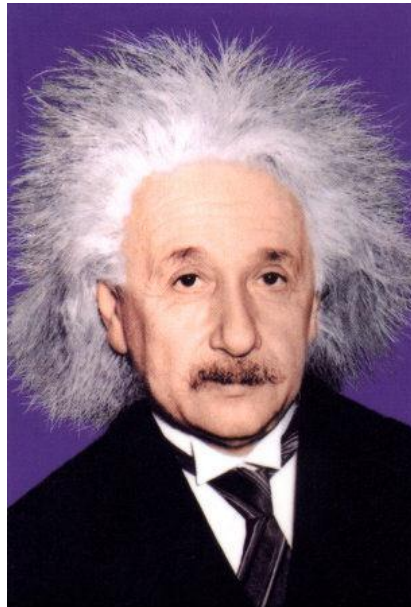


“We cannot solve our problems
with the same thinking we used
when we created them”



- Albert Einstein -

Working in a Project Team

Hands-on:

Project Management Workshop

**Players test the PM process, framework,
and templates; work together and share
lessons learned**

What type of Projects/Work?

- Planned/architected projects/work
- Non-planned/architected projects/work
(current on-going work)

Challenge:

How can you handle your
deliverables *more*
efficiently in the future?

Planned Projects / Work

Project Managed

(Project file automatically created using architected model)

Clear Owners

Architected Project (Business / IT)

**Start-up
Phase**

**Initiation
Phase**

**Execution
Phase**

**Closure
Phase**

**Start-up
Stage**

**Stage
1, 2**

**Stage
3, 4, 5**

**Stage
6, 7**

Project Steps

Agreed Reporting Schedule → Stakeholders

Feedback to BPR on Processes & Timelines

Feedback to EA on Framework & Templates

Non-Planned Projects / Work

Project Managed

(Project file manually created using all available information)

Clear Owners

Unclear Owners

Non-Planned / Architected Project / Work
(Business / IT)

**Start-up
Phase**

**Initiation
Phase**

**Execution
Phase**

**Closure
Phase**

**Stage
1**

**Stage
2, 3, 4**

**Stage
5**

Project Steps

Agreed Reporting Schedule → Stakeholders

Feedback to BPR on Processes & Timelines

Feedback to EA on Framework & Templates

Can you see it in action?

Yes

“Free Practice”
with
Hands-on
Workshop



Rules in advance

- Each group has a producer (Enterprise Architect) who manages the different takes;
- Each group has an Architecture Expert (member of EA) to assist in the building of the solution;
- Each person will assume one role; each member represents a character;
- As a team you choose the nature of your project; try to choose something as close as possible to a real life example;
- Don't discuss the subject of the mandate, it is about the process, framework and templates;
- Share your thoughts and comments on the parking lot (posters around the room)
- After the test we come together and share our findings.



