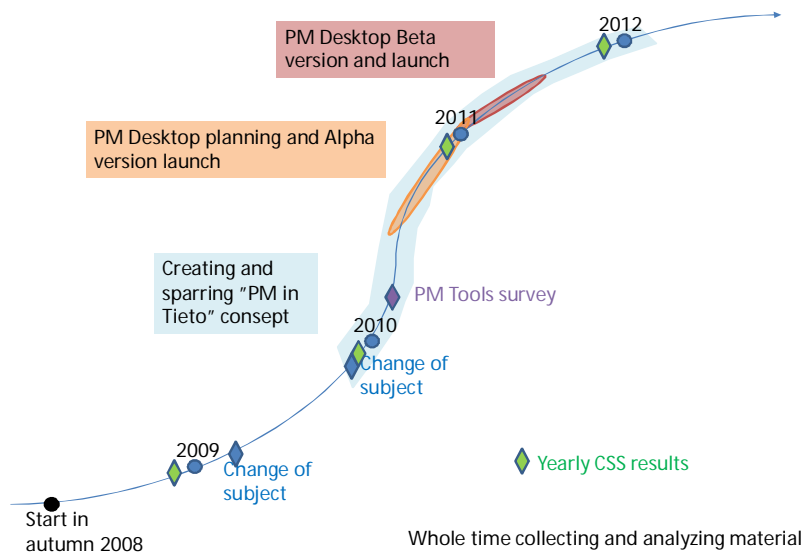


Figure 5. Overall schedule of my thesis.

2.3 Collecting and analyzing data

I started collecting information already beginning of my studies in autumn 2008 and the original idea was to develop Project Management work in Retail & Logistics sector. That was before the major organization change took place. Because of that reasons work was started in bits and pieces before even establishing the umbrella program for all Project Management improvement actions inside Tieto. During summer 2010, when also Head of Program and Project Management center of excellence was nominated, and all the Project Management related development projects were gathered under one umbrella; Easier life for our project and program managers, the scope of my thesis finally clarified.

The challenge having data from so long period is that all the sources are no longer in use and especially links that refer to intra pages has changed or disappeared. Analyzing the data also gives a new view. Discussions with different people in certain time have had issues that might not rise anymore because the situation has changed, or the organization has changed.

Different measures

To make sure that I can also measure the end result concerning set targets I decided to use existing measurement and to be sure that we are concentrating real things in this development project I selected two different measurements which are centrally run and one from which I am able to carry when feedback is needed. Those centrally run queries are also good measurement later to check how the actions have effected; though there are also restrictions using those (they are not measuring only these actions).

During the tool project and by the end of it I collected **feedback**. In general to be able to make sure that all parties are happy. I also used our internal Voice survey **to measure the effect to overall feeling** and thirdly I also checked **how customers saw the change**, has it have any effect externally as well.

So the starting point was to look at

- Customer Satisfaction concerning Project Management skills
- Voice feedback
- Internal feeling about the tools at hand (separately made survey in 2010) to create a baseline of the current situation.
- feedback collected along with improvement issues in pilot phases of Project Desktop tool

I researched the previous (2009) **CSS results** (see Appendix 3) and gathered comments from those about Project management. I also interviewed some project owners after 2009 results and was able to understand their view on this matter.

Tieto have yearly employee survey, Voice. Those results are available mid November, and those showed that people are not happy to the tools available.

Voice (see Appendix 4) also showed that the tools are criticized both year 2009 and 2010. After our improvement actions the results showed that situation has improved. 2011 results were better if looked about the internal tools in use.

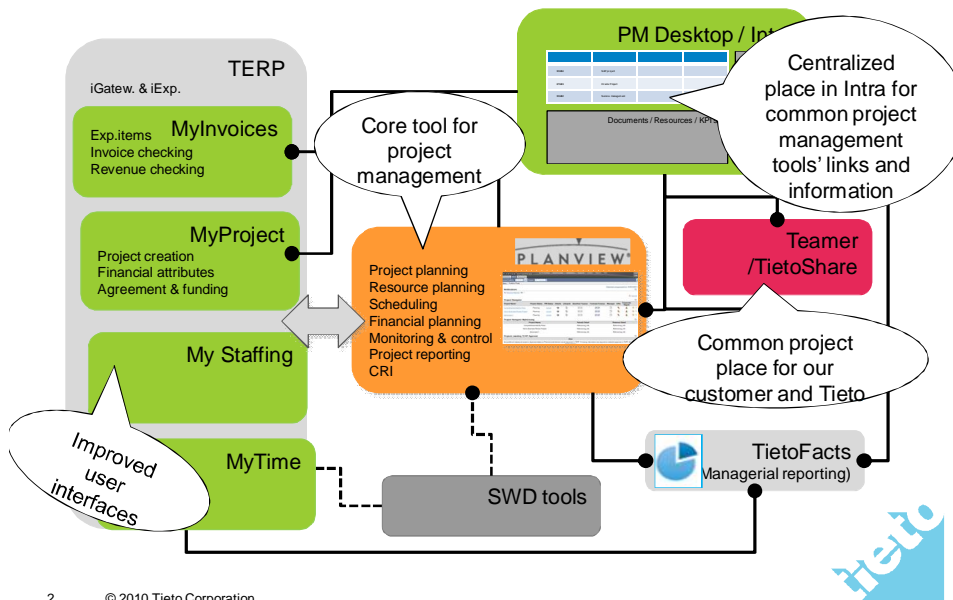
Based on Voice results 2009 the decision of looking little deeper those tools from Project Managers point of view we made survey about **PM tools**. I participated to preparation of that survey by reviewing questions and giving comments. The actual survey was performed by Tapio Huotari and Veronika Kima beginning of 2010. The survey revealed that Project Managers are not at all happy to the tools at hand. Summary of the results from survey is in Appendix 2.

In order to improve our current status and the customer experience that Tieto works in described way and that the work is performed uniform way we need to define how Project Manager works in Tieto. For that purpose I developed concept “PM in Tieto”.

Simultaneous projects

As stated in chapter 1.3 work for this thesis is part of larger program “Easier life for project and program managers”. This means that there are several simultaneously ongoing projects. These projects have had also effect to this Desktop project. As shown in Figure 6 Tools track have at least seven related projects. Some of those projects are improvements for already existing tools, but some are also new ones.

PM tool environment - coming



2 © 2010 Tieto Corporation

Figure 6. Content of tools track in May 2011

PlanView, or PM View as it is called now that it has been launched, is also related project. This is the tool for Project Managers to plan and steer the project in task level. Some of the planned parts of Desktop were left out because during the process it becomes obvious that the PM View still have those features and it would be pointless to implement those separately and replace later with this new tool.

MyTime, MyInvoices, MyStaffing and MyProjects are new interfaces for TERP tool, and when those have been implemented it is vital that we link those, and maybe later bring those to same view as other tools.

TietoFacts and Teamer will be imbedded to Desktop, but also the new features of those tools need to be studied and checked if those are ones we need to include to Desktop functionality.

Also in process side there are new models and processes that Tieto is implementing. Delivery Governance Model is one of those. This creates pressure to Project Desktop project, because it means that there are other roles that are interested about the same information. In start the idea was to restrict users in Project Desktop, but as we continued it become obvious that there are other roles we need to serve as well, with the same information. So the scope was extended to cover also project owners and project members.

2.4 Reliability and validity

In action research evaluation of reliability and validity are most commonly used methods. Reliability is the consistency of a measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. A measure is considered reliable if a person's score on the same test given twice is similar. It is important to remember that reliability is not measured, it is estimated. Validity is the strength of our conclusions, inferences or propositions. Validity is concerned with the study's success at measuring what the researchers set out to measure.

According to Metsämuuronen (2006, 48) validity can be also divided in to external and internal validity. External validity looks if the study can be generalized, and if so, to which groups. Internal validity looks the credibility of the study. In qualitative study the design of the study is not that essential but the credibility of the study is. With good

design, concept formation, and the right leadership and the theory of sampling it is possible to improve the validity of the study.

Reliability means that the measure taken from target can be repeated, so not that it is random. When checking the reliability it is important that the study is in such shape that it is for others to available and that they are able to check it. Study can be reliable even if it would not be valid. This means that we might end up interesting results but it is not what we started to research in first place.

Reliability in this research can be checked against the materials and surveys.

Validity usually answers the question how well used study method and taken actions correspond the phenomena we set out to research. The important thing is to consider what type of strategy in this research is valid.

Validity in this research means that are we looking the right thing.

Usually the term reliability is linked to quantitative study and since this is more qualitative perhaps the term credibility would describe better the way we need to study the end results.

3 Theory, models and existing knowledge

Theory and models used in this research are mainly project management and leadership theories because the aim was to gather information what are the most important issues to take into account when creating model how “PM in Tieto” works and implement a tool that supports that.

So, what is project management?

