



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Welcome To SOFPM

SOFPM

An accelerated course for professionals



Certification Process

Course Overview

Project Overview and Terminology

Tactical Stakeholder Management

Understanding Ideation

EQ and Project Management

Conflict and Groupthink

Project Leadership

Change Management

Project Planning (traditional)

Schedule Management Techniques

Agile, Scrum, Kanban



Risk Management

Project Status

Getting Things Done (GTD)

WIDGET

Procurement

Earned Value Management (EVM)

RACI and CAIRO

Meetings

Closing Projects

Tactical PM Talk

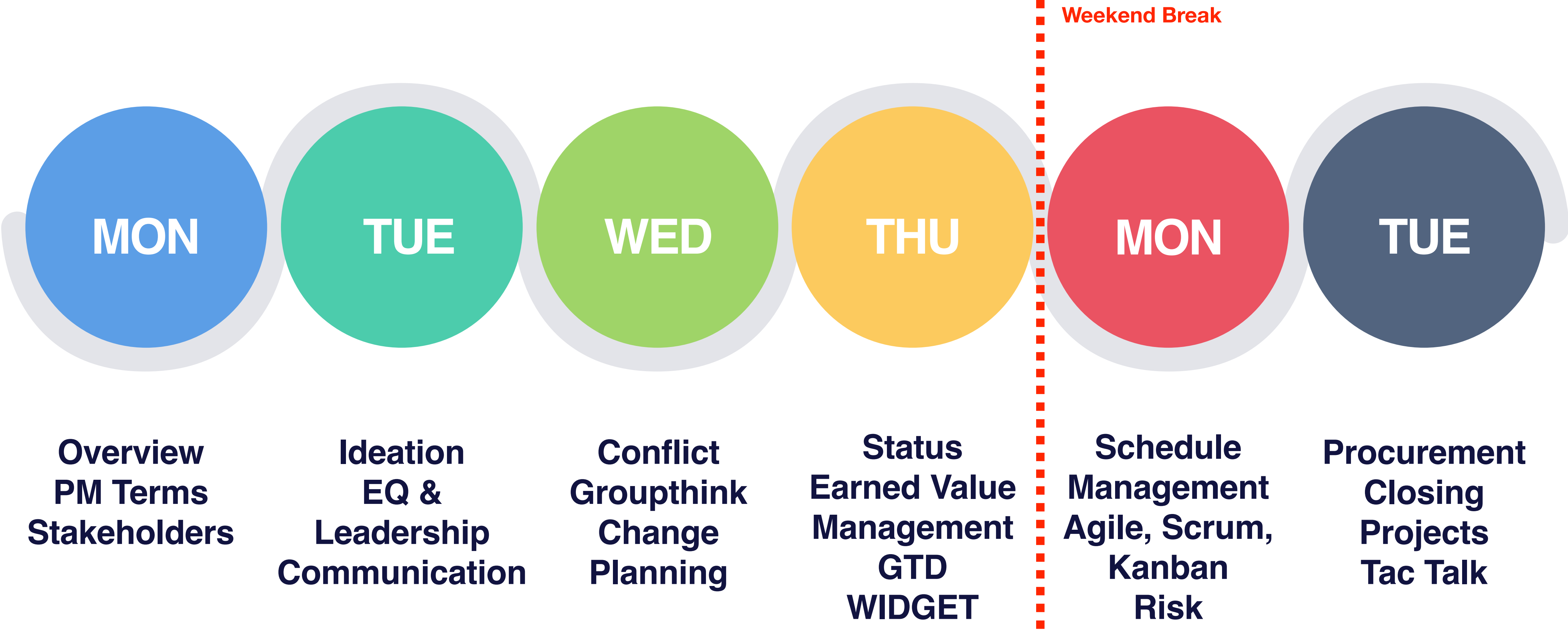
Certification Issuance



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SOFPM Timeline



Course Expectations

Ask questions

Explore the Resources

Have fun - PM courses don't HAVE TO BE BORING (it's sad that too many people make it so)



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My Contact Information



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615.881.9324 (signal)



<https://dolcoach.com>
<https://project.info>
<https://cedar.university>



Historical Efforts

Morgan Stanley: (Chicago and New York)

Cofounder and Senior Vice President: Operations for a [dot.com](https://www.dot.com)
(New York, Dominica West Indies, Sydney Australia)

18C: 5th Special Forces Group (Fort Campbell, KY)

GS-13: 3X Program Manager (global)

Chief Commercial Officer (CCO), Chief Operations Officer (COO):
Institute of Project Management (Australia)

Chief Executive Officer (CEO): Center for Project Innovation
(United States)

Founder: DOL Coach, Unconventional Warriors Unconventional
Minds (UWUM), Cedar Mountains University, Delta Oscar Lima



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Charitable Efforts

Chairman of the Board

<https://thefollowonmission.org/>



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**“Vision is not enough; it must be
combined with venture.**

**It is not enough to stare up the steps, we
must step up the stairs.”**

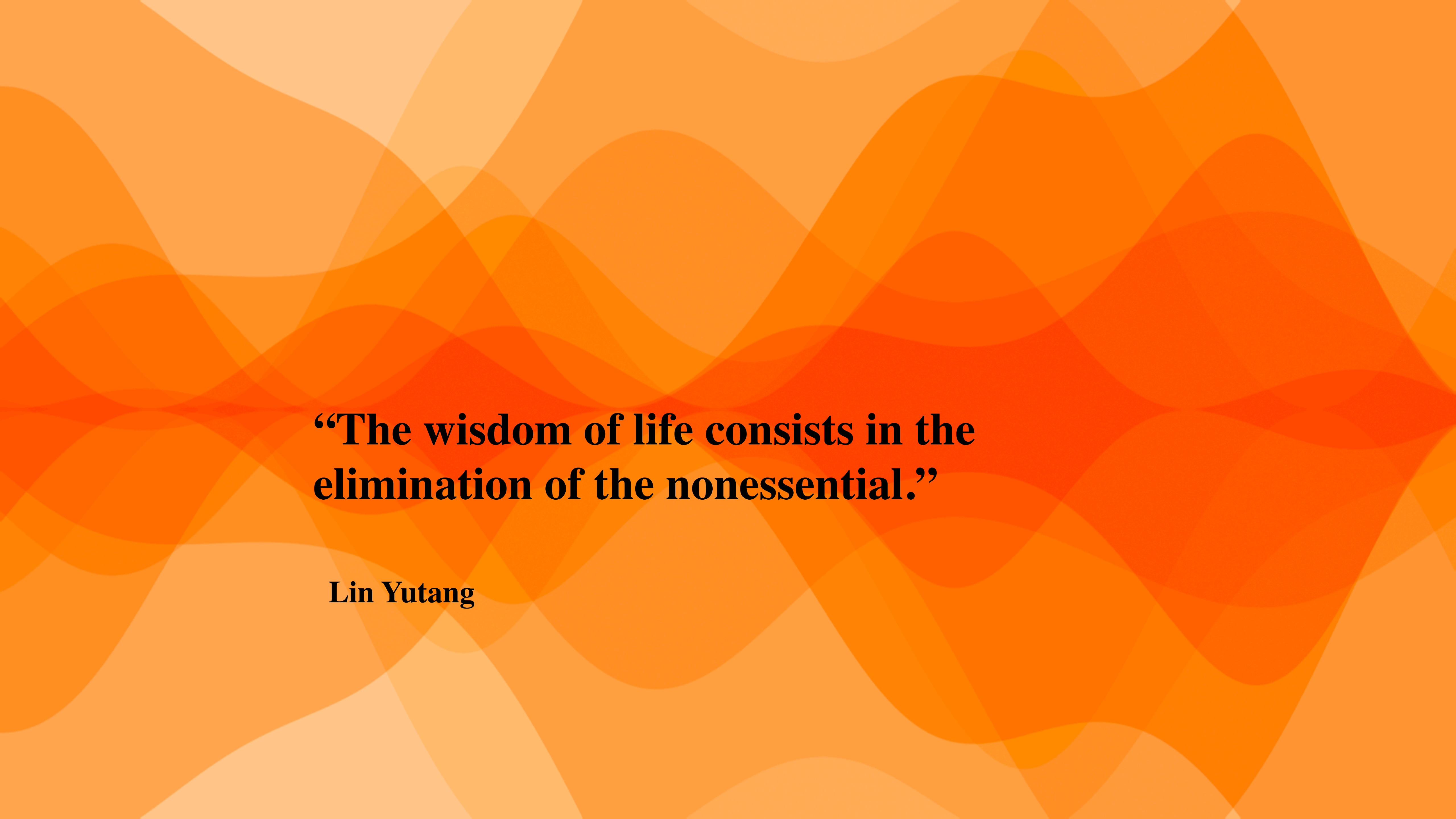
Vaclav Havel



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Let's Get Started



**“The wisdom of life consists in the
elimination of the nonessential.”**

Lin Yutang



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About Certification

There's more than 1 Option...

PMI: the Project Management Institute (PMP and others)

CPI: the Center for Project Innovation (CPO-CPD)

Axelos: PRINCE2 Certifications

IPMA: International Project Management Association



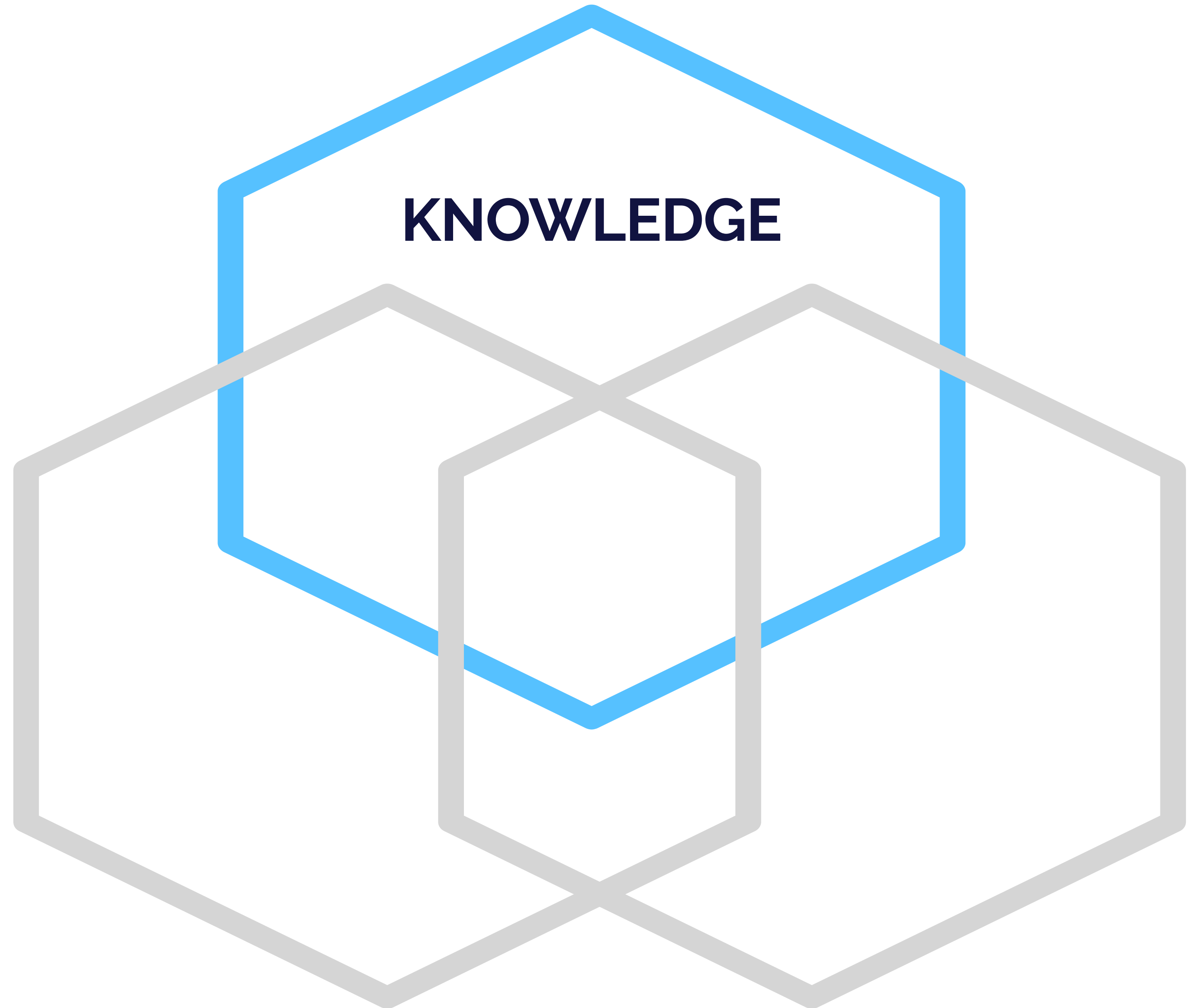
*There are over **50** certification bodies around the globe...*



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Three Certification Components

The **theoretical** or **practical**
understanding of a subject



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Three Certification Components

Practical contact with and
observation of facts or events

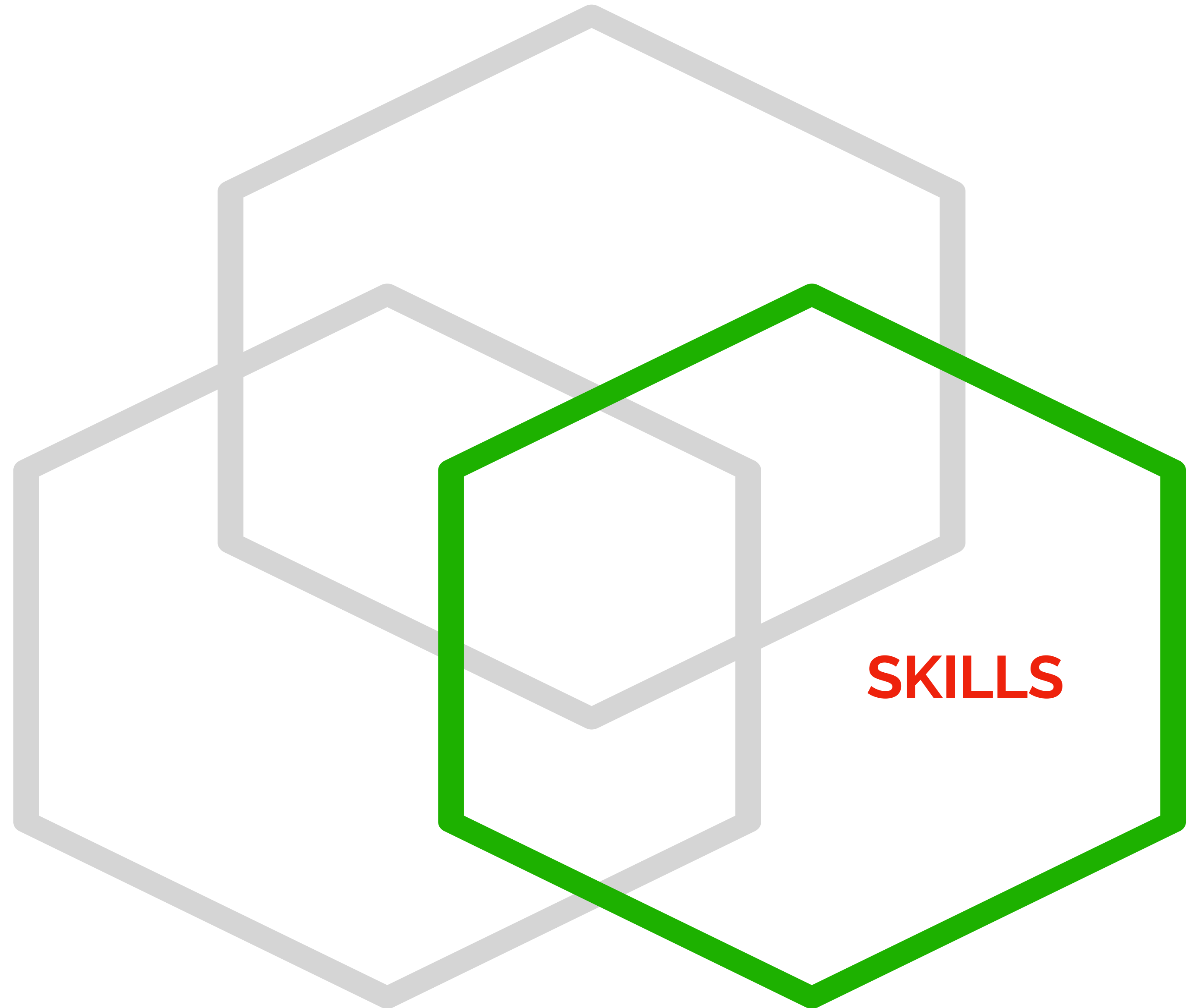
EXPERIENCE

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Three Certification Components

The ability to do something well, **expertise**.

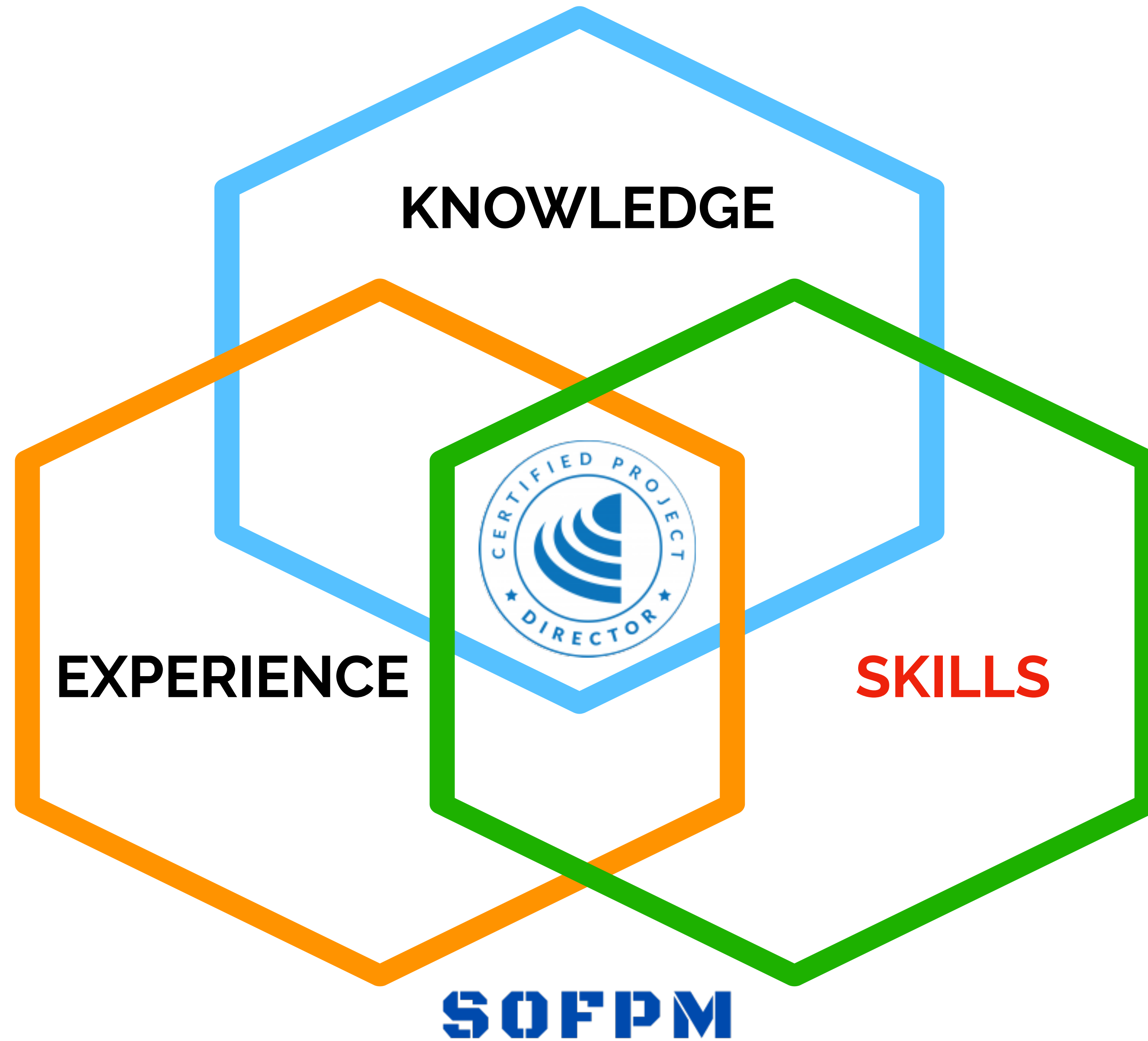


SKILLS

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Successful Certification Through CPI



The ONLY Certifying Body that Assesses SKILLS



	The Center for Project Innovation	PMI (The PMP)	Axelos	IPMA
KNOWLEDGE	YES	YES	YES	YES
EXPERIENCE	YES	BOTS	BOTS	YES
SKILLS	YES	NO	NO	NO



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CPI Certification Levels



Certified Project Director

CPD's Lead project managers



Certified Project Master

CPM's Lead project teams



Certified Project Professional

CPP's Lead projects



Certified Project Officer

CPO's Know projects.

Center for Project Innovation Certification Levels

Program/Executive Level



Senior Project Manager



Junior Project Manager



**Contributing Project Team
Member**



No “professional development units”

CPI issues certifications for life.

Education (formal learning): 10%

Exposure (social learning): 20%

Experience (applied learning): 70%



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Project Management Overview and Terminology



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Projects vs Operations

DISCUSSION

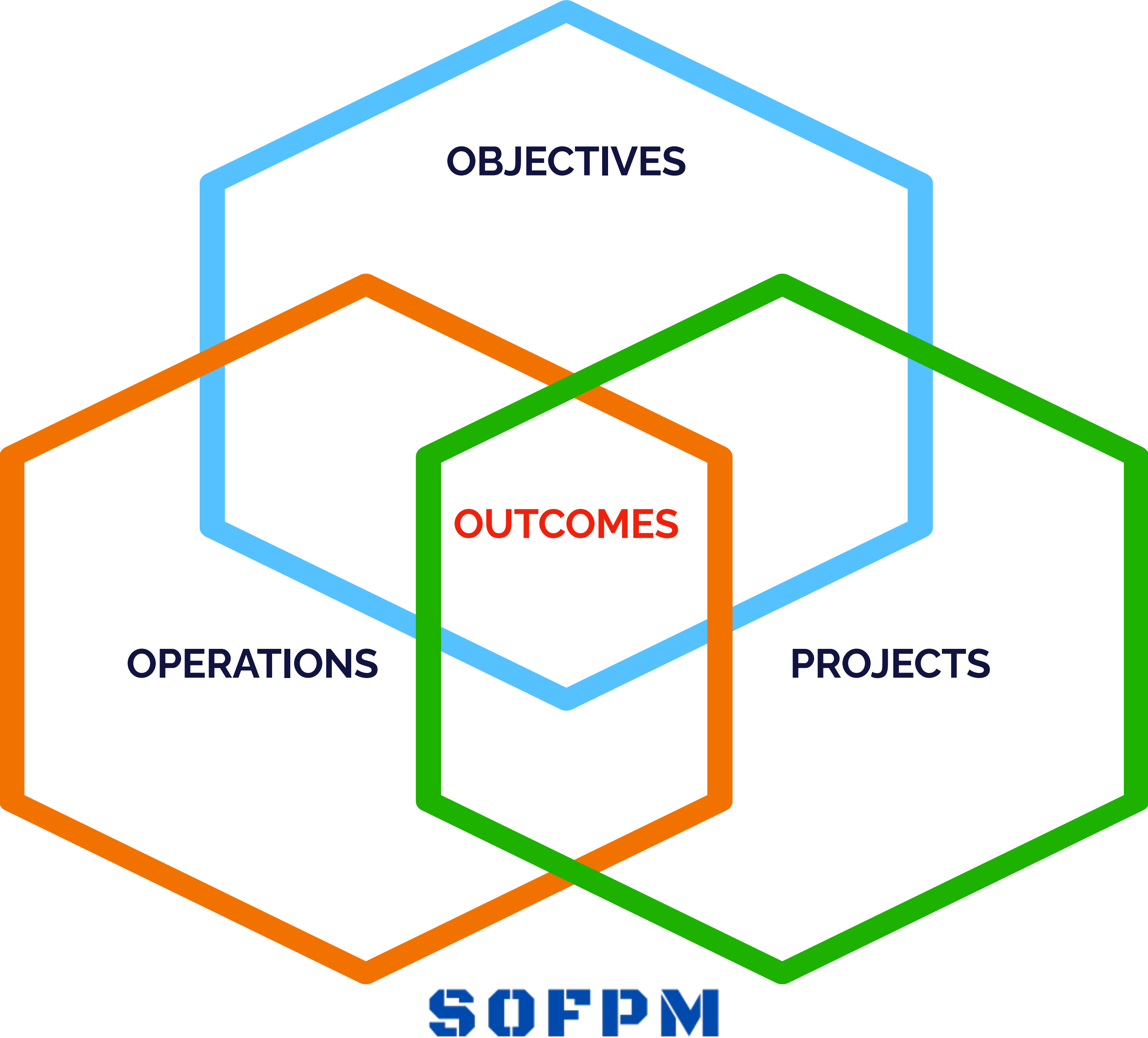
How do you handle projects?

Do projects cause you stress or are they well-handled?



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Projects vs Operations



Organizational Objectives

STRATEGY

“A plan of action or policy designed to **achieve a major or overall aim.**”

The art of planning and directing overall military operations and movements in a war or battle.”

(Oxford Dictionary)



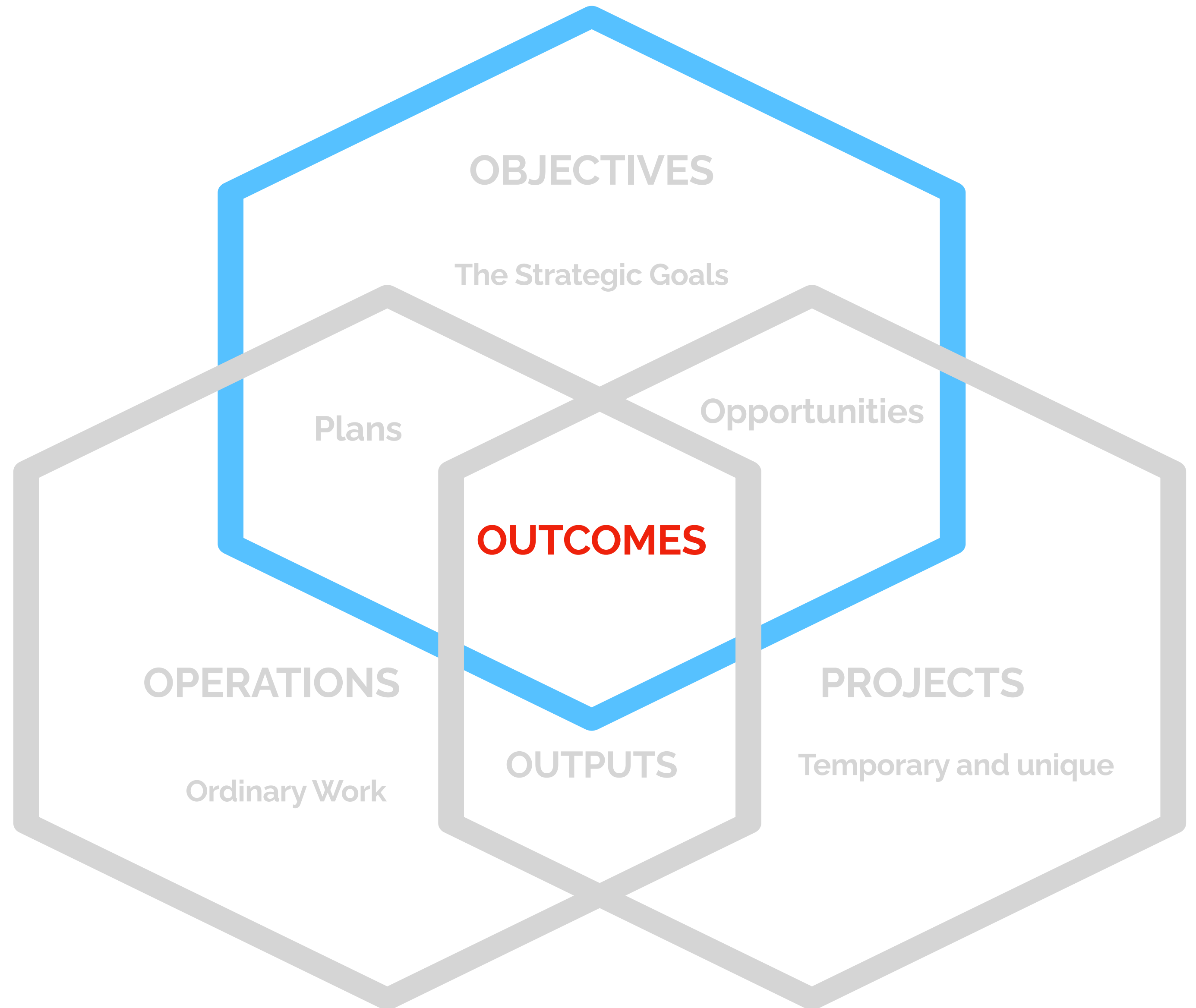
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Project Outcomes

The results, benefits, or changes that occur because of the project outputs

Often seen after the project ends, and usually outside the direct control of the project team.

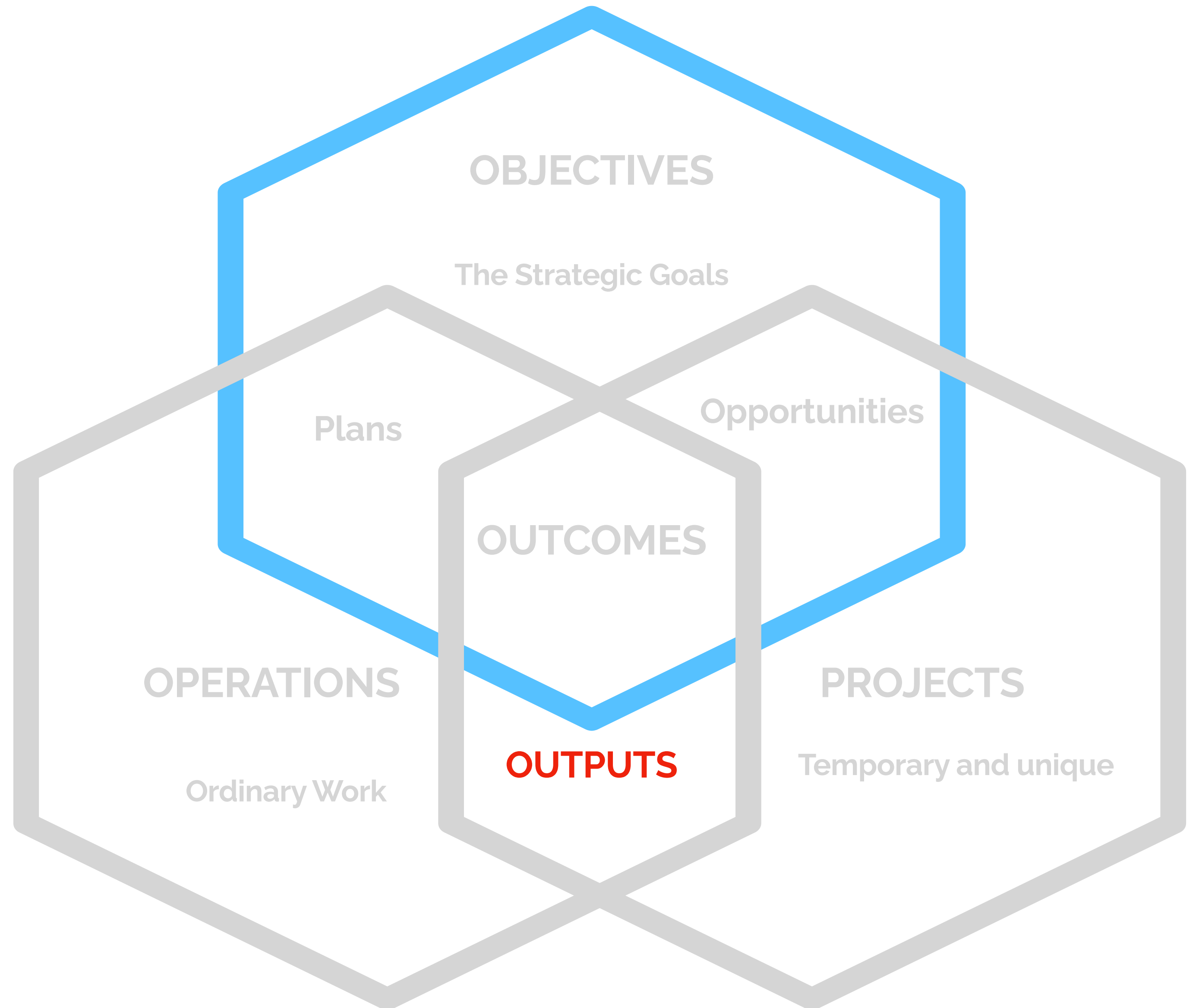


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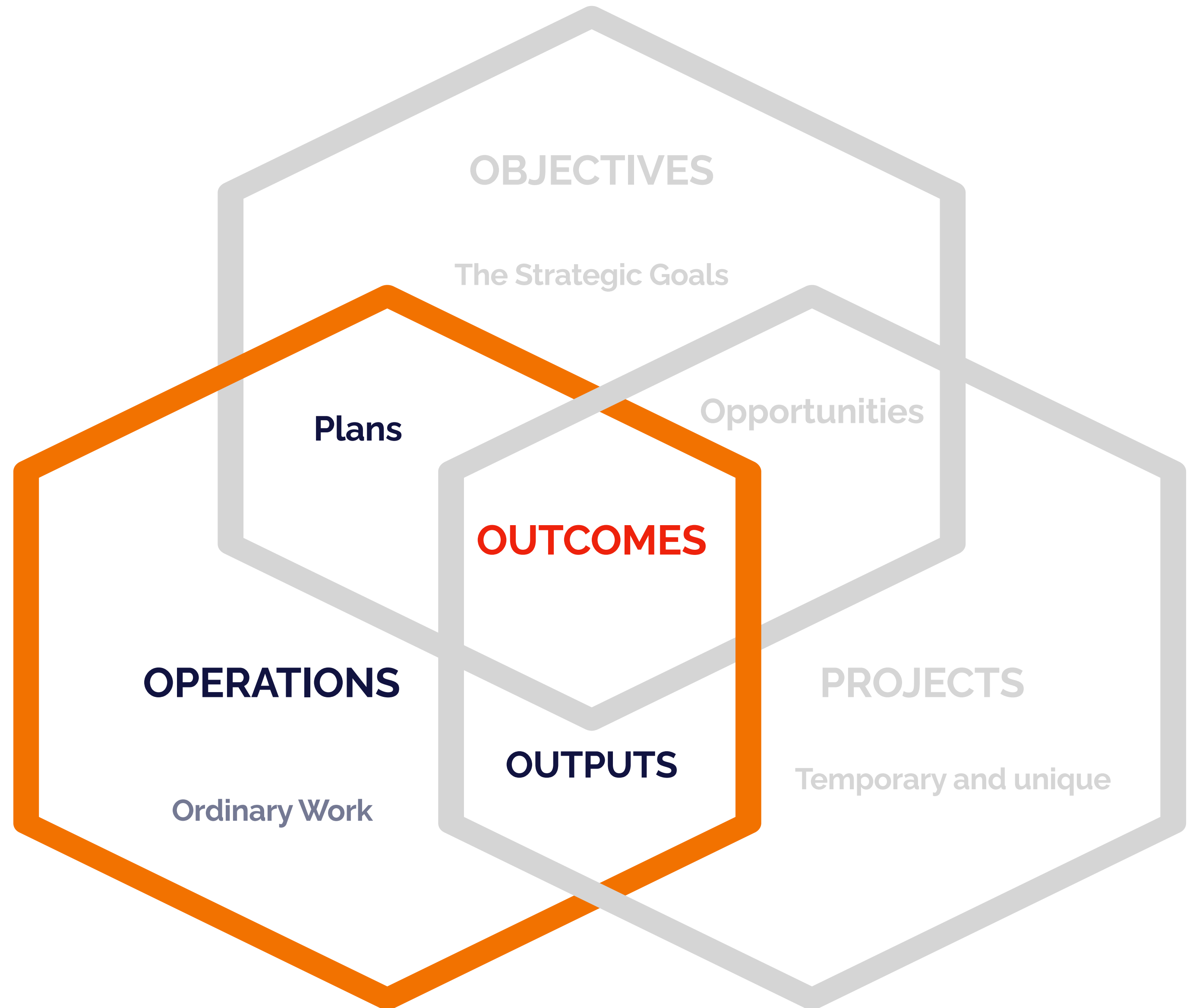
Project Outputs

Tangible deliverables or products that the project produces. These are typically completed at the end of the project and are within the control of the project team.



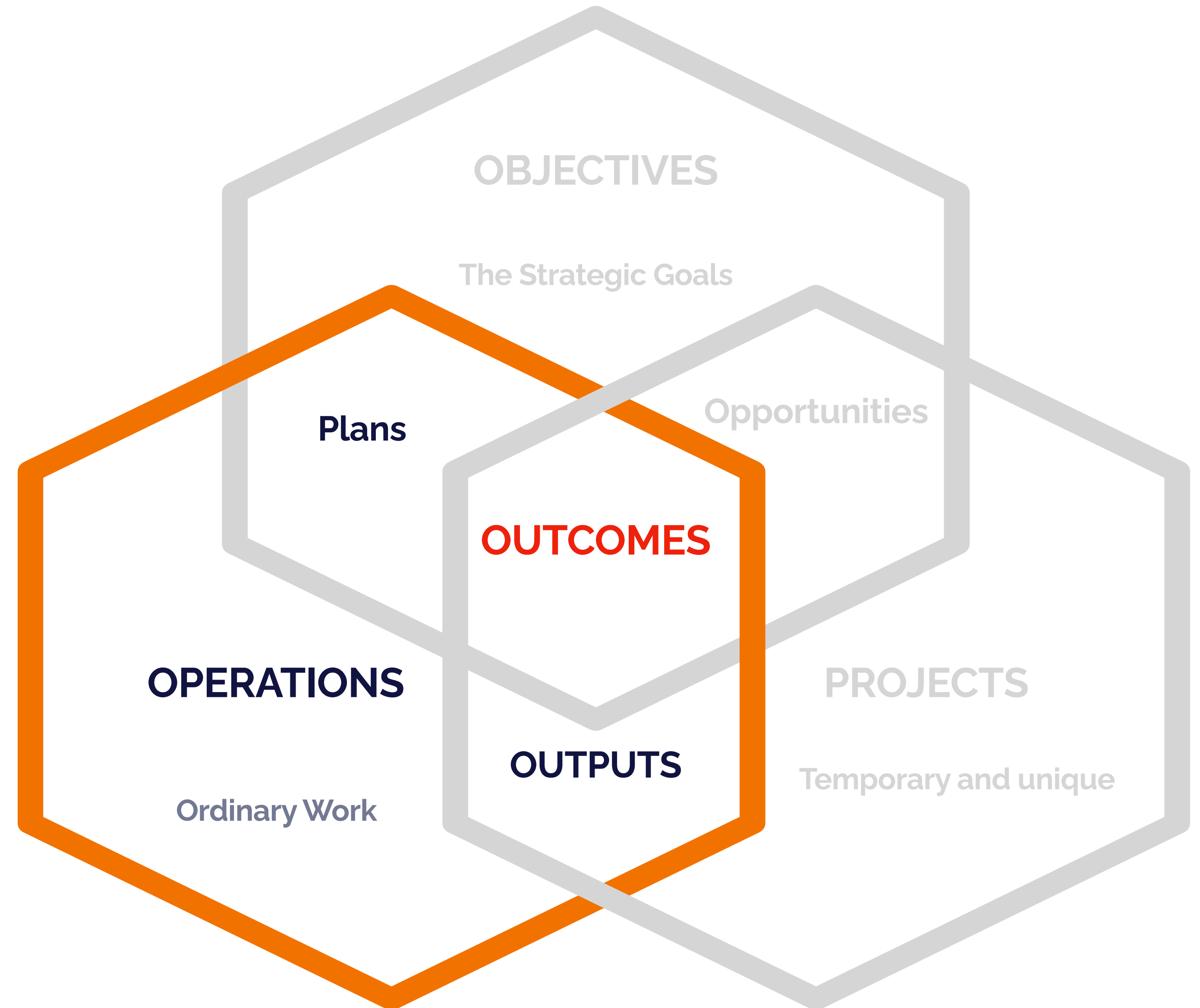
Operations (Civilian)

The activities that businesses engage in **daily** to increase the value of the enterprise and earn a profit.



Operations (Military)

In reality, the Operations
(3 Shop) does little more
than manage projects
constantly.

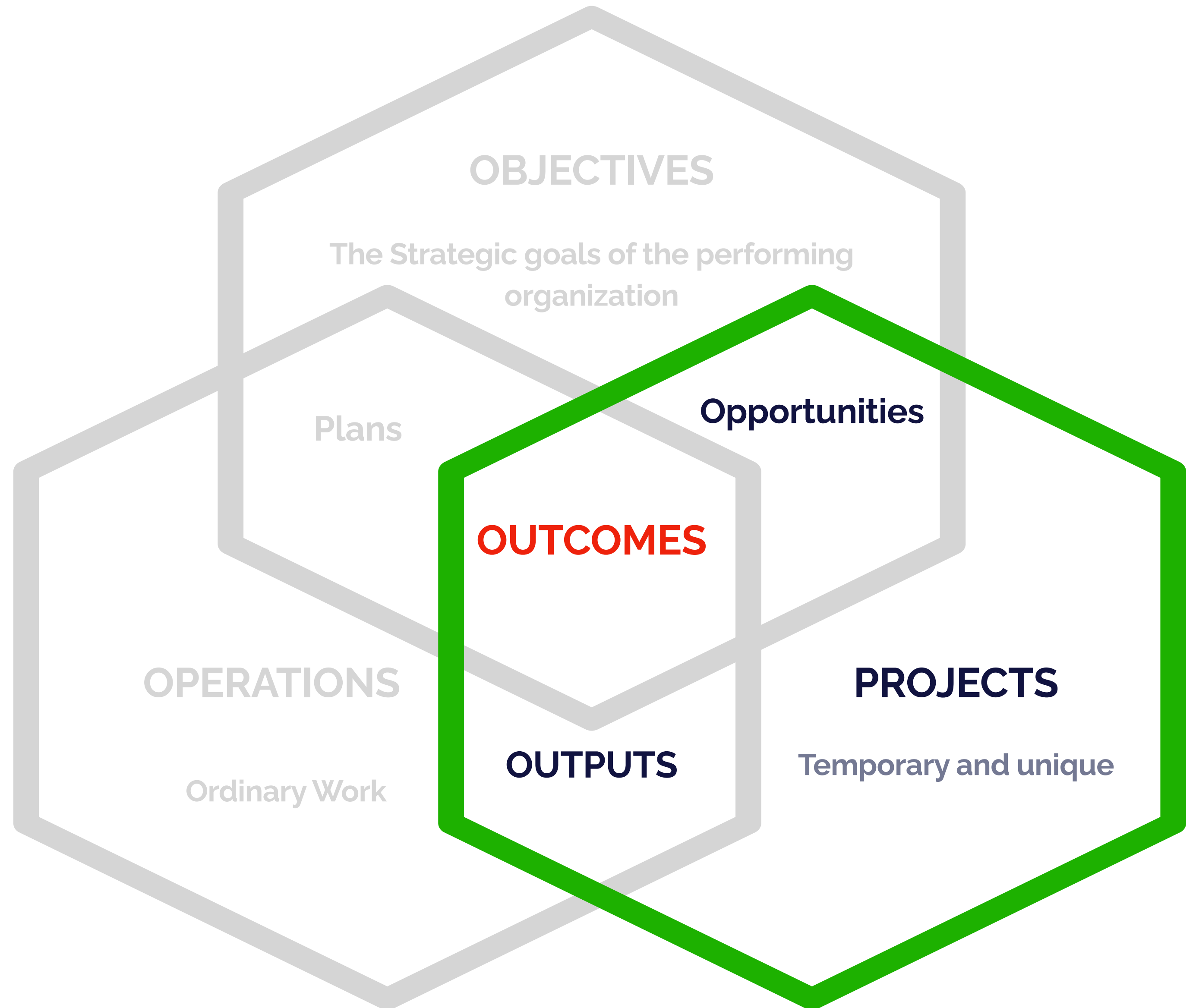


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Projects

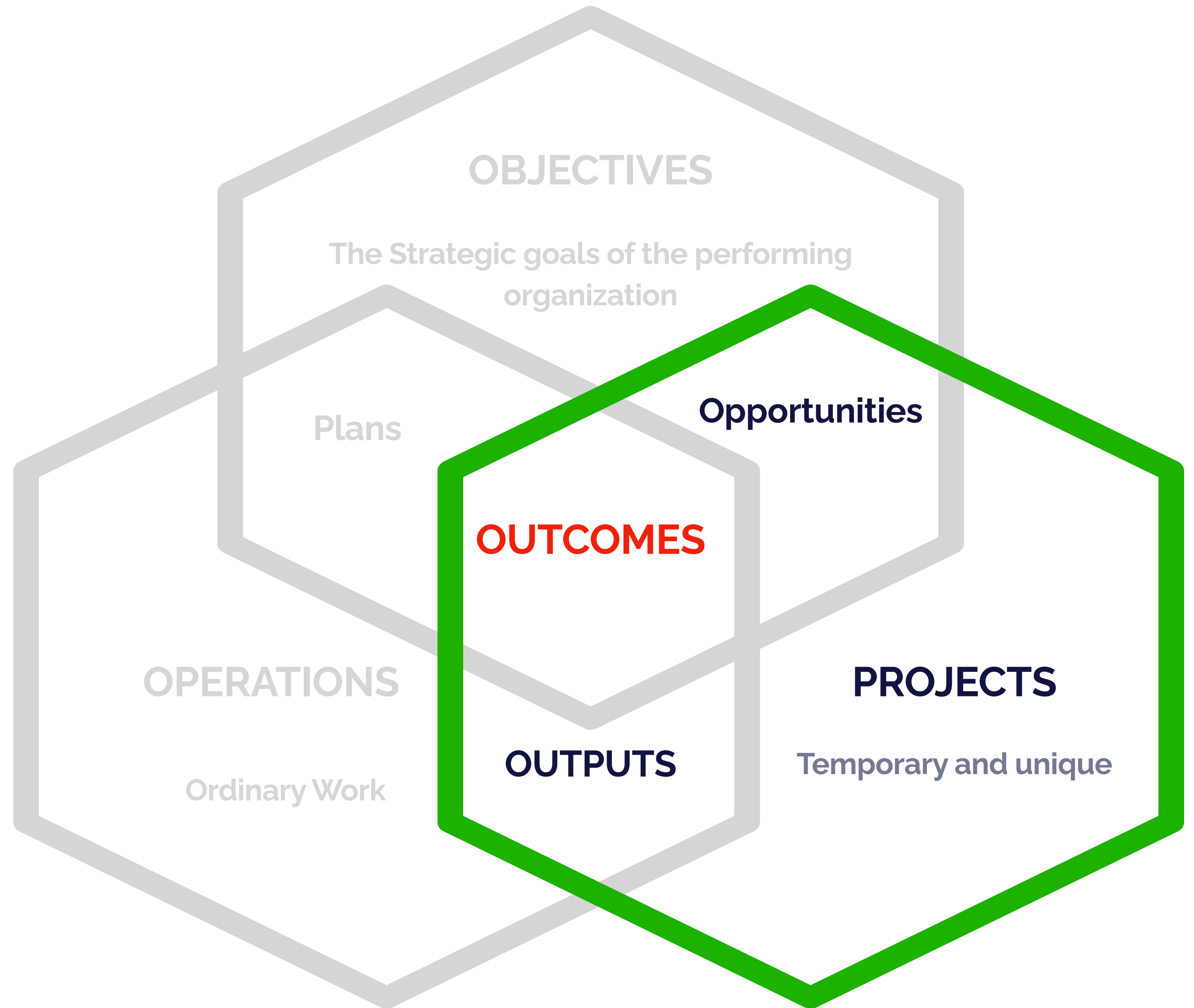
A **temporary** endeavor undertaken to create a unique **product, service or result**.



Projects vs Operations

Key Words:

TEMPORARY and UNIQUE



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Organic Change

Disruptive Change



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Operations

Routine and Cyclic

Based on precedent

Routine Planning

Established Relationships

Self-Financing



Projects

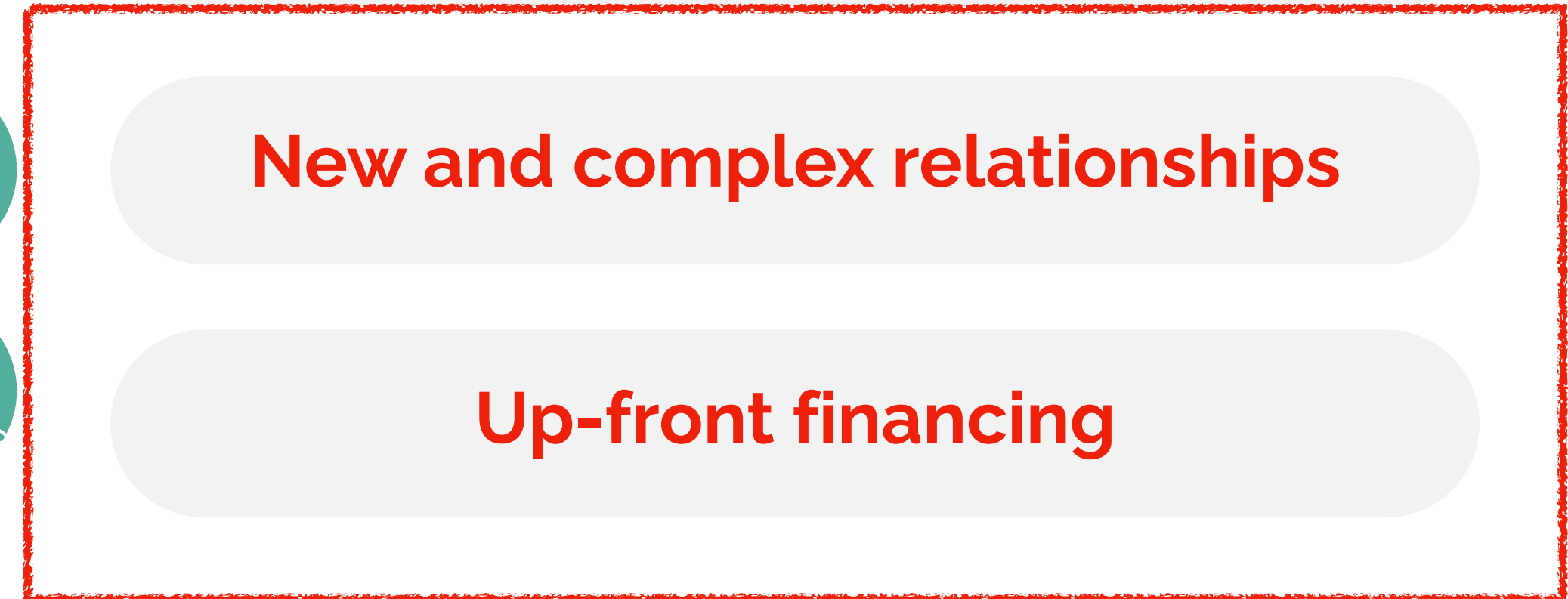
Temporary and Unique

Uncertain Performance

Significant Planning

New and complex relationships

Up-front financing



Organic Change

Disruptive Change

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Projects

Temporary and Unique

Uncertain Performance

Significant Planning

New and complex
relationships

Up-front financing

OUTCOME DRIVEN

SUCCESS isn't guaranteed.

Should we **BE DOING** this project?

Where do your **RESOURCES** come from?

Projects require **SIGNIFICANT** financial resources.



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“A project is not just the deliverable; it is the entire process from scope definition to the acceptance of the deliverable. We have to train people for the journey, not just the destination.”

James T. Brown

“The Handbook of Program Management”



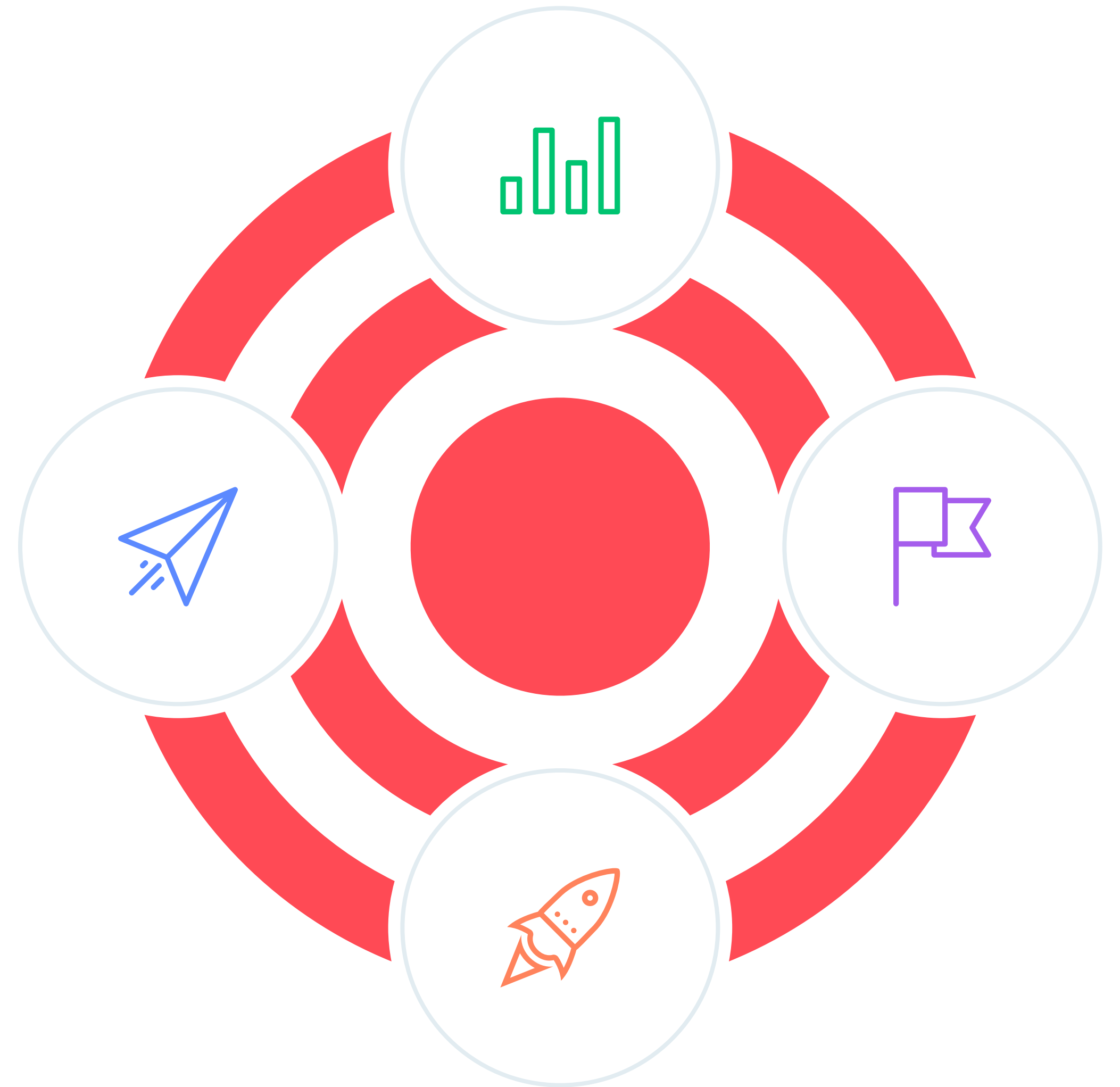
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Programs and Portfolios

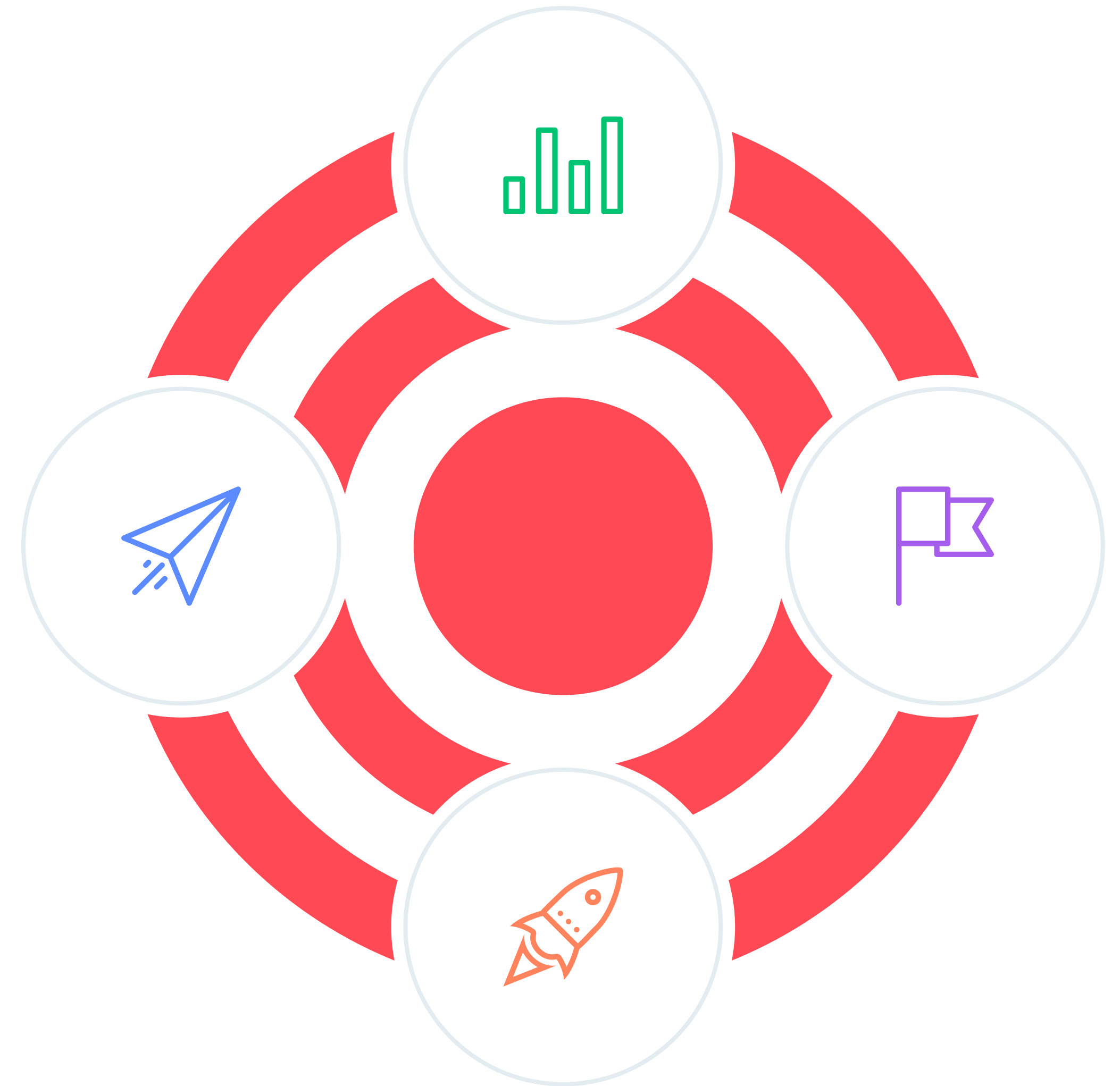
Programs

A program is a **collection of projects** managed as a group in order to achieve efficiencies of scale.

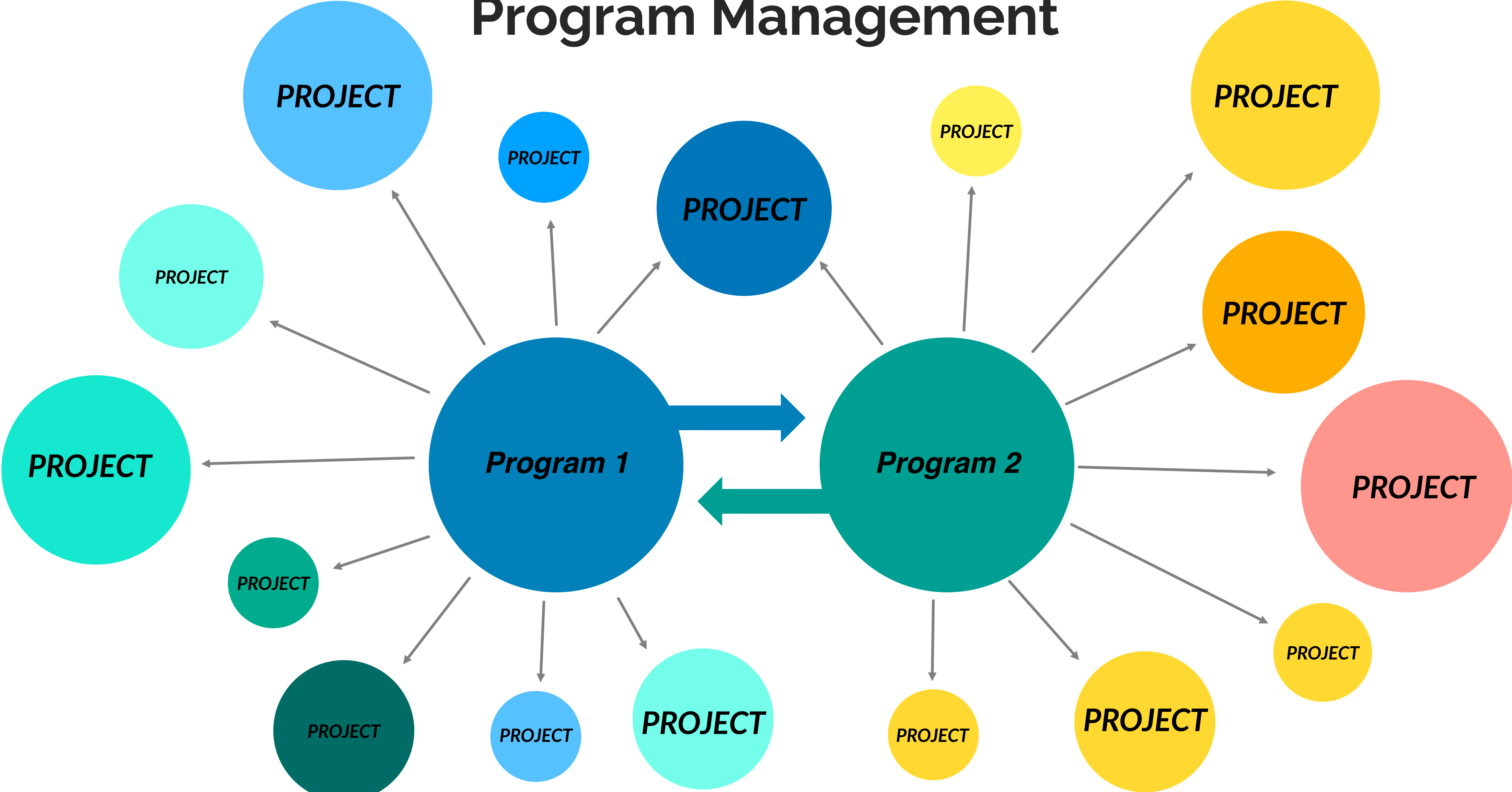


Programs

Projects are bundled together into a program when the **benefits** of managing the collection outweigh managing projects as individual units/efforts.



Program Management



A Portfolio is a collection of **projects, programs** and operations managed as a group to achieve strategic business objectives.



Portfolios



AMOUNT OF CONTRACTS

73



COST THE NEXT 12 MONTHS

\$35,750



CONTRACTS TO REVIEW

7

Contracts without future milestones

9

Contracts without assigned tasks



REVENUE THE NEXT 12 MONTHS

\$139,200



SUM OF COSTS AND REVENUES

5 YEARS

3.5

1.8

3 YEARS

2.5

4.4

1 YEAR

4.3

2.4

COST
REVENUE

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Unlike **projects** (which deliver specific outputs) and **programs** (which manage interrelated projects to deliver coordinated benefits) a **PORTFOLIO** is concerned with prioritizing, balancing, and aligning all initiatives within the organizations overarching strategy.



Portfolios



AMOUNT OF CONTRACTS

73



COST THE NEXT 12 MONTHS

\$35,750



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\$139,200



CONTRACTS TO REVIEW

7

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SUM OF COSTS AND REVENUES

5 YEARS

3.5

1.8

3 YEARS

2.5

4.4

1 YEAR

4.3

2.4

COST
REVENUE

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Portfolios Key Characteristics

Strategic Alignment: Ensures that resources are allocated to the initiatives that best support business goals.

Centralized Oversight: Provides visibility into performance, risk, and resource usage across all components.

No Need for Interdependency: Projects or programs within a portfolio do not need to be related or dependent on each other.

Dynamic in Nature: Portfolios are reviewed and adjusted regularly to respond to shifting priorities, budgets, or market changes.



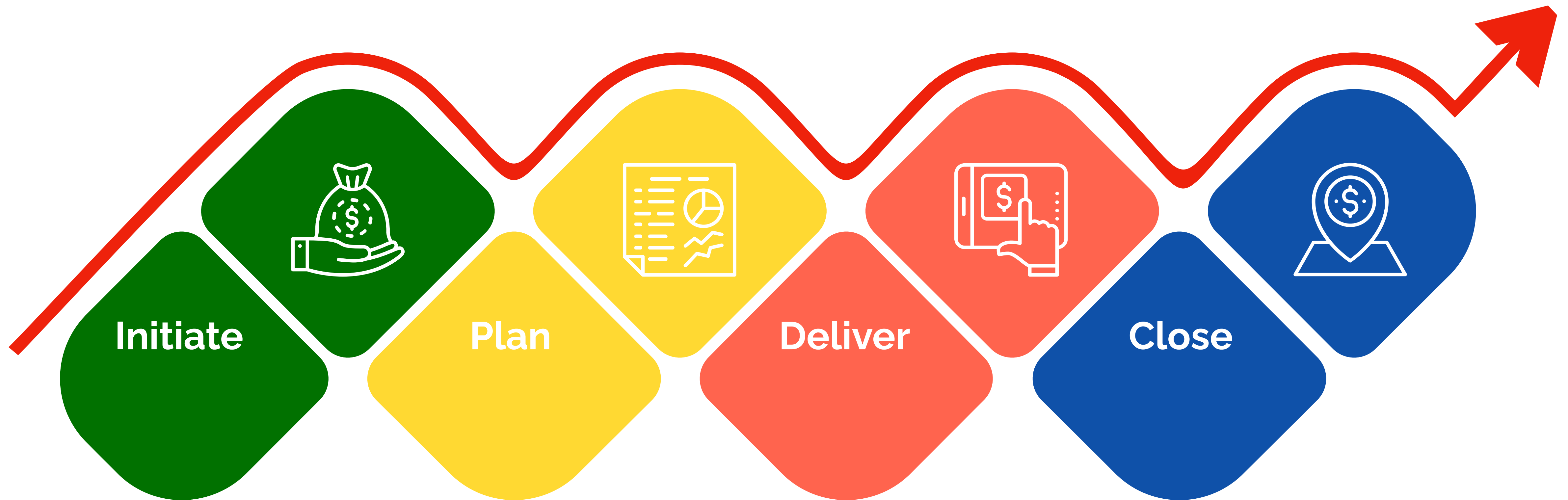


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The Project Lifecycle

The Project Lifecycle



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Phases and Costs

Each project phase has associated **financial costs** and **resource expectations** which must be both managed effectively and **communicated** to project Stakeholders



Phases and Costs





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Constraints

**“Accomplish more with less.
Constraints breed resourcefulness, self-
sufficiency, and invention.”**

John Rossman

“The Amazon Way”

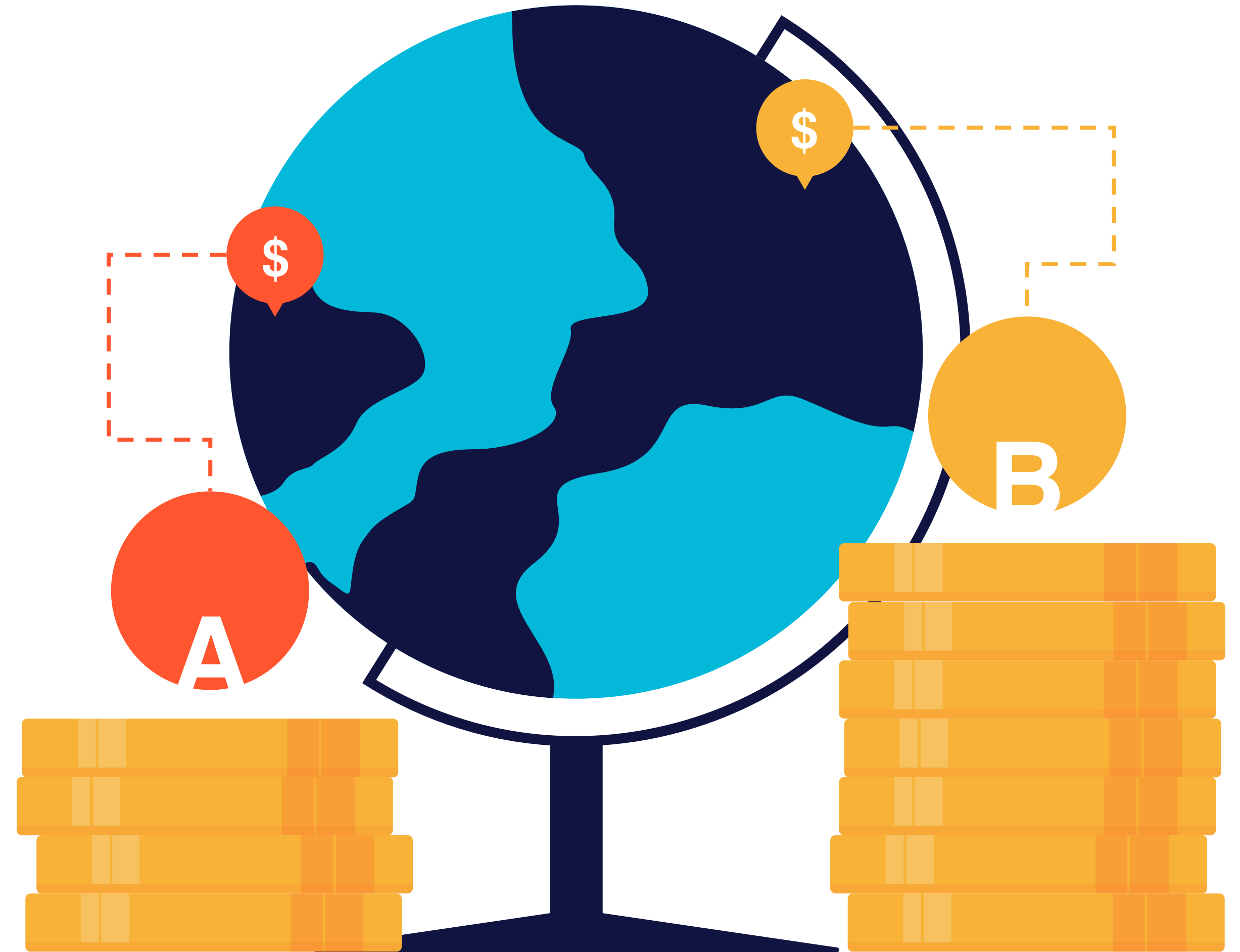
Constraints

A **limitation** or **restriction** within your organization or project.



Constraints are driven by **RESOURCES**

Project resources are the **people, capital, time, and/or material goods** required for the successful execution and completion of a project.



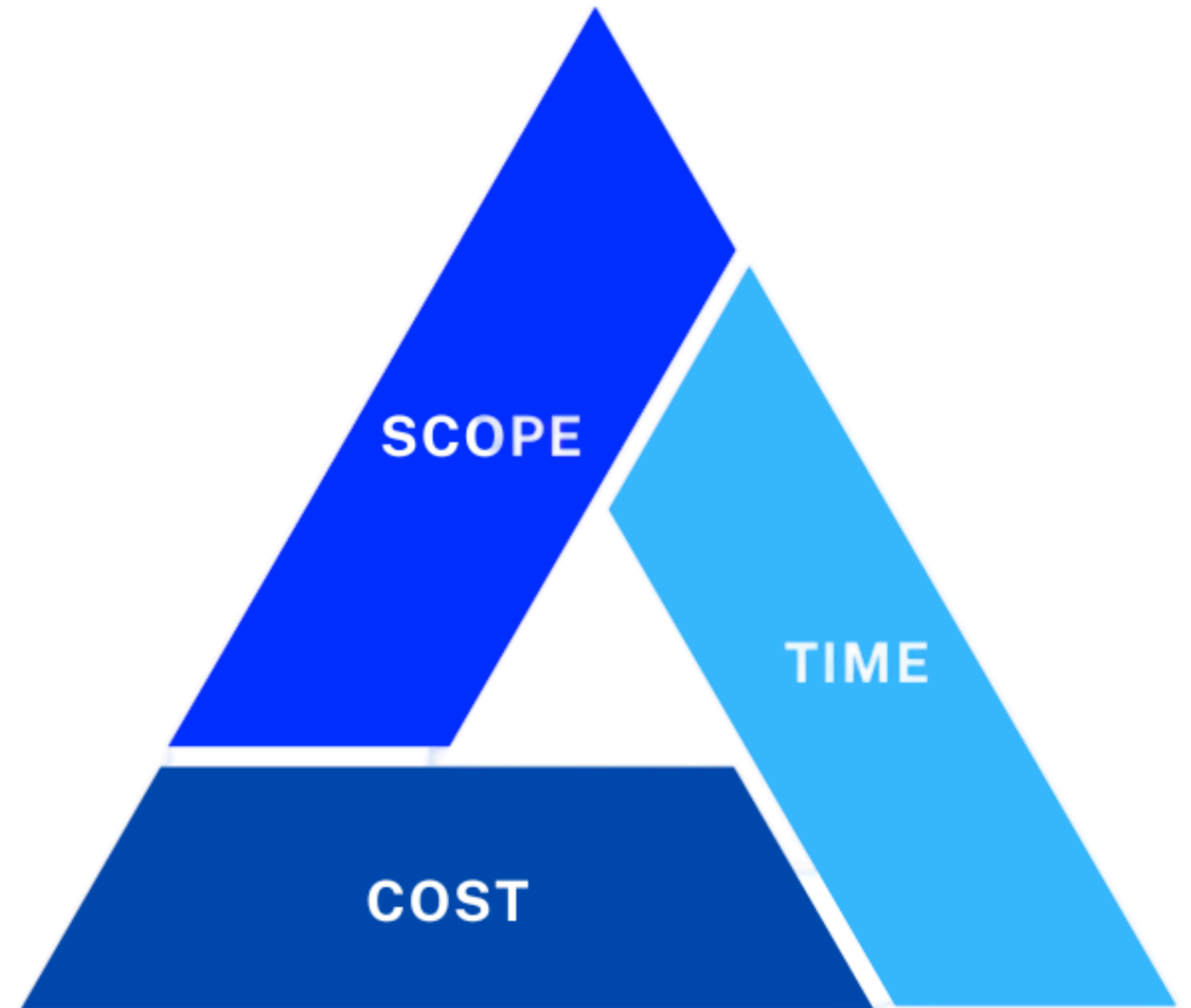
The Triple Constraints

Also known as the **Iron Triangle**

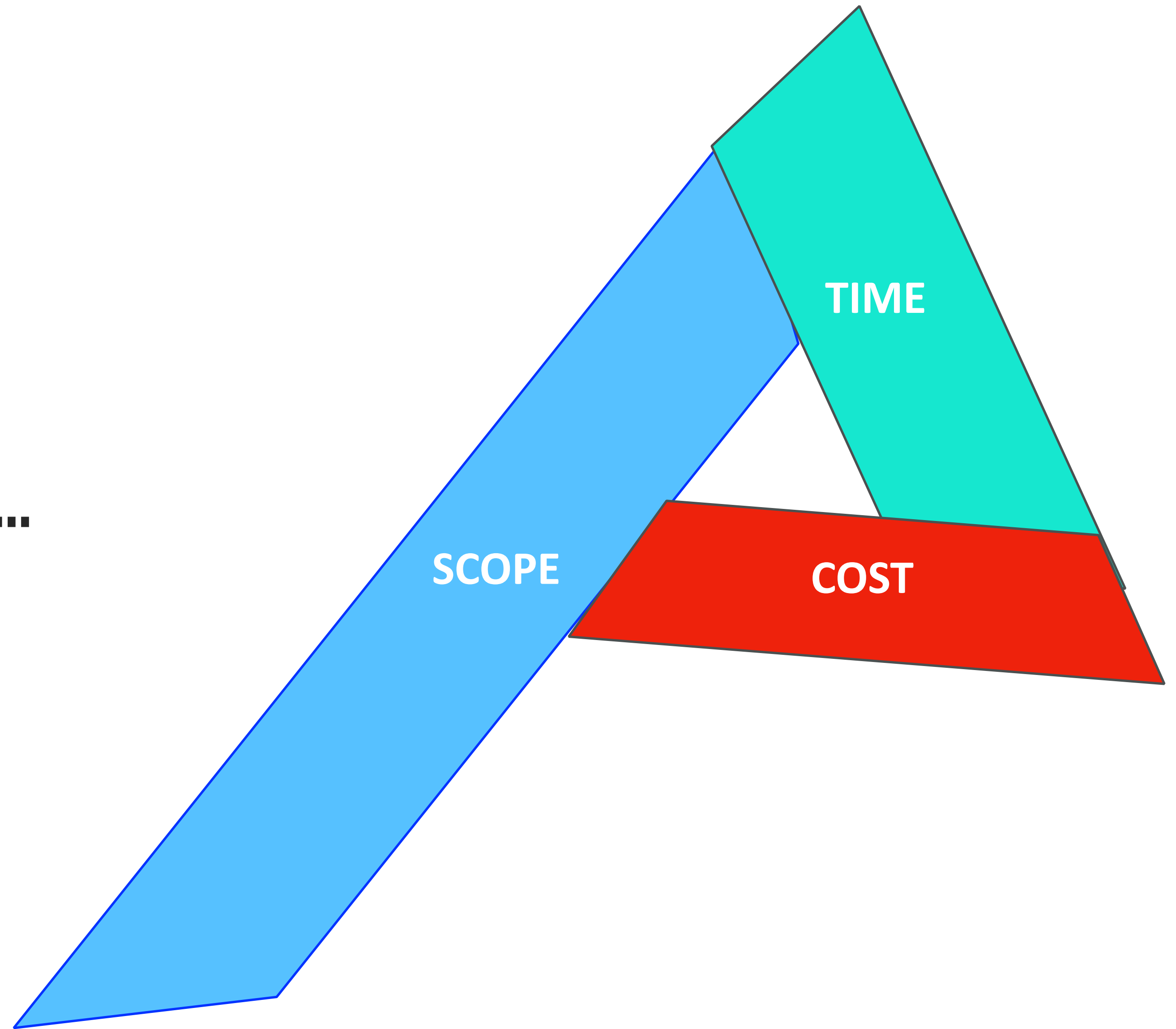
48% of all worldwide projects
finish later than planned

52% of all worldwide projects
experience **uncontrolled** changes to
scope

43% of all worldwide projects **cost**
more than originally planned



It's not always a triangle...



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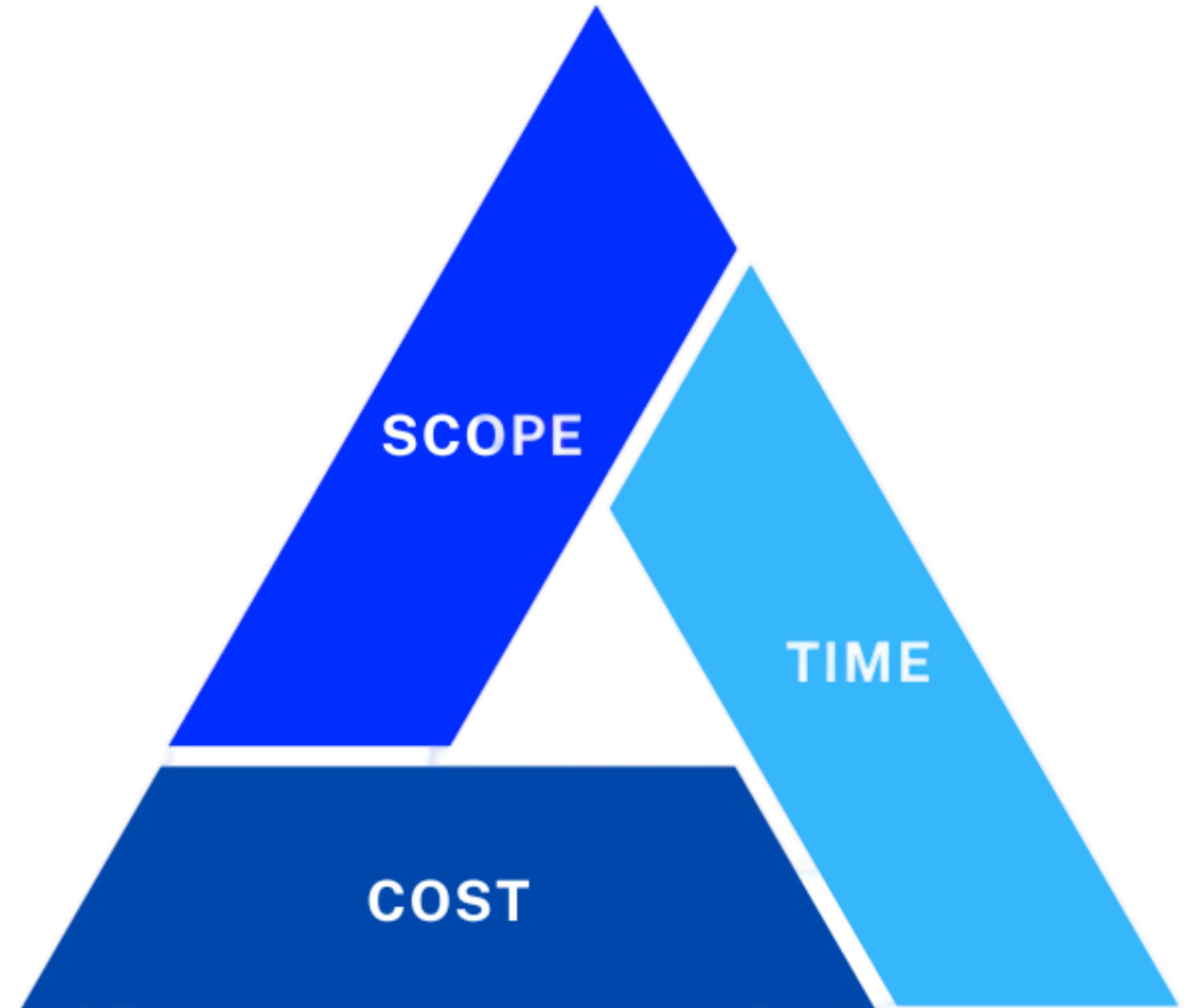


Project Scope

Determines and documents the project:

GOALS

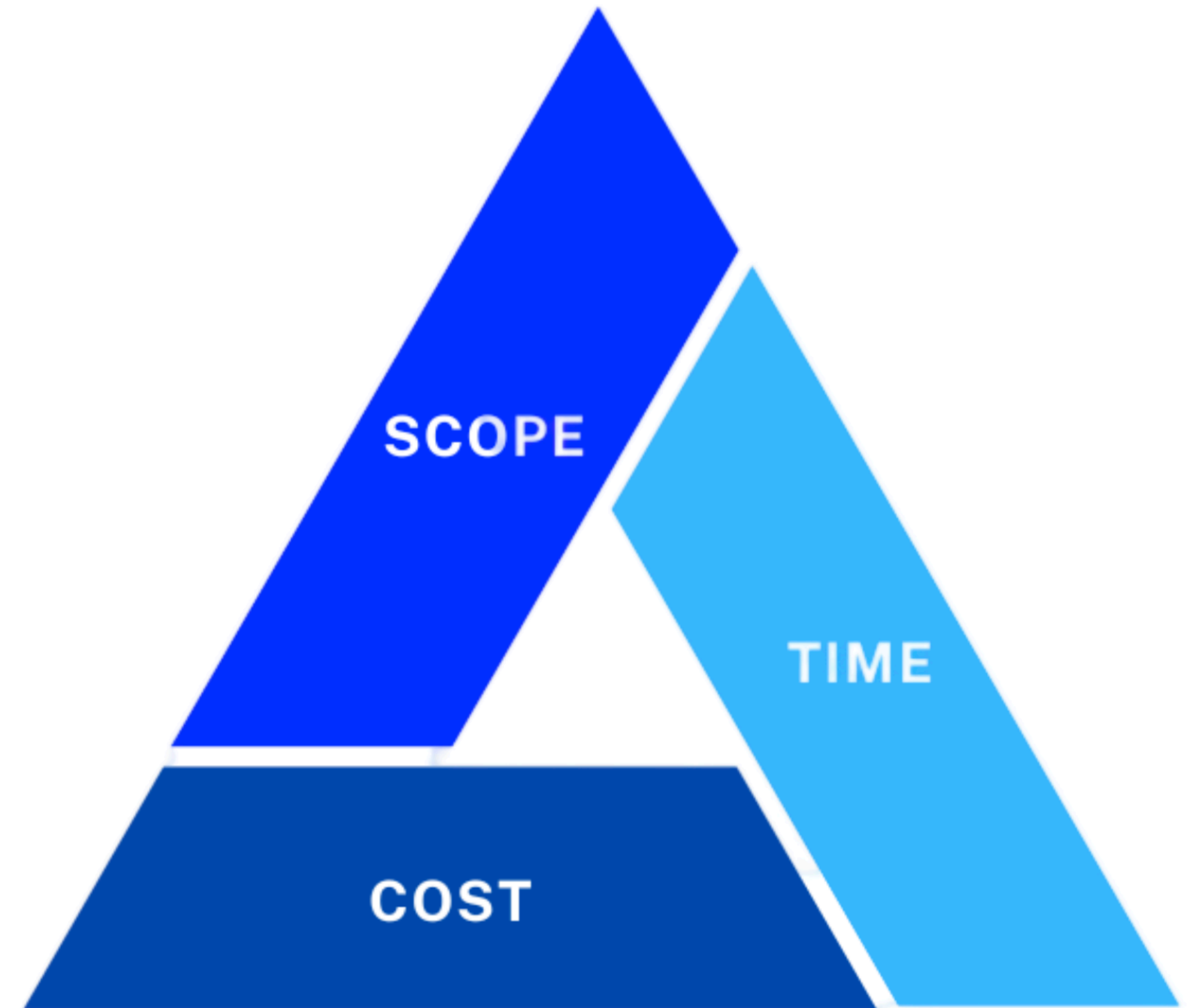
DELIVERABLES



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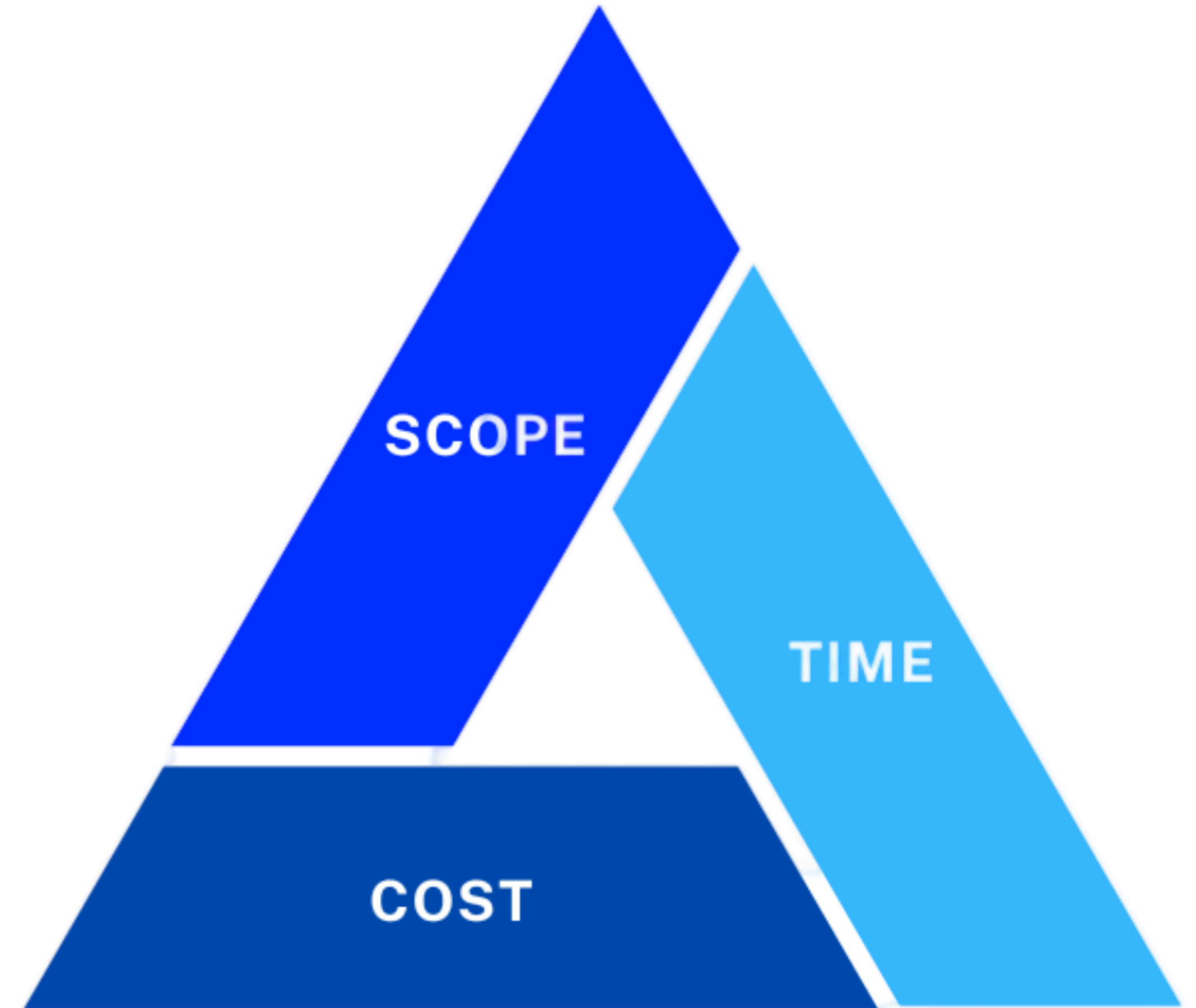
Project Time

A timeline **(schedule)** is analyzed and developed for the completion of a project or deliverable.



Project Cost

The project cost is all costs required to procure all the needed **products**, **services** and **resources** to deliver the project successfully.



How do we achieve project quality?

QUALITY = TIME + COST / SCOPE



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Fast, Cheap or Good?

Pick **Two**



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“What can’t you do because you are doing this? This is especially important for small teams with constrained resources.”

Jason Fried and David Heinemeier Hanssen

“Rework”

Constraints and Desires Drive the Project

Feasibility: Can we pull this off?

Project Costs: Are we constrained by what we can spend?

Net Financial Impacts: How much profit are we expecting?

Organizational Impacts: What does this project cost us in finances, people or time?

Other Impacts: Is it a win or loss somewhere else (socials, marketing, etc)

Organizational Risk: How much failure are we tolerating?



Constraints and Desires Drive the Project

(We'll be discussing **Multi-Criteria Analysis** in depth in an upcoming session).

Multi-Criteria Analysis	
CRITERIA	WEIGHT
Feasibility	1
Project Costs	3
Net Financial Impacts	2
Organizational Impacts	2
Other Impacts	1
Organizational Risk	1





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Requirements

Project Requirements

Clear set of **parameters and goals** of the project driven by project **Stakeholders**



FEATURES



FUNCTIONS



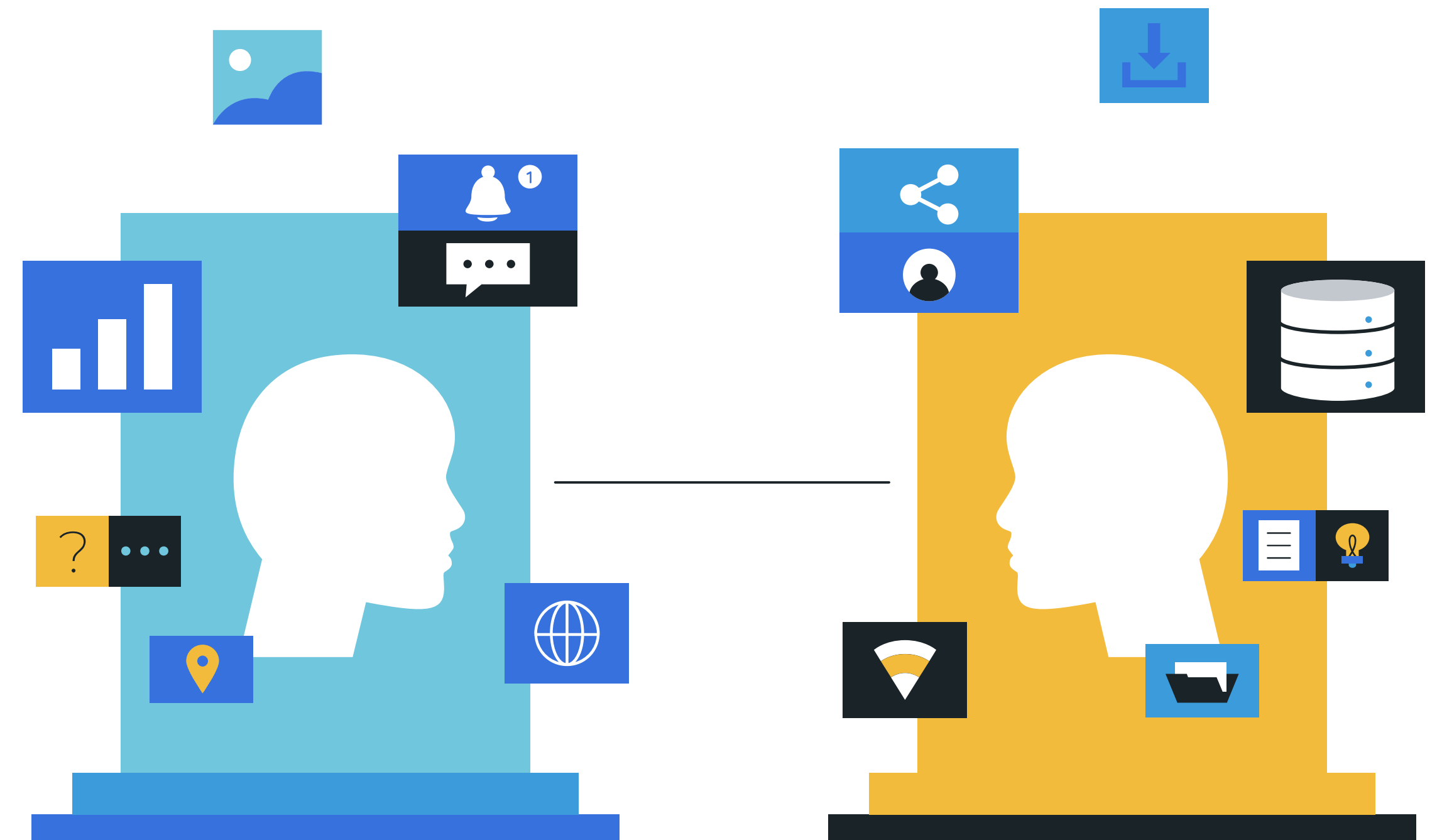
TASKS

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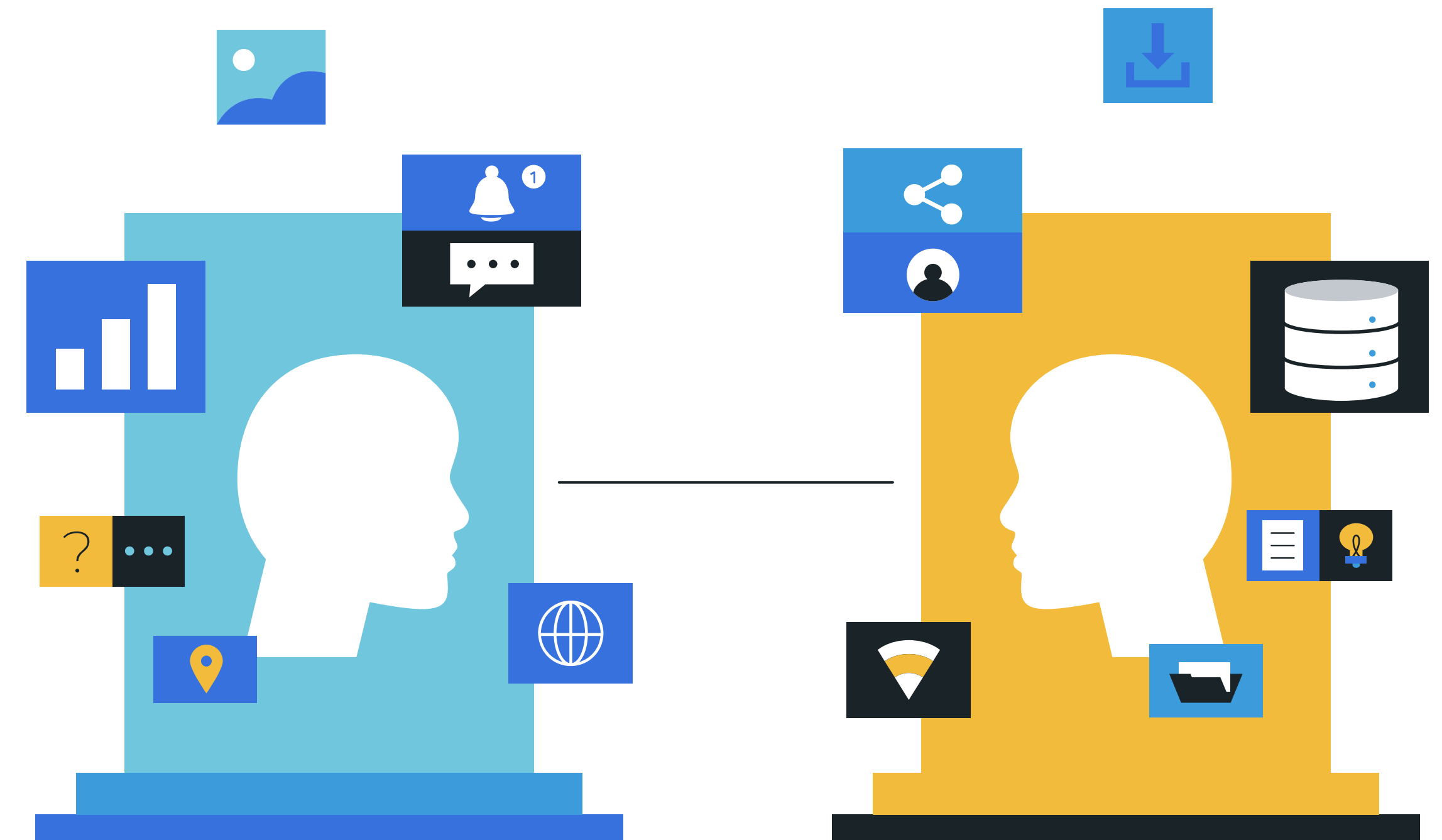
Requirements Analysis

Requirements analysis is a process used to determine the **needs and expectations** of a new product.



Requirements Analysis

It involves frequent communication with the stakeholders and end-users of the product to define expectations, resolve conflicts, **and document all the key requirements.**



Requirements Analysis

Step 1: Identify Key Stakeholders and End-Users

Step 2: Capture Requirements

Step 3: Categorize Requirements

Step 4: Record Requirements



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DISCUSSION

**Can a project ever have too much time or
too much money?**



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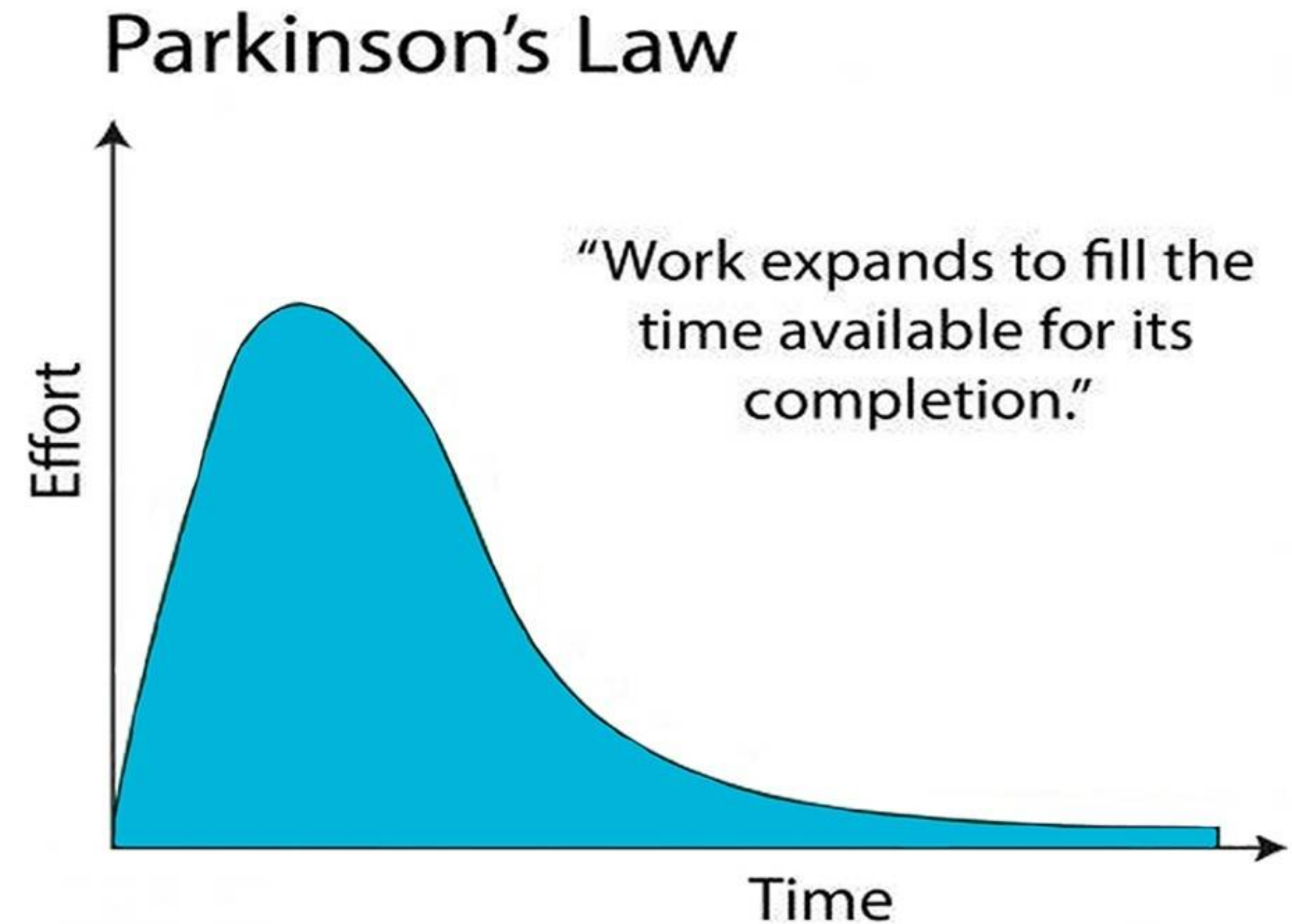
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Parkinson's Law

Parkinson's Law

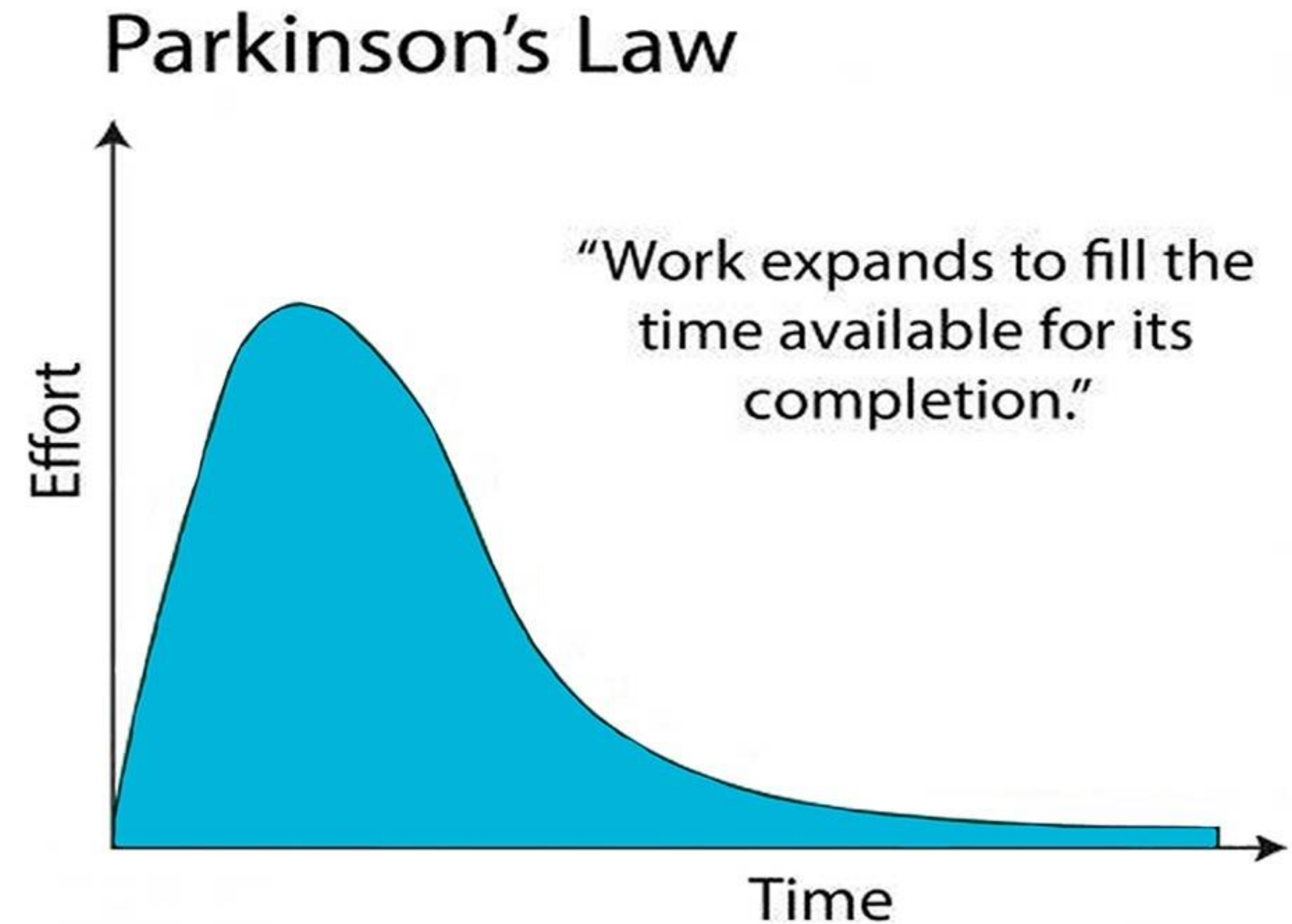
**Cyril Northcote Parkinson
(1909-1993)**

**If you have extra time (or
money) you will use it!**



Parkinson's Law

Good project managers
balance / optimize the triple
constraints





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Scope Creep and Scope Retreat

Scope Creep

Deliverables, or features of a project **EXPAND** from what was originally set - without being accounted for in additional time or budget.

Project goals not intended are accomplished.



Scope Retreat

Deliverables, or features of a project **RETRACT** from what was originally set - without being accounted for in additional time or budget.

Intended project goals are NOT realized.



DISCUSSION

**Does you typically suffer worse from Scope Creep
or Scope Retreat?**



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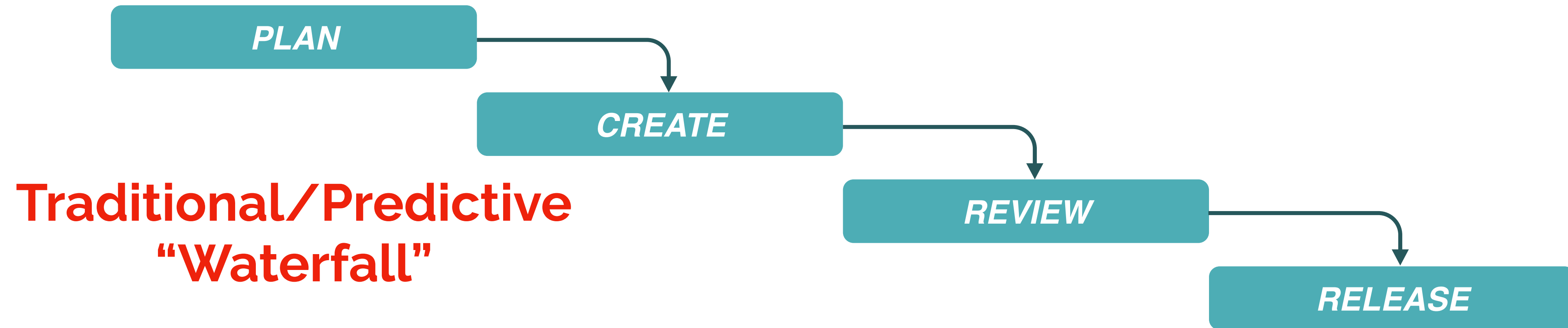


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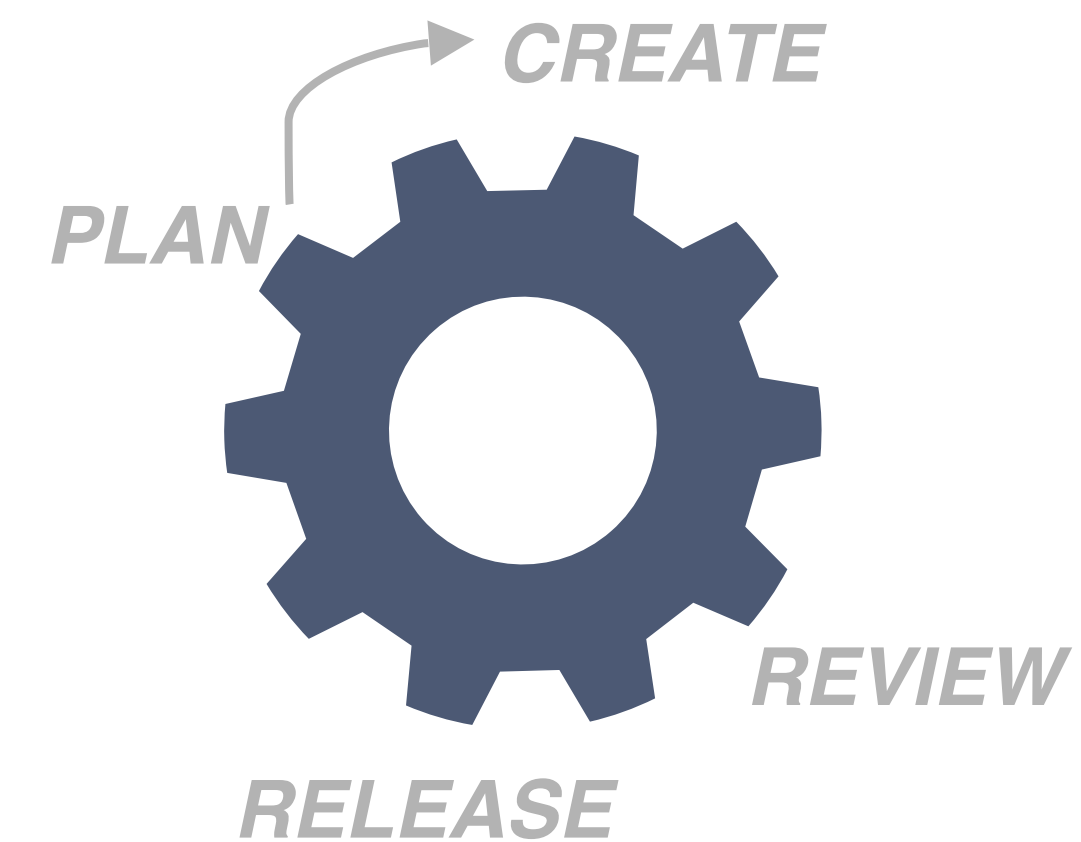
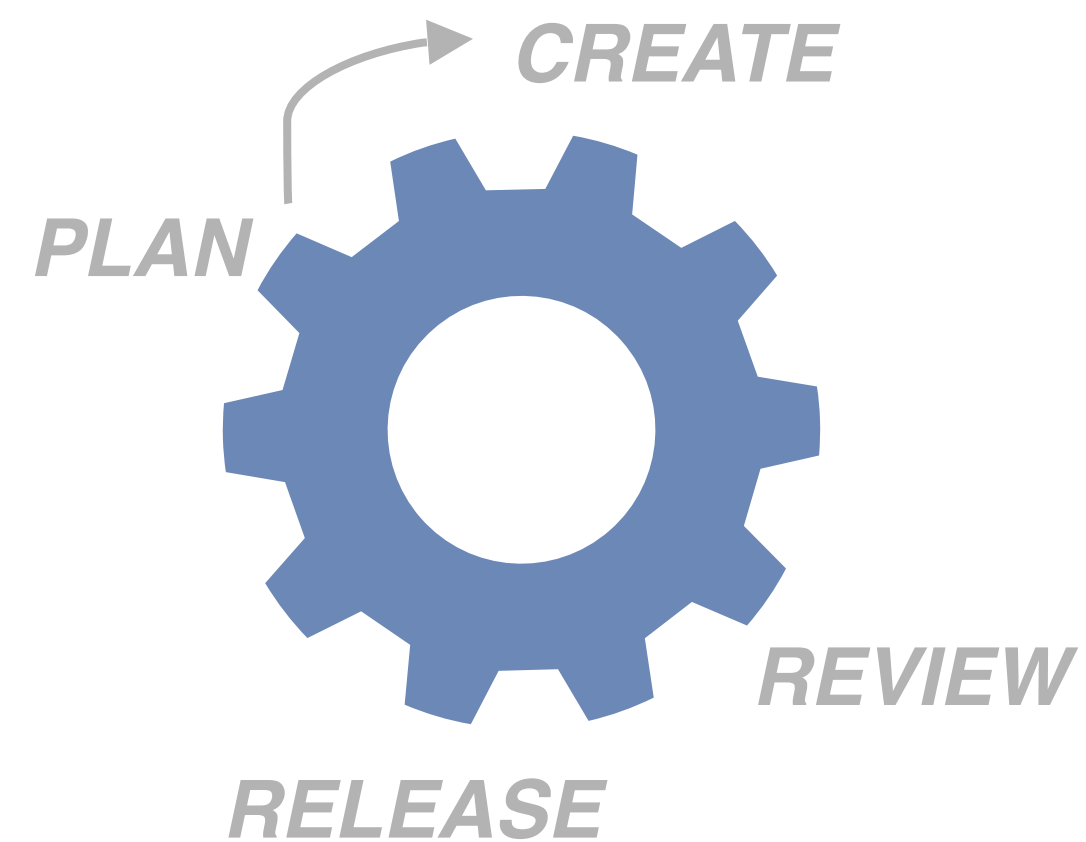
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Methodologies and Failure

Predictive versus Agile



Agile



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Top 5 Reasons Projects Fail

Reason	Description	Estimated % of Failed Projects Affected in the US
Poor Requirements and Scope Creep	Unclear goals, missed requirements, or uncontrolled changes	35-40%
Lack of executive support	Weak sponsorship, misalignment, or absentee leadership	30-35%
Unrealistic Timelines/Budgets	Overpromising, inaccurate estimates, poor resource planning	28-32%
Poor Communication	Misunderstood goals, updates, or stakeholder needs	25-30%
Ineffective Project Management	Weak planning, poor risk handling, or scope/schedule control	20-25%



DISCUSSION

Why do you think your projects typically fail?



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“When Price Waterhouse Cooper conducted a 21st century survey of 200 global companies about their Project Management maturity, they found that over half of all projects fail, and only a meager 2.5% of corporations consistently meet their targets for scope, time, and cost.”

Andy Crowe

“Alpha Project Managers”

PMIAA

The Program Management Improvement and Accountability Act 2016



**Strengthening Program Management
Capacity to Build a Capable PM Workforce**



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PMIAA

The Program Management Improvement and Accountability Act 2016



PMIAA aims to **improve program and project management practices** within the Federal Government, **requires Government wide standards and policies** for program management.



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PMIAA

The Program Management Improvement and Accountability Act 2016

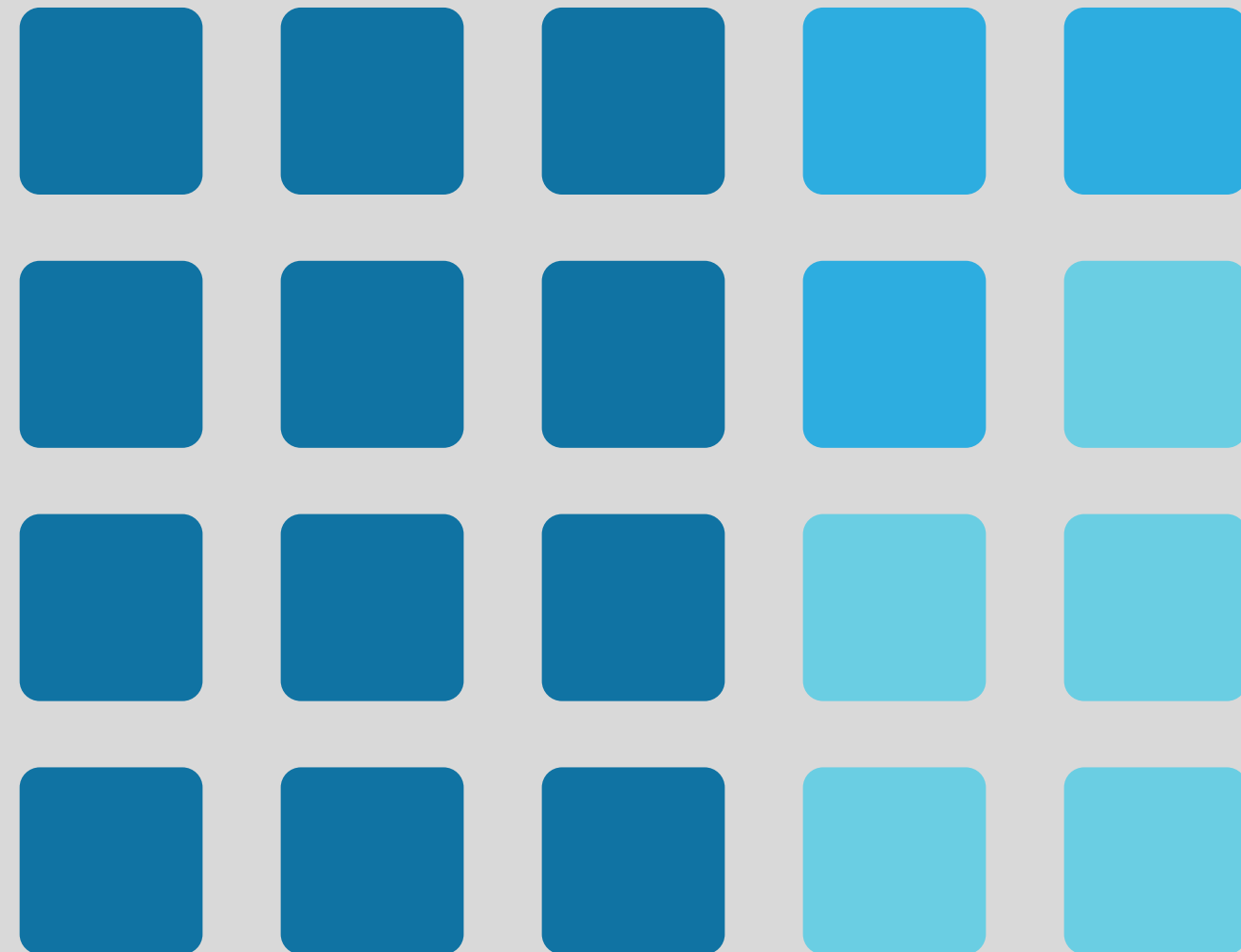
The Act establishes a new role, the Program Management Improvement Officer (PMIO). **The responsibility of PMIOs is to implement program management policies established by their respective agencies** and develop strategies to enhance the role of program management and managers within their departments.



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PMIAA

\$127,000,000



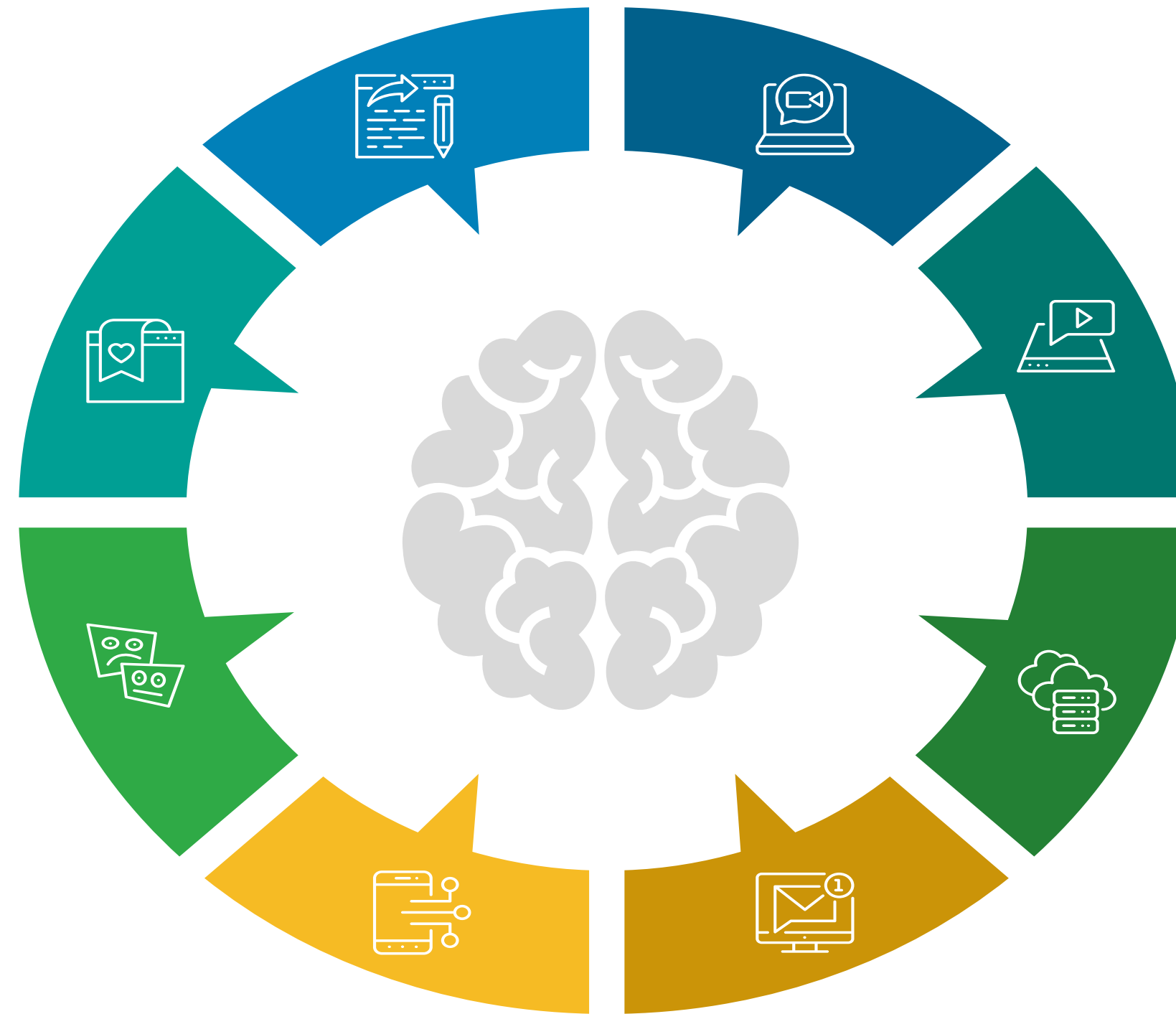
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A “Best Practice” Approach

FRAMEWORKS

Predictive
Agile
Kanban
Scrum
Getting Things Done
Bullet Journal
WIDGET



TOOLS

PERT
Mindmaps
Work Breakdown Structure
Gantt Chart
EVM
Critical Path
Free Registers and workbooks

And MUCH MORE...

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It's not just **what** you know,
but what you **can do** with it.



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Methodology Benefits

The Five C's Allowing You To Win In Your Projects

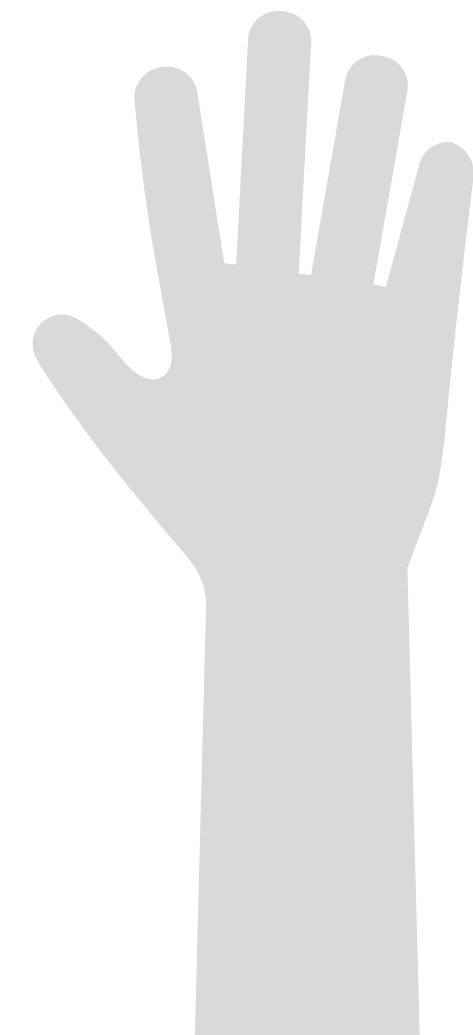
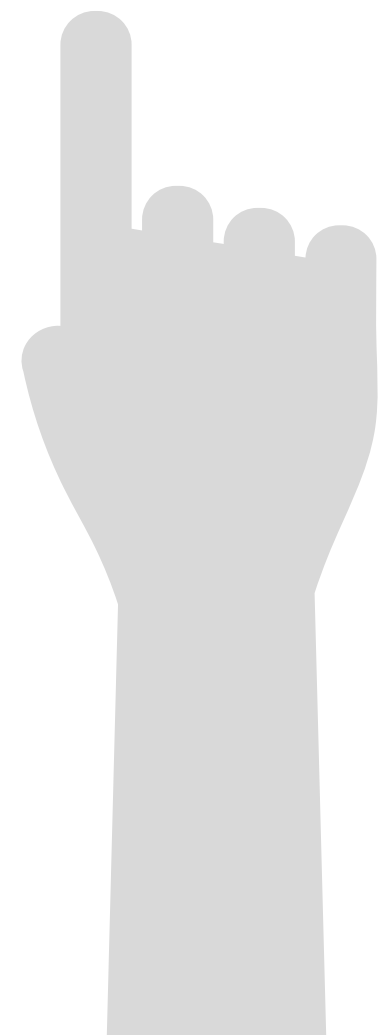
1
Consistency

2
Certainty

3
Continuity

4
Completion

5
**Continual
Improvement**



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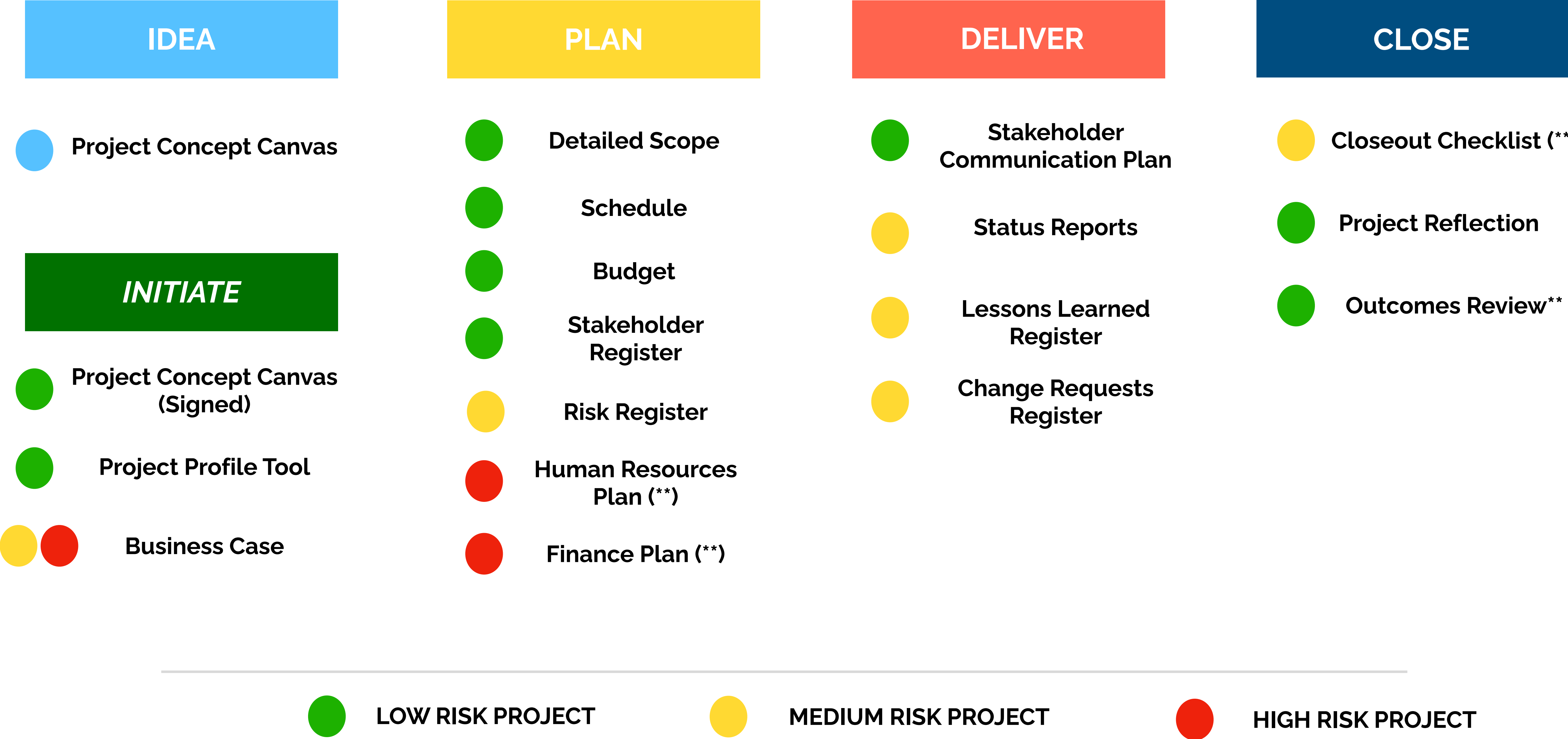


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Project Documentation

Recommended Project Documentation





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Frameworks Key Points and Take-aways

Key Points from Frameworks



Projects differ from Operations as they are **temporary** and run through a **unique** lifecycle

Project Quality is constrained by Scope, Time and Cost (also known as “**the iron triangle**”)

Having a project methodology is key to **success**



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Stakeholders

“It is the responsibility of the executive to assure the project stakeholders that the project remains desirable, viable, and achievable at all times.”

Axelos

“Managing Successful Projects With PRINCE2”

Start Stakeholder Engagement Early





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Stakeholder Definitions

Stakeholder Definition

An individual, group or organization who...

...can **INFLUENCE**,

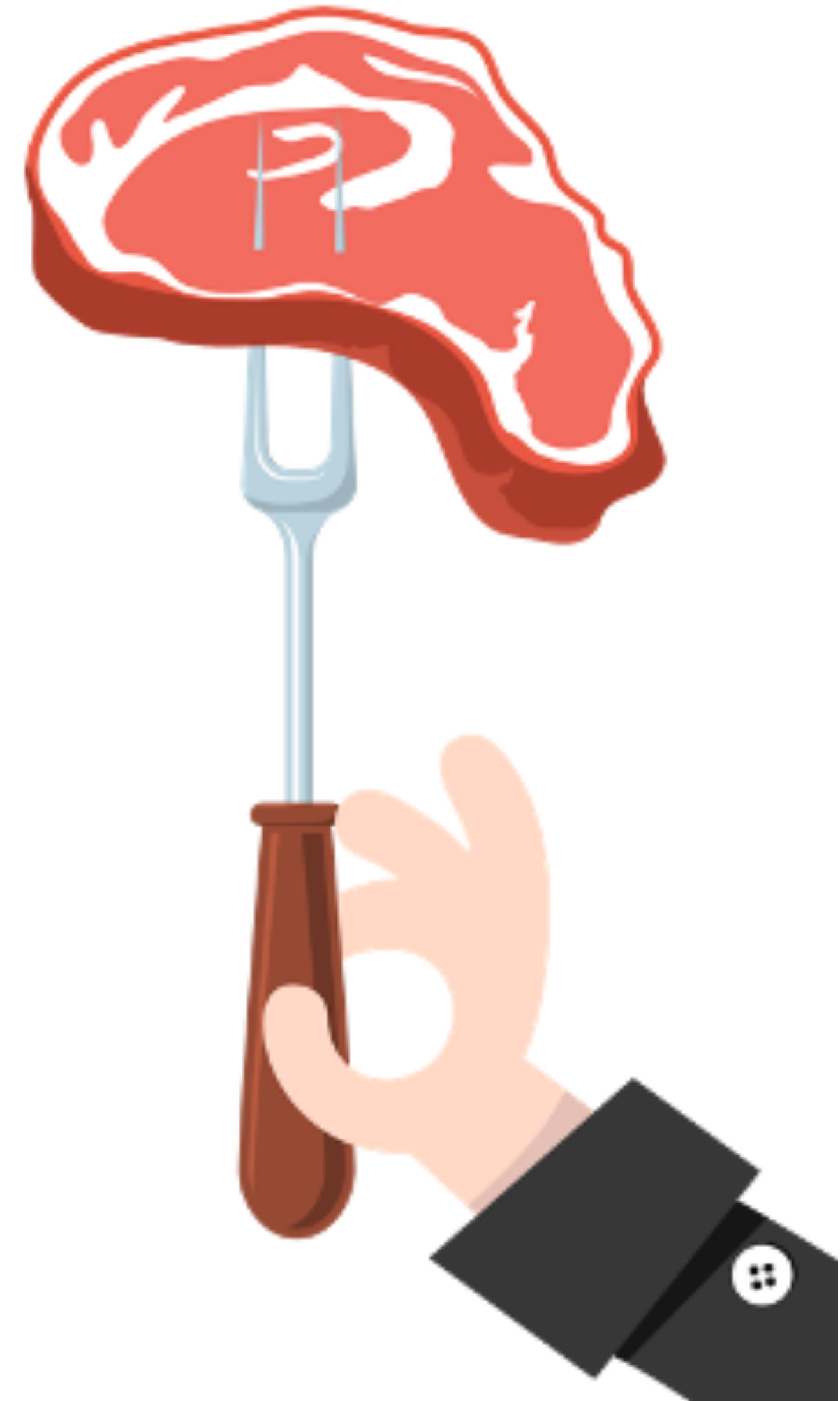
and/or

...is impacted by,

and/or

...has (or would have) **INTEREST** in...

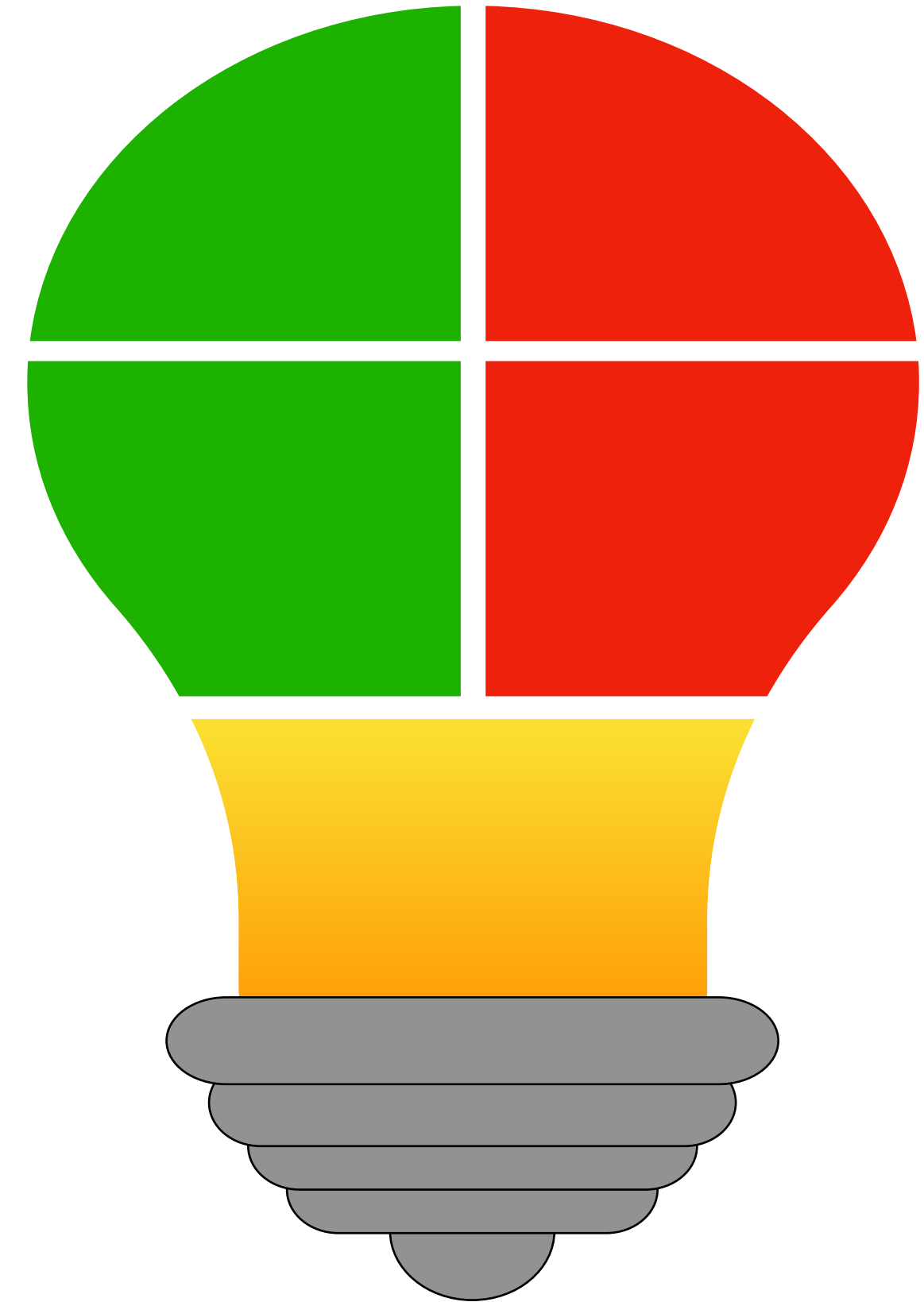
...a decision, activity or outcome of the project



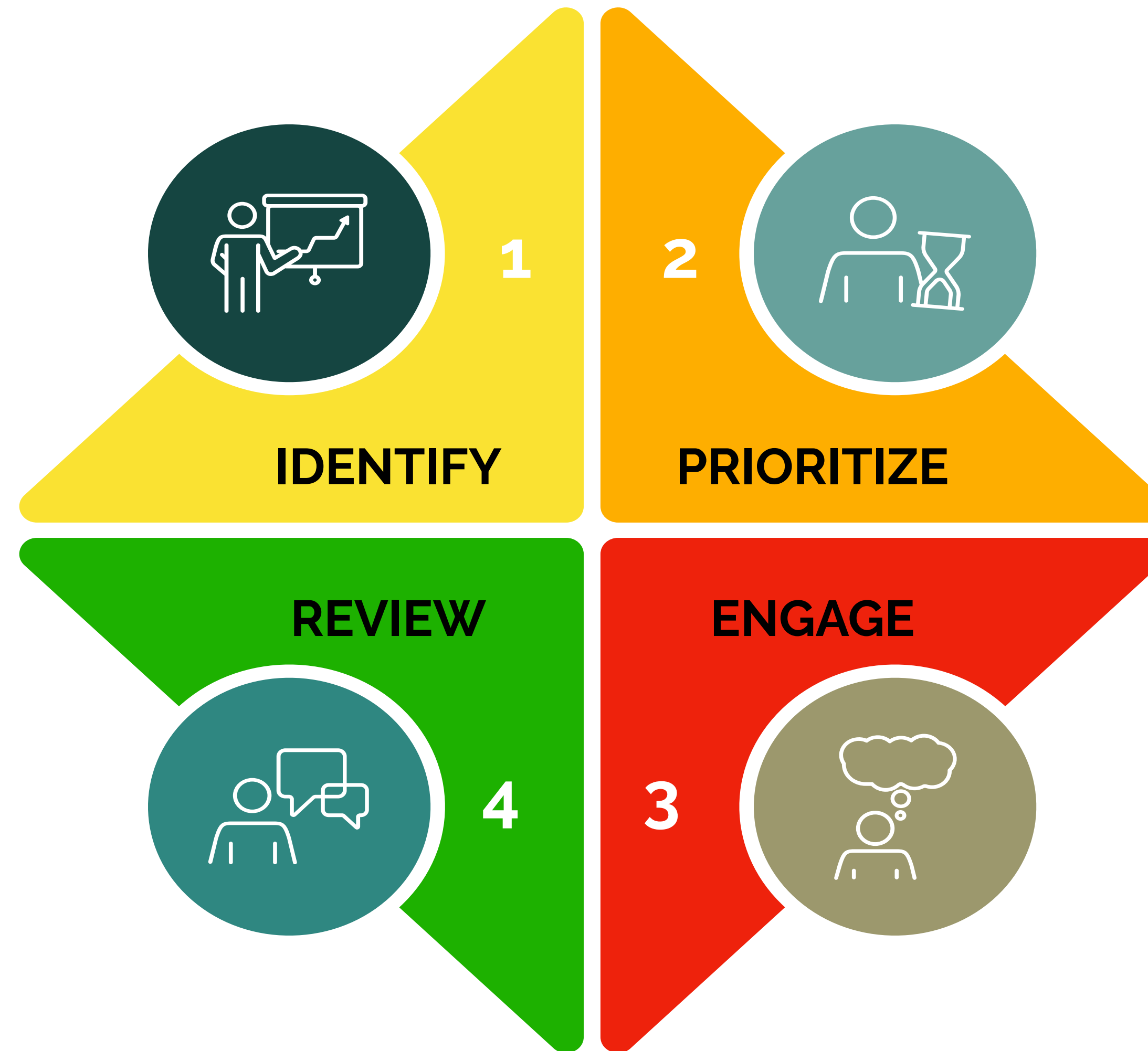
Power and Interest

Influence = **POWER**

INTEREST does not = AWARENESS



The Stakeholder Management Process



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The Scenario

Too Many Projects Begin Like This...

Subject: Best Project Manager Party Idea!



From: DOL Coach – scott@dolcoach.com

Signature: Formal



Hey,

I had a great idea last night. The last couple of years have been crazy. I think we (DOL Coach) should host a party (a good one) and show our project managers and team how much we value them.

I think it should be a contest in which we announce the “DOL Coach Best Project Manager.” We can present the winner with a cool ‘old-school’ trophy at the party.

The contest should only be for our PMs. The tech team and trainers already receive a lot of credit for their work.

We can invite everyone, their families and others to the party in 6-8 weeks. I can imagine it would be between 100-200 people attending. Maybe we could get a keynote speaker as well?

I’d like you to put it together.

DOL,

Scott...

Scott Kinder, CPD

Founder

m: 615.881.9324

e: scott@dolcoach.com

w: dolcoach.com

signal: 615.881.9324



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Constraint Overview: *The Party*



Constraint 1:

Scott wants to reward our best project manager by giving the winner a “trophy” at a party



Constraint 2:

The party should be for up to **200** people



Constraint 3:

The party should be hosted in approximately **6-8 weeks**



Some Stakeholders For The Party Project

The Winner

DOL Coach PMs

The Party PM

Families

Caterer

Trophy Company

Uptown Girl Band

Party Venue

Tech Team

Scott Kinder

Runner Up

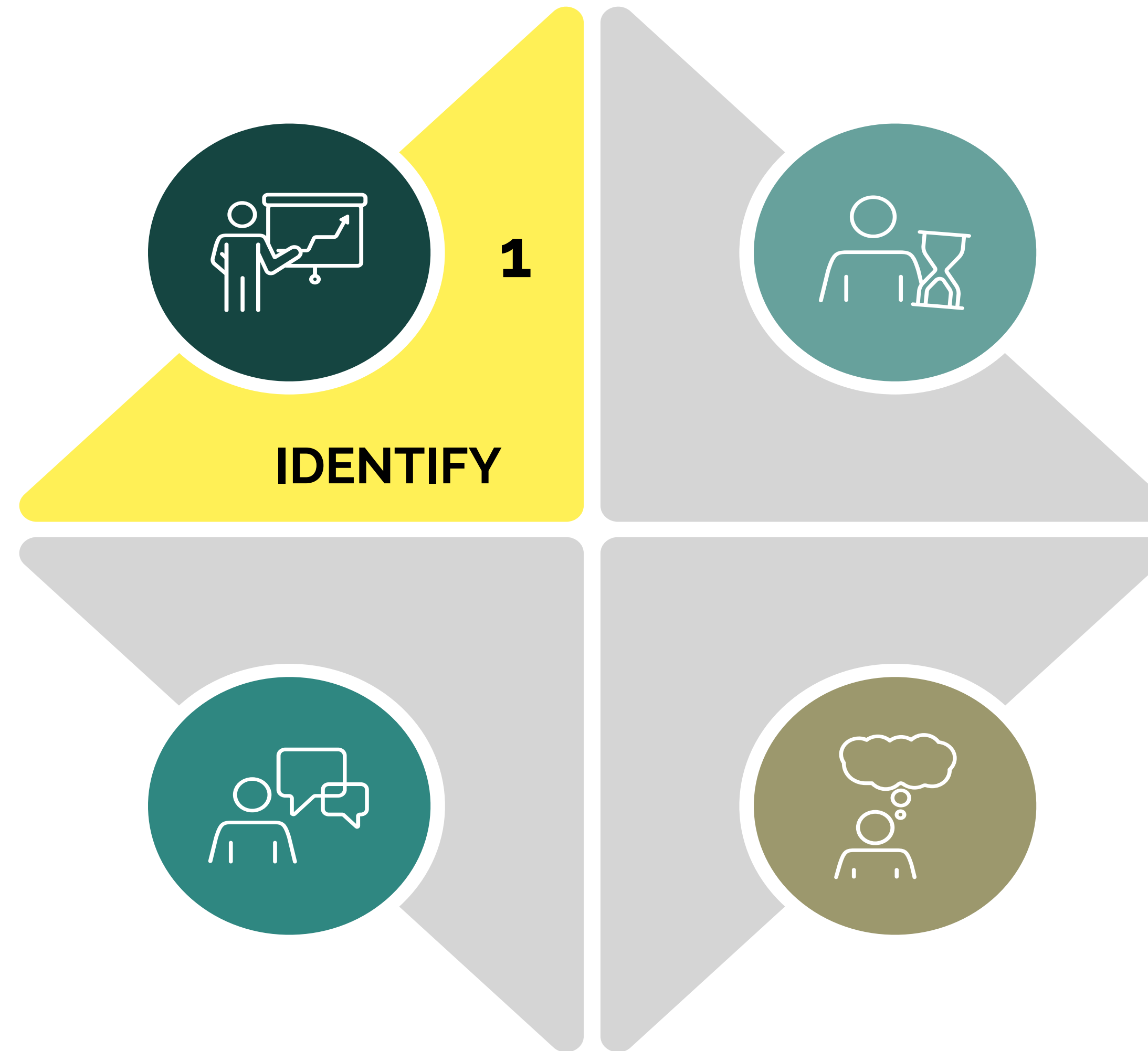
Keynote Speaker

WHO ARE WE FORGETTING??



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The Stakeholder Management Process



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Stakeholder Definitions

Direct Stakeholders – Project Manager

Assist with **business case**

Develop the project **plan**

Manages the Triple **Constraints** *and*:

- Risk
- Stakeholders
- Conflict
- Change

Contributes to project **review**



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

SOFPM



Direct Stakeholders – Project Manager

Neither CPI nor DOL Coach train and certify for a specific industry as **LEADERSHIP** skills are a large factor in project success across any industry.



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

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Direct Stakeholders – Project Team

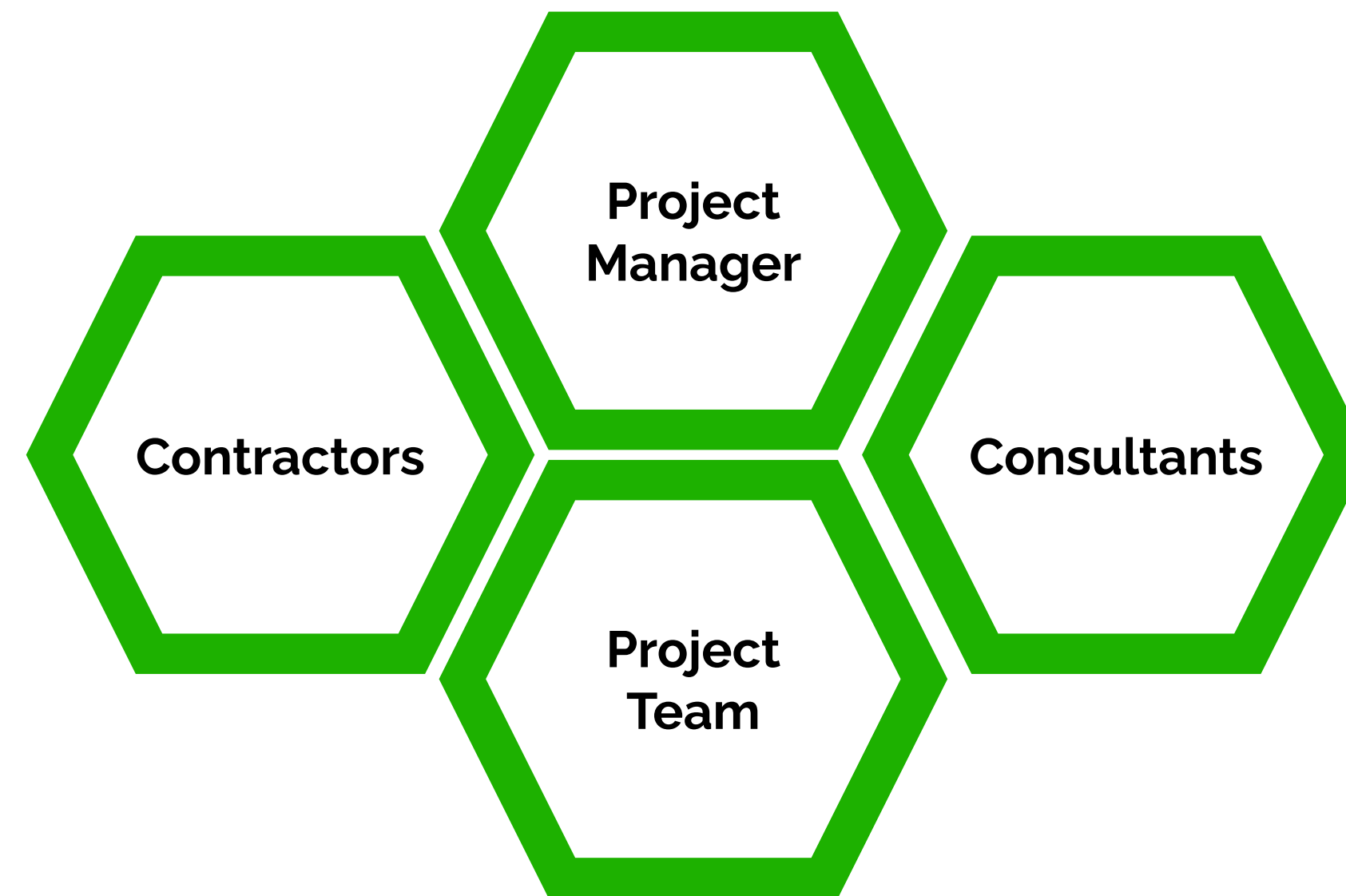
Deliver project tasks through **technical skills** (e.g. engineering, software development and more)

Manage tasks

- **Schedule** and **budget** management

Includes:

- Staff
- Contractors
- Consultants



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

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Direct Stakeholders – Project Sponsor

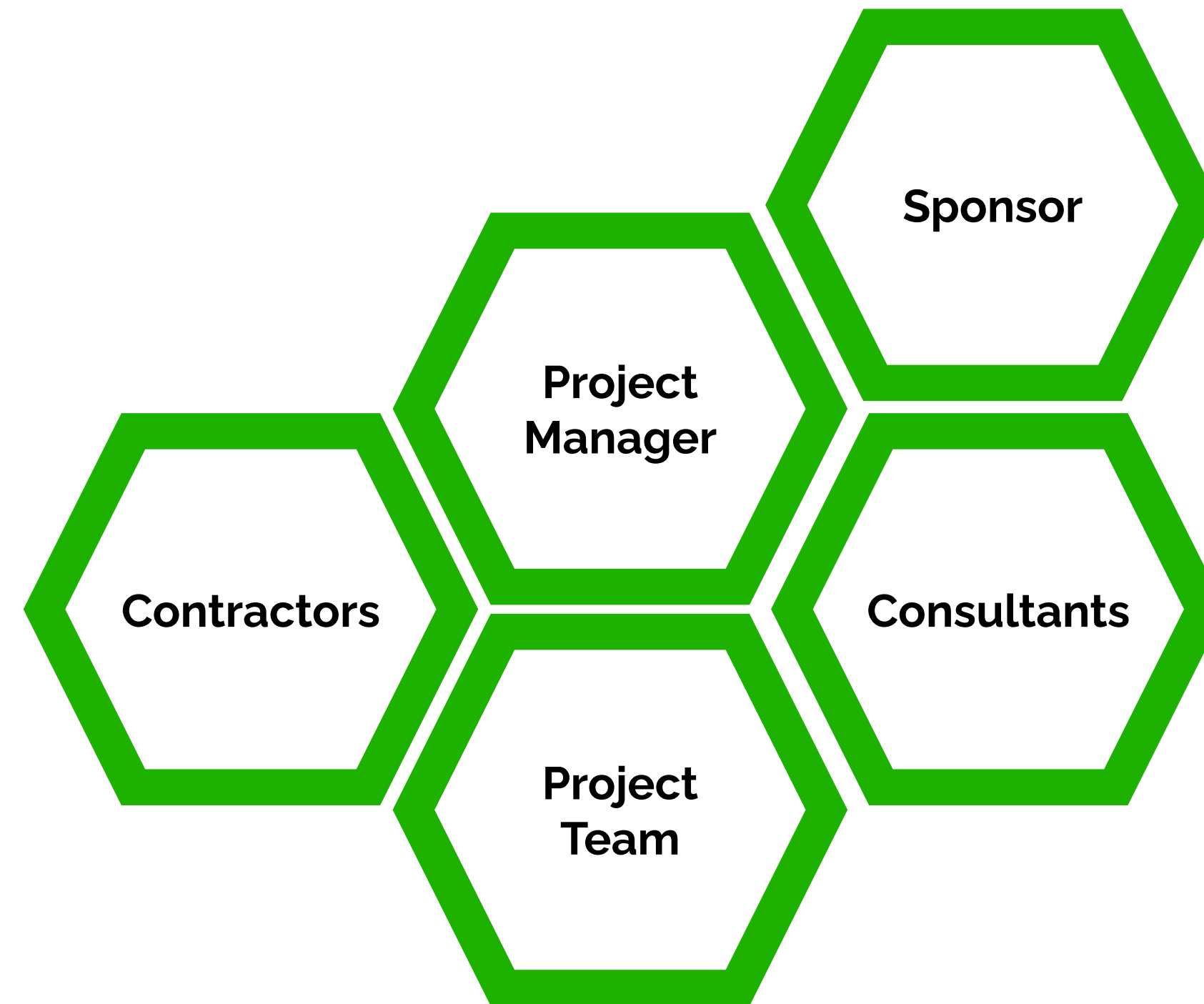
Champion of the project & **Link to organization** (providing resources)

- Human
- Financial
- Other (technical, machinery, and more)

Assures project delivery

Supports project team with:

- Authorize minor changes
- Mediating conflict



Direct Stakeholder

Indirect Stakeholder

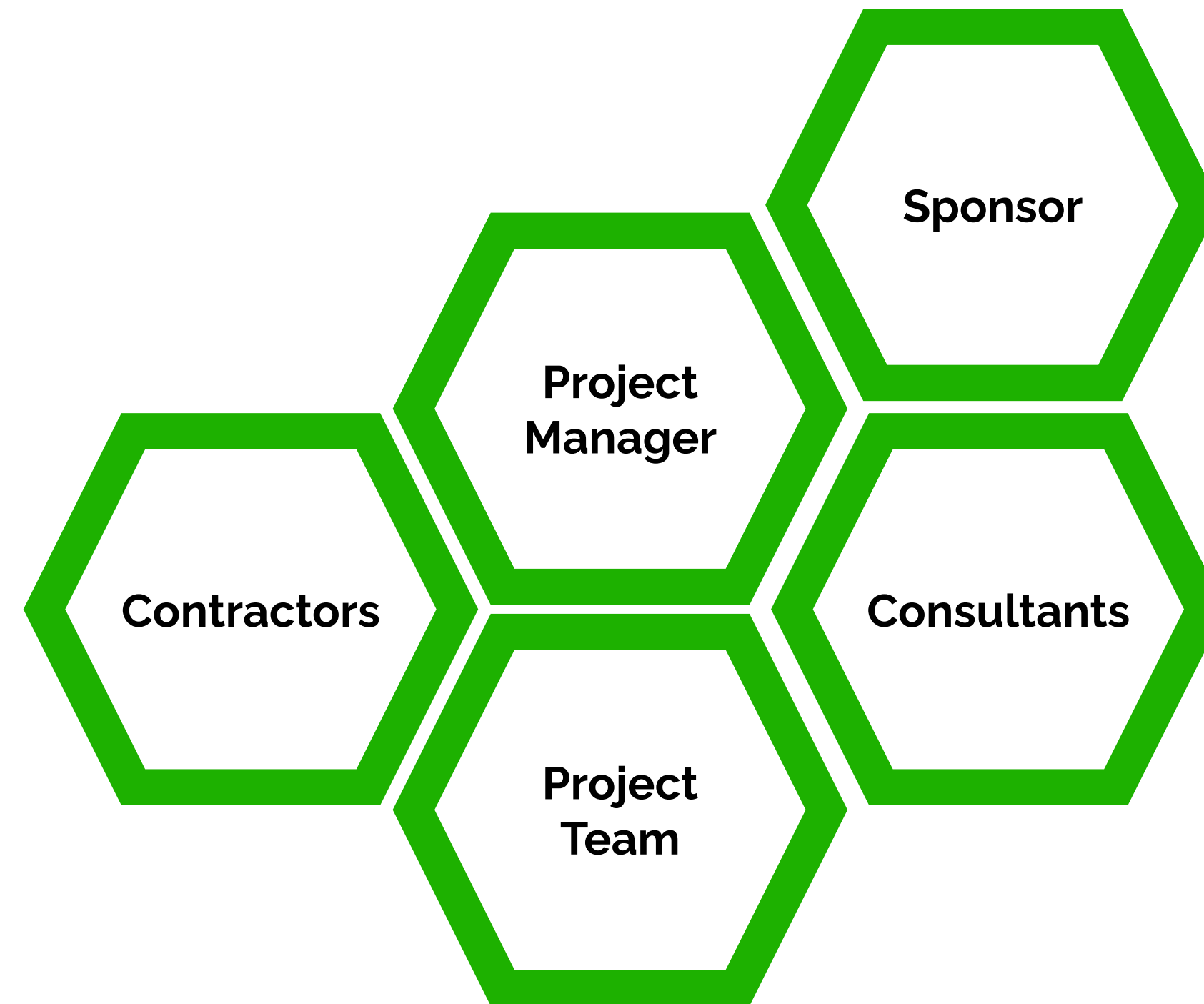
Often Forgotten

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Direct Stakeholders – Project Sponsor

The SPONSOR may not identify themselves as the sponsor, but an easy way to know is they are the person you go to for **more**.



Direct Stakeholder

Indirect Stakeholder

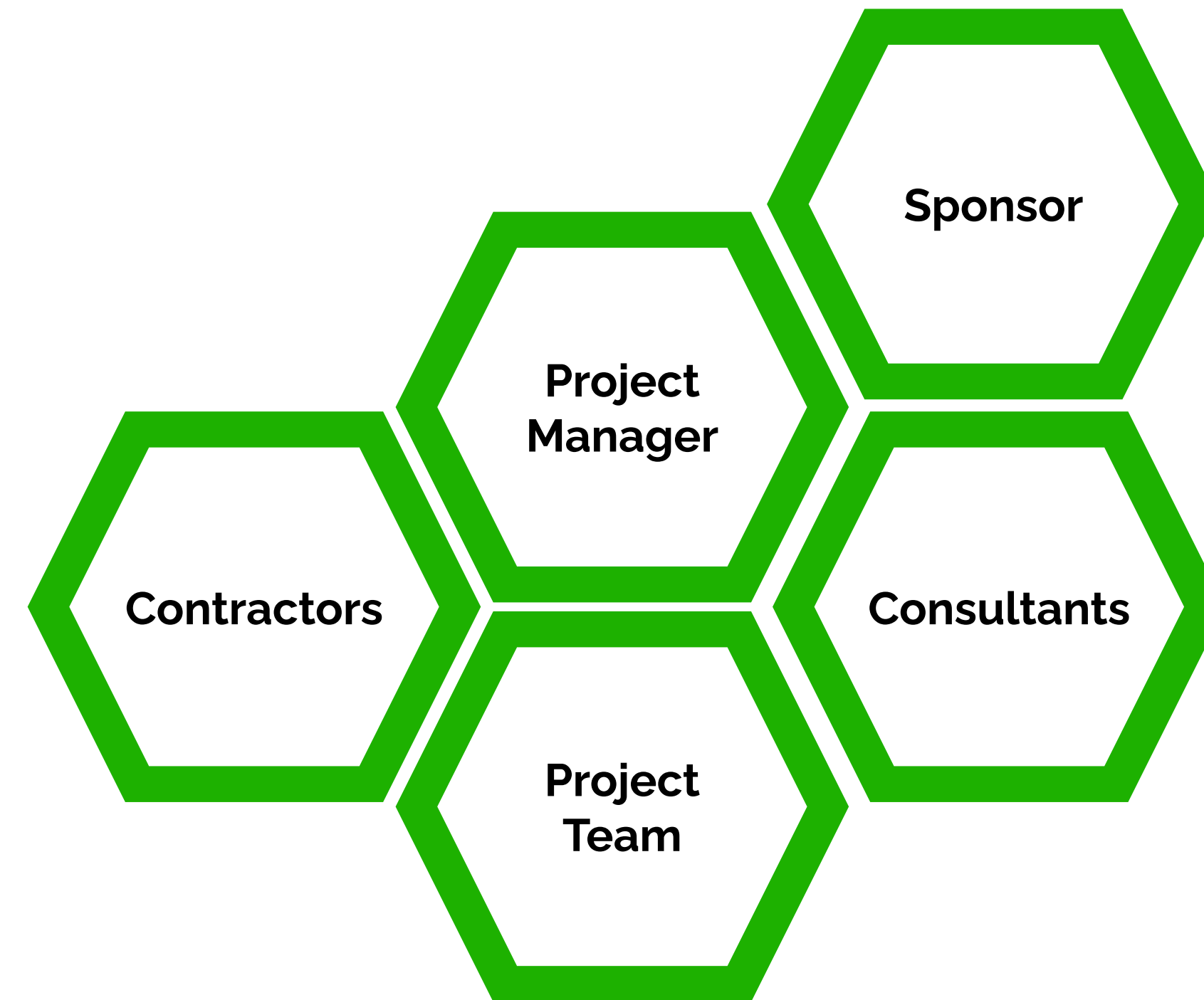
Often Forgotten

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Direct Stakeholders – Project Sponsor

More **money**...
More **time**...
More **people**...
More **resources**...



Direct Stakeholder

Indirect Stakeholder

Often Forgotten



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Direct Stakeholders – Project Client

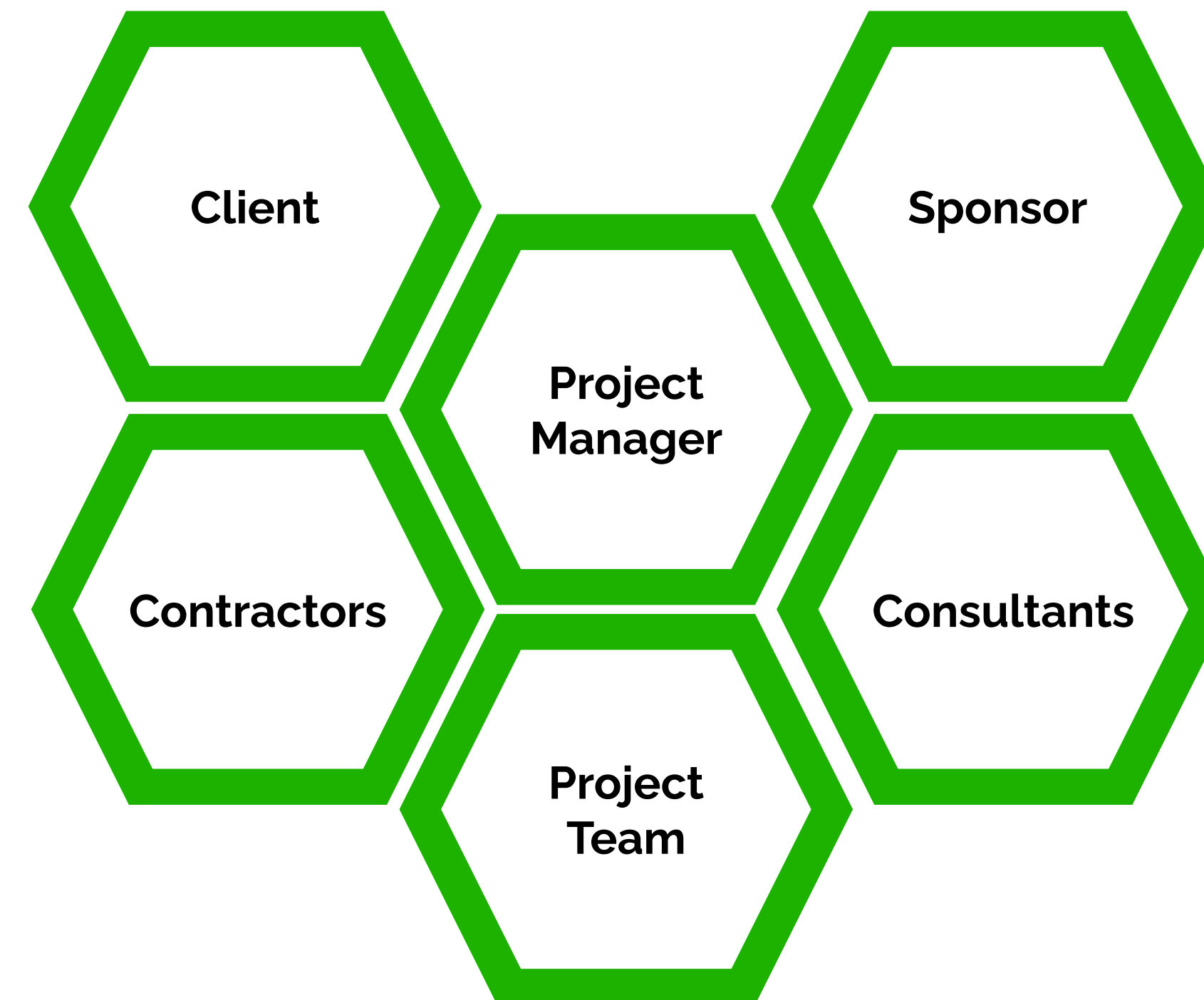
Accepts **(or rejects)** project outputs

Internal client

- Other department
- Sponsor
- Owner

External client

- Third party
- Pays for the project



Direct Stakeholder

Indirect Stakeholder

Often Forgotten



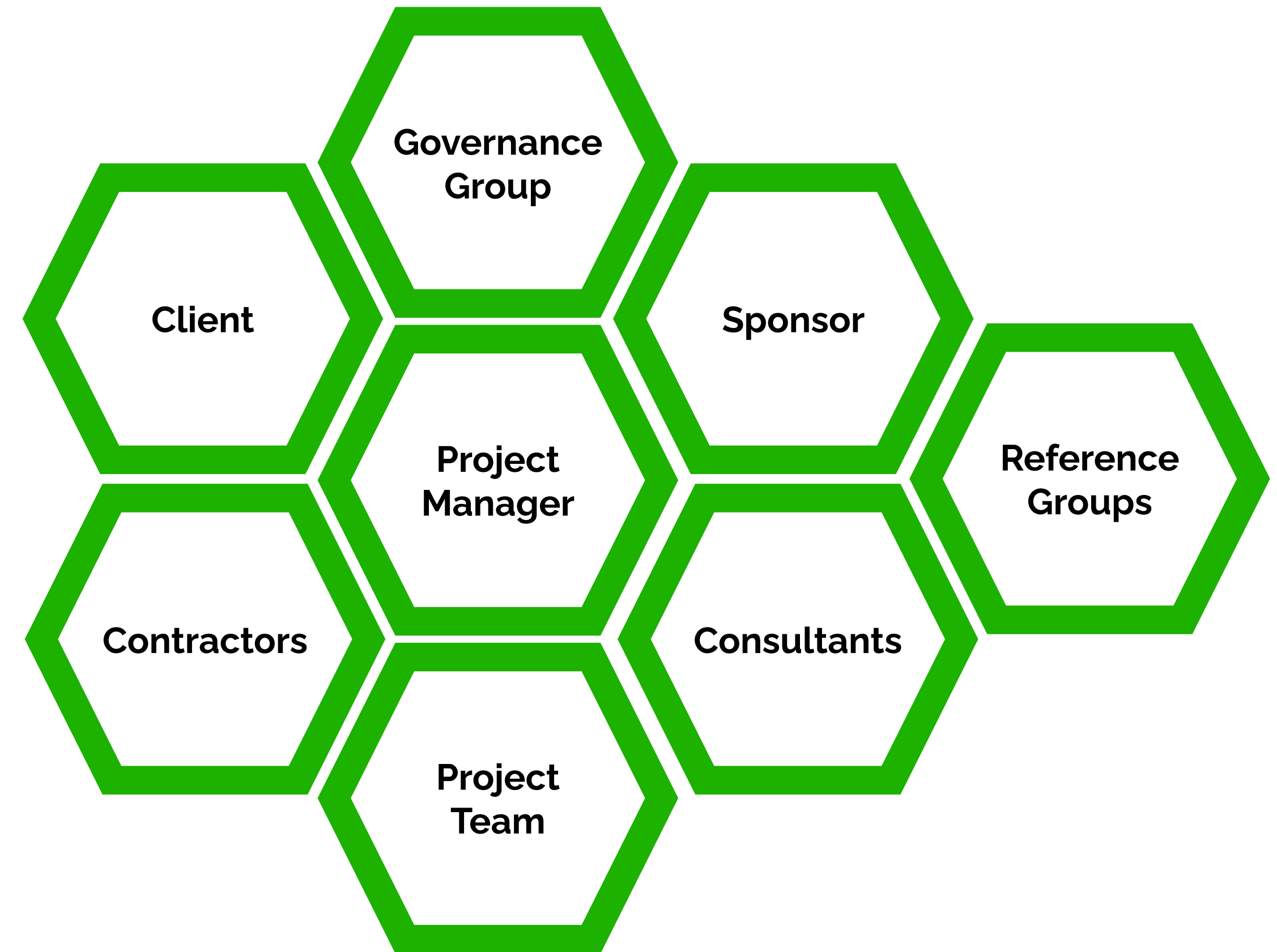
Direct Stakeholders – Support Groups

Governance groups

- Represent stakeholders
- Identify strategic **risk**
- Resolve **conflict** and major changes

Reference groups

- Offer specialist advice only
- May be *ad hoc*



Direct Stakeholder

Indirect Stakeholder

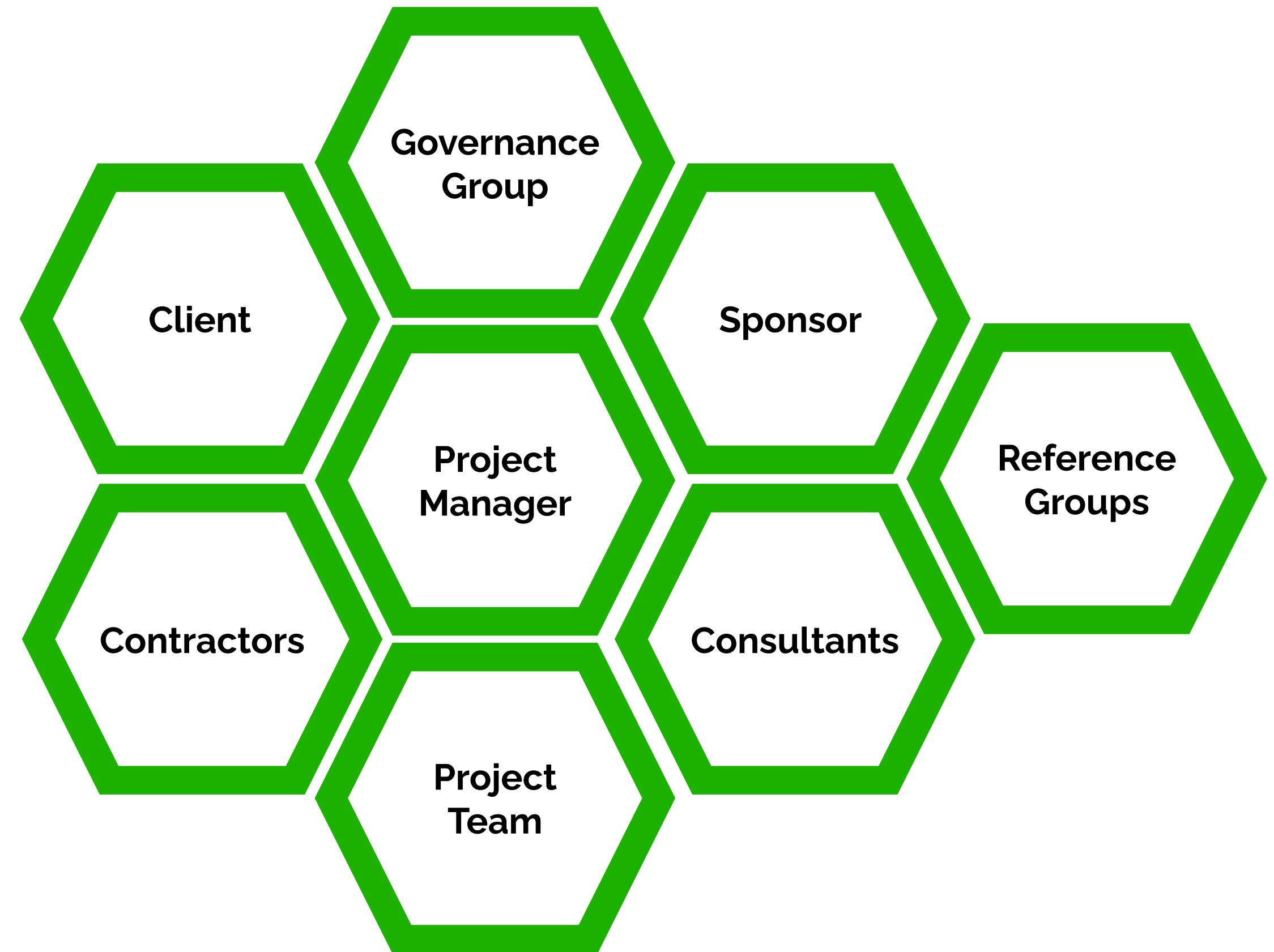
Often Forgotten



Direct Stakeholders – Support Groups

Often called:

- **Steering committee**
- **Change Control Board (CCB)**
- **Project Control Group (PCG)**



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

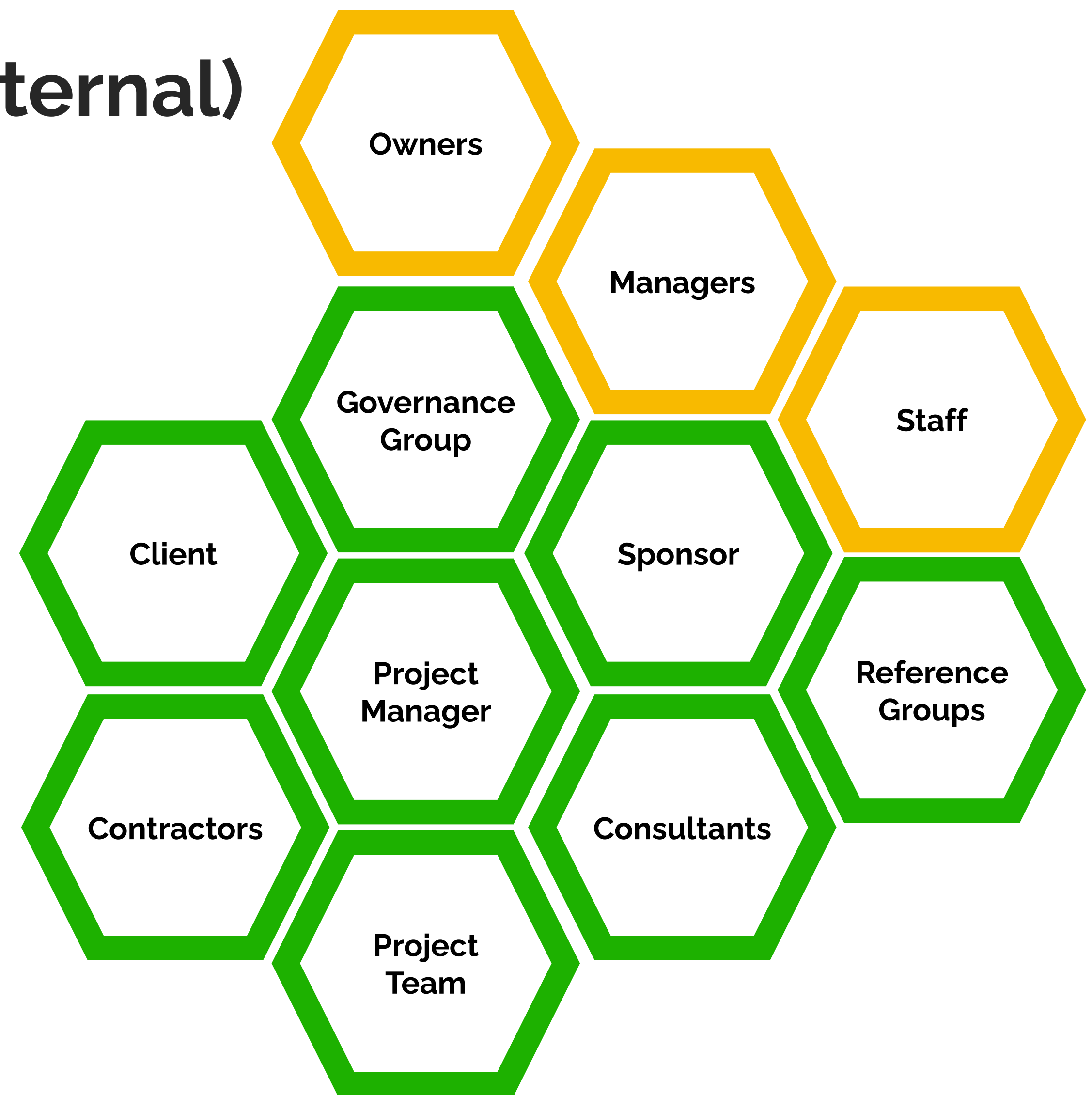


Indirect Stakeholders (internal)

Business Owners with no direct knowledge of the project work

Functional Managers from other departments

Other organizational (non-project) staff



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

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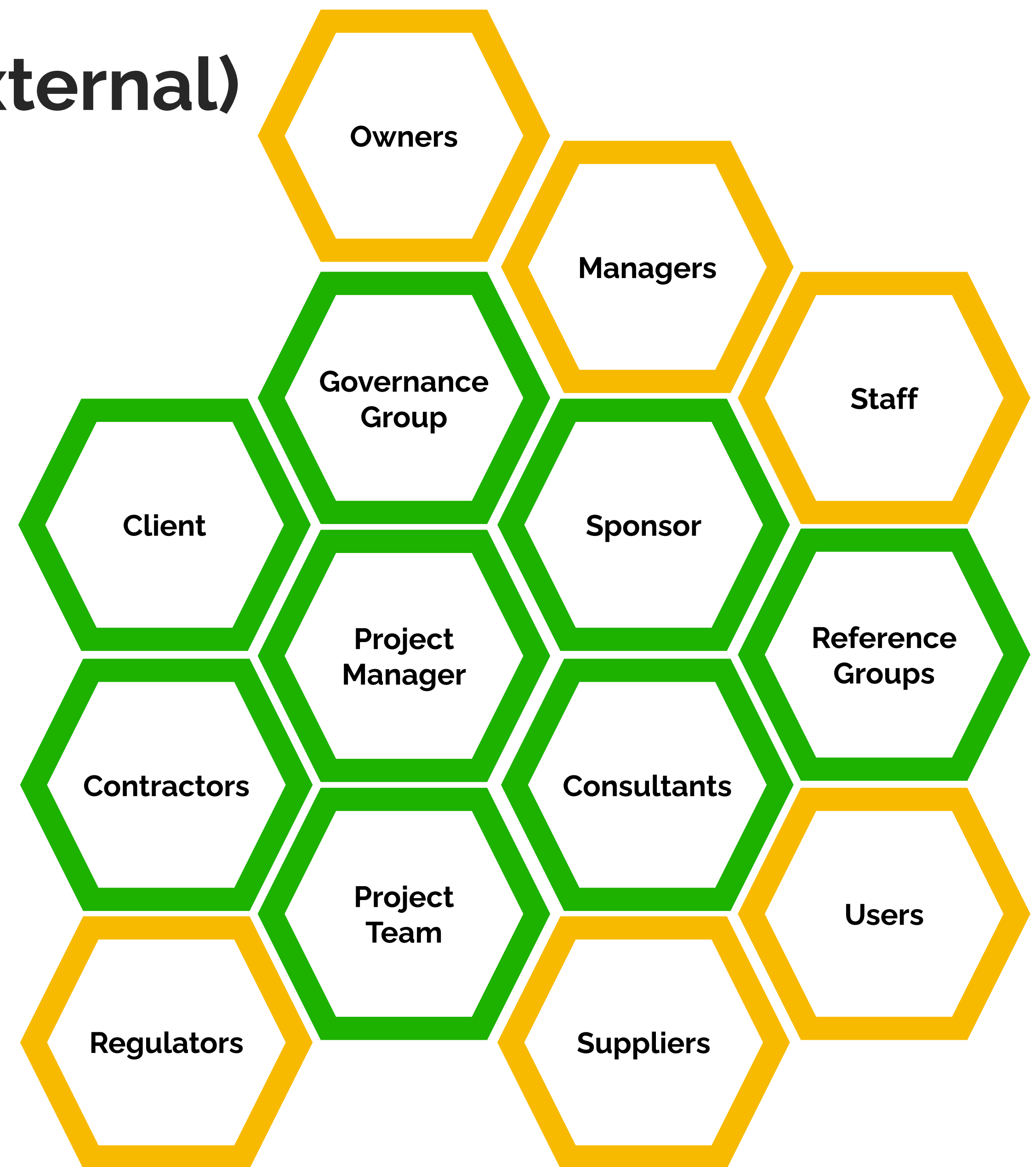


Indirect Stakeholders (external)

End Users of the project

Suppliers of non-organizational resources

Regulators



Direct Stakeholder

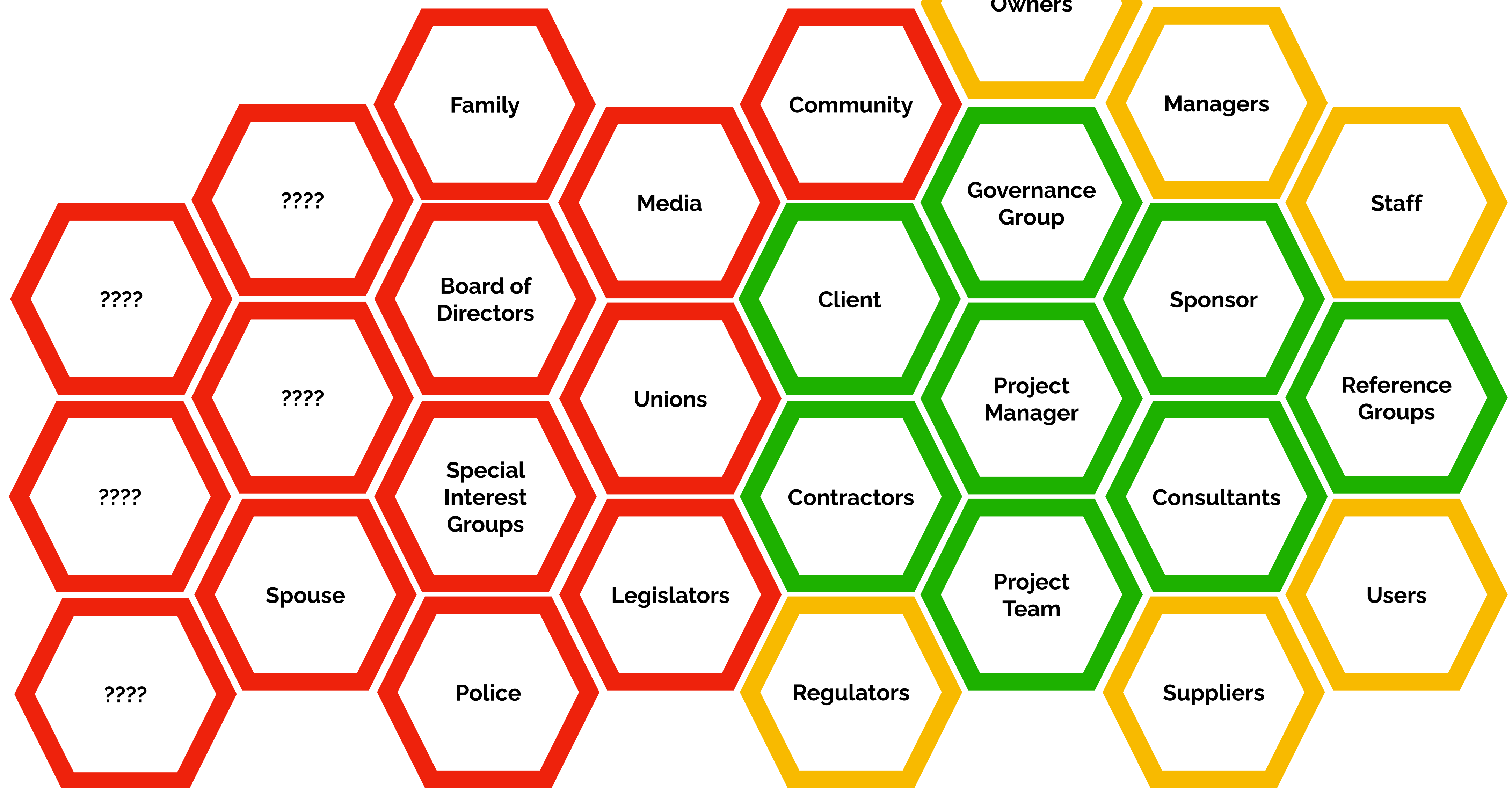
Indirect Stakeholder

Often Forgotten

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Often Forgotten Stakeholders



DISCUSSION

Are all stakeholders equal?



