

“Just Enough” Project Management™



**PMI Chapter of Montgomery
September 8, 2005**

John C. Rahiya, PMP

“Just Enough” Project Management™



Fast and Easy Techniques for
Managing Projects



Introduction to “Just Enough”

“Project managers have become much too focused on complicated charts and graphs and not intent enough on the overall business value...”

The whole discipline and art of project management is going to be the essence of management training, operational excellence and value added.”

Tom Peters, *PM Network* 2004



“ Just Enough” Objectives

1. Decide when a work effort should be treated as a project
2. Use a four-step model to bring projects in on time, within budget, according to customer expectation



“Just Enough” Components

Unit 1: Introduction to “Just Enough Project Management”

Unit 2: Initiate

Unit 3: Plan

Unit 4: Control

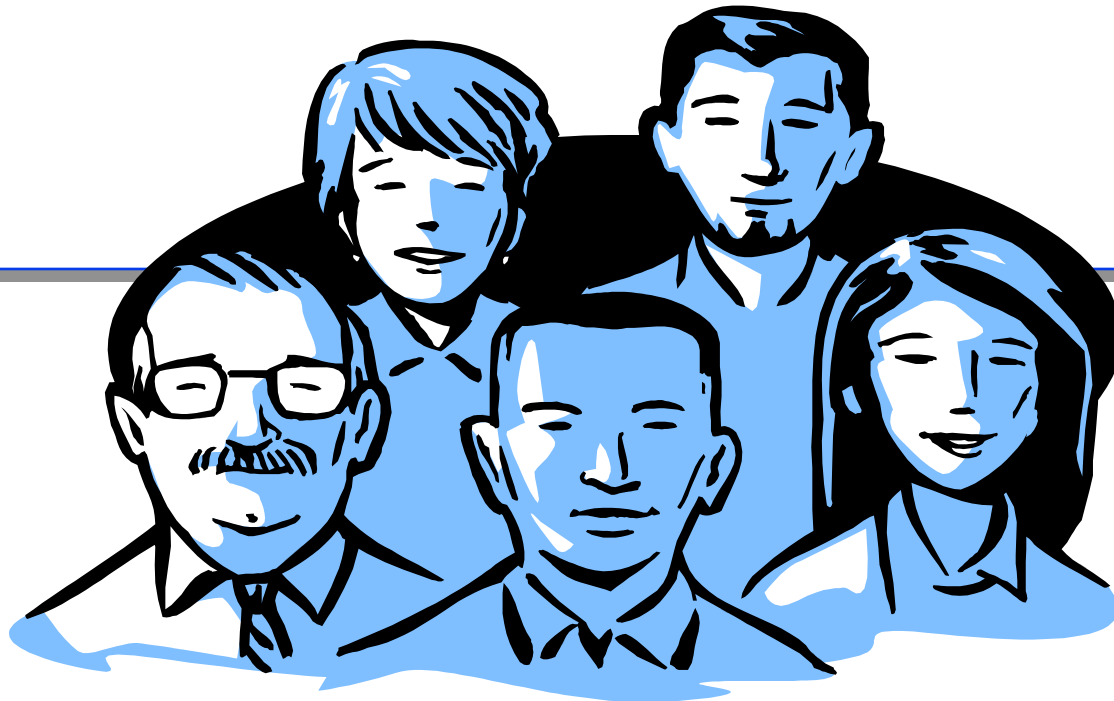
Unit 5: Close

Sounds like
a lot!



WHY “Just Enough Project Management” ?

Let's ask the audience?



A little background

- The world of the project manager--leading key projects:

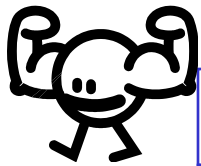
- Military
- Construction
- Information Technology



- The part time project manager
 - Process and procedure implementation
 - New customer solution launch
 - New product introduction
 - Operations improvement



