



PROJECT MANAGEMENT FOR NON-PROJECT MANAGERS

NADC – PTAC

2929 3rd Ave., N., Suite 300
Billings, MT 59101
P. (406) 259-3804
F. (406) 259-4569
www.nadc-nabn.org

HIGHLINER CONSULTING GROUP, LLC.

255 E. Fireweed Ln., Suite 102
Anchorage, AK 99503
P. (800) 735-1841
F. (866) 412-2971
www.highlinerconsulting.com

ABOUT YOUR TRAINER:

Paul Johnson is the President/CEO of Highliner Consulting Group, LLC; a 100% Native American owned company based in Anchorage, Alaska but has twenty-three(23) satellite office locations throughout the U.S. including Guam.

Paul Johnson has over eighteen (18) years experience in project management, contract administration and business development in the commercial construction industry in both federal and tribal sectors. Paul Johnson most recent project management experience was successfully managing projects on Joint Base Elmendorf Richardson for a Calista Corp subsidiary and also rural projects for a NANA Corp subsidiary.

Paul Johnson has a bachelors degree in Economics from the University of Montana, as well as a Master of Business Administration from the University of Phoenix and a Master of Science in Global Supply Chain Management from the University of Alaska Anchorage.

Highliner Consulting's Project Management Team consists of professionals who hold Project Management Professional (PMP), Six Sigma as well as Master Degrees in Project Management. This training also incorporates elements of our collective team input and experience.

Training Objectives

- Understand the elements of project management.
- Identify key project management technical and people skills.
- How to apply project management techniques to your current job related projects.
- How to effectively plan for the influential factors of project management success.
- Provide a high-level overview of Project Management for all project stakeholders.
- What are the Triple-Constraints?
- Understand the role of project management software.

What is Project Management?

Definitions:

- “A project is a temporary endeavor undertaken to create a unique product, service or result.”
- “The application of knowledge, skills, tools and techniques to project activities in order to meet the defined project requirements.”

****The temporary nature of project means that it has a definite beginning and ending.****

- Efforts that have no defined end date or definition of “done” are not projects, they are on-going operations!

Project Management 101

Defining Project Management

Defining Project Management

- Every project creates a unique product, service or result
- Projects end in only one of two ways:
 1. The project's objectives have been reached
 2. The project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists.

How are projects organized?

- Individual Project:
 - A temporary endeavor undertaken to create a unique product, service or result
- Program:
 - A collection of projects, sub-programs or other work that are managed in a coordinated fashion in support of a portfolio
- Portfolio:
 - A collection of projects, programs, sub-portfolios and operations managed as a group to achieve strategic benefits

Phases of Projects

Projects are normally broken down into “phases”

- A project phase is a collection of logically-related project activities that culminate in the completion of one or more deliverables.
- Project phases are typically completed sequentially (waterfall) but will overlap in a many project situations
- Project phasing allows for the project to be segmented into logical sub-sets for ease of management, planning and control.

What are the phases of project management?

- Definition Phase
- Planning Phase
- Implementation Phase

I. Definition Phase

In the Definition Phase of the project you will:

- State the Project
- Develop Objectives
- Develop a Work Breakdown Structure (WBS)
- Identify Key Resources Requirements
- (Purpose – Results – Organization of Work – Resources)

