

The *Art* of Project Management



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Introduction

Mission

*Help clients meet their critical Milestones by
Building People, Partners and Processes*

Primary Product Lines

- *Training – Building People*
- *Facilitation – Building Partners*
- *Consulting – Building Processes*



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Introduction

The Art of Project Management

Four critical principles:

1. Success Management
2. Project Leadership
3. Partnership
4. Performance Based Management

How Important is Project Leadership?



Leadership vs.
Management

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Leadership vs. Management Quiz

What is the difference between leadership and management?

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Leadership vs. Management

L
e
a
d
e
r
s
h
i
p

Inspire

Influence

Motivate

Delegate

Organize

Control

Direct

Supervise

Oversee

M
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Leadership vs. Management

The leader...

- Innovates
- Develops
- Focuses on people
- Inspires trust
- Has a long-term view
- Eyes the horizon

The manager...

- Administers
- Maintains
- Focuses on systems/structure
- Relies on control
- Has a short-term view
- Eyes the bottom line

Leadership vs. Management

Management skills are effective when..

- Processes are repetitive
- Parameters are similar or the same
- Human resources are constant
- We are trying to *maintain* the status quo

How often does this happen in project management?

Leadership vs. Management

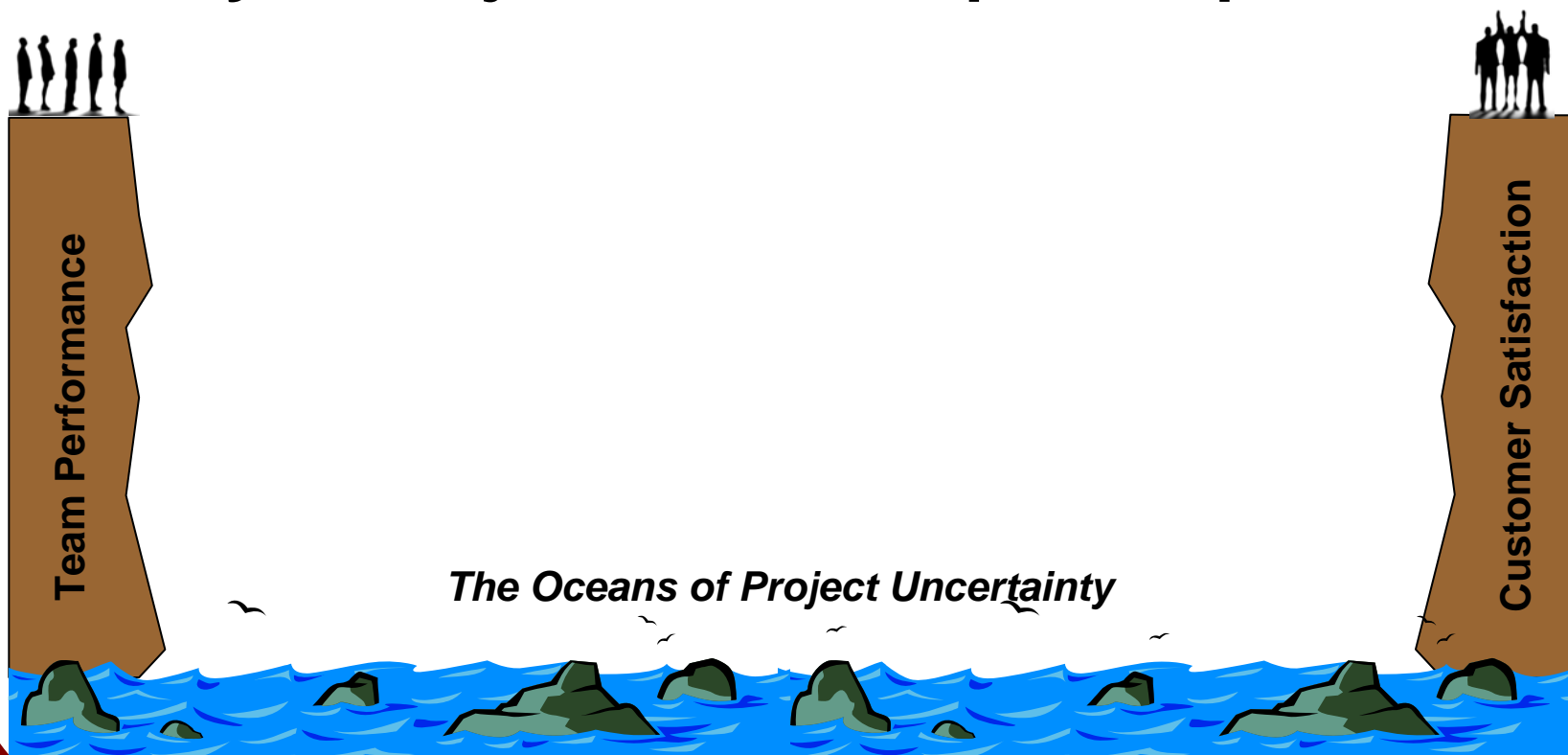
Leadership skills are critical when..

- Processes change
- Parameters change
- Human resources change
- We are trying to *innovate* and do something new

How often does this happen in project management?

Project Leadership

Why is Project Leadership so Important?



