**Project Management Principles**

Teresa Lawrence, PhD, PMP, CSM
Exhale

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**Objectives**

- Build the skill set, tool set, and mind set of creative leadership and project management competencies

- Strengthen collaborations to establish new respite programs for caregivers of the elderly

- Equip participants to apply CPS and PM principles to lead the project proposal process in support of new respite programs for caregivers of the elderly

- Increase team synergy and performance and to foster a work climate that draws maximum potential from each team member - FourSight
In your breakout room, share a little about how “projects” are managed in your organization.

Agenda

- A case for the intersection
- Project Management principles
- Applications to the proposal and new program idea
- Questions to consider
The Creative Process (Problem)

**The Creative Process**

**Clarify**
- Exploring the vision & identifying the challenge

**Ideate**
- Generating ideas

**Develop**
- Transforming solutions & bringing ideas to life

**Implement**
- Exploring acceptance & formulating a plan

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**Creative Process Concepts**

- Novel
- Temporary Endeavor
- Creativity
- Project Management
- Useful
- Unique Deliverable
- VALUE

© International Deliverables
### TOOLS...and TECHNIQUES

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<th>CLARIFY</th>
<th>IDEATE</th>
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<th>DEVELOP</th>
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<td>Assisters/Resisters</td>
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<td>Paired Comparison</td>
<td>Sequencing</td>
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<td>Card Sort</td>
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**Project:** A temporary endeavor undertaken to create a unique product, service or result.

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**Proposal**

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**New respite program**

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**PMI**
### Process Groups & Knowledge Areas

<table>
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<th>Process Group</th>
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<tr>
<td>Initiating</td>
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<tr>
<td>Planning</td>
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<td>Procurement</td>
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<td>Stakeholder</td>
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### Overarching Questions

- In what ways might this apply to your proposal?
- How might this shape your new respite program idea?
- How to use divergent and convergent thinking?
- How might you apply the CPS thinking tools?
- In what ways does this new information build on your current practices?
- What might be all the ways to apply this new information?
The World Economic Forum identified complex 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 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 the 20th CEO Survey from 2017, 67% of industry leaders saw creativity and innovation as very important to their organizations.
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.

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 competency.
One versus Two

- Watch the two videos.
- In your groups, compare how the two videos represent how projects might be completed.
- What generalizations and insights might you make?
One versus Two

- Watch the two videos.
- In your groups, compare how the two videos represent how projects might be completed.
- What generalizations and insights might you make?
Where are projects found?

- In every industry

Process Groups & Knowledge Areas

- Initiating
- Planning
- Executing
- Monitor & Controlling
- Closing

- Integration
- Scope
- Schedule
- Cost
- Quality

- Resources
- Communications
- Risk
- Procurement
- Stakeholder
Estimates

- Analogous (Top Down):
  - Using actual information from a similar activity on this or another project.

- Parametric:
  - Using historical information on linear or scalable activities.

- Three-Point Estimates:
  - Estimating averages of worst-case (P), best-case (O), and most realistic (R) estimates.

- Bottom Up:
  - Using a separate estimate for each activity and aggregating up.

Organizational Process Assets (OPAs)

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

Reporting systems, project templates, resources used, correspondence, file-naming conventions, PM plans and project document, registers, lessons learned.

Enterprise Environmental Factors (EEFs)

The internal, external, tangible, intangible factors influencing the project...conditions outside the control of the project team.
**Enterprise Environmental Factors (EEFs)**

- Government rules and regulations,
- structure, culture,
- geographic location of the organization,
- available technology and resources.

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**Tools & Techniques Output (ITTOs)**

- What do I need before I can....
- What will I have when I am done..
- What am I trying to achieve....
- What is the best/most appropriate tool or technique I should use...
In Practice

What is the best/most appropriate tool or technique I should use...

What will I have when I am done... What am I trying to achieve....

