

# Motorola Assists... University

*The Motorola Consulting and Training organization provides solution sets drawn from SIX SIGMA<sup>®</sup> methodologies and programs which result in sustainable business performance improvement.*

## Global HR Team Defines & Documents Plant Closing Procedures in 4-month Timeframe

When Motorola's Human Resources (HR) organization decides to make changes, it doesn't make them half-heartedly.

As part of its ongoing HR renewal effort, in 1999, the organization began a major undertaking to rework its global human resource practices. Seven projects were sponsored by executive management, two were scheduled for completion within the calendar year — Plant Closing/Knowledge Management (PC/KM) policy and HR Roles & Responsibilities.

"We began this undertaking with the fact that 1998 was a bad year for Motorola," said Ed Oxford, director of the Global HR Program Management Office. "It was agreed that we were not going to work the same way in 1999. We wanted to refocus HR on 'doables' rather than 'deliverables,' and decided to use the Project Management discipline as the tool to change the way we work. We recognized that an effective project management methodology would

help us to deliver results within a specific, tight timeframe, at cost, with quality."

A project, by definition, is a temporary endeavor undertaken to create a product or service. Project Management (PM) provides teams with a variety of techniques to manage scope, schedule and allocate resources throughout all phases of the project. PM is more than just knowledge methodologies, software and technology; it also involves 21 competencies: nine are specific to the project management profession including project planning and project execution; the other 12 are traditional management competencies.

"We believed that our success depended on creating the right blend of PM processes, technologies and people skills," said Oxford. "One of the keys to our success was action-reflection learning, as opposed to training. Mentorships and workshops are two ways we developed capability rather than just sending people to training and then expecting a skill or behavior change."

*"Project Management was chosen because it held the promise we could implement and deliver within a specific timeframe, at cost, with quality." — Ed Oxford, director of the Global HR Project Management Office.*

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## The Nine Project Management Competencies<sup>®</sup>

### *Building Customer Relationships and Stakeholder Expectations*

Identifies customer needs and requirements; demonstrates an understanding of customer's business; designs new ways of exceeding customer expectations; manages customer relationships and understands the impact of performance on customer.

### *Leadership*

Provides a common vision and clear direction, and is able to manage apathy and resistance. Initiates goals and strategies and wins team buy-in; maps out realistic objectives and tactics; anticipates problems and deals with them proactively. Positively motivates others to establish clear, concise and common objectives, and is able to create a sense of urgency within the team.

### *Project Management Tools and Information Technology*

Uses computer software applications to obtain and evaluate information. Possesses the ability to review/understand a schedule to perform critical path analysis to manage multiple tasks and to prepare budgets. Is familiar with a number of operating environments.

### *Monitor Project Performance*

Tracks and evaluates project performance to established milestones and plans through the use of project schedules, financial reports and quality metrics. Uses analytical tools to gather and synthesize relevant information critical in making accurate decisions. Monitors individual/team performance and contributions relating to key goals, corporate initiatives and commitments.

### *Business Acumen*

Able to creatively balance and align a project team's focus based upon both the strategic and tactical business objectives of all project stakeholders.

### *Management Skills*

Has firm understanding of the overall Motorola vision and translates that into appropriate goals and vision for the project. Acts with consideration of issues, ethically and confidently. Recognizes talent and potential core PM competency skills in others and develops those skills through mentoring. Directs resources to successfully meet plans.

### *Project Execution*

Able to execute the project on schedule, within budget and with "Best in Class" quality standards. Can assign responsibilities, empower others and remove obstacles. Monitors progress and manages expertise/resources, risks, potential problems, alternative solutions, project budget and project plan.

### *Project Management Knowledge*

Possesses the knowledge and ability to apply the general policies and procedures required to successfully manage a project, including management of time, costs, human resources, risk, quality, communications, procurement and project integration.

### *Project Planning*

Possesses project planning skills and the ability to develop an integrated project plan encompassing all elements. Develops short- and long-range plans that are appropriately realistic and effective in meeting goals, and assists with the development and implementation of product strategies and business plans.

*PM re-uses existing technologies and tools and recognizes the excellent work previously done in the past within Motorola. The Plant Closing policy project reduces the implementation time for any future plant closures.*



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## The Twelve Traditional Management Competencies®

### Communications

Understands and can express fairly complex and sensitive concepts clearly, correctly and in well-organized form. Can produce and deliver presentations of average difficulty to limited audiences. Competently uses common media and demonstrates working skill/knowledge of one specialty area, such as graphics, video or print.

### Creativity

Has ability to produce alternative approaches or solutions to opportunities or problems; can flexibly think in terms of “possibilities. Demonstrates competent knowledge of situation, function and requirements. Demonstrates appropriate willingness to challenge *status quo*.

