Project Management in the Real World

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Training and Consultancy Ltd.

A Comprehensive Introduction to the Joys and Challenges of Project Management

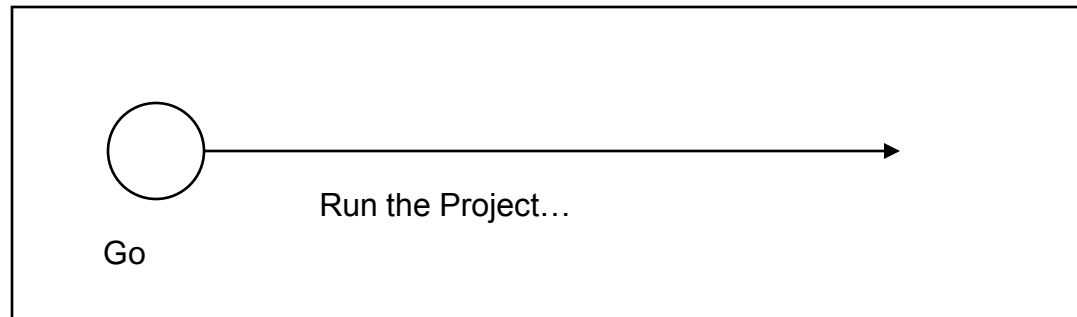Paul Lyden PhD, PMP
paul@fistraltraining.com
www.fistraltraining.com
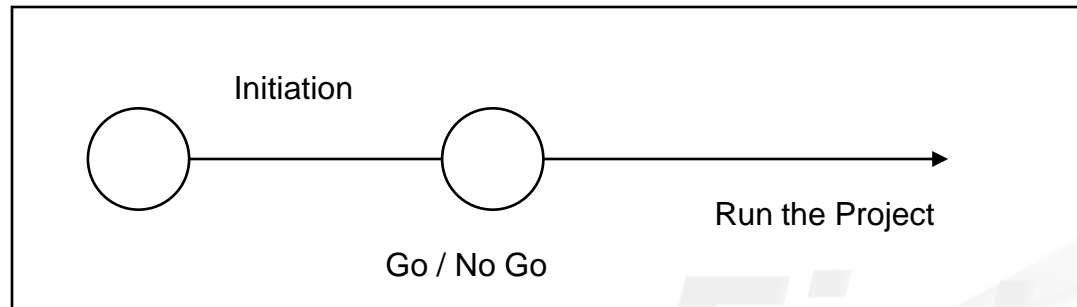
Reasons for Failure

- Write down the most common reasons why projects fail in your organization

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Project Initiation

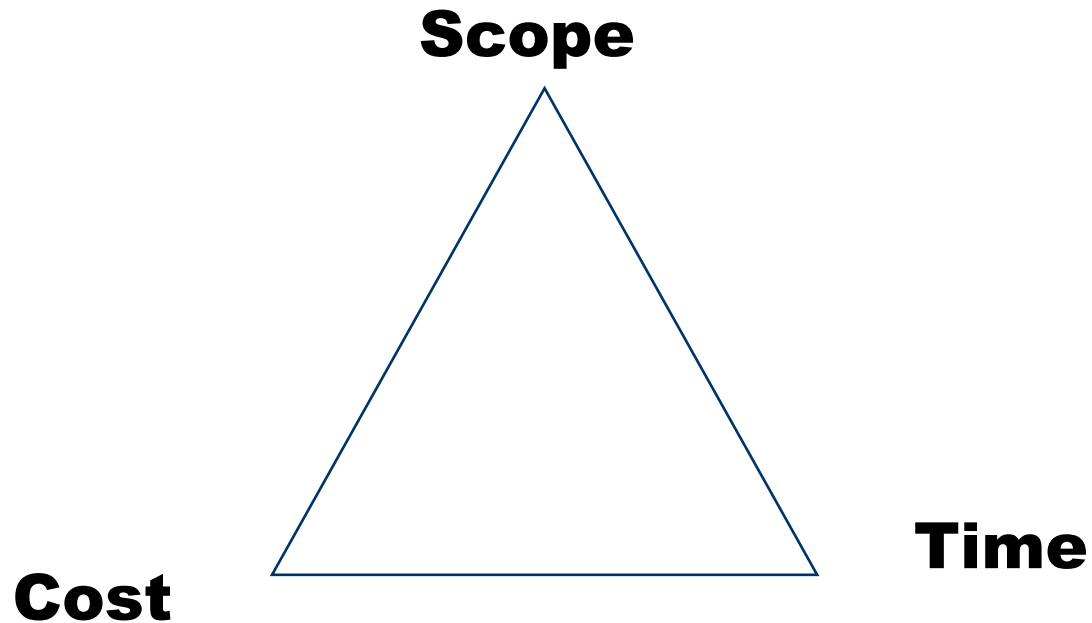Not like this…

But like this…

Scope - Why Important?

