

Agenda

spspro.com/clients/COB2025

The agenda is presented as a staircase with five steps, each with a blue L-shaped graphic element. The steps are:

- Memory Jogger: What We Covered in Class
- Activity: What Have You Tried?
- Three "Big Picture" Ideas
- Review and Discuss
 - 1. DPEC
 - 2. People
 - 3. Flexibility
 - 4. Risks
 - 5. Learn and Improve
- Q & A

Purpose

- 1. Review
- 2. Answer questions
- 3. Apply

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What We Covered in Class

Day 1

- 1. Connecting projects to strategy
- 2. Defining a project
- 3. Stakeholder management
- 4. Planning – requirements and work breakdown
- 5. Planning - network and milestones
- 6. Planning - estimating

Day 2

- 1. Planning - creating a schedule
- 2. Balancing
- 3. Flexibility and adaptive techniques
- 4. Risk management
- 5. Teams
- 6. Monitoring and steering
- 7. Escalations and firefighting
- 8. Change control
- 9. Closing a project

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Activity: What Have You Tried So Far?

1. Break into small groups
2. Discuss PM tools or techniques you have been applying. What have you observed?
3. Selected share back

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Three “Big Picture” Ideas



Long planning horizon

(crucial information is known and likely to remain stable)

← Can see clearly

Highly predictive

Short planning horizon

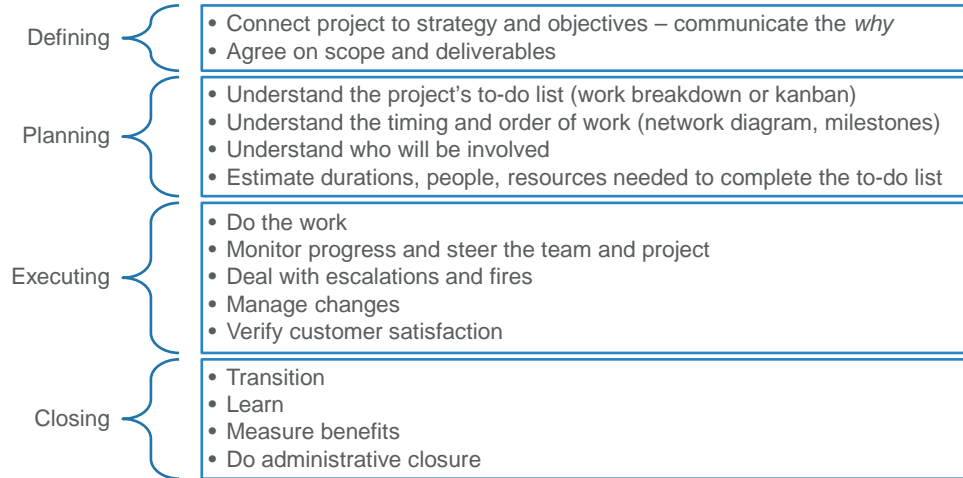
(crucial information is unclear or likely to change beyond short horizon)

Crystal ball is cloudy →

Highly adaptive

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Every Project Needs DPEC



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Discussion: DPEC

1. What DPEC techniques seem most applicable to your project work?

Suggestion: use at least one technique for each letter

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Working with People: Stakeholders

- Cast a wide net when looking for stakeholders
- Decide which stakeholders to focus on by assessing their influence and level of commitment
- Create an intentional strategy for managing each key stakeholder throughout a project, then act on it
- Remember your “sacred duty to disappoint”

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Working with People: Project Teams

- Help the people working on your project become a team, not just a group
- Guide your project team through Tuckman’s distinct stages of development – form, storm, norm, perform, and adjourn
- Get your team off to a good start by helping members agree on norms
- Use CAMP motivators to help team increase its performance

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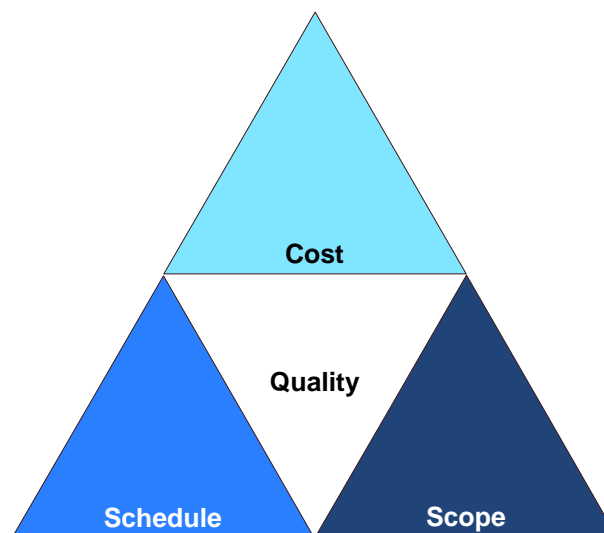
Discussion: Working with People

1. What people techniques will you try to improve the involvement of stakeholders on your projects or the effectiveness of your project teams?

