

# Project Management: *Becoming Gene Kranz*



## Advice With A Slice

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# **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 *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.

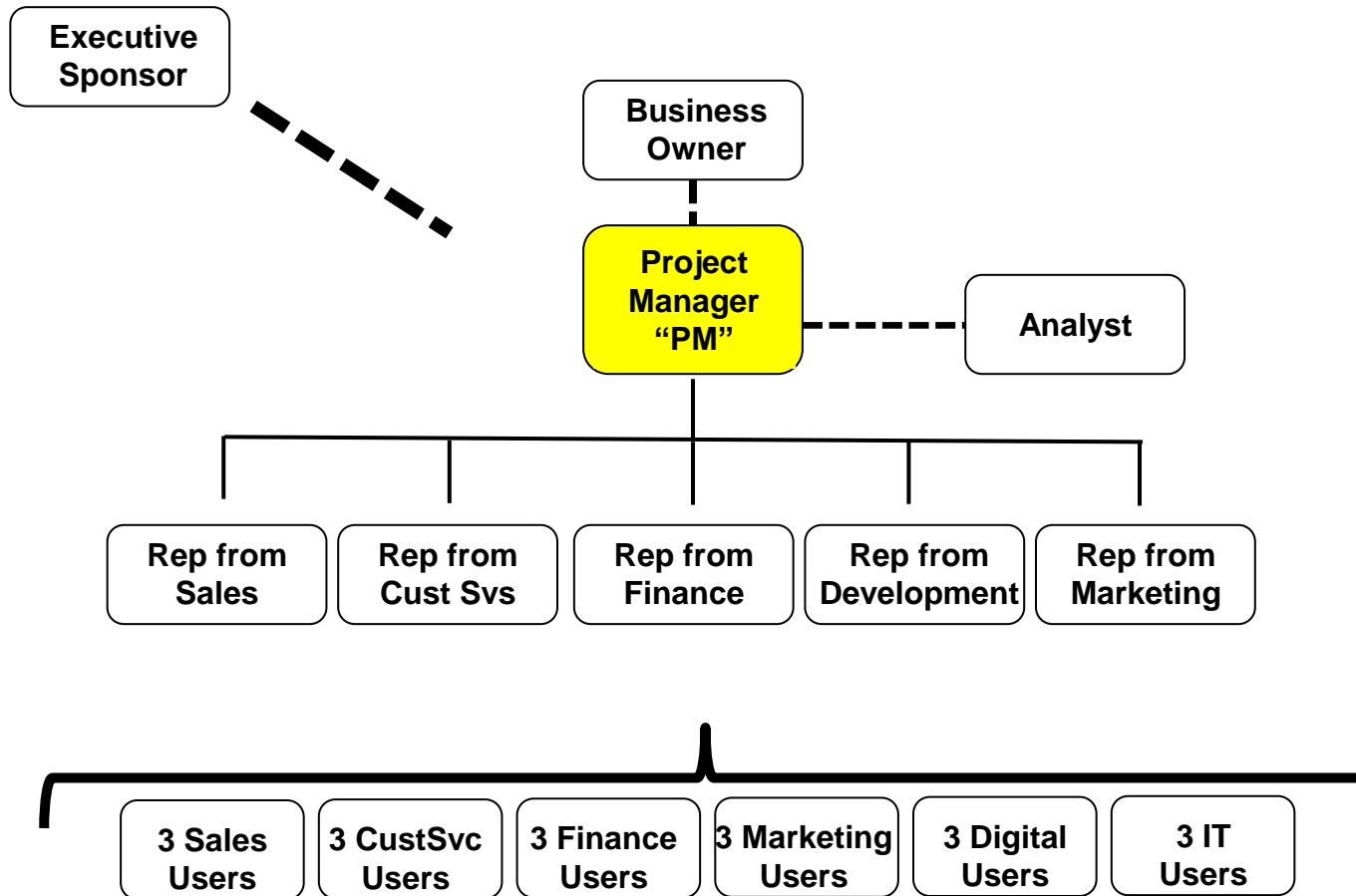
## Analyst

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)**

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CPM Chart (Critical Path Method)**

