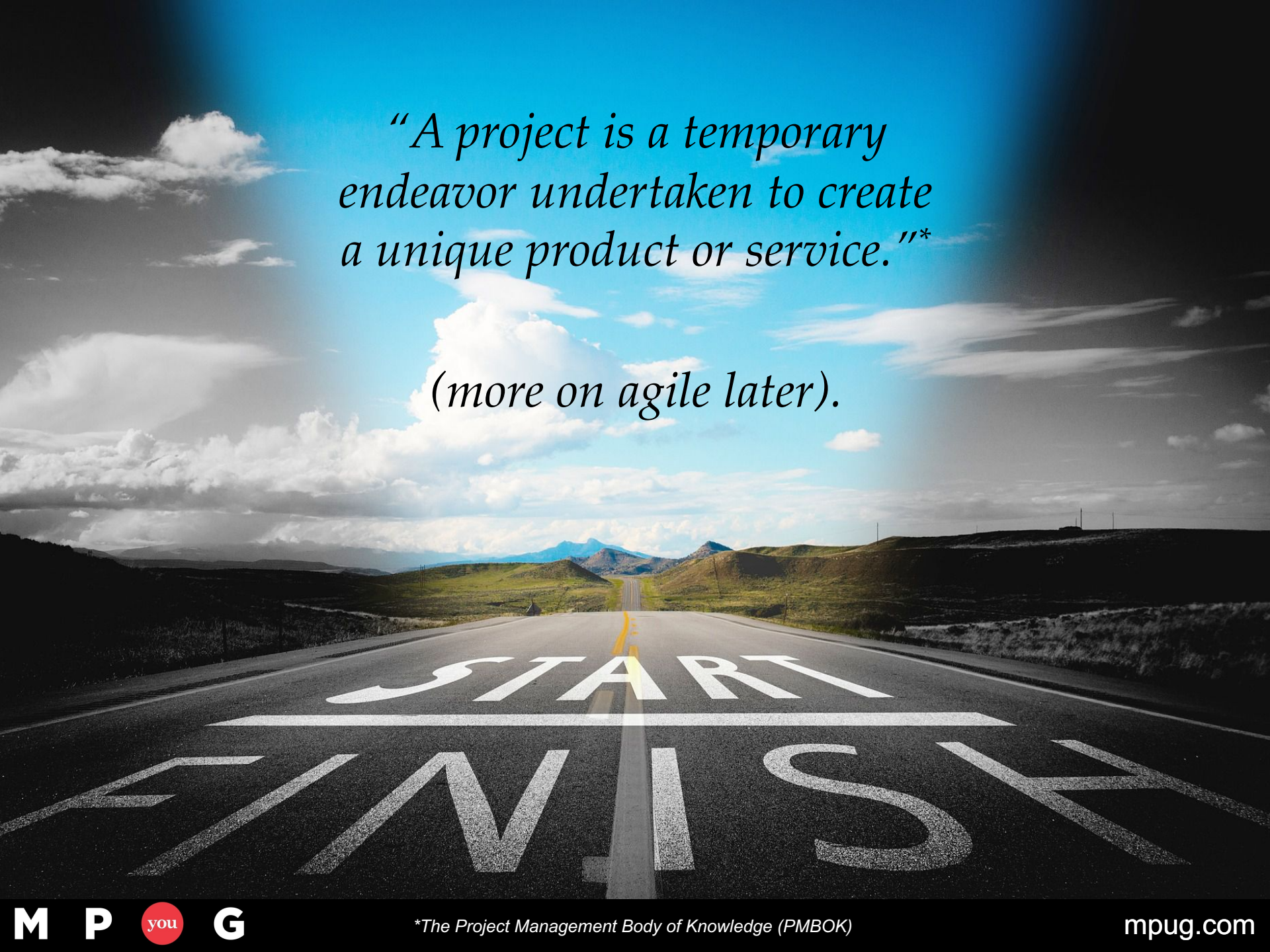# M P you G

Fundamentals of Project Management
October 18, 2016 @ 3pm-4pm EST
Bill Raymond

Agenda

- Define the term *project management*.

