

# Getting to 'done'



## 2014 PMI Scheduling Conference

Presenter: Patrick Waver PMI-SP PMP

Title: Getting to Done!

Date: 10 July 2014

### Getting to 'done'

- Getting to 'done' is the objective of any project:
  - Done on time,
  - Done on budget and
  - Done to the satisfaction of stakeholders.
- **Most projects fail to achieve this.**
- This session will outline a practical framework for successfully getting your projects to 'done'.
  - And will identify a few of the reasons for failure



# Getting to 'done'

## Topics to be discussed

- Understanding how the work of the project will be done
- Proactively managing the risks and uncertainties that will affect the work
- The critical importance of stakeholder engagement and communication
- The limitations of project controls



## Understanding the work

- The big questions:
  - What does 'done' look like
  - How will you know it is done
  - What is the starting point
  - What has to be accomplished to get from the start to 'done'
- Can you explain this simply?
- Can you avoid making your project complex??



# Getting to 'done'

## Understanding what 'done' looks like

- Tangible outcomes are easy – you can kick and count them
- Soft outcomes are much harder to define
  - Process improvement
  - Culture change
  - Marketing
- If you can't describe 'done' don't start the project (yet)



## Understanding what 'done' looks like

- Done can be defined in different ways
- **You must be on the same page as your clients and managers**

What To do	Unclear	<b>Semi-Open or Making a Movie</b> <ul style="list-style-type: none"> <li>• Stakeholders are very sure about how the project is to be done</li> <li>• Stakeholders are unsure of what is to be done</li> <li>• The organisation is clear about the method to be used and has the expertise</li> <li>• It needs to spend time defining what</li> </ul>	<b>Open or Lost in the Fog</b> <ul style="list-style-type: none"> <li>• Stakeholders are unsure what is to be done</li> <li>• Stakeholders are unsure how the project is to be done</li> <li>• The organisation is attempting to do something not been done before</li> <li>• The organisation needs to spend time defining what and how</li> </ul>	
	Clear	<b>Closed or Painting by Numbers</b> <ul style="list-style-type: none"> <li>• Stakeholders are sure about what is to be done</li> <li>• Stakeholders are very sure about how the project is to be done</li> <li>• The organisation is going through a repetitive project and knows the skills needed</li> <li>• Written procedures, methods and systems are available to replicate what has been done in the past</li> </ul>	<b>Semi-closed or Going on a Quest</b> <ul style="list-style-type: none"> <li>• Stakeholders are sure about what is to be done</li> <li>• Stakeholders are unsure how the project is to be done</li> <li>• The organisation needs to spend time on defining how</li> </ul>	
	Clear	<b>How To Do It</b>		Unclear

Source: Obeng E (1994) *The Project Leader's Secret Handbook*. Financial Times Prentice Hall



# Getting to 'done'

## Understanding what 'done' looks like

- You know what 'done' looks like when:
  - You can explain it simply
  - You know what you know and know what you don't know
  - Every one agrees with the explanation
- You also need to be able to list what is **NOT included** in 'done'
  - Training
  - Commissioning
  - Support and maintenance



## Understanding what 'done' looks like

- Techniques from the *PMBOK® Guide* and elsewhere:
  - Requirements analysis
  - Scope definition
  - Document analysis
    - Contracts, Project SOW,
    - Business cases, feasibility studies

Additional resources see:

[https://www.mosaicprojects.com.au/WhitePapers/WP1005\\_Project\\_Definition.pdf](https://www.mosaicprojects.com.au/WhitePapers/WP1005_Project_Definition.pdf)



# Getting to 'done'

## Understanding how you will know its 'done'

- How will you and your client know the project has reached 'done'
  - What tests are expected?
  - How will the work be inspected?
  - Empirical or subjective measures?
  - What documentation is needed?
- If you don't know how the work will be inspected and tested you cannot plan to deliver a quality product
  - Tested and 100% OK before delivery



