

Project Context and Initiation (continued) and Leadership and Management



Log into Socrative! <http://www.socrative.com> CALDWELL8573

COMP3120/8110
Thursday 11 March 2020

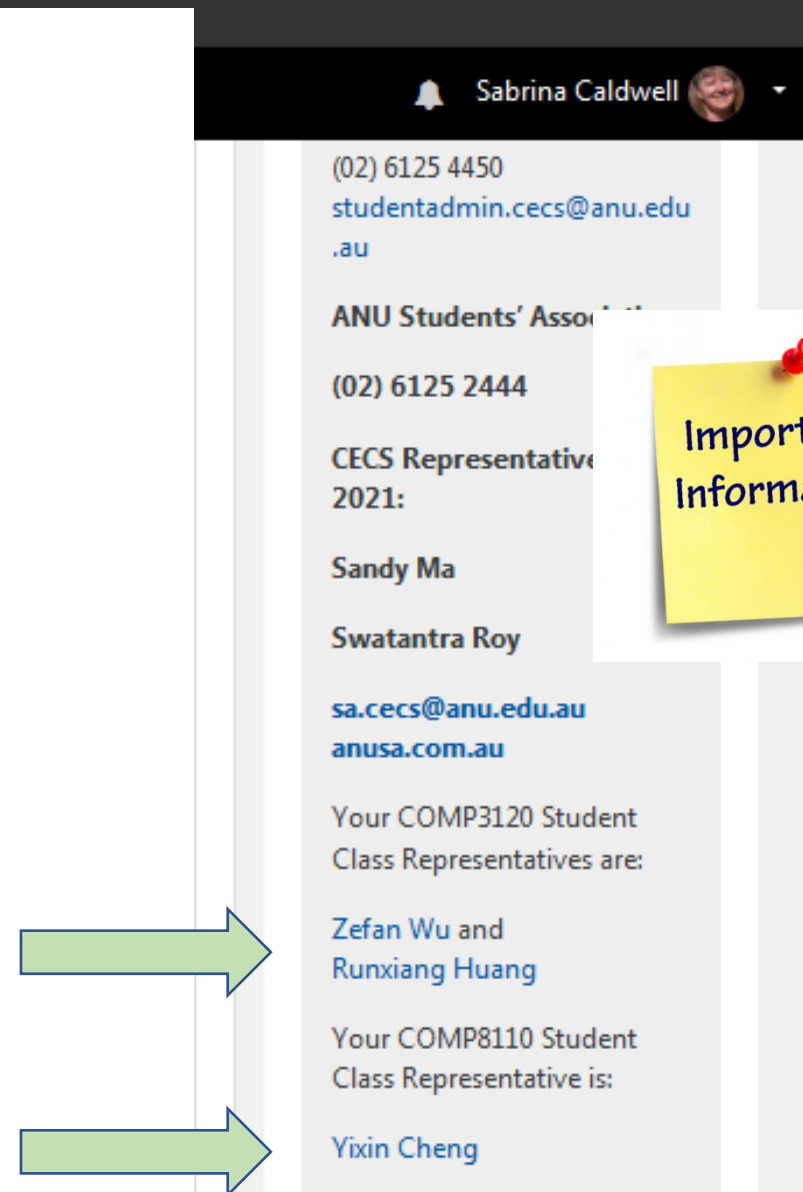
Dr Sabrina Caldwell
The Australian National University
Research School of Computer Science
Acton, ACT, Australia

Introductions from Course representatives

COMP3120: Runxiang Huang, Zefan Wu

COMP8110 Yixin Cheng

Please support your Course Representative when they seek your views on the course and how it is working/not working for you.



The screenshot shows an email interface with a header for Sabrina Caldwell. The email body contains contact details for the ANU Students' Association and lists course representatives for COMP3120 and COMP8110. A yellow sticky note with a red pushpin is placed over the email content, reading "Important Information". Two green arrows point from the text on the left to the representative names in the email.

