Effective Project Management

Planning Your Work and Working Your Plan

February 16, 2022

William C. Statler

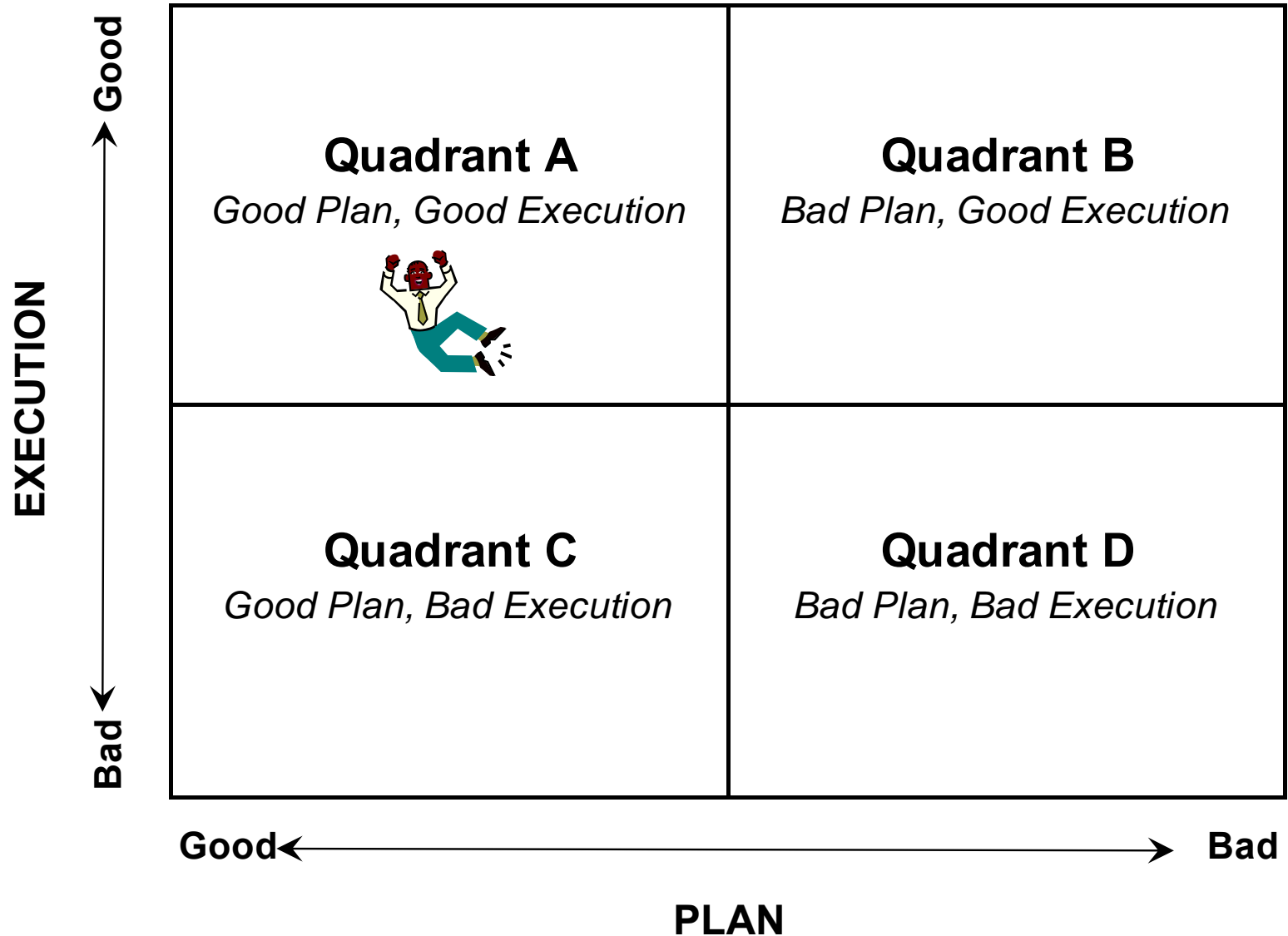Fiscal Policy ■ Financial Planning ■ Analysis ■ Training ■ Organizational Review

Not just for engineers …

- **Finance folks develop and execute projects all the time:**
  - Financial management systems
  - Audits and annual report preparation
  - Budget process
  - Strategic planning/Council goal-setting
  - New policies and procedures
  - Special projects
  - Debt financing

Maybe cliché but …

- Failing to plan is planning to fail.

- When projects go badly, it's usually due to one of two causes (or a "perfect storm" combination of both):
  - Poor planning
  - Poor implementation of the plan

Project Result Possibilities

EXECUTION (vertical axis: Good ↑ / Bad ↓)

PLAN (horizontal axis: Good ← → Bad)

	Good Plan	Bad Plan
Good Execution	**Quadrant A** *Good Plan, Good Execution*	**Quadrant B** *Bad Plan, Good Execution*
Bad Execution	**Quadrant C** *Good Plan, Bad Execution*	**Quadrant D** *Bad Plan, Bad Execution*

