

Understanding Before Doing Workshop

Planning

Session #2

April 24, 2024



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Agenda

- ▶ *Understanding Before Doing* Workshop Series Framework
- ▶ References
- ▶ Review Creating a Culture of Success (Leadership)
- ▶ Planning Process Deep Dive
- ▶ Key Take Aways
- ▶ Questions & Discussion



Workshop Framework

Planning Session Purpose: To introduce & provide a planning solution for efficient planning efforts where you are.

Foundation

- Leadership Overview
- Planning Overview
- Project Management Overview
- Key Take Aways



Planning

- Leadership Primer
- Introduction to a planning process
- Review Templates
- Summary
- Key Take Aways

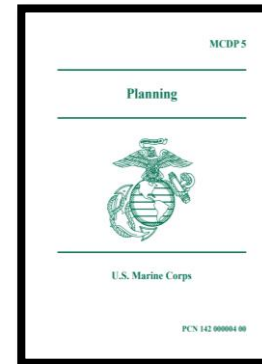
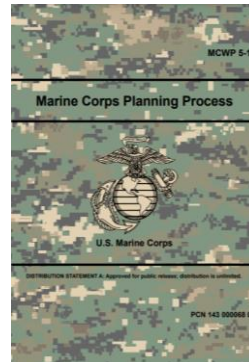
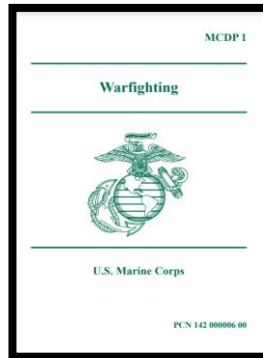
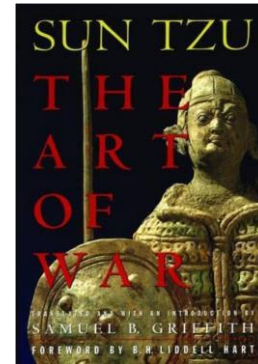
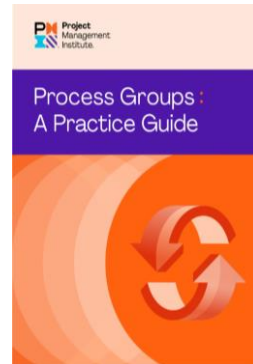
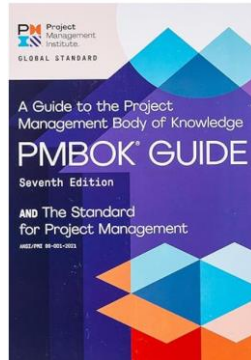


Project Management (PM)

- Leadership Primer
- Introduction to PM
- PM Tools
- PM Templates
- Key Take Aways



