



**Center for  
Economic Opportunity**

# **NYC CEO Program Management Forum** *Managing for Innovation Course*

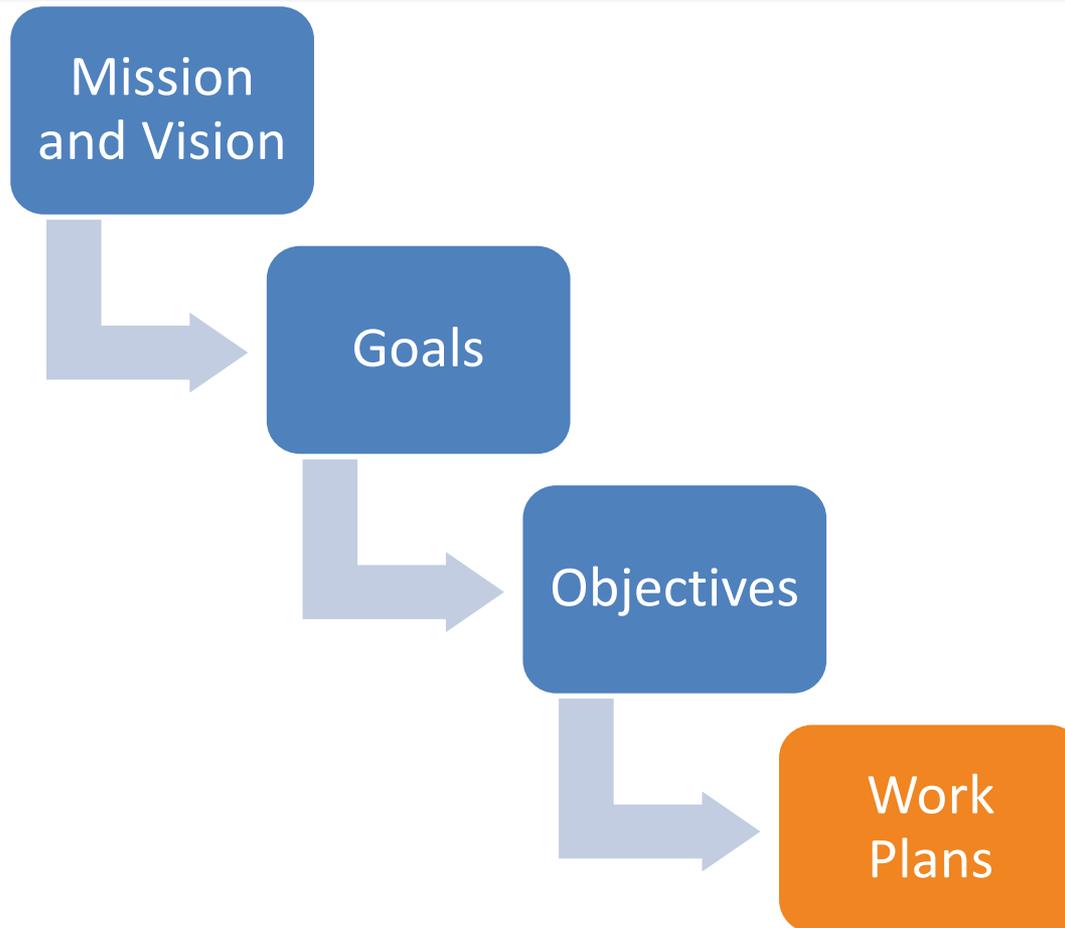
Session 3 | Strategy and Planning (continued)

*March 22, 2013*

# Learning Objectives

- Identify challenges and successes in creating and managing work plans
- Define key terms and tools used in project management field to assist in the development of realistic work plans
- Define stakeholders and review strategies for coordinating with them

# Managing the Work



# Project Management - What is a “Project”?

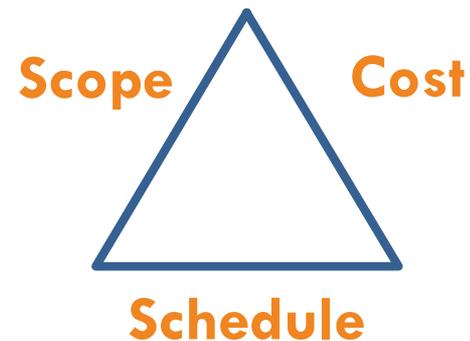
- “A temporary endeavor undertaken to create a unique product, service, or result.”

