Pick a card that represents how projects are run in your organization. Share that card with a neighbor.

Project Management Principles and the Respite Pilot Program

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Communities Care WNY Family Caregivers Respite Pilot Program
1/9/2020

Agenda
• Connect/Reconnect
• Any Applications?
• Recap
• A Case for the Intersection
• Project Management Principles
• Applications to the Pilot and Proposal
• Questions to Consider
Program Goals

- Build the skill set, tool set and mind set of creative leadership and project management competencies
- Increase capacity in organizations and strengthen collaborations to identify, develop and realize respite opportunities for family caregivers of the elderly
- Equip participants to lead community respite project proposals
- Position participants to apply and turn-key training on problem solving strategies and project management principles in their organizations, collaborations and with their clients
- Prepare participants to apply the Creative Problem Solving process and related tools to frame, identify, plan, develop and manage innovative solutions

Learner Outcomes

- Understand the steps of the Creative Problem (CPS) process
- Skillfully apply divergent and convergent thinking tools
- Increase team performance and foster a work climate that draws maximum potential from each team member
- Exhibit a “projectized” mindset to achieve short-term and mid-term deliverables as part of achieving long-term strategic and project goals, in this case, respite opportunities for family caregivers

For the Creative Process to be Effective
Ground Rules for Divergent Thinking

• Defer judgment...All evaluation is ruled out.
• Strive for Quantity...More ideas increases the likelihood of generating/developing useful ideas.
• Build on other ideas...How can ideas be extended or combined?
• Seek novelty...It is easier to tame a wild idea.

Guidelines for Convergent Thinking

• Apply affirmative judgement...Carefully consider the strengths of an idea.
• Be open to novelty...Entertain highly original options that you might otherwise eliminate.
• Be deliberate...Consider what is realistic, useful or that can be improved upon.
• Stay on course...Keep the original goal in mind.

The Thing about Ideas

- Ideas ≠ actions
- Ideas ≠ decisions
- Ideas ≠ conclusions
- Ideas ≠ feelings (CHANT!)
The Creative Problem Solving Model

Implement
Exploring solutions & formulating a plan

Clarify
Exploring the issue & identifying the challenge

Ideate
Generating ideas

Develop
Transforming solutions & bringing ideas to life

It is considered a crime against nature to diverge and converge at the same time.

Creativity Etiquette

Tools Covered
- Brainstorming
- Forced Connections
- Highlighting (H/C/R)
- Word Dance
- Story Boarding
- Creative Questions (H2, HM, IWW, WMBAT)
- Brainwriting
- Card Sort
- Pluses, Potentials, Concerns, Overcoming Concerns (PPCo)
Warm up

Your organization just received 10,000 heart candies. WMBAT ways to repurpose them?
Case for the Intersection

- The World Economic Forum identified “collaborative problem-solving” as the #1 required workplace skill, critical thinking as #2 and creativity as #3, all by 2020.
- A survey by consulting giant McKinsey & Co. found that nearly 60% of senior executives said building a strong project management discipline is a top-three priority for their companies.
- In the 20th CEO Survey from 2017, 67% of industry leaders saw creativity as very important to their organizations.
- In a 2018 article published by PMI®, veteran project managers were encouraged to sign up for courses on creative and innovative thinking in order to change their perspective on traditional project management.
- In 2010 the IBM Institute for Business Value conducted a study of 1500 CEO's world-wide in 60 countries and 22 industries. Those CEO's deemed creativity as the single most important leadership competence.
- In their 3rd global survey on the current state of project management, PricewaterhouseCoopers found that providing project management training contributed to an increase in business performance in project scope, quality, stakeholder satisfaction, business benefits and business growth.

Overarching Questions to Consider

- In what ways does this apply to your respite idea?
- How might this shape your proposal?
- How to use divergent and convergent thinking to achieve this?
- In what ways does this new information build on your current practices?
- What might be all the ways to use this new information?

One versus Two

- Watch the two videos.
- With a partner at your table compare how the two videos might represent how projects are completed in your organization.
- What generalizations and insights did you make?
- I'll seek volunteers.
What is a Project?