A little closer look—in contrast



Project Manager

Part Time -Project Manger



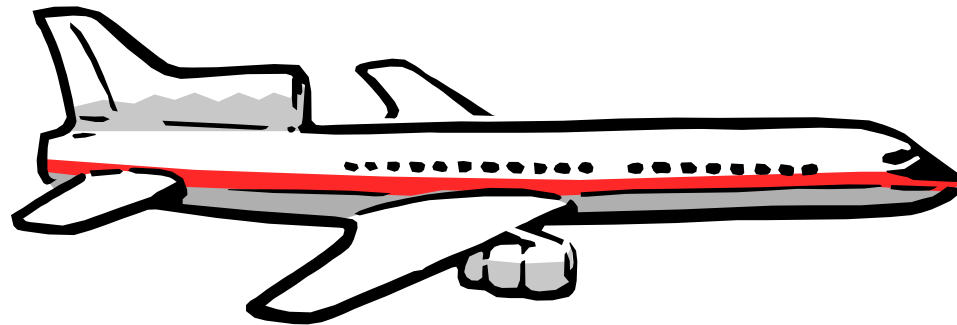
IT	vs.	Non-IT
Professional	vs.	Part time/Team member
Certification	vs.	Not interested
Several large projects	vs.	Multiple small projects
Weeks/months	vs.	Days
Complex	vs.	Less complex
Process	vs.	Brute force/Intuitive
Permanent	vs.	Temporary

Who is most important?

- IT project manager?
- Part time project manager
- Team member?
- Subject matter expert?
- Business person?

Lets ask the question differently?

What is the most important part of an airplane?



Everyone is important

- The IT project manager
- The part time project manager
- The team member
- The subject matter expert
- The business person
- The functional representative
- Others who participate in projects



But who receives the PM training?

The Project Managers in IT

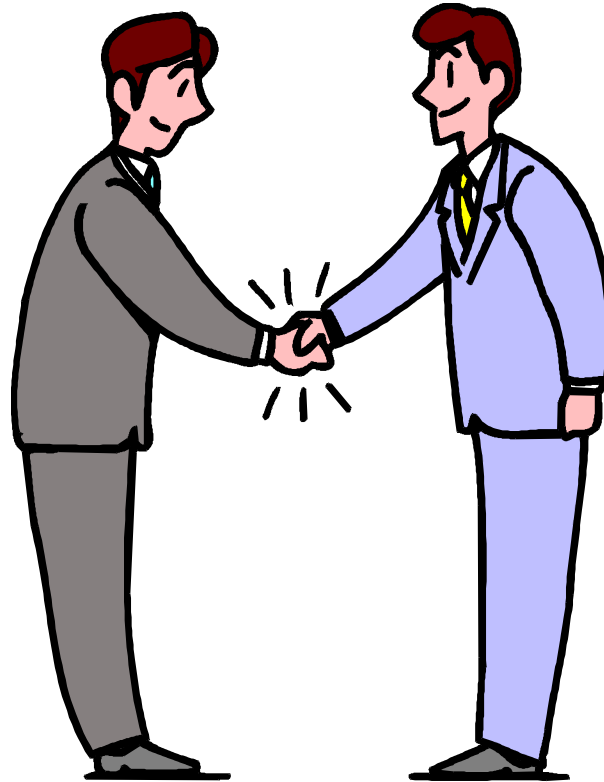


What do we owe the other project players?

Some understanding of project management but “Just Enough.”



Let's take a look...



“Just Enough” Components

Unit 1: Introduction to Project Management – “Just Enough”

Unit 2: Initiate

Unit 3: Plan

Unit 4: Control (and Execute)

Unit 5: Close



Unit 1: Introduction



“Just Enough”

A project is. . .

A project is a **temporary** endeavor undertaken to achieve a **specific objective**. Projects have a beginning and an end, and are conducted within the parameters of schedule, cost, and quality.

Schedule

Cost

Quality



What is Project Management?