❶ Preparing the Plan

Let's start at the very beginning

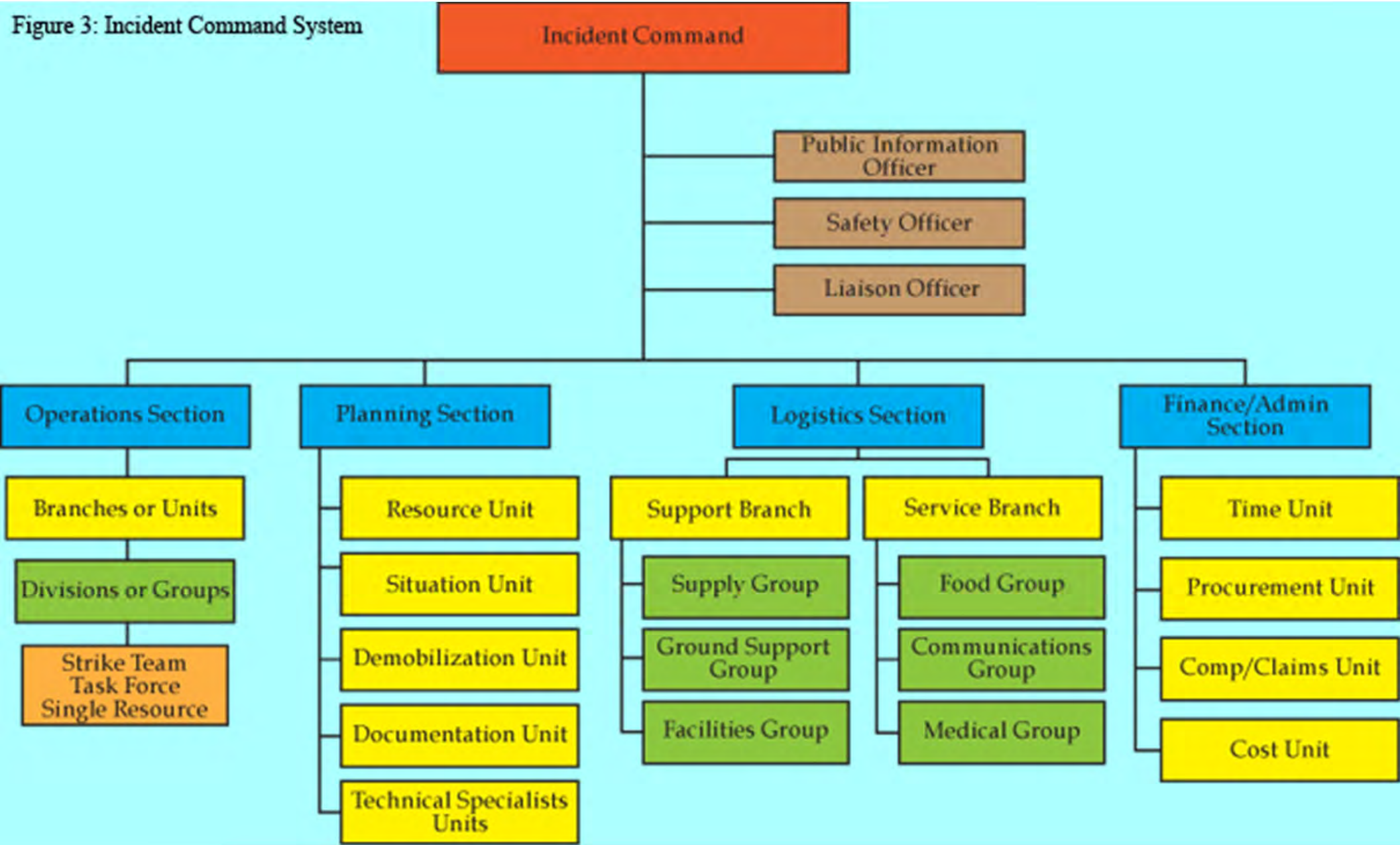- Which Julie Andrews tells us is a very good place to start.

What's a project?

- Any undertaking that has a beginning and ending point with some kind of process in between that results in a "final product" – a deliverable.

- The "Deliverable"
  - Can be plans, policies, studies or buildings
  - Be more or less complex
  - Need more or fewer resources
  - Have more or less public involvement
  - Involve more or fewer stakeholders
  - Need more or fewer staff resources
  - Cross more or fewer organizational boundaries
  - Take more or less time to achieve

Approach Looks the Same

- **Same thought process in managing, organizing and executing projects.**
- **Best "paradigm"**
  - Incident Command System (ICS) in the Fire world
    - All incidents require the same type of response and roles to be filled.
    - May need one; may need 10,000.
    - But the "system" used – the thought process – is always the same.

Figure 3: Incident Command System

- Incident Command
  - Public Information Officer
  - Safety Officer
  - Liaison Officer
  - **Operations Section**
    - Branches or Units
    - Divisions or Groups
    - Strike Team / Task Force / Single Resource
  - **Planning Section**
    - Resource Unit
    - Situation Unit
    - Demobilization Unit
    - Documentation Unit
    - Technical Specialists Units
  - **Logistics Section**
    - Support Branch
      - Supply Group
      - Ground Support Group
      - Facilities Group
    - Service Branch
      - Food Group
      - Communications Group
      - Medical Group
  - **Finance/Admin Section**
    - Time Unit
    - Procurement Unit
    - Comp/Claims Unit
    - Cost Unit

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Project Plan Checklist: 12 Key Q's

- ☑ What's the project **purpose**?
- ☑ What's are the **objectives** and **deliverables**?
- ☑ What's the **background**?
- ☑ What's the project **scope** and **strategy** – the general approach that will be used?
- ☑ What are the key **assumptions** about uncertain information?
- ☑ What are the **constraint**s limiting what will be achieved?

- ☑ What are the project **limitations**: what will not be resolved even if the project is successful?
- ☑ Who are the project **team** members?
- ☑ What **tasks** need to be done to complete this project?
- ☑ What's the **schedule?**
- ☑ Who are the **stakeholders** that will be affected by this project - favorably and unfavorably?
- ☑ What's the project **budget**?

☑ Project Purpose

- **Two Powerful Questions**
  - What do we want to do?
  - Why is it important?

> **Begin with the End in Mind**
> - **Steven Covey**
>   *Seven Habits of Highly Effective People*

The "What" Matters – A lot

- Goal: Improve the City's long-term fiscal health

- New revenue: framing options

  - Implement added revenue sources via a revenue ballot measure.

  - Hold a revenue ballot measure.

  - Prepare for a revenue ballot measure.

  - Evaluate the feasibility of revenue ballot measure.

