

EPIC

Effective Professional Inspiring Competent

Project Management

Fundamentals

Role of an Effective Manager

Agenda

- ❖ **Individual Contributor vs Manager**
- ❖ **Responsibility and Accountability of Project Manager**
- ❖ **Being an Effective Project Manager**
- ❖ **Right First Time (RFT) Culture**

Individual Contributor vs Manager

Moonwalk



You are a member of a space crew originally scheduled to rendezvous with the mother ship on the lighted surface of the moon. Due to mechanical difficulties, however, your spaceship was forced to land some 200 kilometers from the rendezvous point. During re-entry and landing, most of your ship's on-board equipment was damaged. Your survival depends on reaching the mother ship. You must choose the items most critical to successfully reaching the mother ship 200 kilometers away.

There are only 15 items left intact and undamaged after landing. Your task is to rank-order them according to their importance in allowing your crew to reach the rendezvous point. Place the number 1 by the most important item, the number 2 by the second most important, and so on through to number 15, the least important.



List of Items

UNDAMAGED ITEM	INDIVIDUAL RANK	TEAM'S RANK
Box of matches		
Food concentrate		
20 metres nylon rope		
Parachute silk		
Portable heating unit		
Two .45 calibre pistols		
One case powdered skim milk		
Two 50 kg. oxygen tanks		
Stellar map of the moon's constellation		
Life Rafts		
Magnetic Compass		
20 litres water		
Signal flares		
First Aid Kit & injection needles		
Solar-powered FM receiver/transmitter		

NASA's Ranking

UNDAMAGED ITEM	USEFULNESS	NASA'S RANK
Box of matches	Little or no use on the moon	15
Food concentrate	Supplies daily food requirement	4
20 metres nylon rope	Useful tying injured together, helpful in climbing	6
Parachute silk	Shelter against sun's rays	8
Portable heating unit	Useful only if you landed on the dark side of the moon	13
Two .45 calibre pistols	Self-propulsion devices could be made from them	11
One case powdered skim milk	Food, mixed with water for drinking	12
Two 50 kg. oxygen tanks	Needed for breathing	1
Stellar map of the moon's constellation	Useful to navigate way to the mother ship	3
Life Rafts	CO2 bottles for self-propulsion across chasms, etc.	9
Magnetic Compass	Probably no magnetized poles, therefore it's useless	14
20 litres water	Replenishes loss by sweating	2
Signal flares	Distress call when line of sight possible	10
First Aid Kit & injection needles	Medicine valuable	7
Solar-powered FM receiver/transmitter	Could send distress messages to mother ship	5

Moonwalk

Scores

00 - 25	Excellent.	You and your crew demonstrate great survival skills!
26 - 32	Good.	Above average results. Yes, you made it!
33 - 45	Average.	It was a struggle, but you made it in the end!
46 - 55	Fair.	At least you're still alive, but only just!
56 - 70	Poor.	Sadly not everyone made it back to the mother ship!
71 +	Very poor	Oh dear, your bodies lie lifeless on the surface of the moon!

Individual Contributor vs Manager

1. **Getting it done vs doing yourself**

- Know your team – capability, passion, aspiration and motivation
- Remove friction and bottlenecks
- Process layout and adherence

2. **Team looks up to you for decision making**

- Framework
- Involve and inform team
- Risk and mitigation plan

3. **Project accountability**

- Plan, measure, analyze and act

You need to acquire new skills!

