

# ***Project Management Philosophy***

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*There are a number of different views on how projects should be managed (or not)...*



## ***Learning points...***

### ***Projects COULD follow this process...***

- ❑ ***Enthusiasm*** followed by...
- ❑ ***Disillusionment*** and then...
- ❑ ***Panic***
- ❑ ***Search for the guilty***
- ❑ ***Punishment of the innocent***
- ❑ ***Praise & honour to all non-participants***

*Not the best way of working I'm sure you will agree!*

### ***However projects SHOULD follow this process...***

- ❑ ***Evaluate it*** – is it worth doing, who will be involved, what will be the impact?
- ❑ ***Plan it*** – what is involved, what are the risks, what are the costs?
- ❑ ***Do it*** – according to the plan and guided by key behaviours...
- ❑ ***Close it*** – review what have we learnt.

***The above cyclic process can be recognised in many work-related situations.***

# P.R.I.N.C.E

**You may have come across the acronym 'PRINCE' when projects are discussed, but what does it stand for?**



## Learning points...

*PRINCE does not cover...*

- ❑ *the people management skills needed to run a project*
- ❑ *generic planning techniques, (such as Gantt charts)*
- ❑ *risk management techniques*
- ❑ *how to implement a Quality Management System*
- ❑ *how to manage a budget or carry out a cost-benefit analysis*

## PRINCE stands for...

**Projects IN Controlled Environments**

*It was originally developed in 1989 by the Central Computer and Telecommunications Agency (CCTA) to support IT projects.*

*PRINCE is a process-driven 'methodology' which is successfully used on projects of all sizes.*

## According to PRINCE projects should have...

- ❑ *a specific and controlled start, middle and end*
- ❑ *regular reviews of progress against the plan and, in particular, against the Business Case*
- ❑ *flexible decision points*
- ❑ *management control of any deviations from the plan*
- ❑ *the involvement of management and stakeholders at the right time and stage during the project*
- ❑ *good communication channels between project workers, project management, and the rest of the organisation*

**PRINCE2 is the current version and is applicable to any project type – not just IT projects!**

# Project Quality

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**Quality is a term that you will hear used often – but what does it mean?**



## Learning points...

*Organisations must work hard and long to earn a reputation for high quality...*

*...but they can lose it very easily, (and very quickly!)*

**Quality is often associated with a product or service that is very expensive or extremely well finished, but is this true?**

Question...

- consider 2 cars – a Rolls-Royce and a Mini.
- which one has the better quality?

*Now think about the question again, but this time decide which is more suitable for urban conditions.*

*Is your answer different now?  
What do we mean by quality?*

## Quality means...

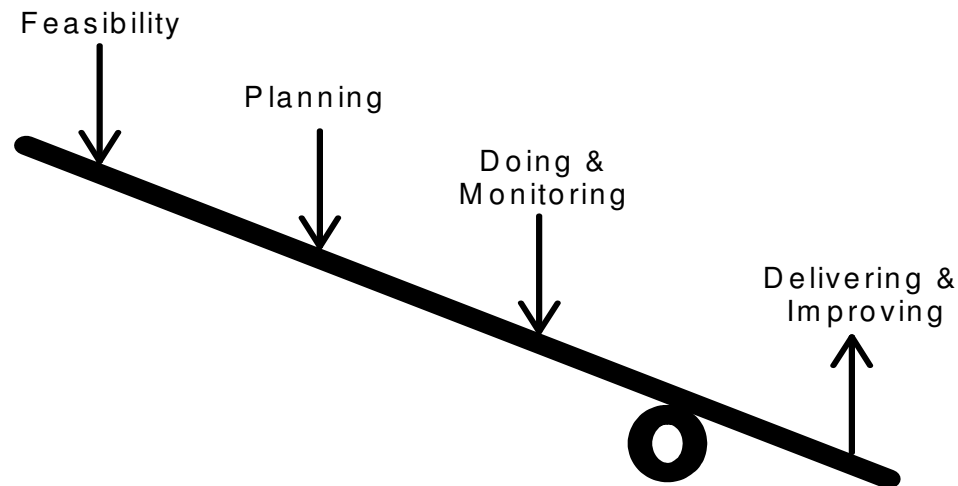
- fitness for purpose
- meeting customer needs
- providing goods that don't come back...

*...to customers that do!*

**Quality is not an absolute concept – it can mean whatever you decide is sensible and appropriate.**

## The Quality Lever

**Why do we spend so much time planning when we could be spending it on getting the work done?**



### Learning points...

*The cost of correcting a quality failure can be 5 times that of trying to avoid it in the first place.*

**The concept of the 'Quality Lever' can help us understand why this should be the case.**

*The Quality Level concept implies that...*

- *effort spent in the early project stages has a major payback later*
- *the earlier quality issues are considered and addressed the better*
- *getting things right first time is better than putting them right later on*
- *quality cannot be built in at the end*

**Effort on the left side is used to 'lever' the quality of the right side.**

*In order to achieve this a Quality Management System (QMS) is used, which describes...*

- *the quality standards that are acceptable*
- *how they will be checked*
- *and what will happen if they are not met*

**TQM applies to every aspect of the project – not just the outputs!**

# Quality and Continuous Improvement

**Total Quality Management implies we should be constantly striving to improve everything we do...**



## Learning points...

As a Project Manager you will be required to...

- review the evolving business case
- monitor 'fitness-for-purpose' of the outputs
- check for new risks and manage existing ones

**Adopting a culture of Continuous Improvement will have a key impact on the organisation.**

Principally it will mean....

- saving money
  - through less rework,
  - less scrap and waste,
  - and fewer legal claims
- raising our credibility and professionalism
- being more environmentally friendly – using less energy for the same result
- providing goods and services that people want

**It is everyone's duty to promote a culture of Continuous Improvement through their own actions.**

Otherwise...

*"If you always do what you've always done,  
you'll always get what you always got."*

*D. Peterson  
former Chairman of the  
Ford Motor Company*

# Project Roles

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**What management structures are required to deliver a project successfully?**



## Learning points...

You should try and identify which of these roles you are expected to fulfil.

### The Project Executive...

- who is ultimately accountable for the success of the project
- who 'owns' the Business Case & chairs the Project Board

### The Project Board...

- who are responsible for making decisions and ensuring resources are available to the project
- who meet regularly to review project exceptions and resolve issues, (e.g. a proposed change)
- which comprises Client representatives (aka Senior Users) and Contractors (aka Senior Suppliers)

### The Project Manager...

- who runs the project on a day-to-day basis & reports to the Project Board
- who is responsible for ensuring the project delivers the required outcome to the desired standard

### The Project Team...

- who work with the Project Manager to plan and implement the project objectives
- which form, mature and disband according to the fluctuating needs of the organisation