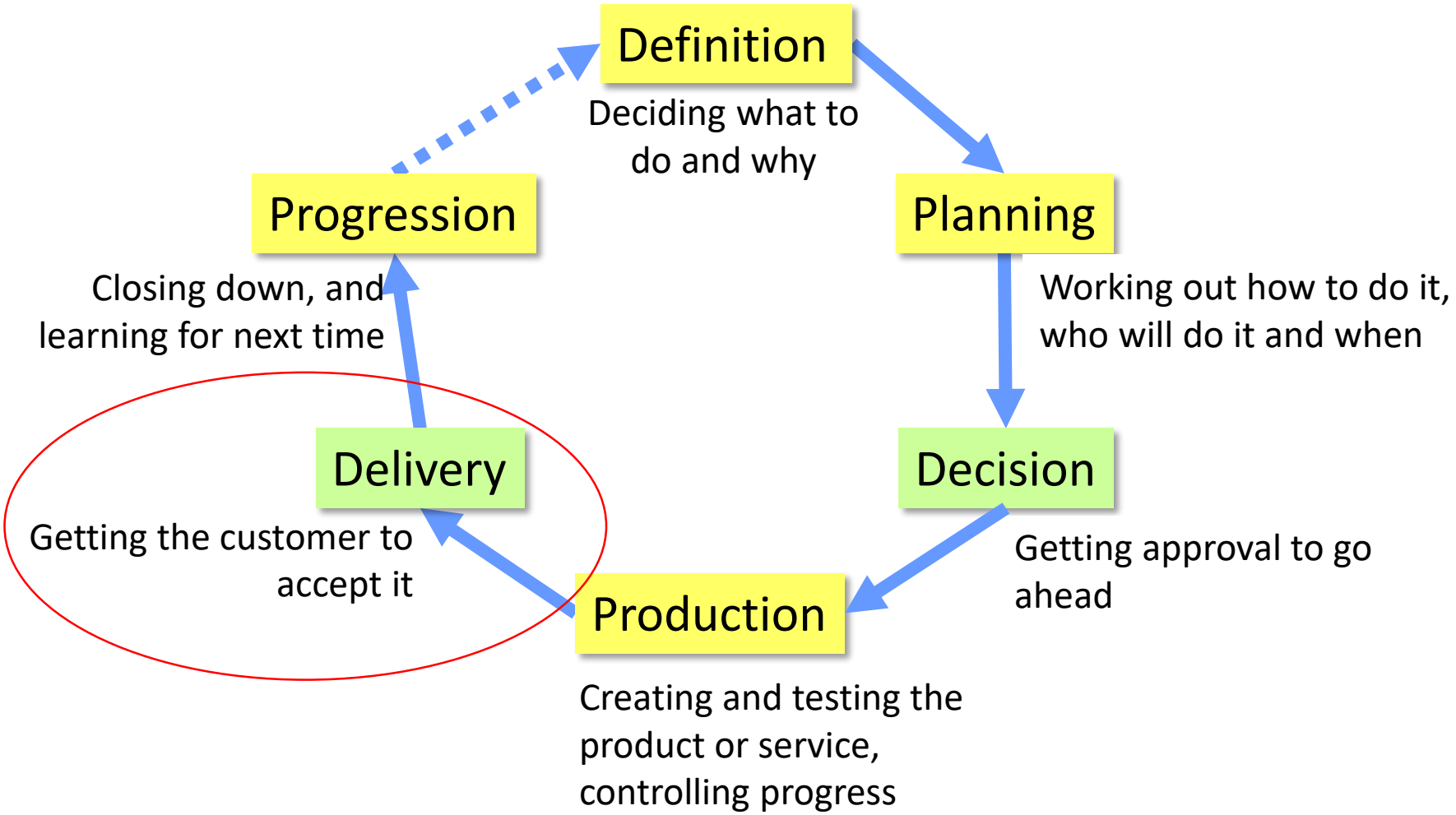
PM101: Lecture 20

Output delivery and progression

The typical project life cycle



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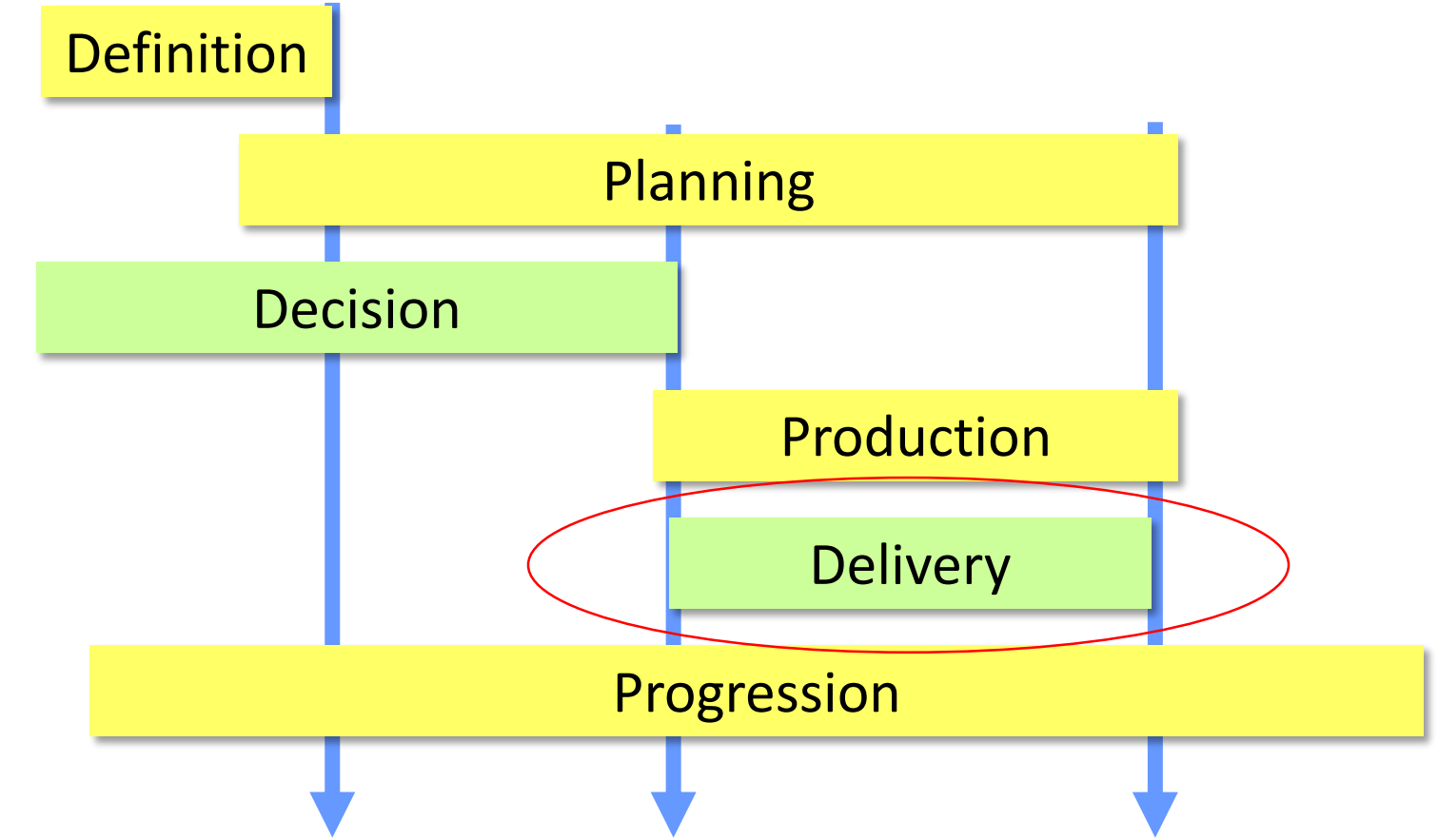
The actual project life cycle



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Achieving a smooth delivery of the project output is a goal that should be at the forefront of the project manager’s mind from the very start.

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Why it is difficult to end the project

The customer may keep on asking for extra pieces of work

There may be an ongoing dispute with the customer

Project team members are reluctant to finish their work off

Customers want to maintain some grip on the supplier in case of problems with the output

Ensure the scope and specification is clear and change control is effective

Good fences make good neighbours

Make sure people have a clear future after the project. Offer references

Work hard to build real trust so the customer relationship is fair and open

Too many projects spend 90% of their time 90% complete

Maylor, H. 3rd ed. (2005). *Project management*. Harlow, UK: Pearson Education.

