

Managing Successful Projects

Individuals, Businesses, and Public Sector

Managing Successful Projects – Presentation Outline

- **Why me?**
- **Definitions**
- **Expected Project Plan**
- **Examples**
- **Personal experiences**
- **Any Questions**

Managing Successful Projects – Why Me?

- **3 years small scale developments**
- **5 years – multi million £ projects**
 - New Plant
 - New Factories
- **3 years – buying based projects**
 - New raw material projects
 - New plant
- **2 years on blue sky development**
 - Far reaching strategic projects

Managing Successful Projects

- **Why do we need project management?**
 - Everyday life
 - Family commitments
 - Business projects
 - Community projects
 - Government projects

Managing Successful Projects

- **Successful.....**
- **What is that criteria?**
- **Often projects lack the “real” success criteria as it misses some of the key elements, so by its very nature it is unsuccessful.**
- **Different stakeholders will often have different success criteria**
- **Requires excellent management and goal congruence**
- **As the accountant – never volunteer to be the team leader, be a reliable right hand “man”.**

Managing Successful Projects

- **Tools available**

- What resources in terms of time/money/people?

- **The team**

- Who do you need?

- **Project management training**

- Is everyone understanding the basic principles of what is required?
- Prince 2
- BS 6079
- Activia
- In House
- OU

Managing Successful Projects

- Designed for **anyone** working in a project team environment who see an increasing management component in their work, this course will equip you with **general project management skills** to help you to deal with problems that can occur. It's suitable for people in any field of work but especially one that has a high technological content. You'll also gain practical experience of using **project management techniques**, including the use of a software tool, with a real project of your own. The course topics include **project initiation**, **risk**, **estimating and contracts**, **planning**, **human factors**, **project execution**, and **standard methods**.

British Standards

- **BS 6079-1 describes a full range of project management procedures, techniques and tools that the user can select as appropriate to the project being considered. It gives guidance on the planning and execution of projects and the application of project management techniques.**

The standard has a broad relevance to projects in many industries and the public sector, both at home and abroad, and the principles and procedures outlined are relevant to all sizes of organization.

This standard aims primarily to provide guidance for relative newcomers to project management and to act as an aide-mémoire for more experienced practitioners and those who interact with project management teams.

- **BS 6079-2 is the vocabulary!**

Managing Successful Projects

- **Starting a Project**

- Is there a business case?

- Business and Corporate Strategy synergy
 - There must be a basic business requirement

- Is there a defined set of deliverables?

- Does everyone know what is final outcome
 - Product
 - Service

- Has the project activity been defined?

- How is the project going to get there?

Managing Successful Projects

- **Starting a Project**

- Does the project have access to all the resources?
 - Time
 - People
 - Money
- Where is the control?
- Have the responsibilities been defined and the key roles filled?
- Has the team got the plan and control techniques to successfully execute the project?

Starting a Project

- **Pre-Project process – “do we have a viable project?”**
- **Establishing the Objectives and Approach**
 - Does it fit with the overall business strategy?
- **Setting up the project team**
 - Have you got all the stakeholders (protagonists)?
 - Is the team too small?
 - Is the team too large?
 - Does the team dynamics work?

Starting a Project

- **Initiating a project**
 - Plan the entire project in terms of
 - Products
 - Activities
 - Resources
 - Usage
 - Quality
 - Goal Congruence
 - Key stages

Starting a Project

- **Project Direction**

- Authorisation for work to be carried out and resources to be committed
- Authorisation for the project to start and stop (even before completion)
- Authorisation for funds
- Committing the resources
- Overall authority

Starting a Project

- **Project Focus Areas**
- **Key Stages**
- **Controlling stages**
- **Gates**
- **Milestones**
- **Risk points**
- **Markers**
- **Critical Path**

Starting a Project

- **The day to day project management process needs to have a structure around which the following can happen.**
 - Authorising work
 - Collecting data
 - Assessing progress
 - Reporting progress
 - Proposing changes
 - Identifying errors

Working within a Project

- **Once the project starts the business has begun its commitment to the process.**
- **The project becomes one of managing product delivery where managers will want progress reports and the original plans have to be monitored.**
- **When projects veer off piste there needs to be reference to the business strategy requiring the change and justification for the change in approach. A firm team leadership is required to monitor changes and control them.**
- **Progress reports are often necessary to capture elements/stages of a project as they are completed.**

