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Final Assignment

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IT-625

**Team Dynamics**

The structure of the team including tree of management is correct. There is a lot going on in this case study and it’s best to just start from an overview. The large current issues and conflicts are the budget is 20% over. The manager just quit, and there is a huge gap in communication. The team is lacking many skills in each part of this entire project. This team and company never should have taken this project. To begin the developers didn’t have any knowledge of the language they were using and had to be sent to ‘training’ to learn, which is absurd. Having so little experience of the language means the team was not ready for the project and should have given it to another more experienced company which is the fault of the client and company providing the service. The next problem is there is a series leadership problem throughout the company. The company doesn’t seem to comprehend anything besides profit which blinds the leaders focus. Every problem is a leadership problem and if the leader in this case the manager was willing to quit in the middle of the project that means all the other leaders are just as bad for not being more aware of the situation. Moving forward to legal team that is not able to finish in the timeline of the project we could blame this on poor leadership and communication but HR’s job should have been able to make a better contract. The fact that the client was able to change the project goal and not have any financial consequence nor a change in the deadline is just poor a poor contract on the company providing the software. I understand that it is important to please the client and let them have the final say but it should also have some effect on finances and the deadline.

**Conflict Resolution Leadership**

First thing to do in this resolution is to find a new manager willing to lead the team in the correct direction to help ensure this project gets done. Meaning this manager also must be willing to meet with the client and be able to set and explain what all these changes has done to the project. Due to the current state of the project, I would recommend someone extremely experienced. This new leader will also need to bring on some more leaders to help guide the team in growth and coaching mainly for the development team. Just to reiterate this development team has close to zero experience with this type of work and is struggling heavily in the process. This coach will need to be able to guide and teach the time will being able to help support communication to other leaders. These two new leaders will have to be quick and assertive to save the project implementing a high communication environment that is filled with feedback for growth. Being able to accommodate not only the developers but also the client and their frustrations. There will have to be some compromise on the deadline and ideally on the budget due to all the changes. However, this will be tricky and will need just the right person to make it happen.

**Motivation and Confidence**

To help keep the team motivated I recommend bringing in some more experienced developers that know more how the languages work. From reading the case study it seems there is some frustration with the developers having to do some much work repeatedly. Bringing in some more experienced developers can help bridge the gap in all this work.

**Status Evaluation**

The status of the project is in disarray. The company itself isn’t sure if the project is on track to finish on the deadline. There are many things to pick apart from this project gone bad, but the main summary is that the project is not going to be finished on time and the client is going to be very upset on top of the anger they are already feeling.

**Project Analysis**

Due to the current state of the project and management over the project the budget has been blown. Its only option is to bring in more help to be able to complete the project. The management that was originally over the project has left and we need to be able to bring in someone who has experience in the field and is able to pick up the project and bring it to completion. I would recommend bringing in multiple managers to ensure that the project has the correct people and is able to get done on the management side. This will also help with communication to the client and shareholders. Furthermore, great management will be able to find and bring in more experienced engineers able and willing to finish the project. The current costs are already over budget and bringing in more team members will be the only viable way to save the project. The actual costs that will occur will be way over budget with all the new team members trying to bail out the project.

**Impact of the past**

Looking into the past of our major problem is bad communication, management, and lack of knowledge. From my point of view, it seems that management jumped into a contract with a client without speaking with the engineers about what they are capable of. Management thought that they could just train the engineers on the project, but this isn’t a learning project, and it was for a client. This happens often in the world of software due to lack of communication with the engineers. Product managers tend to think they know more than the engineers do and end up in a bind by not clearly speaking with the engineers about timelines.

**Corrective Actions**

The due date of the project should be March 1st of the following year. This gives the company time to find and make the changes needed. Starting with management they will need three new managers over the project one communicating with the engineers and another communicating with the stakeholders and the other mangers. The final manager will be focused on finding advanced engineers that are familiar with the work and able to make large contributions to the project within weeks after starting. This project sadly needs to be picked up by some more experienced engineers and cannot be left to others without experience. To ensure long lasting support the new more experienced engineers after finishing the project will have to spend some time teaching the other engineers how to use it. It’s very common for this outer group of experienced engineers to be contractors able to just focus on the work and not the politics of the job place.

**Project Charter**

**Project**: Wellness Vender

**Project manager**: John Current

**Project Vision Statement**: The purpose of this project is to build a better medical software for VP Operations to replace their current software.

**Project Strategy:**

1. Replace current project manager (no one since John quit) with three new mangers. One focused on the product, one on communication and one focused on making sure everything is on track.
2. Next, we will hire a new team of engineers and/or contractors that are able to pick the work up and immediately make improvements.
3. The new communications manager will be building/researching new ways to communicate internally to keep efficiency in the team at a highest.
4. Our current best solution is to meet the deadline that we have, and we will have to take a loss on our budget for this project due to poor management.

**Project Communications Planning:**

1. We will have immediate communication to the managers, execs and stake/shareholders.
2. This information will be provided twice every week. Mondays with the plan of the week and Fridays with how the progress went throughout the week.
3. If there is any interruption or the plan doesn’t look like it will be filled Friday there will be a document/paper stating the reason and what happened sent on all the communication channels.
4. This information will be given from three sources. One will be the designers of the project and software. Next will be the engineers/developers building the project. Lastly will be the Quality Assurance team that will be going through everything that is designed and will be tested to the highest standard to ensure reliability.

**Project Scope Planning**

The requirements for this project are to create a software package for companies to use for handling wellness data. Due to the current situation of the project, we will need a new team of managers and engineers to be able to reach our deadline for this project. The existing structure of the project was a small software team to build the project but there was no management on the day to day for the engineers. Which can lead to problems of engineers falling off focus of the project. We will have one manger that focuses on hiring experienced engineers that can come into the project and help us finish. Another manager will work with the engineers to keep tasks on the main goal. The final manager will oversee all the work. The engineer teams will be split into two teams. The existing engineers will work on bugs that are in the software while the new experienced engineers will build the foundations of the code and continue to develop new code.

**Project Cost Planning and Control**

The cost benefit analysis is sadly over budget due to bad management. This new plan will help us try to recover but timing is more important than budget for our customer and the lack of timing is due to our lack of planning therefore the bill falls on us. We will be creating a TCO immediately with the new cost projections of the new staff members to help complete the project. The budgeted cost is also much lower than the actual cost of the project. We will be adjusting the budgeted cost of the project with these newfound issues to help give a more realistic cost.

**Project Planning Quality**

To ensure that this project stays on track with these new changes we will be adding milestones

to hit to keep the project on track. We will have key indicators for quality and to ensure we are

on the timeline. The team will be moving to weekly sprints for all their work. This means every

week there will be new work assigned and there will be small daily meetings to speak on

progress of the tasks being done. This way if anything is not on schedule, we will know within a

24-hour period. Some of the important factors to this sprint cycles are to keep defining the

quality on a per week standard. Every week we will be able to change the defined quality of the

project. This will be done every Monday at 8AM for weekly sprint calls. To actually measure the

quality of the work we will have our QA engineers testing the work and quality to make sure it

is functioning exactly as expected for us.

In every project there is some amount of uncertainty, for this project it is the timeline of 40 days. It’s recorded that almost 30% of projects aren’t on time. This is a major problem, and we want to get out in front of it to be prepared for what is to come. We will deal with this by having weekly reviews about the work that is getting done as well as daily standups to review what we have done that day. This will help keep us on track with what is happening in the project with our threat of communication. Another point of concern is the budget. One way we can deal with this threat is to keep all projects on local hardware until we are ready to move into a production environment. This will help save us costs on development environment for the project.