*-A Guide to the Project Management Body of Knowledge, Fourth Edition, Project Management Institute, [www.pmi.org](http://www.pmi.org)*

# Key Terms – Scope, Schedule, and Cost

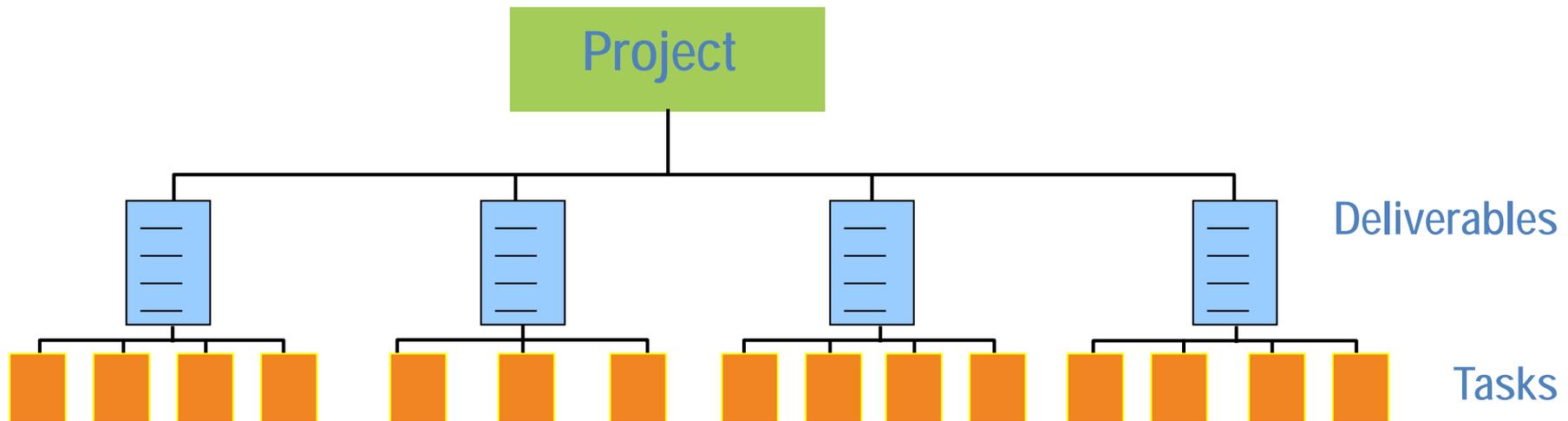
- Scope
- Schedule (i.e., time)
- Cost (i.e., budget)

