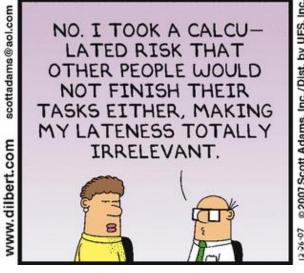
The Absolute Basics of Project Management







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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?

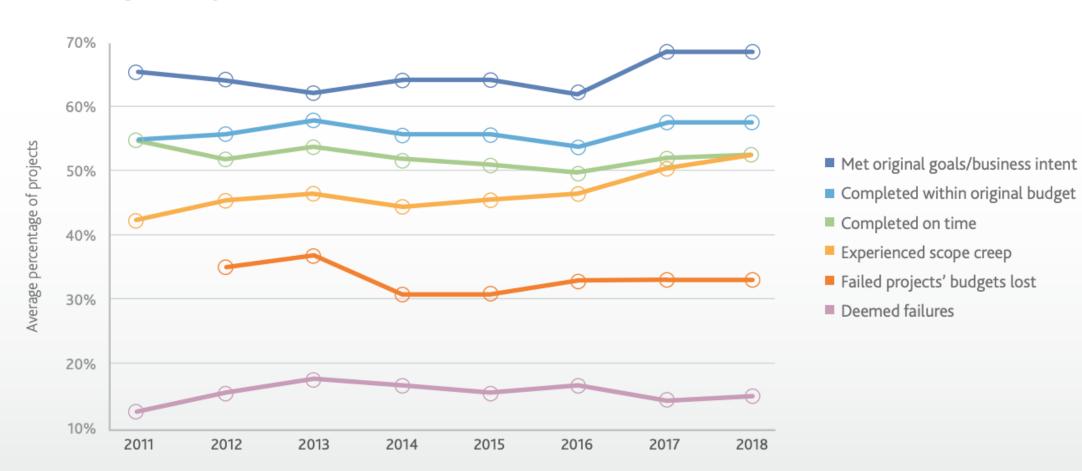
Only 2.5% of companies successfully complete 100% of their projects (PwC)

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

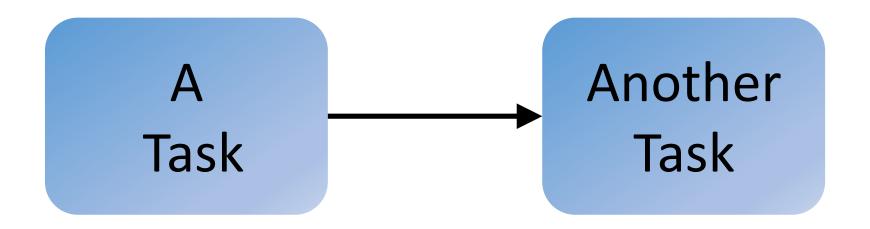


To-Do



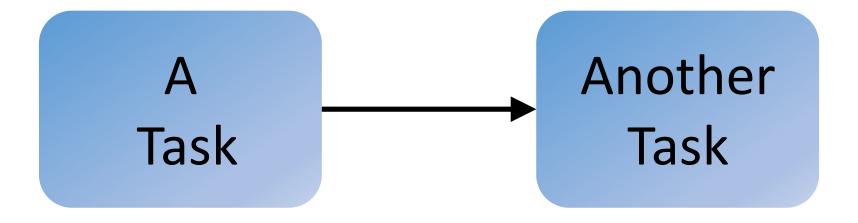
To-Do + Name + Duration + Due Date = Task

