Banc Ceannais na hÉireann
Central Bank of Ireland

Eurosystem

Central Bank

Project Management Development

Level 2 – Advanced Project Management Techniques and PM Process

Course Manual

TABLE OF CONTENTS

Lesson 1: - The Essentials of Project Governance

- Topic 1: - Introduction to Governance
- Topic 2: - Central Bank Project Governance
- Topic 3: - Project Leadership
- Topic 4: - Reltionship Management
- Lesson 1 Slides

Topic 1: - Introduction to Governance

Project governance management includes the processes required to ensure that the various elements of the project are properly coordinated to ensure the project is delivered successfully. The governance section is labelled as integration management in the Project Management Standard (Project Management Body of Knowledge) and the processes are as follows:

- Project plan development.
- Project plan execution.
- Integrated change control.

Introduction to Governance

*"**Corporate governance** involves a set of relationships between a company's management, its board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined."*

The governance of project management concerns those areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organisation's project portfolio is aligned to the organisation's objectives, is delivered efficiently and is sustainable. Governance of project management also supports the means by which the board, and other major project stakeholders, are provided with timely, relevant and reliable information.

The governance of project management is a subset of the activities involved with corporate governance. It also represents that most of the methodologies and activities involved with the day-to-day management of individual projects lie outside the direct concern of corporate governance.

Venn diagram showing "Corporate Governance" and "Project Governance" circles overlapping at "Go PM".

•Lack of a clear link with key strategic priorities.
•Lack of clear senior management, ownership and leadership.
•Lack of effective engagement with stakeholders.
•Lack of skills and proven approach to risk management.
•Evaluation of proposals driven by initial price, rather than long-term value for money.
•Too little attention to breaking down development and implementation into manageable steps.

Based on governance requirements and on the discipline of project management, the following principles have been identified for governance of project management. Applying these principles would help avoid common causes of programme and project failure, such as the seven noted below: -

- Lack of a clear link with key strategic priorities.
- Lack of clear senior management and leadership.
- Lack of effective engagement with stakeholders.
- Lack of skills and proven approach to project and risk management.
- Lack of understanding of, or contact with supply industry at senior levels.
- Evaluation of proposals driven by initial price, rather than long-term value for money.
- Too little attention to breaking down development and implementation into manageable steps.

The following are the relevant principles / questions asked when trying to determine what good governance of projects are: -

	Governance of Project Management Principles?
1	Who has responsibility for governance of project management?
2	The roles, responsibilities and performance criteria for the governance of project management are clearly defined?
3	Disciplined governance arrangements, supported by appropriate methods and controls, are applied throughout the project life cycle?
4	A coherent and supportive relationship is demonstrated between the strategy and the project portfolio?
5	All projects have an approved plan containing authorisation points at which the business case is reviewed and approved?
6	The project business case is supported by relevant and realistic information that provides a reliable basis for making authorisation decisions?
7	There are clearly defined criteria for reporting project status and for the escalation of risks and issues to the levels required by the organisation?
8	There is a culture of improvement and of frank internal disclosure of project information?
9	Project stakeholders are engaged at a level that is commensurate with their importance to the organisation and in a manner that fosters trust?

Governance Checklists

Governance of project management is not the rigid application of a complex methodology. The best results will come from the intelligent application of principles combined with proportionate delegation of responsibility and the monitoring of internal control systems.

These checklists questions are relevant to the four components of governance of project management. Positive answers to these key questions would indicate that current practice broadly fulfils the principles and meets the requirements of appropriate governance of project management.

	Effective Project Sponsorship?
1	Do all major projects have competent sponsors at all times?
2	Do sponsors devote enough time to the project?
3	Do project sponsors hold regular meetings with project managers and are they sufficiently aware of the project status?
4	Are sponsors accountable for and do they own and maintain the business case?
5	Do project sponsors provide clear and timely directions and decisions?
6	Do project sponsors ensure that project managers have access to sufficient resources with the right skills to deliver projects?
7	Are the interests of key project stakeholders, including suppliers, aligned with project success?
8	Are projects closed at the appropriate time?
9	Are sponsors accountable for the realisation of benefits?
10	Do sponsors adequately represent the project throughout the organisation?
11	Is independent advice used for appraisal of projects?

This checklist component seeks to ensure that project sponsorship is the effective link between the organisation's senior executive body and the management of the project. The sponsoring role has decision making, directing and representational accountabilities.

Project sponsors are variously titled, for example Senior Responsible Owner, and may be located at different levels in organisations. Project sponsors are the route through which project managers directly report and from which project managers obtain their formal authority, remit and decisions. Sponsors own the project business case. Competent project sponsorship is of great benefit to even the best project managers.

	Project Management Efficiency and Effectiveness?
1	Do all projects have clear critical success criteria and are they used to inform decision-making?
2	Are the project management processes and project management tools appropriate for the projects?
3	Are the people responsible for project delivery, especially the project managers, clearly mandated, sufficiently competent, and have the capacity to achieve satisfactory project outcomes?
4	Are project managers encouraged to develop opportunities for improving project outcomes?
5	Are project management roles and responsibilities clear and in place?
6	Are service departments and suppliers able and willing to provide key resources tailored to the varying needs of different projects and to provide an efficient and responsive service?
7	Are appropriate issue, change and risk management practices implemented?
8	Is authority delegated to the right levels, balancing efficiency and control?
9	Are project contingencies estimated and controlled in accordance with delegated powers?

This checklist seeks to ensure that the **teams responsible** for projects are capable of achieving the objectives that are defined at project approval points. Project team capability is driven by a number of factors, including the skills and experience of project leaders, the resources available to them and the tools and processes they are able to deploy. The board and project sponsors should take these factors into account when assessing the effectiveness of their project teams and identifying improvement priorities.

Efficient project management requires effective delegation that allows decisions to be made at a level that is consistent with the organisation's system for internal control.

This checklist for **information disclosure** seeks to ensure that the content of project reports will provide timely, relevant and reliable information that supports the organisation's decision making processes, without fostering a culture of micro-management. It is important for the organisation to distinguish between key drivers of success and key indicators of success; an effective reporting process will therefore include measures of both.

An efficient reporting process will minimise the reporting burden throughout the organization without compromising effectiveness. A culture of open and honest disclosure is a key requirement for effective reporting. Where internal or external pressures pose threats to this, independent verification of information should be required. Such threats are frequently present prior to major project approvals or when projects start to encounter serious difficulties. Disclosure should be extended to all stakeholders to the extent that they have a legitimate interest in project information.

	Project Information Disclosure?
1	Is there timely, relevant and reliable information of project forecasts, including those produced for the business case at project authorisation points?
2	Do the stakeholders receive timely, relevant and reliable information of project progress?
3	Is there sufficient information on significant project-related risks and their management?
4	Are there threshold criteria that are used to escalate significant issues, risks and opportunities through the organisation to the board?
5	Does the organisation use measures for both key success drivers and key success indicators?
6	Is the project portfolio status in communications with key stakeholders?
7	Does the culture encourage open and honest reporting?
8	Where responsibility for disclosure and reporting is delegated or duplicated, do the stakeholders ensure that the quality of information that it receives is not compromised?
9	Do project processes reduce reporting requirements to the minimum necessary?

Breakout Exercise 1

What are the factors that we need to focus on for continued success?

	PROJECT SUCCESS FACTORS Indicate (circle) your score for each Project Success Factor 1 = Very Strong 2 = Strong 3 = Satisfactory 4 = Needs Improvement 5 = Very Poor					
1	**Project Ownership: -** There is a person who is identified with the program / project as its leader. This person has full authority to do whatever they feel is necessary for success. The leader surrounds themselves with a group of the best of the best to help execute the project / program.	1	2	3	4	5
2	**Expertise: -** There is someone on the project that has a track record of delivery with several successful projects under their belt. They are in a leadership role, from the beginning to the end of the project / program.	1	2	3	4	5
3	**Committed and Integrated Team**: - Individuals are personally committed to the success of the project (a quality project, on-time and budget). The people understand the strategic rationale of the project and have the experience, expertise and willingness to do whatever it takes.	1	2	3	4	5
4	**Run by Project Managers: -** When issues get heated there is practicality and common sense available to the team. The project needs a motto of "let the experts use their expertise."	1	2	3	4	5
5	**Clarity and Consistency on Structure and Culture**. The project team members are empowered by the policies and procedures that they feel are needed for success. The project/program structure should enable the team, not stifle its ability to be successful.	1	2	3	4	5
6	**A Program Approach: -** A program of projects is highly inter-related. It is not the same as one large stand-alone project and it cannot succeed by using the tools developed for managing a project. This means there needs to be new systems, procedures and tools that allow you to manage a program of projects rather than managing project by project.	1	2	3	4	5
7	**Atmosphere of Partnership**: - Everyone must work together toward the common end: a successful project. There should not be any "us vs. them". Without an atmosphere of true partnership communication will be poor, resulting in team members and team leaders being unaware of project issues and problems until it is too late to solve them in a timely manner.	1	2	3	4	5
8	**Expect Chaos / Issues**: - When NASA sends a rocket to Mars it is on target only about 5% of the time. The other 95% of the time it is making corrections to come back on target. It is the team and team leaders who assure that the project stays focused. There must be a system in place that allows a "course correction" to get you back on target.	1	2	3	4	5
9	**Provide Accountability**: - Successful projects have a culture and systems for holding team members accountable for their commitments and pieces of the project. The heart of accountability is a good feedback system.	1	2	3	4	5
10	**Integrated Client**: - A project is not a turnkey operation. An integrated client effort must be started early in the project to achieve buy-in and acceptance of those who will run and maintain the outcome of the project.	1	2	3	4	5
11	**Integrated and Consistent Organisation**: - Successful projects incorporate different functional tracks that are both passive and active, from design through to roll-out. Late incorporation of either passive or active function can be devastating to a project's schedule, particularly when specialist resources are required.	1	2	3	4	5

Scoring Your Project Success Factor Assessment

By using the Project Success Factors assessment you can quickly see what projects have going for them and what is going against them. Then you'll know where you need to make improvements.

Strengths Circle those factors where you scored a 1 or 2 These are you strengths	Weaknesses Circle those factors where you scored a 4 or 5 These are you weaknesses
1. **Project Ownership**	1. **Project Ownership**
2. **Expertise**	2. **Expertise**
3. **Committed and Integrated Team**	3. **Committed and Integrated Team**
4. **Run by Project Managers (not politicians)**	4. **Run by Project Managers (not politicians)**
5. **Clarity and Consistency on Structure and Culture**	5. **Clarity and Consistency on Structure and Culture**
6. **A Program Approach**	6. **A Program Approach**
7. **Atmosphere of Partnership**	7. **Atmosphere of Partnership**
8. **Expect Chaos / Issues**	8. **Expect Chaos / Issues**
9. **Provide Accountability**	9. **Provide Accountability**
10. **Integrated Client**	10. **Integrated Client**
11. **Integrated and Consistent Organisation**	11. **Integrated and Consistent Organisation**

Topic 2: - Central Bank Project Governance

Reference page 60 – 73 of *Central Bank Project Management Processes*

Topic 3: - Project Leadership

Leadership Tips for Promoting Project Success

- It's not about the ability of those around you to lead; it's about your ability to lead, in spite of what is happening around you.

- Mind your own business first. Behave as if you own the business and your business are defined by your domain of responsibility. This not only serves to strengthen your behavior and effectiveness, but, if everyone behaves similarly, your company greatly benefits as well.

- Define your roles and responsibilities and obtain agreement from your boss. You are far more likely to rise to expectations when those expectations are clearly defined. We achieve according to that which we are measured.

- Treat all project members equally. A project suffers when preferential treatment is given to any group or person – whether they are clients, vendors, contractors, or company employees.

- Boldness. You cannot be a consistently effective leader if you don't have it. The person who consistently displays bold behavior will far out-perform the person with similar knowledge and experience who does not. Bold behavior includes doing what is necessary, within legal and ethical parameters, to accomplish your job.

- Become a benevolent dictator. A benevolent dictator leads, first, by actively soliciting information and opinions from team members and others; second, by listening; and third, by demonstrating the leadership, courage, and boldness to personally make the right decision and then standing accountable for that decision.

- Practice the Golden Rule. Doing unto others as you would have them do unto you is the best time-tested behavior to adopt while performing on projects.

- Perform post-project reviews and ensure that resulting lessons are applied to new projects. Lessons cannot be considered "learned" until they have been appropriately adopted.

- Seek out a mentor. There is no better way to learn than by having a mentor who has been there, done that, messed up, and learned from it. A mentor's advice can positively impact your career and help protect your projects.

- Ask for help or become part of the problem. Asking for and obtaining help is a sign of professional maturity, not weakness. It sends the signal that you take pride in your work and care about the success of the project.

- For consistent success, focus on your top three priorities each day rather than your bottom 30. The top problems of a project are the areas that can cause the most harm. They must be effectively dealt with according to the urgency they require.

- Inspect what you expect. Don't "trust" that things are progressing smoothly or will work out okay on their own. Plan, measure and, if necessary, mitigate it.

- Don't delay or avoid escalating issues that are at an apparent impasse; escalations are a healthy and essential part of business. If you and another project member are unable to see eye-to-eye, then after an earnest attempt to negotiate a resolution without success, you must call on higher levels of project leadership for help.

- The No. 1 reason why leaders fail is that they are too soft. If you are too soft, your stakeholders will not learn effective behavior. Nor will they respect you. Projects fail because their leaders fail.

- It's not about being liked but rather about doing the right thing. It's called integrity.

- You are what you perceive yourself to be. Your vision of yourself becomes your reality.

Breakout Exercise 2

R. M. Belbin (1981) suggests that teams with high scores on mental ability tests do not perform well in group tasks. He found that they tended to be argumentative, difficult to manage, and destructive in debate. He also found that these teams had difficulty making decisions.

In addition, Belbin found that teams with similar personalities did not perform well. Belbin's work identified eight key roles – listed on the slide – which successful teams need to fill.

More recently, he has added a ninth role: specialist.

Belbin's Self-Perception Inventory

Belbin's inventory was developed as a means of giving group members a simple way of assessing their best team roles. The inventory is set out as an activity – devised by Sullivan, Rice, Rogerson and Saunders (1996) – to help you find out which role would suit any individual.

Activity
For each of the questions that follow, distribute a total of 10 points among the sentences that you think best describe your behavior. These points may be distributed among several sentences. You may use all the sentences, or you may give 10 points to a single sentence.

Question 1: What can I contribute to a team?

No	Option	Points
a.	I think I can quickly see and take advantage of new opportunities.	
b.	I can work well with a very wide range of people.	
c.	Producing ideas is one of my natural assets.	
d.	My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives.	
e.	My capacity to follow through has much to do with my personal effectiveness.	
f.	I am ready to face temporary unpopularity if it leads to worthwhile results at the end.	
g.	I am quick to sense what is likely to work in a situation with which I am familiar.	
h.	I can offer a reasonable case for alternative courses of action without introducing bias or prejudice.	

Question 2: What are some possible shortcomings I have when working on a team?

No	Option	Points
a.	I am not at ease unless meetings are well structured and controlled and generally well conducted.	
b.	I am inclined to be too generous toward others who have a valid viewpoint that has not been given a proper airing.	
c.	I have a tendency to talk a lot once the group gets on to new ideas.	
d.	My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues.	
e.	I am sometimes seen as forceful and authoritarian if there is need to get something done.	
f.	I find it difficult to lead from the front perhaps because I am over responsive to group atmosphere.	
g.	I am apt to get too caught up in ideas that occur to me and so lose track of what is happening.	
h.	My colleagues tend to see me as worrying unnecessarily over detail and the things that may go wrong.	

Question 3: How do I get involved in a project with other people?

No	Option	Points
a.	I have aptitude for influencing people without pressuring them.	
b.	My general vigilance prevents careless mistakes and omissions being made.	
c.	I am ready to press for action to make sure that the meeting does not waste time or lose sight of the main objective.	
d.	I can be counted on to contribute something original.	
e.	I am always ready to back a good suggestion in the common interest.	
f.	I am keen to look at the latest ideas and developments.	
g.	I believe my capacity for cool judgment is appreciated by others.	
h.	I can be relied upon to see that all essential work is organised.	

Question 4: What is my characteristic approach to group work?

No	Option	Points
a.	I have a quiet interest in getting to know colleagues better.	
b.	I am not reluctant to challenge the views of others or to hold a minority view.	
c.	I can usually find a line of argument to refute unsound propositions.	
d.	I think I have a talent for making a plan work once it has been put into operation.	
e.	I have a tendency to avoid the obvious and to come out with the unexpected.	
f.	I bring a touch of perfectionism to any team job I undertake.	
g.	I am ready to make use of contacts outside the group itself.	
h.	While I am interested in all views, I have no hesitation in making up my mind once a decision has to be made.	

Question 5: How do I gain satisfaction in a job?

No	Option	Points
a.	I enjoy analysing situations and weighing up all the possible choices.	
b.	I am interested in finding practical solutions to problems.	
c.	I like to feel I am fostering good working relationships.	
d.	I can have a strong influence on decisions.	
e.	I can meet people who may have something new to offer.	
f.	I can get people to agree on a necessary course of action.	
g.	I feel in my element when I can give a task my full attention.	
h.	I like to find a field that stretches my imagination.	

Question 6: How do I respond when I am given a difficult task suddenly, have limited time, and need to work with unfamiliar people?

No	Option	Points
a.	I would feel like retiring to a corner to devise a way out of the impasse before developing a line.	
b.	I would be ready to work with the person who showed the most positive approach – however difficult they might be.	
c.	I would find some way of reducing the size of the task by establishing what different individuals might best contribute.	
d.	My natural sense of urgency would help to ensure that we did not fall behind schedule.	
e.	I believe I would keep cool and maintain my capacity to think straight.	
f.	I would retain a steadiness of purpose in spite of the pressure.	
g.	I would be prepared to take a positive lead if I felt the group was not making any progress.	
h.	I would open up discussions with a view to stimulating new thoughts and getting something moving.	

Question 7: How do I deal with problems that arise when I am working in groups?

No	Option	Points
a.	I am apt to show my impatience with those who are obstructing progress.	
b.	Others may criticise me for being too analytical and insufficiently intuitive.	
c.	My desire to ensure work is done properly can hold up proceedings.	
d.	I tend to get bored rather easily and rely on one or two stimulating members to spark me off.	
e.	I find it difficult to get started unless the goals are clear.	
f.	I am sometimes poor at explaining and clarifying complex points that occur to me.	
g.	I am conscious of demanding from others what I cannot do myself.	
h.	I hesitate to get my points across when I run up against real opposition.	

Interpretation of Questions

To interpret the questions, you should look at the following analysis table. Enter the scores from the points table into the analysis table. Then add up the points in each column to give a total team role distribution score.

Analysis Table

Question		Impl		Chair		Shaper		Plant		Research		Monitor		Team		Finish
1	g		d		f		c		a		h		b		e	
2	a		b		e		g		c		d		f		h	
3	h		a		c		d		f		g		e		b	
4	d		h		b		e		g		c		a		f	
5	b		f		d		h		e		a		c		g	
6	F		c		g		a		h		e		b		d	
7	e		g		a		f		d		b		h		c	
Total																

Interpretation of Total Scores

The highest score on team role indicates how best the respondent can make a mark in a project team. The next highest scores denote back-up team roles toward which the individual should shift if for some reason there is less group need for a primary team role. The two lowest scores indicate possible areas of weakness. Rather than attempting to reform in this area, the member might be better advised to seek a colleague with complementary strengths.

| Type	Symbol	Typical features	Positive qualities	Allowable weaknesses
Worker / Implementer	Impl	Conservative, dutiful, predictable	Organising ability, practical common sense, hard working, self-disciplined	Finds it hard to be flexible and is unresponsive to unproven ideas
Chair / Co-ordinator	Chair	Calm, self-confident, controlled	A capacity for treating and welcoming all potential contributors on their merits and without prejudice	Considers self as "average"
Shaper	Shaper	Outgoing, dynamic	Drive and a readiness to challenge inertia, ineffectiveness, complacency, or self-deception	Prone to provocation, irritation, and impatience
Eccentric / Plant	Plant	Individualistic, serious-minded, unorthodox	Genius, imagination, intellect, knowledge	"Up in the clouds", inclined to disregard practical details or protocol
Researcher / Resource Investigator	Research	Extroverted, enthusiastic, curious, communicative	A capacity for contacting people and exploring anything new. An ability to respond to challenge	Liable to lose interest once the initial fascination has passed
Monitor-Evaluator	Monitor	Pedantic, prudent, objective	Judgment, discretion, hard-headedness	May find it hard to participate fully
Team Worker	Team	Socially-oriented, rather mild, sensitive	An ability to respond to people in all situations, and to promote team spirit	Indecisive at moments of crisis
Completer-Finisher	Finish	Painstaking, orderly, conscientious, anxious	A capacity for follow through, perfectionism	A tendency to worry about small details. A reluctance to "let go"

Topic 4: - Relationship Management

Breakout Exercise 2

Question 1: - What makes a good sponsor

Question 2: - What makes a good project manager in managing sponsor's expectations?
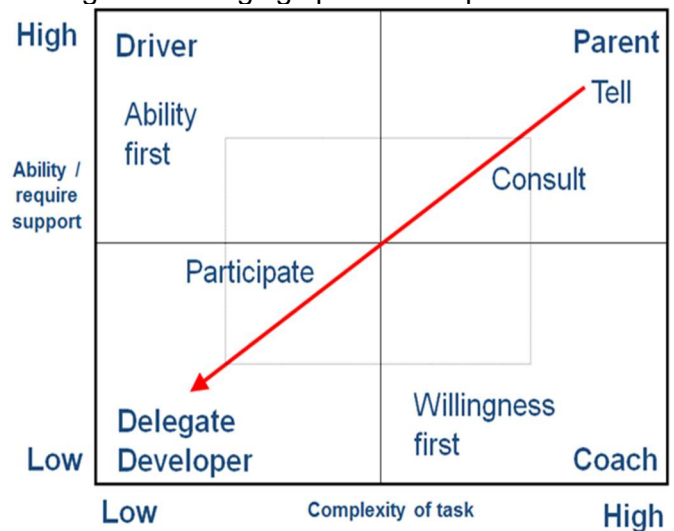
Do you Listen to your Sponsor?

Active listening is a skill that can be acquired and developed with practice. However, this skill can be difficult to master and will, therefore, take time and patience.

'Active listening' means, as its name suggests, actively listening, that is fully concentrating on what is being said rather than just 'hearing' the message of the speaker. Active listening involves listening with all senses. As well as giving full attention to the speaker, it is important that the 'active listener' is also 'seen' to be listening to them otherwise the speaker may conclude that what they are talking about is uninteresting to the listener. Interest can be conveyed to the speaker by using both verbal and non-verbal messages such as maintaining eye contact, nodding your head and smiling, agreeing by saying 'Yes' or simply 'Mmm hmm' to encourage them to continue. By providing this 'feedback' the person speaking will usually feel more at ease and therefore communicate more easily, openly and honestly.

Listening is the most fundamental component of interpersonal communication skills. Listening is not something that just happens (that is hearing), listening is an active process in which a conscious decision is made to listen to and understand the messages of the speaker. Listeners should remain neutral and non-judgmental, this means trying not to take sides or form opinions, especially early in the conversation. Active listening is also about patience - pauses and short periods of silence should be accepted. Listeners should not be tempted to jump in with questions or comments every time there are a few seconds of silence. Active listening involves giving the other person time to explore their thoughts and feelings, they should, therefore, be given adequate time for that.

Active listening not only means focusing fully on the speaker but also actively showing verbal and non-verbal signs of listening. Generally speakers want listeners to demonstrate 'active listening' by responding appropriately to what they are saying. Appropriate responses to listening can be both verbal and non-verbal.

Non-verbal signs of attentive or active listening

This is a generic list of non-verbal signs of listening, in other words people who are listening are more likely to display at least some of these signs. However these signs may not be appropriate in all situations and across all cultures.

- **Smile**: - Small smiles can be used to show that the listener is paying attention to what is being said or as a way of agreeing or being happy about the messages being received. Combined with nods of the head, smiles can be powerful in affirming that messages are being listened to and understood.
- **Eye Contact**: - It is normal and usually encouraging for the listener to look at the speaker.   Eye contact can however be intimidating, especially for more shy speakers – gauge how much eye contact is appropriate for any given situation. Combine eye contact with smiles and other non-verbal messages to encourage the speaker.
- **Posture**: - Posture can tell a lot about the sender and receiver in interpersonal interactions. The attentive listener tends to lean slightly forward or sideways whilst sitting. Other signs of active listening may include a slight slant of the head or resting the head on one hand.
- **Mirroring**: - Automatic reflection/mirroring of any facial expressions used by the speaker can be a sign of attentive listening. These reflective expressions can help to show sympathy and empathy in more emotional situations. Attempting to consciously mimic facial expressions (i.e. not automatic reflection of expressions) can be a sign of inattention.

- **Distraction**: - The active listener will not be distracted and therefore will refrain from fidgeting, looking at a clock or watch, doodling, playing with their hair or picking their fingernails.

Verbal signs of attentive or active listening
- **Positive Reinforcement**: - Although a strong signal of attentiveness, caution should be used when using positive verbal reinforcement.   Although some positive words of encouragement may be beneficial to the speaker the listener should use them sparingly so as not to distract from what is being said or place unnecessary emphasis on parts of the message. Indeed casual and frequent use of 'very good', 'yes' or 'indeed' can become irritating to the speaker.   It is usually better to elaborate and explain why you are agreeing with a certain point.
- **Remembering**: - The human mind is notoriously bad at remembering details, especially for any length of time. However, remembering a few key points, or even the name of the speaker, can help to reinforce that the messages sent have been received and understood – i.e. listening has been successful. Remembering details, ideas and concepts from previous conversations proves that attention was kept and is likely to encourage the speaker to continue. During longer exchanges it may be appropriate to make very brief notes to act as a memory jog when questioning or clarifying later. (See more on Questioning and Clarifying)
- **Questioning**: - The listener can demonstrate that they have been paying attention by asking relevant questions and/or making statements that build or help to clarify what the speaker has said. By asking relevant questions the listener also helps to reinforce that they have an interest in what the speaker has been saying. (See our pages on Questioning and Types of Question)
- **Reflection**: - Reflecting is closely repeating or paraphrasing what the speaker has said in order to show comprehension. Reflection is a powerful skill that can reinforce the message of the speaker and demonstrate understanding. (See our page on Reflection Techniques)
- **Clarification**: - Clarifying involves asking questions of the speaker to ensure that the correct message has been received. Clarification usually involves the use of open questions which enables the speaker to expand on certain points as necessary. (See our page on Clarification)
- **Summarisation**: - Repeating a summary of what has been said back to the speaker is a technique used by the listener to repeat what has been said in their own words. Summarising involves taking the main points of the received message and reiterating them in a logical and clear way, giving the speaker chance to correct if necessary.

Breakout Exercise 4

Please read the following to your partner:

The following two offers relate to the 'Swan's' restaurant, Dublin, and 'Fred's' restaurant, Cork. Offer A is applicable for unlimited visits and enables you to claim a free dinner main course. If you order two starters and two dinner main courses you will receive one dinner main course free. The offer is valid from Sunday to Friday and as a bonus can be used twice on Saturdays as well.

Offer B is also valid for an unlimited number of visits and enables you to claim two free dinner main courses. If you order four starters and four dinner main courses you will receive the two least expensive dinner main courses free. The offer is valid Sunday to Friday and as a bonus can be used twice on Saturdays as well.

Neither of these offers can be used on Good Friday, Easter Monday, Christmas day or St Stephens Day, or in September."

The following information can be provided if your partner asks for clarification:
- (Offer A) If the customer orders two starters and two dinner main courses they will receive the least expensive dinner main course free
- (Offer B) If the customer orders four starters and four dinner main courses they will receive the two least expensive dinner main courses free.
- 'Dinner' main courses, refers to main courses ordered in the evening, between 6.30pm and 9.30pm.

