

The PMPs

- **Project management** is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives:
 - Make money (\$)
 - Enhance core competencies
 - Improve brand

Top Ten Reasons You might be a PM

10. Gantt chart, PERT diagram, Work breakdown structure, Critical path, and Earned value are part of your common vocabulary
9. Peers are referred to as resources
8. You develop Microsoft Project schedules for weekend activities and cost it based on your children's allowance
7. Instead of *Hooked on Phonics*, your children have *Microsoft Project for Dummies* books as must reads
6. Critical path is a bad word (would make George Carlin's list)
5. PMI events are better than a day at Disney
4. Took time from work to attend this session
3. You still believe in business ethics
2. Dealing with ambiguity is fun
1. You're going to buy copies of my book for family and friends

Project Management

- Oxymoron for most projects, analogous to:
 - Marketing intelligence
 - Management support
 - Software documentation
 - Exact estimate
 - Business ethics

Continuous Learning



- PMs must continuously learn in order to improve
 - Our motto “Projects make perfect”
- Projects past and present
 - What’s the success rate of your projects?
 - What’ve you learned over time?
 - How have you applied learning to improve project success?

Project History

- Total projects in lifetime (at least 3 months in duration)
 - Number that exceeded expectations
 - Time-to-market
 - Sales
 - Industry Awards
 - Number that were marginal
 - Not something you would list on resume
 - Not bad either
 - Number that failed
 - Admitting to being a fan of the Chicago Cubs or Buffalo Bills might be a step up
 - Number that were cancelled

Project History

Project Snapshot

	Excellent	Marginal	Failures	Cancelled
FFF		X		
KEITS Transmit			X	
KEITS Receive			X	
KELP	X			
Video Interface	X			
Digital Interface		X		
DV Interface		X		
Console Switch		X		
KEIM		X		
CS 1200 System		X		
Excel Max CPE 3.5			X	
Excel Max AP 3.5			X	
Excel Max CPE 3.5			X	
Endos Transmitter			X	
Endos Receiver			X	
PM Subcontract		X		

Project History

47 Total in my 30 year career

■ Breakdown

- 5 Excellent (10.64%)
- 16 Marginal (34.04%)
- 25 Failures (53.19%)
- 1 Cancelled (2.13%)

What went wrong?

- Poor specification(s)
- Inadequate market research
- Feature creep
- Inability to develop accurate schedule
- I was not the project leader
- Management Leadership
- Marketing Intelligence
- Skills (or lack thereof)

What went wrong?

- Long lead-time parts
- Obsolescence
- Equipment issues
- Economy
- Market dynamics
- Competitive action
- Re-organization



Present Project

- Ain't no doubt
 - PM for wireless product portfolio
 - Developed beautiful schedule with activities for success
 - Included design, quality, agency approvals, operations etc.
 - So life should be good?

Present Project

- Not so fast Young Skywalker
 - “BGH” at the controls
 - No sphere of influence
 - Schedule was ignored
 - Day-to-day management as project approached an ICEBERG

Present Project

- Program was a disaster!
 - Read the book
 - Loosely based on project
 - What did post mortem yield?
 - How to implement corrective action for next project?

Present Project

- My Great Awakening
 - Marketer's have the 4Ps of Marketing
 - Product, Price, Place, & Promotion
 - Guidelines for success, a checklist for covering the key ingredients for a product or service
 - What about PMs?

What to do?

- What can a PM do to right the ship
 - Or better control project variation
- What have you done on past programs to prevent Titanic Part II?
- What did you learn from these disasters to better prepare for future programs?

The PMPs

- How about The PMPs
 - Project Management Ps
 - Process
 - Parts
 - People
 - Phenomena
 - Categorized all project issues to these areas