Definition Phase I

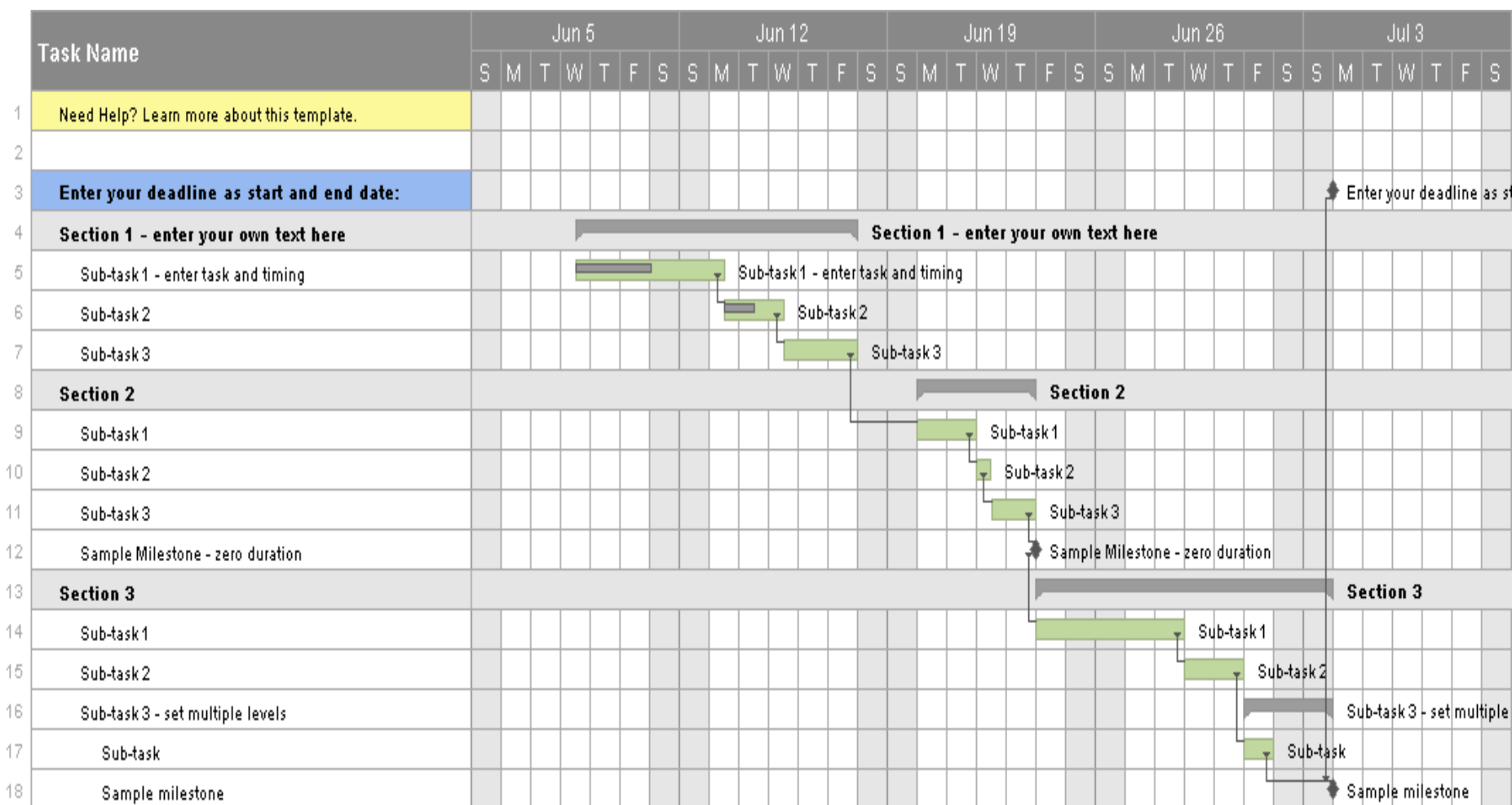
- State the Project
 - Define the purpose and scope of the project
- Ask:
 - What needs to be done?
 - What are we doing this?
 - How much can/will this cost?
- Draft a short statement containing:
 - Performance
 - Time
 - Cost

In the Planning Phase of the project you will:

- Assign Responsibilities
- Sequence the Deliverables
- Schedule the Deliverables
- Schedule the Resources
- Protect the Plan
- (Organize the work, tools and resources; ensure success)

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II. Sample Project Schedule



Role of Project Schedules

- The project schedule is the contract.
- What does the project schedule tell us?
 - When does the project start?
 - What is to be delivered?
 - When is to be delivered?
 - What activities happen when?
 - When are major milestones/activities completed?
 - When do you get paid! (Schedule of Values)
 - When does the project end?

What is the Critical Path?

In the Implementation Phase of the project you will:

- Start to implement the Project
- Monitor the Project
- Modify the Project
- Closeout and Evaluate

Considerations

- How do you start and progress the work?
- What actions are needed?
- How will you do it? What did you learn?

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Critical Keys to Project Management Success

Critical Keys to Project Management Success

- Managers need to identify and clarify the project's purpose.
- Senior management needs to define the resources and commit the resources.
- You need to know when to continue, terminate or modify the project.
- You obtain all this information from the project definition. The project definition provides the basis for other required activities.

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Common Project Management Problems

What are some of the common issues faced by Project Managers

- Project objectives are too vague.
- The project management team doesn't know what to do.
- Inadequate information provided by management, project owner or client.
- The project management team lacks information that points to what needs to be done or accomplished.
- The project management team fails to identify the necessary skills and resources for success.

