

The Absolute Basics of Project Management



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Why me?

Over 50 projects in the consumer electronics industry

Created an engineering group specializing in rapid ramp-ups

Took prototype lead times from 4-6 weeks to 2 days

Developed Rapid for IT projects, an Enterprise predecessor to Agile

Figured out projects are for leaders

What's up with projects?

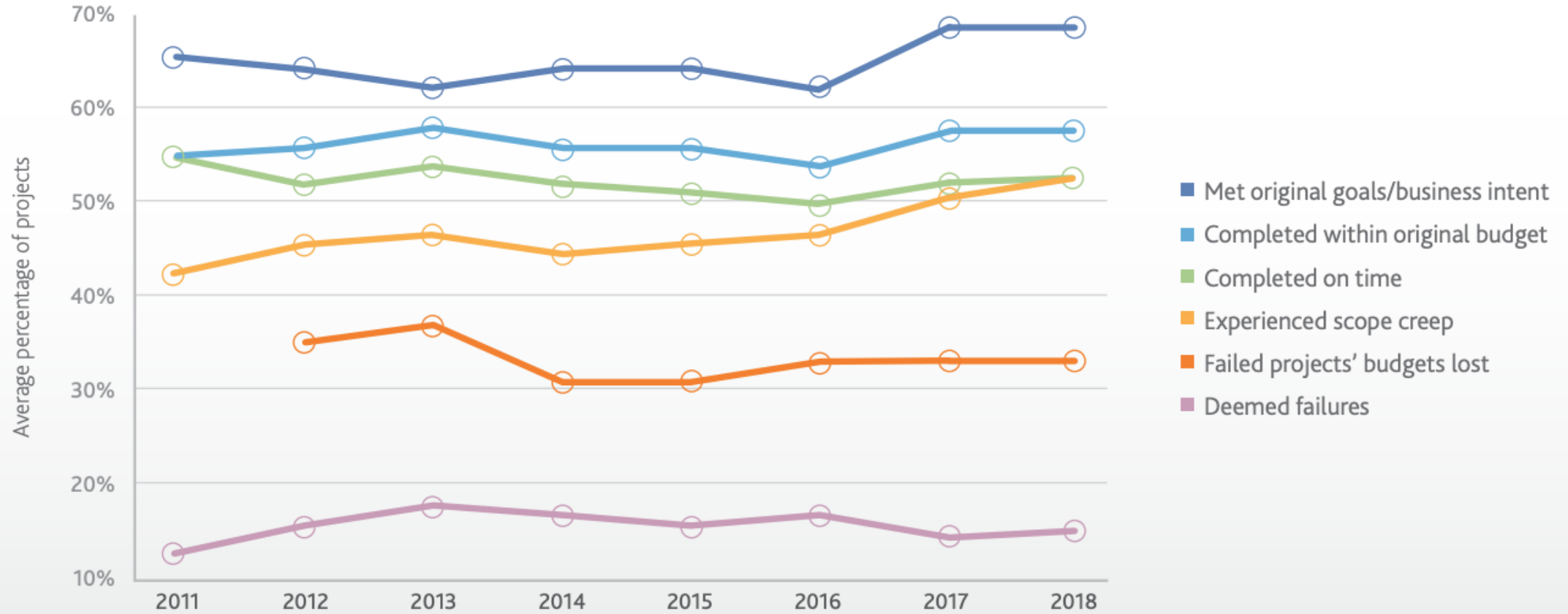
Only 2.5% of companies successfully complete 100% of their projects (PwC)

In 2013, less than one third of all projects were completed successfully (Standish)

One in six IT projects has a 200% cost overrun & schedule overrun of 70%. (HBR)

17% of large IT projects fail so badly they pose a threat to the company (McKinsey)