- **Project**: A temporary endeavor to make a unique **product**, **service** or **result**.
  - **Product**: An artifact that is produced, is quantifiable, and can be either an end item in itself or a component item.
  - **Service**: A service is **intangible**. Services include items such as customer service, claims service, utility service, audits, and respite programs.
  - **Result**: A result may be an **outcome** or **document**.
In which industries are projects found?

Every industry

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Process Groups

- **Initiating**: Casting a vision for what will be accomplished throughout the duration of that project.
- **Planning**: Taking the broader ideas established within the initiating stage and defining and refining them in greater detail.
- **Executing**: Coordinating people and resources to carry out the project.
- **Monitoring & Controlling**: Identifying and troubleshooting problems as they arise and adjusting when needed.
- **Closing**: Formulating the acceptance and closure of the project.
Overarching Questions to Consider

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Knowledge Areas

• Cover the 10 core components of projects
• Provide a framework
• Not every project will employ all the knowledge areas
• When considered and applied in practice across the process groups project success increases

Knowledge Areas

I saw six cars quickly ram Carl's rear passenger side.

Integration Management Resource Management
Scope Management Communications Management
Schedule Management Risk Management
Cost Management Procurement Management
Quality Management Stakeholder Management
Integration Management

- Outlining the project: Charter
- Coordinating the tasks that hold the whole project together
- Doing the work
- Managing the working
- Monitoring the work
- Making adjustments
- Incorporating adjustments to plan and work

Charter: A Project Roadmap

- Business need - Context...why the need and what’s the rationale?
- Project Sponsor - Who is the lead and has authority to embark on this pilot?
- Project name - What are we calling this new respite project?
- 10K Scope - What will you create?
- 10K Cost - What budget information can you provide?
- 10K Timeline - What are the proposed start and end dates and milestones?
- 10K Risk - Any anticipated issues or known concerns?
- Assumptions - With whom will you collaborate?
- Project Success - How will assess success of the pilot?
Clarification: Exploring the Vision

**Purpose:** Develop a vision of a desired outcome.

**Cognitive Thinking Skill:** Visionary Thinking
Articulating a vivid image of what you desire to create.

**Affective Skill:** Dreaming
Imagining as possible your desires and hopes:

![Diagram](objectives-desired-state.png)

Identifying Future Opportunities with Storyboard!

![Storyboard](current-reality-vision.png)

Integration Management

- When thinking about all the knowledge areas that are included in your respite pilot project, how will you coordinate all the necessary activities?
- Of all the things your pilot could be, could offer, could provide, how did you decide what it will and will not do, offer, provide?
- Along the way, your team may discover new information that makes it impossible for them to complete the respite pilot program as originally planned. What consideration have you given to responding and incorporating necessary changes?
Integration Management

What might be all the ways to monitor progress along the way both in the proposal submission and pilot project implementation?

How might you decide what changes to the pilot project are acceptable?

There will be learning along the way that could be of assistance to you and/or other in future work and endeavors. What considerations will you give to capturing and sharing these insights?

EEFs and OPAs

Enterprise Environmental Factors (EEFs) - the internal/external/tangible/intangible factors influencing the project...conditions not under the control of the team.

Organizational Process Assets (OPAs) - The plans, templates, processes, policies, procedures, lessons learned and knowledge base specific to, developed by, and used by, the organization.

Integration Management

What might be all the conditions outside of the team’s control?

What practices exist that you might leverage and/or employ in your proposal and pilot program??
Overarching Questions to Consider

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• What might be all the ways to use this new information?

Scope Management

What is the work needed to successfully complete the project and ONLY that work?

Scope Management

• Outlining the work and deliverables that will be required to complete the project
• Collecting stakeholders’ requirements and expectations
• Defining success criteria

HOW MIGHT WE DO THAT?
Brainstorming and Brainwriting & H/C/R: Stakeholder Requirements and Expectations

Scope Management

- Outlines the work and deliverables that will be required to complete the project
- Collecting stakeholders' requirements and expectations
- Defines success criteria
- Breaking the scope down into manageable components
  - What are the specifications of the new respite idea?
  - What do we need to do to “pull off” establishing this new idea?

Work Breakdown Structure (WBS)

A Work Breakdown Structure subdivides (decomposes) project deliverables and project work into smaller, more manageable components.