A Task Another Task Task + Task + = Simple Project



Tasks + Dependencies = Common Project

Common Projects + Shared Resources = Complex Project

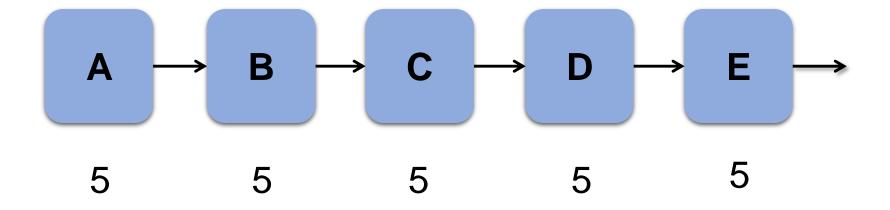


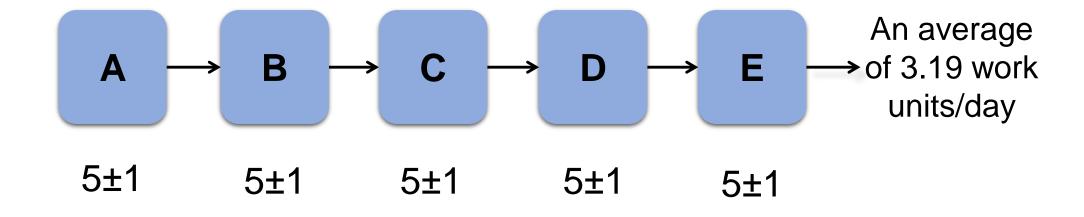
4 days ± 1 day

2 days ± 2 days

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

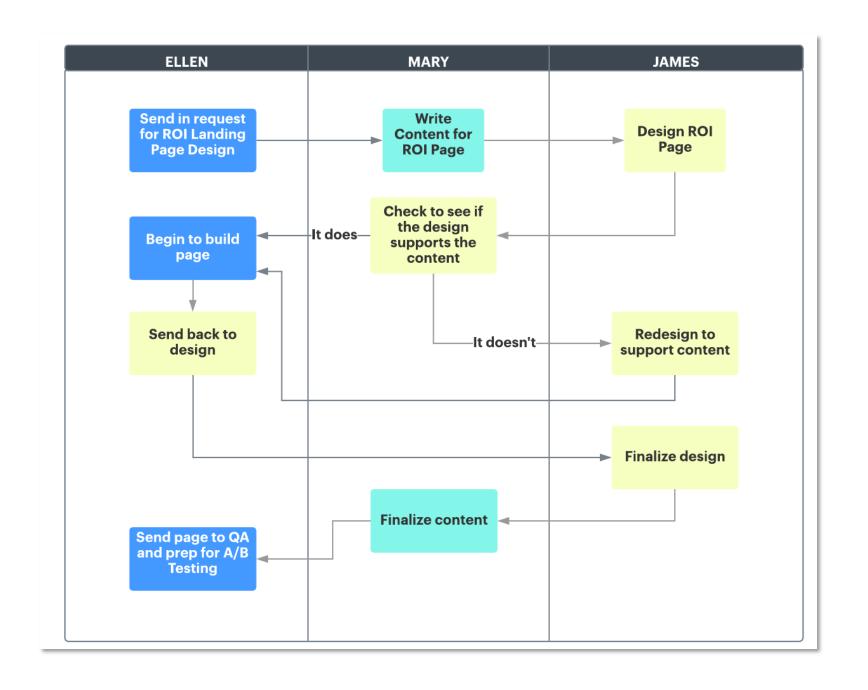
Work Breakdown Schedule with task info, milestones, and buffer(s)

