

good
project
management
is key

the basic stages of managing a project

0.1 initiate

- Get the right people together
- Ensure there is an executive sponsor
- Appoint a project director and project manager
- Empower a steering committee to make decisions, especially about external relations of the project

0.2 plan

- Agree on the scope and deliverables
- Ensure the resources match
- Assess risks and know how to deal with the unplanned
- Build in milestones and progress measures
- Know when to stop planning

0.3 execute

- Schedule the resources to be where they're needed when they're needed
- Communicate clearly to everyone involved
- Ensure responsibilities are well-defined
- Keep the ball rolling

0.4 control

- The truth, the whole truth and nothing but the truth
- The Project Manager tracks every deliverable through every stage and avoids scope creep
- The Project Director regularly assesses project health
- The Steering Committee keeps the project on the critical path by adjusting the plan and resources

0.5 close

- Sign-off on completion and hand over the finished product
- Evaluate the project for quality of outcome
- Evaluate the project for efficiency of the process
- If it's worked, do it again: don't reinvent the wheel

Some lessons from well-managed projects



balance quality

- The famed "project triangle" is real: there's cheap, fast and good
- But you can only have two of those in any project
- Choosing the balance is good project governance: the steering committee makes the call
- Keeping the chosen balance is good project management: the project director and project manager stay on the ball

learn for next time

- Every project teaches lessons
- Evaluating a project needs to feed in to corporate memory
- It's up to us to learn: an evaluation unused is an evaluation wasted

minimise rework

- Rework is the enemy of efficiency, keep to the norm
- It increases complexity and risk
- Getting it right should be the norm, not the exception
- But handling exceptions well helps us keep to the norm

reduce costs

- A well-managed project delivers cost effective outcomes
- Hidden costs include contributions made by others that are not part of the project budget
- If the project is well-managed these will be minimised and stakeholders will cheer!



If the quality balance is good then rework is minimised, costs are reduced, and we learn to refine the quality balance for next time.