The classic WBS view is the tree structure diagram.
**Work Breakdown Structure**
A graphical, hierarchical chart representing the work to be performed on the project

- Diverge for all the headers
- Converge to identify headers
- Diverge to identify activities for each header
- Converge to select tasks for placement under headers

**Scope Change vs Scope Creep**
Scope change and scope creep are not the same. They each refer to modifying the original requirements, specifications, or objectives.

However, the difference is this:
- **Scope change** is achieved through a defined process — is controlled
- **Scope creep** happens without a plan — is controlling

- Develop a clear project vision
- Determine project priorities
- Formally define the project's requirements
- Create a detailed schedule with major milestones
- Develop a process to manage scope changes — approved and not approved
Overarching Questions to Consider

• In what ways does this apply to your respite idea?
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Schedule Management

- Dividing the project into tasks, which are scheduled with start dates and deadlines
- Sequencing Activities - Determining the order and dependencies between the activities
- Estimating Activity Durations - Estimating the required time to perform each activity
- Developing the Schedule - Once the duration of each activity (and the resources are known to complete it) the schedule can be developed

Imagine you just found out you are having triplets. What are all the things you will need to do to get ready for their arrival?
Sequence Activities

Identifying relationships (dependencies) among project activities AND the logical sequence of work to obtain the greatest efficiency given all project constraints.

Network Paths:
- S-A-D-F-E
- S-B-F-E
- S-B-E-E
- S-C-E-E

Logical Dependencies

- Washing, drying and waxing a car (95%)
  - Ending at the same time – Thanksgiving dinner
- Election and election results
  - Cramming for an exam (Rarely...if ever)

Network Path

A series of schedule activities having a relationship that carries through from the project's start to finish.

How many network paths are there?
What are the network paths?
How long will this project take?
Overarching Questions to Consider

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Resource Management

• Focusing on resources used to complete the project including human capital and any equipment/supplies that will be used to complete tasks
• Managing, leading and developing the team
• Estimating time needed for each resource (human and supply)
• Assigning personnel responsible for project deliverables – Responsibility Matrix
Manage, Lead and Develop Team

- Building the team and improving its performance
- Developing and motivating team members

Tuckman’s Model of Team Development

- Forming: Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.
- Storming: People feel part of the team and realize that they can trust other people in the team. They resist control by group leaders and show hostility.
- Norming: People feel part of the team and realize that they can trust other people in the team. They accept other viewpoints.
- Performing: The team works in an open and trusting atmosphere.

Maslow’s Hierarchy of Needs

Individuals cannot live or work at their fullest potential until lower more basic needs are met.
Expectancy Theory

A promise of a reward/positive outcome motivates performance. Only effective if team believes outcomes are realistic and achievable.

Conflict Management

- **Problem-solving**: Confront problem head-on, resolve root cause
- **Compromise**: Mutual sacrifice to achieve result
- **Forcing**: Bring to bear whatever power necessary
- **Smoothing**: Downplay problem; focus on what’s going well
- **Withdrawal**: Avoid or remove yourself from the situation
- **Collaborating**: Seek viewpoints, consensus, and commitment

Thinking about the work ahead to complete a proposal and realize your project, what might be all the work you need to do to invest, develop and motivate your team for the work?
Responsibility Matrix Charts - RACI

- **Responsible**: Doing The Task
  - This person or role is responsible for getting the work done. They are responsible for getting the work done, and they may be assisted by others.

- **Accountable**: Owning The Task
  - This person or role is responsible for the overall completion of the task or deliverable. They will get the work done, but they are responsible for making sure it's finalized.

- **Consulted**: Assisting
  - This person, role, or group will provide information useful to completing the task or deliverable.

- **Informed**: Keeping Aware
  - These people or groups will be kept up to date on the task or deliverable as they might be affected by the outcome of the task or deliverable.

