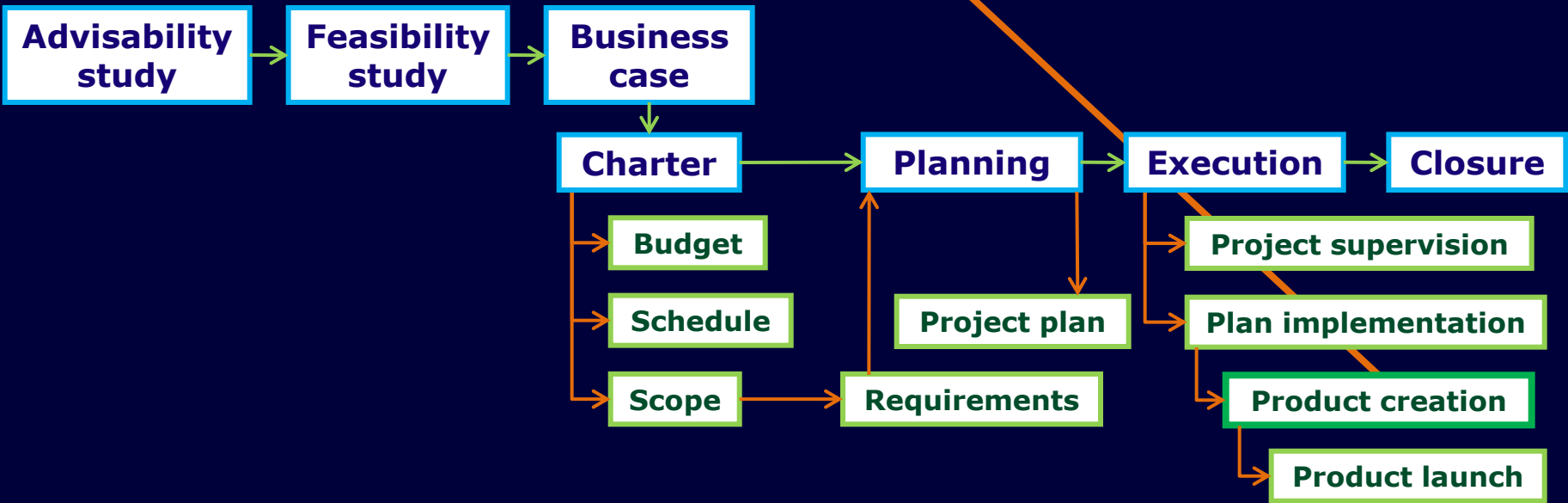
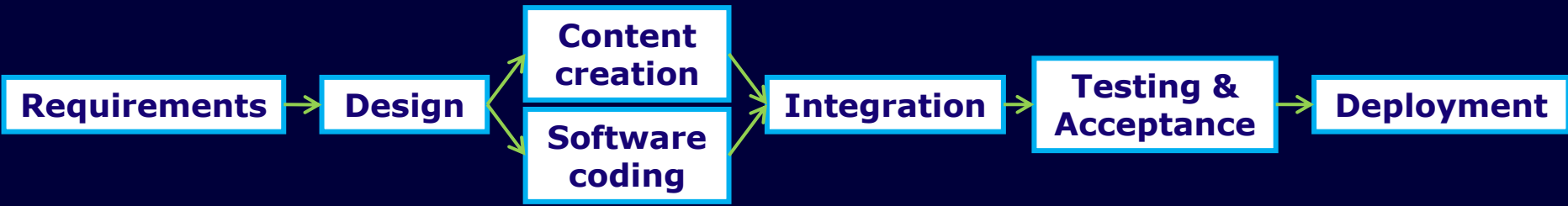


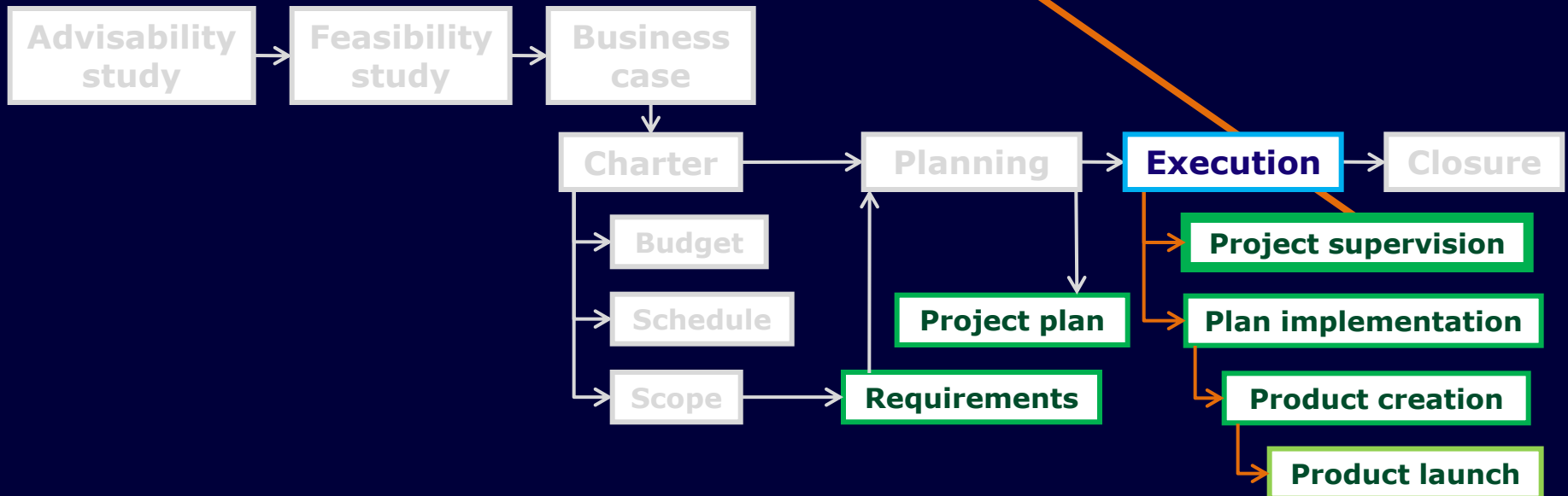
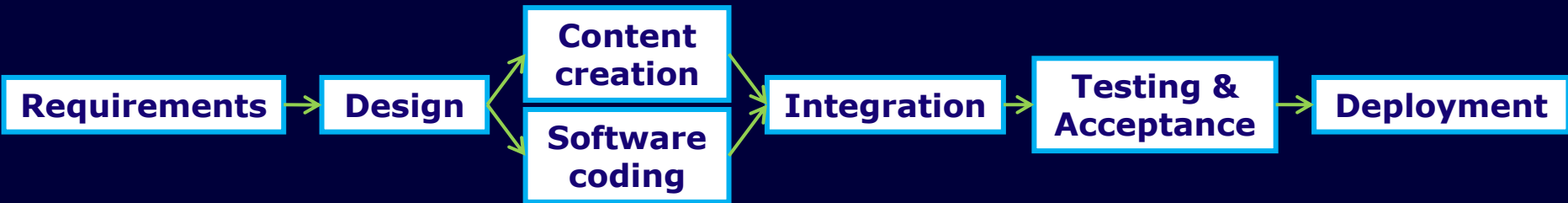
Project Management

**Project direction/supervision,
monitoring & control**

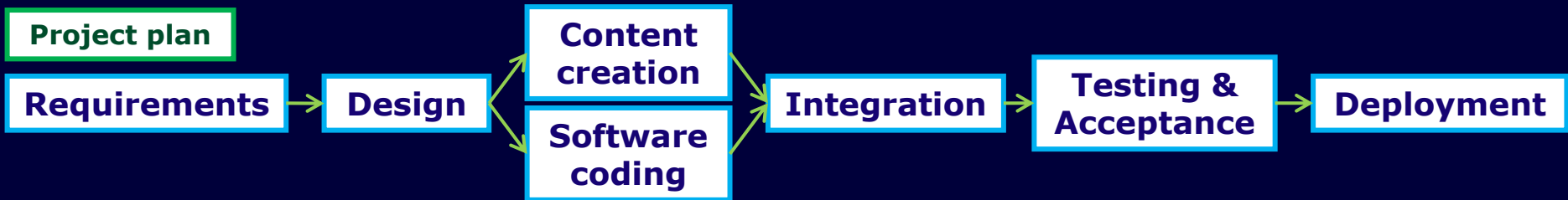
Project life cycle



Project direction/supervision



Project direction/supervision



General remarks

Areas to supervise, monitor and control

Communication

- ✓ **Meetings**

- ✓ **Management by walking around (MBWA)**

Performance indicators & project dashboard

To-do list

Reminder: Murphy's Law

GENeRAL mURPHology

Murphy's Law

If anything can go wrong, it will.