The PMPs

■ Process

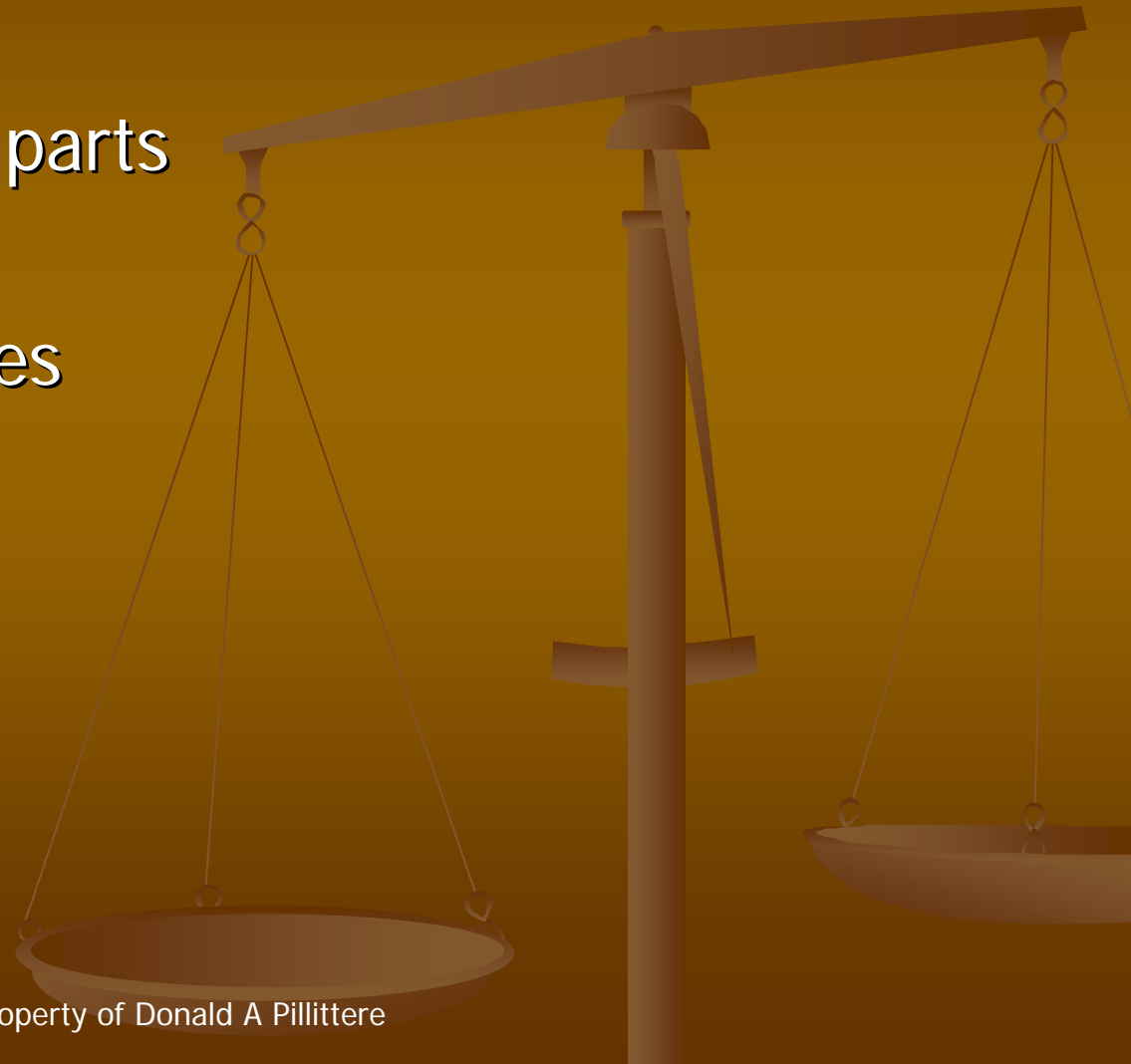
- Poor specification(s)
- Inadequate market research
- Feature creep
- Overly optimistic forecast

The PMPs

- People
 - Appropriate project leader
 - Management Leadership
 - Marketing Intelligence
 - Skills (or lack thereof)