“Project management is the science (and art) of organizing the components of a project, whether the project is development of a new product, the launch of a new service, a marketing campaign, or a wedding. A project isn't something that's part of

normal business operations. It's typically created once, it's temporary, and it's specific. As one expert notes, "It has a beginning and an end." A project consumes resources (whether people, cash, materials, or time), and it has funding limits."

MPUG 5.1.2011.

But as we are talking about the international organization I need to include also other theories and find supporting ideas from elsewhere to be able to make this fit in to the environment where it will be used. And also how to implement these changes.

3.1 Literature analysis of the subject

There is large variety of Project Management literature and all the time more is coming. I tried to select books and publications which are looking the Project Management field from same perspective as I am; how to apply it in ICT environment, or can give an idea about the Project Management work in general in distributed projects in ICT area.

As Scott Berkun (2005) says in his book *The Art of Project Management*: "Project Management can be a job, a role, or an activity." which tells quite much about actual Project Management work. As a Project Manager you need to be able to handle complicated things and motivate people, at the same time as you push them forward keeping the timeline and costs at agreed level. Still in smaller cases you might just deal with Project Management tasks without taking the actual role. You may also work as a full time Project Manager, just doing it as a job, not taking part time role in some assignment. All these different variations about Project Management work exist in Tieto's organization as well, and that makes it hard; how to make sure that everyone is following same principles and doing things as agreed? and how to guarantee the success?

Organization and culture

According to Pinto (2007) the organizational structure affects greatly to project success. He refers to the research made by Gobeli and Larson (1987) that the construction projects are more effective in matrix organization, to be more precise project matrix. Their research showed that the project matrix created more supportive atmosphere for successful project management and therefore projects were more effective and successful. This is important information if I consider our own organization. We do make a lot of different kinds of projects and therefore the organizational structure should support the work in the best possible way.

Pinto also states that one of the key contextual variables in how projects are managed efficiently is organizational culture. Design of organizational structure either helps or hinders the project management process. It also creates a unique way, you may call it a DNA signature of the organization, how manners (outlook, operating policies, procedures, patterns of thinking, attitudes and norms of behavior) are indoctrinated to its employees. This affects how people will commit to the goals. Culture affects project management in four different ways by Pinto (2006, 77):

- how departments are expected to work each other
- level of employee commitment
- project planning; how work is estimated or resources assigned to the project
- how managers evaluate the performance and how they view the project outcomes

As we want to create a concept how Project Manager in Tieto's organization behaves and what is expected, we need to pay attention also to the culture aspect.

Vocabulary is also one of the important things. We need to be able to speak "same language"; understand terminology and that way understand each other. "Common set of terms and concepts improves communication and speeds our work along with minimal confusion. Effective project management requires a consistent Vocabulary, applied consistently." by Richman (2006, 5). This is even more important if we think distributed projects. There might be several project managers in different countries and

if they do not understand each other it is very difficult to steer and lead project effectively towards the same goal.

Buchannon and Huczynski (2004) in their book “Organizational behavior” states that although communication is widely recognized as a central to individual and organizational performance, many managers regard communication as a major problem and many employees feel that they are not adequately informed about management plans. Company rules and vocabularies in use are also symbolic ways of signaling or coding desirable and undesirable behaviors. In an increasingly diverse multicultural society, sensitivity to the norms and expectations of other cultures is vital to effective cross-cultural communication.

In addition to communication also co-operation with different people is important. People around you influence to your performance. Buchannon and Huczynski (2004, 359-360) talks about synergy. “Positive synergy is a fundamental concept which underpins all kind of group working in organizations. Positive synergy is the belief that the final output produced by a group of individuals working together, rather than separately, will equal more than the sum of individual members’ abilities and efforts.”

Competences and leadership

“Leadership skills are essential for project managers because project manager must influence the behavior of others.“ says Richman (2006, 19). Project Manager does his/her work through people and therefore it is almost mandatory to have leadership skills.

“True leadership from the project manager has been shown time and again to be one of the most important characteristics in successful project management. The impact of good leadership is felt within the team and has effect on other functional managers and important stakeholders. In fact, project management has been viewed as one of the most “leader intensive” undertaking that occur within organizations.” Pinto (2007, 129)

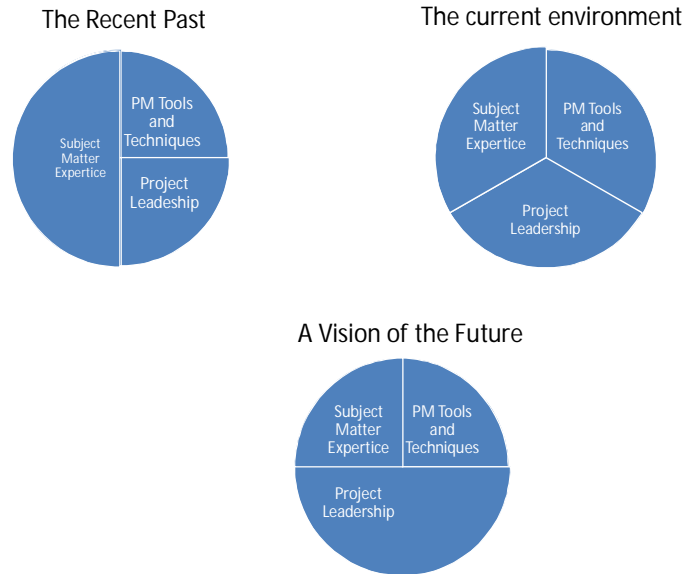


Figure 7. Project management skills for success. (Richman. 2006)

In Figure 7 we can see the trend of different skills of required from Project Managers. The leadership component already has significant value and its relative importance is still rising. Also Ferraro (2008, 101) emphasizes the meaning of leadership. “In project management leadership is desperately needed; leadership that is adaptive, perceptive, timely, meaningful, authentic, and unselfish.”

“Leadership is the ability to inspire confidence and support among the people who are needed to achieve organizational goals. For project managers, leadership is the process by which he/she influences the project team to get the job done.” (Pinto 2007, 129)

Pinto (2007, 130) states that “leadership involves inspiring, motivating, influencing, and changing behavior of others in pursuit of a common goal”. He also clarifies the difference between leader and manager in words “leaders aim for effectiveness managers for efficiency”.

Bill George (2007) in his book “True north” describes with many examples how important it is to find your own leadership style. This is as important to Project Manager as it is for any leader. If you are not true to yourself and use your own strengths you are not “real” and people sense that. Authentic leaders go their own paths and pursue the

goals. They are more concerned about serving others than they are about their own success and recognition. They also make mistakes, but admit those and other shortcomings they have. George (2007) summarizes the five dimensions of an authentic leader:

- Pursuing purpose with passion
- Practicing solid values
- Leading with heart
- Establishing enduring relationships
- Demonstrating self-discipline

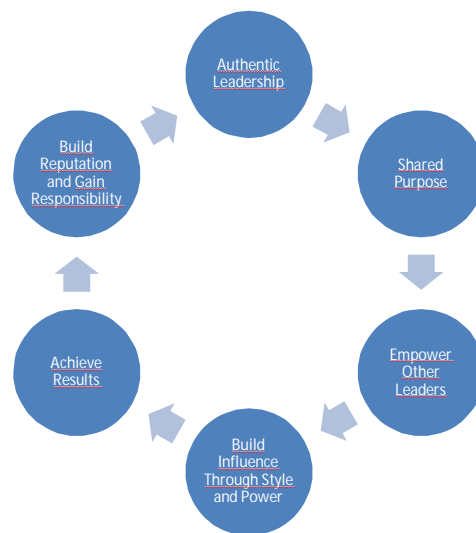


Figure 8. The effectiveness of authentic leadership. (George. 2007)

As shown in Figure 8 by reinforcing your own authentic leadership you can encourage others to lead and achieve results. Encouraging them to take the role that belongs to them and also the responsibility you have one thing less to worry about. That type of leaders we want to lead our projects and services.

Project management can be thought as profession, and the first step according Pinto (2007, 143) is to identify a career path. Tieto has career path for Project Managers, but I do not believe that this has been taken seriously when practices are selecting project managers to certain assignments. We are not utilizing the potential of the career path can make.

Even though we have done that there are still number of people in Project Manager role that has no knowledge or training to be a Project Manager, so they do not know what is expected from them. That's why we also need to make it clear.

PM Tools

Tools are not the most important thing in Project Managers work, but they can make it easier. Right tools support the Project Management and make possible challenges visible before they occur. There are lots of different kinds of tools and techniques, depending what you want to achieve.

A Gantt chart; A Gantt chart is a popular project management bar chart that tracks tasks across time. When first developed in 1917, the Gantt chart did not show the relationships between tasks. This has become common in current use, as both time and interdependencies between tasks are tracked. Since their first introduction, Gantt charts have become an industry standard. They are an important project management tool used for showing the phases, tasks, milestones and resources needed as part of a project.

