SD5953

Successful Project Management

ACHIEVEMENTS

School of Design

The Polytechnic University of Hong Kong

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IMPORTANT

Please sit with the members
of your final group project

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High and Sub Achievements

Breaking Projects Down the S.M.A.R.T. way

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SMART Goals

S.M.A.R.T. is an acronym for the 5 steps of creating a high-quality goal, which is a necessary pre-condition for a positive result:

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**elevant
- **T**ime-Based

www.projectsmart.co.uk/smart-goals.php

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Specific

The best goals are those which are well-defined and focused because the moment you focus on a goal it becomes a magnet, pulling you and your resources toward it. The more focused your goals are, the better the results you will get. Here is a good example of a goal that features <u>specifics</u>:

"Obtain 2 new accounts worth USD100K each this quarter"

This goal is much more meaningful (and actionable) than:

"Get more business as soon as possible!"

www.projectsmart.co.uk/smart-goals.php

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Measurable

Numbers are an essential part of success. A goal without a measurable outcome is like a sports competition without a scoreboard or scorekeeper. What fun is that?

Competing without a measure of victory is a waste of time.

Put concrete numbers against your goals to know that you are on the right track. They not only allow you to know when you are acting properly, they also provide you with a feedback system to guide your actions when you are going off track.

www.projectsmart.co.uk/smart-goals.php

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Attainable

Far too often, people set goals that are beyond practical reach.

No one has ever built a billion dollar business overnight. Venture capitalists and angel investors discard countless business plans of companies because of their outlandish goals, because they know it will take 3, 5, even 7 years for an investment to become valuable.

Dream big and aim for the stars but keep one foot firmly based in reality. Research realistic growth patterns in your industry to help you phrase yourself to others in a way that seems realistic.

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Relevant

Base your goals on the current realities in front of you, and what is needed by the business at the present time, and in the near term.

People like it when your actions spell out a path to achieving a given purpose. They are turned off by actions and statements that fall outside of your stated purpose, regardless of how noble or important they may be. People like to keep things simple.

Keeping your words and actions relevant to what you propose to be doing gives people reassurance that you won't get distracted.

www.projectsmart.co.uk/smart-goals.php

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Time-Based

Things typically just don't get done without a deadline.

Whether your goal is to increase revenue by 20%, find 5 new clients, or develop a new market – setting a deadline is one of the most powerful techniques available to ensure that you will achieve success.

Time-based goals serve to spur action.

www.projectsmart.co.uk/smart-goals.php

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High and Sub Achievements

The Way is Decomposition

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Decomposition

WIKIPEDIA
The Free Encyclopedia

Article   Talk

Decomposition (computer science)

From Wikipedia, the free encyclopedia

Decomposition in computer science, also known as *factoring*, refers to the process by which a complex problem or system is broken down into parts that are easier to conceive, understand, program, and maintain.

