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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?

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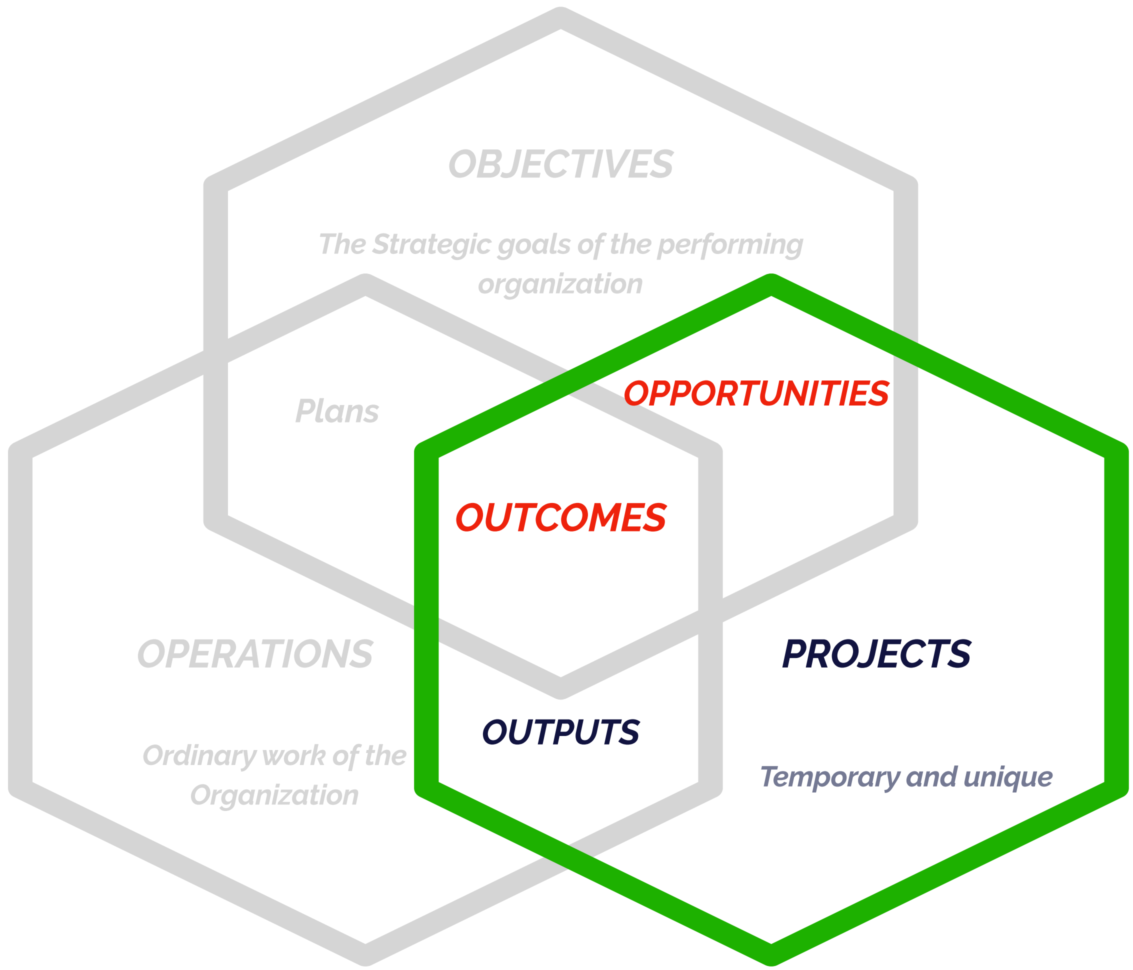
Defining the Opportunity

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



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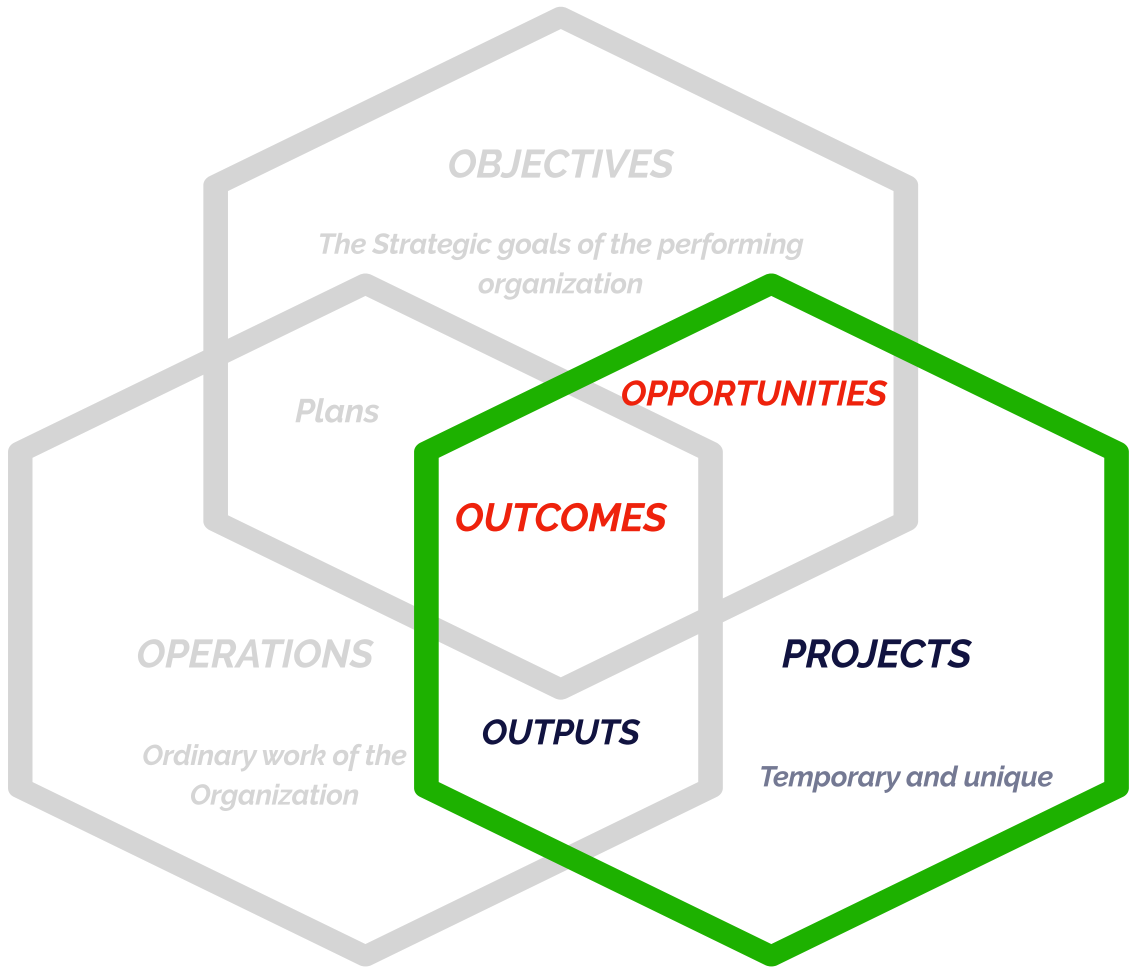
4 Ways To Define Business Opportunities

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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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.

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What. How. Why?

WHAT we do (our tactical efforts)

Leads to HOW (operational successes)

We meet our WHY (strategic vision).

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“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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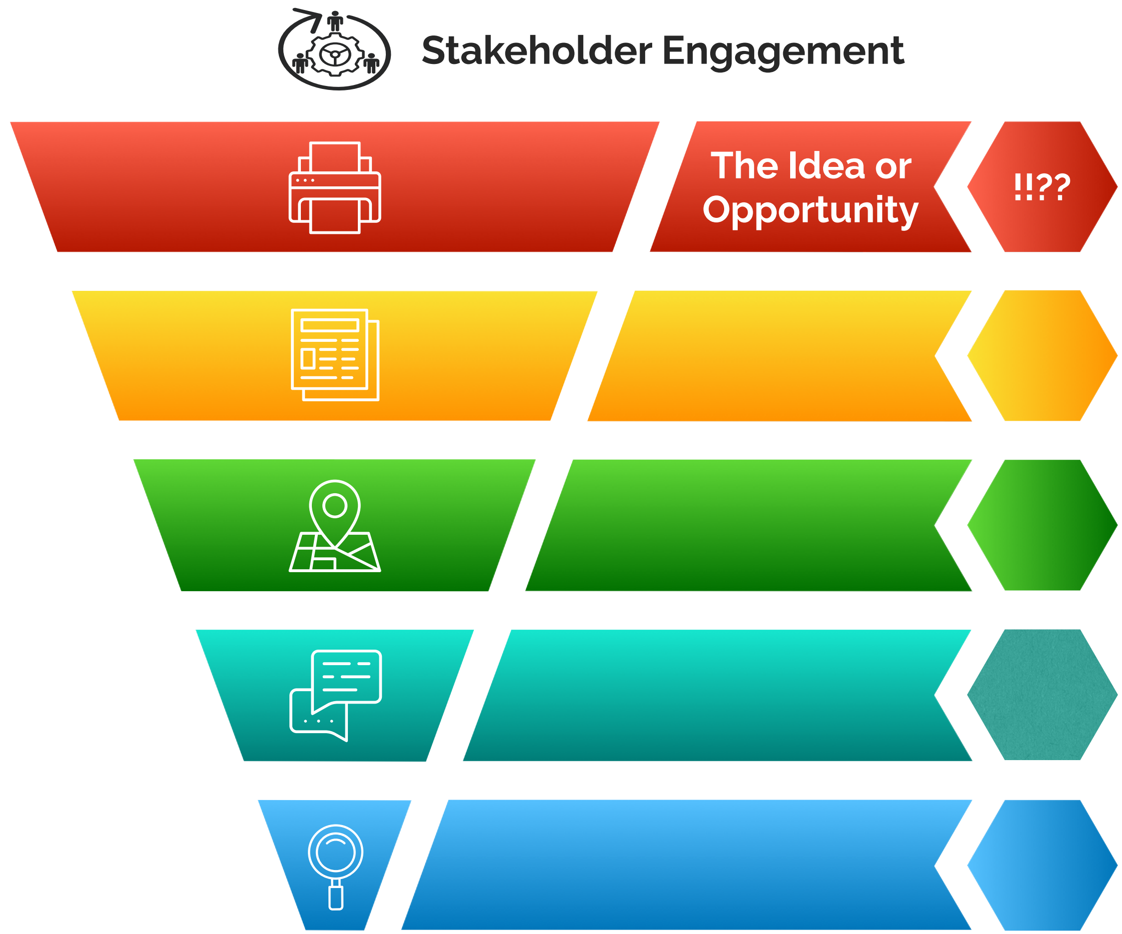
The Process

Initiation Process



Define the Opportunity

What **outcomes** do we want?

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The Project Concept Canvas (PCC)

THE PROJECT CONCEPT CANVAS

What is the opportunity?

Why does it matter?

