



Academy

GB Stars Project Starter

Agenda



Definition of Project



Why Should we plan?



Basic Inputs for successful project



Components of successful Plan



Tasks: How to plan your activities



Time: How to manage timeframe



Cost: How to utilize your resources



Risk management

What is a project?



- The Activities done to achieve specific *goals* at the specified *time* with specified *resources*.
- The primary challenge of project management is to achieve all of the project goals within the given constraints (scope, time, quality and budget)

Scope

Time

Quality

Budget

What is Project Management?

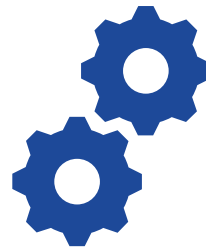
Project management is the practice of initiating, planning, executing, controlling, and closing the work of a team.



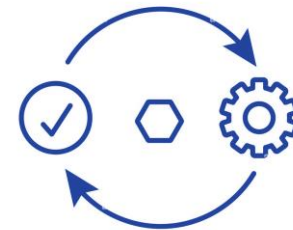
Initiating



Planning



Executing



Controlling

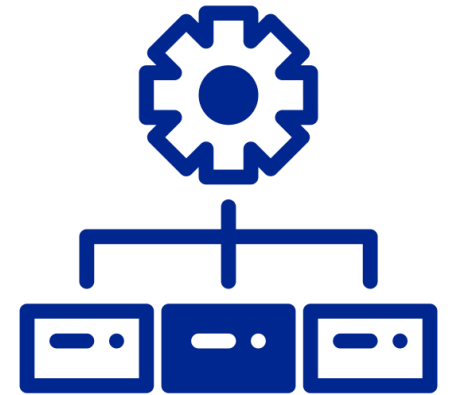


Closing

What could be considered a project?



New task –
initiative at work

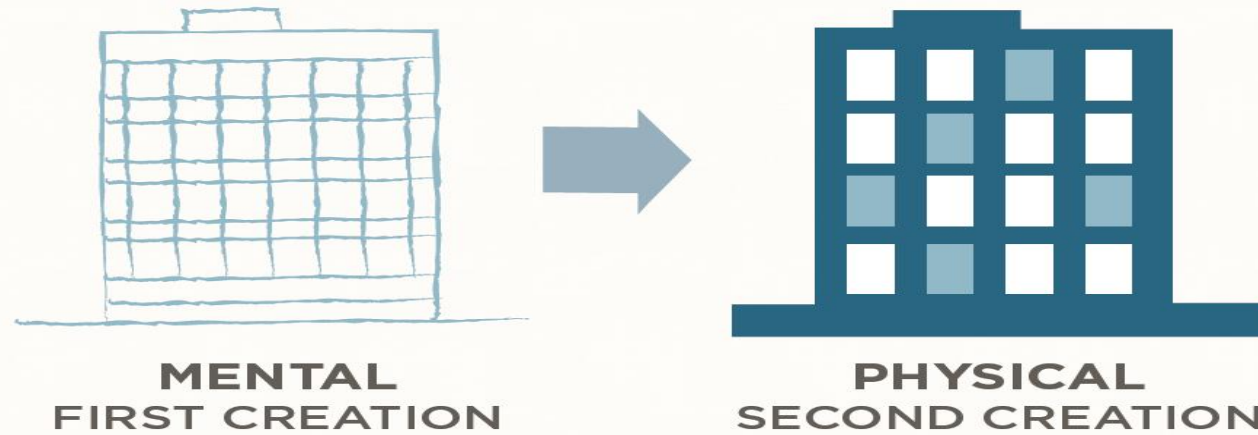
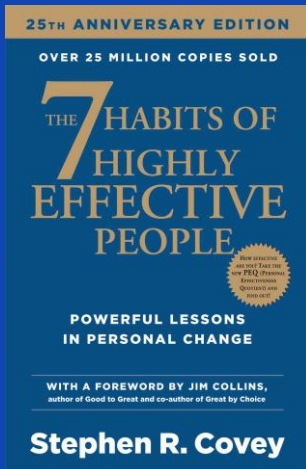


Applying new system



GB stars project

Importance of planning



Steven Covey in his book “ The 7 Habits of Highly Effective people” explains the concept of planning in a simple idea:

Everything is created twice, the first creation (Mental creation): the plan, design, what it should look like, be like?

The second creation (physical creation): the execution, the manufacturing,..etc

Basic Inputs for successful project (5w &H)

Why

What

When

Who

Where

How

Basic Inputs for successful project (5w &H)

- **Why** we need the project? (Goals and Objectives)
- **What** are the project boundaries? (Scope)
- **When** should I start – finish? (Time limit and constrains)
- **Who** is involved? (Stakeholders)
- **Where** does the project components exist? (WBS)
- **How** will we execute? (Tasks and Milestones)



Basic Inputs for successful project (5w &H)

- The main purpose of the project, what the project is made for.
- What are the Boundaries and limits I should consider
- The exact project start time and expected finish time and the durations of tasks within the project
- Everyone related somehow with the project either with effective role or only informed
- Breaking the project elements into smaller goals and continue breaking the goals till reach the simple actions (Work Package)
- Translating the small goals into specified tasks with defined executer and duration.

Why we need the project? (Goals & Objectives)



- **Goal:** What Exactly the benefit of the Project ?
- **Objectives:** What is the deliverables and the main project Outputs?

Why we need the project? (Goals & Objectives)



- **Project:** a unique set of events followed to successfully achieve a desired result
- Projects are unique and not repeatable, if it is repeatable, it is operations to projects anymore.
- **Project Goal:** What Exactly the benefit of the Project ?
- **Project Objectives:** What is the deliverables and the main project Outputs?

What are project deliverables?

Tangible (Product)

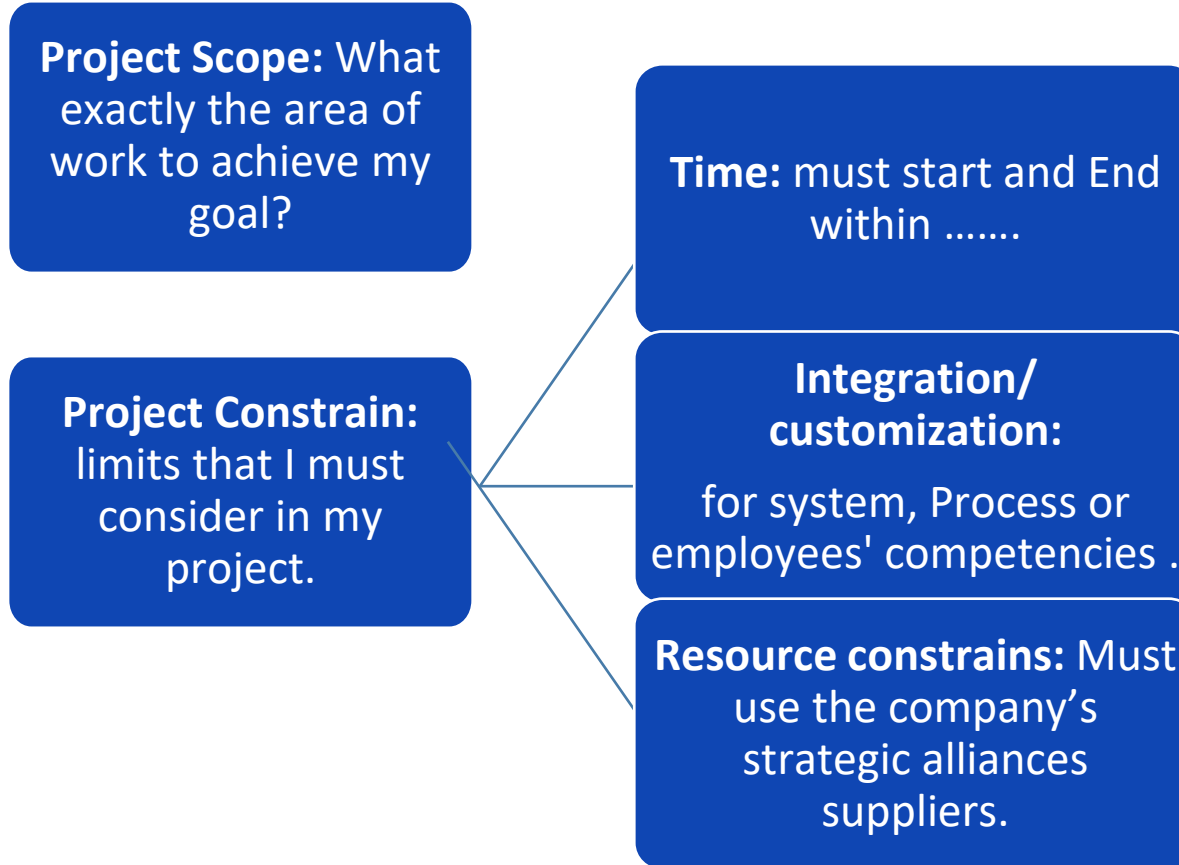
- Building a new Hotel
- Delivering Software
- Delivering training material

Intangible

- Improve the Employee Performance
- Increase Customer satisfaction
- Enhance the employees' ethical values



What are the Project boundaries? (Scope)



