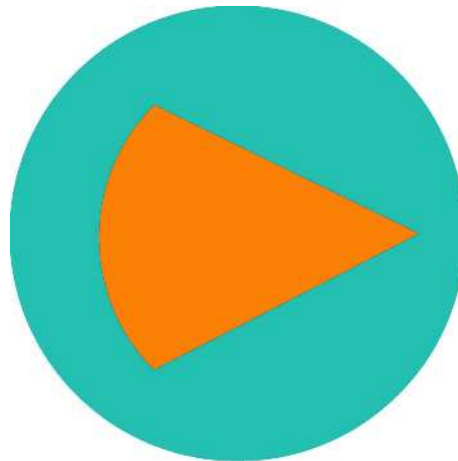


Project Management Webinar



PM in Practice - Being a Cost Conscious Change Agent

PROJECT[®]*insight*

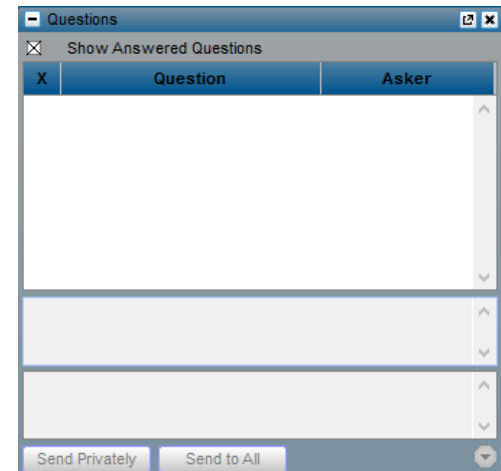
Project & Portfolio Management Software

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Things to Know...



- ▶ All participants will be on mute.
- ▶ Questions are welcome.
- ▶ Use the question box to ask questions.
- ▶ PM training is valid for 1 PDU
- ▶ Must be in attendance
- ▶ PDU certificate sent by the end of the day



Moderator



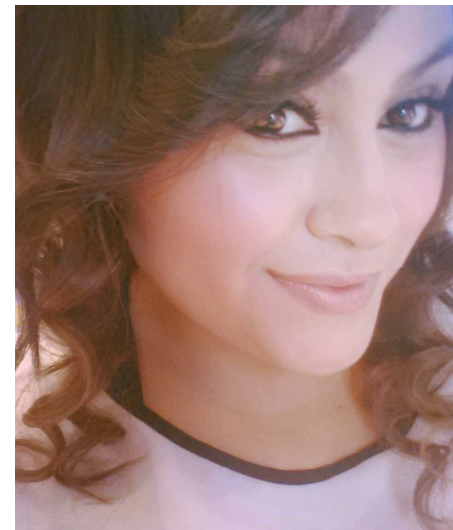
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Presenter



Diane C. Buckley, MBA, PMP

CEO, Core Performance Concepts Inc.

*Training in project management,
PMP® and CAPM® certification, leadership,
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Panelist



Diane White, MA PMP SSGB

Program Manager Telecommunications

- Instructional Lead for Core Performance Concepts
- Member of Worldwide PMI Board of Directors
- Past President and Vice President for Tampa Bay PMI Chapter

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Panelist



**W. Charles Slaven,
MBA PMP CSSMBB CMP CPA**

Director, Lean Deployment and Continuous
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Past President, PMI Southwest Ohio

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Webinar Format



- 2nd Wednesday of the Month – 8am PT
 - Review new skill, theory or concept
- 4th Wednesday of the Month – 1pm PT
 - Review real submission from the audience
 - More Q&A time
 - More Panel Discussions



