

04 - Final Notes (3rd Module)

Where is this course?

- Google Career Certificates - Project Management

My Notes

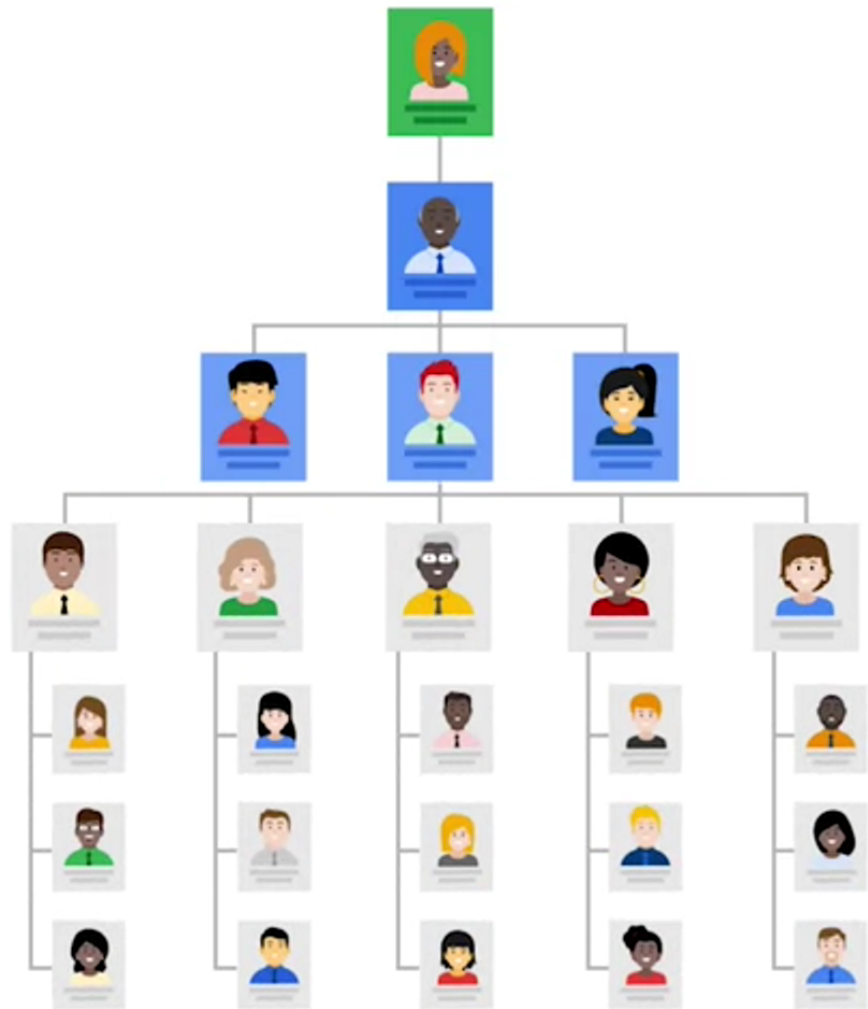
My notes for this overall course will be laid out by module in the course, and have subheadings in order to differentiate between different topics/videos that are presented in the courses. I'll add in any extra notes/resources that I use where necessary, and hope it will be helpful for anyone looking!

