

Effective Project Management

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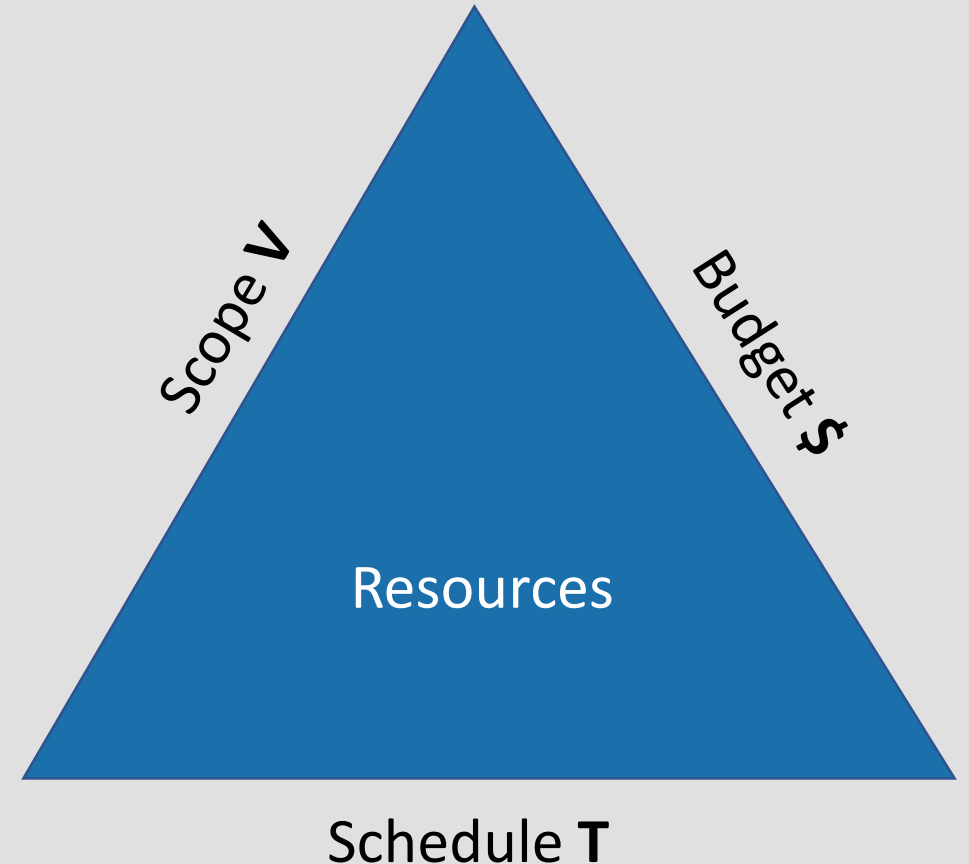
Project, Operations, Change
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Project and Project Management

Project is a temporary endeavor undertaken to create unique product (service, result)

Project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements



What good Project Management is?

to satisfy Stakeholders:

- How to find all of them?
- What if requirements conflict?

to meet main project constraints (oToBoS):

- What if somebody will change his mind?
- Do you have enough resources to satisfy all of them?

to deliver “Common sense” product:

- Speed or Quality?
- Cheap or Reliable?

What is successful Project?



Best buy

Fastest delivery

Exact before Black Friday

Syncro with 3rd Parties

Reduce maintenance cost

Increase staff performance

Unique advantage

Support strategic Goal

How to define Success Criteria?



Success is to solve the Problem!

What is the Problem? (Define and Prove with numbers)

Is it a Problem or a Symptom? (Do you have an Analysis?)

