

While you are Waiting

Welcome!

While you are waiting...

Using **Chat**:

What are your expectations for
this class?

Using **Whiteboard Tools**:

List what you already know about
the topic!



Virtual Team Builders Certificate Series

Establishing Project Priorities

Introductions



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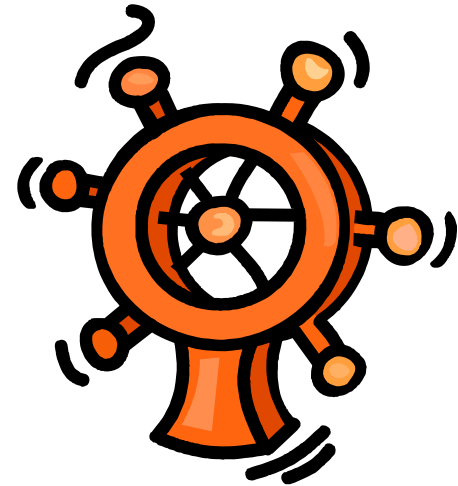


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My Projects

- 🌍 A book
- 🌍 Two client proposals
- 🌍 This workshop
- 🌍 Next week's workshop
- 🌍 A keynote next month
- 🌍 PMBOK® 4th Edition



Who Wins?

- ① Identify the Advantages and Disadvantages of Multi-Project Environment
- ① Identify Project Priorities and Sources
- ① Create a Prioritization Scale



What are Multiple Projects?

Version A

- 🌍 Programs with subprojects
 - Consistent vision
 - Similar functions
 - Shared priorities

Version B

- 🌍 Multiple independent projects
 - Competing visions
 - Diverse functions
 - Competing priorities

Generate *YOUR List...And put a STAR (*)*
next to the most important one

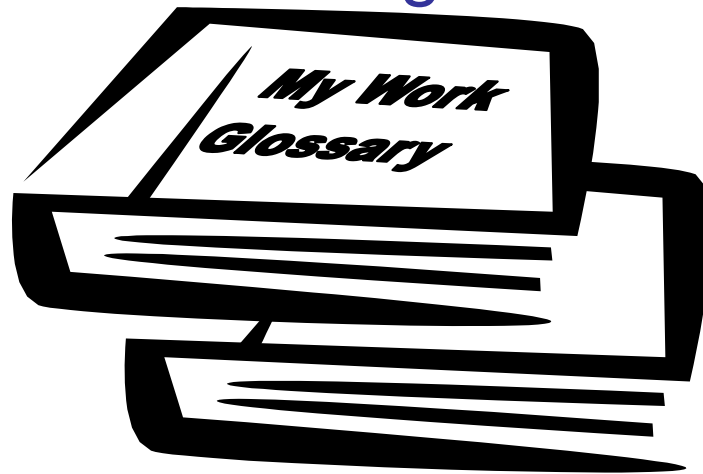


Do all of your projects speak the same language?

For Time? “URGENT!!”

For Cost? “Expensive”

For Risk? “High-Risk”



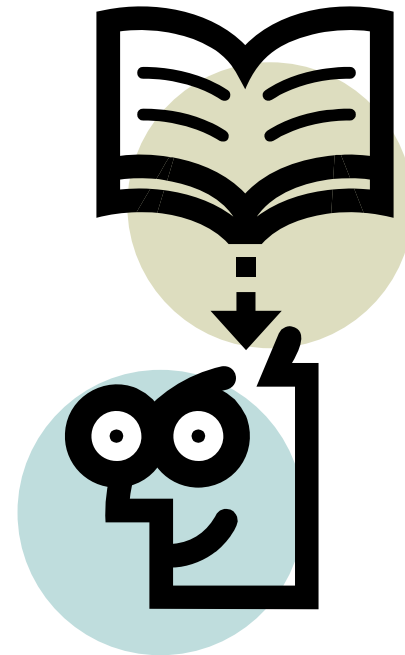


Let's try some terms!