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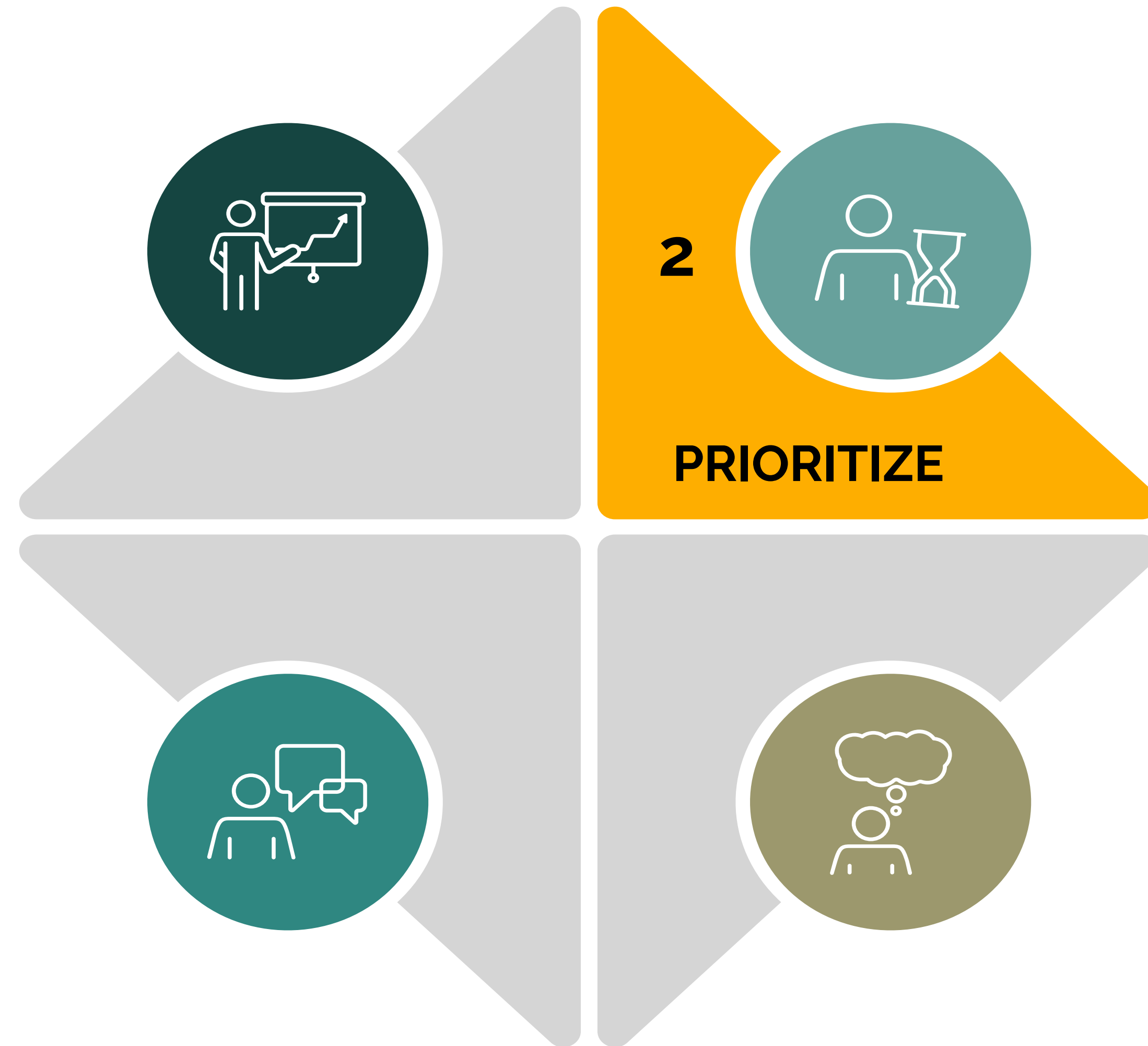


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The Stakeholder Management Process

The Stakeholder Management Process



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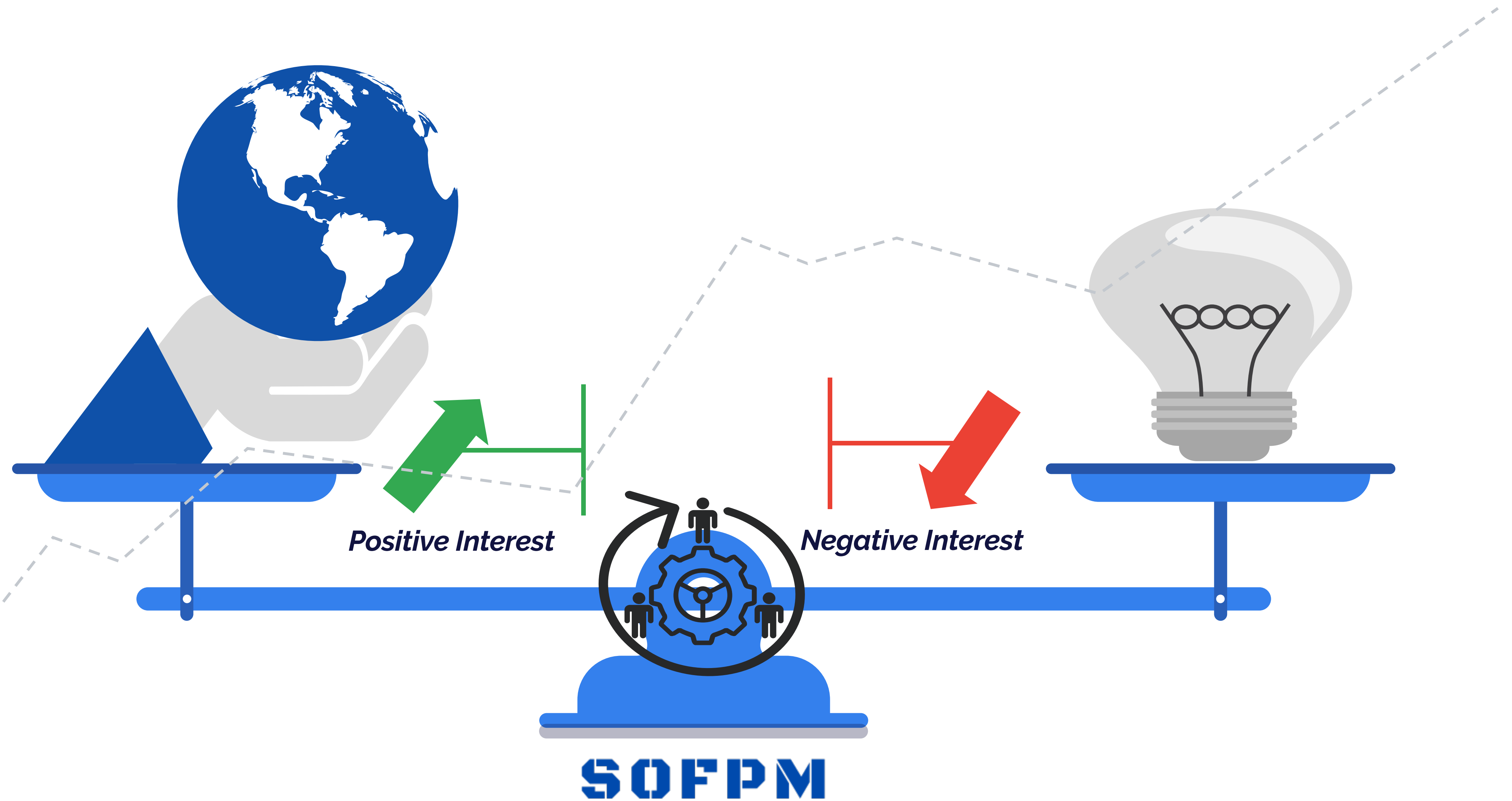
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Power and Interest

POWER and INTEREST LEVELS

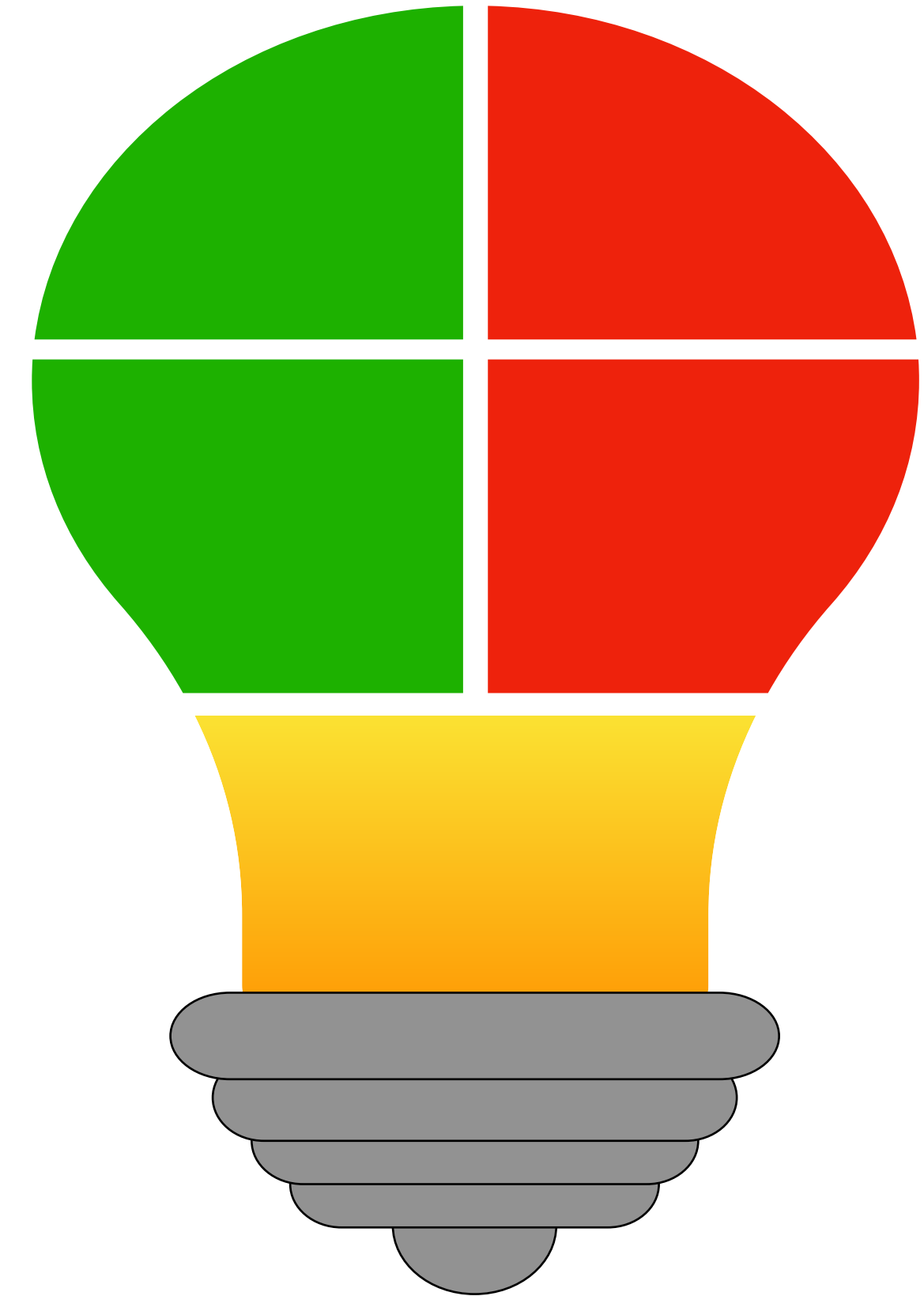
From Very Low to Very High



Power and Interest

Power is **easy** to identify through titles, ranks, roles and more

But we often talk of it **differently** (depending on the person)



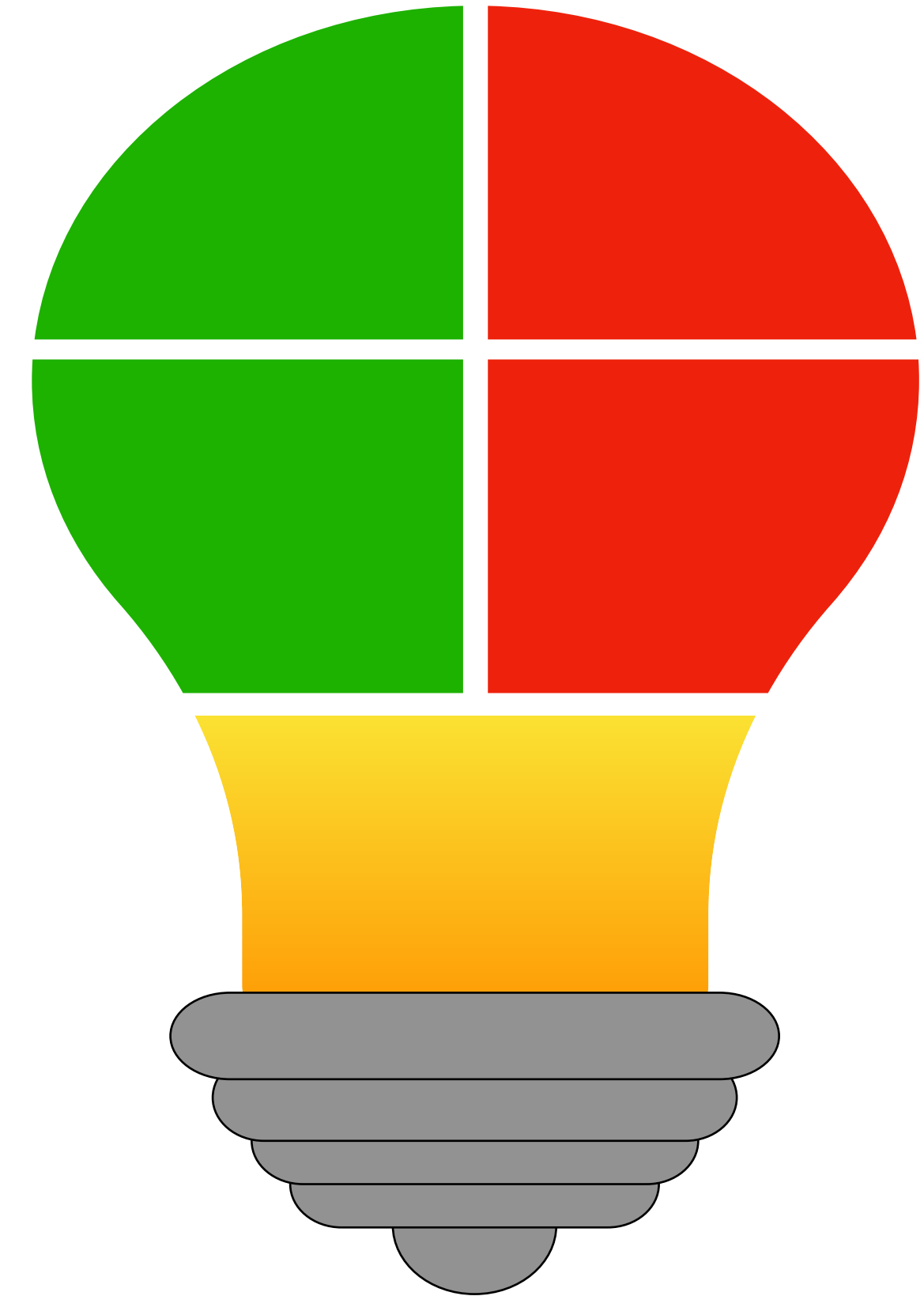
DISCUSSION

**When identifying Stakeholders it matter if they LOVE
or HATE the project?**



Don't Be Biased

When identifying stakeholders potential interest it is important to not be biased on their **like** or **dislike** of the project.



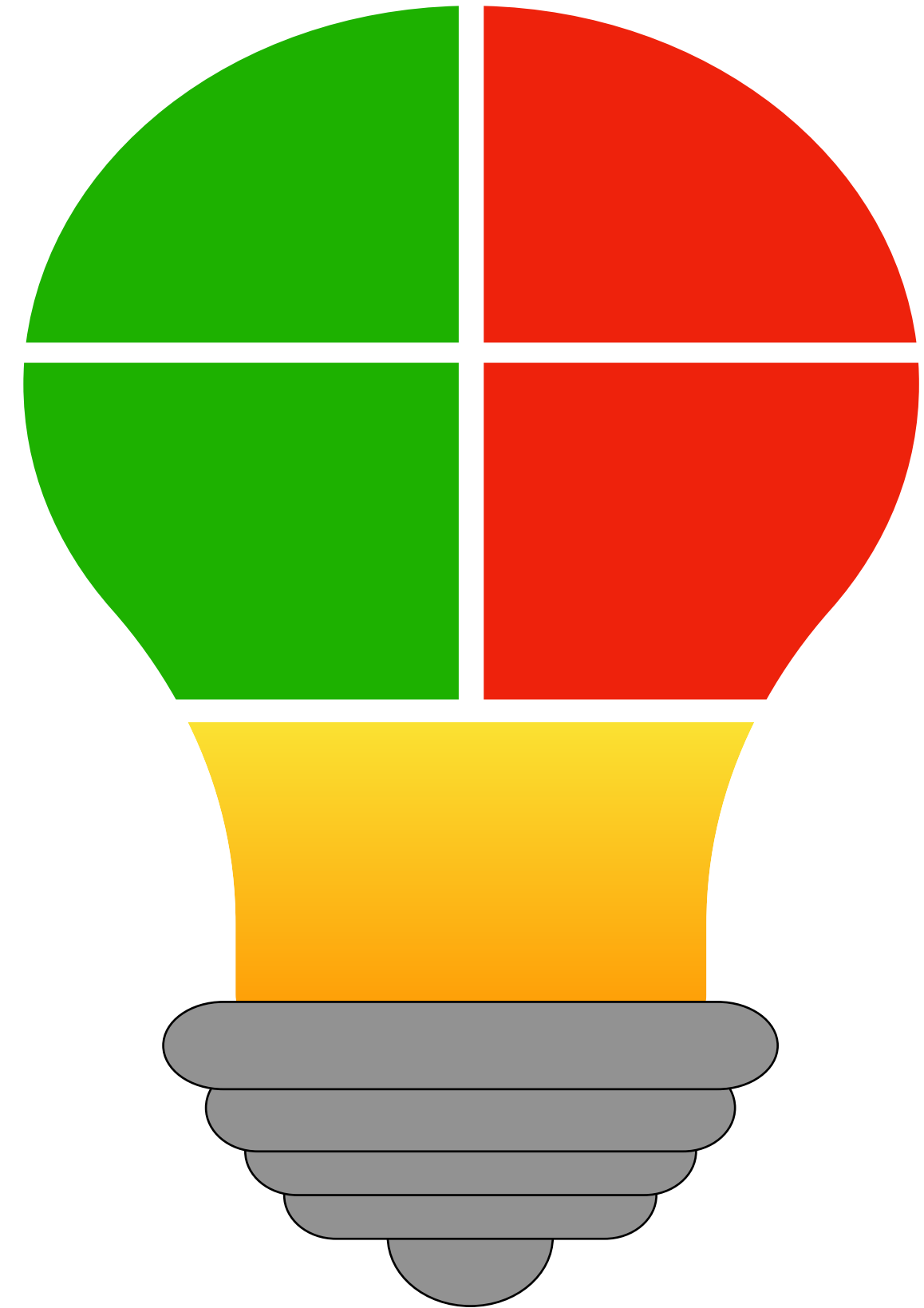
Power (defined)

High (3)	This stakeholder can have a major impact on the project's schedule and/or budget, and/or a minor impact on the project's scope
Medium (2)	This stakeholder can have a minor impact on the project's schedule and/or budget
Low (1)	This stakeholder cannot impact the project, but may know (or have access to) someone who can



Each Project Is Different

Interest has to be determined on a project by project basis.



Positive Interest (defined)

High (3)	Highly supportive of the project /sees its benefits and will be angry if the project fails.
Medium (2)	Sees benefit to themselves in the project and will be annoyed if the project fails.
Low (1)	Sees benefit to others in the project and will be disappointed if the project fails.



Negative Interest (defined)

High (3)	Believes the financial and/or social costs of the project are greater than any potential benefits it may realize and wants the project ended.
Medium (2)	Anticipates negative outcomes for themselves from the project and will be happy if it does not go ahead.
Low (1)	Sees some harm to others in the project and would like to see it ended.



DISCUSSION

**To what extent should you or your organization
customize these definitions?**



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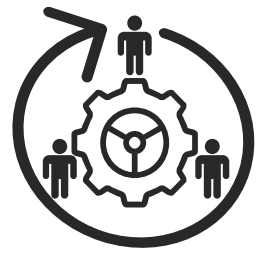
Stakeholder Prioritization

Overall Stakeholder Priority

POWER x INTEREST



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Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

LOW
(1)

3

6

9

2

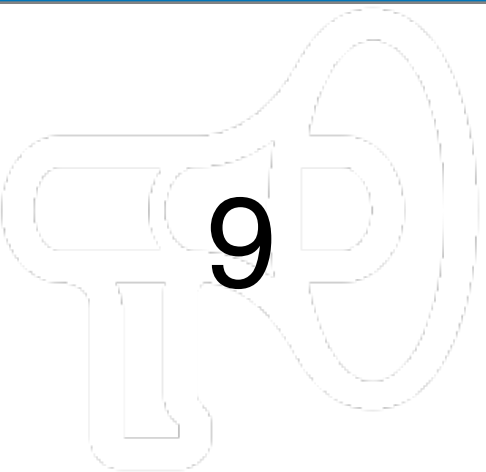
4

6

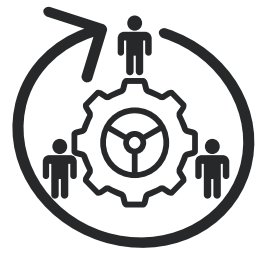
1

2

3



SOFPM



Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

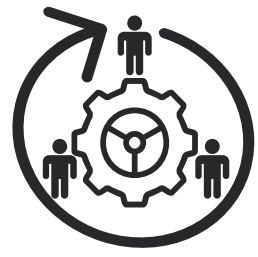
LOW
(1)

X

SCOTT KINDER: OWNER AND ORIGINATOR OF THE PARTY IDEA

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Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

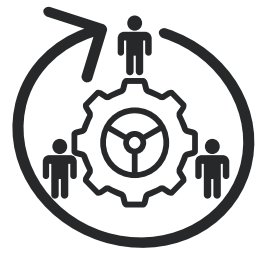
MEDIUM
(2)

LOW
(1)

X

The Assigned Project Manager
SOPPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

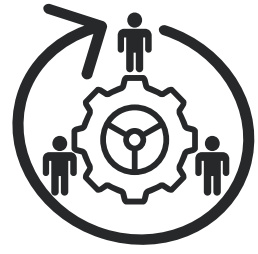
LOW
(1)

X

DOL Tech Team: (not invited to the party or eligible for award)

SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

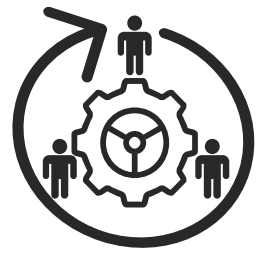
LOW
(1)

X

Joyful Eats: CATERER for 200 attendees

SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

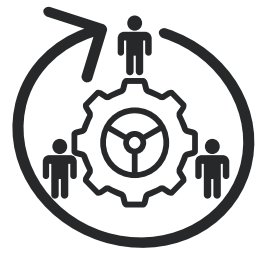
MEDIUM
(2)

LOW
(1)

X

Josh: Tech Team Lead
SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

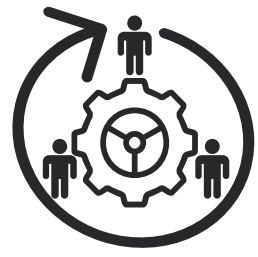
LOW
(1)

X

BK Awards (Contracted Trophy Supplier)

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Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

Project Manager

Scott Kinder

MEDIUM
(2)

Tech lead
Joyful Eats

LOW
(1)

Tech Team
Uptown Girl Band

BK Awards

SOFPM



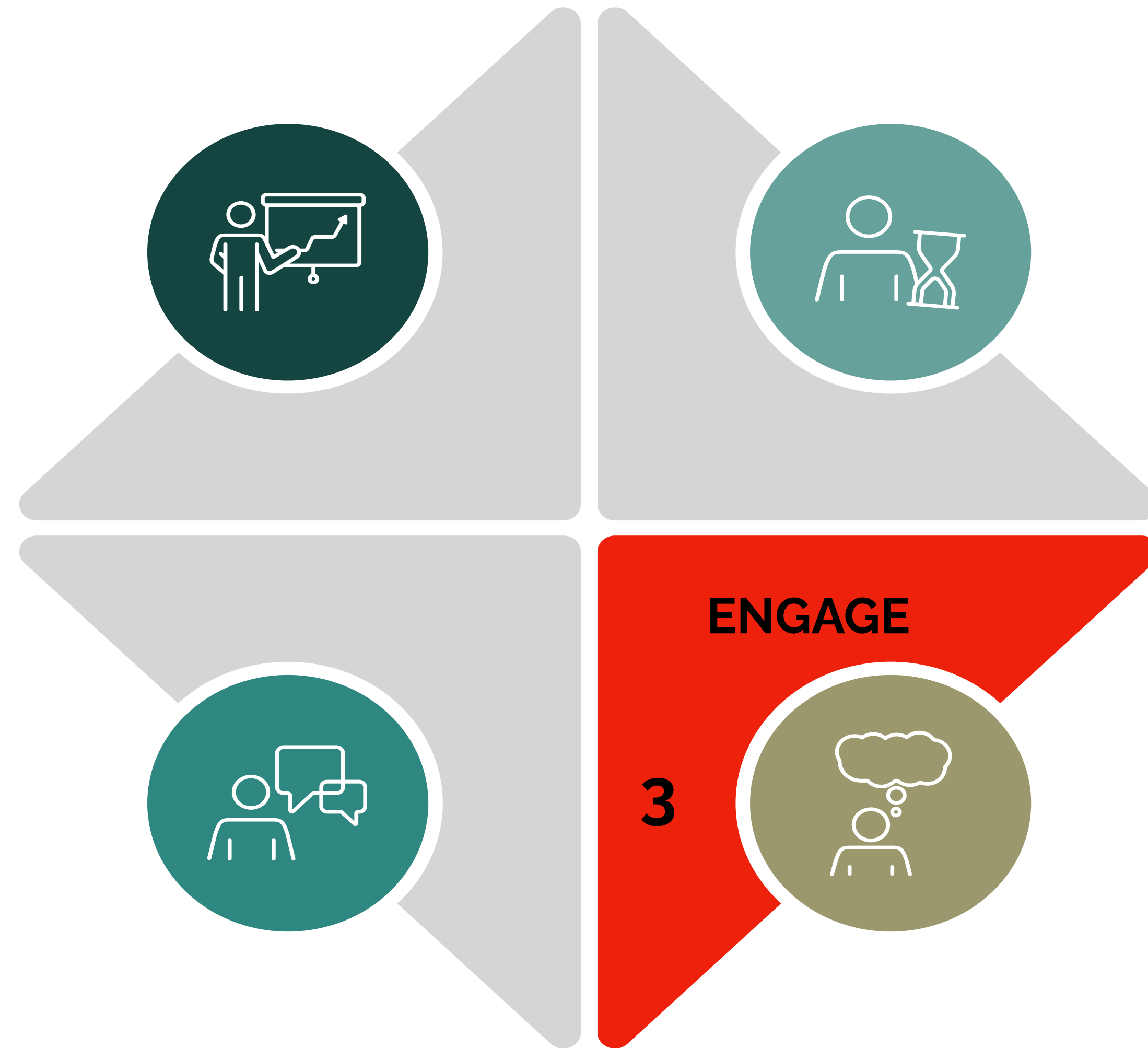


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Engaging Stakeholders

The Stakeholder Management Process

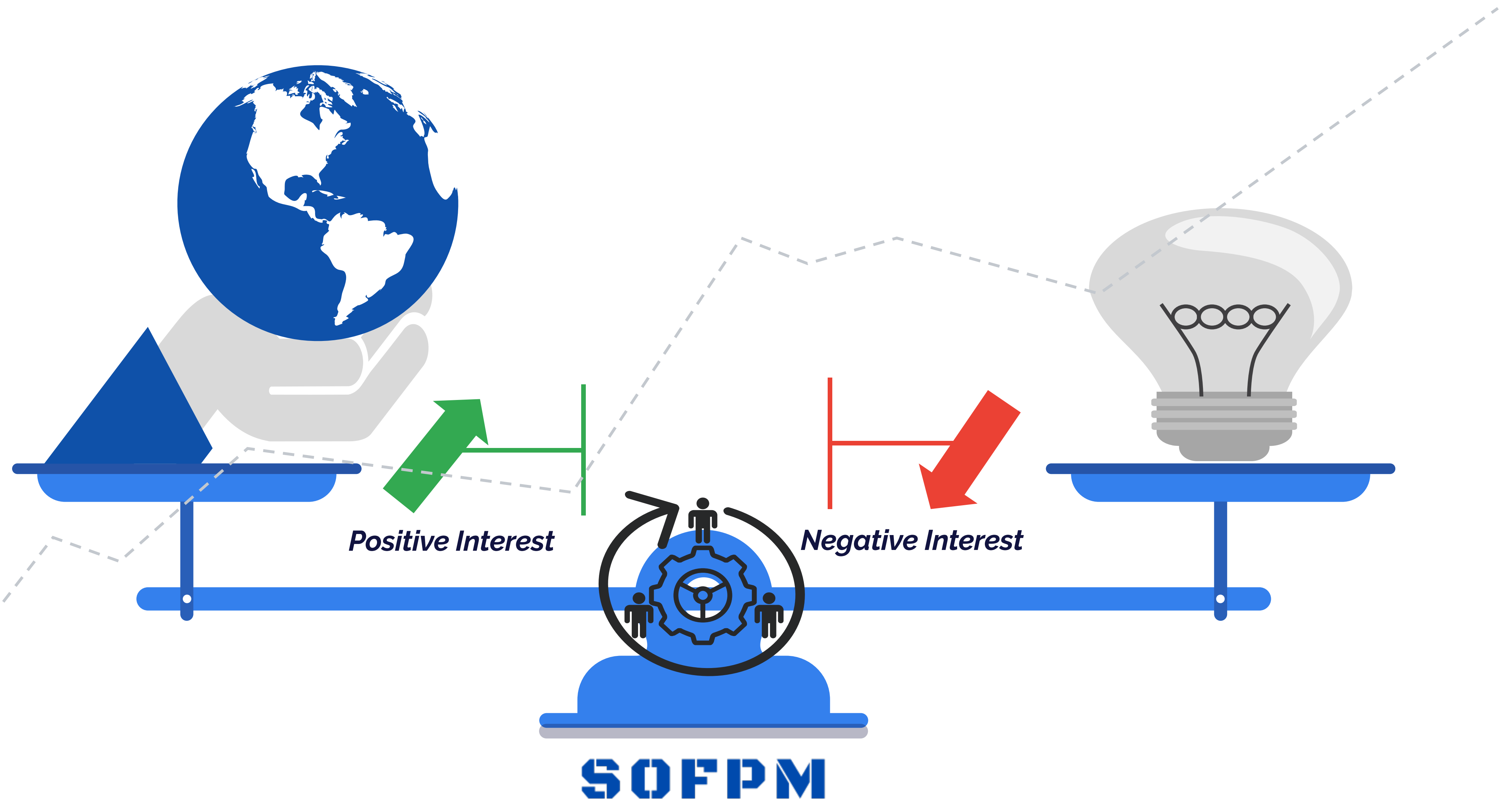


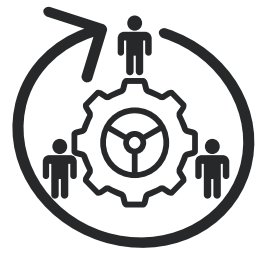
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POWER and INTEREST LEVELS

From Very Low to Very High





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

Consult

Team With

Enable

MEDIUM
(2)

Tell

Involve

Team With

LOW
(1)

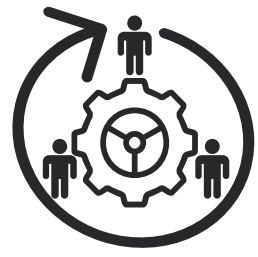
Watch

Tell

Consult

SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

Consult

Team With

Enable

MEDIUM
(2)

Tell

Involve

Team With

LOW
(1)

Watch

Tell

Consult

SOFPM





ENGAGEMENT STRATEGY

ENABLE

Authorize to make specific decisions about the project



TEAM WITH

Partner with to develop alternatives and solutions



INVOLVE

Seek expert advice before making decisions about the project



CONSULT

Obtain feedback on key project decisions relevant to them



TELL

Provide them with **RELEVANT** high-level information at regular intervals



WATCH

Track their commentary in traditional and social media to see if level of interest
AND/OR access to power changes



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DISCUSSION

What do you think are some barriers to optimal stakeholder engagement?



10 Common Barriers to Effective Stakeholder Engagement

- 1: Lack of clear **communication**
- 2: Stakeholder **resistance to change**
- 3: Insufficient stakeholder **identification**
- 4: Conflicting interests and **priorities**
- 5: Lack of trust and **transparency**
- 6: Limited resources (**time, budget, manpower**)
- 7: Cultural and language **barriers**
- 8: Unclear roles and **responsibilities**
- 9: Failure to act on stakeholder **input**
- 10: Over-reliance on **digital communication**



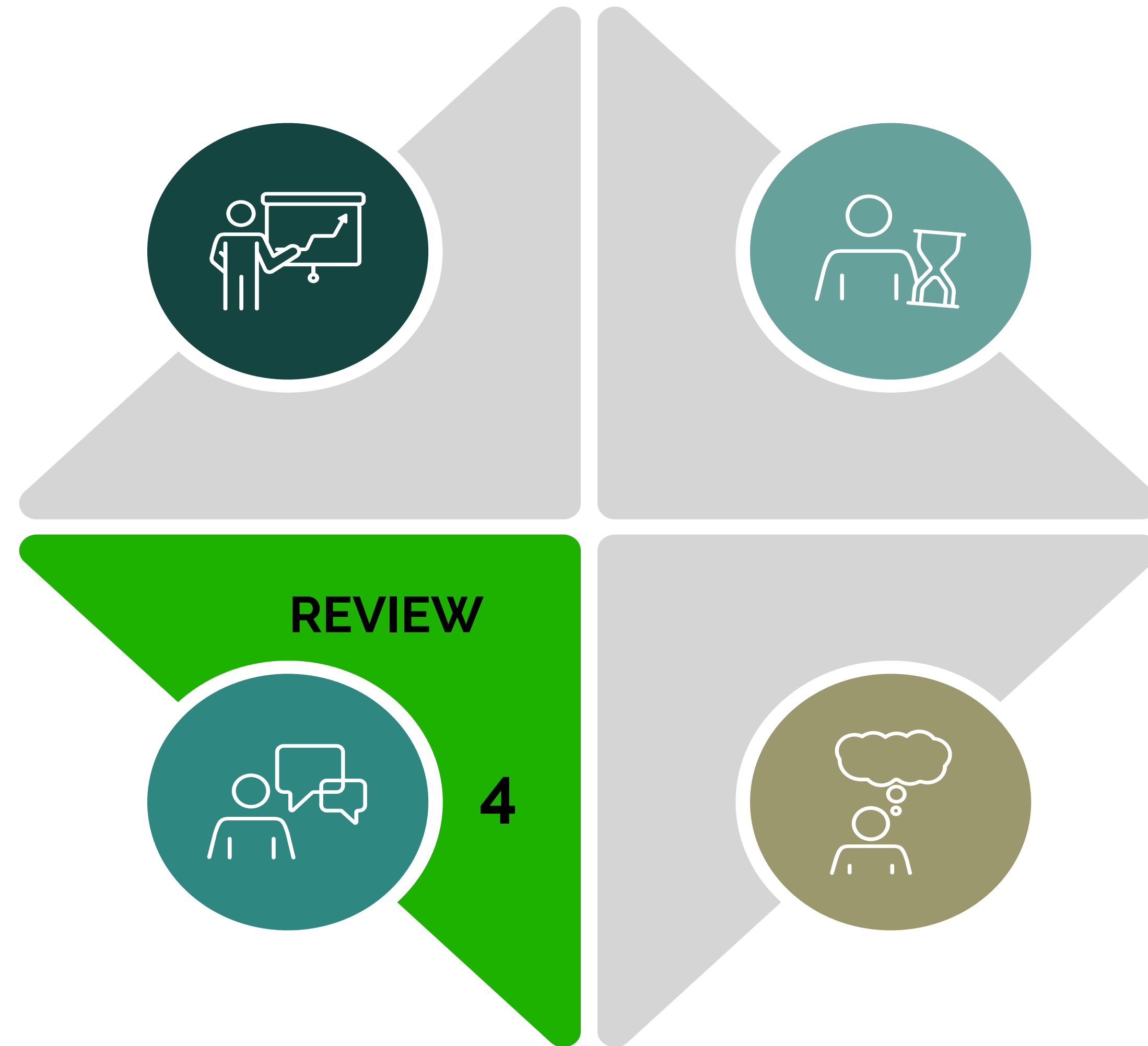


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Stakeholder Engagement - The Commo Plan

The Stakeholder Management Process



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The Stakeholder Register

A	B	C	D	E	F	G	H	I	J	K
	PROJECT NAME:									
	PROJECT MANAGER:									
REF			ENGAGEMENT			COMMUNICATION			LAST	NEXT
#	STAKEHOLDER NAME	CATEGORY	STRATEGY	ORGANIZATION	POSITION/ROLE	PREFERENCE	EMAIL	PHONE	CONTACT	CONTACT
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										



The Stakeholder Register: Party

A	B	C	D	E	F	G
	PROJECT NAME:	DOL COACH PM PARTY				
	PROJECT MANAGER	DOLC PM				
REF	ENGAGEMENT			COMMUNICATION		
#	STAKEHOLDER NAME	CATEGORY	STRATEGY	ORGANIZATION	POSITION/ROLE	PREFERENCE
1	Scott Kinder	Owner	ENABLE	DOL Coach	CEO	Text Message
2	Project Manager	Project team	TEAM WITH	DOL Coach	PM	Phone
3	DOL Coach CFO	Manager	CONSULT	DOL Coach	CFO	Email
4	Uptown Girl Band	Supplier	TEAM WITH	UPTOWN GIRL BAND	OTHER	Phone
5	Josh M (CTO)	Manager	INVOLVE	DOL Coach	CTO	Team Collaboration App
6	BK Awards	Supplier	CONSULT	AWARD COMPANY	OTHER	Email
7	Joyful Eats Caterer	Supplier	CONSULT	CATERER	OTHER	Email
8	DOL Coah Tech Team	Staff	WATCH	DOL Coach	Tech Dep	Team Collaboration App



“An India trained engineer may not view the problem the way one raised in Iowa will. Both may have the same problem-solving toolkit, but their different experiences provide valuable insights.”

John Baldoni

“The Leaders Pocket Guide”



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Stakeholder Key Points and Take-aways

Key Points from Stakeholders



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Communicating with stakeholders at the **proper time** and in the **proper manner** will allow you to manage and lead projects with more ease.

All stakeholders have **POWER** and a level of **INTEREST** in our projects.

Think if you want to enable a stakeholder to make **DECISIONS** or get their feedback on decisions you make.



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Understanding Ideation



**“They were doing things right, just not
doing the right things.”**

General Stanley McChrystal
“Team of Teams”

Project Initiation

Doing the **right** project.

Doing the project **right**.



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The Key To Proper Initiation

Protect your resources (people, time, money and gear) and make sure they are properly engaged.



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Defining Opportunities

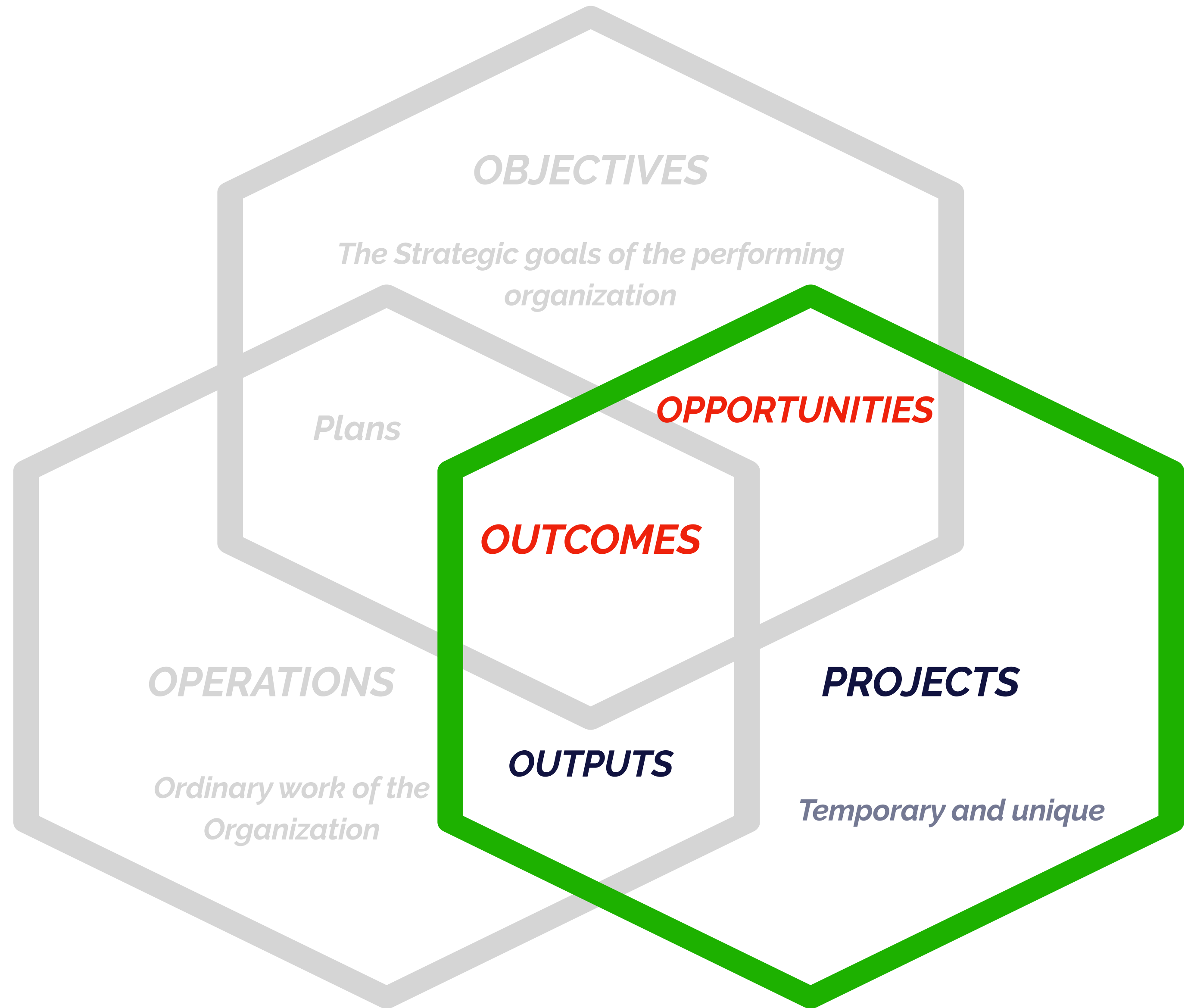
DISCUSSION

When you have an idea or get tasked with a new project, what steps do you take to define what it is you are looking to achieve?



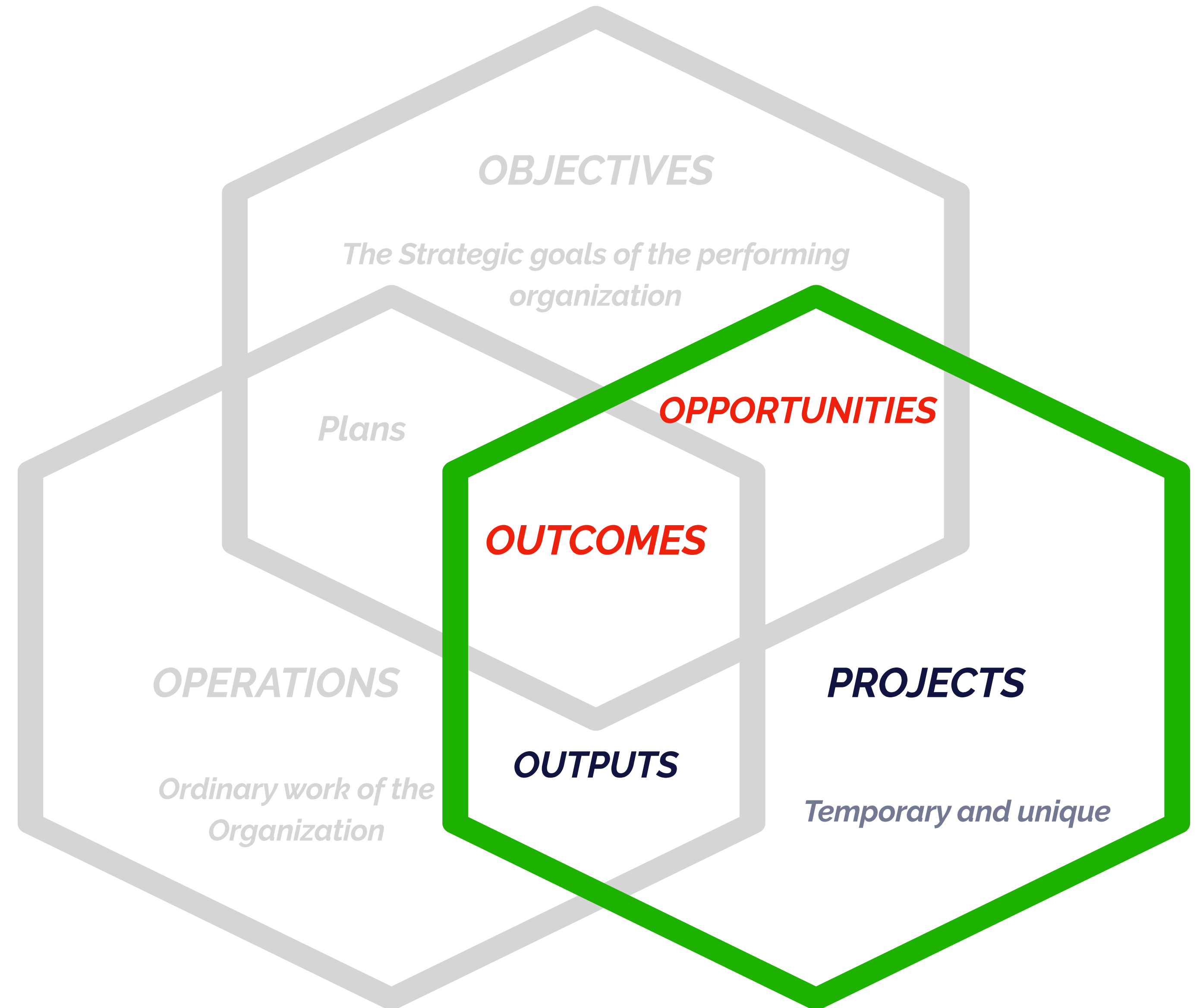
Defining the Opportunity

Effective Project Management is about effectively **defining the opportunity** and how it nests within the strategy and objectives of the performing organization.



4 Ways To Define Business Opportunities

1. Listen to your **potential clients and past leads**
2. Listen to your **current customers**
3. Find industry **trends** and insights.
4. Look at your **competitor's activities**





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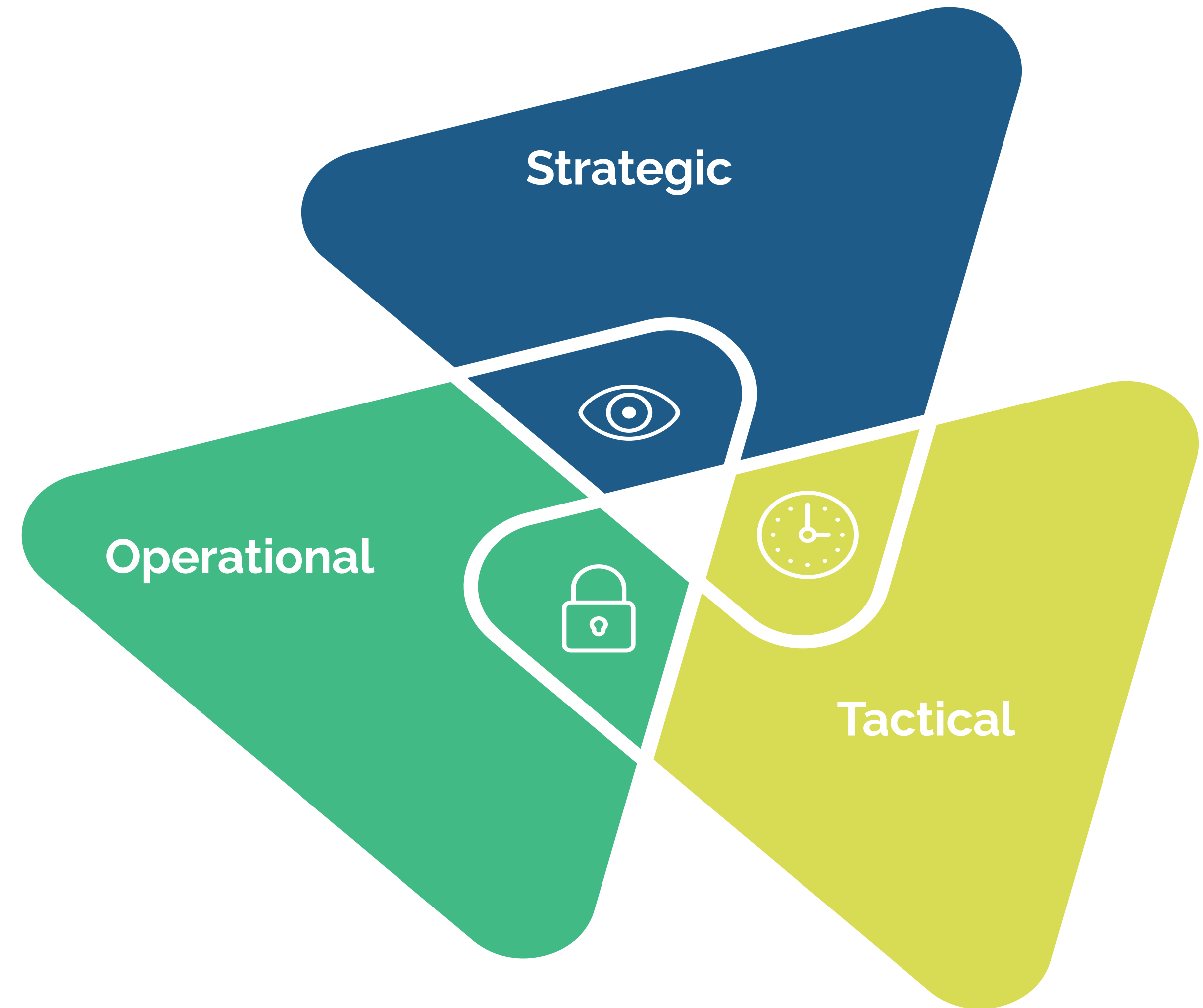
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Levels of Planning

Levels of Planning

STRATEGIC Plans are made to achieve the vision, mission, goals, and objectives.

TACTICAL Plans are made to effectively perform the basic activities of the business in order to achieve **OPERATIONAL** objectives.



What. How. Why?

WHAT we do (our tactical efforts)

Leads to **HOW** (operational successes)

We meet our **WHY** (strategic vision).



“An innovator who has brilliant ideas but lacks the discipline and patience to carry them out is merely a dreamer.”

Malcolm Gladwell

“David and Goliath”

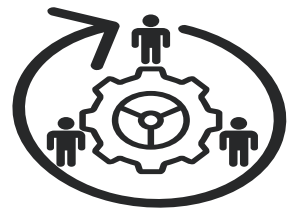


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The Process

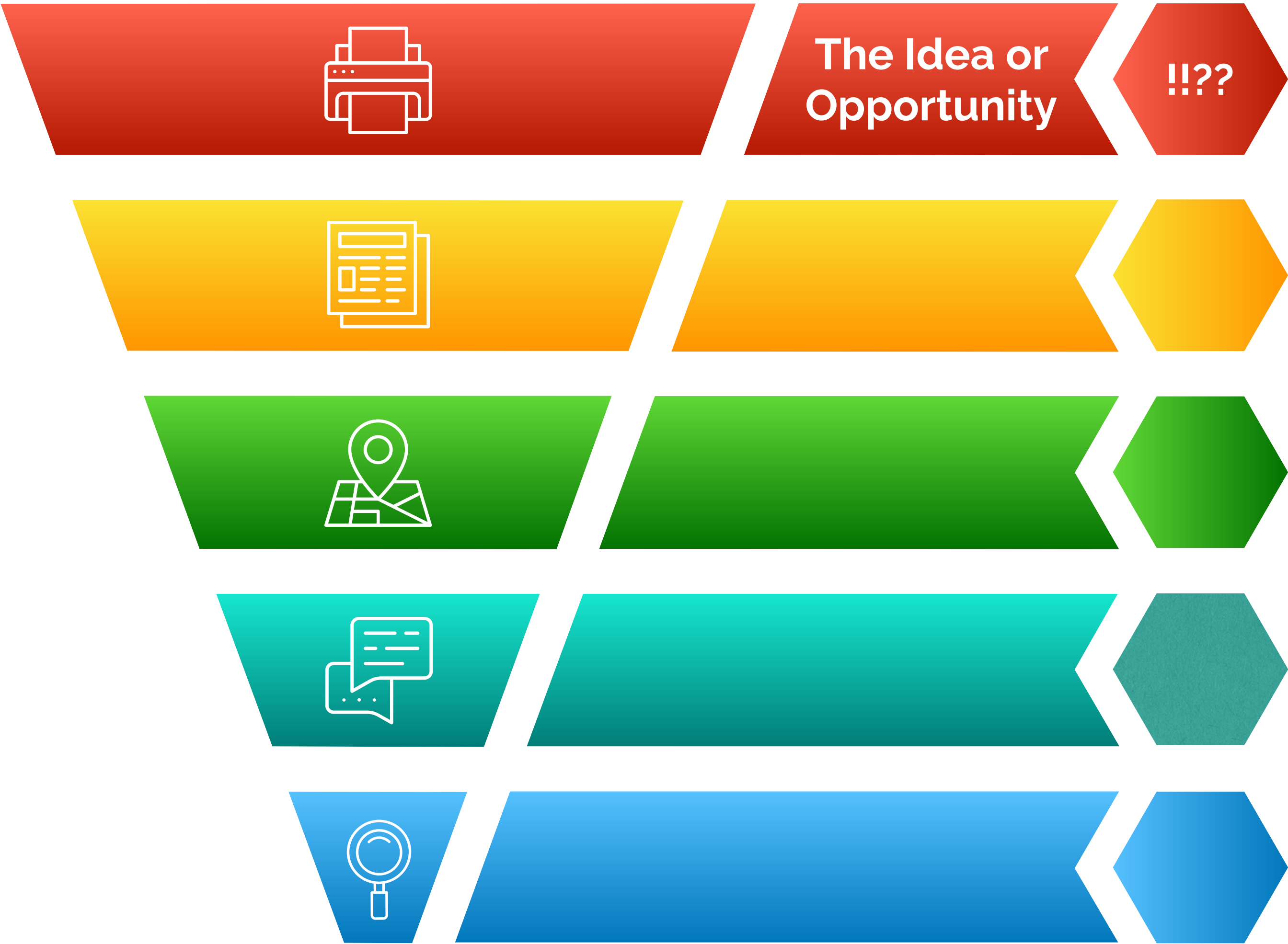
Initiation Process



Stakeholder Engagement

Define the Opportunity

What **outcomes** do we want?





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The Project Concept Canvas (PCC)

What is the opportunity?

Why does it matter?

MUST

MIGHT

WON'T

**OUR
SOLUTION**

When do we need it?

Who wants it?

**THE
PROJECT
CONCEPT
CANVAS**

It will take at least this long *And no more than this long*

If approved: Our client is: *Other people endorsing*

COST ESTIMATE AND BUDGET

CHARTER AND NEXT STEPS

It will cost at least *And no more than* *Currently allocated for project*

APPROVAL:

Project Manager Assigned

Authorized (\$) *Authorized (Time)* *Approved by:*



What is the opportunity?

Why does it matter?

Current vs Ideal State

**Link to the strategic objectives of the organization
paying for the project**

MUST

MIGHT

WON'T

***OUR
SOLUTION***

**What OUTCOMES /
BENEFITS
must we have for project
success?**

**What OUTCOMES /
BENEFITS
would be nice to have?**

What is out of SCOPE?

When do we need it?

Who wants it?

**THE
PROJECT
CONCEPT
CANVAS**

It will take at least this long

And no more than this long

If approved: Our client is:

Other people endorsing

COST ESTIMATE AND BUDGET

CHARTER AND NEXT STEPS

*It will cost at
least*

*And no more
than*

*Currently allocated for
project*

APPROVAL:

Project Manager Assigned



Authorized (\$)

Authorized (Time)

Approved by:

DISCUSSION

Why is it important to identify MUST, MIGHT, and WON'T at this stage in the process?



What is the opportunity?

Why does it matter?

Scott wants to have a party recognizing and rewarding high performing project managers in the company

Morale. Recognition. Maintenance of a positive culture.
(Because Scott is intent on doing it)

MUST

MIGHT

WON'T

**OUR
SOLUTION**

- 1: Honor the outcomes of the projects we've completed
- 2: Show our PMs we value them
- 3: Be fun

- 1: Help recruit for project teams
- 2: Allow DOLC to grow into new areas
- 3: Be a team building event and help our culture

- 1: Be advertised to external orgs
- 2: Be hosted in our offices
- 3: Honor or reward non-project managers

When do we need it?

6 weeks

8 weeks

It will take at least this long And no more than this long

**THE
PROJECT
CONCEPT
CANVAS**

Who wants it?

The DOL (Internal)
Team

Vince H, Sam A,
David C, Justin H.

If approved: Our client is: Other people endorsing

COST ESTIMATE AND BUDGET

\$10,000

\$20,000

\$0

It will cost at least And no more than Currently allocated for project



CHARTER AND NEXT STEPS

APPROVAL:

Project Manager Assigned

Authorized (\$)

Authorized (Time)

Approved by:

What is the opportunity?

Scott wants to have a party recognizing and rewarding high performing project managers in the company

Why does it matter?

Morale. Recognition. Maintenance of a positive culture.
(Because Scott is intent on doing it)

MUST

MIGHT

WON'T

**OUR
SOLUTION**

- 1: Honor the outcomes of the projects we've completed
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When do we need it?

Who wants it?

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8 weeks

**THE
PROJECT
CONCEPT
CANVAS**

The DOL (Internal)
Team

Vince H, Sam A,
David C, Justin H.

It will take at least this long *And no more than this long*

If approved: Our client is:

Other people endorsing

COST ESTIMATE AND BUDGET

CHARTER AND NEXT STEPS

\$10,000

\$20,000

\$0

APPROVAL:

*It will cost at
least*

*And no more
than*

*Currently allocated for
project*

Project Manager Assigned



Authorized (\$)

Authorized (Time)

Approved by:

Requirements Analysis

Confirming the project initiation is aligned with Project Stakeholder's **expectations.**



FEATURES



FUNCTIONS



TASKS



Features

What the project output should include or provide.

It is a high-level characteristic or capability of the product, service, or system being developed.

They are typically visible to user or customers and describe what the end result should be capable of doing.



FEATURES



FUNCTIONS



TASKS



Features Characteristics

Often customer facing

**Described in non-technical or
benefit-focused language**

**Linked directly to user needs or
stakeholder expectations**



FEATURES



FUNCTIONS



TASKS



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Functions

How the system or product behaves
to support features.



FEATURES



FUNCTIONS



TASKS



Functions Characteristics

More detailed than features

Focused on behavior, logic, and performance

Often used by developers, engineers or process designers



FEATURES



FUNCTIONS



TASKS



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Tasks

**Who does WHAT and WHEN to build
the functions and features.**



FEATURES



FUNCTIONS



TASKS

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Tasks Characteristics

Highly specific, often assigned to individuals or teams

Time-bound and measurable

Focused on execution and delivery



FEATURES



FUNCTIONS



TASKS





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The Project Profile Tool

The Project Profile Tool

Editable methodology used to determine **risk** for a project based upon editable fields aligned to **organizational constraints**.

Project Profile Tool	
Project name:	Scott's Party
Use the dropdown menus to select the relevant risks	
Project cost	Greater than 15% of program budget
	±25% confidence in cost estimate
	Expected costs are partially allowed for in the annual budget or financed by the client
Project time	The project can be delivered in less than 3 months
	±10% confidence in time estimate
	The project must be delivered on or by a fixed date
Project scope	We have never successfully delivered a project like this
Project impact	Project delivery will noticeably impact several departments in our organization
	The project has some major precedent or subsequent dependencies
	Project delivery presents no employee or public health and/or safety risks
	Project outcomes will fulfil one (1) strategic objective of our organization
Project stakeholders	The project can be fully delivered by our current staff
	The project is only of internal interest to our organization
THIS PROJECT IS:	MEDIUM RISK



The Project Profile Tool

Cost
Time
Scope
Impact
Stakeholders

Project Profile Tool	
Project name:	Scott's Party
Use the dropdown menus to select the relevant risks	
Project cost	Greater than 15% of program budget
	±25% confidence in cost estimate
	Expected costs are partially allowed for in the annual budget or financed by the client
Project time	The project can be delivered in less than 3 months
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	Project outcomes will fulfil one (1) strategic objective of our organization
Project stakeholders	The project can be fully delivered by our current staff
	The project is only of internal interest to our organization
THIS PROJECT IS:	MEDIUM RISK



DISCUSSION

What are some risks to DOL Coach in planning and organizing the party?



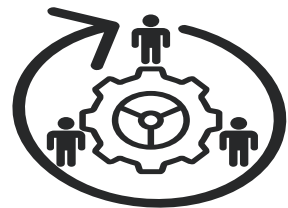


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Feasibility

Initiation Process



Stakeholder Engagement

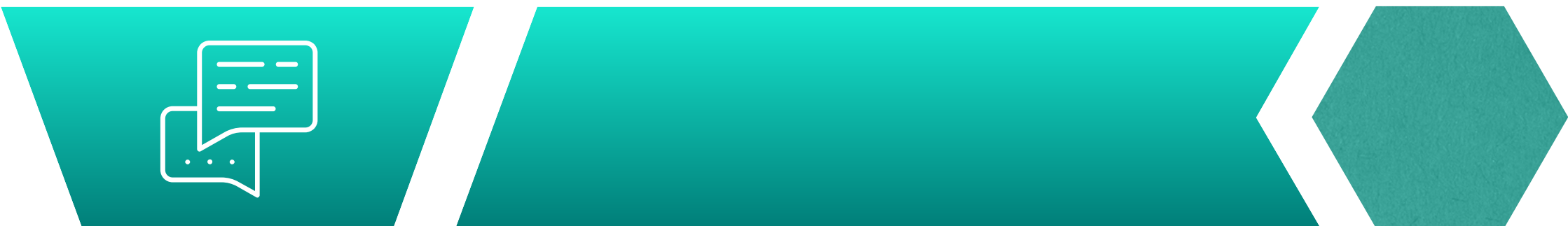
Define the Opportunity

What **outcomes** do we want?



Options Analysis

What are our **options**?





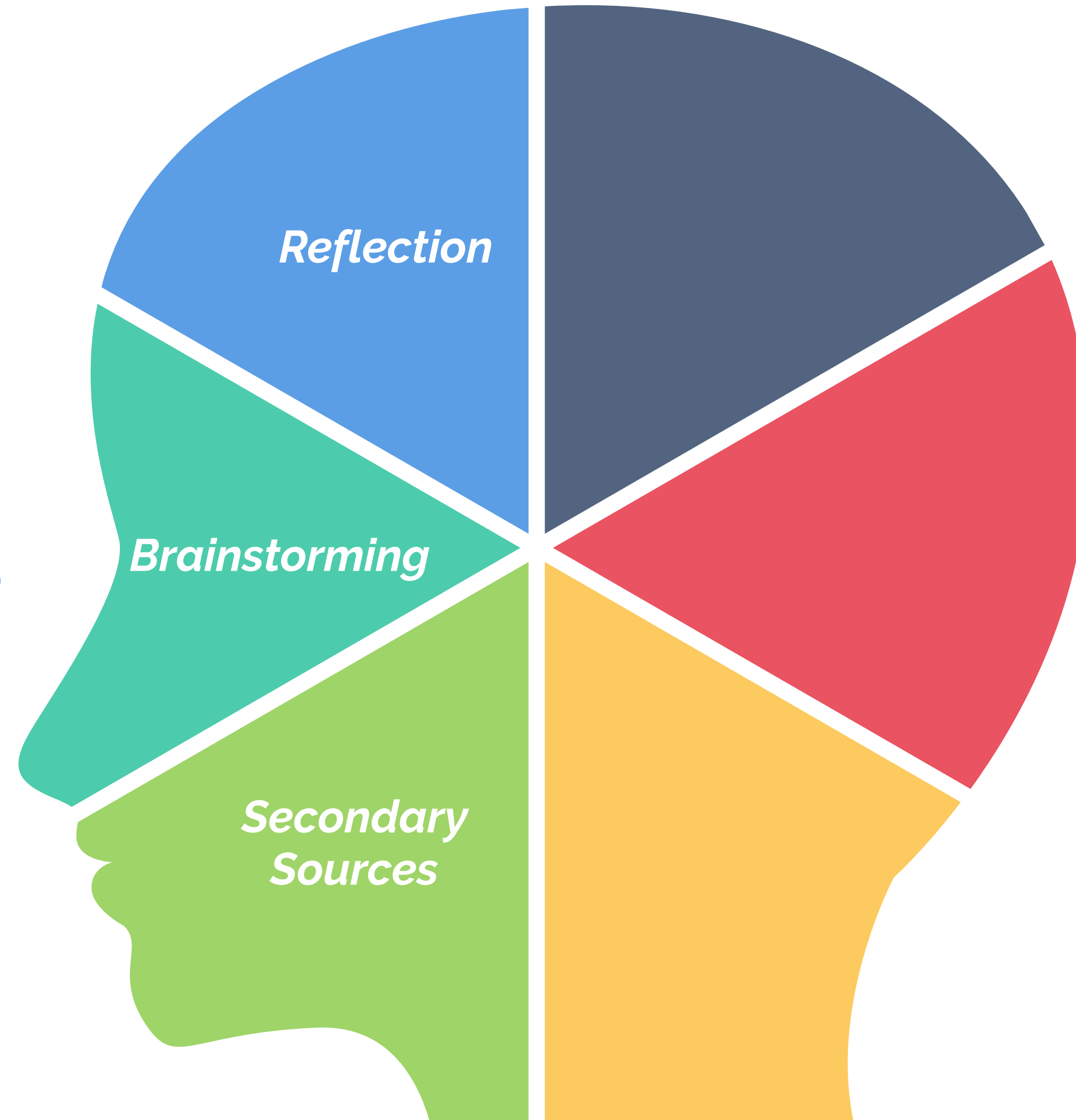
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Critical and Creative Thinking

Creative Thinking

Options Identification



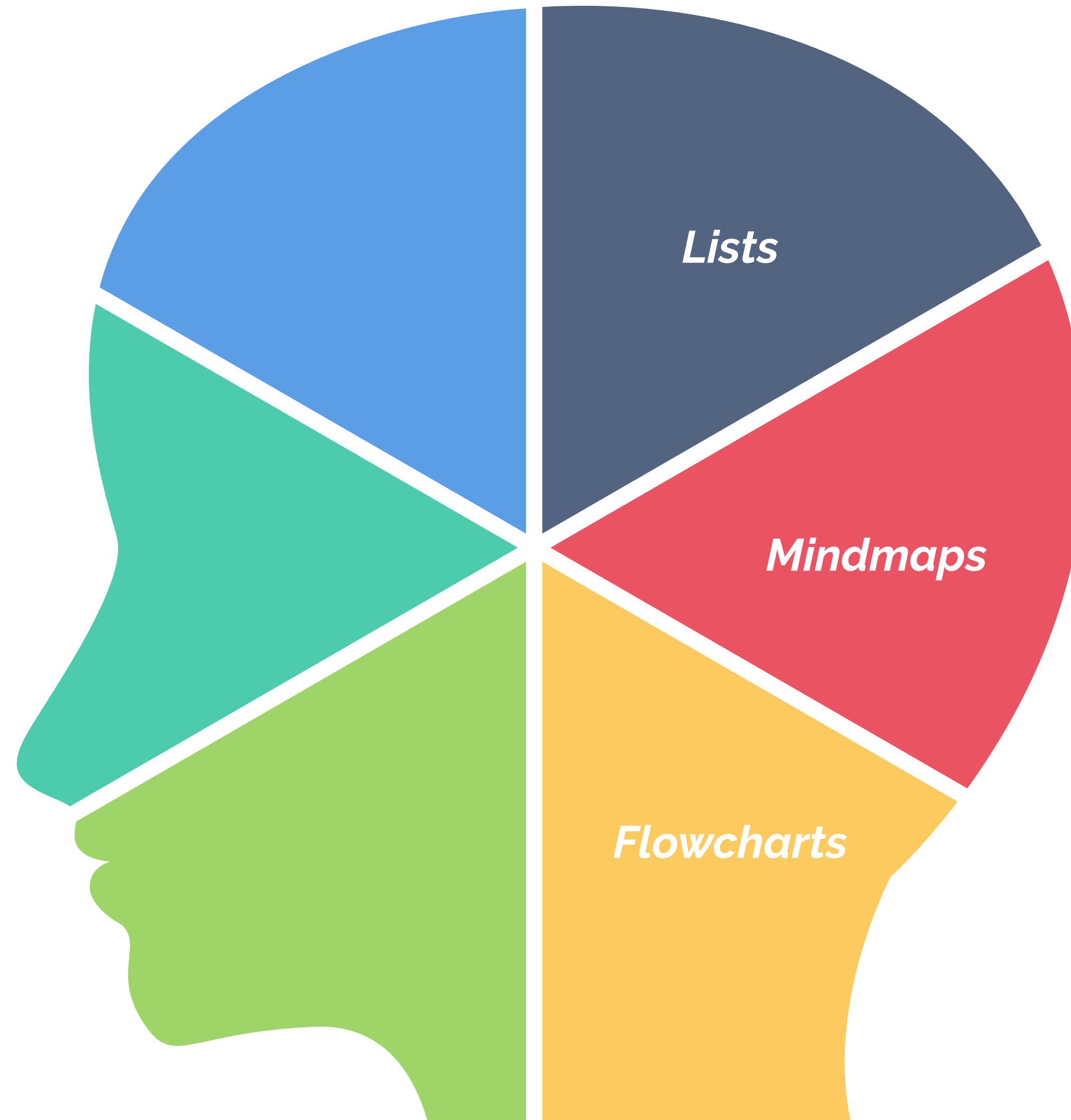
Generating Ideas

SOFPM



Critical Thinking

Options Identification



Organizing Ideas

SOFPM

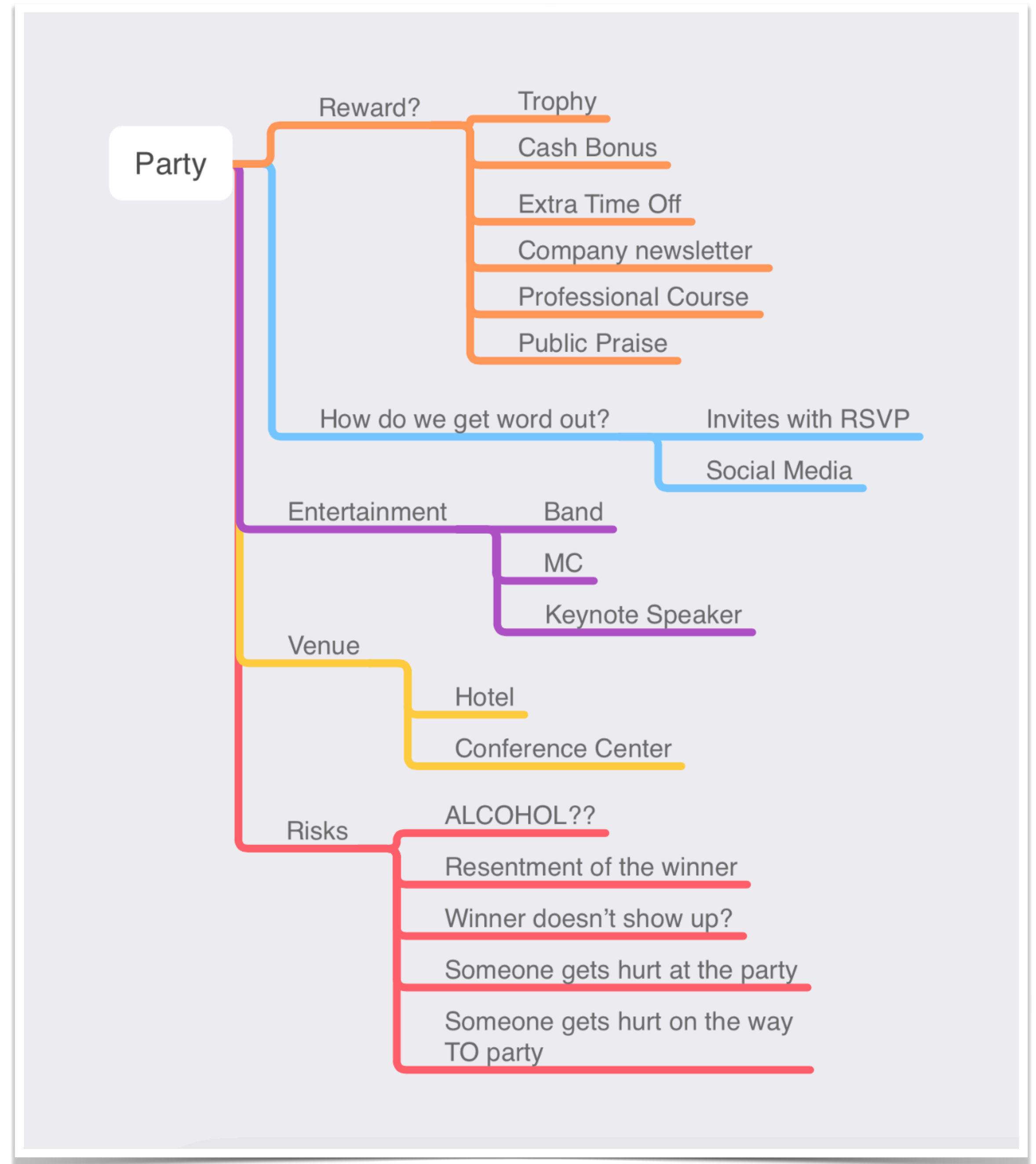


DISCUSSION

What are ways to honor the winner (other than by giving them a trophy)?



Mindmaps are great ways to get creative and explore options quickly and effectively.



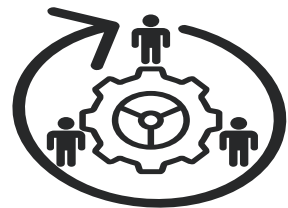


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The Business Case

Initiation Process



Stakeholder Engagement

Define the Opportunity

What **outcomes** do we want?



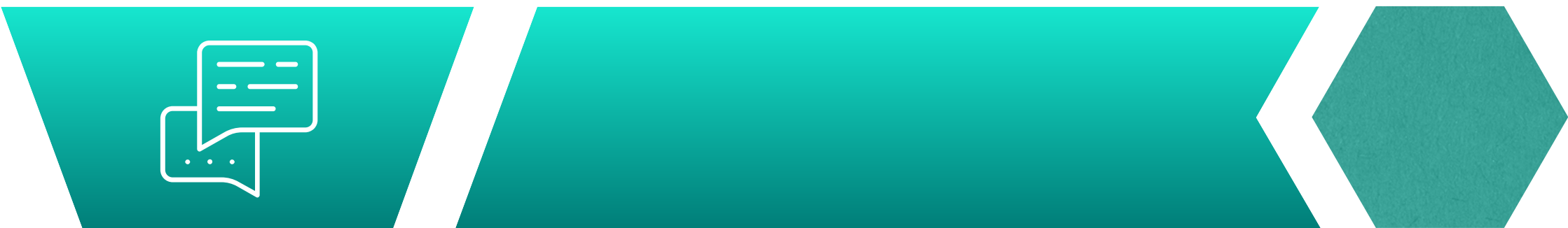
Options Analysis

What are our **options**?



Feasibility

What are our best **options**?



Creative - Critical Thinking

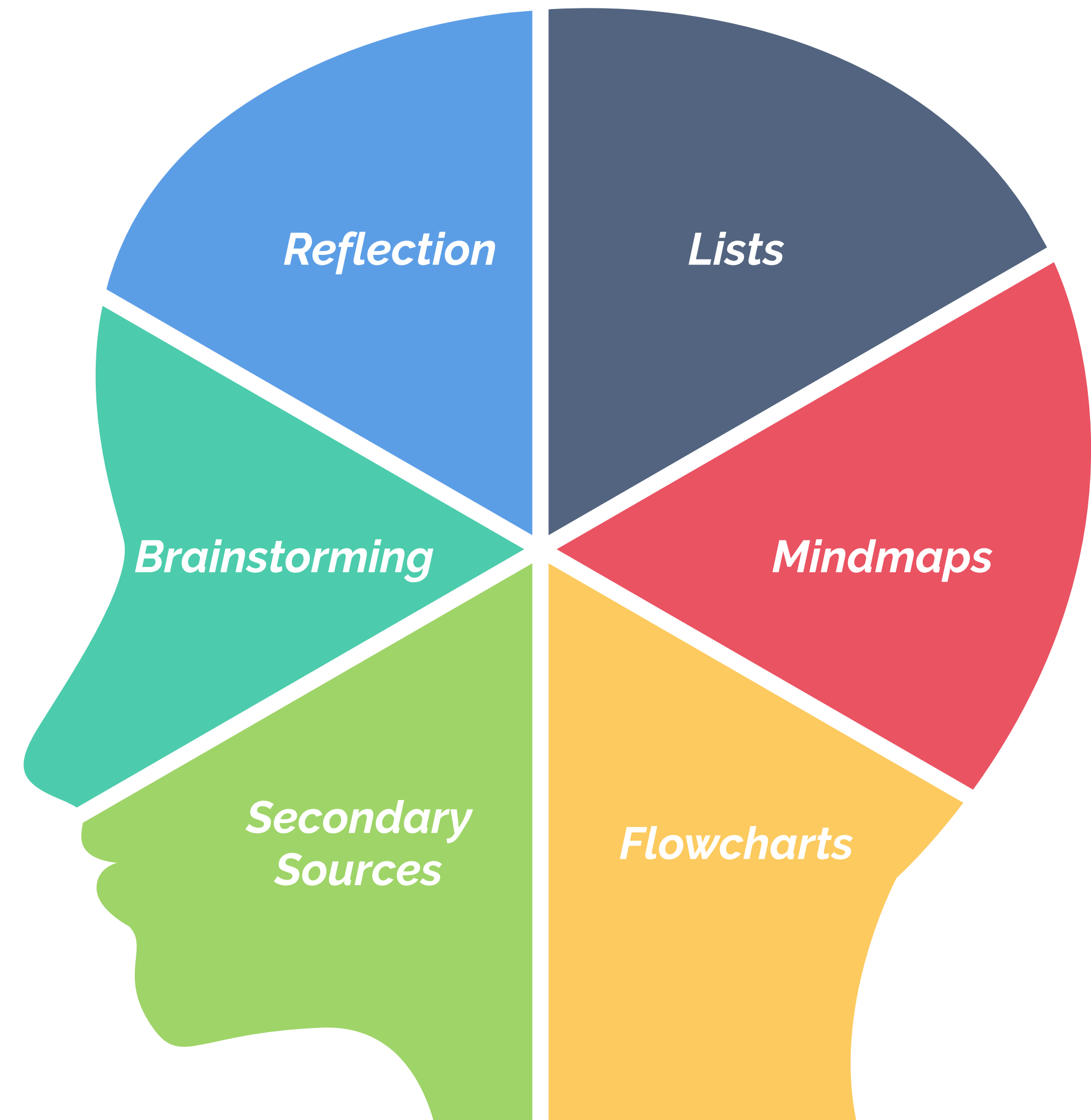
Options Analysis

Threshold feasibility

Is this something people **want**?

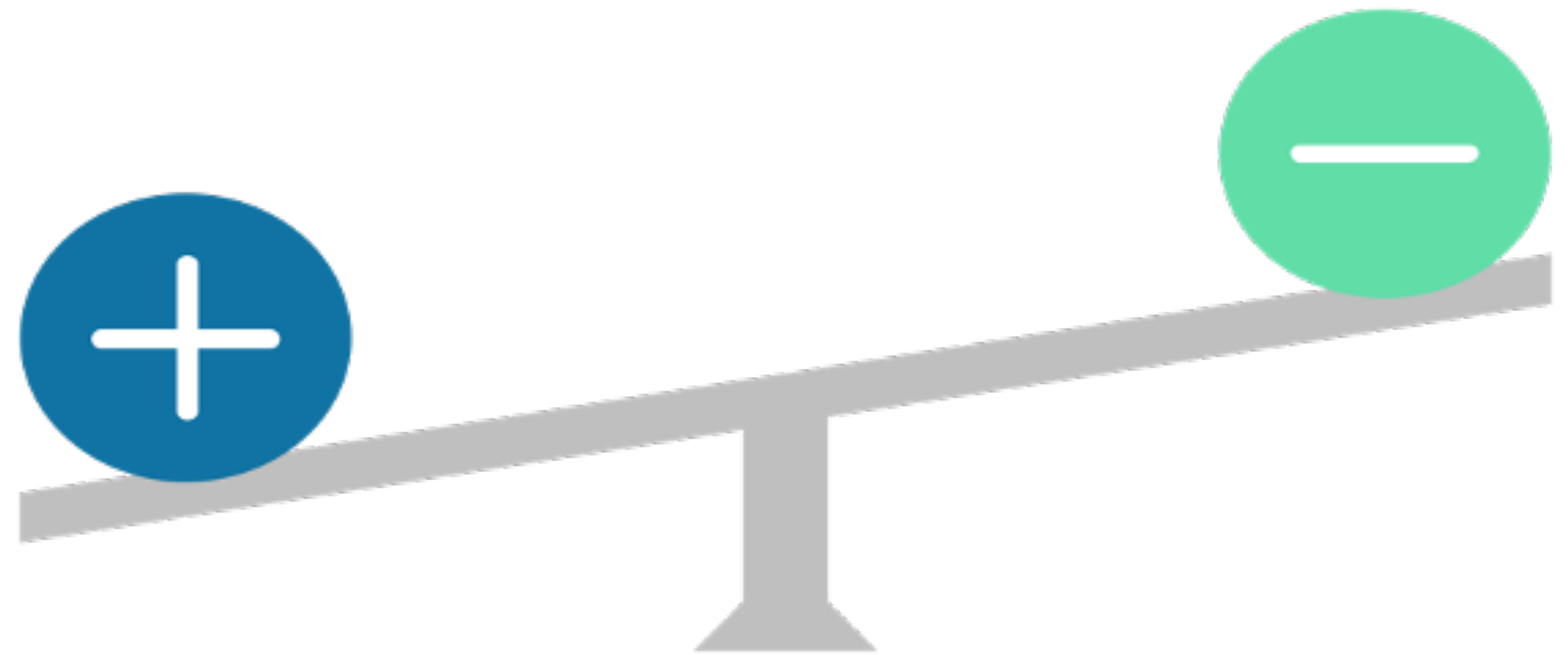
Is this something we **can do/**
allowed to do?

Is this something we can **afford**?



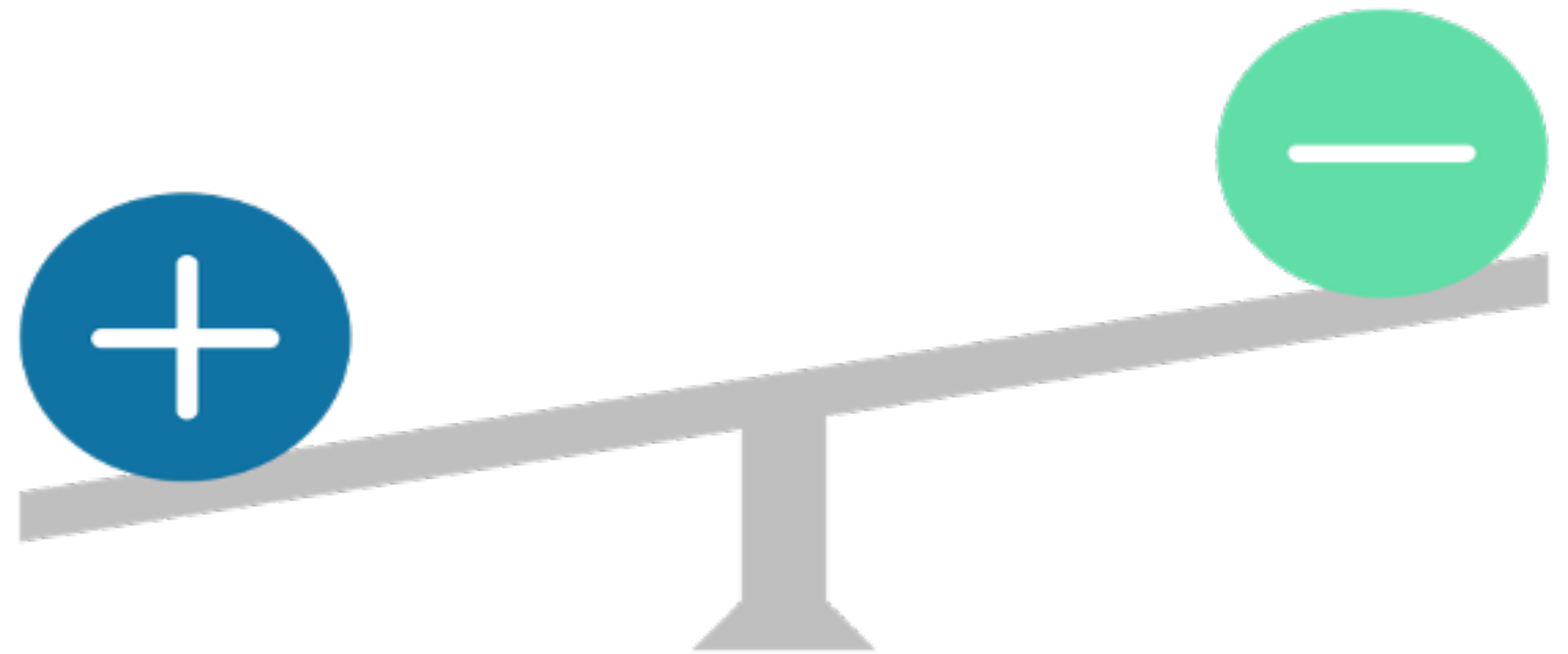
Relative Feasibility

The comparative likelihood or success between two or more options, solutions, or approaches, based on the practicality, cost, risk, resource needs, and alignment with constraints.



Relative Feasibility

It doesn't ask, "Is this feasible?" but "Which of these is more feasible under the circumstances?"



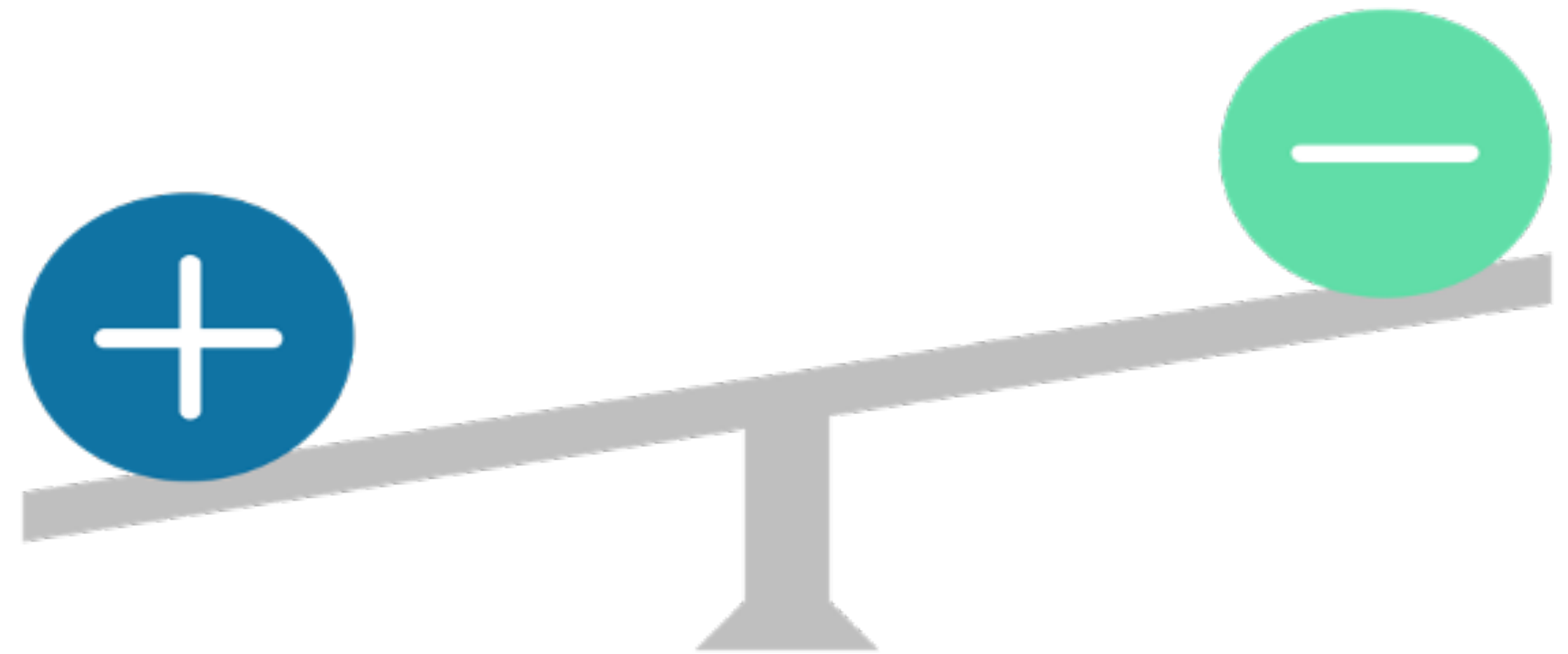
Relative Feasibility

Questions to ask...

Do people **want** Option A more than Option B?

Is it **easier** for us to produce Option A than B?

Is Option A **more affordable** than Option B?



Relative Feasibility

Other methods to use...

Pros and Cons lists

Multi Criteria Analysis (**MCA**)

SWOT analysis



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Pros

Good Chance to build the team

Honoring work done and the work they've put into the projects

Some good time off

Bring new efforts to future projects

Cons

We haven't budgeted for this

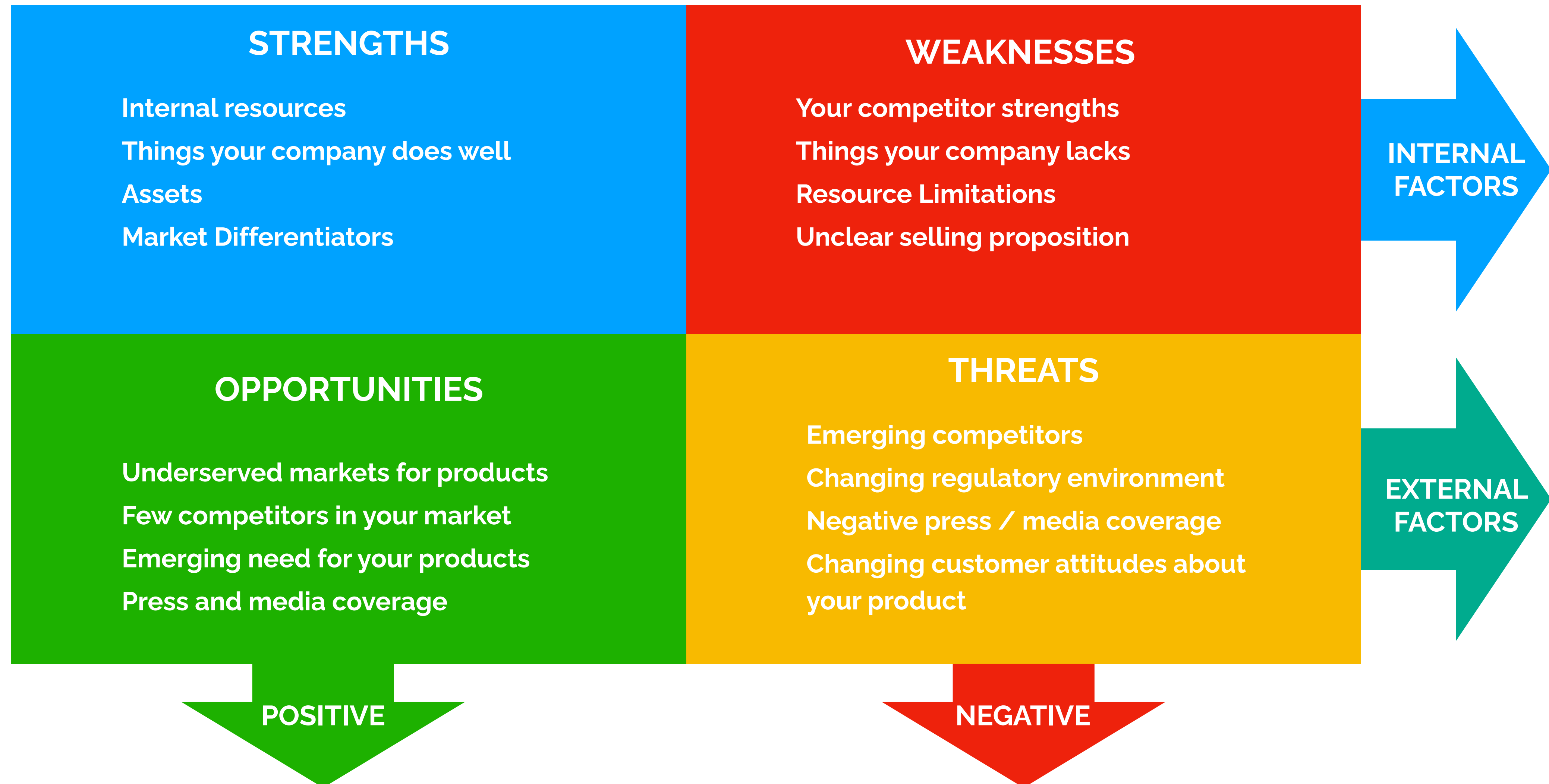
Can't select everyone

Is this self-congratulatory?

Does the team even want the party?
Or is this just my idea?



SWOT Analysis



SWOT Analysis: The Party

S

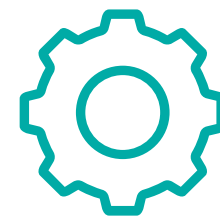


Strengths

We have a solid team of high performers

This will show everyone how good we are at what we do.

W

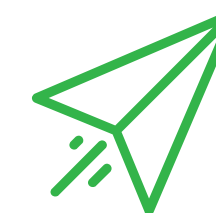


Weakness

We aren't used to planning parties.

We can't recognize everyone, selection will be difficult.

O

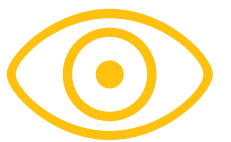


Opportunities

Great chance to build the team.

We can show everyone how much we care and build culture.

T



Threats

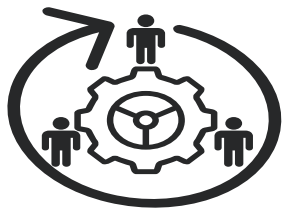
Non winners may feel resentment.

If things get out of hand, there may be gossip post-party



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Initiation Process



Stakeholder Engagement

Define the Opportunity

What **outcomes** do we want?



Options Analysis

What are our **options**?



Feasibility

What are our best **options**?



Business Case

Do Something vs **Do Nothing**



Do **SOMETHING**

VS

Do **NOTHING**

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If the **time** isn't right or
the **resources** are highly
constrained - don't be
afraid to hold off on the
initiative or **kill** it.



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Business Case

For each option (including do nothing):

What are the project **(output)** costs?

What will our on-going, operating **(outcome)** costs be?

What other **(non-financial)** impacts can we expect?

What are the **risks** to our organization?

Which is the best / recommended option?





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Estimating Costs

DISCUSSION

Where do the numbers driving the business case come from?



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Estimating Project (Output) Costs

Analogous method

Statistical methods

Mean, median, mode

PERT three-point estimates

Pro rata (parametric)

Other methods

External Agent

Expert Panels

Ad-hoc Panels



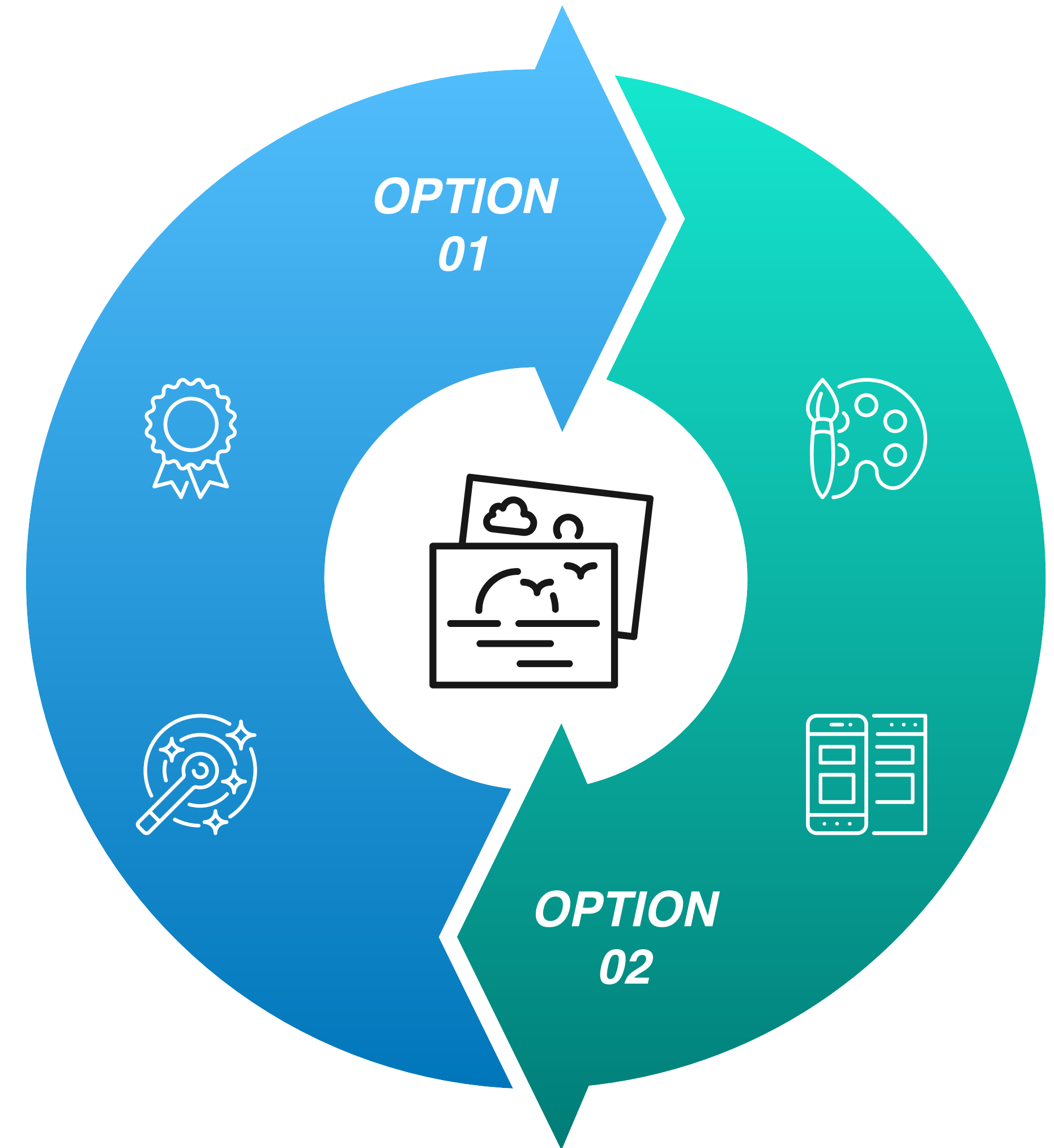
Analogous Method

How much did a similar project cost?

The process of estimating past projects with current projects to establish the **TIME** and **COST**

Best when there is **limited data** on the current project.

The more data you have the better the comparison will be.



Analogous Method

How much did a similar project cost?

We also do this on a personal level for:

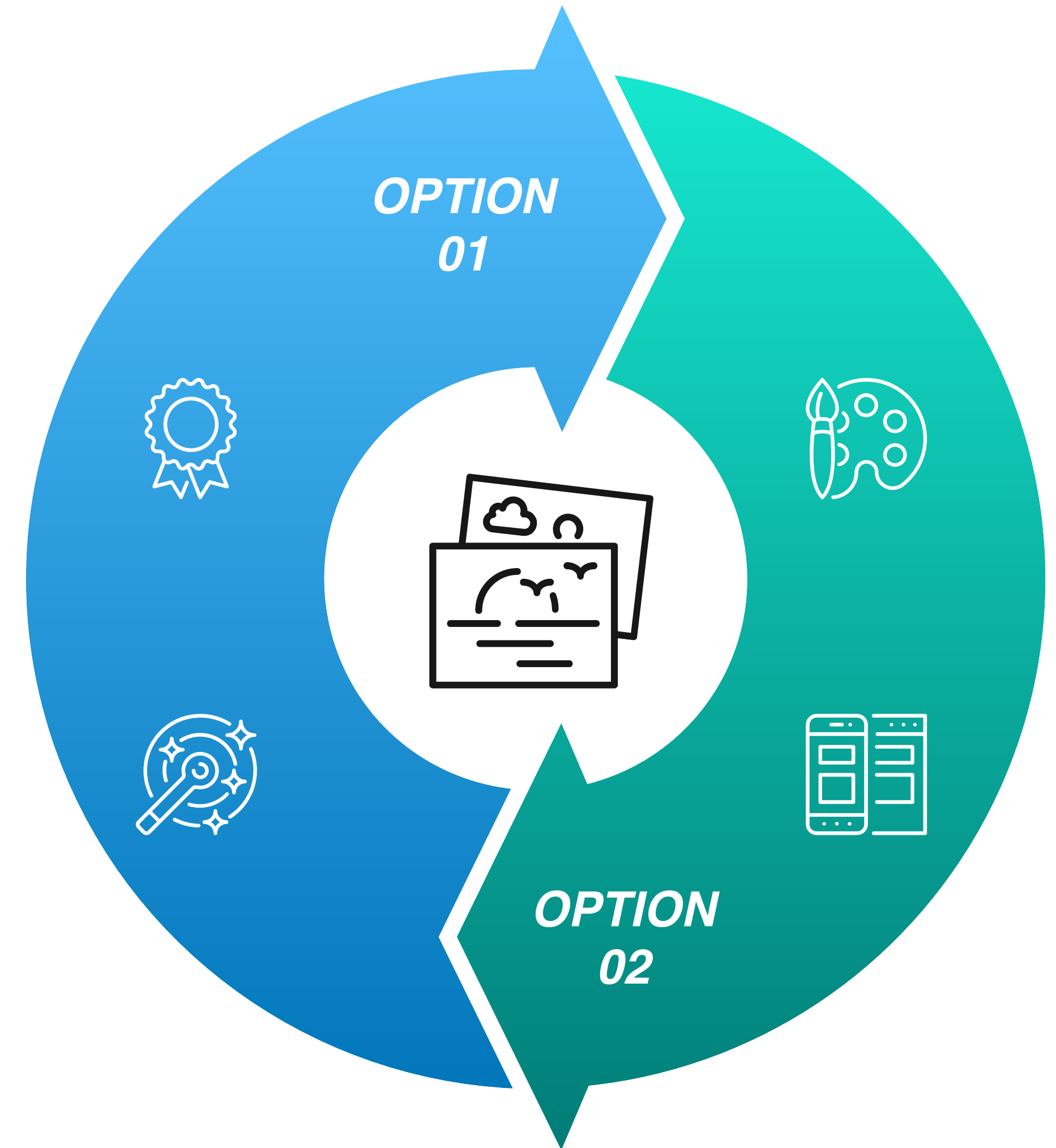
Housing

Cars

Restaurants (\$\$)

Vacations

And more...



Research for the Party Budget

The team researched some ranges of costs for parties similar to what Scott wants to have.

They find the following 10 historical costs for their previous parties of similar size:

- \$9,500
- \$10,250
- \$12,500
- \$14,750
- \$15,900**
- \$15,900**
- \$17,250
- \$24,000
- \$28,400
- \$37,500



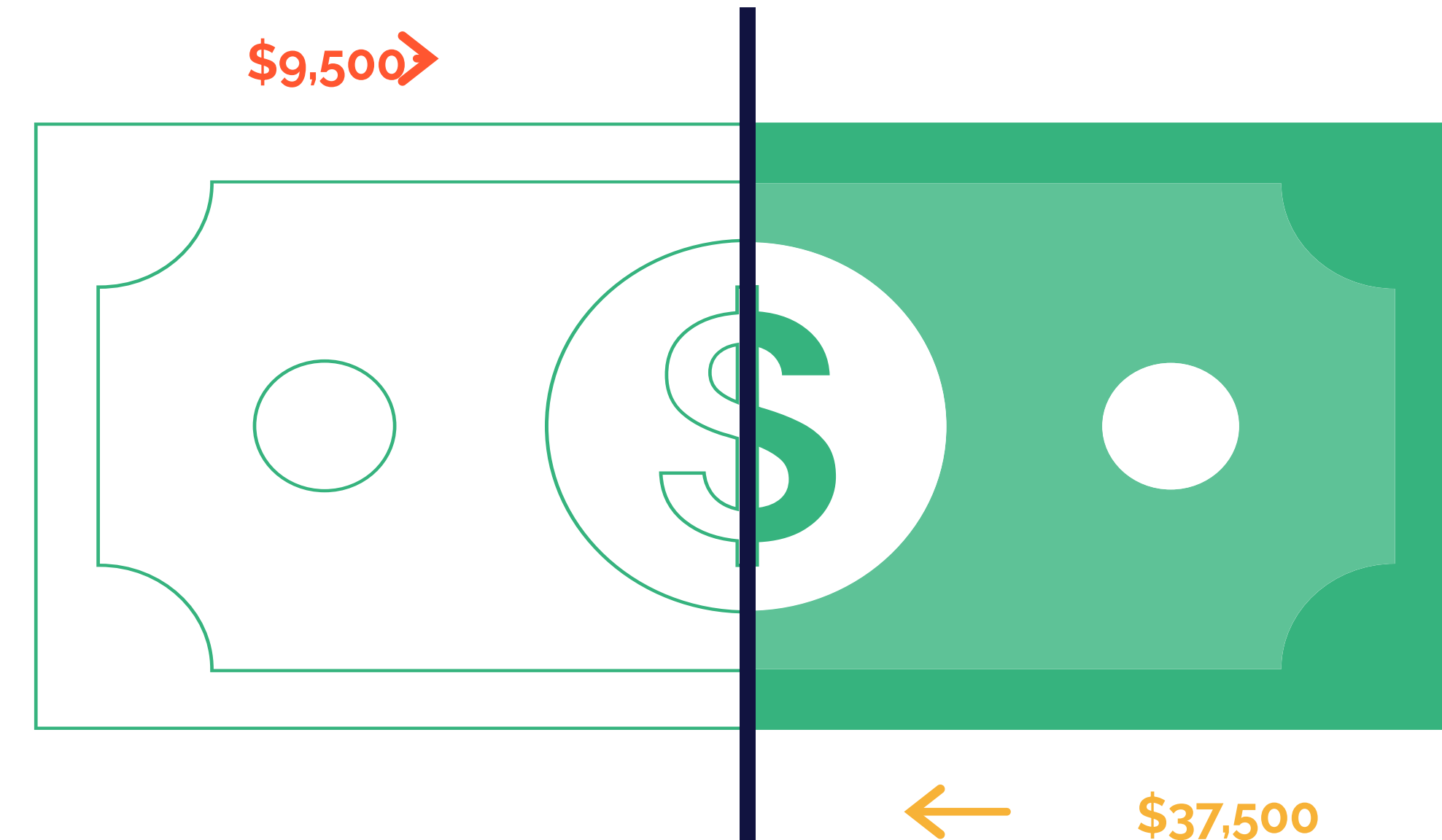
Mean, Median and Mode

Mean (average): $\$185,950 / 10 =$
\$18,595

Median (middle): **\$15,900**

Mode (most often repeated):
\$15,900

\$9,500
\$10,250
\$12,500
\$14,750
\$15,900
\$15,900
\$17,250
\$24,000
\$28,400
\$37,500



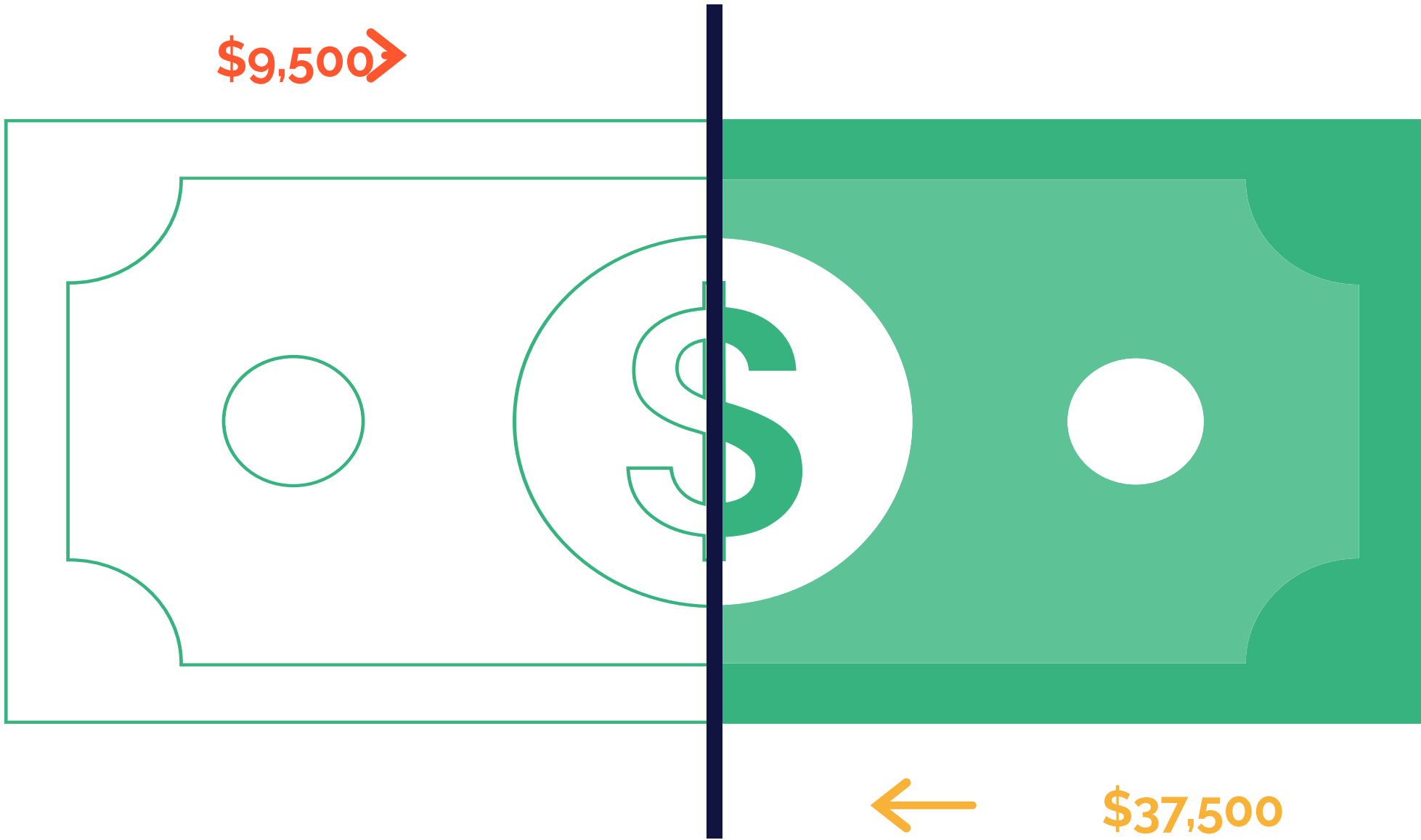
Other Data to Note

Range: \$28,000 (difference of \$37,500-\$9,500)	\$9,500
	\$10,250
	\$12,500
	\$14,750
	\$15,900
	\$15,900
	\$17,250
	\$24,000
	\$28,400
	\$37,500

Also of interest:

Highest historical cost:
\$37,500

Lowest historical cost: \$9,500



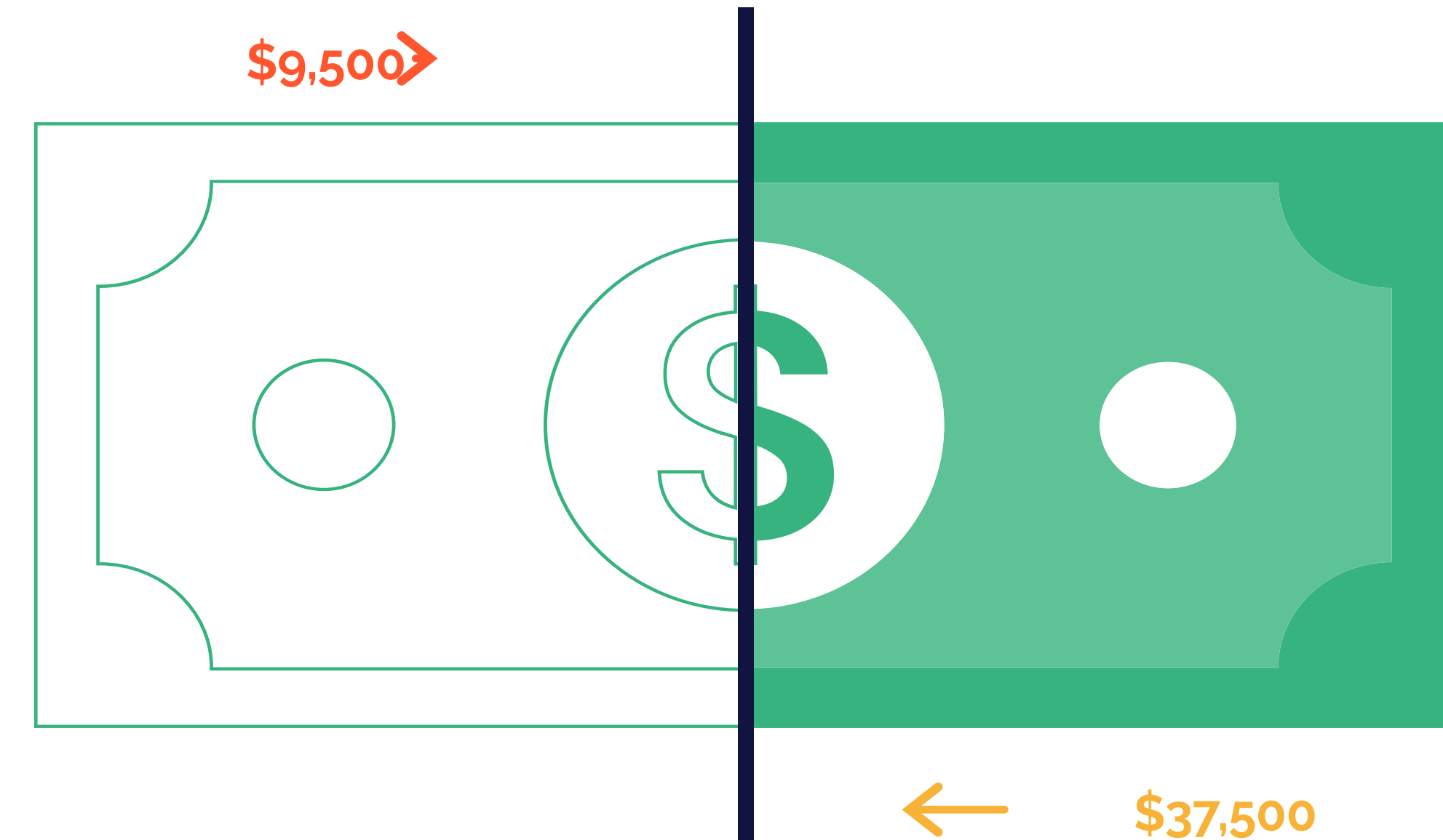


PERT: The Program Evaluation Review Technique

PERT (Program Evaluation and Review Technique)

Most likely (ML)

The cost/duration of the activity, based on a realistic effort assessment for the required work and any predicted expenses.



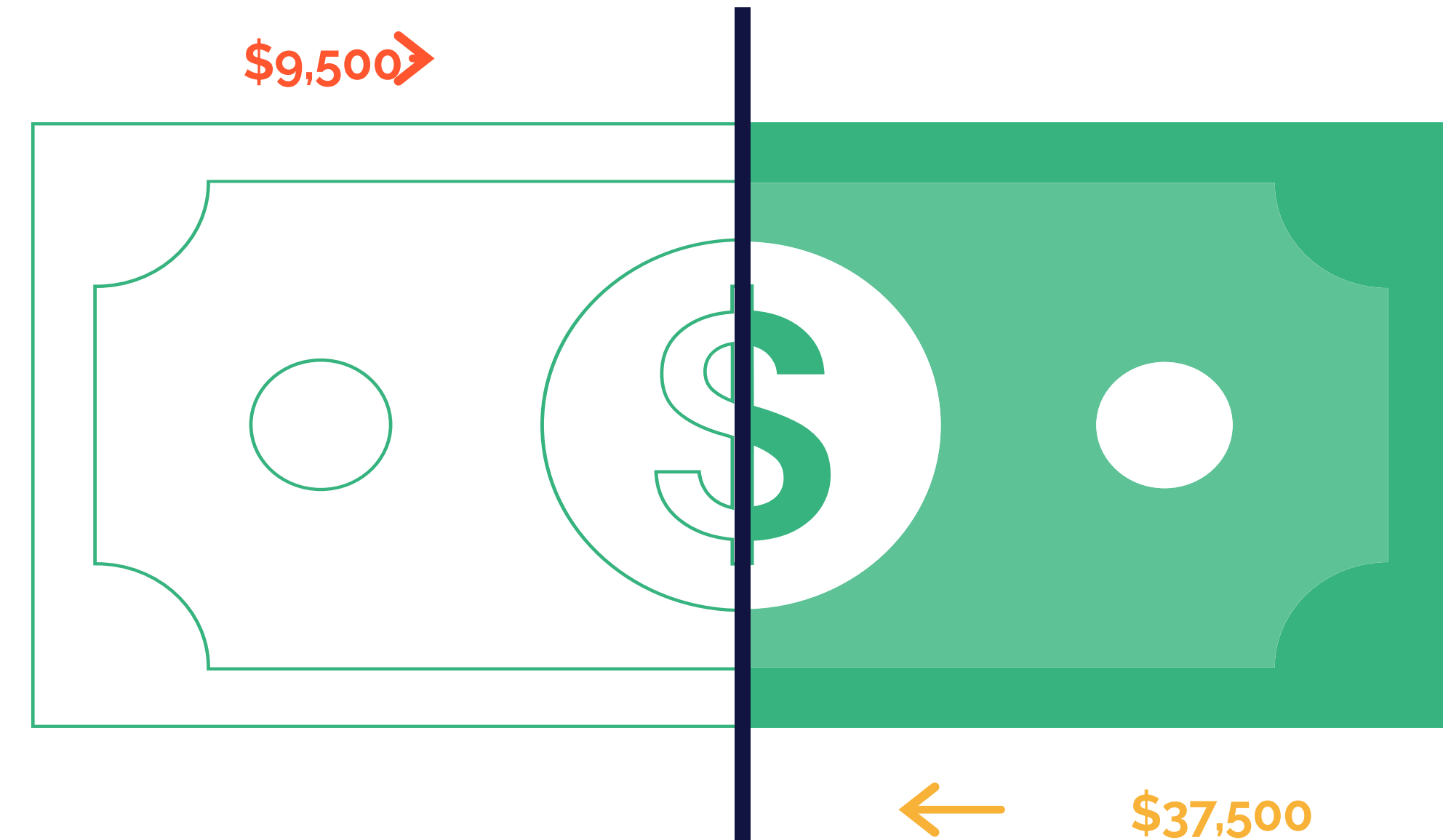
$$\text{PERT} = (\text{Optimistic} + (4 \times \text{Most Likely}) + \text{Pessimistic}) / 6$$



PERT (Program Evaluation and Review Technique)

Optimistic (O)

The activity cost/duration based on an analysis of the best-case scenario for the activity.



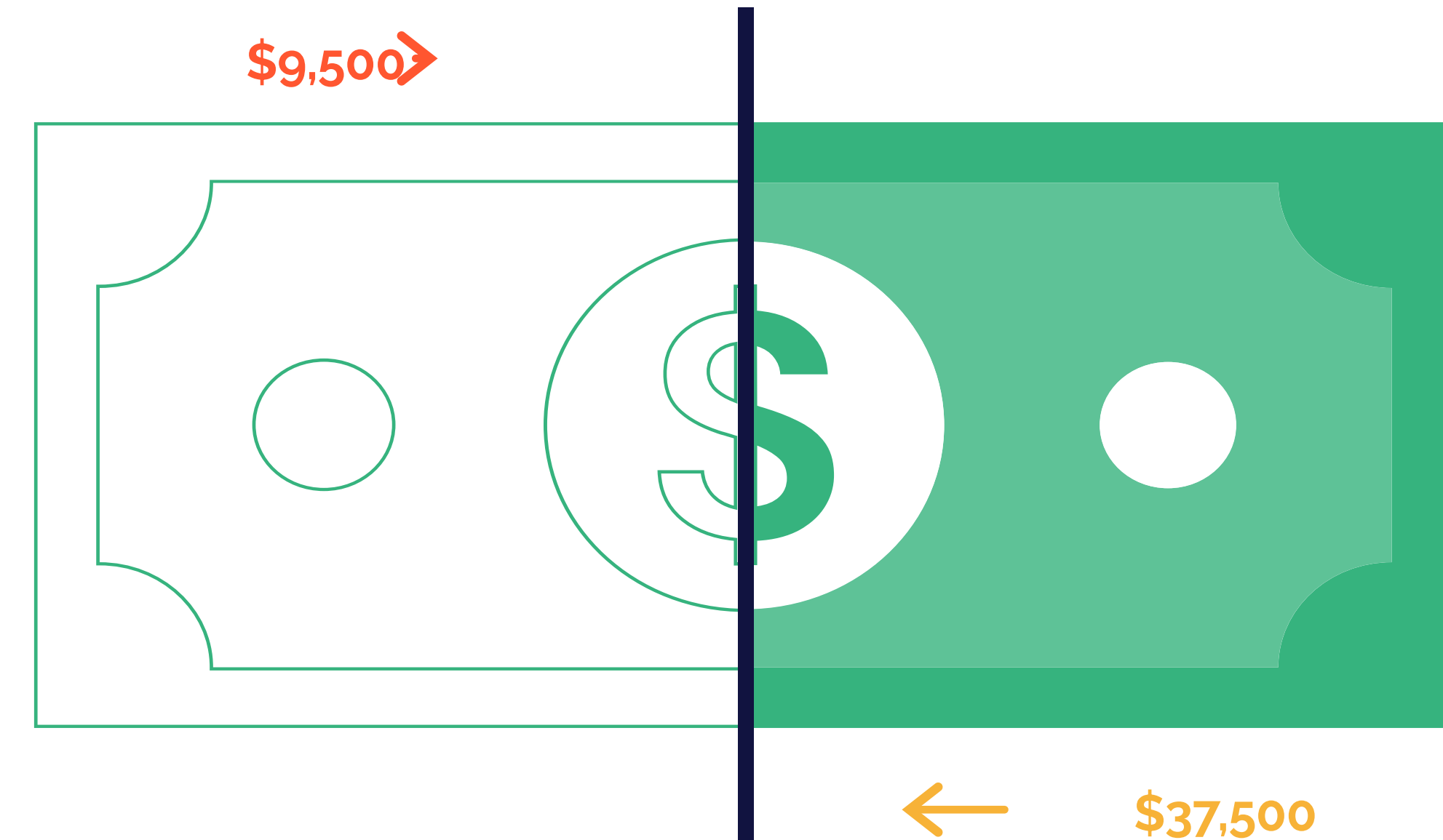
$$\text{PERT} = (\text{Optimistic} + (4 \times \text{Most Likely}) + \text{Pessimistic}) / 6$$



PERT (Program Evaluation and Review Technique)

Pessimistic (P)

The activity cost/duration based on an analysis of the worst-case scenario for the activity.



$$\text{PERT} = (\text{Optimistic} + (4 \times \text{Most Likely}) + \text{Pessimistic}) / 6$$



PERT (Program Evaluation and Review Technique)

Mean: \$18,595

Median: \$15,900

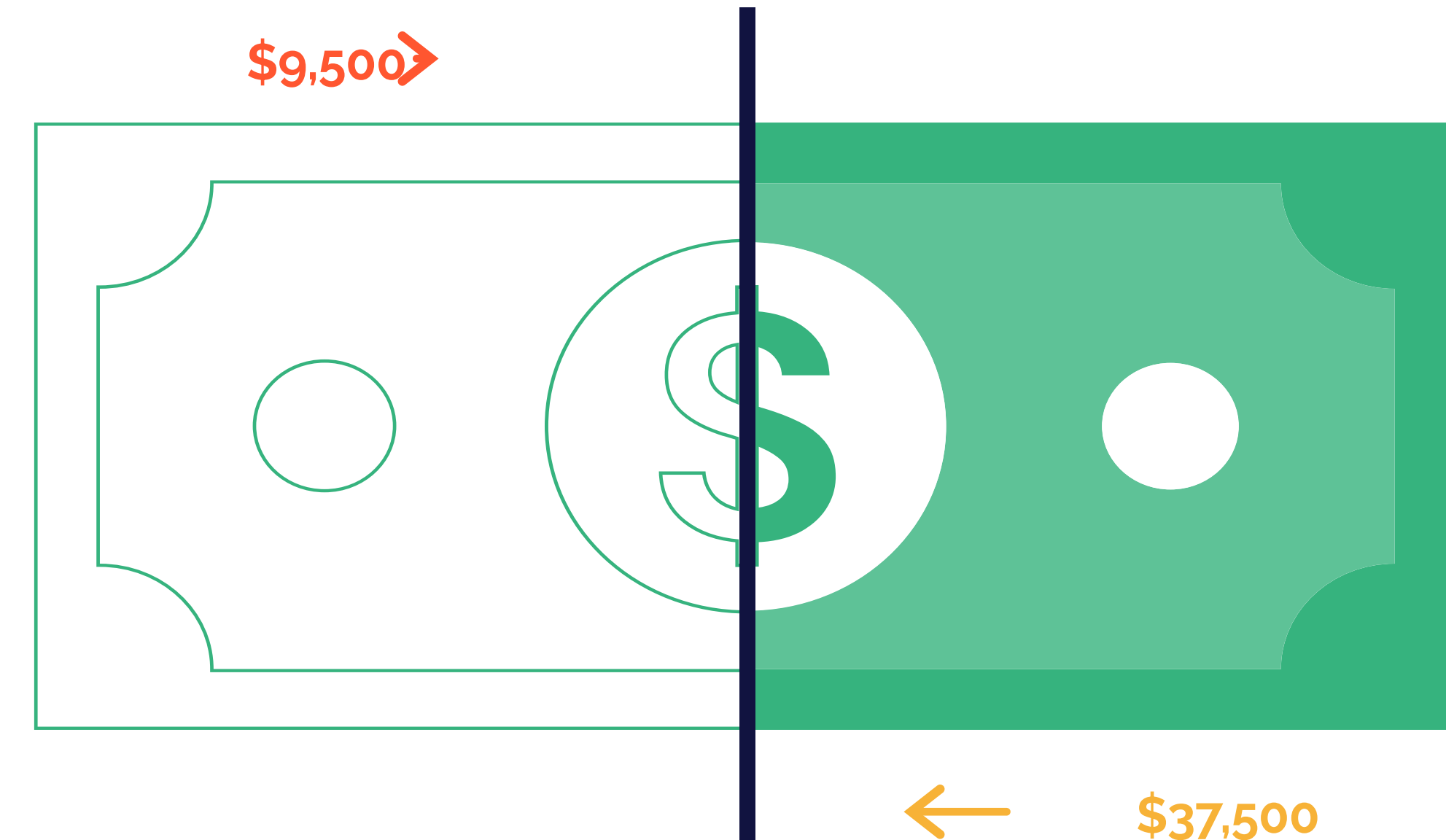
Mode: \$15,900

Range: \$28,000

Highest historical cost: \$37,500

Lowest historical cost: \$9,500

\$9,500
\$10,250
\$12,500
\$14,750
\$15,900
\$15,900
\$17,250
\$24,000
\$28,400
\$37,500



PERT (Program Evaluation and Review Technique)

	\$9,500
	\$10,250
Most likely (ML):	\$15,900
	\$14,750
Optimistic (O):	\$9,500
	\$15,900
	\$15,900
Pessimistic (P):	\$17,250
	\$24,000
	\$28,400
	\$37,500

$$\text{PERT} = (\text{Optimistic} + (4 \times \text{Most Likely}) + \text{Pessimistic}) / 6$$



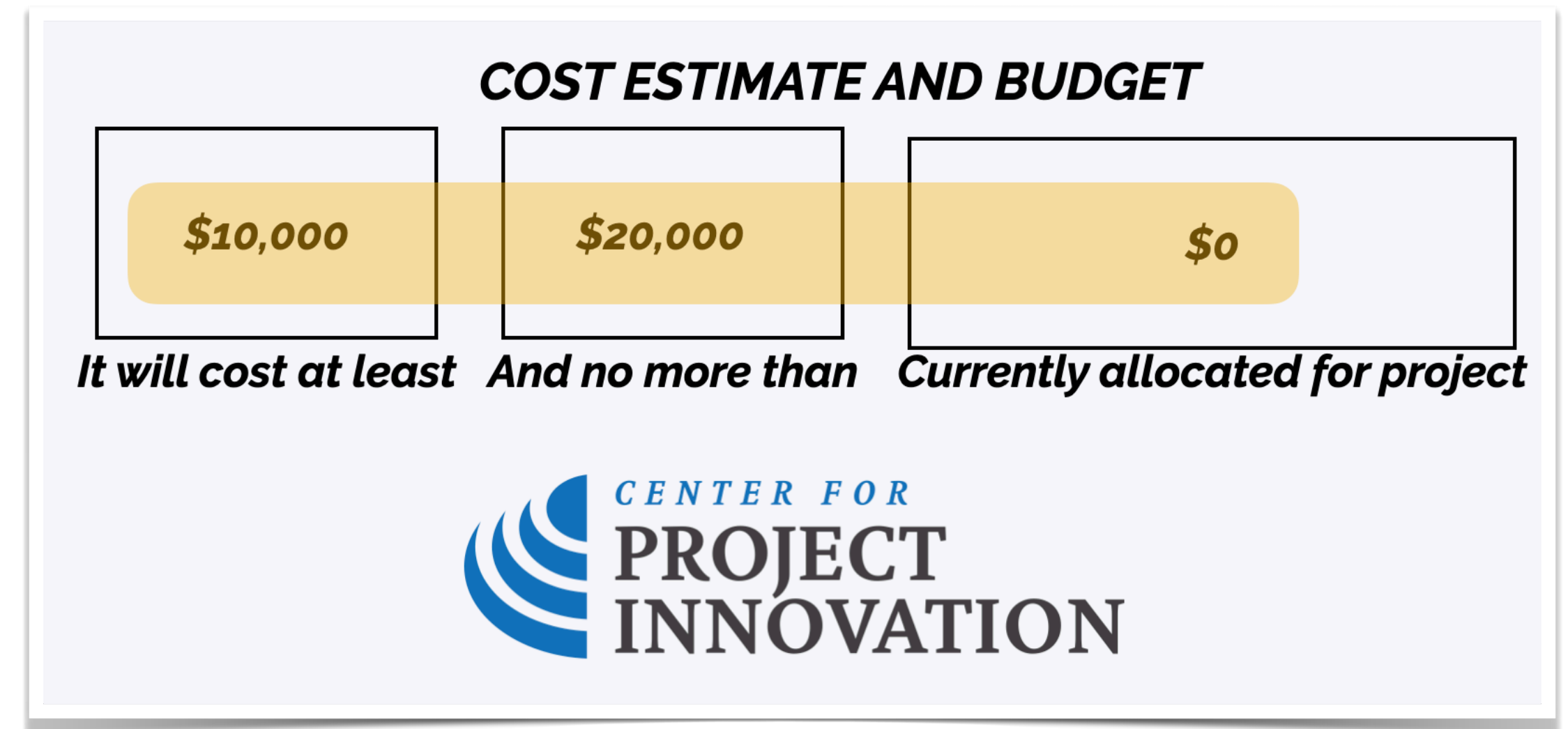
PERT and the Party Idea

$$\text{PERT} = (9,500 + (4 \times 15,900) + 37,500) / 6$$

$$\text{PERT} = (9,500 + 63,600 + 37,500) / 6$$

$$\text{PERT} = 110,600 / 6$$

$$\text{PERT} = \$18,433.33$$



$$\text{PERT} = (\text{Optimistic} + (4 \times \text{Most Likely}) + \text{Pessimistic}) / 6$$



DISCUSSION

What if PERT shows you that you are highly incorrect in your previous assumptions?

Would you kill the project at that point?



Parametric Method

More accurate estimate for cost and duration

Note:

Uses the relationship between variables to calculate **cost or duration**.

Does **NOT** account for learning or productivity increases.



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Parametric Method

More accurate estimate for cost and duration

Example:

It took 2 hours to paint one wall previously.

If I have to estimate how long it would take to paint 4 walls - we could estimate it would take **8 hours.**

And then we wonder where our people are while we are still hard at work...



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Direct Costs

Costs that can be directly tied to the creation of the project output.

Labor: Salaries, Wages, or Contractor fees tied to output creation.

Materials: Physical or digital materials needed for delivery.

Equipment: Tools or technology purchased or rented to build or implement the output

Travel/Logistics: when necessary



Indirect Costs

Necessary to support the output, but not tied to a specific deliverable.

Utilities, rent, or admin overhead

Project management or PMO support staff

Software or infrastructure used across multiple domains



Change or Defect Costs

Necessary to support the output, but not tied to a specific deliverable.

Error correction

Scope change i

Software or infrastructure used across multiple domains

Costs related to rework, correction, or changes to the output due to missed requirements or poor quality.

- **Error correction**
- **Scope change implementation**
- **Warranty or defect remediation**



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Operating Outcome Costs (On Going)

Also known as operating expenses (OPEX)

Costs required for the maintenance and administration of your business.

A primary piece of OPEX is **Cost of Good Sold (COGS)** but will also consider:

Project name:		
OPTION 1:		<TITLE>
OUTPUT COSTS	\$ Amount	
	Capital	
	Materials	
	Labor	
	Contractors / Consultants	
	Transfers	
Other		
TOTAL		



Operating Outcome Costs (On Going)

Also known as operating expenses (OPEX)

- Infrastructure
- Rent
- Power
- Telecoms
- Water
- Labor and materials
- Routine maintenance
- Interfaces and licenses
- Compliance and insurance

Project name:		
OPTION 1:	<TITLE>	
OUTPUT COSTS		\$ Amount
	Capital	
	Materials	
	Labor	
	Contractors / Consultants	
	Transfers	
	Other	
	TOTAL	



Cost of Goods Sold (COGS)

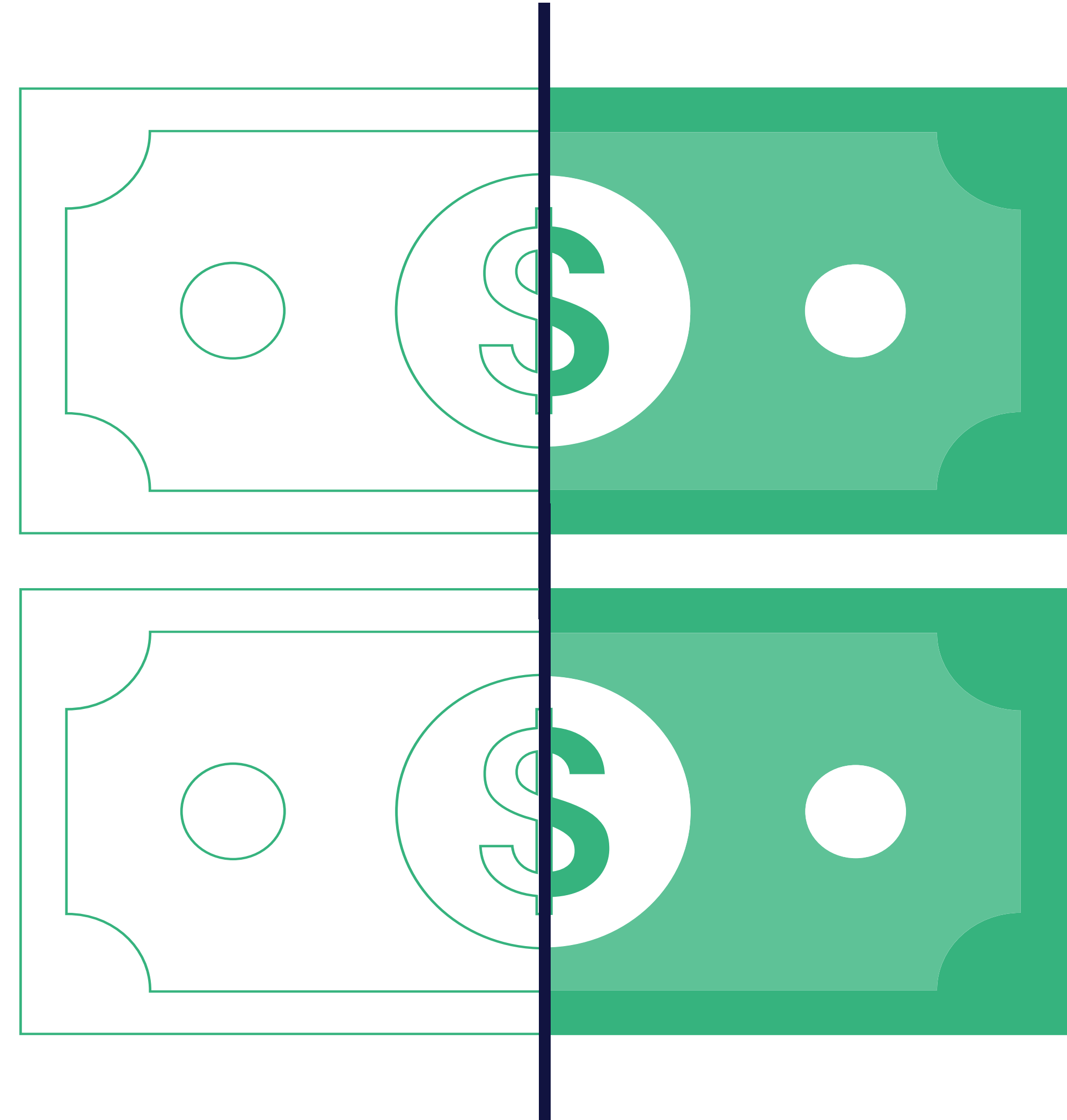
The direct costs of producing the goods sold by a company

Includes all of the costs and expenses directly related to the production of goods.

Excludes indirect costs such as overhead and sales & marketing.

Is deducted from revenues (sales) in order to calculate gross profit and gross margin.

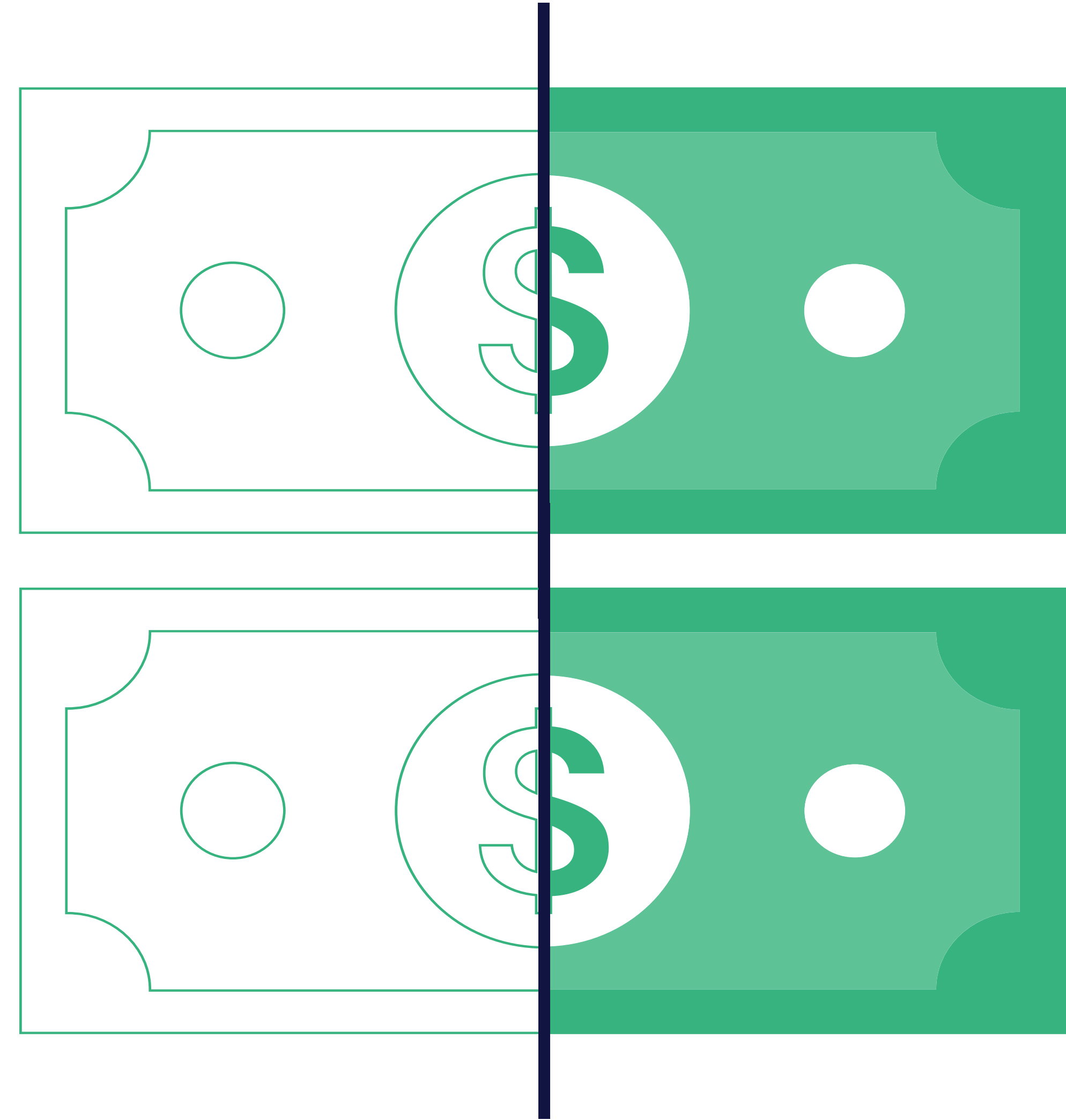
Higher COGS results in lower margins.



Cost of Goods Sold (COGS)

The direct costs of producing the goods sold by a company

COGS differs from operating expenses (OPEX) in that **OPEX includes expenditures that are not directly tied to the production of goods or services.**



Operating Outcome Costs (Occasional)

New hires and recruiting

New user training

Major repairs

Upgrades

Decommissioning

Put together - your on-going and occasional costs are better known as the **Total Cost of Ownership (TCO)**



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**Total Cost of Ownership
(TCO)**

DISCUSSION

How do we know we aren't missing any costs?

How do we know what the project is REALLY going to cost?



Total Cost of Ownership (TCO)

SUNK COST



Research and Development, Tooling, Equipment, Evaluation, **Bid and Award**, Supplier Certification

OVERHEAD COST



Working Capital, Internal Support, Quality, Incoming Inspection, Interest Expense, Prototyping, Order Processing, **Accounts Receivable**, Engineering Build, Process Validation, **Licensing**, Vendor Tracking, Storage and Distribution, Inventory Management

PURCHASE COST



Purchase Price, Shipping, Packaging, Duties, Tariffs, **Taxes**, **Supplier Profit**

UTILIZATION COST



Installation, Labor and Benefits, Training, Operating, **Supplies and Consumables**, Performance, Maintenance, Labor, Spoilage, Learning Curve, Regulatory, Environmental, Obsolescence, **Upgrade**, Efficiency

LIFE CYCLE COST



Spare Parts, **Service**, Disposal, **Warranty**

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Total Cost of Ownership (TCO)

SUNK COST



OVERHEAD COST



PURCHASE COST



UTILIZATION COST



LIFE CYCLE COST



**Know your numbers and how
they will impact your project!**

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DISCUSSION

What are the consequences of Over-Estimating?

Under-Estimating?



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Know what you **NEED** - not what you **WANT**

A new car costs **\$20,000** to purchase and **\$5,000** per year to operate

A used car costs **\$5,000** to purchase and **\$10,000** per year to operate

Which is the **better option** over two (2) years?

Which is the **better option** over four (4) years?



New Vs Used

TWO YEARS	PROJECT	OPERATING	TCO
NEW CAR	\$20,000	\$10,000	\$30,000
USED CAR	\$5,000	\$20,000	\$25,000
FOUR YEARS	PROJECT	OPERATING	TCO
NEW CAR	\$20,000	\$20,000	\$40,000
USED CAR	\$5,000	\$40,000	\$45,000



Understanding the Net Financial Impact

Post-project **revenue less ownership (outcome) costs**

Profit / Loss (P&L Statement)

Annualize – if possible – to enable comparison

What is the useful life of each Option?

This is especially important on multi-year projects in which you have to show the **Return on Investment (ROI)**

		AMOUNT	OVER # YEARS
NET FINANCIAL IMPACT	Revenue		
	less ownership costs (this is a negative number)		
	NET FINANCIAL IMPACT		
	Best Case (+20% revenue / -20% costs)		
	Worst Case (-20% revenue / +20% costs)		



Project Benefit Analysis

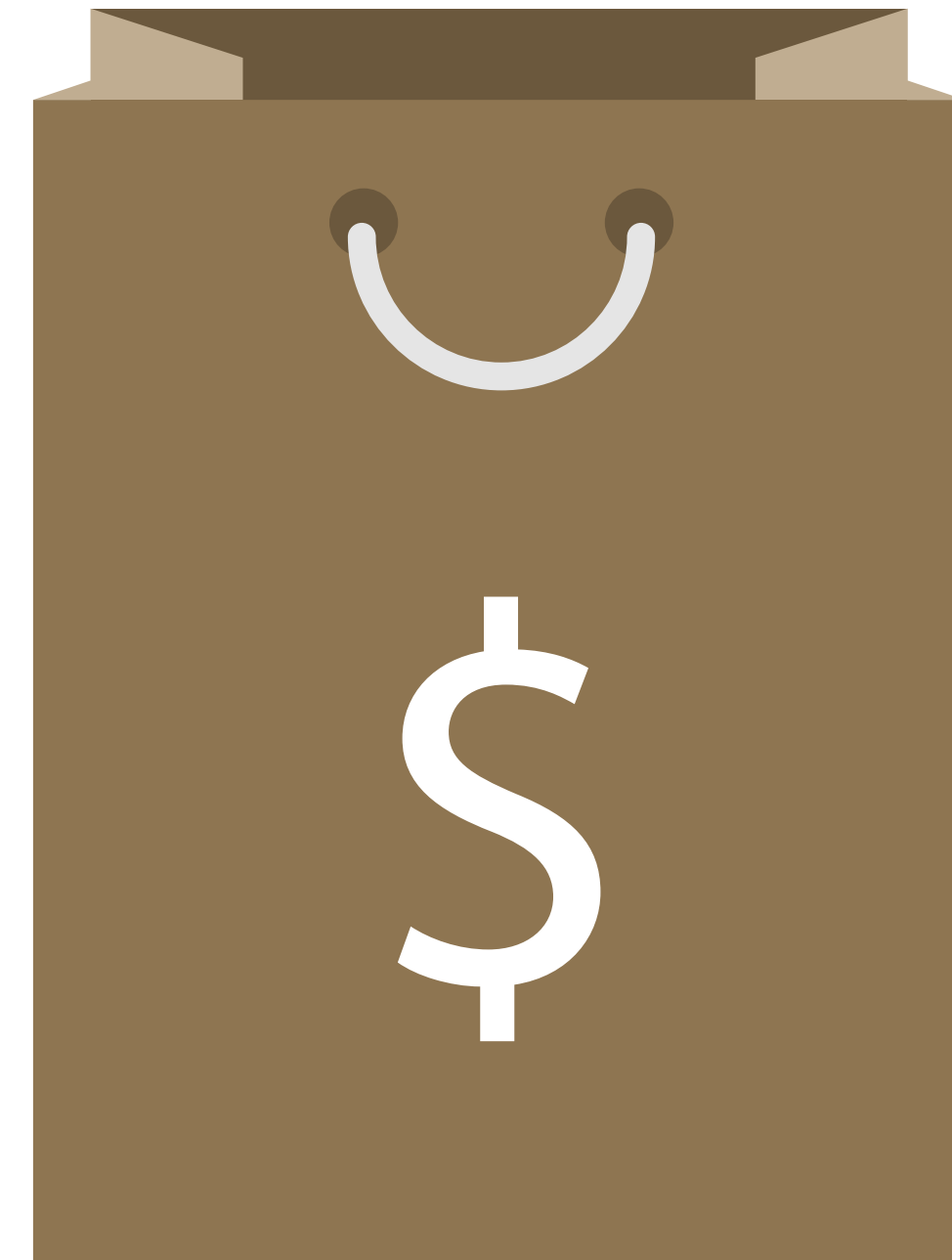
For Project Benefits Ask:

What **value** will the project create?

How much **money** could this project save the organization?

How much **money** will the project bring us from customers?

How much **time** will it save us?



Cost Benefit Analysis

For Project Costs Ask:

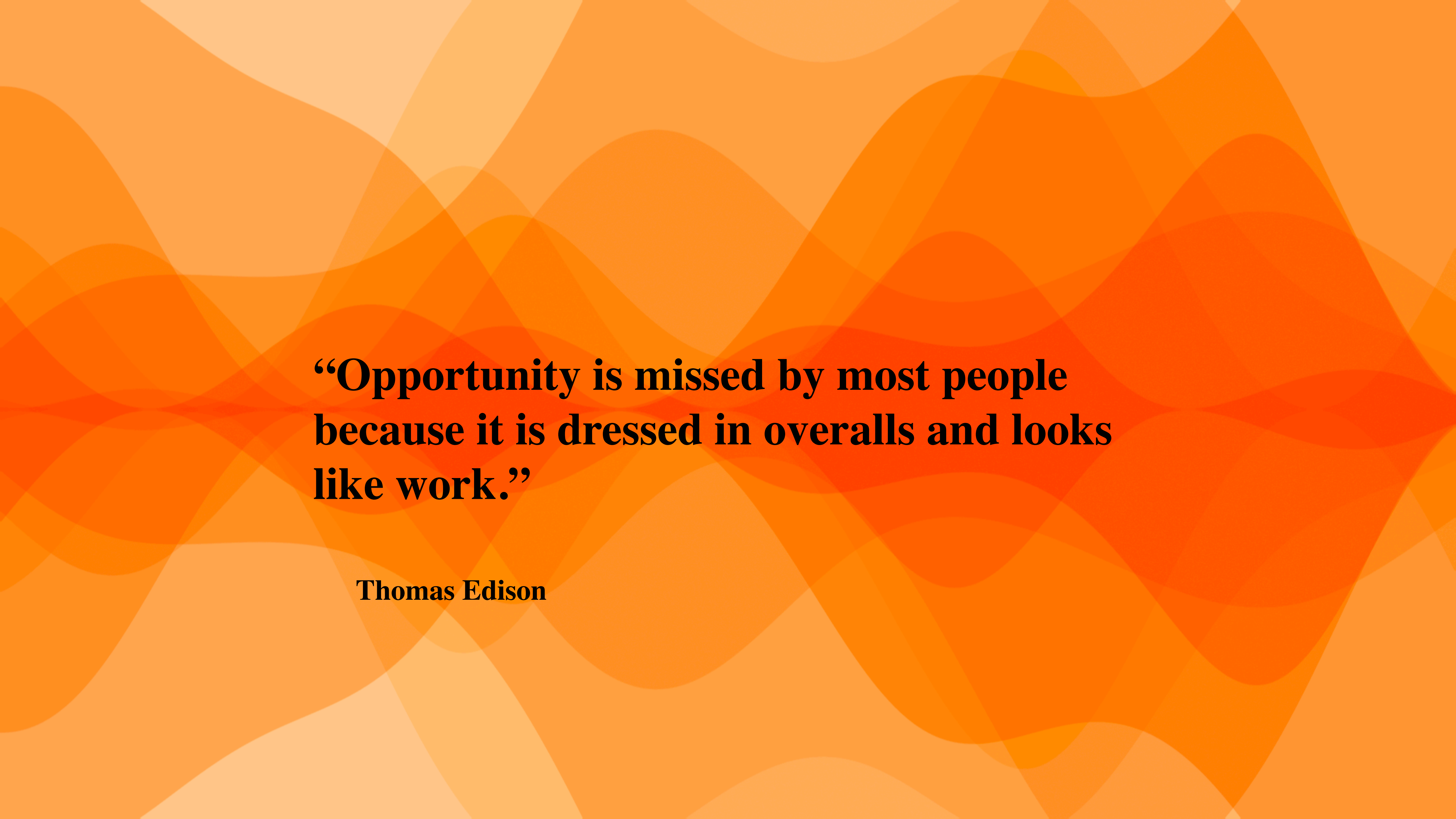
How much **time** will our people commit to the project to ensure success?

What are the **one-time costs**?

What are the **ongoing costs**?

Are there any **long-term costs**?





**“Opportunity is missed by most people
because it is dressed in overalls and looks
like work.”**

Thomas Edison

DISCUSSION

How accurate do we need be in the Business Case stage of Initiation?

+ / - what %



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Accuracy in the Business Case



Other Impacts (Intangibles)

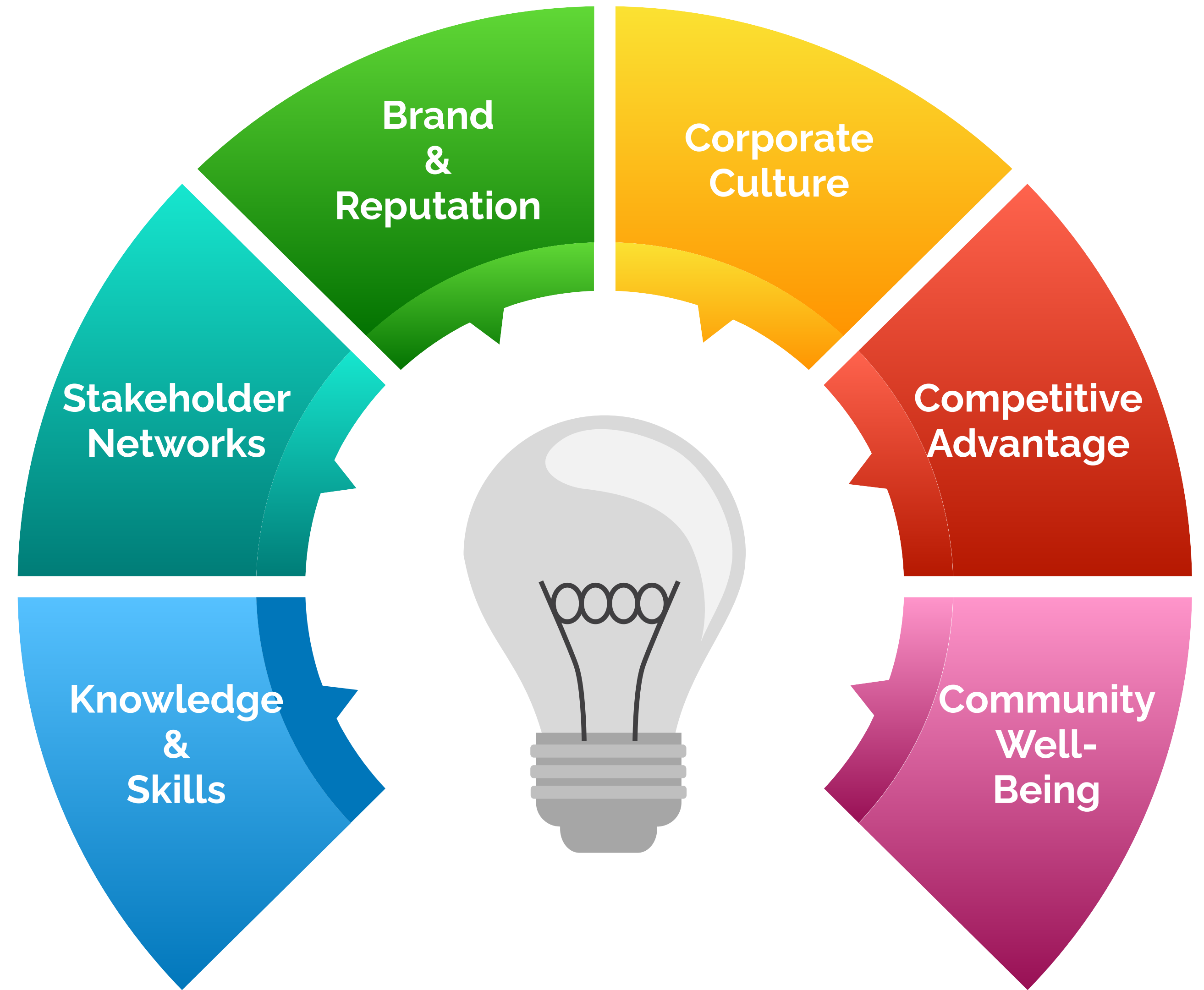
Who is impacted?

Our organization

Our clients

The community

The environment



Non-financial Metrics to Baseline and Measure

	IMPROVED PRODUCTIVITY	Clients served	Widgets produced	Project variances
	CUSTOMER SATISFACTION	Customer retention	Satisfaction score	Net positive social media followers
	EMPLOYEE HEALTH/SAFETY	Safety incidents	Near misses	Sick days
	CORPORATE CULTURE	Diversity metrics	360 Feedback	Staff Turnover
	ENVIRONMENTAL IMPACT	Carbon footprint	Energy Consumption	Waste output





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Multi-Criteria Analysis (The MCA)

Multi-Criteria Analysis (MCA)

Used to compare options across common criteria

Criteria should be clearly defined by the organization and can be **weighted** in line with organizational priorities.

Assign standard scores to each option for each criterion

Multi-Criteria Analysis		Option 0: Do Nothing		Option 1: Do Something	
CRITERIA	WEIGHT	RATING	SCORE	RATING	SCORE
Feasibility					
Project Costs					
Net Financial Impacts					
Organizational Impacts					
Other Impacts					
Organizational Risk					
	Score:				

The best overall score wins

Weight and Rating are always on a scale of 1-5



Keynote Speaker Quotes For the Party

Scott Kinder (DOL Coach
CEO): **\$0**

Otis McGregor (Retired Army
Green Beret): **\$5,000**

Brene Brown (NYT Best
Selling Author): **\$25,000**



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DISCUSSION

Would you instantly decide NOT to pursue the quote from the Keynote Speaker for \$25,000 as that's greater than the total party budget?



Conclusion via the MCA (unweighted)

Multi-Criteria Analysis		Scott Kinder, CEO DO NOTHING OPTION		Otis McGregor (Cost: \$5,000)		Brene Brown (Cost: \$25,000)	
CRITERIA	WEIGHT	RATING	SCORE	RATING	SCORE	RATING	SCORE
Feasibility	XX	5		3		1	
Project Costs	XX	5		3		1	
Net Financial Impacts	XX	1		3		4	
Organizational Impacts	XX	1		3		3	
Other Impacts	XX	1		3		4	
Organizational Risk	XX	1		2		2	
	Score:						

Weight and Rating are always on a scale of 1 (low) - 5 (high)



Conclusion via the MCA (unweighted)

Multi-Criteria Analysis		Scott Kinder, CEO DO NOTHING OPTION		Otis McGregor (Cost: \$5,000)		Brene Brown (Cost: \$25,000)	
CRITERIA	WEIGHT	RATING	SCORE	RATING	SCORE	RATING	SCORE
Feasibility	xx	5	5	3	3	1	1
Project Costs	xx	5	5	3	3	1	1
Net Financial Impacts	xx	1	1	3	3	4	4
Organizational Impacts	xx	1	1	3	3	3	3
Other Impacts	xx	1	1	3	3	4	4
Organizational Risk	xx	1	1	2	2	2	2
	Score:		14		17		15

Weight and Rating are always on a scale of 1 (low) - 5 (high)



Weighted vs Unweighted

Proves you've taken into account all organizational **desires** and **constraints** when putting together the MCA.

Weights should NEVER be hidden.

Multi-Criteria Analysis		Option 0: Do Nothing		Option 1:	
CRITERIA	WEIGHT	RATING	SCORE	RATING	SCORE
Feasibility					
Project Costs					
Net Financial Impacts					
Organizational Impacts					
Other Impacts					
Organizational Risk					
	Score:				

Weight and Rating are always on a scale of 1 (low) - 5 (high)



What is the opportunity?

Why does it matter?

Scott wants to have a party recognizing and rewarding high performing project managers in the company

Morale. Recognition. Maintenance of a positive culture.
(Because Scott is intent on doing it)

MUST

MIGHT

WON'T

**OUR
SOLUTION**

- 1: Honor the outcomes of the projects we've completed
- 2: Show our PMs we value them
- 3: Be fun

- 1: Help recruit for project teams
- 2: Allow DOLC to grow into new areas
- 3: Be a team building event and help our culture

- 1: Be advertised to external orgs
- 2: Be hosted in our offices
- 3: Honor or reward non-project managers

When do we need it?

6 weeks

8 weeks

It will take at least this long *And no more than this long*

**THE
PROJECT
CONCEPT
CANVAS**

Who wants it?

The DOL (Internal) Team

Vince H, Sam A, David C, Justin H.

If approved: Our client is: *Other people endorsing*

COST ESTIMATE AND BUDGET

\$10,000

\$20,000

\$0

It will cost at least *And no more than* *Currently allocated for project*



CHARTER AND NEXT STEPS

APPROVAL:

Project Manager Assigned

Authorized (\$) *Authorized (Time)* *Approved by:*

Conclusion via the MCA (weighted)

Multi-Criteria Analysis		Scott Kinder, CEO DO NOTHING OPTION		Otis McGregor (Cost: \$5,000)		Brene Brown (Cost: \$25,000)	
CRITERIA	WEIGHT	RATING	SCORE	RATING	SCORE	RATING	SCORE
Feasibility	1	5		3		1	
Project Costs	3	5		3		1	
Net Financial Impacts	2	1		3		4	
Organizational Impacts	2	1		3		3	
Other Impacts	1	1		3		4	
Organizational Risk	1	1		2		2	
	Score:						

Weight and Rating are always on a scale of 1 (low) - 5 (high)



Conclusion via the MCA (weighted)

Multi-Criteria Analysis		Scott Kinder, CEO DO NOTHING OPTION		Otis McGregor (Cost: \$5,000)		Brene Brown (Cost: \$25,000)	
CRITERIA	WEIGHT	RATING	SCORE	RATING	SCORE	RATING	SCORE
Feasibility	1	5	5	3	3	1	1
Project Costs	3	5	15	3	9	1	3
Net Financial Impacts	2	1	2	3	6	4	8
Organizational Impacts	2	1	2	3	6	3	6
Other Impacts	1	1	1	3	3	4	4
Organizational Risk	1	1	1	2	2	2	2
	Score:						

Weight and Rating are always on a scale of 1 (low) - 5 (high)

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Conclusion via the MCA (weighted)

Multi-Criteria Analysis		Scott Kinder, CEO DO NOTHING OPTION		Otis McGregor (Cost: \$5,000)		Brene Brown (Cost: \$25,000)	
CRITERIA	WEIGHT	RATING	SCORE	RATING	SCORE	RATING	SCORE
Feasibility	1	5	5	3	3	1	1
Project Costs	3	5	15	3	9	1	3
Net Financial Impacts	2	1	2	3	6	4	8
Organizational Impacts	2	1	2	3	6	3	6
Other Impacts	1	1	1	3	3	4	4
Organizational Risk	1	1	1	2	2	2	2
	Score:		26		29		24

Weight and Rating are always on a scale of 1 (low) - 5 (high)

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When the MCA Doesn't Have Your Back...

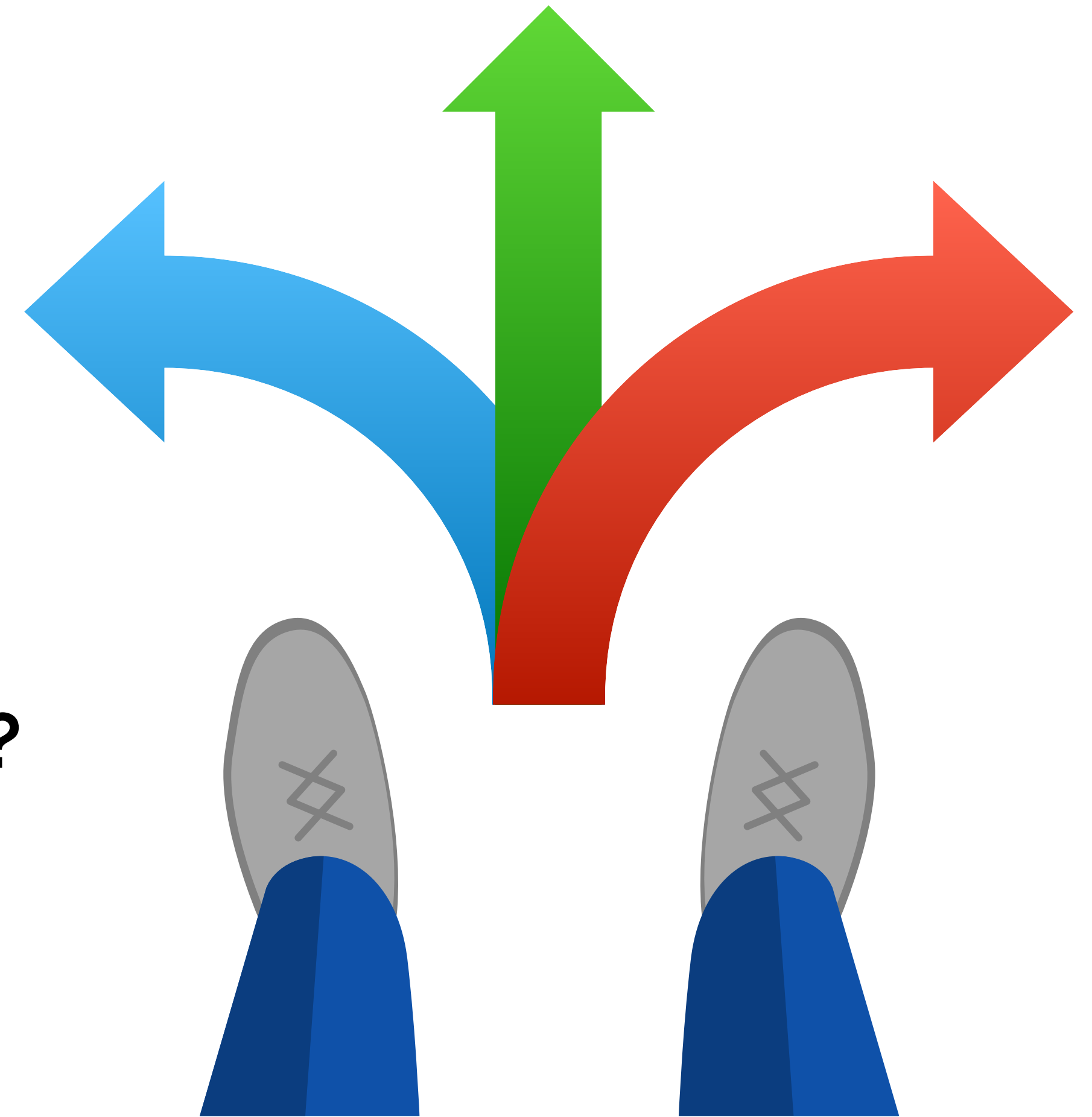
Questions to ask:

Have you chosen the **right criteria**?