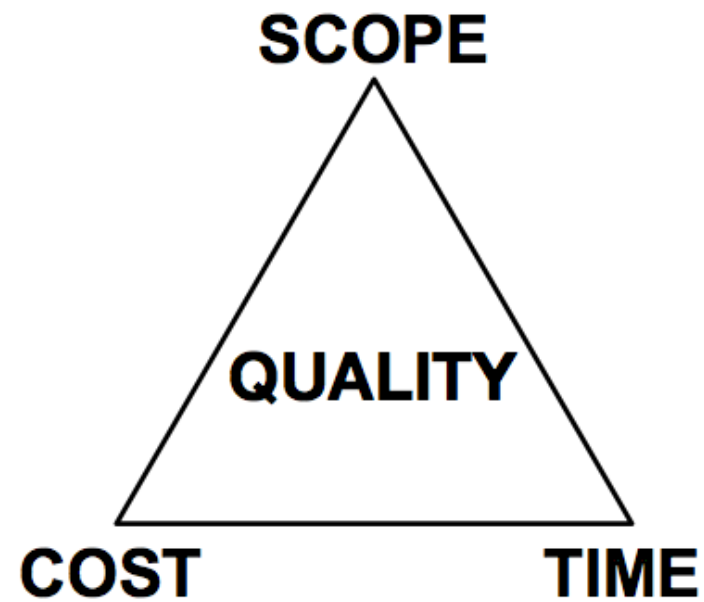
Reasons for Scope Creep



- ▶ Team members don't understand the deliverables
- ▶ Requirements aren't clearly spelled out
- ▶ Team members subjectively add features that weren't asked for
- ▶ Someone is doing a favor for someone
- ▶ NOT because someone purposefully wanted to add scope



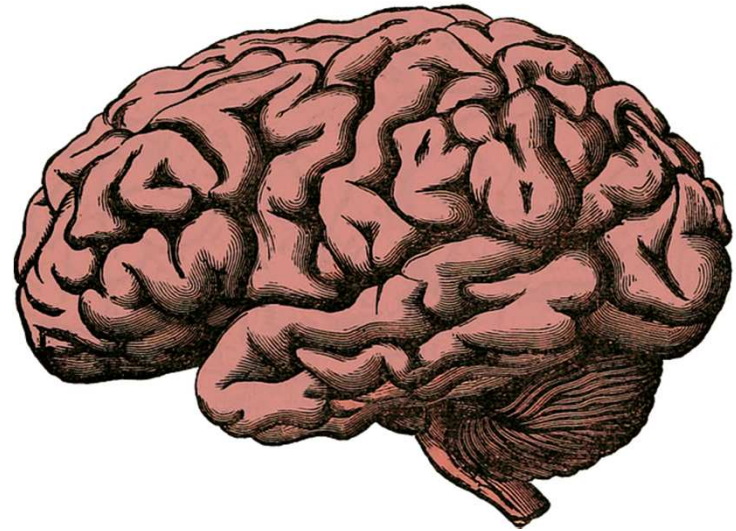
Hardest to Manage



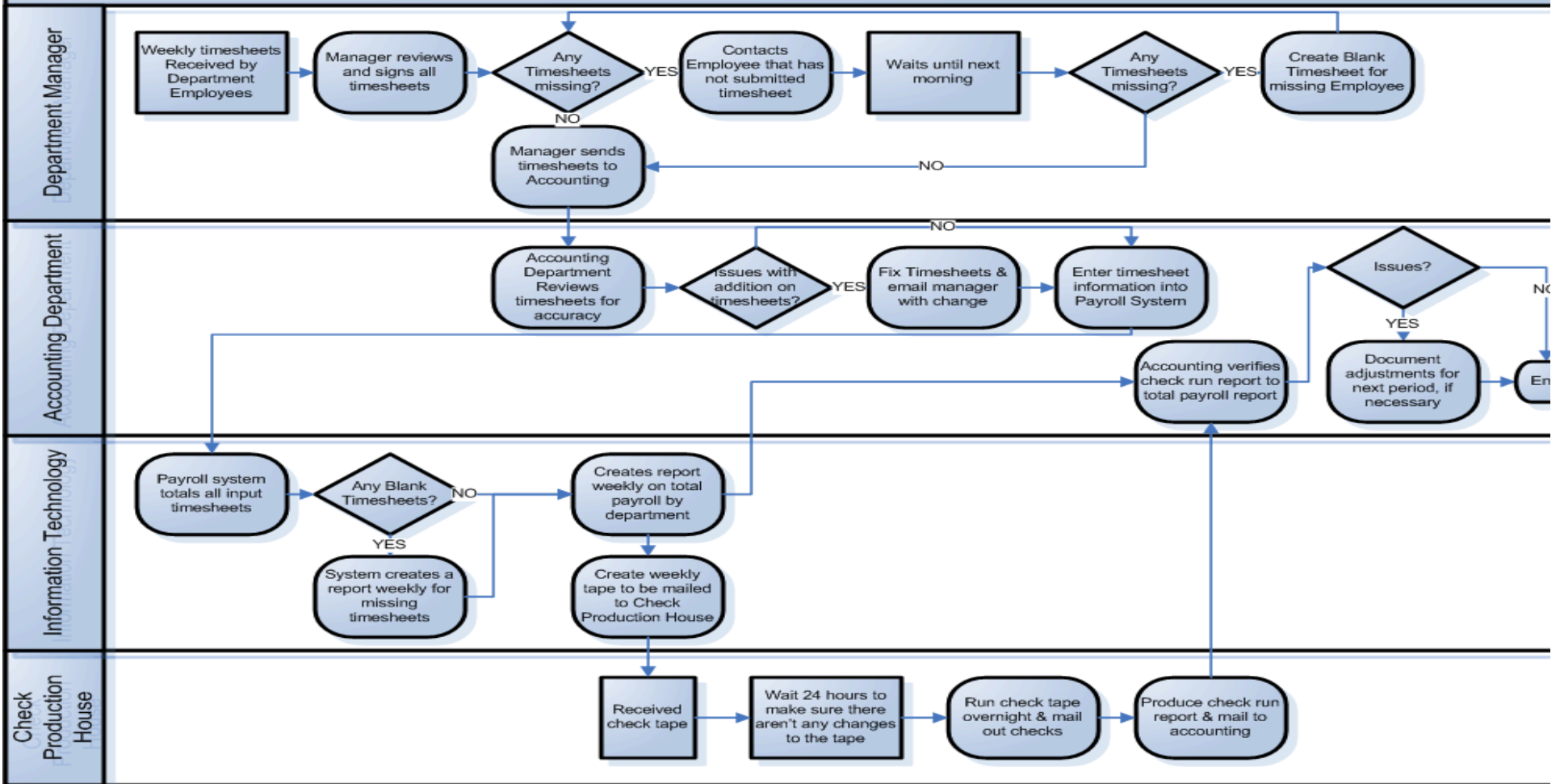
A Mindset of Process Improvement?



