Project Frameworks And Definitions

SOFPM

Projects vs Operations

OBJECTIVES

The Strategic goals of the performing organization

Plans

Opportunities

OUTCOMES

OPERATIONS

Ordinary work of the Organization

OUTPUTS

PROJECTS

Temporary and unique

Projects vs Operations

STRATEGY

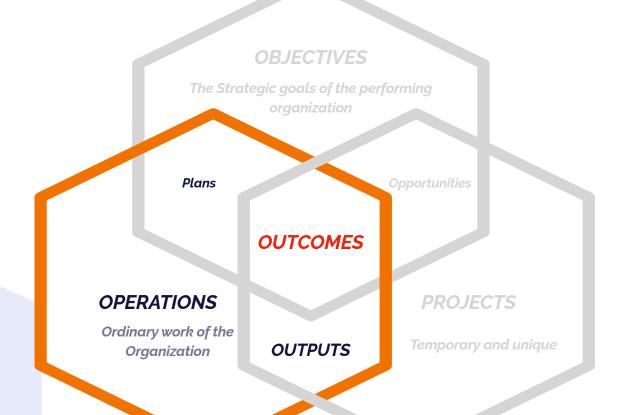"A plan of action or policy designed to **achieve a major or overall aim.**

The art of planning and directing overall military operations and movements in a war or battle."
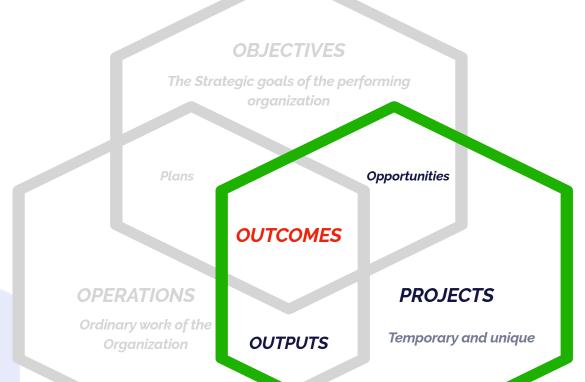
(Oxford Dictionary)

OBJECTIVES

The Strategic goals of the performing organization

Plans   *Opportunities*

OUTCOMES

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Projects vs Operations

OPERATIONS

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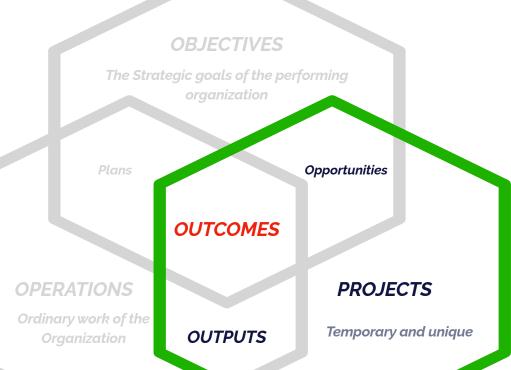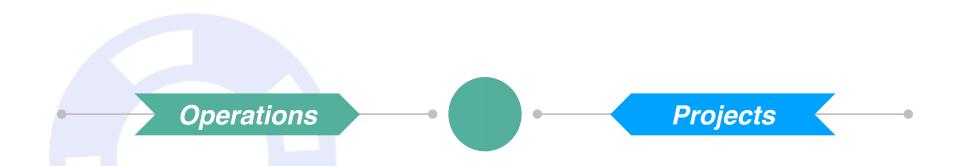
OBJECTIVES

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PROJECTS

OUTPUTS

Temporary and unique

Projects vs Operations

PROJECTS

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

OBJECTIVES
The Strategic goals of the performing organization

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Opportunities

OUTCOMES

OPERATIONS
Ordinary work of the Organization

OUTPUTS

PROJECTS

Temporary and unique

Projects vs Operations

Key Words:

TEMPORARY and UNIQUE

OBJECTIVES

The Strategic goals of the performing organization

Plans

Opportunities

OUTCOMES

OPERATIONS

Ordinary work of the Organization

PROJECTS

OUTPUTS

Temporary and unique

Operations → ● → Projects

Organic Change   **Disruptive Change**

Operations	Projects
Routine and Cyclic	Temporary and Unique
Based on precedent	Uncertain Performance
Routine Planning	Significant Planning
Self-Financing	Up-front financing
Established Relationships	New and complex relationships

Organic Change

Disruptive Change

Projects

Temporary and Unique

Uncertain Performance

Significant Planning

Up-front financing

New and complex relationships

OUTCOME driven: Intended to produce a unique product, service or result.

Project success isn't guaranteed: you must undertake the **CORRECT** efforts

Determining if the project should be **UNDERTAKEN** in the first place.