References



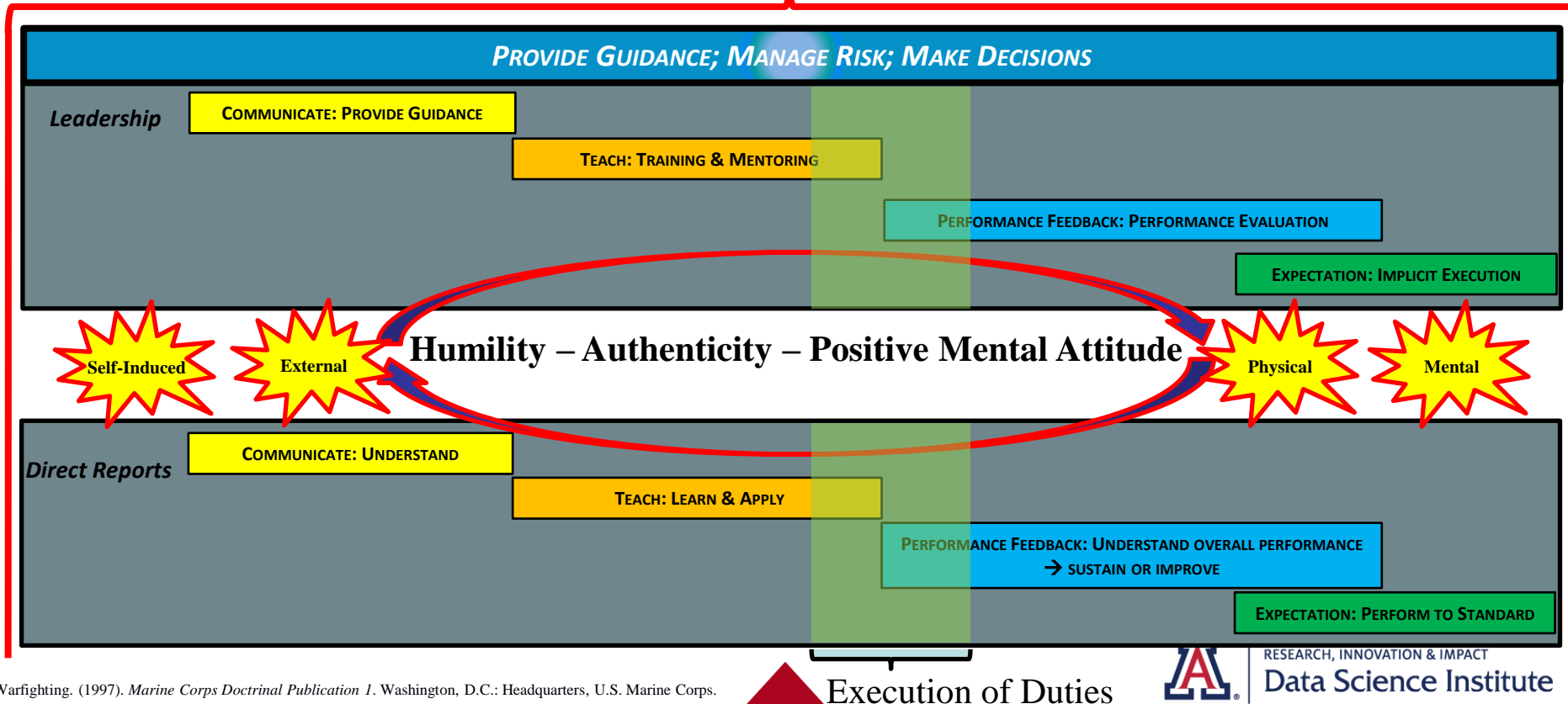
Creating a Culture of Success



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Lead Where You Are

Consistency, Persistence, Energy, & Patience



Creating a Culture of Success

Challenges

- ▶ Conflict Management
- ▶ Biases
- ▶ Professional Insecurity

Recommended Actions

- ▶ Emotional Intelligence
- ▶ Be Engaged & Be Involved
- ▶ “Lead People & Manage Things” Mentality



Gladwell, Malcolm (2006). *Blink: The Power of Thinking Without Thinking*. Harlow, England: Penguin Books.

The standard for project management and a guide to the project management body of knowledge (PMBOK), Seventh Edition. (2021). Newtown Square, PA, Project Management Institute, Inc.



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Planning Process Deep Dive



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“Plans are nothing; planning is everything.”

- Dwight D. Eisenhower



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Definition of Planning

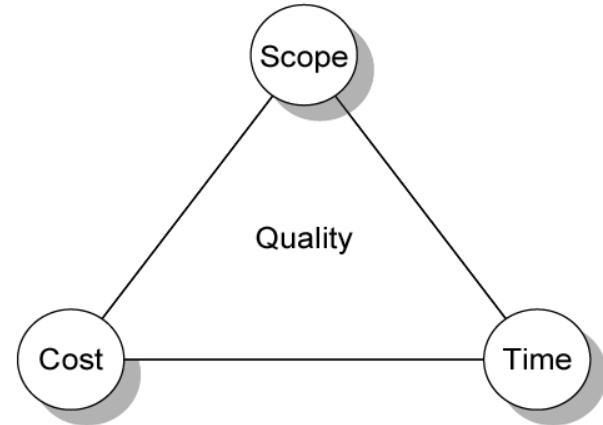
- ▶ “Planning are those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve” (PMBOK, 2021, p. 244).
- ▶ Understanding Before Doing

Why Planning is Important?