Corollaries

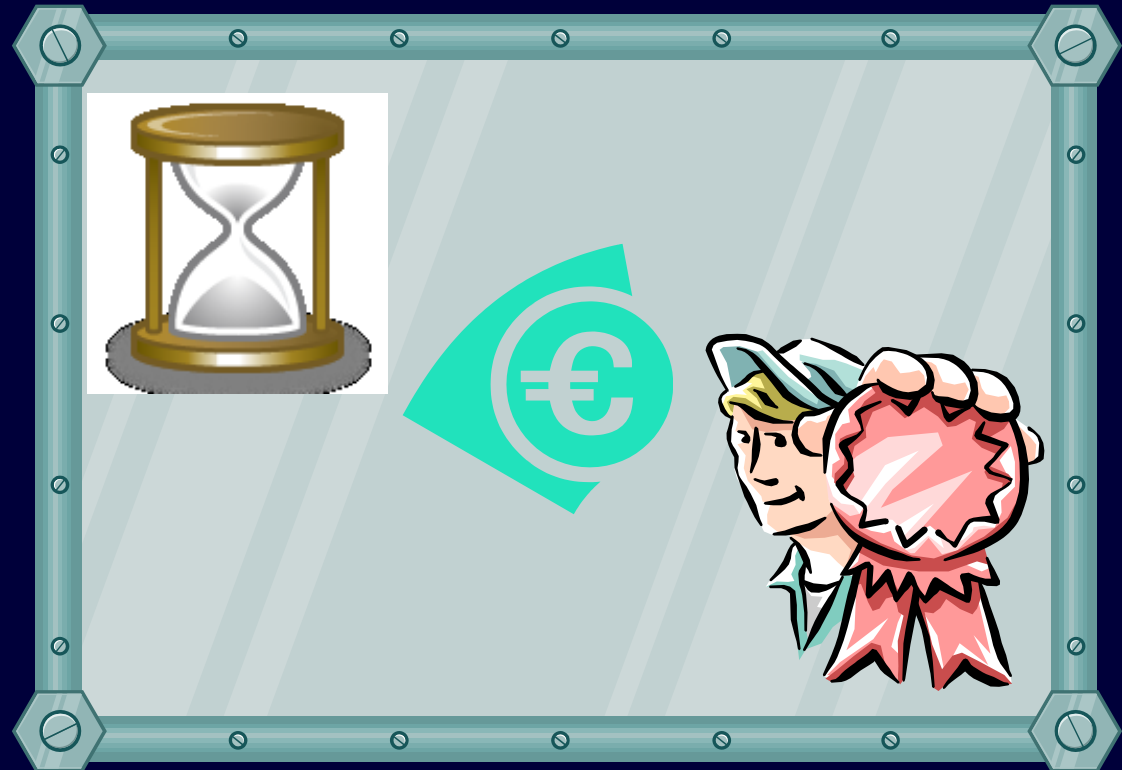
1. Nothing is as easy as it looks.
2. Everything takes longer than you think it will.
3. If there is a possibility of several things going wrong, the one that will cause the most damage will be the one to go wrong.
4. If you perceive that there are four possible ways in which a procedure can go wrong, and circumvent these, then a fifth way will promptly develop.
5. Left to themselves, things tend to go from bad to worse.
6. Whenever you set out to do something, something else must be done first.
7. Every solution breeds new problems.