Getting the job done on time, within budget, according to customer requirements

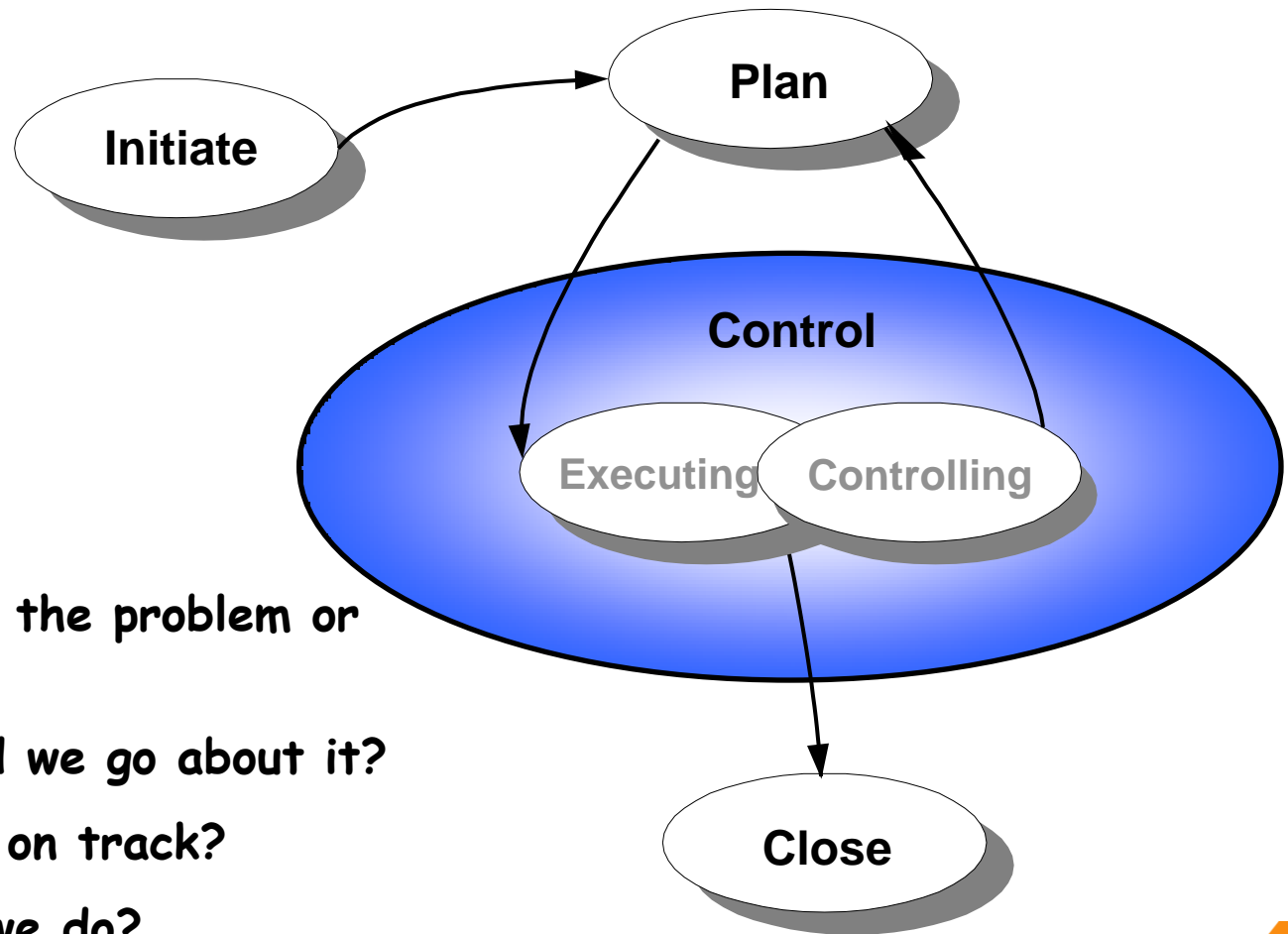


“Just Enough” Project Management



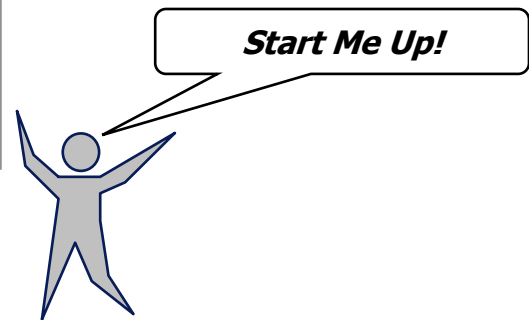
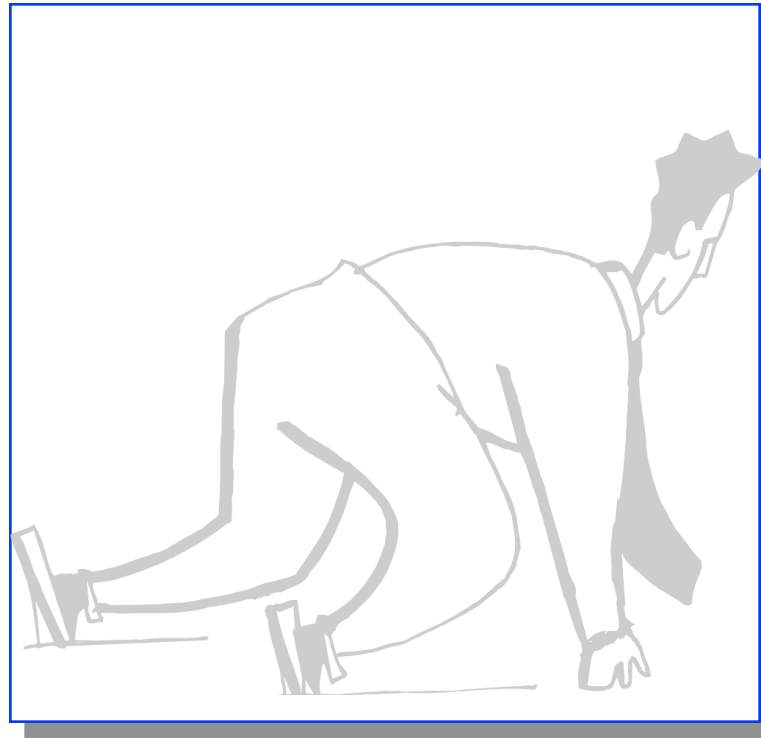
All projects need project management—but
just enough to get the job done!