- ▶ What is today's process & cost?
- ▶ What are we changing?
- ▶ What does the change impact?
- ▶ When the change is implemented, what is the new process & cost?



Processing Payroll



Activity Analysis Worksheet



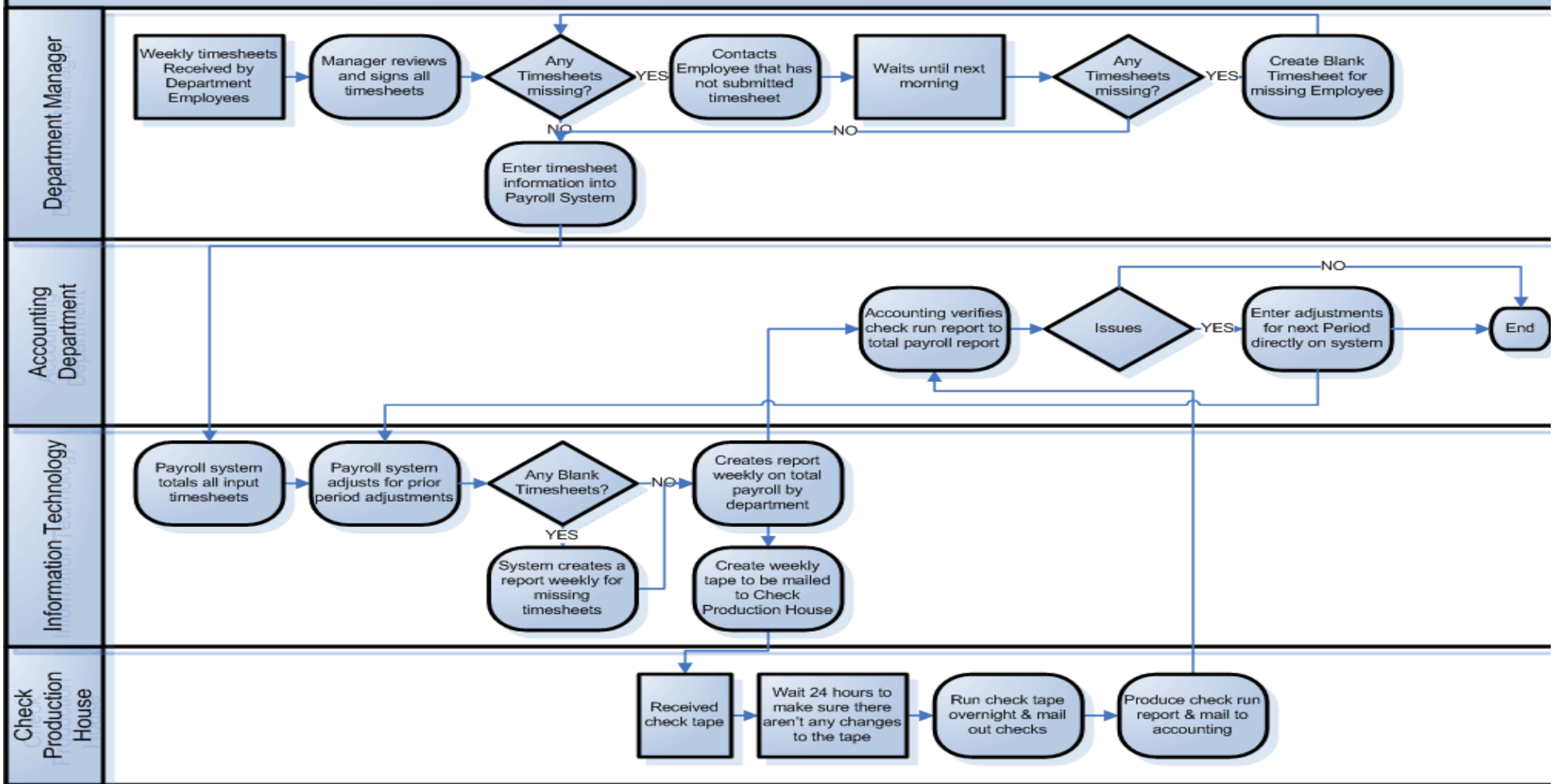
Activity Analysis Worksheet			
Activity:	Accounting Review of Timesheets	Process: Processing Payroll	
Activity Performed by (<input checked="" type="checkbox"/>) Employee, (<input type="checkbox"/>) Software, (<input type="checkbox"/>) A combination Major Output of Activity: _____ Timesheets entered into accounting system for payroll _____ Measures of Output: _____ 100% of timesheets entered _____			
Steps in the Activity	Responsibility	Decisions/Rules	Opportunities for Improvement
Review	Accounting reviews timesheets for accuracy	Manually determines if there are addition issues with timesheets	Duplication of what Manager is doing. Manager can have assistant enter in timesheets after manager review.
Fix	Timesheets are fixed and email manager with changes made		
Enter Timesheets	Enter timesheets into payroll system		