## Understanding the 'starting conditions'

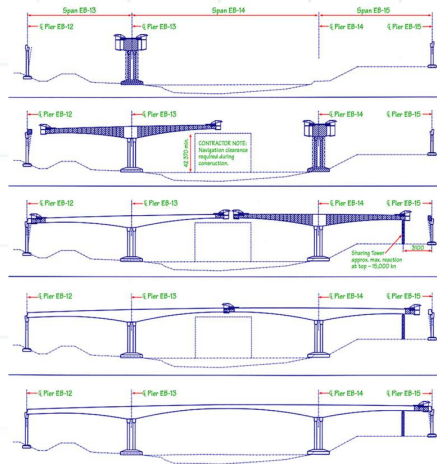
- Very few projects are 100% 'green field'
- You need to understand what is pre-existing to know what has to be accomplished to get to 'done'
  - Latent conditions
  - Preliminary works
  - Other projects that may interfere with you or help you
  - Dilapidation surveys
- Starting conditions must be agreed with the client



# Getting to 'done'

## Understanding what has to be 'done'

- Now we can start planning!
- Strategy
- Methodology
- Method statements
- Planning precedes scheduling

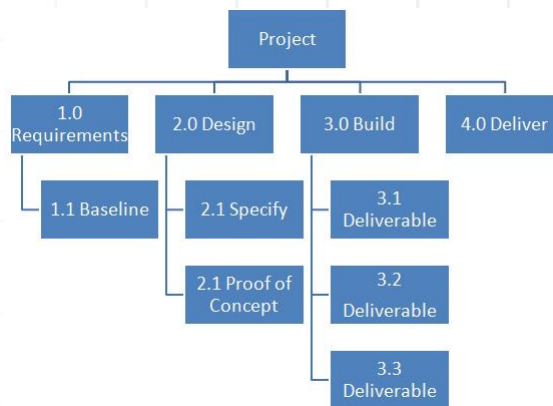


Additional resources see:

[https://www.mosaicprojects.com.au/WhitePapers/WP1039\\_Project\\_Planning.pdf](https://www.mosaicprojects.com.au/WhitePapers/WP1039_Project_Planning.pdf)

## Understanding what has to be 'done'

- WBS helps define:
  - Scope
  - Schedule
  - Cost (EV)



Additional resources see:

[https://www.mosaicprojects.com.au/WhitePapers/WP1011\\_WBS.pdf](https://www.mosaicprojects.com.au/WhitePapers/WP1011_WBS.pdf)



# Getting to 'done'

## Understanding what has to be 'done'

- Planning and scheduling are social activities, work with the team
  - Their understanding is essential to gain commitment
  - If you can't explain is simply *in the schedule* you don't understand it well enough (Einstein)
  - **Esoteric detail is a waste of everyone's time!**
- **Planning and scheduling requires a high level of interpersonal skills**
  - **Playing with software is largely a waste of time!**



Additional resources see:

<https://mosaicprojects.com.au/PMKI-SCH-010.php#Overview>



## Proactively manage risks and uncertainties

- **Your schedule is wrong –**
  - get used to the idea**
    - Schedules cannot foretell the future
    - Planners are not oracles (*even if you use Primavera*)
- Convincing lawyers of this fact can be difficult!





# Getting to 'done'

## Understanding & managing uncertainty

- The following components of a schedule are always uncertain (ie, subject to a variable range of outcomes)
  - The way the work will be done (activities and WBS elements)
  - The sequence the work will be done in
  - The time taken to do the work (durations)
- Uncertainty can be reduced during schedule development
- Assessed and contingencies 'allowed'
- Managed during the course of the work
- Some good practices follow



## Understanding & managing uncertainty

- **Collaboration – get the project team involved**
- Work with the team (or part of the team) to
  - Agree the scope (already discussed)
  - Develop the WBS and determine the major work areas and sequences
  - Develop the detailed work sequences
  - Define durations and resource requirements
- **No involvement = no interest or commitment**

Additional resources (duration estimating) see:

[https://www.mosaicprojects.com.au/WhitePapers/WP1052\\_Time\\_Estimating.pdf](https://www.mosaicprojects.com.au/WhitePapers/WP1052_Time_Estimating.pdf)



# Getting to 'done'

## Understanding & managing uncertainty

- **Plan what you know – budget the rest!**
- Esoteric detail is damaging – detail schedules require you to know:
  - Who will be doing the work
  - Their availability, and
  - How efficient they are
- Use 'Schedule Density' (next) or 'rolling wave' to progressively develop the detail

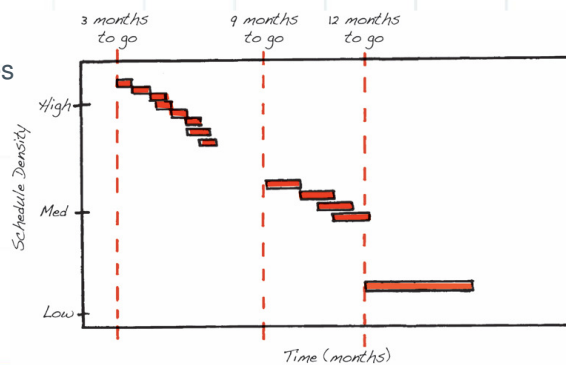
Additional resources (rolling wave) see:

[https://www.mosaicprojects.com.au/WhitePapers/WP1060\\_Rolling\\_Wave.pdf](https://www.mosaicprojects.com.au/WhitePapers/WP1060_Rolling_Wave.pdf)



## Understanding & managing uncertainty Schedule Density

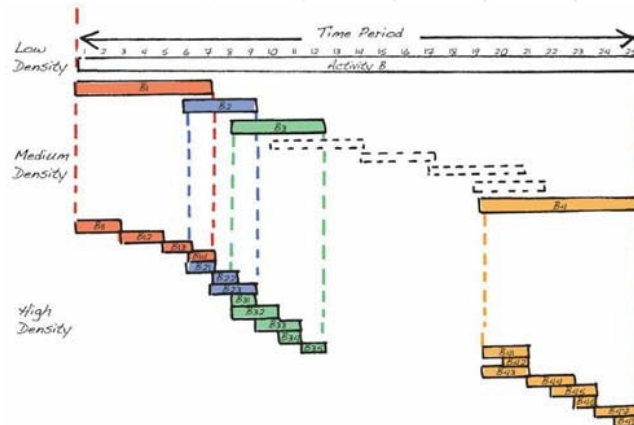
- **Low Density** sets the overall strategy and time budget for the project
- **Medium density** sorts out the tactics to achieve these objectives
- **High Density** focuses on the day-to-day direction of the workforce



# Getting to 'done'

## Understanding & managing uncertainty Schedule Density

- The 'density' (level of detail) is increased to a defined plan



## Understanding & managing uncertainty Schedule Density

- **High density updates** = the actual work that can be achieved with the current workforce productivity for the next few weeks as agreed with the team leaders (1 to 3 months)
- **Medium density updates** = agreed tactical responses to problems and opportunities agreed with the suppliers and subcontractors focused on achieving the project's objectives (3 months to 1 year)
- **Low density** = the defined objectives for the project (baseline)
- **A proactive process to manage the use of time!**

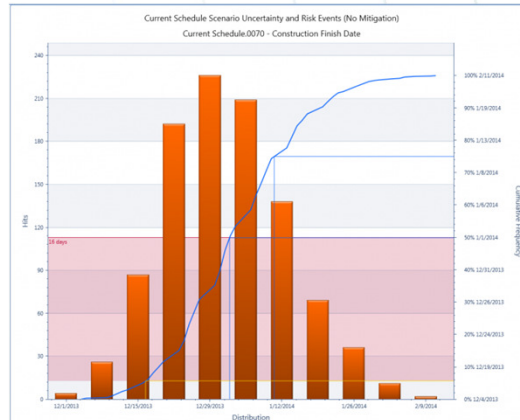
Additional resources see:

[https://www.mosaicprojects.com.au/WhitePapers/WP1016\\_Schedule\\_Density.pdf](https://www.mosaicprojects.com.au/WhitePapers/WP1016_Schedule_Density.pdf)

# Getting to 'done'

## Understanding & managing uncertainty Intrinsic Uncertainties

- Monte Carlo is the only option.....