A decomposition diagram shows a high-level function, process, organization, data subject area, or other type of object broken down into lower level, more detailed components. For example, decomposition diagrams may represent organizational structure or functional decomposition into processes.
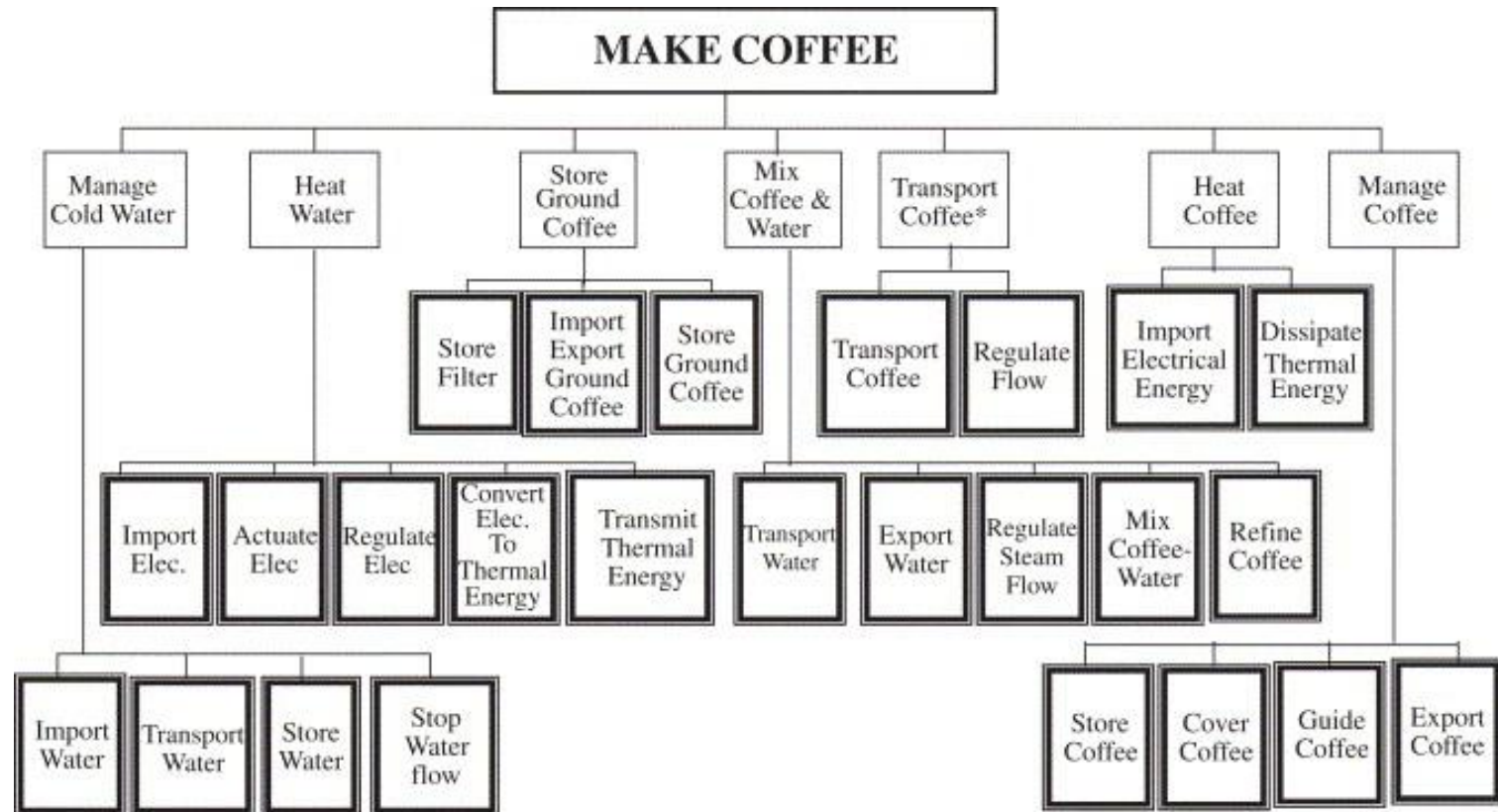
Decomposition diagrams provide a logical hierarchical decomposition of a system.

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Decomposition Uncovers Complexity

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Decomposition of a "Simple" Task

http://www.sciencedirect.com/science/article/pii/S0925527304001501

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High Level Achievements

- Projects must be driven by an approved, easily quantifiable scope. This helps to keep the focus on the end result.

- Once they have an approved scope, the Project Manager then decomposes it into <u>high-level deliverables</u> that will achieve the scope once they are all completed. These are not activities; they are measurable business results, just identify the major measured results which will achieve the project scope once completed