OUR SOLUTION

MUST

MIGHT

WON'T

When do we need it?

It will take at least this long

And no more than this long

Who wants it?

If approved: Our client is:

Other people endorsing

COST ESTIMATE AND BUDGET

It will cost at least

And no more than

Currently allocated for project

CENTER FOR PROJECT INNOVATION

CHARTER AND NEXT STEPS

APPROVAL:

Project Manager Assigned

Authorized ($)

Authorized (Time)

Approved by:

THE PROJECT CONCEPT CANVAS

What is the opportunity?

Current vs Ideal State

Why does it matter?

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

OUR SOLUTION

MUST

What OUTCOMES / BENEFITS must we have for project success?

MIGHT

What OUTCOMES / BENEFITS would be nice to have?

WON'T

What is out of SCOPE?

When do we need it?

It will take at least this long

And no more than this long

Who wants it?

If approved: Our client is:

Other people endorsing

COST ESTIMATE AND BUDGET

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:

CENTER FOR PROJECT INNOVATION

DISCUSSION

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

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THE PROJECT CONCEPT CANVAS

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)

OUR SOLUTION

MUST

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

MIGHT

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

WON'T

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

When do we need it?

It will take at least this long	And no more than this long
6 weeks	8 weeks

Who wants it?

If approved: Our client is:	Other people endorsing
The DOL (Internal) Team	Vince H, Sam A, David C, Justin H.

COST ESTIMATE AND BUDGET

It will cost at least	And no more than	Currently allocated for project
$10,000	$20,000	$0

CENTER FOR PROJECT INNOVATION

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)

OUR SOLUTION

MUST	*MIGHT*	*WON'T*
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

THE PROJECT CONCEPT CANVAS

When do we need it?

It will take at least this long	*And no more than this long*
6 weeks	8 weeks

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The DOL (Internal) Team	Vince H, Sam A, David C, Justin H.

COST ESTIMATE AND BUDGET

It will cost at least	*And no more than*	*Currently allocated for project*
$10,000	$20,000	$0

CENTER FOR PROJECT INNOVATION

CHARTER AND NEXT STEPS

APPROVAL:

Project Manager Assigned

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

Requirements Analysis

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

FEATURES

FUNCTIONS

TASKS

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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.

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Features Characteristics

Often customer facing

Described in non-technical or benefit-focused language

Linked directly to user needs or stakeholder expectations

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Functions

How the system or product behaves to support features.

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Functions Characteristics

More detailed than features

Focused on behavior, logic, and performance

Often used be developers, engineers or process designers

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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

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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**

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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
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THIS PROJECT IS:	**MEDIUM RISK**

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DISCUSSION

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

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Feasibility

Initiation Process

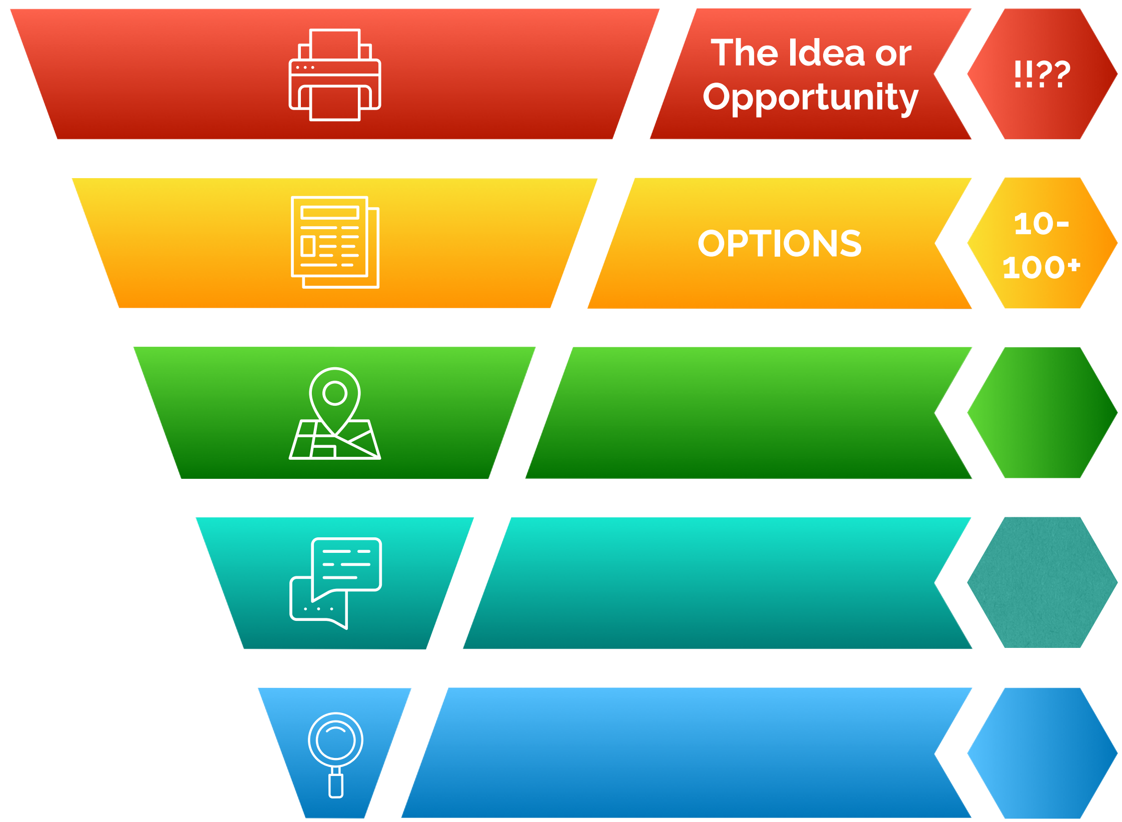
Stakeholder Engagement

Define the Opportunity

What **outcomes** do we want?

Options Analysis

What are our **options?**



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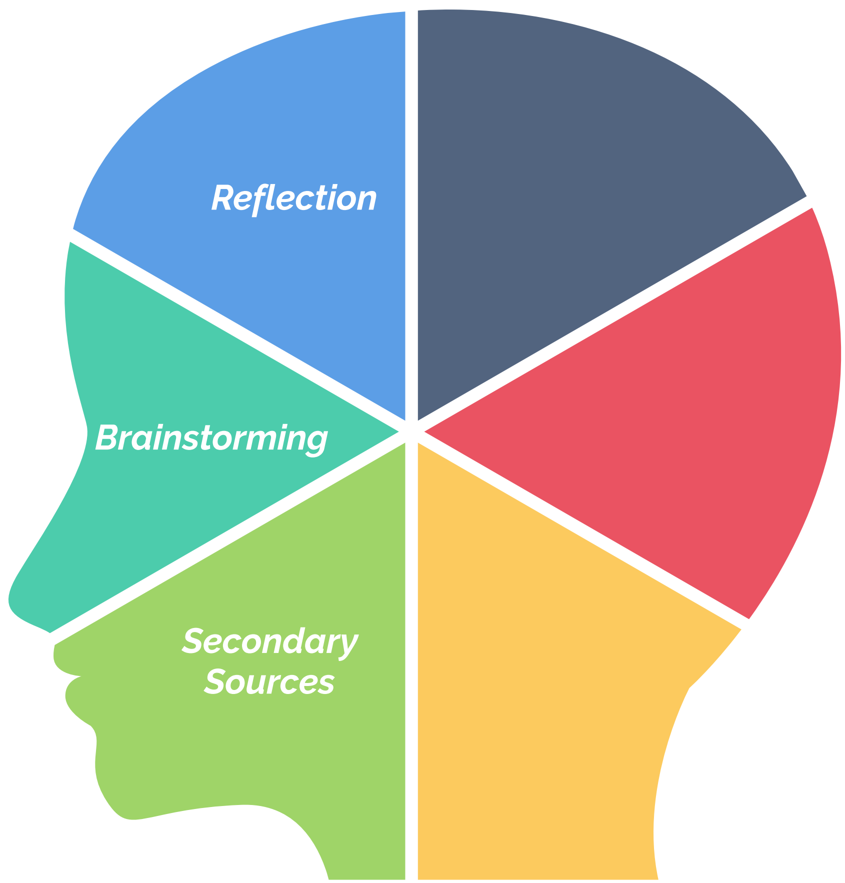
Critical and Creative Thinking

Creative Thinking

Options Identification

Generating Ideas



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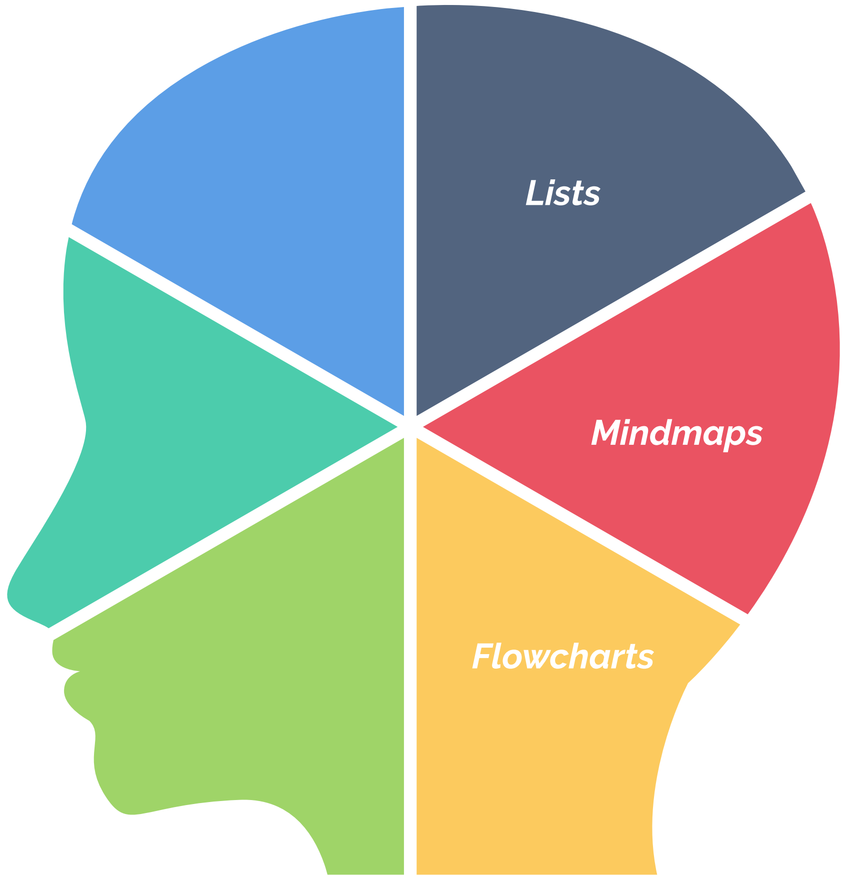
Critical Thinking