Lesson 1 Slides

Banc Ceannais na hÉireann
Central Bank of Ireland
Eurosystem

Lesson 1: - The Essentials of Project Governance

Topic 1: - Introduction to Governance

What are the factors that contribute to project management success?

- Achievement of Strategic objectives: - **Benefits Planning** & Management
- **Accountabilities**: - Project Sponsorship & Responsibilities
- Performance Management & Controls: - Project **Performance Measurement** and Reporting
- Effective use of **Good Structure**: - Linking **Project, Program and Portfolio Management**
- Enterprise Risk Management: - Project **Risk Management**

Topic 1: - Introduction to Governance

Success items

Project Management Success items:
- Understanding risk management
- Stabilised project management processes
- Documentation and understanding of responsibilities
- Keeping projects to more manageable sizes
- Managing changes proactively
- Maintaining the integrity of the plan / communication

Individual Project Success items
- An established focus on delivering benefits through projects

Items to have Consistently Successful Projects
- Resource management from organisation to projects
- A suite of metrics that provide a direct line of sight from bottom-up
- A mentality of continuous improvements or learning from experiences

Topic 1: - Introduction to Governance

Can we put any checklists in place to achieve project success?

- **Checklist 1:** - Governance / Structure for Projects
- **Checklist 2:** - Project Management Efficiency
- **Checklist 3:** - Information / Reporting

Topic 1: - Introduction to Governance

	Governance of Project Management Principles?
1	Who has responsibility for governance of project management?
2	The roles, responsibilities and performance criteria for the governance of project management are clearly defined?
3	Disciplined governance arrangements, supported by appropriate methods and controls, are applied throughout the project life cycle?
4	A coherent and supportive relationship is demonstrated between the strategy and the project portfolio?
5	All projects have an approved plan containing authorisation points at which the business case is reviewed and approved?
6	The project business case is supported by relevant and realistic information that provides a reliable basis for making authorisation decisions?
7	There are clearly defined criteria for reporting project status and for the escalation of risks and issues to the levels required by the organisation?
8	There is a culture of improvement and of frank internal disclosure of project information?
9	Project stakeholders are engaged at a level that is commensurate with their importance to the organisation and in a manner that fosters trust?

Topic 1: - Introduction to Governance

	Project Management Efficiency and Effectiveness?
1	Do all projects have clear critical success criteria and are they used to inform decision-making?
2	Are the project management processes and project management tools appropriate for the projects?
3	Are the people responsible for project delivery, especially the project managers, clearly mandated, sufficiently competent, and have the capacity to achieve satisfactory project outcomes?
4	Are project managers encouraged to develop opportunities for improving project outcomes?
5	Are project management roles and responsibilities clear and in place?
6	Are service departments and suppliers able and willing to provide key resources tailored to the varying needs of different projects and to provide an efficient and responsive service?
7	Are appropriate issue, change and risk management practices implemented?
8	Is authority delegated to the right levels, balancing efficiency and control?
9	Are project contingencies estimated and controlled in accordance with delegated powers?

Topic 1: - Introduction to Governance

	Project Information Disclosure?	
1	Is there timely, relevant and reliable information of project forecasts, including those produced for the business case at project authorisation points?
2	Do the stakeholders receive timely, relevant and reliable information of project progress?
3	Is there sufficient information on significant project-related risks and their management?
4	Are there threshold criteria that are used to escalate significant issues, risks and opportunities through the organisation to the board?
5	Does the organisation use measures for both key success drivers and key success indicators?
6	Is the project benefit status communicated to key stakeholders?
7	Does the culture encourage open and honest reporting?
8	Where responsibility for disclosure and reporting is delegated or duplicated, do the stakeholders ensure that the quality of information that it receives is not compromised?
9	Do project processes reduce reporting requirements to the minimum necessary?

Topic 1: - Introduction to Governance

Breakout Exercise 1

What are the factors that we need to focus on for continued success?

- Project Ownership
- Expertise
- Committed and Integrated Team
- Run by Project Managers
- Clarity and Consistency on Structure
- A Program Approach
- Atmosphere of Partnership
- Expect Issues
- Provide Accountability
- Integrated End-User
- Integrated and Consistent Process

Have we got these factors (Page 9 of Manual)?

Key committees / teams which govern projects

- **Budget & Finance Committee (BFC)** focuses on prioritisation of investment and is the approval authority for all projects requiring Capex and / or IT resources .

- **Project Leadership Team (PLT)**, each project must have a PLT which acts as a primary reviewer and approver of the project scope, costs and benefits.
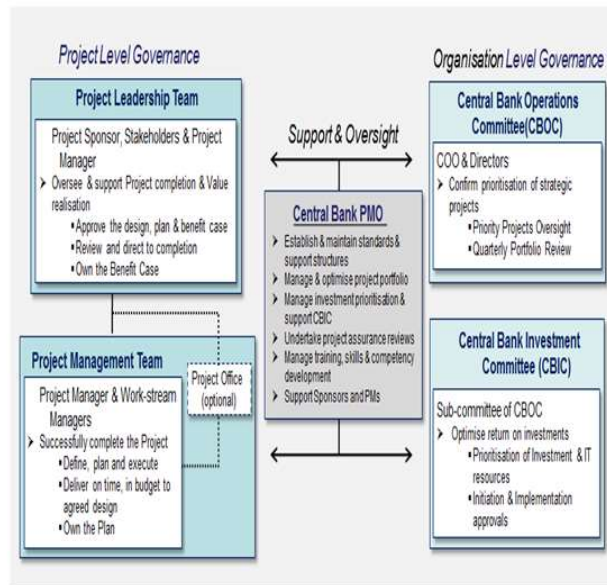
Note: The Central Bank Investment Committee (CBIC) is now known as The Budget & Finance Committee (BFC)

Topic 2: - Central Bank Project Governance

Topic 2: - Central Bank Project Governance

Example of Stage Interaction/Complexity/Time

Topic 2: - Central Bank Project Governance

Gate 1 – Decision on PM Lite or PM Standard
- PM Lite project moves to Execute
- PM Standard project moves to Define

Initiate >

Establish the business rationale & risk profile of the project and secure approval to initiate.

Gate 1

Topic 2: - Central Bank Project Governance

Gate 1 – Decision on PM Lite or PM Standard
> PM Lite project moves to Execute
> PM Standard project moves to Define

Initiate		Execute		Close	
Establish the business rationale & risk profile of the project and secure approval to initiate.	Gate 1	Execute the agreed plan and deploy the project deliverables	Gate 4	Close the project and review performance	Gate 5

PM Lite

Topic 2: - Central Bank Project Governance

PM Process *Lite*

	Initiate	Execute	Close
Objectives	Establish the business rationale & risk profile of the project and secure approval to initiate.	Execute the agreed plan and deploy the project deliverables	Close the project and review performance
Approvals	Gate 1	Gate 4	Gate 5
Deliverables	Project Initiation Proposal	Develop, Test, Implement	Project Closure Report

Project Reporting & Review

Project Change Management

Topic 2: - Central Bank Project Governance

Define

Define project objectives, scope, deliverables & plan and secure costs & benefits approvals.

Gate 2

Gate 1 – Decision on PM Lite or PM Standard
  ➤ PM Lite project moves to Execute
  ➤ PM Standard project moves to Define

Gate 2 – Decision on PM Standard or PM Plus
  ➤ PM Standard project moves to Execute
  ➤ PM Plus project moves to Plan

Initiate

PM Standard

Establish the business rationale & risk profile of the project and secure approval to initiate.

Gate 1

PM Lite

Execute

Execute the agreed plan and deploy the project deliverables

Gate 4

Close

Close the project and review performance

Gate 5

Topic 2: - Central Bank Project Governance

Plan

Produce a more detailed implementation plan & business case to deliver agreed scope & deliverables

Define

PM Plus

Define project objectives, scope, deliverables & plan and secure costs & benefits approvals.

Gate 2
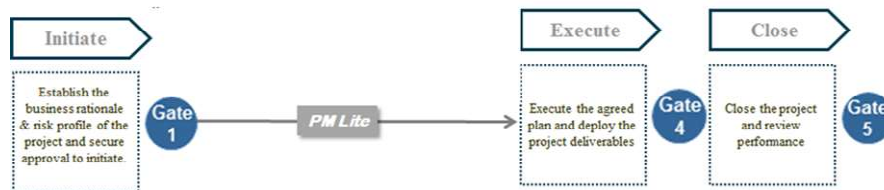
Gate 1 – Decision on PM Lite or PM Standard
  ➤ PM Lite project moves to Execute
  ➤ PM Standard project moves to Define

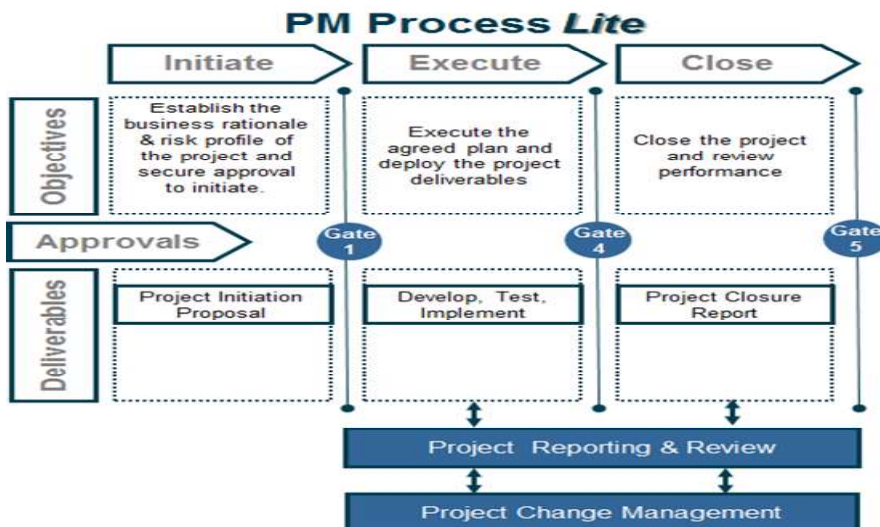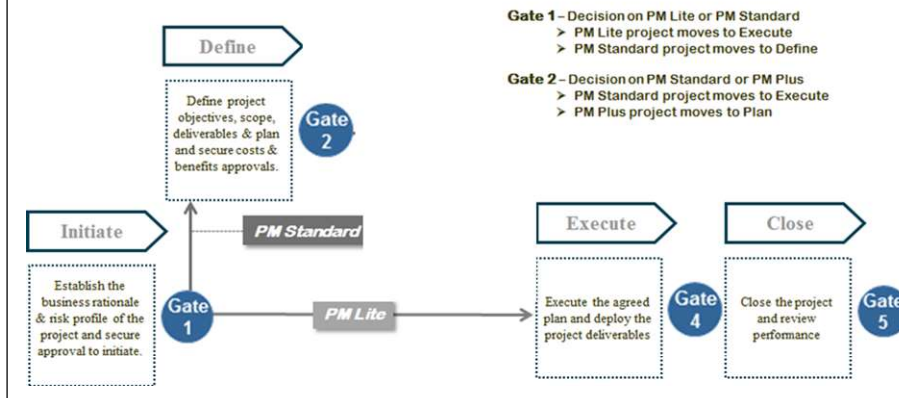**Gate 2** – Decision on PM Standard or PM Plus
  ➤ PM Standard project moves to Execute
  ➤ PM Plus project moves to Plan

Initiate

PM Standard

Establish the business rationale & risk profile of the project and secure approval to initiate.

Gate 1

PM Lite

Execute

Execute the agreed plan and deploy the project deliverables

Gate 4

Close

Close the project and review performance

Gate 5

Topic 2: - Central Bank Project Governance

PM Process *Standard*

	Initiate	Define	Execute	Close
Objectives	Establish the business rationale & risk profile of the project and secure approval to initiate.	Define project objectives, scope, deliverables & plan and secure costs & benefits approvals	Execute the agreed plan and deploy the project deliverables	Close the project and review performance
Approvals	Gate 1	Gate 2	Gate 4	Gate 5
Deliverables	Project Initiation Proposal	Project Charter (Project Definition, Plan & Benefit Case)	Develop, Test, Implement	Project Closure Report

Project Reporting & Review

Project Change Management

Topic 2: - Central Bank Project Governance

Plan

Produce a more detailed implementation plan & business case to deliver agreed scope & deliverables — Gate 3

Define — *PM Plus*

Define project objectives, scope, deliverables & plan and secure costs & benefits approvals. — Gate 2

Initiate — *PM Standard*

Establish the business rationale & risk profile of the project and secure approval to initiate. — Gate 1 — *PM Lite*

Gate 1 – Decision on PM Lite or PM Standard
  ➤ PM Lite project moves to Execute
  ➤ PM Standard project moves to Define

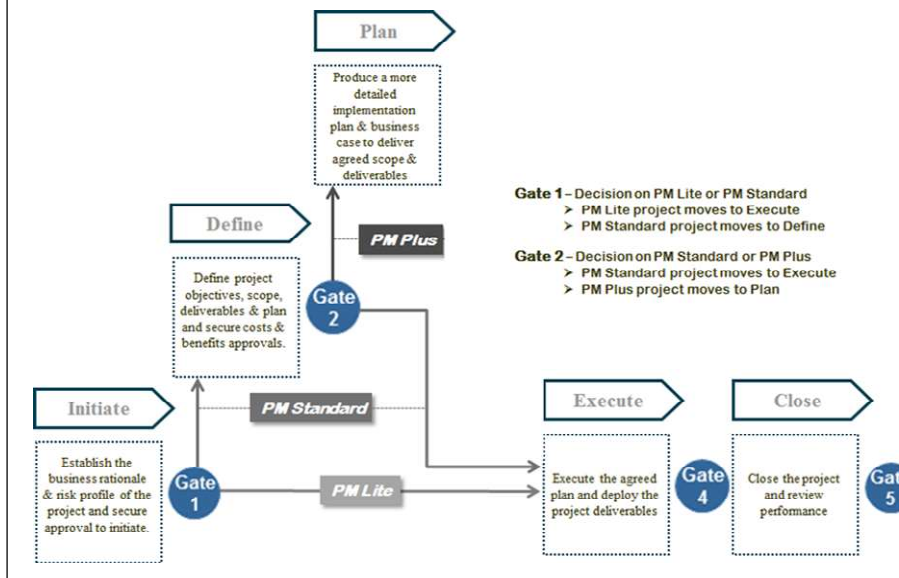**Gate 2** – Decision on PM Standard or PM Plus
  ➤ PM Standard project moves to Execute
  ➤ PM Plus project moves to Plan

Gate 3 – Decision on PM Plus project to move to Execute

Execute

Execute the agreed plan and deploy the project deliverables — Gate 4

Close

Close the project and review performance — Gate 5

Topic 2: - Central Bank Project Governance

PM Process *Plus*

	Initiate	Define	Plan	Execute	Close
Objectives	Establish the business rationale & risk profile of the project and secure approval to initiate.	Define project objectives, scope, deliverables & plan and secure costs & benefits approvals.	Produce a more detailed implementation plan & business case to deliver agreed scope & deliverables	Execute the agreed plan and deploy the project deliverables	Close the project and review performance
Approvals	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
Deliverables	Project Initiation Proposal	Project Charter (Project Definition, Plan & Benefit Case)	Baseline Project Plan / Baseline Benefit Case	Develop, Test, Implement	Project Closure Report

Project Reporting & Review

Project Change Management

Topic 2: - Central Bank Project Governance

	Initiate	Define	Plan	Execute	Close
PM Process	Project Initiation Proposal	Project Charter (Definition, Plan & Benefit Case)	Project Plan / Benefit Case	Develop, Test, Implement	Project Closure Report
		Project Reporting & Review			
				Project Change Management	

Balanced Score Card (Organisational Level) Projects must follow the PM Process Framework . Reflecting their strategic importance, additional CBOC and PMO assurance and reporting controls are applied.

	Initiate	Define	Plan	Execute	Close
IMT Processes	Project Solution Proposal (PSP)	Solution Requirements Document (SRD) / Solution Design (SD)	Plan	Technical Design (DSD) / Build Complete / Test Complete / Deployed	Review & Closure
Finance	Preliminary Budget / Preliminary Budget Approval	Project Budget / Project Budget Approval	Variance Approval	Variance Approval	Budget Closure
		Financial Reporting & Review			
Procurement	Determination of applicable Procurement Policy	Vendor - ITT / Vendor Selection / Vendor Contract (Simplex)	Vendor Contract (Complex)	Performance Reviews	Contract Closure
			Vendor Management		

Topic 2: - Central Bank Project Governance

PM Process *Plus*

	Initiate	Define	Plan	Execute	Close
Objectives	Establish the business rationale & risk profile of the project and secure approval to initiate.	Define project objectives, scope, deliverables & plan and secure costs & benefits approvals.	Produce a more detailed implementation plan & business case to deliver agreed scope & deliverables	Execute the agreed plan and deploy the project deliverables	Close the project and review performance
Approvals	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
Deliverables	Project Initiation Proposal	Project Charter (Project Definition, Plan & Benefit Case)	Baseline Project Plan / Baseline Benefit Case	Develop, Test, Implement	Project Closure Report

Project Reporting & Review

Project Change Management

Topic 2: - Central Bank Project Governance

Key Tasks	Responsibility
➤ Assign Project Manager ➤ Establish Project Leadership Team ➤ Secure Project Initiation approval ➤ Secure agreement on management process ➤ Secure resources for next development stage	**Project Sponsor**
➤ PIP and Initiation approval ➤ Management process approval ➤ Assign resources for next development stage	**Project Leadership Team (PLT) (and Central Bank Investment Committee where appropriate)**

➤ Establish purpose, business requirements and objectives of the Project
➤ Prepare the PIP
➤ Manage, Monitor & Control all Project activities
➤ Open a Project Budget
➤ Support resource assignment
➤ Post approval of the PIP:
  o Register approved PIP with the PMO
  o Create a Project File in SharePoint
  o Create a Project Issue & Risk Log
	Project Manager

Topic 2: - Central Bank Project Governance

PM Process *Plus*

	Initiate	Define	Plan	Execute	Close
Objectives	Establish the business rationale & risk profile of the project and secure approval to initiate.	Define project objectives, scope, deliverables & plan and secure costs & benefits approvals.	Produce a more detailed implementation plan & business case to deliver agreed scope & deliverables	Execute the agreed plan and deploy the project deliverables	Close the project and review performance
Approvals	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
Deliverables	Project Initiation Proposal	Project Charter (Project Definition, Plan & Benefit Case)	Baseline Project Plan / Baseline Benefit Case	Develop, Test, Implement	Project Closure Report

Project Reporting & Review

Project Change Management

Topic 2: - Central Bank Project Governance

Key Tasks	Responsibility

➢ Manage, Monitor & Control all project activities
➢ Prepare the Project Charter (project definition, plan and business case)
➢ Post approval of the Charter:
  ▪ Register approved Charter with the PMO
  ▪ Execute budgetary and procurement tasks
  ▪ Update Project File
	Project Manager

➢ Formalise Project Leadership Team. ➢ Secure agreement on management process ➢ Secure Charter, Prioritisation and Budget Approval ➢ Secure approval of resources for Project completion	**Sponsor**
➢ Approve the Project Charter and Budget ➢ Approve management process	**PLT and CBIC (where appropriate)**

Topic 2: - Central Bank Project Governance

PM Process *Plus*

| Initiate | Define | Plan | Execute | Close |

Objectives

| Establish the business rationale & risk profile of the project and secure approval to initiate. | Define project objectives, scope, deliverables & plan and secure costs & benefits approvals. | Produce a more detailed implementation plan & business case to deliver agreed scope & deliverables | Execute the agreed plan and deploy the project deliverables | Close the project and review performance |

Approvals — Gate 1, Gate 2, Gate 3, Gate 4, Gate 5

Deliverables

| Project Initiation Proposal | Project Charter (Project Definition, Plan & Benefit Case) | Baseline Project Plan / Baseline Benefit Case | Develop, Test, Implement | Project Closure Report |

Project Reporting & Review

Project Change Management

Topic 2: - Central Bank Project Governance

Key Tasks	Responsibility

➢ Manage, Monitor & Control all project activities
➢ Complete Project Plan (updated the Project Charter)
➢ Post approval of the Plan:
  o Register approved Plan with the Central Bank PMO
  o Update Project File
	Project Manager

➢ Secure Plan and Benefit Case Base-line approvals ➢ Secure resources for Execute Stage	Sponsor
➢ Approve and Baseline Project Plan. ➢ Approve and Baseline Benefit Case.	PLT (CBIC where there are material changes to the approved Charter)

Topic 2: - Central Bank Project Governance

PM Process *Plus*

Initiate	Define	Plan	Execute	Close

Objectives

Establish the business rationale & risk profile of the project and secure approval to initiate.	Define project objectives, scope, deliverables & plan and secure costs & benefits approvals.	Produce a more detailed implementation plan & business case to deliver agreed scope & deliverables	Execute the agreed plan and deploy the project deliverables	Close the project and review performance

Approvals — Gate 1 — Gate 2 — Gate 3 — Gate 4 — Gate 5

Deliverables

Project Initiation Proposal	Project Charter (Project Definition, Plan & Benefit Case)	Baseline Project Plan	Develop, Test, Implement	Project Closure Report
		Baseline Benefit Case		

Project Reporting & Review

Project Change Management

Topic 2: - Central Bank Project Governance

Key Tasks	Key Responsibility
➢ Manage Development, Testing and Implementation of deliverables as per baselined scope definition and plan. ➢ Maintain Project Issue & Risk Log	**Project Manager**
➢ Undertake and complete Development, Testing and Implementation activities associated with their Work-stream. ➢ Maintain Work-stream Risk Log	**Work-stream Manager**
➢ Review and approve Project Deliverables.	**Sponsor and Stakeholders** *(Demand Stakeholders, as Project Customers, have a key responsibility in approval and acceptance of project deliverables)*

Topic 2: - Central Bank Project Governance

PM Process *Plus*

	Initiate	Define	Plan	Execute	Close
Objectives	Establish the business rationale & risk profile of the project and secure approval to initiate.	Define project objectives, scope, deliverables & plan and secure costs & benefits approvals.	Produce a more detailed implementation plan & business case to deliver agreed scope & deliverables	Execute the agreed plan and deploy the project deliverables	Close the project and review performance
Approvals	Gate 1	Gate 2	Gate 3	Gate 4	Gate 5
Deliverables	Project Initiation Proposal	Project Charter (Project Definition, Plan & Benefit Case)	Baseline Project Plan / Baseline Benefit Case	Develop, Test, Implement	Project Closure Report

Project Reporting & Review

Project Change Management

Topic 2: - Central Bank Project Governance

Key Tasks	Responsibility
➢ Production of the Project Closure Report ➢ Administrative closure of the Project ➢ Complete performance reviews ➢ Submit approved Closure Report to the PMO	**Project Manager**
➢ Complete review of Work-stream ➢ Support completion of Project Closure Report	**Work-stream Manager**
➢ Secure approval of Project Closure Report	**Sponsor**
➢ Review and approve Project Closure Report. ➢ Support re-assignment of Project Team	**PLT (and CBIC at their discretion)**

Topic 2: - Central Bank Project Governance
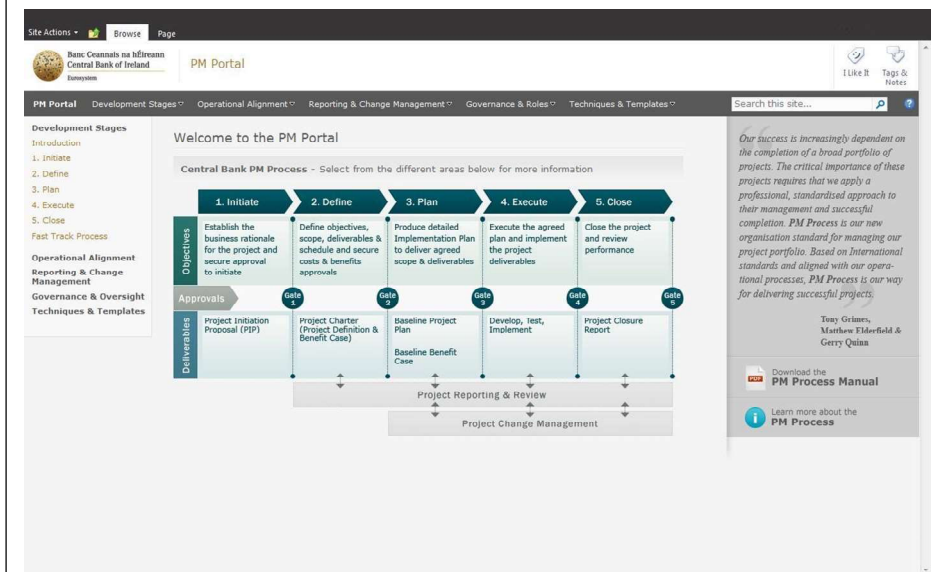
Topic 3: - Project Leadership

The Project Leadership Team is the Project Development Stage Gate Keepers:

- The **Project Sponsor**,
- Key Project Stakeholders are:
  - Project Beneficiaries designated as **Demand Stakeholders.**
  - Project Suppliers designated as **Supply Stakeholders.**
  - The **Project Manager**

Key Project Tasks	Sponsor	Supply Stakeholder	Demand Stakeholder (Customer)	Project Manager	Work-stream Manager
Establish purpose, business requirements and objectives of the Project	A	S	R	R	S
Production of Project Proposal (PIP) and Initiation of Project	A	S	S	R	S
Production of Project Stage Deliverables	S	S	S	A & R	S
Approval of Project Stage Deliverables and Stage Exits	A	R	R	S	S
Project Funding and Financial Management	A	S	S	R & I	S & I
Project Resourcing and Assignment	A	R	S	S	S
Project RAID Management	S	S	S	A & R	S
Project Change Management	A	S	S	R	S
Project Reporting and Communication	A	S	S	R	S
Key Project Tasks	Sponsor	Supply Stakeholder	Demand Stakeholder (Customer)	Project Manager	Work-stream Manager
Provision of agreed Project services	S	A & R	S	S	S
Completion of Project Work-stream deliverables/packages	S	A	S	S	R
Completion of Project Deliverables	A	S	R & S	R	S
Project Completion to Plan	A	S	S	R	S
Project Value Realisation	A	S	R	S	S
PM Process Compliance	A	S	S	R	S
Compliance with relevant Organisation Processes and Controls	A	R & I	R & I	R & I	R & I

Topic 3: - Project Leadership

NEED Creates desire to fulfil needs (food, friendship, recognition, achievement)

BEHAVIOUR Results in actions to fulfil needs

REWARDS Satisfy needs intrinsic or extrinsic rewards
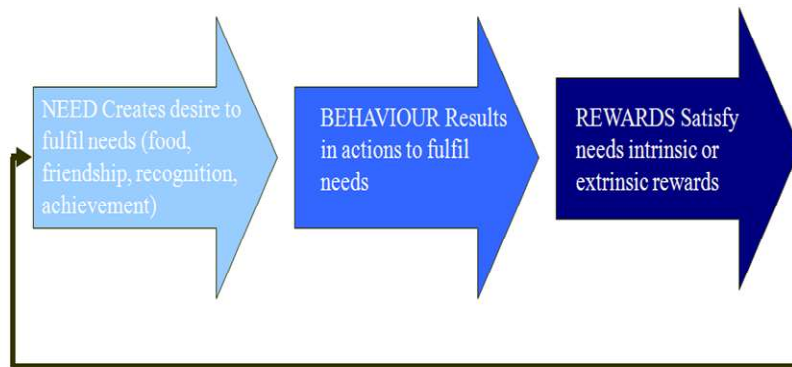
FEEDBACK Reward informs person if behaviour is appropriate and should be used again.

