



# Project Management Overview and Terminology

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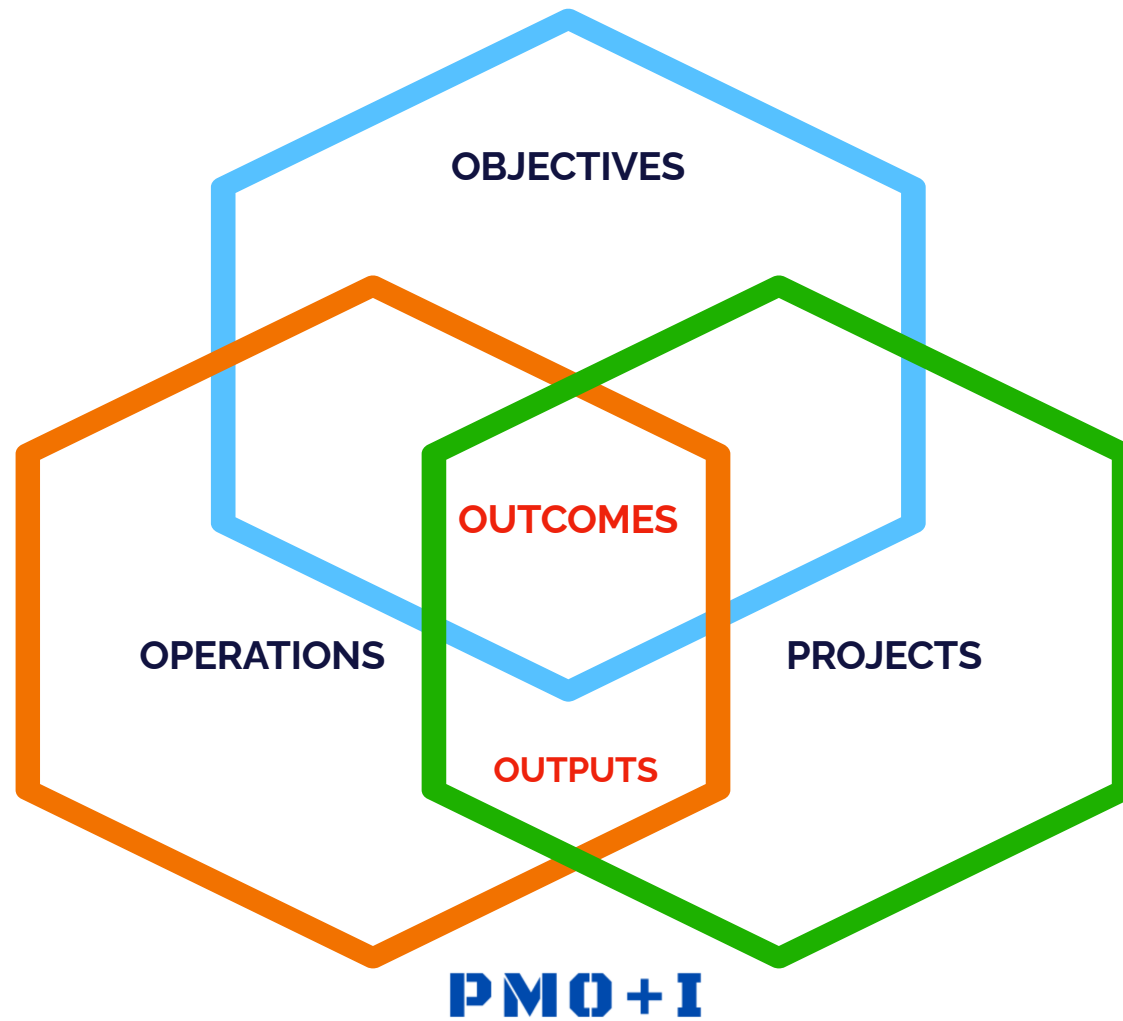