Options Identification



Organizing Ideas

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DISCUSSION

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

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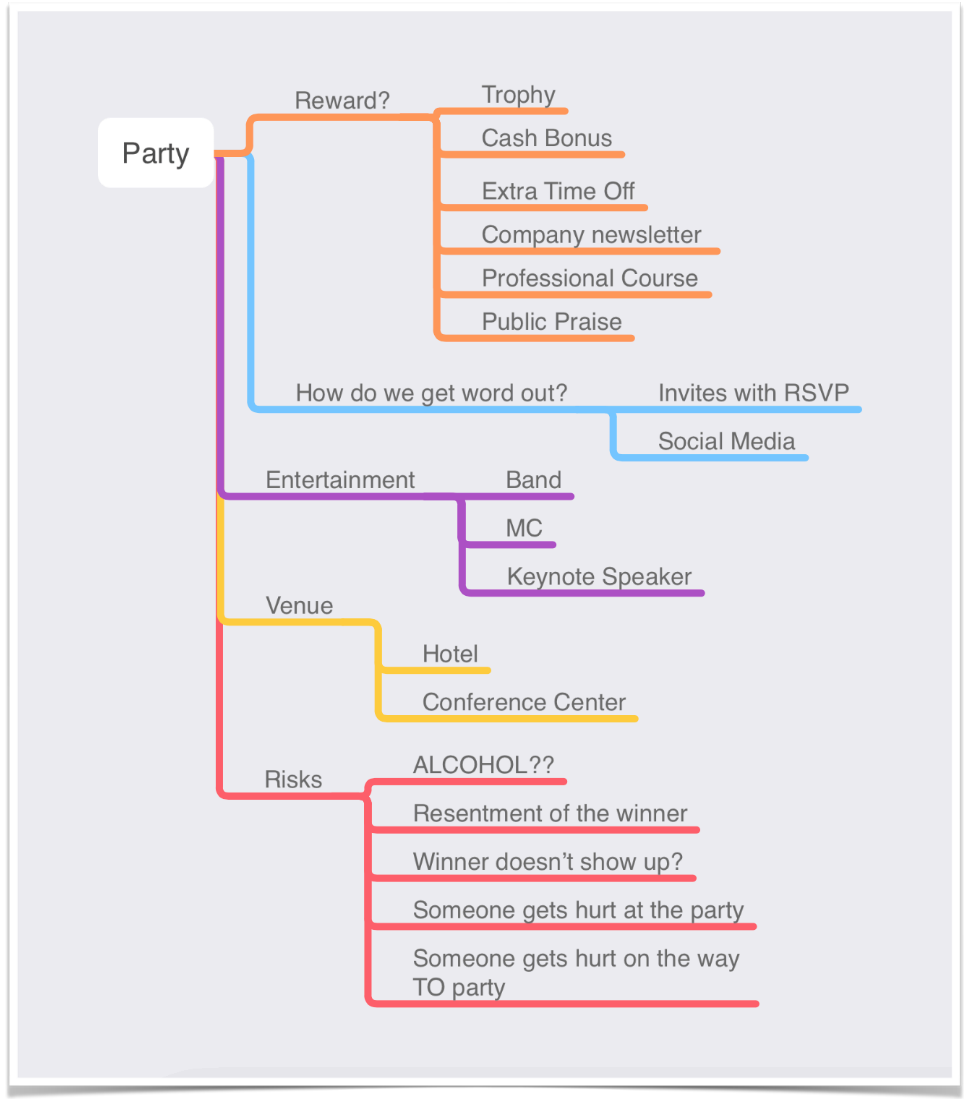
Mindmaps are great ways to get creative and explore options quickly and effectively.



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The Business Case

Initiation Process

Define the Opportunity

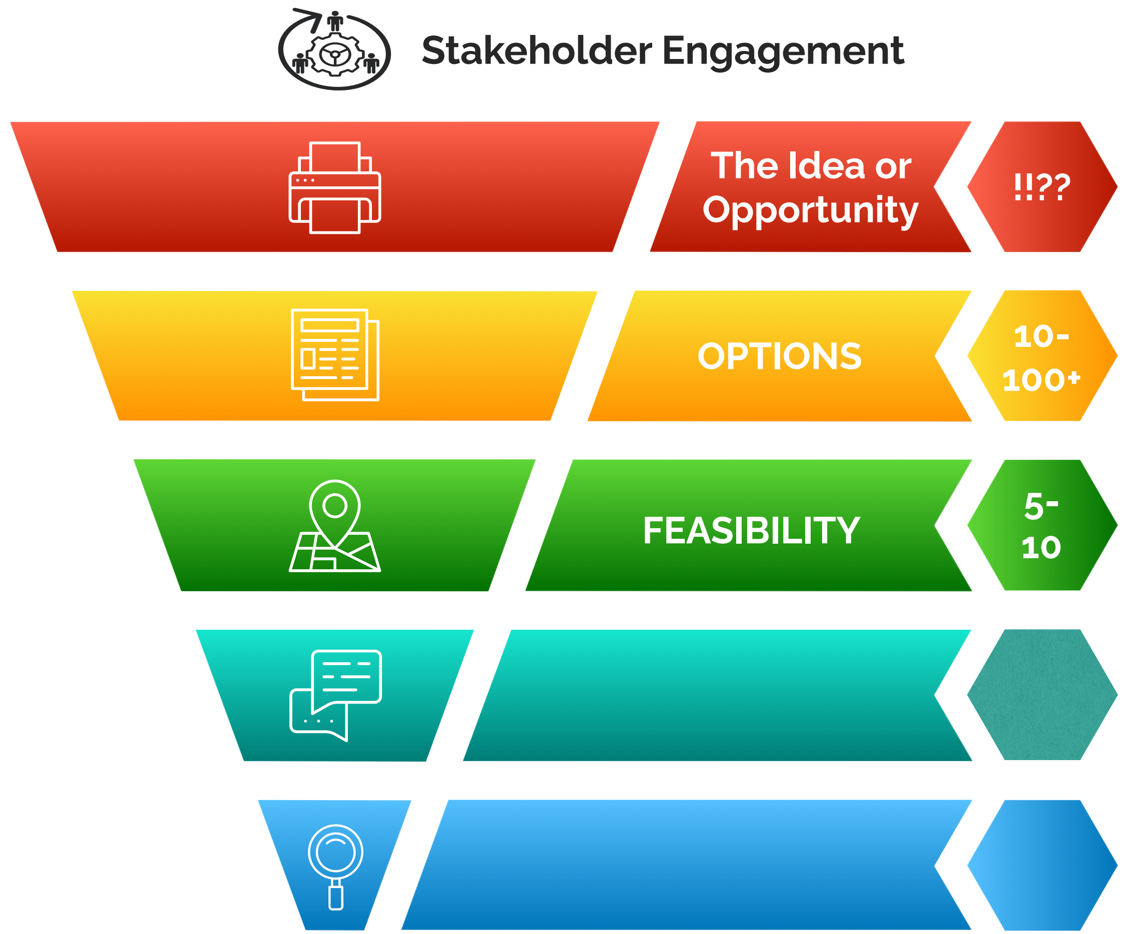
What outcomes do we want?

Options Analysis

What are our options?

Feasibility

What are our best options?



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Creative - Critical Thinking

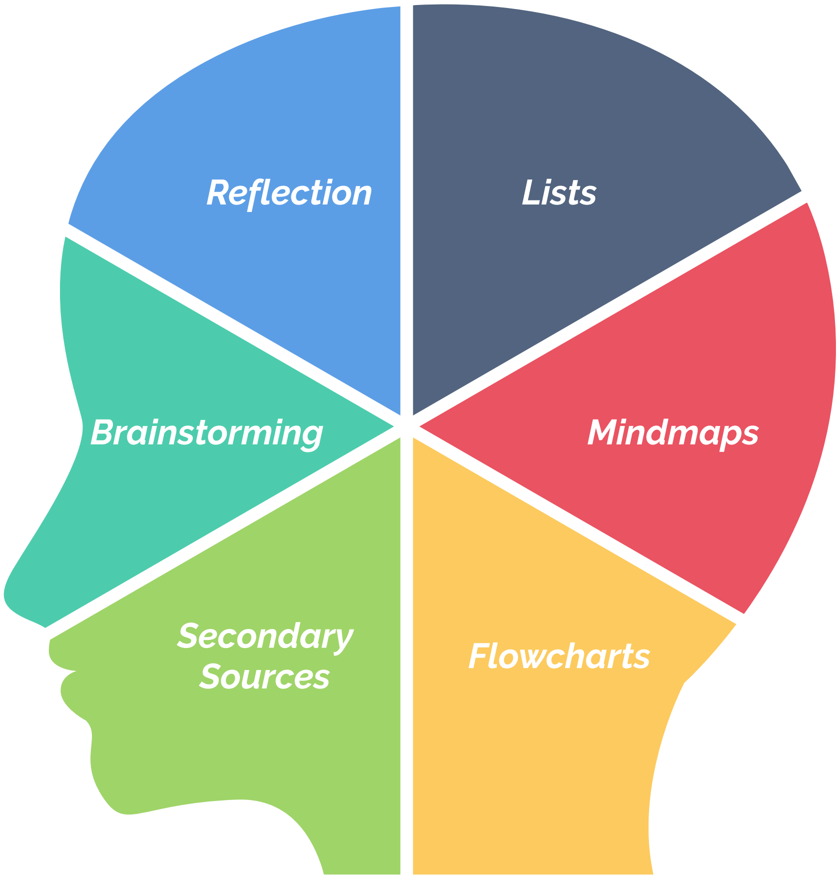
Options Analysis

Threshold feasibility

Is this something people want?

Is this something we can do/ allowed to do?

Is this something we can afford?



