

Does Effective Project Management have to be Complicated?

(or even Scary?)

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Tonight

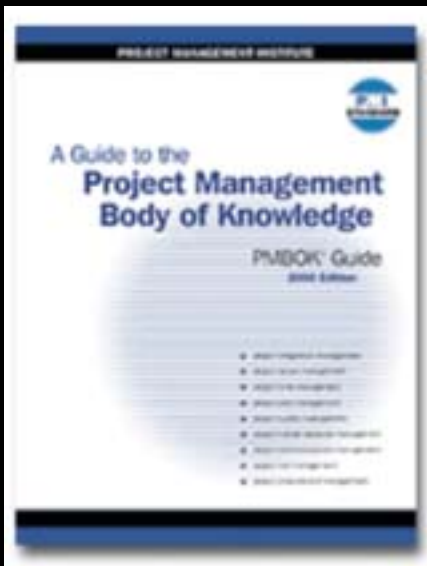
- My Goals
 - Demystify project management
 - Challenge you to solve problems with simple solutions
 - Identify critical elements of project planning
- The Process
 - Establishment of common vocabulary and concepts
 - Build common experience with hands-on exercises
 - The paradox of simple and obvious but challenging ideas
 - Insightful questions from you
- What are Your Goals?

Non-buzz word agenda...

- There are no simple and easy silver bullets
- Fifty five minutes is too short to master new skills
- My goal is to make your brain hurt in a new productive manner while having fun

**Common Vocabulary
as a
Starting Point**

What Are Projects?



A project is a **temporary** endeavor undertaken to create a **unique** product or service.

Temporary means that every project has a definite beginning and a definite end.

Unique means that the product or service is different in some distinguishing way from all other products or services.

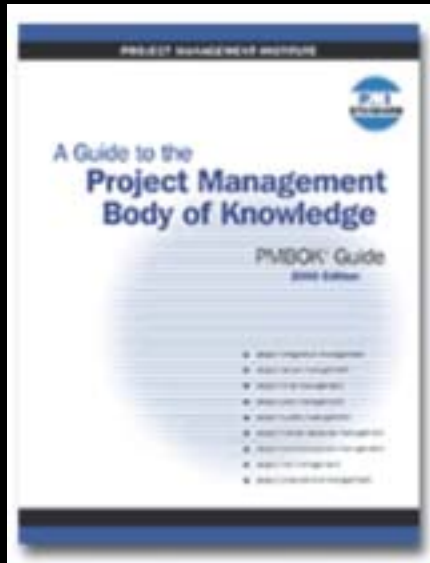
Are Ongoing Operations Really Projects?

Operations and projects share many characteristics; for example they are:

- Performed by people.
- Constrained by limited resources.
- Planned, executed, and controlled.

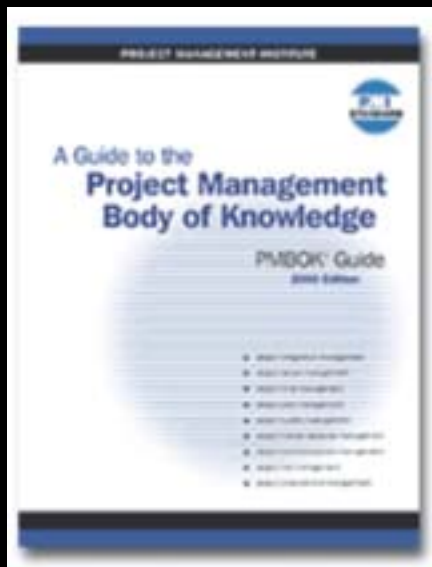
Operations and projects differ primarily in that operations are **ongoing and repetitive**.

Organizations perform work. Work generally involves operations or projects, although the two may overlap.