Overview of Classic and Matrix structures

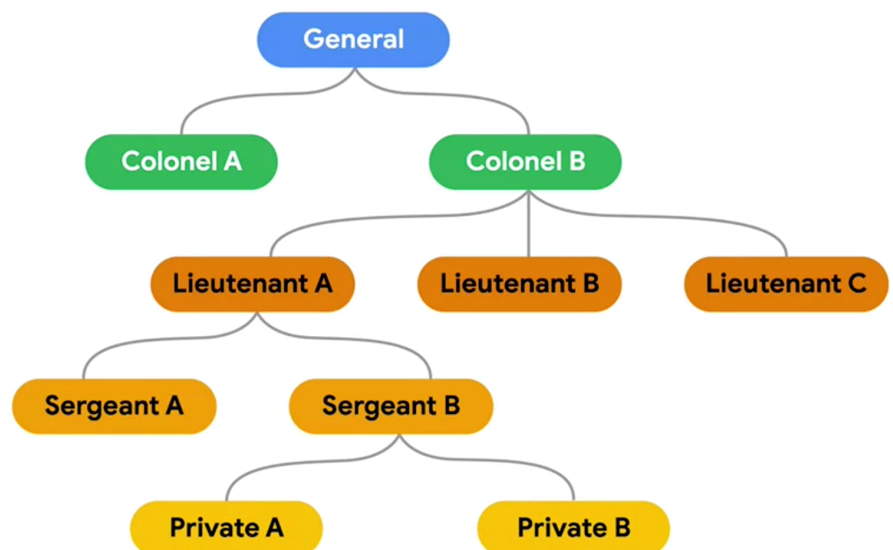
Organisational Structure - Definition

The way a company or organisation is arranged or structure

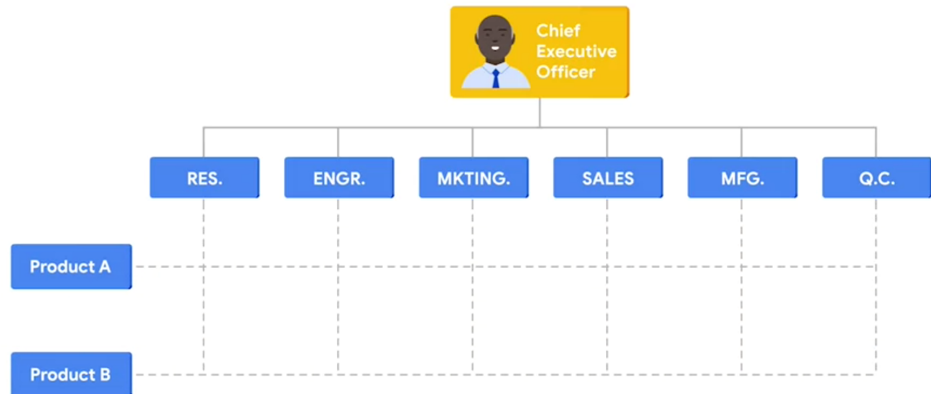
- **Organizational Structure and Culture**
 - **Organisational Structure**
 - Sense of who reports to who
 - Who does what
 - Map where you fit in, who you should communicate to, and how often to communicate with them
 - **Organisational Heirarchy**
 - Generally mapped using a Reporting chart or Organisational chart
 - *Reporting Chart*
 - Details who reports to who, and goes up that chain
 - **Classic Structure**
 - Functional or top-down structures
 - CEO -> Directors -> Direct reports -> Direct reports -> etc.



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- Each manager generally oversees teams which have a specific function
 - such as marketing, accounting, human resources
- Take example of the army



- Having a strict hierarchy, where you report up the chain of command
- If a similar structure is evident where you are working, you would probably end up speaking with your manager (i.e. the person above you), and with peers (same kinds of projects)
- **Matrix Structure**
 - Grid
 - People above you, although people adjacent to you, who also expect to hear from you about different projects



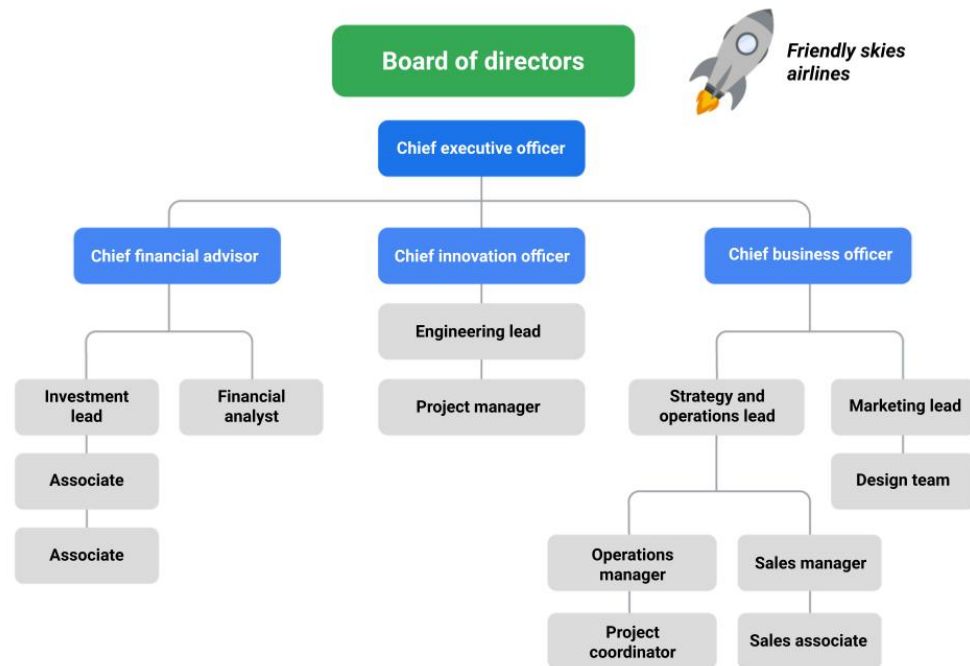
- May not be direct bosses, although important to give any information that you have gained to them, as they can inform changes to your work

