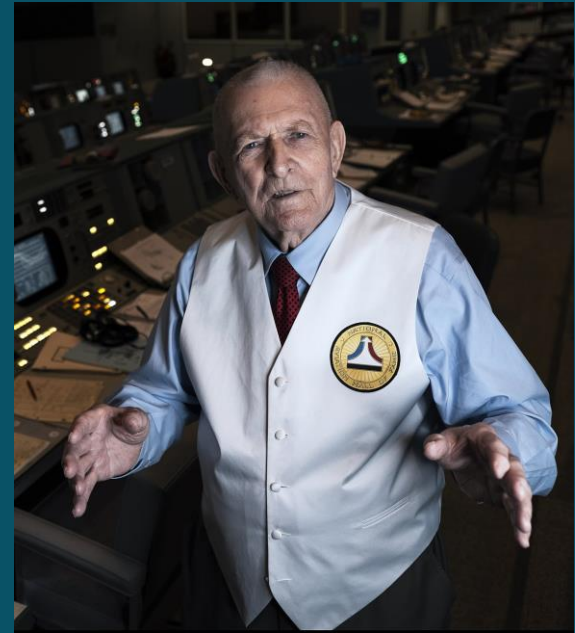


Project Management: *Becoming Gene Kranz*



Advice With A Slice

March 27, 2024

Presented by:
Joseph Rando

Project Management

Definition

Project:

A temporary endeavor, with a specific start and end, a defined scope, and allocated resources.

Project Management:

Knowledge, skills, tools, and techniques applied to the organization and management of resources necessary to complete a project.

What's A Project?

Leading a Mission Trip

Running a Political Campaign

Software Implementation

Group Project

Planning a Wedding

Studying For Finals

Buying a Company

Trying a Legal Case

Leading a Fundraiser

Building a House

Planning a Formal

Taking a Family Trip

Studying for GMATs

Preparing for a Client Meeting

Fighting a War

Landing on the Moon

Project Management



Project Management

“Of all the things I’ve done, the most vital is coordinating the talents of those who work for us and pointing them toward a certain goal.”

– Walt Disney

“No matter how good the team or how efficient the methodology, if we’re not solving the right problem, the project fails.”

– Sheryl Sandberg

“Trying to manage a project without project management is like trying to play a football game without a game plan.”

- Fred Smith

Project Management *Roles*

Project Manager “PM”

Leader. Responsible for execution. Responsible for all administration including timeline tracking, budget tracking, task tracking, bug tracking, updates/steering committee meetings, status reports, etc.

Executive Sponsor

“Sponsors” or “champions” the effort. Responsible for prioritization, support, and executive oversight. Has funding authority. Has final decision authority.

Business Owner

Senior Manager who needs the project the most. The person feeling the most “pain” without it. Facilitates all project activities and keeps everything moving every day.

Functional Manager(s)

Representatives from functional departments (IT, Finance, Marketing, Operations, etc.) responsible for ensuring that overall design meets needs of all constituents and all departments do their jobs.