- ▶ “It is a preparation process” (MCDP 5, 2018. p. 1-3).
- ▶ “Planning is that by which harm is avoided and advantage gained” (Griffith, 1971, p. 152).
- ▶ Poor planning is often cited as the cause of unsuccessful or failed projects.

Planning Philosophy

- ▶ Leadership Driven Planning
- ▶ One Team Concept
- ▶ Integrated Planning



When do we plan?

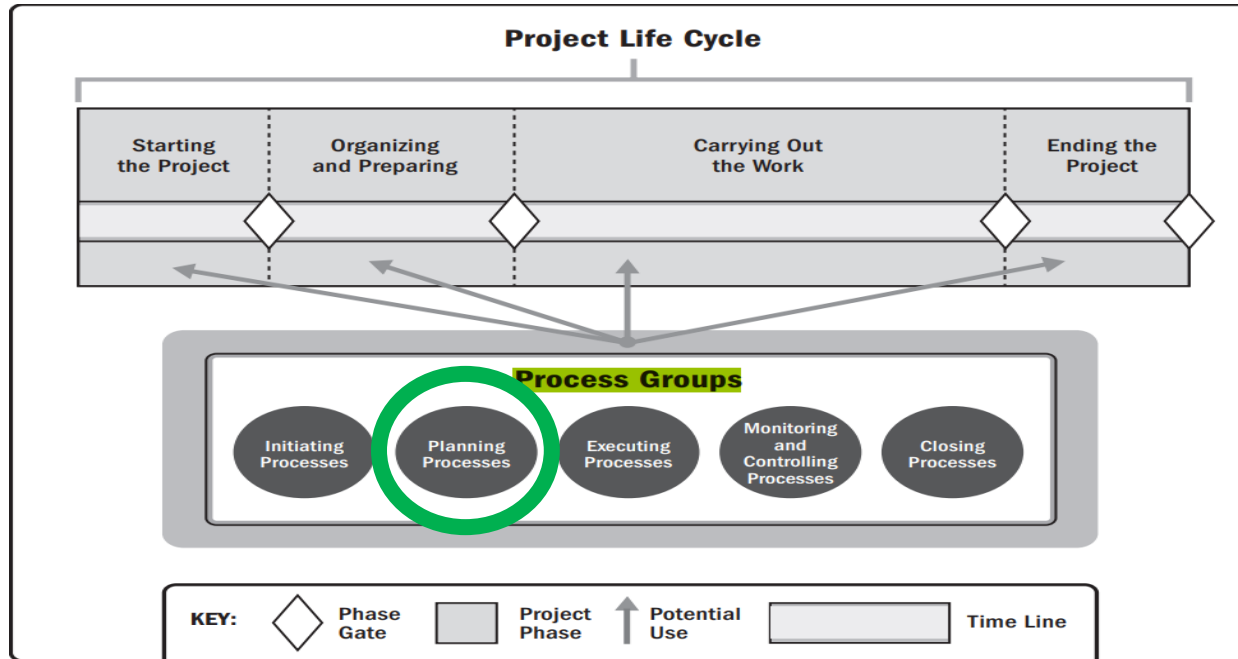
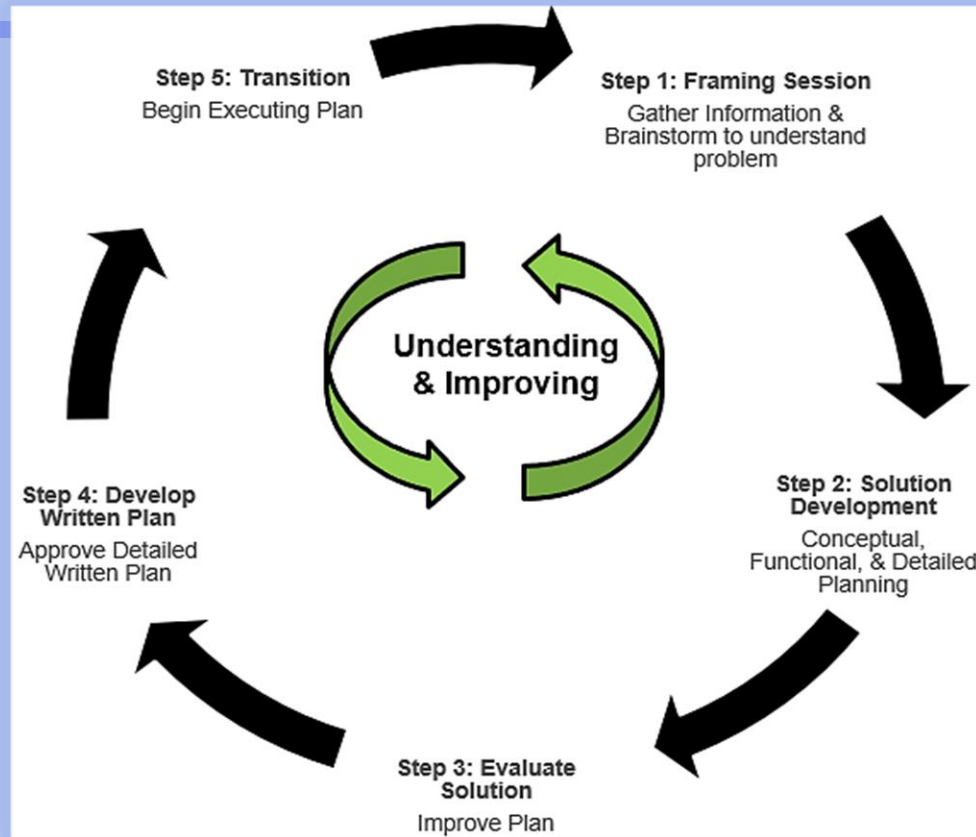