Conducting the project

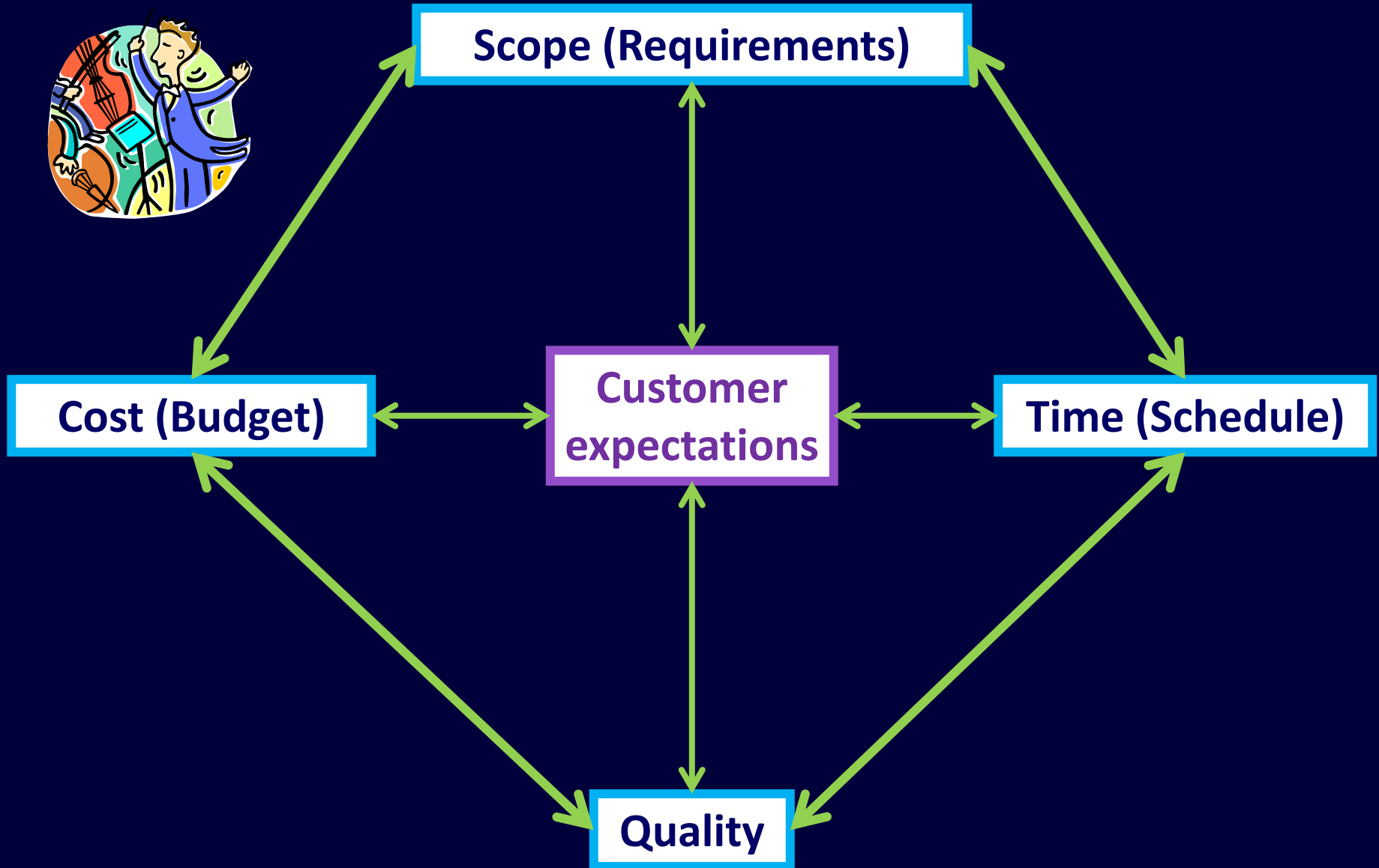


Reminder: the PM's objective

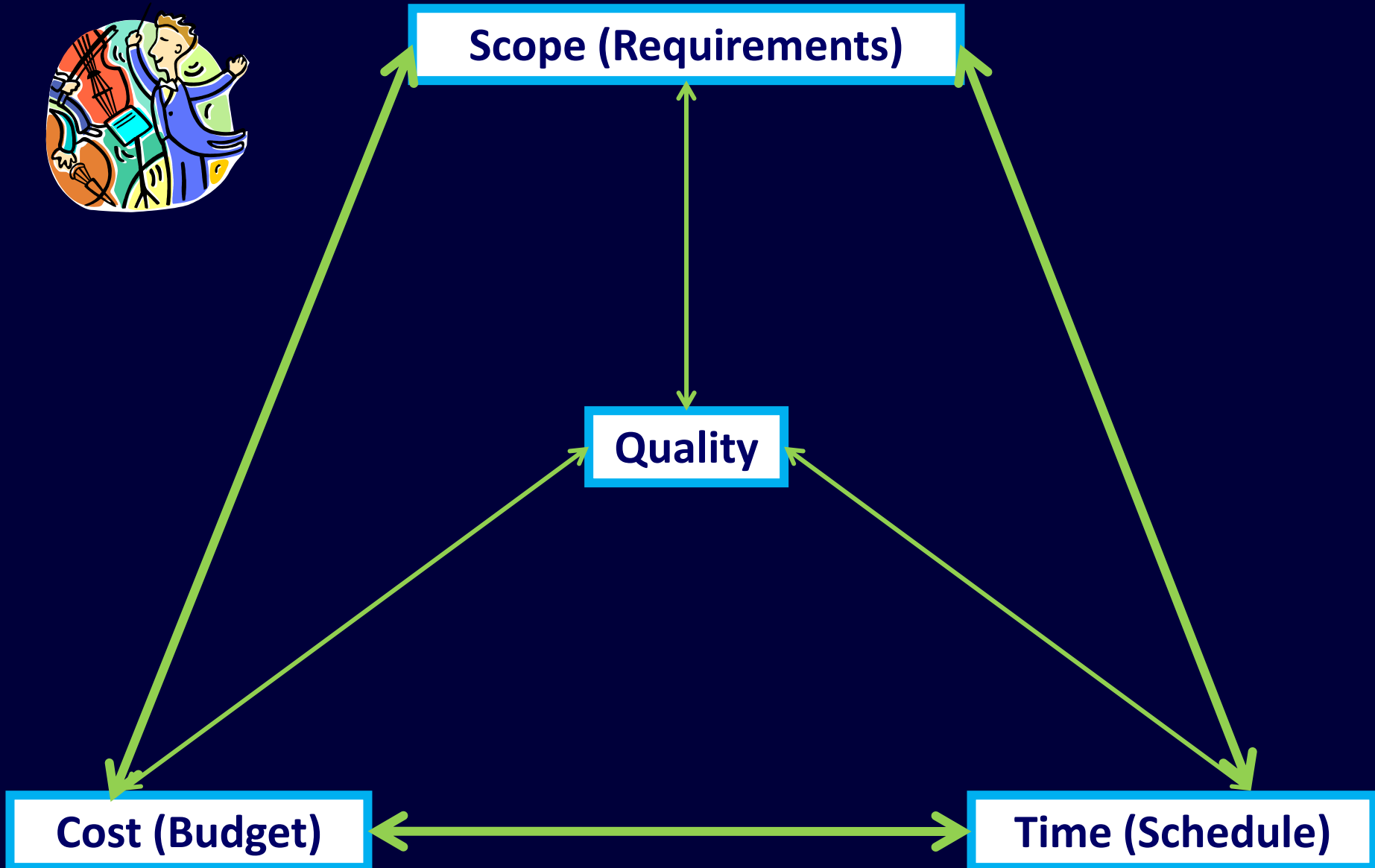
To ensure the completion of a project in compliance with the agreed scope, schedule, budget and quality requirements, in order to meet customer expectations.