- A short history of project management.

- The role of the project manager.

- Best practices.

- The changing project management landscape.
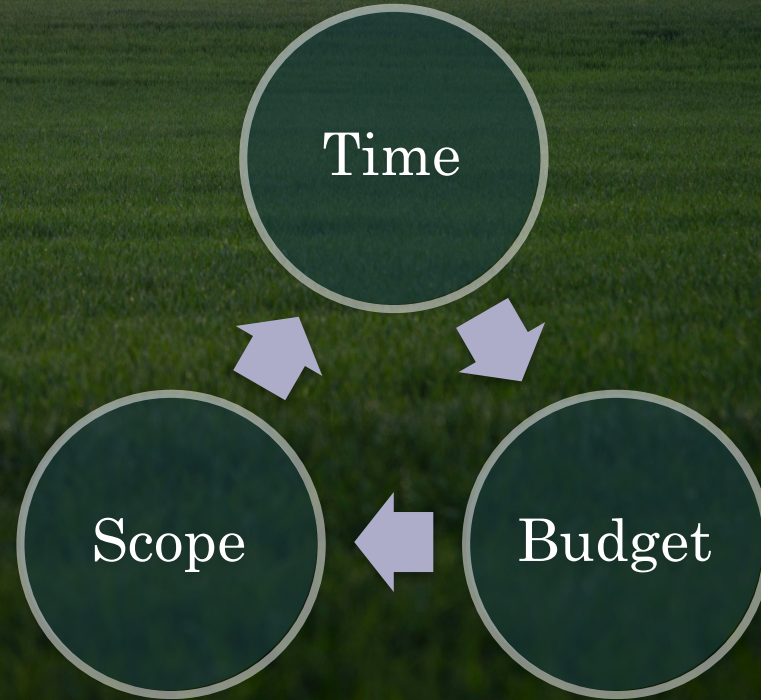
- Open discussion.

"A project is a temporary endeavor undertaken to create a unique product or service."*
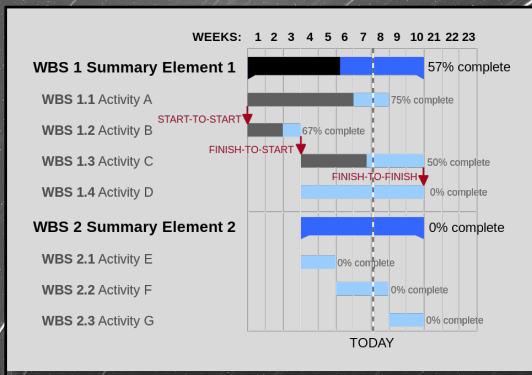
(more on agile later).

Every project is a change project.

The three legged stool.

Time

Budget

Scope

Project manager responsibilities.

Budget
Time
Resources
Change
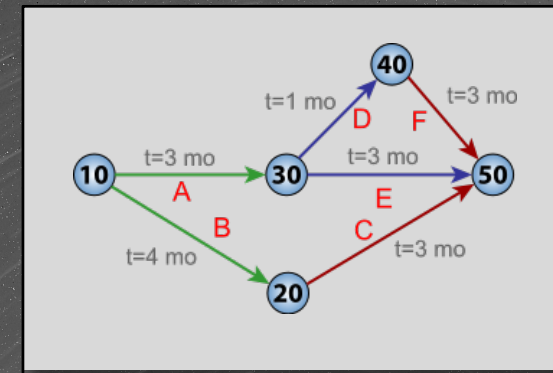Scope
Issues
Much more
Risks

Karol Adamiecki
1903, harmonogram

Henry Gantt
1910, Gantt chart

US Navy Polaris-submarine weapons system

1950s, Program evaluation & review

technique (PERT) chart

Critical path management (CPM)

