Pleased to meet you!

Adjunct faculty, University of Wisconsin/Wisconsin School of Business MBA Program, Strategic Management and Human Resources

Formerly Vice President of Talent Solutions, Center for Professional & Executive Development, Wisconsin School of Business

Training & leadership development professional, 35+ years experience helping leaders, teams, and organizations build skills and capabilities

Certified Professional in Talent Development, Senior Professional in Human Resources, Prosci-certified change management consultant, Predictive Index certified Talent Optimization Consultant

Experience in wide variety of industries including healthcare, financial services, manufacturing, insurance, nonprofit, professional services, and **CREDIT UNIONS! (:**

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Leadership & Employee Development Workshops
Coaching/Consulting
Assessments/Diagnostics
Teambuilding/Team Development
Culture, Engagement, Retention
Talent Strategy/HR Optimization
Online Learning Development

We use data and a scientific approach to talent optimization to help individuals, teams, and organizations *achieve more*.

Part A: Tuesday, November 30th, 2:30-4:00pm

- Understanding the phases of the project management lifecycle
- Identifying key project roles and accountabilities
- Determining project scope, timing, and deliverables
- Defining what success looks like
- Introducing common project management templates/tools

Part B: Tuesday, December 7th, 2:30pm-4:00pm

- Understanding and addressing common challenges and constraints
- Identifying and mitigating common project risks
- Adapting to changing conditions and effectively pivoting to address evolving needs
- Addressing project derailers to get back on track

Part C: Tuesday, December 14th, 2:30-4:00pm

- Conducting effective project team meetings
- Managing project team dynamics and cultivating a constructive team culture
- Working a project plan successfully start to finish
- Post-project evaluation: Successfully closing a project and identifying lessons learned
- Advancing your project management knowledge and skills

Session Logistics

Options for Accessing Polling Site

QR Code Reader

See link in Chat box

Go to "pollev.com/tracynelson536"

Introductions! Name, company, role

Defining Project Management

The application of knowledge, skills, tools and techniques to project activities in order to meet project requirements.

PMBOK® Guide and Standards, Project Management Institute

Breakout Discussion

What types of challenges do you, your team, or your organization experience with projects?

The Numbers Tell the Story

- 70% of organizations have suffered at least one project failure in the prior 12 months (KPMG)

- 29% of projects are mostly or always completed on time (Wellingtone)

- 75% of companies say that they lack confidence when it comes to project success. (Geneca)

Organization A

- Too many projects running at once
- Everything is urgent and "on fire"
- Lack of clarity on project goals and outcomes needed
- Frustration with heavy demands on project leaders and teams
- Unclear roles and responsibilities
- Short timelines and rushing causes mistakes and rework
- High project failure rate, i.e. missed timelines, unmet goals and outcomes, over budget

Organization B

- Competing projects are prioritized so they have the appropriate resources to be successful
- Each project has clear goals, purpose, and needed outcomes defined
- There is clarity on projects roles, i.e. who is responsible for what tasks
- Ability to spot potential problems in advance before they occur
- Scalability and repeatability of project success
- Higher success rate for projects, i.e. on time, on budget, achievement of needed results

What's in it for you to be a good project manager?

More effective at getting things done in your personal and professional life

Improve your leadership of your department/team by applying principles for managing the work effectively

Reduced stress on yourself and others through better planning and execution

Gain credibility and accelerate your career by being a leader or professional who gets results