Figure 6: Project Performance Metrics





To-Do

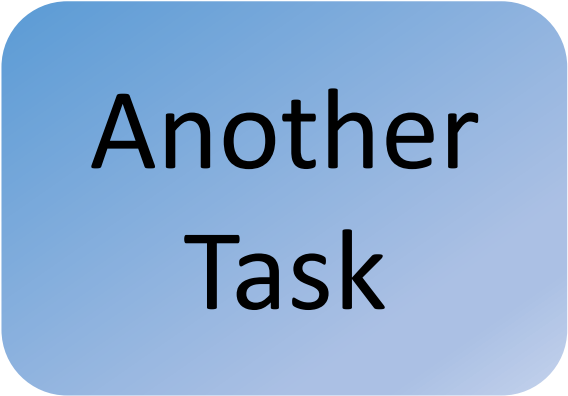


Task

To-Do + Name + Duration + Due Date = Task

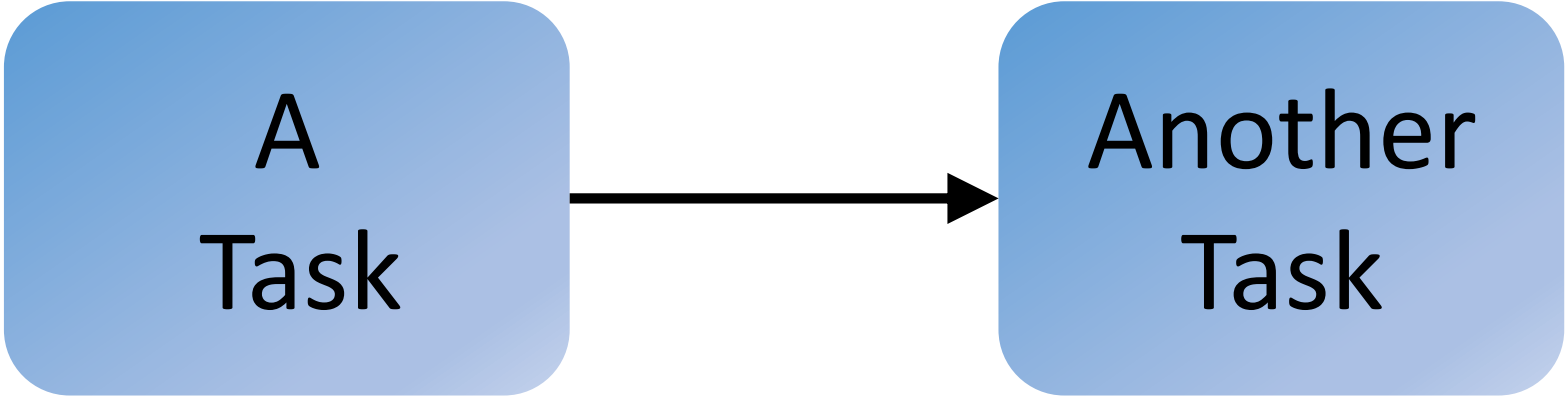


A
Task



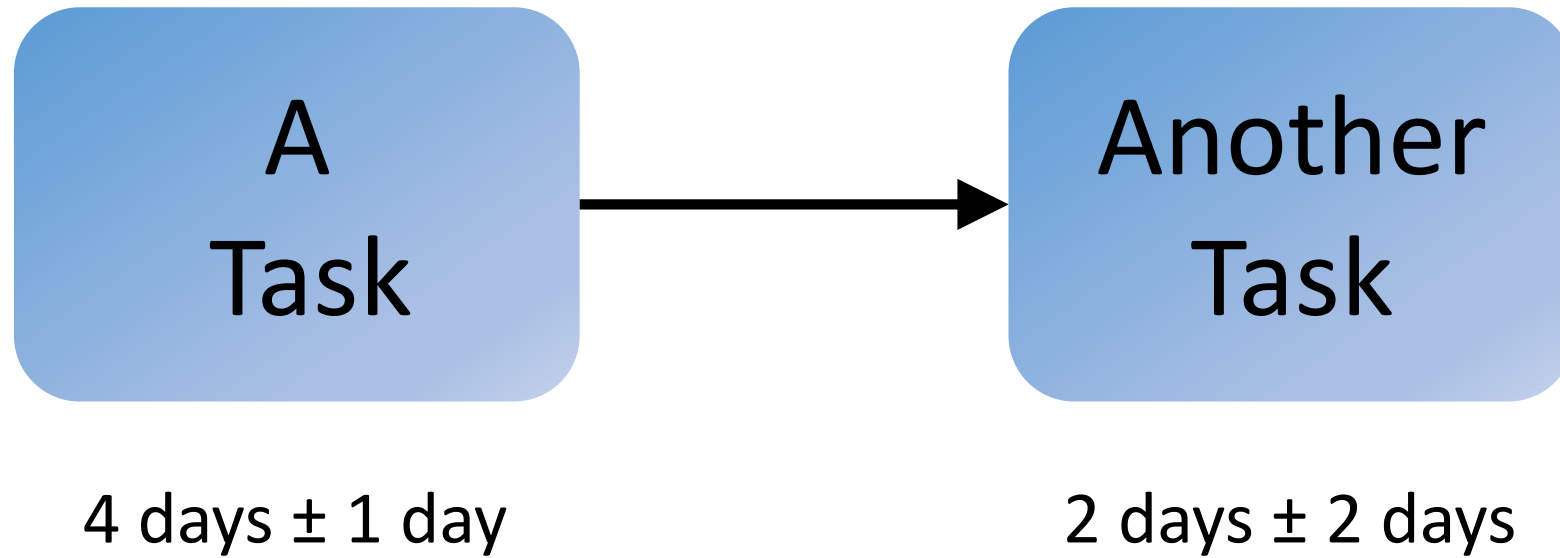
Another
Task

Task + Task + = Simple Project



Tasks + Dependencies = Common Project

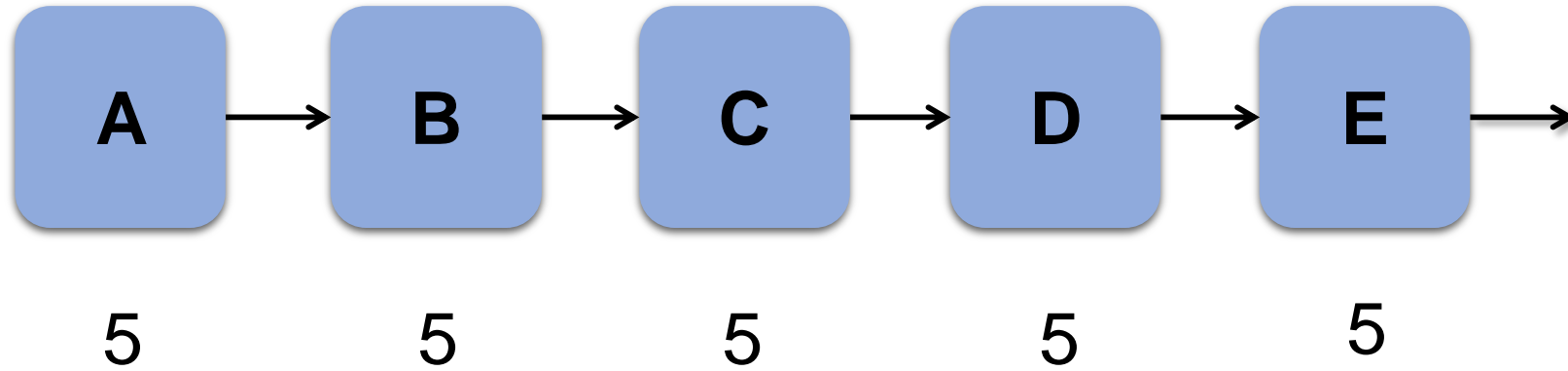
Common Projects + Shared Resources = Complex Project





Dependence

Variation



What qualifies
as a project?

Anything with dependent tasks and a higher degree of variation from what you normally do.