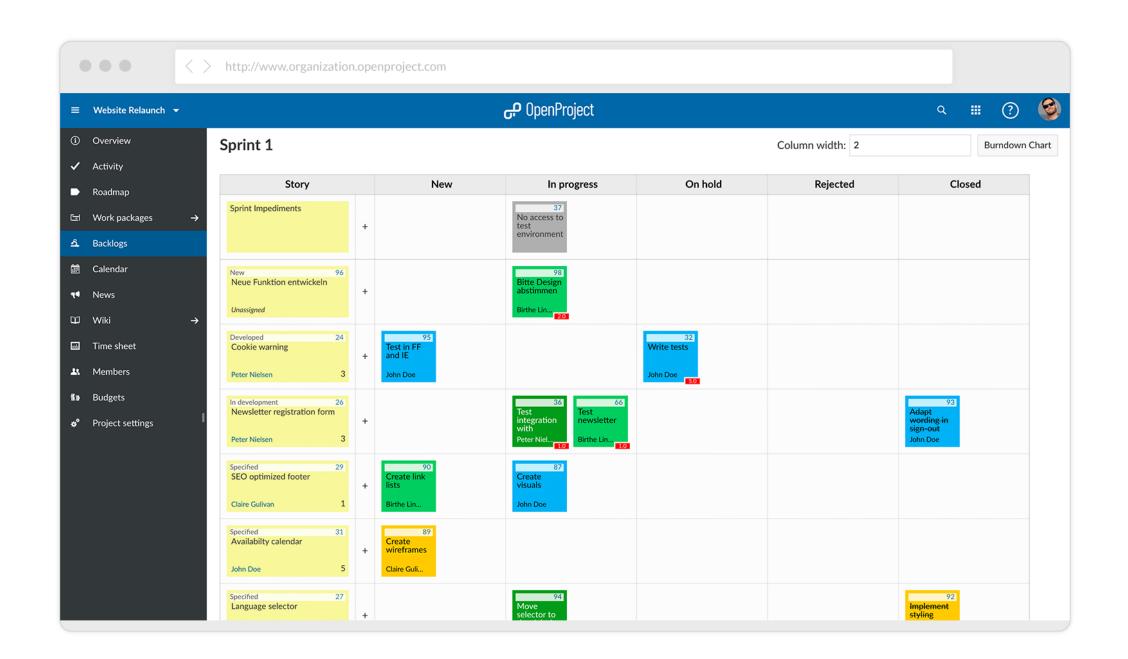
Tracking and communications tools and plan

Identification of risk factors

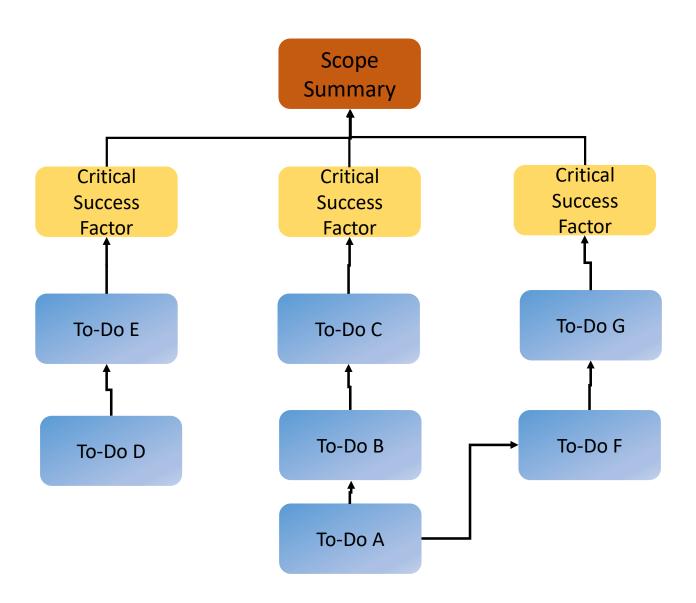
eam/ <u>Champio</u>	4-Aug	11-Aug	18-Aug	25-Aug	1-Sep	8-Sep	15-Sep	22-Sep	29-Sep	###	###	20-Oct	27-Oct	3-Nov	10-Nov	17-Nov	
Jim, <u>Chris</u>	Preferred Customer Program	Define and Sort top customer opportunitie s		Idea/By-in by Domestic Partners?	Idea/By- in by Int'l Qantas?			Idea/By-in Int'l Aero Mexico?									
Jim, Chris, David	Cost/Benefit Analysis - Data Collection						Start with 3 Key Custome r Targets	Partner A/C informatio n - model, type, #'s, etc.	Base Data fully defined by Orcon & Customer (Identify Weight, Corrosion, Install Savings)				Re-tailor presentation /Value package				
Jim, Chris, David	Mechanic's Choice and Present Kitting (drawings & GRT's)												By airline and defined kits (sales/ engineering Orcon & A/MRO mechanic	Standardiz e kits (custom- ization)	Pricing establish: Up and cross sell- tape, strip, clips, dryliner, etc. for installatio	Cost benefit analysis custome r finalized	Close Deal
Bobbie, Roberto, Vicki	Kanban							Know choice kits	Revision control	PMA rules, DAR,813 0-3 Issues			Inv. Area (supermarke t) min/max				
Bobbie, Roberto, Vicki	72 hr base kit turn and 2 week turn on any Maintenance bilge kit												Maintenance schedule	Supplier managed inventory			
Dennis & Team	Right parts at the Right time = GUARANTEE				Train staff, Custom er service	Communi- cation Flow with U/C & MX											
Engineering & Sales	Support final installation at customer		Engineerin g relationshi p based on full "trust"	work card terminolog													