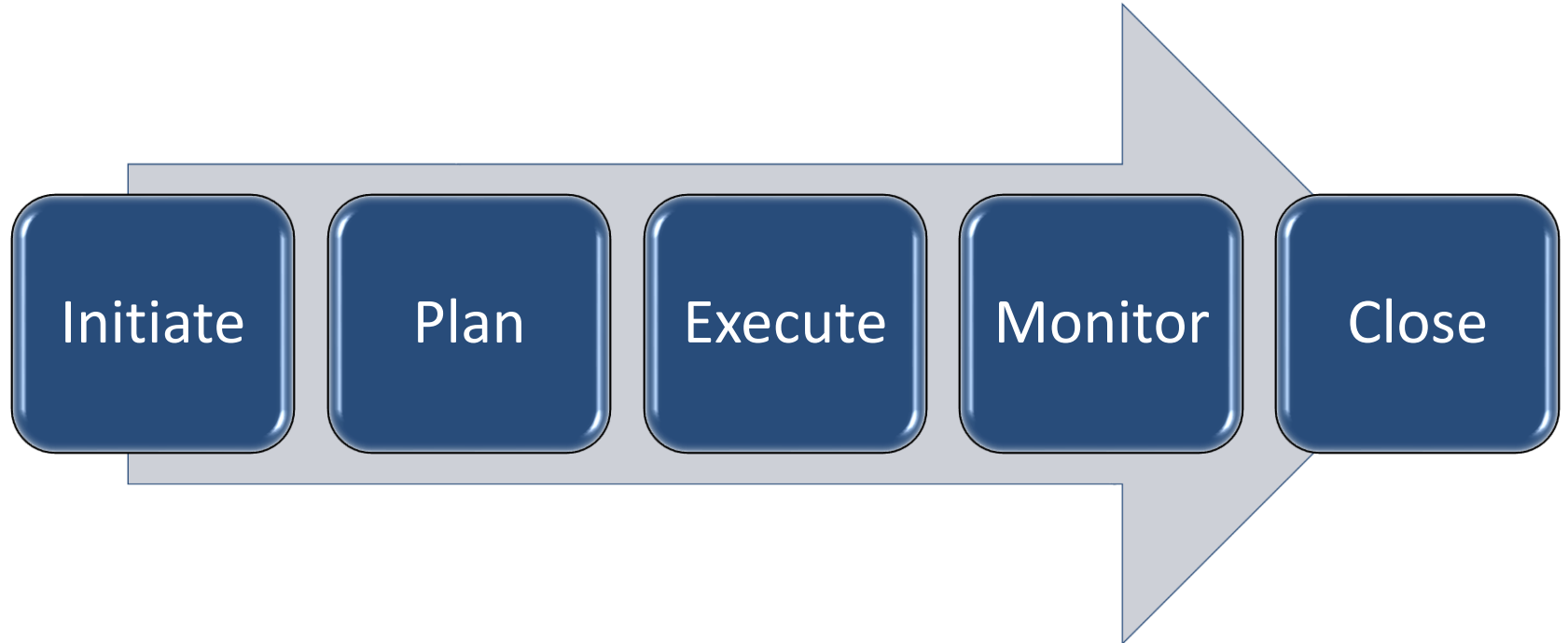# Have you completed any formal training in managing projects?

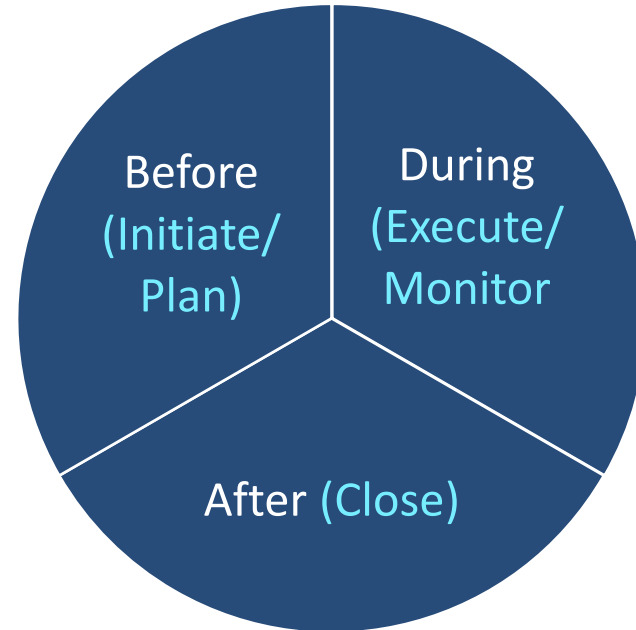Yes-been through a formal training program

No- haven't had any formal training

Some- have completed some learning about project management

Phases of the Project Management Lifecycle

Initiate → Plan → Execute → Monitor → Close

Project Management Lifecycle

Before (Initiate/ Plan)

During (Execute/ Monitor)

After (Close)

Before → During → After

Before

- A lack of clear goals is the most common factor (37%) behind project failure.