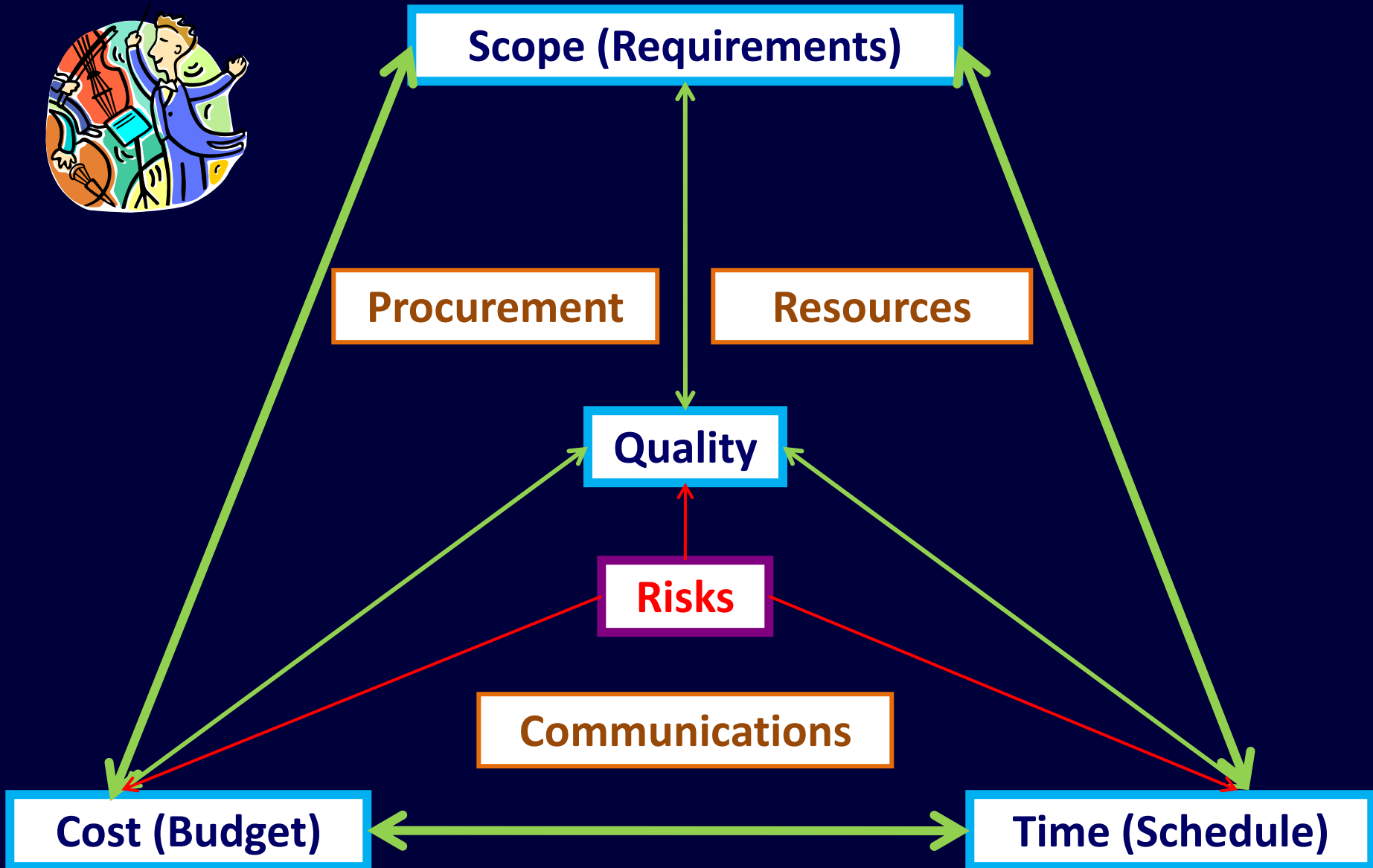
Reminder: Project Management diamond



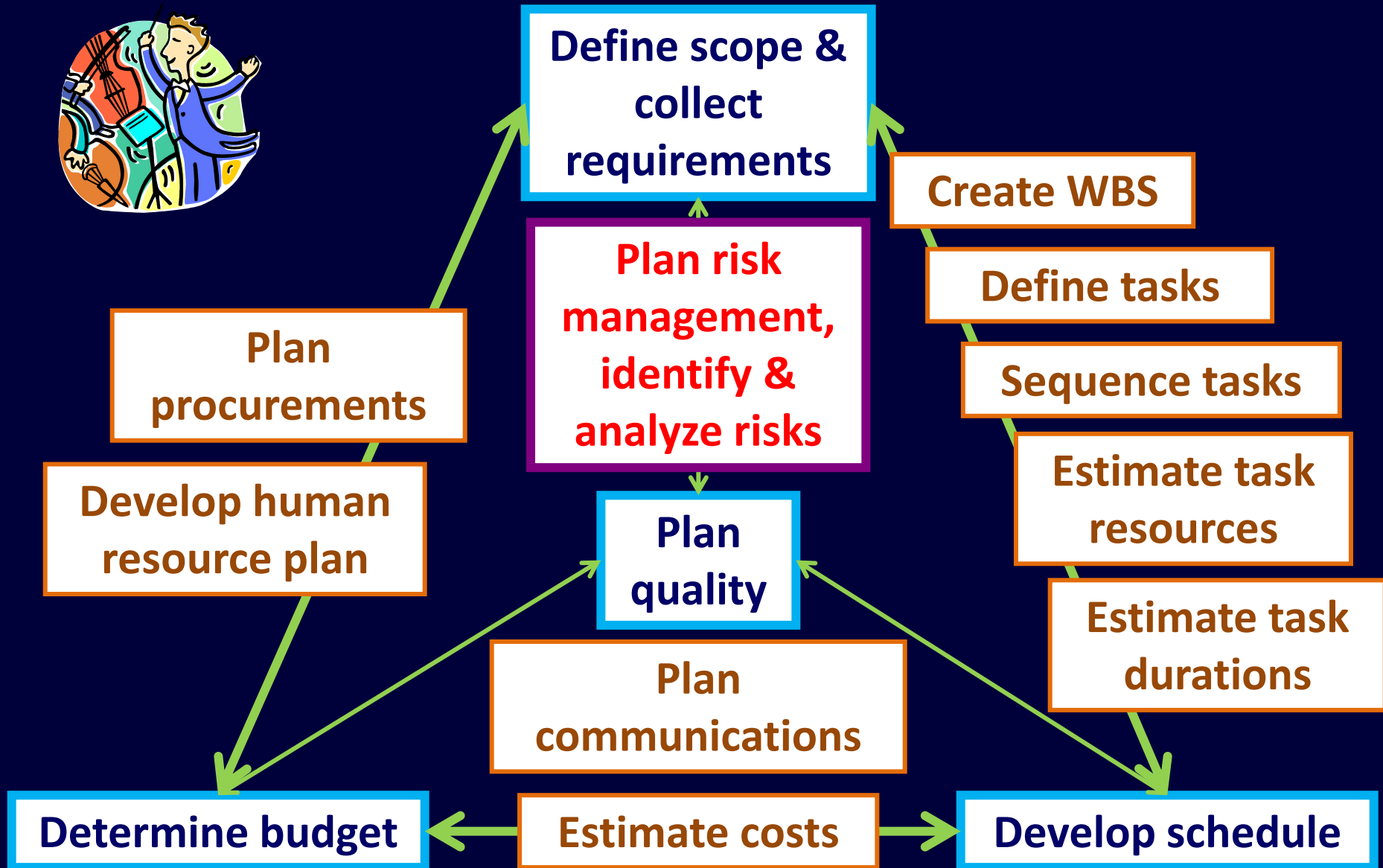
Reminder: Project Management triangle



Reminder: Project Management areas



Reminder: Project planning processes

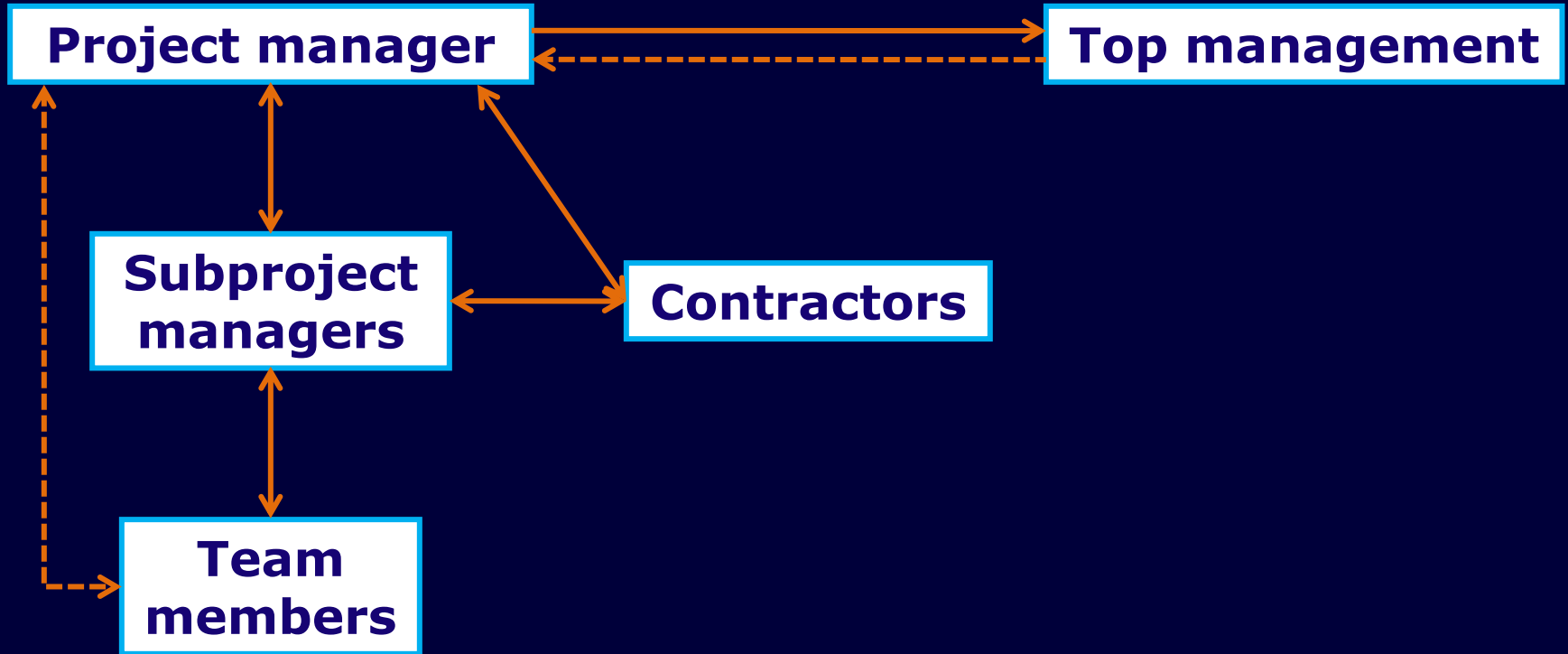
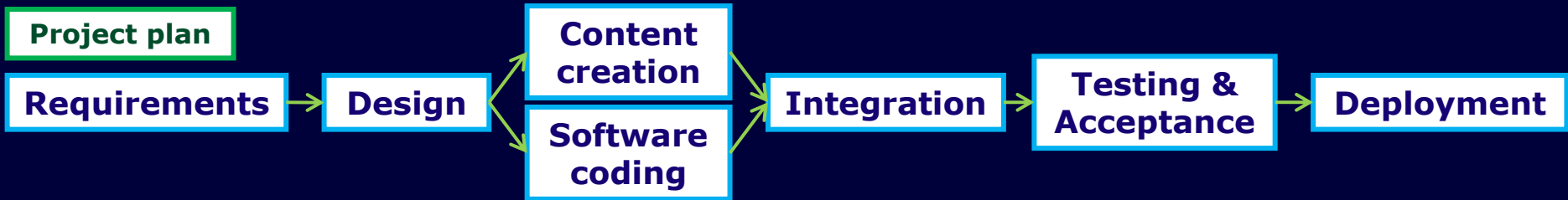


Areas to supervise, monitor & control



Questions?

