

Leading Accelerated Projects™



Lon Roberts, Ph.D.
Roberts & Roberts
Associates



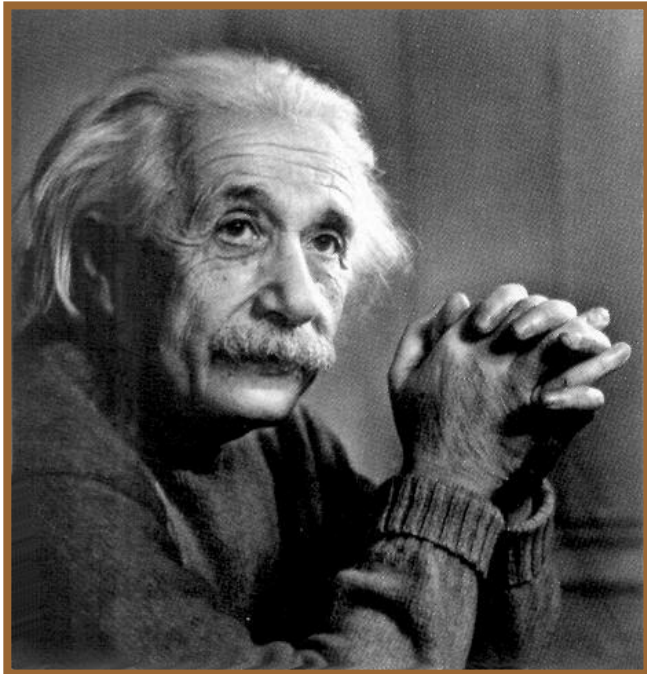
Course Description

In this workshop you will learn how to apply the 8 Acceleration Opportunity Levers™ to uncover hidden schedule compression opportunities ... opportunities often overlooked because they do not fit a simple process model, but instead require dynamic adaptation and intervention on the part of a capable project leader. In short, the focus is on a systems-approach to accelerating projects that takes into account the interrelationship between the components of the project and also the project and its environment ... including the inevitable contingencies that are characteristic of accelerated projects.

Leading and managing projects on an accelerated schedule requires special methods, skills, and tools. This course addresses these and other challenges head on. It builds practical skills in planning, managing, executing, and leading projects on a tight timeline. You will learn tools and methods for accelerating your projects but also specific leadership actions and interventions that are essential for delivering fast track projects on-time or ahead of schedule.

Learn ...

- How to devise a winning "game plan" for accelerating a project
- Why and how accelerated projects change the way project plans are used
- How to put the 8 Acceleration Opportunity Levers™ to work
- How to manage handoffs and avoid communications disconnects
- How to deal with the risks and challenges of accelerated projects



“Without changing our patterns of thought, we will not be able to solve the problems we created with our current patterns of thought.”

— Albert Einstein

... nor can projects be accelerated by ‘amping up’ existing methods of planning and execution.

Seven Realities Shaping the Leading Accelerated Projects Philosophy

1. Project delays are more often due to human factors than technical factors.
2. Process-oriented methodologies have little to say about human factors, except those that can be easily codified.
3. Project leadership is the common denominator in virtually every list of critical project success (or failure) factors.
4. Human factors are amplified in accelerated projects, making the need project leadership especially acute.
5. Traditional project management methods and tools have little to say about project leadership.
6. Since a project is a complex system that's part of a larger system, any attempt to fast-track a project that doesn't account for this reality can offer partial results . . . *at best*.
7. Every accelerated project is unique.

10 Interventions of an Accelerated Project Leader

1. Runs interference for the project team
2. Finds and utilizes workarounds when necessary
3. Follows the project plan, but readily adapts to circumstances
4. Removes barriers and roadblocks for the project team
5. Secures external support and resources for project team
6. Serves as Chief Communicator for the project
7. Ensures there are no disconnects in task handoffs
8. Manages changing requirements and developer gold plating
9. Doesn't wait to be told what's going on ... few surprises
10. Intervenes when conflict arises or priorities veer off track



Eight Acceleration Opportunity Levers™

Process Lever

- Alter the project structure and the relationship of the elements to minimize process cycle time
- *Leader Issues: Political sensitivities; turf issues; task handoffs*

