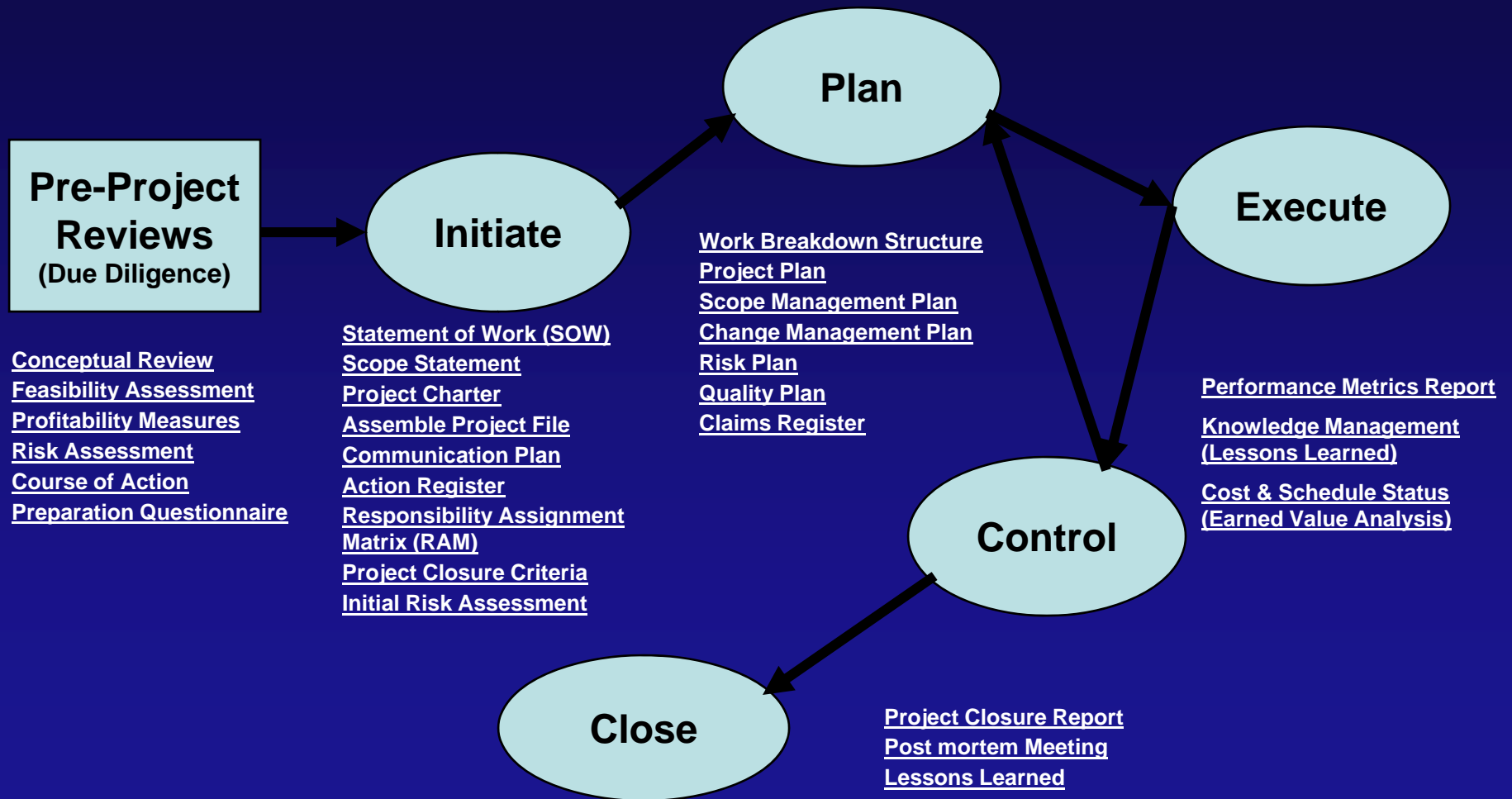


# Project Management – A Lean Roadmap



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# Project Life Cycle

**Plan:** Project management endeavors are designed to perform required outputs from Scope Definition (Initiation) to Final Product hand-off (Close) with management plans in place, have cost profiles and time allotments similar to the following slide.