The 4 phases of project management

Planning

Doing

Delivering

Learning

According to PwC's Project Management Global Survey 32% of project failures are due to poor estimation during the planning phase

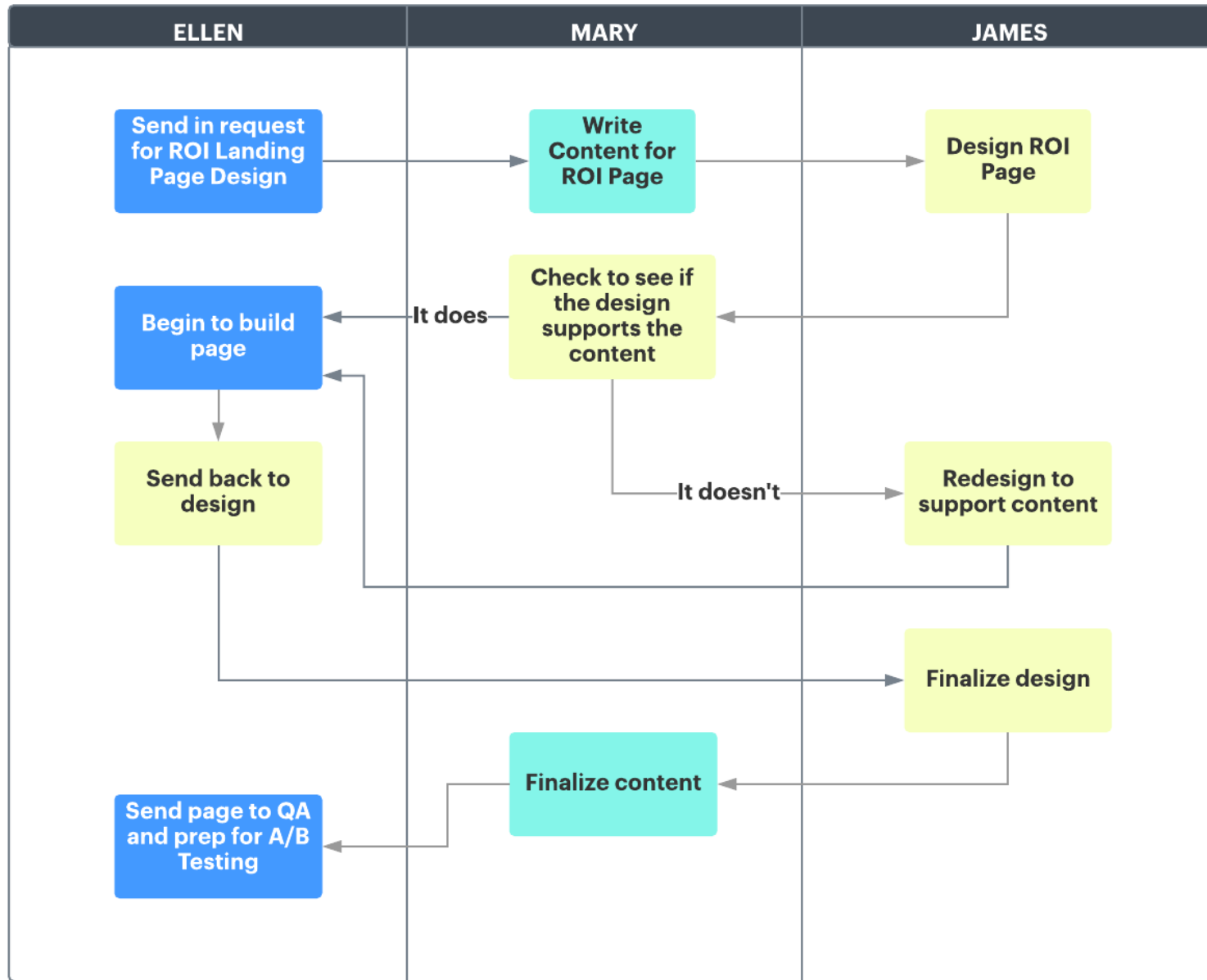
Planning – 4 things to include

Written statement of the scope, deliverables, budget, and time

Work Breakdown Schedule with task info, milestones, and buffer(s)

