



Practical Project Management

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Malisa Mezenberg & Susan Perry, OECTA
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Defining Project Management

Project management is the process of guiding a project from its beginning through its performance to its closure.



What is a Project?

Large or small, a project always has the following ingredients:

- ***Specific goals:***
 - Products or results
- ***Definite start and end dates***
- ***Established budgets:***
 - people, funds, equipment, facilities, and information required.



Developing Your Project Plan

Include the following in your project plan:

- An overview of the reasons for your project
- A detailed description of the expected results
- A list of all tasks to be completed
- A detailed project schedule
- The roles you and your team members will play
- Budgets for required personnel, funds, equipment, facilities, and information
- Assumptions you make as you proceed



The Goal Setting Process

- Determine the goal
- Achieve goal commitment
- Overcome resistance
- Develop specific, challenging goals compatible with higher level goals
- Implement process, providing support and feedback.





S	Specific – To be specific, a goal must describe the presence of some quality, not the absence. Not we want fewer of ____ (e.g., communication breakdowns), but more ____ (e.g., clear messaging).
M	Measurable – What will be seen or heard as evidence of achievement? This is stated as something the participants will achieve.
A	Agreed upon – Agreement with all the group members on what the goals should be.
R	Relevant – How is this goal related to larger purposes of Ontario education?
T	Time Based– Enough time to achieve the goal Not too much time, which can affect project performance.



SMART Goals





Steps for Setting Goals

- Keep it simple, define the goal clearly
- Break the process into small steps (marks progress, reduces stress)
- Choose a starting point, but begin now with daily action
- Redefine the goal based on new information, personal growth, availability of resources
- Act on your plan to reinforce positive self-esteem, create upward spiral





Part A: Revising your SMART Goals

- Review the goals for your project from your application and work to refine them into **SMART** goals.



Practice Exercise: Taking a Vacation

Goal:

You and a friend will take a one-week vacation with total expenditures under \$1,000.00





Brainstorming Process

- Define and agree on the objective for brainstorming
- Brainstorm/ generate ideas, suggestions having agreed on a time limit
- Breaking Actions into Tasks (categorize, condense, combine)
- Look at the Big Picture (assess, analyze, prioritize)
- Create timelines
- Action Plan (control and monitor)



Brainstorming

RULES

- Allow silent think time.
- Don't hold back any ideas.
- The more ideas the better.
- No discussion allowed.
- No judgment or criticism is allowed.
- Hitchhike – build on ideas.
- Post Ideas.

SEQUENCE OF EVENTS

- Review of the topic, defining the subject.
- Give everyone a minute or two to think.
- Invite everyone to call out ideas.
- One team member writes down the ideas on a flip chart.



**Modify this procedure to fit the group.*



Part B: Brainstorming the Actions for Your Project

- Brainstorm all actions that might be considered for the completion of your project.
- (Write each action on a separate post-it note)





Brainstorming... Taking a Vacation

Research a
Destination

Book off time
at work

Pack

Arrangements
for pets

Assemble
Funding

Automobile
Check Up

Tell parents

Newspaper
and Mail
Delivery
Arrangements



Part C: Breaking Actions into Tasks

1. Decide on all actions that are necessary for the completion of your project.
2. For each action, consider the tasks necessary to complete the activity. List the tasks on the card for that action.
3. Specify the subtasks for each task as necessary and list on the card.
4. Continue until you have identified all the actions necessary to fulfil the goals of your project.



Actions to Tasks...