Information flow



Communication - Meetings (0)



Communication - Meetings (1)

One-to-one meetings

Group meetings

Project Management team meetings

Project team meetings

Brainstorming sessions

Standup meetings

Meetings with contractors

Management reporting meetings

Communication - Meetings (2)



S. Adams E-Mail: SCOTTADAMS@AOL.COM



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Communication - Meetings (3)

THANK YOU ALL FOR
COMING. THERE'S NO
SPECIFIC AGENDA FOR
THIS MEETING...

AS USUAL, WE'LL JUST
MAKE UNRELATED
EMOTIONAL STATEMENTS
ABOUT THINGS WHICH
BOTHER US. I'LL KICK
IT OFF...

THERE'S NEVER
TIME TO GET
ANY WORK
DONE AROUND
HERE !!

J Adams

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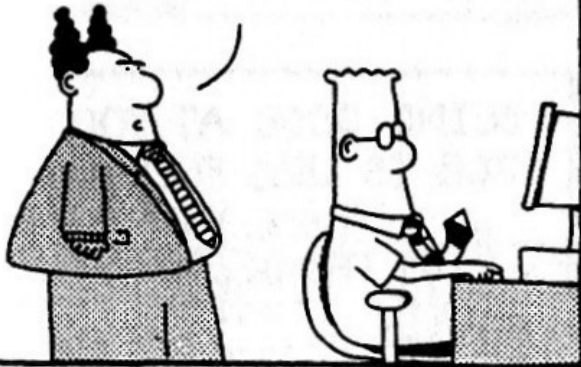
8-26

Communication - Meetings (4)



Communication - Meetings (5)

WE JUST HAD A MEETING AND DECIDED TO CHANGE YOUR PROJECT SUBSTANTIALLY.



S. Adams E-Mail: SCOTTADAMS@AOL.COM

WE DIDN'T INVITE YOU TO THE MEETING BECAUSE THINGS GO SMOOTHER WHEN NOBODY HAS ANY ACTUAL KNOWLEDGE.



5-21

SO, WHAT ARE THE CHANGES?

IF I REMEMBER I'LL LEAVE YOU A VOICE MAIL.

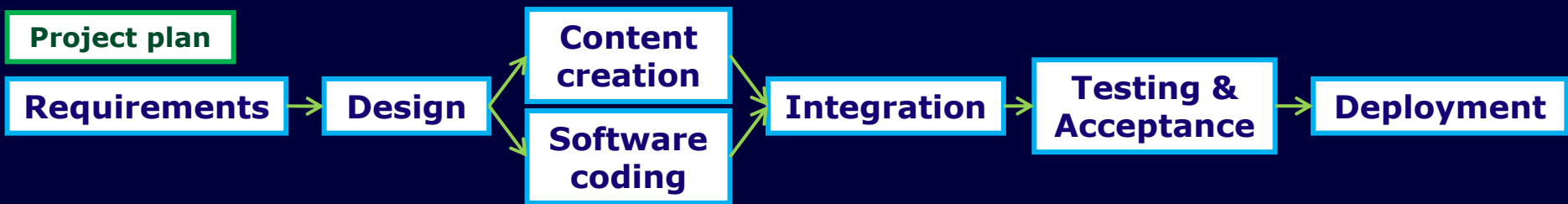


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Communication - Meetings (6)



Communication - Meetings (7)



✓ Preparation

✓ Agenda

✓ Schedule

✓ Within scope

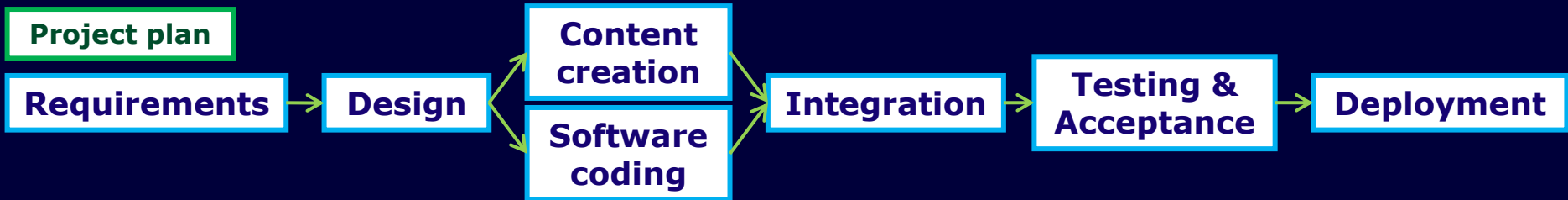


✓ Report

✓ Decisions

✓ Action items

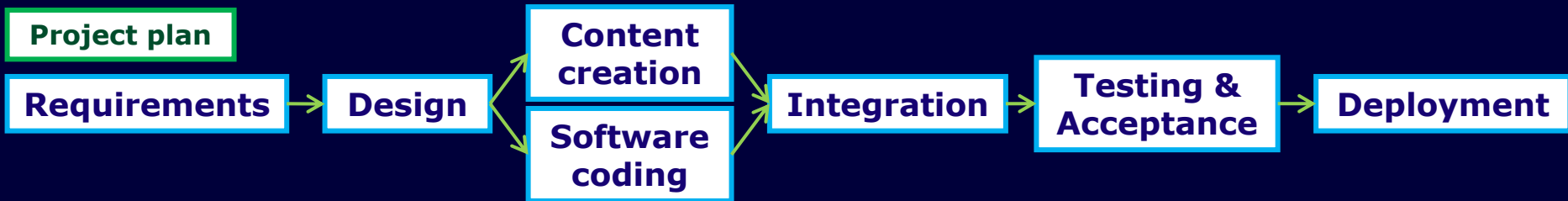
Action items



- ✓ Description
- ✓ Priority level
- ✓ Deadline for completion
- ✓ Person in charge

Check progress
and completion

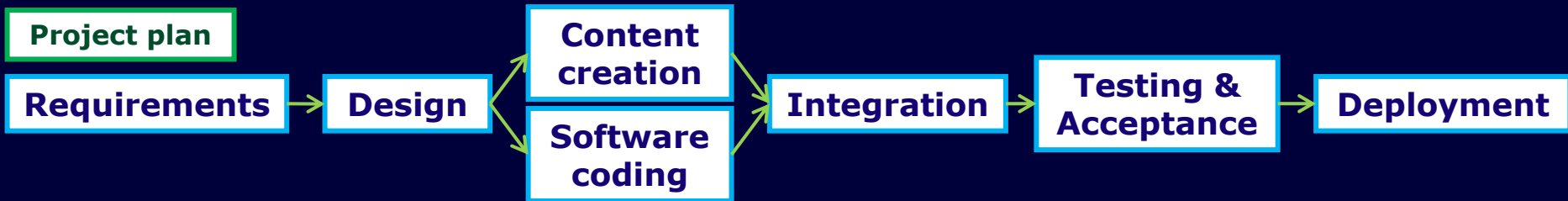
MBWA (1)



Direct contact on a regular basis with team members at their place of work:

- ✓ keep abreast of what is going on, feel the temperature, gather information
- ✓ detect difficulties, conflicts, etc.
- ✓ give information, ask/answer questions
- ✓ motivate: encourage and congratulate

MBWA (2)



Direct contact on a regular basis with team members at their place of work:

- ✓ do not disrupt work
- ✓ do not bypass or contradict subproject managers

MBWA (3)

MY NEW STYLE
OF MANAGEMENT
IS EXHAUSTING
ME..

