Abstract:
The article presents a research based on the idea that in the future, under as continuously changing climate, organizations and their leaders would be more focused on developing projects worldwide. The key factor for a successful project stands under the influence of a good management plan, a key factor being also the culture and trainings designed especially for their leaders. It is also important to notice a strategic approach and to be able to develop an overview of the entire system in order to overcome challenges and the increasing number of innovational ideas coming from the business environment. This research also provides a strategic direction for future trends and mentions important factors capable to assure that organizations will not follow a sure path to failure.

Keywords: performance, global projects, improvement, systemic view

1. Introduction
Without exaggeration, we can say that all the work that takes place in an organization is project work. Individuals who are involved in project work must possess leadership skills, must understand some basic rules of project management and because the world is constantly changing, must be aware of the culture involved. They also must be able to work in a multi-cultural global and interdependent economy. (Moran, Youngdahi, 2008). Both in literature and in strategies implemented at company level, we do not have a clear definition of the term of performance. From my point of view, performance translates into the ability to create value for suppliers and customers now and in the future as a company's profitability is best reflected in terms of value.

2. Management of global projects
We live in a world that is constantly developing projects and initiatives and globally distributed teams and tasks that work together to develop the big picture. At the basic level, a project is a temporary attempt to achieve an impressive set of results that meet or exceed the needs and expectations of the main shareholders. No matter the type of project, the process must start with a detailed documentation in order to achieve a realistic diagnosis (Popa et al., 2007). The strategy is the formulation of a set of goals and the decision upon how they can be achieved. Projects follow strategies and from the project’s portfolio, we must be able to understand where the organization is heading.
To increase organizational performance the definition of strategic project management should be established. Everything starts with the idea that we have too many opportunities
for projects and we do not have enough people, time, or budget to act on every idea or initiative. It is necessary to find a way to select and prioritize projects upon a balanced level of interest and risk and to allocate budget and resources to the most important project. (Moran, Youngdahi, 2008)

The essence of strategic project management is that the strategy is more important than the project. Because project managers were taught to deliver project results, it is possible to find themselves in a situation where they reached the target without actually creating value, because the strategy has changed or because they did not thought at the link between project and organization’s strategic level. From this reason, I believe that the root cause of project failure is lack of clarity in the strategy.

Successful management of global projects is very challenging and involves the best skills for their leaders. What every manager or project leader knows is that most large projects delay, goals are often changed and costs increase. When someone has the leading role of these projects, responsibility associated is also increased. Understanding the different aspects of project’s value, of the ability to influence without having authority, inter-cultural and inter-functional issues or risk management are essential skills for global projects’ leaders.

![Figure 1. Summary of Moran Youngdahi Model](Source: Moran, Robert T., Youngdahi, William E., 2008)

They must be able to act on three levels: to communicate to all shareholders at a strategic level, how the project can create value, to communicate effectively and to lead at the level of understanding of several cultures and to create a balance regarding all factors involved in project’s development and implementation. When these skills are part of the triangular model, the success is near and if they are not part of the triangle, they should be learned, or project will fail. (Figure 1).

3. Business Process Improvement

If we follow the history of any product or service, we will realize that dramatic changes have occurred most often in a short period. The information we hold in terms of product’s evolution are often surpassed by technology.

In addition, many forces, both internal and external made from improvement efforts a necessity in today's market. The performance for most processes shows a downward trend over time, unless some force keep exercising over the process. This means that to maintain current standards is necessary to assure maintenance. Improvements and innovations involve a greater effort than simple maintenance. If an organization does not improve, it can be sure that its competitors will do. In the worst scenario, where neither the organization nor its competitors improve, always other stakeholders desire to join in the same market segment. (Andersen, 2007).
Generally, this means that what was satisfactory a few years ago, now it only survives and soon will go below the consumer’s expectations. It is therefore irrelevant to discuss whether to improve or not. The right question is how much and how quickly to improve. There is, of course, no definitive answer to this, but in general, continuous improvement combined with occasional progress is needed. As Hayes and Wheelwright mentioned in 1984, in this case it is worthy to note that experience shows that an organization that focuses on continuous improvement also possess creativity and attitude towards the improvements needed to make occasionally progress.