(02) 6125 4450
studentadmin.cecs@anu.edu.au

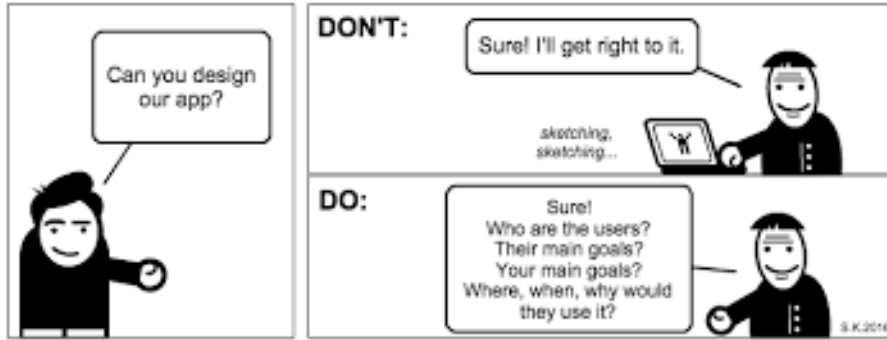
ANU Students' Association
(02) 6125 2444

CECS Representative 2021:
Sandy Ma
Swatantra Roy
sa.cecs@anu.edu.au
anusa.com.au

Your COMP3120 Student Class Representatives are:
[Zefan Wu](#) and [Runxiang Huang](#)

Your COMP8110 Student Class Representative is:
[Yixin Cheng](#)