The Agile Manifesto
2001, Snowbird, Utah

You

Authoritative
You have been given the power to deliver a project and run the team.
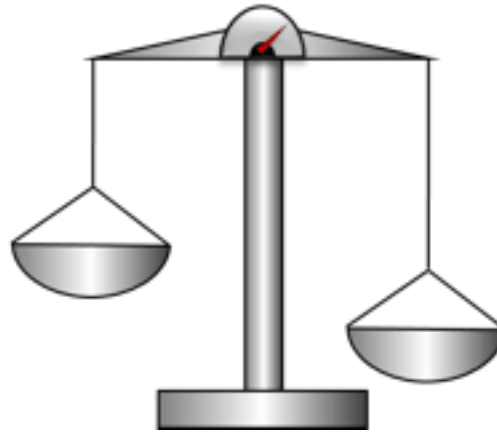
Influencer
Most (or all) of the project team does not work for you. Your job is to motivate people to support your effort and give it the priority it deserves.

Styles

Commander in chief

Superhero

Technology driven

Practitioner

Change agent

The Project

S Schedule

P Plan

I Implement

M Measure & Close

Schedule

1. Major work elements.
2. Budget requirements.
3. Resource needs.
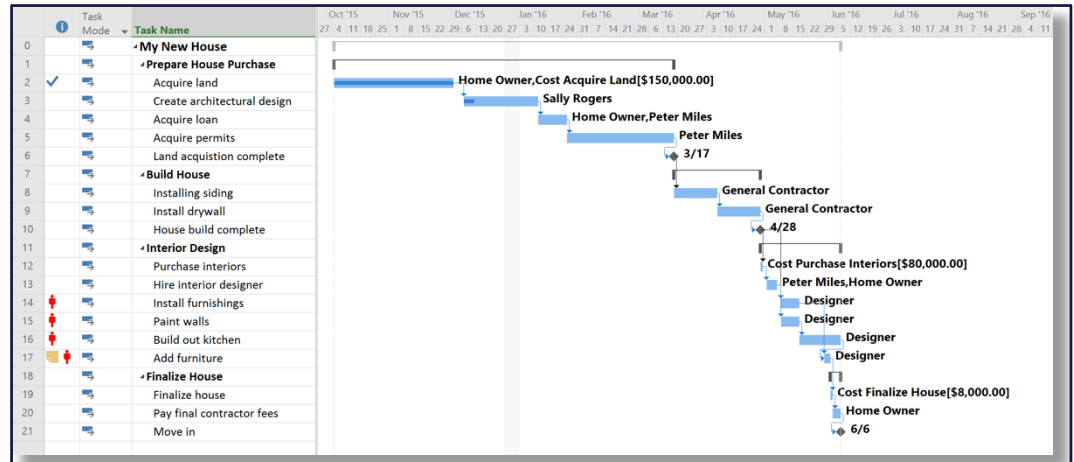
Deliverables

- Initial scope.
- Timeline.
- Budget.
- Resource plan.
- Change management plan.
- Risk plan.
- Issues log.

Quick tips

Issue = Something bad that happened.
Risk = Something bad that *could* happen.

Best practices

The project manager should not be solely responsible for these deliverables. Utilize subject matter experts and, where possible, team members.