Activity Cost Worksheet



Activity Cost Worksheet				
Process or SubProcess:	Payroll Process		IS (X) or SHOULD () Analysis	
Activity	Outputs of Activity	Time/Output	Costs/Output	Problems/Decisions
Accounting Reviews Timesheets	Review 100% of timesheets	1 hr / 60 timesheets	\$40/hour = \$40	System should be Able to perform this Validation
		15 min / 6 timesheets	\$10	
Accounting fixes timesheets	Fixes 10% of timesheets			
Accounting enters timesheets in payroll system	Enter 100% of timesheets	2 hours / 60 timesheets	\$80	

Processing Payroll "TO BE"



Activity Cost Worksheet



Activity Cost Worksheet				
Process or SubProcess:	Payroll Process		IS () or SHOULD (X) Analysis	
Activity	Outputs of Activity	Time/Output	Costs/Output	Problems/Decisions
Manager Assistant enters timesheets in payroll system directly not worrying about errors in addition	Enter 100% of timesheets	3 hours / 60 timesheets	\$25 / hour = \$75	Data entry errors

Other Tools



- ▶ What other tools are helpful in articulating cost impacts on projects?
- ▶ How about when we are trying to change a product design and not a process?



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Questions 1



“I would love to hear of tools and processes that are very time efficient to help keep team feedback functioning at a healthy level. It is a fine balance between coming across as a control freak vs. not communicating adequately.”

- You talked early about team members now realizing where their work fits into the overall scope or understanding the full project. I have found this is true, but it's a tough balance to get report-backs in a means that is very cost and time efficient, doesn't make the team members feel like you are smothering or mothering them, yet being sure everyone is STAYING IN SCOPE, on schedule and on budget

Question 2 – Gold Plating



- ▶ “How do you handle it when developers are adding things because independently they believe their change is better/improvement?”
- ▶ “Gold plating does occur a lot on my projects. Staff looking to make themselves look "great", instead of just meeting the real needs of the project/tasks assigned to them.”

CPC Offers...



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Question 3



- How can we approach individuals when the change process is not strictly followed, or not documented well enough to follow?
- How often have you been through quality training, only to find the Management doesn't buy into it? How do you handle that?

Other Ideas



- I struggle with determining the level of granularity absolutely necessary.
- Is there a visual that shows what happens to the overall project when scope creep happens?

Ready to Win?



@CPCPERFORMANCE

In order to change you and your organization
need to know _____ .



#TheChangeCreep
CPC Students (LinkedIn)

Final Thoughts



▶ Final Thoughts about being a change agent



See you next month!



Emotional Intelligence: Understand Yourself Then Understand Others

October 14, 2015 – In Theory
8am Pacific Time

October 28, 2015 – In Practice

1pm Pacific Time

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