

Activity 1.1

- ☞ In a recent project, how well did you (or the project team)...

 - ...test the project concept with stakeholders?
 - ...plan the project?
 - ...manage change during project delivery?
 - ...capture and communicate lessons learned?

What worked well?.....

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What can we do better?

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Activity 1.2

- ☞ In your opinion, why do projects underperform or fail?

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PROJECT CONCEPT CANVAS

Activity 1.3

WHAT is the opportunity?

Recognise and reward high-performing project managers in our organisation

What is the current v. ideal state?

WHY does it matter?

How does it link to the objectives of the organisation that will pay for it?

OUR SOLUTION

...must...

Who benefits? What outcomes / benefits will they receive?

...might...

What other outcomes / benefits would be nice to have?

...won't...

What is out of scope?

WHEN do we need it?

It will take at least and no more than weeks / months / years to deliver
 It can commence and should be delivered no later than

WHO wants it?

If this opportunity is approved as a project, the client will be
The client will accept the project deliverable(s)

Other people endorsing this opportunity include

HOW much will it cost?

It will cost at least \$ and no more than \$
 There is currently \$ allocated in the budget to make this happen

WHERE do I sign?

This opportunity is low
 medium
 high risk for our organisation

\$ & days / weeks / months developing:
 a project plan
 a simple business case
 a detailed business case for this opportunity

Name & title

Activity 1.4 – Risk profile tool

	LOW RISK (1)	MEDIUM RISK (3)	HIGH RISK (5)
Project cost	Less than 5% of program budget	Between 5-15% of program budget	Greater than 15% of program budget
	±10% confidence in cost estimate	±25% confidence in cost estimate	Greater than 25% margin of error assumed in cost estimate
	Expected costs are fully allowed for in the annual budget or financed by the client	Expected costs are partially allowed for in the annual budget or financed by the client	Expected costs are neither allowed for in the annual budget nor externally financed
Project time	The project can be delivered in less than 3 months	The project can be delivered in less than 6 months	The project will take more than 6 months to deliver
	±10% confidence in time estimate	±25% confidence in time estimate	Greater than 25% margin of error assumed in time estimate
	The project has no fixed deadline for delivery	The project has a preferred (but not mandated) delivery window	The project must be delivered on or by a fixed date
Project scope	We have successfully delivered this project five (5) or more times	We have successfully delivered this project at least once before	We have never successfully delivered a project like this
Project impact	Project delivery will noticeably impact one (1) department in our organisation	Project delivery will noticeably impact several departments in our organisation	Project delivery will noticeably impact most or all of our organisation, including core service delivery
	The project has no major precedent or subsequent dependencies	The project has some major precedent or subsequent dependencies	The project has several major precedent or subsequent dependencies

	LOW RISK (1)	MEDIUM RISK (3)	HIGH RISK (5)
Project impact	Project delivery presents no employee or public health and/or safety risks	Employees and/or the public may be at risk of minor injury or illness during project delivery	Employees and/or the public may be at risk of serious injury, illness or loss of life during project delivery
	Project outcomes will fulfil one (1) strategic objective of our organisation	Project outcomes will fulfil several strategic objectives of our organisation	Project outcomes will fulfil most or all of the strategic objectives of our organisation
Project stakeholders	The project can be fully delivered by our current staff	Some project work will need to be shared with proven, existing partners	The project will depend on collaboration with new and/or unknown partners
	The project is only of internal interest to our organisation	There is likely to be some community interest in the project and/or its outcomes	The project and/or its outcomes will be highly visible in the community
TOTAL			
			/ 65

Highest possible score is 65

*If your score is less than 33, the opportunity is low risk
 If your score is between 33 and 49, the opportunity is medium risk
 If your score is greater than 49, the opportunity is high risk**

This opportunity is risk to our organisation

**In practice, you set your own organisational thresholds for acceptable risk*

Activity 1.5

☞ Who are the stakeholders in the case study project?

A

B

C

D

E

F

G

H

I

J

K

L

Activity 1.6

☞ What do stakeholders expect of their project manager?

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☞ What can stakeholders do for their project managers?

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☞ Are all stakeholders equal?




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Activity 1.7 – Power / interest matrix

		 INTEREST				
		±1 Very low	±2 Low	±3 Moderate	±4 High	±5 Very high
 STAKEHOLDER PRIORITY	5 Very high					
	4 High					
3 Moderate						
2 Low						
1 Very low						
 POWER						

Activity 1.8 – Stakeholder register

Individual's name

Organisation

- Project manager
- Project team
 - Staff
 - Contractor
 - Consultant
- Project client
- PMO
- Sponsor
- Steer / CCB
- Owner
- Manager
- Staff
- Supplier
- User
- Regulator
- Media
- Community
- Other: _____

POWER		STRATEGY
Rating (VH-H-M-L-VL)	Score	<input type="radio"/> Empower <input type="radio"/> Collaborate <input type="radio"/> Involve <input type="radio"/> Consult <input type="radio"/> Inform <input type="radio"/> Monitor
INTEREST		
Rating (VH-H-M-L-VL)	Score	

Stakeholder requirements – *what do they want from the project?*

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Stakeholder opportunities – *what can they do for the project?*

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Communication requirements – *how and when should we contact?*

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Contact log

Contact details

Last contact

Note:

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Next contact

Note:

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Activity 1.9

- ☞ Identify five (5) ways to realise the **outcomes** identified in the project concept canvas

Option 1

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Option 2

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Option 3

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Option 4

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Option 5

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Activity 1.10

- ☞ A new car costs \$20,000 to purchase and \$5,000 per year to operate
- ☞ A second-hand car costs \$5,000 to purchase and \$10,000 per year to operate
 - ☞ Which is the better option over two (2) years?
 - ☞ Which is the better option over four (4) years?

Two (2) years	Direct (project) costs	Total cost of ownership	Total
New car			
Second-hand			

Four (4) years	Direct (project) costs	Total cost of ownership	Total
New car			
Second-hand			

Better option over two (2) years

Better option over four (4) years

Activity 1.11

☞ What non-financial metrics might you use to baseline and measure...

...improved productivity?

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...customer satisfaction?

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...employee health and safety?

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...corporate culture?

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...environmental impact?

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