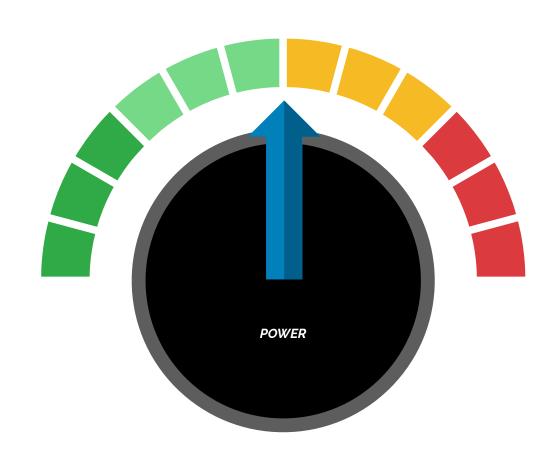Projects require **SIGNIFICANT** financial resources, unlike operations which are driven from profit.

Depending on the type of organization initiating the project - where do your **RESOURCES** come from?

Project Manager Power Within the Organization

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Power / Authority as a Project Manager

Where do you stand in the organization's structure?

POWER

Project Manager Authority Level

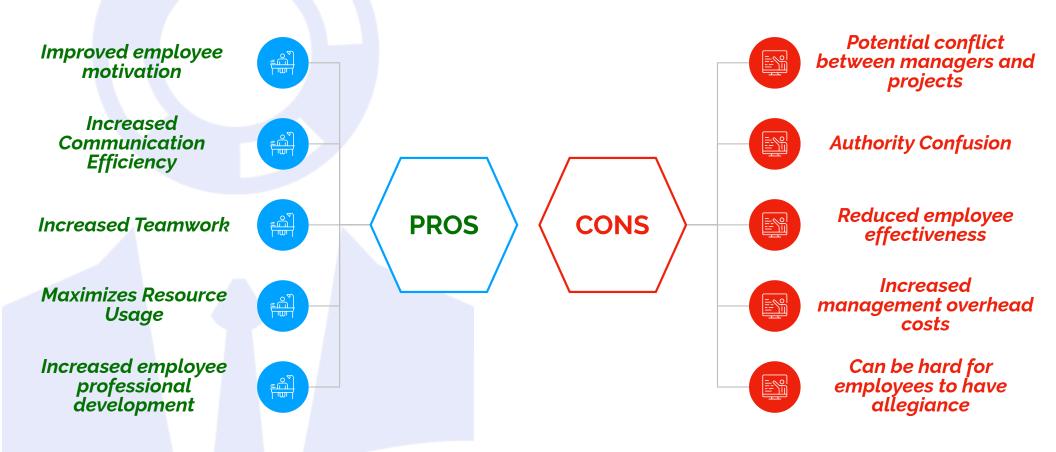Know the type of Matrix organization you work within.

Strong Matrix

Functional Matrix

Weak Matrix

	Weak Matrix Organization	Balanced Matrix Organization	Strong Matrix Organization	Functional Matrix Organization
Functional/Line Manager Authority	HIGH			
Project Manager Authority	LOW			
Allocation of Resources	MEDIUM			
Ability to innovate easily	LOW			

	Weak Matrix Organization	Balanced Matrix Organization	Strong Matrix Organization	Functional Matrix Organization
Functional/Line Manager Authority	HIGH	LOW		
Project Manager Authority	LOW	HIGH		
Allocation of Resources	MEDIUM	HIGH		
Ability to innovate easily	LOW	MEDIUM		

	Weak Matrix Organization	Balanced Matrix Organization	Strong Matrix Organization	Functional Matrix Organization
Functional/Line Manager Authority	HIGH	LOW	LOW	
Project Manager Authority	LOW	HIGH	HIGH	
Allocation of Resources	MEDIUM	HIGH	HIGH	
Ability to innovate easily	LOW	MEDIUM	HIGH	

	Weak Matrix Organization	Balanced Matrix Organization	Strong Matrix Organization	Functional Matrix Organization
Functional/Line Manager Authority	HIGH	LOW	LOW	MEDIUM
Project Manager Authority	LOW	HIGH	HIGH	MEDIUM
Allocation of Resources	MEDIUM	HIGH	HIGH	MEDIUM
Ability to innovate easily	LOW	MEDIUM	HIGH	MEDIUM

Considerations of Matrix Organizations

PROS

- Improved employee motivation
- Increased Communication Efficiency
- Increased Teamwork
- Maximizes Resource Usage
- Increased employee professional development

CONS

- Potential conflict between managers and projects
- Authority Confusion
- Reduced employee effectiveness
- Increased management overhead costs
- Can be hard for employees to have allegiance

Projects

Temporary and Unique	**OUTCOME DRIVEN**
Uncertain Performance	**SUCCESS** isn't guaranteed.
Significant Planning	Should we **BE DOING** this project?
Up-front financing	Projects require **SIGNIFICANT** financial resources.
New and complex relationships	Where do your **RESOURCES** come from?