Scope

Cost

Time

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New Lanark
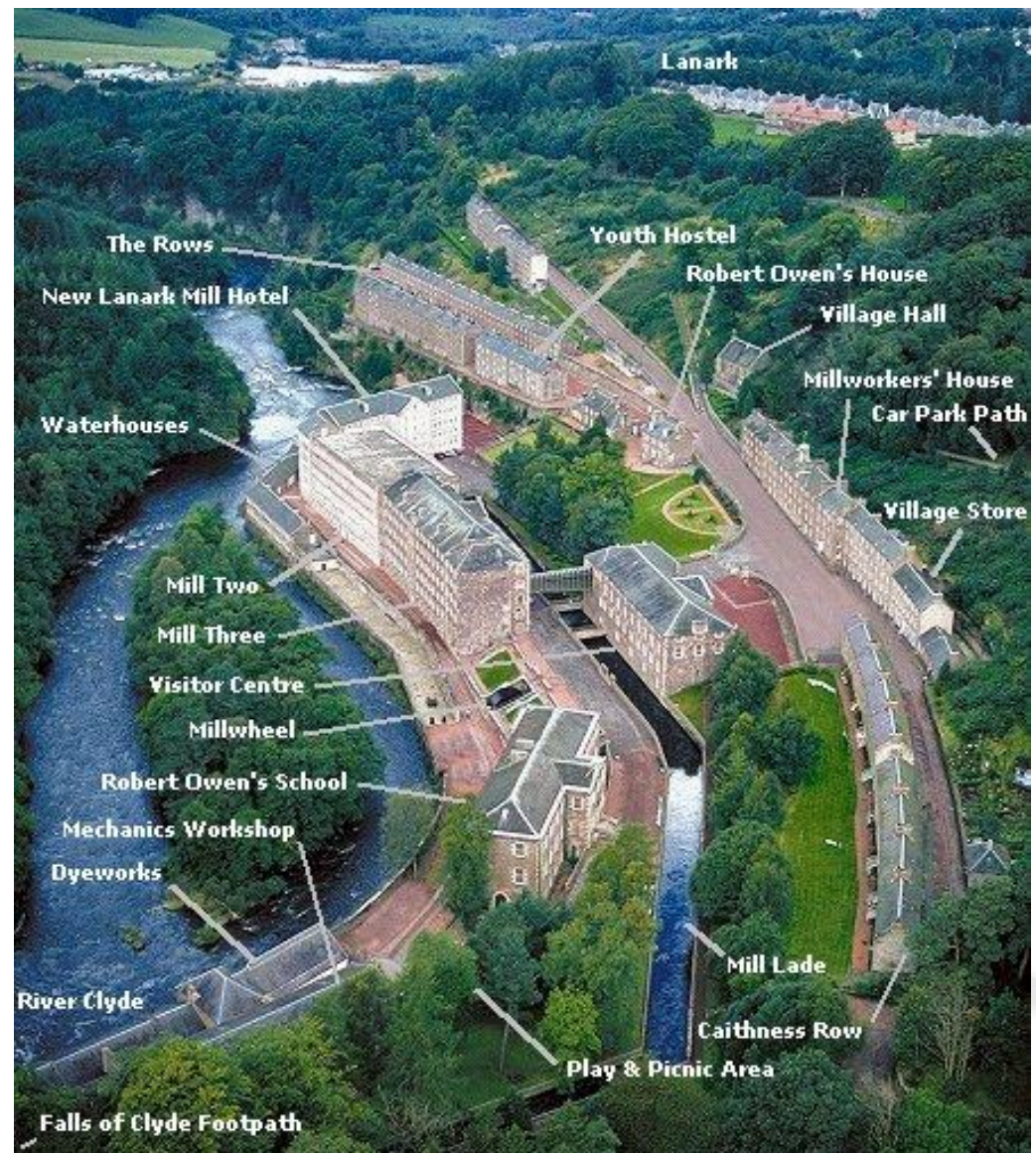
The Scope Document

- Write down what is going to be done…

- Write down what is NOT going to be done…

- Agree it with the Stakeholders

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A Famous Goal Statement

"I believe that this nation should commit to the goal of sending a man to the Moon and returning him safely to Earth before the end of the decade"

John F Kennedy, May 1961

Should answer the questions:

Who?
What?
When?
Where?
Why?

