

# Scalable Project Management

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# “Roadmap” for Scalable PM

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## □ Breakout Session:

- The Scalable PM “Dream”
- Three-Tier Approach
- Real World Scalable PM
- Recap
- Evaluation

# Scalable Project Management

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- The Scalable PM dream....
  - Origins of the dream
  - Living the dream
  - Adding structure to the dream (PMI)
  - Documenting the dream
  - **Sharing the dream**
  - Researching the dream further
  - Publishing the dream

# **Scalable Project Management**

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Page's Corollary #1:

“Insufficient PM can result in CHAOS.  
Application of more PM than required  
can lead to ‘Triple Constraint’  
inefficiency and/or GRIDLOCK.”

# Scalable Project Management

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- Does your organization get carried away with developing overly complex PM methodology and create a paperwork jungle that bogs down project managers and their teams?

# Scalable Project Management

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- Does your organization want everyone to use the most sophisticated PM techniques and apply every word of the PMBOK to every project?

# Scalable Project Management

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- With all due respect to the PMBOK Guide as the “Bible” (or Koran or Torah; etc.) of our profession, the totality of paperwork, meetings, and documentation it outlines is only appropriate for really large, complex, and expensive projects.

# Scalable Project Management

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- ❑ Very large projects represent only ~2% of all projects.
- ❑ ~98% of all projects are either small or medium in size.
- ❑ Overly sophisticated PM techniques applied to small and medium size projects may waste time and money.



# Scalable Project Management

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- ❑ Application of large project methodologies to all projects can overload smaller projects with needless paperwork.
- ❑ Project Managers may not complete excessive paperwork for smaller projects resulting in loss of control and poor project outcomes.

# Scalable Project Management

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- What's the alternative?
- Eureka!!! Scalable PM!!!
  - Tier-One = Small Projects
  - Tier-Two = Medium Projects
  - Tier-Three = Large Projects

# Scalable Project Management

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- What are the advantages?
  - PM tools and techniques tailored to meet project needs: small, medium, large.
  - Sound strategies for controlling initiation of projects into the project portfolio.

# Scalable Project Management

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- More advantages...
  - Opportunities for “right sized” project tracking tools.
  - Elimination of fancy PM “stuff” that small or medium size projects don’t need.

# Scalable PM – Tier One

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- ~60% of most projects
- Project team members ~1-6
- Documentation = ~one page each:
  - Scope Statement
  - Requirements
  - Charter
  - Project Plan
- Note: Tier One or Small ≠ Easy

# Scalable PM – Tier One

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- Small plan quickly captures:
  - Business Value of Project
  - Sponsor's Required Deliverables
  - Major Project Constraints

# Scalable PM – Tier One

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- Small plan is easily deconstructed into work packages for project team(s).
- Work packages promote:
  - Clear Performance Expectations
  - Accurate Work Estimates
  - Accurate Scheduling

# Scalable PM – Tier One

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## □ Methodology:

- Resource driven schedule
- Weekly status reporting
- Easy/early problem identification
- 10–60 minutes of work per week in PM software application



# Scalable PM – Tier One

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- Risk management:
  - Risk register highly recommended
  - Risk response planning
  - Risk response strategies to manage risk consequences
  
- Note: Appropriate Project Risk Management strategies are recommended for **ALL** projects.

# Scalable PM – Tier One

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- ❑ Example: FBUDWORK
- ❑ Tier-One methodology has limits
- ❑ Significant increases in scope and project team size requires moving up the scale to Tier-Two.

# Scalable PM – Tier Two

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- ❑ ~38% of most projects
- ❑ Project team members ~7-10
- ❑ Projects may require use of cross-functional team members.
- ❑ Projects may have multiple stakeholders vs. a single sponsor.
- ❑ Tier-Two projects involve more dollars and hours than Tier-One projects.

# Scalable PM – Tier Two

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- ❑ Larger project team may require more rigorous management of “scope creep”.
- ❑ More complex projects may require a formal change control and escalation processes.
- ❑ Project teams may include contractors.