⅁ Plan

1. Finalize the project.
2. Governance structure.
3. Define success metrics.
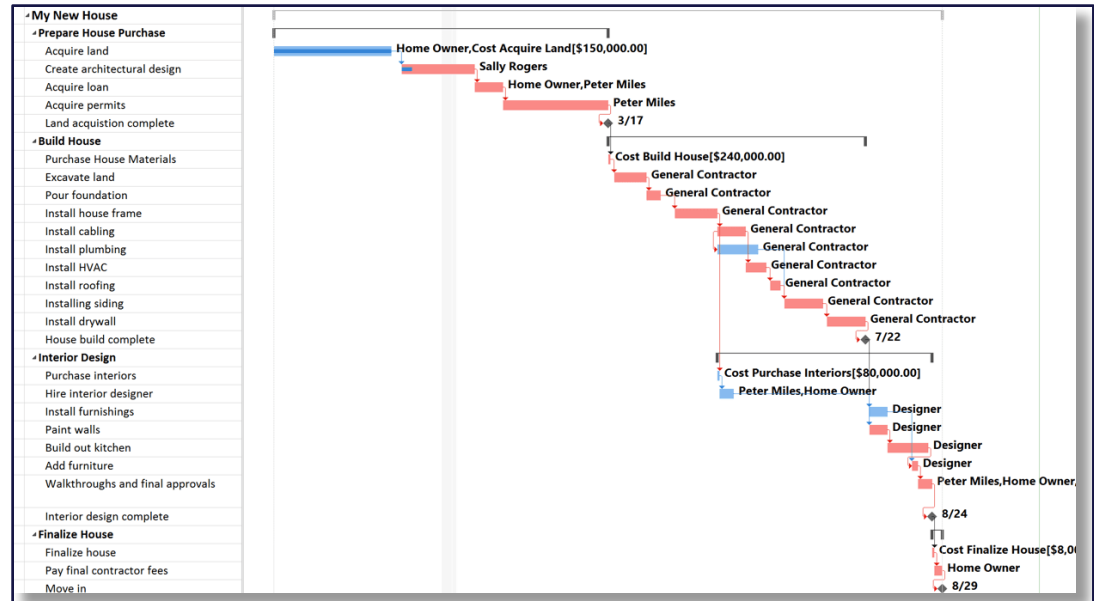
Deliverables

- Project plan.
- Final scope.
- Change management plan.
- Training plan.
- Detailed requirements.
- Governance structure.
- Team structure.
- Meeting cadence.
- Project reports.

Quick tips

- Issues and risks are ongoing.
- In agile, requirements are user stories that are more fluid throughout the project.

Best practices

Make sure everyone involved in the project review and approve the project.

Implement

1. Regular deliverables.
2. Scope adjustments.
3. Course corrections.

COST OVERVIEW
MON 10/5/15 - MON 8/29/16

COST
$795,100.00

REMAINING COST
$237,765.00

% COMPLETE
88%

PROGRESS VERSUS COST
Progress made versus the cost spent over time. If % Complete line below the cumulative cost line, your project may be over budget.

COST STATUS
Cost status for all top-level tasks. Is your baseline zero?
Try setting as baseline

COST STATUS
Cost status for top level tasks.

Name	Actual Cost	Remaining Cost	Baseline Cost	Cost	Cost Variance
Prepare House Purchase	$31,000.00	$150,000.00	$176,000.00	$181,000.00	$5,000.00
Build House	$458,400.00	$0.00	$468,400.00	$458,400.00	($10,000.00)
Interior Design	$67,935.00	$79,765.00	$147,700.00	$147,700.00	$0.00
Finalize House	$0.00	$8,000.00	$8,000.00	$8,000.00	$0.00

Deliverables

- Deliverables validation.
- Pilot training.
- Change management.
- Handoff plan.

Quick tips

Once a project is complete, the end deliverable(s) must be maintained. A handoff plan is critical to the success of a project.

Best practices

Never underestimate the time required to manage change and training.

