Execution Phase of Project

- You can keep tabs on project progress by tacking and measurement
  - Tracking : Method of following the progress of project activities
  - Deviation : Anything that alters your original course if action. It can be both positive and negative

- Commonly Tracked Items
  - Project schedule
  - Status of action items → Key tasks and activities
  - Progress towards milestones
  - Cost
  - Key devisions, changes, dependencies, risk to the project

- Tracking Methods
  - Gantt Chart : It measures tasks against time and includes useful information such as who owns each task and what the order of the tasks should be
  - Road Map : Useful for high - level tracking of large milestones and illustrating how project should evolve over time.
  - Burn-down Chart : Useful for projects where finishing on time is the top priority and useful for looking at the broken down task scheme.

→ You may use some or all of tracking methods together by combining them through the project.

→ Risk : Potential event that might occur and could impact project.

- It is project manager’s responsibility to identify and plan for those risks

    - Example of Potential Project Risk
        - Workload increase due to unforeseen policy
        - Contractor missing a deadline
        - New toll usage in the team

→ Change : Anything that alters or impacts the task, structure or process within a project

- Types of Changes
    - New or changing dependencies
    - Changing priorities
    - Capacity and people
    - Limitation on Budget or resources
    - Scope creep

→ Dependencies : The links that connect one project task to another one, often the greatest source os risk ro a project.

- Internal Dependencies : The relationship between two ask within the same project
- External Dependencies : Task that are reliant on outside factors, such as regulatory agencies or other projects.
- Mandatory Dependencies : Tasks that are legally or contractually required
- Discretionary Dependencies : Tasks that could occur on their own, but the team chose to make them reliant on one another.

→ Dependency Management : The process of managing interrelated tasks and resources within the project is completed successfully on time and in budget.

- To pursue effective dependency management
    - Proper Identification : Brainstorm all dependencies with the team.
    - Recording Dependencies : Create risk register

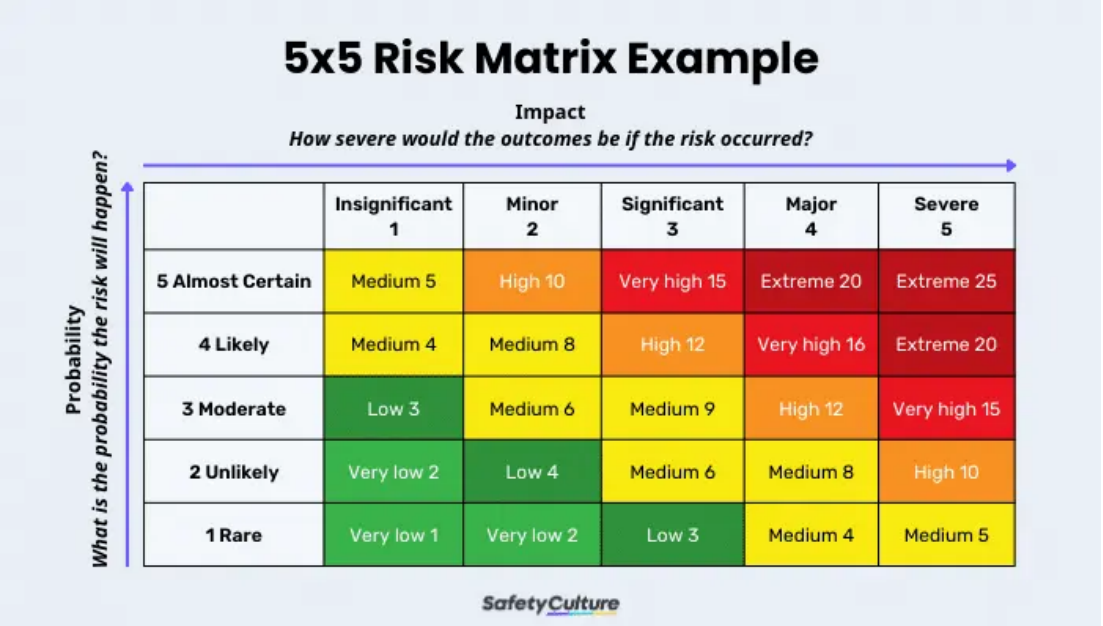
- Continuous Monitoring and Control : Schedule meetings to check dependencies
- Efficient Communication

→ Risk Register : A table or chart that contains your list of risk and dependencies

→ Risk Management : Process of identifying potential risks and issues which could impact a project, and evaluating and applying steps to address the effects of the identified risks and issues.

