

DSAW4076: An Introduction to Workplace Project Management

DSAW5076: Project Management in the Workplace

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Introduction to Workplace Project Management Day 2



Recap of Last time

We covered:-

- What is a project?
- What project management means?
- An outline of the process steps.
- How to set scope and formulating the PID.

What is a project?

‘A unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or team to meet specific objectives within defined time, cost and performance parameters’
(Office of Government Commerce).

Why do we use project management?

Project management is designed to get the most efficient and effective path to the desired result for the benefit of the organisation that instigated the project. It is the initiation, planning and control of tasks required to deliver this end result.

Projects that require formal management are those that:-

- Produce something new or altered.
- Have a definite start date and required end date.
- Are likely to be complex in terms of work or groups involved.
- Require change management.
- Require management of risks.

Effective project management will deliver:-

- Greatest possibility of success.
- Best use of resources;
- Satisfaction to the project's stakeholders.

Take home exercise:-

- Take an example of a work based project.
- Define the scope and objectives.
- Examine the environment of the project,
- Who needs to be involved?
- How can you define the desired outcome and the effects on the people involved?
- What pitfalls do you see?
- What should you capture in the PID?
- Be prepared to give a 10 minute feedback to the group at the next session.(N.B. respect any business confidentiality issues, leave out detail as appropriate)

