



# CQI Learning Lunch

## Project & Program Management - Intersections with the PDSA Cycle

Host = Dennis Sergent, Sergent Results Group  
517-381-5330

July 8th, 2010  
10:30 AM to 1:00 PM

*University Club of Michigan State*  
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# What Can We Think About Differently?

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- **Thinking Together**
  - **As Well As Alone**
- **Rethinking What Our Words Mean?**
  - **Thinking?**
  - **Working?**
  - **Learning?**
  - **Management?**
  - **Leadership?**
  - **Ethics?**
  - **Investment?**
  - **Interchangeability?**
  - **Quality?**
  - **Continuous?**
  - **Together?**
  - **Technology?**
  - **Rethinking?**

# Intersections Between Projects and Programs

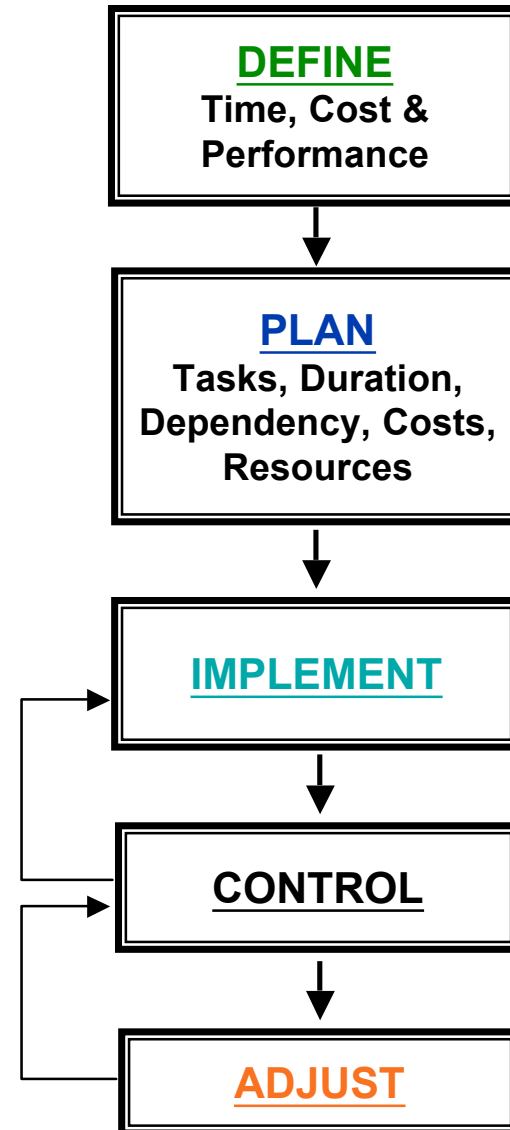
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The original issue:

- **Projects and programs are both processes, but projects do not get implemented in a sustainable way, e.g.**
  - Operationally - nothing changes in ongoing operations or
  - Projects never end
- **This could be failure of thinking & acting:**
  - Linkage at the start of projects
    - Scope = Time, cost, performance
  - Linkage at the end of projects
    - Handoff to ongoing Operations
    - Tampering
  - Linkage of strategies to objectives
  - Linkage of objectives across organizations
  - Linkage of vision and mission to whole organization
  - Linkage, linkage, linkage to resources
  - Thinking, planning, management and leadership

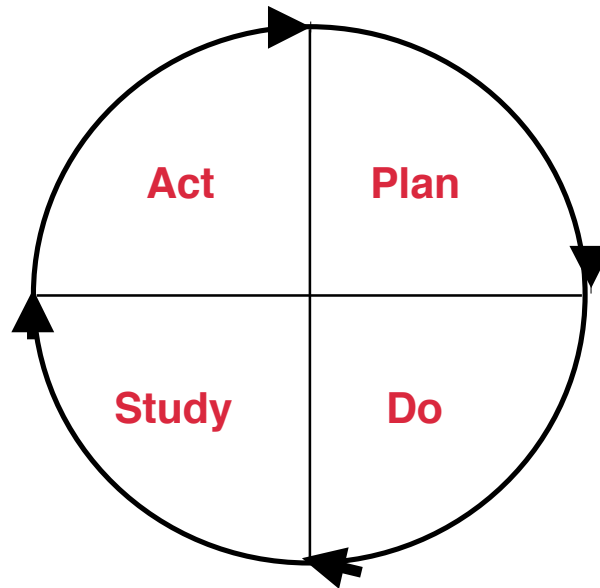
# Project Management - 5 Phases

- 1 **Define The Objective**
  - What is to be accomplished
  - Within what time constraints
  - Within what cost constraints
  - With what level of performance
- 2 **Plan The Project**
  - What tasks are involved
  - Determine dependencies, lags, etcetera
  - Determine task durations
  - Determine costs
  - Determine resource requirements
- 3 **Implement The Project**
  - Do the work
  - Spend the money
  - Use the resources
- 4 **Control The Project**
  - Report Results
  - Analyze the reporting
  - Note out-of-control areas
  - Determine why
  - Communicate to all concerned
- 5 **Adjust As Required**
  - Reschedule
  - Change resource allocations