# Scalable PM – Tier Two

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- ❑ Scheduling is more complex in Tier-Two projects and must be optimized to ensure finishing on time or early.
- ❑ More diverse team requires gaining members' commitment and managing team culture.

# Scalable PM – Tier Two

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- Projects typically require more complex risk management because:
  - Impact of risk events is greater
  - Stakes are higher than Tier-One
- Risk management:
  - Inexpensive qualitative and quantitative risk assessment

# Scalable PM – Tier Two

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- Risk management (Continued):
  - Risk register highly recommended
  - Risk response planning
  - Risk response strategies to manage risk consequences
- Example: ASC Renovation (\$1M)
- Larger and more complex projects require moving up to Tier-Three.

# Scalable PM – Tier Three

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- ❑ Only ~2% of projects
- ❑ Project teams > 11
- ❑ Large, strategic initiatives
- ❑ Major projects for internal or external client(s)



# Scalable PM – Tier Three

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- ❑ Projects must be aligned with organization's strategic goals.
- ❑ Projects include business case negotiation with senior management or client.
- ❑ Projects often include detailed cost/benefit analyses and feasibility studies.

# Scalable PM – Tier Three

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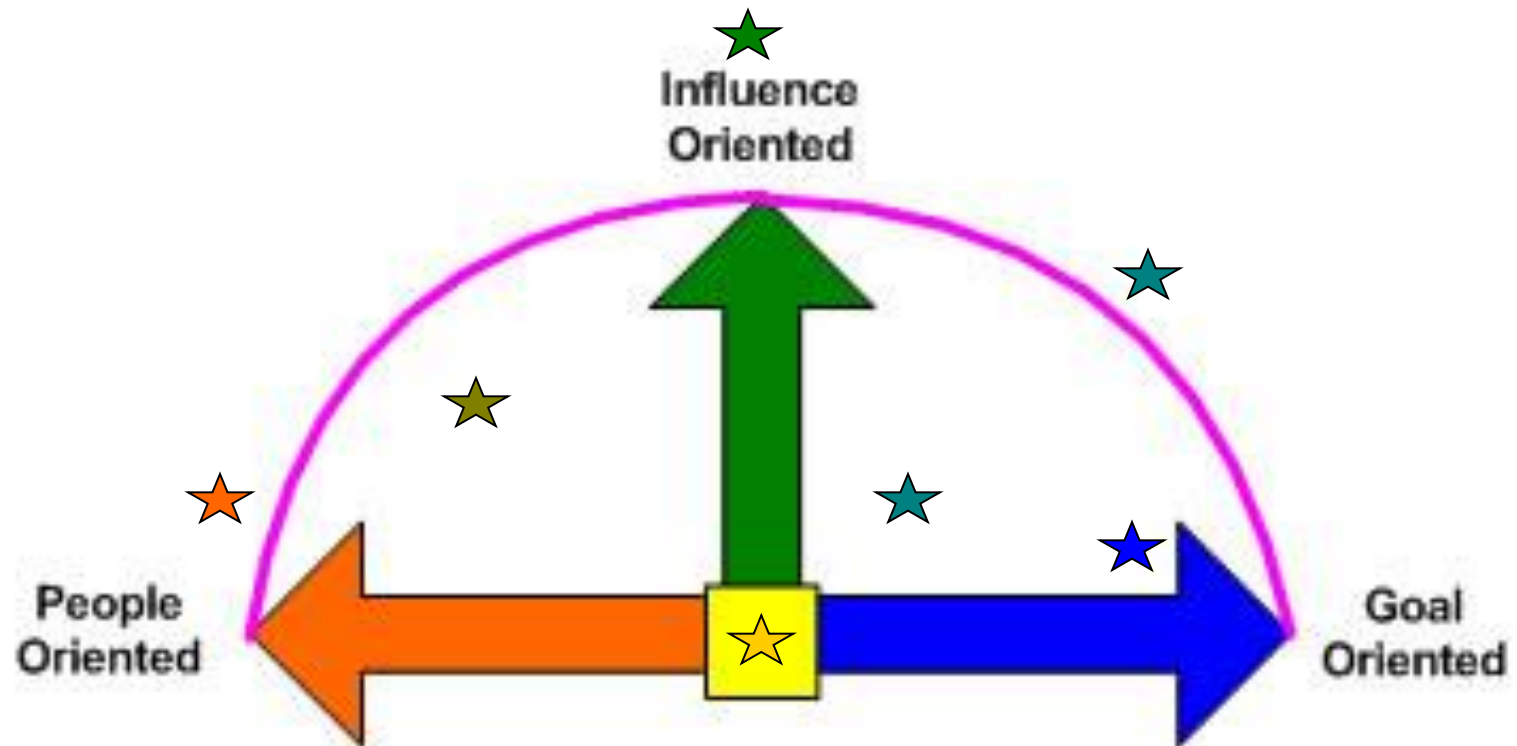
- In Tier-Three projects, scope is:
  - Decomposed into measurable, verifiable outcomes
  - Used for estimating work
  - Used to make team assignments