Question

- How will project management discussions help in the early stages of a project?

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How Projects Are Managed

How is a Project Managed?

- Documenting the definition of “done”
- Identifying requirements needed to get “done”
- Addressing the various needs, concerns and expectations of the stakeholders in planning and executing
- Setting up, maintaining and carrying out communications amongst stakeholders
- Managing stakeholders towards meeting project requirements and creating project deliverables

Developing Project Objectives

Why?

- To define the benefits and measures of success for a project.

Ask:

- At the end of the project, what value we will have?
- What constraints do we face?
- What requirements must be met?
- How will we know when we satisfy each objective?

Action:

- What a list of short statements or specific objectives; compare objectives to your original concerns about the project.

■ The “Triple Constraint”

What is a Work Breakdown Structure (WBS)?

A graphic or an outline showing how major deliverables relate to the sub-deliverables; it shows the hierarchical relationship of the work tasks needing to be done.

What does a WBS Provide?

- WBS: Where all of the resources are consumed.
- WBS helps assign responsibility.
- WBS helps to sequence and schedule tasks.
- WBS helps to ensure that all objectives will be met.

How To Develop a Work Breakdown Structure (WBS)

- To establish specific outputs and accomplishments to be completed.

Ask:

- What do we want to accomplish in this project?
- What are the major outputs of this project?
- What are the component parts of this project?
- List the major deliverables
- Separate each deliverable into sub-deliverables
- Develop a chart or an outline

Objectives In Greater Detail (For Organizations Currently Operating in Project Environment)

- Describe the value of the project
- Clarify results defined in the project statement
- Provide measures of success
- Serve as a basis for project planning

Objectives In Greater Detail - Continued (For Organizations Currently Operating in Project Environment)

- Objectives must be worded to satisfactorily
- Objectives limit alternatives for structuring the project
- Objectives create a standard for performance.
- Objectives outline benchmarks for performance, quality, budget and execution. This are critical and are typically developed by the project office or project owner.

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Phase II: The Triple Constraint



Balancing Competing Project Constraints

- Scope
- Quality
- Schedule
- Budget
- Resources
- Risks/Issues

Note:

- **Changing any one factor will also change at least one other factor.**
 - For example, shortening the Schedule will likely increase cost or reduce scope/quality.

Organizational Influences on Project Management:

- Vision, mission, values, beliefs and expectations
- Regulations, policies, methods and procedures
- Motivation, performance and reward systems
- Risk tolerance
- Failure tolerance

Organizational Influences on Project Management - Continued:

- Failure tolerance
- Operating environment
- Leadership style
- Workplace culture

Considerations:

- Organizational Culture
- Strategic Planning

Common Project Organizational Structures

■ Functional

- Most of the organization's resources are focused on individual business functions
- Each employee has one clear superior
- Employees are grouped by specialty or function

■ Projectized

- Most of the organization's resources are involved in project-based work
- Each employee reports to a Project Manager
- Employees are grouped by project or portfolio ("co-located")

■ Matrix

- Organizational resources are split between normal business operations and project based work.
- Employees typically report to a business manager but also receive work direction from the Project Manager
- Matrix structures are commonly classified as either Strong, Balanced or Weak; depending on how the resources are aligned.

Organizational Process-Based Assets

Processes and Procedures

- Templates
- Document Artifacts
- Knowledgebase
- Practice Guides
- Guidelines
- Work Instructions

Organizational Knowledgebase

- Configuration Management
- Financial Databases
- Historical Information (Lessons Learned Documentation)
- Issue and Defect Databases
- Project Files

Definition of a Project Manager

“The Project Manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.”

Common Skill Sets of Project Managers:

- Project management skills
- People management skills
- Content expertise
- Good relationships with team members
- Commitment to project success
- Time to devote to the project
- Support from their management

Project Management 101

Project Managers

- Project Managers accomplish work through the project team and key stakeholders
- Successful Project Managers balance knowledge, experience, ethics and a number of interpersonal skills:
 - Leadership
 - Team Building
 - Motivation
 - Communication
 - Influencing
 - Decision Making
 - Political and Culture Awareness
 - Negotiation
 - Trust Building
 - Conflict Management
 - Coaching
 - Leading Without Direct Authority