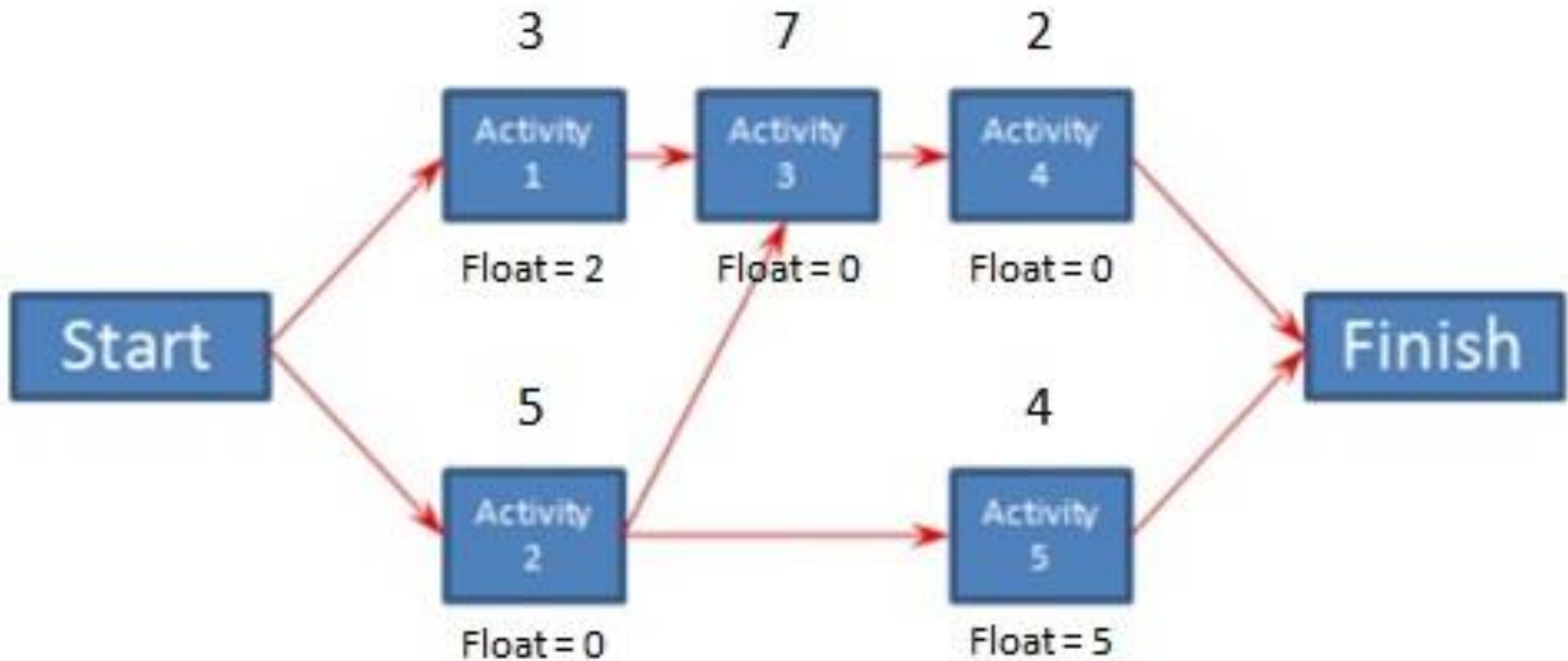
**Gantt Chart (and the critical path)**

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# PERT/CPM Chart



# **Project Management *Tools***

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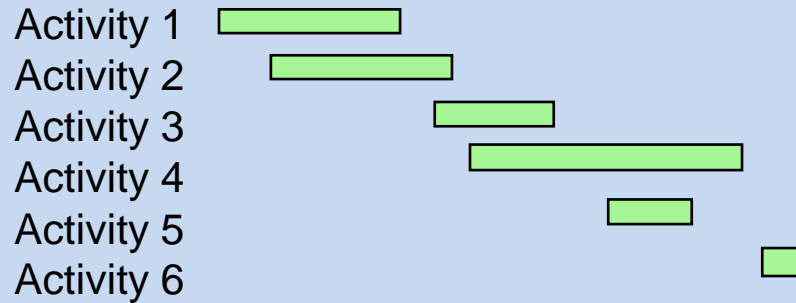
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# Gantt Chart