- For every 1 hour spent in planning, it saves approximately 20-100 hours in more efficient project execution.

PMI Institute

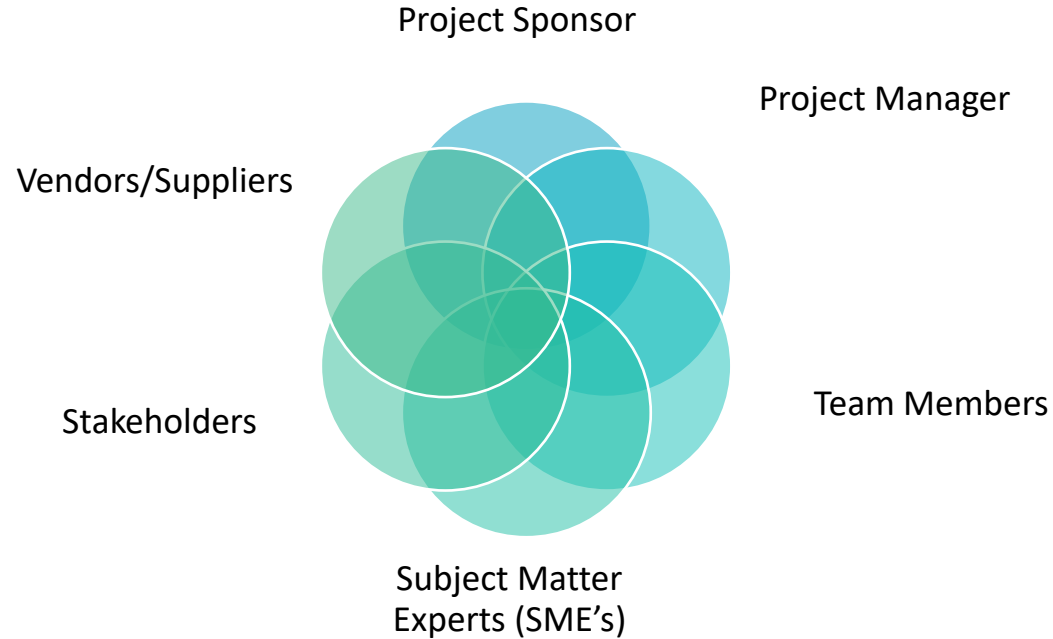# What types of things do we need to do before launching a project?

Before

- Determine business case/need for the project
- Define/determine project goals/outcomes/results needed
- Determine specific scope and deliverables
- Determine timelines and resource needs
- Draft project charter
- Determining project roles
- Plan project kickoff/launch meeting

Common project roles…

CUNA **Association**

Common Project Roles:

Project Sponsor

Project Manager

Vendors/Suppliers

Stakeholders

Team Members

Subject Matter
Experts (SME's)

Project Sponsor

Provides strategic vision and **direction** for the project, definition of desired goals/outcomes

Provides decision-making i.e. scope, timeframes, resolution of conflicts/obstacles

Accountability for project resources and outcomes

Project finances: May help secure budget dollars or set budget

Project Manager

Works with **sponsor** and project team to define project scope, requirements, and deliverables

Develops and implements project plans

Coordinates project activities/tasks

Monitors and tracks **milestones**

Manages, leads, and coordinates project resources

Makes improvements, solves problems, or takes corrective action when problems arise

Oversees project **tracking** and documentation

Other Important Roles

- Team Members
- Subject Matter Experts
- Stakeholders
- Customers

Sample Project Scenario: Moneymaker Bank

- You are a team leader who has been tasked with leading and coordinating a new project!