External Environment Scan

P

E

S

T

E

L

E



Political



Economic



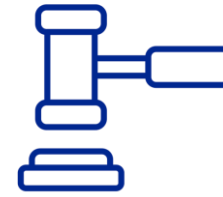
Social



Technological



Environmental

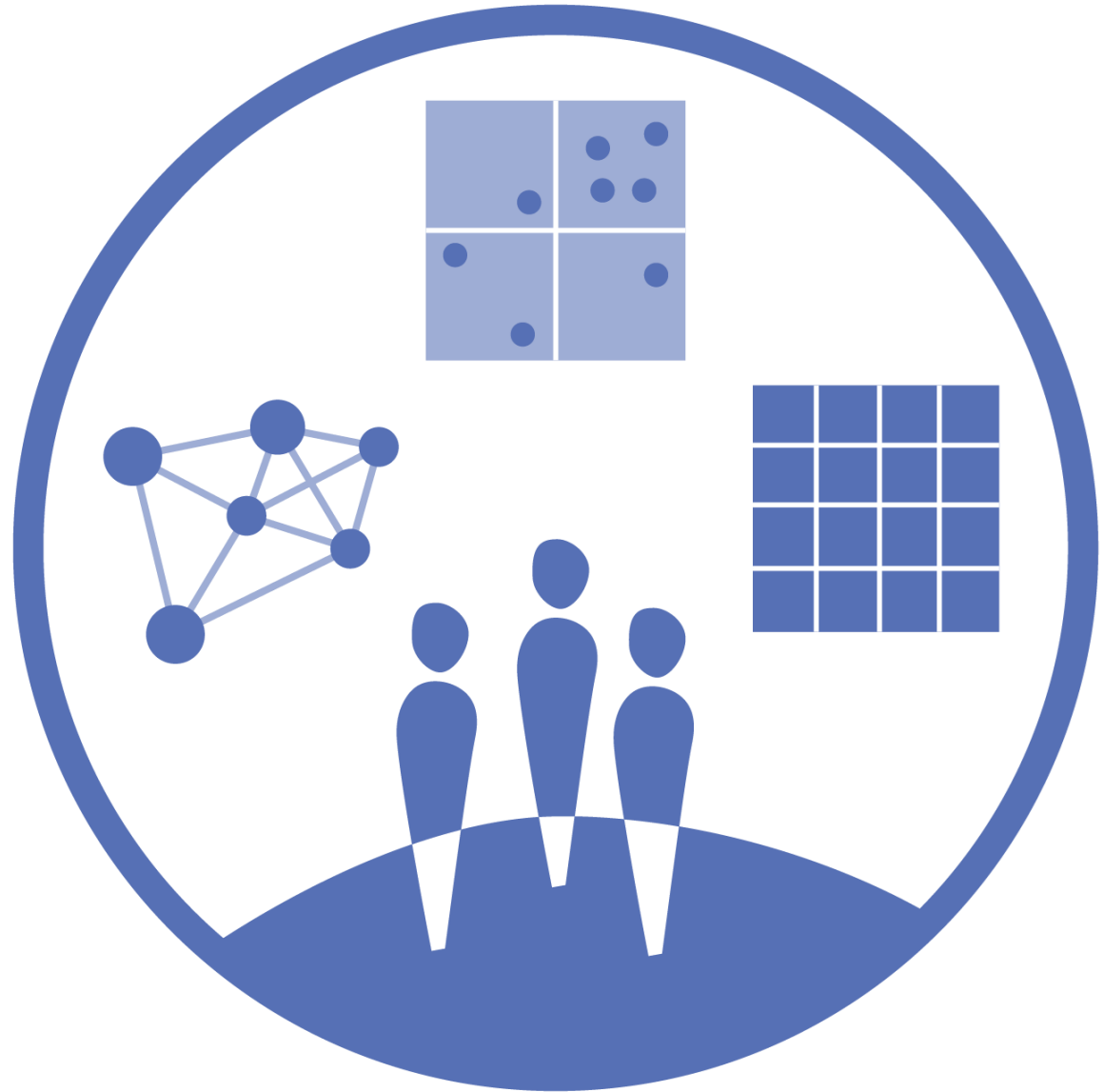


Legal



Ethical

Who is involved? (Stakeholders)



Who is...

- doing each task?
- in charge of each task?
- is being asked before proceeding?
- is being told after the task is done?



R A C I

- **Responsible:** working on the activity
- **Accountable:** with yes/no authority
- **Consulted:** involved prior to decision or action
- **Informed:** The outcome or impact of the action.

R A C I

- **Responsibility:**

The individual(s) who actually completes the task, the doer. This person is responsible for action/implementation. Responsibility can be shared. The degree of responsibility is determined by the individual with the “A”.

Accountability:

The individual who is ultimately responsible. Includes yes or no authority and veto power. Only one “A” can be assigned to a function.

Consult:

The individual(s) to be consulted prior to a final decision or action. This incorporates two-way communication.

Inform:

The individual(s) who needs to be informed after a decision or action is taken. This incorporates one-way communication.

Why RACI?

- Makes roles and responsibilities clear, reducing confusion
- Team operates more smoothly
- Puts priorities on project resources
- New team members are seamlessly incorporated
- Identifies those avoiding responsibility
- Reduces communication confusion
- Reduces overlap

RACI Rules

- **Responsible-accountable roles are mandatory:**
- The consult or inform roles are not mandatory for every activity. It is possible that some activities may not require them at all. But the responsible accountable roles must be assigned. Even if the system is performing the tasks automatically, someone must be made accountable to see that it does get done.
- **Only one accountable person:**
- It is essential that only one person be assigned the Accountable role. Having more than one accountable person again leads to ambiguity. However, having only one person accountable also leads to a problem. If the assigned person is incompetent, the whole process may go for a toss. It is for this reason that there is often a hierarchy of accountable people in place.

RACI Rules

- **Communication with the consultant:**
 - There must be a two way channel of communication with the consultant. This communication is itself a task and must be explicitly listed having its own responsible accountable persons. The important aspect is that the communication should be two-way. Hence one has to ensure that adequate follow-up is done and there is minimum time lag to complete the communication
- **Inform the required stakeholders:**
 - This is a one way channel of communication. It is usually meant to be a signal for some other process to begin or as a control metric to ensure smooth functioning of the same process. Usually this is automated but needs accountability like other automated tasks.

RACI Rules

Decisions / Functions	Functional Roles			
	Employee	Secretary	Supervisor	Region Accounting
1. Document expenses	AR			
2. Complete expense form	AR			C
3. Forward to supervisor	A	R		
4. Review	C		AR	
5. Approve	I		AR	
6. Forward to Region		R	A	

Delegation?