Figure 1-4. Interrelationship of Key Components in Projects

A Planning Process



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Step 1: Framing Session



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Planning Process

Step One: Framing Session

Purpose: To achieve an understanding of the problem.

Key Inputs

- Strategic Plan(s)
- Business Rules
- Regulations, Policies, & Procedures
- Grant Agency funding program documentation
- Approved or draft proposal documentation
- Notes
- Email correspondence

Director or Principal Investigator (PI) & Staff

- Experience
- Expertise
- Judgment

Template

- Framing Session Template

Team Actions

- Develop Organizational Chart identifying stakeholders, partners & planners (direct, coordination, & administrative relationships identified)
- Task Analysis (essential, specified & implied tasks identified)
- Assumptions
- Limitations (restraints & constraints)
- Requests for Information
- Shortfalls (personnel & resources)
- Risks & Risk Mitigation
- Time constraints (known key dates)
- Develop or validate budget
- Define the Problem (Problem Statement)
- Proposed Mission Statement

Key Outputs

- Approved Mission Statement
- Director's or PI's solution development guidance to team
- Draft Budget
- Framing Session Brief



Planning Process

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Framing Session Brief Agenda Example

- Inputs Reviewed
- Stakeholders & Planners
- Requests for Information
- Assumptions
- Limitations (Constraints & Restraints)
- Shortfalls (Personnel & Resources)
- Risks & Mitigation
- Task Analysis
- List of Activities
- Problem Statement
- Proposed Mission Statement



Step 2: Solution Development



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Planning Process

Step Two: Solution Development

Purpose: To develop a solution for accomplishing the mission.

Key Inputs

- Approved Mission Statement
- Director's or PI's solution development guidance to team
- Draft Budget
- Framing Session Brief

Template

- Solution Development Brief Template
- Rough-cut Solution Template

Team Actions

- Develop Conceptual Framework (sequence actions across time (fiscal year or calendar) and into phases)
 - Identify Objectives
 - Develop Key Results (tasks)
 - Adhere to SMART (Specific, Measurable, Achievable, Relevant, and Time-bound – target completion date) required to accomplish objectives
 - Refine Organizational Chart
 - Refine and/or validate Budget
 - Refine Communication Plan
- Key Actions:**
- Develop a rough-cut solution (conduct an in-progress review) – to ensure team is achieving Director's or PI's solution development guidance before detailed development of plan
 - Develop detailed solution