Are your estimates and MCA scores reliable?

Are some criteria more important than others?

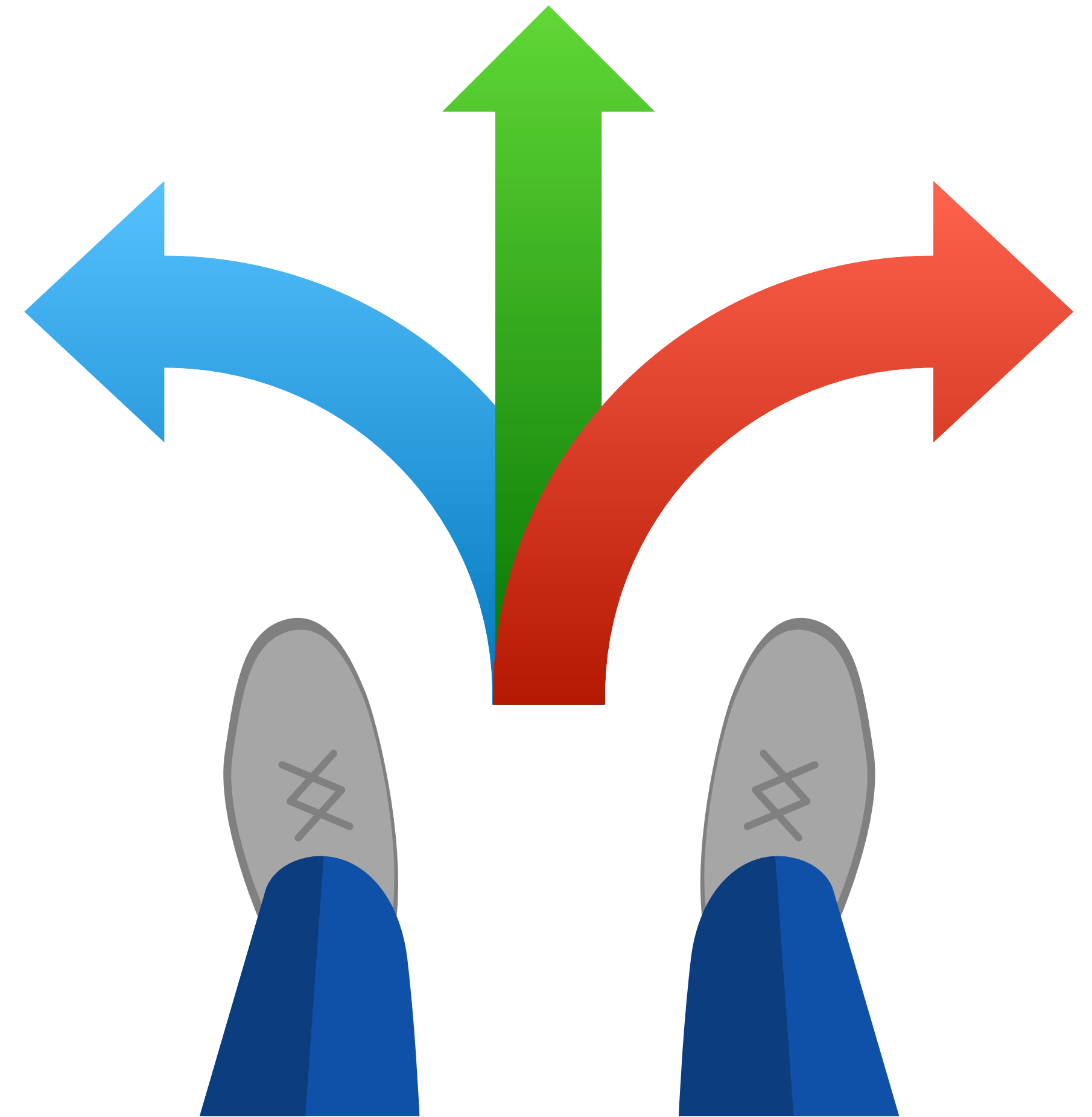
Justify an alternate recommendation



When the MCA Doesn't Have Your Back...

Do **NOT** rig the scores.

Understand that you may not be
(probably aren't) privy to the overall
financial status for the organization.



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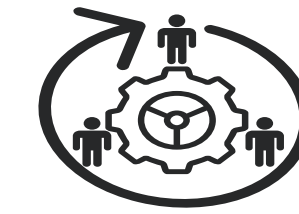


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Recommending the Project

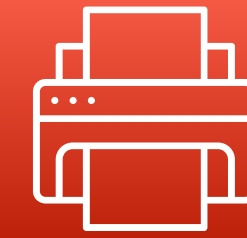
Initiation Process



Stakeholder Engagement

Define the Opportunity

What **outcomes** do we want?



The Idea or
Opportunity

!!??

Options Analysis

What are our **options**?



OPTIONS

10-
100+

Feasibility

What are our best **options**?



FEASIBILITY

5-
10

Business Case

Do Something vs **Do Nothing**



BUSINESS CASE

2-5

Recommend the project

Authorize Project **Planning**



RECOMMENDATION

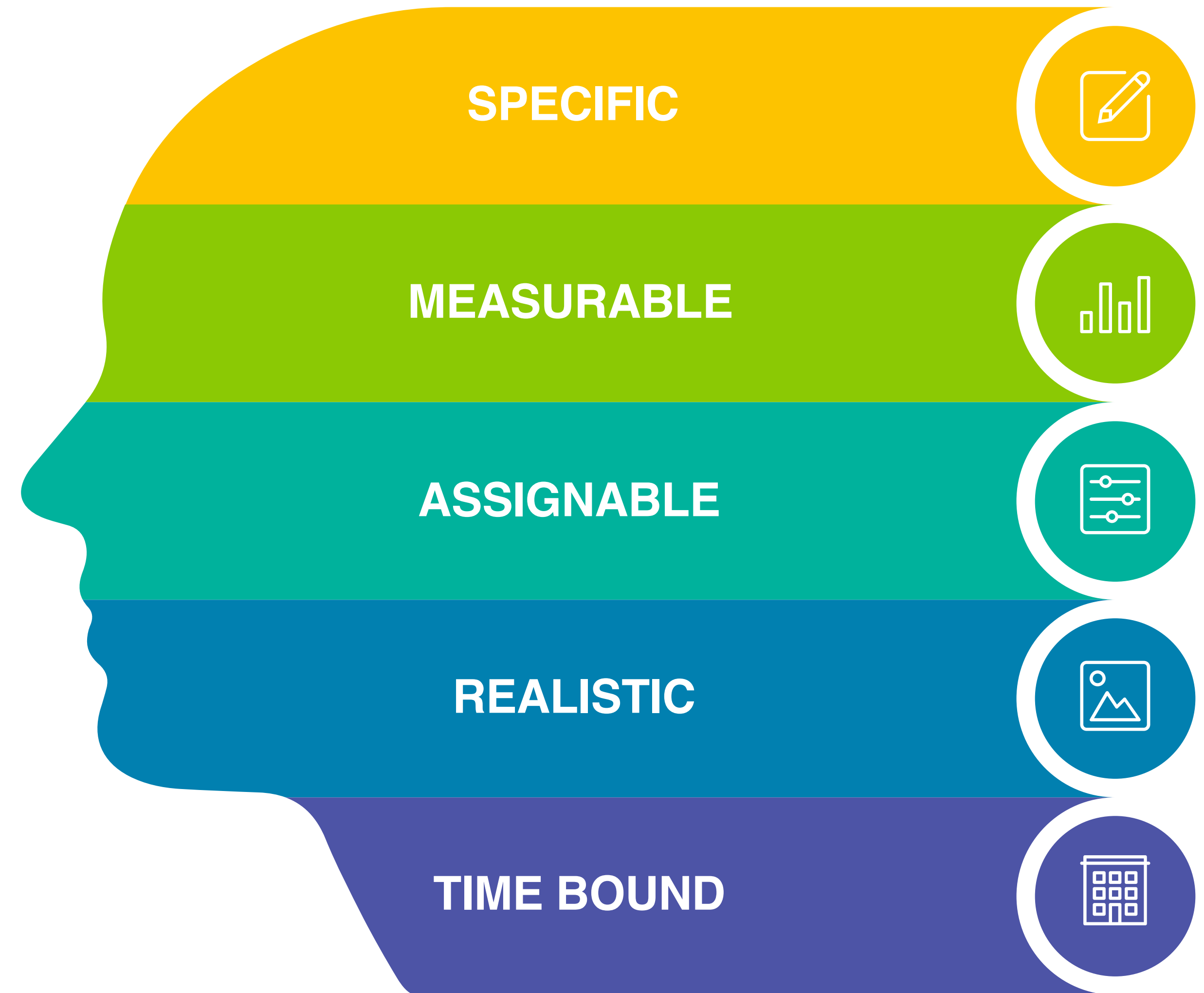
1

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Be SMART

SMART



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Timely **versus** Time Bound.



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Recommending a Project

Be **specific** as to the next steps.

Don't leave the project manager guessing as to **documents** required and **outcomes** desired.



Have a way out.

Give a **way out** if assumptions don't show true during early planning stages.



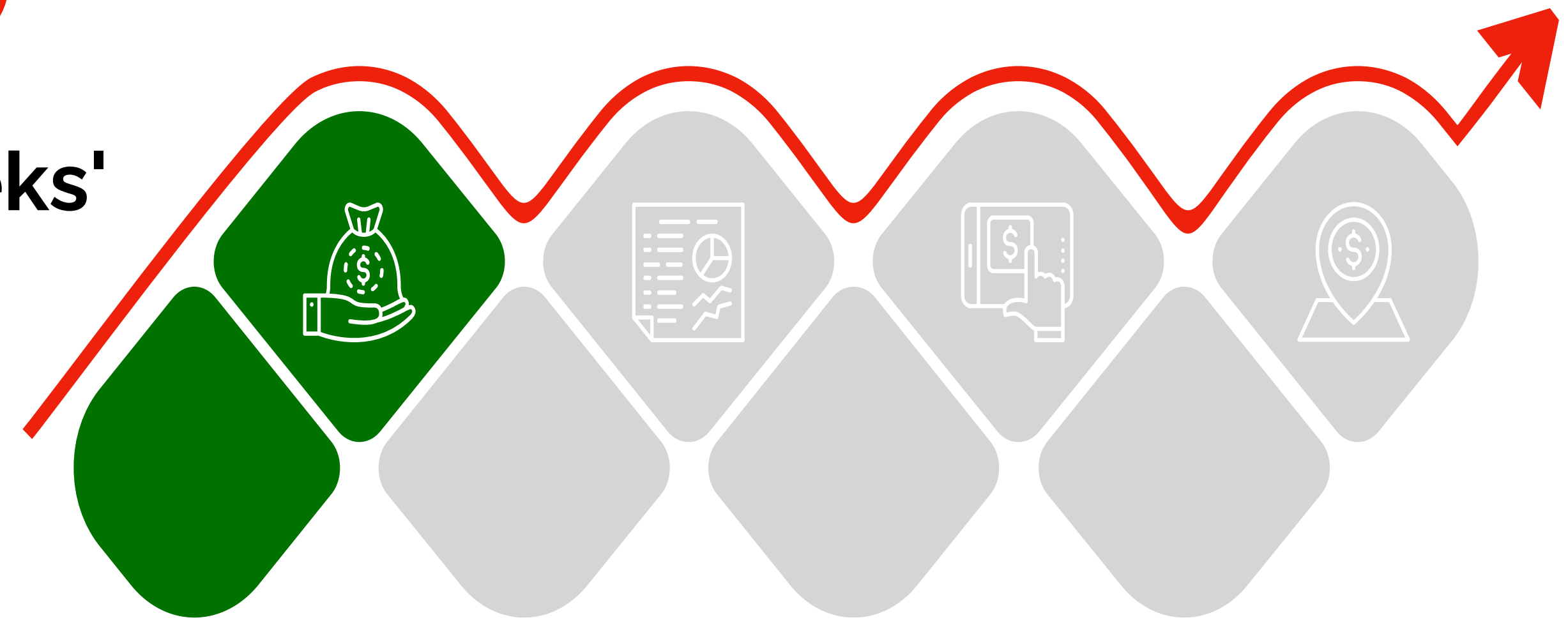
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Example Recommendation

It is recommended that detailed planning commence on **Option 1 (Do it ourselves)**

Present plan for approval in two (2) weeks' time which will include

- **Work Breakdown Structure (WBS)**
- **Schedule**
- **Budget**
- **Stakeholder Register**
- **Risk registers**

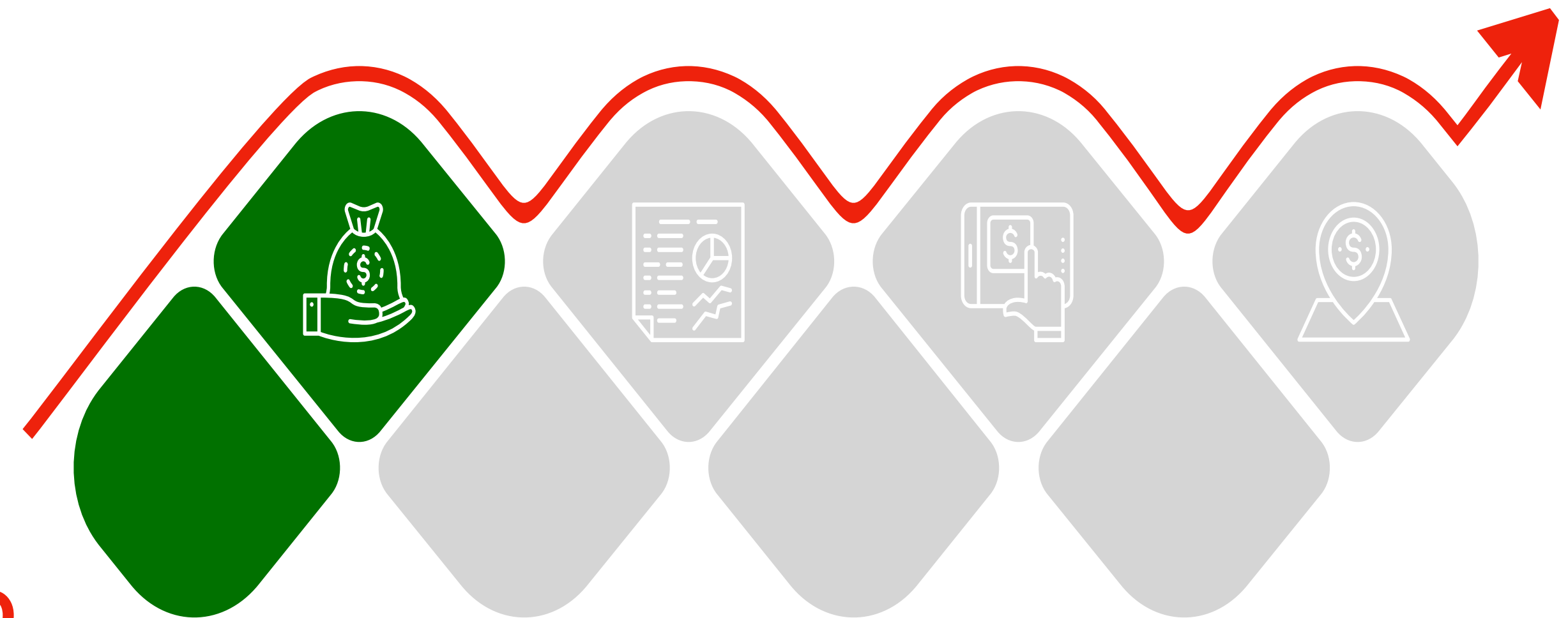


Example Recommendation

We will review the business case and consult leadership on identified risks.

We recommend:

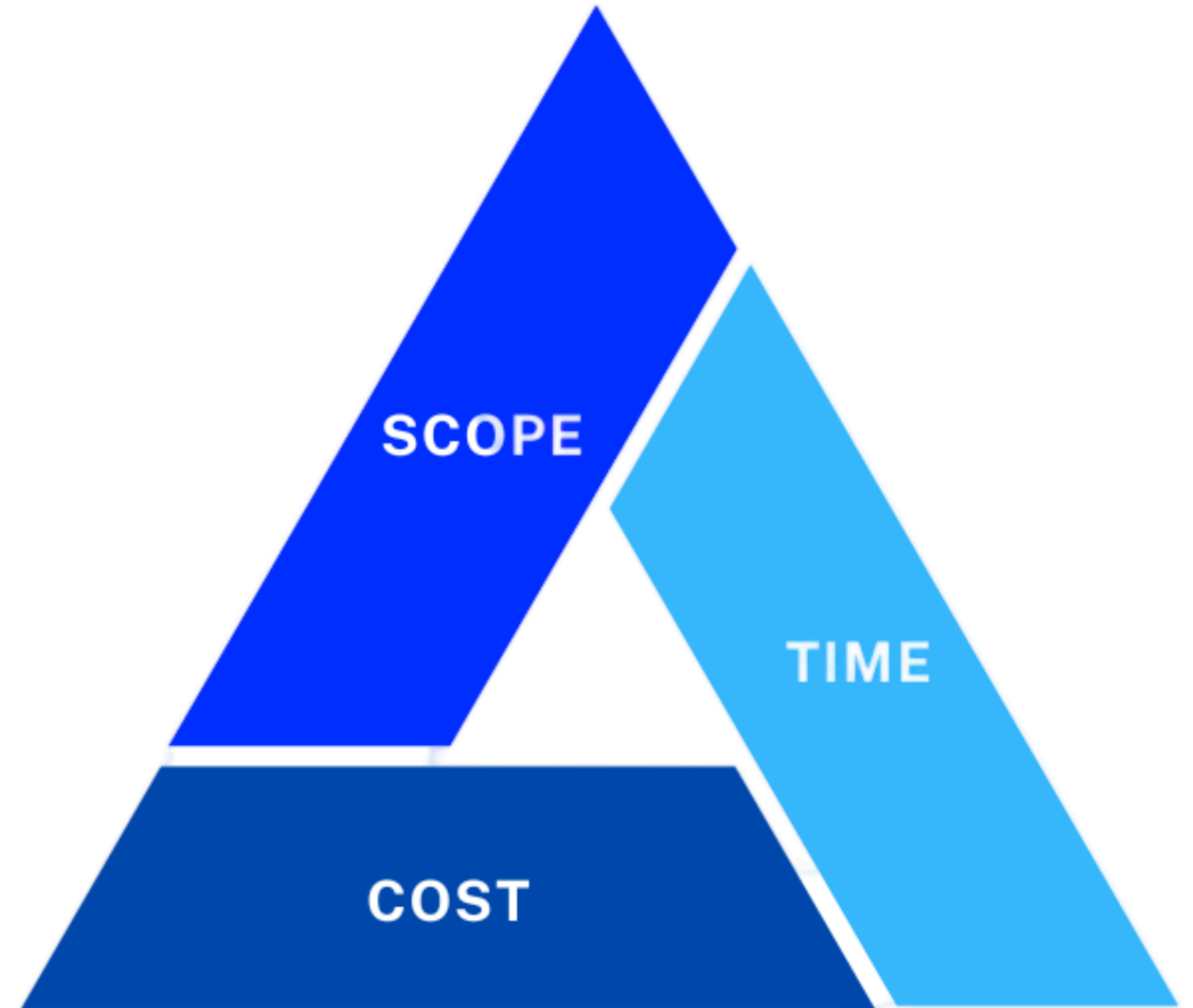
- **a suitable project manager to be named**
- **Allocated planning budget of \$1,500**



Other Recommendation Detail

Planning Constraints:

Time
Cost
Scope
People

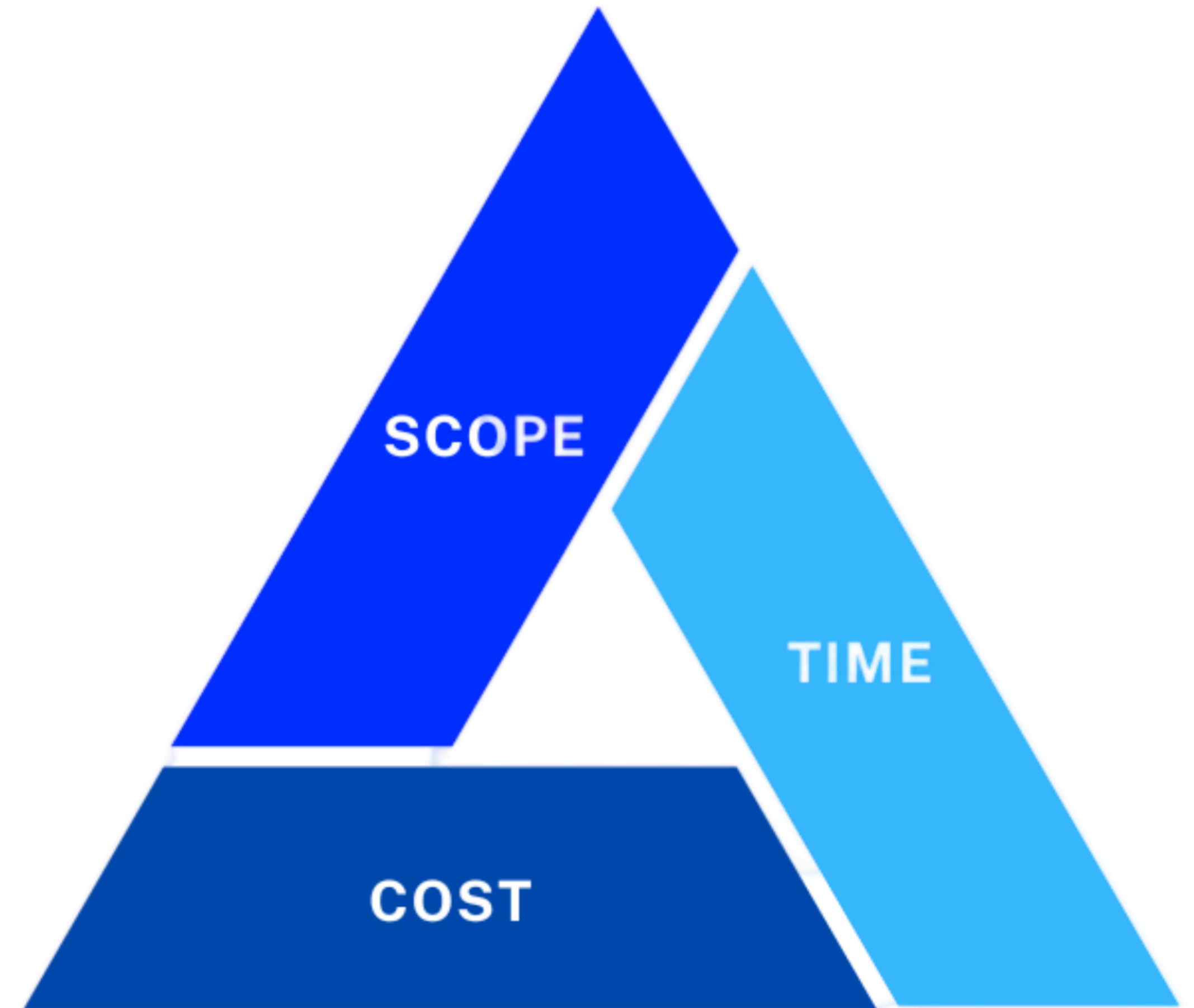


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Other Recommendation Detail

Critical Success Factors:

Resource availability (namely **PEOPLE**)
Other project **dependencies**
Key **stakeholder** relationships
Known project **RISKS**





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The Project Charter

The Project Charter

Done via approval of the Project Concept C

Authorizes project PLANNING.

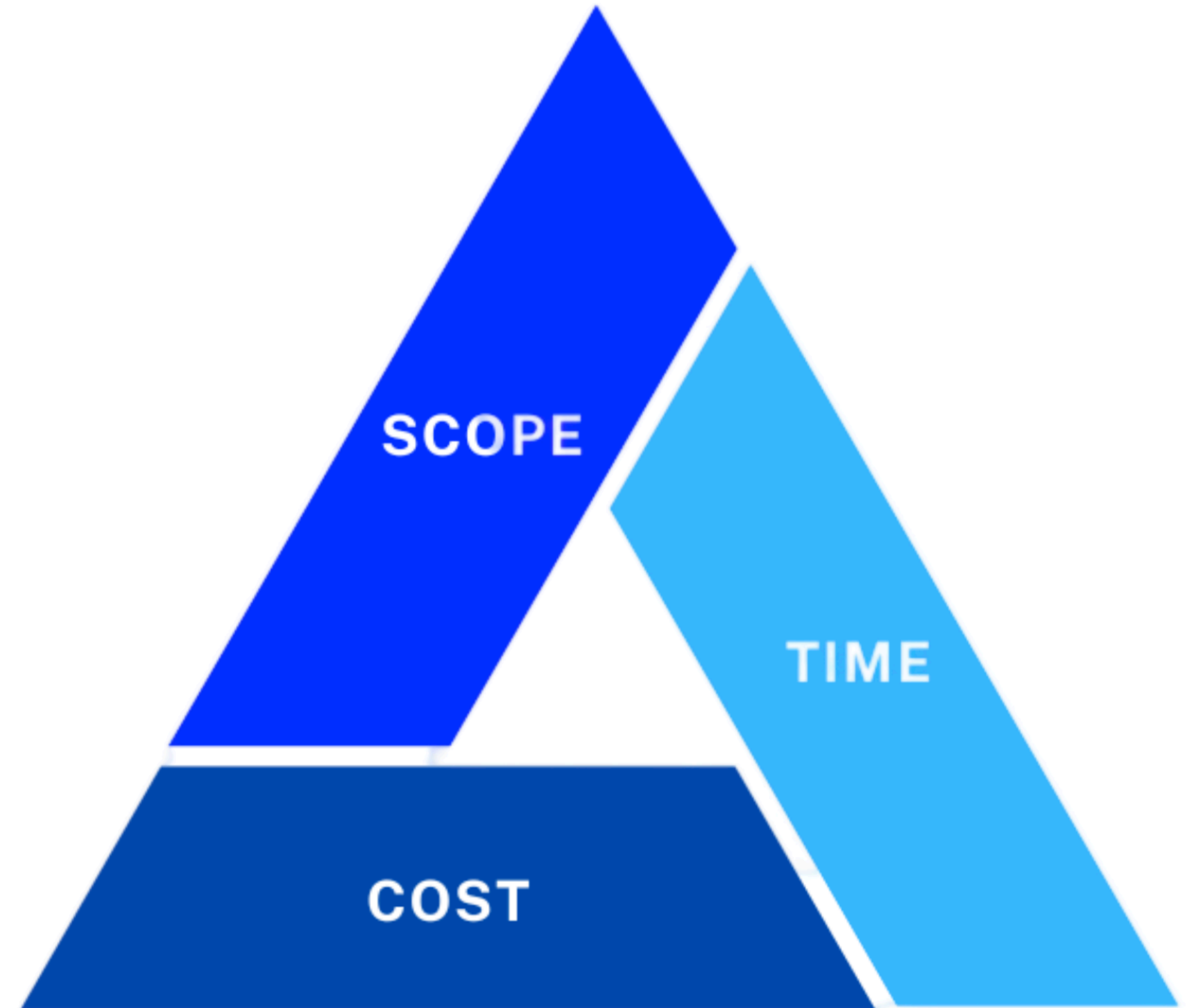
(The project plan authorizes project deliver

Stipulates high-level project constraints

Scope requirements

Target milestones (**schedule**)

Expected **budget** range



What is the opportunity?

Why does it matter?

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\$20,000

\$0

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CHARTER AND NEXT STEPS

APPROVAL:

Yousif Amin, CPT

Project Manager Assigned

\$1,500

2 weeks

Scott Kinder
Scott Kinder, CEO

Authorized (\$) Authorized (Time) Approved by:



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Initiation Key Points and Take-aways

Key Points from Initiation



Initiating projects correctly is a major determining factor in project success

Key tools include: MCA, Risk Profile Tool, PCC, Business Cases and SWOT

Understanding the **Total Cost of Ownership (TCO)** for projects you undertake is key.



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EQ and Project Management

DISCUSSION

Are you self-aware? Overly so?

Do you understand EQ?



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Emotional Intelligence

Emotional intelligence (EQ) is the ability to learn about yourself and apply that wisdom to the world around you.

It involves five components:

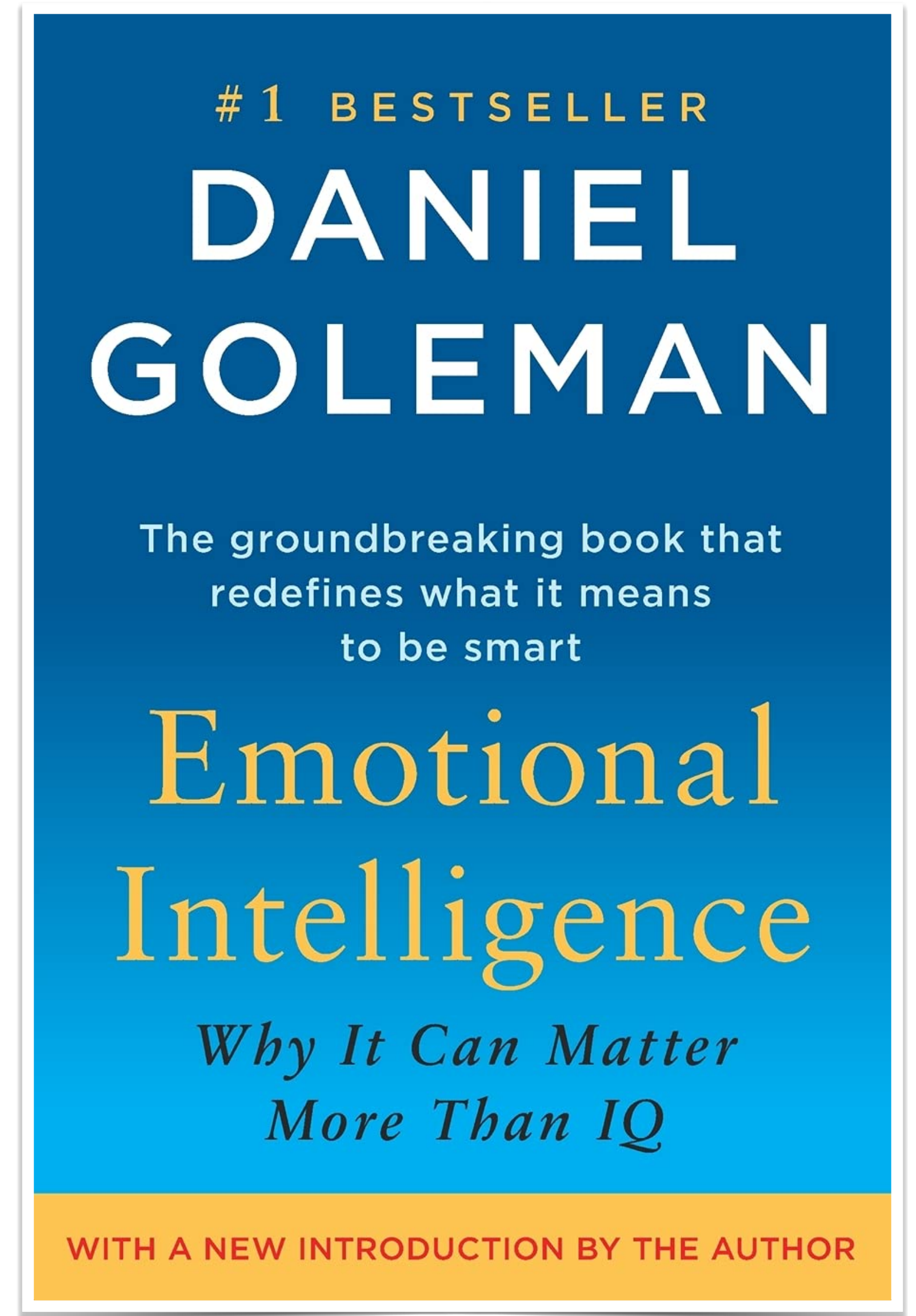
Self-awareness

Self-regulation

Motivation

Empathy

Social skills



“Nothing undermines change more than behavior by important individuals that is inconsistent with the verbal message.”

John Kotter

“Leading Change”

Other considerations

Leading teams is understanding that being an effective project manager is about the effective employment of **empathy** and **authority**.





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Communication Channels

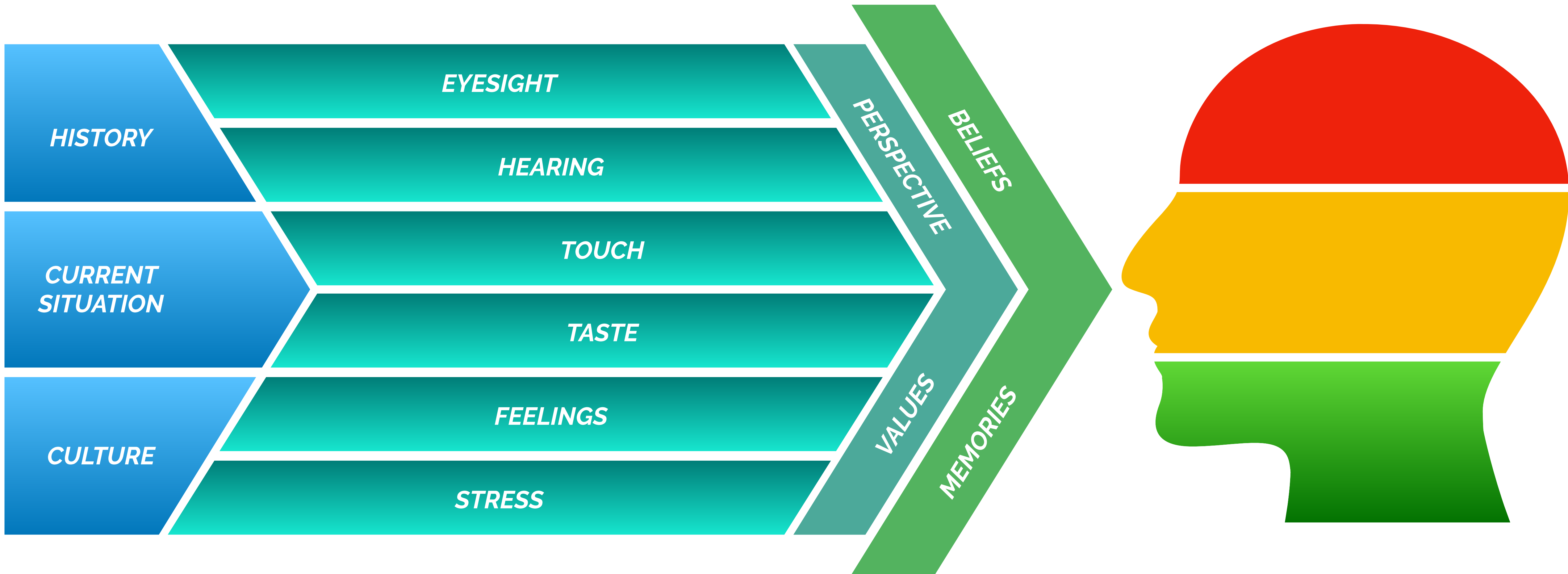
Personalities and Communication

Our personal histories can influence how and why we **act, engage, react and influence** (or don't) people on our teams.

Knowing these results can help **inform** and **direct** our choices.

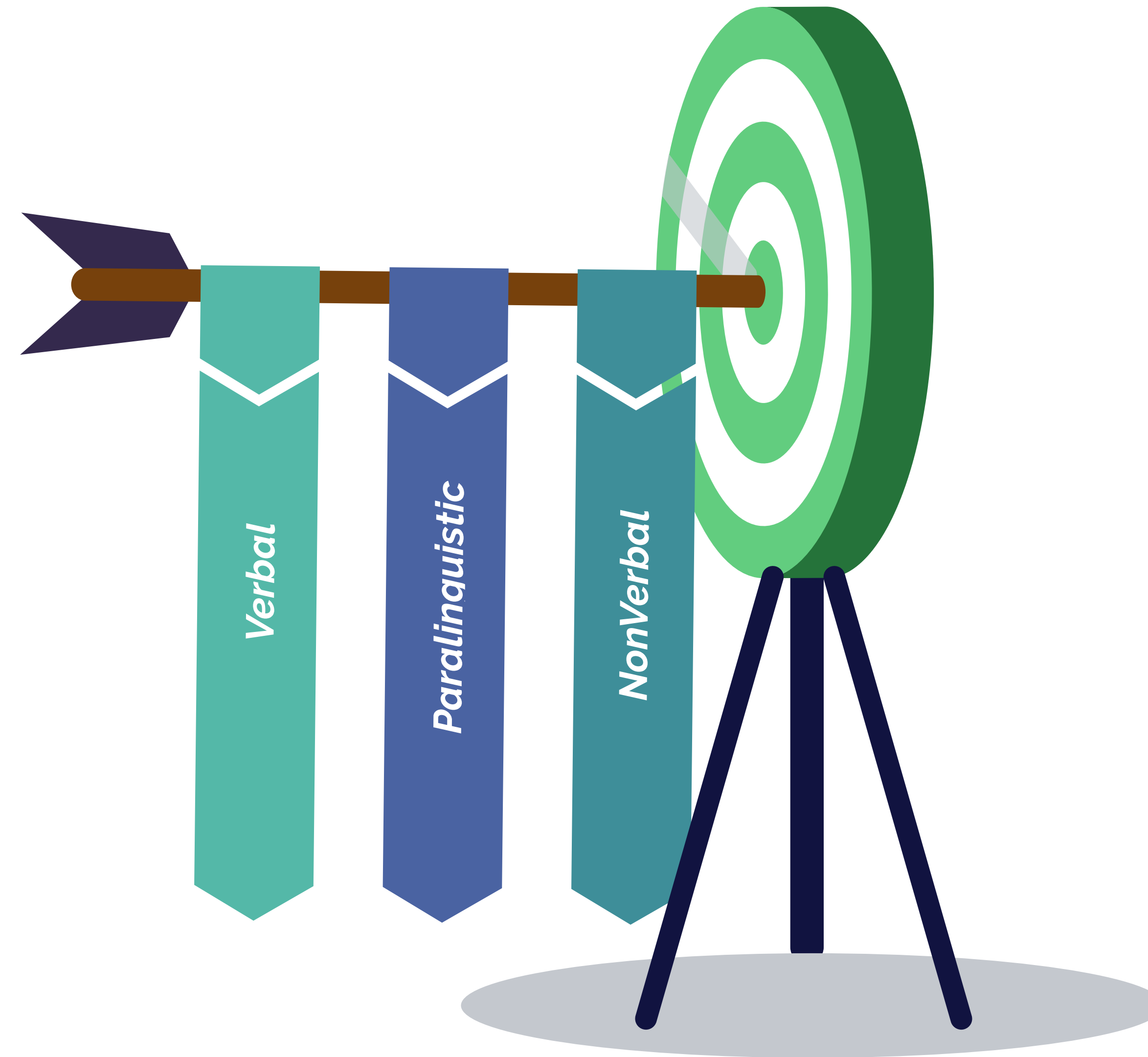


Everything Influences Behavior



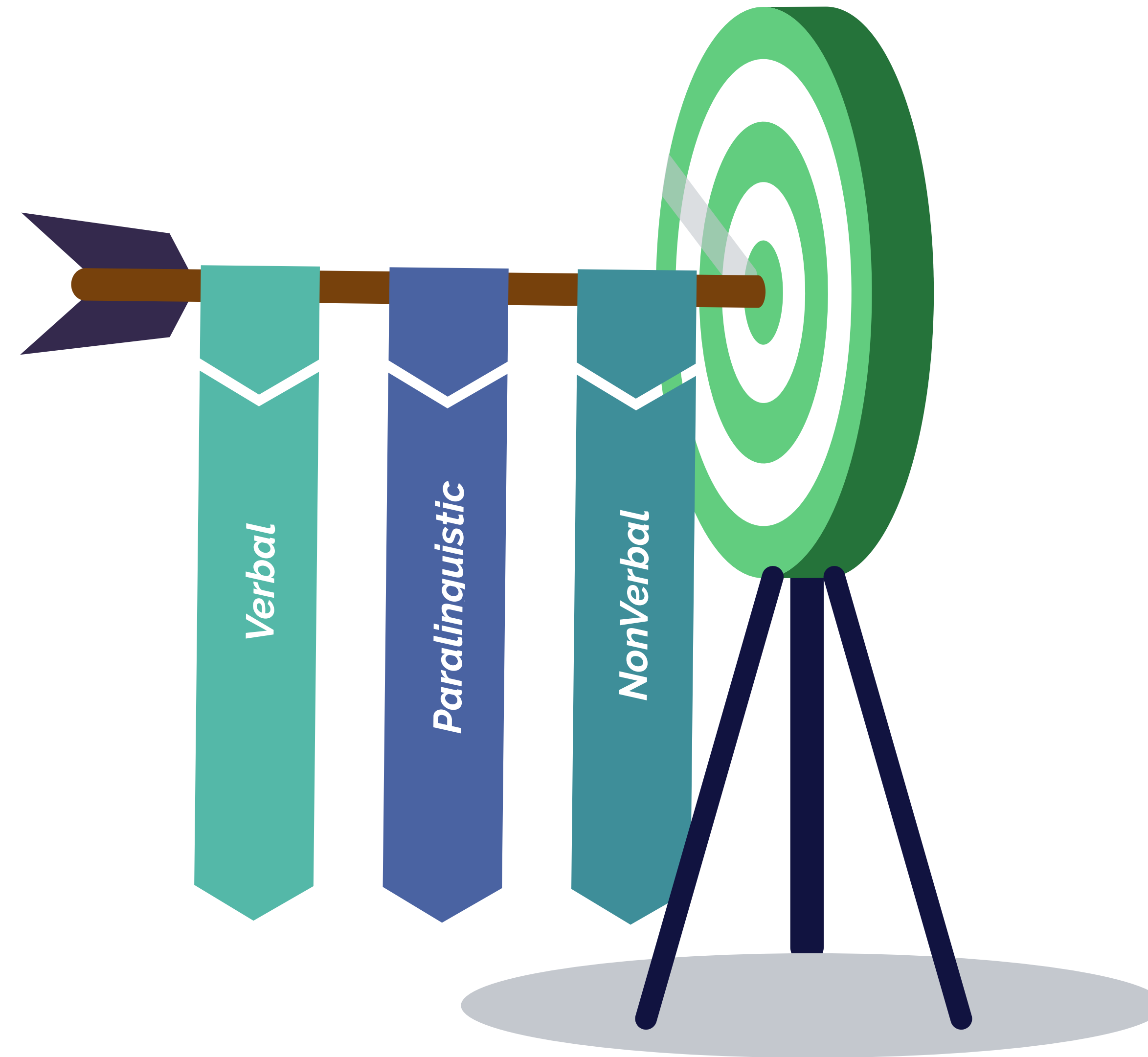
Communication

All communication occurs through many filters and is processed through “**noise**”

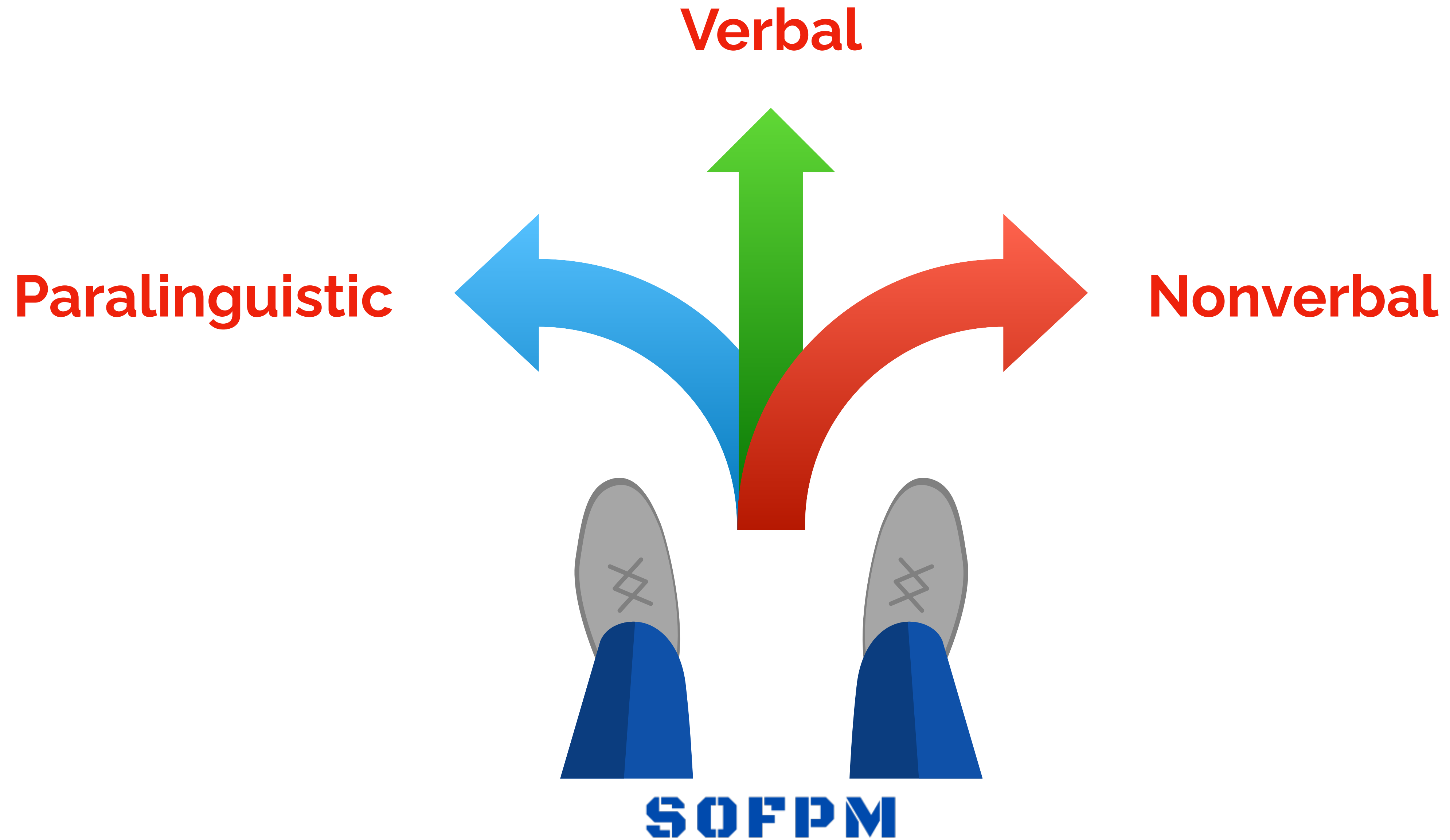


Communication

There are **3 Communication channels** each of us use when trying to get our message across.



3 Channels of Communication



Verbal Communication



The **WORDS** you choose and the words you use.

Accounts for ONLY 7% of the message you send.



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Paralinguistic Communication



**Rate, tone, volume, inflection, speed
and more**

**Accounts for 38% of the message
you send.**



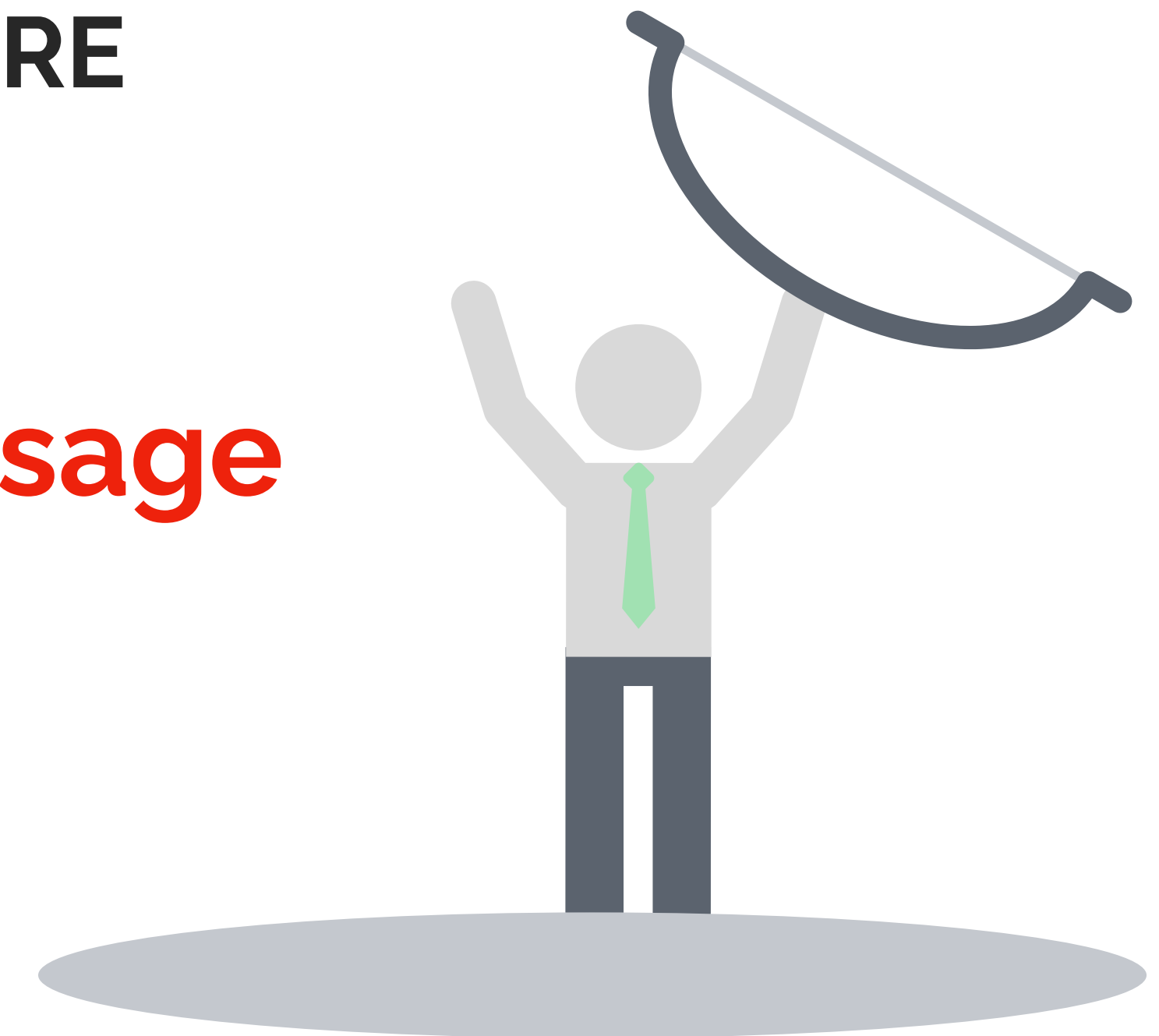
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Nonverbal Communication



Posture, clothing, expressions,
movements, listening, spelling of
messages, punctuation, and MORE

**Accounts for 55% of the message
you send.**



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DISCUSSION

What is your strongest communication style?



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NonVerbal Communication





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Feedback and Managing Up

When and how to give feedback

There is an **art** to leading project teams.



The PM Paradox

Manager

Autocrat

Pursue perfection

Written communicator

Champion simplicity

Think small

Impatient

Leader

Delegator

Tolerate ambiguity

Oral communicator

Acknowledge complexity

Think big

Patient



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DISCUSSION

How do you deal with leadership that doesn't want to cooperate or dislikes the project?

When there is a conflict over project plans, outcomes, progress?



Managing “Up”

Successful managers pay attention to managing both directions, as well as communicating with their peers.

Of vital importance to the project is how you engage with sponsor and senior stakeholders.



Managing “Up”

Managing up is the practice of proactively and intelligently working with your boss (or other senior leaders) to make their job easier, ensure alignment, and create mutual success.

It's not manipulation, flattery, or politics, its leadership without authority.



Managing “Up”

Done well, managing up builds trust, influence, and visibility.

Done poorly, it comes off as pandering or passive-aggression.



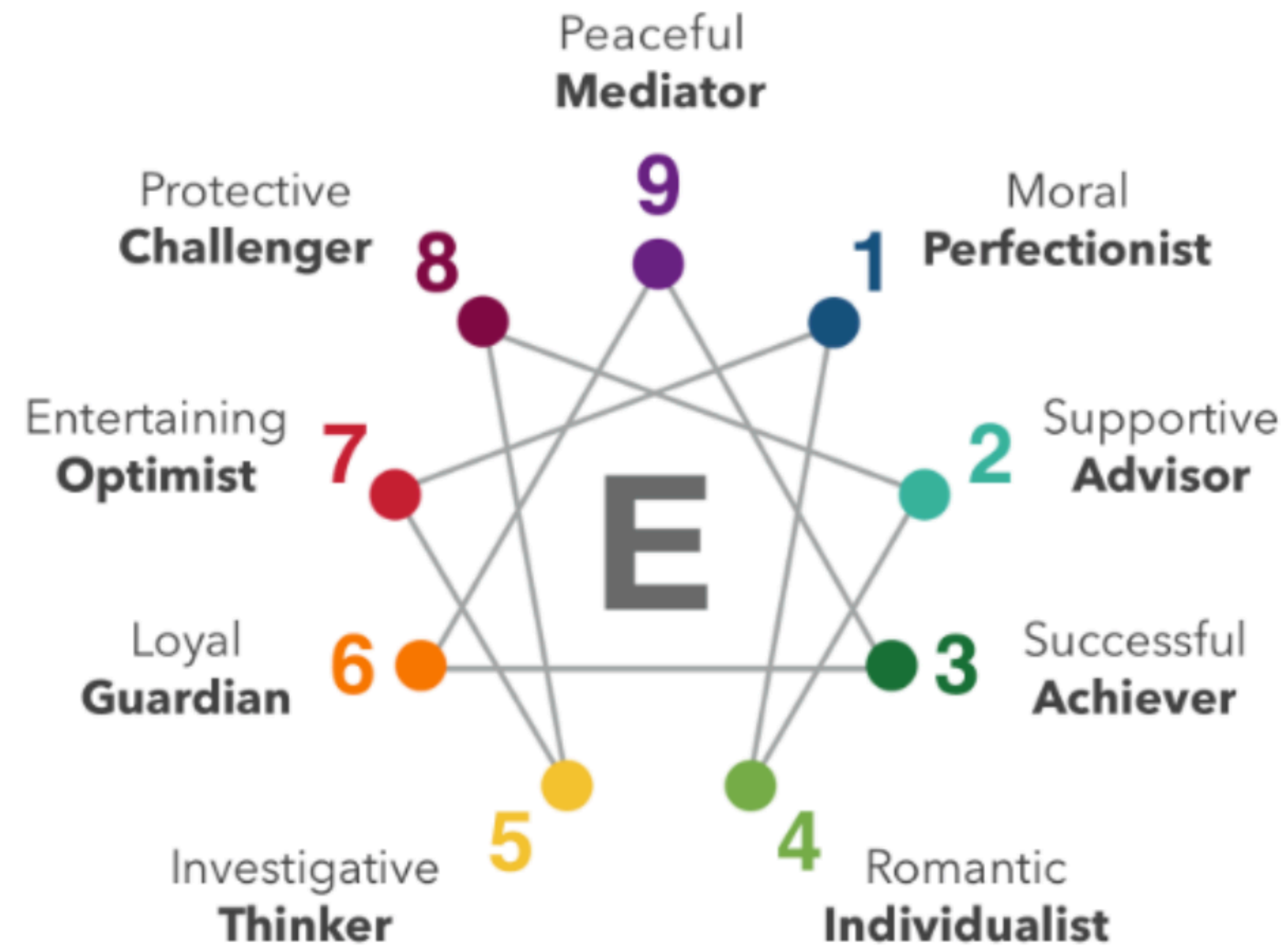


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Enneagram

The 9 Enneagram Personality Types



The 9 Enneagram Personality Types

Name	Core Fear	Core Desire
The Reformer	Being corrupt or wrong	To be good, ethical, right
The Helper	Being unwanted or unloved	To be loved and needed
The Achiever	Being worthless	To be successful and valuable
The Individualist	Having no identity or meaning	To find themselves and be unique
The Investigator	Being helpless or ignorant	To be capable and informed
The Loyalist	Being without support/guidance	To feel secure and supported
The Enthusiast	Being deprived or trapped	To be satisfied and free
The Challenger	Being weak or controlled	To be strong and independent
The Peacemaker	Conflict and disconnection	To have peace and harmony



Enneagram: The Gut Triad

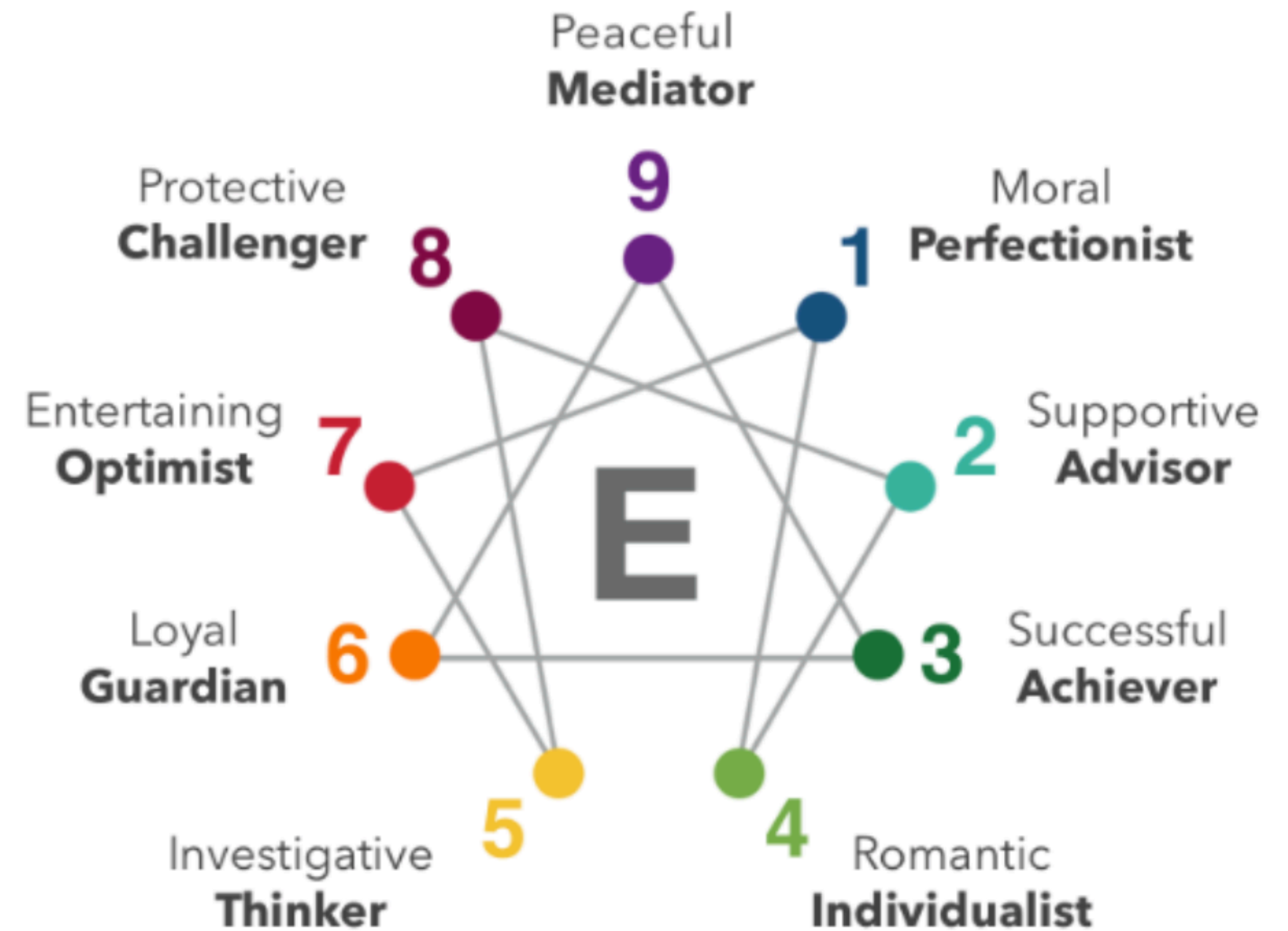
Body Centered

Predominant Emotion: Anger

8's externalize their anger

9's forget their anger

1's internalize it



Enneagram: The Heart Triad

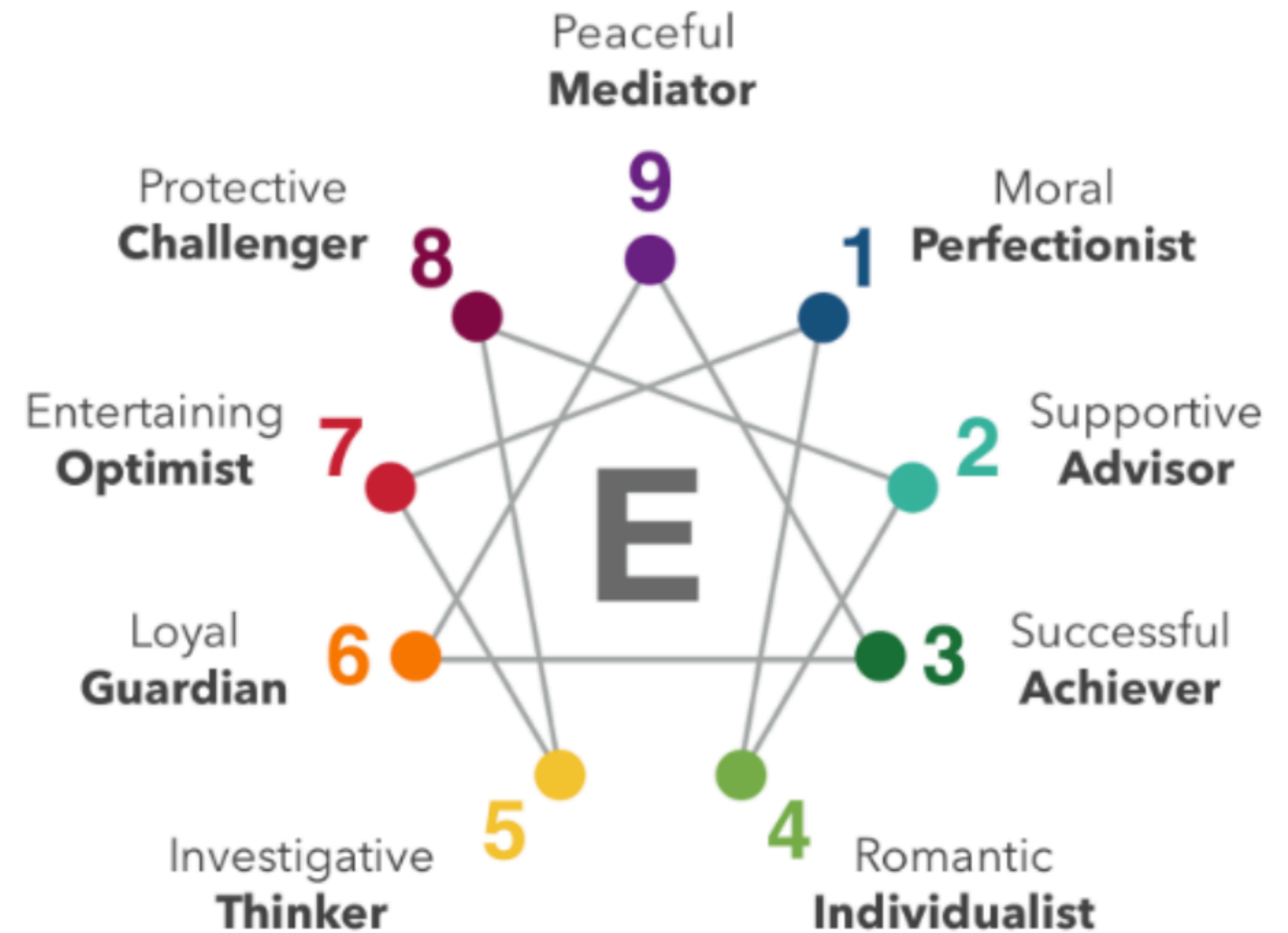
Emotionally Centered

Predominant Emotion: **Shame**

2's focus outwardly on the feelings of others

3's have trouble recognizing their own feelings

4's concentrate inwardly on their own feelings



Enneagram: The Head Triad

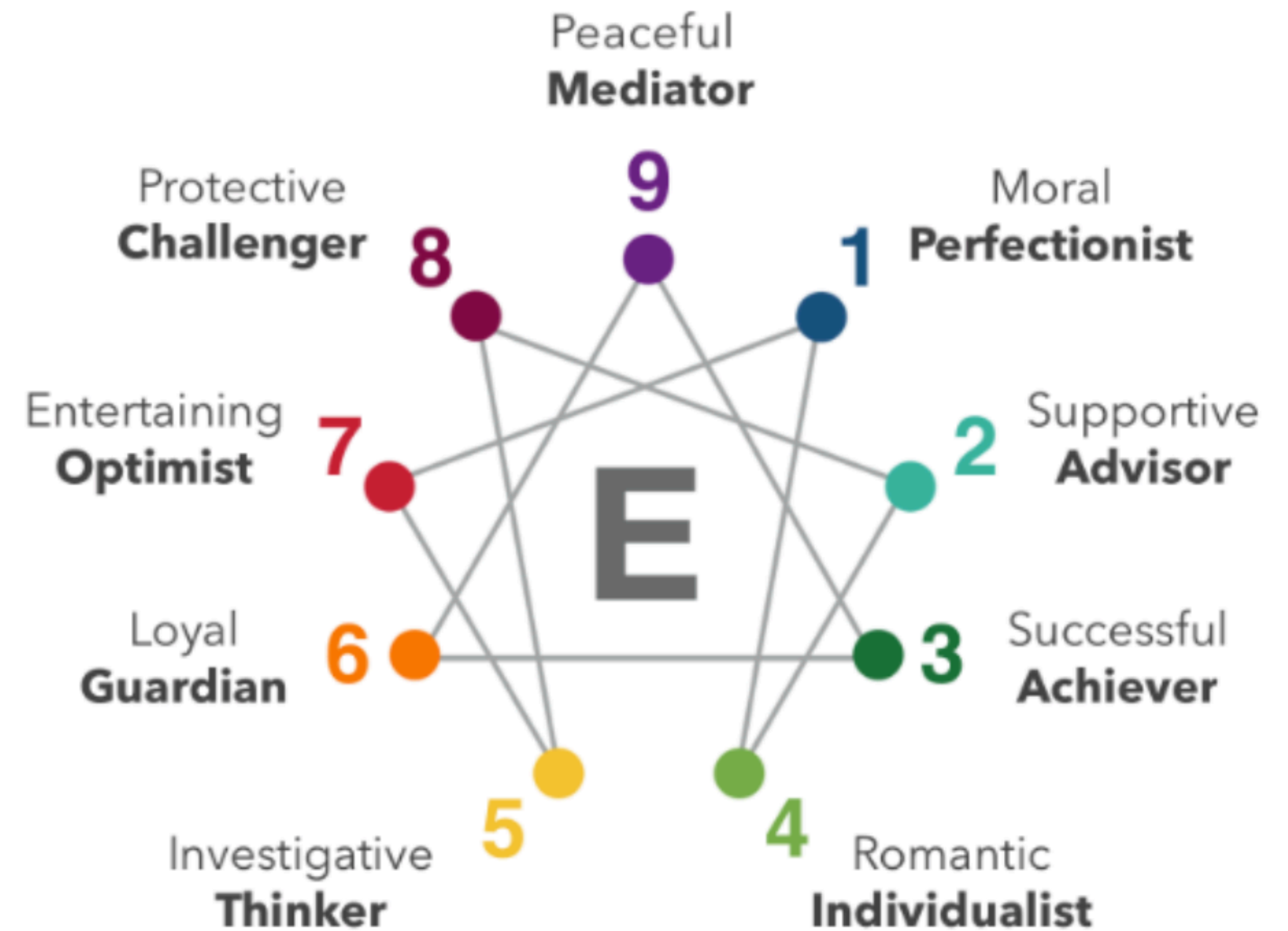
Mentally Centered

Predominant Emotion: Fear

5's externalize their fear

6's forget their fear

7's internalize it





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Communication Barriers

DISCUSSION

**What kinds of communication barriers
are present where you work?**



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Types of Barriers

Why we don't get the
outcome we'd like when
communicating



Types of Barriers

**Lack of Attention or
Awareness**

Ignorance

Protection



Lack of Attention or Awareness

Inattention to posture

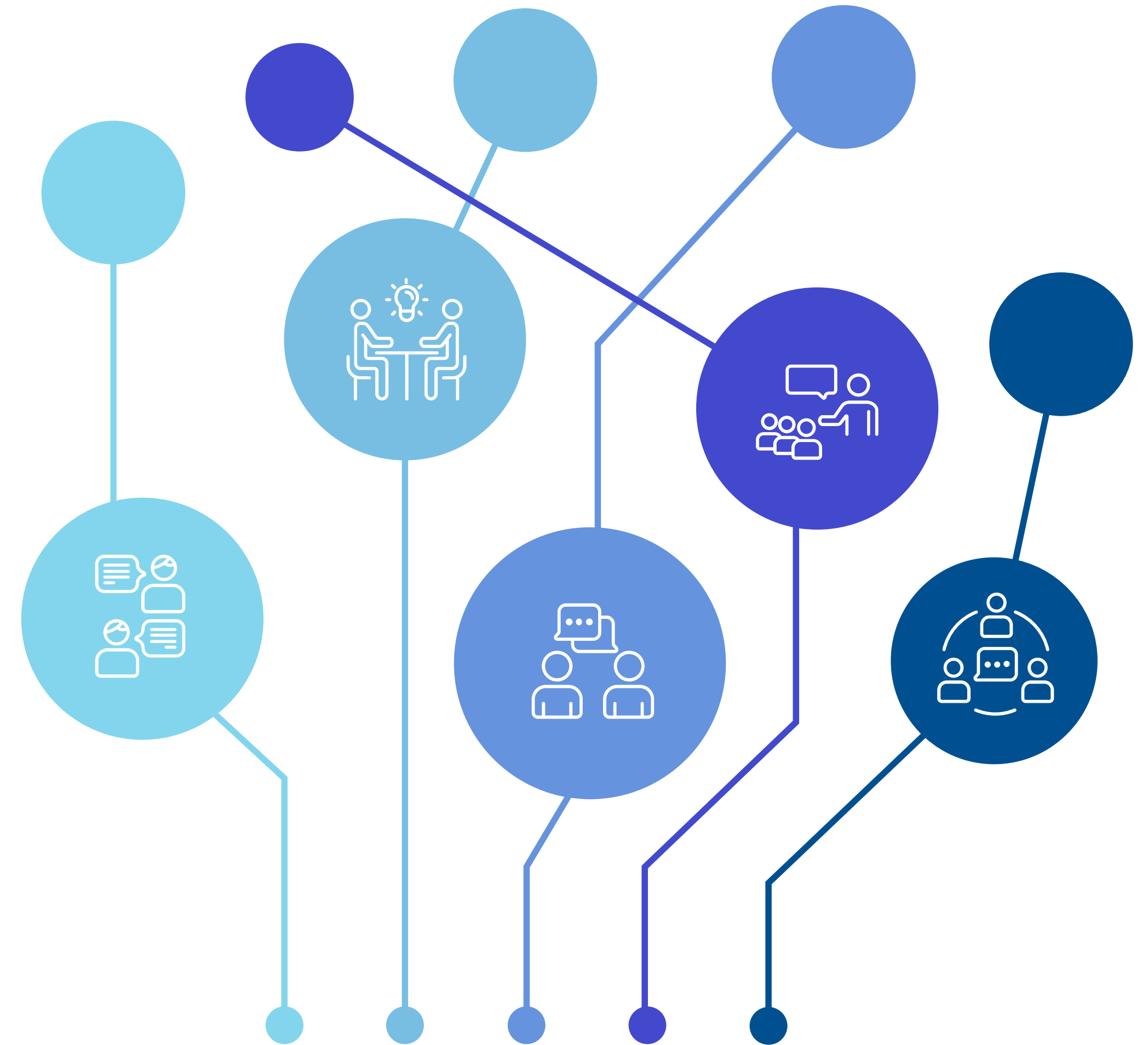
Proximity violations

Spatial Orientation

Focus and Fidgeting

Not knowing the outcome of the engagement you are seeking

“Murphy”



Ignorance

Cultural norms

Societal expectations

Personality Traits



Protection

Freeze, Flight or Fight

Always running in the background through our Limbic System



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Barriers to Interpersonal Communication

Semantics

Filtering

Credibility

Agendas

Frames of reference

Information overload

Poor communication skills

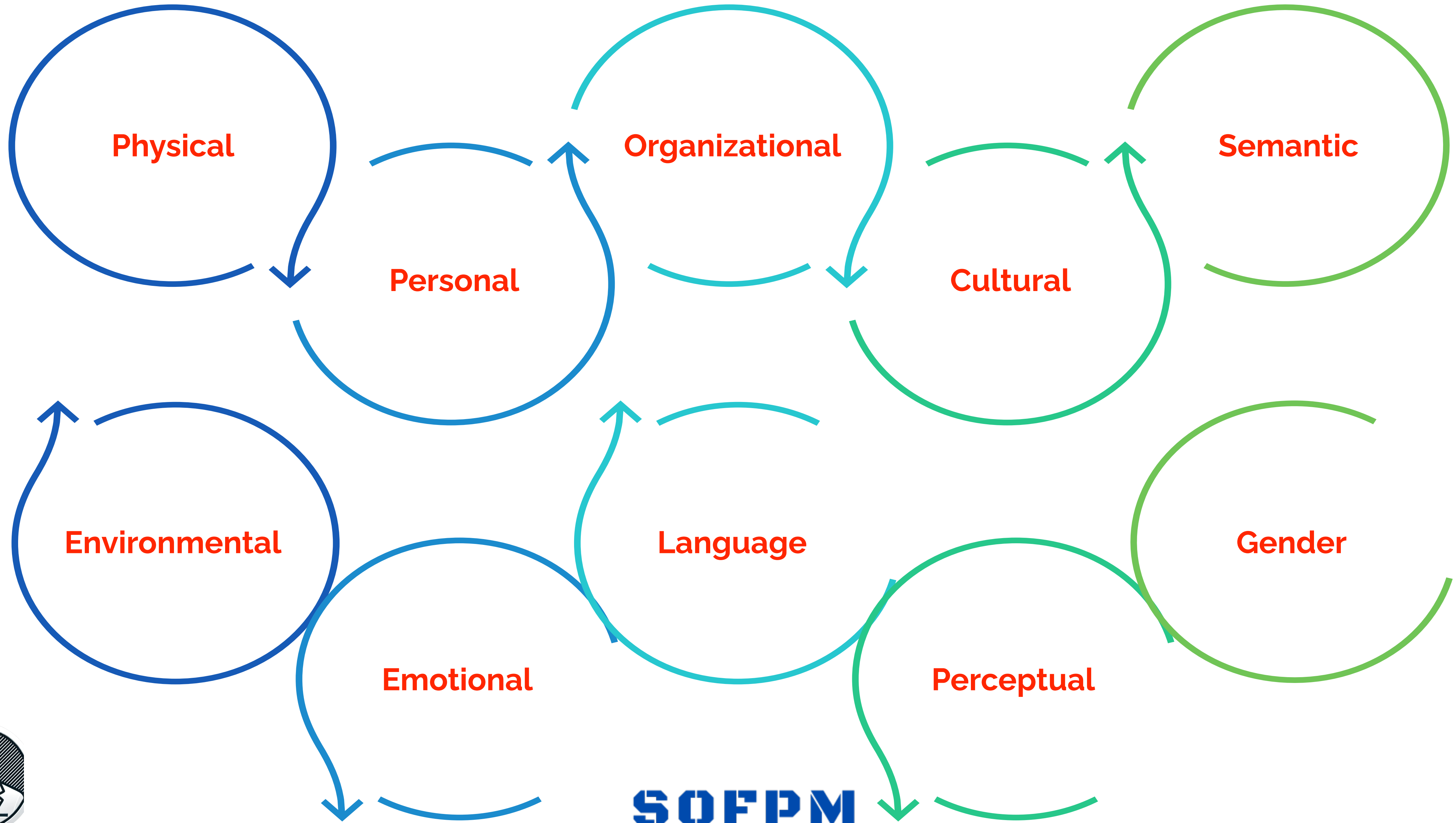


Ten Most Common Communication Barriers

- 1: Assumption of understanding
- 2: Lack of attention/distracted
- 3: Emotional Interference
- 4: Poor **nonverbal** signals
- 5: Language, jargon, or complexity
- 6: Cultural or generational gaps
- 7: Lack of feedback or clarification
- 8: Authority fear or power distance
- 9: Inconsistency or contradiction
- 10: Information overload



Type of Barriers



Unintentional Barriers

Poor / vague / inadequate instructions (scope)

Unclear task priorities

Insufficient time or resources

No context for their work

Slow feedback / decisions

Red tape – too much project management!



Effective and Efficient Communication

Providing the right information in the right format, at the right time

Find the balance between under- and over- communicating

Clear and consistent messages are passed within the team and to external stakeholders





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Other Communication

DISCUSSION

What are the PROS and CONS of video communication?



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Be Careful of “Quick” Video Meetings

Immediate (potentially unnecessary) collaboration has been killing productivity since the pandemic.

“Do you have 5 min for a catch up?”

Collaboration And Teams

Collaboration Overload Is Sinking Productivity

by Rob Cross, Mike Benson, Jack Kostal, and RJ Milnor

September 07, 2021

TECH / MICROSOFT

Microsoft Teams usage jumps to 145 million daily active users



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What makes a stand-out presentation

Involve the audience

DON'T turn out the lights (unless showing a video clip)

Move around

DON'T read the slides. Definitely don't have others read the slides for you.

PRACTICE DELIVERY!



What makes a stand-out presentation

Involve the audience

DON'T turn out the lights (unless showing a video clip)

Move around

DON'T read the slides. Definitely don't have others read the slides for you.

PRACTICE DELIVERY!



This slide has DOUBLE the recommended words recommended for any presentation slide (13).

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Critical Written Communication

The key principle when writing for projects is to keep your messages:

Short, **Action-oriented**, and Easy to understand



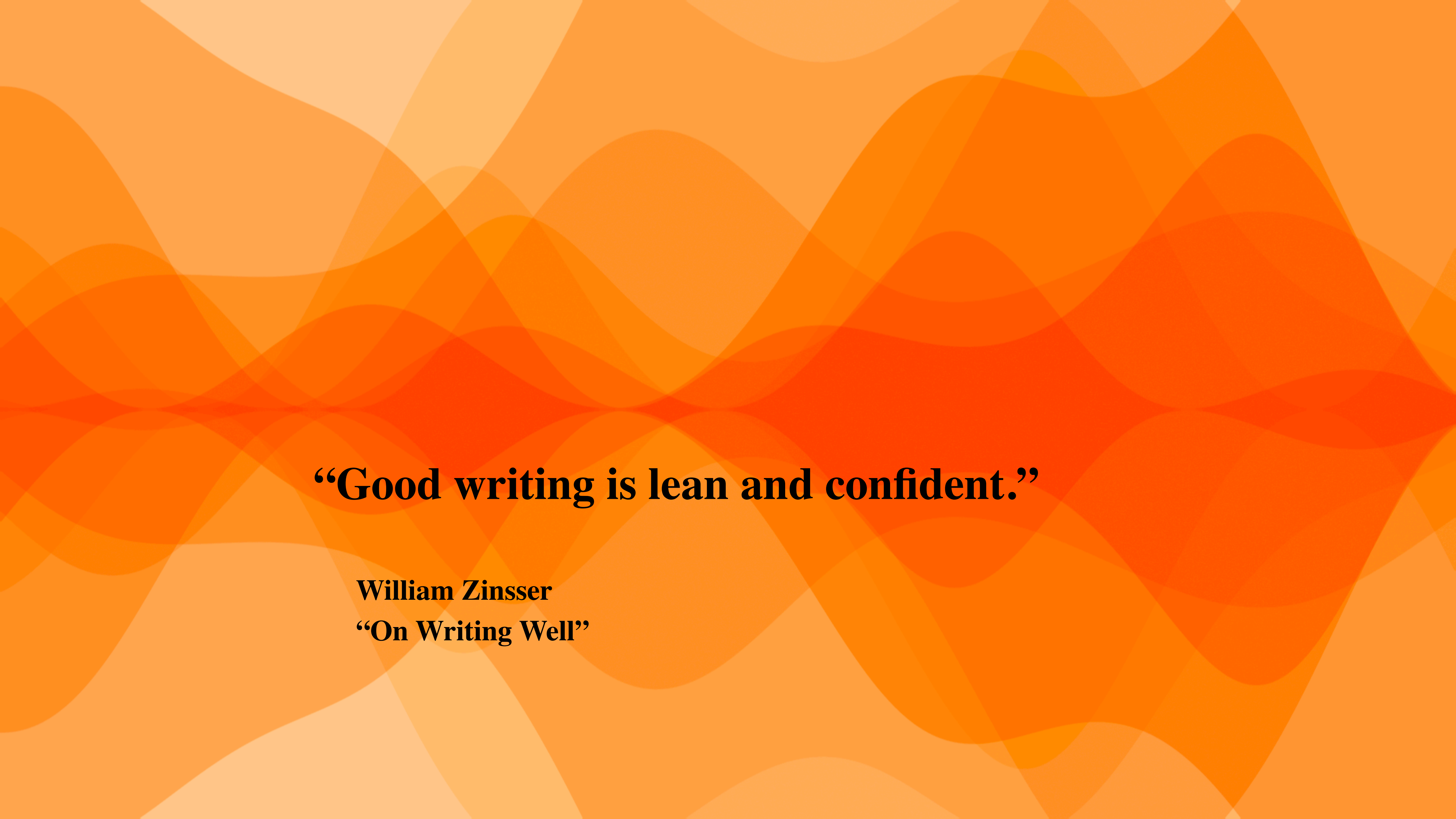
Critical Written Communication

Know your audience

Know your outcomes

Avoid jargon when possible





“Good writing is lean and confident.”

William Zinsser

“On Writing Well”

Giving Feedback

Be positive and **focus on improvement**

Be timely, sincere, fair, and balanced

Give feedback solely from **your** perspective

Explain the direct impact resulting from your observation

Pause, **allow for their reaction**

Make a *SMART* goal and check back!



Receiving Feedback: The 5 R's

Receive

Manage emotional reaction and actively listen

React

“Thank you for taking the time”

Refine

Ask questions to get to specifics and solutions

Reflect

Pause, honestly reflect

Respond

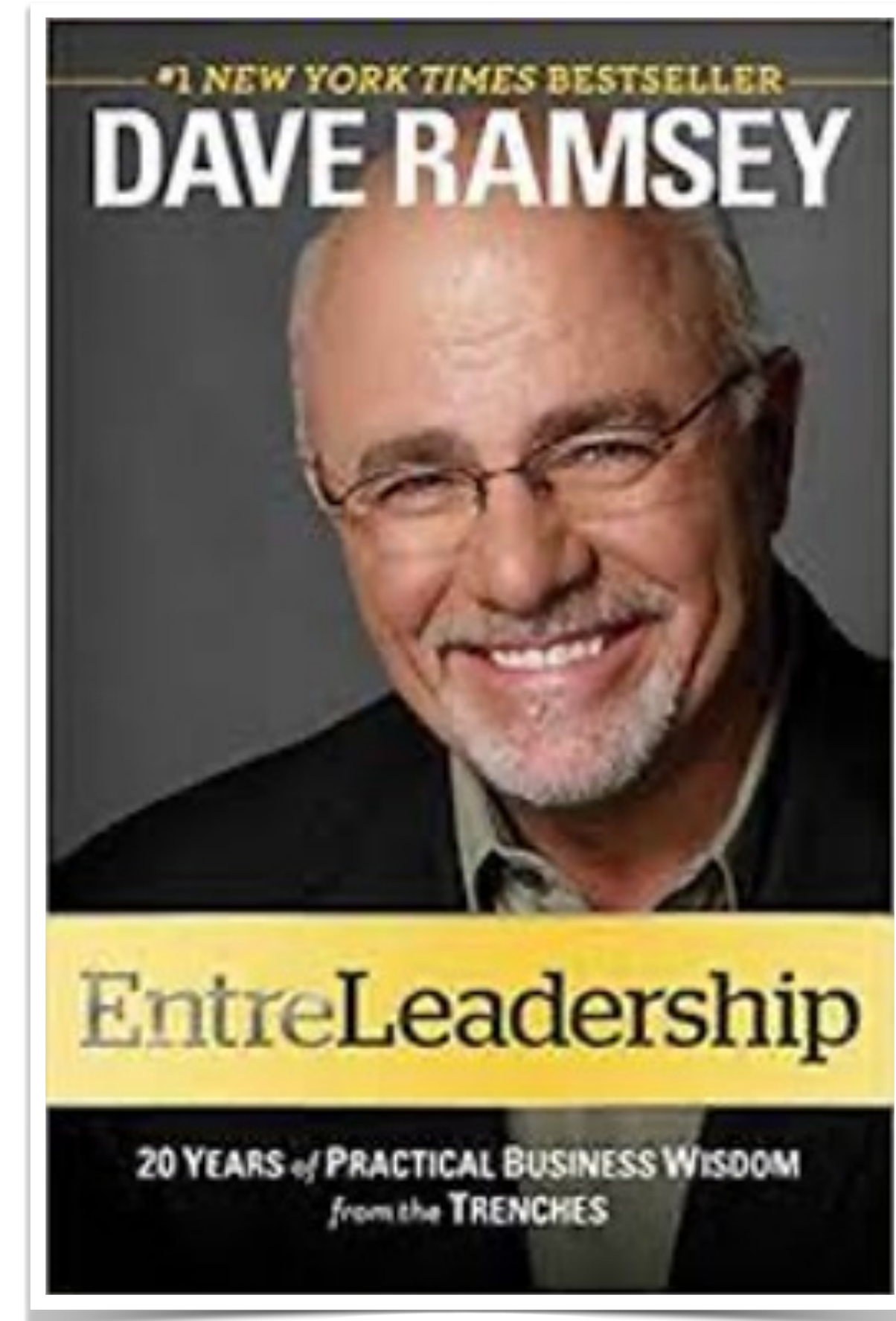
Agree to steps forward, circle back and follow up



Reprimands

- 1: Be short
- 2: Be Private
- 3: Be gentle
- 4: Be uncomfortable
- 5: Attack the problem

EntreLeadership by Dave Ramsey



“Two thirds of CEOs regarded collaboration and communication as ‘key drivers of employee success to operate in a more complex and inter-connected world.’”

Morten Hansen
“Great At Work”



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The Ability To Say “No.”

DISCUSSION

Do ALL team members need to be in ALL team meetings/events?



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Omission and Saying “No.”

Not everyone needs to be in every meeting.

Not every project “improvement” needs implemented.

Not every idea is a good one.





“You don’t have a time management problem, you have a “yes” management problem.”

Paula Boyle



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Communication Paths

Communication Paths

How many **communication paths** are present where you work?



zoom

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DISCUSSION

What are the PROS and CONS of Social Media?



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Social Media Considerations

Social Media Considerations

A good social media policy is a **living document** that provides guidelines for your organization's and projects' social media use.



Social Media Considerations

Conflicting personal and professional profiles

Properly **secure** project data and information

Moderate in real time if possible to avoid spam-bots

Stakeholders expect **conversations** and PMs are pushing **messaging** instead



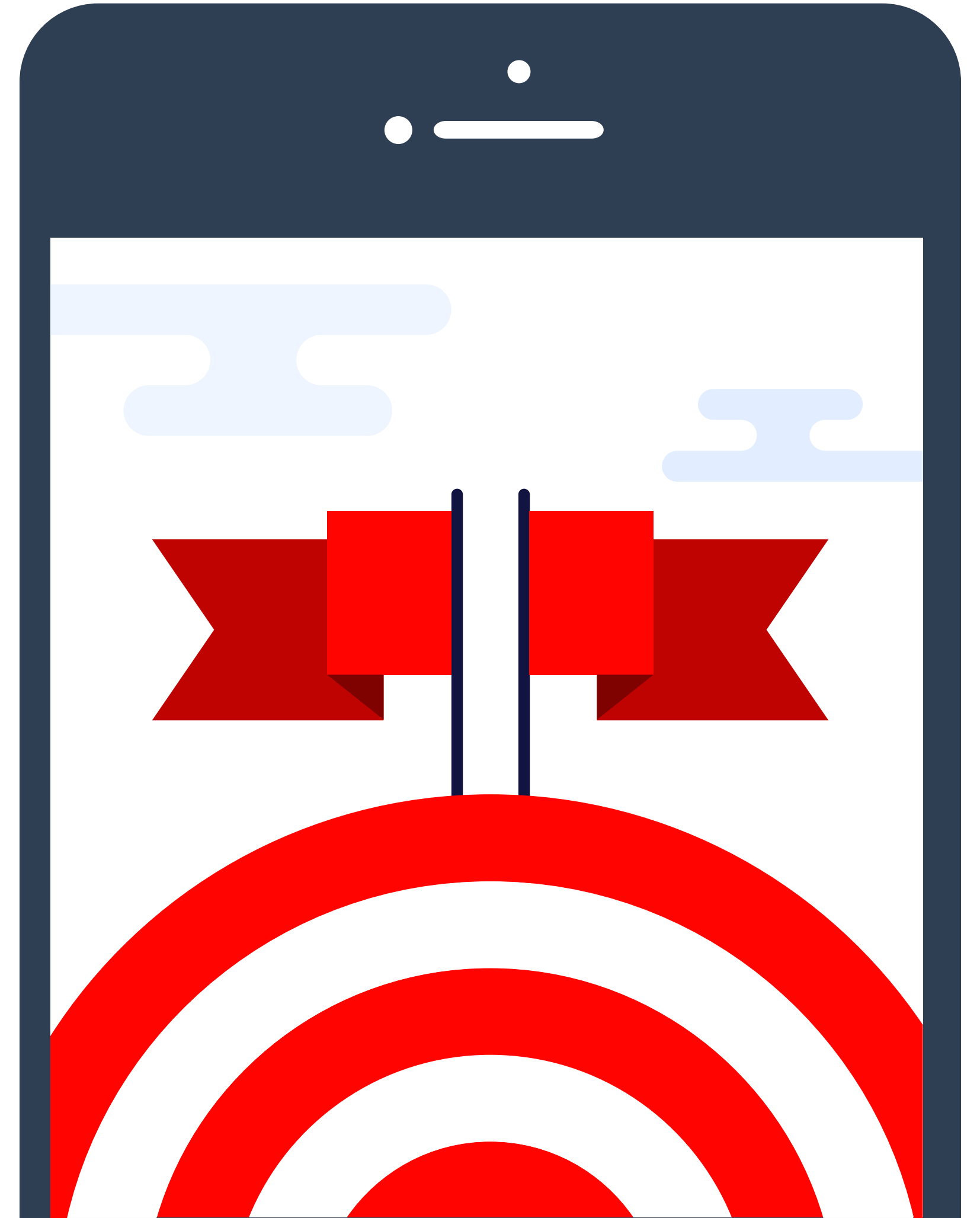
Some Simple Guidelines

Don't feed the **trolls**.

Maintain a work-life **balance**

Understand **privacy** considerations and Intellectual Property concerns

Conversations not messaging



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Key Points from EQ and PM



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Use all three channels for communication and understand effective communication is about ensuring **DELIVERY**

Know yourself and how you communicate best to others.

Understand how others want to be communicated with.



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Groupthink and Conflict



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Groupthink

Groupthink

Occurs within a group of people when the desire for harmony or conformity in the group results in **irrational or dysfunctional** decision-making



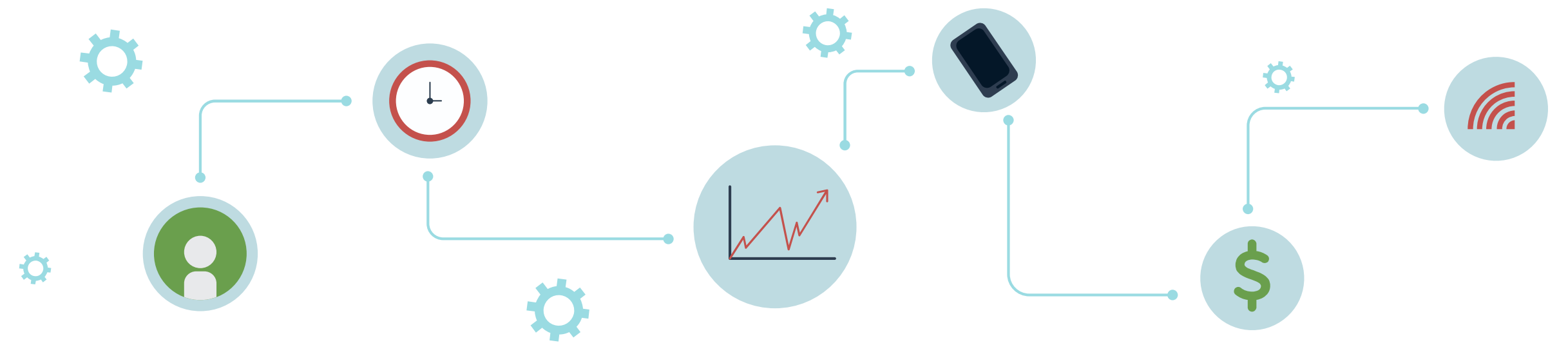
Groupthink

Beware of:

Cascade effects

Polarization

“Common knowledge”



Preventing Groupthink

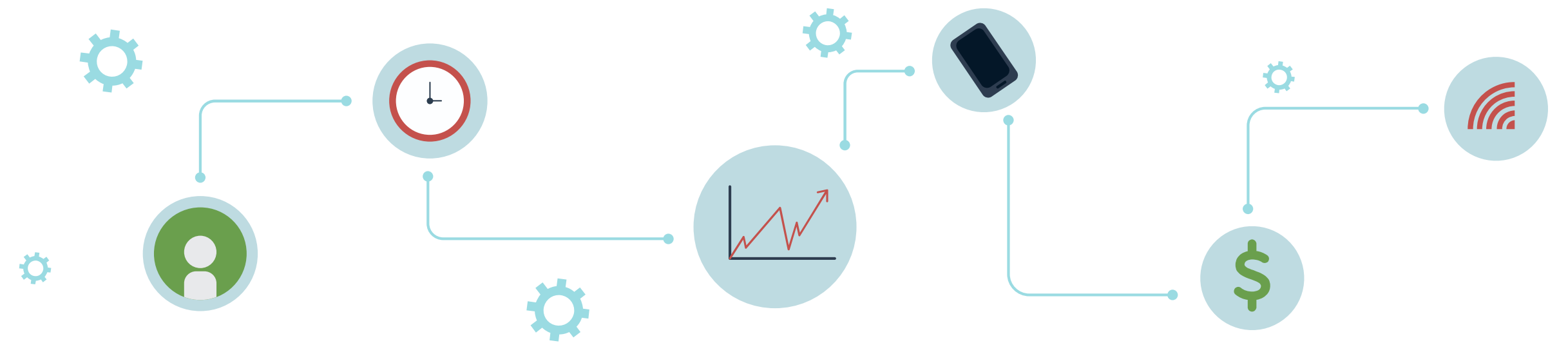
Expect groupthink

Engage **diverse** groups

Engage outsiders / experts

Define group values

Allow ample **time**



Managing Groupthink

Don't shoot the messenger

Consider alternatives

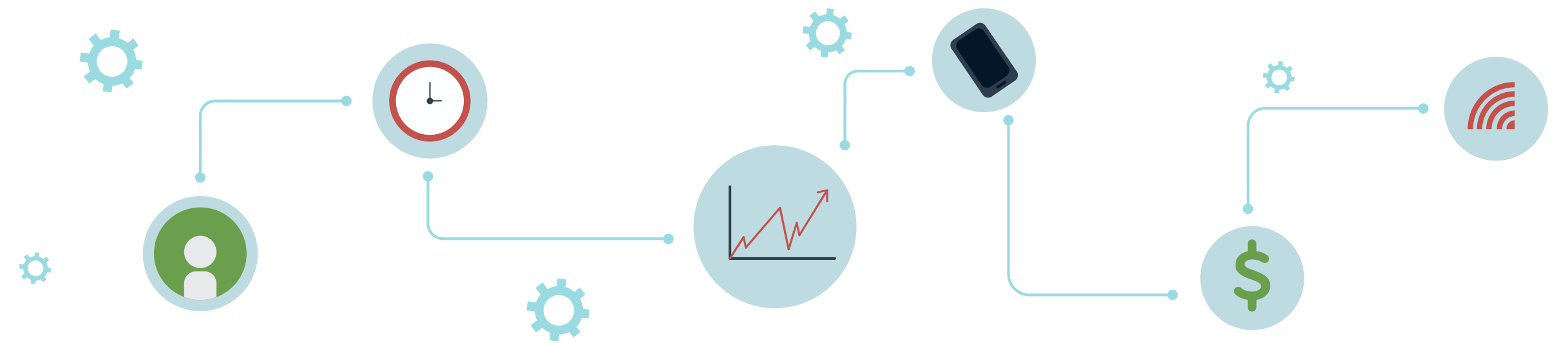
Challenge assumptions

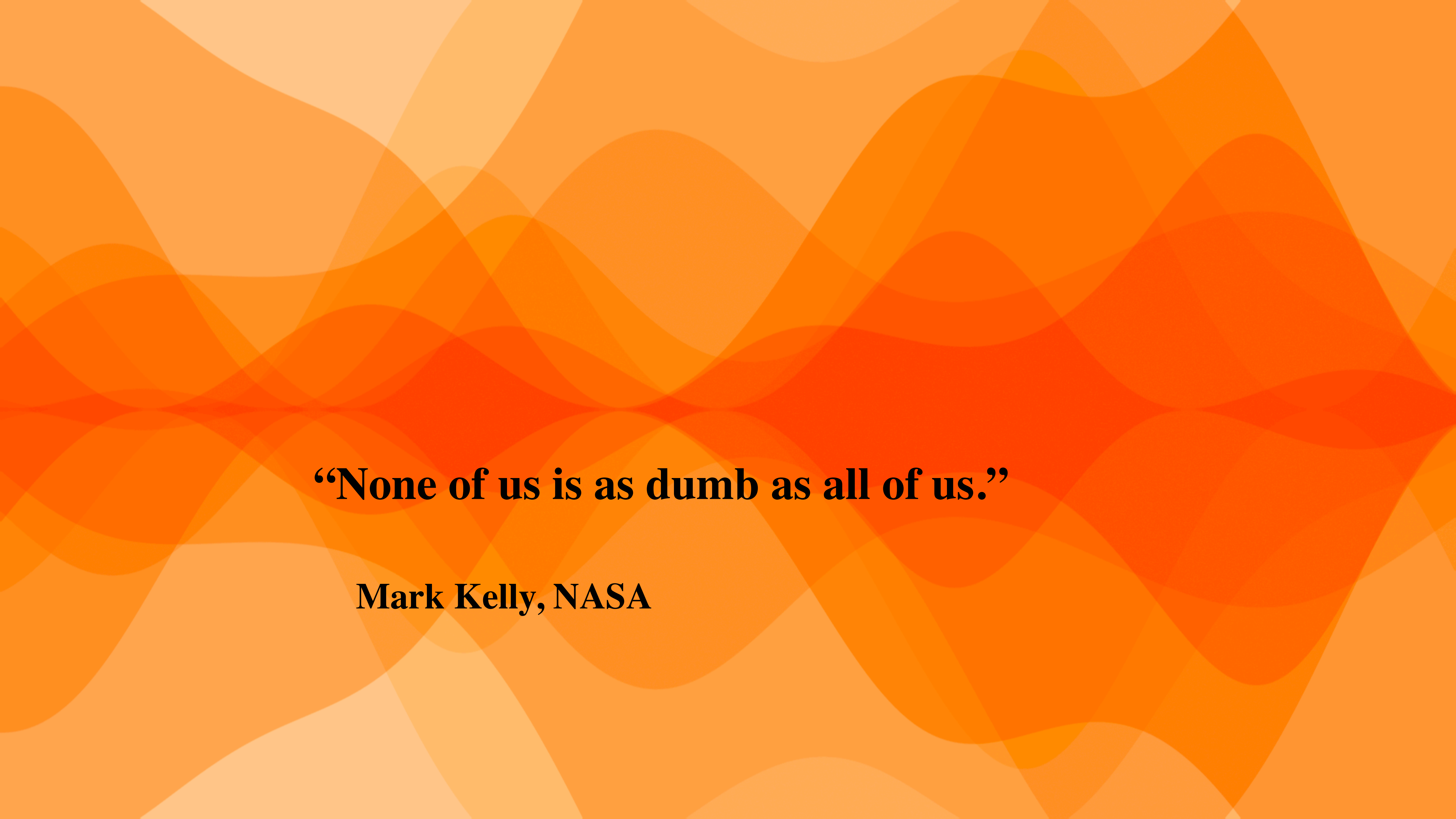
Manage conflict

Appoint a devil's advocate

Speak last

Test decisions outside the group





“None of us is as dumb as all of us.”

Mark Kelly, NASA



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Conflict

DISCUSSION

How do you view conflict within your project teams?



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**“Conflict is about issues and ideas, while
accountability is about performance and
behavior.”**

Patrick Lencioni
“The Advantage”

When is conflict ok?

Finding project **inefficiencies**

Understanding team member **concerns**

Generating **new ideas**

And more...



Some sources of conflict within project teams:

Divided loyalties (matrix organizations)

Scarcity of resources

Prioritization of scheduled tasks

Personal work styles

Poor communication

Lack of openness and honesty or failure to address commitments



Top Ten Sources of Conflict Within Project Teams

- 1: Unclear roles and responsibilities**
- 2: Competing priorities**
- 3: Poor communication**
- 4: Personality clashes**
- 5: Lack of accountability**
- 6: Resource constraints**
- 7: Scope changes and creep**
- 8: Ineffective leadership**
- 9: Cultural or hierarchical tension**
- 10: Unresolved past friction**

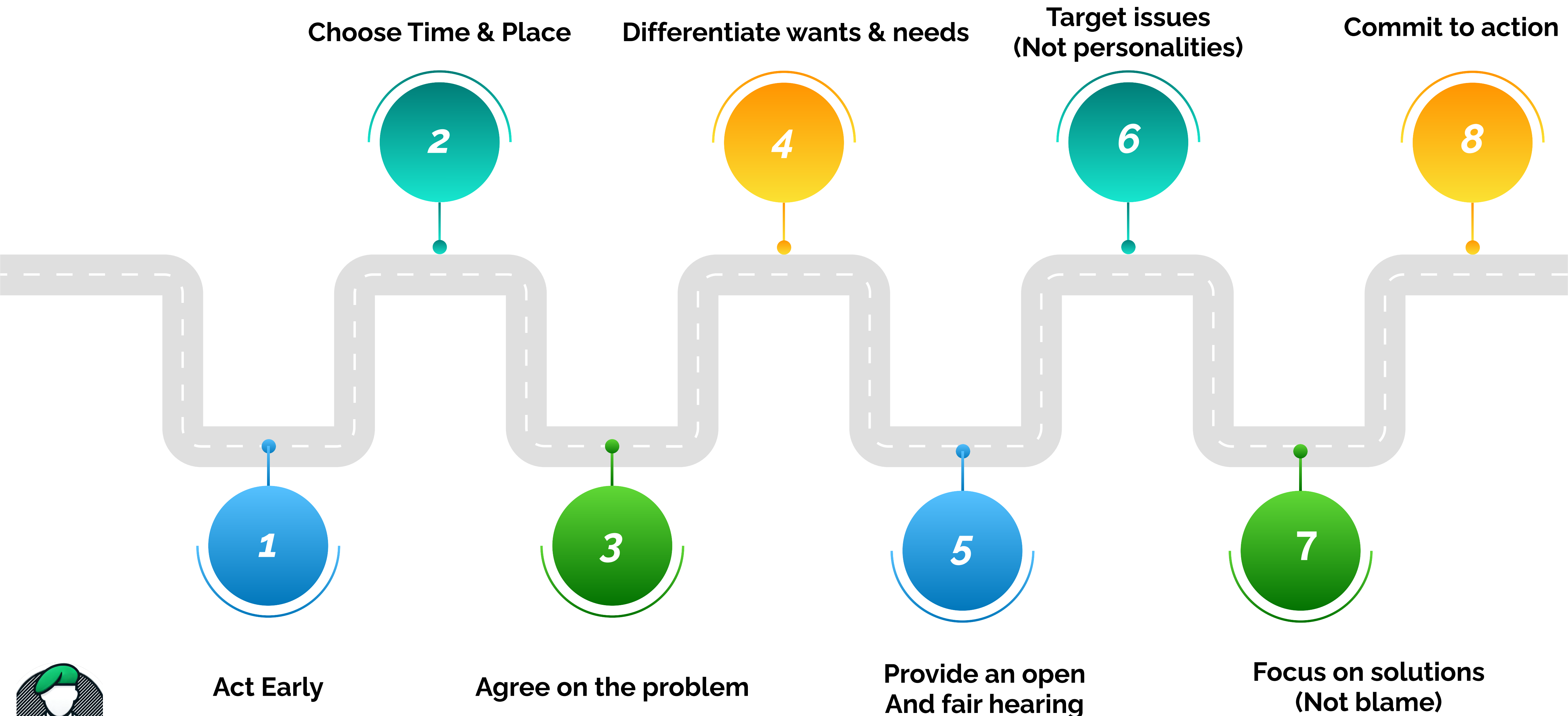


**“The truth is that low-level confrontations
keep the big confrontations from being
necessary.”**

Stephen Mansfield

“Ten Signs of a Leadership Crash”

Conflict Resolution



Choose Time & Place

Differentiate wants & needs

Target issues
(Not personalities)

Commit to action

Act Early

Agree on the problem

Provide an open
And fair hearing

Focus on solutions
(Not blame)



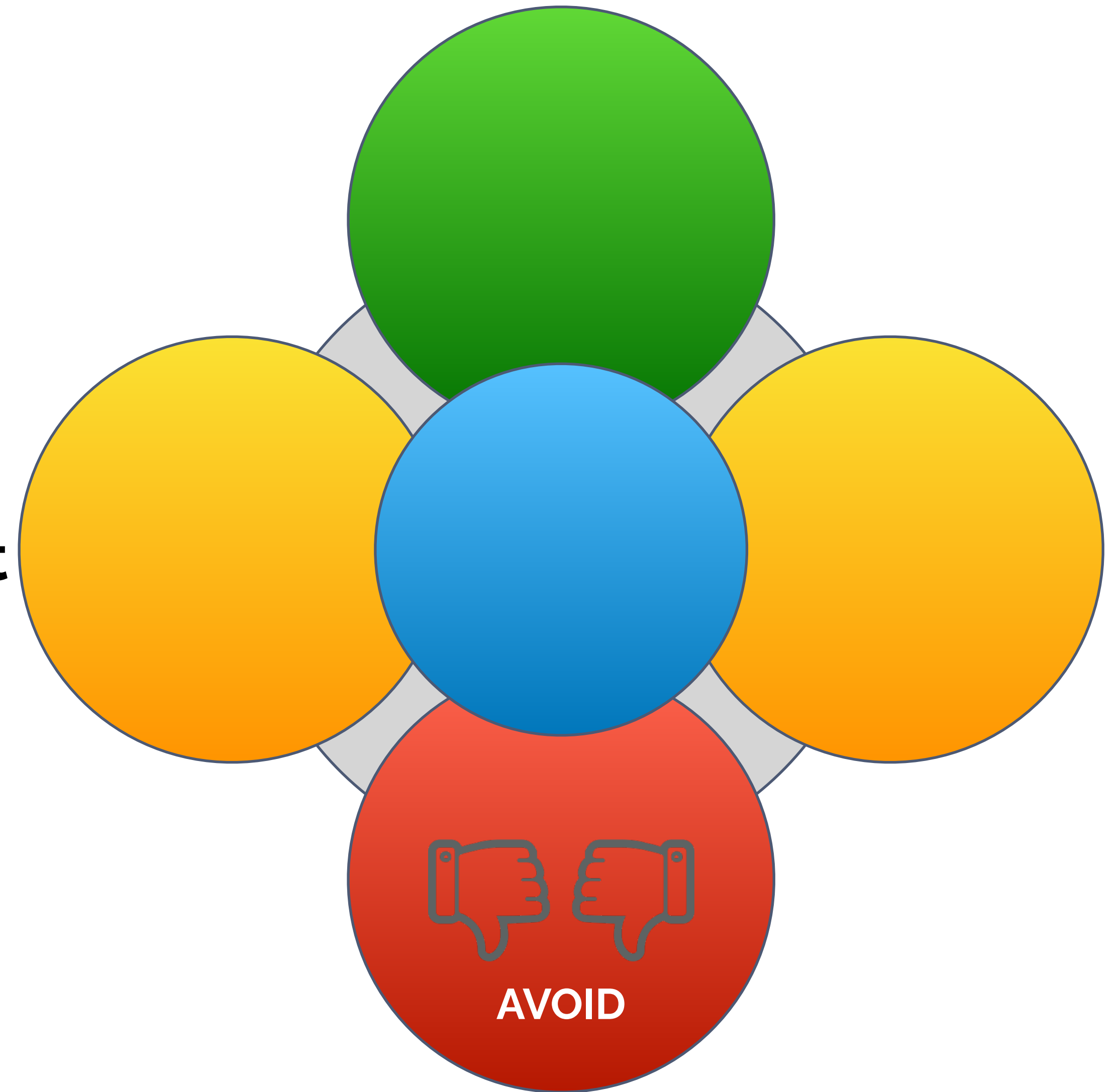
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Conflict Management Style: Avoid

The conflict doesn't exist!

This style is typified by delegating controversial decisions, accepting default positions, and not wanting to hurt anyone's feelings.

Weak for the PM to go this route

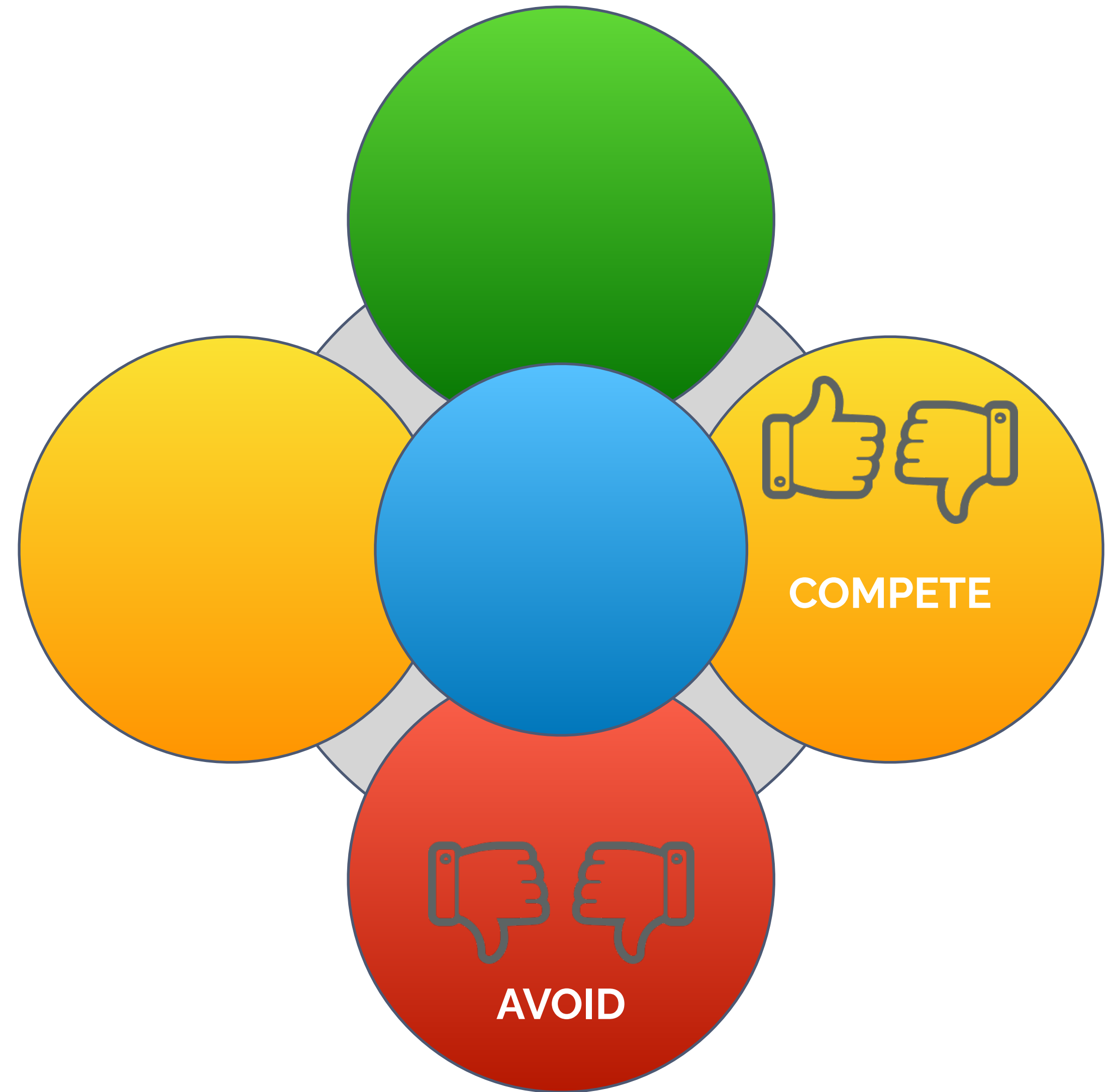


Conflict Management Style: Compete

People who tend towards a competitive style take a firm stand - and know what they want.

They usually operate from a position of power, drawn from things like position, rank, expertise, or persuasive ability.

Often leaves people feeling bruised, unsatisfied and resentful when used in less urgent situations.

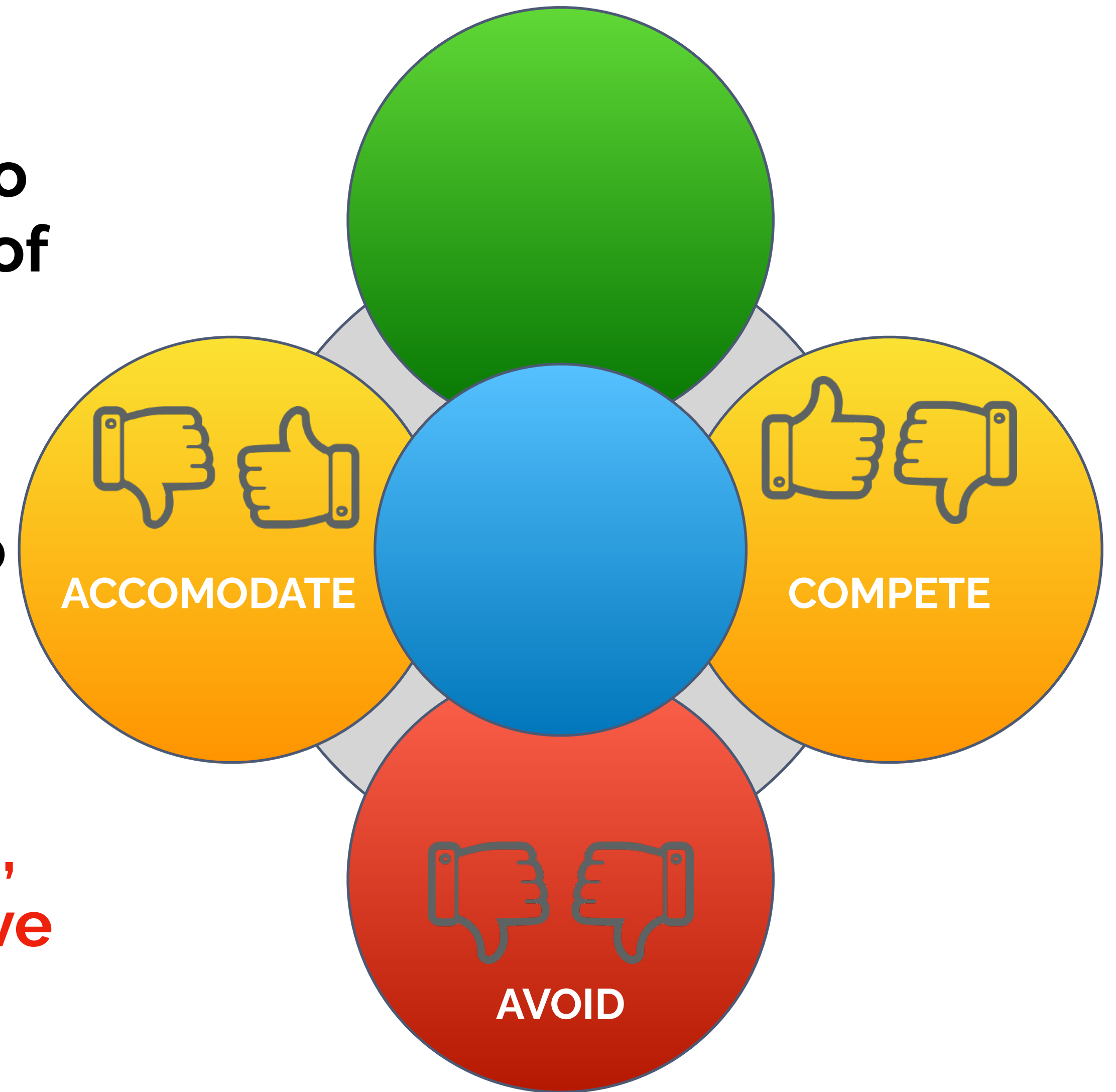


Conflict Management Style: Accommodate

Accommodating indicates a willingness to meet the needs of others at the expense of the person's own needs.

The accommodator often knows when to give in to others, but can be persuaded to surrender a position even when it is not warranted.

However, people often don't return favors, and overall this approach is unlikely to give the best outcomes to the accommodator.



Conflict Management Style: Compromise

People who prefer a compromising style try to find a solution that will at least partially satisfy everyone.

Everyone is expected to give up something, and the compromiser themselves also expects to relinquish something.

However, it may come at the cost of 'dumbing down' ideas



Conflict Management Style: Collaborate

Adopting an approach that meets the needs of the situation, resolves the problem, respects people's legitimate interests and **mends damaged working relationships.**



Conflict Management Styles Distribution

Style	Approx % Of People
Avoiding	20-25%
Accomodating	15-20%
Competing	10-15%
Comprmising	25-30%
Collaborating	10-15%





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Conflict Key Points and Take-aways

Key Points from Conflict



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Conflict is **GOING TO HAPPEN** in your projects. Be prepared for it.

Know yourself and know **your conflict management style.**

Realize that **you may be at fault** and learn to listen when heated debates occur.



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Project Leadership

**“No business plan survives first contact
with customers.”**

Josh Kaufman

“The Personal MBA”



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Project Manager Power Within the Organization

DISCUSSION

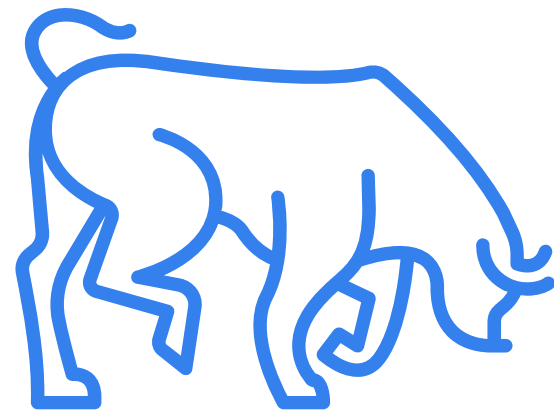
How much power and authority do you have over the projects you work on?



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Project Manager Authority Level

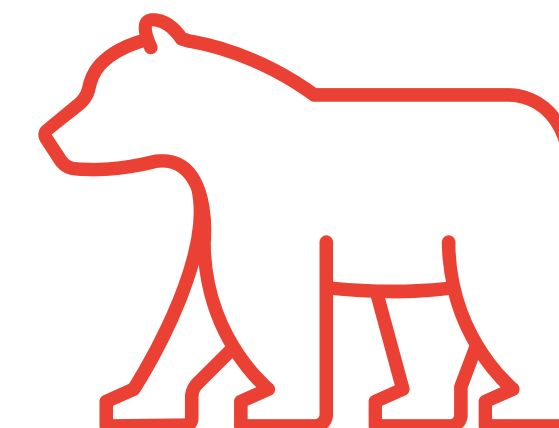
Know the type of organization you work within.



Strong Matrix

Functional Matrix

Weak Matrix



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PROS and CONS of Matrix Organization Types

	WEAK	BALANCED	STRONG	FUNCTIONAL
Line Manager Authority	HIGH	LOW	LOW	MEDIUM
Project Manager Authority	LOW	HIGH	HIGH	MEDIUM
Resource Allocation	MEDIUM	HIGH	HIGH	MEDIUM
Ability to Innovate	LOW	MEDIUM	HIGH	MEDIUM

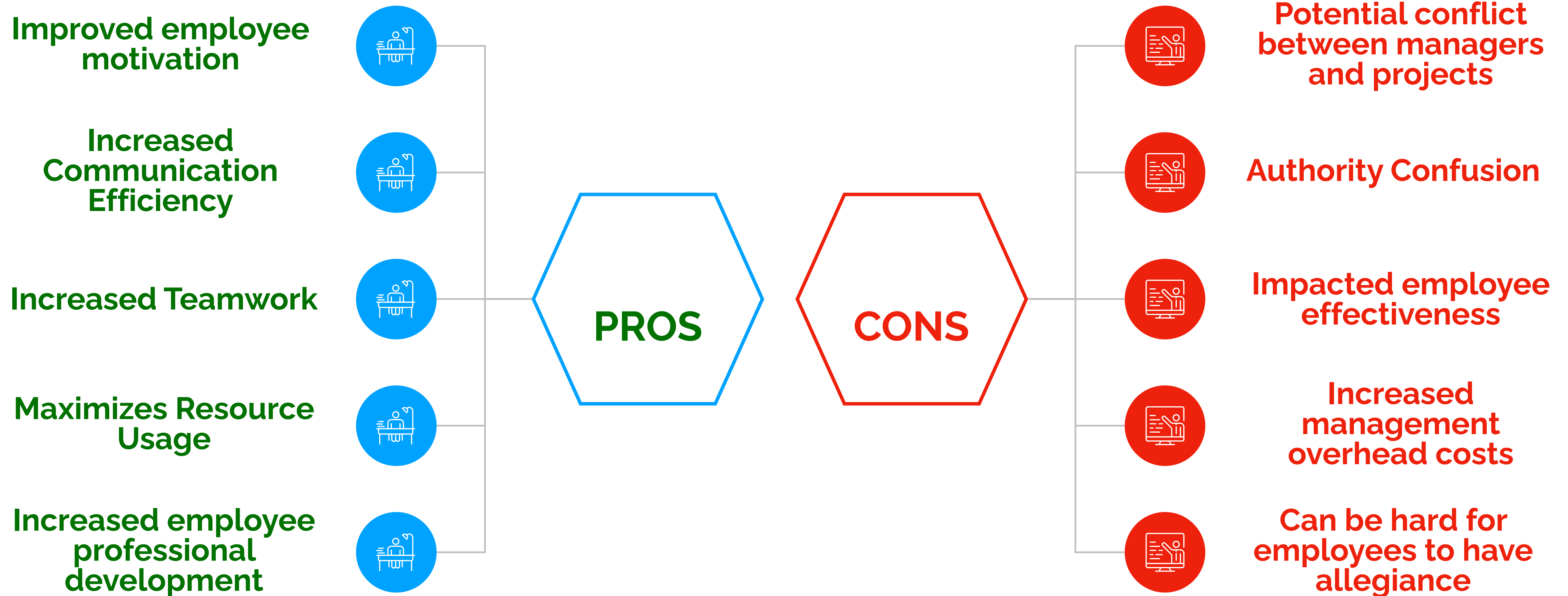


DISCUSSION

Why do you think it important to understand where projects fit in the organization?



Considerations of Strong Matrix Organizations



DISCUSSION

What kind of organization are you in?



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“Projects don’t work with people watching: they work with people doing. And people do best when they are being monitored and evaluated.”

Alan Weiss

Your Project Team

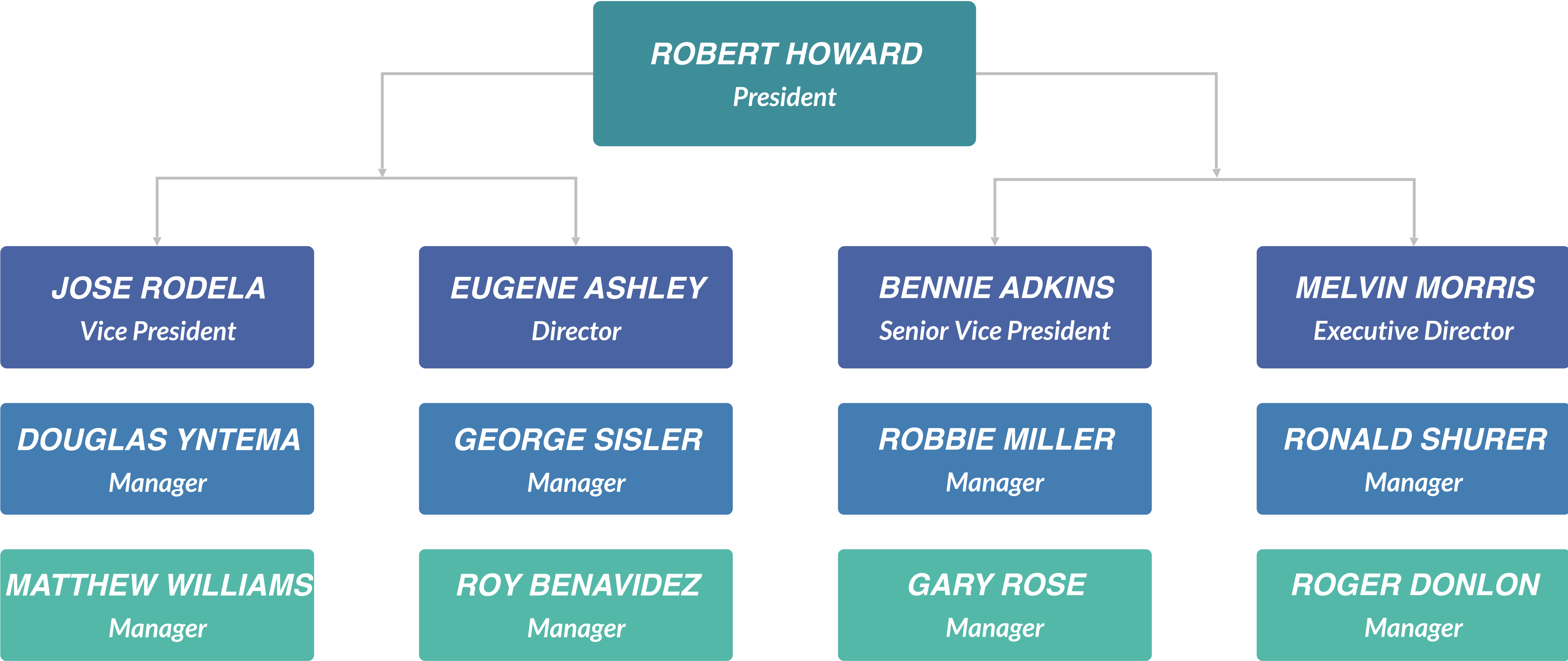
What does your project “**dream team**” look like?

How will you acquire them?

Where do they come from in the organization?



Remember the Matrix Categories?



Team Development

Understanding **Matrix Organizational Structures** and how they impact team development is a major factor for quality project management.

Building **effective** and **empowered** project teams is necessary to achieve the project goals you desire.





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Leadership Styles

DISCUSSION

What is your leadership style?



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6 PM Leadership Styles

<https://brightwork.com>

	COERCIVE	AUTHORITATIVE	AFFILIATIVE	DEMOCRATIC	PACESETTING	COACHING
METHOD	Immediate compliance	Vision Focuses	Creates harmony	Consensus through participation	High standards	Develops people
PHRASE	Do what I tell you	Come with me	People come first	What do you think?	Do as I do	Try this
EI:	Driven to achieve	Change catalyst	Relationship builder	Communication and collaboration	Driven to achieve	Empathy and self-awareness
WORKS WITH	Crisis or with problem employees	When clear direction is needed	To fix a team	To build buy-in	Quick results from a motivated team	Helping develop long term strengths
IMPACT ON CULTURE	NEGATIVE	VERY POSITIVE	POSITIVE	POSITIVE	NEGATIVE	POSITIVE





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DISC

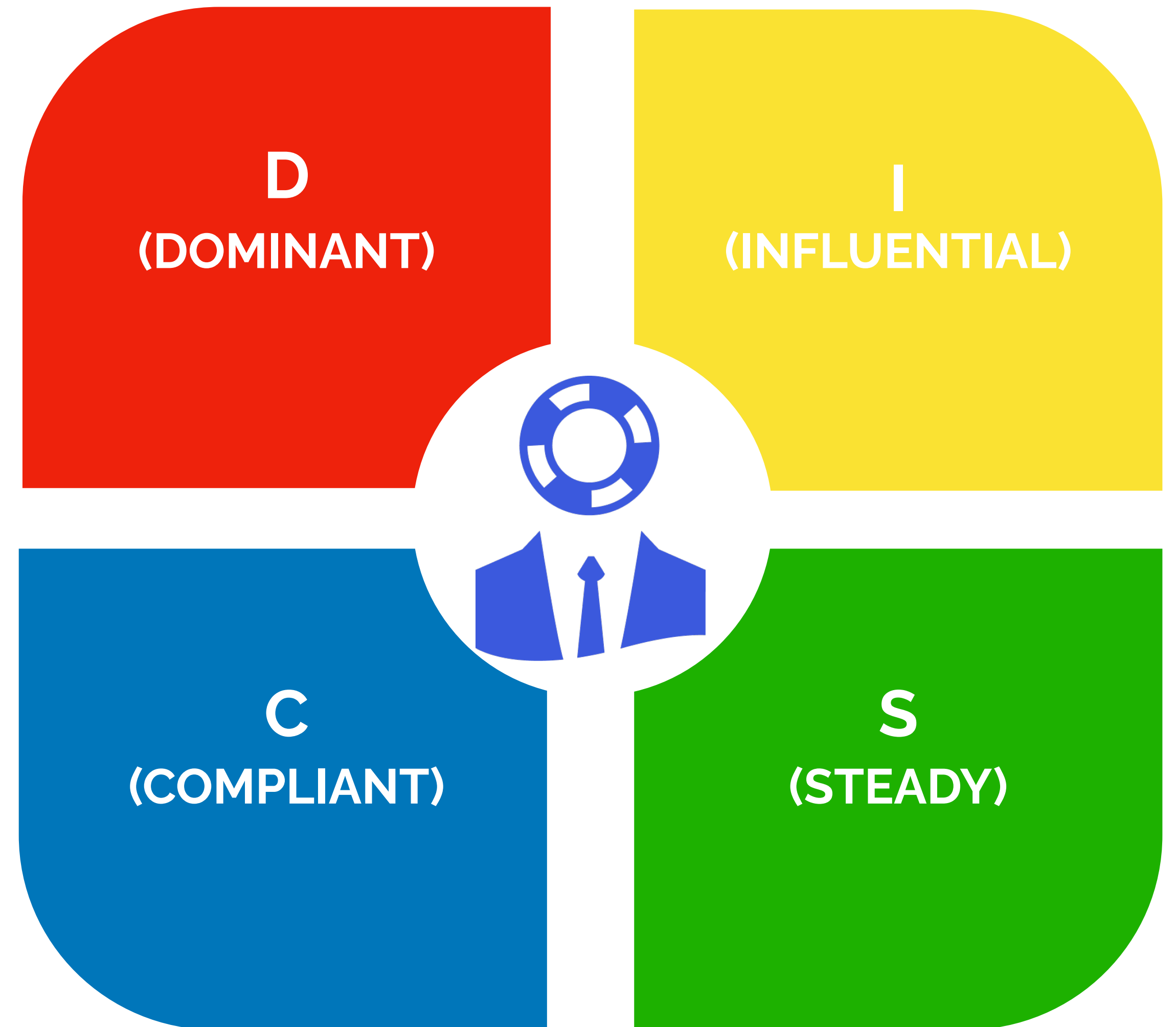
DISCUSSION

Do you tailor your approach to people who have different personality types than you?



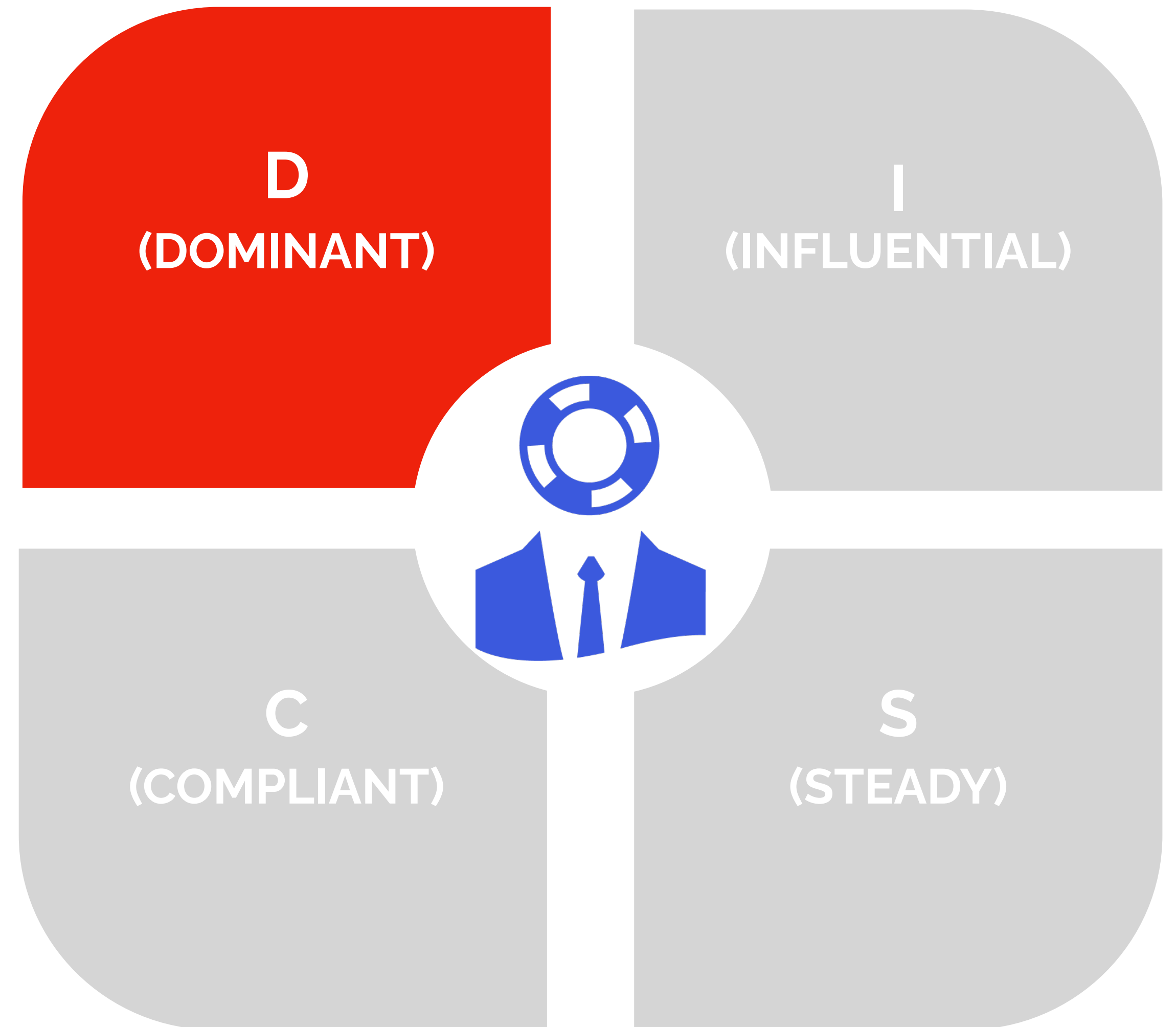
DISC Personality Assessment

DISC can be helpful in recognizing how you respond and what considerations to take when **communicating with others**.



D: Dominant Styles

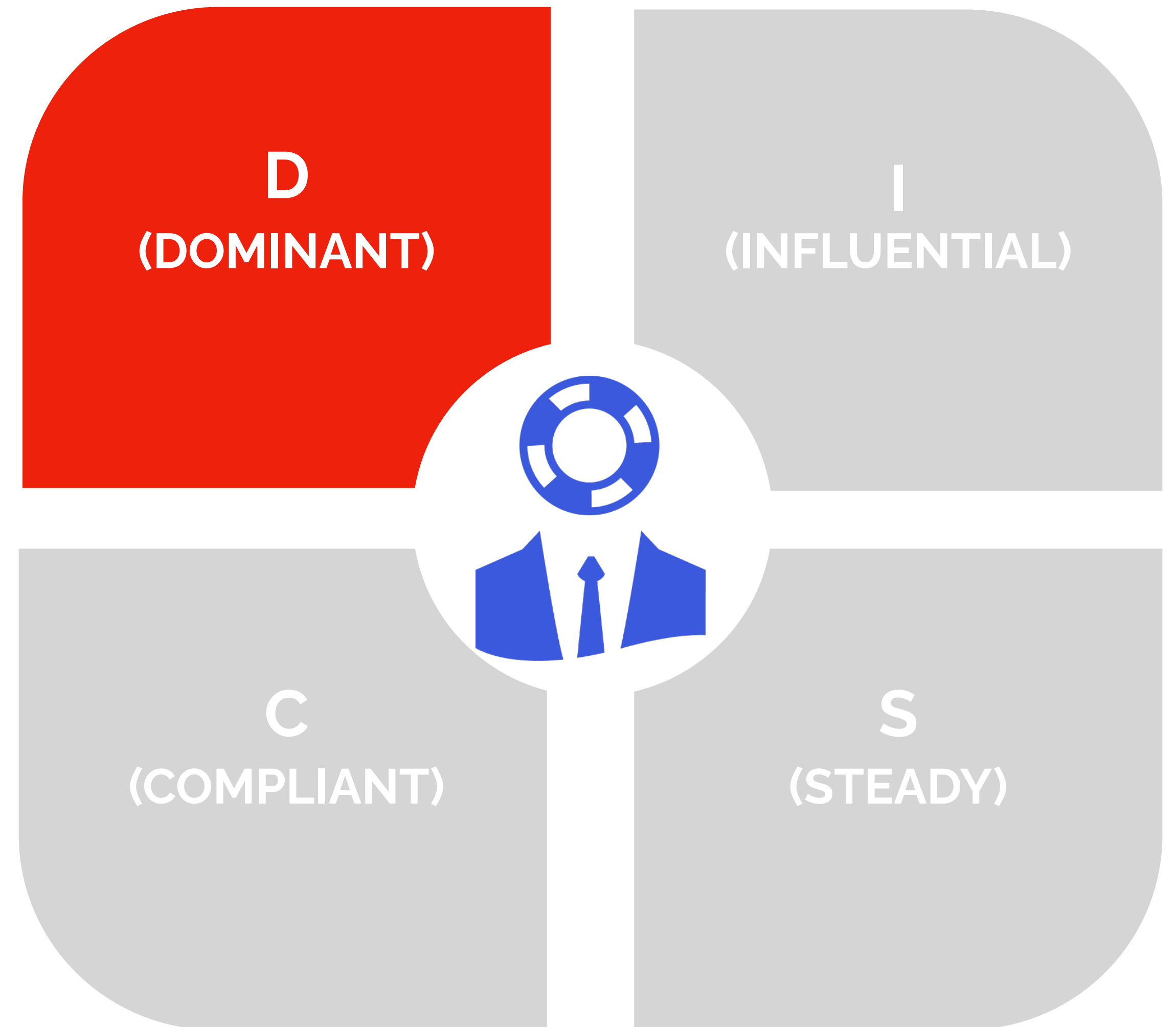
Direct, goal focused, quick, and decisive. They tend to think of themselves individualistically and tend to ask questions that affect them directly.



D: Dominant Styles

They do not want a lot of details, but **just the facts** they need to know.

D-styles will ask questions like, “what’s the bottom line?” or “what’s in it for me?”



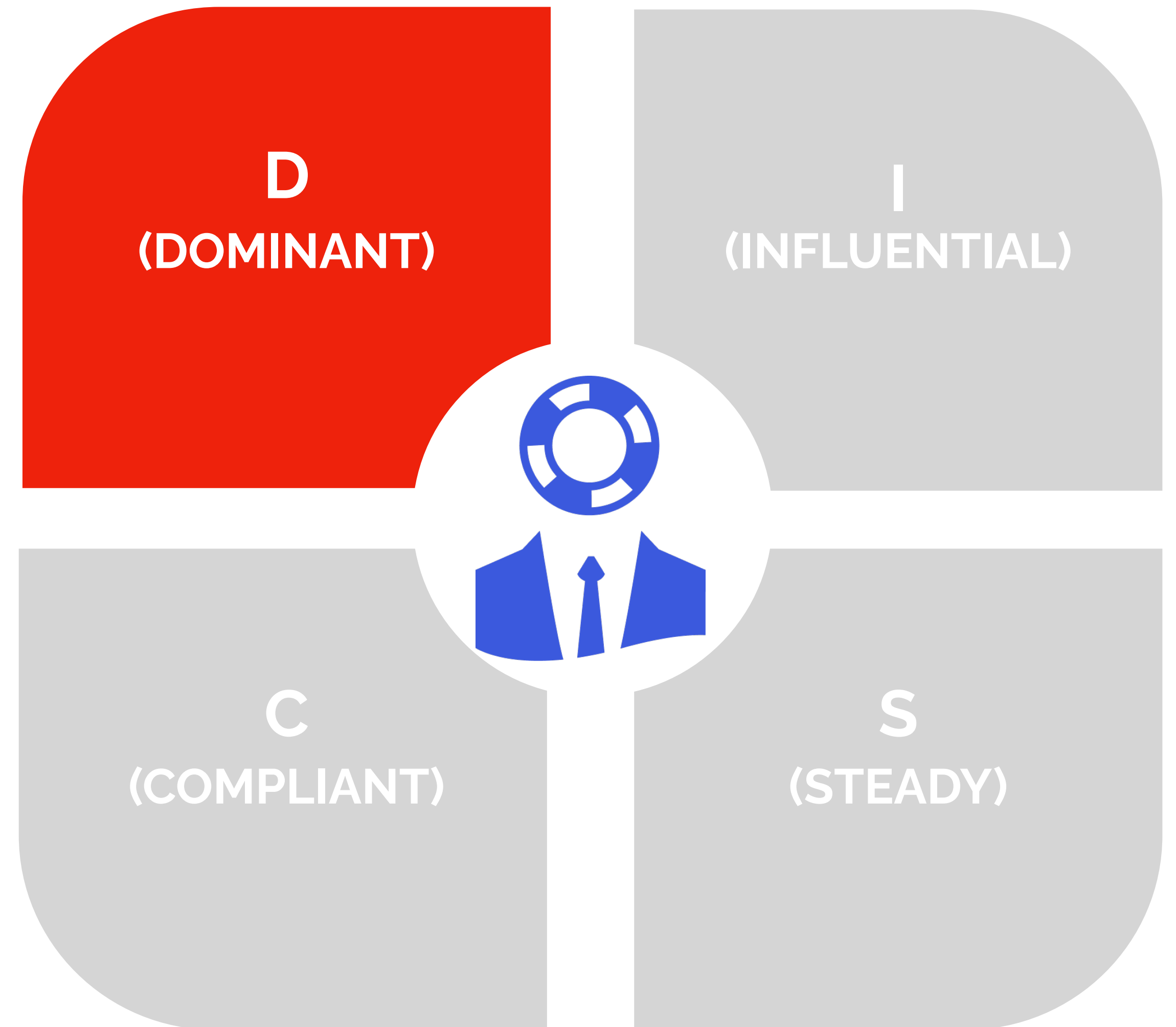
D: Dominant Styles

View Themselves As:

Direct, Decisive, Doer

Often viewed as:

Domineering and Demanding



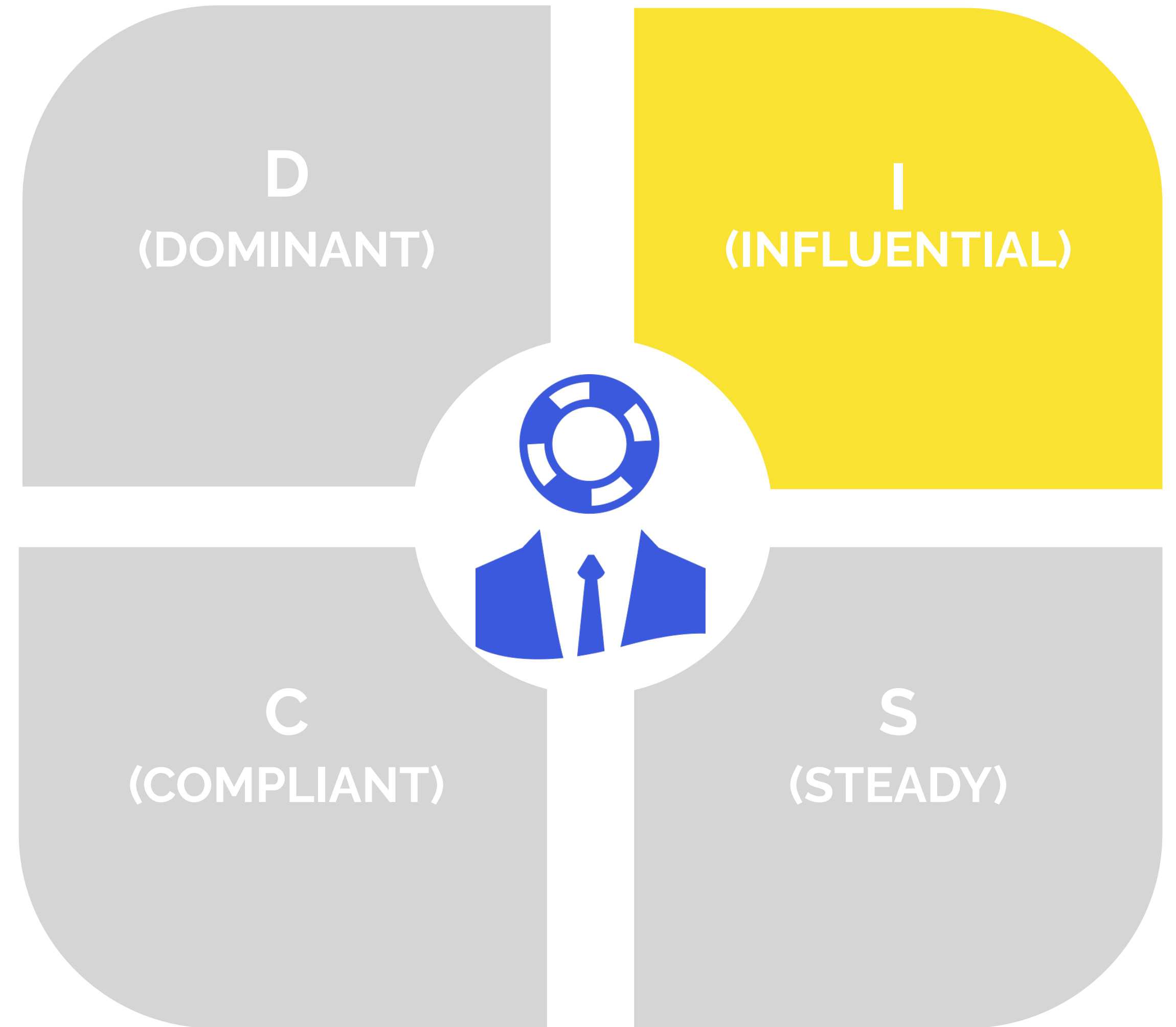
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I: Influential Styles

Social, energetic, and talkative.

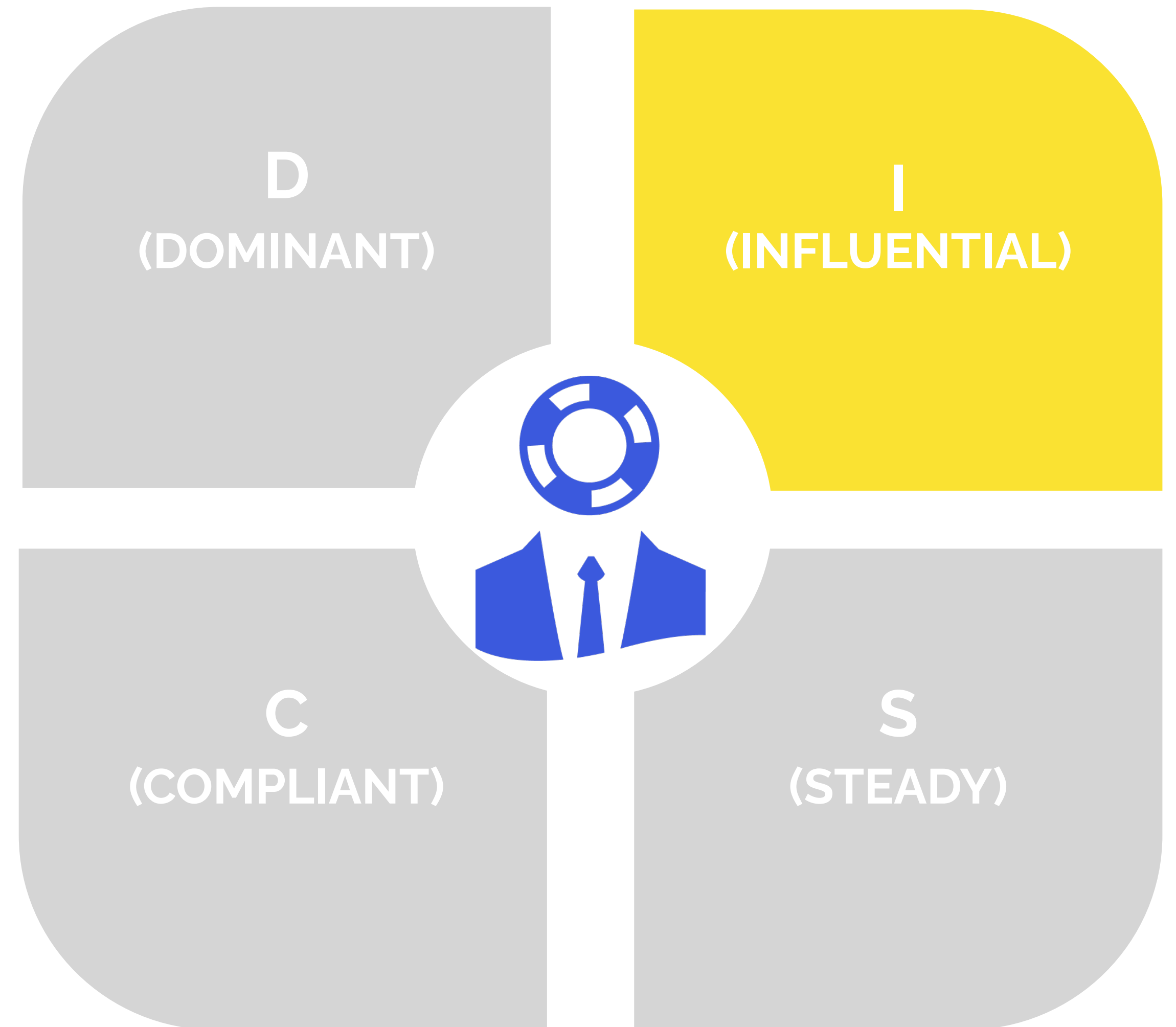
They like to be liked and also to be the center of attention and focus on interactions over tasks.



I: Influential Styles

They are all about the people and ask the “who” questions.

I-styles tend to ask questions like, “who’s going to be at this meeting?” or “who else is using this?”



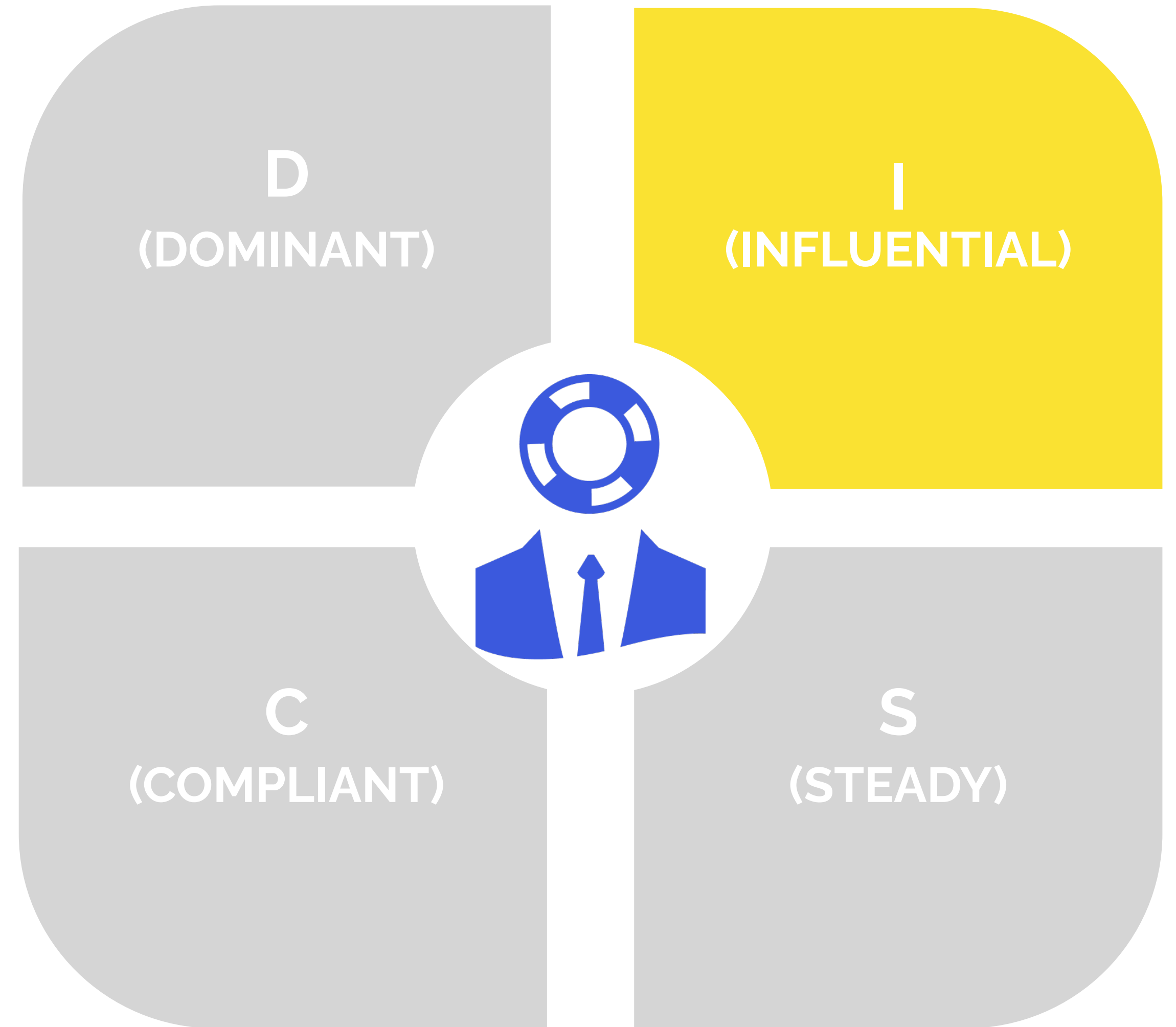
I: Influential Styles

View Themselves As:

Inspirational, Interactive, Interesting

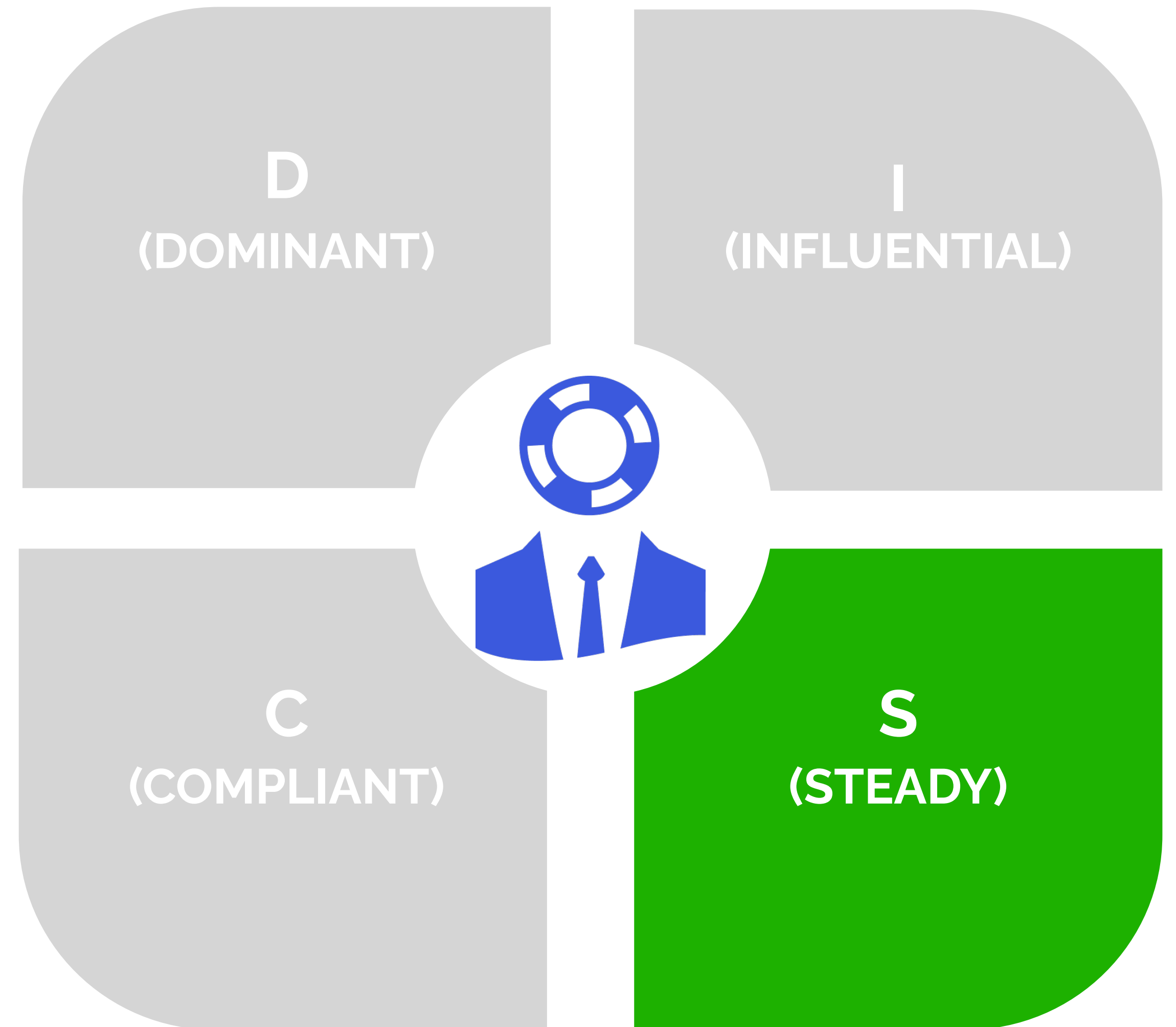
Often viewed as:

Impulsive and Irritating



S: Steady Styles

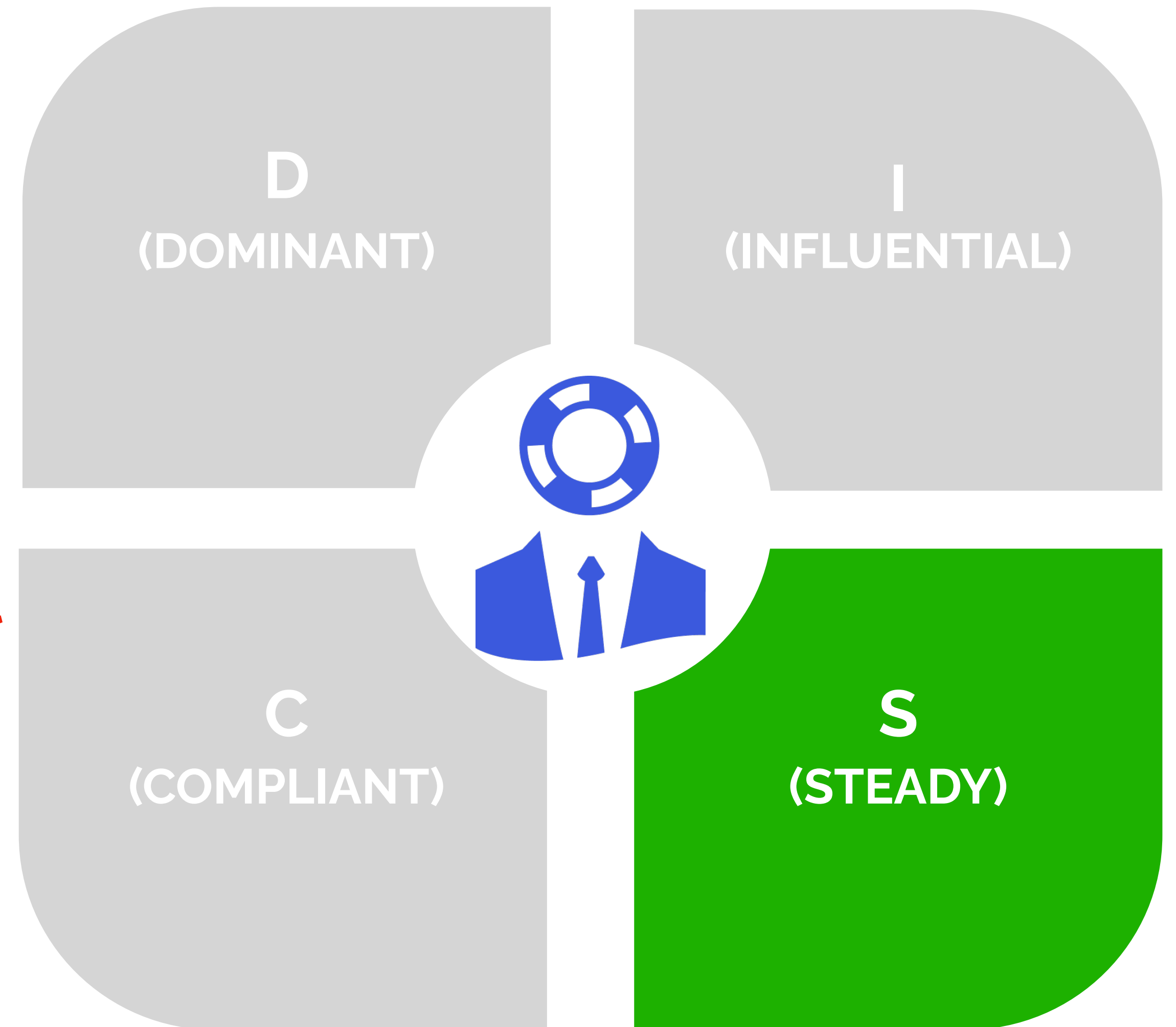
Reserved and prefer to have as much understanding as possible before making decisions by asking a lot of questions to make sure the decision is right for them **and** the people close to them.



S: Steady Styles

S-styles tend to ask the “how” questions (often in plural form).

For example, they ask “how are we doing to do this?” or “how is this going to impact us?”



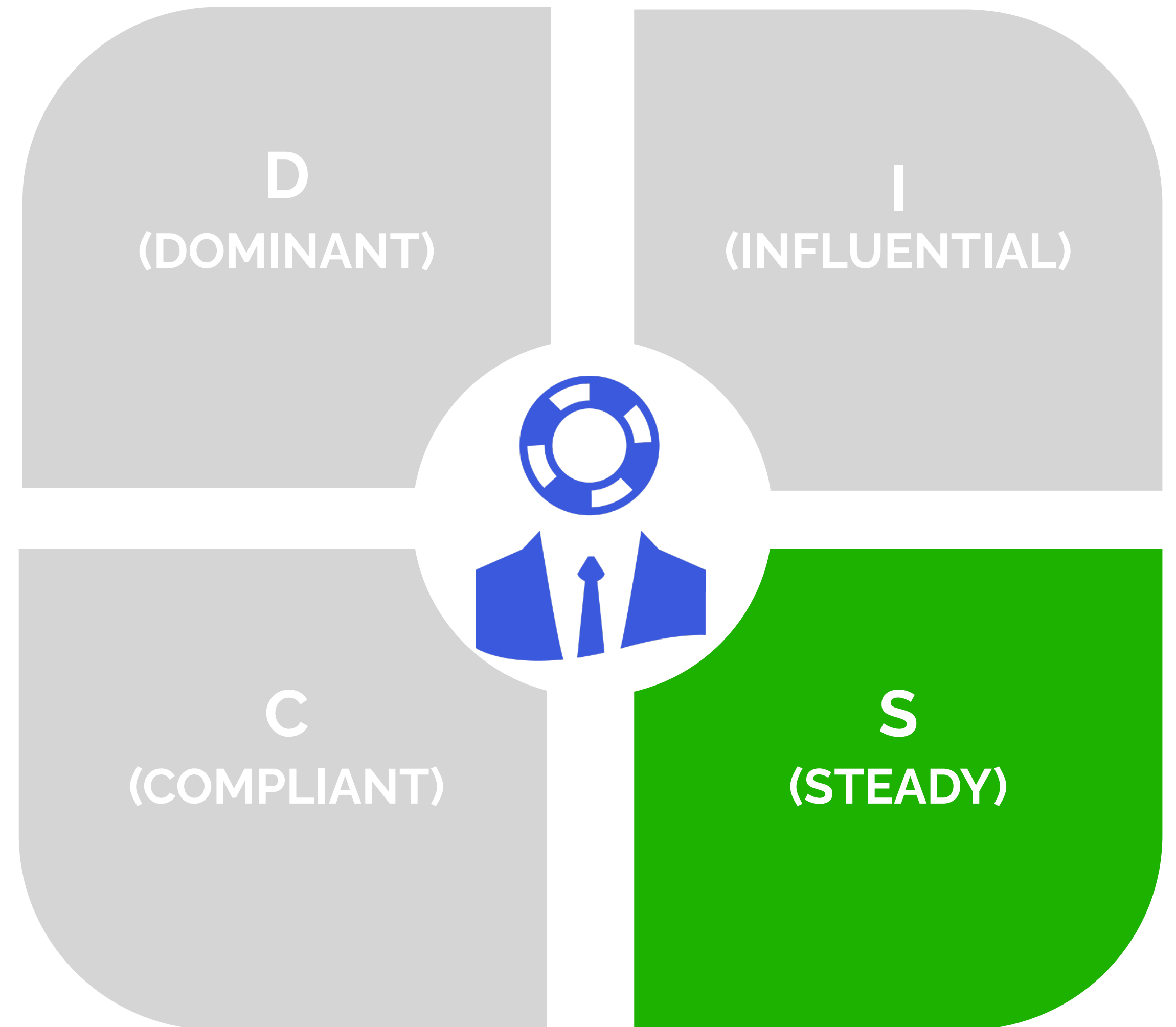
S: Steady Styles

View Themselves As:

Stable, Supportive, Sincere

Often viewed as:

Slow and Sensitive



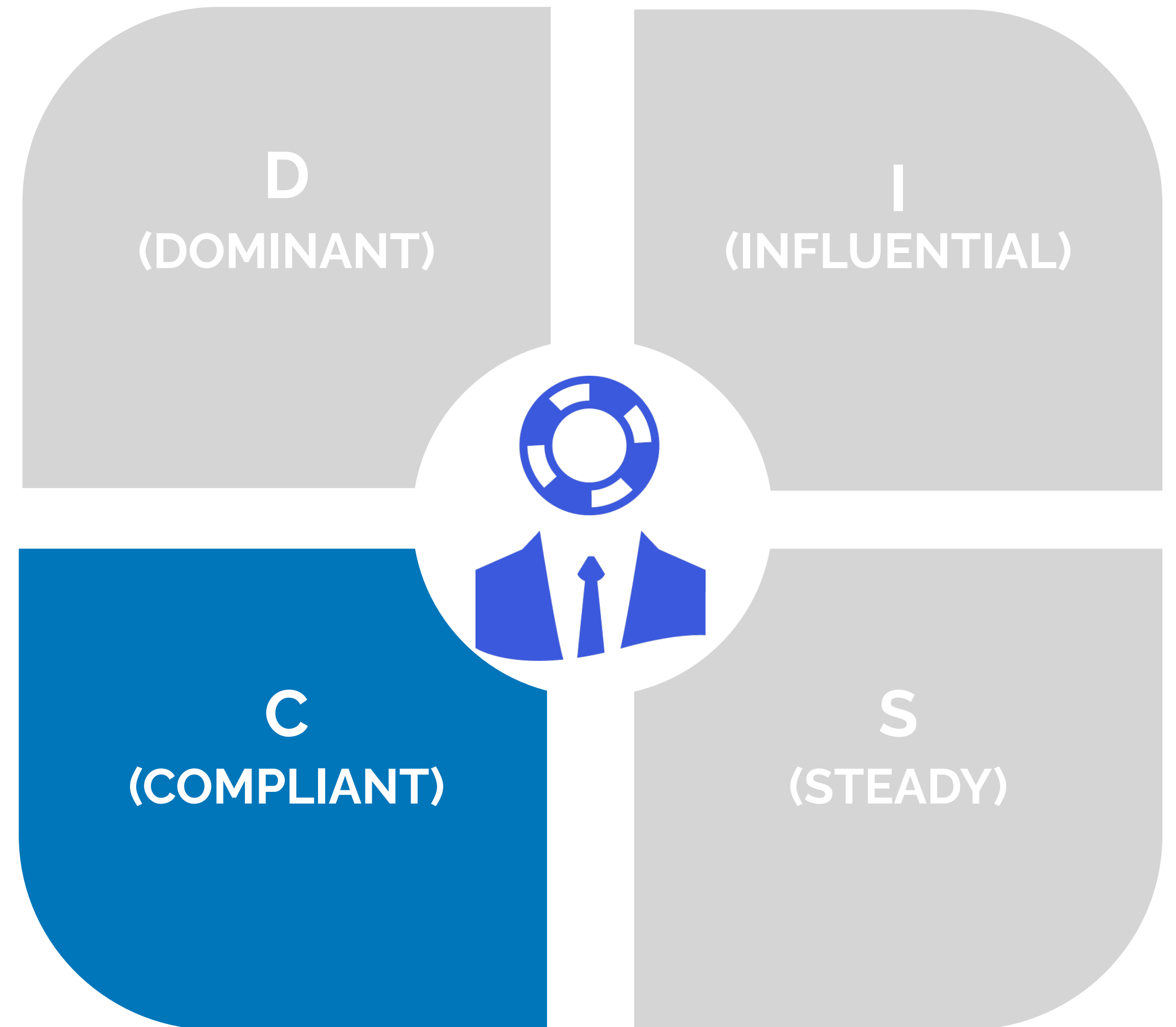
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C: Compliant Styles

Analytical and reserved.

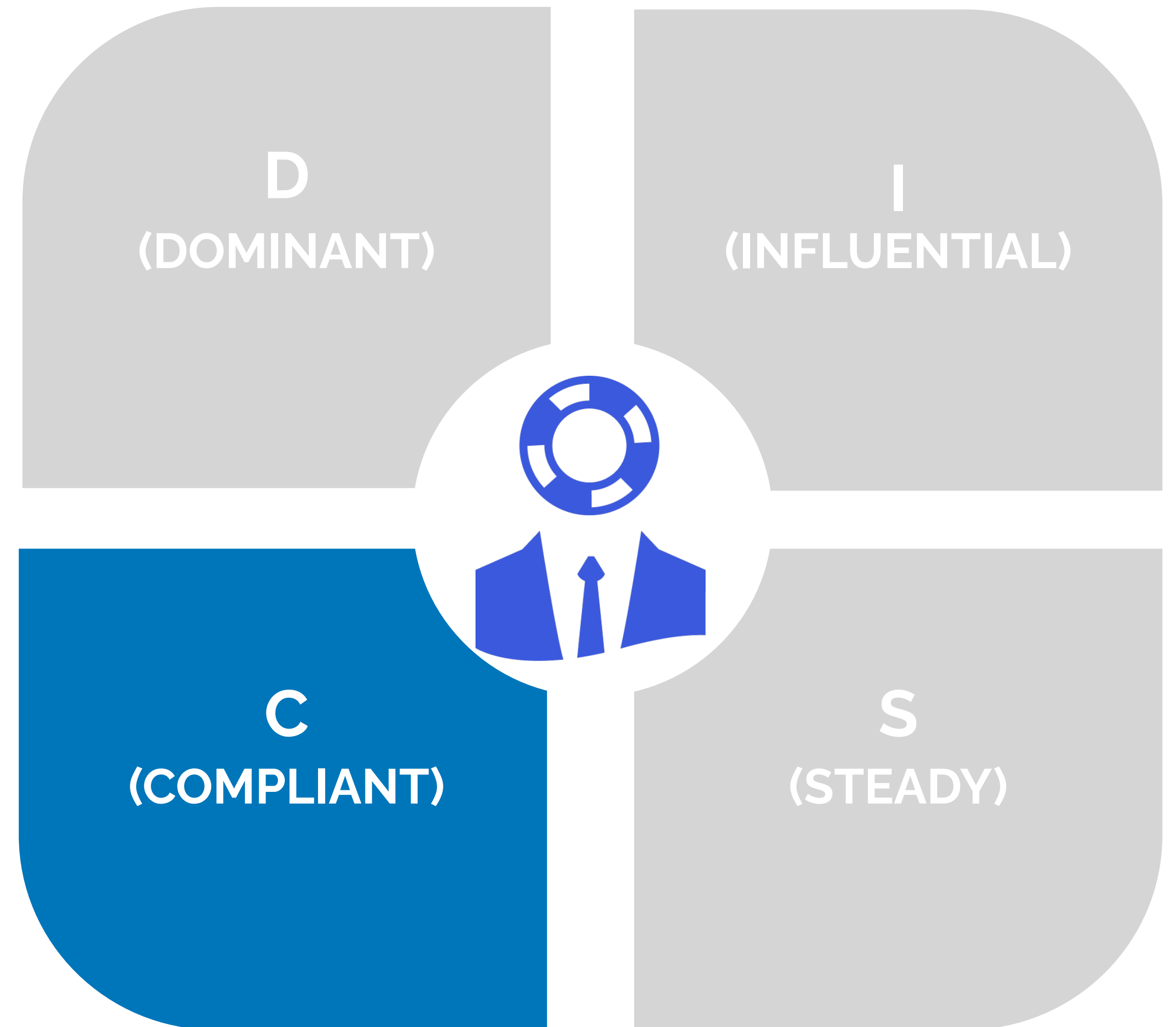
They want to know as many facts and data as possible to make the correct decision.



C: Compliant Styles

C-styles are cautious and will ask a lot of questions.

They tend to ask the “why” questions like “why does it work this way?” and “why is that step necessary?”



