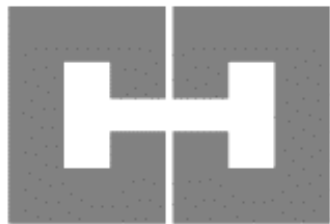

Project Management In The Midst Of Chaos

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Management Consulting



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Computer Horizons Corp.

Solutions Division

NJ PMI Symposium

May 6, 2002

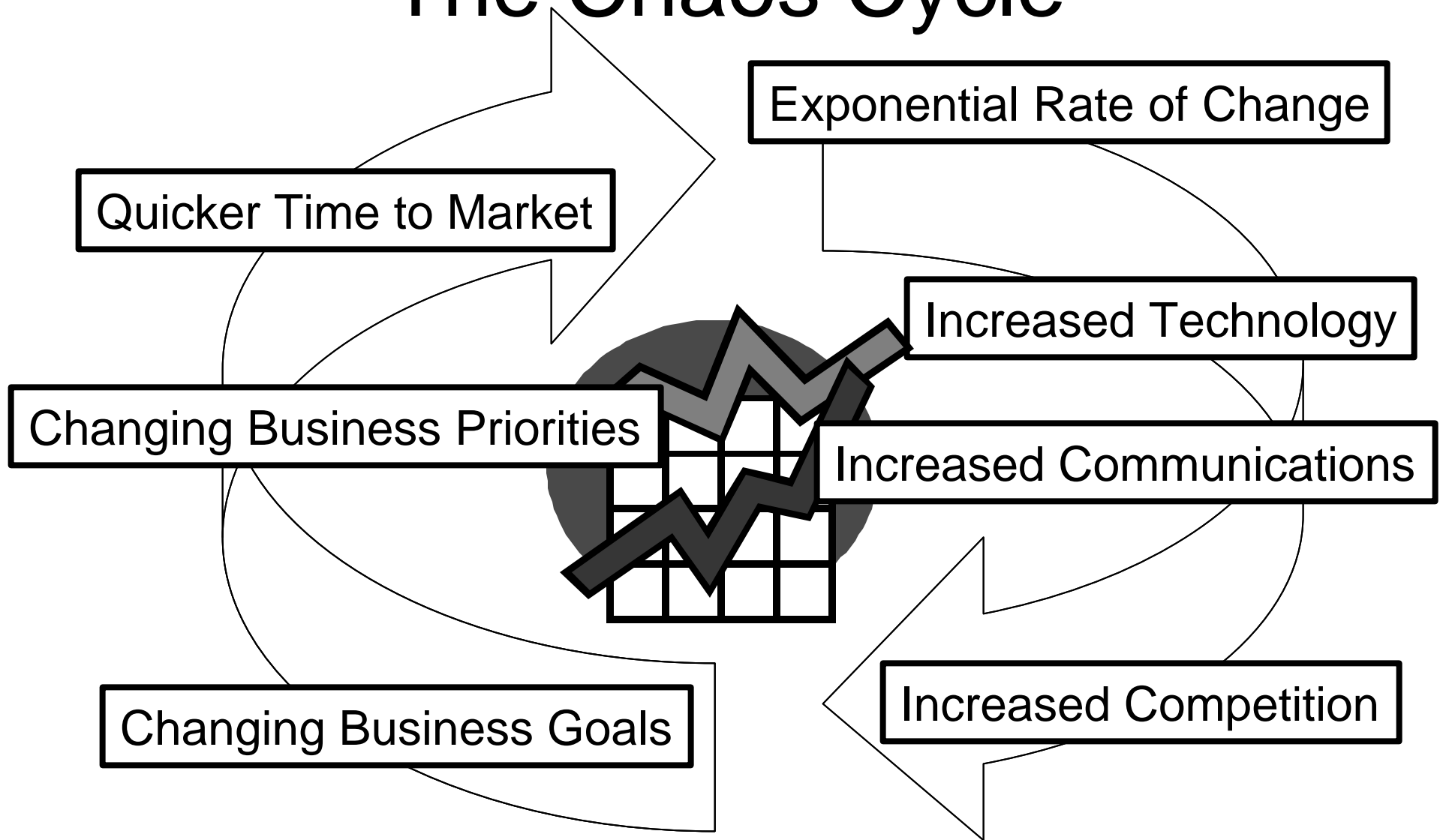
Conversation Around the Morning Coffee



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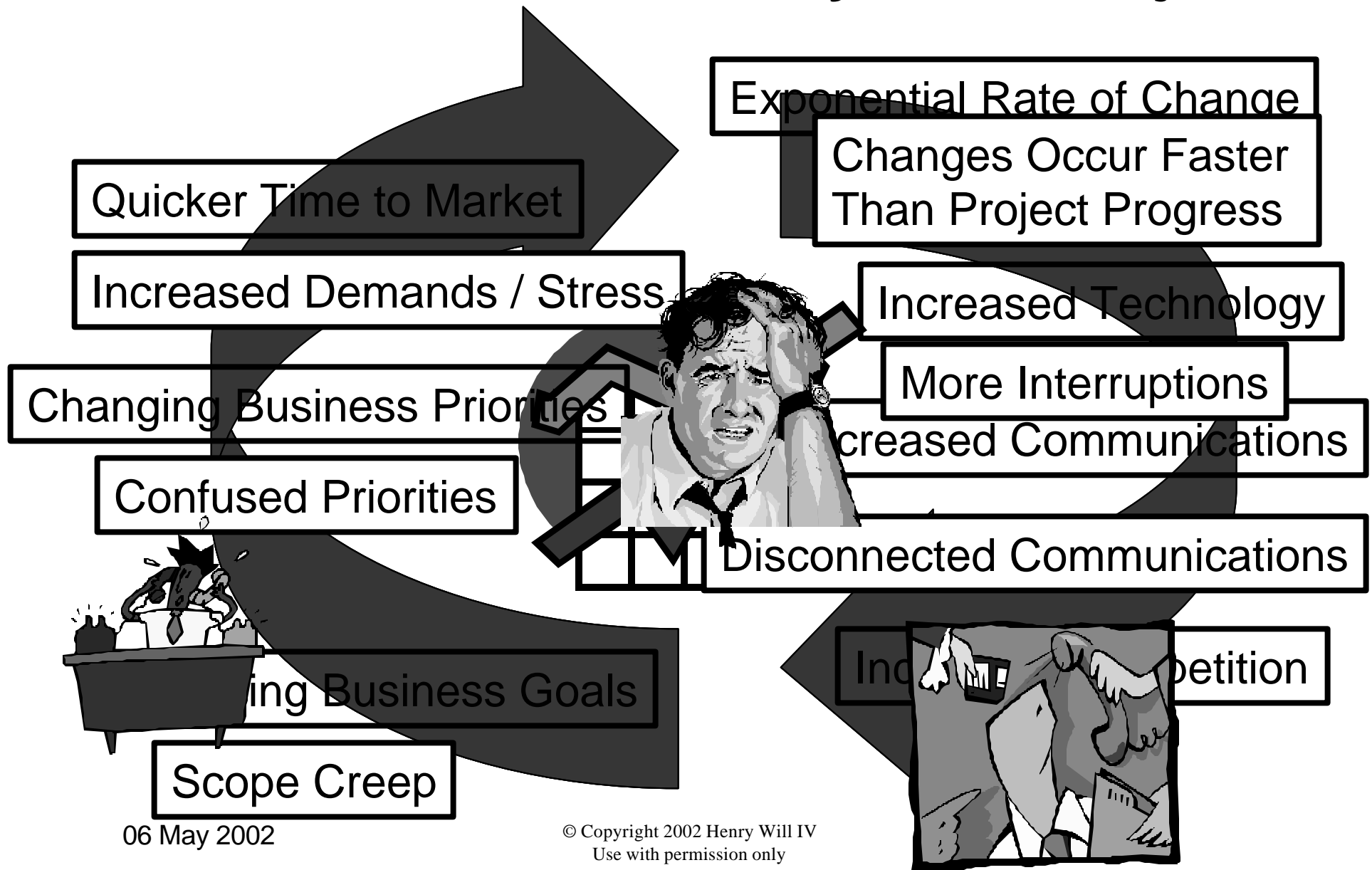
The Chaos Cycle



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The Effect of the Chaos Cycle on Projects