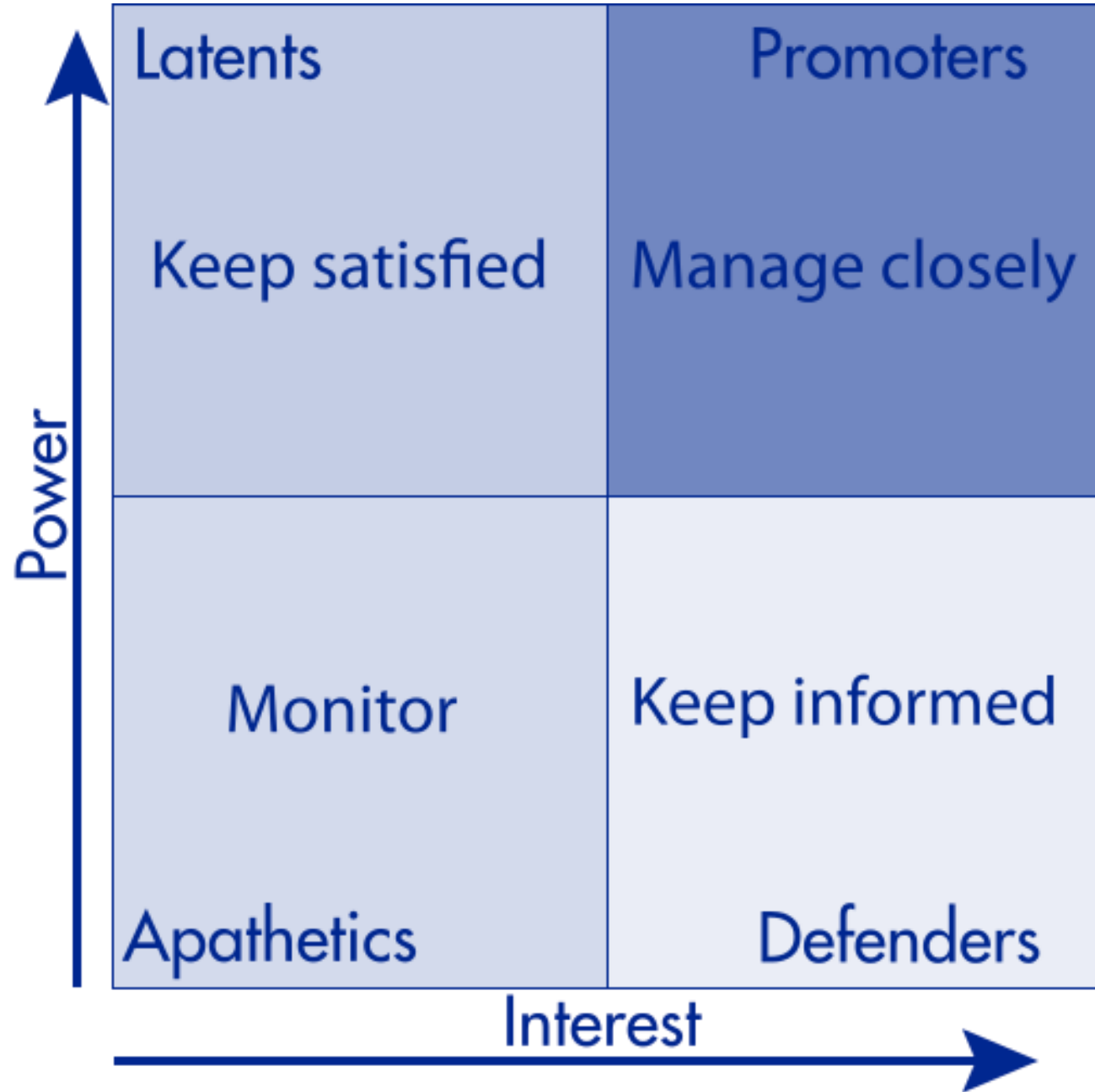


- We delegate responsibilities
- We never delegate accountability

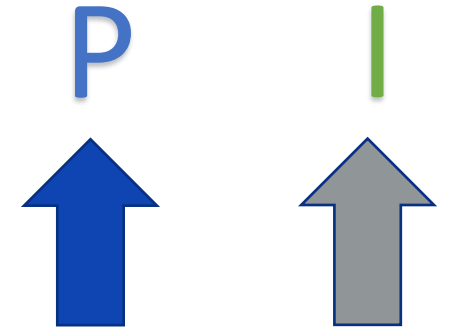
RACI CHART TEMPLATE

Project task or deliverable	Team role or name	Team role or name	Team role or name	Team role or name	Team role or name

Stakeholder's power – interest grid



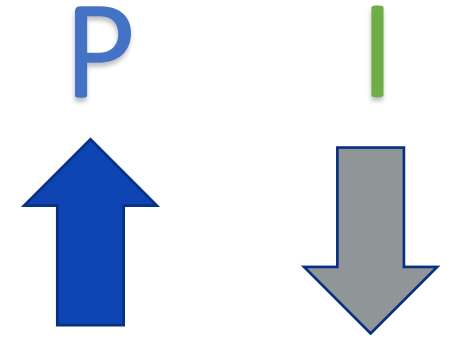
Promoters.. **Manage Closely**



- Are decision makers
- Have the biggest impact on the project success



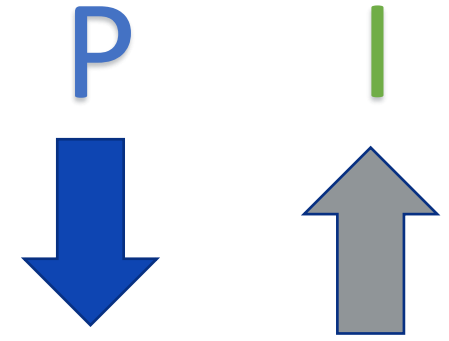
Latents.. Keep Satisfied



- Needs to be kept in loop
- Needs to be kept satisfied even though they are not interested because they yield power
- Should be dealt with cautiously



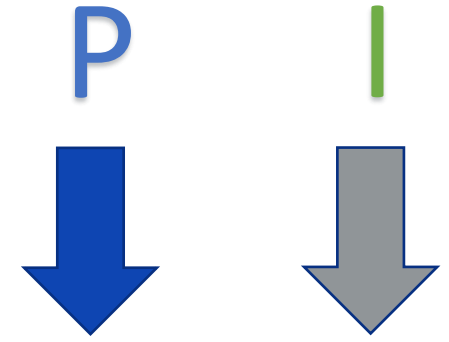
Defenders.. Keep Informed



- Keep them adequately informed
- Talk to them to ensure that no major issues are arising
- They can often be very helpful with the detail of your project



Apathetics.. Monitor



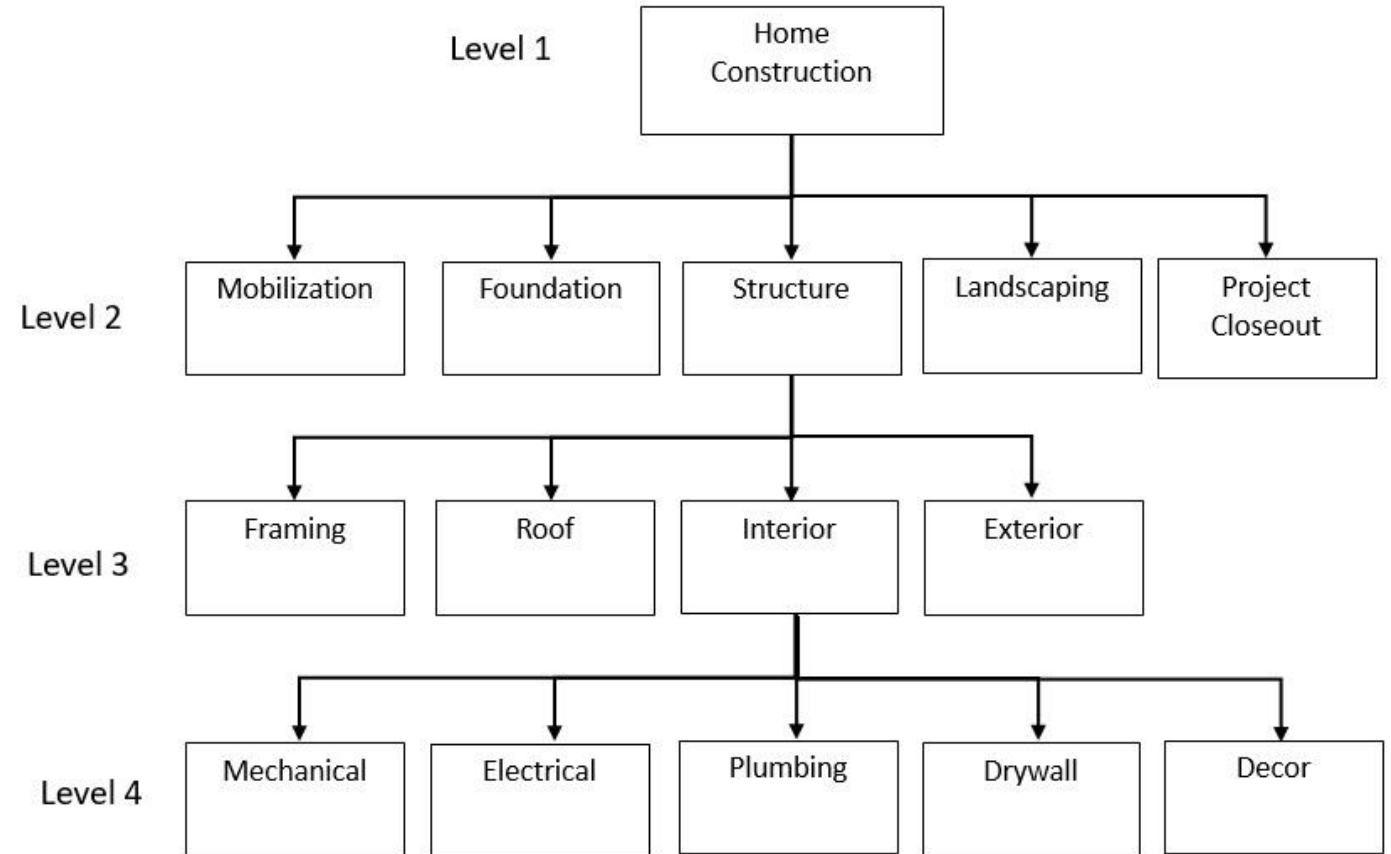
- Monitor these people
- Yet, do not bore them with excessive communication



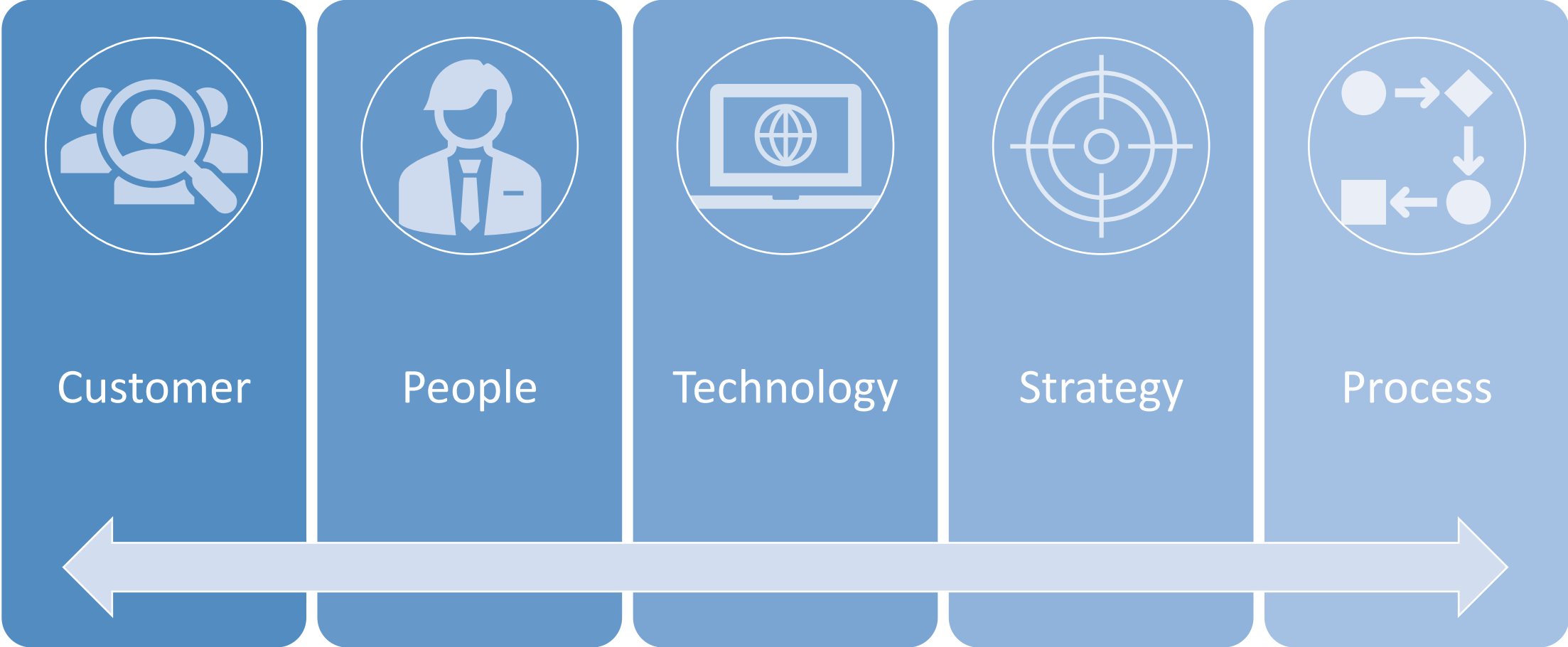
Where does the project components exist?