The PMPs

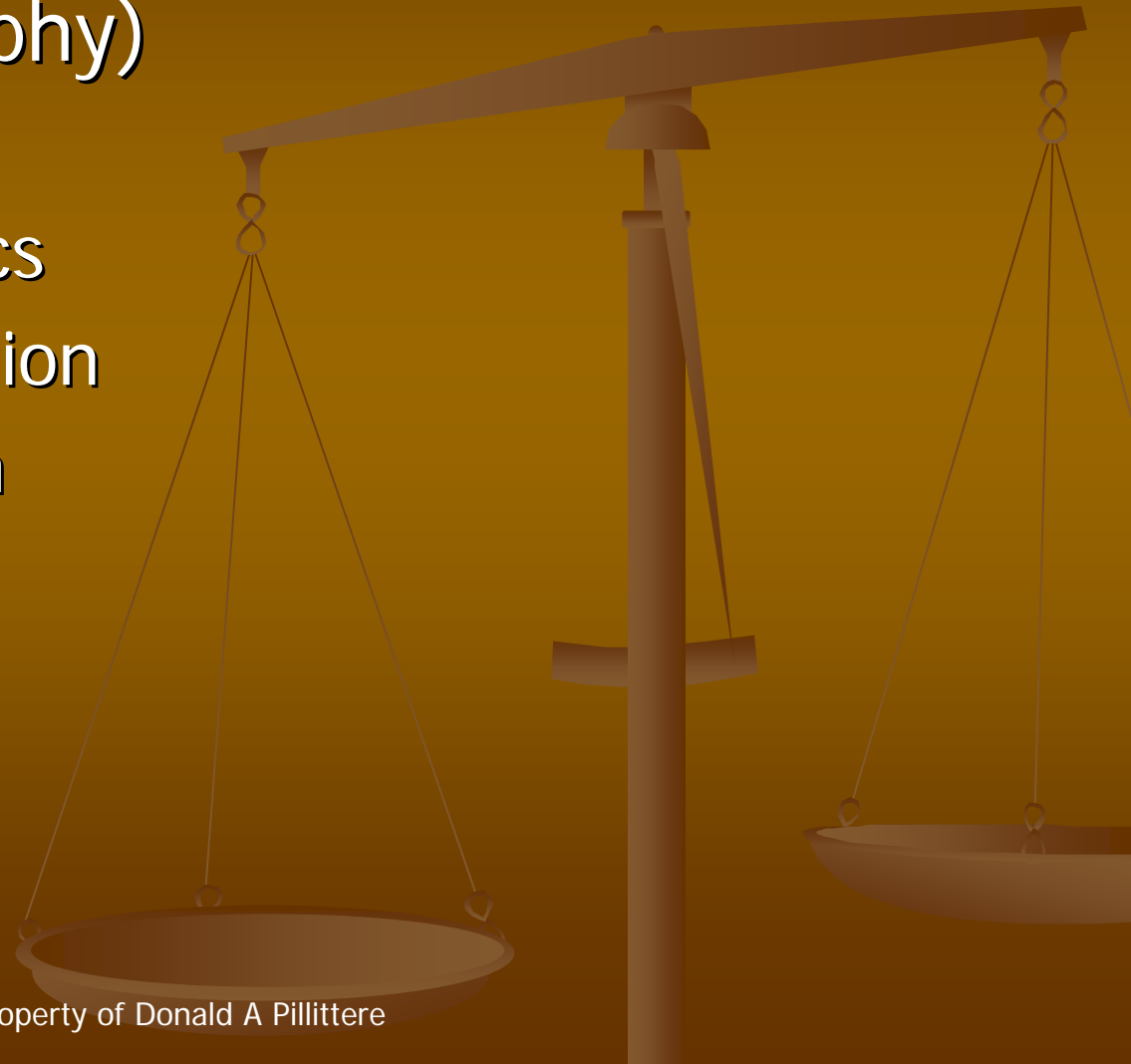
- Parts
 - Long lead-time parts
 - Obsolescence
 - Equipment issues



The PMPs

Phenomena (Murphy)