Programs and Portfolios

SOFPM

Portfolios
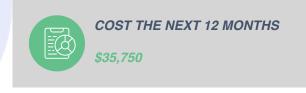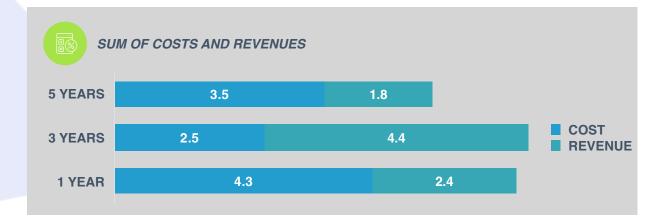
A Portfolio is a collection of projects and/or programs used to structure and manage investments and can be managed at an organizational or functional level.
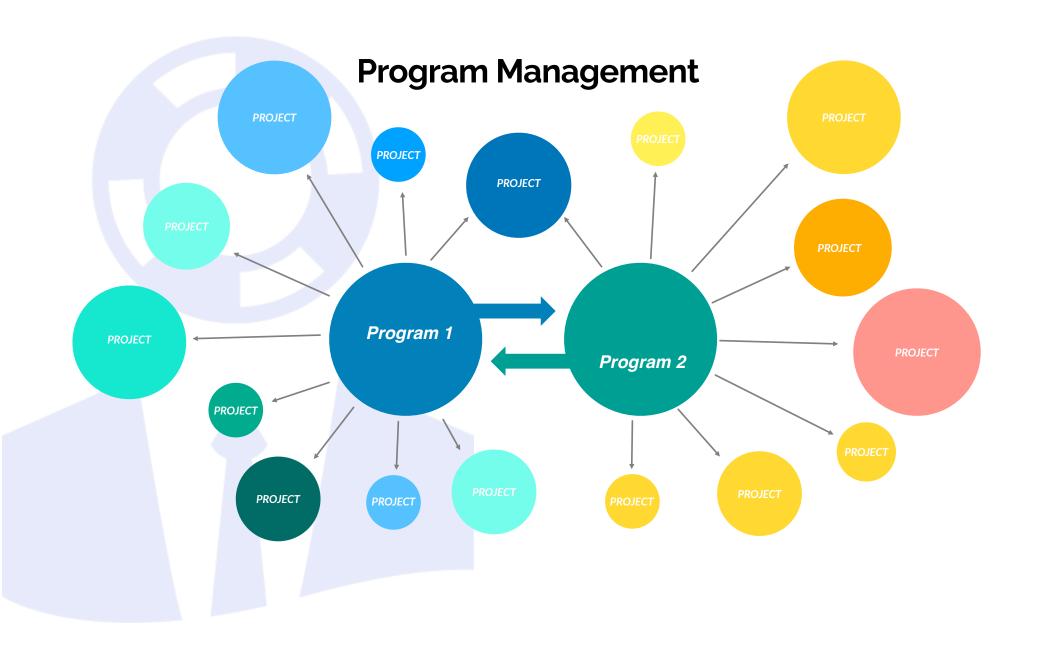
AMOUNT OF CONTRACTS

73

COST THE NEXT 12 MONTHS

$35,750

CONTRACTS TO REVIEW

7	9
Contracts without future milestones	Contracts without assigned tasks

REVENUE THE NEXT 12 MONTHS

$13,920

SUM OF COSTS AND REVENUES

	COST	REVENUE
5 YEARS	3.5	1.8
3 YEARS	2.5	4.4
1 YEAR	4.3	2.4
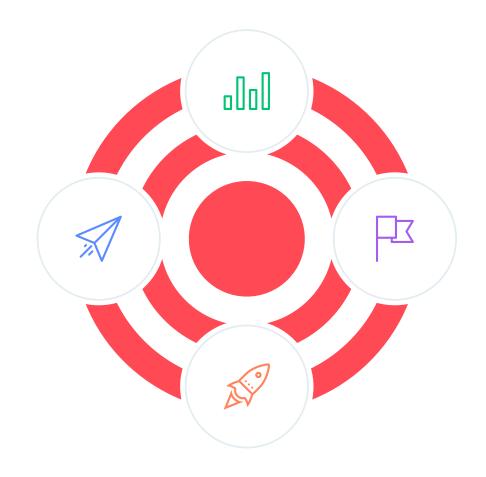
Programs

