Nine Fundamental Steps to Project Success

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Step 1: Conduct a project Discovery session
Step 2: Document all expectations & benefits
Step 3: Establish the "Ground Rules."
Step 4: Create the Plan
Step 5: Execute the Plan
Step 6: Plan for Change
Step 7: Identify and manage risks and issues
Step 8: Collect Lessons as you go
Step 9: Hone your communication
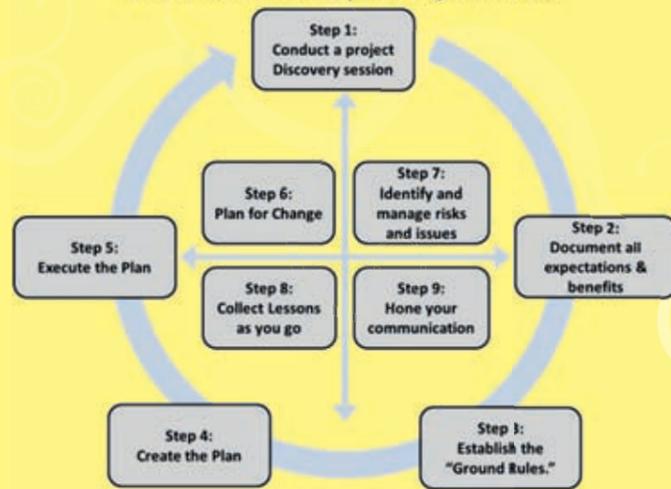
depend on the size of your project and your organization's processes. Be remembered to write down Project Success Plans, which can be a way to capture all stakeholder needs and to define the meaning of success for everyone. Small projects may collect the expectations through personal interviews or by email. Larger projects, with stakeholders potentially numbering in the thousands, may employ sampling strategies and extensive consultation. Once collected, you may group the expectations and begin to find both complimentary and competing expectations.

It is vital to articulate an understanding of the core benefits of the projects implementation, and to ensure that it is threaded into the set-up and guiding principles of the project.

Understanding stakeholder expectations and key benefits will influence how the project will proceed, and will provide input into the Communication Plan. Having well-documented expectations and clearly defined benefits will pay dividends when project success metrics are being created and when key decisions must be made. At planned points in the project, expectations and benefits should be revalidated with the stakeholders, for example, at 25% completion, or at a planned project governance review. The revalidation is particularly important for projects of long duration and/or high complexity. Also, if key stakeholders change during the project, ensure that you check their expectations. The new stakeholder will have "inherited" the project, and may have different expectations than those of their predecessor.

Step 3: Establish the "Ground Rules."
How and where will status reports and project artifacts be stored, and what will they look like? What is the team's appetite for risk? How often will you meet as a project team? Have you worked together before? These are just some of the questions to which your Ground Rules will provide answers. A Project Success Plan meeting can help you to achieve this. The Ground Rules should document the governance and routines for the project as well as expectations for the project team. Once established, the Ground Rules and all key project components should be covered in a formal initiation meeting to certify that everyone is on the "same page."

Step 4: Create the Project Plan.
The "Plan," in this sense, refers to the Project Management Plan (PMP), and subsidiary Plans, such as those for resources, risk management, communications. etc.. Involve your project team in accountability for the work in the creation of the PMP and subsidiary plans to ensure Owners of specific key activities are assigned and understood. It goes without saying that detailed work is required for estimates, budgets, schedules, quality and so forth.

Step 5: Execute the Project Plan.
Once the plan is created and a baseline agreed upon, execute the plan. If the project has approved changes, these should have been integrated into a revision of the plan (and, if necessary, a new baseline created) after approval. During the execution, measuring and controlling against the plan should be taking place. One would not drive the vehicle (in our earlier scenario) without checking fuel and other gauges and our progress along the route as we drive to our destination. The same analogy applies for your project.

Step 6: Work the Plan, but Plan for Change.
Every project creates something unique. A Project Manager should expect changes, and should plan for change. Change can be healthy; it does not have to be negative. Look carefully at any changes requested to assess their fit with the project's objectives and the anticipated benefits. Embrace change requests as long as they are shown to add value, and track them against the agreed baseline. The way in which you handle requests for change can have a big impact on the eventual success you achieve.