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Project Leadership

Great project leaders build a bridge to connect team performance with customer satisfaction by:

- Clearly Defining Success
- Planning for Performance
- Performing

Performance Bridge - Pillar #1



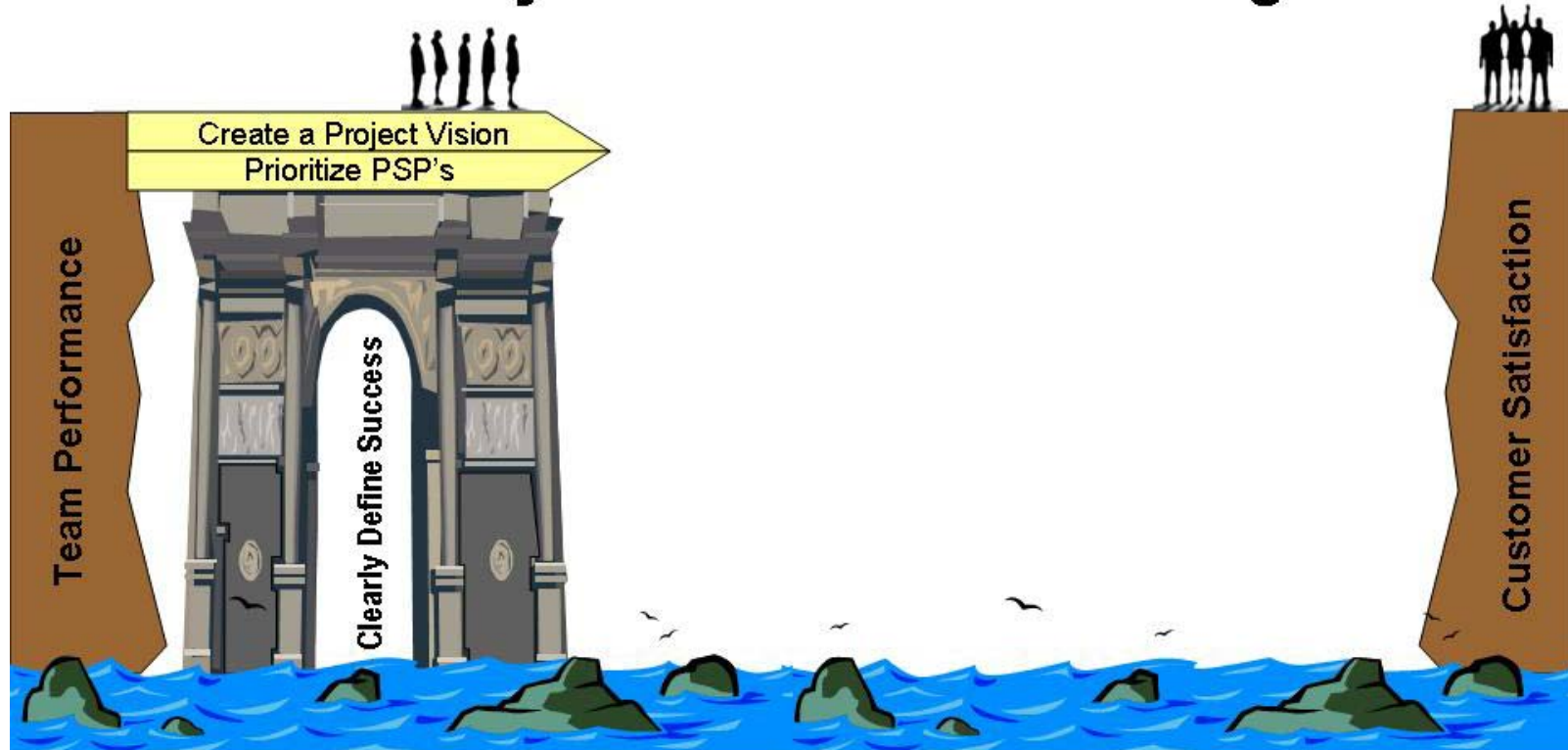
Clearly Define Success

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Clearly Defining Success

The Project Performance Bridge



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Create a Project Vision



Seeing the Outcome

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Project Specific Vision

Project specific vision...

- Cultivates proper *alignment*
- Connects customer satisfaction with those performing the work
- Builds team cohesion
- Creates project meaning and life

Project Specific Vision

“Where there is no vision, the people
(*and projects*) perish”

– King Solomon

Project Specific Vision

Project vision involves...

- A convergence of need and possibility
- A description of the team
 - Who we are
 - Team characteristics
- A clear picture of where we are going
 - Outcome – what we will accomplish
 - How we satisfy the customer

Project Specific Vision

Sample Vision Statement

We are a unified, dedicated, high-performance team committed to providing a quality emergency generation system that meets critical EPA and JCAHO time requirements, while maintaining uninterrupted health care at the hospital.