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Responsibility Matrix

<table>
<thead>
<tr>
<th>Task</th>
<th>Mom</th>
<th>Dad</th>
<th>Sarah</th>
<th>Jeffrey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pack suitcases</td>
<td>R</td>
<td>R</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>Fuel car</td>
<td>R</td>
<td>A</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Load beach toys</td>
<td>C</td>
<td>A</td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>Cabin reservation</td>
<td>A</td>
<td>R</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Book flight</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td>I</td>
</tr>
</tbody>
</table>

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Overarching Questions to Consider

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Cost Management

- Forecasting the cost of each step of a project and even including budgeting for mishaps or compensating for any foreseeable obstacles.
- Considering the cost of the human and physical resources and when those costs will be incurred.
- Estimating costs of each activity to complete the project.
- The ideal sequence is to plan SCOPE, SCHEDULE, RESOURCE then COST.
- For increased precision, estimate costs from each activity in the WBS and roll up to the project level.
- The project budget is comprised of all the activities in the WBS.

Estimating Costs

The three primary estimating techniques utilized to determine an estimate for each activity:

- **Bottom Up** estimating - Aggregating separate and individual cost estimates for each activity. The WBS must contain all the estimated resources. Highly accurate.
- **Analogous** estimating (aka “Top Down”) - Using actual information from a similar activity on this or another project. Easy to use.
- **Parametric** estimating - using historical information on linear or scalable activities.

Overarching Questions to Consider

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Stakeholder Management

- Identifying all possible stakeholders - Anyone positively or negatively impacted by the project
- Assessing stakeholder role and desired outcome on the project and setting clear expectations
- Managing stakeholder satisfaction throughout the project
- Analyzing and documenting the relevant information regarding stakeholder interests, involvement, interdependencies, influence and potential impact on project success
- Creating a stakeholder registry

Identifying Stakeholders

- Brainstorm anyone (person, group, organization) that could impact or be positively or negatively impacted by a decision, activity or outcome of the project.
- Hit with a red dot those negatively impacted and with a blue dot those positively impacted.

Stakeholder Analysis

Interest of Stakeholder

- High Power/High Interest: Contains the stakeholders that have a high influence power and have a high interest in the project.
- Low Power/Low Interest: Contains the stakeholders that have low influence power and have a low interest in the project.
- Low Power/High Interest: Contains the stakeholders that have a low influence power, but have a high interest in the project.
- High Power/Low Interest: Contains the stakeholders that have a high influence power, but have a low interest in the project.
Stakeholder Analysis

Stakeholder Analysis

Stakeholder register identifies all stakeholders, impact of decisions and includes strategy to manage communication and expectations.
Overarching Questions to Consider

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• In what ways does this new information build on your current practices?
• What might be all the ways to use this new information?

Communications Management

- Determining who needs what information, who will share it with them and how
- Setting up a communications plan and maintaining the necessary lines of communication within the team and across stakeholders
- Strategizing communications for project and stakeholder needs
- Identifying the number of communication channels
- Determining communication methods

Communication Channels

A way to analyze and calculate all the possible paths (channels) of communication on a project.
Communication Channels

How many channels of communication exist between 5 people?

\[ n \times (n-1) \div 2 \]

\[ 5 \times (5-1) \div 2 = 10 \]

# of Communication Channels = \( n \times (n-1)/2 \)

Where \( n \) = # of Stakeholders

Communication channels grow exponentially not linearly as stakeholders are added!

Communication Channels

What might be the highest number of stakeholders you will have on your proposal team?

What about involved in your respite pilot?

Communications Management

- Determining who needs what information, who will share it with them and how
- Setting up a communications plan and maintaining the necessary lines of communication within the team and across stakeholders
- Strategizing communications for project and stakeholder needs
- Identifying the number of communication channels
- Determining communication methods
Communication Methods

**PULL**
- "GET", no formal confirmation of receipt - email, buzz, fax, voice mail, press releases

**INTERACTIVE**
- "EXCHANGE", formal confirmation of receipt - meeting, phone call, video conference

Communications Management Plan Samples

<table>
<thead>
<tr>
<th>Objective</th>
<th>Content</th>
<th>Message Content</th>
<th>Delivery Method(s)</th>
<th>As What?</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
### Communications Management Plan Samples