- Economy
- Market dynamics
- Competitive action
- Re-organization
- Downsizing

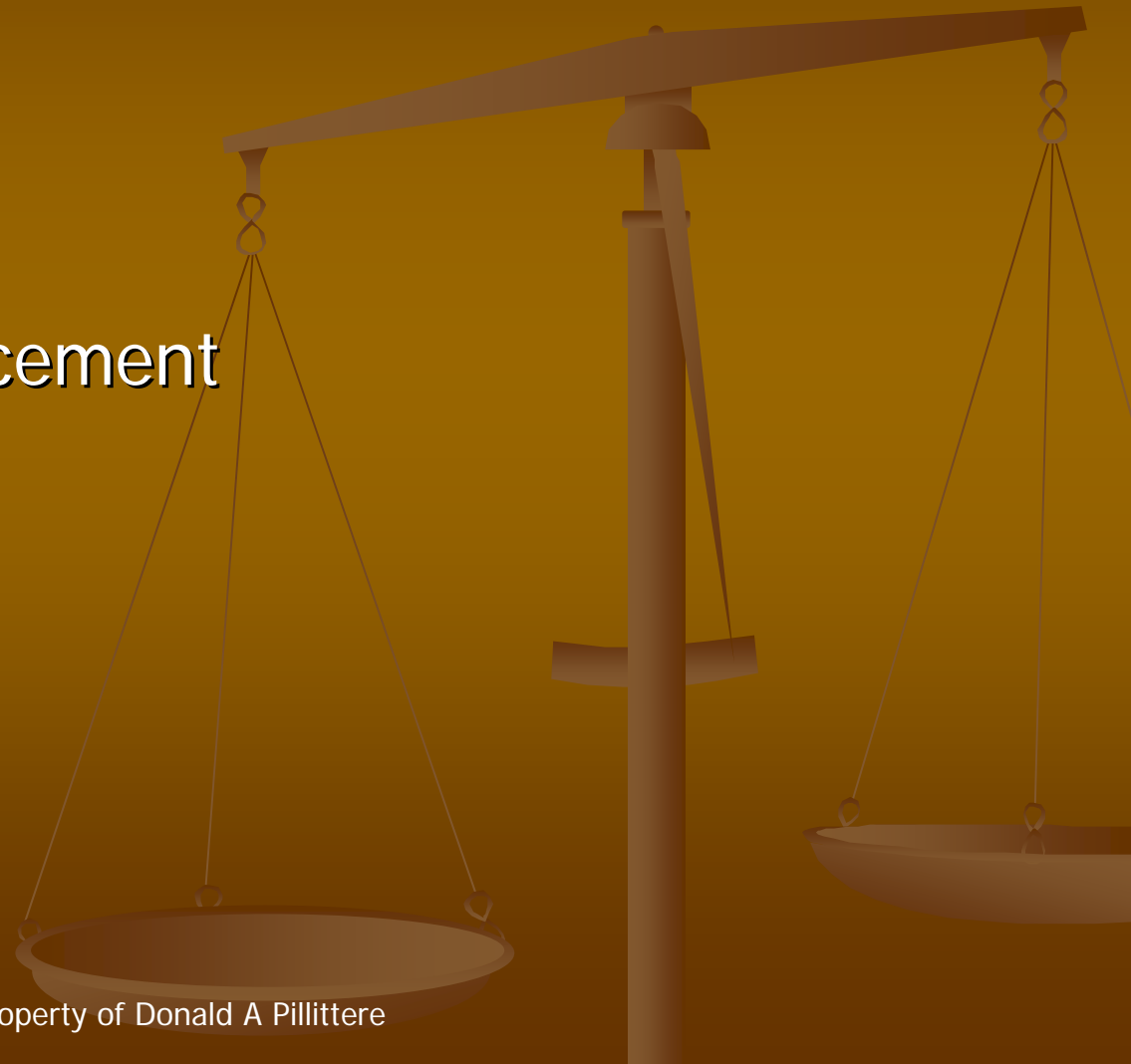


Application of PMPs

- What did I do on the next project with The PMPs
 - Assessed what organization needed across these dimensions
 - Took time (3 to 6 months) to understand landscape
 - What were the major mismatches that would get in the way of success
 - Could these be modified to drive towards success
 - Is there enough time to change PMPs
 - Practice what I preached
 - Don't want to be a phenomena
 - Win small battles in order to succeed at winning the war

The PMPs

- People
 - Skills
 - Training
 - Positive reinforcement
 - Freedom



The PMPs

- Processes (FDA regulations)
 - Well defined for regulations
 - Poor for marketing
 - Not understood by organization
 - Great equalizer