Project Management

The stages typically seen in a project:-

1. Initiation

2. Planning and Design

3. Execution

4. Monitoring and Controlling

5. Delivery, Closing and Control system

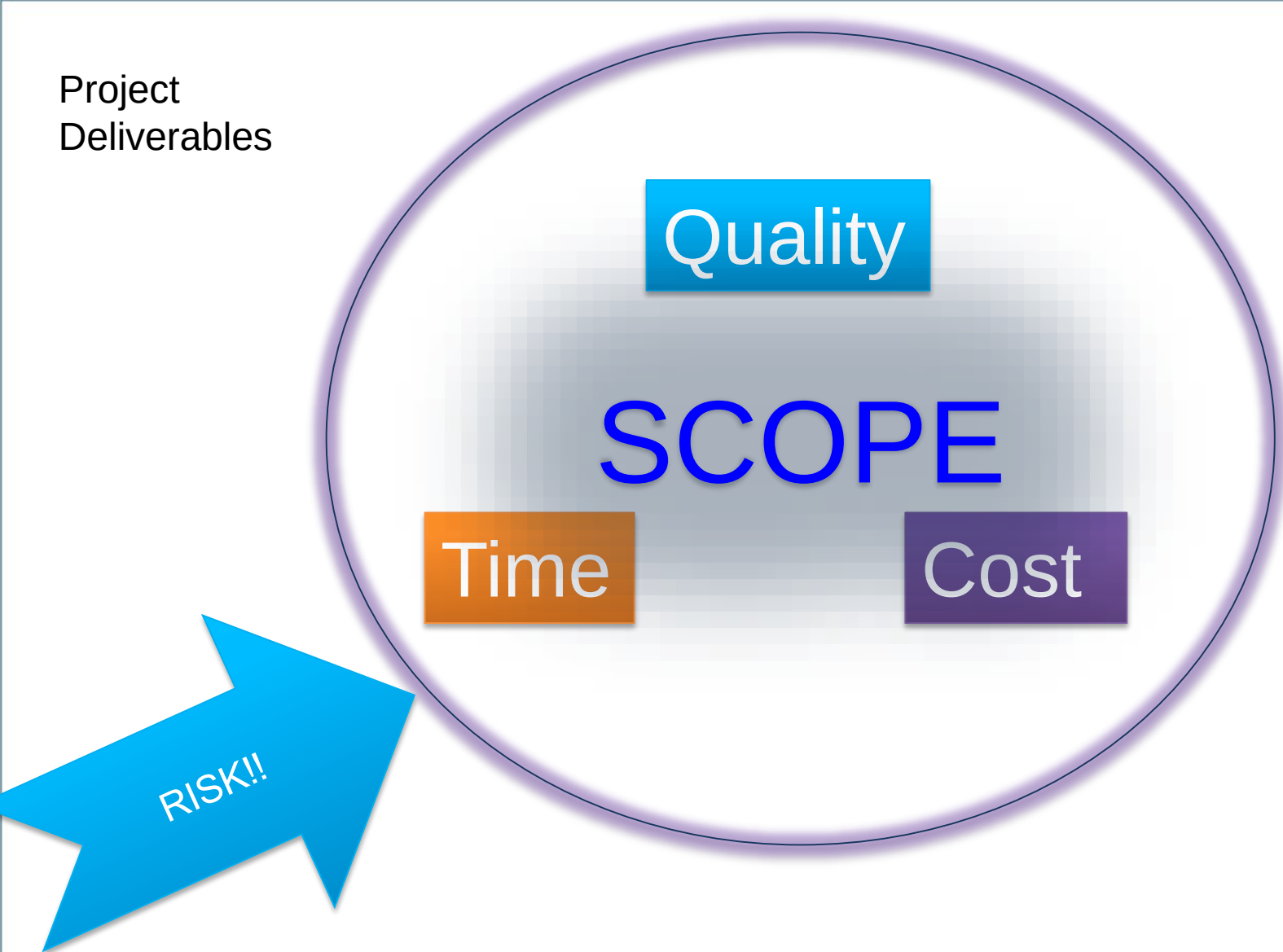


Aim of the day

Reinforce learning from Day 1 and to move into Project Planning.

Objectives

- Define the needs and outcomes of Planning phase
- Introduce tools relevant for this phase of project management.



The Project Manager

Who is it?

What should they do?

What should they deliver?

What skills do they need?

The Project Manager

The Person responsible and accountable for delivering the project outcome.

Manages the Core team.

Represents the 'Client' view.

Must have the range of skills needed....varies by project, eg detail vs overview, communication, delegation, dispute resolution.

Not necessarily the 'expert'.

Does not have to 'do' everything, but needs to make sure it gets done.

Topics In the Planning phase.

Selecting or confirming the team(s).
Kick off meeting.
Confirming scope.
Deciding on level of planning detail needed.
Identify activities needed and duration.
Stakeholder analysis.
Resource planning estimate.
Risk Assessment.
Schedule plan.
Cost development and breakdown.
Communication plan.
Confirm Deliverables.
Phase sign off.

Type of project

Make sure you understand what type of project you are doing.

- Product Development - Making a new product that does not exist today.
- Product Modification - Taking an existing product and changing it to something similar but different.
- Construction - Building something.
- IT - Implementing a known system.
- Digital - Creating web content.
- Organisational Change management - Changing an organisation and roles within it.
- Lean Manufacturing project.
- etc

Obviously different methodologies and skills needed.

Team Selection

Is it a done deal?

Are the right people involved?

Are different people needed for different phases?

Do they have all the skills?

Who/what else might you need?

Form a plan to get the people needed.

Make sure they realise they are on the team and what is expected.

Invite to the Kick off Meeting.