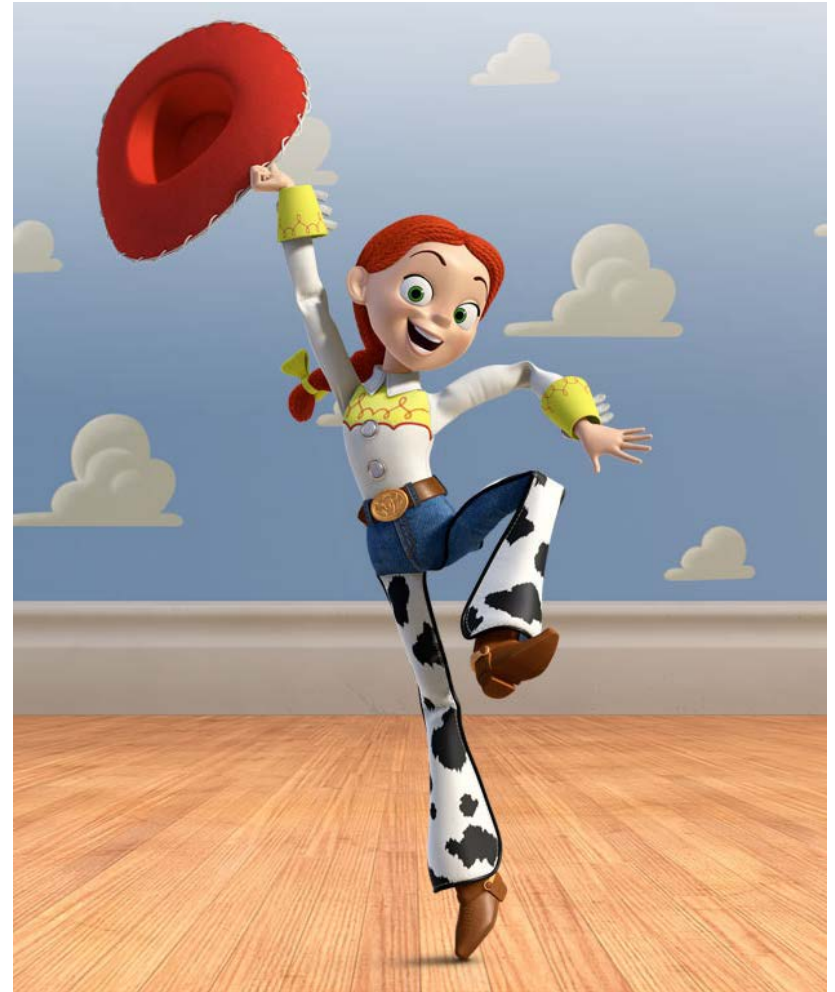
Script - Different Characters

- The Boss
- The Project Manager
- The Business Expert
- The Architecture Expert
- The IT Expert
- The IT Team
- The PMO Administrator
- and...



Script - Different Characters

- The Boss
- The Project Manager
- The Business Expert
- The Architecture Expert
- The IT Expert
- The IT Team
- The PMO Administrator
- and...



Script - Different Characters

- The Boss
- The Project Manager
- The Business Expert
- The Architecture Expert
- The IT Expert
- The IT Team
- The PMO Administrator
- and...



Script - Different Characters

- The Boss
- The Project Manager
- The Business Expert
- **The Architecture Expert**
- The IT Expert
- The IT Team
- The PMO Administrator
- and...



Script - Different Characters

- The Boss
- The Project Manager
- The Business Expert
- The Architecture Expert
- The IT Expert
- The IT Team
- The PMO Administrator
- and...



Script - Different Characters

- The Boss
- The Project Manager
- The Business Expert
- The Architecture Expert
- The IT Expert
- The IT Team
- The PMO Administrator
- and...



Script - Different Characters

- The Boss
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- The PMO Administrator
- and...



Script - Different Characters

- The Boss
- The Project Manager
- The Business Expert
- The Architecture Expert
- The IT Expert
- The IT Team
- The PMO Administrator
- and...



"the user community" ... the stakeholders ...



“Might be scary for the new process....”



“Just go for it.... and see what happens...”



"The good news is..."

"You can do this *together!*"



Ready to **go go go**?

Working in a Project Team

START

***Testing the process, framework
and templates***

Take 1

- The **Boss** receives a Project Mandate of the Business Process Area and appoints a **Project Manager**;
- The **Project Manager** reviews the Project Mandate and goes to the **PMO Administrator** for the registration of the project;
- The **PMO Administrator** enters the new project in Project Central, stores the Project Mandate and assigns a PPS code;
- The **PMO Administrator** provides the project details to the **Project Manager** and will send an e-mail to Architecture to request a Project Intake.



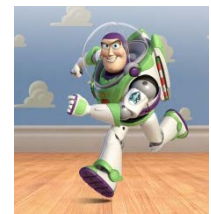
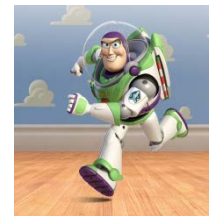
Test Case 1

- The **Boss** receives a Project Mandate of the Business Process Area and appoints a **Project Manager**;
- The **Project Manager** reviews the Project Mandate and goes to the **PMO Administrator** for the registration of the project;
- The **PMO Administrator** enters the new project in the PM software, stores the Project Mandate and assigns a PPS code;
- The **PMO Administrator** provides the project details to the **Project Manager** and will send an e-mail to Architecture to request a Project Intake.
- **And what now...**



Test Case 2

- The **Delivery Manager** enters the project into Project Central and allocates the selected **Architecture Expert** to the Project;
- The **Architecture Expert** will go to the **Project Manager** with the Project Intake template to complete the applicable parts together; Start-up phase has started...
- The **Architecture Expert** will review the project to see if the project has a low, medium or high business impact. The **Business Expert** explains to him all the details...
- The **IT Team** advises the **Architecture Expert** to make the Project Start Architecture, following EPSO's standards and guiding principles.
- The **Architecture Expert** will share the outcome with the **Project Manager** and inform the **PMO Administrator** about this.