Process Groups & Knowledge Areas

- Initiating
- Planning
- Executing
- Monitor & Controlling
- Closing

Integration Resources
Scope Communications
Schedule Risk
Cost Procurement
Quality Stakeholder
Process Groups

- **Initiating**: Visioning and authorizing the project
- **Planning**: Defining and refining project objectives
- **Executing**: Coordinating people and resources to carry out the project
- **Controlling**: Ensuring objectives are met and adjusting when needed
- **Closing**: Formulating the acceptance and closure of the project
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

Process Groups & Knowledge Areas

- Initiating
- Planning
- Executing
- Monitor & Controlling
- Closing

Integration | Resources
Scope | Communications
Schedule | Risk
Cost | Procurement
Quality | Stakeholder
Knowledge Areas

- **Integration Management** is the coordination of all elements of a project - tasks, resources, stakeholders, managing conflicts between different aspects of a project and making adjustments and trade-offs between competing requests and evaluating resources.
- **Scope Management** ensures a project’s scope is accurately defined and mapped. Did we build the right thing?
- **Schedule Management** is the listing of activities, deliverables, and milestones within a project.

Knowledge Areas

- **Cost Management** is the process of estimating, allocating, and controlling project costs.
- **Quality Management** is the degree to which the project fulfills requirements and satisfies the needs for which it was undertaken...Did we build the thing right?
- **Resource Management** identifies, acquires, and manages the resources needed for the successful completion of a project.
- **Communication Management** is a collection of processes that help make sure the right messages are sent, received, and understood by the right people.
Knowledge Areas

- **Risk Management** works to increase the probability and/or impact of positive risks and to decrease the probability/impact of negative risks in a project.
- **Procurement Management** supports the purchase and acquisition of products, services or results needed from outside the project team.
- **Stakeholder Management** is the process by which systematically identify stakeholders; analyze their needs and expectations; and plan and implement various tasks to engage with them.

Projects Integration Management

Tasks/activities/processes that hold the whole project together.
Integration Management

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

Project Charter

Formally outlines the existence of a project
Project Charter

- A high-level description of project deliverables and outlines project goals.
- It is an official document, which authorizes the project and gives project managers the authority to use all the available resources for the project. No charter, no project.
- In addition to describing the goals and deliverables, project charter also defines the key project stakeholders.
- The project charter provides a summary of the project and provides a shared understanding of the project.

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 you assess success of the pilot?
Sample Charters

No charter
No project

Charters

How might drafting a charter be of benefit to writing your proposal?
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?
- What existing practices might leverage and/or employ in your proposal and program implementation?

Stakeholder Management

Knowing who the stakeholders are and actively managing their expectations.
Project Management requires you to **identify** all stakeholders, **analyze** their power, interest and level of engagement, **elicit** their requirements and expectations, and then **evaluate** and **incorporate** all that information into the product/project scope as needed.

Engaging stakeholders occurs throughout the life of the project.
Identify all of them

Incorporate their values

Determine their expectations

Communicate

Plan to engage

Determine their requirements

Plan to communicate

Determine their level of authority

Determine their interest

Manage the relationships

Monitor and adjust

Soft skills

Determine their level of influence

WMBAT ways to identify all stakeholders?
Stakeholder Analysis: Power/Interest

Grouping identified stakeholders based on their level of power and interest in the project's outcome

Influence/Power of Stakeholder

Interest of Stakeholder

- **HIGH POWER/LOW INTEREST**
  - Contains the stakeholders that have a high influence/power, but have low interest in the project.

- **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 little influence/power, and have a low interest in the project.

- **LOW POWER/HIGH INTEREST**
  - Contains the stakeholders that have little influence/power, but have a high interest in the project.
Stakeholder Analysis: Power/Interest

Grouping identified stakeholders based on their level of power and interest in the project's outcome.

Stakeholder Analysis - Engagement Levels

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Unaware</th>
<th>Resistant</th>
<th>Neutral</th>
<th>Supportive</th>
<th>Leading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder 1</td>
<td>C</td>
<td>D</td>
<td>D</td>
<td>Leading</td>
<td></td>
</tr>
<tr>
<td>Stakeholder 2</td>
<td>C</td>
<td>D</td>
<td></td>
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</tr>
<tr>
<td>Stakeholder 3</td>
<td></td>
<td></td>
<td></td>
<td>D</td>
<td>C</td>
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H2, HM, WMBAT, IWW might the team members positively influence stakeholders?
# Stakeholder Analysis - Salience Model

