

The
Ramsey Foundation



Making the most of our precious gifts.

Topics

- ▶ Emerging Trends in Project Management
- ▶ Challenges to Established Principles
- ▶ The Ramsey Foundation

Emerging Trends

- ▶ Virtual Teams or Multiple Locations
- ▶ Escaping the “Buzzword” Syndrome
- ▶ Parkinson’s Rock and Murphy’s Hard Place
- ▶ Customer Service and Sales

Virtual Teams and Multiple Locations

- ▶ Issue: Customer, Developers, Project Managers, Users are virtual and unable to meet.
 - Suggest to create WBS in person.
- ▶ Issue: Timelines are difficult to manage and team consensus is difficult through e-mail.
 - Web collaboration and extensive reporting.

Virtual Teams and Multiple Locations

- ▶ Extensive travel means less productivity.
 - Visit each location as often as possible.
- ▶ Motivation becomes difficult due to modes of communication.
 - Motivate on a personal level. Try not to use e-mail for tough conversations. (implied tones)

Escaping the “Buzzword” Syndrome

- ▶ Top management says the right things, but does not support them.
 - Draft a charter of responsibilities.
- ▶ “There must be something to this project management stuff! I want a PMO!”
 - Educate, Educate, Educate! Ask another PM who runs a PMO to come in and speak to the commitment level.

Parkinson's Rock and Murphy's Hard Place

- ▶ Parkinson's Law

"Work expands to fill the time available for its completion."

- ▶ Murphy's Law

"Anything that can go wrong, will."

Parkinson's Rock and Murphy's Hard Place

- ▶ Plan for risk in the baseline, release “worst case” date to your sponsor only and gain agreement.
- ▶ Publish “best case” date and drive team towards that as a goal.
- ▶ Use “worst case” slack as bargaining chips for work completion, if necessary.

Customer Service and Sales

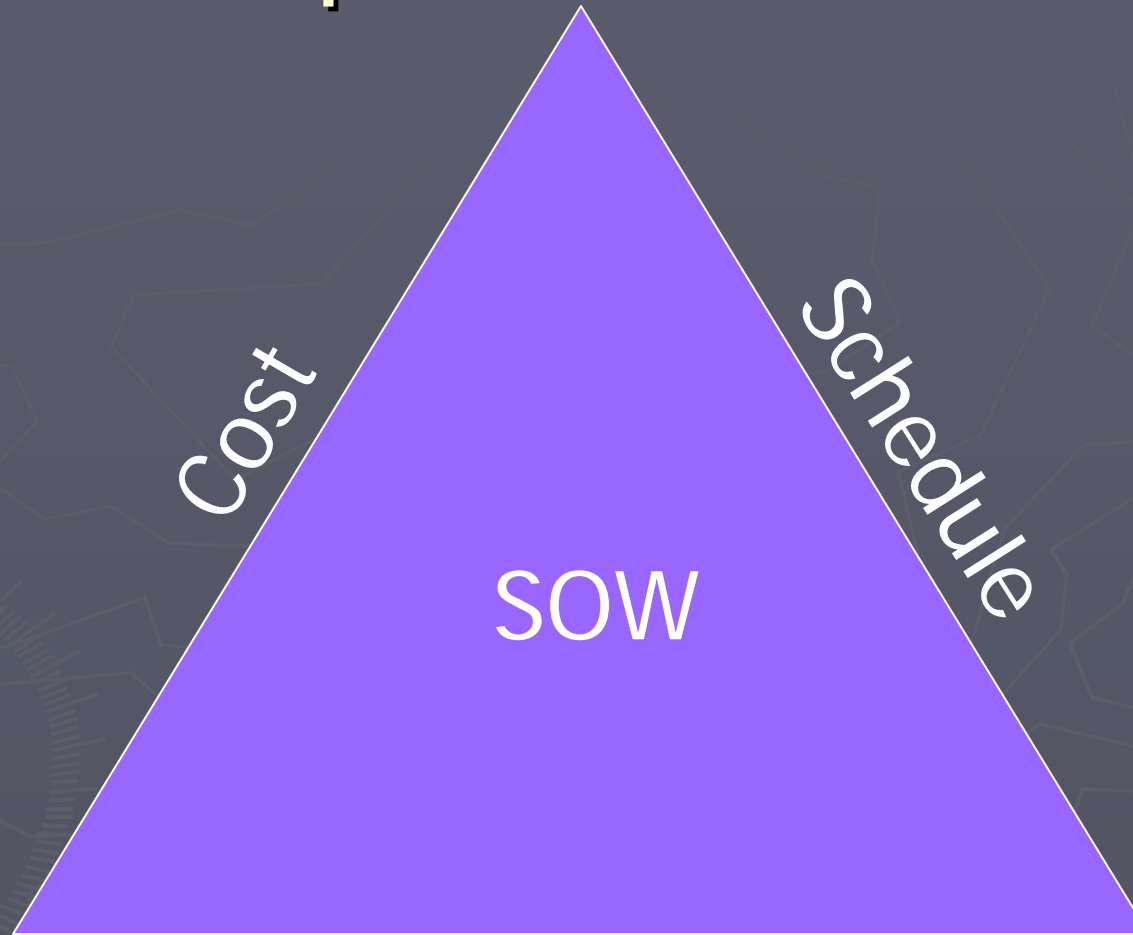
- ▶ Project Management requires customer service skills. Complaints, issues, team conflict, and firefighting are part of the job description.
- ▶ Project Management requires sales skills. Otherwise known as “compromise” or “gaining commitment.”