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

Projects are bundled together into a program when the benefits of managing the collection outweigh managing projects as individual units.
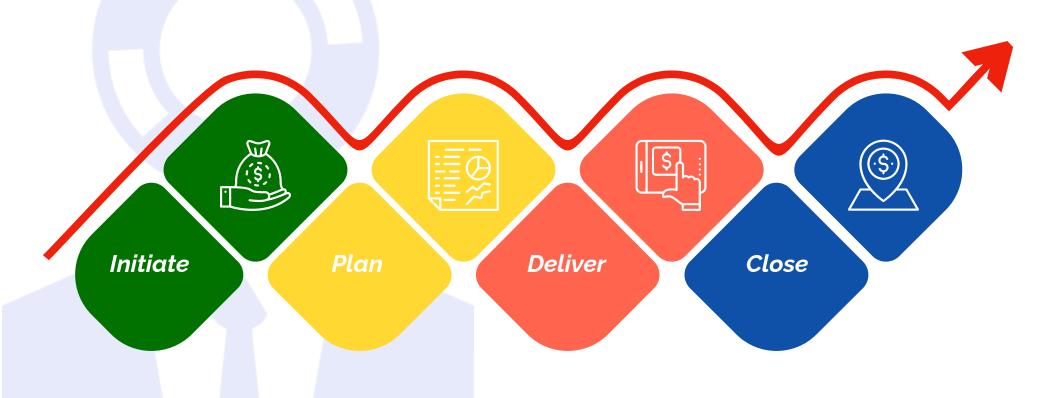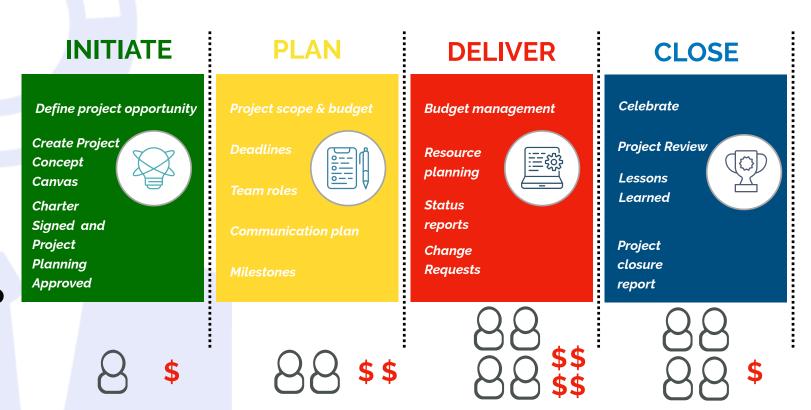
Program Management

The Project Lifecycle And Constraints

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The Project Lifecycle

Initiate

Plan

Deliver

Close

Project Phases and Costs

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

INITIATE

Define project opportunity

Create Project Concept Canvas

Charter Signed and Project Planning Approved

$

PLAN

Project scope & budget

Deadlines

Team roles

Communication plan

Milestones

$ $

DELIVER

Budget management

Resource planning

Status reports

Change Requests

$ $
$ $

CLOSE

Celebrate

Project Review

Lessons Learned

Project closure report

$

Constraints

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

Constraints are driven by RESOURCES

Project resources are the people, capital, time, and/or material goods required for the successful execution and completion of a project.
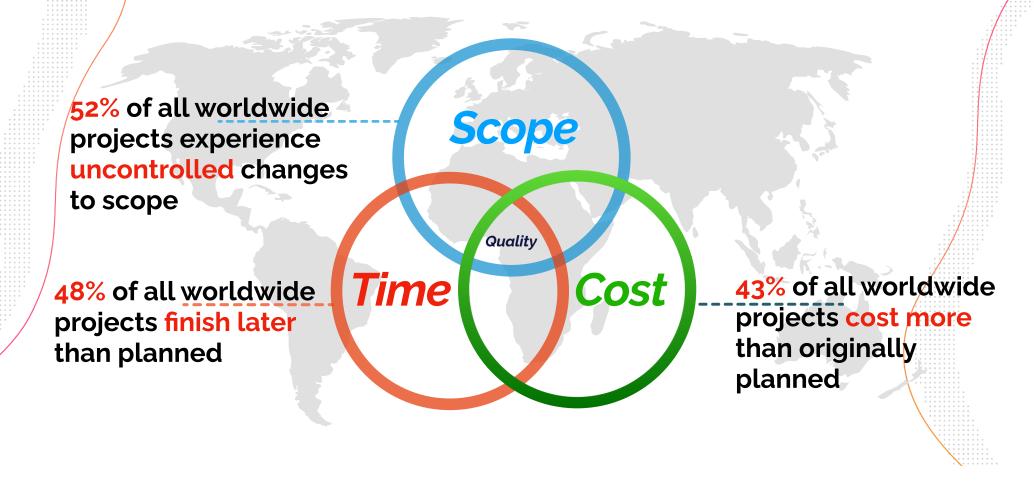
What can't you do because you're doing this? This is especially important for small teams with constrained resources.

