

Welcome!

46th Meeting - PMP Club

February 03, 2007

“Lessons Learned”

Presentation by : R. V. Joshi

Inspiration:

Book titled:

“24 Lessons to Help you Master Any Project”

By

Gary R. Heerkens

The Science and Art of Project Management

Upside

- Produces positive change, beneficial both to individuals and company
- Stepping stone to promotion
- Stronger sense of accomplishment
- More variety than daily routine work
- More freedom to try new things
- Opportunity to stretch skills

Downside

- Challenges
- Have to become politically savvy
- Tolerance to more of uncertainty and ambiguity
- Deal with frustration (Ex.: Matrix organization, overruns)
- High risk if project goes sore, can hurt career

The Science and Art of Project Management (Contd.)

Project Management is both a science and an Art!

➤ The Science Side

- Know/ Learn about how to:
 - Define, Coordinate and Document Work, Estimate Time, Resources, prepare Budgets etc.
 - Dig for the ‘ true need’, not a superficial solution
- Familiarize with Tools such as Gantt Chart, Network Diagrams, Control Plans, Economic Value Analysis etc.

➤ The Art Side

- Develop/Sharpen Decision making in uncertain/ambiguous situations, as well as Judgmental and Leadership skills
- Pay attention to details but not get wrapped in them
- Condition to seek acceptable solutions rather than perfect ones!
- Cultivate smooth working relationships with insiders/outsideers and become politically savvy

***Project Managers have to keep balancing between
“risks and rewards”,
“managing everything vs. managing nothing”
and
“doing work yourself vs. letting the team do everything”!***

The Science and Art of Project Management *(contd.)*

“Although you won’t see it addressed in Project Management reference books, the reality is that

mental preparedness
may prove to be just as **critical** to your ultimate success as a
Project Manager as your
knowledge base or skill set.

Gaining sound understanding of what’s involved in this new role
is a critical step toward being mentally prepared!”

1. Understand the PM's Role

PM should try to understand **organizational constraints** he has to encounter such as :

- Team Members not known to each other
- Different backgrounds
- May not have direct authority or control over Team Members
PM does not have much choice but to apply his skills and
become productive soonest;
and then continuously hone his PM skills and apply to his
(unique) Team.

He should remember to:

- **Inculcate/practice** honesty, tolerance and openness (also humility)
- Constant attention to **Communications** (boundaries and expectations)
- **Document** Project Process (tasks, responsibilities, relationships)
- Understand project **needs**

1. Understand the PM's Role(contd.)

To enhance his ability to lead a project PM should :

- Develop process management skills:
 - Learn/sharpen tools for **coordinating** many people
 - Get comfortable with managers on issues of expectations, cost, schedule, and resources.

- Build his interpersonal skills:
 - PM is mainly getting things done ***through other people***
 - Work on written and oral ***communication skills***
 - Learn how to ***negotiate*** and influence
 - Become a ***coach and mentor***

- Build a support network:
 - Educate yourself about the work **organization** does
 - Make contacts with people from diverse areas of your company such as finance, marketing, technical experts.

1. Understand the PM's Role(contd.)

“Avoid the trap of believing that because you have been put

‘in charge’

of a project,

you have risen above your peers

and that friendships no longer matter ...

*The **interpersonal** and **behavioral** aspects of Project life*

are crucial to success”

2. Build a Solid Team

Project Manager should avoid temptation of performing activities for:

- Not his basic responsibility
- PM to accept “he does not and cannot know everything”
- Denial of chance to Team Members for contributing
- Loss of learning opportunities for Team Members

Project Manager has to keep balancing between leaving people grow their skills and disastrous delays and selection of wrong pathways.

Project Manager to take off on right foot by letting people develop sense of ownership. Ex.: Involve them in evolving Project Scope and Definition

Leave decision making to Team Members and step in to (i) ensure nothing is missed, and (ii) provide guidance when needed

2. Build a Solid Team(contd.)

For fostering **motivation**, Project Manager should:

- Demonstrate that **people matter**
 - Explain Team Members Roles and Responsibilities and their **contributions**
 - Acknowledge contributions
- Convey Confidence in your Team
 - Do not micro-manage
 - Give stretch Goals
 - Move **decision making** close to frontline
- Recognize good performance
 - Set a high standard of performance
 - Highlight names of contributing Team Members in Meetings and any documentation.

2. Build a Solid Team(contd.)

“It’s not a good idea for you to define and plan the project alone,

then simply hand it to team members to implement.

They’ll feel they are executing your plan,

not theirs, and performance is likely to suffer.”

3. Understand the true need

- Visualize how the Project would unfold . Then the **reality** sets in
- **Data** shows that customer needs are different than what every one thought. Be guided by the '**Lessons Learned**'
- Many times a Project is defined as a **solution** rather than a **need to be fulfilled**
Ex.: “Install a new production line” is a **solution**,
“ Meet customer delivery requirements” is the **true need**.
- If project appears as “**solution jumping**” ask Why? Where is the performance falling short of goals?
- Many times Project Managers may find **alternative ways**. However, probing can be risky!

3. Understand the true need(contd.)

To probe for a true need without trading on toes:

- Document the problem or opportunity
 - Identify the gap between **current performance** vs. where you **need** to be
 - List the effects of this gap including impact on people
- Share the Document
 - Discuss with the functional manager
 - Seek **confirmation** for the correctness of your understanding of the current condition/situation and how need would be met
- Get approval to focus on the true need
 - Obtain approval to meet the **newly identified project need**
(*and not the original goal as defined*)

**“You cannot be certain that you will satisfy true need
unless you know what it is”**

4. Perform a financial analysis

Project Manager should know and track the financial investment and return on the project. Four common metrics are:

- **NPV** - Net Present Value of all current and future cash flows resulting from the Project
- **IRR** - How rapidly an investment will be returned
- **Payback Period** – How long will it take to reach a break-even
- **Cash Hole** – Maximum Exposure i. e. largest amount of money invested at a point in time

Project Manager to participate in the financial analysis by helping to:

- Estimate cash inflows – Increased revenue, margins, savings
- Estimate cash outflows – Project expenditure, expenses
- Construct a cash flow table – Evaluate net cash flows, DCF

4. Perform a financial analysis

“Although you may not be intimately involved in completing a full financial analysis, as a Project Manager, you should understand how it's done and the terminology involved”

5. Conduct a formal kickoff

“Just go do it” attitude can hurt a Project!

A **kick off meeting**, involving both team members and sponsoring manager(s) helps in number of ways:

- Indicates **management support** and hence **worthy** of support
- Provides chance to team members to review(or develop) project charter. **Common understanding of purpose** is critical for forming effective team.
- Provides chance to team members to interact with management and establish **rappor**t that may help later in the project(difficult times)
- It gives team members a chance to decide **how they want to conduct the team’s business and directions**
- It gives team members a chance to **get to know each other** in a low pressure situation

Historically, one of the main reasons for failed projects has been lack of understanding of management expectations.