Challenges to Old Principles

- ▶ Iron Triangle, Golden Triangle, or Triple Constraint.
 - Is a project successful if it meets requirements, budget, and completes on time?

ARE YOU SURE?

Triple Constraint



Quality

Customer Service

Radical Project Management

- ▶ "The iron triangle has caused more projects to fail than any other project management myth. It ignores stakeholders, the team, and most important, the added value or expected benefits from the project. Project after project has been constrained during development to meet a budget or deadline, only to fail in implementation."

- Rob Thomsett, Radical Project Management

Additions to the Triple Constraint

- ▶ We already have cost, schedule, budget, SOW, and customer satisfaction. The question is who is the customer?
- ▶ Additions:
 - Degree or Level of Stakeholder Satisfaction
 - Added-Value Requirements
 - Team Satisfaction

Challenges to Old Principles

- ▶ Risk Management does not have to take 7 meetings, 3 years, or plan for an asteroid crashing into earth!
- ▶ Microsoft Project is not a spreadsheet, it is the most underrated tool in project management.
- ▶ Project Managers CAN have personalities!
- ▶ Project Managers are the new lawyers.

Civic Commitment

- ▶ Billionaires should donate money.
- ▶ Celebrities should donate their time and image.
- ▶ Government should care about all issues.
- ▶ What should Project Managers give?

Trends in the Nonprofit World

- ▶ There are scandals just like WorldCom and Enron.
- ▶ The public is lost faith in big business including charities. Recent survey says that ½ the public do not trust nonprofits to spend the money wisely.
- ▶ Scam artists steal money in the name of charities.

Trends in the Nonprofit World

- ▶ "Nonprofits need a wake-up call to accountability and transparency,"

-Brian Gallagher, CEO United Way, Thursday, January 20, 2005 – Birmingham, AL

- ▶ What can Project Managers bring?
 - Knowledge
 - Proven Process
 - Communication Skills

The Ramsey Foundation

Making the most of precious gifts
by providing project
management expertise for
charities and nonprofit
endeavors.

Why is this needed?

- ▶ The entire nonprofit community of Alabama reported an expense budget of a total of \$12.7 billion.
- ▶ There are many people with great vision who need planning and organization assistance.
- ▶ How many processes are setup out of necessity or because it is the way it has always been done?