# Deming's P-D-S-A Cycle

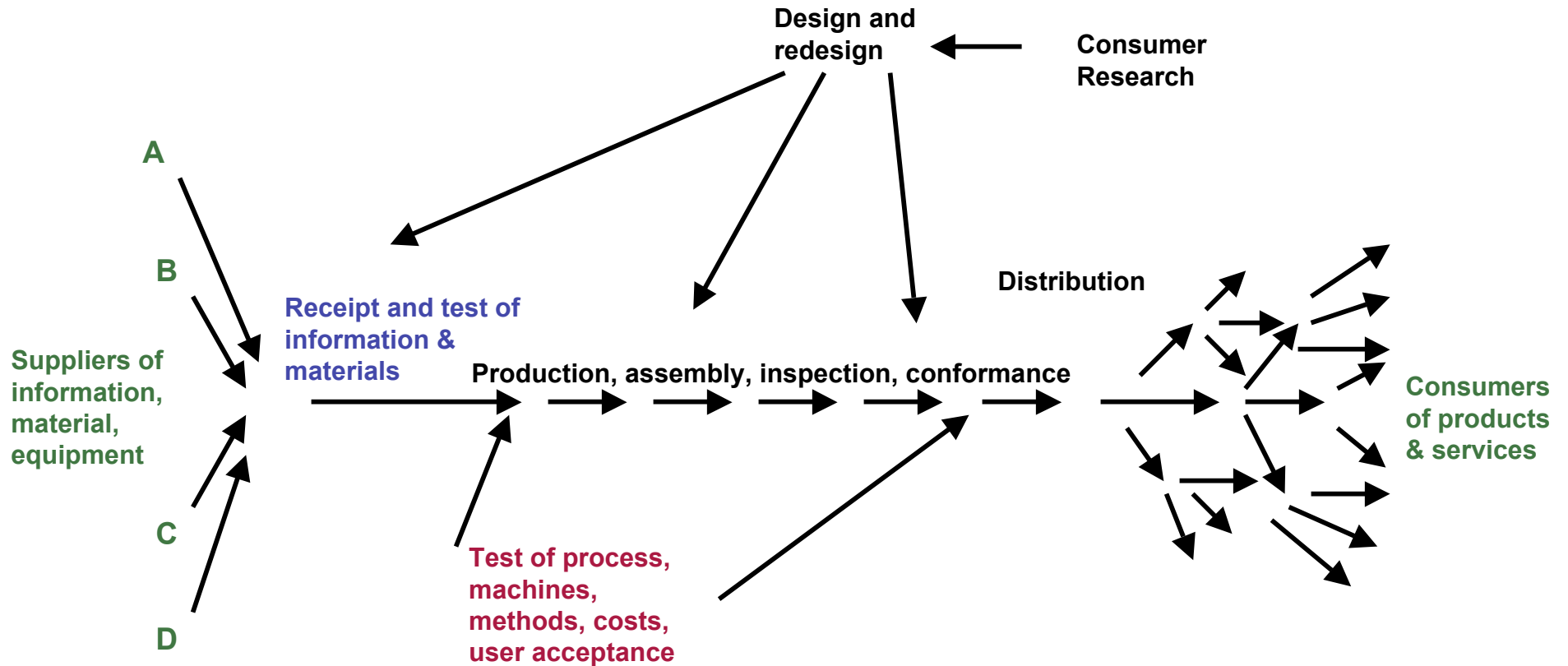
- We **PLAN** what we want to accomplish over a period of time and what we will do to get there.
- We **DO** something that furthers the strategies and goals developed in our plan.



We **STUDY (Check)** the results of our actions to make sure we achieve what we plan.

We **ACT** by developing procedures to ensure our plans continue to be successful and by changing what is needed to achieve the initial goals.