Responsibilities & Accountability

Responsibility vs Accountability

Responsibility

**Things what you
are required to do
every day when
you are at work**

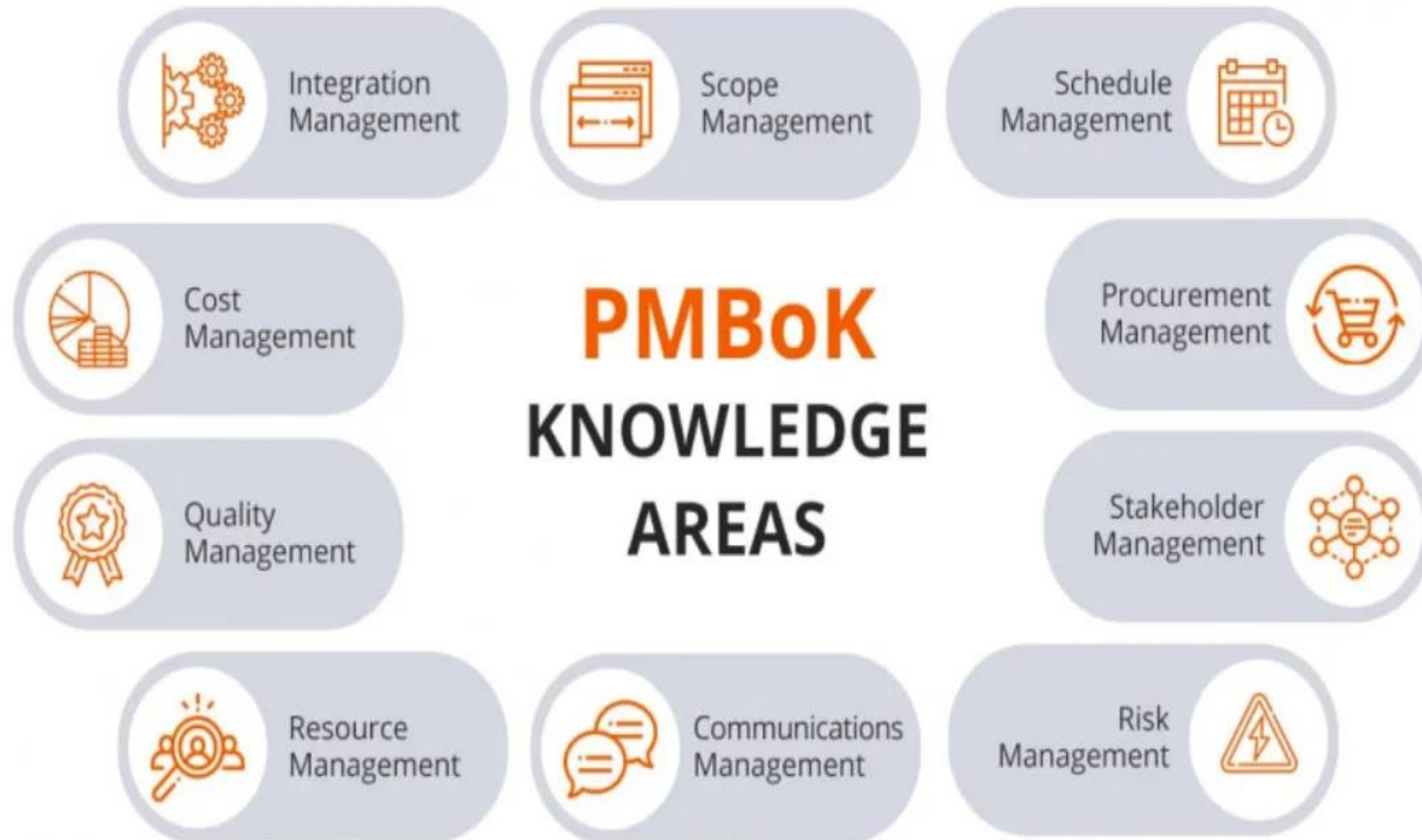
Accountability

**You Own the
success and failure/