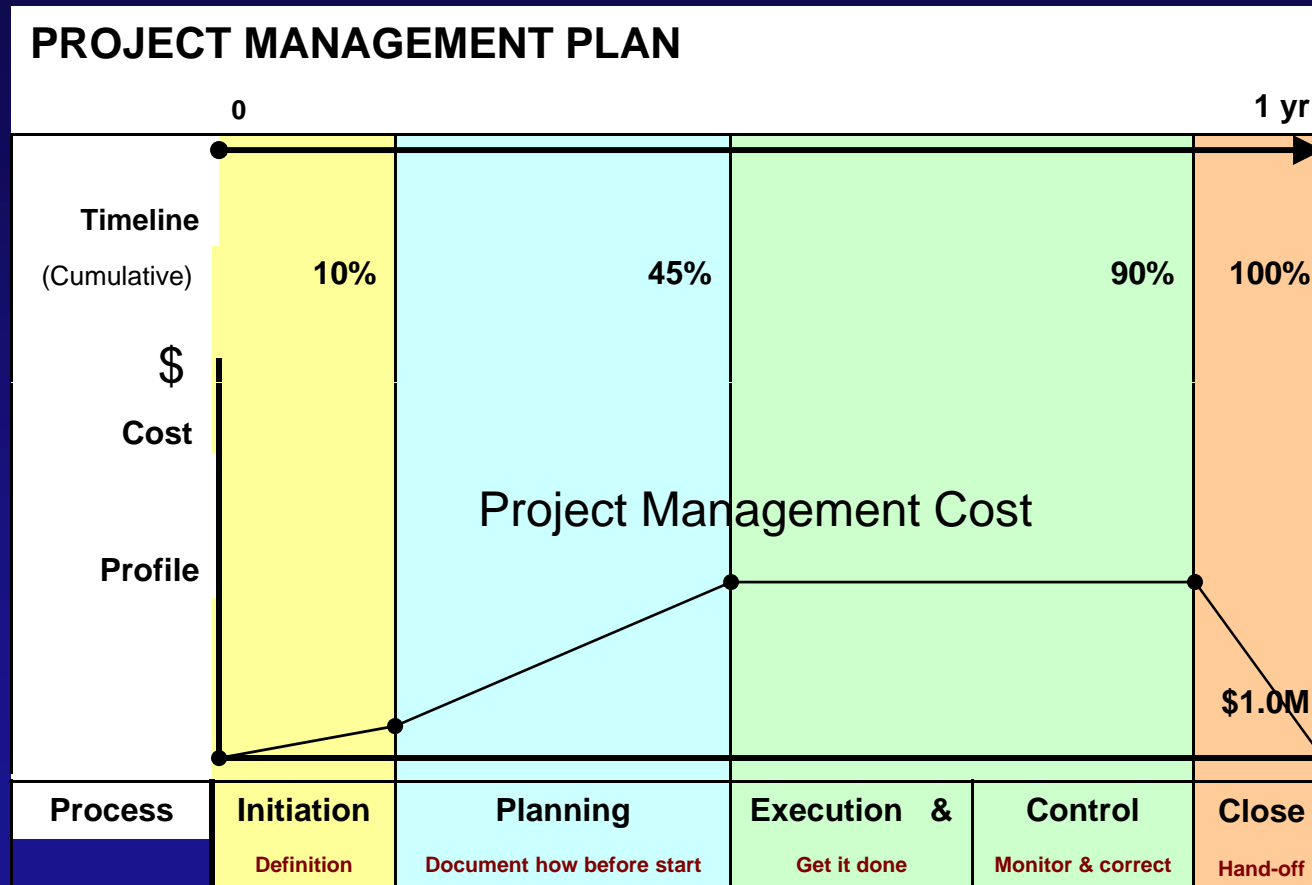


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# Project Life Cycle - Plan



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# Project Life Cycle

**Real-world:** Realization of the Plan in many PM endeavors look more like this Real-world Slide (see next slide). Once the starting guns goes off;

Initiation and Planning phases are squeezed.

At best management plans, critical for a successful, seamless objective fulfillment, are formed during the execution phase, inadequate or, at worst, not at all.

Expediting, fast-tracking or crashing tasks are prevalent throughout to attempt schedule recovery.