	v Orcon provides film and properties needed to Avery	Avery must	##### #### #### develop pressure sensitive adh							Product from Ave	y Orcon has a	product developed that meets ifications - Boeing test tape		Orcon tape added to QPL				
Responsibility Cost \$15k	Hamang k	Hamang								Hamang	Chris		Chris	Chris				
ave a qualified Alex m meeting all quirements of peing BMS8- 80	x		Define Co-developer screening criteria finalized properties and cost (product definition)		rt list Co-developer interv made - 2-4 weeks	riews and final choice	Agreements with co-develop NDA and joint development of finalized		t Product cor	nfiguration and adhesive/coati	ng package finali	ized			Lamination p	rocess using chosen adl	nesives defined and fin	nalized
Responsibility			Hamang, Hemang, Alex Jin Alex Carrol, Vicki,	n Alex. Executive Tea	eam, Alex, Executive Tea	ım, Hemang	Alex, Gerald		Hemang						Hemang, Jim	Carroll		
Cost \$50-75	75k		ruck current, vican,	ricinally			\$4k		\$20-50k									
ve the ability David sell blankets I Orcotek de with PEEK ns	id			Buy from Lamart or manufacture at Orcon			Qualification testing (no 1,00 hour test) performed at Orco BMS/OMS	n, Lamart PEEK film	n y tests at C Orcon per	Manufacture Orcotek blanket t and blankets in Ensenada - :					b			
Responsibility				Vicki		l. 46 mala	Kiran	David	Kiran, Hemang, David	Vicki , Roberto	10				David E	avid		
Responsibility				Buy material form Sue Toliver	Lamart & receive materia	ıı - 4-6 weeks				Findings submitted to FAA, : David	to projects or 6 r	THOREPS						
				Develop OMS spec & internal qualification requirement				DAR samp	e conformity									
Responsibility				Hemang, Scott				Larry										
Cost \$15k		Complete	Create a job Orcon	\$10.5k	en potential candidates - 3													dividual hired
cessary to sition Orcon an adhesives crim nination) lovator			description (criteria) approva															
Responsibility		Dennis	Alex, Bobbie Hollis	HR, Gerald Denn recruiter	nis, Gerald, Alex, Bob, Joe	, Bobbie, Kim											HR \$11	t 10k + benefit
Responsibility			HR, Ge	rald, Alex														
Cost \$200k stablish & Grow Chris ose business lationships ith Boeing	s Establish c	ontact list - ti Lampman g-Long Beach	Consultative Selling - Boeing	\$40k product development	status updates, issues wil	th current suppliers and	d materials	Establish o going weekly contact visits	n- On tape QI	PL								
Responsibility	Jim, Chris IP issue re		Jim, Chris						Jim, Chris,	, Scott				On	manufacturing QPL			
Responsibility	Begin disci	ussions - Jim	and Dennis, full Executive Tea	m available to assist										Jim	ı, Chris, Scott			
								New Produ Requireme ts		to supply new generation ma	terials planned				Projects laun	thed to supply film for	QPL - 12 month projec	ct
Responsibility Cost \$0k								Jim, Chris	Alex, Ham	ang					Alex, Haman	9		
nintain Project Denni			PEEK Project	PEEK Project	PEEK Broject	PEEK Project	PEEK PEEK		PEEK	PEEK	PEEK	PEEK Project	PEEK Project	PEEK	PEEK	PEEK Project	PEEK	PEEK
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Responsibility			Dennis, ET	Dennis, ET	Dennis, ET	Dennis, ET	Dennis, Dennis,		Dennis, ET		Dennis, ET	Dennis, ET	Dennis, ET	Dennis, ET	Dennis, ET	Dennis, ET	Dennis, ET	Denni ET
laintain a Long- Perm Strategic larketing focus Responsibility Value Pricele	Dennis, Ex	t Portfolio and	/or strategic marketing items	to (MBO) objectives,	permanently add both to	ET meeting agenda, b	rainstorm other activities to a	ccomplish this	goal (regular	retreats, etc.) - forever								