5. Conduct a formal kickoff(contd.)

To have a successful kick-off meeting Project Manager should:

- **Identify which stakeholders should attend**
 - All team members and managers
 - May invite staff from work area likely to be affected to help set their expectations and buy-in)
 - Representative customers whose needs you are addressing
- **Plan for Management presentations**
 - Management should make presentation about the project to emphasis the need for, importance of and commitment to a project
- **Use time effectively**
 - First meeting to set tone for all future meetings. Hence, use tools – agendas, flip charts, discussion method etc.to make it very effective and impressive.

“Kick off meeting can energize a teamand rapidly promote team cohesion”

6. Pause for reality checks

Project Managers should do a (thorough) reality check by asking:

- Is the problem worth solving?
- Does a feasible solution exist?

The reality checks also should be carried out periodically throughout the project for the following reasons:

- Your team may uncover surprising facts
- Customer needs may change
- Market conditions may change etc.

6. Pause for reality checks(contd.)

Additional checks:

- **Check when the problem definition is clearer**
 - This check should occur as the team has worked out challenges, opportunities, costs , benefits etc in detail. Seek management approval to stop , change or proceed
- **Check after a specific solution is identified**
 - Focus largely on feasibility – Is the solution workable? Affordable? Practical within given schedule? etc. Check based on market studies, pilot testing, prototyping, simulation etc.
- **Check before full scale implementation**
 - By this time knowledgeable about costs, benefits and risks and hence check again with management

6. Pause for reality checks(contd.)

“If the results of a well-conceived and executed feasibility study indicate that the project should proceed,

you can move confidently into the planning and implementation phases.

If the results are discouraging,

....use the data to redesign the project and do another feasibility study, and so on, until

you’ve identified a concept that works”

7. Terminate unworthy projects

The fundamental objective of a project is to achieve business results.

To maximize returns on investments :

- **Stay alert to significant changes**
 - Periodically reevaluate the economic feasibility
- **Avoid the term “ failure”**
 - Remember , stopping a project is **smart management** and not a ‘failure’ as resources can be diverted to higher priority efforts.
- **Beware of letting inertia win**
 - People develop ownership and the team and sponsor think **“We really have to see this to the end”**. This has to be overcome if reality checks reflect adverse outcomes

*“Projects are investments that your company makes, from which they **expect a return....**Investments can sometimes go bad. In many cases a project should be terminated , though in far too many cases it isn’t”*

8. Develop a logical plan

Active Management – one of the primary responsibilities of Project Managers.

Facilitates keeping project **on schedule** and **within costs**.

For this a **plan** is a must!

- Plan as a **communication** tool
- Plan as a **learning** tool – when what resources needed, who is responsible for what (also for team members) and when etc.
- As a **reference document** for Execution and M & C etc.
- Type of plan to suit project requirement

A project plan will be most useful if you:

- Start with a **network diagram** – sequence, dependencies
- Develop a project control plan – activity durations, **schedule control** plan for verification
- Identify the critical path – **Least amount of flexibility path** for completing the project on time.

8. Develop a logical plan

“The principal output of this portion of the planning process is a

control schedule – an activity-based timeline

that

the team will use as a map for executing the work

and

that you'll use as a guide

for verifying that work is getting done on time”

9. Leave room for learning

Projects - Fundamental gap between **level of certainty desired** and inherent **uncertainty**

Part of the solution is in developing a “**phase**” mentality - progressively improve understanding, reduce uncertainty and report to management at each phase completion

For reducing uncertainty :

- Match plan details to uncertainty levels – First draft not much in details. Divide timing and budget by phases of the project
- Provide ranges – Higher uncertainty : Wider range of estimates
Higher certainty : Narrower estimates
- Schedule “phase approval” meetings –Each approval pertains only to the completion of next phase.

“The level of detail in all your documents should reflect your level of **knowledge and certainty**”

10. Understand team dynamics

When a team is formed, members start as **individuals**:

- Individuals - “What is in it for me?” (WIIFM)
 - “What will be expected of me?”

Then go through transition to become a **team member**:

- Team Member - “How will we get this work done?”

To help this smooth transition is the responsibility of Project Leader :

- Individuals need to have clarity on what is expected of them
- This opens a way for them to start considering as team members,
- At this point encourage them to contribute their ideas and suggestions, and
- Develop this into a team and to deliver results using individual talents and skills (in line with the logical plan)

10. Understand team dynamics(contd.)

Early meetings are helpful for team building:

- Brainstorming about customer needs
- Process observation exercise

Provide a bridge from individual to team member:

- Address role questions in a team:
 - Review project objectives, benefits to company, departments, individuals
 - Clarify which role individuals have to play
- Meet with team members individually
 - Explain reasons why selected for the project and expectations
 - Review problems or constraints they may encounter
- Keep individual differences visible
 - Make people feel comfortable about expressing their view points

"Team building is more than a pizza partyThe strong forms of team building occur when team members expand their knowledge of each other and the project at the same time"

11. Develop a configuration plan

Whether you have a well laid out standards and procedures or not,

“You need to prepare **specific guidelines** for every project you manage”,
a description of how you will conduct the project, a
configuration plan

Basic elements of configuration Plan:

- Who should plan(experience?) and a list of planning **documents**
- Approach to scheduling
- Methods for preparing estimates (costs, time and resources)
- How and how often the project will be tracked, and
- **Communications Plan**

PM Effectiveness = f (How much thought is put into **documentation** and **communications** from the beginning)

- Also, only those documents which add value
- Use existing procedures/documents if acceptable

11. Develop a Configuration Plan(contd.)

Three steps to configuration planning:

- Plan the approach
 - Which planning tools and techniques?
 - Formats of reporting
- Plan the execution and control
 - How progress will be measured and verified
 - What constitutes a change and to be reported
 - Guidelines for approvals, team meetings etc.
- Plan for communication and personnel training
 - What method is preferred for documenting roles and responsibilities?
 - What venues to be used for developing mutual expectations among you, the team and management

“Admittedly, it can require substantial effort, but if done properly, **documentation** can be much more of a friend than a foe”

12. Manage all project stakeholders

“Interfaces are a big part of project life”

Interfaces are amongst people or the stakeholders and hence critically important

- Get to know your stakeholders
 - Understand their expectations and priorities
- Understand your power and influence over (at least some of) them
- Develop strategies for dealing with each stakeholder based on
 - Your knowledge about them and their power
vis-à-vis
your needs and your power,
and
decide how to communicate and involve them

12. Manage all project stakeholders

“It is ordinarily not wise to use **positional authority** very often,

as this can frequently lead to **feelings of resentment**....