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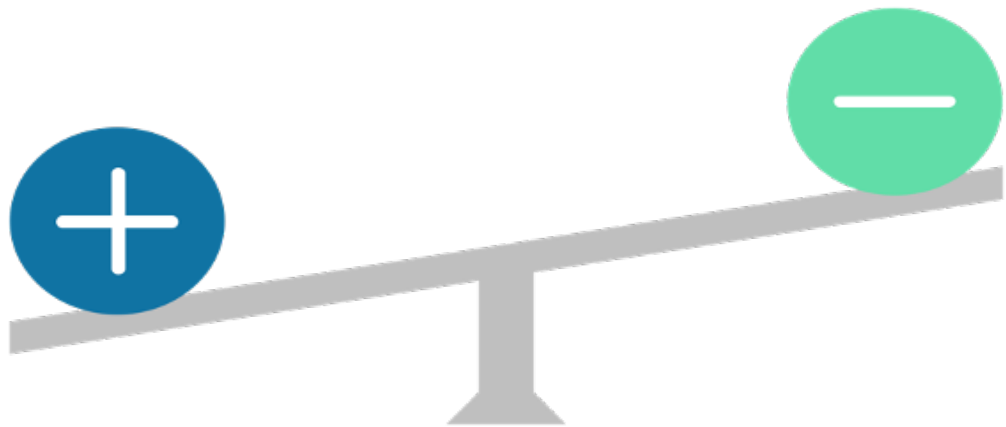
Relative Feasibility

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



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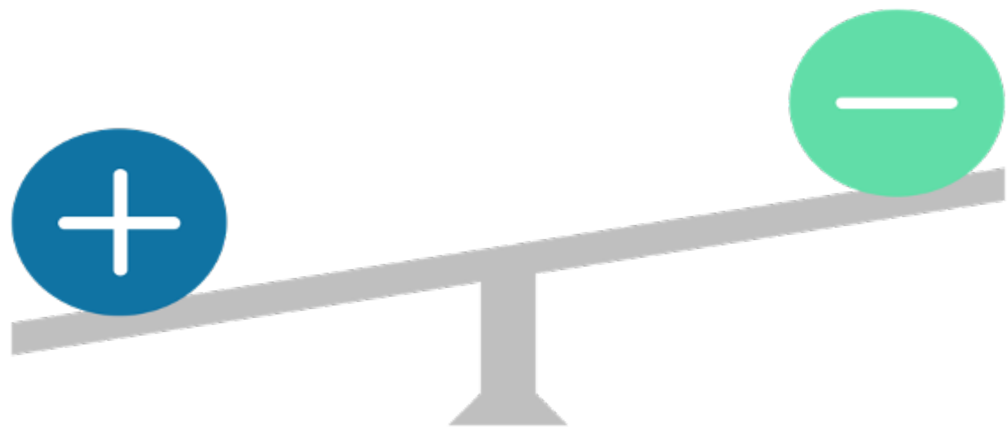
Relative Feasibility

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



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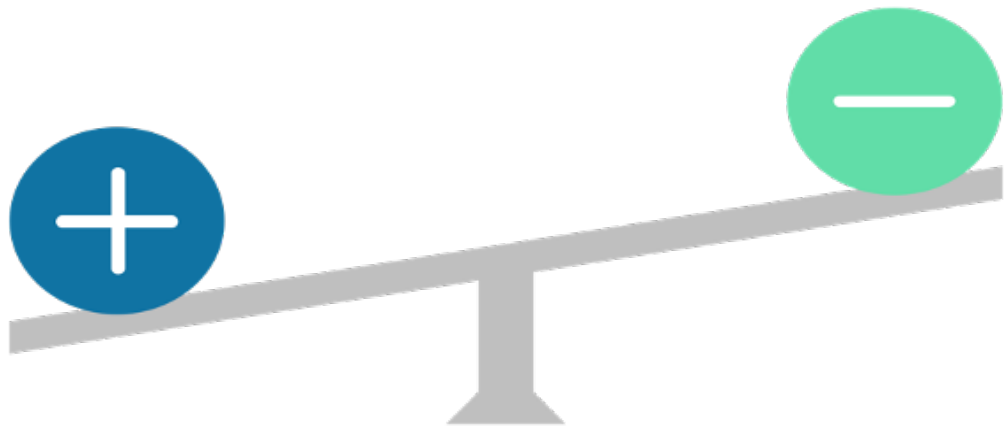
Relative Feasibility

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?**



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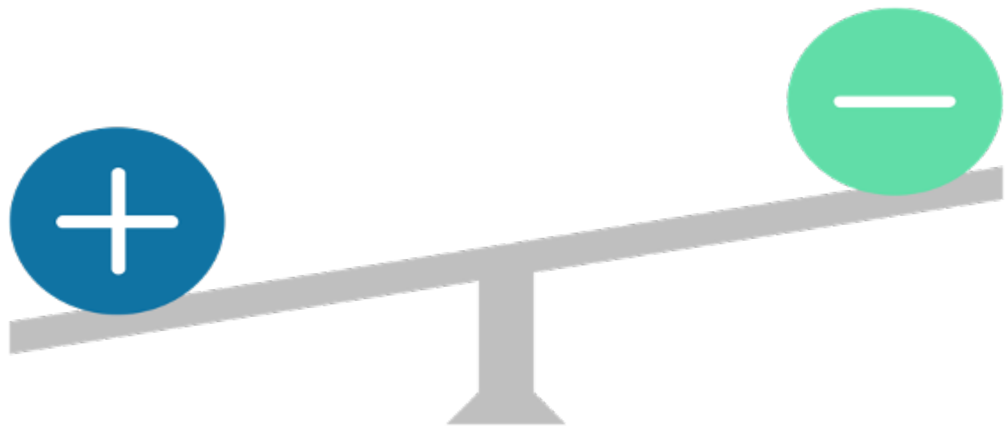
Relative Feasibility

Other methods to use...

- **Pros and Cons lists**
- **Multi Criteria Analysis (MCA)**
- **SWOT analysis**



Pros	Cons
Good Chance to build the team	We haven't budgeted for this
Honoring work done and the work they've put into the projects	Can't select everyone
Some good time off	Is this self-congratulatory?
Bring new efforts to future projects	Does the team even want the party? Or is this just my idea?

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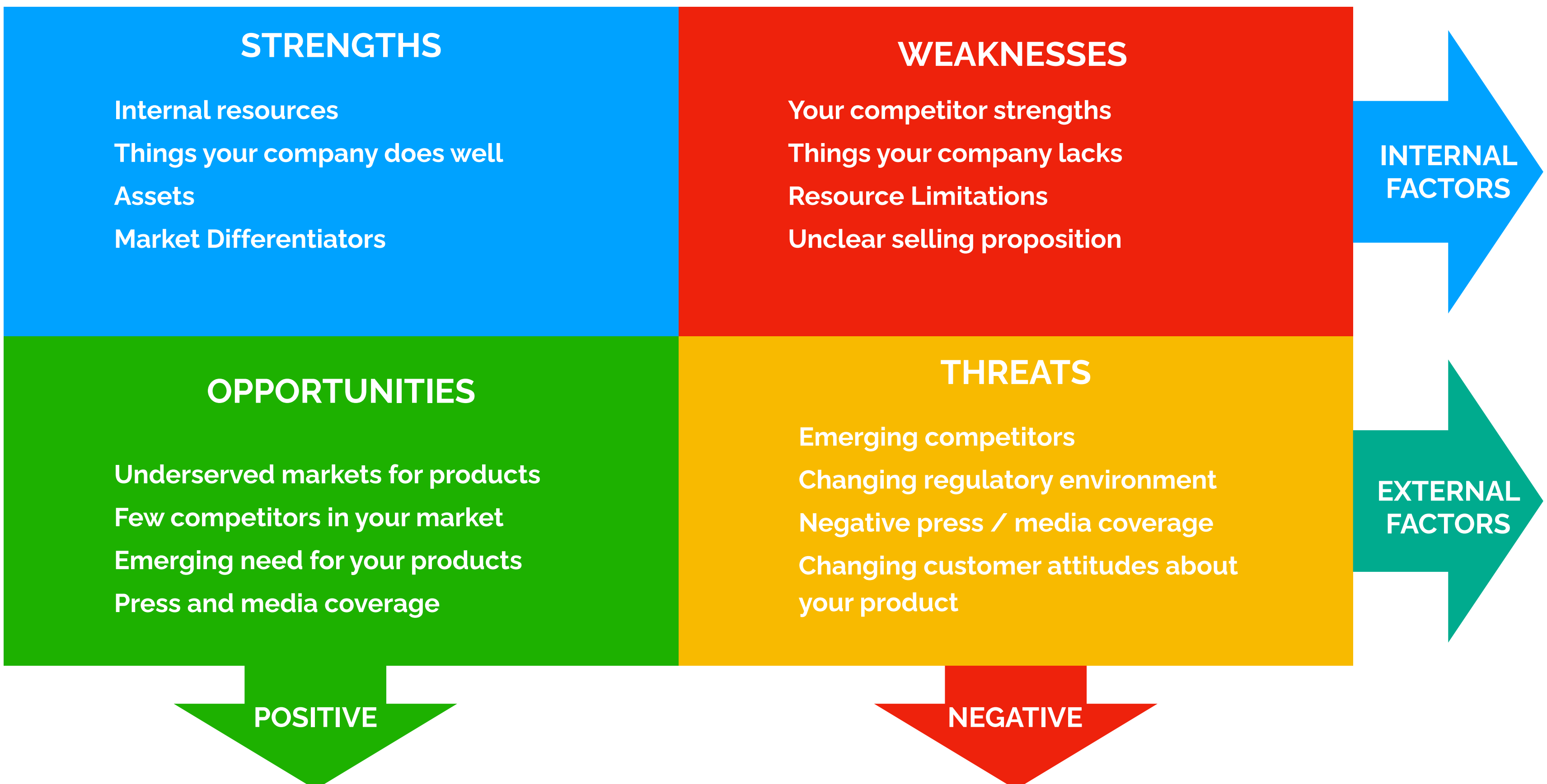
SWOT Analysis



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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

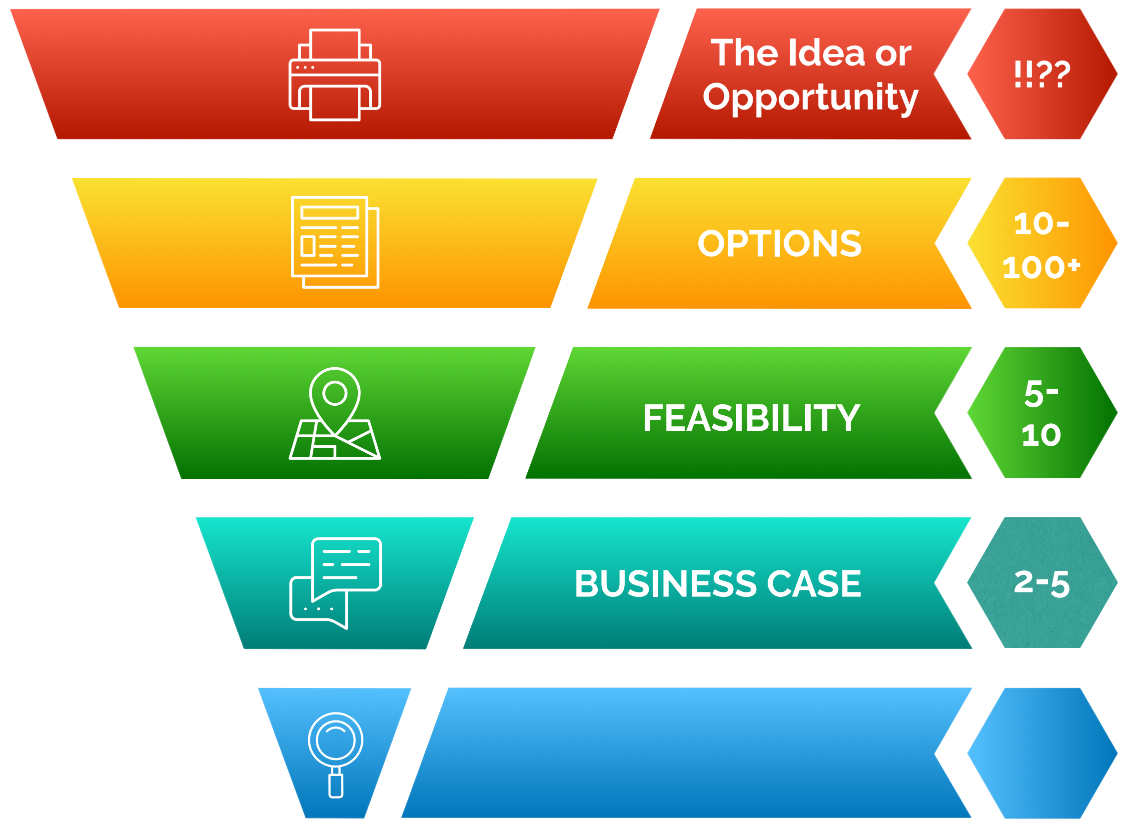
What are our **options?**

Feasibility

What are our best **options?**

Business Case

Do Something vs **Do Nothing**



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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