Deliverables

Deliverable	Measure
Computer System	Complies with Specification Passes Acceptance Test
User Guide	Meets Co. Standards Passes User Survey Help Desk Monitoring
Training Course	Attendee Evaluation Post Training Survey

Stakeholder Agreement of Deliverables

	S1	S2	S3	S4
D1	✔		✔	
D2	✔	✔	✔	✔
D3		✔	✔	
D4				

✔?

Work Breakdown Structure
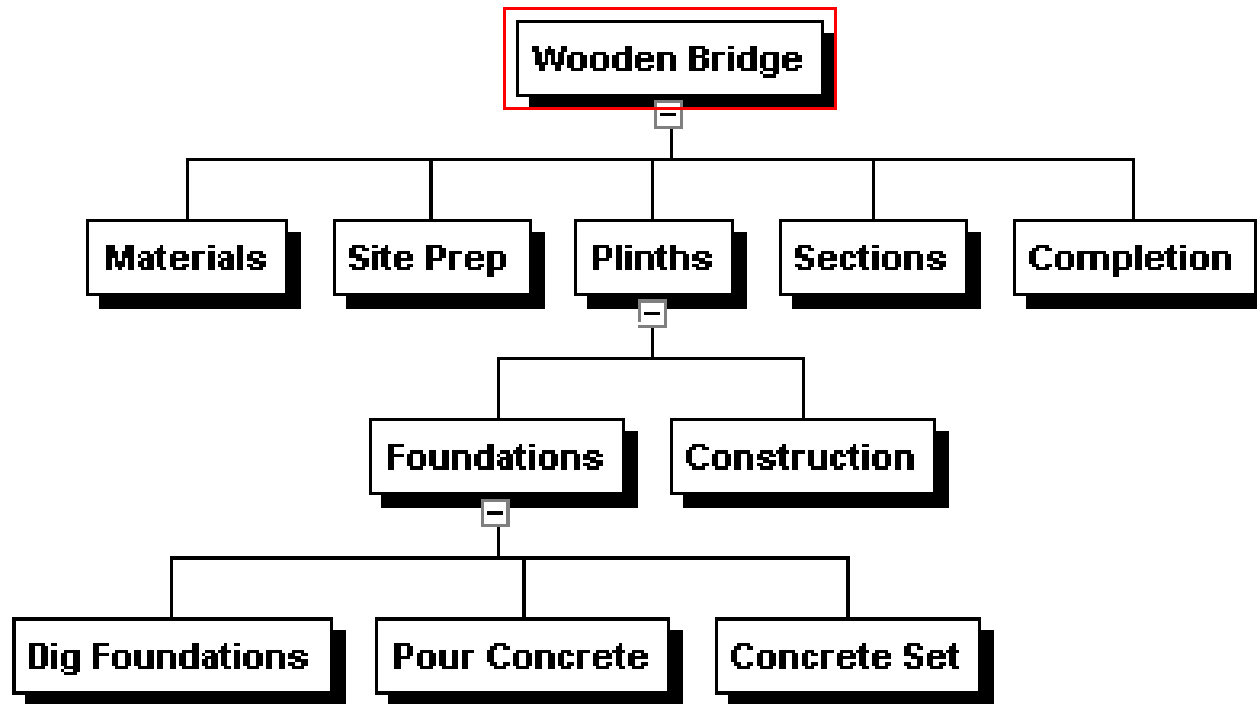
The "Take Away" Task

