Pigeon Point Lighthouse

THE FUNDAMENTALS OF PROJECT MANAGEMENT

Principles and a Framework for Managing Complex Projects

Russell consulting, inc.

With Jeff Russell

A PROJECT IS . . .

Project	Other Work Tasks
Temporary, short-lived	Ongoing, over the long-term
Specific beginning and end	No end – a repeating cycle or task
Unique output	Same output
No pre-defined work assignments or tasks	Pre-defined work assignments
Something new is created	Something is managed or improved
Frequently requires a cross-divisional or cross-work unit team	Typically is completed by a team within a single work unit or division
Need to acquire resources	Resources already assigned/available

A PROJECT IS . . .

A project is a temporary work effort with a specific beginning and end date and which has a unique, clearly defined, and measurable outcome.

WHAT IS A PROJECT?

Project	Yes	No
1. Improve the efficiency of tree trimming/mowing		✔
2. Organize the annual WPRA conference.	✔	
3. Reduce user complaints from 200 to 0 by Nov. 1st.		✔
4. Implement a major upgrade to the Dept's website.	✔	
5. Develop plan for communicating changes to public.	✔	
6. Redesign process for handling user complaints.	✔	✔
7. Redesign the process for land acquisitions.	✔	✔

PROJECT MANAGEMENT

Project management is a set of tools, skills, techniques, and knowledge that enable you to successfully complete a project (achieve desired results) on time and at or under budget.

PROJECT MANAGEMENT IS . . .

- ❑ A <u>roadmap</u> for addressing critical questions.

- ❑ A method for <u>measuring</u> results.

- ❑ Careful method for <u>solving problems.</u>

- ❑ A formal mechanism for <u>managing changes.</u>

- ❑ A method for <u>communicating</u> results.

- ❑ A mechanism for evaluating the <u>process.</u>

- ❑ <u>NEW!</u> A method for communicating project activities to others.
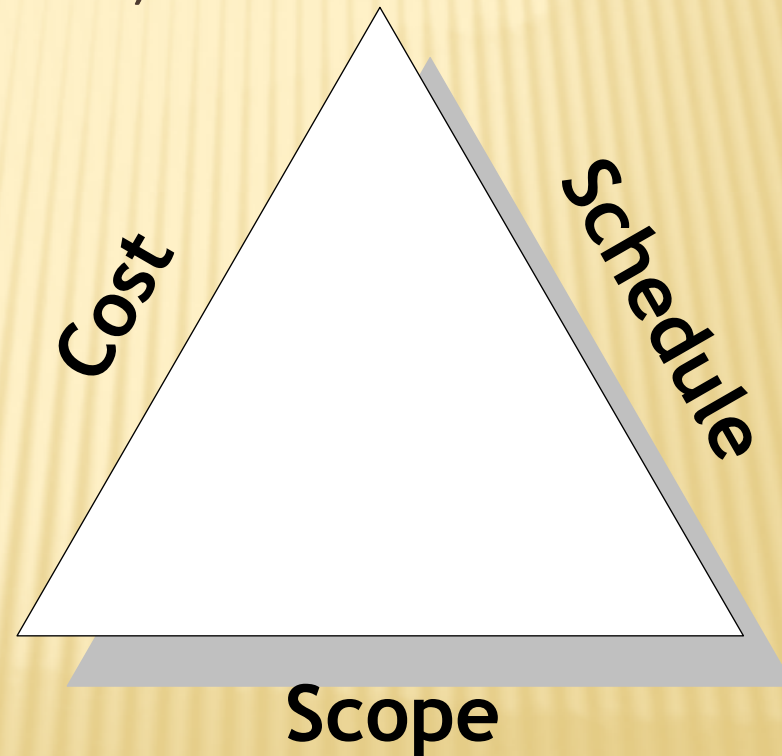
PM BODY OF KNOWLEDGE