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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

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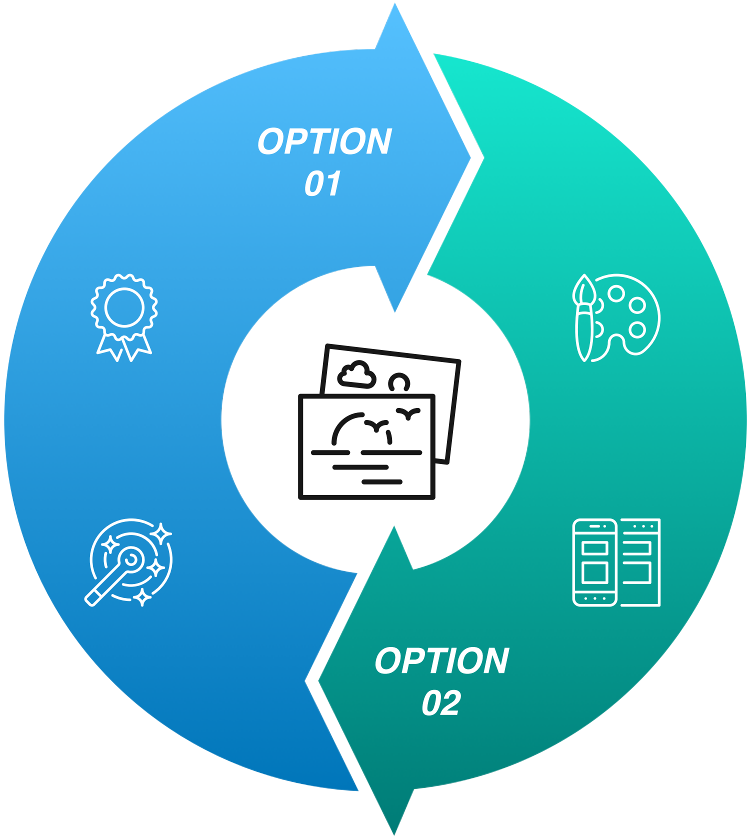
Analogous Method

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.



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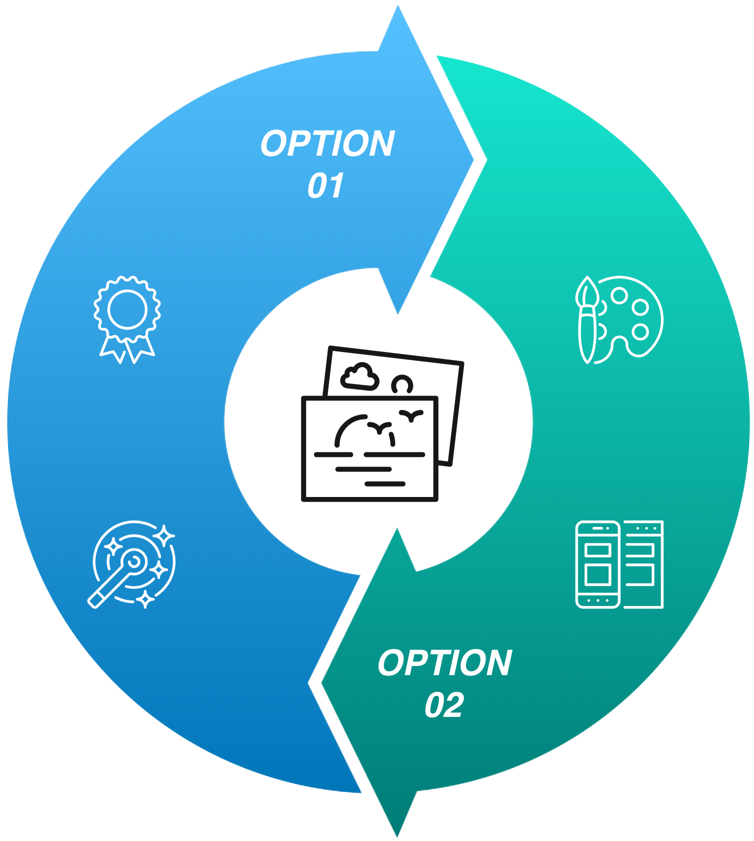
Analogous Method

How much did a similar project cost?

We also do this on a personal level for:

- Housing
- Cars
- Restaurants ($$)
- Vacations
- And more...



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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

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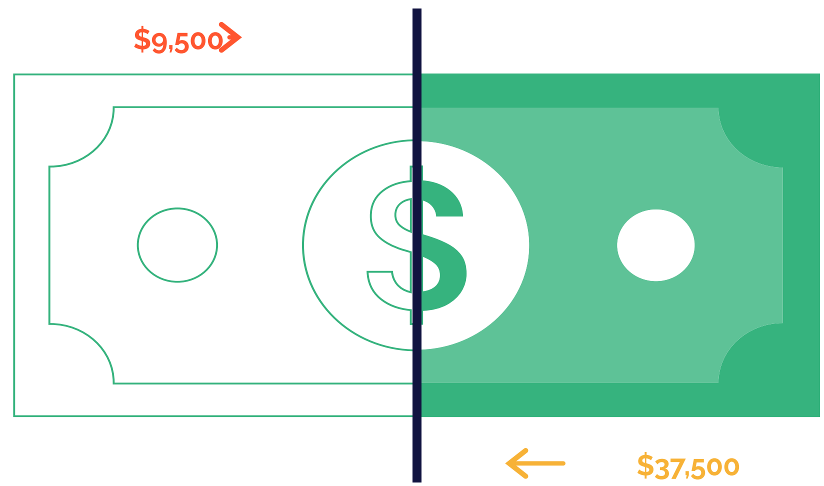
Mean, Median and Mode

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



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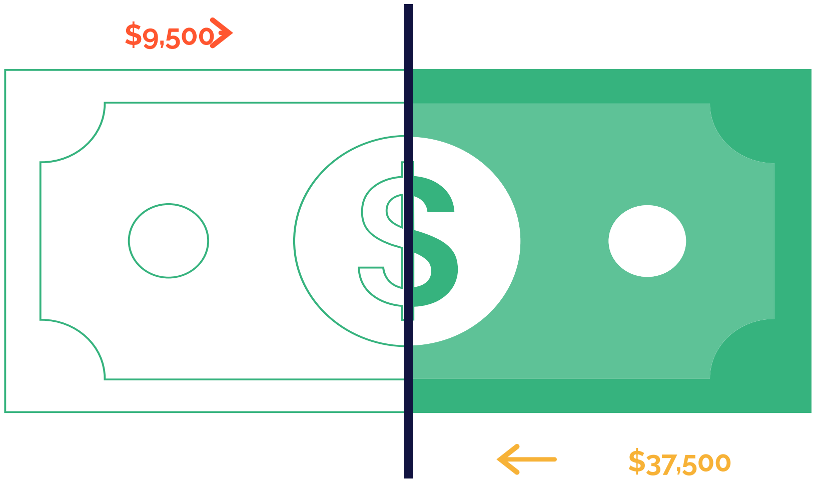
Other Data to Note

Range: $28,000 (difference of $37,500-$9,500)

Also of interest:

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



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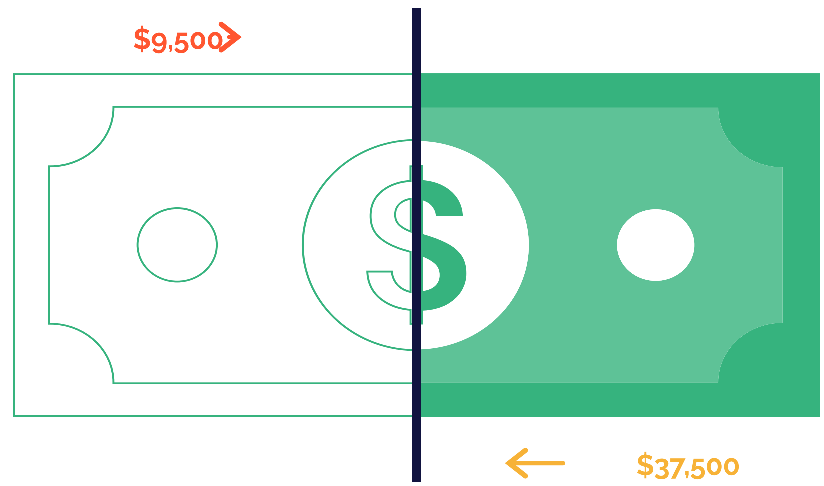
PERT: The Program Evaluation Review Technique

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.



PERT = (Optimistic + (4 X Most Likely) + Pessimistic) / 6

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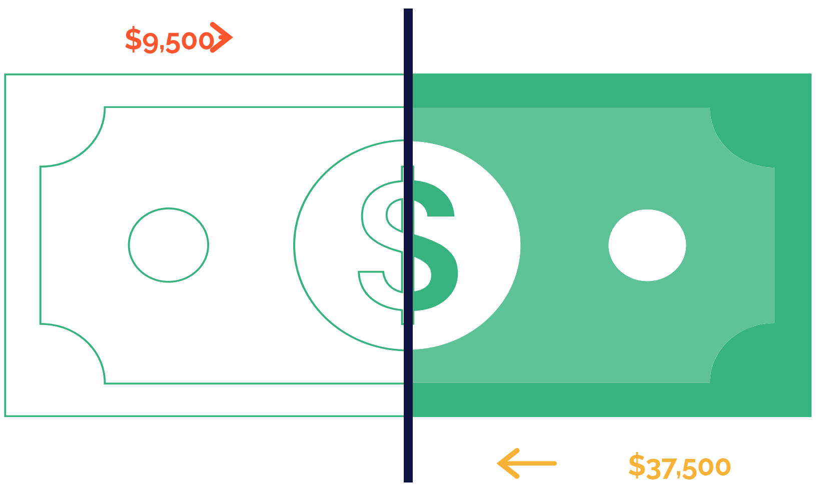
PERT (Program Evaluation and Review Technique)

Optimistic (O)