Rework

Jason Fried and David Heinemeier Hansson

The Triple Constraints

Also known as the Iron Triangle

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

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

43% of all worldwide projects **cost more** than originally planned

Scope

Time

Cost

Quality

Project Scope

Determines and documents the project:
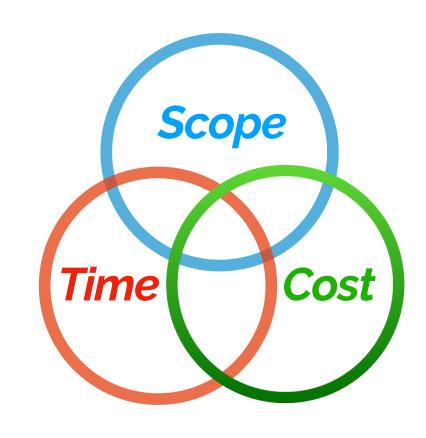
GOALS

DELIVERABLES

TASKS

COSTS

DEADLINES

Scope

Time

Cost
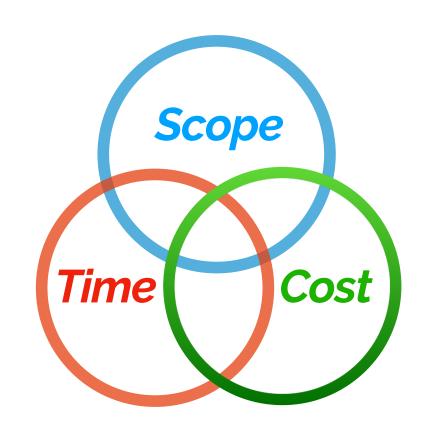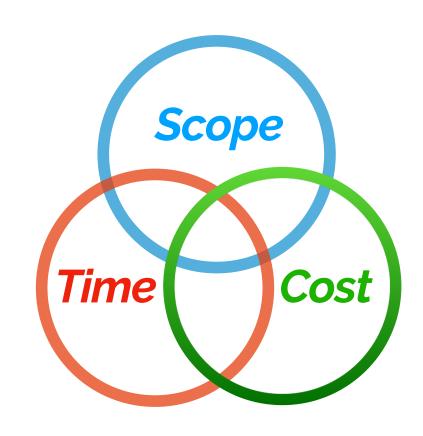
Project Time

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

Project Cost

The project cost is all costs required to procure all the needed **products**, **services** and **resources** to deliver the project successfully.

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency, and invention. There are no extra points for growing headcount, budget size, or fixed expense.

The Amazon Way
John Rossman

We all have ways of doing it...

How do we achieve project quality?

$$QUALITY = \frac{TIME \times COST}{SCOPE}$$

Project Requirements

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

FEATURES

FUNCTIONS

TASKS
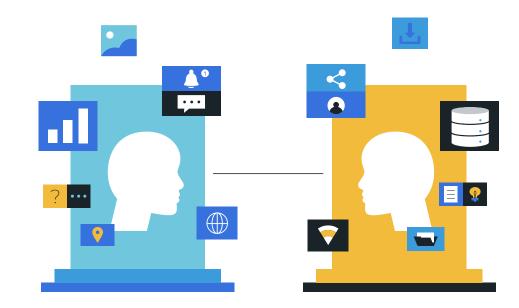
Requirements Analysis

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

It involves frequent communication with the stakeholders and end-users of the product to define expectations, resolve conflicts, **and 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
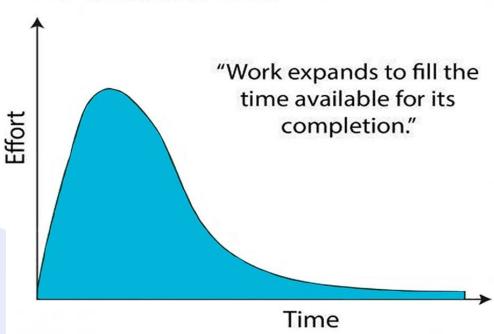
Parkinson's Law

Cyril Northcote Parkinson (1909-1993)

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

Good project managers balance / optimize the triple constraints

Parkinson's Law

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

Effort vs Time

KPIs and OKRs

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Key Performance Indicators (KPIs)

The critical (key) quantifiable indicators of progress toward an intended result.

They provide a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on what matters most.