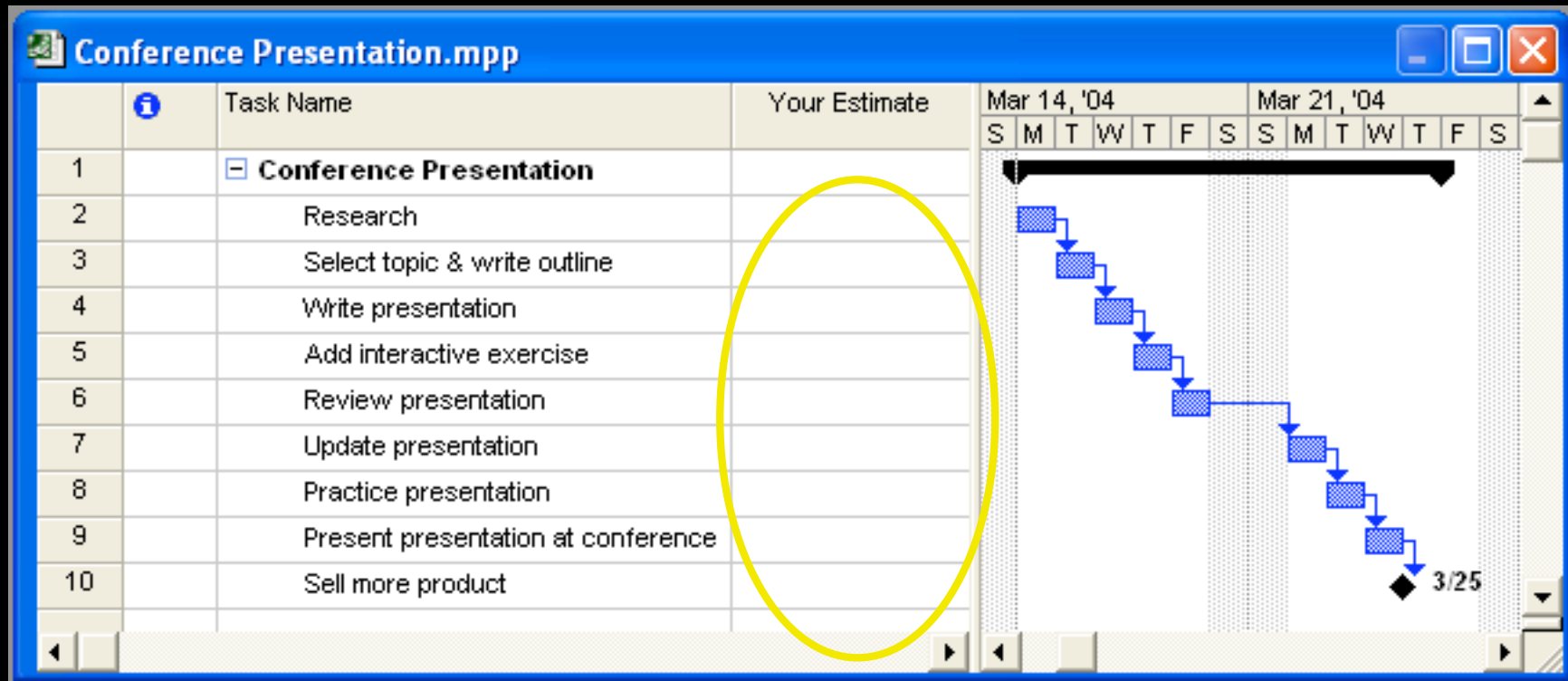


What is a Work Breakdown Structure?

A WBS is a deliverable-oriented grouping of project components that organizes and defines the total scope of the project; work not in the WBS is outside the scope of the project. As with the scope statement, the WBS is often used to develop or confirm a common understanding of project scope. Each descending level represents an increasingly detailed description of the project deliverables. ... A WBS is normally presented in chart form, however, the WBS should not be confused with the method of presentation - **drawing an unstructured activity list in chart form does not make it a WBS.**



Our First Individual Exercise



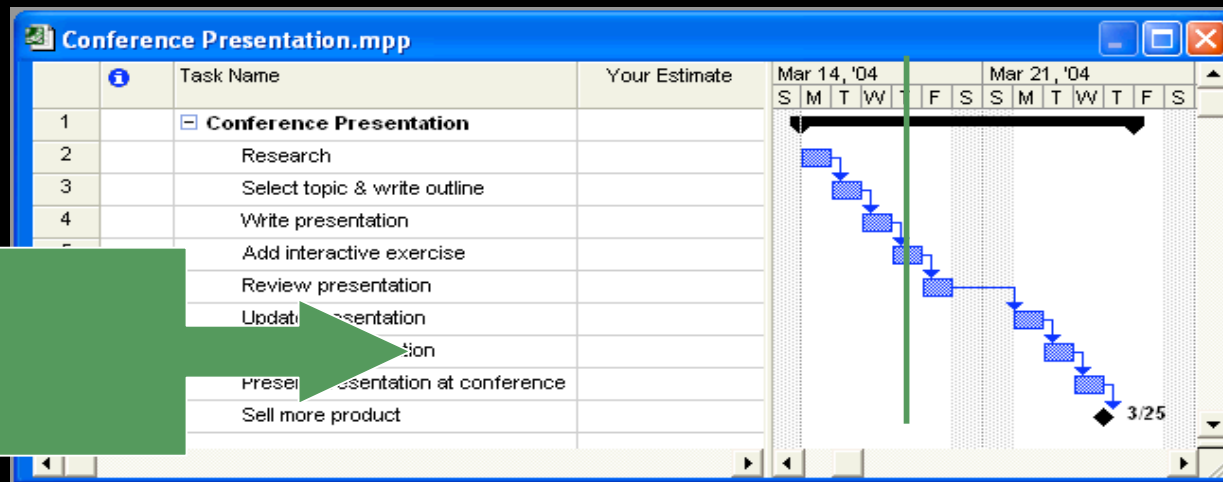
Please estimate each activity needed to assemble a conference presentation...