## Understanding & managing risk

- Risks also need consideration and management
- This is a specialist area – on average nothing is average!



Additional resources see:

[https://www.mosaicprojects.com.au/WhitePapers/WP1047\\_Risk\\_Management.pdf](https://www.mosaicprojects.com.au/WhitePapers/WP1047_Risk_Management.pdf)



# Getting to 'done'

## Understanding & managing variance

- **Nothing is ever done to plan!**
- The schedule needs regular maintenance and updating as part of a routine update cycle:
  - Accurately record progress and performance
  - Status the schedule (and move all incomplete work to the 'future')
  - Update the schedule to keep it realistic and achievable
  - Agree the changes with the team

**The only thing you can influence is work in the future!**



## Stakeholder engagement & communication

- Well developed, well managed schedules are extremely useful tools:
  - They provide insight
  - They facilitate coordination
  - They help manage intrinsic and extrinsic risks
- The keys to unlocking their value are:
  - Communication
  - Collaboration and
  - Understanding the limitations of 'control tools'



# Getting to 'done'

## Stakeholder engagement & communication

- Schedules don't 'control' anything
- Communication the key to influence
- Influence affects outcomes but
- Understanding is required to inform actions / decisions
- The **right** information has to be communicated to the **right** people in the **right** way for the schedule to be useful
  - Understand your stakeholders and their needs
  - Build relationships
  - Communicate for an effect



## Stakeholder engagement & communication

- Stakeowners:
  - 'legitimate' (traditional) claims
- Stakewatchers: pressure groups
  - Possess only an indirect claim
- Statekeepers:
  - regulators who impose external control
- Stakeseekers:
  - seek to have a voice and 'pretend' to have a claim

Fassin, Y, (2012).



# Getting to 'done'

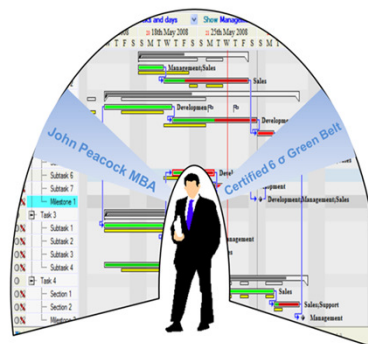
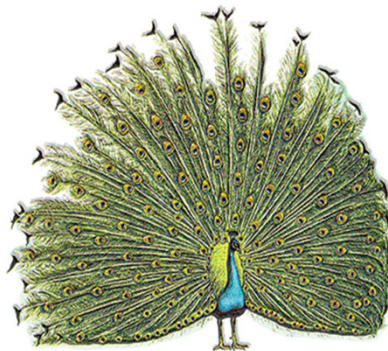
## Stakeholder engagement & communication

- Effective communication starts the process
  - No communication – no relationship
- Empathy – you understand my feelings and emotions
- Trust – I'm prepared to open up to you
  - Trust is being prepared to be vulnerable to someone else
- Credibility – I feel you have the ability to help me
  - I value what you say
- Mutuality – by helping you I achieve my objective
  - WIIFM -v- Altruism



## Stakeholder engagement & communication

- Use #1 – proper artefacts expected of a project



Jon Whitty in *advising upwards*

Clothes make the man. Naked people have little or no influence in society.

