

Do or Die Project Management Practices

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Management

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PROGRAM AND PROJECT MANAGEMENT

Premise: “All work is project work”

- Tom Peters, Fast Company, May 1999
- How important is effective project planning and management in your organization?

Generally Speaking: Must Avoid PMs

- The suicidal over-achiever



Generally Speaking: Must Avoid PMs

- The software enthusiast



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Generally Speaking: Must Avoid PMS

- The completely 'stakeholder ignorant'

**...and this is what we do to 'em
where I come from...**



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13 Do or Die Techniques

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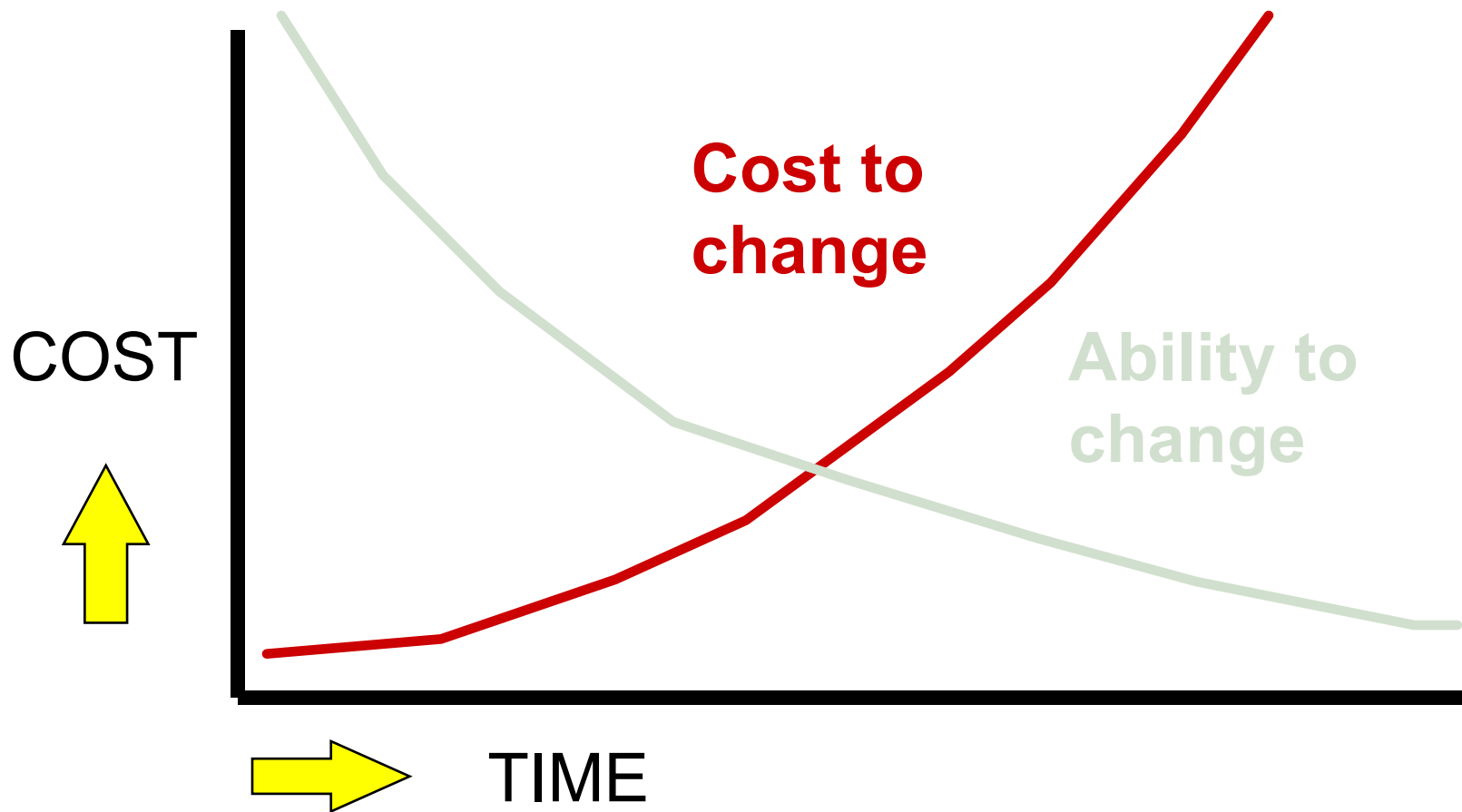
#1: Be Clear

