



WELCOME BACK!

PROGRAM OF THE SESSION

Evaluation

Securing the project: initiating and planning

- Project charter
- Creating project environment
 - Identification and analysis of stakeholders
 - Project organization
 - Communication management
- BREAK 
- Concept and planning phase



SECURING THE PROJECT: INITIATING AND PLANNING

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CONGRATULATIONS! | AND NOW?!?



THE PROJECT CHARTER



PROJECT CHARTER

PROJECT NAME		SPONSOR	
PROJECT MANAGER		DEPARTMENT	
PRESENTATION OF THE PROJECT			
CONTEXT			
GOAL OF THE PROJECT			
SUCCESS CRITERIA			
OBJECTIVES	KPIs		
SCOPE			
WITHIN SCOPE	OUT OF SCOPE		
DELIVERABLES			
STAKEHOLDERS AND PROJECT ORGANIZATION			
NAME	ROLE	FORUM	
		Sélectionnez...	
PLAN			
MILESTONES		DATE	
RISK FACTORS			
ASSUMPTIONS	DEPENDENCIES		
CONSTRAINTS	RISKS		

Is written by the sponsor (or the project manager on his/her behalf)

Justifies the existence of the project

Contains all project information at high level

Has same value as a contract

Must be approved by the sponsor and organisation governance/executives

THE PROJECT CHARTER RECAP

Fundamental document officializing the existence of the project

Reference for the definition of project success

A change on the goal of the project means challenging the project itself

No project charter, no project!

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CREATING PROJECT ENVIRONMENT

Define project structure and tooling environment

1. Identify and analyse all stakeholders
2. Define project organisation, namely steering committee and core team
3. Define communication management

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Set-up your **project repository & all needed tools**

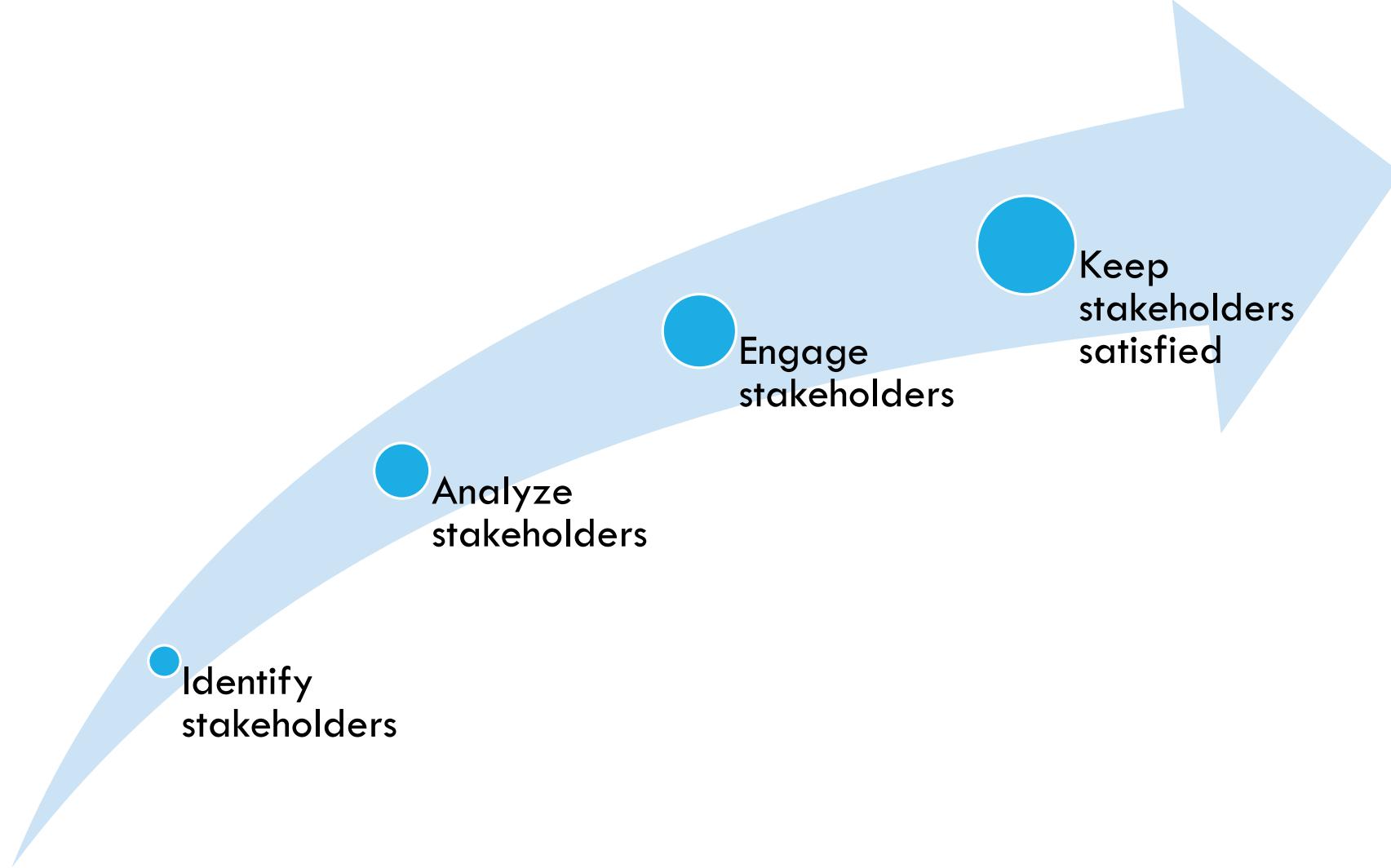
IDENTIFICATION AND ANALYSIS OF STAKEHOLDERS

Who is a stakeholder?