## Projects vs Operations

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# Projects vs Operations

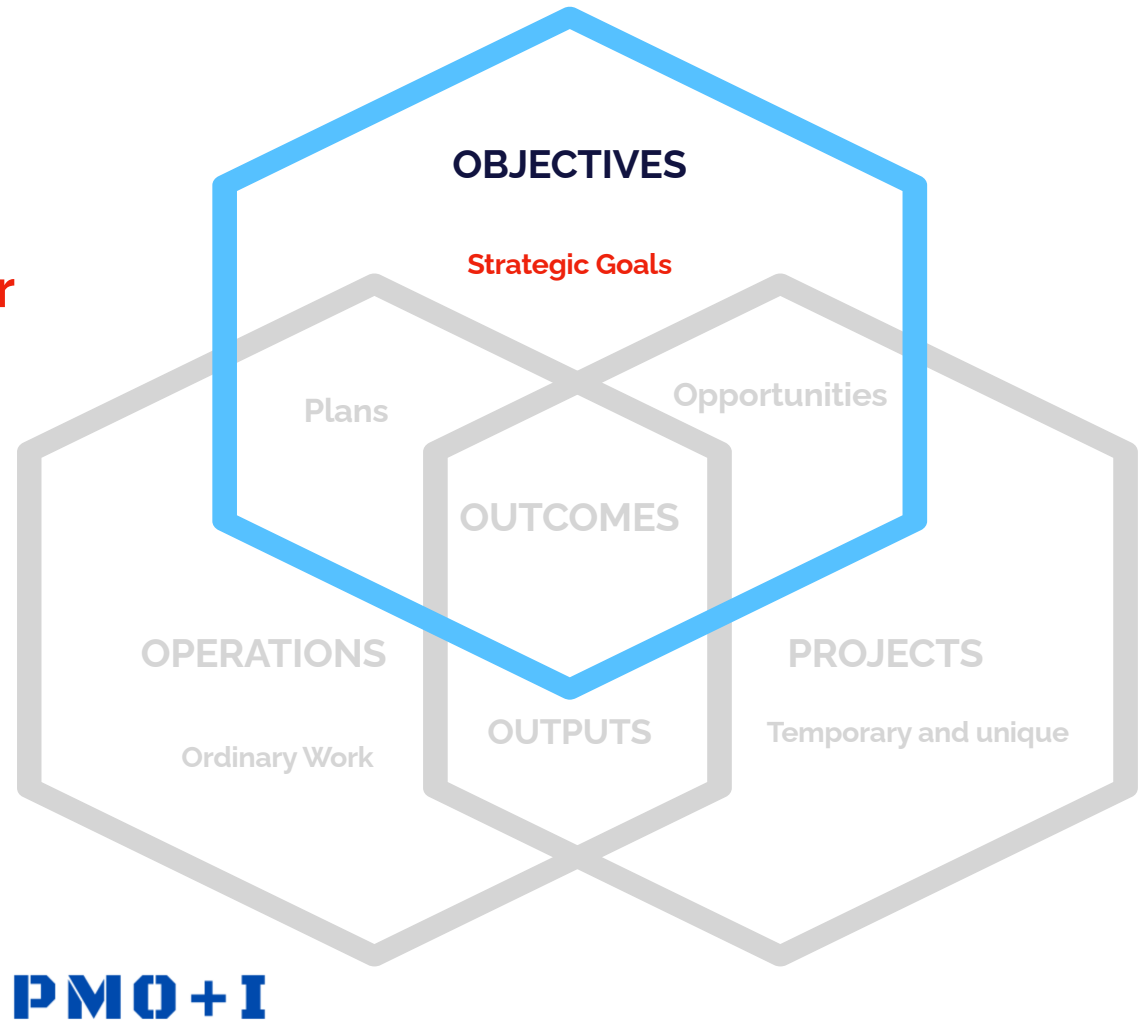


# Organizational Objectives

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

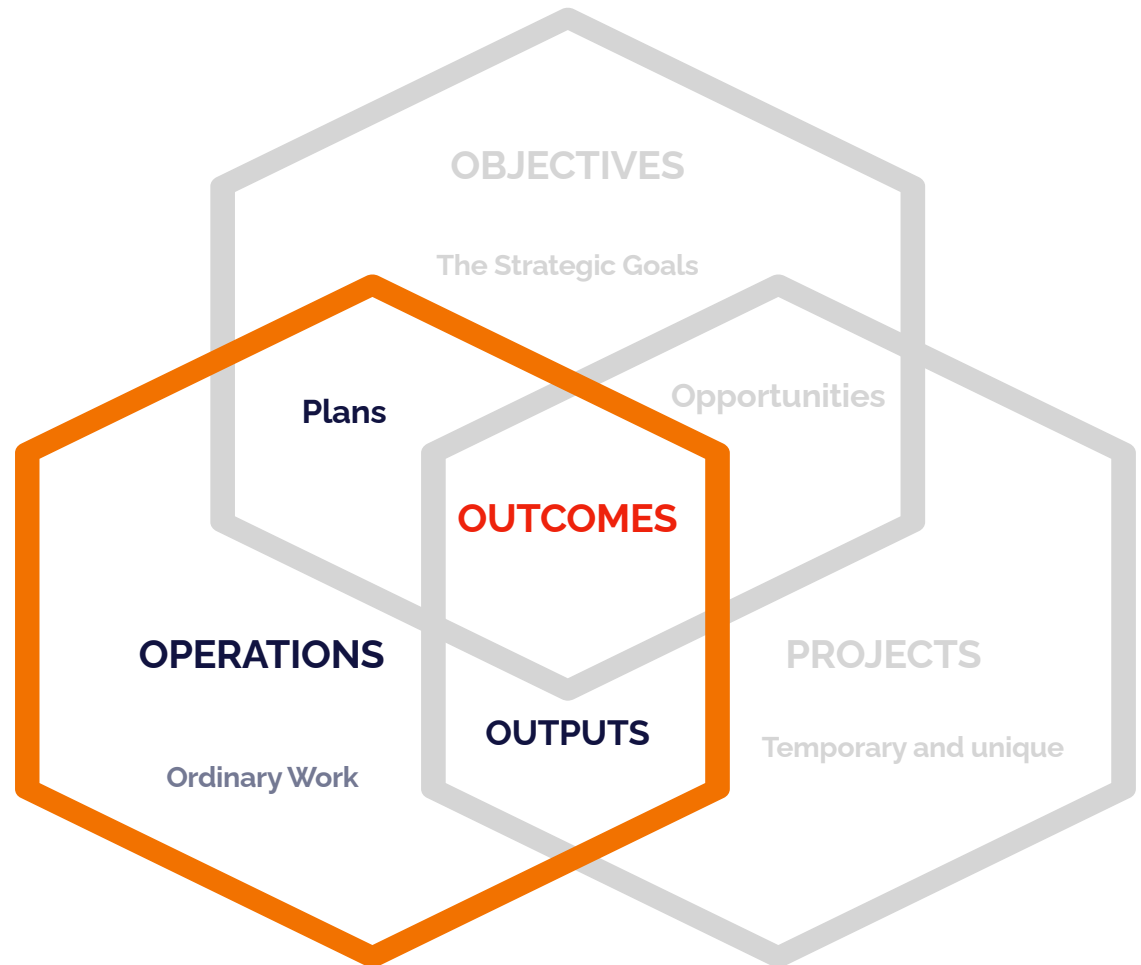
**The art of planning and directing overall military operations and movements in a war or battle.”**

**(Oxford Dictionary)**



# Operations

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

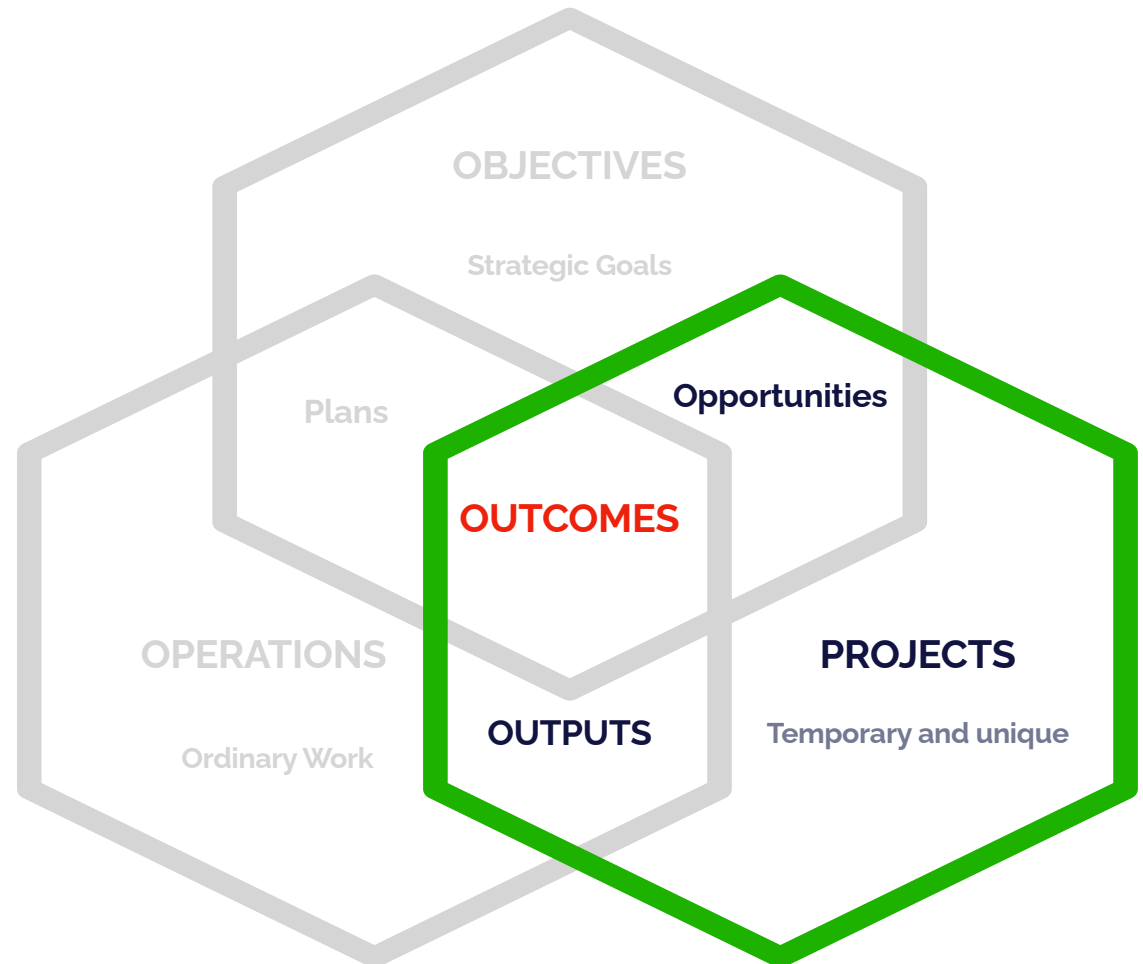


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# Projects

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



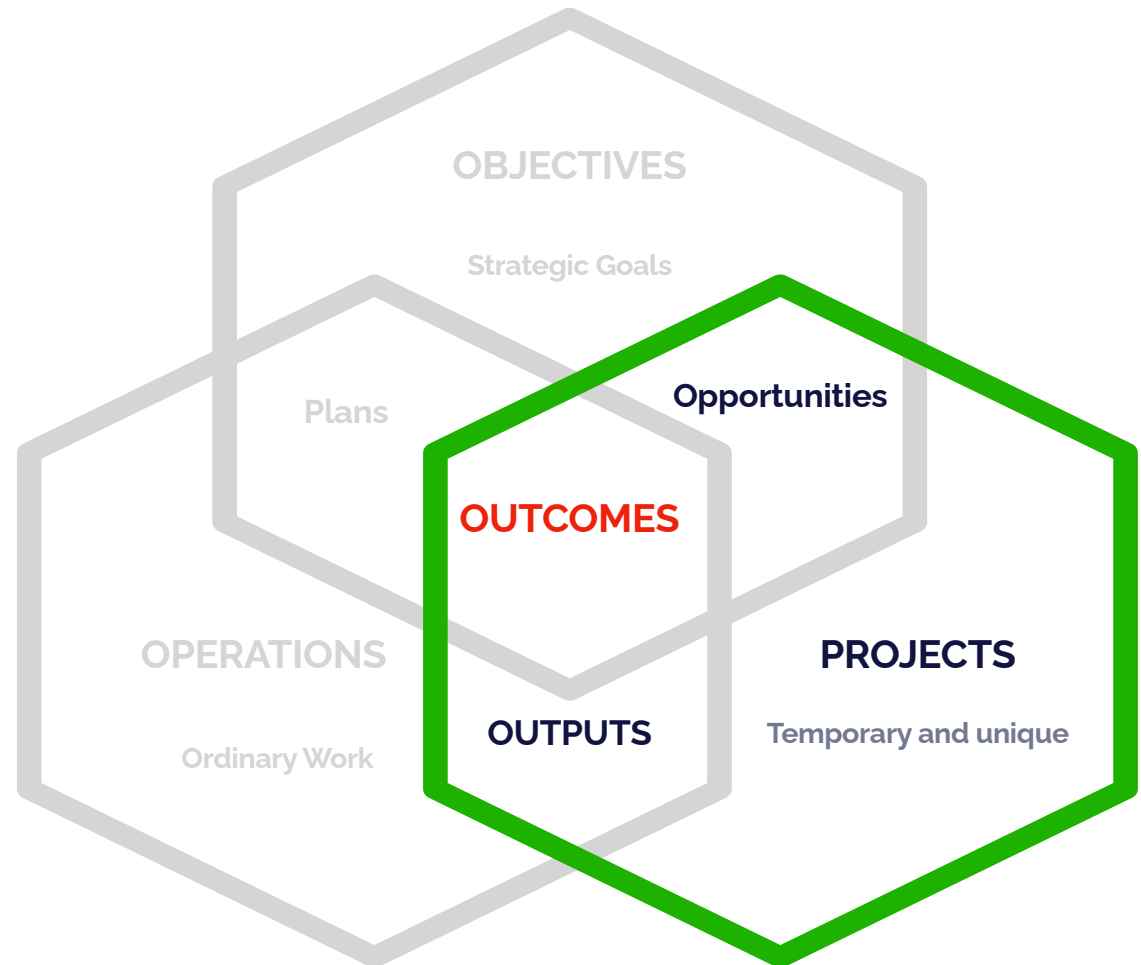
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# Projects vs Operations