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



PERT = (Optimistic + (4 X Most Likely) + Pessimistic) / 6

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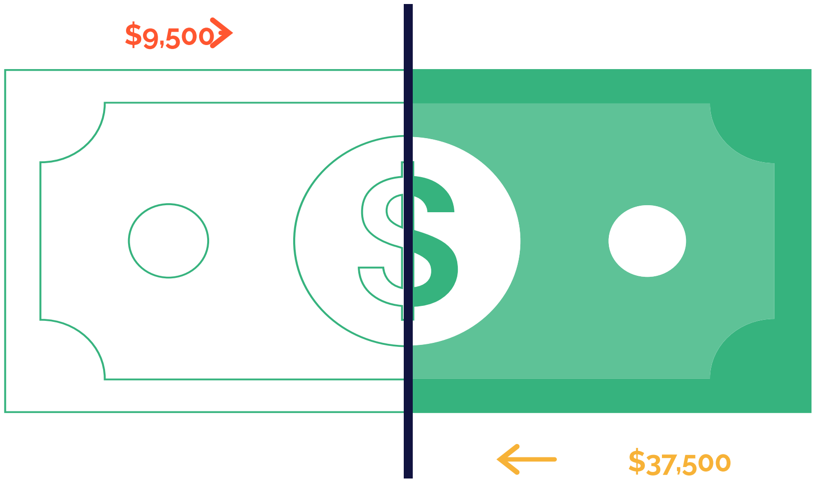
PERT (Program Evaluation and Review Technique)



Pessimistic (P)

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

PERT = (Optimistic + (4 X Most Likely) + Pessimistic) / 6

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PERT (Program Evaluation and Review Technique)

Mean: $18,595

Median: $15,900

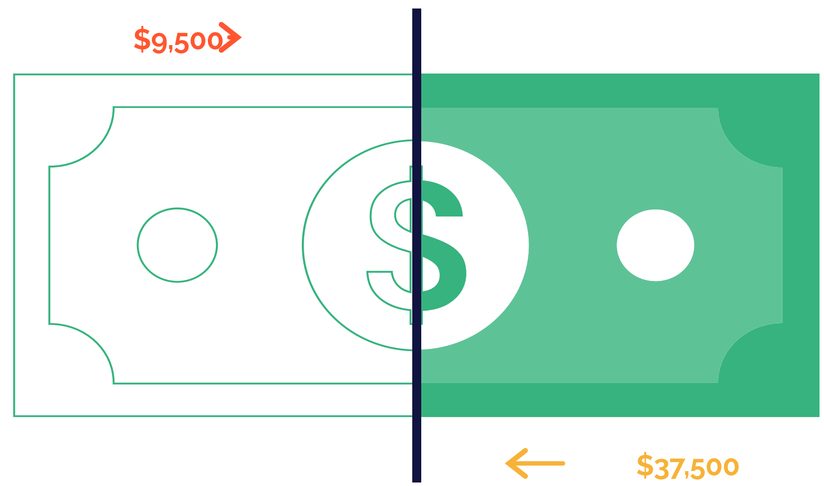
Mode: $15,900

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



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PERT (Program Evaluation and Review Technique)

Most likely (ML): $15,900

Optimistic (O): $9,500

Pessimistic (P): $37,500

$9,500
$10,250
$12.500
$14,750
$15,900
$15,900
$17,250
$24,000
$28,400
$37,500

PERT = (Optimistic + (4 X Most Likely) + Pessimistic) / 6

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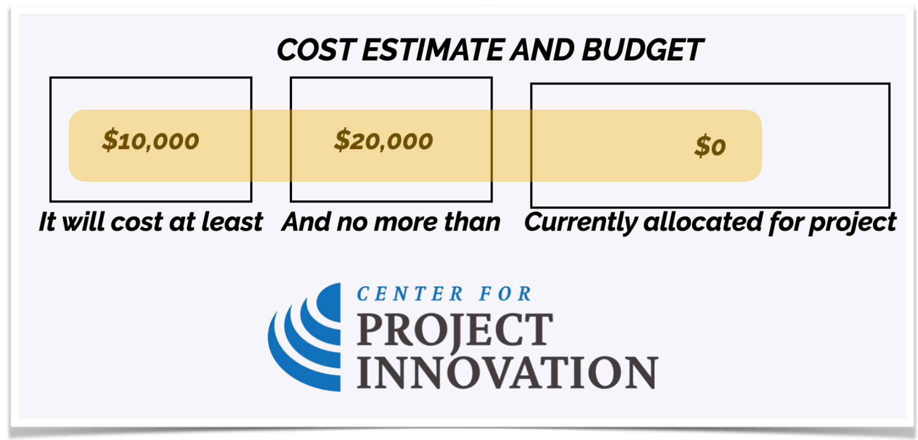
PERT and the Party Idea

PERT = (9,500 + (4 x 15,900) + 37,500) / 6

PERT = (9,500 + 63,600 + 37,500) / 6

PERT = 110,600 / 6

PERT = $18,433.33



PERT = (Optimistic + (4 X Most Likely) + Pessimistic) / 6

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DISCUSSION

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

Would you kill the project at that point?

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Parametric Method

More accurate estimate for cost and duration

Uses the relationship between variables to calculate cost or duration.

Note:

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

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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

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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**

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	

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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>	
		$ Amount
OUTPUT COSTS	Capital	
	Materials	
	Labor	
	Contractors / Consultants	
	Transfers	
	Other	
	TOTAL	

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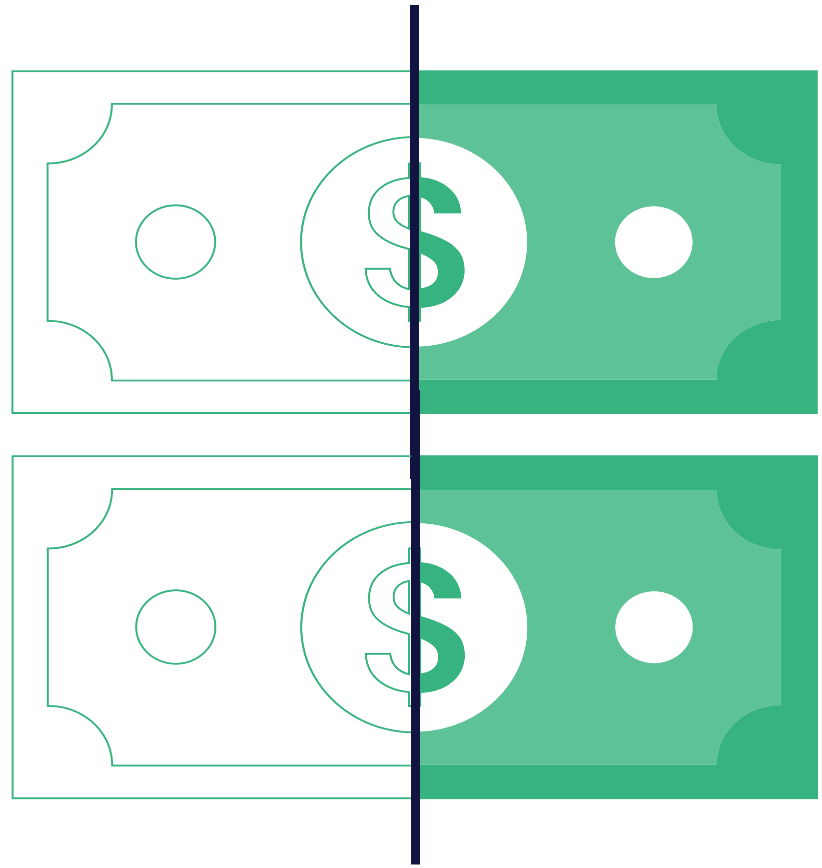
Cost of Goods Sold (COGS)

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.

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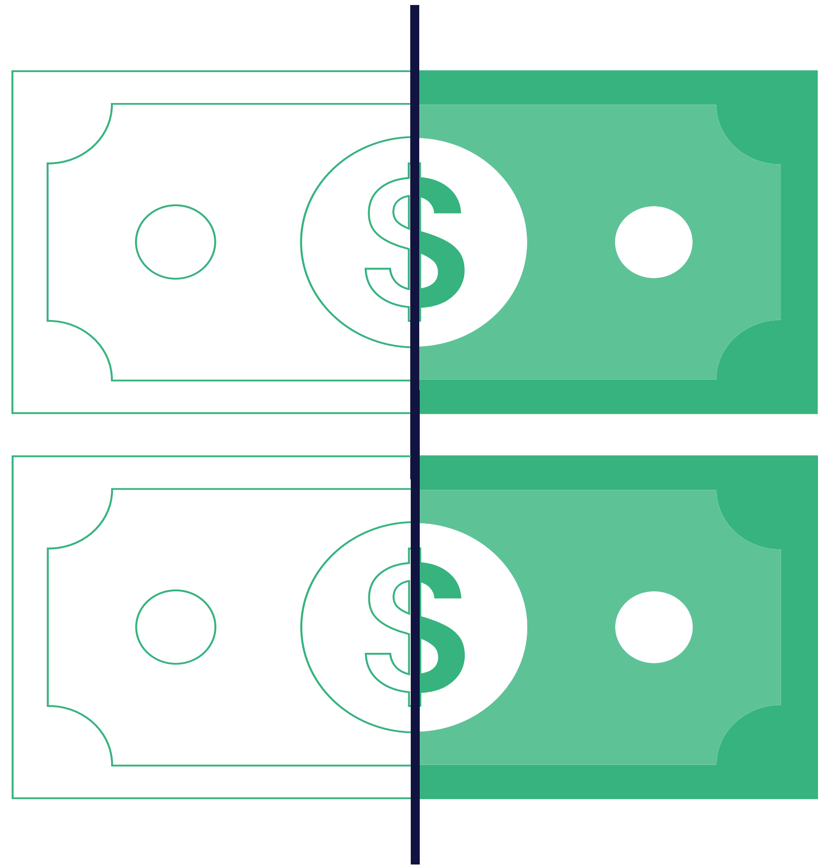
Cost of Goods Sold (COGS)

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.

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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?

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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

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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?

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?

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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

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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)		

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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?

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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?