In a moment in episode 2.....

- Will the **Architecture Expert** approve the Project to go from Initiation to Execution? Does the project have all necessary information?



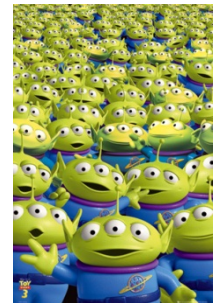
Test Case 3

- The **Architecture Expert** approves the project although he has some recommendations which needs to be solved within the first execution phase;
- The **Architecture Expert** informs the **PMO Administrator** about the approval. He/she enters in Project Central that the project has gone into execution phase. The **Project Manager** is informed by PMO that it can go ahead with the project;
- The **Project Manager** informs the **Business Expert** that it can start with the design phase of the project. The Project Manager tells the **Business Expert** that he should work in close cooperation with the **End Users** to make sure that the business requirements are clear.



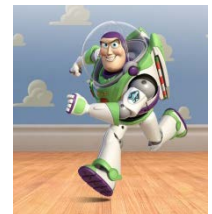
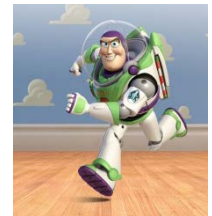
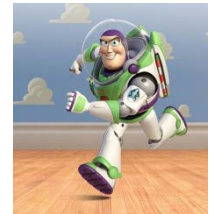
Test Case 4

- The **Business Expert** organises meeting with the **End Users**. The **End Users** explain what possible improvements can be included to improve the efficiency of the process; BPR is always involved;
- The **Business Expert** and **Architecture Expert** make a Business Process Model based on the meeting outcomes, showing the processes within the solution;
- The **Business Expert** organises a meeting with the **End Users** to show the models created. The **End Users** give their comments on the models based on their experiences. The **Business Expert** updates the models and informs the **Architecture Expert** that he is ready



Test Case 5

- The **Business Expert** sends invitation to **Architecture Expert** for a Health Check to the Project. **Architecture Expert** reviews the recommendations made when he approved the Project to go to execution;
- The **Architecture Expert** will meet the **Business Expert** to see how the updated Business Process Model looks. The **Architecture Expert** finds out that not all recommendations are solved. It also looks that there is some misalignment with the Project Start Architecture (PSA);
- The **Architecture Expert** makes a Health Check report. He will mention the recommendations which are solved and which are not. He includes his new findings about the misalignment between the PSA and the Business Process Model.
- The **Architecture Expert** sends the Health Check report to the **Project Manager**, **Business Expert** and the **PMO Administrator**;



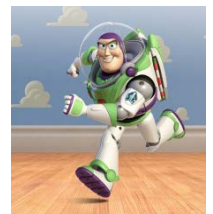
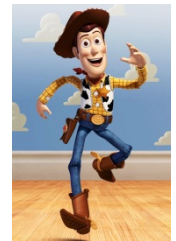
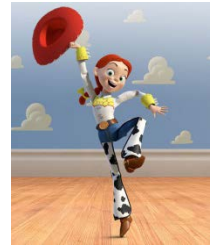
In a moment in episode 3.....

- Will the **Project Manager** act on the findings of the **Architecture Expert**?



