Project Management Institute (PMI®)

• **Project** – “A project is a *temporary* endeavor undertaken to create a *unique* product, service or result.”

  *PMBOK® Guide – Fourth Edition, p. 5*

• **Project Management (PM)** – “Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements.”

  *PMBOK® Guide – Fourth Edition, p. 6*

• **Program** – “A program is defined as a group of related projects managed in a *coordinated way* to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program.”

The Project Manager’s Knowledge Areas

Integration

- Scope
- Time
- Cost
- Quality
- Human Resource
- Communication
- Risk
- Procurement
### Brain Test

<table>
<thead>
<tr>
<th>Table 1</th>
<th>Table 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ocean/breeze</td>
<td>Br_ad/b_tt_r</td>
</tr>
<tr>
<td>Leaf/tree</td>
<td>Ch_li/sal_a</td>
</tr>
<tr>
<td>Sweet/sour</td>
<td>Wi_e/be_r</td>
</tr>
<tr>
<td>Chair/couch</td>
<td>S_oe/s_ck</td>
</tr>
</tbody>
</table>

Ian Ayers, Supercrunchers
What Do You See?
Frustrating Feeling
Project Management Trends at GBA 2012

1. More Pimp’s needed!
   1. A significant growth in number of certified PM’s and also in number of certifications available worldwide (PMI, APM, IPMA, Prince, Agile..)

2. “Do more with less” is becoming “Do less with less”
   1. Financial and geopolitical pressures result in better resource utilization through improvements in Portfolio, Program and Project management.

3. “A virtual team does virtually nothing”
   1. Major challenges with multi-tasking or context switching leading to de-motivation, unpaid overtime and churn.

4. “Show me don’t Tell me”
   1. Emergence of tools and techniques to improve project communication and delivery through visualization and real-time metrics.

5. Pre-Mortems not Post-mortems.
   1. Improved awareness of potential project issues through risk management based on neuroscience and behavior studies. (Kahneman, Lehrer, Ramachandran , etc)

6. Innovation and Simplicity as new competitive advantage.
   1. Customer captivity (e.g. Microsoft), Economics of scale (Wal-Mart), Access to Resources (De Beers diamonds), R&D/ Design (Apple) – NGA members?

7. Continuous improvement/ maturity.

8. Right brain over Left brain
   1. Move to gain better client engagement and outcomes through combined use of IQ, EQ, TQ, RQ, LQ and SQ (Intelligence, Emotional, Technical, Relationship, Likeability, and Simplicity Quotients). Also as needed to face the challenges of Asia, Abundance and Automation as outlined by Daniel Pink in “A Whole New Mind”.

9. Curating not Archiving of Lessons Learned
   1. New movement to show (curate) and use the results of previous projects in the initiation and planning of future projects.
A Physicist, a Scientist and an Engineer in Scotland

And a black sheep
Brief Themes

1. Project Thinking vs Operations Thinking
   1. Catching Butterflies vs Collecting Insects

2. Golf and PM?
   1. Push the Metaphor

3. Keeping Score
   1. Symbols and Scorecard

Projects are complex
Make it simple but not dumb
Organizational Work

Operations work
- Repetitive
- Similar output
- Same resources
- Single function

Project work
- Temporary
- Unique
- Cross-functional
How it Works– Reality

Work-a-rounds ... Rework ... Inspection ... Delays ...
Story Boards in Papua New Guinea