## Key Words:

# TEMPORARY and UNIQUE



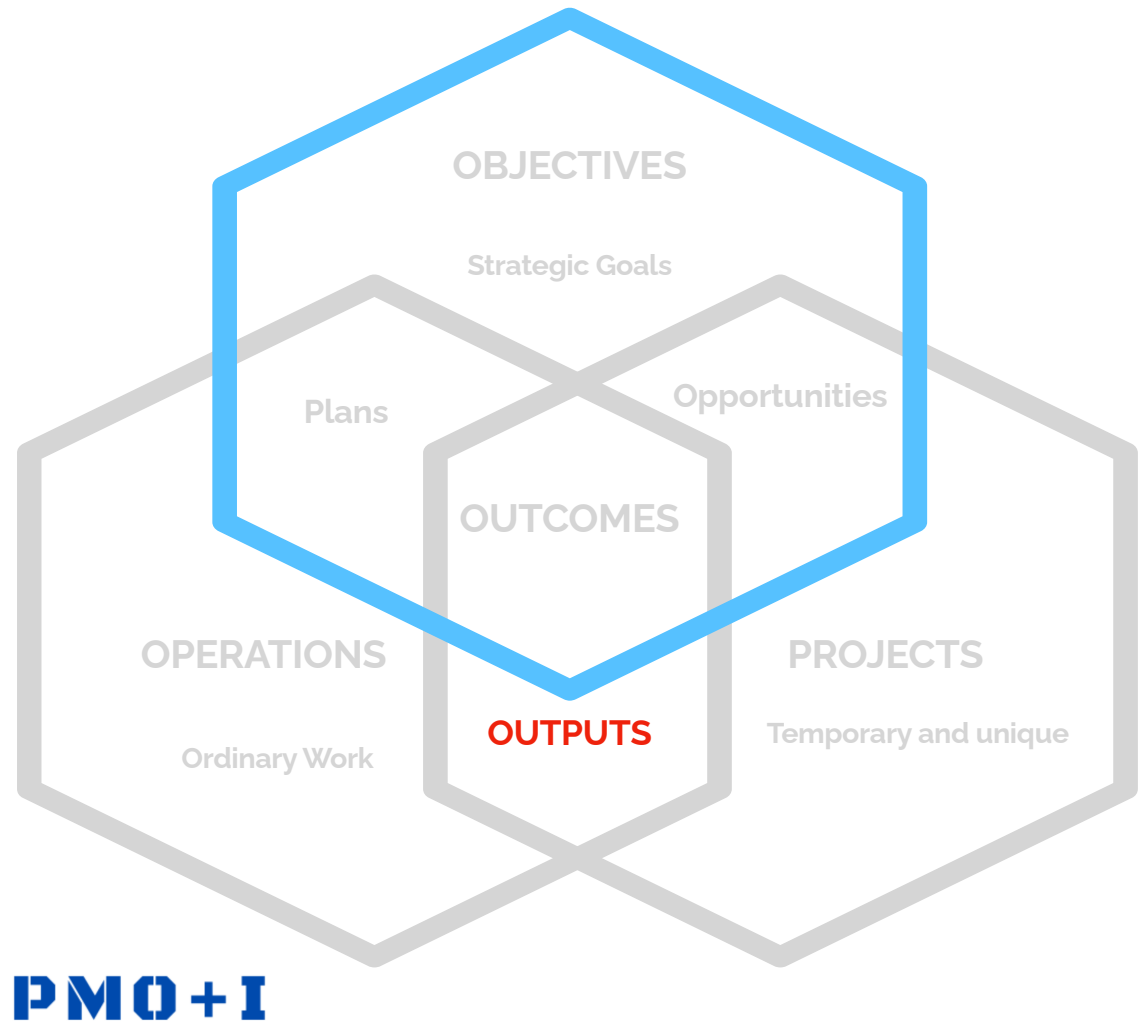
**PMO + I**





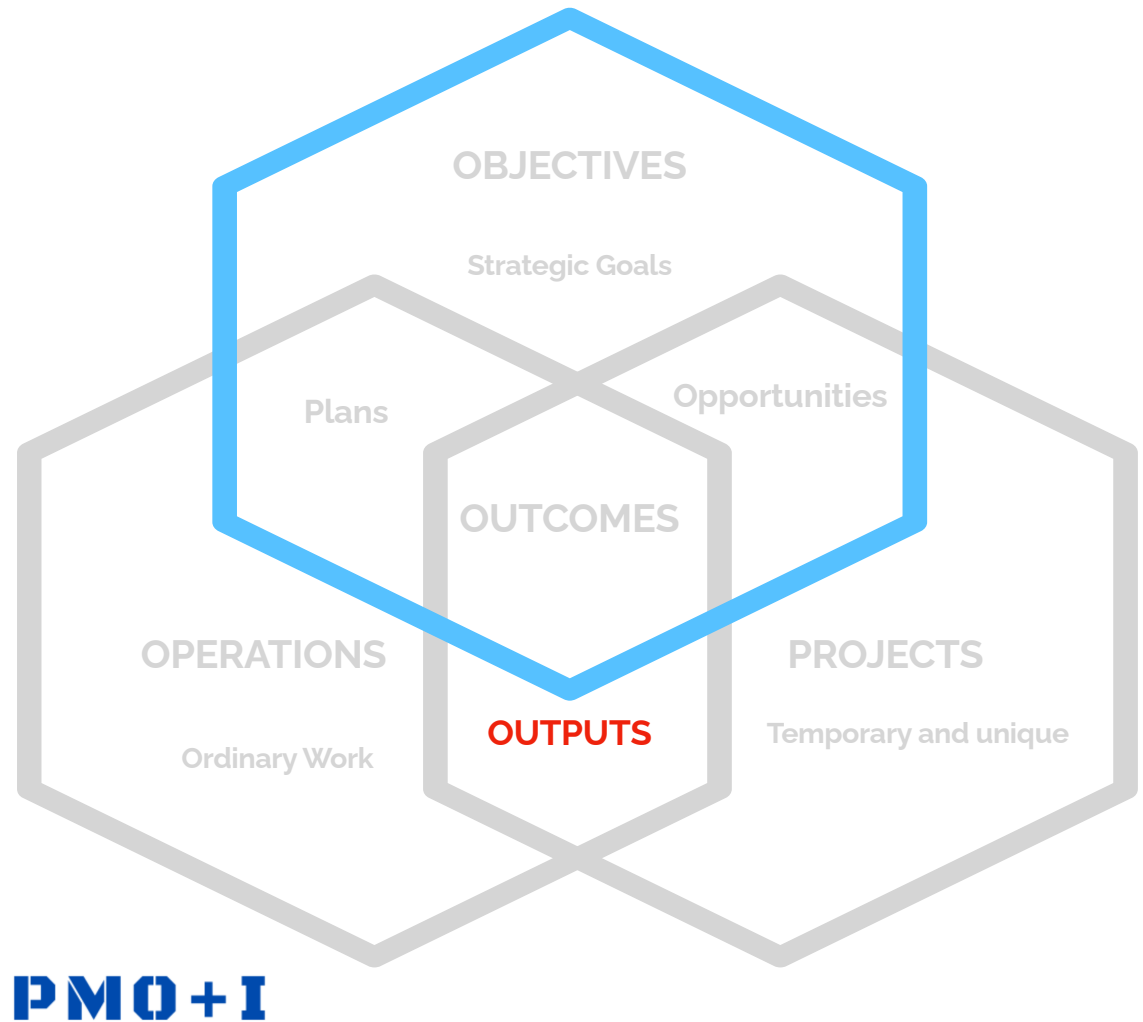
# Project Outputs

**Tangible deliverables** or products the project produces.



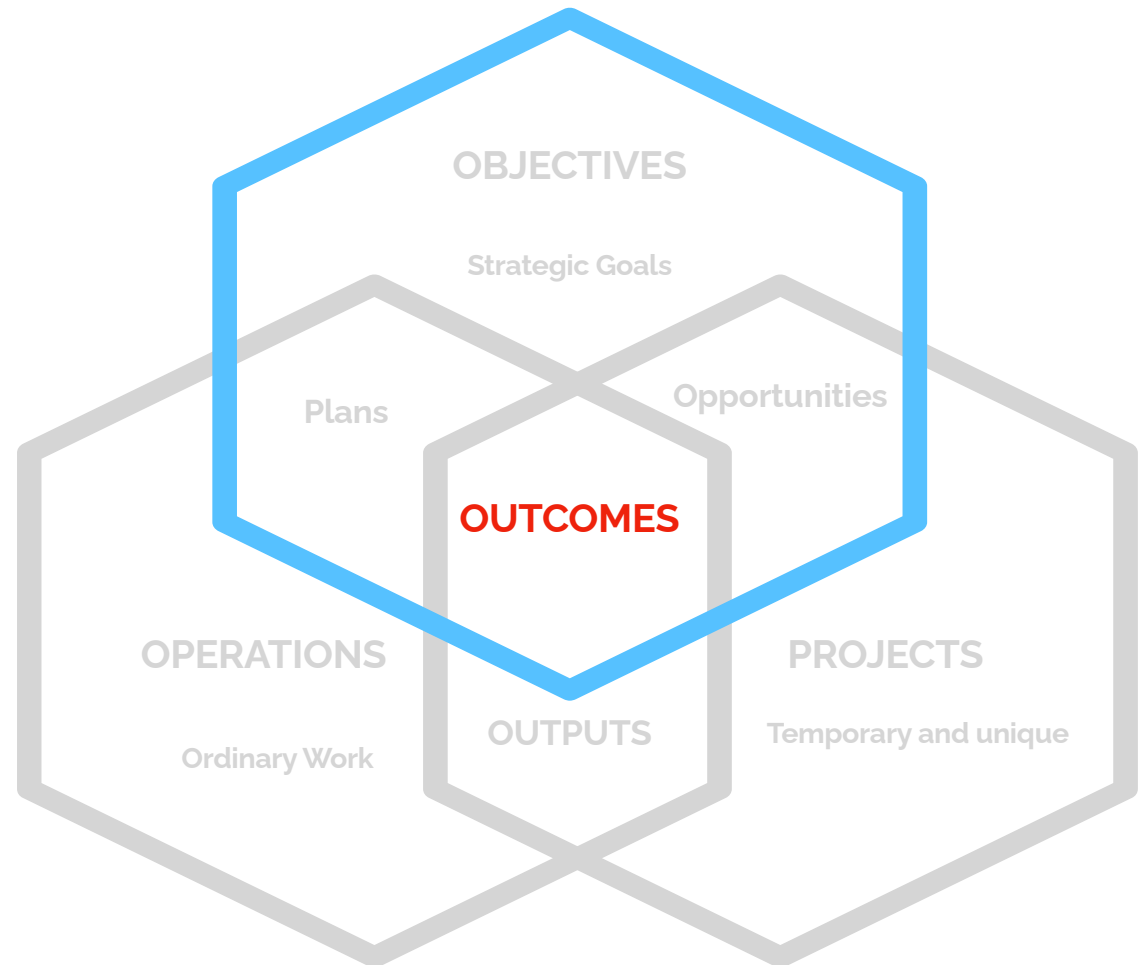
# Project Outputs

These are typically completed at the end of the project and **are within the control of the project team.**



# Project Outcomes

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

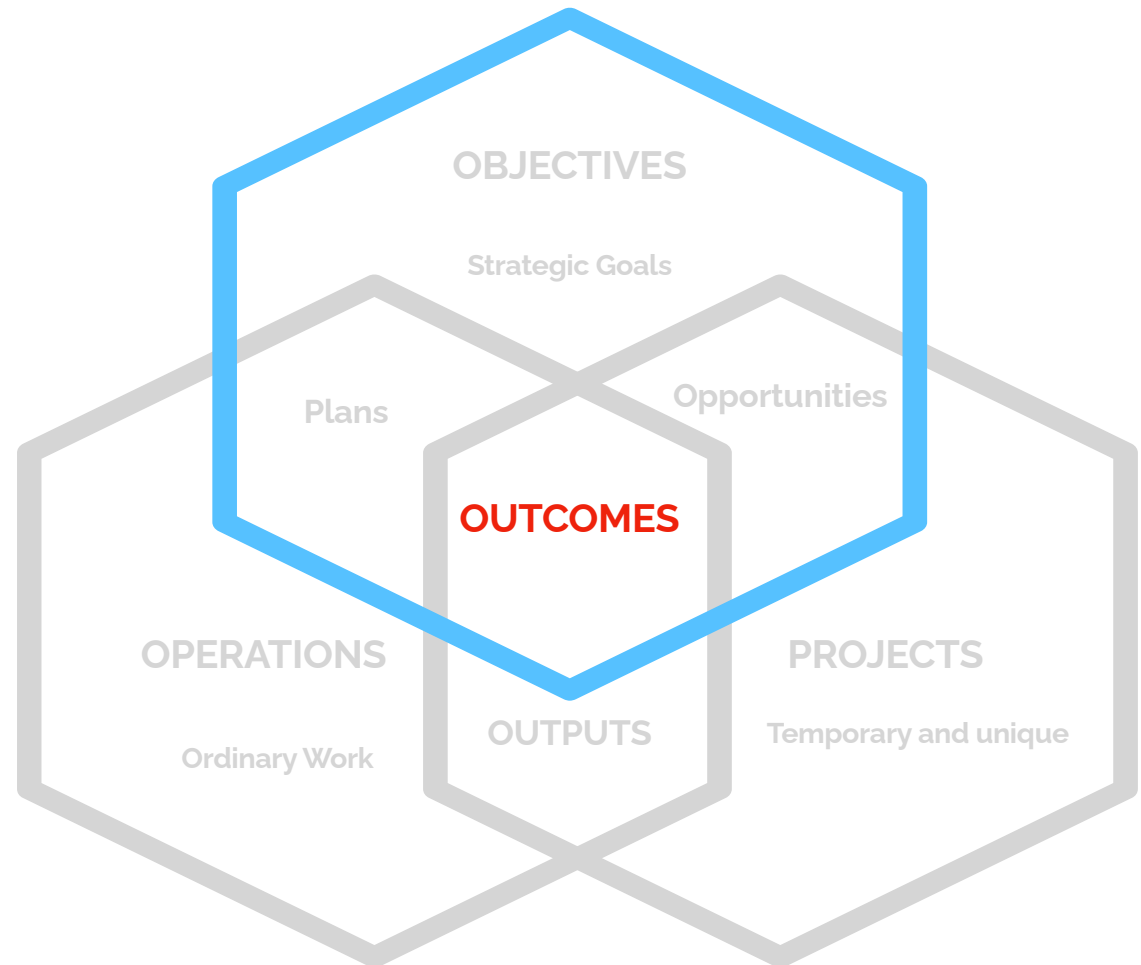


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# Project Outcomes

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



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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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**Portfolios and Programs**

