

## **Project Management Office: an Opportunity for Organisational Development?**

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### **Abstract**

The paper presents theoretical reflections arising from consulting processes accomplished by our institute. In these processes, consultants specialised in project management, by accompanying the building up of project management offices in different corporations, succeeded in changing management's perspective on organisational and strategic development. Initially, the offices were introduced as executive departments serving to coordinate and standardise processes and structures regarding the implementation of projects. Yet, based on insights deriving from social capital theory, actor-network-theory, knowledge and socioeconomics, the consultants proposed to extend the office's services to other areas like the management of performance indicators and transparency, communication and stakeholder management, education and training, management of critical and exceptional situations, operative support, knowledge transfer, risk and quality management. The process was embedded in a series of encounters, seminars and peer-to-peer training forms that enhanced the exchange between the single project managers. The organisation attained a strengthening of group cohesion, the establishing of forms of common reflection and mutual commitments, i.e. an enhancement of the organisation's bonding and linking social capital. In addition, the building up of a project management office allowed for new ways of processing the knowledge originated by project managers via the contact with customers, enhancing by that the organisation's bridging capital. The paper analyses the impact of relational dynamics on the effectiveness of organisations in implementing their business goals.