Deliver.

PROJECT MANAGEMENT
7 TIPS FOR SUCCESS

1) INVEST IN YOUR PROJECT SCHEDULE

Don't be that person – a Project Manager with a poorly constructed Project Schedule.

- Build a high-level schedule focusing on stages and high-level summary tasks only.
(a common mistake is to include too much detail which makes schedules impossible to upkeep!).

- Identify the critical path and highlight "must have" activities required to deliver the project outcome.
  You should know these dates off by heart which will convey you are in control.

- Link tasks to predecessors and successors to automate changes to the schedule, you can then run
  scenarios to quickly view and communicate the impact of tasks that slip. This linkage should extend to
  external dependencies.

- Maintain scheudle integrity at all times! - Ensure you update your schedule on a weekly basis. Avoid
  the cardinal sin of not being able to provide a recently updated project plan immediately upon request.

2) DON'T SKIP LEG DAY - DAILY STANDUPS

These just work! Deliver can no longer imagine running high profile / time critical projects
without leveraging the benefits of a Daily Standup.

- Ensures everyone knows what is expected of them and keeps then on track (particualrly
  important with techies)

- Provides extra motivation to individuals to get tasks completed on time, nobody want to be
  the one to block the critical path or announce this infront or the project team.

Include all project team members with tasks on the critical path (including external resources)
and keep them short and sharp with focus on the critical path / deliverables only.

3) CUT THE CRAP!

Deliver often get asked the same question:
    "what is the right level of governance to implement on my project?"

...and the answer we give is always the same:
    "The minimum viable level to best ensure successful outcomes"

Sincerely challenge how governance activities are ensuring the success of the project. If the
response does not provide a tangible contribution (tangible being the key word), then
it's probably unnecessary. The time your recover can be focused on driving your project outcomes.

4) DEFEND YOUR SCOPE

What happens when you throw additional items onto the back of a moving truck? It slows
down, increases costs and the parts tire out quicker. The same will happen to your project.

- Pre-empt potential scope changes in your RAID log including any known impacts.

- Never accept scope changes in the moment, no matter how important the requester. Take
  time to digest the impact to time, cost, quality and resourcing.

- Articulate the impacts concisely, always providing quantitative evidence around the size of
  the impact and your requirements to accept the increased scope (i.e. more money,
  resouce, schedule delay, sacrifice of outcomes).

5) DRIVE! DRIVE! DRIVE!

It is always your responsibility as the Project Manager to drive results and outcomes.

- Prioritise – focus on critical path items and look to distribute these across team members where possible to prevent bottlenecks.

- Inform – ensure resources understand why tasks are time critical and the impact to the project if they are delayed.

- Cycle – periods of intensity and pressure should be followed by periods of normal working. Projects where resources are stretched without respite provide poorer outcomes.

Understanding the culture and current mindset of the extended project team is key when determining when and how hard you should drive!

WHEN TO DRIVE HARDER

Good Moral
Initiative Buy-in
Dedicated Resources
Strong Relationships
Shared Goals & Values
Colaborative Envrionment

WHEN TO DRIVE CAUTIOUSLY

Poor Moral
Reluctance to Change
Shared Resources
Strained or New Relationships
Differing Views & Objectives
Siloed / Non-Colaborative Environment

6) FOCUS ON DELIVERABLES

Every task you ever assign to any project team member should result in an deliverable and have a due date. This provides a tangible item for indivudals to focus on and is particulary important when dealing with technical staff (prevents them falling down the tech rabbit hole)

For Example: Rather than the task "Investigate compatibility issues with application xyz" the task should result in a deliverable such as "Provide Bill Gates with an email outlining compatibility issues with application xyz by COB 23/01/20"

The same principal applies to RAID entries. For example, ensure that risks and impacts to the project are specified acutely and to include impacts. Any mitigation activities should result in a deliverable and have a due date as per the previous example.

7) GO BEYOND!

As a Project Manager, ensuring your deliver a successful Project is obviously your primary objective, but in order to show your true value, consider and understand what makes your Programme Manager (or equivalent) successful. If you actively contribute to their success you will find you are valued more than ever, and new opportunities open up for you.

To do this, understand:

- The outcomes your project delivers and how this results in tangible business benefits (cost, experience, efficiency etc)

- Review your weekly project progress and identify stories that align to your business sponsors perception of success

- Provide lessons learned and efficiencies gained at stages throughout the project (execs love to see conscious evaluation, efficiencies and learnings)

- Show thought leadership by proactively sending your Programme Manager summary slides as and when a good news story or efficiency arises (they may not always use them but will appreciate the fact they have the slide in their back pocket if the conversation heads in that direction)