

# Controlling Explosions<sup>SM</sup>

## – The Fundamentals of Project Excellence

*Accomplish strategic change by completing projects on time, on budget while always producing the expected results.*

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### Narrative

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Projects come in many sizes, shapes, and forms. Always with incredible expectations and unbelievable time lines. The Project Manager is to be a magician. If you are able to deliver tough projects productively, projects stop showing up alone – they bring a few of their buddies. Projects are everywhere. On a mega-project, smaller projects are being hived off to control the larger project by controlling its parts. Expediting resources becomes a project or a collection of projects. Strategic change in a corporation is delivered by a change project. The Postal Service delivered more than seventy new systems across the organization in one year. Strategic change is a way of life. Projects implement change, deliver new products, install new systems, deploy new procedures, always improving the competitive edge.

Project delivery is a core competency in a global economy. Learn the fundamentals of good project management by completing projects. Lots of projects! ProjectMAN<sup>®</sup> simulations are the learning platforms for project excellence. The concepts are derived, practiced, and internalized. Practice the fundamentals again and again. Learn project excellence with the flourish of fun.

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**Project delivery is a core competency in a global economy.**

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### Time Line

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Three days – 24 hours

### Purpose

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To build a solid foundation of project fundamentals

- Understand the big picture – see projects as a system with inputs, results, process, resources, and metrics.
- Use the Project Management Methodology to gain control and complete projects.
- Value planning – strategic, tactical, operational, task/technology planning levels.

### Mission

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To build the fundamentals of project excellence: results, scope, and performance. See the project as a system. Plan the project process from results, scope, and performance. Write detailed work breakdowns based on time, territory, and technology as well as on strategy, tactics, operations, and task/tools. Estimate, procure, and deploy resources. Measure performance on the rulers of time, cost, and quality. Develop

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Precedence Network Diagrams using the StickyPathMethod<sup>SM</sup> with time calculations. Relentlessly improve project delivery. Evaluate scenarios of possible scope changes as to impact, timing, contingent action, reaction, and counteraction. Forever ensure customer satisfaction.

### Learning Objectives

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- Define the imperatives of the project fundamentals: Result, Scope, and Performance. Identify desired Results. Isolate the Criteria for Success. The customer is expecting the Result.
- Define the Scope completely. What is required and what is not to produce the Result.
- Understand the Roles and Responsibilities of the different project players.
- Identify Issues: Risks, Decisions, Assumptions, Unknowns, and Imperatives.
- Develop a Project Charter merging the project with the roles.
- Plan Project Strategy, Tactics, and Key Methods.
- Understand Methods – how, when, who, with what.
- Completely identify the Performance required to accomplish each element of the Scope.
- Break down the Work into controllable chunks. Develop a Work Breakdown Structure.
- Estimate both the Effort and the Duration required by the WBS.
- Lay out Precedence Diagram Method time scaled network with time calculations.
- Plan Resource requirements required by the WBS. Negotiate, Contract, Procure Resources.
- Develop processes to estimate, procure, receive, store, disperse, and account for resources: management, methods, machinery, materials, money, time, and information.
- Create Rulers (Metrics) for Measuring Progress against Time, Cost, and Quality.
- Identify the Risks embedded in the WBS, in the Results, in the Scope, and in the Performance. Assess Risk: variances, changes, contingencies, scenarios.
- Control Change. Develop techniques to influence the Critical Project Variables.
- Recognize the symptoms of problems in a project
- Monitor Progress. What had been done, what has been expended, what is left to do, how long will that take, what additional resource will that take.
- Review Project Completion.
- Learn and improve Project Quality.
- Celebrate! as a system with inputs, results, process, resources, and metrics.

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## Outline

Time	Duration	Activity	Outcome
8:00	30 minutes	Introduce workshop	Meeting people at the table and learning workshop's agenda
8:30	2 hours	ProjectMAN <sup>®</sup> simulation STARTER	Experience the trauma of the project. Define Results and identify Criteria defining success. Document the process. Compare this process to other projects: concept, results and criteria, scope, requirements, effort, schedule, procure, execute, evaluate, closure.
10:30	10 minutes	Break	
10:40	80 minutes	Process homework – group presentations	Review the Project Management Methodology, Project Roles and Responsibilities, Project Process, Project Fundamentals, Project Charter, Risk Assessment
12:00	45 minutes	LUNCH	
12:45	4.0 hours with working lunch	ProjectMAN <sup>®</sup> simulation BALANCE and assemble into a larger structure Run BALANCE a second time	Results, Criteria, Scope, Project Charter, Project Process, WBS, Flow Charting, Milestones, Risk, Methods, Time Estimation Methods – the essence of effort, duration, resources and cost Work Break Down Structures – time, territory, technology, people, and Strategic, Tactical, Operation, Task/Tools Estimating Effort
2:00	10 minutes	Break	
5:00	0	Close for evening	
8:00	30 minutes	Review	
8:30	3.5 hours	ProjectMAN <sup>®</sup> simulation PLANNER run PLANNER again	Precedence Diagram Network, time calculations, <b>StickyPathMethod<sup>SM</sup></b> , milestones, deliverables, duration versus effort Risk Assessment: Murphy's Analysis and Project Management Process Measuring Project Process Monitoring progress against rulers (metrics) of time, cost, quality
10:00	10 minutes	Break	
12:00	45 minutes	LUNCH	

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Time	Duration	Activity	Outcome
12:45	4 hours	ProjectMAN® simulation INNOVATION	Learn the components of customer satisfaction: concept, criteria, results, and communication. Risk Assessment: Scenarios Risk Assessment: Contingency Planning: action, reaction, counteraction Project Review Project Learning
2:00	10 minutes	Break	
5:00	0	Close for evening	
8:00	30 minutes	Review	
8:30	5 hours	ProjectMAN® simulation BRIDGING – Integration simulation	Strategic, Tactical, Operational, Task/Tools Project Planning Resource procurement, equipping, enabling, deployment Scope Management Internal Negotiation, Internal Contracting Care and Feeding of Project Teams Discuss Team Dynamics Learn leadership surrounding the project process: communication, values, ethics, vision, culture, recognition, and rewards. Evaluate how these impacted the simulations and how leadership affects actual projects. Project Review Project Learning Closure and Celebration
10:00	10 minutes	Break	
12:00	45 minutes	LUNCH	
2:20	10 minutes	Break	
2:30	2.0 hours	Apply Project Management Methodology to real world	How will you apply the learning on these topics in your work? Small Groups - discuss and apply topics (one hour) Individuals – write commitments to specifically apply each topic to share with their peers and superiors. (30 min). Share one commitment with the large group (50 minutes)
4:30	30 minutes	Closure	Certificate, Memento, Celebration, Course Evaluation
5:00		Complete	