Prioritize PSP



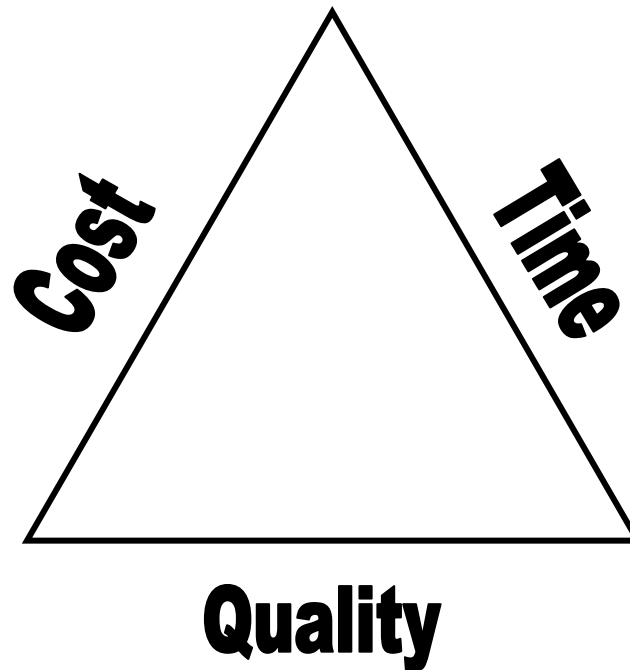
Prioritizing Project Success Parameters

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Success Parameters

What defines project success???



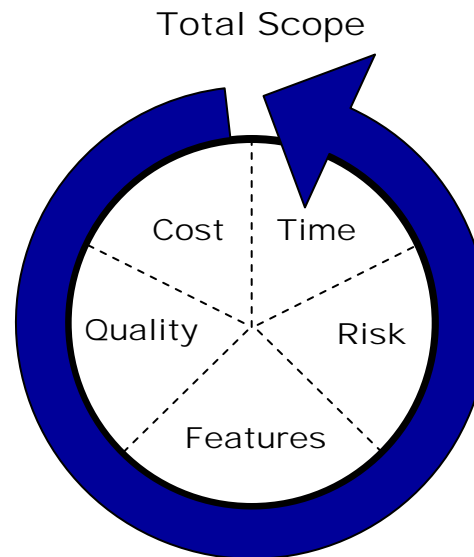
Industry thought: “Take two, you can’t have the third.”

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Success Parameters

Great leaders understand Project Success Parameters



New thought: “Understand, prioritize and execute according to Success Parameters”

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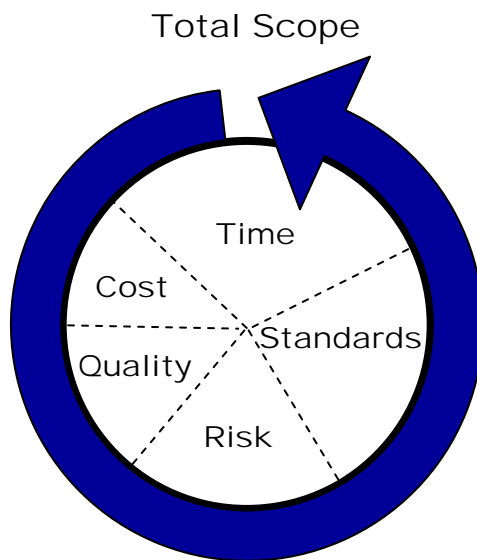
Success Parameters

Establishing Project Success Parameters

- Understand customer/corporate vision
 - Portfolio
 - Program
 - Project
- Understand how the project fulfills vision
- Define parameters that will best satisfy the customer (These become PSP)
- **Prioritize** the success parameters

Success Parameters

Prioritized Success Parameters



- 1. Time: Meet EPA/JCAHO Timelines**
- 2. Standards: Meet EPA/JCAHO Standards**
- 3. Risk: Minimize Risk to staff/patients**
- 4. Quality: Provide a Quality E.Gen system**
- 5. Cost: Complete work w/in budget**

