

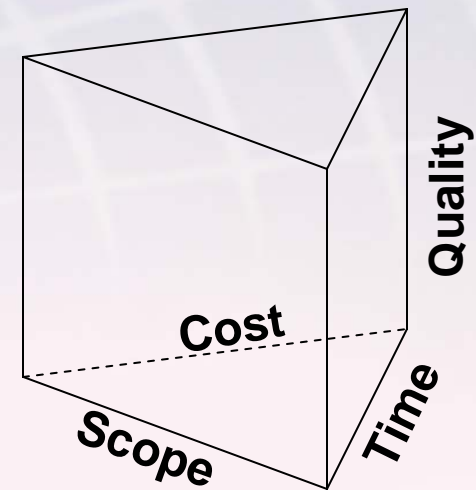
# Bringing Collaboration into Project Management

22 March 2005

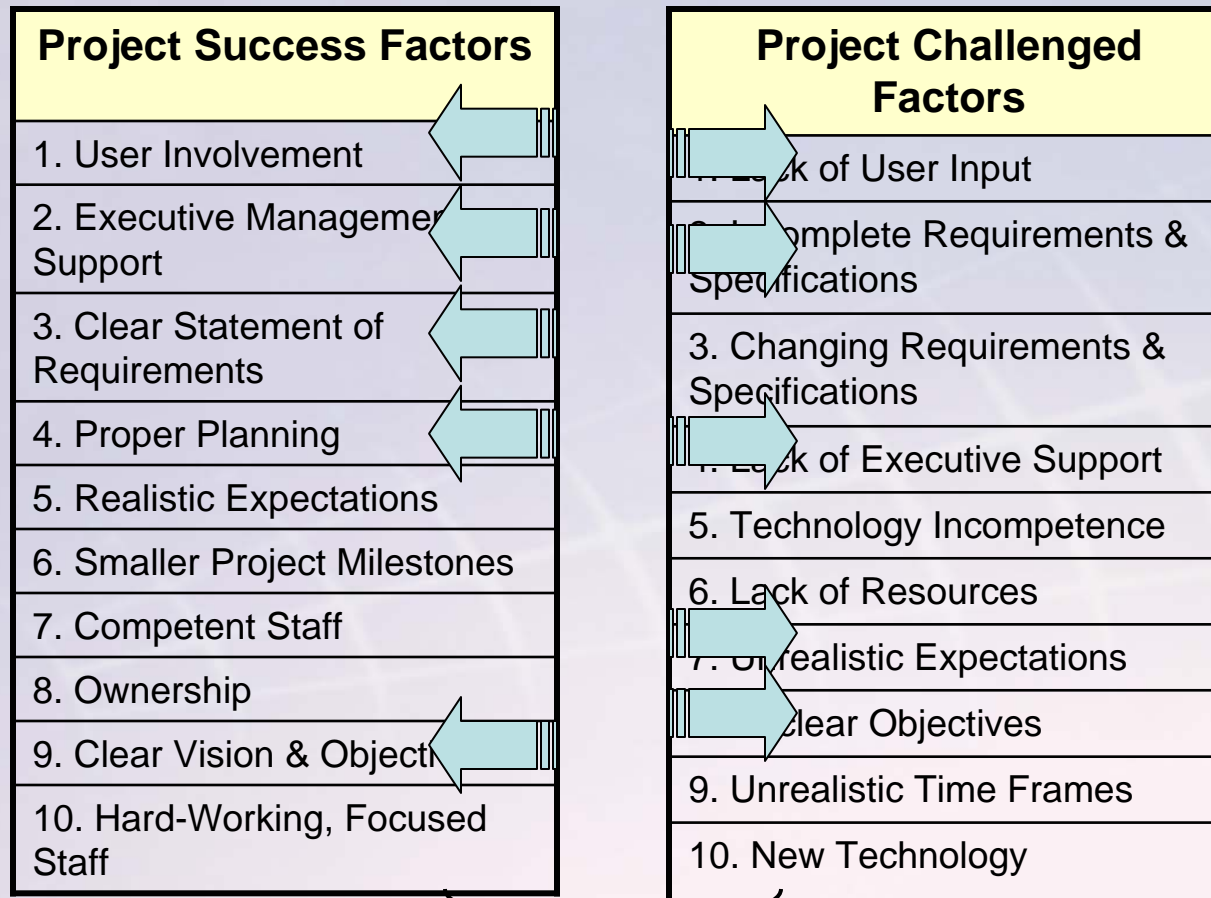
# Characteristics of project management

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- Structure, maturity, discipline
- Balancing of resources
- Performance monitoring
- Managing change
- Control of risks
- Processes for
  - Planning
  - Controlling
  - Directing
  - Organizing
  - Scheduling
- Focus on scope, quality, time, cost



# Reasons for Success and Challenge



## Opportunities for Collaboration

# Poor Collaboration Leads to....

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**Which Leads to.....**