Topic 3: - Project Leadership

Leadership Tip (1 of 3)

- It's not about the ability of those around you to lead; it's about your ability to lead, in spite of what is happening around you.

- Mind your own business first. Behave as if you own the business and your business are defined by your domain of responsibility.

- Define your roles and responsibilities and obtain agreement from your boss. You are far more likely to rise to expectations when those expectations are clearly defined.

- Treat all project members equally. A project suffers when preferential treatment is given to any group or person

- Boldness. You cannot be a consistently effective leader if you don't have it. The person who consistently displays bold behavior will far out-perform the person with similar knowledge and experience who does not.

Topic 3: - Project Leadership

Leadership Tip (2 of 3)

- Become a benevolent dictator by
  - actively soliciting information and opinions from team members and others;
  - by listening;
  - by demonstrating the leadership, courage, and boldness to personally make the right decision

- Practice the Golden Rule. Doing unto others as you would have them do unto you is the best time-tested behavior to adopt while performing on projects.

- Perform post-project reviews and ensure that resulting lessons are applied to new projects.

- Seek out a mentor. There is no better way to learn than by having a mentor who has been there, done that, messed up, and learned from it.

- Ask for help or become part of the problem. Asking for and obtaining help is a sign of professional maturity, not weakness.

- For consistent success, focus on your top three priorities each day rather than your bottom 30.

Topic 3: - Project Leadership

Leadership Tip (3 of 3)

- Inspect what you expect. Don't "trust" that things are progressing smoothly or will work out okay on their own.

- Don't delay or avoid escalating issues that are at an apparent impasse; escalations are a healthy and essential part of business.

- The No. 1 reason why leaders fail is that they are too soft. If you are too soft, your stakeholders will not learn effective behavior.

- It's not about being liked but rather about doing the right thing. It's called integrity.

- You are what you perceive yourself to be. Your vision of yourself becomes your reality.

Topic 3: - Project Leadership

Belbin proposes that an effective team is made up of varying characteristics

Topic 3: - Project Leadership

Breakout Exercise 2 (Page 12)
R. M. Belbin (1981) suggests that teams with high scores on mental ability tests do not perform well in group tasks. He found that they tended to be argumentative, difficult to manage, and destructive in debate. He also found that these teams had difficulty making decisions.

In addition, Belbin found that teams with similar personalities did not perform well. Belbin's work identified eight key roles – listed on the slide – which successful teams need to fill.

Belbin's inventory was developed as a means of giving group members a simple way of assessing their best team roles. The inventory is set out as an activity – devised by Sullivan, Rice, Rogerson and Saunders (1996) – to help you find out which role would suit any individual.

Activity
For each of the questions that follow, distribute a total of 10 points among the sentences that you think best describe your behavior. These points may be distributed among several sentences. You may use all the sentences, or you may give 10 points to a single sentence.

More information on the roles is on Page

Type	Symbol	Typical features	Positive qualities	Allowable weaknesses
Worker / implementer	Impl	Conservative, dutiful, predictable	Organising ability, practical common sense, hard working, self-disciplined	Finds it hard to be flexible and is unresponsive to unproven ideas
Chair / Facilitator	Chair	Calm, self-confident, Controlled	A capacity for treating and welcoming all potential contributors on their merits and without prejudice	Considers self as "average"
Shaper	Shaper	Outgoing, dynamic	Drive and a readiness to challenge inertia, ineffectiveness, complacency, or self-deception	Prone to provocation, irritation, and Impatience
Eccentric / Plant	Plant	Individualistic, serious-minded, unorthodox	Genius, imagination, intellect, knowledge	"Up in the clouds", inclined to disregard practical details or Protocol
Researcher / resource Investigator	Research	Extroverted, enthusiastic, curious, communicative	A capacity for contacting people and exploring anything new. An ability to respond to challenge	Liable to lose interest once the initial fascination has passed
Monitor-Evaluator	Monitor	Pedantic, prudent, objective	Judgment, discretion, hard-headedness	May find it hard to participate fully
Team worker	Team	Socially-oriented, rather mild, sensitive	An ability to respond to people in all situations, and to promote team spirit	Indecisive at moments of crisis
Completer-finisher	Finish	Painstaking, orderly, conscientious, anxious	A capacity for follow through, perfectionism	A tendency to worry about small details. A reluctance to "let go"

Topic 4: - Relationship Management

Breakout Exercise 3
Sponsor and Project Manager Relationship

- **Question 1: -** What makes a good sponsor

- **Question 2: -** What makes a good project manager?

Topic 4: - Relationship Management
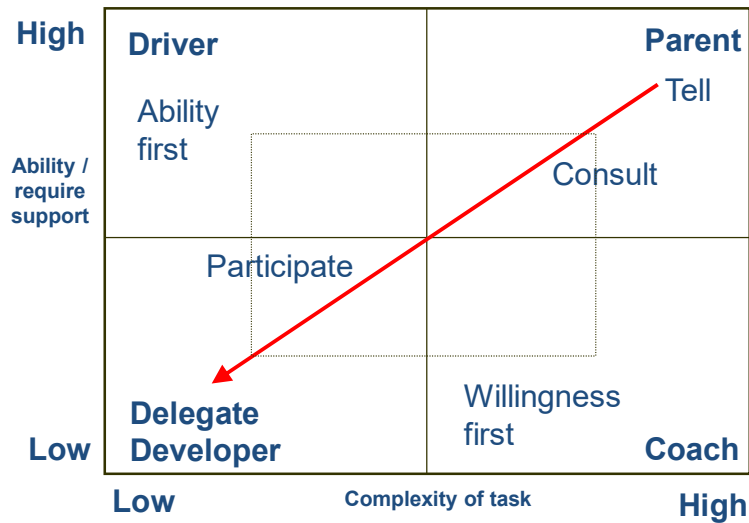
Topic 4: - Relationship Management

Topic 4: - Relationship Management

10 LEVELS OF INTIMACY IN TODAY'S COMMUNICATION
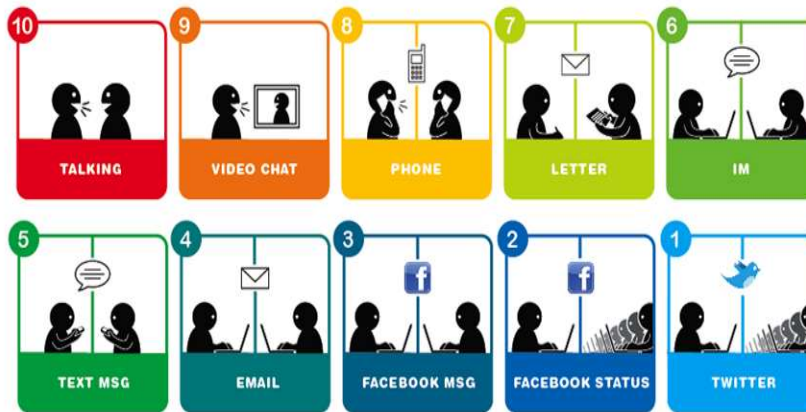
Topic 4: - Relationship Management

Active Listening?

Lesson 2: - Definition of Key Performance Indicator's (KPI's)

- Topic 1: - Project Initiation Proposal
- Topic 2: - Establishing Project Metrics
- Topic 3: - Supporting Metrics through Projects
- Lesson 2 Slides

Topic 1: - Project Initiation Proposal

Reference *Project Initiation Proposal Template*

Topic 2: - Establishing Project Metrics

When attempting to define project indicators it is not a easy process. Projects will always have key indicators or measurements. However, with some projects, there is a real need to investigate and get a full and good understanding of these measurements. Projects and the sponsor get a great benefit from determining them. When determining key performance indicators, it is often quoted:

'When you can measure what you are speaking about and express it in numbers, you know something about it'.

Or a common saying is ….

'You cannot manage what you cannot measure'.

These two often-quoted statements demonstrate why measurement is important. Yet it is surprising that organisations and porjects find the area of measurement so difficult to manage. Measurement through key performance indicators plays an important role in:

- Identifying and tracking progress against organisational goals and benefits
- Identifying opportunities for improvement
- Comparing performance against both internal and external project benchmarks

Reviewing the performance of an project is also an important step when formulating the direction of the organisation strategic activities. It is important to know where the strengths and weaknesses of the project lie, what the project has contributed to the business and what it is likely to contributed to the business going forward. As part of the 'Plan –Do – Check – Act' cycle, measurement plays a key role in quality and productivity improvement activities.

- Plan: - Plan the business benefit and understand what it is
- Do: - Define how this is to be achieved and measured
- Check: - Monitor the benefit through the project
- Do: - relaise the benefit as the project deliverable is used

The main reasons it is needed are:

- To ensure customer requirements have been met
- To be able to set sensible business benefits and comply with them
- To provide standards for establishing comparisons
- To provide visibility and a "scoreboard" for people to monitor their own performance level
- To highlight quality problems and determine areas for priority attention
- To provide feedback for driving the improvement effort

It is also important to understand the impact of Key Performance Indicators on improvements in business performance, on sustaining current performance and reducing any possible decline in performance. These are two often-quoted statements that demonstrate why measurement is important.

Define the Business Benefit

Benefit / Business Objective	KPI Description

Defining Metrics

A good performance measurement framework will focus on the business and measure the right things. Performance measures must be:

- Meaningful, unambiguous and widely understood
- Owned and managed by the teams within the organisation / project
- Based on a high level of data integrity
- Such that data collection is embedded within the normal procedures
- Able to drive improvement
- Linked to critical goals and key drivers of the organisation

The strategic objectives of the project are converted into desired standards of performance, metrics are developed to compare the desired performance with the actual achieved standards, gaps are identified, and improvement actions initiated. These steps are continuously implemented and reviewed:

- Step 1: - Establish key business goals
- Step 2: - Establish metrics and understand how to measure them
- Step 3: - Understand performance
- Step 4: - Initiate the project and monitor the improvements / performance
- Step 5: - Implement and review as the project is delivered.

Initially, focus on a few key project goals that are critical to the success of the organisation or business, and ensure they are SMART, i.e:

- Specific
- Measurable
- Achievable

- Relevant
- Timely

Project often associate KPIs with quantifications and numbers. The perceived objective is to provide the project and business with an objective, uniform and rigorous picture of reality. However, this seems to work in some areas better than in others. Some projects find it easy to quantify things like money earned or saved, customer transactions in a day, number of services used and these projects can count incoming complaints or number of service visits. However, some things though are not easily counted.

Things like overall service delivery, organisational culture, our know-how, the strengths of customer relationships or the reputation of your organisation are all inherently difficult to simply count. Therefore measurement goes beyond simply counting. Just think about choosing a restaurant for the next special occasion. You reflect on your previous experiences of the restaurants you have visited and you might read reviews of new restaurants on restaurant websites or restaurant guide books in order to form an opinion about the different restaurants in your area. You might watch videos of the restaurant and look at pictures. Based on the different reviews, star ratings and pictures you then subconsciously, or even consciously, rank different elements such as food quality, service, atmosphere and price to choose the right restaurant for that occasion. What are you doing … you are measuring satifactions based on a number of intangible measure.

To do this in projects, we must define the KPI's in a tangible measure that can then be converted into a score. In projects we have to balance quantitative and qualitative measures to gain a real understanding of performance and how KPI's can be reflected back to the business.

Benefit / Business Objective	KPI Description	Base-line Measure	
		Description	

Topic 3: - Supporting Metrics through Projects

Next, design a data collection/reporting process using the following steps:

- Set up a system for collecting and reporting data
- Write clear definitions
- Agree method for establishing current performance (if not already determined)
- List resources required to support the design
- Agree data formats and classifications for aggregation and consolidation
- Identify possible sources of benchmark data
- Set reporting calendar
- Establish roles and responsibilities
- Detail training requirements
- Validate with process stakeholders

The gap between current and desired performance now has to be measured. Some of the metrics already exist and their current performance data must be collected, as well as data for new metrics.

Once all the data has been collected to identify the current performance, the target level of performance for the medium- and long-term must be decided. These performance levels must be achievable, and should be broken down into targets for discrete short-term intervals, e.g, the next three quarters.

To implement the performance measurement framework, a plan with timescales and designated responsibilities is needed. Once the plan has been implemented and data collected, new baselines can be set, comparisons made and new standards/targets set.

The metrics, targets and improvement activities must be cascaded down through the organisation, involving people and teamwork in the development of new metrics, data collection and improvement activities. Improvement can be initiated by examining the gaps between current and target performance of the driver metrics at each level. A minimum, achievable set of actions is determined, with plans, assigned responsibilities and owners.

The critical elements of a good performance measurement activity are very similar to those required for a total quality improvement activity:

- Leadership and commitment
- Good planning and a sound implementation strategy
- Appropriate employee involvement
- Simple measurement and evaluation
- Control and improvement

Or the question that is often asked, who owns the realisation of the project metrics? The PLT plays an important part in ensuring benefits are measured once the project is closed and the operations or sustaining teams start to use the deliverable. Assigning key people as accountable for realising stated benefits should give the project the importance it needs to ensure those benefits are traceable and achieved. The key to success is to make sure the benefits are realistic and measurable.

To link business benefits with ongoing benefits realisation, the project should clearly state in the who owns the benefits realisation and how it will be implemented to track the proposed benefits over the projects total lifecycle.

Benefit / Business Objective	KPI Description	Base-line Measure	
		Description	**Measure**

Monitor Project Benefits Over Time

Successful project delivery is an important first step to achieving business benefits - completing a project on time, budget and to expected quality levels sets the platform for ongoing success. However, what projects are most concerned about in benefits realisation is to ensure the deliverable that the project provides generates benefits as intended (or perhaps new, unforeseen ones) over its lifecycle.

Sometimes project deliverables need to be adjusted before the project is complete or at a point in time after project closure. For example, as circumstances change, unexpected external impacts arise, or new opportunities result in a change of business drivers. This is often true for long duration projects. Such changes need to be fed into the KPI plan, so that it is kept up to date and is ready to be used as soon as the project closes.

Benefit / Business Objective	KPI Description	Base-line Measure	Targeted Measure

The realisation of project benefits can be considered to be dependent on the following five principle factors:

- Business benefits should to be clear and concise, and relate to the business drivers
- Give your project importance by assigning the people who will be accountable for achieving stated benefits in your project (after obtaining authority to do so).
- The benefits stated in a project should be actively measured through continuous participative engagement after project closure in a benefits realisation plan
- Action should be taken if a benefit is not being realised (for example, if the organisation changes course or the project deliverables are no longer relevant)
- Lastly, giving people a continued focus on benefits throughout a project helps keep it on track, and for the "big picture" to be maintained. It is from this vantage point that we can ensure projects deliver the benefits they were intended for.

Benefit / Business Objective	KPI Description	Base-line Measure	Targeted Measure	Benefit Owner	Frequency of Reporting	Target Benefit Date

Lesson 2 Slides

Topic 1: - Project Initiation Proposal

Key Tasks	Responsibility
➢ Assign Project Manager ➢ Establish Project Leadership Team ➢ Secure Project Initiation approval ➢ Secure agreement on management process ➢ Secure resources for next development stage	**Project Sponsor**
➢ PIP and Initiation approval ➢ Management process approval ➢ Assign resources for next development stage	**Project Leadership Team (PLT) (and Central Bank Investment Committee where appropriate)**

➢ Establish purpose, business requirements and objectives of the Project
➢ Prepare the PIP
➢ Manage, Monitor & Control all Project activities
➢ Open a Project Budget
➢ Support resource assignment
➢ Post approval of the PIP:
   o Register approved PIP with the PMO
   o Create a Project File in SharePoint
   o Create a Project Issue & Risk Log
	Project Manager

Topic 1: - Project Initiation Proposal

PROJECT INITIATION PROPOSAL (PIP) - SUMMARY				
PRN	PROJECT NAME	SPONSOR AND DIVISION	PROJECT MANAGER	
PRNxxxx				
PROJECT OBJECTIVE				
The objective of this project is to				
MANDATORY REQUIREMENT	ORG BSC PROJECT	DIVISIONAL BSC PROJECT		PROJECT PRIORITY LEVEL
Y ☐ N ☐	Y ☐ N ☐	Y ☐ N ☐		Level 1 ☐ Level 2 ☐ Level 3 ☐
IMPLEMENTATION COST - INTERNAL LABOUR (€K)	IMPLEMENTATION COST - EXTERNAL COSTS (€K)	A: TOTAL PROJECT IMPLEMENTATION COST (€K)	B: TOTAL 5YR INCREMENTAL OPERATING COST (€K)	TOTAL ESTIMATED INVESTMENT 5YR (€K) **A+B**
5 YR PAYCOST AVOIDANCE (€K)	5 YR PAYCOST REDUCTION (€K)	5 YR FINANCIAL BENEFITS – OTHER (€K)	GROSS ESTIMATED 5 YR FINANCIAL BENEFIT (€K)	NET ESTIMATED 5 YR BENEFIT (€K)

RISK PROFILE			SOLUTION COMPLEXITY	CONFIDENCE LEVEL IN ESTIMATES			DURATION	PROPOSED NEXT DEVELOPMENT STAGE
SIZE	STABILITY	EXPERIENCE		RANGE	COST	BENEFITS		
H ☐ M ☐ L ☐	H ☐ M ☐ L ☐	H ☐ M ☐ L ☐	H ☐ M ☐ L ☐	-50% to +50% -25% to +25% -10% to +10% -5% to +5%	☐ ☐ ☐ ☐	☐ ☐ ☐ ☐	weeks	Define ☐ Execute ☐

Topic 2: - Establishing Project Metrics

Measurement Roadmap	
Strategy / Objective	**1**
Measureable / Balance	**2**
Optimise / Control	**3**
Deliver Value	**4**
Next Exit	➚

Roadmap?

- Understanding the reason for the measurement?
- Collecting and using metrics?
- Many feel that the gut reaction is enough?
- Think Holistically: items will change?
- Continuous improvement to deliver value?

Topic 2: - Establishing Project Metrics

Measurement Roadmap	
Strategy / Objective	**1**
Next Exit	➚

1. **Strategy / Objective?**

   - Balance your approach and identify what adds value and why
   - Balance Metric Quality & Quantity
   - Describe the metric?
   - Think Continuous Improvement?
   - Watch out for the failure signs?

Topic 2: - Establishing Project Metrics

Usefulness to the Business	• The metric should provide quantified feedback that can be used as a basis for comparison and / or a trigger for corrective (*improvement*) or enhancement action.
Collectable / Measurable Information	• Collecting metric data should not interfere with the meeting any project requirements and should allow for a minimum of errors in collection. The data should be measurable
Consistent and Defensible	• The metrics that are collected should always be of use to the business and be readily identifiable and agreeable as *useful* in measuring the desired characteristic for purposes of comparison and as a basis for action.

Topic 2: - Establishing Project Metrics

Define the Business Benefit

Benefit / Business Objective	KPI Description

Topic 2: - Establishing Project Metrics

Define the Business Benefit

Benefit / Business Objective	KPI Description
Reduce human-effort in the management of public enquiries.	
Promotion of Central Bank news and events	
Organisation wide visibility to public issues.	
Year-on-year ROI of €100,000	

Topic 2: - Establishing Project Metrics

Define the Business Benefit

?

Reduce human-effort in the management of public enquiries.

Promotion of Central Bank news and events

Year-on-year ROI of €100,000

Organisation wide visibility to public issues.

Define the Business Benefit

Benefit / Business Objective	KPI Description
Reduce human-effort in the management of public enquiries.	• **KPI 1: - Resources used to manage public enquires.** The number of resource used to handle public enquiries can be reduced • **KPI 2 : Cost of direct support phone call.** The cost per month of servicing queries from customers that could have been handled by the site
Promotion of Central Bank news and events	• **KPI 3: Customer Satisfaction.** The satisfaction rating of customers in our annual survey needs to be increased with the operation of the website • **KPI 4: Management cost per month.** The cost per month of making administrative changes to the site
Organisation wide visibility to public issues.	• **KPI 5: - Issue resolution time.** All management teams are aware of public issues without delays
Year-on-year ROI of €100,000	• **KPI 6: - Year 1, Year 2 and Year 3 returns to show a combined ROI of €100,000**

Topic 2: - Establishing Project Metrics

Breakout Exercise 5

Taking the project case study, identify: -

1. The Business Benefits

2. The KPI's to support those Benefits

Benefit / Business Objective	KPI D

Topic 2: - Establishing Project Metrics

Measurement Roadmap

Measureable / Balance   2

Next Exit

2. Measurable?

- Strong metrics are SMART

- Plan it so that it can be followed

- Get out of the fog and measure

- If it cannot be measured, try again

Topic 2: - Establishing Project Metrics

Guidelines
- Focus initial KPI on business related benefits where you can see a clear value.

- Be sure to analyse, trend, justify and compare the measurement data to future state.

- Without the analysis, the numbers are misleading and irrelevant and can often be gut reaction

Good Metrics are SMART Metrics

- *Specific*
- *Measurable*
- *Attainable*
- *Repeatable*
- *Time-Bound*

Topic 2: - Establishing Project Metrics
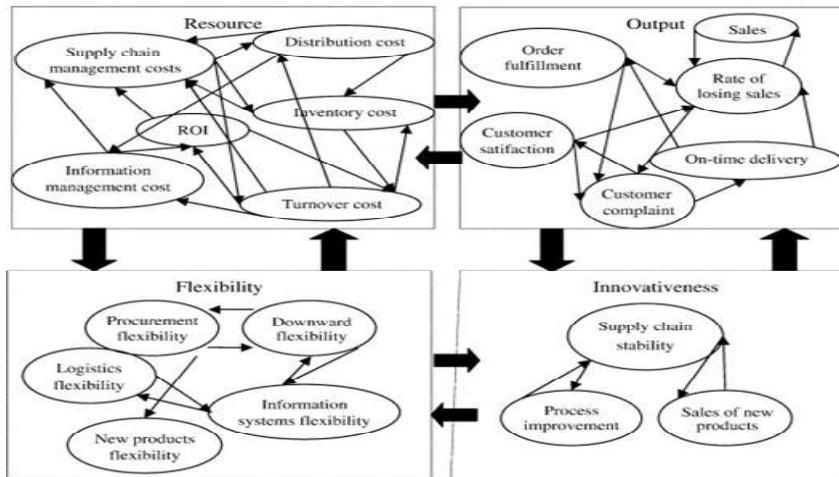
What is the Driver behind the KPI?

Topic 2: - Establishing Project Metrics

What is the Driver behind the KPI?

Benefit / Business Objective	KPI Description	Base-line Measure	
		Description	

What is the Driver behind the KPI?

Benefit / Business Objective	KPI Description	Base-line Measure Description
Reduce human-effort in the management of public enquiries.	KPI 1: - Resources used to manage public enquires.	
	KPI 2 : Cost of direct support phone call.	
Promotion of Central Bank news and events	KPI 3: Customer Satisfaction.	
	KPI 4: Management cost per month	
Organisation wide visibility to public issues.	KPI 5: - Issue resolution time.	
Year-on-year ROI of €100,000	KPI 6: - Year 1, Year 2 and Year 3 returns to show a combined ROI of €100,000	

Benefit / Business Objective	KPI Description	Base-line Measure Description
Reduce human-effort in the management of public enquiries.	KPI 1: - Resources used to manage public enquires.	Currently there is 5 Full Time Equivalent resources managing public enquires on a day-to-day basis. This involves direct public enquires as well as processing and managing enquiries internally
	KPI 2 : Cost of direct support phone call.	The estimated costs of managing public phone enquires is 2 FTE's per annum (this is a subset of the 5 FTE's to mange all public enquires
Promotion of Central Bank news and events	KPI 3: Customer Satisfaction.	Customer surveys is currently showing a satisfaction rating of 7 / 10
	KPI 4: Management cost per month	The current website / management costs that IT incur is €50,000 based on maintenance of existing sites and IT infrastructure
Organisation wide visibility to public issues.	KPI 5: - Issue resolution time.	Not all management teams are aware of public issues and escalations until they are crisis-point
Year-on-year ROI of €100,000	KPI 6: - Year 1, Year 2 and Year 3 returns to show a combined ROI of €100,000	ROI of €100,000 to be realised from three main items 1. Reduction of FTE's in managing public enquires 2. Reduction in IT costs for infrastructure maintenance 3. Reduce number of over-lapping internal websites.

Topic 2: - Establishing Project Metrics

Breakout Exercise 6

- Taking the project case study, define these metrics in measurable terms.

Benefit / Business Objective	KPI Description	Base-line Measure	
		Description	

Topic 3: - Supporting Metrics through Projects

Measurement Roadmap

Optimise / Control   **3**

Next Exit ↗

3. **Optimise?**

- Own it, don't be afraid?
- Identify the health factors – are we getting better?
- Realise improvements?
- Is it too complicated?
- Does the project process change anything?

Identify the Measures

Benefit / Business Objective	KPI Description	Base-line Measure	
		Description	**Measure**
Reduce human-effort in the management of public enquiries.	KPI 1: - Resources used to manage public enquires.	Currently there is 5 Full Time Equivalent resources managing public enquires on a day-to-day basis. This involves direct public enquires as well as processing and managing enquiries internally	3 FTE's
	KPI 2 : Cost of direct support phone call.	The estimated costs of managing public phone enquires is 2 FTE's per annum (this is a subset of the 5 FTE's to mange all public enquires	2 FTE's
Promotion of Central Bank news and events	KPI 3: Customer Satisfaction.	Customer surveys is currently showing a satisfaction rating of 7 / 10	7/10
	KPI 4: Management cost per month	The current website / management costs that IT incur is €50,000 based on maintenance of existing sites and IT infrastructure	€50,000
Organisation wide visibility to public issues.	KPI 5: - Issue resolution time.	Not all management teams are aware of public issues and escalations until they are crisis-point	6 hours
Year-on-year ROI of €100,000	KPI 6: - Year 1, Year 2 and Year 3 returns to show a combined ROI of €100,000	ROI of €100,000 to be realised from three main items 1. Reduction of FTE's in managing public enquires 2. Reduction in IT costs for infrastructure maintenance 3. Reduce number of over-lapping internal websites.	ROI of €100,000 per year

Topic 3: - Supporting Metrics through Projects

Breakout Exercise 7

• Taking the project case study, identify the Baseline Measures

Benefit / Business Objective	KPI Description	Base-line Measure	
		Description	Measure

Topic 3: - Supporting Metrics through Projects

Measurement Roadmap

Deliver Value   4

Next Exit ➚

4. **Value?**

• Has it realised what was intended?

• Many feel that the gut reaction is enough?

• People = Information?

Monitor the Performance of the KPI's

Benefit / Business Objective	KPI Description	Base-line Measure	Targeted Measure
Reduce human-effort in the management of public enquiries.	KPI 1: - Resources used to manage public enquires.	3 FTE's	
	KPI 2 : Cost of direct support phone call.	2 FTE's	
Promotion of Central Bank news and events	KPI 3: Customer Satisfaction.	7 out of 10	
	KPI 4: Management cost per month	€50,000	
Organisation wide visibility to public issues.	KPI 5: - Issue resolution time.	6 hours	
Year-on-year ROI of €100,000	KPI 6: - Year 1, Year 2 and Year 3 returns to show a combined ROI of €100,000	ROI of €100,000 per year	

Benefit / Business Objective	KPI Description	Base-line Measure	Targeted Measure	Benefit Owner	Frequency of Reporting	Target Benefit Date
Reduce human-effort in the management of public enquiries.	KPI 1: - Resources used to manage public enquires.	3 FTE's				
	KPI 2 : Cost of direct support phone call.	2 FTE's				
Promotion of Central Bank news and events	KPI 3: Customer Satisfaction.	7 out of 10				
	KPI 4: Management cost per month	€50,000				
Organisation wide visibility to public issues.	KPI 5: - Issue resolution time.	6 hours				
Year-on-year ROI of €100,000	KPI 6: - Year 1, Year 2 and Year 3 returns to show a combined ROI of €100,000	ROI of €100,000 per year				

Lesson 3: - Project Definition and Estimation

- Topic 1: - Project Chartering
- Topic 2: - Estimation Methodologies
- Topic 3: - Sercert's to Estimation
- Topic 4: - Estimation Pitfalls
- Topic 5: - Work Breakdown Structures
- Topic 6: - Risk Analysis of Estimates
- Lesson 3 Slides

Topic 1: - Project Chartering

Reference *Project Charter*

Topic 2: - Estimation Methodologies

Reliable estimates are a key element of a good schedule and cost baseline plan. Because there is no exact science for making estimates, it is important to have a thorough understanding of the definitions and guidelines that are available.