Performance Bridge – Pillar #2



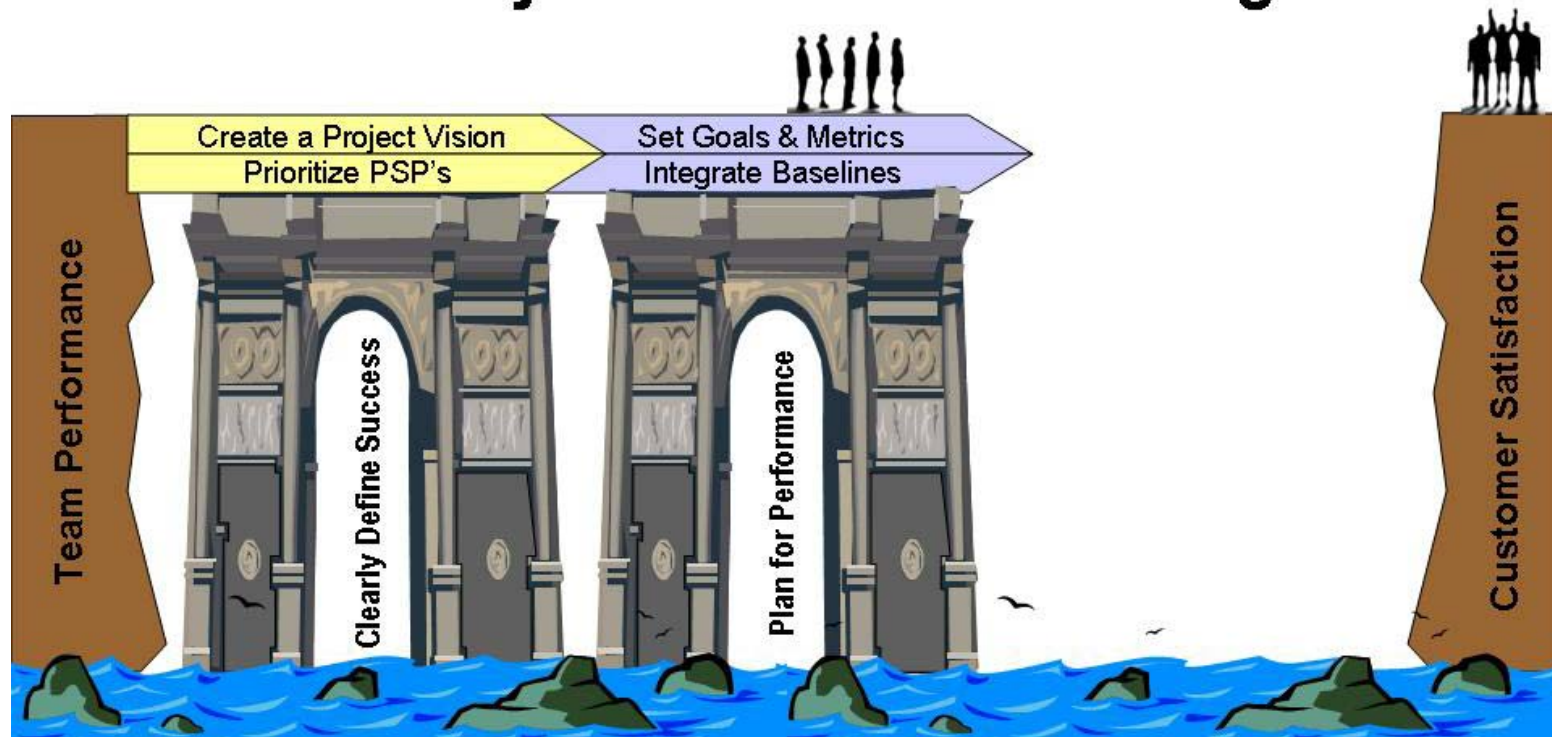
Plan for Performance

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Plan for Performance

The Project Performance Bridge



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Set Goals & Metrics



Developing the Scoreboard

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Set Goals and Metrics

Success based goals & metrics...

- Cultivate proper ***accountability***
- Improve measurability
- Promote performance
- Create a scoreboard

Set Goals & Metrics

“The strength of business is accountability
and measurability”

– Peter Drucker

Set Goals & Metrics

Project goals & metrics provide...

- Focused direction
- Clear guidance
- Measurable performance requirements
- A method of keeping score
- A sense of what will be accomplished
- The ability to set or raise the bar

Set Goals & Metrics

Project goals should be clear, challenging and measurable to help the team keep score

Project managers cannot achieve focused direction without team buy-in to goals

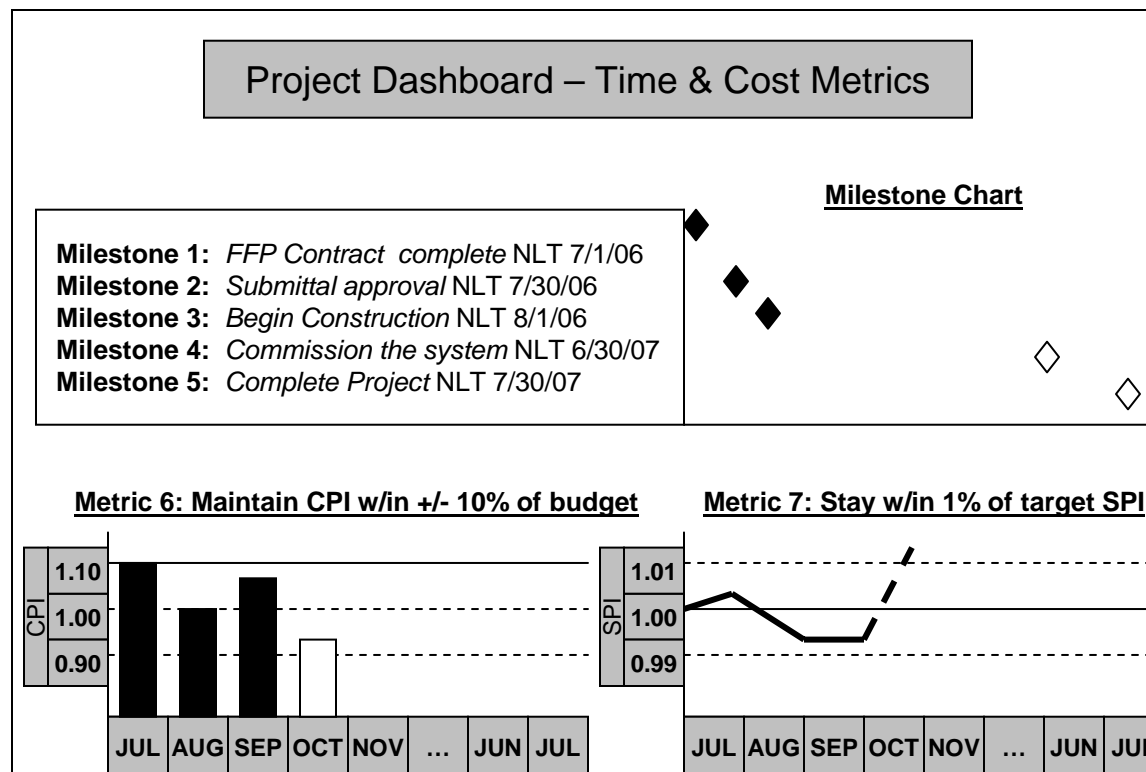
Set Goals & Metrics

Sample goal statements (w/metrics)

