

Controlling ExplosionsSM

– The Fundamentals of Project Excellence

Accomplish strategic change by completing projects on time, on budget while always producing the expected results.

Narrative

Projects come in many sizes, shapes, and forms. Always with incredible expectations and unbelievable time lines. The Project Manager is to be a magician. If you are able to deliver tough projects productively, projects stop showing up alone – they bring a few of their buddies. Projects are everywhere. On a mega-project, smaller projects are being hived off to control the larger project by controlling its parts. Expediting resources becomes a project or a collection of projects. Strategic change in a corporation is delivered by a change project. The Postal Service delivered more than seventy new systems across the organization in one year. Strategic change is a way of life. Projects implement change, deliver new products, install new systems, deploy new procedures, always improving the competitive edge.

Project delivery is a core competency in a global economy. Learn the fundamentals of good project management by completing projects. Lots of projects! ProjectMAN[®] simulations are the learning platforms for project excellence. The concepts are derived, practiced, and internalized. Practice the fundamentals again and again. Learn project excellence with the flourish of fun.

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Time Line

Three days – 24 hours

Purpose

To build a solid foundation of project fundamentals

- Understand the big picture – see projects as a system with inputs, results, process, resources, and metrics.
- Use the Project Management Methodology to gain control and complete projects.
- Value planning – strategic, tactical, operational, task/technology planning levels.

Mission

To build the fundamentals of project excellence: results, scope, and performance. See the project as a system. Plan the project process from results, scope, and performance. Write detailed work breakdowns based on time, territory, and technology as well as on strategy, tactics, operations, and task/tools. Estimate, procure, and deploy resources. Measure performance on the rulers of time, cost, and quality. Develop

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Precedence Network Diagrams using the StickyPathMethodSM with time calculations. Relentlessly improve project delivery. Evaluate scenarios of possible scope changes as to impact, timing, contingent action, reaction, and counteraction. Forever ensure customer satisfaction.

Learning Objectives

- Define the imperatives of the project fundamentals: Result, Scope, and Performance. Identify desired Results. Isolate the Criteria for Success. The customer is expecting the Result.
- Define the Scope completely. What is required and what is not to produce the Result.
- Understand the Roles and Responsibilities of the different project players.
- Identify Issues: Risks, Decisions, Assumptions, Unknowns, and Imperatives.
- Develop a Project Charter merging the project with the roles.
- Plan Project Strategy, Tactics, and Key Methods.
- Understand Methods – how, when, who, with what.
- Completely identify the Performance required to accomplish each element of the Scope.
- Break down the Work into controllable chunks. Develop a Work Breakdown Structure.
- Estimate both the Effort and the Duration required by the WBS.
- Lay out Precedence Diagram Method time scaled network with time calculations.
- Plan Resource requirements required by the WBS. Negotiate, Contract, Procure Resources.
- Develop processes to estimate, procure, receive, store, disperse, and account for resources: management, methods, machinery, materials, money, time, and information.
- Create Rulers (Metrics) for Measuring Progress against Time, Cost, and Quality.
- Identify the Risks embedded in the WBS, in the Results, in the Scope, and in the Performance. Assess Risk: variances, changes, contingencies, scenarios.
- Control Change. Develop techniques to influence the Critical Project Variables.
- Recognize the symptoms of problems in a project
- Monitor Progress. What had been done, what has been expended, what is left to do, how long will that take, what additional resource will that take.
- Review Project Completion.
- Learn and improve Project Quality.
- Celebrate! as a system with inputs, results, process, resources, and metrics.

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Outline

Time	Duration	Activity	Outcome
8:00	30 minutes	Introduce workshop	Meeting people at the table and learning workshop's agenda
8:30	2 hours	ProjectMAN [®] simulation STARTER	Experience the trauma of the project. Define Results and identify Criteria defining success. Document the process. Compare this process to other projects: concept, results and criteria, scope, requirements, effort, schedule, procure, execute, evaluate, closure.
10:30	10 minutes	Break	
10:40	80 minutes	Process homework – group presentations	Review the Project Management Methodology, Project Roles and Responsibilities, Project Process, Project Fundamentals, Project Charter, Risk Assessment
12:00	45 minutes	LUNCH	
12:45	4.0 hours with working lunch	ProjectMAN [®] simulation BALANCE and assemble into a larger structure Run BALANCE a second time	Results, Criteria, Scope, Project Charter, Project Process, WBS, Flow Charting, Milestones, Risk, Methods, Time Estimation Methods – the essence of effort, duration, resources and cost Work Break Down Structures – time, territory, technology, people, and Strategic, Tactical, Operation, Task/Tools Estimating Effort
2:00	10 minutes	Break	
5:00	0	Close for evening	
8:00	30 minutes	Review	
8:30	3.5 hours	ProjectMAN [®] simulation PLANNER run PLANNER again	Precedence Diagram Network, time calculations, StickyPathMethodSM , milestones, deliverables, duration versus effort Risk Assessment: Murphy's Analysis and Project Management Process Measuring Project Process Monitoring progress against rulers (metrics) of time, cost, quality
10:00	10 minutes	Break	
12:00	45 minutes	LUNCH	

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Time	Duration	Activity	Outcome
12:45	4 hours	ProjectMAN [®] simulation INNOVATION	Learn the components of customer satisfaction: concept, criteria, results, and communication. Risk Assessment: Scenarios Risk Assessment: Contingency Planning: action, reaction, counteraction Project Review Project Learning
2:00	10 minutes	Break	
5:00	0	Close for evening	
8:00	30 minutes	Review	
8:30	5 hours	ProjectMAN [®] simulation BRIDGING – Integration simulation	Strategic, Tactical, Operational, Task/Tools Project Planning Resource procurement, equipping, enabling, deployment Scope Management Internal Negotiation, Internal Contracting Care and Feeding of Project Teams Discuss Team Dynamics Learn leadership surrounding the project process: communication, values, ethics, vision, culture, recognition, and rewards. Evaluate how these impacted the simulations and how leadership affects actual projects. Project Review Project Learning Closure and Celebration
10:00	10 minutes	Break	
12:00	45 minutes	LUNCH	
2:20	10 minutes	Break	
2:30	2.0 hours	Apply Project Management Methodology to real world	How will you apply the learning on these topics in your work? Small Groups - discuss and apply topics (one hour) Individuals – write commitments to specifically apply each topic to share with their peers and superiors. (30 min). Share one commitment with the large group (50 minutes)
4:30	30 minutes	Closure	Certificate, Memento, Celebration, Course Evaluation
5:00		Complete	