

SCTC Conference – Annapolis 2018

Managing Technical Projects

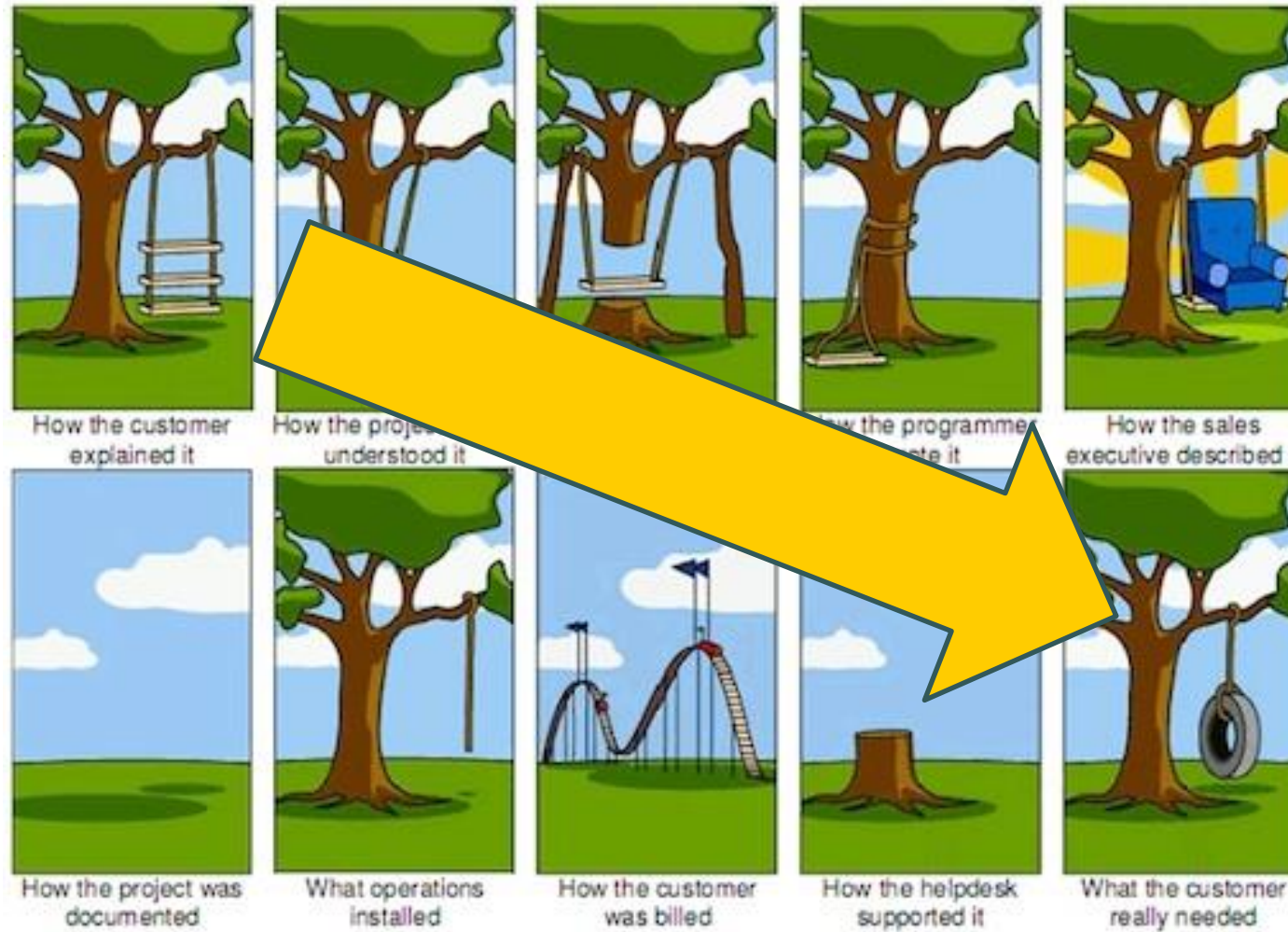


4C | STRATEGIES

Dave Mailer
26 September 2018



The Tree Swing



Lets Cover

- Why are we here?
- Why are technical projects different?
- The role of the consultant project manager
- Certification
- The 4C approach
- Learned the hard way
- Discuss

Why Bother?