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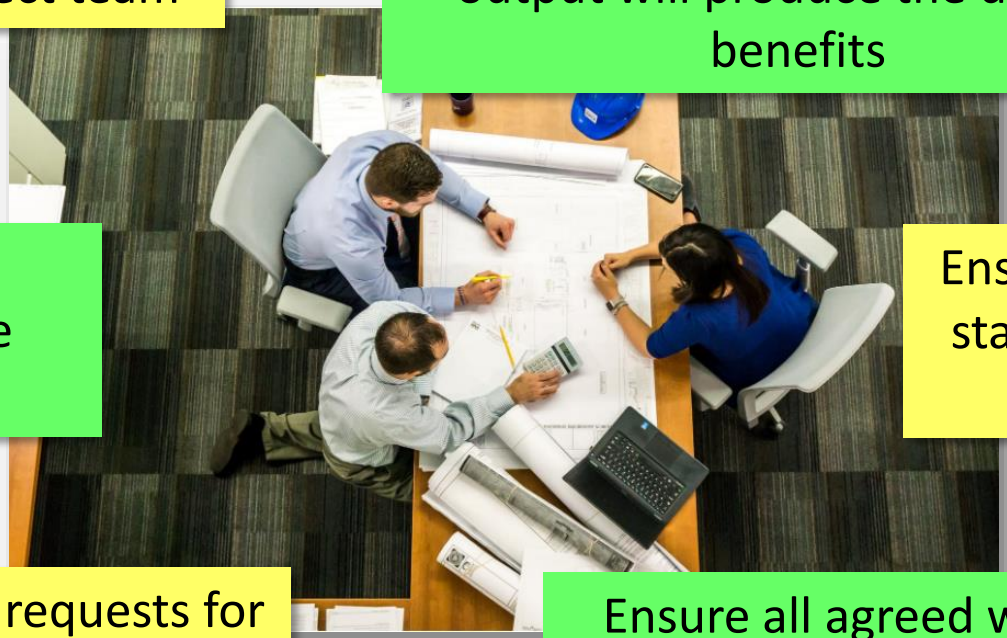
Ways to hasten project delivery

Have incentives for the project team

Ensure the customer believes the output will produce the desired benefits



Ensure all activities are completed

Ensure all the key stakeholders are satisfied

Resist requests for extra pieces of unpaid work

Ensure all agreed warranty and after-sales support arrangements are in place

Maylor, H. 3rd ed. (2005). *Project management*. Harlow, UK: Pearson Education.

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Managing perceptions

Satisfaction = Perception - Expectation

Responsiveness	Prompt and complete answers
Communication	Open and frequent
Competence and professionalism	Conscientious, skilful and experienced
Courtesy	Polite and sensitive to cultures and rules
Accessibility	Available at all reasonable times
Integrity	Truthful at all times