New Users
198 ▾

New Purchases
67 ▾

Total Sales
$3,647 ▾

Managing with KPIs

Managing with the use of KPIs includes **setting targets** (the desired level of performance) and tracking progress against those targets.

Managing with KPIs often means working to improve performance using leading indicators, which are precursors of future success, that will later drive desired impacts indicated with lagging measures.

95%
Promotion

75%
Competitors

25%
Sales

Objectives and Key Results (OKR)

OBJECTIVES

Define what **desired outcomes** need be achieved.

KEY RESULTS

Measurable outcomes that objectively define **WHEN the objective has been met.**

Objectives and Key Results (OKR)

Should exist at the:
Organizational, Department, Team, and Project Levels

OBJECTIVES

KEY RESULTS

Fast, Cheap, or Good?

Pick Two.

SCOPE

TIME

COST

INSTITUTE OF PROJECT MANAGEMENT

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

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

Project goals not intended are accomplished.

Scope Retreat

Deliverables, or features of a project RETRACT from what was originally set - without being accounted for in original time or budget.

Scope Retreat

Deliverables, or features of a project RETRACT from what was originally set - without being accounted for in original time or budget.
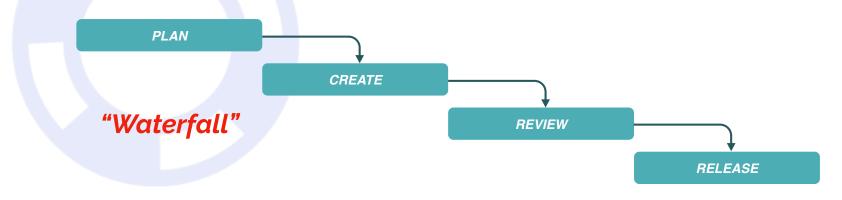
Intended project goals are NOT realized.

PROJECT MANAGEMENT METHODOLOGIES

PLAN

CREATE

"Waterfall"

REVIEW

RELEASE

PROJECT TIMELINE

PLAN → CREATE
REVIEW
RELEASE

PLAN → CREATE
REVIEW
RELEASE

PLAN → CREATE
REVIEW
RELEASE
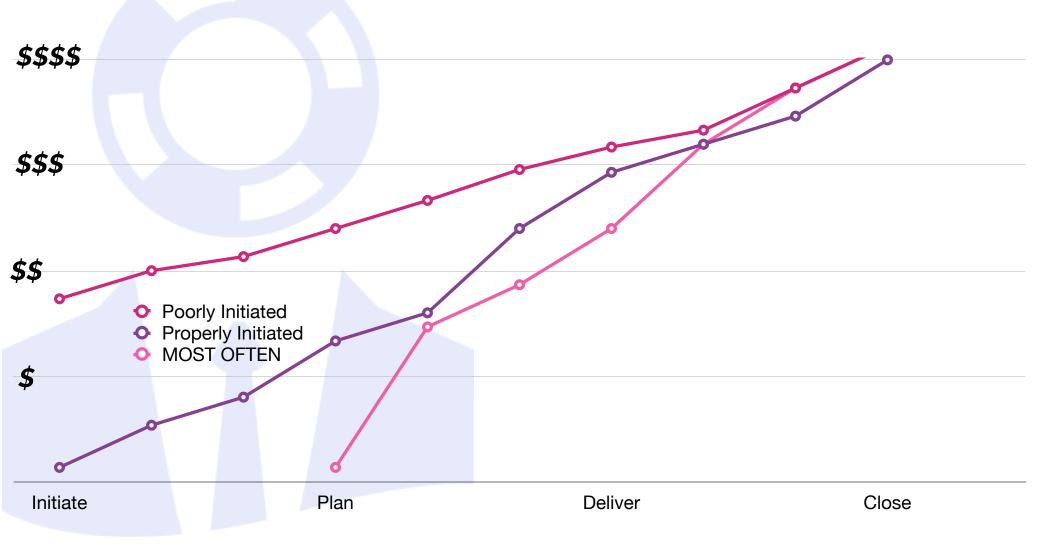
Agile

The Cost of Change

SOFPM

THE COST OF CHANGE IN MOST ORGANIZATIONAL PROJECTS

Legend:
- Poorly Initiated
- Properly Initiated
- MOST OFTEN

Y-axis: $, $$, $$$, $$$$

X-axis: Initiate, Plan, Deliver, Close

When Price Waterhouse Coopers 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.