Step 7: Identify and manage risks and issues.
Your approach to risk will have a major bearing on your ability to cater to change. One of the things to do early in a project is understand the appetite for risk from the senior stakeholders. This sets the tone for how to approach risks and, if they occur, issues. A risk is an event that has the potential of impacting your project, either positively or negatively. An issue is something material that has occurred and must be handled. Each project will have unique risks (positive ones may be termed "opportunities"). Risks and issues should be recorded and strategies for them agreed upon and tracked. They should be actively and regularly discussed within the project team. Risks and issues logs from previous projects can provide useful pointers, and libraries of such information can serve as a good starting point for their identification. Done well, risks and issues management can aid a Project Manager enormously.

Step 8: Collect Lessons as you go.
As we mentioned in our article "Learning Lessons – Before You Begin, as You Progress, and When You Have Finished," released in February 2011, we suggest past lessons be reviewed at the start of the project. Capturing lessons learned should not be a one-time task for a project. Ideally, lessons during a project should be quickly captured during its execution, but the reality is that project teams rarely make time for this. Can you be different? At the end of the project, a full, planned Retrospective should be held to record the lessons for the benefit of future project teams. If organizations and PMOs within organizations are to grow, learning from experience must be a priority.

Step 9: Continually hone your project communication.
This is a holistic step that impacts the success of all the other steps we have outlined. Communication is at the heart of all your activities as a project manager. Whether you are tracking risks and issues, creating your Plan and its detailed sub-elements, reporting progress or running a governance group or anything else, your ability to communicate effectively with people at particular points in time is vital to your success. "One size does not fit all" is a useful maxim to consider for communication. It is a blend of art and science, and getting it right will play a large part in your success.

As we stated at the beginning of this article, we have put forward nine steps that, if done well, can positively influence a project's success. We have deliberately not gone into the technical accuracy of estimates, schedule and the like; such factors are what we consider to be part of the Project Plan. If you bear our holistic nine steps in mind and can execute all of them well, we think you will have the ingredients of a successful outcome – all things being equal. As always, we would very much welcome your comments.

About author

Gareth Byatt, Gary Hamilton, and Jeff Hodgkinson are experienced PMO, program, and project managers. In February 2010 they decided to collaborate on a five (5) year goal to write 100 PM subject articles (pro bono) for publication in any/all PM subject websites, newsletters, and professional magazines / journals. They have been translated into 8 languages and published on websites in 23 countries. Their mission is to help expand good program and project management practices by promoting the PM profession, to be a positive influence to the PM Community, be known as eminent influencers of PM practices, and in earnest hope readers can gain benefit from the advice of their 65+ years of combined experience and expertise and include the expertise of co-authors who write with them on certain articles and subjects.

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PMI Indonesia Chapter mengucapkan terima kasih atas dukungan rekan-rekan sekalian demi terlaksananya edisi kelima **Excellentia** di bulan Juni ini. Pada edisi ini kami kembali berbagi informasi tentang berbagai kegiatan yang telah kami laksanakan di bulan Mei dan Juni 2011 dan mengulas topik *Risk Management* dan *Project Financing* dalam implementasi *Project Management*.

Apresiasi kami sampaikan kepada Mr. Joel Razon dan Mr. Gareth Byatt, Mr. Gary Hamilton serta Mr. Jeff Hodgkinson yang sudah menyumbangkan tulisannya. Untuk rekan-rekan yang ingin berbagi pengalaman dan ilmu berupa tulisan, redaksi Excellentia menunggu untuk dapat diterbitkan diedisi selanjutnya.

Sekali lagi kami ada untuk Anda. Semoga semua ini bisa memberikan manfaat bagi kita semua dan juga semakin memperkenalkan *project management* dalam pelaksanaan aktifitas rekan-rekan sehari-hari.

Redaksi

If you are an experienced project practitioner you may be asked at some point, "What are the key things that a Project Manager should do in order to be successful?" There is no one-line, simple answer to this question. Success depends on many factors, including the organization for which you work, the power granted or bestowed on the project manager, the responsibilities they are given on their project, and other influencing criteria. Having said that, we have found over the years that there do exist certain factors which, when done well, usually influence success. Let us elaborate.

First, we must establish your expectations as the reader. The nine steps we put forth in this article are not a "Holy Grail" for successfully managing a project. They represent actions which, if undertaken with purpose and meaning, can help set your project on the path to success, and keep it on that path. Think of the nine steps in this manner: if you are planning a road trip by car, there will be many steps to your plan (many of which you will do automatically); check that your vehicle is in good working order, ensure you have a map of the route, be certain that you have fuel, and so on. Some steps in this plan are more critical than others. This is the same principle we are applying to these "success factors" for project management. The nine steps are not in a sequence; whilst Step 1 will be undertaken before the others, the others may be undertaken in a different order.