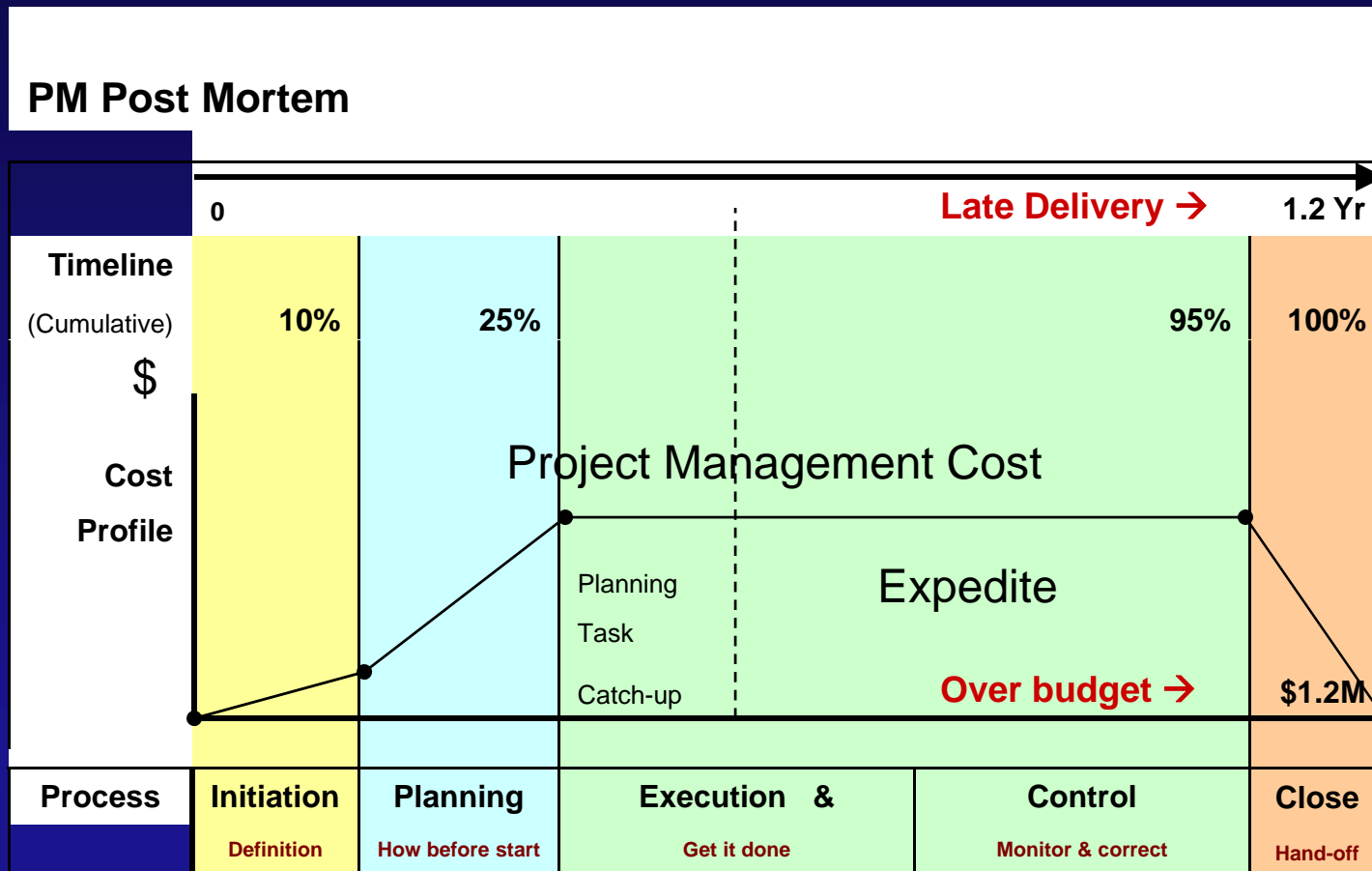
Post mortem generally shows a comprehensive, good quality product is delivered, but, late and well over budget.



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# Project Life Cycle – Real-world



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# Project Life Cycle

**Applying Lean principles to Project Management addresses root issues that cause cost overruns and late delivery:**

Pull the project manager into the decision making process to address costs and risks not apparent to the Executive Team (pre-Project reviews)

Use Initiation Phase as a 2<sup>nd</sup> Pass opportunity to double-check the decision to launch. Planning tasks are pulled back adding valuable sanity check information allowing reversal with minimal cost and time or, more likely, make mid-stream course corrections to mitigate risks and ill-fated execution moves.

The Plan phase concentrates on determining resources needed and when to execute scope. Risk is continually assessed and any change has a pre-planned response.

Execution and Control phases focus on project execution management and documentation of any variances (positive or negative).