Measure & Close

1. Project complete.
2. Handoff begins.

Deliverables

- Deliver final training.
- Ensure successful handoff.
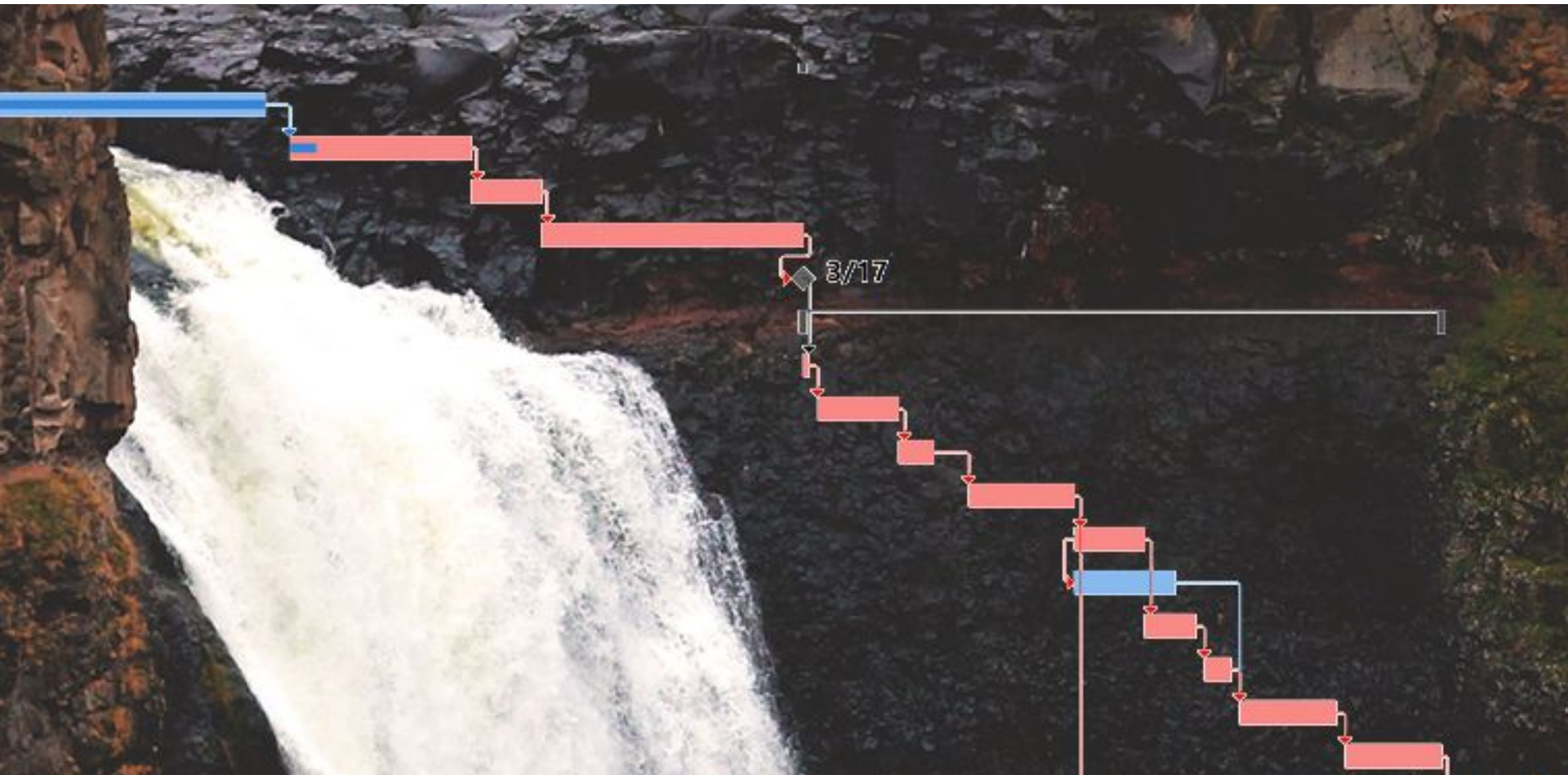- Measure the project's effectiveness.

Quick tips

Handing off your project is critical. Make sure the operational teams are fully trained and equipped to take ownership.