A project manager's role within different organisational structures

- **Organisational Structures**
 - **Classic Organisational Structure**
 - Top-down hierarchy system
 - CEO has direct authority of several department managers
 - Department manager has direct authority over several other sections of employees
 - Communication is needed both up and down the ladder
 - Authority comes from the top, and filters to the bottom
 - Requires reporting up the chain
 - Will generally stay within their own chain of command, and rarely go outside of it for teams, or guidance
 - Have to report to functional managers
 - **Functional Organisations**

- Organisation is divided into departments based on function
- Each department is led by a functional manager, and employees are grouped depending on the functions of their role
- **Classic Organisational Structure Org chart**

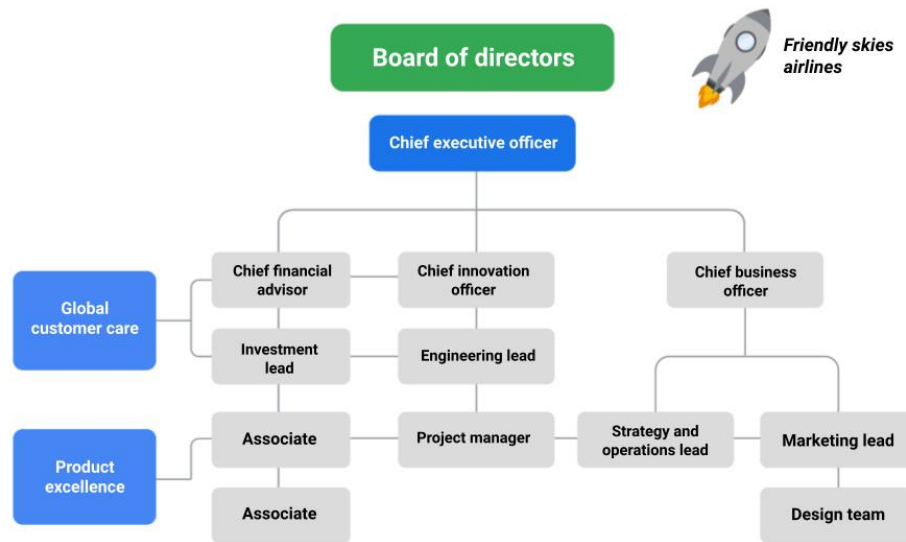
Classic Org Chart



Matrix Organisational Structure

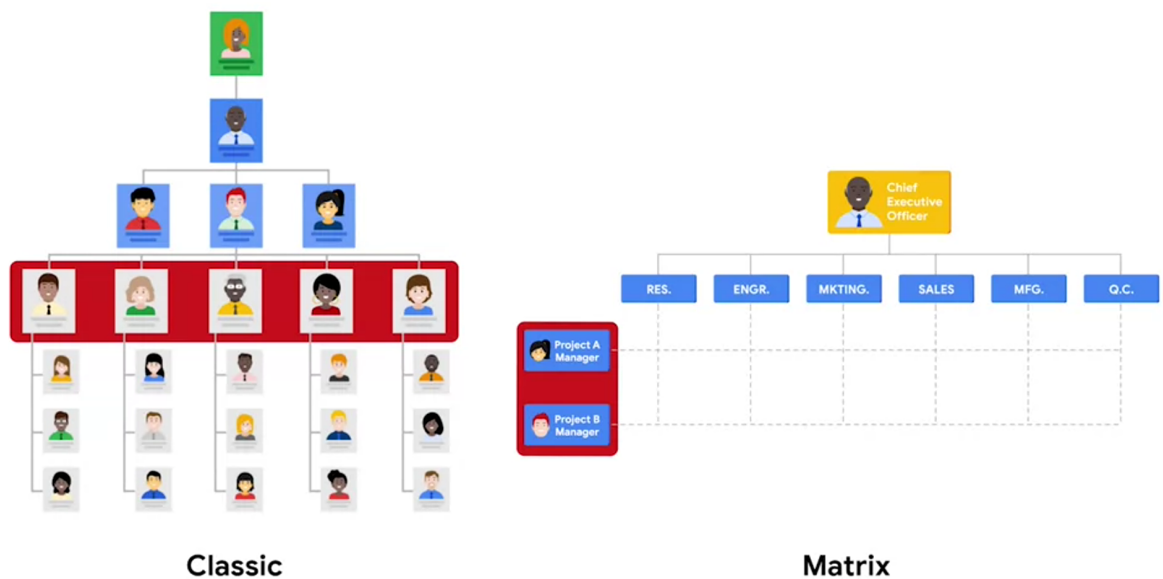
- [The Matrix Organizational structure article \(PMI\)](#)
- Employees generally have 2 or more managers
- People above you, as well as those in adjacent departments
 - Have to communicate and progress and work with as well
- Functional areas cross paths, and the responsible manager for each area generally has the most authority
- In the below diagram, think about how you have to go left for a manager there, and those next to you are adjacent, as well as up, where you have the board and CEO
- **Matric Organsiational Structure Org Chart**