WBS

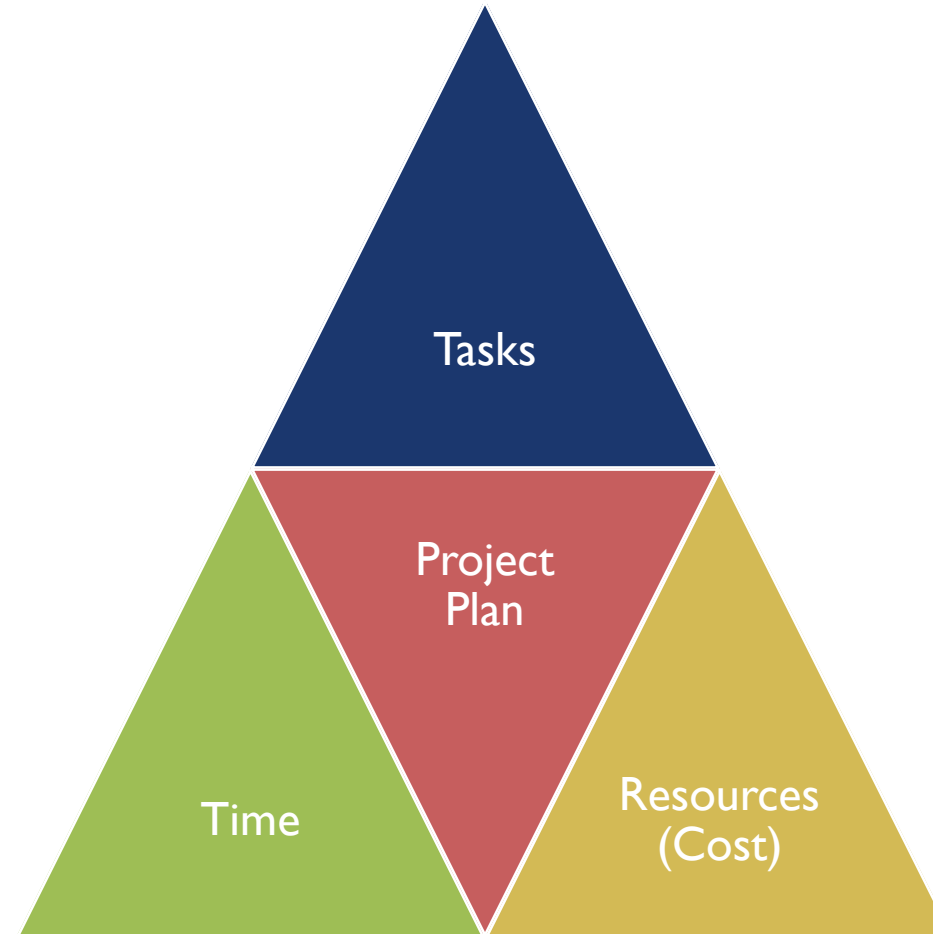
- The Project is decomposed based on its **components** **NOT** phases
- The components in the last level called **work packages**



Gap Analysis components



Components of successful plan



Components of successful plan (Tasks)

The Project should be consisting of a list of tasks

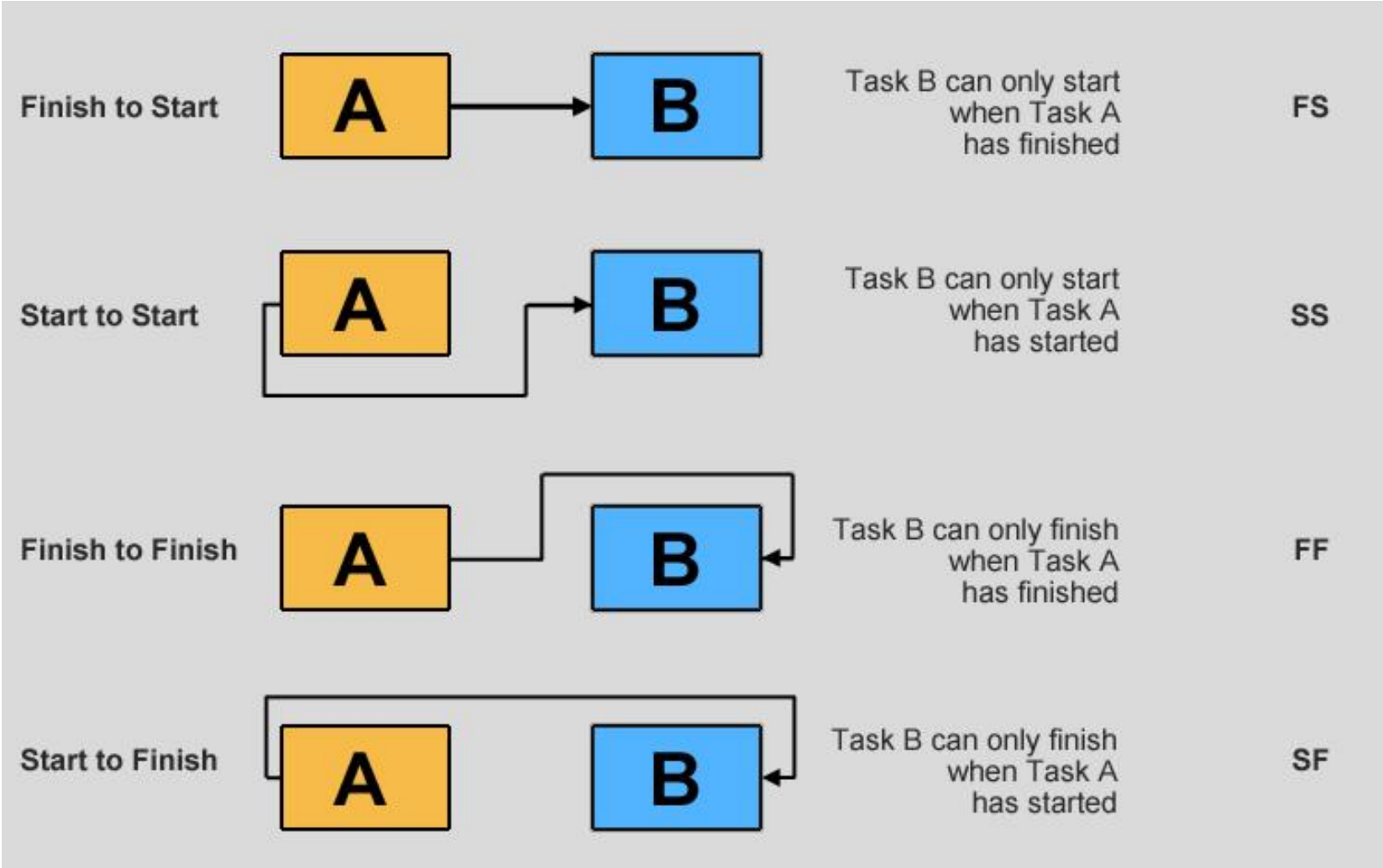
Task: Simple activity that will be done by one person or more (Task owner)

The Tasks may be done in series (one task after the other) or parallel (2 or more tasks Done in the same time)

Some tasks is depending on each other (task can not start unless another is finished), such tasks are called "*dependent tasks*"



Tasks Dependency



Task Dependencies

SF



A night guard will not be relieved until the morning guard takes charge

FS



You need to assemble your pizza before you slide it into the oven

FF



In software development, the QA team finds and reports bugs (Task A) and the engineering team fix them (Task B). In this case, testing is complete only when bug fixes are completed.

SS



When Asphalt is poured on the road, it must be immediately leveled as it dries up quickly. So, the tasks of pouring Asphalt and leveling road must start together.

Components of successful plan (Task Duration)



Each Task Has specific time (Task Duration)



The project finish time is defined by the time when the last task shall be finished



To save the time, tasks can be done in parallel in this case 2 or 3 tasks will consume the same time.