Best practices

Identify a period of time your project team will remain available for operational teams.
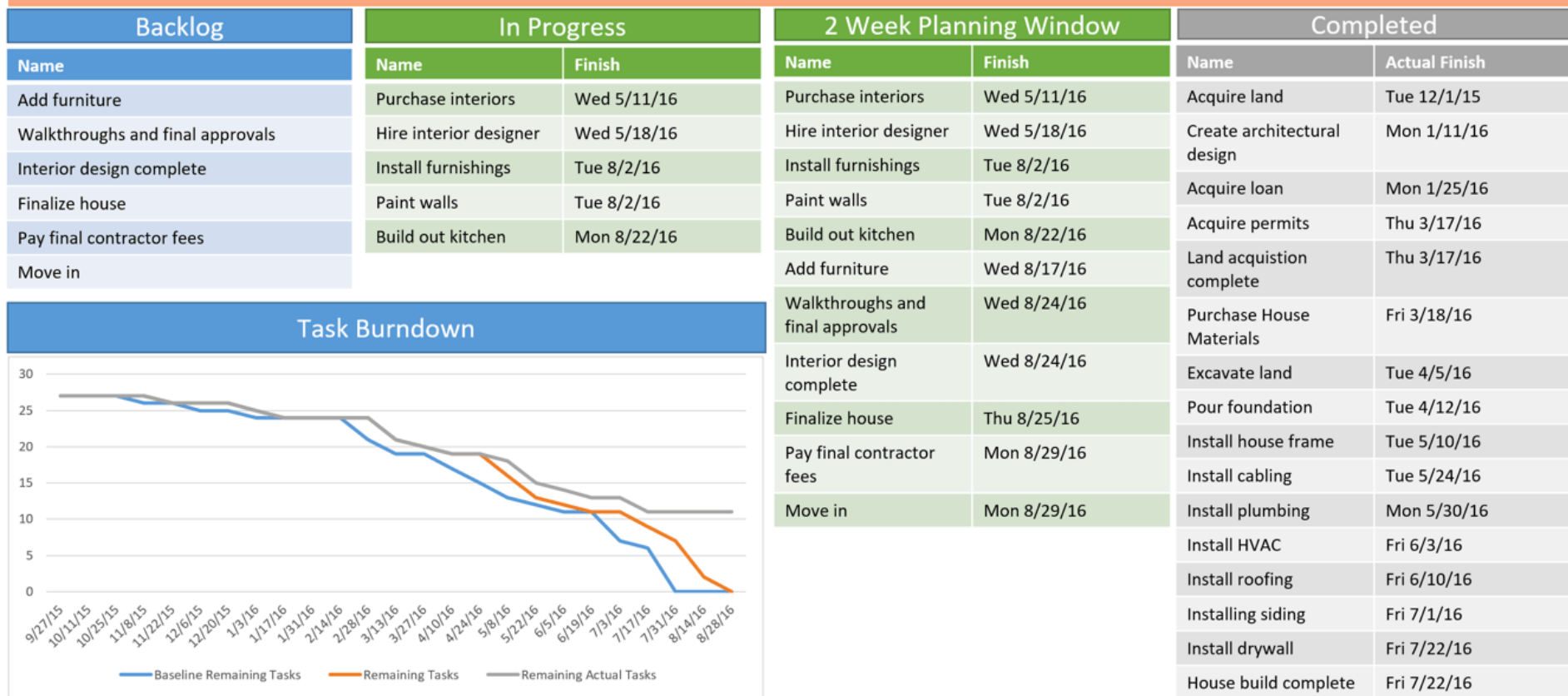
Waterfall? Agile?

Waterfall

Agile

My Project's Kanban Board

Backlog
Name
Add furniture
Walkthroughs and final approvals
Interior design complete
Finalize house
Pay final contractor fees
Move in

In Progress

Name	Finish
Purchase interiors	Wed 5/11/16
Hire interior designer	Wed 5/18/16
Install furnishings	Tue 8/2/16
Paint walls	Tue 8/2/16
Build out kitchen	Mon 8/22/16