Logic Network; A Logic Network shows the sequence of activities in a project across time. It shows which activity logically precedes or follows another activity. It can be used to identify the milestones and critical path of a project. It will help you understand the dependencies in your project, timescale and its workflow. This technique can reveal important information that could otherwise be overlooked.

PERT; The Program Evaluation and Review Technique commonly abbreviated PERT is a model for project management invented by United States Department of Defense's US Navy Special Projects Office in 1958 as part of the Polaris mobile submarine launched ballistic missile project. PERT is a method for analyzing the tasks involved in completing a given project, especially the time needed to complete each task and identifying the minimum time needed to complete the total project.

Product Breakdown Structure: In project management, a Product Breakdown Structure (PBS) is an exhaustive, hierarchical tree structure of components that make up a project deliverable, arranged in whole-part relationship. A PBS can help clarify what is to be delivered by the project and can help build a work breakdown structure. The PRINCE2 project management method suggests the use of product based planning, part of which is developing a Product Breakdown Structure.

and Work Breakdown Structure; A Work Breakdown Structure is an exhaustive, hierarchical tree structure of deliverables and activities that need to be performed to complete a project. Work Breakdown Structure is a common project management tool and the basis for much project planning.

Development in PM area

According the article from project management journal “Are We Getting Any Better? Comparing Project Management in the Years 2000 and 2008” the project management theories, methods and skills has become more known and the awareness increased from 2000 to 2008. The results in 2008 still indicate that further education and training is required. To researchers surprise unanimity, fellowships, and relationships between project team members at the outset of the project have diminished over the years. “This may be due to the project team being more diversified and close bonds not existing at the start of the project. We see few observations of this from 2000 (but those appearing were all very positive) and more from 2008 (and not so positive), indicating that the respondents of 2008 see this as a problem.” Andersen & Sørsveen (2003)

Table 2. Results from PM study in years 2000 and 2008.

Statement	2000		2008		t	Significance
	n	Mean	n	Mean		
Good knowledge of project work and methods [PI]	51	0.304	34	0.559	2.773	0.007
High degree of unanimity and fellowships [PI]	12	0.917	28	0.589	-2.631	0.012
Good relations between project team members [PI]	10	1.000	21	0.690	-2.411	0.022

I can see the similar trend also in our organization. Tieto has invested lot for Project Management and -manager trainings over the last years and we have developed career and training paths for Project Managers. At the same time the project managers have been forced to learn how to handle more complicated and distributed projects. Almost every case (project, continuous service etc.) has some part or component that is delivered from some other country than where the original service has been planned. That makes it impossible to bond closely to whole project team.

In "Beyond Frontiers of traditional project management" by Saynisch (Project manager journal April 2010) is speculation beyond current thinking in Project management. The claim is that traditional project management cannot fulfill the challenges and requirements for mastering increased complexity in society, economics, and technology.

They have taken Laszlo's and Darwin's theories and made model how also project management need to take leap in order to reach next level (Figure 9), to be able to handle complicated and unexpected issues.

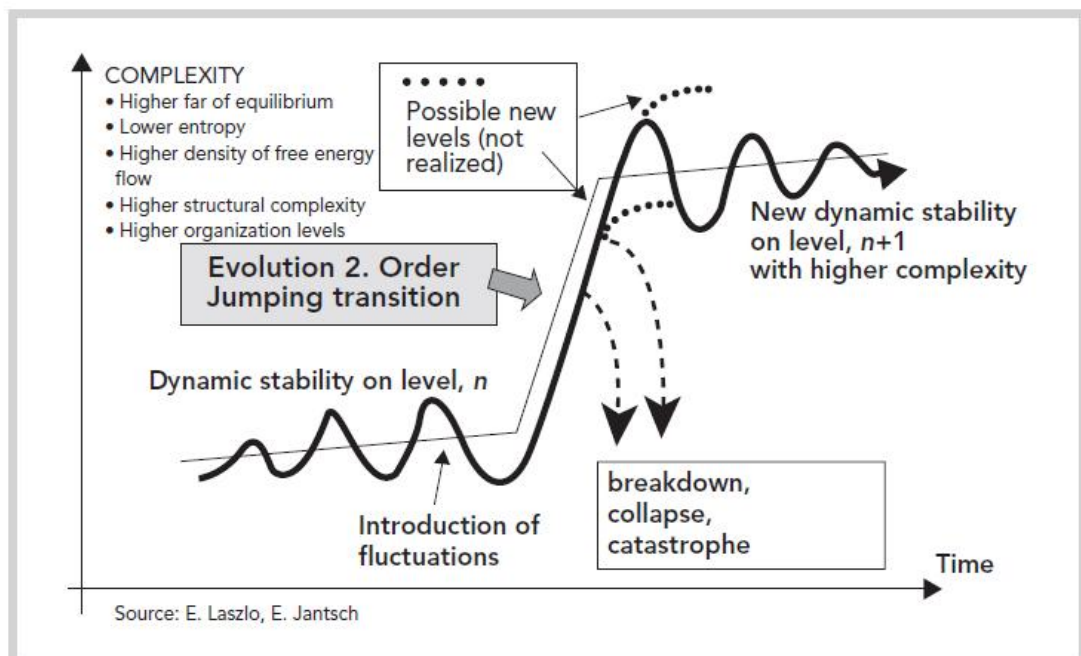


Figure 9. Order by Fluctuation and Bifurcation: the creation of new and higher level of Quality, Organization + Complexity.

This means:

- An evolutionary jump is similar to a phase transition in a project life cycle.
- A phase transition in a project life cycle is a phase jump. Achievement of great progress in jumps is similar to Evolution Second Order.
- Fluctuation and bifurcation processes are similar to project-phase transition periods.

“With knowledge of these *bifurcation processes*, project management can better handle the phase transition in a situation of nonequilibrium and nonlinearity. Traditional management processes cannot handle this situation.” Saynisch (2010). Cultural change is necessary so that new approaches are not abandoned early. This means that also Tieto needs cultural change when we speak about project management.

3.2 Existing knowledge inside the organization

Because Tieto’s organization is so large there are improvement projects ongoing all the time. The challenge is that we should not be inventing things that someone has already made and that we are not doing same thing simultaneously in several places. The co-operation with Marketta Jylhä was the most important thing at this point. Through her network I was able to communicate and collect information what was ongoing at the same time and also inform what we were doing.

As I discovered during the data collection phase, the ideas that I had in mind to make expectations and basic knowledge about our processes known to all Project Managers was already partly implemented in one country, but not brought to benefit the whole corporate. It was good to have someone to spar with those issues and we had good workshops around the subject.

The information which I collected from the surveys was already available but not used in that fashion inside Tieto. All meters (also other internal, not only those mentioned here) were showing the same, Tieto needed to take actions to improve project management and understanding about the expectations towards project managers.

Tieto have lot of good things inside the organization but all of those are not easy to find (you need to know what you are looking for to be able to find it) and all are not familiar with those, and it may be that the support is not available in every country.

Findings that Andersen & Sørsveen (2003) presented about the knowledge and understanding about the importance of project management can be seen in CSS 2009 results. Customers' expectations reflect the change that has happened, they are more involved and level of knowledge has also raised the level of expectations. Customers are expecting high level project management skills and well run projects. Unfortunately the same CSS showed that Tieto has not been able to keep the expected level and therefore actions were needed.

3.3 Combining the theory and real life challenges

Tieto has many different levels of project management trainings, but the problem seems to be that all who are working in Project Manager role have not participated even level one training. To influence this and make it clear what is expected from Project Manager I developed the concept "PM in Tieto". Also based on gathered information Marketta started separate Carousel –sessions in which the information about the expectations and ongoing improvements are shared.

As we can see from the theory part there is lot of issues that needs to be considered and taken into account when we want to make working model of project manager's work and communicate it to everyone in multinational organization. I started from the basics. Creating the model "PM in Tieto" we were first time able to discuss about all the expectations we have for project managers in Tieto. I also participated trainings and seminars as a speaker to go through the expectations and gain feedback and information from the people who are doing the actual work.

So having those information sessions and actively participating trainings and discussions Tieto can influence the awareness of expectations, make sure that the competences are in place and if not offer a support and training. We are also reinforcing the language inside corporate, we will speak issues with the same name and understand each other.

So how this will be done?

To have support and model for implementing these issues I relied to Kotter.

Kotter's (1996) eight stage process for change

1. Establish a sense of urgency

By looking and investigating the performed surveys and informing the results forward we were able to create common understanding that the situation needed improvement

2. Form a powerful guiding coalition

Inside the program we created a strong enough steering group which could make the needed decisions and actions

3. Create a vision

Model about the "PM in Tieto" and Project Desktop

4. Communicate the vision

Making the model known and informing about the target group what is coming

5. Empower others to act on the vision

Activate people and listen suggestions

6. Plan for and create short term wins

Alpha and Beta versions open for larger group (touch and feel + comments)

7. Consolidate improvements and produce more change

First production version

8. Anchor new approaches

Tool in use, communicate also the coming development and follow the usage



Figure 10. How to make change to happen, adaptation from Kotter

So "PM in Tieto" collects all different knowledge areas and expectations into one place. It covers expected skills, including leadership, commit it the tools Tieto is using and the subject matter expertise. The model also covers at some point the organization and culture issues.