- The senior management team wants to create a place where branch teams can see information about competitor products and services from other banks so tellers and loan officers know how to position your products & services

- Where do you start?

What do we need to know from the project sponsor?

- **What is the purpose of the project? Why do we want to do this? What is the driving business reason to do this?**
  - Declining growth, we need to increase products per customer
  - Branch staff indicate we seem to be losing business to the competition, and they are unclear on how to position our products and services to win the business
- **What ultimate goals/outcomes do we want from this project?**
  - Branch staff report greater knowledge of how to position products and services, i.e. "what we win on."
  - Increase products per new customer y X

What information do we need to gather?

- Who are our primary competitors? Who are we losing business to?

- How do our products and services compare to our competitors, i.e. loan rates, fees, etc?

- Are we losing business across all products? Are there certain products that are faring better or worse?

- What products & services do branch staff want additional information on?

- What information would be most helpful to have about the competitors in order to better position our products and services?

- How would staff like to be able to access the information?

Determining scope of the project

Project "Boundaries"—what is in scope, what is out of scope?

Examples:

- How many competitors do we want to gather competitive product information on?
- Will we include banks and credit unions, or just banks?
- Will we look at all products and services, or just a subset of the ones we are seeing the greatest need to address?
- How much information will we gather about each product, i.e. just rates and fees, or broader?

Determining project deliverables

What does "Done" look like?
- Competitive information collected in an online repository on the intranet
- Includes product information from our top 5 bank competitors on 3 core products: Auto loans, mortgages, and checking accounts/money market accounts
- Information will include comparisons on rates and fees, as well as helpful phrasing tips for branch staff on how to position us

Determining timeline

- When can the project start?

- When do we need to have the project completed?

- What are the key milestones we need to hit during the project?

Determining resources needed

- Who should be included on the project team?

- How large should the team be?

- Can some participate as SME's vs. team members, i.e. create a core team?

- What is the budget?

Success Tool: Project Charter

Project Charter:

- Clearly defines **why** the project is being done, i.e. background, business case, expected outcomes/deliverables.

- #1 reason projects run into problems = lack of **upfront definition** on what is expected.

- Project Charter is presented to Sponsor for approval, becomes the foundation of the project.

- Charters remain **flexible**, changing documents as the project progresses. Milestones, scope, timeframes, resources often change throughout the project.

Project Charter Template:

Project Title:	
	☐ Research/Recommendation ☐ Implementation

Project Players:

Corporate Sponsor:	
Project Manager:	
Team Players/Roles:	
Stakeholders:	
Other Key Players:	

Project Definition:

Definition of Current State:	
Background/Business Reason for Project:	
Project Purpose/Goals/Objectives	
Anticipated Project Scope/ Deliverables (What "Done" Looks Like):	
Anticipated Business Impact:	

Project Schedule:

Estimated Project Launch Date:	
Project Delivery Target Date:	
Key Milestone Target Dates:	
Project Team Meeting Schedule:	

Inter-related Projects:

Anticipated Project Risks:

Project Costs:

Project Signoff/Approval Process:

Scope Changes	
Final Deliverables	

Project Communication/Training Plan:

Success Tool:
Project Plan/Work
Breakdown Structure

Project Plan Template/WBS

Project Team Name							
Key Milestones/Tasks	Task Breakdown	Owner/Primary Acctblty	Target Completion Date	Contingencies/Dependencies	Status Red/Yellow/Green	Completed date	Notes/Comments