Taking a Vacation

Research a Destination

- research
- reservations
- map

Pack

- clothing
- passport
- personal items

Newspaper and Mail Delivery Arrangement

Automobile

- check up
- tires
- brakes
- fluids
- fill with gas

Assemble Funding

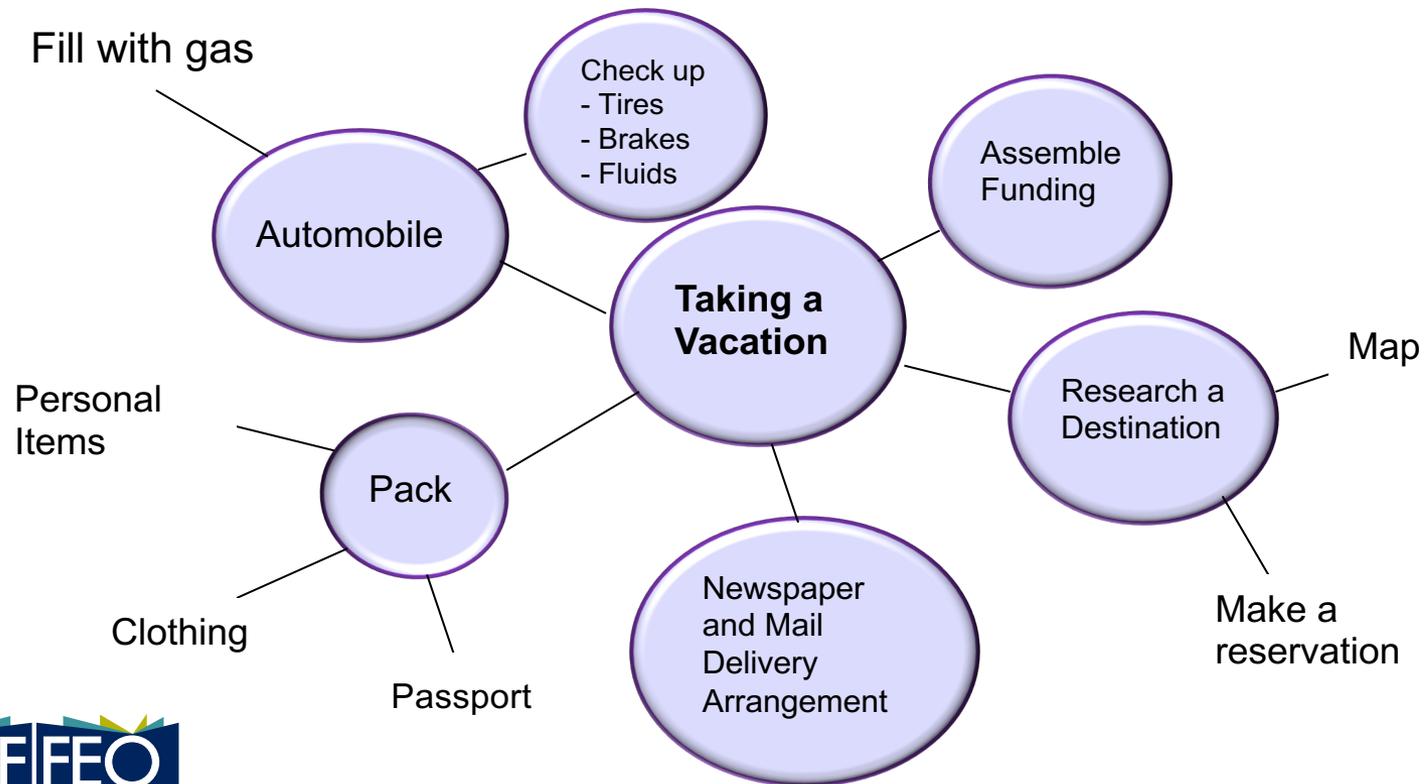


Part D: Looking at the Big Picture

- Use a mind map or a flow chart to illustrate how all the actions of your plan come together. The circle at the centre represents your entire project. Each line extending from this center circle leads to one action necessary to complete the project (one per card). Lines extending out from each action detail the tasks necessary to complete the action (tasks listed on each card). You may need to add additional circles to include all your actions, tasks and sub-tasks.



Mind Map: Taking a Vacation



The top of the slide features a collage. On the left, a close-up of a computer keyboard with a blue and white color scheme. On the right, a grid of 14 small, square portraits of diverse individuals of various ethnicities and ages, all smiling or looking positively.

Part E: Creating Your Project's Timeline

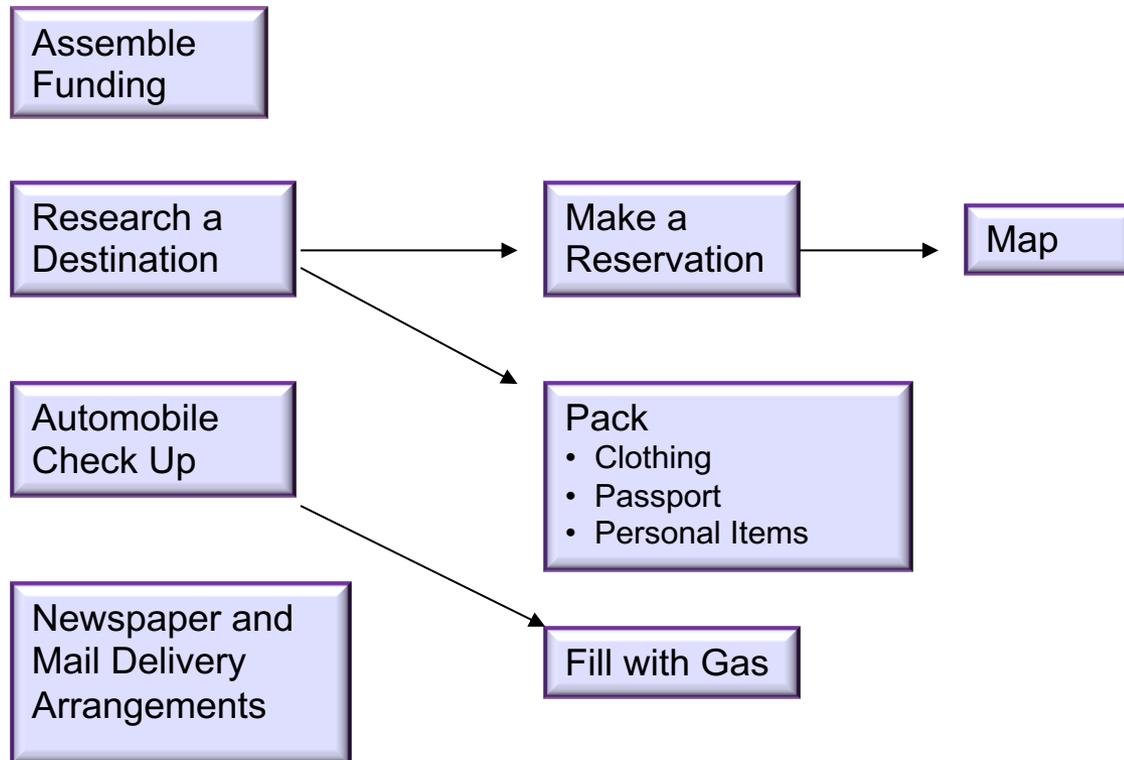
1. Place cards with actions in the sequence you think they should occur as your project proceeds.
 - If one action must be completed before another can begin, place the card horizontally in the order that they should occur.
 - Place actions that can occur independently of the other actions vertically below the first action.



