Planning models

Why spend time on it?

Introduction

A project may begin in different ways

- Inspiration

- Response to need

- Exploration of an issue

- A necessary part of a larger program

Models of planning

Scope management

- All parties to the project must agree what it is that the project will do
- Scope may be let loose early on to allow creativity
- At the end of the definition phase a statement of scope needs to be written, agreed and signed off

Beware product scope creep

- Subtle changes are made
- The end product no longer resembles the original concept
- Often results in disappointment

The PID

1. The project brief – the requirements (as known at this stage)
2. Project management structure – who is involved, governance
3. Job descriptions – team roles for each member
4. The project approach – how requirements will be delivered
5. The quality plan – ensuring that the requirements are delivered
6. The project plan – basic, high-level timeplan
7. The business case – costs vs. benefits
8. A risk log – major identified risks and mitigation
9. Project controls – tools to ensure time & cost promises
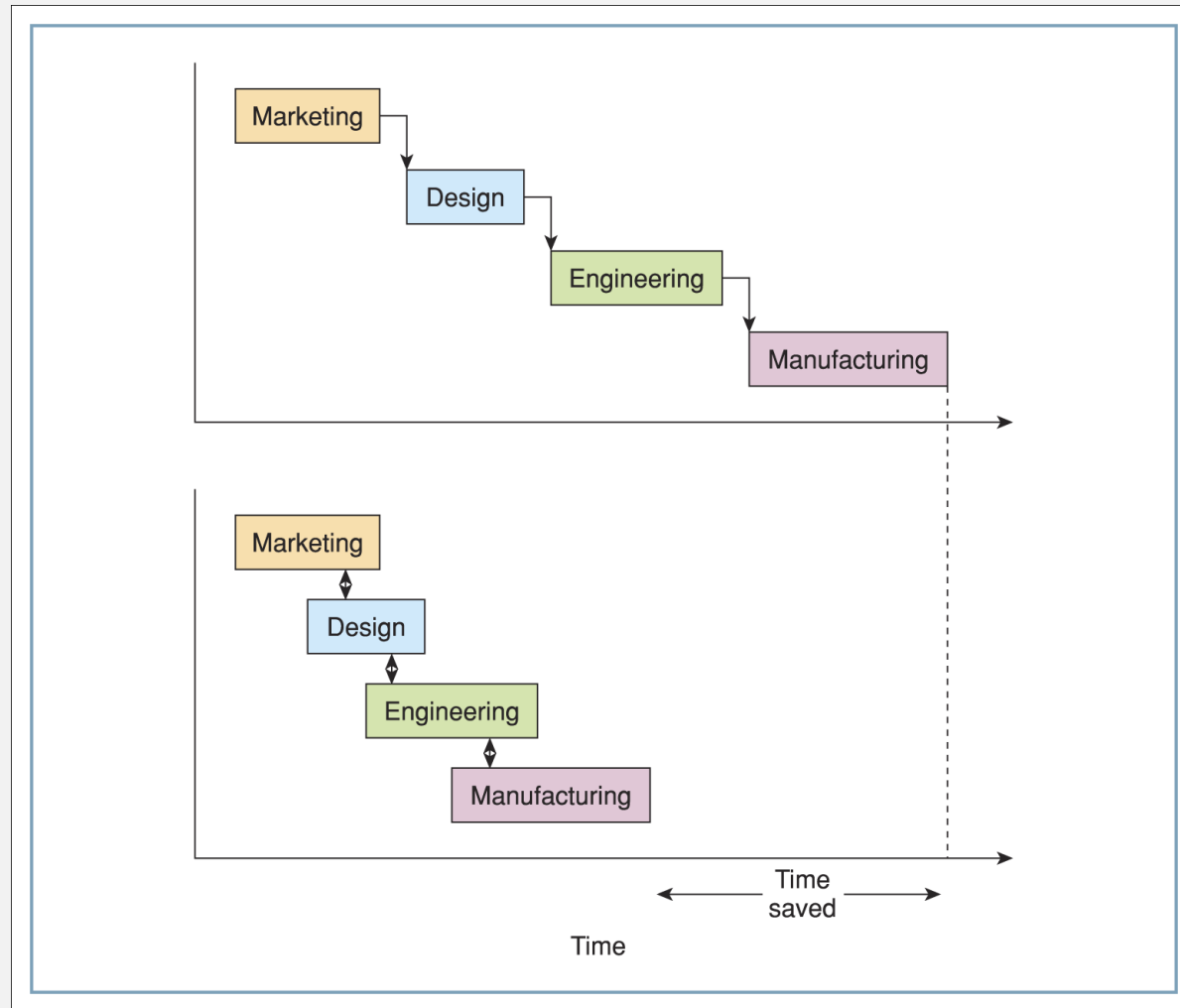10. A communication plan – what, to whom, when