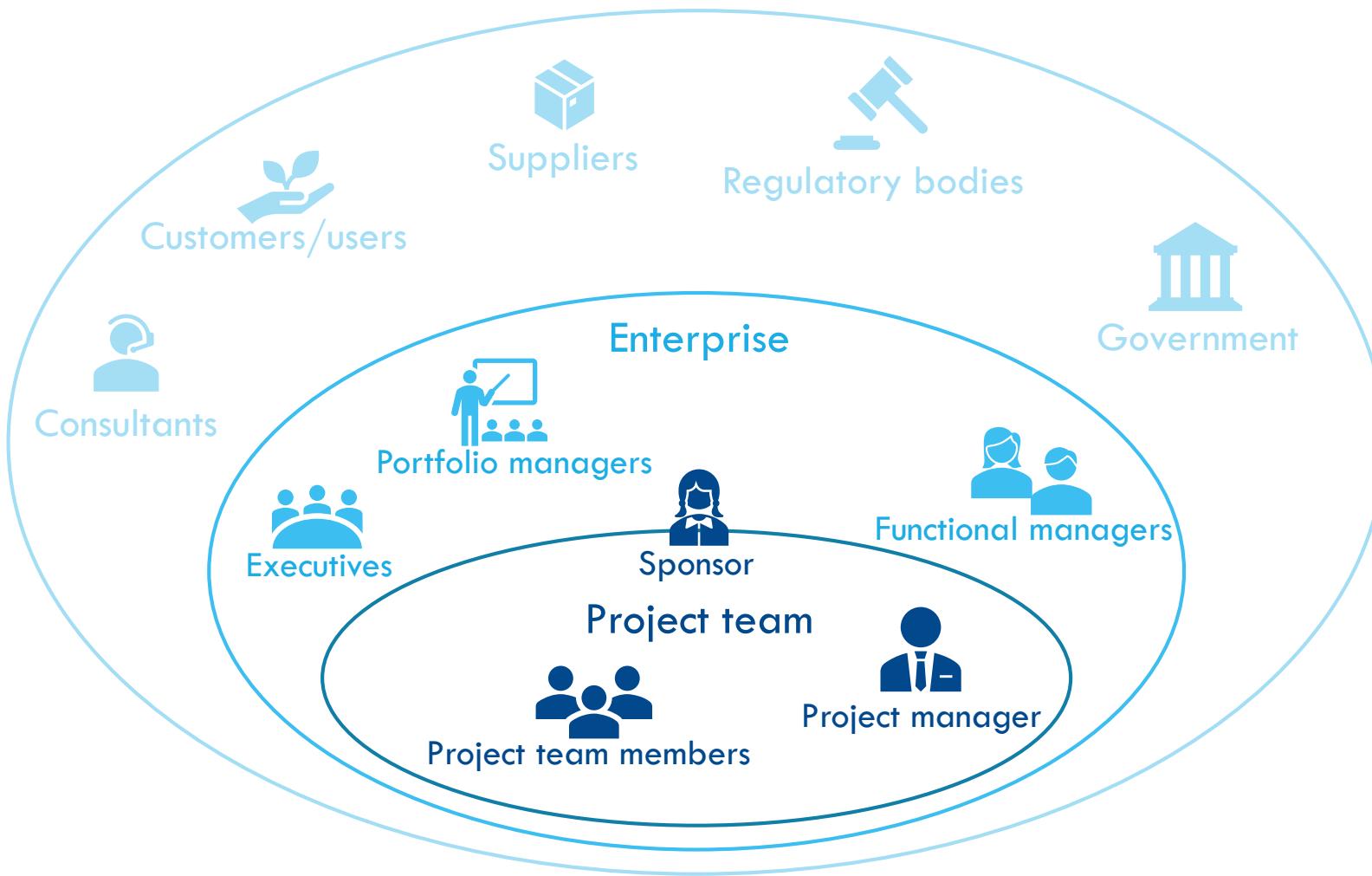
An individual, group or organization that could impact or be impacted by a **decision, activity or outcome** of a project.

They can be internal or external / positive or negative / performing or advising / occasional or full time.