Important Information



1. Project Context

2. Feasibility Study

3. Stakeholder Analysis

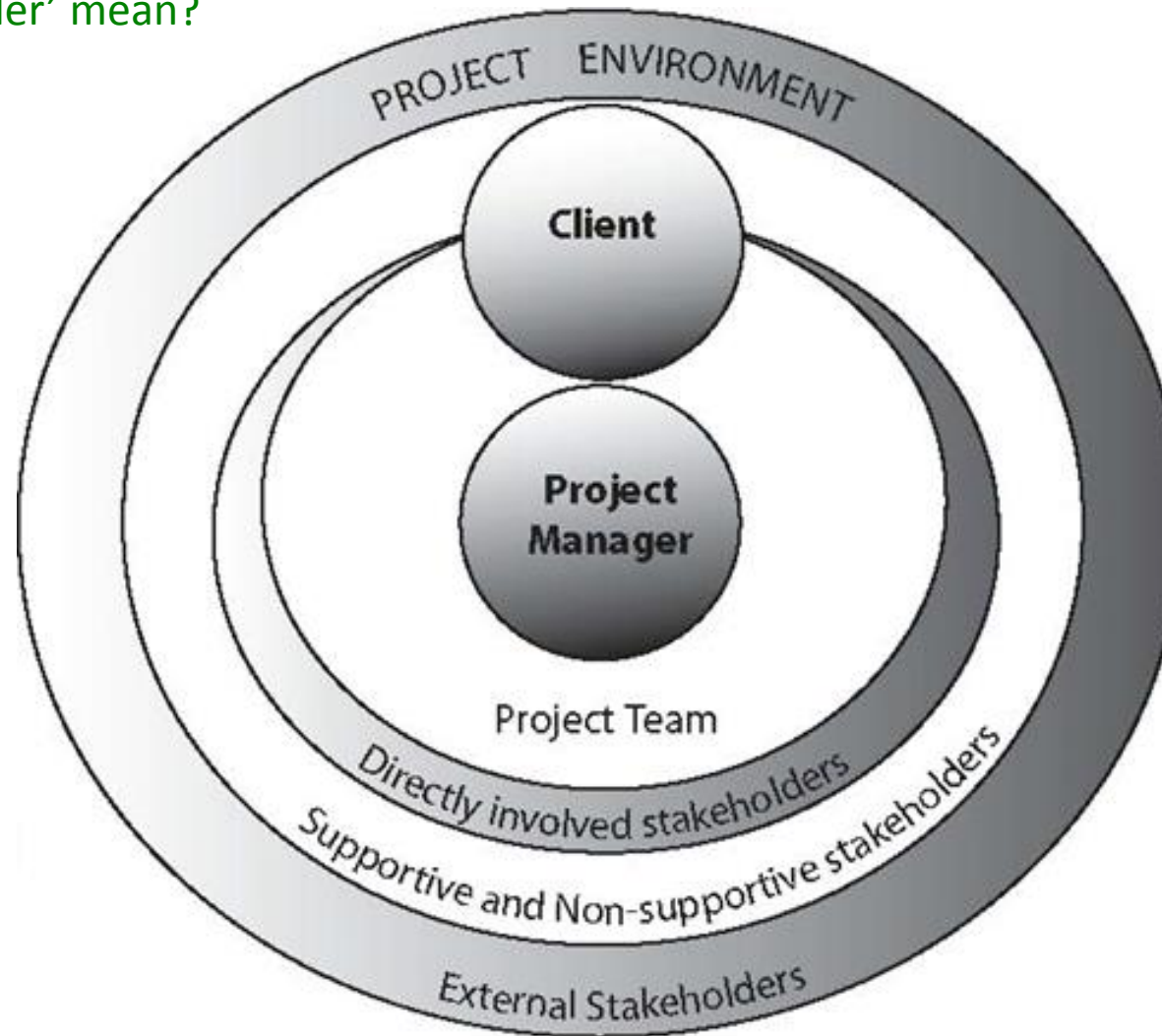
4. Project Success Factors

5. Project Scope

6. Communication Plan

7. Project Charter

Q: What does the term 'stakeholder' mean?



Directly involved:

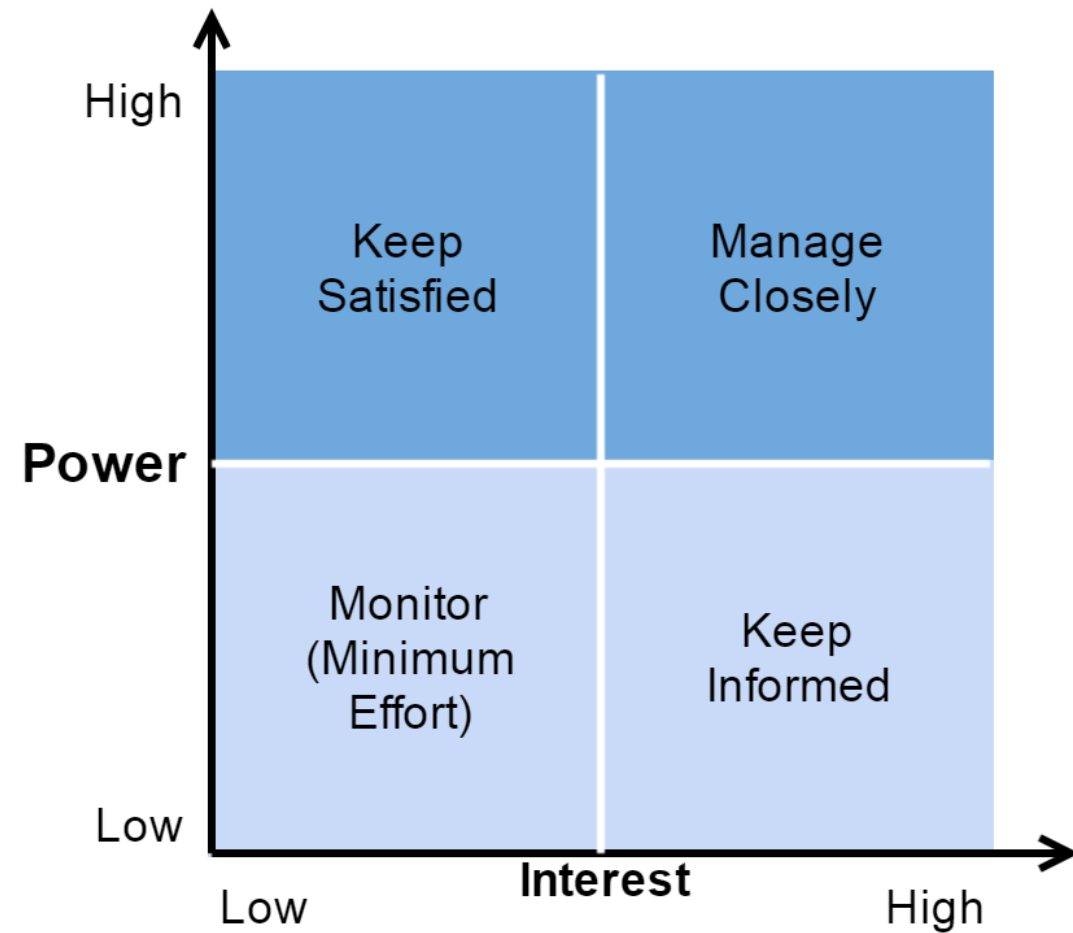
- Originator
- Owner
- Sponsor
- Functional managers
- Contracts
- Suppliers
- Support companies
- Users
- Customers

- External Stakeholders
(who may not be directly involved)
- Regulatory authorities
 - Unions
 - Special interest groups – society at large
 - Lobby groups
 - Government agencies and media outlets
 - Individual citizens

Stakeholders Matter!