1. Create a FFP contract NLT 7/1/06
2. Achieve approval of all submittals by 7/30/06
3. Begin physical construction NLT 8/1/06
4. Commission the system NLT 6/30/07 to meet EPA and JCAHO time requirements
5. Stay within budget of \$4.5M while maintaining a CPI within a range of +/- 10%
6. Maintain a SPI within a range of +/- 1%

Set Goals & Metrics

Sample project dashboard



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Integrate Baselines



Completing the “Performance-Based” Plan

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Integrate Baselines

What are baselines?

- Baselines are your **performance-based plans** related to:
 - Scope (WBS)
 - Schedule (Network/Gantt charts)
 - Resources (Plan for labor/materials/equip etc..)
 - Budget (Planned Value & Cash Flow)
 - Risk (Risk Response Plans)
 - Quality (Customer Satisfaction Plan)

Integrate Baselines

What are **integrated** baselines?

- Baselines that support and integrate with:
 - Each other
 - Project Metrics
 - Project Goals
 - Prioritized Success Parameters
 - Project Vision

Integrate Baselines

Sample Baseline Integration

- **Vision:** Meet critical EPA/JCAHO timelines
- **PSP:** *Time* is most critical to success
- **Goal/Metric:** Maintain a SPI within +/- 1%
- **Scenario:** While developing your schedule baseline you notice a task on the critical path that is assigned to a new person who's production rate is half that required to complete the task on time.

How do I integrate my schedule baseline in this scenario?

Performance – Based Plan

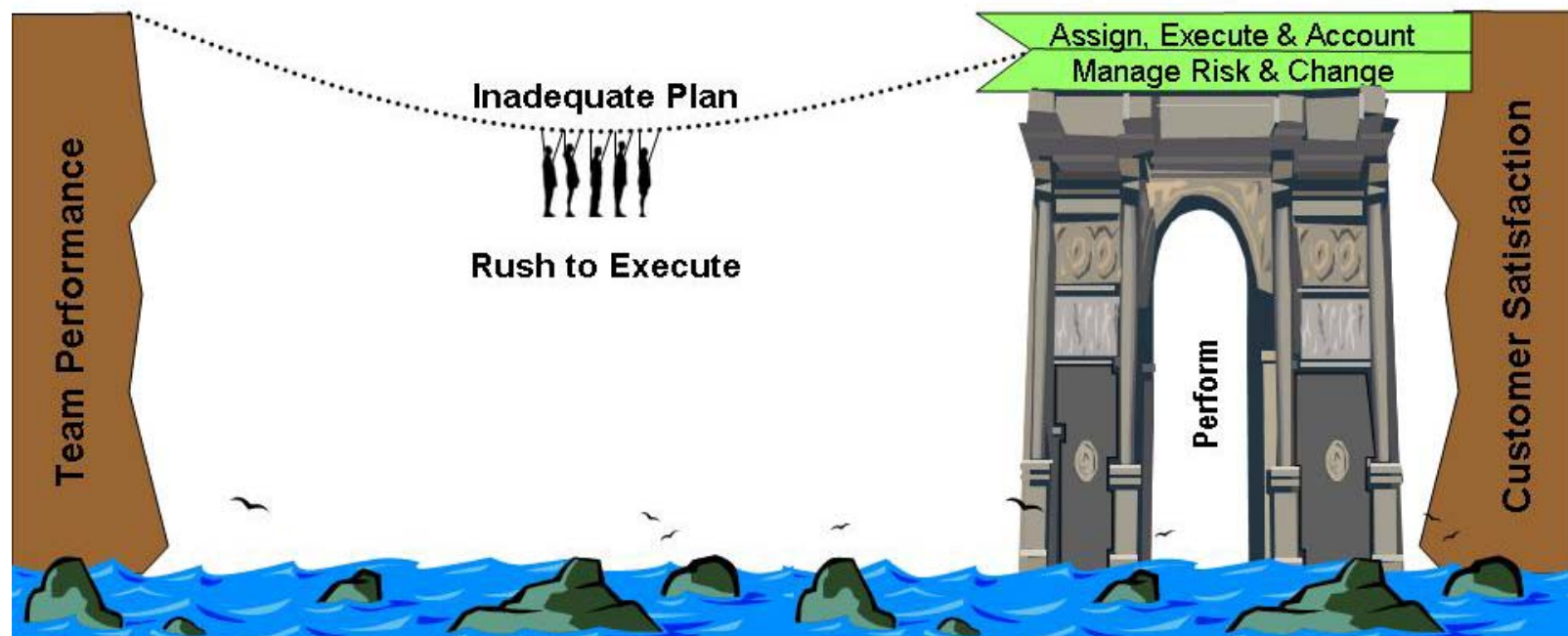
Once baselines are developed and properly integrated, the plan is in place.