The project End will be when the latest task will be finished.



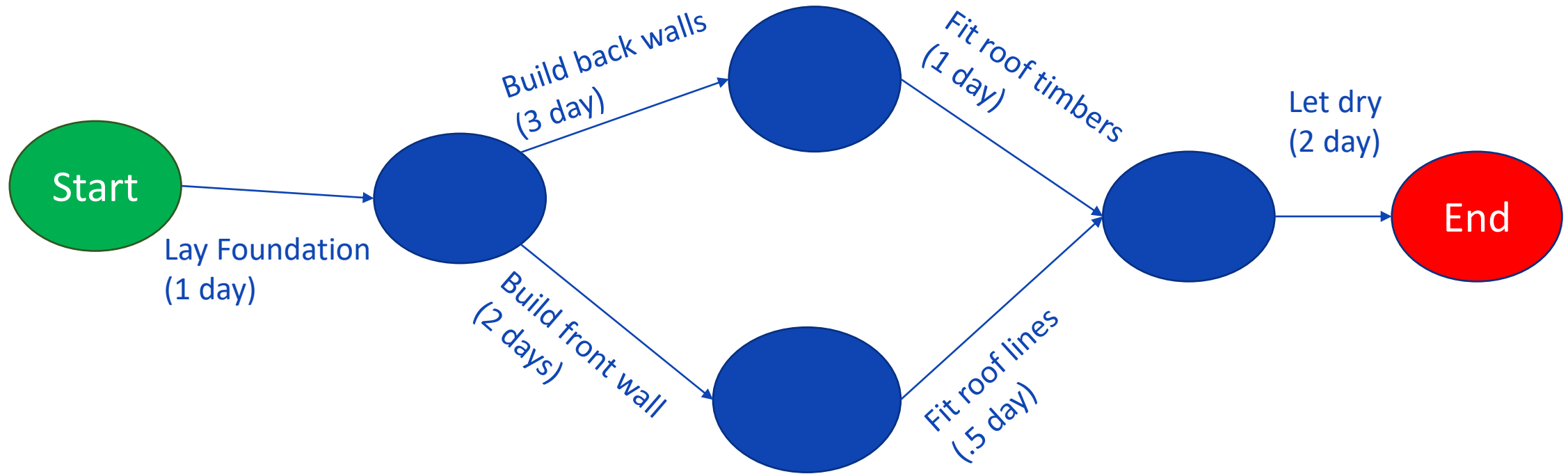
Critical path: the shortest time the project can be finished on.

Define Task Duration

- Expert Judgement (from previous tasks)
- **PERT (Program Evaluation and Review Technique)**
 - $D = (D(\text{optimistic}) + D(\text{Pessimistic}) + 4 * D(\text{most likely})) / 6$



Critical Path



Components of successful plan (Time - Milestones)

Milestone: a specific point in time within a project used to measure the progress of a project toward its final goal

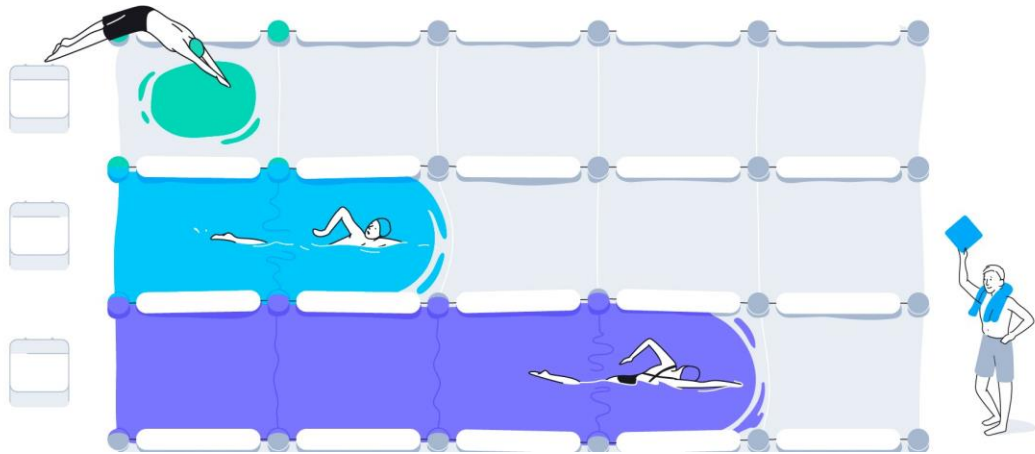


Specified event, deliverable, product that is considered an end of phase in the project



Milestone duration = Zero





TASK 1
TASK 2
TASK 3
TASK 4



Constructing a Process Map



Constructing a Process “Map” Flowchart

Step 1: Determine the Boundaries (Scope)

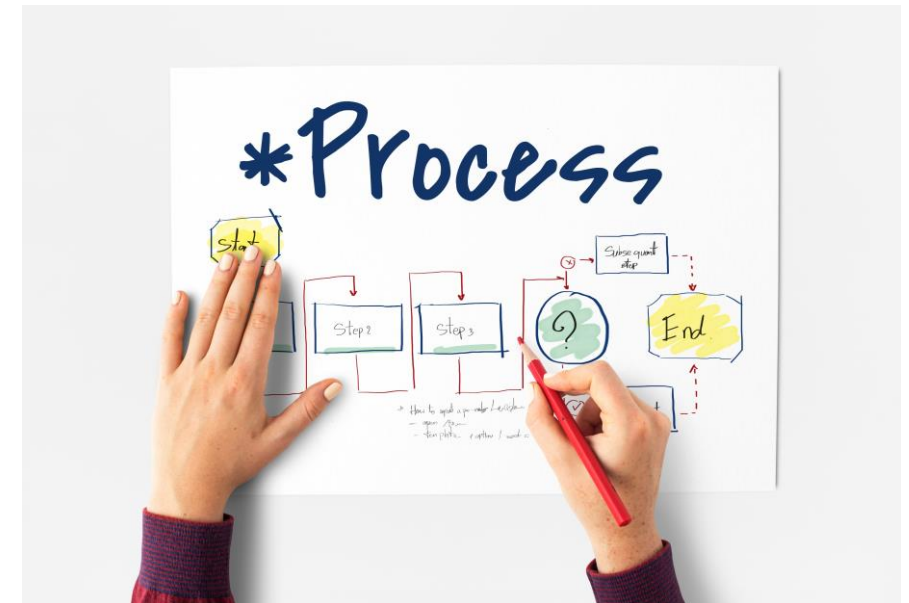
Step 2: Determine starting triggers and ending signals

Step 3: List the Steps

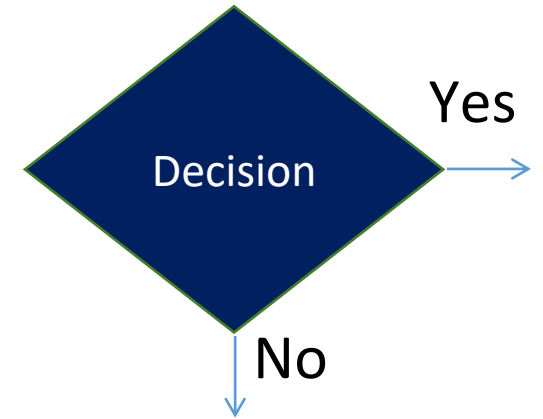
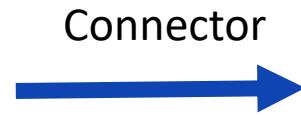
Step 4: Sequence the Steps