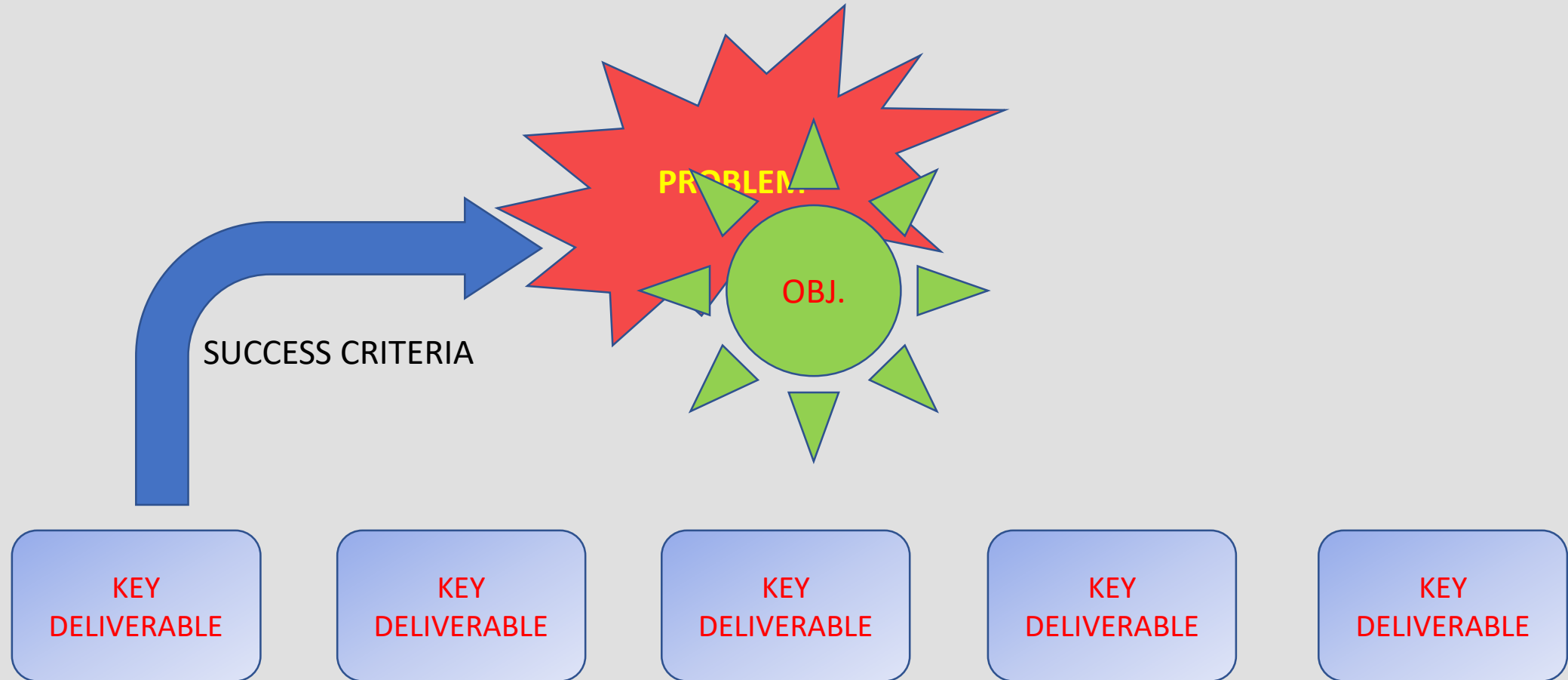
What is Root Cause? Could we impact?

Which numbers will show us that Problem is solved? When?

Does our Project really solve the Problem?

If there is a Solution, I want my Problem back!

Objective, Deliverables, Success Criteria



It is time to analyse stakeholders



Deliverables decomposition (WBS)

Focus on Results

100% coverage

Stakeholders inputs

Hierarchy

Deliverable – Object – Noun

Discuss with Experts

Could have Iterations

Rules of renewing

Add all important things

Decompose till the needed level of details

Communications basis

Monitoring basis

Responsibility basis

Specific

Consider if needed

Product BS

Organization BS

Geographical BS

Functional BS

Activity BS

6W questions: Why? What? Who? When? Where? hoW?