The Council said they wanted a swing

How Engineering saw it

What Parks & Recreation thought they meant

What Finance hoped they meant

All the Council wanted

The "What" Matters – A <u>Whole</u> Lot

- Be clear – very clear – on the goal.

- Huge consequences to getting this wrong.
  - Wastes lots of resources (and this can lead to jaded and cynical attitudes for the future, which will in turn waste even more resources: it's the gift that keeps on giving).
  - Significantly reduces (or eliminates) the chances of arriving at our desired destination.

> **Ordinary people can achieve extraordinary things if they see the meaning in it.**
>
> **- Tom Peters, *In Search of Excellence***

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☑ Objectives and Deliverables

- **What will be the tangible project outcomes?**
  - Feasibility study?
  - Plans?
  - Policies?
  - New systems and procedures?

  Who's the audience/ decision-maker?

- **What will they help you do?**
  - More efficient?
  - More effective?
  - More productive?
  - Lower cost?
  - Better service?

  How will you measure this?

☑ Background

- What were the factors that led to launching this project?

- Who were the key actors in getting it launched, and what do they want?*

- What work has already been done?

- What existing plans or policies is this linked to?

* Not that you're under any obligation to deliver it – but it's a good thing to know in preparing for the perils ahead of you!

☑ Project Scope and Strategy

- **Scope**
  - Key decision points?
  - Stage of a larger project?
  - What are likely next steps?

- **Strategy**
  - General approach to completing the work
    - Surveys?
    - Benchmarking?
    - Organization-community engagement?
    - Consultant assistance?
    - Competitive-negotiated?

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☑ Key Assumptions

- What are key assumptions driving tasks, schedules, resources and other key factors?
  - Basis for project costs?
  - Basis for funding sources?
  - Interest rates?
  - Other government agency approvals?
  - Key task and schedule decision points?
  - Other options?

☑ Constraints

- **What obstacles can be reasonably expected?**
  - Regulatory permits?
  - Environmental review?
  - Public involvement?

- **In short, what's going to go wrong?**
  - If it's predictable, it's preventable.
  - So, **plan** for it.

The test of a decision in hindsight is not whether you would make the same decision knowing what you know now.

But whether you would make the same decision knowing what you knew (or could reasonably have known) then.

☑ Limitations

- What will not be resolved even if the project is successful in meeting its objectives and providing its deliverables?

- Create realistic expectations.

☑ Project Team

- ## Who …
  - Is the project manager?
    - ❖ And what does this mean?
  - Is on the team? Who should be on the team?
    - ❖ Make sure you've provided adequate time for them to be involved.
    - ❖ Make sure their roles and tasks are clear.
    - ❖ Stay in touch with them and create strategies for keeping on schedule (more on this later).

Who's the project champion?

- While it might be the project manager (or not), there needs to be a project champion:

  - Who cares passionately about achieving the goal.

  - Who will watch progress out of interest and provide spark – oomph – when needed to keep the project on track.

- In the final analysis, at least one person has to fully understand the goal and believe in its importance in making a difference.

  - **With tepid interest, expect tepid results.**

Senior management involvement

- For many who are assigned project manager roles, this is often not what they usually do, and as such, have limited experience.

- It's "cool" to delegate and empower; but without providing the tools and coaching to go with it, this is a blueprint for failure.

- So, for those who don't normally manage projects, senior management has to be engaged with the project.

☑ Tasks

- What are the tasks and sub-tasks needed to complete this project?

☑ Schedule

- And when do these need to be done?
- By who? (See project team)

What, Who, When

■ Heart of the Plan

Task	Who	When
1.		
2.		
3.		
4.		
5.		

On Scheduling

- **How long will it take to <u>reasonably</u> achieve the tasks?**
  - Not the best case – the most likely case.
    - *Especially given participation and competing priorities*
  - Schedules are rarely forced on us from "on high:" you create them.
  - For projects that miss milestones: poor planning or poor execution of the plan.

☑ Stakeholders

- **Who's affected by this project?**
  - Who's gonna like it?
  - Who's gonna hate it?
  - How will you engage them?
  - Be sure you plan adequate time for this.

☑ Project Budget

- **Costs**
  - Staffing
  - Supplies
  - Contract Services
  - Equipment
  - Contingency

- **Funding Sources**
  - General Fund
  - Enterprise and Special Funds
  - Grants
  - Debt Financing

Sample Spreadsheet

Project Cost	Year	Year	Year	Total
Total				
Funding Source	**Year**	**Year**	**Year**	**Total**
Total				

Project Plan Template

Project Plan

PROJECT TITLE

Date

PURPOSE

OBJECTIVES AND DELIVERABLES

BACKGROUND

PROJECT STRATEGY AND SCOPE

Project Strategy

Project Scope

KEY PROJECT ASSUMPTIONS

PROJECT CONSTRAINTS AND LIMITATIONS

Project Constraints

Project Limitations

PROJECT ORGANIZATION AND TEAM

STAKEHOLDERS

PROJECT TASKS AND SCHEDULE

Task	Who	When
1.		
2.		
3.		

PROJECT RESOURCES

Total		$0	$0	$0

Last Tips on Plan Preparation

Planning: Verb, not a noun

Plans are nothing; planning is everything.

- *Dwight D. Eisenhower*

The Forest Versus the Trees

- You need to see the forest <u>and</u> the trees, at the exact same time.
  - Be focused on the big picture of what you're trying to accomplish.
  - But pay attention to the detail.
    - ❖ *Because God isn't in them: the devil is.*

Putting the right people in the right spot

- Just like performing brain surgery, project management is not for everyone.

- So, on projects where the outcome matters, avoid putting a square peg in a round hole.

Scope and schedule

- **Challenging but attainable**
  - Scope projects so that they can be accomplished in a reasonable timeframe.
    - ❖ If takes too long, then many (maybe all) of the assumptions that went into the early stages will be outdated.
    - ❖ Enter into an endless do-loop of never being able to finish the project.

