



What Executives Want From Project Management

Montgomery Project Management Institute
August 12, 2004



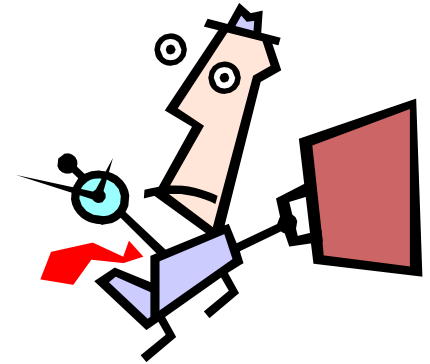
- “Handle it and let me know when it’s done.....”

- “This cannot fail.....”



- “Why does this have to be so hard....”
- “I can’t fix a problem if I don’t know it’s a problem...”

Know Your Executive



- Short Attention Span.....“just the facts please”
- Is Managing Multiple Priorities At All Times
- Must Constantly Satisfy Multiple Constituencies
- Must Constantly Negotiate and Build Relationships
- Sensitive to Cost and Risk
- Wants Solutions
- Often Time-Constrained
- Usually Well Versed in Strategic Direction of the Firm

Project Management.....from an Executive Perspective

- A Process
- A Discipline
- A Philosophy
- An “Edge” to ensure Success
- A Means to an End
- Effectiveness is a Minimum Requirement



The race is not an easy one.....



Challenges

- Communication is key

- Different Audiences
- Different Styles
- Different Tools



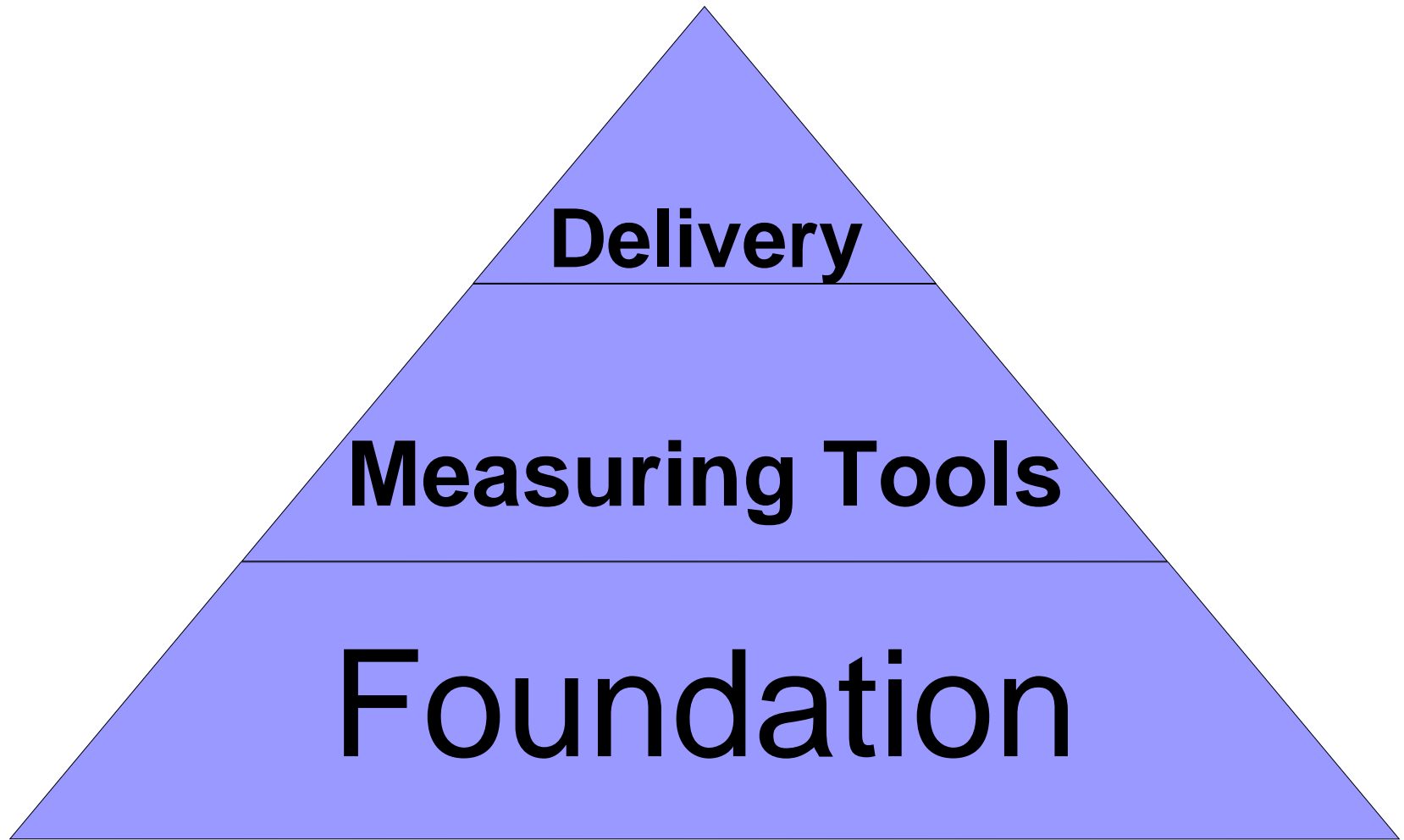


Other Challenges

- One size does not fit all
- Determining Potential Pitfalls *and* Actions
- Formal disciplines associated with project management are often not natural
- Pointing fingers adds no value, but that doesn't stop people from doing it