Tracking and communications tools and plan

Identification of risk factors



http://www.organization.openproject.com

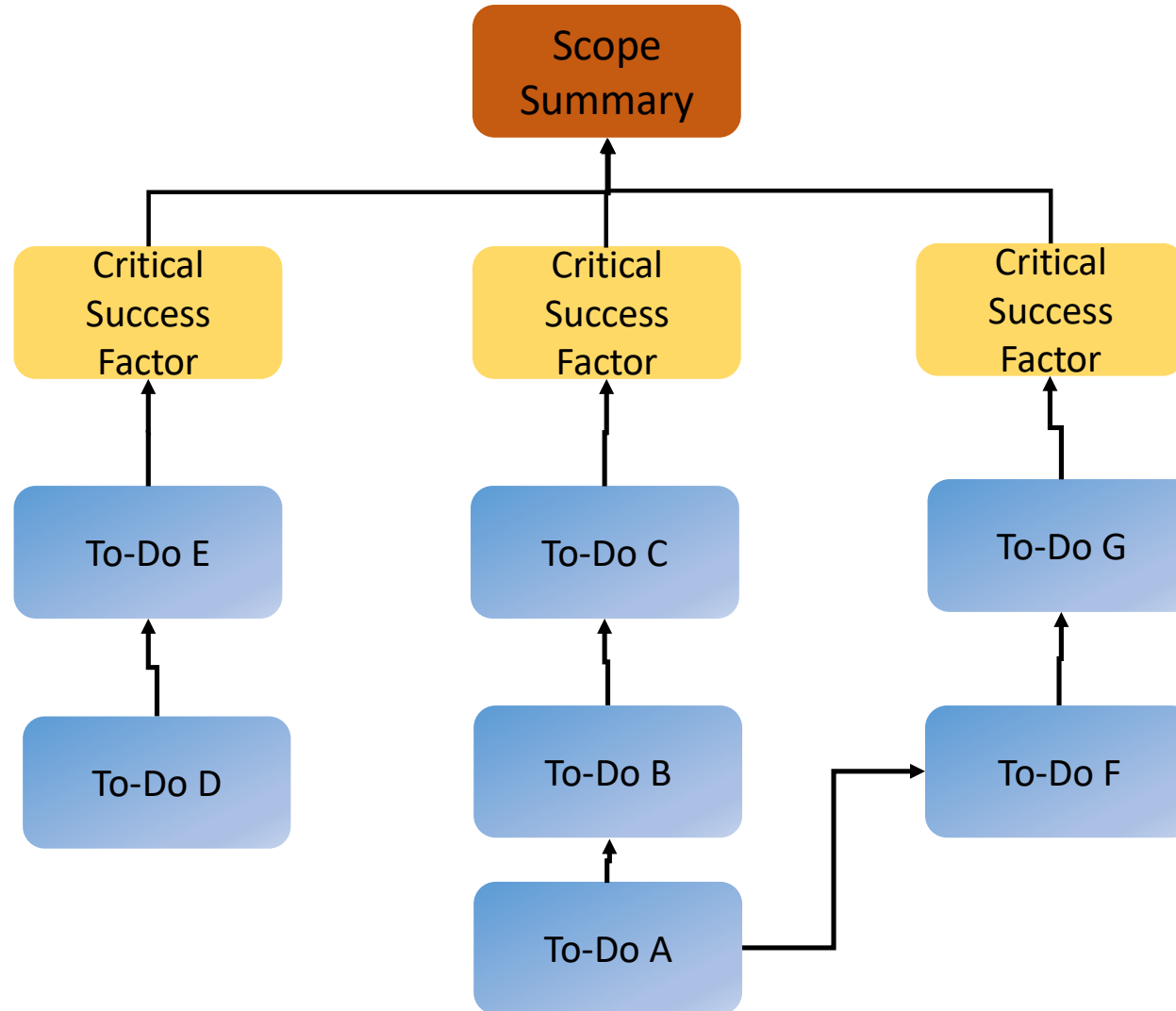
Website Relaunch

OpenProject

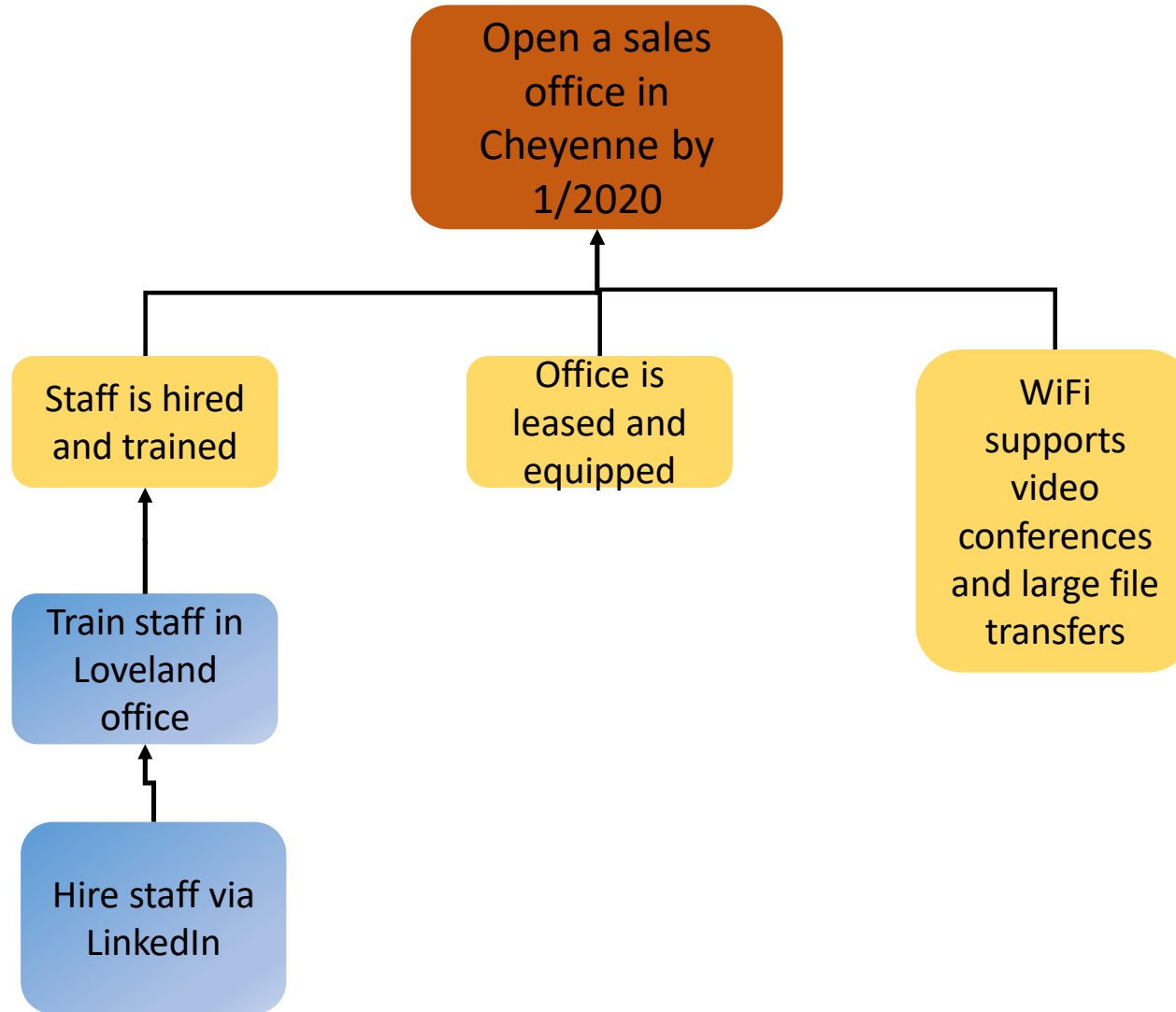
Sprint 1 Column width: 2 Burndown Chart

Story	New	In progress	On hold	Rejected	Closed
Sprint Impediments		37 No access to test environment			
New Neue Funktion entwickeln Unassigned 96		98 Bitte Design abstimmen Birthe Lin... 2.0			
Developed Cookie warning Peter Nielsen 3	95 Test in FF and IE John Doe		32 Write tests John Doe 5.0		
In development Newsletter registration form Peter Nielsen 3		36 Test integration with Peter Niel... 1.0	66 Test newsletter Birthe Lin... 1.0		93 Adapt wording in sign-out John Doe
Specified SEO optimized footer Claire Gulivan 1	90 Create link lists Birthe Lin...		87 Create visuals John Doe		
Specified Availability calendar John Doe 5	89 Create wireframes Claire Guli...				
Specified Language selector 27		94 Move selector to			92 Implement styling