<table>
<thead>
<tr>
<th><strong>Salience</strong></th>
<th><strong>Legitimacy</strong></th>
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<tbody>
<tr>
<td>The quality of being particularly noticeable or important; prominence.</td>
<td>Is the authority level of involvement project stakeholders have on a project.</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Power</strong></th>
<th><strong>Urgency</strong></th>
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<tbody>
<tr>
<td>Is the ability a project stakeholder has to influence the outcome of an organization, deliverables, or a project.</td>
<td>Is the time expected by project stakeholders for responses to their expectations.</td>
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</table>

**WMBAT ways to classify all stakeholders?**
Brainstorm for anyone (person, group, organization) that could impact or be impacted (positively or negatively) by a decision, activity or outcome of the project.

- Forced Connections!
- Highlight – maybe only Hit and Cluster
- Hit criteria: Colored dots to indicate stakeholder categories

Stakeholder Register

The Stakeholder register is a document that identifies, assesses and classifies the stakeholders of the project. It is also a document that provides information used to plan different ways on how to engage the stakeholders.

The stakeholder register is often subjected to many updates. The changes of updates may include the identification of new stakeholders or if registered stakeholders are no longer impacted in or involved in the project.
Stakeholder register identifies all stakeholders, impact of decisions and includes strategy to manage communication and expectations.
# Stakeholder Register

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Project Role</th>
<th>Importance</th>
<th>Influence</th>
<th>Score</th>
<th>Major Concerns</th>
<th>Relationship Owner</th>
</tr>
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<tbody>
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</table>

**Name** - The name of the stakeholder  
**Title** - The stakeholder's job title  
**Project Role** - The role that they have on the project. Examples include sponsor, customer, resource owner, etc.  
**Importance** - How important is the stakeholder? This is an expression of power over the project - can they drive change, cancel it, approve budgets, etc. This generally relates to formal authority in the organization. This is set up to accept whole numbers from 1 (low) to 5 (high).  
**Influence** - How influential is the stakeholder and how influential is the project for the stakeholder? This is an expression of what the project means to the stakeholder. Do they have a strong interest in the outcome of the project and/or have they got the ability to influence the outcome? This generally relates more to informal authority. This is set up to accept whole numbers from 1 (low) to 5 (high).  
**Score** - This field is calculated based on multiplying the previous two fields together. Higher values are shaded red with the colour moving through orange and yellow to green for low values. This provides an approximate prioritization, though this should be validated.  
**Major Concerns** - The major areas/items of concern to the stakeholder - why do they care?  
**Relationship Owner** - The member of the project team designated to manage the relationship with the stakeholder. For higher priority stakeholder relationships this should be the project manager.

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# Plan, Manage and Monitor Stakeholders

- Strategizing the approach for the balance of the project  
- How the project impacts stakeholders  
- How will the project team interact with stakeholders  
- How will the project team involve stakeholders in making decisions about the project  
- How will the team manage stakeholder expectations  
- How will the team ensure stakeholders are satisfied  
- Identifying any change requests  
- Highly connected to Communications Management
How might you go about engaging stakeholders throughout your program planning and implementation?

Communications Management
Who needs this information, how will we share it and who does the sharing?
All the measurable data gathered, all the clearly defined activities and all the estimates will mean absolutely nothing if they do not communicate accurate information to the correct people at the correct time.

- Some PM Guru

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

How many channels of communication exist between 5 people?
Communication channels grow exponentially not linearly as stakeholders are added!

\[ \text{# of Communication Channels} = \frac{N(N-1)}{2} \]

Where \( N \) = # of Stakeholders

**What if we added two more people?**

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

How many channels of communication exist between 5 people?
Communication channels grow exponentially not linearly as stakeholders are added!

\[
\text{n x (n-1) } \div 2
\]

\[
7 \times (7-1) \div 2
\]

\[
7 \times 6 \div 2 = 21
\]

# of Communication Channels = \(\frac{N(N-1)}{2}\)
Where \(N = \#\) of Stakeholders

What might be the highest number of stakeholders you will have on your proposal team? What about involved in your program?
Communication Methods