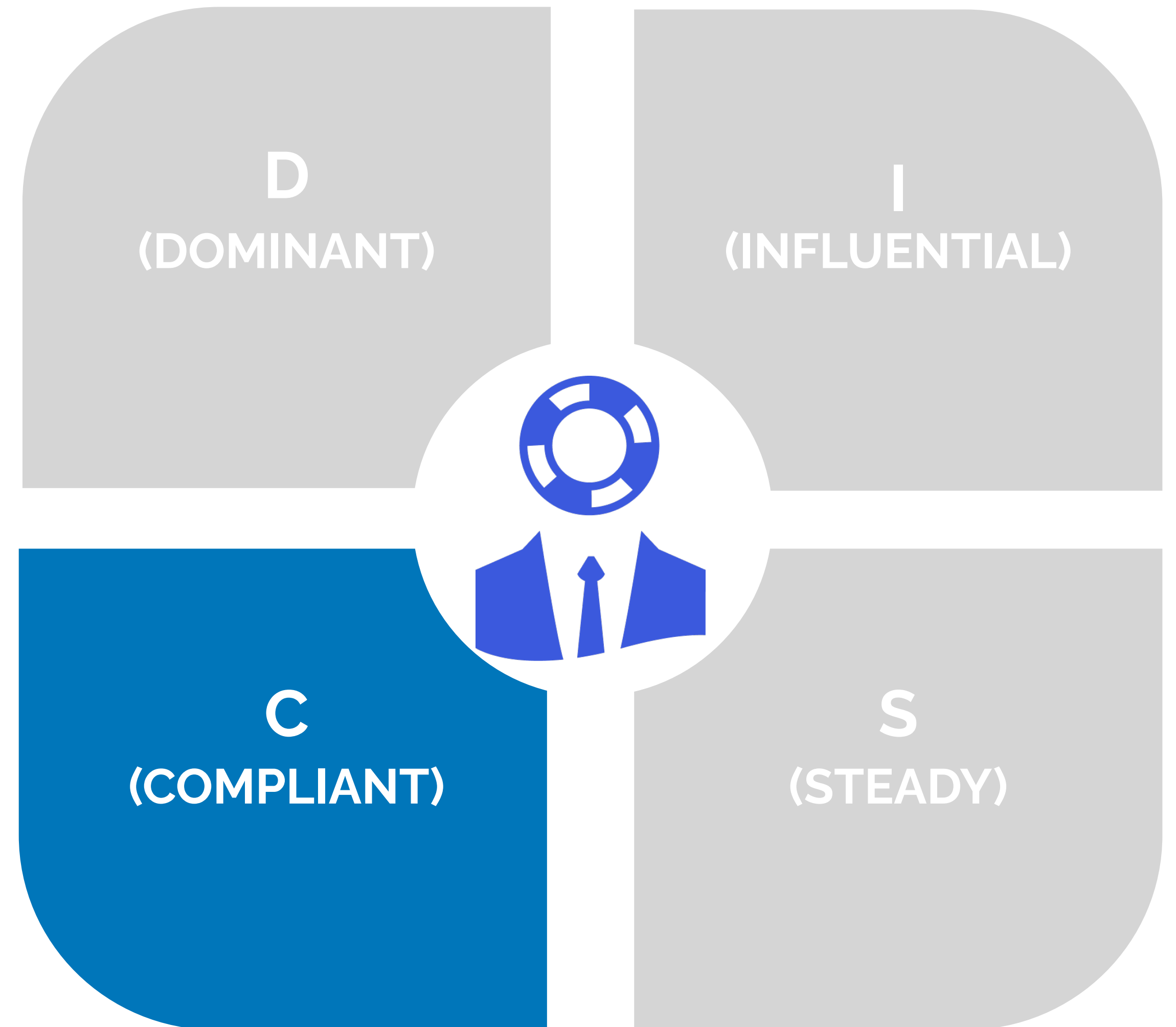
C: Compliant Styles

View Themselves As:

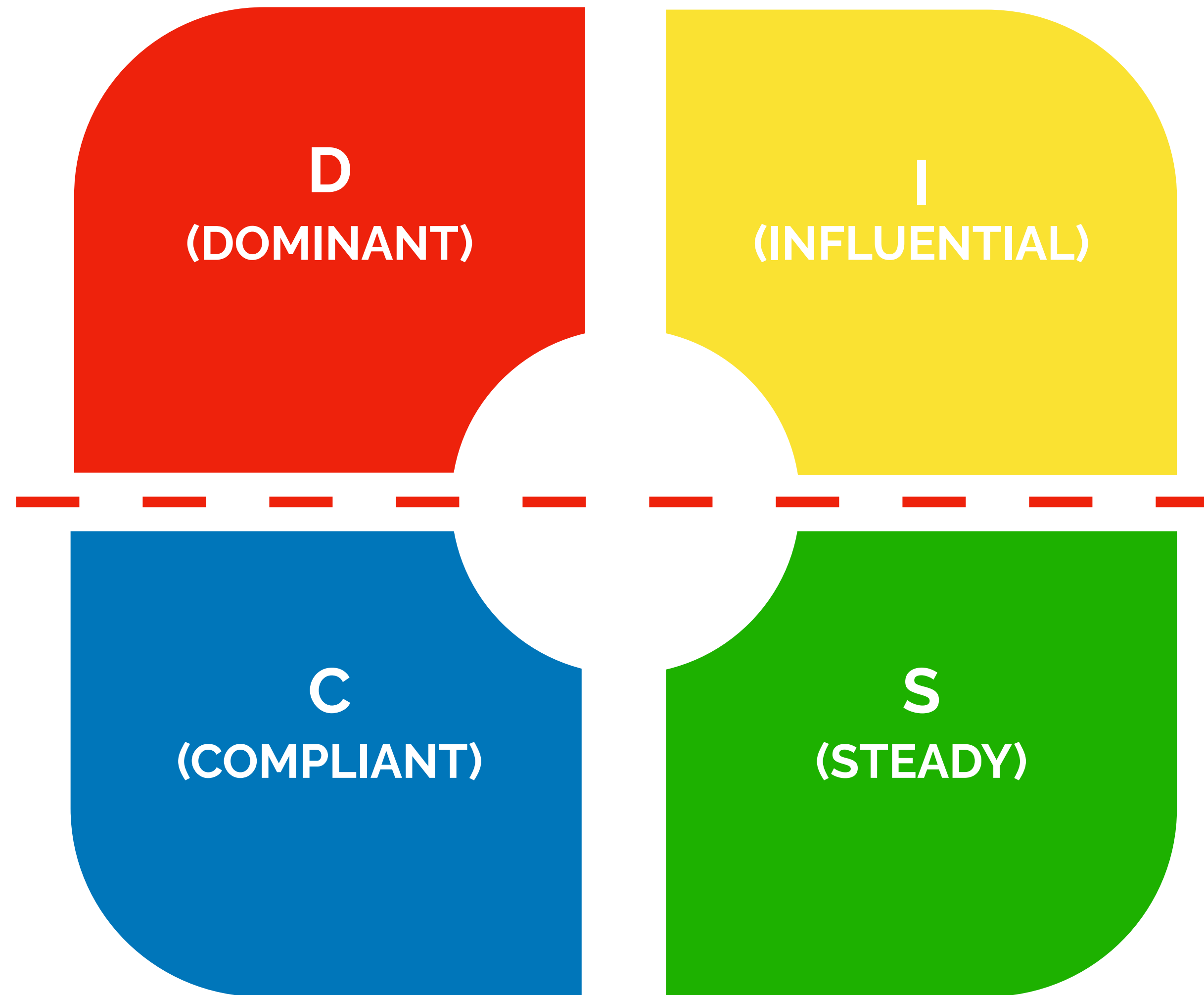
Cautious, Careful, Conscientious

Often viewed as:

Calculating and Condescending



ACTIVE



REFLECTIVE
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ACTIVE

D
(DOMINANT)

I
(INFLUENTIAL)

**TASK
FOCUSED**

**PEOPLE
FOCUSED**

C
(COMPLIANT)

S
(STEADY)

REFLECTIVE
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DISCUSSION

What are signs some is UNABLE or UNWILLING to accept delegated responsibility?

How do you respond to either?





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Situational Leadership

Hersey and Blanchard Situational Leadership

Paul Hersey and Ken Blanchard first published their Situational Leadership Model in their **1982** book, *Management of Organizational Behavior: Utilizing Human Resources*

LEADERSHIP STYLES
MATURITY LEVELS
PERFORMANCE READINESS
DEVELOPMENT LEVELS



Situational Leadership : Performance Readiness

R4

Able, Confident, Willing

Remove Blockers. Monitor and Support.

R3

Able, Insecure, Unwilling

Provide Challenges. Encourage them.

R2

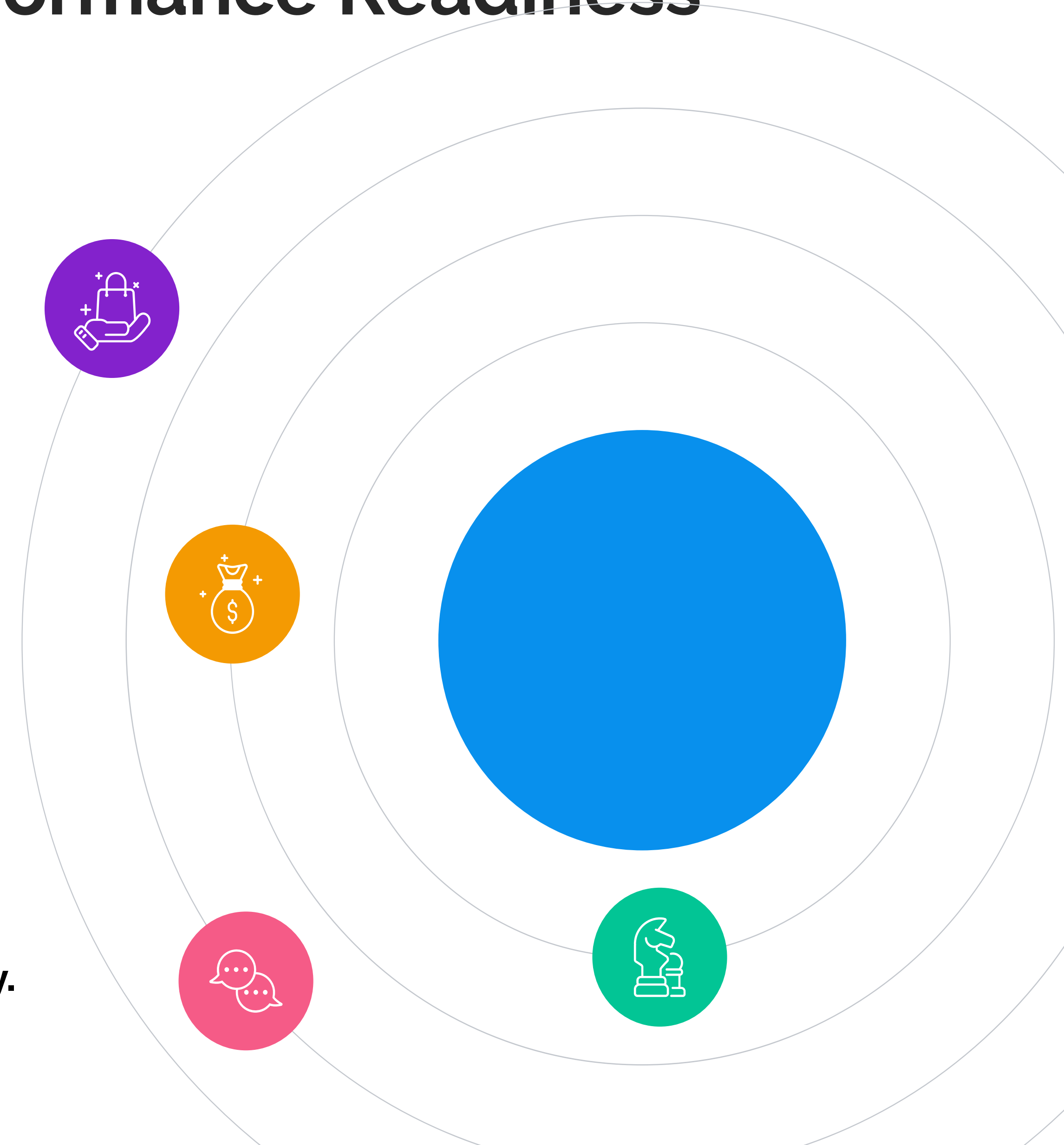
Unable, Confident, Willing

Explain in stages. Supervise closely.

R1

Unable, Insecure, Unwilling

Tell them what to do and how to do it. Manage closely.



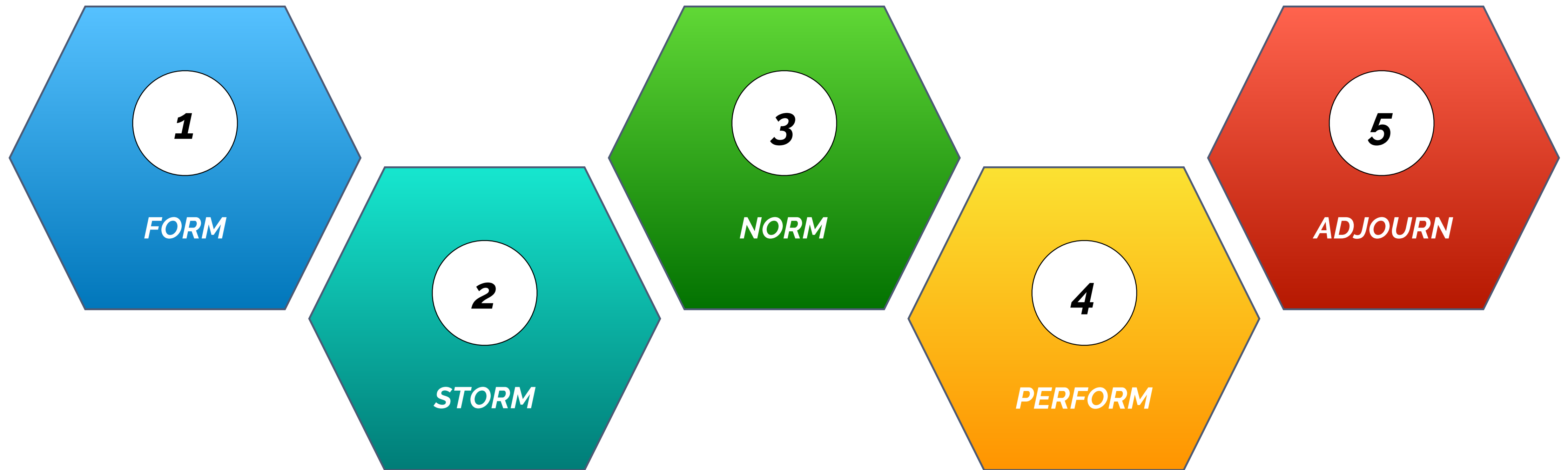


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The Tuckman Model of Team Building

The Tuckman Model



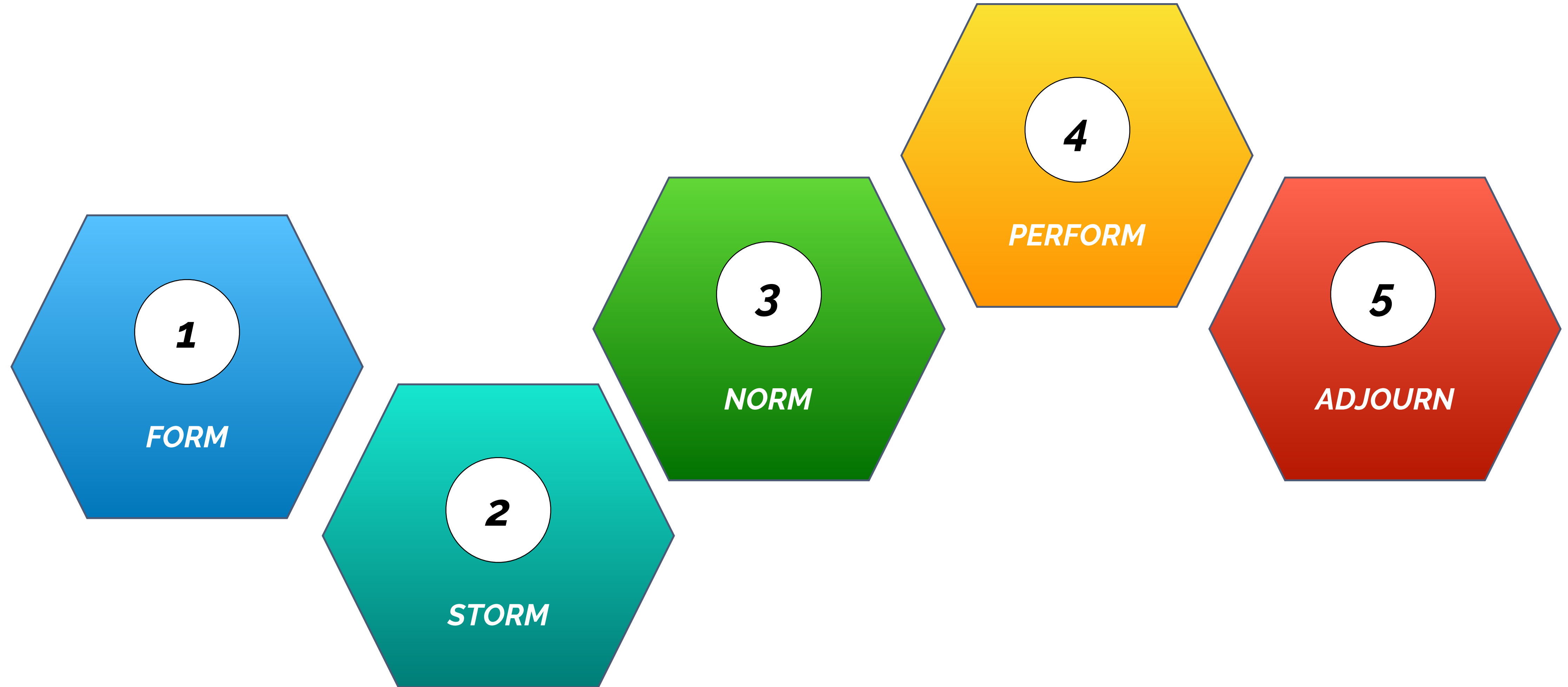
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The Tuckman Model

Stage	Biggest Issue	Team Feels	Team NEEDS:
Form	Where do I fit in?	No clarity of purpose, No commitment, Tentative	DIRECTION
Storm	Who's in charge?	Confusion around priorities, Independent of each other, Tension	GUIDANCE
Norm	What's next?	Ownership, Cohesion, Confidence	FACILITATION
Perform	How can I help?	Shared responsibility, Proactive, Happy	AUTONOMY
Adjourn	What happens to me now?	Closure, Sadness, Separation	EMPATHY



The Tuckman Model



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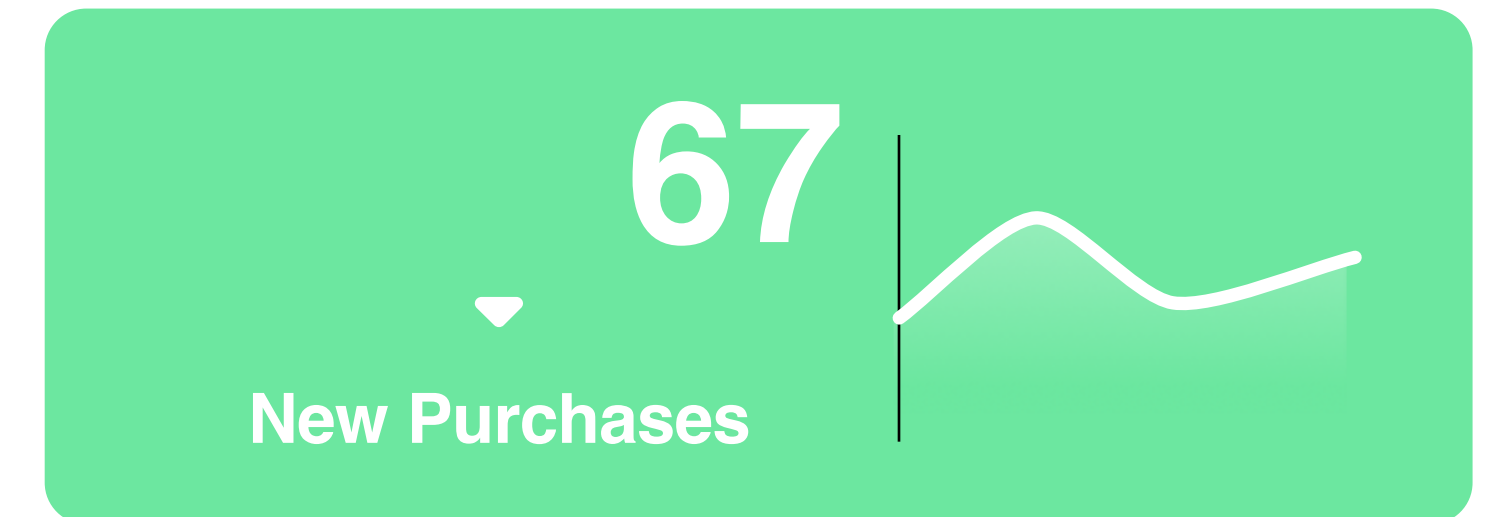
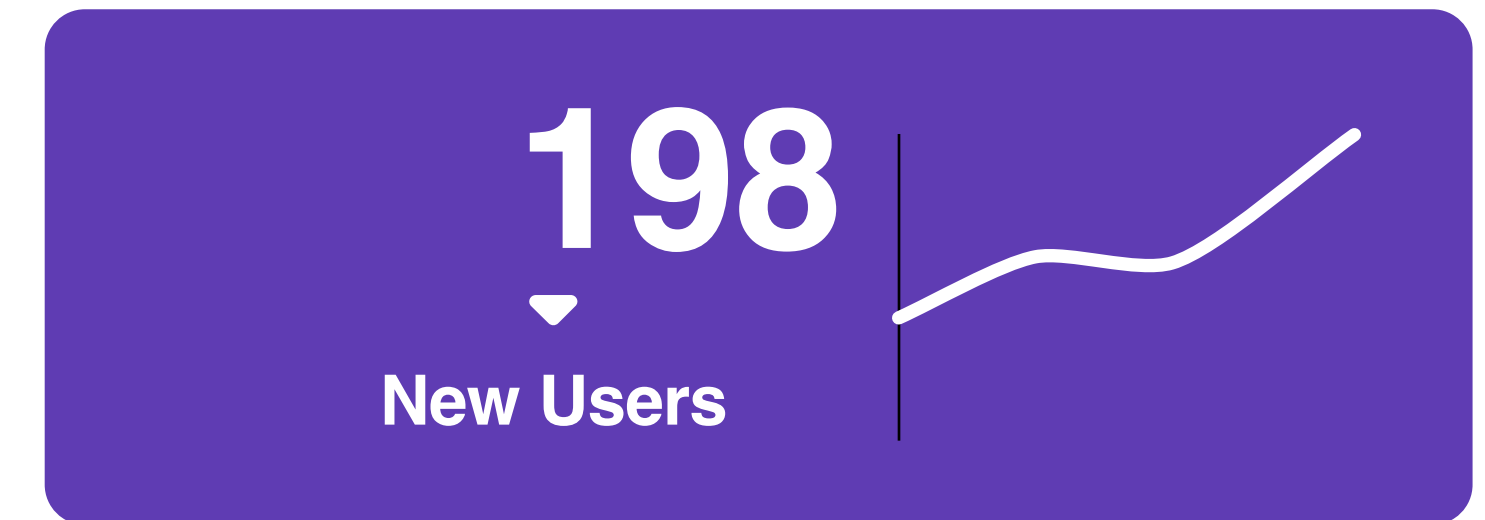
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KPIs and OKRs

Key Performance Indicators (KPIs)

The critical (key) quantifiable indicators of progress toward an intended result.

KPIs provide a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on **what matters most**.



Managing with KPIs

Managing with the use of KPIs includes **setting targets** (the desired level of performance) and tracking progress against those targets.



Managing with KPIs

Managing with KPIs often means working to **improve performance** using leading indicators, which are precursors of future success, that will later drive desired impacts indicated with lagging measures.



Objectives and Key Results (OKR)

OBJECTIVES

Define what **desired outcomes** need be achieved.

KEY RESULTS

Measurable outcomes that objectively define **WHEN** the objective has been met.



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Objectives and Key Results (OKR)

Should exist at the:
Organizational, Department, Team,
and Project Levels



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Barriers to Innovation

BARRIERS TO INNOVATION

RESTRICTIVE
PURPOSE OR
PROCESS

POWER
STRUCTURES /
SUNK COSTS

INSUFFICIENT /
INADEQUATE
RESOURCES

UNREALISTIC
EXPECTATIONS

INSUFFICIENT /
INADEQUATE
INCENTIVES

HISTORY OF
FAILED PROJECTS

FEAR OF THE UNKNOWN





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Project Leadership Take-aways

Key Points from Leadership



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Know the type of organization you are in and how much authority you have over your projects.

Understand *your* teams.

Know *your* leadership style.



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Change Management

Projects equal change.

Period.



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“Nothing endures but change.”

Heraclitus (600 B.C.)

DISCUSSION

What is “change”?

What do you change in your organization?

Why do you change?





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The Cost of Change

DISCUSSION

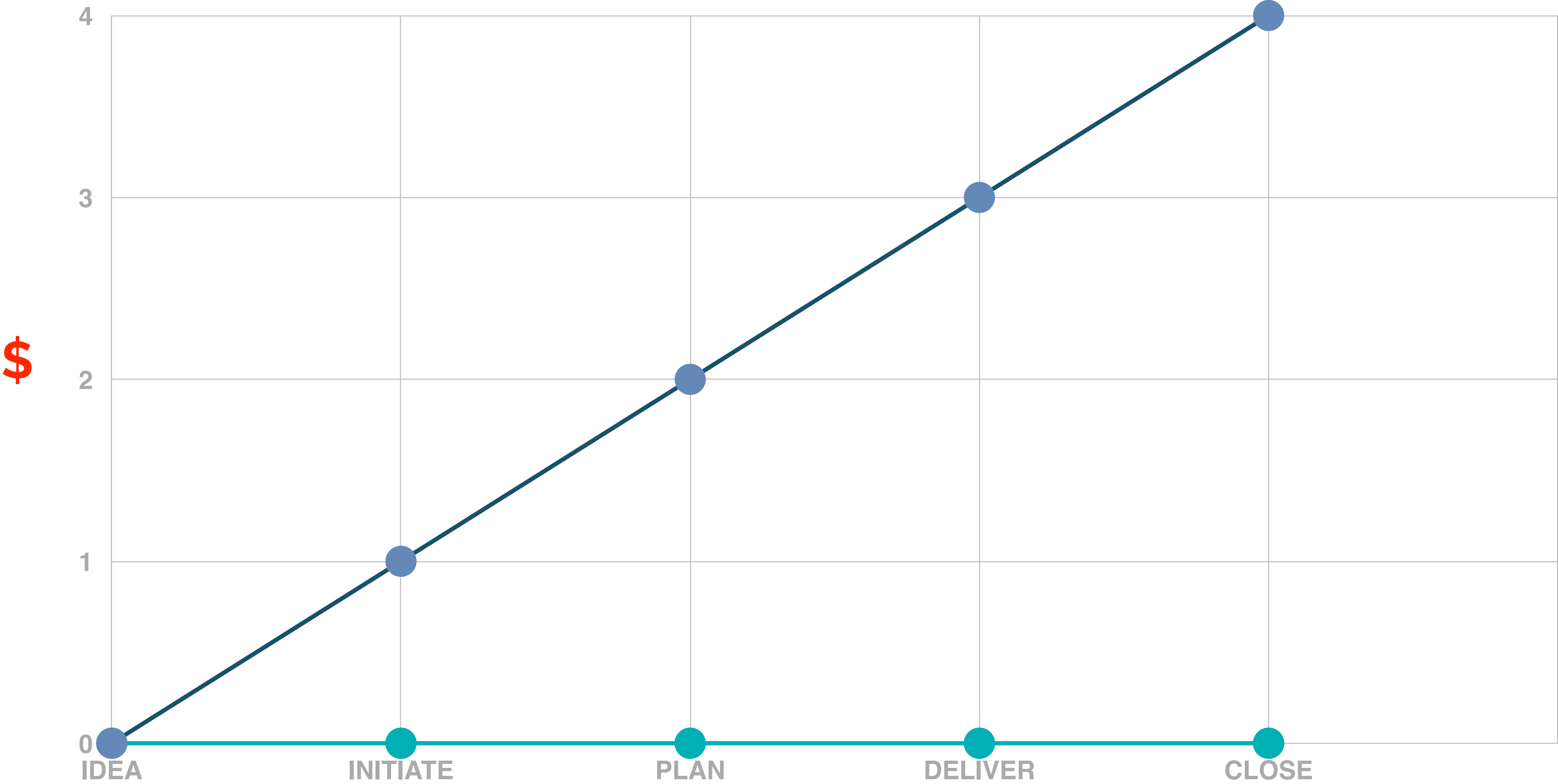
In project management the phrase “bad news doesn’t get better with time” is especially true?

Why?



Cost of Change In Most Organizational Projects

● Properly Initiated ● Poorly Initiated ● Most Often



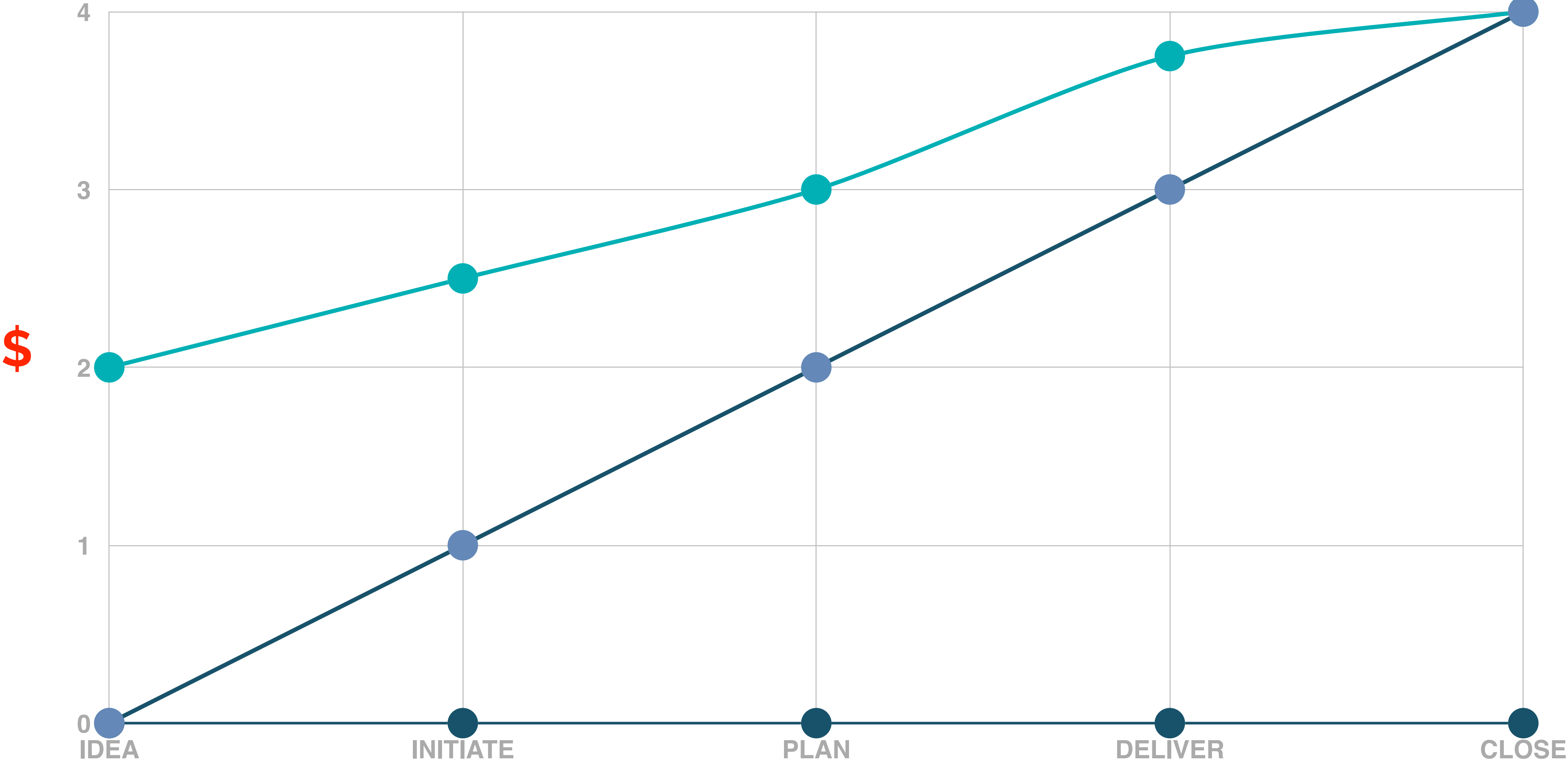
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PHASE



Cost of Change In Most Organizational Projects

● Properly Initiated ● Poorly Initiated ● Most Often



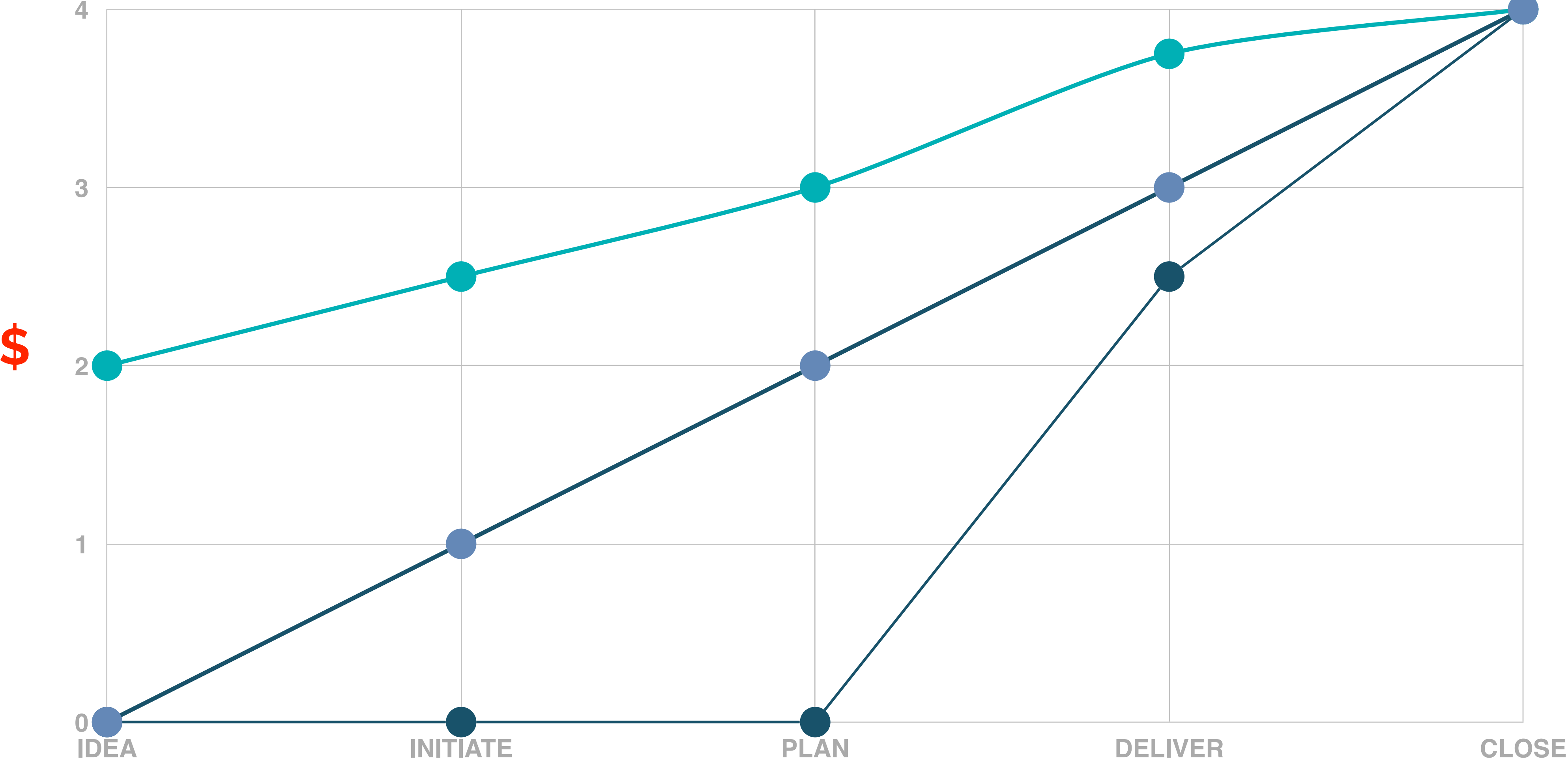
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PHASE



Cost of Change In Most Organizational Projects

● Properly Initiated ● Poorly Initiated ● Most Often



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PHASE





“If you don’t like change, you are going to like irrelevance even less.”

General Eric Shinseki



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Sources of Change

Sources of Change

Late Clarification of **REQUIREMENTS**

Desire to **enhance the deliverable**

Corrections to **poor planning**

Identified **bugs or defects**



Sources of Change

Late Clarification of **REQUIREMENTS**

Emergent **Risk**

Desire to **enhance the deliverable**

Changes to corporate **strategy**

Corrections to **poor planning**

Regulatory Change

Identified **bugs or defects**

Emergence of **new technologies**



Sources of Change

Change should not just 'happen' in projects.



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Sources of Change

The belief that it does stems from **complacency, apathy** and a general belief that you can **fix** any change that arises.



The Challenge of change

People and Change

Organizations and Change



DISCUSSION

How well does your organization cope with change?

Does every change for you follow the same process or cycle?





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Emotions and Change

Are your people?

DISENGAGED: From their roles, customers, colleagues, and managers?

FALSELY URGENT: Consumed by constant activity and firefighting?

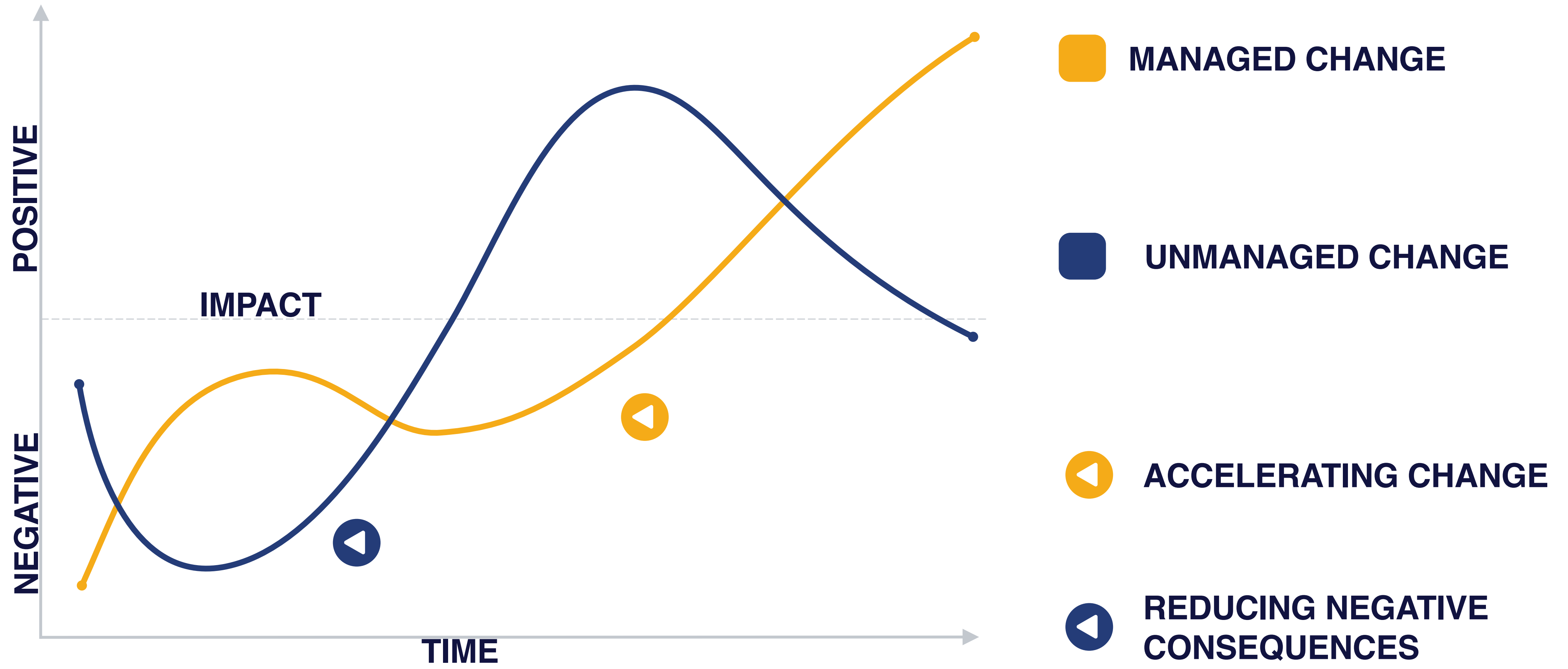
COMPLACENT: Thinking what got you here will get you there?

LOPSIDED: Focused more on management than leadership?

SILOED: More boundaries than gateways?



Employee Well-Being



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The Emotional Roller-Coaster

Well Managed Change

**Initial Excitement -> Acceptance
-> Engagement**

Unmanaged Change

**Denial -> Anger -> Bargaining ->
Depression -> Resignation -> Openness
-> Acceptance -> Engagement**



The Emotional Roller-Coaster

Well Managed Change

Initial Excitement -> Acceptance
-> Engagement

Unmanaged Change

Denial -> Anger -> Bargaining ->
Depression -> Resignation -> Openness
-> Acceptance -> Engagement

EMPLOYEE RETENTION

80%

20%



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Strategies to help organizations cope with change

Define the change and align it to business goals

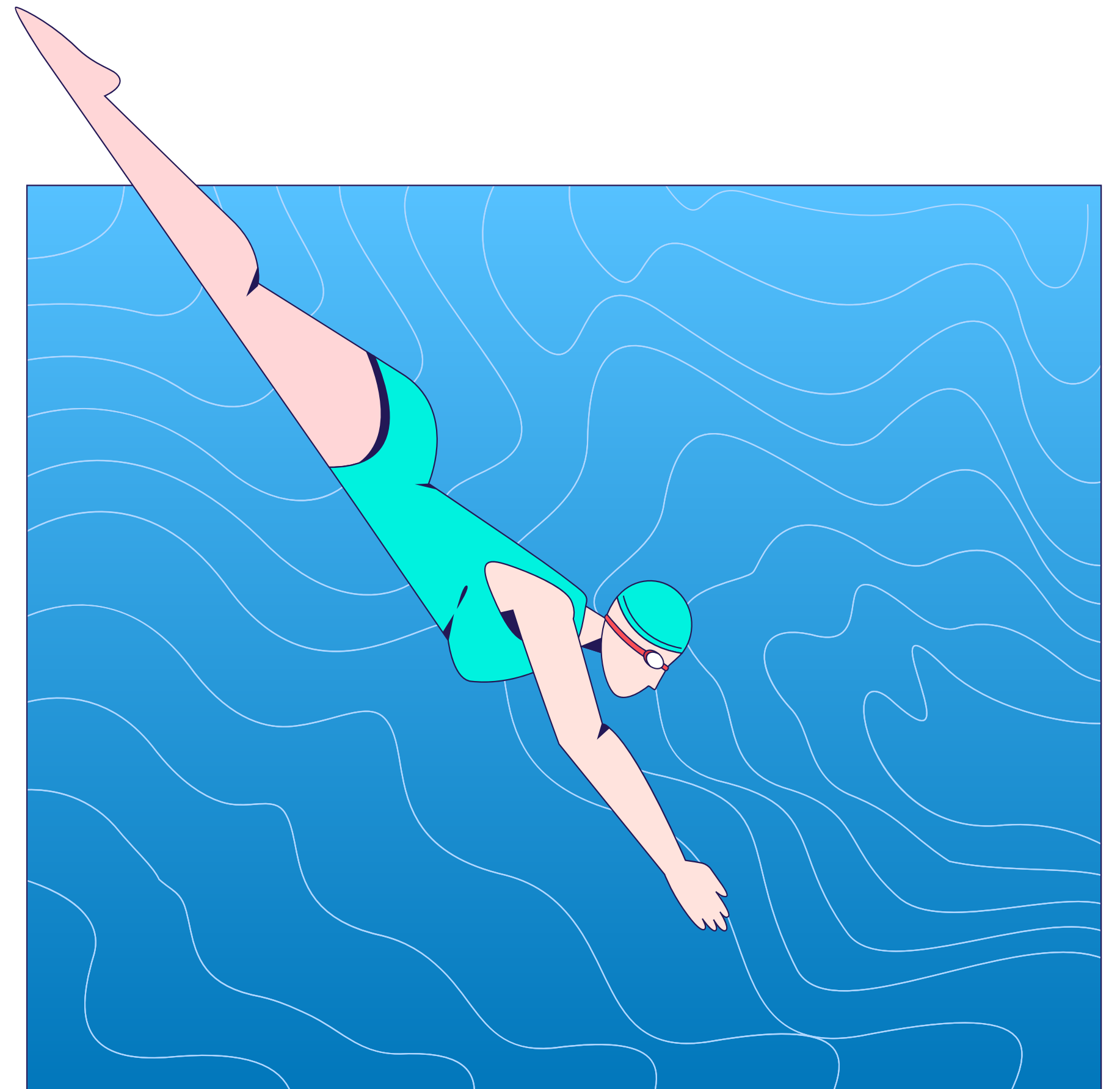
Determine **impacts** and **those most affected**

Develop a **communication strategy**

Implement a **training plan**

Build a **support structure**

Measure and track the change process



**“A CCB (Change Control Board) is
necessary even for small projects.”**

James T. Brown

“The Handbook of Program Management.”



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Change at Scale

Scale of Change

**How does your
organization do it?**



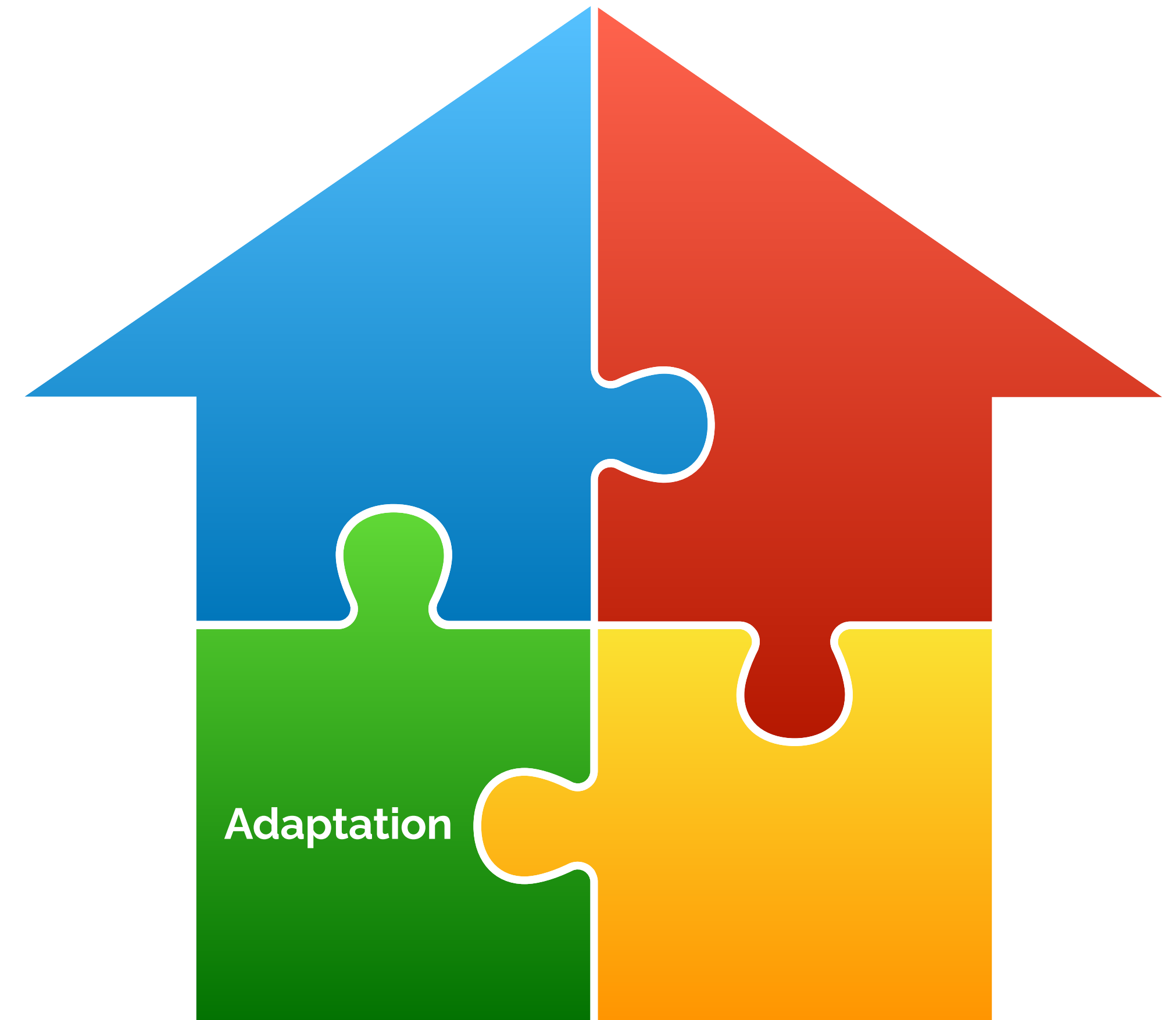
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Balogun and Hope Hailey Types of Change

Adaptation (Incremental + Realignment)

Small changes within the existing system



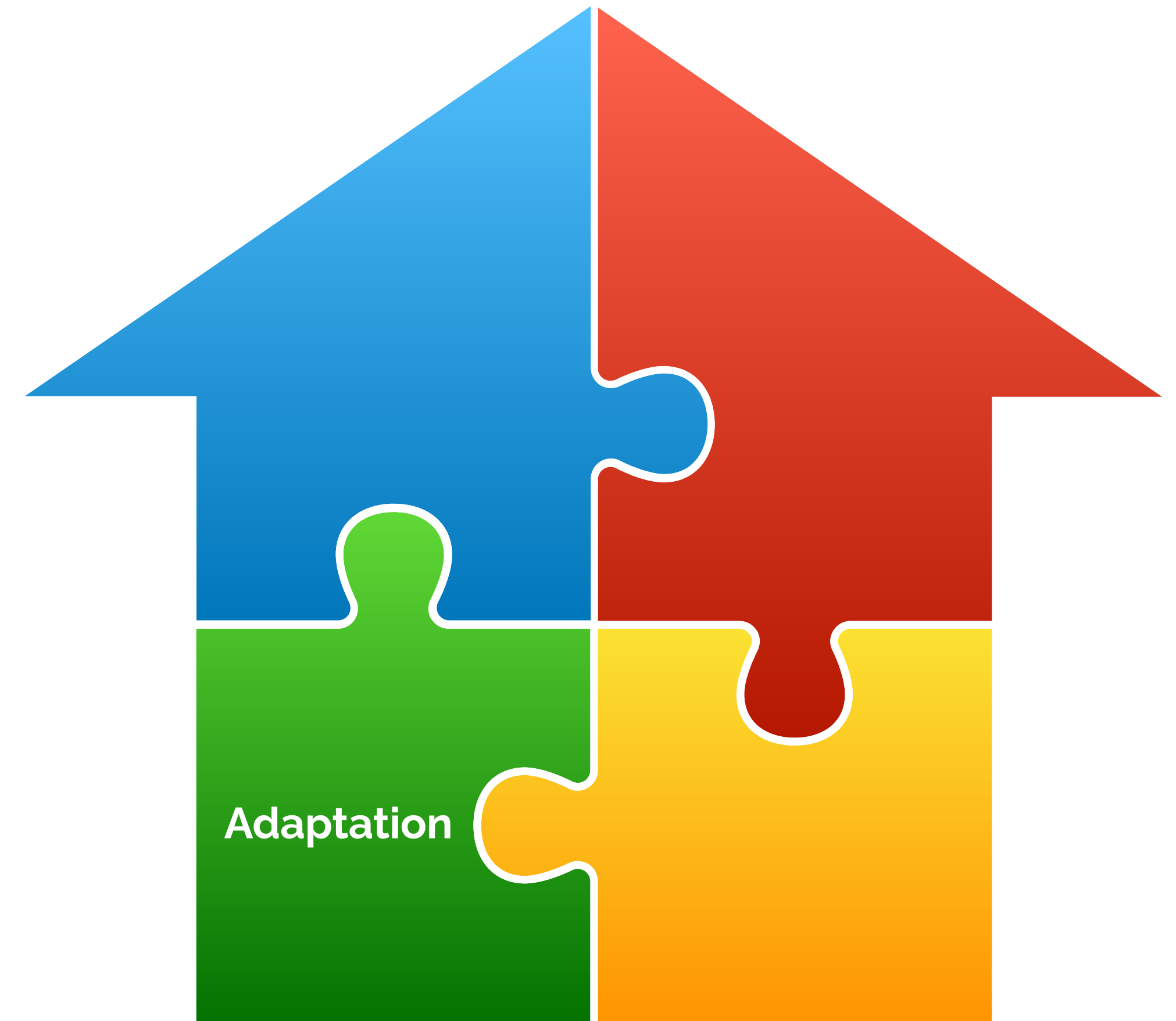
Balogun and Hope Hailey Types of Change

Adaptation

Tweaks to processes, systems or policies without overhauling the strategy or culture

Change is slow, manageable and non-threatening

Most common type of organizational change



Balogun and Hope Hailey Types of Change

Reconstruction (Big bang + Realignment)

Rapid changes that do not challenge the core structure or identity



Balogun and Hope Hailey Types of Change

Reconstruction

Often in response to a crisis or external pressure

Quick cost-cutting, restructures, or layoffs

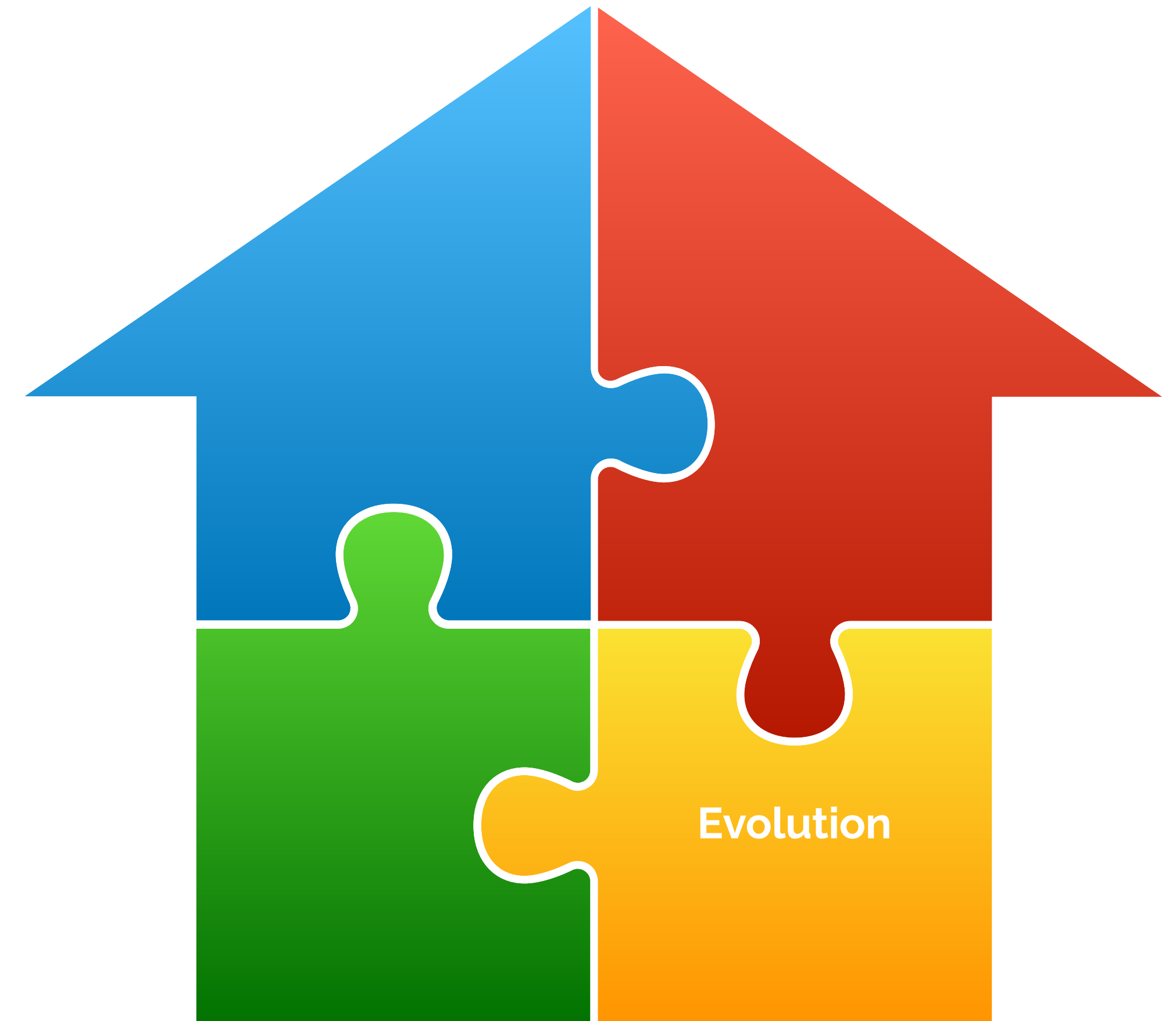
Affects how the business runs, but not WHY it exists



Balogun and Hope Hailey Types of Change

Evolution (Incremental + Transformation)

Gradual but deep cultural or strategy shifts



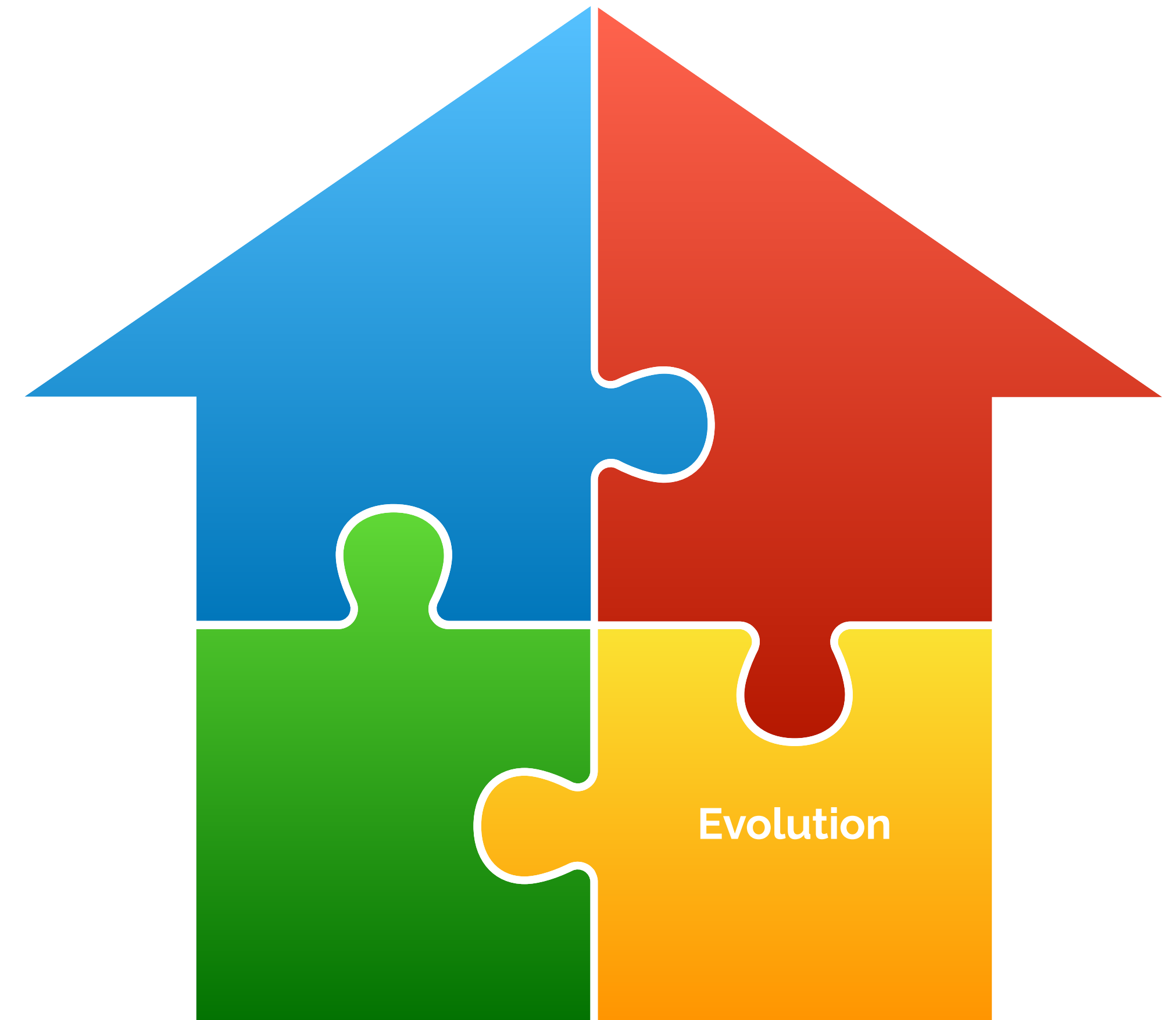
Balogun and Hope Hailey Types of Change

Evolution

Long-term effort to change the values, behaviors or identity of the organization

Requires leadership commitment and employee buy-in

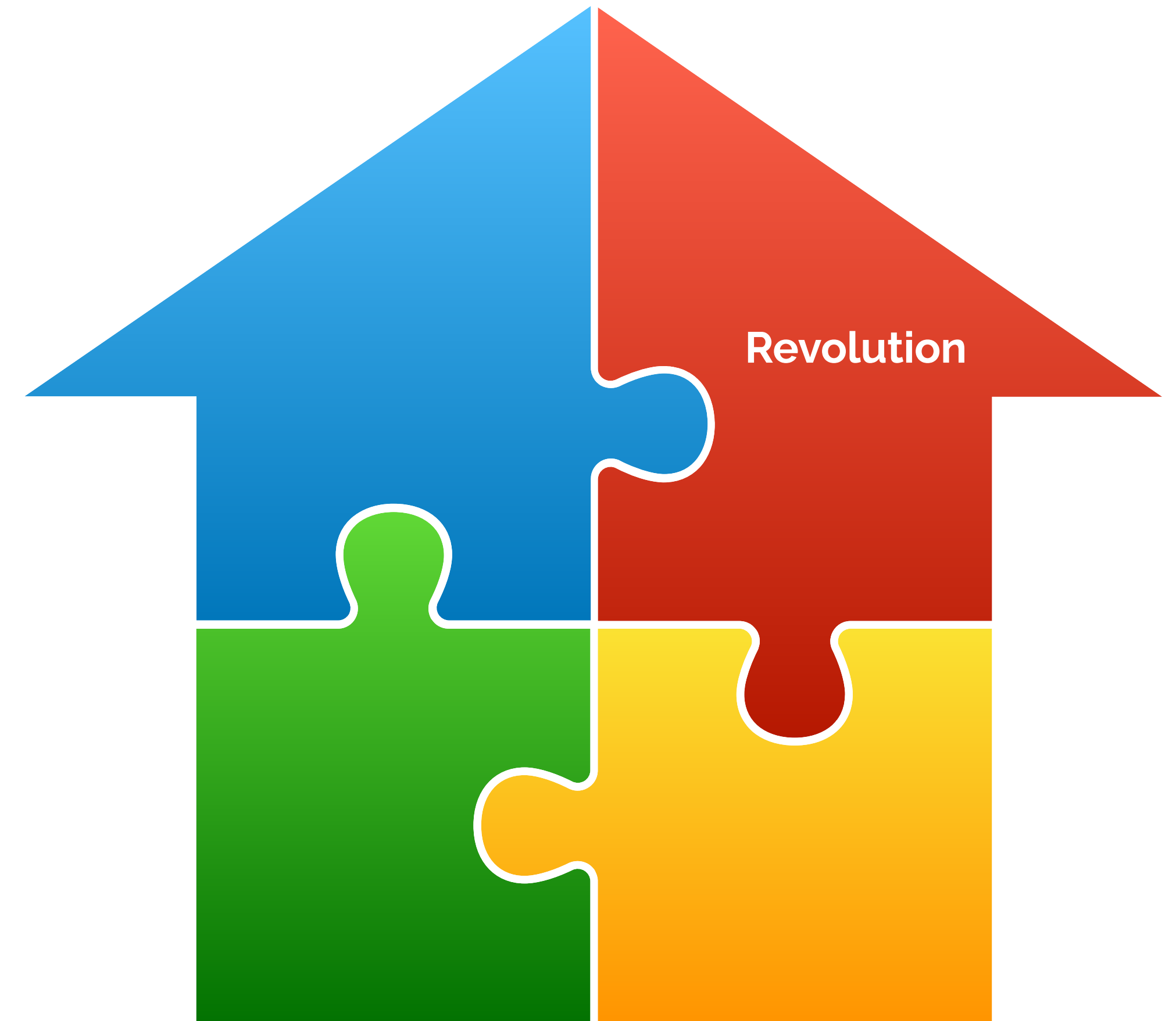
Success depends on sustained communication and reinforcement



Balogun and Hope Hailey Types of Change

Revolution (Big Bang + Transformation)

Fundamental, rapid redefinition or what the organization is or does.



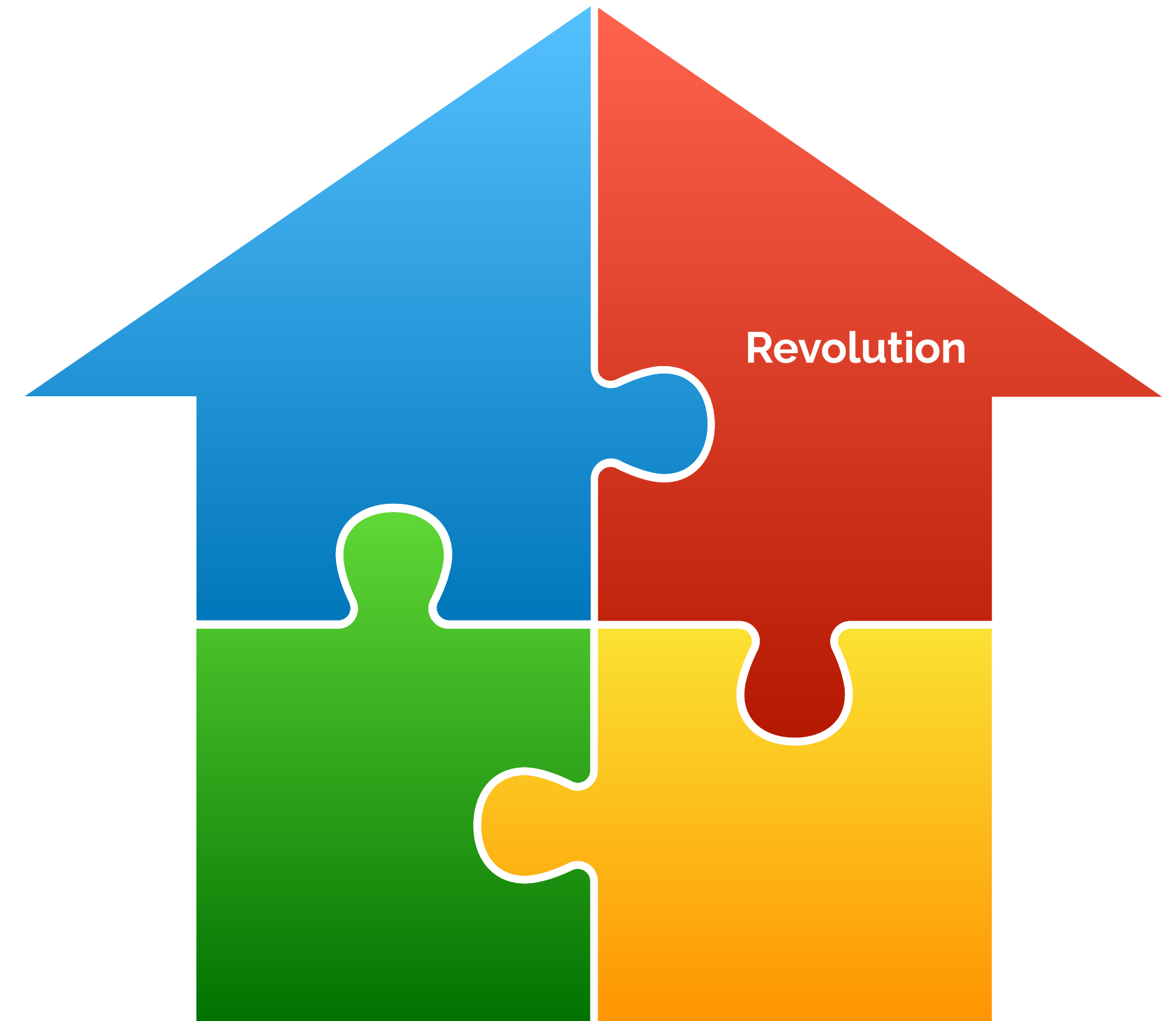
Balogun and Hope Hailey Types of Change

Revolution

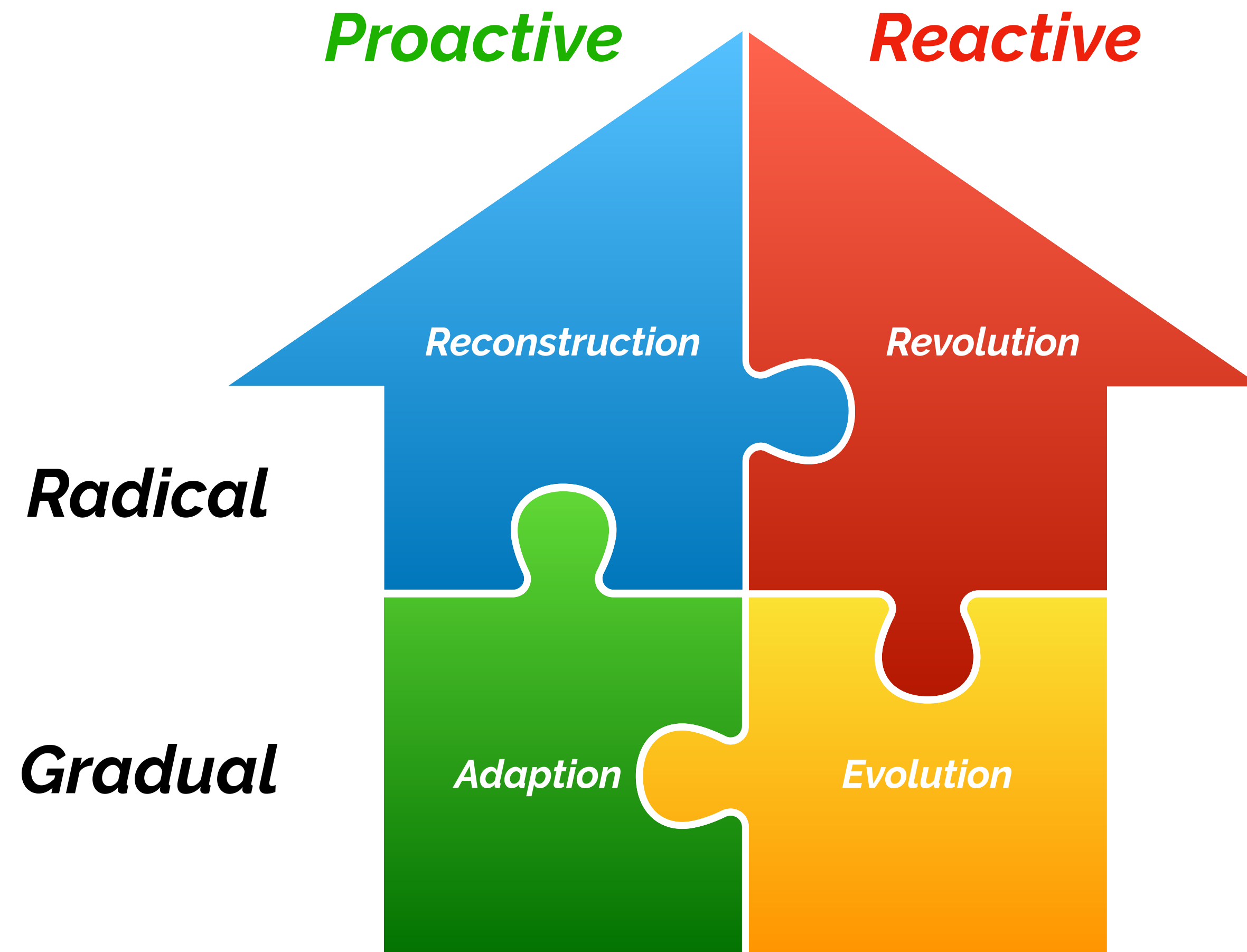
Most risky and difficult form of change

Involves disruption of identity, values, structure and direction

Often driven by existential threats or visionary pivots.



Balogun and Hope Hailey Types of Change



“Major change is usually impossible unless most employees are willing to help, often to the point of making short-term sacrifices.”

John Kotter
“Leading Change”

“But people will not make sacrifices, even if they are unhappy with the status quo, unless they think the potential benefits of change are attractive and unless they REALLY believe that a transformation is possible.”

John Kotter

“Leading Change”

DISCUSSION

Is there a difference between:

Continuous Improvement and Change Management?





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Types of Change

Continuous Improvement

...is not necessarily slow, but it is **gradual**

...tends to be **product focused**

...is **risk averse** (aims to reduce risk)

...is normally **considered a positive action**

...is commonly **embraced by others**



Unmanaged Change

...jumps

...is risk taking

...is disruptive

...needs to be people focused

...often invokes negative reactions



CONTINUOUS IMPROVEMENT

POSITIVE

CHANGE MANAGEMENT

FEARFUL

SOPFM



**“We tend to view change as threatening.
We must view it as an opportunity.”**

Alan Weiss

“Value Based Fees”

Innovation

**Innovation is successful change
...of any scale or size**



Innovation

Innovation is successful change

...of any scale or size

...projects are how we deliver it



**Now we know what it is,
what do we do about it?**



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**Prosci ADKAR:
PEOPLE and Change**

The Prosci ADKAR Model

Awareness

A

Realize that by implementing change, you require employees to step **outside of their comfort zone.**

Desire

D

Understanding that there's a need for change and wanting change to happen are two different things.

Knowledge

K

There's no point in trying to implement change **unless the people whose jobs are changing know how to get things done.**

Ability

A

Knowing how to do something doesn't necessarily mean that you can do it in practice.

Reinforcement

R

Be on the lookout for areas where the new process isn't serving you or is demotivating your staff.



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The Prosci ADKAR Model

Awareness



1-5 (Min 3 to move forward)

Desire



1-5 (Min 3 to move forward)

Knowledge



1-5 (Min 3 to move forward)

Ability



1-5 (Min 3 to move forward)

Reinforcement



1-5 (Min 3 to move forward)



The Prosci ADKAR Model



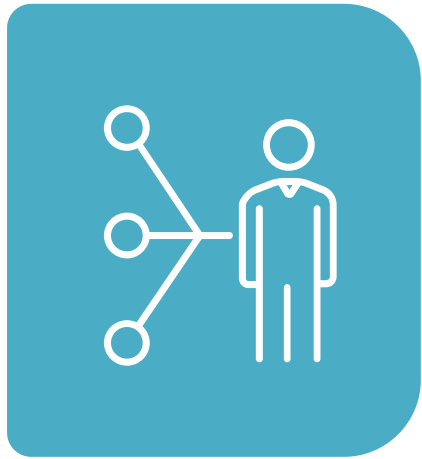


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Kotter: Organizations and Change

KOTTER



KOTTER

PLAN THE CHANGE



STEP 1
Create a sense of urgency.



STEP 2
Build a guiding coalition.

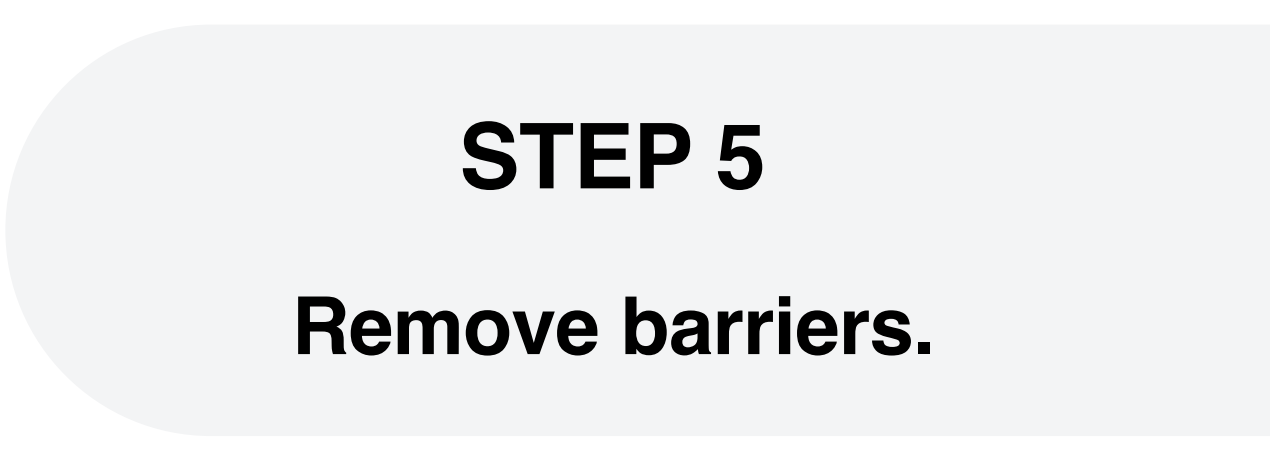


STEP 3
Form strategic vision.



STEP 4
Enlist a volunteer army.

INSTITUTE THE CHANGE



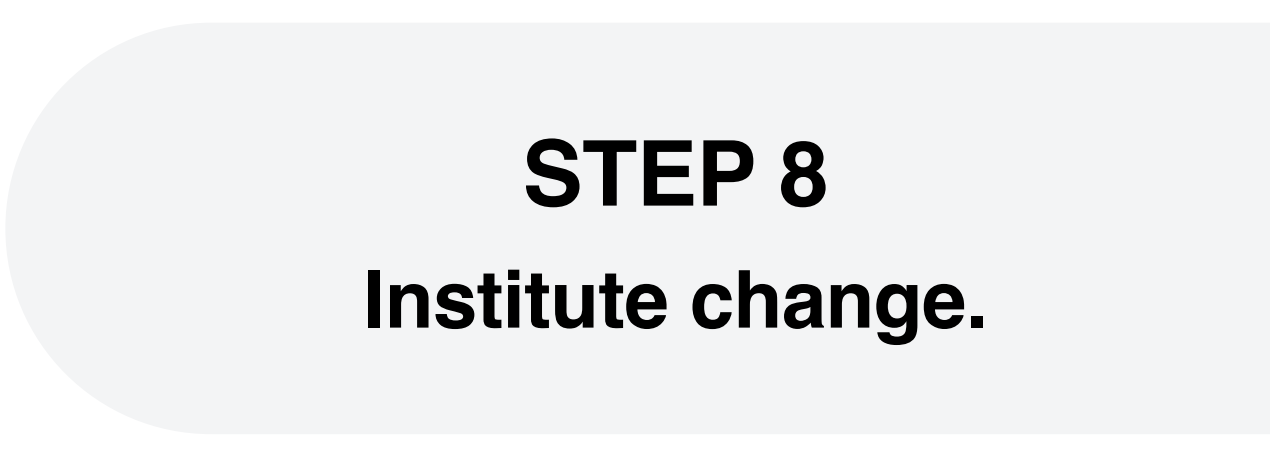
STEP 5
Remove barriers.



STEP 6
Generate short-term wins.



STEP 7
Sustain acceleration.



STEP 8
Institute change.



Key Points: Leading Change



Understand what **change efforts** you face

Communicate the positive side of change to those who need it

Managing the change management process is **CRITICAL** to organizational success



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Project Planning



“Plans are nothing. Planning is everything.”

Dwight D. Eisenhower

DISCUSSION

How do you start defining the work to be done in the project?

What steps do you take?



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Commander's Intent

Commander's Intent (CI)

Commanders Intent is a clear and concise expression of the **operation's purpose** and the desired end-state that supports mission command and provides focus to the staff.



Commander's Intent (CI)

Helps subordinates and supporting commanders **act** to achieve the commander's desired results without further orders, even when the operation does not unfold **as planned**.



Three Essential Components of CI

- 1: **Purpose** - Why the assignment matters
- 2: **Task** - What the objective or goal entails.
- 3: **End-State** - How the result should look



Sound Familiar?

“Understand the Commander’s Intent and
backwards plan.”



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Work Breakdown Structure (WBS)

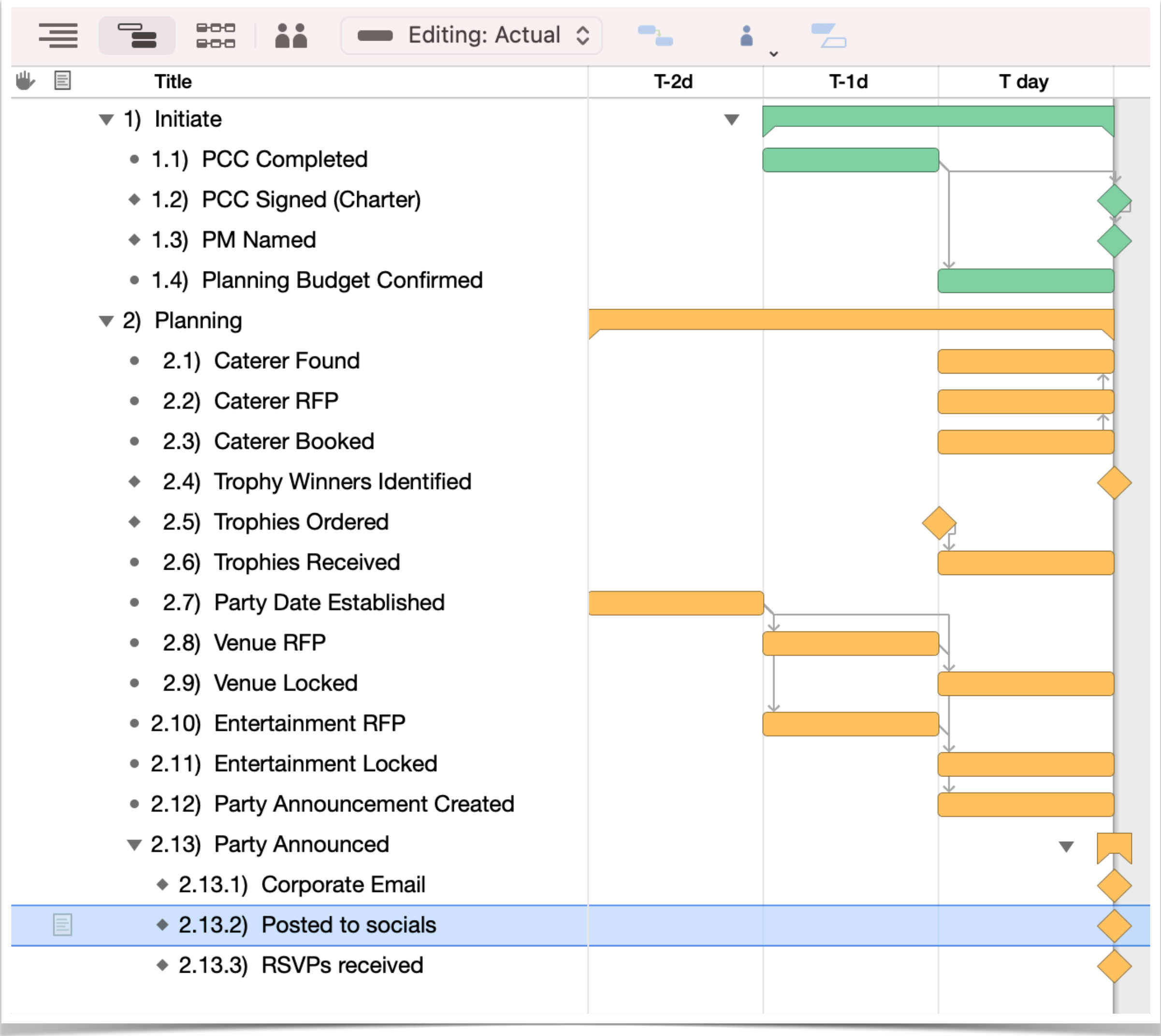
DISCUSSION

**What are some things you normally have to do but forget to
task / schedule?**



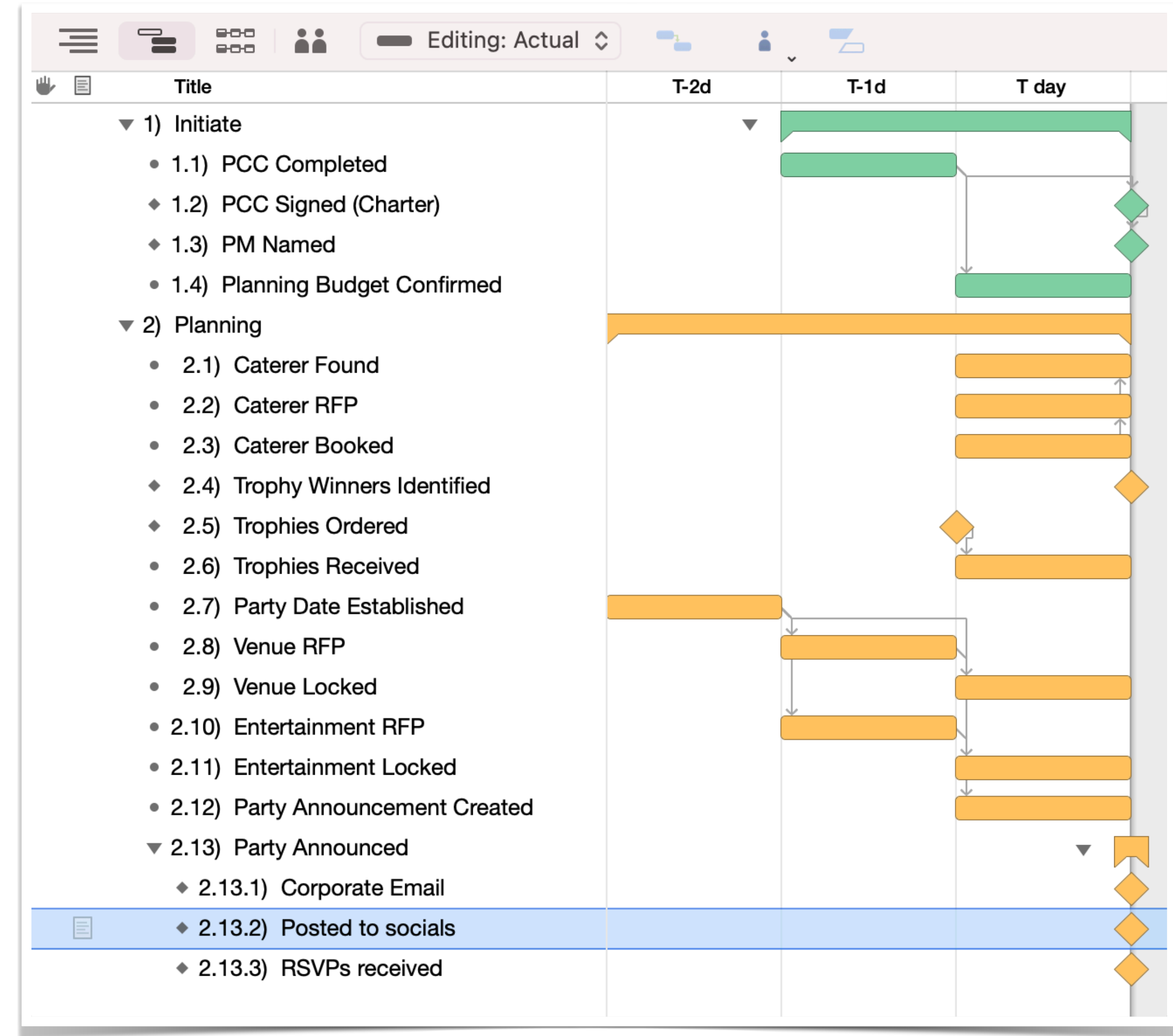
The Work Breakdown Structure (WBS)

A foundational project management tool that breaks a project down into smaller, more manageable components.



The Work Breakdown Structure (WBS)

It's a **visual** and **hierarchical** decomposition of all the work that must be done to complete the project (not just the tasks, but the actual deliverables and outcomes).

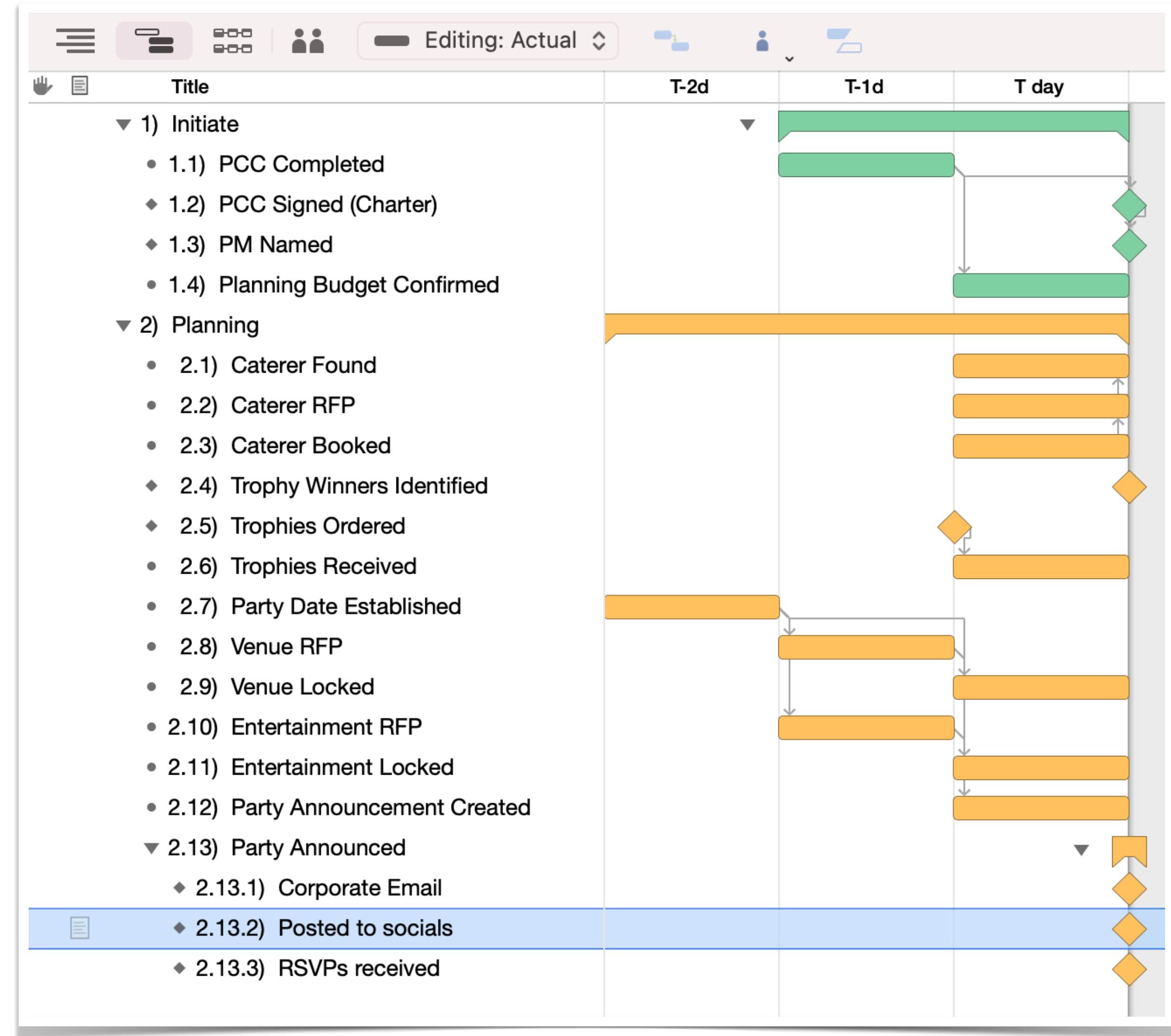


The Work Breakdown Structure (WBS)

A deliverable-oriented structure (**not task-based like a to-do list**)

Built top-down: from **final output -> major components -> subcomponents -> work packages**

Used to define scope, assign responsibilities, estimate time/cost and manage risk



Purpose of a WBS

Define and organize the **total scope of work**

Create **clarity** on what's in and what's out

Enable accurate **estimation of cost, time and resources**

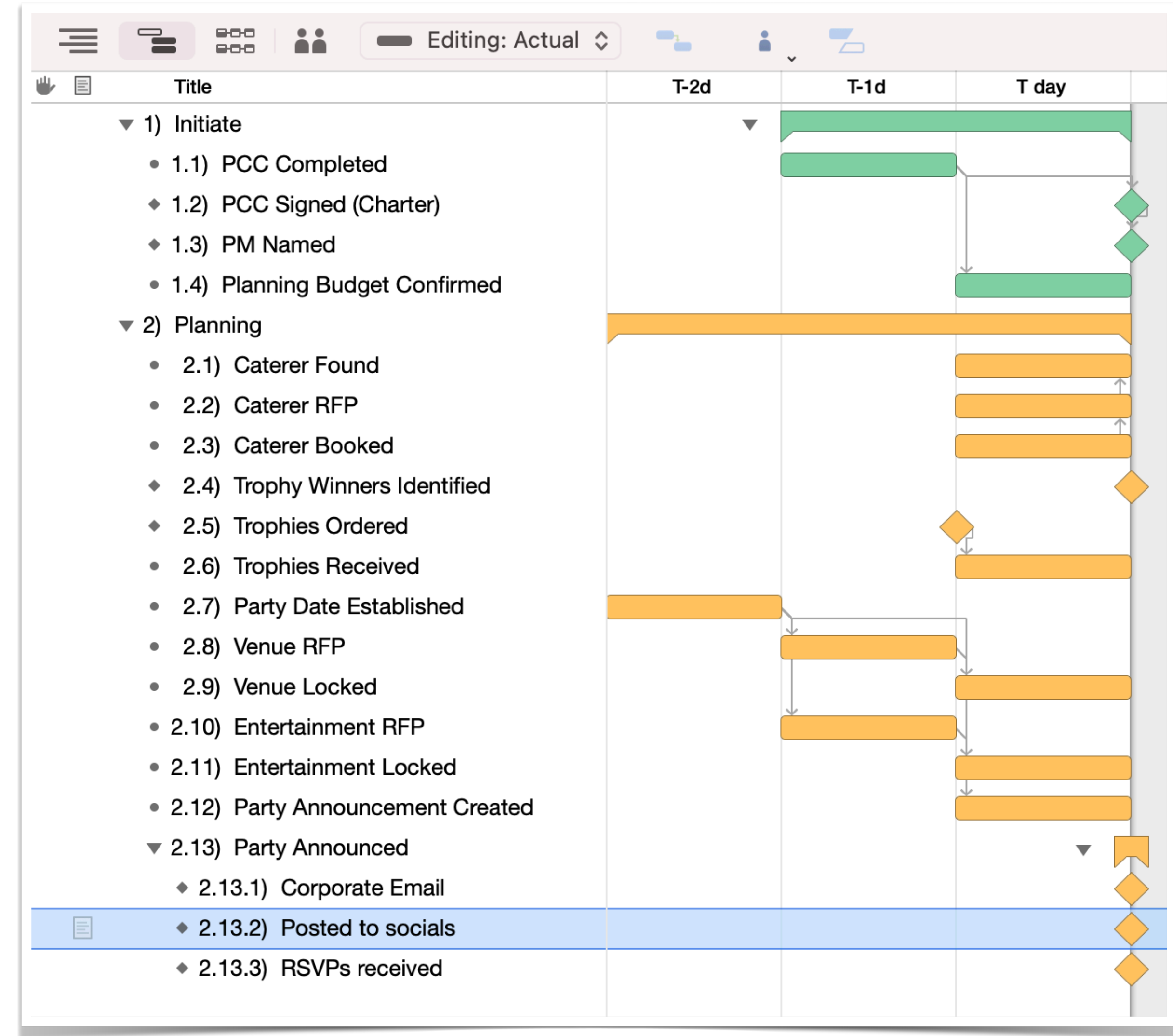
Help with **assignment of responsibilities and accountability**

Serve as the basis for **scheduling and risk management**



The Work Breakdown Structure (WBS)

Each task on the WBS is **unique** with a WBS Identifier to allow for proper communication via tasks / activities



Key Principles of a WBS Design

The 100% Rule: Every level of the WBS must capture 100% of the scope of the level above it. Nothing extra. Nothing missing

Mutually exclusive: No overlap between components. Each element should be clearly distinct to avoid confusion or double-counting.

Level of detail: Go deep enough to estimate, assign and control, but not so deep you're managing individual keystrokes



WBS vs Task List

WBS	TASK LIST
Focuses on deliverables	Focuses on actions
Hierarchical Structure	Flat or chronological
Drives cost/time/resource planning	Drives day-to-day execution
Basis for scope management	Basis for schedule management

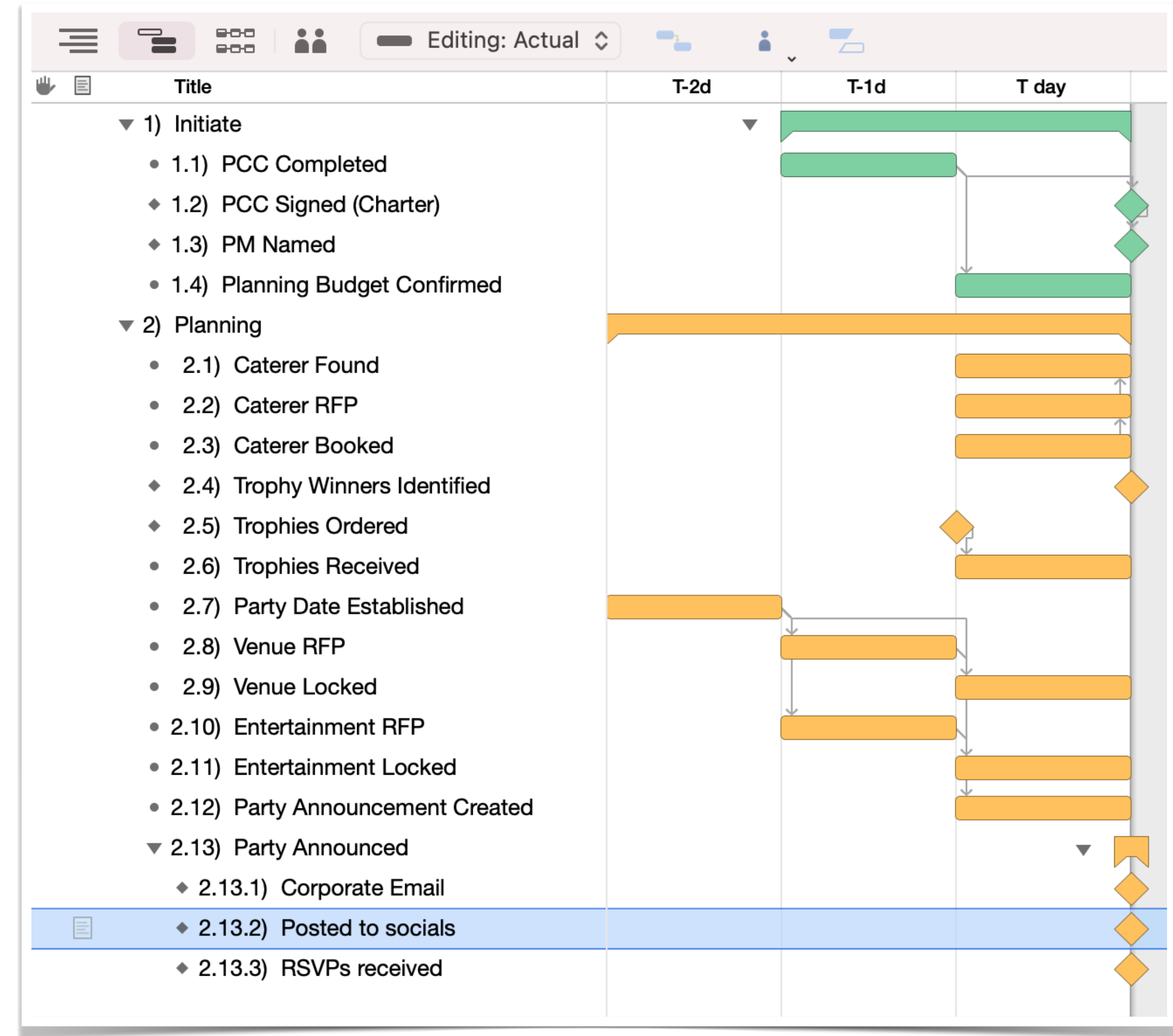


Tips for The WBS

Use Verbs for naming tasks

**Create tasks to which you can assign
Effort, Duration and/or Cost**

Understand and use Milestone Tasks

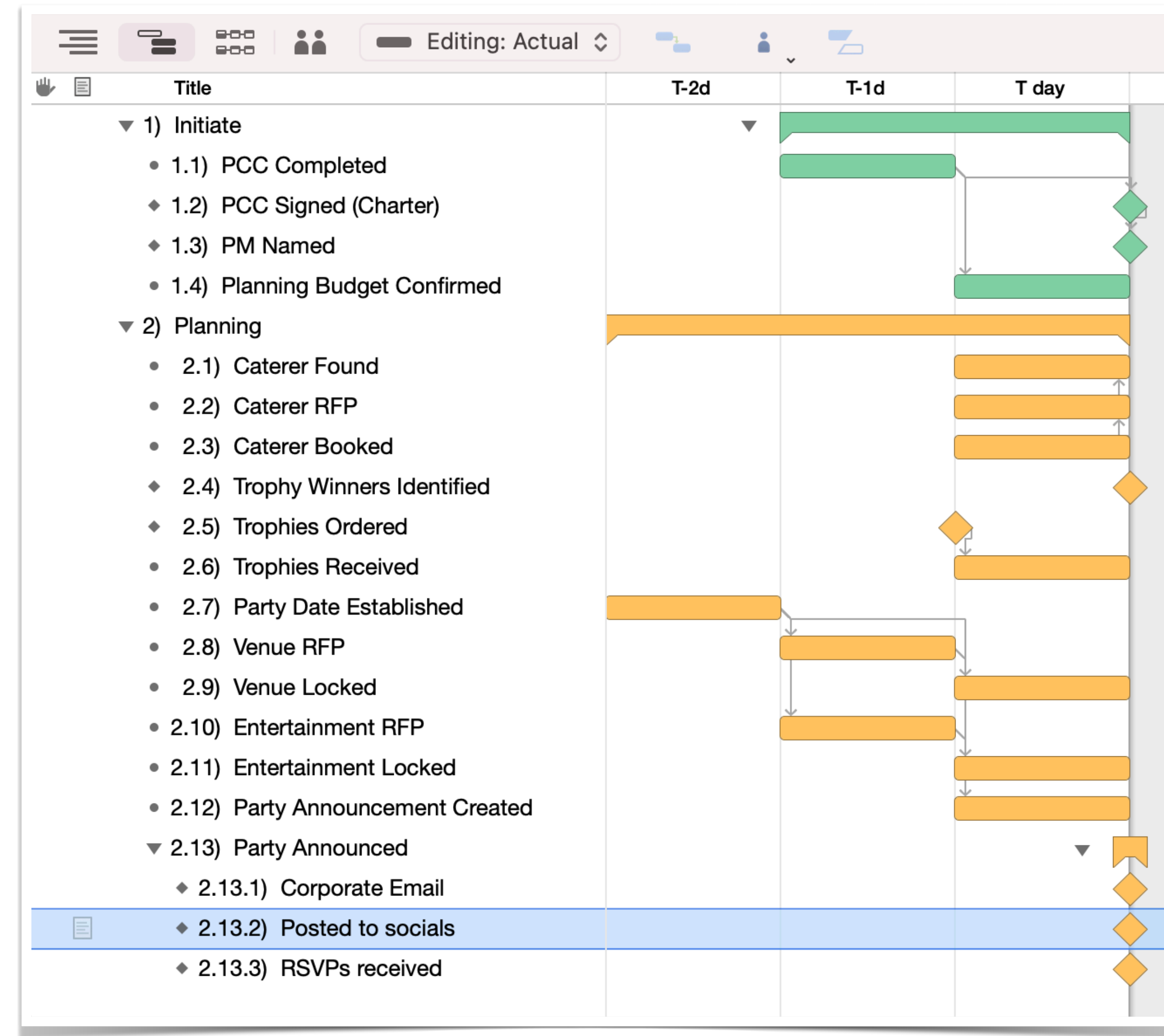


Tips for The WBS

A WBS isn't a schedule - it's a **blueprint**.

You build your Gantt chart, cost plan, and resource assignments from your WBS.

If your WBS is unclear, the rest of your project will be too.



DISCUSSION

How far do you need to break down each task in your WBS?

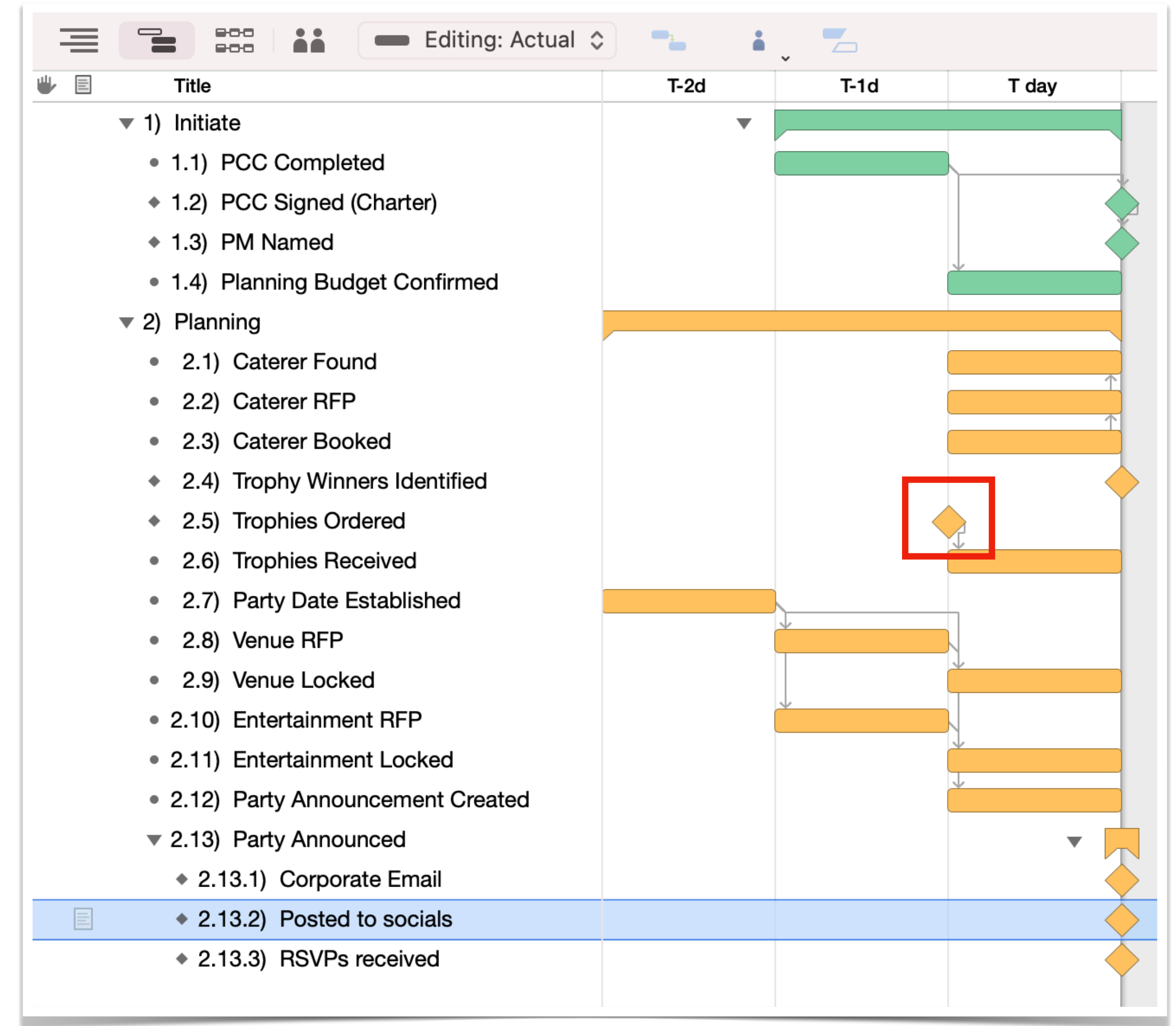


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Milestone Tasks

Key events or checkpoints that indicate significant progress in a project.

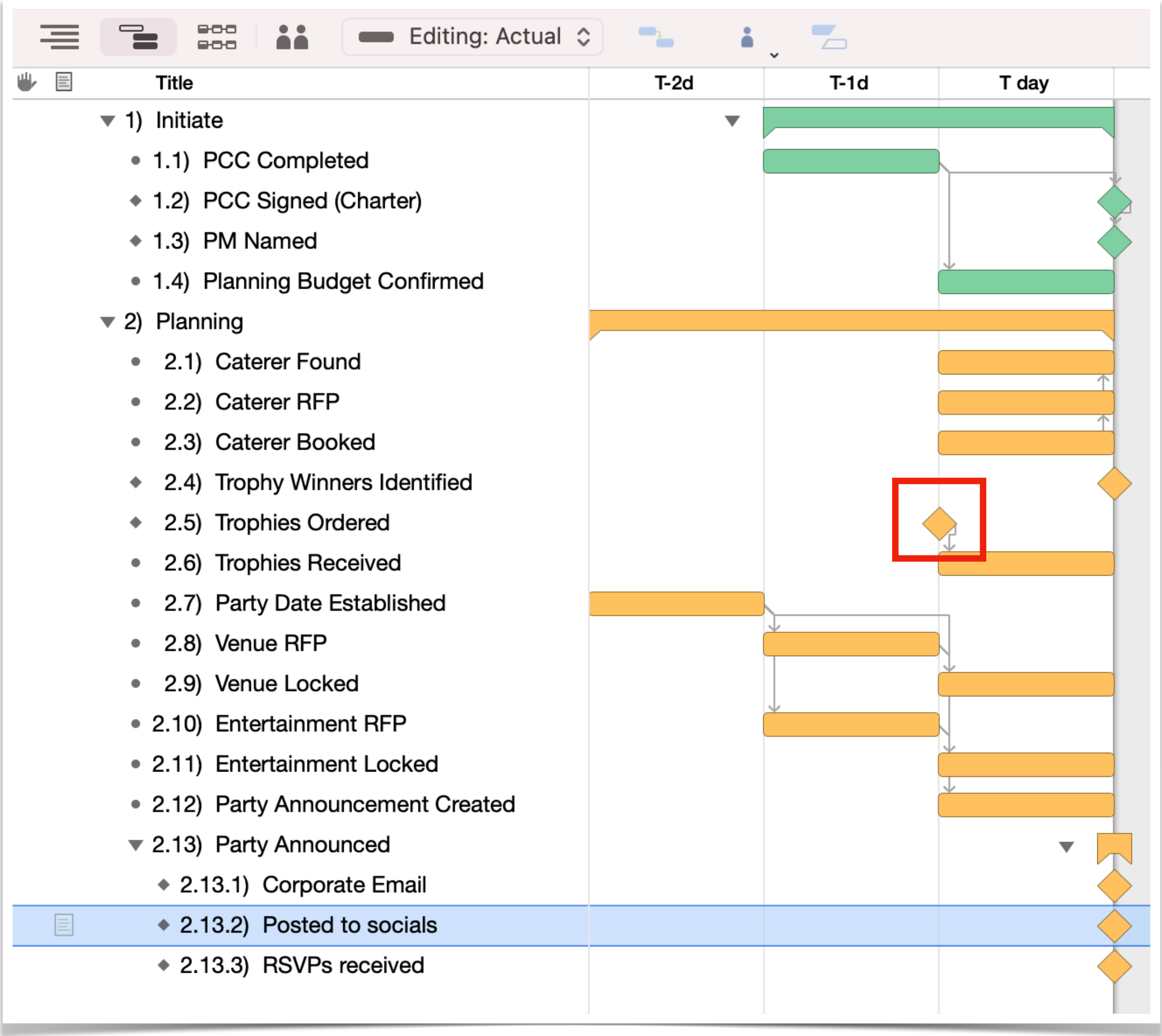
Unlike regular work packages, milestones don't represent work to be done, but a moment in time when a meaningful deliverable, decision, or phase has been completed.



Milestone Tasks

They help answer the question:

Are we where we are supposed to be by now?

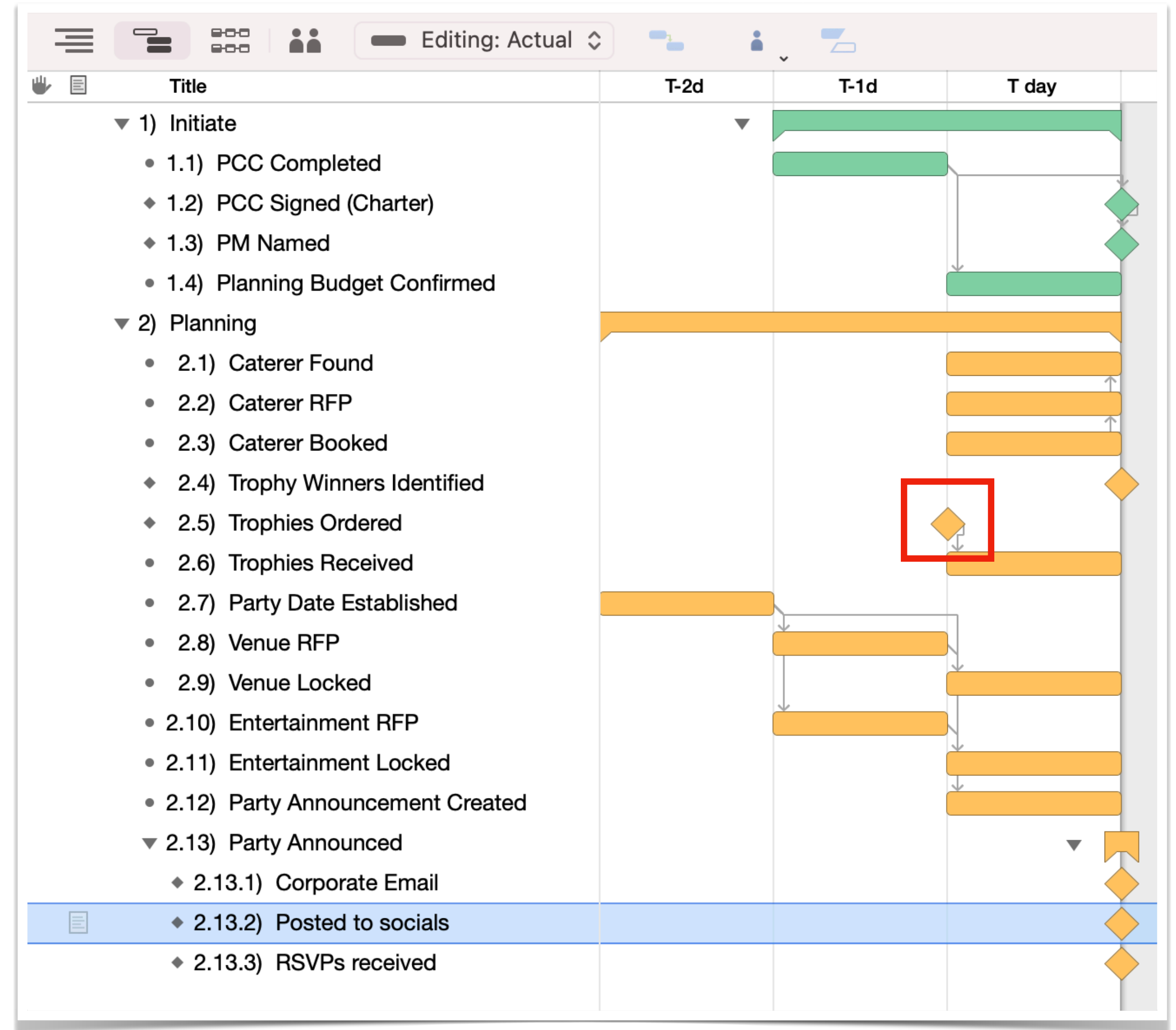


Milestone Tasks

It is a **zero-duration** task that marks **achievement** (not effort)

Typically aligns with **phase completions, approval points, or external commitments.**

Often used as **anchors** in your schedule, reports, and status updates.



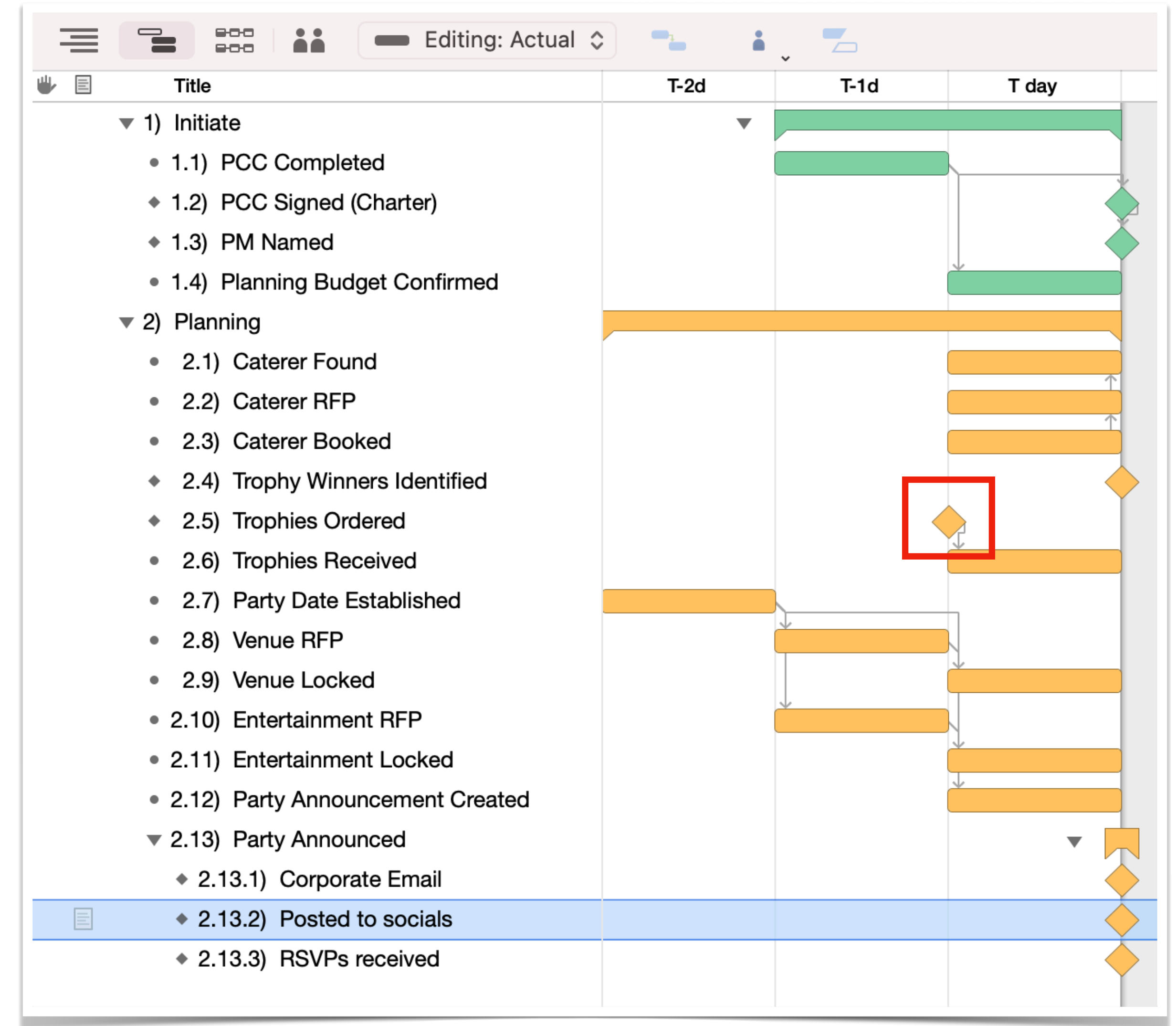
Purpose of Milestone Tasks

Provide **clear status indicators** for stakeholders

Trigger reviews, sign-offs, or funding releases

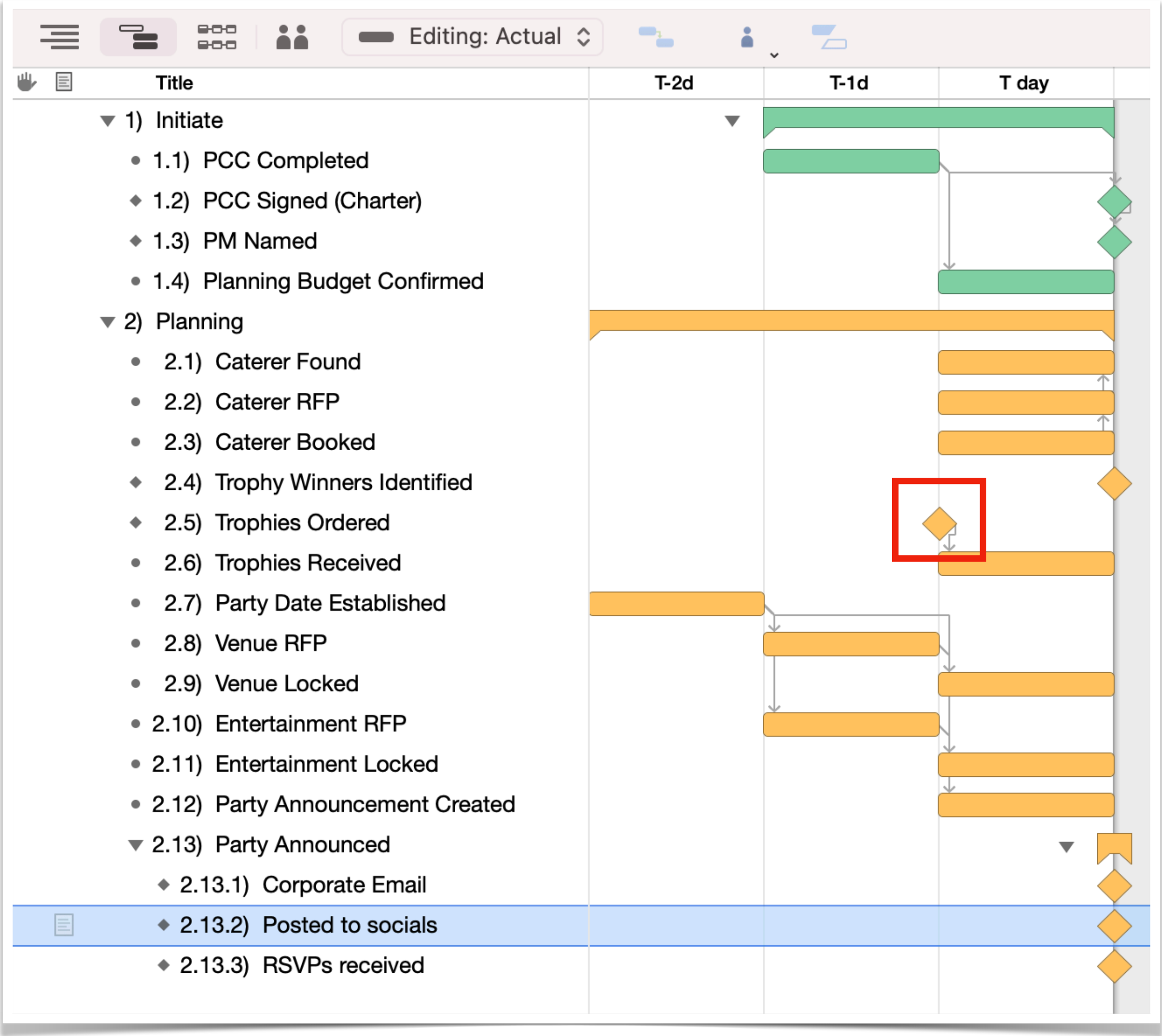
Drive **visibility** across phases or dependencies

Help manage time-sensitive **goals**



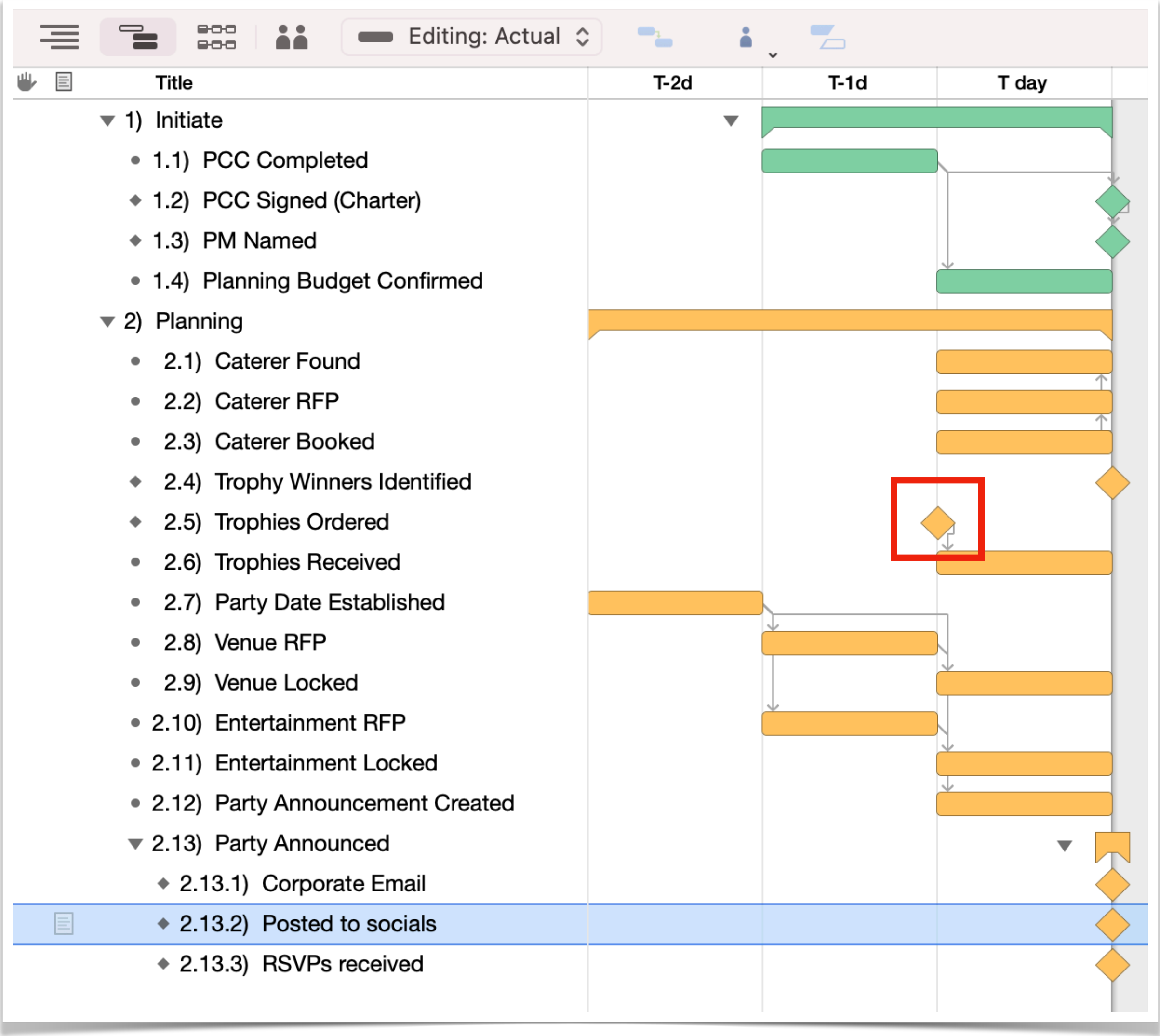
Milestone Tasks

Whereas tasks / activities / work packages have start and end dates, Milestones are **a single date upon which a deliverable gets completed.**



Milestone Tasks

Milestone tasks are represented by a **diamond** on Gantt charts.



Most Commonly Forgotten WBS Tasks

Stakeholder Engagement Planning: “We just assumed everyone would stay informed.”

Change Management Activities: “We delivered the system, but no one uses it.”

Requirements Validation: “We gathered requirements, but never confirmed them.”

Quality Assurance Planning: “We didn’t define how we’ll measure quality.”

Risk Review and Updating: “We did a risk log once. That was enough, right?”



Most Commonly Forgotten WBS Tasks

Lesson Learned Documentation: “We finished, now let’s move on.”

Legal/Compliance Checks: “We didn’t involve legal until it was too late.”

Procurement and Vendor Coordination: “We forgot how long it takes to get a contract signed.”

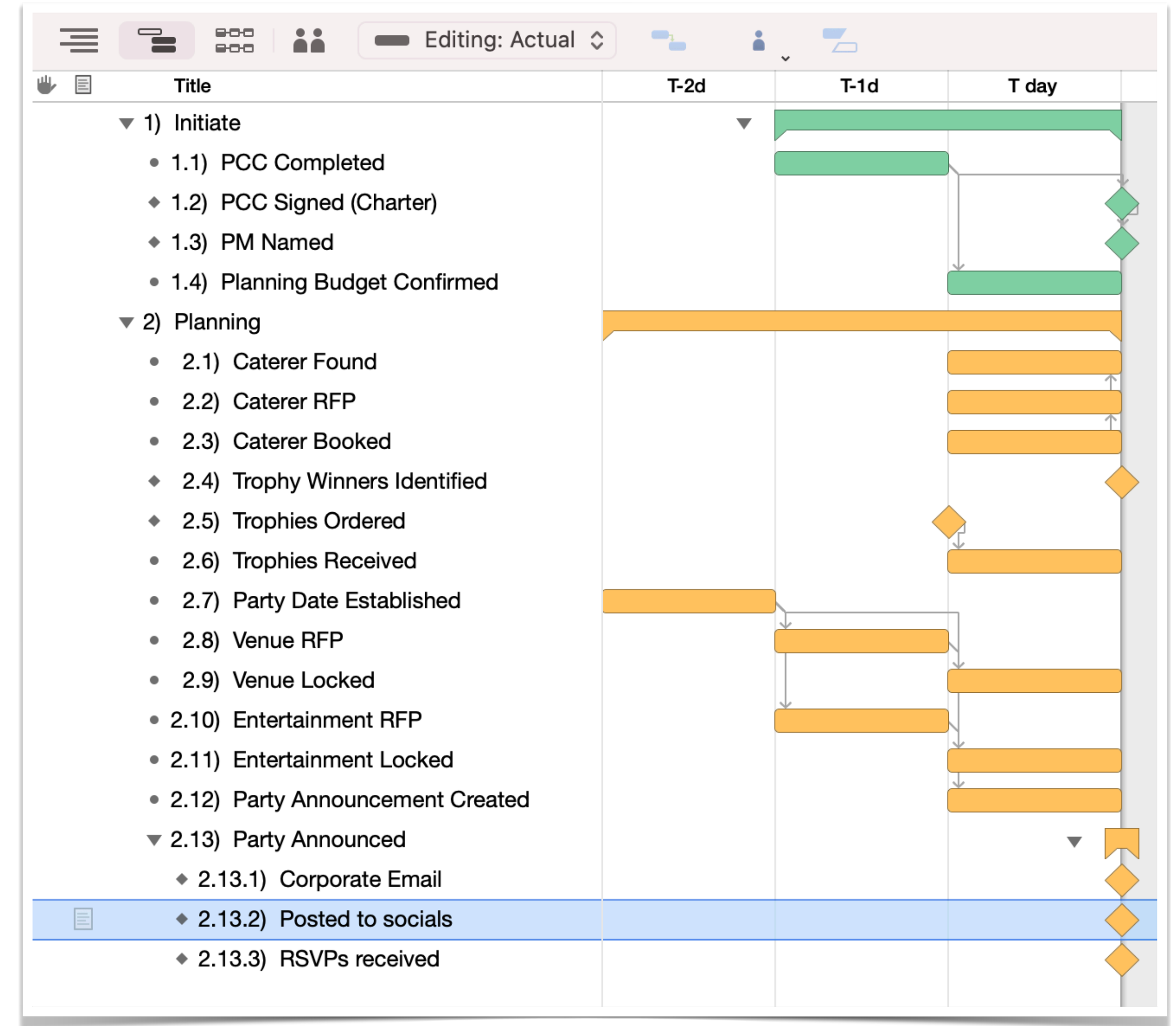
User Testing or User Acceptance Testing (UAT) Planning: “We assumed they test it when it went live.”

Project Communications and Reporting: “We didn’t plan for status reports, we just did the work.”



Commonly Forgotten WBS Tasks

The WBS also assists with
**Effective Stakeholder
Engagement**



Pro Tips To Start Your WBS

As you start to organize your tasks / activities add 3 columns to the WBS

EFFORT

DURATION

ASSIGNED / RESOURCES

Editing: Actual			
Title	Effort	Duration	Assigned
▼ 1) Initiate	3d	3d	
• 1.1) PCC Completed	1d	1d	Angus Peacock
◆ 1.2) PCC Signed (Charter)	0h		Scott Kinder
◆ 1.3) PM Named	0h		Scott Kinder
• 1.4) Planning Budget Confirmed	2d	2d	Heather Kuhns
▼ 2) Planning	2w 1d 6h	4d	
• 2.1) Caterer Found	2d	2d	Angus Peacock
• 2.2) Caterer RFP	4h	1d	Genevieve Nystrom
• 2.3) Caterer Booked	2h	1d	Genevieve Nystrom
• 2.4) Trophy Winners Identified	4d	4d	Scott Kinder, Angus Peacock
◆ 2.5) Trophies Ordered	0h		Angus Peacock
◆ 2.6) Trophies Received	0h		4
• 2.7) Party Date Established	1d	1d	
• 2.8) Venue RFP	3d	3d	Angus Peacock
◆ 2.9) Venue Locked	0h		Angus Peacock
• 2.10) Entertainment RFP	3d	3d	Genevieve Nystrom
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• 2.12) Party Announcement Created	1d	1d	Heather Kuhns



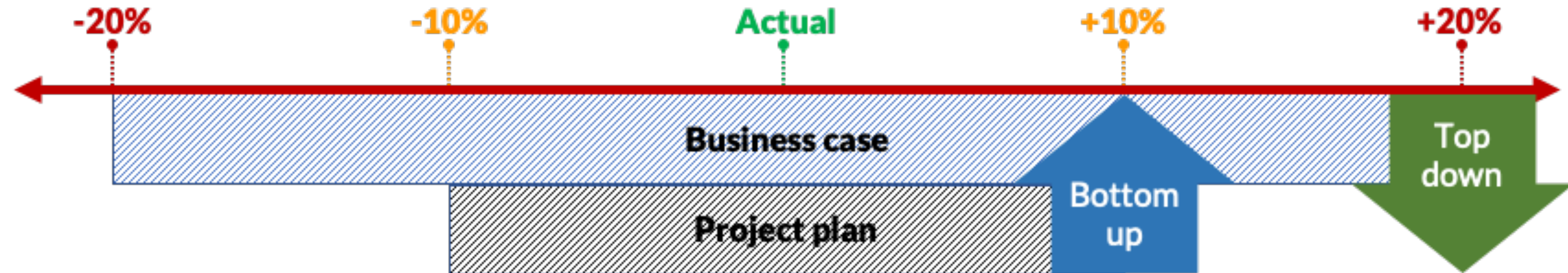


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Project Budgeting

The Project Budget



The **cost of resources** required to complete the project tasks



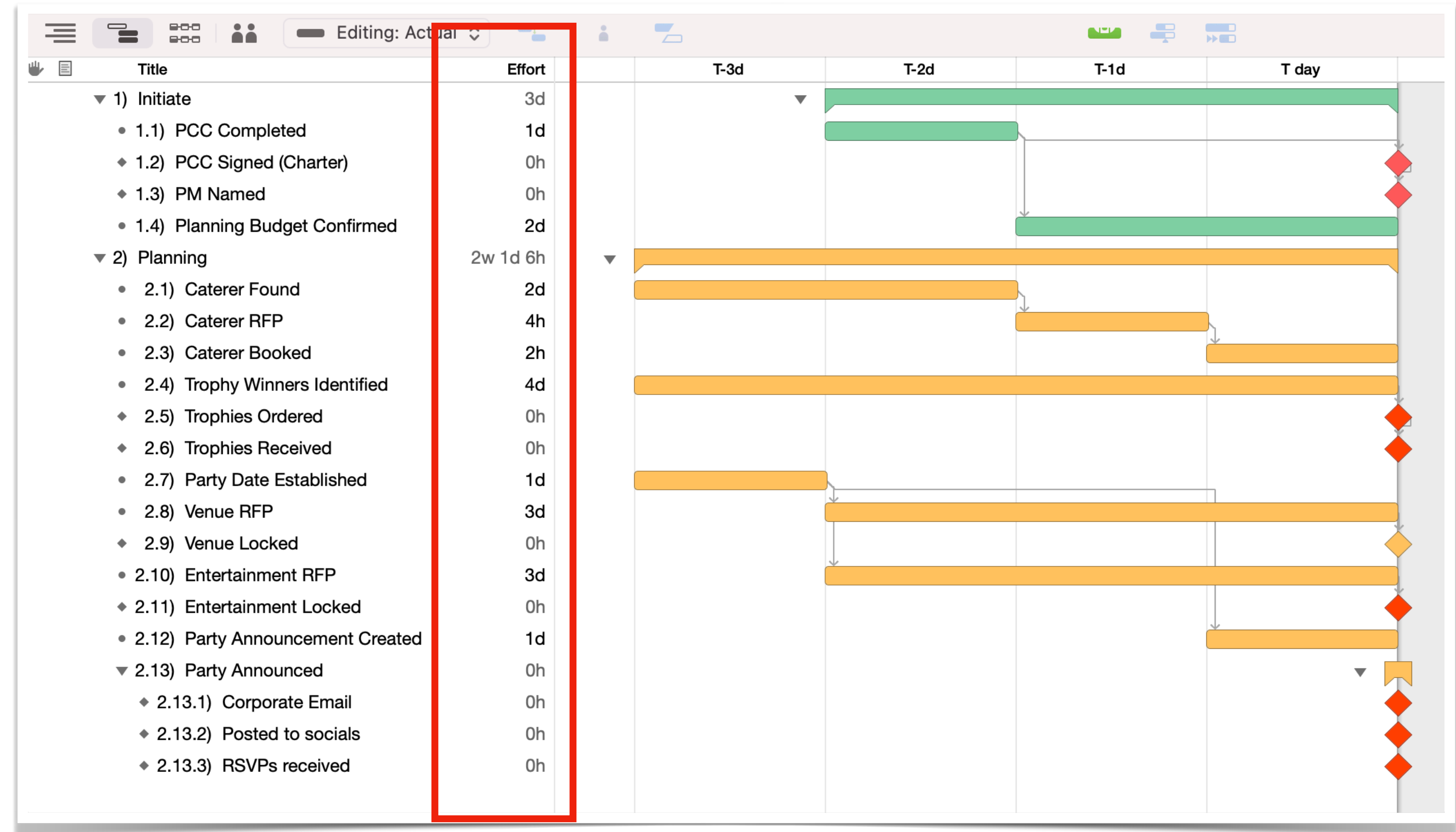
Task Effort

The hours of work needed to complete each task.

Used to create the **labor budget** for the project

Example:

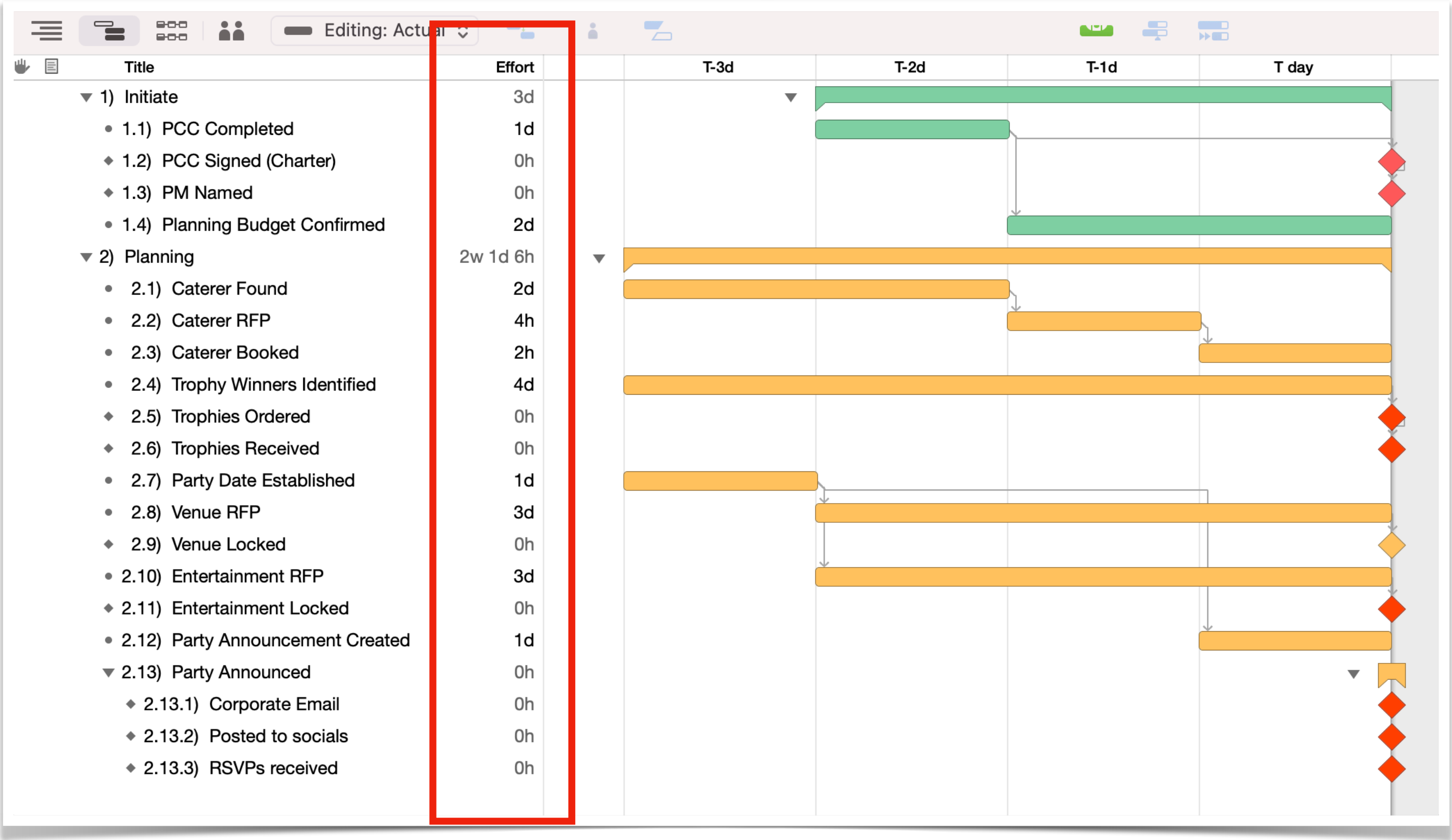
**30 hours of effort @ \$50 p/h=
\$1,500**



Task Effort

Task Effort Drives the Labor Budget

DO NOT CONFUSE IT WITH TASK DURATION!!



DISCUSSION

How do you gather project effort needed to complete project tasks?



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Costs add up quickly.

Sarah

*Responsible for coordinate the venue
and
finding/booking the band*

Hourly Rate: \$30 p/h

Project Hours Needed: 20

Sarah's Cost: \$600

Mike

*Responsible for selecting the PMs who
shall receive awards and trophies*

Hourly Rate: \$30 p/h

Project Hours Needed: 30

Mike's Cost: \$900

Jenny

*Responsible for selecting and
purchasing the awards to be given*

Hourly Rate: \$25 p/h

Project Hours Needed: 15

Jenny's Cost: \$375

Paul

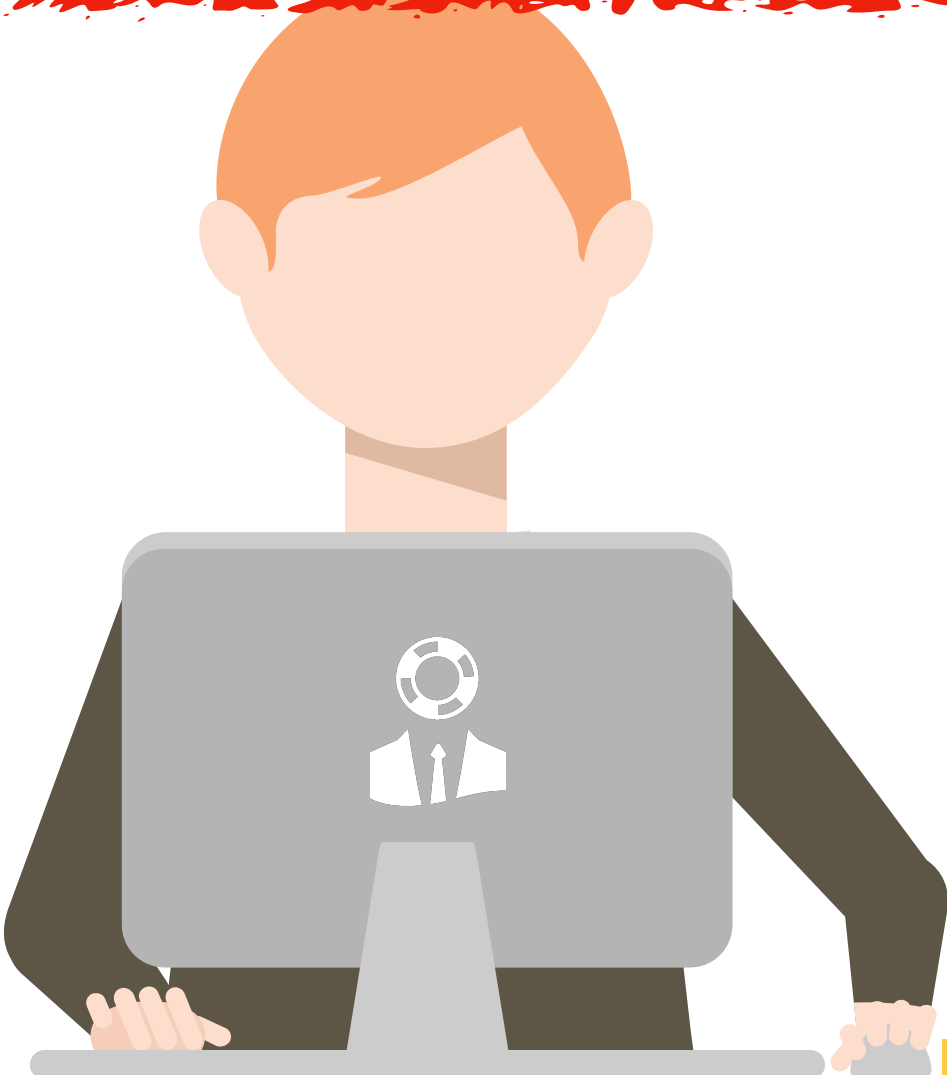
*Responsible for making sure the whole
thing comes together*

Hourly Rate: \$49 p/h

Project Hours Needed: 80

Paul's Cost: \$3,920

Our Resource Cost: \$5,795



Direct Project (Output) Costs

How much will we spend to deliver each project task?

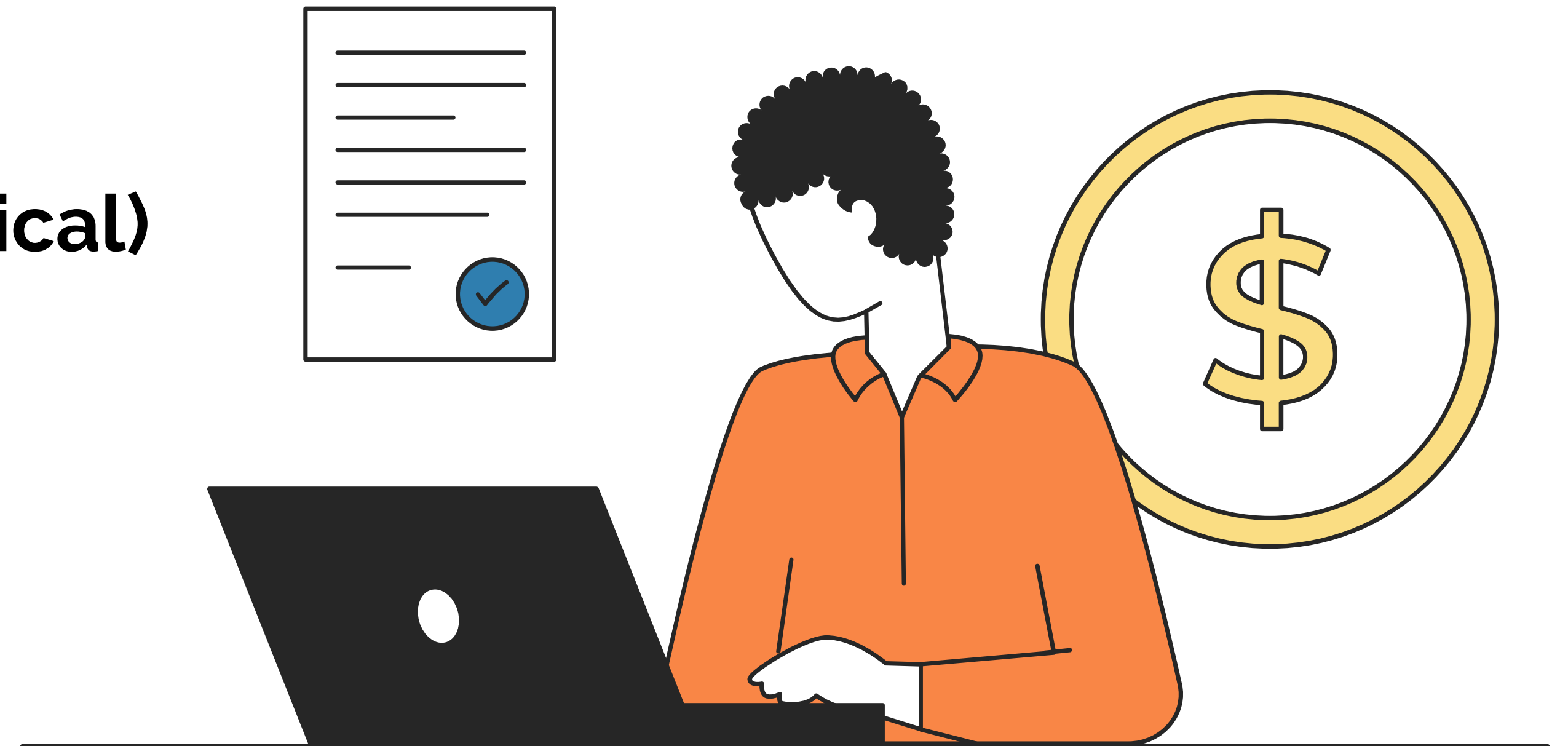
Resources (Human, Financial, Technical)

Equipment (assets)

Acquisition / depreciation**

Materials & Labor

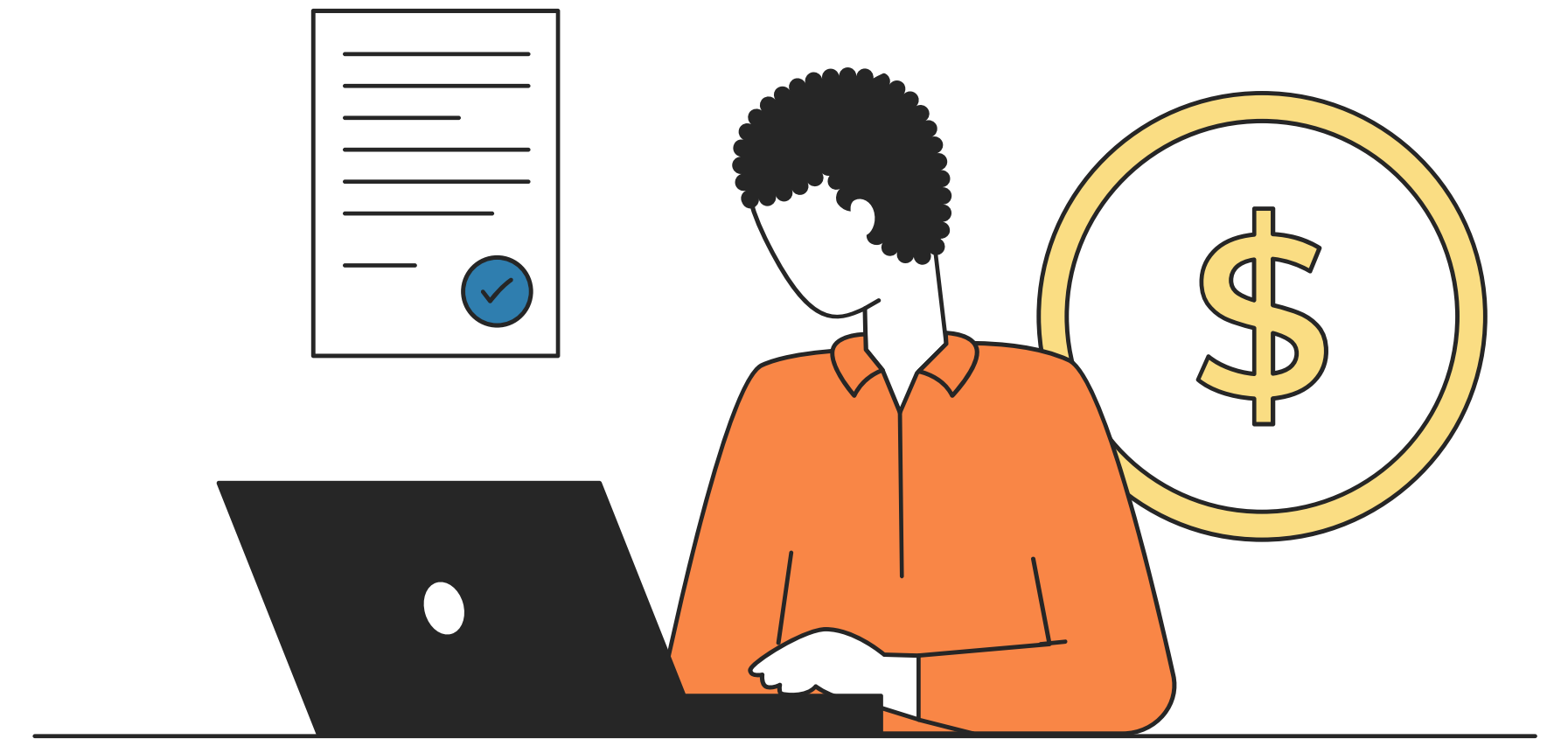
Contractors / consultants



Direct Project (Output) Costs

The explicit, traceable expenses associated with producing the actual deliverables or outputs of a project.

These costs are incurred solely because the project exists and would disappear if the project were cancelled.



Direct Project (Output) Costs

They are essential for accurate budgeting, pricing, cost-benefit analysis and measuring project efficiency.



Direct Project (Output) Costs

Include any cost that directly contributes to the creation, completion, or delivery of a project's defined outputs (products, services, systems, documents, etc)



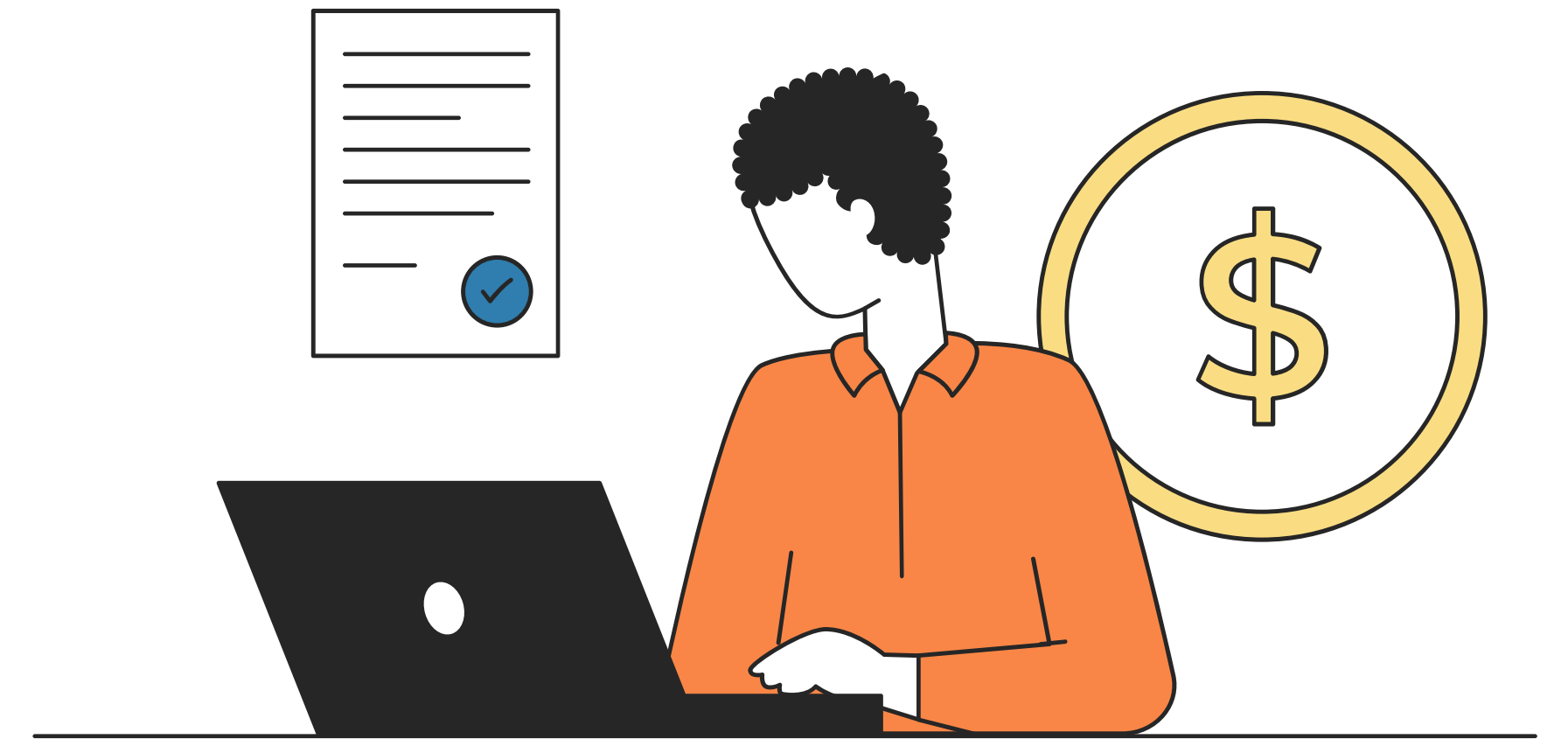
Direct Project (Output) Costs

These costs are usually:

Assigned directly to a specific work package or deliverable.

Quantifiable and invoiceable

Included in your cost baseline and often visible to the sponsor or clients.



Categories of Direct Project (Output) Costs

Labor:

Wages, salaries, or contractor fees tied to deliverable creation

Time logged specifically for design, development, testing, or production.



Categories of Direct Project (Output) Costs

Materials and Supplies:

Physical items or consumables needed to create the output.



Categories of Direct Project (Output) Costs

Software and Tools:

Licenses or subscriptions used exclusively for this project's output



Categories of Direct Project (Output) Costs

Equipment Rental or Depreciation

Temporary use of machinery or gear required for output production.



Categories of Direct Project (Output) Costs

Subcontractors or Vendors:

Payments made to third parties for specialized work on the output



Categories of Direct Project (Output) Costs

Testing QA and Certification:

Output-specific verification, inspections or audits.



Direct Project (Output) Costs ARE NOT

Project Management Salaries (unless managing a specific deliverable)

Overhead or office rent

HR or Legal support not tied to specific outputs

General tools used across multiple projects.

(These all fall under INDIRECT COSTS)



Indirect Project (output) costs

How will the business subsidize project delivery?

Project Management Office (PMO) costs

Management Costs

Shared infrastructure

Lessons Learned

Office supplies

Communications

Travel & accommodation

Insurances / taxes



Business Operating Costs

Project Travel, Accommodation and Per Diem

Other Project Costs



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Operating Outcome Costs (On Going)

Costs required for the maintenance and administration of your business. Also know as operating expenses (OPEX).

A primary piece of OPEX is **Cost of Good Sold (COGS)** but will also consider:

- Infrastructure
- Rent
- Power
- Telecoms
- Water
- Labor and materials
- Routine maintenance
- Interfaces and licenses**
- Compliance and insurance

Project name:		
OPTION 1: <TITLE>		
OUTPUT COSTS	\$ Amount	
	Capital	
	Materials	
	Labor	
	Contractors / Consultants	
	Transfers	
	Other	
	TOTAL	



Operating Outcome Costs (Occasional)

New hires and recruiting
New user training
Major repairs
Upgrades
Decommissioning

Remember the **Total Cost of Ownership (TCO)**!



Total Cost of Ownership (TCO)

SUNK COST



Research and Development, Tooling, Equipment, Evaluation, **Bid and Award**, Supplier Certification

OVERHEAD COST



Working Capital, Internal Support, Quality, Incoming Inspection, Interest Expense, Prototyping, Order Processing, **Accounts Receivable**, Engineering Build, Process Validation, **Licensing**, Vendor Tracking, Storage and Distribution, Inventory Management

PURCHASE COST



Purchase Price, Shipping, Packaging, Duties, Tariffs, **Taxes**, **Supplier Profit**

UTILIZATION COST



Installation, Labor and Benefits, Training, Operating, **Supplies and Consumables**, Performance, Maintenance, Labor, Spoilage, Learning Curve, Regulatory, Environmental, Obsolescence, **Upgrade**, Efficiency

LIFE CYCLE COST



Spare Parts, **Service**, Disposal, **Warranty**

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Total Cost of Ownership (TCO)

SUNK COST



OVERHEAD COST



PURCHASE COST



UTILIZATION COST



LIFE CYCLE COST



**Know your numbers and how
they will impact your project!**

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Project Scheduling

Task Duration

How long it will take to complete a task
FROM START TO FINISH

Used to create the **PROJECT SCHEDULE**

Editing: Actual			
Title	Effort	Duration	Assigned
▼ 1) Initiate	3d	3d	
• 1.1) PCC Completed	1d	1d	Angus Peacock
◆ 1.2) PCC Signed (Charter)	0h		Scott Kinder
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◆ 2.11) Entertainment Locked	0h		Genevieve Nystrom
• 2.12) Party Announcement Created	1d	1d	Heather Kuhns



Task Duration

Many project managers really mess
this up as the fail to account for
RESOURCE AVAILABILITY

Editing: Actual			
Title	Effort	Duration	Assigned
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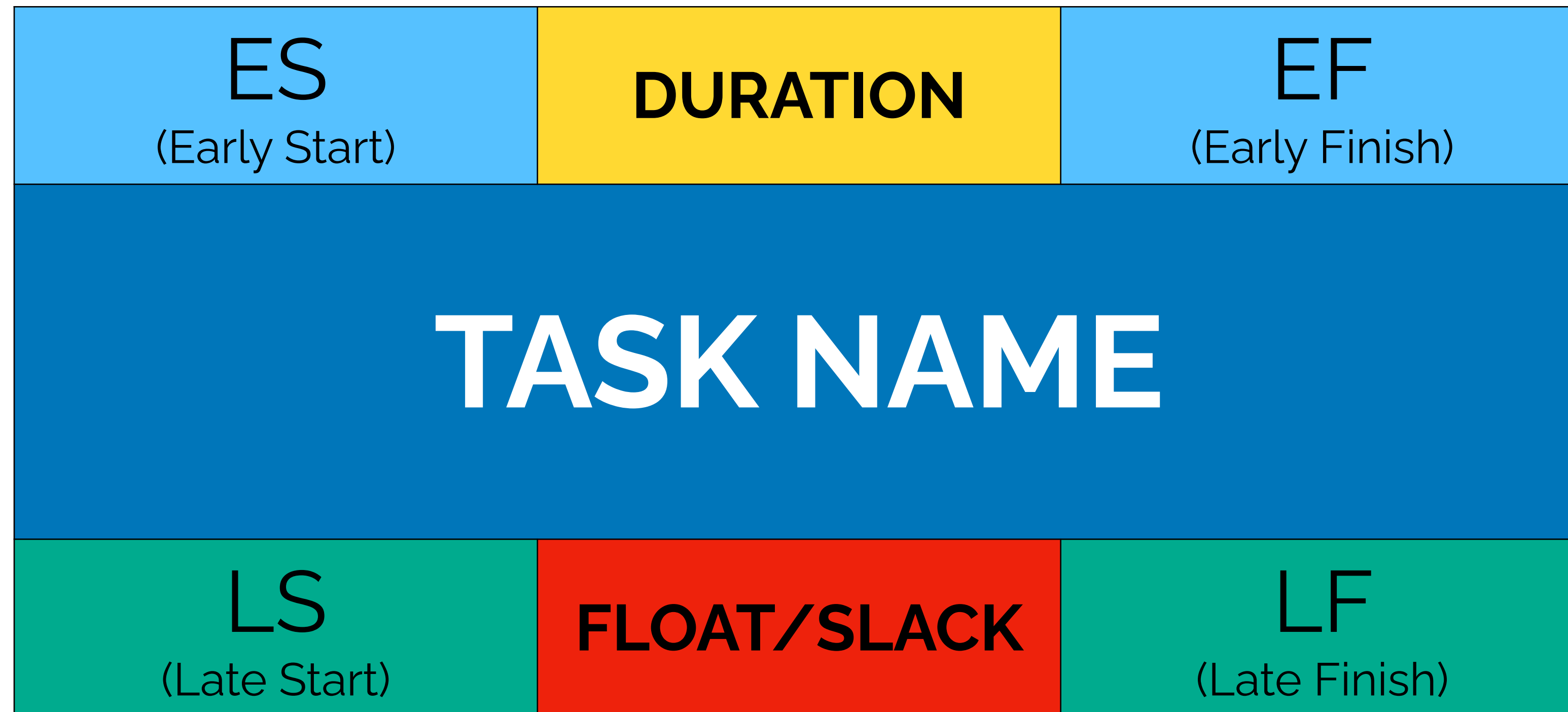
Task Duration

Just because a task has an effort of 8 hours - **does NOT mean** it will always be done in only one day...

Editing: Actual			
Title	Effort	Duration	Assigned
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Understanding Project Tasks



Understanding Project Tasks

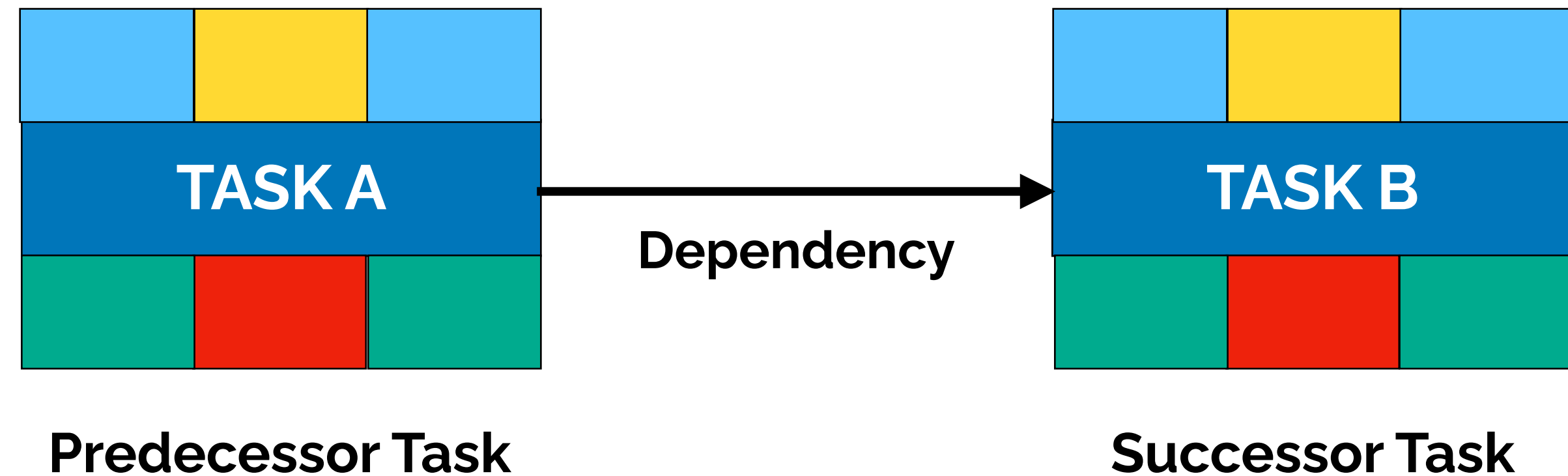
Dependencies are the logical, operational, or resource-based relationships between tasks that determine the order in which they must be executed.

They help you sequence work, manage timelines, and avoid delays caused by overlooked constraints.



Understanding Project Tasks

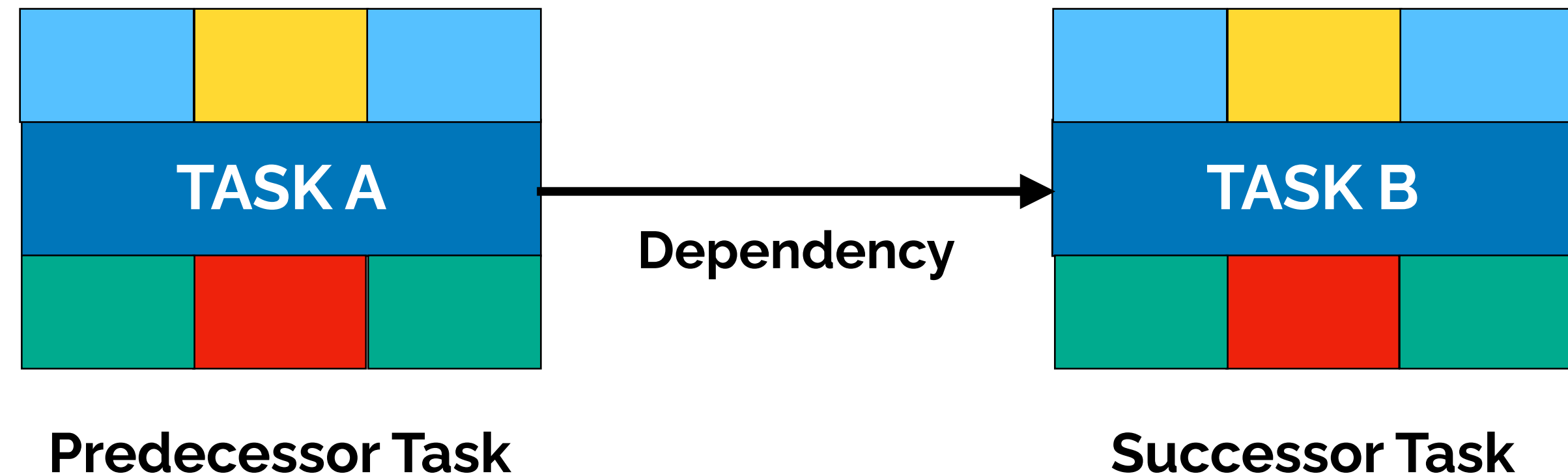
Dependencies are the **relationships** among project tasks which **determine the order** in which schedule activities need be performed.



Understanding Project Tasks

There are **four** types of dependency relationships

Finish to Start (FS)
Start to Start (SS)
Finish to Finish (FF)
Start to Finish (SF)



Finish to Start

Predecessor must **finish** before
Successor can **start**

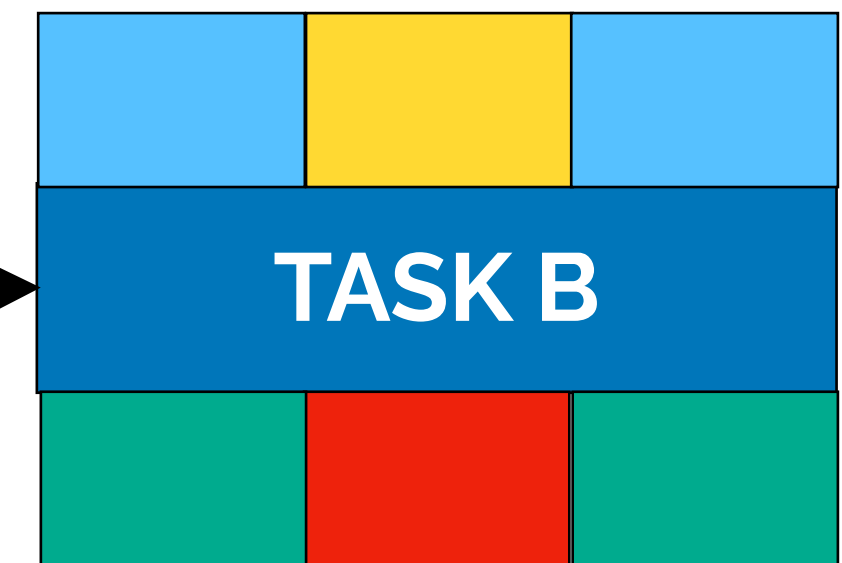
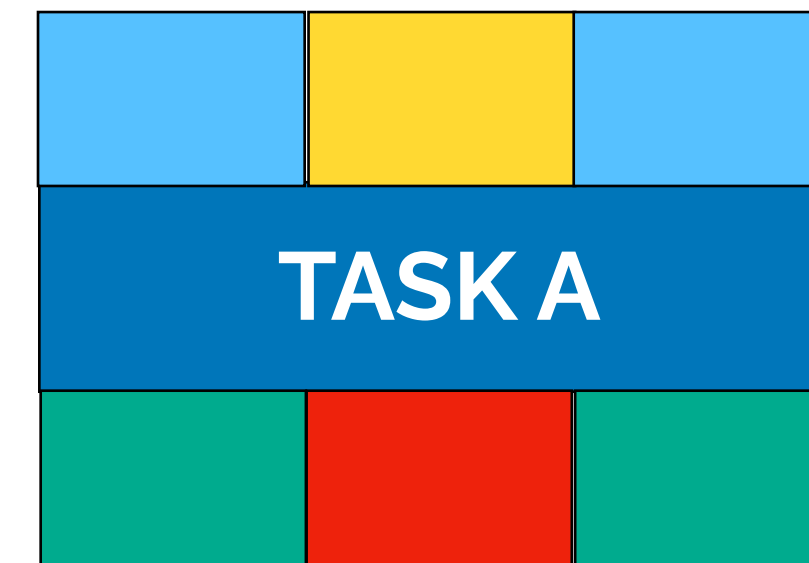
Most common dependency in projects.

Example:

**You must pour the concrete foundation
before you can build the walls.**

**You must complete the UI design before
coding the front end.**

Predecessor



Successor



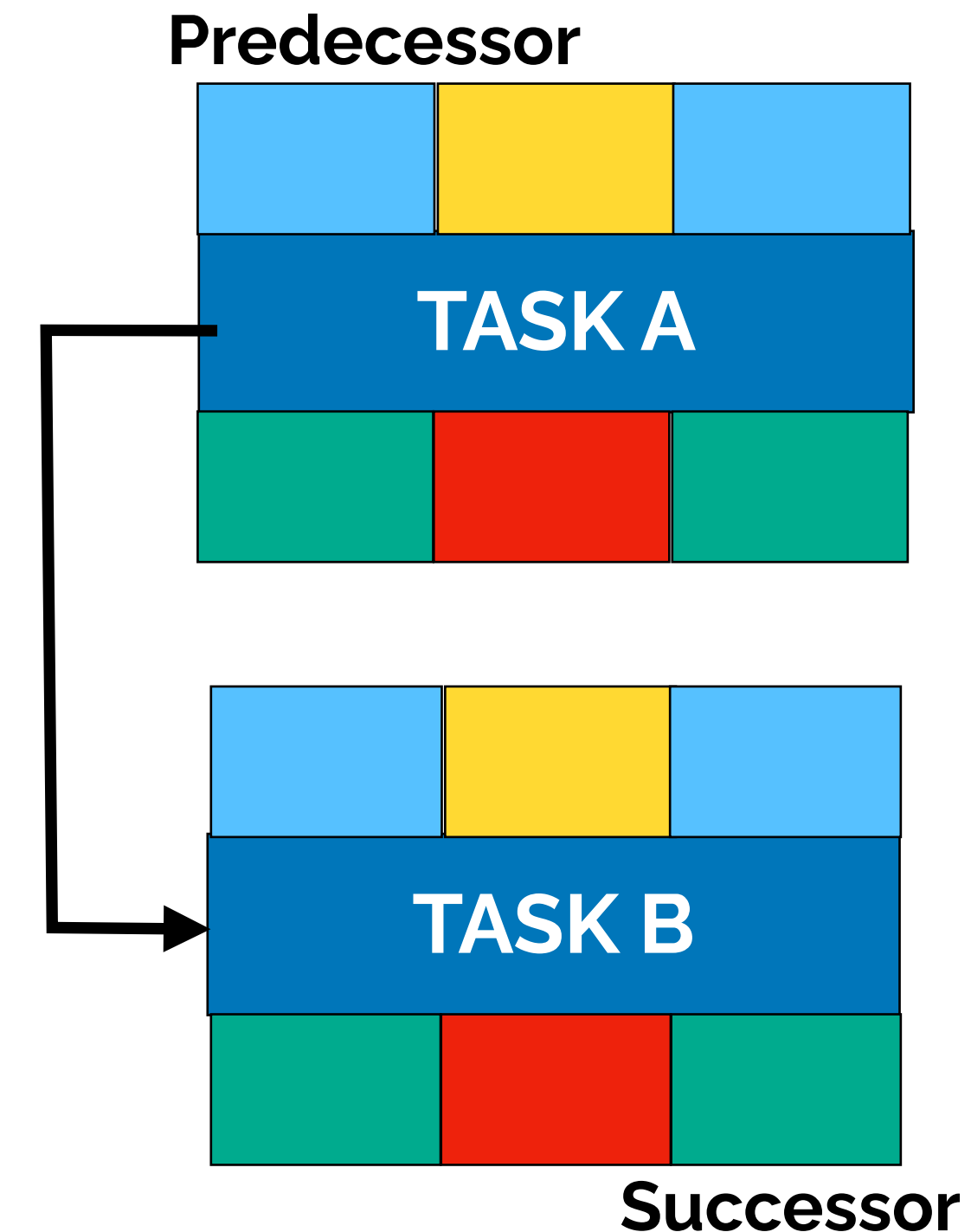
Start to Start

Predecessor must **start** before Successor can **start**.

Example:

You must start mixing cement (task A) before you start pouring it (task B)

You must start system integration before you can start system testing.