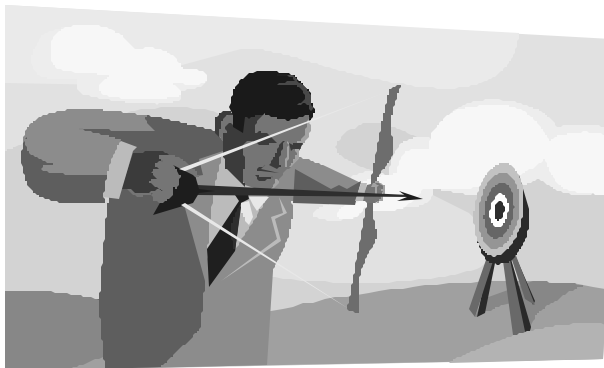
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Getting Back on Track

And Staying on Track

**Aligning
With Business
Goals**



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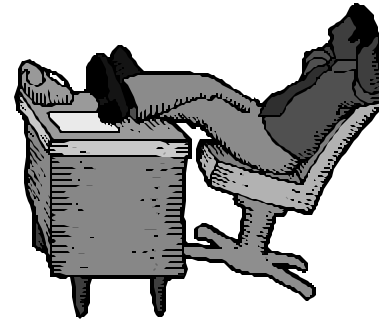


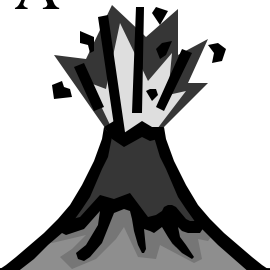
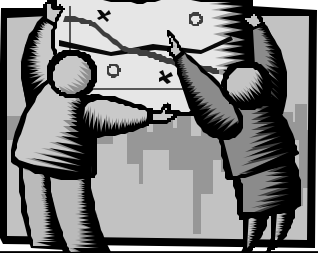
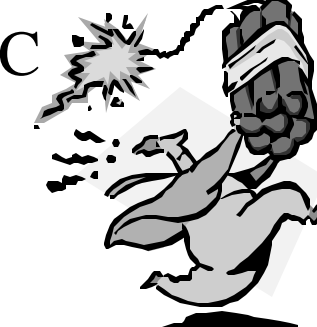
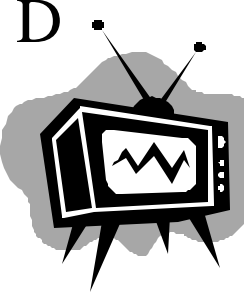
Pareto's Law

- “The 80/20 Rule”
- 20% population has 80% of the wealth
- 20% of the sample accounts for 80% of the impact
- Last 20% of requirements cost 80% of the total project cost



Prioritization Covey Style



		Urgent	Not Urgent
Important	Important	<p>A</p>  <p>Reactive / Crisis</p>	<p>B</p>  <p>Pro-active / Planning</p>
	Not Important	<p>C</p>  <p>Interruptions / Panic</p>	<p>D</p>  <p>Busy Work / Entertainment / Edification</p>