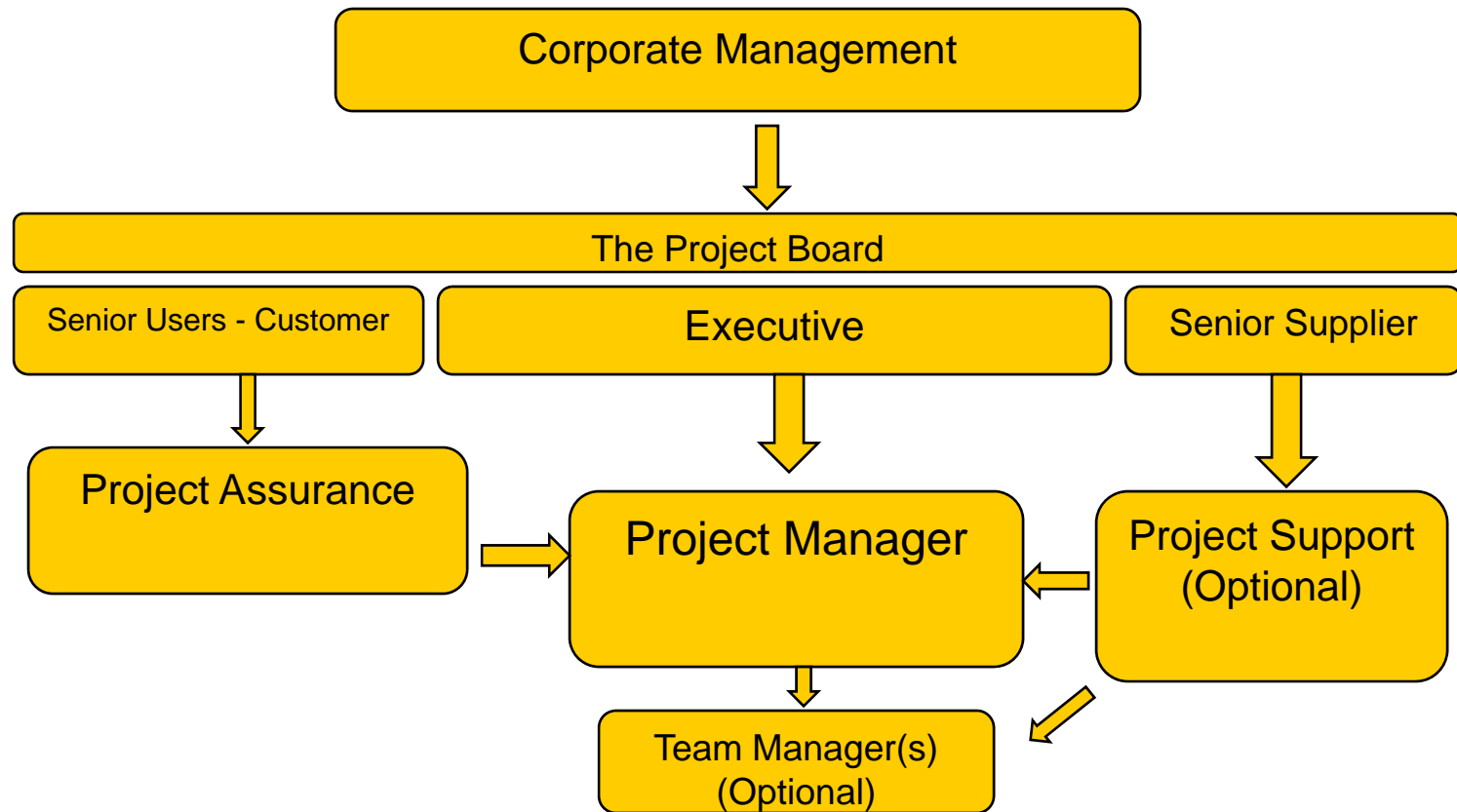
Working within a Project

- **Management of Risk**
 - Should be done when the project brief is created.
 - Risk needs to be refined as the project progresses.
 - Risk should be part of each stage review
 - Risk can be the enemy or your ally

The Project Team

- **Project Board**
- **Project Manager**
- **Team Manager**
- **Project Resources and Specialist Teams**
- **Project Support**
- **Support Office**

Project Team



Project Team

- **The Executive**
- **Appointed by the board to provide overall project guidance and assessment throughout the process**
- **Should represent the interests of the customer and the business**
- **Has ultimate responsibility and authority for the project**