Task Length

Make all the tasks about the same length:
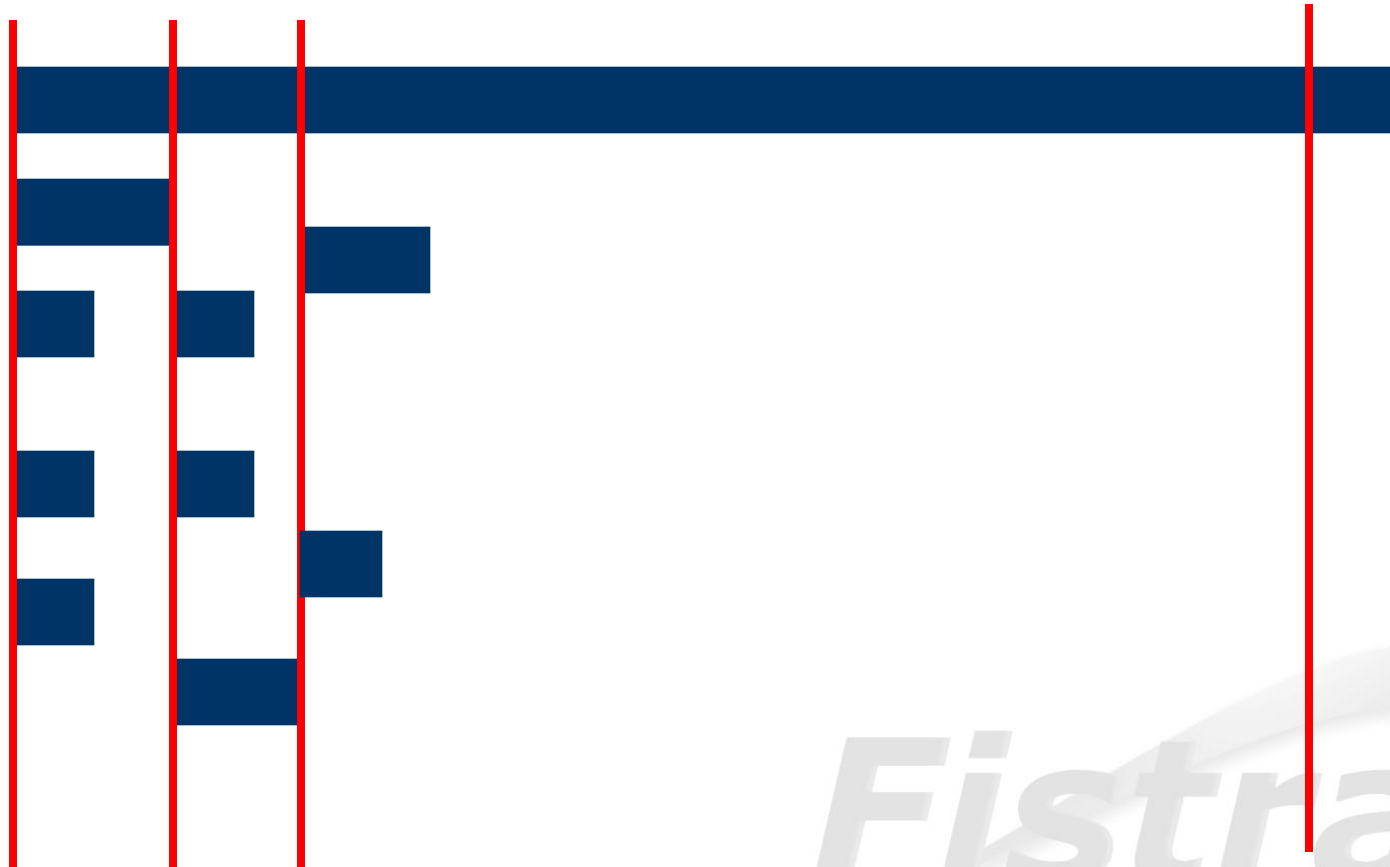
Estimating Techniques

- Crystal Ball

- Finger in the air

- Educated Guess

- Extrapolation from historical data

- Calculation from complex model of the situation

Write down the year Aristotle was born.

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3 Point Estimating

What is your best case estimate? (a)

What is the worst case? (b)

What is the most likely case? (m)

- The best fit estimate E = (a+4m+b)/6

- The Standard Deviation SD = (b-a)/6

Normal Distribution

Normal Distribution Curve

Gantt Chart

	Task Name	Duration	Start Slac
0	⊟ PROJECT 1	22 days	0 days
1	START	0 days	0 day
2	Task A	6 days	2 day
3	Task B	16 days	6 day
4	Task C	8 days	0 day
5	Task D	2 days	0 day
6	Task E	6 days	0 day
7	Task F	6 days	0 day
8	Task G	4 days	14 day
9	Task H	4 days	14 day
10	Task I	6 days	4 day
11	Task J	4 days	4 day
12	END	0 days	0 day

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Welcome Back

1.