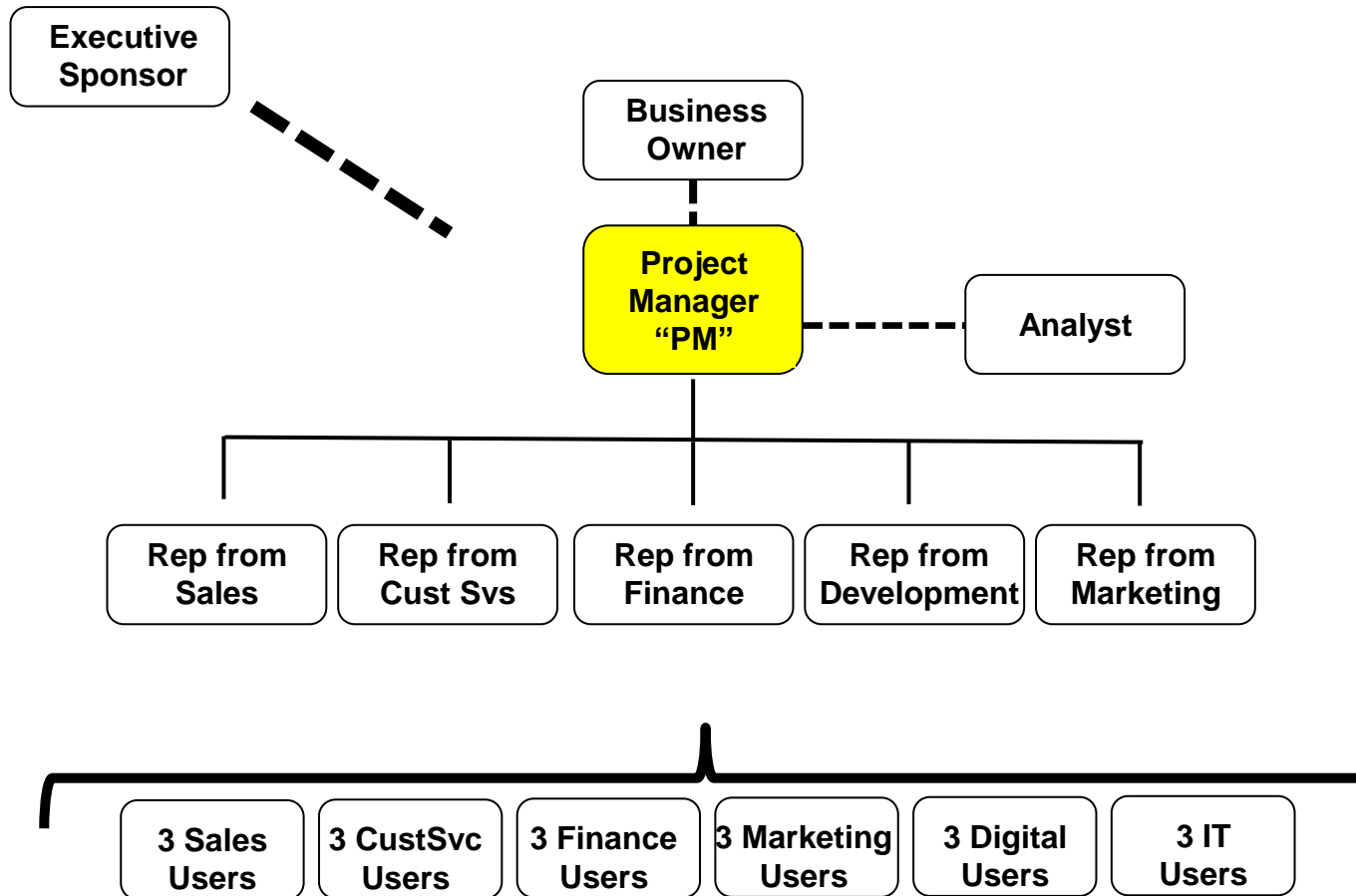
Analyst

Representative that ensures budget is tracked, activities are tracked, quality is maintained and that ROI and performance targets are met throughout project and after implementation.

Users

The “customers” that will utilize the end product to do their jobs.

Project Management Roles



Project Management *Tools*

Project Documentation

**PERT Chart (Program Evaluation & Review Technique)
CPM Chart (Critical Path Method)**

Gantt Chart (and the critical path)

UAT (User Acceptance Testing)

Project Status Meetings

Documentation

- **Planning**
 - PID (Project Initiation Document)
 - CD (Concept Document)
 - SOW (Statement of Work)
 - Functional Spec
- **Budgeting (pro forma financials)**
- **Tracking**
 - PERT/CPM
 - Gantt
- **Follow-up/Wrap-up (debrief)**