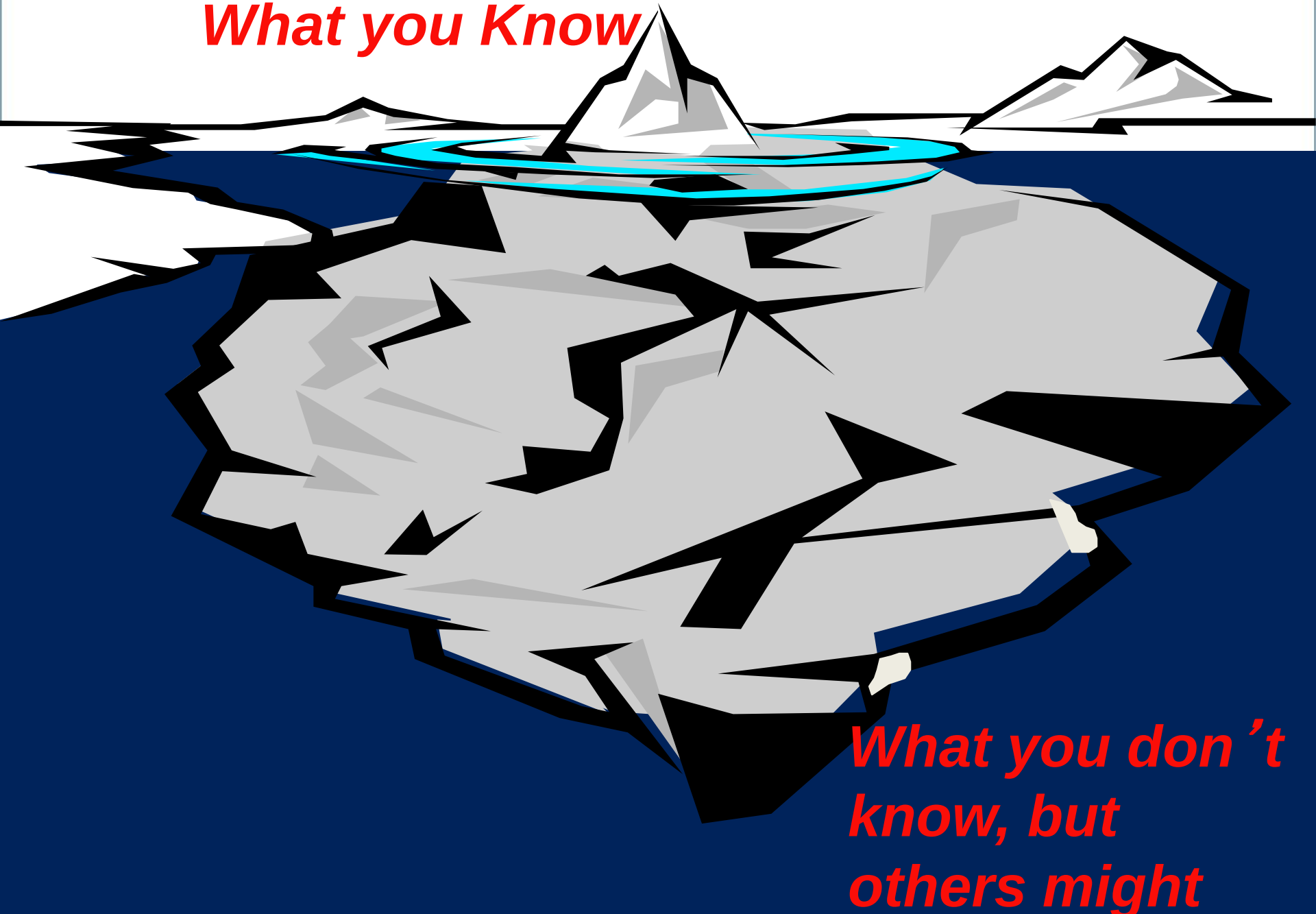
Kick Off Meeting

- Ensure all correct people are present.
- Recap scope.
- Answer questions.
- List unanswered questions.(Parking Lot)
- Get buy-in (hopefully).
- Outline the Goals, and plan to get there.

Identifying The Tasks

- Obviously project dependent.
- May be obvious and simple.
- May be complex with many unknowns.
- Product Development projects for example usually have a set structure within companies.
- Construction industry has a known methodology.
- Sector specific protocols, Aviation, Automotive, Pharma., IT., Digital etc.

What you Know



*What you don't
know, but
others might*

Tools for Project Planning

Select appropriate tools based on project.

- Software based.
- Simpler manual tools.

Remember whatever you use it is only as good as the knowledge you feed in.

Work Breakdown Structure (WBS)

Complex way of saying identify all the tasks needed!

The purpose of WBS is to ensure the project is split into activities that are more manageable smaller units of work.

Can be a useful precursor to Gantt charts etc.

Helps cost build-up.

Has to be done to feed software tools anyway.

What does WBS achieve?

- Breaks down tasks and can be used to group into clusters.
- Can be used to assign responsibilities e.g. control through accountability. (see accountability matrix later).
- Helps to sequence and schedule the timing of tasks to improve effectiveness e.g. the most efficient sequence of accomplishing activities.
- Improves resource planning to save cost.
- Input to financial exception reporting e.g. actual v budget cost.
- Input for risk management e.g. to identify risks, and used as an on-going process for monitoring risks for a project. (see FMEA later).