**It is amazing
what you can
accomplish
if you do not
care who gets
the credit.**

Harry S. Truman

Project Stakeholders

- Individuals, groups or organizations who may affect, be affected by, or perceive itself to be affected by a decision, activity or outcome of a project
- Stakeholders can take an active or passive role in guiding or influencing the scope and outcome of the project effort.
- Examples of “Stakeholders”
 - Project Team Resources (including leadership)
 - Project Sponsor
 - Customer/Users (internal and/or external)
 - Business Partners
 - Organizational Groups
 - Functional Managers
 - Government Regulators
 - Consultants
 - Tribal Leadership

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Project Resources and Stakeholders

Project Teams

- The Project Team typically includes the project manager and the group of individuals who act together in performing the work of the project to achieve its objectives.

Traditional Project Team Roles:

- Project Management Staff
 - Project Manager, Project Coordinator, PMO Staff, etc.
- Project Staff
 - Tactical Resources who identify and execute upon the tasks to be completed
- Subject Matter Experts (SMEs)
 - Finance, Legal, HR, etc.
- Business Partners
 - Line of business managers or individual contributors

Project team members can either be “dedicated” or “shared” to the Project

Project Governance

The oversight function aligned with the organization's governance model and the project life cycle and/or process methodology

- The framework provides the Project Team:
 - Success and deliverable acceptance criteria
 - Issue management and escalation protocols
 - Communication management protocols
 - Project decision-making processes
 - Alignment of projects with corresponding programs and portfolios
 - Stage-gate or phased review process management
 - Change management review and approval protocols
 - Internal stakeholder alignment

Project Management 101

Project Management Office (PMO)

What is a Project Management Office (PMO)?

“A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques.”

Discussion Questions

- What are some the reasons native organizations would have the appropriate “organizational culture” to implement a PMO?
- What would be some of the challenges of a native organization developing a PMO?
- How does your organizational culture handle “knowledge management”?

Project Management 101

Project Management Office (PMO)

The primary function of a PMO is to support project managers:

- Managing shared resources across all projects
- Identifying and developing project management methodology, best practices and standards
- Coaching, mentoring, training and oversight
- Developing, managing and monitoring usage of policies, procedures and templates
- Coordinating communications across the organization regarding project management discipline

Project Management 101

Project Communications Considerations

- Communications “on the fly” can be a bad practice.
- What are you trying to achieve with the information?
- Who needs the report and how will it be used?
- What is the frequency and detail required?
- Is there a line item within your budget for effective communications?
- Is there an existing template or format to standardize communications?
- Planning how you will communicate is the responsibility of both the project team and the customer/vendor.
- The Project Manager (PM) and customer/vendor need to agree on what communication tools will be used.
- Have a backup plan. It doesn’t have to be as efficient – just as effective.
- Having only one-single point of contact can at times create information vacuums.

- Communications within the project lifecycle process:
 - Initiating
 - Planning
 - Executing
 - Monitoring and Controlling
 - Closing
- Project communication planning is relatively new concept in the project management field, but one that, if you embrace it, will change the way you manage projects forever.
- Without upfront planning, team members will be lacking a full understanding of their customer's requirements.

Project Management 101

Phase III: Implementation Phase

- Marks the start of the actual project
- Ensure work starts on-time
- Maximize involvement and commitment
- Start to implement your plan as designed
- Meet with those who will work on the project
- Utilize project management discussions

Milestones are events which mark the completion of part of a project

- They show where progress can be checked
- Milestones themselves are events with zero duration
- Reviews take time, facilities and people resources
- Milestones can be created arbitrarily to provide a basis for more frequent reviews
- Milestones can mark significant accomplishments, transitions or key points in the project's completion.

Preventing Common Communication Problems

- Hold weekly in-person status meetings with key project stakeholders; establish a pattern for project management communications.
- Establish a cadence for delivering status reports on the same day, same time.
- Disperse the status reports and the meeting agenda prior to the day of the meeting.
- Follow-up with attendees after a status meeting by asking questions, sending meeting minutes and being available.
- Keep the communication chain as short as possible – as the more people in the chain, the harder it becomes to stay on message, deliver the message and convey the necessary information correctly.

COMMON PROJECT CLOSING ISSUES

- Scope Creep
- Risk Management
- Lessons Learned
- Cross Culture Communication
- Organizational Culture
- Change Management
- Project Archiving
- Knowledge Management



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Questions – Feedback - Follow-up

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**THANK YOU FOR YOUR TIME AND
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QUESTIONS???