On the other hand . . . . . .

- Shortest distance between two policy points is rarely a straight line.

- Often, going faster may mean going slower.

- There's no standard calculus for this

- Reinforces need to plan ahead and consult with others

  - You may not have entered this minefield before, but others probably have. (See "Project Team" above)

Pilot Programs

- Whenever possible, consider pilot programs
  - You'll be amazed at what can be approved when framed this way.
  - Reduces stakes … and ego.
  - Pilot programs are always successful.
    - Unexpected results are credibility-building opportunities.

Bias for Action

- **Time Vs Cost Vs Quality**
  - You can control only two of these at any one time.
  - Have a bias for action.
    - Ready, aim, fire is almost always the right sequence, but at some point, you've got to pull the trigger.

> **A good plan, violently executed now, is better than a perfect plan next week.**
> **- *General George S. Patton***

❷ Plan Execution

Five Keys for Success

☑ Sense of urgency

☑ Status reporting

☑ Accountability

☑ Celebrating success

☑ Lessons learned

☑ Sense of Urgency

- Many projects simply lack a sense of urgency
  - **Tomorrow just as good as today; next week as tomorrow; next month as next week; next year as next month …**

- Projects with a sense of urgency to meet the deadline combined with an overarching sense of importance, simply perform better.

- Never underestimate the importance of meaning in getting the right things done in the right way.
  - **In fact, it's probably all that matters.**

☑ Status Reporting

- Status reports measuring progress based on key milestones essential for success
  - Informal
  - Formal
  - "Dashboards"

Yin and Yang
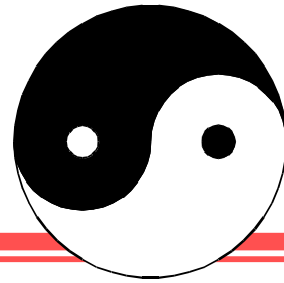
- No hog ever got fatter just by weighing it.

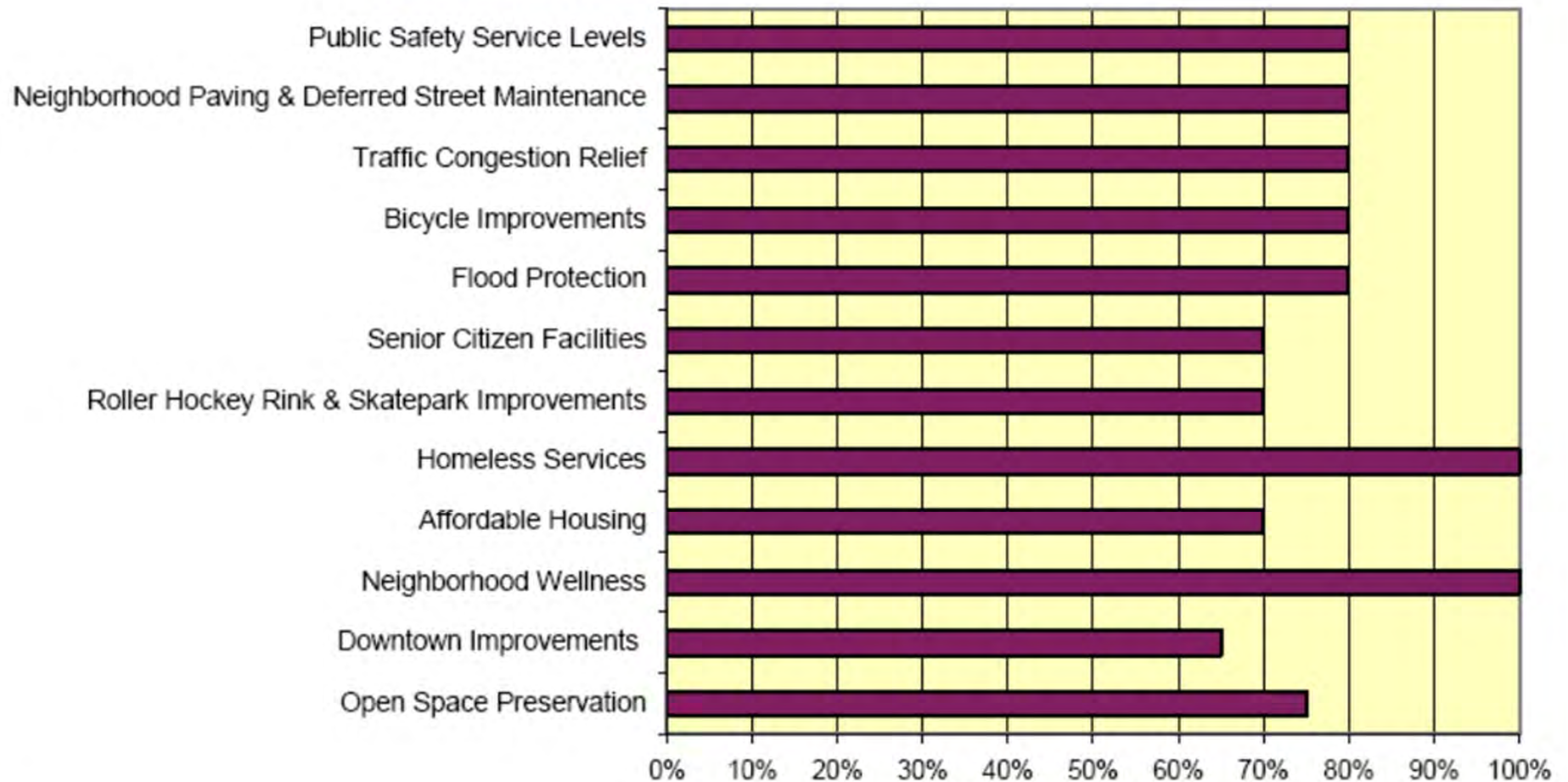- That which gets measured is what gets done.