# Deming's System Model



# Daszko - Sheinberg Transformation Model

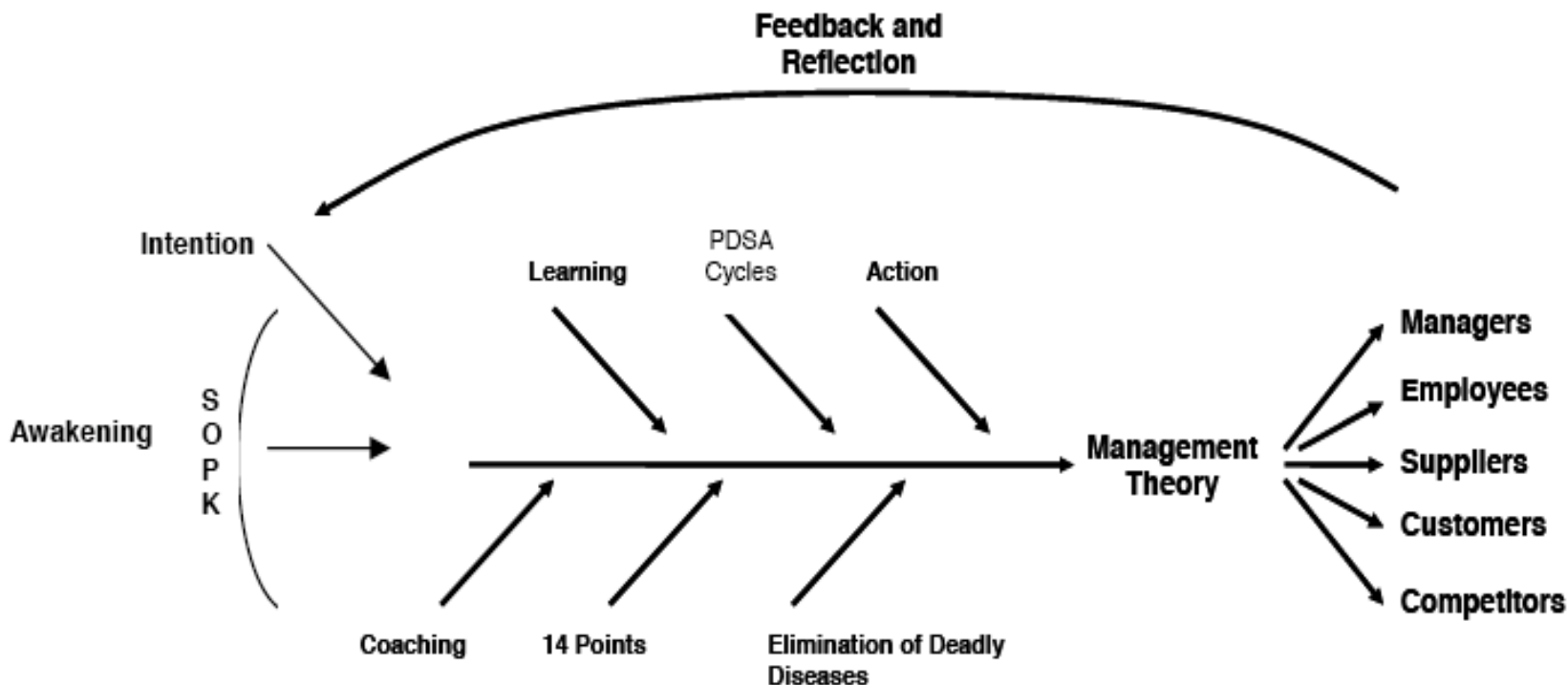


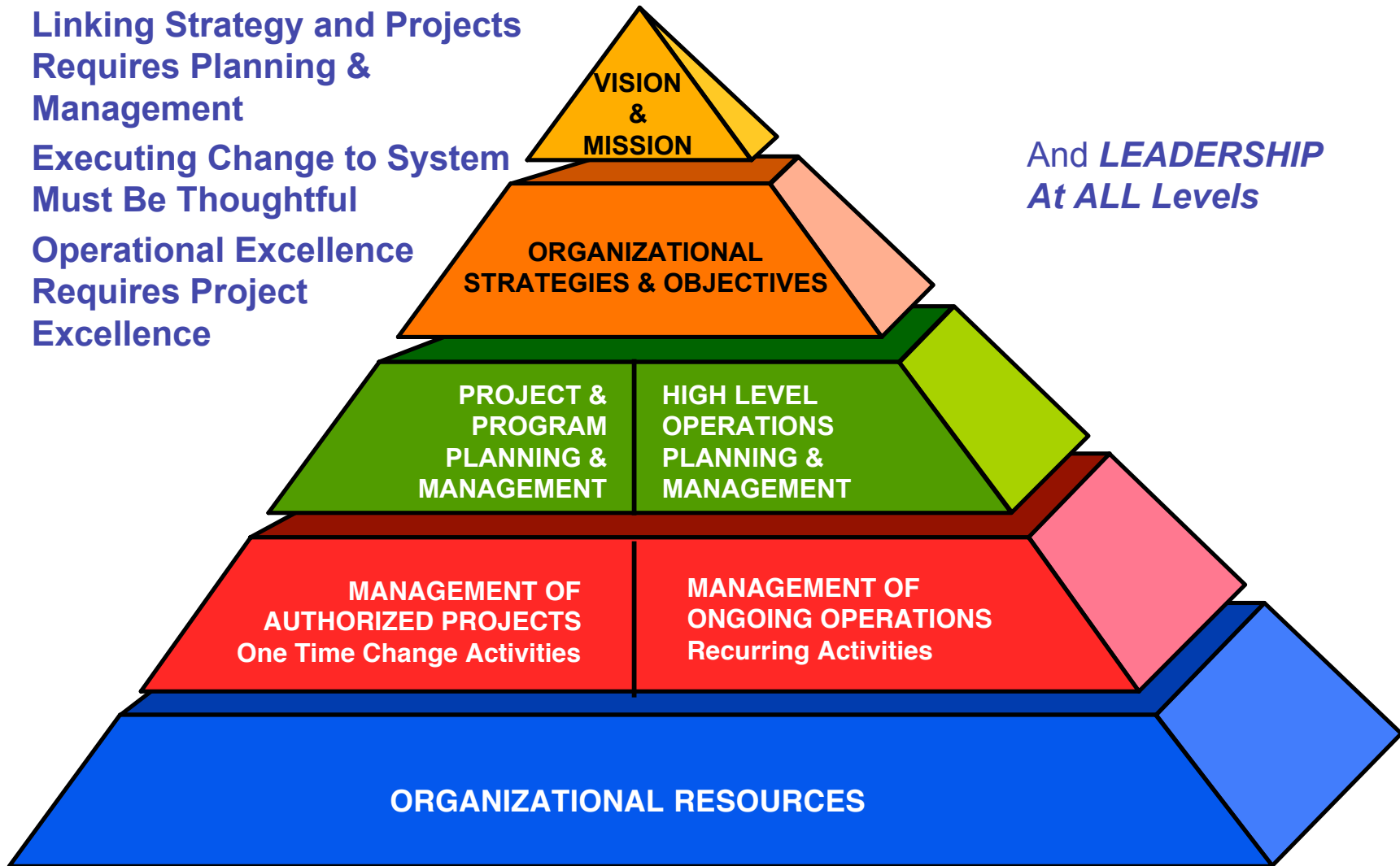
Figure 4. A System for Creating Transformation

“A system is a network of interdependent components that work together to try to accomplish the aim of the system.” (Deming [1993]).

# Organizational Project & Program Management

- Linking Strategy and Projects Requires Planning & Management
- Executing Change to System Must Be Thoughtful
- Operational Excellence Requires Project Excellence