2. Draw the sequence of action cards on the Timeline diagram below. Add additional squares to include all actions you identified.
 - Draw horizontal arrows between actions that must occur one after another. Indicate the anticipated time an action might take above the arrow.
 - All actions with no immediate predecessor (an action that you must complete before you can work on the next action) can start at the same time as the first action.
 - Use an arrow to connect any action to any other action that must be completed before that next action can begin. Indicate the time span for completion of the task on the arrow.



Taking a Vacation - Timeline



The top of the slide features a collage. On the left, there's a close-up of a computer keyboard with a blue and white color scheme. On the right, there's a grid of 12 small, square portraits of people from various ethnicities and ages, all smiling or looking positively.

Determining Project Needs

Consider the situations or conditions necessary for your project's success. Most of these needs relate to project resources.

- **Personnel** - advisors, experts, colleagues
- **Release time**
- **Budget** - funds
- **Other resources** - equipment, facilities, services, supplies, etc.

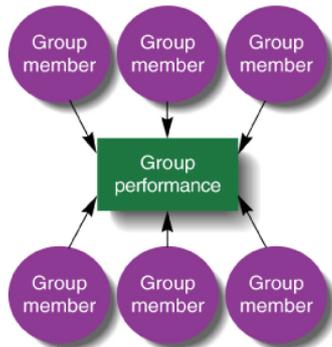
The top of the slide features a collage. On the left, a close-up of a computer keyboard with a blue and white color scheme. On the right, a grid of 14 small, square portrait photos of people from various ethnicities and ages, including a woman with a headscarf, a man with glasses, and a young girl.

Part F: Action Plan Summary Chart

- Complete the Project Action Plan Chart.



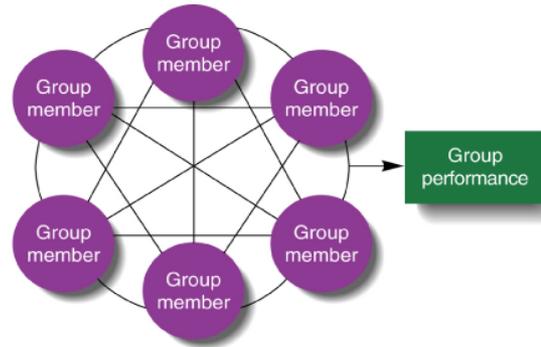
Teams and Groups



A. Pooled task interdependence



B. Sequential task interdependence



C. Reciprocal task interdependence

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The Start Phase: *Get ready, get set!*

- Assigning people to all project roles.
- Deciding how the team will perform the necessary tasks.
- Setting up necessary tracking systems.
- Announcing the project to the intended audience.

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The Perform Phase: *GO!*

- Doing the tasks: perform the work that is in your plan.
- Co-coordinating the work of team members.
- Continually comparing progress with plans.
- Adjusting the plan as necessary.
- Fixing problems that arise.
- Keeping everyone informed.

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Facing Unknowns When Planning

- Identify issues or questions that may affect your project.
- Make assumptions.
- Use these assumptions to plan your project.
- Seek out information to clarify your assumptions.
- Align plan accordingly.



Wrapping Up a Project

- Assess progress on your project goals.
- Complete all financial transactions.
- Write a project report.
- Communicate the results of your project.
- Celebrate your success.



Managing Your Project: *Three Requirements for Success*

- **Information:** Accurate and timely descriptions of:
 - **Plans:** What you propose to accomplish, when, and for how much.
 - **Risks:** The likelihood and consequences of activities not going as planned.
 - **Performance:** Ongoing assessments of progress, budget, accomplishments, and problems encountered.
- **Communication:** Sharing this information with the team and all other project audiences.
- **Commitment:** Determination by the team to accomplish the desired outcomes.