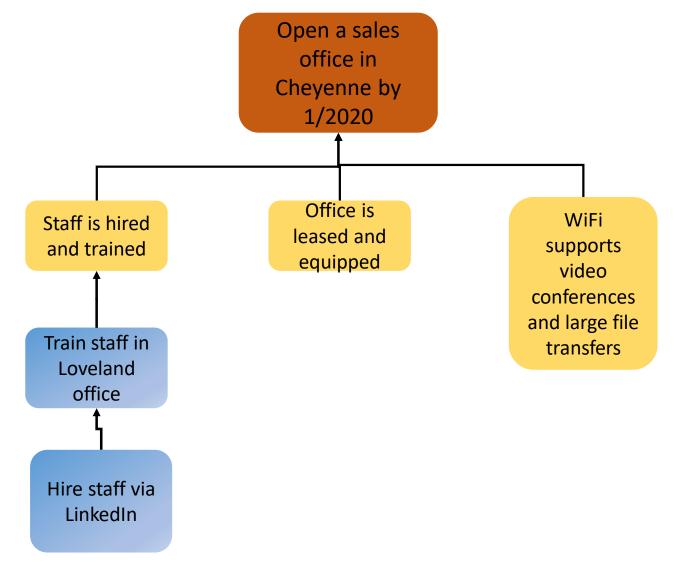




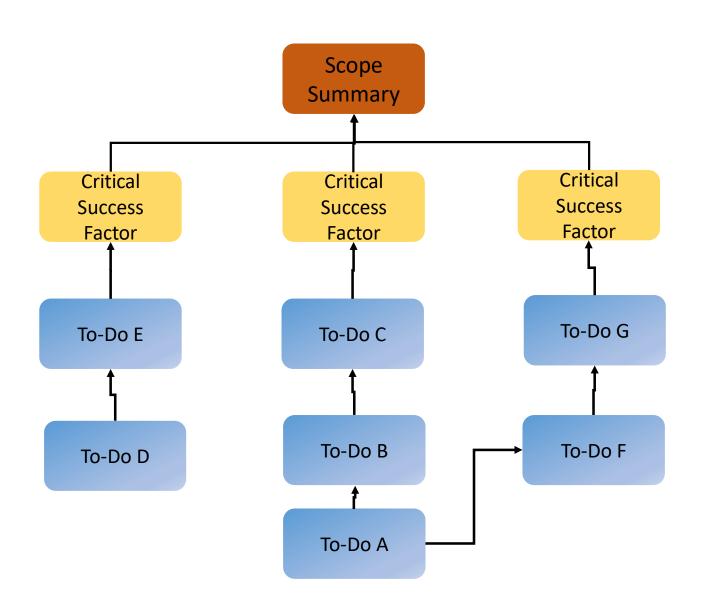
Step 1 – Build the WBS