Finish to Finish

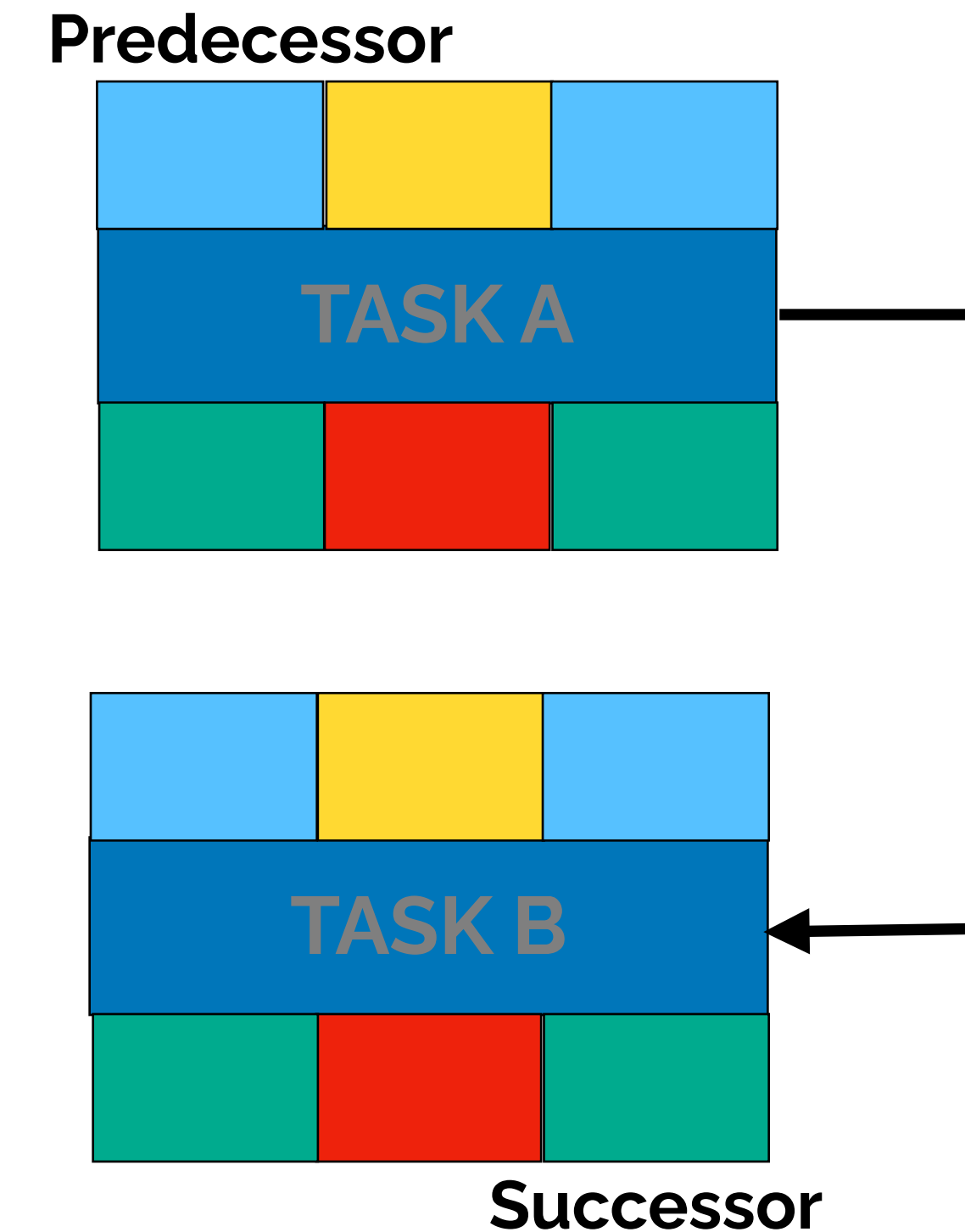
Predecessor must **finish** before Successor can **finish**.

Used for coordinating concurrent wrap-ups.

Example:

Final editing (task A) must finish before publishing a report (task B) can finish.

Testing code must finish before documenting test results can finish.



Start to Finish

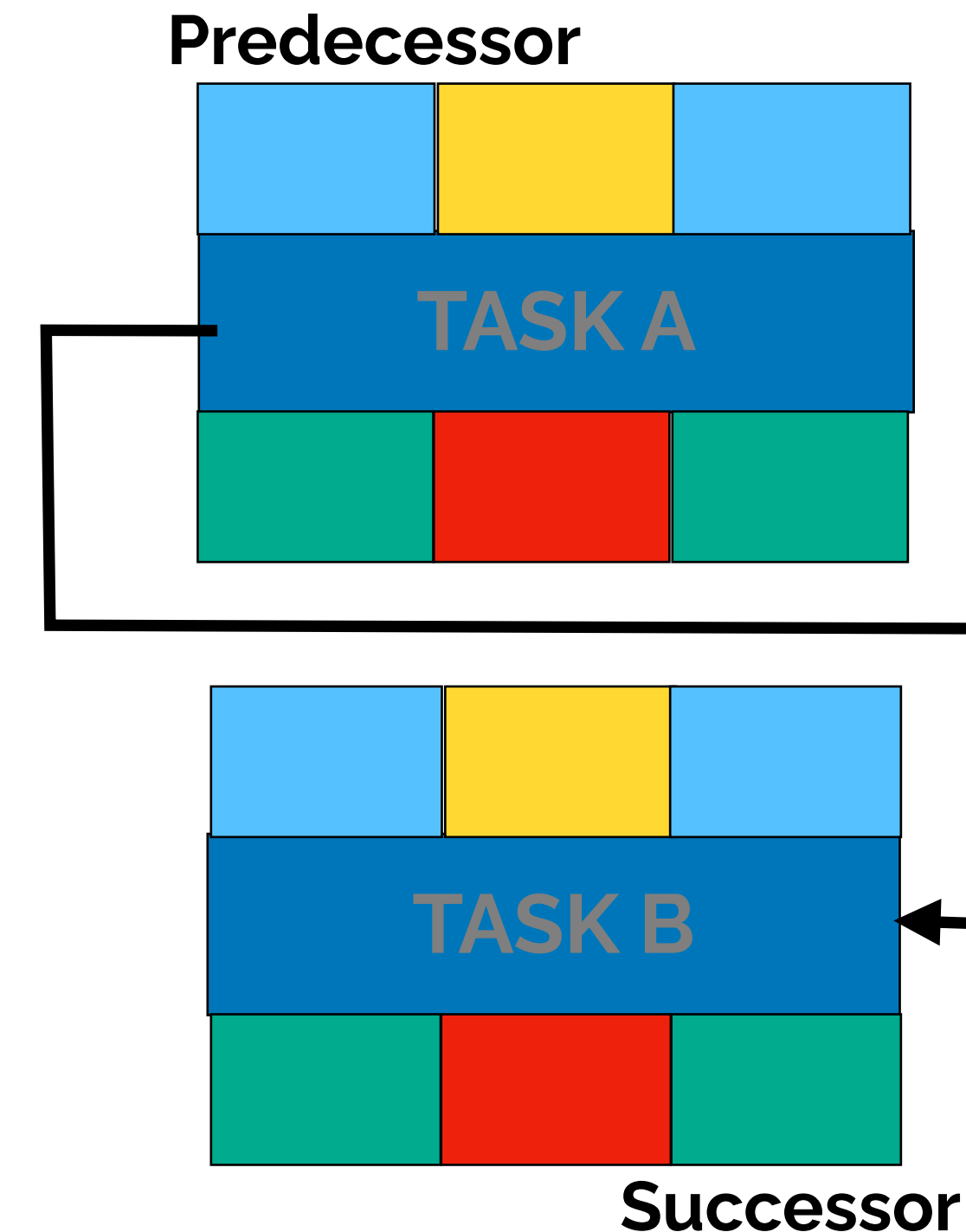
Predecessor must **start** before Successor can **finish**.

Rare in practice and is typically used for handovers or shift-work

Examples:

The new support team shift (task A) must begin before the current shift (task B) can end.

Data migration must start before the legacy system can be shut down.



Dependencies and Project Constraints



Discretionary Dependency

Also known as “preferential” and are guided by organizational best-practice



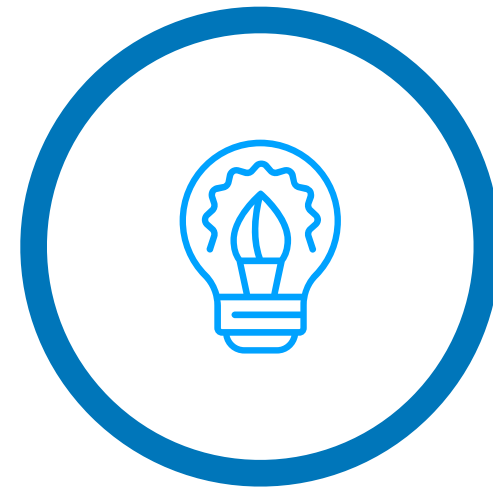
Resource Dependency

Driven by constraints within your project.



External Dependency

Dependencies in which you have no organizational control.



Logical Dependency

Dependencies which can't be avoided during your project.

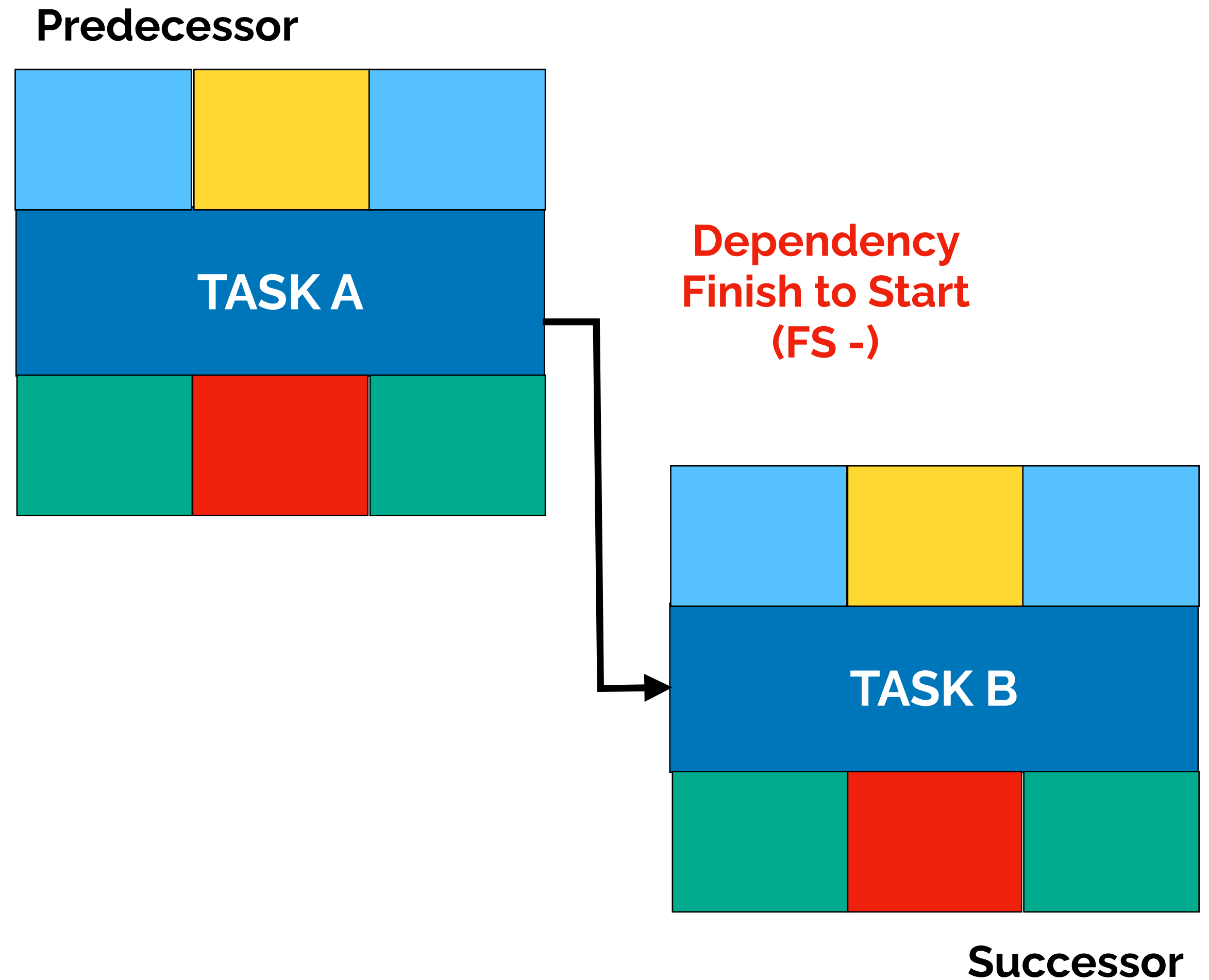


Leads

Leads are used to accelerate a successor activity.

A Lead **can only be** applied to tasks that have a DISCRETIONARY Finish -> Start relationship.

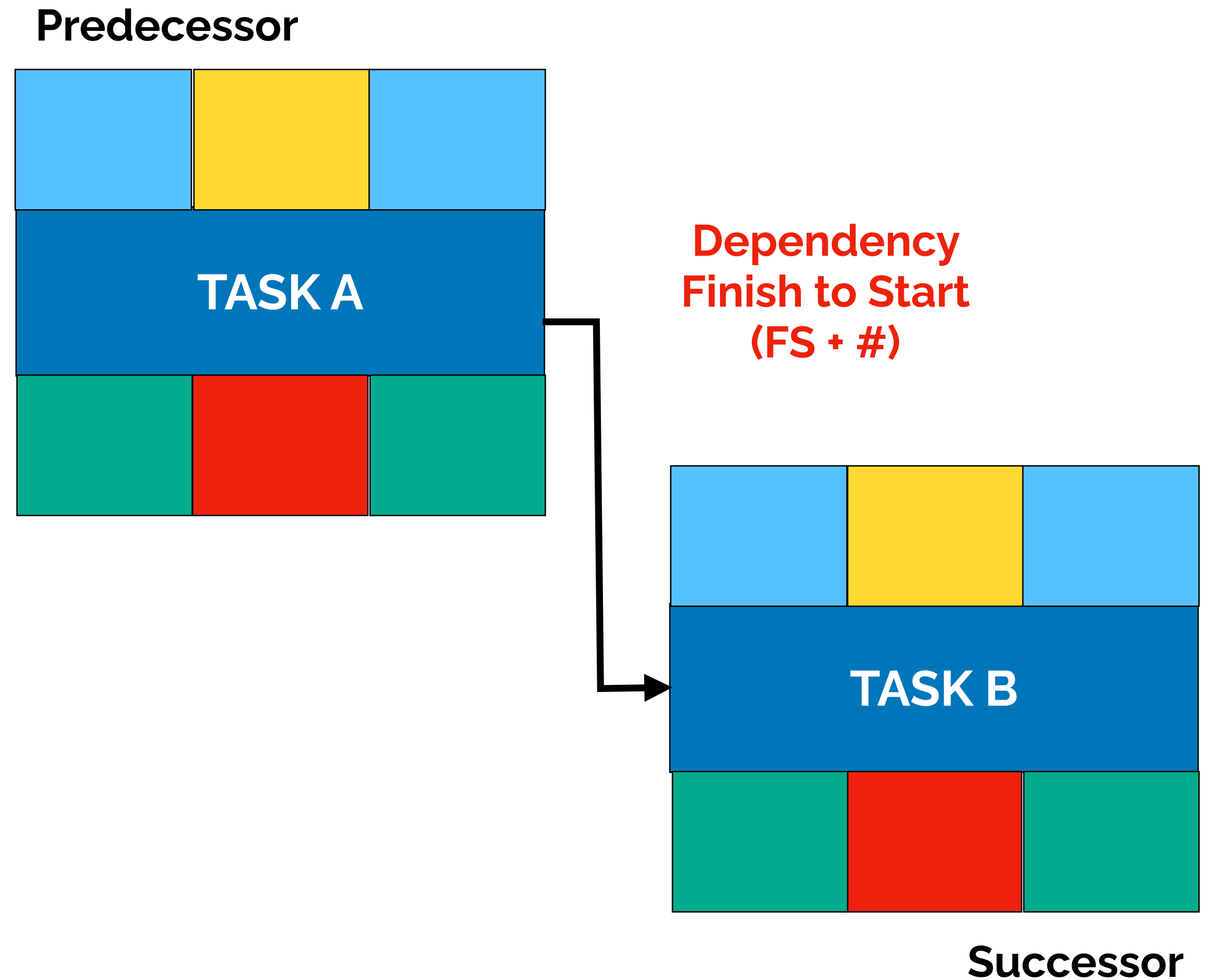
Usually demonstrated as **(FS - #days)**



Lags

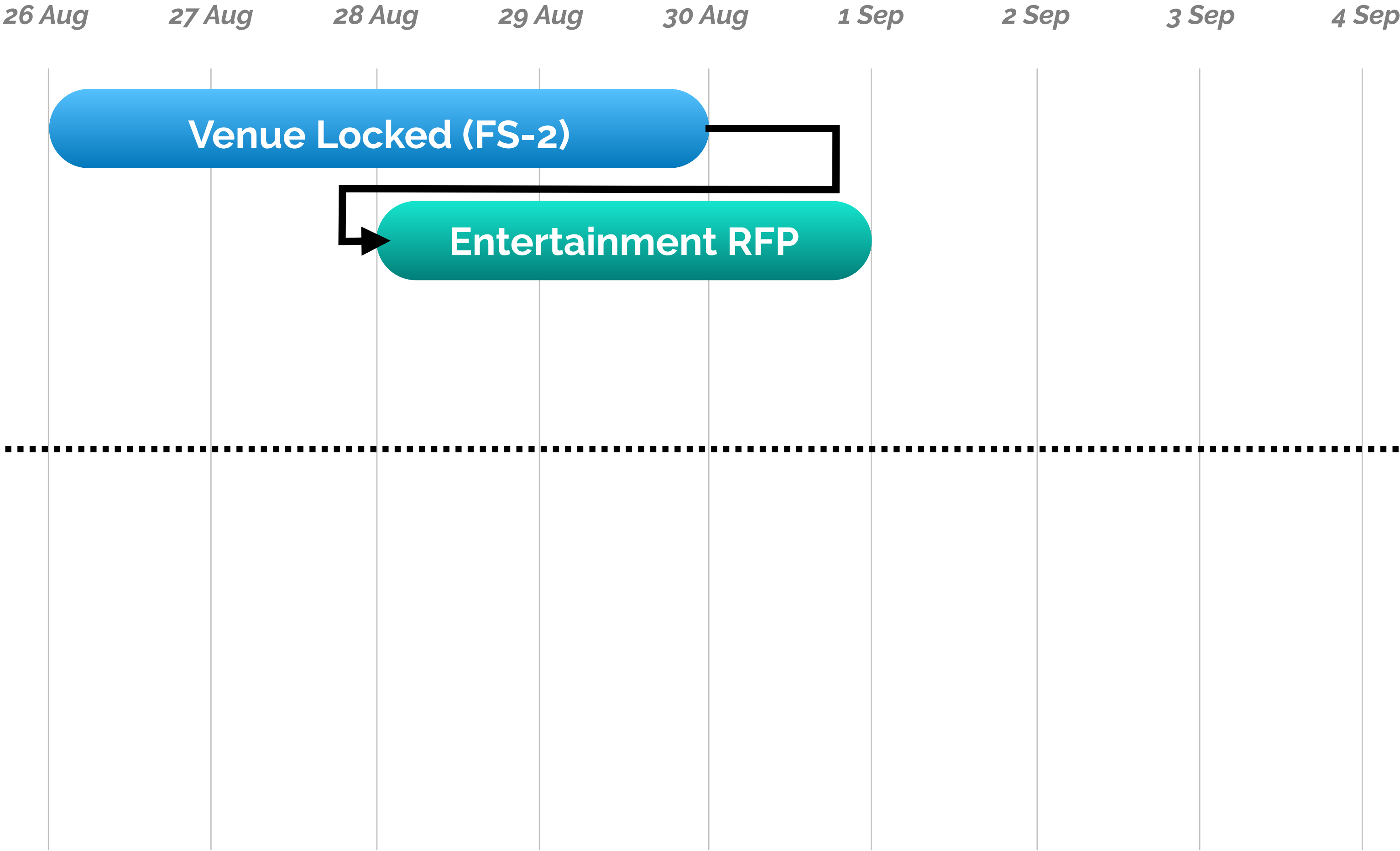
Lags are used to delay a successor activity and is an amount of time that must pass before the second activity can begin.

Usually demonstrated as **(FS+ #days)**



Leads and Lags

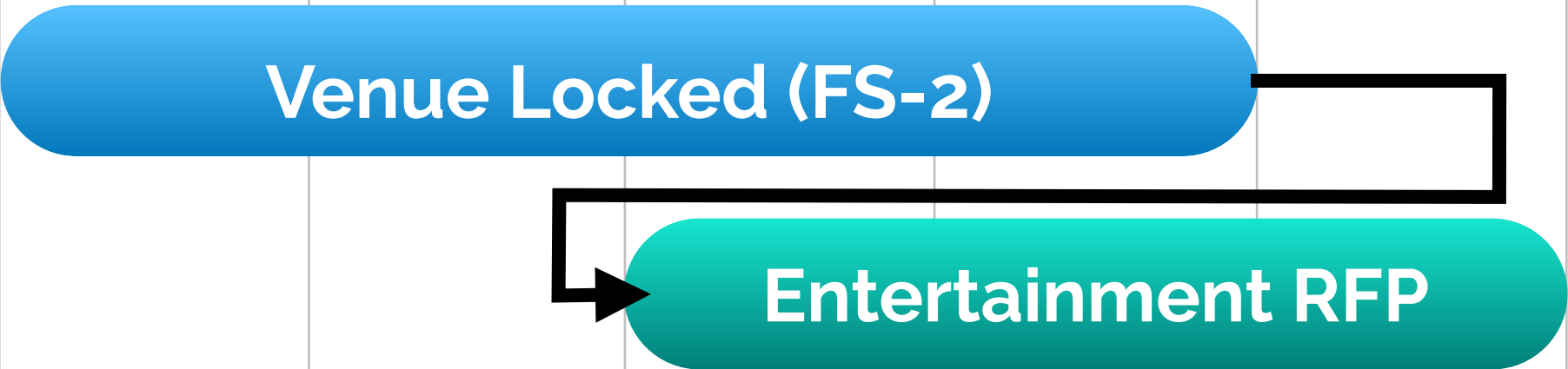
LEAD



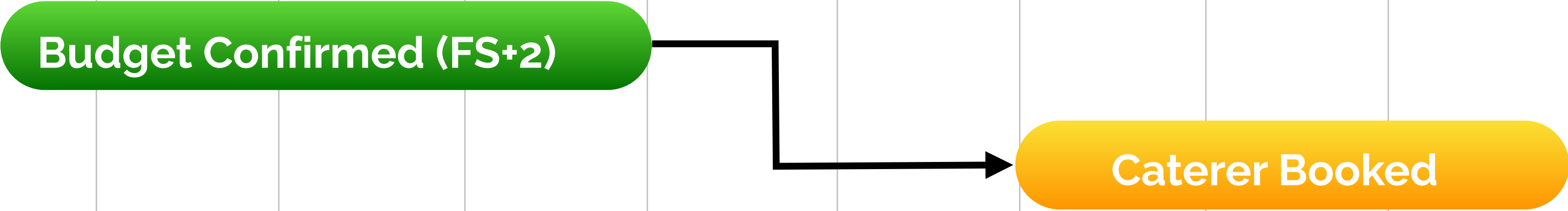
Leads and Lags

LEAD

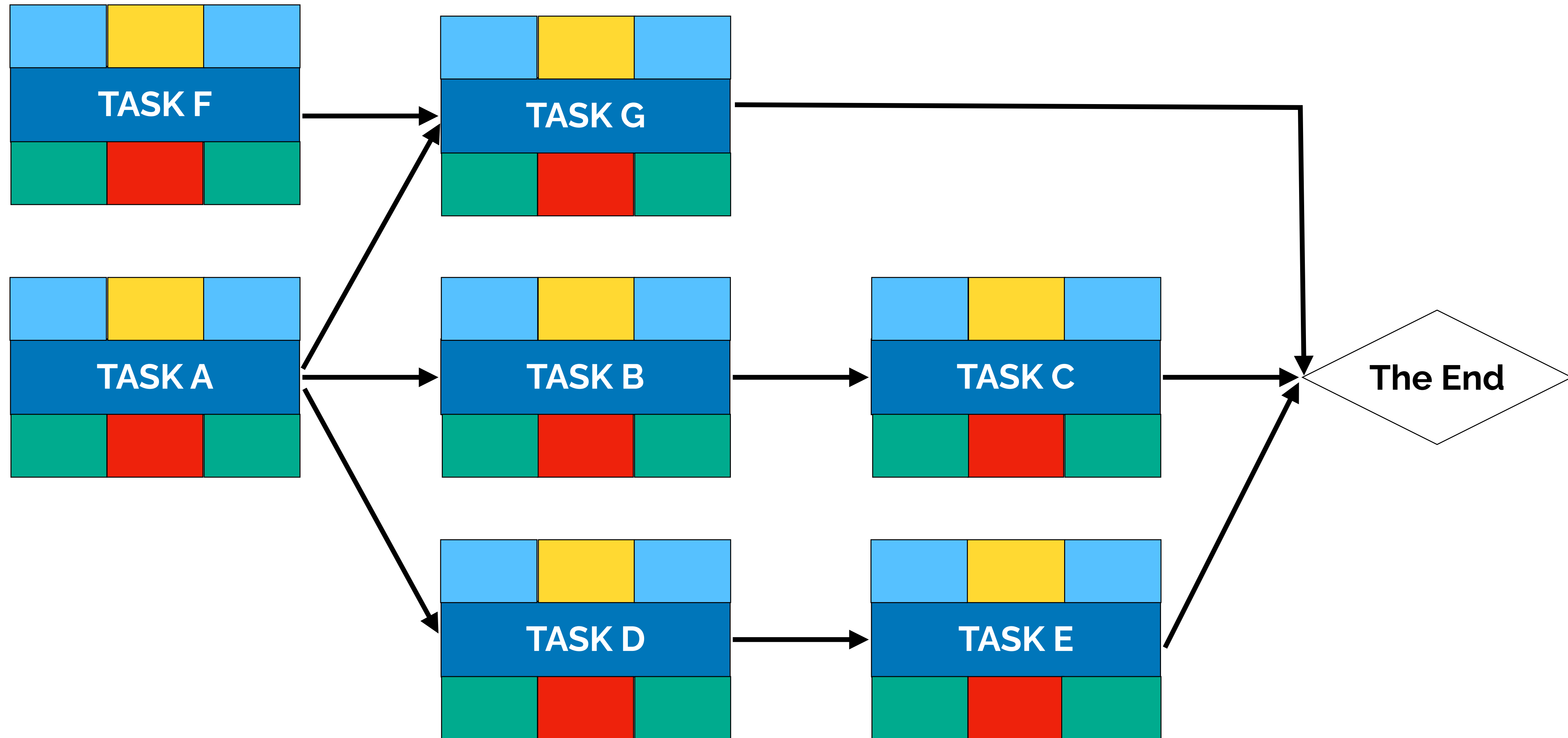
26 Aug 27 Aug 28 Aug 29 Aug 30 Aug 1 Sep 2 Sep 3 Sep 4 Sep



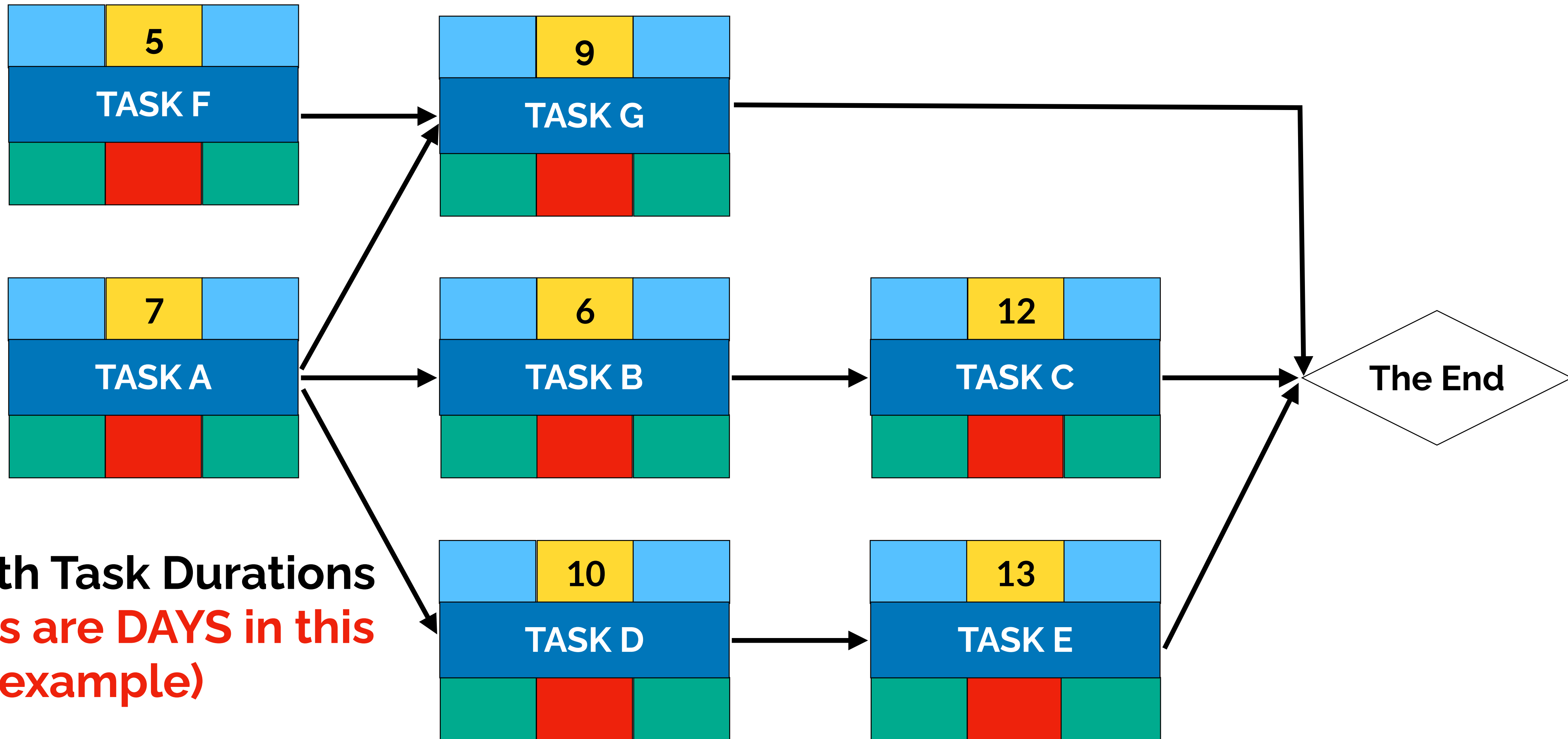
LAG



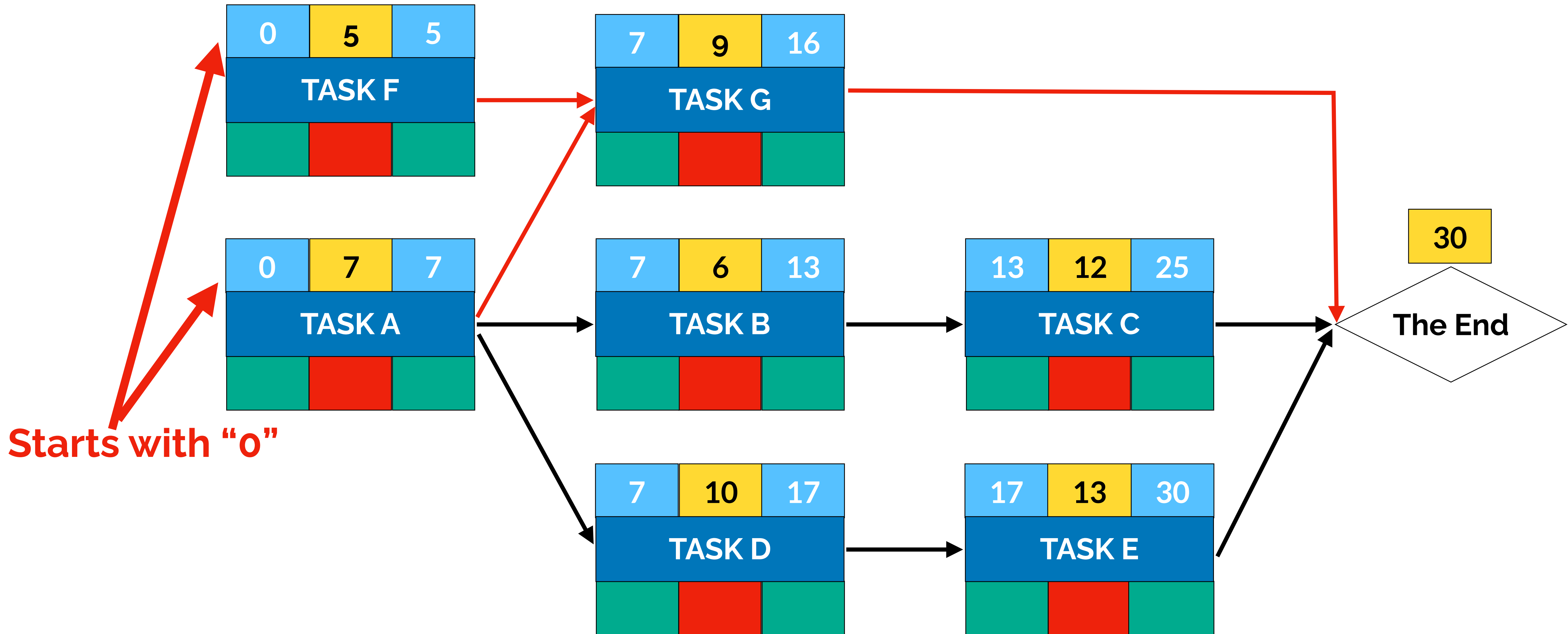
How your project management software does it



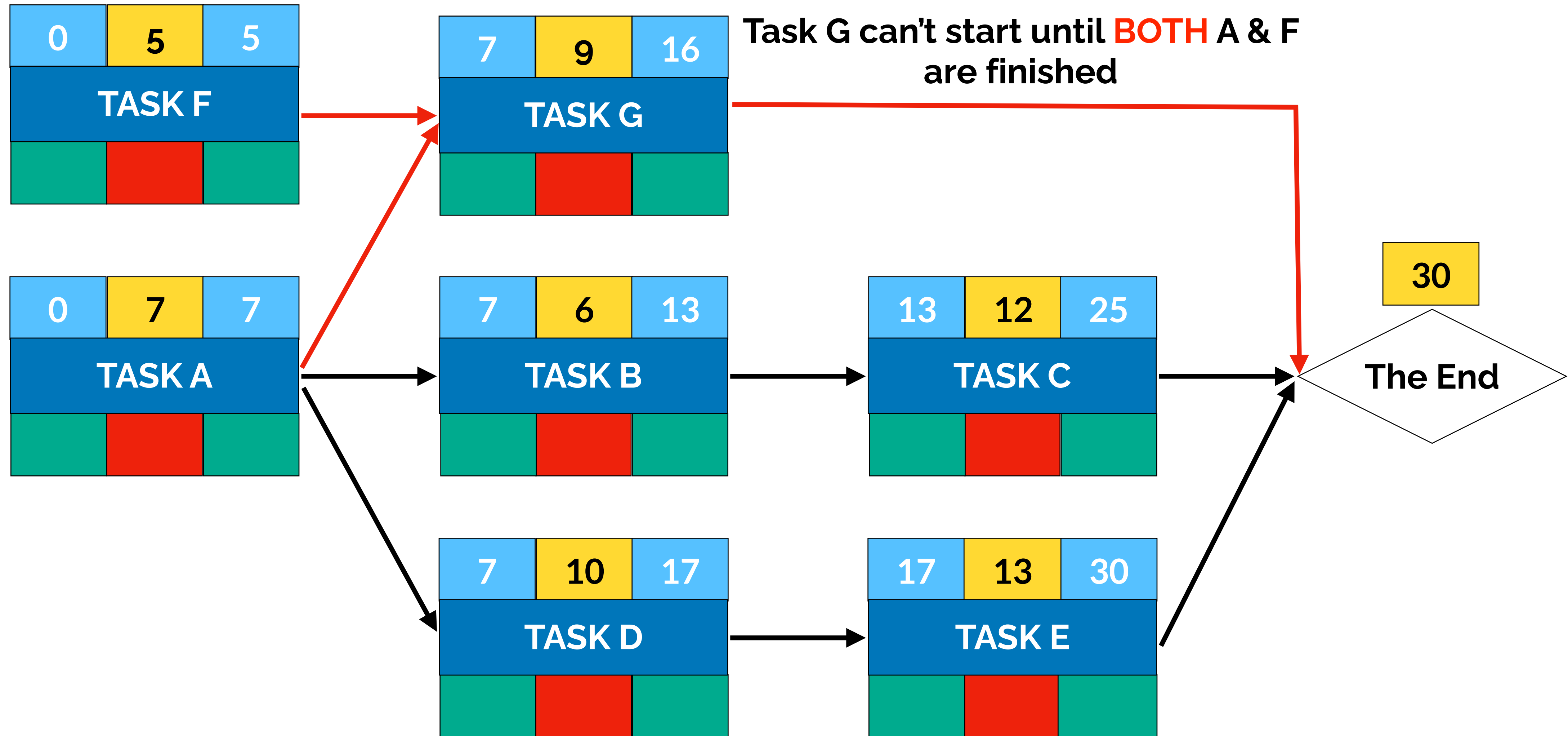
Task Durations



The Forward Pass



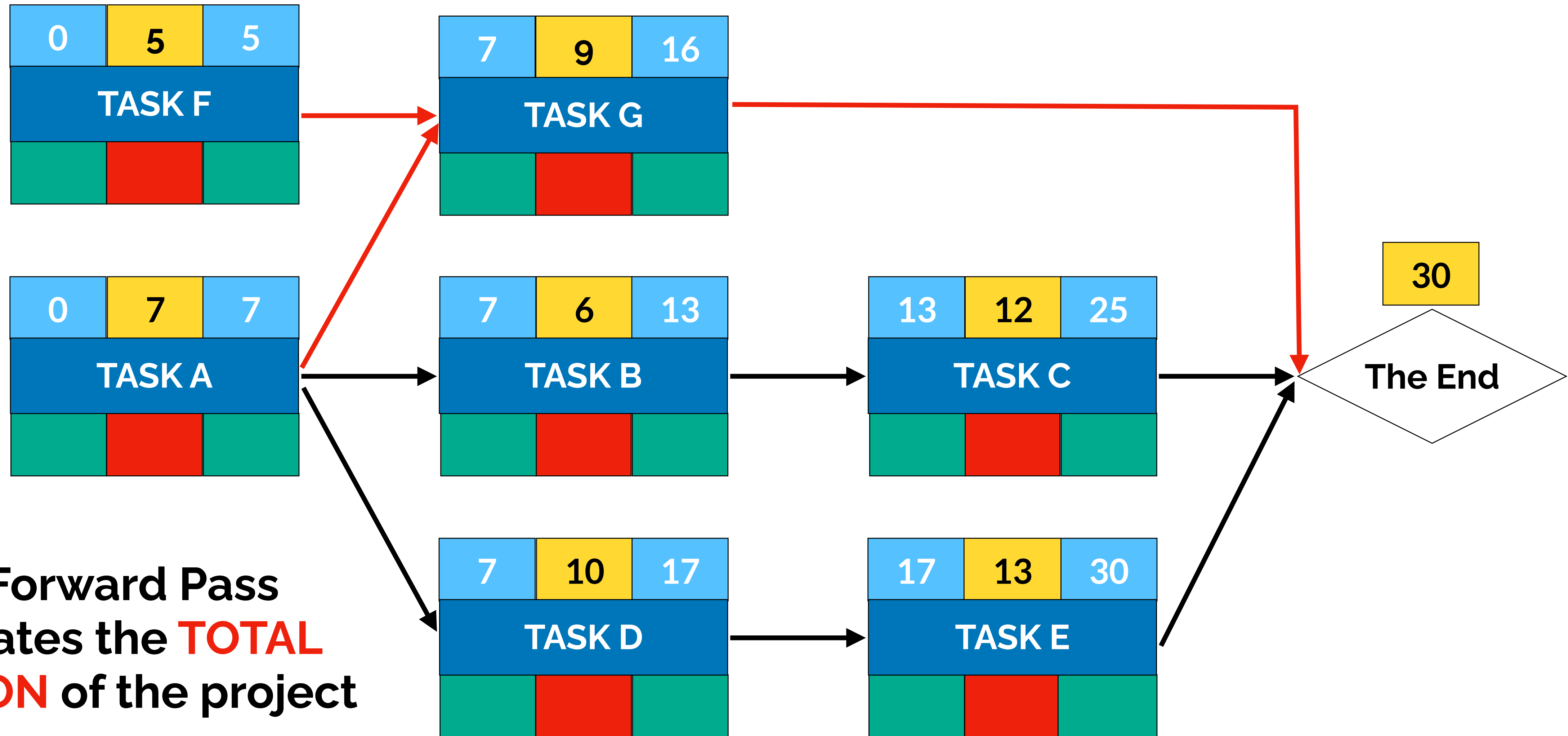
The Forward Pass



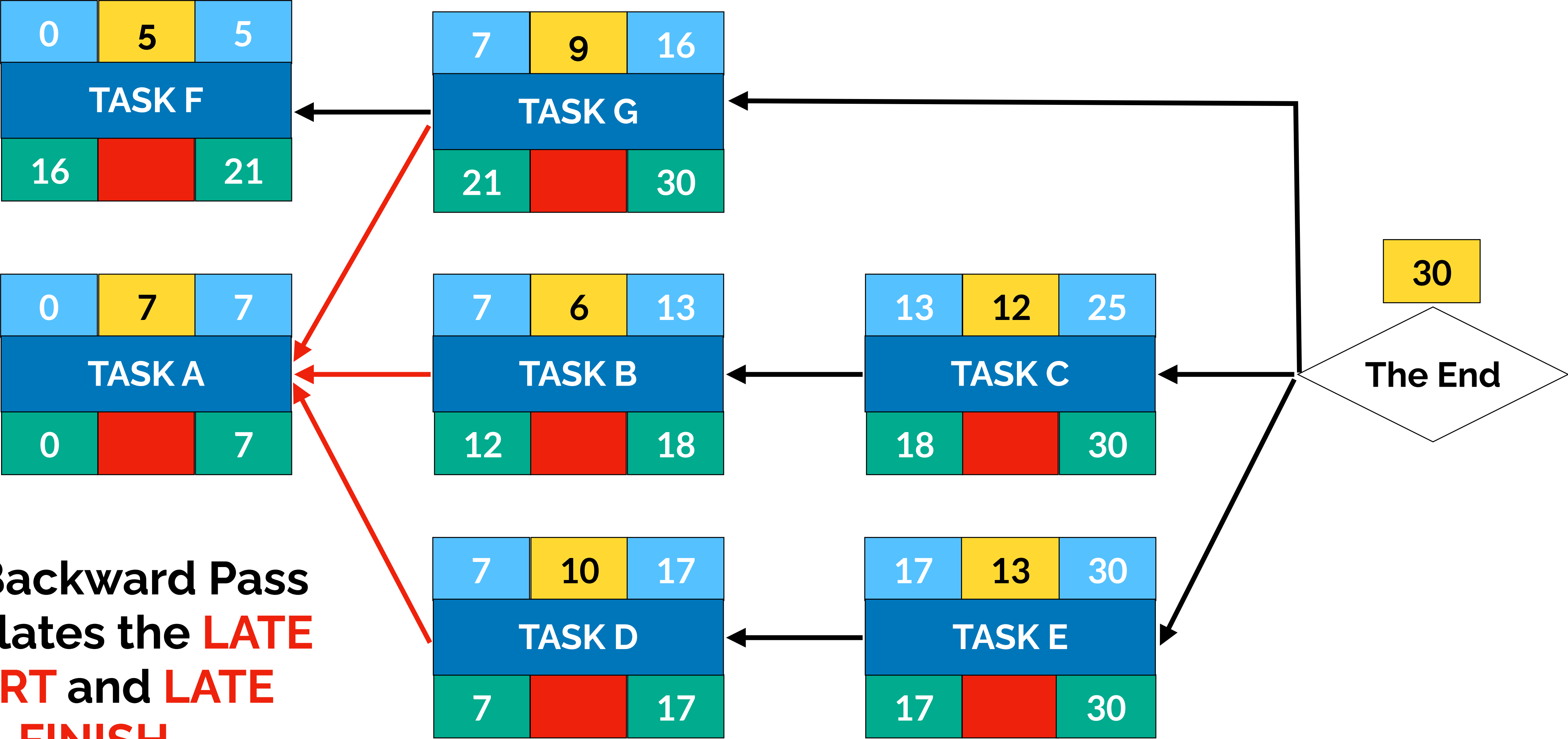
Calculates **EARLY START** and **EARLY FINISH**
SOPPM



The Forward Pass



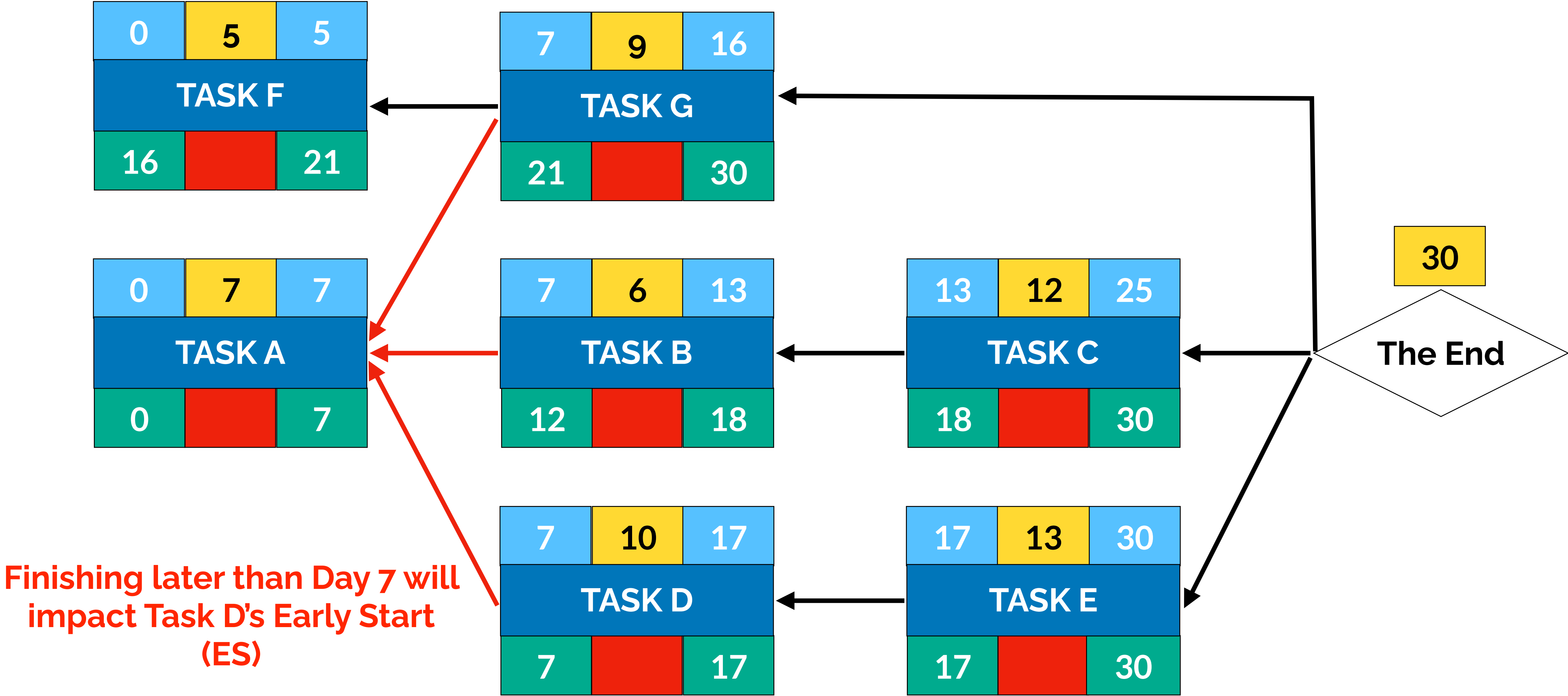
The Backward Pass



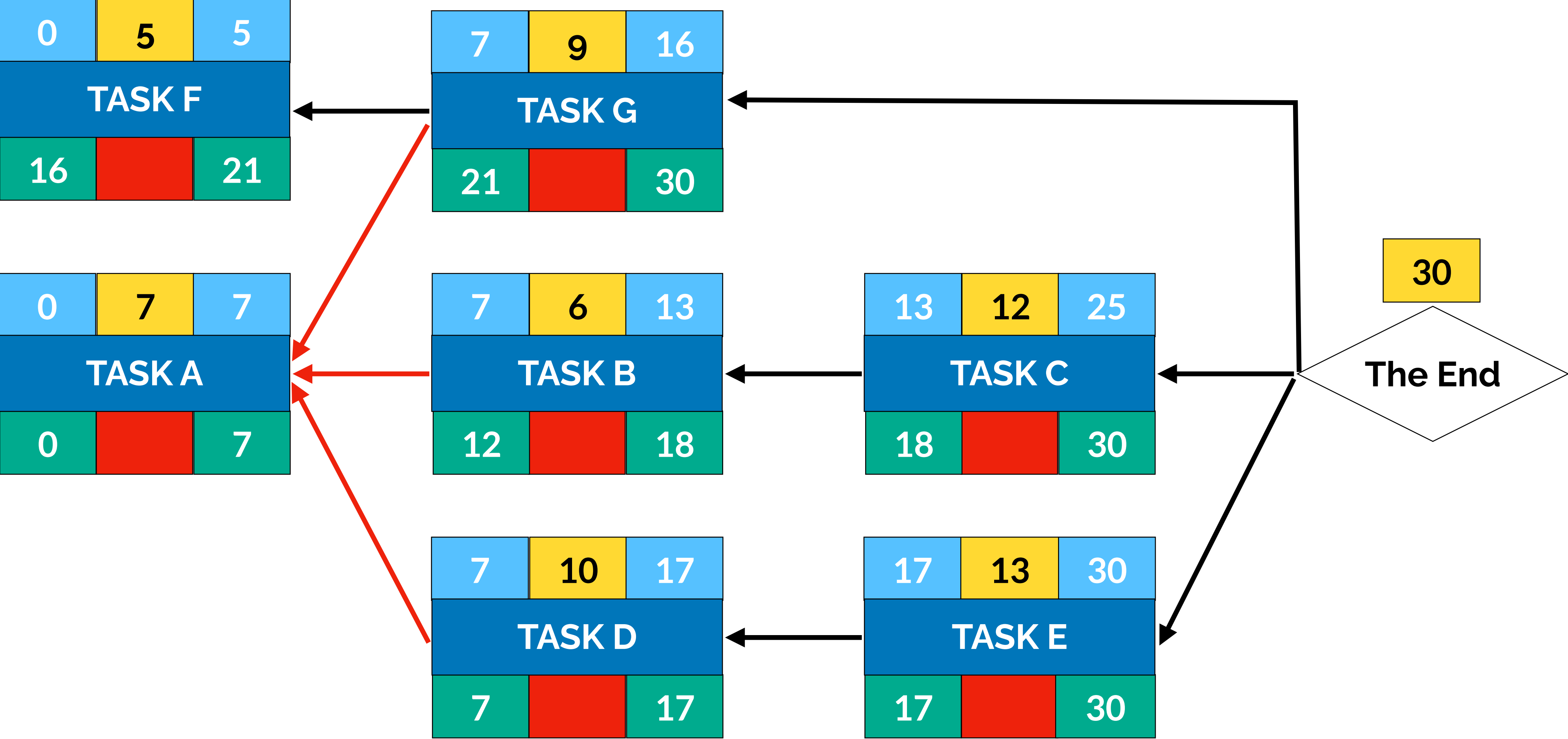
The Backward Pass
calculates the **LATE**
START and **LATE**
FINISH



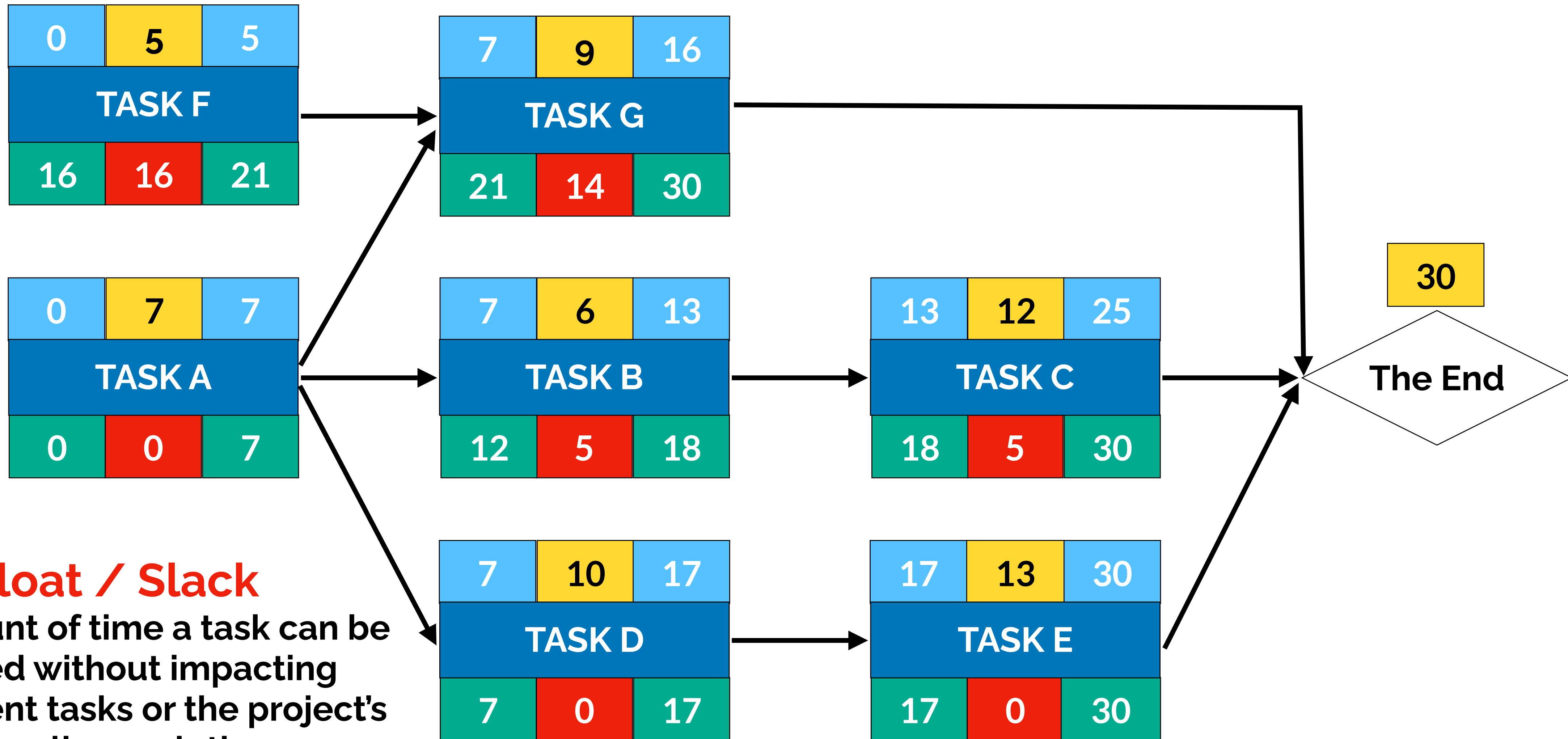
The Backward Pass



The Backward Pass



Float / Slack

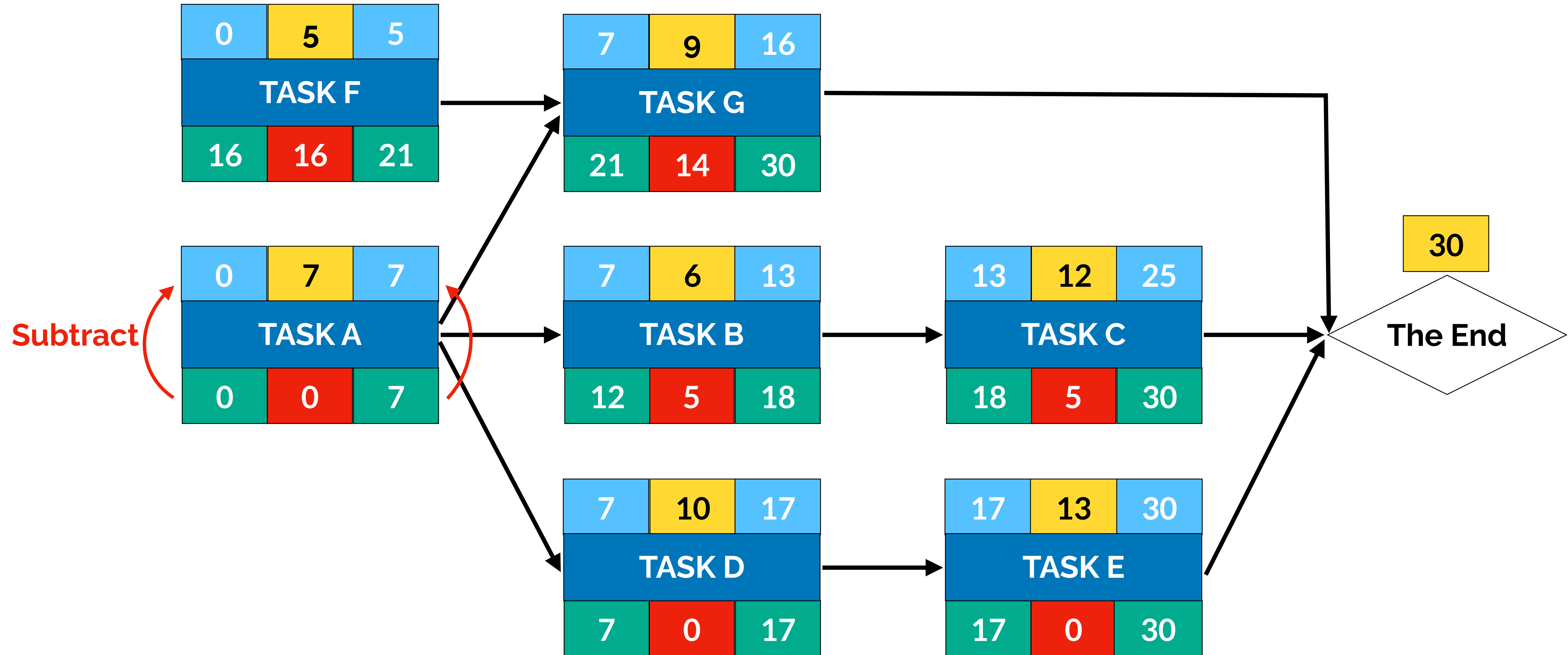


Float / Slack

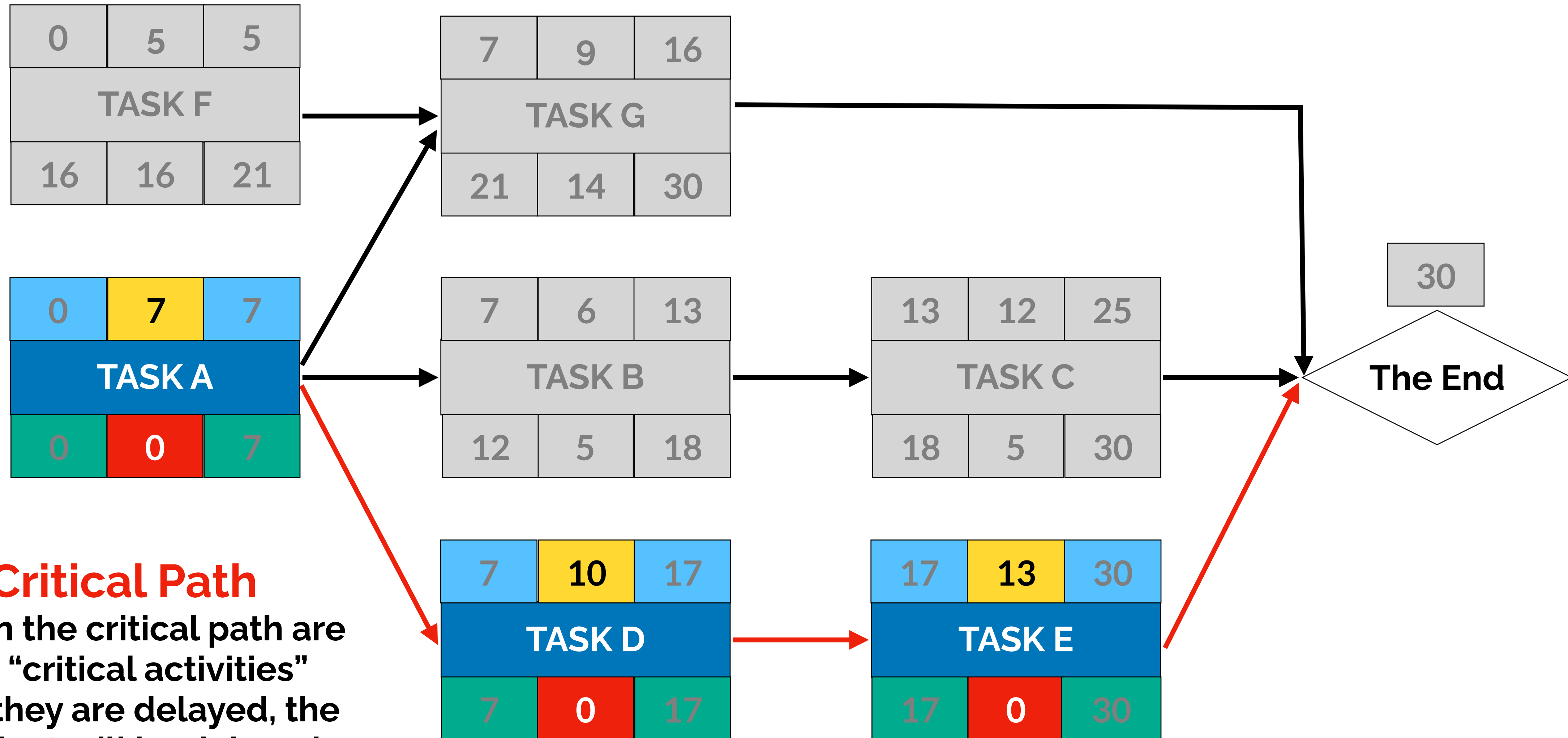
The amount of time a task can be delayed without impacting subsequent tasks or the project's overall completion



Float / Slack



The Critical Path



The Critical Path

The tasks on the critical path are known as “critical activities” because if they are delayed, the whole project will be delayed





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Gantt charts

Gantt charts

One of the first recorded uses of Gantt charts was for the scheduling of ordnance projects back in the **First World War**.

The use of this technique was then popularized on large construction projects in the US like the Hoover Dam, started in 1931, and the interstate highway network which started in 1956.

Now Gantt charts are ubiquitous with waterfall project management scheduling.



Karol Adamiecki (1866-1933)



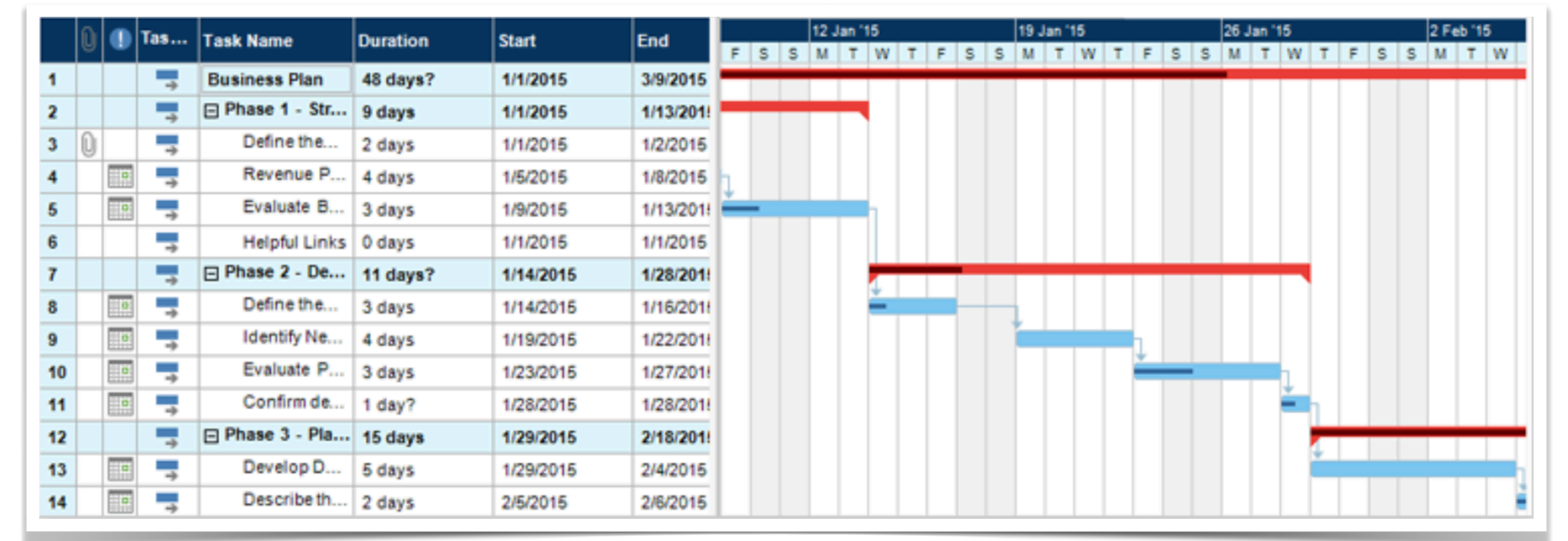
Henry Laurence Gantt (1861-1919)



Gantt charts

One of the most popular and useful ways of showing activities (tasks or events) displayed against time.

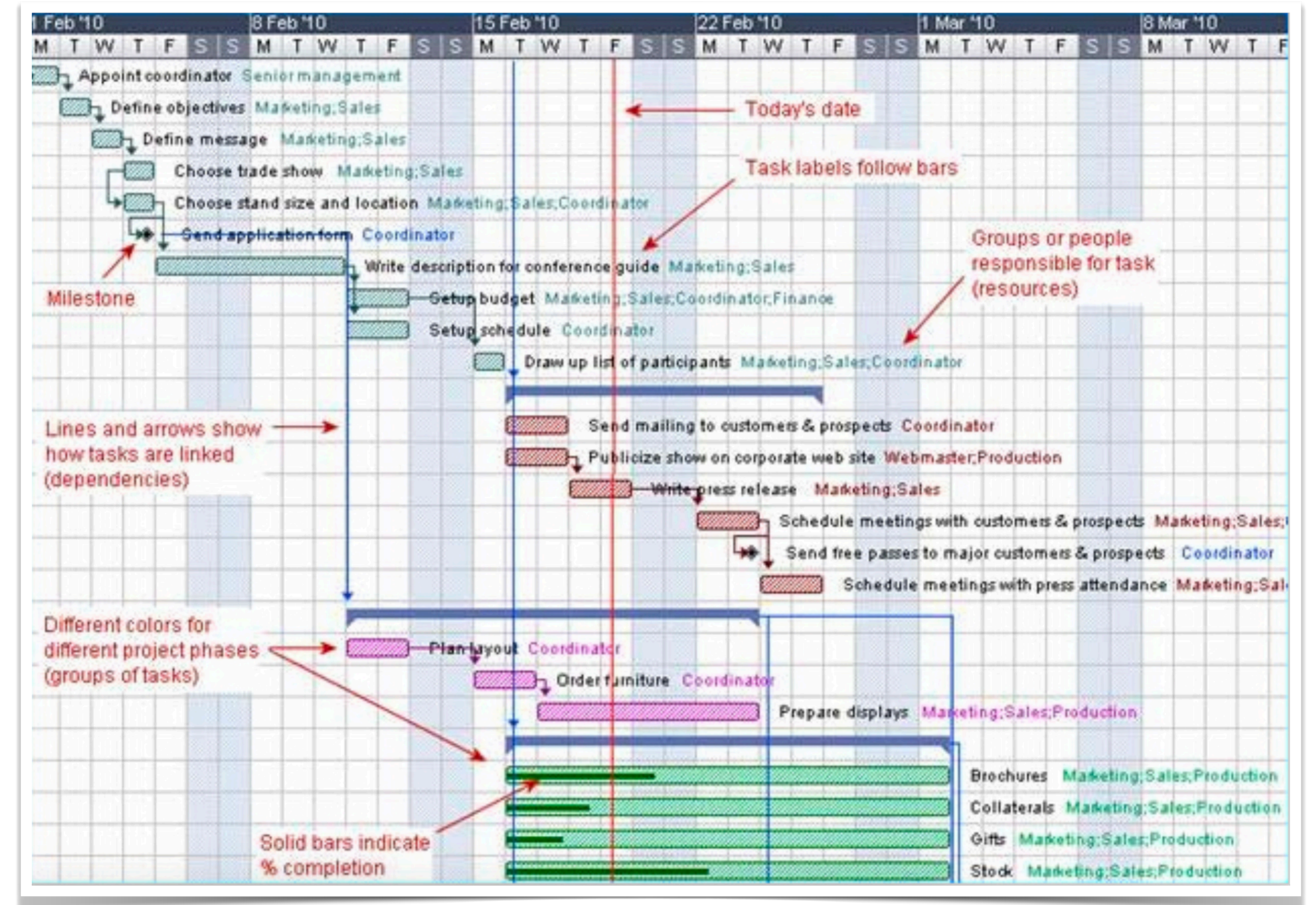
On the left of the chart is a list of the **activities** and along the top is a suitable **time scale**.



Gantt charts

Each activity is represented by a **bar**.

The position and length of the bar reflects the **start date, duration and end date** of the activity.



Gantt charts

This allows you to know:

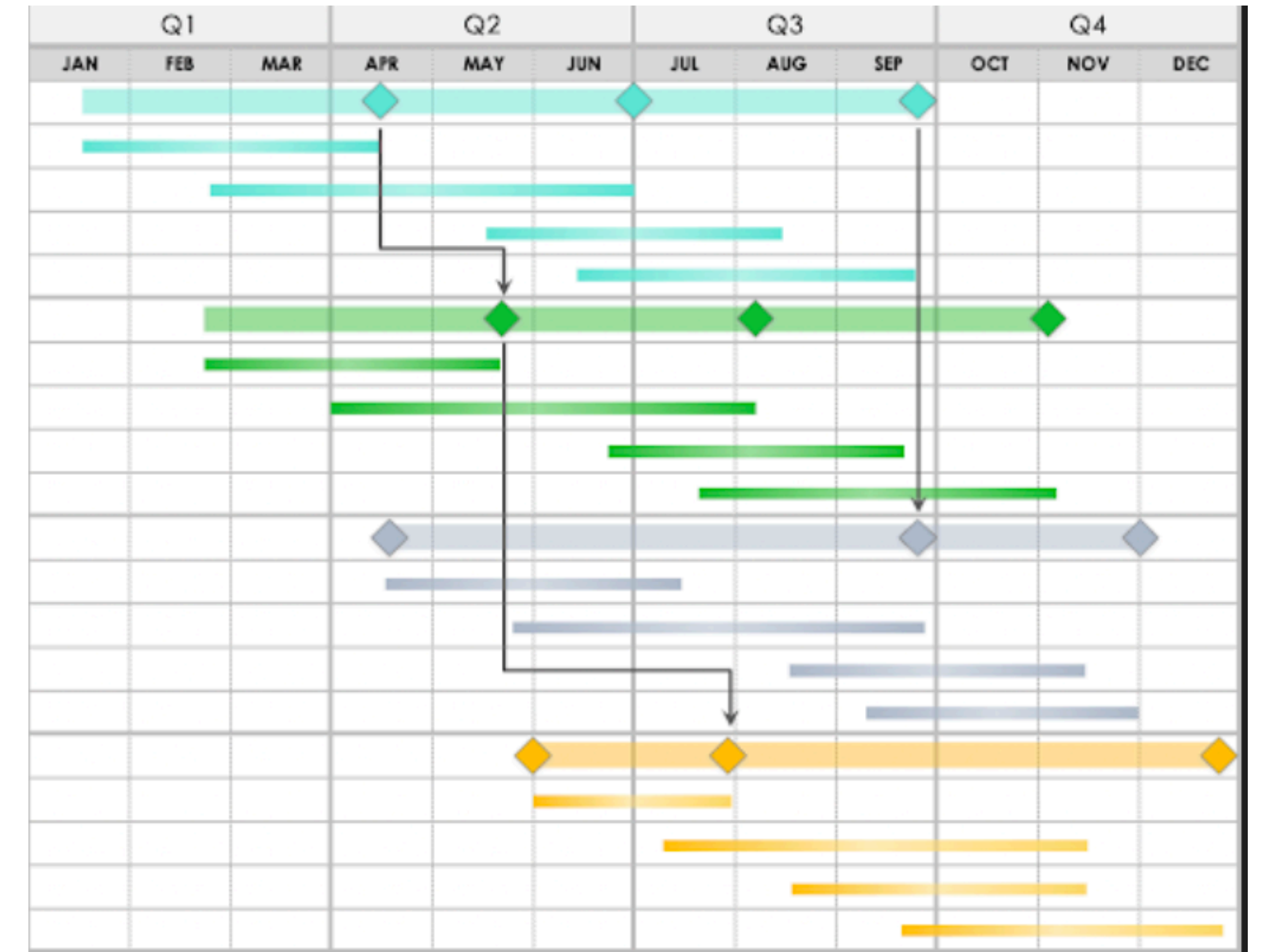
The **various activities** forecasted.

When each activity **begins and ends**.

How **long** each activity is scheduled to last.

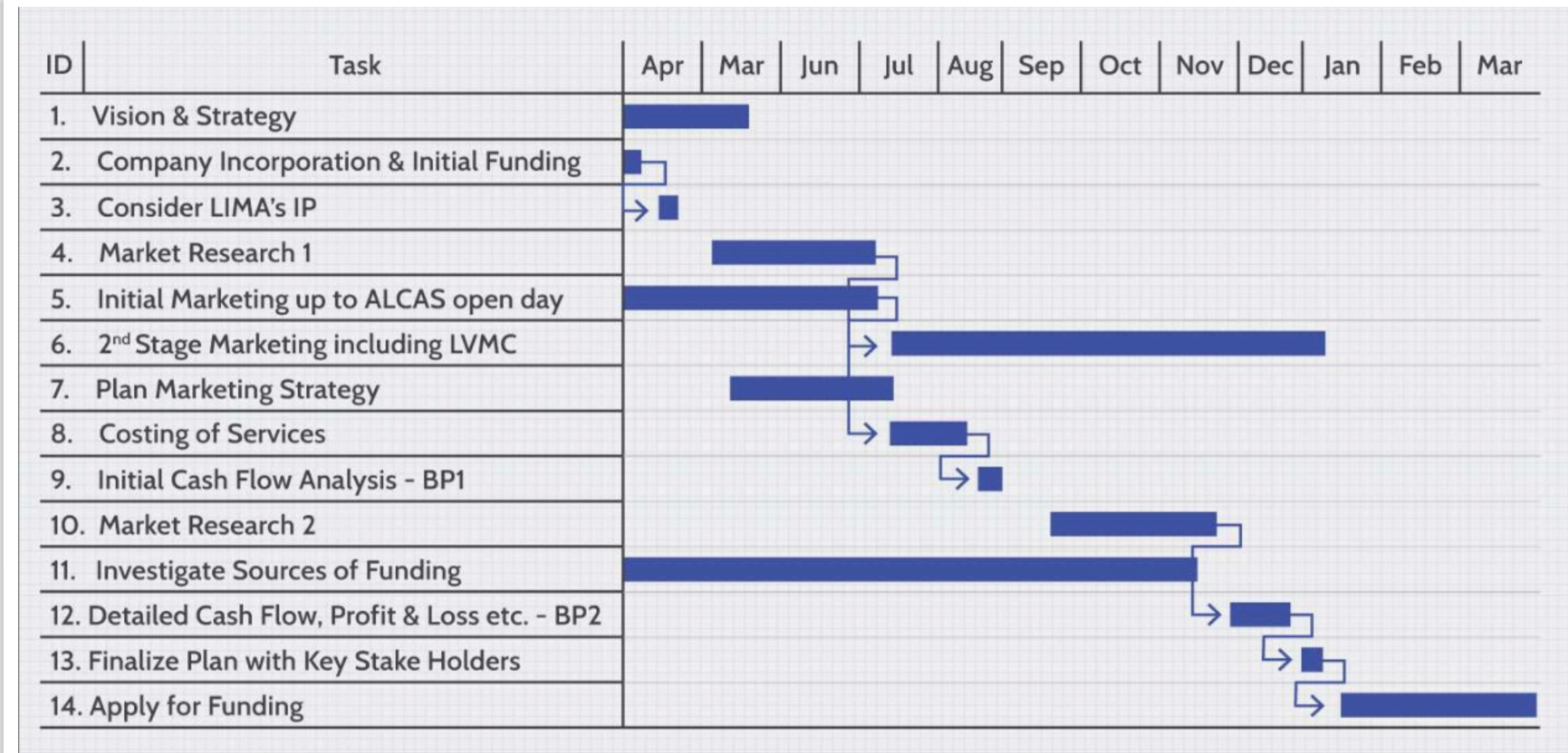
Where **activities overlap** with other activities, and by how much.

The **start and end date of the whole project**.

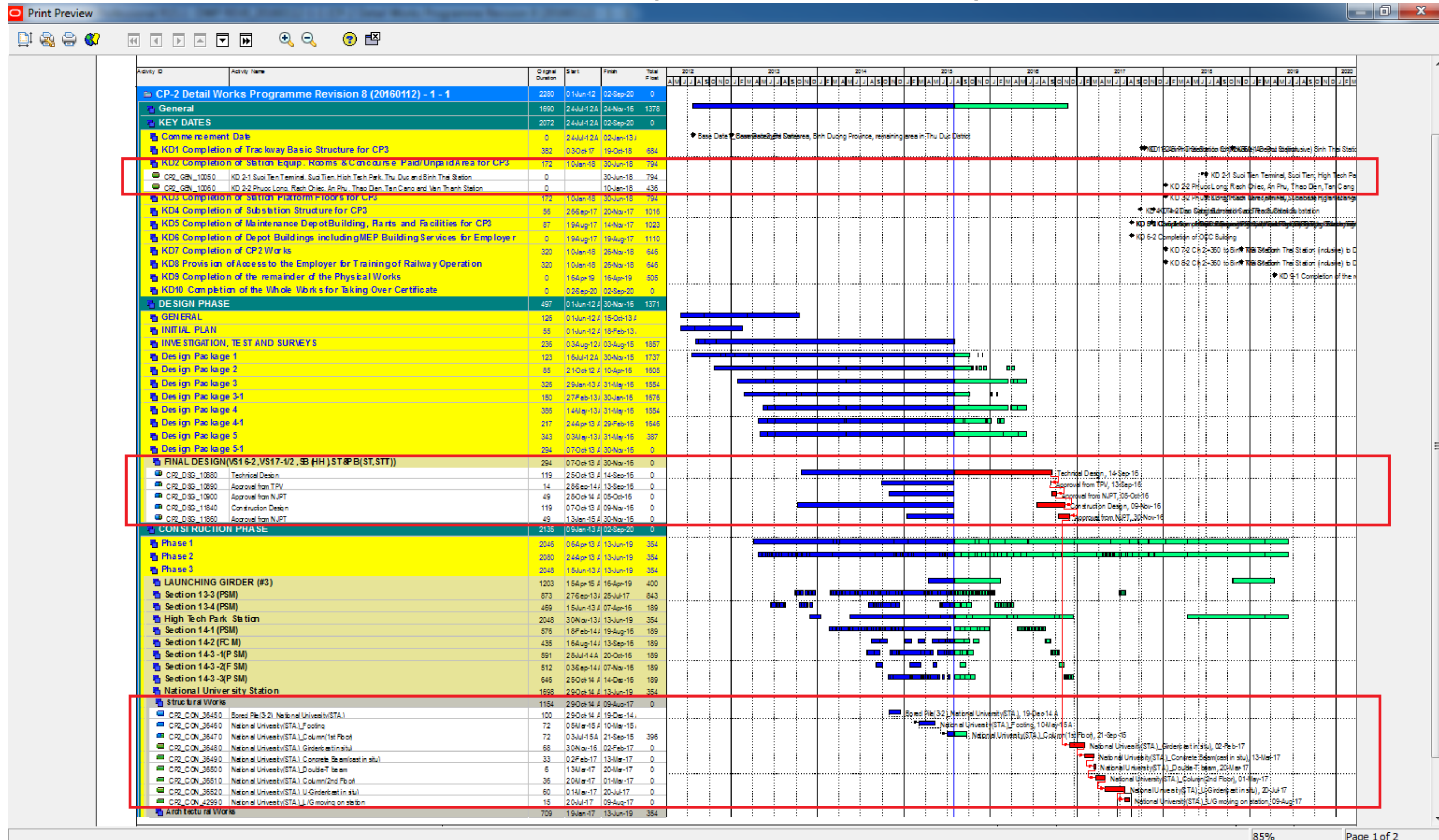


Gantt charts

Gantt charts show you what has to be done (**the activities**) and when (**the schedule**).



GIGO: Garbage In, Garbage Out

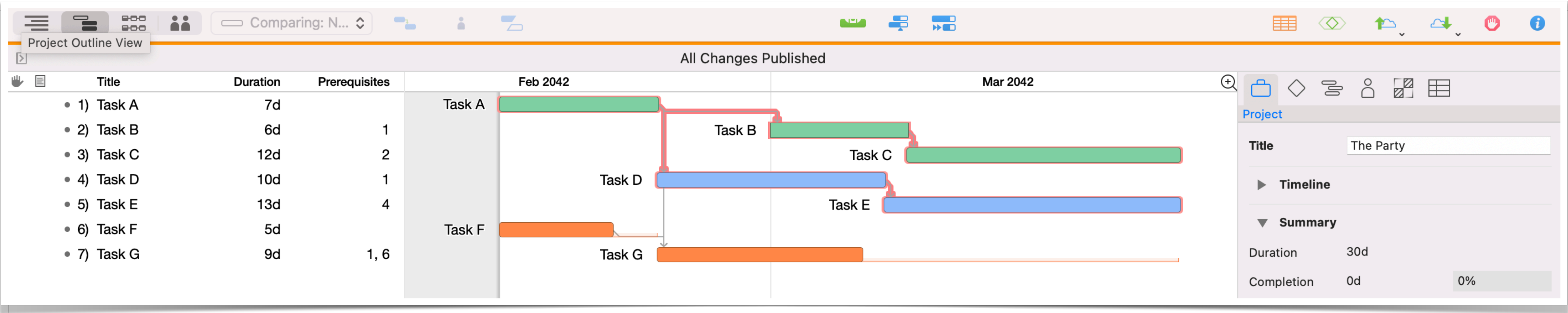
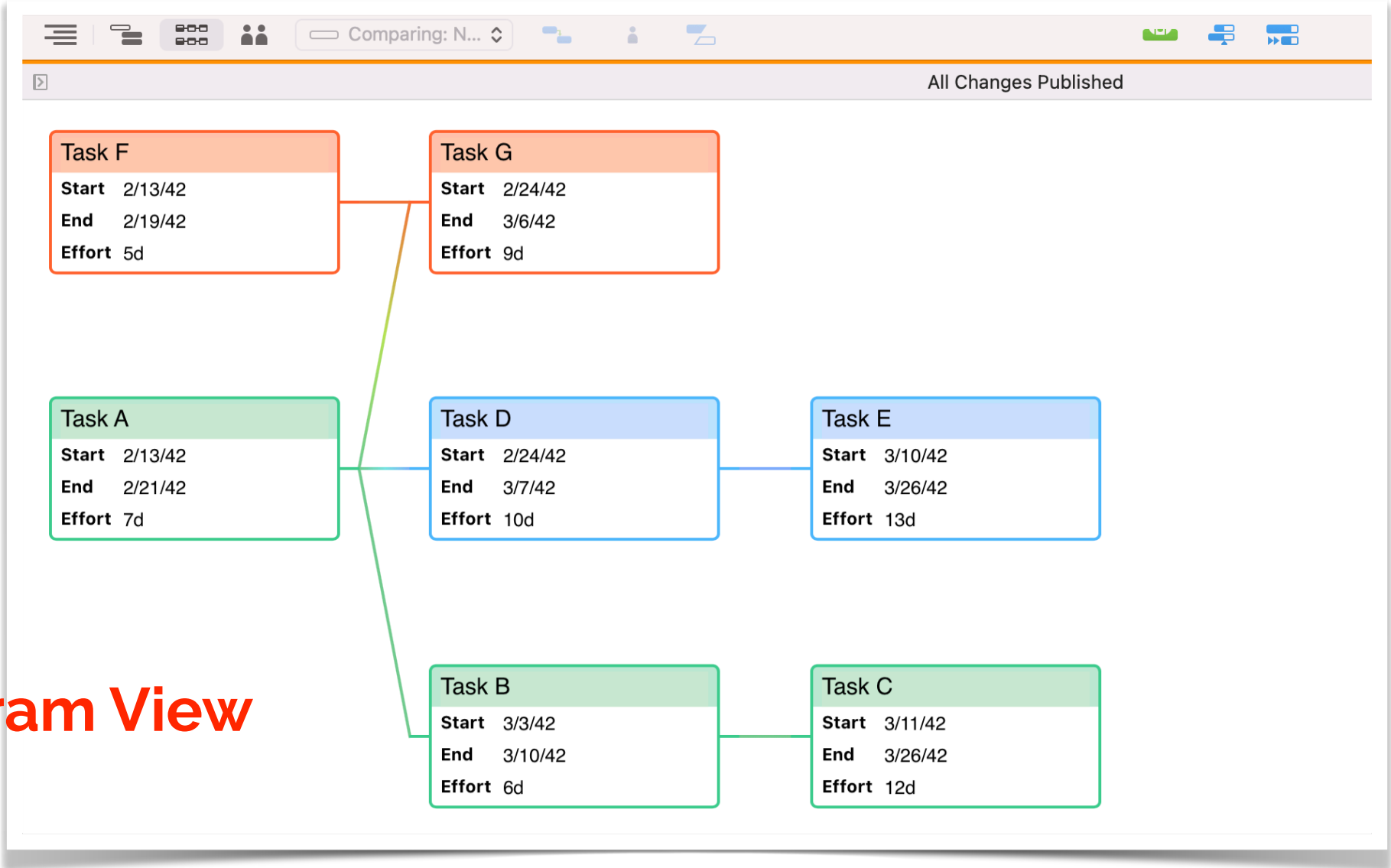


PM Software and Our Example Project

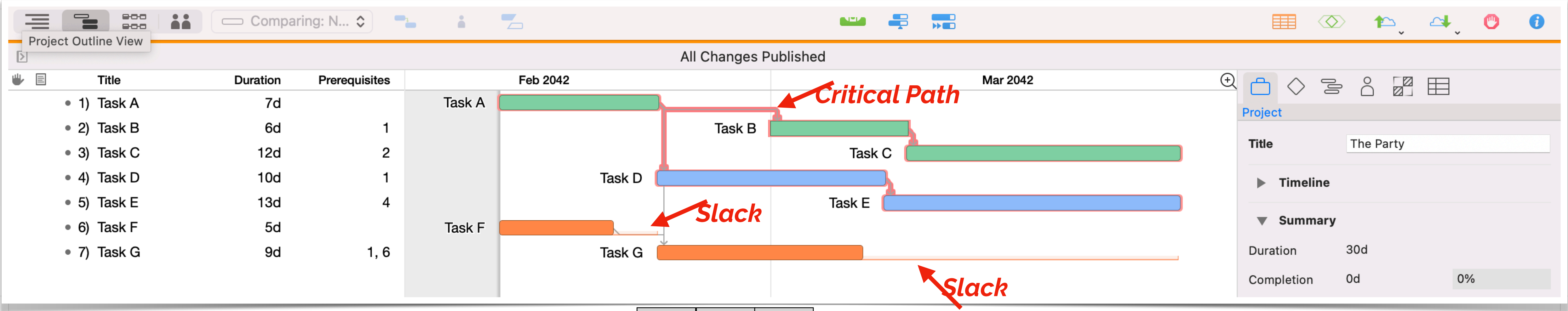
Project Outline View

Task List Via Outline View

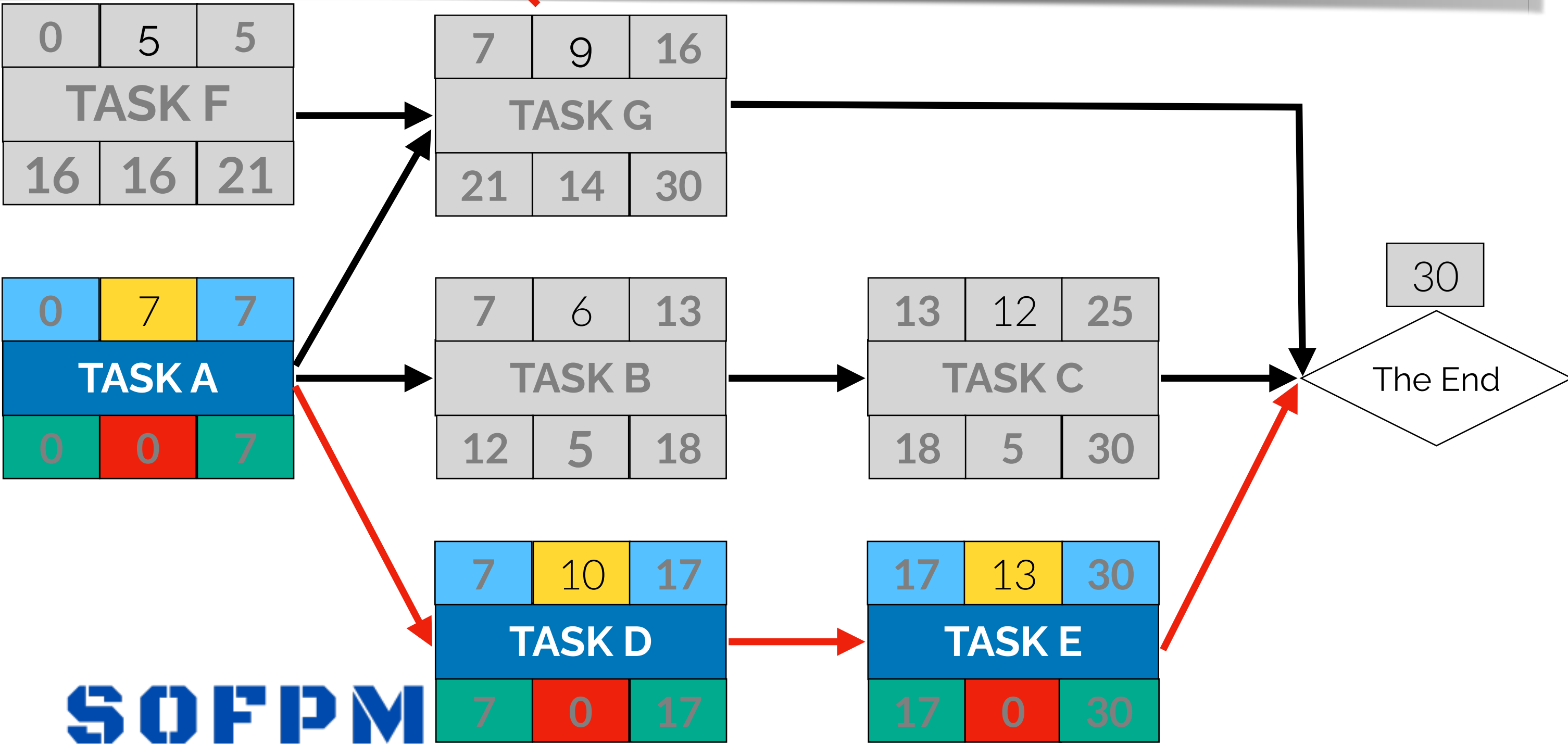
Title	Duration	Prerequisites
1) Task A	7d	
2) Task B	6d	1
3) Task C	12d	2
4) Task D	10d	1
5) Task E	13d	4
6) Task F	5d	
7) Task G	9d	1, 6



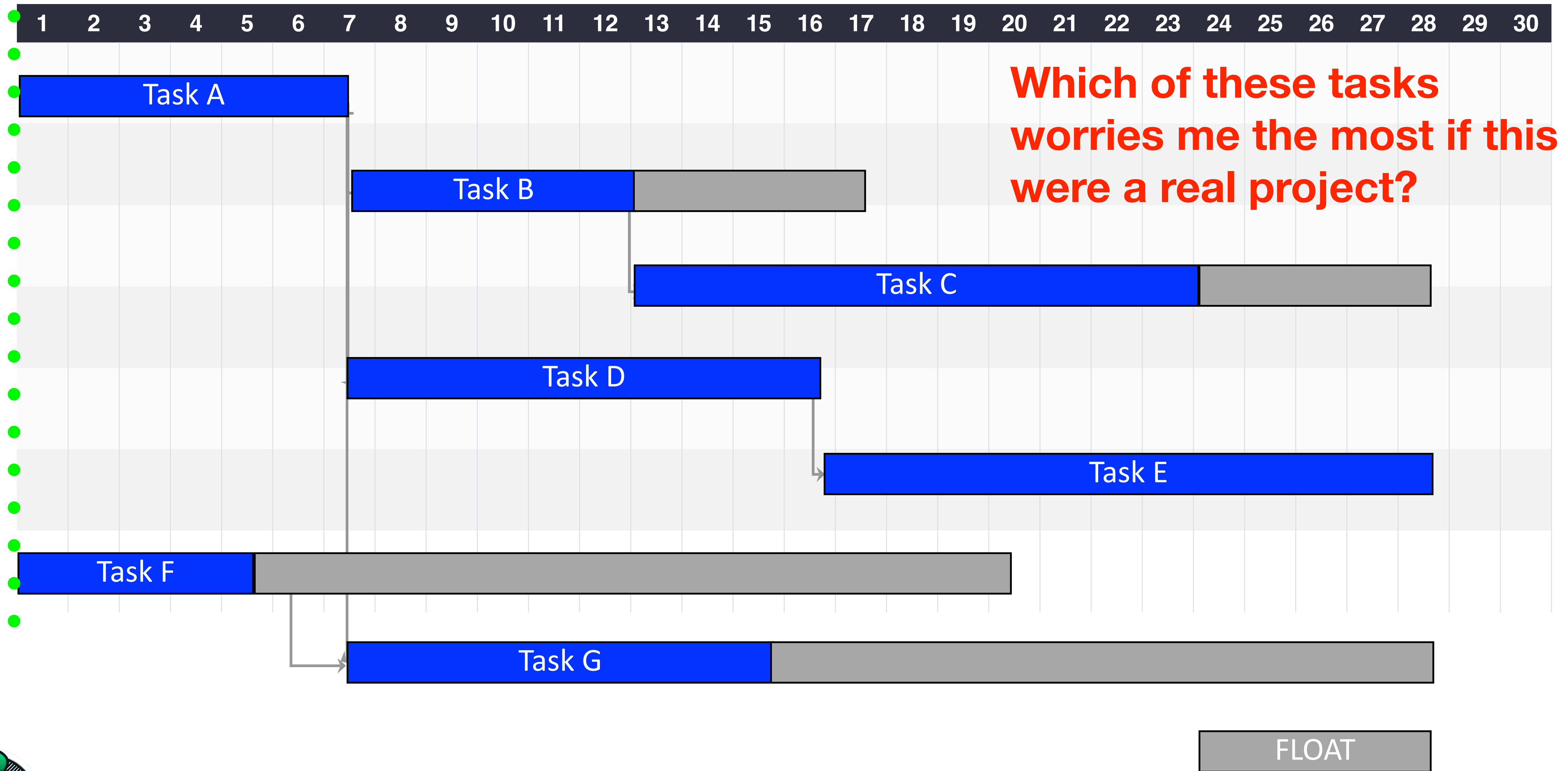
A Cautionary Note



Note: Task A is on the Critical Path and as a result the project management software will show all tasks dependent on A as also on the Critical Path. This is often referred to as the Near Critical Path



We are here at the project kick-off meeting



What can you accomplish with **what you have?**



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What can you accomplish with **what you have?**



**Resource Constraints
Exist: People, Time,
Money, Material...**



Improving Confidence in Estimates (Time and Money)

- Define your method(s)
- Assign responsibility to the **right** people
- Use multiple sources
- Clarify **assumptions**
- Assume normal (**not best case**) conditions
- Use consistent units (time / cost)
- Assume task independence
- Allow sufficient time to estimate

MURPHY'S LAW

Nothing is as
easy as it
looks,

Everything takes
longer than you
expect,

And if anything
can go wrong
it will,

...AT THE WORST
POSSIBLE MOMENT!



Take-aways from Planning



Know the **constraints** you face with your project

Understand **team effort** adds up quickly.

Know your **task dependencies** and how they work with your project.



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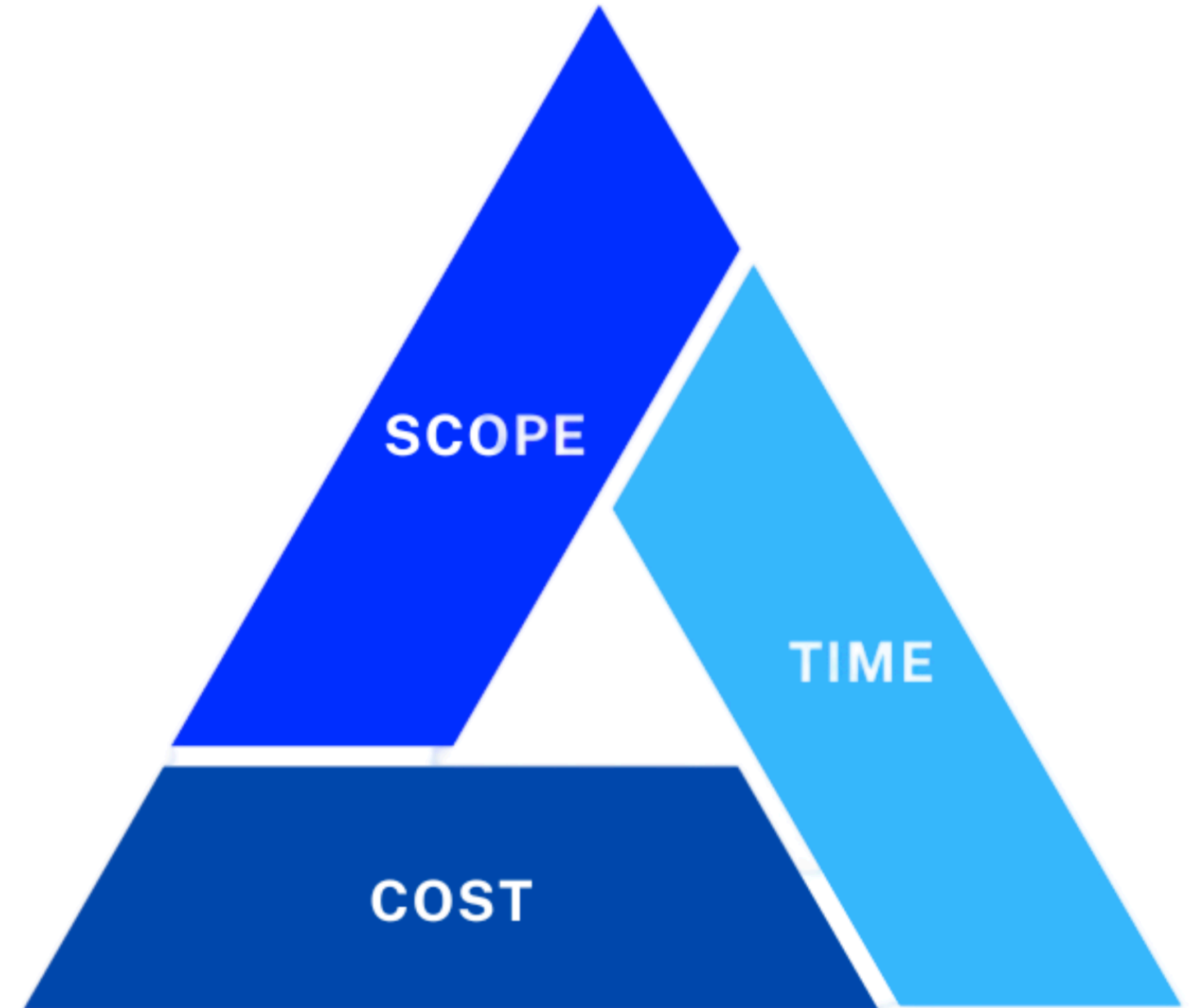
Schedule Management Techniques

What happens when the project is:

Running out of **money**?

Running out of **time**?

Failing to deliver our **scope** to the quality standard required?



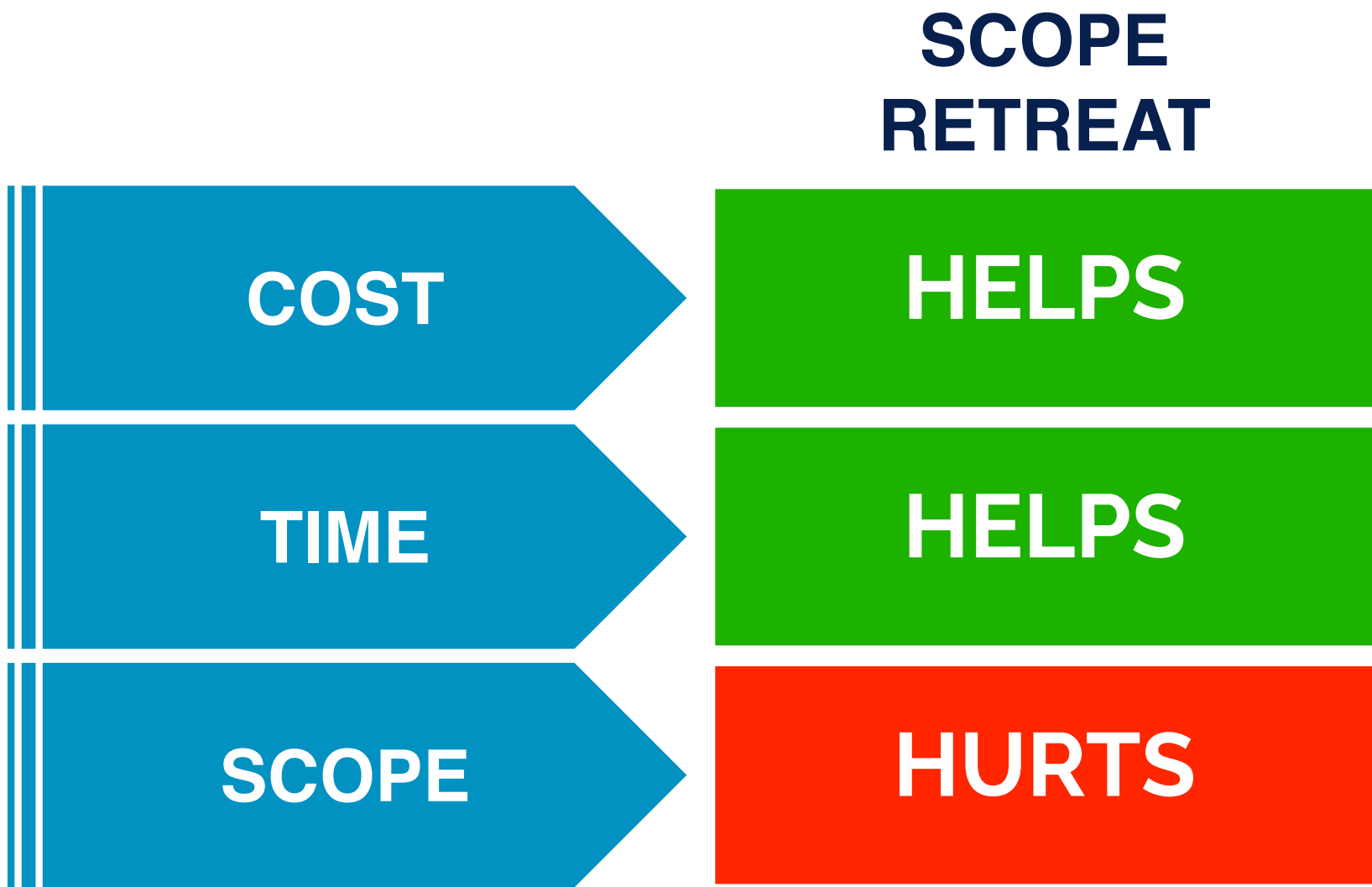
DISCUSSION

What do you do when your schedule is in jeopardy?



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Schedule Management Techniques



Anticipate and Avoid Scope Retreat

Plan for it.

Budget oversight

Stakeholder engagement

Communication

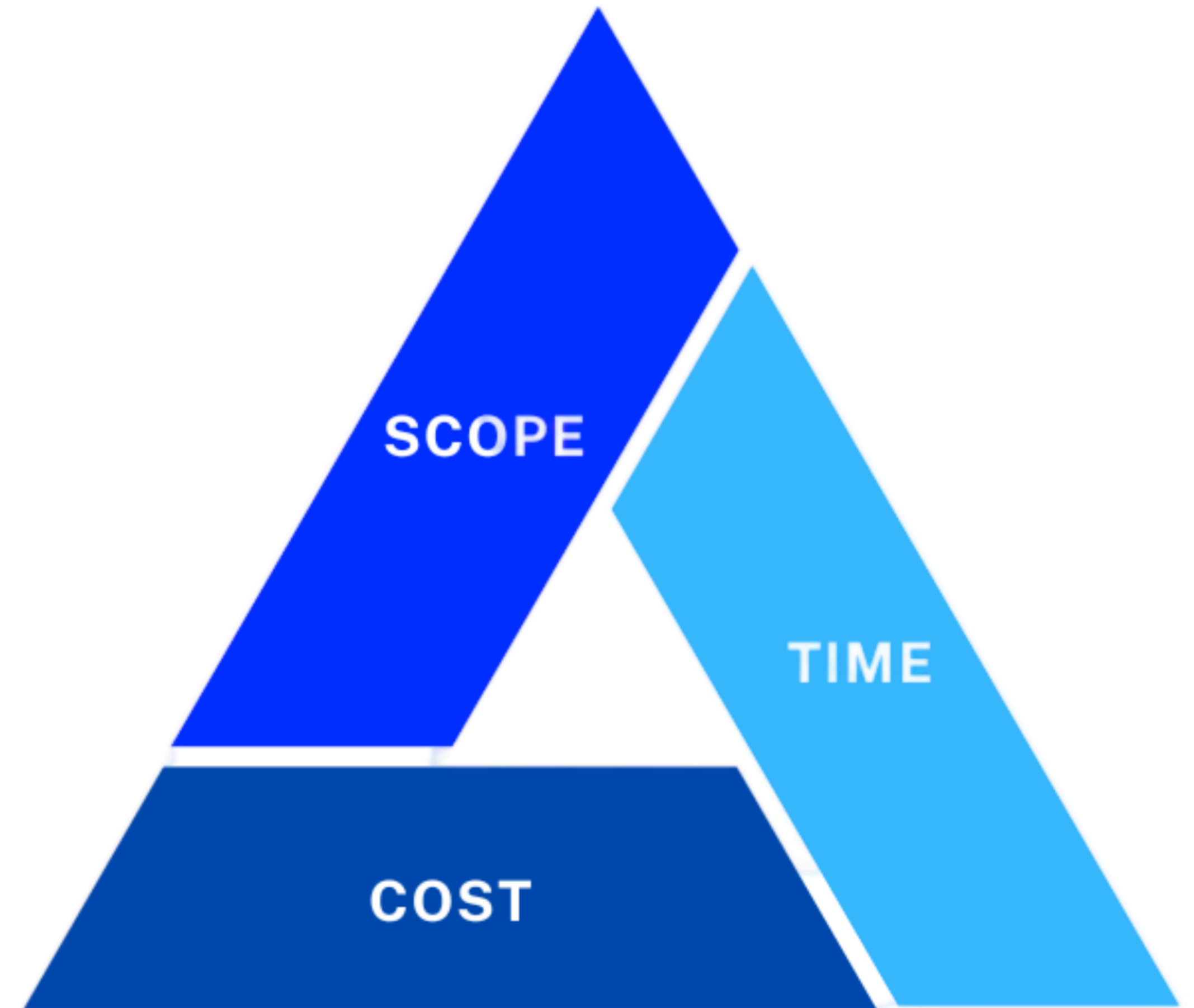
Set milestones and track progress

Update Gantt chart

Regularly review your project plan

Know what DONE looks like

Focus on goal achievement



Schedule Management Techniques

	SCOPE RETREAT	ADD TIME/MONEY
COST	HELPS	HURTS
TIME	HELPS	HURTS
SCOPE	HURTS	HELPS



Schedule Management Techniques

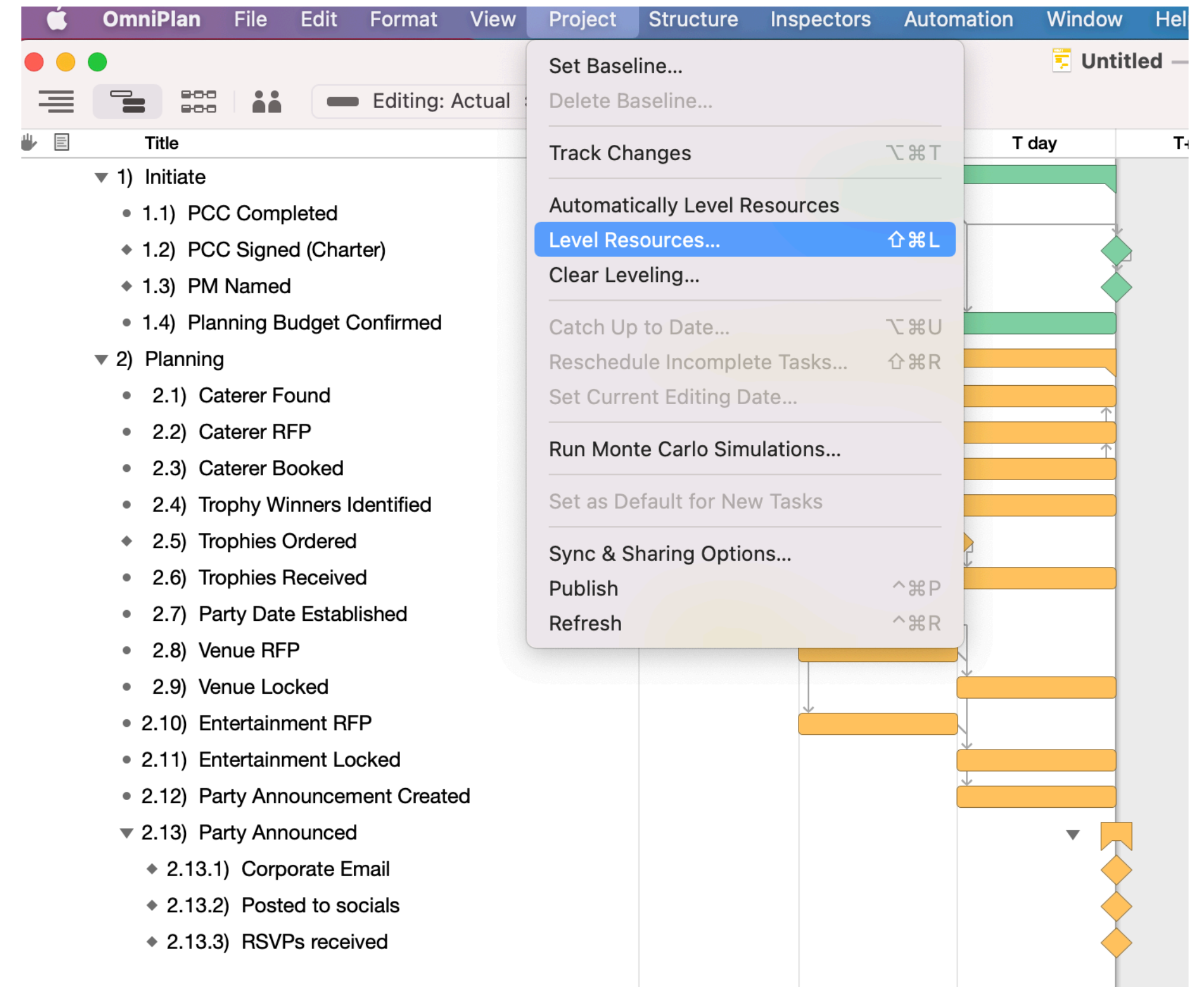
	SCOPE RETREAT	ADD TIME/MONEY	LEVEL RESOURCES
COST	HELPS	HURTS	HELPS
TIME	HELPS	HURTS	RISKS
SCOPE	HURTS	HELPS	HELPS



Resource Leveling

Avoids the **over-allocation of project resources** after a resource constraint is identified.

Resources are taken from non-critical activities and allocated to critical activities (those activities on the critical path).

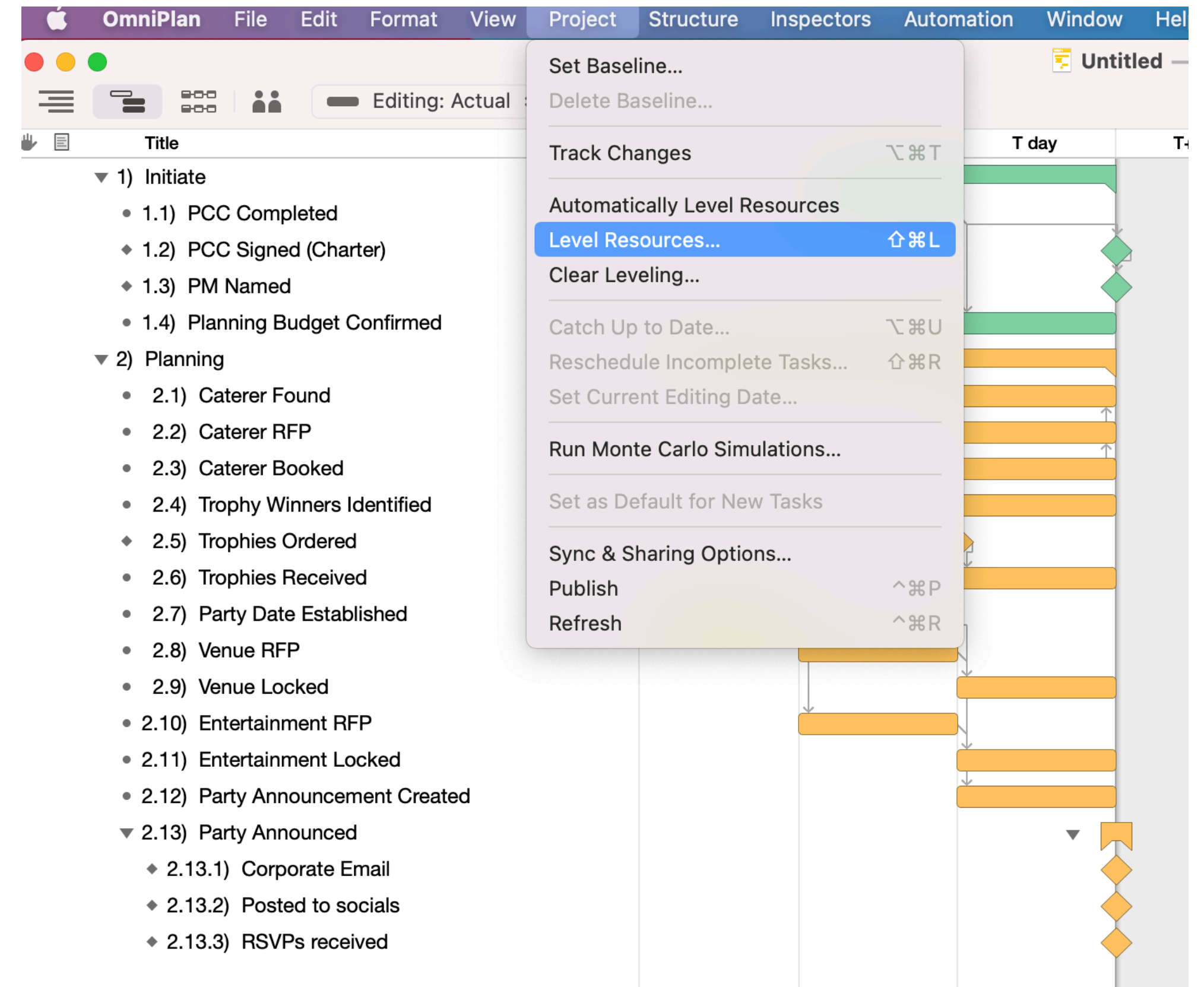


Resource Leveling Tips

Use project float before re-allocating any resources.

As every impact isn't obvious, ensure you **consult project stakeholders**.

Remember: you assigned that task intentionally.



Schedule Management Techniques

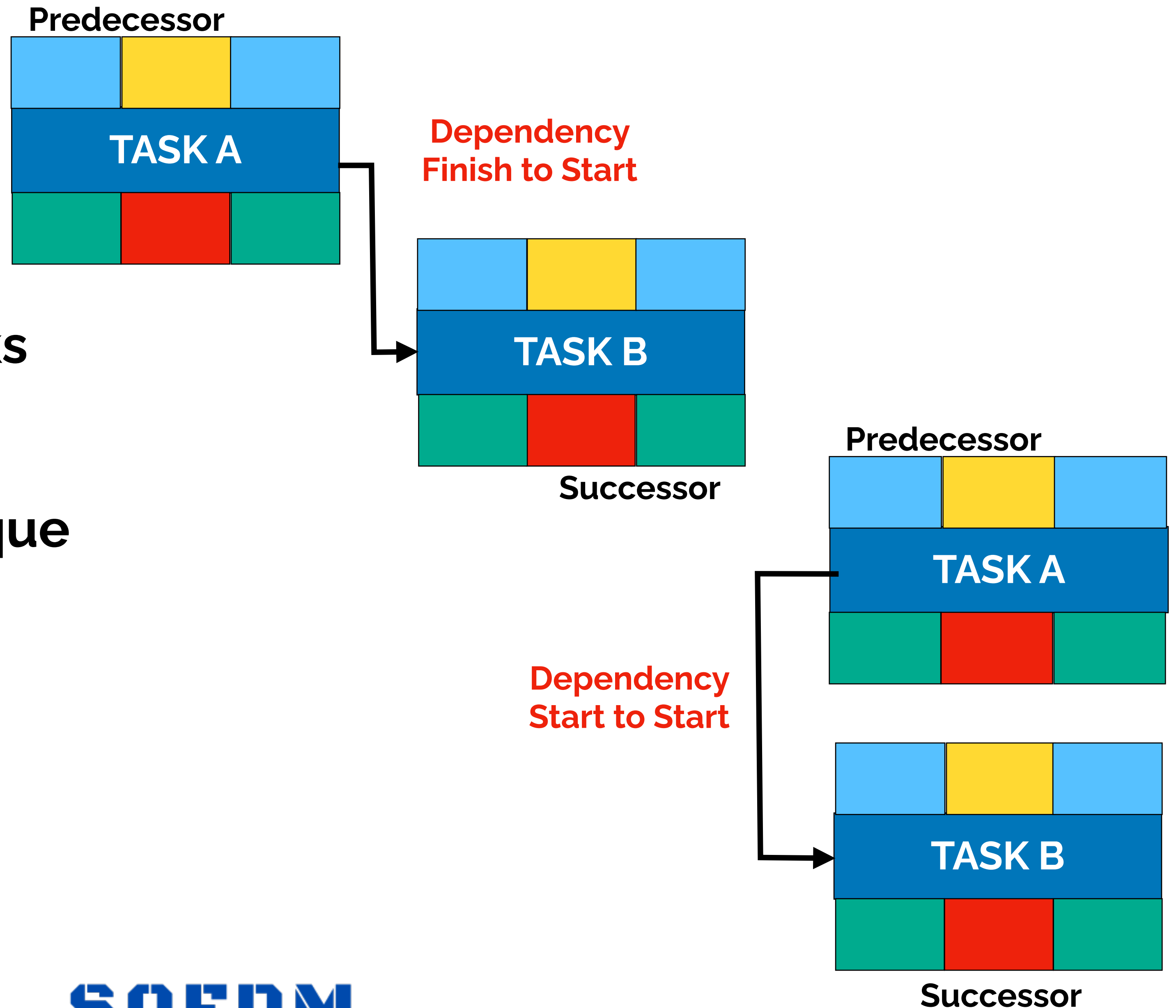
	SCOPE RETREAT	ADD TIME/MONEY	LEVEL RESOURCES	FAST TRACKING
COST	HELPS	HURTS	HELPS	RISKS
TIME	HELPS	HURTS	RISKS	HELPS
SCOPE	HURTS	HELPS	HELPS	RISKS



Fast-Tracking

This performs critical path tasks and “buys” time.

The major risk with this technique is that although the work is completed for the moment, **possibility of rework is higher.**

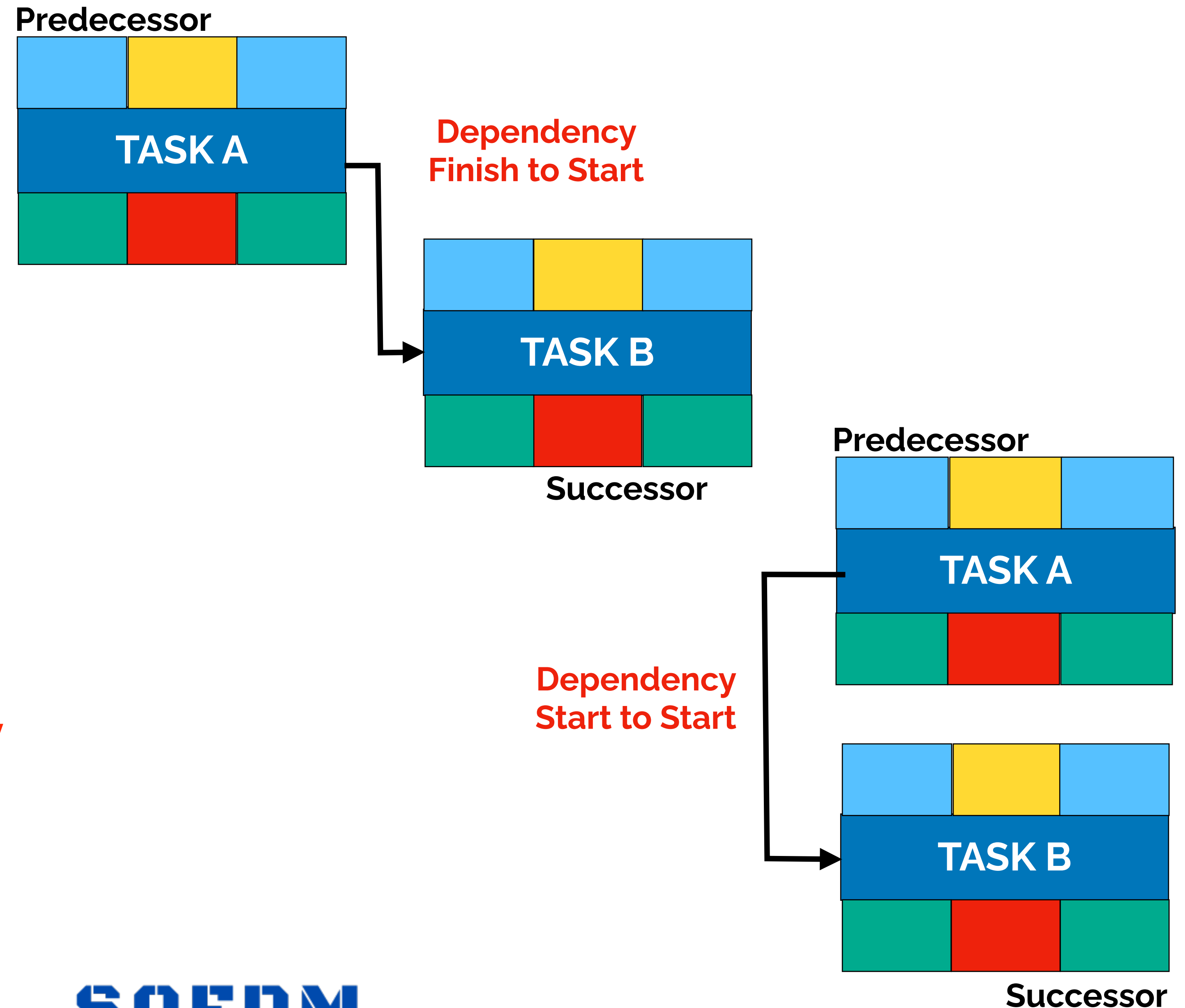


Fast-Tracking Tips

Change dependencies to shorten duration of project from **F-S** to **S-S**

Use **float, leads and lags** to ensure resources are not in conflict

Apply dependency **hierarchy**



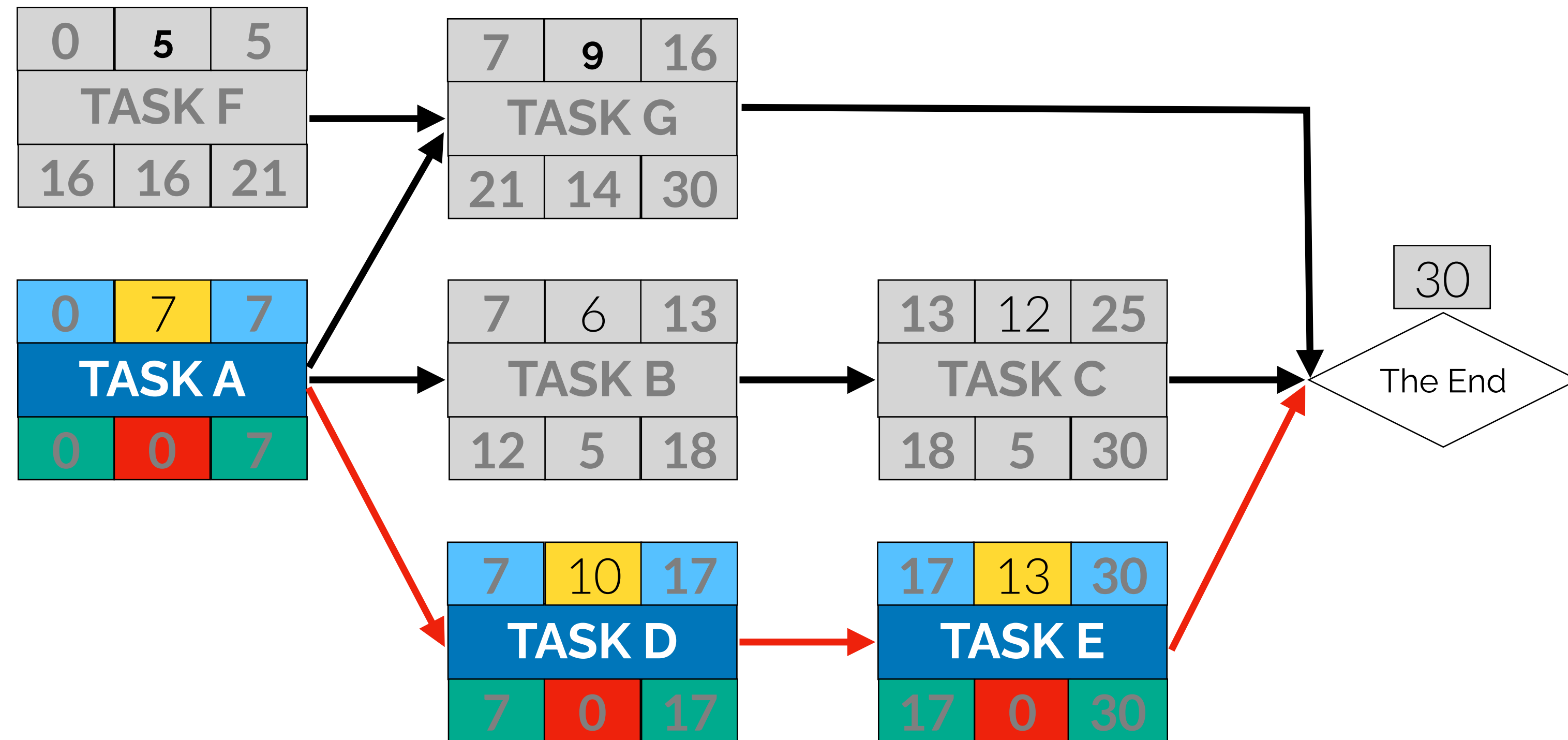
Schedule Management Techniques

	SCOPE RETREAT	ADD TIME/MONEY	LEVEL RESOURCES	FAST TRACKING	CRASHING
COST	HELPS	HURTS	HELPS	RISKS	HURTS
TIME	HELPS	HURTS	RISKS	HELPS	HELPS
SCOPE	HURTS	HELPS	HELPS	RISKS	RISKS

Crashing

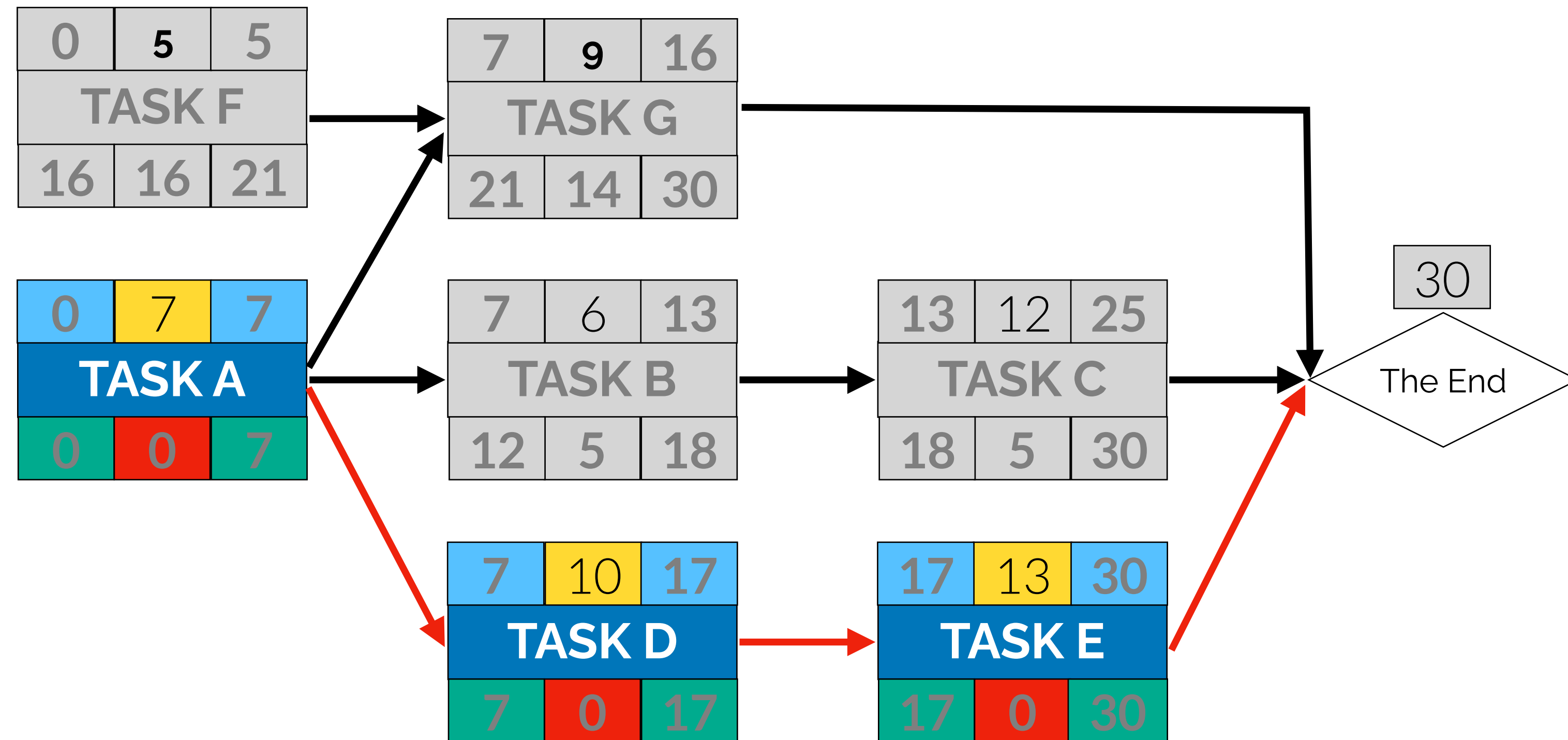
Assigning resources in addition to existing resources to **get work done faster.**

Incurs additional cost (labor, equipment, and more.)



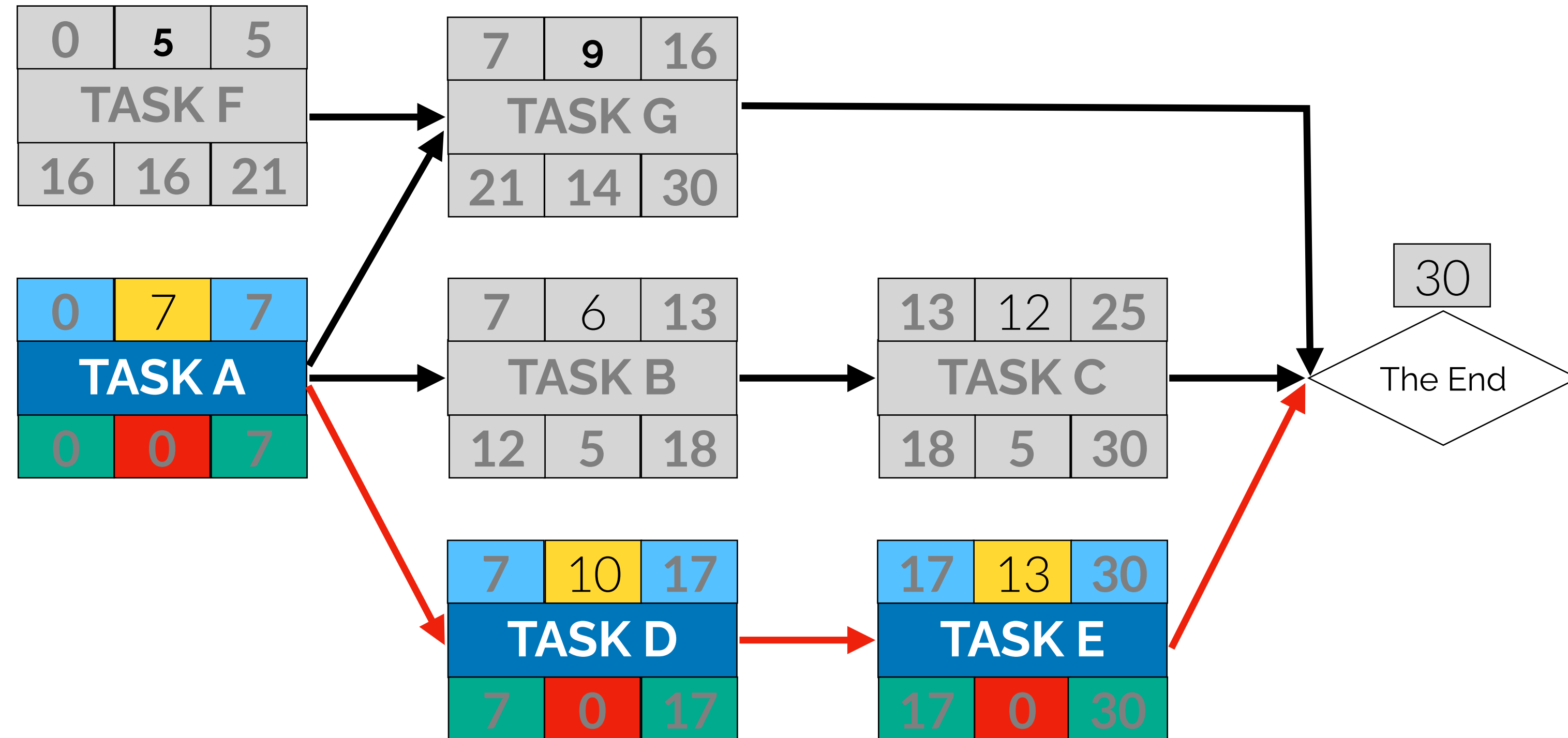
Crashing Tips

Crash tasks on the critical path (those tasks that have no float).



Crashing Tips

Crash from least to most expensive and only crash tasks until it becomes **more 'expensive' to crash than not to crash**



Key Points: Schedule Management Techniques



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Fast Tracking means doing things in a different order than planned

Crashing typically means adding people to your project work

Resource leveling is dangerous if not done consciously



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Agile, Scrum, Kanban

“Agile (upper case A) is mostly concerned with the method an organization uses to deliver new products, services, or outputs, whereas agile (lower case a) is a description of the mindset an organization adopts when undertaking this work.”

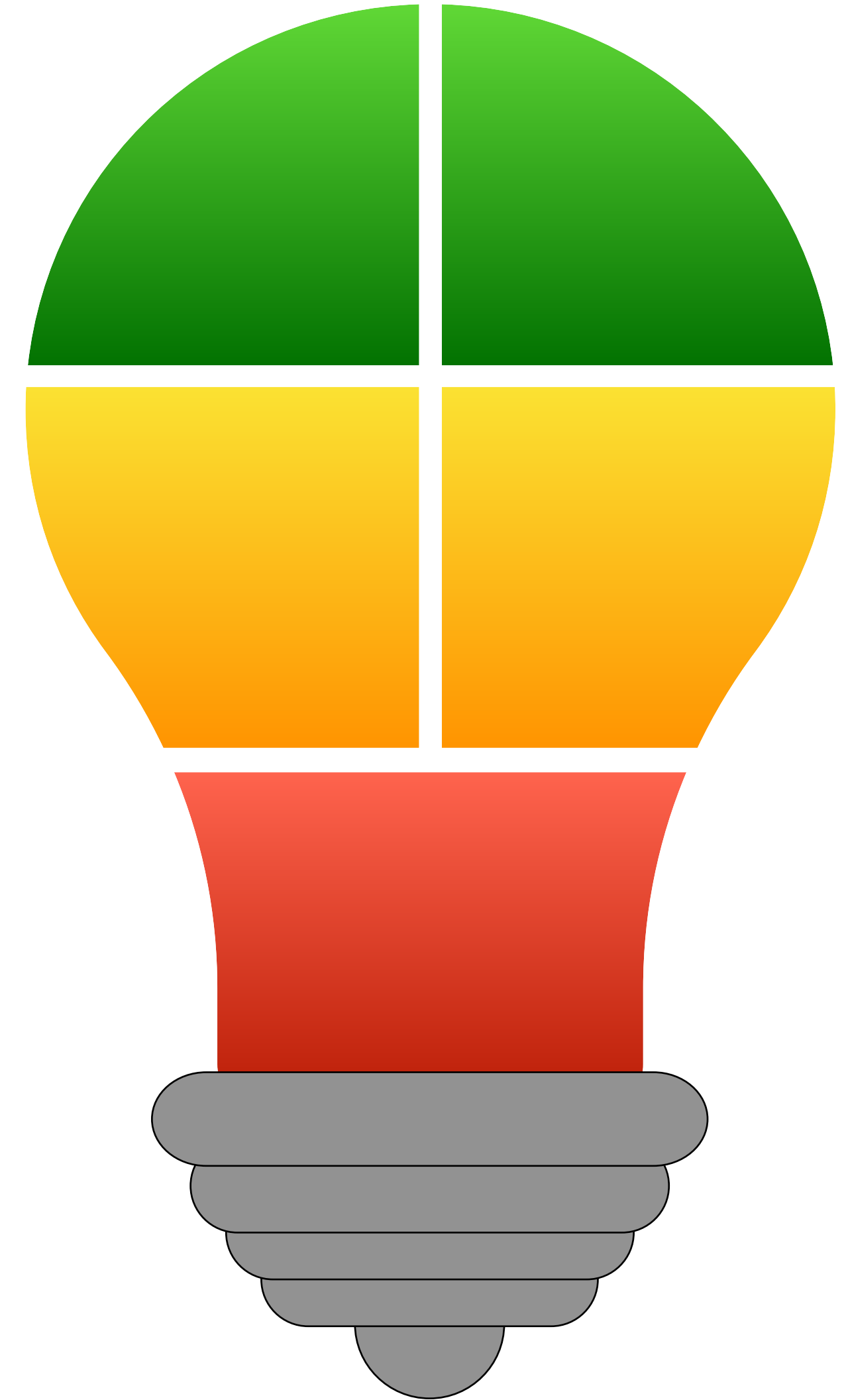
Axelos

“A Guide To AgileSHIFT”

Agile History

Agile is **not new** – discussed as early as 1970

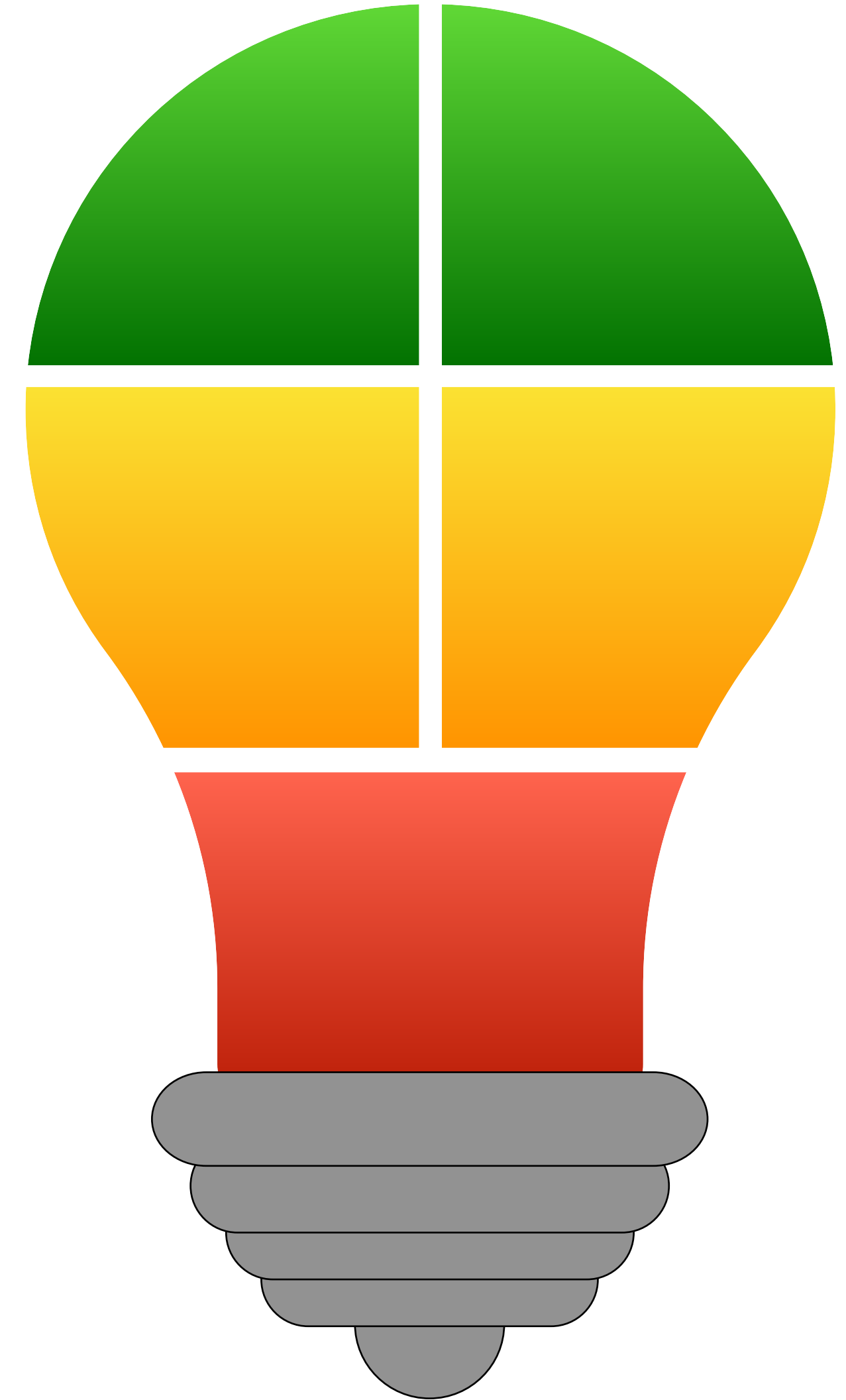
Popularized in software development as an alternative to traditional 'waterfall' approaches to project management



Agile History

Focuses on iterative development and continuous customer involvement

Originally known as **lean PM** or **rolling wave planning**



Agile in brief

Agile is a set of methods and methodologies optimized to help teams with **specific problems**.



Agile in brief

These methods are intentionally kept **as simple as possible** so they are straightforward to implement.



Agile in brief

It is NOT limited to software development

It is NOT a lack of planning or documentation

It is NOT devoted to improving everything at once





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Traditional PM vs Agile

Waterfall vs Agile

TRADITIONAL (WATERFALL)

Delivers stakeholder requirements as a single project

Plan is updated in response to changing environments

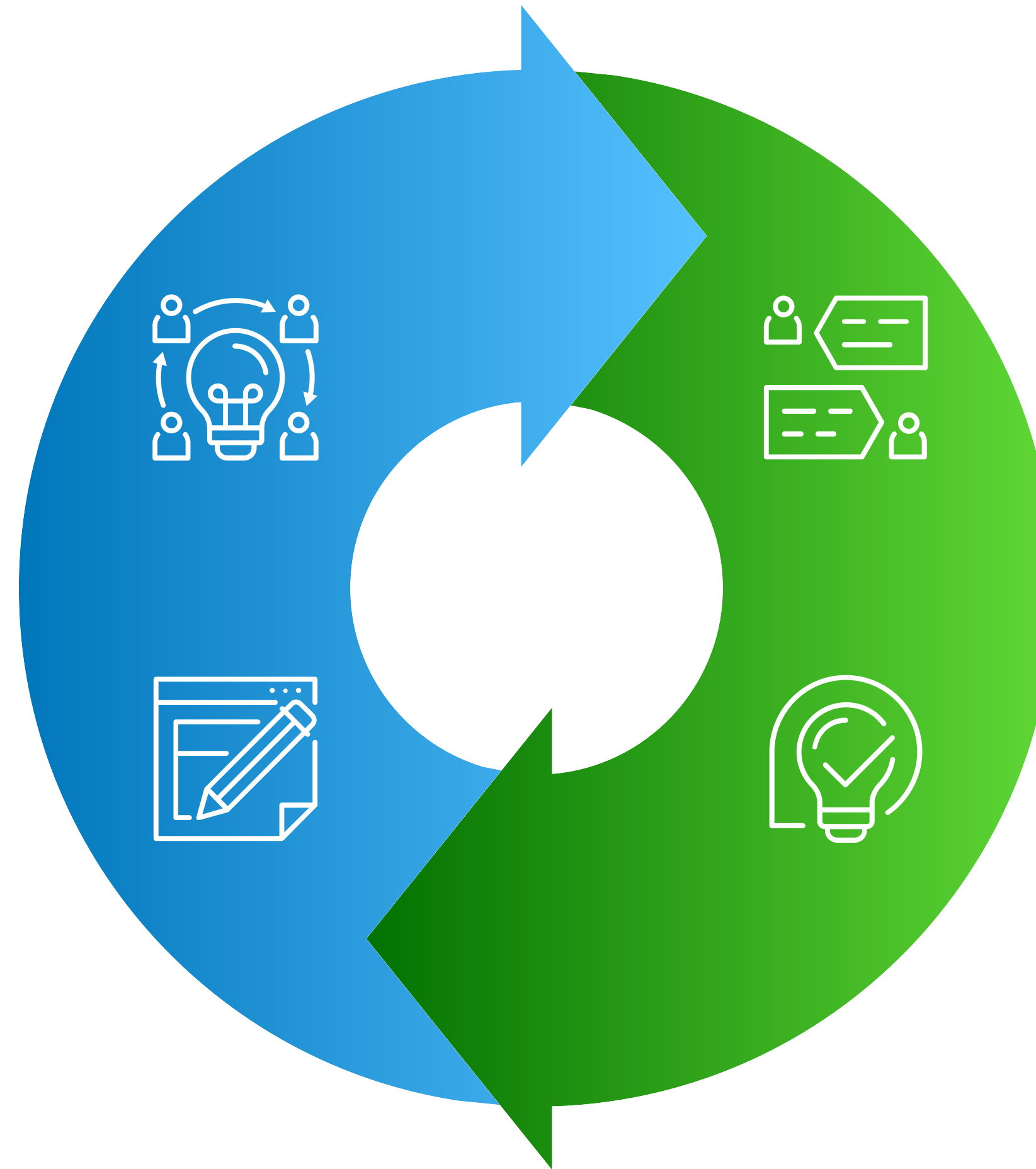
MYTH: Waterfall projects cope poorly with opportunity realization

ITERATIVE (AGILE)

Delivers stakeholder requirements in small successive mini-projects

Requirements updated in response to iterative feedback

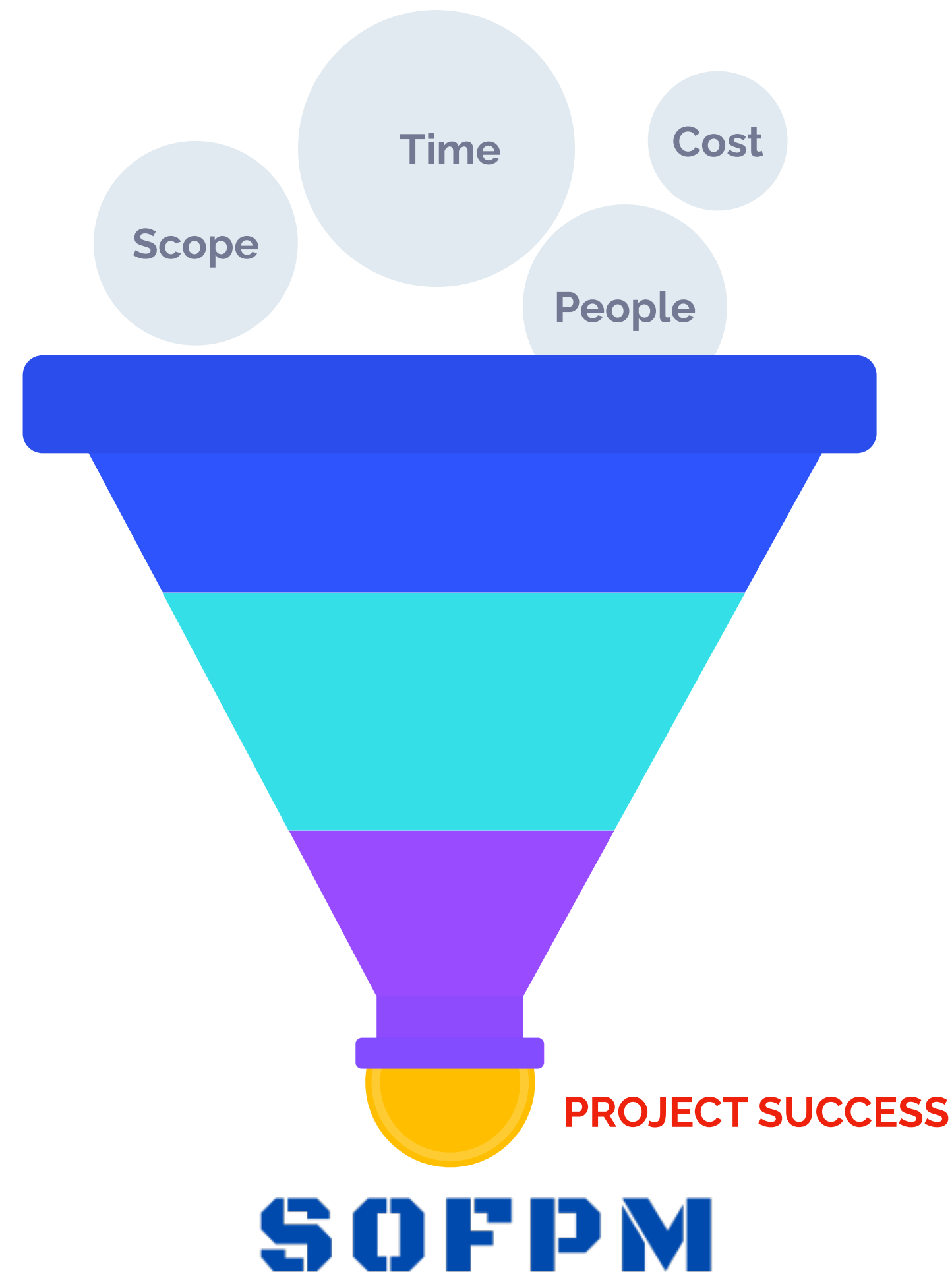
MYTH: You must choose either Waterfall or Agile



Agile and “Waterfall”: **THE** Key Difference

“Waterfall:”

In planning:
REQUIREMENTS are fixed
and **RESOURCES** and
TIME are **ESTIMATED**



Agile:

In planning: **RESOURCES**
AND TIME are fixed and
REQUIREMENTS/
FEATURES are **ESTIMATED**



DISCUSSION

What are some of the similarities and differences between how “traditional” and agile projects are initiated?



Agile and Change Management

When the team delivers outputs **early and often** to the end users of the project there is a greater chance to **find needed changes** and make them early - when they are much easier to make.



Agile Solutions

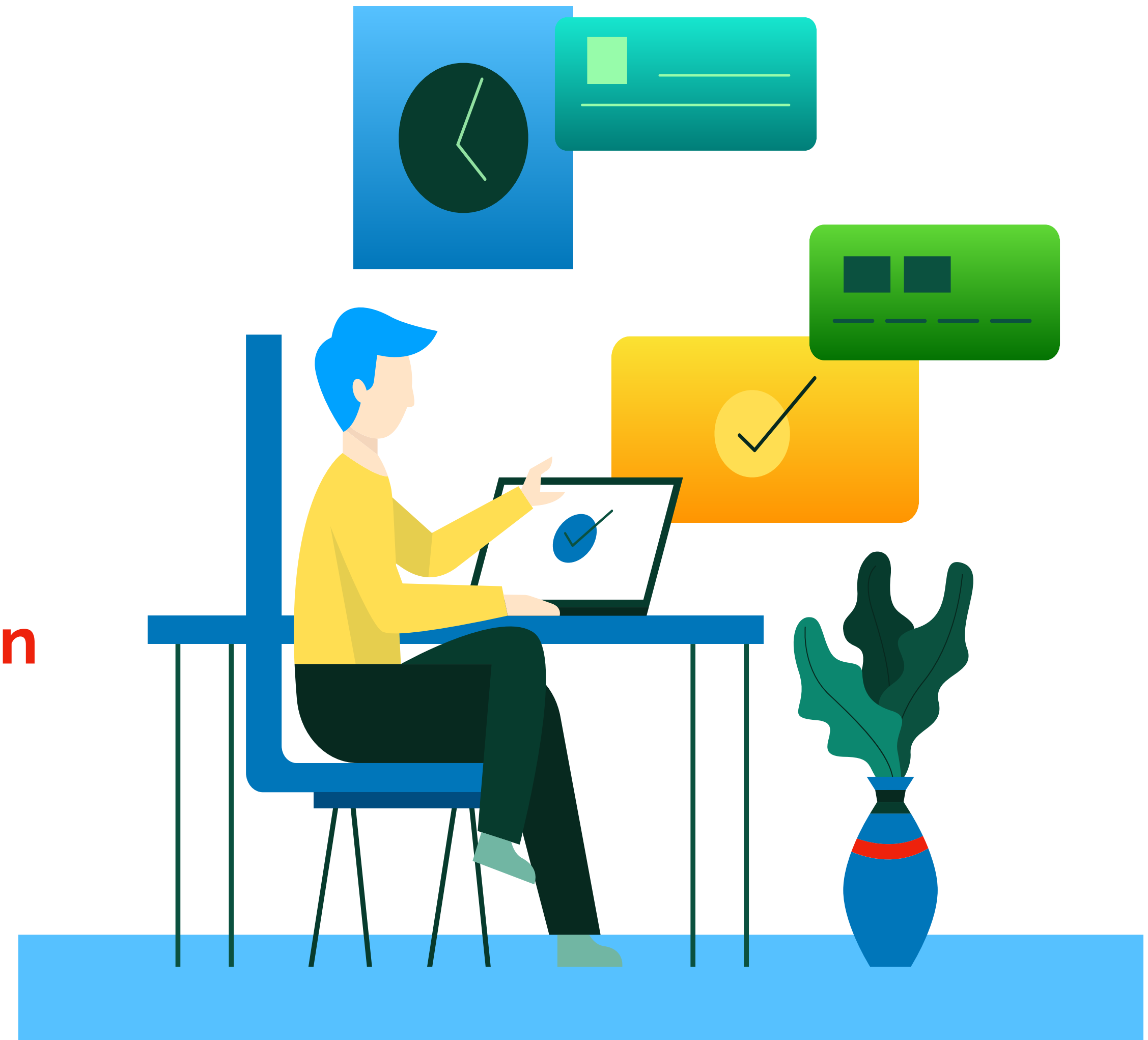
For... (target customers / stakeholders)

Who are dissatisfied with... (the current situation / alternative)

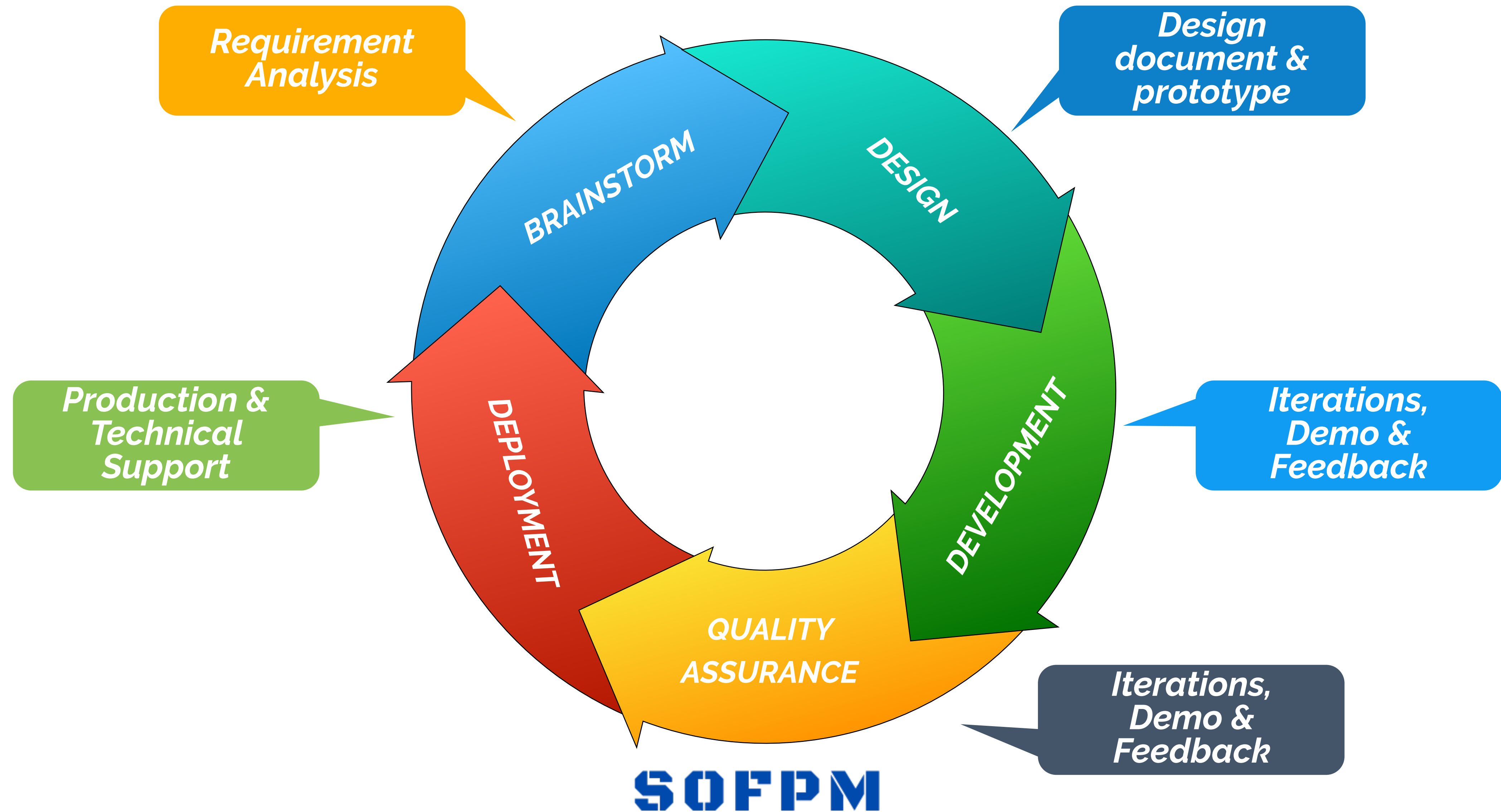
Our project will... (project **outcome**)

Our project provides... (key benefit / compelling reason to buy or use / **solution** to a problem)

Unlike... (the alternative / current state / competitor option)



An Example Agile Workflow





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Scrum

“A scrum team typically consists of around seven people who work together in short, sustainable bursts of activity called ‘sprints’ with plenty of time for review and reflection built in.”

Chris Sims and Hillary Louise

“Scrum”

Scrum

Scrum is the **most popular approach** to Agile

Designed to help teams deliver high-value products iteratively and incrementally

Structured yet flexible, emphasizing collaboration, transparency, and rapid adaptation to change.



Scrum

Scrum is especially common in software development, but also widely used in marketing, product design and **operations**.

It's not a methodology, it's a framework that gives teams a lightweight structure to build on.



Scrum

Every Scrum project follows the **same pattern of behavior**, which is defined by a series of time-boxed events that always happen in the same order.



Scrum

Every Scrum project is organized into time-boxed iterations called **Sprints**.

Many teams use 30-day Sprints, but it's common to see two-week Sprints



Core Elements of Scrum: Roles

ROLE	RESPONSIBILITY
Product Owner	Owens the product backlog, sets priorities, represents stakeholders
Scrum Master	Facilitates the process, removes blockers, protects the team
Development Team	Cross-functional team members who build and deliver the product



Core Elements of Scrum: Events (the Scrum Ceremonies)

EVENT	PURPOSE	FREQUENCY
SPRINT	Fixed length development cycle (usually 1-4 weeks)	Recurring
SPRINT PLANNING	Plan what will be delivered and how	Start of Sprint
DAILY SCRUM	15 min stand-up to inspect progress and adjust plans	Daily
SPRINT REVIEW	Show working product to stakeholders for feedback	End of Sprint
SPRINT RETROSPECTIVE	Reflect on team performance and improve for next sprint	End of Sprint



Core Elements of Scrum: Artifacts (Scrum Deliverables)

ROLE	RESPONSIBILITY
Product Backlog	The prioritized list of everything that might be built
Sprint Backlog	The items selected for a specific sprint + plan to deliver them
Increment	The sum of all completed work - must be potentially shippable and usable.



Why Scrum Works

Delivers value early and often

Encourages continuous feedback and improvement

Builds accountability through short cycles and transparency

Handles change without chaos

Drives better engagement through empowered teams.

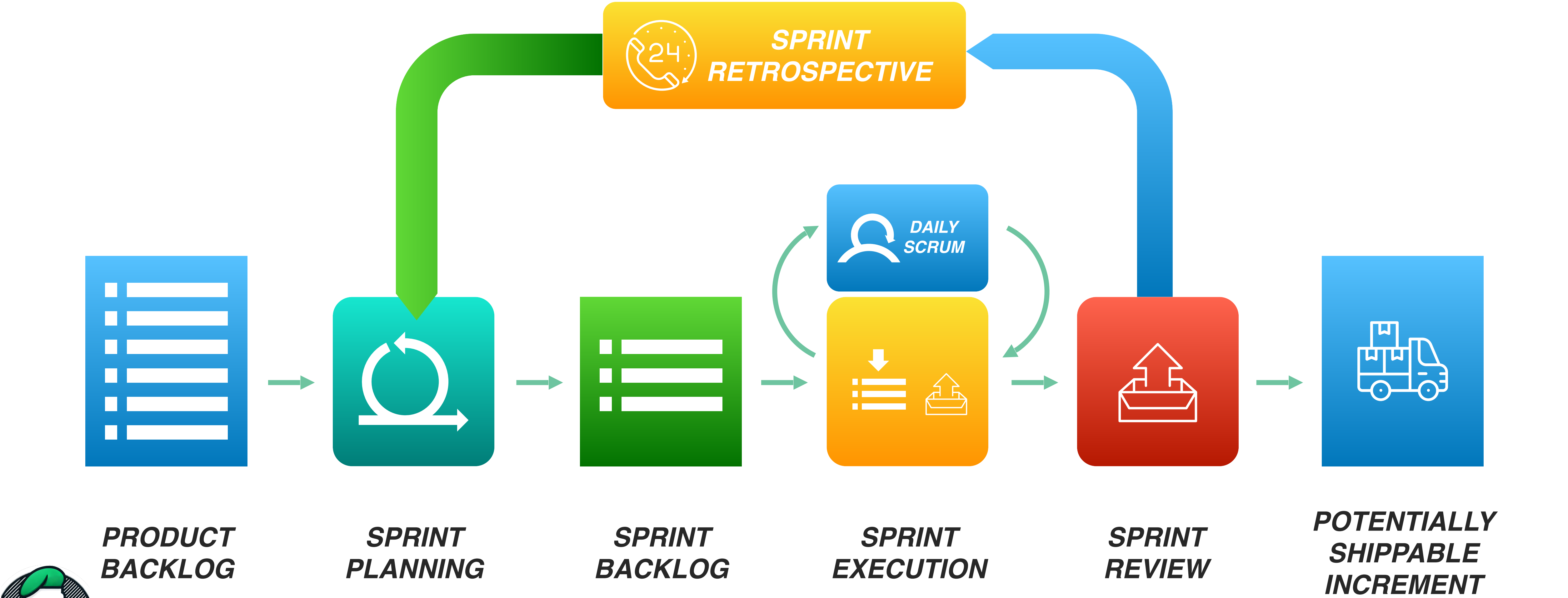


What Scrum Is NOT

SCRUM IS NOT	COMMON PITFALLS
A command and control system	Skipping retrospectives or reviews
A waterfall approach broken into sprints	Not having a real Product Owner
Just “daily standups” without the full structure	Overloading the team or ignoring capacity
A one-size-fits-all framework	Treating sprints as mini-waterfalls (with no flexibility)



SCRUM Lifecycle



DISCUSSION

What are some of the things you should consider when planning a sprint?

What's the MAIN thing you should consider?



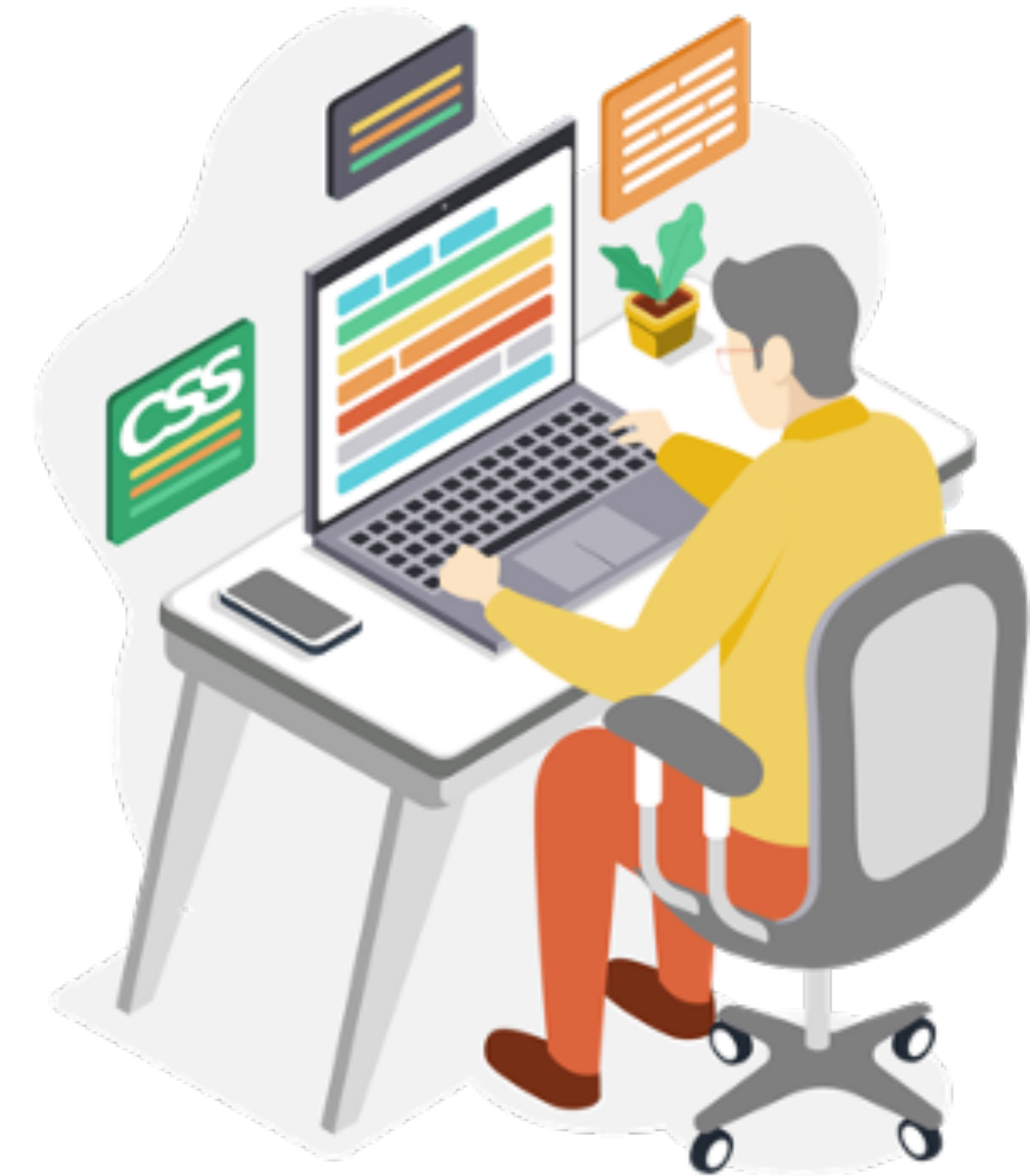
Features

FEATURES

Also called outputs or initiatives – directly relate to the project vision

Includes new features, changes to existing features and bug fixes

Defined by end-users (not by the project team)

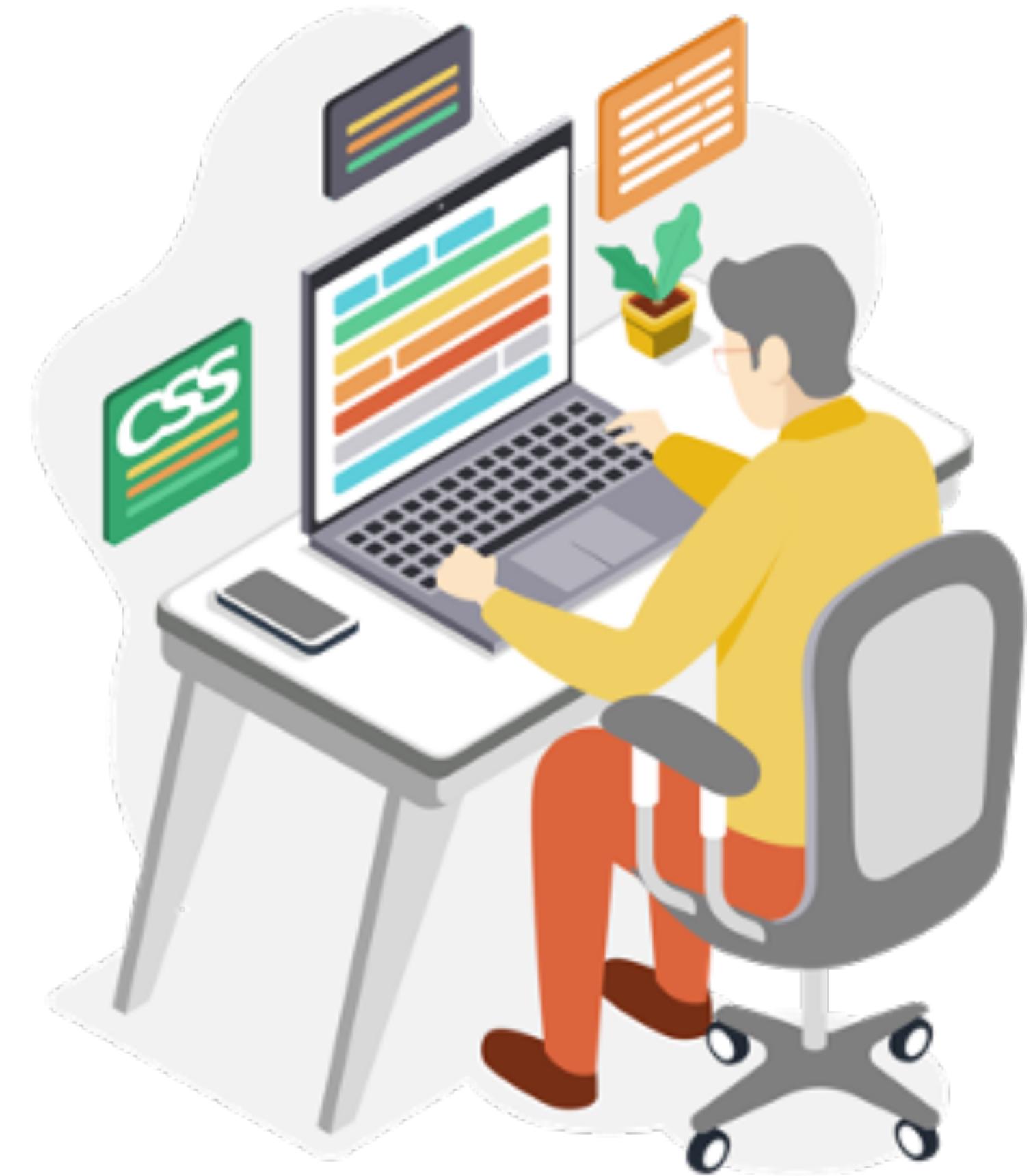


User Stories

USER STORIES

Short, simple descriptions of a feature

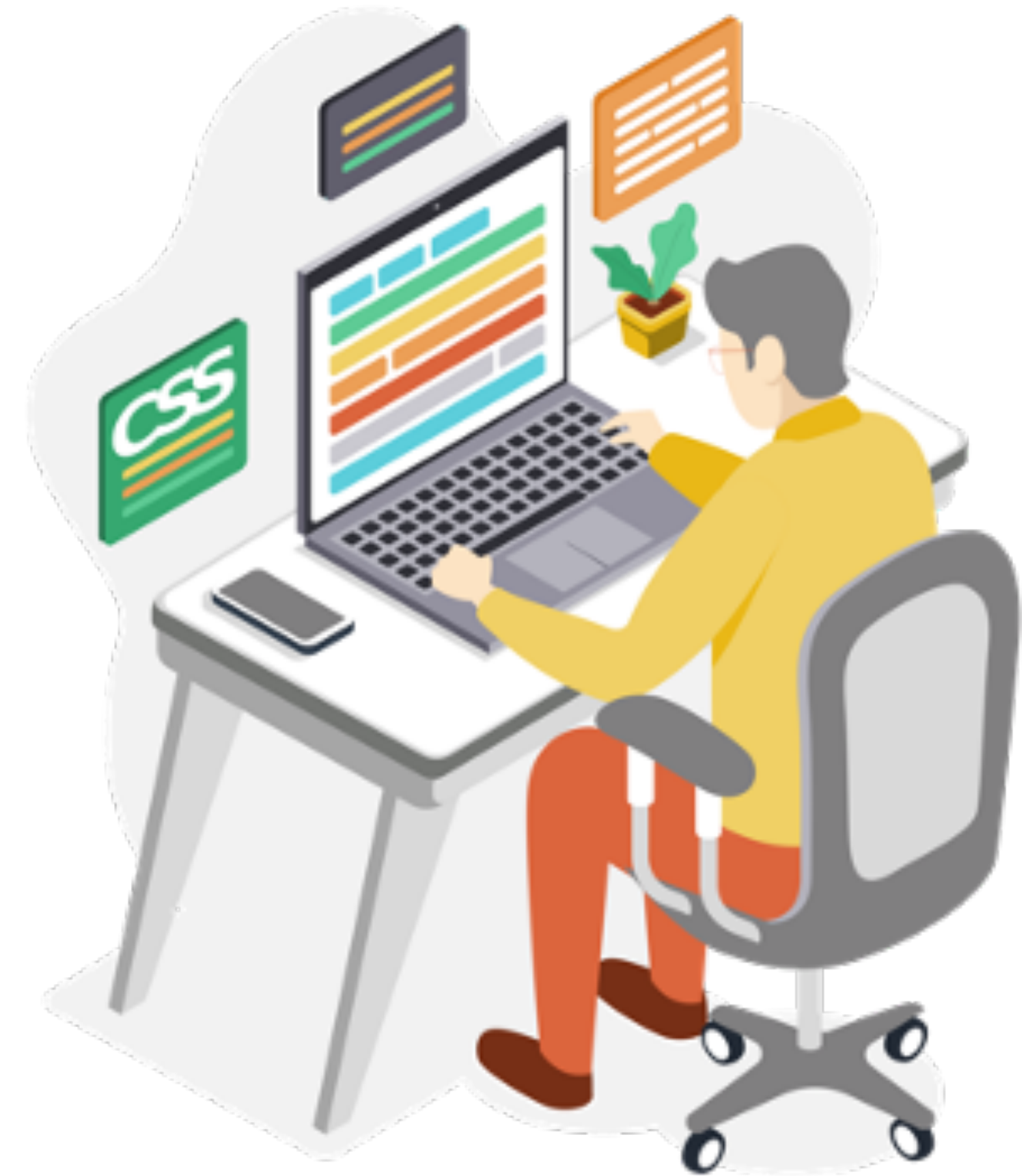
Told from the perspective of the person who desires the new capability



User Stories

For example:

As a <type of user>, **I want** <some goal> **so that** <some reason>



4 ELEMENTS OF USER STORIES

CARD

Tells the reader what you are out to do.

PRE-CONDITIONS

Ensures only User Stories that are **READY** to be developed

CONVERSATION

Tracks changes and updates.

CONFIRMATION

What does “Done” look like.



User Stories Criteria: INVEST

INDEPENDENT

Each User Story stands on its own.

NEGOTIABLE

Details are worked out collaboratively by the team.

VALUABLE

Must bring value to the customer.

ESTIMATABLE

Teams are able to define the effort to deliver the story.

SIZED

The story can be completed within the sprint.

TESTABLE

The work can be verified.