# Scalable PM – Tier Three

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- With Tier-Three projects:
  - It's critical that all resources are aware of and driving toward desired business result.
  - It's critical that success is measured quantitatively and measured at each stage in the project lifecycle.
  - It's critical to develop a high performance team culture.

# Scalable Project Management



# Scalable Project Management

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- Project Team Motivation
  - Recognizing Strengths & Weaknesses
  - Self Assessment
  - <http://www.siu.edu/~joemoor/strengths/>

# Scalable PM – Tier Three

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- With Tier-Three projects:
  - Risk management crucial.
  - Risk assessment gets more elaborate, possible with statistical assessments.
  - Monte Carlo analyses are especially valuable in determining risks associated with cost and schedule.
  - Earned Value calculations can help keep Tier-Three projects on track.

# Scalable PM – Tier Three

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- Example: DOIS/TACS Programs
  - DUC Project (\$19M)

# Scalable Project Management

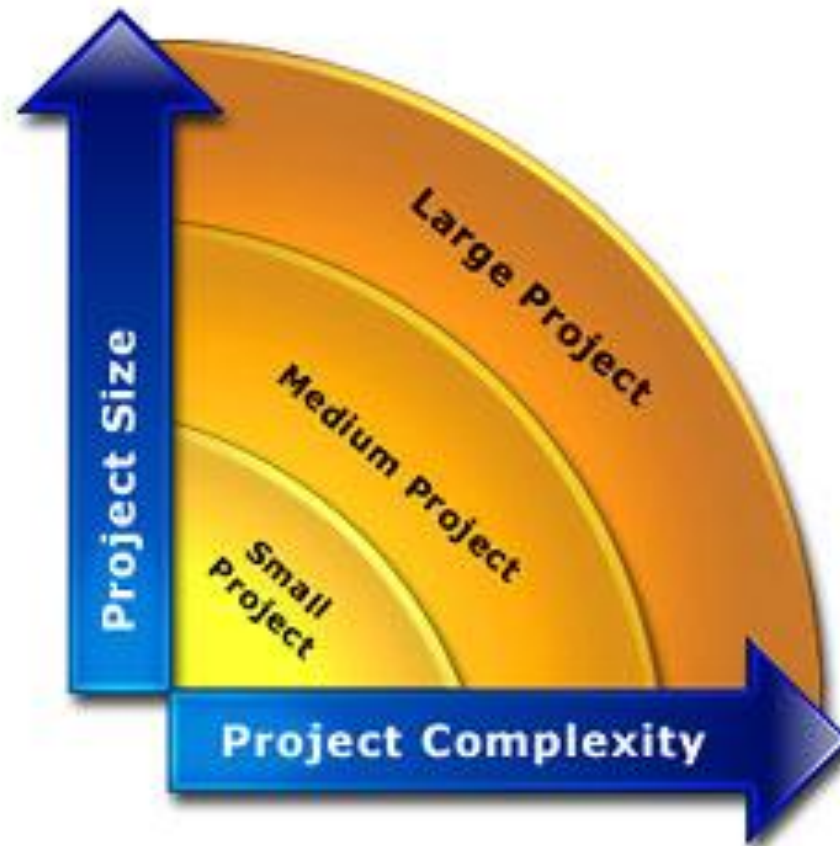
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Page's Corollary #2:

"As a project's size increases, its complexity will likely increase as well."