- Is the desired result nailed down in the project title?
- Could your executive recognize all your projects based on what they're called?
- Do project names speak to process or result?
- Mission: Use an “elevator statement”

#2: Don't Shortcut the Planning

- Lousy excuse 1: This is a 'fast track' project
- Lousy excuse 2: We're working in 'web time'
- Planning is cheap – reacting is expensive

The Cost/Influence Curve



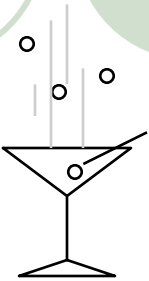
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#3: Work Backwards - Start with the End in Mind

- The IDAHO questions:
 - 1. When is this project done?
 - 2. How will we know that we've won?
 - 3. Who gets to make the call on questions 1 and 2?
 - Who – the wrong sponsor
 - Death by Steering Committee
- The outrageous optimism of forward-based planning

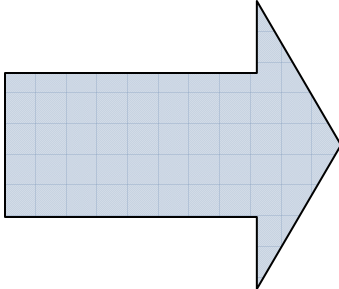
3-D Scheduling



**'Done' per the
Three Key
Questions**

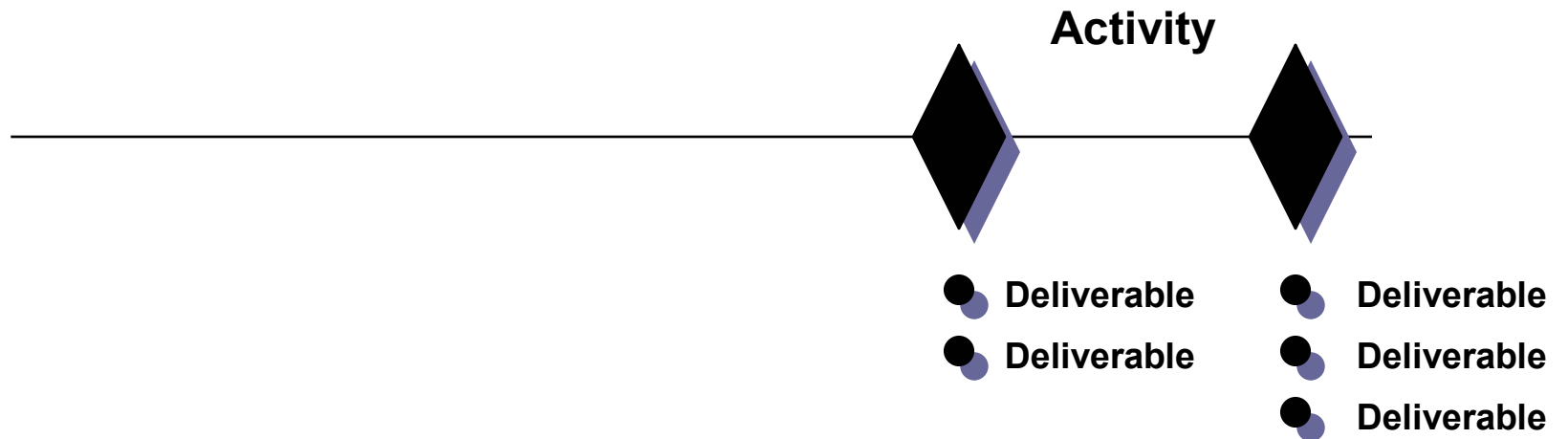
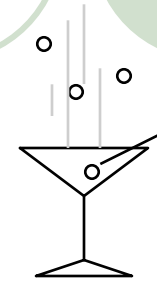