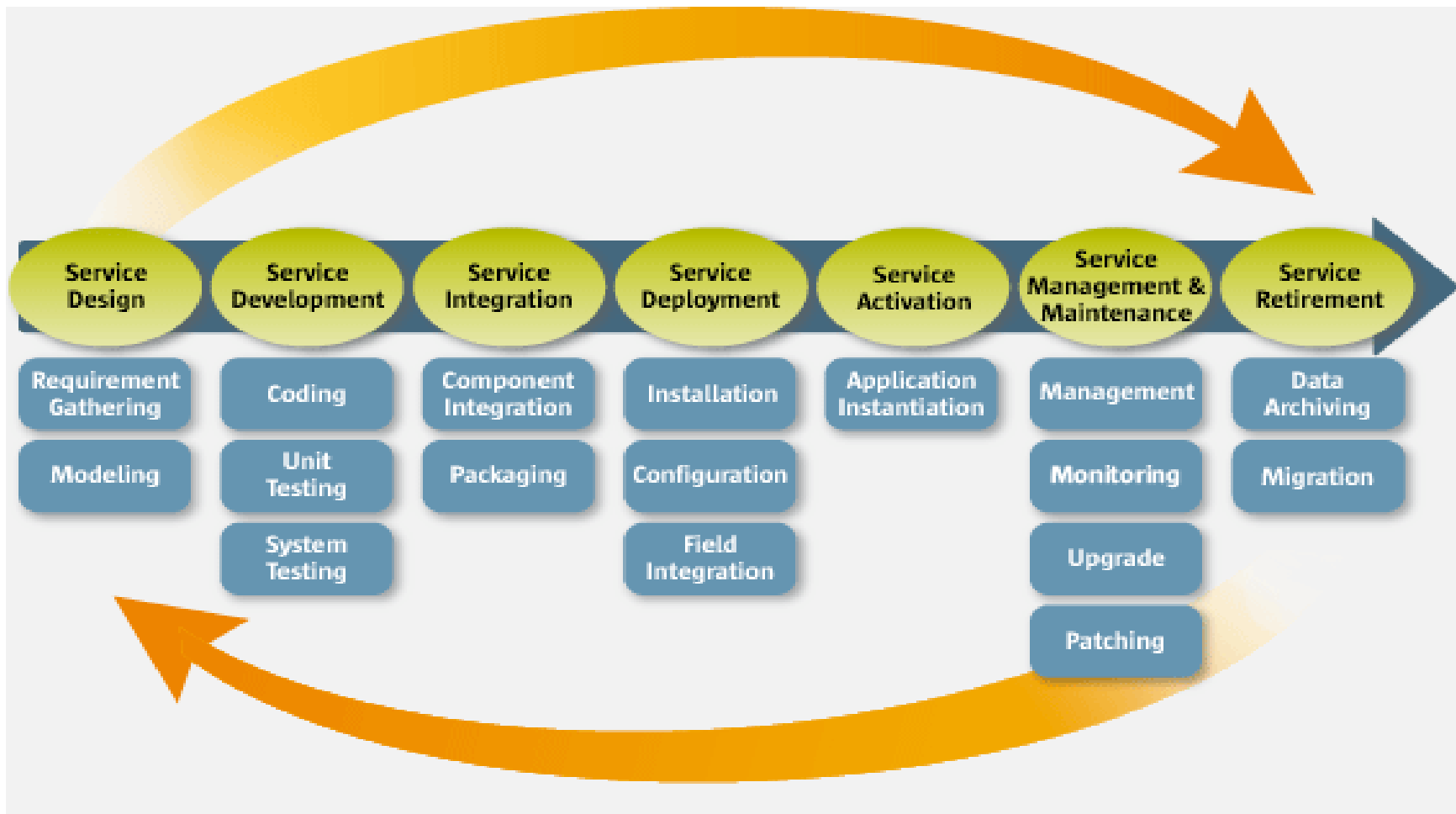
And **LEADERSHIP**  
At ALL Levels



Sources - Project Management Institute, *The Standard for Portfolio Management*, and *Organizational Project Management*, by Rosemary Hossenloop

# Lifecycle Management

- Variety of Product & Service Viewpoints
  - IT Service Example



# Projects, Programs & Lifecycle Management

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- **Similarities**
  - They are all processes
  - There are professional standards
    - PMP, PgMP, Kepner-Tregoe, numerous others
- **Differences**
  - Projects have definite beginning and end
    - Or should have!
  - Programs begin as projects, have much longer journey
    - New projects must integrate with ongoing operations
  - Lifecycle management processes vary widely
    - Depending on the enterprise and the program
- **Linkages To Be Discussed and Discovered**
  - Projects must link into ongoing programs
  - Failure to sustain change in operations
    - An indicator of failed projects, failed leadership or both

# Lunch!

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- **Let's collect our lunch!**
- **Room will be secure**
- **Staff will take your drink orders in the meeting room**
- **When you return, start discussing at your table**
- **Appoint one person to record your answers to the following questions!**

# TABLE DISCUSSIONS

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## AT EACH TABLE DISCUSS AND DOCUMENT:

- **WHAT ARE OUR NEXT ACTION STEPS?**
  - What did I learn here?
  - What do we need to discuss next?
  - Who else should be here?
  - What will we do with this learning?
  - When do we meet again?

# Future Agenda

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## Future Discussions

- July 28th, 2010 = Skilled Incompetence & Managerial Malpractice
- Aug 19th, 2010 = Operational Definitions
- Sep 13th, 2010 = Small Business - Quality Benefits
- Oct 8th, 2010 = TBD
- Oct 26th, = TBD
- November 12th = TBD
- December 15th = TBD

## Other Subjects

- Brainstorming & Benchmarking
- Culture
- Comparisons of Quality Management Systems
- Continuous Improvement
- Enabling Transformation - Principles and Planning
- Having Difficult Conversations - Principles and Tools
- Influence (Influencing Your Leader and Your Team)
- Innovation
- Leadership
- Lean Principles
- Motivation
- Overcoming Organizational Defenses with Productive Reasoning
- Overcoming Roadblocks

- **What Are Your Ideas?**



**SERGEANT  
RESULTS  
GROUP**

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# **CQI LEARNING LUNCH**

***Project & Program Management -  
Intersections with the PDSA Cycle***

