



Continuing Your Project During a Crisis

How to manage a
project during a
global health crisis

Lou Russell
Lou.Russell@MoserIT.com
Moser Consulting
www.russellmartin.com

After attending this webinar, you will be able to:

- Learn how your emotions impact your ability to think critically
- Simplify your projects by completing a *Project Charter*
- Minimize detailed timelines and building schedules
- Reflect and recognize that things will not always go the way you hoped.

Right now...

- Recession, Unrest, Covid
- New Technology, Virtual Work
- Team challenges
- Projects are getting harder



Emotions Can Be Grown

- Think of a time you were stressed out at work recently
- Rate your stress from 1 (low) to 10 (high)
- List what contributed to your stress:

Emotional Intelligence (EQ/I) is the ability to sense, understand, manage and apply the information and power of emotions as a source of energy, motivation, connection and influence.

The Components

- Self-Awareness
- Self-Regulation
- Motivation

SELF

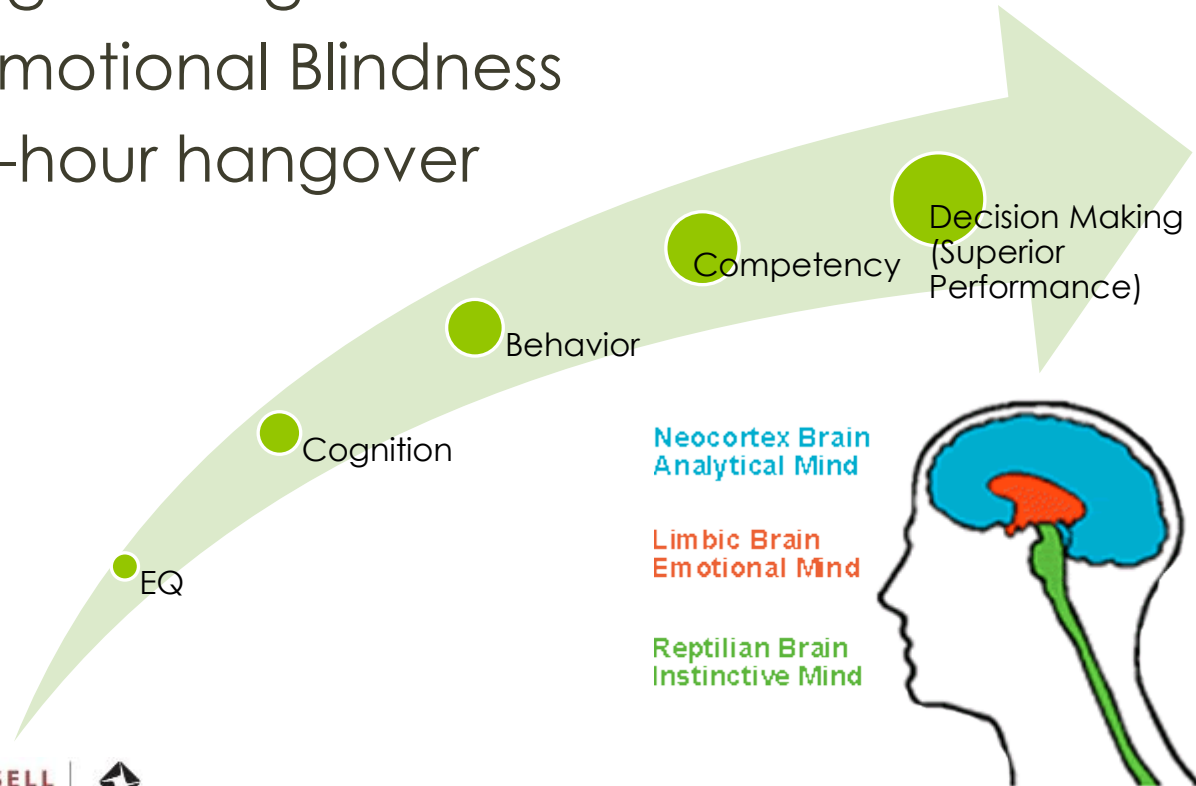
- Empathy
- Social Skills

OTHERS

NOTICE and CHOOSE

The Reptilian Brain

- Fight or Flight
- Emotional Blindness
- 4-hour hangover



Q: The ideal amount of time for concentrating on an important task, like writing a report, is:

- a.) 60 minutes
- b.) 90 minutes
- c.) 3 hours

Q: What you focus on:

- a.) changes your brain
- b.) is no big deal
- c.) is influenced by your personality

Q: People who live a good life are:

- a.) happy all the time
- b.) richer, smarter, and more beautiful than average
- c.) spend more time focused on enjoyable activities

Q: Multitasking, or doing two things at once, is:

- a.) the key to being more productive
- b.) possible if you're gifted
- c.) a myth

Q: Focusing on negative events and emotions:

- a.) makes you stronger and better able to cope
- b.) shrinks your world
- c.) is something you can't control

Q: Even smart people make dumb decisions when they focus on:

- a.) fear of loss rather than potential gain
- b.) advice from experts
- c.) their gut feelings

Growing Emotional Strength

Not True:

- Avoid negative emotions
- Confuse a positive attitude with denial
- Opportunities to grow emotional competence each year: 80
- Number we grow from: 3

Emotions Can Impact Projects



DEFINE PLAN MANAGE REVIEW

What is a Project?

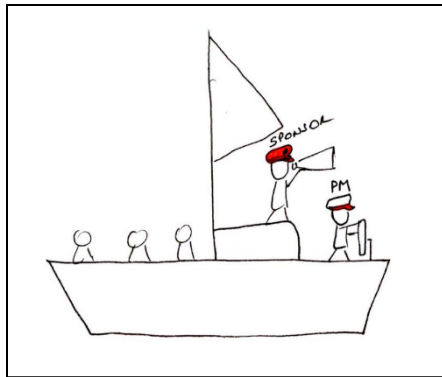
TASK (sometimes called ACTIVITY)	A unit of work, has a beginning and end
PROJECT	A collection of tasks, has a beginning and end
PROCESS	A collection of tasks that repeat over and over (never end) with a dedicated staff

It's a PROJECT ...

1. If you CANNOT finish it in less than four hours uninterrupted
2. If you need anyone else's help
3. If it has been on your to-do list for more then one month
4. If you are unsure how to measure DONE

What are the Project Roles?

Project Sponsor



Works on business goals, provides resources, makes high level decisions

1

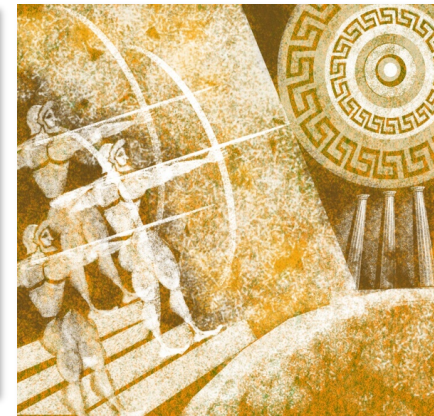
Project Manager



Plans, **O**rganizes and
Manages the Project

1

Project Team Members



Defines, Plans, Manages and Reviews the project.

Many

You Try It!