2.
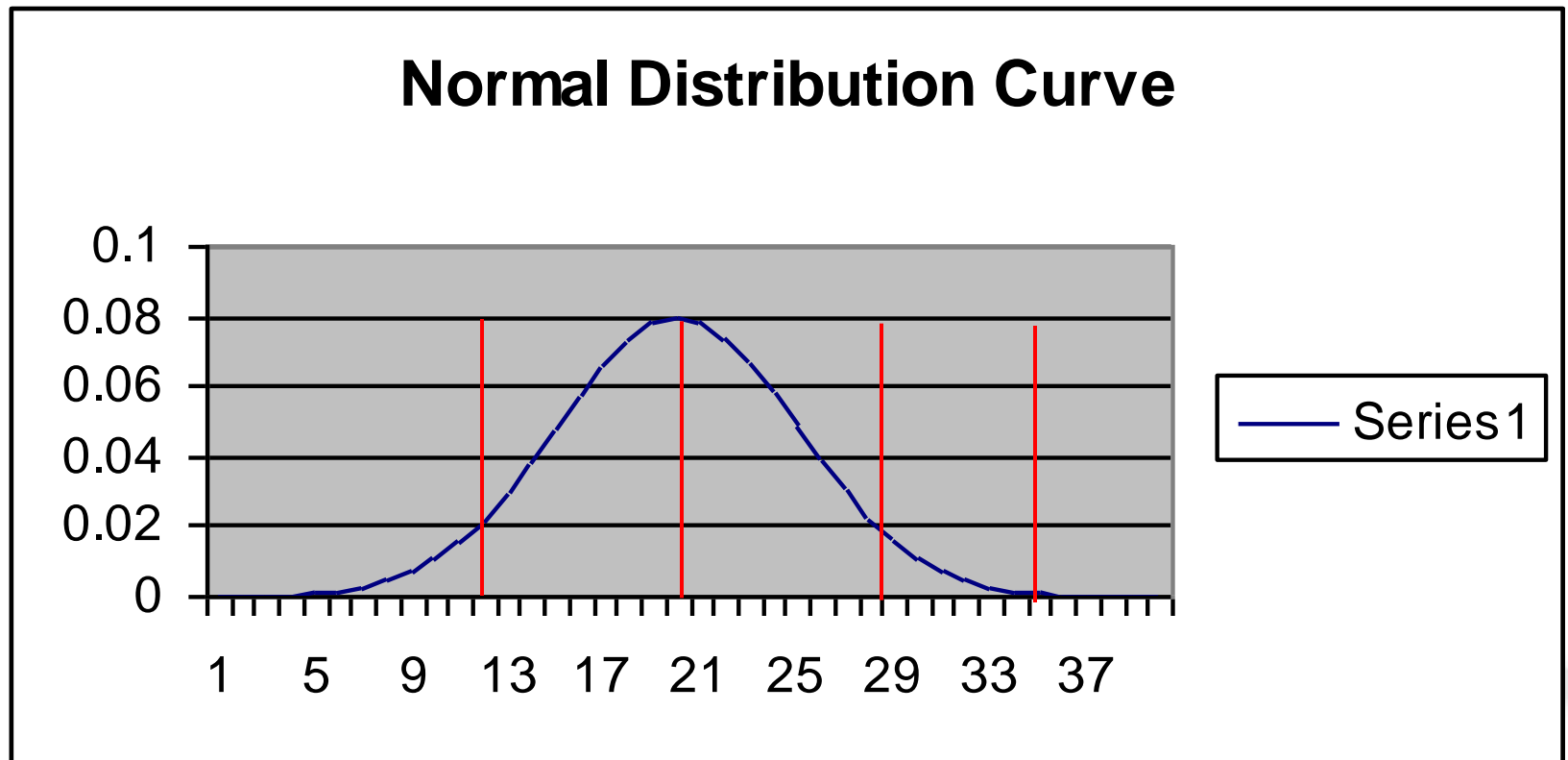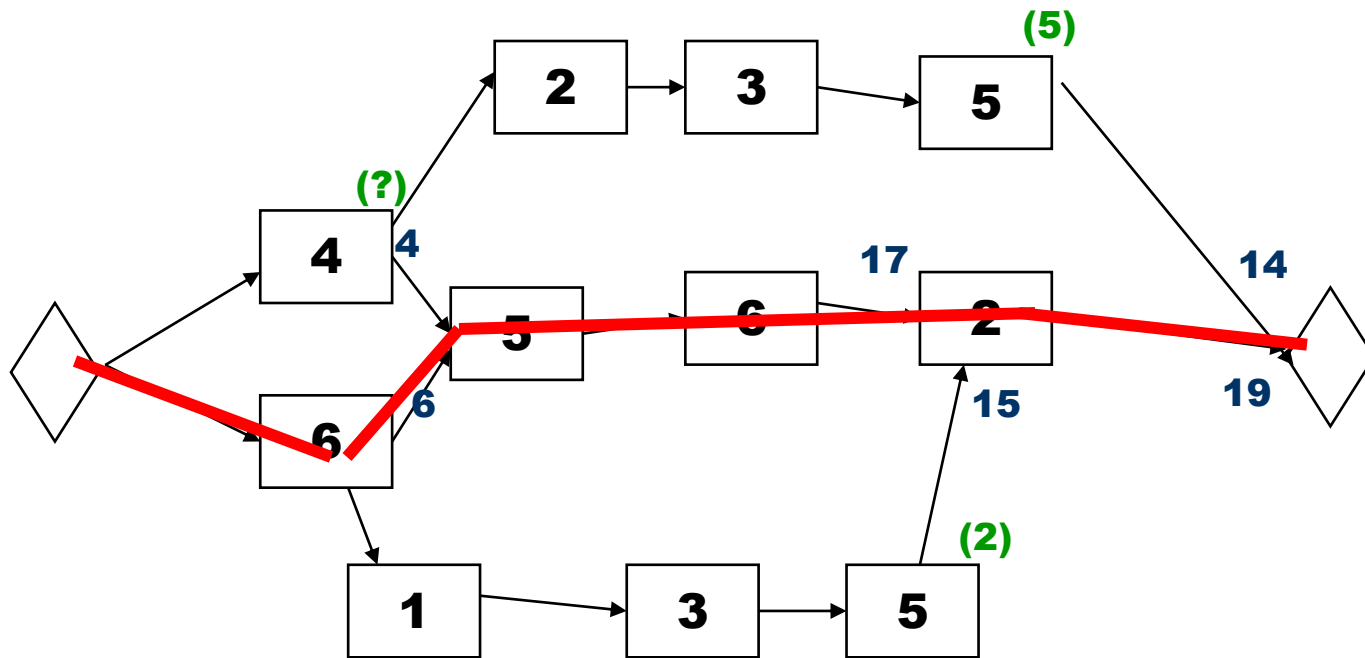