Estimates

An **estimate** is an assessment of the likely quantitative result of a project. It is usually applied to project costs and durations and should always include some indication of accuracy (e.g., ±x percent). An estimate is generally used with a modifier (e.g., preliminary, conceptual, feasibility), and some application areas have specific modifiers that imply particular accuracy ranges (e.g., order-of-magnitude estimate, budget estimate, and definitive estimate in engineering and construction projects).

Time Estimating

Time estimating is the process of developing project activity durations for input to schedules based on project scope and resource information. An estimate is frequently progressively elaborated and can be assumed to be progressively more accurate. Team members most familiar with the nature of a specific activity should make, or at least approve, an estimate.

Elapsed time may need to be factored into estimates for the number of work periods required to complete an activity. For example, if concrete curing for a construction project requires four days of elapsed time, it may require from two to four work periods, based on a) which day of the week it begins, and b) whether weekend days are treated as work periods. This issue can be handled using computerised scheduling software that employs alternative work-period calendars.

Cost Estimating

Cost estimating is the process of developing an approximation (estimate) of the costs of the resources required to complete project activities. This process includes identifying and considering various costing alternatives. For example, the cost-estimating process must consider whether additional work during a project's design phase will be offset by the expected savings in the production phase of the project.

A distinction should be drawn between cost and price estimating:
- cost estimating involves developing an assessment of the likely quantitative result of a project – the cost of providing a product or service

- price estimating is a business decision that uses the cost estimate as one of many factors to decide how much to charge for the product or service

Some of the most common estimating methods are as follows:
- **Order of magnitude** methods are generally made very early on in a project's life cycle when little data is available.
- **Top-down estimating** or analogous estimating involves taking costs from previously completed projects and scaling them on a pro-rata basis to suit your own project. In general it is a 'first stab' method of estimating the total project cost and relies heavily on the expertise of the project team. It is a quick and cheap way of cost estimating, but it can also be quite inaccurate.
- **Bottom-up estimating** is a more time consuming and accurate method. Depending on the accuracy required, the project team picks a level in the WBS and estimates costs for each deliverable, sub-deliverable, work package or activity. The sum of the costs at the level chosen is the project's cost estimate. The lower the level of the WBS estimated, the more accurate the estimates and the more time consuming and costly they are to produce

Topic 3: - Secret's to Estimation

Secrets to Creating the Elusive 'Accurate Estimate'
BY NEAL S. GRAY AUGUST 2001 I PM NETWORK

The first step toward realising an accurate estimate is to understand there is no such thing. Accurate means "flawless, correct, actual, exact" and an estimate is "an opinion, a statement of the approximate, a guess, an impression.

Combining the two, an "accurate estimate" is an oxymoron, but this does not change the fact that project managers are asked to provide them.

In project estimating, hope for the best but plan for what is most likely to occur. By understanding the limitations of the estimating process, project managers can use the following "secrets" to more clearly define expectations and provide a better idea of the possibilities.

Secret 1: - Better estimates require better information. At the outset, it's difficult to really know enough to estimate effectively without further elaboration. For example, until a homebuilder is fully aware of what is expected in a home, there is no way to know what the costs and timeline will be. This is no different than projects in any other industry.

Further, talking with the customer to determine requirements and exactly what is desired can take some time (often in short supply), and various alterations may be required before final approval. Once this is accomplished, a fairly reasonable estimate is possible, and completion dates can be established. All projects must go through this common process of understanding before estimating, and yet in the heat of having to "get on with it" project managers are pressured to estimate with little or no knowledge.

A big step toward gaining better information is the creation of a Project Charter agreed upon by the business customer and project manager. Without an agreement on what the work will encompass, it's impossible to successfully execute a project. In addition, the Project Life Cycle Methodology is a basic recipe for a consistent process. By taking one phase, iteration or release at a time, it's possible to redefine and re-estimate work at various points along the project course.

Secret 2: - Never estimate alone. Project managers often feel they must fend for themselves when creating estimates. It is important to have several people involved because each person approaches the process with personal blinders, filters and biases based on past experience.

Wideband Delphi estimating is an excellent inclusive technique. This involves three appropriate subject matter experts – people who have relevant experience in the product, application, tools and technology being considered. They are given the same information about the project and then create their own estimate without consulting each other. After the first round of estimates, the three experts along with the project manager have a consensus discussion to finalise the estimate.

Estimates done by several people have a much better chance of being more reasonable and realistic than what can be achieved by a single person in a vacuum.

Secret 3: - It is better to be approximately right than absolutely wrong. Specific single number responses tend to be wrong, while range estimates tend to cover a more realistic set of possible out-comes. This is especially true in the early stages of a project, when there are many unanswered questions and uncertainties.

While management usually expects a fairly specific estimate covering everything from concept to final construction, in the early stages of the project (usually through project design) it is appropriate to talk in terms of ranges instead of specifics.

Using a Normal Distribution and a single standard deviation range, an estimate may range from a low, which the project may improve on about 16% of the time, to a high, which the project may overrun about 16% of the time. Using this range, the estimator would be 68% confident that the project answer is between the high and the low. As better information is obtained (through the early phases of the project), the range numbers can and should be tightened.

Secret 4: - A consistent process yields improved estimates. There are hundreds of formulas, tools, techniques and software packages to help in estimating, each with their own quirks. Choose two to four techniques that will consistently be used depending on different estimating situations, like a top-down technique (Function Points) for sizing or a bottom-up approach (Estimating Matrix) for detailing.

The chosen estimating methods must be:
Workable, something that can be used with reasonable confidence and comfort
Logical, something that can be explained to and understood by others
Consistently applied, so that the estimator can become adept at its application
Self-improving, a technique that can be revised as actual results are tracked and compared with estimates.

Secret 5: - Overly optimistic estimating always will cause trouble. Whether time, money or job resources, the actual project seldom ends up as hoped. Project managers know (based on past experience) that they should not be overly optimistic. However, because management or business customers want or need optimistic forecasts, there is strong pressure to be a positive team player.

Based on this expectation, the manager hopes and plans for the best-skilled people with the most business knowledge and greatest availability to work on the project. This tends to make the schedule look significantly better than reality.

A better philosophy is to hope for the best but plan for what is most likely to occur. By looking at past history and current project load, project managers can make realistic and reasonable expectations for the next project.

Secret 6: - Estimates without associated risk assessments are worthless. Without qualification and communication of risks, an estimate is meaningless. By assessing risks associated with accomplishing the project for an estimated range, the project manager can show decision-makers the potential results and consequences of their actions.

For example, the associated risk assessment may show that a project has only a 16% chance of finishing on time and on budget with a €300,000 expenditure and an 84% chance of finishing as expected with €800,000.

Secret 7: - Gather the right people. It's important both to identify the right people to estimate the project and to know who will be involved with project execution. Project managers must know actual resources to produce better results.

If team resources are different than first thought (which is usually the case), it's best to have the real team help re-estimate the project based on what they believe it will take. With this new estimate in hand, the project manager must discuss discrepancies from the original plan with management and come up with alternatives (or discuss resetting delivery expectations based on what is possible).

Secret 8: - Realise that project change will happen. Tomorrow will bring unexpected weather, human resource issues, new laws, business changes, management changes, new technology, new creative ideas and a host of other things. Anything that changes the understanding of what the project is will change the estimate.

Change must be tracked and managed, and expectations must be set upfront. When changes occur, the estimate should be revised. One of the best ways to track change is a procedure that has all changes identified in writing and communicated between the project manager and the business customer. There should be a change budget held by the business customer to pay for any and all agreed changes.

There are many other secrets, but understanding these basics is the first step to achieving more reasonable and realistic estimates.

Topic 4: - Estimation Pitfalls

One of the major problems with estimates is the level of confidence we (as project managers) have with them. For this reason, range estimation is introduced which shows: -

- The Most Likely Estimate: - The time it will normally take to deliver
- The Optimistic Estimate: - The best-case time it takes to deliver
- The Pessimistic Estimate: - The worst-case time it takes to deliver

The optimistic and pessimistic estimates are used to calibrate confidence to determine how good the most likely may be.

The following diagram shows the degree to confidence individuals may have over a situation given the clarity of data:
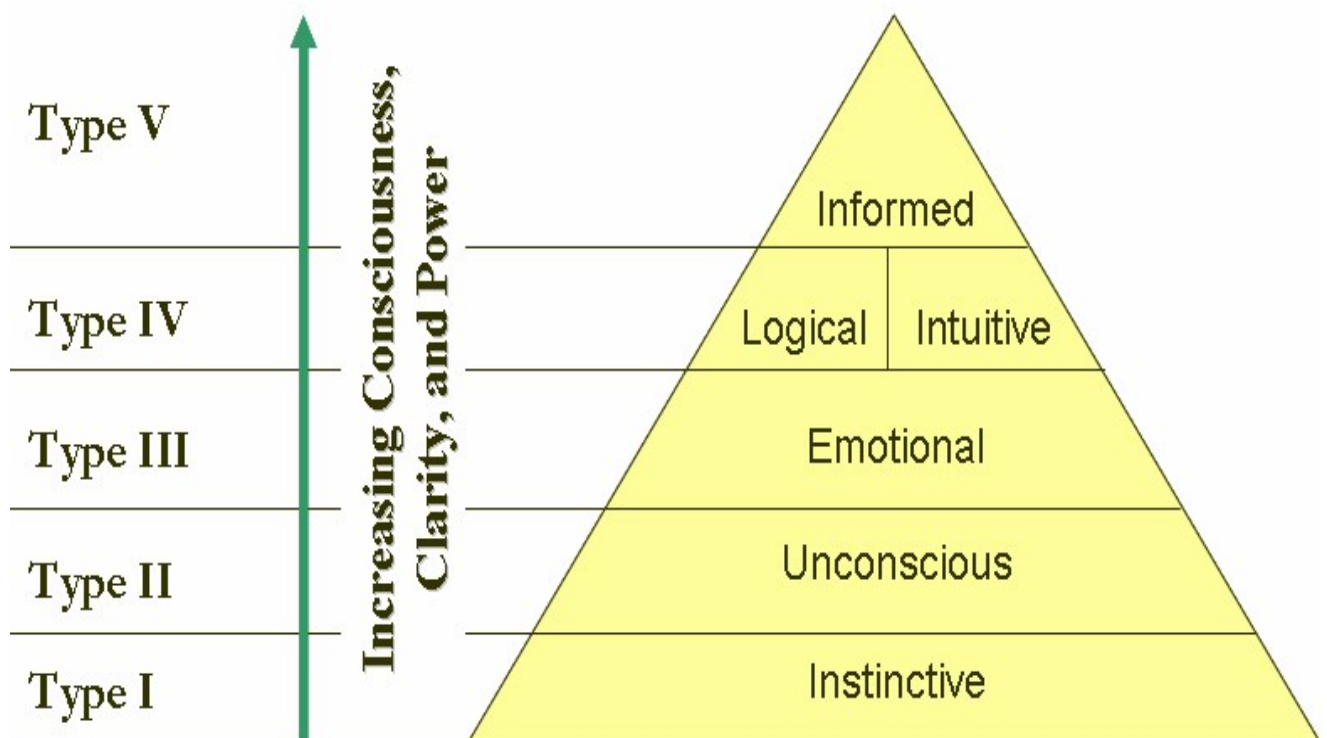
Breakout Exercise 8

The following is an exercise in under-confidence (i.e. not able to associate confidence with the estimate or the lack of expertise) and over-confidence (i.e. a physiological trap that leads to an estimate been too optimistic). This phenomenon can be related to how cost estimation and estimation techniques should be looked at.

Fill out the following answer sheet:

	LOW	HIGH
1. Martin Luther King's age at death?	_____	_____
2. Length of the River Nile in miles?	_____	_____
3. Number of countries that are members of the OPEC?	_____	_____
4. Number of Books in the Old Testament?	_____	_____
5. Diameter of the moon in miles?	_____	_____
6. Weight of an empty Boeing 747 in pounds?	_____	_____
7. Year in which Wolfgang Amadeus Mozart was born?	_____	_____
8. Gestation period (in days) of an Asian elephant?	_____	_____
9. Air distance from Toronto to Tokyo?	_____	_____
10. Deepest (known) point in the oceans (in feet)?	_____	_____

Topic 5: - Work Breakdown Structures

Project plans are created to facilitate the execution and subsequent completion of a project. The plan is like a map, in that it charts the necessary steps to get from the start to the finish of a project. Essentially, the project plan should cover the following:

- Main objectives and goals of the project and their justification
- Activities that need to be completed to achieve these goals
- Sequence of completion for the activities
- Duration of each activity
- Details of resources – human and materials – required
- Explanation of how these resources will be acquired
- Responsibilities and structure of the project team

- Details of how much the project will cost and how the budget will be allocated
- Strategy detailing what to do in the event of deviations from the plan
- Identification of any risks involved
- Strategy explaining how to ensure a quality job is done
- Information needs of the stakeholders and details of how this information will be used to monitor progress

A word of caution though - project plans are constantly being changed and updated, in an attempt to try and cover every angle and eventuality. Even when the execution of the project has started, plans will still need to be changed to cope with unforeseen circumstances. Thus, project managers should think of the project plan as an iterative process and be prepared to change it as is required.

At this point it is worth contextualising the major project documents to date. Each expected component of the project plan is explored, at a high level, in the remainder of this section.

Work breakdown structure

One key tool which links the objectives and the detailed planning is known as the **W**ork **B**reakdown **S**tructure (**WBS**); this is used to provide us with what we need as one of the first steps in the detailed planning process.

The WBS allows integration of the schedule and the budget in a single system so that meaningful tracking can be carried out. The use of the WBS also allows better organisation of the work so that accounting requirements of the project are more easily met and job charges can be allocated correctly.

Moreover, the WBS provides the basis of communication and resource planning and facilitates the Risk Management Process.

The WBS shows successive subdivisions of the work on a chart similar to that used for conventional organisation charts. A generic example of such a structure is provided on the next page.
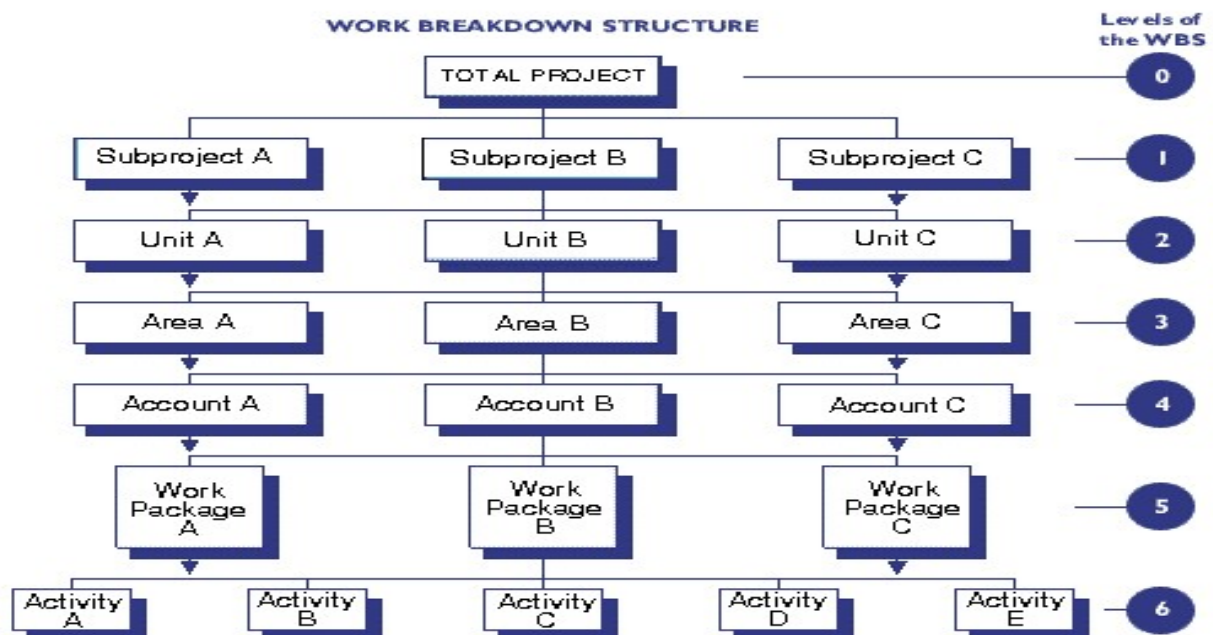
This hierarchical representation of the project makes it possible to show task relationships at all levels. For example, the total project is represented by a single block at the top of the chart. The project is then subdivided into logical divisions as determined by the project scope and the plan of execution. These subdivisions are then further divided into logical groupings following the same reasoning.

This procedure is followed consistently until the packages of work (workstreams) become the reasonable division of the project at that level. A work package may be defined as an identifiable grouping of related work from one or more disciplines. It represents a manageable segment of the work to be performed. Continued subdivision of the work packages into discipline activities follows.

Determining Project Deliverable

When gathering deliverables, it should be done as the Work Breakdown analysis is performed and re-visited / updated after the application.

The first step in determining the deliverables is to **Understand the Project and Business Goals**. How do you do that? Work with the key stakeholders (i.e. people who have an interest in the outcome of the project) to determine this. Useful questions to ask include:

- Why are we doing this?
- If we're successful, what would be the outcome for you?
- What would happen if we didn't do this project?
- Note that these are all Open questions designed to get the other person talking...

The second step in gathering the deliverables it to determine '**What do you Need**?'. Start asking questions (open ones, ideally) that will drive out what it is that the project needs in order to deliver. Talk to anyone who's affected by the project, or at least a representative of each group to produce Needs for every major stakeholder. There is always some standard information for almost any project, such as:

- Why do you think we're doing this project?
- What's your role in the project and in the business?
- How will what we're doing affect your role?
- What functionality do you need?
- What would success look like for you?
- How do you define project completion?
- There are some more specific questions probing the capability and functionality needed.

In any exercise in gathering Needs, the project is going to end up with a mixture of must-haves, some should-haves, and some nice-to-haves. The project can split those categories into two: **Requirements** and **Exclusions**. Or alternatively, must-haves and everything else. If everything is to be delivered in the project; everything else will either be entirely rejected - either because it's not technically feasible or the client won't pay for it - or deferred to a later project or release.

The final set of deliverables will be the basis of every single piece of planning you will do for the project. So getting them definitively agreed and not subject to interpretation by clients is essential. The project should produce documentation that is clear and concise, using graphics, models and other visuals if it helps clarify what you mean. The documentation must also be detailed enough for anyone else to plan or start work on delivering the Requirements.

Once the deliverables are gathered and documented they should accurately reflect the understanding of your main stakeholders. The output is a part of the Project Charter and provides the basis for detailed planning, that has been approved by the stakeholders and is supported by the main members of the project team. The result of all this is that you'll have deliverables that:

- Are understood by everyone
- Are agreed to by everyone
- Are documented such that there is no room for arguments
- Are the basis for accurate planning of work and budget
- Are capable of being strongly defended by the project

Nothing magical, no rocket science required. Just a simple process to follow and the biggest dragon responsible for project death is slain. And you get to be a hero, which is nice.

Topic 6: - Risk Analysis of Estimates

PROJECT RISK ASSESSMENT MATRIX	Date of Assessment: 31/03/2012 Registration Number: PRNxxxx Project Name: TEST PROJECT NAME					

A. Project Size Factors

Size Factors	Project Assessment		Risk Assessment		Factor Scores	Commentary
	L/M/H	Score	L/M/H	Score		
Project Cost	MEDIUM	3	LOW	1	3	
Project Duration	LOW	2	LOW	1	2	
Project Resource Requirements	LOW	2	MEDIUM	2	4	
Geographic Locations/Sites	LOW	2	LOW	1	2	
Stakeholders Numbers/Diversity	HIGH	4	MEDIUM	2	8	
Project Interfaces / Dependencies	HIGH	4	MEDIUM	2	8	
Size Dimension Score:	27					

B. Project Stability Factors

Stability Factors	Project Assessment		Risk Assessment		Factor Scores	Commentary
	L/M/H	Score	L/M/H	Score		
Clarity of Objectives	HIGH	2	MEDIUM	2	4	
Clarity of Scope	MEDIUM	3	MEDIUM	2	6	
Commitment of Sponsor	HIGH	2	LOW	1	2	
Commitment of Stakeholders	HIGH	2	LOW	1	2	
Organisation Project Priority	MEDIUM	3	MEDIUM	2	6	
Technology Stability	HIGH	2	LOW	1	2	
Stability Dimension Score:	22					

C. Project Experience Factors

Experience Factors	Project Assessment		Risk Assessment		Factor Scores	Commentary
	L/M/H	Score	L/M/H	Score		
Project Familiarity	LOW	4	LOW	1	5	
Technology Delivery Experience	LOW	4	MEDIUM	2	8	
Project Manager Experience	LOW	4	HIGH	3	12	
Team Experience	LOW	4	LOW	1	5	
Stakeholder Experience	HIGH	2	LOW	1	2	
Vendor Experience	MEDIUM	3	MEDIUM	2	6	
Experience Dimension Score:	38					

Risk Evaluation

Scores	Size	Stability	Experience		Project	
	27	22	38		87	
RISK LEVEL	MED	LOW	MED		MED	

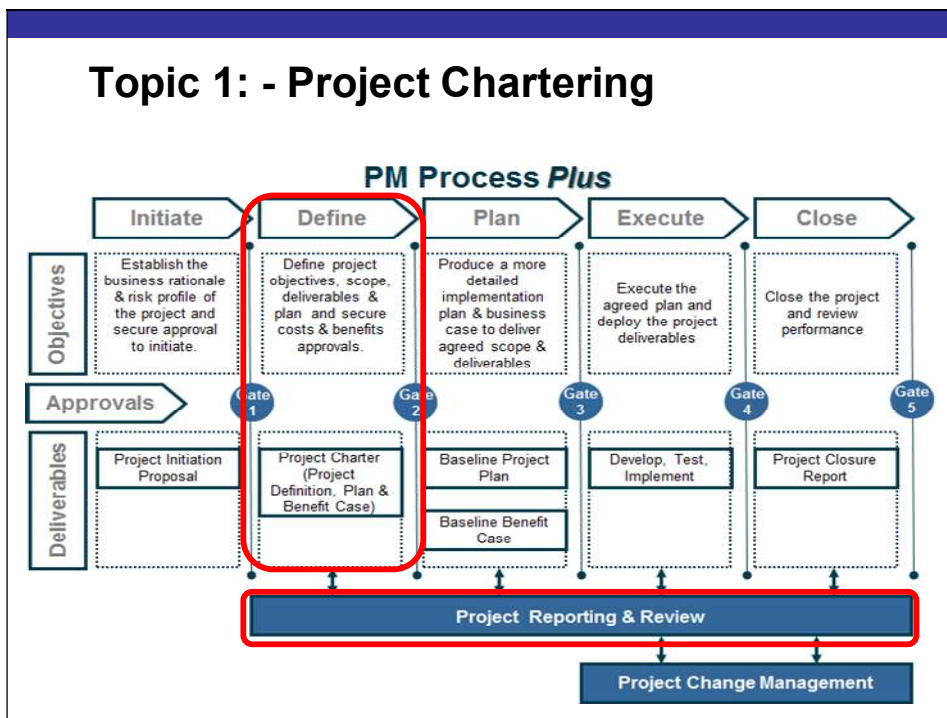| Evaluation Key	Dimension Scores	Overall Project Scores
	12 to 22 = LOW Risk	36 to 66 = LOW Risk
	>22 to 48 = MEDIUM Risk	>66 to 144 = MEDIUM Risk
	>48 to 72 = HIGH Risk	>144 to 216 = HIGH Risk

Lesson 3 Slides

Topic 1: - Project Chartering

Key Tasks	Responsibility
➢ Manage, Monitor & Control all project activities ➢ Prepare the Project Charter (project definition, plan and business case) ➢ Post approval of the Charter: 　▪ Register approved Charter with the PMO 　▪ Execute budgetary and procurement tasks 　▪ Update Project File	**Project Manager**
➢ Formalise Project Leadership Team. ➢ Secure agreement on management process ➢ Secure Charter, Prioritisation and Budget Approval ➢ Secure approval of resources for Project completion	**Sponsor**
➢ Approve the Project Charter and Budget ➢ Approve management process	**PLT and CBIC (where appropriate)**

Topic 1: - Project Chartering

PROJECT CHARTER - PROPOSAL SUMMARY			
PRN	PROJECT NAME	SPONSOR AND DIVISION	PROJECT MANAGER
PRNxxxx			
PROJECT OBJECTIVE			
The objective of this project is to			

MANDATORY REQUIREMENT	ORG BSC PROJECT	DIVISIONAL BSC PROJECT	PROJECT PRIORITY LEVEL
Y ☐ N ☐	Y ☐ N ☐	Y ☐ N ☐	Level 1 ☐ Level 2 ☐ Level 3 ☐

IMPLEMENTATION COST - INTERNAL LABOUR (€K)	IMPLEMENTATION COST - EXTERNAL COSTS (€K)	A: TOTAL PROJECT IMPLEMENTATION COST (€K)	B: TOTAL 5YR INCREMENTAL OPERATING COST (€K)	TOTAL ESTIMATED INVESTMENT 5YR (€K) A+B

5 YR PAYCOST AVOIDANCE (€K)	5 YR PAYCOST REDUCTION (€K)	5 YR FINANCIAL BENEFITS: OTHER (€K)	GROSS ESTIMATED 5 YR FINANCIAL BENEFIT (€K)	NPV	NET ESTIMATED 5 YR BENEFIT (€K)

RISK PROFILE			SOLUTION COMPLEXITY	CONFIDENCE LEVEL IN ESTIMATES			DURATION	PROPOSED NEXT DEVELOPMENT STAGE
SIZE	STABILITY	EXPERIENCE		RANGE	COST	BENEFITS		
H ☐ M ☐ L ☐	H ☐ M ☐ L ☐	H ☐ M ☐ L ☐	H ☐ M ☐ L ☐	-50% to +50% -25% to +25% -10% to +10% -5% to +5%	☐ ☐ ☐ ☐	☐ ☐ ☐ ☐	weeks	Plan ☐ Execute ☐

Topic 2: - Estimation Methodologies

Any Secret's to Estimation?

Topic 2: - Estimation Methodologies

Order-of-Magnitude
- It is a type of estimating made without any detailed engineering data.
- An accuracy of ±50% within the scope of the project.
- Use's past experience, scale factors, parametric curves.
- **Example**: - At project kick-off, it is believed that the project's equipment will cost €5,000 per unit. The estimate is multiplied by 100 to give an order of magnitude estimate of €500,000 for the equipment.

Topic 2: - Estimation Methodologies

Analogous Estimation / Top-Down

- Derived for engineering purposes and have an accuracy of ±15 % within the scope of the project.
- This type of estimate is prorated from previous project, which are similar in scope and capacity.
- It is a cheap means of estimating but may be inaccurate as each and every project will differ from previous projects.
- <u>**Example**</u>: You are attempting to set up a steel-pipe manufacturing department that is very similar to the one that was set up a few years ago that manufactured copper piping. The major difference is that one process will use steel and the other is using copper.

Topic 2: - Estimation Methodologies

Bottom-up Estimation

- Such a method is considered to be time-consuming but to have an accuracy figure of ± 5%.