Expected to Deliver

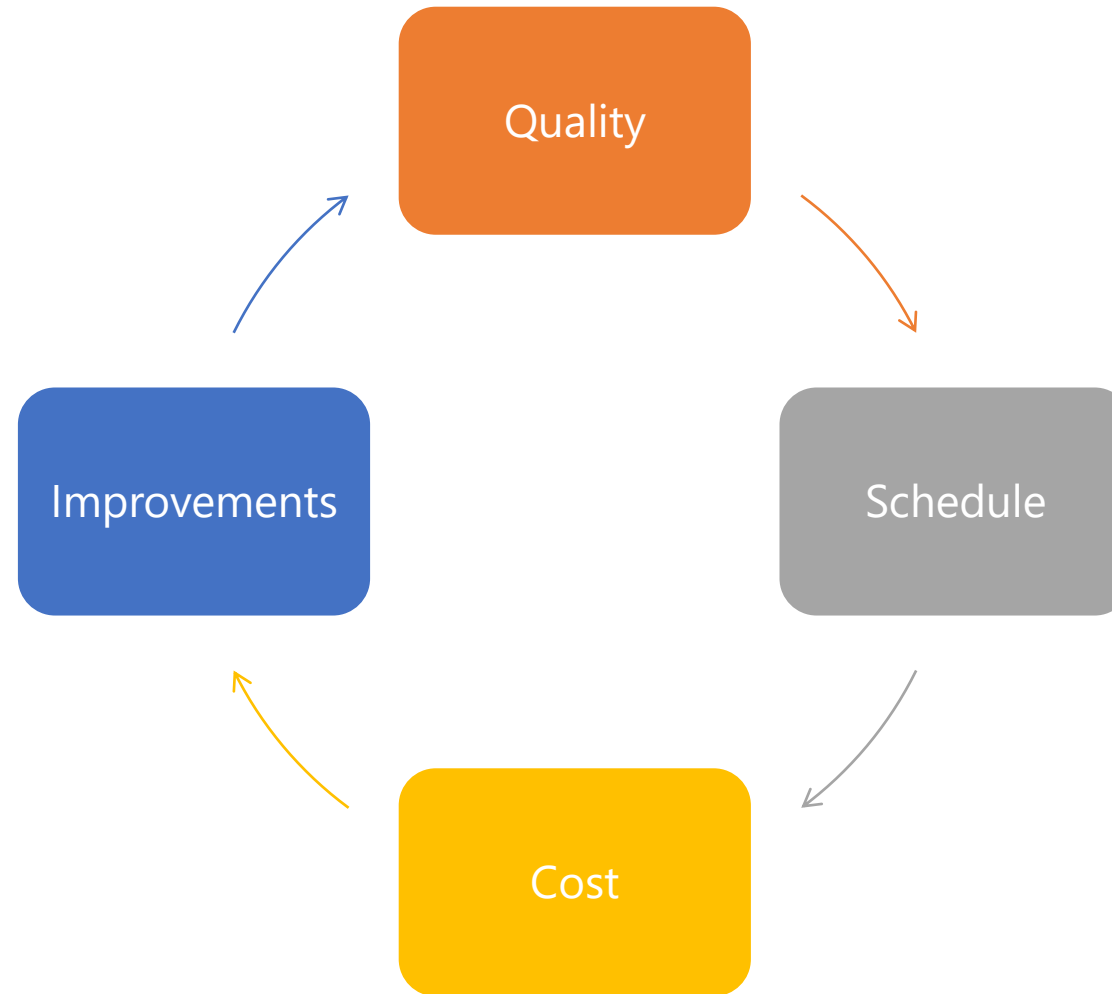
Buck Stops with you**

- You are always accountable for what you are responsible
- You are accountable for activities your team is responsible for
- Responsibility is shared and Accountability roles up