Then based on that concept and the important issues picked from the literature the tool Project Desktop contains important knowledge to project managers so that they are able to concentrate steering the project. Sections/web parts are

- Project information including KPI information
- project phases (to be able to follow the process)
- documentation (what is happening in the project)
- financial information (steering and reporting)
- project group information (communication etc. issues)
- news from intra
- banners (important notices for Project managers, for example coach during that week)
- Competence development issues, coming courses etc.
- beneficial links and direct links to other tools (not yet brought to desktop)

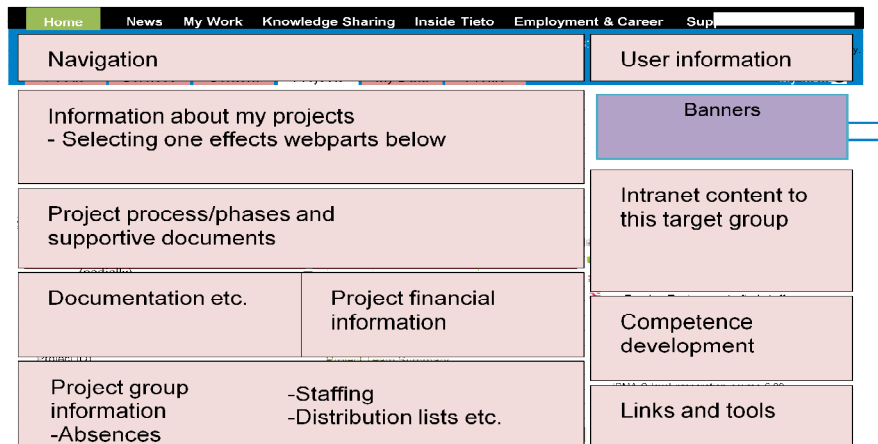


Figure 11. Project Desktop concept picture

The idea of bringing all elements and tools to one desktop was to ease the project manager's pain about the different tools and accessibility to those, only one place to follow and see the status. The idea was that it would leave them more time to concentrate the actual leading of the project.

4 Building up the model

To be able to know what we need to tackle I looked first the annual Customer Satisfaction Survey (CSS) and Employee Voice results from 2009. In the beginning of 2010 we made survey about the PM tools to gather user information and experiences about the tools at use on that time. The survey revealed to us that there are a lot of different tools that our people are using instead of those offered by corporate. We also got lot of good improvement suggestions. One of which we decided to go forward as well, the integrated tool which gathers information from all the sources and is easy to use.

4.1 “PM in Tieto” and Project Desktop

Project Management Practice Unit managers and Head of PM center of excellence have had the idea for a while that we really need to improve our Project Management work. Tieto has lot of people who are very good in what they do, but it should not only be dependent of a person. Tieto has also the other kind of Project managers who are just doing the certain Project Management tasks but they really does not have training, needed skills or will to do that. Tieto has processes and tools to support the work, but in order to follow and use those you need to know what those are. So the question rises what Tieto needs to do differently to be able to improve the overall level of PM work? That was the idea behind the concept PM in Tieto.

4.2 Creating concept “PM in Tieto”

We have had many process improvements in our company in recent years, and we do have process which describes what documents to use and when, but it does not give complete answer to what are the expectations for Project Managers. In discussion with several project owners and customer managers I realized that this is something we need to improve. Most of the people working as Project Manager do not even know what is expected, so how would they be able to deliver?

Based the results from the survey and the information gathered from Voice and CSS we also wanted to bring something helpful for the actual work. The easiest way was to create user friendly view to the existing tools and knowledge. The idea was to make it a ground where all the tools, information, training etc would be gathered, so that it would already help project managers in their daily work, and continue to do so in the future.

As I started looking deeper we discovered that we already have training, and almost with the same name “PM in Tieto” at some parts of our organization. In Check Republic they have arranged same type trainings already for new project managers for some time. I decided to look little deeper about that training and discovered that it had some

elements I saw important and some areas were not covered. We arranged couple of workshops with people who had arranged the trainings.

After having those Workshops (WS's) with Dorota I discussed it with Marketta. We made couple of slides and presented those in different occasions and trainings. We also checked how to use those trainings as a base and planned how we would arrange and trainings so that we would be able to transfer the existing trainings and train country based “organization” to continue those trainings.

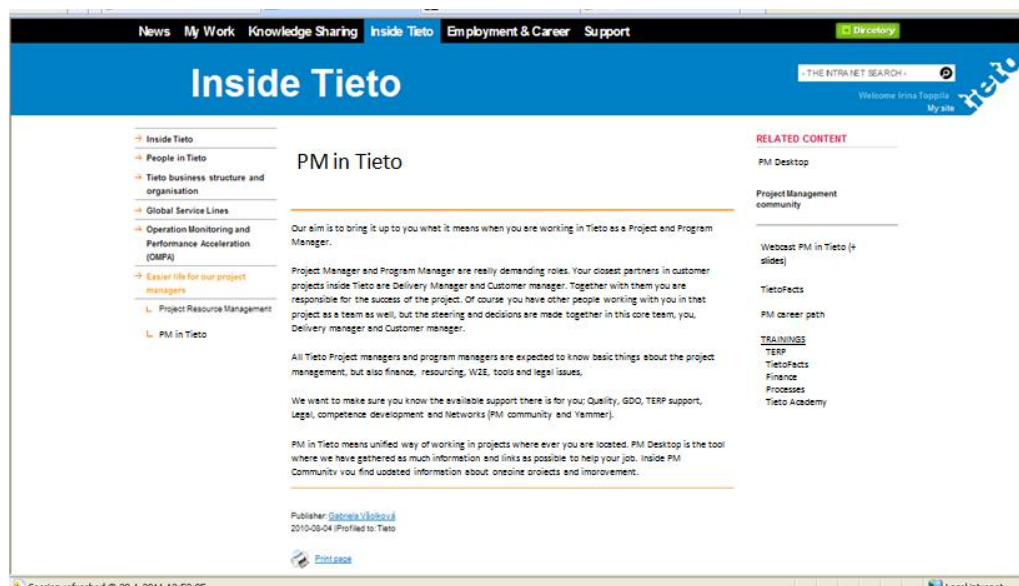


Figure 12. Draft layout of PM in Tieto –site in Intra.

The first idea with “PM in Tieto” was that I will try to create modular trainings for Project Managers and the intra site where all the information will be stored. After the idea phase we had WS where we went through the materials I prepared and by conclusions from that WS I made suggestion about how “PM in Tieto” would be visible. The first draft was power point –file and webpage layout as Figure 12 shows. The challenge that I faced during planning was how we can reach people who do the Project Manager work but has not participated any trainings, they might have different title and they are not in PM distribution list.

The next WS's I held with Marketta and Dorota were concerning about the trainings we would like to perform and have company wide. We checked the current trainings and the one that they already made for project managers in Czech and made combination out of that. We made also the training plan and selected coaches but because of the cost cuttings in 2011 we were not able to move forward with that. The scheduled training we postponed to somewhere in to the future.

I continued with idea about the separate web page and training content, but as the Project Desktop planning forwarded it become obvious that there should not be several places to store the information. If people are expected to use the tools and collect easily the information it need to be stored in one, not several, places. So "PM in Tieto" remained as a frame also for Project Desktop. The next phase was then to combine all that information to Project Desktop.

Tieto has in place the Way To Excellence (W2E), Tieto operating model, but it does not inform all that is expected from project managers. it only provides project phases, the process and document templates.

Current version of "PM in Tieto" concept can be found in Appendix 9. It will be developed further in beginning of 2013 when Tieto again changes the organization and project manager role will have even more responsibilities. The leadership competence becomes even more important.

To be able to perform job well all the basic needs need to be fulfilled. In his book Jack Ferraro (2008) relates to Maslow's hierarchy explaining that the same principle as in all life also functions in Project management work. The basic tools, knowledge and expectations need to be functioning and clear before we can concentrate to higher value adding things as leadership.

Content of PM in Tieto in phase one; creating the model

- expectations
- skills & tools
- competence development

- additional trainings
- clarify existing trainings and those purposes
- W2E and processes
- networks
- support

4.3 Model of Project Desktop

As we had idea about the concept “PM in Tieto”, we should have also tools to support that unified way of working. Somehow we need to be able to bring guidelines, help and tools to support daily work, to link Way to Excellence (W2E), Tietos’ operating model and our tools so that PM is able to focus the main task which is important.

As already shown in Figure 11 (page 33), my idea for the concept of Project Desktop was that all the important elements would be covered so that project manager can actually concentrate to daily issues and leading the project.