2 Week Planning Window

Name	Finish
Purchase interiors	Wed 5/11/16
Hire interior designer	Wed 5/18/16
Install furnishings	Tue 8/2/16
Paint walls	Tue 8/2/16
Build out kitchen	Mon 8/22/16
Add furniture	Wed 8/17/16
Walkthroughs and final approvals	Wed 8/24/16
Interior design complete	Wed 8/24/16
Finalize house	Thu 8/25/16
Pay final contractor fees	Mon 8/29/16
Move in	Mon 8/29/16

Completed

Name	Actual Finish
Acquire land	Tue 12/1/15
Create architectural design	Mon 1/11/16
Acquire loan	Mon 1/25/16
Acquire permits	Thu 3/17/16
Land acquistion complete	Thu 3/17/16
Purchase House Materials	Fri 3/18/16
Excavate land	Tue 4/5/16
Pour foundation	Tue 4/12/16
Install house frame	Tue 5/10/16
Install cabling	Tue 5/24/16
Install plumbing	Mon 5/30/16
Install HVAC	Fri 6/3/16
Install roofing	Fri 6/10/16
Installing siding	Fri 7/1/16
Install drywall	Fri 7/22/16
House build complete	Fri 7/22/16

Task Burndown

Legend: Baseline Remaining Tasks — Remaining Tasks — Remaining Actual Tasks

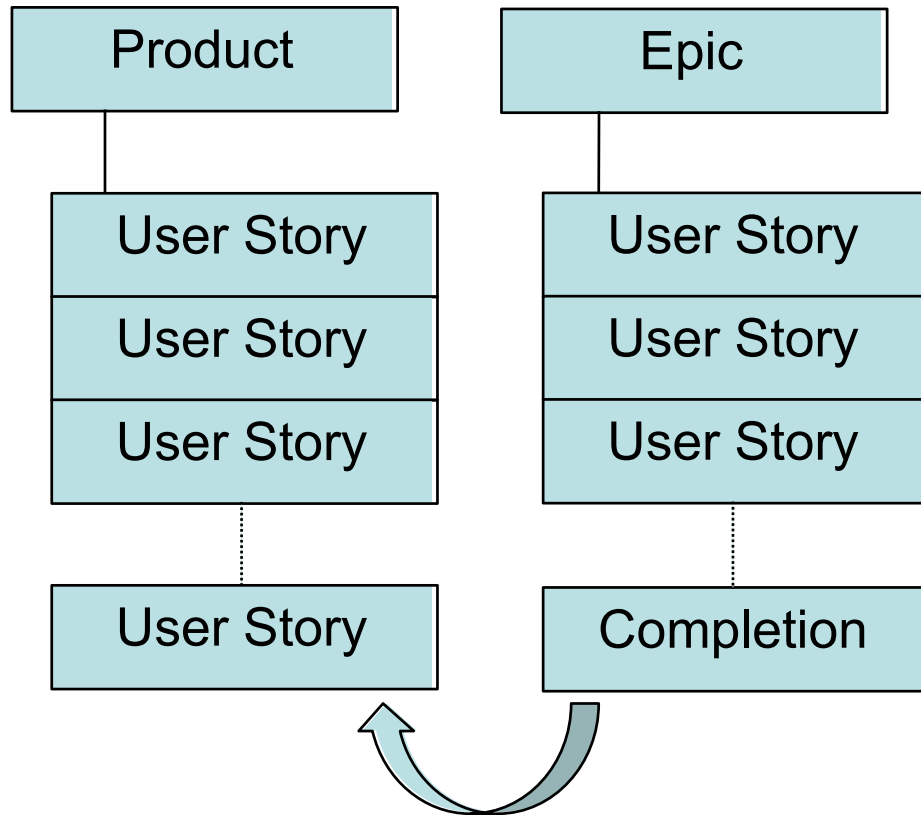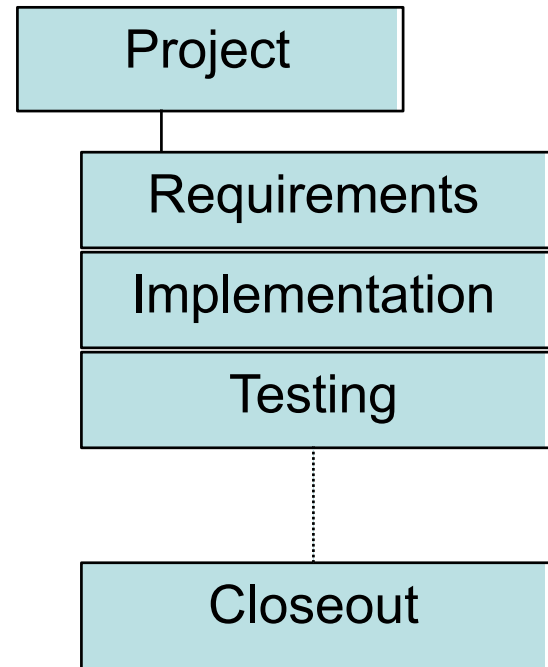# Social media site example