**Unclear Objectives**

**Unrealistic Expectations**

**Lack of User Input**

**Incomplete Requirements & Specifications**

**Lack of Executive Support**



Failed and Recycled Projects

# What is Collaboration?

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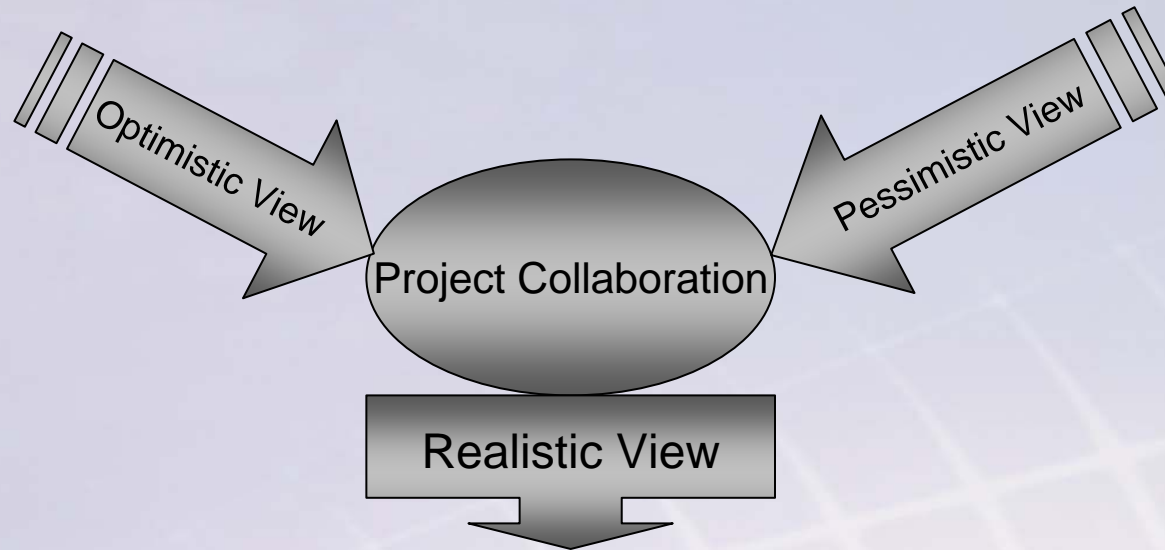
- **“To work together, especially in a joint intellectual effort” (1)**
- **Goals**
  - **Generation of content**
  - **Sharing of ideas**
  - **Communicating of status**
  - **Reducing and sharing risk**
  - **Clarifying positions**
  - **Building of trust**
- **The logical question is: Why is collaboration important to a project or a project manager?**