Formal Reporting

- Measure against project plan

Task	Status	Due Date	
		Per Plan	Revised

Dashboards

Report Card: 2007-09 Major City Goals

Percent Complete as of February 1, 2009 Per Plan Tasks
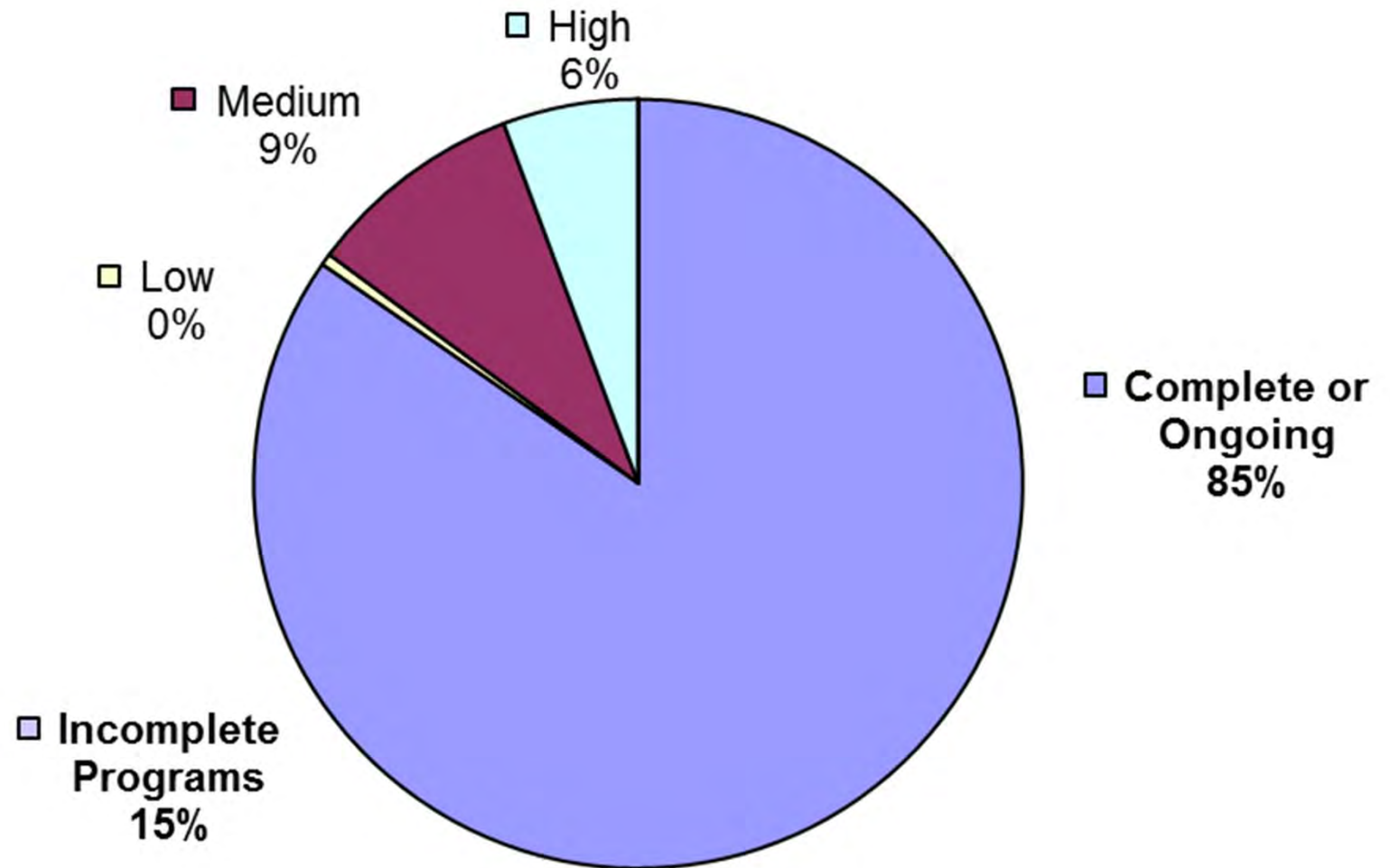
Dashboards