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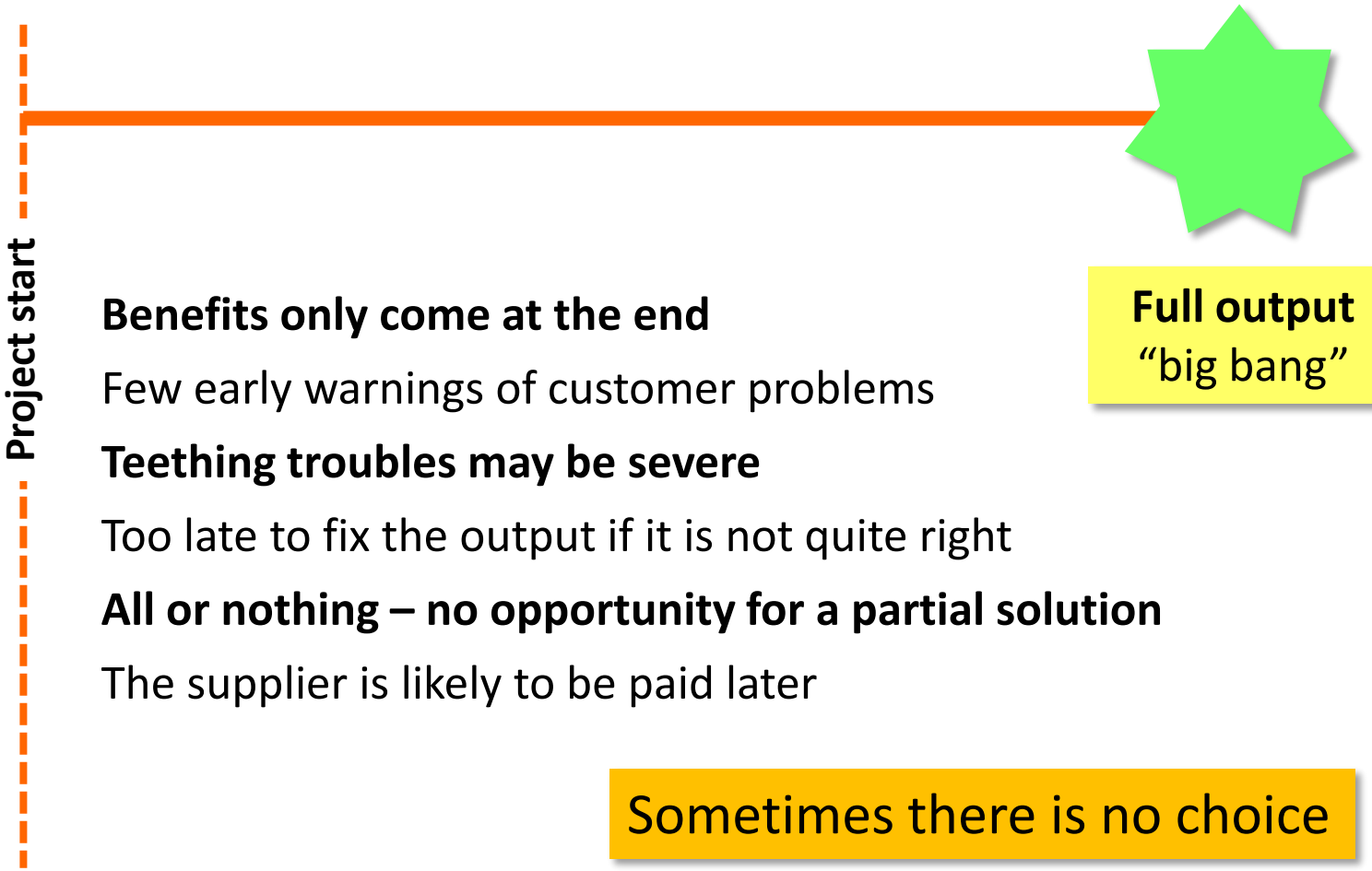
Approaches to delivery



Full output
"big bang"

Benefits only come at the end

Few early warnings of customer problems

Teething troubles may be severe

Too late to fix the output if it is not quite right

All or nothing – no opportunity for a partial solution

The supplier is likely to be paid later

Sometimes there is no choice

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Approaches to delivery

Benefits some earlier – 'quick-wins'