The created model for Project Desktop includes these important elements. Richman (2006, 10-12) writes that according the theories classic functions of management are

- planning
- directing
- organizing
- staffing
- controlling
- coordinating

These are the elements I wanted to bring to the Desktop. The idea was that the “tool” itself would better support the Project Management work and make it more manageable. The feedback from PM tools -survey also suggested that the more user friendly interface for existing tools would help the job.

Project Desktop was as first idea of the tool which Project Managers would be using in the future. Because there will be many changes and new tools the project desktop needs to evolve. There will be also tool beside Project Desktop, but we should make the access to those as easy as possible and if we can provide information if actions are needed concerning particular project that would bring additional value to project manager.

The screenshot displays the Project Desktop interface. At the top, there is a navigation bar with links: Home, News, My Work, Knowledge Sharing, Inside Tieto, Employment & Career, and Support. Below this is a blue header with 'My Site' and a search bar. A notification bubble says 'Tieto says: Remember to take part in the yearly VOICE survey.' Below the header are tabs for Feeds, Services, Content, Projects, My Data, and Profile, along with a 'My Menu' dropdown.

The main content area is divided into several sections:

- My Projects:** A table listing projects with columns for Project ID, Name, KPIs, Teamer, and Status. The 'Intra Small Development' project is highlighted in green and marked as 'Approved'.
- Project phases:** A section with tabs for Preparation, Execution, and Closure. It lists tasks like 'DP7 - Transferral of results' and 'DP8 - Project closed', along with links to templates and reports.
- Project site and documentation:** A section for the 'Intra small development Teamer Site' with a link to 'How to close/archive Teamer site?'.
- Project figures:** A section showing financial and time data: Revenue (44023,00€), Burdened cost (8904,00€), Hours (249 h), and Forecast (533164,00€).
- Project members:** A table listing team members with columns for Status, Task, Time period, and Staffing manager.
- Banners:** A section for 'Project Manager Content Stream' with several news items like 'OU300 Revenue and Invoice drafts ready' and 'New improved TietoFacts kicks butt'.
- Links & Tools:** A section with links to various resources like TERP, TERP Support, and Tieto Academy.

Figure 13. Second layout of Project Desktop.

In Figure 13 is shown the next version of Project Desktop. I had discussion with every Project Desktop -project group member separately to make sure all the aspects and also their ideas were heard. After those discussions we fixed the scope of the first version.

How does “PM in Tieto” Concept influence?

PM in Tieto is visible through the site content, we want guide project managers to use processes and tools and also provide the needed information in order to strengthen the awareness.

5 From model into practice

The model of Desktop tool in higher level was created already earlier. There was an idea in ICT department to create different kind of Desktops for different users; project managers, sales people, line managers and customer teams. Question was then how will it be planned so that it really helps and supports the work of different roles?

It was decided that the Desktop for Project Managers would be the first one to build. When we moved on to actually start the first version of Desktop I had several discussions with people in different roles all over the organization; developers, managers, project owners and project managers to make sure that what we are starting to build is something that is needed.

As I gathered information and feedback about the current tools and expectations for the new tool both project- and reference groups brought the same issues to the table. Most of the people agreed that the most important issues visible in that view should be where we are now in the project and what are the next tasks. To be able to discuss and make agreed plan, fixed content for the first phase, I arranged number of workshops. During those workshops we listed the most important parts that need to be on a desktop. Unfortunately we also were forced to make compromises. There was a new tool coming for project managers which would provide some of the needed information later in different format, so there was no point in doing integration twice for different systems.

For both parts of this work (Desktop and concept) I have had a large reference group. Even “PM in Tieto” has been more of collecting things in first phase and bringing those visible to all project managers it has also been process of defining what are

organizations expectations for Project Managers. This enables us to create a unified ways of working and same kind of culture everywhere inside the organization, independence of location.

5.1 Alpha Version of Desktop

As I was able to fix the content of Project Desktop and got it approved in steering group to it we started the actual project. From corporate ICT they had thoughts about other desktops as well and the implementation tool was already selected so the project manager for alpha version come from there.

Now that there was already fixed content for the first version for our Project Desktop we moved to implementation. As we started moving forward I took a little different role. My role during implementation project was content and project owner. So I participated the weekly meetings to follow how the implementation was proceeding. I also participated in steering group meetings as it was the forum to discuss and make decisions. There were also owners from the KIL project present on those meetings.

We wanted to have something ready to show, because already the communicated schedule was tight. Alpha launch was supposed to be beginning of January and the actual launch in March 2011.

The implementation team did the work very independently and I participated only clarifying the issues and solving problems. When Alpha version was ready I also tested it to see that it was according the specifications. The Alpha version was released also for wider testing to enlarged reference group.

During testing we received much valuable feedback (Appendix 6). Some of the feedback we were able to take into account during the process, but some was just recorded for later use. At this point our aim was to have Project Desktop to launch by

the end of March. There was quite much work after the Alpha version, but because the first version was quite fast to implement we believed that the timeline could hold.

At this stage the ICT as deliverable organization wanted to influence the technology we use to implement the Project Desktop, as the plan was that there will be more desktops later on. In the steering group which was held after launching the Alpha version ICT made decision to separate delivery project in to two, information layer (KIL) and the actual desktop implementation. That meant we were forced to change technology used in implementation. The information layer would take care of integrations to systems, and desktop project just uses those as services. At that stage we knew that some schedule changes were eminent. At this stage it also became clear that we needed to change the Project Manager responsible of desktop project. In practice that meant that we were forced to start all over again.

5.2 Beta Version of Desktop

As we started the next phase, we had almost completely new team from developer's side. Technology was different, also PM was changes and in fact we had different PM both in KIL and Desktop projects. This meant that we started almost from scratch when the Beta version was started.

While doing the Beta version we ran in to several issues that needed reconsideration and also prioritizing. My role during the second implementation project was concept owner. I participated to weekly meetings and also answered questions that arise from the Desktop and KIL teams while they were making the desktop. I also reported the progress to Marketta so that she could report it forward to management team.

Beta version was released beginning of June 2011

- after alpha version the beta was started immediately, new PM and also technology to implement all the tried things

- the idea that after Alpha we would be able to continue straight to release was useless, and because change of technology the timeline was exceeded. Project Desktop was supposed to be ready end of January 2011 so that the roll out could have been in March 2011.
- KIL project and Project Desktop Project Managers were both professionals, and we were able to deal with lot of things and resolve obstacles
- my role was content owner and every now and then there was need to clear things and make prioritizing
- timeline for beta version was 3 weeks, during that time there were performance tests and bug fixing

Before actual roll out, during the testing period we informed the reference group so that they could give feedback and bug reports. We received valuable comments from larger test group (appendix 7).

In this Beta stage we also created feedback tool and administration tool so that the content of Desktop would be easy to maintain and we would receive feedback as much as possible, it would be easy for users to give.

5.3 Project Desktop roll out

During the project we have called the tool PM Desktop, but now at the release phase the name changed to Project Desktop. The tool was not only for project managers, but also for project owners and members, and therefore it needed different name. The project scope was to deliver working Project Desktop for projects use, and that's what we achieved.

In Tieto the "PM Tools roll out" was separate project which will take care of the actual roll out inside the "Easier life for our project and program managers" program. I discussed with Project Desktop Project Manager and together we planned how to go for Roll Out. I arranged needed meetings with Roll Out organization and had couple of

meetings also with Roll Out Project Manager Inese Kapeniece about the things that needed clarification. Because the Roll Out was just before summer holidays we needed to make sure that at all time the needed support was available, and that after the holidays when to responsibility would shift to the normal support organization they would have all the needed information.

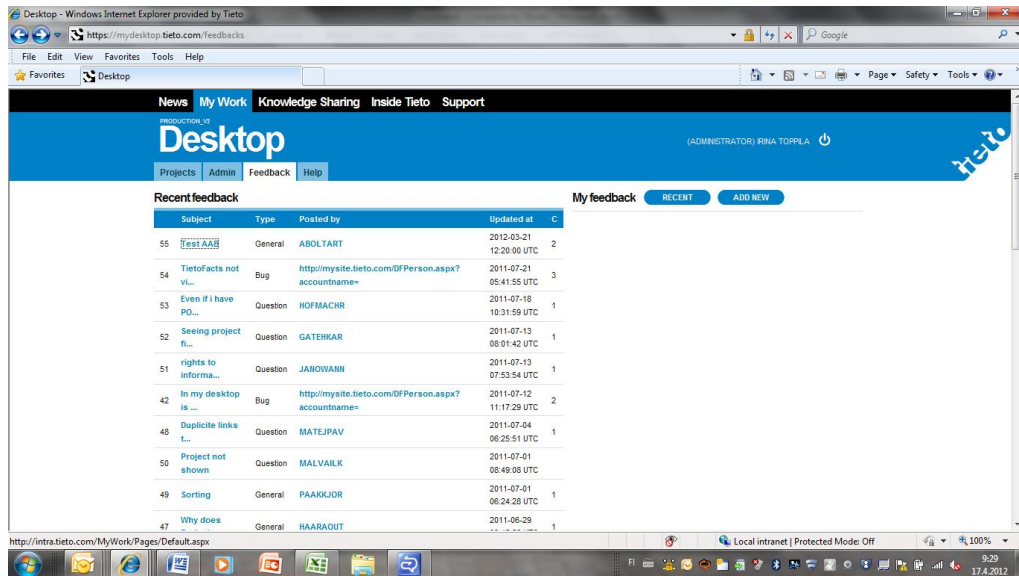


Figure 14. Feedback tab (admin view).