High power, interested people: these are the people you must fully engage and make the greatest efforts to satisfy.

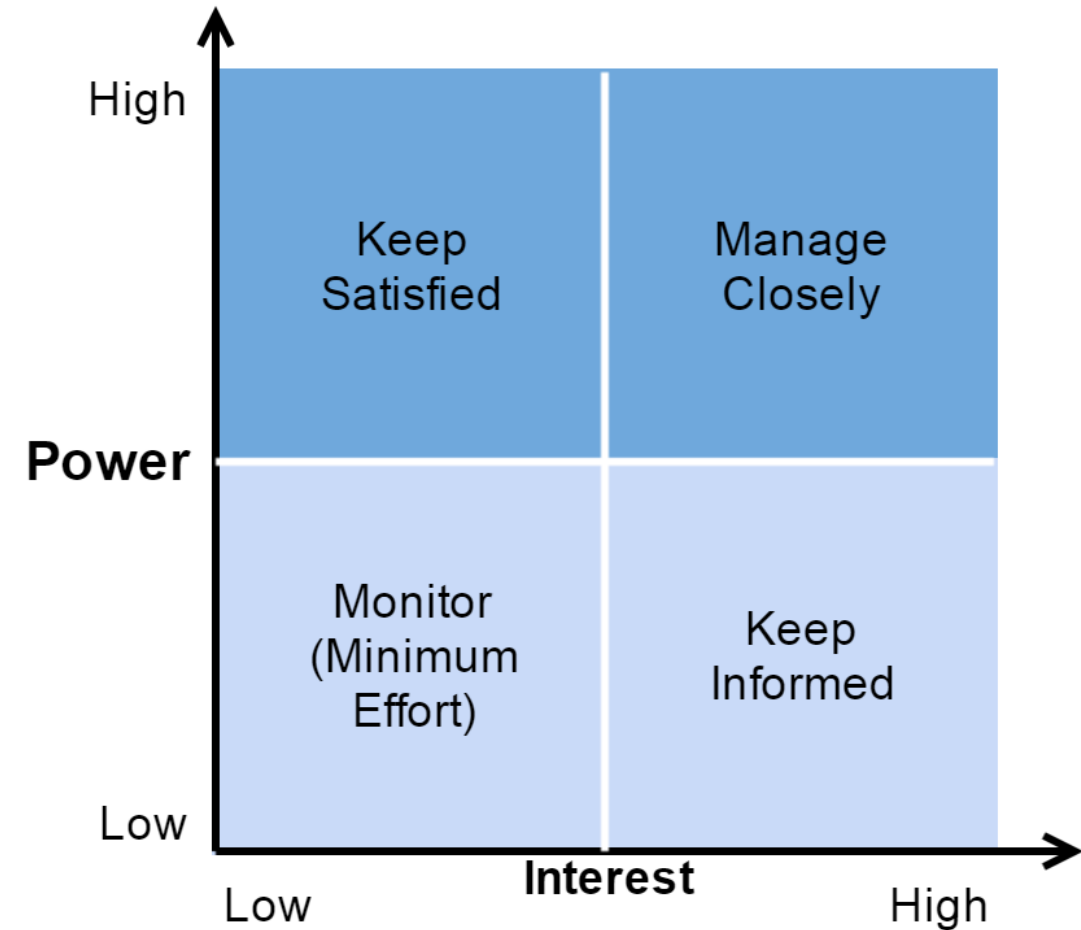
High power, less interested people: put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.



Stakeholders Matter!

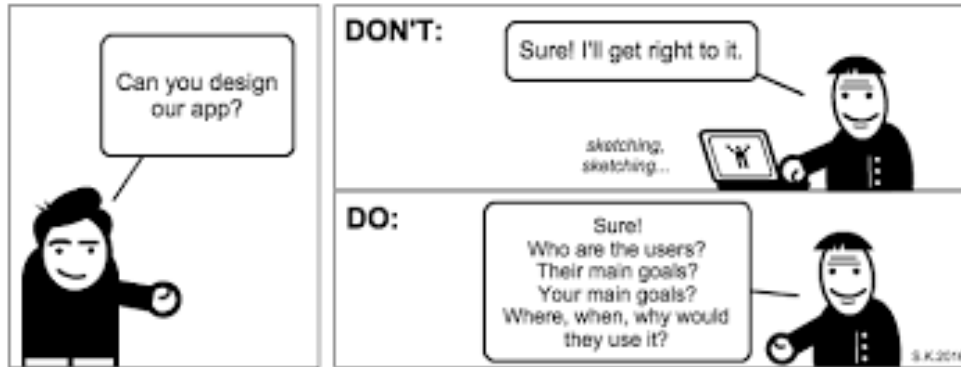
Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.

