Project Management

Project Definition

State the Project — Develop Objectives — Develop Work Breakdown Structure — Identify Resource Requirements

Project Planning

Assign Responsibility — Sequence Deliverables — Schedule Deliverables — Schedule Resources — Protect the Plan

Project Implementation

Start to Implement — Monitor Project — Modify Project — Closeout & Evaluate

Project Communication

Project Definition

State the Project
- What is the action and end result?
- What evidence suggests a need for this project?
- Are we capable of doing this…?
- How long would it take?
- How much would it cost?

Develop Objectives
- What value should this project produce?
- What benefits do we want?
- What constraints do we face?
- What requirements must be met?
- How will we know the objectives are met?

Develop Work Breakdown Structure
- What are the major outputs of this project?
- What are the components of…?
- How will we achieve the objectives?
- How will we organize the work to ease planning and control?

Identify Resource Requirements
- What resources are needed?
- How much of each resource is needed?
- What will each resource cost?

Project Planning

Assign Responsibility
- Who has resources for this work package?
- Who has knowledge, skills, and experience?
- Whose commitment is needed?

Sequence Deliverables
- In what order must work be completed?
- What knowledge or experience exists?
- How much elapsed time will work packages take?

Schedule Deliverables
- What assumptions are being made about constraints?
- When should work packages start and finish in calendar time?

Schedule Resources
- Are resources available when needed?
- Does the schedule need to be adjusted?

Protect the Plan
- Where are there significant risks (opportunities)?
- What could go wrong (better than expected)?
- What is the likelihood of this potential problem (opportunity) occurring?
- What will be the impact (benefit)?
- What could cause this potential problem (opportunity)?
- How can we prevent (promote) this likely cause?
- What will we do if this happens?
- How will we know it has occurred?

Project Implementation

Start to Implement
- Are the project statement, objectives, initial assignments, and performance expectations clearly understood?
- What ground rules have been set for working together, communicating, and handling issues?

Monitor Project
- How do time, cost, and performance compare to the plan?
- How does the customer view the project?
- What conditions have changed?

Modify Project
- What concerns have surfaced?
- What is the earliest point of impact?
- What Definition and Planning steps need revision to address concerns?
- How will changes be controlled and communicated?

Closeout and Evaluate
- How will…
  - Success against objectives and lessons learned be reviewed?
  - Closure be brought to the team?
  - The project summary be documented?
  - The project's ending be communicated?

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The Performance System

Analysis Questions

1 Response

What are the desired and undesired, or alternative, Responses?

2 Performer

Does the Performer have the necessary knowledge and skill to perform?
Does the Performer know why the performance is expected?
Is the Performer well suited to the job?

3 Situation

Have performance expectations, including measures and standards, been established for the desired Response?
Have performance expectations been clarified with the Performer?
Does the Performer agree that these expectations are attainable?
Can the Performer easily recognize the signal to perform?
Is the input the Performer receives appropriate, correct, and timely?
Are job procedures and work flow effective?
Does the desired Response have sufficient priority relative to other Responses?
Are there adequate resources available: time, money, people, information, tools, space, or equipment?
Do the physical surroundings support effective performance?

4 Consequences

Are the Consequences immediate enough to encourage the desired Response?
Are appropriate Consequences provided consistently?
Are the Consequences significant to the Performer?
On balance, do the Consequences encourage the desired performance?

5 Feedback

Does the Performer receive any information about performance?
Is the Feedback used to encourage the desired performance?
Are relevant measures of performance being fed back?
Does the Feedback include information about progress over time?
Does the Performer receive timely Feedback?
Does the Performer receive Feedback frequently enough to maintain or enhance performance?
Is the Feedback specific enough to influence performance?
Does the Feedback include information about the value of the performance to the organization?
Is the Feedback communicated in a positive, nonthreatening manner?

The Performance System

Situation
- How clear are the performance expectations and how well are they understood?
- How clear is the signal to perform?
- How well does the work environment support expected performance?

Feedback
- How appropriate is the Feedback and how well is it used to influence performance?
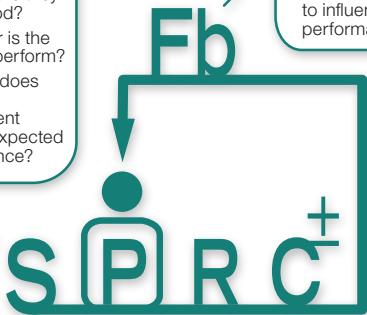
Performer
- How capable is the Performer to meet the performance expectations?

Response
- What is the observed performance?
- How does it compare with expectations?

Consequences
- How well do the Consequences encourage expected performance?

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Managing Involvement

Leader Behaviors: Summary

A1 **Resolve Alone**

    People involved: leader
        The others…N/A
            Final conclusion is made by…leader

A2 **Question Individuals**

    People involved: leader and others (one-on-one)
        The others…answer specific questions only
            Final conclusion is made by…leader

C1 **Consult Individuals**

    People involved: leader and others (one-on-one)
        The others…help with analysis
            provide ideas and opinions
            Final conclusion is made by…leader

C2 **Consult Group**

    People involved: leader and others (group)
        The others…help with analysis
            provide ideas and opinions
            Final conclusion is made by…leader

G2 **Resolve as Group**

    People involved: leader and others (group)
        The others…help with analysis
            provide ideas and opinions
            participate in conclusion
        Final conclusion is made by…leader and others

Managing Involvement

Superior Solution
Does it make a big difference which course of action is adopted?

Information
Do you now have enough information to find a superior solution?

Structure
Do you know exactly what information is missing and how to get it?

Commitment
Is commitment of others critical to effective implementation?

Commitment without Participation
Will they commit to a conclusion made by you without their active participation?

Goal Agreement
Is there general agreement about goals between the group and the organization in this situation?

Conflict about Alternatives
Is there likely to be conflict about alternatives within the group?

Decision tree outcomes:

- A1, A2, C1, C2, G2
- G2
- A1, A2, C1, C2, G2
- A1, A2, C1, C2
- G2
- C2
- C1, C2
- A2, C1, C2, G2
- A2, C1, C2
- C2, G2
- C2
- G2

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