An organization, no matter the size, will have only three free resources that can be invested in improvements and those are time, people and money. To ensure their return of investment during an improvement project, they must be addressed to the field of business that it is able to note what is important. Strategy, or rather said the wide awareness of the strategy as a whole inside the organization should ensure that improvement projects are not approved to work against the strategy.

4. Future strategic directions
For an effective increase of organizational performance level, I recommend a close look at the business process' schemes before implementing global projects. Process schemes can be a valuable tool in risk assessment, control evaluation, reengineering and training. The philosophy regarding the business risk assessment is widespread around the world. Different models have been proposed to systematically classify business risks. Control evaluation was defined as “a form, a process’ document in which management and teamwork are directly involved in judging processes and in making decisions regarding the reasonableness of business objectives’ changes.” (Jack Keller, 2009) The reengineering process has become a pillar for many companies since the 1980s. Most restoration efforts rely on streamlining processes and eliminating non-value added activities. The instrument it is based on radical changes and not on changes upon implementation. The first trap in the restoration project is the loss of the image regarding how the process fits inside the corporation. This is often the result of lack of attention to detail. Some possible mistakes can be not properly appreciating how an event influences another or not to realize which the truth is. In addition, some challenges may regard focusing on the minimum cycle time instead of the maximum or wrong interpretation of the organization’s programs – how people interact in the process. However using a holistic approach to the project schedule, including the development of complete definitions of the process, the identification of business objectives, risks and measures that ensure success, can help the project’s manager to be sure that important details are not missing. The system thinking is valuable because it can help you design smart, enduring solutions to problems. (McNamara, 2006)

During the analysis and improvement phases, the systems of data collected in the measurement phase should remain unchanged, with graphics of performance indicators regularly updated and reviewed at the beginning of each project team meeting. The success of the improvement phase is not based on the successful implementation of selected solutions, but rather on the improvement of the measurement process, with results validated by appropriate statistical techniques. (Brook, 2010)

5. Conclusions
In a project-based world, we will have to face competition for limited resources. Everything would be easier if managers would have to develop one project and they would have all employees devoted to answer directly. A more realistic situation is that every project manager runs six or eight projects in an environment where team members are borrowed for various project areas. Most of those team members work partly in several
projects and have full time responsibilities. If we add to this situation, an era in which we try to do more with fewer resources, we will write the perfect recipe for complex leadership challenges. (Moran, Youngdahi, 2008)

Although we say that a unit of improvement is rooted in humanity, we do not say that the work of improvement has the goal of including oriented people and works easy in all organizations. A great number of prerequisites must succeed in this game.

As time passed, we saw that easy to use improvement tools facilitate a better way for the entire project and help to overcome a sense of not knowing how to begin the work of improvement. Improvement projects often progress through stages of evaluation of the current situation, the improvement creation and planning, the implementation of changes and objectives’ measurement in order to note if the target has been reached. If objectives were not achieved, the process is often repeated. (Andersen, 2007)

Even if the term of performance measurement system appeared in general management language, a system can be defined in many sizes and regarding different degrees of complexity.

In the past few years, we have been using several computer-based measurement systems. There are too many empty spaces in our understanding of the nature of the operations and once data become available, the environment will give us important material, so we can improve awareness. (Hotâran, Horga, 2011). Many organizations have invested too much time and too much money to implement very complex systems that often do not work and when they are operational, they can be too complex and there will be no real use of all their capabilities.

The most important question regarding the organizational performance in the context of global projects is if we can take responsibility to lead our own business on the heights of success and sharing it with others. By the end, it is all about our business mentality, our mentality as a people. The idea is to cross the mapping of our own minds to mapping the minds of those who are there. (Hotâran, Nâftânâilă, 2010)

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