# Impact of Collaboration on eGovernment Initiatives

GAO Report <sup>(1)</sup>	Electronic Government: Potential Exists for Enhancing Collaboration on Four Initiatives	Impacted Success Factors
Establishing a collaborative management structure	<ul style="list-style-type: none"> <li>• Involvement by leaders from all levels is important for maintaining commitment and keeping a project on track.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Management Support</li> </ul>
Maintaining collaborative relationships	<ul style="list-style-type: none"> <li>• Researchers have found that all the partners in a collaborative undertaking need to share a common vision and work in a climate of trust and respect in order to elicit full participation.</li> <li>• An important element of establishing effective collaborative relationships is to reach formal agreements with each partner organization on a clear purpose, expected outputs, and realistic performance measures.</li> </ul>	<ul style="list-style-type: none"> <li>• User Involvement</li> <li>• Focused Staff</li> </ul>
Contributing resources equitably	<ul style="list-style-type: none"> <li>• In order to facilitate a collaborative environment, each participating organization should contribute resources in the form of human capital or funding to demonstrate its commitment to the success of the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Realistic Expectations</li> <li>• Ownership</li> </ul>
Facilitating communication and outreach	<ul style="list-style-type: none"> <li>• Effective outreach mechanisms are important to keep other stakeholders informed who may not be actively involved in developing systems or business processes.</li> <li>• An outreach plan may be needed to specify tasks and mechanisms to help promote interest and participation in the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Realistic Expectations</li> <li>• User Involvement</li> </ul>
Adopting a common set of standards	<ul style="list-style-type: none"> <li>• Developing a common set of standards that are agreed to and used by all project partners is a key factor for effective collaboration.</li> <li>• Standards provide a basis for more seamless systems, data, and business process integration on collaborative projects, and help to ensure that those systems and processes can work together.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear Statement of Requirements</li> </ul>

# Realistic Expectations Schedule & Budget

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- Optimistic team members will often underestimate the costs of a project in time and money
- Pessimistic team members will frequently overestimate the duration of a project and claim the effort will undoubtedly bankrupt the company
- Realistic PM's will **collaborate** with their team and adjust their expectations as new information becomes available and progress reports reveal what's do-able and what's not

# Developing a Strategy for Collaboration

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## 1. Environment

- Start with creating a collaborative environment
- Tie it to a reward system

## 2. Processes

- Design processes that support collaboration
- Make them repeatable

## 3. Tools

- Identify and select tools that will support the process
- Provide training
- Pilot on smaller projects

# Create a Collaborative Environment

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- **Stakeholder Involvement Pays Off**
  - **Critical junctions where collaboration with stakeholders will pay big dividends include:**
    - **Project planning**
    - **Project initiation/kick-off meetings**
    - **Project review meetings**
    - **Project closeout meetings**
- **Involve users in creative ways**
  - **Matrix teams with users and project personnel**
  - **Involve users in critical processes**
  - **Define requirements jointly if possible**
- **Gather and verify information from clients, users, and other stakeholders**
  - **Create an environment where the user and project team consider themselves partners for success**

# Create Collaborative Processes

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- **Proper Planning**
  - Planning should involve as much of the entire team as possible
  - Define scope and ensure entire team understands
  - Define project tasks
    - Resource requirements
    - Metrics to measure progress
- **Share process with all stakeholders**
  - Start with a Clear Vision & Objectives jointly developed with the project team and stakeholders
- **Work as a team**
  - Develop goals to meet vision and objectives – what determines success!
  - Measure progress against goals
  - Trace goals to requirements
  - Revisit process frequently at periodic reviews

# Use Collaborative Tools

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- **Group collaboration**
  - **GroupSystems I & II**
  - **WebIQ**
  - **MeetingWorks**
  - **Live Meeting**
  - **WebEx**
  - **Linktivity**
- **Project collaboration**
  - **As-One**
  - **SharePoint**