The team has what it needs to properly move to the performance phase.

Teams that rush to execution without a good plan risk team failure.

Performance – Based Plan

The Project Performance Bridge



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Performance Bridge – Pillar #3



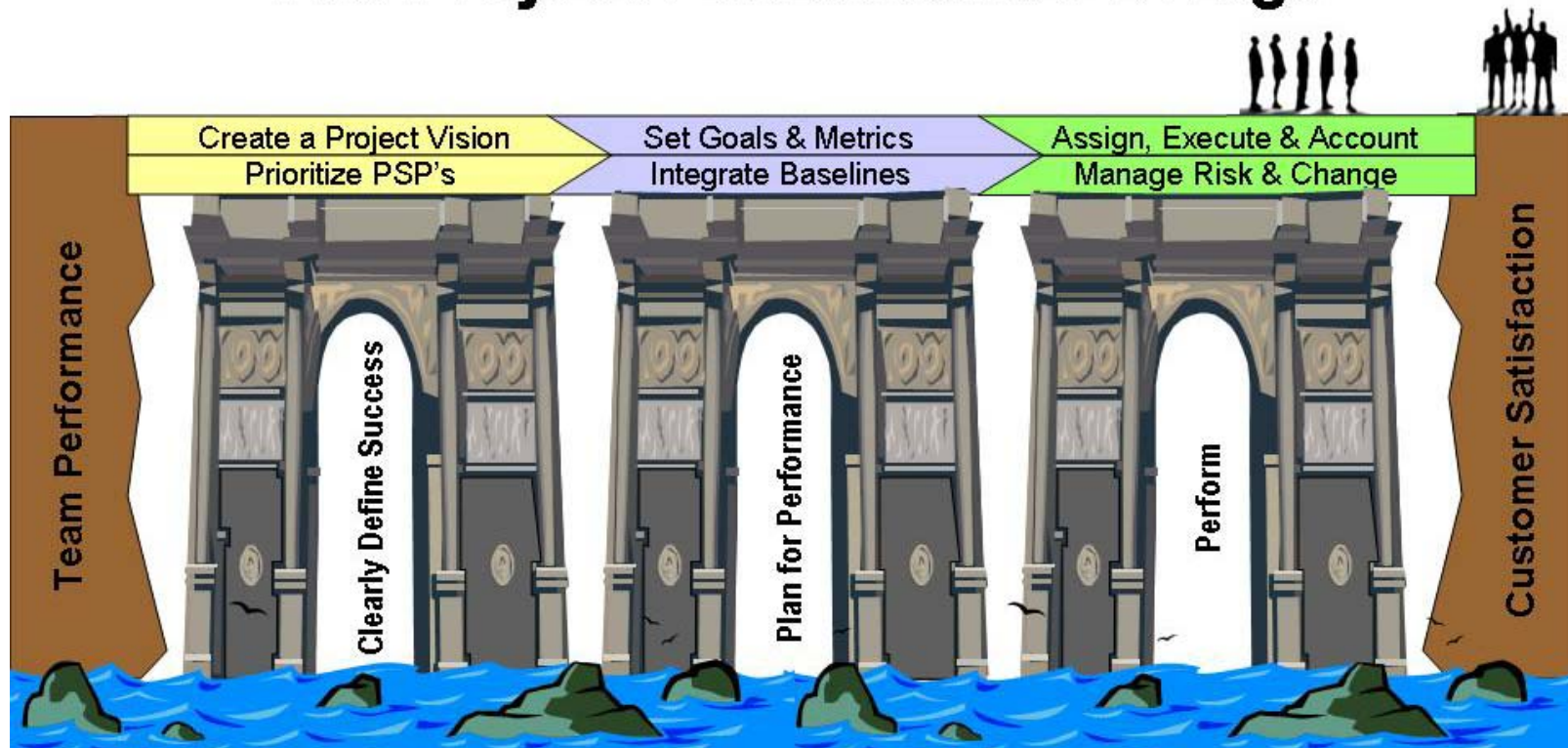
Perform

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Perform

The Project Performance Bridge



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Perform

“Destiny is no matter of chance. It is a matter of choice...it is a thing to be achieved.”

- William Jennings Bryan

Assign, Execute & Account



Getting the Work Done

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Assign

Role & responsibility definition...

- Clarifies proper *authority*
- Promotes *accountability*
- Improves execution
- Improves performance reporting
- Assists in course correction

Assign

Sample Responsibility Matrix...