Matrix Org Chart



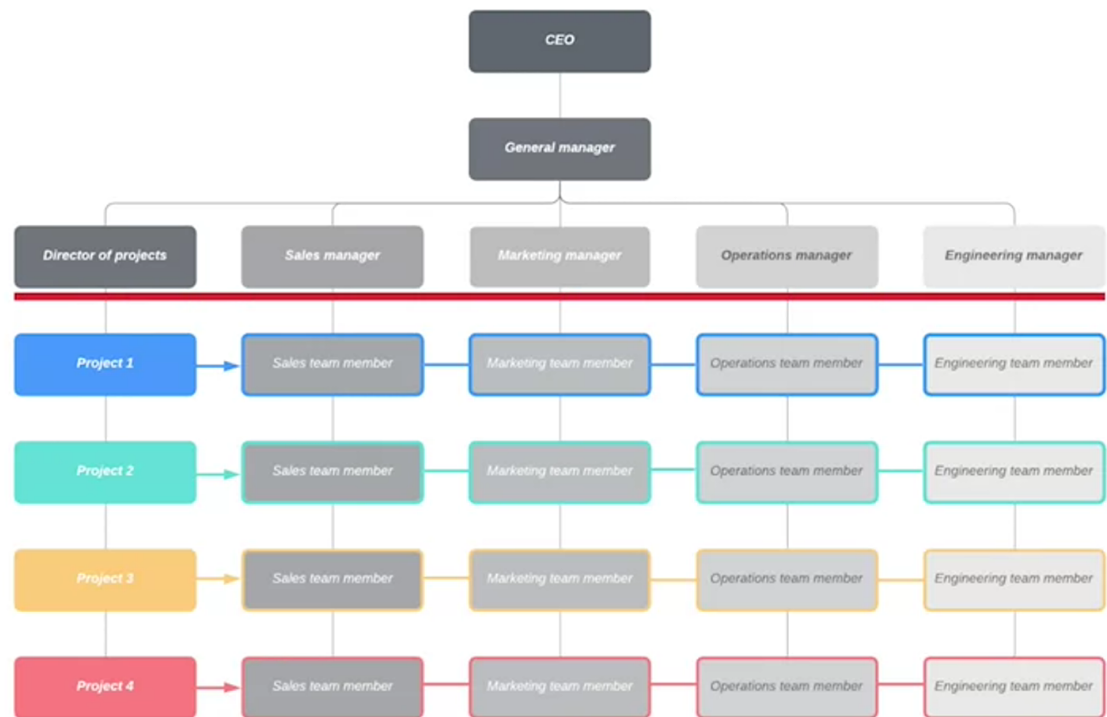
How organisational structure impacts project management

- Impacts on project management
 - Accountability, and who to report to



- Vital to understand who you are responsible to work for
- Who the members of your team reports to
- Can identify how you manage a project
 - Is able to define how much authority you are able to get as a project manager*

- How many changes you can make on an organisational level
 - such as changing vendors, or staff
- *Resource availability*
 - Knowing how to access the people, equipment and budget needed for a project
- **Classic Structure**
 - Less authority, and tighter scope
 - Need to rely on getting approval from appropriate managers
 - These people are also in charge of people on your team, and have the resources you need
 - Depend on the managers in your organisation to approve resources
 - The amount of resources and budget for project is decided by the managers
 - Chain of approval
 - Budget increase example
 - Report to manager
 - Manager reports to their management chain
 - Traditional top-down arrangement of authority and resources
- **Matrix Structure**



- Two or more managers they need to report to and work with to function
- Team mates will have their functional managers as well as you as their managers
- If members are working on multiple projects, may also have multiple managers
- Affects your authority as a project manager

- You may have to collaborate with other managers to make decisions
- Share resources
- Negotiate priorities
- Make sure you know who your stakeholders are
- No clear chain of command
 - Make sure you have identified and communicated, with anyone you need approval from well before the project is due to begin
- Strong project focus, and therefore have strong autonomy, and are able to gather resources as needed.