Step 5: Draw Appropriate Symbols

Step 6: Reconsider the alternative routes



Process Mapping Symbols



On-page Reference



Off-page Reference



Types of Process Maps

Core Activities

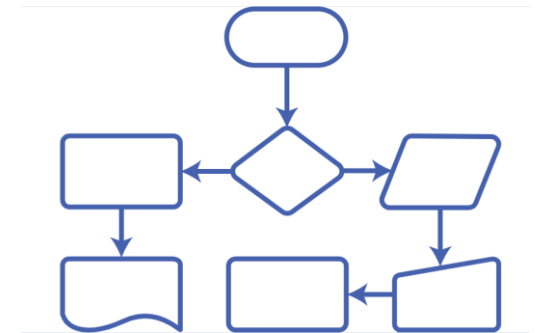
High-level Process Map

More Details

Detailed Process Map

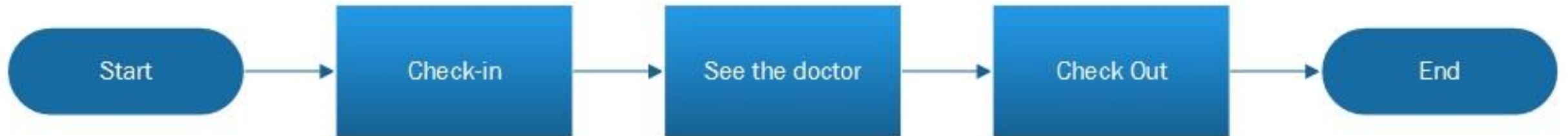
Link Steps with Units

Cross-Functional (Swim lane) Flowchart



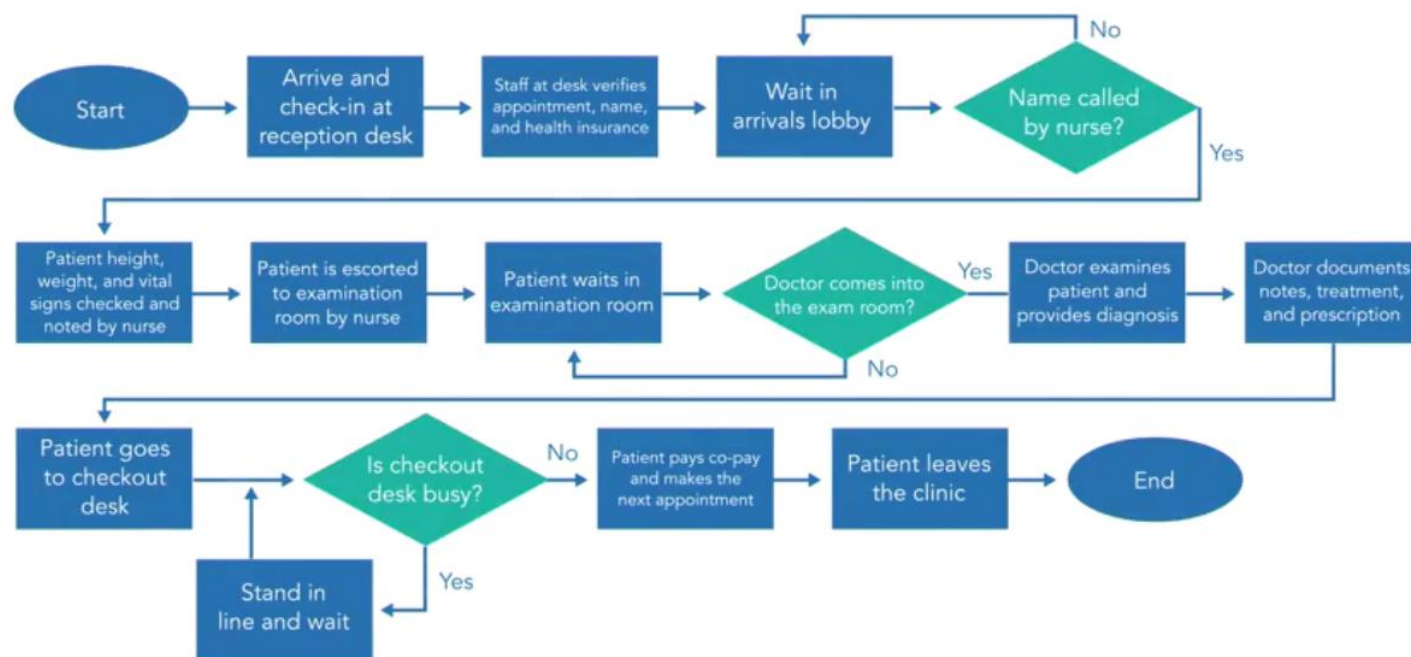
1. High-level Process Map

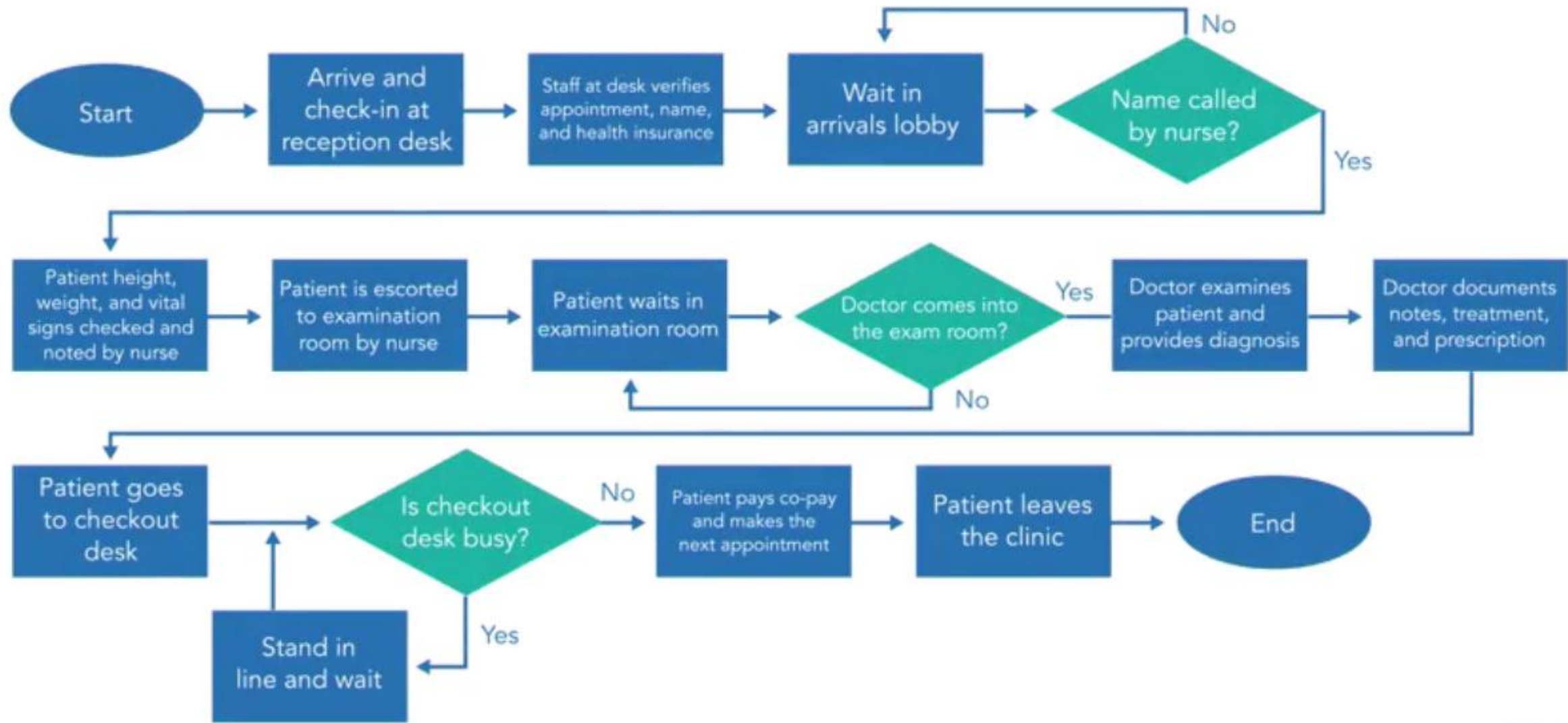
- Shows the core activities of a process
- Does not go into much details about decision points



2. Detailed Process Map

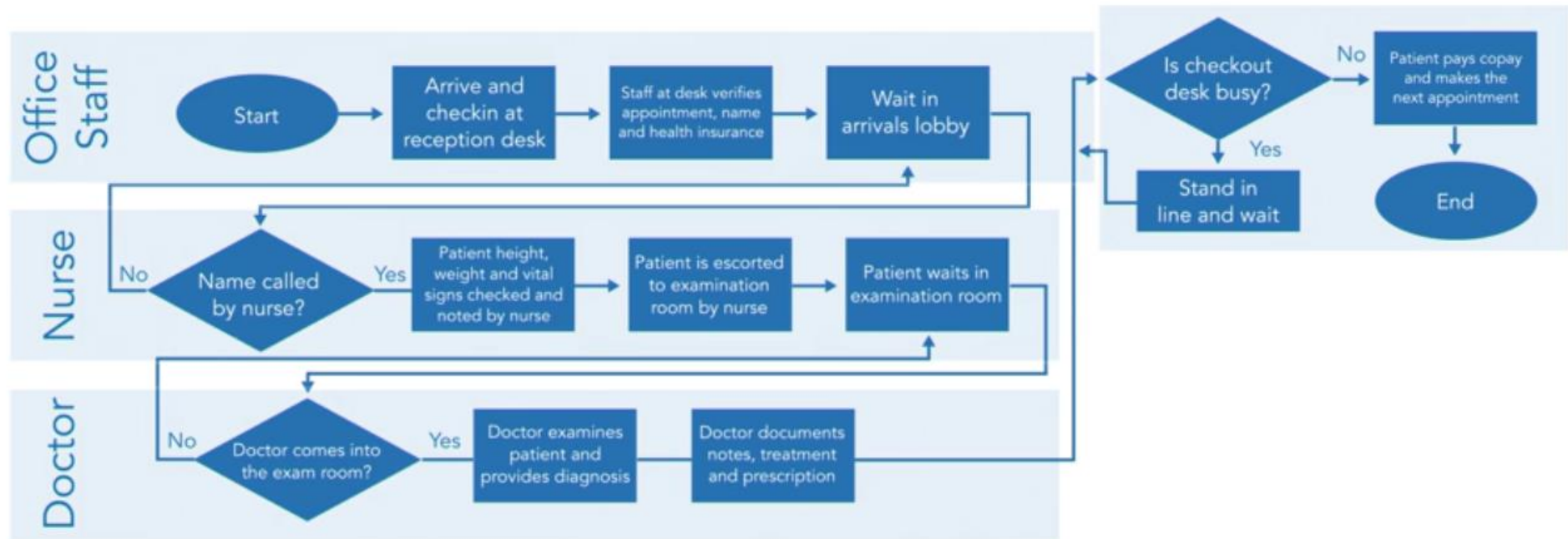
- shows a drill-down version of a process
- contain all the details of the sub-processes