People are more **likely to respond**
if you develop your **expert power**,

the ability to gain support through
superior knowledge or capability”

13. Measure against a baseline

If you do not know where you are now,
and don't keep track of where you are going in future,
It's pretty easy to claim that

Any where you arrive is your
.....**destination!**

Projects - Launched to attain specific business goals

Project Managers – Highlight changes before and after projects and guide
the team to develop methods for dealing with project information

- Documentation about project information
 - **Timing , purpose and progress**
- Identify where the information is generated
 - Would **critical information** (customer not happy, project delayed etc.) automatically and immediately reach you?
- Decide how to capture the information
 - Decide **who** and **how** the information would be captured and reach you

“It is not enough to simply gather information....

***Information should be in the appropriate form, timely , precise
.....and, credible”***

14. Be objective about threats

“Project Manager has to be with positive attitude and optimistic; but, it is dangerous to deny true threats!”

Dealing with risks - Avoid, Transfer, Assume, Mitigate
- Matter of **Planning**

- Identify the greatest risks
 - Focus on least known aspects of project
 - Scope, timing, technology cost, resources, market factors etc. etc.
- Quantify and analyze risks
 - Try to quantify risks and determine probability and impact of risks
- Define a contingency plan
 - Determine approaches for dealing with most likely and severe impact risks

“If you attempt to lead a project without addressing risk and uncertainty, you’ll continue to bump into things that will throw you in an unplanned direction”

15. Actively manage communications channels

“Communication looks like it should be easy...But doing communication well in a business setting is harder than it looks”

To be an effective PM, you need to put as much thought into planning communication as anything else you do for the team:

- Consider the purpose
 - Discussion or a decision or passing along information?
 - Who should be involved? One or many?
 - What is the expected output?
- Be efficient
 - Structure the information to get to the purpose quickly
- Follow up
 - To know as to what other people have really heard or understood!

“According to some estimates, you can expect to spend more than 80% of your time communicating in some way. You ‘d better know how to do it well!”

16. Optimize project excellence

“Departments can foster *silo mentality* ... people think of needs, interests and goals of their individual departments”

“Your challenge will be redirecting team member’s frame of reference from a *functional* orientation to *project* orientation”

“...team members often have their own agendas. You must learn to recognize these biases and shift them toward a more team-focused attitude”

- Be specific about criteria for decision making (ex: customer satisfaction)
....It is easier for them(members) to set aside their personal biases
- Use data to make decisions
....becomes very difficult to support personal preferences
- Reinforce process thinking
....encourage process thinking if you want to overcome functional mentalities

“As a project manager, one of your jobs is to form the team into a unified, single-minded unit with a focused project objective”

17. Consider post-project issues

“....Or were your final results captured only in a project binder that then sat on a shelf, collecting dust?”

“...Your knowledge of how, when, and where your project’s deliverables will be used should form the basis for making decisions throughout the entire Project. ... *a full life cycle perspective*”

- Consider practicality and feasibility
 - Having a solution that is slightly less than perfect but that people will use, is better than a perfect solution that people won’t use”
- Consider long term ownership
 - ...who will have the ownership of output from your project? Involve this person in the planning upfront and transfer responsibility to him
- Make it easy to do the “new thing”
 - “....Make it impossible for people to fall back into old habits”

“What happens after the project
.....is often more important than the project”

18. Manage interfaces

“Avoid micromanaging...

It is not Project Manager's primary role to direct day-to-day actions,...
approve or advise on everything”

Instead PM should concentrate on creating “healthy working relationships”
i.e. *interface management*.

.....*Delegate details to supervisors, coordinate interfaces*

It is his job to create a framework - procedures, attitudes, principles - that will help team members manage themselves effectively.

- Make meetings a priority: Absence from team meetings should be very rare
- Encourage interaction as needed: ‘Just require that they update you whenever important decisions or actions are involved
- Set team communication guidelines

“Your role in fostering teamwork and synergism may require you to devote some energy to ‘designing and engineering’ the interaction among team members.”

19. Practice self-management

“Team members seldom openly and voluntarily criticize or comment on a project manager who controls their destiny (at least partially)”

To improve your leadership skills:

- Become more introspective
 - Did you achieve your goals?
 - Communicate effectively?
 - Did team members leave feeling more positive, more encouragedor less so?
 - What could you have done differently to handle the situation better?
- Learn to deal with feedback
 - ...Creating an environment where people feel free to provide negative feedback and learning how to ‘truly hear it’ takes practice”
- Find a mentor – Whom you respect, get honest feedback, can observe you on the job

“Some project managers make the mistake of believing
that simply because they are constantly surrounded by others
they will receive continuous feedback
...this is simply not true”

20. Recognize multiple success metrics

“You could, of course, just hit a few basic targets.....It pays to take a broader view of project success .. How you will be perceived as a PM?”

- ✓ The first level of success is **meeting expectations**
 - Both exceeding or falling short of targets always are suspect and can hurt organization
- ✓ A second level of success is **project efficiency**
 - If your project met targets but your customers , team members, or others were adversely affected, it's unlikely to be viewed as successful. Explore multiple ways to evaluate efficiency
- ✓ The third level of success is **customer or user utility**
 - Was there a verifiable increase in sales, income or profit?
- ✓ A fourth level of success is **organizational performance**
 - What lessons did you learn from the project? Are the lessons being applied elsewhere?

20. Recognize multiple success metrics(contd.)

“To improve the odds of succeeding at all these levels

- Clarify all expectations
 - Explore/Investigate for expectations beyond the obvious, say about participation, communications, team work etc.
- Understand the true need
 - Push beneath the stated goals to discover the need underlying the project. Any further opportunities?
- Document goals and achievement
 - Become your own publicity department by documenting success metrics on all four levels

**“High performing organizations learn from their
failures – and their successes
—and use that knowledge
to improve their success rate over time”**

21. Use documentation wisely

“Documentation needs shift over the course of a project “

Initially – Purpose , boundaries, requirements

Subsequently – Plans

When the project is under way, two tracks:

(i) Tracking progress against the plan (process)

(ii) Tracking decisions (LL)

- What did you learn from problems or opportunities?
- What solutions resulted? How did you decide?
- Changes that resulted from the project

As a project manager as well as a business manager (long term needs),

- Think like a functional manager
 - Must have documents like employee records, contracts, purchase orders etc.

21. Use documentation wisely(contd.)

- Distinguish short term needs from long term needs
 - Short Term(during the project) – team meetings notes, preliminary data etc.
 - Long Term (after the project) – process maps, new procedures etc.
- Follow company standards
 - Historicals, Templates etc.

“Proper documentation is a crucial support function of project management.

*Because each project is unique,
no specific level of detail is appropriate for all projects”*

22. Reward excellent team behaviours

Probably no area of Project Management generates as much controversy as how to reward performance

Individual vs. Group performance

It seems impossible to find right balance, doesn't it?

The most important criteria project manager can apply:

..Is it more likely to *promote* or to *discourage* teamwork?

- Discourage individual heroics:
 - Prefer teamwork to individual 'heroes' or "white knights"
- Award the team as a unit:
 - "But overall you will gain more than you lose if you think about ways to acknowledge the team as a whole"
- Involve the team
 - To develop ideas to individually or collectively recognize the contributions

22. Reward excellent team behaviours(contd.)

“Rewards and recognition

is one of the most difficult aspects of a project manager’s job....