<p>Cost – High (How high is it before you have to go back and get more approvals?)</p>	
<p>Risk – High (How high is it before you'd want a team member to interrupt a wedding?)</p>	
<p>Time – High (How late is a given piece of work before you start doubting if a team member can recover?)</p>	

Working on Project Language

- 🌍 Glossary
- 🌍 Acronym Wall
- 🌍 “Inside” Terms
- 🌍 Latin



Also in Common?

- 🌐 Vendors!
 - Contracts
 - Communications
 - Reports
 - Relationships
- 🌐 Reports
 - E-mail
 - Templates
 - Presentations

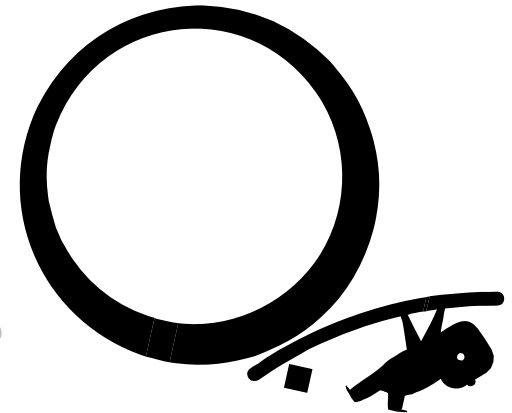
WASHINGTON COUNTY
<Project Title>

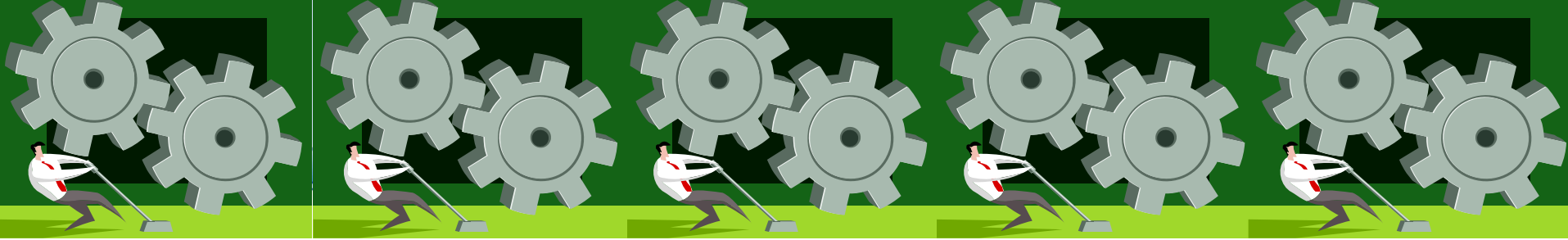
Project Charter
<Month Year>

Information & Telecommunication Services Division
<List Section/Sections within ITS>

Is It a Candidate for Leverage?

- 🌍 We repeat it
- 🌍 We use common data elements
- 🌍 We have shared the common language
- 🌍 Team members share the data





Pick ONE!

(An Exercise)

What are the Characteristics?

- 🌍 It was reusable
- 🌍 It may have been intuitive
- 🌍 It is something we do over and over
- 🌍 It is something we can keep “at hand”



Break

Stretch Break



What Comes First?

- 🌍 Cost
- 🌍 Schedule
- 🌍 Size
- 🌍 Management attention
- 🌍 Squeaky wheel
- 🌍 Personal interest
- 🌍 Family pressure
- 🌍 Peer pressure

The one with Leverage??

From this list, identify what caused you to work on what you've worked on today. Pick no more than two...

Priority by Financial Metrics






- Return on Investment
- Return on Sales
- Return on Assets
- Internal Rate of Return
- Margin

%






- Economic Value Added
- Net Present Value
- Profit
- Revenue
- Savings

\$

Relative Measures

-  ROI – Time-scaled, with a focus on expenditures
-  ROS – Snapshot in time, with a focus on volume
-  ROA – Snapshot in time, with a focus on resources consumed and applied
-  IRR – Time-scaled, with a focus on cash flow
-  Margin – Snapshot in time, with a focus on profit

Absolute Metrics

-  Economic Value Added – Focused on consumption of capital
-  Net Present Value – Focused on cash flows and their timing
-  Profit – Focused on returns over expenses
-  Revenue – Focused on sales and/or returns
-  Savings – Focused on reductions in expense

 Methodologies

 Tools

 Internal tools (scaling models)

→ Class I/Class II

→ 6.8 on the 10 scale

 Basic tools

→ Pairwise comparisons

→ Financials

Class I v. Class II

- What thresholds must be achieved?
- What criteria must be met?