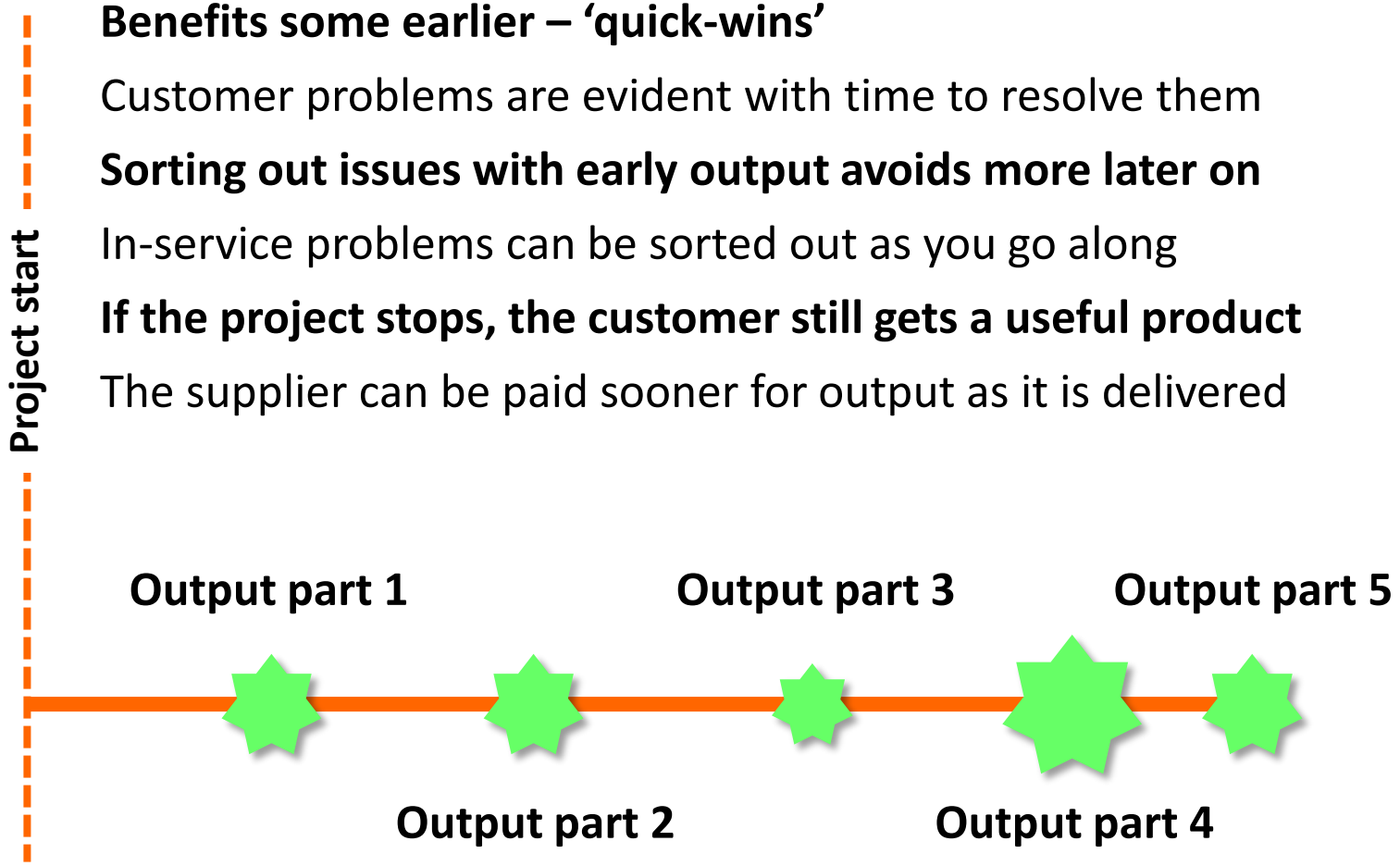
Customer problems are evident with time to resolve them

Sorting out issues with early output avoids more later on

In-service problems can be sorted out as you go along

If the project stops, the customer still gets a useful product

The supplier can be paid sooner for output as it is delivered



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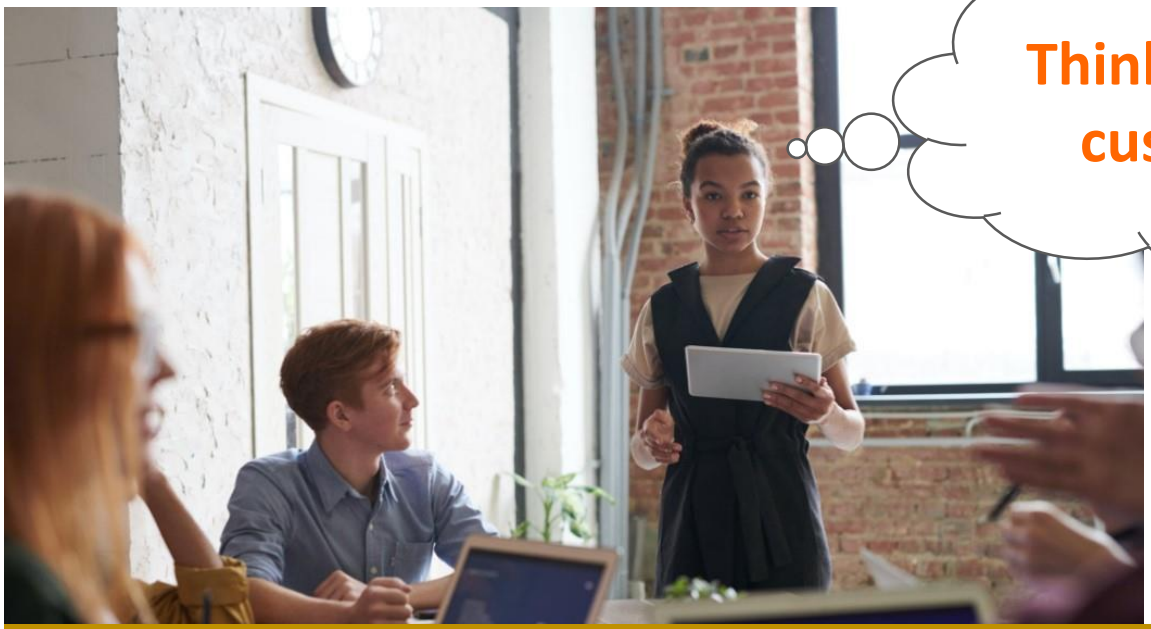
The transition plan



What would make the customer refuse the take delivery of the output?