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# Portfolios

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



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# Portfolios

Concerned with prioritizing, balancing, and aligning **all initiatives within the organization's overarching strategy.**



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# Portfolios Key Characteristics

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



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# Portfolios Key Characteristics

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



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# Portfolios Key Characteristics

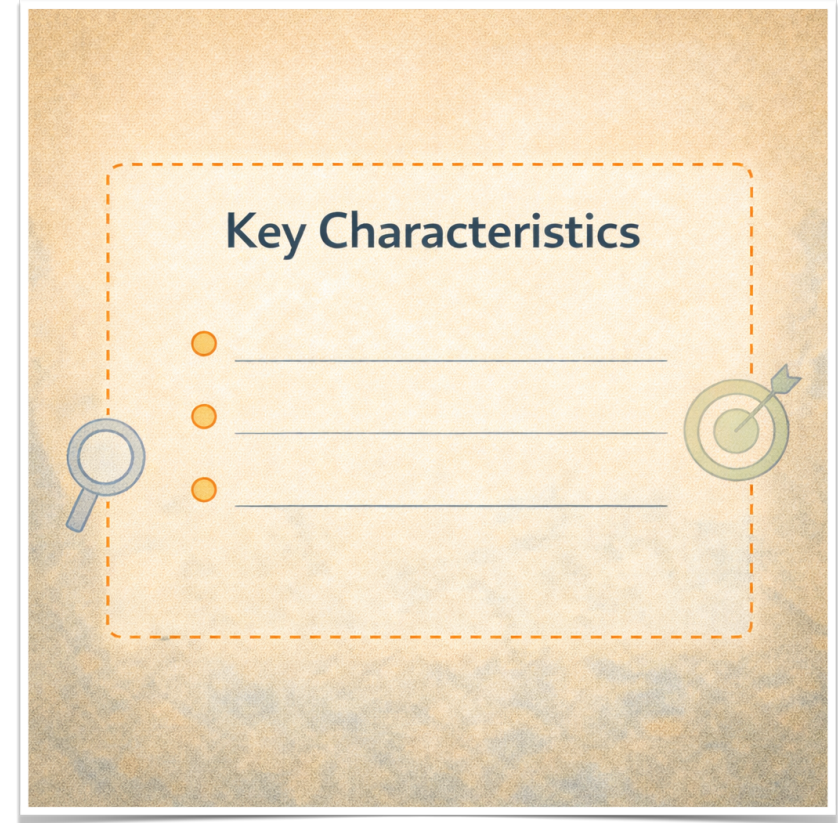
**Centralized Oversight:** Provides visibility into performance, risk, and resource usage across all components.