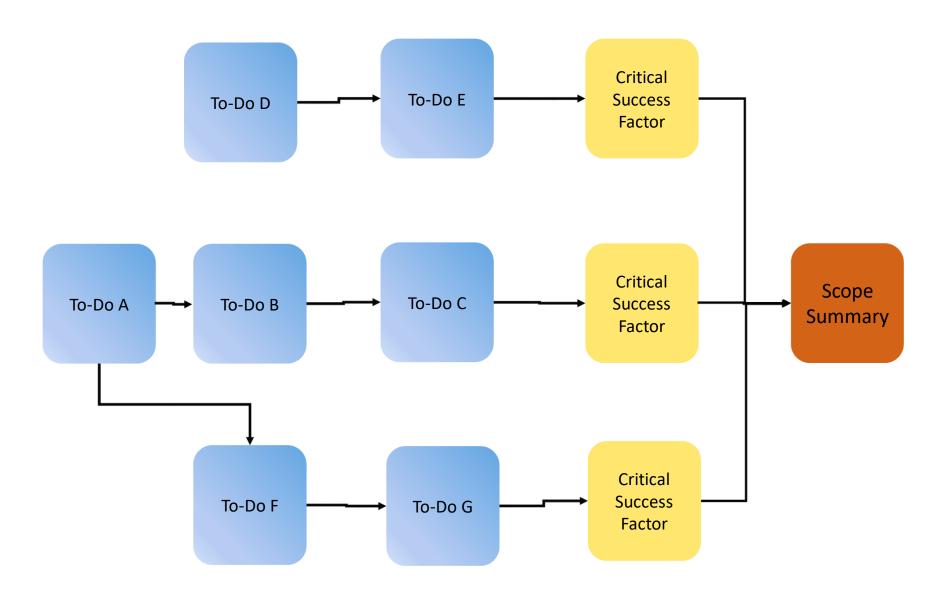
Step 1 – Build the WBS



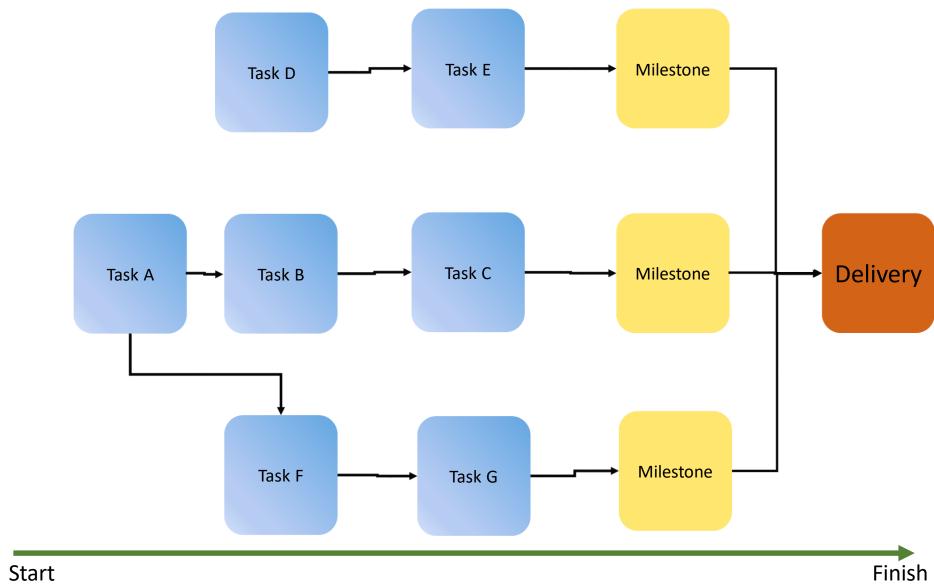
Step 1 – Build the WBS with Project Team



