

Project Management

Concurrent Planning & Building Consensus



Information & Strategic Consulting

Project Management Back To The Basics

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- **Twenty-six years business experience in the transportation industry.**
- **Fifteen years management in information technology.**
- **Three Years IT Marketing & Consulting**

Ten Guaranteed Ways to Screw Up Any Project

- 1. Don't bother prioritizing your organization's overall project load.**
- 2. Encourage sponsors and key stakeholders to take a passive role on the project team.**
- 3. Set up ongoing committees focusing on management process.**
- 4. Interrupt team members relentlessly.**
- 5. Create a culture in which project managers are expected to "roll over" and take it when substantive new deliverables are added.**

Ten Guaranteed Ways to Screw Up Any Project

- 6.** Half way through the project add a whole bunch of previously unnamed stakeholders.
- 7.** Never force sponsors to stand behind their approvals with a formal sign-off.
- 8.** Make sure project managers have lots of responsibilities and deadlines, but no authority.
- 9.** Describe project deliverables in the vaguest possible terms.
- 10.** Get projects up and running as quickly as possible.

Roles For Project Teams

- **Project Sponsor**
- **Customers**
- **Program/Project Manager**
- **Team Facilitator**
- **Scribe**
- **Team Leader**
- **Team Member - Technical**
- **Gatekeeper/Timekeeper**

So you want to be a Project Manager?

- **Rome wasn't built in a day . . .**

but if they'd set a deadline for noon . . . ?

- **God built the heavens and earth in 7 days . . .**

but he did not have an installed base to deal with.

Project Managers are:

- **Expected to lead a team that will:**
 - **Develop the plan**
 - **Build the product and service**
 - **Implement the product**
- **And be within budget and on schedule.**

Are you ready?

A Project

"Any undertaking with a defined starting point and defined objectives by which completion is identified. In practice most projects depend on finite or limited resources by which the objectives are to be accomplished."

Hence, the need for project management!

A Project

- **A related set of tasks with specific deliverables to create a new product or service.**
- **Temporary - definite starts and definite ends.**
- **Involves one person or hundreds of people**
- **A team(s) assembled for the purpose of successfully completing the project on time and on budget**

Project Management

- **Traditional**
 - **Planning & Control**
- **Contemporary**
 - **Relationship Management**
 - Personal Contact
 - Team Work
 - Consensus Building

- **Accountability >> Owns Results or Outcome**
- **Responsibility >> Owns Tasks**

Plan

A plan is based on sound judgment, experience and expertise.

What are some of the forecasts from experienced experts?

Plans & Forecasts of the Past

In 1876 a Western Union internal memo stated:

“This ‘telephone’ has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us.”

Plans & Forecasts of the Past

In the early 1900s the Mayor of Philadelphia said:

“The telephone is a great invention, each city should have at least . . . ONE.”

Plans & Forecasts of the Past

**Charles H. Duell, Commissioner,
U.S. Office of Patents said:**

**“Everything that can be
invented has been invented.”**

In 1899

Plans & Forecasts of the Past

**"I think there is a world market
for maybe five computers."**

**-- Thomas Watson,
chairman of IBM, 1943**

Plans & Forecasts of the Past

“Computers in the future may weigh no more than 1.5 tons.”

**-- Popular Mechanics,
forecasting the relentless
march of science, 1949**

Plans & Forecasts of the Past

“I have traveled the length and breadth of this country and talked with the best people, and I can assure you that data processing is a fad that won't last out the year.”

-- The editor in charge of business books for Prentice Hall, 1957

Plans & Forecasts of the Past

“There is no reason anyone would want a computer in their home.”

-- Ken Olson, president, chairman and founder of Digital Equipment Corp., 1977

Plans & Forecasts of the Past

**“640K ought to be enough
for anybody.”**

-- Bill Gates, 1981

Project Management

The professional discipline to correctly initiate, accurately define requirements, build the plan, control the scope and successfully manage projects to meet the business needs.

Project Managers Are Needed

- **\$250 billion spent on 175,000 Projects**
- **31.1% of projects are canceled**
- **52.7% of projects cost 189% of estimates**
- **\$81 billion spent on canceled projects**
- **\$59 billion spent on completed projects, but exceeded their original time estimates.**

Standish Group research on 1995 Software Projects

Project Statistics

- **16.2% of projects are completed on-time/on-budget**
- **42% of the originally-proposed features and functions.**
- **48% of the IT executives said more failures currently than just five years ago**

Standish Group research on 1995 Software Projects

Project Success Factors

1. User Involvement	15.9%
2. Executive Management Support	13.9%
3. Clear Statement of Requirements	13.0%
4. Proper Planning	9.6%
5. Realistic Expectations	8.2%
6. Smaller Project Milestones	7.7%
7. Competent Staff	7.2%
8. Ownership	5.3%
9. Clear Vision & Objectives	2.9%
10. Hard-Working, Focused Staff	2.4%

Standish Group research on 1995 Software Projects

Why Projects Succeed

Three Major Reasons:

- **User Involvement**
- **Executive Management Support**
- **Clear Statement of Requirements**

Standish Group research on 1995 Software Projects

Building Teams with Borrowed Resources

- **Make the Team as Tangible as Possible**
- **Hold Productive Meetings**
- **Create a Team Space and Team "Signs"**
- **Develop Rewards for Good Behavior**
- **Develop an Effective Personal Touch**
- **Structuring the Team - Define Roles & Responsibility**

Know Your Customers

- **Who is my customer?**
- **What are their needs?**
- **How do you know when they are met?**
- **Who are your suppliers?**

Project Organization

- **The Project Office**
- **Roles for:**
 - Project Sponsor
 - Project Manager
 - Project Team
- **Organizational Breakdown Structure**

Project Planning

- **Mission, objectives & measures**
- **Specifications & scope**
- **Cost estimates**
- **Resources - funding, staffing, technology**
- **Evaluate constraints & risk**
- **Business justification - costs, benefits & ROI**

Cost/Benefit Analysis

“Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it? For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him.” Luke 14:28-29

Project Scheduling

- **Project Schedule**
- **Gantt & PERT Charts**
- **Work Breakdown Structure**
- **Milestones, Tasks, Activities, Deliverables**

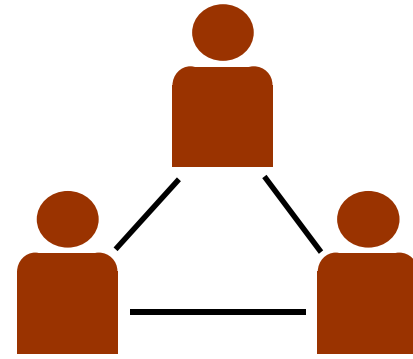
Communications

- **Verbal & Written Communications**
- **To Sponsors, Team, Others**
- **Meeting Facilitation**
- **Interpersonal Skills**
- **Personal Contact**

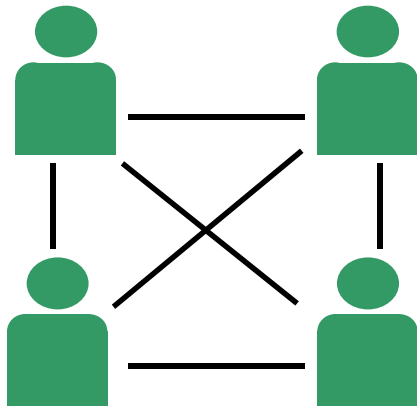
Relationship Between Team Size & Communications Channels



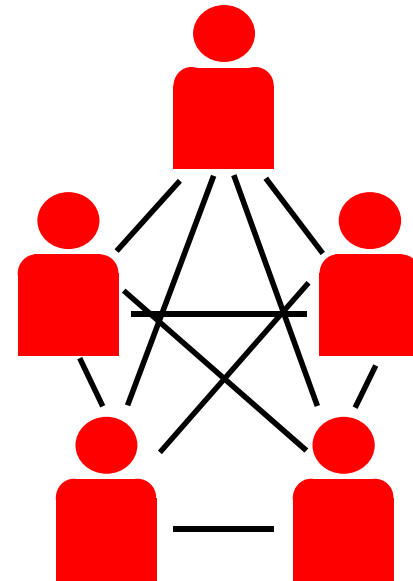
Two People - One Channel



Three People - Three Channels



Four People - Six Channels



Five People - Ten Channels

Project Managers for IS Projects

Steps You Must Take!

- **Formally initiate a new project**
- **Document the Customer's requirements**
- **Document the application's function & design**
- **Document its technical requirements**
- **Deliver a fully tested, fully functional application**
- **Evaluate your Customer's satisfaction**
- **Evaluate benefits achieved vs. promised**

Things I learned from Noah

One: Don't miss the boat.

Two: Remember that we are all in the same boat.

Three: Plan ahead. It wasn't raining when Noah built the Ark.

Four: Stay fit. When you're 600 years old, someone may ask you to do something really big.

Five: Don't listen to critics; just get on with the job that needs to be done.

Six: Build your future on high ground.

Things I learned from Noah

Seven: For safety's sake, travel in pairs.

Eight: Speed isn't always an advantage. The snails were on board with the cheetahs.

Nine: When you're stressed, float a while.

Ten: Remember, the Ark was built by amateurs; the Titanic by professionals.

Eleven: No matter the storm, when you are with God, there's always a rainbow waiting.

“No one knows what they want until you give them what they ask for.”

Gerry Weinberg





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QUESTIONS?

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Why Projects Fail

1. Incomplete Requirements	13.1%
2. Lack of User Involvement	12.4%
3. Lack of Resources	10.6%
4. Unrealistic Expectations	9.9%
5. Lack of Executive Support	9.3%
6. Changing Requirements & Specs	8.7%
7. Lack of Planning	8.1%
8. Didn't Need It Any Longer	7.5%
9. Lack of IT Management	6.2%
10. Technology Illiteracy	4.3%

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