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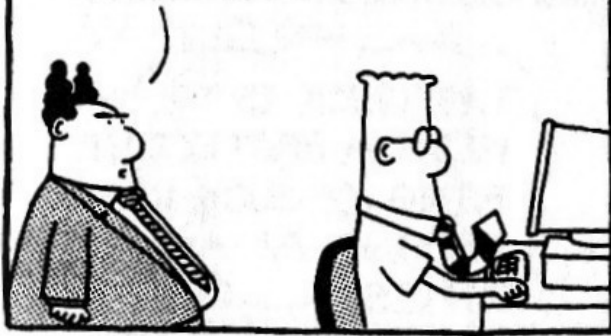
I HEARD SOME PEOPLE
TALKING ABOUT "MBWA"
OR "MANAGEMENT BY
WALKING AROUND."

Internet: scottadams@aol.com

I WALKED ALL THE WAY
TO THE PARK AND BACK.
BUT I CAN'T SAY THAT
I SEE MUCH IMPROVE-
MENT AROUND HERE.

MBWA (4)

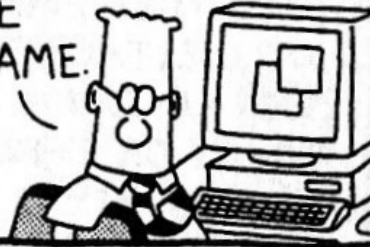
HOW'S YOUR PROJECT COMING ALONG?



S. Adams E-Mail: SCOTTADAMS@AOL.COM

IT'S UNDER-FUNDED AND DOOMED. BUT I'VE GOT SOME GOOD INERTIA GOING AND I'M SETTING UP THE MARKETING DEPARTMENT TO TAKE THE BLAME.

5-20



I FEEL LIKE I SHOULD BE DOING SOMETHING HERE.



I'VE GOT YOU SCHEDULED TO MAKE AN UNINFORMED DECISION NEXT WEEK.



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Questions?

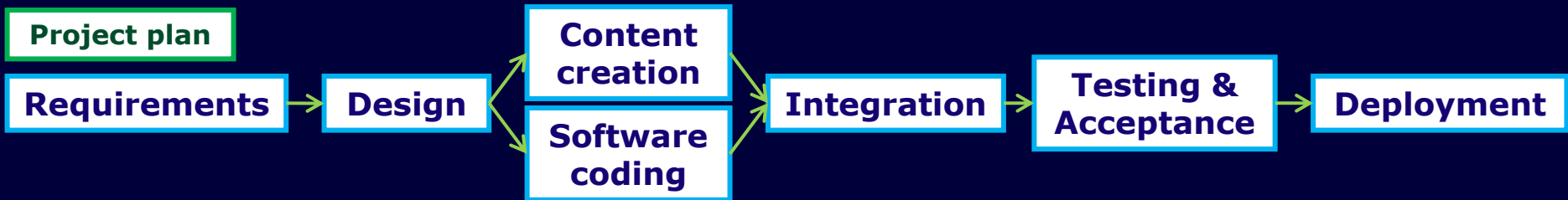
Performance indicators & dashboard



Monitoring & Control



Key performance indicators (KPIs)



Degree of completion of **WPs and activities/tasks**

Status of **deliverables**

Status of project with respect to its baseline **schedule**

Evolution of costs with respect to the **budget**

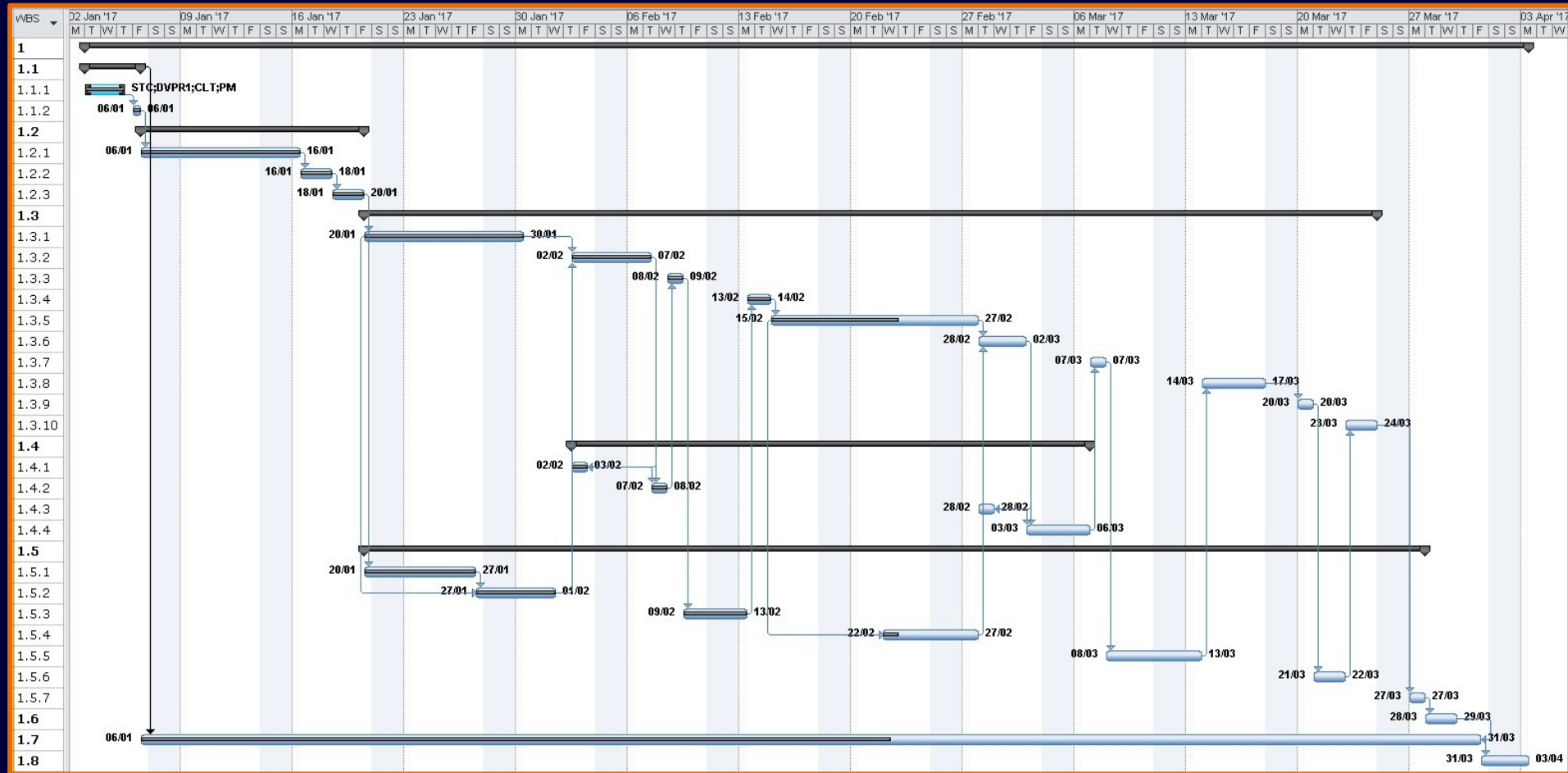
Assessment of **risks**

...

