



Project Planning and Delivery

A training course for managers who want to successfully run a project from planning through delivery to completion

Session 1: Ensuring successful project development

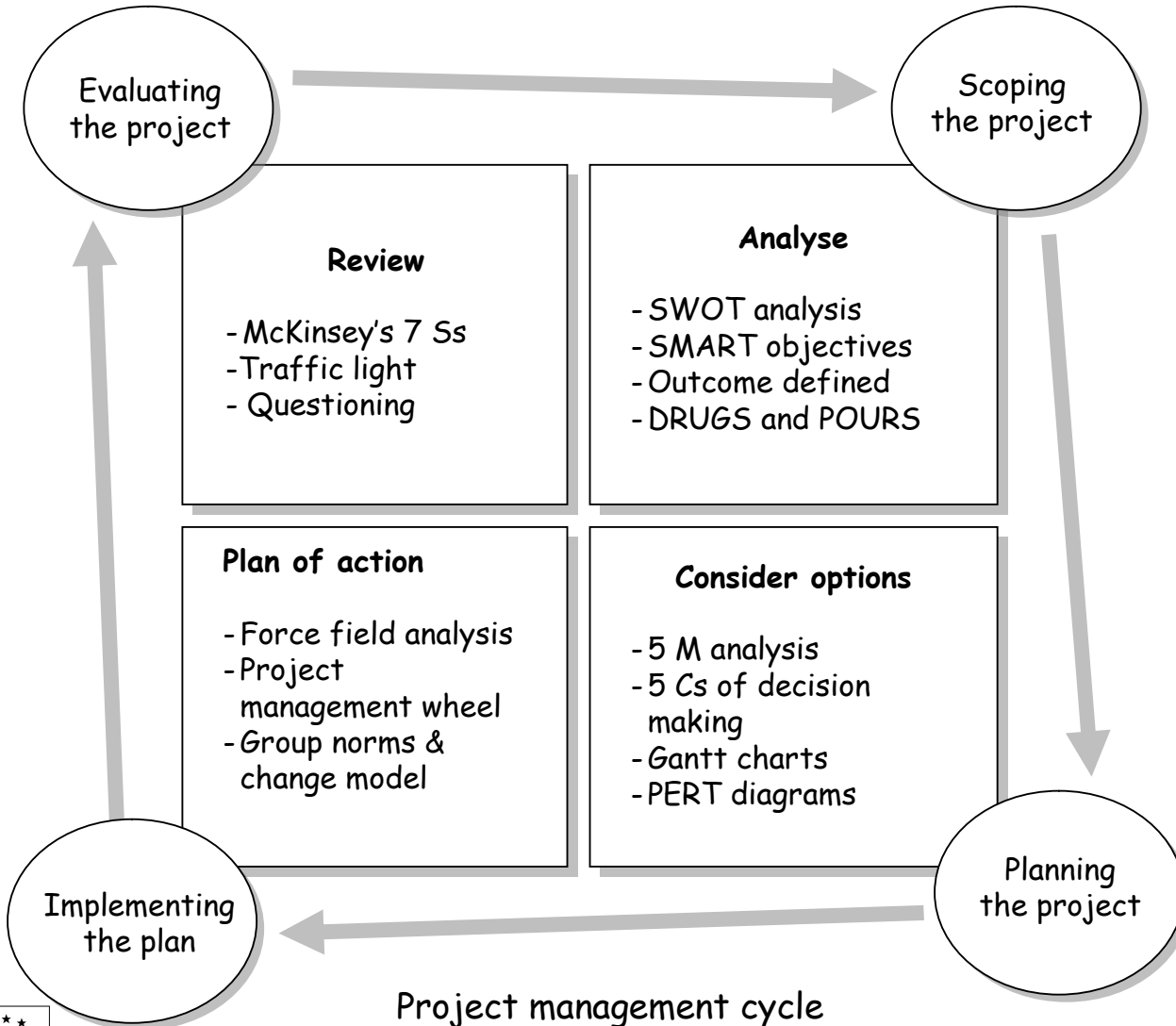


Your objectives for this first session are to

Develop the knowledge and skills to:

- Scope a project
- Ensure it fits in with the mission, vision and values of your organisation

Project Planning and Delivery: 1





Projects today

Projects need to be designed with the following four features in mind

- The project needs to be *focused on results*
- Everyone in the project must see the *big picture*
- The project's structure must enable it to *change as required*
- *Teamwork* as a building block



- The project needs to be *focused on results*
 - The project needs to be geared up to meet its tasks rather than simply exist within the structure
- Everyone in the project must see the *big picture*
 - Everyone involved must feel committed to the whole project, not just their part of it



- The project's structure must enable it to *change as required*
 - Staff roles and responsibilities need to be adaptable - many aspects of the project will be temporary rather than fixed
- *Teamwork as a building block*
 - Projects need to consider recruiting people who are experienced in teamwork, are able to cover for and support other team members and who can preferably become multi-skilled



What is a project?

