
PROJECT MANAGEMENT -- A NEW CPT COMPETENCY



Jay Spitulnik, CPT

Moreover, whenever I feel that I know something, or maybe even have mastered it, what quickly comes around the corner and smacks me between the eyes is what I now need to know.

W. Warner Burke

Organization Change: What We Know, What We Need to Know

Definition

Tell me your definition of project management

(Type in chat box)

Definition of Project Management

- A *project* is a short- or long-term undertaking made up of interrelated tasks producing specific results that are tied either directly to corporate strategic goals or indirectly through a program.
- A *project life cycle* is the series of distinct phases a program or project passes through from point of inception to point of closing.

(Project Management Institute, 2004)

Project Life Cycle

- Initiation
- Planning
- Executing
- Controlling
- Closing

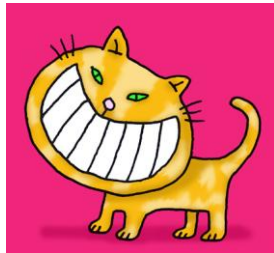
Bryant EDC, 2008

"Cheshire-Puss, would you tell me, please, which way I ought to go from here?"

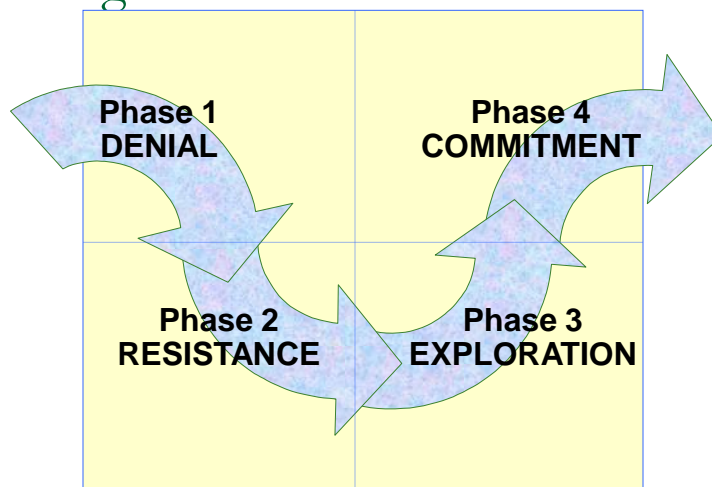
"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where," said Alice.

"Then it doesn't matter which way you go," said the Cat.

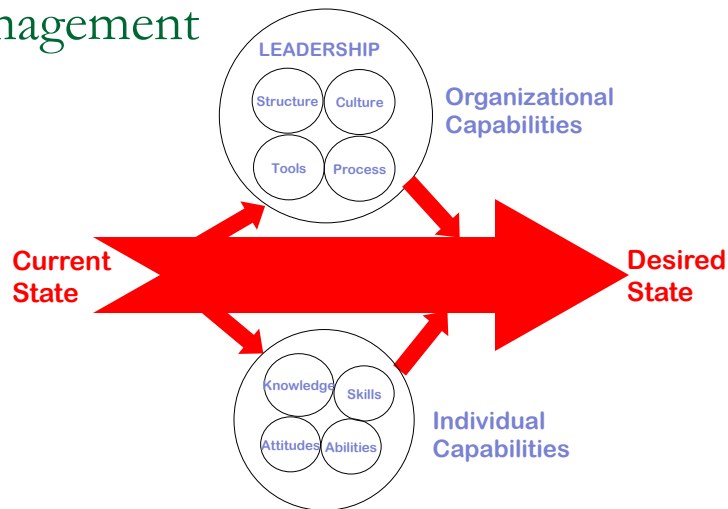


Change Management and Project Management



Jaffe & Scott, 1997, 2003

Change Management and Project Management



Spitulnik, 2002, 2007

Project Initiation: Project Charter

- Project Name
 - Project Leader
 - Opportunity for Improvement
 - Objective
 - Scope
 - Deliverables
 - Success/Outcome Measurement (Metrics and Methods)
 - Sponsor
 - Project Team Members
 - Other Stakeholders
 - Action Plan
 - Timetable – Key Milestones
 - Communication Plan
 - Concurrence/Approval Signatures
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Project Charter