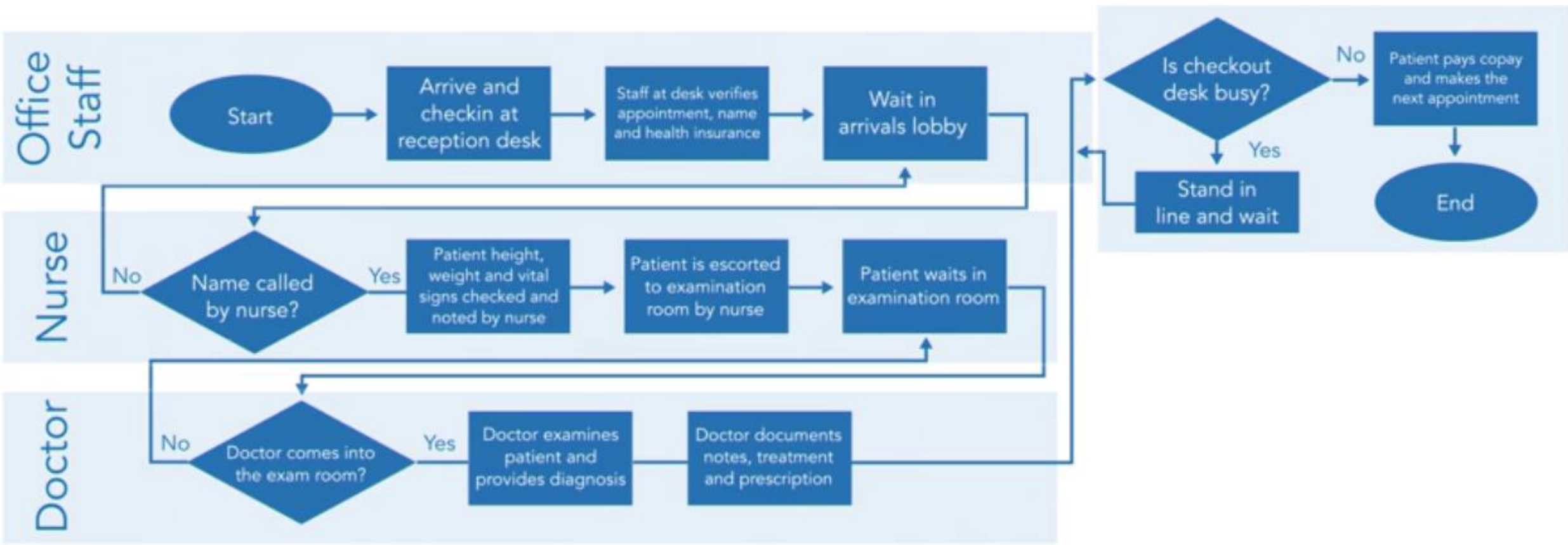




3. Cross-Functional (Swim Lane) Process Map

- Shows the relationships between process steps and the functional units
- Shows which unit is responsible for each step





1. High-level Process Map

- **When to use:**

- to design and define business processes
- to identify the key steps and key details of a process

- **How to draw:**

1. List the most basic steps in the process (maximum 10 steps)
2. Organize them in order, horizontally

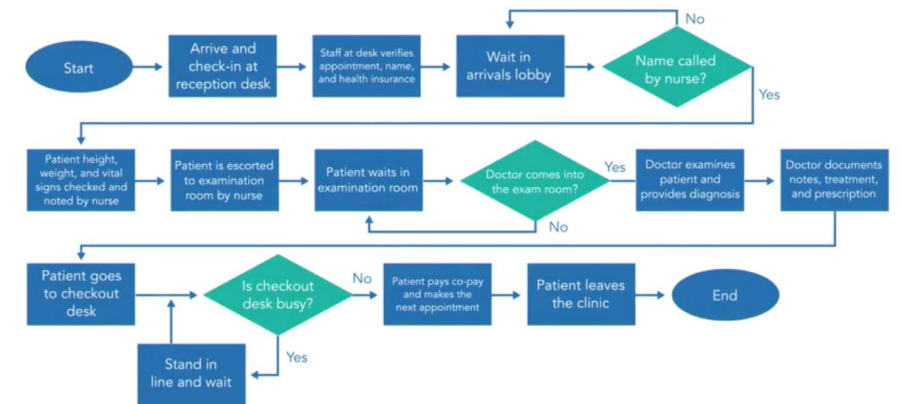


2. Detailed Process Map

- When to use:
 - to give all details (inputs and outputs) related to a process step
 - to document the decision points within a process

- How to draw:

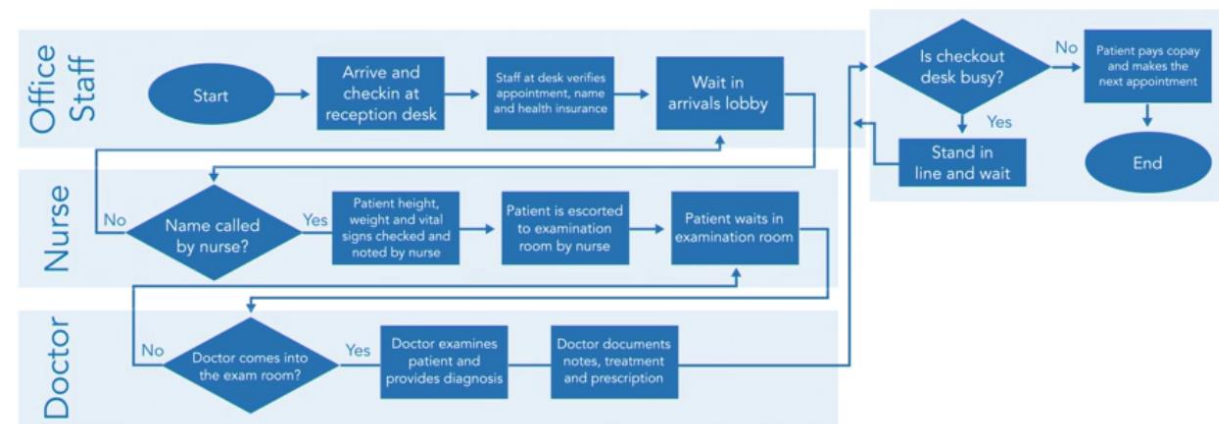
1. Define process boundaries
2. What triggers the process?
3. Identify what immediately happens after each input



3. Cross-Functional Flowchart

- When to use:

- to identify the key roles responsible for the process and how they relate to each other
- to highlight how a process flows across company boundaries
- to identify potential process failure, redundancies, delays, rework, excessive inspection



3. Cross-Functional Flowchart

- **How to draw:**

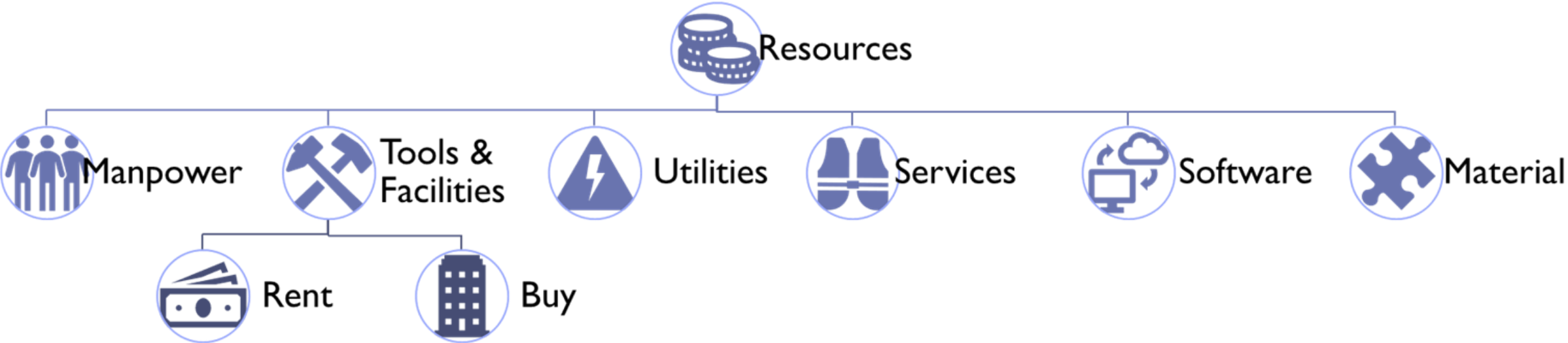
1. Gather a competent and relevant cross-functional team
2. Identify stakeholders
3. List the process stakeholders starting with the process customer
4. Add swim lanes to separate the columns between each stakeholder
5. Add steps performed by each stakeholder in their respective swim lane
6. Connect the steps with arrows to indicate the flow

Components of successful plan (Budget)

- Possible types of Cost (Budget needed)
 - Manpower
 - Tools
 - Utilities (Water – Gas-...)
 - Service
 - Material
- Each task must have defined cost with all necessary resources