Low power, less interested people: again, monitor these people, but do not bore them with excessive communication





What is likely to happen when you do not conduct stakeholder analysis at the start of the project?



1. Project Context

2. Feasibility Study

3. Stakeholder Analysis

4. Project Success Factors

5. Project Scope

6. Communication Plan

7. Project Charter



How can considering factors that lead to project success before the start of the project help you achieve success?

To have an **increased likelihood of success** it is important to have the following key factors in place from the start of the project:

Clear, well-understood project objective(s):

What are the client's needs?

They are often high level and strategic

Constraints

Internal

External

Factors within and outside PM control



To have an **increased likelihood of success** it is important to have the following key factors in place from the start of the project:

Strong business case

Why are we doing this project?

Sufficient planning detail

Agreed deliverables

Realistic timescale

Accurate cost estimates

Enables progress to be measured

Motivated and committed team



To have an **increased likelihood of success** it is important to have the following key factors in place from the start of the project:

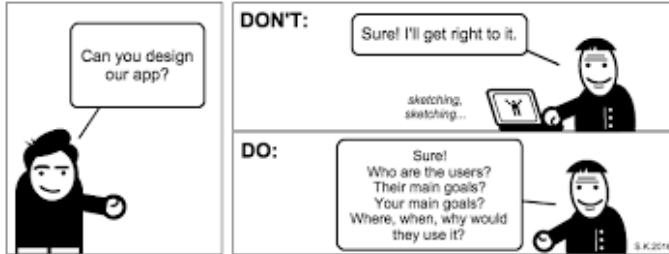
Controlling the scope

Good risk management

Well defined, measurable critical success factors agreed with the client
Helps determine whether a project should be cancelled



It is often very difficult to determine project success (or otherwise) on completion. For example, a project may have been undertaken to save a company money – but it may be some time, before the company can tell.



1. Project Context

2. Feasibility Study

3. Stakeholder Analysis

4. Project Success Factors

5. Project Scope

6. Communication Plan

7. Project Charter



Why is determining the scope of the project important?

Product versus Project Scope

Project scope: The work that must be accomplished to deliver the product scope. It is sometimes also called the Statement of Work (SoW).

Product scope: The features and functions characterising a desired product, service or result. It is the outcome of the project.

What is Project Scope?

A definition of the end result or mission of the project—a product or service for the client/customer—in specific, tangible, and measurable terms

Purpose of the scope statement

To clearly define the deliverable(s) for the end user.

To focus the project on successful completion of its goals.

To be used by the project owner and participants as a planning tool and for measuring project success.

Project Scope – Checklist

Project objective - what, when, cost

Deliverables - progressive

Milestones - usually align with deliverables; control points

Technical requirements - product performance constraints

Limits and exclusions - explicit out-of-scope items

Reviews with customer - agree on scope

Scope Creep

The tendency for the project scope to expand over time

Usually due to changing requirements, specifications, and priorities.





How can considering factors that lead to project success before the start of the project help you achieve success?

What is Project Scope? Project Scope – establishing priorities

When determining the project scope it is important to determine priorities because they will likely lead to project trade-offs. These are caused by shifts in the relative importance of criteria related to cost, time, and performance parameters.