→ Risk Exposure : A way to measure the potential future loss resulting from a specific activity or event.

- Risk matrix has 2 metrics : Impact and Probability.



→ ROAM Technique

- Resolved : Rusk is eliminated, it will not be a problem.
- Owned : Assigned risk to team member and monitor risk through to completion

- Accepted : Understand and accept the risk for what it is because it can not be resolved
- Mitigated : Formulate a plan to eradicate the risk

→ Escalation : The process of enlisting the help of higher level project leadership or management to remove an obstacle, clarify or reinforce priorities and validate next steps.

→ Project manager should escalate on issue at the final sign of critical problems in a project.

→ Escalation prevents trench war and bad compromise.

- Trench war : It occurs when two peers or groups can not seem to come to an agreement and neither party is willing to give in.
- Bad compromise : It occurs when two parties settle on a so called solution but the end product still suffers.

→ Communication on changes

- Small change that will affect an individual : email
- Big change that will affect more than one person, budget, deadline, scope : team meeting

→ Timeout : Taking a moment away from the project in order to take a breath, re-group and adjust the game plan

→ Retrospective : A meeting focused on identifying the contributing causes of an incident or pattern of incidents without blaming any individual.

Quality Management and Continuous Improvement

→ Quality : When you fulfill the outlined requirements for the deliverable and meet or exceed the needs or expectations of your customers.

→ Quality Management

- Quality Standards : It provides requirements, specifications or guidelines that can be used to ensure that products, process or services are fit for achieving the desired outcome.
- Quality Planning : Actions of the project manager or the team to establish a process for identifying and determining exactly which standards of quality are relevant to the project as a whole.
- Quality Assurance : Evaluating if your project is moving towards delivering high quality service or products
- Quality control : Includes monitoring project results and delivery to determine if they are meeting desired results or not.

→ Communication in Quality Management

- Negotiation, empathetic listening, trust building soft skills created good relations with clients.
    - Ask open ended questions and actively listen to understand the customer's current state vs their desired state
    - Set clear expectations about when you will communicate certain things to customers
    - Communicate the issues to clients calmly and empathy.

→ Exhibiting empathy for your clients

- Understand their frustrations
- Address their frustrations
- Find a solution that is beneficial for both clients and yourself

→ There are few ways to understand what customer and user want

- Feedback surveys : Surveys which users provide feedback on features of your product that they like or dislike. It may be before and after

launch.

- User Acceptance Test : A test that helps a business make sure a product or solution works for it’s users

→ User Acceptance Test Agenda

- Welcome user and thank them for participating
- Present your product item
- Start test cases
  - Critical User Journey : The sequence of steps a user follows to accomplish task in your product
- Walk users through a demonstration
- Identify edge cases
  - Edge cases : Rare outlines that typically related to software based projects. The deal with the extreme maximums and minimums of parameters
- Recap findings, identify issues, prioritize which issues should be addressed first.

→ Continuous Improvement : On going effort to improve products or services. It begins with recognizing when process and tasks need to be created, eliminated and improved.

- Process of improvement is looking at data to understand how we can make something more effective.

→ Process Improvement : The practise of Improving existing process to enclose the performance of your team and develop best practices or to optimize consumer experiences.

→ Control : An experiment ot observation designed to minimize the effect of variables.

→ Data driven improvement frameworks : Techniques used to make decisions based on actual data.

- DMAIC : It explains 5 steps that can be used in continuous improvement
  - Define
  - Measure
  - Analyze
  - Improve
  - Control
- PDCA : 4 steps process that focuses on identifying a problem, fixing that issue, assessing whether the fix was successful, and fine tuning the final fix.
  - Plan : Identify the issue, root cause and brainstorm solutions
  - Do : Fix the problem
  - Check : Compose your results to the goal to find out whether problem is fixed
  - Act or fine tune the fix to ensure continuous improvement

→ Difference of Project, Program, Portfolio

- Project : One single focuses endeavor
- Program : A collection of projects
- Portfolio : A collection of projects and programs across the whole organization

→ Retrospective Meetings for Project Success

- Retrospective : A workshop or meeting that gives project teams time to reflect on a project. (After major milestones or project is complete)
  - It encourages team building
  - Facilitate improved collaboration
  - Promote positive changes

→ The emphasis in retrospectives is a continuous improvement and change, instead of recycling old and potentially bad habits, procedures, and process.