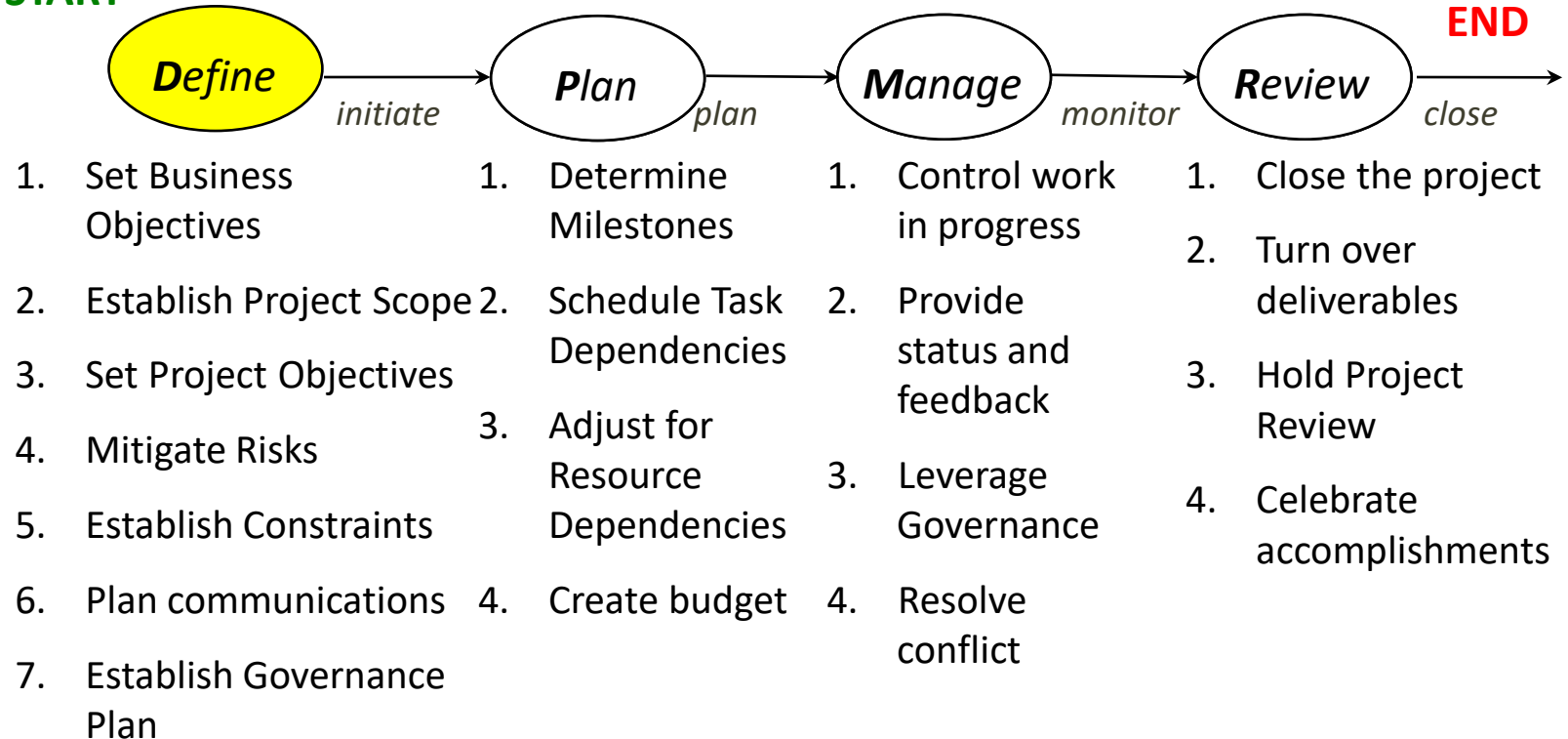
- Provides status reports to stakeholders
- Assigns tasks to people
- Determines the business objectives
- Determines the project objectives
- Recommends what to do when money, time or quality are threatened
- Decides what to do when money, time or quality are threatened

Project
Sponsor

Project
Manager

Steps to Great Projects

START



Start with the Project Charter

1. Set Business Goal
2. Establish Project Scope
3. Set Project Objectives
4. Mitigate Risks
5. Establish Constraints
6. Plan communications
7. Establish Governance Plan

Project Charter:

Scope Diagram

#2

Business Objectives (Increase Revenue, Avoid Cost)
Primary

#1

Project Objectives

#3

Quick N' Dirty Risk

#4

Size (1-10 big) _____
Structure (1-10 no requirements) _____
Technology (1-10 new) _____
Average _____

Constraints	Can't move	Moves little	Negotiate
Time			
Cost			
Quality/Scope			

#6



RISK FACTOR	LIKELIHOOD (L, M, H)	IMPACT (L, M, H)	PREVENT BY (on Project Plan)	REACT BY

#5

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TWO Business Goals: Pick ONE

The project will...



Increase Revenue



Avoid Cost

by...

Who are my Stakeholders?