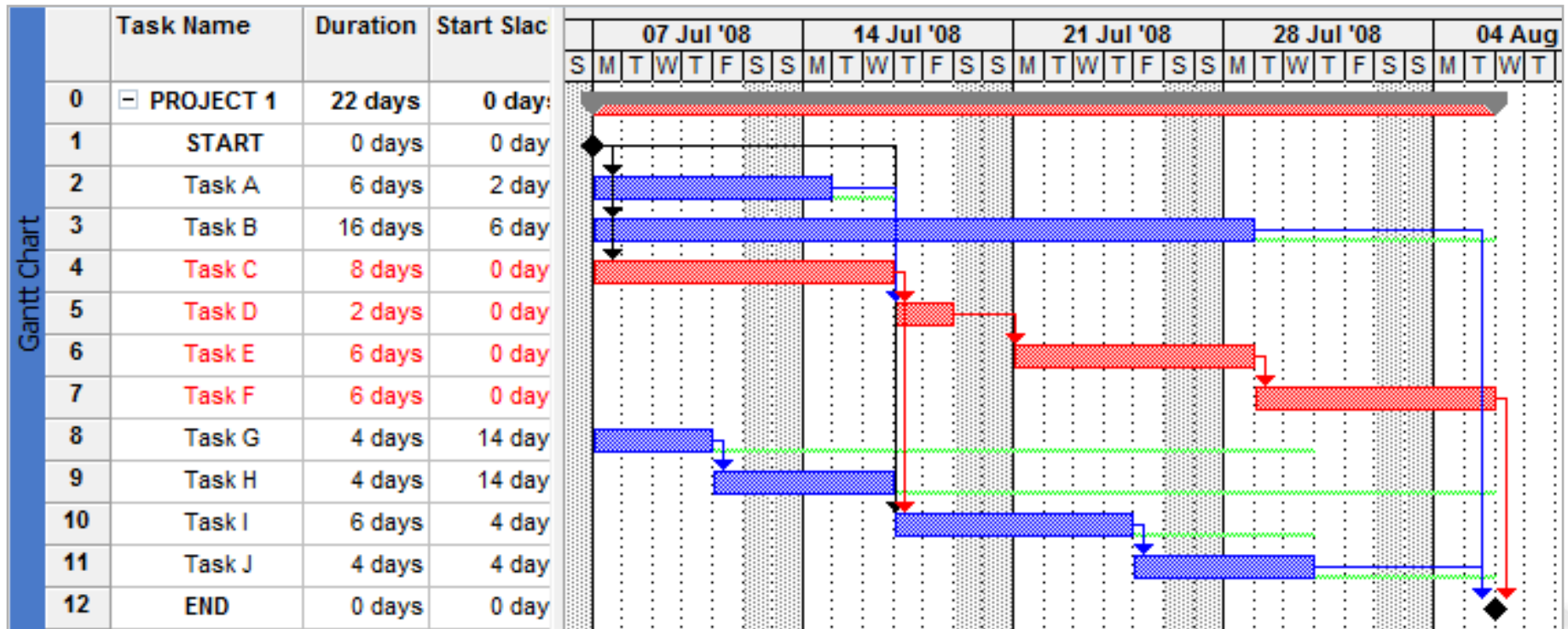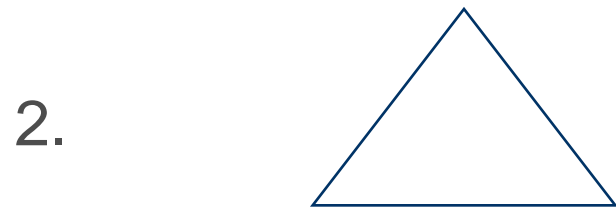
3. Stakeholders