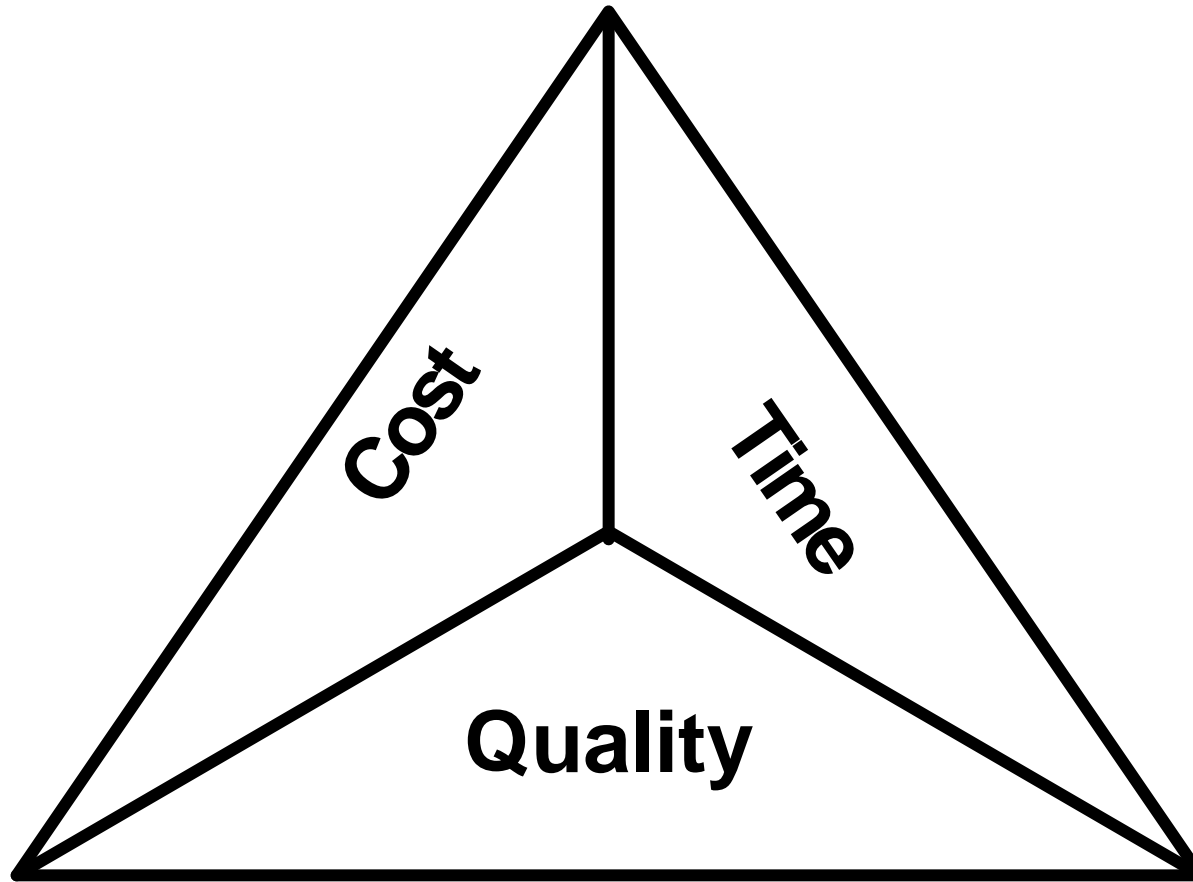
The “Balancing” Act



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The Triple Constraint



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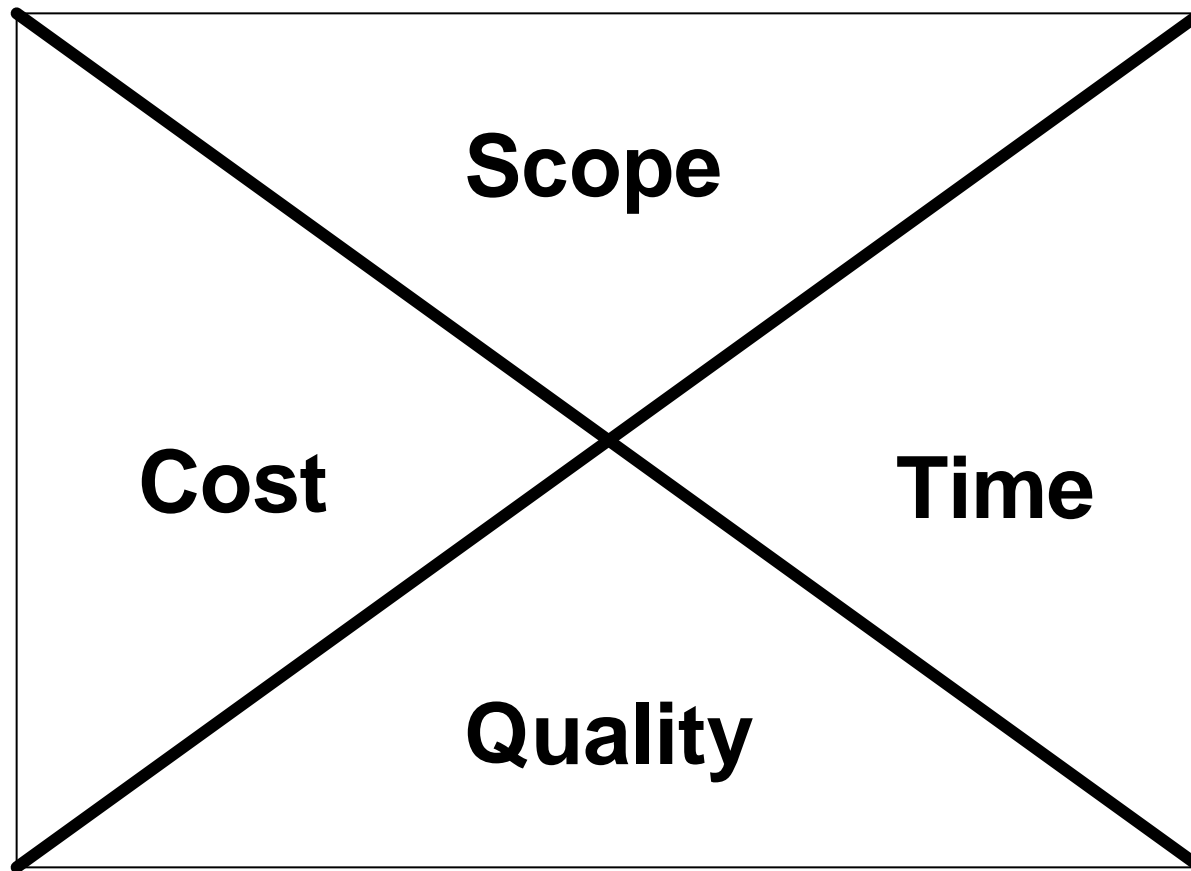
Sign at a Print Shop

