

Planning for Projects: Only the Amateurs Start at the Beginning

Ken Hanley,
M. Eng., Project Management

K | T | H
PROGRAM AND PROJECT MANAGEMENT

1

In 20 minutes:

- **One** basic approach,
- **two** fundamental questions, and
- a **solid foundation** for project planning

K | T | H
PROGRAM AND PROJECT MANAGEMENT

2

The Basic Approach...

- The thing **not** to be thinking about as you start to plan your project...

3

The Approach...

- ...is the **beginning** of your project.

4

What Did Stephen Covey
say?

- **Begin with the end in mind**

K | T | H
PROGRAM AND PROJECT MANAGEMENT

5

The Approach...

...and it works for projects too

K | T | H
PROGRAM AND PROJECT MANAGEMENT

6

Starting to plan your project
**without a clear view on the
end looks like first is...**

- at best, speculative and
- at worst, a complete waste of your time

K | T | H
PROGRAM AND PROJECT MANAGEMENT

7

So how do you know **what
to plan forward to?**

K | T | H
PROGRAM AND PROJECT MANAGEMENT

8

So how do you know **what to plan forward to?**

- The amateurs begin at the beginning and work forward
- The truly expert **begin at the end** and work backwards

K | T | H
PROGRAM AND PROJECT MANAGEMENT

9

To **begin at the end**, there are **two key questions** we all need to answer and agree on

- 1. Done?**
- 2. Won?**

K | T | H
PROGRAM AND PROJECT MANAGEMENT

10

Beginning at the end
question 1: **Done**

- **When do we all agree that the project is finished, and – for planning purposes - what deliverables will demonstrate that we're done?**

K | T | H
PROGRAM AND PROJECT MANAGEMENT

11

Examples of 'Done'

- New system is in ***production***
- ***Stable operations*** for 90 days after go live

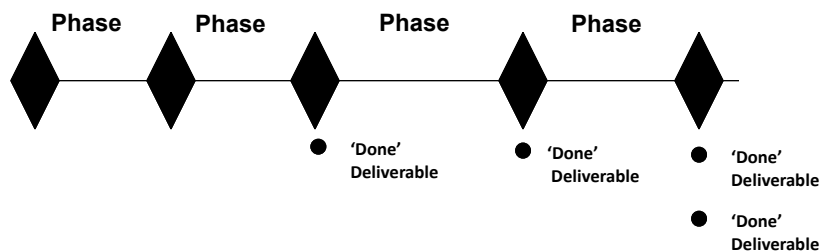
K | T | H
PROGRAM AND PROJECT MANAGEMENT

12

Anchoring the end of a 3-D Schedule with the 'Dones'

Notes:

1. Diamonds are milestones
2. **No dates at this point!**



K | T | H
PROGRAM AND PROJECT MANAGEMENT

13

Beginning at the end question 2: **Won**

- Do we all agree on - are we all aligned **on - what success looks like?** What **deliverables** will objectively 'prove' that our project has been a success?

K | T | H
PROGRAM AND PROJECT MANAGEMENT

14

Examples of 'Won'

- Reduce average call handling time from over 5 minutes to under 2 minutes
- Reduce or re-deploy call handling staff by 35%
- Increase customer sats average from 2.5/5 to over 4/5

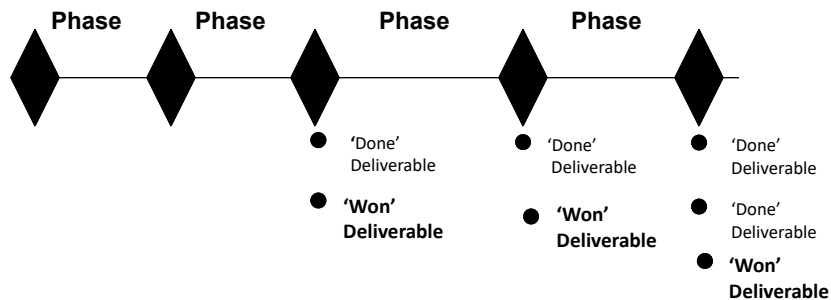
K | T | H
PROGRAM AND PROJECT MANAGEMENT

15

Anchoring the end of a 3-D Schedule: adding in the 'Wons'

Notes:

1. Dones and wons not all at the final milestone!



K | T | H
PROGRAM AND PROJECT MANAGEMENT

16

Done and Won...

- They're **related**, but **they're definitely not the same**
- One informs the other...
- **'Done' constrains 'won'** – let's see how...

K | T | H
PROGRAM AND PROJECT MANAGEMENT

17

Lining up Done and Won...

- Make sure that all your **wons** occur at or before your final **done**...
- A good example: the billing system replacement project in Philadelphia...

K | T | H
PROGRAM AND PROJECT MANAGEMENT

18

With 'Done' and 'Won' now established and....

- ...you've now got a **foundation** to build from – a baseline for
 - expected outcomes (based on 'won')
 - schedule and budget (based on 'done')
 - the start of your stakeholder engagement plan

K | T | H
PROGRAM AND PROJECT MANAGEMENT

19

And without that foundation....

- ...how would propose to build a plan and schedule?

K | T | H
PROGRAM AND PROJECT MANAGEMENT

20

To summarize:

- One basic approach,
- two key questions, and
- a solid foundation for project planning