

THE IMPORTANCE OF PROJECT MANAGEMENT

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Agenda

- Expectations
- Why PM?
- Project Phase and Recommendations
- Requirements and Scope
- Budget Management
- Approach Summary
- Questions

Expectations

- I will not mentioned definitions. Definitions can be found in many Project Management books.
- I will be talking about what and how I execute several key projects tasks to help me deliver successful projects regardless if they are for on-prem or cloud solutions.

Why PM?

- We continue to have a high number of projects failing to complete on time and within budget.
- Due to fast cloud implementations, PM's are failing to effectively capture and communicate the project scope and baseline assumptions.
- Executives are buying into the 100 days cloud deliveries, without understanding what it takes to deliver.
- Weak vendor management (from the PM) is impacting planning and execution.
- Agile Methodologies and practices don't mean there is the absence of Project Management.

Project Phase and Recommendations

- Requirements and Scope
 - Outputs
 - Funding Sheet
 - Signed Project Scope and Objective (PSO) document
 - Signed SOW's
 - Initial Project Plan (with expected target)
- Design Phase (The most important project phase)
 - Outputs
 - Signed Process flow – IN WORDS – Not diagrams
 - Signed/approved Design documents
 - The inventory of objects that are new, modified or deleted
 - Updated Project Plan (actual target)
 - Note: Start of your testing strategy starts here. The testing strategy and test cases must be completed and approved concurrently with the Build Phase.

Project Phase and Recommendations (Cont.)

- Build (Not the most important phase)
 - Outputs
 - Solution objects
- QA (Second most important phase)
 - Outputs
 - Signed/approve testing strategy/approach
 - Signed/approve QA phase (**Go/No-go**)
- Implementation
 - Outputs
 - Deployment of solution to production
- Post-Implementation Support
 - Outputs
 - Formal project closure
 - Project review

Requirements and Scope

Old

- Commission the project (without having the details)
- Requirements and Scope
 - Complete Funding Sheet
 - Signed SOW's
 - Signed PSO
 - Initial Project Plan

New

- Requirements and Scope
 - Complete Funding Sheet
 - Signed SOW's
 - Signed PSO
 - Initial Project Plan
- Commission the project with the proper details will increase the success rate to about 90%

Budget Management

- It is one of the hardest PM Knowledge Areas to manage.
- In my projects, it starts with the Project Funding Sheet. The same funding sheet is included in the PSO and is the first worksheet on the Budget Tracking document.
- The key activity I do every week that allows me to be able to deliver a precise project budget balance is:
 - I record the entries in my financial journal as soon as I approve the invoices.
 - I asked my team if there are project expense incurred.

Initial Funding Sheet

Ref	Source	Item	Unit	Init Cost	Tax%	Ext	Extended Unit Cst	Extended Tax	Extended Total
1	Imp 1	Prof Services-POS/MiStor	Proj	\$300,000	9.25%	1	\$300,000	\$0	\$300,000
2	Imp 2	Prof Svcs-MX925/MiStor	Proj	\$50,000	9.25%	1	\$50,000	\$0	\$50,000
3	Imp 3	Certification	Cert	\$10,000	9.25%	1	\$10,000	\$0	\$10,000
4	Network	Connection to Vendor	Conn	\$5,000	9.25%	1	\$5,000	\$0	\$5,000
5	Consult	Prof Svcs-Balance	Proj	\$50,000	9.25%	1	\$50,000	\$0	\$50,000
6	LB	Misc	Proj	\$35,000	9.25%	1	\$35,000	\$0	\$35,000
7	LB	Internal Lbr-Settlement	Proj	\$20,000	9.25%	1	\$20,000	\$0	\$20,000
8					9.25%	1	\$0	\$0	\$0
9					9.25%	1	\$0	\$0	\$0
10					9.25%	1	\$0	\$0	\$0
11					9.25%	1	\$0	\$0	\$0
Insert Line Above Only									
				Total Estimate Capital			\$470,000	\$0	\$470,000
<i>On-going Expenses</i>									
Ref	Vendor	Item	Unit	Init Cost	Tax%	Ext	Extended Unit Cst	Extended Tax	Extended Total
1	Vendor1	PLCC Monthly Subscription (Devices)	Ea	\$2.50	0.00%	778	\$1,945	\$0	\$1,945
2	Vendor2	Month Connector (Stores)	Ea	\$5	0.00%	250	\$1,250	\$0	\$1,250
3					9.25%	1	\$0	\$0	\$0
Insert Line Above Only				Total Monthly			\$3,195	\$0	\$3,195
				Total Yearly			\$38,340	\$0	\$38,340

Approach Summary (Thinking Cloud 1st)

- A Must: Clearly define the project scope and funding required before the project is commissioned.
 - Both Capital and On-going expenses
 - Identify all subscription.
- We are failing to effectively capture ‘The Business Processes’
 - Cloud vendors come in ‘fast and furious’ with a check list so configurations are completed fast.
 - But when you ask them to slow down to review the process they don’t want to because they committed to deliver in ‘100 Days’
- Understand the number of key integrations required to go live
 - Each cloud vendor will have a preferred method and a back-door
- Effectively manage your vendors – they are the product experts, but you are the project owner/manager.

Questions



Cycle to:

- Improve health
- Reduces stress
- Manage Weight
- Socialize
- Have Fun!!!