**Formal Written**
Examples include project charter, project plans, legal documents, contracts

**Informal Written**
Examples include emails, memo, sticky notes

**Informal Verbal**
Examples include meetings, phone calls, conversations, planning sessions

**Formal Verbal**
Examples include presentations, prepared speeches

**PUSH**
“TO”, no formal confirmation of receipt – email blast, mailings, voice mail, press releases

**PULL**
“GET”, no formal confirmation of receipt – post on a website, intranet sites, e-learning

**INTERACTIVE**
“EXCHANGE”, formal confirmation of receipt – meeting, phone call, video conference
Overarching Questions

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

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

*How Might We Do That?
Brainstorming, Brainwriting, H/C/R
The WBS contains 100% of all the work in the project.
Work Breakdown Structure (WBS)
A graphical, hierarchical chart representing the work to be performed on the project
Work Breakdown Structure (WBS)

A graphical, hierarchical chart representing the work to be performed on the project

- Diverge for all activities/tasks
- Diverge/converge the headers
- 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
How might your team decide what is IN and OUT of your repsite program idea?

Resource Management

I NEED MORE RESOURCES ON MY PROJECT.

I'LL GIVE YOU SOMEONE FROM ALICE'S PROJECT.

THEN ALICE WON'T HAVE ENOUGH RESOURCES.

I CAN ONLY SOLVE ONE PROBLEM AT A TIME.

DID HE SOLVE YOUR PROBLEM?

I'M GOING TO SAY YES.
Resource Management

“Resources”
- Human
- Materials
- Equipment
- Supplies
- Anything needed to complete the project

Creating recognition and reward systems

Improving the competencies of team members

Clear roles and responsibilities

Are resources available or do they need to be acquired (procured)?

What and how many resources are required when?

How much will all these resources cost?

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
Theories of Motivation

Develop Team
Ongoing and throughout

- Maslow’s Hierarchy of Needs
- McGregor’s Theory X and Theory Y
- Herzberg’s Motivation-Hygiene Theory
- Contingency Theory
- Recognition & Rewards
- Expectancy Theory
- McClelland’s 3-Theory Needs
- Tuckman’s model of group development

Theories of Motivation

Tuckman’s Model of Group Development

What to do if someone leaves or joins midway?
What if the project ends early?
What if you have a temporary, specific team member?

Decreased turnover
Enhanced individual knowledge and skills
Improved teamwork
McClelland’s 3-Theory Needs:

**Need for Affiliation**
Refers to the need for warm and close relationships with others. Work best when cooperating with others.

**Need for Power**
Refers to an individual’s concern for making an impact on others, influencing others, making an impact. Let them lead.

**Need for Achievement**
Refers to an individual’s concern for excellence, competition, challenging goals, persistence and overcoming difficulties. They like recognition.

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Thinking about the work ahead to complete a proposal and realize your new program, 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 actions the task or deliverable. They are responsible for getting the work done. It can be more than one person, try to minimize the amount of people involved.

**Accountable:** Owning The Task
This person or role is responsible for the overall completion of the task or deliverable. They won’t get the work done but 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.
How might a RACI chart help in the proposal writing process?

Schedule Management
Defining, estimating, sequencing and scheduling all activities required to complete the project in logical order.
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 are going to be spending the next six months in the Antarctic scientific research station. What are all the things you will need to do to get ready for your trip?
Sequence Activities

Sequencing the project activities in the order in which they will be completed.

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

Dependencies

Project dependencies are schedule dependencies... the schedule of one task or activity is dependent on another one.

Mandatory (hard logic)

- Unavoidable, inherent to the work

Discretionary (preferred, preferential or soft logic)

- Best practice

External

- Non project activities outside project team's control

Internal

- Project activities inside project team's control
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)
Project Network Diagrams

Activity on Node/Precedence Diagramming Method (PDM) orders schedule activities (represented as rectangular nodes) and depicts activity, duration, path and relationships.

- Activity: A, B, C
- Network Paths: A-C & B-C
- Activity Duration: A=4, B=9, C=6

Arrows represent dependency

Help justify time estimates for the project
Aid in efficiently planning, organizing, and controlling the project
Identify opportunities to compress the schedule in planning and throughout the life of the project
Show interdependencies of all activities, and thereby identify riskier activities
Show workflow to the team will know what activities need to happen in a specific sequence
Show project progress
Sequence Activities

Network Diagram: A graphical representation of your project schedule.