Review Of Estimation

- On what day will this project complete?
- Did you estimate effort or duration?
- What were the range of estimates for Research?
- Are the resources available?

A Typical Project Plan



- The name of the problem being solved
- Some sort of limited resources
- A Gantt chart showing an ordered list of activities
- Estimates to which someone will be held accountable





Typical
“plan”

*Have you used one of these to track a project's progress?
Where does this breakdown?*

According to the Project Management Institute, Project Plans Actually Include...

- 
- Project Charter
 - Scope Statement
 - Work Breakdown Structure
 - Milestones & Target Dates
- 
- Baseline Schedule Estimates
 - Current Schedule Estimates
 - Time Phased Budget
 - Baseline Cost Estimates
 - Current Cost Estimates

- 
- 
- Staffing/Resource Projections
 - Responsibility Assignments
 - Work Authorizations
 - Project Management Approach
 - Communications Management Plan
 - Staffing Management Plan
 - Scope Management Plan
 - Quality Management Plan
 - Cost Management Plan
 - Procurement Management Plan
 - Risk Management Plan



Part of a
typical “plan”

Your Experience With Projects

- Consider each of the characteristics below and decide if, in your experience, they tend to be associated with...
 - Projects that produced lasting value
 - Projects that wasted resources

simple goals, complex goals, small team, large team,
specific requirements, vague requirements, changing requirements,
close collaboration with intended users, written specifications,
no budget, zero budget, tiny budget, unlimited budget,
part time resources, full time resources, volunteer resources,
no project plan, verbal project plan, written project plan,
no formal processes, vague processes, rigid processes ... *(others)*

Our First Group Exercise

- Each table, row, or group of six...
 - Pick 6 descriptive words or short phrases
 - 3 to describe valuable project mgmt
 - 3 to describe counter-productive project mgmt

**Have You Already Used
Some Effective Project
Management Practices?**

Think back to projects that were in trouble, or under water.

Name a simple process change that actually helped a project in your past succeed...



Has anyone here ever worked in a project war room?



Humans Shy Away from the Obvious!

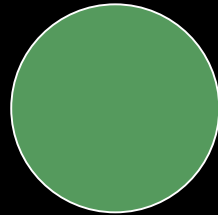
- What would happen if...
 - I eat fewer calories and exercise more?
 - I change my car's oil every 3,000 miles?
 - I spend time studying all semester long?
 - Have a meeting without chairs?
 - Everyone on a project sits in one room?