We can do it for you:

**QUICKLY
WITH HIGH QUALITY
LESS EXPENSIVELY**

- - PICK ANY TWO - -

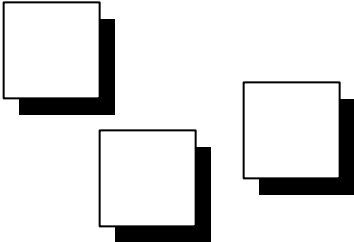
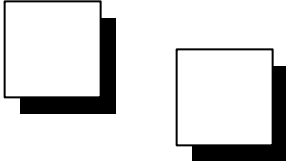


The Quadruple Constraint



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Risk Management - Lite

	High Impact	Low Impact
High Probability	A 	B 
Low Probability	C 	D 

Efficient Communications



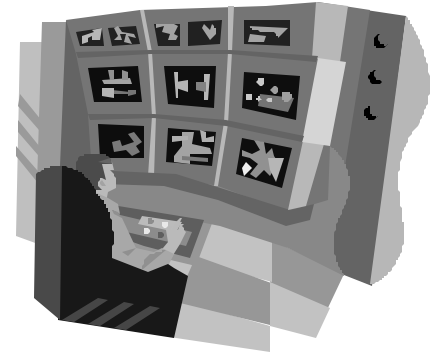
- Sender and receiver
- Be certain to get confirmation / feedback
- Correct level of detail
- Agree on an action item and due date
- When emails turn into a conversation, pick up the phone or have a meeting

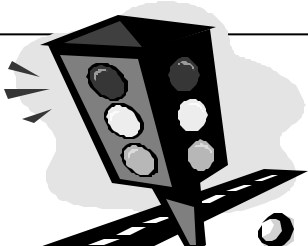
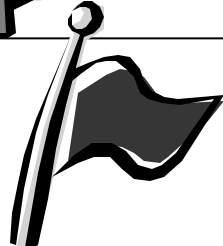
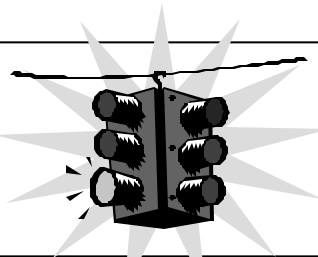
Efficient Meetings



- Set agenda for meetings
- Start on time
- Set end times for meetings, conference calls
- Create action items at meetings and assign responsibility for each action item to one person with a due date
- Meetings can be impromptu or planned, informal or formal – select the appropriate method
- Try stand-up meetings

Scorecard / Dashboard

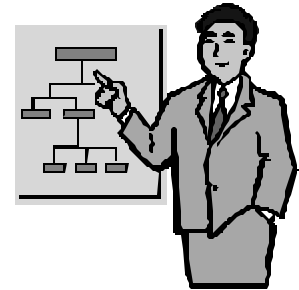


Status	Task
	Task 1
	Task 2
	Task 3

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Issue Management



Responsible Party	Priority	Issue	Completion Date
John	1	Complete Stage 1	
Susan	4	Contract Not closed	

Reducing Churn



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Increasing Team Productivity

- Help the team look for the critical path and high risk items, tackle these first
- Ask resources what “tools” or resources might make them more productive – look at ROI of these tools and resources
- In order to “catch up” on a project, long hours may be necessary. If so, set the pace by being the leader, use team building techniques, investigate rewards, take breaks, consider a war room