- ??% of projects fail [source: 4PM]
- The failure of IT costs the USA \$..... annually
[source: Harvard Business Review]
- 57% of projects fail due to
[source: IT Cortex]
- Only ??% of teams in the UK reported completing projects
on time more often than not [source: Wellingtone]
- 73% of US workers think that technology can never
..... source: PWC]

Why are we asked to be PM?

- Governance
- Quality Assurance
- Project Assurance
- Resource
- Continuity
- Technical expertise



But most importantly.....

- To make the project happen

CT Projects

- ❑ Technically complex
- ❑ Many stakeholders
- ❑ Rarely a turnkey project
- ❑ Many dependencies
- ❑ Not fully designed at contract stage
- ❑ Unique blend of technical, functional (user) and business objectives



The role of the Consultant PM

- Good Cop / Bad Cop
- Diplomat
- Magician
- Pragmatist
- Grafter
- Owner
- Juggler
- Banker
- Negotiator
- Perfectionist
- Decision Maker

Leader





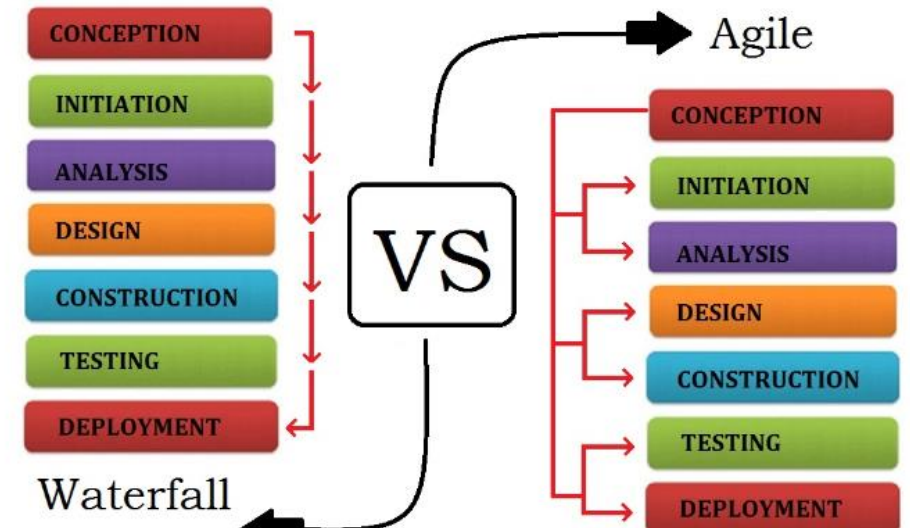
- PMP: Project Management Professional
- CAPM: Certified Associate in Project Management
- CSM: Certified ScrumMaster
- CompTIA Project+ certification
- PRINCE2 Foundation/PRINCE2 Practitioner
- CPMP: Certified Project Management Practitioner
- Associate in Project Management
- MPM: Master Project Manager
- PPM: Professional in Project Management
- PMITS: Project Management in IT Security
- Certified Project Director
- CPM: Certified Project Manager (IAPM)

Methodology

- ❑ Formal PM methodologies
 - If you have to

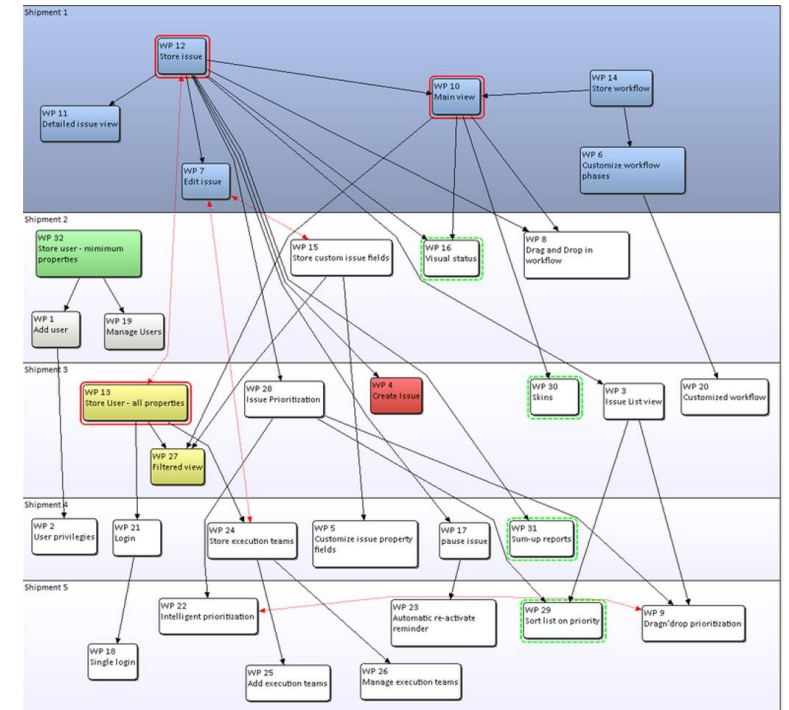
But always.....