I’d urge you to consider...

that your projects are more likely to succeed

when your team members

work together to progress as a team”

23. Maximize learning from closure

As the project comes to an end, there is loss of energy....

“Team members may feel irritable about ‘administrivia’ to complete all Documentation ...and leave people with sour taste in mouths.”

As a project manager , you can't afford to let the project simply drift:

- Complete the project work
 - Ensure that someone from the functional area has responsibility for following up on unresolved issues or new problems that arise
- Ease team member transitions
 - Your visibility should be greater than any time before
 - You need to be super-organized and keep up-to-date lists of final “to-do's”
 - Make sure that the team members feel the sense of closure
- Coordinate customer relationships
 - Formal acceptance helps to maintain(i) strong customer relationships, and (ii) acknowledges team's accomplishments

23. Maximize learning from closure (contd.)

***“The close –out phase of the project should be given
as much or more
project management attention
as any other phase of the project
... Bringing a project to a successful conclusion
requires close attention”***

24. Transfer your lessons learned

‘Lessons Learned’ Study – valuable contributions:

- Identifies problems encountered and ways to avoid them
- Spread benefits beyond project boundaries
- Support continuous development in project management

LL Study covers systematic review of project experiences – both positive and negative:

- | | |
|-------------|-----------------------------------|
| First part | - Review documentation |
| Second part | - Perform a 360° review |
| | - Input from all stakeholders |
| | - Brainstorming in a team meeting |

24. Transfer your lessons learned (contd.)

LL Study : Methodology

- Document problems and their impact
 - What problems the stakeholders recall? What was the impact?

- Explore root causes
 - Why a particular problem arose?
 - Look for problems in planning(root cause),
 - Monitoring & Control (early detection)
 - Why was not the problem anticipated beforehand?

- Capture suggested improvements
 - How can future teams avoid the problem? Detect problem early? Lessen impact?
 - Is there a centralized database where you can document your ideas? If not, Can you help create one?

24. Transfer your lessons learned (contd.)

***“If you do not structure your information
so that others can actually apply
the lesson you’ve learned,
your organization hasn’t really benefited”***

Lessons Learned!.....?

Is there any method that is emerging out of the “24 Lessons” for dealing with projects?

During PLC:

Initial phase - Learn about everything (like about team members, financials, domain etc.), visualize, seek clarity, define own strategy (PM knowledge of tools, techniques etc. and individual strengths and weaknesses) and mentally gear up!

Initial/Intermediate phase - Supplement with inputs/improvements

Intermediate phase— Direct and Push (motivational tools – participation, prioritizing, interacting, persuading, appreciating)

Final phase - (Close Project – close follow up on activities including LL),

Appreciate, and Celebrate!

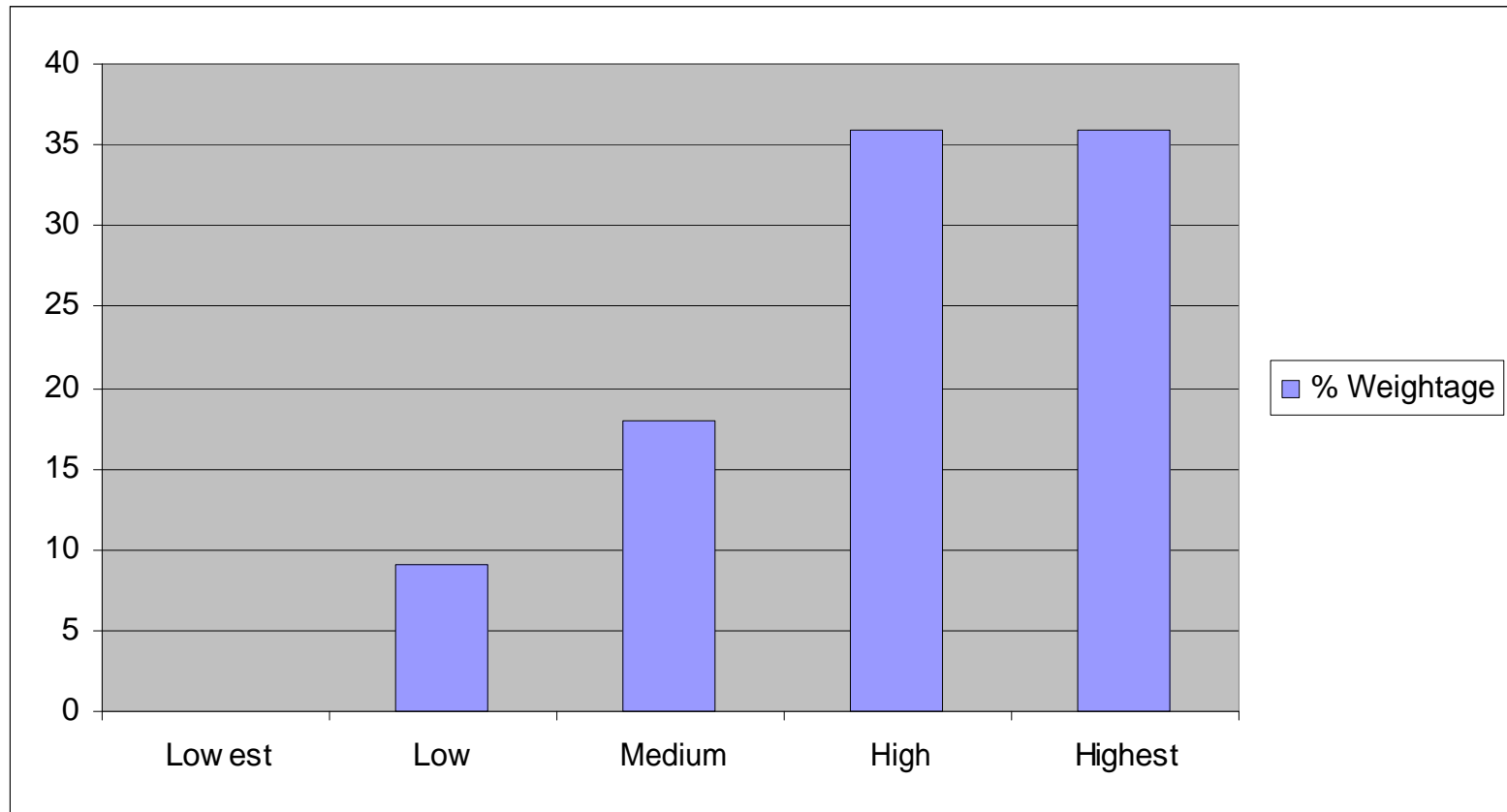
Execution – Lessons Learned

- Maintain a lessons learned log throughout the life of the project (PM)
- Classify LL : KA & Processes (9 & 44 resp. - PMBOK 2004), Policies, Financial, Environment etc. (PO/PM)
- Capture lessons learned as close as possible to the learning opportunity (e.g., after an issue has been resolved, change in scope has occurred, or a risk has been mitigated) possibly through brainstorming sessions (PM)
- Update/Consolidate/Review LL on a scheduled basis like at the start and end of each project phase. (PO/PM)
- Summarize lessons learned for each Project (PO/PM)
- Transfer LL to Historical Information ['Close Project – OPA (Updates)] (PO/PIP/KMS → PM)