During roll out there was need for feedback channel (Figure 14), and during the test phase the admin user view (Figure 15) was created. We needed to make sure that we had enough people to answer the feedback and also provide the support if needed. We anticipated that some of the functionalities, even tested well, would not work from all domains.

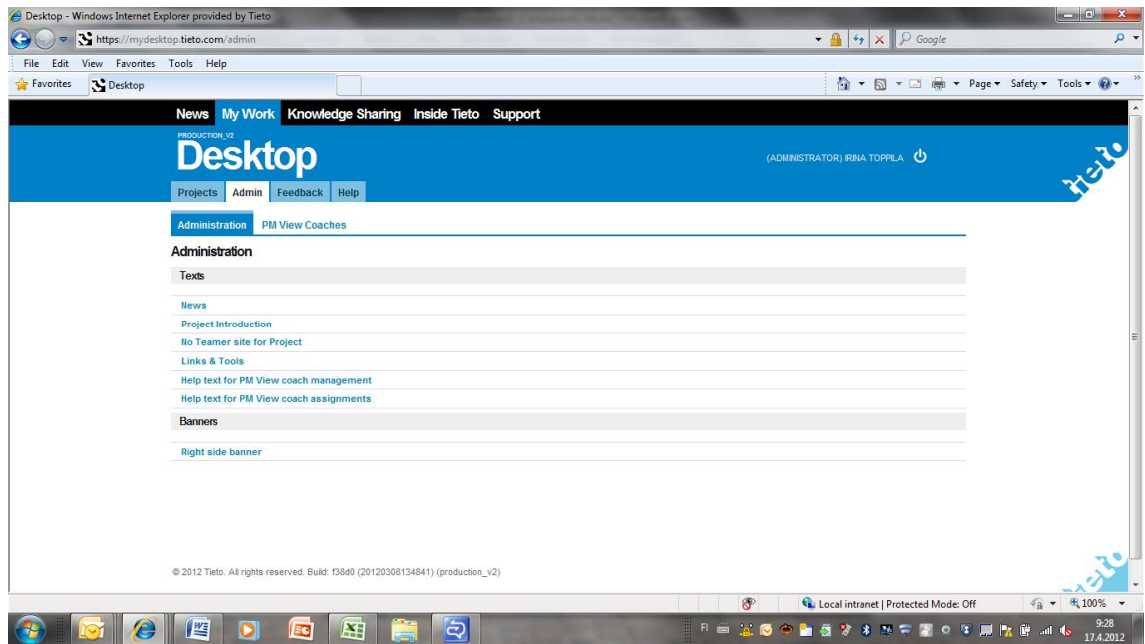


Figure 15. Admin functions.

Feedback and help -tabs were added to Project Desktop as well, so that it would be easier to handle. After roll out was completed the feedback and support moved to common support team to handle.

Before the actual roll out there has been many indications and hints for the users what is coming. We informed actively in Yammer and PM community about the functionalities and schedule, to make sure that as many project manager as possible would know and also try the tool right away after the launch.

First production version

As the schedule was shifted so many times during the project, the pilot phase for Project Desktop beta version was really short. Marketta and I decided still that the version 1.0 need to be launched before summer vacations. Also the expectations that were build informing about the coming tool in Yammer and PM community pressed to the launch. We managed to do that just before Midsummer 2011.

I contacted to Inese and we agreed certain actions to take place. Also Project Desktop Project Manager Aschwin went through different issues how to handle the move to productions. I went through with Inese about communicational issues as to whom this was targeted, how would we inform and what actions needed to take place after vacations. Also the technical transfer to support organization was agreed. Aschwin took care of the technical briefing.

The outputs what we created was

- launch was just before MidSummer 2011
- the idea was to get people to use it and report as much bugs as possible and we were planning to send reminder after holidays
- article to the intra and separate info to PM community and Yammer

As there were other tools related to other projects ongoing at the same time it was good to have agreed way of doing roll outs. So we made already materials and feedback channel so that it would be easier to handle.

The roll out phase continued after the summer holidays to the end of August. I was actually working through whole summer and checking the progress, answering the feedback and giving support. In Figure 16 you can see the actual production version of Project Desktop at the end of August 2011.

Now, after launch we are collecting additional features for the next phases. There is already good list, and also the new and improved tools need to be added to desktop.

Future versions

As the improvement work continuous, and more tools will be renewed and implemented it is important that also the desktop will be updated. The project taking PlanView (now called PM view) into production use started when Project Desktop ended and now in spring 2012 when we have made roll-out for that as well. The next step would be adding it to Project Desktop as part of the baggage. Also improvements for other tools, user interfaces and functionalities are now completed and those need to be brought as part of Project Desktop.

5.4 PM in Tieto

The first suggested version of PM in Tieto was more like collection of vital information and trainings, all put to one place in Intra to ease Project Managers to find it. That was the first concept documented and discussed. Planning of this concept was ongoing at the same time as the Project Desktop, and because it looked like huge effort those was kept separately for while. But as mentioned earlier it become evident quite soon that there is no point making two separate web pages, but the content “PM in Tieto” concept emphasis need to be included to Project Desktop. So parts of that were put to the desktop to support the actual work and project manager’s competence development. “PM in Tieto” concept remains for now just a model; it is evaluation tool as well to see where we are heading and how we will develop trainings in the future.

Even though the frame is visible and influenced the building of Project Desktop I still suggest that we continue developing the concept. It gives us frame for improvements and also guides us to concentrate those things that are really important.

I believe that the key idea should be improving leadership, because as we can see from articles and other Project Management related publications the trend that focus is more and more sifted to that side. We need processes and tools, also understanding customer business is important, but the higher we aim the more important are the leading skills.

As we have different levels for our Project Managers we should also be able to classify the need according to those. Of course everyone always wants the best possible person to lead the project or program, but if we do not train our people and give them possibilities we do not enable the growth.

5.5 Evaluation

If we contemplate both of these separately I would say that Project Desktop reached its targets, and also the feedback supports that. “PM in Tieto” remained still as a working concept. But putting these together we did use the framework and idea that the “PM in Tieto” gave and separate projects did support each other. Also “PM in Tieto” gave launch to the other ongoing development and support activities which are in place. Now days we have Carousel sessions (the idea of PM café) running and Project Managers have found those very useful. It also supports the unified way of working, because we have way to inform the expectations and there is frequently also speaker from Tieto Leadership team.

To go more detailed then to Project Desktop -project. The content that was in mind was achieved. The original concept how to bring the data and functionality was changed during the project, but all original elements are there. Some of the functionality may follow when next versions will be released. Desktop project struggled also with schedule and costs. At the same time as we were making the desktop visible there were several improvement projects ongoing in base systems from where the data was retrieved. Also the idea embed the new PM tool to Desktop was postponed, because that project was just starting. Now in August 2012 the PM view –tool project has had its first roll out and trainings, this would be the time to check what of those functionalities will be added to Project Desktop.

The roll-out before midsummer and holidays was not the ideal way to start. People did had too little time to use the tool and the actual boost that should have been after

holidays was not properly done because change of people in project and their responsibilities.

Over the entire project reached its qualitative targets, only the schedule target did not hold, it was badly overrun. Schedule was also affected by ICT decisions were they tried to find suitable platform to host all the future Desktops as well. Project Desktop was rolled out in mid June 2011, six (6) months after the original schedule.

In Alpha testing phase there was also new tool selection in process, and the decision was made in our corporate ICT organization and the “orderer” had not any possibilities to influence that. We did not had clear cost budget at the beginning but costs were followed later on and we were able to stay in the agreed limits.

About the PM in Tieto, it’s still just concept but hopefully we are able to make it more visible, and I know that it is one of the targets. The work with this concept will continue. I have discussed with Marketta that the concept made so far is a good start.

The target was reached with Project Desktop. The idea was make it easier for PM to follow their projects, have tools near and communicate better with project members. Quote from feedback number thirty six (#36): ”Great job implementing such an easy to use tools that gives a compact overview on projects. Also it is very helpful to get information about team members like absence.”

6 Conclusions

As in all projects I can find many things I would do differently now that the project has ended. Doing development project on side your own daily work as line manager is interesting, but there is always issues you need to deal with and time challenges you will face.