☐	Story ID:	Story Title:
User Story:		Importance:
As a: <role> I want: <some goal> So that: <some reason>		
Acceptance Criteria		Estimate:
And I know I am done when:		
		Type:
		☐ Search
		☐ Workflow
		☐ Manage Data
		☐ Payment
		☐ Report/ View



Backlog and Product Backlog

The Backlog is a list of tasks waiting to be worked on.

The **Product Backlog** is similar to the comprehensive Work Breakdown Structure (WBS)

Editing: Actual				
Title	Effort	Duration	Assigned	
▼ 1) Initiate	3d	3d		
• 1.1) PCC Completed	1d	1d	Angus Peacock	
◆ 1.2) PCC Signed (Charter)	0h		Scott Kinder	
◆ 1.3) PM Named	0h		Scott Kinder	
• 1.4) Planning Budget Confirmed	2d	2d	Heather Kuhns	
▼ 2) Planning	2w 1d 6h	4d		
• 2.1) Caterer Found	2d	2d	Angus Peacock	
• 2.2) Caterer RFP	4h	1d	Genevieve Nystrom	
• 2.3) Caterer Booked	2h	1d	Genevieve Nystrom	
• 2.4) Trophy Winners Identified	4d	4d	Scott Kinder, Angus Peacock	
◆ 2.5) Trophies Ordered	0h		Angus Peacock	
◆ 2.6) Trophies Received	0h		4	
• 2.7) Party Date Established	1d	1d		
• 2.8) Venue RFP	3d	3d	Angus Peacock	
◆ 2.9) Venue Locked	0h		Angus Peacock	
• 2.10) Entertainment RFP	3d	3d	Genevieve Nystrom	
◆ 2.11) Entertainment Locked	0h		Genevieve Nystrom	
• 2.12) Party Announcement Created	1d	1d	Heather Kuhns	



Backlog and Product Backlog

Every item in the Product Backlog has 4 pieces of information:

- Order (think WBS identifier)
- Description
- Estimated effort
- Value

Editing: Actual				
Title	Effort	Duration	Assigned	
▼ 1) Initiate	3d	3d		
• 1.1) PCC Completed	1d	1d	Angus Peacock	
◆ 1.2) PCC Signed (Charter)	0h		Scott Kinder	
◆ 1.3) PM Named	0h		Scott Kinder	
• 1.4) Planning Budget Confirmed	2d	2d	Heather Kuhns	
▼ 2) Planning	2w 1d 6h	4d		
• 2.1) Caterer Found	2d	2d	Angus Peacock	
• 2.2) Caterer RFP	4h	1d	Genevieve Nystrom	
• 2.3) Caterer Booked	2h	1d	Genevieve Nystrom	
• 2.4) Trophy Winners Identified	4d	4d	Scott Kinder, Angus Peacock	
◆ 2.5) Trophies Ordered	0h		Angus Peacock	
◆ 2.6) Trophies Received	0h		4	
• 2.7) Party Date Established	1d	1d		
• 2.8) Venue RFP	3d	3d	Angus Peacock	
◆ 2.9) Venue Locked	0h		Angus Peacock	
• 2.10) Entertainment RFP	3d	3d	Genevieve Nystrom	
◆ 2.11) Entertainment Locked	0h		Genevieve Nystrom	
• 2.12) Party Announcement Created	1d	1d	Heather Kuhns	



Iterations

Iteration: repeatedly performing all project activities to constantly deliver project outputs



Timeboxed

Timeboxed: setting a hard deadline for an activity to be completed and adjusting the scope of that activity to meet the deadline.

Any item that hasn't been included in an interaction is able to be changed by users or the Product Owner



Sprints

Sprints are 1-4 week iterations.

When planning a Sprint – the Sprint Backlog are **the tasks pulled from the Product Backlog** that the team feels they can accomplish during the upcoming 2-4 week Sprint.



Sprints

Each Sprint starts with Sprint planning, a time-boxed meeting used to decided which features will be included in the **Sprint Backlog**.



Sprints

NOTE: during Sprint Planning Teams do not decompose tasks to their lowest level.

**Instead they use a commonly understood
Definition of Done (DOD).**



Definition of Done (DOD)

The Definition of Done (DoD) is a **shared agreement** among the team that outlines the criteria a user story, feature, or product increment must meet before it is considered complete.

It ensures that all work meets a certain standard of quality and is fully deliverable.



Self-Organizing Teams

The **whole Scrum team** works together to plan the project and how they'll meet project goals.



Self-Organizing Teams

These teams constantly adapt their plan by checking in with each other at the Daily Scrum.



Self-Organizing Teams

If a teammate sees a problem with the approach, they'll work together **that day** to fix it.



Generally Accepted Scrum Practices (GASPs)

Scrum teams plan their projects together so that **everybody** on the team **commits** to each sprint's goal.



Generally Accepted Scrum Practices (GASPs)

Planning, estimating, and tracking need to be **simple** and **easy** for the whole team to do as a group.



Generally Accepted Scrum Practices (GASPs)

From user stories to burn-down charts, **Scrum teams always know what they've done and what's left to do.**



Burn-down Charts

Everyone on the team can see **how much work has been done and how much is left.**



Burn-down Charts

It is a great tool for identifying how much **work is left** to do, or if the team **will finish** all of the work planned for the Sprint.



Daily SCRUM Agenda

YESTERDAY

TODAY

BLOCKERS

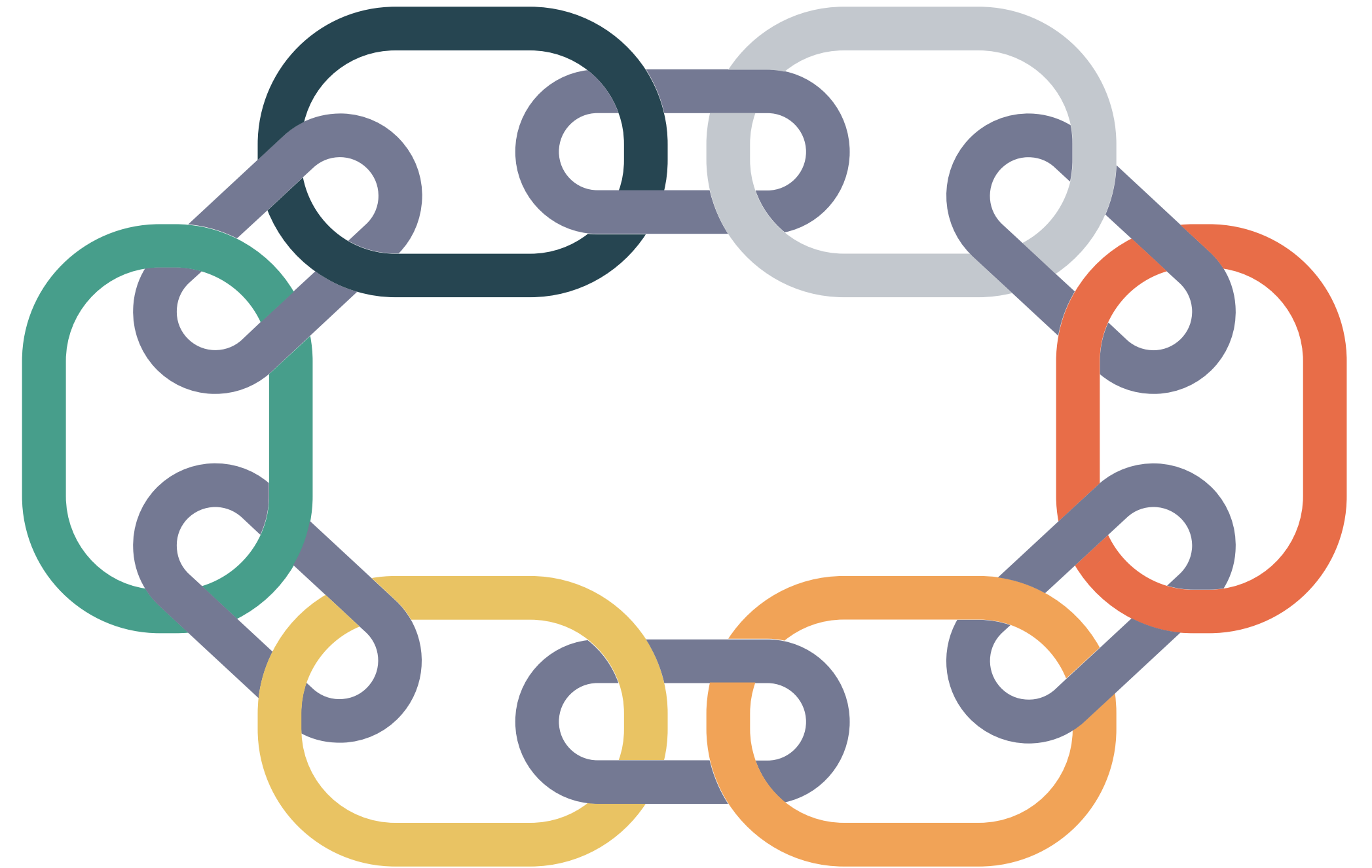


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Scrum Meetings: Critical Success Factors

- 1: Effective when used to **capture** information
- 2: **No sensitivities** when named as the blocker
- 3: Focus on **removal of blockers** with follow on meetings as needed.



Closing the Sprint - Reviews

Inspect

New functionality presented to product owner (*handover*)

What has been done (or has **not** been done?)

What was added / removed?

User acceptance test (UAT)



Retrospectives

At the end of each sprint, **the team** reflects and works together to fix any identified issues.

Retrospectives focus on how things are going and stay focused on making things better with each sprint.



Closing the Sprint - Retrospective

Adapt

Post-mortem reflection

What should we...

...**start** doing?

...**stop** doing?

...**continue** doing?



DISCUSSION

Are you formally or informally using any Scrum practices at work?



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Kanban

Kanban Overview

Iterative, not incremental

Work in progress is limited by a number of concurrent tasks

Tasks are added only after one that is already in progress has been completed

Improvement is evolutionary



Kanban Roles

Kanban does not prescribe roles

Roles you may see

Service Delivery Manager

Similar to but not the same as a Scrum master

Service Request Manager

Similar to but not the same as a Product Owner



Kanban Daily Standup

Unlike Scrum, the standup is focused on what **needs** to be discussed, rather than a prescribed formula



Kanban Daily Standup

Like Scrum it **should be limited to 15 minutes**

Unlike Scrum they **are not required**, and should not be held if they are not value add



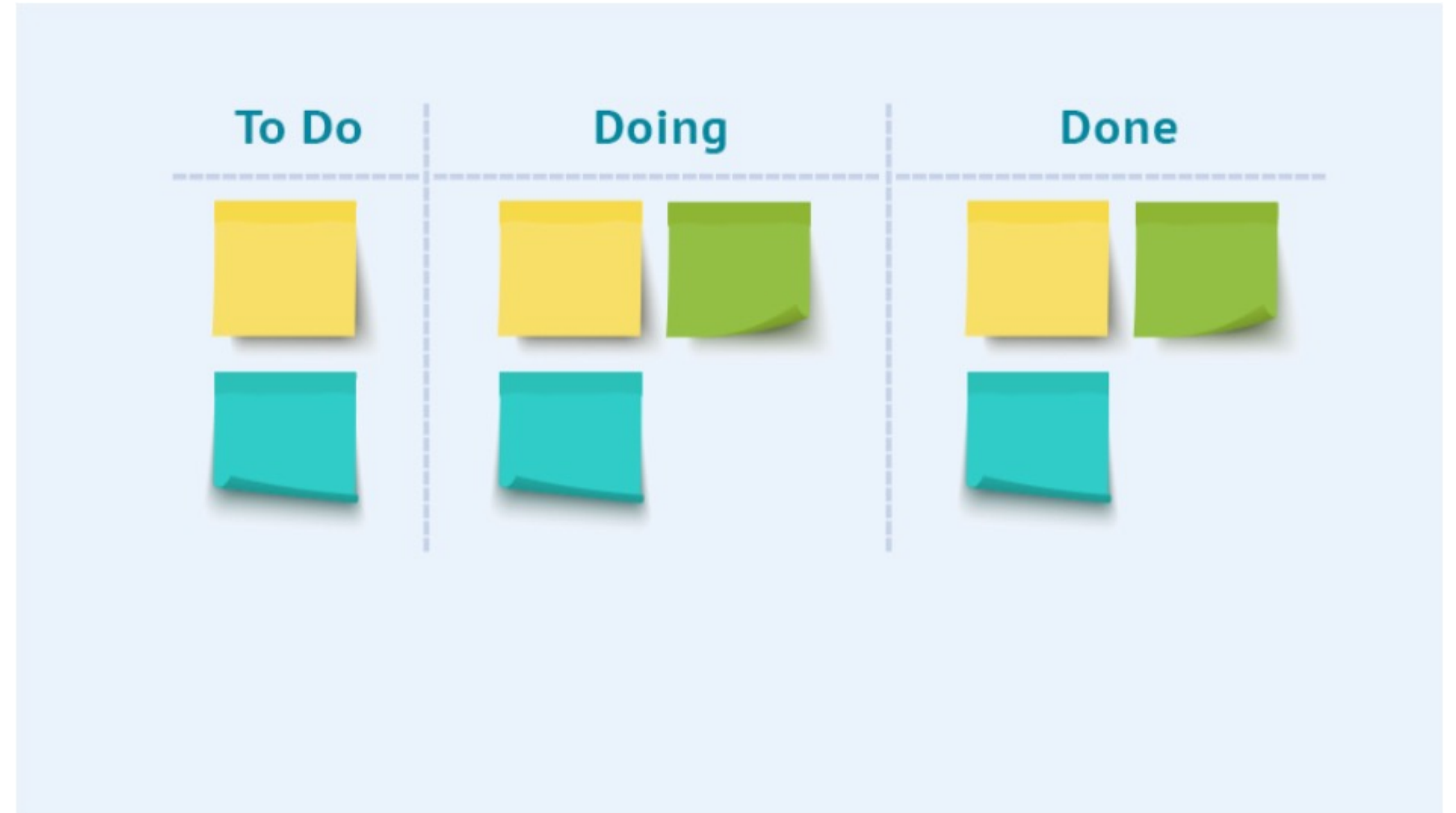
Kanban Board

**Highly Visual Scheduling
Technique**



Kanban Board

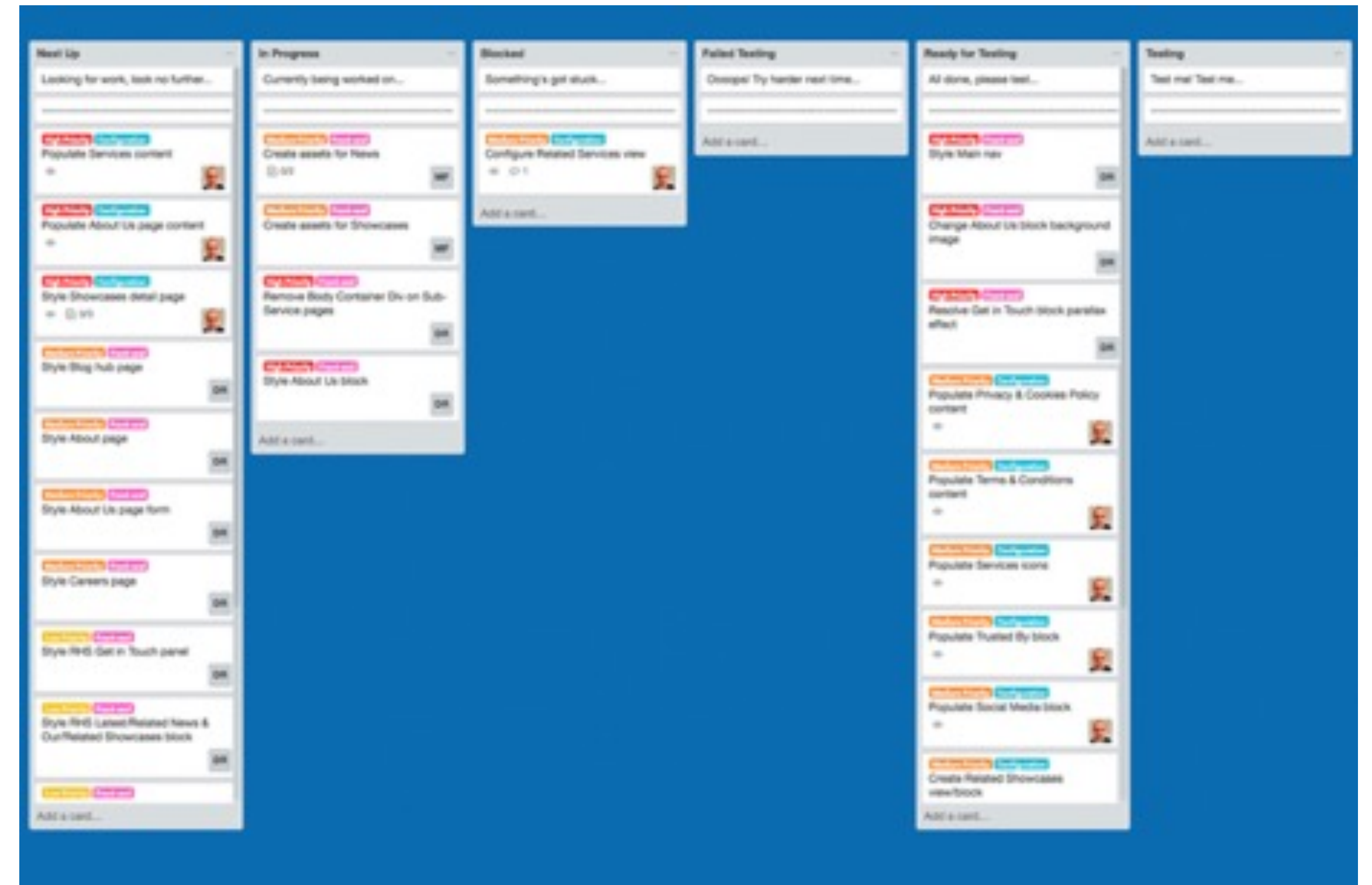
Limits Work In Progress (WIP)



Kanban Board

Limits Work In Progress (WIP)

**Teams help clear bottlenecks
when they can**

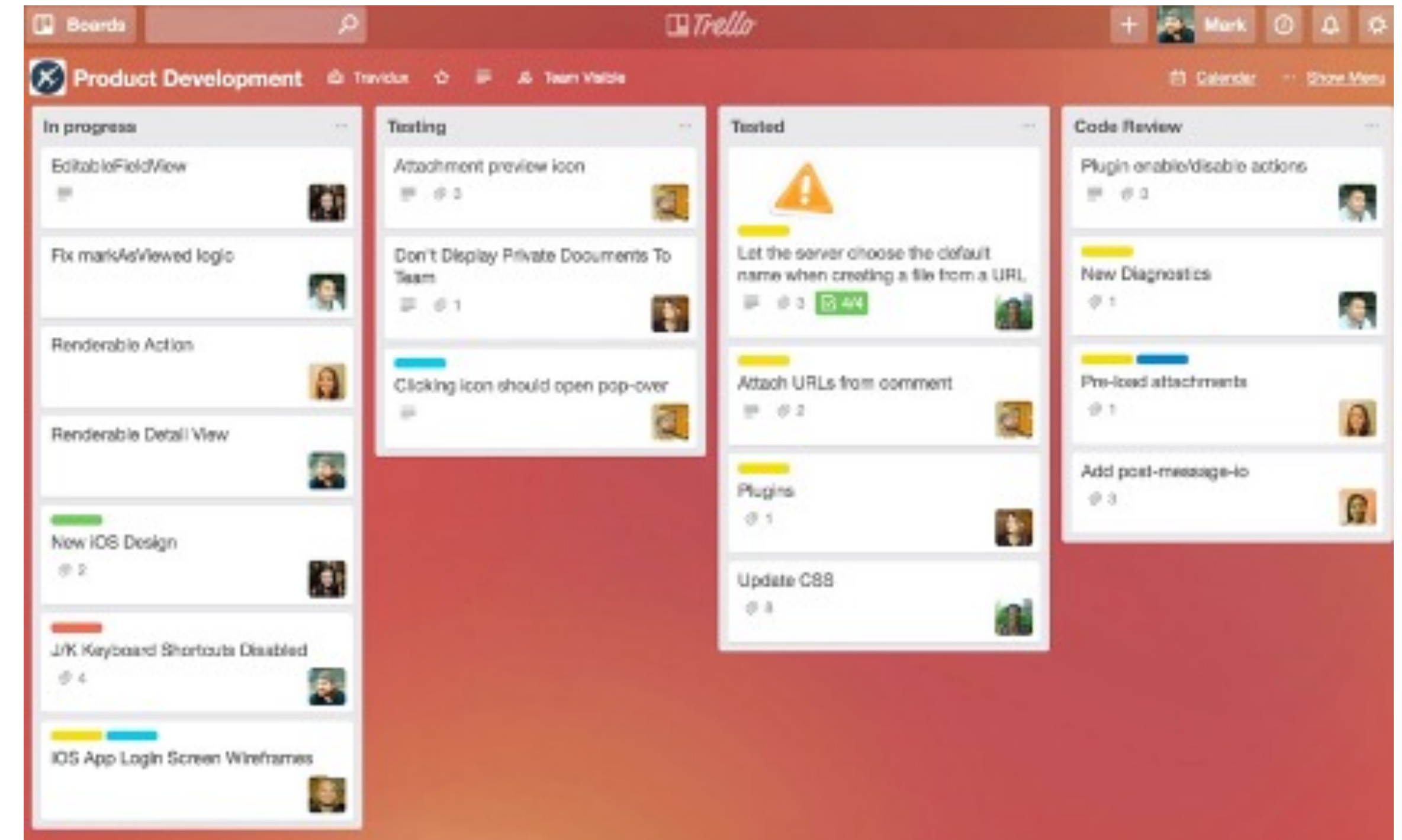


Kanban Board

Limits Work In Progress (WIP)

**Teams help clear bottlenecks
when they can**

Dependencies NOT explicit



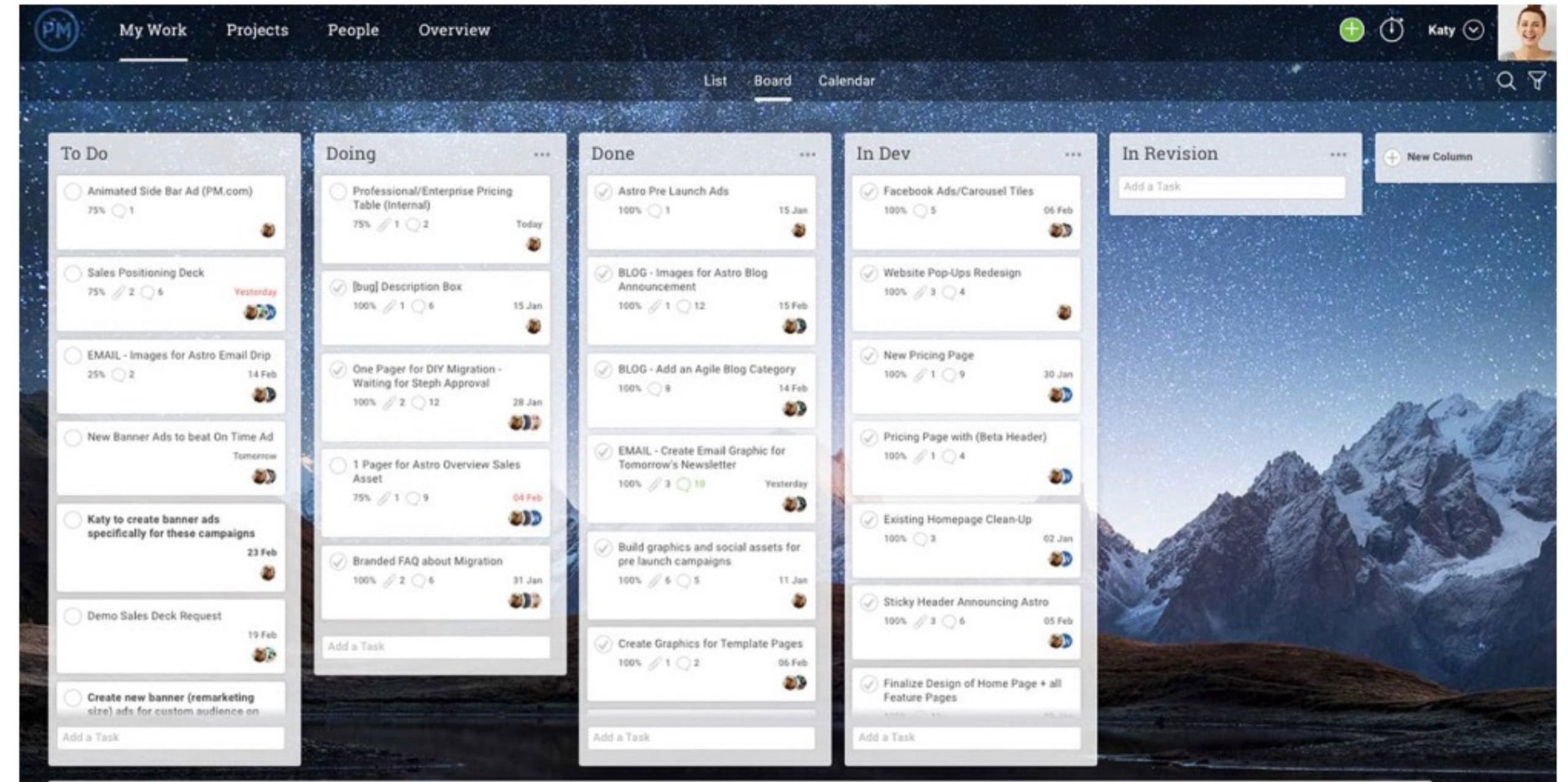
Kanban Board

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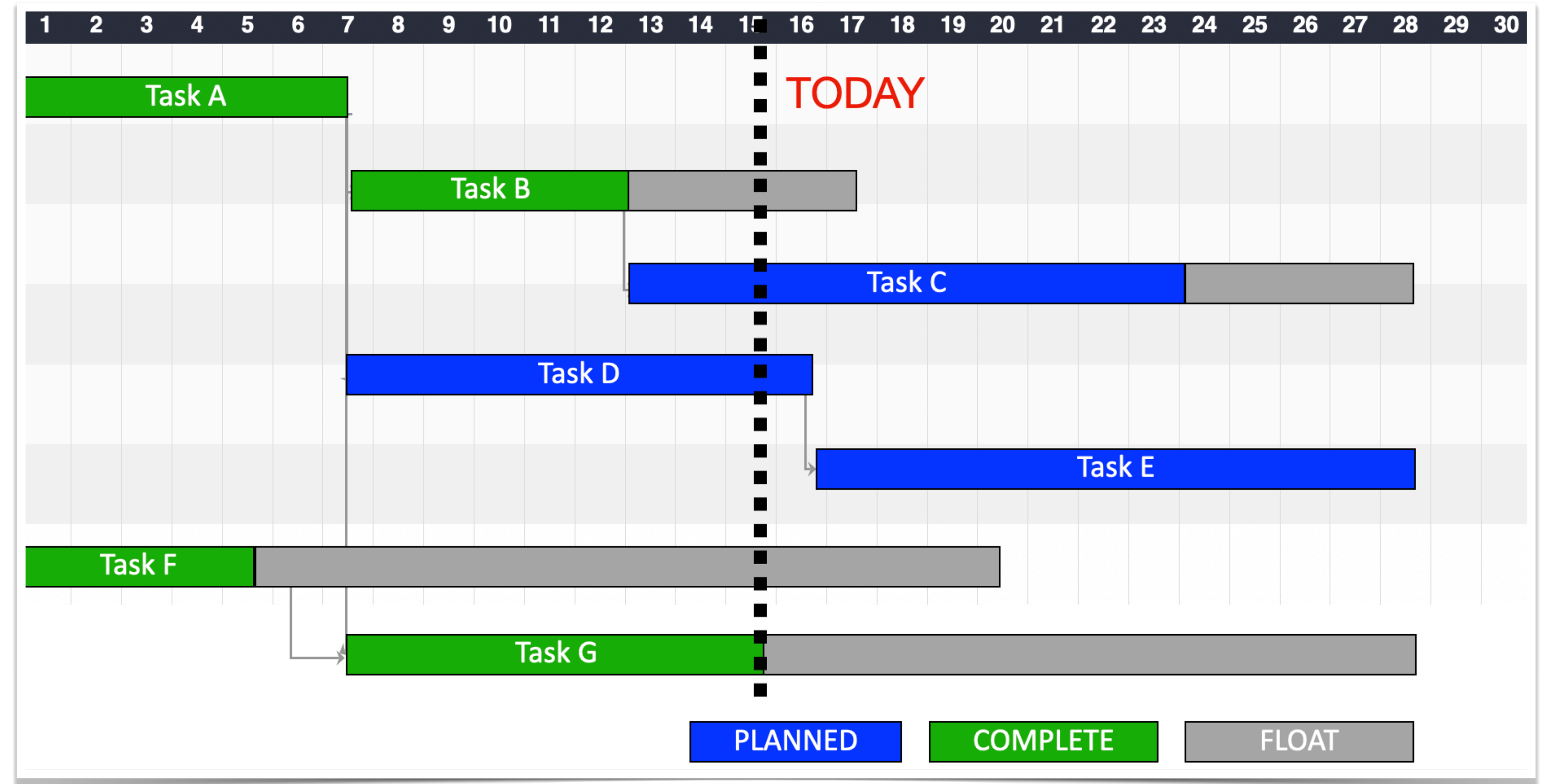
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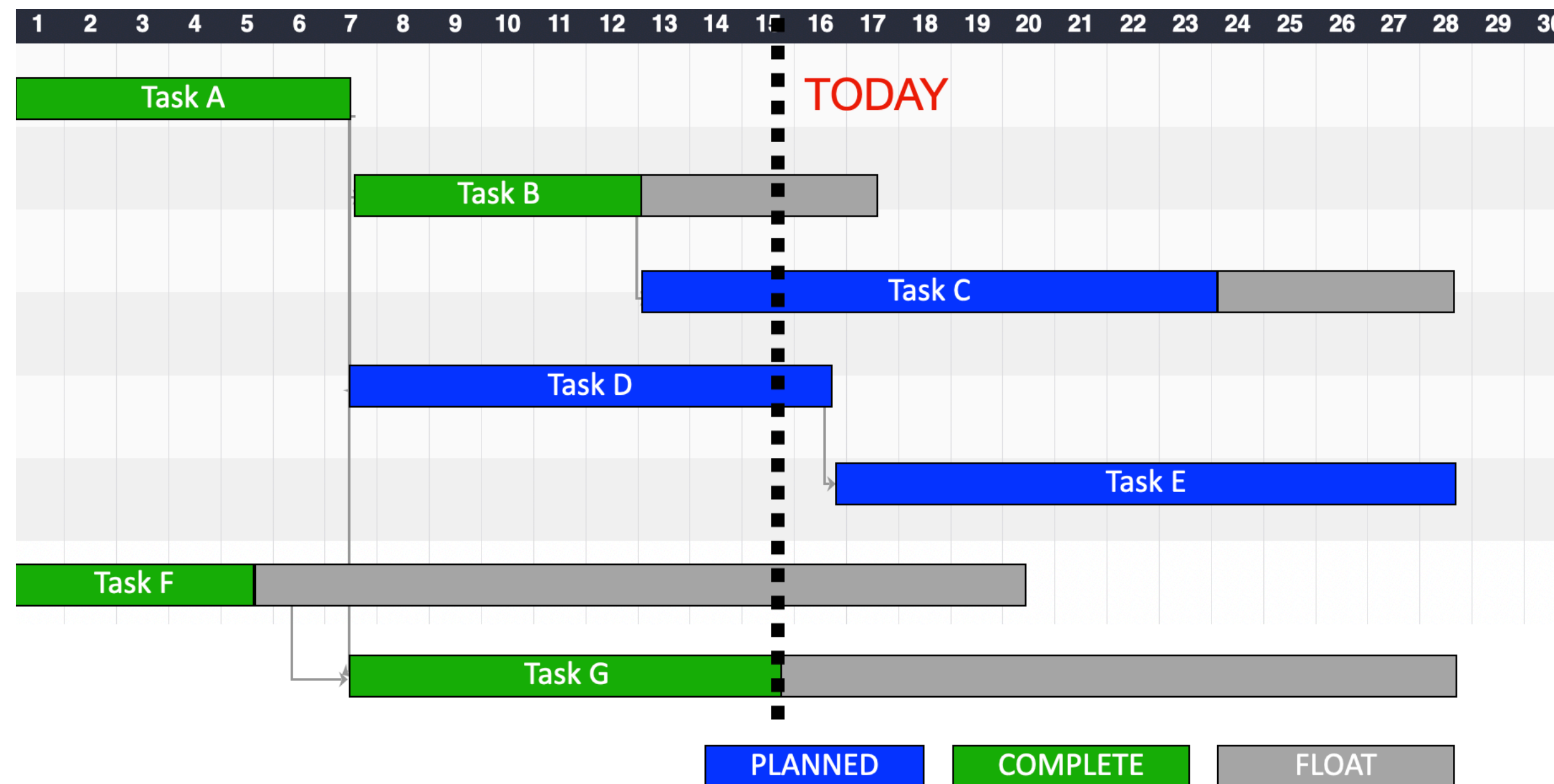
**Great tool for managing
Stakeholder Expectations**



How is our project going?



Turns THIS



TO THIS

TO DO

D **E**

DOING

B **C**

DONE

A **F**
G



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Scrum and Kanban Differences

Scrum Vs Kanban

SCRUM

Limits Time

Iterative

“Radical”

KANBAN

Limits WIP

Incremental

“Gradual”



Scrum Vs Kanban

SCRUM

**Empowers Teams To
Self-Manage**

KANBAN

**Respects Current
Processes and Roles**



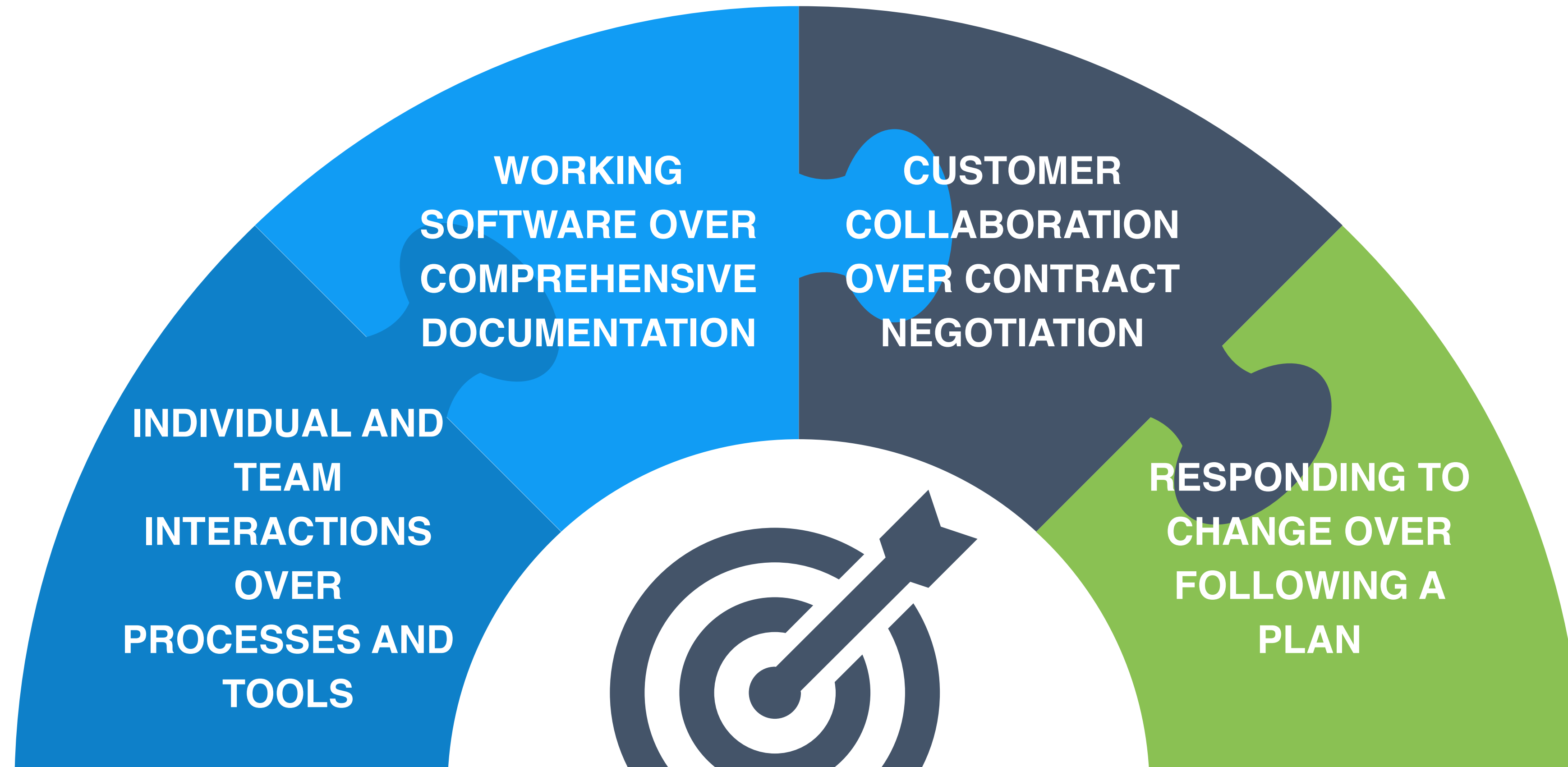


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Agile Core Values

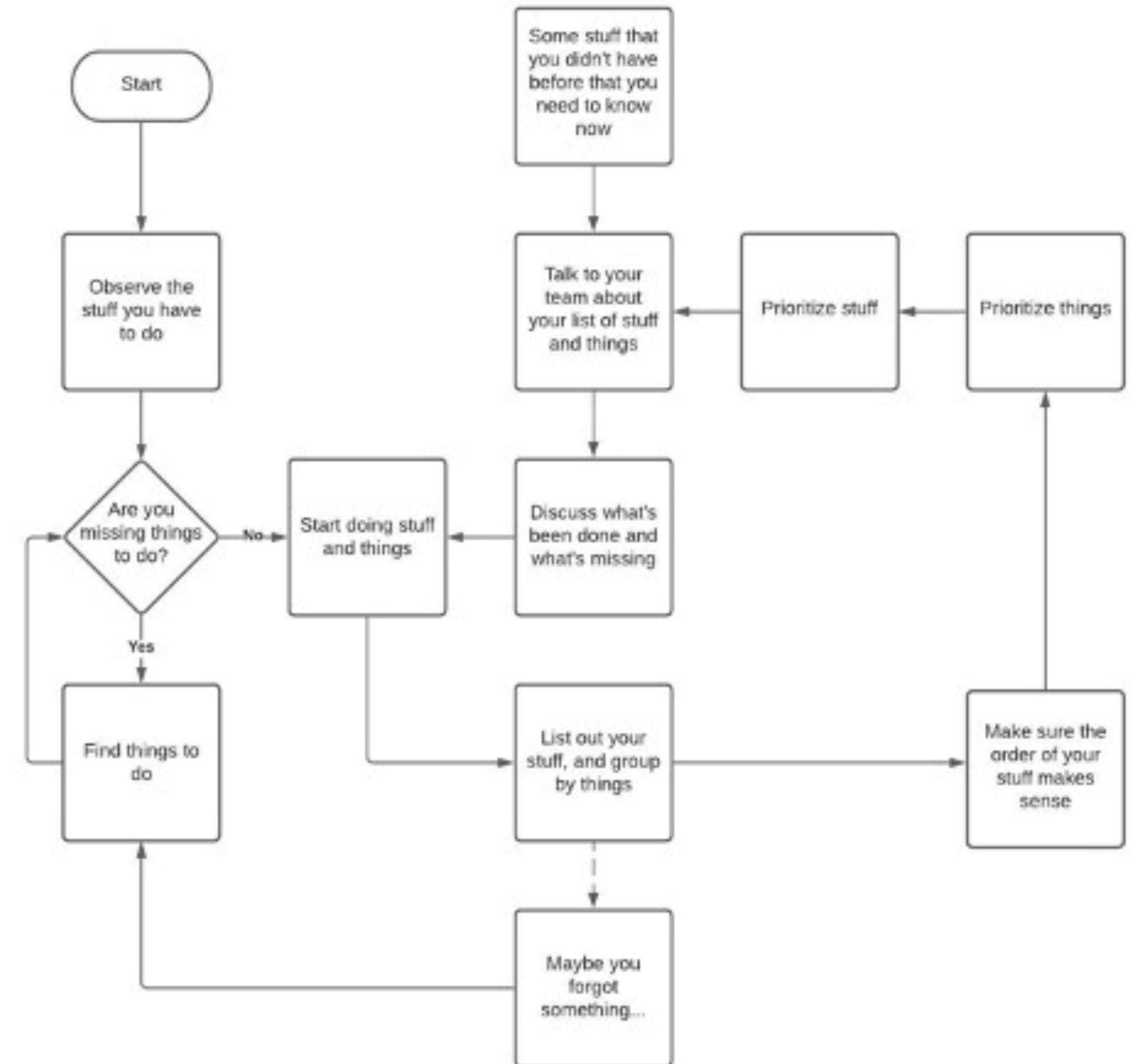
AGILE CORE VALUES



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Signs to go Agile

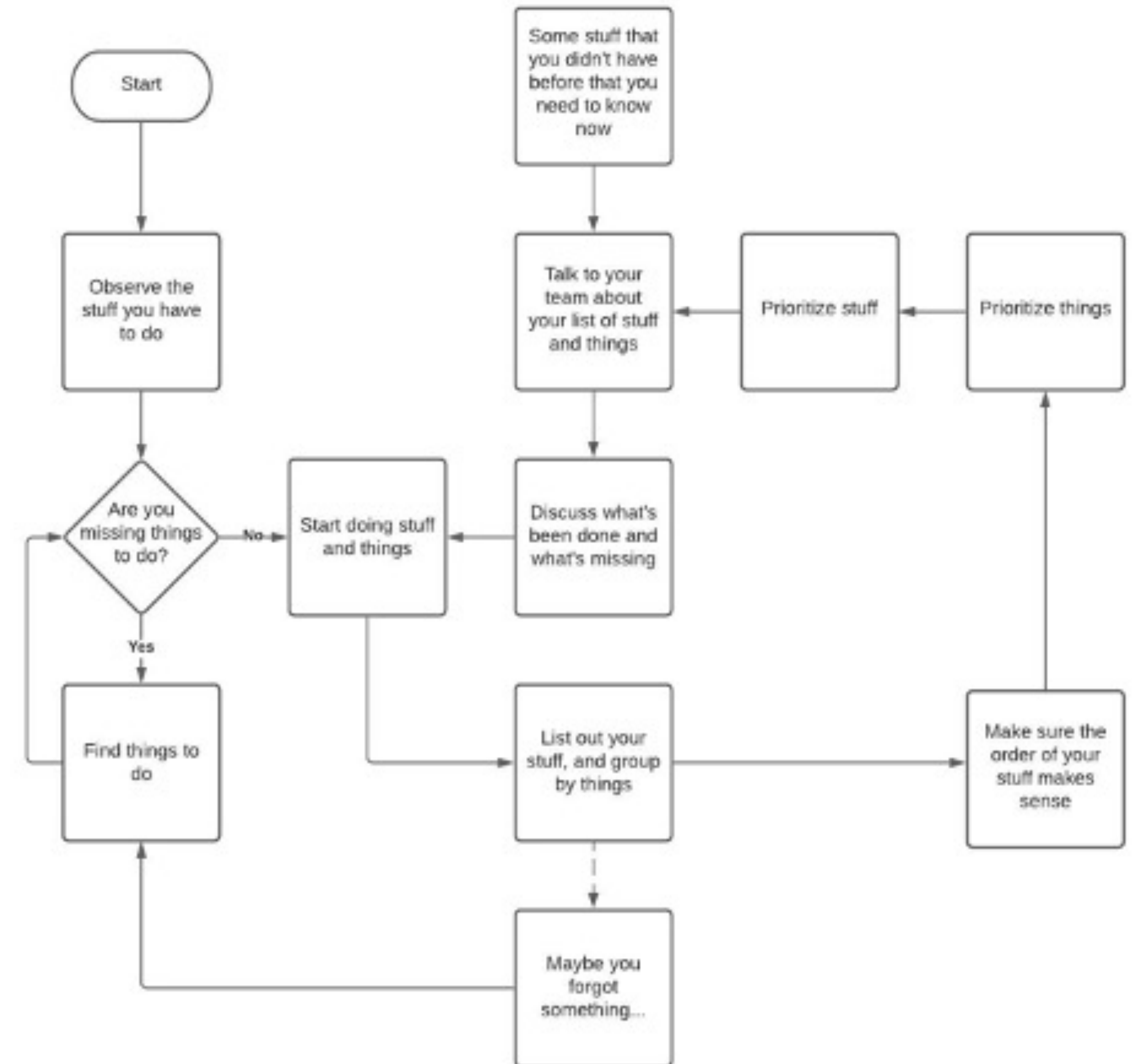
Change requests are constantly made for your projects



Signs to go Agile

Change requests are constantly made for your projects

Work is consistently being **added** to or **removed** from to the project

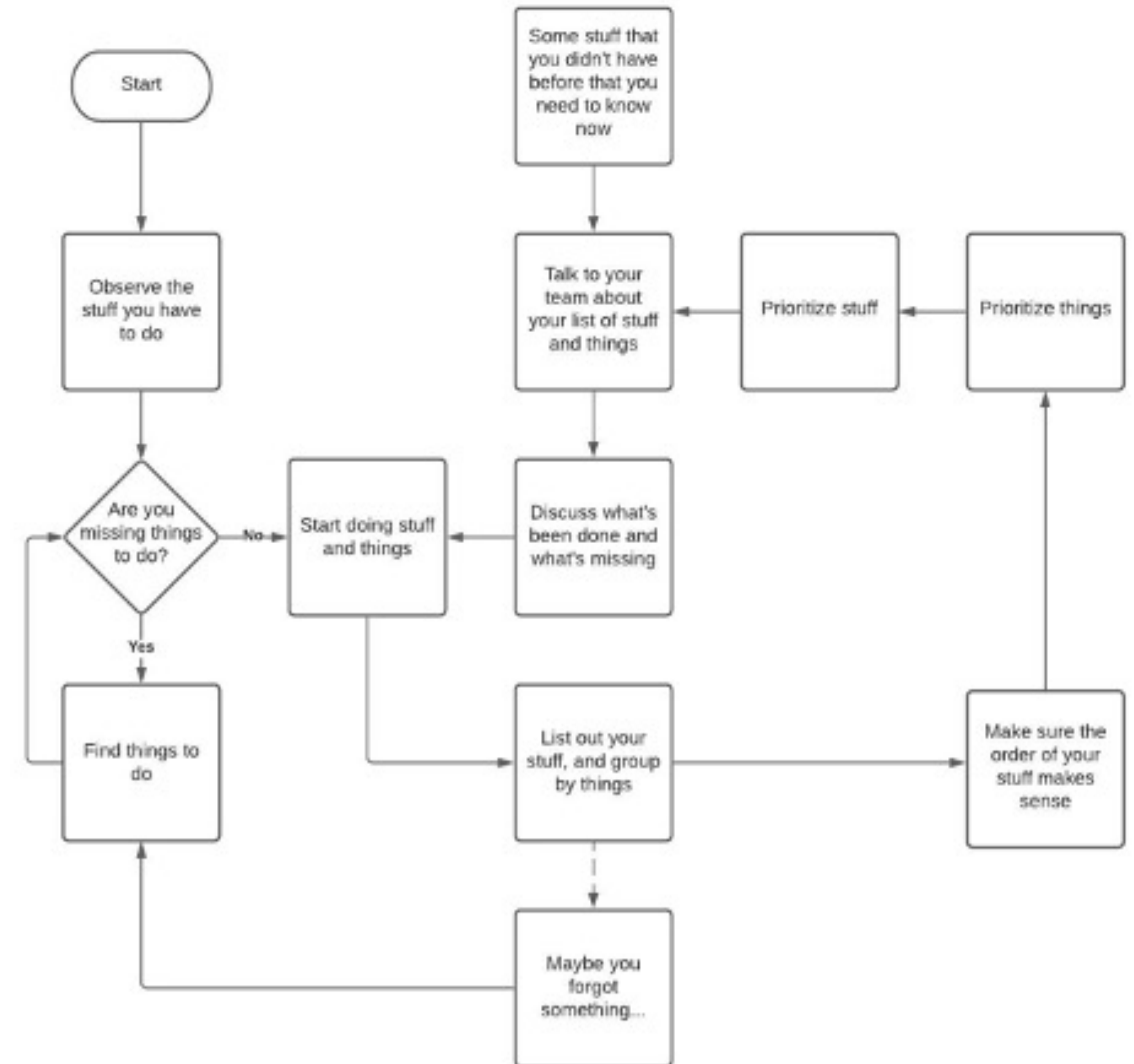


Signs to go Agile

Change requests are constantly made for your projects

Work is consistently being **added** to or **removed** from the project

Customer engagement needs to be throughout the project



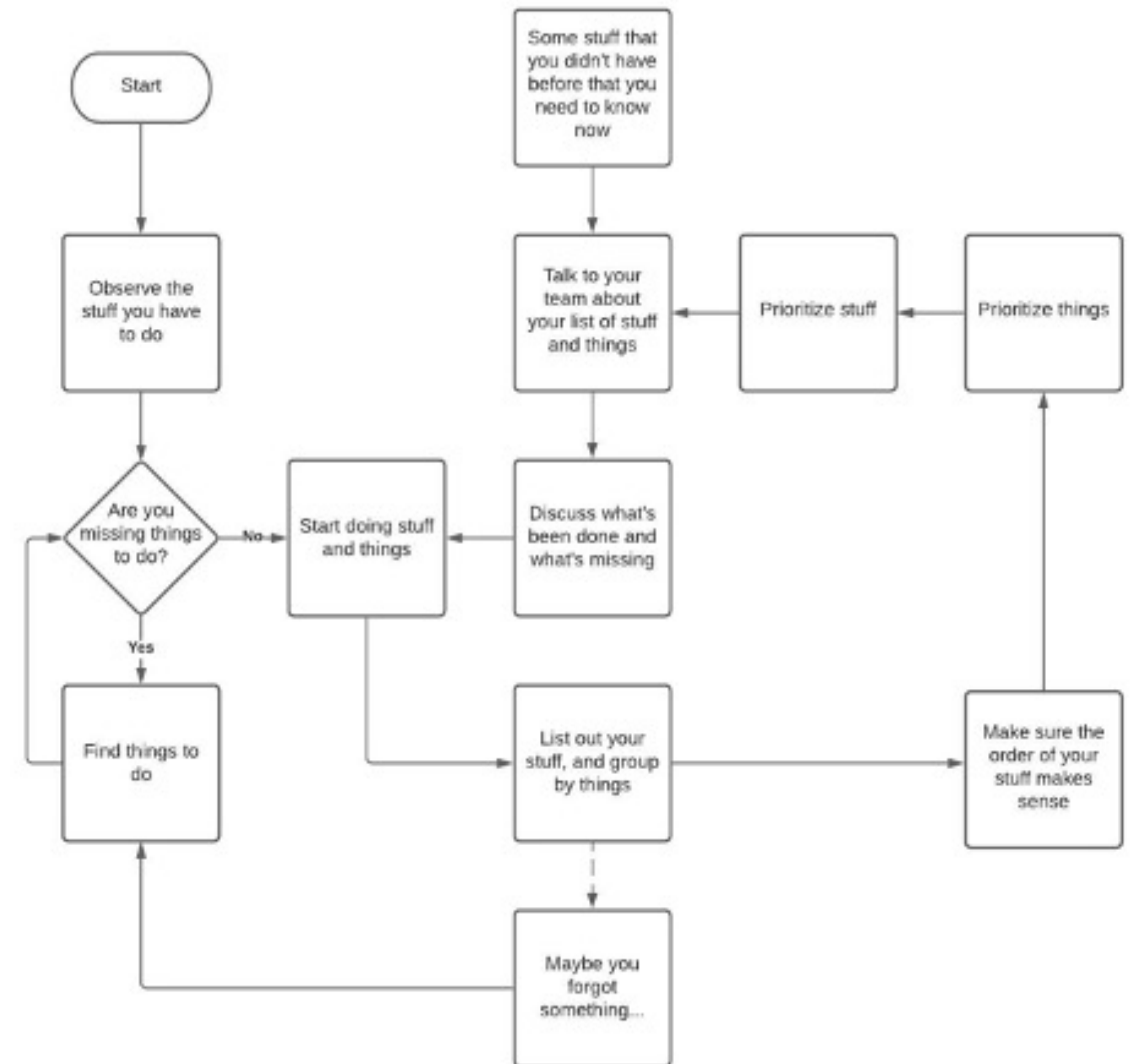
Signs to go Agile

Change requests are constantly made for your projects

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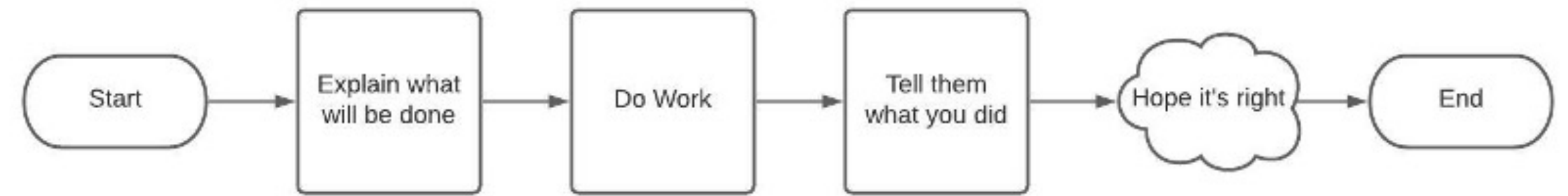
Customer engagement needs to be throughout the project

Your project seems to **restart** when you reach the end after delivering the project to the customer.



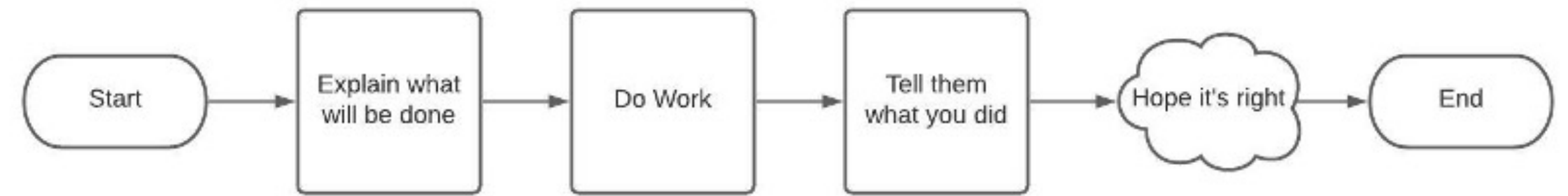
A potential trap

Sometimes organizational leadership won't know how to pivot so they'll say things like **"It's time to get back to the basics."**



A potential trap

While this may sound like it'll make life easier, it's likely going to **drive problems and confusion** due to critical steps not being properly evaluated or even removed.



Agile Critical Success Factors

Strong business case – clearly defined and measurable outcomes

Acceptance of uncertainty and effective risk management

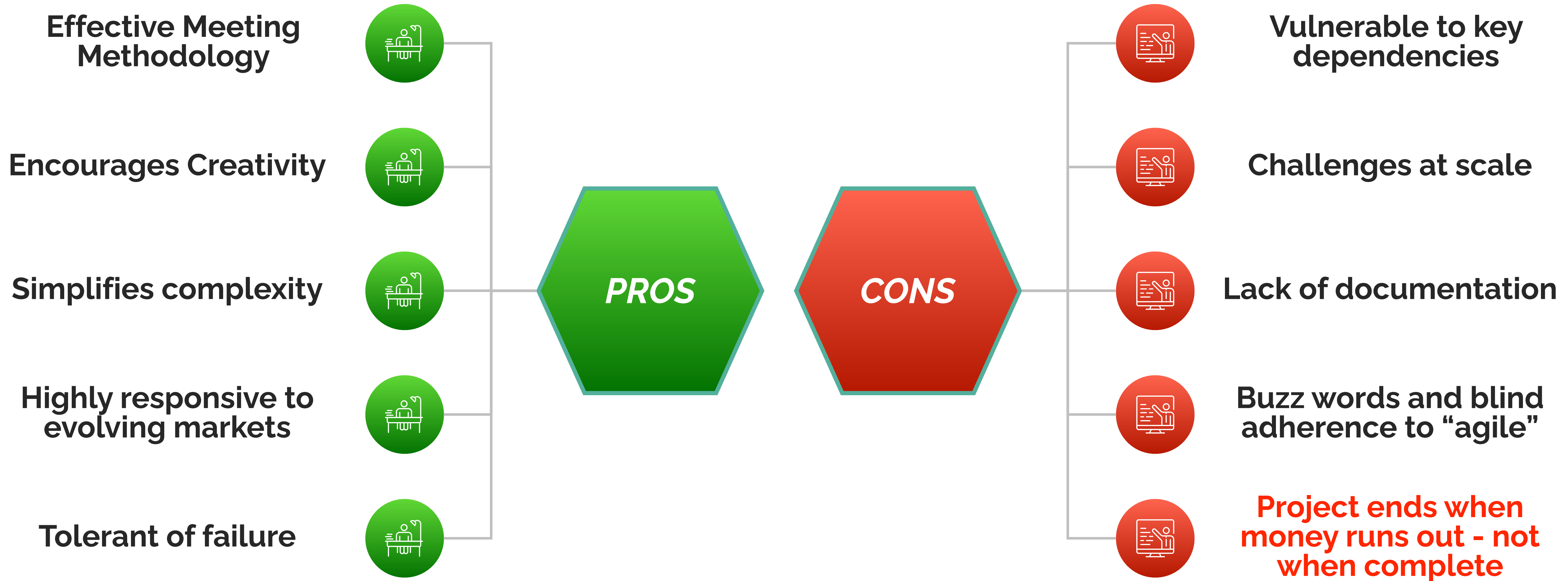
High levels of intra-team communication and collaboration

Full focus

Good cultural fit



Agile Pros and Cons



Key Points: Agile, Scrum and Kanban



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Agile isn't new

You **don't have to choose Agile or Waterfall – they both have pros and cons.**

Scrum and Kanban are great tools to use in your projects.



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Project Risk Management

**“Risk belongs to projects as does air to
breath.”**

Roland Wanner

“Project Risk Management”

DISCUSSION

How do you think of risks?

What process do you use?



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Murphy's Law

Murphy's Law

"Anything that can go wrong, will go wrong."

MURPHY'S LAW

**Nothing is as
easy as it
looks,**

**Everything takes
longer than you
expect,**

**And if anything
can go wrong
it will,**

**...AT THE WORST
POSSIBLE MOMENT!**



Murphy's Law

Murphy's Law

"Anything that can go wrong, will go wrong."

O'Toole's Law

"Murphy was an optimist."

MURPHY'S LAW

Nothing is as
easy as it
looks,

Everything takes
longer than you
expect,

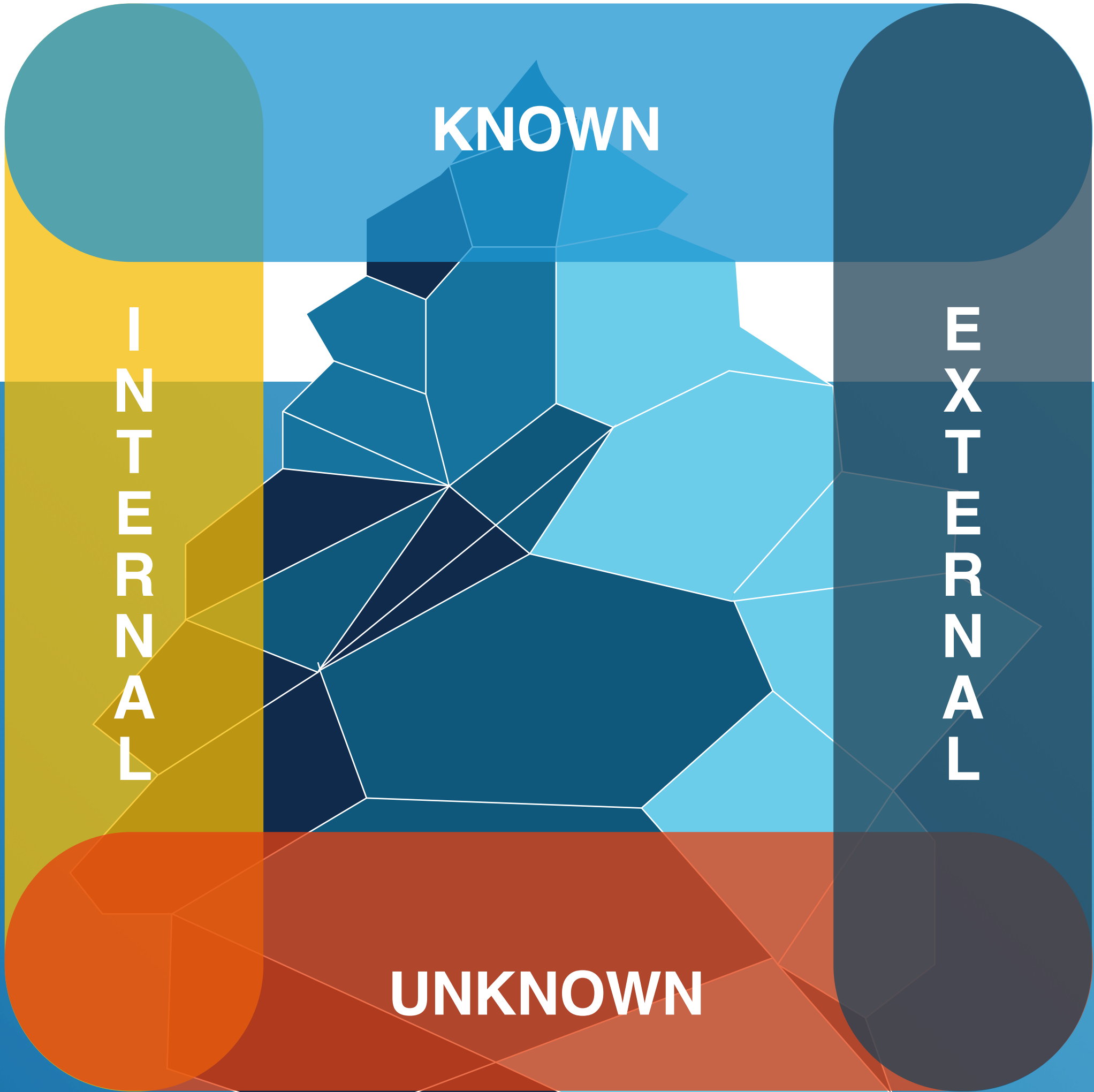
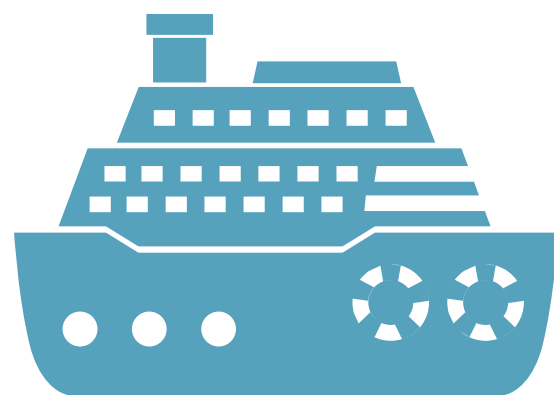
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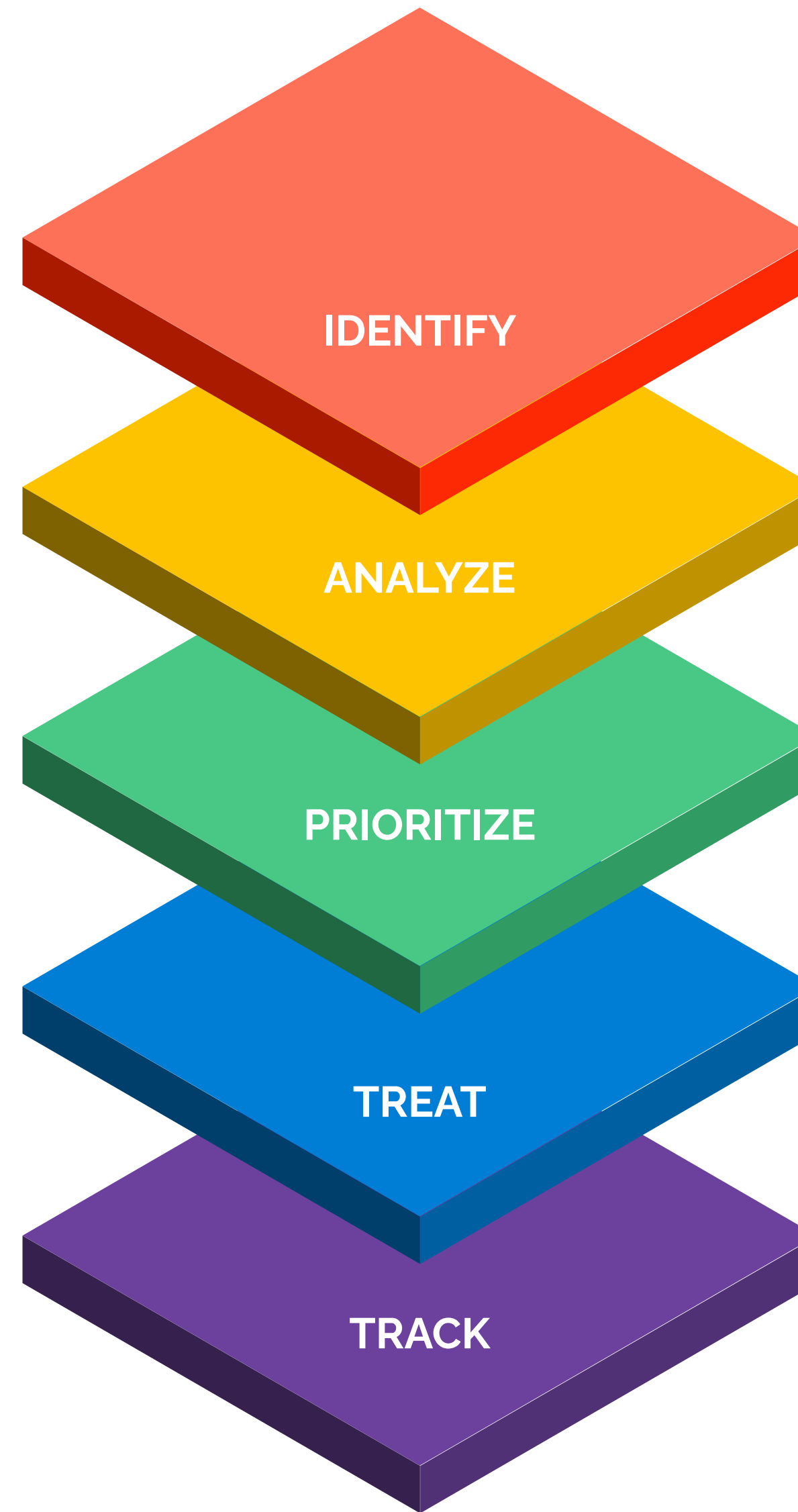
PROACTIVE VS REACTIVE RISK IDENTIFICATION

ABILITY TO CONTROL



FORCED REACTION

The Risk Management Process

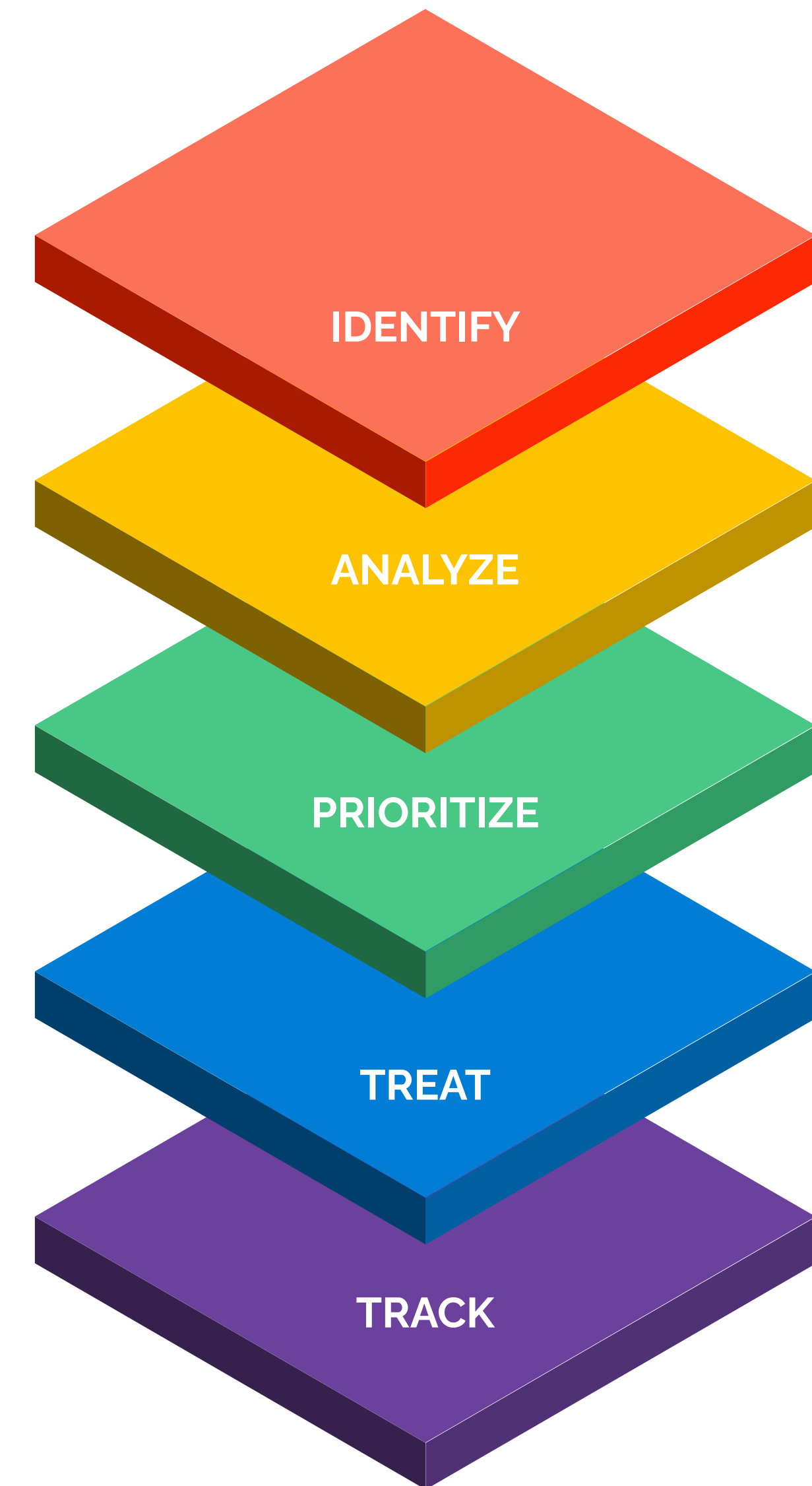


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The Risk Management Process

Effective Stakeholder Engagement is
crucial for proper Risk Management





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Risk Definitions

Risk Definitions

Risk

An uncertain event or condition
If it occurs, it will impact **at least** one project
output / outcome

Issue

A risk (known or unknown) that has **materialized**

Trigger

An **event** that causes a risk to become an issue.



Risk Definitions

Risks become **issues** after a **trigger** event occurs.



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Typical Sources of Project Risk

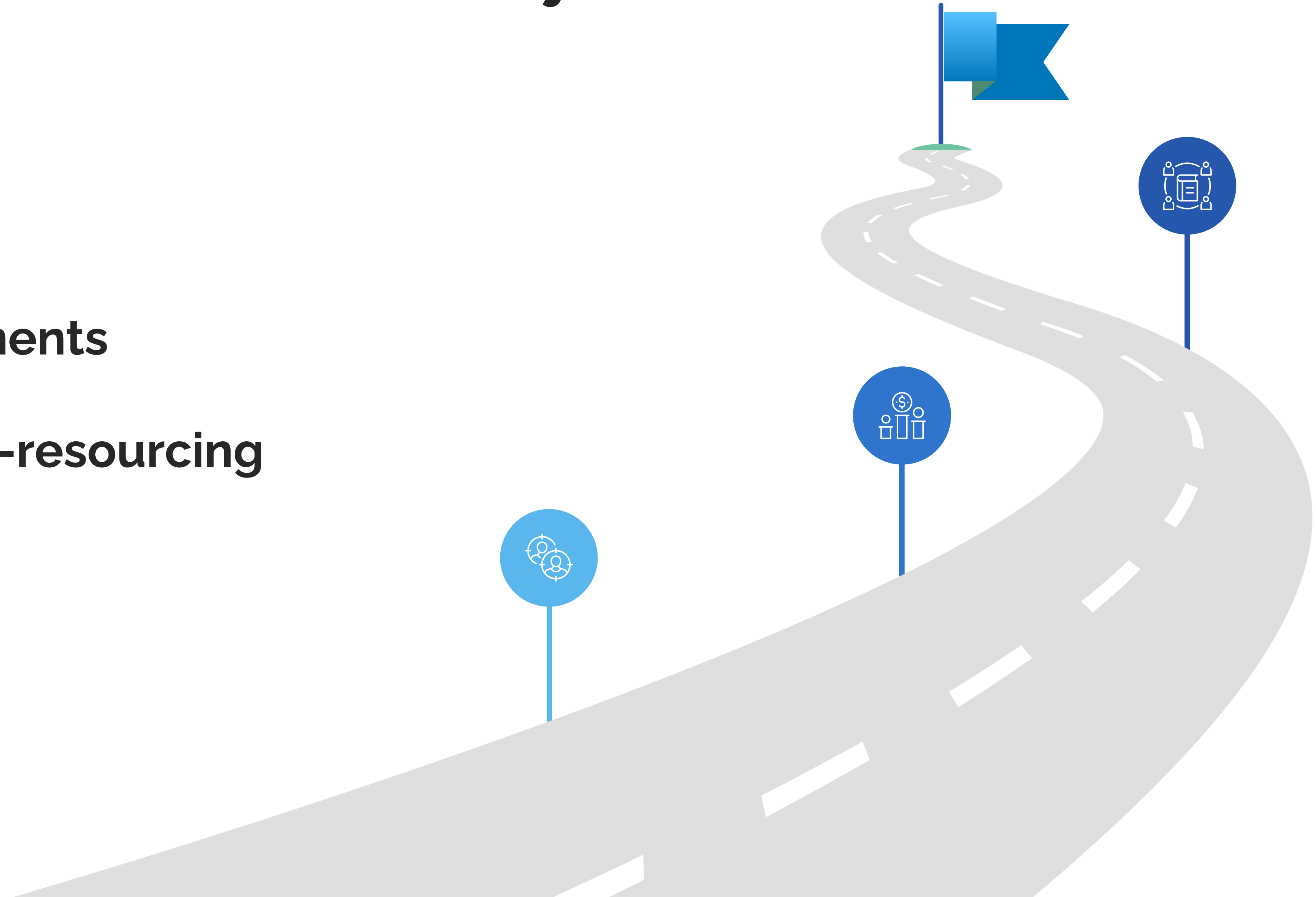
Unknown stakeholders

Fuzzy scope / requirements

Poor estimates / under-resourcing

Project team capability

External dependencies



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Typical Sources of Project Risk

Unknown stakeholders

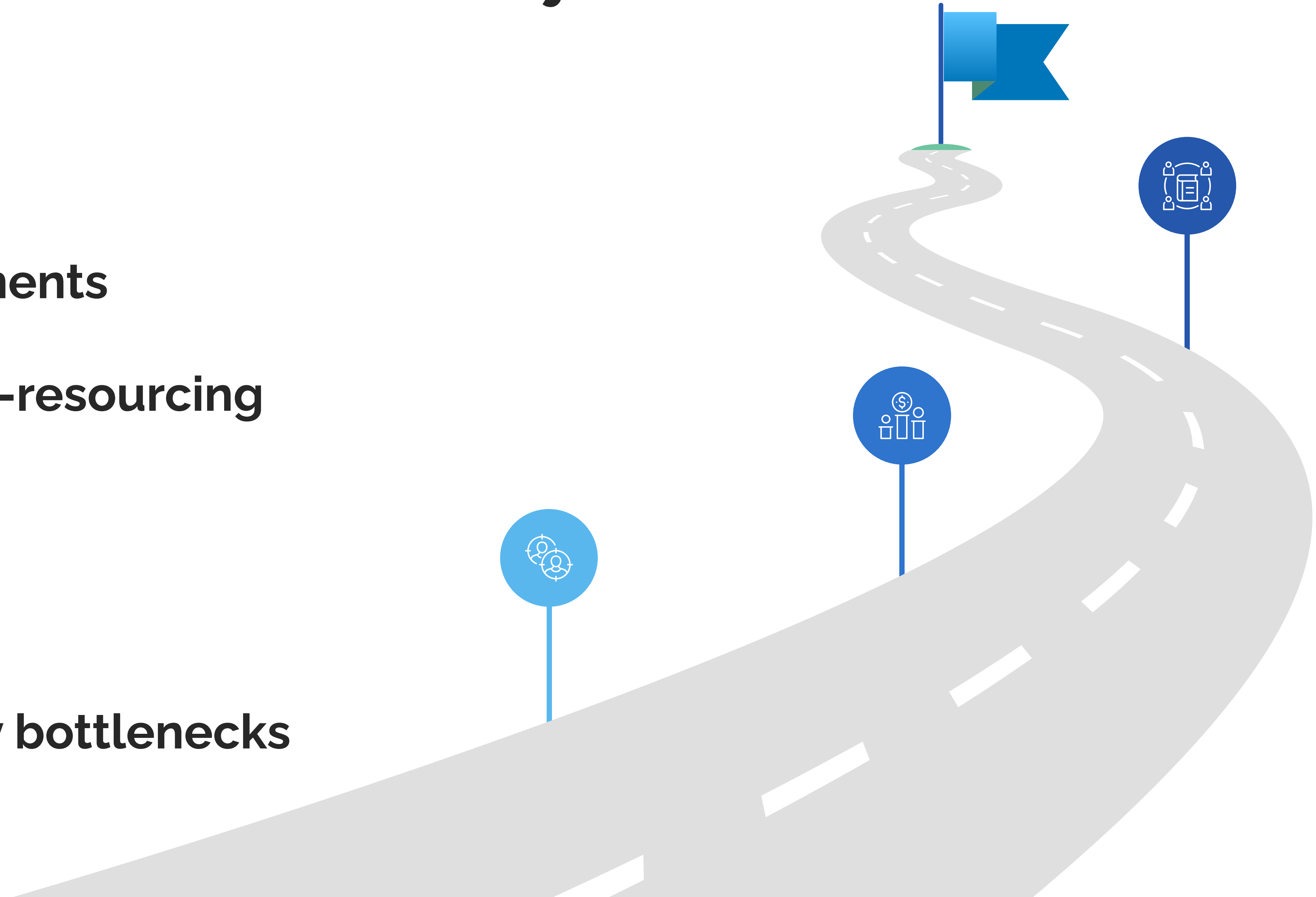
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Decision / dependency bottlenecks



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Typical Sources of Project Risk

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Fuzzy scope / requirements

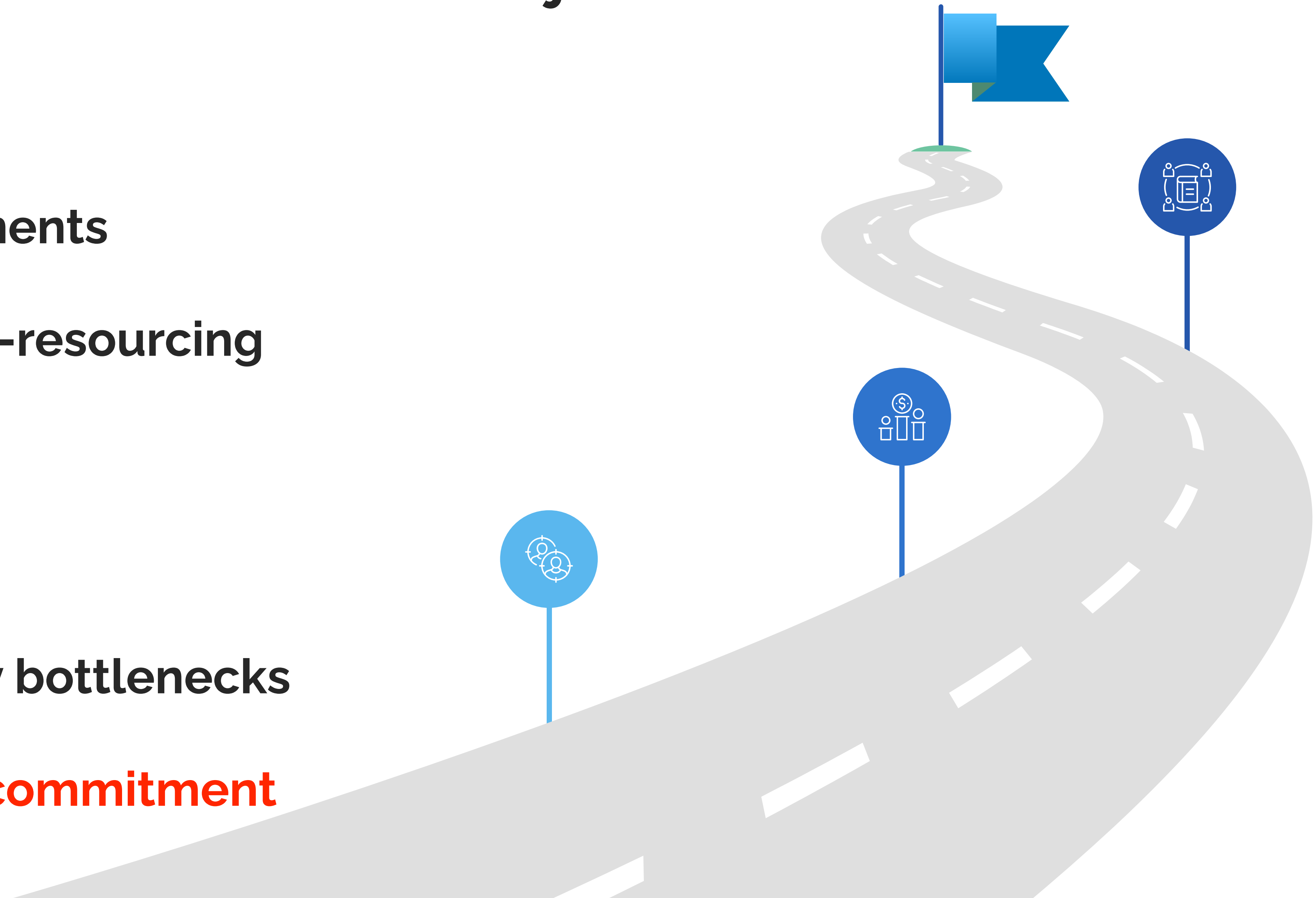
Poor estimates / under-resourcing

Project team capability

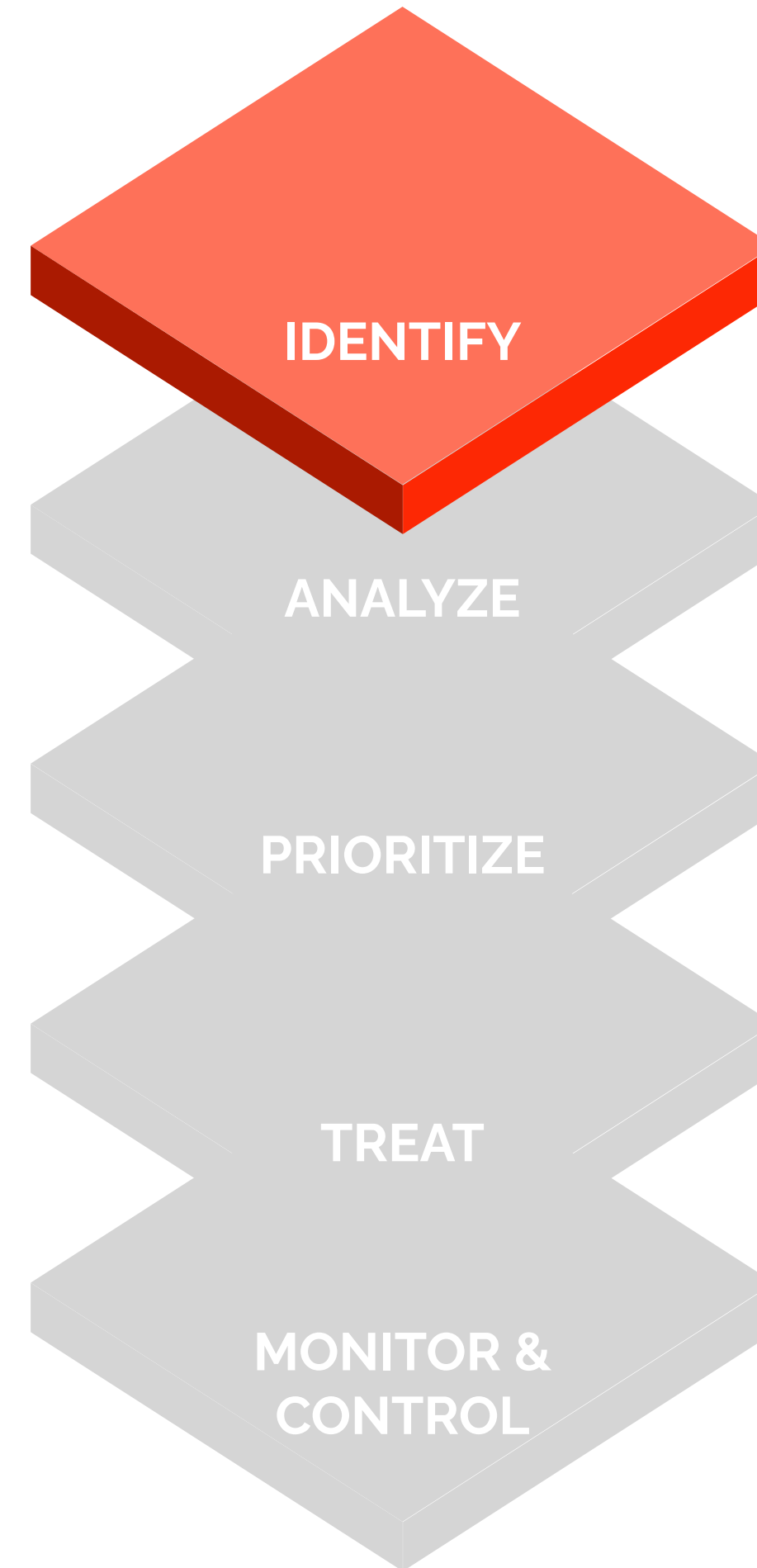
External dependencies

Decision / dependency bottlenecks

Lack of organizational commitment



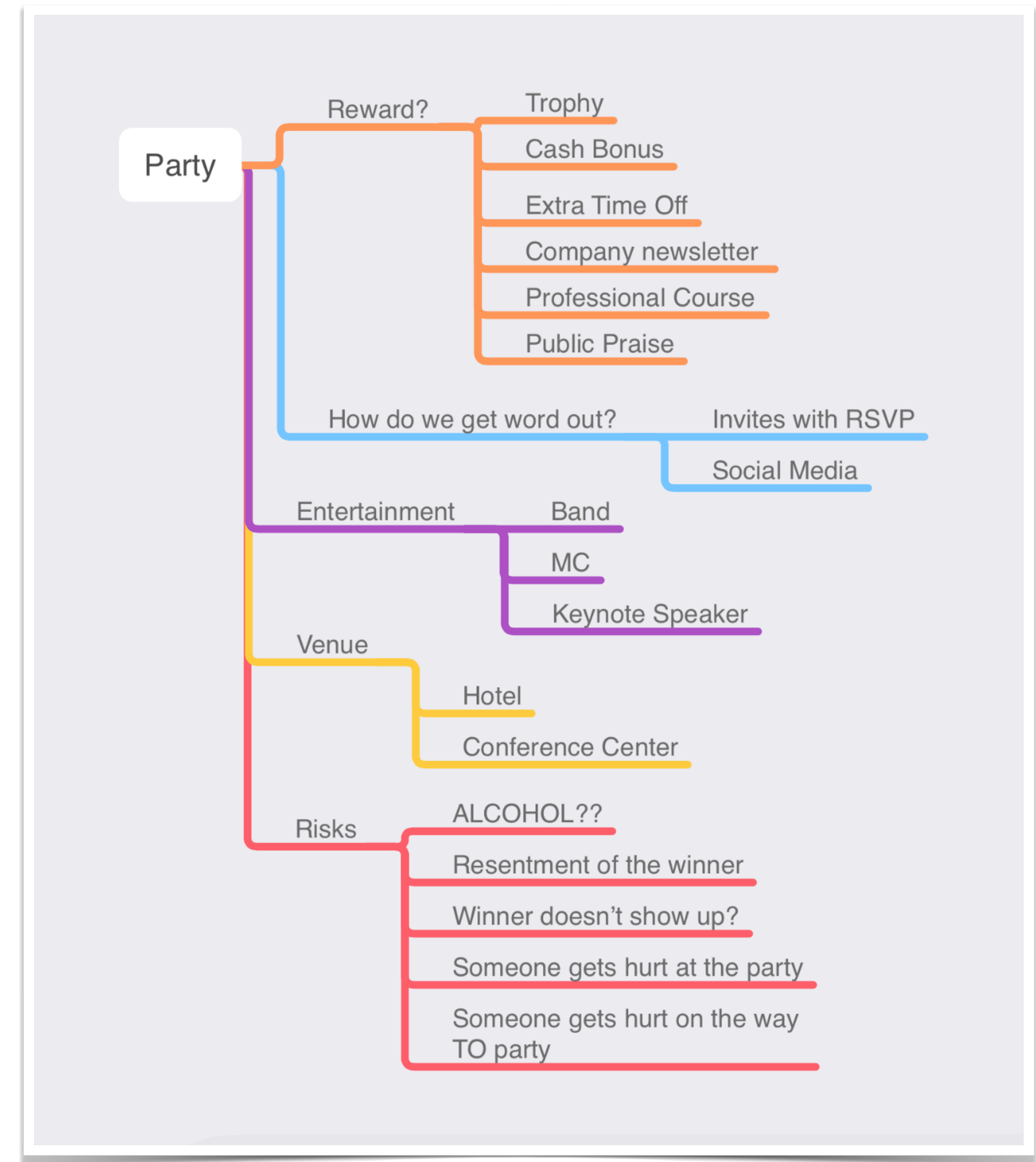
The Risk Management Process



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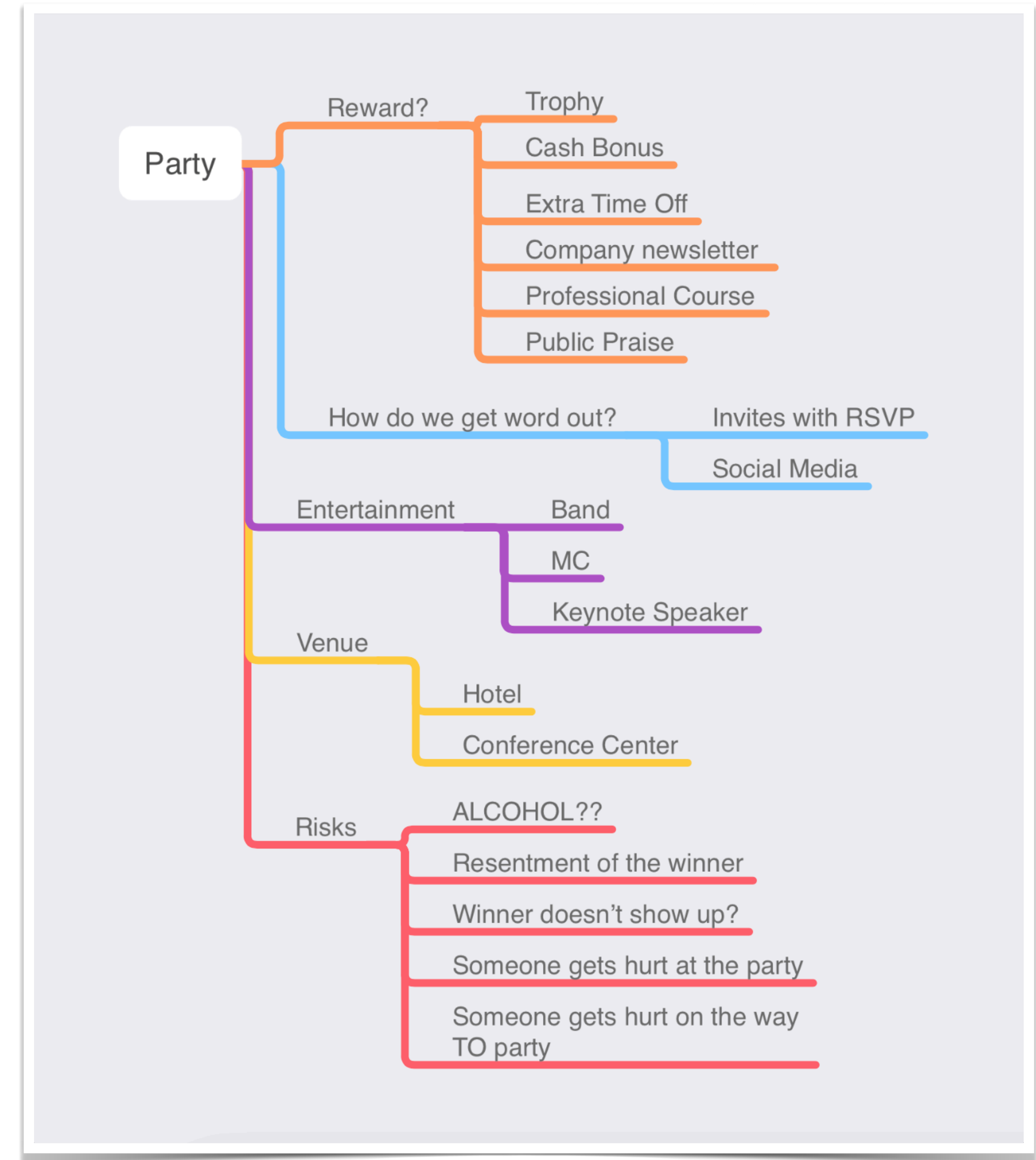


A Risk may have multiple Triggers



A Risk may have multiple **Triggers**

An Issue may have multiple **Impacts**



DISCUSSION

What are some of the risks for the upcoming awards night project?



Critical Success Factors for Risk Management

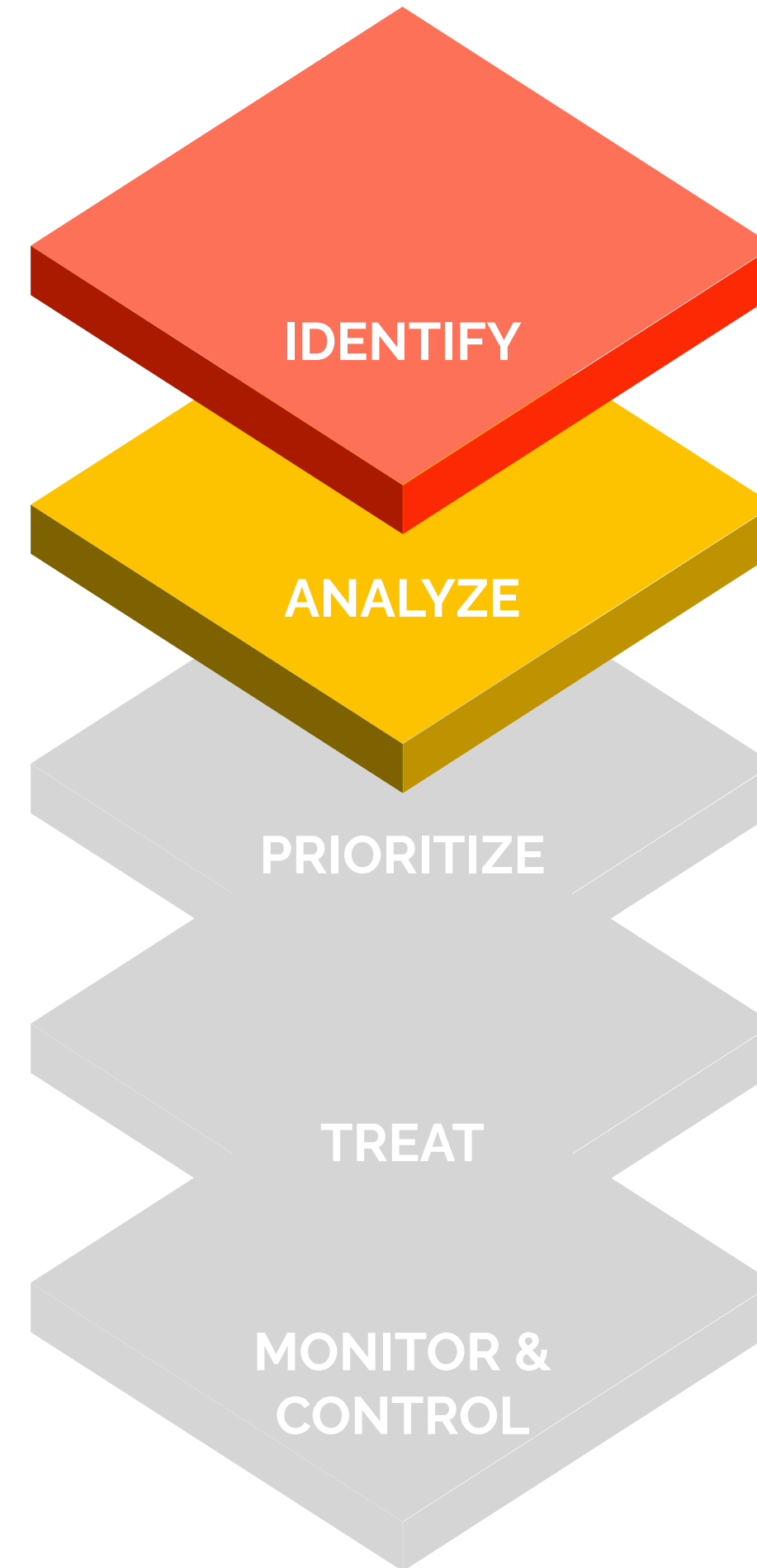
Early, **recurrent**, and comprehensive identification

Multiple, **diverse** perspectives (objectivity)

Recognize the **limitations of your sources** & data



The Risk Management Process



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Qualitative and Quantitative Risk Analysis

Two Ways To Identify Risks



Qualitative Risk

Relating to, measuring, or measured by the **QUALITY** of something rather than its **QUANTITY**



Qualitative Risk

The **IMPACT** the risk will have on the project.



Quantitative Risk

Relating to, measuring, or measured by the **QUANTITY** of something rather than its **QUALITY**.



Quantitative Risk

The **NUMBER** of times the risk is expected to occur within the project.



Risk: Probability

ALMOST CERTAIN (5)	Expected to occur at least once in the project
Likely (4)	Expected to occur only once in every 3 projects
Possible (3)	Expected to occur on only in every 10 projects
Unlikely (2)	Expected to occur only once in every 25 projects
Rare (1)	Expected to occur less than once in every 100 projects



Probability/Likelihood of a Trigger Event

QUANTITATIVE

(Statistical) Methods

Mean, Median, Mode

Three point estimates (PERT)

Expected Value

Monte Carlo Analysis



Probability/Likelihood of a Trigger Event

QUANTITATIVE (STATISTICAL)

Mean, Median, Mode

Three point estimates (PERT)

Expected Value

Monte Carlo Analysis

QUALITATIVE (SUBJECTIVE)

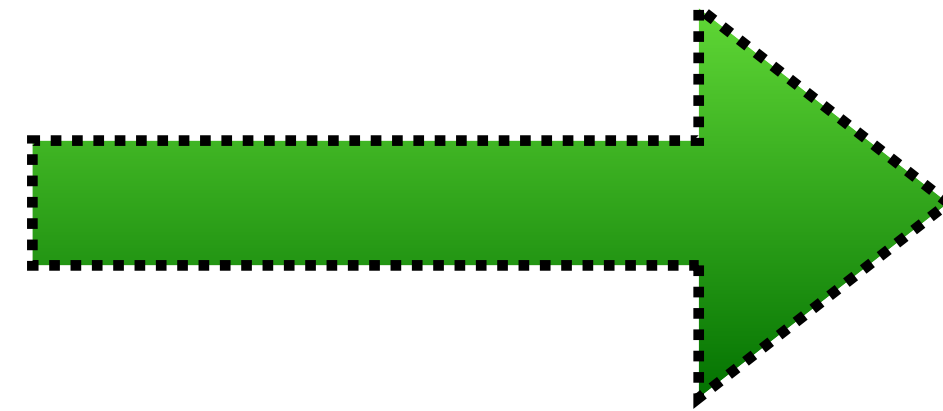
Almost Certain

Likely

Possible

Unlikely

Rare



Putting the numbers to work in the organization



56% Chance of Rain = POSSIBLE



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Ways to determine Risk Probability

Mean, median, mode

Three-point estimates (**PERT**)

Expected value

Monte Carlo analysis



Risk: Using the Numbers

46%

34%

Our party is to be held 15 November.

40%

Over the past 5 years the chances of inclement weather striking on that date are:

39%

34%



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Risk: Using the Numbers

Historic Data Percentages of Rain:

46%

34%

40%

39%

34%

Mean (Average): 38.6

Median: 40

Mode: 34

Highest Historical #: 46

Lowest Historical #: 34

$PERT = \text{Optimistic} + (4 \times \text{Most Likely}) + \text{Pessimistic} / 6$

$PERT = 34 + (4 \times 34) + 46 / 6$

$PERT = 34 + (136) + 46 / 6$

$PERT = 216 / 6$

$PERT = 36$



Risk: Expected Value

A quantitative technique used to evaluate and prioritize risks based on their likelihood and impact.

It gives you a single numerical estimate of the risks potential cost (or opportunity) helping you make informed decisions about how much a risk truly matters.

It lets you treat risk like MATH - not FEAR



Risk: Expected Value

Expected Value = **Probability** (as a decimal between 0-1) * **Impact** (typically in dollars or other measurable units)

Risk: A critical supplier may delay shipment by 3 weeks.

Probability: 30% (.3)

Impact: \$80,000 in lost time and rework

$$EV = .3 * 80,000 = \$24,000$$



Expected Value: How it's used

- 1: Risk Prioritization:** sort risks by expected value to focus on what matters most. Helps move beyond “gut feelings”
- 2: Cost-Benefit of Mitigation:** Compare the cost of risk responses to the EV of the risk. Only spend \$10k to mitigate a \$50k risk (not the other way around)
- 3: Contingency Planning:** Use total expected value of all risks to estimate needed budget and schedule buffers
- 4: Opportunity Evaluation:** EV works for opportunities as well.



Expected Value: Example

Risk	Probability	Impact (\$)	EV (\$)
Data Breach	0.05	500,000	\$25,000
Vendor Delivery Delay	0.3	80,000	\$24,000
Scope change request	0.2	40,000	\$8,000
Missed milestone payment	0.1	150,000	\$15,000



Risk: Monte Carlo Analysis

Calculates the range of possible outcomes and the probabilities they will occur for any choice of action.

Developed by scientists working on the Atom Bomb and was named for the city.

Common Distributions include:



Risk: Monte Carlo Analysis

Calculates the range of possible outcomes and the probabilities they will occur for any choice of action.

Developed by scientists working on the Atom Bomb and was named for the city.

Common Distributions include:

Normal: Bell Curve

Lognormal: Positively skewed outcomes

Uniform: All values have equal chance of occurring

Triangular: User defined Minimum, Most Likely and Maximum values of occurrence

PERT: Optimistic, Most Likely and Pessimistic

Discrete: User defined thresholds



How Monte Carlo Analysis Works

- 1: **Define the inputs** that are uncertain (e.g. task durations, cost estimates, risk impacts)
- 2: **Assign probability** distributions to those inputs (e.g. Task X will take between 5-10 days, most likely 7)
- 3: Runs **thousands of simulations** where the model randomly picks values from those distributions
- 4: Analyze the **range of outcomes** and their probabilities



Monte Carlo Analysis Example

You have a 3 task project:

Task A: 3-6 days

Task B: 5-10 days

Task C: 2-4 days



Monte Carlo Analysis Example

You have a 3 task project:

Task A: 3-6 days

Task B: 5-10 days

Task C: 2-4 days

Each task is modeled with a distribution (triangular, PERT, normal, etc).

Monte Carlo runs 10,000 simulations and shows

90% chance will finish in < 19 days

50% chance it finishes in 15 days

10% chance it finishes in < 13 days





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Defining Probability

Risk Probability (defined)

Almost Certain (5)	Greater than 90% chance this opportunity / risk will happen
Likely (4)	Greater than 70% chance this opportunity / risk will happen
Possible (3)	Greater than 50% chance this opportunity / risk will happen
Unlikely (2)	Greater than 30% chance this opportunity / risk will happen
Rare (1)	Less than 30% chance this opportunity / risk will happen



Risk: Putting it all together

A 36% chance means it is **UNLIKELY** we will experience inclement weather for the date of the party

(Greater than **30%** but less than **50%**)



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Risk: Prize Winners Don't Attend the Party

REMEMBER THE SCORES:

Almost Certain (5)

Likely (4)

Possible (3)

Unlikely (2)

Rare (1)



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Risk: Prize Winners Don't Attend the Party

Almost Certain (5), Likely (4), Possible (3), Unlikely (2), Rare (1)

Triggers:

1: Not enough notice given. Invites currently scheduled to go out two weeks before the party. **(Likely)**

2: They are too busy working to attend. **(Unlikely)**

3: Accident / Injury / Illness **(Rare)**



Risk: Prize Winners Don't Attend the Party

Almost Certain (5), Likely (4), Possible (3), Unlikely (2), Rare (1)

Triggers:

Probability Score

1: Not enough notice given. Invites currently scheduled to go out two weeks before the party. **(Likely)**

1: Likely **(4)**

2: They are too busy working to attend. **(Unlikely)**

2: Unlikely **(2)**

3: Accident / Injury / Illness **(Rare)**

3: Rare **(1)**



Risk: Prize Winners Don't Attend the Party

Almost Certain (5), Likely (4), Possible (3), Unlikely (2), Rare (1)

Probability Score

1: Likely (4)

2: Unlikely (2)

3: Rare (1)

Overall Risk Probability: ???



Risk: Prize Winners Don't Attend the Party

Almost Certain (5), Likely (4), Possible (3), Unlikely (2), Rare (1)

Overall Risk Probability:

(4) LIKELY



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IMPACT / CONSEQUENCES IF A RISK BECOMES AN ISSUE

WHAT IS IMPACTED

Time / Cost / Scope

Health and Safety

Business as usual

Natural Environment

Brand and Reputation



IMPACT / CONSEQUENCES IF A RISK BECOMES AN ISSUE

WHAT IS IMPACTED

Time / Cost / Scope

Health and Safety

Business as usual

Natural Environment

Brand and Reputation

QUALITATIVE (SUBJECTIVE) PRIORITY

Massive

Major

Moderate

Minor

Insignificant



DISCUSSION

Can opportunities and hazards co-exist in a single risk?



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Risk Impacts

Risk Impact: Time and Cost

	NEGATIVE IMPACT (-)	POSITIVE IMPACT (+)
Massive (5)	Increase greater than 50%	Reduce greater than 50%
Major (4)	Increase less than 50%	Reduce less than 50%
Moderate (3)	Increase less than 25%	Reduce less than 25%
Minor (2)	Increase less than 10%	Reduce less than 10%
Insignificant (1)	Increase less than 5%	Reduce less than 5%



Risk Impact: Project Scope and Outcomes

	NEGATIVE IMPACT (-)	POSITIVE IMPACT (+)
Massive (5)	The project will not realize most or all of its intended outcomes	The project will realize a number of new (unplanned) benefits
Major (4)	The project will not realize some of its intended outcomes	Changes benefit entirely new groups of stakeholders
Moderate (3)	Changes will no longer benefit some stakeholder groups	Changes benefit a larger group of existing stakeholders
Minor (2)	The project's intended outcomes are now noticeably overstated	The intended outcomes are now noticeably understated
Insignificant (1)	The project's outcomes will fall short on a small number of measures	Changes to scope that slightly enhance the projects benefits



Risk Impact: Business as Usual

	NEGATIVE IMPACT (-)	POSITIVE IMPACT (+)
Massive (5)	Catastrophic failure in operations with considerable time to restore (Could be on-going)	Operational disruption is avoided entirely
Major (4)	Widespread disruption to operations with an uncertain timeframe for resolution	The need for operational disruption is significantly reduced
Moderate (3)	Disruption to operations and/or priority customers demanding major intervention	Operational outages can significantly reduced in frequency duration or impact
Minor (2)	Localized disruption that demands minor corrective action	Operational outages can be reduced in frequency, duration or impact
Insignificant (1)	Negligible impact on operations - no discernible disruption	Operational outages can be better planned for and anticipated



Risk Impact: Health and Safety

	NEGATIVE IMPACT (-)	POSITIVE IMPACT (+)
Massive (5)	Permanent disability or fatality	Reduce instances of permanent disability or fatality
Major (4)	Extensive injuries or widespread illness	Reduction of extensive injuries or widespread illness
Moderate (3)	Hospital admission/ongoing medical treatment	Reduced instances of Hospital admission/ongoing medical treatment
Minor (2)	Minor injury/illness requiring out-patient care	Reduced instances of minor injury/illness requiring out-patient care
Insignificant (1)	Superficial injuries with little or no treatment required	Reduced instances of superficial injuries



Risk Impact: The Natural Environment

	NEGATIVE IMPACT (-)	POSITIVE IMPACT (+)
Massive (5)	Widespread and irreversible environmental damage	Environmental benefits that are widespread and self-sustaining
Major (4)	Environmental damage that will continue beyond the life of the project	Environmental benefits that are sustainable beyond the life of the project
Moderate (3)	Environmental damage that extends beyond the location of the project - but no impacts	Environmental benefits that are sustainable beyond the location of the project
Minor (2)	Damage within the projects boundaries that can be easily remedied	Environment benefits that are specific to the location of the project
Insignificant (1)	Small-scale or localized damage that will quickly self repair	Environmental benefits that are specific to the location of the project

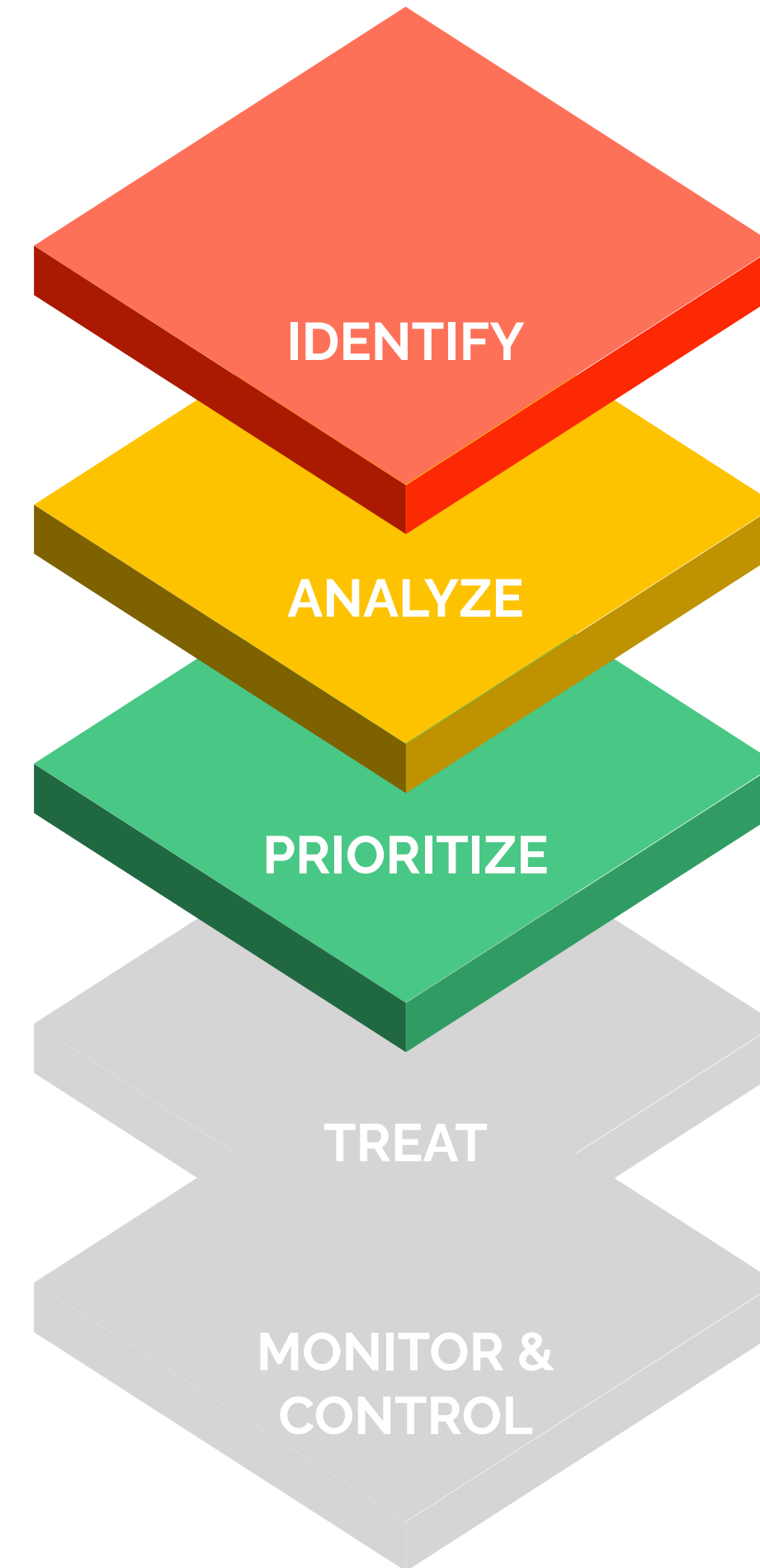


Risk Impact: Brand and Reputation

	NEGATIVE IMPACT (-)	POSITIVE IMPACT (+)
Massive (5)	Will cause a fundamental loss of community/stakeholder confidence in our project or org	Will generate whole of community enthusiasm for our project or org
Major (4)	Cause alarm among stakeholders - likely that regulators or owners will take action	Will generate excitement for the project among new and existing stakeholders
Moderate (3)	Will cause stakeholders to actively express their dissatisfaction	Will encourage stakeholders to actively express support for the project
Minor (2)	Will register with stakeholders and cause them concern	Will register with stakeholders and heighten their interest
Insignificant (1)	Will only be of interest to the project team	Will only be of interest to the project team



The Risk Management Process



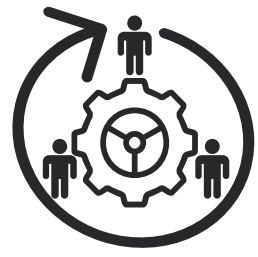
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Overall Risk Priority

PROBABILITY x IMPACT



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Risk Matrix

IMPACT

INSIGNIFICANT
(+/- 1)

MINOR
(+/- 2)

MODERATE
(+/- 3)

MAJOR
(+/- 4)

MASSIVE
(+/- 5)

PROBABILITY

ALMOST
CERTAIN
(5)

LIKELY
(4)

POSSIBLE
(3)

UNLIKELY
(2)

RARE
(1)

+/- 5

+/- 10

+/- 15

+/- 20

+/- 25

+/- 4

+/- 8

+/- 12

+/- 16

+/- 20

+/- 3

+/- 6

+/- 9

+/- 12

+/- 15

+/- 2

+/- 4

+/- 6

+/- 8

+/- 10

+/- 1

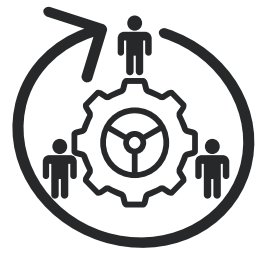
+/- 2

+/- 3

+/- 4

+/- 5





Risk Matrix

IMPACT

INSIGNIFICANT
(+/- 1)

MINOR
(+/- 2)

MODERATE
(+/- 3)

MAJOR
(+/- 4)

MASSIVE
(+/- 5)

PROBABILITY

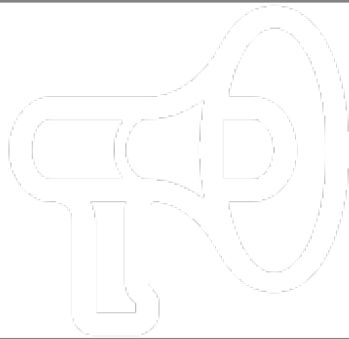
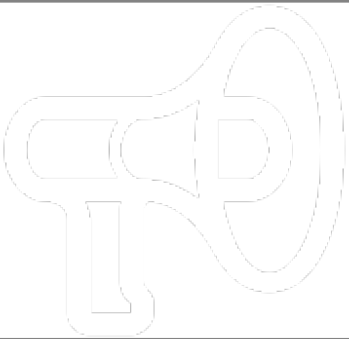
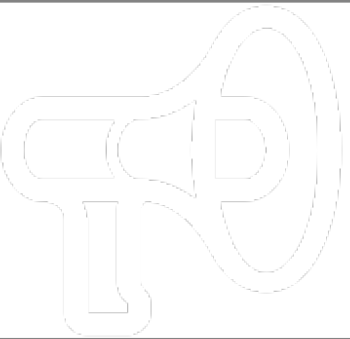
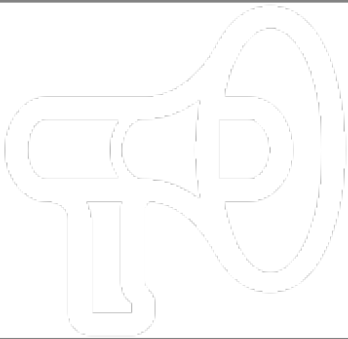
ALMOST
CERTAIN
(5)

LIKELY
(4)

POSSIBLE
(3)

UNLIKELY
(2)

RARE
(1)



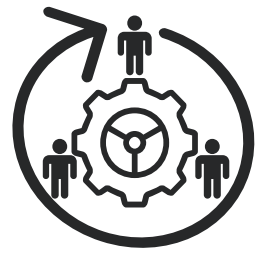
-16



Risk: Prize winners do not attend the party

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Risk Matrix

IMPACT

INSIGNIFICANT
(+/- 1)

MINOR
(+/- 2)

MODERATE
(+/- 3)

MAJOR
(+/- 4)

MASSIVE
(+/- 5)

PROBABILITY

ALMOST
CERTAIN
(5)

LIKELY
(4)

POSSIBLE
(3)

UNLIKELY
(2)

RARE
(1)

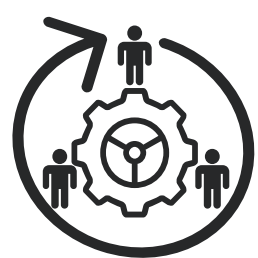


-10



Risk: Only 20 people attend (instead of the 200 planned for)





Risk Matrix

IMPACT

INSIGNIFICANT
(+/- 1)

MINOR
(+/- 2)

MODERATE
(+/- 3)

MAJOR
(+/- 4)

MASSIVE
(+/- 5)

PROBABILITY

ALMOST
CERTAIN
(5)

LIKELY
(4)

POSSIBLE
(3)

UNLIKELY
(2)

RARE
(1)

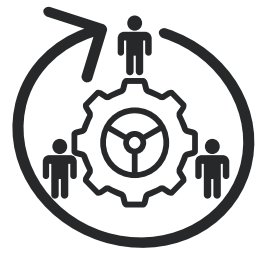


-2

Risk: Bad weather hits the area

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Risk Matrix

IMPACT

INSIGNIFICANT
(+/- 1)

MINOR
(+/- 2)

MODERATE
(+/- 3)

MAJOR
(+/- 4)

MASSIVE
(+/- 5)

PROBABILITY

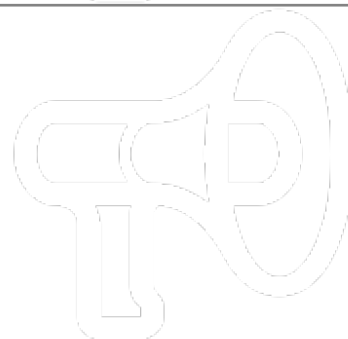
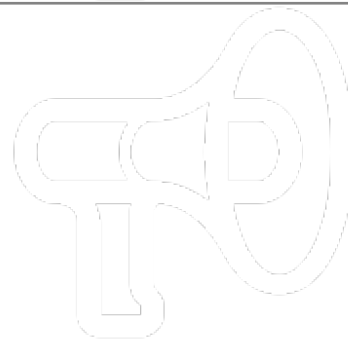
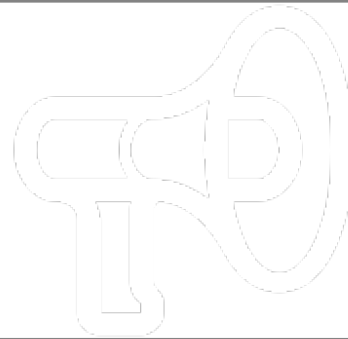
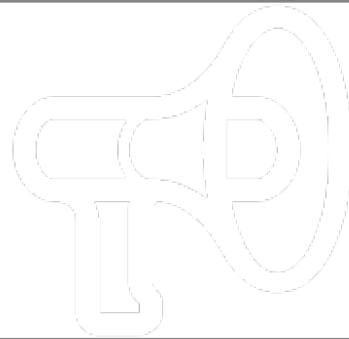
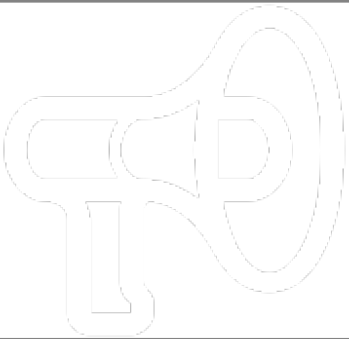
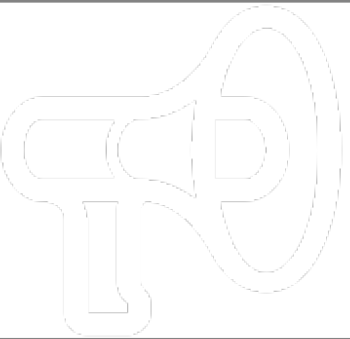
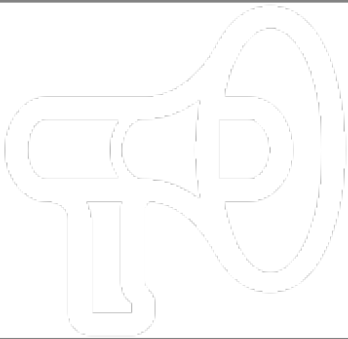
ALMOST
CERTAIN
(5)

LIKELY
(4)

POSSIBLE
(3)

UNLIKELY
(2)

RARE
(1)



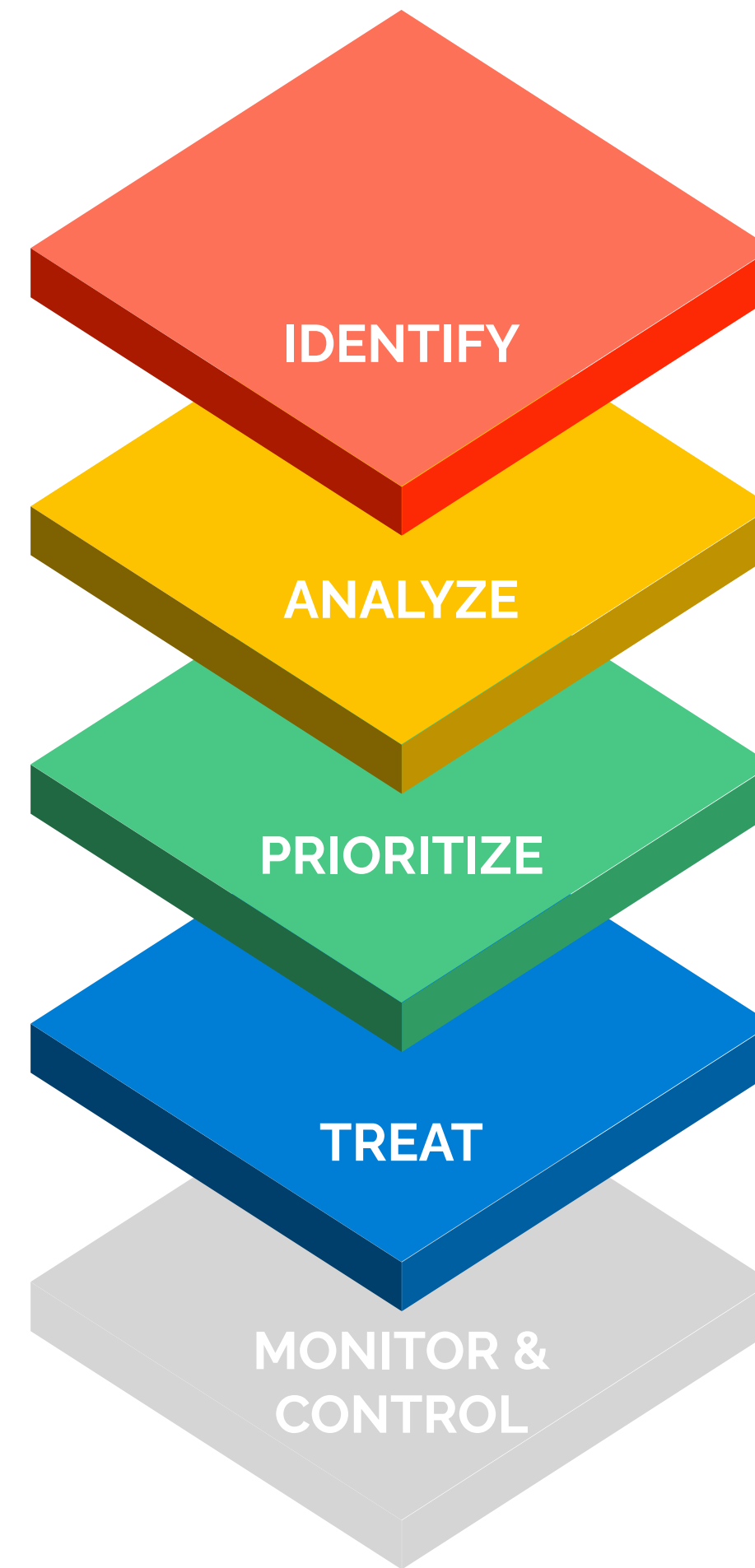
1

Risk: Staff too busy working to attend the party

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The Risk Management Process



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IMPACT (NOTE: POSITIVE OR NEGATIVE)

P
R
O
B
A
B
I
L
I
T
Y

RISK MATRIX	+/- 1 INSIGNIFICANT	+/- 2 MINOR	+/- 3 MODERATE	+/- 4 MAJOR	+/- 5 MASSIVE
5 ALMOST CERTAIN	+/- 5	+/- 10	+/- 15	+/- 20	+/- 25
4 LIKELY	+/- 4	+/- 8	+/- 12	+/- 16	+/- 20
3 POSSIBLE	+/- 3	+/- 6	+/- 9	+/- 12	+/- 15
2 UNLIKELY	+/- 2	+/- 4	+/- 6	+/- 8	+/- 10
1 RARE	+/- 1	+/- 2	+/- 3	+/- 4	+/- 5





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Treating Risks

DISCUSSION

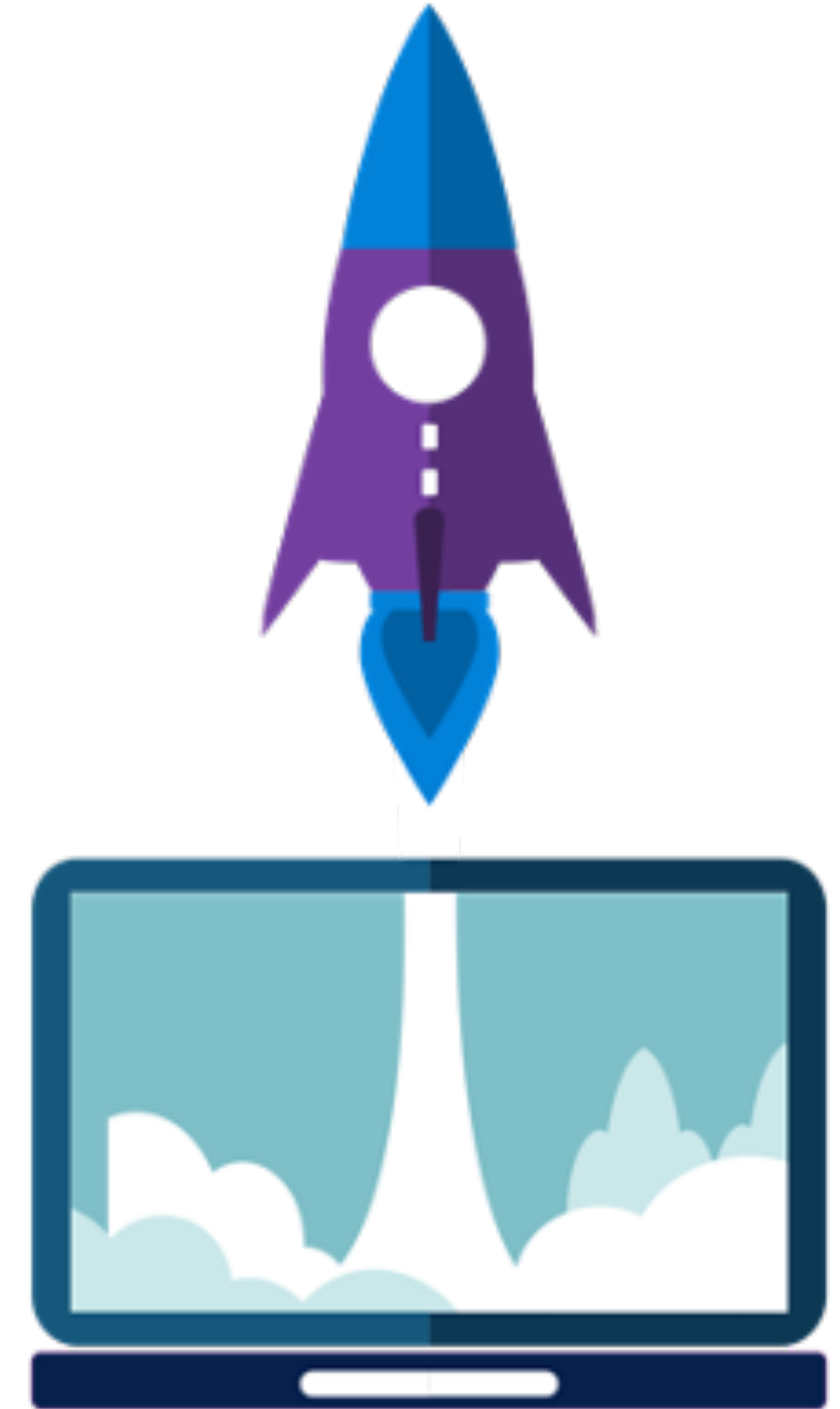
How do we know how much risk is too much?



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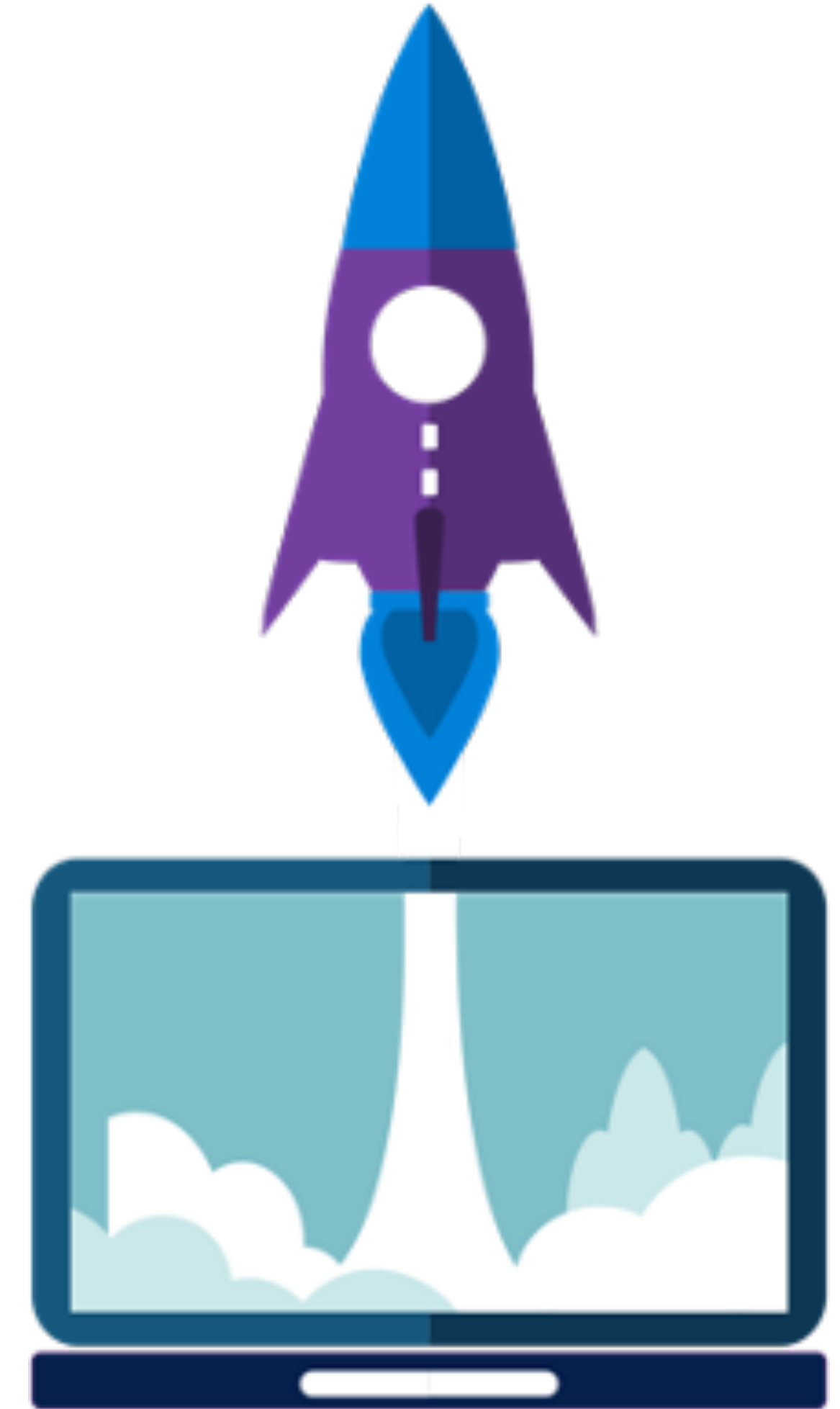
Risk Tolerance / Appetite / Threshold

The **degree, amount, or volume** of risk that an organization or individual will withstand



Risk Tolerance / Appetite / Threshold

ALL people/organizations/elements have varying degrees of risk tolerance.



“When the stakes are high, preparation is everything.”

Chris Hadfield

“An Astronauts Guide To Life On Earth”

Risk Treatment Strategy: High Risk

High Risk requires IMMEDIATE action.

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Greater than 15% of program budget Greater than 25% margin of error assumed in cost estimate Expected costs are neither allowed for in the annual budget nor externally financed
Project time	The project will take more than 6 months to deliver Greater than 25% margin of error assumed in time estimate The project must be delivered on or by a fixed date
Project scope	We have never successfully delivered a project like this
Project impact	Project delivery will noticeably impact most or all of our organization, including core service delivery The project has several major precedent or subsequent dependencies Employees and/or the public may be at risk of serious injury, illness or loss of life during project delivery Project outcomes will fulfil most or all of the strategic objectives of our organization
Project stakeholders	The project will depend on collaboration with new and/or unknown partners The project and/or its outcomes will be highly visible in the community
THIS PROJECT IS:	HIGH RISK



Risk Treatment Strategy: High Risk

Act immediately by adding tasks to (or removing tasks from) the project plan until the residual risk is LOW

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Greater than 15% of program budget Greater than 25% margin of error assumed in cost estimate Expected costs are neither allowed for in the annual budget nor externally financed
Project time	The project will take more than 6 months to deliver Greater than 25% margin of error assumed in time estimate The project must be delivered on or by a fixed date
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Project stakeholders	The project will depend on collaboration with new and/or unknown partners The project and/or its outcomes will be highly visible in the community
THIS PROJECT IS:	HIGH RISK



Risk Treatment Strategy: High Risk

You can:

Change probability (Transfer or outsource)

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Greater than 15% of program budget Greater than 25% margin of error assumed in cost estimate Expected costs are neither allowed for in the annual budget nor externally financed
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Project stakeholders	The project will depend on collaboration with new and/or unknown partners The project and/or its outcomes will be highly visible in the community
THIS PROJECT IS:	HIGH RISK



Risk Treatment Strategy: High Risk

You can:

Change probability (Transfer or outsource)

Change impact (Share ie insurance)

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Greater than 15% of program budget Greater than 25% margin of error assumed in cost estimate Expected costs are neither allowed for in the annual budget nor externally financed
Project time	The project will take more than 6 months to deliver Greater than 25% margin of error assumed in time estimate The project must be delivered on or by a fixed date
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Project stakeholders	The project will depend on collaboration with new and/or unknown partners The project and/or its outcomes will be highly visible in the community
THIS PROJECT IS:	HIGH RISK



Risk Treatment Strategy: High Risk

You can:

Change probability (Transfer or outsource)

Change impact (Share ie insurance)

Avoid (Remove the risk source)

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Greater than 15% of program budget Greater than 25% margin of error assumed in cost estimate Expected costs are neither allowed for in the annual budget nor externally financed
Project time	The project will take more than 6 months to deliver Greater than 25% margin of error assumed in time estimate The project must be delivered on or by a fixed date
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Project stakeholders	The project will depend on collaboration with new and/or unknown partners The project and/or its outcomes will be highly visible in the community
THIS PROJECT IS:	HIGH RISK



Risk Treatment Strategy: High Risk

TO UPDATE: Scope Document (WBS or other), Project Schedule and Project Budget

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Greater than 15% of program budget Greater than 25% margin of error assumed in cost estimate Expected costs are neither allowed for in the annual budget nor externally financed
Project time	The project will take more than 6 months to deliver Greater than 25% margin of error assumed in time estimate The project must be delivered on or by a fixed date
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Project stakeholders	The project will depend on collaboration with new and/or unknown partners The project and/or its outcomes will be highly visible in the community
THIS PROJECT IS:	HIGH RISK



Risk Treatment Strategy: MEDIUM Risk

A Medium Risk requires us to establish a contingency.

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Between 5-15% of program budget ±25% confidence in cost estimate Expected costs are partially allowed for in the annual budget or financed by the client
Project time	The project can be delivered in less than 6 months ±25% confidence in time estimate The project has a preferred (but not mandated) delivery window
Project scope	We have successfully delivered this project at least once before
Project impact	Project delivery will noticeably impact several departments in our organization The project has some major precedent or subsequent dependencies Employees and/or the public may be at risk of minor injury or illness during project delivery Project outcomes will fulfil several strategic objectives of our organization
Project stakeholders	Some project work will need to be shared with proven, existing partners There is likely to be some community interest in the project and/or its outcomes
THIS PROJECT IS:	MEDIUM RISK



Risk Treatment Strategy: **MEDIUM Risk**

Introduce **TIME / COST** Contingencies that respond to the risk and **identify TRIGGERS** for their activation.

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Between 5-15% of program budget ±25% confidence in cost estimate Expected costs are partially allowed for in the annual budget or financed by the client
Project time	The project can be delivered in less than 6 months ±25% confidence in time estimate The project has a preferred (but not mandated) delivery window
Project scope	We have successfully delivered this project at least once before
Project impact	Project delivery will noticeably impact several departments in our organization The project has some major precedent or subsequent dependencies Employees and/or the public may be at risk of minor injury or illness during project delivery Project outcomes will fulfil several strategic objectives of our organization
Project stakeholders	Some project work will need to be shared with proven, existing partners There is likely to be some community interest in the project and/or its outcomes
THIS PROJECT IS:	MEDIUM RISK



Risk Treatment Strategy: MEDIUM Risk

A contingency is an action that is **only** exercised if the risk triggers and becomes an issue.

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Between 5-15% of program budget ±25% confidence in cost estimate Expected costs are partially allowed for in the annual budget or financed by the client
Project time	The project can be delivered in less than 6 months ±25% confidence in time estimate The project has a preferred (but not mandated) delivery window
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Project impact	Project delivery will noticeably impact several departments in our organization The project has some major precedent or subsequent dependencies Employees and/or the public may be at risk of minor injury or illness during project delivery Project outcomes will fulfil several strategic objectives of our organization
Project stakeholders	Some project work will need to be shared with proven, existing partners There is likely to be some community interest in the project and/or its outcomes
THIS PROJECT IS:	MEDIUM RISK



Risk Treatment Strategy: MEDIUM Risk

TO UPDATE: Risk Register, Project Schedule and Project Budget

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Between 5-15% of program budget ±25% confidence in cost estimate Expected costs are partially allowed for in the annual budget or financed by the client
Project time	The project can be delivered in less than 6 months ±25% confidence in time estimate The project has a preferred (but not mandated) delivery window
Project scope	We have successfully delivered this project at least once before
Project impact	Project delivery will noticeably impact several departments in our organization The project has some major precedent or subsequent dependencies Employees and/or the public may be at risk of minor injury or illness during project delivery Project outcomes will fulfil several strategic objectives of our organization
Project stakeholders	Some project work will need to be shared with proven, existing partners There is likely to be some community interest in the project and/or its outcomes
THIS PROJECT IS:	MEDIUM RISK



DISCUSSION

What do we do if a prize winner doesn't attend?

How do we proactively address this risk?





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Reserves

Contingency Reserves

Pre-authorized reserve of time or money

Best maintained at the **task level**

Returned to the business when risk retired

Enables speedy response in a crisis

For:
**KNOWN
UNKNOWNs**



Contingency Reserves

Encourages more **comprehensive** risk identification and management

For:
**KNOWN
UNKNOWNs**



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Management Reserves

General cash reserve maintained for “**surprises**”

Best maintained at the **program / portfolio level**

Usually a **fixed percentage** of the program's total time and budget

For:
**UNKNOWN
UNKNOWN**



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Management Reserves

For:
**UNKNOWN
UNKNOWN**

Distributes risk across multiple projects

Gives greater flexibility in a crisis



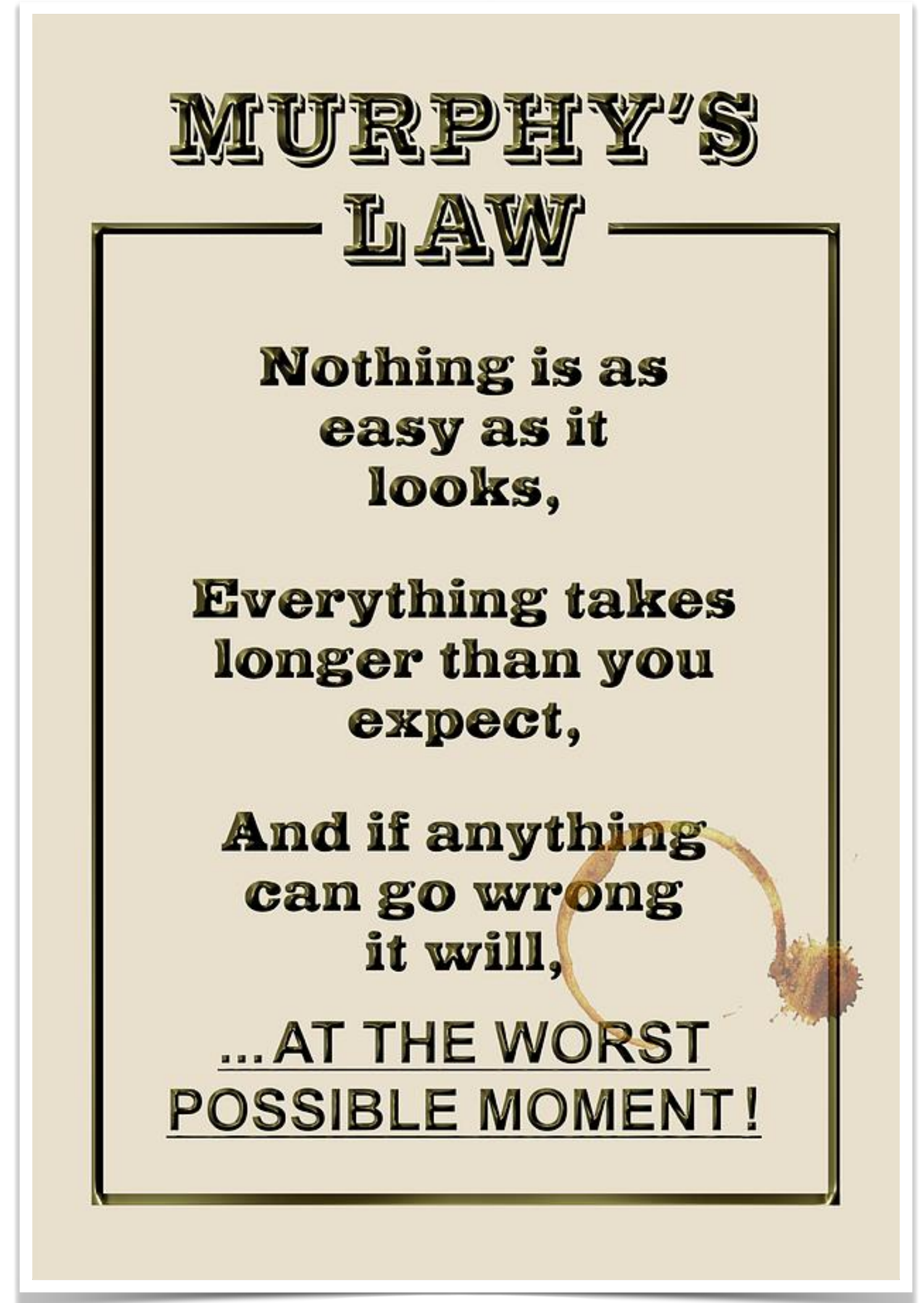
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Risk: What if Prize Winners Do Not Attend?

Contingency plan

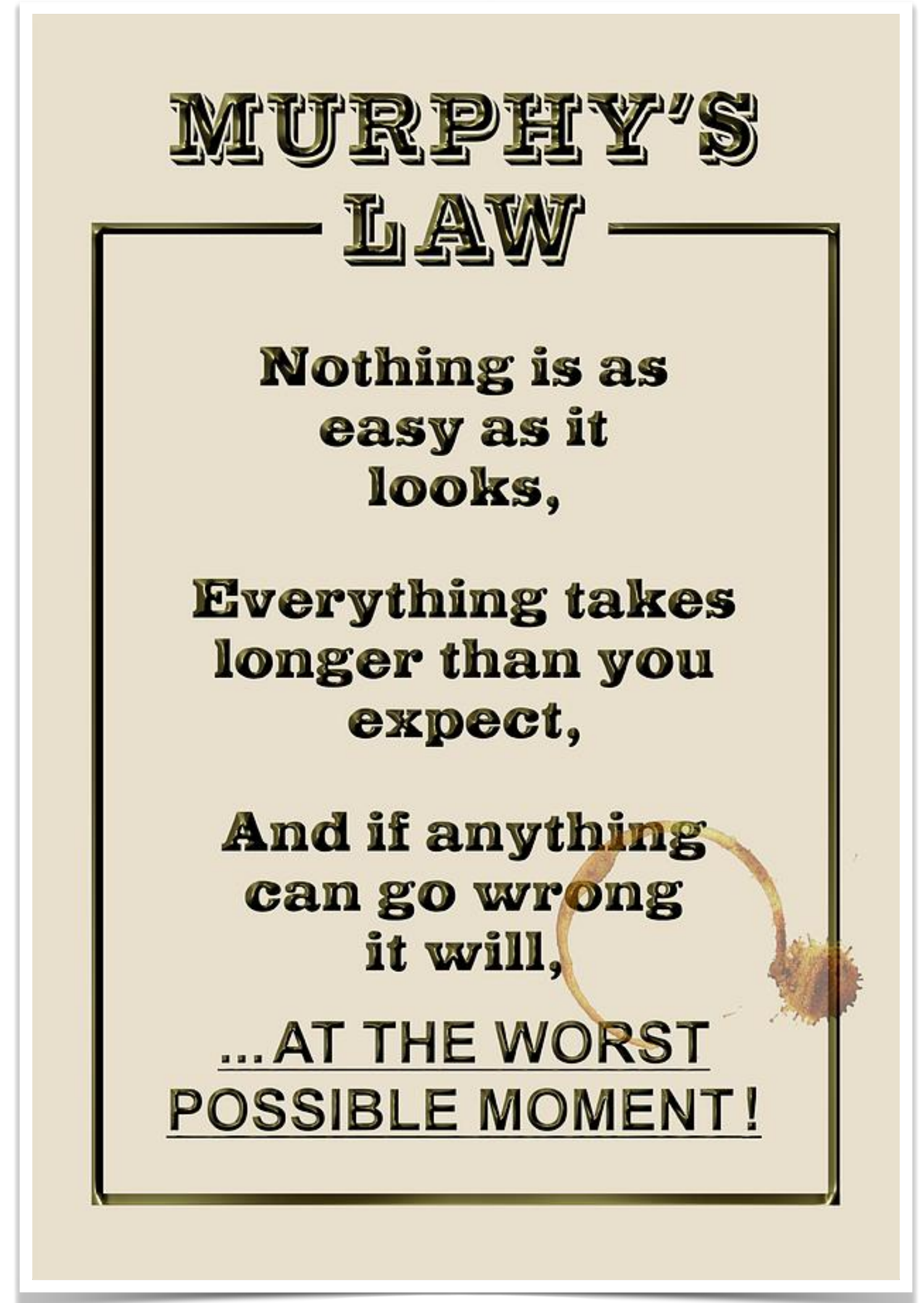
Announce the first runner-up as the winner
(Update schedule, budget and risk register to reflect this)



Risk: What if Prize Winners Do Not Attend?

Secondary risks

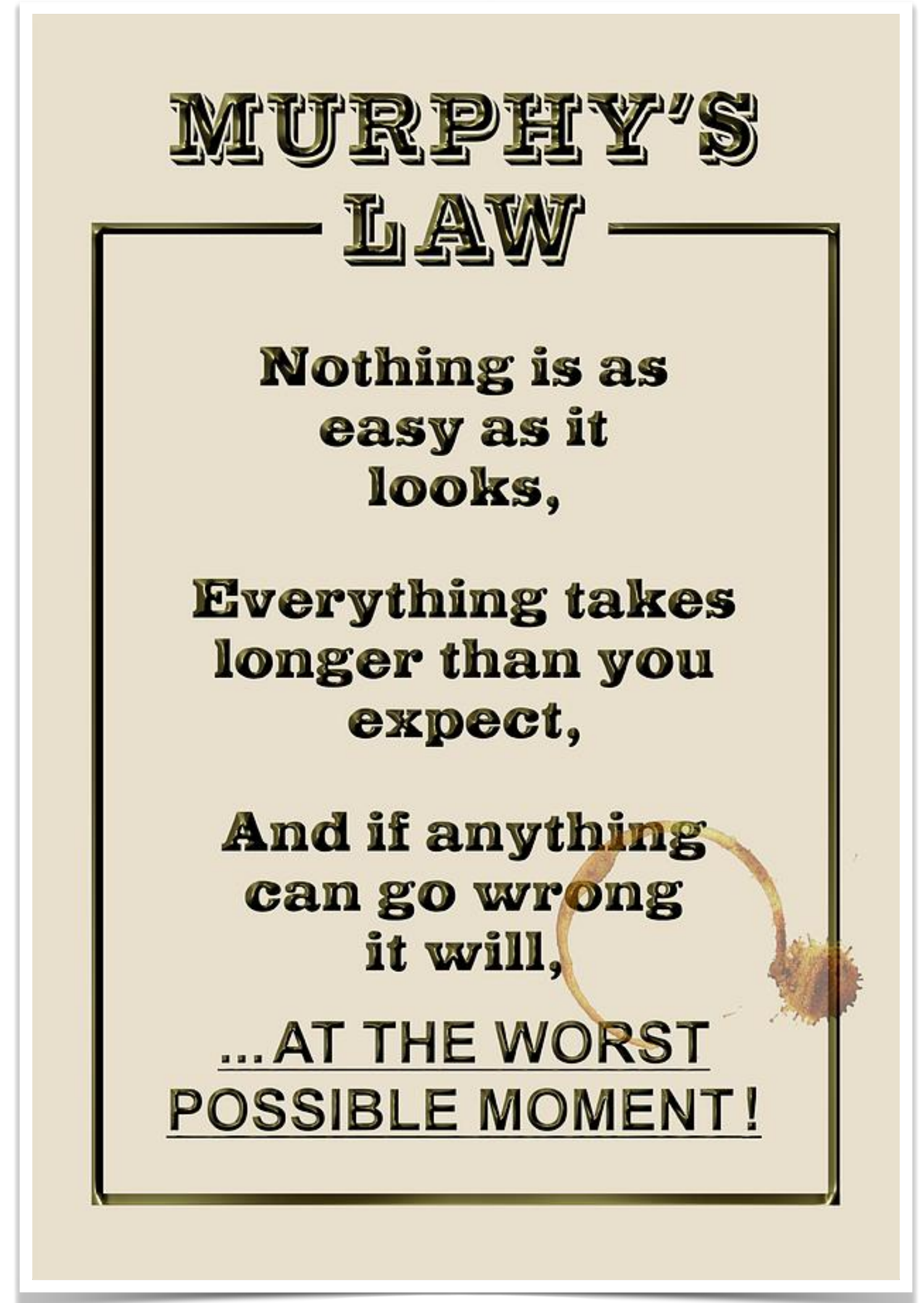
Prize winners names engraved on awards



Risk: What if Prize Winners Do Not Attend?

Residual Risks

Backlash if people find out the real winner



Risk Treatment Strategy: **LOW Risk**

Stakeholders should be notified any time an identified risk will impact operations or introduce a risk into other areas of the business.

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Less than 5% of program budget ±10% confidence in cost estimate Expected costs are fully allowed for in the annual budget or financed by the client
Project time	The project can be delivered in less than 3 months ±10% confidence in time estimate The project has no fixed deadline for delivery
Project scope	We have successfully delivered this project five (5) or more times
Project impact	Project delivery will noticeably impact one (1) department in our organization The project has no major precedent or subsequent dependencies Project delivery presents no employee or public health and/or safety risks Project outcomes will fulfil one (1) strategic objective of our organization
Project stakeholders	The project can be fully delivered by our current staff
	The project is only of internal interest to our organization
THIS PROJECT IS:	LOW RISK



Risk Treatment Strategy: **LOW Risk**

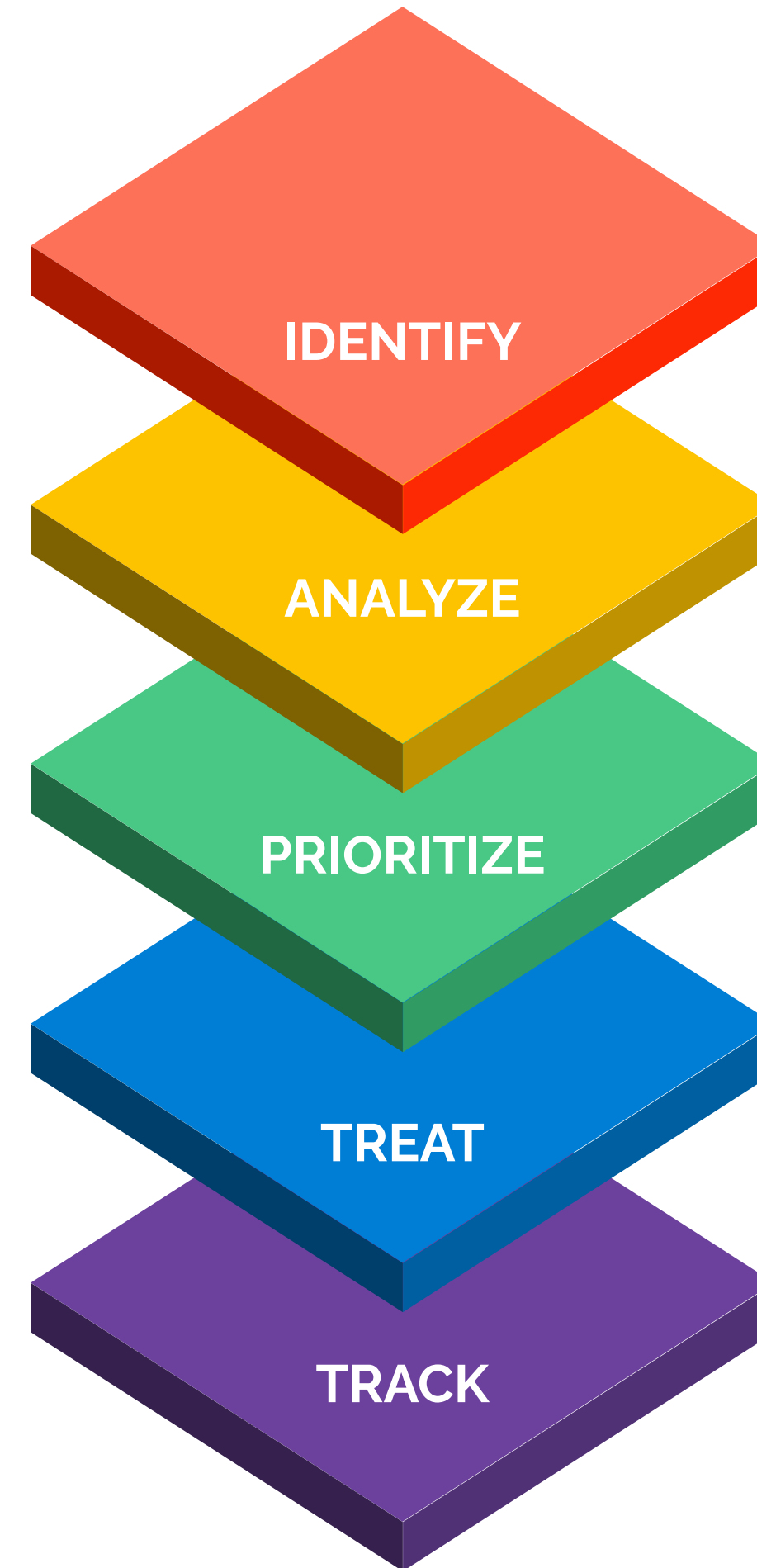
Accept the risk by maintaining current actions, resources and strategies to prevent the risk escalating into an issue.

TO UPDATE: Risk Register

Project Profile Tool	
Project name:	
	Use the dropdown menus to select the relevant risks
Project cost	Less than 5% of program budget ±10% confidence in cost estimate Expected costs are fully allowed for in the annual budget or financed by the client
Project time	The project can be delivered in less than 3 months ±10% confidence in time estimate The project has no fixed deadline for delivery
Project scope	We have successfully delivered this project five (5) or more times
Project impact	Project delivery will noticeably impact one (1) department in our organization The project has no major precedent or subsequent dependencies Project delivery presents no employee or public health and/or safety risks Project outcomes will fulfil one (1) strategic objective of our organization
Project stakeholders	The project can be fully delivered by our current staff The project is only of internal interest to our organization
THIS PROJECT IS:	LOW RISK



The Risk Management Process



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The Risk Register

Risk Register Components

Identification number

Risk description

A risk owner

Probability / impact ratings

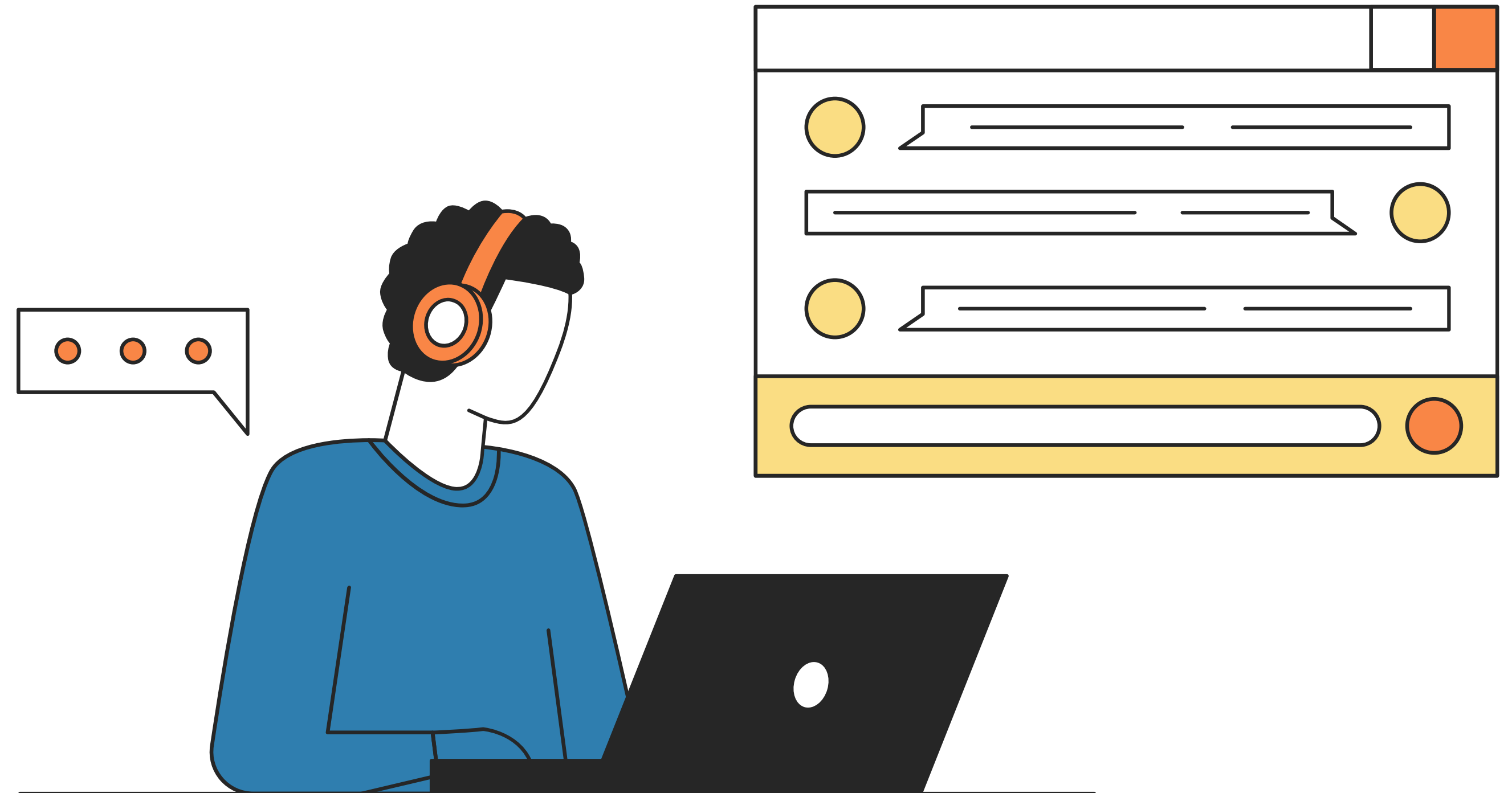
Risk treatment

Probability and impact detail

Action and contingency plans

Residual and secondary risks

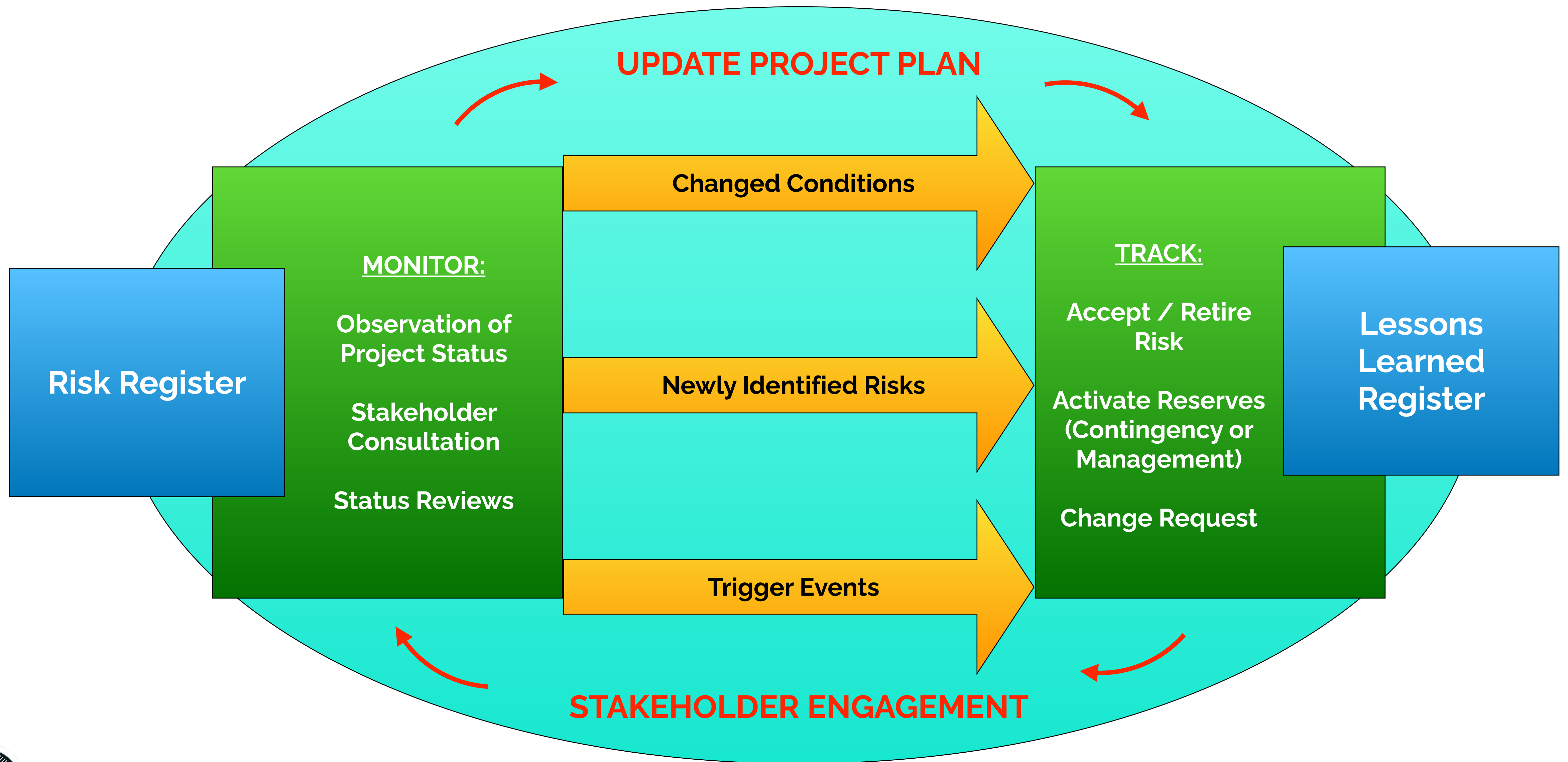
Last / next review date



<< Back to Register		Prize winners don't attend the party					Next Risk >>	
Ref	RISK / OPPORTUNITY	OWNER	PROBABILITY	IMPACT	PRIORITY	LAST REVIEW	NEXT REVIEW	
3	Prize winners don't attend the party	Angus P	Likely	Major	High			
RISK DETAIL								
PROBABILITY								
TRIGGER EVENT		NOTES		PROBABILITY		RATING		
Not enough notice given (invites only going out 2 weeks prior to party)				There is a greater than 70% chance this opportunity / risk will happen		Likely		
Too busy working to attend				There is a greater than 30% chance this opportunity / risk will happen		Unlikely		
Accident / Injury / Illness				There is a greater than 30% chance this opportunity / risk will happen		Unlikely		
IMPACT								
FACTOR		NOTES		IMPACT		RATING		
TIME				The opportunity / risk will have no impact on project time		None		
COST				The opportunity / risk will have no impact on project cost		None		
SCOPE				The risk will demand changes to scope that mean the project's intended outcomes are now noticeably overstated		Minor negative		
OPERATIONS				The opportunity will mean that operational outages can be better anticipated and planned for		Insignificant positive		
HEALTH & SAFETY				The opportunity / risk will not impact people's health and/or safety		None		
BRAND / REPUTATION				The risk will cause alarm among stakeholders - it is likely that regulators and/or owners will take intervening action		Major negative		
NATURAL ENVIRONMENT				The opportunity / risk will not impact the natural environment		None		



Risk Management Overview



Key Points: Risk



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Issues materialize after identified or unidentified **trigger** events occur.

Following the process will help alleviate pains from risks and issues.

Knowing how to strategically address risk will make your projects more successful.



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STATUS REPORTS

DISCUSSION

What is “status” for a project?

How, when, and to whom do you report it?



Changes???

Who do you **report** project changes to?

How do you report?

Systems and mechanics behind reports?



Status Reports - We do them all the time

In almost every project
conversation

In monthly **meetings**

Weekly team meetings (**SCRUM**)

In quick bites

With short (ad hoc) reports



Status Report Elements

Project name

Project's overall health

On Track

At Risk

In Jeopardy

High level variances

Time

Cost

Scope

People

Work completed since last report

Work to complete in next period

Exceptions (ie Change requests)



Status Report Flaws

1: Lack of clear, actionable data

Many reports are full of vague updates like “progressing,” “on track,” or “being addressed” with no numbers, dates, or outcomes. Status reports must show measurable, objective progress.

2: Everything is always “green”

Overusing green status (on-time/on-track) hides issues. Projects marked green week after week suddenly turn red (with no warning) because no one wanted to report problems early.



Status Report Flaws

3: Too much detail, not enough insight

Listing every activity clutters the message. Executives don't want a play-by-play—they want what's been accomplished, what's at risk, and what decisions are needed.

4: Missing Risks and Issues

Failing to include emerging risks, blockers, or unresolved issues prevents timely mitigation. Status reports must surface concerns—not just celebrate progress.



Status Report Flaws

5: No clear ownership or accountability

Updates without names attached let problems float with no one responsible. Every task, issue, or delay should have a clear owner and deadline.

6: Inconsistent Format and Frequency.

Changing layout, terminology, or metrics erodes trust and slows comprehension. Stakeholders should know what to expect every time.



Status Report Flaws

7: No trend or history view

Without comparing current status to past updates, you can't spot patterns (like chronic delays, recurring issues, or risks that keep escalating)

8: Ignoring stakeholder relevance

A status report should be tailored. Execs need high-level summaries. Functional teams need milestone clarity. Don't send the same thing to everyone.



Status Report Flaws

9: Delayed or outdated information

If a report is delayed, stakeholders act on bad data—or worse, don't act at all. Timeliness is just as critical as accuracy

10: Failure to highlight decisions or escalations needed

Reports should always flag where leadership input, resources, or decisions are needed. If no one ever has to act after reading it, it's not a useful report





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Change Requests

Change Requests / Exceptions

Risk / Issue description

Date / Time reported

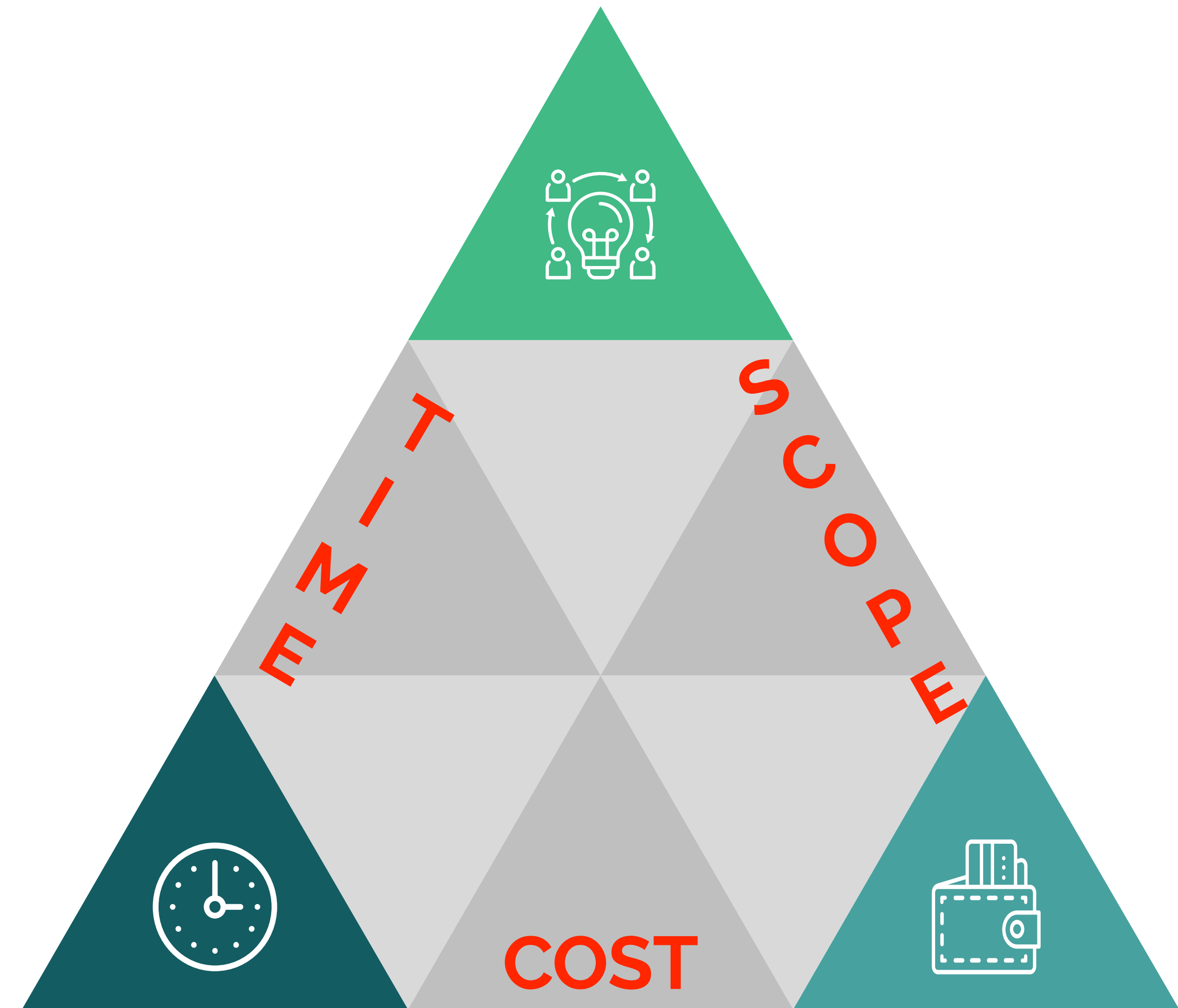
Priority / severity of issue

Impacts

Owner

Action plan

Change request



Requesting Change

What is the **issue / opportunity / risk**?

What if we do nothing?

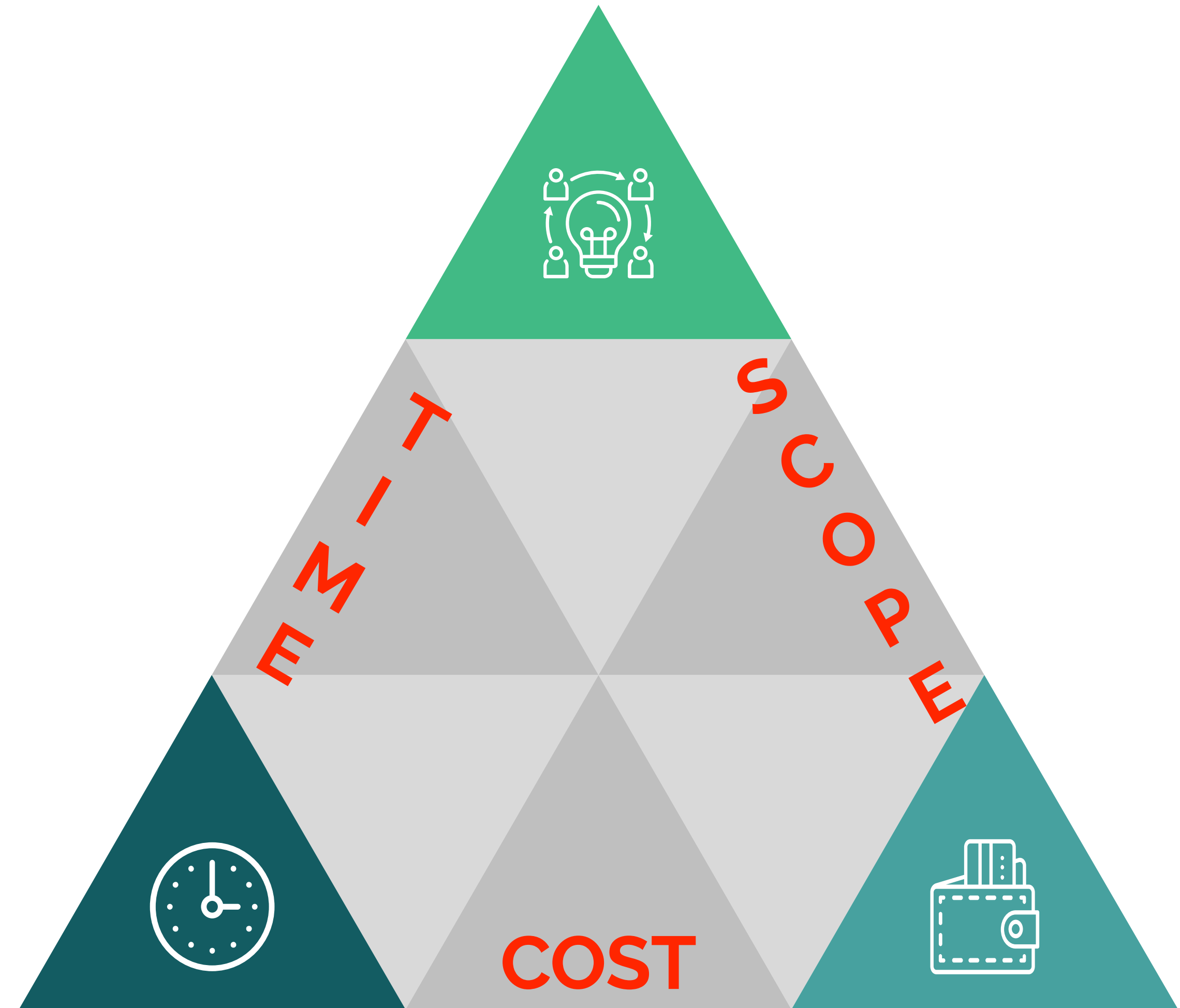
How will this impact time / cost / scope?