Key Outputs

- Solution Development Brief

Planning Process

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Rough-Cut Solution Examples

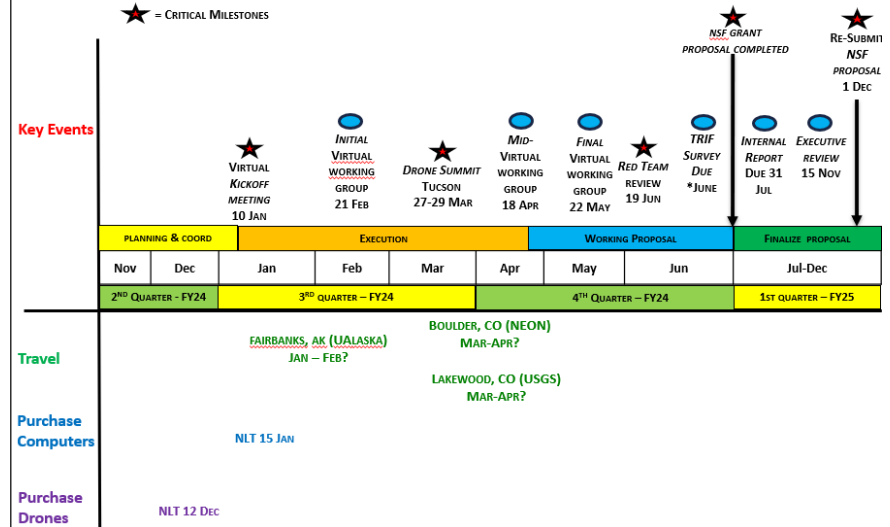


Rough-Cut Solution

Q1 – FY23			Q2 – FY23			Q3 – FY23			Q4 – FY23		
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Phase 1			Phase 2			Phase 3					
Q1 – FY24			Q2 – FY24			Q3 – FY24			Q4 – FY24		
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Phase 3			Phase 4			Phase 5					
Phase 1		Phase 2		Phase 3		Phase 4		Phase 5			
Planning		Service Authorization		Soteria Pilots - Alpha		Soteria Projects - Beta		Soteria Expansion of Services			
Begins: UAHS 5.3 Task Ends: Hardware and Software for services are installed.		Begins: ATO SSNP submitted Ends: Pilot Participants Identified		Begins: Pilot Launched Ends: Soteria Services Available		Begins: Launch Soteria Campus Wide Ends: Project approved for Soteria Use		Begins: Establish Maintenance Cycle Sustainment: Steady State Ops			
Key Events: 1. Assign a UAHS 5.3 Prgm Mar 2. Identify 5.3 Stakeholders & Planners 3. Establish Governance Committee 4. Assess use cases & needs 5. Procure Soteria HPC Hardware 6. Purchase Globus Data Xfer Software 7. Purchase RStudio Connect License (Exp. 6/2024) 8. Hardware & Software installed		Key Events: 1. ATO approved SSNP 2. ATO approved Globus 3. ATO approved HPC 4. Pilot Projects Approved for Soteria use		Key Events: 1. Launch Soteria Website 2. ATO approved for RStudio Connect 3. Dev. Training Guides & Tutorials • Soteria Access Protocol • Soteria Globus & SFTP • RStudio Connect Health • Soteria HPC • CyVerse Health • Soteria AWS Health Services 4. ATO approved RStudio Connect Health 5. ATO approved Soteria AWS Health Services 6. OMERO Pilot Launched 7. XNAT Internal Pilot Launched 8. Launch Soteria Awareness Campaign		Key Events: 1. Soteria Website Improvements 2. Soteria Services Improved 3. Expand Awareness Campaign beyond U of A (media, network, symposiums, conferences, Lecture Series)		Key Events: 1. Publish Soteria maintenance cycle 2. Publish XNAT maintenance cycle 3. Publish OMERO maintenance cycle 4. Expand to other services (i.e., T-BOT 2.0) 5. Offer 'new' & up-to-date services			



Rough-Cut Solution



Solution Development Brief Agenda Example

- Use In-Progress Reviews to refine solution
- Inputs Reviewed
- Orientation (Map of key locations, travel locations, stakeholder locations, partner locations...)
- Mission Statement
- Organizational Chart (showing direct, coordination, and administrative relationships)
- Plan of Action & Milestones
- Schedule of Events
- Key Metrics
- Objectives & Tasks (Key Results)
- Planning Horizon
- Overall Risk Assessment
- Questions & Discussion



Step 3: Evaluate Solution



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Planning Process

Step Three: Evaluate Solution

Purpose: To improve the solution and obtain Director's or PI's approval of plan.