10-Scale (or 6-Scale)

- What do we value?
- How do we measure that value in a scoring system?

Setting Up a Scale

	Value Criteria	Weight	Score (Value x Weight)
New Knowledge	1-Something we already do well	2	
	2-New approach on something we do		
	3-New to organization		
Profit	1- <\$100,000	4	
	2-\$100,000-500,000		
	3- >\$500,000		
Resource Consumption	1- 10 or more staff	3	
	2- 4-10 staff		
	3- 1-3 staff		
Image	1- Potential negative media exposure	2	
	2 – No media coverage		
	3- Potential positive press coverage		

Setting Value Criteria and Weights

-  Value Criteria – Based on likelihood of conditions being met by a particular project
-  Weights – Established by relative level of importance (on a scale of 1-5 or 1-10) to the organization

Setting Up a Scale

	Value Criteria	Weight	Score (Value x Weight)
New Knowledge	1-Something we already do well	2	6
	2-New approach on something we do		
	3-New to organization		
Profit	1- <\$100,000	4	12
	2-\$100,000-500,000		
	3- >\$500,000		
Resource Consumption	1- 10 or more staff	3	9
	2- 4-10 staff		
	3- 1-3 staff		
Image	1- Potential negative media exposure	2	6
	2 – No media coverage		
	3- Potential positive press coverage		
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Setting Up a Scale

	Value Criteria	Weight	Score (Value x Weight)
New Knowledge	1-Something we already do well	2	
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	2-\$100,000-500,000		
	3- >\$500,000		
Resource Consumption	1- 10 or more staff	3	
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Team Work – Strategic Work

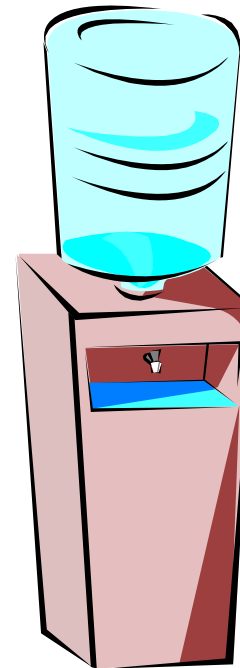
	Value Criteria	Weight	Score (Value x Weight)
Team Member 1 Issue	1 - ?	?	
	2 - ?		
	3 - ?		
Team Member 2 Issue	1 - ?	?	
	2 - ?		
	3 - ?		
Team Member 3 issue	1 - ?	?	
	2 - ?		
	3 - ?		
Team Member 4 Issue	1 - ?	?	
	2 - ?		
	3 - ?		

Formal vs. Informal Priority

- ④ Most priorities are informal
- ④ Most are driven by individuals or groups
- ④ Most involve some measure of politics
- ④ Most involve acknowledgement and recognition of individuals

Informal Priorities

- 🌍 Identify
- 🌍 Capture
- 🌍 Share



Tricks of the Trade

Publish widely and openly

→ *Newsprint*

→ *Posters/Banners*

Define, define, define

Signatures



Where/How would **you** publish/announce
your priorities? Who needs to know?

How to Create Priorities



Identify:

Recognize what formal and informal behaviors and rules are creating your project environments



Normalize:

Capture in a scale and/or create *objective* criteria



Publicize:

Alert! Announce! (and if challenged?) ADAPT!



The common complaints	How would you deal with it?
NOT MY PROBLEM	
NOT MY PRIORITY	
I can deal with those later	
<i>MY</i> boss said...	

In a day/month/year...

What Matters?



What's Next?



Intersession Work – Please read the two articles in your student manual.



Next Live Session – Managing an Effective Virtual Team



Virtual Office Hours - call me, email me or Skype me!



*Thank you
for your participation!*

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