The role of a Project Management Office

- Project management office
 - What is a PMO?
 - Project Management Office (PMO)
 - A group within an organisation that defines, sets, and helps maintain project management standards and processes throughout that organisation
 - Acts as the coordinated center for all the organisation's projects
 - Project managers may operate from within the PMO, or from within other departments
 - What are the functions of a PMO?
 - Main functions
 - Strategic Planning and governance
 - Most important function
 - Define project criteria
 - Select projects according to business goals
 - Provide a business case for those projects to management
 - Best practices
 - Share lessons learned from previous successful projects
 - Make sure all the projects are consistent by providing guidance about processes, tools and metrics
 - Common project culture
 - Train employees about optimal approaches and best practices
 - Keep project management consistent and efficient throughout the organisation
 - Resource management
 - Responsible for managing and allocating resources (such as people and equipment) across projects

- All of this is based on budget, priorities, schedules and more
- Define the roles and responsibilities on different projects
- Provide training, mentoring, and coaching to all employees, although project managers in particular
- **Creation of project documentation, archives and tools**
 - Provide templates, tools and software to help manage projects
 - Maintains organisation's project history
 - Archive all completed projects for future project's reference and to capture and lessons learnt

Introduction to organisational culture

Change agent - Definition

A person from inside an organisation who helps the organisation transform by focusing on improving organisational effectiveness and development

- **Organisational culture**
 - The values employees share, as well as the organisation's values, mission and history
 - Company's personality
 - Help you navigate team more effectively
 - Align proposals to culture
 - Know what to prioritise
 - **Questions to ask**
 - How does communication happen?
 - Through meetings, email, phone, etc
 - How are decisions made?
 - majority vote, top down approvals
 - What kinds of rituals are in place when someone new comes to the facility?
 - Taken out to lunch, tour of the building, etc.
 - How are project typically run?
 - Classic, matrix, etc.
 - What kind of practices, behaviours and values are reflected by the people in the organisation?
 - Overtime/weekend work an expectation
 - Social events
 - **Navigating Culture**

- Ask questions
- Make observations
- Established customs
- Understand your impact

Learning about an organisation's culture

- **Organisational Culture**

- **Identity**

- An organization's culture defines its identity.
 - Describes the way the company conducts business, both internally and externally.
 - Values are part of a company's identity
 - Like a personality
 - Learn the mission and value statements

- **People**

- People who feel valued, engaged, and challenged are more like to give their best and want to drive for success
 - Keeps talented people, and attracts them as well
 - Talk to people that work there

- **Processes**

- Instilled throughout the company from its employees to how its employees do their job.
 - For example, a company that values feedback and employee involvement might have that reflected in their processes by including many opportunities for employees to comment.
 - By allowing employees to feel their voices are heard, this company is adhering to its culture.

- **Understanding an organisation's culture**

- **Ask questions**

- **Atmosphere**

- What is the company's dress code?
 - How do people typically share credit at this company?
 - Is risk-taking encouraged, and what happens when people fail?
 - How do managers support and motivate their team?
 - How do people in this role interact with customers and users?
 - When and how do team members give feedback to one another?
 - What are some workplace traditions?
 - What are some of the ways the company celebrates success?

- **Policies**
 - What are the policies around sick days and vacation?
 - Does the company allow for employee flexibility (e.g., working from home, flexible working hours)?
 - What policies are in place that support employees sharing their identity in the workplace?
- **Processes**
 - What is the company's onboarding process?
 - How do employees measure the impact of their work?
- **Values**
 - What are the company's mission and value statements
 - How might the person in this role contribute to the organization's mission?
 - How does the organization support professional development and career growth?
- **Listen to people's stories**
 - What were employees experiences with similar projects in the past?
 - What can they tell you about key stakeholders and customers
- **Take note of company rituals**
 - How are birthdays and holidays celebrated?
 - Do employees generally eat lunch at the same time and in the same place? \
 - Watch employee interactions: Observing how employees interact can help you tailor your interaction style to the company norm.
 - Are employee interactions more formal or informal in nature?
 - Are ideas solicited from employees in different roles?