- <u>**Example**</u>: Take a construction project that is defined using a WBS. It is broken down to the low level work packages (i.e. insulation work, equipment hire, structural work, etc.).

Level 1

Level 2

Level 3   **Bottom-up Estimation Level**
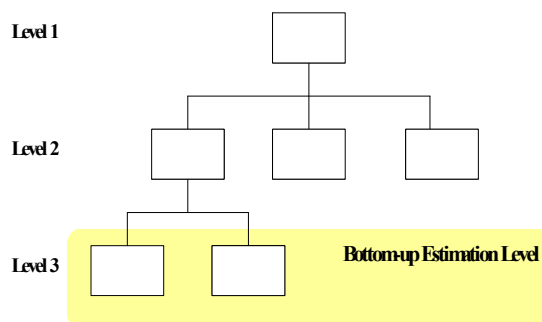
Topic 3: - Secret's to Estimation

- The first step toward realising an accurate estimate is to understand there is no such thing.

- Accurate means "flawless, correct, actual, exact" and an estimate is "an opinion, a statement of the approximate, a guess, an impression.

- Combining the two, an "accurate estimate" is an oxymoron, but this does not change the fact that project managers are asked to provide them.

- In project estimating, hope for the best but plan for what is most likely to occur.

Topic 3: - Secret's to Estimation

Project Management Article

- Secrets to Creating the Elusive 'Accurate Estimate'

Topic 3: - Secret's to Estimation

- Better estimates require better information
  - Talking with the customer
  - All projects must go through a process of understanding before estimating

- Never estimate alone
  - Have several people involved because each person approaches the process with personal blinders, filters and biases

- It is better to be approximately right than absolutely wrong

- A consistent process yields improved estimates:
  - There are hundreds of formulas, tools, techniques and software packages to help in estimating, each with its own quirks

- Overly optimistic estimating always will cause trouble

Topic 3: - Secret's to Estimation

- Overly optimistic estimating always will cause trouble

- Estimates without associated risk assessments are worthless

- Gather the right people

- Realise that project change will happen.
  - Tomorrow will bring and host of unexpected things

Topic 4: - Estimation Pitfalls

Any Problems / Pitfalls with Estimation?

Topic 4: - Estimation Pitfalls

- Range of Estimates
  - Optimistic
  - Most Likely
  - Pessimistic

- Level of Confidence with Estimates

- What should you expect the duration to be?

Topic 4: - Estimation Pitfalls

Breakout Exercise 8 (Page 57)
The following is an exercise in under-confidence (i.e. not able to associate confidence with the estimate or the lack of expertise) and over-confidence (i.e. a physiological trap that leads to an estimate been too optimistic). This phenomenon can be related to how cost estimation and estimation techniques should be looked at.

Fill out the following answer sheet:

|	LOW	HIGH
1. Martin Luther King's age at death?	_____	_____
2. Length of the River Nile in miles?	_____	_____
3. Number of countries that are members of the OPEC?	_____	_____
4. Number of Books in the Old Testament?	_____	_____
5. Diameter of the moon in miles?	_____	_____
6. Weight of an empty Boeing 747 in pounds?	_____	_____
7. Year in which Wolfgang Amadeus Mozart was born?	_____	_____
8. Gestation period (in days) of an Asian elephant?	_____	_____
9. Air distance from Toronto to Tokyo?	_____	_____
10. Deepest (known) point in the oceans (in feet)?	_____	_____

Topic 4: - Estimation Pitfalls

- What principle did you estimate with?

- What would you say about the level of confidence in the estimates provided?

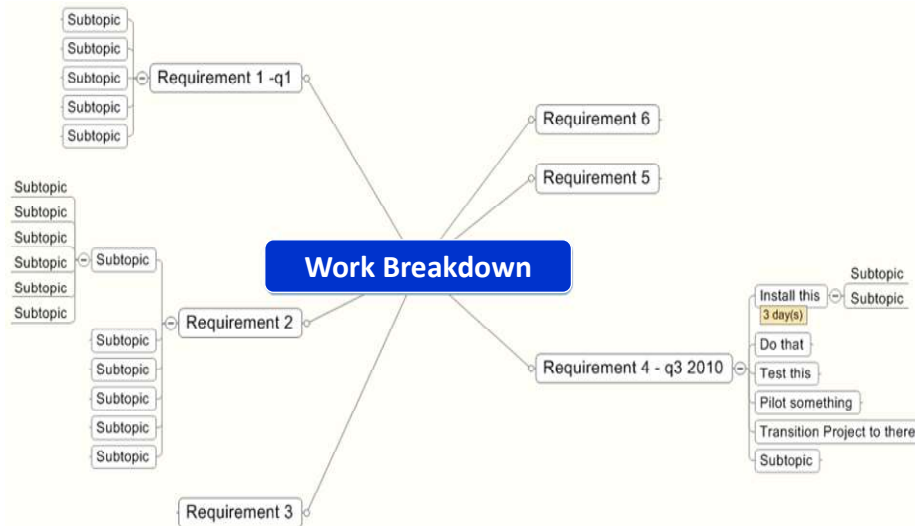- Would consider them to be over-confident or under-confident.
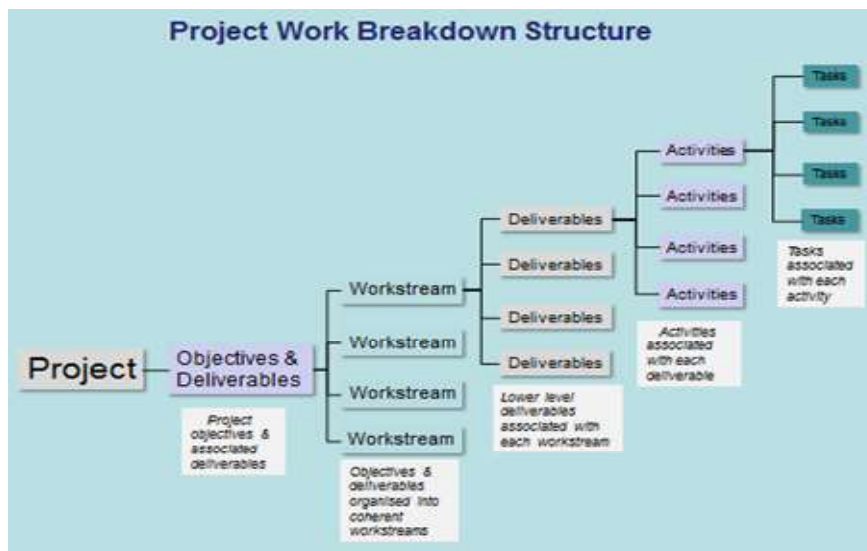
Topic 4: - Estimation Pitfalls
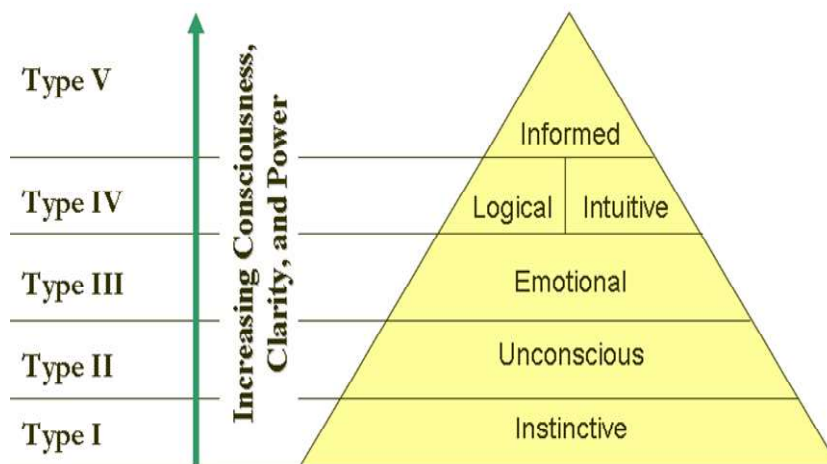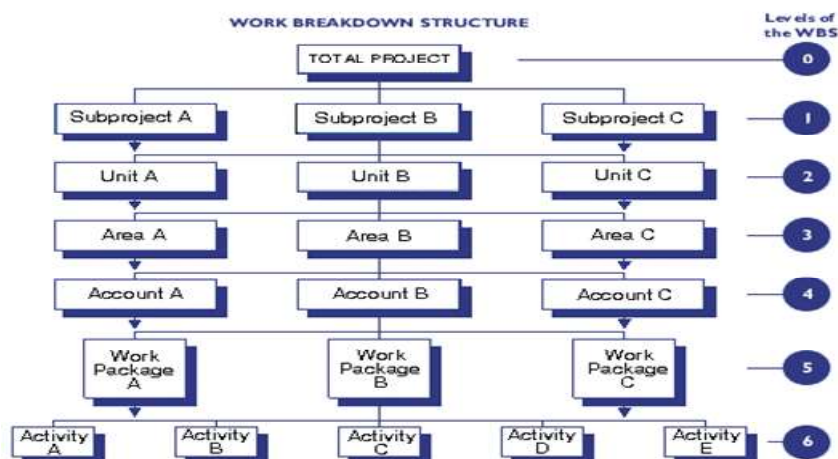
Topic 5: - Work Breakdown Structures

Topic 5: - Work Breakdown Structures

Topic 5: - Work Breakdown Structures

Topic 5: - Work Breakdown Structures

Step 1: - Preparation

- Identify a facilitator (i.e. project manager)

- Before you start, clarify the requirement to be explored. Develop a clear statement of what it is - this is best framed as a question (i.e. How are we going to get this implemented …)

- Provide a time limit for the session.

- Distribute the post-it notes and pens around the tables (2 or 3 different colour notes or cards)

- Explain that this is a brainstorming technique designed to gather ideas from everyone to understand the requirement in the terms of what we need to do to answer the question.

- Ask participants to write there ideas on the post-it's and place it on the 'brown-paper'

Step 2: - Conducting the Brainstorming

- Present the requirement from a flipchart or whiteboard so it's visible throughout the process.

- Give 5 minutes (or whatever allotted time) to individuals to brainstorm ideas and write them on the sticky notes.

- Collect the cards or sticky notes as they are completed, mix them up and stick them randomly on the flipchart paper or (sticky) brown paper.

- When the 5 minutes are up or the group has run out of answers, make sure all the notes / cards are displayed visibly.

Step 3 : - Grouping and Consensus

- Now ask the group if they can see any common themes and pinpoint the key items that make up the deliverable.

- Move all the notes/cards related to that theme into a separate area on the paper.

- Ask the participants to give this group of notes a heading or title that best describes the central theme (this can often be a sub-requirement of a piece of work that needs completion).

- Place the heading at the top of the group.

- Move onto the next theme until all the notes/cards have been grouped.

- When you've finished, safely transport the workshop output so it can be Documented formally.

Topic 5: - Work Breakdown Structures

Breakout Exercise 8
- Taking a key component from the case-study, break it down to manageable items
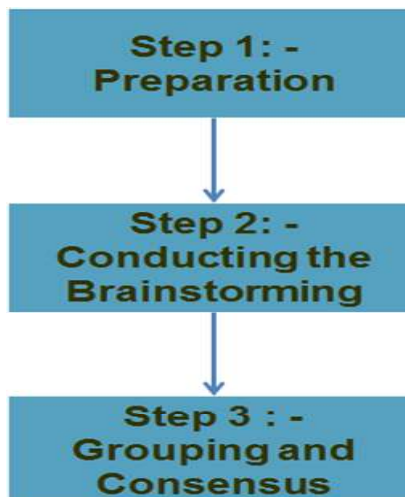
Step 1: - Preparation

Step 2: - Conducting the Brainstorming

Step 3 : - Grouping and Consensus

Topic 6: - Risk Analysis of Estimates

PROJECT RISK ASSESSMENT MATRIX	Date of Assessment: 31/03/2012 Registration Number: PRNxxxx Project Name: TEST PROJECT NAME					
A. Project Size Factors						Commentary
Size Factors	Project Assessment		Risk Assessment		Factor Scores	
	L/M/H	Score	L/M/H	Score		
Project Cost	MEDIUM	3	LOW	1	3	
Project Duration	LOW	2	LOW	1	2	
Project Resource Requirements	LOW	2	MEDIUM	2	4	
Geographic Locations/Sites	LOW	2	LOW	1	2	
Stakeholders Numbers/Diversity	HIGH	4	MEDIUM	2	8	
Project Interfaces / Dependencies	HIGH	4	MEDIUM	2	8	
Size Dimension Score:	27					
B. Project Stability Factors						Commentary
Stability Factors	Project Assessment		Risk Assessment		Factor Scores	
	L/M/H	Score	L/M/H	Score		
Clarity of Objectives	HIGH	2	MEDIUM	2	4	
Clarity of Scope	MEDIUM	3	MEDIUM	2	6	
Commitment of Sponsor	HIGH	2	LOW	1	2	
Commitment of Stakeholders	HIGH	2	LOW	1	2	
Organisation Project Priority	MEDIUM	3	MEDIUM	2	6	
Technology Stability	HIGH	2	LOW	1	2	
Stability Dimension Score:	22					
C. Project Experience Factors						Commentary
Experience Factors	Project Assessment		Risk Assessment		Factor Scores	
	L/M/H	Score	L/M/H	Score		
Project Familiarity	LOW	4	LOW	1	5	
Technology Delivery Experience	LOW	4	MEDIUM	2	8	
Project Manager Experience	LOW	4	HIGH	3	12	
Team Experience	LOW	4	LOW	1	5	
Stakeholder Experience	HIGH	2	LOW	1	2	
Vendor Experience	MEDIUM	3	MEDIUM	2	6	
Experience Dimension Score:	38					

Risk Evaluation

Scores	Size	Stability	Experience		Project	
	27	22	38		87	
RISK LEVEL	MED	LOW	MED		MED	

Evaluation Key	Dimension Scores 12 to 22 = LOW Risk >22 to 48 = MEDIUM Risk >48 to 72 = HIGH Risk	Overall Project Scores 36 to 66 = LOW Risk >66 to 144 = MEDIUM Risk >144 to 216 = HIGH Risk

RATING SCALE FOR SIZE FACTORS

RATING SCALE FOR STABILITY AND EXPERIENCE FACTORS

Topic 6: - Risk Analysis of Estimates

Breakout Exercise 9

- Perform a Risk Assessment on the element of the project that has been broken down.

PROJECT RISK ASSESSMENT MATRIX	Date of Assessment:	31/03/2012				
	Registration Number:	PRNxxxx				
	Project Name:	TEST PROJECT NAME				

A. Project Size Factors

Size Factors	Project Assessment		Risk Assessment		Factor Scores	Commentary
	L/M/H	Score	L/M/H	Score		
Project Cost	MEDIUM	3	LOW	1	3	
Project Duration	LOW	2	LOW	1	2	
Project Resource Requirements	LOW	2	MEDIUM	2	4	
Geographic Locations/Sites	LOW	2	LOW	1	2	
Stakeholders Numbers/Diversity	HIGH	4	MEDIUM	2	8	
Project Interfaces / Dependencies	HIGH	4	MEDIUM	2	8	
Size Dimension Score:			27			

B. Project Stability Factors

Stability Factors	Project Assessment		Risk Assessment		Factor Scores	Commentary
	L/M/H	Score	L/M/H	Score		
Clarity of Objectives	HIGH	2	MEDIUM	2	4	
Clarity of Scope	MEDIUM	3	MEDIUM	2	6	
Commitment of Sponsor	HIGH	2	LOW	1	2	
Commitment of Stakeholders	HIGH	2	LOW	1	2	
Organisation Project Priority	MEDIUM	3	MEDIUM	2	6	
Technology Stability	HIGH	2	LOW	1	2	
Stability Dimension Score:			22			

C. Project Experience Factors

Experience Factors	Project Assessment		Risk Assessment		Factor Scores	Commentary
	L/M/H	Score	L/M/H	Score		
Project Familiarity	LOW	4	LOW	1	4	
Technology Delivery Experience	LOW	4	MEDIUM	2	8	
Project Manager Experience	LOW	4	HIGH	3	12	
Team Experience	LOW	4	LOW	1	4	
Stakeholder Experience	HIGH	2	LOW	1	2	
Vendor Experience	MEDIUM	3	MEDIUM	2	6	
Experience Dimension Score:			38			

Risk Evaluation

Scores	Size	Stability	Experience		Project
	27	22	38		87
RISK LEVEL	MED	LOW	MED		MED

Lesson 4: - Project Planning and Deliverable

- Topic 1: - Project Plan
- Topic 2: - Defining Resources
- Topic 3: - Managing Resource Dependencies
- Lesson 4 Slides

Topic 1: - Project Plan

Reference *Project Plan Template*

Topic 2: - Defining Resources

The project resource / budget plan is a description of how the business resources will be applied to the project activities. It includes the identification and deployment of the team's human resources and the planned financial impact of the project on the financial accounts and reports of the business. Resource / budget planning links with schedule planning and scope planning since the resources are required to perform the project activities (scope) at a particular time (schedule).

There are six resource/budget planning tools or techniques to be helpful, depending upon the uncertainty and complexity of the project. These are the

- The Workstream / Team List: - The Team List is a very simple, yet vital, project management tool. This is a list of all the project team members and appropriate contact information. This is normally the only human resource planning tool required for projects. In these cases, the Team List is used to ensure that a representative from each part of the business that is required to perform activities on the project has been identified and contacted.

- The Responsibility Matrix: - The Responsibility Matrix (also called the Responsibility/Accountability Matrix or the Roles and Responsibility Matrix) is a table that is used to provide clarity for all of the project team members concerning their expected level of involvement on the project. The matrix is normally constructed by listing the project deliverables or activities down the vertical side of the matrix and the project team members on the horizontal side of the matrix. The project teram member who is responsible for planning and ensuring that each task is executed properly is identified in the matrix. In addition, the matrix will normally identify other project team members who are involved in some fashion on the activity.

  Project Team Members

  The designation of the role of a project team member within the matrix can be done using several methods. The most common technique is to an acornym RACI.

The preferred approach is to designate the responsible team member with an "R." If the activity is a cross-functional activity, indicate the other team members who must contribute to the work of the activity with a "C." If the activity requires an approval of one or more of the other project team members I will indicate that with an "A." Finally, indicate those team members who need to be informed that the activity has been completed with an "I." If using RACI, be certain you know and understand the definitions that your organization uses.

The Responsibility Matrix is used primarily on projects as a tool for both communicating assignments and for risk identification with respect to the capacity and capability of project team members. If a team member is carrying a particularly heavy load, for instance if they are "Responsible" for many activities, there is a risk that the team member will be over-allocated and unable to perform some of the activities according to the project plan. Also, the matrix can put a spotlight on an individual who is being asked to accomplish activities beyond their experience or capacity. It is easier to have a discussion with the individual or their manager when we are looking at the requirements of the individual's column on the matrix rather than implying that the individual is somehow unable or incompetent to work on the project. Further, the matrix will indicate those activities where there is no "Contributing" support for the individual who is "Responsible." In those cases, there is a risk that if the team member on that activity is reassigned or temporarily unavailable, there is no one who can be immediately turned to on the project team to keep the activity moving along.

Project Budget

The Project Budget is the time-based spreadsheet that shows the project team's intent to spend the resources on project activities. The spreadsheet is typically organised by listing the project activities in the spreadsheet rows, and designating each column as a time period. It is normally set up with each column representing a calendar month. The data created in the Project Budget is transferred to the projects financial planning and management system.

All of the project activities are usually listed by some organiaing principle based upon the phases of the projects. The most common way of organising a budget is using project phases, WBS structure, department/business function, cost center and cost category.

Task	Personnel Expense	External Expense	June	July	August	September	October	November	Total
1	$4,000		$4,000						$4,000
2	$4,000		$4,000						$4,000
3	$2,000		$2,000						$2,000
4	$2,000		$2,000						$2,000
5	$2,000		$500	$1,500					$2,000
6	$1,000			$1,000					$1,000
7	$4,000			$4,000					$4,000
8	$2,000				$2,000				$2,000
9	$2,000	$6,000			$1,000	$7,000			$8,000
10	$1,000					$1,000			$1,000
11	$2,000				$2,000				$2,000
12	$2,000				$2,000				$2,000
13	$2,000	$75,000			$77,000				$77,000
14	$4,000					$2,000	$2,000		$4,000
15	$8,000						$8,000		$8,000
16	$10,000				$10,000				$10,000
17	$12,000				$3,000	$9,000			$12,000
18	$12,000					$7,000	$5,000		$12,000
19	$2,000				$2,000				$2,000
20	$2,000	$30,000			$1,000		$31,000		$32,000
21	$2,000	$3,000					$5,000		$5,000
22	$4,000	$2,000					$6,000		$6,000
23	$12,000	$10,000					$5,000	$17,000	$22,000
24	$2,000	$1,000						$3,000	$3,000
25	$2,000	$5,000						$7,000	$7,000
Monthly totals			$12,500	$6,500	$100,000	$26,000	$62,000	$27,000	$234,000
Cumulative total			$12,500	$19,000	$119,000	$145,000	$207,000	$234,000	

Topic 4: - Managing Resource Dependencies

The key to multi-project is to manage dependancies and understand inter-lined resources

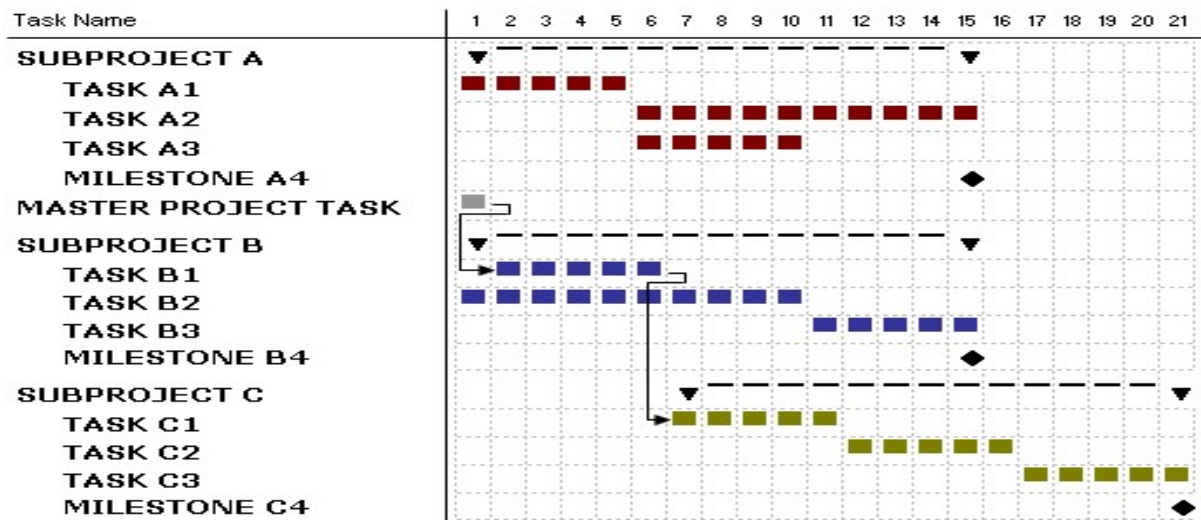**Step 1: -** Create the Master Plan

Step 2: - Within a multi-project, cross-project dependencies need to be evaluated:

- Between tasks within the individual subprojects.
- Between subproject tasks and tasks within the master project.