Suggestion: periodically spend time thinking about who your stakeholders are, how well you understand their needs, and how you are meeting those needs.

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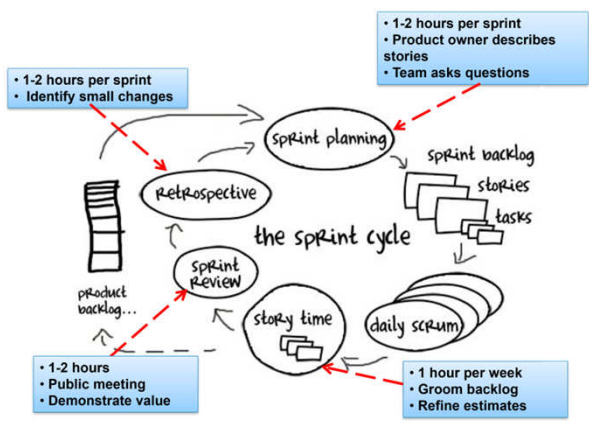
Flexibility: Making Tradeoffs



How can you achieve balance on your projects?

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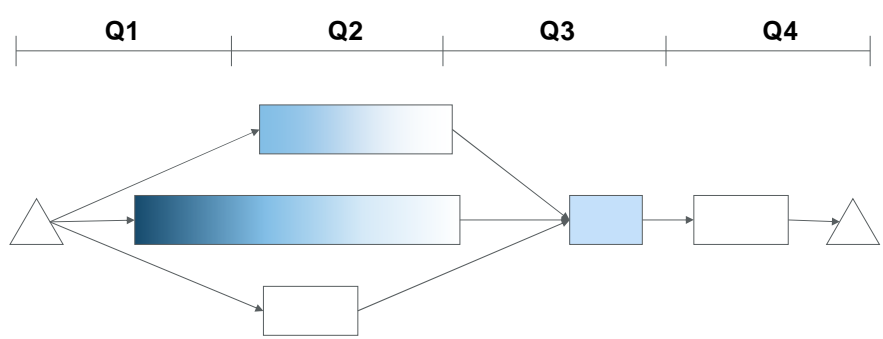
Flexibility: Fast Iterations



Other Common Adaptive Techniques

- Frequent standups
- Backlogs (prioritized to-do lists)
- Stories and points
- Kanban chart
- Burndown chart
- Planning poker for estimating

Flexibility: Rolling Wave



Shallow planning – lighter colors
 Deep planning – darker colors

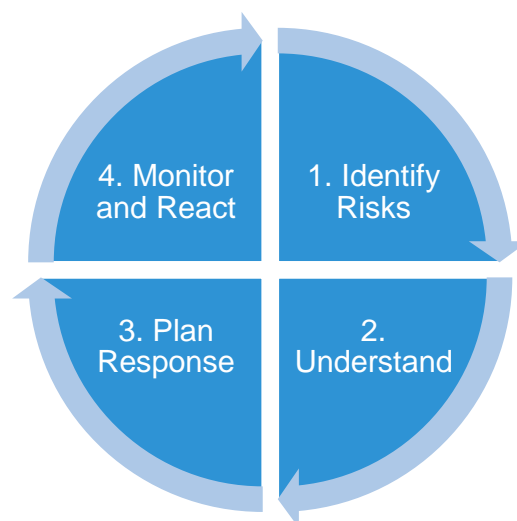
Discussion: Flexibility

1. What's a good balance of intention vs. flexibility on your projects? How can you achieve that balance?

Suggestion: when you can't have it all, how will you find a realistic balance?

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Risk Management



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Discussion: Risk Management

1. What kinds of risks typically trigger on your projects?
2. What are some simple, repeatable things you can do about that?

Suggestion: make it a habit to discuss risks at every project team meeting. A short standing agenda item is fine.

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Learning and Improving: Retrospectives



Retrospectives learn from the past and prepare for the future

Kerth's Prime Directive

Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand.

Ensure no blame!

Start doing

Continue doing

Stop or do differently

Questions that change the future

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Discussion: Learning and Improving

1. How can you lead systematic learning on every project?
2. How can you implement Kerth's Prime Directive so people are willing to share improvement ideas?

Suggestion: build learning into your project team's routine. At a minimum, ask the three retrospective questions at the end of every project; preferably do it several times during the project, too.

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General Discussion



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