Budget–Cost

Schedule–Time

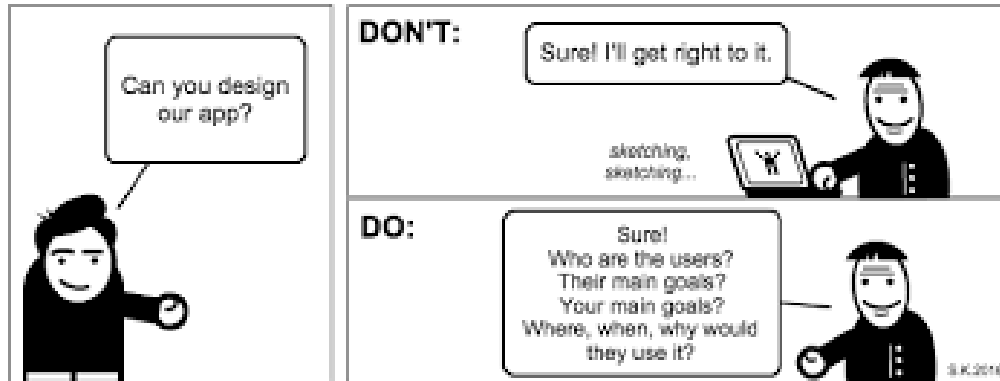
Performance–Scope

When managing the priorities of potential project trade-offs there are three possibilities:

Constrain: a parameter is a fixed constraint that must be satisfied.

Enhance: a parameter that would be preferentially optimised ahead of others if there is opportunity.

Accept: a parameter for which failure to satisfy is acceptable in a tradeoff situation.



1. Project Context

2. Feasibility Study

3. Stakeholder Analysis

4. Project Success Factors

5. Project Scope

6. Communication Plan

7. Project Charter



Why would you create a communication plan?

When developing the communication plan you need to consider the following factors:

- What information needs to be collected and when?
- Who will receive the information?
- What methods will be used to gather and store information?
- What are the limits, if any, on who has access to certain kinds of information?
- When will the information be communicated?
- How will it be communicated?



Additionally, you need to consider the sorts of information that you might need to communicate to stakeholders.

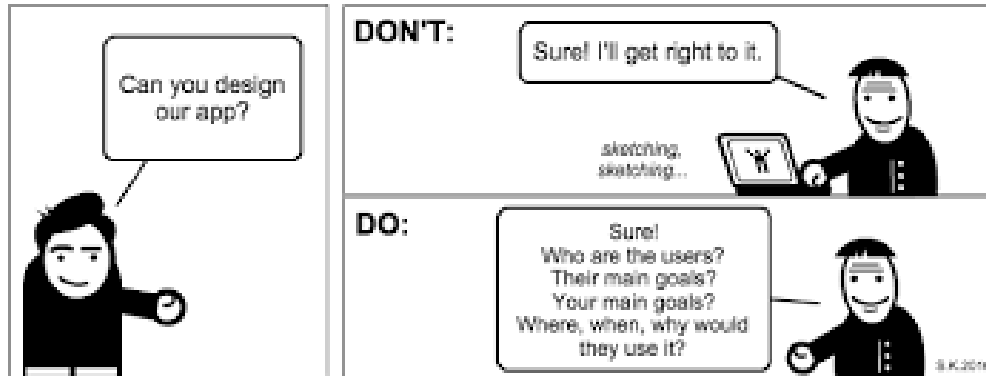
This will include:

- Project status reports
- Deliverable issues
- Changes in scope
- Team status meetings
- Gating decisions
- Accepted request changes
- Action items
- Milestone reports

To develop the communication plan you must:

- Conduct a stakeholder analysis so you can determine their information needs
- Decide the sources of required information
- Determine appropriate dissemination modes and
- Determine who has responsibility and what the timing will be





1. Project Context

2. Feasibility Study

3. Stakeholder Analysis

4. Project Success Factors

5. Project Scope

6. Communication Plan

7. Project Charter



Why would you create a project charter?

What is the Project Charter?

It is **team** documentation that defines:

the purpose of the team,

how it will work, and

what the expected outcomes are.

It captures and makes public the agreements between team members. The aim is to:

make sure that all involved are clear about where they're heading, and

to give direction when times get tough.



"Sure, my project management system has a few flaws, but I'm sticking with it."

The Project Charter

Outlines

- Purpose
- Objectives including critical success factors
- Scope: Major milestones / deliverables / statement of work

Provides

- Baselined and agreed point of reference
- Preliminary Costs / Schedule / Resources

Includes

- Assumptions
- Constraints
- Requirements / specifications / interface

*This content is alternatively called a **team charter**, as **project charter** sometimes refers to a scope statement or an authorisation for project resources, including the team.*

Why is the project charter important?

The project charter is developed through consensus early in the project, and helps the team “get off on the right foot.” It:

- Speeds the process of ***forming, storming, norming and performing***, so that the team is likely to become effective much more quickly.
- Works towards developing team norms relating to acceptable behaviour and performance
- Helps develop a culture of trust, respect and support



Why is the project charter important?