Performance indicators (Example 1-1)

	WBS	Task Name	Baseline Work	Work	Actual Work	Remaining Work	% Work Complete
1	1	PROJECT EXONE	177 days	169 days	105 days	64 days	62%
2	1.1	REQUIREMENTS	14 days	11 days	11 days	0 days	100%
3	1.1.1	Review and complete requirements & plan with client	12 days	10 days	10 days	0 days	100%
4	1.1.2	Final discussion and agreement with client on req'ts & plan	2 days	1 day	1 day	0 days	100%
5	1.2	DESIGN	26 days	24 days	24 days	0 days	100%
6	1.2.1	Write design specifications	14 days	12 days	12 days	0 days	100%
7	1.2.2	Check design with respect to requirements	5 days	5 days	5 days	0 days	100%
8	1.2.3	Meet with client to discuss & agree on design	7 days	7 days	7 days	0 days	100%
9	1.3	IMPLEMENTATION	61 days	60 days	34 days	26 days	57%
10	1.3.1	Coding - Alpha version	14 days	12 days	12 days	0 days	100%
11	1.3.2	Debugging phase 1 (following internal Alpha testing)	6 days	6 days	6 days	0 days	100%
12	1.3.3	Production of Alpha version and delivery to client	1 day	1 day	1 day	0 days	100%
13	1.3.4	Debugging phase 2 (following client Alpha testing)	4 days	3 days	3 days	0 days	100%
14	1.3.5	Coding - Beta version	16 days	18 days	12 days	6 days	67%
15	1.3.6	Debugging phase 3 (following internal Beta testing)	6 days	6 days	0 days	6 days	0%
16	1.3.7	Production of Beta version and delivery to client	1 day	1 day	0 days	1 day	0%
17	1.3.8	Debugging phase 4 (following client Beta testing)	8 days	8 days	0 days	8 days	0%
18	1.3.9	Production of Final version and delivery to client	1 day	1 day	0 days	1 day	0%
19	1.3.10	Debugging phase 5 & delivery (following client Final testing)	4 days	4 days	0 days	4 days	0%
20	1.4	INTEGRATION	5 days	5 days	2 days	3 days	40%
21	1.4.1	Delivery of content subset by client	1 day	1 day	1 day	0 days	100%
22	1.4.2	Integration of content subset	1 day	1 day	1 day	0 days	100%
23	1.4.3	Delivery of complementary content by client	1 day	1 day	0 days	1 day	0%
24	1.4.4	Integration of complementary content	2 days	2 days	0 days	2 days	0%
25	1.5	TESTING & ACCEPTANCE	32.5 days	30.5 days	17.5 days	13 days	57%
26	1.5.1	Prepare test plan and test cases	7.5 days	7.5 days	7.5 days	0 days	100%
27	1.5.2	Internal testing - Alpha version	8 days	6 days	6 days	0 days	100%
28	1.5.3	Alpha testing by client	2 days	2 days	2 days	0 days	100%
29	1.5.4	Internal testing - Beta version	8 days	8 days	2 days	6 days	25%
30	1.5.5	Beta testing by client	4 days	4 days	0 days	4 days	0%
31	1.5.6	Final testing by client	2 days	2 days	0 days	2 days	0%
32	1.5.7	Acceptance by client	1 day	1 day	0 days	1 day	0%
33	1.6	DEPLOYMENT AT CLIENT'S SITE	4 days	4 days	0 days	4 days	0%
34	1.7	PROJECT MANAGEMENT (After Req'ts WP & before Closure)	30 days	30 days	16.5 days	13.5 days	55%
35	1.8	PROJECT CLOSURE	4.5 days	4.5 days	0 days	4.5 days	0%

Performance indicators (Example 1-2)



Performance indicators (Example 2-1)

HM: hours spent on CELEBRATE project

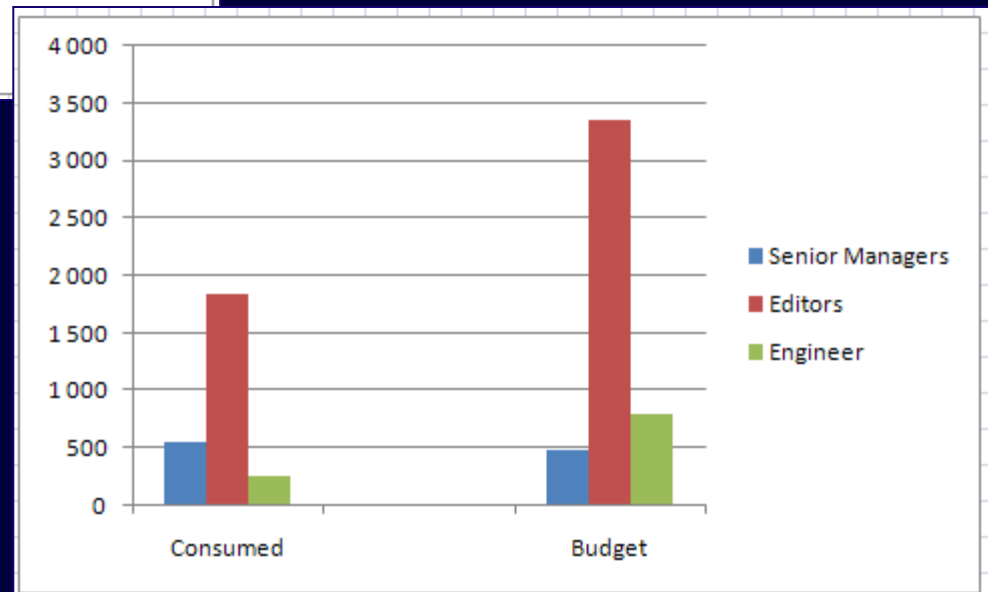
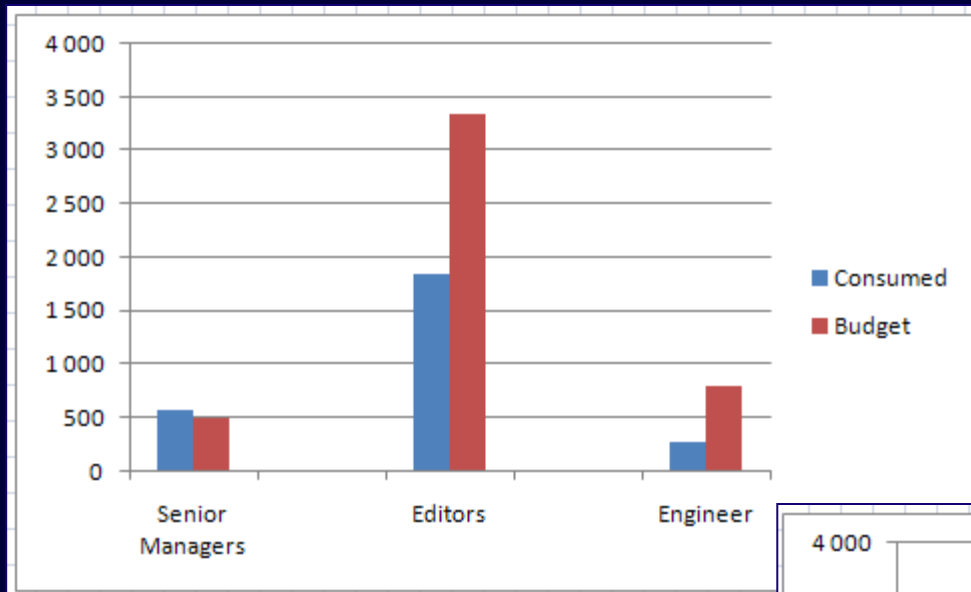
weeks	3-7/3				10-14/3				17-21/3				24-28/3				31/3-4/4				7-11/4				14-18/4				21-25/4				28/4-2/5				5-9/5				12-16/5				19-23/5				26-30/5																										
days	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f	m	t	w	t	f															
NMY	4	6	4			3	2				2					1	9	4	2	2	2	2	1			1	2	3	2							4	4	8			8	5	8			4	8	4	4		9	2	2	2	2	2	2	2																	
JBC	1	1	3	1	1	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1						2	2	2	2		2	2	2	2		4	4	4			2	2				2	2				1	1									2	2				1	1			
EJL	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	6	6	6	6	6	6	6	6	6		6	6	6	6		2	2									1	1									4	4	4																	
CKS			5	5				5	5				5	5				5	5				5	5	5						2	2	2	2		2	2	2	2							2	2				2	2				2	2																		
LET	6	6	4	4		4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4		3	3	3	3	2	1																																		
FBE						8	8	8	8	8	8	8	8	8	8	8	8	8	8												3	3	3	3		3	3	3			3	3	3								4	2																							
ABT																										1	1	1	1		1	1	1	1		1	1	1	1		1	1	1	1		1	1	1	1		1	1	1	1		2	1	1																	
MLR																															2	2	2			2	2	2			2	2	1	1																															
AJY	4	4	4	4	4	4	3	2	4	4	2	4	4	4	4	2	4	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	6	5		6	6	5			6	5	6			4	5	2	1	1	1	1	3	4	5	3	3	3												

