Objectives

• Define what “success” means when it comes to managing projects – Time/Cost/Scope
• Learn the limitations of Time/Cost/Scope outlook
• Understand the methods and benefits of proper planning
Successful projects?
Successful projects?
Successful projects?
Successful projects?
Successful projects?
Successful projects?
How do you identify a successful project?
The triple constraint of project management

TIME

SCOPE

QUALITY

PRODUCT

COST
The triple constraint – Project Outputs

• Time – the amount of time available to complete a project
• Cost – the budget of the total monetary cost of the project (includes labor, materials, etc)
• Scope – how much work needs to be done to achieve the final product
• Quality – how good is the product you’ve created? Can also include Health, Safety, Security, and Environment (HSSE)
But can you manage time/cost/scope well and still not have a successful project?
The triple constraint - mirrored

Project Outputs

- TIME
- SCOPE
- QUALITY
- COST

Business Outcomes

- FASTER TIME to MARKET
- USER ADOPTION
- STAKEHOLDER SATISFACTION
- BENEFITS (ROI)
The triple constraint – Business Outcomes

• **Time to market** – how long until the project is ready for public use

• **Benefit** – refers to financial benefit (Return On Investment)

• **End-user adoption** – what amount will your clients use what you’ve created?

• **Client satisfaction** – how happy are your clients with the entire process from start to finish.
TIME vs COST vs SCOPE

• *Project Outputs*
• These are things we can control (to some degree) on the front end
• Every project is limited by at least one of these three
• Plan well for each one so the others won’t need to be affected later
  – e.g. know your costs so you don’t have to reduce your scope once the project has begun and you find out you’re out of money
TIME

• Is time a limiting factor?
  – Talk to your contractors about realistic time frames
  – Keep them on target once they start

• How long will this take?
  – Know the job your contractors are doing
  – Understand their limitations and know ahead of time where their work might get held up
COST

• Cost is likely your leading limitation
• Remember to plan for everything associated with cost:
  – Labor
  – Materials
  – Furniture, Fixtures, & Equipment (FF&E)
    • Depends on the scope/location of work
    • FF&E can easily be in the range of 12-18% of total building cost
SCOPE

• What is your overall goal?
  – How much are you really trying to accomplish?
  – Are you trying to renovate a room or create an experience?
SCOPE

Goal: create additional parking for members
• Build a bigger parking lot

Goal: create a better member experience
• Build a bigger parking lot
• Add a more convenient entrance
• Increase outdoor lighting
• Make a bigger walking path
• Add designated parking for mothers with children
• Have a towel service at the entrance
• etc…
Key notes for TIME/COST/SCOPE:

• Good communication with contractors is the best way to ensure all three are met and planned for accordingly.

• Understand that as one of these increases, the others will DEFINITELY be affected.

• Be involved – manage the project
  – If you aren’t around to make a decision, a decision will be made for you.
TIME to MARKET vs BENEFITS vs USER ADOPTION

• *Business Outcomes*
• General idea is to have satisfied stakeholders
• These are not typically things we can directly change, but still need to be thought of on the front end
FASTER TIME to MARKET

• How soon until it’s ready??
• Generally about the same as the TIME from the TIME/COST/SCOPE model
• The sooner, the better
  – Faster time to market means Return on Investment can happen sooner
  – Less inconvenience
BENEFITS

• Generally refers to financial gains you will return from the project

• Return On Investment (ROI)
  – More members/clients
  – More people to rent out space
  – Property value increase
  – Drive down future costs (energy-efficiency projects)
END-USER ADOPTION

• Are people going to use what you made?
  – Are you building a space for the demographics in your area?
    • Are kids going to play basketball in your gym?
    • Are the senior citizens going to swim in your new heated pool?
HAPPY STAKEHOLDERS

• Your employer
• Investors
• Donors: these people are invested – even if they don’t get a monetary return
What else is there?

Project Outputs

- Time
- Scope
- Quality
- Cost

Business Outcomes

- Faster Time to Market
- Stakeholder Satisfaction
- Benefits (ROI)
- User Adoption
What else?

• Doesn’t really function in the long-term
• Cost of upkeep is too high to maintain properly
  – How often does it need to be cleaned/replaced
  – FF&E accumulating reserve 3-5% every year
• Members/clients unhappy with the process
• Staff unhappy with the process
• Unsafe conditions for staff and clients
What can you do ahead of time?

- Members are unhappy w/process
  1. Give advanced notice of inconveniences
  2. Keep a positive spin on the situation – how will they benefit when it’s done?
  3. Offer temporary solutions
  4. Keep all front-line staff informed and feeling positive about the change
  5. Board members/community leaders/Facebookers... keep them happy because they talk a lot!
Except you, lady...you’re probably immune to deadly chemicals.
Technically, the animal on the picture is a chipmunk. And really, aren’t we all just animals anyway?
Parenting tip of the day: it’s way better for your kids to think you’re a cool dad – even if it means they get swept out to sea.
What can you do ahead of time?

*It is in your best interest to **NOT** give a definitive final end date to your project, or this will be the ONLY sign your members have read when the project goes longer than expected.
What can you do ahead of time?

• Why might staff be unhappy?
  – Lost wages
  – Longer hours
  – They will have the same inconveniences as your clients

• Keeping staff happy
  – Do your best to keep them informed of relevant information that members should also know (they don’t read signs either)
  – Remind them of how good the final product will be – hopefully this will be passed on to others
Think about it...

• What makes us rush into a project and make poor decisions ahead of time?
  – Deadline was set before project was approved
  – Members/clients pressure to get what they want without knowing the “big picture”
  – Excited decision-makers may not be thinking logically
Basic Steps to plan your project:

1. Identify what the project actually is
2. Identify all the steps needed to accomplish it
3. Get real, monetary costs for all parts of the project
4. Get accurate estimates for project duration
5. Know your limitations (Time/Cost/Scope)
6. Understand your potential business outcomes
7. Brainstorm for potential pitfalls and adjust Time/Cost/Scope, if necessary
8. Schedule the work
Final Thoughts...