Step 3: - Create local schedule but show dependancies
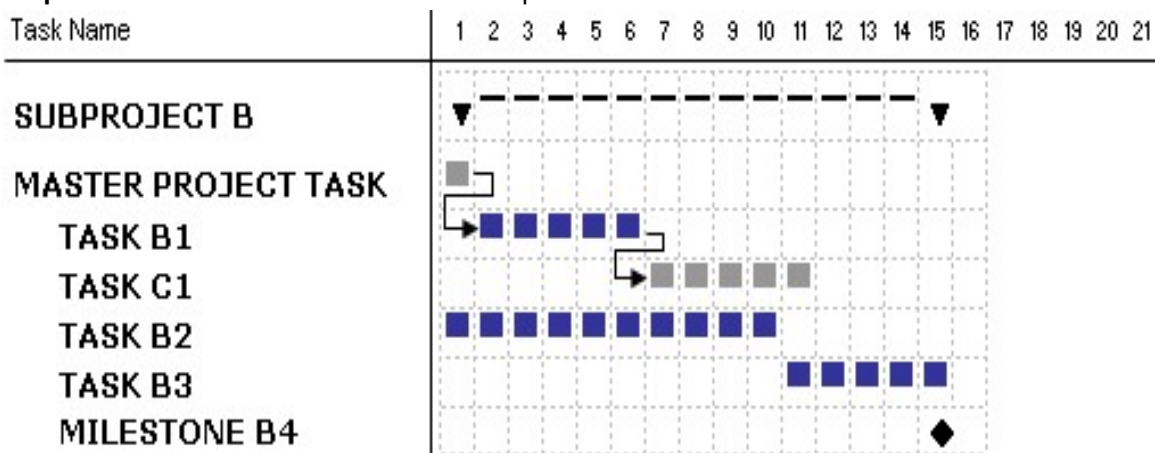
Step 4: - When projects are consolidated within a master project, a critical path can be seen across the program
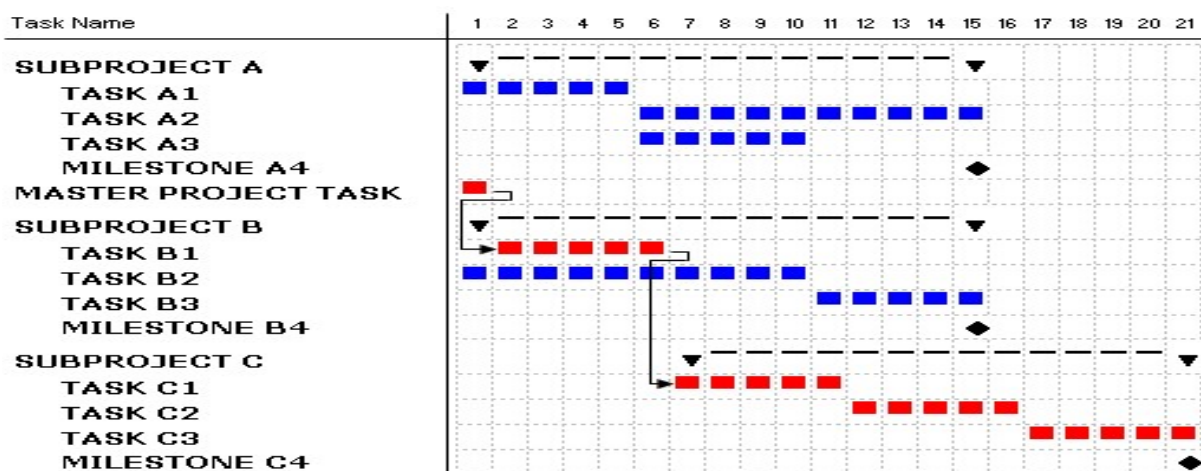
Step 5: - Within a program, assignments for resources are shared from a common resource pool
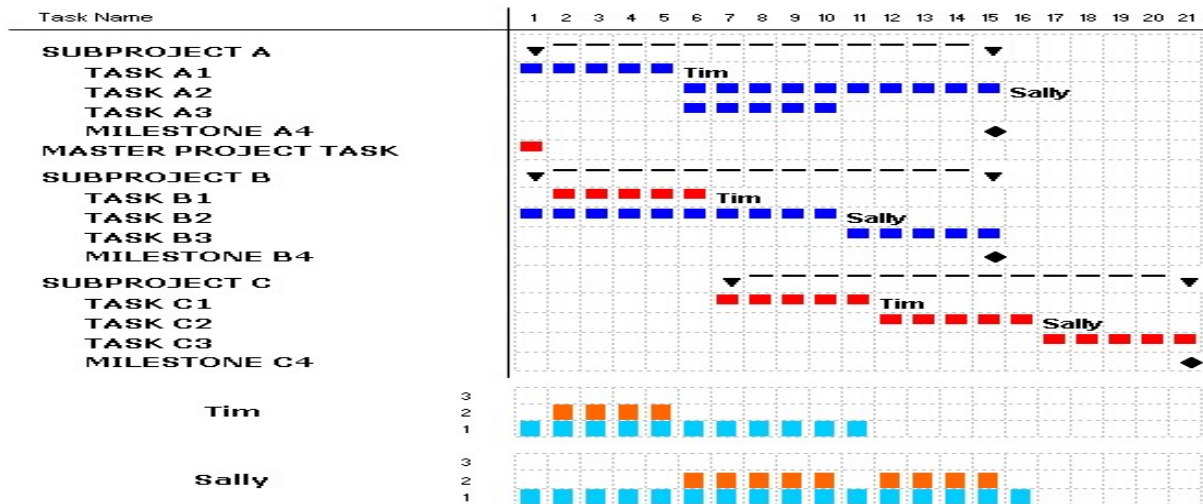
Step 6: - Work on Resource Conflicts. When resource conflicts exist, resource levelling is used to attempt to remove conflicts
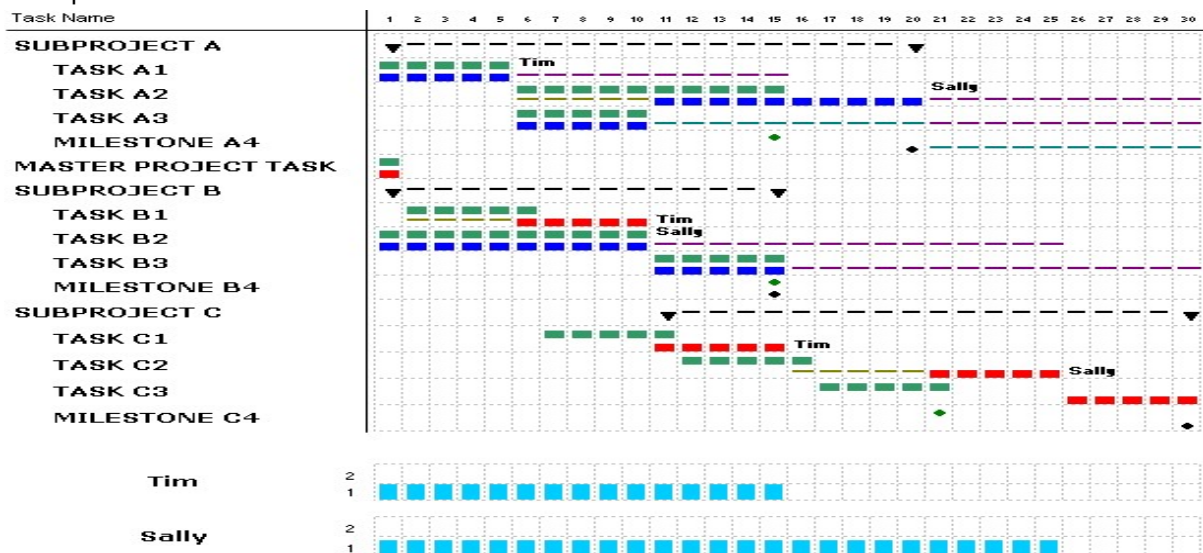
Step 7: - The Master Plan can be created
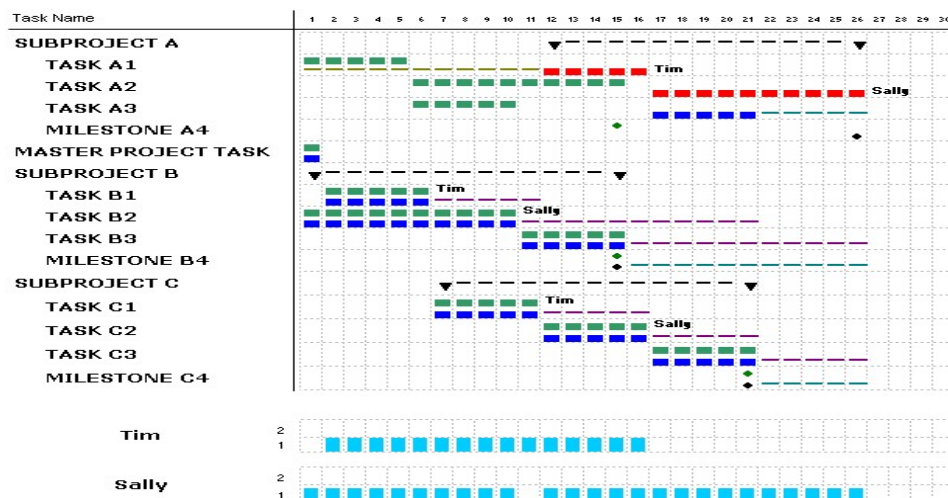
Lesson 4 Slides

Lesson 4: - Project Planning and Deliverables

Topic 1: - Project Plan

PM Process *Plus*
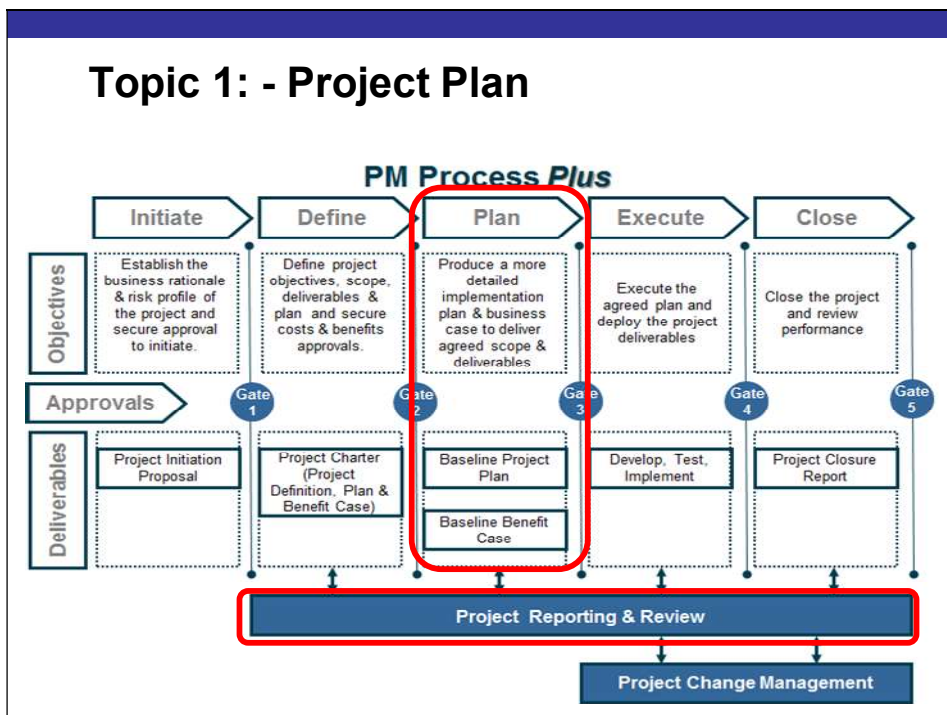
Topic 1: - Project Plan

Key Tasks	Responsibility
➢ Manage, Monitor & Control all project activities ➢ Complete Project Plan (updated the Project Charter) ➢ Post approval of the Plan: o Register approved Plan with the Central Bank PMO o Update Project File	Project Manager
➢ Secure Plan and Benefit Case Base-line approvals ➢ Secure resources for Execute Stage	Sponsor
➢ Approve and Baseline Project Plan. ➢ Approve and Baseline Benefit Case.	PLT (CBIC where there are material changes to the approved Charter)

Topic 1: - Project Plan

Project Plan

Topic 2: - Defining Resources

Project Work Breakdown Structure
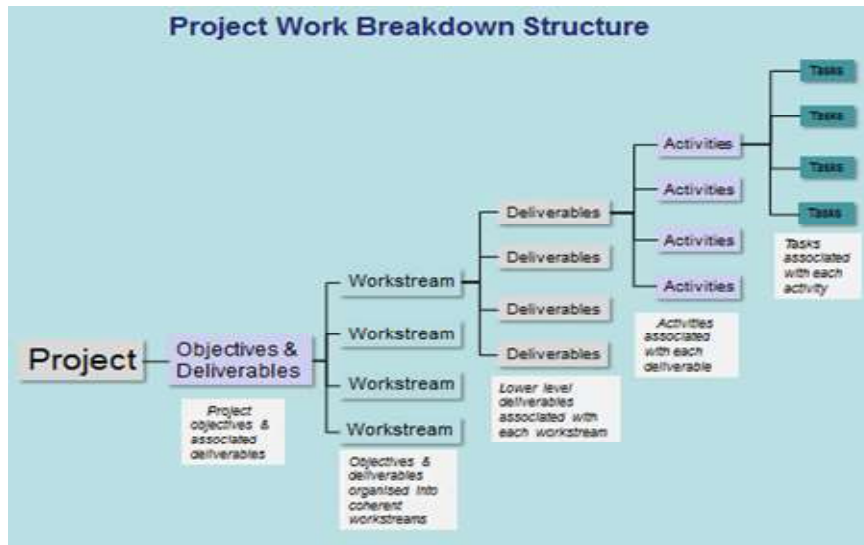
Topic 2: - Defining Resources

	Management Team	Project Manager	Project Team	Test	Analysts
Requirements Management Plan	C	R/A	I	I	I
Requirements Report	I	R/A	R	I	C
Process Model	C	R	R/A	I	C
Data Model	R	R	R/A	I	C
Requirements Traceability Matrix	R	R/A	R	R	C

Who is **R**esponsible for doing the work?
Who is **A**ccountable for the work to be done?
Who may need to be **C**onsulted or engaged with?
Who may need to be **I**nformed of the result?

Topic 2: - Defining Resources

Breakout Exercise 10

- For the section of the project that has been broken out in Exercise 8, complete a responsibility assignment matrix

	JB	SD	AS	LK	UU	WK	JOS	DD	LD	MM
1. Planning										
Identify Tasks	R									
Schedule Phase	R									
Identify critical tasks	A	R								
Set dates for planning phase	A	R	R							
2. Phase 1 Release										
3. Phase 2 Release										
4. Close Out										

R – Primary Responsibility / Doer
A – Accountable / Responsibility
C – Consultant / Input
I – Informant / Approval

Topic 2: - Defining Resources

Project Workstreams	Key Deliverable	Target Completion Date
IMT	• Develop 'As-is' / 'To-Be' Situation	
	• Provide Functional Requirements	
HR	• Define Training Content	
	• Agree Communication Plan	
Customer Service	• Agree Future-State	

Topic 2: - Defining Resources

Project Workstreams	Key Deliverable	Target Completion Date
IMT	• Develop 'As-is' / 'To-Be' Situation	13-Mar-20xx
	• Provide Functional Requirements	31-Mar-20xx
HR	• Define Training Content	31-Mar-20xx
	• Agree Communication Plan	30-April-20xx
Customer Service	• Agree Future-State	15-Apr-20xx

System Infrastructure → Develop 'As-is' Situation Analysis

Content Management Control System → Training → Develop 'As-is' Situation Analysis / Develop Functional Requirement

Communication → Agree Future-State

Topic 2: - Defining Resources

Project Deliverable				
	Man-days		Total	
	(I) nternal	(E) xternal	I	E
Project Management	0	0	0	0
XYZ Manager	5	0	5	0
Business / Process Analysts	3	0	3	0
Information Management & Technology (Workstream Lead)	2	0	3	0
ABC Manager	4	0	4	0
Other	0	0	0	0
Total			15	0

Topic 2: - Defining Resources

Breakout Exercise 11

• For the section of the project that has been broken out identify the resource headcount required

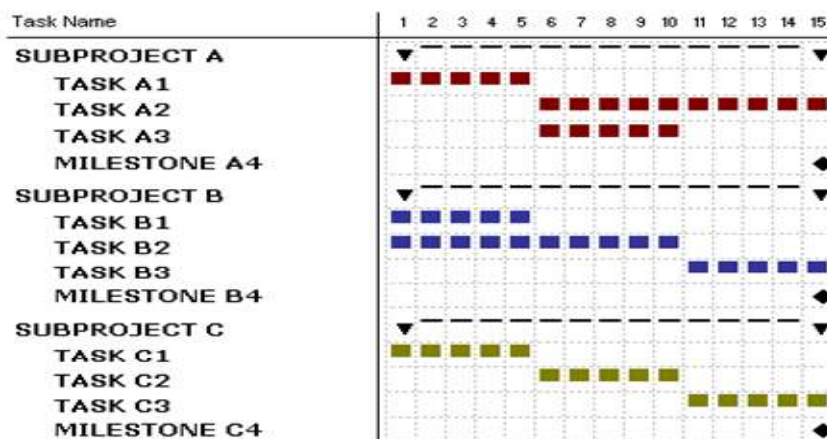| Project Deliverable				
	Man-days		Total	
	(I) nternal	(E) xternal	I	E
Project Management				
XYZ Manager				
Business / Process Analysts				
Information Management & Technology (Workstream Lead)				
ABC Manager				
Other				
Total				

Topic 3: - Managing Resource Dependencies

• Creating the Master Plan

| Task Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
SUBPROJECT A															
TASK A1															
TASK A2															
TASK A3															
MILESTONE A4															
SUBPROJECT B															
TASK B1															
TASK B2															
TASK B3															
MILESTONE B4															
SUBPROJECT C															
TASK C1															
TASK C2															
TASK C3															
MILESTONE C4															

Topic 3: - Managing Resource Dependencies

- Within a multi-project, cross-project dependencies need to be evaluated:
  - Between tasks within the individual subprojects.
  - Between subproject tasks and tasks within the master project.
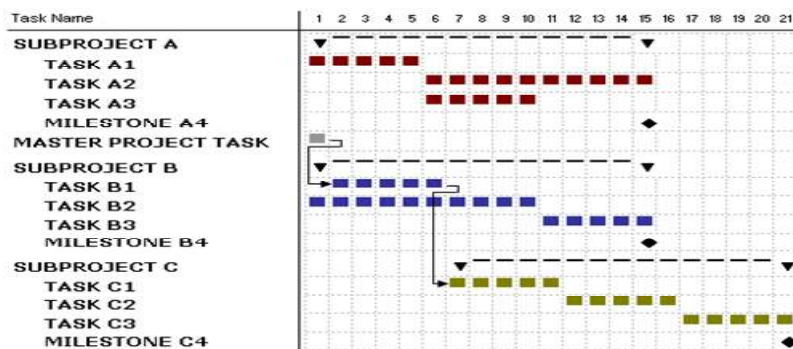
Topic 3: - Managing Resource Dependencies

- If an individual project is viewed by the local project, the schedule would be depicted as:
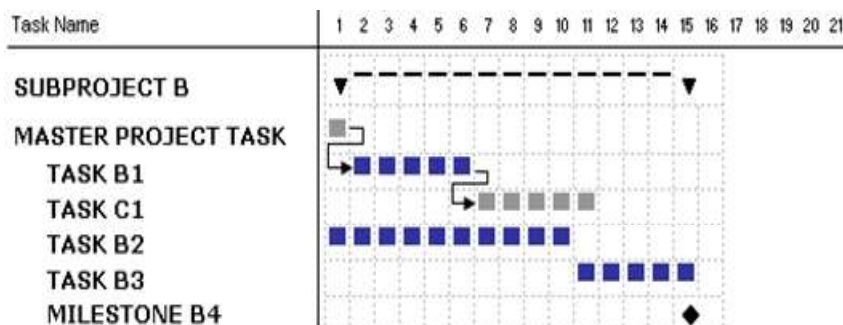
Topic 3: - Managing Resource Dependencies

- When projects are consolidated within a master project, a critical path can be seen across the program
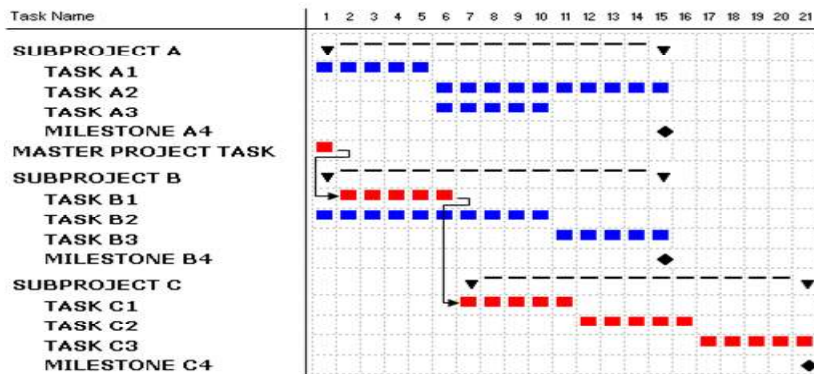
Topic 3: - Managing Resource Dependencies

- Within a program, assignments for resources are shared from a common resource pool
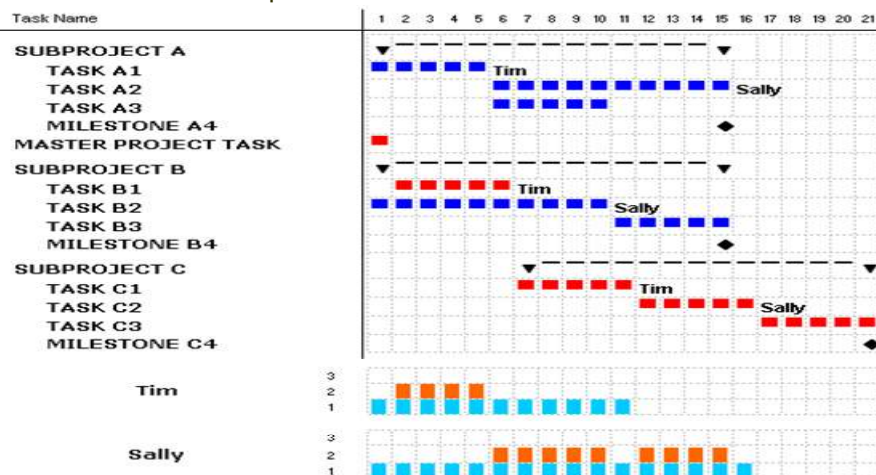
Topic 3: - Managing Resource Dependencies

• When resource conflicts exist, resource levelling is used to attempt to remove conflicts

Topic 3: - Managing Resource Dependencies

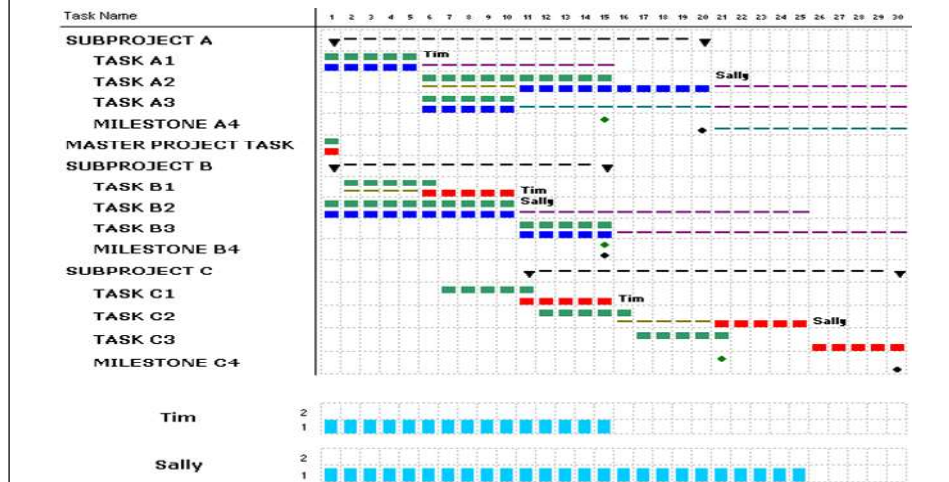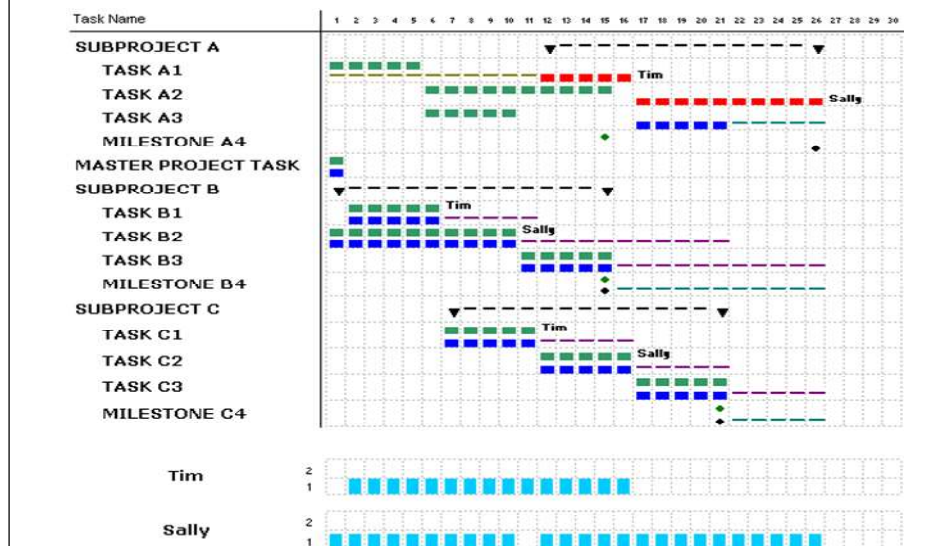# Lesson 5: - Project Execution & Control - Managing Change

- Topic 1: - Project Execution
- Topic 2: - Reporting and Managing Project Progress
- Topic 3: - The Roller-Coaster of Change
- Topic 4: - Managing Change
- Lesson 5 Slides

Topic 1: - Project Execution

Reference *Project Change Control Template*

Topic 2: - Reporting and Managing Project Progress

To provide timely and effective control-related decision-making, the project must be systematically tracked and observed. This requires setting up a monitoring function. There are two activities that make up project monitoring:

- data collection
- information reporting

Data collection

During the first stage of the control process, while the performance standards are being set, a system of data collection and information reporting needs to be established. Typical data sources include materials, purchasing invoices, staff/worker time sheets, change notices, etc. Data for monitoring the project must be directly related to the project.

The information collected during the project for control purposes serves as the basis for taking many of the most important project decisions. The information must be right, not only in the sense of being correct, but also in that it is the proper information and that it is used properly. The degree of accuracy required depends on what the information will be used for and the time urgency for the data.

Information reporting

The monitoring function must ensure that all stakeholders receive reports in sufficient detail and frequency to enable them to identify problems and take corrective action while the problems are small. It must guarantee that significant deviations from the plan (variances) will be highlighted.

The timing of measurement and reporting - be it daily, weekly, or monthly - is important. Data can be collected regularly or by specific topic (project element) and reported regularly or by exception. The distinction is crucial to the effectiveness of the monitoring function. At a minimum, reports should coincide with significant project milestones and be available in sufficient time to permit problems to be spotted while they are still small.

Status reports are needed to provide the project's management with such information as:

- accomplishment/progress/problems: an overview of the current situation
- the baseline scope, schedule and estimate: what had been planned
- a listing and explanation of variances: the changes to the project that have been approved
- a listing of plans for the next period: what is planned to happen between now and the date of the next status report

- progress curves and re-forecasting: a graphical and tabular representation of planned achievements with variations, actual achievements with variations (if applicable), etc.

It is necessary to emphasise exception reporting in the status reports. In other words, management needs to be made aware of major areas of variances to allow the project's management to concentrate its efforts on those areas.

A typical status report schedule and progress curve chart is shown
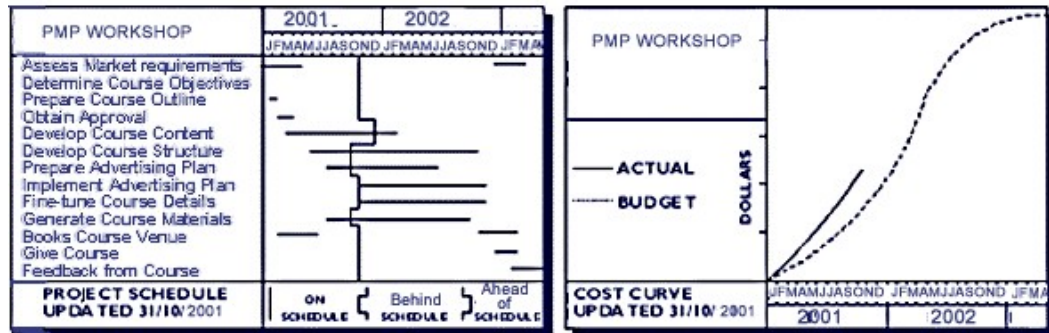
Collectively, status reports should furnish an accurate history of the project from beginning to end. Status reports are not just invaluable for informing and helping to make decisions on corrective action but they are extremely useful to have when planning similar projects for the future.

Reporting

Progress reports deal with factual status of the project, progress and productivity as well as actual and anticipated problems. These reports, co-coordinated by the project manager, should be circulated regularly and positioned at various management and client forums. The frequency with which the reports are issued is an indication of what they should contain. The ten most important topics to be covered in a site report are:

- progress of work compared with that planned
- unfavourable variances in job progress
- cost status of work compared with the plan
- unfavourable variances in job cost
- status of material and equipment relative to promised deliveries
- status of subcontractor's/supplier's work and relations with subcontractors/suppliers
- current status of labour relations and any problems or anticipated problems
- listing of the safety statistics for the latest period and the cumulative statistics for the job
- significant variances in quality and how they have been addressed

Reporting levels and the type of detail that is usually provided at each level are shown below:

Delivering and Monitoring the Plan

Sample Progress Report

Task	Status	Plan (hours)	%com (%)	Resource (hrs)	Variance (%)	
					Schedule	Cost
1	Completed	100	100%	100	1.00	1.00
2	In-Progress	50	50%	55	0.50	0.45
3	In-Progress	50	50%	40	0.50	0.63
4	Not Started	70	0%	0	0.00	0.00
5	In-Progress	90	90%	140	0.90	0.58
6	In-Progress	40	0%	0	0.00	0.00
7	In-Progress	50	50%	25	0.50	1.00
8	Not Started	0	0%	0	-	-
	Total	450	256	360	56.89%	52.26%

2. Estimate of Completion

We are not on track to complete the major deliverables of the project within the given timelines

3. Cost / Resource Summary

Costs are running over budget because of high-salaried labour amd that resources are being paid
even though there are major porject obstacles

4. Schedule Summary

The project is behind scheduled due to tasks 4 and 6, which have not yet begun owing to lack of raw materials
Overtime will get the project back on schedule but at an additional cost of 2.5% of direct labour costs

5. Project Milestone Report

Milestone	Scheduled Completion	Projected Completion	Actual Completion
M1	04/01/2008		04/01/2008
M2	10/01/2008		12/01/2008
M3	23/01/2008		26/01/2008
M4	02/02/2008	07/02/2003	
M5	20/02/2008		
M6	01/03/2008	30/03/2008	
Delivery	15/03/2008	14/04/2008	

6. Weekly Action Log

Action	Scheduled Completion	Person	Status
1	29/01/2008	Joe	On-target
2	29/01/2008	Mary	Risk
3	31/01/2008	Bill	Off-target
4	31/01/2008		
5	01/02/2008		
6	02/01/2008		
7	02/01/2008		
8	02/02/2008		

7. Event / Issue Report

| Current Problem	Potential Impact	Corrective Action
Lack of Raw Material	Cost overrun and behind schedule conditions	Overtime is scheduled. Lower salaired people to be used
Customer unhappy with test results	May need additional planning	Customer will provide a revised statement of work

Topic 3: - The Roller-Coaster of Change

Project Change Control

Change on projects from a practical viewpoint is inevitable and must be allowed for by having a procedure for handling them. Ideally, when the project team begins, there will be agreement on the scope of work; any deviation from this scope will constitute a change. The management of change means that no change is made to the scope of work before it has been reviewed and approved. No effort (that is, people effort or other associated resource effort) is to be expended on the change until the corresponding approval and authorisation (to introduce the change to the project) has been given.