status of major cip projects

2009-10: First Quarter
As of November 1, 2009

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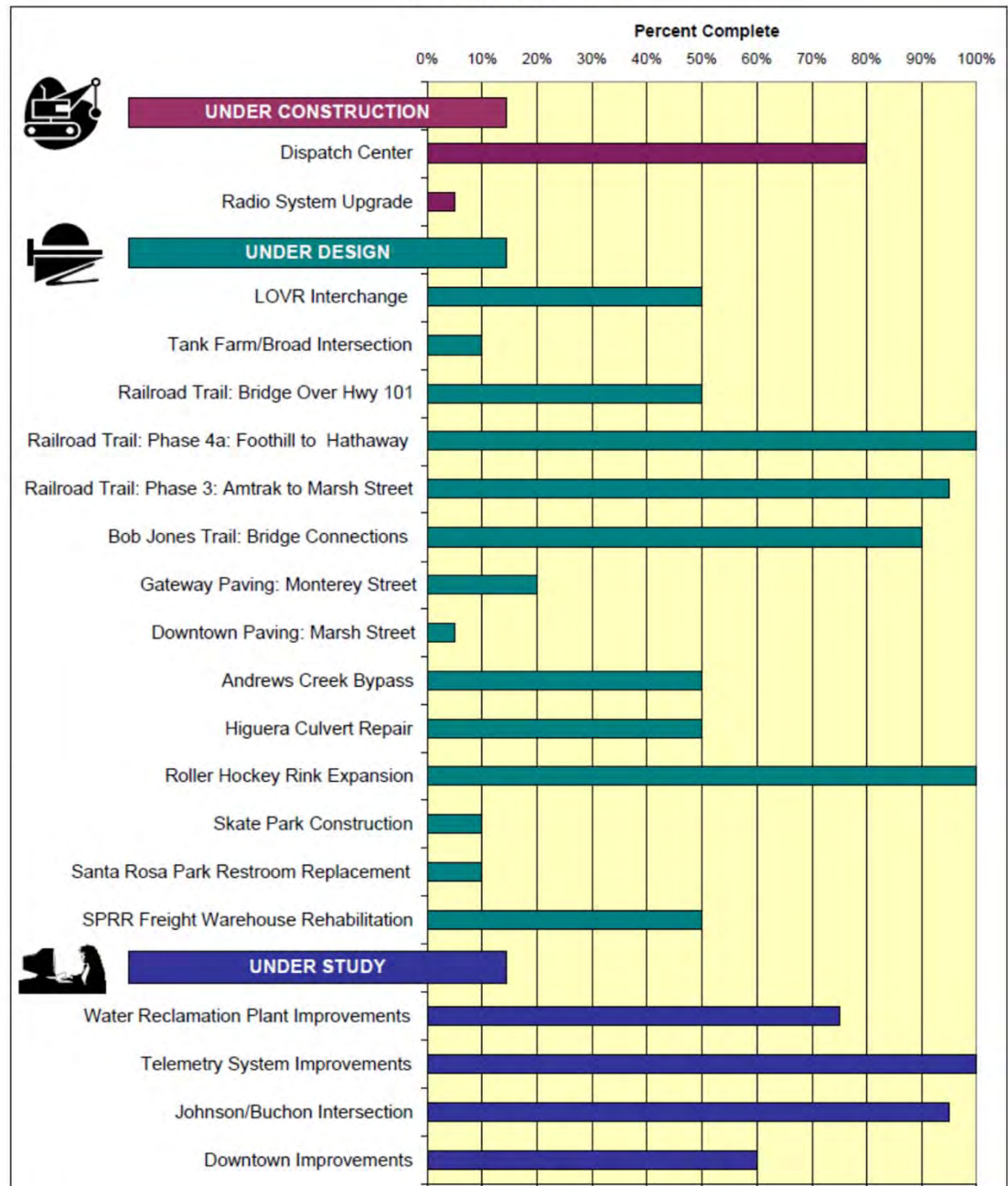
Dashboards

Status of General Plan Implementation Programs

Keeping the team on track

- Team meetings are the most common strategy for this.
  - Very few people like to show up at a meeting when there was a defined deliverable due and they don't have it.

Value of Huddles

- **Meetings are really important.**
  - Significant projects require teams working together.
    - In fact, this is the definition of organizations: groups of people working together to achieve organization goals.
  - And meetings are often what this looks like, especially where there are options to be fleshed out and resources to be allocated.

Meetings are only a waste of time where the purpose is unclear, or it wasn't accomplished.

Effectively using e-calendaring

- Best results come from answering the journalist's six questions (w5h1):
  - Who?
  - What?
  - Why?
  - Where?
  - When?
  - How?

- Which of these do we get to know right away just by virtue of using e-calendaring?
- Which of these don 't we?

Typical appointment: Look familiar?

From: April Richardson
To: Hampian, Ken; Havlik, Neil; Lowell, Jonathan P; Stanwyck, Shelly; Statler, Bill
Date: 6/28/06
Time: 11:00:00 AM - 12:00:00 PM
Subject: Brughelli Easement
Place: Law Library

From: Bill Statler
To: Barbara Lynch; Bill Statler; Carolyn Dominguez; Jay Walter; Jonathan P Lowell; Shelly Stanwyck; Wendy George
Date: 7/12/05
Time: 3:00:00 PM - 3:50:00 PM
Subject: 919 Palm Parking/Offices Completion Date
Place: Planning Conference Room

Purpose *Why?*

1. Confirm the likely payment due date to Copeland for 919 Palm Parking/Offices building.

2. Reach a recommendation to Ken on how much, if any, of the likely payment schedule (and contingency hurdles) we want to share with Copeland; and whether we want to do this sooner rather than later.

Background

In planning the bond issue for this project, I need to have a reasonable working date for when payment is due (which in turn is driven by when we think construction will be completed).

Attached is an excerpt from the purchase agreement setting forth when payment is due.

And below is a summary of key issues based on an email I sent out on June 1 outlining key assumptions for the "ETA" for completion and payment for this project. *what?*

1. As of 5/31, the contractor's estimate for completion is 10/20.

2. Even if this is a good date, we will still undoubtedly have a "punch list" before we would say that it is "substantially complete," which is the trigger for payment in our agreement.

3. There are several other criteria for determining substantial completion - and among them is the issuance of a "clean" title report. And after we've completed our inspection and given conceptual approval, there are 17 more working days before payment is due.

So, some quick assumptions:

1. 10/20 is the contractor's projection at this point. So, best case, let's assume this means 11/1.

2. Add another "best case" 30 days for us to complete our inspection as a prelude to agreeing that we have "substantial completion" (and for agreeing to any change order amounts, which is another story!)

3. And then add 17 working days to process payment afterwards.

Best case, this makes it mid-December before we'll need to make payment - and perhaps even longer. And in this case, we really want to think early January, since no one wants to close a bond issue between 12-15 and 12-31.

Homework Assignment Before the Meeting

Everyone: Please take a look at the assumptions above to see if an earlier payment date (and thus bond closing date) than 12/1 is likely; and if this even more likely to be mid-January. And assess if/when we should share with Copeland when payment is likely, and the hurdles he'll have to go through to get there.

Jonathan: Your recommendation on how we get "clean title" in light of likely liens (which we won't fully know about until 30 days after the notice of completion) by the meeting will be really helpful.