Overall result was good. And the feedback has been supportive. It is important that the work continues with future versions otherwise people stop using the Project Desktop.

So much is happening all the time in Tieto and as the umbrella program showed new tools were taken into use, and those need to be added to Project Desktop.

We already know that there is huge need for more personalized view and we also need to create measures separate to services, and bring tools for service managers as well to this Desktop. There is also a need to personalize the Project Desktop for Customer Service Managers (CSM) and Application Service Managers (ASM).

6.1 Summary

Project Desktop is up and running corporate wide. The planning of next version is on a way, now that PM view has been launched it is important to bring that to the Desktop as well, other vice people stop using the desktop. This means that there are too many tools. The idea that Project Desktop would actually be the only desktop Project Manager needs is not yet there, but now that we have already place where all the information is collected we need to reinforce the usage by making sure all the new things are visible through that tool as well.

6.2 Managerial implications

Now that we have first versions of these “tools” out, the actual work has just began. Project Desktop, the second version is on planning table and the PM Tool which will eventually integrate to Project Desktop was rolled out in autumn 2011. In order to be able to ease Project Managers work the development and integration of existing tools must continue. As stated in original plan we must now integrate PM View to Project Desktop.

We need to clarify the role of Project Managers, at the moment we have 1500 Project Managers listed, but does all of them actually meet the expectations (do they full-fill

qualifications of Project Manager role or are they more like assistants; is there needed knowledge and skills in place).

The most important part is communication. In Tieto we have culture that when it is in Intra it has been communicated, and as we can see if we want to achieve real results the launch of the tool is just a first step. Now that some time has gone we need to remind people, and we really need to present plan about bringing other tools to same place and communicate the continuum.

We can already see signs for improvement. Yearly Voice survey results show that the tools are no longer the most challenging or criticized part, and that people are finally seeing light in the tunnel. The actual change from 2009 result (tools 32% favorable) was really big. In 2011 already 56% of Project Managers saw tools favorable. (Appendix 4.)

6.3 Quality assessment

As always, internal projects tend to get put aside, and it is always challenging to get resources. In this case it was also the shortage of my own time. As doing this along with other daily activities it was hard to be actively involved all the time.

We were extremely lucky to have two good Project Manager in this case to run the implementation project. Especially in Beta version the project manager was active and really took the agreed role.

During these development projects I have learned a lot about Tietos' organization. I also learned how long it takes to follow through improvement project in multinational company (large corporate) and how the other improvement projects proceeding the same time can cause major challenges, both in time schedule and scope. How dependable projects, other parties to make decision (TERP, W2E) influence. Even our end goal would be the same the understanding of the effects and communication between different projects were very different.

The first implementations of “PM in Tieto” and Project Desktop are not as extensive as I would liked them to be (time strain and resources, depending projects/changes in those). But it is important that the first version is functional and that it has been launched. Now it is much easier to build additional parts and modify the existing one as the organization and requirements change.

Target and the result

The target that I set for myself was much higher than the actual result, but I am pleased with the results; we have the concept/model and the tool is in use. Now when we have been able to publish Project Desktop we will be able to improve it according the feedback.

If we see how the target was put, from the Tieto side, I believe we are pretty much there. The desktop is in place and other Desktops are being planned. We also have concept to support future decisions about training and communications concerning the Project Managers role.

So did we answer to the questions presented in the beginning?

1. How can we support Project Managers work better?

We need to understand what kind of support is needed and how we can provide the support so that it is easy to reach and accessible when needed.

- ➔ Yes, we did find a way to make sure that the process is followed and the tools are in use, but the real work is just beginning. PM Carousels are running, we continue to make known what are the expectations (basic skill set to be able to work as PM).
- ➔ Support links are gathered and also user community is now more active, PM carousel sessions and one tool where you can find the needed information and links, also coaches available to help you with the tools.

2. What information does a Project Manager need to be able to work efficiently?

In Tieto PM might have several ongoing projects at the same time and it's important that they know the situation in a project to be able to steer it. PM need to be able to rely on the information and it needs to be easily reached.

→ Project Desktop to help in this matter. All needed information is gathered to one page.

3. How can we share existing knowledge better?

What are the ways to share knowledge but also cumulate knowledge so that together we are even more competent than individually?

→ PM carousels and community, this is not fully solved, but coaching and mentoring network is being build and support concerning the tools already available.

4. How can we ensure that the Project Managers have needed know-how and skills?

There are PMs who are working in that role even though they don't have any training, experience nor needed knowledge to do the job.

→ The leadership issues are handled only in the "PM in Tieto" part. The truth is that there are still lots of things to do concerning this, and this would be independent subject for another thesis.

Reliability and validity

As reliability, validity and verification are always important parts of thesis it is vital to be able to ensure that those aspects have been considered during the study. When checking the reliability it is important that the study is in such form that it is available to others for re-analysis and verification. Some of the materials in this thesis are classified and this is why those are included as appendixes. Most of the material that describes the results of the queries and surveys are in those appendixes. The surveys are of course dependent of the time, and if we would run the same survey now the answers would

probably be somehow different. My firm believe is that re-analysis of query and survey results would give same results, even when done by someone else. Therefore I would say that the reliability of this study is solid.

Validity usually answers the question how well used study method and taken actions corresponds the phenomena we set out to research. The important thing is to consider what type of strategy in this research is valid. The aim of this thesis was to build a model on how a project manager works at Tieto and to develop a tool to support the model. Action research as a method is generally considered to be good way of doing improvement studies and interventions inside the organization. Therefore I would say that this study is valid, we actually have studied what was the intention, and the actions taken have had effect.

To be able to verify what has been done and when the documentation is in key role. In this thesis I have described how and when things have been done and who has been responsible of those actions and decisions. We can verify the impact of these actions and how well those have helped with the issue at hand by measuring the state before and after, as I have done.

All these three, reliability, validity and verifications, creates credibility when criteria for those are met. As discussed in seminar sessions the actual measure for this thesis should, after all, be credibility.

As I have been discussing with so many people about the outcome and analysis of the study I can say that the study is credible. Both validity and reliability factors are met, verifications can be checked through this documentation and the direct feedback from users show that what has been developed and taken in to use is something that meets the challenges we have. Also the quantitative facts, numeric results from Voice and CSS are showing that improvement has happened.

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Project Desktop Reference Group

Participants in reference group:

- Paappanen Seppo, Senior PM, Finland
- Martelleur Örjan, Sweden
- Göttler Bernd, Senior PM, Germany
- Shinde Mangesh, Senior PM, India
- Tureček Tomáš N, PM, Czech Republic
- Turpeinen Tommi, Pre-Sales Consultant, Finland
- Renman Anders, PM, Sweden
- Lenes Sverre, Senior PM, Norway
- Ahtikari Jussi, Senior Customer Manager, Finland
- Ronkainen Soili, Senior PM, Finland
- Mukkala Tiina, CSM, Finland
- Malja Risto, Delivery Manager, Finland
- Lindroos Eija, HR Manager Finland
- Kuismin Anneli, HR partner, Finland
- Makela Asko J, Manager, Finland
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- Peltoniemi Jyri, Manager, Finland
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- Patil Vivek, Director Tieto quality, India
- Yliluoma Niku, Manager, Finland
- Stokmanis Guntis, PM, Latvia
- Inese Kapeniece, Senior PM, Latvia
- Marianski Michal, Senior PM, Poland
- Byrgesen Lene, Poland
- Machlanski Remigiusz, Principal Business Consultant, Poland
- Lithen Åsa, PM, Sweden
- Vanderwoude Aschwin, PM, Finland

Project management tools survey results summary

(classified)

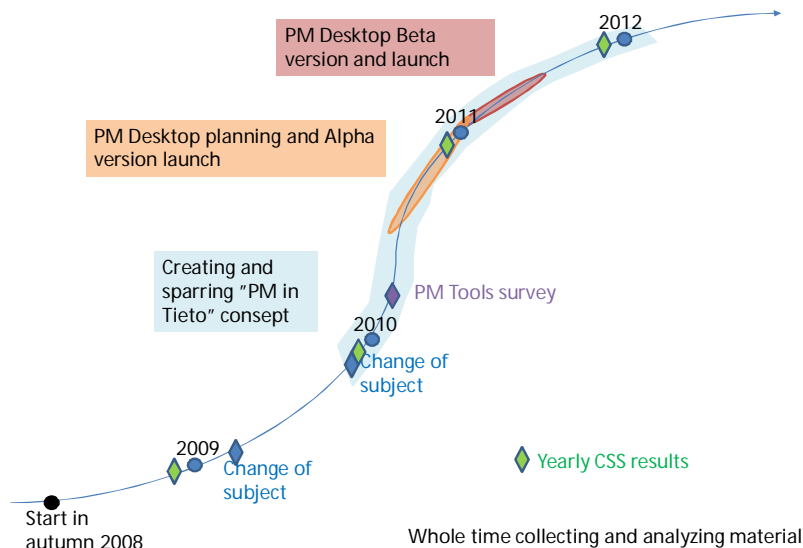
CSS results 2009 summary

(classified)

