



Managing People and Projects: What You Need to Know to Get Started

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Discussion Agenda...

- ❑ Examine the basics of Project Management:
 - ✓ Three phases of project management
 - ✓ Project management techniques
 - ✓ Project success factors

- ❑ Discuss how to manage & influence people in projects:
 - ✓ Project communication
 - ✓ Project meeting management
 - ✓ Human performance management

- ❑ The role of project management software

- ❑ Your questions



Project Management

- ❑ A project is:
 - ✓ A series of interrelated steps
 - ✓ Undertaken to achieve a specific, measurable goal or end result
 - ✓ Completed within a specified time frame

- ❑ Successful project management means completing projects:
 - ✓ On-time
 - ✓ On-budget
 - ✓ Within scope
 - ✓ Managing the “technical” and “people” components



Three Phases of Project Management: *Feasibility Phase*

- ❑ An analysis process to determine the project's overall scope - objectives & outcomes; project duration; project tasks and the work breakdown structure (WBS); resource requirements (time, equipment, material, personnel, cost); and to gain commitment to project success.

- ❑ Feasibility Phase Techniques & Requirements:
 - Formulate a Project Statement
 - Develop Project Goals & Objectives
 - Create Project Deliverables & the WBS
 - Identify Resource Requirement
 - Assess Project Feasibility & Revise (as needed)



Three Phases of Project Management: *Planning Phase*

- ❑ A planning process to provide the details for project execution – sequencing of tasks & activities; assignment of responsibilities; scheduling of resources; and identifying risks and opportunities.

- ❑ Planning Phase Techniques and Requirements:
 - Assign Project Accountabilities
 - Sequence & Schedule WBS Tasks
 - Schedule Resources – Confirm availability & resolve conflicts
 - Assess Risks to Avoid Potential Problems & Refine Plan
 - Identify Opportunities & Modify Plan