Step 1: Conduct a project "Discovery session."
Before a project formally exists, the idea for it will be discussed, reviewed and debated by people who have an idea to create something. The

extent of these discussions will depend on the nature of the idea and the group promoting it. It may be as simple as one stakeholder generating the idea and that idea quickly becoming a project, or it may involve formal planning, with a Business Case, Estimates and detailed Benefits Management calculations using Return on Investment (RoI) or other factors being presented to a governing body for approval. Regardless of the breadth of processes to which the project is subjected at its inception, there are two critical aspects: (1) the realization of at least one person's expectations and (2) the knowledge that the project needs appropriate estimates (indicative or detailed), together with assumptions made that will affect its outcome and perceived success. Will you be on board at this time as a PM? Maybe not. Whenever you are brought on board, one of the first things we believe to be important is to ensure that all these "Discovery" project artifacts and outcomes (however they are termed in your organization) are collected, documented, and accounted for within the deliverables of your project.

At the same time, make sure that you take the time to review the lessons from previous projects (both your own, and those of others). Once the lessons learned have been captured, apply those relevant to your project.

Step 2: Document all stakeholder expectations and benefits for the project.
Not all stakeholders will be "for" the project; some will be against it. The way in which you collect and share everyone's expectations will

Excellent

The Power of Leverage
Project Management Office & It's Strategic Importance

Joel Razon, PMP, ECE, MSDT

My Experiences In Project Management Office

I have been very fortunate enough to be part of two of biggest telecommunication networks supplier in world both as a Project Manager and a member of the Project Management Office. Both share the same vision and mission of promoting the best project management practices and help project teams achieved not only their project deliverables within specified time, quality and cost but also exceed stakeholder's expectation.

I have observed one general basic thing that is common on all project management office that I've been involved with and other companies, that is all the members are experienced project managers who have successfully led their teams in planning, execution and closing of their respective projects. Each team member is a specialist in a certain type of projects such as turnkey or time to market deployment, technically complex and limited scope projects. The members are also subject matter experts in knowledge areas such as long term and short strategic planning, project tools & processes, cost control, progress control, contract, quality and risk management.

I have also observed some differences specially in the mode of operations. Some have operational and business responsibilities such as governance of the entire project management deliverables from initiation, execution to closing. However in some organization, it's purely a line management or a support and reporting functions. More often than not, it is the latter that is the most common functions of the majority of the PMO organization

The Project Management Office

The traditional definition of the Project Management Office (PMO) in a business or professional enterprise is the department or group that defines and maintains the standards of process, generally related to project management, within the organization. The PMO strives to standardize and introduce economies of repetition in the execution of projects. The PMO is the source of documentation, guidance and metrics on the practice of project management and execution*

The Different Types of Project Management Offices

There are possibly three types of Project Management Office based on how they are utilised. A PMO that covers the entire organization or a business unit. A PMO that covers a portion of a business unit and a PMO that is solely use for special or internal non revenue generation projects. Each type serves a different purpose depending the need of organization. And in some cases they are disbanded after they completed their objectives. Consequently the organization that created them in the first place loose out of the lessons learned and the expertise of these group of individuals within the organization

The Importance of The Project Management Office

For companies that have existing project management office, its effectiveness and importance may not be That apparent. However for those who do not have a dedicated project management office, consider the following.

- High level view of all project deliverables and KPI
- Consolidated view of potential operational gaps

- Properly planned projects
- Highly trained and competent project leaders
- Early warning of red flags
- Transparent and simplified reporting
- Cost effectiveness measurements
- Analysis of operational and financial effectiveness recent projects
- Sharing of Lessons Learned

These are just some of the basic deliverables. Given the above, imagine what a PMO can do to any company that is striving to achieve operational excellence, specially in this times of economic uncertainty and high level of competition.

Leveraging The Project Management Office

PMI views the PMO as a strategic driver for organizational excellence and seeks to enhance the practices of execution management, organizational governance, and strategic change leadership. How can an organization leverage the PMO? You dont need to look further to find the answer. Just look at the combined talent, experience and expertise of the people within the PMO organization. Look at their achievement and multiply that by a factor of four to five depending on how many department or divisions you have within the company organization. Regardless of what each department or division do they all use some form project management knowledge and skills.