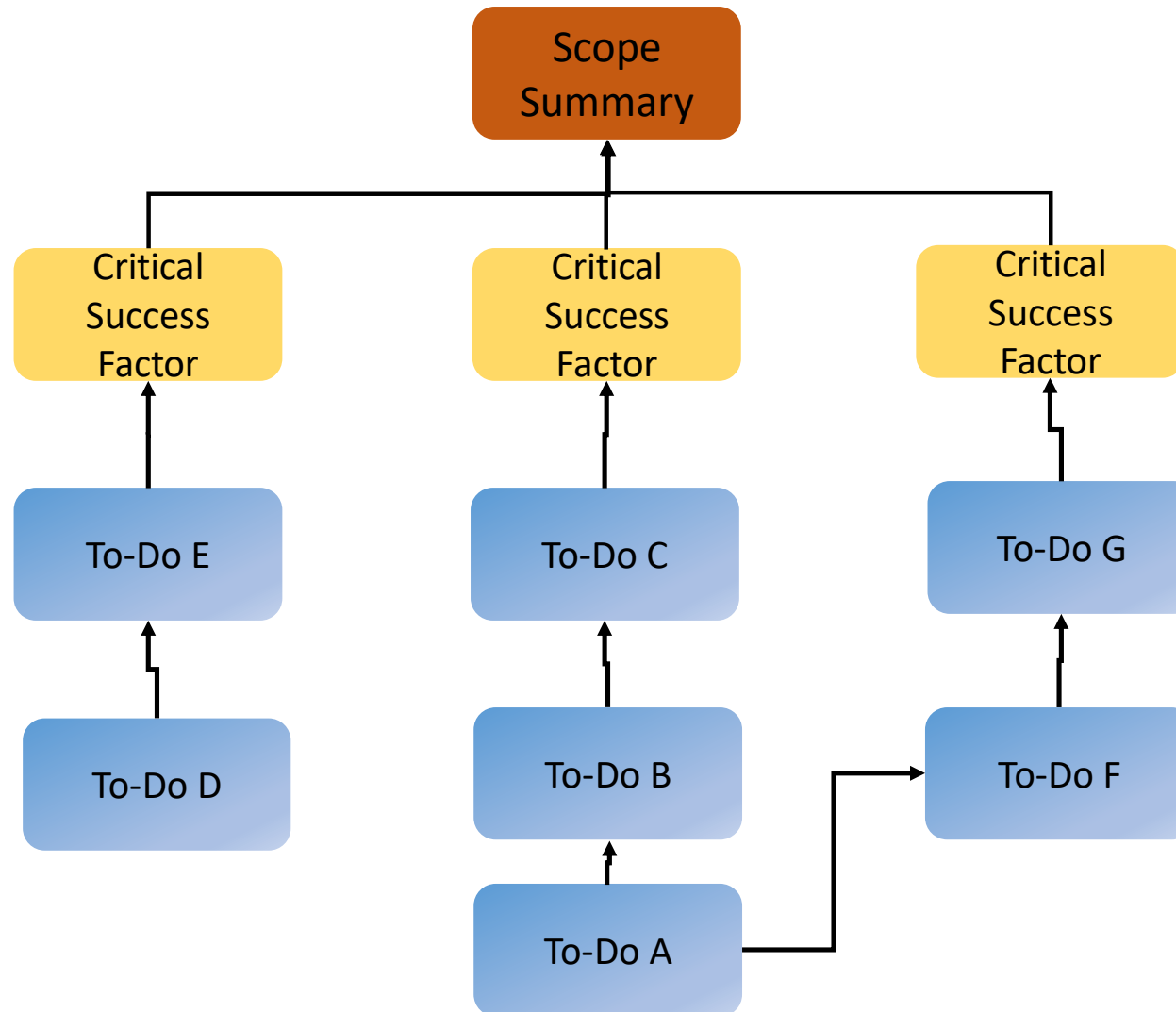
Step 1 – Build the WBS



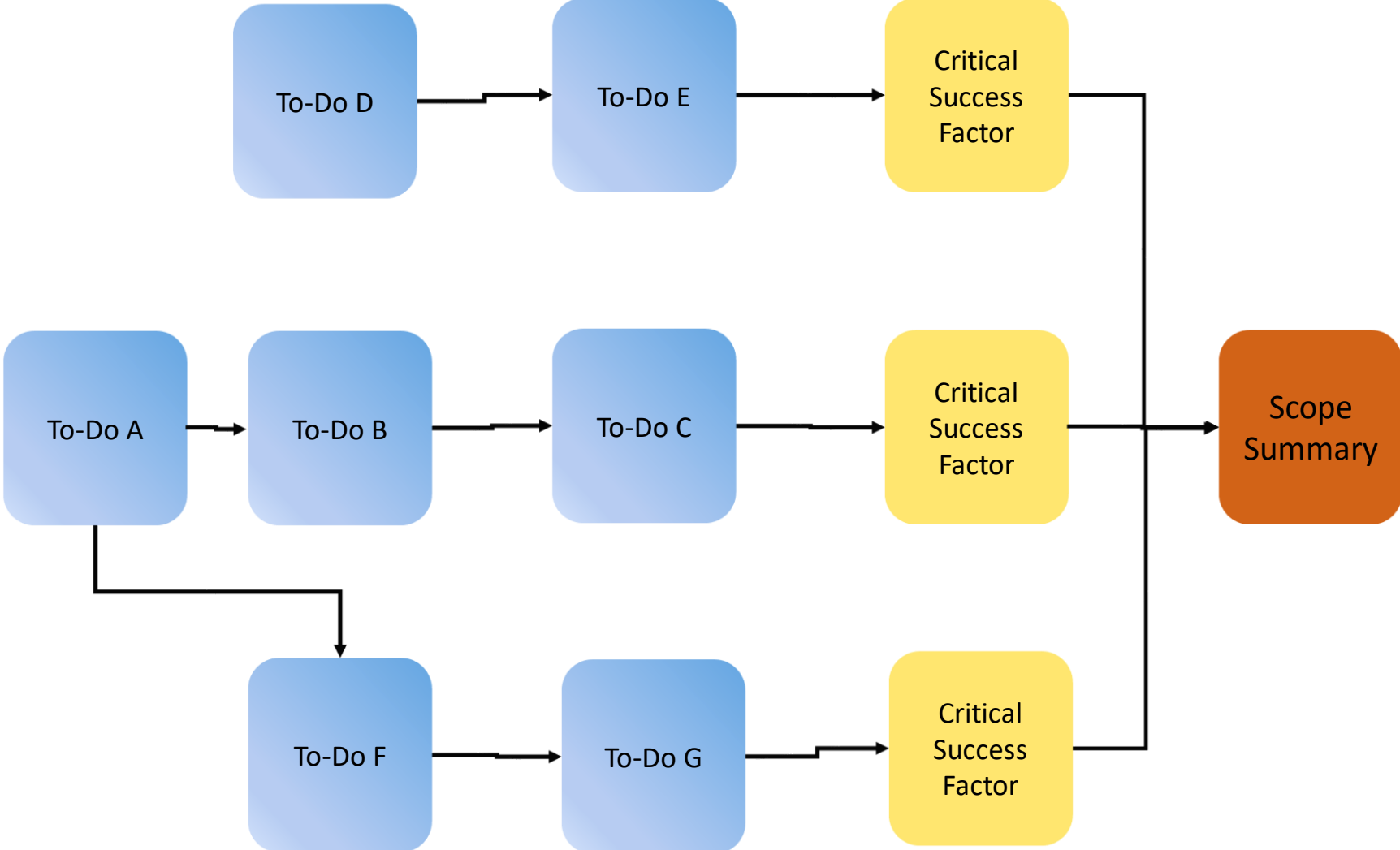