4. Scope

5. Goal

6. Deliverables

7. Work Breakdown Structure

8. Duration

9. Network Diagram

10. Critical Path

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18

put on Kettle
Start: 14/03/08 ID: 2
Finish: 14/03/08 Dur: 1 day
Res: Me

Boil H2O
Start: 17/03/08 ID: 3
Finish: 20/03/08 Dur: 4 days
Res: Socket

Make Tea
Start: 25/03/08 ID: 4
Finish: 26/03/08 Dur: 2 days
Res: Me

brew
Start: 27/03/08 ID: 5
Finish: 28/03/08 Dur: 2 days
Res:

start
Milestone Date: Fri 14/03/08
ID: 1

H2O in Pan
Start: 21/03/08 ID: 6
Finish: 21/03/08 Dur: 1 day
Res: Me

Egg in Pan
Start: 24/03/08 ID: 7
Finish: 24/03/08 Dur: 1 day
Res: Me

Poach Egg
Start: 25/03/08 ID: 8
Finish: 26/03/08 Dur: 2 days
Res:

serve
Start: 31/03/08 ID: 13
Finish: 31/03/08 Dur: 1 day
Res: Me

end
Milestone Date: Mon 31/03/08
ID: 14

Egg on Toast
Start: 27/03/08 ID: 12
Finish: 27/03/08 Dur: 1 day
Res: Me

Bread in Toaster
Start: 17/03/08 ID: 9
Finish: 17/03/08 Dur: 1 day
Res: Me

Toast Bread
Start: 21/03/08 ID: 10
Finish: 25/03/08 Dur: 3 days
Res: Socket

Butter Toast
Start: 26/03/08 ID: 11
Finish: 26/03/08 Dur: 1 day
Res: Me

Simple Tea and Toast
Start: 14/03/08 ID: 0
Finish: 31/03/08 Dur: 12 days
Comp: 0%

ID	Task Name		10 Mar '08							17 Mar '08							24 Mar '08							31 Mar '08							
			M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M
0	Simple Tea and Toast																														
1	start																														
2	put on Kettle																														
3	Boil H2O																														
4	Make Tea																														
5	brew																														
6	H2O in Pan																														
7	Egg in Pan																														
8	Poach Egg																														
9	Bread in Toaster																														
10	Toast Bread																														
11	Butter Toast																														
12	Egg on Toast																														
13	serve																														
14	end																														

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ID		Resource Name	Work	Details	10 Mar '08							17 Mar '08							24 Mar '08							31 Mar '08							07 A
					M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M
		Unassigned	0 days	Work																													
		start	0 days	Work																													
		brew	0 days	Work																													
		Poach Egg	0 days	Work																													
		end	0 days	Work																													
1	◇	**Me**	**9 days**	Work				1d				1d				1d			1d	1d	2d	1d				1d							
2		Socket	7 days	Work								1d	1d	1d	1d	1d			1d	1d												

Risk Management

Start

End

The Risk Process

- Identify Risks
- Quantify Risks
- Categorise into Red, Amber, Green
- Develop suitable responses
- Record in the Risk register
- Manage the Risk Plan

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Risk Assessment

|			Impact				
			V.Low	**Low**	**Med**	**High**	**V.High**
			1	2	4	8	16
Probability	**V.Low**	0.1	**0.10**	**0.20**	**0.40**	**0.80**	**1.60**
	Low	0.3	**0.30**	**0.60**	**1.20**	**2.40**	**4.80**
	Med	0.5	**0.50**	**1.00**	**2.00**	**4.00**	**8.00**
	High	0.7	**0.70**	**1.40**	**2.80**	**5.60**	**11.20**
	V.High	0.9	**0.90**	**1.80**	**3.60**	**7.20**	**14.40**

Risk Responses

- Avoid
  - Do things differently to avoid the risk

- Mitigate
  - Reduce the probability or the impact

- Transfer
  - Pass (or share) the risk with someone else

- Accept
  - Do nothing (but make sure everyone knows about it!)