Agile user stories

Waterfall

- IT project to build out new infrastructure.
- Marketing to monetize the feature.
- Operations to release the new feature.
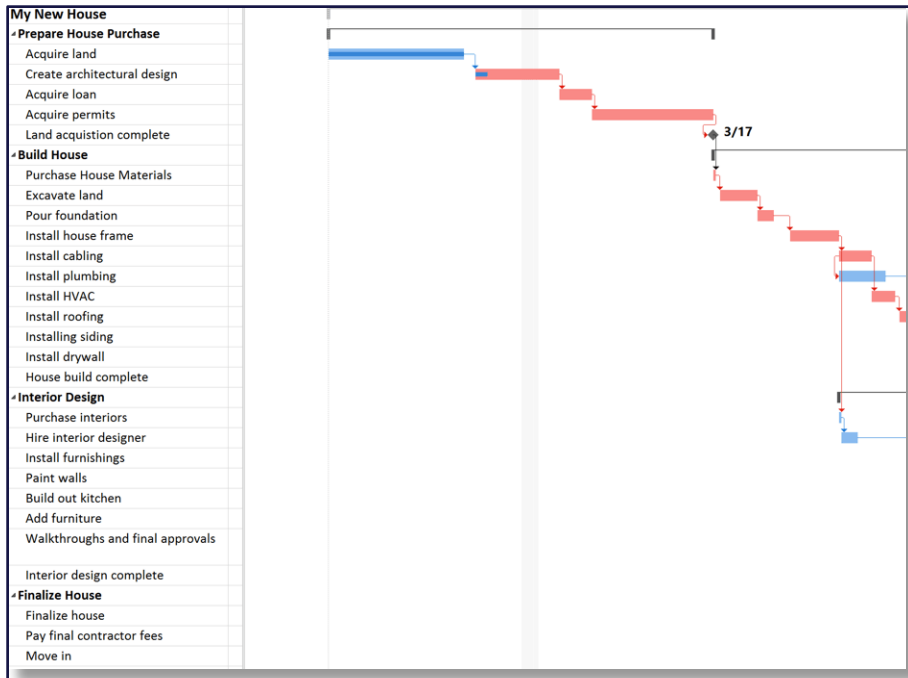- Technical writers for online help.

Agile and waterfall

Agile: Product mentality	Waterfall: Project mentality

Product

- User Story
- User Story
- User Story
- User Story

Epic

- User Story
- User Story
- User Story
- Completion

Project

- Requirements
- Implementation
- Testing
- Closeout

Can waterfall and agile work together?

- Agile work can occur at any time.
- You can incorporate agile into a waterfall project.
- Project managers have to *let go* of the details. That is considered micro-managing.

Set a consistent tone.

Every project is a change project.

Agile and waterfall are not competitors. Embrace what is good with each.

Define a lifecycle for your project, but remain flexible.

Thank You!

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Offer: Microsoft Project Fundamentals Course
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