Estimating Project Schedule

| Create a project plan/ work breakdown structure | → | "Chunk" the tasks into "buckets" | → | Sequence the activities | → | Assign resources | → | Estimate duration of time needed for completion of task categories | → | Find task dependencies | → | Determine critical path |
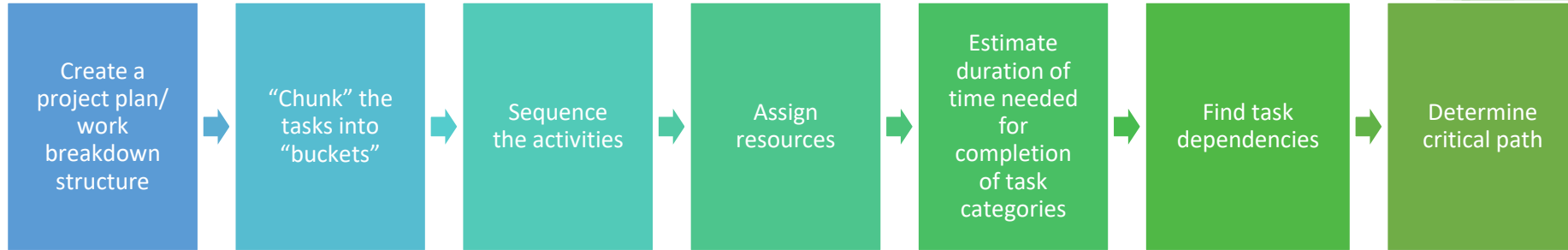
TIPS:

Add 15% time for project management tasks

Add contingency time per project complexity and risks

3 Benefits of Defining the Critical Path

- It identifies the most important tasks that need to be closely managed and those tasks that are less important but can result in competing resource conflicts

- It clearly identifies interdependent tasks and sequences needed to meet the deadline