Step 1 – Build the WBS



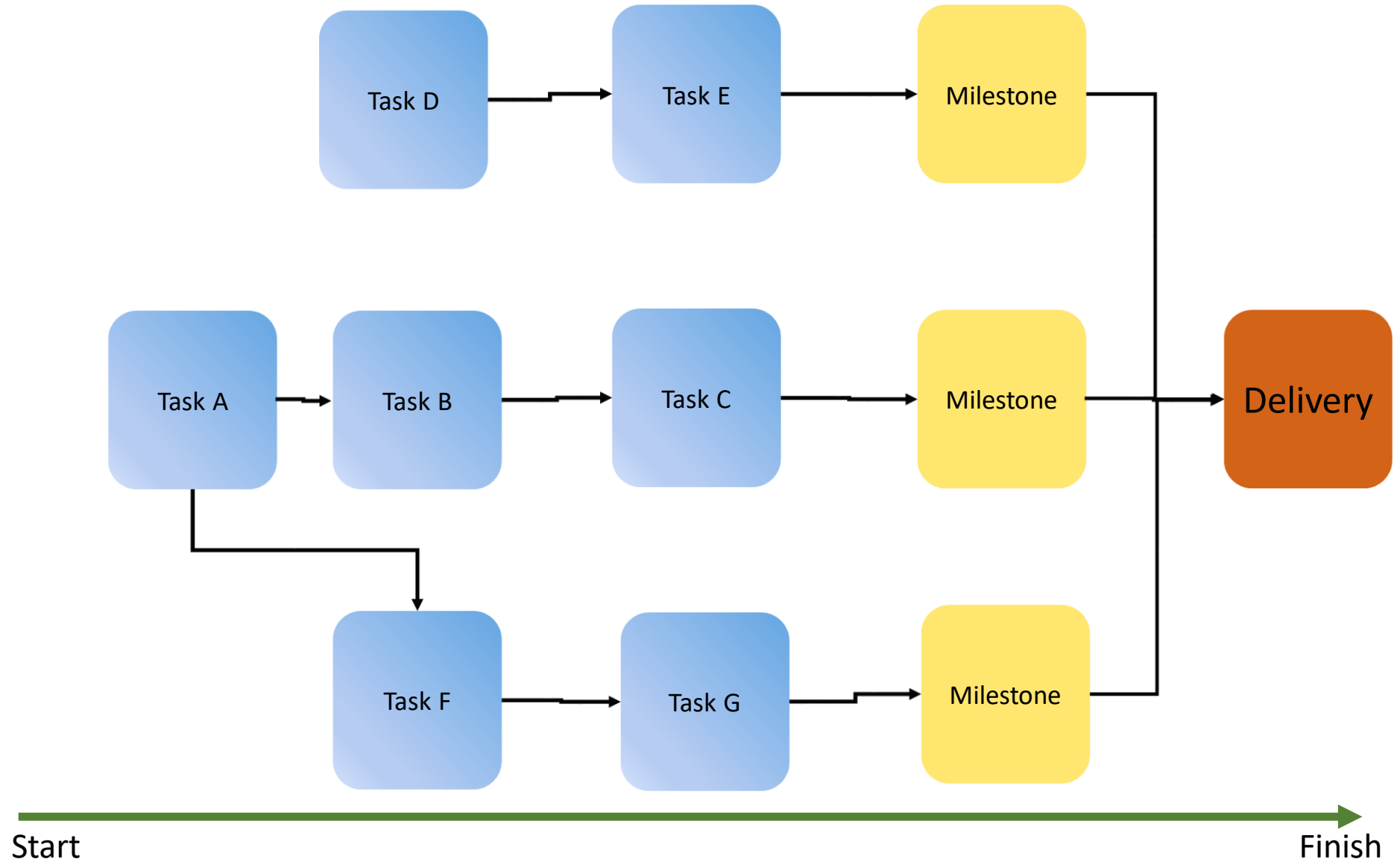
Step 1 – Build the WBS with Project Team