Planning Lever

- Incorporate means for project efficiencies to offset delays and inefficiencies; Also, account for special risks that accompany APs
- *Leader Issues: Fairness issues; setting expectations*

Policy Lever

- Removing (or working around) policies that inhibit accelerated projects
- *Leader Issues: Political sensitivities; overcoming inertia*



Eight Acceleration Opportunity Levers™

People Lever

- Improving communication, coordination, and cooperation between project team members; also setting team performance expectations
- *Leader Issues: Conflict intervention; conflicting priorities*

Psychology Lever

- Improving performance, productivity, and work habits of individuals
- *Leader Issues: Energy management; task orientation styles*

Requirements Lever

- Defining requirements and avoiding Type-III errors
- *Leader Issues: Dealing w/ internal customers; avoiding scope creep*



Eight Acceleration Opportunity Levers™

Technology Lever

- Taking advantage of technology tools to expedite planning and executing the project, especially tools that facilitate communications, coordination, and collaboration
- *Leader Issues: Reconciling strong differences of opinion between technical experts; avoiding analysis paralysis*

Leadership Lever

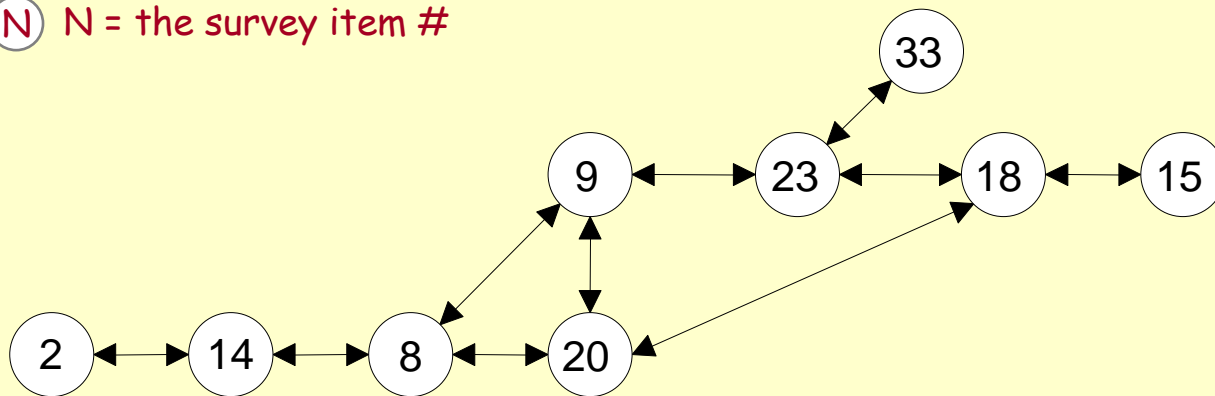
- Providing the motivating force behind the other 7 levers; executing the leader actions and interventions for accelerating the project; selecting the right leader for the job
- *Leader Issues: Executing the plan but adapting to circumstances; avoiding finger pointing; quick and decisive action*

Uncovering Opportunities – The *MAP Critical Issues Survey*™

A proprietary tool for surveying project stakeholders:

- Identifies “issues” that have bearing on the ability to accelerate a particular project ... issues are related to one or more of the Eight Acceleration Opportunity Levers™
- Identifies specific incidents from the history of an organization that provide palpable evidence of a particular issue
- Uses descriptive statistics to identify the perceived magnitude of the issue and the degree that the stakeholders agree on the issue
- Identifies links between “issues” that suggest a theme or pattern

(N) N = the survey item #



Critical Factors
 Risk Management
 Multitasking
 Inefficient Execution

Roberts & Roberts Associates



Lon Roberts, Ph.D.

www.R2assoc.com

info@R2assoc.com

972.596.2956

- Leading Accelerated Projects
- Gleaning Facts From Figures
- SPC Workshop for Users
- Quantitative Tools for Project Managers
- Analytical Skills for Admin. Professionals

See descriptions at
www.R2assoc.com/Trainp.htm