Project Management *Tools*

Project Documentation

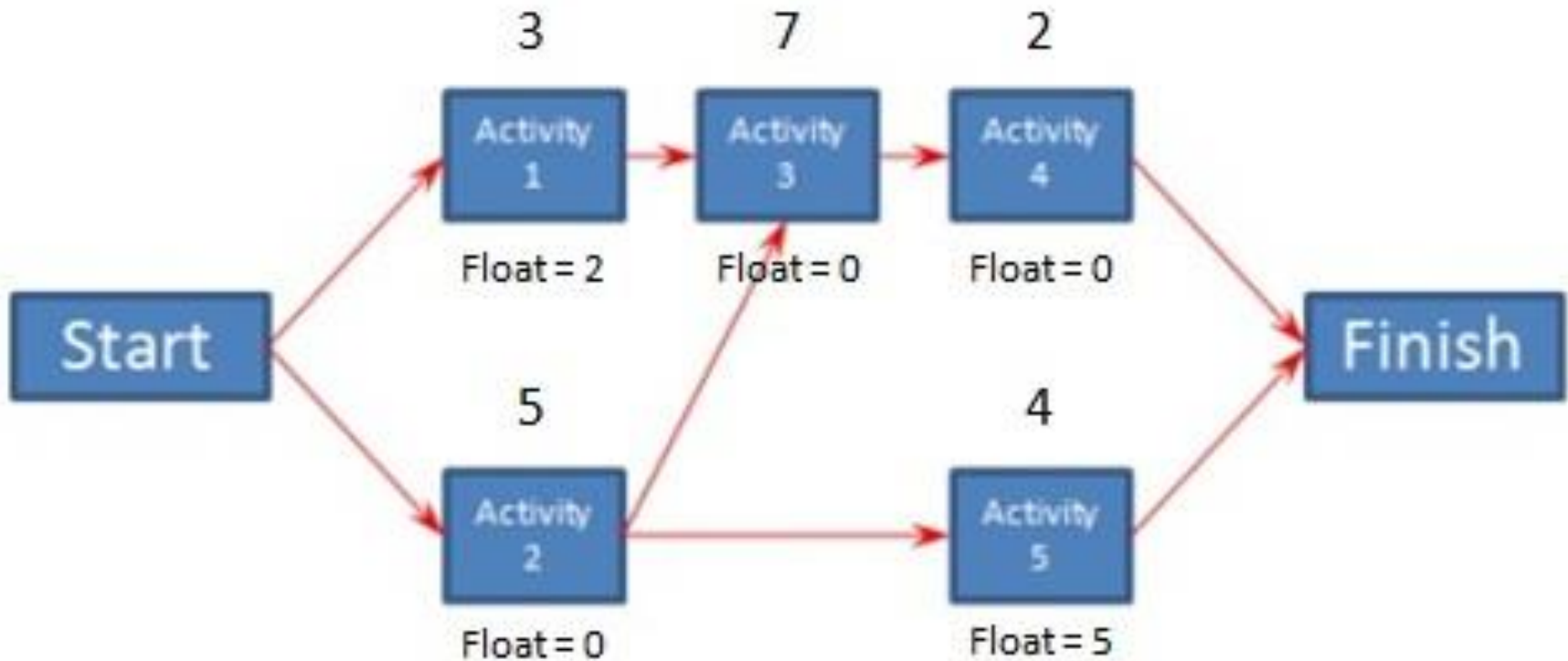
**PERT Chart (Program Evaluation & Review Technique)
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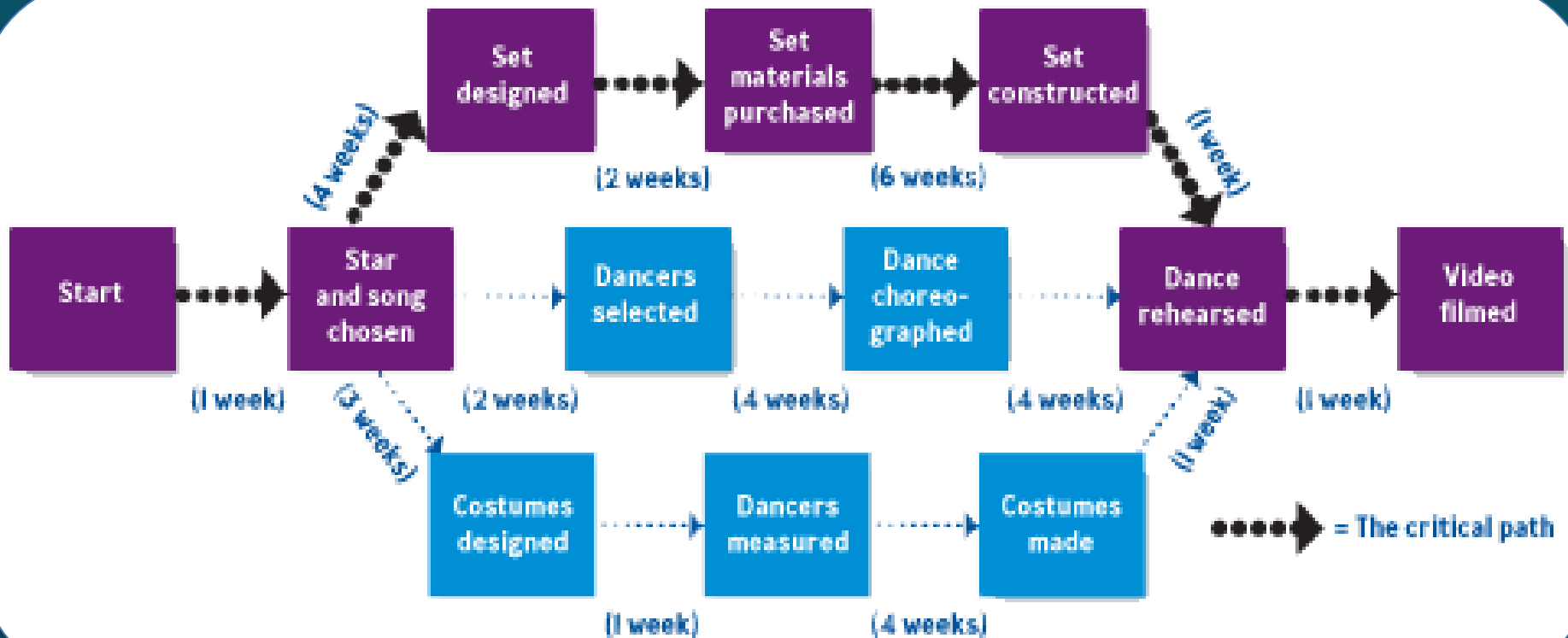
UAT (User Acceptance Testing)

Project Status Meetings

PERT/CPM Chart



PERT/CPM Chart for a Music Video



Project Management *Tools*

Project Documentation

**PERT Chart (Program Evaluation & Review Technique)
CPM Chart (Critical Path Method)**

Gantt Chart (and the Critical Path)

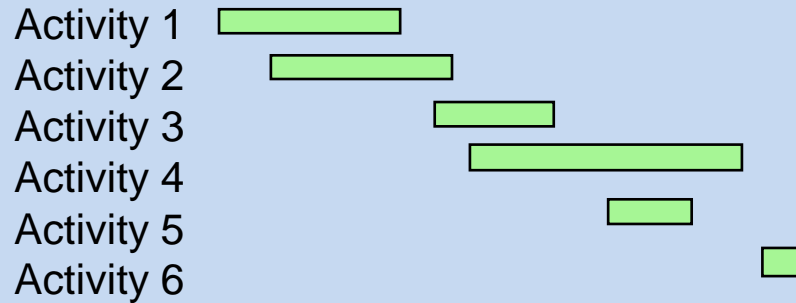
UAT (User Acceptance Testing)