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# Portfolios Key Characteristics

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



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# Programs

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



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# Programs

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



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# Program Key Characteristics

Programs are directly tied to **organizational strategy, benefits realization, and long-term value**



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# Program Key Characteristics

Success is measured by **business impact**,  
not just schedule or budget



Key Characteristics

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



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# Program Key Characteristics

Projects may change, start, stop, or pivot to support the **program's strategic goal**

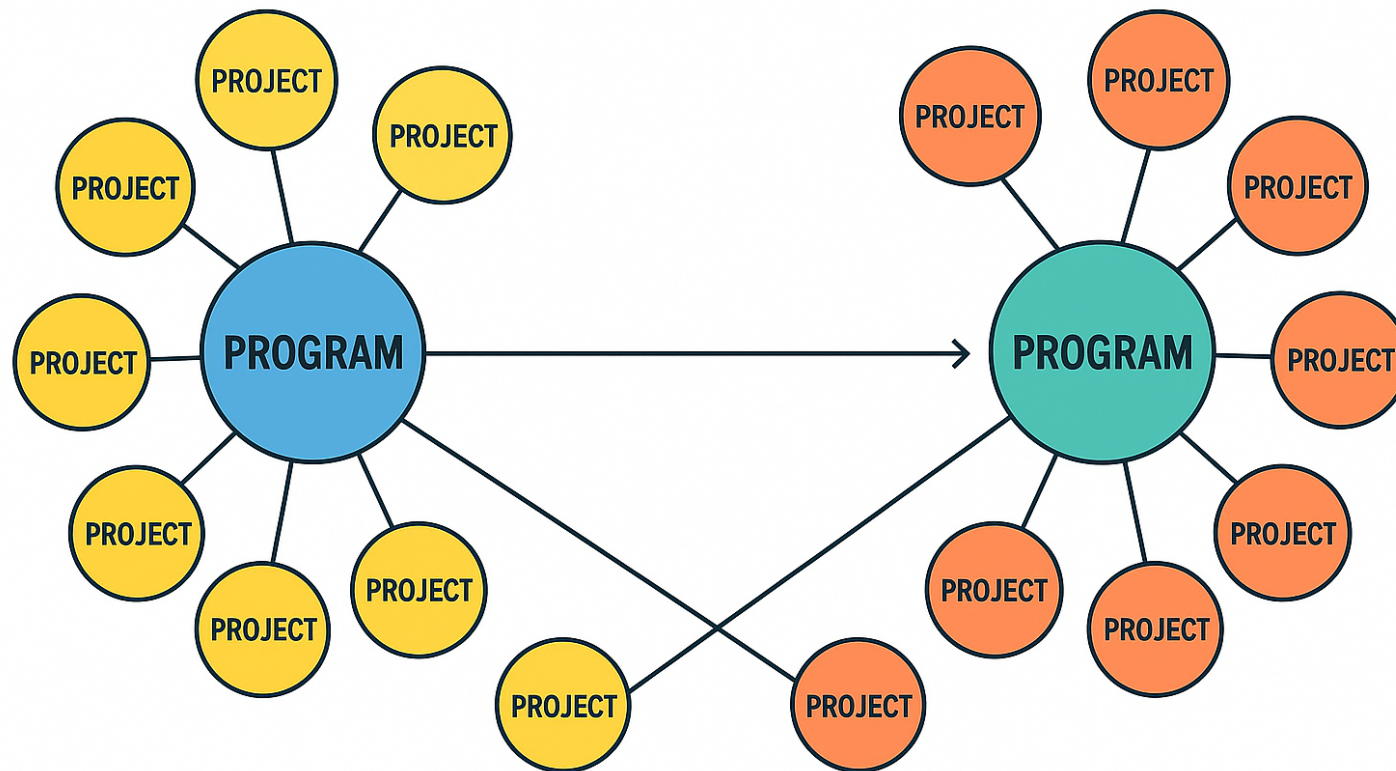
Key Characteristics

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



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# Program Management



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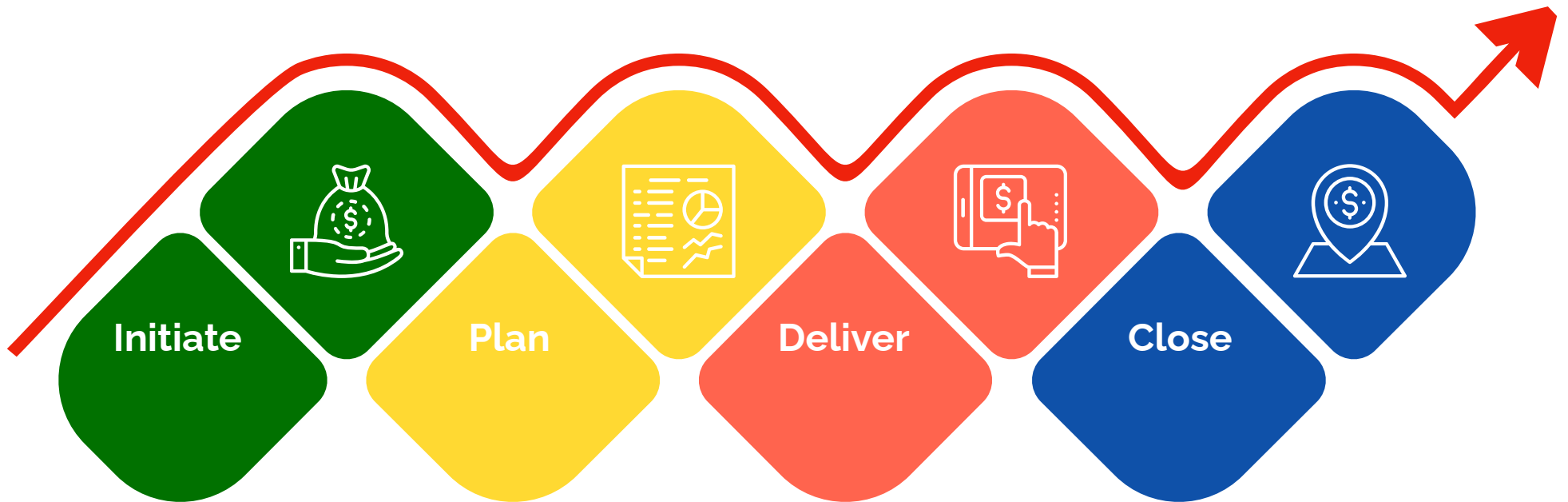


## The Project Lifecycle

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# The Project Lifecycle



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# Phases and Costs

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



# Phases and Costs



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Constraints

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

**John Rossman  
“The Amazon Way”**

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# Constraints

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



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## Constraints are driven by **RESOURCES**

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



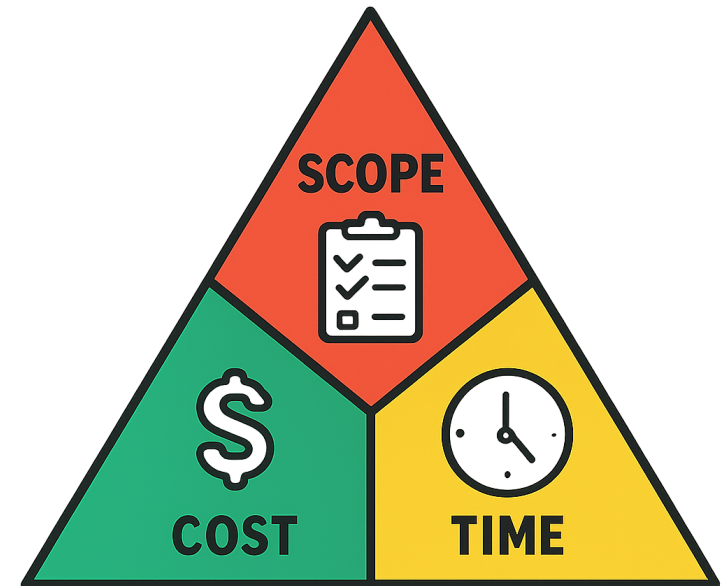
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# Project Scope

Determines and documents the project:

**GOALS**

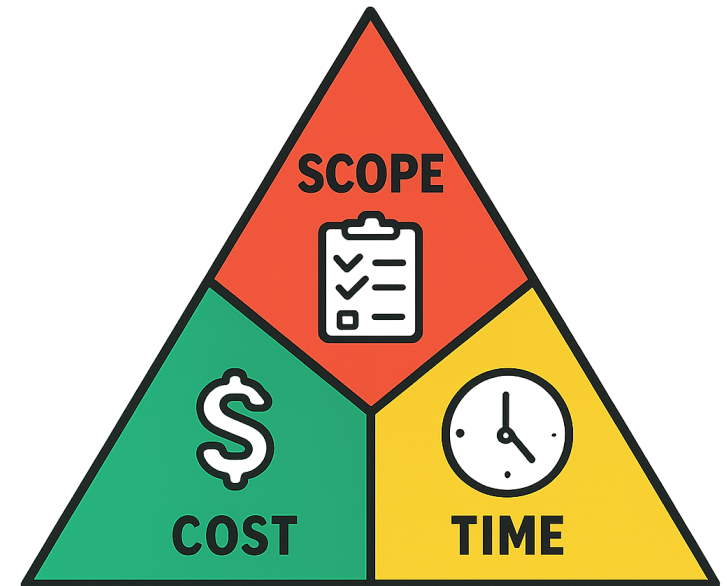
**DELIVERABLES**



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# Project Time

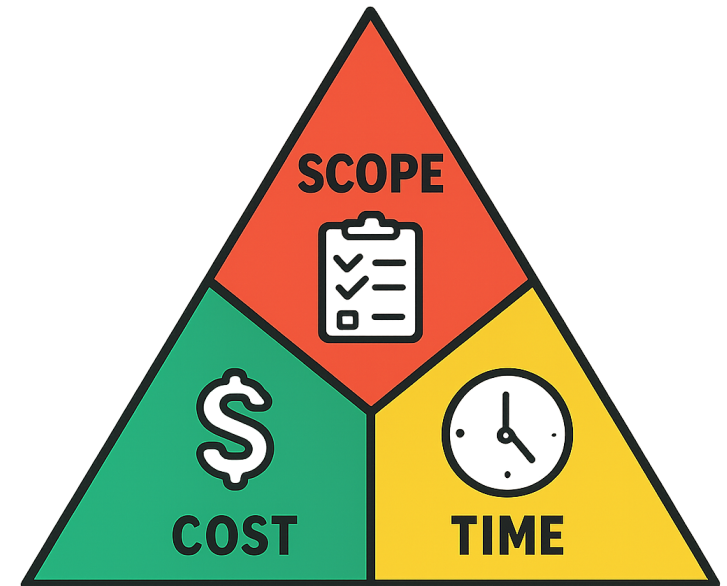
A timeline (**schedule**) is analyzed and developed for the completion of a project or deliverable.



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# Project Cost

Consists of all costs required to procure all the needed **products**, **services** and **resources** to deliver the project successfully.



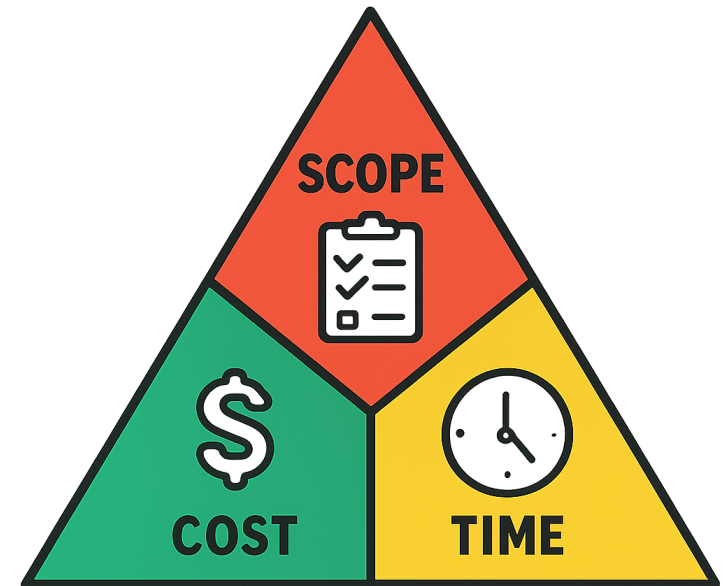
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# The Triple Constraints

Also known as the **Iron Triangle**

**48%** of all worldwide projects  
**finish later** than planned



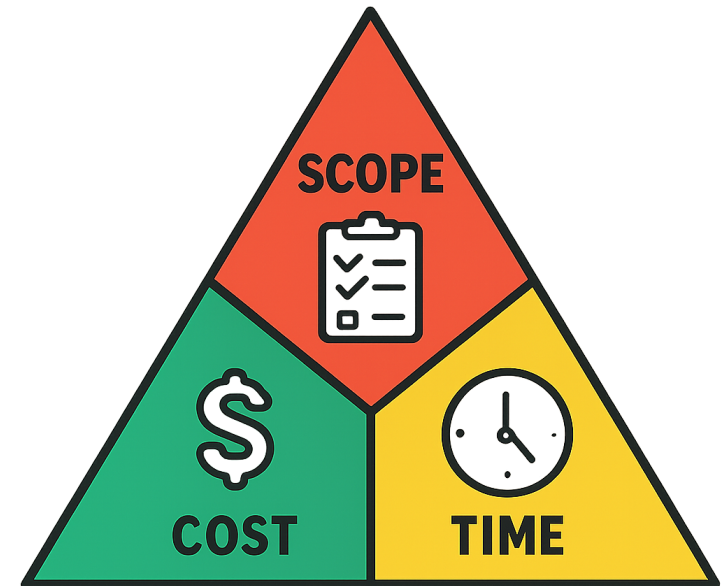
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# The Triple Constraints

Also known as the **Iron Triangle**

**48%** of all worldwide projects  
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**52%** of all worldwide projects  
experience **uncontrolled** changes to  
scope



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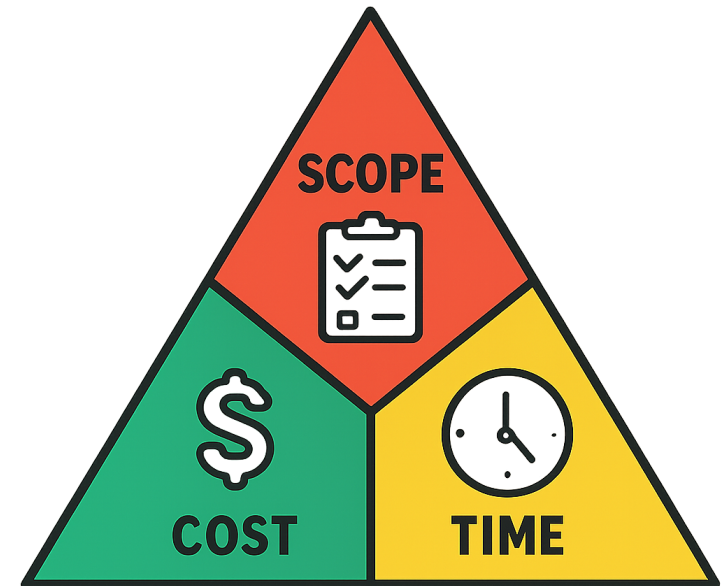
# The Triple Constraints

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



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It's not always a triangle...



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How do we achieve project quality?

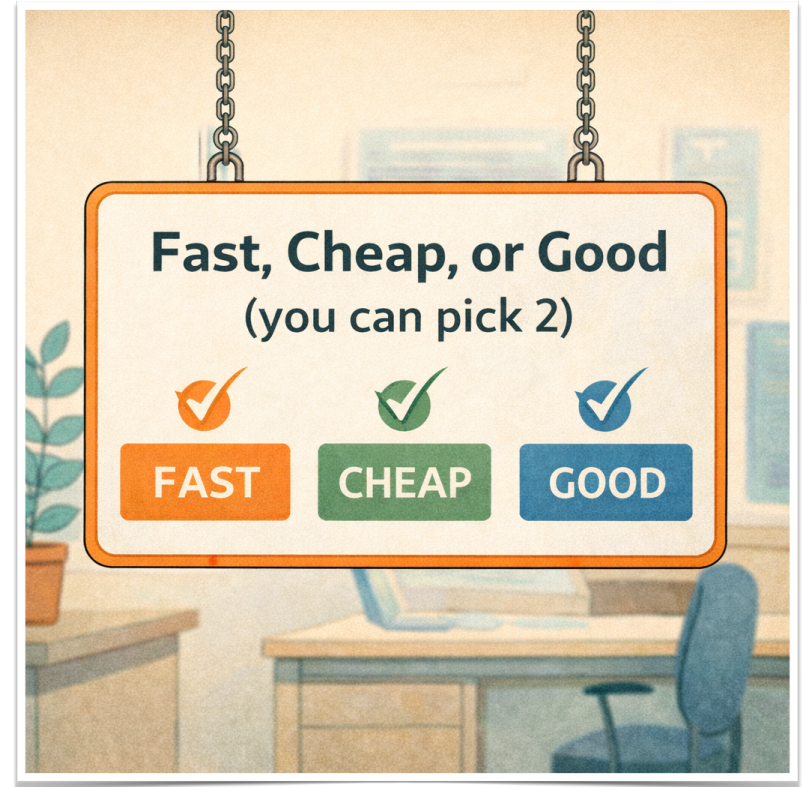
$$\text{QUALITY} = \text{TIME} + \text{COST} / \text{SCOPE}$$



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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”**

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# 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?