Step 2 – Rotate 90°

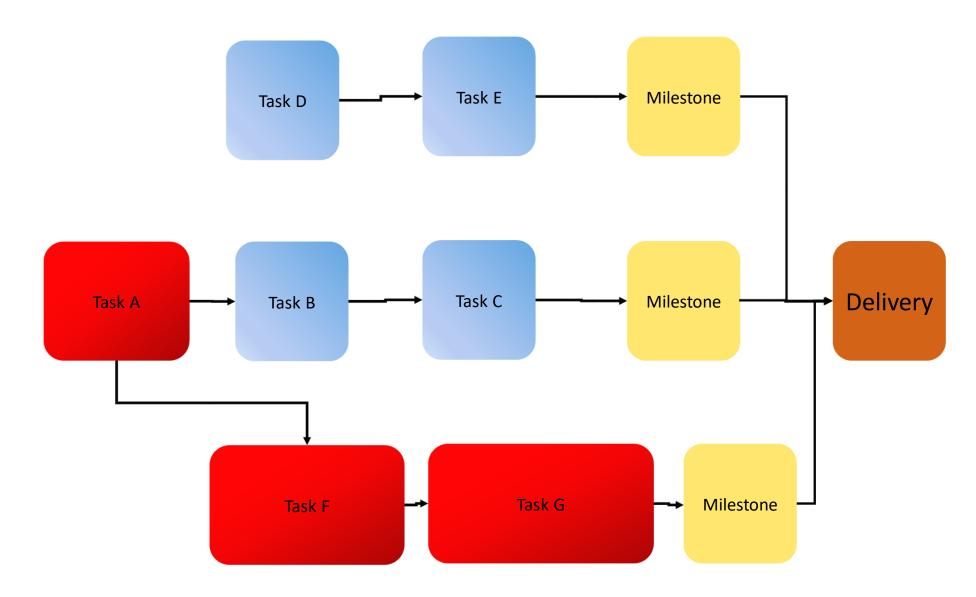


Step 3 – Convert WBS to a Plan

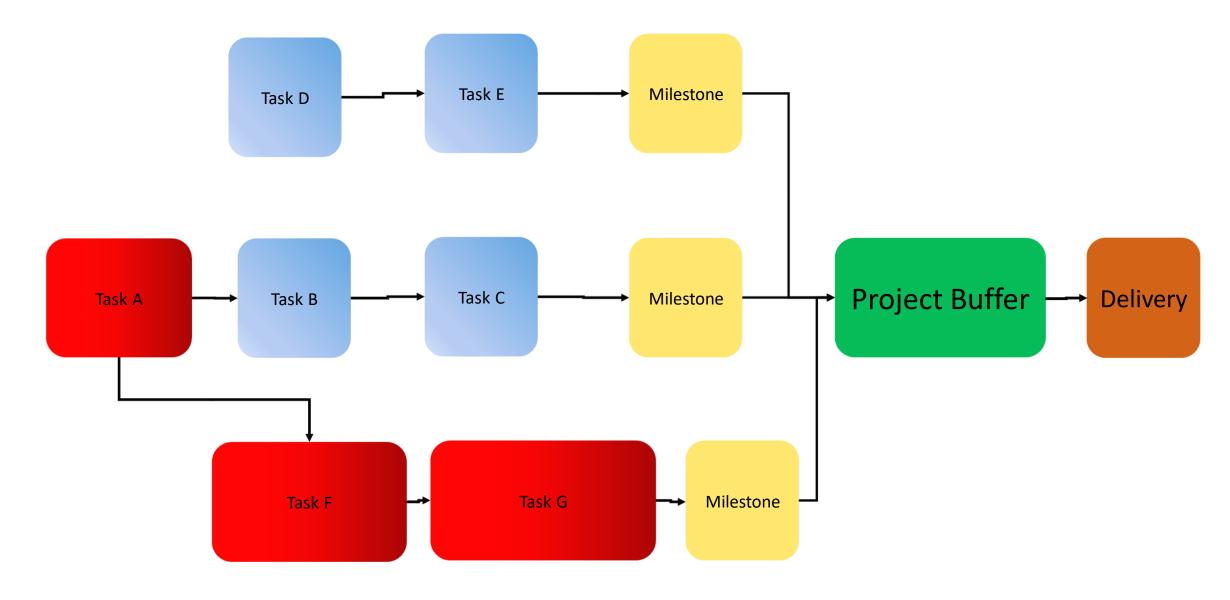


Start

Step 4 – Identify Critical Path



Step 5 – Add a Project Buffer



Estimated Task Time

Hands On

Safety

Task 1 Estimate

Task 2 Estimate

Task 3 Estimate