INPUT



STAKEHOLDER:

A person, role, organization,
company or system who
PROVIDES SOMETHING
to the project
or
RECEIVES SOMETHING
from the project

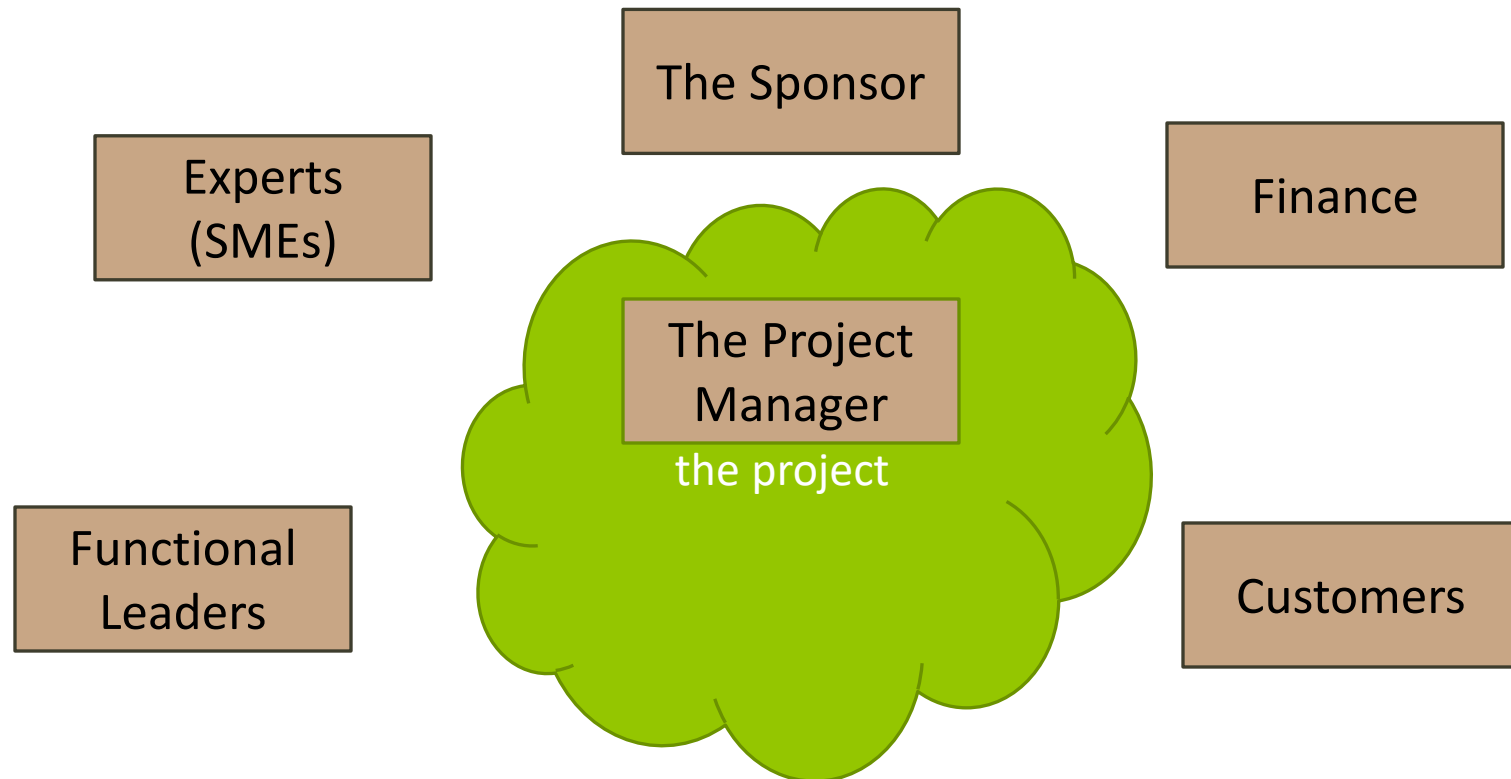


OUTPUT

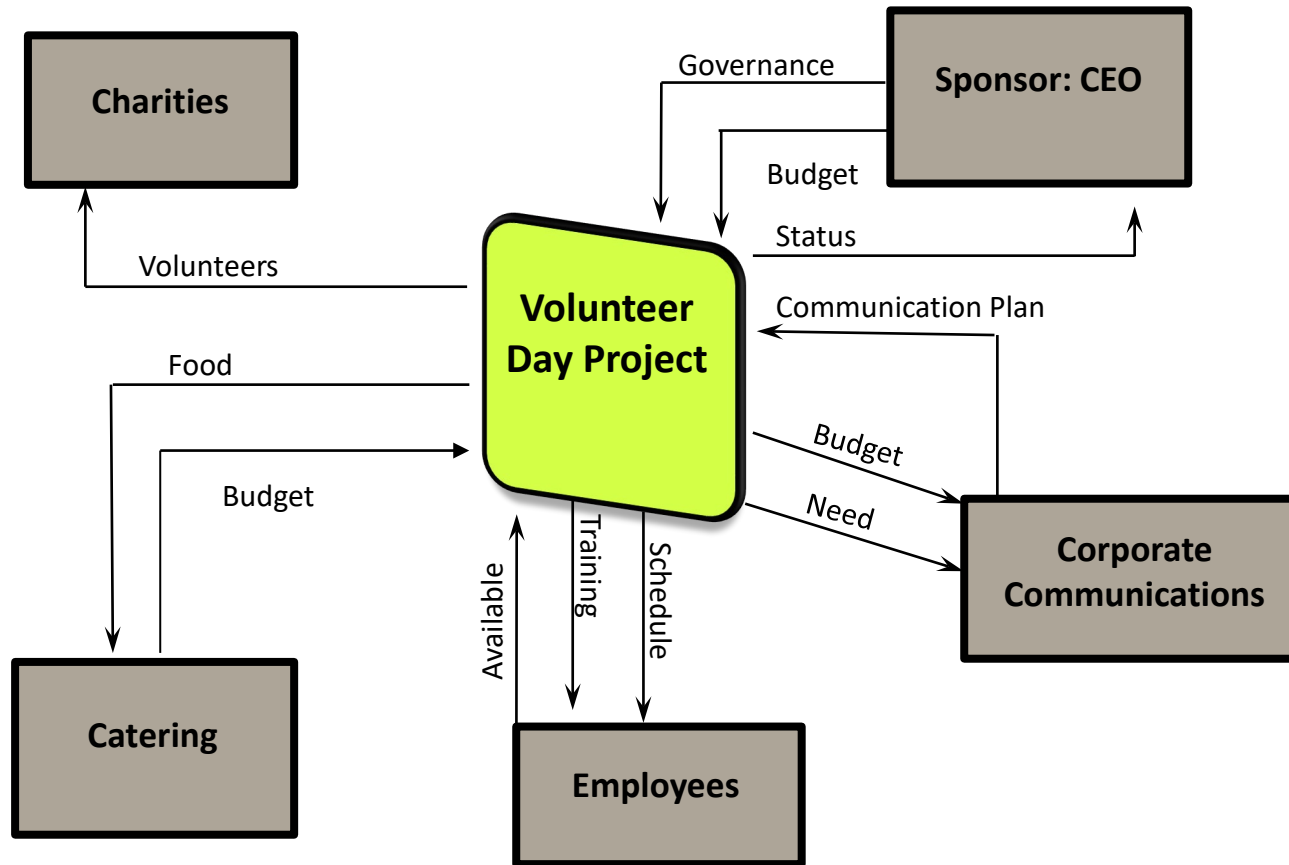
Define the Scope

Stakeholder (<i>role not person</i>)	Inputs: Information needed	Outputs: Deliverables	Comments
Project Sponsor			
Employees	provide the volunteer hours		
Charities	provide the need	receive help	
Corporate Communications		provides press releases	
Catering	provides food for the volunteers		

Who's In, Who's Out



Define the Scope Diagram



Develop Project Goals

- Concrete and specific
- Measurable
- Achievable and realistic
- Time-bound
- Refers to project deliverables

What will you have
at the end that you
don't have now?



System Objectives



Product/Service
Objectives



Cost / Revenue
Related Objectives



Learning /
Performance
Related Objectives

Risk and Constraints

Risk - something that would negatively impact the business that **MIGHT** happen

Examples: Sponsor changes, budget cut

What do you do?