(Responsibilities: **PM** – Project Manager; **PO** – Project Office; **PIP** – Process Improvement Plan, **KMS** – Knowledge Management system)

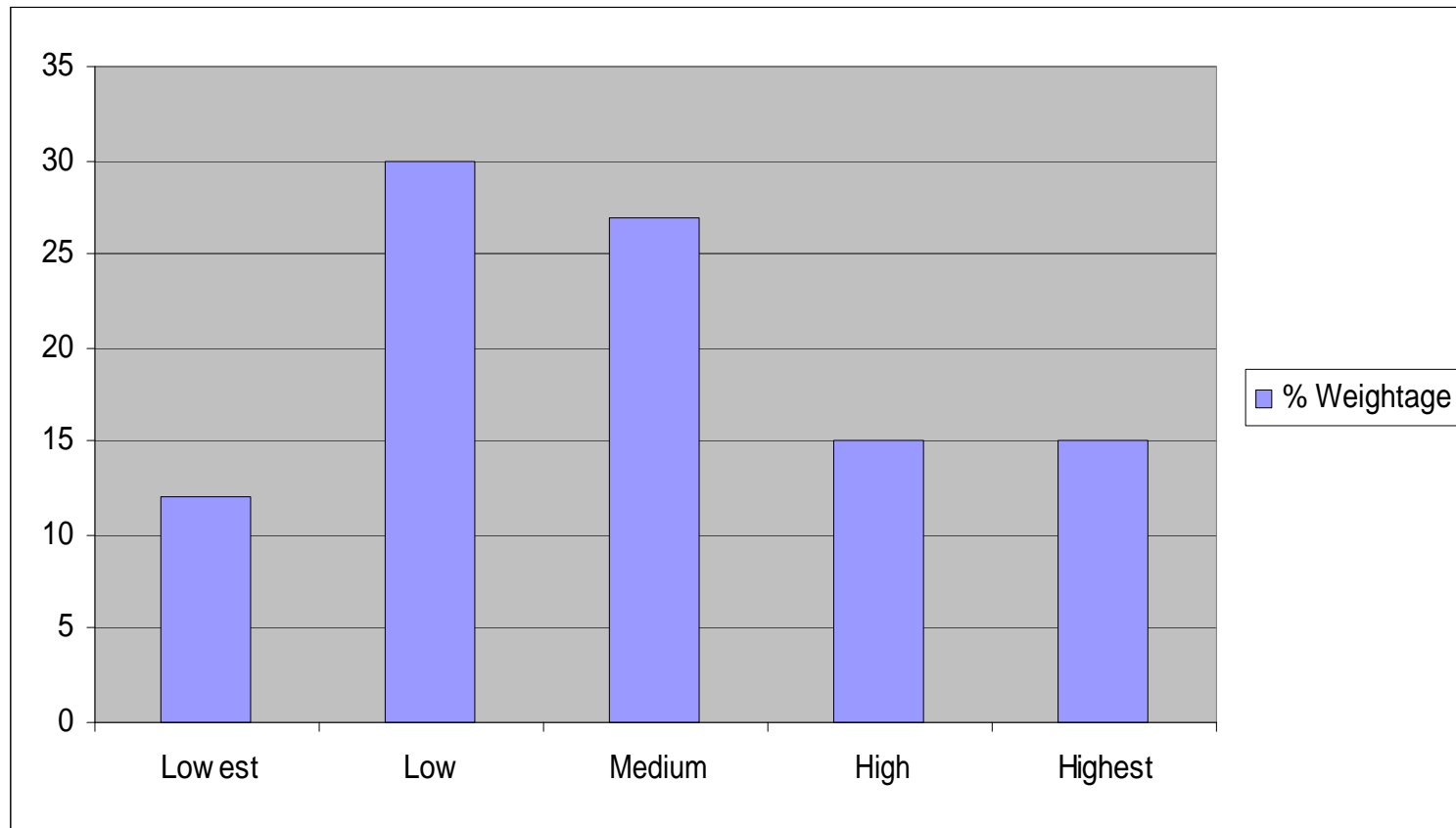
- **“Lessons Learned” (LL) Questionnaire**
- The intention of the following questionnaire is to understand the current status, perception, practice, utility etc of LL.
- Based on your experience and/or perception, rank the following on (1) to (5) scale, with **(1) for Lowest** and **(5) for Highest**:

(I) The importance of LL for individual growth is well understood and appreciated by project management professionals



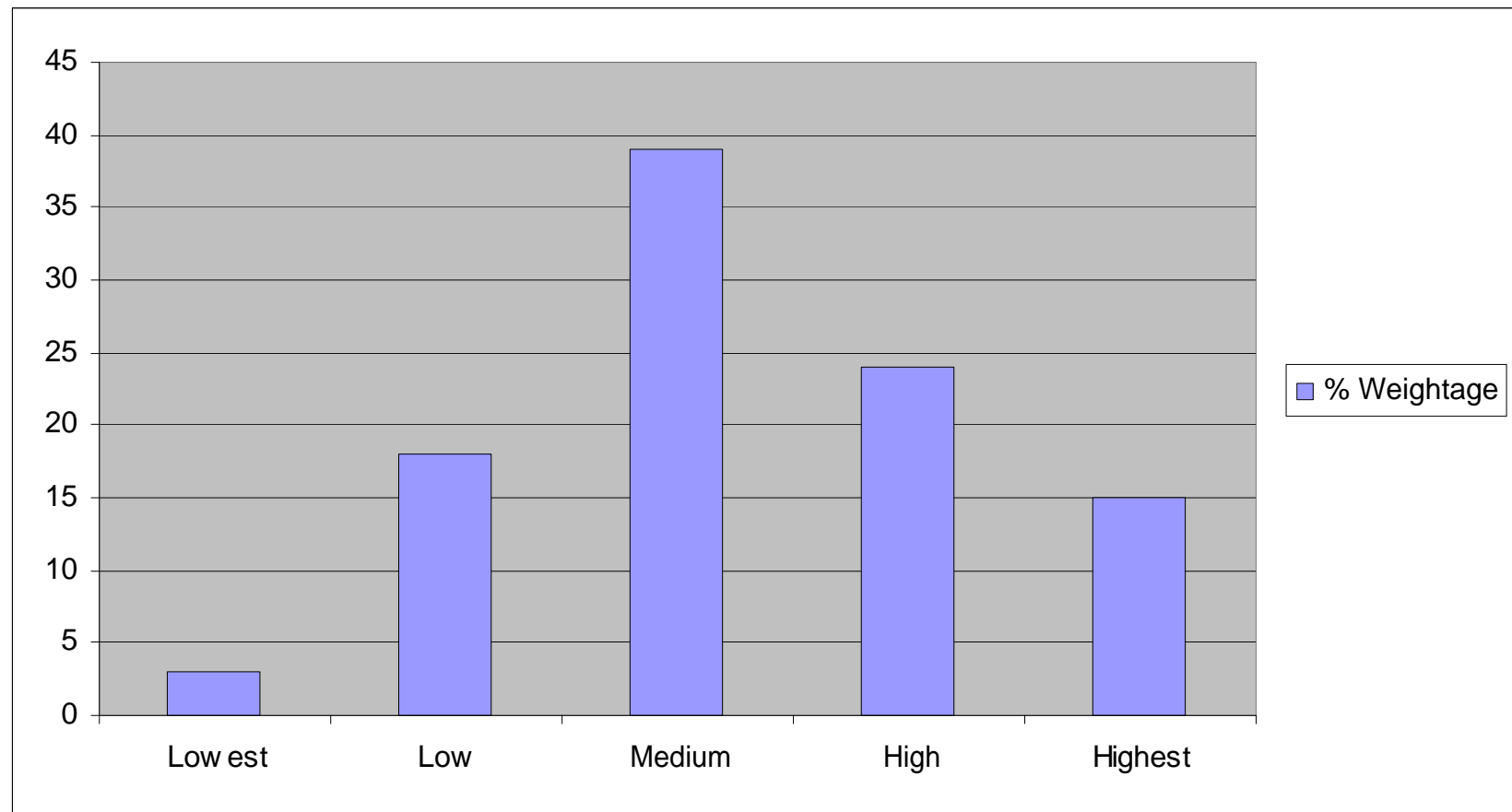
Observation: Most PM professionals appear to understand importance of LL