Case study: Balancing company culture and strategic goals

- **The family Java**
 - **Mission**
 - To provide a welcoming environment where our employees become our family and our guests become our friends
 - **Values**
 - To create a place where everyone is welcome
 - To always give our best and hold ourselves accountable for the results
 - To treat others with respect and kindness
 - **Project Manager's relationship to organisational culture**
 - **Learning the company values**
 - Use this to stand out in the interview

- See if it suits you as well, and aligns to your values
- **Clarifying the company's expectations**
 - Clarify anything that may be a sticking point
 - Such as over-time expectations, and different priorities compared to what you are used to
- **Applying organisational culture to a project**
 - Use everything that you learnt to create a better entrance, and also be able to work well

Introduction to change management

Change Management - Definition

The process of delivering your completed project and getting people to adopt it

- **Change management**
 - Deliverable may be a new tool or process
 - This makes sure the the company accepts, and implements changes made within your project
- **General Concepts**
 - **Create a sense of ownership and urgency**
 - Getting others to feel that they are empowered to complete their part of their task
 - Getting them to understand that the project is important
 - Increases interest and motivation
 - **Figure out the right combination of skills and personalities**
 - Find people who's skills and knowledge compliment each other
 - Assign appropriate tasks to appropriate people
 - Find ways to connect with your team
 - Motivate by communicating your goals, and how you will get there
 - Share how you can see everyone work together to make that happen
 - **Effective communication**
 - Having effective communication with your team means being transparent, upfront with your plans and ideas, and making information available

A project manager's role in change management

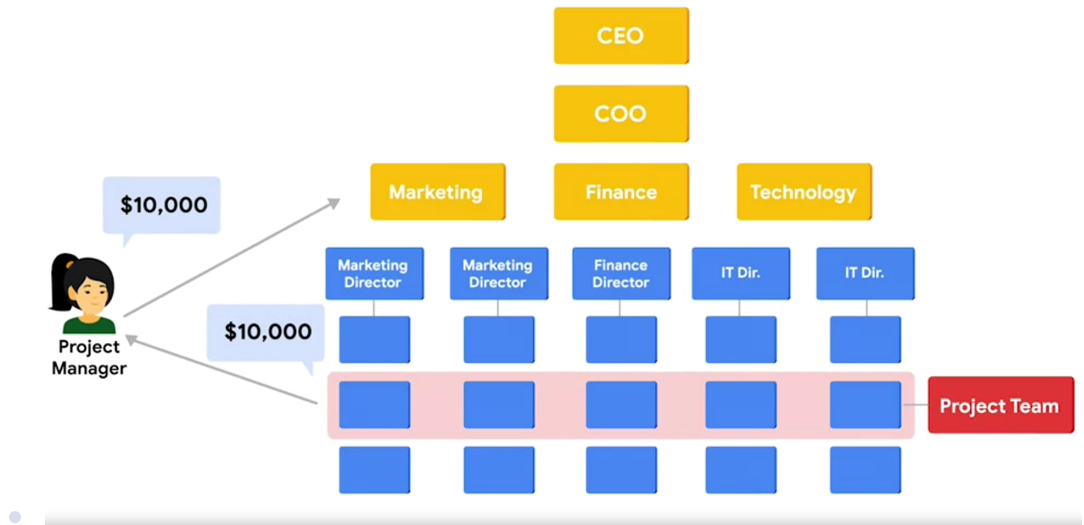
- **Role in change management**

- **Integrating project management and change management**
 - May not be responsible for leading and planning the entire process, but you may have to help
 - Necessary for the successful outcome of the project
 - Integrate project management and change management
 - **Ask some questions
 - How will the organisation react to change?
 - Which influencers can affect change?
 - What are the best means of communication?
 - What change management practices will lead to the successful implementation of my project?
- **Be proactive**
 - Keep everyone in the loop about what is happening
 - Schedule time into meetings to create a feedback document to make sure that team members know there is a time to voice their suggestions and concerns
 - Plan to introduce the project in the form of demonstrations, questions and answer forums and marketing videos
 - Make sure to implement these into the timeline, so they don't take up too much time
- **Communicate about upcoming changes**
 - Regularly with impacted stakeholders, change management team, and project team
 - How it will provide a better experience for end users of the project deliverables
- **Follow a consistent process**
 - Clear change management process
 - Maintain consistency each time there is a change
 - Established and documented early on
 - May be able to adopt a company wide change management plan
- **Practice empathy**
 - Empathetic to challenges and anxiety that change can bring
- **Use tools**
 - Incorporate tools to assist the adoption of change
 - Example
 - **Feedback mechanisms**
 - Surveys, can capture inputs
 - **Flowcharts**