What would make the customer especially happy?

Ask the customer and the end users if possible. This is part of the customer project.

Pinto, J. 2nd ed. (2010). *Project management, achieving competitive advantage*. Upper Saddle River, NJ, US: Pearson Prentice-Hall; Turner, J, ed. 4th ed. (2007). *Gower handbook of project management*. Aldershot, UK: Gower.

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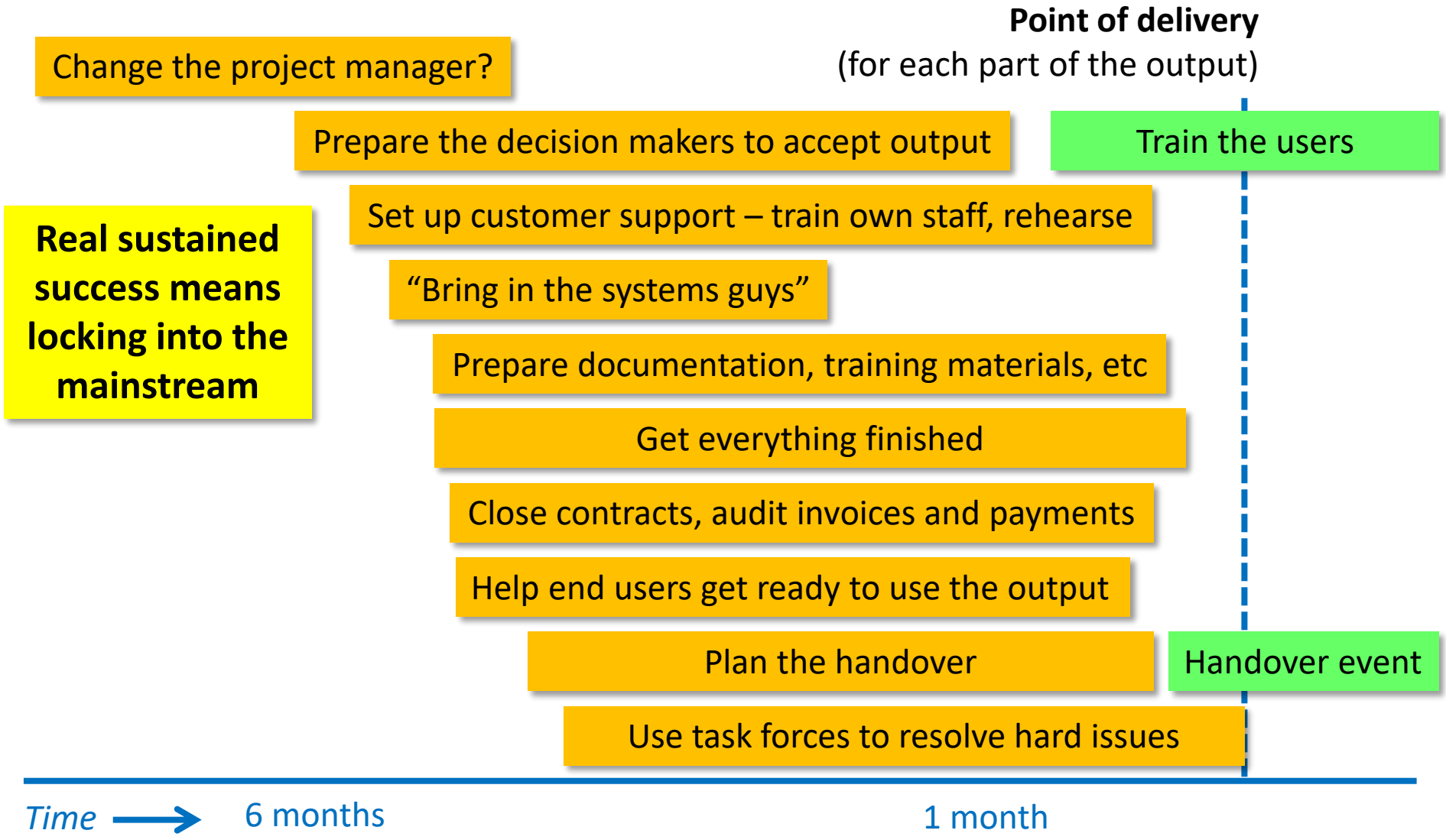
Preparing for delivery



Peters, T. (1999). *The project 50*. New York: Knopf.