Project Team

- **The Senior User**
- **Represent the users**
- **Where appropriate maybe a client/customer**
- **Looks at the project outcomes**

Project Team

- **Senior Supplier**
- **May provide specialist knowledge**
- **Maybe responsible for part of the investment**
- **Maybe an internal supplier from another part of the business**
- **Often drawn from external suppliers**

Project Team

- **The Project Manager**
- **Appointed for the day to day**
- **Takes direction from the project board and manages on their behalf.**
- **Manages the timings and budgets**
- **A role that cannot be shared or delegated or eliminated**

Project Team

- **Team Manager**
- **Often more than one team manager for larger projects**
- **Assigned responsibility for parts of the projects**
- **May not be necessary with smaller projects where the team manager has the ability to manage the whole**
- **Can be useful when specialist skills are required.**

Project Team

- **Project Resources and Specialist Teams**
- **Used to carry out specific tasks that require specialist skills**
- **Often bought in from external sources.**

Project Team

- **Project Assurance Team**
- **Should report to the Project Board**
- **External Assurance**
 - Confirm the project is following the corporate standards
- **Internal assurance**
 - Verify the project is delivering the products to an agreed criteria

Project Team

- **Project Support**
- **Normally only in the largest projects**
- **Needed to capture the vast amount of data that project often spit out.**

Project Team

- **The most important part of a project team is that it gels together and that the team can work towards the end result with the greatest efficiency and effectiveness**
- **Harmonious teams make for excellent working environments and solid projects that are successful and the team will work together to overcome all the brickbats that are thrown at them**
- **Working within a project team is exhilarating, exciting and scary, but some of the best fun I've ever had.**

Project Process

- **Estimating**
- **Planning**
 - The whole (start-finish)
 - Each Stage
- **Re-planning**
- **Activity Planning**
- **Exception Reporting**
 - Constant and key activity of managing a project
 - Make sure it is easy to highlight what is going wrong without blame.

Project Process

- **Effective project management relies on effective planning and control processes.**
- **Planning provides all personnel involved with key data on**
 - The requirements
 - How they are to be achieved
 - By whom
 - What to expect and when

Project Process

- **End Stage Assessment**
- **Required at each project focus point.**
- **Typically is a board presentation and review**
- **Lays out the proposals for the next stage of the plan**
- **Approval for the end stage assessment should be a requirement before the next stage commences**

Project Process

- **Tolerances**
- **All projects require a degree of tolerance as things never go to plan.**
- **The key is to indentify when the tolerances are getting extreme and is becoming a change.**
- **Exception reports should be created when the tolerances have been reached and presented to the key decision makers.**
- **Responsibility is with the project board.**
- **The level of tolerance should not be too slack that everything gets through, but should also not be too tight that the project can never move forward.**

Project Process

- **Project Closure**
- **A final review of the work done**
- **Has everything been delivered to the stated quality standard?**
- **Is the project documentation completed**
- **Lesson Learned report – or wash up**
- **Recommendations for future projects**
- **Any Follow up Actions.**
- **Post Project Review – 3-12 months after the launch. A non-judgemental review**

What can go wrong?

- **When the business strategy is not clear**
- **When there is no goal congruence**
- **When the team is allowed to compete**
- **When the management instruction is ambiguous or unclear**
- **When the management cannot respond to change**
- **When the end point changes**
- **When the product stages are not defined or reviewed.**
- **When critical factors are concealed due to a blame culture**
- **When the requirements/specifications of the product are not possible**

When things go right

- **The plans are clearly laid out at the start**
- **The project is firmly managed within the boundaries set**
- **The stages of the project are signed off and reviewed systematically**
- **The plan is adaptable and responds positively to change**
- **When the project uses lessons learned from other projects to drive it forward (not reinvent the wheel)**
- **When people are enjoying themselves and feel able to come forward when there are issues outside of their control that require resolution.**

Managing Successful Projects

- **Should be fun**
- **Focused**
- **Well documented**
- **Objective**
- **Driven as a team**
- **Defined**
- **Planned**

Managing Successful Projects

- I've talked about the ideal world
- We all know projects – really big ones – that have been poorly planned and have failed
- Everything we attempt in life involves a plan
- We don't have to be obsessive – but it helps
- The whole process should be fun
- If you are a good project manager it a skill for life – not just for work.

Managing Successful Projects

- Any Questions?
- My Contact
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