



BMCC Center for Continuing Education & Workforce Development

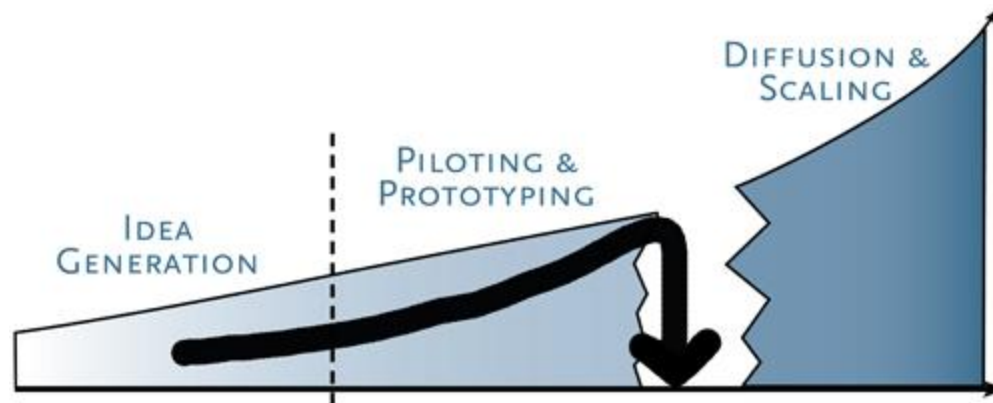
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Getting Things Done: Project Management for non-Project Managers

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Execution is Key to Project Success

Ideas Are Not Enough - Time to Face the "Executioner"



"After 5 weeks of intensive incubation and skill training, each fellow will be given 5 additional weeks to 'run' with their idea. They will have all the tools, skills, marketing materials, and strategic plans they need to be effective. All that remains for them to do — is execute."

That's *all*? Just execute? Piece of cake, right?

Source: Stanford Graduate School of Business, Center for Social Innovation
<http://csi.gsb.stanford.edu/ideas-are-not-enough>

Making things happen is harder than it seems... Execution is key!

Industry Studies:

The average software development project exceeds its planned budget by 90% and its schedule by 120%

- 33% of all projects are over budget and late
- 53% of projects will cost 189% of their original estimates
- Only 16.2% of projects will be completed on-time and on-budget
- The average time overrun is 222% of the original estimate
- In large companies, only 9% of projects come in on-time and on-budget

Source: The Cost Xpert Group, Inc.

Successful Execution is Rooted in Project Management Methodology and Tools

Methodology

1. **Define Business Requirements**
 - a. What would you like to do (*objectives*)?
 - b. Why (*benefits*)?
 - c. How (*specific solution*)?

2. **Plan Key Milestones and Tasks**
 - a. Create a list of main deliverables
 - b. Write down all that needs to happen (*brain dump*)
 - c. Organize the list into logical groups (*workstreams / sections*)
 - d. Assign owners, resources, dates
 - e. Revise as needed and as much as needed

3. **Manage Project Lifecycle**
 - a. Maintain project plan
 - b. Track issues
 - c. Report status via project dashboard

Tools



MS Word for Business Requirements:
Objectives, Specific Deliverables, Benefits, Key Stakeholders, Resource Estimate, Timeline, etc.



MS Excel for Key Milestones and Tasks:
Organize project plan around key deliverables, workstreams, project phases etc.



MS Excel for Open Issues:
All open issues and questions must be maintained in a separate document with specific issue owners.



MS PowerPoint for Project Dashboard:
Provide key updates: next steps, critical issues, status of key milestones, etc. on a weekly basis

Sample of the Business Requirements Template

Project Initiation Document [high-level Business Requirements]						Version:	1.0	Updated:	[DATE]
Project Name:									
Project Manager:									
Business Unit:									
Part 1. Problem/Goal/Objective									
Part 2. Resolution/Benefit									
Part 3. Scope									
Part 4. Stakeholders / Contacts									
Part 5. Business Requirements									
Part 6. Cost/Benefit Analysis									
Part 7. Timeline									
Part 8. Stakeholders Agreement & Sign Off									

Sample of the Project Plan Template

Project Workstreams & Milestones								
#	Workstream/Task Name & Description	Objective & Benefit	Priority	Start	End	Revised End	Dependen cy	Issues & Updates
INITIATION PHASE								
1	Workstream Name			Date	Date			
1.1	Task description			Date	Date			
1.2	Task description			Date	Date			
1.3	Task description			Date	Date			
2	Workstream Name			Date	Date			
2.1	Task description			Date	Date			
2.2	Task description			Date	Date			
2.3	Task description			Date	Date			
EXECUTION PHASE								
3	Workstream Name			Date	Date			
3.1	Task description			TBD	TBD			
3.2	Task description			Date	Date			
3.3	Task description			Date	Date			
4	Workstream Name			TBD	TBD			
4.1	Task description			TBD	TBD			
4.2	Task description			TBD	TBD			
4.3	Task description			TBD	TBD			
DELIVERY PHASE								
5	Workstream Name			TBD	TBD			
5.1	Task description			TBD	TBD			
5.2	Task description			TBD	TBD			
5.3	Task description			TBD	TBD			
6	Workstream Name			TBD	TBD			
6.1	Task description			TBD	TBD			
6.2	Task description			TBD	TBD			
6.3	Task description			TBD	TBD			
7	Workstream Name			TBD	TBD			
7.1	Task description			TBD	TBD			
7.2	Task description			TBD	TBD			
7.3	Task description			TBD	TBD			

“If You Want Get Something Done Do It Yourself”

- Remain hands-on on all aspects of the project
- Understand all open issues and what needs to be done to resolve them
- Follow up on open issues and action items to put healthy pressure on key players
- Never assume anything if it's relevant to the success of the project
- If things are unclear, assume the worst (at least worse than you think)
- Keep discipline and commit to the protocol and established standards
- Never compromise testing of the final results: QA is key
- Be fair, demanding but flexible
- Use common sense

Not All Executions Are Successful: An example of how NOT to execute projects



<http://www.youtube.com/watch?v=79tl2H3QzTo>