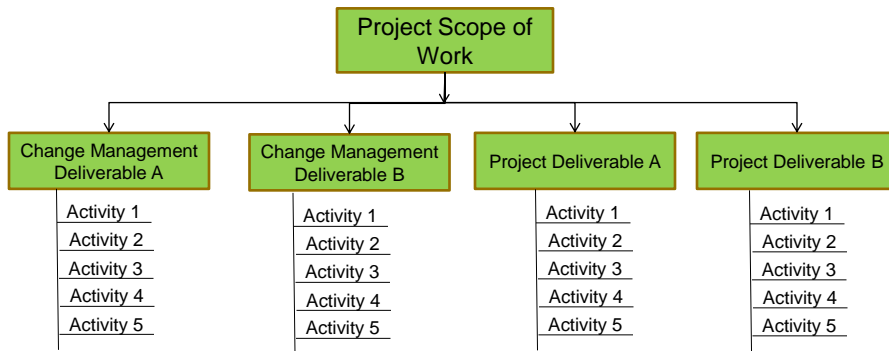
Element	Details
Project Name	
Project Leader	
Opportunity for Improvement	
Objective	
Scope	
Deliverables	
Success/Outcome Measurement	
Sponsor	
Team Members	
Other Stakeholders	
Action Plan	
Timetable	
Communication Plan	
Signatures	

Project Planning: Work Breakdown Structure (WBS)

- A deliverable-oriented hierarchical description of the work to be executed.
- Inputs
 - Project Scope
 - Deliverables List
- Outputs
 - WBS Hierarchy Diagram
 - WBS Dictionary
 - WBS Activity Descriptions

Bryant EDC, 2008

WBS Sample



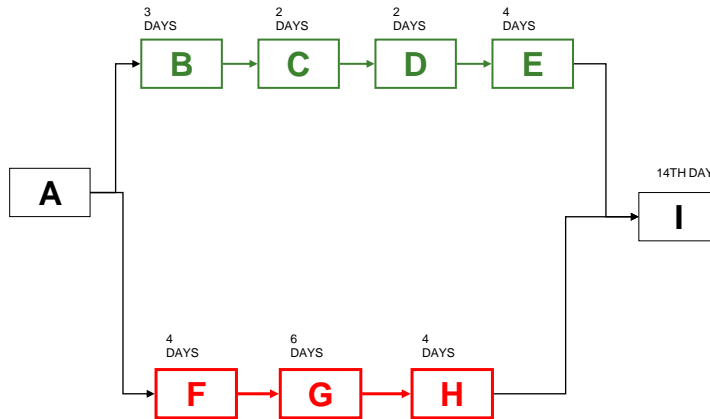
Project Planning: Scheduling

Key Scheduling Definitions

- **Activity** – a discrete scheduled component of work performed in a project with an estimated duration. May also have estimated cost and resource requirements.
 - **Interdependency** – relationship between activities that can affect start and finish dates.
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More Key Definitions

- Critical Path – the path of project tasks which, if delayed, will delay completion of the project



Sample Gantt Chart

Sample Project							Clear All
							Update
No.	Description	Start	End	Duration (Days)	Who	% Complete	Predecessors
1	Task A	6/9/11	6/9/11	0	Jay		
2	Task B	6/10/11	6/14/11	3	Jay		1
3	Task C	6/15/11	6/16/11	2	Jay		2
4	Task D	6/17/11	6/20/11	2	Maysel		3
5	Task E	6/21/11	6/24/11	4	Jay		4
6	Task F	6/10/11	6/15/11	4	Jay		1
7	Task G	6/16/11	6/23/11	6	Maysel		6
8	Task H	6/24/11	6/29/11	4	Jay		7
9	Task I	6/30/11	6/30/11			5.8	5.8
10							

For more information on Gantt Charts:

http://en.wikipedia.org/wiki/Gantt_chart

Identify stakeholders

- Stakeholder – any individual with a vested interest in the project’s outcomes. Includes those who participate in the project either directly or indirectly, as well as those who are impacted by the project activity or outcomes.
 - Decision makers
 - Opinion leaders who influence decision makers
 - Gatekeepers who control the flow of information
 - Advocates who champion the project from within or outside the organization
 - End users
 - Sponsors
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Managing the work – status reporting

- Helps manage project meetings
 - Ensures that appropriate information is available and communicated to all stakeholders
 - Frequency determined by duration and complexity of project
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Status Report Template

<Insert Project Name>
Project Status
For the week <Insert Date>

Activities Completed Previous <Insert Reporting Period, e.g. 2 Weeks>

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Activities Planned

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Issues or Concerns:

-

Project History

<i>Item</i>	<i>Date</i>	<i>Actions/Comments</i>

Project close

- Project must be closed to thoroughly measure *final* results
 - Successful projects are prevented from stretching out to failure mode
 - Key learnings can be shared to prevent “reinventing the wheel” or repeating mistakes
 - Provides opportunity to recognize and celebrate success
 - Prevents project team from becoming an otherwise ***unnecessary*** standing committee
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Closeout checklist

- All final deliverables have been completed.
 - Appropriate personnel have been trained to use and, as necessary to update the deliverables.
 - A post-project review has been held with the appropriate stakeholders.
 - The following project management materials/tools have been filed:
 - Project Plan/Schedule
 - Status Reports
 - Post Project Review/Results
 - Program Materials Inventory
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If you would like copies of the slides or of the templates I showed you tonight, please send a request by email to jspitulnik@hotmail.com