What changes could we make...

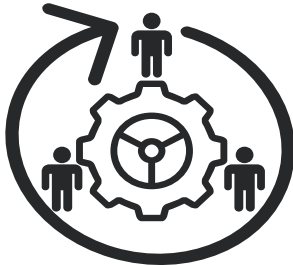
...to our budget?

...to our schedule?

...to our scope?



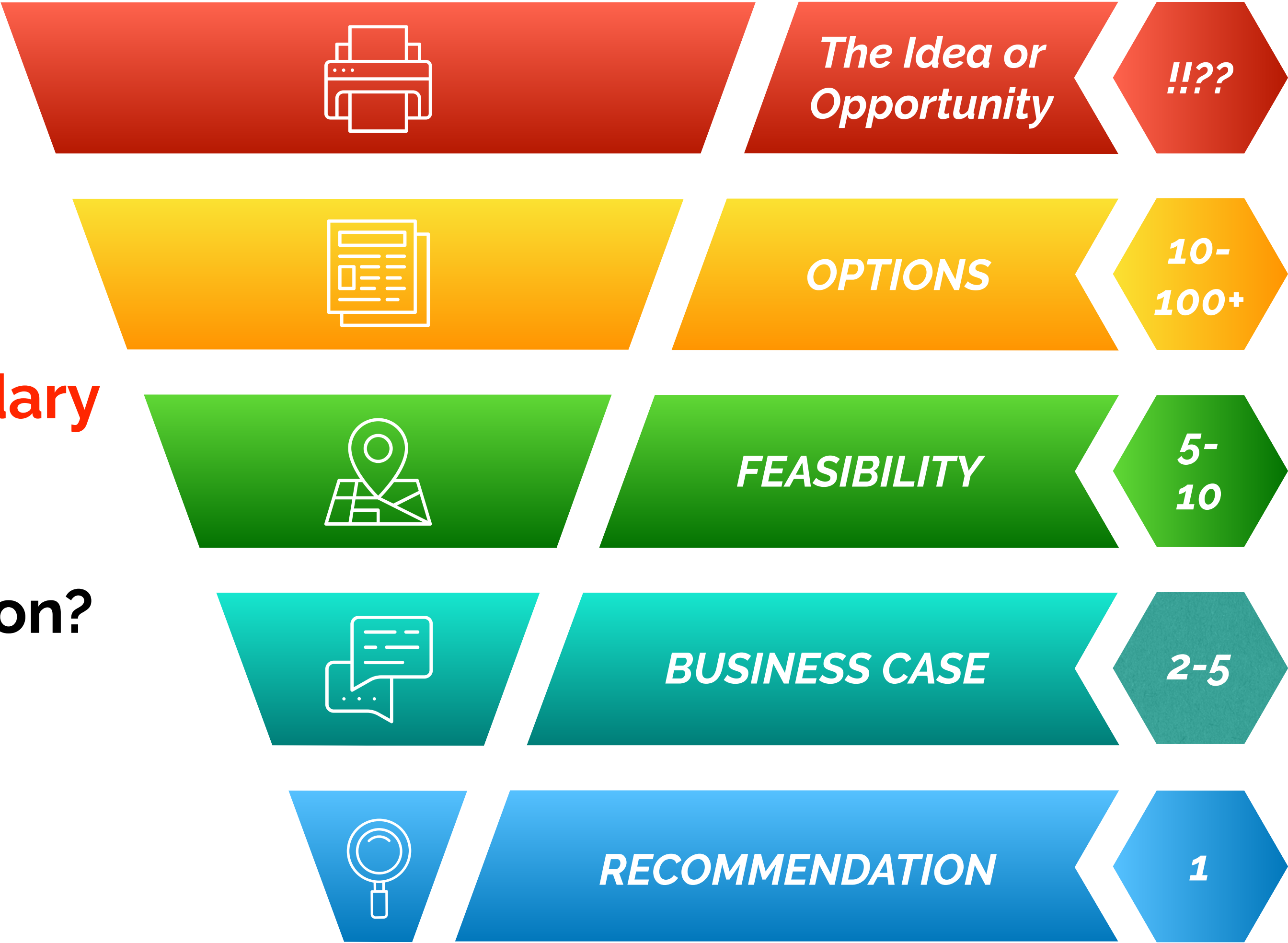
Requesting Change



How will these changes impact project outcomes?

Are there any residual / secondary risks?

What is the recommended option?



Project Name or ID:

PROJECT STATUS: SCOPE

At Risk ▼

PROJECT STATUS: TIME

On Track ▼

PROJECT STATUS: BUDGET

On Track ▼

PROJECT STATUS: PEOPLE

On Track ▼

P
A
S
T

F
U
T
U
R
E

Status Submitted By:

DATE

NAME

EMAIL

SUPPORTING
DOCUMENTATION

SPI

$SPI = EV / PV$

SV

$SV = EV - PV$

Days

▼

TIME AHEAD OR BEHIND (+/-)

CPI

$CPI = EV / AC$

CV

$CV = EV - AC$

\$ AMT AHEAD OR BEHIND (+/-)

B
L
O
C
K
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Key Points: Status



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KNOW and be prepared to talk status to stakeholders.

When reporting status - talk to the **constraints** each project faces

Communicate. Communicate. Communicate.



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Meetings

DISCUSSION

How much time do you spend in meetings per week?

How much of that is either productive or effective?



Meetings

According to an article in MIT's Sloan Management Review, the average U.S. executive spends **23 hours a week** in meetings.

Source: Harvard Business Review



Meetings

71% of meetings are considered unproductive (Harvard Business Review)

67% of employees say excessive meetings prevent them from doing their job (Microsoft Work Trend Index)

Workers spend an average of **31 hours per month** in unproductive meetings (Atlassian)



Cost to Business

Unnecessary meetings cost US companies an estimated **\$37 billion per year**. (Lucid Meetings)

A typical mid-level managers time in meetings equates to **\$25k-\$50k in opportunity cost** (MIT Sloan Management Review)



Cost to Business

67% of senior managers say meetings keep them from doing their work (Harvard Business Review)

64% of employees say meetings come at the expense of deep thinking time (Microsoft)



“When your organization reaches the size where meetings are necessary in order to work on projects and to create quality communication, you will quickly learn to hate group meetings if you don’t manage them very carefully.”

Dave Ramsey

“EntreLeadership”

DISCUSSION

Do you typically understand the “why” of the meetings you attend?



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Three Types of Meetings

Get the results you seek



Information Exchange



Brainstorming



Decision Making



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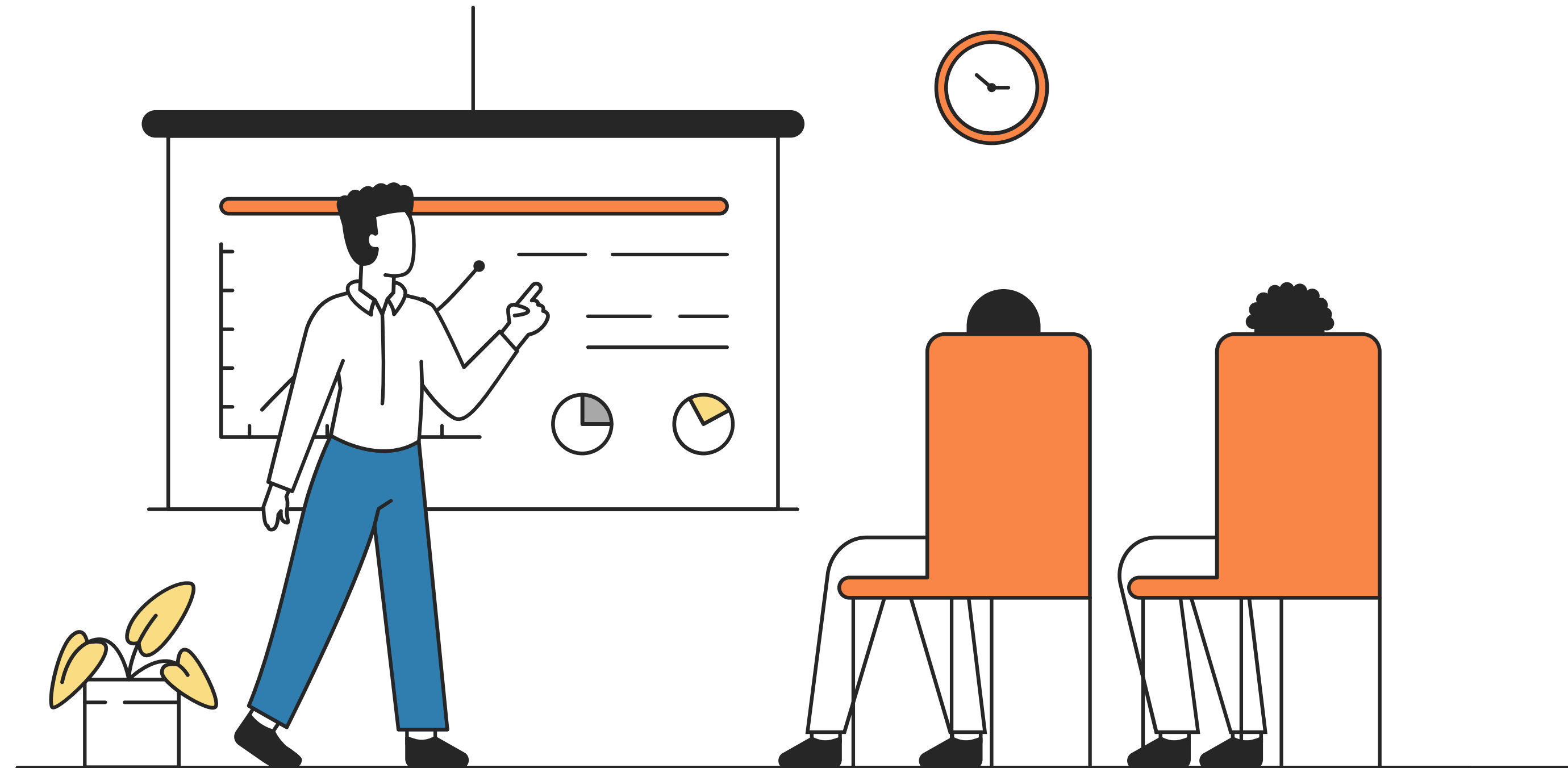
Information Exchange

Status Reports

Progress Updates

Strategy Sync

Usually one person presenting to a group.



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BrainStorming

Ideating

Problem Solving

Innovation efforts

Usually a group effort.



Nominal Group Technique

Enhances brainstorming with a **VOTING** process at the end.

Ranks the most useful and relevant ideas for further exploration or prioritization.



Decision Making

Course of Action (COA) Approvals

Project approvals and authorizations

Approvals for change efforts or defect repairs

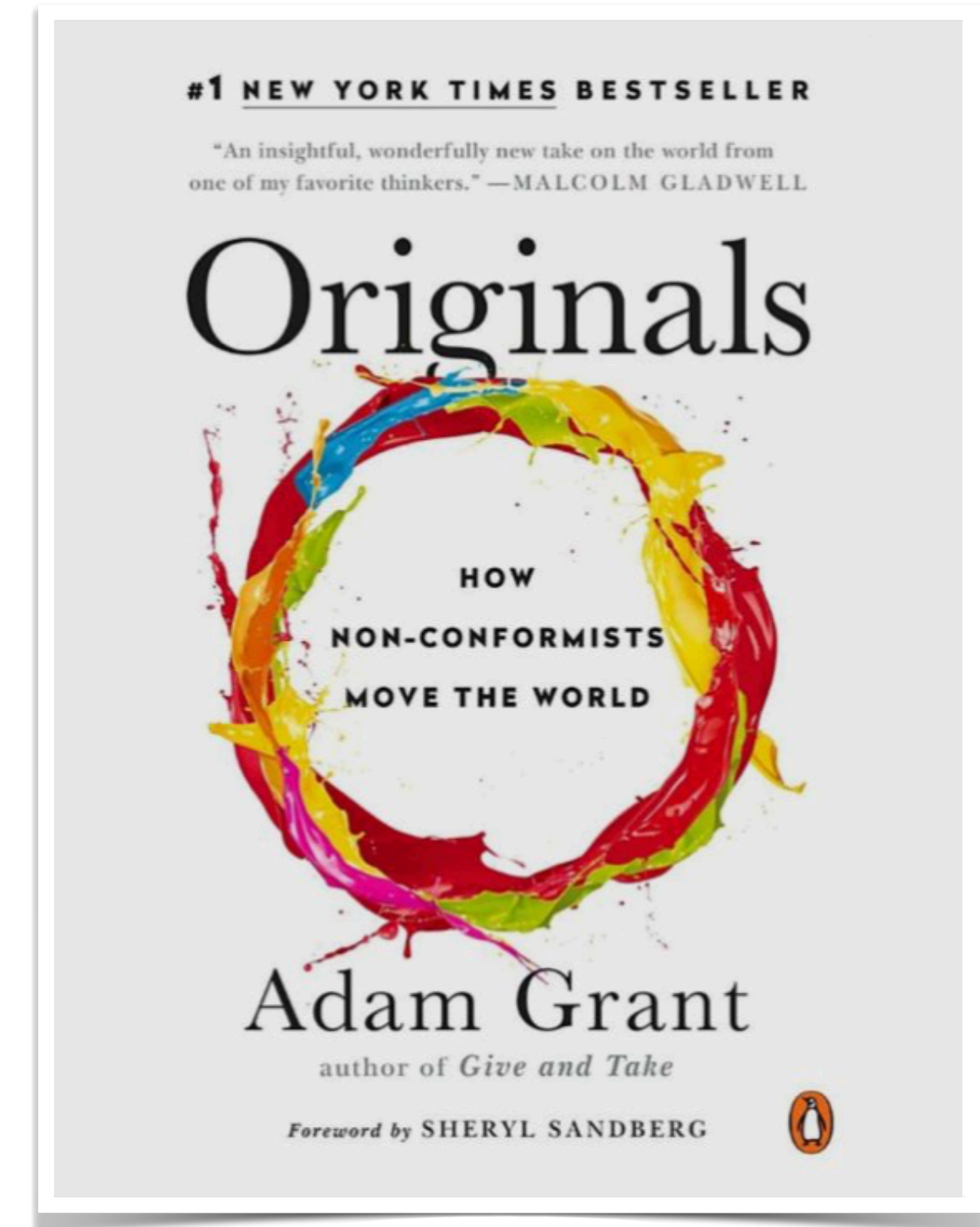
Success depends on ensuring the decision maker is armed with enough information to make a decision.



Reasons To Meet

Wharton PhD Adam Grant Uses 4 Reasons To Meet:

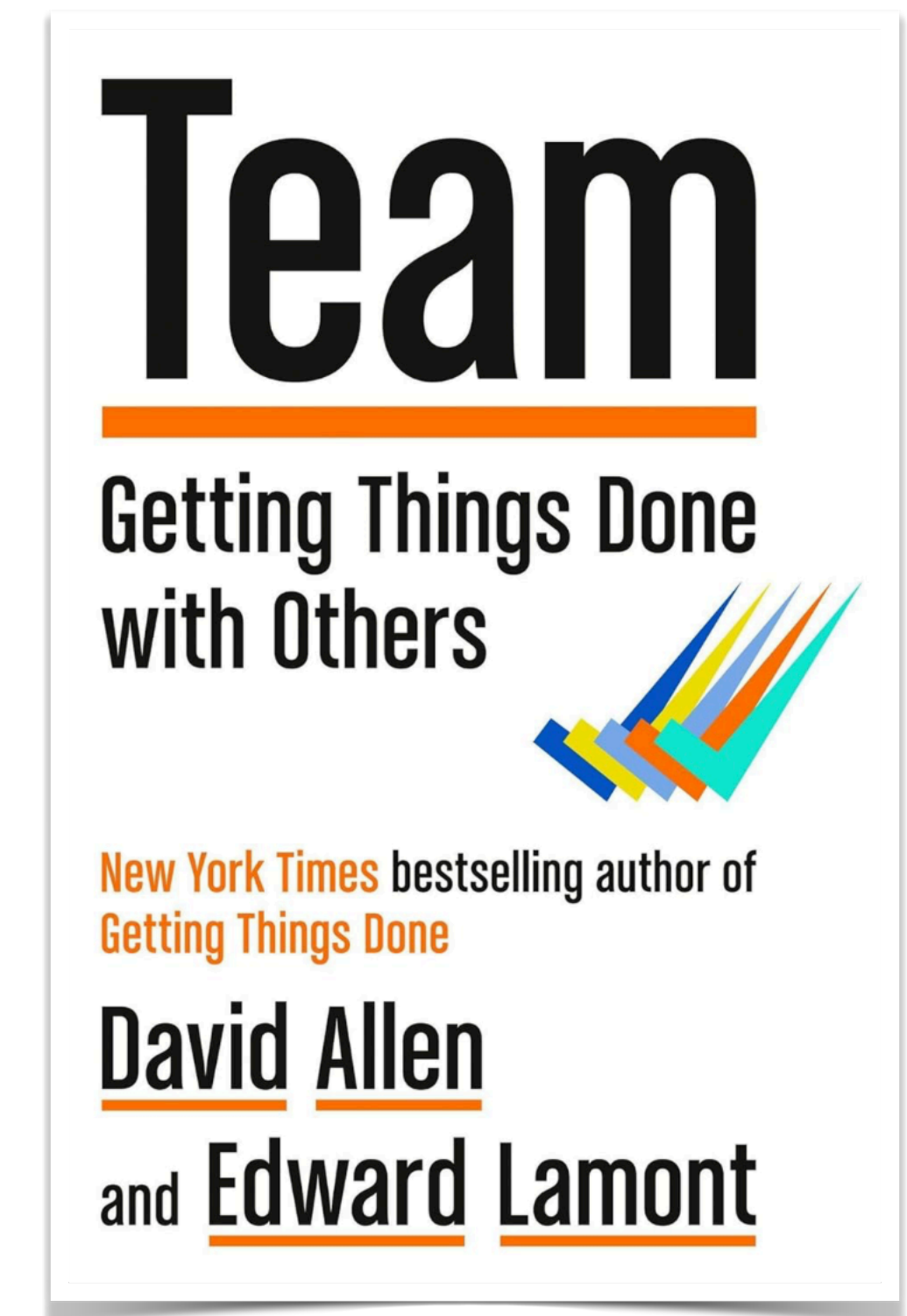
- 1: Meeting to **learn**
- 2: Meeting to **decide**
- 3: Meeting to **do**
- 4: Meeting to **bond**



GTD 5 Reasons For Meetings

David Allen and Edward Lamont:

- 1: **Give** information.
- 2: **Get** information.
- 3: **Develop options**
- 4: Make **decisions**
- 5: **Human** connections.



Purpose

The “**WHY**” of the meeting.



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Meeting Agendas

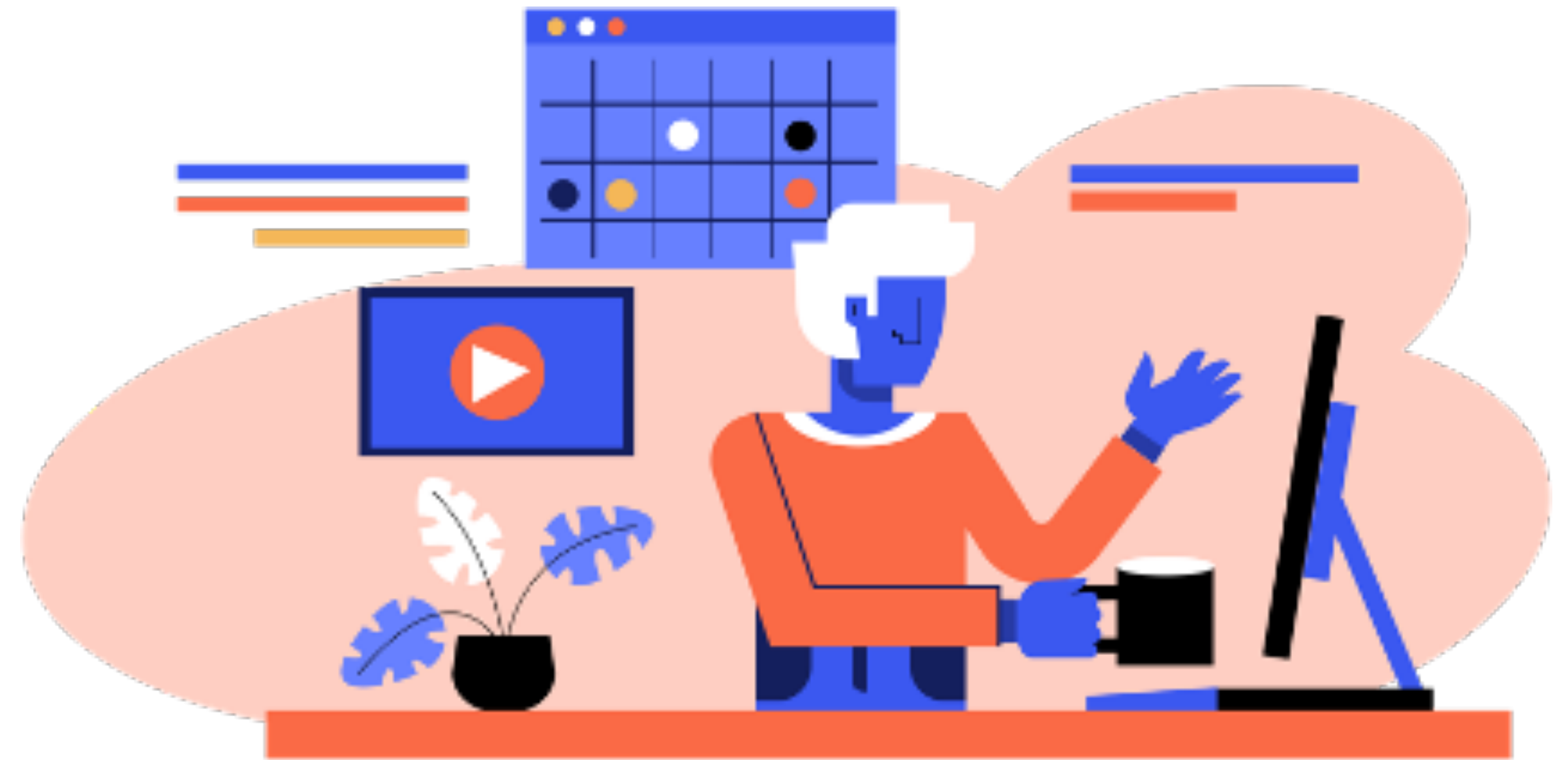
What, who, how long

Outcomes - outputs

Objectives

Appropriate stakeholders

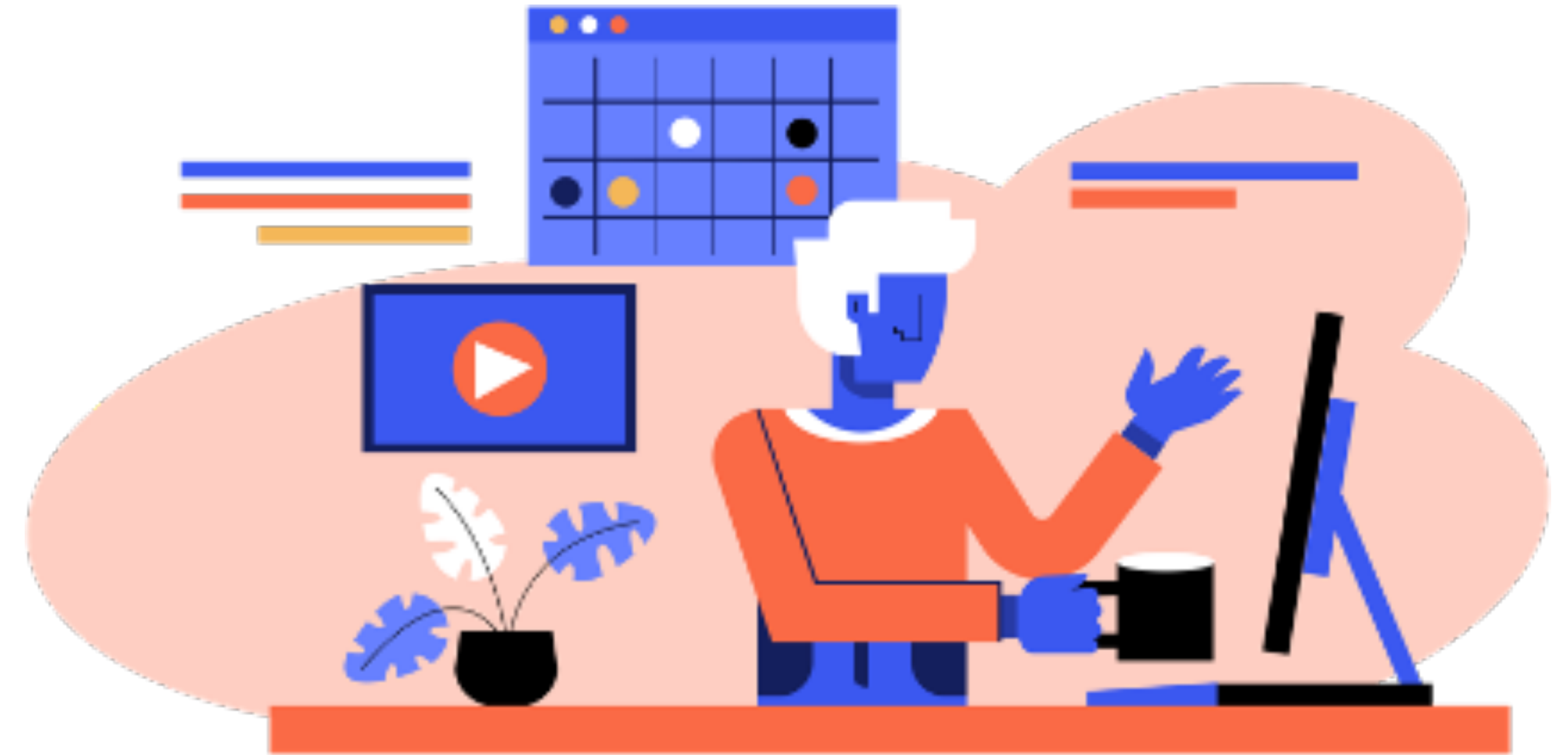
How will we measure success?



“Agenda Theater”

Rather than a second-by-second accounting, focus on the meeting's **OUTCOMES**

Focus on what you hope to **ACHIEVE** in the meeting



Other Considerations

Risks – what could possibly go right & wrong?

Resources – have a **plan**

Location – what makes the most sense?

Scope – what are we **NOT** talking about?

End meeting with **SMART** action items.



Where we meet

Accessible

Natural light / fresh air

Comfortable facilities

Regular (catered) breaks

Encourage movement



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How we meet

Set ground rules (especially for usage of technology)

Encourage participation

Manage etiquette / conflict

Visibly record meeting

Summarize & share results: “The Scribe”



The Scribe

Captures meeting notes.

Shares the notes with all participants

Helps eliminate the trove of emails cross-pollinating post-meeting

Syncs all communication



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**“Audit to eliminate automatic collaboration.
Ask the right questions about teams and
meetings: What is the purpose? Who really
needs to be involved? Does this team still
make sense?”**

Jake Breeden

“Tipping Sacred Cows”

Informal Meeting: Scrum

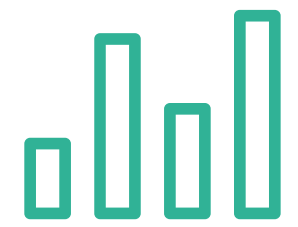
What did I do **yesterday** (or since we last met)?

What will I do **today** (or until we next meet)?

What is in my way (**issues/ blockers/ risks**)



The DOL Scrum Approach



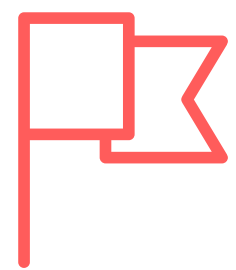
Past

What has transpired since the last sync?



Future

What do they hope to accomplish before the next sync?



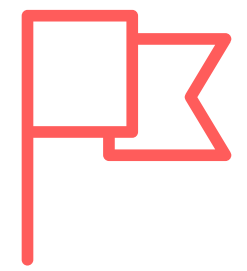
Blockers

ANYTHING that will prevent them from achieving their FUTURE goals.



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The DOL Scrum Approach



Blockers

ANYTHING that will prevent them from achieving their **FUTURE** goals.



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Formal Meeting

Agenda

Welcome

Attendance / apologies

Minutes of the previous meeting

Business of the meeting

Agenda item 1

Agenda item 2

Agenda item 3

Other business

Due outs/ action items

Next meeting time & date



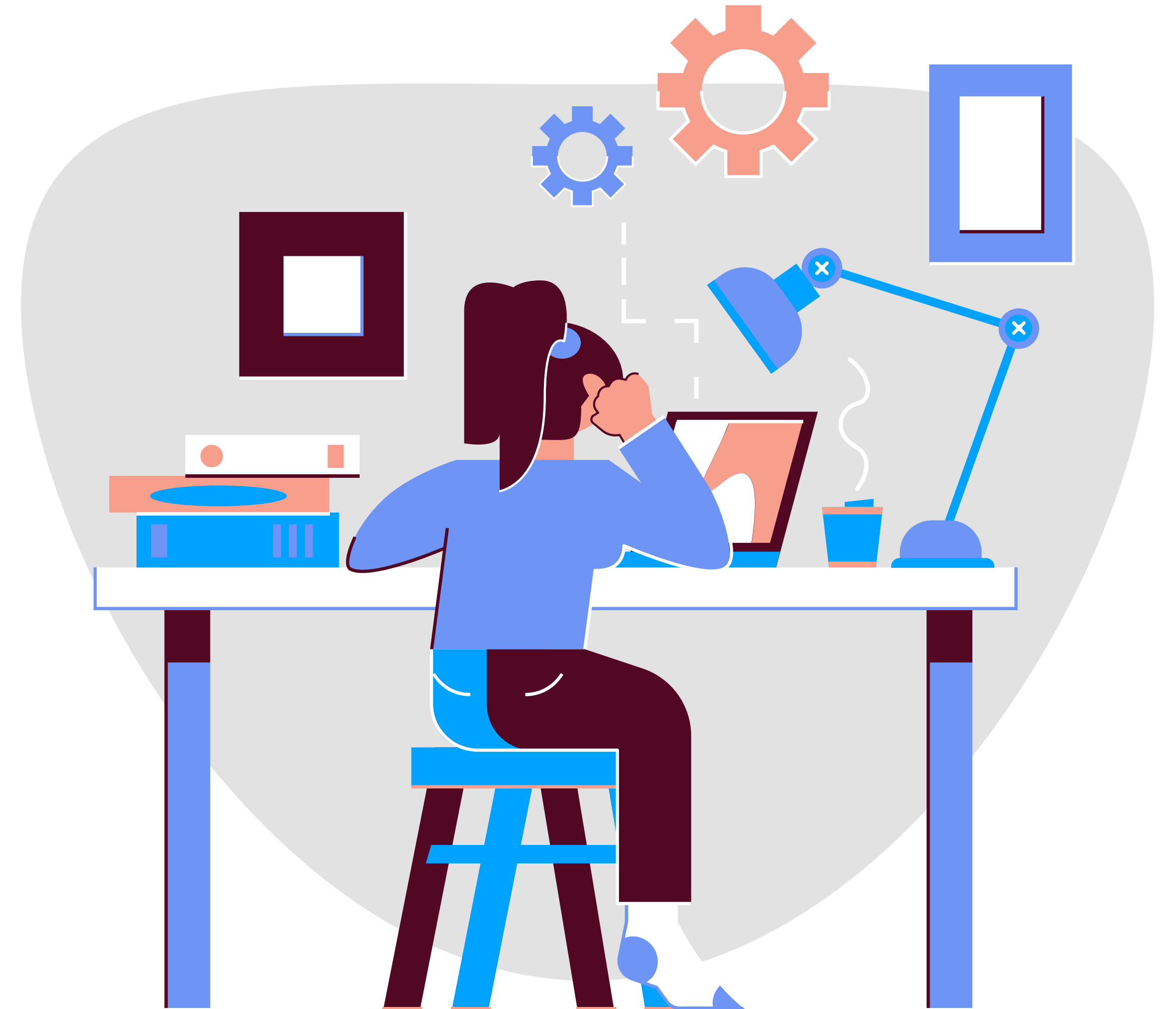
VIRTUAL MEETING SUCCESS

Be Specific As To the **WHY**

Ensure the meeting is **necessary** and stay on time.

Omit Unnecessary Participants

Remote work isn't going away.



Active Facilitation

The practice of intentionally guiding group discussions or working sessions to ensure clear outcomes, inclusive participation, and productive decision-making.

Unlike passive moderation, active facilitation is a leadership skill—it requires presence, structure, and the ability to steer a group toward a goal without dominating the content.



Active Facilitation

The facilitator owns the **process**, not the **solution**.



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Active Facilitation

IT IS	IT IS NOT
Leading the HOW of the conversation	Dictating the what of the outcome
Creating space for every voice	Letting dominant voices control the room
Redirecting when discussions drift	Letting the agenda die on “slide 3”
Managing time, tone, and flow	Just “sitting” and letting others talk
Asking better questions, not giving answers	Acting like the expert



Active Facilitation: Core Goals

1: Clarity: All understand the objective, process and decision points

2: Engagement: Involve all voices, especially quiet or marginalized ones

3: Progress: Keep momentum by managing time, scope, and outcomes

4: Neutrality: Stay impartial, especially in conflict or divergent opinions.



Active Facilitation: Key Tools

Ground Rules: Set expectations for behavior and participation

Framing Questions: Ask open-ended and purposeful questions

Paraphrasing: Clarify and reflect back to build understanding

Timeboxing: Keep segments disciplined and moving



Active Facilitation: Key Tools

Stacking: Track who wants to speak and manage airtime

Parking Lot: Defer off-topic ideas without losing them

Check Ins/Outs: Surface energy and concerns early and late

Breakout Groups: Use smaller teams for deep dives and enhanced engagement



Active Listening

The skill of **fully** and **intentionally** focusing on what another person is saying—not just hearing their words, but also understanding their **meaning**, recognizing their **emotions**, and **responding** in a way that shows you're **genuinely engaged**.



Active Listening

It's listening to **understand**, not listening to **reply**.



Why Active Listening Matters

Builds trust and strengthens relationships

Reduces misunderstandings and assumptions

Improves problem-solving and collaboration

Defuses tension and shows respect, even in disagreement

Encourages others to share more openly, which leads to better decisions



Key Elements of Active Listening

- 1: Pay Full Attention:** eliminate distractions, use eye contact and open body language, stay mentally present.
- 2: Show you are listening:** nod occasionally, use short verbal cues (I see, Go on...), don't interrupt
- 3: Reflect and paraphrase:** repeat the essence of the points to them, ask clarifying questions
- 4: Respond with empathy and intent:** acknowledge feelings, don't dismiss or correct
- 5: Listen for what isn't said:** pay attention, note inconsistencies



“Any day is a good day to make a STOP-DOING LIST. Is there a regular meeting you can excuse yourself from? A committee you can drop out of? Are there any things you do out of a sense of fear or guilt? If so, take the bold risk to stop doing them today.”

Jake Breeding

“Tipping Sacred Cows”



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RACI and CAIRO

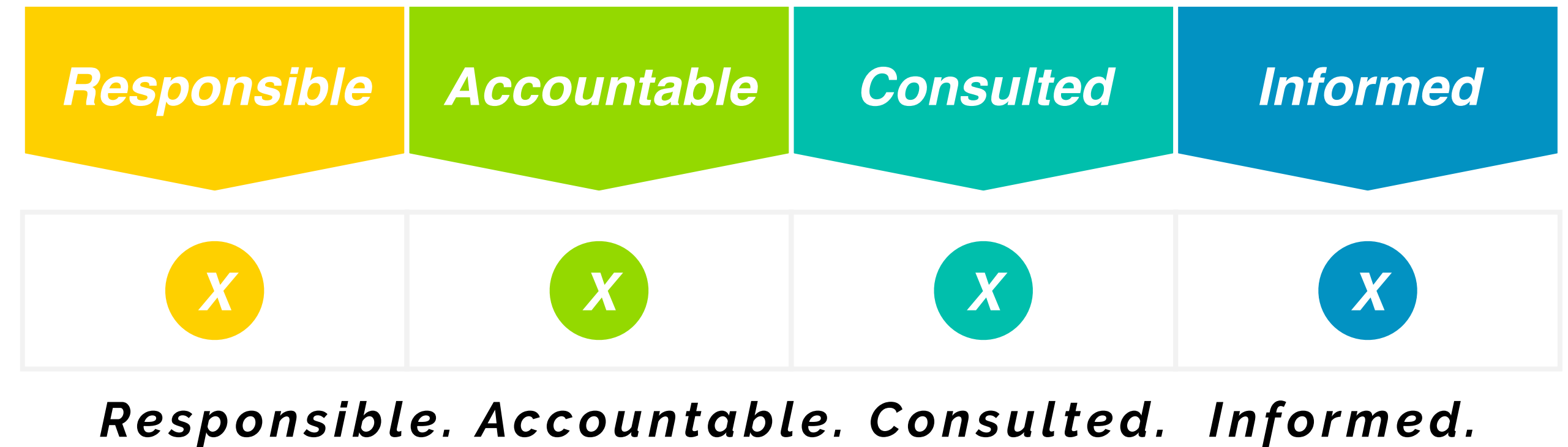
RACI & CAIRO

Clearly delineating roles within your project environments will

1: Allow for greater **clarity of effort**

2: Help with **Effective** Stakeholder Engagement (ESHE)

3: Enhance **cohesion** amongst the team



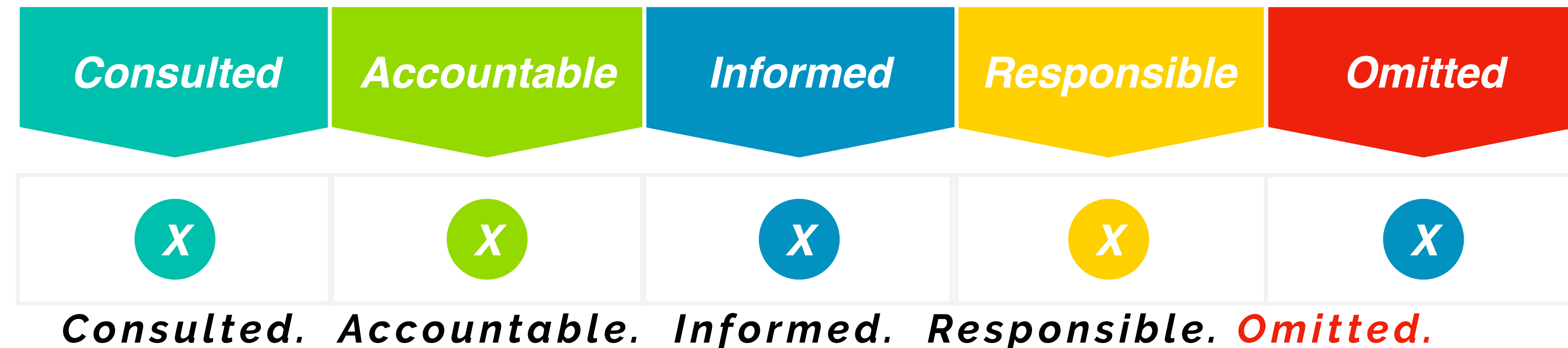
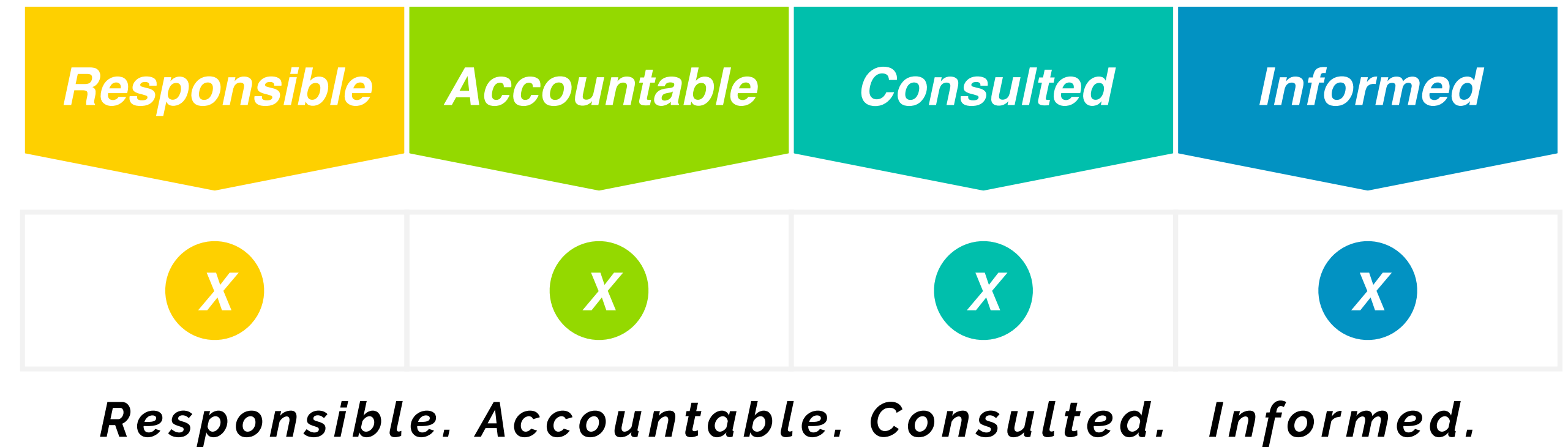
RACI & CAIRO

Clearly delineating roles within your project environments will

1: Allow for greater **clarity of effort**

2: Help with **Effective Stakeholder Engagement**

3: Enhance **cohesion** amongst the team



RACI DEFINITIONS

Responsible



The person who carries out the task or process. **Gets the job done.**

Accountable



Person ultimately accountable for the **task or process being completed.**

Consulted



People not directly involved in the task or process, but are consulted.

Typically a SME

Informed



People who **receive output** from the task or process or **stakeholders who need to be informed.**



CAIRO DEFINITIONS

OMITTED

LEFT OFF THE PROJECT INTENTIONALLY TO **PRESERVE PRIORITIES**



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Roles and Responsibilities Analysis

Business Processes	Functional Roles								
	R		A		C		I	C	
	A	R		R	C	C	I		I
Decisions / Functions / Activities	C		R		C	C		R	A
	C		A			R		R	
	I	C		R	A		C		R
		I		C	R	A			C

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FUNCTION S	PROJECT OWNER	BUSINESS ANALYST	PROJECT MANAGER	SOFTWARE ENGINEER	DEVELOP ER	FUNCTION AL LEAD	EXECUTIV E SPONSOR
PROJECT PLANNING	A	I	R	I	C	C	I
PROJECT INITIATION	A	I	R	I	I	I	C
BUSINESS REQUIREMEN TS	I	R	I	I	C	I	A
SOLUTION DESIGN	I	C	I	R	I	A	I
ALPHA TESTING	I	C	I	R	A	I	C
BETA TESTING	C	C	A	R	I	C	I
SOLUTION DELIVERY	R	C	C	C	I	I	C





PROJECT DELIVERABLE	Executive Sponsor	Project Sponsor	Steering Committee	Advisory Committee	Role 05	Project Manager	Technical Lead	Functional Lead	SME	Role 05	Developer	Admin Support	Business Analyst	Role 04	Role 05	Consultant	PMO	Role 03	Role 04	Role 05
	PROJECT LEADERSHIP					PROJECT TEAM MEMBERS					PROJECT SUB-TEAMS					EXTERNAL RESOURCES				
Initiate Phase																				
1. Task 01	A/C	R / A				R/A	A/C		C											
2. Task 02						R											A			
3. Task 03	I					R/A	A/C	A/C	C				C			C				
4. Task 04	I	A / C	I	I		R/A	C	C	C				C			C	C			
Plan Phase																				
1. Task 01	C	C				R/A	C	C	C				C			C				
2. Task 02	I	I	I	I		R/A	C	C	C	C	C	C	C			C	I			
3. Task 03	I	I	I			R/A				I	I	I	I			C	I			
Execute Phase																				
1. Task 01	C/I	C / I	C/ I	C/ I			R/ A	R/ A	R/ A	R/ A	R / A					A/ C				
2. Task 02	I	I	I	I		R/	R/	R/	R/							C	I			

Take-aways from Meetings



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Be **deliberate** when setting up a meeting.

Know how much time you are potentially **wasting** in unnecessary meetings.

Set the **culture** for the success you crave.

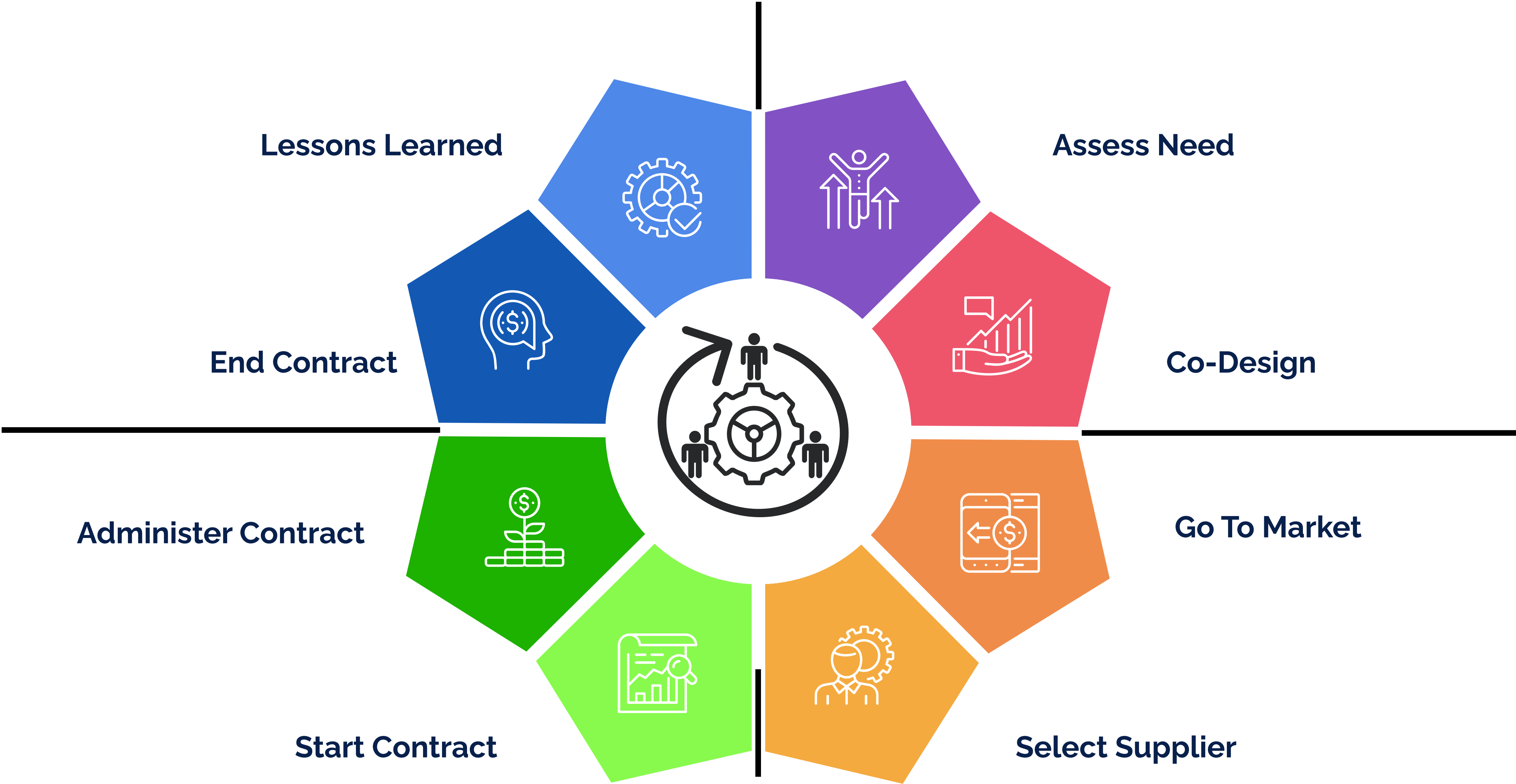


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Project Procurement

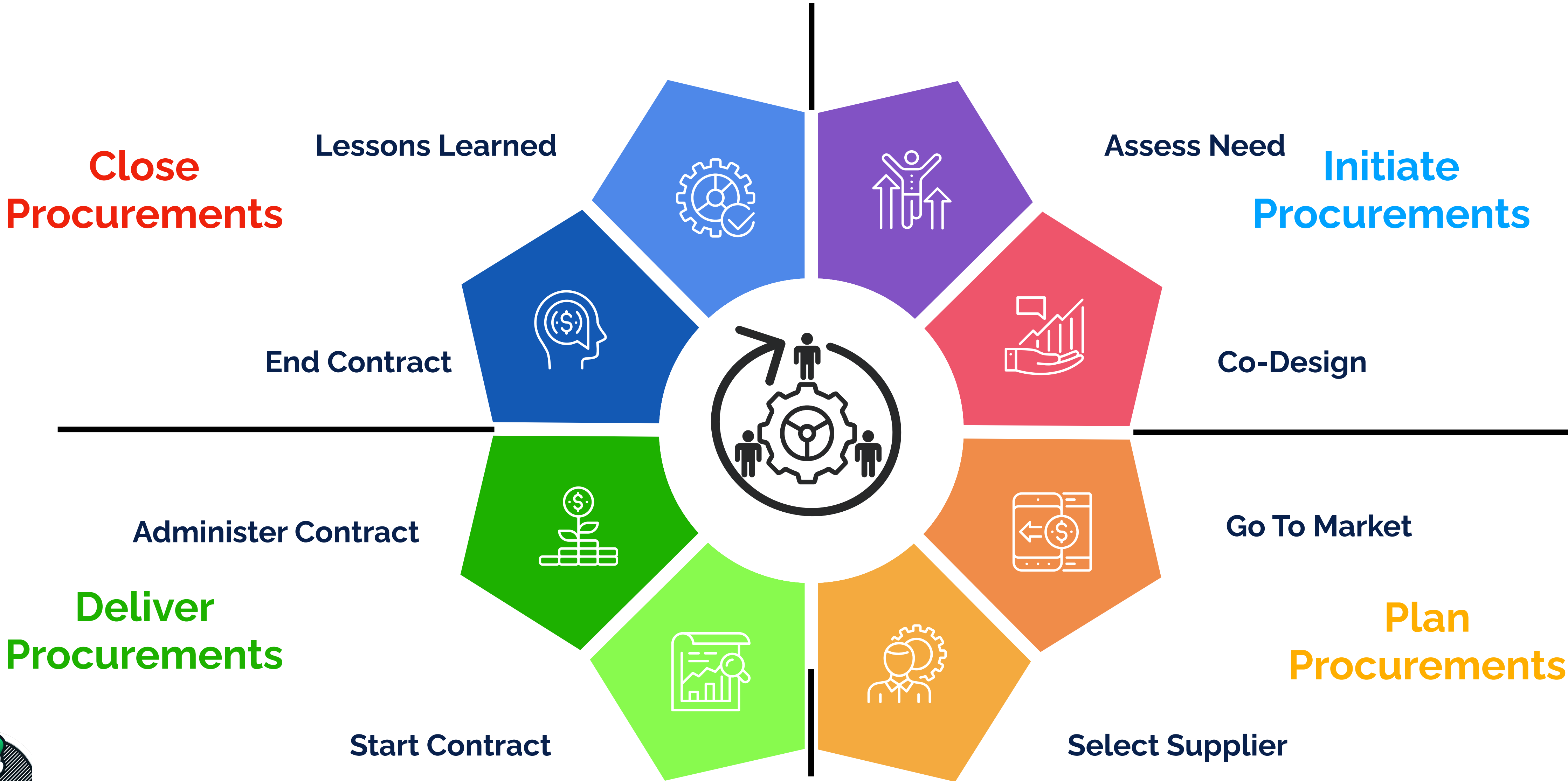
The Procurement Cycle



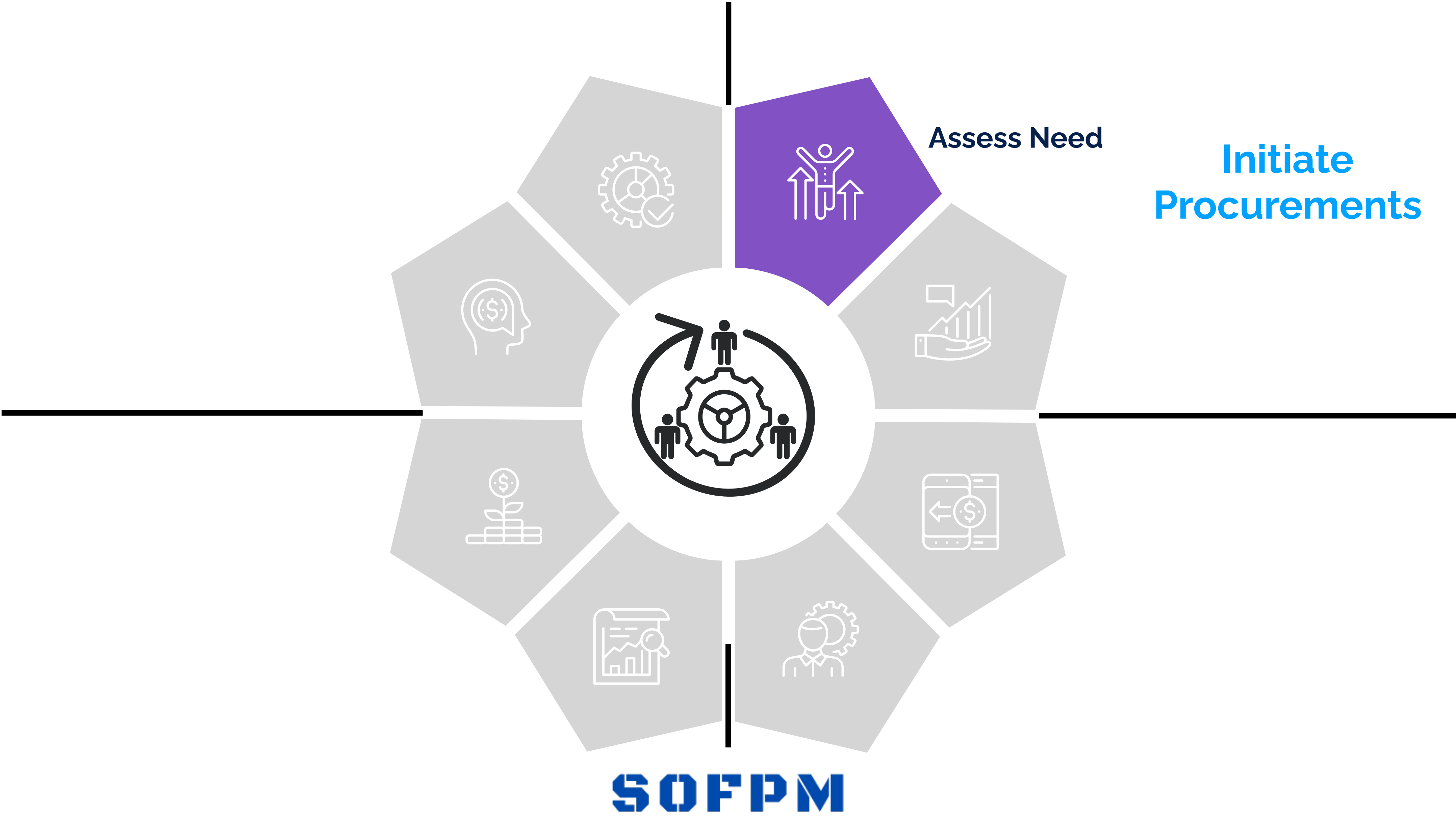
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The Procurement Cycle

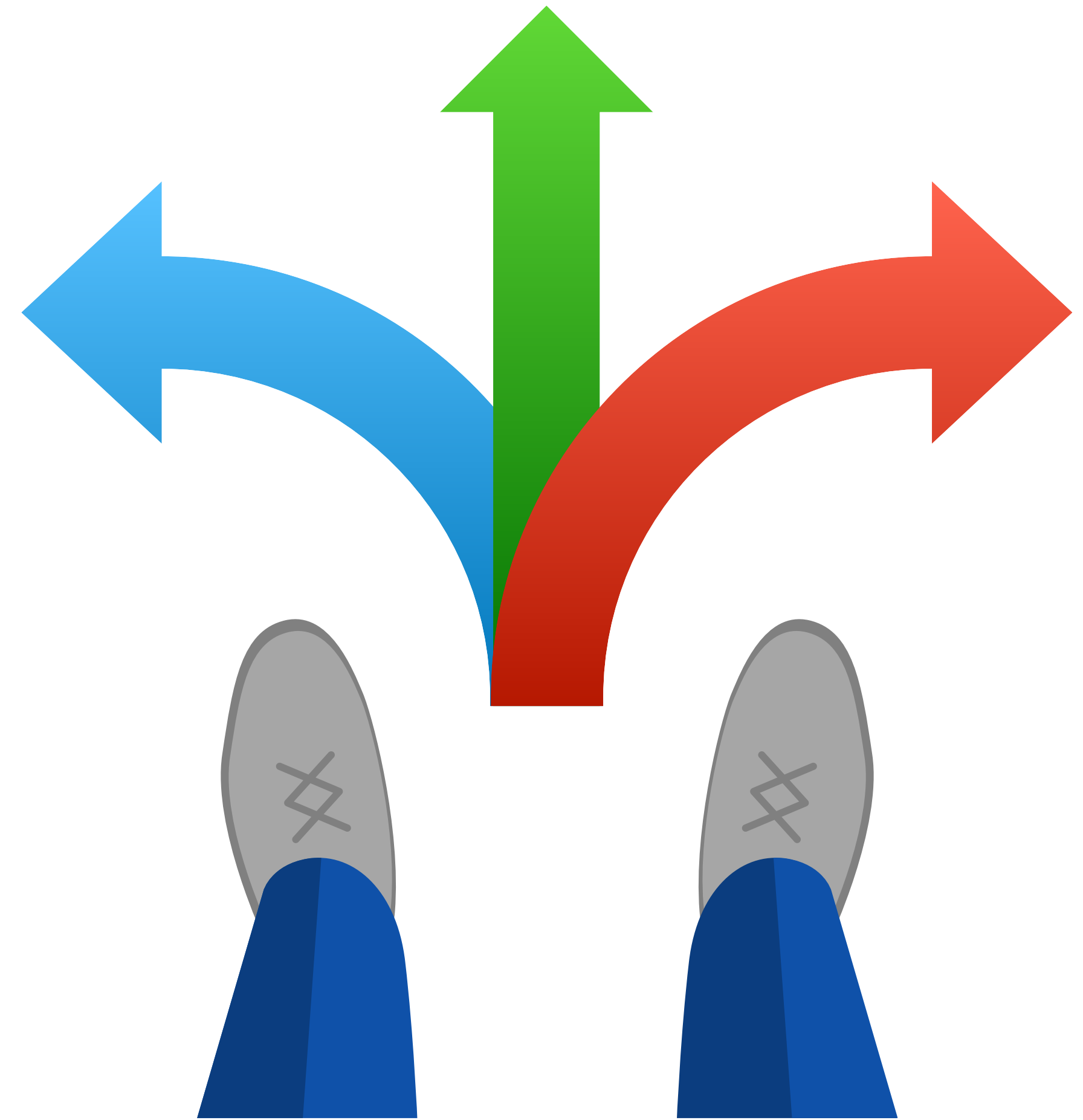


The Procurement Cycle



Needs Assessment

This is the **'make or buy'** business case.



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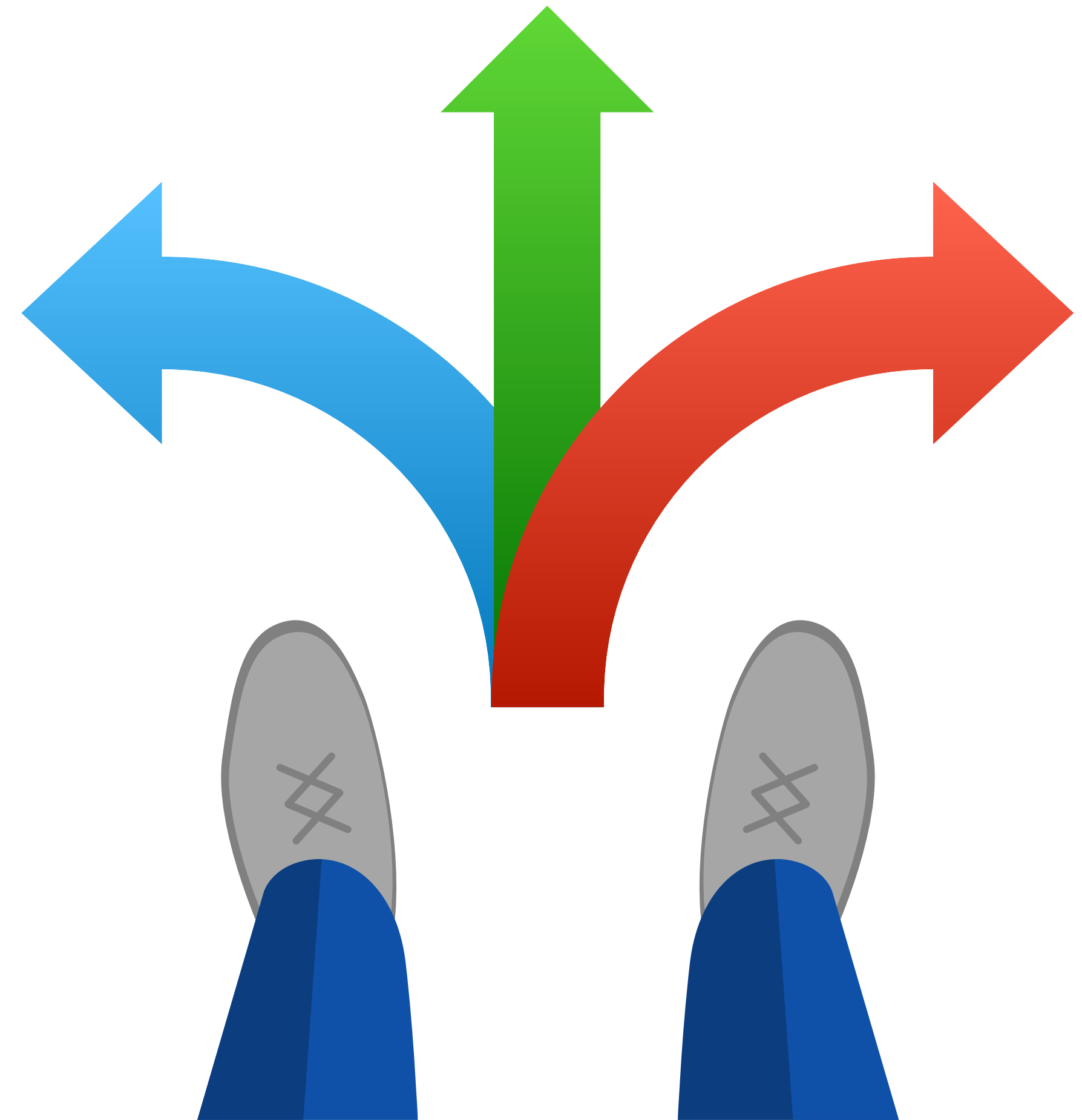


Needs Assessment

Option 0 – ensuring the project **needs** these goods or services?

Option 1 – what are the costs / impacts / risks of **doing it ourselves**?

Option 2 – what are the costs / impacts / risks of **using someone else**?

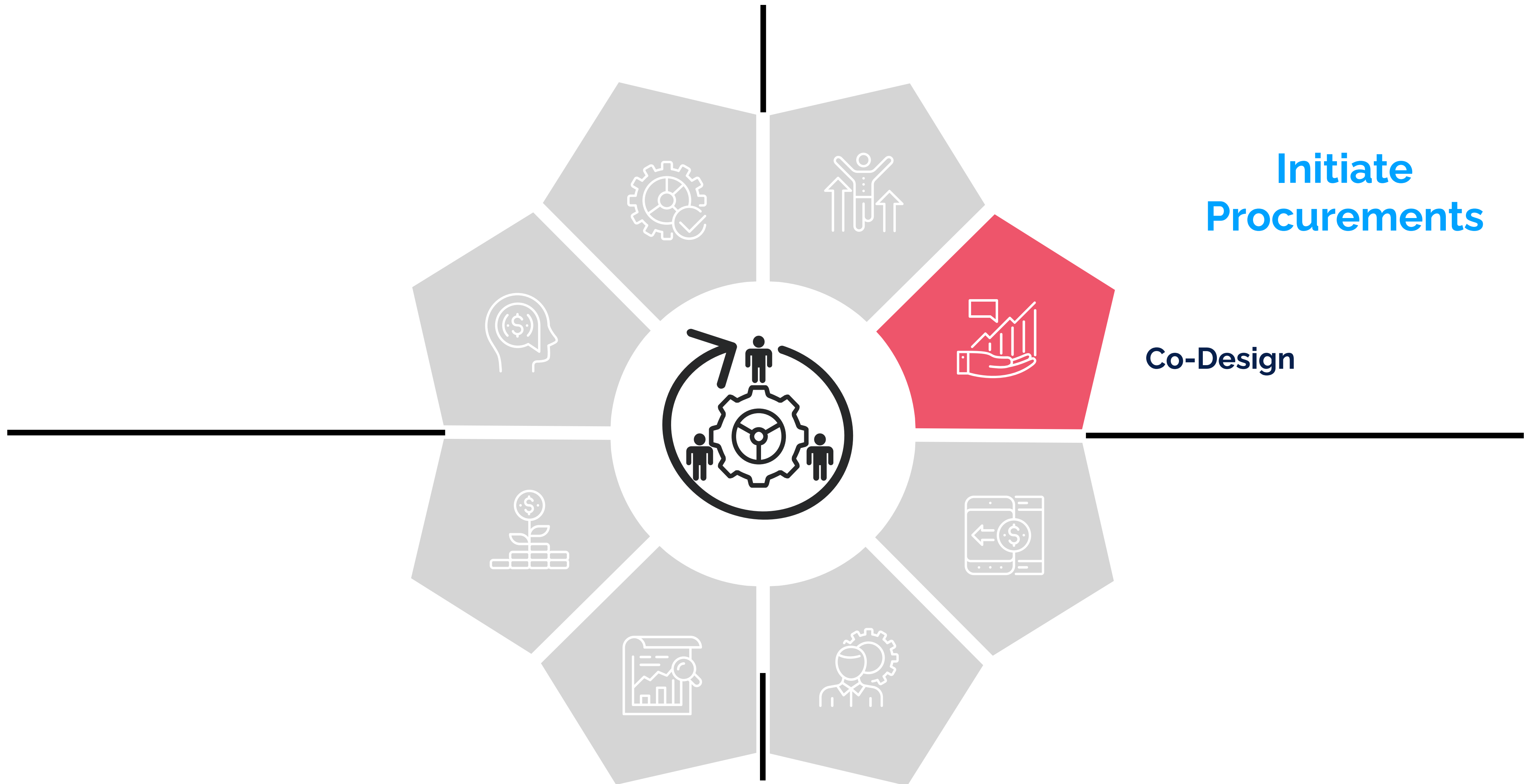


The Procurement Cycle

**Initiate
Procurements**

Co-Design

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Co-Design

Engaging Codesign in procurement refers to a **collaborative approach** where the **buyer (client) and supplier (vendor)** work together to define, develop, and refine the solution—*before or during* the procurement and delivery process.

Unlike traditional procurement (where specs are rigid and vendors are only expected to deliver to fixed requirements) **codesign brings both parties into the problem-solving process**, treating the vendor as a partner instead of just a vendor.

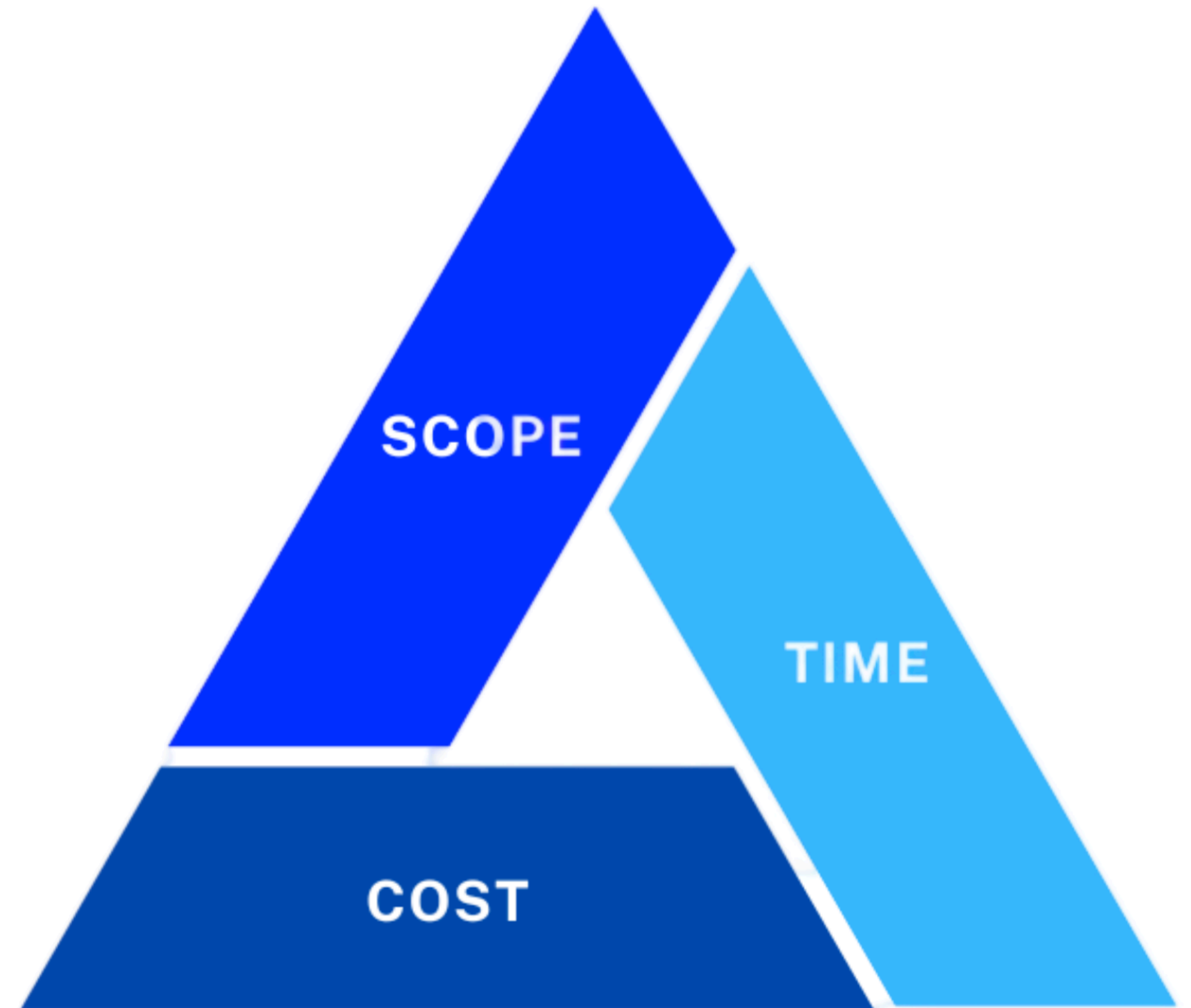


Co-Design

Engaging stakeholders to scope procurement

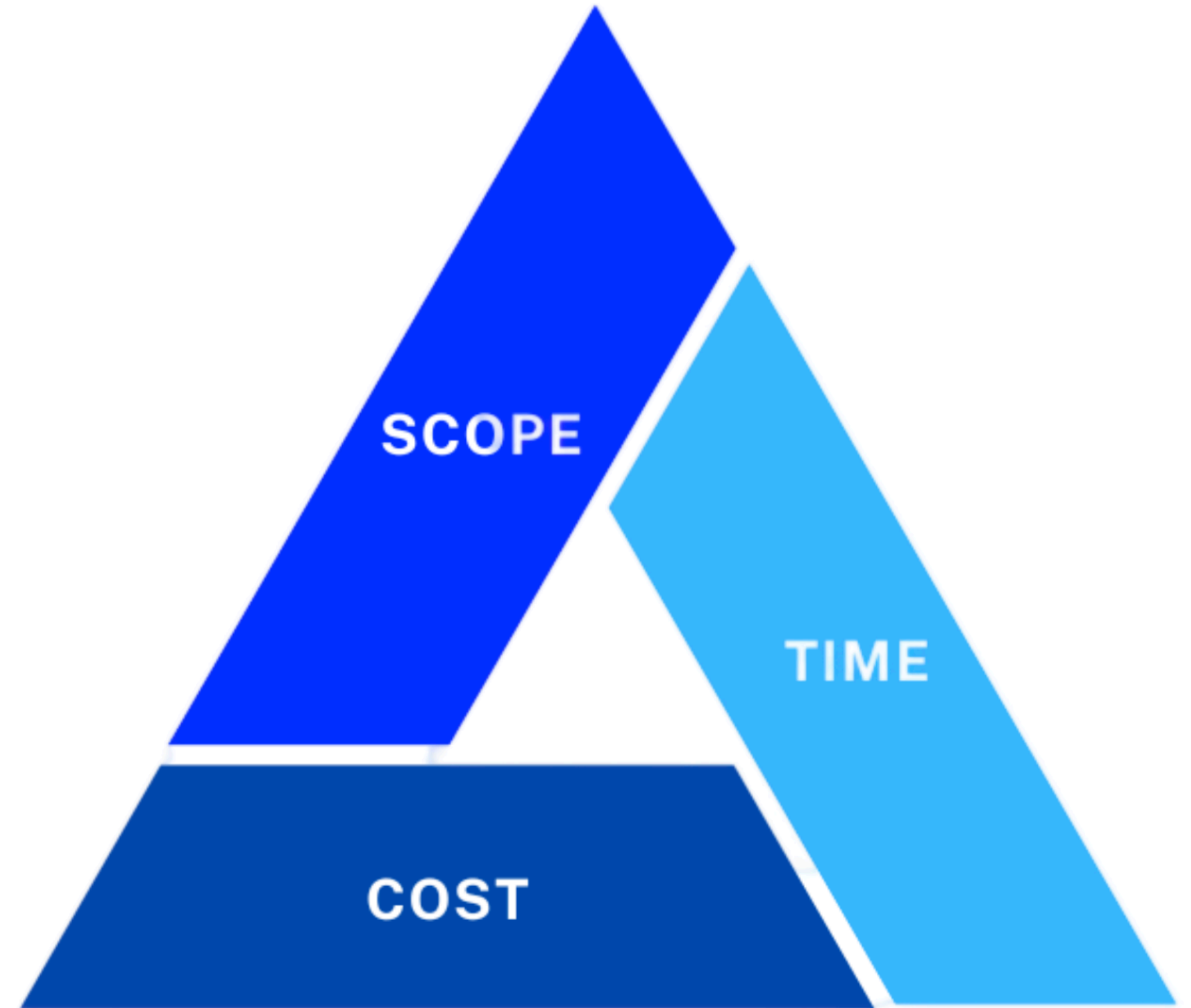
Higher risk procurements require more detailed engagement

Align internal expectations to market capability (**scope, time and cost**)



Co-Design

There are limits to how much **free advice** you can expect!



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The Procurement Cycle



Approaches to market

Expression of interest (EOI)

Request for quote (RFQ)

Request For Proposal (RFP) / Request For Tender (RFT)



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Expression of Interest (EOI)

In procurement, an Expression of Interest (EOI) is a preliminary stage **used to gauge market interest, capability, and availability** before formally inviting bids or proposals.

It helps buyers identify qualified suppliers who are interested and capable of delivering the required goods or services—before investing time and resources in a full tender process.



Expression of Interest (EOI)

Outcomes mostly known

Highly uncertain **scope**

An EOI is the procurement world's version of "raise your hand if this is something you can do."



Request For Quote (RFQ)

A Request for Quote (RFQ) in procurement is a formal invitation sent by a buyer to potential suppliers asking them to submit a price quote for clearly defined products or services.

It's one of the most straightforward procurement tools, typically used when specifications are fixed, quantity is known, and price is the primary decision factor.



Request For Quote (RFQ)

Off-the-shelf product or service in highly competitive market

Typically a low risk procurement

An RFQ says, “Here’s exactly what we need. Tell us how much it will cost.”



Bid

A bid is a formal offer made by a supplier in response to a request for proposal (RFP) or request for quote (RFQ) from a buyer.

Bids are typically **competitive** and suppliers compete on price and other factors to win the contract.



Tender

A tender is a formal invitation from a buyer to suppliers to submit their proposals for a project or contract.

Tenders are usually more structured and detailed than bids, and suppliers are evaluated based on a set of criteria outlined in the tender document.



Request For Proposal (RFP)

A Request for Proposal (RFP) is a **formal procurement document** used by organizations **to solicit detailed proposals** from suppliers when the solution, approach, or service isn't fully defined, or when multiple factors beyond price (experience, technical capability, or innovation) are critical to the selection process.



Request For Proposal (RFP)

Flexible outcomes

Multiple scope options at a range of prices

Complex but well-defined scope with clear outcomes

Several known providers



What is in a Request for Proposal (RFP)?

Draft statement of work

Key performance indicators (KPIs)

Conditions for participation

Evaluation criteria (Lowest price technically acceptable or best value?)

Proposed contract length

Response guidelines (When & how to submit)



Request for Information (RFI)?

A common business process whose purpose is to **collect written information about the capabilities** of various suppliers



Managing requests for information (RFIs)

Track



Log



Sort



Rank



Evaluate



Respond



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Tender/Proposal Manager

Process expert: Manages the tender process

Ensures tender documentation is complete and accurate

Publishes tenders and acts as **sole point of contact**

Manages supplier questions and communicates replies to all (*addenda*)



Tender/Proposal Manager

Assesses eligibility of tenders (e.g. compliance)

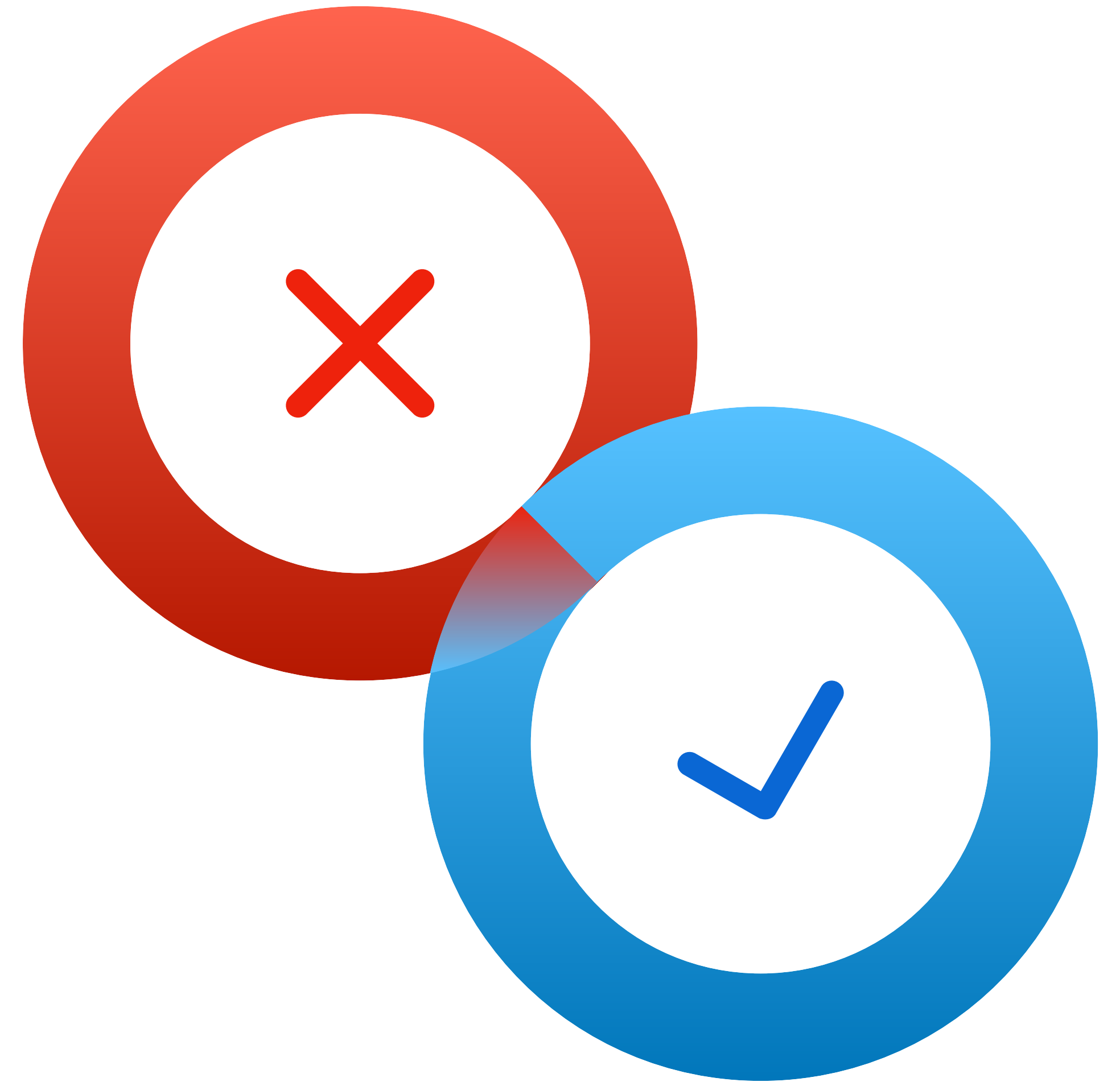
Notifies successful (and unsuccessful) applicants

Captures actions and lessons learned



Procurement Policies

Formal and **informal** organizational
procurement practices



Procurement Policies

Includes:

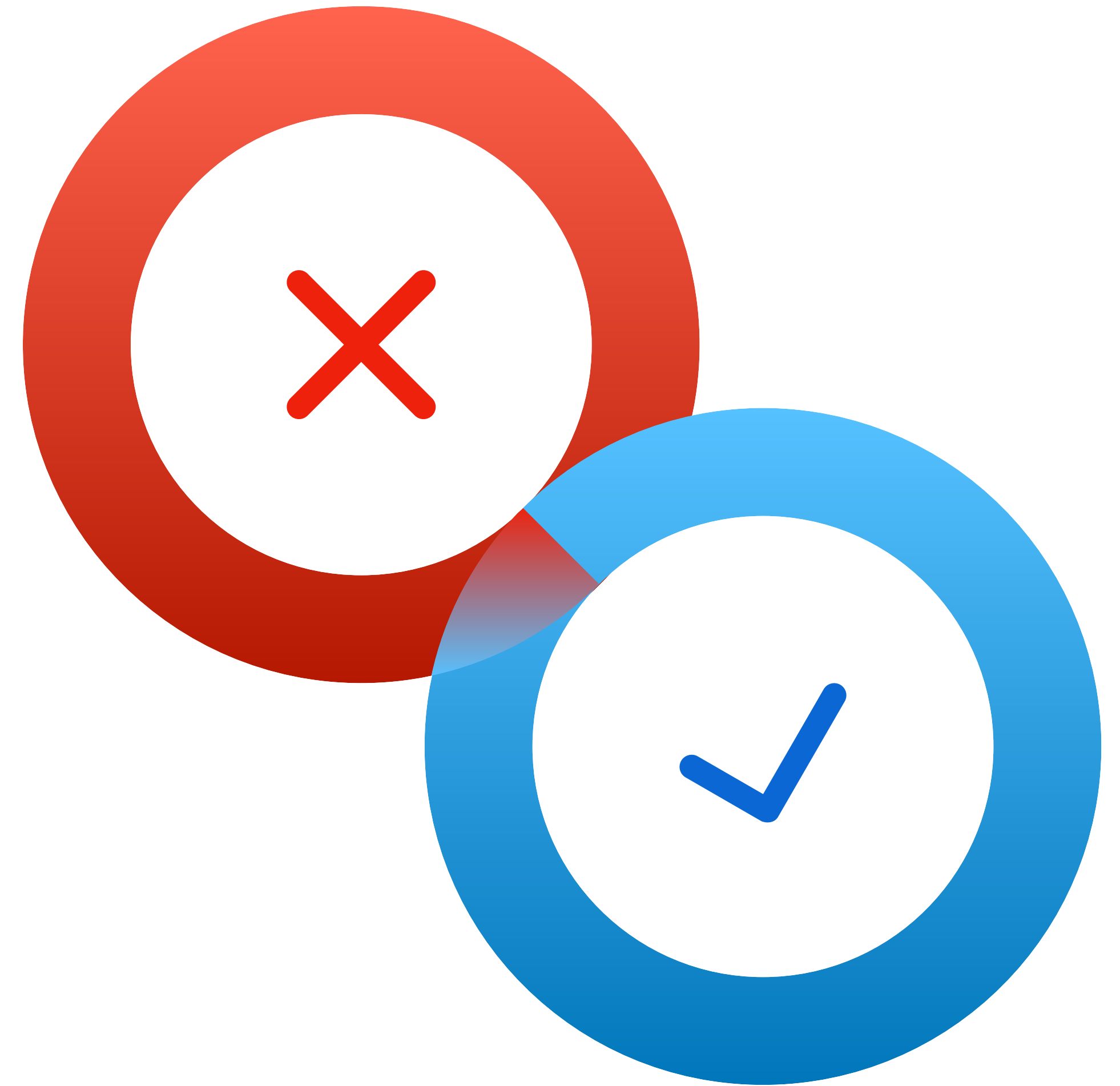
Delegated authorities

Competitive process

Preferred suppliers

Codes of conduct

Sustainability guidelines



Delegated authorities

Stakeholders who are allowed to make procurement decisions?

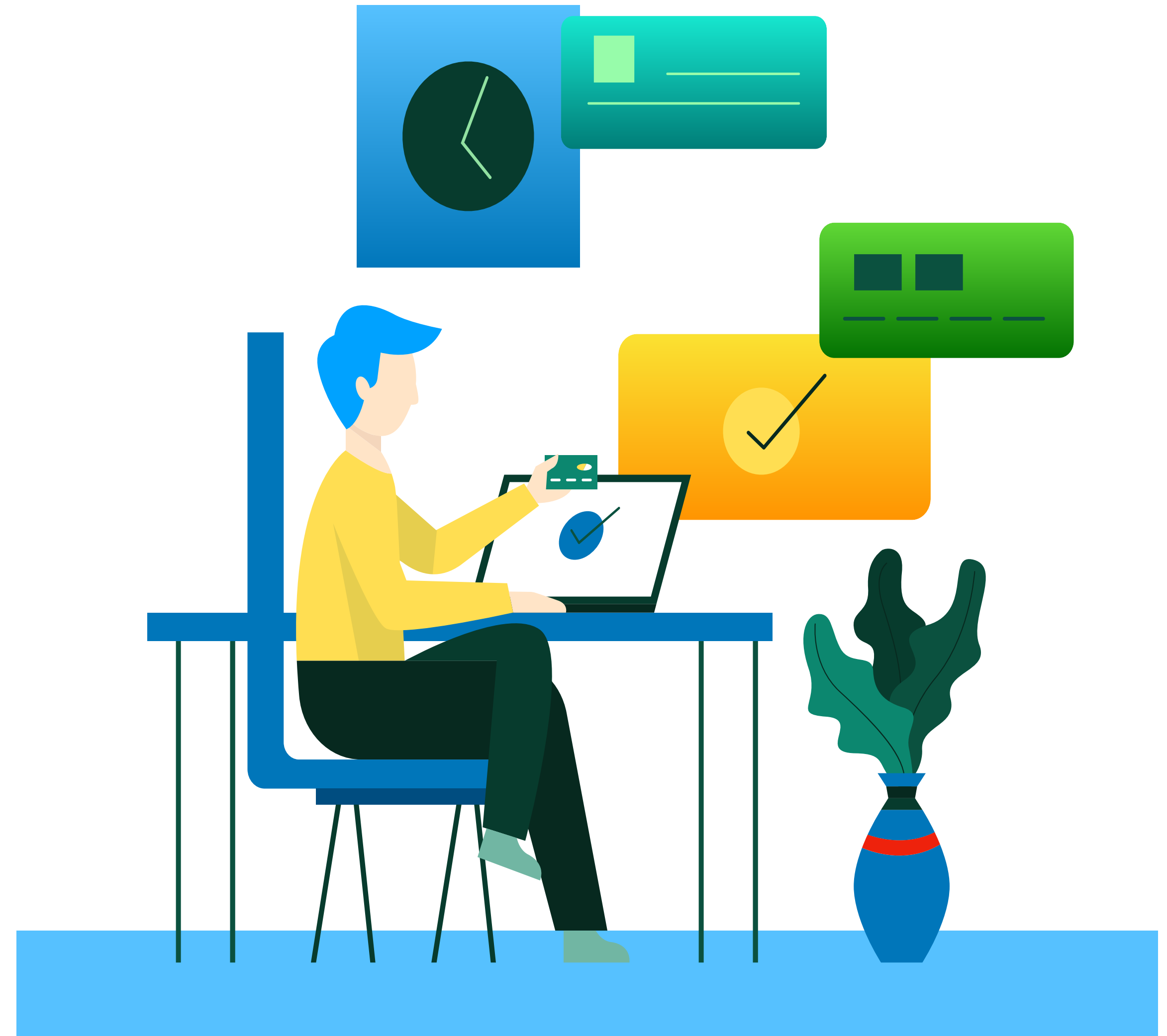
What is the process and requirement for them to be able to be in this position?

When does the delegation occur?

Permissions

Renewals

Expirations

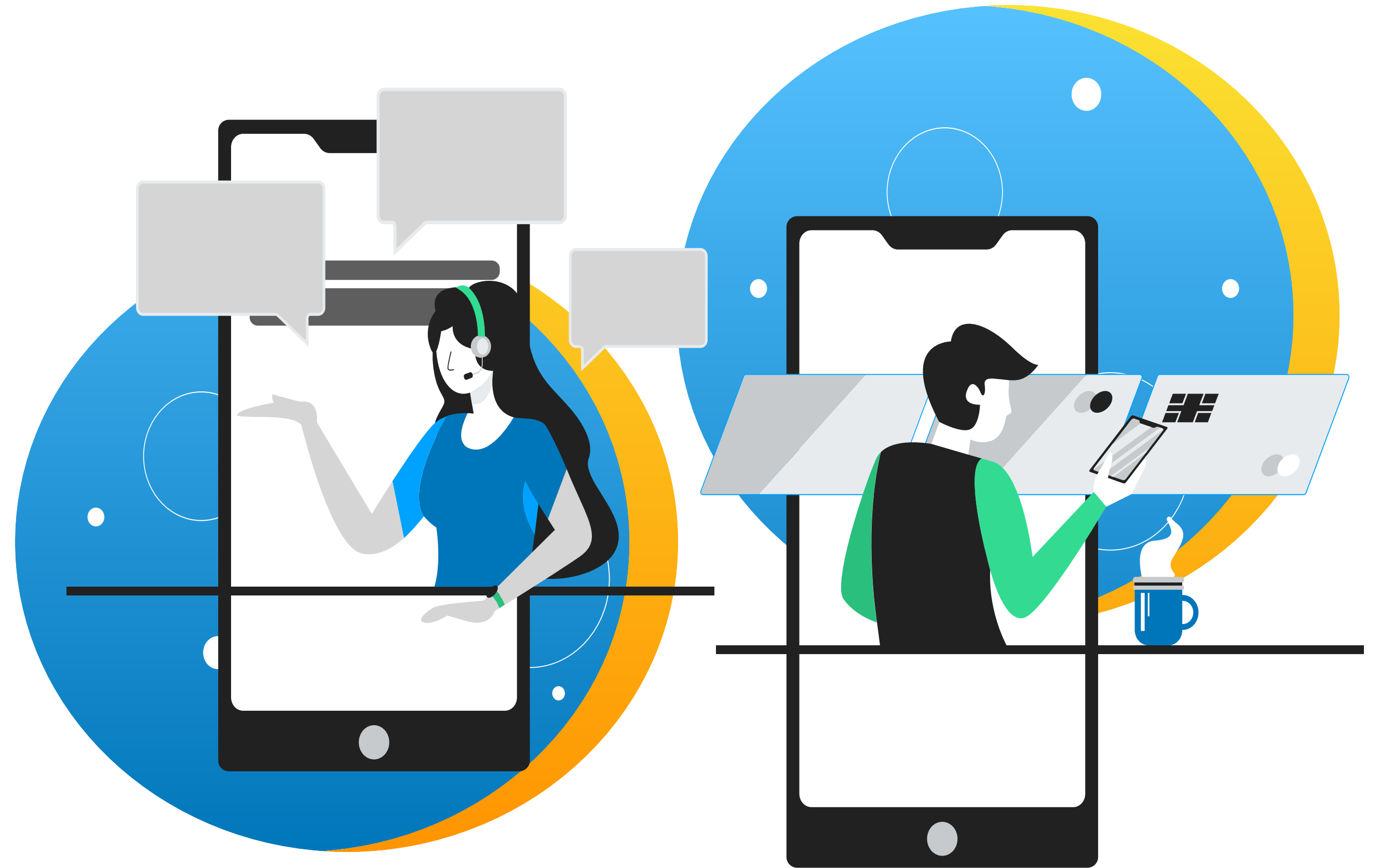


Competitive Process

When can we direct purchase?

When should we get three quotes?

When should we go to tender?



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Preferred Suppliers

Do we have pre-approved contractors / vendors for certain work?

Do we have a list of requirements to become a preferred supplier?

Do we have a reason we would choose preferred suppliers?



Market Feedback

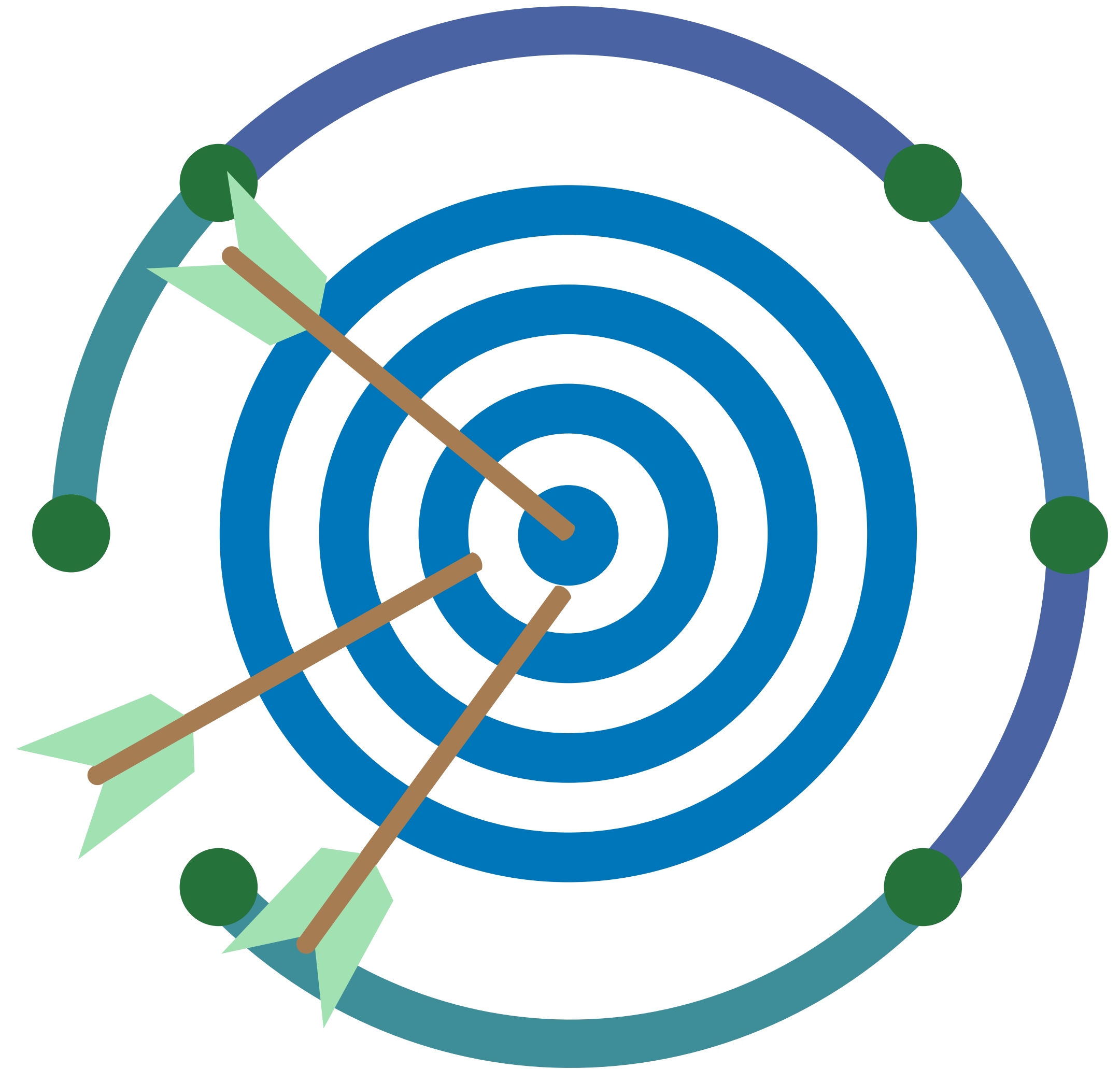
Notify unsuccessful tenderers

Giving feedback:

Improves quality of future responses

Provides surety that procurement process was fair and transparent

Helps them learn and grow as a business



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Sustainability Guidelines

Sustainability guidelines in procurement are a set of principles, criteria, and practices that ensure purchasing decisions support environmental responsibility, social equity, and long-term economic value.

They move procurement beyond price and performance, requiring buyers to ask: “What impact does this purchase have on people, the planet, and future resilience?”



Sustainability Guidelines

Voluntary, third party-assessed, norms and standards relating to **environmental, social, ethical and food safety** issues

Demonstrates the performance of their organizations or products in specific areas

There are over 400 such standards across the world



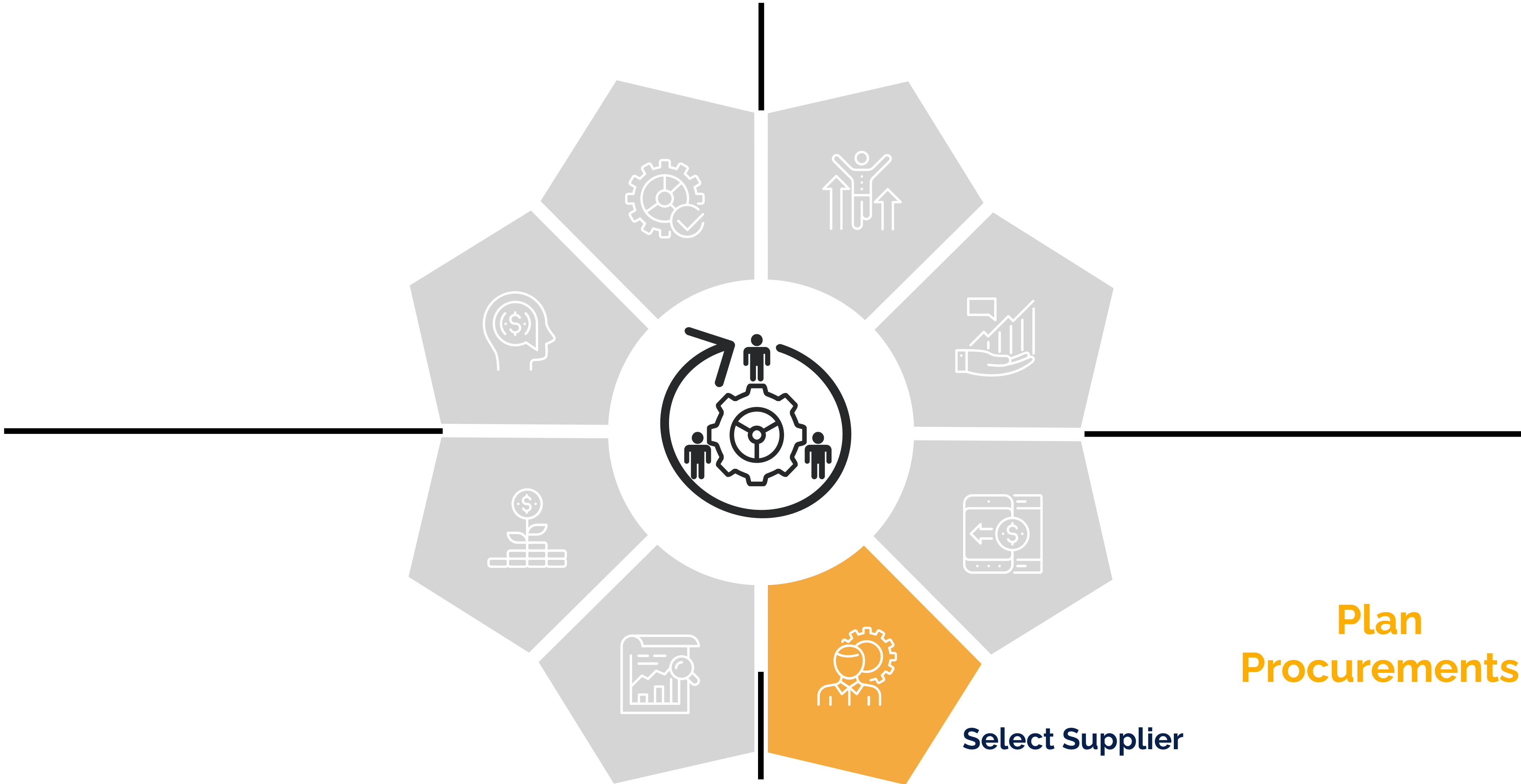
Fair Conduct of Tenders

Contractors and vendors are also project stakeholders.

Did we identify them on our Stakeholder Register?



The Procurement Cycle



Plan
Procurements

Select Supplier

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How do we know the price is right?

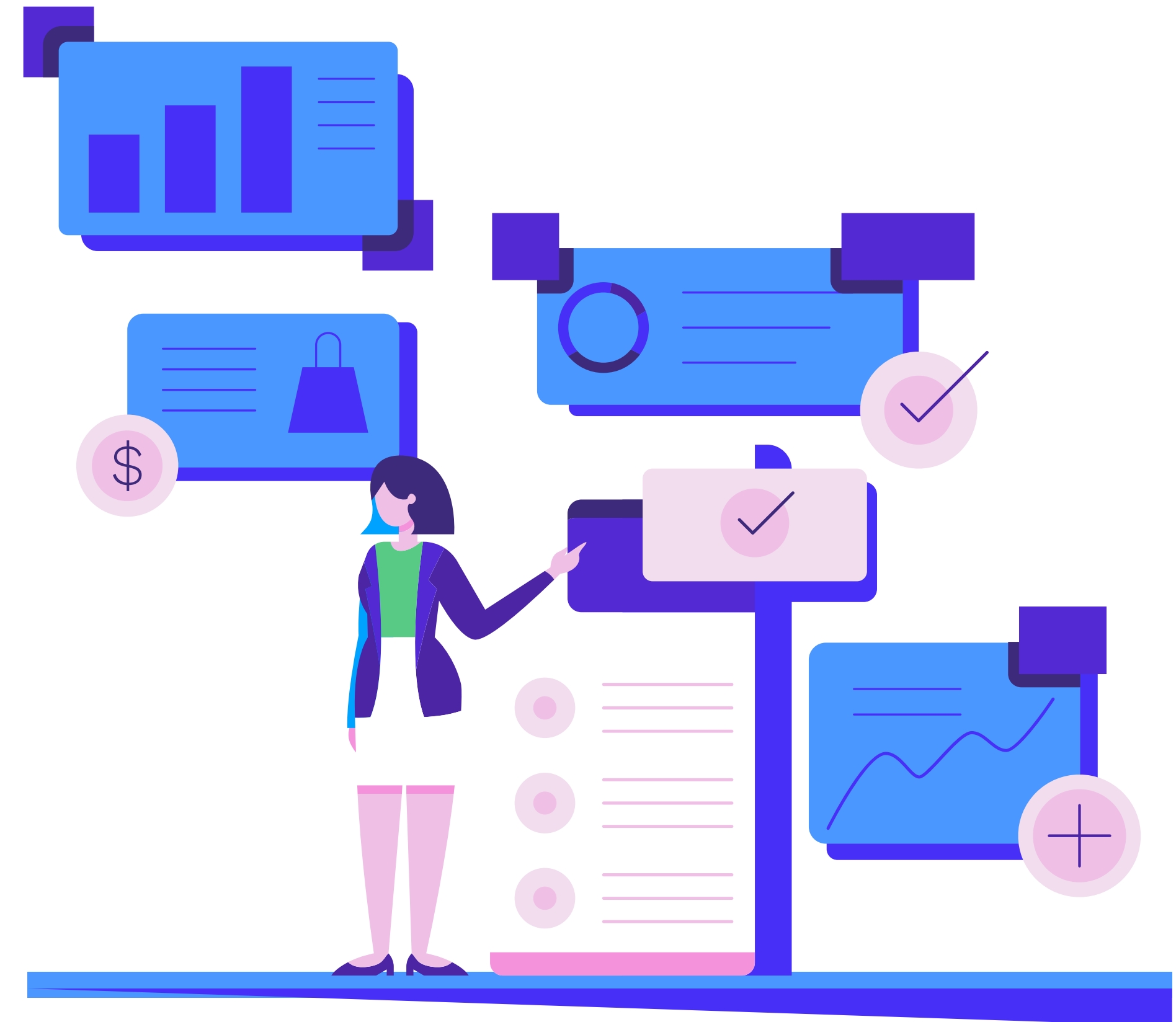
Commercial norms / Market prices

Benchmarks (other bids)

Historical prices

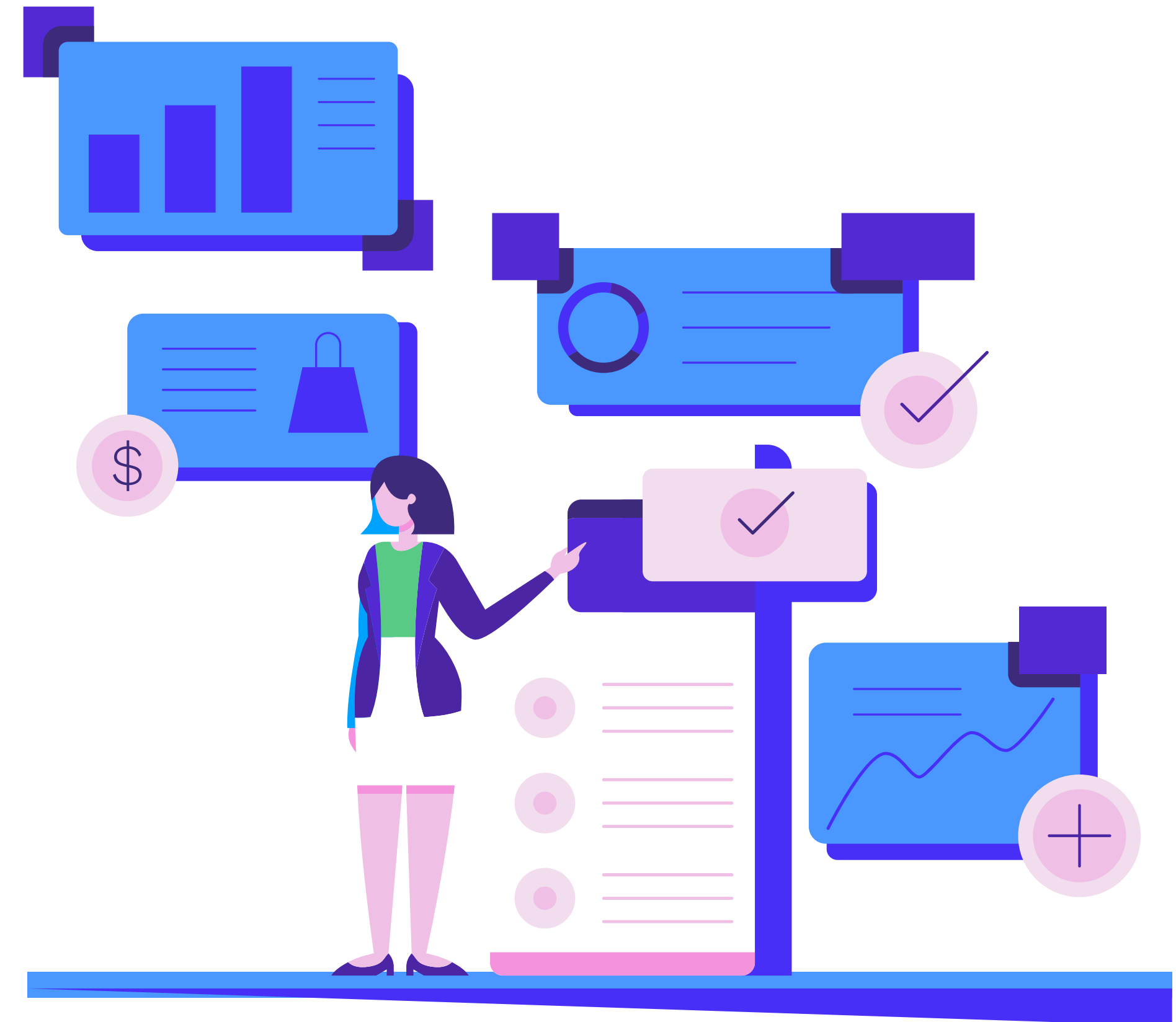
Pricing data on similar items

Independent cost assessment



How do we know the price is right?

Just tell them your budget?



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Total Cost of Ownership (TCO)

SUNK COST



Research and Development, Tooling, Equipment, Evaluation, **Bid and Award**, Supplier Certification

OVERHEAD COST



Working Capital, Internal Support, Quality, Incoming Inspection, Interest Expense, Prototyping, Order Processing, **Accounts Receivable**, Engineering Build, Process Validation, **Licensing**, Vendor Tracking, Storage and Distribution, Inventory Management

PURCHASE COST



Purchase Price, Shipping, Packaging, Duties, Tariffs, **Taxes**, **Supplier Profit**

UTILIZATION COST



Installation, Labor and Benefits, Training, Operating, **Supplies and Consumables**, Performance, Maintenance, Labor, Spoilage, Learning Curve, Regulatory, Environmental, Obsolescence, **Upgrade**, Efficiency

LIFE CYCLE COST



Spare Parts, **Service**, Disposal, **Warranty**

SOFPM



Total Cost of Ownership (TCO)

SUNK COST



OVERHEAD COST



PURCHASE COST



UTILIZATION COST



LIFE CYCLE COST



**Know your numbers and how
they will impact your project!**



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Conflict of Interest

DISCUSSION

Give examples of a conflict of interest?

How would you manage it?



Conflict of Interest

What is it?

What do we do about it?

How do we spot it?



Conflict of Interest

A situation in which a person or organization is involved in multiple interests, **financial or otherwise**, and serving one interest could involve working against another.



Conflict of Interest

Typically, this relates to situations in which the personal interest of an individual or organization might **adversely affect** a duty owed to make decisions for the benefit of a third party.



How do we assess supplier
quality?



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Supplier quality?

Technical capability and approach

Risk appreciation

Past performance / references

Business size (financial capacity)

Business type – *is this their core business?*

Guarantees / warranties

Intellectual / property rights



Contracting Differentiators (Military and Government)

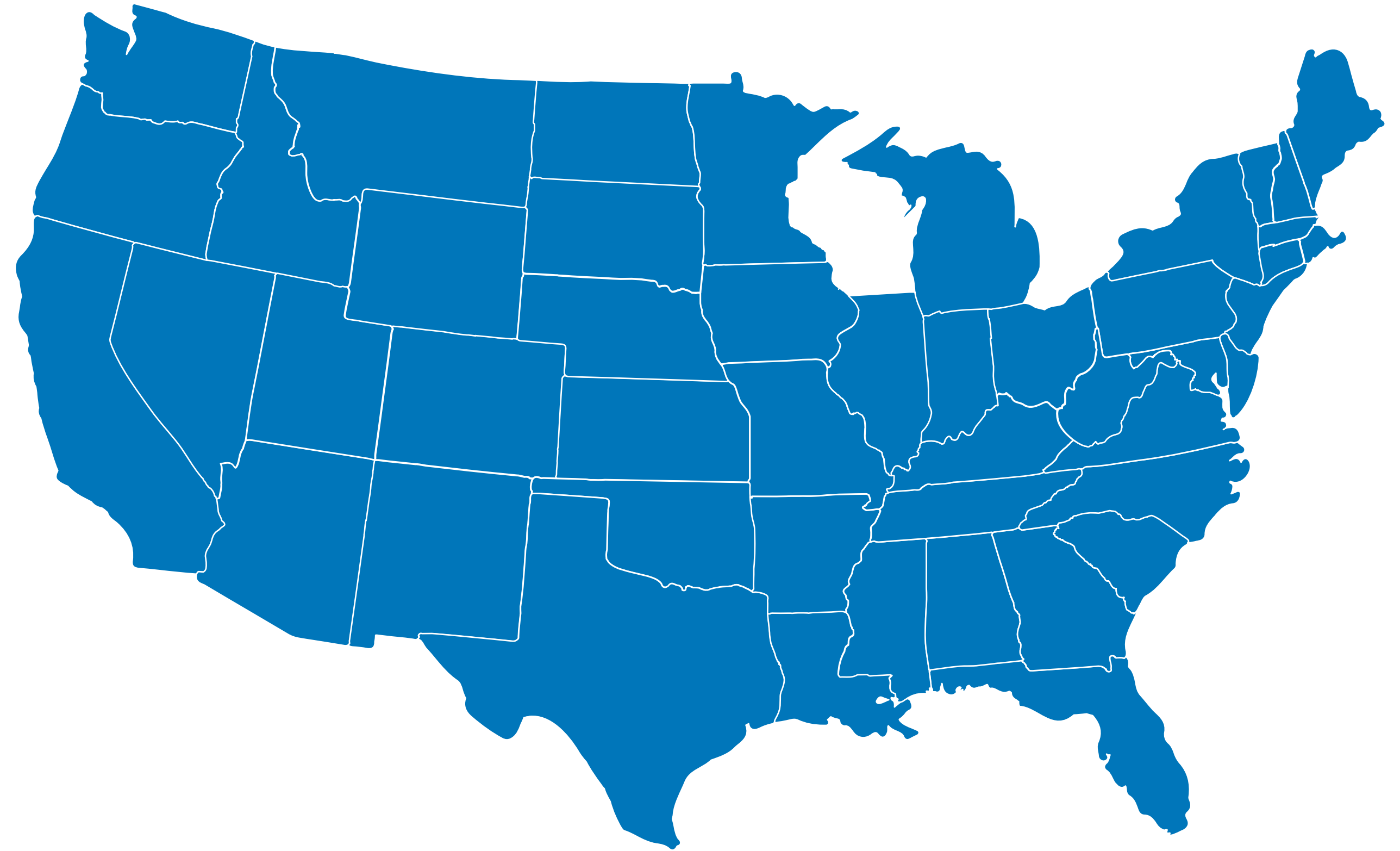
Women-Owned Small Business
Federal Contracting. **5%+**

Service-Disabled Veteran-Owned
Small Business. **3%+**

8(a) Business Development. **5%+**

HUBZone. **3%+**

All Small Mentor-Protégé Program.



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DISCUSSION

You have been instructed to book a caterer by RFQ:

What will be some of your evaluation criteria?



Going back to the MCA

Multi-Criteria Analysis		Scott Kinder, CEO DO NOTHING OPTION		Otis McGregor (Cost: \$5,000)		Brene Brown (Cost: \$25,000)	
CRITERIA	WEIGHT	RATING	SCORE	RATING	SCORE	RATING	SCORE
Feasibility	1	5	5	3	3	1	1
Project Costs	3	5	15	3	9	1	3
Net Financial Impacts	2	1	2	3	6	4	8
Organizational Impacts	2	1	2	3	6	3	6
Other Impacts	1	1	1	3	3	4	4
Organizational Risk	1	1	1	2	2	2	2
	Score:		26		29		24

Weight and Rating are always on a scale of 1 (low) - 5 (high)



Why negotiate contracts?

To achieve a full understanding between the parties

To confirm or to obtain better **value** for money

To clarify **issues** or objections to contract provisions

To explore any complex or one-off issues

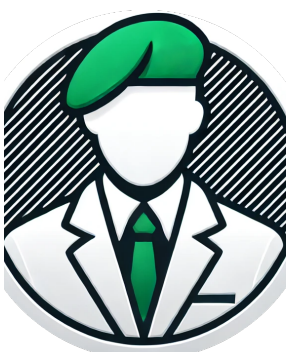
To identify new **OPPORTUNITIES**



Contracting Officers (“KO”)

All government contracts are initiated, written, and overseen by a contracting officer (KO)

The only government officials with authority to spend federal money beyond the micro-purchase threshold



Contracting Officers (“KO”)

As of 2019: \$2,000 for construction, \$2,500 for services, and \$10,000 for most goods.

Has written authority, known as a “warrant,” given by a cabinet-level official to enter into contracts on behalf of the government.



Written Contract Elements

Document Title / ID / Date of agreement

Identification of parties

- Contact information
- Delegates (*e.g.* superintendent)

Recitals

Definitions

Statement of work (SOW)

Period of performance (including **milestones**)

Place of performance and Delivery

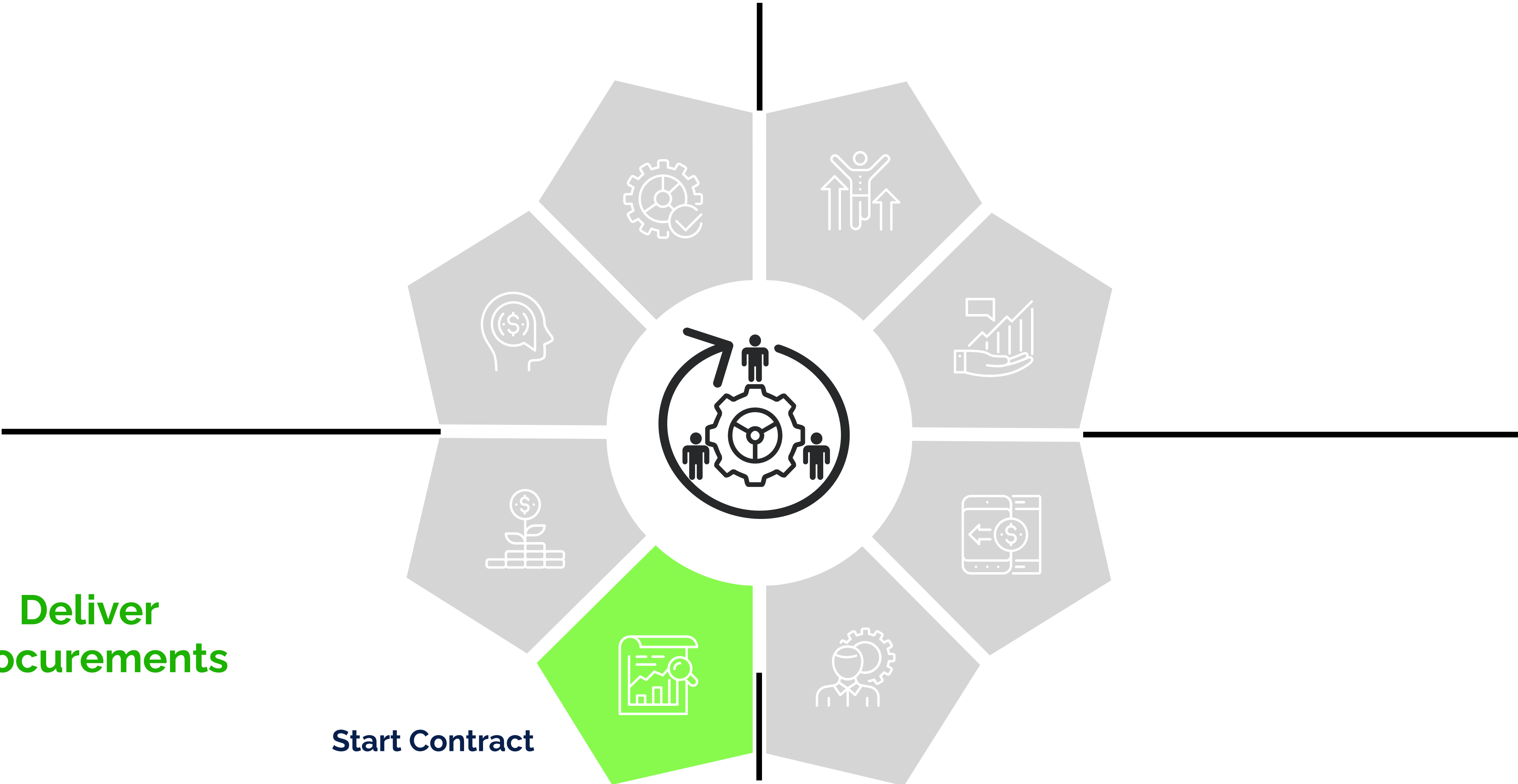
Roles and responsibilities

Pricing and Payment Terms

Inspection criteria & Acceptance criteria



The Procurement Cycle



**Deliver
Procurements**

Start Contract

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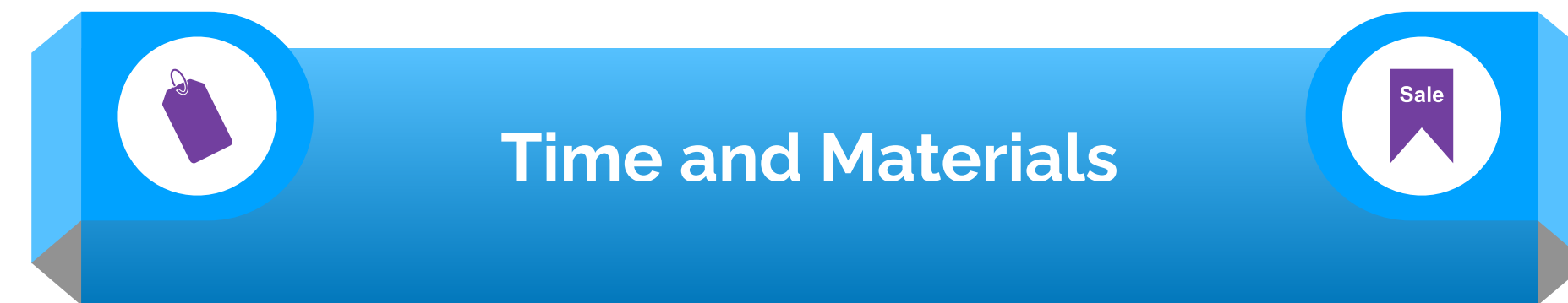
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Major Contract Types

Time and Materials Contracts

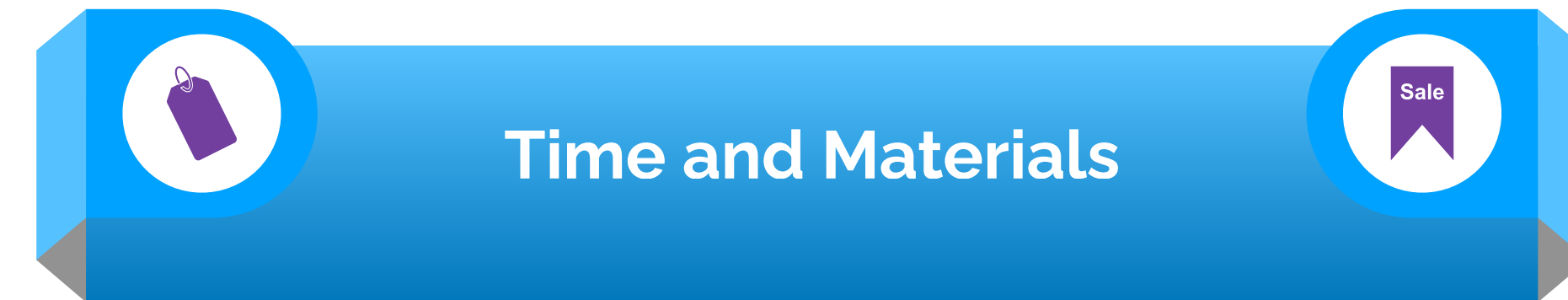
Used to acquire supplies or services on the basis of direct labor hours at specified **fixed hourly rates**.

The contract type defines the expectations, obligations, incentives, and rewards for both the government and the contractor during an acquisition.



Time and Materials Contracts

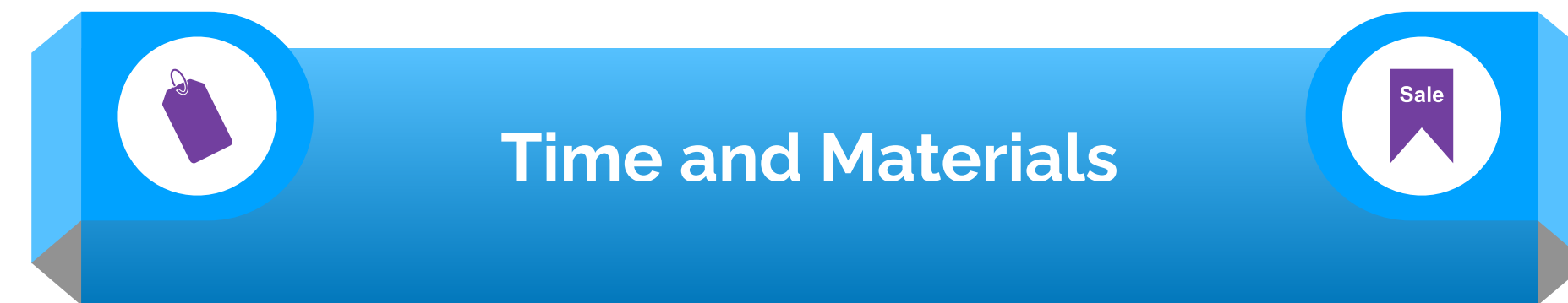
Includes wages, overhead, general and administrative expenses, and profit



Cost Reimbursement Contracts

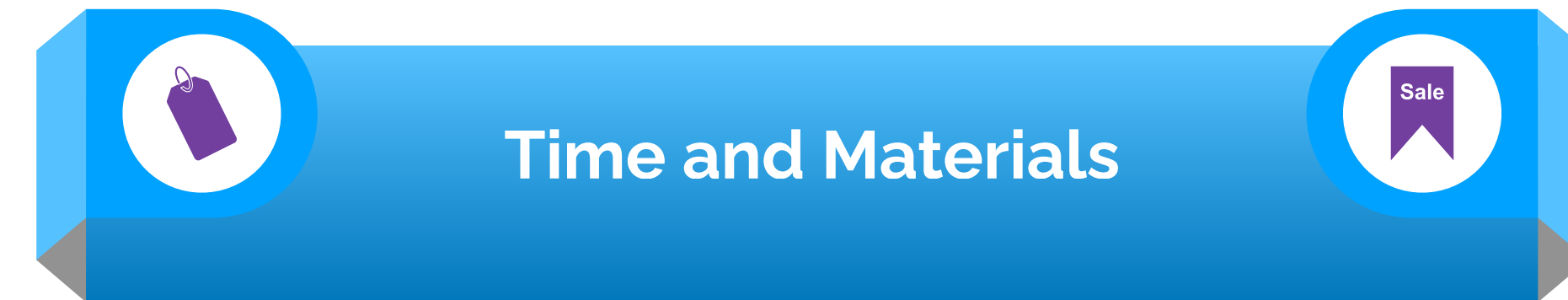
(Cost Plus) = a contractor is paid for all allowed expenses **up to a set limit, + profit margin**

Cost-reimbursement contracts carry additional obligations for the contractor in how they account for the costs they are seeking for reimbursement.



Cost Reimbursement Contracts

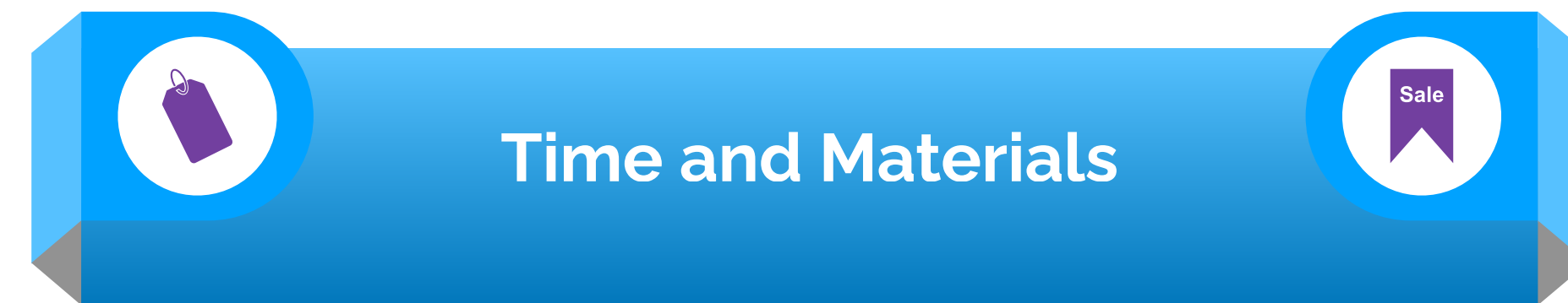
Cost + incentive fee
Cost + award fee
Cost + fixed fee
Cost- Sharing



Fixed Price Contracts

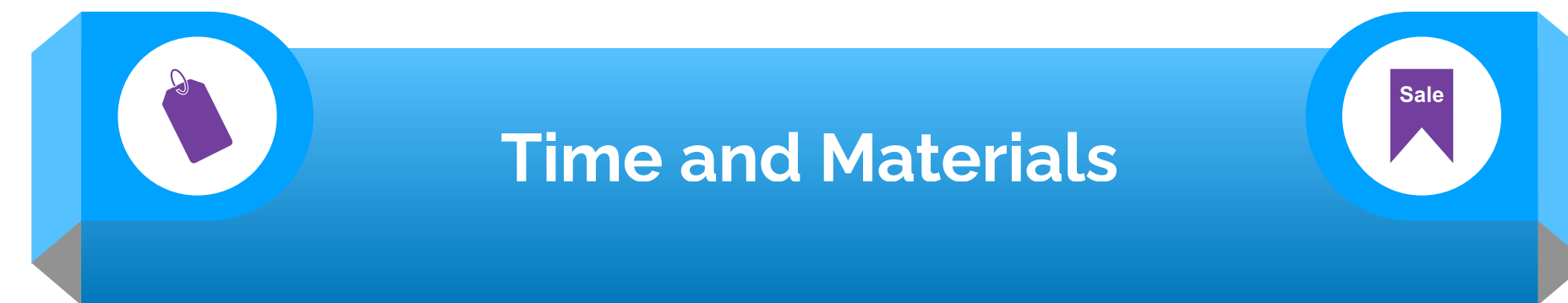
Firm price for the **work completed or items supplied.**

Fixed-price contracts are used by all federal agencies and generally provide a firm price for the work completed or items supplied.

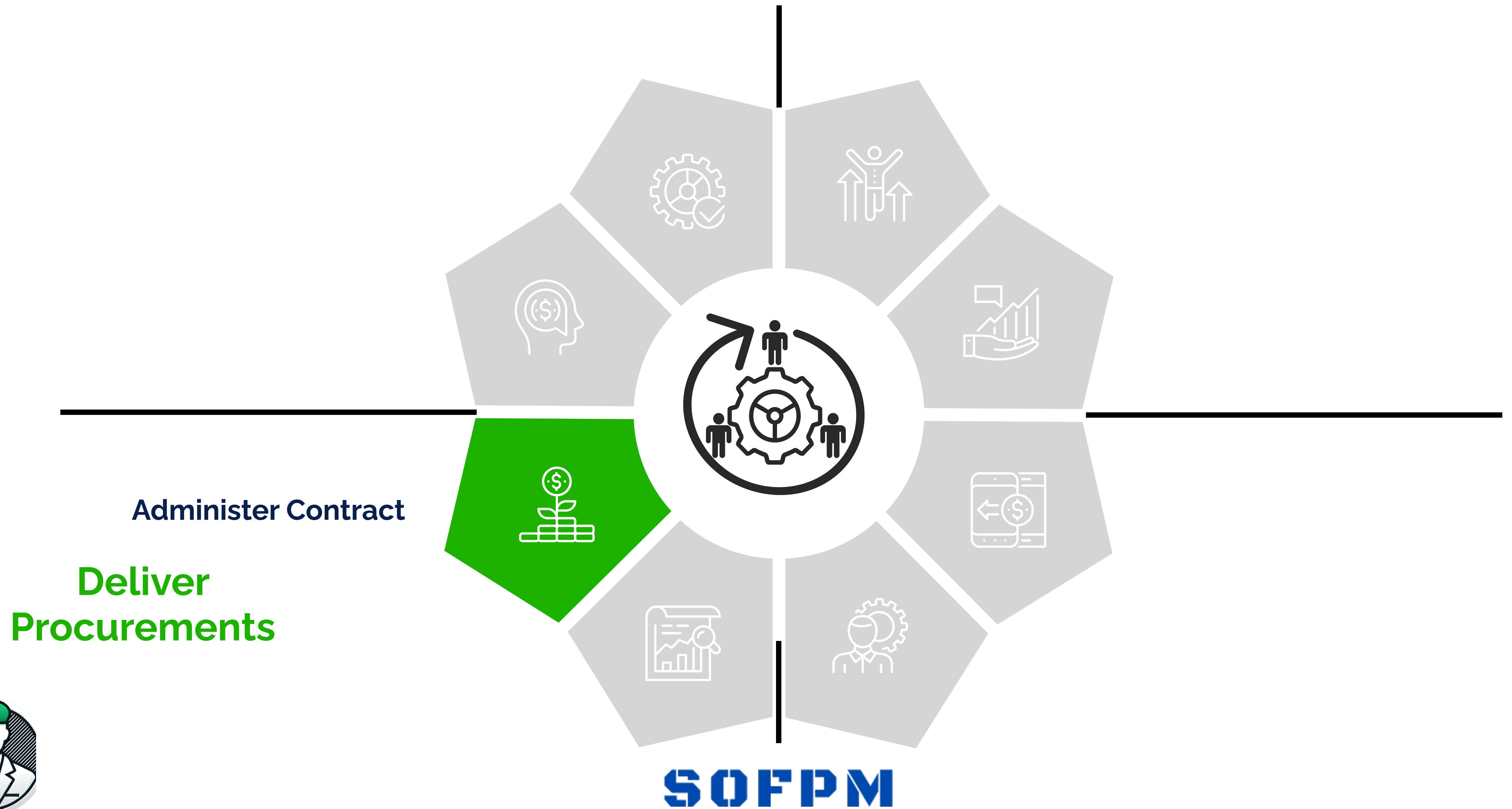


Fixed Price Contracts

Firm fixed price
Fixed price economic adjustment
Fixed price incentive firm
Fixed price award fee

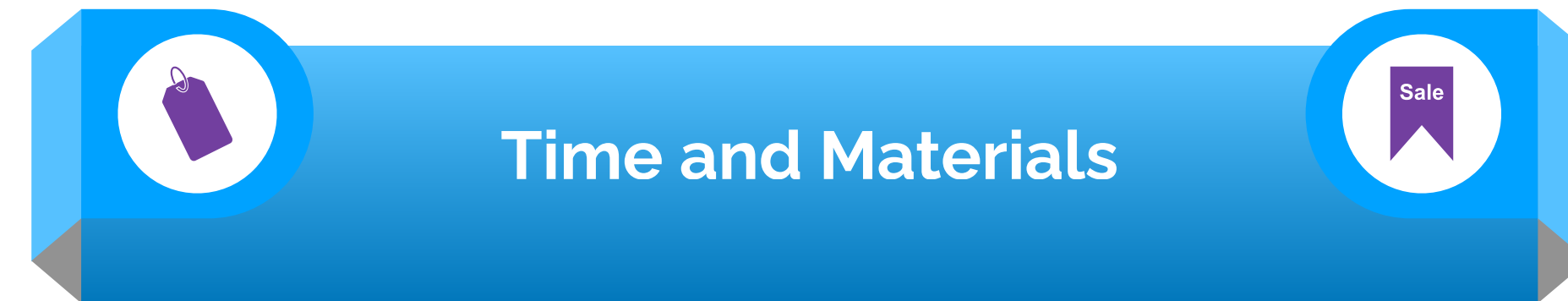


The Procurement Cycle



What could go wrong?

It is up to **YOU** to know and abide by the contract.



Written Contract Elements

Warranties & Product support

Limitations of liability

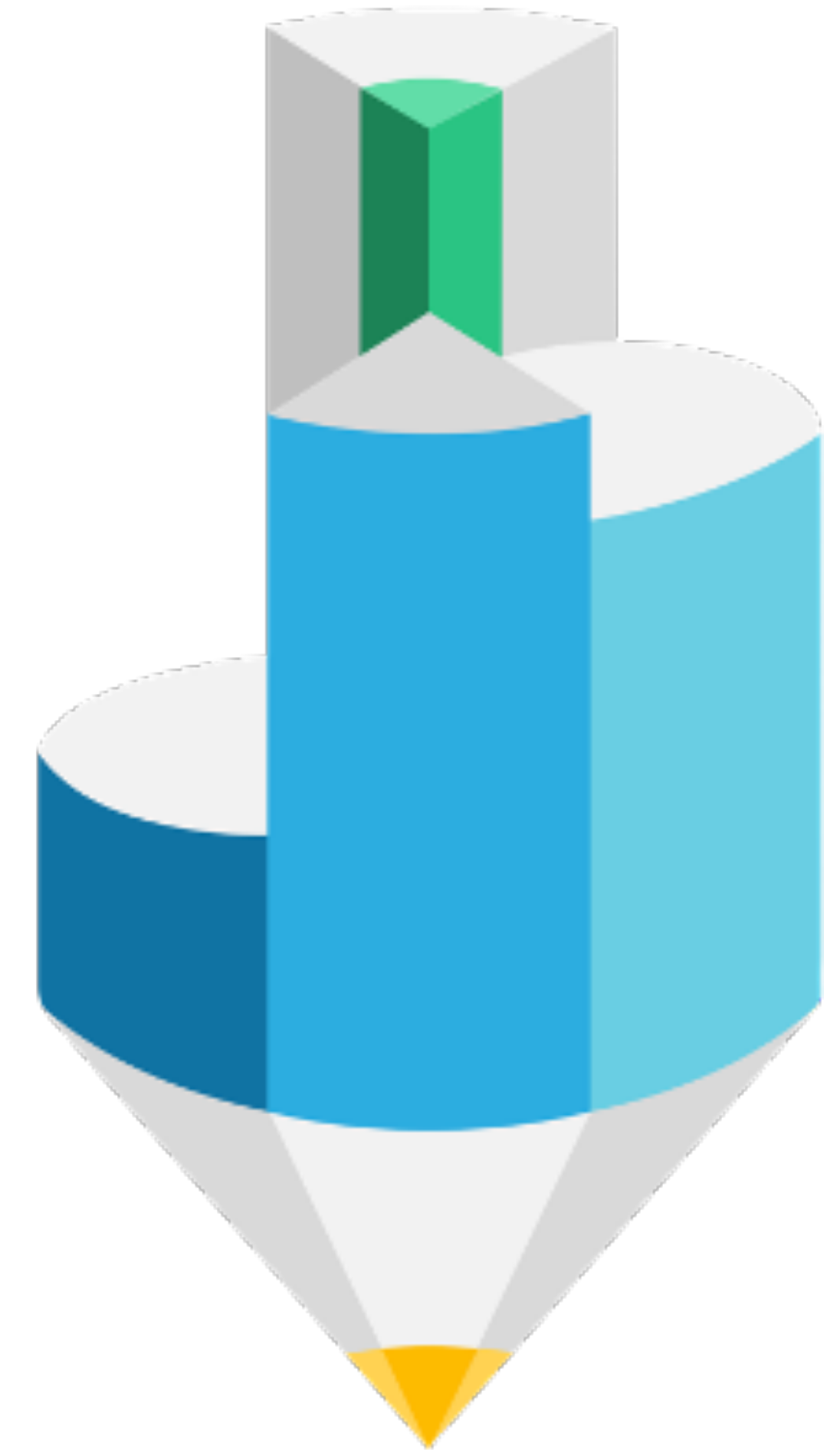
Penalties and incentives

Insurances and performance bonds

Subcontractor approvals

Change request (variation) handling

Termination and **Alternative Dispute Resolution (ADR)**



Alternative Dispute Resolution

<https://adr.gov/>

In 1996 Congress passed the Administrative Dispute Resolution Act (ADRA) which requires each agency to promote and use alternative dispute resolution methods to resolve disputes, designate a **senior official** to be the agency “Dispute Resolution Specialist,” and to adopt an agency specific ADR policy.



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DISCUSSION

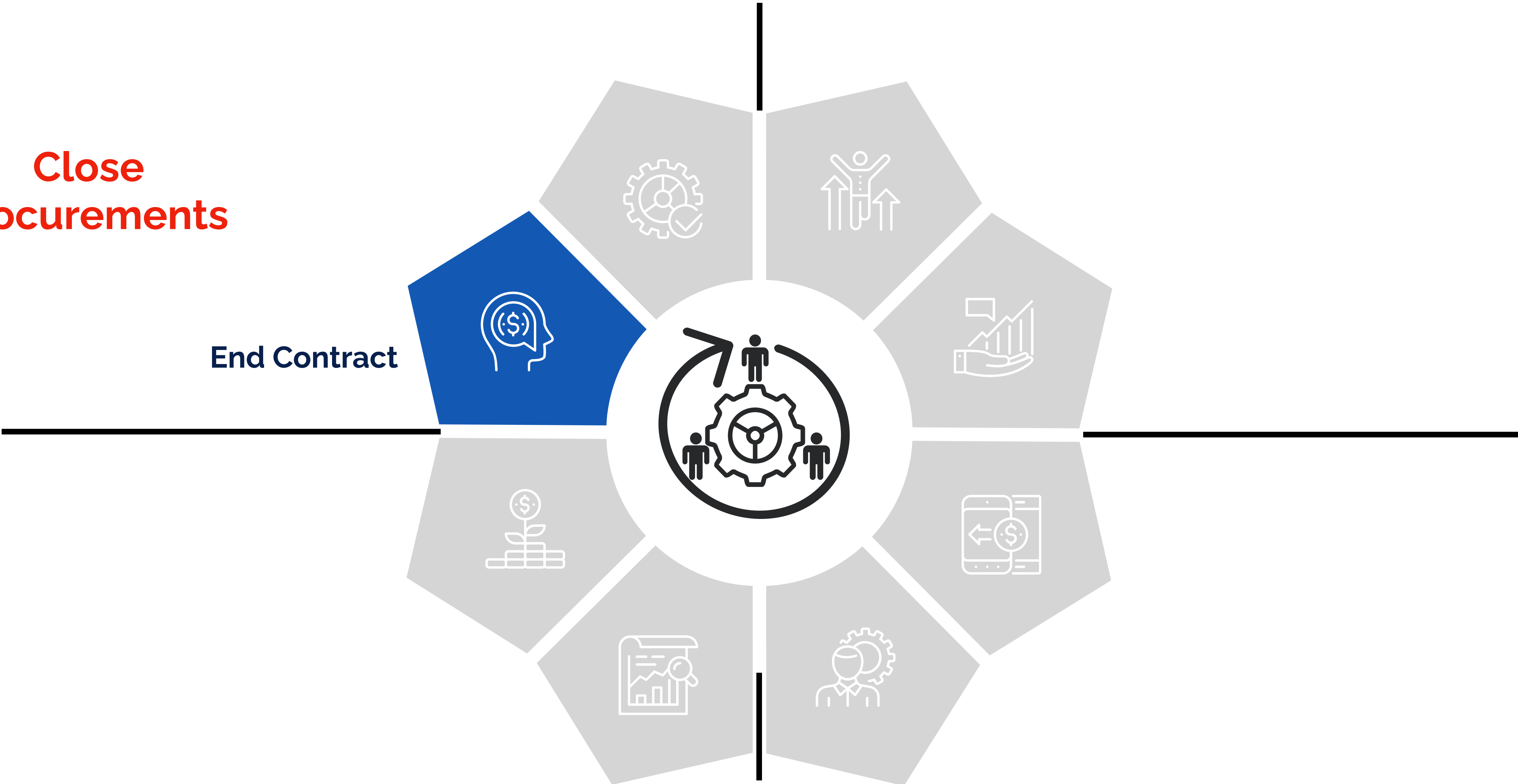
What type of feedback should you provide to unsuccessful tenders?



The Procurement Cycle

Close
Procurements

End Contract



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Feedback

Feedback from market, including non-respondents

Process audit and review:

Did **we** complete all the steps?

Did our steps **aid or hinder** process?

Evaluation committee de-briefing

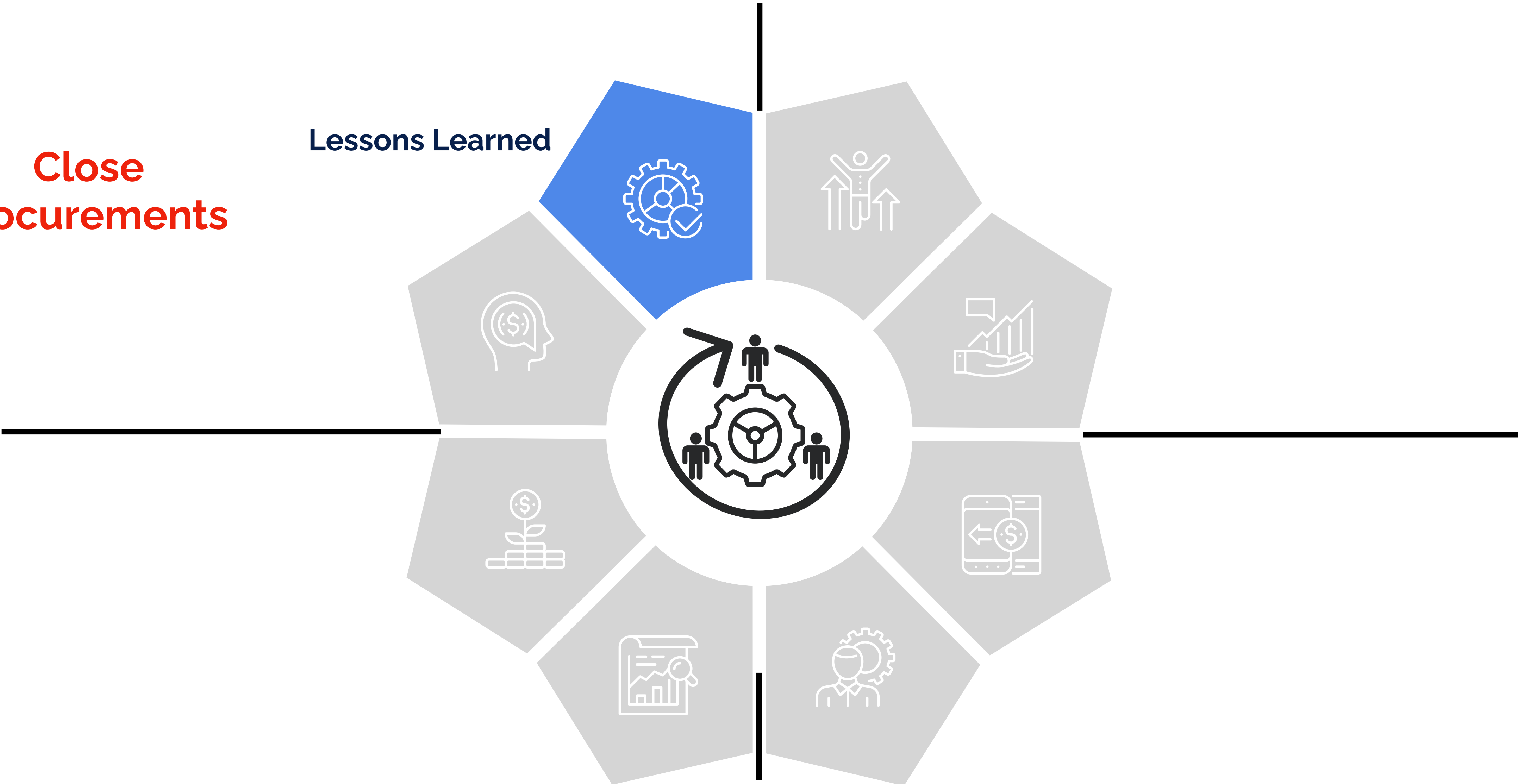
End-user de-briefing (contract administrator,
output owner)



The Procurement Cycle

Close
Procurements

Lessons Learned



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DISCUSSION

What feedback should YOU seek at the end of the procurement phase?



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Lessons Learned Register

LESSONS LEARNED LOG						
Project Name:						
National Center:						
Project Manager Name:						
Project Description:						
ID	Date Identified	Entered By	Subject	Situation	Recommendations & Comments	Follow-Up Needed?



Key Points: Procurement



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Procurement runs through the same phases as projects:

Initiate, Plan, Deliver, Close

Stakeholders play a key role in procurement, make sure you are identifying, prioritizing and engaging with them properly

Know the types of contracts available to accomplish that which you set out to do during the business case



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Earned Value Management (EVM)

DISCUSSION

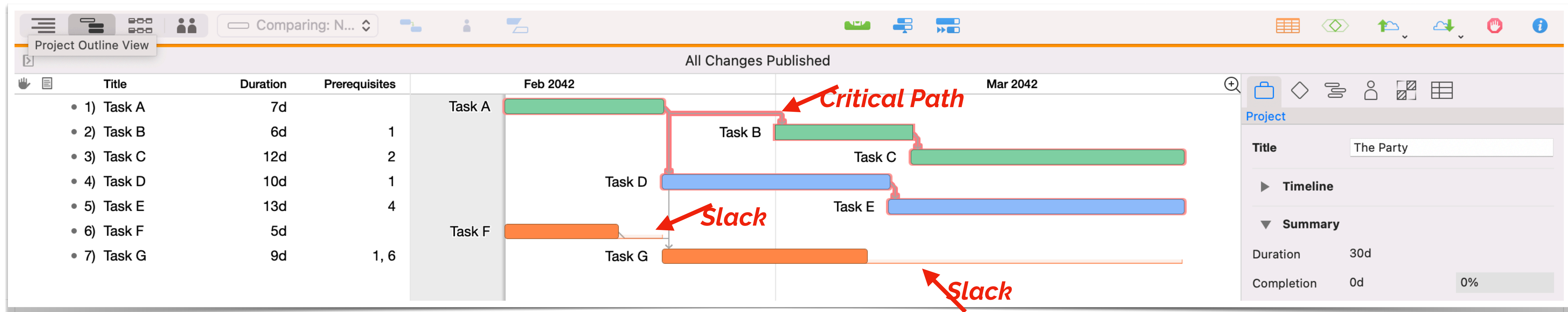
Do you currently use any kind of EVM in your projects?

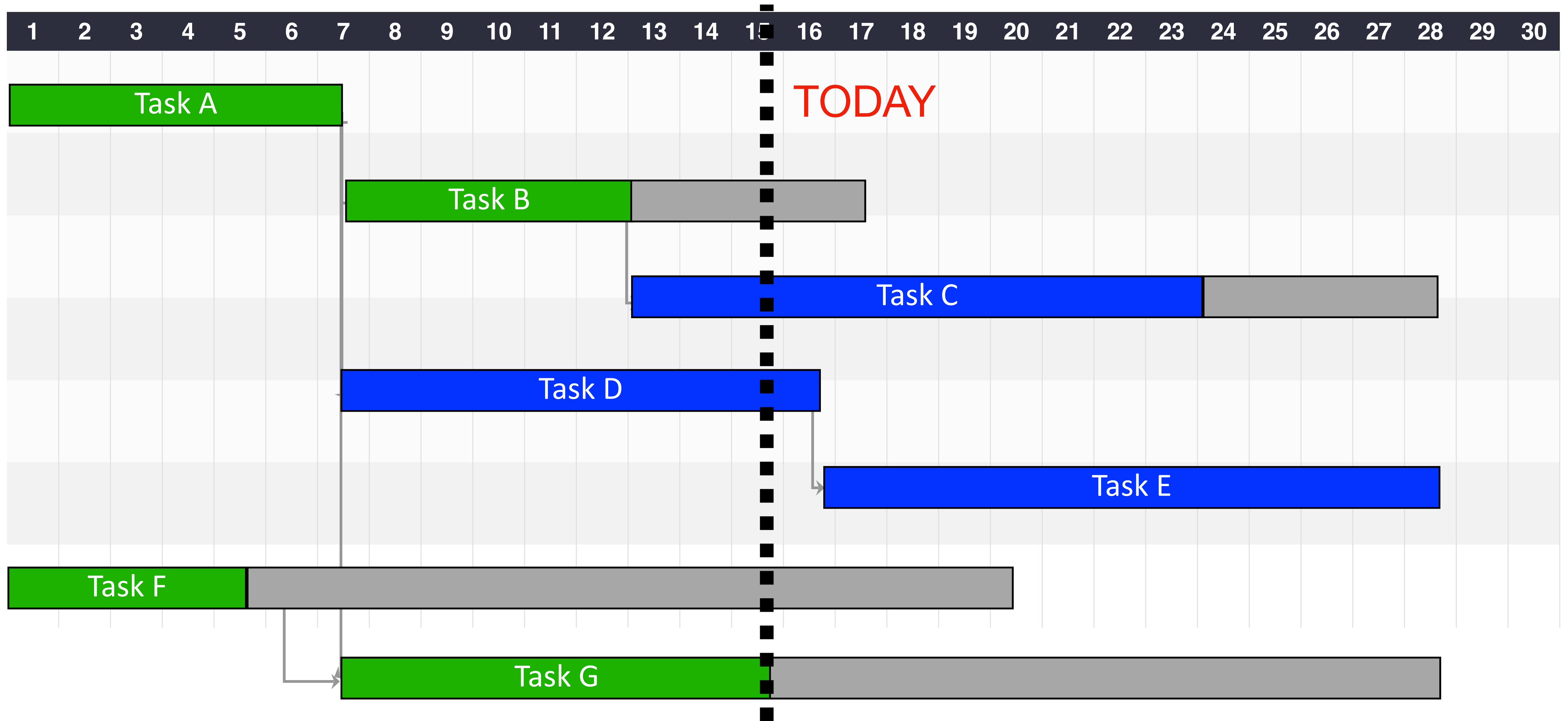


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The Problem

Gantt charts are great tools, but often don't immediately tell us what we'd **like** or **need** to know.





PLANNED

COMPLETE

FLOAT

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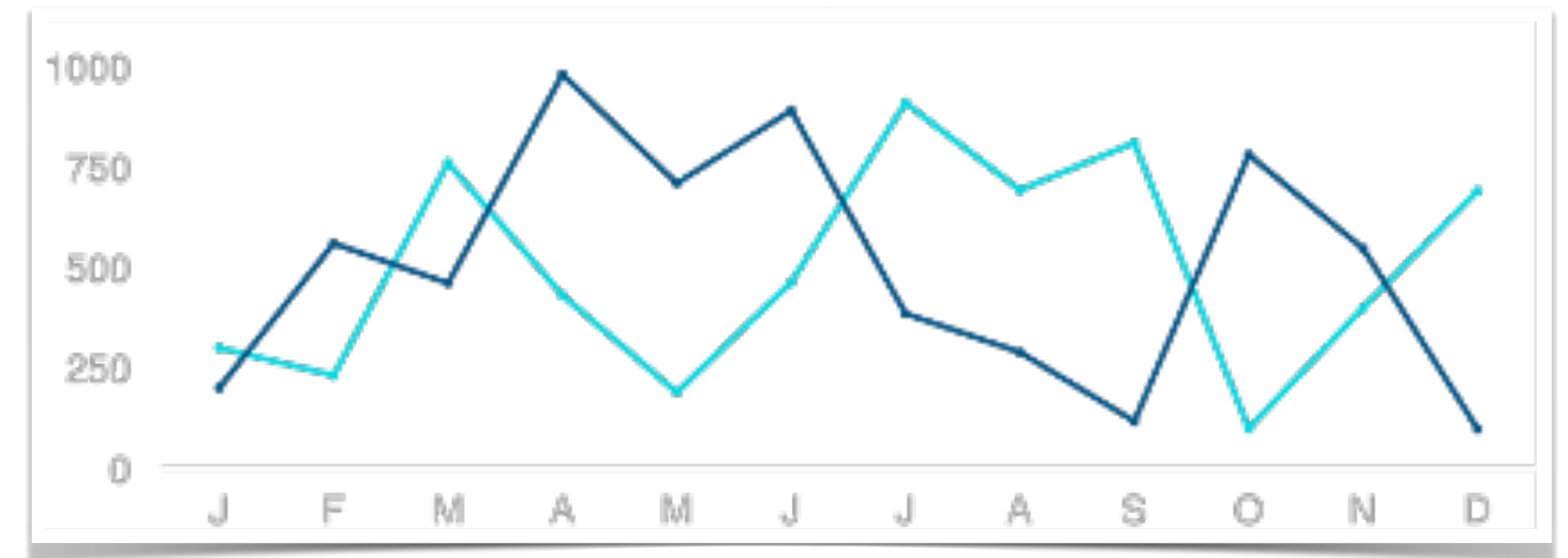
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EVM Definitions

Earned Value Management (EVM)

Statistical technique to track project **performance versus plan.**

Standardizes comparisons across diverse projects and programs.

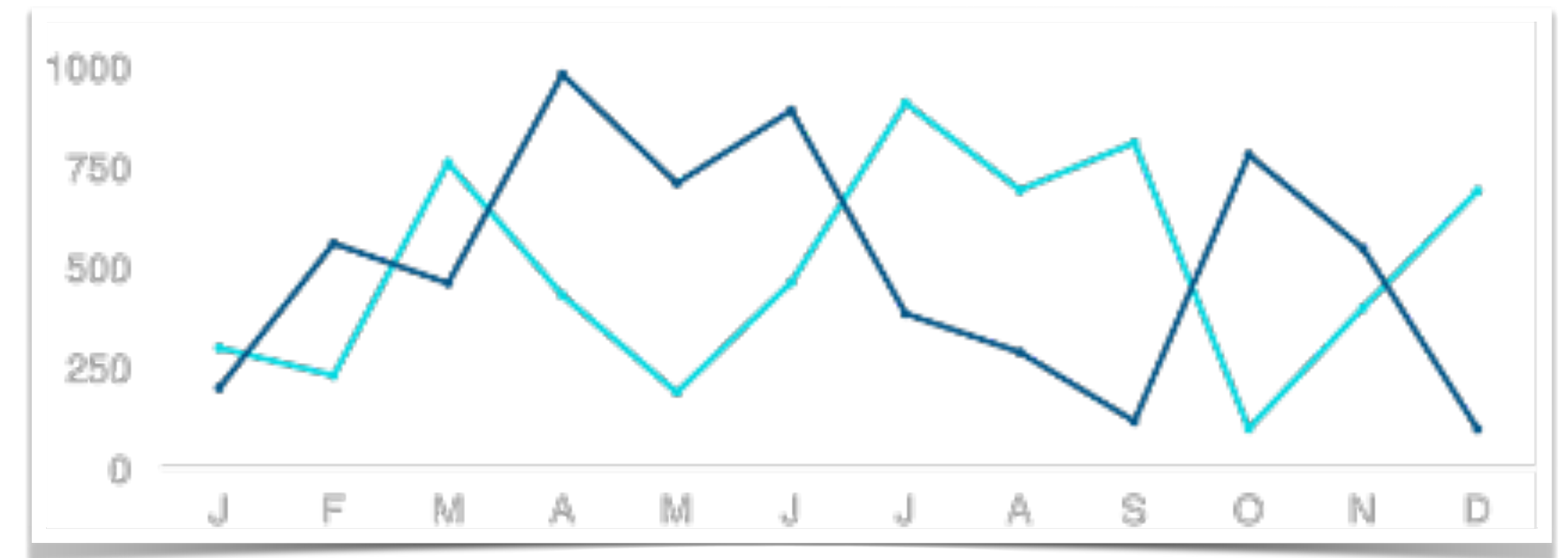


EVM Will Show You

Percent ahead or behind schedule

Percent over or under budget

“Real” dollars and time you are ahead or behind in your project work.



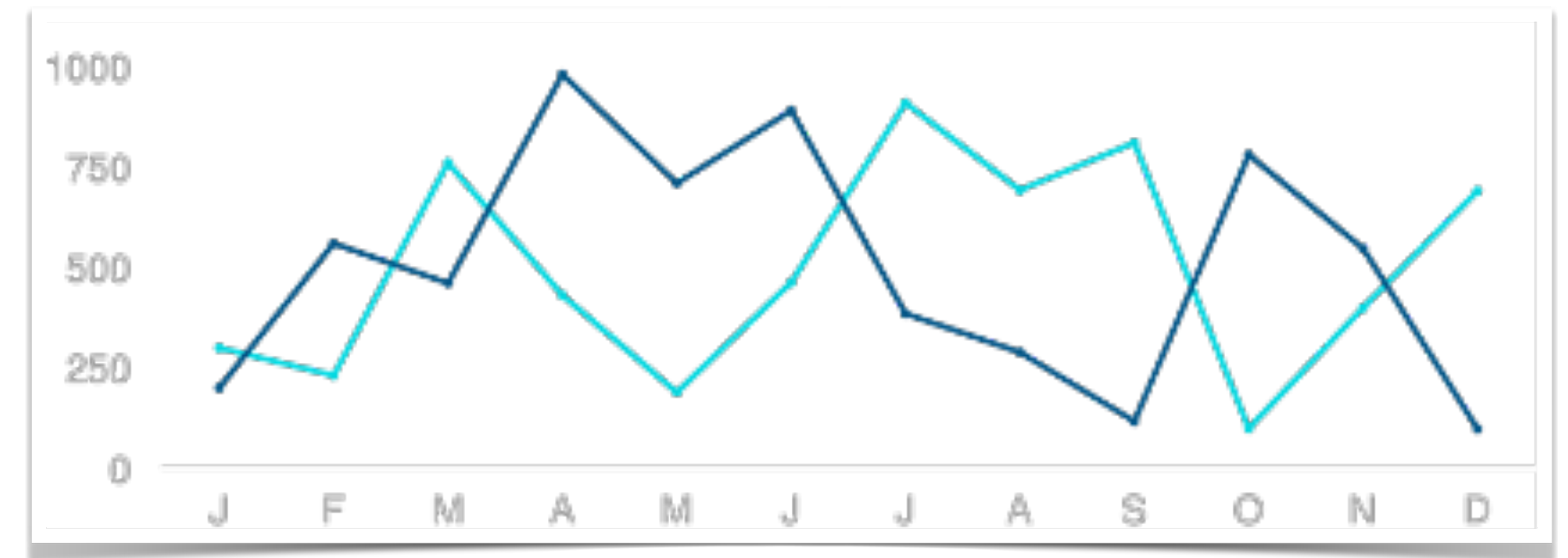
Not all numbers matter equally

Many leaders freak out over **numbers.**

There is a massive difference in being **20% late or over budget** on a:

\$10,000 project

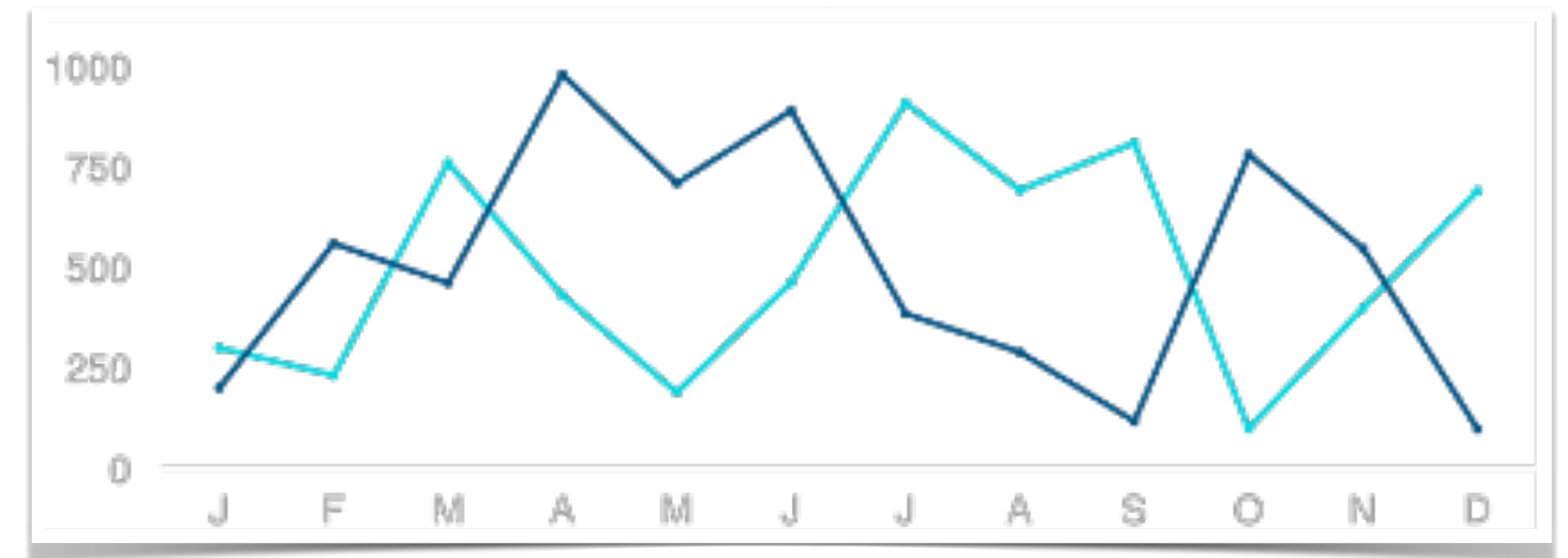
\$10,000,000 project



Earned Value Management (EVM)

Crude predictor of future performance.

“Crude” as **LEADERSHIP** plays a role in delivering project outcomes.



EVM Definition: Planned Value (PV)

Authorized **budget** for an activity or task

Generally referred to in the cumulative

Total PV for all the tasks at a point in time

The total PV for a project IS the budget

Also known as **Budget at Completion (BAC)**



EVM Definition: Actual Costs (AC)

The **total cost** incurred and recorded in completing the work

How much have we spent?

Also known as **Actual Cost of Work Performed (ACWP)**



EVM Definition: Earned Value

The value of work performed to date

Theoretically, the price we would fetch for the project today.

Always a percentage of BAC, but can exceed PV at a point in time



A simple example

We need to **upgrade our living room** and TV this week before the “big game” on Saturday.

We budget and create a plan.



Living Room Upgrade (Projectized)

Scope: Living Room Upgrade

Time: 4 days

Cost (Budget at Completion) = \$3,650

	Mon	Tue	Wed	Thu	Fri	Sat
TV Unit	\$400					
Chair		\$250				
Couch			\$1,000			
4k HDTV				\$2,000		

$(400 + 250 + 1,000 + 2,000) = \$3,650$





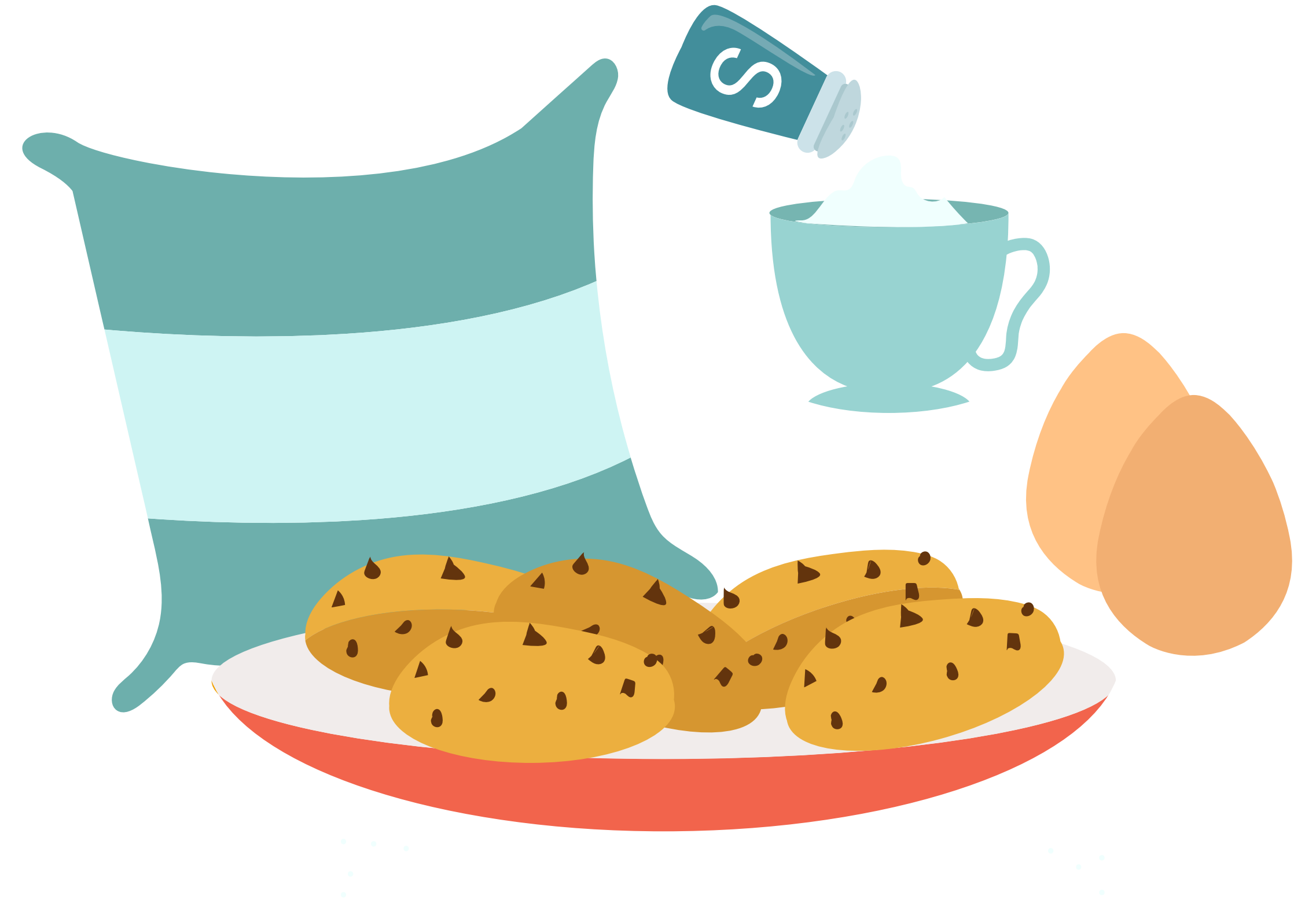
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The 'Famous' Cookie Project

Our delicious cookie project

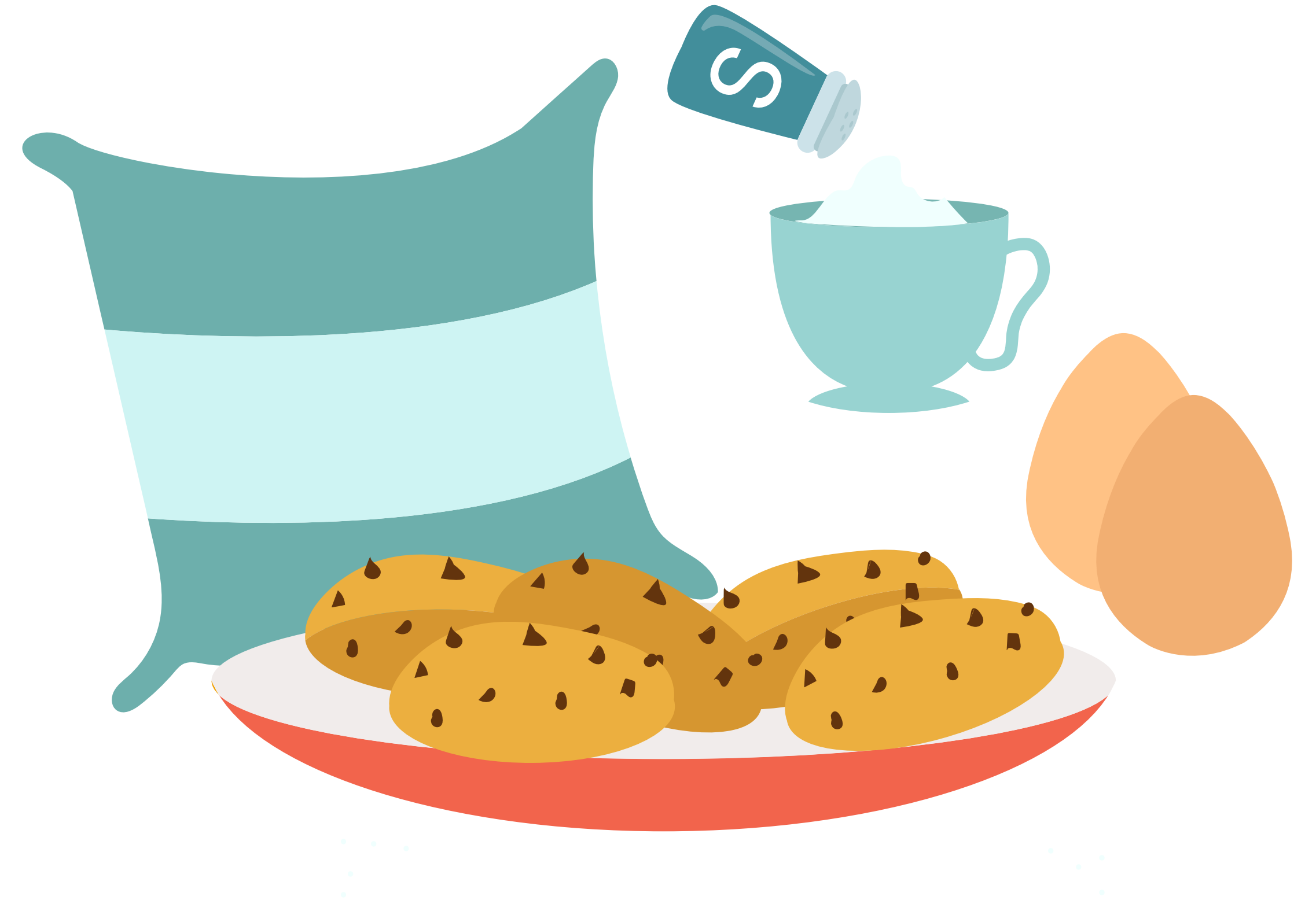
After promising to bake **1,000** cookies for the school fair **tomorrow**, your spouse has curiously fallen ill at dinner time.



Our delicious cookie project

Through planning, you estimate that you can make:

5 batches of **40** cookies every hour, at a cost of (no more than) **\$0.05** per cookie.



DISCUSSION

What is the cookie project budget at completion?



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Projectizing our cookie making...

Our deliverable is: **1,000 cookies.**

5 batches each hour at
40 cookies per = **200 cookies per batch.**

200 cookies at .05 cents each = **\$10.00 per batch.**

	Hour 1	Hour 2	Hour 3	Hour 4	Hour 5
200 Cookies	\$10				
200 Cookies		\$10			
200 Cookies			\$10		
200 Cookies				\$10	
200 Cookies					\$10
Planned Value (PV)					
Earned Value (EV)					
Actual Cost (AC)					



Projectizing our cookie making...

Our deliverable is: **1,000 cookies.**

5 batches each hour at 40 cookies per = **200 cookies per batch.**

200 cookies at .05 cents each = **\$10.00 per batch.**

	Hour 1	Hour 2	Hour 3	Hour 4	Hour 5
200 Cookies	\$10				
200 Cookies		\$10			
200 Cookies			\$10		
200 Cookies				\$10	
200 Cookies					\$10
Planned Value (PV)	\$10	\$20	\$30	\$40	\$50
Earned Value (EV)					
Actual Cost (AC)					



Projectizing our cookie making...

Budget at Completion
(BAC): \$50

Time to complete: 5 hours

	Hour 1	Hour 2	Hour 3	Hour 4	Hour 5
200 Cookies	\$10				
200 Cookies		\$10			
200 Cookies			\$10		
200 Cookies				\$10	
200 Cookies					\$10
Planned Value (PV)	\$10	\$20	\$30	\$40	\$50
Earned Value (EV)					
Actual Cost (AC)					



1 Hour into our Cookie Project

At the end of the 1st hour, there are **“only” 150** edible cookies (instead of the 200 planned)

(Some were burnt and others were eaten by your miraculously recovered partner).

	Hour 1	Hour 2	Hour 3	Hour 4	Hour 5
200 Cookies	??				
200 Cookies		\$10			
200 Cookies			\$10		
200 Cookies				\$10	
200 Cookies					\$10
Planned Value (PV)	\$10	\$20	\$30	\$40	\$50
Earned Value (EV)					
Actual Cost (AC)					



1 Hour into our Cookie Project

Our project is completely derailed!

Or is it?

How would we know (and brief this) without a long story?

	Hour 1	Hour 2	Hour 3	Hour 4	Hour 5
200 Cookies	??				
200 Cookies		\$10			
200 Cookies			\$10		
200 Cookies				\$10	
200 Cookies					\$10
Planned Value (PV)	\$10	\$20	\$30	\$40	\$50
Earned Value (EV)					
Actual Cost (AC)					



1 Hour into our Cookie Project

What has the cookie project
“**earned**” at this point?