Gantt Charts

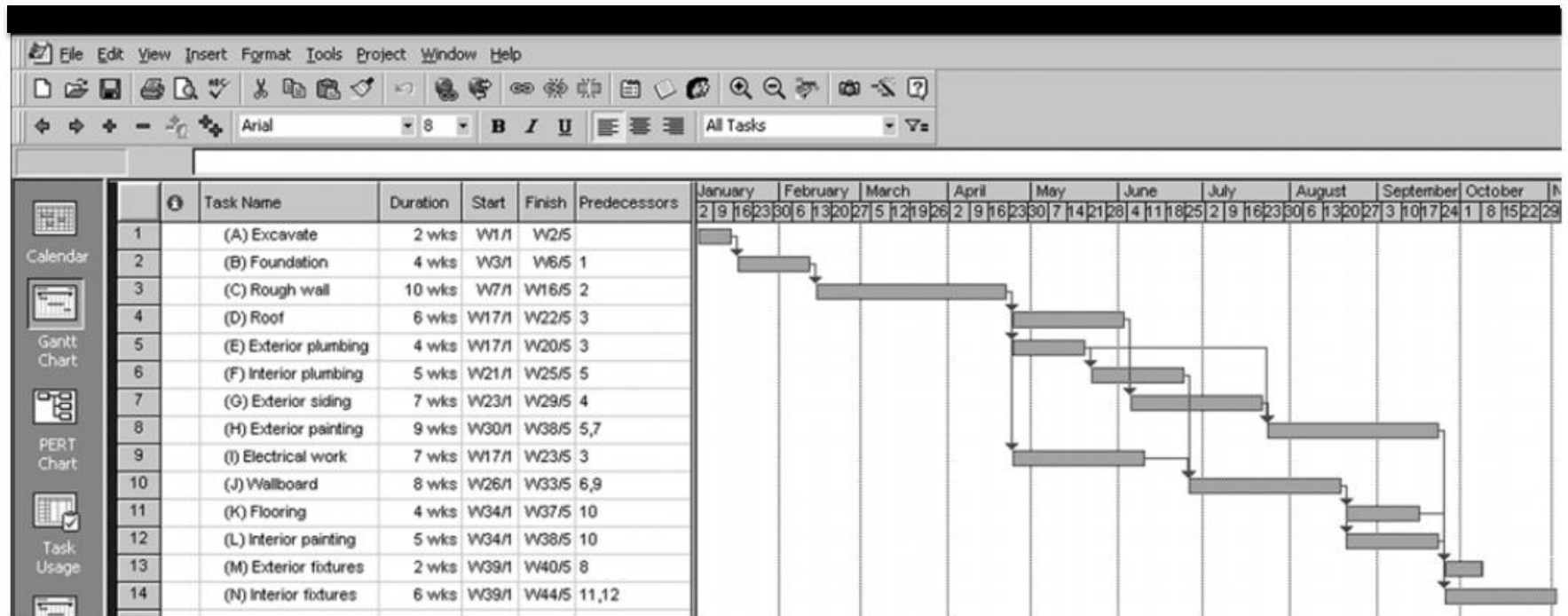
(Not Gannt, Gantt, Gant, Gaant or anything else!)

- Developed in Late 1800s by Henry Gannt, an American engineer.
- A Gantt chart is a horizontal bar chart used for project scheduling. Each activity or task is represented by a block,
- Actual performance can be recorded and compared to the planned milestones.
- Used to plan time scale for a project.
- Can help to estimate resources required.
- Gives a graphical illustration of tasks to complete. Good visual management and can give clarity at meetings
- Helps to plan, coordinate, and track specific tasks for a project
- Best for small projects when the number of tasks or activities are not too complex.

Example simple Gantt chart.

		Week number															
	Week	0	1	2	3	4				13	14	15	16	17	18	19	20
Project activities																	
Design	Plan																
	Actual																
Integration	Plan																
	Actual																
Testing	Plan																
Going live	Plan																
Training	Plan																

Project Chart in MS Project.



Critical Path Analysis (CPA) or network analysis

- CPA developed by DuPont and Remington USA in 1950s.
- PERT network US Navy and Lockheed for Polaris.
- Similar in approach but CPA assumes fixed task durations vs PERT allowing for more variable ones (stochastic).
- Both need clear understanding of task duration, preceding task and subsequent task.
- Understanding of Linear tasks (i.e. need to be one after another) or parallel tasks.

Example PERT Network Diagram.

How Many Paths?

6

Critical Path?