Project Status Meetings

Gantt Chart

Vertical Axis:
Always Activities
or Jobs

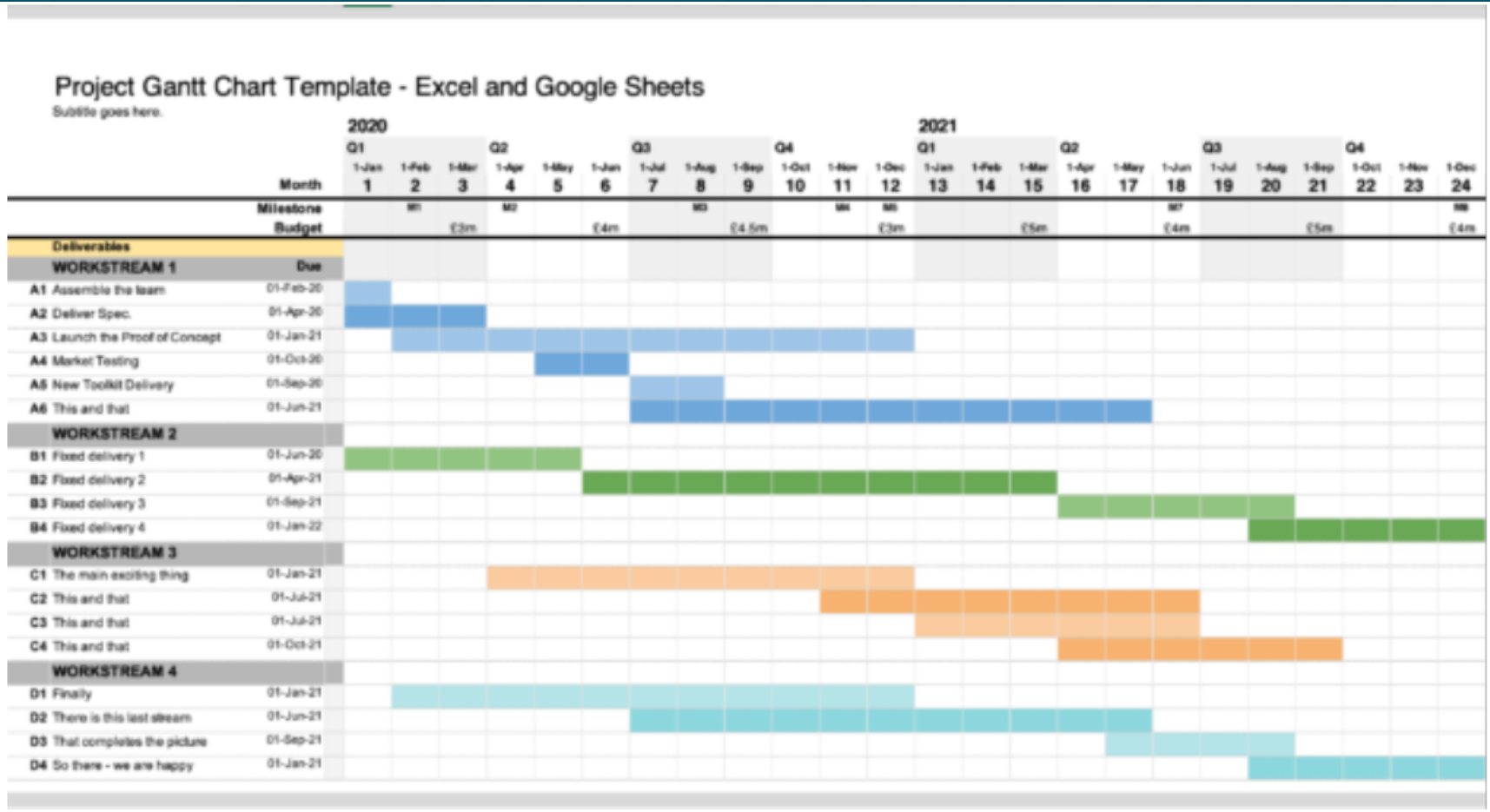
Horizontal bars used to denote length of
time for each activity or job.