- Definition
 - Managing a movement from one state to another
- A project is unique
 - An idea behind a project that is new, different and innovative
 - It should not be just a copy of what has happened before
- A project is time limited
 - Has a limited life
 - Funding or other constraints limit projects' ability to become permanent organisations



- A project creates changes
 - Should have a clear plan of what it wants to change
 - A vision behind the project
 - Makes some measurable difference
 - The changes should last after the project has finished
 - Is goal oriented
 - Needs to have a realistic and achievable plan and strategy so that it makes the maximum impact



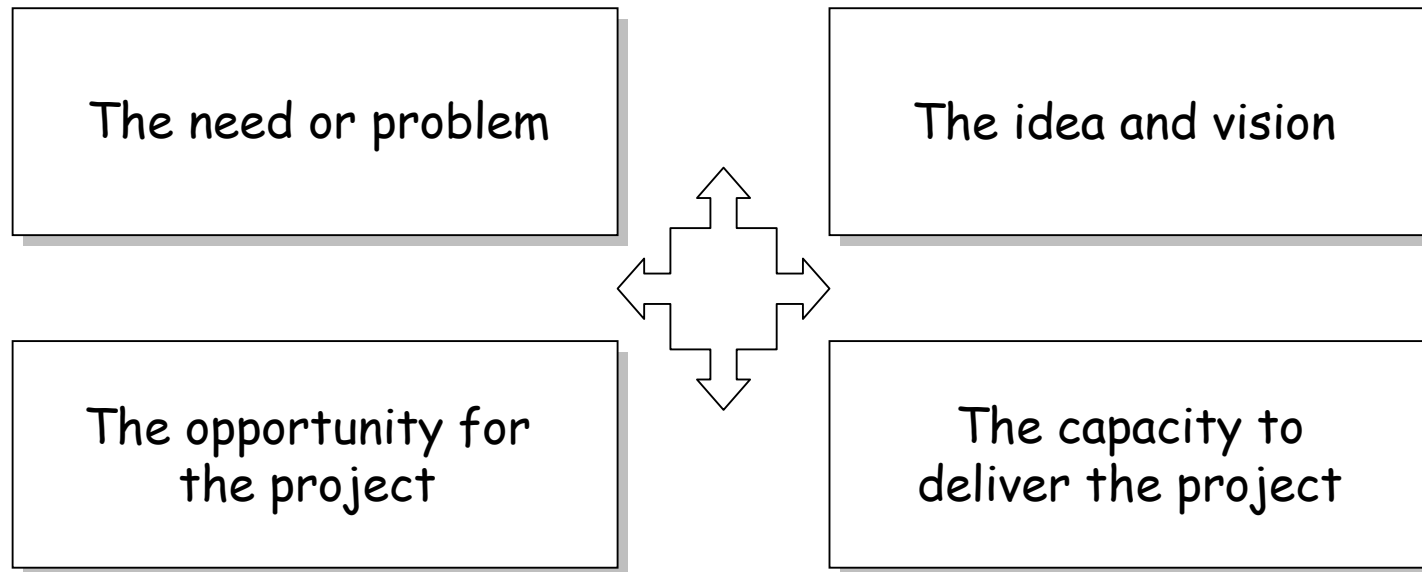
Why undertake a project?

There are 3 drivers of change

- Competitors force you too review what is currently on offer so as to *remain competitive*.
Staying competitive means reduced costs which, in turn, mean reduced overheads. This leads to the need for changes in the quality or quantity of resources
- *Customer demand* mean that the fastest and most reliable information must be made available, along with the widest range of services to meet their needs
- The *intellectual capital* of the organisation drives change as new ideas and services are thought up and used to develop niche markets



Four factors in a successful project



Successful project management is about connecting four different and sometimes conflicting factors



The need

- The people involved in its development understand and appreciate why it is being proposed - it is important to evaluate the need or problem
 - What is its root cause?
 - What are the symptoms?
 - What is its scale?