Stage-gate
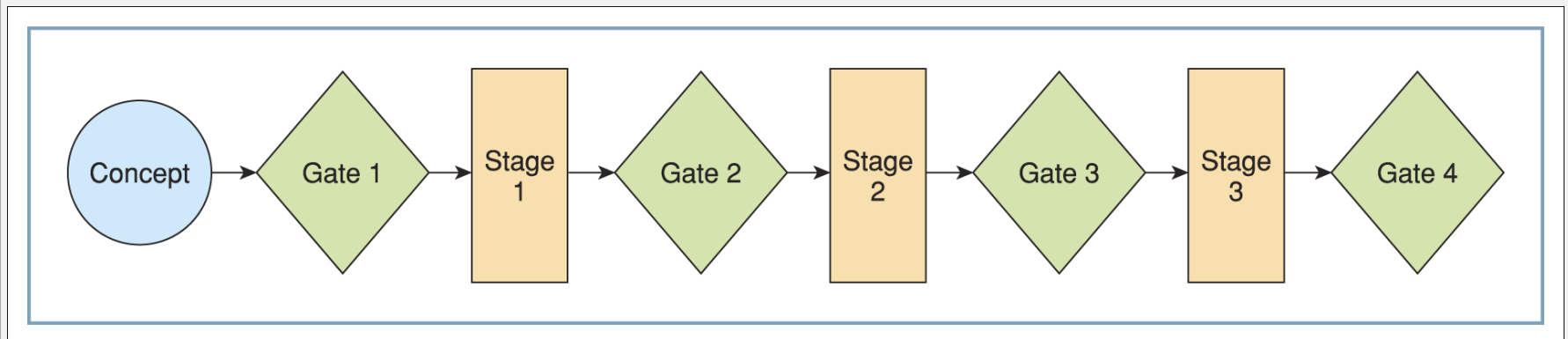
Stage-gate

- Divide project into phases/stages
- Gates between phases give opportunity to review progress
- Lay down criteria for passing to the next phase in advance

Sequential vs. concurrent

How the customer explained it

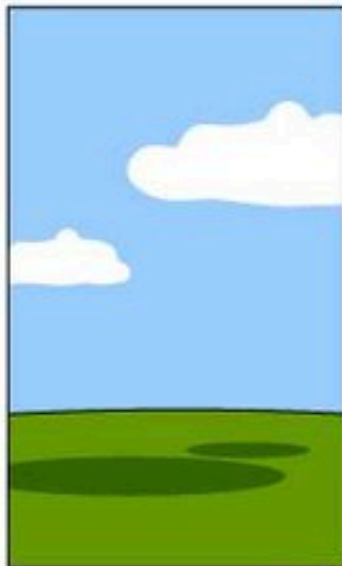How the Project Leader understood it

How the Analyst designed it

How the Programmer wrote it

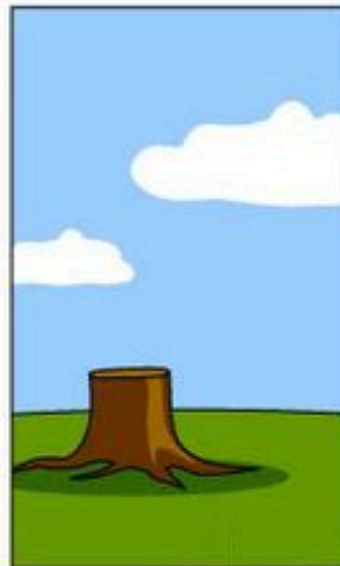How the Business Consultant described it

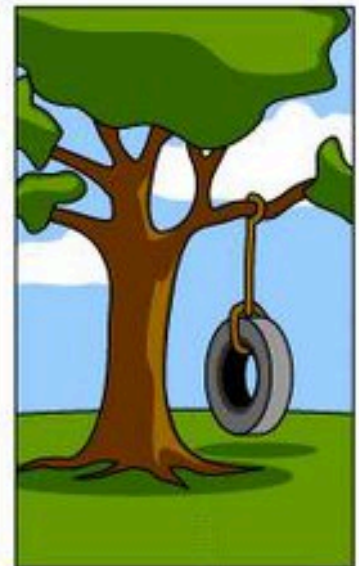How the project was documented

What operations installed

How the customer was billed

How it was supported

What the customer really needed