- PREVENT
- REACT

Constraint - a challenge that **WILL** happen

Examples: fixed budget, fixed date, limited resources

What do you do? Accept it, work within the limits

Document Risks

Overall Project Risk

Average:

Size - How “big” is this project or how long will it take relative to others you have done?

Rated 1(small) - 10(large)

Structure - How stable are the requirements?

Rated 1(fixed) - 10(undefined)

Technology - How understood is the technology *and* procedures?

Rated 1(old) - 10(new)

So What?

- 1 – 3 Wing this project
- 4 – 6 Do a quick project charter, high level project plan
- 7 – 8 Block regular project management time
- 9 – 10 Block frequent time, clear your schedule and plan NOW to cut the scope

> 5 Mitigate the Risk

Document Risks: Might Happen

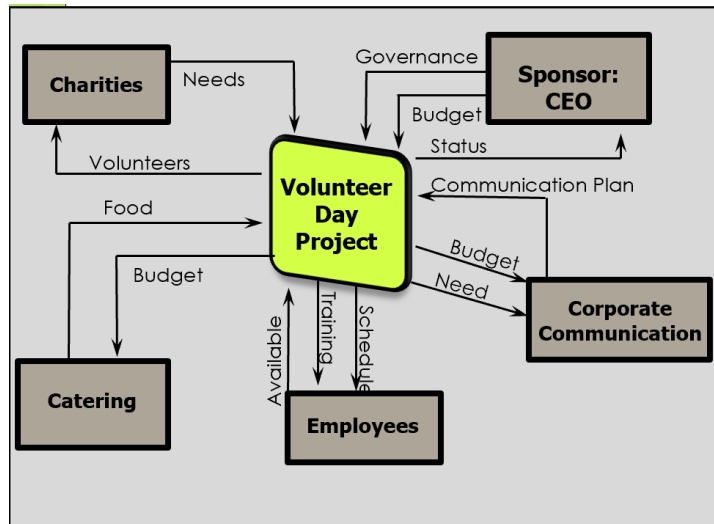
Risk Issues: Detailed

RISK FACTOR	LIKELIHOOD	IMPACT	PREVENT BY	REACT BY
There are not enough volunteers	Medium	High	Increased communication ahead of time	Ask volunteers to ask friends
Type of charity work is not realistic for our volunteers	Medium	High	Visit charity early to clarify scope of work	Negotiate scope of work

Document Constraints: Will Happen

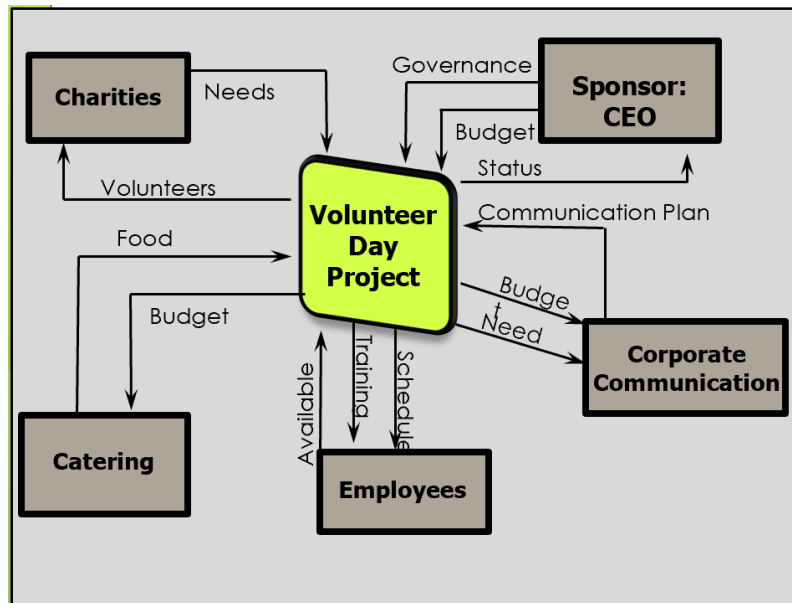
	Fixed	Moves a little	Negotiate
TIME	X Published day, can't be moved		
COST		X Not an unlimited budget	
QUALITY/ SCOPE			X Could do a smaller event

Begin Communications Plan



- Who will you communicate with?
- What do they want to know?
- What communication format and frequency is best for each?
- How much time do you have to communicate?