Voice results 2009 and 2011 summary

(classified)

Detailed schedule of the thesis



- Autumn 2008 agreement to do the Thesis for Tieto, start to gather materials
- November 2009 meetings with project owners (about the CSS results), Leena Jaakonmäki, Ari Lehtovaara and Peter Nordberg
- 15.12.2009 Signing the agreement with Tieto, Metropolia and me (present Thomas Rohweder, Ari Hirvonen and Irina Toppila)
 - After signing the agreement new changes in the Tieto organization and change of subject twice
- 6.10.2010 meeting with Ari Hirvonen, about the thesis content
- 18.10.2010
 - meeting with Marketta Jylhä
 - meeting with Inece Kapeniece: Starting the Desktop project, Desktop content
- 22.10.2010
 - meeting with Seppo Paappanen (Senior PM) about the Project Desktop content

- meeting with Gitte Karjalainen, Desktop project PM; about the requirements
- 25.10.2010
 - meeting/WS with Timo Hiltunen (concept designer) about the Project Desktop requirements
 - meeting with Heidi Mannelin (project owner/Senior PM) about the Project Desktop requirements
- 26.10.2010
 - meeting/WS with Timo Hiltunen (concept designer) about the Project Desktop requirements
 - Tieto Intra Desktop Framework - 1st Steering Group meeting
- 27.10.2010
 - meeting with Antti Riikonen (Senior Tool Manager, Project Delivery Applications) to discuss about the Project Desktop content and how to bring tools to that
 - meeting/WS with Timo Hiltunen (concept designer) about the Project Desktop requirements
- 28.10.2010
 - Workshop to define Project Desktop content (Inese Kapeniece)
- 29.10.2010
 - meeting/WS with Timo Hiltunen (concept designer) about the Project Desktop requirements
 - Tieto Intra Desktop Framework - Project Kick Off
- 4.11.2010 Workshop to define PM desktop content
- 5.11.2010 status with Marketta Jylhä
- 12.11.2010 PM in Tieto, Status together with Marketta Jylhä
- 23.11.2010 PM desktop content status meeting
- 24.11.2010 "PM desktop and PM in tieto day" with Marketta Jylhä
- 3.12.2010 about the thesis content (scope) with Marketta Jylhä

- 14.12.2010 Project Management tools improvements program Steering group
- 16.12.2010
 - PM in Tieto and Project Desktop issues with Marketta Jylhä
 - Tieto Intra Desktop Framework - Information Layer Status (Gitte Karjalainen)
- 22.12.2010 Project Desktop and PM in Tieto meeting
- 31.12.2010 schedule meeting (Project Desktop and PM in Tieto)
- 5.1.2011 DelGo issues
- 14.1.2011
 - PM in Tieto and Project Desktop Status with Marketta Jylhä
 - Tieto Intra Desktop Framework - 4th Steering Group Meeting
- 19.1.2011 Project Management tools improvements Program Coordination Group
- 21.1.2011 PM in Tieto meeting with Marketta Jylhä
- 7.2.2011 Project Desktop Alpha feedback
- 10.2.2011
 - Intra (Project) Desktop Project meeting with Niku Yliluoma and Aschwin Vanderwoude
 - Project Desktop & Planview -meeting
 - Thesis guidance meeting
- 11.2.2011 Project Desktop meeting (Niku Yliluoma, Aschwin Vanderwoude, Pasi Nikkanen, Irina Toppila)
- 21.2.2011 Project Desktop design and requirements meeting with Aschwin Vanderwoude
- 25.2.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 28.2.2011 PM related issues (Marketta Jylhä)
- 1.3.2011 PM in Tieto concept, walkthrough with Marketta Jylhä
- 2.3.2011 preparation meeting for PM in Tieto (Dorota Kwiatkowska)

- 4.3.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 7.3.2011 Project Desktop Sprint Planning (development team)
- 11.3.2011
 - PM in Tieto training (David Janak, Dorota Kwiatkowska, Marketta Jylhä, Irina Toppila)
 - Intra Desktop Development meeting (development team)
- 18.3.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 21.3.2011 Sprint review + planning (development team)
- 24.3.2011
 - Project Desktop - external contacts (Pavel Matejka)
 - Project Management tools improvements Program Coordination Group (Marketta Jylhä, Inese Kapeniece, Eija Viljanen, Niku Yliluoma, Tiia Mäkiranta-Säisä, Andreas Waldbrenner, Eeva-Liisa Pesonen, Guntis Stokmanis, Liina Hellens, Anna Stenhoff, Vesa Ilama, Tapio Huotari, Antti Riikonen, Topi Haapio, Lauri Keltikangas, Marcus Alexandersson, Irina Toppila)
- 25.3.2011 Intra desktop Development meeting (Aschwin Vanderwoude)
- 28.3.2011 distribution of Project Desktop materials
- 29.3.2011 Project Desktop, FietoFacts figures (Marketta Jylhä, Eeva-Liisa Pesonen, Lage Falkman, Irina Toppila)
- 1.4.2011
 - TietoFacts in PM Desktop (Aschwin Vanderwoude, Pavel Matejka, Ales Novak, Vladimiras Makarovas, Irina Toppila)
 - Intra Desktop Development meeting (Aschwin Vanderwoude)
- 13.4.2011 Project Desktop version one release planning, technical (Aschwin Vanderwoude, Niku Yliluoma, Antti Riikonen, Pavel Matejka, Irina Toppila)
- 15.4.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 19.4.2011 Project Desktop release 1.0 planning , technical (Aschwin Vanderwoude, Niku Yliluoma, Antti Riikonen, Pavel Matejka, Irina Toppila)
- 21.4.2011 status meeting (Marketta Jylhä)

- 26.4.2011 Intra Desktop Development meeting (Aschwin Vanderwoude, Hans Prag, Antti Riikonen, Niku Yliluoma, Artis Abolts, Edgars Beigarts, Pavel Matejka, Irina Toppila)
- 29.4.2011 KIL - data access from TERP (Pavel Matejka, Niku Yliluoma, Hans Prag, Pasi Nikkanen, Irina Toppila)
- 6.5.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 11.5.2011
 - PM in Tieto and Project Desktop meeting with Marketta Jylhä
 - KIL / PM desktop status, deployment schedule (Pavel Matejka, Niku Yliluoma, Pasi Nikkanen, Aschwin Vanderwoude, Irina Toppila)
 - Roll out / actions during the coming weeks (Marketta Jylhä, Inese Kapeniece, Tapio Huotari, Niku Yliluoma, Irina Toppila)
- 12.5.2011 Project Desktop communication meeting (Inese Kapeniece, Aschwin Vanderwoude, Irina Toppila)
- 13.5.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 18.5.2011 Decision on the launch of Project Desktop (Niku Yliluoma, Marketta Jylhä, Aschwin Vanderwoude, Pavel Matejka, Paul Ahlskog, Irina Toppila)
- 20.5.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 24.5.2011
 - Project Desktop, agreed action points concerning roll-out (Inese Kapeniece, Aschwin Vanderwoude, Irina Toppila)
 - Project Desktop experiences of development project –meeting with Päivi Pylkkänen (to help Sales Desktop planning)
- 25.5.2011 Project Desktop Beta go/no-go? (Aschwin Vanderwoude, Niku Yliluoma, Pavel Matejka, Artis Abolts, Jan Dudek, Vladimiras Makarovas, Ales Novak, Marketta Jylhä, Irina Toppila)
- 27.5.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 1.6.2011 Project Desktop 1.0 new budget forecast (Pavel Matejka, Aschwin Vanderwoude, Irina Toppila)
- 10.6.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)

- 15.6.2011 Project Desktop Go-live (Aschwin Vanderwoude, Hans Prag, Antti Riikonen, Niku Yliluoma, Artis Abolts, Edgars Beigarts, Pavel Matejka, Pasi Nikkanen, Ales Novak, Vladimiras Makarovas, Jan Dudek, Päivi Pylkkänen, Inese Kapeniece, Marketta Jylhä, Irina Toppila)
- 17.6.2011 Intra Desktop Development meeting (Aschwin Vanderwoude)
- 4.7.2011 Project Desktop security (Antti Riikonen, Ivan Inyushin, Vladimiras Makarovas, Pavel Matejka, Irina Toppila)
- 5.7.2011 Desktop security (Antti Riikonen)
- 7.7.2011 Project Desktop issues (Marketta Jylhä, Inese Kapeniece, Irina Toppila)
- 13.9.2011 Planning of second version of Project Desktop with Marketta Jylhä
- 17.10.2011 Project Desktop status with Marketta Jylhä

PM Desktop Alpha version feedback

(classified)

Project Desktop feedback Beta-version and after launch

(classified)

CSS Results 2011 summary

(classified)

PM in Tieto

(classified)