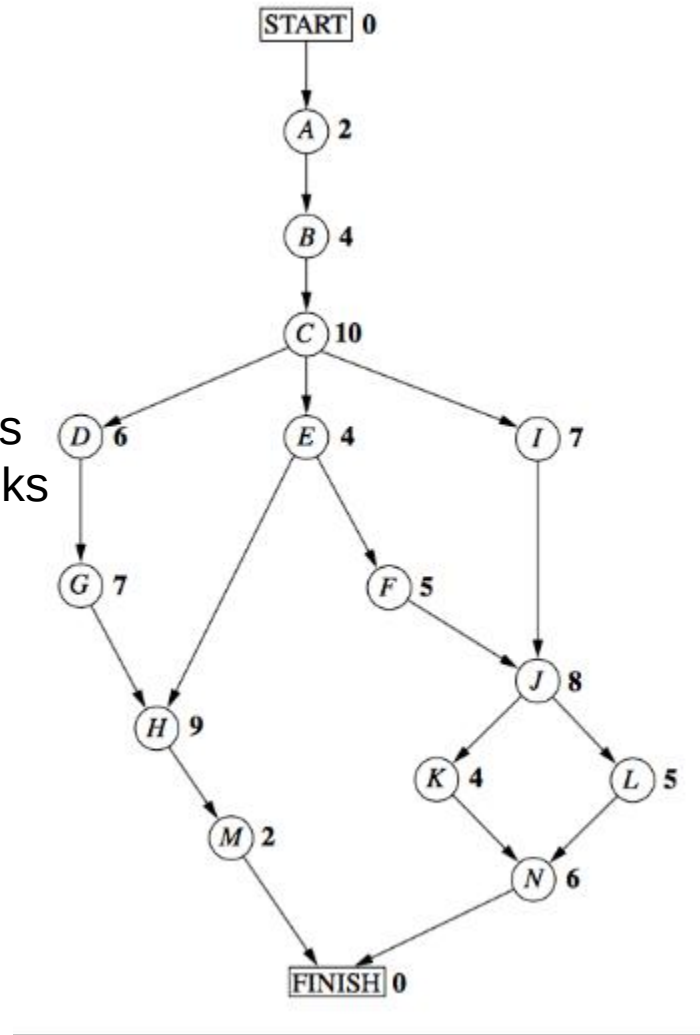
CEFJLN

Shortest Project Duration?

44 weeks

Longest Project duration?

161 weeks



Cost Breakdown Structure (CBS)

Lists every item classified and its expenditure for the project, in order to get a more detailed estimate.

Cost and budget.

During a project, financial control is achieved by tracking actual expenditure against each budget allocated.

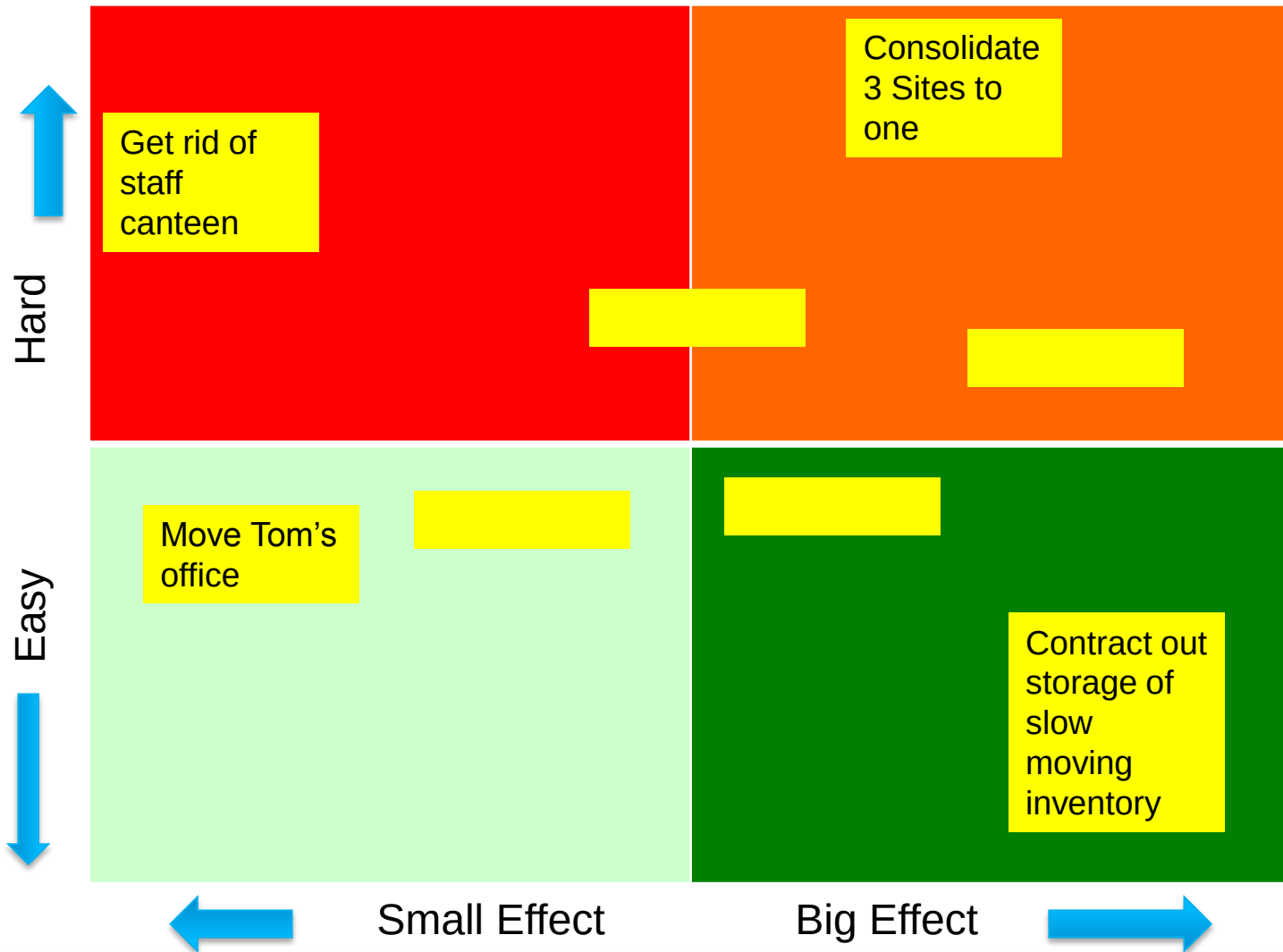
Progress must be monitored using budget or time sheets.

