Effective Project Management: Traditional, Agile, Extreme

Managing Complexity in the Face of Uncertainty

Ch08: How to Close a Project

After successful studying this chapter You should be able to:

- Use tools, templates, and processes to close a TPM project,
- Write & maintain client acceptance procedures
- Close a project
- Get client acceptance
- Install project deliverables
- Document the project
- Conduct the post-implementation audit
- Write the final report
- Celebrate success
After successful studying this chapter You should be able to:

- Acceptance Test Procedure (ATP)
- Implementation strategies
- Project documentation
- Post-implementation audit
- Final project report

Closing a Project

1. Getting client acceptance of deliverables.
2. Ensuring that all deliverables are installed.
3. Ensuring that all documentation is in place.
5. Conducting the post-implementation audit.
Why Do I Need Client Acceptance Procedures?

- Acceptance criteria must be clearly defined
- Criteria defined during project planning
- Avoid 11th hour disputes

1. The criteria is defined in collaboration with the client.
2. The criteria is administered by the project team during final acceptance testing.

Installing Project Deliverables

- Phased Approach
- Cut-Over Approach
- Parallel Approach
- By Business Unit Approach
Installing Project Deliverables

- **Phased Approach**
  - The phased approach decomposes the deliverable into meaningful chunks and implements the chunks in the appropriate sequence. This approach would be appropriate in cases where resource limitations prevent any other approach from being used.

- **Cut-Over Approach**
  - It replaces the old deliverable with the ONE in one action.
  - The testing of the new system must have been successfully completed in a test environment that is exactly the same as the production environment, before the replacement an be done.

- **Parallel Approach**
  - In this approach, the new deliverables are installed while the old deliverables are still operational.
  - Both the old and the new deliverables are simultaneously in production mode.
  - It allows the new system to be compared with the old system on real live data.
Installing Project Deliverables

- **By Business Unit Approach**
  - In this approach, the new deliverables are installed in one business unit at a time, usually in the chronological order that the system is used.
  - Like the phased approach, this approach is appropriate when resource constraints prohibit a full implementation at one time.
  - Similar to the by-business-unit approach would be a geographic approach where the system is installed at one geographical location at a time. This facilitates geographic differences, too.

Documenting the Project

- Reference for future changes in deliverables
- Historical record for estimating duration and cost on future projects, activities and tasks
- Training resource for new project managers
- Input for further training and development of the project team
- Input for performance evaluation by the functional managers of the project team members
Ch08: How to Close a Project?

Documenting the Project – The Project Notebook

- POS
- Proposal and backup data
- Original and revised project schedules
- Minutes of all project team meetings
- Copies of all status reports
- Design documents
- Copies of all change notices

NOTE: Start the project notebook on the first day.
Conducting the Post-Implementation Audit

- Was the project goal achieved?
  - Does it do what project team said it would?
  - Does it do what client said it would?
- Was the project work done on time, within budget, and according to specification?
- Was the client satisfied with the project results?
- Was business value realized?
  - Check success criteria
- What lessons were learned about your project management methodology?
- How well did the team follow the methodology?

Reasons for not doing a post-implementation audit

- Managers don’t want to know
- Managers don’t want to pay the cost
- It’s not a high priority
- There’s too much other scheduled work to do
Ch08: How to Close a Project?

Final Project Report

- Executive Summary
- Overall success and performance of project
- Organization and administration of project
- Techniques used to accomplish results
- Strengths and weaknesses of the approach
- Recommendations
- Appendices
  - POS
  - WBS
  - Resource Schedule
  - Change Requests
  - Final Deliverables
  - Other

Celebrating Success

(Steepening incentives or financial reward)
End of Chapters (8)

Effective Project Management: Traditional, Agile, Extreme

Managing Complexity in the Face of Uncertainty

Ch09: Complexity and Uncertainty in the Project Management Landscape
Complexity and Uncertainty

After successful studying this chapter You should be able to:

- Understand the complexity/uncertainty domain of projects
  - Requirements, Flexibility, Adaptability
  - Risk vs. the Complexity/Uncertainty Domain
  - Team Cohesiveness vs. the Complexity/Uncertainty Domain
  - Communications vs. the Complexity/Uncertainty Domain
  - Client Involvement vs. the Complexity/Uncertainty Domain
  - Specification vs. the Complexity/Uncertainty Domain
  - Change vs. the Complexity/Uncertainty Domain
  - Business Value vs. the Complexity/Uncertainty Domain

Contemporary Project Landscape

GOAL

SOLUTION

- Clear
- Not Clear

Figure 09-01
Non-Value-Added Work

Non-value-added work involves the consumption of resources (usually people or time) on activities that do not add business value to the final product or process.

The Complexity/Uncertainty Domain

- Requirements
- Flexibility
- Adaptability
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**Complexity and Uncertainty**

**Risk**

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**Goal**

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**Solution**

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**Complexity and Uncertainty**

**Team Cohesiveness**

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**Solution**
Goal

Solution

Communications

Q1
Q2
Q3
Q4

Clear
Not Clear

Clear
Not Clear

Client Involvement

Q1
Q2
Q3
Q4

Clear
Not Clear

Clear
Not Clear

- Client comfort zone
- Ownership by the client
- Client sign-off
The Requirements Breakdown Structure
End of Chapters (9)