

Project-Management- Key thoughts... Work Sheet

Overview

Project management is the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time. [Wikipedia](https://en.wikipedia.org/wiki/Project_management)

by Harvard Business Review Staff

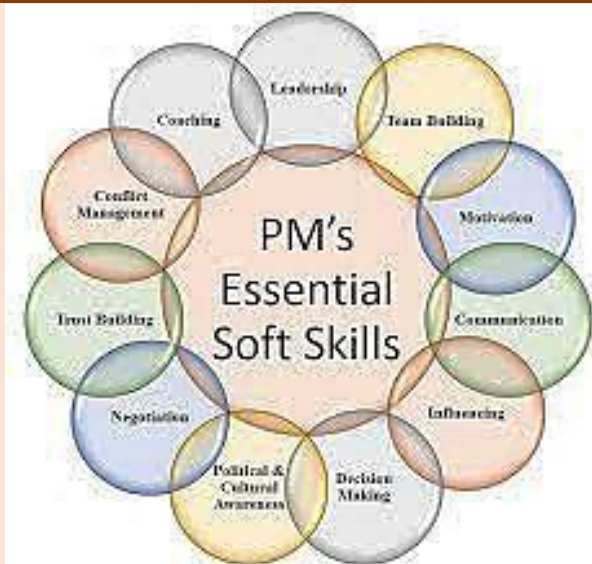
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Every project should have a charter that spells out the nature and scope of the work and management's expectations for results. A charter is a concise written document containing some or all of the following:

- Name of the project's sponsor
- Project's benefits to the organization
- Brief description of the objectives
- Expected time-frame
- Budget and resources available
- Project manager's authority
- Sponsor's signature

Tasks for the team:

- Write-down: the key words we need to define/understand from attached reading.
- Discuss their meaning and add them to the attached table
- How can they be used in our job project? Give details.
- Have I done some of these items in my past work?
- What questions do I have?
- Can we use a charter in other applications?
- How would we draw a plan for the charter?



<https://leadershipchamps.wordpress.com/2013/04/12/project-managers-essential-soft-skills/>

Learning Skills... Discuss these skills. How do they apply to our discussion?

Questioning	Leadership
Critical thinking	Conflict management
Decision making	System thinking
Coaching	Decision making
Trustworthiness	Negotiation

Can we draw a picture to describe these skills or right an Improv script?



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From IBM training:

We live in a world of projects!



The **Taj Mahal** is one of the most recognizable monuments in the world. Around 22,000 laborers worked on it with thousands of painters, embroidery artists, and stonecutters to execute the intricate work. This attention to detail and project planning paid off, as the tomb took about 12 years to finish. Then, the rest of the buildings at the complex would be completed after an additional 10 years.



The **International Space Station** circles the globe about once every 90 minutes at a speed of about 17,500 miles per hour (28,000 kilometers per hour). The Station was a construction project developed by a partnership of 15 countries. It is the largest single structure humans have ever put into space.



Vaccines will help prevent the spread of COVID-19 to end the pandemic. Most vaccines take years to develop, but scientists created **multiple vaccines for COVID-19** within a year because of funding, sufficient resources, past research, and a regulated vaccine development process.

These are just a few **big** projects that were a success for the world community.

You can probably think of some projects that you've taken on in your life, whether big or small, that have succeeded!



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"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where—" said Alice.

"Then it doesn't much matter which way you go," said the Cat.

"—so long as I get **somewhere**," Alice added as an explanation.

"Oh, you're sure to do that," said the Cat, "if you only walk long enough."

— Lewis Carroll, *Alice's Adventures in Wonderland* (1865)

It's understandable that projects often begin with great ideas or concepts, and participants are eager to get started on the work to develop the great ideas or concepts. But, with this "ready-fire-aim" mentality, teams might start working without ensuring that there is a proper understanding or definition or even the same mission and vision for the effort.

Let's begin here, with how to initiate a project right and make sure everyone knows where they're going!

Project charter

It's critical for the PM and project team to begin with a clear idea of the desired outcomes, so the project starts well, keeps momentum, and stays on track.