Vertical Axis:  
Always Activities  
or Jobs

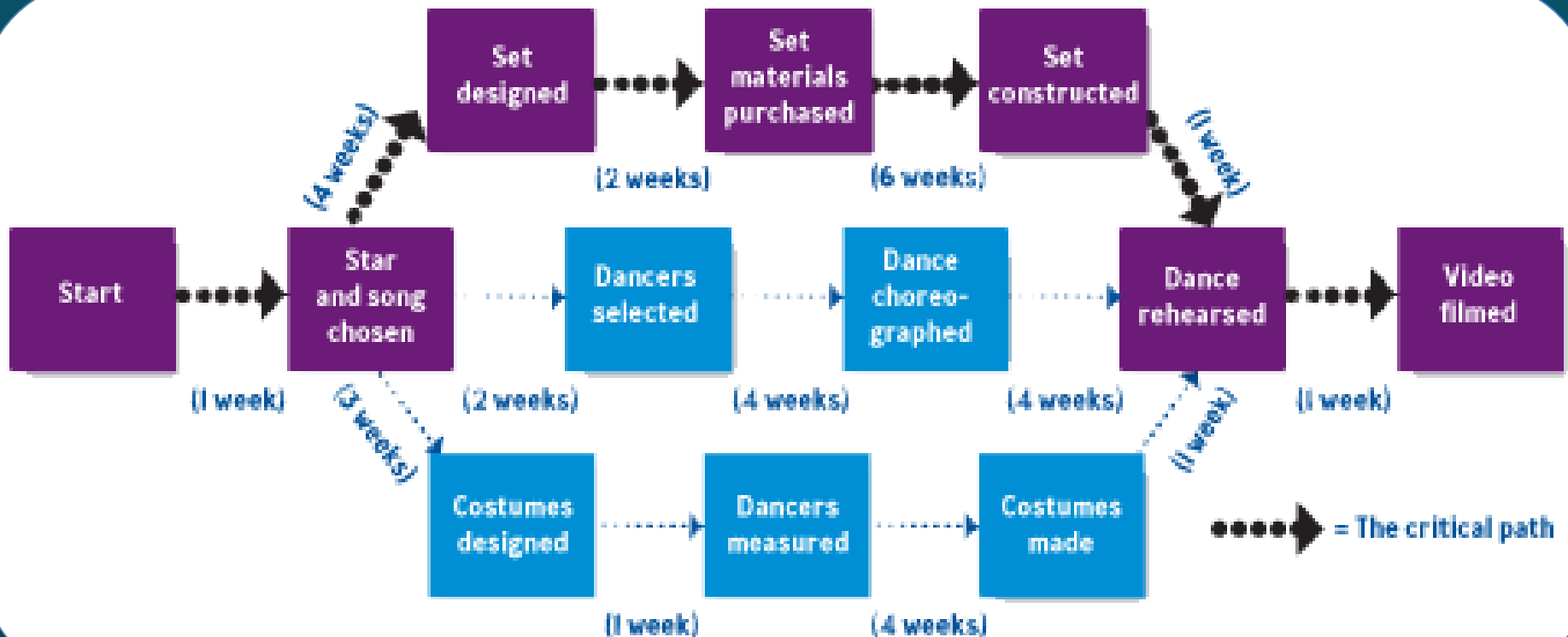
Horizontal bars used to denote length of  
time for each activity or job.