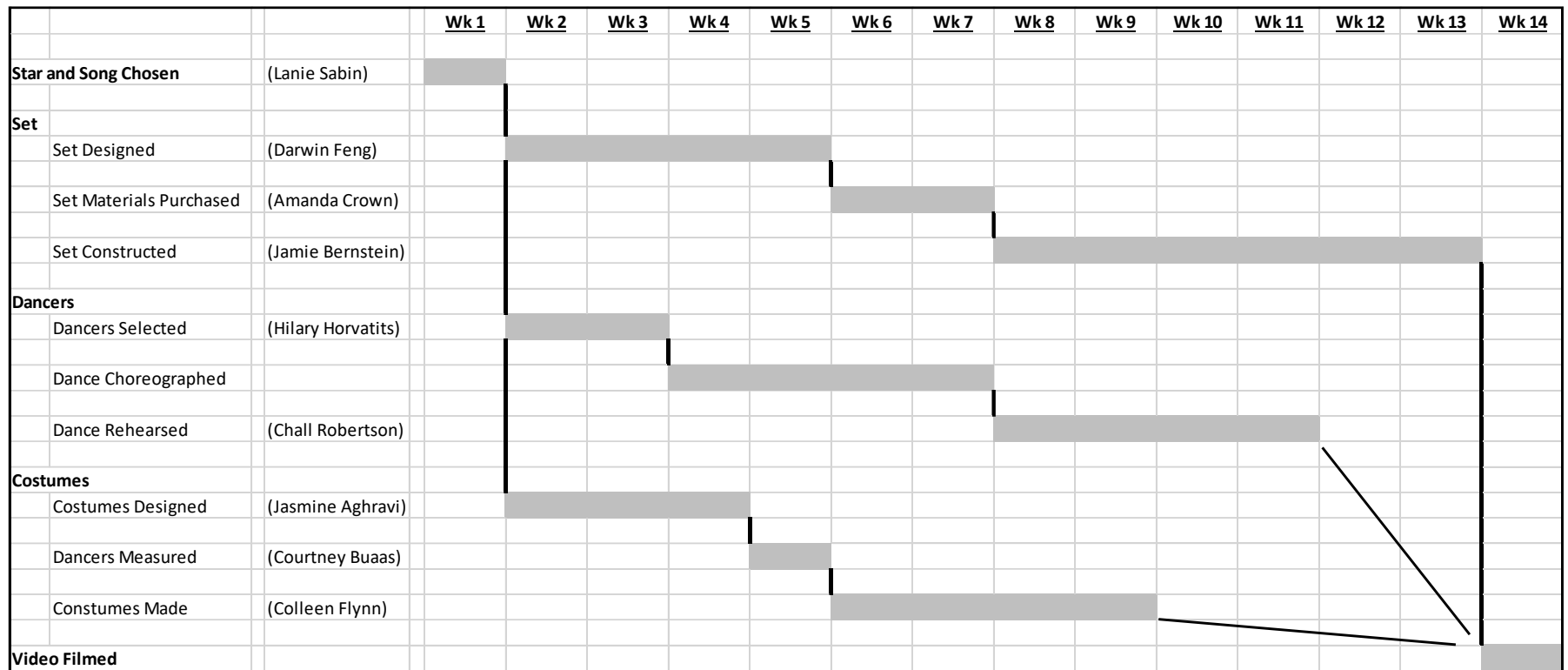
Time

Horizontal Axis: Always Time

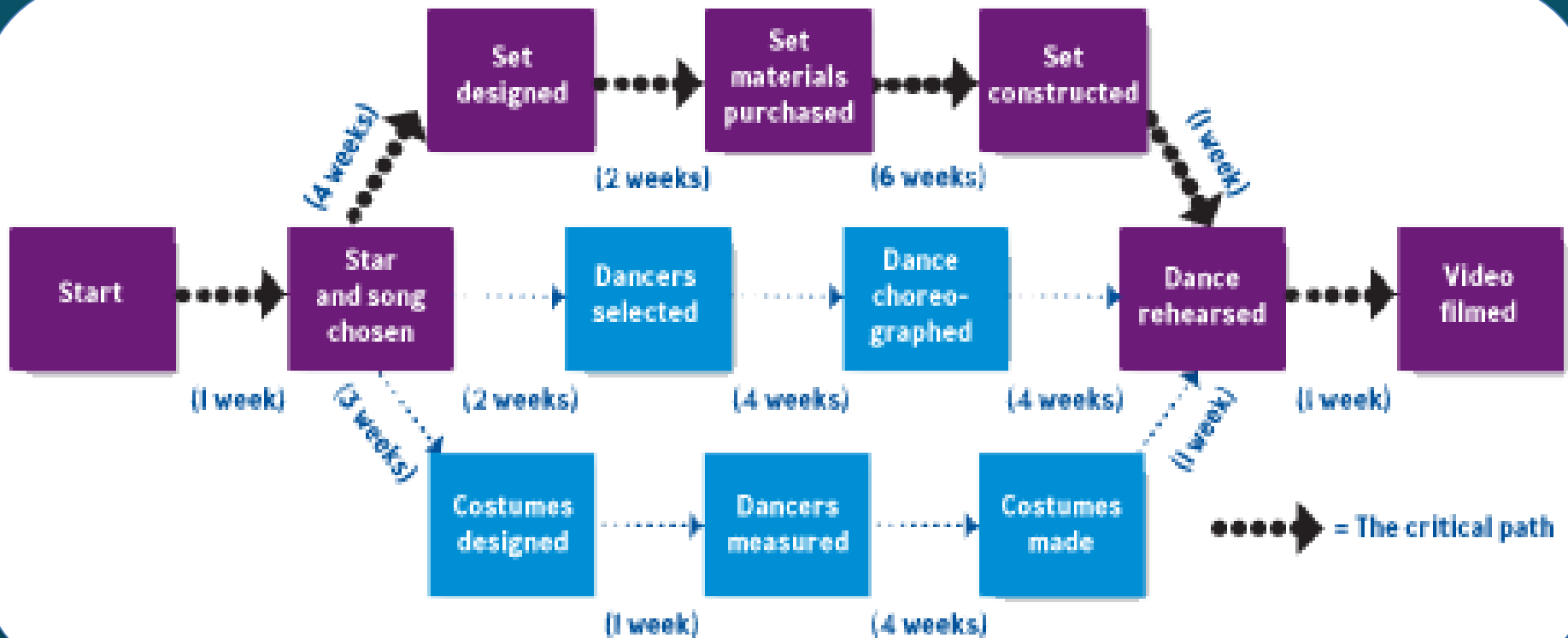
Sample Gantt Chart



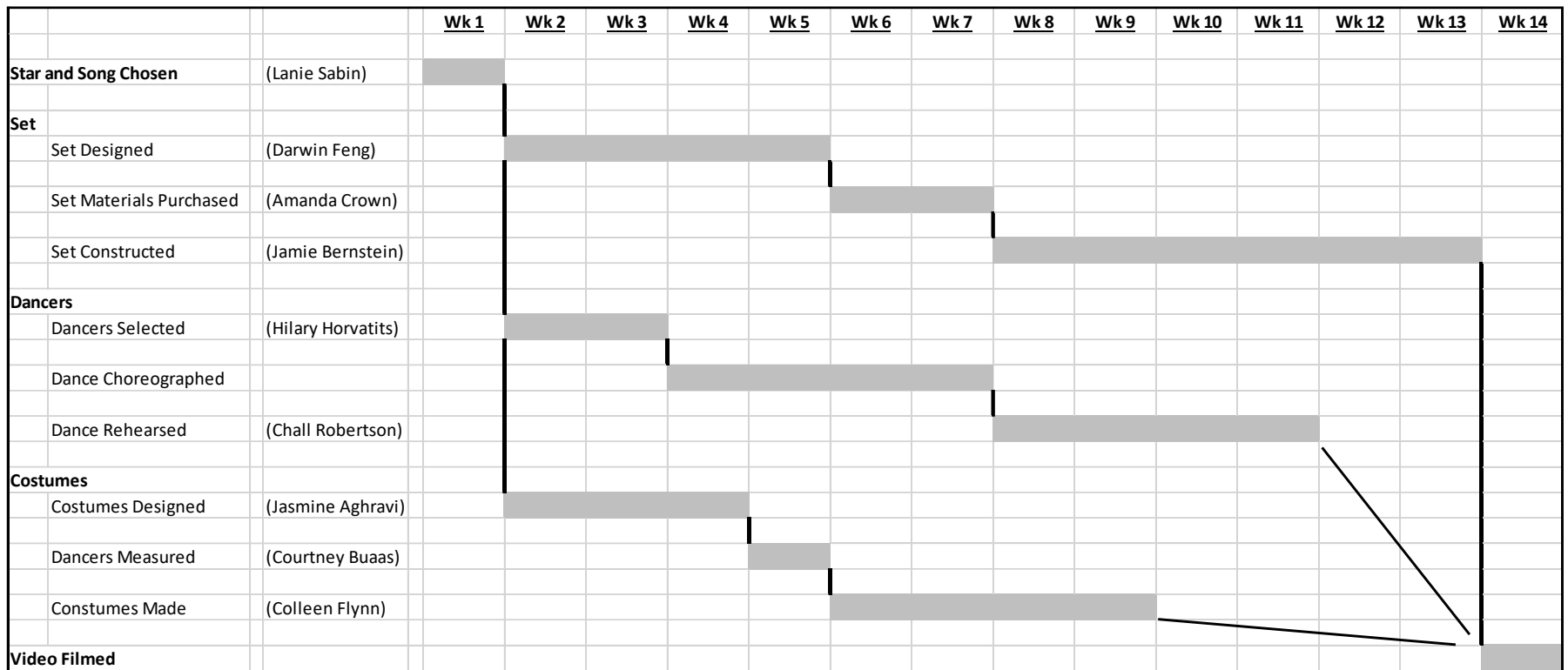
Gantt Chart for a Music Video



PERT/CPM Chart for a Music Video



Gantt Chart for a Music Video



Project Management *Tools*

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Project Status Meetings

Project Management *Tools*

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Project Status Meetings

Meetings - Purpose

- **Meetings are a necessity**
 - **Sharing information/updates with a group**
 - **Gathering opinions/input from a group**
 - **Sharing ideas and inspiration**
 - **Building relationships**
 - **Building solutions with a group**
 - **Negotiating between and among people**
 - **Making group decisions**
 - **Teaching/Training/Educating a group**

Meetings – Problems

- **Poorly planned or poorly run meetings can be a disaster**
 - **No clear purpose**
 - **Wrong people in the room**
 - **Too early or too late in a process**
 - **Useless/meaningless information**
 - **Disorganized delivery**
 - **Emotions/personalities/conflicts in the room**
 - **No action, resolution, or accountability**

Meetings – Planning

- **Planning**

- Determine need and purpose (consider alternatives)
- Build an agenda and plan
- Determine the attendees
- Determine the time (schedule and timing)
- Make invitations (consider sending agenda/purpose)
- Get confirmations

Meetings – Success

- **Before the meeting**
 - Preview or preset with key attendees
 - Decide on approach/methods/technology (tough one!)
- **During the meeting**
 - Start with timing (especially “hard stops”)
 - Ground rules
 - Hand out and review the agenda (including purpose)
 - Manage the agenda by the clock
 - Use a “parking lot” (to table issues and handle outliers)
 - Take notes (especially action items and commitments)
 - End with a review of action items and commitments (by name)
 - Keep the meeting on schedule and end on time