Most changes to the project come from the client. Other sources include changes necessitated by erroneous assumptions or misleading/conflicting specifications or stipulations, by changed conditions. Everyone on the project has the responsibility for early identification of change. As soon as a potential change is observed, a project change notice is written to alert the project manager and trigger the project change-management process. The model below generically outlines the steps involved.
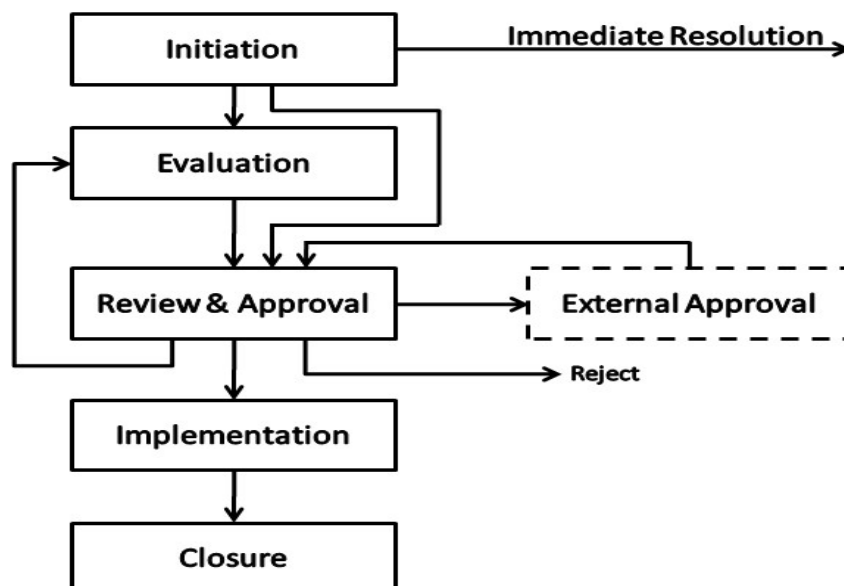
A change can be requested by any of the stakeholders of the project. Every change must be defined, evaluated and costed along with its potential to affect the time schedule or the budget cost. Proper assessment of its effect must be made. Based on this information, the proposed change is approved and authorised as stipulated by the provisions of the contract. A formal change order is then promptly issued. No work on the change should be started until all approvals have been granted as contained within the change order.

Monitoring and controlling the project is a continual process. This process effectively assesses performance of the project and is associated with each phase of the project.

Various tools and techniques are used to ensure that a true assessment of the project performance is assessed periodically and that corrective and preventative measures are taken to ensure the project is in control. There are two major elements to change control: -
- How to manage change
- The change control process

Topic 4: - Managing Change

How to manage change?

Change control is concerned with the following:

- Influencing the factors that create changes to the project plan.
- Determining when changes have occurred.
- Managing changes as they occur.
- Developing robust procedures to ensure that changes are properly analysed before approval and to ensure they are implemented appropriately after they are approved.

This change control involves managing and measuring the impact of changes to the following to the project plan and the essential thing here is to ensure that there is a plan of action for whatever needs to be managed:

- Scope = Deliverable Orientated Structure
- Time = the milestone / bar chart
- Budget or Resourcing = The responsibility matrix
- Quality = The Critical Success Factors
- Risk = The risk / issue log

It is important when analysing the impact of change that the Project Manager determines the impact it has on the other project processes e.g. what impact a scope change has on the schedule and the budget of the project.

The Change Control Process

The change control process defines how changes to the project plan will be identified, managed, approved and implemented on organisation projects.

This process is known as the *change control system*. The purpose of this system is to:
- Ensure all change requests are reviewed.
- Identify the impact of the proposed change on the project tasks.
- Evaluate the implications of the changes on scheduling, cost and quality.
- Identify all alternatives to making the change.
- Evaluate the benefits and disadvantages of the requested changes.
- Ensure a suitable approvals process is in place.
- Ensure that all approved changes are communicated correctly and to the correct stakeholders.
- Ensure that the changes are implemented properly.
- Update change log.

Experienced project managers know that change is inevitable and there are many consequences of failing to manage project changes. Some of the critical consequences are;

Steps in Managing Change

There are basically three types of changes that need to be addressed in order to ensure a project success. These are:
- **Technical Changes:** These are the internal modifications in scope of the work of the project.

- **Market Changes:** These are changes that are inevitable due to external market conditions such as competitors' product or service enhancements or regulatory changes.
- **Contractual / Team Changes:** Changes that are made on the project due to internal workings. These changes include but not limited to the terms & conditions, scope of work, requirements, schedule, costs etc.

The most important function of a project manager is to prevent uncontrollable changes. Uncontrolled and unexpected changes in client expectations and requirements as a project progress always negatively impact a project. This is known as scope creep. Many times new features are added to the project with a wrong assumption that one small feature will add nothing to cost or schedule. This unplanned addition is called feature creep.

A change in the one of the triple constraints of a project has an impact on the other two. The key is to find balance between the need to manage the scope of the project against the agreed requirements, cost & schedule.

Impact Analysis for Change Request

Changes may negatively or positively impact a project. When a change request is made, you as a project manager need to analyse the same in order to evaluate whether it is within or outside the scope of the original project requirements as well as how it is going to impact the three constraints of your project namely scope, schedule and cost. Impact analysis is the most important step to effective change management procedure. Your impact analysis should not only reveal the impacts of changes on the above three project constrains but also it should provide you the essential information related to the effects of changes on people, processes, quality of the project and on the operation of your company. The following are the steps in managing change:

Step 1: Do you have the time?
Every work involves more time and the impact analysis of change requests also requires time especially when it is a large change request. Do you have the contingency to cover it?
Step 2: Determine the reason for the change?
Why the change request is made in the first place? Can you avoid it / defer it or is it inevitable? Determine the business need for this change and how the change is going to benefit the project, the process, the work product, the quality and the stakeholders and the organisation.
Step 3: Analyse the impact on triple constraints.
- **Scope:** Determine the impact on the overall scope of the project, Work Breakdown structure (WBS) or scope documentation
- **Cost:** Identify any changes that need to be made to the project resourcing
- **Schedule:** Estimate the time required to define and plan the proposed solution and the time required to implement the proposed changes. Evaluate the changes to the milestones and to the critical path.

Step 4: Identify dependencies
Your various project activities are interwoven by r relationships. Identify other tasks or projects that are dependent or influenced by this change being approved.
Step 5: Examine the risks
Look at the risks that are associated with this change. Identify all the risks that the project is facing or will face in the future due to this change.
Step 6: Determine the impact on the Project management system
Identify and list all the changes that would need to be made to the project procedures description or to the project decision structure (i.e. milestone plan)
Step7: Document your findings

Properly document all the results of your impact analysis. Prepare a detail report for the change control board to approve changes.

Lesson 5 Slides
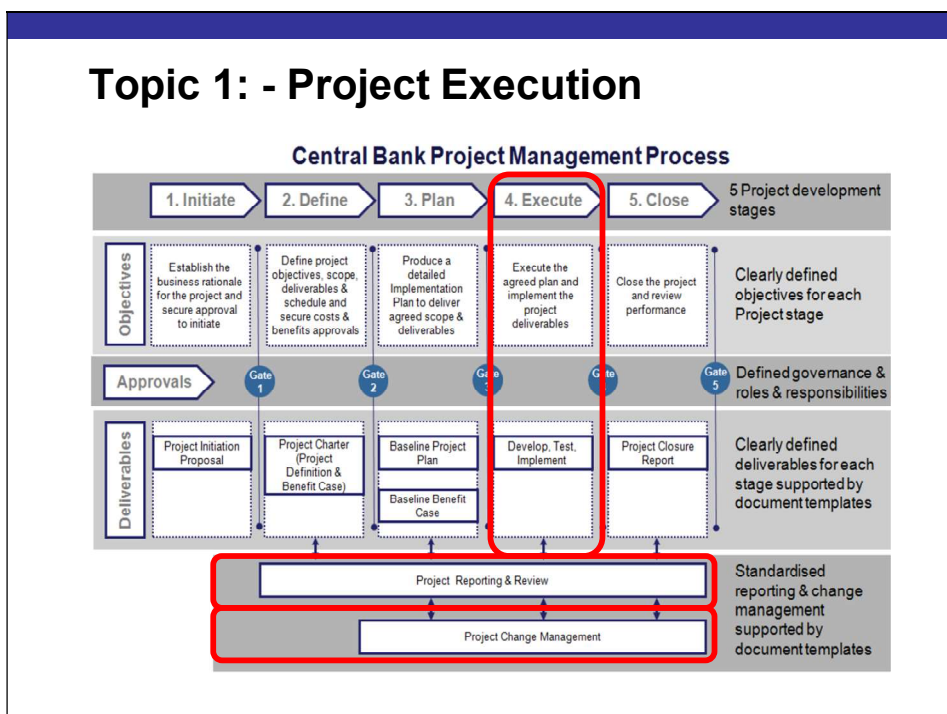
Topic 1: - Project Execution

Key Tasks		Key Responsibility
➤	Manage Development, Testing and Deployment of deliverables as per Project Definition and Plan.	**Project Manager**
➤	Maintain Project Issue & Risk Log	
➤	Undertake and complete Development, Testing and Deployment activities associated with their Work-stream.	**Work-stream Manager**
➤	Maintain Work-stream Risk Log	
➤	Review and approve Project Deliverables.	**Sponsor and Stakeholders**

Stage Exit Gate Criteria

➤ Project deliverables developed, tested and deployed as per agreed scope, definition and plan.

➤ Deliverables approved by Sponsor and Stakeholders.

➤ Handover of deliverables to Operational Management

➤ Project File updated

➤ Compliance with other processes completed.

Topic 1: - Project Execution

CHANGE REQUEST SUMMARY

| | The Change Request (CR) seeks acceptance of proposed changes to the agreed project baselines – Cost, Schedule, Resource, Scope or Benefits and approval to implement and to incur any additional stated costs. | | | |

PRN	PROJECT NAME	SPONSOR		PROJECT MANAGER
CR Ref (CRxx)	CURRENT PROJECT RAG	CURRENT STAGE		
CR	Green ☐ Amber ☐ Red ☐	Execute Stage ☐ Close Stage ☐		

REASON FOR CHANGE

BRIEF DESCRIPTION OF PROPOSED CHANGE AND IMPACT

IMPACT	IMPACTED	SUMMARY OF PROPOSED CHANGE	% Change
SCOPE	Y ☐ N ☐		
SCHEDULE - KEY MILESTONES	Y ☐ N ☐		
RESOURCES USED (FTE)	Y ☐ N ☐		%
INTERNAL OPEX	Y ☐ N ☐		%
TOTAL INVESTMENT	Y ☐ N ☐		%
BENEFITS	Y ☐ N ☐		%
CONSEQUENCE IF NOT AGREED			

Topic 2: - Reporting and Managing Project Progress

There are two activities that make up project monitoring:

- data collection

- information reporting

Topic 2: - Reporting and Managing Project Progress

Information / Status Reporting
- accomplishment/progress/problems: an overview of the current situation
- the baseline scope, schedule and estimate: what had been planned
- a listing and explanation of variances: the changes to the project that have been approved
- a listing of plans for the next period: what is planned to happen between now and the date of the next status report
- progress curves and re-forecasting: a graphical and tabular representation of planned achievements with variations, actual achievements with variations (if applicable), etc.

Topic 2: - Reporting and Managing Project Progress
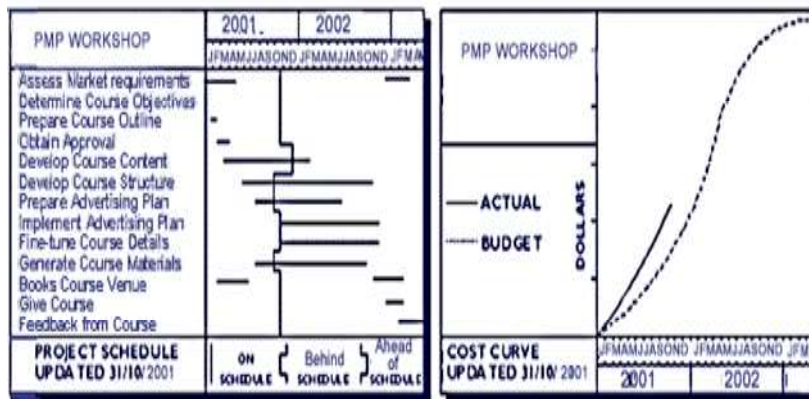
Topic 2: - Reporting and Managing Project Progress

What makes a good performance reporting?

Task	Status	Plan (hours)	%com (%)	Resource (hrs)	Variance (%)	
					Schedule	Cost
1	Completed	100	100%	100	1.00	1.00
2	In-Progress	50	50%	55	0.50	0.45
3	In-Progress	50	50%	40	0.50	0.63
4	Not Started	70	0%	0	0.00	0.00
5	In-Progress	90	90%	140	0.90	0.58
6	In-Progress	40	0%	0	0.00	0.00
7	In-Progress	50	50%	25	0.50	1.00
8	Not Started	0	0%	0	-	-
Total		450	256	360	56.89%	52.26%

2. Estimate of Completion
We are not on track to complete the major deliverables of the project within the given timelines

3. Cost / Resource Summary
Costs are running over budget because of high-salaried labour amd that resources are being paid
even though there are major porject obstacles

4. Schedule Summary
The project is behind scheduled due to tasks 4 and 6, which have not yet begun owing to lack of raw materials
Overtime will get the project back on schedule but at an additional cost of 2.5% of direct labour costs

5. Project Milestone Report

Milestone	Scheduled Completion	Projected Completion	Actual Completion
M1	04/01/2008		04/01/2008
M2	10/01/2008		12/01/2008
M3	23/01/2008		26/01/2008
M4	02/02/2008	07/02/2003	
M5	20/02/2008		
M6	01/03/2008	30/03/2008	
Delivery	15/03/2008	14/04/2008	

6. Weekly Action Log

Action	Scheduled Completion	Person	Status
1	29/01/2008	Joe	On-target
2	29/01/2008	Mary	Risk
3	31/01/2008	Bill	Off-target
4	31/01/2008		
5	01/02/2008		
6	02/01/2008		
7	02/01/2008		
8	02/02/2008		

7. Event / Issue Report

Current Problem	Potential Impact	Corrective Action
Lack of Raw Material	Cost overrun and behind schedule conditions	Overtime is scheduled. Lower salaired people to be used
Customer unhappy with test results	May need additional planning	Customer will provide a revised statement of work

Topic 2: - Reporting and Managing Project Progress

- The project is coming to a stage where you can develop a project status report.

Project Manager:
Date:

Project Title

RED ➡ AMBER ➡ GREEN

Deliverables:
- **Schedule:** Target completion date;
- **Benefits:** Client anticipation
- **Scope:** Description of the aim of the project
- **Metrics:** Any other metrics required for tracking

Project Milestones:
- Key milestones that have been achieved in to date

Milestone	Description	Achieve Date	Target Date	Variance

Issues:

Issue	Explanation	Impact	Action

Next Steps:
- The key actions (inchstones) required to achieve next milestone

Inchstone	Description	Target Date	Risk

PM Process - PROJECT REPORT

				Report Date	
				Project Stage	Define

Registration Number	Project Name	Project Sponsor	Project Manager	Project RAG Status	
				This Report	Last Report
PRNxxxx				GREEN	GREEN

Project Purpose	Maximum of 300 characters
Status Overview	Maximum of 750 characters
Project Issues	Maximum of 500 characters
Project Risks	Maximum of 500 characters
Dependencies	Maximum of 300 characters

Plan Status

Milestone	Target Date	Forecast Date	Actual Date
Initiate Phase Started - Project registered			
Initiate Phase Complete - PIP approved			
Define Phase Ciomplete - Charter approved			
Plan Phase Complete - Plan approved			
Execute Phase Complete - All deliverables complete			
Project Phase Complete (Closure report agreed)			

Delivery Status

Key activities targeted for completion - This Report	Status
	.
	.

Key activities targeted for completion - Next Report Period

Budget (Estimated) Status (£k)

	Baseline	Budget Status (Report Date)		Forecast at completion
		Target spend to date	Actual spend to date	
Opex Budget	0	0	0	0
Capex Budget	Baseline 0	Target spend to date 0	Actual spend to date 0	Forecast at completion 0
Total	0	0	0	0

Budget Variance Commentary

Limited to 300 characters

Resource Status (man-days)

	Baseline	Target cosumed	Actual cosumed	Forecast at completion
Internal Resources	0	0	0	0
External Resources	Baseline 0	Target cosumed 0	Actual cosumed 0	Forecast at completion 0
Total	0	0	0	0

Resource Variance Commentary

Limited to 300 characters

PM Process – PROJECT WORKSTREAM REPORT

	Report Date

Project Name & Reference	Workstream Name	Workstream Manager	Workstream RAG Status	
			This Report	Last Report

Workstream Issues

Workstream Risks

Review Areas

Schedule Status

Workstream Schedule

Milestone	Target Date	Forecast Date	Actual Date

Workstream/Phase Complete

Performance Commentary

Cost Status

	Cost Status Report Date:		
	Budget	Target spend todate	Actual spend todate	Forecast at completion
Opex	€	€	€	€
Capex	€	€	€	€
Totals	€	€	€	€

Resource Status

	Agreed/Budgeted Resources FTE	Actual Resources FTE
Internal	FTE	FTE
External	FTE	FTE
Totals	FTE	FTE

Delivery Status

Activities targeted for completion this Report Period	Status

Activities targeted for completion next Report Period	Status

Topic 3: - The Roller-Coaster of Change
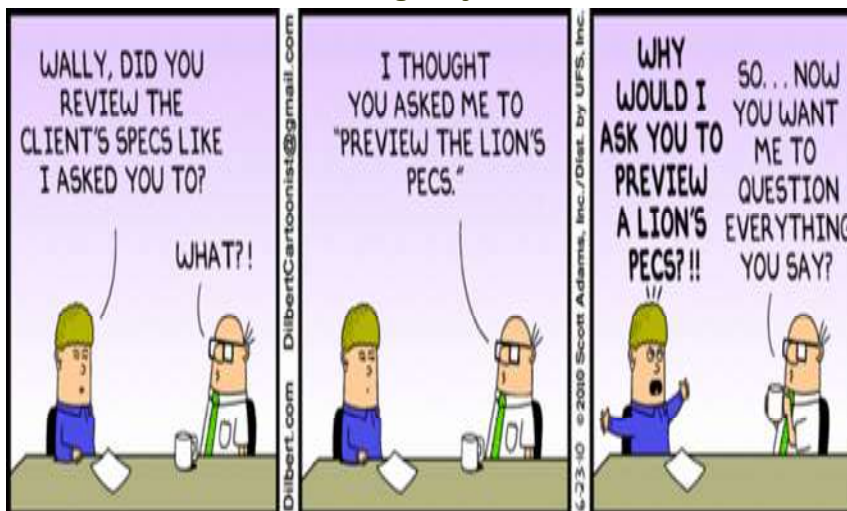
Discussion Question

What is Your Reaction to Change?

Topic 3: - The Roller-Coaster of Change

Defining Objectives

Topic 4: - Managing Change

1. Define and clarify the issue and identify if is actually warrants action

Potential Problem	Description

2. Identify if the matter is urgent and what impact it has on the project if not tackled

Topic 4: - Managing Change

Defining Objectives

- **<u>S</u>**
- **<u>M</u>**
- **<u>A</u>**
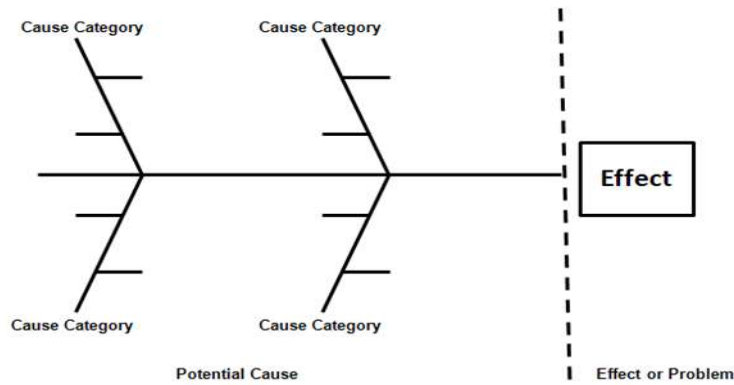- **<u>R</u>**
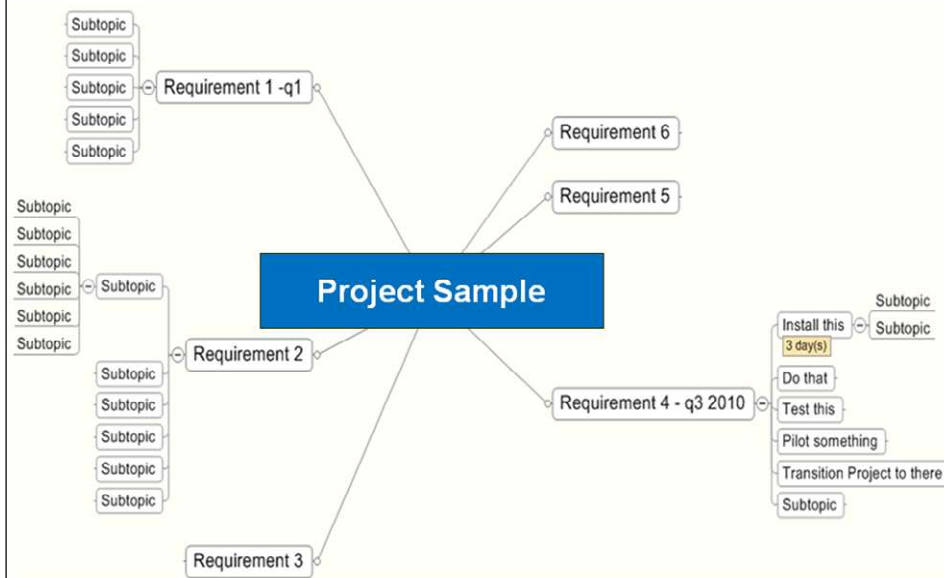- **<u>T</u>**

- **<u>M</u>**
- o
- **<u>S</u>**
- **<u>C</u>**
- o
- **<u>W</u>**

Topic 4: - Managing Change

3. Gather all the facts and data and attempt to understand the causes of the issue

Topic 4: - Managing Change

Topic 4: - Managing Change

4. Consider and compare the advantages and disadvantages of each option. Include the relevant stakeholders in this process and be open and honest in assessment

Topic 4: - Managing Change

5. Select the best option and present it to the relevant stakeholder. Be clear and concise in the presentation and avoid vagueness or 'foot in both camps' compromise.

6. Explain the decision to those involved and affected by the outcome. Follow up to ensure proper and effective implementation.

Topic 4: - Managing Change
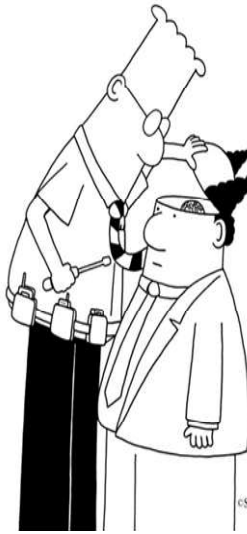
Breakout Exercise 12: - Solve the Problem

- Write down a problem that seems unsolvable for the case-study
- Select one problem per group and accept that this is a problem worth solving
- Analyse this as a problem and identify possible options in achieving this target
- You will be asked to present the following:
  - The problem
  - What can be done to resolve the problem
  - The options available

©Scott Adams, Inc.

Topic 4: - Managing Change
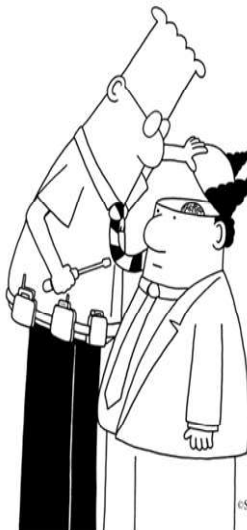
Breakout Exercise 12: - Solve the Problem

Proposed Change	Description of Proposed Change
Project Scope	
Project Plan (schedule)	
Project Resources	
Project Costs	
Project KPIs	
Project Benefits	

©Scott Adams, Inc.

Lesson 6: - Project Closing

- Topic 1: - Project Closing
- Topic 2: - Defining Project Success
- Topic 3: - Closing Projects
- Lesson 6 Slides

Topic 1: - Project Closing

Reference *Project Closure Report Template*

Topic 2: - Defining Project Success

Discussion Exercise 13

What is the significance of good gate closure?

Project Health Checklist

Project: _____

From: _____   **To:** _____

Item	Yes/ No	Action to be Taken
1. Planning		
Are the current project statement, incl. scope, definition, and objectives, in agreement with the approved documentation completed in the project initiation process?		
Has the project scope been reviewed and agreed upon?		
Is there a baseline plan against which to measure progress?		
What the baseline plan address the following areas:		
Project Scope, Deliverables, and Milestones		
Work Breakdown Structure		
Task plans, estimates, resource assignments		
Task dependencies		
Project Schedule		
Milestone Schedule		
Project progress tracking		
Issue Resolution and Change Management		
Quality Plan		
Risk Management Plan		
Other Plans as needed:		
Is the plan for project resources adequate?		
Are the original project schedule and budget realistic?		
Are there adequate project control systems?		
Is there an information system for the project?		
Were key project stakeholders included in project planning?		
Were potential customers involved early in the planning process?		
Is the plan under configuration management?		
If there are vendors, have they signed off on the project plan?		
2. Organization		
Is the project organisation documented and on file?		
Is the Project Manager qualified and experienced in Project Management?		

Project Health Checklist		
Project: _____		
From: _____ **To:** _____		
Item	**Yes/ No**	**Action to be Taken**
Have roles and responsibilities of the team been documented and clearly communicated to the team, customer, and stakeholders?		
Is the organisation structure appropriate for the project's size and complexity?		
Is there an identified role of a technical leader (i.e., Project Lead, Team Lead, Solution Architect)?		
Is the quality function identified and assigned?		
Is there a Change Management Board?		
Have the configuration management functions been assigned?		
Are there backup strategies for key members of the project?		
3. Tracking & Monitoring		
Are the various types of reports, their contents, frequency, and audience defined and communicated to the project team?		
Are the input requirements from the team members clearly documented and communicated?		
Have the reports to be produced, distributed, and filed been defined?		
Has the format for tracking and monitoring schedules and costs been defined?		
4. Reviewing		
Have the various meetings, the purpose, context, frequency, and participants been defined and communicated?		
What are the defined meeting materials?		
Are the meetings set up to have assigned note takers that will add action/issues to the issue list?		
5. Risk and Issue Management		
Is a Risk and Issue Management Process documented and filed?		
Is this process communicated to the customer and team members?		
Are all project risk and issues unconditionally tracked the resolution process?		
Are all tasks resulting from risk and issues entered into the project plan and tracked through the plan?		
Are there processes for unresolved issues to be escalated and resolved within a reasonable timeframe?		