1. <u>Integration</u> Management

2. <u>Scope</u> Management

3. <u>Time</u> Management

4. <u>Cost</u> Management

5. <u>Quality</u> Management

6. <u>Human Resource</u> Management

7. <u>Communications</u> Management
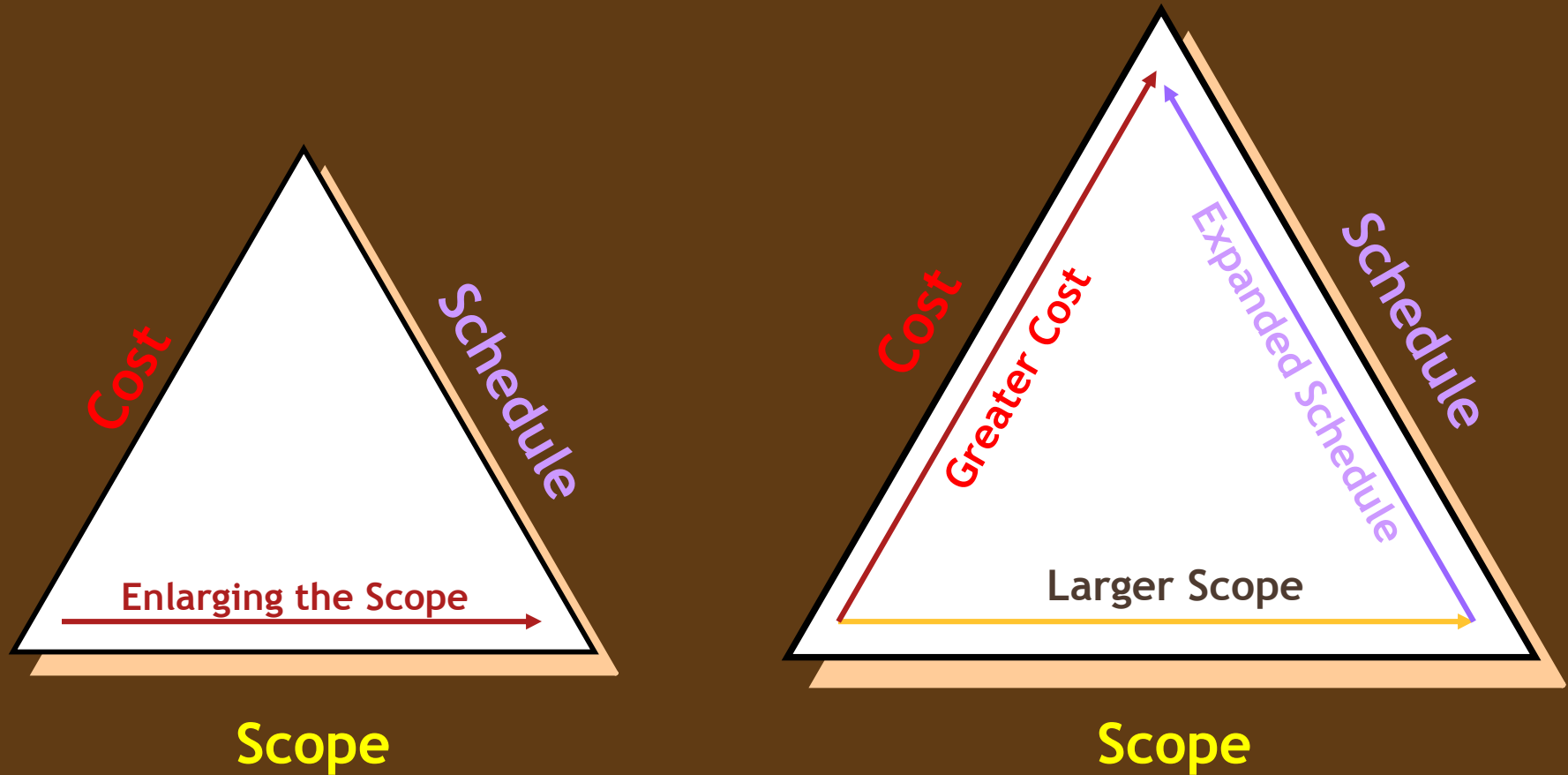
8. <u>Risk</u> Management

9. <u>Procurement</u> Management

DETERMINING PROJECT PRIORITIES

The "triple constraints" on
a project: cost, schedule,
and scope

THE TRIPLE CONSTRAINTS!

THE PROJECT MANAGEMENT PHASES

- Phase I – Define the Project

- Phase II – Develop the Project Plan

- Phase III – Implement the Project

- Phase IV – Project Closeout

California Headlands, South of San Francisco

It's not enough to be industrious; so are the ants. What are you industrious about?

—Henry David Thoreau

PHASE I — DEFINE CONCEPT

- ❑ Describe the problem, challenge, or issue

- ❑ Gather customer expectations for the project

- ❑ Define the scope

- ❑ Define desired outcomes

- ❑ Define project parameters

- ❑ Define resource requirements

- ❑ Select initial project members

- ❑ Key Output for Approval: <u>Project Charter</u>

Port Townsend Harbor, Washington

If you don't know where
you're going . . .