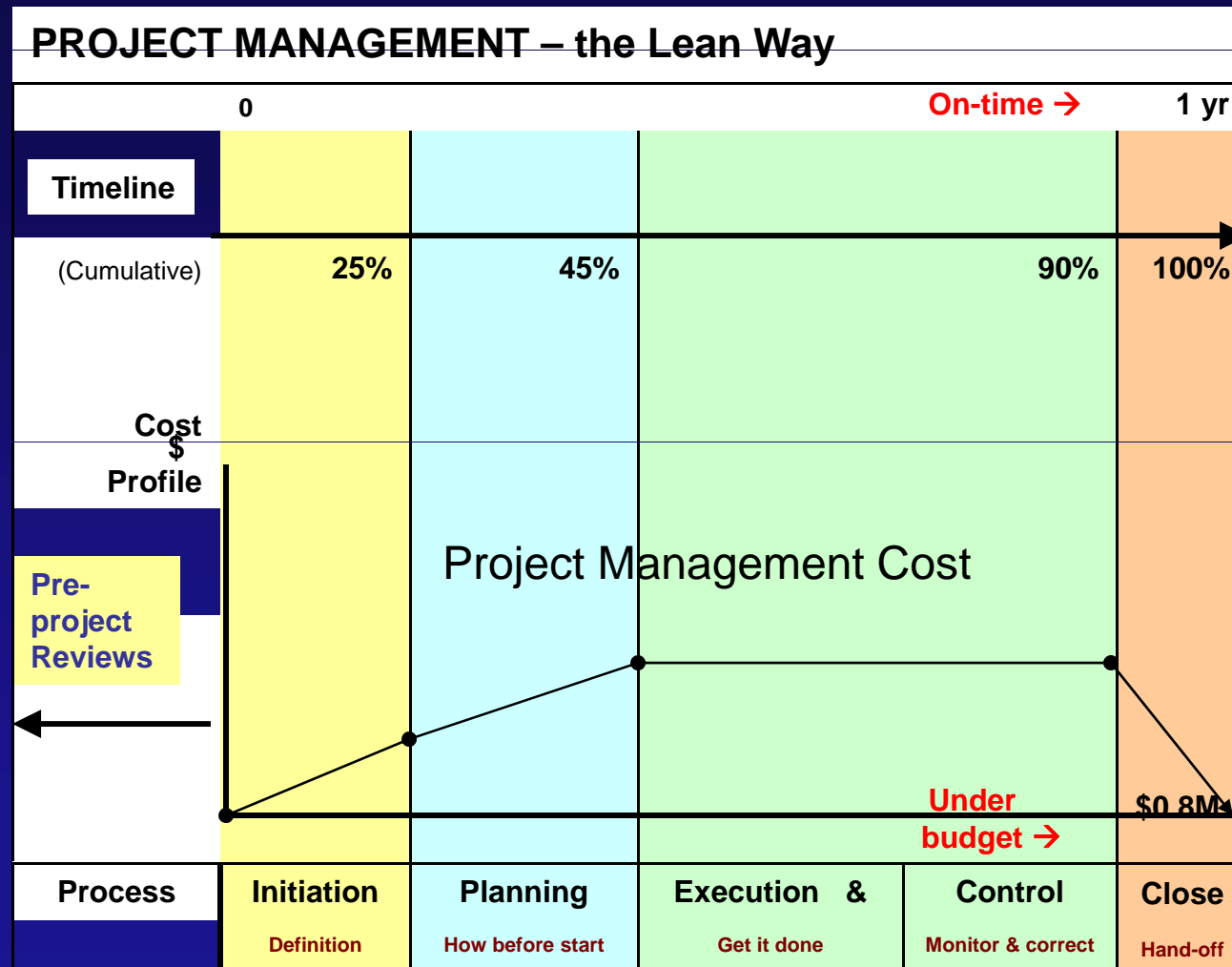
Close phase is not just hand-off, but, a critical post mortem assessment and lessons learned report generator. Although projects are unique, by definition, within each organization new projects have many similarities. Practice Continuous Improvement and assure doing it better the next time.



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# Project Life Cycle - Lean



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# Why Apply Lean Principles to PM?

- Determine alignment and feasibility before project launch
- Identify and plan risk responses prior to launch
- Confirm financial viability prior to launch
- Ensure important planning tasks are completed
- Minimize probability of schedule creep
- Lower Project management cost
- Lower Project delivery cost
- Reduce need for fast-tracking and crashing to maintain schedule (less expediting, staying ahead of the curve)



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