Team Member	Meet EPA/JCAHO Timelines PSP				
	Contract	Submittals	Construct	Commission	SPI
Project Mgr	ACI	ACI	ACI	ACI	RACI
Contracting Officer	RAI	CI	CI	C	C
Scheduler	CI	C	CI	CI	CI
Sub-Contractors	CI	RAI	RAI	RACI	CI

Other Tools:

Resource Loaded Schedule

Project Org Chart

R = Responsible

A = Accountable

C = Consult

I = Inform

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Execute

Execution is *doing...*

- **Following** the plan
- **Building** team synergy
- Gathering & **communicating** information
- **Making** necessary course corrections

Execute

Building Team Synergy

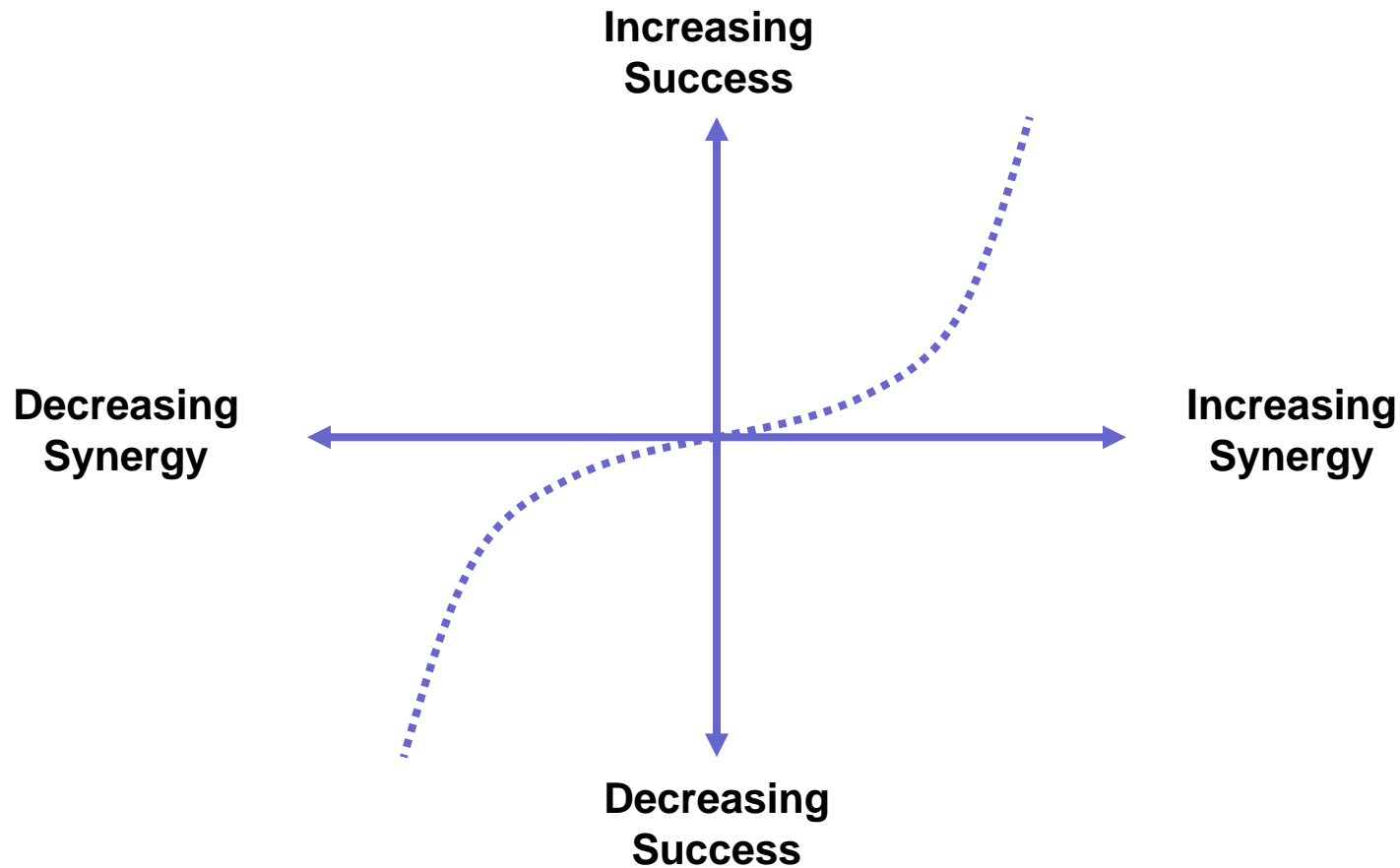
$$1 + 1 = 3$$

The sum of the whole is greater than that of the individual parts

The abilities of individuals to accomplish excellent feats increases as they become part of an effective team.

Execute

Effects of Synergy on Success



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Execute

No matter how high or excellent technology may be...unless the group of human beings which comprise the enterprise works together toward one unified goal, the enterprise is sure to go down the path of decline.

*- Takashi Ishihara
(Former President of Nissan)*

Account

Accounting involves...

- **Measuring** progress
- **Tracking** earned value
- **Reporting** results
- **Making** necessary course corrections

Account

An accountable person...

- Does the work
- Reports on progress
 - Successes
 - Failures
- Finds alternatives
- Corrects problems
- Involves leadership when necessary

Account

How do I hold the team accountable?

- Help them understand expectations
- Give them authority to execute
- Require regular progress reports
- Hold them to commitments
- Use appropriate recognition/reward systems
- Document performance
- Promote performers
- Do not “carry” non-performers

Account

How do I measure progress?