Any road will get you there.

© 2008, Photograph by Jeff Russell

PHASE II — DEVELOP THE PLAN

- ❑ Finalize the charter
- ❑ Finalize team membership, leadership, & structure
- ❑ Verify customer need & requirements
- ❑ Develop Work Breakdown Structure (WBS)
- ❑ Assess potential risks
- ❑ Identify key milestones and task durations
- ❑ Develop network diagram
- ❑ Identify required resources
- ❑ Estimate costs
- ❑ Key Output for Approval: Project Plan
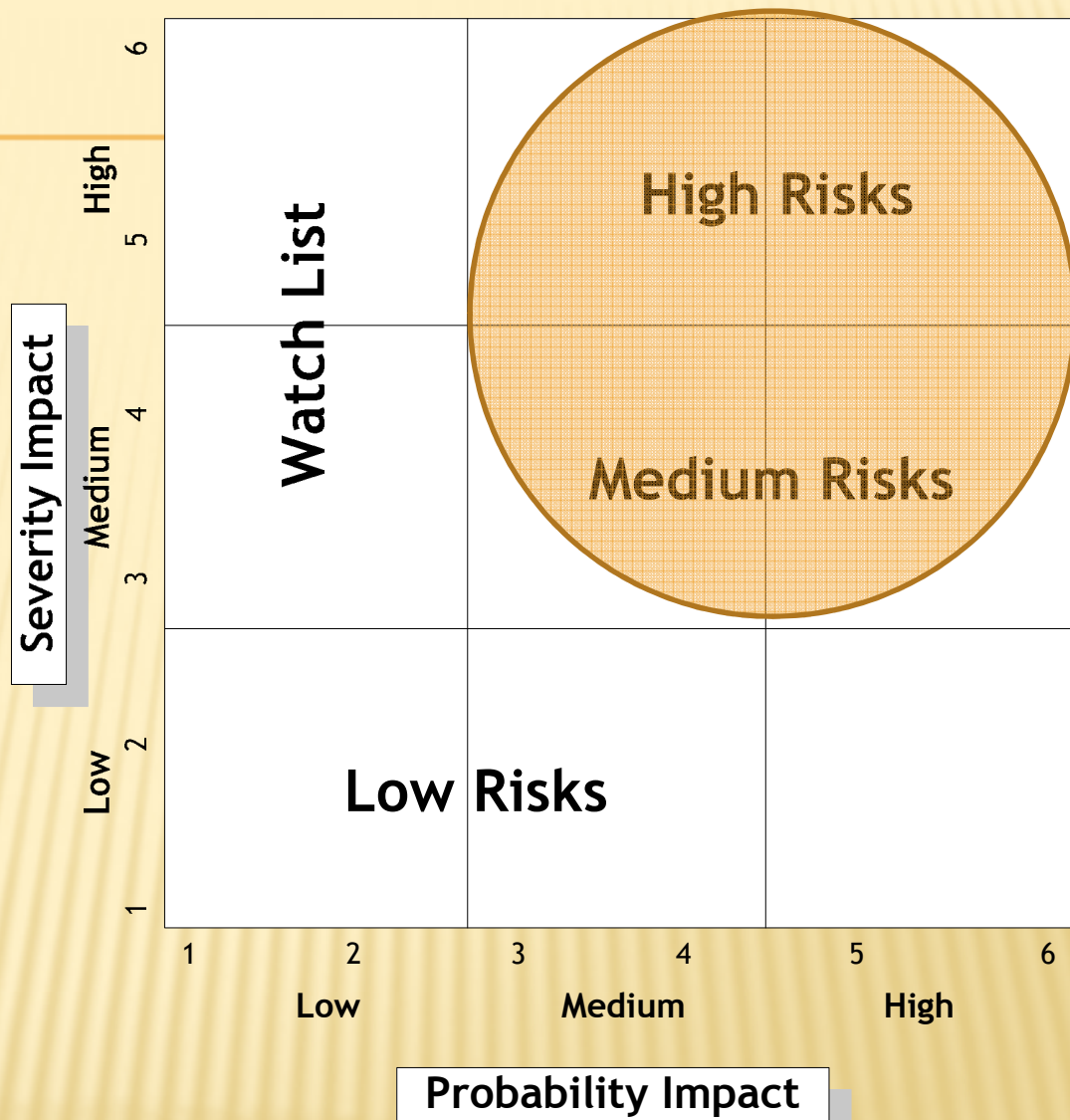
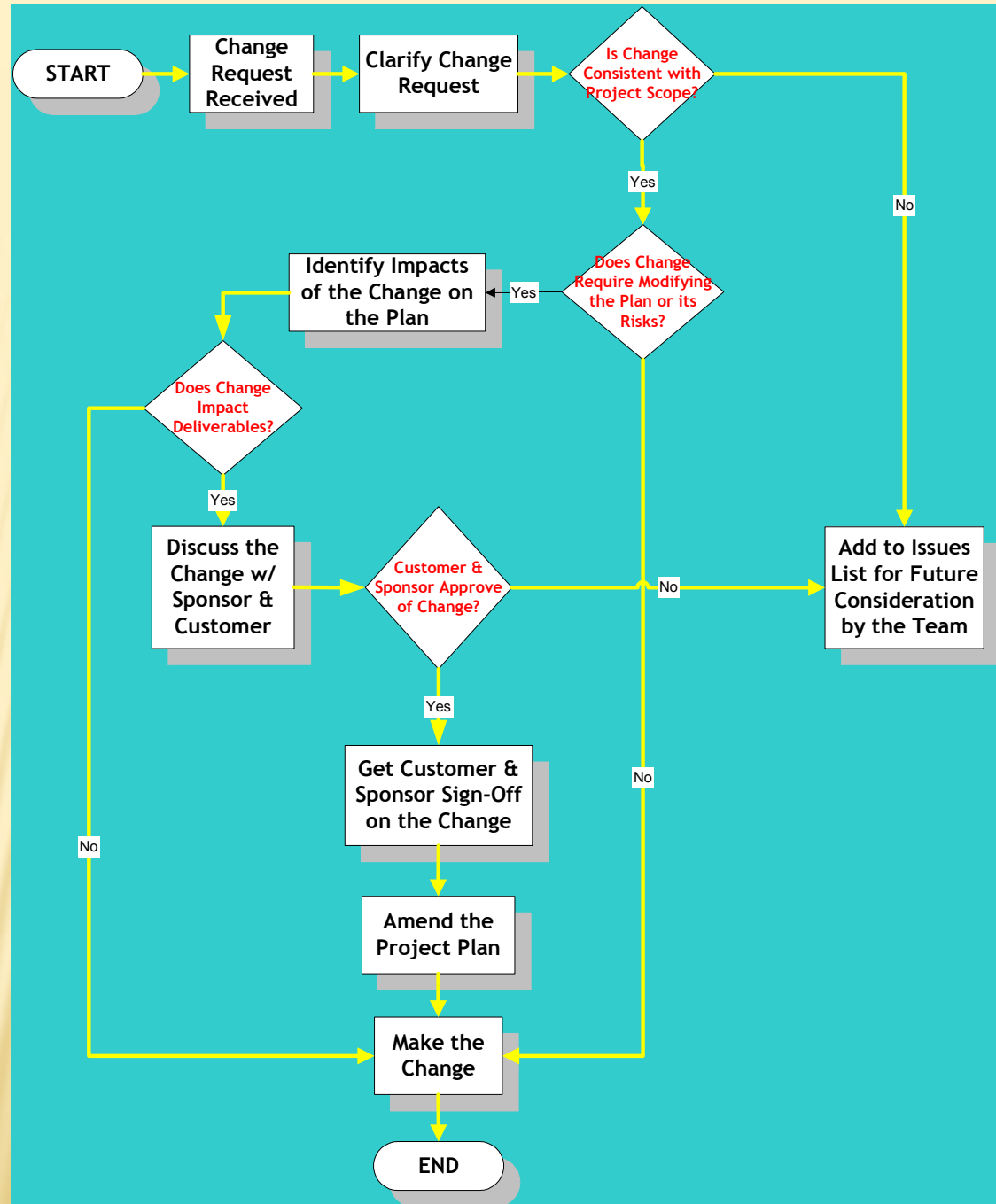adapted from Getting Started in Project Management, Martin & Tate, John Wiley & Sons, 2001