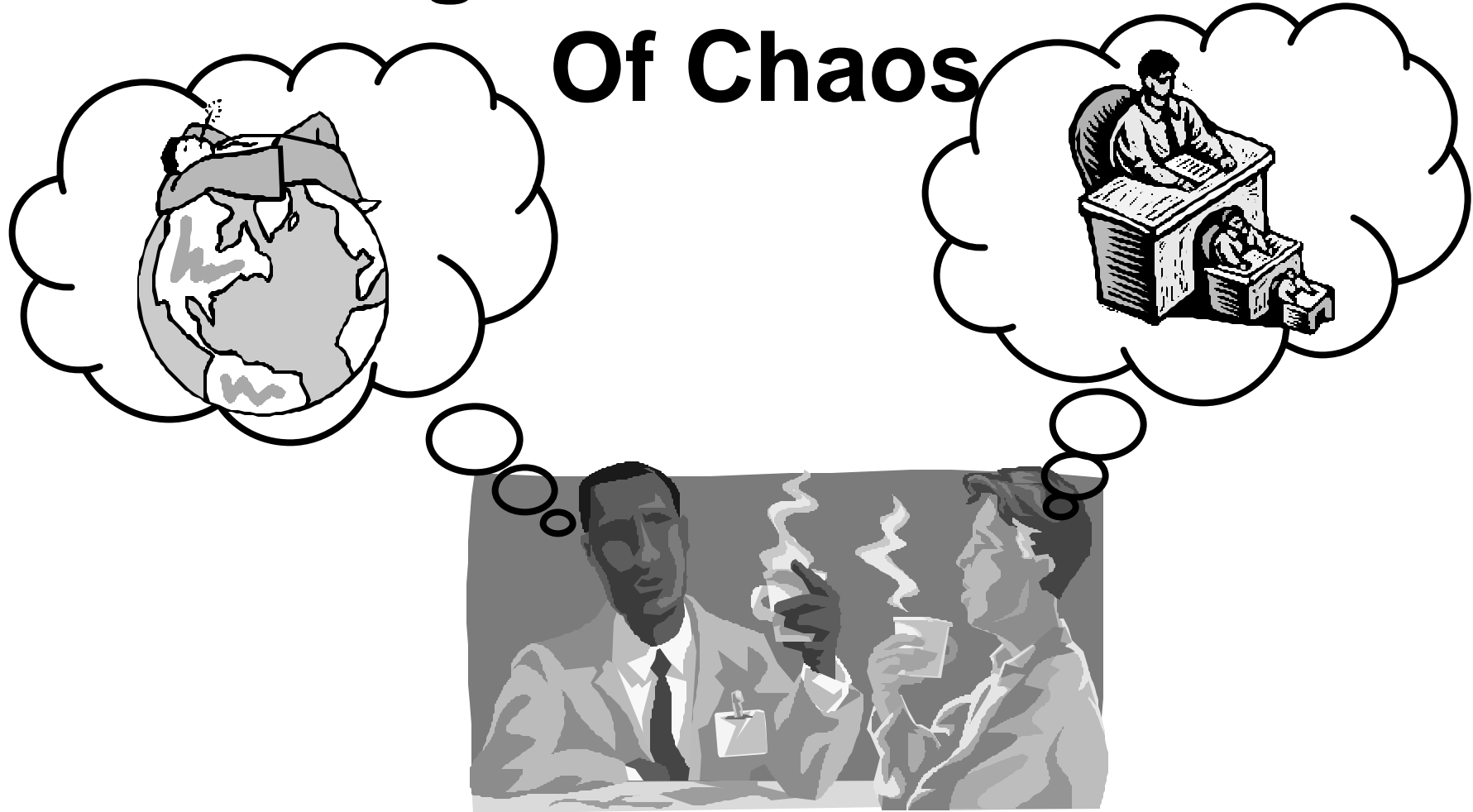


War Room



- Get everyone in one room
- Work together until the issue is solved
- Post “scorecards” or traffic light status
- Update status as items are accomplished
- Well defined goals and metrics
- Communication is streamlined