- ❑ Customise
- ❑ Enforce a structure to the project
- ❑ Secure the resources (supplier and client)
- ❑ Identify key milestones
- ❑ Manage expectations
- ❑ Be flexible – change happens

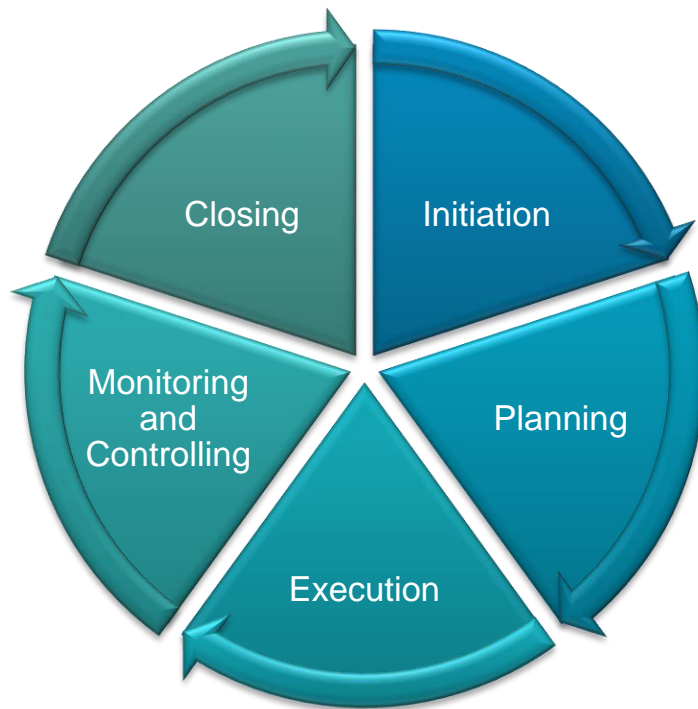


Anatomy

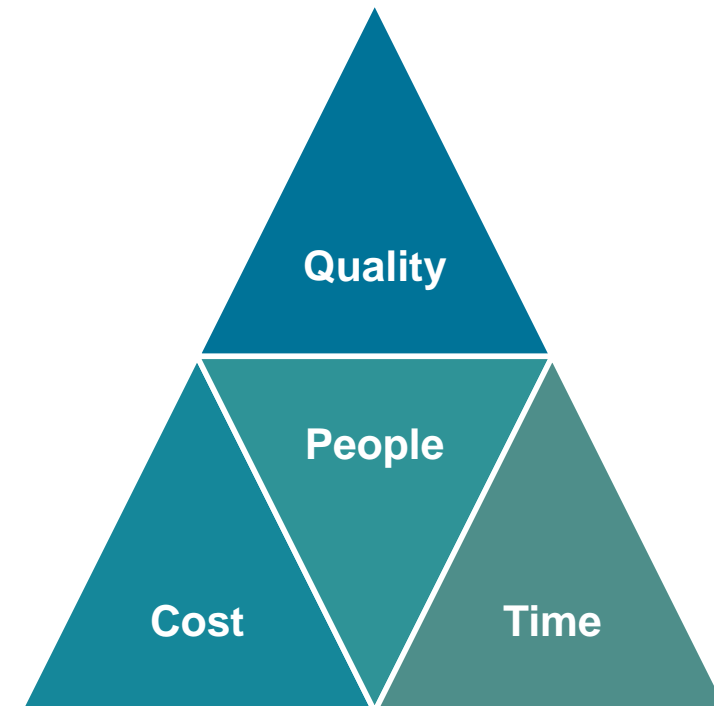
- the branch of science concerned with the bodily structure of humans, animals, and other living organisms, especially as revealed by dissection and the separation of parts.
- a study of the structure or internal workings of something