Risk Register

Risk	Probability	Impact		Cost of Risk	Actuarial Cost (EMV)	Contingency	Action
Late Delivery of Material	High	V.High	R	£2,000.00	£1,400.00		Negotiate Penalty clause
Security breach	Med	High	R	£10,000.00	£5,000.00		Build Security Fence
Flooding of river	Med	Med	A	£5,000.00	£2,500.00		Buy and fill sandbags
Equipment Failure	V.Low	Med	G	£1,000.00	£100.00	£100.00	

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The Effect of Good Controls

Good Controls

Bad Controls

The Cost = Area under the curve
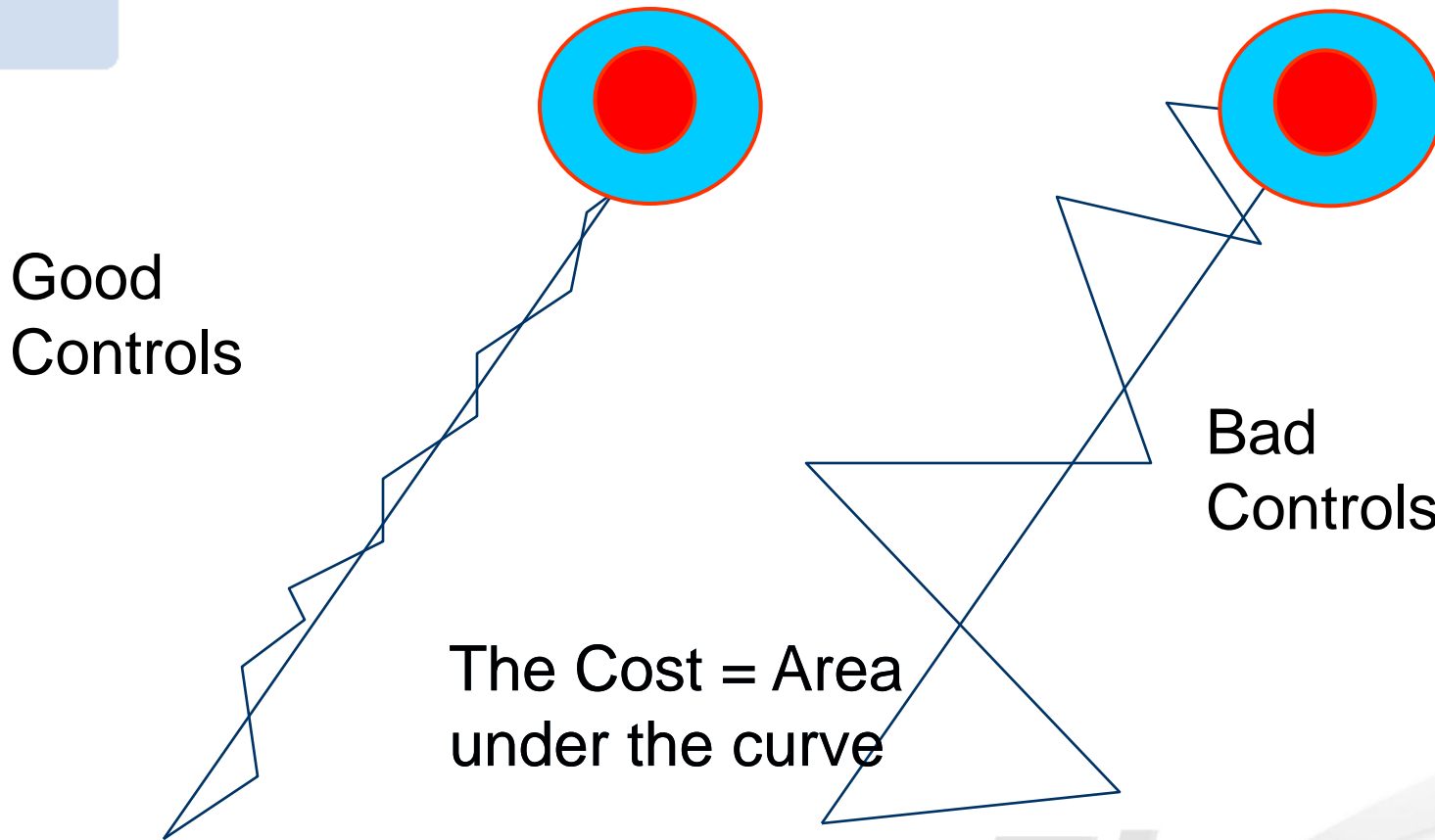
Signs to watch for...

- Arguments between team members.
- No reporting of problems.
- Late working by team member.
- Sponsor cancels project review.
- Why do I have to do everything round here?

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Motivation Factors (Hertzberg)

- ## The major motivators are:
  - Achievement
  - Advancement
  - Responsibility
  - Pay/ reward

- ## The Major de-motivators are:
  - Company policies
  - Work conditions
  - Pay / reward

Completion

- Have a formal completion event.
- Produce a completion document for the file
- Thank everyone involved

and…Party! Party!