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# Constraints and Desires Drive the Project

(We'll be discussing **Multi-Criteria Analysis** in depth during Ideation of projects).



The illustration shows a clipboard with a blue clip at the top, holding a table titled 'Multi-Criteria Analysis'. To the left of the clipboard is a small potted plant with green leaves. Below the clipboard are two pens, one orange and one blue. The background is a light beige color with a faint outline of a computer monitor on the right.

| Criteria               | Rating (1-5) |
|------------------------|--------------|
| Feasibility            | 5            |
| Project Costs          | 3            |
| Net Financial Impacts  | 4            |
| Organizational Impacts | 2            |
| Other Impacts          | 1            |
| Organizational Risk    | 4            |



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Requirements

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# Project Requirements

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



**FEATURES**



**FUNCTIONS**



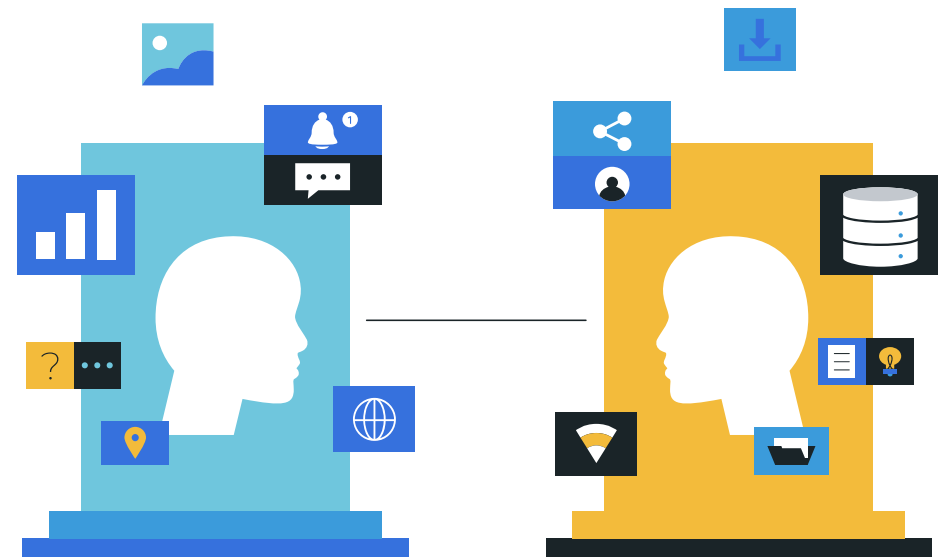
**TASKS**

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# Requirements Analysis

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





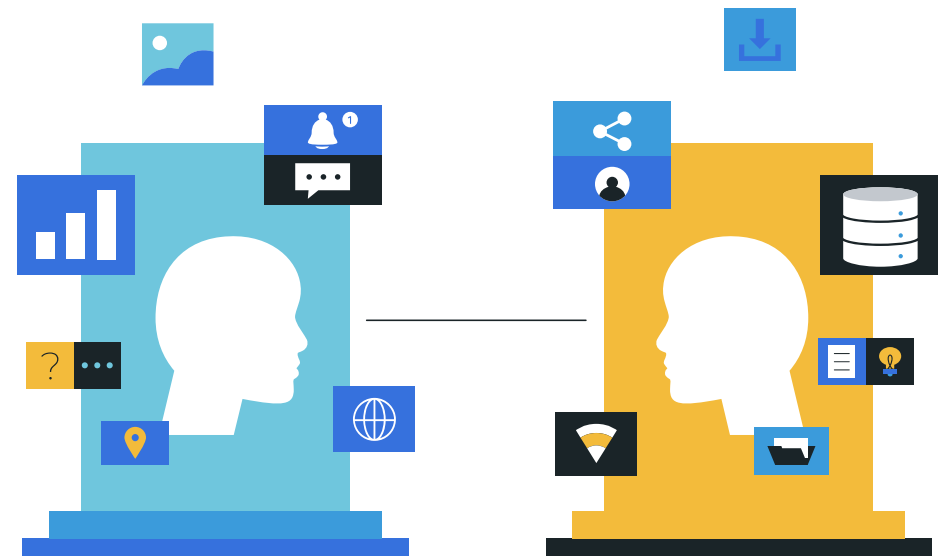
# Requirements Analysis

It involves frequent communication with the stakeholders and end-users of the product to:

Define expectations

Resolve conflicts

**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



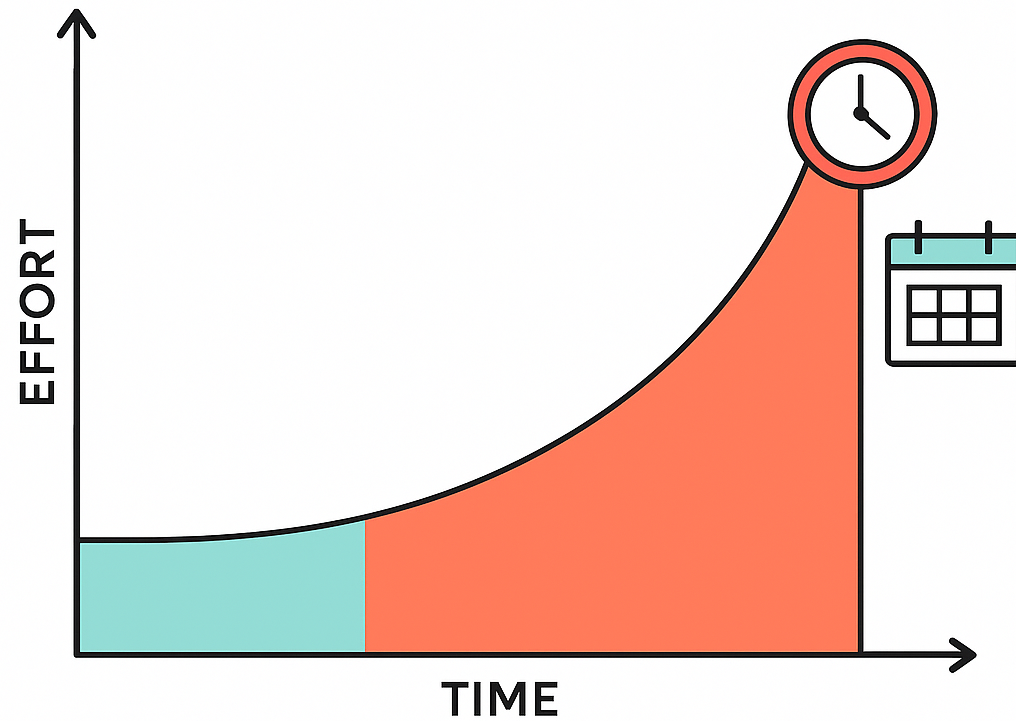
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Parkinson's Law

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# PARKINSON'S LAW



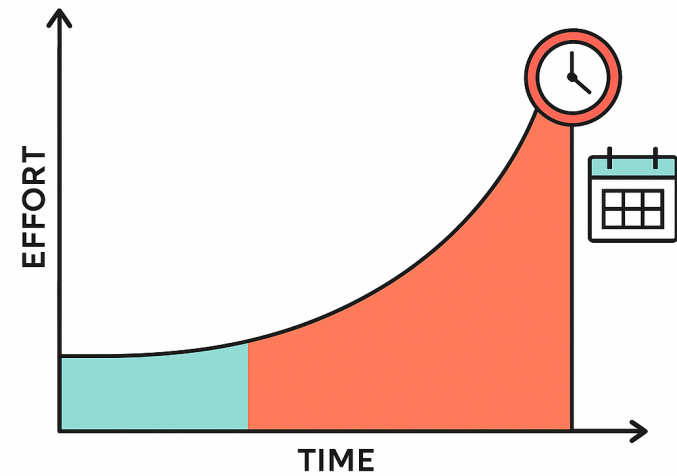
Cyril Northcote Parkinson (1909-1993)

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Work **expands** to fill the time available for its completion.