### Decision Making

Demonstrates knowledge of basic decision-making model and process. Able to conduct basic research, organize information and perform basic cost/benefit analysis. Decisions usually based solely on fact, not intuition.

### Flexibility

Accepts change without excessive fear or stress. Evidences humor and resiliency in “letting go” of former ways and adopting new ones. Considers new approaches to doing things; willing to try new ideas. Good tolerance and capacity for multi-tasking.

### Influence Persuasion

Has basic understanding and knowledge of persuasion theories and application. Able to positively influence behaviors or decisions.

### Initiative

Owens responsibilities. Demonstrates alertness and caring — sees what needs to be done and responds accordingly. Takes risks within parameters of authority.

### Loyalty

Consistently encourages respect and tolerance for others. Willing to address negative comments by others about co-workers, the department and/or the company. Would never willingly or intentionally say or do anything that would harm co-workers or company.

### Negotiation

Interested in achieving win/win conclusions. Has skill and knowledge to participate in negotiations.

### Relationship

Has good, sustained workplace relationships, based on consistently respectful and positive behaviors. Understands reciprocity and works to assure that relationships are balanced and equitable to both. Openness to approach and a willingness to participate and listen.

### Change Management

Knows change management principles and processes.

### Integrity

Honors commitments and can be trusted to deal honestly and openly with others. Takes responsibility for own mistakes. Knows and respects values, policies and practices.

### Strategic Thinking

Capable of planning and executing activities with optimal efficiency and utilization/leverage of resources, based on ability to determine and recognize the “shortest, cheapest, straightest, fastest and best line from point A to point B.”



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In late January 1999, HR embraced project management by focusing on the required leadership capabilities including communications, creativity, strategic thinking, flexibility, loyalty and initiative. A week-long planning and PM training session was held the next month for 60-70 people representing a diagonal slice of the global HR community. Recognizing the need for more structure to support the selected projects and develop PM capabilities, HR Leadership asked Oxford to create and manage a Global PM Office (PMO). Several employees were recruited, and the office’s charter was finalized by mid-March. The PMO monitors project milestones, ensures customization of PM techniques, manages program risks and interdependencies, and coaches the program resources.

The Plant Closing/Knowledge Management project was the first of those in the Global HR portfolio to finish. Within 120 days — a very aggressive timeline — this global team delivered a plant-closing process, an on-line information system, communication plans and a plan for continuous improvement.

“Closing a Motorola plant, anywhere in the world, represents a significant risk to our relationships with current employees, their families, the community, governments and the marketplace. Nevertheless, plant closures are a reality and will continue to be part

of our business strategy as we move forward,” said Bernadette Kiely, the Ireland-based leader of the Plant Closing team and HR director for strategy in Motorola’s EMEA Region.

The global team was hand-picked by Kiely and the project sponsors for their skills, experience and reputation. The team used best practices to create a model, process, tools and network of people that can be used to close a plant, whether it’s being shut down or sold.

“There is a massive amount of data on this subject, and using Knowledge Management allowed us to collect, analyze, structure and centralize all the information,” said Kiely. “A critical element of the project was the identification of a network of experts within the company. Now, users can create on-line plans for plant closures. As and when the process is utilized, the knowledge bank will be updated.”

“This is a common process that can be used within all of Motorola’s business units globally. It re-uses existing technologies and tools and incorporates the excellent work that was previously done within Motorola. These deliverables can be used by future teams to reduce the time to complete future plant closures,” Oxford said.

“In the past, we did not have a common process or policy for a plant closing. It was usually handled on a case-by-case basis.” The Plant Closing/Knowledge Management project was a success not just for the

quality deliverables created but also for demonstrating the value of PM. This team completed its work on schedule and within budget with the appropriate level of quality.”

In addition to enabling the PC/KM team’s success, the PMO continues to support ongoing projects and is working to expand HR’s PM capability by leading the development of a Global HR PM Network, with 10-12 new PMOs being launched in 2000. The office also adopted a suite of enabling technologies, including team and public websites, databases and new software which are expected to become the HR standard for all PM work. HR is starting to be seen in an atypical role, as a leader in PM methodology and technology.

Oxford considers PM a success at Motorola. “The things HR wanted to build are getting built,” he said. “We’re developing a substantial capability in PM. More than 300 HR professionals had exposure and experience working with this method and model in our first year.”

This initial success with PM has given HR greater confidence in its ability to deliver on business commitments, according to Oxford. “The PM foundation has created a shared understanding about how work gets done in HR. We now have more time to devote to critical discussions — focused on what we need to do to increasingly meet the needs of our customers.” ■

Researched and written by Jane Erwin, Motivators®, Inc.

*A global team finished the Plant Closing/Knowledge Management policy project within 120 days.*

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