Control action taken if appropriate.

Use of exception reporting to speed up reviews.

Hard Easy/Effect Tool

Example project to create more factory space



Break.

After the break we will take a look
at change management.

Stakeholder Analysis

- It is important to know who the key stakeholders are and what makes them ‘tick’.
- The first portion of this tool helps develop a detailed sense of who the key stakeholders are, how they currently feel about the project, and the level of support they need to exhibit for the project to have a good chance for success.
- It also helps to discover relationships and form strategies that will be effective for key stakeholders.
- Once the team know who they key stakeholders are, then the more difficult task of working out a strategy to win their support starts.
- The Influence Strategy Tactics portion of this tool can help assess the issues and concerns of each stakeholder who must be “moved” to a higher level of support for the project, and identify a way of doing so.
- Taking time to talk through the issues and validating concerns with the stakeholder is important; it is time consuming but critical to the formulation of a strategy for influence .

Stakeholder Analysis (And Strategy to Influence)

[illegible]

Stakeholder Analysis (And Strategy to Influence)

Project X- Introduce new warehouse and despatch IT system

[illegible]

Other Tools
Responsibility Matrix
Tension chart
Goal tree

Change Management and acceptance Strategy

- Depending on the project, change management may be a critical issue in project success.
- Recognise it and prepare to deal with it.

How Successful Companies Manage Transition and Change

- Clearly communicate the reason (business case)
- Clear vision for the future
- Involve employees in the process
- Provide training and resources for change
- Broad communication about change
- Clear, measurable objectives
- Focus on customer and employee satisfaction

Key Points About Change

Change...

- Is necessary for growth and renewal in an organization.
- Is nearly constant.
- May take more time than is available to do it perfectly.
- Requires change management within an organization.
- Can hurt if poorly managed.
- Requires that people and leaders change.

People Issues During Change

- Chaos and ambiguity
- Rumors and lack of information
- High expectations of Leadership
- We = good
- They = bad
- Heightened self interest creates more conflict
- More work leads to more stress
- Issues are cumulative
- There is a steadily increasing number of decisions required

WIIFM – Benefit Analysis Worksheet

Issue: _____

	Potential Benefits ("What's the benefit to me, my team, my organization?")
Target Audience i.e. Involved in project	
Others who will be affected by project(s)	

Responsibility Matrix

- Great tool to pin down who does what
- Can be used for today 'as is' situation and 'future state' situation after project completion.

[illegible]

Acceptance Strategy Summary

Develop an awareness of the effects change and resistance to change may have on your project.

Understand the concept of transition management in relation to your project.

Learn some tools related to resistance and transition management.

Start developing an acceptance strategy for your project.

Remember!

Planning is important but the objective is to get the project ***done*** not to create the most beautiful and complex project plan!

Day 2 Summary

We have covered:-

- Project Manager.
- Planning, task, schedule, budget.
- Stakeholders
- Change management.

Take home exercise:-

- Pick a project, real or imaginary.
- Conduct a stakeholder analysis.
- Consider and list the change issues.
- What will your acceptance strategy look like.
- What is Mendelow's matrix and why is it relevant?

15 minute feedback in class next time.

End of Day 2

Any Questions?

Mendelow's Matrix

		Interest in your organisation	
		Low	High
Power over your organisation	Low	Minimal Effort	Keep Informed
	High	Keep Satisfied	Key players