To effectively use the Project Management Office, business leaders needs to put them in position where they can oversee the entire organization or at the least a business unit and provide them with the mandate or authority to implement strategic changes and measures that allows improvement , efficiency, alignment of processes and procedures that are in line with a company's strategy and vision. This even more important and urgent for companies that has global and/or country wide presence. This promotes better utilization of materials and resources and minimise adaptation to new environment or the so called "learning curve".

How can this be done in practice? Again there is not a need to look further. Observe all the companies that are publicly listed. What do they have in common? Internal auditors that ensures that is company is complying to generally accepted accounting principles. And if any deviation are observed this team recommends/enforce corrective and preventive actions to ensure that all company activities are compliant to standards. A PMO at this level with the same authority will be more effective than a PMO confined at lowest level of a company's hierarchy.

*Wikipedia

About the author

Joel is from the Philippines and has been living in Indonesia since 2001, for the past 10 years and has 18 years of telecommunications experience in project operations & project management, field engineering and network operations. Joel had led projects and project teams in multiple and diverse scope projects in Indonesia, Singapore, Thailand, Taiwan, Malaysia and the Philippines.

Project Financing
Open Membership Meeting at Universitas Indonesia

OMM kali ini terasa berbeda karena menghadirkan Wakil Menteri Departemen Perhubungan, Bapak Bambang Susantono,PhD. OMM yang berlangsung pada 11 Mei 2011 lalu itu juga menghadirkan Mr. Jin Sasaki dari PMI Japan Chapter, Bapak Andre Permana seorang praktisi pembiayaan proyek infrastruktur di Indonesia, sehingga pembahasan tentang Project Financing terasa lengkap.

Peserta yang hadir merasa puas mendapat wawasan baru tentang penguatan struktur untuk mengurangi digital devided, bankable infrastruktur, dan juga konektivitas nasional yang mengurangi transaction cost.

Start Your Career in Project Management
Kuliah Umum Project Management @ UGM

Setelah Surabaya dan Bandung, PMII kali ini berkunjung ke kota pelajar, Yogyakarta dan bersama dengan Jurusan Teknik Industri Universitas Gadjah Mada (UGM) menghadirkan kuliah umum dengan topik "Start your career in project management" dimana tiga pembicara dari PMII (Bp. Arisman Indrawan, PMP, Ibu Vinny Gemilia dan Ibu Anna Khadijah, PMP, PMI-SP) menjelaskan ilmu project management dan kesempatan meniti karir di berbagai industri; juga Bpk. Budi Hartono, MPM,PhD yang mempresentasikan riset di area Project Planning dan Contract Management. Antusiasme dosen, mahasiswa S-1 dan S-2 terekam dengan banyaknya pertanyaan dari sekitar 70 peserta yg hadir.

OMM #24 "Risk Management" @Microsoft Indonesia

OMM tanggal 25 Mei yang lalu mengusung topik Risk Management dan menghadirkan para pakar dari beragam industri, seperti Bpk. Abdullah Maindratama, PMP (IT Program Manager area IT Security) ; juga Bpk. Andre Permana ST MT (Praktisi Financing-Construction Industry) dan ditutup dengan presentasi dari satu-satunya PMI-RMP di Indonesia, Bpk. Agus Wahjuamarto,PMP,PMI-RMP,CISA,CISSP; dimana beliau menjelaskan perbedaan framework Risk Management dan share pengalamannya mengambil ujian sertifikasi PMI-RMP. Acara dihadiri oleh 25 peserta dengan feedback mereka tertarik untuk mendalami ilmu Risk Management.

Modern Project Management in the 21st Century
Kuliah Umum @ YAI

Sebagai bagian dari program Project Management Goes to Campus, PMII dan Fakultas Teknik Universitas Persada Indonesia (UPI) YAI mengadakan kuliah umum pada 5 Mei yang lalu dengan topik "Modern Project Management in the 21st Century" yang dibawakan oleh Bpk. Noerrahman Saleh, PMP dan Bpk. Arisman Indrawan, PMP, Ibu Anna Khadijah, PMP, PMI-SP.

Sekitar 70 orang dosen dan mahasiswa dengan penuh antusias memenuhi ruangan auditorium setelah dibuka oleh Bpk. Ir. Hary Agus Rahardjo, MBA,MSc,PhD selaku dekan Fakultas Teknik UPI YAI.