- [What is a Flowchart | Lucidchart](#)
- Visualise the project's development process
- **Culture mapping**
 - [Culture Mapping | Stargyzer](#)
 - Illustrate culture and how the company's norms, values and employee behaviours can be influenced by change
- **More resources**
 - [Change Management at the Project Level \(prosci.com\)](#)
 - [5-steps-to-successful-end-user-adoption.pdf \(citrix.com\)](#)
 - [Change Management Framework - Google Slides](#)

Participating in change management

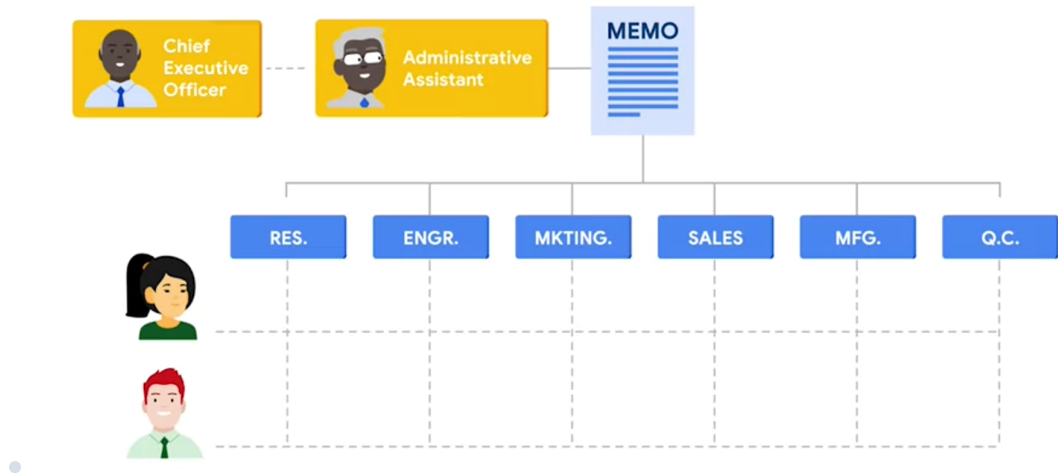
- **Change management**
 - You may not have the authority to implement the system
 - You can and still collaborate and help stay involved
 - Communicate with employees about how the system can help their work
- **Questions to ask**
 - How will the organisation react to change?
 - Which influencers can affect change?
 - What are the best means of communication?
 - What change management practices will lead to the successful implementation of my project?
- **Pharmacy Check in Project**
 - **Classic Organisational Structure/Informal Corporate culture**
 - Need to change name from Speedycare to Speedycheckin
 - Participate in the change management process by communicating the project needs through the appropriate channels
 - CEO sends email to C-Suite (All the "chief" level professionals in an organisation), and lets them know the name is to be changed, and to let their teams know
 - As this is a classic organisation, budgets are managed separately
 - Therefore the marketing department has to request \$10,000 extra to change all printed posters for stores



- Request then goes back up to the Chief Financial Officer
- Other cost adjustment and process adjustments may have to occur to ensure that it all works out
 - May have to have multiple meetings to make sure everyone understands what is changing, and why
- **Matrix Organisational Structure/Formal Corporate Culture**
 - Need to change name from Speedycare to Speedycheckin
 - Meet with representatives from marketing, and technology to explain overall budget impact
 - Write a document which describes all budget, timeline and training impacted by the name change
 - Circulate the document to get feedback and alignment from all the stakeholders, then share it with the CEO



- Make sure to document any feedback, and how much resistance there was to the change
- May draft a memo, which will then be distributed to all the team leads, to then be distributed to all the staff