The PMPs

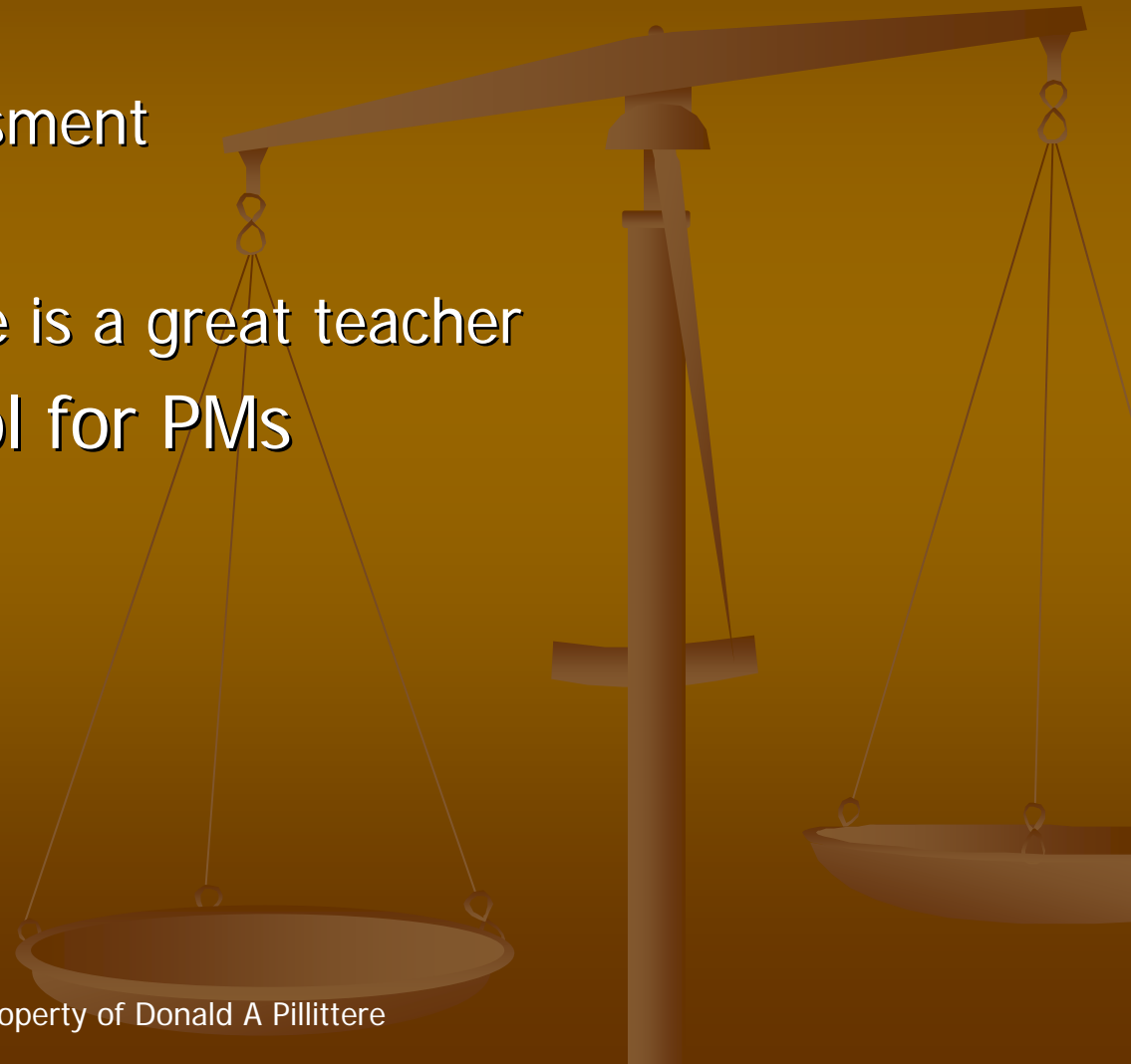
- Parts
 - Digikey to the rescue
 - Unique items caused problems
 - Freeware is not free (of problems)

The PMPs

- Phenomena
 - R&D another oxymoron
 - R – infinite research to find perfect solution
 - D – defined to make money
 - Communication

Summary

- Project History
 - Honest self assessment
- Learning
 - Project experience is a great teacher
- The PMPs – A Tool for PMs
 - People
 - Processes
 - Parts
 - Phenomena



Questions

- Thanks!



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