- Bill

From: Bill Statler
To: Bill Statler; Jay Walter; Michael Codron; Mike Draze; Shelly Stanwyck; Tim Bochum; Wendy George
Date: 8/8/05
Time: 4:05:00 PM - 4:35:00 PM
Subject: AASP Costs
Place: Planning Conference Room

Purpose
Finalize costs and strategies in preparing AASP fees for adoption on 8/23. (Note: My goal is to include with all the other actions on 8/23 approval of the resolution setting the AASP fees, and not returning at some later date. To quote The Cable Guy: Let's gitter done.)

Background
Several folks are meeting on 8/4 to review AASP transportation costs. Possible changes include:

1. Higher costs for Buckley Road extension (we show $700,000; the County has an estimate of $2.9 million).

2. Higher cost for making Tank Farm an "urban" road.

3. Adding costs for intersection improvements: Tim's presentation last night showed intersection improvements that are not in our AASP fee base.

Given the expanded base, this may be the best time to "refine" (ie, add) costs. On the other hand, we want to add as few ornaments as possible to this tree.

For this meeting to have meaning, we have to have cost estimates by 8/8 - because the AB 1600 notice is due out by 8/9; and the agenda report is due by 8/11. (And this will be a very policy-intensive report that lot's of folks are gonna want to review, and we can't afford any loose ends or disconnects).

In short, the purpose of this meeting is not identify the added info we need - it's to decide what to do with the information we do have.

- Bill

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From: Bill Statler
To: Bill Statler; Carolyn Dominguez; Deborah Linden; Ken Hampian; Wendy George
Date: 8/17/05
Time: 3:00:00 PM - 4:00:00 PM
Subject: Kick-Off Teleconference with The Lew Edwards Group
Place: Human Resources Conference Room
CC: Catherine Lew; Jennifer Rindahl

Purpose
Review and discuss "where to from here" in launching the public education program for a revenue ballot measure in November 2006.

Background
The Council approved the budget for the public information and community outreach program on July 19, 2005 and awarded a contract with the LEG (and which is now fully executed).

Date, Time and Logistics
Wednesday, 8/17 at 3:00 PM ⟩ *Sent "out of network"*

The City will place the call to LEG. (Carolyn: I've "e-scheduled" the conference phone, but I would appreciate your following with IT on the logistics).

Attachments
Nature abhors a vacuum, and a lot has been going on already since mid-July.

Attached are the following in keeping everyone up to-date: ⟩ *atbchmnet listing*

1. Presentation that Ken made to the Rotary recently (7-13) on our fiscal condition, and why a revenue measure is important. (Catherine: Note that we built the "why" around your "message memo.")

2. One-page hand-out we prepared on why we need a revenue measure. (Catherine: Again, built around your message memo.)

3. "Q&A" sheet that we prepared in answering "awkward" questions. It's purpose is not to "pro-actively" lead with any of these ever, but to have thought through answers to likely "hard" questions from the media and public groups.

Articles from the Tribune

4. Editorial: "Just the Facts"

5. Editorial: "We Hear You" (This one is very cool!)

From: Bill Statler

To: Bill Statler; Carolyn Dominguez; Jay Walter; Ken Hampian; Robert Horch; Shelly Stanwyck; Tim Bochum

Date: 9/1/05

Time: 2:05:00 PM - 2:45:00 PM

Subject: GBPB Report: Proceeds from Sale of Parking Lots

Place: Planning Conference Room

Purpose

Discuss the _attached_ "almost final" draft (pending our review) of GBPB's report on how we should account for the proceeds of the sale of parking lots, and decide on "where to from here."

Discussion

Overview of Report Findings: Funds are just accounting entities, not legal ones. As such, under generally accepted accounting principles, the proceeds from the sale of property are City - not fund - resources; and barring any legal restrictions (which they did not find in their review), the Council has full discretion on how to use City resources. Accordingly, we should look to our existing policies for guidance.

In short GBPB confirm the approach shown in the White Paper, which - by stating that proceeds from any properties purchased by the Parking Fund should be accounted for in the Parking Fund - is more restrictive than required.

Consistent with our enterprise fund policy, one additional "guidance" we may to provide is something like this:

o Even if purchased with general purpose revenues, the Parking Fund should receive the proceeds from the sale of lots in order to offset any lost parking spaces, less any offsets to the General Fund where it has to replace facilities as part of the sale.

Next Steps

After we agree on an approach, I will prepare a cover memo to the DA Board transmitting the report, summarizing its findings and our recommendations, with an offer to meet with DA reps at their request to discuss the report with us (and I think it would be good to include Kathi as well). And we'll provide the Council with a copy.

- Bill

From: Bill Statler
To: Bill Statler; Carolyn Dominguez; John Moss; Jonathan P Lowell
Date: 10/24/05
Time: 1:05:00 PM - 1:25:00 PM
Subject: Quick Huddle: Nacimiento BAN's
Place: Law Library

Purpose
Discuss contracting with our Financial Advisor and Bond Counsel to review bond anticipation note (BAN) documents in funding design costs for the Nacimiento pipeline project.

Background
In accordance with prior Council direction, we are working with the County and their financing team on financing documents for the BAN's, which we plan to take to the Council on 11/15.

In reviewing these, it is clear that there is some pretty technical stuff we're being asked to approve. (See Attached)

While the County has put together a very capable team on this team, the fact is that they work for the County, not us.

I'd like to contract with our FA and BC to review these documents on our behalf. The cost should be much less than if they were preparing the documents themselves; and Carolyn will be contacting them to get their thoughts (and cost estimates). These costs should be fundable from the BAN proceeds (no direct cost implications to your budget, John!).

But before proceeding, we'd like your concurrence that this is a good idea.

- Bill

Decision-making

ATTACHMENTS

Note: These are what Carolyn and I received from the underwriter's bond counsel. We've already started to make changes to the, so they are for "example" purposes only - Don't spend too much energy reading them; and none editing or commenting on them.