MANAGE STAKEHOLDERS

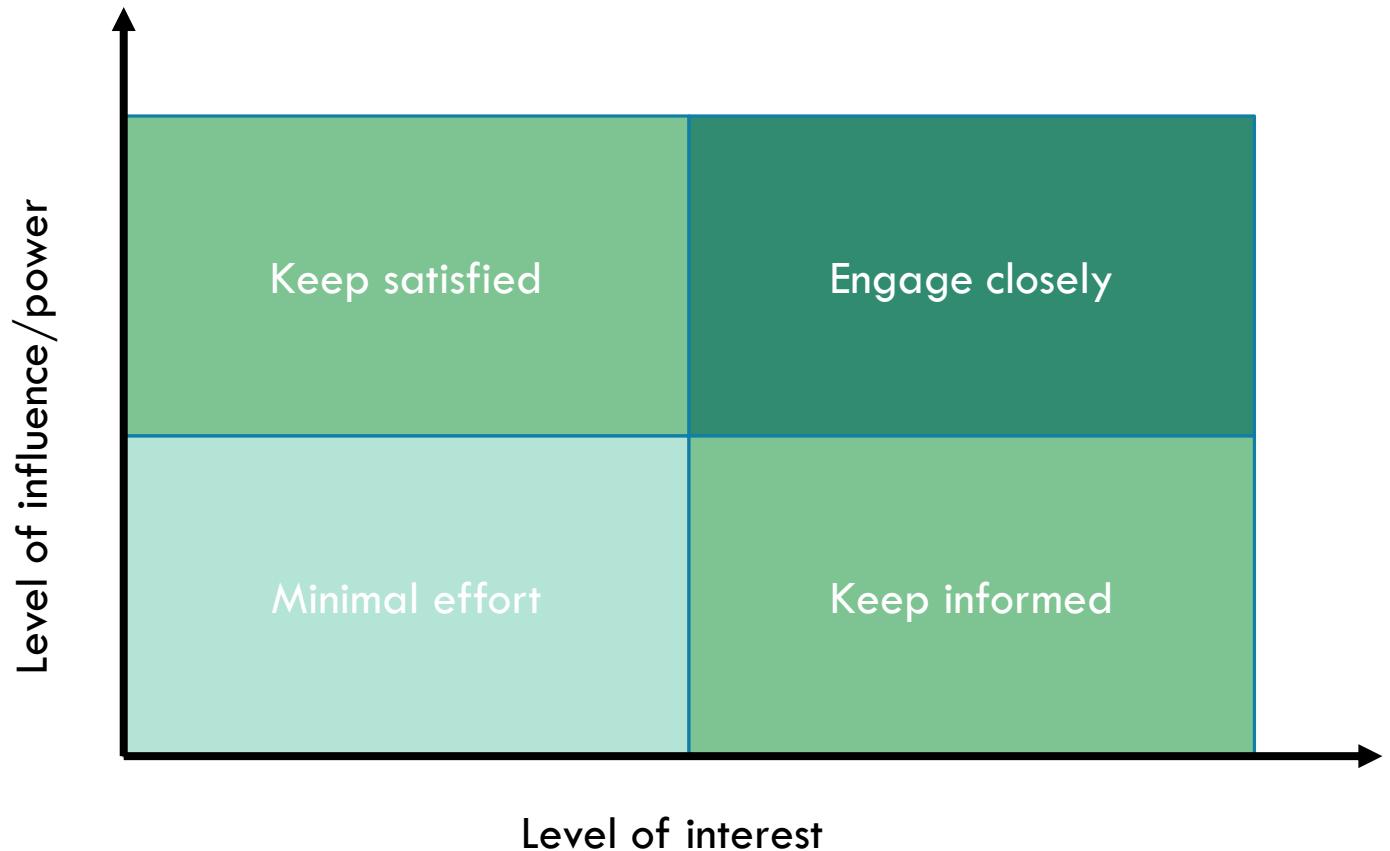


IDENTIFY STAKEHOLDERS



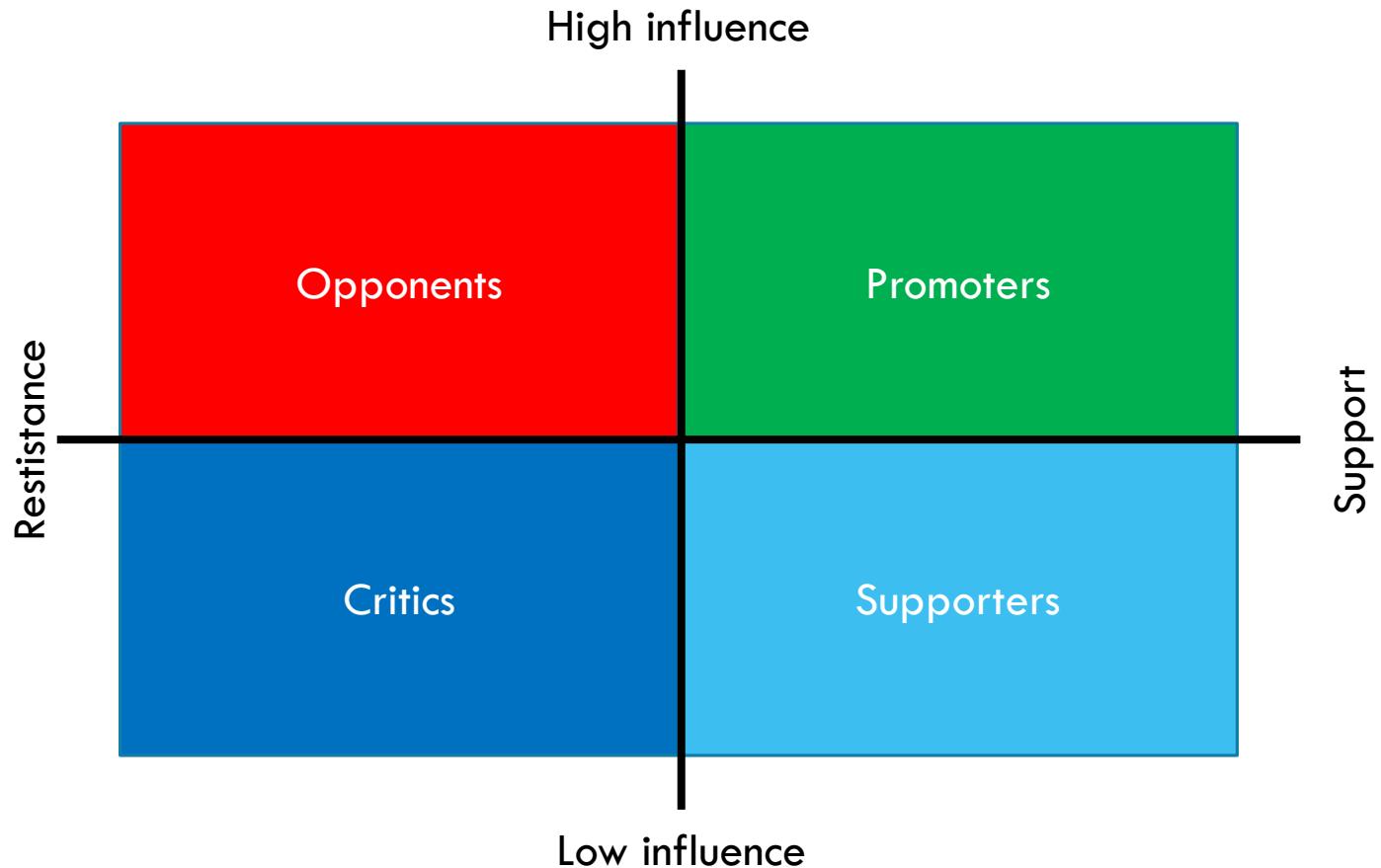


ANALYZE AND ENGAGE STAKEHOLDERS





ANALYZE AND ENGAGE STAKEHOLDERS



PROJECT ORGANIZATION

Project team: A team of natural persons who are assigned to a project to perform specific tasks

Core team: A team consisting of domain experts to perform multi-disciplinary activities

Steering committee: A team of senior stakeholders providing direction, giving resources and making decisions outside of the project team's authority



Risk of confusion: the project management team is not the project team

COMMUNICATION MANAGEMENT

Meetings

- Kick-off meeting with all project stakeholders to inform and align on project objectives
- Core Team meetings to follow-up on project progress
- (Internal) Steering Committee meetings to keep them informed and have arbitrations
- Extended Steering Committee with customers and suppliers to keep them informed and have arbitrations (if needed)
- End of phase reviews to check that phase exit criteria are met, take mitigation actions if not, and run a retrospective

Written communication

- Project status reports
- Project closure report

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Project management is
80% communication!

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WHY IS PLANNING IMPORTANT?

Planning saves time later.

Fail to plan → Plan to fail!

Plans are nothing, planning is everything. (D. Eisenhower)

