

fp BUSINESS conference 2008

Perfect Project Management

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Project Agency

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Quote.....

"52% of all projects finish at 189% of their initial budget, and some after huge investment of time and money are simply never completed".

Note: one of many similar ones!!

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Philosophy of Project Agency

- Demystifying project management – to professionals at all levels
- Developing core skills – project managers, sponsors, teams
- Producing PM systems for staff to have a consistent approach
- Developing "people skills" as well as PM skills

"Helping organisations deliver projects effectively"

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Objectives today....

- Help you deliver projects more effectively
- Provide you with some hints and tips – challenges!

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What we will cover

- What does the word project mean?
- Introduce a PM framework
- Indicate key areas from the framework – hints and tips
- Organisational issues....
- *(Access to slides)*


Time for questions at the end

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What do we mean by the word project?

- Projects
- Project Based Working
- Conference.....



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Project Management Framework

```

    graph TD
      A[Set up – Initiation] --> B[Set up – Definition]
      B --> C[Delivery Planning]
      C --> D[Delivery]
      D --> E[Closedown & Review]
  
```

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Project Management Framework

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Set up Initiation - Business Case

- Need to be clear *why* doing project
- Link with corporate objectives
- Benefits - tangible
- Identify initial risks and outcomes
- Identify options
- £ and time
- **Formal sign off**

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Project Management Framework

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Set up – Definition – What?

Project roles:

- Project sponsor
- Project manager
- Project team

Who is doing what?
Is their role and authority clear?

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Sponsor (usually a senior manager):

- ✓ “commissions” the project
- ✓ briefs the project manager
- ✓ agrees and signs off the business case
- ✓ **actively** reviews the project
- ✓ liaises with customers over quality
- ✓ champions, markets the project

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Project organisation

- Develop a structure that works for you
- Avoid large project boards
- Develop "stakeholder groups"
- Decision makers.....



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Definition- Stakeholder Analysis

Project Agency research shows that those projects that identify and manage stakeholders effectively stand a greater chance of successful delivery



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Introducing - Wicked Witch

The knock on the door, the telephone call or the email which says:

- You did not consult us on this issue **OR**
- If you go ahead with this you are going against company policy **OR**
- You cannot do that as you will be....



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Definition- Stakeholder Analysis

Interest



Impact



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How do you identify stakeholders?

Stakeholders	Their interest or requirements from the project	What the project needs from them	Perceived attitudes & risks	Actions to take

Please feel free to copy or adapt the form for your use - go to www.projectagency.co.uk


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Definition (PID) - What?

Have you a written project definition, signed off by a sponsor?



- Background
- Objectives
- Included or excluded
- Success criteria
- Key assumptions
- Budgets
- Roles
- Dates – start/ finish
- AND MORE**

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Project Management Framework

Set up – Initiation
↓
Set up – Definition
↓
Delivery Planning
↓
Delivery
↓
Closedown & Review

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Delivery planning (How?)

- Develop a work breakdown structure
- Group them under headings e.g. training, budget, legal etc
- Identify predecessors or dependencies
- Add estimates – cost and time
- Develop Gantt charts

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Estimating

OPB – optimistic planning bias

Inoculate yourself here.....

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Project Resources

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
A	[Bar]						
B	[Bar]						
C		[Bar]					
D		[Bar]					
E			[Bar]				
F				[Bar]			
G					[Bar]		

No. of staff	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7
4			[Green]				
3		[Green]	[Blue]	[Purple]			
2	[Purple]	[Green]		[Blue]	[Blue]	[Blue]	
1	[Blue]	[Blue]				[Grey]	[Blue]

Legend:

- Finance: Blue
- Marketing: Green
- Surveyor: Purple
- HR: Grey

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Project Management Communications

Communications is such that people are always aware of changing priorities

Strongly agree	Agree	Disagree	Strongly disagree	Don't know
1	23	61	13	2

Approximately 2,500 people

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Planning – a summary

- Develop a WBS
- Identify predecessors
- Put estimates of time against each activity
- Develop your Gantt chart
- Leads us into risk....

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Risk – developing a risk log

What is the likelihood.....?

What is the impact....?



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Developing a RISK log

Nature of risk	Likelihood H/M/L	Impact H/M/L	Likelihood × Impact	Actions & person responsible
Printer does not include changes	1	3	3	We will....
Client changes date	2	3	6	Ensure we have a contract....

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Project Management Framework

Set up – Initiation
↓
Set up – Definition
↓
Delivery Planning
↓
Delivery
↓
Closedown & Review

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We spend ages defining what we are going to do and even longer putting the plan Together. Little time though is spent Monitoring or reviewing our projects.

It is hardly surprising we deliver very few projects on time and to budget

Quote from a person on a project management event

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Delivery (Are you delivering against the plan?)

- Need to establish monitoring & review systems early
- Link with company "rules"
- Identify who agrees changes
- How you are going to report

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Delivery

- Use tolerance (– +) 5%
- Loose v tight control
- Off schedule? Bring a plan to bring the task/project back to schedule
- Planned v actual – see templates

• **DETAIL DETAIL..... ACTION.....**

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Project Management Framework

Set up – Initiation
↓
Set up – Definition
↓
Delivery Planning
↓
Delivery
↓
Closedown & Review

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Closedown and review – (did we deliver and what did we learn?)

- Hold end of project review meetings
- Identify:
 - ✓ Learning
 - ✓ Whether achieved objectives
 - ✓ Delivered what said you would
 - ✓ How risks managed
 - ✓ Estimates – how accurate were they
 - ✓ Write formal report
- Celebrate success

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Summary PERFECT PROJECT MANAGEMENT

- Need for a PM framework
- Definition – PID
- risk management

SET UP - INITIATION

- Business Case
- Cost v benefits
- Approval

SET UP-DEFINITION

- roles
- stakeholder mgt

DELIVERY PLANNING

- detail – WBS
- estimating – % millionaire
- develop & use charts
- communications

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Summary PERFECT PROJECT MANAGEMENT

Delivery

- monitoring and control
- tolerance
- who agrees changes
- planned v actual

Closedown and review

- hold closure meeting
- identify learning
- write formal report
- celebrate success

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Organisational issues

- PM demands different behaviours
- people are more accountable
- need processes to follow
- you are monitored – if done properly!
- discipline – rigour
- invest time to save you time

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Organisational issues

- need to have a central point – project office
- need to have a helicopter view
- clear priorities – linked to overall strategy
- senior managers need to play their roles
- training – identify key players and train them (including sponsors)

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Organisational issues

- Monitoring ("governance")
- Links to other skills – FFNFM
- Common documents – templates
- Teams - develop them
- Benefits – identify these early in project



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What we will cover

- What does the word project mean?
- Introduce a PM framework
- Indicate key areas from the framework
- Identifying what you can apply back in the workplace
- **Plus organisational issues**

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SpoRTA

One day workshop – 24 October in Central London

Details:

Back of room or go to:

www.projectagency.co.uk/sporta.htm

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Deliver That Project
A practical step-by-step training manual



**Ron Rosenhead
Project Agency**

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Thank You!!

Happy to answer any questions here or by email

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