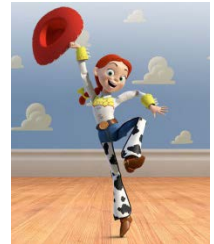
Test Case 6

- The **Project Manager** discusses the outcome of the Health check with the **Business Expert** to see how it can be solved, he comes with a proposal;
- The **Project Manager** discusses the proposal with the **Boss**. The **Boss** tells the **Project Manager** that he should ask the **Architecture Expert** if the proposal is acceptable for him. The **Boss** does not likes to have a orange or red light on his project dashboard;
- The **Project Manager** organises a meeting with the **Architecture Expert** and the **Business Expert**. The **Architecture Expert** agrees with the proposal
- The **Architecture Expert** designs any applicable Logical/Physical Data Models and Application Landscape, first he updates the Business Process Model.



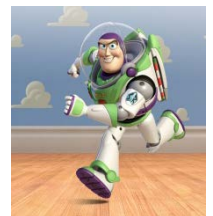
Test Case 7

- The **Project Manager** informs the **Boss** about the outcome of the meeting and both are happy that the project continues;
- The **Architecture Expert** updates the PSA based on the outcome because the agreed proposal had a minor impact on the EPSO's Architecture;
- The **Boss** continues with his work, again a meeting. This time he has a meeting with the **Risk Manager** to talk about some financial risks.
- During the coffee the **Boss** tells the **Risk Manager** about the changes they made to continue the project. The **Risk Manager** gets very upset because he was not aware of this change.



Test Case 8

- The **Business Expert** creates the Logical Data Model and the Application Landscape including an Application Environment Diagram and an Application Architecture Diagram to show the application services needed;
- The second Health Check is initiated by the **Architecture Expert**. He was not happy with the outcome of the first Health Check and therefore he goes to the project to see how it goes. The **Business Expert** did not expect him...
- The **Business Expert** shows the **Architecture Expert** the updated Business Data Model and Business Process Model. He also shows the first draft of the Logical Data Model and the Application Architecture;
- The **Architecture Expert** makes a second Health Check report and informs all stakeholders that he is happy about the way things are solved.



In a moment in episode 4.....

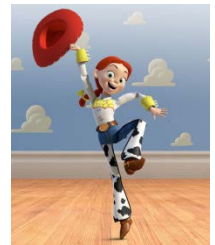


- Will the **Project Manager** deliver the project on time?



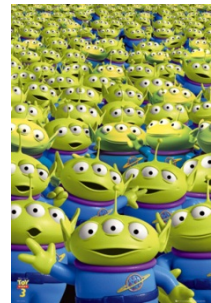
Test Case 9

- The **Business Expert** finalises the Logical Data Model and the Application Landscape. He reviews the documentation with the **IT Team** to see if this can be developed;
- The **IT Team** have a look at the documentation and agree with it, they would like to start with the Technical Design; The **Business Expert** explains that these activities will be separately released by the **Boss**;
- The **Business Expert** hands over the documentation to the **Project Manager**. The Project Manager asks the **Architecture Expert** for a Final Conformity Audit.



Test Case 10

- The **Architecture Expert** reviews all Documentation, all his recommendations are followed and he makes the Project Conformity Audit report. He distributes the report to all stakeholders;
- The PMO Administrator receives the Final Conformity Audit report and puts the project into the Closure Phase.
- The **Project Manager** and the **Business Expert** present all documentation to the **End Users**. They don't have much time and say that they are happy with the outcome. The **Project Manager** reports this to the **Boss**.







"Do you like the outcome of the project?"



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"Look at the test results!"

What was going wrong?

-
-
-
-
-
-



What was going right?

-
-
-
-
-
-





"As a member of the **Project Team** you started carefully."



"More and more you **liked** the character."