Who Makes Decisions?

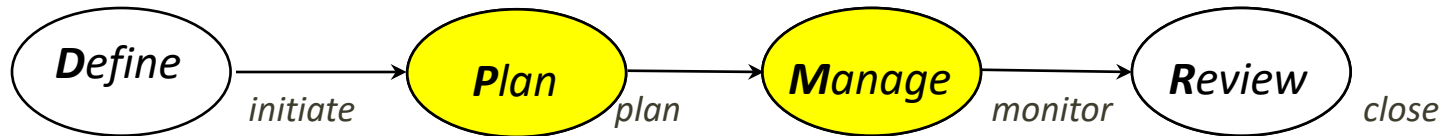


- Who will have final approval of (which) deliverables?
- Who will be able to change:
 - Scope / Requirements
 - Budget
 - Timeline

Steps to Great Projects

START

END



1. Set Business Objectives
2. Establish Project Scope
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4. Mitigate Risks
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1. Determine Milestones
2. Schedule Task Dependencies
3. Adjust for Resource Dependencies
4. Create budget

1. Control work in progress
2. Provide status and feedback
3. Leverage Governance
4. Resolve conflict

1. Close the project
2. Turn over deliverables
3. Hold Project Review
4. Celebrate accomplishments

Simple Status Reports

Project	Task	Project Manager	Task Owner	Due	Comments	Complete
VolDay	Finalize charity	Tai	Lou	6/8/20	Email results	✓
VolDay	Review with Sponsor	Tai	Lou	6/12/20	Needs approvals	✓
VolDay	Establish messaging needed	Tai	Jo	6/15/20		✓
VolDay	Contact United Way	Tao	Maria	6/15/20	Already done by charity	
VolDay	Invite employees	Tai	Maria	6/15/20		
VolDay	Finalize Caterer	Tai	Brittney	6/18/20		

Risk or Issue?



Issues become tasks
on the spreadsheet

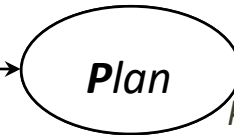
Steps to Great Projects

START



initiate

1. Set Business Objectives
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plan

1. Determine Milestones
2. Schedule Task Dependencies
3. Adjust for Resource Dependencies
4. Create budget



monitor

1. Control work in progress
2. Provide status and feedback
3. Leverage Governance
4. Resolve conflict



close

1. Close the project
2. Turn over deliverables
3. Hold Project Review
4. Celebrate accomplishments

END

Transition to Maintenance

Project to Process

Ending the project:

- ✓ Customer signed off
- ✓ Archive Scope Diagram, Project Schedule: Leverage for future projects

Establish the:

Owner of the New Process
Training /Documentation
Support



Emotion-Based Project Review

1. Describe the problems experienced on the project by entering on this line the emotion you felt: _____.
Rank the intensity of that emotion (1 = low, 10 = high): _____.
2. What factors contributed to your feelings about the problems?
3. Describe the successes experienced on the project by entering on this line the emotion you felt: _____.
Rank the intensity of that emotion (1 = low, 10 = high): _____.
4. What factors contributed to your feelings about the successes?

NEVER do this!

1. Seek first to blame.
2. I'm busy, I must be making progress.
3. We can do that.
4. That will just take a minute.
5. All projects are the same.

ALWAYS do this!

1. Seek first to ~~blame~~ collaborate.
2. I'm busy on the things that are making *a return*.
3. We can do that *for a price*.
4. That will just take some planning ~~a minute~~.
5. All projects are ~~the same~~ unique.

Need Help?

At www.russellmartin.com:

- Purchase these recent books by Lou
- Get our LEARNING FLASH e-zine for more tips and tools
- Find out about workshops, webinars, e-learning and virtual alumni communities
- Lou.Russell@MoserIt.com



@nolecture



Lou Russell



Appendix

- Project Charter
- Project Plan

Project Charter:

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Communications Strategy

Stakeholder	Goal	Frequency	Medium	Comments 

Governance Strategy

Type of Change (requirements, budget, scope, etc.)	Final Decision Makers	Consulted	Comments 

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