→ Reasons to hold retrospective

- Missed deadlines or expectations
- Miscommunications between stakeholders
- Product launches and landings

→ Retrospective best practices

- Ensure discussions are blameless
- Reflect on positive aspects of the project as well as negative points
- Maintain a positive tone throughout the retrospective
- Be considerate of teams outside of your own

→ Data : Collection of facts or information

- Benefits of using data as project manager
  - Make better decisions
  - Solve problems
  - Understand performance
  - Improve process
  - Understand your users

→ Metric : Quantifiable measurement that is used to track and assess a business objectives.

- Type of Project Metrics
  - Productivity Metrics : Metrics that allow you to track effectiveness and efficiency of your project.
    - Milestones

        - Tasks
        - Projection : How you predict on outcome based on the information you have
        - Duration
    - Quality Metrics : Metrics that relate to achieving acceptable outcomes.
        - Number of Changes
        - Issues
        - Cost Variance : Difference between actual cost and budgeted cost
    - Change log : Record of all notable changes on a project

→ Analysis of Data

- Signal : An observable change that helps determine the overall health of the project and identity early signs that something is not quite right.
- Data Ethic : It is the study and assessment of the moral challenges associated with data collection and analysis.
- Data Analysis : The process of collecting and analyzing data to help draw conclusion.
    - Quantitive Data : Statistical and numerical facts
    - Qualitative Data : Subjective qualities that can not be measured with numerical data.

→ Presenting is powerful way to communicate your ideas and support your decisions throughout the project journey.

→ We may use data analysis in story telling

- Story telling : The process of turning facts into narrative to communicate something to your audience.
    - Stories usually have a beginning middle and ending.

→ There are 6 main steps of story telling.

- Define your audience : Who you are presenting to
  - What would my audience like to know about the project?
  - What are their most urgent concerns?
  - Which key data points influence the story and project outcome?
- Collect Data : Find the data connects to the questions you want answers to
- Filter and Analyze the data : Vetting for credibility and filter the information
- Shape the story : What you hope to achieve
- Gather your feedback

→ Data Visualization : It is the graphical representation of information to facilitate understanding

- Dashboard : Type of user interface that provides a snapshot view of your project's progress or performance.

→ KPI : A measurable value or metric that demonstrate how effective an organization is at achieving key objectives.

→ Burn-down chart : It is a line chart that measures the time againts the amount of work done and amount of work remaining.

→ Infographics : Visual representations of information or data intended to present information quickly and clearly.

→ Presentation Techniques

- Be precise
  - Identify the problem you are solving for your audience

    - Remove any content that dilutes your message
- Be flexible
    - Consider the approach you had take if you had to shorten your presentation unexpectedly
    - Practice to avoid mistake that could distract from your messages
    - Identify and come up with answers to potential audience questions
- Be memorable
    - Use stories or repetition to help your audience to remember information
    - Be aware of your body language (posture, tone of voice, pace, eye contact, ...)

→ Great Project Manager

- Support people to do their best work
- Enable people to build things they are proud of
- Help people work as a team

→ How Great Leader manage their team

- By creating system that turn caos into order
- Communicate and listen
- Promote trust and psychological safety (taking risk percentage)
- Demonstrate empathy and create motivation
- Delegate responsibility and prioritize
- Celebrate Team success

→ Work group differs from team.

- Team : Group of people who plan, solve problems, make decisions, and review progress in service of a specific project or objective.

- Work groups : People in organization who work toward a common goal. Work group are more likely to be coordinate, controlled or assigned by a single person or entity.

→ Team work : An effective, collaborative way of working in which each person is commited to and heading towards a shared goal.

→ Five factors that have impact on team Effectiveness

- Psychological Safety : Perception of the consequences of taking a interpersonal risk
- Dependability : Team members are reliable and complete their work on time
- Structure and clarity : Individual's understanding of job expectations, knowledge of how to meet expectations and the consequences of their performance
- Meaning : Finding a sense of purpose either in the work itself or in the results of that work.
- Impact : The belief of that the results of one's work matters and creates change

→ Bruce Tuckman's 5 stages of Team Development

1. Forming Stage : Team gets to know one another and project manager should clarify the project goals, roles and context about project.
2. Storming Stage : Frustrations among the team members may emerge. Project manager should focus on conflict resolution, listen as team addresses problems to solve, and share insights on how the team might better function as a unit.
3. Norming Stage : Conflict is mostly resolved and team is working together. Project manager codify the team norms, ensure that the team is aware of those norms.
4. Performing Stage : Team works together seamlessly. Project manager should focus on delegating, motivating and providing feedback to keep up the team's momentum.

