Project Types ~ Project Management ~ Project Governance

Type	Description	Governance Structure	Typical Activities	Critical Skills & Tools
Classic	Work can be decomposed into component parts, typically working backwards from a well defined deliverable. Task interdependence and/or risks require centralized planning and coordination. Team is committed to project completion; customer defines the notion of value and anchors adjustments over the life of the project.	Senior sponsor Decision Executive Decision Review Board Project Manager Oversight Groups Project Team	1. Planning 2. Risk assessment 3. Work Assignment 4. Tracking 5. Mid-course corrections	1. Planning expressed through WBS, Gantt chart, PERT chart, etc. 2. Risk assessment and mitigation through building alternate scenarios
Special Expertise	The project requires specific expertise (metrics, Process Improvement, etc.). Content expertise and experience needs to be structured within a specific template for the work.	Same as Classic project, except the expert will share some project management responsibilities with the PM.	1. The educating the team members on how to work within the applicable template. 2. Building out from a generic WBS keyed to the special expertise.	The expert brings all the critical concepts, skills and tools into the team as needed.
Emergent	Unlike a classic project, the work to be done is unclear, even if the deliverable is well defined. The project is a sequence of problem solving, innovation, and experimentation. All other features are similar to classic project.	Same as a classic project	1. Grouping people into useful subgroups based on expertise, experience, or representation of stakeholders.	1. Careful problem definition; holding people back from rushing to solutions 2. Identifying problems or questions that are empirical and best explored through experience rather than through debate
*Types below are not strictly projects, but they absorb the same resources and need to be part of the same portfolio. They are volatile, and could impact other projects.*			
Problem Solving	The desired outcome is unknown, except for the absence of an unacceptable or undesirable present situation (the "problem"). The result of investigations, experimentation, and debate could be a clearly defined outcome, which would be the charter for a classic project.	Project Manager Sponsor (owner of the problem) (This should not be used for normal operational problem solving within a specific department; should only be used for cross-functional issues.)	1. Ensuring adequate representation of stakeholders, experts, and probably customers. 2. Keeping the group focused on the nature of the problem rather than letting them jump off immediately into solutions. 3. Driving group to define a charter, deliverable, and customer for a classic project.	1. Problem solving 2. Facilitation 3. Fluency with project charters
Network	The primary challenge is facilitating the work of a rich but potentially unruly group; team members may represent distinctly different and even conflicting perspectives and priorities. Ad hoc nature of the group means roles and authorities are initially ambiguous and potentially a significant source of confusion and conflict.	Senior sponsor (protect the PM) Project Manager The team contains most of the stakeholders and oversight groups. The PM has to be the (1) voice of the collective intent of the group *and* the (2) spokesperson for the political will of the County and the community. That tension will define their role more than any formal authority.	1. Map the power system behind the project 2. Create a group vision and culture 3. Clarify roles and decision-making rights 4. Design a (draft) process for the work of the group 5. Facilitate the meetings of the group 6. Look for definable classic projects that can be peeled off and managed separately 7. Constantly refresh the purpose / deliverable / outcome from the project 8. Anticipate problems with implementation	1. **Facilitation:** Guiding a group by attention to its process and interaction rather than the content; engaging the group in designing its own operation. 2. **Process design:** Developing a work process for the group designed backwards from the desired outcome 3. **Role clarification**: Securing agreements on communication, handling conflict, decision-making, and role of facilitator 4. **Navigating the political terrain**; securing support and building momentum in the right direction.