Key Inputs

- Solution Development Brief Template
- Project Plan Template (i.e., from organization or Project Management Institute)

Team Actions

- Evaluate the solution using the following criteria: feasible, acceptable, suitable, & complete
- Begin to draft written plan

Key Outputs

- Approved Solution Development Brief
- Draft written plan

Planning Process

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Evaluation Criteria

- **Feasible:** Does the solution accomplish the mission within the available time and resources (budget, people, equipment, software, applications, required training)?
- **Acceptable:** Is the solution delivering an acceptable return on investment which is proportional and worth the cost in time and resources to accomplish mission?
- **Complete:** Does the solution identify the tasks (key results) required to accomplish the mission? Does the solution identify risks and how to mitigate identified risks?
- **Suitable:** Does the solution achieve the overall mission with alignment to the principal investigator's guidance or director's guidance?

Step 4: Develop Written Plan



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Planning Process

Step Four: Develop Written Plan

Purpose: To publish the final written plan to acknowledge the Director's or PI's approval of plan.

Key Inputs

- Approved Solution Development Brief
- Draft written plan

Team Actions

- Conduct a reconciliation (internal process where the team conducts a detailed review of the input documents)
- Conduct a crosswalk (alignment with internal and/or external strategic plans, rules, policies, & regulations)
- Final revisions to solution
- Final revisions to budget

Key Outputs

- Approved detailed written plan

Planning Process

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Planning Process

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- Final revisions to budget

Key Outputs

- Approved detailed written plan

Step 5: Transition



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Planning Process

Step Five: Transition

Purpose: To transition the team's focus from planning to execution.

Key Inputs

- Approved detailed written plan

Team Actions

- Kickoff Meeting

Key Outputs

- Expectations are set
- Common understanding of plan
- Acknowledgement to begin project



Planning Process

Step Five: Transition

Purpose: To transition the team's focus from planning to execution.

Key Inputs

- Approved detailed written plan

Team Actions

- Kickoff Meeting

Key Outputs

- Expectations are set
- Common understanding of plan
- Acknowledgement to begin project



Planning Process

Step Five: Transition

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Key Inputs

- Approved detailed written plan

Team Actions

- Kickoff Meeting

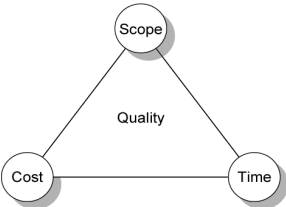
Key Outputs

- Expectations are set
- Common understanding of plan
- Acknowledgement to begin project



Transition Techniques

- ▶ Most effective if stakeholders, project management team, and project team members participate in the Kickoff Meeting
- ▶ Use Solution Development Brief
- ▶ Use Written Plan



Planning Where You Are

Communication, Cooperation, Collaboration, & Critical Thinking

PROVIDE GUIDANCE; MANAGE RISK; MAKE DECISIONS

Leadership

Humility – Authenticity – Positive Mental Attitude

Direct Reports



Step 5: Transition
Begin Executing Plan

Step 1: Framing Session
Gather Information & Brainstorm to understand problem

Understanding & Improving

Step 4: Develop
Written Plan
Approve Detailed
Written Plan

Step 2: Solution
Development
Conceptual,
Functional, & Detailed
Planning

Step 3: Evaluate
Solution
Improve Plan

Marine Corps Planning Process (2010). *Marine Corps Warfighting Publication 5-1*. Washington, D.C.: Headquarters U.S. Marine Corps.

Project Management Triangle: What It Is, How to Use It (2023). *Asana*. Retrieved from <https://asana.com/resources/project-management-triangle>



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Key Takeaways

- ▶ Leadership is responsible for creating a **healthy work environment & culture** for a team to cooperate, collaborate, & critically think.
- ▶ Leadership & team members must **take ownership** of their contributions in planning.
- ▶ Planning **does not think for you.**
- ▶ Understanding the problem & improving the plan is a **continuous** cycle.

Questions & Discussion



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