- Use your performance baselines
- Physically measure and input progress
- Compare against project goals & metrics
- Update dashboard & prepare reports

Manage Risk & Change



Making necessary course
corrections

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Manage Risk & Change

- Risk

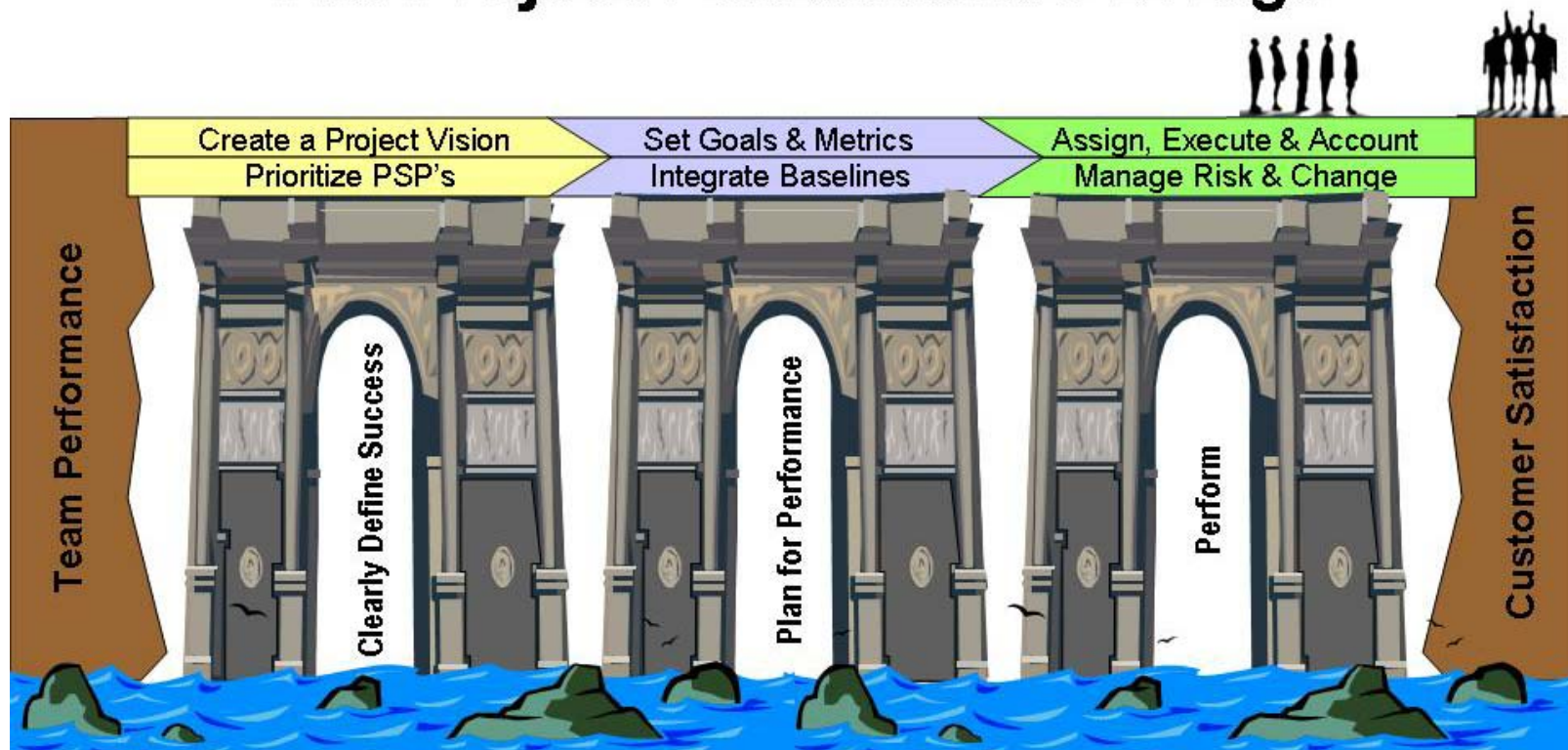
- ***Risk is change in its infancy!***
- Must regularly address and update project risk analysis and exposure information
- Must initiate appropriate risk responses
- Must update response plan as necessary
- Should push changes created by risk into the change control system

Manage Risk & Change

- Change
 - ***Change happens!***
 - Must monitor project closely for change
 - Must initiate a change control system
 - Should push all changes through this system
 - System should ensure changes are:
 - Approved by necessary stakeholders
 - Beneficial to the project

Perform

The Project Performance Bridge



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Putting it into practice

- Quick Exercise
 - ***Form a project team at each table***
 - ***Elect a project manager***
 - ***Organize the team***
 - Comptroller
 - Timekeeper
 - Designers/Builders
 - ***Rules***
 - Use only the materials provided
 - Complete project on the table top
 - ***Execute and satisfy the customer***

Putting it into practice

- Quick Exercise (Continued)

- **Vision:** Design and Build, on behalf of the customer, the tallest office tower in the city to ensure he can oversee everything happening around him.
- **Prioritized Success Parameters:**
 - Deliver the tallest building in the city
 - Ensure the building will withstand a horizontal wind load
 - Complete the project at a competitive cost
 - Complete the project in the time given
- **Metrics:**
 - Height, strength, cost, time (In that order)

Conclusion

- **Successful Project Managers**
 - **Build the Project Performance Bridge**
 - Clearly Define Success
 - Plan for Performance
 - Perform
 - **Lead People**
 - **Manage Processes**
 - **Satisfy the Customer**

Conclusion

Questions?



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