**Let Us Explore Some More
Challenging Statements**

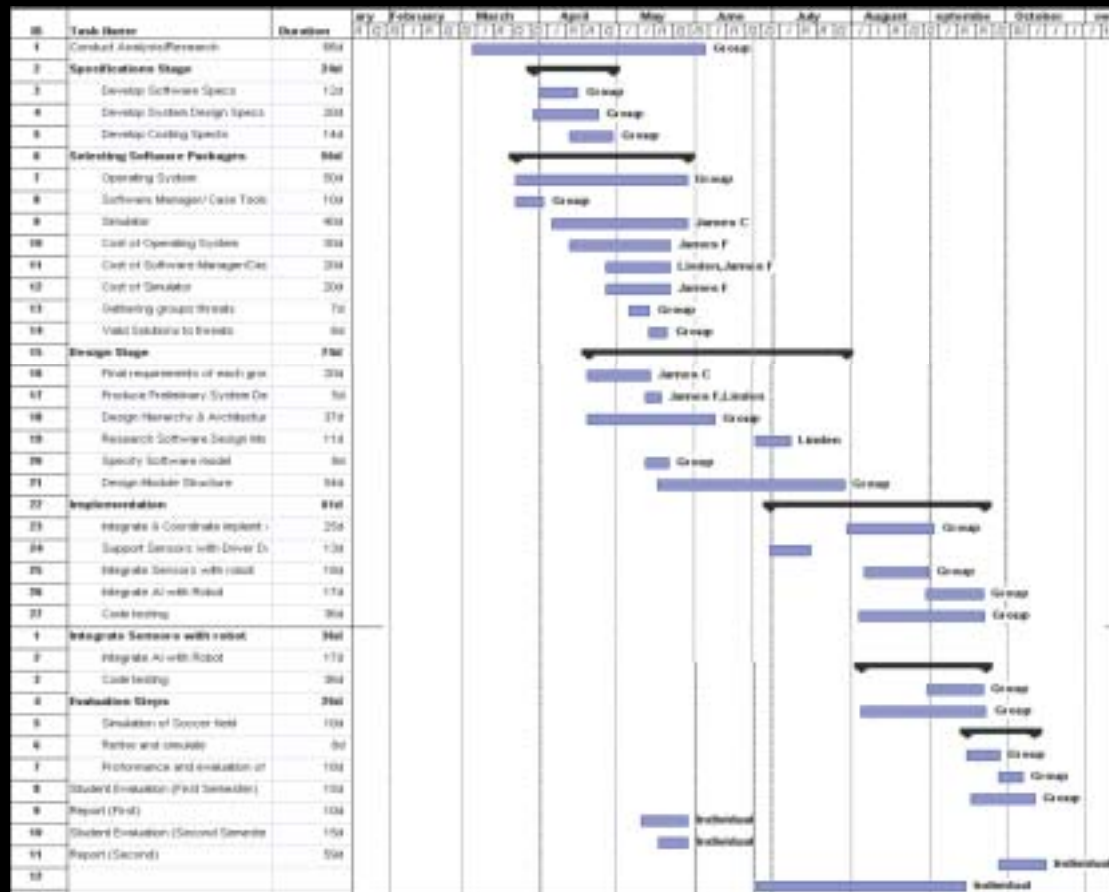


**Increase
communications
by having fewer
meetings.**

**Replace unproductive
meetings with something else.**



A Gantt chart has limited value as a planning tool.





**Have Your Customers Help You
Build Your Plan (Team Exercise)**

Most People Enjoy Estimating



**Working in pairs makes
teams go faster**



Effectiveness is not a natural outcome of being efficient.

Project plans help us answer relatively simple questions...

What

- Project Charter
- Scope Statement
- Work Breakdown Structure
- Milestones & Target Dates
- Baseline Schedule Estimates
- Current Schedule Estimates

When

- Time Phased Budget
- Baseline Cost Estimates
- Current Cost Estimates

At

What Cost

Who

- Staffing/Resource Projections
- Responsibility Assignments
- Work Authorizations
- Project Management Approach
- Communications Management Plan
- Staffing Management Plan
- Scope Management Plan
- Quality Management Plan
- Cost Management Plan
- Procurement Management Plan
- Risk Management Plan

How

Spend the Most Energy and Effort on The Most Valuable Project Management Deliverable

- Project Charter
- Scope Statement
- **Work Breakdown Structure**
- **Milestones & Target Dates**
- **Baseline Schedule Estimates**
- **Current Schedule Estimates**
- **Time Phased Budget**
- **Baseline Cost Estimates**
- **Current Cost Estimates**

- Staffing/Resource Projections
- Responsibility Assignments
- **Work Authorizations**
- Project Management Approach
- **Communications Management Plan**
- Staffing Management Plan
- **Scope Management Plan**
- **Quality Management Plan**
- **Cost Management Plan**
- Procurement Management Plan
- **Risk Management Plan**

What to Walk Away With...

Long Term Goals!

Identify processes that do not work well

Replace them with something else

Do not assume the fix is more complex

Try simple experiments and measure results

Effective change often involves cultural change

Cultural change is scary, but you can succeed

My Short-Term Challenge For You!

- Perform the following experiment 3 times
 - Write down your goals for the day
 - Break goals into small deliverables, write them on index cards
 - Create alternative options on more index cards
 - Estimate all of the cards
 - Prioritize the cards in business value order
 - Hang the cards on the wall
 - Do them in order, marking them with yellow and green dots
 - Show your deliverables to someone else at the end of the day

More Questions??



- Project Charter
- Scope Statement
- **Work Breakdown Structure !**
- Milestones & Target Dates
- Baseline Schedule Estimates
- Current Schedule Estimates
- Time Phased Budget
- Baseline Cost Estimates
- Current Cost Estimates
- Staffing/Resource Projections
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Please feel free
to send follow
up questions to
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The End

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What We Promised

Project management, whether for teams or solo efforts, is often portrayed as a complex endeavor with obscure vocabulary, reports, and metrics. Project management can also be seen as mindless bureaucracy that interferes with the "real work." In this presentation James will present some specific, low-tech, and effective tips for managing projects in a people-friendly manner. He will also describe some common process traps. This presentation will lead attendees through several hands on exercises designed to help explore key project management concepts and techniques, and participants will leave with practical steps they can implement the next day