Colors of the rainbow

Alignment of the planets
Nine Step PM Approach

Initiating
  Project Charter

Planning
  Project Plan

Executing
  Project Deliverables

Controlling
  Project Reports

Closing
  Lessons Learned

Act

Plan

Check

Do

Stakeholder analysis
  Requirements
    Identify Analyze Map
  WBS

Schedule & Budget

Risk management
  Identify Analyze Respond

Identify Analyze

 Nine Step PM Approach

Initiating
  Project Charter

Planning
  Project Plan

Executing
  Project Deliverables

Controlling
  Project Reports

Closing
  Lessons Learned

Act

Plan

Check

Do

Stakeholder analysis
  Requirements
    Identify Analyze Map
  WBS

Schedule & Budget

Risk management
  Identify Analyze Respond

Identify Analyze

Nine Symbols – Nine Steps
A Simple Graphical Approach

Planning

Stakeholder analysis
- Identify
- Analyze
- Map

Requirements
- Identify
- Analyze
- Map

Risk management
- Identify
- Analyze
- Respond

Schedule & Budget
- WBS

Initiating

Closing

Executing

Controlling
Flying over Minnesota

- **Productive** (writing emails etc) • 25%
- **Non-productive** (reading emails, attending meetings, multi-tasking..) • 28%
- **Meetings** (town halls etc) • 15%
- **Searching Media** • 20%
- **Reflection/thinking** • 12%

Source: NT Times, Cisco/MS 2009

Twitter, e-mail etc. might result in users becoming almost infantilised, characterized by short attention span, sensationalism, inability to empathise and a shaky sense of identity. Baroness Susan Greenfield, neuroscientist
## Weinberg Factors

### 8 Factors That Qualify the Estimate

<table>
<thead>
<tr>
<th>Factor</th>
<th>Criteria (Sample Score)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Size of team</strong></td>
<td>1 (-.2) 2 (0) 3-4 (+.1) 5 (+.3)</td>
</tr>
<tr>
<td><strong>Number of clients</strong></td>
<td>1 (-.1) 2 (0) 3 (+.2) 4 (+.4)</td>
</tr>
<tr>
<td><strong>Client availability</strong></td>
<td>On Team (-.2) Average (0) Little (+.1) Remote (+.3)</td>
</tr>
<tr>
<td><strong>Understanding of objectives</strong></td>
<td>Well Defined (-.1) Average (0) Unclear (+.2) None (+.4)</td>
</tr>
<tr>
<td><strong>Project complexity</strong></td>
<td>Simple (-.2) Average (0) Complex (+.2) Unknown (+.4)</td>
</tr>
<tr>
<td><strong>Experience of team</strong></td>
<td>Senior (-.2) Average (0) Junior (+.2) Trainee (+.4)</td>
</tr>
<tr>
<td><strong>Time on other work</strong></td>
<td>0-10% (-.2) 11-25% (0) 26-50% (+.2) Over 50% (+.3)</td>
</tr>
<tr>
<td><strong>Availability of historical data</strong></td>
<td>Well Defined (-.2) Average (0) Unclear (+.1) None (+.2)</td>
</tr>
</tbody>
</table>
Multi Tasking - 1

- Mary had a little lamb
- It’s fleece as white as snow
- And everywhere that Mary went
- The lamb was sure to go.

- Jack and Jill went up the hill
- To fetch a pail of water
- Jack fell down and broke his crown
- And Jill came tumbling after
Multi Tasking - 2

First task
• 26 letters…. A to Z
• 26 numbers…..1 to 26
• Alternate – in 3’s
• Measure time in seconds = T1

Second task
• 26 letters…. A to Z
• 26 numbers…..1 to 26
• Single tasking
• Measure time in seconds = T2

Results  = ((T1-T2)/T2)*100
Communication

Percentage of information people retain through different channels.

- Definitely
- Probably
- Possibly
- Maybe
- Likely
- Should
- Unlikely

Keeping Score – A Narrative

The challenge:
- Operations perspective
- Project Perspective
- Academic perspective

The key characters:
- Edward from UK
- Bob from North Carolina
- Louise from Ireland

The process:
- University
- Golf Course
- Veranda.
Trying to explain the book to the actors
We covered 8 locations in 25 minutes
I only hit 6 shots all day
Thank you

Any Questions?

Frank Ryle, PMP
Author, Sr Trainer & Consultant

frank.ryle@pmpulse.com

www.pmpulse.com

Maze or Labyrinth?