Mark Twain



# Getting to 'done'

## Stakeholder engagement & communication

- Use #2 – informing actions and decisions

Which map is more useful  
If you are looking for the Dojo

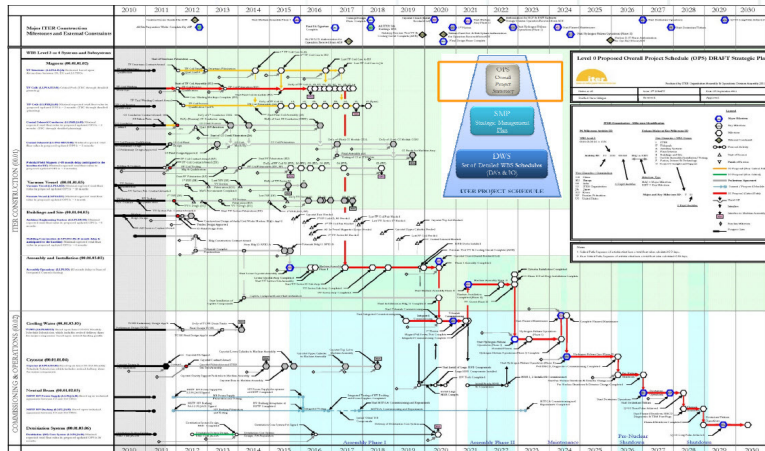


'Useful', 'Accurate' and 'Fully Detailed' are not synonymous  
and may be contradictory!



## Stakeholder engagement & communication

- ITER - €13 Billion project! All on 1 page





# Getting to 'done'

## Stakeholder engagement & communication

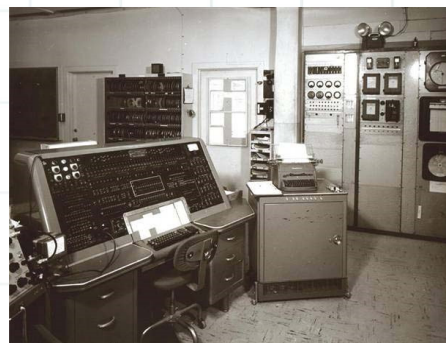
- Focus on the needs of the stakeholder
  - Information they need (and preferably have helped create)
  - Appropriate timeframe
  - Appropriate level of detail
  - KISS

**Useful schedules are useful  
because they are used!**



## Limitations of project controls - techniques

- Origins of CPM
- Limitations of the CPM modeling process
  - Single point estimates
  - Limited logical statements
  - Very poor resource calculations
  - No optimisation



Additional information on scheduling history see:  
<https://mosaicprojects.com.au/PMKI-ZSY.php>



# Getting to 'done'

## Limitations of project controls - skills

- Controls are not well implemented GAO BPs

	BP 1 All effort	BP 2 Logic	BP 3 Resources	BP 4 Durations	BP 5 Traceable	BP 6 Critical Path	BP 7 Float	BP 8 Risk	BP 9 Stating
Veterans Affairs (VA)	Green	Green	Green	Green	Green	Green	Green	Red	Green
DOT	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow
DOD	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Missile Defense (MDA)	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
DHS	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
DOE	Green	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Green
NASA	Green	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Red	Green

Legend: Fully Met (Green), Substantially (Yellow-Green), Partially (Yellow), Minimally (Orange), Not Met (Red)

## Limitations of project controls - skills

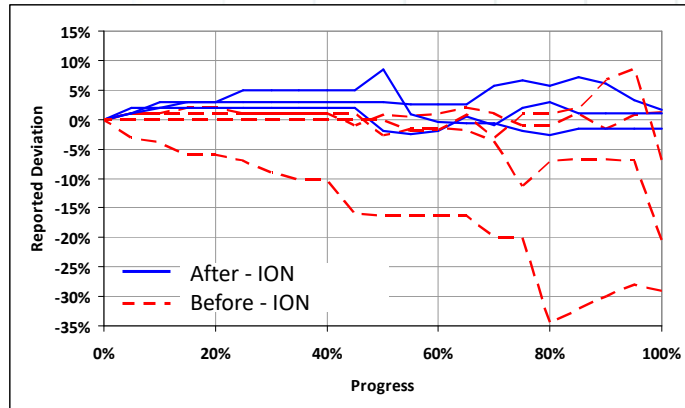
- The GAO 'best practices' – similar to PMI
  - BP 1: Capturing all Activities
  - BP 2: Sequencing All Activities
  - BP 3: Assigning Resources to All Activities
  - BP4: Establishing the Duration of All Activities
  - BP 5: Integrating Schedule Activities Horizontally and Vertically
  - BP 6: Establishing the Critical Path for All Activities
  - BP 7: Identifying Float Between Activities
  - BP 8: Conducting a Schedule Risk Analysis
  - BP 9: Updating (Stating) the Current Schedule
  - Additional BP 10: Create a Baseline Schedule