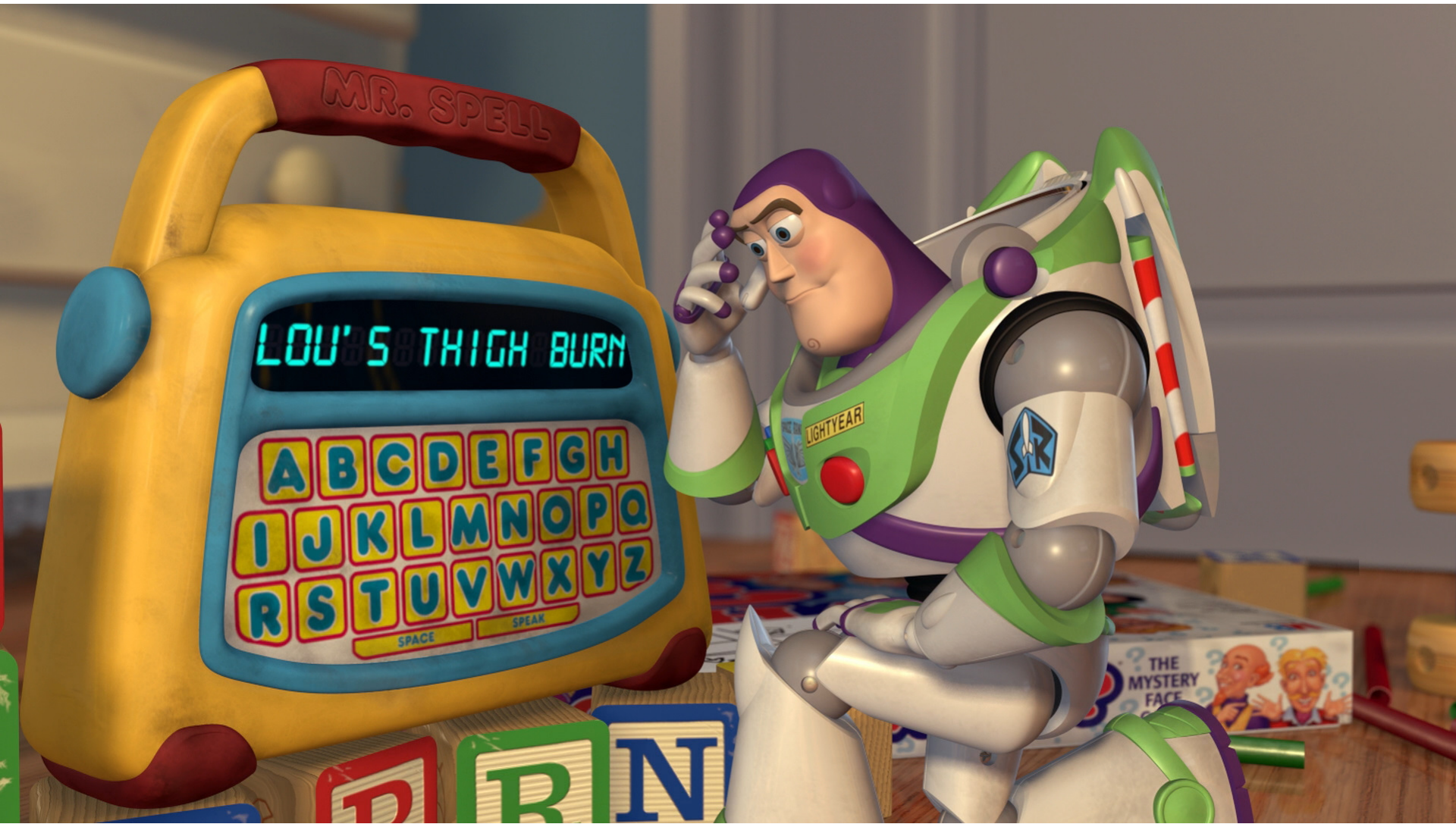
“Don't forget the Risk Manager next time,
he will follow you...”



“...and if you work together... talk also to the PMO Administrator and share lessons learned...”



"And if everybody is afraid of what
happened..."



“Have a look at the project and reflect...”



"Be pro-active and lead the troops...
Be proud to be part of a **Project Team !!!**"



“Leave the room clean as surely always did in the past when you were here...”



"And a big thanks to the boss !!!"

"See you next time"



Back-up slides

Josh Folgado

2014

Pitfalls

- The Delivery Manager does not exist
- The PSA does not go into the PMO Administration
- The agreed proposal is not entered into the first health check
- The updated business data model and business process model is not reviewed by the end users
- The design might not reflect the business requirements of the End Users because they did not review everything and some designs are updated after their review

Points for improvement

- Organisation doesn't yet have its own project administration
- The PSA does not go into the PMO Administration
- Changes that impact the 'initiation phase' documentation need to be reviewed from a cross functional perspective. What happened with the Delivery Manager.....