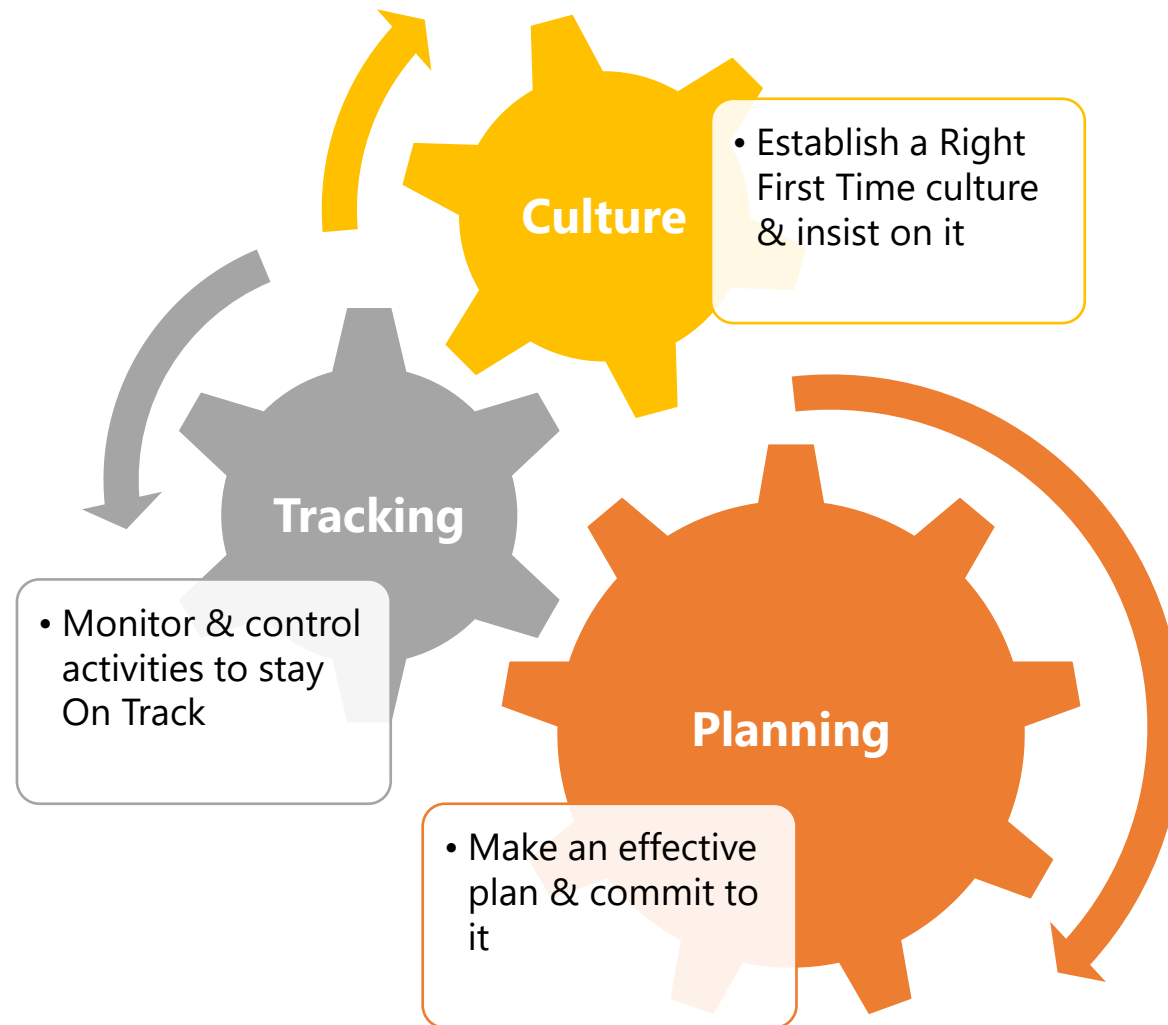
Responsibilities of a Project Manager



Accountability of a Project Manager



Being Effective



Important Aspects of Planning

Identify Dependencies

- Think through & imagine the complete execution of the project
- Sometimes even the customer does not realize the dependencies & is not ready for it

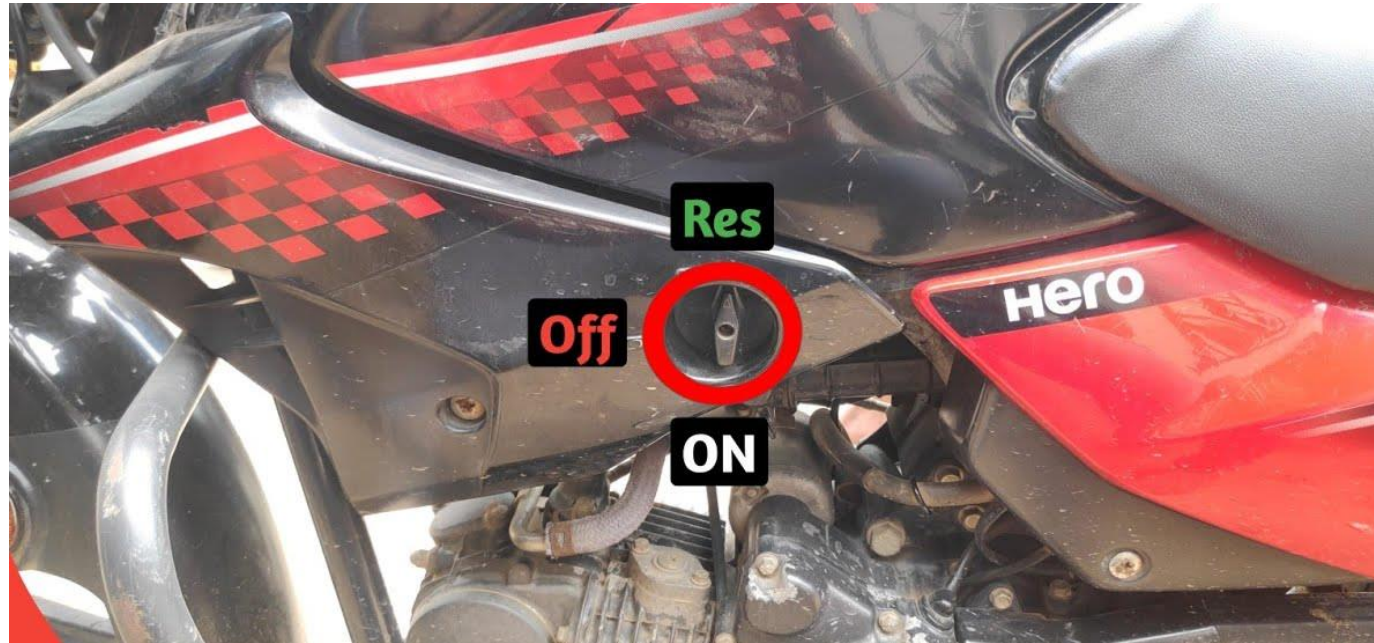
Seek Clarity on Assumptions

- Document your assumptions
- Get confirmation on assumptions as soon as possible
- Non-confirmed assumptions are a risk – they need to have mitigation actions

Prepare Plan

- Invest time to identify all the activities, the sequence & inputs required to complete those activities
- Include dependencies & risk mitigation actions in plan

How far can a Motorcycle Travel on a Full Tank?