Step 2 – Rotate 90°



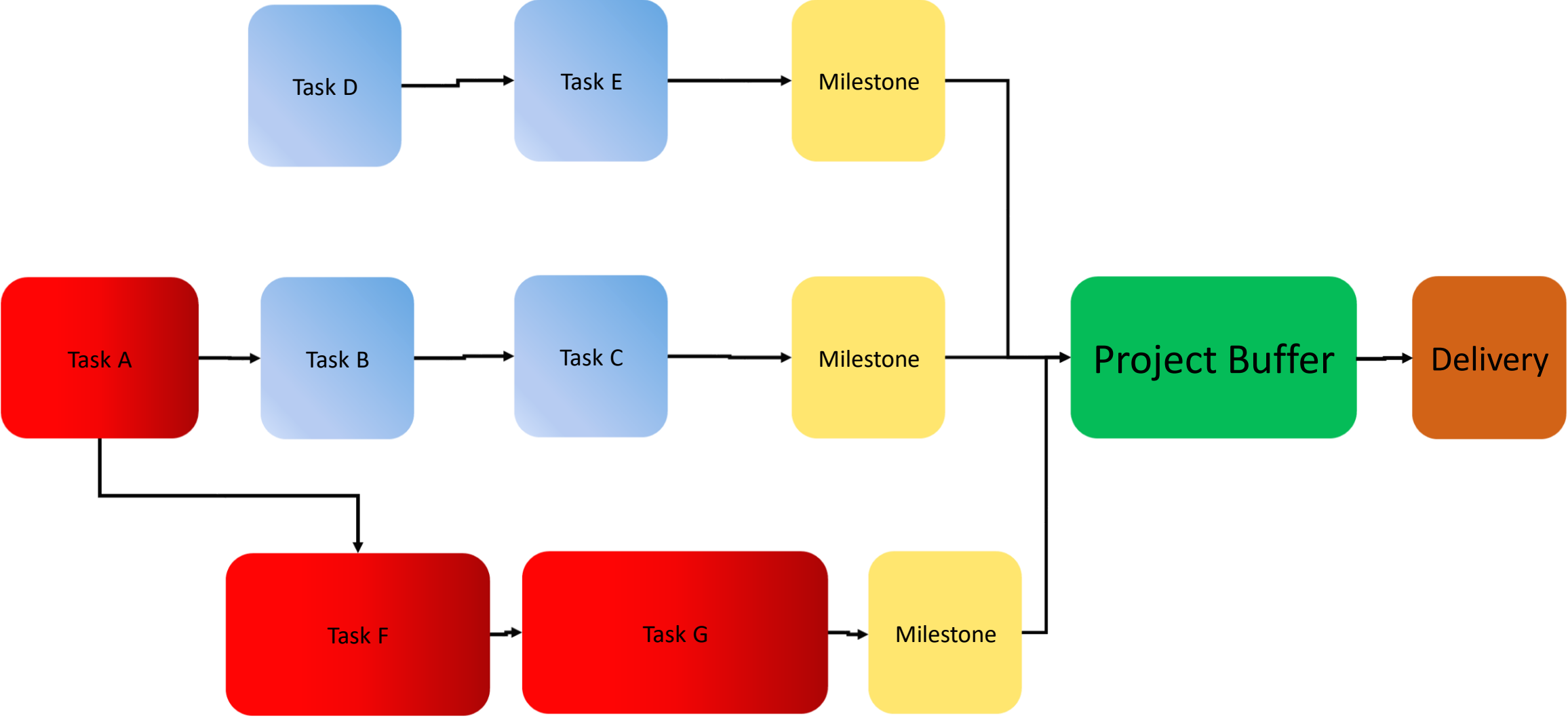
Step 3 – Convert WBS to a Plan



Step 4 – Identify Critical Path



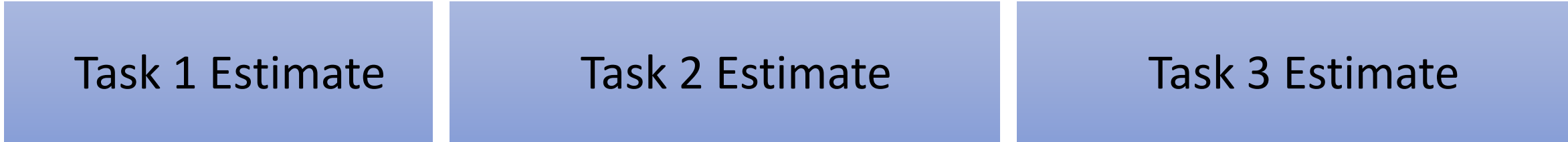
Step 5 – Add a Project Buffer



Estimated Task Time

Hands On

Safety



Start

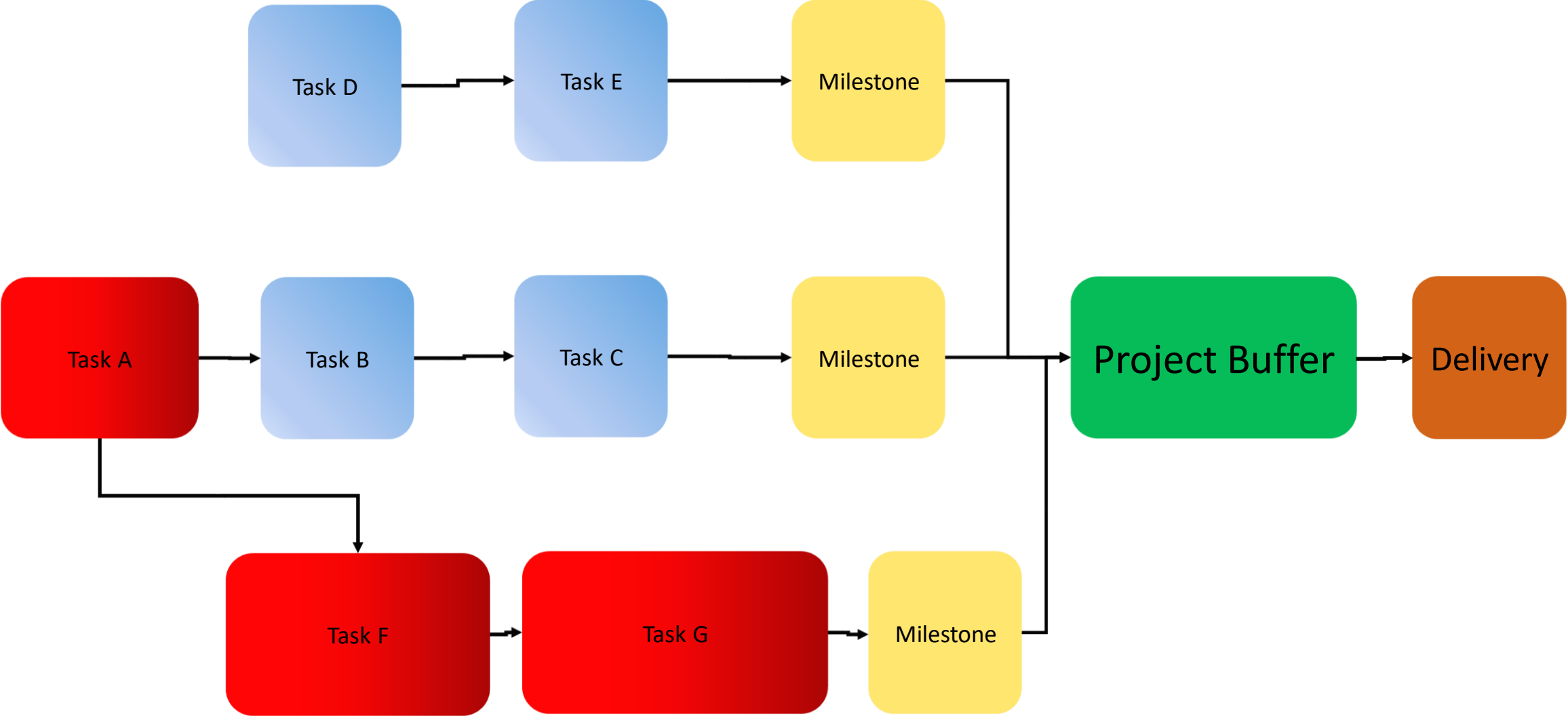
Finish



Start

Finish

Step 5 – Add a Project Buffer



Work packages

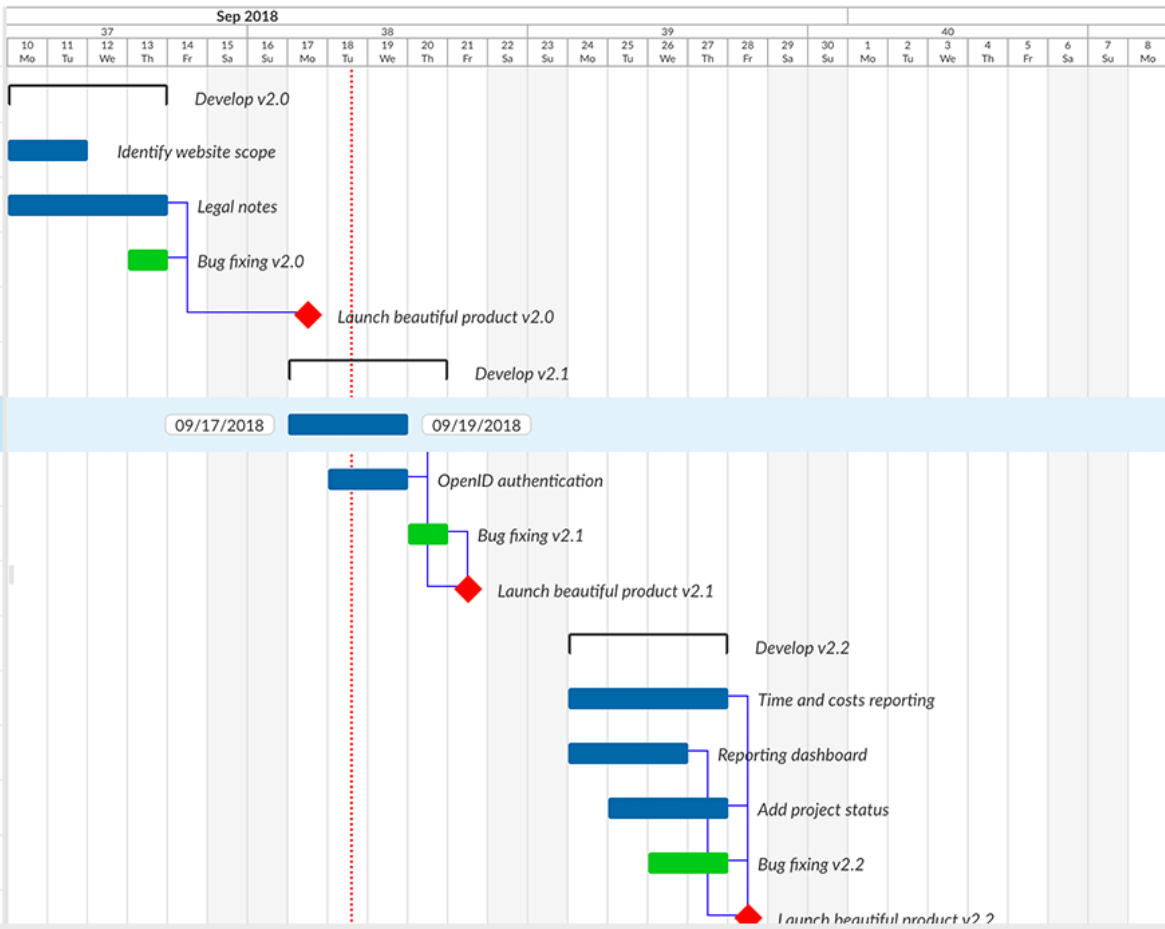
Search saved views

- FAVORITE VIEWS
 - Gantt chart
 - Meilensteinplan
 - Product Timeline
 - Project plan**
 - Ressource overview
- DEFAULT VIEWS
 - All open
 - Assigned to me
 - Created by me
 - Gantt chart
 - Latest activity
 - Recently created
 - Summary

Project plan

+ Create Filter 1 [Info] [Fullscreen] [Search] [Print] [Refresh] [More]

SUBJECT	STATUS	*
Develop v2.0	In development	
Identify website scope	In development	
Legal notes	On hold	
Bug fixing v2.0	Tested	
Launch beautiful product v2.0	Scheduled	
Develop v2.1	New	
Availability Calendar	In development	[Info] [More]
OpenID authentication	New	
Bug fixing v2.1	New	
Launch beautiful product v2.1	To be scheduled	
Develop v2.2	New	
Time and costs reporting	New	
Reporting dashboard	New	
Add project status	New	
Bug fixing v2.2	New	
Launch beautiful product v2.2	To be scheduled	



Doing –
4 things to
avoid

Scope Creep

Student Syndrome

Parkinson's Law

Multitasking

Task

Doing –
4 things a
project leader
must know

“Health” of project buffer

What’s my constraining
resource?

How is that resource shared
with other projects or tasks?

Are we running a marathon or a
relay race?

Summary

01

Plan, Do,
Deliver, Learn

02

Engage the
team early

03

Don't penalize
owners of late
task, use the
buffer

04

Relay race work
ethic

05

Lead when you
can, manage
when you must

Free (at least initially) PM Software

Asana

SmartSheet

Wrike

ClickUp

Teamweek

OpenProject

Questions?
Success Stories?
Painful Experiences?

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