# Getting to 'done'

## Limitations of project controls - skills

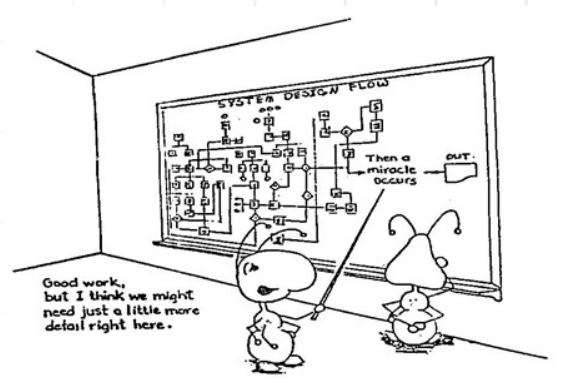
- The ROI from the ION training initiative: Fabricon (GDF Suez) Belgium  
€900 million turnover



PMI

## Summary

- Skilled planners and schedulers are the key
- But only 1200 PMI-SP holders
- People skills are critical



PMI

# Getting to 'done'

## Summary

**Data is not information,  
information is not knowledge,  
knowledge is not understanding,  
understanding is not wisdom.**

Clifford Stoll

Effective scheduling is focused on helping management make wise decisions



## Summary

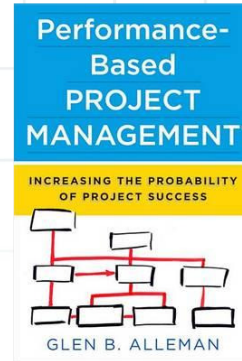
- A change in culture is essential:
  - Proactive management of time
  - Proactive management of delays and disruption
  - Focus on building success rather than measuring failure
- If you are not helping your team 'get to done', you are not doing your job!



# Getting to 'done'

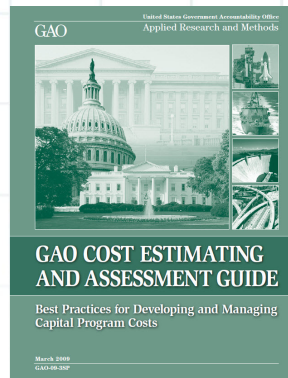
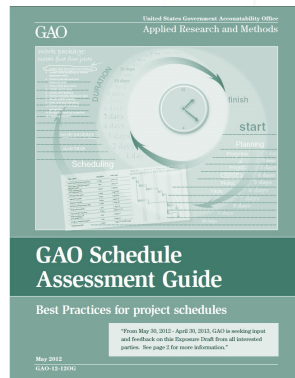
## Resources

- *Performance-Based Project Management: Increasing the Probability of Project Success*, Glen Alleman
- *Guide to Good Practice in the Management of Time in Complex Projects* CIOB UK



## Resources

- *GAO Schedule Assessment Guide & GAO Cost Estimating and Assessment Guide*  
U.S. Government Accountability Office



# Getting to 'done'

## Resources

- Free downloads:
  - <https://mosaicprojects.com.au/PMKI.php>
  - <https://mosaicprojects.com.au/PMKI-SCH.php>



# Thank you

**The presenter is available to  
answer questions in the chat pod  
during the intermission**



2014 PMI Scheduling Conference

[www.PMI.org](http://www.PMI.org)



<https://mosaicprojects.com.au/PMKI-SCH.php>