The idea

- A vision to unite the activities and efforts, from which strategies, objectives and work plans will flow
- The idea should be clear enough to show how it will make a significant and sustainable difference to the need or problem



The opportunity

- Need to have or to create the space in which to operate
- Must be actively supported and backed
- Support for the project from key people and a genuine commitment to see it through

The capacity

- The right balance of skills, energy, resources and organisation to get up and going and deliver results

All four factors need to be looked at and evaluated equally when designing a project. Too much focus on one or two factors can lead to others being ignored.



What makes a successful project?

- Clarity of purpose
- A sense of energy
- Objective thinking
- Openness and participation
- Teamwork
- Flexible working and management
- A clear identity
- Exciting and challenging work



Clarity of purpose

- Strong sense of vision and values
- *Vision* - what the project aims to do
- *Values* - the ethos and principles that underpin the actions taken

A sense of energy

- A feeling of direction and even urgency around the projects activities and the work involved
- People want the project to happen



Objective thinking

- The people promoting the project regularly stand back and think through their assumptions about the project
- They ask questions such as: will it really work? Is it really that new? Will it make a difference?

Openness and participation

- New people are welcome; information is shared
- Lots of people are encouraged to have a stake in it



Teamwork

- Few individuals have the talents, skills and patience to carry out all the tasks involved in starting a new project
- People at the centre seem to operate as leaders and coaches rather than as sole performers

Flexible working and management

- Decision-making structures, budgets, job descriptions and organisational systems need to be clear, simple and capable of quickly responding to change



A clear identity

- New projects need to have an easily understandable identity and image
- What it is for, what will it do and what are its values

Exciting and challenging work

- Effective projects have an atmosphere and a style that is often dynamic, fast and informal



To summarise

- Clarity of Purpose
- A sense of energy
- Objective thinking
- Openness and participation
- Teamwork
- Flexible working and management
- A clear identity
- Exciting and challenging work



Scoping the project

This is about preparing the ground - it is also from this point that things can go wrong if it is not carried out properly

- What is required is to

Collect facts, information, opinions, needs; question assumptions; define what's in and what's excluded

- SWOT analysis
 - Strengths
 - Weaknesses (present/internal situation)
 - Opportunities
 - Threats (potential/external situation)



- Design the strategy and identify key areas of work/skill/resource required
- Defining Outcomes and Resources
 - Scoping is another way of identifying what 'the long and short' of a project is - what defines its completion and what range of activities it requires
 - But we must also consider the factors of time, cost, quality and quantity



Setting Objectives

- | | |
|-------------------|---|
| <i>Specific</i> | Is the activity to which the objective relates clearly defined |
| <i>Measurable</i> | Will the outcomes sought be visible when the project task is completed? |
| <i>Achievable</i> | Is the entire task, though challenging, physically possible? |
| <i>Rewarding</i> | How will the project benefit the organisation, team or individual? |
| <i>Time-bound</i> | What is the deadline for completion? |