- Focus on the WHY and the WHAT rather than the HOW

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HLDN Design via "Layers of Meaning"
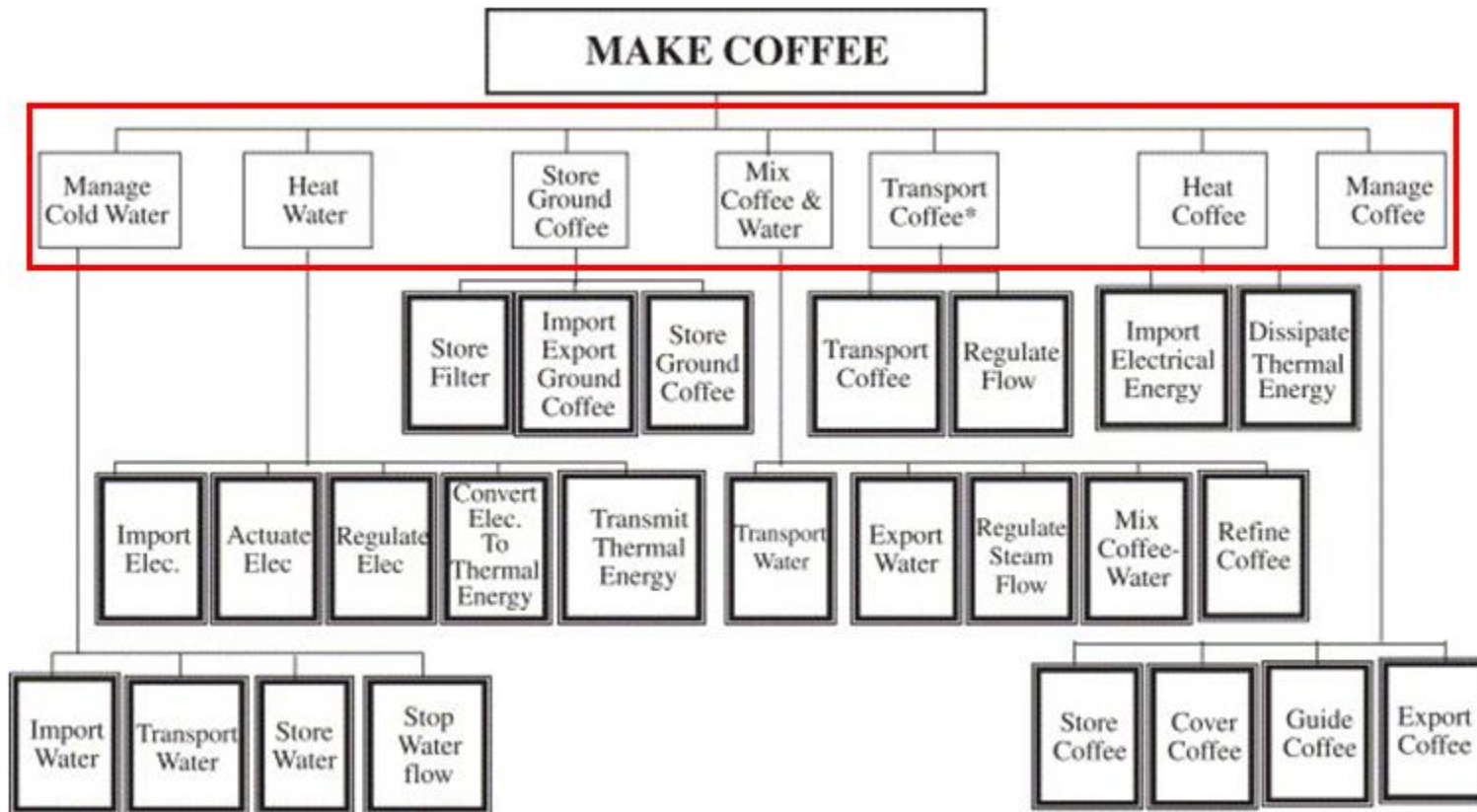
This is the HORIZONTAL view

