

Table of Contents

1 – LESSONS LEARNED	9
BAD SURPRISES WHEN IT'S TOO LATE	10
CHANGES, CHANGES AND MORE CHANGES	11
PROJECT TEAM WANDERING IN THE WILDERNESS	11
PLANNING, MISSION STATEMENT MUSH	12
ACHIEVEMENT-DRIVEN PROJECT MANAGEMENT	13
MEASURE OF SUCCESS (MOS™) & ACHIEVEMENT NETWORK (HLA™)	14
TRADE-OFFS AND SCOPE CONTROL	15
2 - STRATEGIC PROJECT PLANNING	18
WHY WE SKIP STRATEGIC PROJECT PLANNING	18
THE MILLENNIUM HEALTHCARE BILL (MHCB) PROJECT	21
OUR PROJECT AT PEOPLE'S HEALTHCARE	21
THE MHCB STEERING COMMITTEE: INVITATION TO THE ACTIVITY TRAP	22
AVOIDING THE ACTIVITY TRAP	24
STRATEGIC PLANNING AT THE RIGHT LEVEL	26
GAINING ACCESS	26
PEOPLE'S HEALTHCARE CASE: GAINING ACCESS	27
TRYING ANOTHER APPROACH	28
PEOPLE'S HEALTHCARE CASE - WORKING OUR WAY UP THE HIERARCHY	29
THE STRATEGIC PLANNING SESSION	30
PEOPLE'S HEALTHCARE: THE STRATEGIC PLANNING	32
RECAP OF THE STRATEGIC PLANNING SESSION SO FAR	35
BACK TO THE PLANNING SESSION: HIGH-LEVEL ACHIEVEMENTS	37
RECAP OF THE STRATEGIC PLANNING SESSION	41
DEVELOPING THE NETWORK OF SUPPORTING ACHIEVEMENTS	42

SUB-DIVIDING A HIGH-LEVEL ACHIEVEMENT IN OUR PEOPLE'S PROJECT 42
 RECAP OF THE DETAILING PROCESS..... 44
CHAPTER SUMMARY..... 45
3 – PROJECT CHARTER 46
 OUR PROJECT AT PEOPLE'S HEALTHCARE..... 46
 STAKEHOLDER ANALYSIS 48
 AUTHORITY & ACCOUNTABILITY 50
 ASSESSING THE SHADOW ORGANIZATION 52
 WHAT IS CROSS-FUNCTIONAL AUTHORITY ? 53
 ACCOUNTABILITY STRUCTURE FOR THE PEOPLE'S PROJECT 54
 BARGAINING WITH THE SHADOW ORGANIZATION 59
 CHANGE CONTROL..... 62
 CHANGE CONTROL RULES AND FORECASTED VARIANCES 63
 CHANGE CONTROL PROCESS..... 64
 ASSUMPTIONS AND RISKS 65
 ORDER OF MAGNITUDE COST AND DURATION ESTIMATES..... 67
 PRESENTATION OF THE STRATEGIC PLAN..... 68
 OVERCOMING RESISTANCE TO A CROSS-FUNCTIONAL PROJECT 68
 ADDRESSING PROJECT-BASED REWARDS FOR THE TEAM 69
 CHAPTER SUMMARY..... 70
4-PLANNING THE IS COMPONENT..... 71
 MAINTAINING THE LINK TO BUSINESS RESULTS..... 71
 EVENTS-DRIVEN REQUIREMENTS ANALYSIS..... 73
 BUSINESS EVENTS AND SYSTEM RESPONSE..... 74
 BUSINESS EVENT SCENARIOS..... 75
 CONTROLS ON THE DEVELOPMENT PROCESS 76
 SYSTEMS DEVELOPMENT LIFECYCLE 77
 DEVELOPMENT PROCESS CONTROL..... 78
 CONCLUSION..... 79