What Project Managers Can Do to Manage the Challenges





Laying the Foundation

1. Make sure you are adequately trained – develop yourself if you have to!
2. Know Your Landscape.
3. Understand the Project Scope and Dependencies – Make sure key stakeholders understand likewise.
4. Define and ensure clear understanding of roles and responsibilities of each team member.
5. Establish ground rules for dealing with troubles, e.g. scope creep, disagreements, funding difficulties (resources or dollars).
6. Define and communicate “Critical Path” Items or Decisions.
7. Determine and communicate templates that will be used for data gathering or reporting.
8. Establish communication routines that will be used and frequently assess their effectiveness.
9. Determine out of the gate how you will know the project has been successful.
10. Determine what measuring sticks will be used and how.

Measurement/Management Tools




- Regular Status Reports, e.g., Dashboards



Sample Dashboard

Your Project Name (same as on Major Projects List) - SR Number
Week Ended: (Insert) Every Friday by Noon
Prepared by: (Insert your name as project manager) - Project Manager

Objective: *What will we accomplish with this project? Why are we doing it?*

- Overall Status**
 -  **RED-** A problem exists that will significantly affect schedule, cost, scope, or quality. *Significant problem exists. Describe requirement to move to Green; state when project is expected to move to Green.*
 -  **YELLOW-** A problem may exist that will slightly affect schedule, cost, scope, or quality. *Problem may exist. Describe requirement to move to Green; state when project is expected to move to Green.*
 -  **GREEN-** On schedule, cost, scope, and quality. *Project is as planned.*
- Statistics**
 - Project percent complete.
 - Project start date
 - Project finish date
 - #times finish date has been changed
 - Reason for date change
- Schedule Confidence**
 - Indicate your schedule confidence level by percentage.
- Most Important Accomplishments This Week**
 - What, When, Who?
 - What was accomplished this week?
 -
 -
 -
- Key Upcoming Milestones**
 - What, When, Who?(should not include milestones from the past)
 - Select from your project plan.
 -
 -
 -
- Action Items**
 - Action items generally are maintained on a separate list.
- Key Issues**
 - Risks that have become a reality.
 -
 -
- Key Risks & Mitigation Plans**
 - Uncertain event that could reasonably impact project.
 -
 -
- Key Dependencies**
 - Event external to project must occur; milestone in project plan.
- Project Stages**
 - Initiation - Activity underway. % complete (no need for narrative)
 - Planning - Developing project plan. % complete (no need for narrative)
 - Execution - Implementing the project plan. % complete (no need for narrative)
 - Closed - Customer satisfaction survey and post implementation meeting completed.

Full Screen ▾
Close Full Screen



Measurement/Management Tools

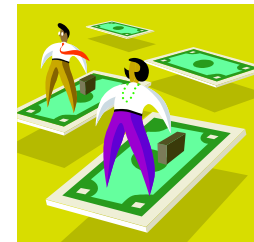
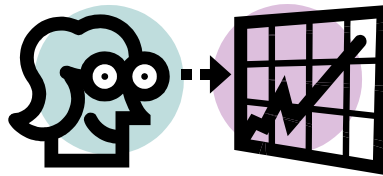
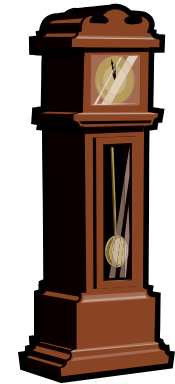
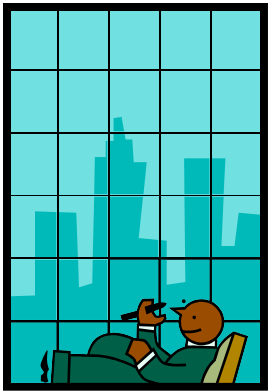
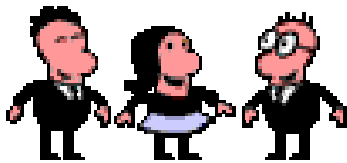
- Project Plan (Easily Accessible)
- Documentation of “Top Ten” Risks
 - ...and the mitigation strategy
- Checkpoints
- Independent Measures
- Yellow and Red Reporting and Ownership



Delivery

- On Time
- Within Budget or Better
- No Casualties

Results



And we don't have to cancel.....