The Four Steps of Project Management



1. **Initiate**—What's the problem or challenge?
2. **Plan**—How should we go about it?
3. **Control**—Are we on track?
4. **Close**—How did we do?

Unit 2: Initiate



Get the project going

It's a project

What you need to know?

- What is it?
- Who needs it?
- Why are we doing it?



The Project Charter

- *Formally* launches the project
- Identifies the project manager, sponsor and stakeholders
- Documents what is known so far:
 - Business need
 - Assumptions
 - Cost and schedule constraints
- Project definition
- Signed by sponsor



Unit 3: Plan



Develop the project plan

Planning includes:

- Review customer requirements
- Establish project team
- Conduct Kickoff meeting
- Develop project plan
 - Tasks, time, people, cost, communications
- Approve the plan



The Project Plan



- Project Summary (objectives)
- Work Breakdown Structure (task list)
- Project Schedule
- Assignments
- Budget
- Risks and Assumptions
- Communication Plan
- Controlling changes

A good project objective is SMART. . .

- **S**pecific
- **M**easurable
- **A**greed
- **R**ealistic
- **T**ime-constrained



The Work Breakdown Structure (WBS)

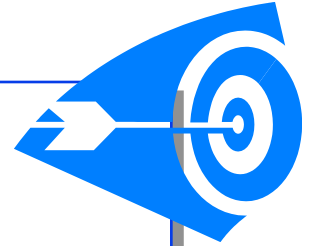
- ✓ The WBS--list of **all project work** required.
- ✓ The **objective is broken down** into project phases, activities and tasks.
- ✓ WBS--**foundation** project planning.



Schedule Work

5 easy steps to a *realistic* schedule

1. Create a **WBS**
2. Figure out **dependencies**—what can start first, what can be done next, whether tasks can be done in parallel
3. Determine **start and finish dates**
4. **Assign** each task
5. Create the project **schedule** and determine the end date for the project



The Budget

Three approaches

1. Top-down
2. Budgetary
3. Bottom-up

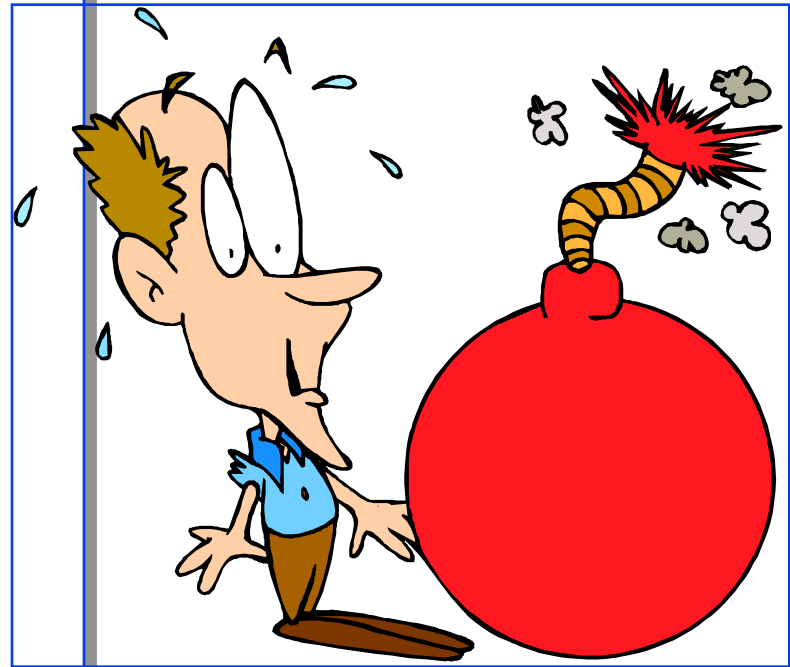


Risk management



The question: “What could go wrong?”