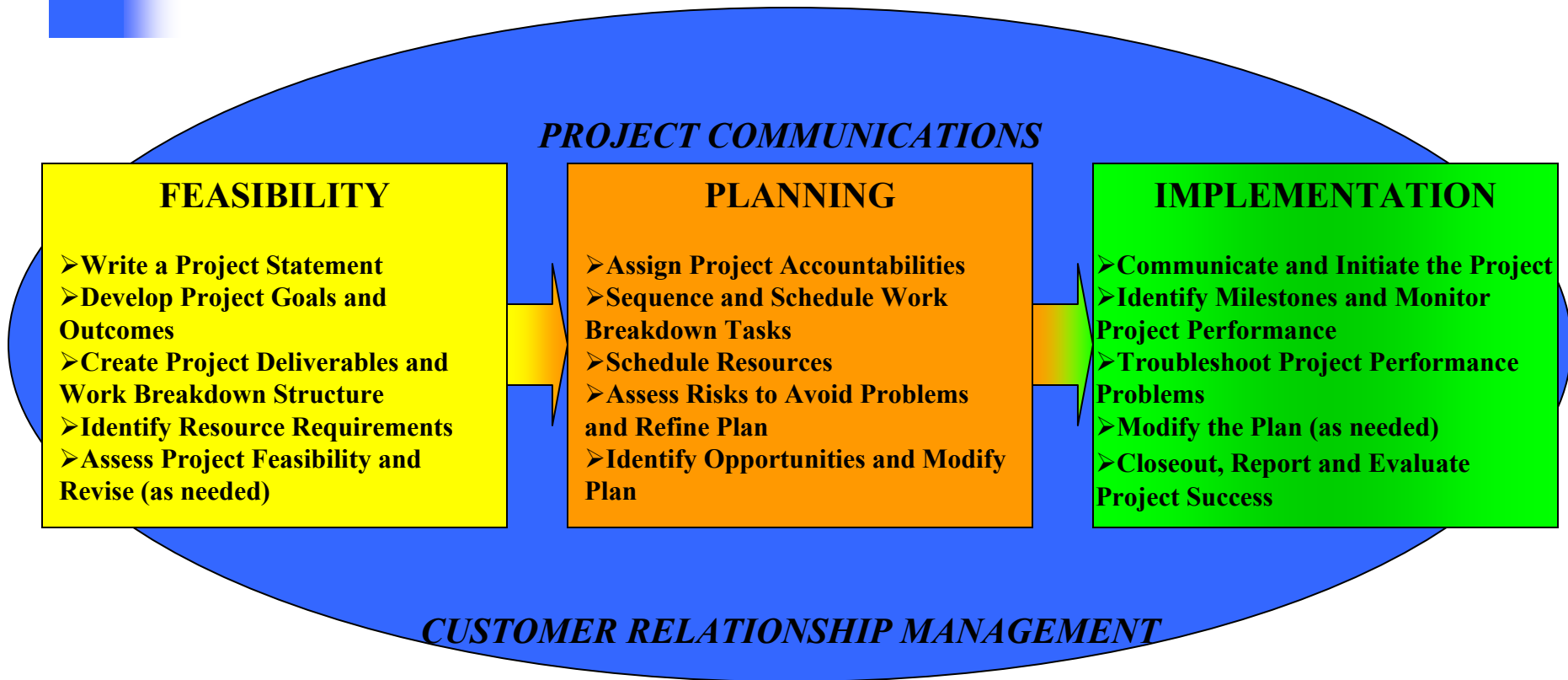


Three Phases of Project Management: *Implementation Phase*

- ❑ The “doing” phase of the project – to monitor project progress and success; to identify and implement mid-course corrections as required; to facilitate billing, resource scheduling and project reporting.

- ❑ Implementation Phase Techniques and Requirements:
 - Communicate the Project & Start Work
 - Identify Milestones & Monitor Project Performance
 - Conduct Project Status & Review Meetings
 - Troubleshoot Project Technical Performance Problems
 - Troubleshoot Project People Performance Problems
 - Modify the Project Plan (as needed)
 - Closeout, Report & Evaluate Project Success

A Systems Approach to Managing Projects On-Time, On-Budget & Within Scope





Project People Management - Influencing Others

- ❑ Your responsibility: Complete assigned projects on-time, on-budget, within scope with the desired results.
- ❑ The process: Use the PM systems approach; create a project team of internal organization members and outside contractors; establish performance requirements; manage task accomplishment.
- ❑ The challenge: How do you influence and manage project team members who do not have a direct reporting relationship?



Project People Management - Influencing Others

- ❑ Establish an open, honest and clear project communications:
 - “Bad news doesn’t get better with time”
 - ***Written, electronic, telephonic, face-to-face progress reports against project milestones & major WBS tasks*
 - ***Regularly scheduled project status/review meetings*
 - Seek out project & technical experts
 - Find a “mentor”
 - Encourage input & ideas from all project team members
 - Meet on “their turf”
 - Ask questions
 - Listen



Project People Management – Effective Project Communications (1)

- ❑ Open questions – use to gather, clarify and confirm information; allows respondent freedom of response:
 - Open questions start with “What, Where, When, How, Who, Why...”
 - Allows for many different answers

- ❑ Closed questions – use to confirm, check responses; but restricts freedom or response:
 - Closed questions start with “Do, Have, Will, Can, Are, Is...”
 - Usually allows for only single answer.

- ❑ Question to the “void” – use to gather additional data, confirm:
 - Turn-around questions: re-ask about answer given; looking for most specific answer
 - “What else” questions: Re-ask question in same form; looking for most complete answer
 - The “void” is when you stop making progress



Project People Management – Effective Project Communications (2)

- ❑ Listening. Practice “active listening;” giving attention & providing feedback to the speaker top ensure clear & open communication:
 - Establish face-to-face contact; look at speaker
 - Give speaker time to talk, uninterrupted
 - Ask for clarification if needed
 - Acknowledge information provided
 - Reflect your enthusiasm or concern
 - Rephrase or ask confirming questions
 - Summarize facts and “feelings”



Project People Management – Effective Project Meetings

- ❑ Good project meetings contribute to the success of the project; bad project meetings...

- ❑ To improve communication, and increase involvement & participation in project meetings:
 - Clearly articulate the reason to meet
 - Choose who to involve and why
 - Develop & publish agenda with responsibilities for input well in advance
 - Communicate time, place and purpose
 - Start & end meeting on-time; respect time constraints of others
 - Stick to the meeting agenda; minimize meeting disruptions
 - Make work in meeting “visible” – flip charts, white boards, computer projection
 - Document meeting results, accomplishments & assignments and distribute minutes within 24 hours
 - **Celebrate & publish successes along the way!!**



Project Success Factors

- ❑ Project team commitment to the project objectives
- ❑ Accurate initial cost & time estimates
- ❑ Project team technical capabilities
- ❑ Adequate funding throughout the life of the project
- ❑ Effectiveness of project planning & control
- ❑ Minimum of project start-up difficulties
- ❑ A task vs. “social” orientation of the project team
- ❑ The absence of bureaucracy
- ❑ An on-site project manager
- ❑ Clear criteria for project success
- ❑ Providing “credit where credit is due;” celebrate & publish project accomplishment

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