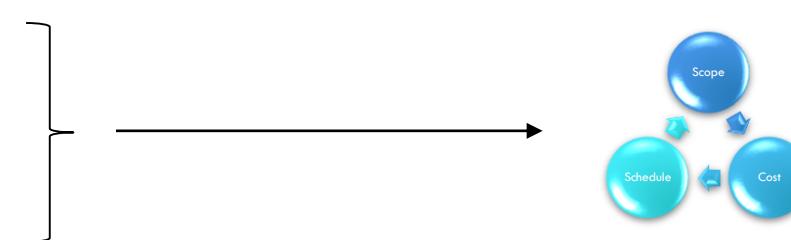
CONCEPT AND PLANNING PHASE: OBJECTIVES

Aim: lead to full project team agreement and commitment on the **baseline**

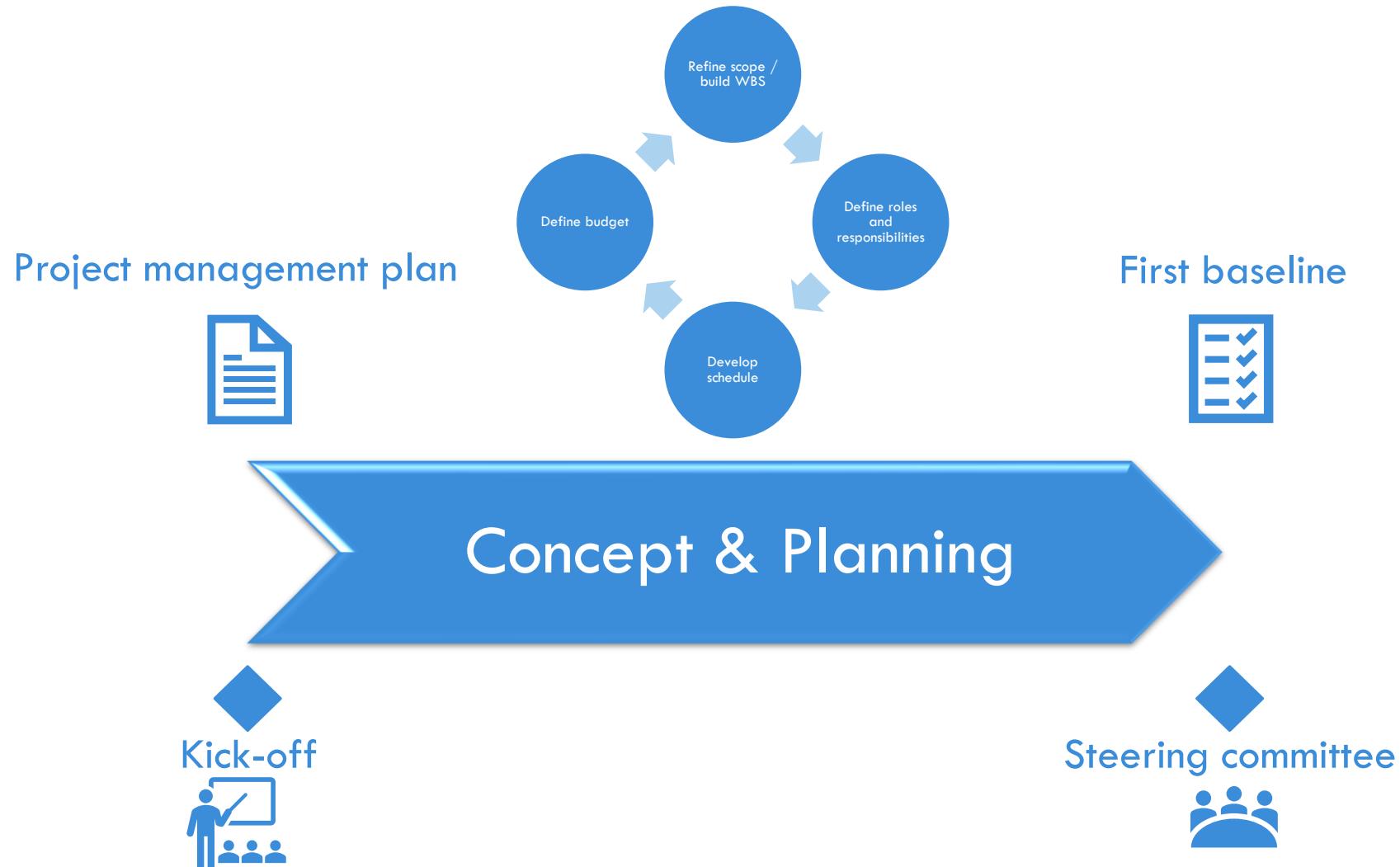
What is the baseline? The approved reference over which the project can be monitored and assessed as it progresses

Formal decision based on:

- Identification of all the work to be done
- Precise and detailed plan
- Detailed estimation of budget



CONCEPT AND PLANNING AT A GLANCE



THE KICK-OFF PRESENTATION

Officialises project start in front of all stakeholders

Communicates the objectives of the project to gain the commitment on the work to be accomplished toward a common purpose, based on an agreed way of working



THE PROJECT MANAGEMENT PLAN (PMP)

Sets the rules of the game in terms of:

- Boundaries (objectives, high level scope and deliverables, success criteria)
- Baselines
- Organisation
- Monitoring, controlling and reporting (what, how, when, to whom)
- Document storage

THE PROJECT MANAGEMENT PLAN (PMP)

Completed by the Project Manager before the project kick-off

Reviewed by the Core Team

Approved by the Sponsor at project kick-off

Shared to main project contributors and stakeholders

DEFINE SCOPE/BUILD THE WBS

Is a hierarchical decomposition of the work to be executed by the project team

Organizes and defines the total scope of the project in all the work to be done

The smallest units of work that a project can be broken down into are called **work packages**.