The project charter is developed through consensus early in the project, and helps the team “get off on the right foot.” It:

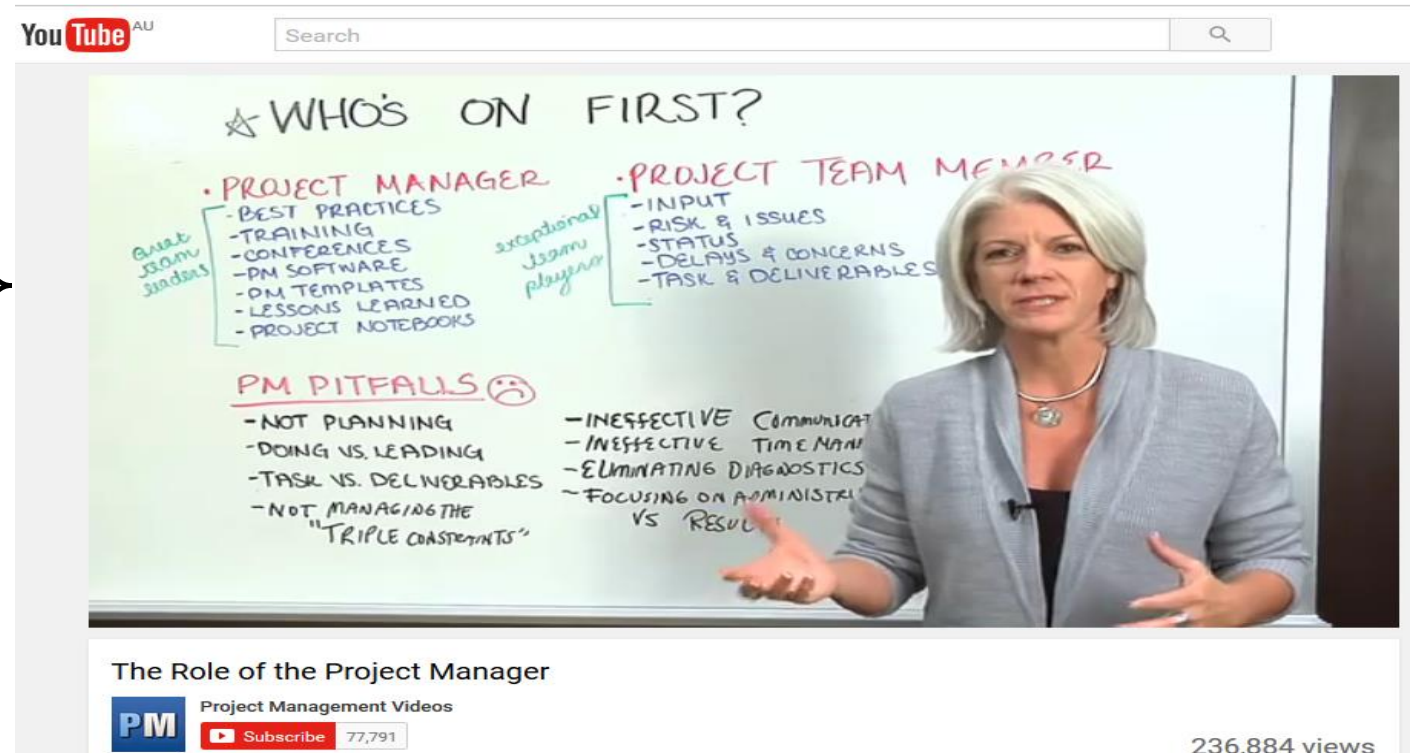
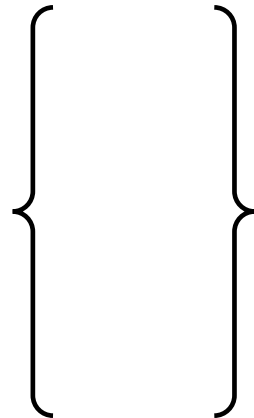
- Usually posted in a highly visible location to ensure that team members can use it as a reference.
- Should include a definition of what team norms are, for:
 - performance,
 - attendance, and
 - conduct.
- Provides guidance for team behaviour and performance throughout the life of the project





What are the key attributes of a good project manager and why are they important?