The answer: “LOTS!”



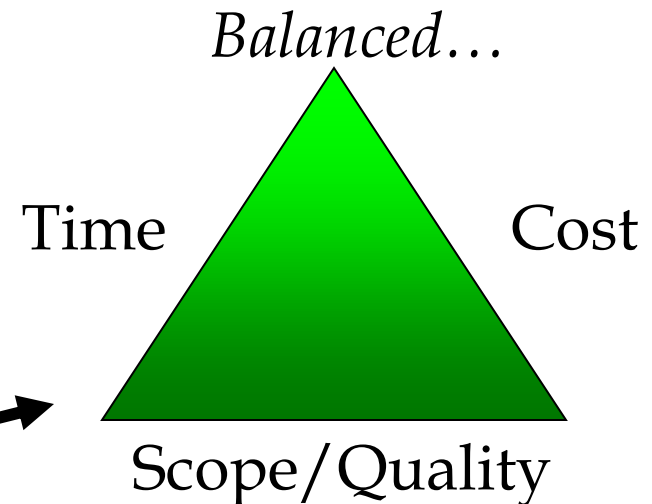
Add communications to the plan

- Who needs information?
- What do they need?
- When do they need it?
- What form does it need to be in?

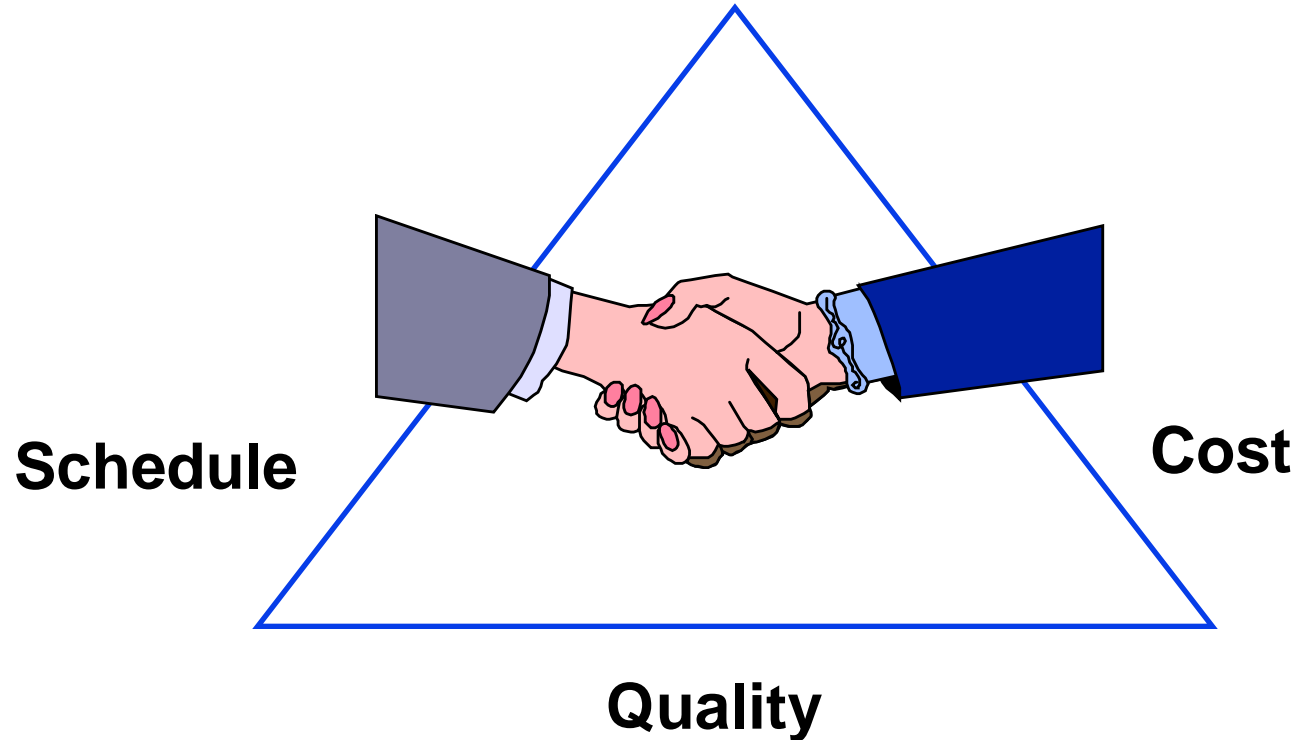


Controlling Changes

- Number one project killer: “scope creep!”
- Use a simple change control process:
 - Use Change request form