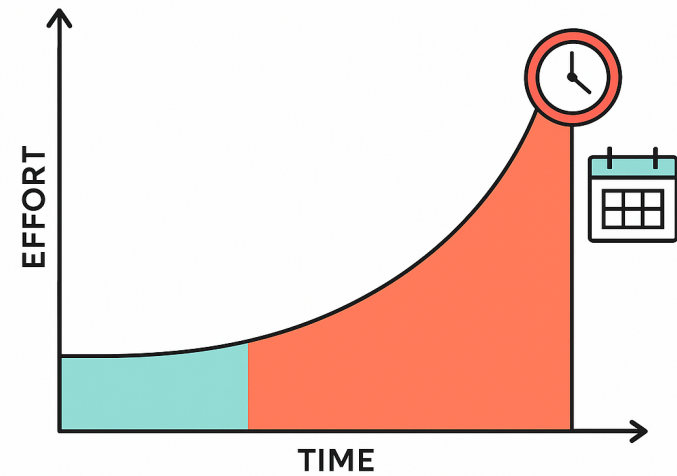
### PARKINSON'S LAW



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

## PARKINSON'S LAW

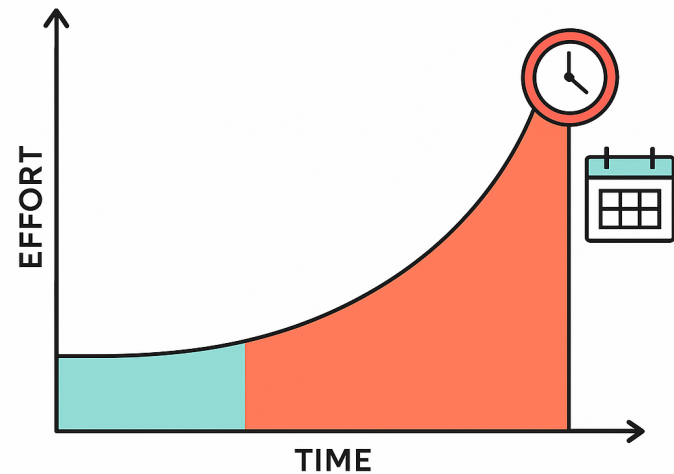


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Good project managers  
**balance and optimize** the  
triple constraints

## PARKINSON'S LAW



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**Scope Creep and  
Scope Retreat**

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# Scope Creep

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



# Scope Creep

**Unintended project goals are accomplished.**

**(You do more than you planned to do)**



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# Scope Retreat

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



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# Scope Retreat

**Intended project goals are NOT realized.**

**(You do less than you planned to do)**



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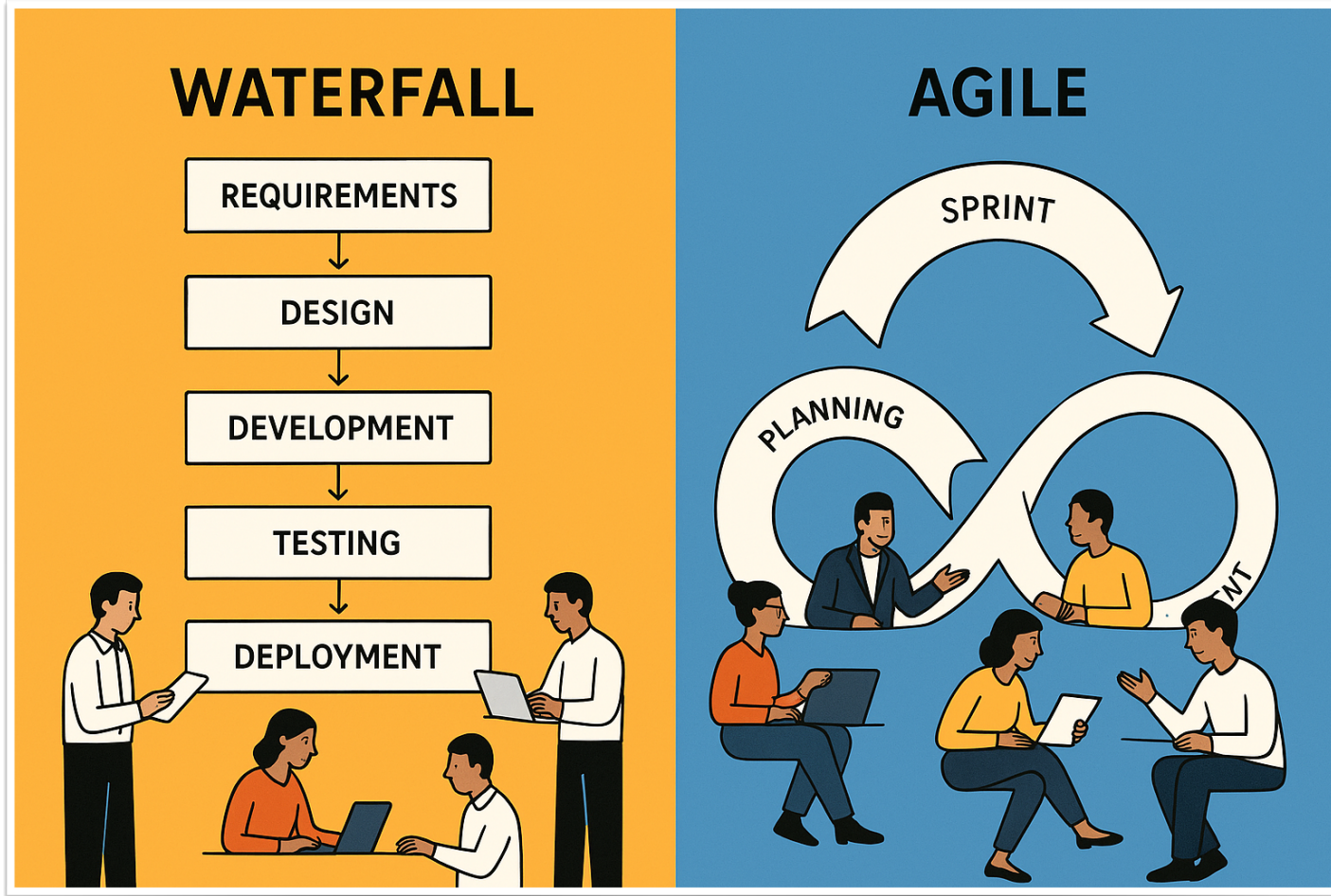




**Methodologies and Failure**

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# Predictive versus 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%                                            |



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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”**

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# PMIAA

## The Program Management Improvement and Accountability Act 2016



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



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



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

Across the **civilian** agencies of the US Government it's acknowledged they **waste 12.7% of every BILLION dollars** in mismanaged project management activities.



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# A “Best Practice” Approach

## FRAMEWORKS

Predictive  
Agile  
Kanban  
Scrum  
RACI/CAIRO  
ADKAR  
Kotter



## TOOLS

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

And 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





**Project Documentation**

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# Not every single project needs...

A full **Project Management** Plan.

A **Quality Assurance** Plan.

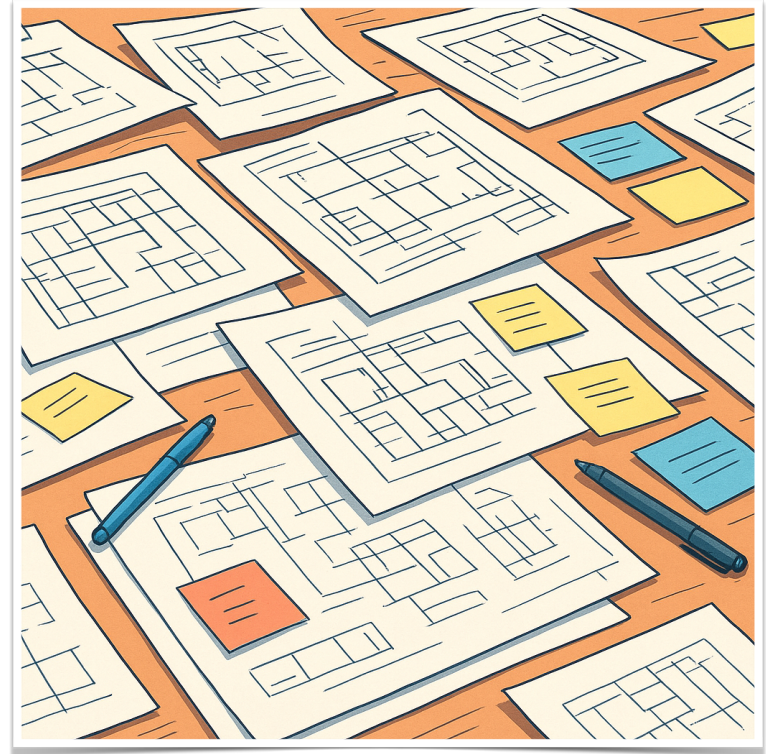
A **Risk Management** Plan.

A **Change Management** Plan.

A **Procurement** Plan.

An (overly complicated) Gantt chart

And more...



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# Recommended Project Documentation

## IDEA



Project Concept Canvas

### INITIATE



Project Concept Canvas  
(Signed)



Project Profile Tool



Business Case

## PLAN



Detailed Scope



Schedule



Budget



Stakeholder  
Register



Risk Register



Human Resources  
Plan (\*\*)



Finance Plan (\*\*)

## DELIVER



Stakeholder  
Communication Plan



Status Reports



Lessons Learned  
Register



Change Requests  
Register

## CLOSE



Closeout Checklist (\*\*)



Project Reflection



Outcomes Review\*\*



LOW RISK PROJECT



MEDIUM RISK PROJECT



HIGH RISK PROJECT



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Take-aways

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# Take-aways from Overview and Terminology

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

Project Quality is (at a minimum) **constrained** by Scope, Time and Cost (also known as “**the iron triangle**”) but **PEOPLE** are always a fourth constraint

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



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