(II) LL are formally recorded and preserved for facilitating use in future projects by project management professionals, in most of the organizations



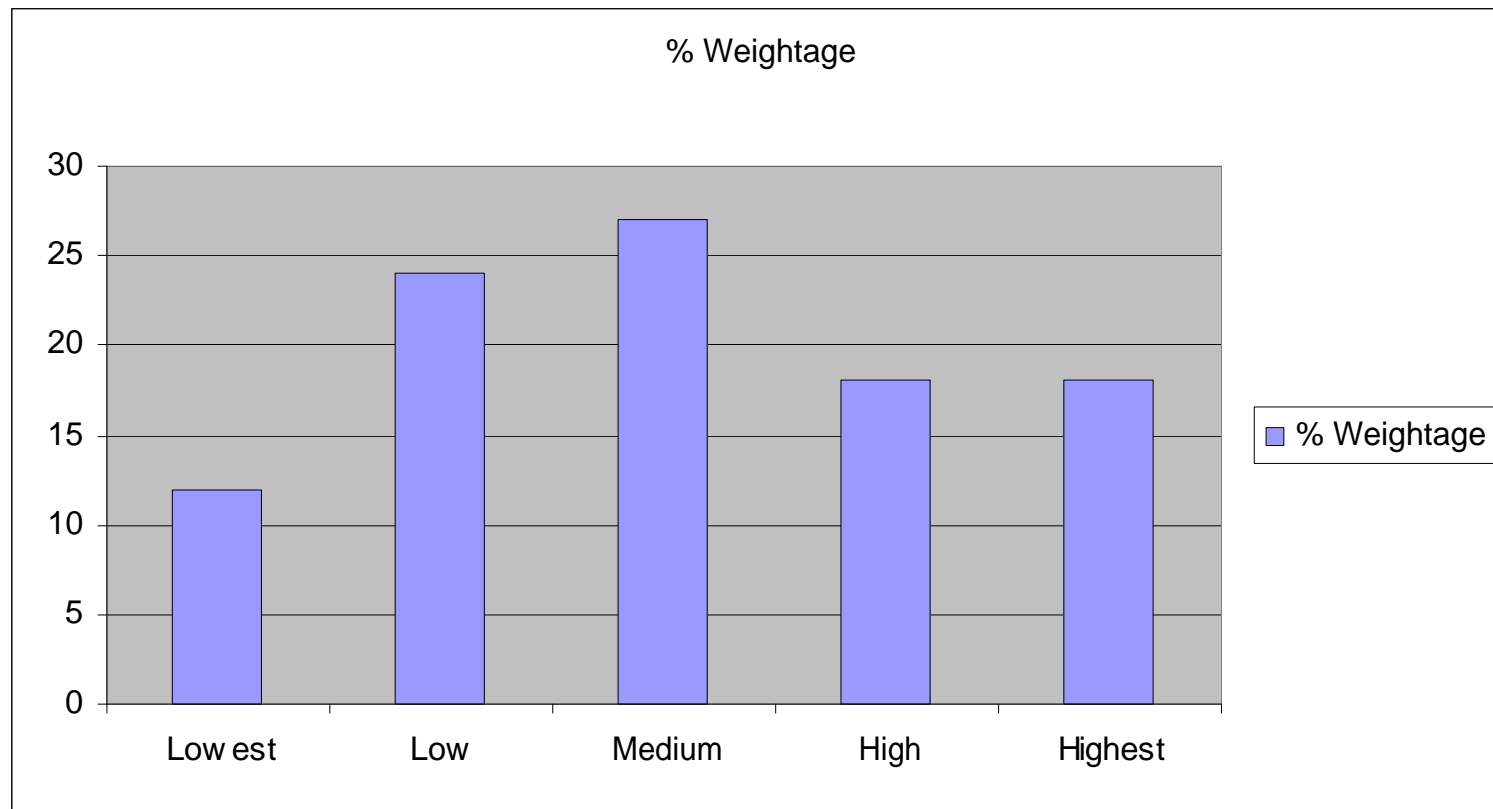
Observation: Appears, there is room for improvement for PM professionals, for systemizing LL,

(III) Project Managers understand and appreciate importance of LL as contributory to project success and make use of the same from phase to phase in projects