- It helps with project monitoring by being able to compare planned with actual times
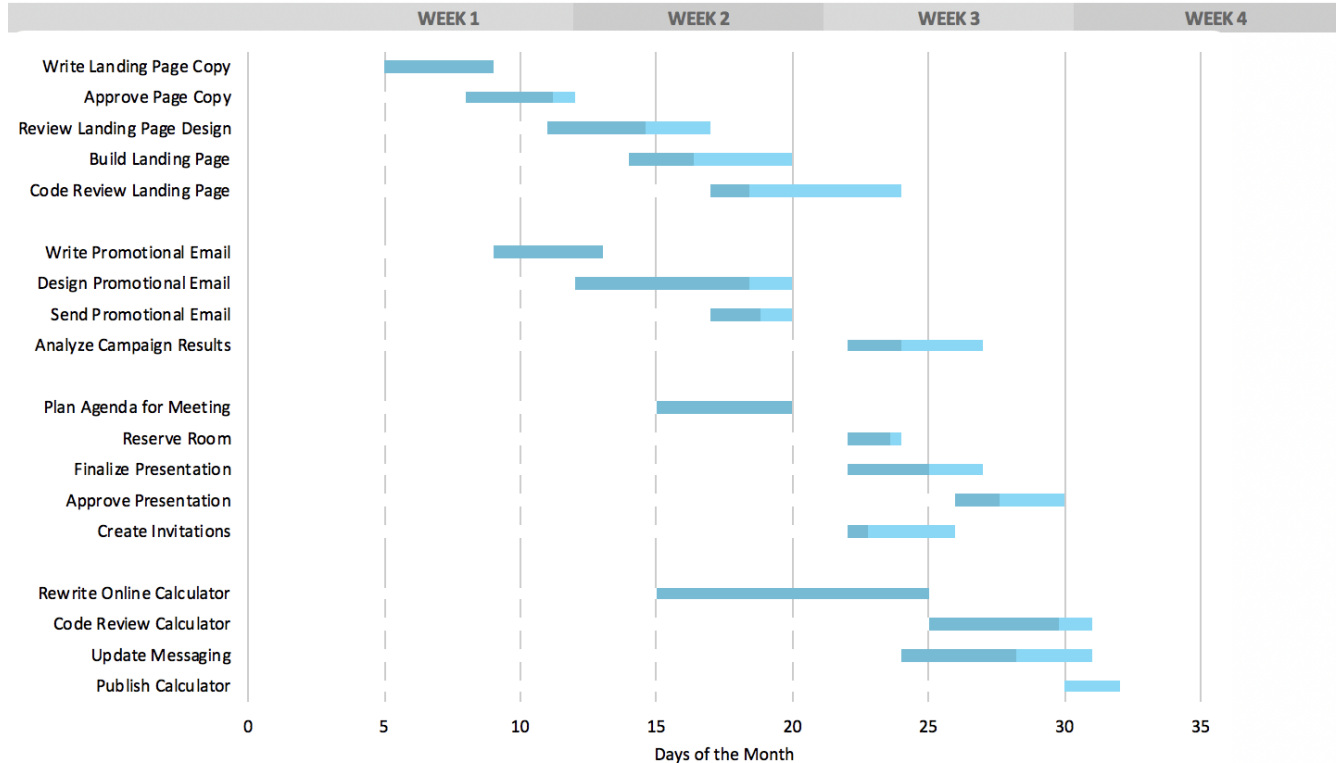
Triple Constraints: Project Management Triangle
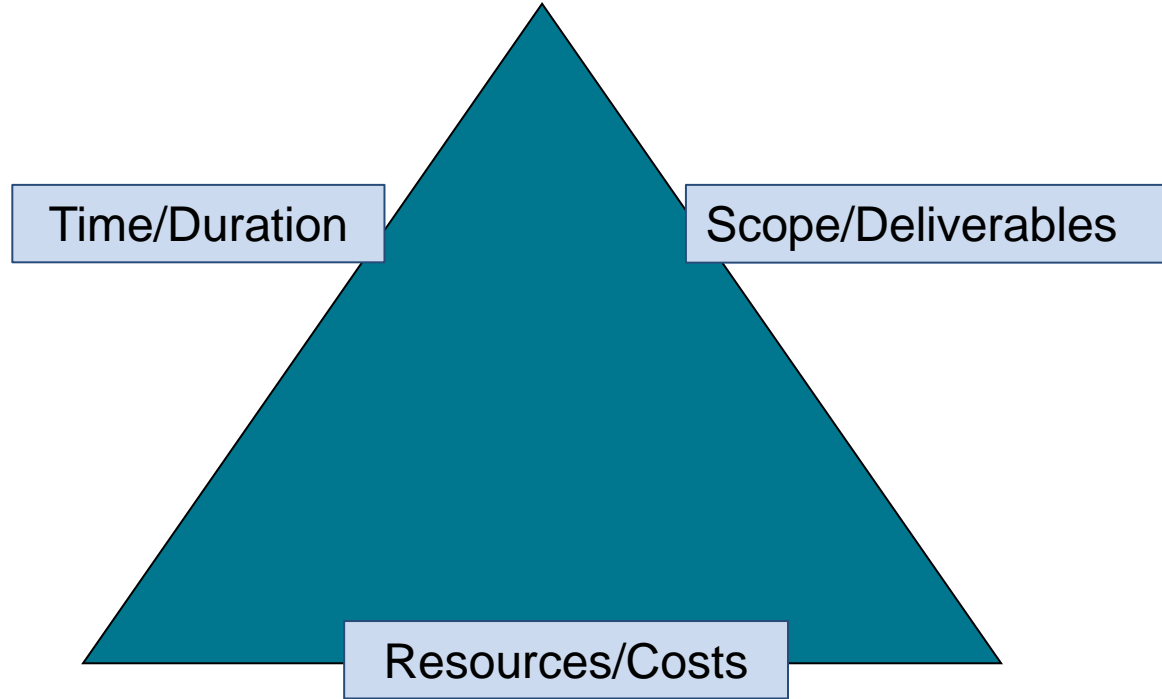
Resource Page Just for You!

https://www.aspiretalentgroup.com/aspire-sbdc-fall21-pm/

The learning is in the doing….

- Consider a professional project you have just started or are about to start. Work through the project charter document to identify project goals, deliverables, outcomes, roles, approvers, key milestones, etc.

Project Charter Template:

Project Title:	
	☐ Research/Recommendation ☐ Implementation

Project Players:

Corporate Sponsor:	
Project Manager:	
Team Players/Roles:	
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Other Key Players:	

Project Definition:

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