They should:

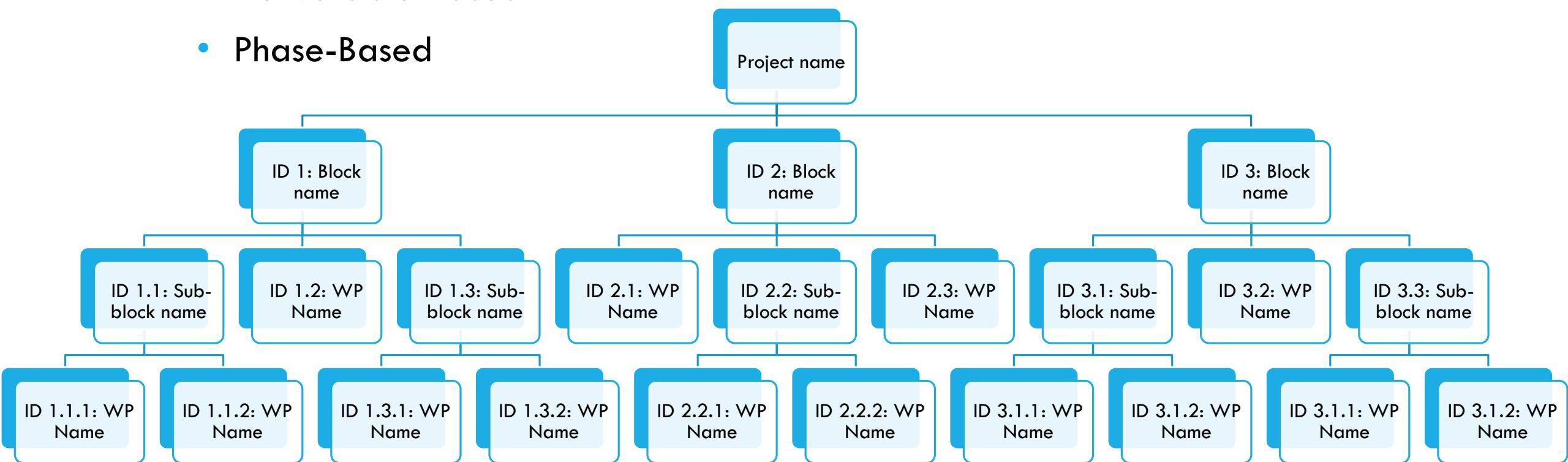
- contain a definable amount of work that can be assigned and managed
- have a defined start and end date and measurable deliverables
- have an assigned budget and resource requirements
- be monitored for progress and completion



WBS

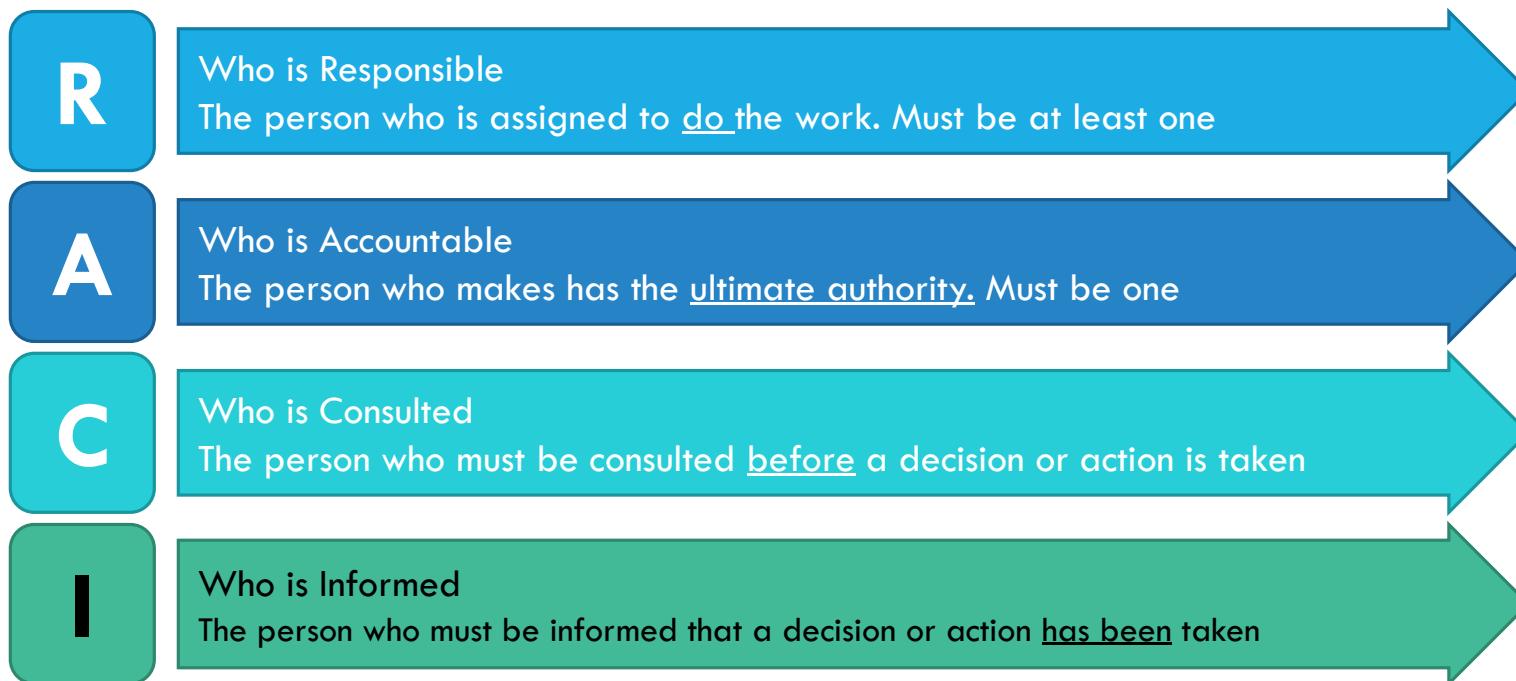
There are two types of WBS:

- Deliverable-Based
- Phase-Based



DEFINE ROLES AND RESPONSIBILITIES

To foster collaboration and avoid conflict, it is necessary to clarify which individuals or groups are responsible for a project's successful completion, and the roles that each will play throughout the project





RACI

	Steering Committee	Core team	Sponsor	Project manager	Project team	Project team	Project team	Project team	Supplier	Contractors
WBS ID					Name	Name	Name	Name	Name	Name
ID1.1.1	A	R			C	C			I	
ID1.1.2		A		R						
ID1.2				A	R	R	R	R		I
ID1.3.1	A	R			C	C			I	
ID1.3.2		A		R						
ID2.1				A	R	R	R	R		I
ID2.2.1	A	R			C	C			I	
ID2.2.2		A		R						
ID2.3				A	R	R	R	R		I

DEVELOP SCHEDULE

To build the detailed plan of the project, project team must proceed with:

- Sequencing activities
- Estimate workload for each activity
- Identify dependencies
- Insert buffers
- Identify intermediate milestones and deliverables
- Identify the critical path

DEVELOP SCHEDULE: A FEW KEY CONCEPTS

Activity sequencing does not always imply dependencies

Workload is not duration

Buffers should be introduced on activities at risk

Intermediate milestones and deliverables avoid “tunnel effect”

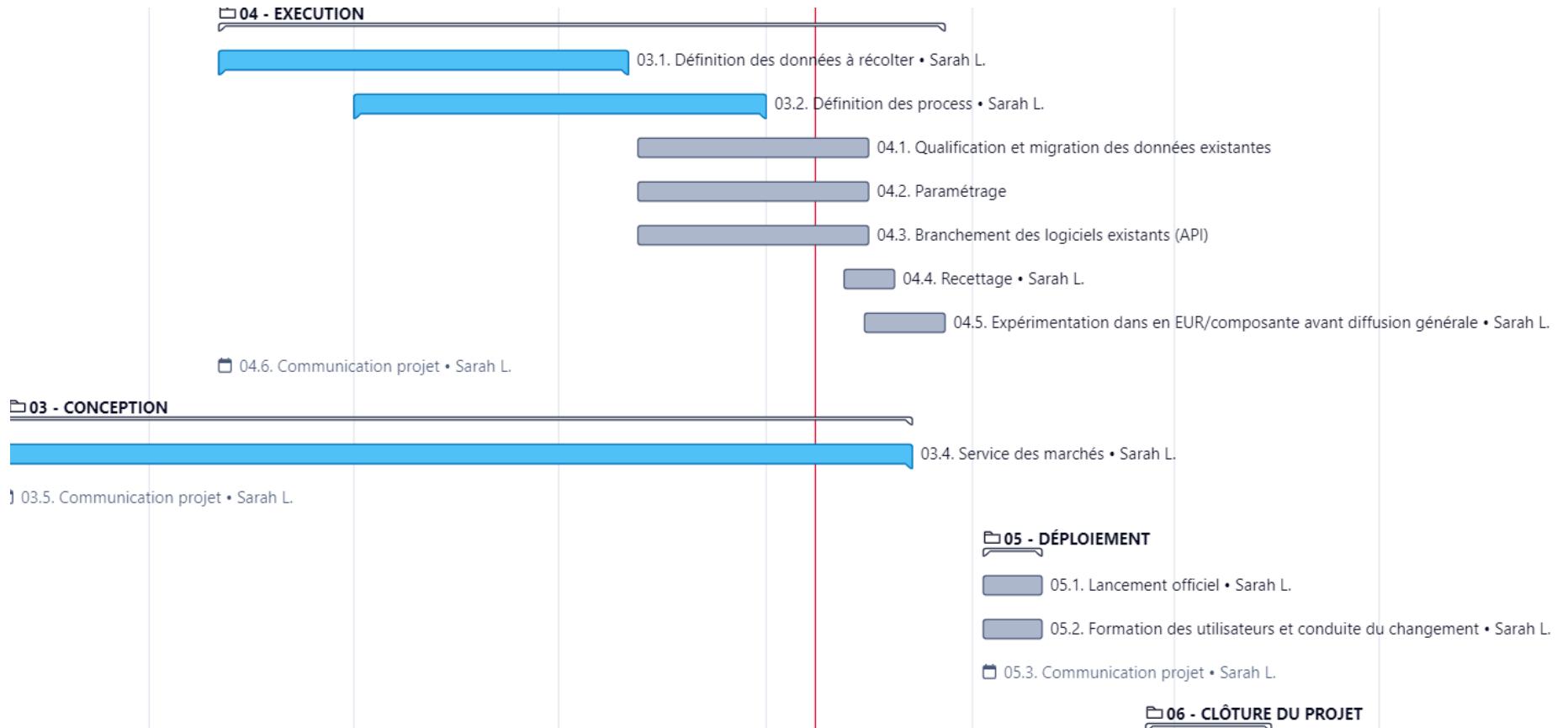
The critical path is the continuous string(s) of critical activities in the schedule between the Start and Finish of the project