## “The Triple Constraint”



# Key Term - Work Breakdown Structure

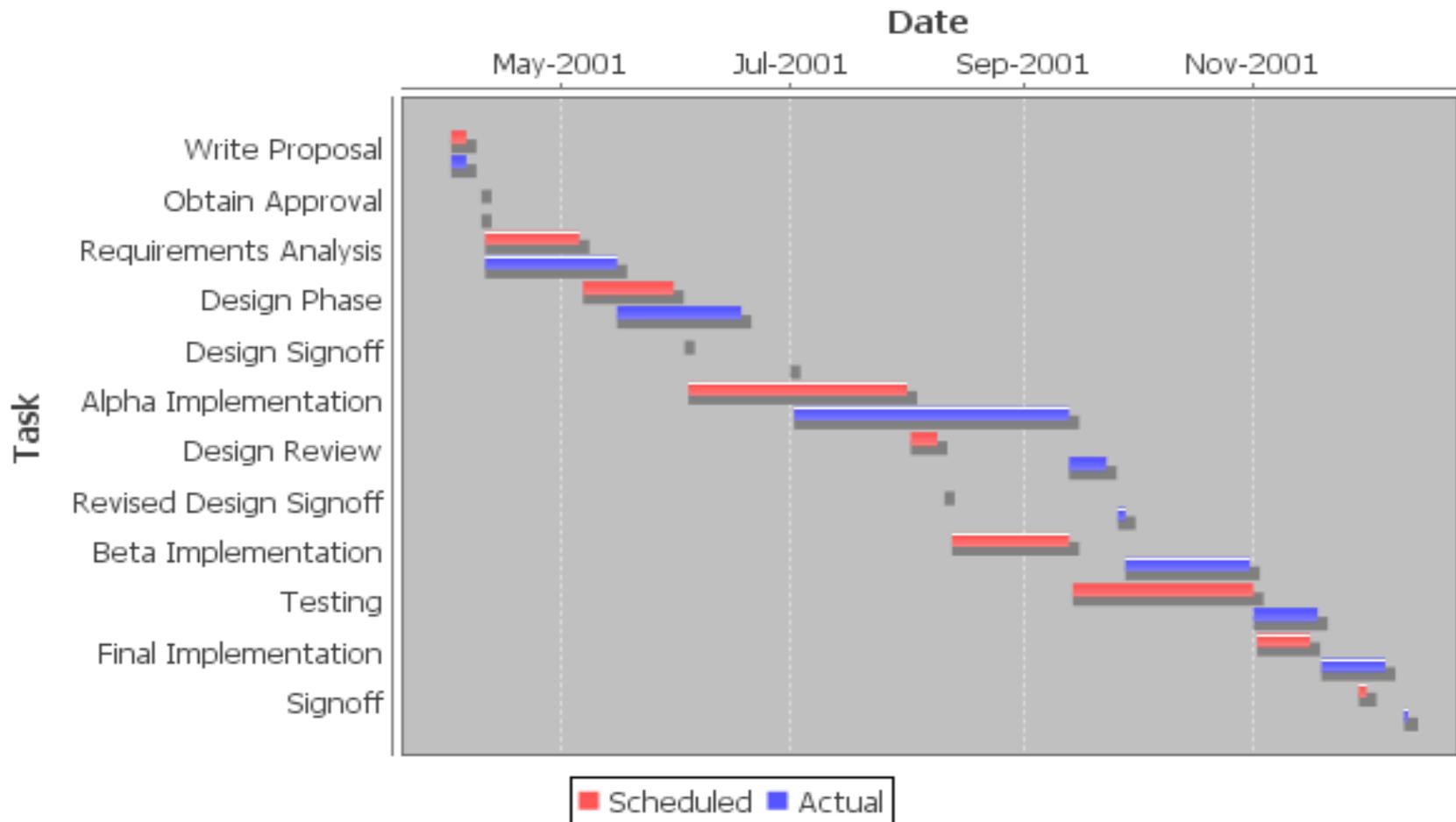
- Deliverables identified and broken down into smaller activities and tasks



# Key Term - Gantt Chart

- Tasks to be completed on vertical axis
- Time on the horizontal axis
- Can be developed simply (graph paper) or by using software (Excel, Microsoft Project Manager, etc.)

# Gantt Chart - Example



SOURCE: [www.jfree.org](http://www.jfree.org)

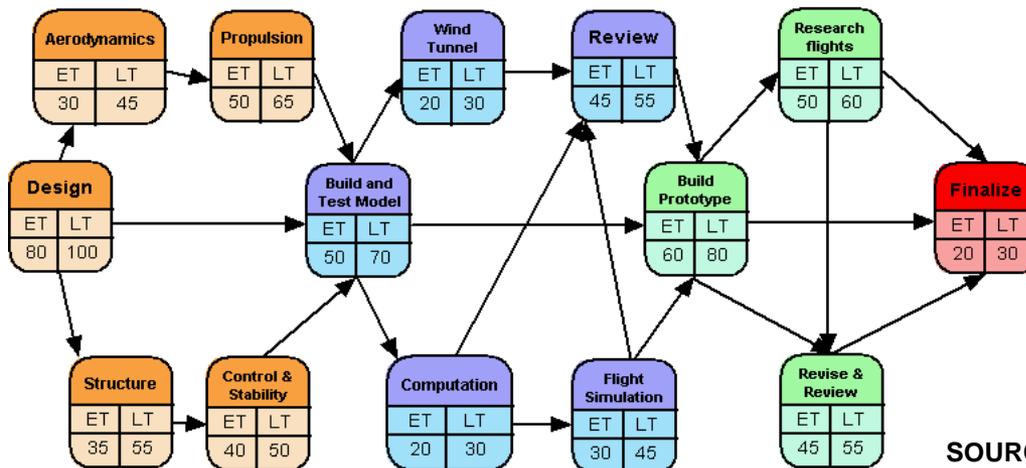
# Key Term – PERT Chart

- Includes analysis of estimated time to complete a project
- Can illustrate the “critical path” – or minimum amount of time needed to complete a project