TEAM	3/3-30/5/2003	1/12/2002-30/5/2003	1/6/2002-30/5/2003
Senior Mngr 1 NMY	132		202
Senior Mngr 2 JBC	63		137
Editor 1 EJL	196		358
Editor 2 CKS	79		174
Editor 3 LET	150		390
Editor 4 ABT	28		28
Editor 5 MLR	18		20
Editor 6 FBE	140		140
Engineer AJY	214		267

TOTAL hours: 1020 TOTAL hours: 1 716 TOTAL hours: 2 662
 --> person-months: 5,80 --> person-months: 9,75 --> person-months: 15,13

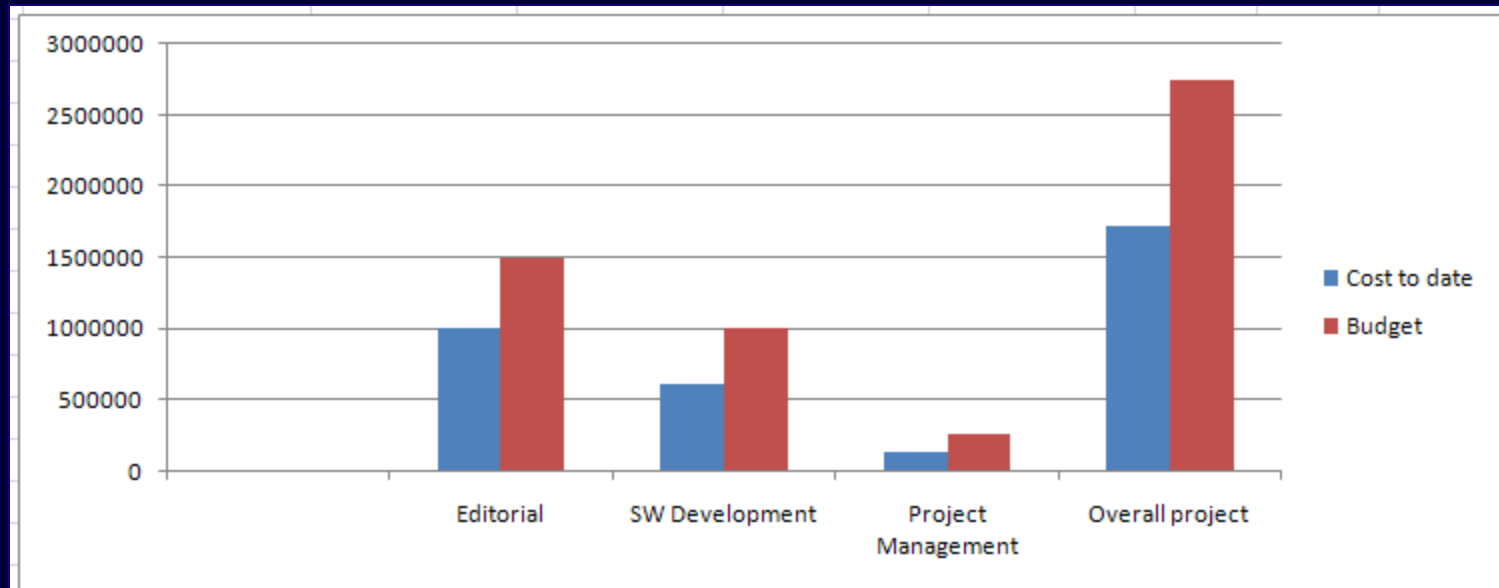
TEAM	CONSUMED	BUDGET	% Consumed	Nb. of hrs left
Senior Managers	555	480	116%	-75
Editors	1 840	3 352	55%	1 512
Engineer	267	792	34%	525
GRAND TOTAL	2 662	4 624	58%	1 962

Performance indicators (Example 2-2)



Performance indicators (Example 3)

Work packages	Cost to date	Budget	Cost to date % Budget	% complete	Risk of cost overrun		
					Low	Medium	High
Editorial	1 000 000	1 500 000	67%	50%			
SW Development	600 000	1 000 000	60%	55%			
Project Management	125 000	250 000	50%	45%			
Overall project	1 725 000	2 750 000	63%	50%			



Performance indicators (Example 4)

Activities	Schedule	Progress	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Editorial 1	Baseline schedule		■	■	■			
	Current status	60% complete	■	■	■			
	Revised schedule	extended by 2 weeks	■	■	■	■		
Editorial 2	Baseline schedule				■	■		
	Current status	not yet started						
	Revised schedule	delayed by 2 weeks			■	■	■	
SW design	Baseline schedule		■					
	Current status	complete	■					
	Revised schedule	unchanged	■					
SW development	Baseline schedule		■	■	■	■		
	Current status	33% complete	■	■				
	Revised schedule	unchanged	■	■	■	■		
Alpha testing and bug fixing (w/ content sample)	Baseline schedule			■				
	Current status	due to start						
	Revised schedule	unchanged		■				
Integration of full content	Baseline schedule					■		
	Current status	not yet started						
	Revised schedule	delayed by 2 weeks					■	
Beta & RC testing and bug fixing	Baseline schedule						■	■
	Current status	not yet started						
	Revised schedule	delayed by 2 weeks					■	■
Acceptance & deployment	Baseline schedule							■
	Current status	not yet started						
	Revised schedule	delayed by 2 weeks						■
			Current date					

Project dashboard

Techno-PM

[HOME](#)
[PM TEMPLATES](#)
[PM DASHBOARD](#)
[STATUS REPORTS](#)
[ABOUT](#)
Project Name

Project X

Status Date

26-Jul-15

Overall Status

Red

Project Commentary - The project status is red as there too many high risks and issues open.

Schedule



Tasks
 ■ On Track ■ Delayed ■ Not Started

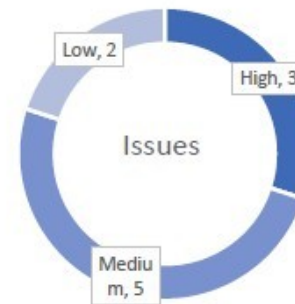
Budget



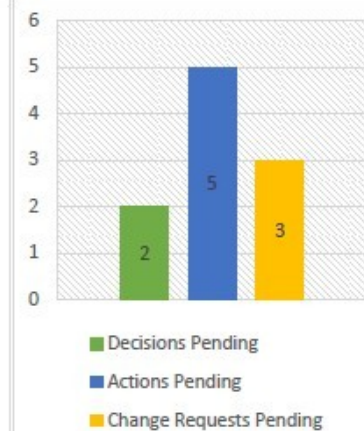
Risks



Issues

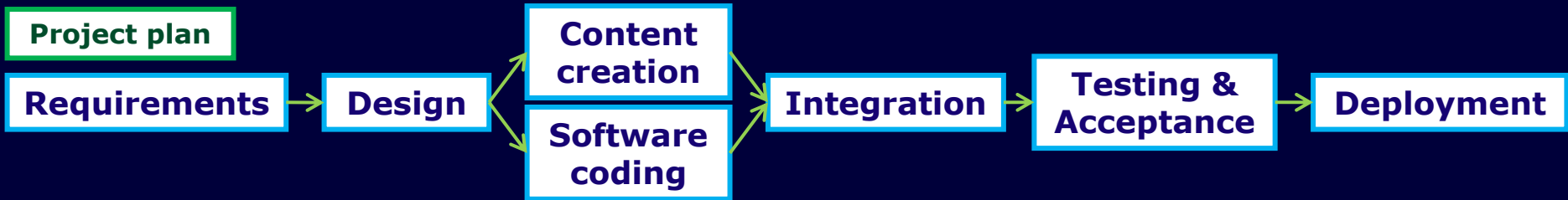


Decision/Actions/Pending



Questions?

To-do list (1)



-
- ✓ Make a note of things **to do**.
 - ✓ **Do** them.
 - ✓ Mark them as **“done”**!

To-do list (2)

- ✓ Make a note of things **to do**.
- ✓ **Do** them.
- ✓ Mark them as **“done”**!



Questions?