Efficient Project Management In The Midst Of Chaos



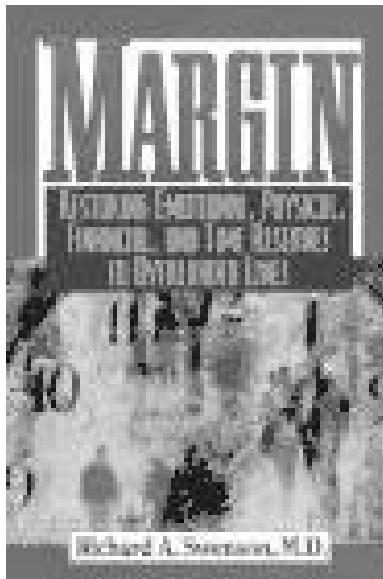
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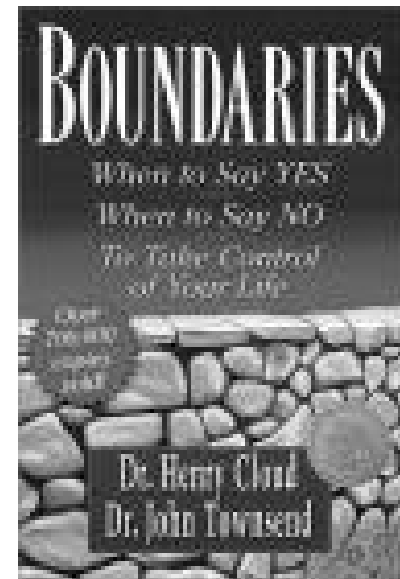
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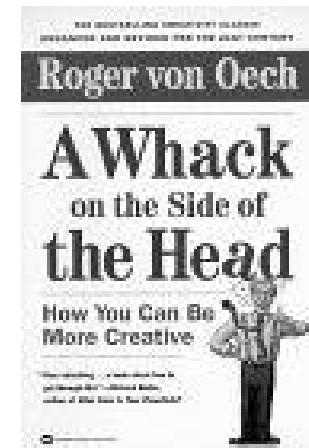
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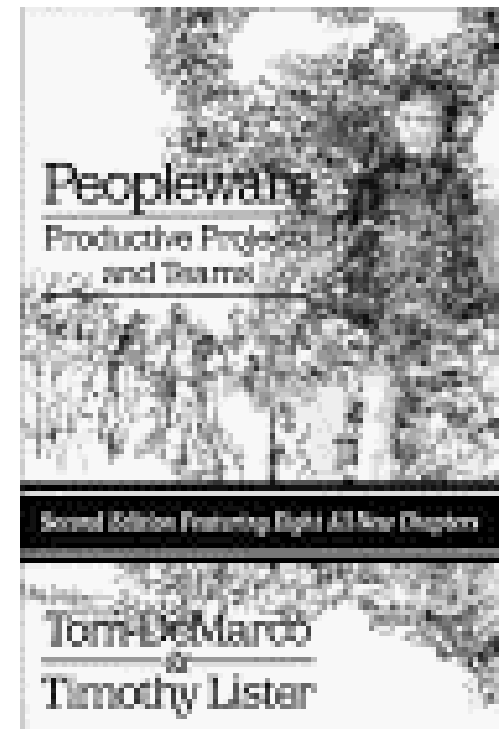
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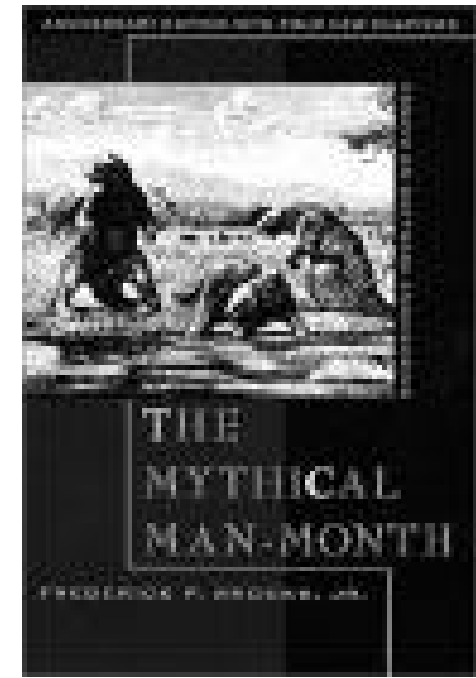
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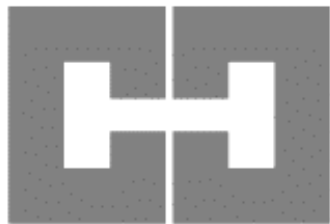
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Questions and Answers



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NJ PMI Symposium
May 6, 2002