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“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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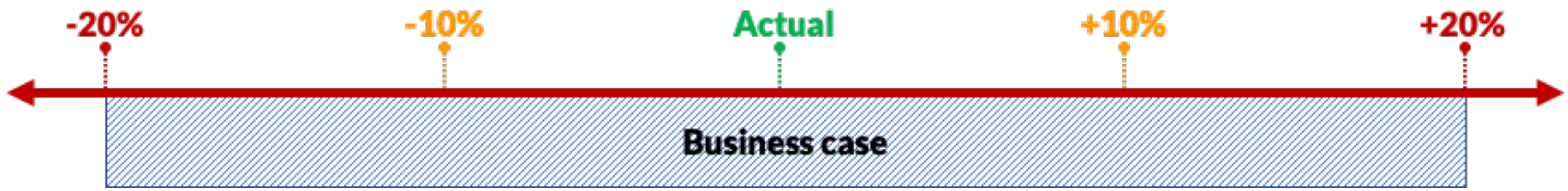
Accuracy in the Business Case



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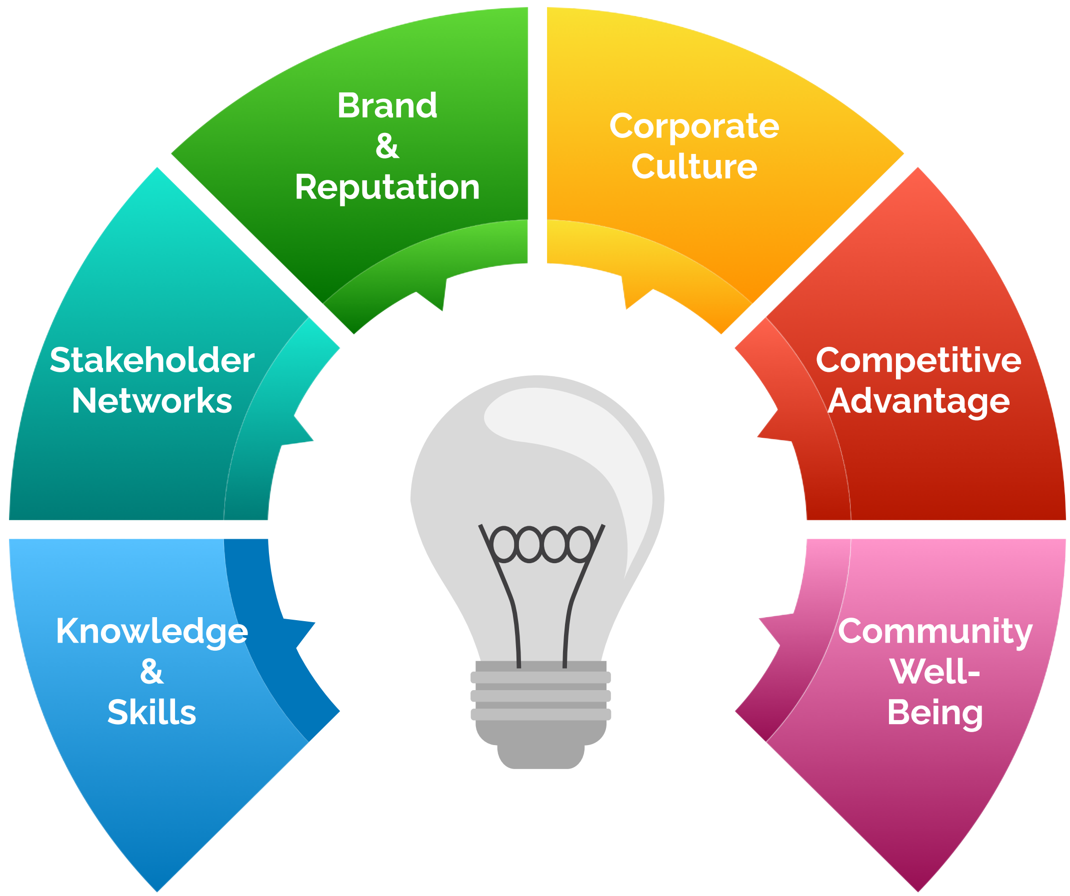
Other Impacts (Intangibles)

Who is impacted?

Our organization
Our clients
The community
The environment



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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

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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?

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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)

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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)

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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)

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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)

OUR SOLUTION

MUST

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

MIGHT

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

WON'T

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

THE PROJECT CONCEPT CANVAS

When do we need it?

It will take at least this long	And no more than this long
6 weeks	8 weeks

Who wants it?

If approved: Our client is:	Other people endorsing
The DOL (Internal) Team	Vince H, Sam A, David C, Justin H.

COST ESTIMATE AND BUDGET

It will cost at least	And no more than	Currently allocated for project
$10,000	$20,000	$0

CENTER FOR PROJECT INNOVATION

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)

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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:						

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

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Conclusion via the MCA (weighted)

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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…

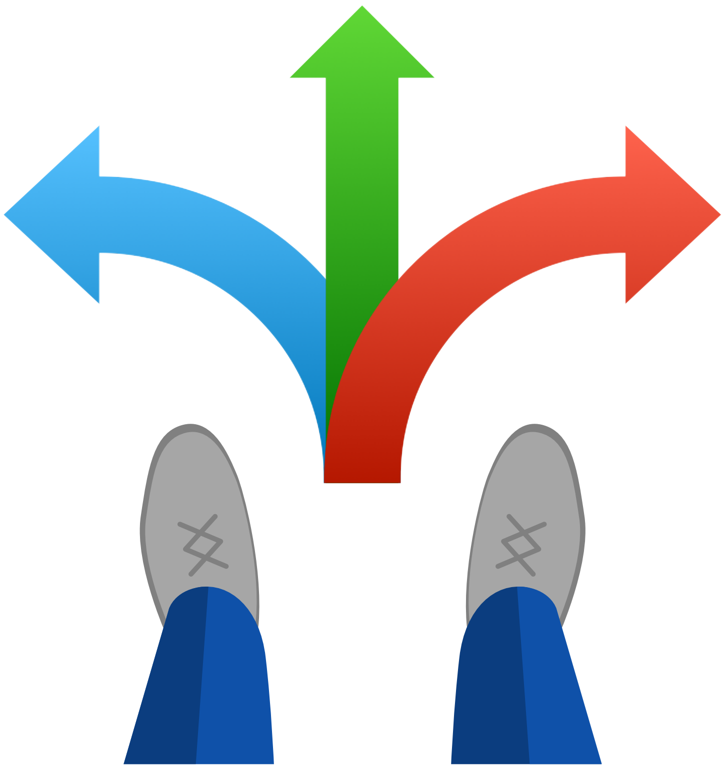
Questions to ask:

Have you chosen the right criteria?

Are your estimates and MCA scores reliable?

Are some criteria more important than others?

Justify an alternate recommendation



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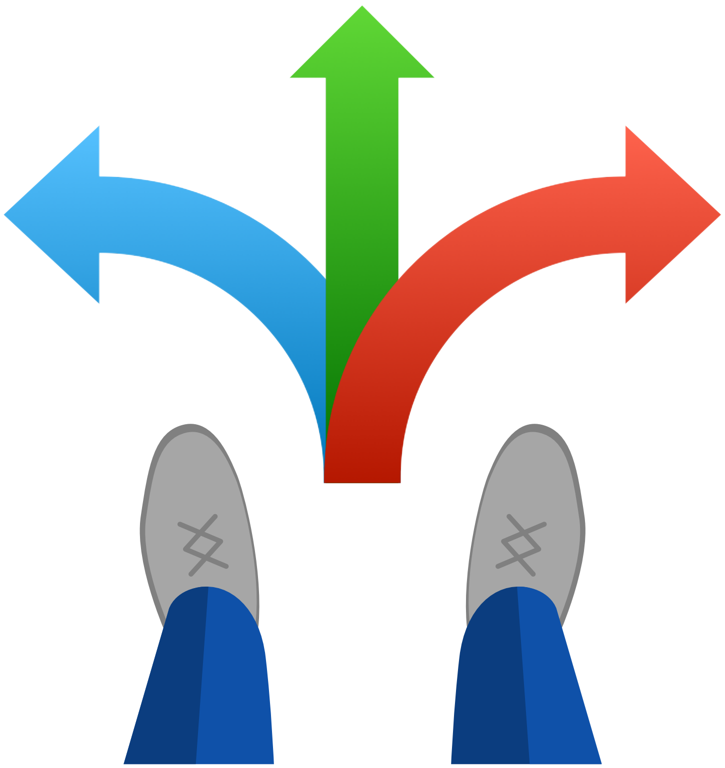
When the MCA Doesn’t Have Your Back…

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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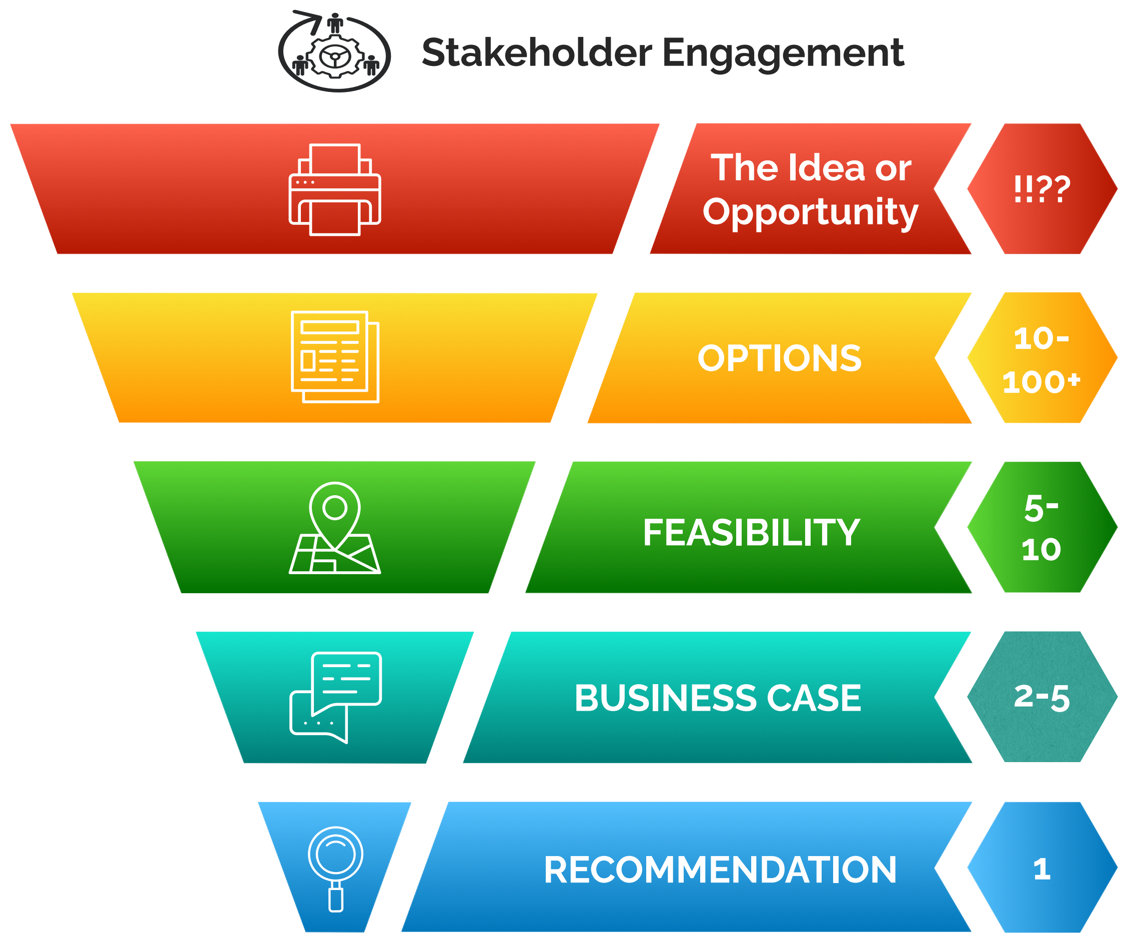
Recommending the Project