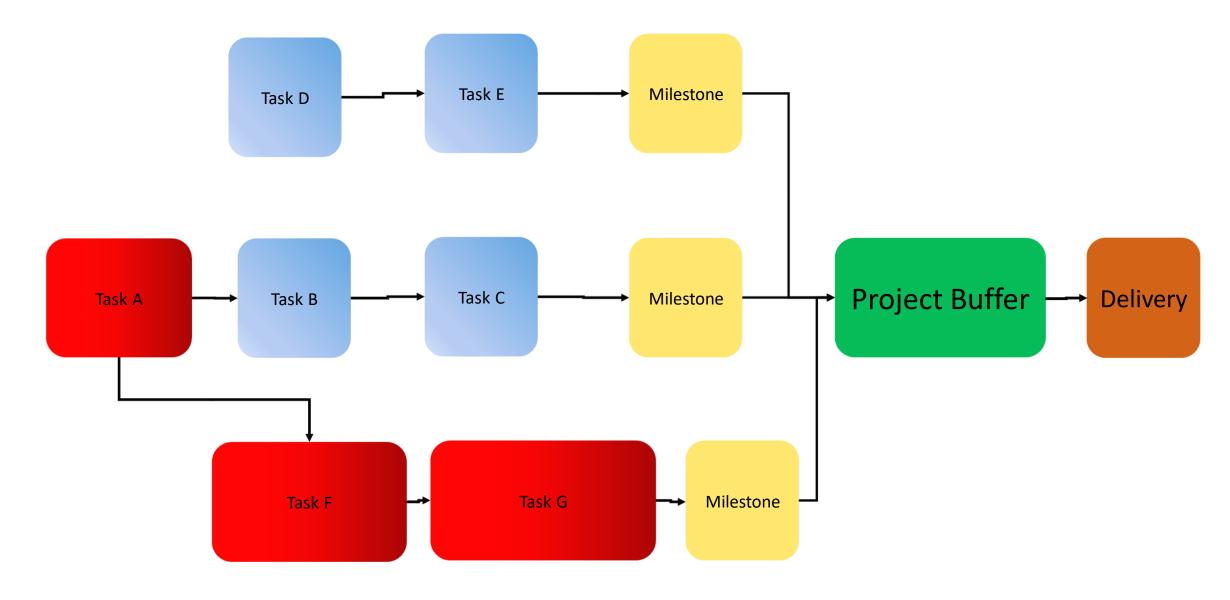
Start

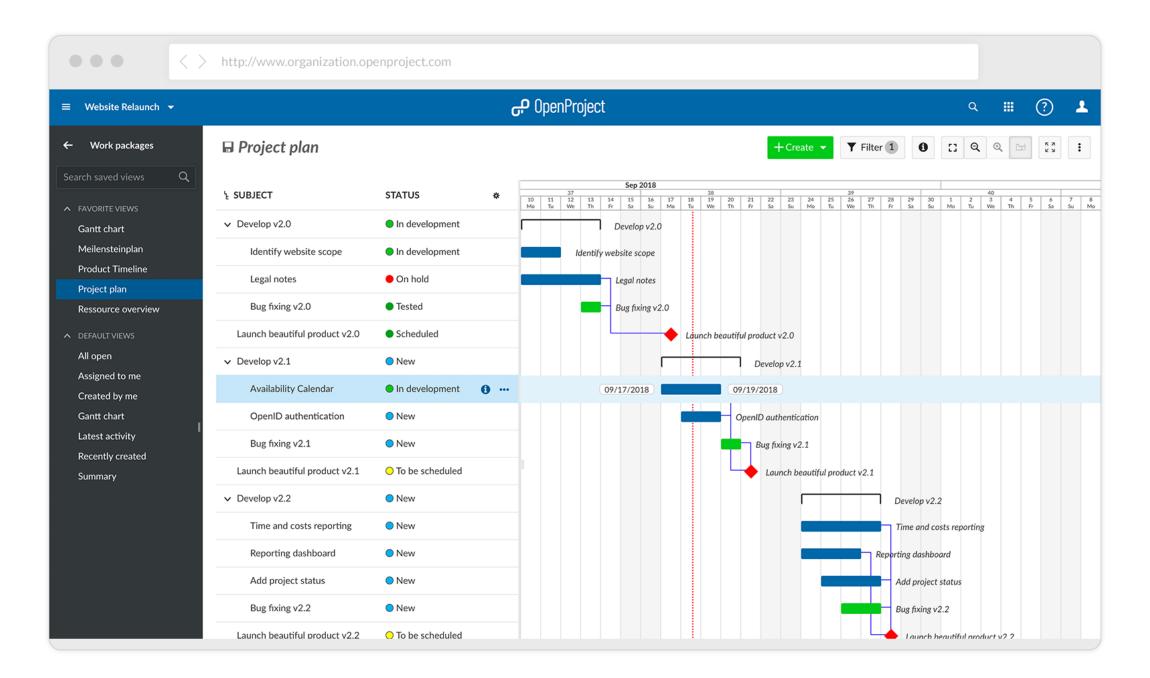
Task 1 Hands On Task 2 Hands On Task 3 Hands On

Buffer

Start

Step 5 – Add a Project Buffer





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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