5. Adjourning Stage : Project wraps up, team disbands, celebrate final milestones and successes.

→ Team dynamics : The forces, both conscious and unconscious that impact team behavior and performance.

- Managing team dynamics is a big part of determining how to motivate your team.

→ Why managing team dynamics is important

- Team have individuals with different skill set varying degrees of autonomy and competing priorities.
- Create a collaborative and psychologically safe
- Help you understand how to motivate your team

→ Ethical Leadership : A form of leadership that promotes and values honesty, justice, respect community and integrity.

→ Inclusive Leadership : A form of leadership where everyone's unique identity, background, and experiences are respected, valued and integrated into how the team operates.

→ Influencing : Ability to alter another person's thinking or behaviors

1. Establish Credibility : Make the case for why you audience should listen to you.
2. Show the common ground : Make the case for how your idea can benefit your audience.
3. Provide Evidence : Make your case through hard data and persuasive.
4. Connect Emotionally : Demonstrate to your audience that you are emotionally committed to your idea.

→ Common Influencing Mistakes

- Approaching the audience aggresivelly
- Resisting Compromise
- Failing to establish credibility, frame for common ground, or connect emotionally
- Assume agreements can be worked out in a Single conversation

→ Using Power of Influencing

- There are 2 types of power source
  - Organizational Source of Power
    - Role : Your position within an organization
    - Information : Your level of access and control over information
    - Network : People you are connected with professionally and personally
    - Reputation : How others perceive you
  - Personal Source of Power
    - Knowledge : Power you draw from your expertise in certain subjects, your unique abilities, skill set, and your ability to learn new things.
    - Expressiveness : Your ability to communicate with others
    - History : The level of personal history that exists between you and another person
    - Character : Other people’s view of your personal qualities.

→ It is your duty as project manager to connect your team to the information they need. (incoming and outgoing information)

→ Project document responsibilities

- How documents gets used
- Who has access to documents

- How often documents get updated

→ Common communication tools

- Messaging (Slack, telegram, whatsapp)
- Virtual Meetings
- Work management and collaboration tools

→ Email best practices

- Carefully select who you are sending emails to and why
- Make sure the subject clearly preview what the message is about
- Keep messages short and stay on topic
- Attach or link large amount of information separetly
- Clearly state action items
- Use correct grammar and spelling
- Write in appropriate tone
- Be friendly, motivating, clear and spesific

→ Instant Messaging

- When you have quick question or update
- Way to alert someone to please check their inbox
- Helps reduce back and forth emails
- Be mindful when you are using instant messaging it could lead to distraction and informality

→ Ask people’s preference on how they like to be communicated with.

→ Virtual meeting tools : When there is no chance of meeting face to face (Zoom, google meet)

→ Work management and collaboration tools

- Google drive, asana, smartsheets.....
- Easier to share information among the team
- Team members easily update their progress without the need for extra meeting

→ Time-boxing : Setting a time limit

→ Meetings

- Create a meeting agenda all the time.
- Effective Meetings
    - Structured
        - Start and end on time
        - Carefully selected attendees
        - Prioritized topics
        - Designate a notetaker
    - Intentional
        - Clearly stated purpose and expectations
        - Everyone understand why they are meeting
    - Collaborative
        - Make sure agenda is not full of presentations where participants have chance to talk
        - Be sure agenda is clear and simple
    - Inclusive : To practice or policy of including people who might otherwise be excluded
        - Key component of inclusivity is ensuring that your meetings and presentations are accessible