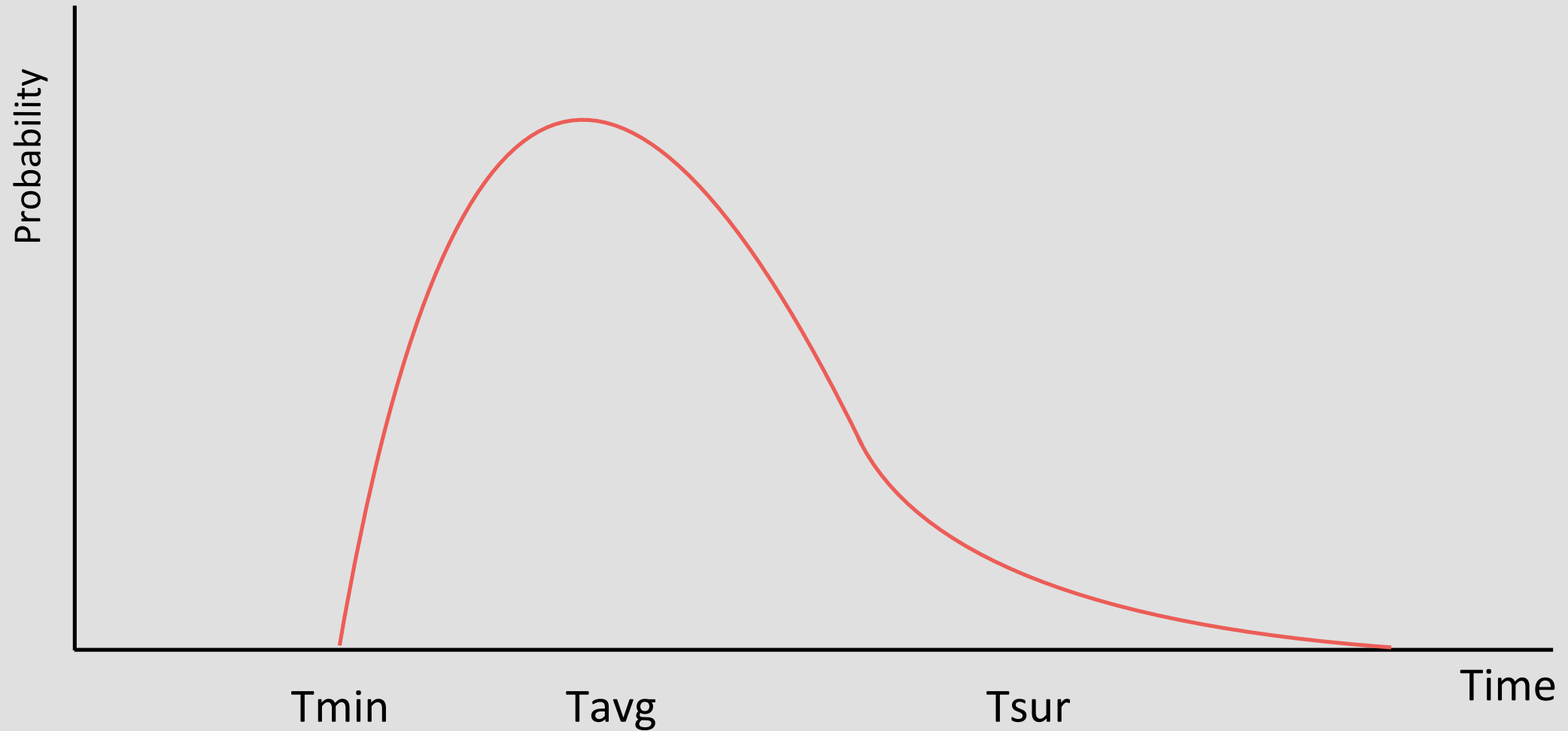
Build Network Structure

1. Find the backbone of the Project.
The main sequence of deliverables from the End to Beginning!
2. Add necessary info and create skeleton.
What should be achieved IMMEDIATELY before? (from the final Result)
3. Mark additional dependencies between deliverables
4. Is it enough to achieve Objective and meet Success Criteria?
5. What kind of skills you need? (not Names but skills)
6. Estimate time for task duration with experts.

