

Case: Southern Care Hospital

Question 1: Explain how you would execute your roles as project manager of this project?

The chapter and module identify a number of roles that a PM can play. Some of possible answers could include:

- Facilitator ... as opposed to a supervisor.
- Systems approach ... as opposed to micromanager.
- Communicator, and
- Convener and chair of meetings.

Given the expertise of the prospective team members (ten Green Belts and two Black Belts), your role as project manager should be one of **facilitation** rather than supervision. You should aim to employ a system's approach rather than falling into the trap of micromanagement. Further, you must provide the critical role as a communicator between both (a) the team members and (b) between the team and senior management. Finally, you need to act as the convener and chair of meetings (when essential to the progress of the project).

Question 2: As the project manager, how would you handle trade-offs?

As project manager, you are the key figure in making trade-offs between project cost, schedule, and specification (performance). How you handle these trade-offs will depend on many factors having to with the project, the client, and the parent organization.

Of the three project goals, performance (specification and client satisfaction) is usually the most important so you are likely to emphasize these factors. However, in many projects, the schedule is critically important to the client and thus trade-offs (in terms of project costs and performance) may have to be made. In those situations where funding is strictly constrained, the client may place primary emphasis on the costs and thus trade-offs will have to be made in terms of both the schedule and performance.

Question 3: How would you recommend this project be organized? Functional project? Pure project? Matrix? Why?

Given that the proposed team members represent three different departments (radiology, special projects, and staffing), a purely functional project would seem to be impractical ... especially given the fact that the success of the project (in terms of the turnaround time) involves different departments.

A pure project organization would have the benefit that the team members could focus solely on the task of reducing the turnaround time. However, as shown in Table 1, the availability of potential team members ranges from 20% to 50% (i.e., none are available full-time) so none can relinquish their existing departmental responsibilities.

A matrix organization would appear to be the optimal structure for this project since it enables you to combine the functional skills (albeit it on a part-time basis) with the focus on the project itself.

Question 4: What criteria would you use in selecting resources to serve on your project team?

The Hospital's steering committee has granted you permission to select up to four team members from the available resource pool to staff the project. Furthermore, you are aware that conflict occasionally arises when more than one Black Belt is assigned to the same task. However, you have identified twenty distinct tasks so you should be able to use two Black Belts provided you keep them involved on separate tasks. They certainly provide the greatest average project savings.

Table 1 provides you with a number of criteria, namely:

- o Education.
- o Years of experience.
- o Six Sigma ranking.
- o Six Sigma experience.
- o Number of Six Sigma projects.
- o Average project savings.
- o Hourly rate, and
- o Project availability.

No specific budget has been assigned to your project so the hourly rate of individual would not appear to be a major criterion. Nor, from the description of the project, does education background appear critical. You may decide that availability is a critical factor along with Six Sigma experience, ranking, and average project savings (i.e., the following criteria):

- o Project availability.
- o Six Sigma experience.
- o Six Sigma ranking.
- o Average project savings.

Question 5: From the available resource pool, who would you select to be on your project team? Why?

Student answers will depend on (a) whether or not they decide to utilize both Black Belts on the project and (b) the criteria they use to select from the available Green Belts.

If, for example, they decide to select one Black Belt and three Green Belts) then they need to determine whether (according to their selected criteria) Nick Rogers or Peggy Moss is the better choice. Likewise, they will need to choose three of the Green Belts from the ten member pool.

Having made their initial selection, students will then need to utilize the estimated resource proficiency data given in Table 2. The range of proficiencies is quite wide (from a high of 98 to a low as 61) and thus students may wish to review their choices against the data for each task with the goal of maximizing the overall proficiency.