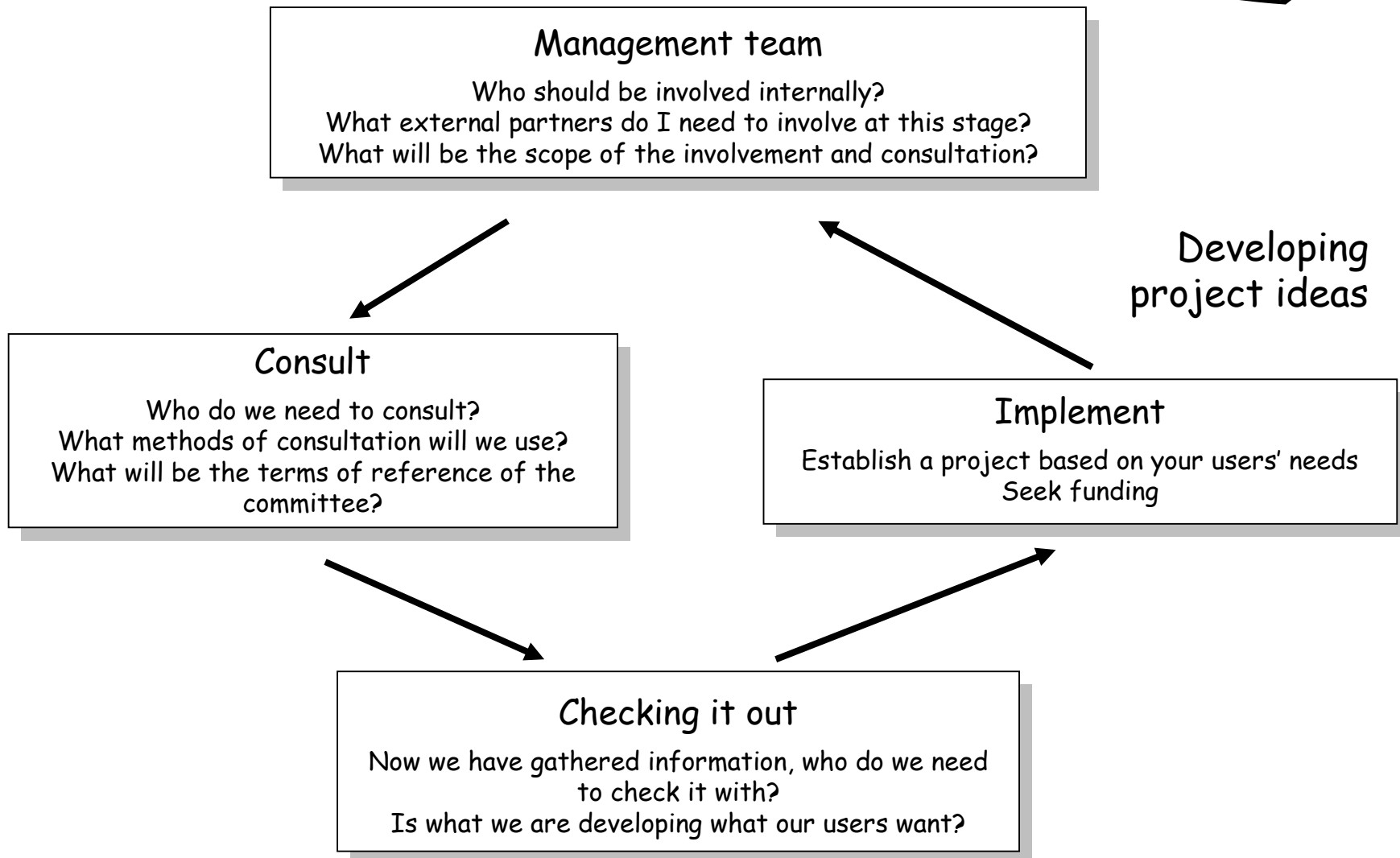


Here's an example of SMART application

To redecorate the entire downstairs of your house so that:

- The walls, ceilings, doors and window-frames are clearly finished in your chosen colours
- There are no paint stains on furniture, fixtures or fittings
- The carpet is not damaged
- The materials and labour costs are within budget
- No cracks or blemishes are visible
- The project is completed by 5.00pm on Friday 12 November

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Developing opportunities for projects

Preparation

- To ensure that project funding can be accessed when required, it is best to prepare your project idea at least a year in advance

Listed below are some of the actions you can take

Funding

- Develop charts of different funding organisations' funding cycles that are the most likely to fund a project such as yours.



Government policies

- Research relevant government websites for current consultations around new strategies and policies
- Knowledge of government thinking will enable you to include ideas in your project development

New funding

- Often as result of new government strategies and policies, new sources of funding become available
These are either at local, regional or national level, eg the Active Communities Unit is always launching new funding opportunities

Organisations that stay up-to-date with government thinking are the ones most likely to access new funding



Ensuring the organisation's capacity to deliver

There are four aspects of its capacity that an organisation needs to consider when developing a project

- Skills
- Energy
- Resources
- Organisation



Skills

- Does the organisation have the necessary skills and expertise to make the project successful?
- If not what skills do we need?

Energy

- Who has the time and space within the organisation to ensure that this project can be set up and run?
- What impact will the project have on our current workload?



Resources

- What resources will we need?
- Office space
- Who will manage?
- Is the rest of our funding secure?
- Equipment and materials

Organisation

- What systems do we have in place, will we need to implement, monitor, manage and evaluate this work?



Coursework

Using the project idea you have developed today or a project that you have run or are currently running, please carry out the exercises given to you today and write a learning log of what areas of your project you worked well and what additional work you will need to do.