Initiation Process



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

Recommend the project
Authorize Project Planning

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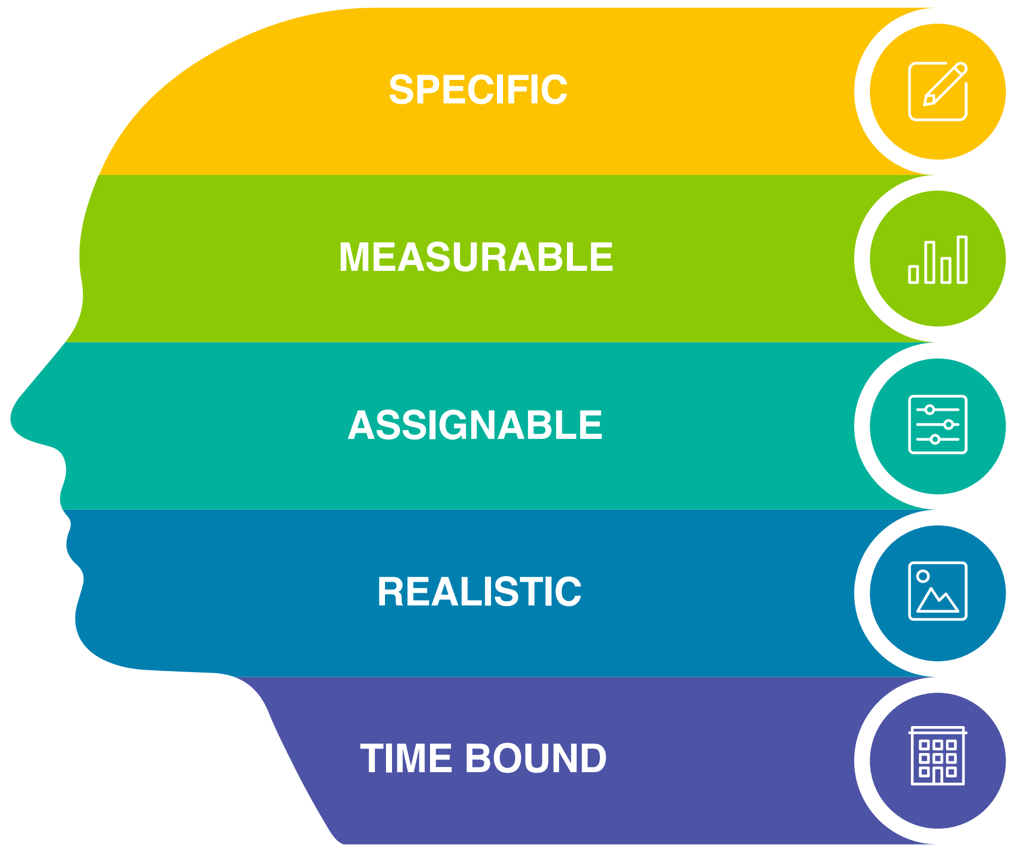
Be SMART

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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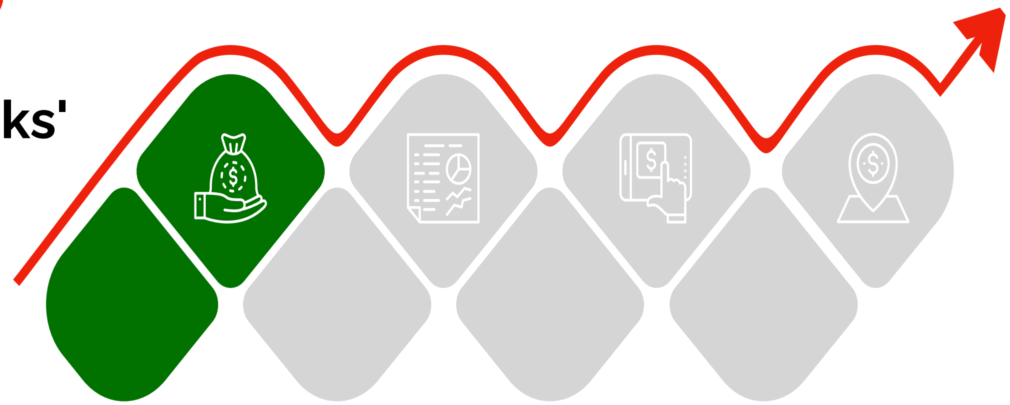
Example Recommendation

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**

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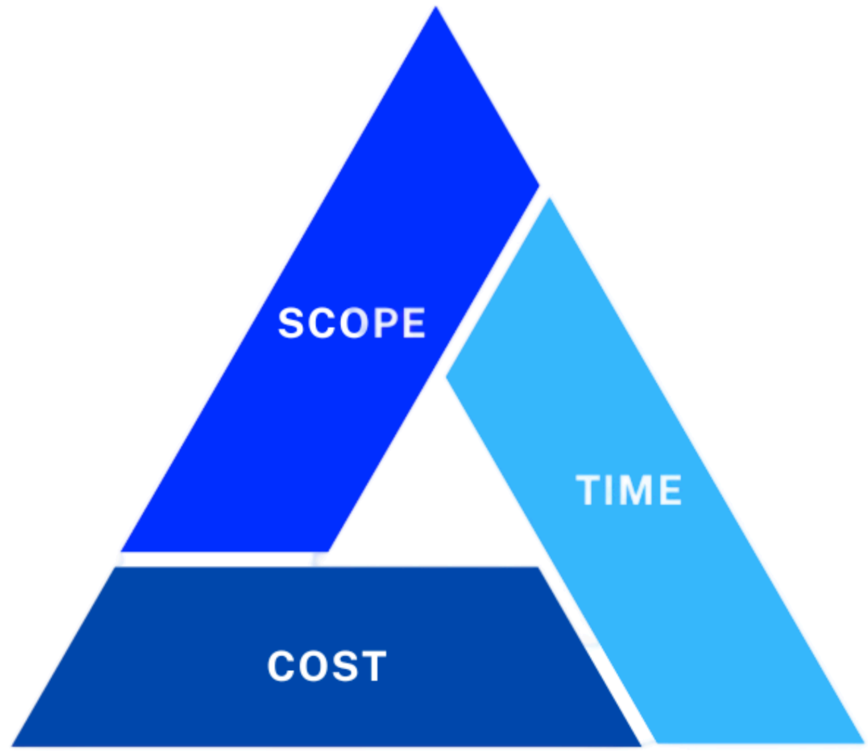
Other Recommendation Detail

Planning Constraints:
Time
Cost
Scope
People



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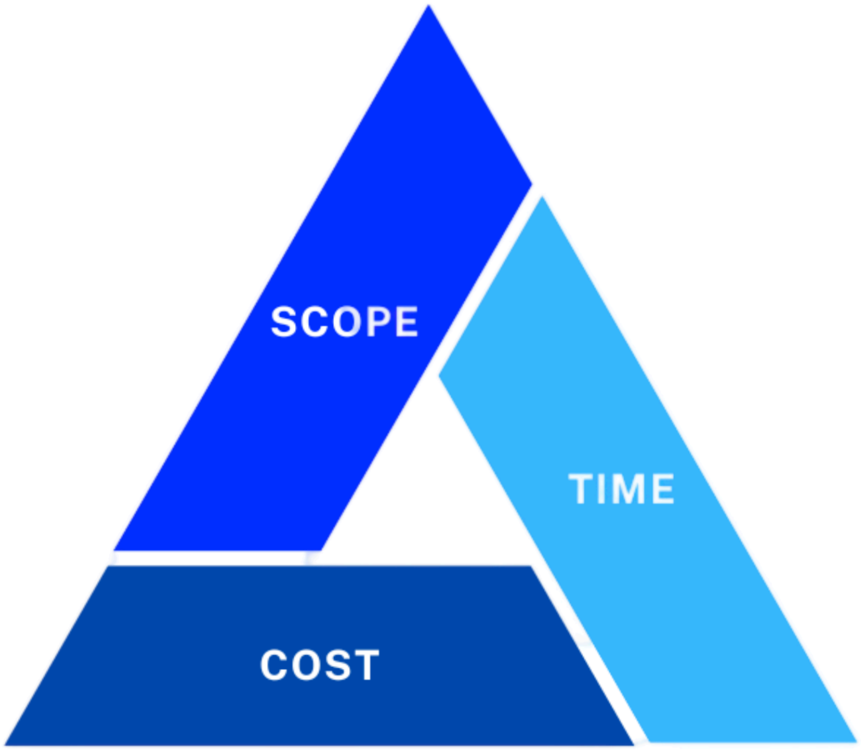
Other Recommendation Detail

Critical Success Factors:

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



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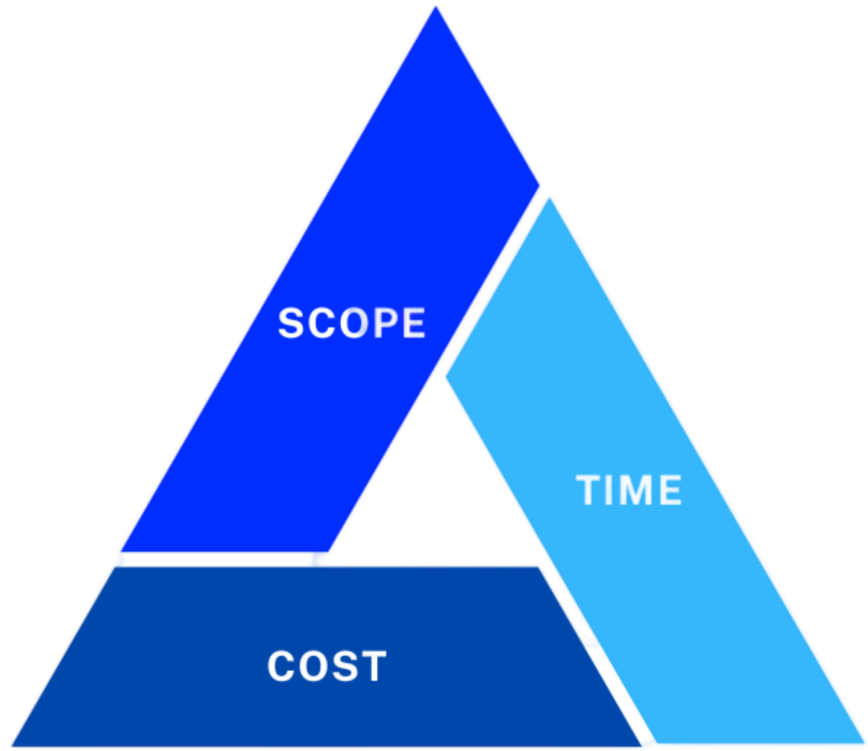
The Project Charter

The Project Charter

Done via approval of the Project Concept Ca

Authorizes project PLANNING.
(The project plan authorizes project deliver

Stipulates high-level project constraints
- Scope requirements
- Target milestones (schedule)
- Expected budget range



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$10,000	$20,000	$0
It will cost at least	*And no more than*	*Currently allocated for project*

CENTER FOR PROJECT INNOVATION

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

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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.