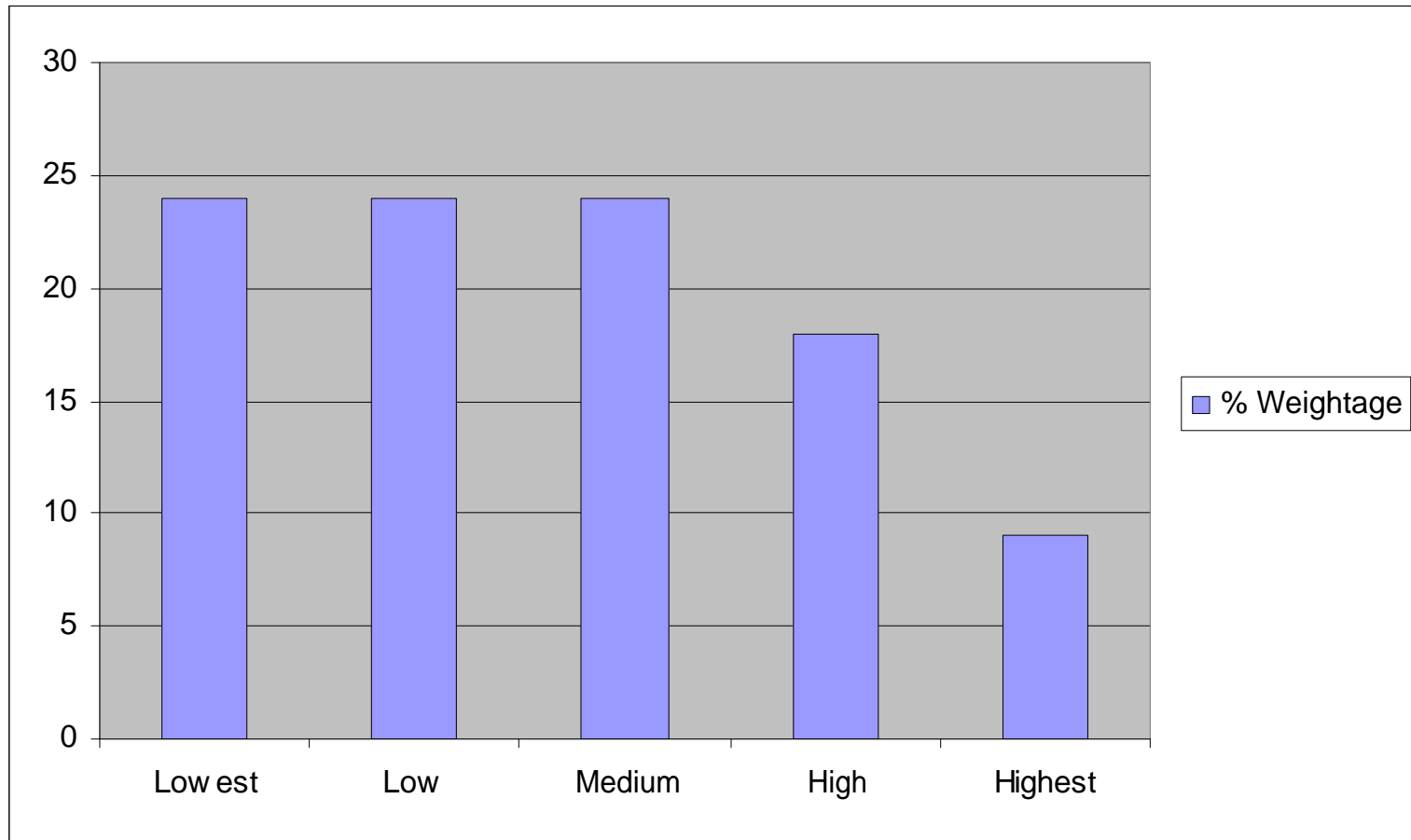
Observation: Majority of Project Managers appear to be aware and practice LL

(IV) Managements make documenting of LL mandatory as they believe that growth of organizations partially depends on cumulative learning from experience



Observation: Appears, some Managements (50%) appreciate importance of LL and enforce practicing the same.

(V) Managements circulate LL and encourage employees to learn from and utilize the same



Observation: Managements do not appear to take steps proactively to practice LL

Questionnaire: Summary of Responses

PM Professionals

Most PM professionals appear to understand importance of LL, although, there is room for improvement for systemizing LL

Project Managers

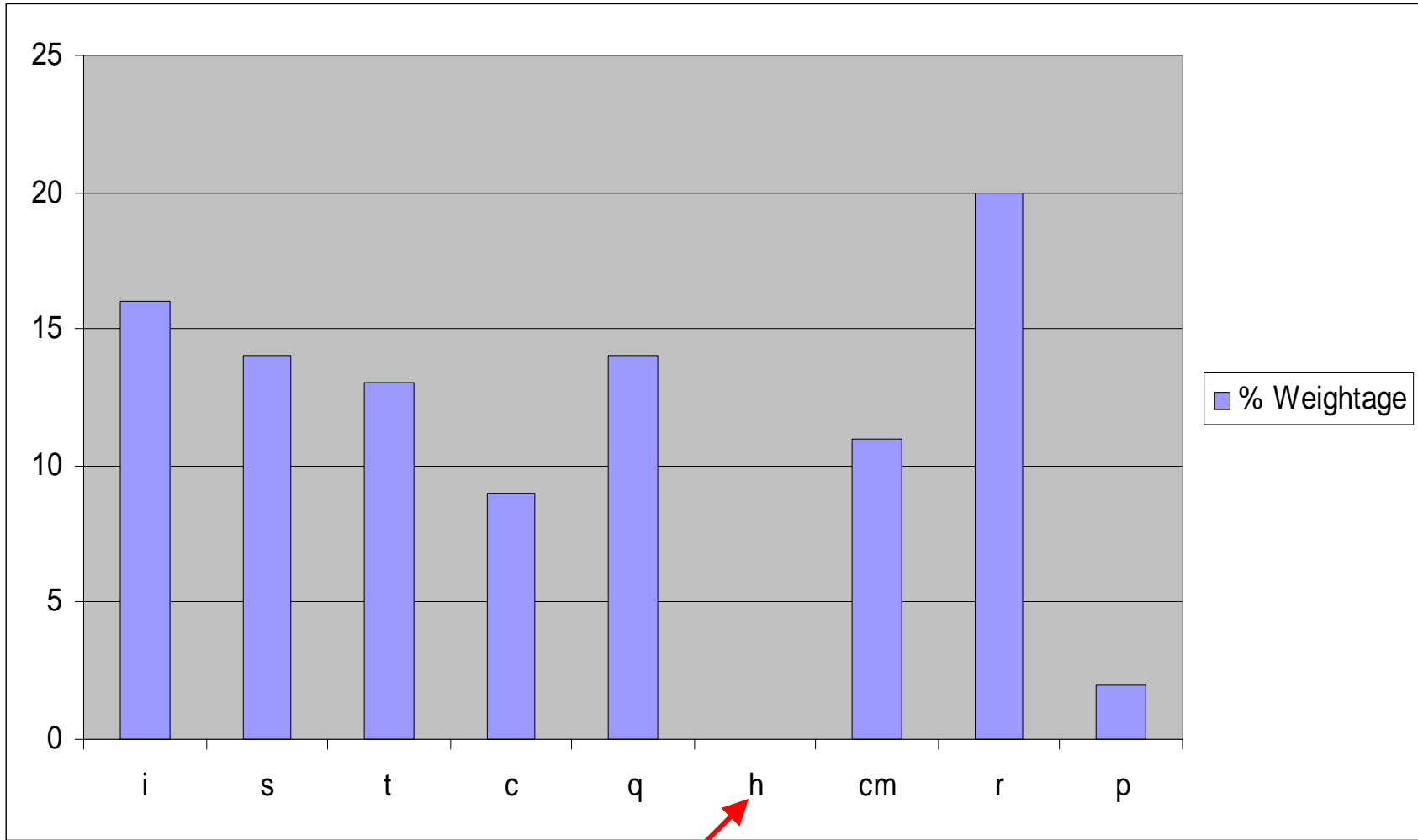
Majority of Project Managers appear to be aware and practice LL.