 - Track changes
 - Assess impact on “triple constraint”
 - Approve or disapprove

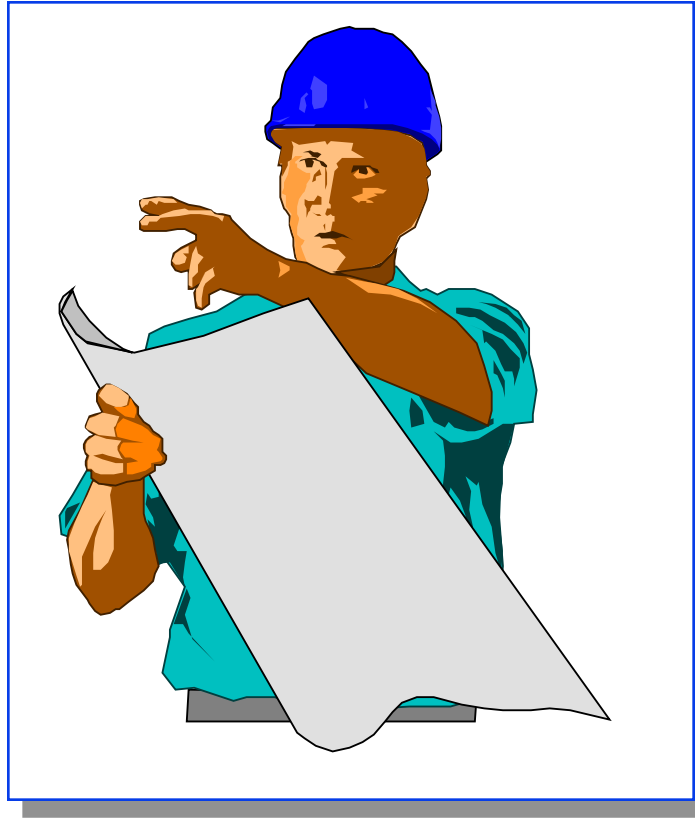


Before you start. . .



- 1. Discuss the assumptions*
- 2. Get everyone's agreement on the plan*

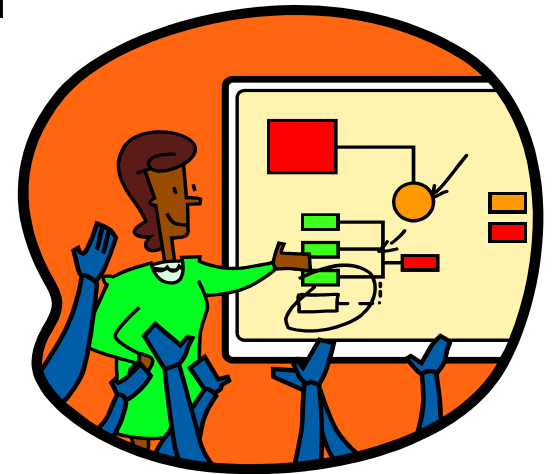
Unit 4: Control



“Execute the work & control variances”

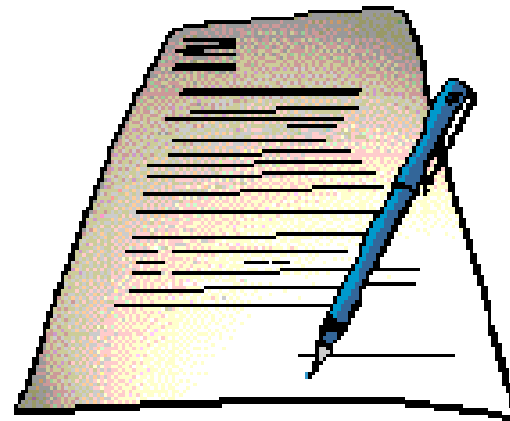
Control includes:

- Doing (managing) the work
- Tracking task completion
- Reporting status
- Controlling change
- Leading the team
- Managing the customer relationship



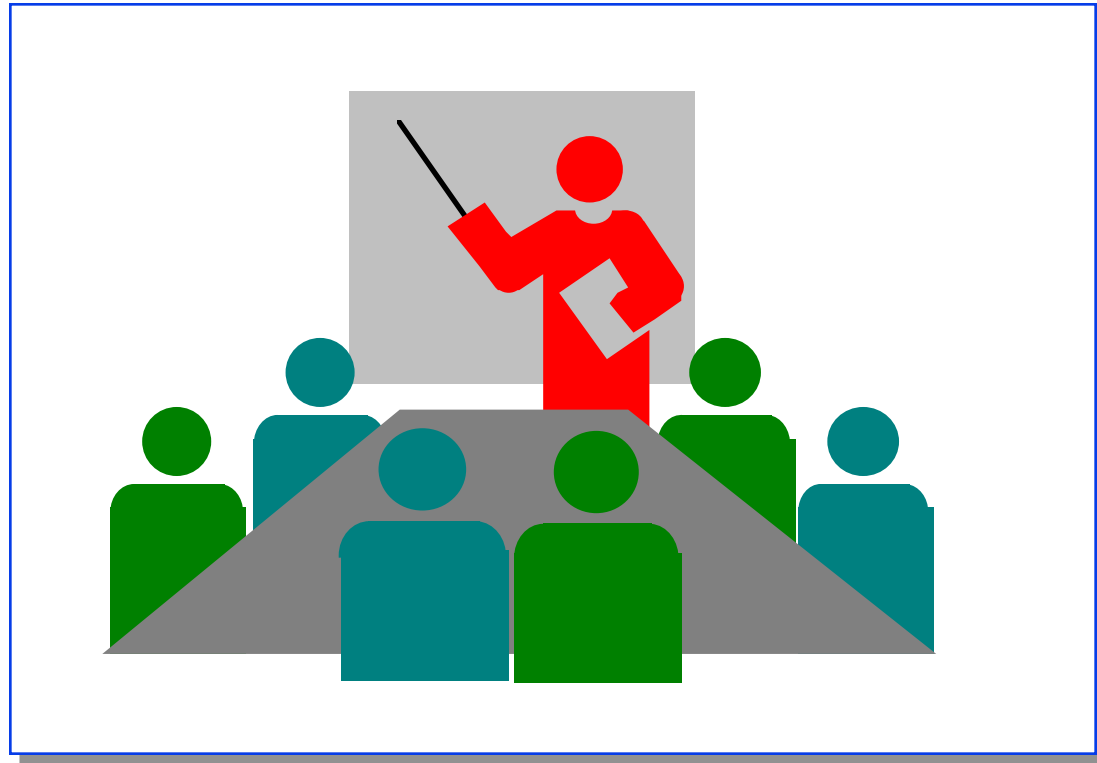
Communicate Your Achievements!

Let your team, customer and stakeholders know about your accomplishments!



Manage the team

To meet or not to meet, that is the question...