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HLDN Design via "Pillars of Meaning"
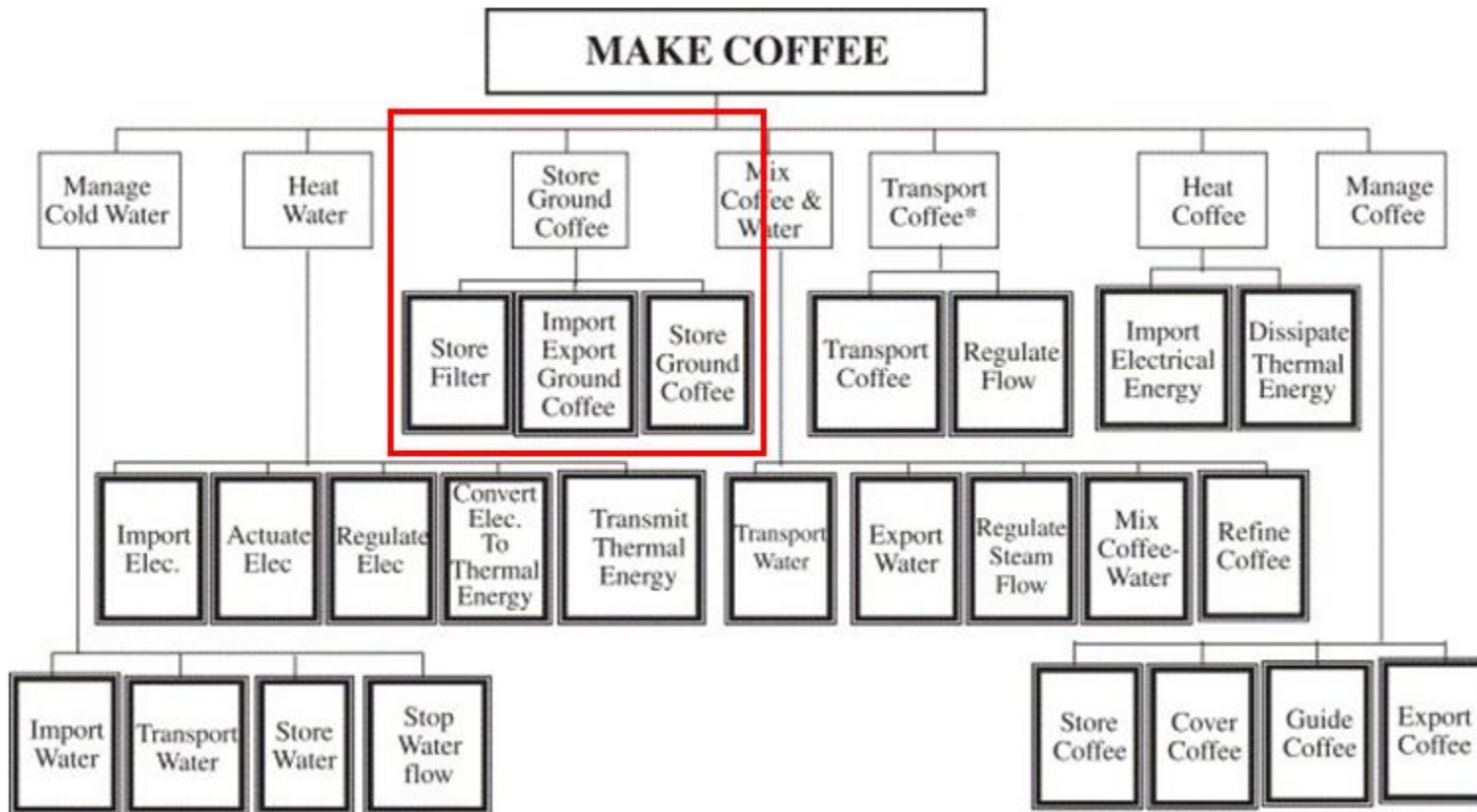
This is the VERTICAL view

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Example Project

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Human Resources Responsiveness

<u>Customer Service Model</u>

The Human Resources (HR) Department at a major company has decided to apply the Customer Service Model to improve how it serves other employees.

To make their target tangible, they have phrased it in a **SMART** way by making it simple and clear with both qualitative and quantitative elements:

80% of HR inquiries answered within 10 minutes

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Example Project

Pillars:

The HR Department carefully defined **SMART** targets to help the project make way towards accomplishing its final goal:

A: 95% of Performance Reviews (PR) meet new standard

B: 90% of Quarterly reviews done by due date

C: Personnel system current to within 3 days

D: 90% of HR staff score 90 or above on test of inquiries

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HLDN

80% of HR inquiries answered within 10 minutes			
A	**B**	**C**	**D**
95% of Performance Reviews (PR) meet new standard	90% of Quarterly reviews done by due date	Personnel system current to within 3 days	90% of HR staff score 90 or above on test of inquiries
(HR Director approves New PR standards)	Managers told of missing reviews within 24 hours of due date	Missing items identified in all employee's records	IT approves system training class curriculum
Mgt. Committee approves new PR standards	Manager's boss notified if review missing after 48 hours	Managers provide data for 90% of missing items	100% of HR staff attend class
95% of managers 80%+ on PR test	HR Director calls manager after 72 hours late	100% of HR actions in system within 24 hours of receipt	
HR grades PR tests within 5 days of submission			