If the petrol tank is 40L with 2L in reserve & the mileage is 20 kmpl

How much distance would you plan to travel without refilling fuel?

Plan for a Reserve (Buffer)

Buffers – Risk Reserve

Effort Buffer

- Effort (hrs) added to the estimation
- To protect against incorrect estimations due to lack of clarity or experience
- E.g. If Technical Leader gives estimation of 100 hrs, consider 110 hrs in plan for customer
- Recommended: 10%
- However, while giving plan to team members, plan as per original estimate (no buffer)

Schedule Buffer

- Schedule (days) added to the end date
- To protect against unforeseen challenges & delays
- E.g. If Total Schedule is 100 days, promise the client delivery date after 105 days
- Recommended: 5%

Buffers should be included in the plan for the **client**, **NOT** in the plan for the **team**

Think about & Note down how you will apply this in your project

A Story of Train Travel

I was travelling by train from Pune to Kanyakumari. It was a 30 hr journey. I had a friend picking me up at the station at our estimated arrival time i.e. 5 a.m.

After 12 hrs in the journey, I realized that the train was moving quite slowly for the last 1 hr. So I checked up on the station we should have been at by now. I realized that we were 2 stations away from where we should have been.

I immediately looked up the updated estimated arrival time. It was now 7 a.m. So I called up my friend and told her to come to the station 2 hrs later.

In project management terms:

- What was the activity that helped me save my friend from discomfort & anxiety?
- What would you call my friend?

How does this apply to YOU as a Project Manager?

Tracking

Tracking Schedule

- **DAILY** Stand Up
 - Identify issues / impediments
 - Take actions to resolve them
- Updating Plan

Tracking Effort

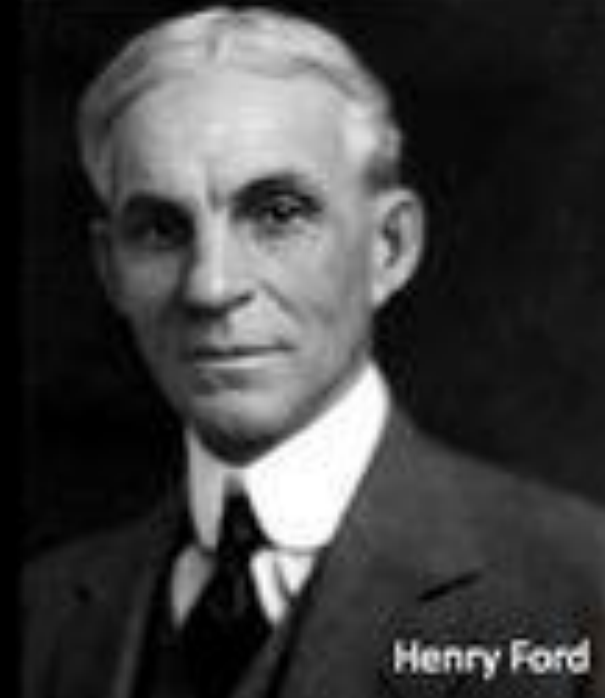
- Timelog Authentication
- Verify
 - Timelog = effort spent
 - Correct task

How will you improve the Tracking of your Project?

Right First Time (RFT) Culture

Excellence is a Mindset!

“Quality means
doing it right
when no one is
looking”



Henry Ford

How to Establish Right First Time Culture?

Discuss this topic in groups of four participants

Assign each person one of the following roles:

Writer

Documents the important points that will be presented at the end.

Presenter

Shares the group's information with the class.

Facilitator

Keeps all group members involved and generates discussion.

Timekeeper

Keeps the discussion at 5 minutes. Shares key time checkpoints.



Excellence is a Mindset!

- Never pass on poor quality to next stage
- Quality is everyone's responsibility
- Take Ownership for your own quality
- Be trustworthy and responsible
- Continuously improve and follow process to ensure highest quality.
- Don't take short-cuts
- Checking each other's work and communicating up/down
- Bring up to team whenever you see a quality Concern
- Genba Check. See it for yourself to confirm

Key Take-aways

**Note down the top 3 Key
Take-aways for you from
this session**



Thank You



<https://www.linkedin.com/company/talent-academy-taualpha/>