



Starting a Project

- start-up process for a project is extremely important
- project manager is often very keen to get the execution of the project started because they are aware of deadlines
- as a result, the project start up process is often neglected or underdone



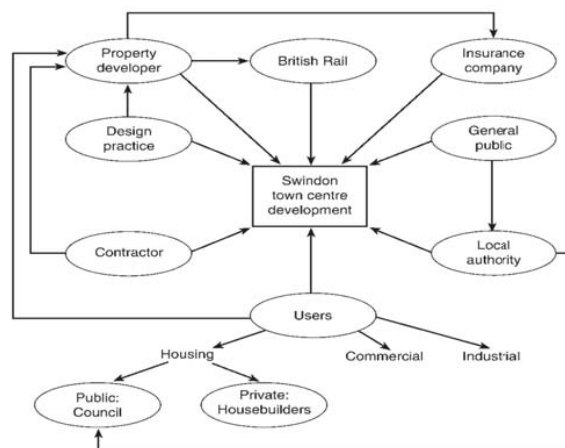
This lesson covers:

- importance of the start-up process
- ensuring that stakeholders properly participate in the project
- agreeing on the problem itself
- resource commitment
- clarifying expectations
- steps to start a project
- responsibilities
- summary

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PD5: Project Management

Why is Project Initiation Important?



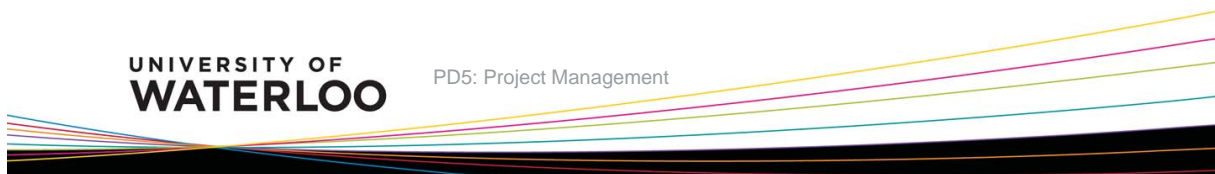
From: Newcombe, R. (2003), From Client to Project Stakeholders: A Stakeholder Mapping Approach in Construction Management and Economics, 21: 8, pp.841 - 848

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PD5: Project Management

The Importance of the Start Process

- understand who the stakeholders are and how they influence the project
- how do they see the project?
 - positively or negatively?
- willingness to provide resources
 - typically provided by senior management, may also be government stakeholders
 - what issues affect their willingness to provide resources?
- how do the different stakeholders view the desired results of the project?
 - do they understand what the project is intended to do?



The Importance of the Start Process

- potential for catastrophic misunderstanding
 - not understanding what the project is intended to do
 - what monies and resources are required for it
 - important that these issues are clarified through a process at the beginning of the project



Stakeholders

- one person may want a project but it is important to understand all of the people involved
 - all of the stakeholders should participate in the project process
 - important to have effective communication with stakeholders
 - overcome or neutralize any objections that they have
 - remember: can have a negative or a positive influence on the project
 - if properly involved, can contribute significantly to making the project successful
- find the stakeholders by talking to people who are involved in the project.
 - who do you think will be affected by this project?
 - there are also analytical techniques used to identify stakeholders



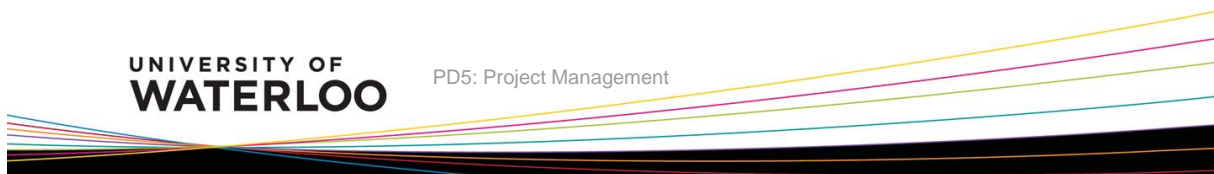
Agreeing on the Problem

- needs to be agreement on why the project is being conducted
- different people will have different views as to what the problem actually is
- there will also likely need to be discussion
- there are also facilitation techniques to help everyone agree on the problem
 - including brainstorming



Resource Commitment

- resources are one of the most important parts of the projects
- if the resources don't exist, the project won't be able to be completed successfully.
- resources may come from a combination of people
 - budget wise, money may come from senior administration
 - different departments may provide expertise and people
- commitment to resources will depend on the sense of the importance of the project from each stakeholder
- part of the process is to build support
 - ensure that the necessary people have the right level of commitment



Clarifying Expectations

- need to clearly define the project outcomes
 - called “scope definition”
- develop a scope definition document which details exactly what is trying to be achieved with the project
- challenge is that stakeholders will want emphasis on different parts of the project
- creating a common agreement on what the project is going to do is very important
- project manager may not have the power to do this; senior management may need to intervene to help this to happen



Steps to Start a Project

- identify the likely sponsor
 - person who has the control over the resources that are needed for this project
 - senior level member
 - can communicate with other members of the senior management team
- identify the key stakeholders
 - people who have an interest in the project and have the ability to make the project a success or a failure
- prepare a questionnaire
 - questions that you should ask of each stakeholder
 - their interest, level of commitment or opposition to the project
- conduct interviews with the key stakeholders
- identify and resolve problems
 - find conflicts in the expectations of the project, we
 - find any weaknesses in the commitment to resources,
 - act at this stage to resolve issues



Responsibilities

- responsibilities need to be sorted out at the start of the project
- project manager allocates responsibilities
 - if the project manager is unable to do this, must go to the project sponsor