<table>
<thead>
<tr>
<th>Description</th>
<th>Frequency</th>
<th>Method of Communication</th>
<th>Audience</th>
<th>Who will receive the communication</th>
<th>Who is responsible for the communication</th>
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</thead>
<tbody>
<tr>
<td>Project team meeting</td>
<td>Daily</td>
<td>Meeting</td>
<td>Project team</td>
<td>Project manager</td>
<td>Project manager</td>
</tr>
<tr>
<td>Stakeholder update</td>
<td>Monthly</td>
<td>Email newsletter</td>
<td>Stakeholders</td>
<td>Project manager</td>
<td>Project manager</td>
</tr>
<tr>
<td>Board meeting</td>
<td>Every two weeks</td>
<td>Meeting</td>
<td>Project board</td>
<td>Project manager</td>
<td>Project manager</td>
</tr>
<tr>
<td>Contribution to department newsletter</td>
<td>Quarterly</td>
<td>Section of newsletter</td>
<td>Wider development</td>
<td>Project manager to deliver to department administration</td>
<td>Project manager to deliver to department administration</td>
</tr>
</tbody>
</table>

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### Communications Management Plan Samples

<table>
<thead>
<tr>
<th>Communication</th>
<th>Method</th>
<th>Frequency</th>
<th>What?</th>
<th>Owner</th>
<th>Audience</th>
<th>Deliverable to</th>
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</thead>
<tbody>
<tr>
<td>Project update</td>
<td>Email</td>
<td>Monthly</td>
<td>Managing and project manager</td>
<td>Project manager</td>
<td>Project team or project sponsor</td>
<td></td>
</tr>
<tr>
<td>Project reviews</td>
<td>Meeting</td>
<td>Weekly</td>
<td>Managing and project manager</td>
<td>Project manager</td>
<td>Project team or project sponsor</td>
<td></td>
</tr>
<tr>
<td>End of project</td>
<td>Mail</td>
<td>Monthly</td>
<td>Managing and project manager</td>
<td>Project manager</td>
<td>Project team or project sponsor</td>
<td></td>
</tr>
<tr>
<td>Project update</td>
<td>Email</td>
<td>Weekly</td>
<td>Managing and project manager</td>
<td>Project manager</td>
<td>Project team or project sponsor</td>
<td></td>
</tr>
</tbody>
</table>

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<th>Communication</th>
<th>Project</th>
<th>Frequency</th>
<th>Method of Communication</th>
<th>Audience</th>
<th>Deliverable to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bin update</td>
<td>Mail</td>
<td>Weekly</td>
<td>Email</td>
<td>Project</td>
<td>Team member</td>
</tr>
<tr>
<td>Project update</td>
<td>Mail</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Project</td>
<td>Team member</td>
</tr>
<tr>
<td>End of project</td>
<td>Mail</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Project</td>
<td>Team member</td>
</tr>
<tr>
<td>Project update</td>
<td>Mail</td>
<td>Monthly</td>
<td>Monthly</td>
<td>Project</td>
<td>Team member</td>
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Risk Management

- A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives
- Identifying risks (positive and negative)
- Quantifying and qualifying risks

Qualifying versus Quantifying Risks

Qualifying:
- Prioritizing risks further for future analysis or action by assessing and combining their probability of occurrence and impact. Think triage

Quantifying:
- Quantifying the “value” of prioritized risks. Think cost and/or time
How might you use divergent and convergent thinking to capture, identify, qualify and quantify risks?

Qualify: Likelihood/Priority

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Negligible</th>
<th>Minor</th>
<th>Moderate</th>
<th>Significant</th>
<th>Severe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Likely</td>
<td>Low Med</td>
<td>Low Med</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Likely</td>
<td>Low</td>
<td>Low Med</td>
<td>Medium</td>
<td>Med Ht</td>
<td>High</td>
</tr>
<tr>
<td>Possible</td>
<td>Low</td>
<td>Low Med</td>
<td>Medium</td>
<td>Med Ht</td>
<td>Med Ht</td>
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<tr>
<td>Unlikely</td>
<td>Low</td>
<td>Low Med</td>
<td>Medium</td>
<td>Low Med</td>
<td>Medium</td>
</tr>
<tr>
<td>Very Unlikely</td>
<td>Low</td>
<td>Low</td>
<td>Low Med</td>
<td>Medium</td>
<td>Medium</td>
</tr>
</tbody>
</table>

Quantifying: Impact

Ask yourself:

If this risk occurred, what will it cost us?
What is the impact on schedule, cost and scope...and quality?
Qualify & Quantify: Risk Probability and Impact Matrix