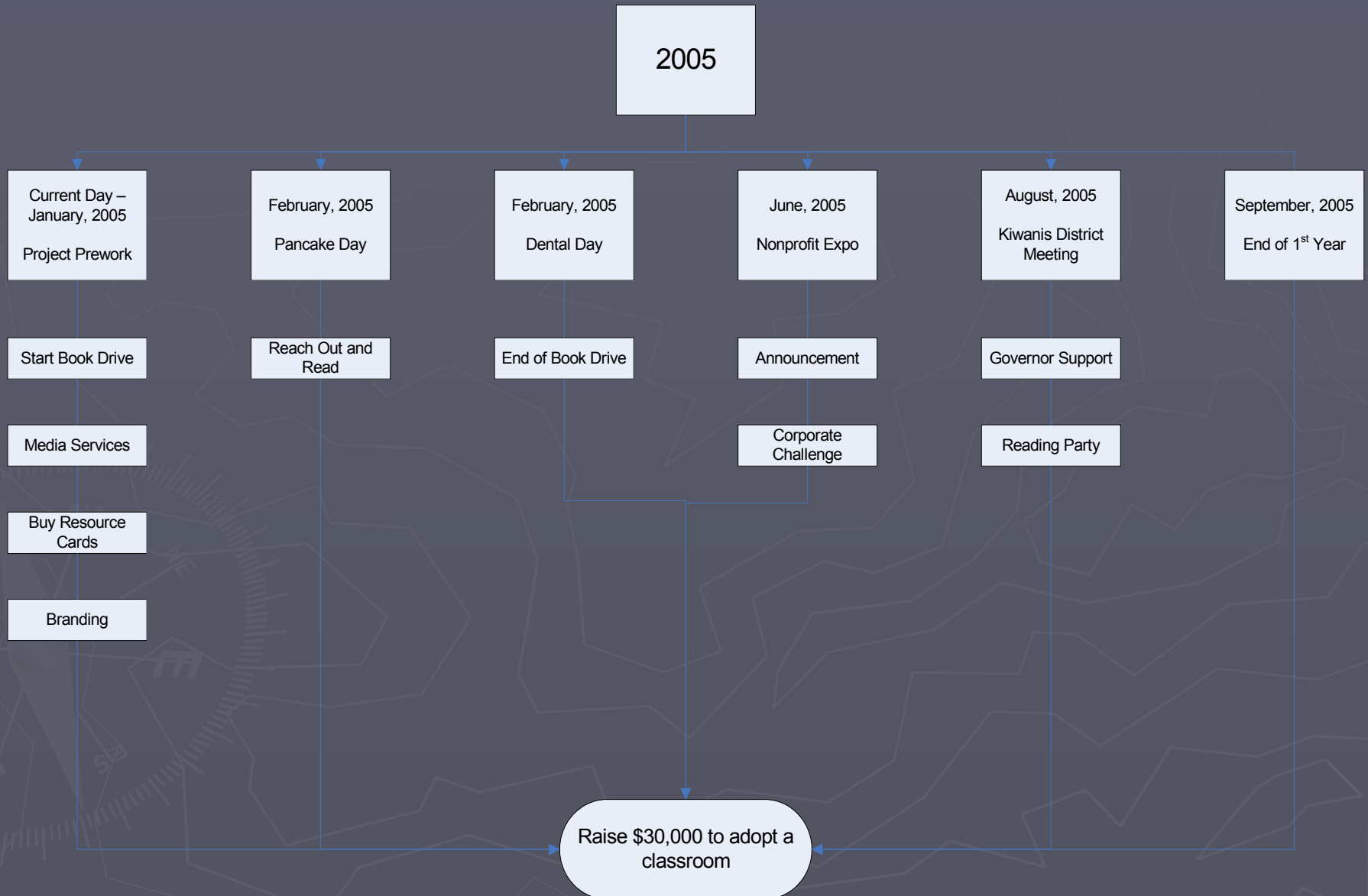
Why is this needed?

- ▶ 11,000 registered 501(c)3 organizations in Alabama. 860 of these organizations have an operational budget of \$1,000,000 or more.
- ▶ Nonprofit organizations have risen by 31% and budgets have risen 29% since 1999.
- ▶ 3161 charities reported expenses of a total \$6.5 billion. If 10% is spent on projects, the budget is \$657 million.

Current Projects

- ▶ Kiwanis Club / Success By 6 Long Term Service Project

Magic City Kiwanis Club – Success By Six Long Term Service Project



Dedicated Project Management

Allowing Nonprofits to Spend More Time
Running Their Organization:

- ▶ Formal Project Planning
- ▶ Risk Management
- ▶ Communications Management
- ▶ Quality Management

Business Process Reengineering

- ▶ Win/Win proposal – No Savings, No Fee
- ▶ Savings are found in workflow analysis, office automation, and technology.

Fee Based Service

- ▶ Organizations will pay a small fee for project management services. For instance, creation of a project plan, performing a risk analysis, or leading a lessons learned session.

Questions and Answers

The background of the slide is a dark blue-grey color. It features faint, light-colored graphics. On the left side, there is a compass rose with a needle pointing towards the top-left. The compass has letters 'N', 'E', 'S', and 'W' visible. To the right of the compass, there are several concentric, irregular lines that resemble topographic map contour lines, creating a textured, mountainous appearance across the right half of the slide.