BEGIN → D → F → END

What’s being done? Who will do it? By when? Support/Report?

<table>
<thead>
<tr>
<th></th>
<th>Short Term Actions</th>
<th>Intermediate Actions</th>
<th>Long Term Actions</th>
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</table>

Get it done!
Sequencing – Schedule and Timelines

Cost Management

I NEED A BUDGET ESTIMATE FOR MY PROJECT, BUT I DON'T HAVE A SCOPE OR A DESIGN FOR IT YET.

OKAY, MY ESTIMATE IS $3,583,729.

YOU DON'T KNOW ANYTHING ABOUT MY PROJECT. THAT MAKES TWO OF US.
Cost Management

- What cost (and resources) are incurred
- When are they incurred
- Close connection to Schedule Management
- More accurate estimate is from the bottom up

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
- 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
**Foundational Terms**

- **VC**: A cost that varies depending on project consumption.
- **FC**: A cost that remains constant throughout the project.
- **DC**: Expense directly billed to the project.
- **IDC**: Expense that is shared by or allocated to multiple projects or operations.
- **Total cost of ownership over entire life of project**: Purchase Costs + Operation Costs + Shutdown Costs
- **Sunk Costs**: Expense already spent by the project that is not recoverable.
- **Value Engineering**: Designing every aspect of a project to obtain maximum value.

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**Estimate Costs**

Each schedule activity is analyzed to evaluate activity time and resource estimates associated with them ...and a cost estimate is produced.
Estimates

Highly accurate... time consuming and labor intensive.

**Analogous (Top Down)**
- Using actual information from a similar activity on this or another project.

**Parametric**
- Using historical information on linear or scalable activities.

**Three-Point Estimates**
- Estimating averages of worst-case (P), best-case (O), and most realistic (R) estimates.

**Bottom Up**
- Using a separate estimate for each activity and aggregating up.

**T-Shirt Sizing**

<table>
<thead>
<tr>
<th>Advantages of Top-Down (Analogous) Estimating</th>
<th>Disadvantages of Top-Down (Analogous) Estimating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick</td>
<td>Less accurate</td>
</tr>
<tr>
<td>Activities do not need to be identified</td>
<td>Estimates reflect a limited amount of information about the project or key deliverables</td>
</tr>
<tr>
<td>Less costly to create</td>
<td>Requires considerable experience</td>
</tr>
<tr>
<td>Overall project costs will be capped for project analogous estimating</td>
<td>Difficult for projects with uncertainty or without similar projects to reference</td>
</tr>
</tbody>
</table>

How much leeway are you giving yourself with the estimates?
### Advantages of Bottom-Up Estimating

<table>
<thead>
<tr>
<th>Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>More accurate</td>
</tr>
<tr>
<td>Gains buy-in from the team because the team creates estimates</td>
</tr>
<tr>
<td>Based on a detailed project and deliverables analysis</td>
</tr>
<tr>
<td>Provides a basis for control and management</td>
</tr>
</tbody>
</table>

### Disadvantages of Bottom-Up Estimating

<table>
<thead>
<tr>
<th>Disadvantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takes time and money (resources)</td>
</tr>
<tr>
<td>Tendency for padding estimates</td>
</tr>
<tr>
<td>Requires that the project is well defined and well understood</td>
</tr>
<tr>
<td>Requires time to break project deliverables into work packages and activities</td>
</tr>
</tbody>
</table>

**How much leeway are you giving yourself with the estimates?**

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**Risk Management**

“I think we need to take another look at your risk-management strategy.”
A risk is "an identified uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives."