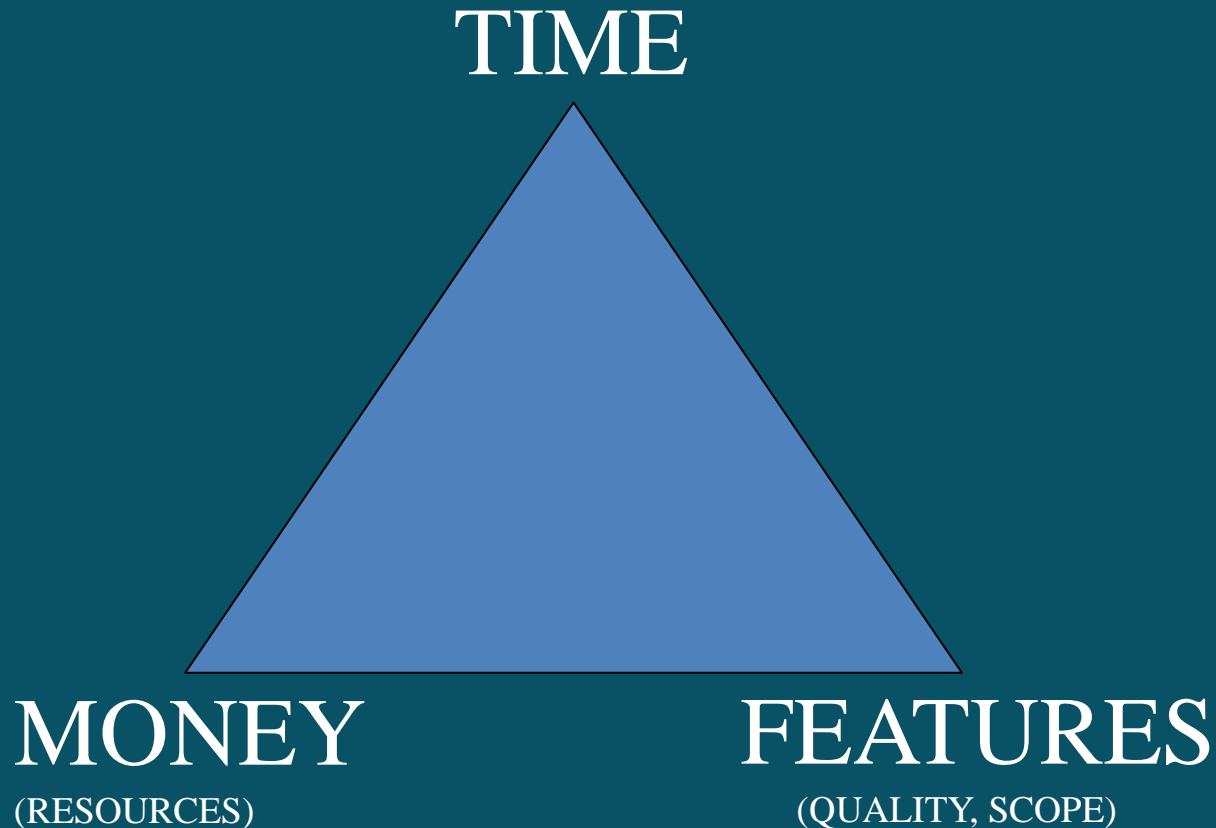
Meetings – Follow-up

- **Following Up**
 - Immediately follow up in writing with action items and commitments
 - Make calendar notes/project plan notes of milestones, action items, and commitments

Why Projects Fail

- Weak business case/Weak documentation
 - Purpose not clear
 - Objectives not clear or not measurable
- Inadequate senior leadership
 - Project resourcing
 - Team empowerment
- Lack of or absence of user involvement
 - No user input to design/objectives
 - No UAT
- Poor project management
 - Poor planning (timeline, constraints, etc.)
 - Poor execution (meetings, status, accountability, etc.)
 - Poor “client” management

Constrained Resources



On Any Project

Your role:

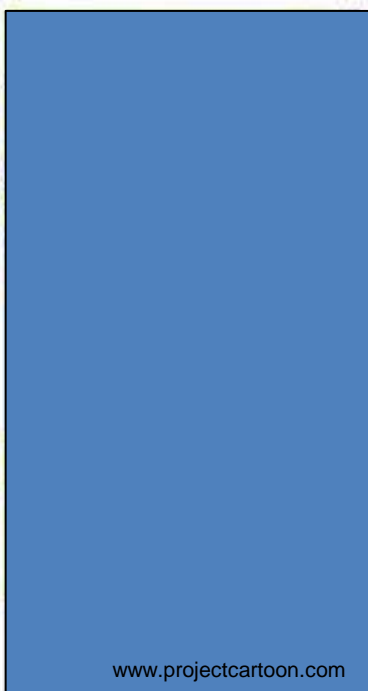
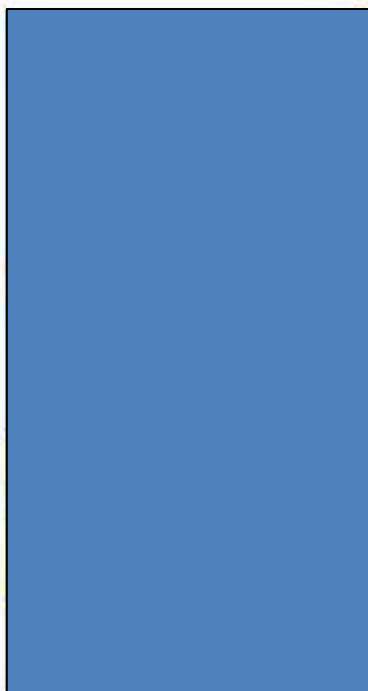
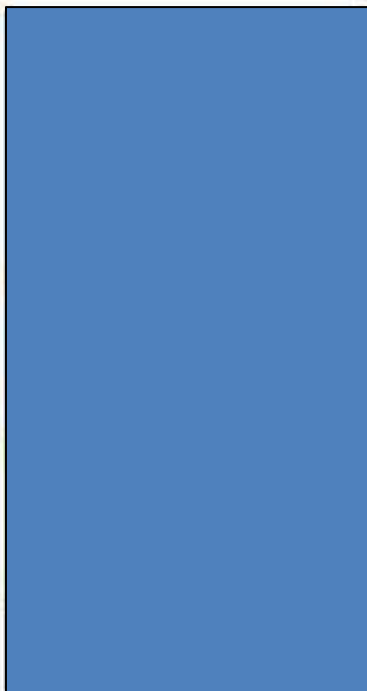
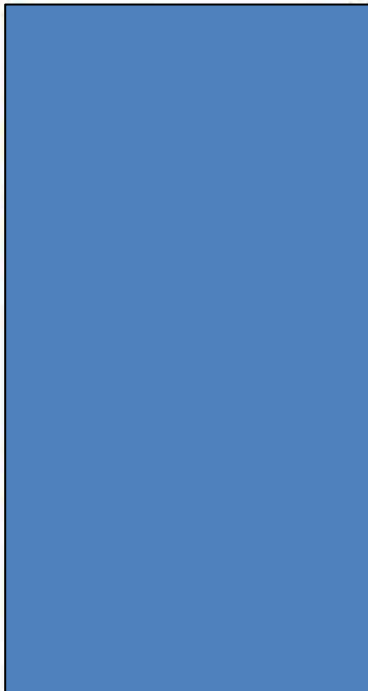
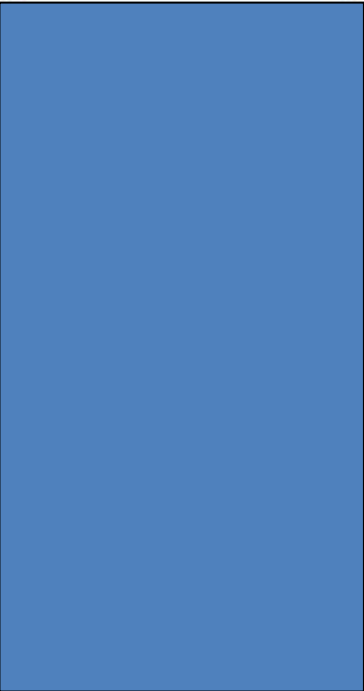
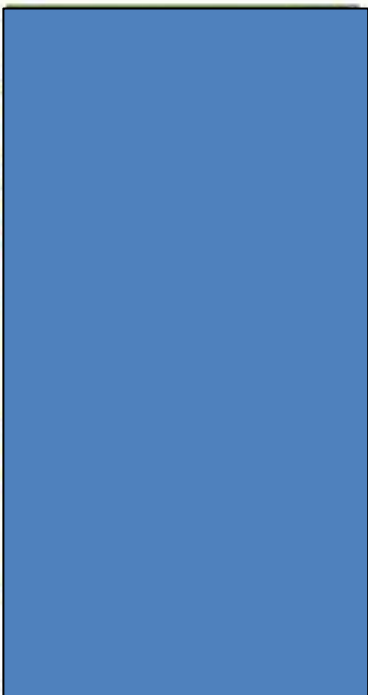
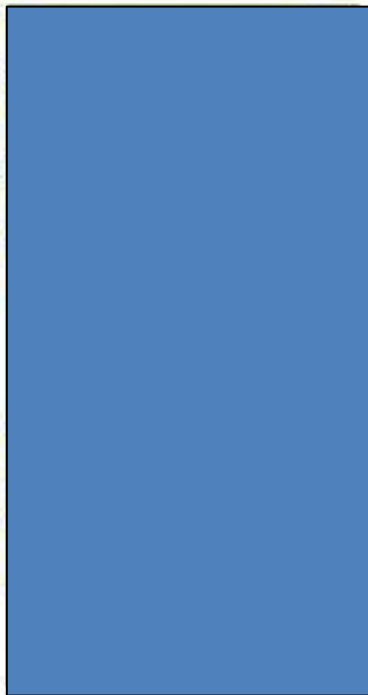
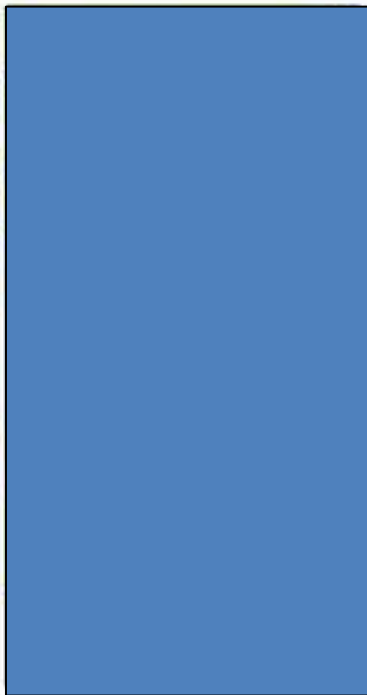
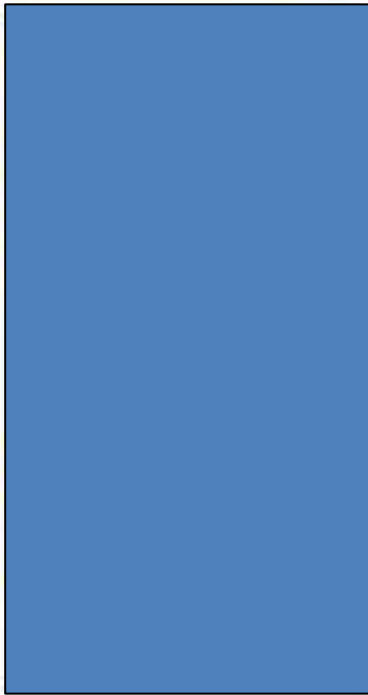
- Project Manager (advisor to Project Manager)
- Subject Matter Expert (advisor to SME)
- Executive Sponsor (advisor to Executive Sponsor)

And what you can do:

- Proactively plan
- Proactively and transparently communicate
- Thoroughly document
- Actively facilitate meetings



How the customer explained it



New Title???

**“How to Be The Most Valuable
Person in Any Organization”**

Questions?