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# Design Innovation in Project Organization

*There is no doubt that agility and flexibility are key critical issues to correct in a modern project management marketplace – but how to actually build this capacity?*

Behind these keywords there are at least two major foundations to be provided first:

- a. *time-to-respond capacity and*
- b. *capability to get expert support at the right moment, both are skill items that best fix these project requirements to survive in the dynamic market environment. I mean, bring on the fly project execution, the change and timing capacity to the project organization.*

Moreover, also considering on demand expert support and project contextualization facilities as foundations to change and timing capacity. The project environment should address it at an online service level to promote an adaptive organization. In this project organization innovation, it is not enough to place the focus on risk minimization approach only but also on the learn by doing approach is required. In other words, to manage resource efficiency and fast experiments learning need to be a native environment proposition.

This on demand competence service should be central in a problem-solving approach to promote focus on the list of project issues and share it to get an expert second opinion to reach better project decision results. Obviously that to provide a wide range of competences is a challenge but most of them should come from empirical cases and heuristic academics theory to applicable knowledge. The main objective is boundary empowerment in a project team and obviously project savings. Through the advisor's access on finger touch and to right timing the project practitioners have enough support to keep the project running consistently.

It's a responsive project organizing concept, which means that an environment will provide a problem-solving approach by online service access to make on demand specialized competences available in a timing-response that addresses business flexibility and agility requirements. However, this team collaboration base requires new work division – cooperation and coordination. This new way of work breakdown and team composition should be a native practice applica-

tion in order to have a modern project management organization.

The modern project management has modified the correlation between division and allocation of labor in a teamwork project, applying this collaboration work method as flexibility to a temporary project organization – a team of multidisciplinary experts involved during the entire life cycle project in a fast and economic manner. External agents dynamically allocated in the expert's matter project. What is at stake is the adequate responsiveness and timing-response to maintain business attractiveness and keep the project life-cycle. Through the cooperation of external agents and a coordinated collaborative team the project results have more added business value. Specially because this brings the best tradeoff between savings and a ready change request, which is always a challenge to projects.

The source of the problem lies in the efforts to establish multidisciplinary teams in the projects running, a challenge that requires a close integration between cooperation and coordination throughout the project life cycle.

Mobilization and demobilization of experts in a multidisciplinary team is an inherent effort in projects. The teams are the “means” a company has to meet its business needs, especially those related to changes capacity, which emerge from market trade or more precisely from project stakeholders. So how to achieve balance between high performance, agility and flexibility on project team organization in a way that it can become a strategic company advantage? It should also be considered that these balancing criteria are not the only ones to be observed but also the restrictions regarding the environment in which this team works. In this scenario the timing of these expert's allocations and work distribution should provide a dynamic working model like “wrong before and learn fast” as critical success factors for a modern project management. Agility and precision sounds antagonistic, but there is a balance and the perhaps the answer is the right dosage of integration between cooperation, coordination and problem-solving focus to provide a rereading of the project management organization. An adaptive capacity to support frequent changes in a project lifecycle.



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