# Scalable Project Management



# **“Real World” Scalable PM**

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## **The Doe Run Company**

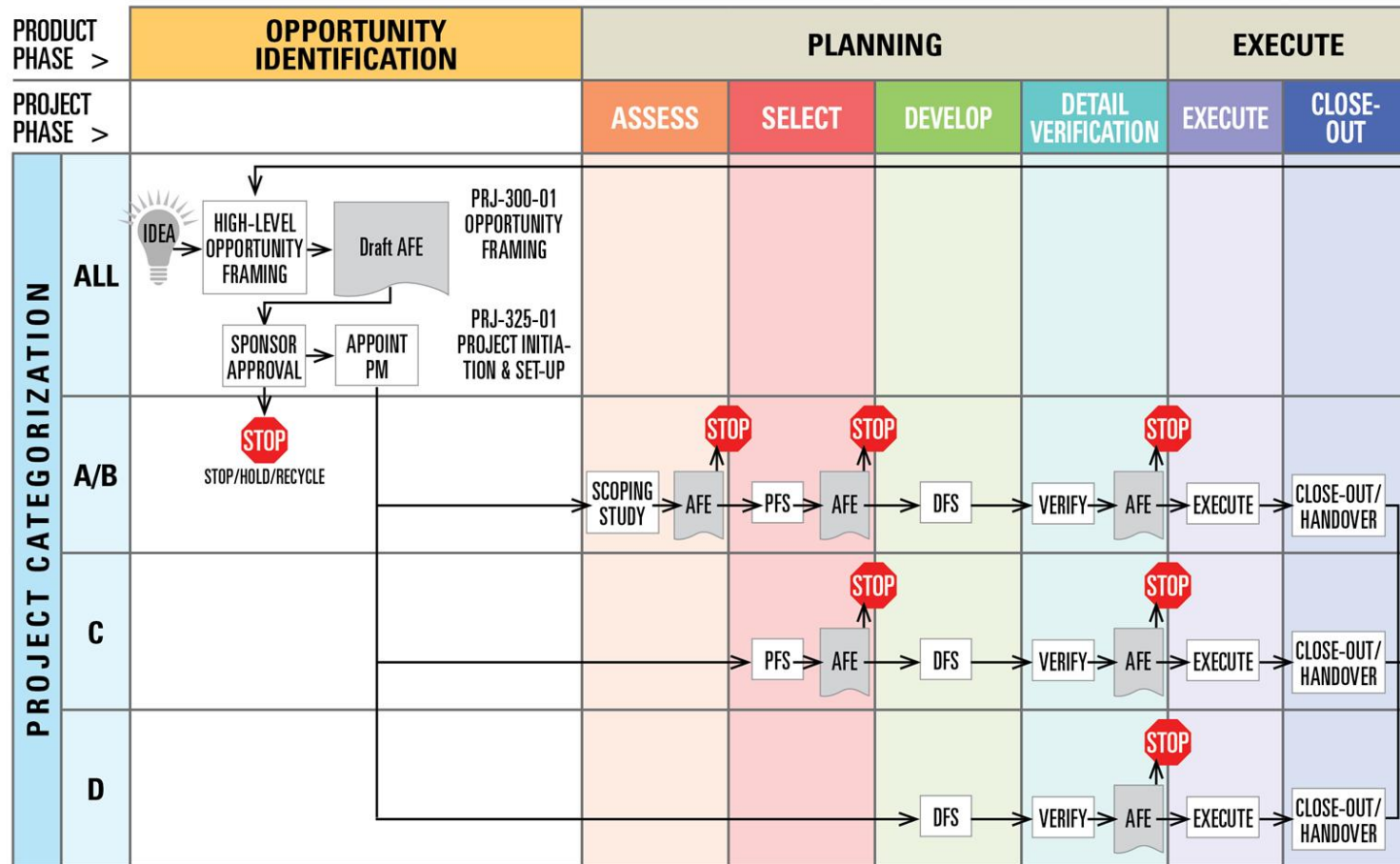
# Calculating Project Category

Score	Cost to Execute	Time to Execute	Technology	Execution Environment	Production Dependency
1	<=\$500,000	<=1.5 months	None	Existing US operations	Project activities have no impact on production
2	\$501,000 - \$1,000,000	>1.5 to <=3 months	Known by company, existing and proven for > 5 years	Existing overseas operations	Part of production processes must be shutdown to allow project activities to start - minimal impact
4	\$1,000,001 - \$5,000,000	>3 to <=6 months	May or may not be known by company but existing and proven for 2 to 5 years	New US operation	Part of production processes must be shutdown to allow project activities to start - moderate impact
7	\$5,000,001 - \$50,000,000	>6 to <=12 months	Not known by company but existing and proven for < 2 years	New US operation - conservation or community concerns	Production processes must be stopped before project activities can start OR project activities must be completed before production can start
11	> \$50,000,000	>12 months	New technology	New overseas operation	Production processes must be stopped before project activities can start AND project activities must be completed before production can start

Category	Score Range	
	Low	High
A	33	55
B	19	32
C	10	18
D	5	9

1. For each of the five category drivers, select the appropriate score on the left hand column.
2. Total the scores for the five categories and select the project category from the list based on total score (e.g. a total score of 30 would be category B)

# Project Category Drives PM & Project Stages



# Project Manager & The Giant Methodology

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# Negotiation of Expectations

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- Project Sponsor & Project Manager negotiate:
  - Content and frequency of status reporting
  - Project sponsor involvement in issues resolution
  - Project sponsor involvement in scope changes
  - Priority of time, cost, scope
- Facilitated by the PMO prior to project start



# Use of SharePoint Project Sites

## Work Completed in Last 30 Days

<input type="checkbox"/>	Title	Start Date	Actual Finish	<input type="checkbox"/> Assigned To