- The sum of the activity durations in the critical path is equal to the project's duration
- A delay to any critical activity will result in a delay to the project completion date



GANNT

Is a visual representation as a bar chart of the project schedule



DEFINE BUDGET

Is the total envelop attributed to the project:

Project Budget = Cost Baseline + Management Reserve

Cost baseline is composed of:

- Human workload
- All other costs (material, space location, licences, consultancy, externalisation of work, etc.)
- Contingency reserve

Contingency reserve is a margin to handle *known/unknown risks*

Management reserve is a margin to handle *unknown/unknown risks*

THE FIRST BASELINE

Is the approved reference over which the project is monitored and assessed as it progresses

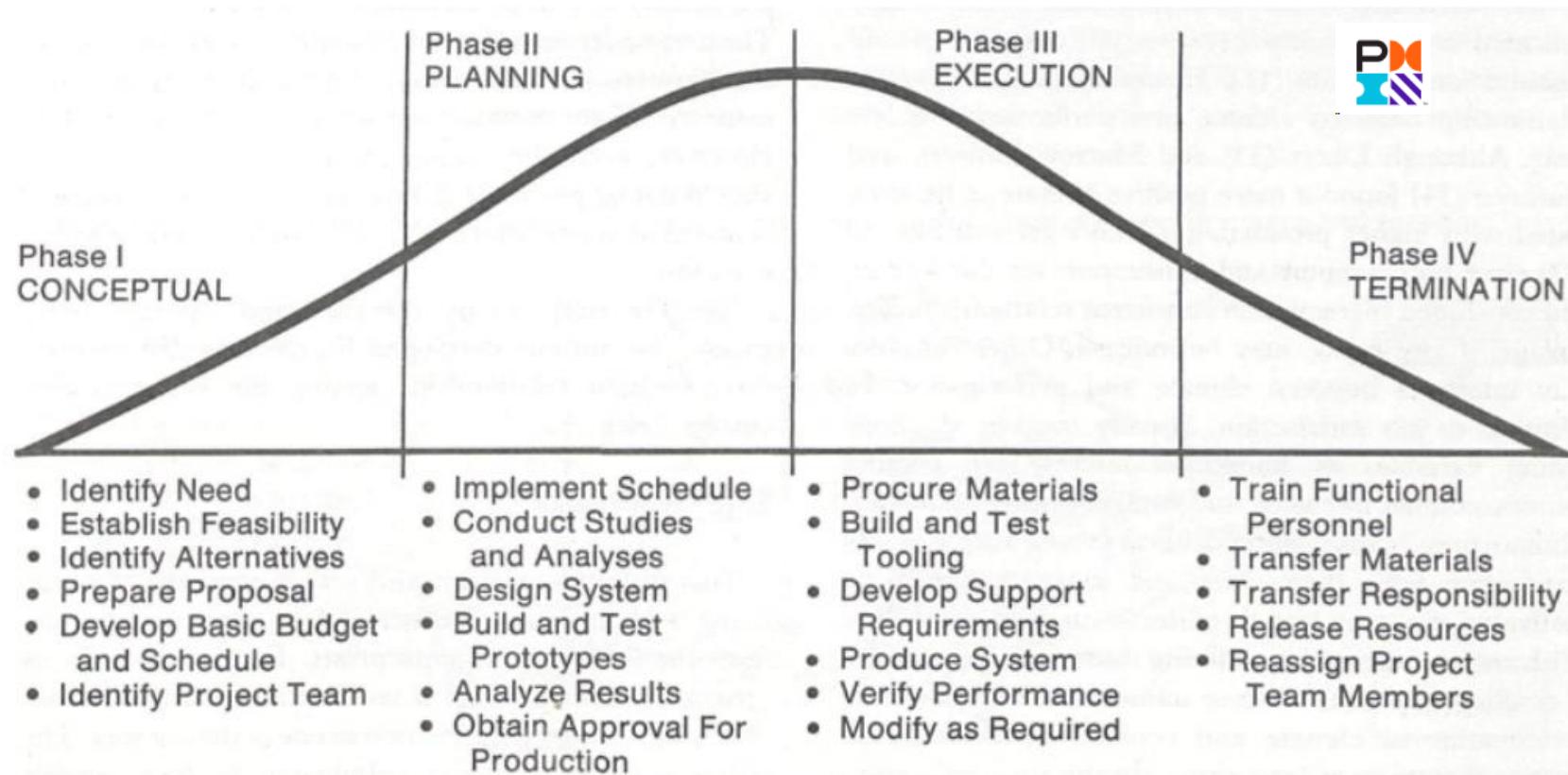
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CONCEPT AND PLANNING: FINAL CONSIDERATIONS



KEY TAKE-AWAYS

The project charter is a fundamental document officialising the existence of the project, most of project success comes from the quality of its redaction

Do not underestimate stakeholder management

Communication is key for project success

Concept and planning phase aims at building the first baseline of the project