Managements

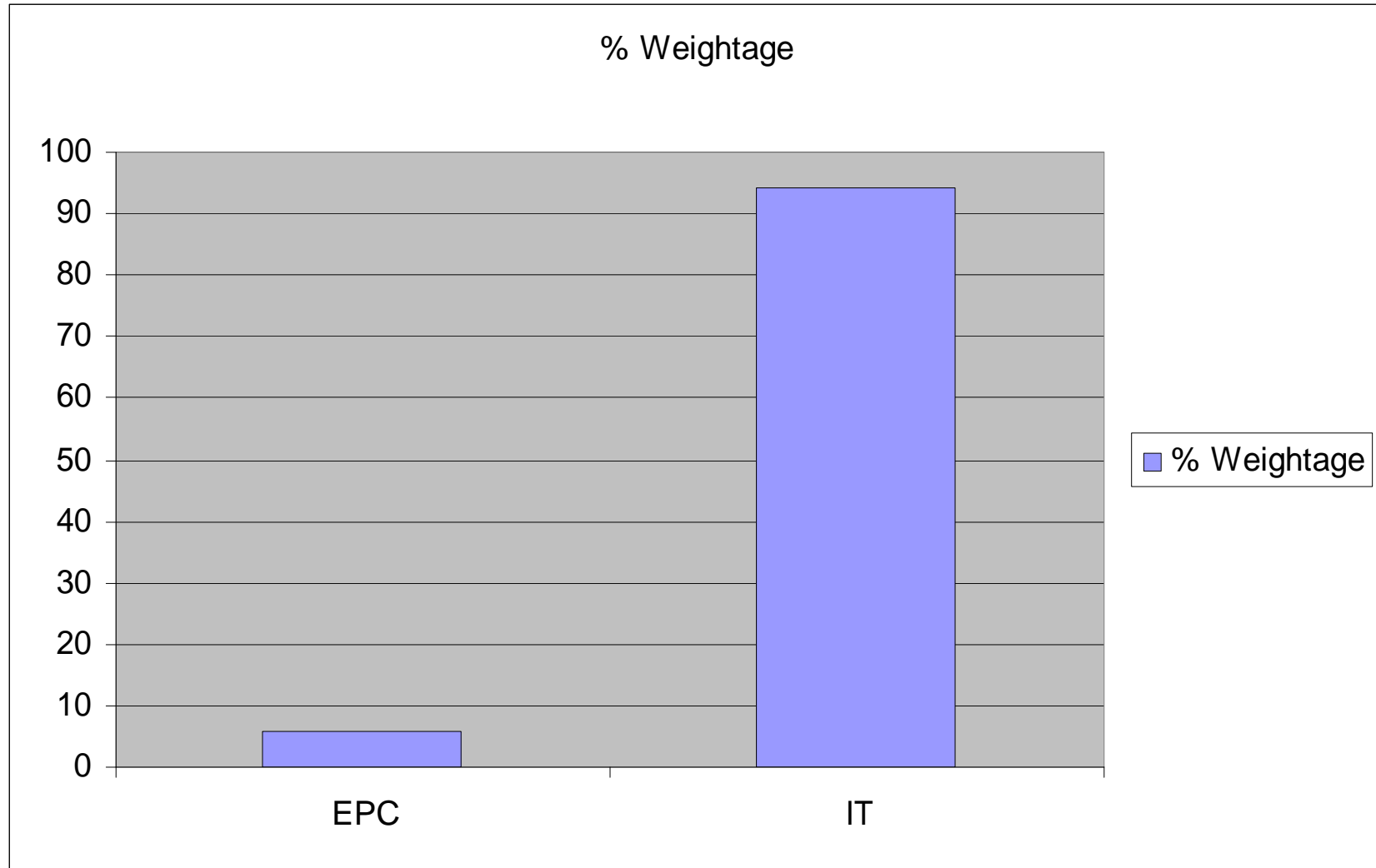
Managements appreciate importance of LL although they are not proactive about implementing the practices

(6) Rank top three Knowledge Areas you consider important from LL point of view (no equal or same ranking please):

**Integration () / Scope () / Time() / Cost() / Quality() / HR () /
Communications ()/Risk () / Procurement ()**



(7) Most of my experience is from EPC (), IT (), Event Management (), Social (), Other (Specify sector_____)



Summary and Suggestions (contd.)

1. Project Manager is respected if he is alert, has comprehensive understanding of various aspects and nuances of the Project and can effectively communicate his views
2. Inculcate 'winning spirit' (mental preparedness, conditioning, never-say-die spirit) and habit of winning!
3. Maintain 'balance of life' (for himself and team members)
4. Develop Second Line/ Person
5. Apply 'Front-end Loading' whenever possible

Summary/Suggestions (contd.)

6. Be futuristic – Keep abreast of technological developments and their likely impact on Project Management

7. Learn ‘Seven survival skills for the flat world’(Thomas Friedman)

“....the ability *to learn how to learn* is the single most important survival skill anyone can have”

- Learn as much as you can in your field
- Commit to projects not to companies
- Develop highly specialized skills
- Keep on the top of latest innovations in your specialized area
- Learn to leverage other specialized individuals
- Use 21st-century tools to do your job and to collaborate
- You can start your business

CQ + PQ > IQ – Creative skills would be very important

Supplementary Summary and Suggestions

8. “Tomorrow’s cutting edge tech is here already”
9. “Outcome thinking is one of the most effective means available for making wishes reality” (David Allen)
10. The ‘FUTURE of WORK’ – “Globalization and technology together are creating the potential for startling changes in how we do our jobs and the offices we do them in”
11. I will not say I failed 1000times, I will say that I discovered there are 1000 ways that can cause failure” –Leo Tolstoy
12. Upgrade, Upgrade, Upgrade. Remember, as some one said - excellence can be attained if you:
 - Expect more than others think is possible
 - Risk more than others think is safe
 - Care more than others think is wise
 - Dream more than others think is practical

Bibliography, References

- “24 Lessons to Help you Master Any Project” by Gary R. Heerkens
- Project Management Process Improvement by Robert K. Wysocki (Lessons Learned)
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- A Guide to the Project Management Body of Knowledge, Third Edition
- “Tomorrow’s cutting edge tech is here already” by futurist Thomas Frey
- “The FUTURE of work” – The Economic Times, August 14, 2007/ Business Week
- Leadership is not about ‘me’, it’s about ‘we’ – Marshall Goldsmith

Thank you!

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