	Complete high-level requirements <span style="color: green;">NEW</span>	2/25/2013	3/28/2013	Callahan, Denise
	Complete detailed design <span style="color: green;">NEW</span>	2/25/2013	3/28/2013	Callahan, Denise
	Get PR and legal approval for Microsoft funding <span style="color: green;">NEW</span>	4/4/2013	4/10/2013	Walczak, Benjamin
	Sign agreement for Microsoft Funding <span style="color: green;">NEW</span>	4/12/2013	4/12/2013	Callahan, Denise

## Cost Summary

<input type="checkbox"/>	Original Approved Amount	Approved Scope Changes	Approved Amount	Actual Spending	Forecast Spending	Total Forecast
	97,195	0	97,195	9,000	88,000	97,000

## Risks with Exposure at Least 12

<input type="checkbox"/>	Title	Category	Likelihood	Consequence	Exposure	Potential Causes	Consequences	Control Strategies
	Bids come in over budget amount	Financial	4	4	16	Costs have come up	Project comes in over budget	Get bid from different firm; Red from Microsoft; Have Doe Run h
	Doe Run team members not available when needed	HR	4	3	12	Other priorities	Testing not completed on schedule	Communicate resource needs es resources to participate if prima

# Additional Requirements For A/B Projects

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- ❑ Formal Project Execution Plan
- ❑ Facilitated Risk Management Sessions
- ❑ Microsoft Project Schedule
- ❑ Monthly Reporting at the Project Board
- ❑ Third party independent reviews for projects involving new technologies



# **Scalable Project Management**

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Page's Corollary #3:

"Scaling PM tools, techniques, strategies, and resources to project requirements will enhance project efficiency and improve project outcomes."

# Scalable PM Recap

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- ❑ Appropriate Project Risk Management strategies are highly recommended for **ALL** projects.
- ❑ Industry specific regulatory requirements must be considered for **ALL** projects.
- ❑ Handout:
  - Scalable PM By Five Process Groups
  - PM Tools, Techniques, Tips, Strategies

# **Scalable Project Management**

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# **Questions???**

# **Scalable Project Management**

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Please Complete An  
Evaluation Form

# Scalable Project Management

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