5-Phase Model

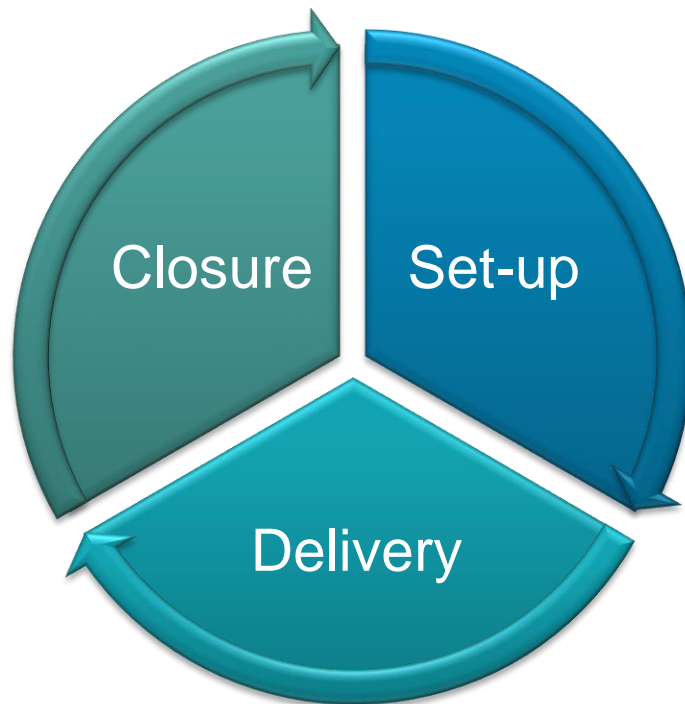


The Iron Triangle

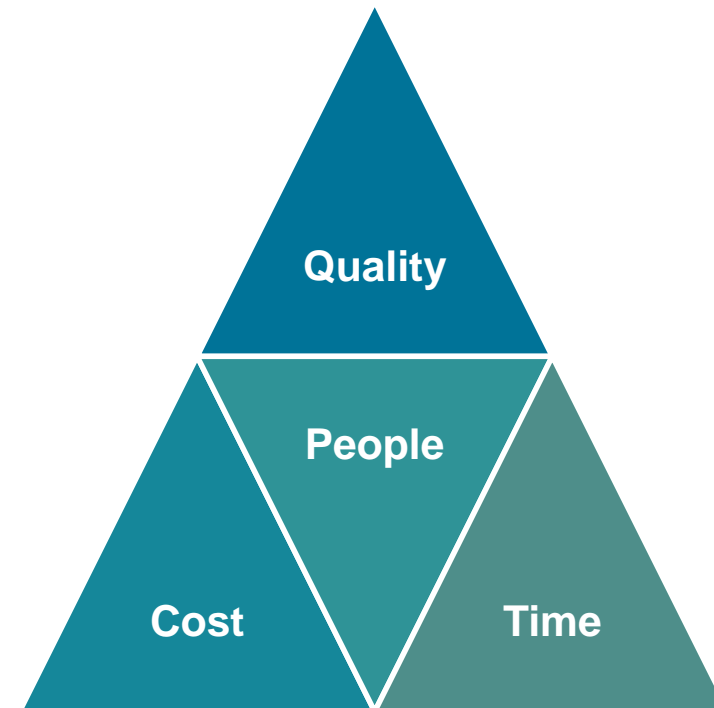


The 3-Phase Model

3-Phase Model



The Iron Triangle



□ Project Initiation Document

- Scope
- Requirements
- Design
- Methodology
- Finance and Resources
- Governance and Authority
- Testing and Acceptance





- Communications
- Project Controls
- Measurable deliverables / milestones
- Testing and Acceptance
- Training
- Early Life Support
- Handover

- ❑ Closure Checklist
 - Benefits and Outcomes
 - Exceptions
 - Documentation
 - Finance
 - Support
 - Transition to BAU



❑ Party.....

- ❑ Keep them simple
- ❑ Match to the project
- ❑ Manage the project – not the tools



Learned the hard way

- ❑ Take Control
- ❑ RTFM – (insert specification / contract)
- ❑ Understand the solution and the challenges
- ❑ Don't believe anything
- ❑ Don't suffer fools
- ❑ Choose your battles
- ❑ Don't care too much
- ❑ Keep control of the client



Discuss