Best practices
Training
Conferences
PM software
PM templates
Lessons learned
Project notebooks



★ WHO'S ON FIRST?

- PROJECT MANAGER**
 - BEST PRACTICES
 - TRAINING
 - CONFERENCES
 - PM SOFTWARE
 - PM TEMPLATES
 - LESSONS LEARNED
 - PROJECT NOTEBOOKS*Great team leaders*
- PROJECT TEAM MEMBER**
 - INPUT
 - RISK & ISSUES
 - STATUS
 - DELAYS & CONCERNS
 - TASK & DELIVERABLES*exceptional team players*
- PM PITFALLS** 😞
 - NOT PLANNING
 - DOING VS. LEADING
 - TASK VS. DELIVERABLES
 - NOT MANAGING THE "TRIPLE CONSTRAINTS"
 - INEFFECTIVE COMMUNICATION
 - INEFFECTIVE TIME MANAGEMENT
 - ELIMINATING DIAGNOSTICS
 - FOCUSING ON ADMINISTRATION VS. RESULTS

The Role of the Project Manager

Project Management Videos

PM Subscribe 77,791

236,884 views

Project management vs Project leadership

A Comparison of Managing or Leading a Project ⁶

| Managing = coping with complexity | Leading = coping with change |
|---|---|
| Formulate plans and objects | Recognise the need to change to keep the project on track |
| Monitor results | Initiate change |
| Take corrective action | Provide direction and motivation |
| Expedite activities | Innovate and adapt as necessary |
| Solve technical problems | Integrate assigned resources |
| Serve as a peacemaker | |
| Make tradeoffs among time, costs, and project scope | |

Defining Characteristics of Leadership & Management³

| Category | Leadership | Management |
|--------------------|--|--|
| Thinking Process | Focuses on people Looks outward | Focuses on things Looks inward |
| Goal Setting | Articulates a vision Creates the future Sees the forest | Executes plans Improves the present Sees the trees |
| Employee Relations | Empowers Colleagues Trusts and develops | Controls Subordinates Directs and coordinates |
| Operation | Does the right things Creates change Serves subordinates | Does things right Manages change Serves superordinates |
| Governance | Uses influence Uses conflict Act decisively | Uses authority Avoids conflict Acts responsibly |

Characteristics and behaviour of a leader

- Efficient coaching skills
- Confidence
- Consistency between word and action
- Creativity
- Empathetic listening skills
- Being visionary
- Inspiring
- Long-term focus
- Maintaining a balance between individual needs & team needs
- Awareness of realistic conditions
- Strong self-esteem
- Sense of priorities
- Service mentality
- Sincerity
- Technical or contextual expertise
- Trust
- Willingness to share responsibility
- Willingness to share credit or recognition

Essential Management Skills

Management responsibilities are task oriented, therefore good project managers require

- **Technical skill** -
knowledge about and proficiency in a specific type of work or activity
- **Human skills** -
knowledge about and ability to work with people often considered "people" skills
- **Conceptual skill** -
the ability to work with ideas and concepts and is focused on ideas



What impact do poorly developed people skills have upon project success?

A Comparison of Management & Leadership Competencies

| Management produces order and consistence | Leadership produces change and movement |
|---|---|
| Planning and budgeting | Establishing direction |
| Establishing agendas | Creating a vision |
| Setting timetables | Clarifying the big picture |
| Allocating resources | Setting strategies |
| Organising and Staffing | Aligning People |
| Provide structure | Communicating goals |
| Making job placements | Seeking commitment |
| Establishing rules and procedures | Building team and coalitions |
| Controlling and Problem Solving | Motivating and Inspiring |
| Developing Incentives | Inspiring and energise |
| Generating creative solutions | Empowering subordinates |
| Taking corrective action | Satisfying unmet needs |

 Is it more important that ...

A Comparison of Managing or Leading a Project

| Managing = coping with complexity | Leading = coping with change |
|---|---|
| Formulate plans and objects | Recognise the need to change to keep the project on track |
| Monitor results | Initiate change |
| Take corrective action | Provide direction and motivation |
| Expedite activities | Innovate and adapt as necessary |
| Solve technical problems | Integrate assigned resources |
| Serve as a peacemaker | |
| Make tradeoffs among time, costs, and project scope | |



If “managers are people who do things right and leaders are people who do the right thing,” what is likely to happen when a project is managed well but is not provided with leadership?