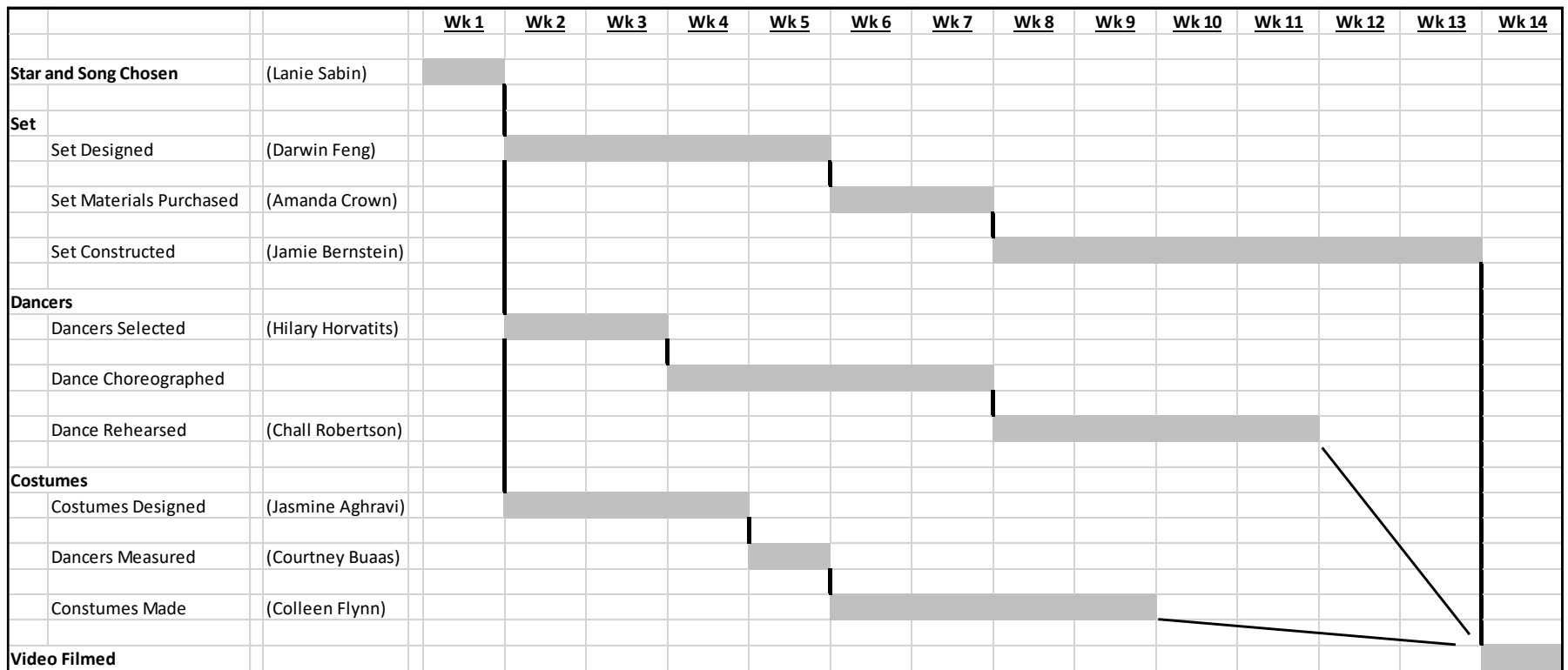
Time

Horizontal Axis: Always Time

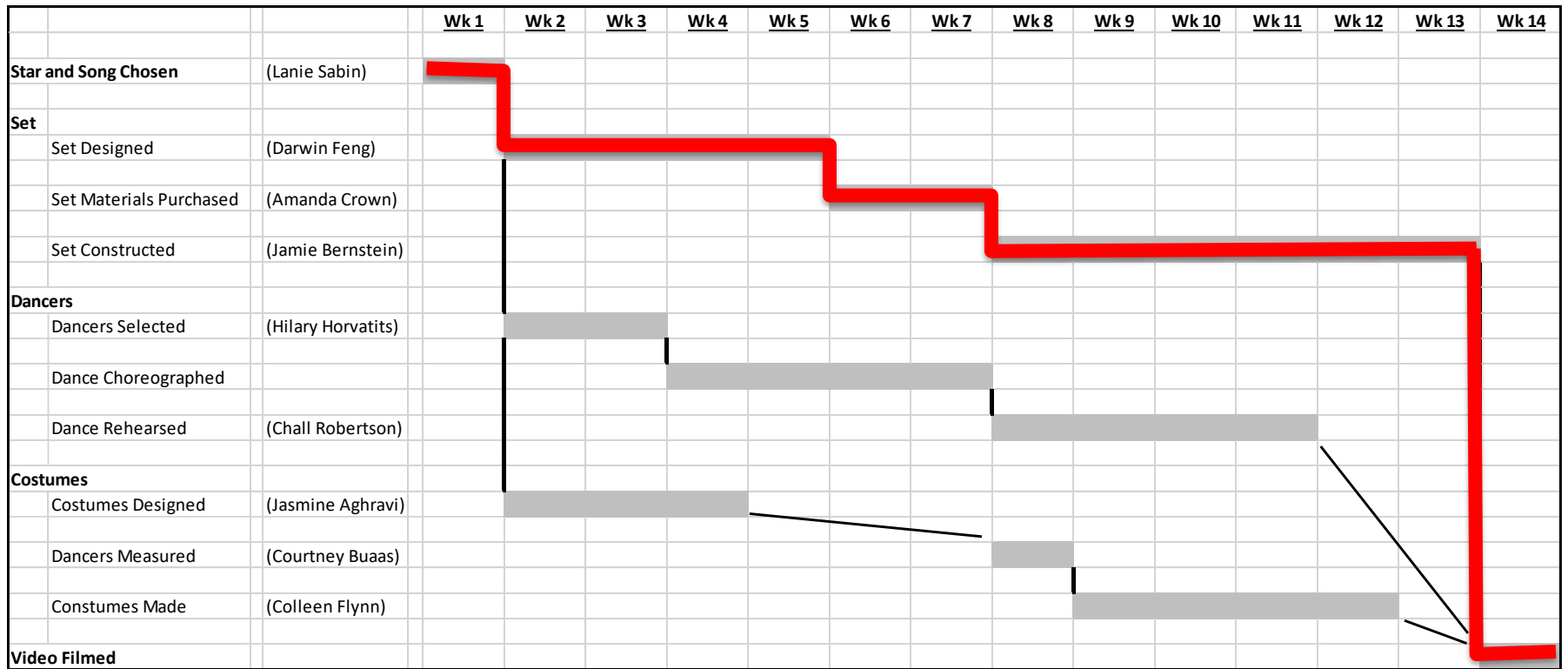
# PERT/CPM Chart for a Music Video



# Gantt Chart for a Music Video



# Gantt Chart for a Music Video