Network structure/diagram

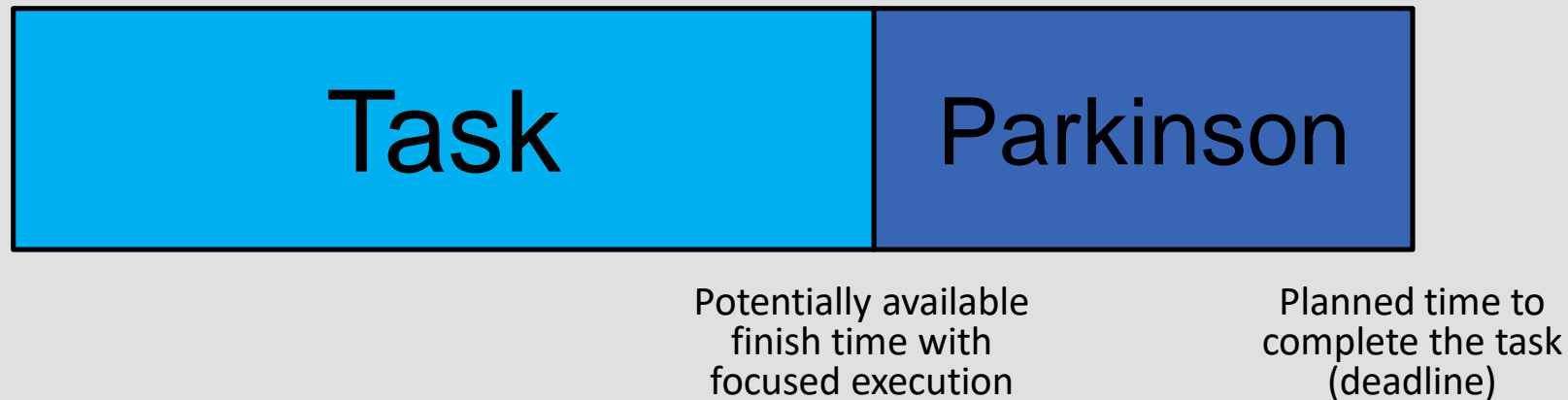


Task duration



Do your tasks finish BEFORE plan?

Work expands so as to fill the time available for its completion!
(Parkinson's Law)



Have you heard some compliments when finish tasks earlier?

How to measure progress?

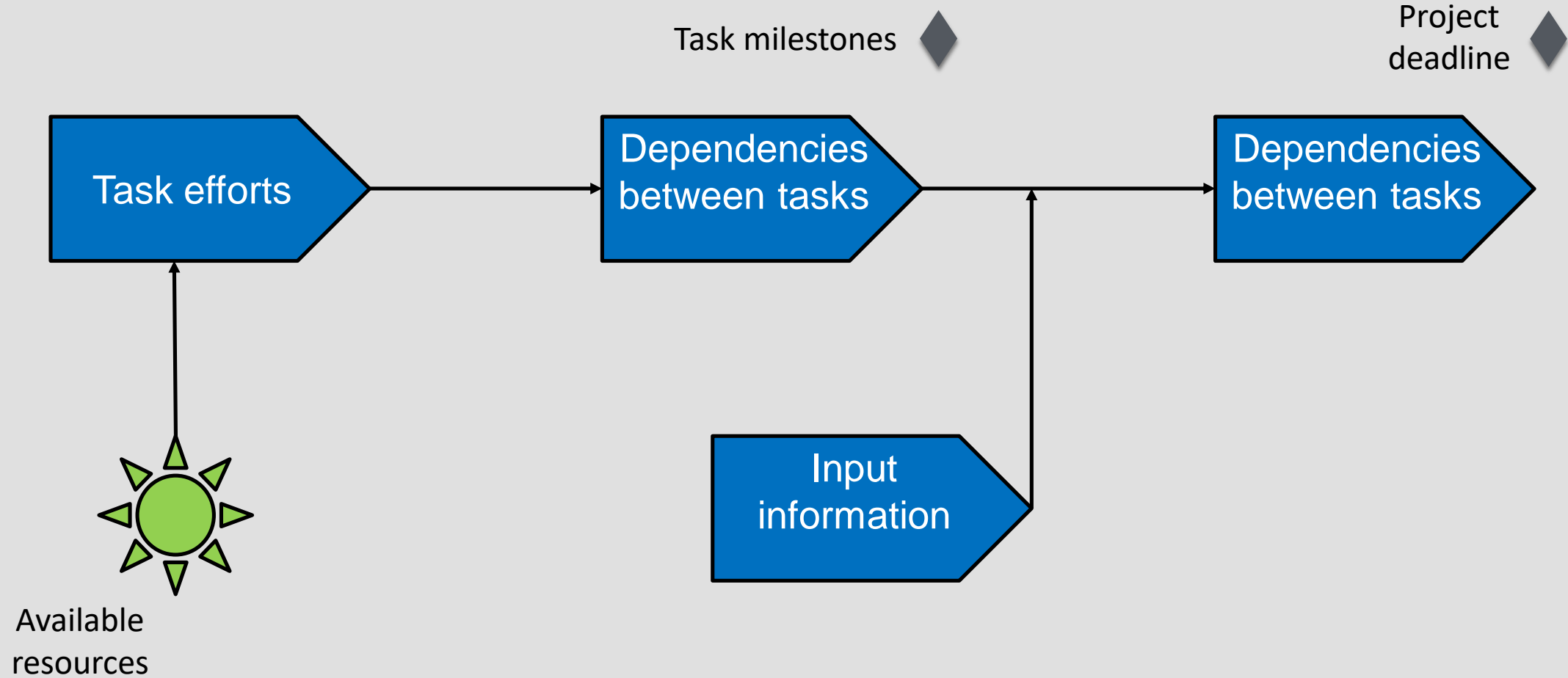


When I will obtain result?