Corporate and Project Governance

- **Corporate and Project governance**
 - **Corporate Governance** (who is in charge in the company)
 - Framework in which an organisation achieves its goals and objectives
 - Way to balance the requirements of various corporate entities, such as stakeholders, management and customers
 - Controls every part of an organisation, including action plans, internal and external controls and performance measurements
 - Essential that you understand the structure and culture of an organisation to be most effective
 - Effective governance in change management provides clearly defined roles and responsibilities during change
 - Enables for people within the organisation to have a precise understanding of everyone that makes decisions and the relationship they have to the project
 - **Steering committees**
 - Decide on priorities of an organisation, and manage the general course of it's operations
 - Acts as an advisory board and helps the project manager and company make and approve strategic decisions that affect the company and project
 - **Project Governance** (who is in charge in the project)
 - Framework for how project decisions are made
 - Keeps projects running smoothly, on time and within budget
 - Informs you on what activities and organisation does and who is responsible for those activities
 - Covers policies, regulations, functions, processes, procedures and responsibilities
 - **How Project Governance and Corporate Governance intersect**

- Effective project governance ensures that an organisation's projects are aligned to the organisation's larger objectives
- Includes
 - Considering long and short term interests of your organisation
 - Making thoughtful decisions about which projects to take on and avoiding projects if you do not have sufficient resources
 - Providing timely, relevant, and reliable information to the board of directors and other major stakeholders
 - Eliciting the input and buy-in of senior managers since they are the decision makers
 - During the initiation phase, prioritising clear, reachable and sustainable goals in order to reduce confusion and conflict
 - During the planning phase, assigning ownership and accountability to an experienced team to deliver, monitor, and control the process
 - During the execution phase, learning from mistakes and adapting to new or improved knowledge

How to uncover job opportunities

- Job opportunities
 - Understand your target role
 - Stand out against candidates that already have experience in the field
 - Understand the role in the context of any company you are applying to
 - Analyse job listings
 - Gather information from job listings
 - Pull up ten job descriptions for your target role
 - Use job boards such as Indeed, Glassdoor and LinkedIn
 - Make sure the roles come from different companies, share similar titles, and are roles you would actively apply for
 - Should be able to identify a section listing requirements for the role
 - Combine the job requirements
 - Create a document and copy over all the required responsibilities from all ten job descriptions
 - Order requirements based on appearance frequency
 - The more common it is, the more likely it is essential for the role
 - Put these requirements on the top of the list
 - After this, you should have a clear understanding of the potential requirements for the role

- **Questions + Answers**
 - **Why do requirements differ across job descriptions?**
 - Overly general job titles, or job titles that are not able to deliver the specific scope for the company
 - Program manager at one company maybe more focused on customer management, and another more on project management
 - Important to look beyond job titles and look at the job description to target roles
 - **Why are some requirements higher on my list than I thought they would be, while others I expected to see barely show up at all?**
 - May need to spend more time learning what the role really entails
 - May have some preconceptions that need adjusting
 - Do some additional research on other job options
 - **How do I know if I am really right for my target role?**
 - The more roles you look at, the more you can see if you are ready for the role, and get over any self doubt, especially as it is your first in a new field
- **Create professional inventory**
 - Look at your existing professional qualifications
 - **Technical (hard) skills**
 - Related to a specific task or situation such as programming, technical writing, project management, etc.
 - **Non-technical (interpersonal) skills**
 - Enable people to navigate their environment, work well with others, perform well and achieve their goals
 - Skills such as communication, leadership, team management, etc.
 - **Personal Qualities**
 - Positive attributes
 - Honesty, good sense of humour, dependable
 - Also add personal interests to this list
 - **Education**
 - Post-secondary education, certifications, independent classes completed online or offline
 - **Tip**
 - Does not need to be developed through professional experience. Could be volunteer work, or personal experience that can help a hiring manager understand your capabilities.
- **Match your profile to the job requirements**

- Make it easy for a hiring manager to see why you are a good fit for the role
- Go through professional inventory, and highlight every item in green, orange or red depending on your target role
- **Highlighting Guidelines**
 - **Green**
 - Used for skills that are directly relevant for your target role
 - Should look for roles that emphasise these skills
 - Highlight these skills on your resume, and be prepared to discuss them in an interview
 - **Orange**
 - Should be used to identify skills and experiences that are relevant, but not necessarily directly
 - Transferable skills (i.e. things you bring in from past jobs)
 - Plan to explain this to hiring managers, as their relevance may not be immediately seen
 - **Red**
 - Used to identify items that are not relevant for your job search
 - De-prioritise these skills, and do not highlight them in your resume, and do not focus on them in interviews
- Be sure to add on how you think it is relevant with any experience to resume