5 - WORK PACKAGES & ESTIMATES 80

AN INVITATION TO MICRO-MANAGEMENT 81

ASSIGNMENTS ARE OUR MOTIVATIONAL PLATFORM 83

ACHIEVEMENT RATHER THAN “TO DO” LIST THINKING 83

HOW MANY ASSIGNMENTS SHOULD I HAVE? 84

EXCEPTIONS TO THE RULE 85

CRAFTING GOOD ASSIGNMENTS FOR OUR PEOPLE 85

 DEVELOPMENTAL MODE (TARGET 1 - 4 DAY DURATION) 86

 TASK MODE (TARGET 5 – 12 DAYS DURATION) 87

 SUB-PROJECT MODE (15 TO 22 DAYS DURATION) 87

 CONTRACTOR MODE (40 OR MORE DAYS) 87

AVOIDING UNDER-STRETCHING AND OVER-STRETCHING 87

INDIVIDUAL ASSIGNMENTS AND TEAMS 88

ASSIGNMENT RISK-TAKING 88

WORK ESTIMATING 89

WORK PACKAGES 90

WORK ASSIGNMENTS 95

MORE WORK ASSIGNMENTS 96

OUTSIDE VENDORS AND CONTRACTORS 96

 CONTRACTOR NEGOTIATION 100

COMPLETED WORK PACKAGES 102

PROJECT TEAM CULTURE AND TALK 103

 TEAM MEMBER WORK ATTITUDES 104

 MARKETING THE PROJECT TO THE MEDICAL STAFF 106

PROJECT MANAGER’S BEHAVIOR 107

CONCLUSION 109

6-WBS, PREDECESSORS & SCHEDULES 110

 WORK, NOT DURATION, ESTIMATES 110

BUILDING OUR PROJECT MODEL 111
 RESOURCE LEVELING 111

WORK BREAKDOWN STRUCTURE (WBS) 113

DESIGNING PREDECESSOR NETWORKS 115
 PARALLELISM IN OUR DESIGN 117

RESOURCE CAPACITY AND SCHEDULING 118
 RESOURCE CAPACITY 120

LABOR RATES & WHY WE WANT A PROJECT BUDGET 122

RESOURCE AVAILABILITY AND CALENDARS 124

FIXED COSTS 125
 VENDOR CONTRACTS AND FIXED COSTS 126

THE INITIAL PEOPLE'S PROJECT BUDGET AND SCHEDULE 127

CRITICAL PATH ANALYSIS 130

SLACK 132

DELAY 133

RESOURCE UTILIZATION 134

CONCLUSION 135

7 - OPTIMIZING & TRADE-OFFS 136
 THE 4-CORNERS APPROACH 138

FINE-TUNING THE PLAN 139
 CLOSED PREDECESSOR NETWORK 141
 UNNECESSARY PREDECESSORS & PARALLELISM 142
 RESOURCE UTILIZATION 143
 SLACK & DELAY 147

TRADE-OFF ANALYSIS 153
 DURATION TRADE-OFFS 155
 BUDGET TRADE-OFFS 159

APPROVAL PRESENTATION 162

CHAPTER SUMMARY 163

8 - TRACKING, PROBLEMS & SOLUTIONS	164
LESSONS LEARNED	166
PRE-LAUNCH PEER REVIEW	166
ASSESSING PROJECT TEAM CULTURE AND LEADERSHIP STYLE.....	167
STATUS DATA.....	171
TRACKING DURATION	175
TRACKING BUDGET	179
ACTION PLAN	180
A LIGHT TOUCH	181
EARNED VALUE ANALYSIS	181
COMPLICATED WAY TO UNDERSTAND EARNED VALUE.....	184
PROBLEM SOLVING AND REPORTING	185
POLITICAL PROBLEMS ON THE CRITICAL PATH	185
SCOPE CHANGE ON ADDITIONAL HANDHELDS FOR \$25,000	186
FAILED ACCEPTANCE TEST ON HANDHELD DATA PORTS.....	187
THE BIG PICTURE	188
CONCLUSION.....	189
APPENDIX: STEP-BY-STEP MS PROJECT	190
THE MS PROJECT® WINDOW	190
SETTING UP A PROJECT	191
SETTING USER PREFERENCES	192
RESOURCE LEVELING	193
CLICK ON TOOLS THEN RESOURCE LEVELING	193
ENTER WORK PACKAGES TO CREATE THE WBS	194
ASSIGNING RESOURCES & PREDECESSORS.....	195
PREDECESSORS AND RESOURCES	197
ASSIGNING PEOPLE TO TASKS: WORK & UNITS.....	200
FINE-TUNING AND TRADE-OFFS.....	200
CRITICAL PATH.....	200
SLACK AND DELAY	201
APPLYING COST TABLES	202

TRACKING ACTUAL RESULTS	203
SAVE THE BASELINE	204
CHANGE THE CURRENT DATE	205
ENTER ACTUAL RESULTS	205
ANALYZING VARIANCE.....	207
<i>ABOUT THE AUTHOR.....</i>	<i>210</i>
INDEX.....	213