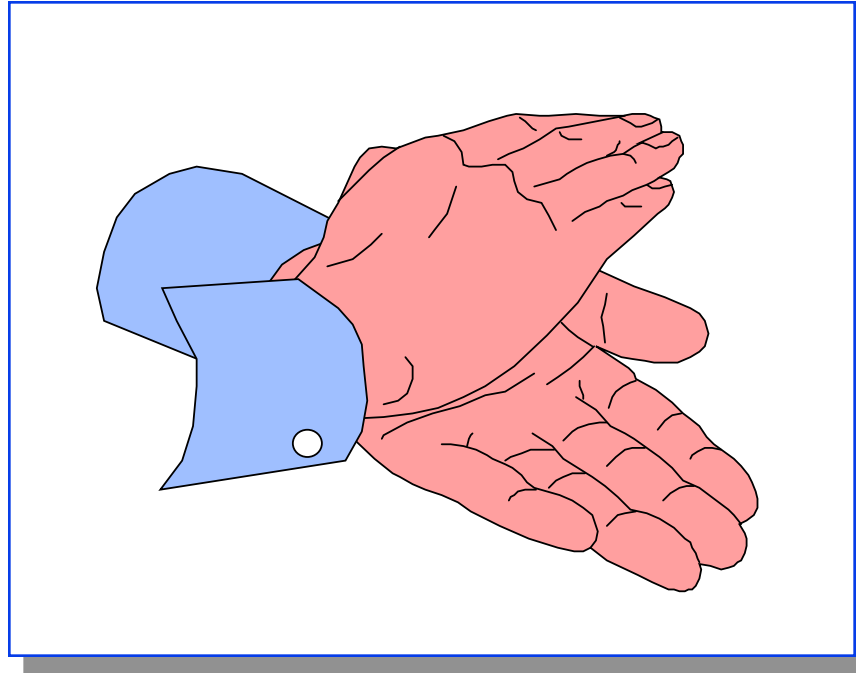


Manage the customer relationship

- All projects begin and end with the customer:
 - Keep customer informed and satisfied
 - Get customer to sign off on deliverables



Module 5: Close



“Closeout the project”

Closing a Project

Closing a project answers some important questions:

Yes

No

Were expectations met?

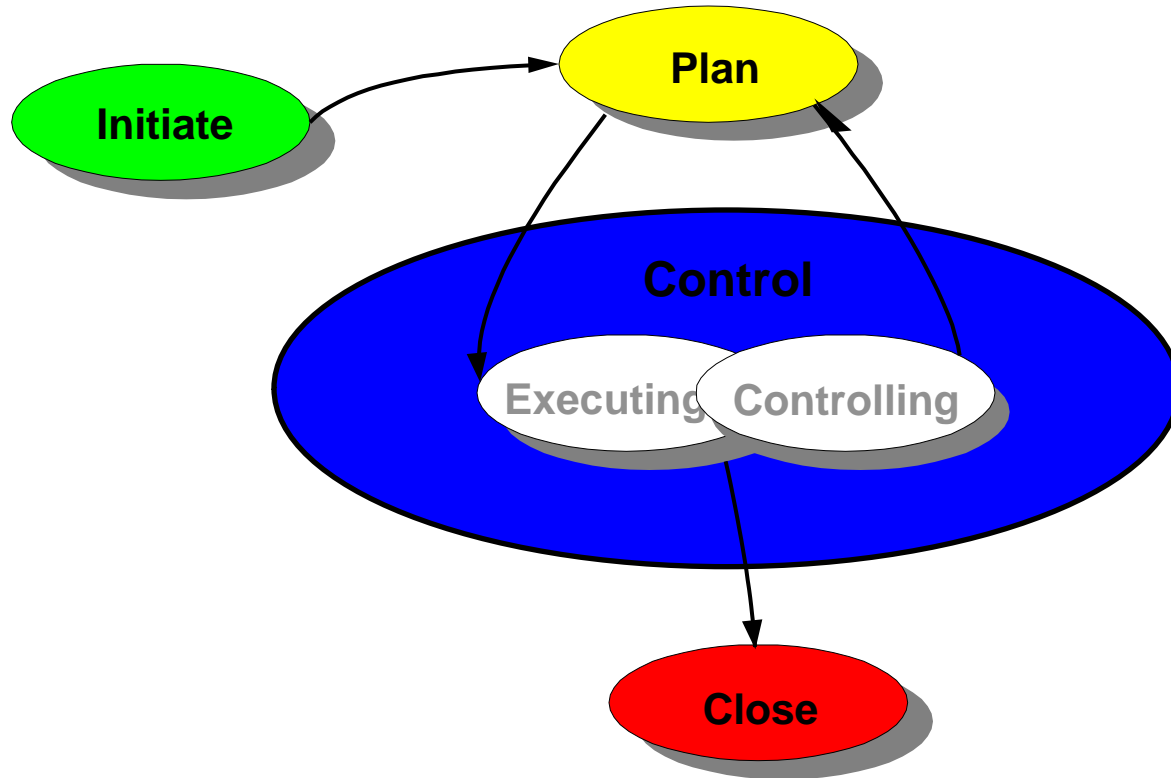
Were objectives accomplished?

Did we learn anything? Save it?

Have we communicated thanks and acknowledgments?



Summary...



1. **Initiate**—What's the problem or challenge?
2. **Plan**—How should we go about it?
3. **Control**—Are we on track?
4. **Close**—How did we do?

And in closing...

There are no easy
answers...

but there is plenty we
can do and its "Just
Enough"