PERT = Program

Evaluation and Review Technique

## AIRPLANE DESIGN PROCESS

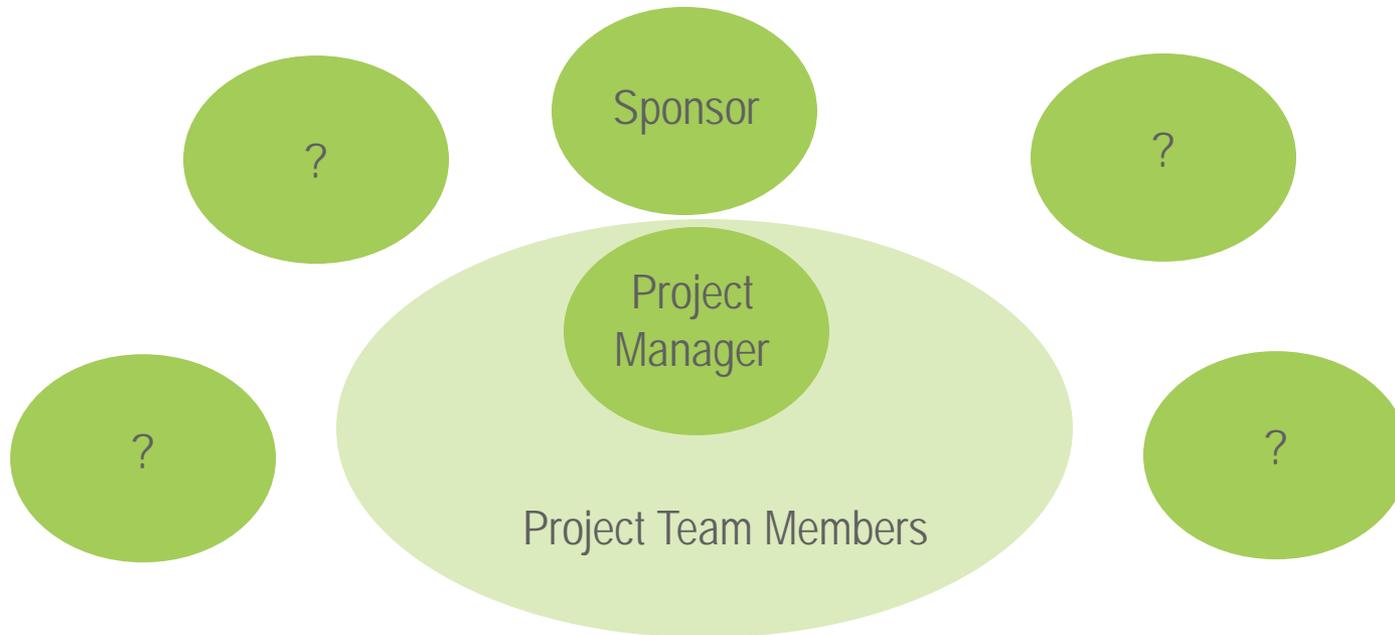


SOURCE: [www.softindeed.com](http://www.softindeed.com)

## Key Term - Stakeholders

- Stakeholders are people (or organizations) who are actively involved in the project or whose interests are affected by its outcome

# Key Term – Stakeholders



How will you involve stakeholders in the project?

# Project Work Plan

- Outlines all work to be done and how it will be accomplished
- Breaks down activities into a logical series of steps including time for completion and milestones
- Needs to be monitored and revised periodically to adjust to new circumstances
- An important team communication tool

# Project Work Plan - Example

## PROJECT WORK PLAN: Tax Preparation Flyer

Date of Report : 3/25/13

Project Start Date: 3/4/13

Project End Date: 4/10/13

Status:

IP = in progress

C = complete

OD = overdue

ID#	Objective	Task	Lead Person	Due Date	Comments/Notes	Status	Actual Date Completed
1	Create tax preparation flyer			4/10			
1.1		Define audience for flyer	Joe	3/12		C	3/13
1.2		Confirm tax prep site logistics and hours	Ana	3/15		C	3/18
1.3		Draft text	Jayden	3/25	Waiting for Sheri's input	IP	
1.4		Create graphic design	Vendor	3/25		IP	
1.5		Edit text	All	3/29			
1.6		Obtain approval of Executive Director	Joe	4/03			
1.7		Send to printer	Ana	4/05			
2							
2.1							