Alpha Project Managers
Andy Crowe

Top 5 Reasons Projects Fail

Pulse of the Profession 2018

Change in organizational priorities (39%)

Change in project objectives (37%)

Inaccurate requirements gathering (35%)

Inadequate vision/goal for the project (29%)

Inadequate or poor communication (29%)

PMIAA

The Program Management Improvement and Accountability Act 2016

Strengthening Program Management Capacity to Build a Capable PM Workforce

$127,000,000

The Act 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.
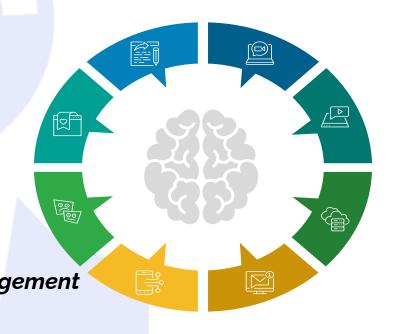
Our "Best Practice" Approach

KNOWLEDGE
*Online Project Education
 (OPEN) Portal
PM Bootcamps
Agile Manifesto
PMBOK*

FRAMEWORKS
*Waterfall
Critical Chain Project Management
Scaled Agile Framework
Kanban
Scrum
Lean*
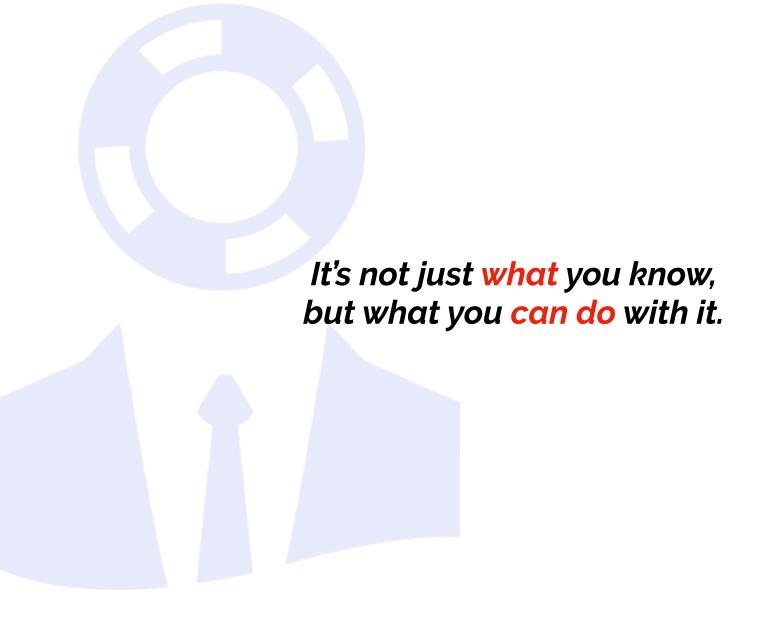
METHODOLOGIES
*Agile
Rolling Wave
Zero Defect
XP
APF*
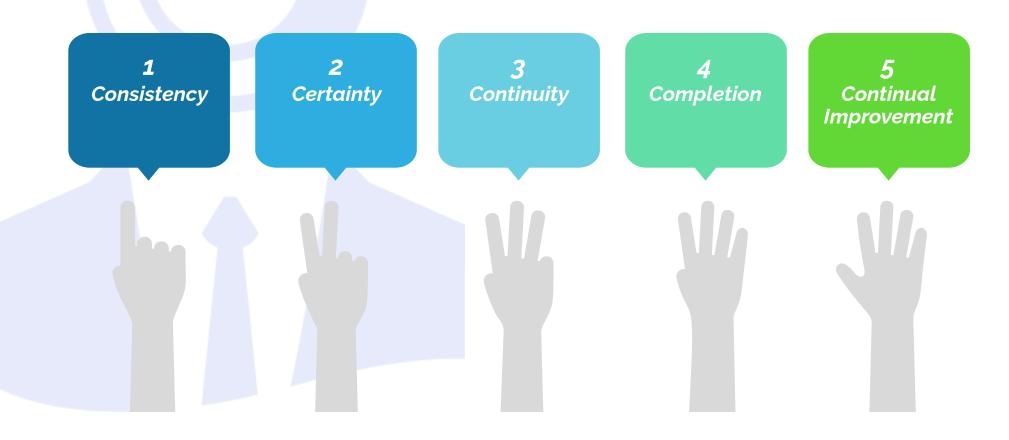
TOOLS
*PERT
Monte Carlo
Work Breakdown Structure
Gantt Chart
EVM
Critical Path*

And MORE...