A project is often initiated and authorized through a **project charter**. It is issued by the project sponsor or client. The project charter may contain various levels of detail depending on the organization or project. Typically, it's a short document that explains the project in clear, concise wording. **It answers the question, "What will the project deliver?"**

The project charter lays out the project and may have some of the following elements:

- Project title
- Goal or objectives of the project
- Business objectives
- Requirements, at a high level
- Short description of the project
- Scope
- Key deliverables
- Major events in the project, called milestones, that have a start and end date
- Known risks at a high level
- Assumptions
- Budget
- Key stakeholders
- Approval process



Get started

The stakeholders

✓ Completed! ⌚ 2 Minutes

Stakeholders are those with an interest in the project's outcome.

A stakeholder is any individual or organization that is actively involved in the project or whose interests might be affected, either positively or negatively, as a result of project execution or successful project completion.



Stakeholders can be **internal** to the organization, such as the sponsor or client for the project, top management, and all of the project team members.

Stakeholders can also be **external** to the organization, such as an external customer and a contractor or supplier that provides services or a product needed by the project.

Important to know

- Identifying and communicating with the stakeholders is an important responsibility of the project manager.
- Most projects have a number of stakeholders, and they each have their own objectives for the project. The project manager must understand these stakeholders and their respective objectives. Using this information, the project manager must ensure that what is done on the project is consistent first with the project requirements and then with the stakeholders' objectives. Ideally, the objectives of the different stakeholders are closely aligned. If not, a series of negotiations might be required to align the objectives.
- Stakeholders can make or break the success of a project. One of the reasons for project failure is that stakeholders lose their commitment to the project. It's important to keep stakeholders involved in the project.



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Project Canvas: Wired Letters Virtual Teaming Tools course

Goals

What is the purpose or objectives of the project?

- To increase employee adoption of the virtual teaming tools across all business units to be 90% or greater.
- 100% course completion rate all employees.

Users

Who is in the target audience who will benefit from the product or service?

- 1,320 Wired Letters employees, across all geographies, including all leadership roles.

User Benefits

What benefits can users expect when the project is finished?

- New skills development in virtual teaming tools to work more collaboratively with each other and more productively for clients.

Team

Who are the participants? What is their role?

CORE TEAM

- Natasha Verma, Project Manager
- Anya Valeeva, Instructional Designer
- Sunit Chandra, Graphic Designer
- Peter Singer, Course Programmer
- Maria Cortez, Quality Assurance (QA) Tester

Stakeholders

Who affects the success of the project? What is their role?

INTERNAL – CSTS

- Vivienne Chen, Program Manager
- Dilip Karnam, Marketing Director

EXTERNAL – WIRED LETTERS

- Sam Green, Learning Director
- Teresa Novak, IT Tooling Lead

Scope

What is covered under the project?

- One-hour digital course
- Includes text, graphics, and realistic scenarios that simulate using the virtual teaming tools to bring the business situations to life
- Cover three virtual teaming tools

Deliverables

What are the outcomes, documents, and products that will be delivered to the client?

- Course storyboard files
- Course published files
- Hosting of the course on the CSTS learning management system (LMS)
- Weekly course completion reports
- Course maintenance plan

Activities

What activities does the team need to execute to deliver the product or service?

DESIGN

- Create a mock-up of the course
- Conclude the course outline

DEVELOP

- Draft storyboards of course content and interactions
- Program course

TEST

- Review course in test environment
- Incorporate edits

RELEASE

- Host course on server

Milestones

What are the key events and dates that frame the schedule?

- 17 May: Kickoff meeting
- 24 May: Conclude course design with mock-up
- 2 July: Test start date
- 12 July: Launch course
- 13 July: Close project

Risks

What are possible future events to consider now that could have a negative impact on the project?

- Subject matter expertise: Teresa Novak, IT Tooling Lead, is the appointed SME from Wired Letters who is knowledgeable about how to use the virtual teaming tools, however, she has limited availability to support the course development.
- Scheduling consideration: The course must launch in advance of Wired Letters' Summer Series corporate event that takes place 21 July through 23 July; it will be announced to all employees and the call to action is to take the course.