The HLDN Is a Type of System

```
- 80% of Inquiries answered within 10 Minutes

    - 95% of Performance Reviews (PR) Meet Standard

        - Management Committee Approves PR Standards
        - 95% of Managers Score 80% or Higher on Performance Review Test
        - Human Resources Upgrades Performance Review Tests within 5 Days of Submission

    - 90% of Quarterly Reviews Done by Due Date

        - Manager Told of Missing Reviews within 24 Hours of Due Date
        - Manager's Boss Notified if Review Missing after 48 Hours
        - HR Director Calls Manager After 72 Hours Late

    - Personnel System Current to within 3 Days

        - Missing Items Identified in all Employee's records
        - Managers Provide Data for 90% of Missing Items
        - 100% of Human Resources Actions in System within 24 Hours of Receipt

    - 90% of Human Resources Staff Score 90 or Above on Test of Inquiries

        - IT Approves System Training Class Curriculum
        - 100% of Human Resources Staff Attends Class
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System Development Demands Systems Thinking

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HLDN Design Is Similar to Programming

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10:        REM -- 80% of Inquiries answered within 10 Minutes

100:       REM -- 95% of Performance Reviews (PR) Meet Standard
110:       Management Committee Approves PR Standards
120:       95% of Managers Score 80% or Higher on Performance Review Test
130:       Human Resources Upgrades Performance Review Tests within 5 Days of Submission

200:       REM -- 90% of Quarterly Reviews Done by Due Date
210:       Manager Told of Missing Reviews within 24 Hours of Due Date
220:       Manager's Boss Notified if Review Missing after 48 Hours
230:       HR Director Calls Manager After 72 Hours Late
240:       Personnel System Current to within 3 Days

300:       REM -- Missing Items Identified in all Employee's records
310:       Managers Provide Data for 90% of Missing Items
320:       100% of Human Resources Actions in System within 24 Hours of Receipt

400        REM -- 90% of Human Resources Staff Score 90 or Above on Test of Inquiries
410:       IT Approves System Training Class Curriculum
420:       100% of Human Resources Staff Attends Class

9999:      END
```

Programming Skills Are Useful When Developing the HLDN

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Target (Scope)

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High Level Deliverables Network

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Measures of Success

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Pillar A

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Pillar B

80% of HR inquiries answered within 10 minutes			
A	**B**	**C**	**D**
95% of Performance Reviews (PR) meet new standard	90% of Quarterly reviews done by due date	Personnel system current to within 3 days	90% of HR staff score 90 or above on test of inquiries
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Pillar C

80% of HR inquiries answered within 10 minutes			
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95% of managers 80%+ on PR test	HR Director calls manager after 72 hours late	100% of HR actions in system within 24 hours of receipt	
HR grades PR tests within 5 days of submission			

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Pillar D

80% of HR inquiries answered within 10 minutes			
A	**B**	**C**	**D**
95% of Performance Reviews (PR) meet new standard	90% of Quarterly reviews done by due date	Personnel system current to within 3 days	90% of HR staff score 90 or above on test of inquiries
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95% of managers 80%+ on PR test	HR Director calls manager after 72 hours late	100% of HR actions in system within 24 hours of receipt	
HR grades PR tests within 5 days of submission			

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HLDN Summary

80% of HR inquiries answered within 10 minutes				Target / Scope
A	**B**	**C**	**D**	
95% of Performance Reviews (PR) meet new standard	90% of Quarterly reviews done by due date	Personnel system current to within 3 days	90% of HR staff score 90 or above on test of inquiries	High Level Deliverables
(HR Director approves New PR standards)	Managers told of missing reviews within 24 hours of due date	Missing items identified in all employee's records	IT approves system training class curriculum	Measures of Success
Mgt. Committee approves new PR standards	Manager's boss notified if review missing after 48 hours	Managers provide data for 90% of missing items	100% of HR staff attend class	
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Pillar				

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LAB A

Practical Skills Building Exercise

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Questions?

Thank You

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