Risk Management

- Identifying and understanding what risks or uncertainties exist in the project
- Determining which uncertainties may be good (opportunities) or bad (threats) to the project
- Analyzing and determine which uncertainties require a planned response
- Planning response approaches and defining what triggers a response
- Monitoring for risk occurrences
- Uncertain events must be identified and analyzed prior to planning responses
- Proactive
Risk Management

Risk are ranked and prioritized for likelihood and impact...severity

The effects of risk are evaluated in terms of cost overruns, scope, resource consumption, and schedule delays...value
Qualitative Risk Analysis

- Identifying threats (or opportunities), how likely they are to happen, and the potential impacts if they do
- Helps to reduce levels of uncertainty and to focus on high priority risks
- Helps ensure time and resources are spent on the right risk areas

Qualify Risk – 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</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 Hi</td>
<td>High</td>
</tr>
<tr>
<td>Possible</td>
<td>Low</td>
<td>Low Med</td>
<td>Medium</td>
<td>Med Hi</td>
<td>Med Hi</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Low</td>
<td>Low Med</td>
<td>Low Med</td>
<td>Medium</td>
<td>Med Hi</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>
Quantitative Risk Analysis

- Which risk events warrant a response
- A projected value is assigned to quantify each risk that has been ranked (cost and/or time)
- Any value that exceeds the risk tolerance levels needs a risk response

Quantify Risk

Ask yourself:

If this risk occurred, what will it cost us?
What is the impact on schedule, cost and scope...and quality?
Overarching Questions

- In what ways might this apply to your proposal?
- How might this shape your new respite program idea?
- How to use divergent and convergent thinking?
- How might you apply the CPS thinking tools?
- In what ways does this new information build on your current practices?
- What might be all the ways to apply this new information?
Procurement Management includes the establishment and maintenance of relationships with vendors/others to obtain goods, services, or scope from outside the organization.

– PMI

✓ Buyer – seller relationship
✓ Focuses on applying the best contract strategy for the project situation
✓ Necessary steps to prepare purchase documents and select from among proposals
✓ Monitoring contracts
✓ Formal communication and highly ridged
Procurement Management

Roles

**Buyer**

The organization or party purchasing (procuring) the goods or services from a seller

**Seller**

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

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Procurement Documents

<table>
<thead>
<tr>
<th><strong>RFI</strong> Request For Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Purchaser does not have sufficient information to write a detailed request</td>
</tr>
<tr>
<td>• Purchaser is not necessarily committed to buying</td>
</tr>
<tr>
<td>• Likely to involve a further request before a final decision.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EOI / ROI</strong> Request For Information or Registration Of Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Similar to an RFI</td>
</tr>
<tr>
<td>• Often used as a screening or shortlisting tool</td>
</tr>
<tr>
<td>• Purchaser is not necessarily committed to buying</td>
</tr>
<tr>
<td>• Likely to involve a further request before a final decision.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>RFP / RFO</strong> Request For Proposal or Request For Offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Purchaser seeks solutions-based submissions to meet their needs</td>
</tr>
<tr>
<td>• Possibly no clear specification</td>
</tr>
<tr>
<td>• Greater flexibility than an RFT</td>
</tr>
<tr>
<td>• Suitable to professional services.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>RFT</strong> Request For Tender</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Purchaser has clearly defined criteria or specification</td>
</tr>
<tr>
<td>• Judged on both price and qualitative factors</td>
</tr>
<tr>
<td>• Purchaser is committed to buying.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>RFQ</strong> Request For Quotation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Purchaser has clearly defined criteria or specification</td>
</tr>
<tr>
<td>• Judged primarily or solely on price</td>
</tr>
<tr>
<td>• Purchaser is committed to buying.</td>
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</table>
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
Seller passes all allowable costs back to the buyer and receives an additional fee for value-added
Cost Plus Fixed Fee
Cost Plus Incentive Fee
Risk is shared
In what ways will you determine if your new program requires the team/organization to procure outside resources?

Quality

The degree to which a set of inherent characteristics fulfills requirements or customer needs.

Did we build the thing right?
Quality Management

- Determining the degree to which the project (program) 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

Quality Management

Quality

Product
End result – deliverable

Process
How things are getting carried out

Are the walls the right color?
Are there paint splatters on the floor?
What might be all the criteria you could use to determine if you “built your program right”? How might you prioritize identified criteria?

How might the information presented today strengthen the quality of your proposal and increase the success of new program proposals?
QUESTIONS?

Taking It Home

New
Interesting
Useful
Intriguing

Potential uses
Applications
Thank You!

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