PHASE III — IMPLEMENTATION

- ❑ Develop the communication plan
- ❑ Begin plan implementation
- ❑ Monitor/evaluate performance
- ❑ Manage changes to the project
- ❑ Take corrective action
- ❑ Report progress to key stakeholders
- ❑ Key Outputs for Approval: Change Requests & Deliverables

MONITORING THE PROJECT
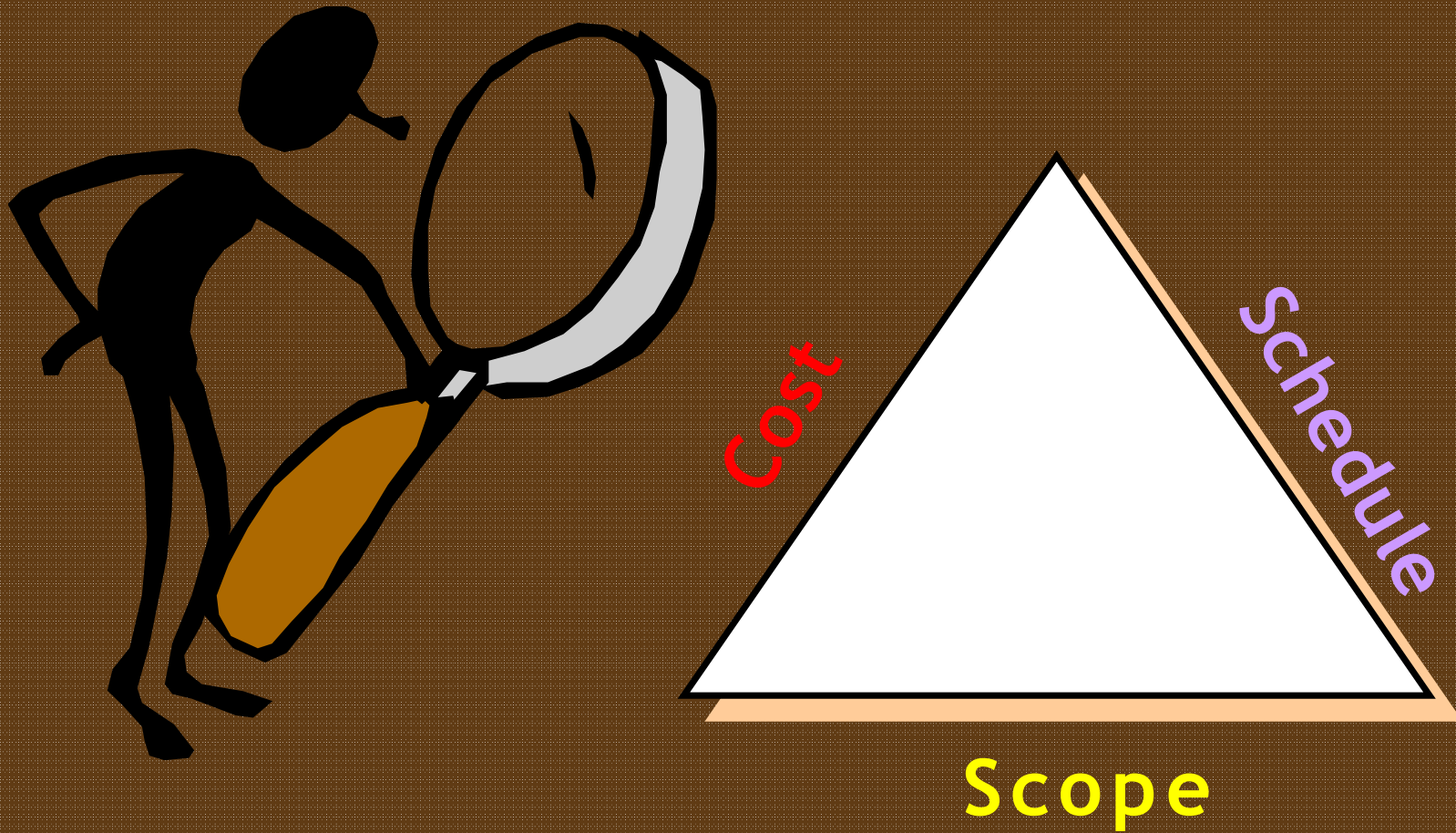
Managing Project Change Requests

START → Change Request Received → Clarify Change Request → **Is Change Consistent with Project Scope?**

- **Is Change Consistent with Project Scope?** — Yes → **Does Change Require Modifying the Plan or its Risks?**
- **Is Change Consistent with Project Scope?** — No → Add to Issues List for Future Consideration by the Team