→ Checklist for Effective Meeting

- Before the meeting
    - Create an agenda that includes purpose and the goal of the meeting and share it with the attendees.
    - Invite who needs to attend to the meeting and state everyone's role and responsibility
    - For people who are working in another time zone, select a suitable and maintainable meeting time
    - Evaluate the necessity of the meeting, if it is not needed, cancel the meeting
    - Aim to keep meeting time short and do planning accordingly to time limit
    - Get prepared for meeting, read necessary materials and go for agenda
- During the meeting
    - State the goals of the meeting in the beginning and don't go off topic from the agenda (Follow your list of topics to talk)
    - If possible, ask attendee's to turn off their phones or put them away during the meeting
    - Be an active listener, use your mimics and confirmations like 'yea, that is logical' , 'can you go into details?' and so on.
    - Give everyone chance to talk and participate. Instead of saying 'Do we agree on this?' ask open ended questions such as 'What do you think about it?'
    - Ask open ended questions about personal things such as "how was your weekend?"
    - Take a important notes of important points, what to do and what decisions are taken
- After the meeting
    - Key points, to do, notes and calender should be summarize and shared along attendees
    - If needed, plan and determine dates of the follow up meetings

    - Think about of the how often the meetings should be done and make arrangements on meeting routine

→ Suggestion : If you are just started in the work place, before making any change on a meeting routine, try to learn as much as about current meeting routine.

→ 4 Main Project Types

- Project Kick Off : The official beginning of a project and serves as a way to align the team's understanding of the project goals with actual plans and procedures.
- Status Updates Meeting : This category includes regular team meetings where the primary goal is to align the team on updates, progress challenges and next step.
    - Task updates
    - Schedule Updates
    - Current or anticipated issues : Changes, risks, resource risk, vendor risk
    - Action Item
- Stakeholder Meetings : The goal of stakeholder meeting is to get buy in and support
    - Present project update
    - Seek and listen to feedback
    - Make a decision or resolve a major issue
- End of the Project - Project Reviews
    - Retrospective meetings
    - Lessons learned : what worked, what to improve
    - Celebration

→ Completing and closing project are two different things.

→ Project closing process is performed to formally complete the project, the current phase, and contractual obligations.

→ There are three things that make up a project closing

- Make sure all work is done. (You should double or triple check every task and what needs to be is done.)
- All agreed upon project management processes are executed
- Formal recognition and agreement that the project is done by key stakeholders

→ Never ending projects : They exist when the project deliverables and task can not be completed.

→ Abandoned projects : They exist when inadequate hand-off or transition on the project deliverables occur.

→ To make sure that all the stakeholders are happy with the outcome of project or your team delivered good quality project, you need to decide on how you will do closing process.

- Small : Closing project at the end of each milestones.
- Formal, larger : Comprehensive closing phase at the very end only.

→ Steps to conducting a closing process after each phase or milestones

- Refer to the prior documentations
  - Statement of work (SoW)
  - Request for proposal (RFP)
  - Risk register
  - RACI chart
- Put together closing documentations

- Conduct administrative closure of the procurement process
- Make sure all stakeholders are aware that a phase or project is ending
- Execute necessary follow-up work (Closing survey)

→ Steps to conducting a closing process at the end of the project

- Provide the necessary training, tools, documentation and compatibility to use your product.
- Ensure that the project has satisfied it’s goals and desired outcomes
- Document acceptance from all stakeholders
- Review all contracts and documents with project team
    - SoW, RFP, RACI chart, Risk register, Procurement documents
- Conduct formal retrospectives
- Disband and thank the project team

→ Impact Reporting : Presentation that is given at the end of a project for key stakeholders

- Values, products and other things are shown to stakeholders
- ROI, Profit, Positive statistics

→ Retrospective : A meeting aimed to discuss successes, failures and possible future improvements on the project

- Three benefits of retrospective
    - Encourage team building
    - Facilitate improved collaboration
    - Promote positive changes

→ Project Closeout Report

- It is a blue print to document what the team did, how they did it and what they delivered.

- It provides an evaluation of the quality of work
- It evaluates the project's performance with respect to budget and schedule

📚 References

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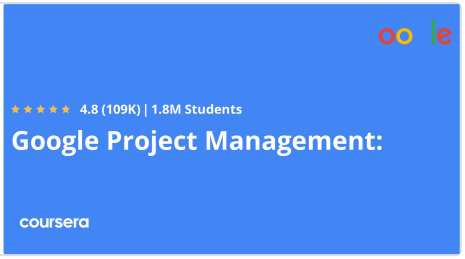

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SerhatKumas - Overview

Computer engineering student who loves coding in different fields instead of focusing on a one spesific area. - SerhatKumas

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