**Deliverables off
the bottom of the
Stakeholder
Breakdown
Structure**

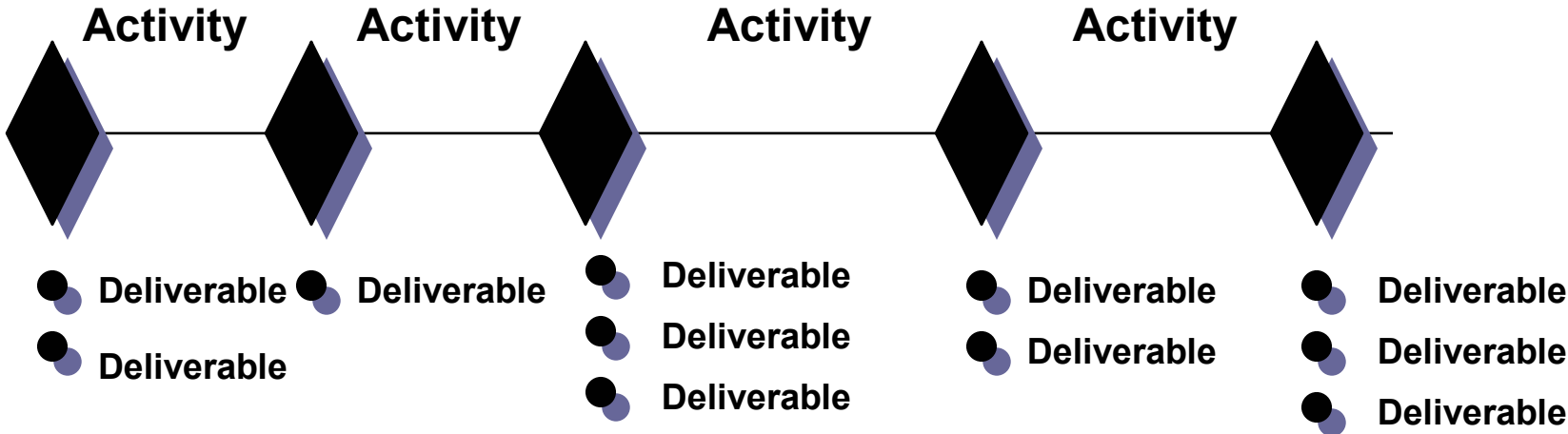
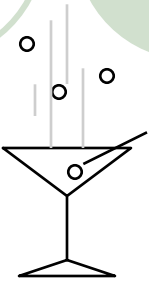


- Deliverable
- Deliverable
- Deliverable

3-D Scheduling

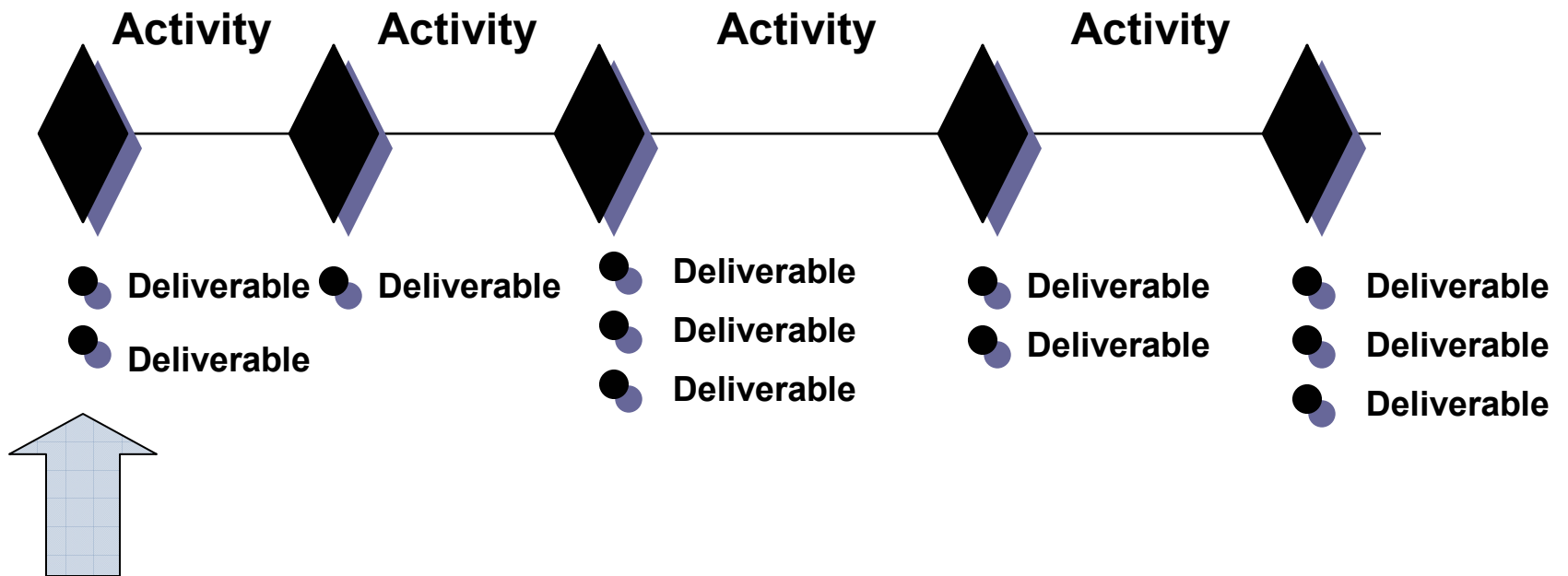
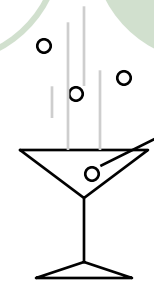


3-D Scheduling



3-D Scheduling

When you get back here, you find you should have started 6 months ago!