1. Resolution

Documents Referenced in the Resolution

2. JPA Membership
3. Pledge Agreement
4. Appendix A

(Note: We haven't received the disclosure agreement yet)

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From: Bill Statler
To: Bill Statler; Carolyn Dominguez; Dave Smith; Wendy George
Date: 10/31/05
Time: 9:40:00 AM - 9:55:00 AM
Subject: Quick Huddle: Street Light Monitoring System
Place: Human Resources Conference Room

Purpose
Quick huddle to determine if this needs to be a Council agenda report.

Discussion
Public Works has prepared a Council agenda report for 11/15 requesting a sole source purchase from GE in the amount of $16,000 for a monitoring system to help proactively replace lights rather than waiting until they burn-out, using savings from the street light fuse box project to fund it.

My question is: Does this need to be a Council agenda report?

At first blush, I'd say no:

1. It's under $100,000, so the CAO can approve sole sourcing this.

2. In fact, it's under $25,000, so the Finance & IT Director can approve it. I've delegated this authority to Carolyn.

But: It may be the funding source that's a problem. If we view this as a "new project," then a case could be made that it needs to go to Council for that reason. But in this case, the action for Council approval is not a purchasing one, but a budgetary one.

On the other hand, we're taking money (relatively small amount) from one street light purpose for another, so a case could be made that it's not really a "new" project.

My initial thoughts: I'm leaning towards CAO approval from a budgetary (not purchasing) perspective, but let's chat.

In the event we decide that it needs Council approval from a budget perspective, then the focus of the report and CAO Recommendation needs to change to reflect this.

The reason for the huddle? I want to be sure we give PW clear direction on what changes, if any, they need to make in their report.

Avoid conflicting directions

- Bill

Being e-scheduled by others …

- When you're e-calendared by someone else, do you know the w5h1?
  - Why the meeting being called?
  - What the convener hopes to accomplish at the meeting?
  - What's your role in the meeting? (Why you?)
  - What, if anything, should you bring to the meeting? Or prepare for before the meeting?
- If not, what options do you have in avoiding groundhog day?

From:	April Richardson
To:	Hampian, Ken; Havlik, Neil; Lowell, Jonathan P; Stanwyck, Shelly; Statler, Bill
Date:	6/28/06
Time:	11:00:00 AM - 12:00:00 PM
Subject:	Brughelli Easement
Place:	Law Library

From: Bill Statler

To: April Richardson; Jonathan P Lowell; Ken Hampian; Neil Havlik; Shelly Stanwyck

Date: 6/27/06 12:36:26 PM

Subject: Re: Brughelli Easement

April - I've accepted the meeting. But can you (or someone else) provide me with some background information about why we're meeting: what the issue/concern is and what we hope to accomplish at the meeting? And is there anything thing I should do/read in preparation for it?

Thanx - Bill

>>> April Richardson 6/27/06 11:51:26 AM >>>

From: Neil Havlik
To: Statler, Bill
Date: 6/27/06 1:48:25 PM
Subject: Re: Brughelli Easement

Bill the reason for my request for this meeting is that we are at a point where we can finalize or near-finalize the easement, and an option agreement for it, and go to the City Council. There are some issues of concern to the Brughelli's however, that appear to make Regional Board participation in the transaction unlikely and increase our need to structure the deal ourselves. The key features of the transaction are:

1. It will be for $750,000.
2. The Brughellis will gift an additional $225,000 to reach the appraised value of $975,000 for the easement.
3. The easement will cover the entire 390 acre property.
4. The easement will restrict the property to those uses permitted at this time in the Agricultural zone of the County in perpetuity.
5. The zoning and size of the property would permit a maximum of 18 residential units on the property.
6. The City would have the right of reasonable review of any development or subdivision of the property consistent with its Ag zoning and of the purposes of the Easement.

and the bad news.....

7. The City has $550,000 in the open space fund to purchase this property.
8. An option period of four months would allow us to fundraise for the difference, but
9. We may not make it, and need to figure out how to make it work in that eventuality.

Hence the meeting. Your expertise is especially needed.

Neil

☑ Accountability

- What's the consequence of success?
- What's the consequence of failure?

Consequence of Project Success

- **What's in it for the project manager and the team if it's a success?**
  - The more success is rewarded, whether through
    - ❖ Recognition
    - ❖ Opportunities to get assigned other cool work
    - ❖ Desire to be a winner
    - ❖ Intrinsic reward of having been part of something that made a difference
    - ❖ Money (often unlikely - which is just as well, since I think it's useless as motivator anyway, but that's another story for another presentation ...)
  - the more likely it is to be valued and repeated.

Consequence of Project Failure

- And what happens to these folks if it isn't successful?
  - What's the likelihood of success if the outcome doesn't matter to any of those who are actually doing the work?
  - This should be clear at the beginning of every major project:
    - What's in it for the team if we succeed?
    - What's the consequence for the team if we don't?

☑ Celebrating Success

- At the conclusion of every major project, celebrate success.
- It helps with the "meaning" thing.

He's Back Again!

THE BUDGET'S OVER!

GOOD THING...
IT WAS DRIVING US REALLY
CRAZY THIS YEAR!

HOT DOG!

Come Celebrate!
Hot Dog Happy Hour IV
Wednesday, June 24th
11:45 a.m. to 1:15 p.m
Corp Yard

Prizes!
Awards!
Great Food! (?)

☑ Lessons Learned

- **"After Action" Reports**
  - Critique projects on "lessons learned:"
    - ❖ What went well, so we are sure to do it again
    - ❖ And what didn't, so we don't do that again.
  - In short, this should be an opportunity for organizational learning.

Th-th-th-that's all folks!

- For follow-up questions or information, send me an email at:
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William C. Statler

Fiscal Policy ■ Financial Planning ■ Analysis ■ Training ■ Organizational Review

Questions?