	Hour 1	Hour 2	Hour 3	Hour 4	Hour 5
200 Cookies	??				
200 Cookies		\$10			
200 Cookies			\$10		
200 Cookies				\$10	
200 Cookies					\$10
Planned Value (PV)	\$10	\$20	\$30	\$40	\$50
Earned Value (EV)	???				
Actual Cost (AC)					



1 Hour into our Cookie Project

We have:

150 cookies at .05 cents each = **\$7.50**

But.... How much have we **spent** to “earn” this **\$7.50**

	Hour 1	Hour 2	Hour 3	Hour 4	Hour 5
200 Cookies	7.50				
200 Cookies		\$10			
200 Cookies			\$10		
200 Cookies				\$10	
200 Cookies					\$10
Planned Value (PV)	\$10	\$20	\$30	\$40	\$50
Earned Value (EV)	\$7.50				
Actual Cost (AC)					



But what have we SPENT to get to this point?

We'd bought **\$9.00** worth of ingredients for the cookies.

Did we even think to capture that expense?

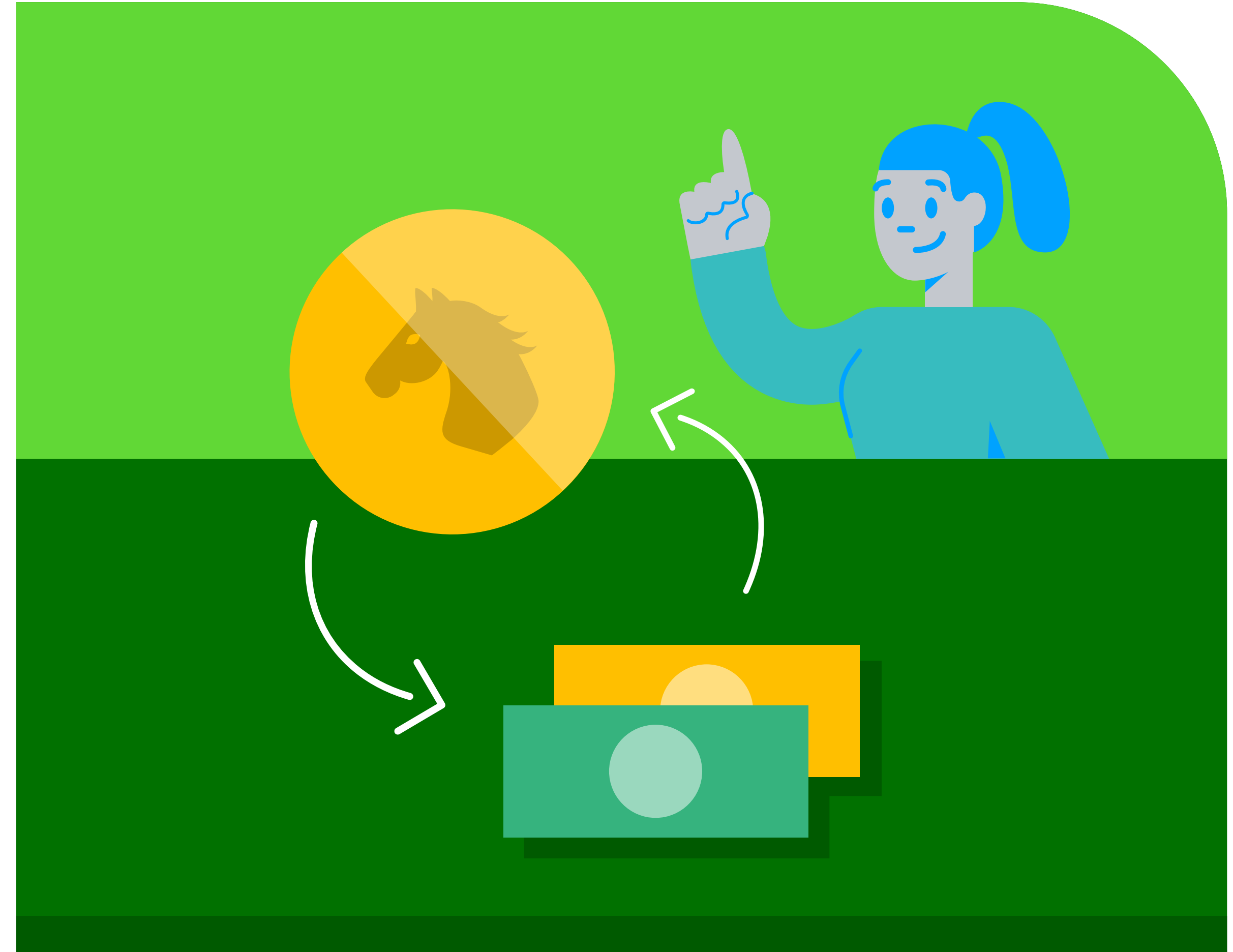
“Projects require up-front financing.”

	Hour 1	Hour 2	Hour 3	Hour 4	Hour 5
200 Cookies	\$7.50				
200 Cookies		\$10			
200 Cookies			\$10		
200 Cookies				\$10	
200 Cookies					\$10
Planned Value (PV)	\$10	\$20	\$30	\$40	\$50
Earned Value (EV)	\$7.50				
Actual Cost (AC)	\$9.00				



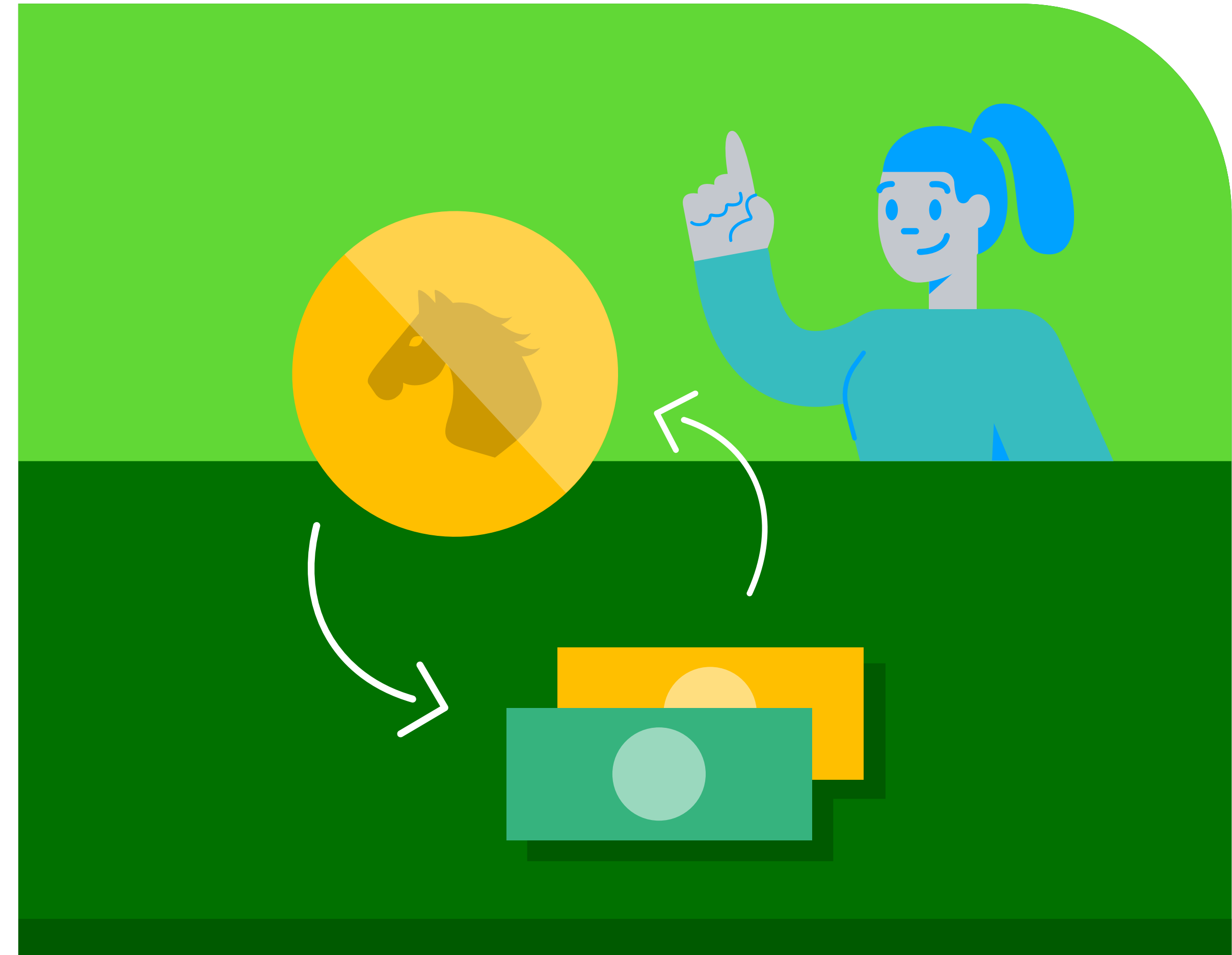
Why do the numbers matter?

Effective project management is about understanding and directing where your **people** and **money** are **spent**.



Why do the numbers matter?

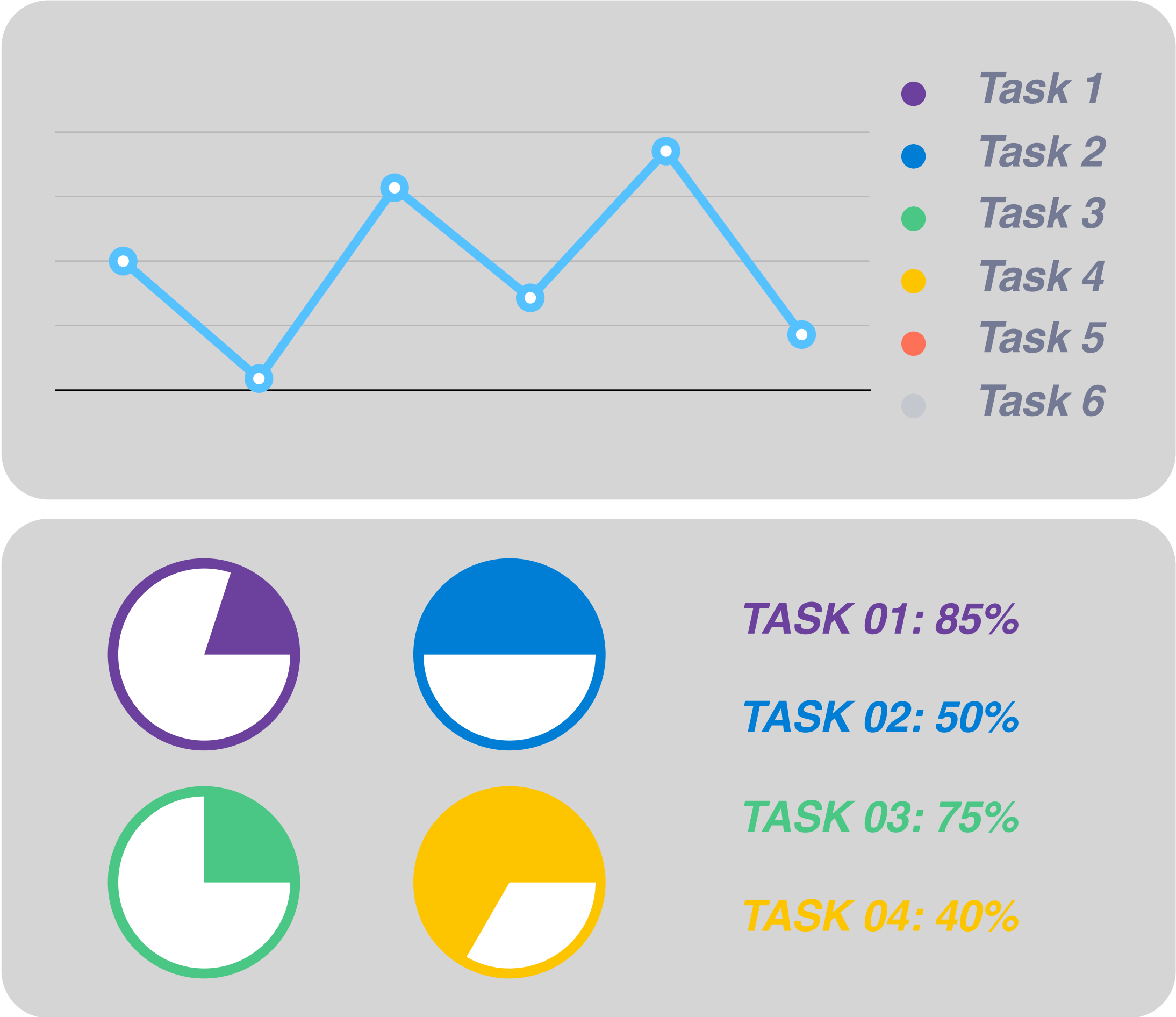
We are going to learn the difference between **PERFORMANCE** and **VARIANCE** within your projects and programs.



Project Performance

PERFORMANCE:

The differential **PERCENTAGE** your project is over or under against the project plan.



Schedule and Cost Performance Index

Schedule and Cost
Performance Index (SPI & CPI)
give us a **snapshot** of the
overall time and shows us how
each are doing as a
PERCENTAGE.



Schedule and Cost Performance Index

Schedule and Cost Performance Index (SPI & CPI) give us a **snapshot** of the overall time and shows us how each are doing as a **PERCENTAGE**.

SPI = Earned Value / Planned Value

$$\text{SPI} = \text{EV} / \text{PV}$$



Schedule and Cost Performance Index

Schedule and Cost Performance Index (SPI & CPI) give us a **snapshot** of the overall time and shows us how each are doing as a **PERCENTAGE**.

SPI = Earned Value / Planned Value

$$\text{SPI} = \text{EV} / \text{PV}$$

CPI = Earned Value / Actual Costs

$$\text{CPI} = \text{EV} / \text{AC}$$



Performance Index Meaning



SPI or CPI > 1.0

We are (x%) **AHEAD** of plan



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Performance Index Meaning



SPI or CPI > 1.0

We are (x%) **AHEAD** of plan



SPI or CPI = 1.0

We are **EXACTLY** on plan



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Performance Index Meaning



SPI or CPI > 1.0

We are (x%) **AHEAD** of plan



SPI or CPI = 1.0

We are **EXACTLY** on plan



SPI or CPI < 1.0

We are (x%) **BEHIND** plan



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DISCUSSION

If a project has a Schedule Performance Index (SPI) or 1.3 it is...



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How is the cookie project performing after the 1st hour?

SPI = Earned Value / Planned Value

SPI = EV / PV

SPI = \$7.50 / \$10.00

SPI = ??

CPI = Earned Value / Actual Costs

CPI = EV / AC

CPI = \$7.50 / \$9.00

CPI = ??



How is the cookie project performing after the 1st hour?

$$SPI = EV / PV$$

$$SPI = \$7.50 / \$10.00$$

$$SPI = 0.75$$

We are 25% behind schedule

$$CPI = EV / AC$$

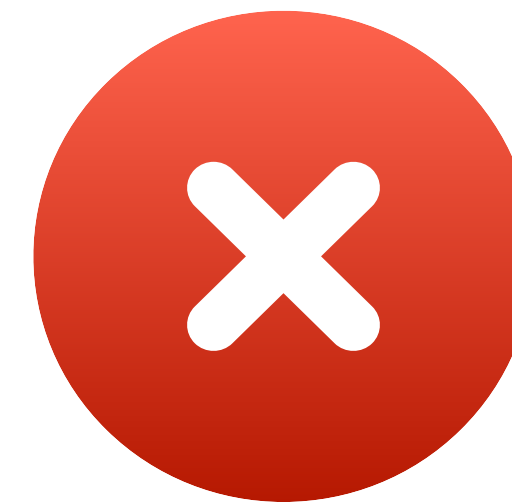
$$CPI = \$7.50 / \$9.00$$

$$CPI = 0.83$$

We are 17% over costs



$SPI < 1.0$



$CPI < 1.0$



Performance vs Variance

Performance is the differential **PERCENTAGE** your project is over or under against the project plan.



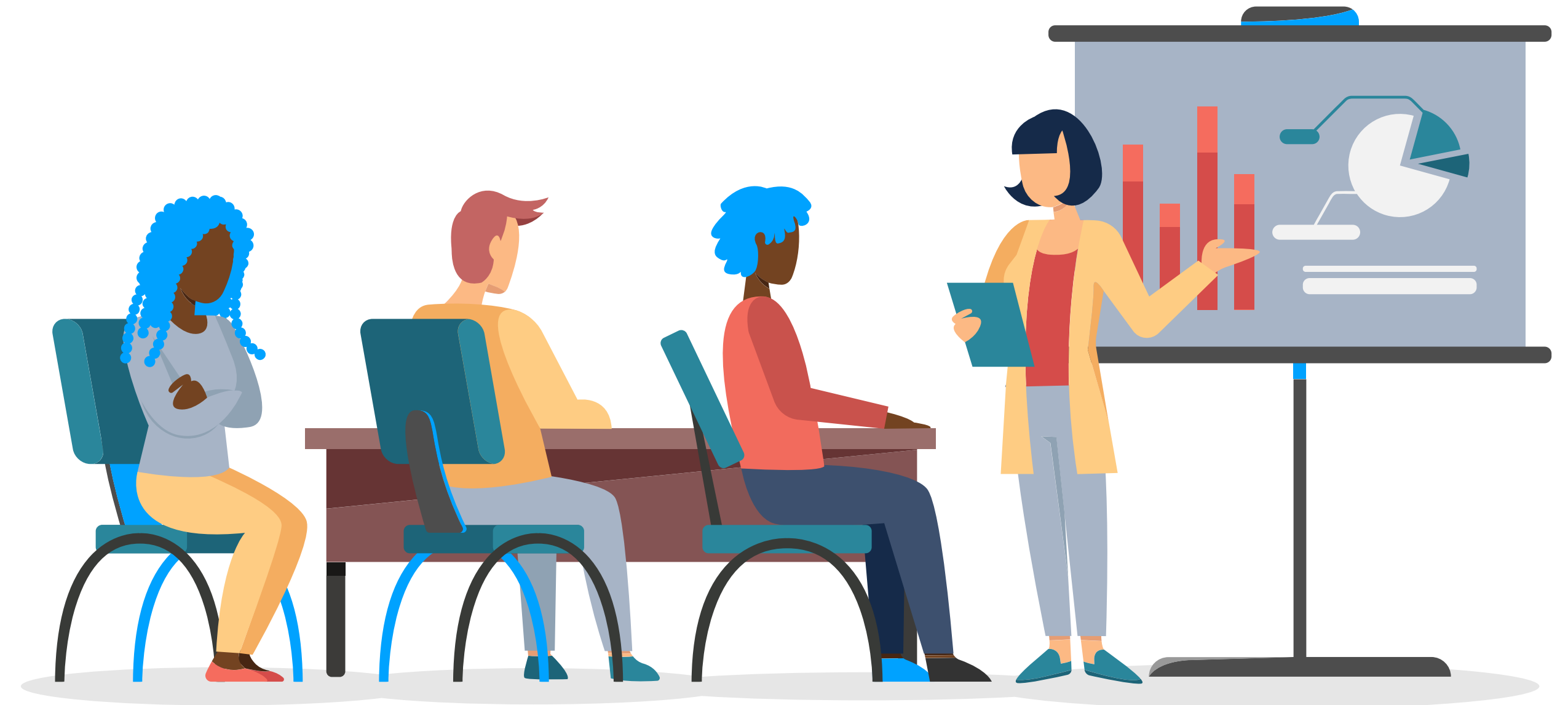
Performance vs Variance

VARIANCE is the actual amount of **DOLLARS** and/or **TIME** your project is over or under within your **BUDGET** or **SCHEDULE**



Schedule Variance (SV) & Cost Variance (CV)

Schedule and Cost Variance (SV & CV) give us the **REAL** Dollars and Time the project is ahead or behind.



Cost Variance (CV)

SV shows how far over / under schedule the project is in **TIME**.

CV shows how far over / under budget the project is in **DOLLARS**



Cost Variance (CV)

SV = Earned Value - Planned Value

SV = EV - PV

CV = Earned Value - Actual Costs

CV = EV - AC



Time to update the sponsor with what they need to hear

Schedule Variance (SV)

SV = Earned Value - Planned Value

SV = \$7.50 - \$10.00

Cost Variance (CV)

CV = Earned Value - Actual Costs

CV = \$7.50 - \$9.00



Time to update the sponsor with what they need to hear

Schedule Variance (SV)

SV = Earned Value - Planned Value

$$SV = \$7.50 - \$10.00$$

$$SV = -2.5$$

Cost Variance (CV)

CV = Earned Value - Actual Costs

$$CV = \$7.50 - \$9.00$$

$$CV = -\$1.50$$



Time to update the sponsor with what they need to hear

After first hour we can brief we are **2.5 hours behind plan \$1.50 over budget**



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We rarely do single projects

To utilize EVM we must learn to use the numbers to **best understand** where to **provide support** within multiple projects.



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The (Overused) Fence Project

We need a fence.

Scott is having 10 fellow Tampa CEOs over to his house on **Friday morning** for a long overdue puppy play date.

He needs to build a fence to allow the pups to play outside.



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We need a fence.

Through planning, Scott has found the following:

Fence materials will cost \$2,000

Pete and Brian (two friends with fence building experience) will cost Scott \$500 per day.



The plan comes together.

Pete and Brian determine they will build one side a day Monday through Thursday.

What is the budget at completion?

	Monday	Tuesday	Wednesday	Thursday
North Side	\$2500			
East Side		\$500		
West Side			\$500	
South Side				\$500
Planned Value (PV)				
Earned Value (EV)				
Actual Cost (AC)				
	PLAN	COMPLETE	BEHIND	



The plan comes together.

Materials: \$2,000
+
4 Days Labor @ \$500 per day = \$2,000

Budget at Completion:
\$4,000

	Monday	Tuesday	Wednesday	Thursday
North Side	\$2500			
East Side		\$500		
West Side			\$500	
South Side				\$500
Planned Value (PV)	2,500	3,000	3,500	4,000
Earned Value (EV)				
Actual Cost (AC)				
	PLAN	COMPLETE	BEHIND	



Day 1

Ending Monday, Pete and Brian completed all the North side of the fence and half of the East side.

Brian also was able to secure a 10% discount on materials (reducing the cost from \$2,000 to only **\$1,800**).

	Monday	Tuesday	Wednesday	Thursday
North Side	\$2500			
East Side		\$250		
West Side			\$500	
South Side				\$500
Planned Value (PV)	2,500	3,000	3,500	4,000
Earned Value (EV)				
Actual Cost (AC)				
	PLAN	COMPLETE		BEHIND



Day 1

How much has the project **“earned”** and what are the **Actual Costs**?

	Monday	Tuesday	Wednesday	Thursday
North Side	\$2500			
East Side		\$250		
West Side			\$500	
South Side				\$500
Planned Value (PV)	2,500	3,000	3,500	4,000
Earned Value (EV)	2,750			
Actual Cost (AC)	2,300			
	PLAN	COMPLETE		BEHIND



How would we report how the fence project is performing?

How is the schedule “performing”?
(SPI)

How are we tracking on our budget?
(CPI)

How accurate was our plan?
What costs are we going to
have to absorb?

Are we on track for success?



Day 1 Fence Performance

SPI = Earned Value / Planned Value

CPI = Earned Value / Actual Cost

SPI = EV / PV

CPI = EV / AC

	Monday	Tuesday	Wed	Thursday
PV	2,500	3,000	3,500	4,000
EV	2,750			
AC	2,300			



Day 1 Fence Performance

SPI = Earned Value / Planned Value

CPI = Earned Value / Actual Cost

SPI = EV / PV

CPI = EV / AC

SPI = \$2,750 / \$2,500

CPI = \$2,750 / \$2,300

SPI = ??

CPI = ??

	Monday	Tuesday	Wednesday	Thursday
PV	2,500	3,000	3,500	4,000
EV	2,750			
AC	2,300			



Day 1 Fence Performance

SPI = Earned Value / Planned Value

CPI = Earned Value / Actual Cost

SPI = EV / PV

CPI = EV / AC

SPI = \$2,750 / \$2,500

CPI = \$2,750 / \$2,300

SPI = 1.1

CPI = 1.2

	Monday	Tuesday	Wed	Thursday
PV	2,500	3,000	3,500	4,000
EV	2,750			
AC	2,300			



Day 1 Fence Performance



SPI > 1.0
10% AHEAD of schedule



CPI > 1.0
20% LOWER cost



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Day 2

It rained all day Tuesday, allowing no work to be done.

We still pay our people as per the agreement.

	Monday	Tuesday	Wednesday	Thursday
North Side	\$2500			
East Side		\$250		
West Side			\$500	
South Side				\$500
Planned Value (PV)	2,500	3,000	3,500	4,000
Earned Value (EV)	2,750			
Actual Cost (AC)	2,300			
	PLAN	COMPLETE		BEHIND



Day 2

And...

We still only have the North side and **HALF** the East side done.

But our costs have gone up!

	Monday	Tuesday	Wednesday	Thursday
North Side	\$2500			
East Side		\$250		
West Side			\$500	
South Side				\$500
Planned Value (PV)	2,500	3,000	3,500	4,000
Earned Value (EV)	2,750	2,750		
Actual Cost (AC)	2,300	2,800		
	PLAN	COMPLETE		BEHIND



How are we looking at the end of Day 2?

How is the schedule “performing”? **(SPI)**

How are we tracking on our budget? **(CPI)**



Day 2 Fence Performance

SPI = Earned Value / Planned Value

CPI = Earned Value / Actual Cost

SPI = EV / PV

CPI = EV / AC

SPI = \$2,750 / \$3,000

CPI = \$2,750 / \$2,800

SPI = .92

CPI = .98

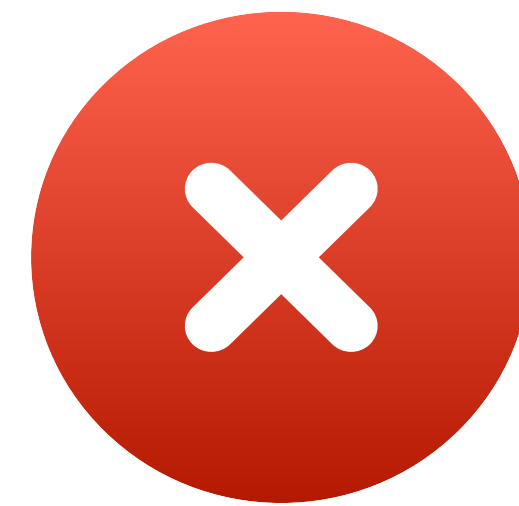
	Monday	Tuesday	Wed	Thursday
PV	2,500	3,000	3,500	4,000
EV	2,750	2,750		
AC	2,300	2,800		



Day 2 Fence Performance



SPI < 1.0
8% BEHIND schedule



CPI < 1.0
2% ABOVE cost



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Day 3

Playing catchup on Wednesday, we completed the East side of the fence but were unable to start the west side due to Pete leaving machinery in the rain.

	Monday	Tuesday	Wednesday	Thursday
North Side	\$2500			
East Side		\$500		
West Side			\$500	
South Side				\$500
Planned Value (PV)	2,500	3,000	3,500	4,000
Earned Value (EV)	2,750	2,750		
Actual Cost (AC)	2,300	2,800		
	PLAN	COMPLETE		BEHIND



Day 3

This damaged machinery
added \$500 to the costs of
the project.

	Monday	Tuesday	Wednesday	Thursday
North Side	\$2500			
East Side		\$500		
West Side			\$500	
South Side				\$500
Planned Value (PV)	2,500	3,000	3,500	4,000
Earned Value (EV)	2,750	2,750	3,000	
Actual Cost (AC)	2,300	2,800	3,800	
	PLAN	COMPLETE		BEHIND



Day 3 Fence Performance

SPI = Earned Value / Planned Value

CPI = Earned Value / Actual Cost

SPI = EV / PV

CPI = EV / AC

SPI = \$3,000 / \$3,500

CPI = \$3,000 / \$3,800

SPI = .86

CPI = .79

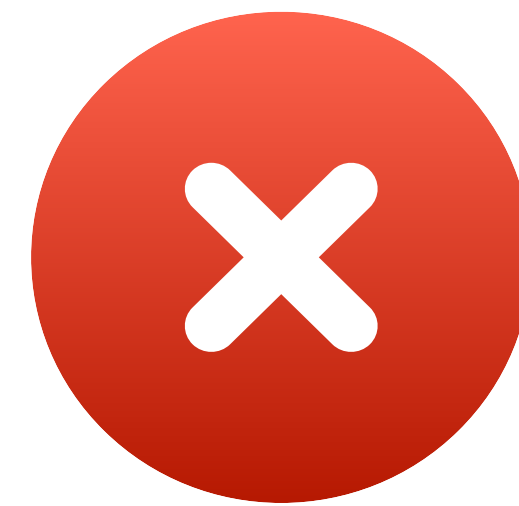
	Monday	Tuesday	Wed	Thursday
PV	2,500	3,000	3,500	4,000
EV	2,750	2,750	3,000	
AC	2,300	2,800	3,800	



Day 3 Fence Performance



SPI < 1.0
14% BEHIND schedule



CPI < 1.0
21% ABOVE cost



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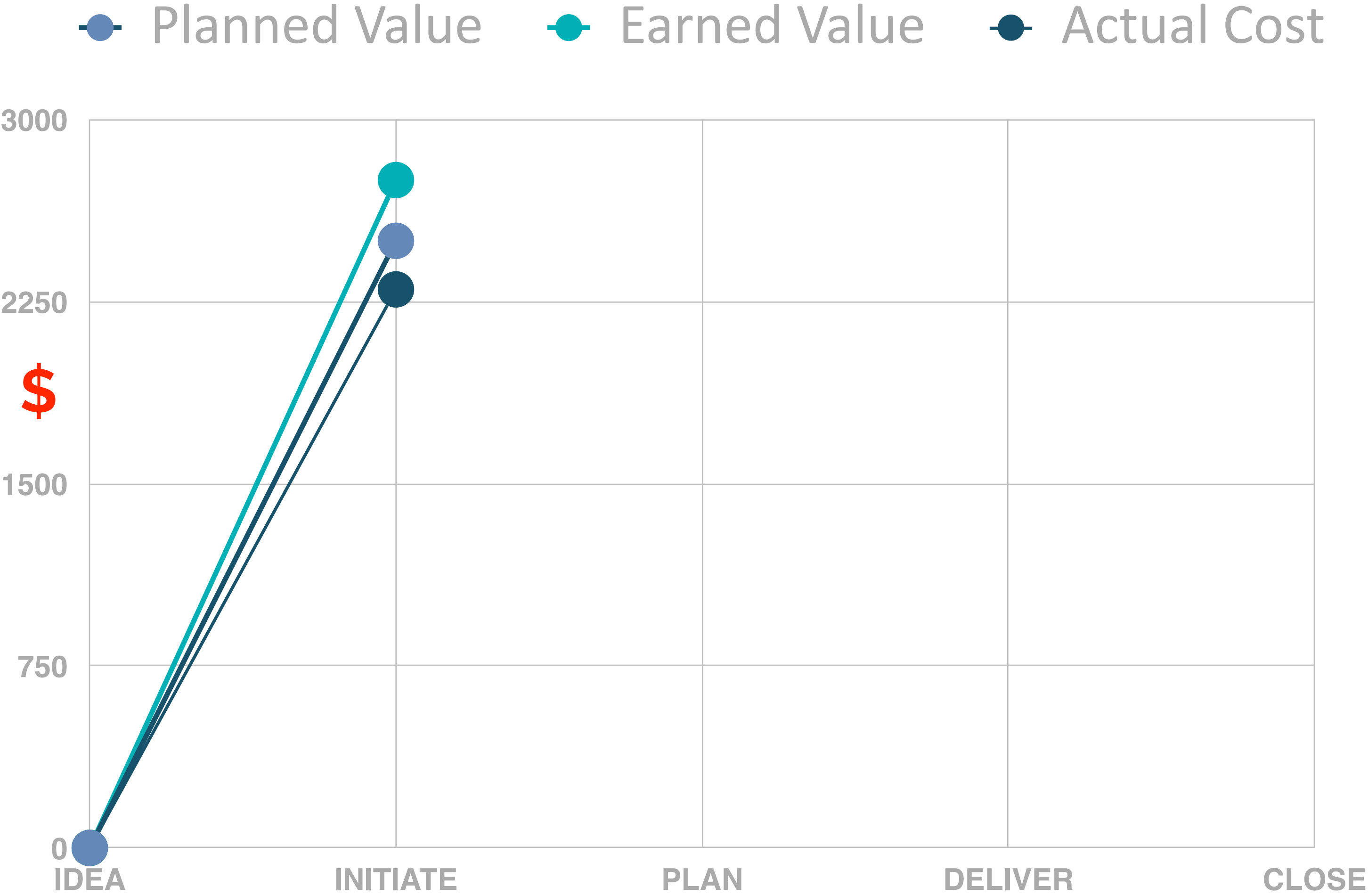
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Charts and Graphs

Charting Performance Day 1

	PV	AC	EV
Initiate	\$2,500	\$2,300	\$2,750
Plan			
Deliver			
Close	4000	UNK	UNK



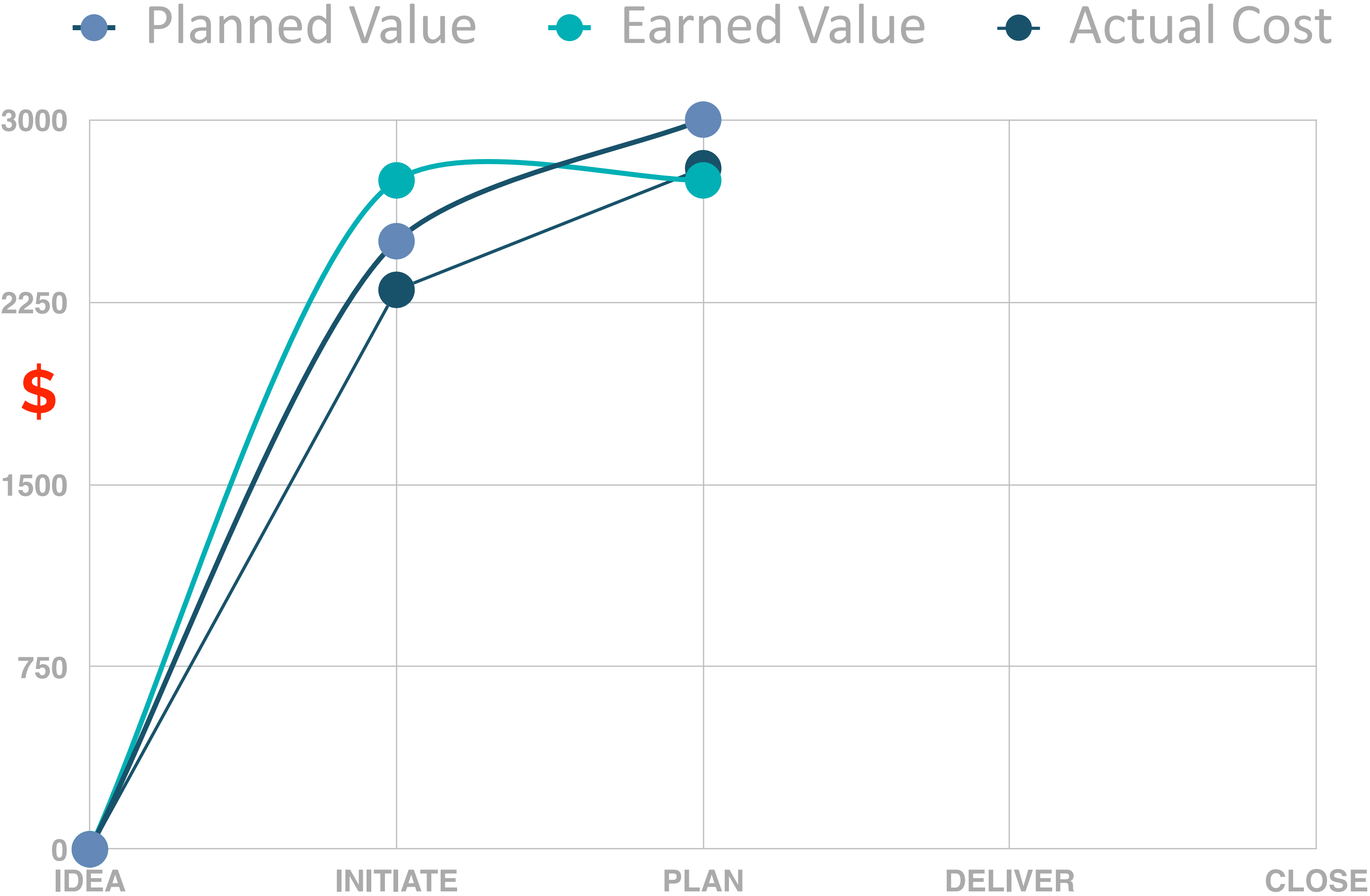
PHASE

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Charting Performance Day 2

	PV	AC	EV
Initiate	\$2,500	\$2,300	\$2,750
Plan	\$3,000	\$2,800	\$2,750
Deliver	\$3,500	\$3,800	\$3,000
Close	4000	UNK	UNK



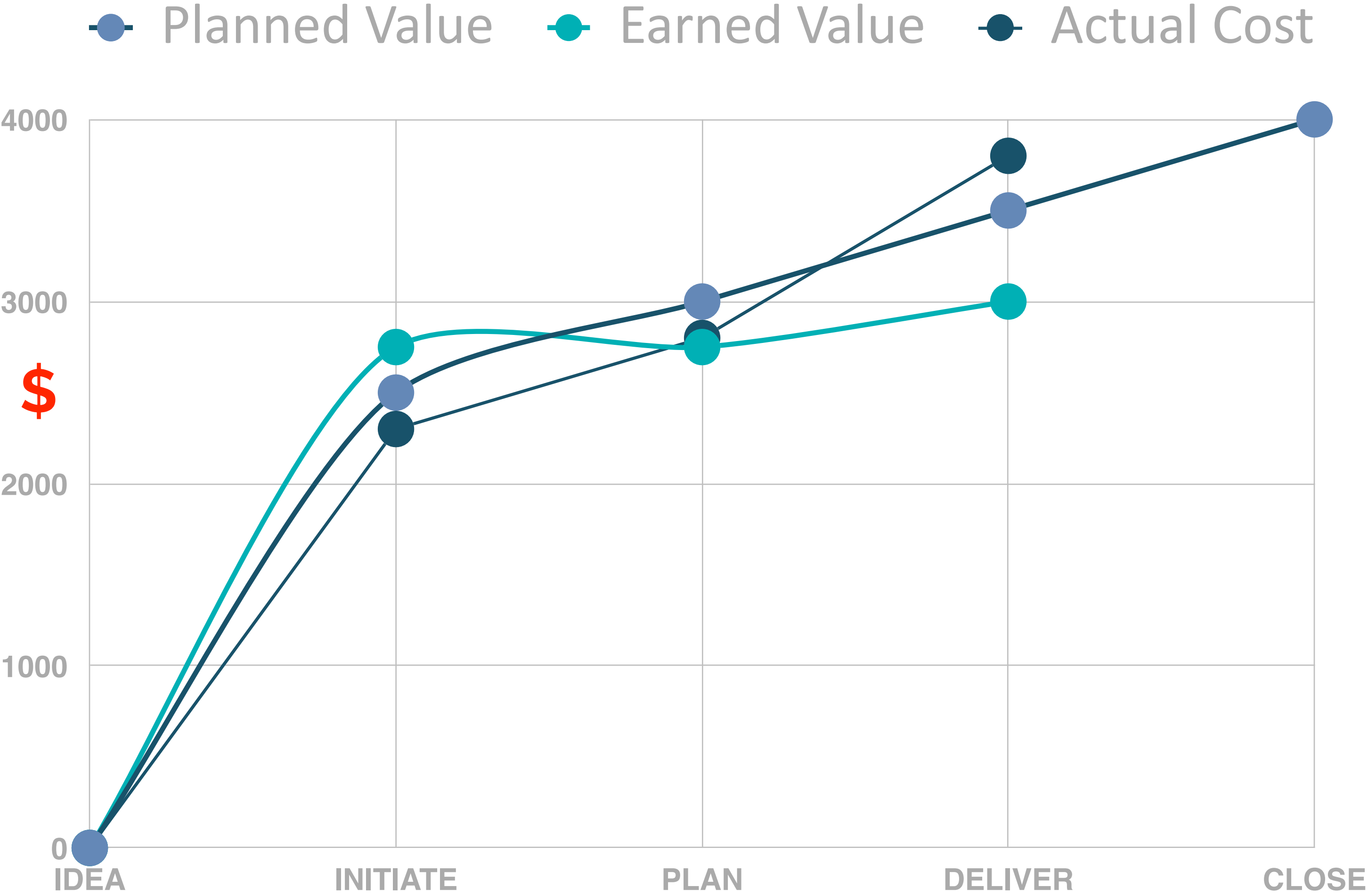
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Charting Performance Day 3

	PV	AC	EV
Initiate	\$2,500	\$2,300	\$2,750
Plan	\$3,000	\$2,800	\$2,750
Deliver	\$3,500	\$3,800	\$3,000
Close	4000	UNK	UNK



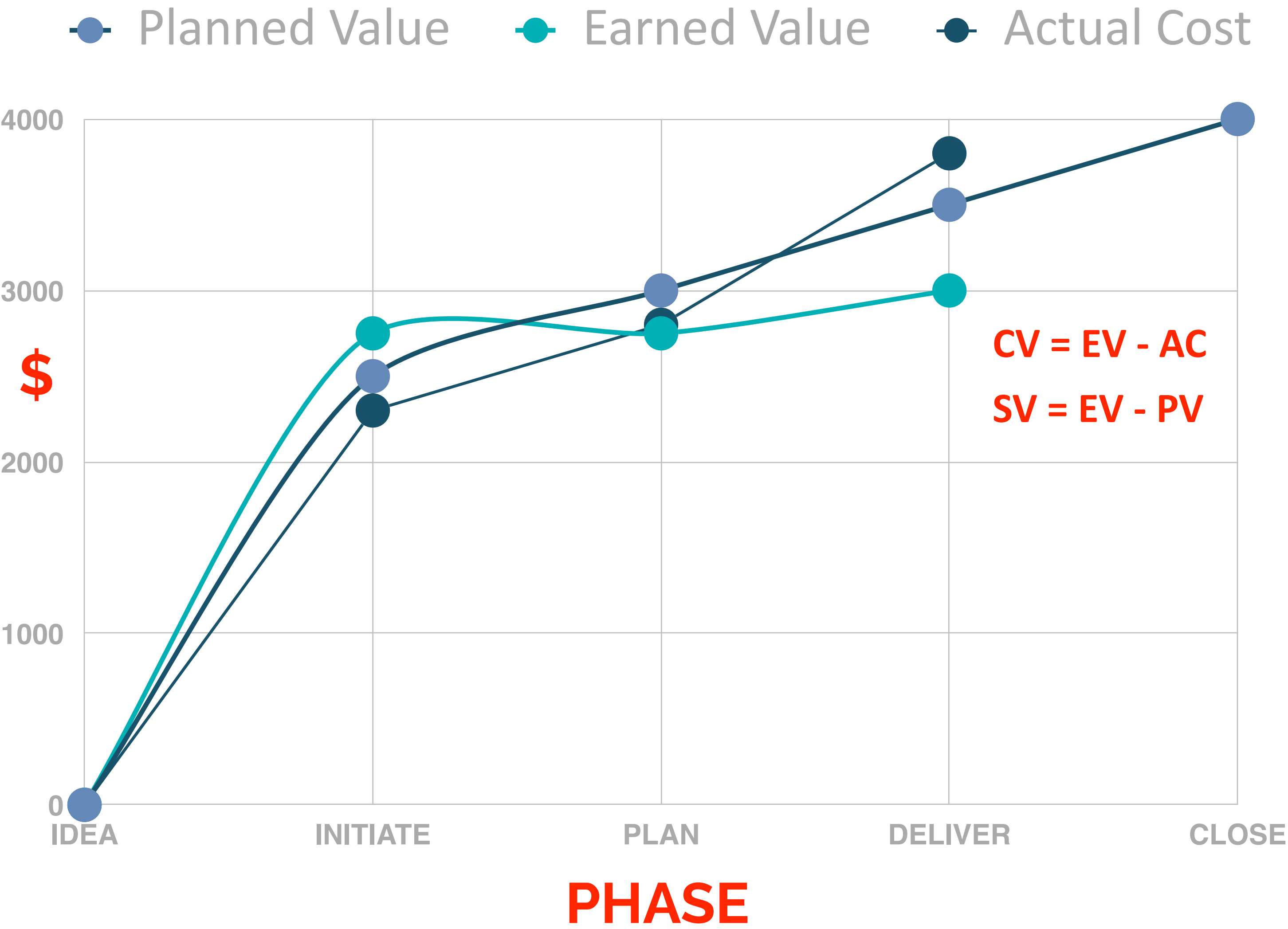
PHASE

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Charting Performance

	PV	AC	EV
Initiate	\$2,500	\$2,300	\$2,750
Plan	\$3,000	\$2,800	\$2,750
Deliver	\$3,500	\$3,800	\$3,000
Close	4000	UNK	UNK



Why do all the math?

It's important as a PM to be able to quantify how your projects are performing.

This becomes even more apparent when asking Sponsors, Program Managers or the Project Management Office for more resources (time, money or people).



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Program Level Look At Our Two Projects

	SPI	CPI
Cookies After 1 Hour	.75	.83
Fence After 3 Days	.86	.79



Program Level Look At Our Two Projects

If we have an organizational threshold of **+/- 20%** we now know what efforts best need our support (time, people or money)

	SPI	CPI
Cookies After 1 Hour	.75	.83
Fence After 3 Days	.86	.79



Program Level Look At Our Two Projects

	SPI	CPI
Cookies After 1 Hour	.75	.83
Fence After 3 Days	.86	.79



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Program Level Look At Our Two Projects

Cookies are **25%** behind schedule

Fence is **21%** over budget

	SPI	CPI
Cookies After 1 Hour	.75	.83
Fence After 3 Days	.86	.79



Program Level Look At Our Two Projects

Is that the right answer?

We'd help cookies with
SCHEDULE

We'd help the fence with
MONEY

	SPI	CPI
Cookies After 1 Hour	.75	.83
Fence After 3 Days	.86	.79



But how long will it take (or cost) in real time?

Assuming the work will be performed at the same cumulative rate of progress, **how much will the project eventually cost?**



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But how long will it take in real time?

Let's take a look at our two projects.
The **Estimate at Completion EAC**
(based upon where we are now).



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Estimate At Completion (EAC)

EAC for COST

$$\text{EAC} = \text{BAC (cost)} / \text{CPI}$$

EAC for TIME

$$\text{EAC} = \text{BAC (time)} / \text{SPI}$$



Let's look at the cookie project

$$\text{EAC} = \text{BAC (cost)} / \text{CPI}$$

$$\text{EAC} = \$50 / .83$$

$$\text{EAC} = ??$$

$$\text{EAC} = \text{BAC (time)} / \text{SPI}$$

$$\text{EAC} = 5 \text{ hours} / .75$$

$$\text{EAC} = ??$$



Let's look at the cookie project

$$\text{EAC} = \text{BAC (cost)} / \text{CPI}$$

$$\text{EAC} = \$50 / .83$$

$$\text{EAC} = \$60.24$$

$$\text{EAC} = \text{BAC (time)} / \text{SPI}$$

$$\text{EAC} = 5 \text{ hours} / .75$$

$$\text{EAC} = 6 \text{ hours and 40 minutes}$$



And now the fence project

$$\text{EAC} = \text{BAC (cost)} / \text{CPI}$$

$$\text{EAC} = \$4,000 / .86$$

$$\text{EAC} = ??$$

$$\text{EAC} = \text{BAC (time)} / \text{SPI}$$

$$\text{EAC} = 4 \text{ (days)} / .79$$

$$\text{EAC} = ??$$



And now the fence project

$$\text{EAC} = \text{BAC (cost)} / \text{CPI}$$

$$\text{EAC} = \$4,000 / .86$$

$$\text{EAC} = \$4,651$$

$$\text{EAC} = \text{BAC (time)} / \text{SPI}$$

$$\text{EAC} = 4 \text{ (days)} / .79$$

$$\text{EAC} = 5.06 \text{ (days)}$$



Our plans versus reality

Cookie Project

Plan: 5 hours and \$50

Projection: 6hrs 40 min and \$60.24

Fence Project

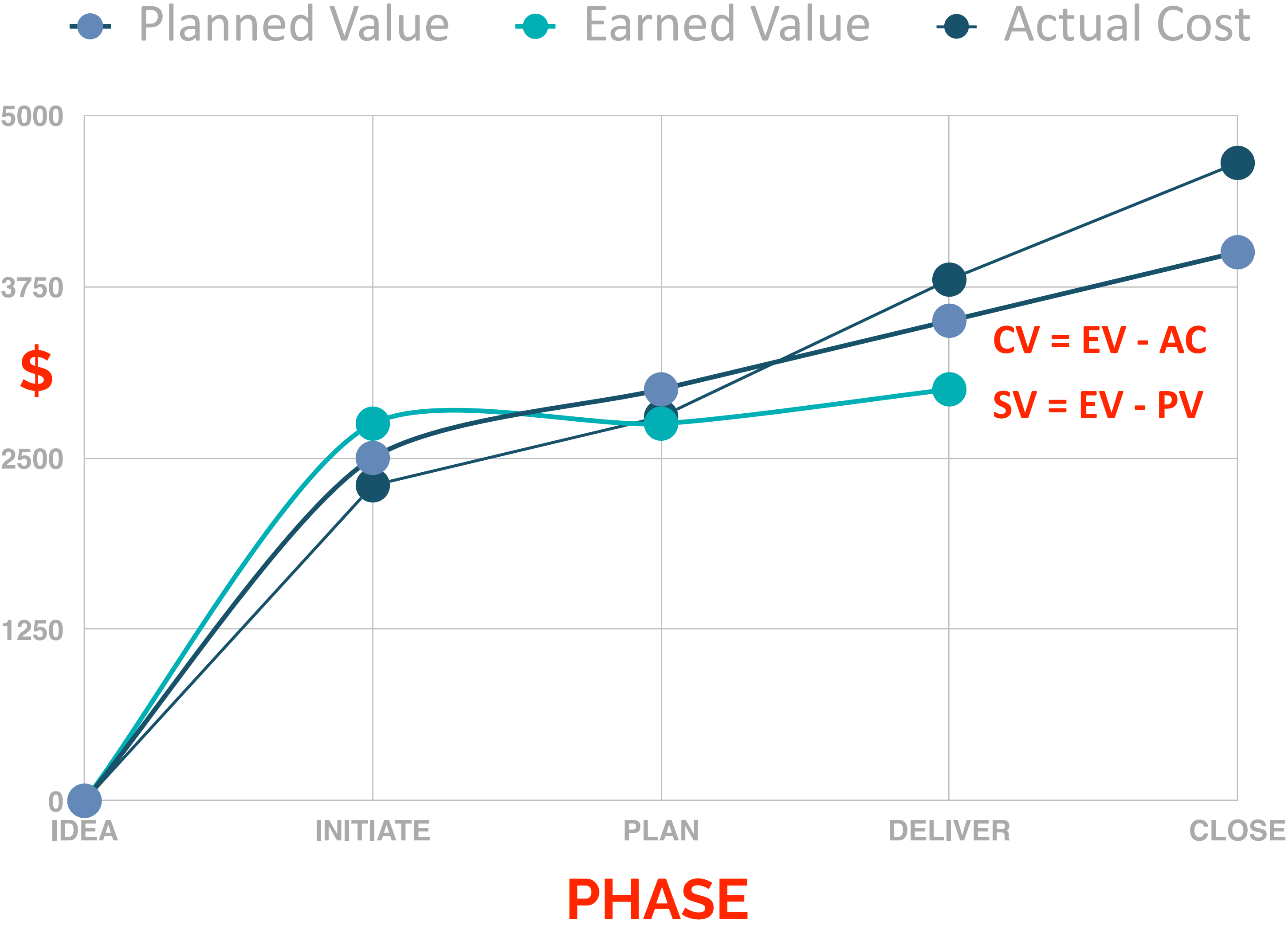
Plan: 4 days and \$4,000

Projection: 5+ days and \$4,651



Fence Budget at Completion Visual

	PV	AC	EV
Initiate	\$2,500	\$2,300	\$2,750
Plan	\$3,000	\$2,800	\$2,750
Deliver	\$3,500	\$3,800	\$3,000
Close	4000	\$4,651	UNK



Time or money?

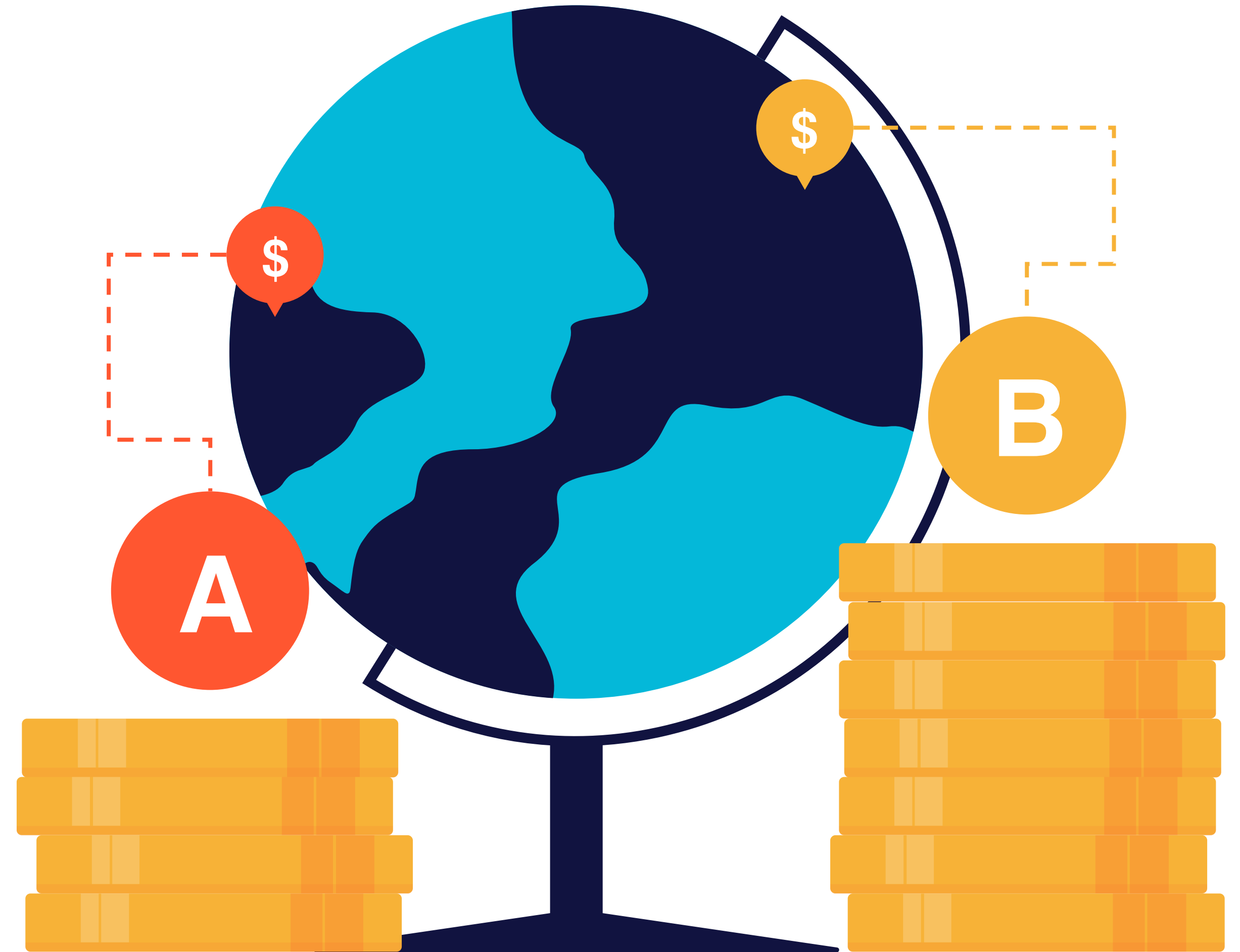
What is our project
constrained by?



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Constraints are driven by **RESOURCES**

Project resources are the **people, capital, time, and/or material goods** required for the successful execution and completion of a project.



Program Level Look At Our Two Projects

Remember the
**Schedule Management
Techniques?**

	SPI	CPI
Cookies After 1 Hour	.75	.83
Fence After 3 Days	.86	.79



DISCUSSION

What are the risks of using EAC and other statistical methods to forecast project performance?



When does a task “earn” value?



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When does a task “earn” value?

0/100 rule

All or nothing method to calculate EV

A WBS task has no EV until it is complete

Works best with highly detailed WBS



When does a task “earn” value?

Discrete Techniques:

0/50/100 rule (To Do, Doing, Done)

25/50/75/100 rule

% complete

Units complete



Understanding EVM

Know what **constraints** are alive and well in your projects and **use EVM** to protect the project against those constraints.

Understand the flaws in “snapshots” within your project.

Knowing how projects fall under programs and portfolios, EVM is a great tool allowing for concise reporting vs **“storytelling”**



Key Points: EVM



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EVM is a tool to report project status effectively and in a manner understood by all

Project reports (specifically budget and schedule) will allow you to get project support **when needed.**

Knowing how your projects are actually performing is highly important to their **success.**



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Getting Things Done (GTD) by David Allen

5 Components of GTD

01 Capture

02 Clarify

03 Organize

04 Reflect

05 Engage



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Capture

Collect what has your
attention into a collection
tool



Clarify

Process what the things you captured mean.

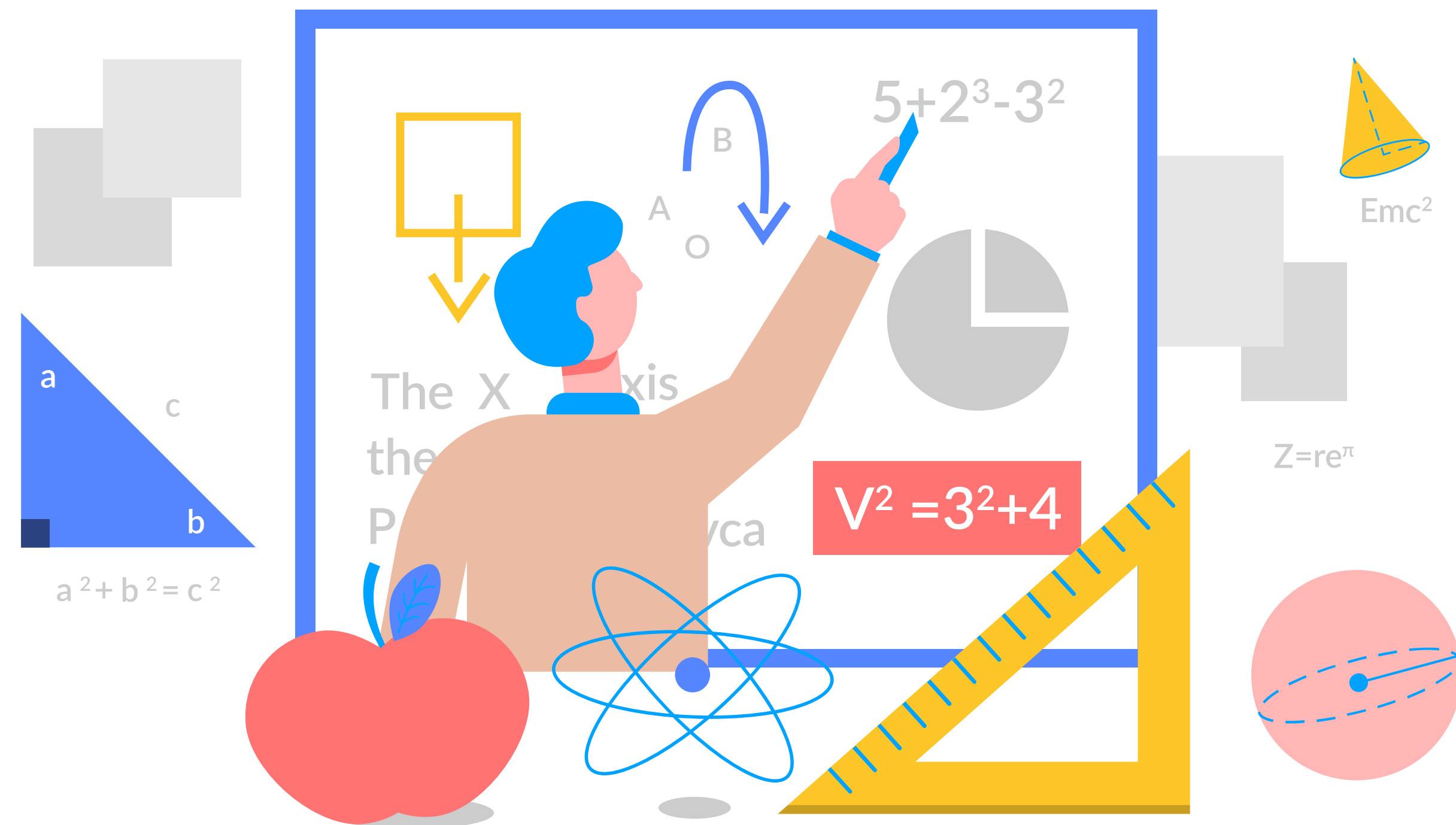
Is it actionable?

If not: **DEFER, DELETE or DELEGATE**



Organize

Tag and put reminders
into categorized content.



Reflect

Review all content you've collected frequently.



Engage

Get things DONE (the right things at the right time).



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5 Horizon Levels of GTD

05 PURPOSE / PRINCIPLES

04 VISION

03 GOALS

02 AREAS OF FOCUS

01 PROJECTS

GROUND: ACTIONS



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GROUND

Next Actions.

The things you need to do today.

**The FIRES you have to put out to
leave work at the end of the day (as
done)**



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Level 1: Projects

The personal and professional work efforts you have.



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Level 2: Areas of Focus

Responsibilities

Clarified Job Descriptions

Accountabilities



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Level 3: Goals

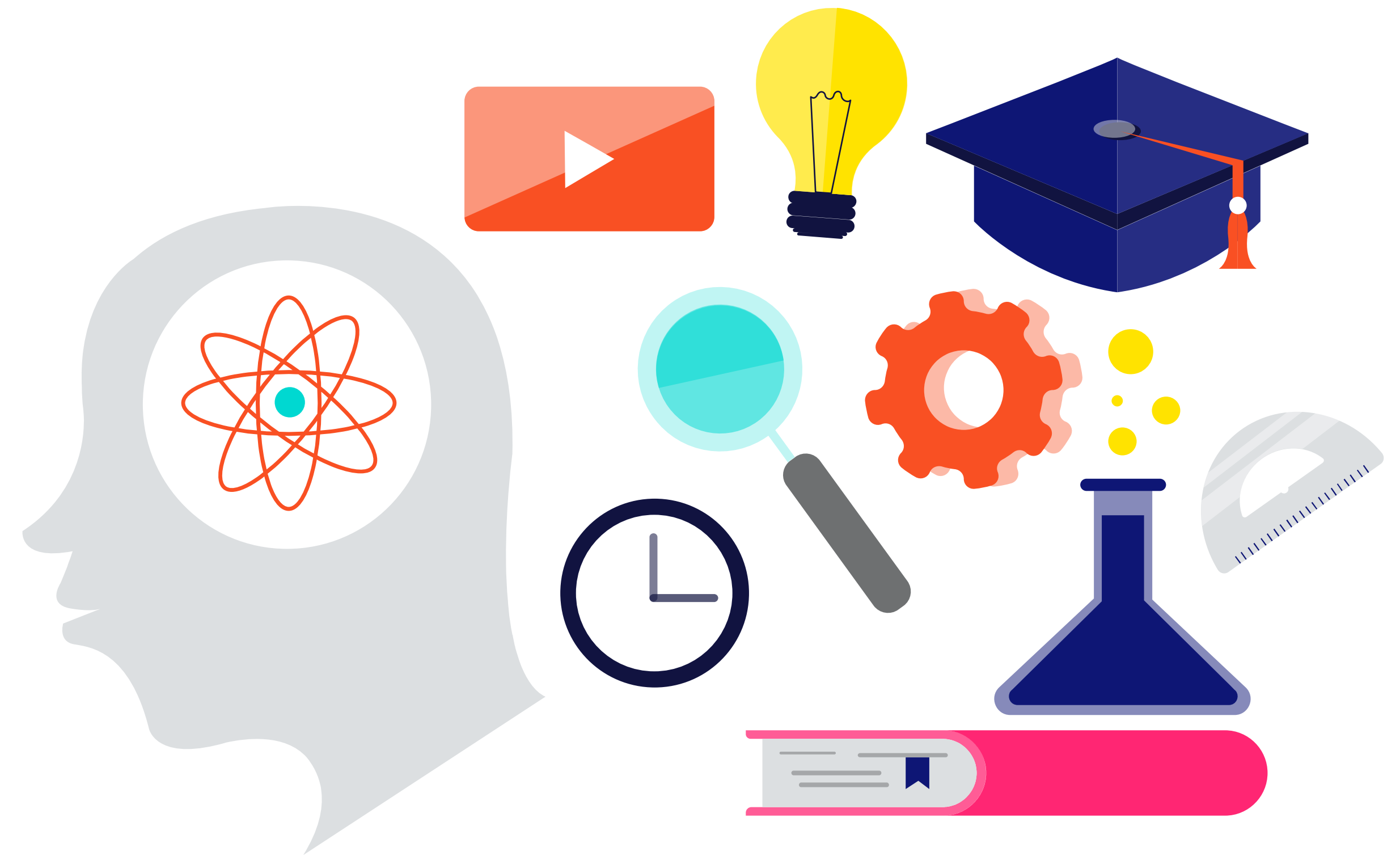
What do we need to do in order to create the vision?



Level 4: Vision

Ideas.

**How do we want to be
perceived in 3-5 years?**



Level 5: Purpose and Principles

Dreams and big picture items.



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Natural Planning Model

GROUND: ACTIONS

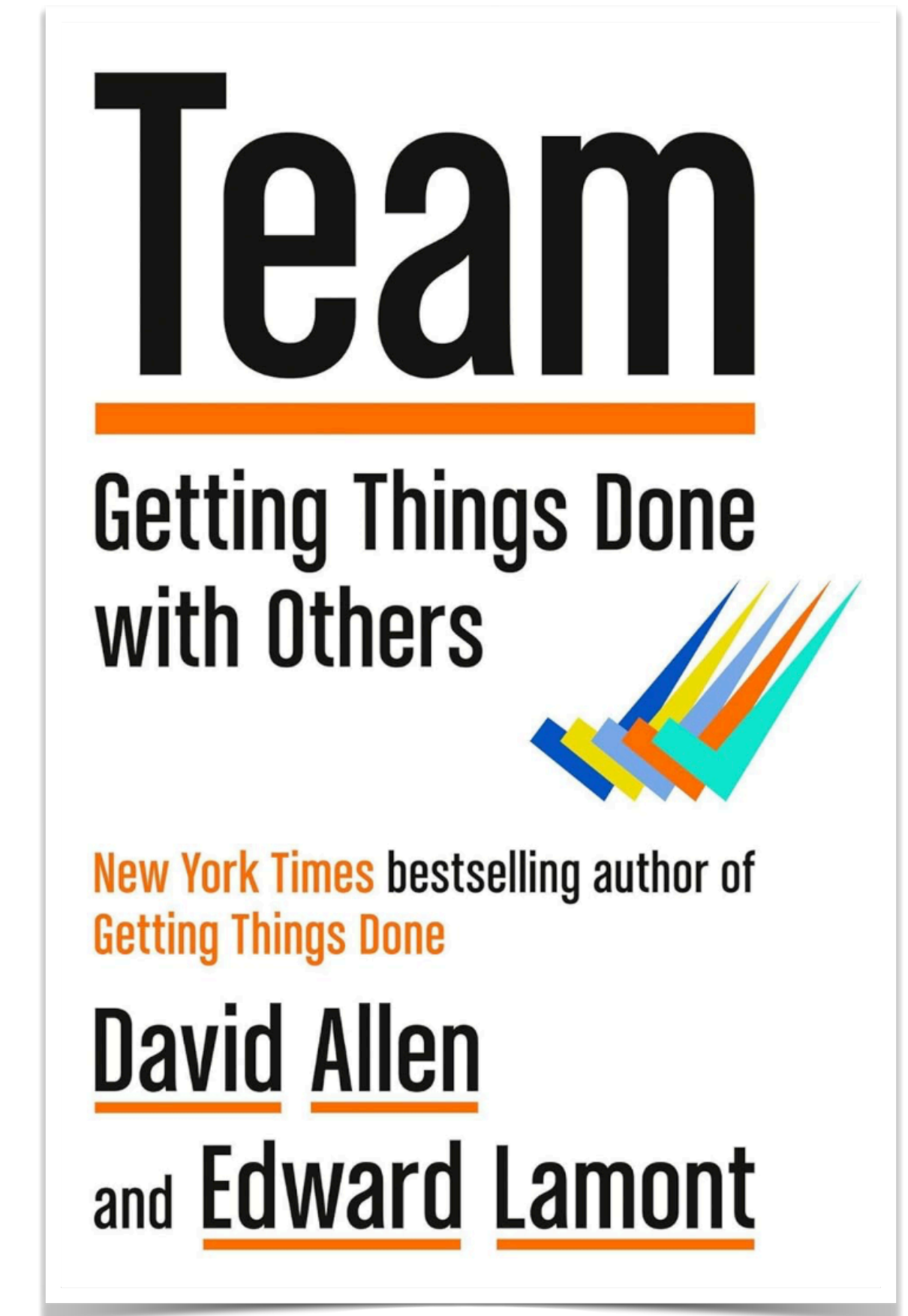
1 PURPOSE / PRINCIPLES

2 VISION

3 BRAINSTORM

4 ORGANIZE

5 NEXT ACTIONS

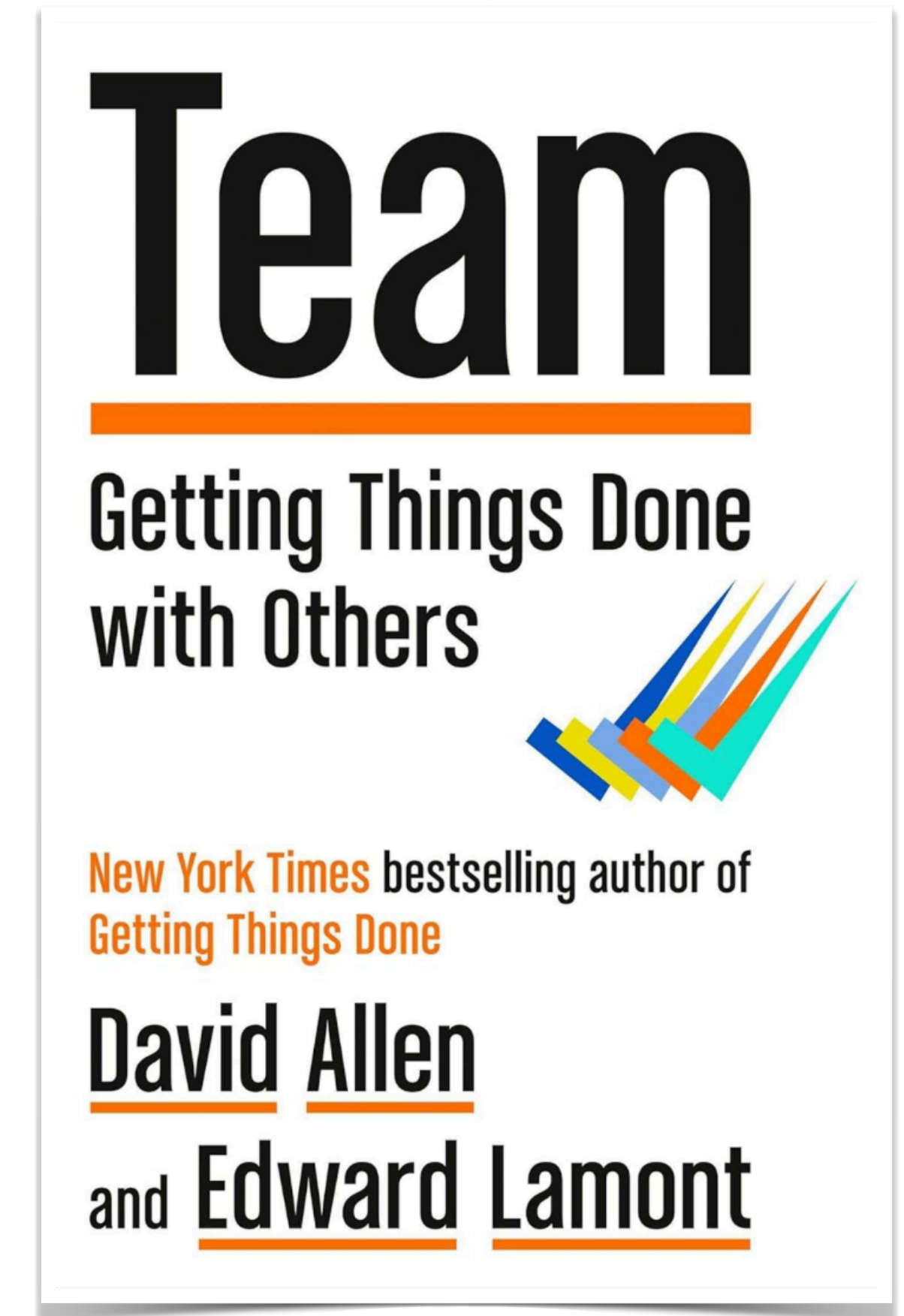


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NPM 1: Purpose and Principles

Why are we doing this project?

What's our Rules of Engagement (ROE)

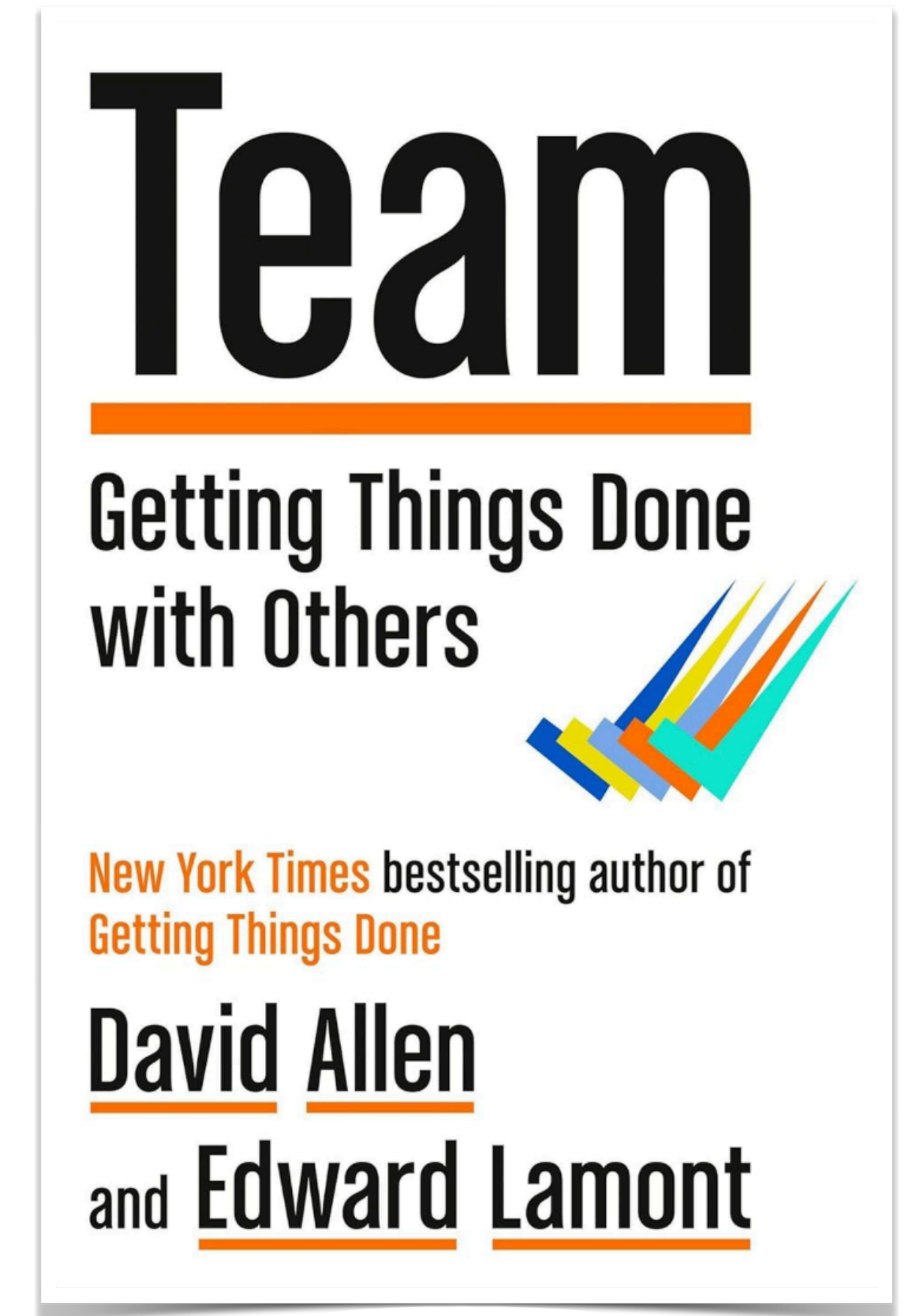


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NPM 2: Vision

What's the desired **end-state**?

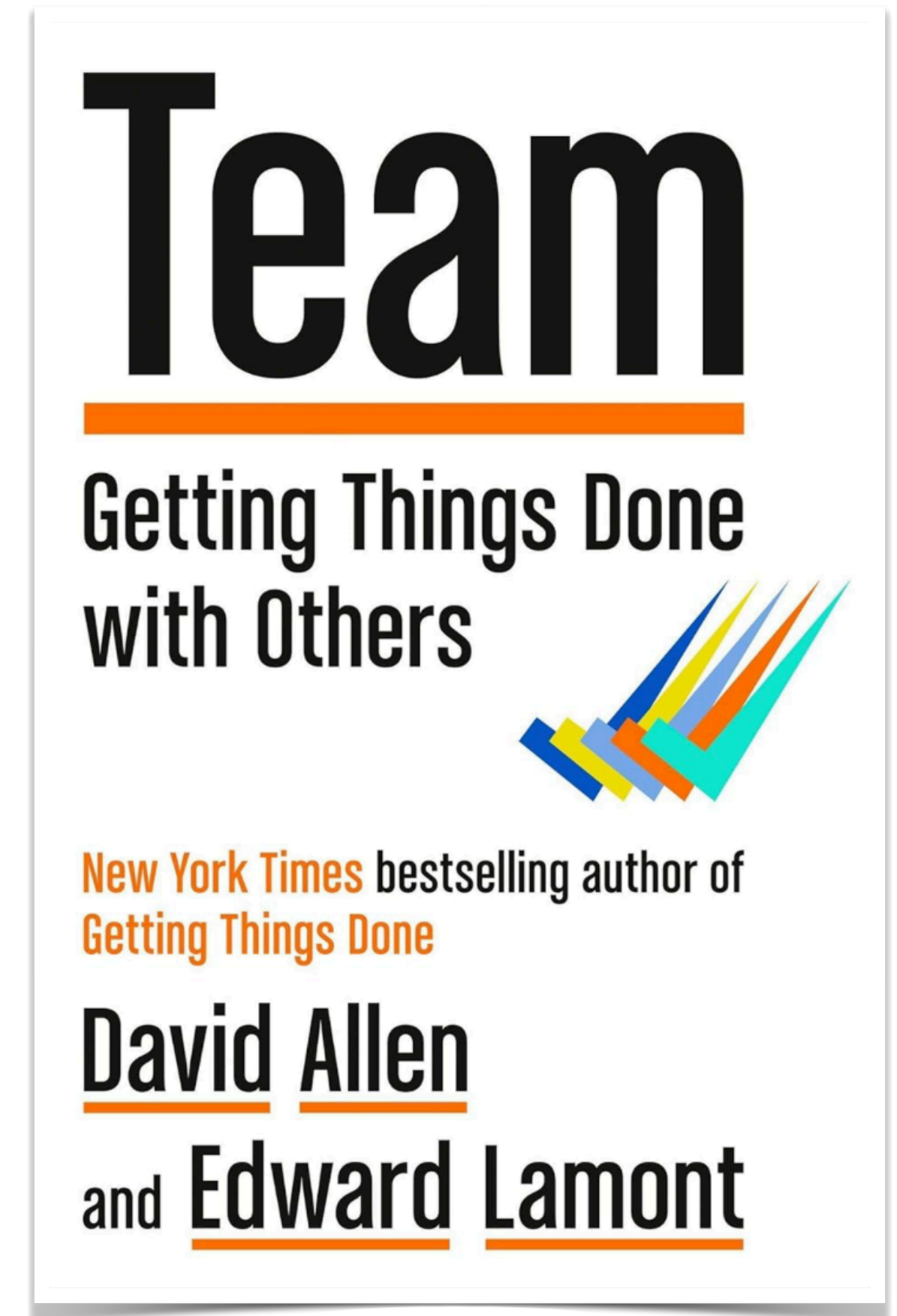
What does success look like?



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NPM 3: Brainstorm

How **should we** approach this?



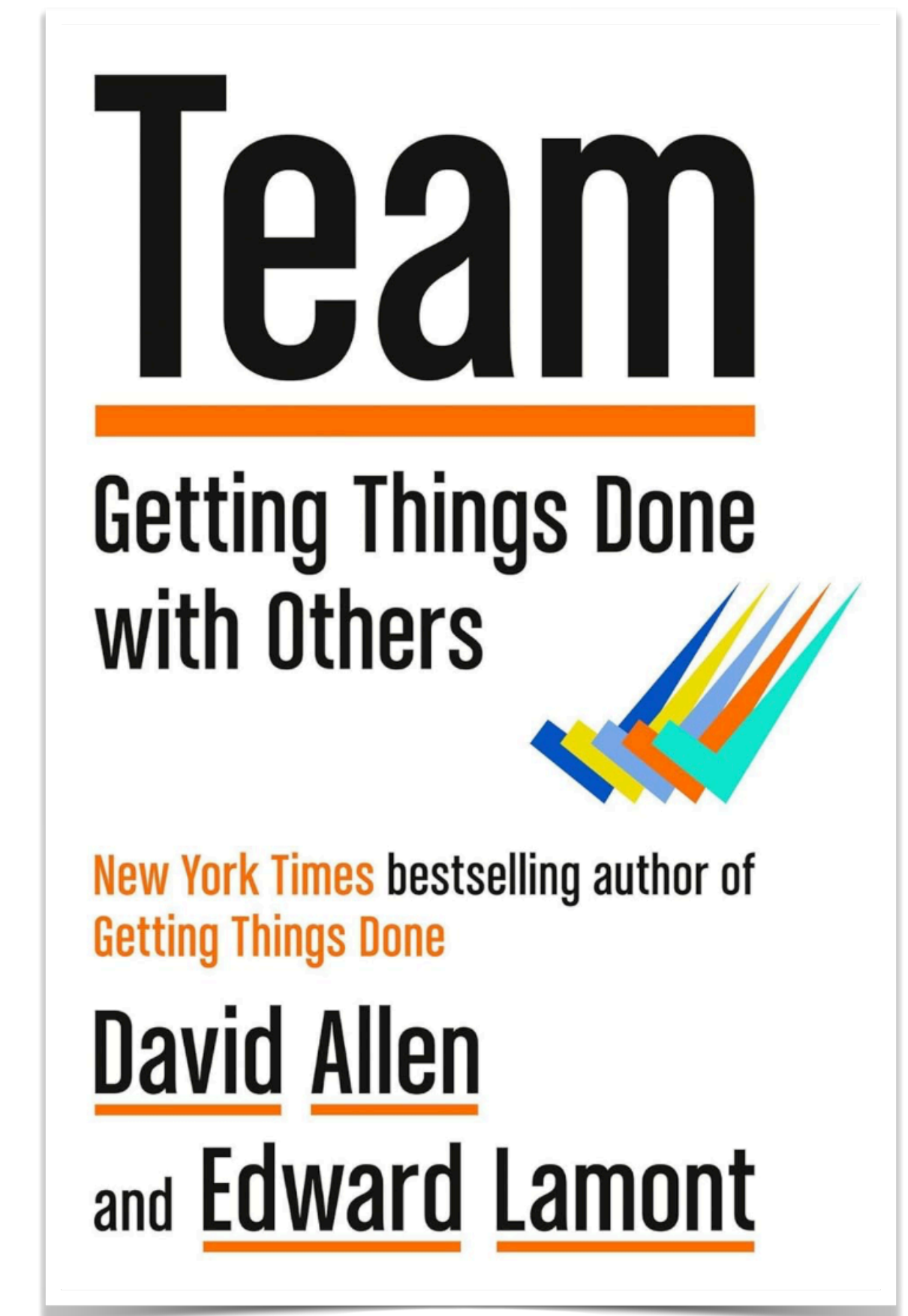
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NPM 4: Organize

Who (stakeholders)

What (tasks)

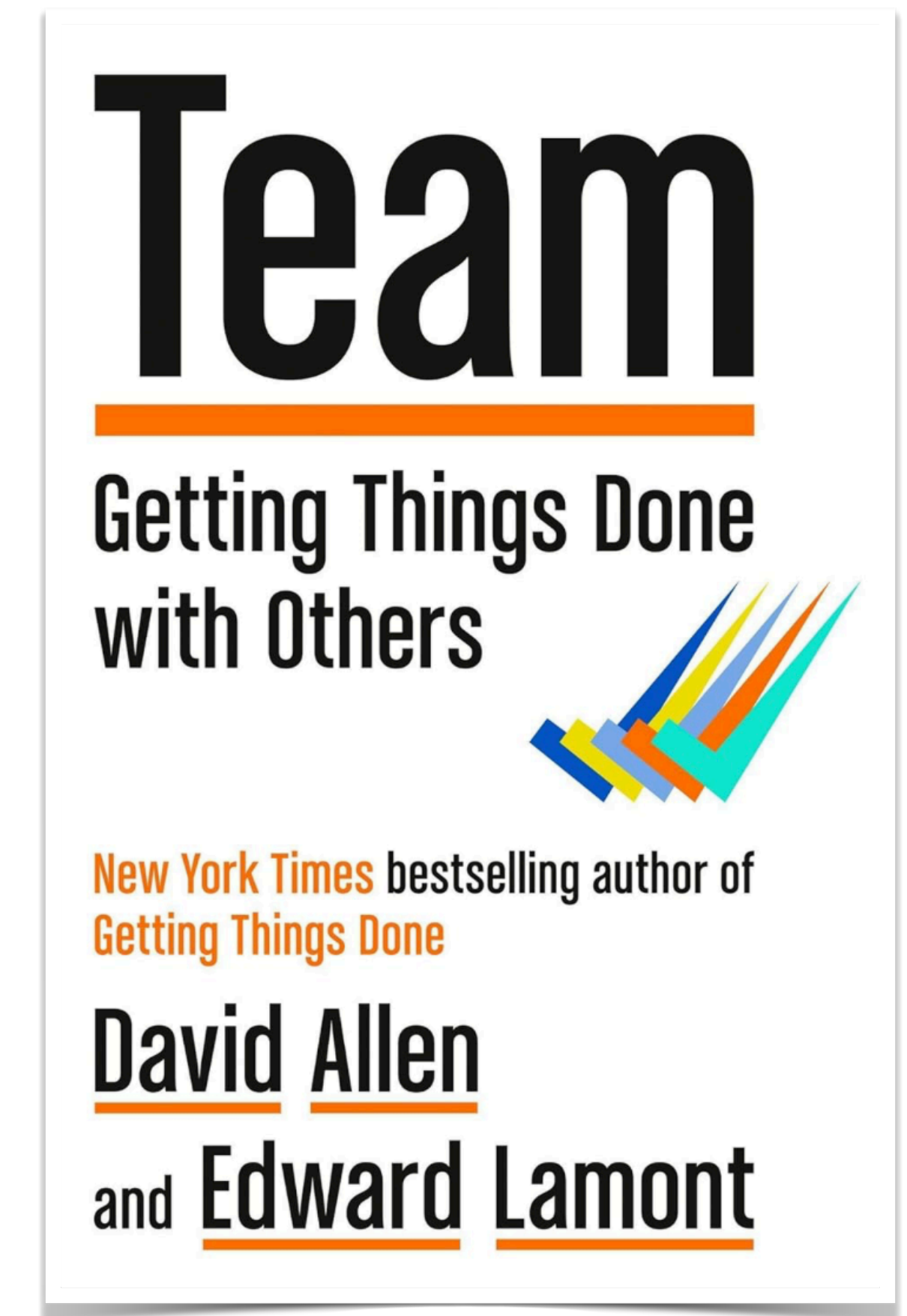
When (schedule)



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NPM 5: Next Actions

What are the **very next things** we need to do to move this forward?



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**“We want to accomplish something (purpose),
have a picture of what it would / should look like
(vision), consider multiple options (brainstorm),
decide the pieces that need to happen (organize),
and start moving on it (next actions).”**

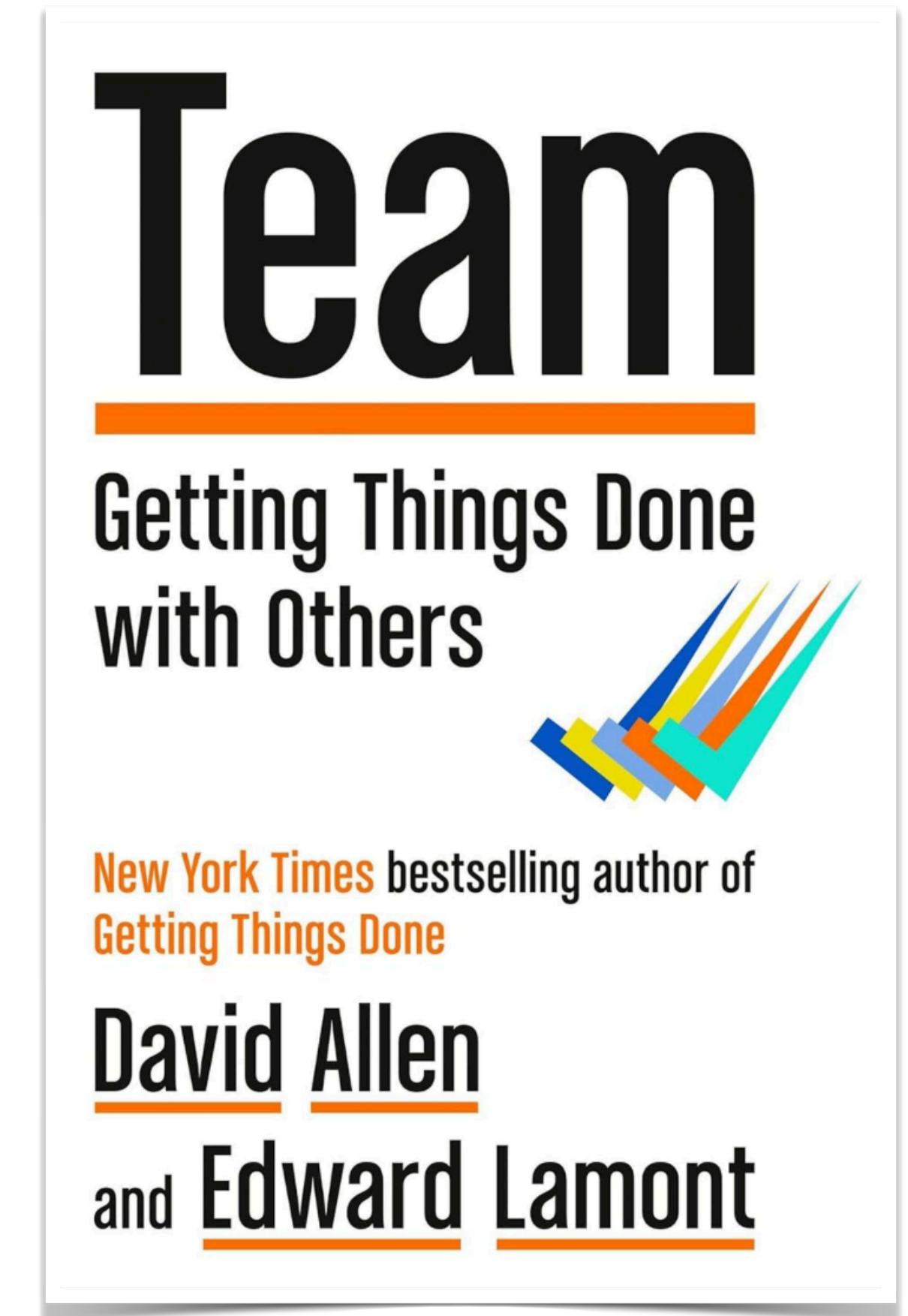
David Allen and Edward Lamont

“Team: Getting Things Done With Others”

Two Questions

What's the **next** action?

What's the **desired outcome**?



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Key Points: Getting Things Done Links



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<https://gettingthingsdone.com/>

Key Points: Getting Things Done



Capture ANYTHING that has your attention into a collection tool

Work on what you should work on **WHEN** you should work on it

Understand your efforts and how they apply to the Horizon Levels (**SHOULD** you be doing what you **ARE** doing?)



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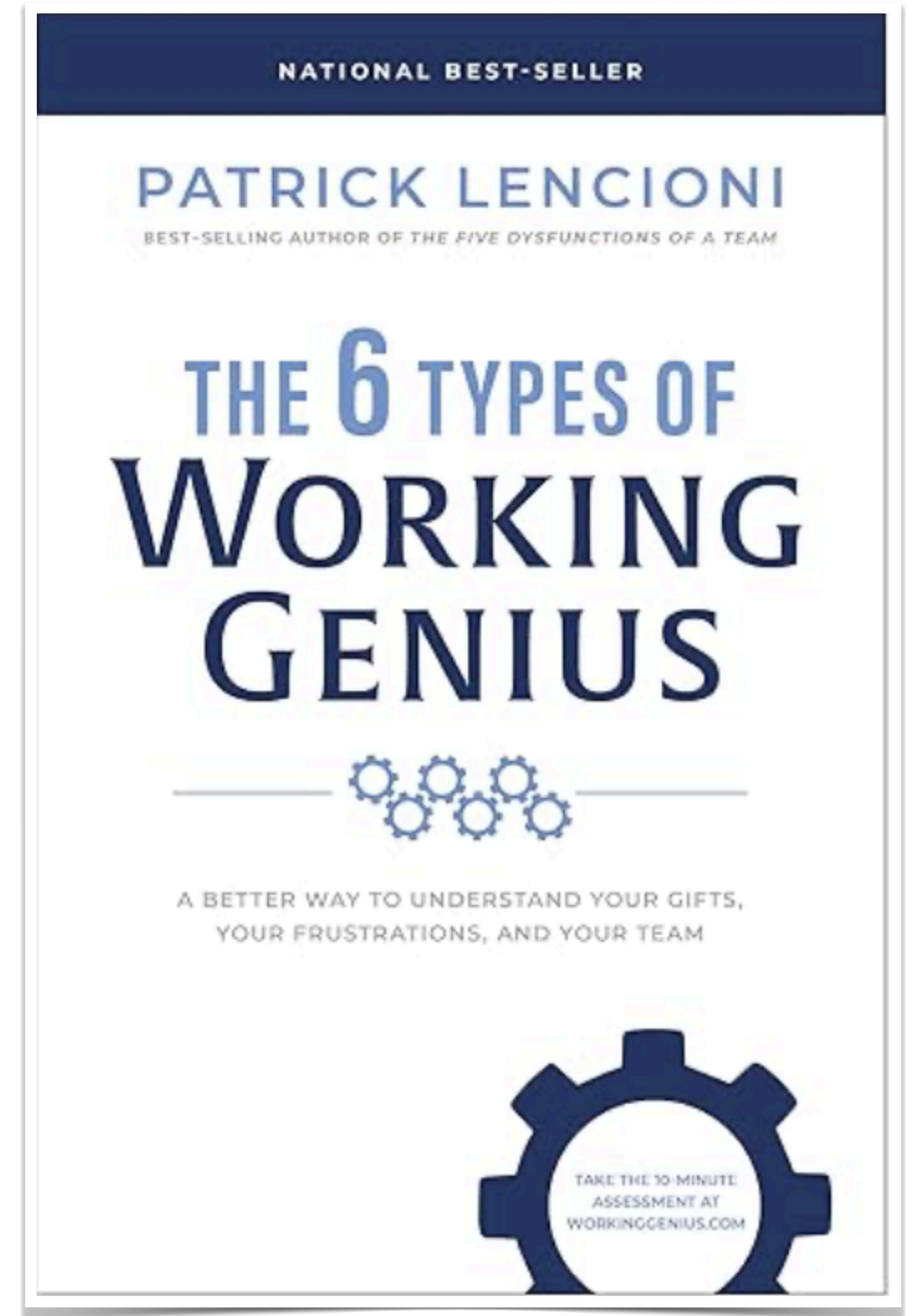
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**WIDGET by Patrick Lencioni
and the Table Group**

The 6 Types of Working Genuis

Patrick Lencioni

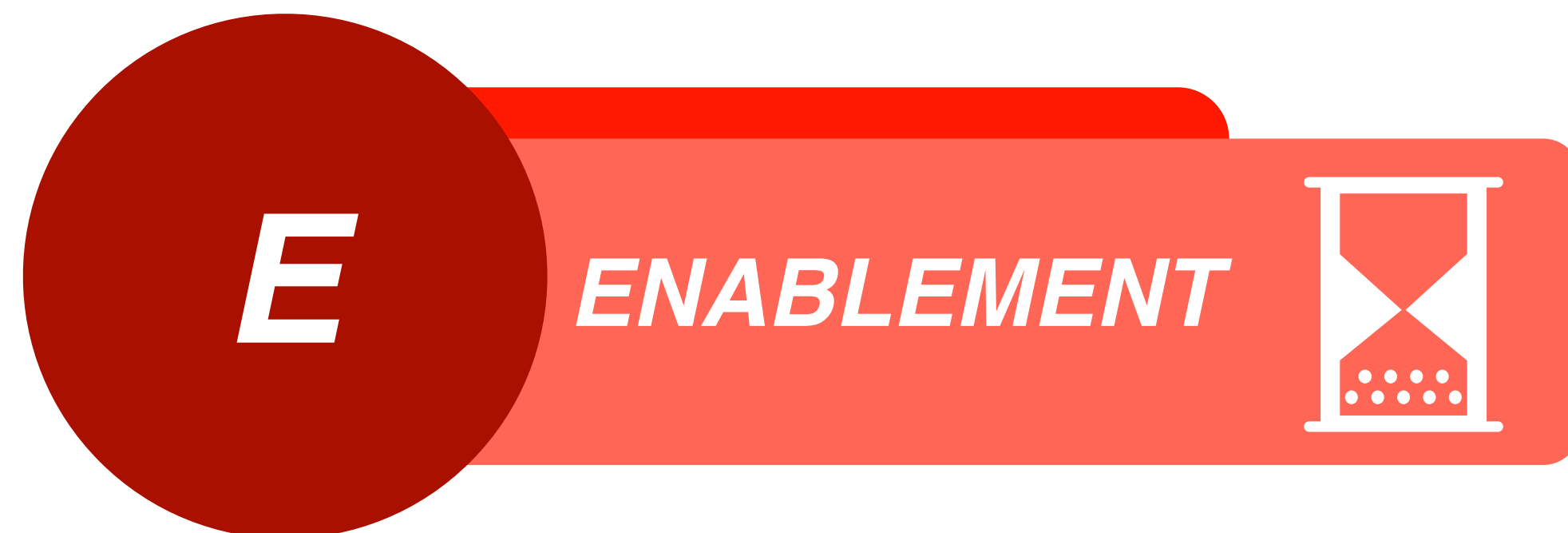
“The 6 Types of Working Genuis”



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The 6 Working Genius Areas: WIDGET



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The 6 Working Genius Areas: WIDGET

Wonder

the natural gift of pondering the possibility of **greater potential and opportunity** in a given situation.



What are the best outcomes by doing this?



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The 6 Working Genius Areas: WIDGET

Invention

the natural gift of **creating original and novel ideas** and solutions.



The Ideator and Innovator

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The 6 Working Genius Areas: WIDGET

Discernment

the natural gift of intuitively and instinctively evaluating ideas and situations.



Is this idea or path good or bad?



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The 6 Working Genius Areas: WIDGET

Galvanizing

the natural gift of rallying, inspiring
and **organizing**
others to take action.



Getting the team focused and energized.

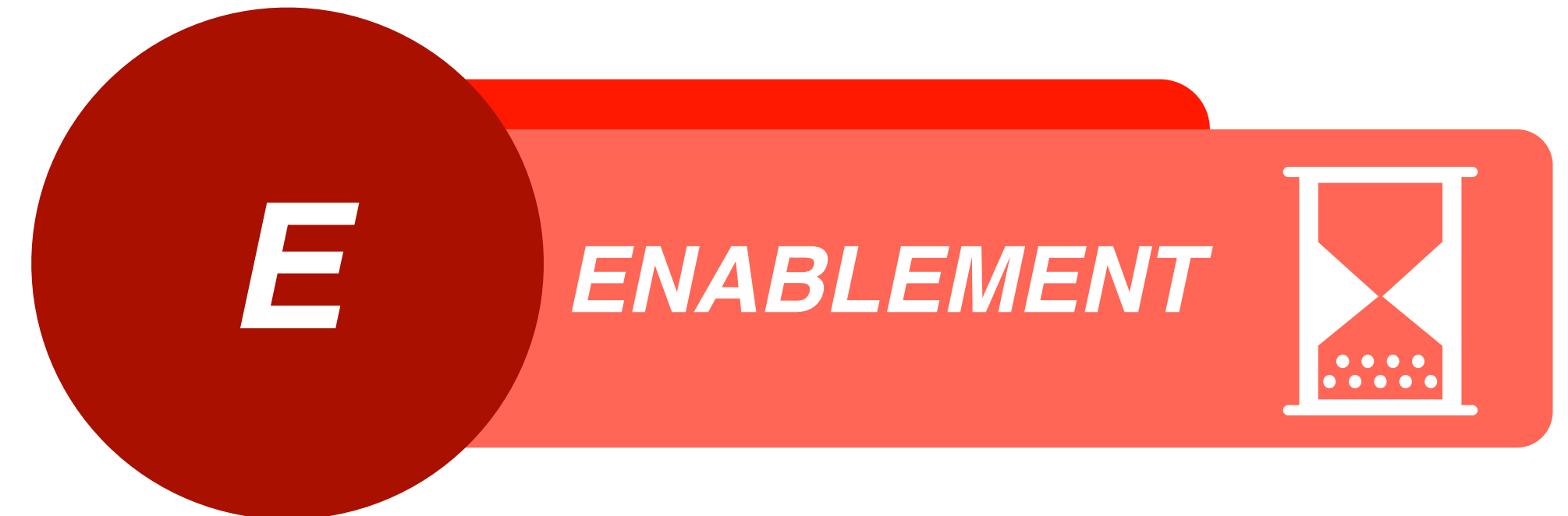


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The 6 Working Genius Areas: WIDGET

Enablement

the natural gift of providing
**encouragement and
assistance** for an idea or project.



The “hugger” & sets teams up for success



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The 6 Working Genius Areas: WIDGET

Tenacity

the natural gift of **pushing projects or tasks to completion** to achieve results.



Gets things done TO COMPLETION.



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Scott Kinder's Areas of Working Genius

Areas of
working
Genius

W

WONDER

INVENTION

I

Areas of
working
Competency

GALVANIZING

G

D

DISCERNMENT

Areas of
working
Frustration

TENACITY

T

E

ENABLEMENT





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WIDGET and Projects

Working Genius and Projects

Working Genius breaks projects down to three phases:

Ideation

Activation

Implementation

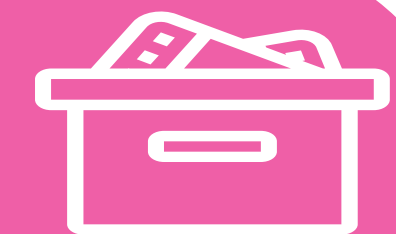
Ideation



Activation



Implementation



Ideation

Identifying needs and proposing solutions to problems.

Innovation is mostly connected with the Ideation stage of projects.



Activation

Evaluating the merits of ideas and solutions proposed and then rallying people around those which are most valid.



According to the Table Group:

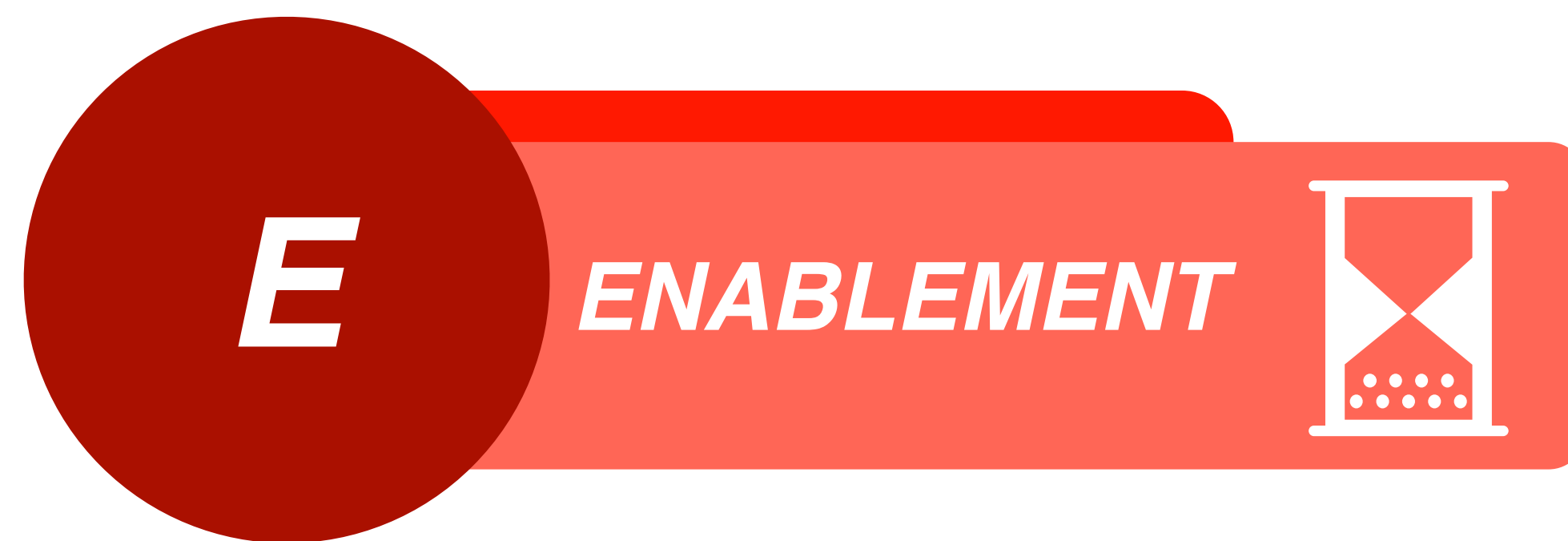
“Most organizations aren’t even aware this stage exists.”



Implementation

Getting things done.

Pushing projects through successful completion.



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Key Points: WIDGET



Everyone has an area of working GENIUS, COMPETENCY and FRUSTRATION

Know your areas of **GENIUS**

Get out of your **FRUSTRATION** areas when you can



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Project Closure

DISCUSSION

Does your organization END projects or does it CLOSE projects?



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When is a project complete?

All tasks accomplished?

Client acceptance?

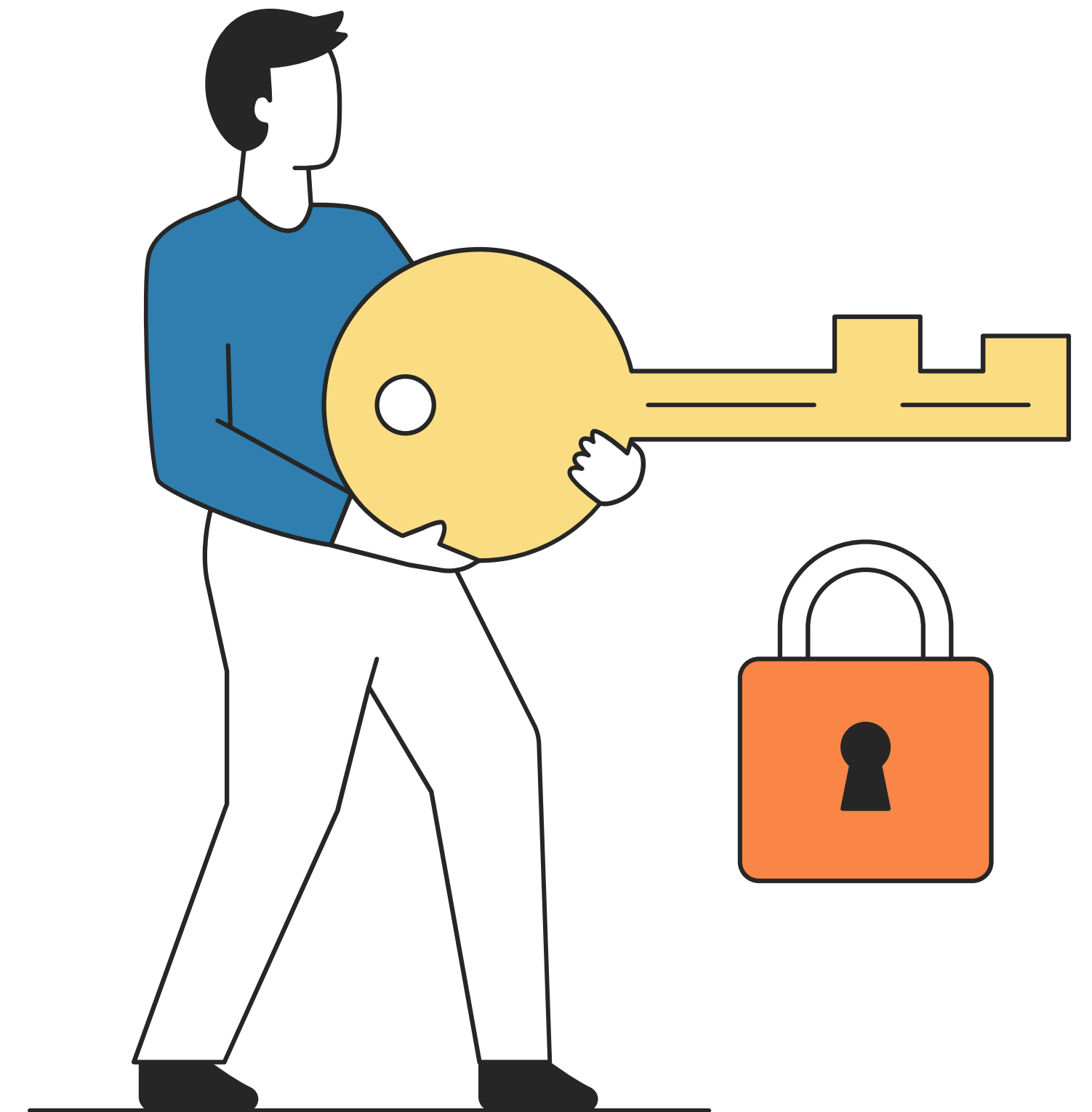
Paperwork archived?

Project review completed?

Warranty period ends?

Outcomes are realized?

The party?



Client Acceptance

Verify deliverables

Internal approval conducted

Client walk-through

Clarify uncertainty

Disclose risks

Formal sign-off





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Unsuccessful Projects

Unsuccessful Projects

What happens when the project was doomed from the start due to **poor or no initiation**?

What happens when Covid-19 forces shutdowns and projects have to be **adjusted or abandoned** altogether?



Unsuccessful Projects



Terminate

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Unsuccessful Projects

**Write off the time and resources
spent on the project**

**Stop throwing good money after
bad!**



Terminate

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Unsuccessful Projects



Reboot

SOFPM



Unsuccessful Projects

Stop and re-plan (maybe even re-visit the business case)

Often involves bringing in a new project manager / team



Reboot

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Unsuccessful Projects



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Unsuccessful Projects

**Finish and deliver the project
as-is**

**Expectations / outcomes need
to be adjusted to reflect this**



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Unsuccessful Projects



Terminate



Reboot



Salvage

SOPPM



Sunk Cost Fallacy

The sunk cost fallacy occurs when we feel that **we have invested too much to quit.**

This psychological trap causes us to stick with a plan even if it no longer serves us and the costs clearly outweigh the benefits.



DISCUSSION

What is your technique for getting to the root of a problem?



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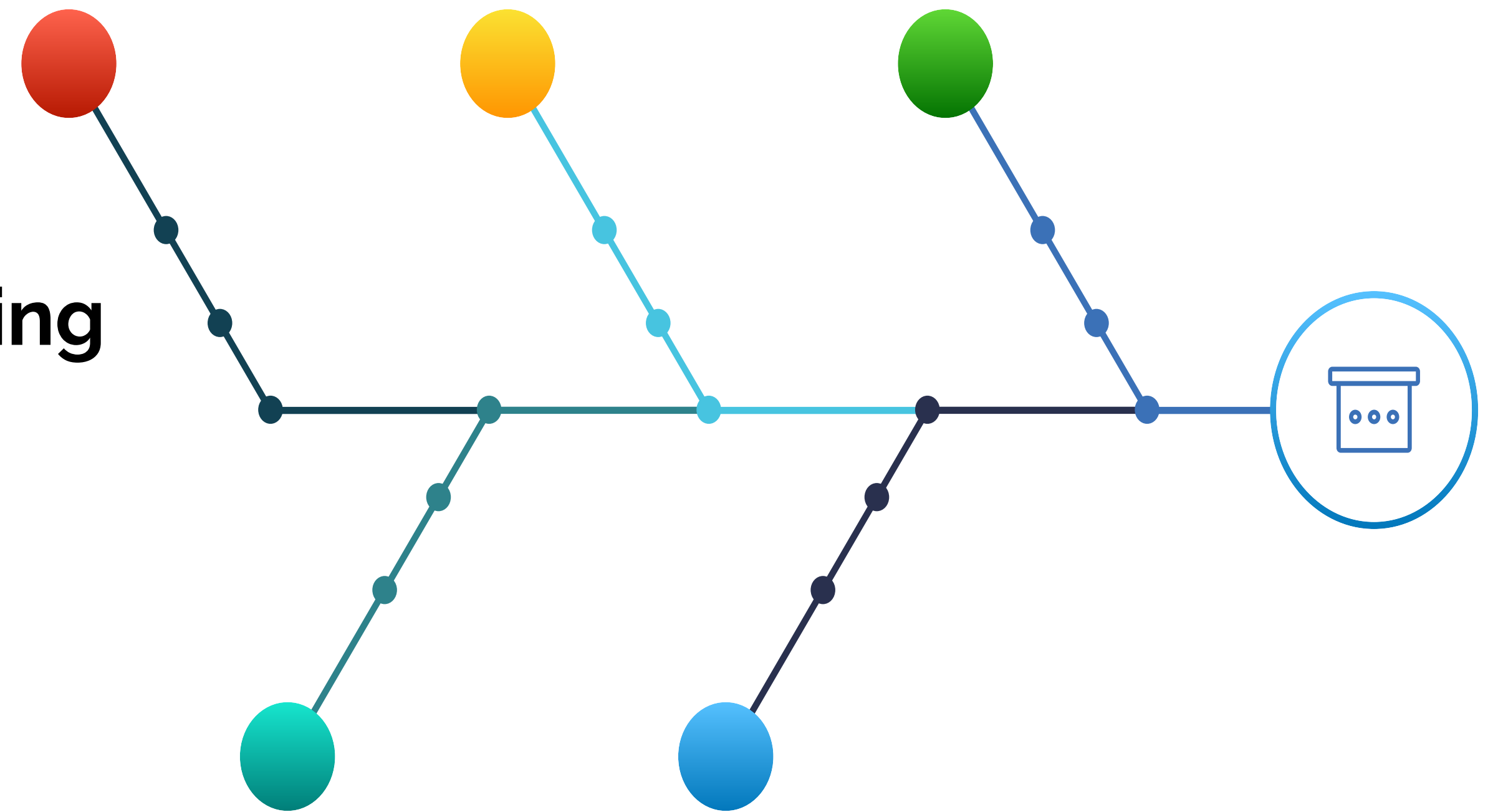
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Root Cause Analysis

Root Cause Analysis (RCA)

The process of discovering the underlying **(root)** causes of problems in order to properly identify appropriate solutions.



Root Cause Analysis (RCA)

The process of:

- 1: **Identifying** the problem
- 2: **Breaking it down** into its contributing causes
- 3: **Isolating the root cause(s)**: the ones that, if resolved, would prevent recurrence
- 4: Implementing **corrective actions** to eliminate the cause
- 5: **Verifying** the fix is working

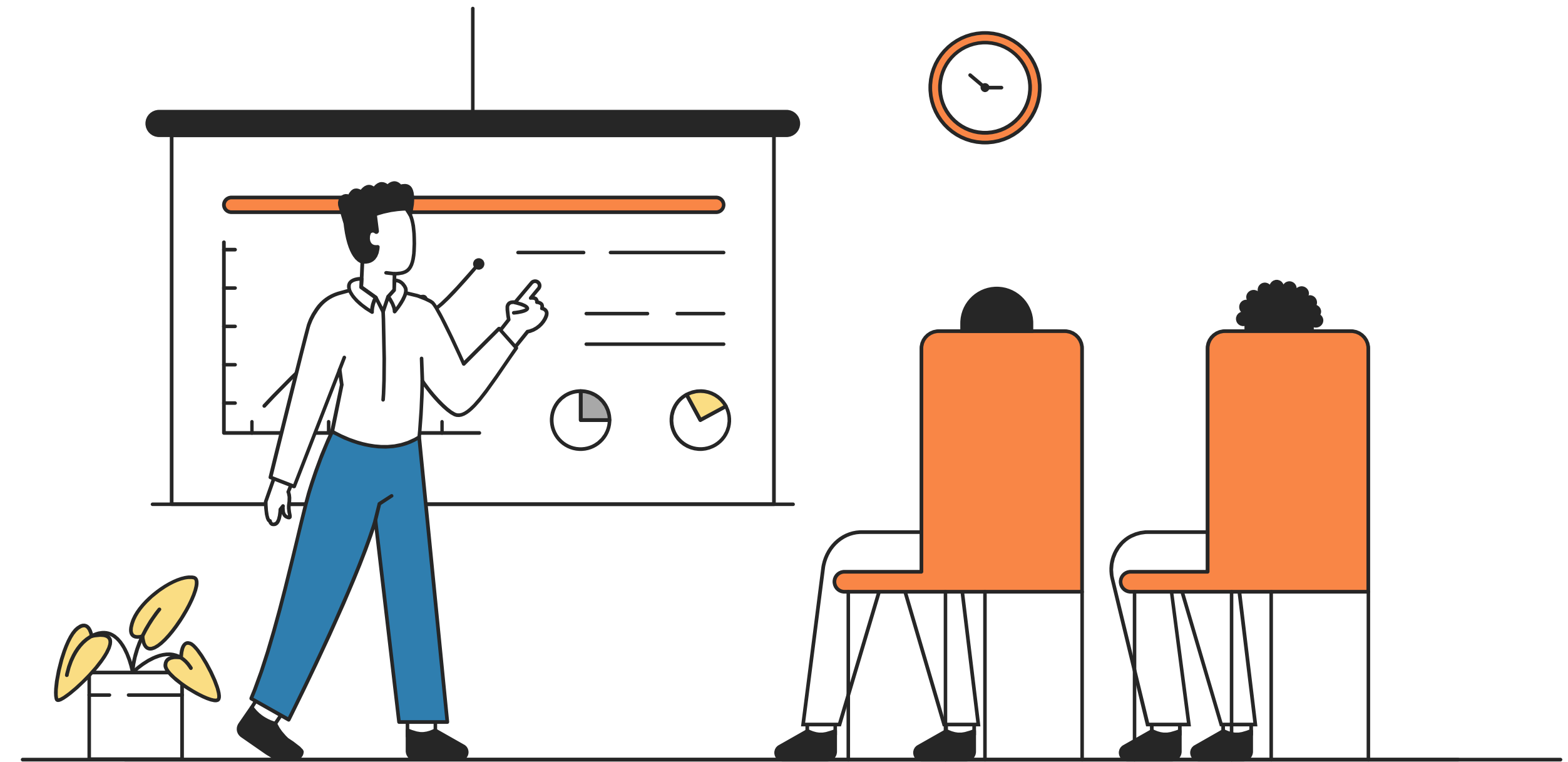


3 Ways to Conduct a Root Cause Analysis (RCA)

5 Why's

Change Analysis / Event Analysis

Cause And Effect (Fishbone) Diagram



5 Why's

Map all known causes

Think critically.

Also known as the “toddler”
approach to problem solving.



Change Analysis / Event Analysis

Analyzes the changes leading up to events.

Causes and precursors

Often maps to cognitive bias in planning.

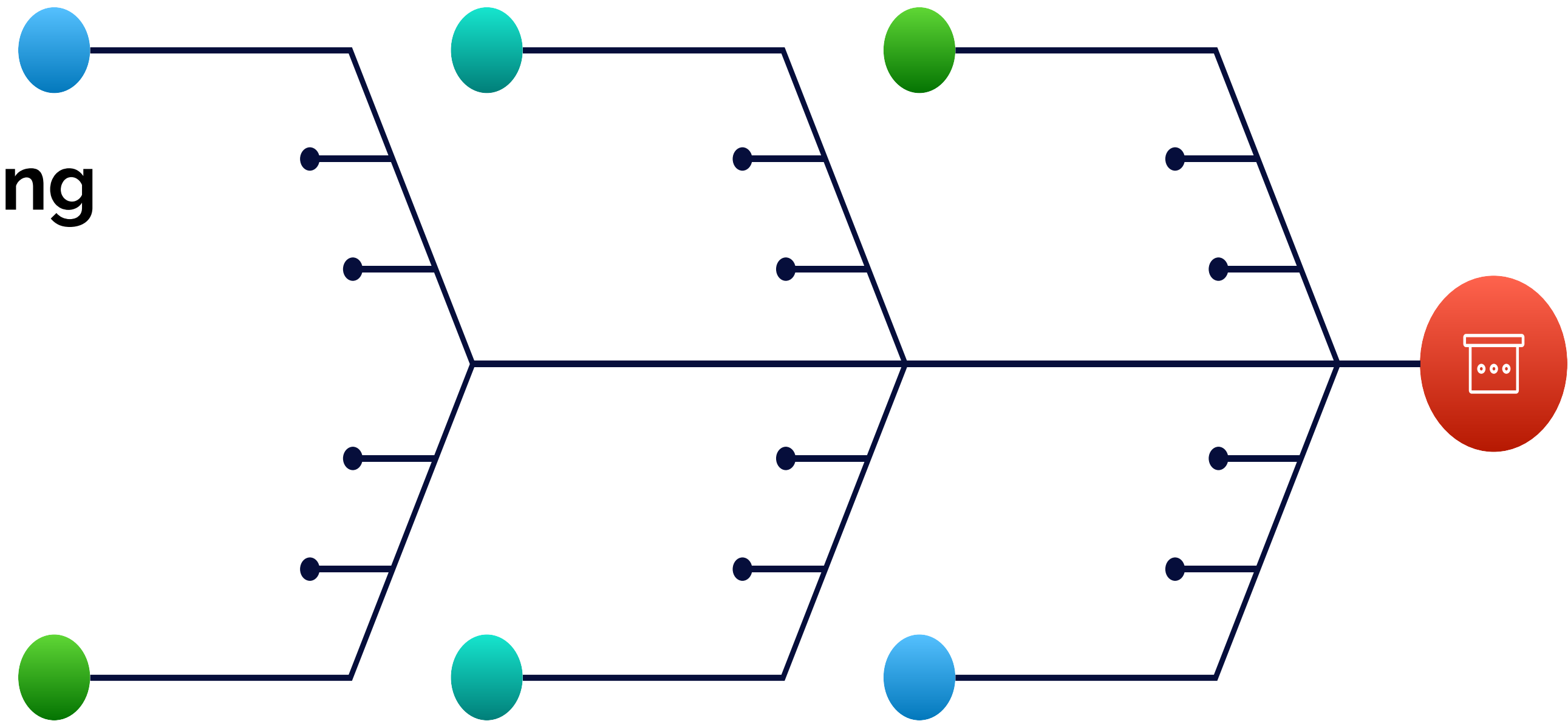


Ishikawa (Fishbone) Diagram

A visual method for root cause analysis that organizes cause-and-effect relationships into categories.

Typically broken down into the following categories:

People
Machine
Method
Measurement
Material
Environment



Root Cause Analysis (RCA)

The question is not when to stop, but where to intervene

Map all known causes

Recognize unstated assumptions and values – **think critically!**

Identify the most significant causes

Consider what interventions could be made

Prioritize (**SMART**) recommendations



Success with Root Cause Analysis

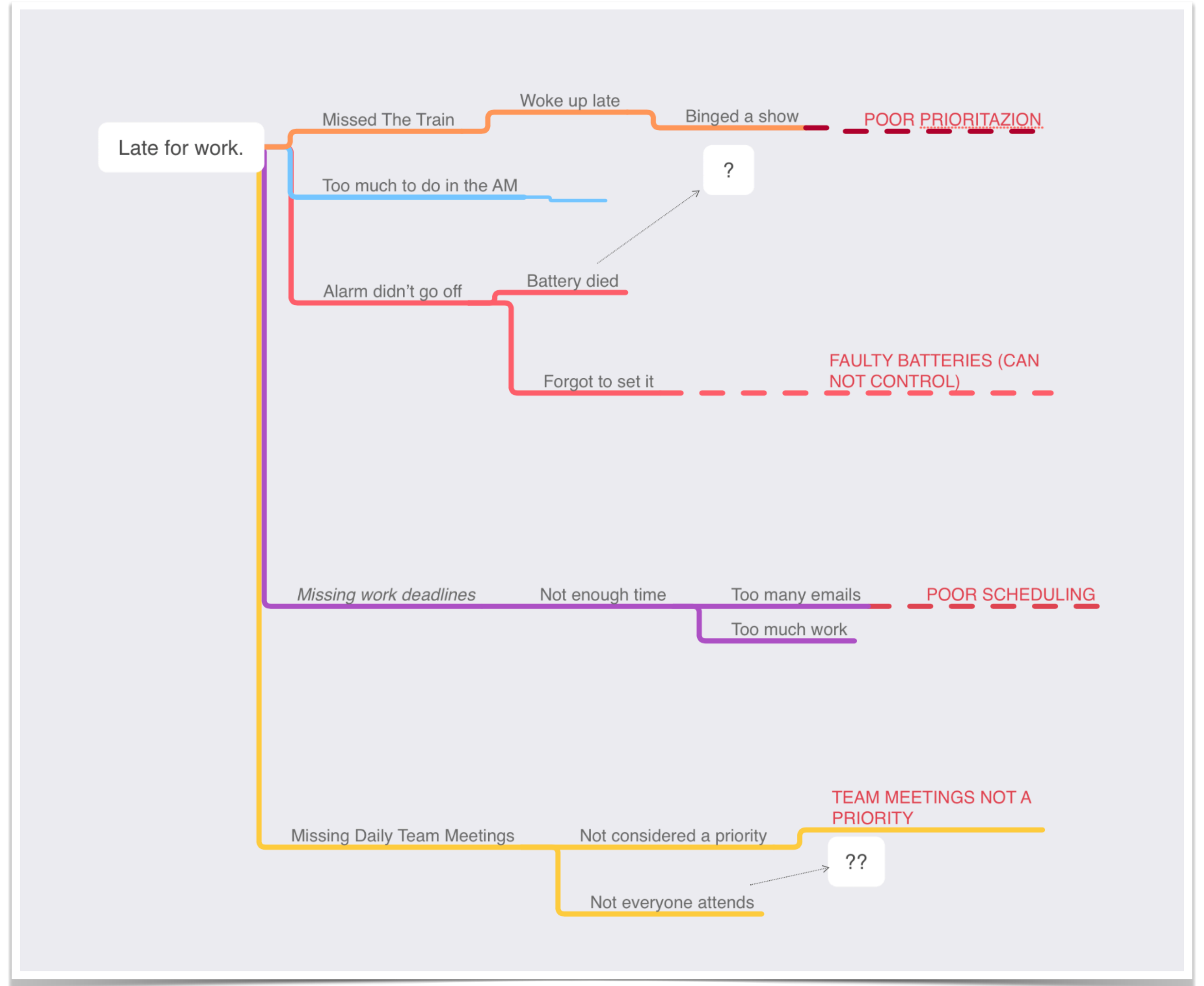
Be prepared to challenge **your own beliefs.**



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RCA: Work Deadlines

It's not hard to get to the **bottom** of a problem



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DISCUSSION

On a scale of 1-10 (10 being highest) how important to you is it to learn from what you've done at moments within the project?



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After Action Reviews

The After Action Review (AAR)

Step 1:

What did you intend to happen?

Roughly 25% of the time allocated



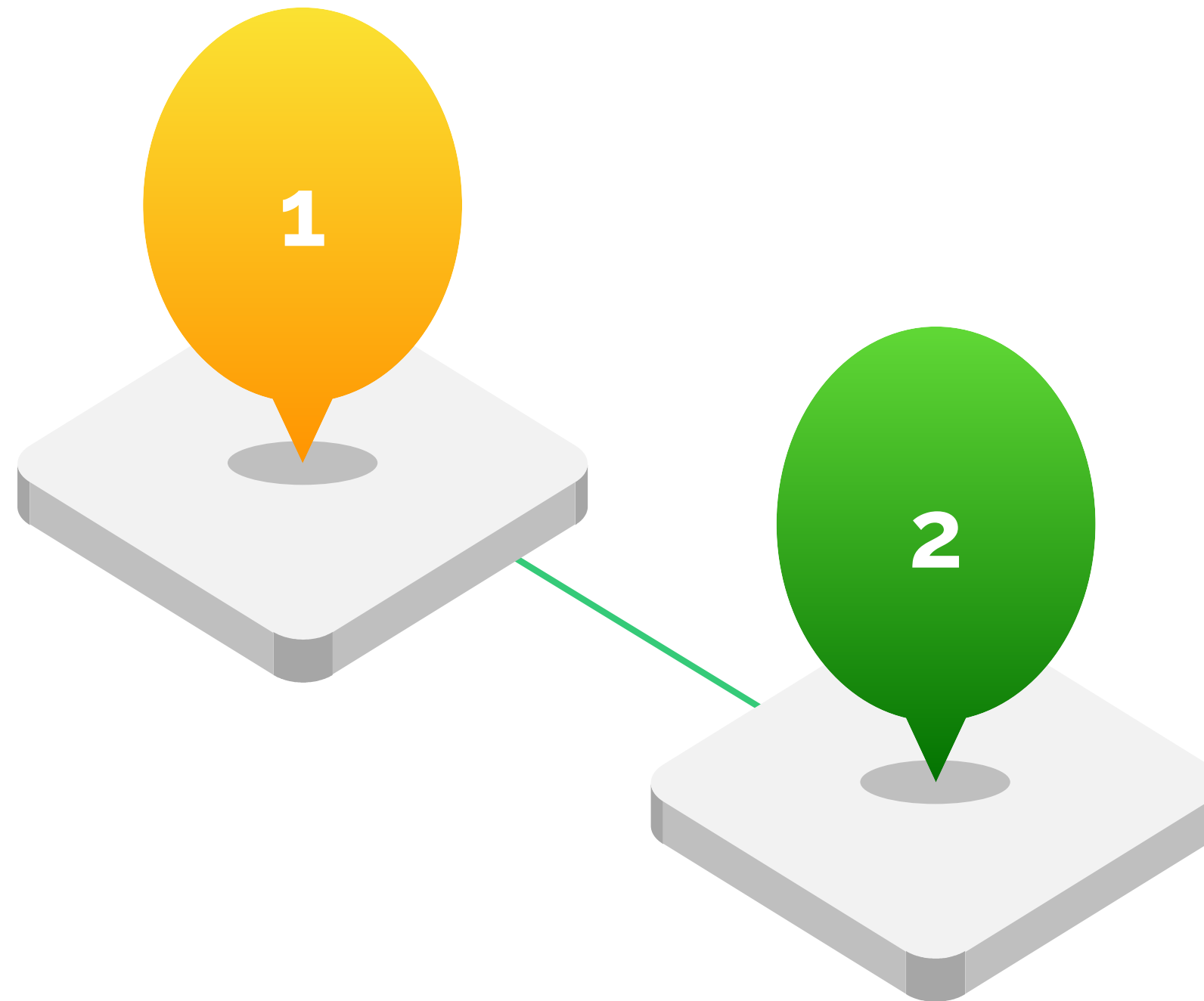
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The After Action Review (AAR)

Step 2:

What actually happened?

**Roughly 10% of the time
allocated**



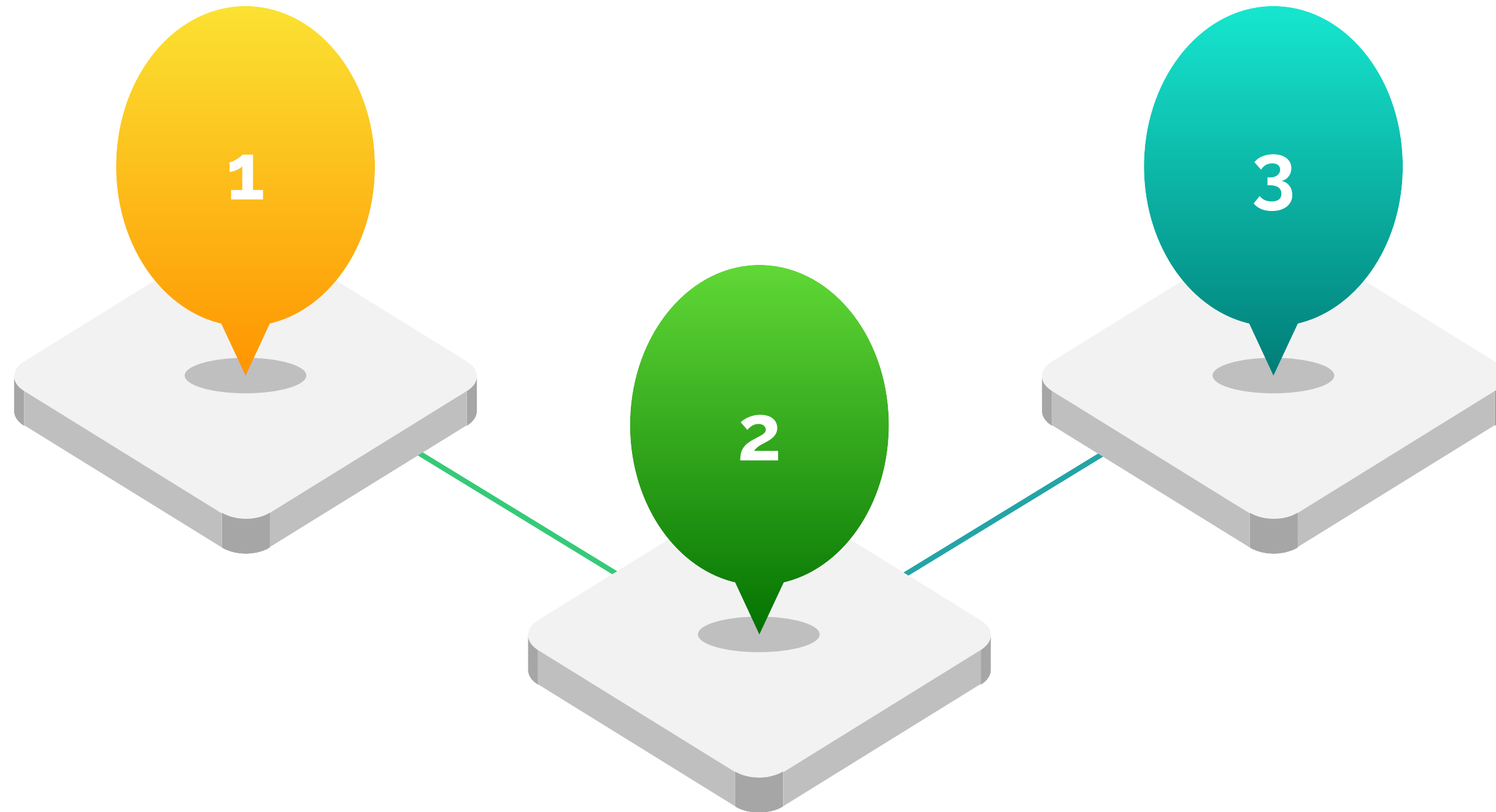
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The After Action Review (AAR)

Step 3:

What can we learn from what happened?

Roughly 25% of the time allocated



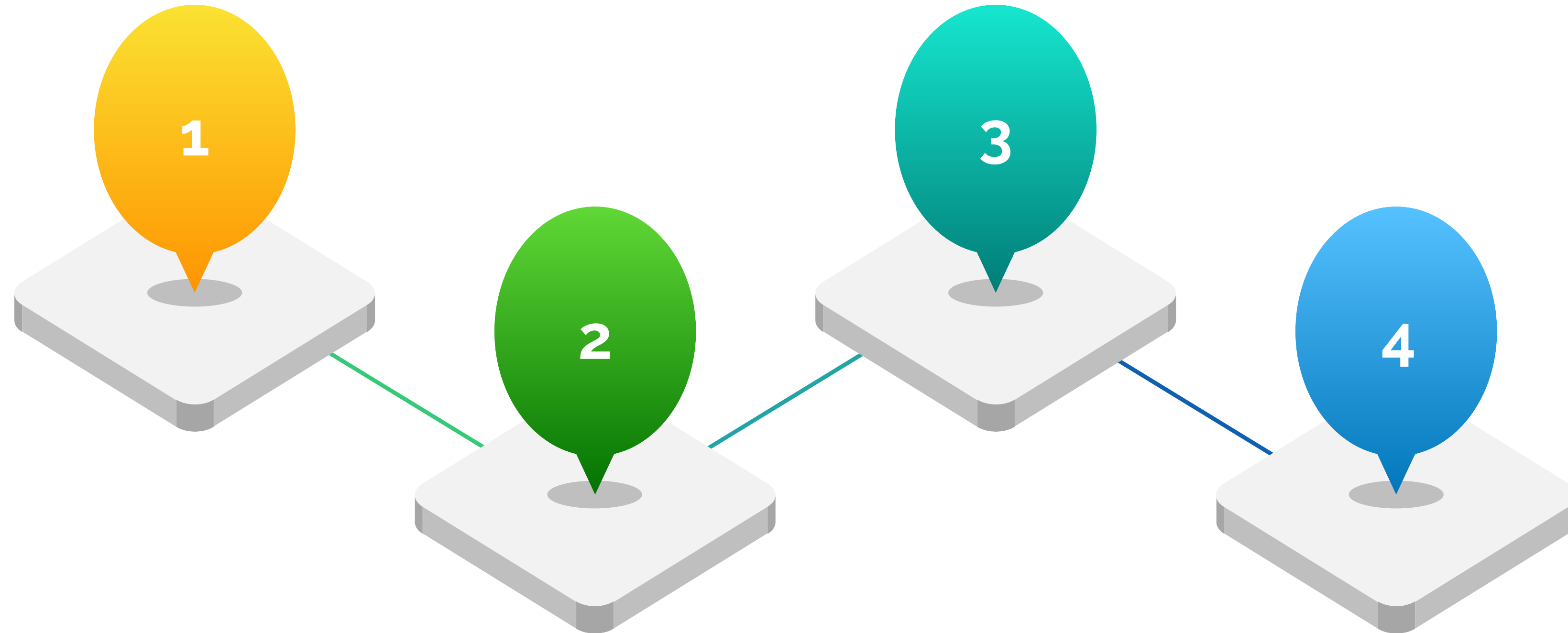
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The After Action Review (AAR)

Step 4:

**What should we do
next time?**

**Roughly 40% of the
time allocated**

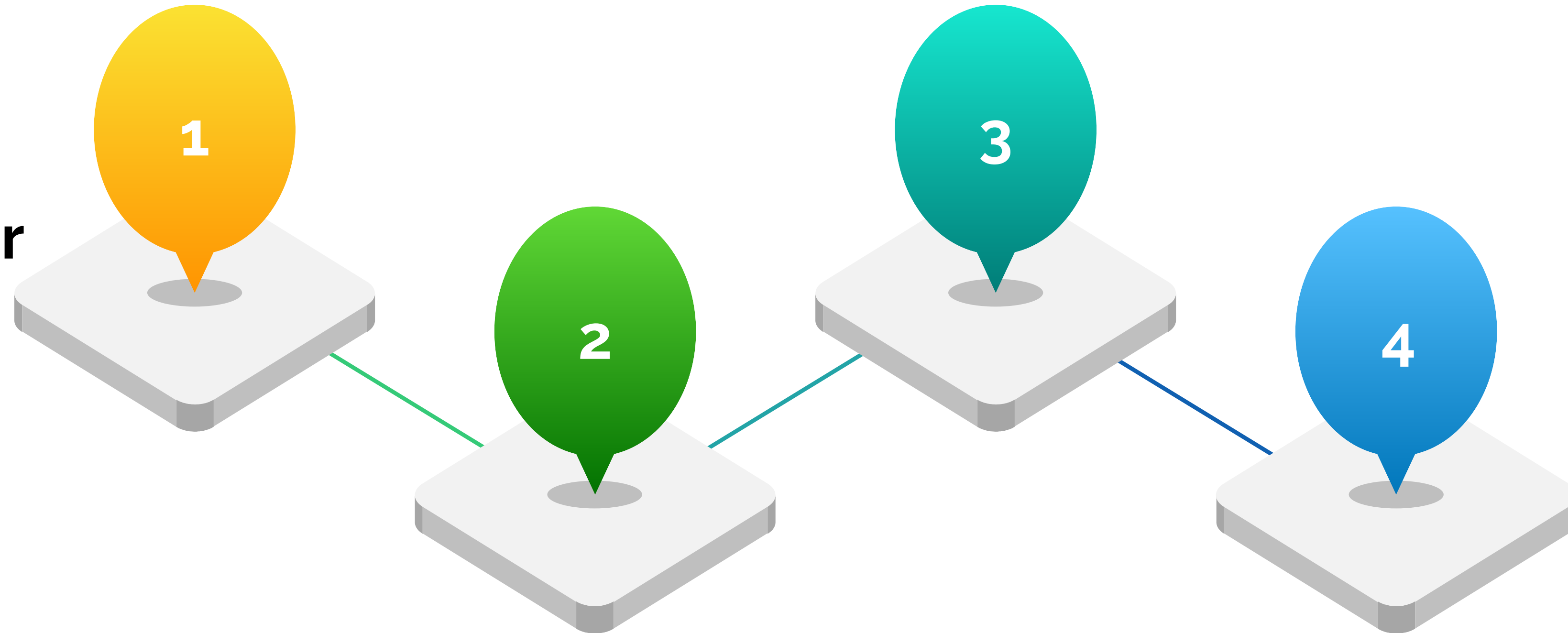


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The After Action Review (AAR)

How much time have you spent revisiting “**blame**” for events that happened during the project?

(When you should have spent time preventing future issues?)



Administrative Project Close

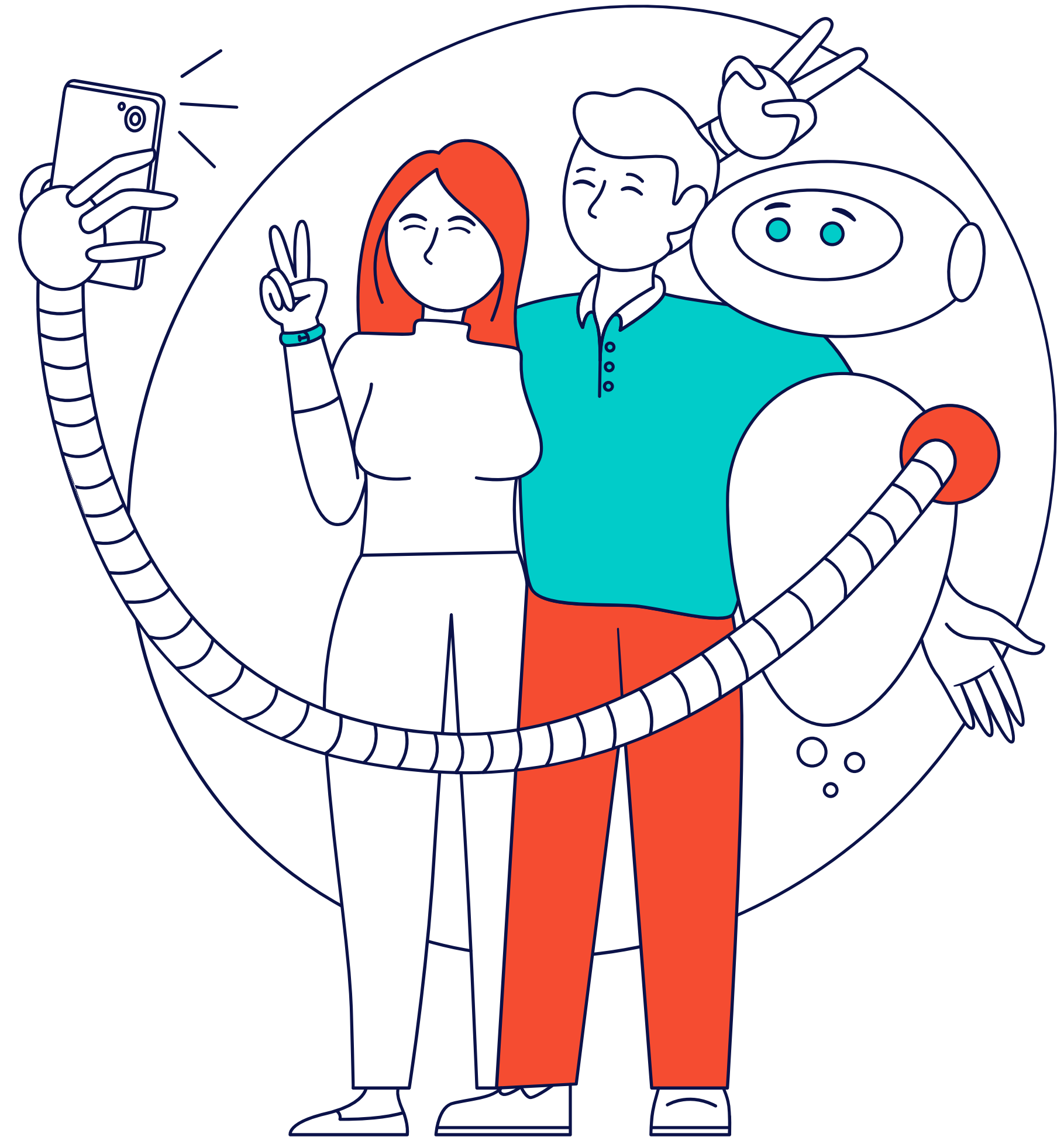
Business case
Project plan
Registers / logs
Status reports
Change requests / logs
Contracts
Meeting minutes & **Correspondence**



Administrative Project Close

**Finalize and transfer resources,
assets & liabilities**

Re-assign project team members
(think functional organizations)



Don't forget to celebrate.

Closing projects successfully is an **achievement** - don't forget **OR** be too busy to treat it like one.



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Project Closing Thoughts

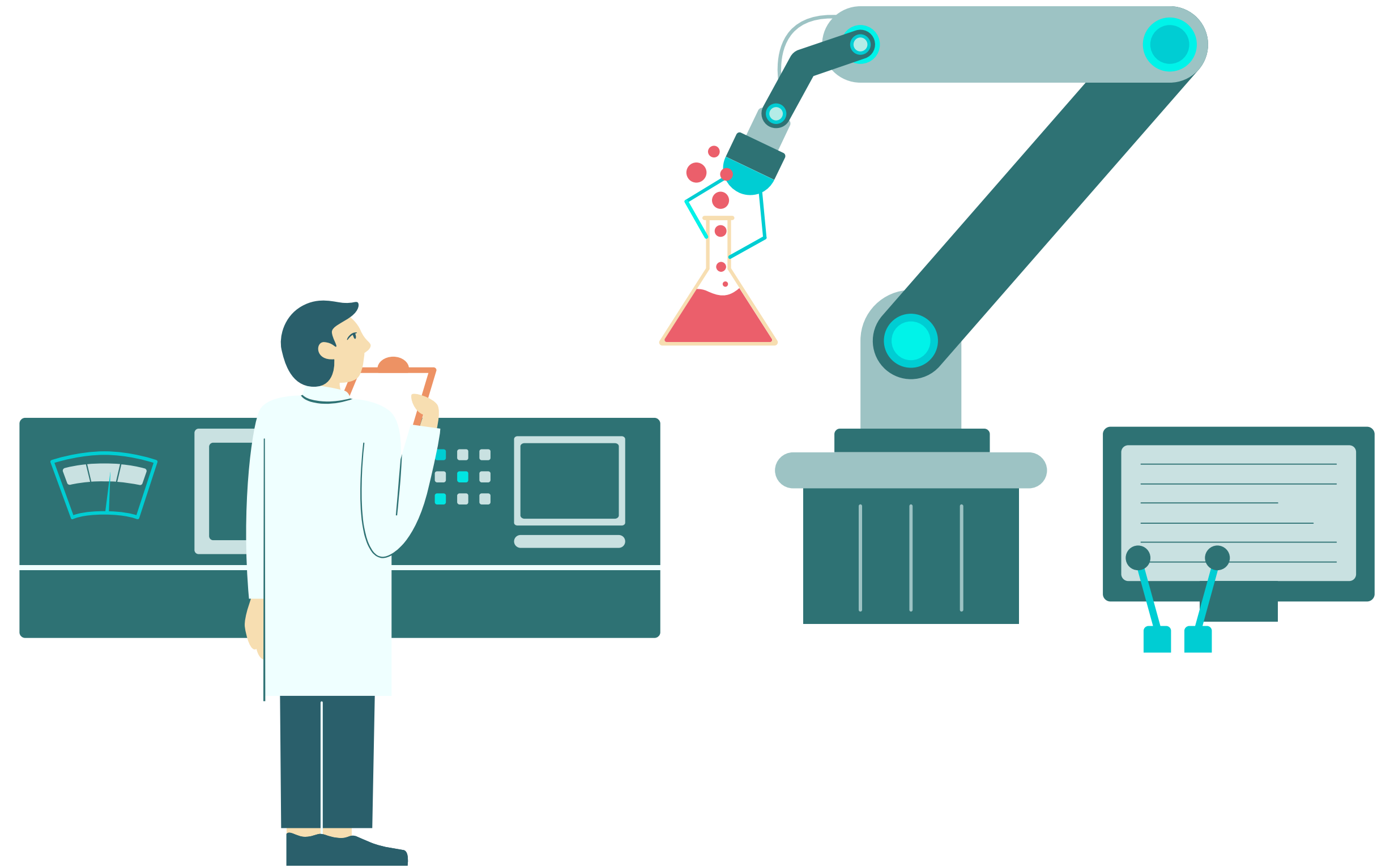
Technical or Process solutions

Maintain searchable project
archives

Meta-analyze and baseline **review**
data

Mandate **lessons learned search**
for every new project

Re-engage project teams on like
projects



Project Closing Thoughts

Human Solutions

Encourage and incentivize honest reflection / review

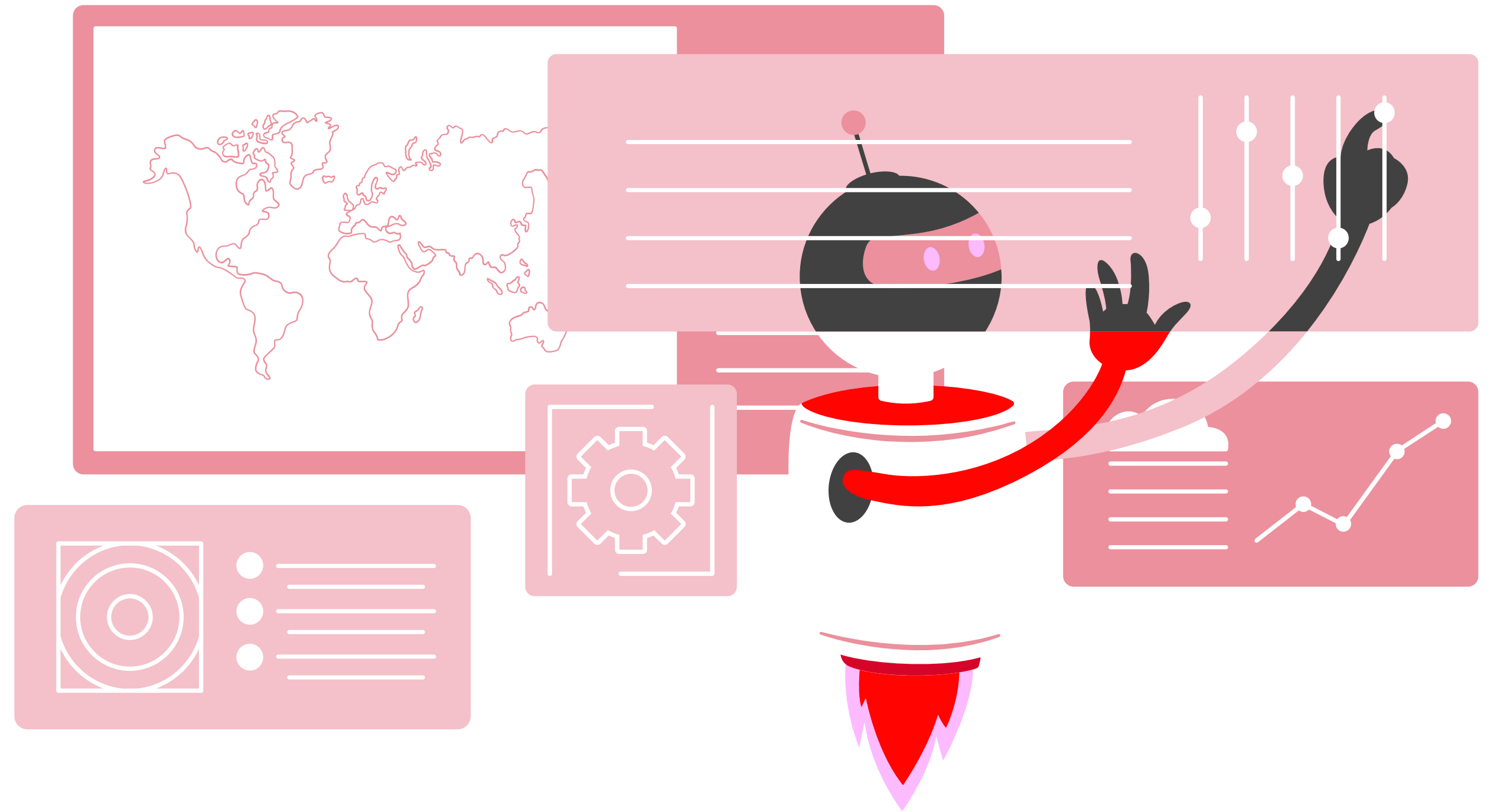
Remove your ego!

Peer review projects

Publish / present findings

Nominate for awards

Celebrate success!





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Lessons Learned and Project Reviews

Capturing lessons learned

Lessons Learned Register

Real-time updates throughout the project

Project Audits

Scheduled at regular intervals to understand how the project is running.

Project Reflections

From the perspective of the project team.

Project Reviews

A “forensic” portrayal of the project to stakeholders.



The Project Review Process

Initiate review
Define objectives and scope



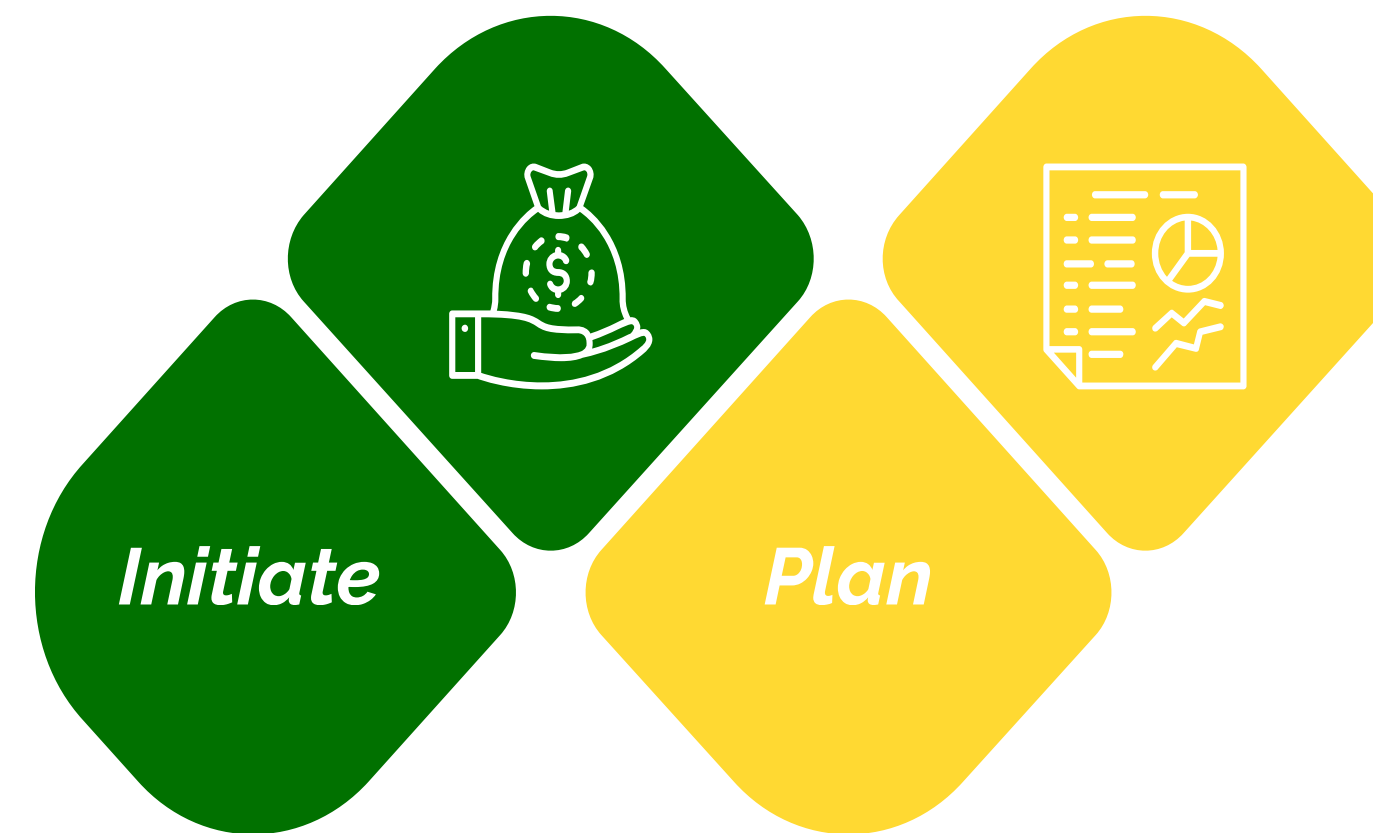
The Project Review Process

Initiate review

Define objectives and scope

Plan review

Develop methodology



The Project Review Process

Initiate review

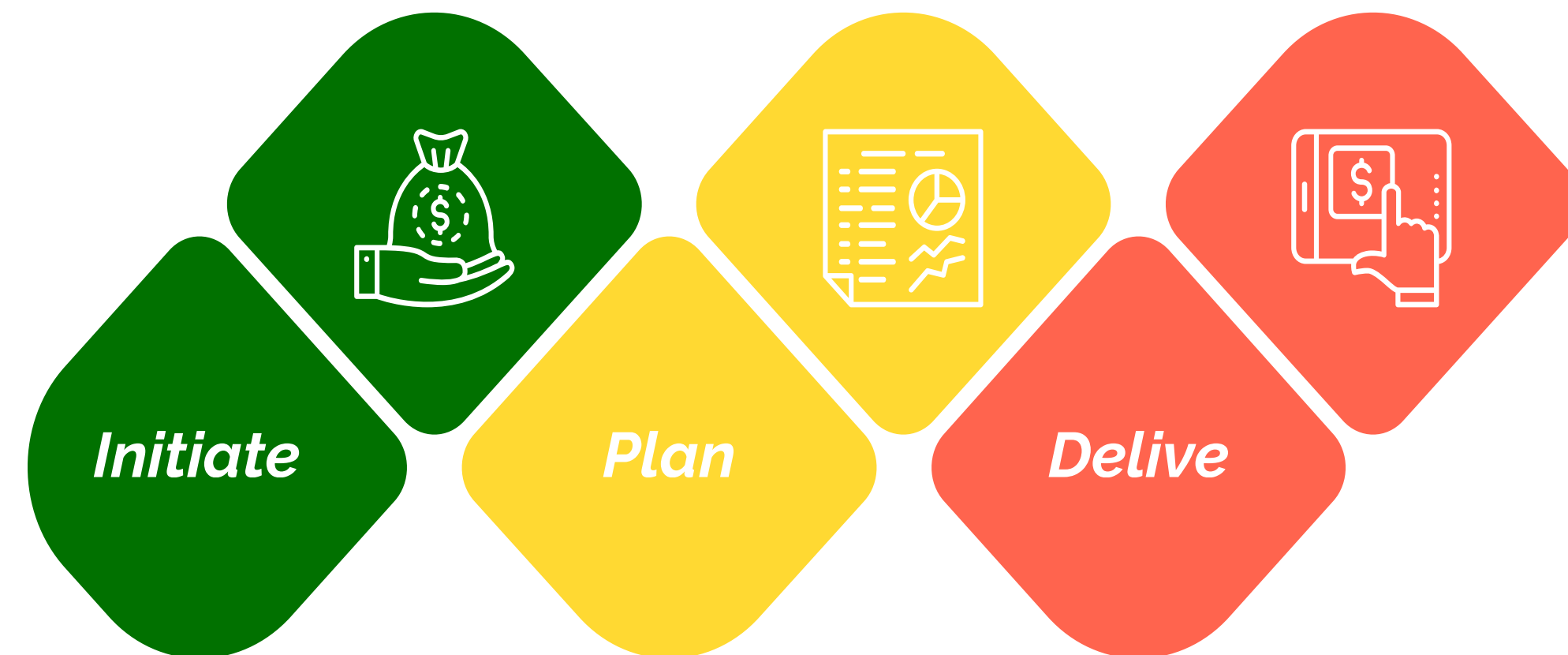
Define objectives and scope

Plan review

Develop methodology

Deliver review

Collect data
Identify issues



The Project Review Process

Initiate review

Define objectives and scope

Plan review

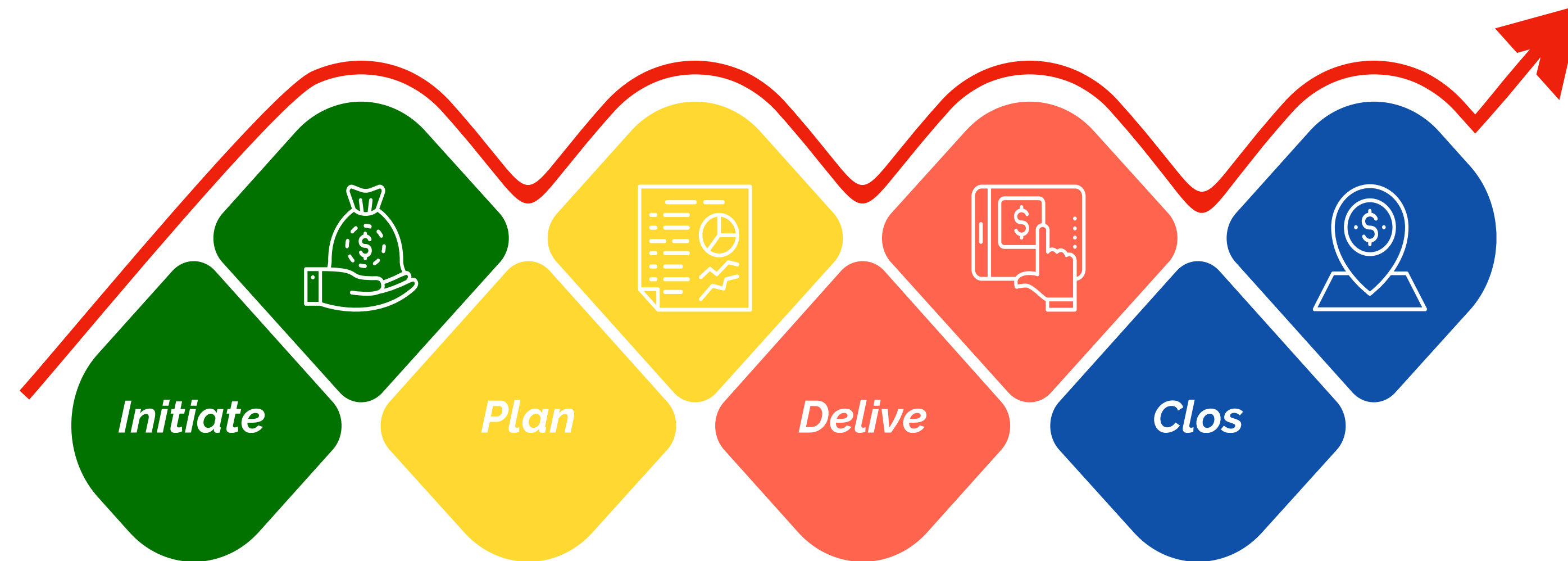
Develop methodology

Deliver review

Collect data
Identify issues

Close review

Report findings
Integrate learnings



Key Points: Closing Projects



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**Too many of us END projects, we don't
CLOSE them.**

Have a system.

Don't overcomplicate it.



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The Project Management Office (PMO)

How do you **create** and **sustain** a
culture of project excellence?



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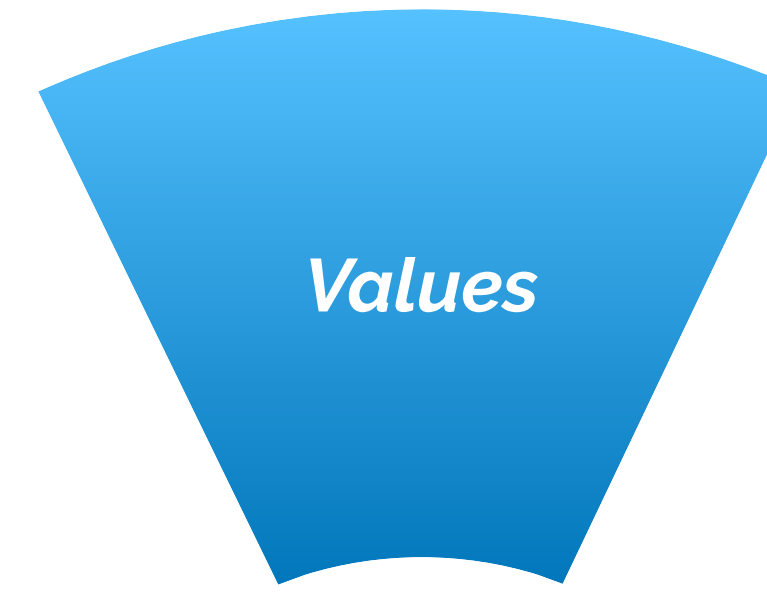
The Project Management Office (PMO)

VALUES

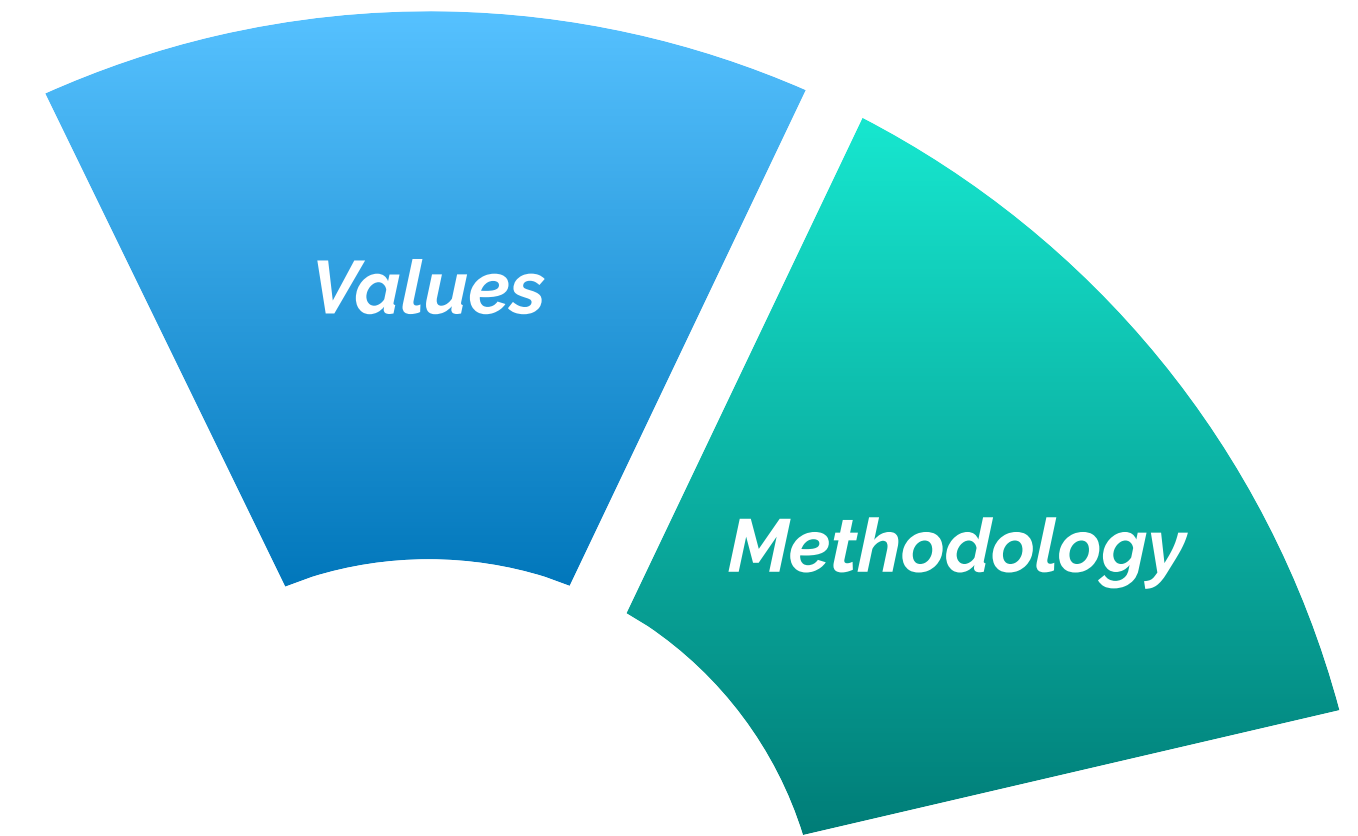
Strategic statement of vision/mission/purpose and values

Code of conduct that applies to all project teams, including external contractors and suppliers

Explicit link made with organizational, portfolio, program objectives for every project



The Project Management Office (PMO)



METHODOLOGY

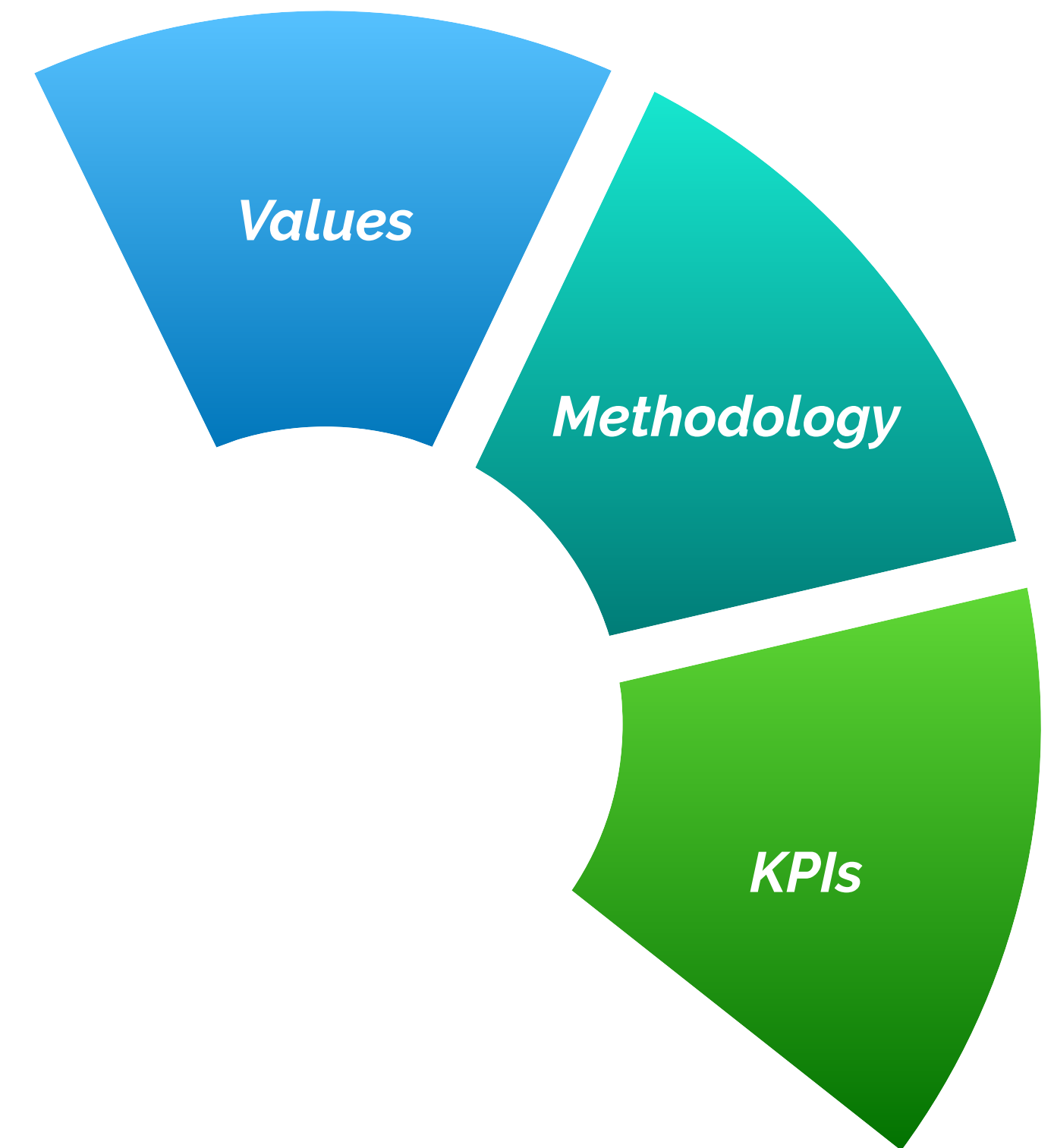
Policies, processes, tools and templates supporting every stage of a project's life that are both scalable and contextualised to the organization, its industry and environment



The Project Management Office (PMO)

KPIs

Clearly articulated project success metrics that are regularly reported against at the project, program and portfolio level



The Project Management Office (PMO)

ACCOUNTABILITY

Governance framework with supporting assets

Acceptance of responsibility appropriate to level



The Project Management Office (PMO)

LEGENDS

Active project management community of practices



The Project Management Office (PMO)

PATHWAYS

**Role definition and remuneration
appropriate to work performed**

**Formal and semi-formal systems of
recognition and reward**



The Project Management Office (PMO)

RENEWAL

HR processes supporting recruitment, induction, training, performance management and dissolution of project teams

Project management professional development and career paths

Defined feedback and continual improvement processes



The Role of the PMO

Resource Management:

PMOs manage and allocate resources across projects based on priorities, schedules, budgets and more.

Creates Project Archives, Tools and More:

the PMO supplies and invests in templates, tools, software and more to better manage projects.



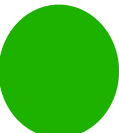
How the DOL Coach Project Management Office (PMO) Supports

IDEA

PLAN

DELIVER

CLOSE

 *Project Ideation Form*

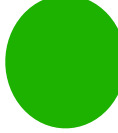
 *Stakeholder Register*

 *Status Report Form*

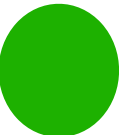
 *Lessons Learned Portal*

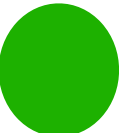
INITIATE

 *Risk Register*

 *After Action Review (AAR) Form*

 *Project Task Management*

 *Project Concept Canvas Form*

 *Project Authorization Form*

 *Available Now*

 *Coming Soon*

Key Points: PMO



PMO's aren't the **enemy**.

Use them **properly**.

If you need one, build it.



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Wrap Up

**“It will seem difficult at first, but
everything is difficult at first.”**

The Book of Five Rings
Miyamoto Mushashi

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CERTIFIED



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CERTIFIED



 Certified Project Trainer (CPT)

CERTIFIED



✓ Certified Project Director (CPD)

CERTIFIED



A **Certified Project Director (CPD)** has the proven ability to lead multiple complex projects, programs and portfolios of work.

They make high-level autonomous decisions and use initiative and judgement to navigate a diverse range of activities that span functions, organizations, regions and cultures.

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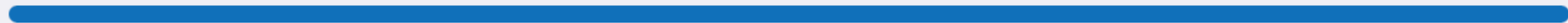
Certified Project Director (CPD)



Congratulations on being admitted as a Certified Project Director!
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Certificates



100% **COMPLETE** Last activity on December 2, 2023 8:23 am

COMPLETE



Course

Notes

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This is to attest that pursuant to the provisions of
Chapter 3 of the Rules for Certification that

Scott Kinder

has fulfilled the requirements for and been admitted
to the Center for Project Innovation as a

**Certified Project Director
Order of Merit**

In witness thereto, I subscribe and affix the seal of the Center

Scott Kinder CPD | Chief Executive Officer
July 14, 2017



Certified Project Director

A Certified Project Director (CPD) has the proven ability to lead multiple complex projects, programs and portfolios of work.

They make high-level autonomous decisions and use initiative and judgement to navigate a diverse range of activities that span functions, organizations, regions and cultures.

Issue Date:

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Resources and Links

Resources and support for during and after the course sessions

Free Project Management
Resources

dolcoach.com/pmresources

Links and recommended reading



<https://www.linkedin.com/company/67987241>



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615.881.9324 (signal)



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Questions?