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Where we are right now

#4: Acknowledge the Enemy - Risk and Uncertainty

- Single point estimates are inappropriate in today's business environment!
- Is this project a slam dunk?
- How do you show R and U?
- How do you estimate now?
- Eat your crow when it's young and tender!
- Columbo would have been the world's best project manager

Acknowledge the Enemy - Simulate Outcomes

- Uses PLO estimates, not single point ones
- Uses PLO estimates as basis for many simulations
- Monte Carlo simulations?
- Look at results of these simulations as a basis for evaluating the probability of completion by a certain date or for a certain cost



#5: Manage project connections explicitly

- Stakeholder expectations drive deliverables
- Stakeholder deliverables drive the schedule
- Can you see your expectations manifest in your project schedules?

#6: Know that Nothing comes for Free on a Project

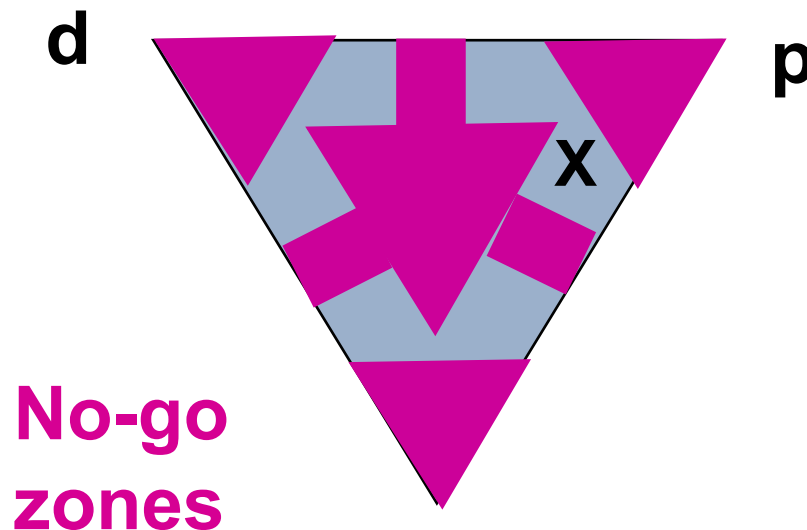
- You can have it good. You can have it fast. You can have it cheap. Pick any two.
Red Adair
- Acknowledge...
- Manage accordingly...
- Remove the emotion...
- What are you seeing that we're not?

#7: Acknowledge What's Driving the Project

- Performance (question #2 - how do we know we've won?), cost, or duration
- All three? Thanks for nothing
- The Project Priority Triangle

Project Priority Triangle

- How does the sponsor want the project team to behave?
- Where is the X?
- Do we make decisions that optimize:
 - duration
 - cost or
 - performance?



#8: Don't Manage in a Black Box

- Can you explain every step?
- Let me show you what we're seeing
- Gantt? PERT? Dangerous
- No contingency!
- No learning curve!
- No percentage complete – deliverables are or they aren't!

#9: Assign Risk Intelligently

- Who pays for fixed price?
- Have you read all your contracts?

#10: Build in Check Points

- Project going well? How do you know?
- How will we know we're winning?
- Performance Metrics

#11: Plan to Cancel Your Project

- Severe check points
- What would cause us to stop the project?
- I never walk into a room...
- Practice pre-death pathology
- There's no shame in stopping if
 1. You've said you might in advance, and
 2. You've given the sponsor opportunity to reallocate resources early enough

#12: Know where you are, where you've been, & where you're going

- Three things:
 - Performance (what everyone misses)
 - Duration
 - Cost
- Three dimensions
 - Baseline
 - Actual
 - Forecast (what everyone misses)

#13: Eat What You Kill

- “Plan to manage, manage to the plan”
- Track like you plan
- Change per the triangle
- Acknowledge the tradeoffs

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Thank You