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# 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

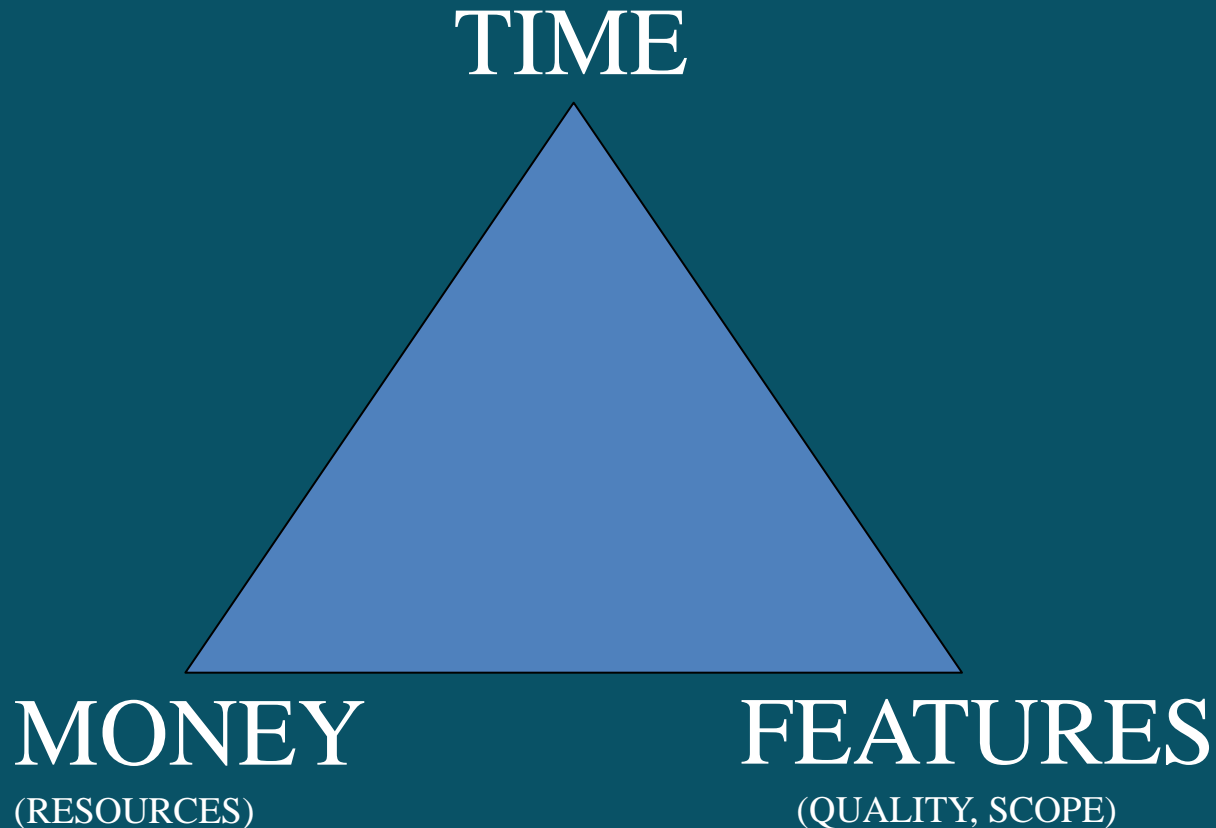
# Meetings – Follow-up

- **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



Questions?