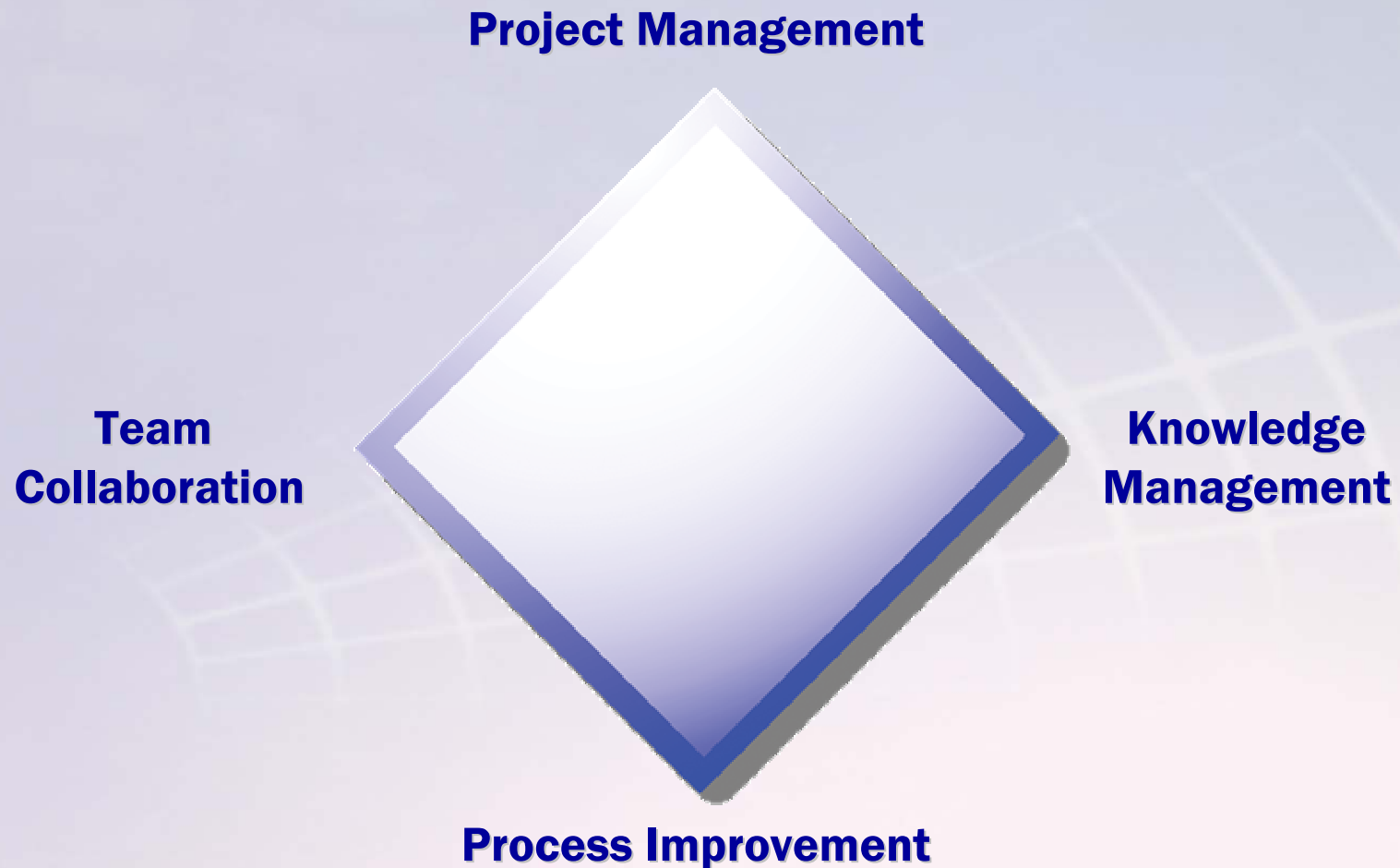
# Pay Off of Collaboration

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- **Executive Management Support**
  - Shared vision and goals
  - Clearer understanding of project objectives
  - Agreement on the constraints of scope, quality, time, & cost
  - Mutually identify risks and mitigations plans
- **Stakeholder Support**
  - Everything is driven from shared vision and objectives
  - Ability to measure progress against agreed to goals
  - Ability to trace goals to requirements
  - Ability to revisit frequently at periodic reviews
  - Share visions with all stakeholders
- **No surprises**
  - Frequent, smaller reviews versus large milestone reviews
  - Executive Dashboards

# Build a Foundation to Embrace Collaboration

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# Last Thoughts about Collaboration & Project Management

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***We meet because people holding different jobs have to cooperate to get a specific job done. We meet because the knowledge and experience needed in a specific situation are not available in one head.***

***Peter Drucker***

***Many cognitive, coordination and cooperation problems are best solved by canvassing groups (the larger the better) of reasonably informed, unbiased, engaged people. The group's answer is almost invariably much better than any individual expert's answer, even better than the best answer of the experts in the group.***

***Dave Pollard***