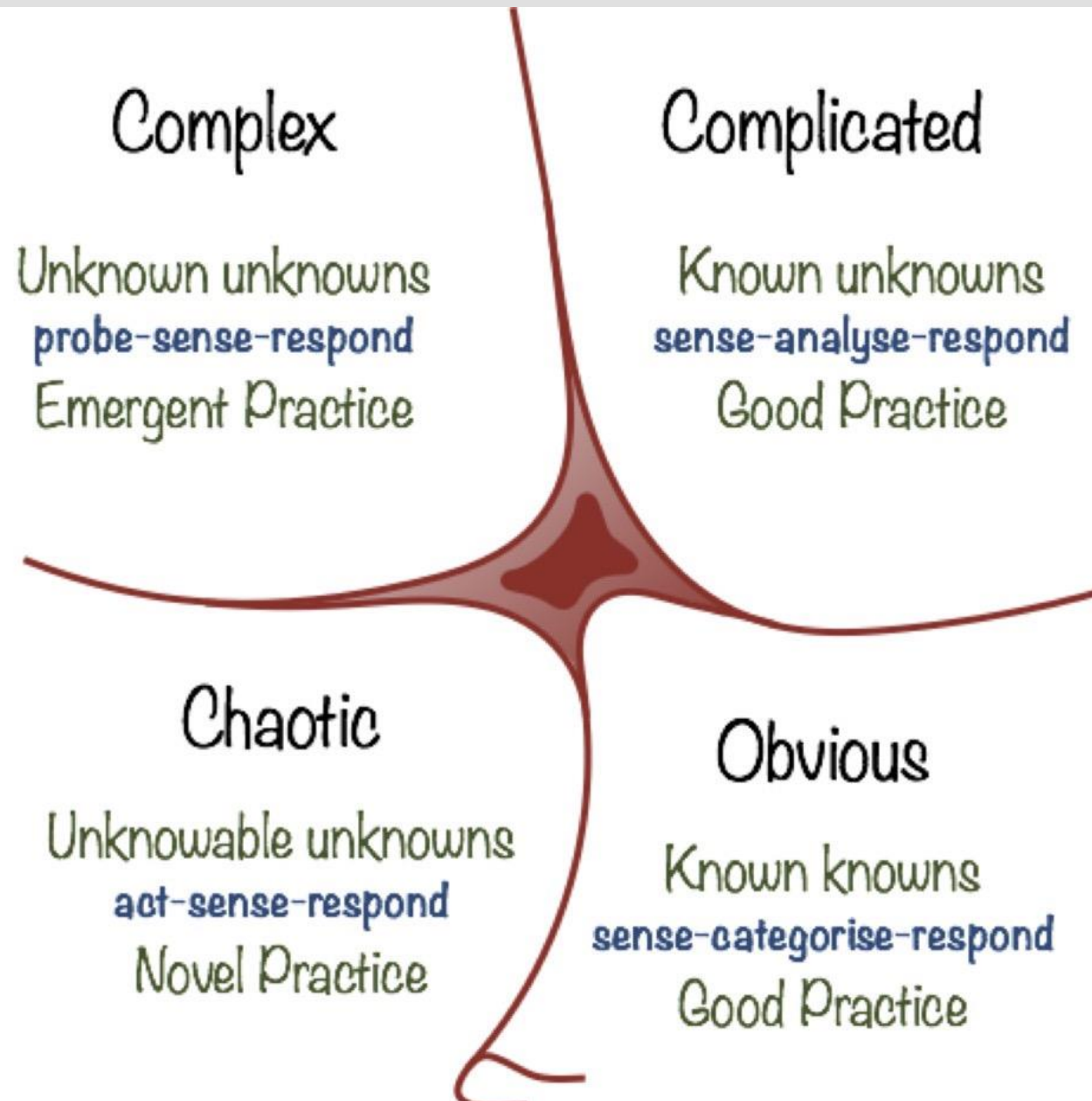
How much time left? How can I help you???



Sources of Uncertainty in Project



Cynefin



**Achieve more
Faster**



Project Management



Effective Project Management

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