<u>Project Health Checklist</u>

Project: _____

From: _____   **To:** _____

Item	Yes/ No	Action to be Taken
Is the Risk and Issue Register updated on a regular and frequent basis?		
Are the Preventive Plans for the top 5 risks and issues identified, included in the project plan, and implemented?		
6. Configuration Management (Change Control)		
Is there a Change Control Process in place?		
Is the Change Control Process documented and on file?		
Is this process communicated to the customer and project team?		
Is there a change request form in use?		
Are all project deliverable and software configuration management being changed only through the change control process?		
Is all change requests unconditionally tracked through this process?		
Are all change requests and current status logged?		
Are all tasks resulting from approved changes entered into the project plan and tracked through the plan?		
Are new change requests acknowledged in a timely manner?		
7. Quality Management		
Is there completion/verification criteria defined for each task producing a deliverable / output?		
Is there a process (test plans, inspections, reviews) defined for verifying outputs for each task?		
Are tasks marked "complete" only after Quality Inspection has been successfully completed?		
Are statistics related to Quality Inspections collected, trends analyzed, and problems raised as issues?		
Is a method and process for requirement tracking developed?		

Exercise 13

The questionnaire is structured around the ten critical success factors as determined by Pinto and Slevin. A number of questions are answered under the headings of each factor and a number between "1" and "7" is selected as response to each question:

- "**1**" indicates excellent;

- "**2**" indicates very good;

- "**3**" indicates good;

- "**4**" indicate average;

- "**5**" indicates poor;

- "**6**" indicates very poor;

- "**7**" indicates awful.

The result for each factor is then totalled. An additional category called "Project Performance" is also included so that the overall project performance can be compared with the results in each of the ten critical success factors.

Once the total is accumulated for each of the eleven categories (ten critical success factors plus project performance), the table entitled "Project Implementation Plan" is utilised to get a percentile score for each category. This table is used in the following way:

- if when you total the result for Factor 1 Project Mission, a score of 32 is obtained. The "Project Implementation Plan" table is used to read under Column 1 (Factor 1); the percentile equivalent to a score of 32 in Column 1 is 70%. 70% is the score that is graphed on the "Project Implementation Profile" chart.

- if when you total the result for Factor 8 Monitoring and Feedback, a score of 26 is obtained. The "Project Implementation Plan" table is used to read under Column 8 (Factor 8); the percentile equivalent to a score of 26 in Column 8 is somewhere between 30% and 40%. For accurate measures, interpolation can be used to ascertain that 26 equates to exactly 36.67%, alternatively a point approximately closer to 40% can be graphed on the "Project Implementation Profile" chart.

Once the percentile has been obtained for each category, it is graphed on the "Project Implementation Profile" chart. This chart is then analysed. It is generally recommended that:

- any factor that has a percentile score of **below 70%** requires attention and focus;

- areas **below a percentile score of 70%** should be improved within the project;

- the percentile is used as a relative measurement so that the factors that obtain the lowest scores can be addressed with the most urgency.

Typically a project will have a number of factors below 70% and a number above at any one time. As the project progresses, however, different factors may slip below or rise above the 70% mark so it can be beneficial to use this technique a number of times through project implementation as well as a closeout technique. Also, the process is subjective so it is a good idea to have a number of stakeholders involved in completing the questionnaire at different times.

FACTOR 1 - PROJECT MISSION

1.	The goals of the project are in line with the general goals of the owner's organisation	1	2	3	4	5	6	7
2.	The basic goals of the project are made clear to the project team	1	2	3	4	5	6	7
3.	The results of the project will benefit the owner organisation	1	2	3	4	5	6	7
4.	I am enthusiastic about the chances for success of this project	1	2	3	4	5	6	7
5.	I am aware of and can identify the beneficial consequences to the owner of the success of this project	1	2	3	4	5	6	7

PROJECT MISSION TOTAL	

FACTOR 2 - TOP MANAGEMENT SUPPORT

1.	Upper management is responsive to our requests for additional resources, if the need arises	1	2	3	4	5	6	7
2.	Upper management shares responsibility with the project team for ensuring the project's success	1	2	3	4	5	6	7
3.	I agree with upper management on the degree of my authority and responsibility for the project	1	2	3	4	5	6	7
4.	Upper management will support me in a crises	1	2	3	4	5	6	7
5.	Upper management has granted us the necessary authority and will support our decisions concerning the project	1	2	3	4	5	6	7

TOP MANAGEMENT SUPPORT	

FACTOR 3 - PROJECT PLAN / SCHEDULE

1.	We know which activities contain slack time or slack resources which can be utilised in other areas during emergencies	1	2	3	4	5	6	7
2.	There is a detailed plan (including time schedules, milestones, manpower requirements, etc.) for the completion of the project	1	2	3	4	5	6	7
3.	There is a detailed budget for the project	1	2	3	4	5	6	7
4.	Key personnel needs (who, when) are specified in the project plan	1	2	3	4	5	6	7
5.	There are contingency plans in case the project is off schedule or off budget	1	2	3	4	5	6	7

PROJECT PLAN / SCHEDULE	

FACTOR 4 - USER CONSULTATION

1.	The user was given the opportunity to provide input early in the project development stage	1	2	3	4	5	6	7
2.	The owner's (intended users) are kept informed of the project's progress	1	2	3	4	5	6	7
3.	The value of the project has been discussed with the eventual users	1	2	3	4	5	6	7
4.	The limitations of the project have been discussed with the owner/users (what the project is not designed to do)	1	2	3	4	5	6	7
5.	The owner/user was told whether or not their input was assimilated into the project plan	1	2	3	4	5	6	7

USER CONSULTATION	

FACTOR 5 - PERSONNEL

1.	Project team personnel understand their role on the project team	1	2	3	4	5	6	7
2.	There is sufficient manpower to complete the project	1	2	3	4	5	6	7
3.	The personnel on the project team understand how their performance will be evaluated	1	2	3	4	5	6	7
4.	Job descriptions for team members have been written and distributed and are understood	1	2	3	4	5	6	7
5.	Adequate technical and/or managerial training is available for members of the project team	1	2	3	4	5	6	7

PERSONNEL	

FACTOR 6 - TECHNICAL TASKS

1.	Specific project tasks are well managed	1	2	3	4	5	6	7
2.	The project engineers and other technical people are competent	1	2	3	4	5	6	7
3.	The technology that is being used to support the project works well	1	2	3	4	5	6	7
4.	The appropriate technology (equipment, training programmes, etc.) has been selected for project success	1	2	3	4	5	6	7
5.	The people implementing this project understand it	1	2	3	4	5	6	7

TECHNICAL TASKS	

FACTOR 7 – OWNER / USER ACCEPTANCE

1.	There is adequate documentation of the project to permit easy use by the owner/user (instructions, etc.)	1	2	3	4	5	6	7
2.	Potential users have been contacted about the usefulness of the project	1	2	3	4	5	6	7
3.	An adequate presentation of the project has been developed for users	1	2	3	4	5	6	7
4.	Owners/users know who to contact when problems or questions arise	1	2	3	4	5	6	7
5.	Adequate advanced preparation has been done to determine how best to 'sell' the project to owners/users	1	2	3	4	5	6	7

OWNER / USER CONSULTATION	

FACTOR 8 - MONITORING AND FEEDBACK

1.	All important aspects of the project are monitored, including measures that will provide a complete picture of the project's progress (adherence to budget and schedule, manpower, equipment utilisation, team morale, etc.)	1	2	3	4	5	6	7
2.	Regular meetings to monitor project progress and improve the feedback to the project team are conducted	1	2	3	4	5	6	7
3.	Actual progress is regularly compared with the project schedule	1	2	3	4	5	6	7
4.	The results of project reviews are regularly shared with all project personnel who have impact upon the schedule and the budget	1	2	3	4	5	6	7
5.	When the budget or schedule requires revision, input is solicited from the project team	1	2	3	4	5	6	7

MONITORING AND FEEDBACK	

FACTOR 9 - COMMUNICATION

1.	The results (decisions made, information received and needed, etc.) of planning meetings are published and distributed to applicable personnel	1	2	3	4	5	6	7
2.	Individuals/groups supplying input have received feedback on the acceptance or rejection of their input	1	2	3	4	5	6	7
3.	When the budget or schedule is revised, the changes and the reasons for the changes are communicated to all members of the project team	1	2	3	4	5	6	7
4.	The reasons for the changes to existing policies/procedures have been explained to members of the project team, other groups affected by the changes, and upper management	1	2	3	4	5	6	7
5.	All groups affected by the project know how to make problems known to the project team	1	2	3	4	5	6	7

COMMUNICATION	

FACTOR 10 - TROUBLESHOOTING

1.	The project leader is not hesitant to enlist the aid of personnel not involved in the project in the event of problems	1	2	3	4	5	6	7
2.	'Brainstorming' sessions are held to determine where problems are most likely to occur	1	2	3	4	5	6	7
3.	In case of project difficulties, project team members know exactly where to go for assistance	1	2	3	4	5	6	7
4.	I am confident that problems that arise can be solved completely	1	2	3	4	5	6	7
5.	Immediate action is taken when problems come to the project team's attention	1	2	3	4	5	6	7

TROUBLESHOOTING	

PROJECT PERFORMANCE

1.	The project has/will come in on schedule	1	2	3	4	5	6	7
2.	The project has/will come in on budget	1	2	3	4	5	6	7
3.	The project that has been developed works,(or if still being developed, looks as if it will work)	1	2	3	4	5	6	7
4.	The project will be/is used by its intended users	1	2	3	4	5	6	7
5.	This project has/will directly benefit the intended users; either through increasing efficiency or employee effectiveness	1	2	3	4	5	6	7
6.	Given the problem for which it was developed, this project seems to do the best job of solving that problem, i.e. it was the best choice among the set of alternatives	1	2	3	4	5	6	7
7.	Important owners/users directly affected by this project, will make use of it	1	2	3	4	5	6	7
8.	I am/was satisfied with the process by which this project is being/was completed	1	2	3	4	5	6	7
9.	We are confident that non-technical start-up problems will be minimal, because the project will be readily accepted by its intended users	1	2	3	4	5	6	7
10.	Use of this project has led/will lead directly to improved or more effective decision making or performance for the owner/user	1	2	3	4	5	6	7
11.	This project will have a positive impact on those who make use of it	1	2	3	4	5	6	7
12.	The results of this project represent a definite improvement in performance over the way owners/users used to perform these activities	1	2	3	4	5	6	7

PROJECT PERFORMANCE	

PROJECT IMPLEMENTATION PLAN

Percentile Score (%)	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9	Factor 10	Project Performance
100	35	35	35	35	35	35	35	35	35	35	84
90	34	34	33	34	32	34	34	34	34	33	79
80	33	32	31	33	30	32	33	33	32	31	76
70	32	30	30	32	28	30	32	31	30	29	73
60	31	28	28	31	27	29	31	30	29	28	71
50	30	27	27	30	24	28	30	28	28	26	69
40	29	25	26	29	22	27	29	27	26	24	66
30	28	23	24	27	20	26	27	24	24	23	63
20	26	20	21	25	18	24	24	21	21	21	59
10	25	17	16	22	14	21	20	17	16	17	53
0	7	6	5	7	5	8	8	5	5	5	21

PROJECT IMPLEMENTATION PROFILE

Factors	0%	20%	30%	40%	50%	60%	70%	80%	90%	100%
					Percentiles					
Project Mission										
Top Management Support										
Project Schedule										
Client Consultation										
Personnel										
Technical Tasks										
Client Acceptance										
Monitoring & Fedback										
Communication										
Troubleshooting										
Project Performance										

Topic 3: - Closing Projects

Breakout Exercise 14: - Achieving a Shared Vision ….

The project has come to a stage where a core decision needs to be made regarding the suppliers. Henry Contracting Company is demanding that Dingle Contract Cleaning sign a 5-year contract with a minimum purchase of €100,000. Your sponsor, Caroline Maybury, has no idea of this and will not react favourably to this. You and the group are assigned to understand: -

1.   The Options available to Dingle Contract Cleaning

2.   What should be done to achieve these options

SHARED VISION

Topic 3: - Closing Projects

Lesson 6 Slides
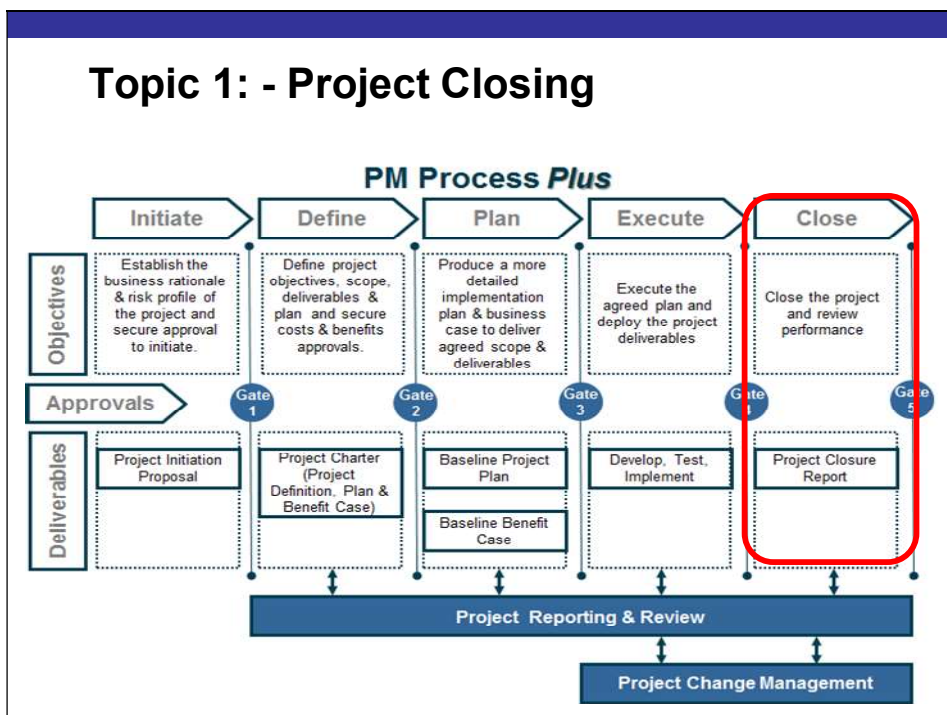
Topic 1: - Project Closing

Key Tasks	Responsibility
➢ Production of the Project Closure Report ➢ Administrative closure of the Project ➢ Complete performance reviews ➢ Submit approved Closure Report to the PMO	**Project Manager**
➢ Complete review of Work-stream ➢ Support completion of Project Closure Report	**Work-stream Manager**
➢ Secure approval of Project Closure Report	**Sponsor**
➢ Review and approve Project Closure Report. ➢ Support re-assignment of Project Team	**PLT (and CBIC at their discretion)**

Topic 1: - Project Closing

Project Closure Report

Topic 2: - Defining Project Success

Outcomes matter throughout project:

- Clear alignment between business strategy and the rationale for project
- Outcomes for business/customer prerequisite to launch
- Measures put in place during project (if not already in place)
- Targets set (or updated) at project implementation
- A distinct project phase for benefits tracking and realisation
- Project closed once benefits realised

Good Closure:

- Customer sign-off of deliverables and outcomes
- Stakeholders forewarned to plan reassignment of resources.
- Project files retained.
- Learning review feeds back into future projects

Topic 2: - Defining Project Success

Critical Success Factors

- Project Scope Clearly Defined
- Support and Stakeholder Engagement
- Realistic Schedule / Plan
- Client / Sponsor Consultation
- Personnel and Team Development
- Technical Tasks Understood
- Client / Sponsor Project Acceptance
- Continual Project Monitoring
- Communication and Reporting
- Troubleshooting and Problem Solving

Topic 2: - Defining Project Success

PROJECT PERFORMANCE

1.	The project has/will come in on schedule	1	2	3	4	5	6	7
2.	The project has/will come in on budget	1	2	3	4	5	6	7
3.	The project that has been developed works,(or if still being developed, looks as if it will work)	1	2	3	4	5	6	7
4.	The project will be/is used by its intended users	1	2	3	4	5	6	7
5.	This project has/will directly benefit the intended users; either through increasing efficiency or employee effectiveness	1	2	3	4	5	6	7
6.	Given the problem for which it was developed, this project seems to do the best job of solving that problem, i.e. it was the best choice among the set of alternatives	1	2	3	4	5	6	7
7.	Important owners/users directly affected by this project, will make use of it	1	2	3	4	5	6	7
8.	I am/was satisfied with the process by which this project is being/was completed	1	2	3	4	5	6	7
9.	We are confident that non-technical start-up problems will be minimal, because the project will be readily accepted by its intended users	1	2	3	4	5	6	7
10.	Use of this project has led/will lead directly to improved or more effective decision making or performance for the owner/user	1	2	3	4	5	6	7
11.	This project will have a positive impact on those who make use of it	1	2	3	4	5	6	7
12.	The results of this project represent a definite improvement in performance over the way owners/users used to perform these activities	1	2	3	4	5	6	7
	PROJECT PERFORMANCE							

Topic 2: - Defining Project Success

Breakout Exercise 13

- Assess the success of the project use the supplied guidelines

What is the significance of good gate closure?

Project Gate Checklist

Project Name	
Gate Name	
Date	
Prepared by	

1. General Information

Number	Description	Owner	Comply		Comments
			Y	N	
1.1	Is the documentation expected produced during this project?				
1.2	Are there any major issues blocking project progress?				
1.3	Are there key accomplishments to date?				
1.4	Has the project delivered as per the project plan?				

2. Schedule

Number	Description	Owner	Comply		Comments
			Y	N	
2.1	Is the project proceeding as planned?				
2.2	Is the project schedule within tolerance (less than 10% deviation from the expected)				
2.3	Was the project scheduled changed?				
2.4	Does the project have a valid schedule for the next phase?				

3. Cost

Number	Description	Owner	Comply		Comments
			Y	N	
3.1	Is the project cost within tolerance (less than 10% deviation from the expected)				
3.2	Did the project need extra resources?				
3.3	Does the project have a valid resource plan for the next phase?				

4. Quality

Number	Description	Owner	Comply		Comments
			Y	N	
4.1	Is there any customer issues?				
4.2	How many defects were detected and was it within tolerance (less than 15 defects)?				
4.3	Are the benefits being delivered from the project?				
4.4	Are the next of deliverables realistic given progress?				

Project Case Study

Founded by Caroline Maybury and her business partner Ged Wilson ten years ago, Dingle Contract Cleaning is thriving, with a set of regular contracts that will ensure continuity for the foreseeable future. Despite increased sales however, the company is currently making a loss. Both variable costs (wages, cleaning materials etc.) and fixed overheads (rents, rates etc.) have increased well above inflation for the last two years, which has not helped.

The company, situated in the lovely seaside town of Dingle, began ten years ago by offering domestic cleaning services on a small scale. Very quickly the two business partners realised that whilst there wasn't much demand from the static population for cleaning, there was great potential in the holiday let market. Dingle is renowned for its beautiful beaches, great walking and splendid scenery, which means visitors flock to it all year round, renting property.

Many canny visitors in the early days of Dingle's tourist expansion, bought property there, which they now use for their own holidays and as holiday lets. Most of these owners live out of the area and need a reliable cleaning and caretaking service – and this is what Caroline and Ged set out, very successfully, to supply. But this is now a tiny part of their business (less than 10%). It's also one that isn't particularly profitable, although it does not make a loss.

Caroline and Ged have considered substantially raising prices charged to holiday let owners but decided this is not feasible. This is because this is the most competitive part of their market, with many small cleaning companies only too anxious to gain a share. It is also the segment with the least customer loyalty. Customers, mainly individuals rather than businesses,are generally only concerned with getting their holiday lets cleaned cheaply and problems sorted out quickly, so that they can maximise the profit on their lets.

As the business grew, so it began to further diversify with the two partners obtaining cleaning contracts from many local firms and, particularly from the public sector, notably from the local council and local nearby hospitals. In the last five years, this work has become the mainstay of the business. They provide cleaning services of various descriptions to virtually every council within 80 miles, and their public sector work now accounts for about 75% of sales. But only slender profits are being made here. Some contracts are extremely specialised, such as school kitchen deep cleaning, graffiti removal and the renovation of the marble often found in civic buildings.

On close examination, it's clear that the margins on this work have been slowly declining year on year as councils have tightened their belts. Indeed, when taking into account the costs of tendering for each piece of work and the rigid specifications for larger jobs, which the business must adhere to, some contracts have lost money. Labour for the majority of these contracts was easy to obtain as, in most cases, Dingle Contract Cleaning simply sub-contracted to teams already in situ and put a team leader of their own in place to supervise. All these team leaders have a mobile phone paid for by the company and a van to transport people, equipment and so on.

In order to survie Dingle Contract Cleaning have identified the potential of launching and selling products from the world famous Henry range. They have found that a lot of their current customers are looking for this particular product and are finding it has limited availablity in the Irish market. So Dingle Contract Cleaning, feel it is time to open their own store that can offer a full range of Henry vacums and cleaning products for every home and business application. To do this, Dingle Contract Cleaning, feel they need to open a shop outlet in the nearest nearby town / city and for this they have chosen Limerick. For this store to be successful, it is to supply top quality cleaning products to existing customers and attract new customers

Dingle Contract Cleaning have identified that their key project for this year is to set-up and open a Limerick outlet that can offer a full range of home and comericial cleaning products.

Belbin Team Roles

The personal skill inventory identifies eight team roles which are described below. There is also another team role called the **Specialist** which is not identified in the questionnaire.

Shaper

Characteristics
Highly strung, outgoing, dynamic.

Shapers are highly motivated people with a lot of nervous energy and a great need for achievement. Often they seem to be aggressive extroverts with strong drive. Shapers like to challenge, to lead and to push others into action - and to win. If obstacles arise, they will find a way round - but can be headstrong and emotional in response to any form of disappointment or frustration. Shapers can handle and even thrive on confrontation.

Function
Shapers generally make good managers because they generate action and thrive on pressure. They are excellent at sparking life into a team and are very useful in groups where political complications are apt to slow things down. Shapers are inclined to rise above problems of this kind and forge ahead regardless. They like making necessary changes and do not mind taking unpopular decisions. As the name implies, they try to impose some shape and pattern on group discussion or activities. They are probably the most effective members of a team in guaranteeing positive action.

Strengths
Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception.

Allowable Weaknesses
Prone to provocation, irritation and impatience, and a tendency to offend others.

Plant

Characteristics
Individualistic, serious-minded, unorthodox.

Plants are innovators and inventors and can be highly creative. They provide the seeds and ideas from which major developments spring. Usually they prefer to operate by themselves at some distance from the other members of the team, using their imagination and often working in an unorthodox way. They tend to be introverted and react strongly to criticism and praise. Their ideas may often be radical and may lack practical constraint. They are independent, clever and original and may be weak in communicating with other people on a different wave-length.

Function
The main use of a Plant is to generate new proposals and to solve complex problems. Plants are often needed in the initial stages of a project or when a project is failing to progress. Plants have often made their marks as founders of companies or as originators of new products. Too many Plants in one organisation, however, may be counter-productive as they tend to spend their time reinforcing their own ideas and engaging each other in combat.

Strengths
Genius, imagination, intellect, knowledge.

Allowable Weaknesses
Up in the clouds, inclined to disregard practical details or protocol.

Co-ordinator

Characteristics
Calm, self-confident, controlled.

The distinguishing feature of Coordinators is their ability to cause others to work to shared goals. Mature, trusting and confident, they delegate readily. In interpersonal relations they are quick to spot individual talents and to use them to pursue group objectives. While Coordinators are not necessarily the cleverest members of a team, they have a broad and worldly outlook and generally command respect.

Function
Coordinators are useful people to have in charge of a team with diverse skills and personal characteristics. They perform better in dealing with colleagues of near or equal rank than in directing junior subordinates. Their motto might well be "consultation with control" and they usually believe in tackling problems calmly. In some organisations, Coordinators are inclined to clash with Shapers due to their contrasting management styles.

Strengths
Welcome all potential contributors on their merits and without prejudice, but without ever losing sight of the main objective.

Allowable Weaknesses
No pretensions as regards intellectual or creative ability.

Monitor Evaluator

Characteristics
Sober, unemotional, prudent.

Monitor Evaluators are serious-minded, prudent individuals with a built-in immunity from being over-enthusiastic. They are slow deciders who prefer to think things over - usually with a high critical thinking ability. Good Monitor Evaluators have a capacity for shrewd judgements that take all factors into account and seldom give bad advice.

Function
Monitor Evaluators are at home when analysing problems and evaluating ideas and suggestions. They are very good at weighing up the pro's and con's of options and to outsiders seem dry, boring or even over-critical. Some people are surprised that they become managers. Nevertheless, many Monitor Evaluators occupy key planning and strategic posts and thrive in high-level appointments where a relatively small number of decisions carry major consequences.

Strengths
Judgement, discretion, hard-headedness.

Allowable Weaknesses
Lack of inspiration or the ability to motivate others.

Resource Investigator

Characteristics
Extroverted, enthusiastic, curious, communicative.

Resource Investigators are good communicators both inside and outside the organisation. They are natural negotiators, adept at exploring new opportunities and developing contacts. Although not necessarily a great source of original ideas, they are quick to pick up other people's ideas and build on them. They are skilled at finding out what is available and what can be done, and usually get a warm welcome because of their outgoing nature. Resource Investigators have relaxed personalities with a strong inquisitive sense and a readiness to see the possibilities of anything new. However, unless they remain stimulated by others, their enthusiasm rapidly fades.

Function
Resource Investigators are quick to open up and exploit opportunities. They have an ability to think on their feet and to probe others for information. They are the best people to set up external contacts, to search for resources outside the group, and to carry out any negotiations that may be involved.

Strengths
A capacity for finding useful people and promising ideas or opportunities, and a general source of vitality.

Allowable Weaknesses
Liable to lose interest once the initial fascination has passed.

IMP Implementer

Characteristics
Implementers are well organised, enjoy routine, and have a practical common-sense and self-discipline. They favour hard work and tackle problems in a systematic fashion. On a wider front they hold unswerving loyalty to the organisation and are less concerned with the pursuit of self-interest. However, Implementers may find difficulty in coping with new situations.

Function
Implementers are useful because of their reliability and capacity for application. They succeed because they have a sense of what is feasible and relevant. It is said that many executives only do the jobs they wish to do and neglect those tasks which they find distasteful. By contrast, Implementers will do what needs to be done. Good Implementers often progress to high management positions by virtue of good organisational skills and efficiency in dealing with all necessary work.

Strengths
Organising ability, practical common sense, hard working, and self-discipline.

Allowable Weaknesses
Lack of flexibility, resistance to unproven ideas.

TW Team Worker

Characteristics
Socially oriented, rather mild and sensitive.

Team Workers are the most supportive members of a team. They are mild, sociable and concerned about others with a great capacity for flexibility and adapting to different situations and people. Team Workers are perceptive and diplomatic. They are good listeners and are generally popular members of a group. They cope less well with pressure or situations involving the need for confrontation.

Function
The role of the Team Worker is to prevent interpersonal problems within a team and allow everyone to contribute effectively. Since they don't like friction, they will go to great lengths to avoid it. The diplomatic and perceptive skills of a Team Worker become real assets, especially under a managerial regime where conflicts are liable to arise or to be artificially suppressed. Team Worker managers are seen as a threat to no one and therefore can be elected as the most accepted and favoured people to serve under. Team Workers have a lubricating effect on teams. Morale is better and people seem to co-operate better when they are around.

Strengths
Ability to respond to people and situations and to promote team spirit.

Allowable Weaknesses
Indecision at moments of crisis and some failure to provide a clear lead to others.

Specialist

Characteristics
Professional, self-starting, dedicated.

Specialists are dedicated individuals who pride themselves on acquiring technical skills and specialist knowledge. Their priorities are to maintain professional standards and advance their own subject. While they show great pride in their own work, they usually lack interest in other people's work, and even in other people themselves. Eventually, the Specialist becomes the expert by sheer commitment along a narrow front. Few possess the single-mindedness, dedication and aptitude to become a first-class Specialist.

Function
Specialists play an indispensable part in some teams, for they provide the rare skill upon which the organisation's service or product is based. As managers, they command support because they know more about their subject than anyone else and can usually be called upon to make decisions based on in-depth experience.

Strengths
Provide knowledge or technical skills in rare supply.

Allowable Weaknesses
Contribute only on a narrow front.