*It's not just **what** you know, but what you **can do** with it.*

Methodology Benefits

The Five C's Allowing You To Win In Your Projects

1
Consistency

2
Certainty

3
Continuity
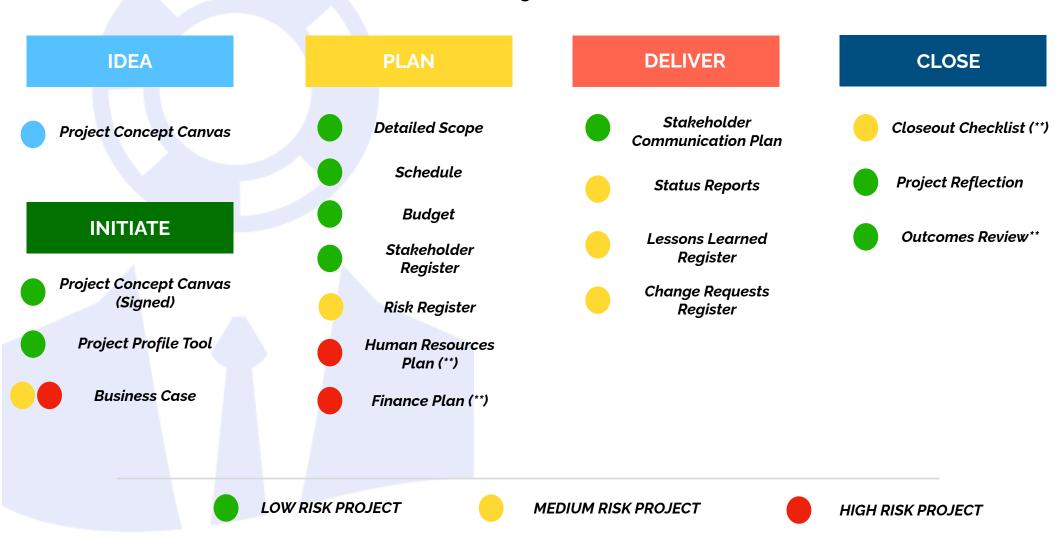
4
Completion

5
Continual Improvement

Project administration functions are different from project management functions.
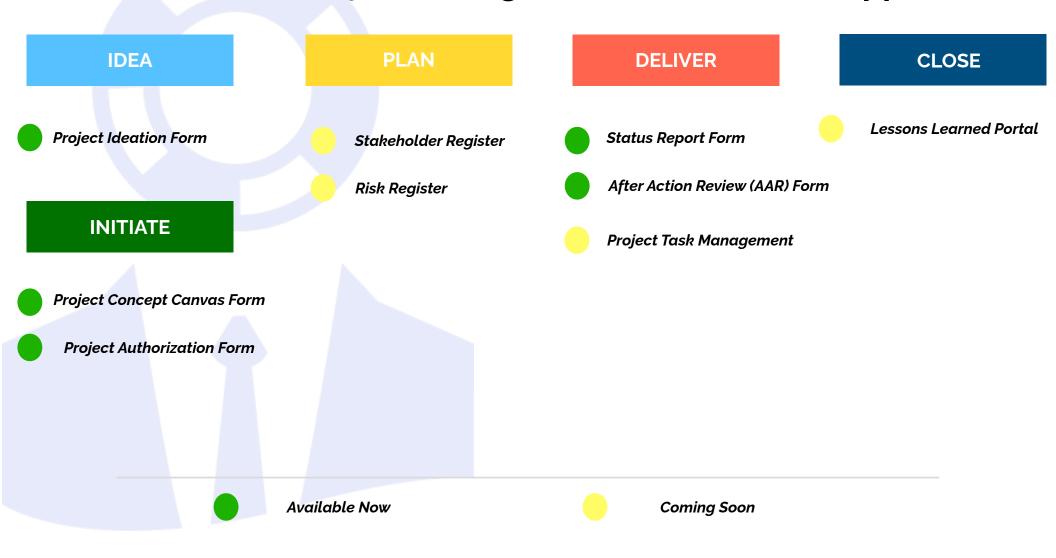
The Handbook of Program Management

James T Brown

Recommended Project Documentation

IDEA	PLAN	DELIVER	CLOSE

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

How the DOL Project Management Office (PMO) Supports

IDEA

PLAN

DELIVER

CLOSE

🟢 *Project Ideation Form*

🟡 *Stakeholder Register*

🟢 *Status Report Form*

🟡 *Lessons Learned Portal*

🟡 *Risk Register*

🟢 *After Action Review (AAR) Form*

INITIATE

🟡 *Project Task Management*

🟢 *Project Concept Canvas Form*

🟢 *Project Authorization Form*

🟢 *Available Now*

🟡 *Coming Soon*

a project is not just the deliverable; it is the entire process from scope definition to the creation and acceptance of the deliverable. We have to train people for the journey, not just the deliverable.

The Handbook of Program Management

James T Brown

Take-aways from Frameworks

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

- Having a project methodology is key to success

- Project Quality is constrained by Scope, Time and Cost (also known as "the iron triangle")

Questions?