- **Does Change Require Modifying the Plan or its Risks?** — Yes → Identify Impacts of the Change on the Plan
- **Does Change Require Modifying the Plan or its Risks?** — No → Make the Change

Identify Impacts of the Change on the Plan → **Does Change Impact Deliverables?**

- **Does Change Impact Deliverables?** — Yes → Discuss the Change w/ Sponsor & Customer
- **Does Change Impact Deliverables?** — No → Make the Change

Discuss the Change w/ Sponsor & Customer → **Customer & Sponsor Approve of Change?**

- **Customer & Sponsor Approve of Change?** — Yes → Get Customer & Sponsor Sign-Off on the Change
- **Customer & Sponsor Approve of Change?** — No → Add to Issues List for Future Consideration by the Team

Get Customer & Sponsor Sign-Off on the Change → Amend the Project Plan → Make the Change → END

PHASE IV — CLOSEOUT

- ❏ Conduct a final project audit
- ❏ Obtain customer acceptance of deliverables
- ❏ Assess customer perceptions of the project
- ❏ Assess team member perceptions
- ❏ Identify the "lessons learned"
- ❏ Key Output for Approval: Final Project Report

EXPLORING LESSONS LEARNED

- What *worked* with this project (and *why*)?
- What *didn't* work (and *why*)?
- What will we *do differently* on the next project?
- What will we *keep doing* on the next project?

THE PROJECT FINAL REPORT

- Key Results/Deliverables
- Project Costs
- Customer/Sponsor/Stakeholder Perceptions
- Lessons Learned
- Areas for Improvement

Cost

Schedule

Scope
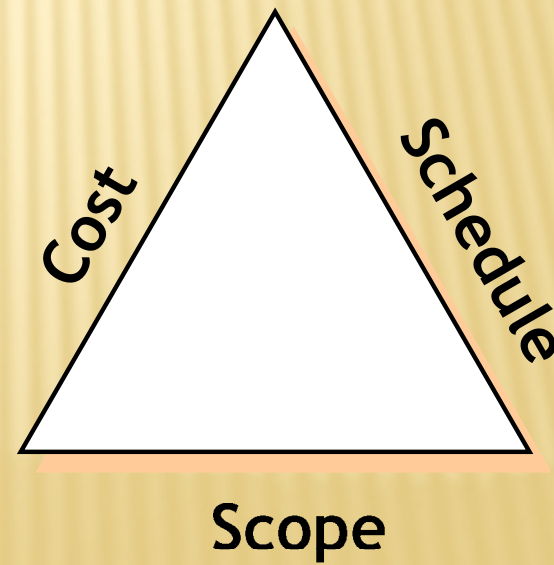
PROJECT STAKEHOLDERS

- Customer
- End User
- Project Sponsor
- Project Leader
- Team Members
- Resource Managers
- SMEs

THIRTEEN *DEADLY* SINS!

1. Failure to define the "problem" or make a <u>business</u> case.
2. The project plan is developed based upon <u>insufficient</u> data.
3. Project planning done by a "<u>planning</u>" group vs. an "implementation" group.
4. There is no one <u>leading</u> the project — or too many leaders.
5. Estimates for time/resources are "<u>guesses</u>."
6. Top leadership/senior managers refuse to accept <u>realities</u>.
7. Resource <u>planning</u> was inadequate.

THIRTEEN *DEADLY* SINS!

8.   Project team doesn't see itself as a <u>team</u>.

9.   People are <u>pulled</u> off the project team by sponsors or resource.

10. The project plan lacks sufficient <u>detail</u> or has too much.

11. Implementation and results aren't monitored and <u>tracked</u> against the plan.

12. People lose sight of the original <u>goal</u>.

13. <u>Risks</u> to the project aren't anticipated or calculated.

CRITICAL SUCCESS FACTORS

- A handy self-assessment to determine the degree to which you have address core elements that need to be in place for effective project management.

- How are <u>your</u> projects doing on this checklist?

Samish Bay Sunrise, Washington

You can count on the American people to do the right thing . . . after exhausting all the other possibilities.

—Winston Churchill

Sunrise over the Santa Lucia Range

Destiny is no matter of chance. It is a matter of choice: It is not a thing to be waited for, it is a thing to be achieved.

— William Jennings Bryan

Thank You!!

Good luck with project management!

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