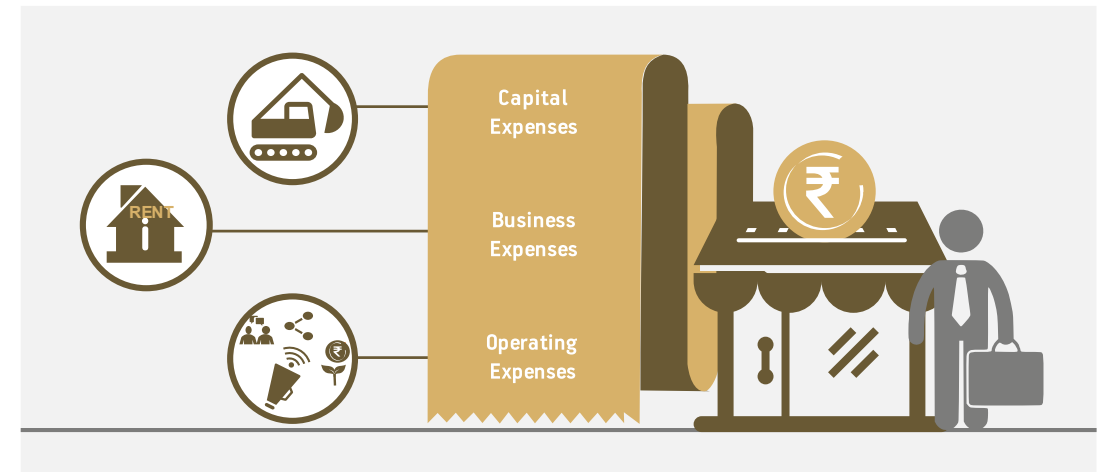
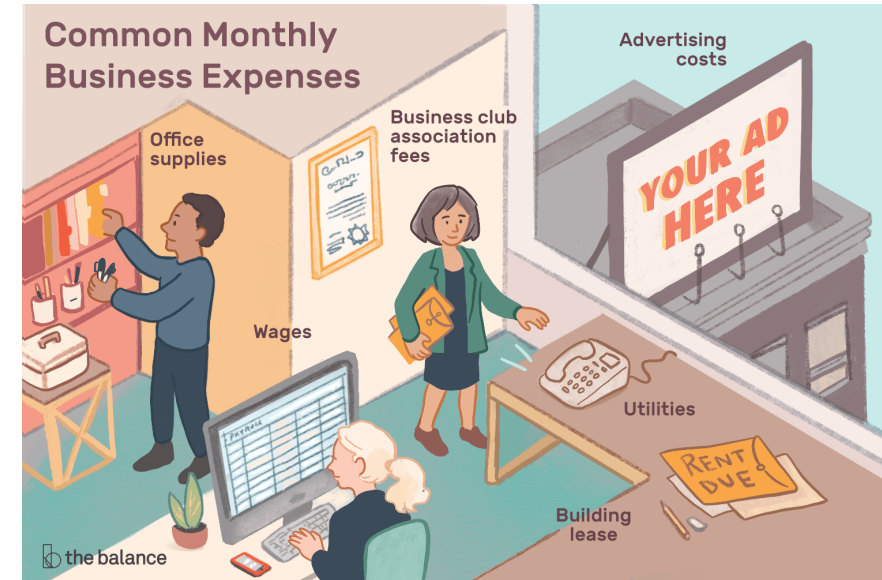


Types of Resources



Types of costs

- **Capital Expenses:** Fixed Assets – paid once
- **Business Expenses:** Doesn't add to the product – fixed regardless of product production
- **Operating Expenses:** add to the product – changing based on product production



Project Performance assessment- ROI

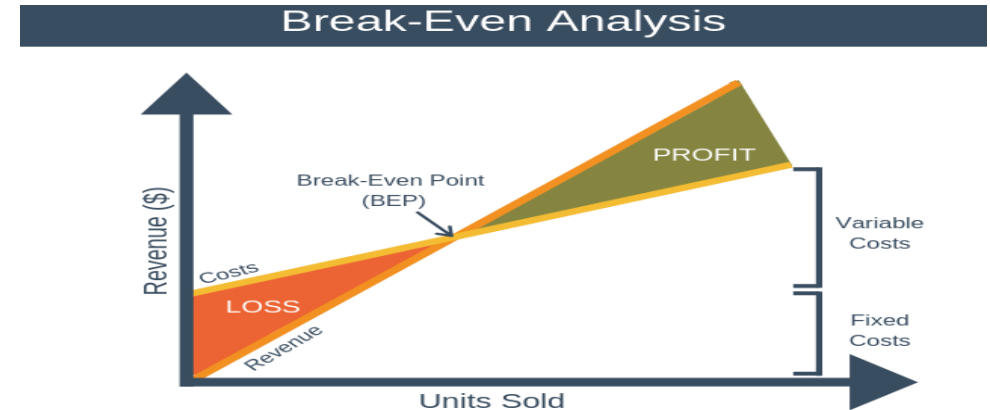
Initial investment: the Value Paid in the beginning before and work done

Project Cost: The total paid cost for the project per month.

Revenue: The Total money received from sales

Profit= Revenue – Cost

ROI (Return On Investment): the rate the initial investment returns along project years .



How to Calculate Return on Investment (ROI)

Example 1

$$\frac{\text{Net Profit}}{\text{Cost of Investment}} \times 100 = \text{ROI}$$


Net Profit

Cost of Investment

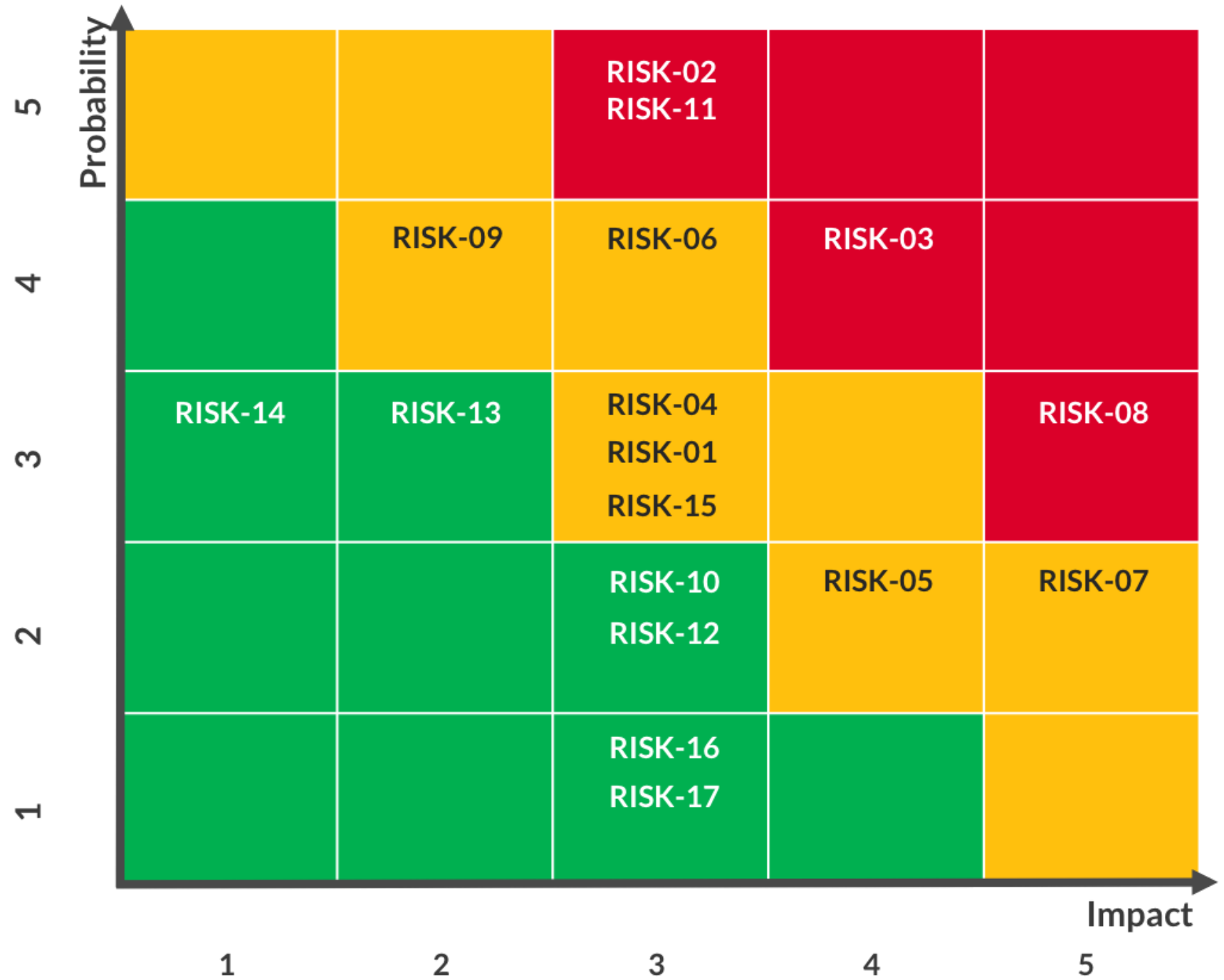


ROI

Manage Project Risks

- **Risk:** something that may go wrong which lead to undesired consequences
- **Likelihood of risk:** how often this may happen?
- **Impact of Risk:** how dangerous the impact of this risk
- We act to risks based on the results of the combination of both factors





Risk Response Strategies - Threats



ESCALATE

Take to a higher power. Manage outside of the project

AVOID

Eliminate the root cause so it cannot occur

TRANSFER

Move to a group better handled to manage it. Use insurance.

MITIGATE

Take actions to reduce risk probability or impact.

ACCEPT

Agree to take no action, but create a contingency reserve.

Any Questions?





Thank You