Risk Management
- A risk is *an uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives*
- Identifying risks (positive and negative)
- Quantifying and qualifying risks
- Planning risk responses

Plan Risk Responses
Risks are addressed by their priority, inserting resources and activities into the budget, schedule and project plan as needed.
Plan Risk Responses

Strategies for Negative Risks or Threats

- **Avoid**
  - eliminate cause of risk
  - reduce probability or impact

- **Mitigate**
  - reduce uncertainty (probability or impact)
  - priority beach home damage
  - rental metal shutters

- **Transfer**
  - transfer responsibility (unintended gains)
  - outsource at a fixed price

- **Accept**
  - continue as planned
  - take responsibility for risk (insurance)

- **Do Nothing**
  - uncertainty of an increased gasoline cost
  - take the hit off of profit

Plan Risk Responses

Strategies for Positive Risks or Opportunities

- **Utilize**
  - 100% utilization of special tools or equipment

- **Do Nothing**
  - uncertainty of a decrease in gasoline costs

Risk Management

- A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives.
- Identifying risks (positive and negative)
- Quantifying and qualifying risks
- Planning risk responses
- Determining the depth of a risk register
Overarching Questions to Consider

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Procurement Management

- Performing the work necessary to purchase or acquire products, services, or results needed from outside of the project team
- Understanding two key roles: buyer and seller
- Determining how to solicit
- Applying the best contract strategy for the project need
Procurement Management

Two key roles:

**Buyer** - The organization or party purchasing (procuring) the goods or services from the seller.

**Seller** - The organization or party providing or delivering the goods or services to the buyer.

Procurement Documents

- **RFI** (Request for Information): Purchaser does not have sufficient information to properly assess the suppliers.
- **EOI / RFI** (Expression of Interest or Request for Information): Similar to an RFI.
- **RFP / RFO** (Request for Proposal or Request for Offer): Purchaser has clearly defined criteria or specifications, and assessment is based on cost.
- **RFT** (Request for Tender): Purchase is committed to buying non-commodity services.
- **RFQ** (Request for Quotation): Purchase is committed to buying non-commodity goods.

Contract

A mutually binding agreement that obligates the seller to provide the specified product or service or result and obligates the buyer to pay for it.
**Contract Types and Risks**

**Fixed Price Contracts:**
- Seller provides material and time at a fixed price to the buyer
- Good for well-defined statement of work
- Seller has bulk of risk

**Time and Materials:**
- Seller charges the buyer for time worked and material
- Good when there is not a well-defined statement of work
- Buyer has bulk of risk

**Cost Reimbursable:**
- Payment to the seller for the seller's actual costs, plus a fee typically representing seller's profit.
  1. Cost Plus Fixed Fee
  2. Cost Plus Incentive Fee
- Risk is shared

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**In what ways will you determine if your new respite idea requires the team to procure outside resources?**

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**Overarching Questions to Consider**

- In what ways does this apply to your respite idea?
- How might this shape your proposal?
- How to use divergent and convergent thinking to achieve this?
- In what ways does this new information build on your current practices?
- What might be all the ways to use this new information?
Quality Management

- Safeguards against subpar deliverables by establishing quality standards for the project...in advance
- Determining the degree to which the project fulfills requirements and satisfies the needs for which it was undertaken...Did we build the thing right?
- Committing to continuously improving processes - However small, no matter who

How might you determine the root cause of poor performance/poor progress on your proposal or pilot project?

Fishboning for the Root Cause: Bad Coffee!
What might be all the criteria you could use to determine if you “built your respite pilot right”?

Overarching Questions to Consider

- In what ways does this apply to your respite idea?
- How might this shape your proposal?
- How to use divergent and convergent thinking to achieve this?
- In what ways does this new information build on your current practices?
- What might be all the ways to use this new information?

Thinking back on the card you chose this morning, what adjustments might you see yourself making in your organization?
In what ways does the information presented today strengthen the quality of your proposal and increase the success of possible respite pilot ideas?

Taking It Home

- Interesting
- Useful
- Intriguing
- Potential
- Uses
- Application

Going Forward

- March 3, 2020
- Makeup date: March 31, 2020
- Coaching in Creative Leadership

The FourSight Model (2003)
Until We Meet Again!

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