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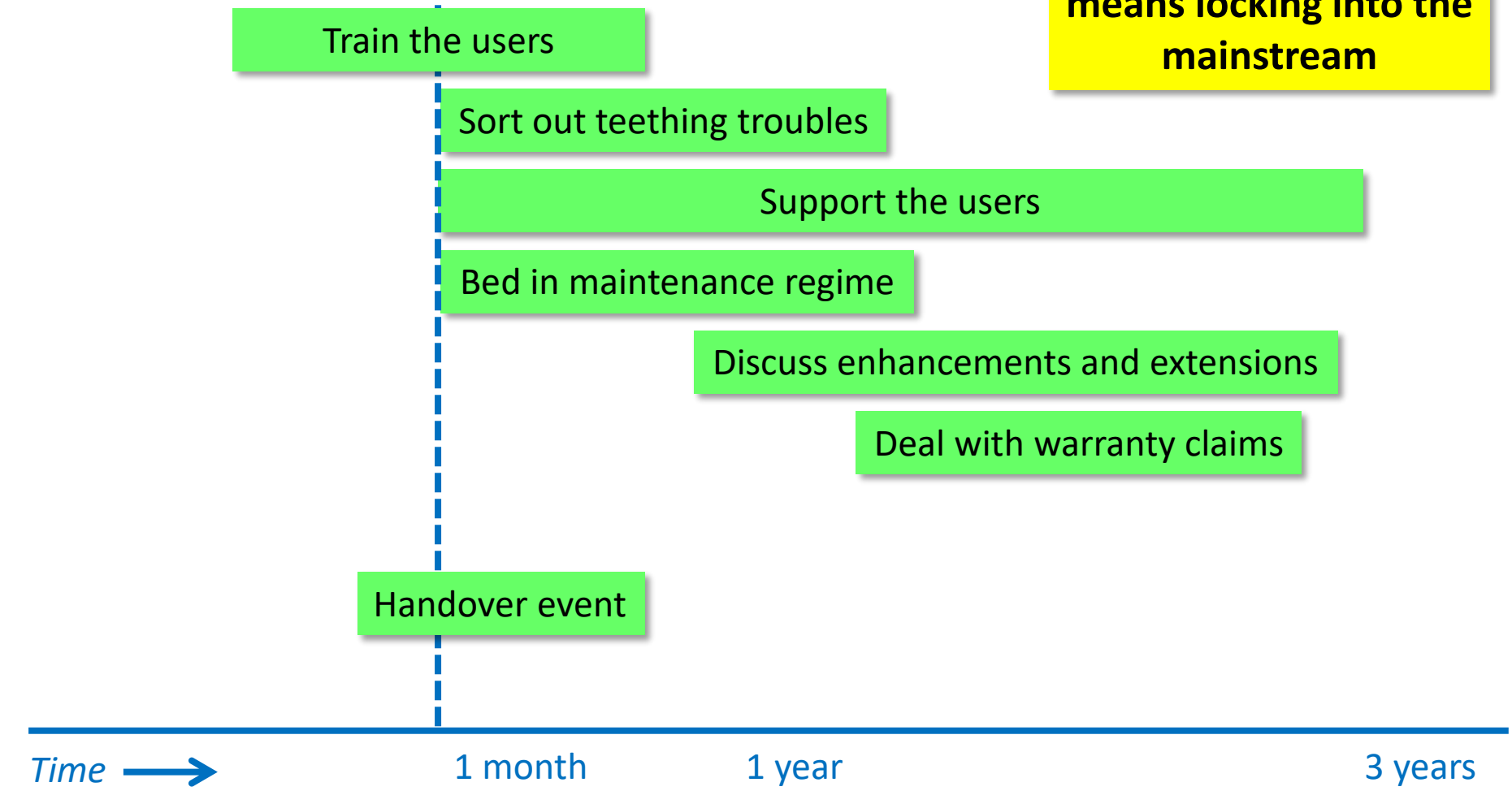
Managing the transition

Point of delivery
(for each part of the output)

Real sustained success means locking into the mainstream



Peters, T. (1999). *The project 50*. New York: Alfred A. Knopf.

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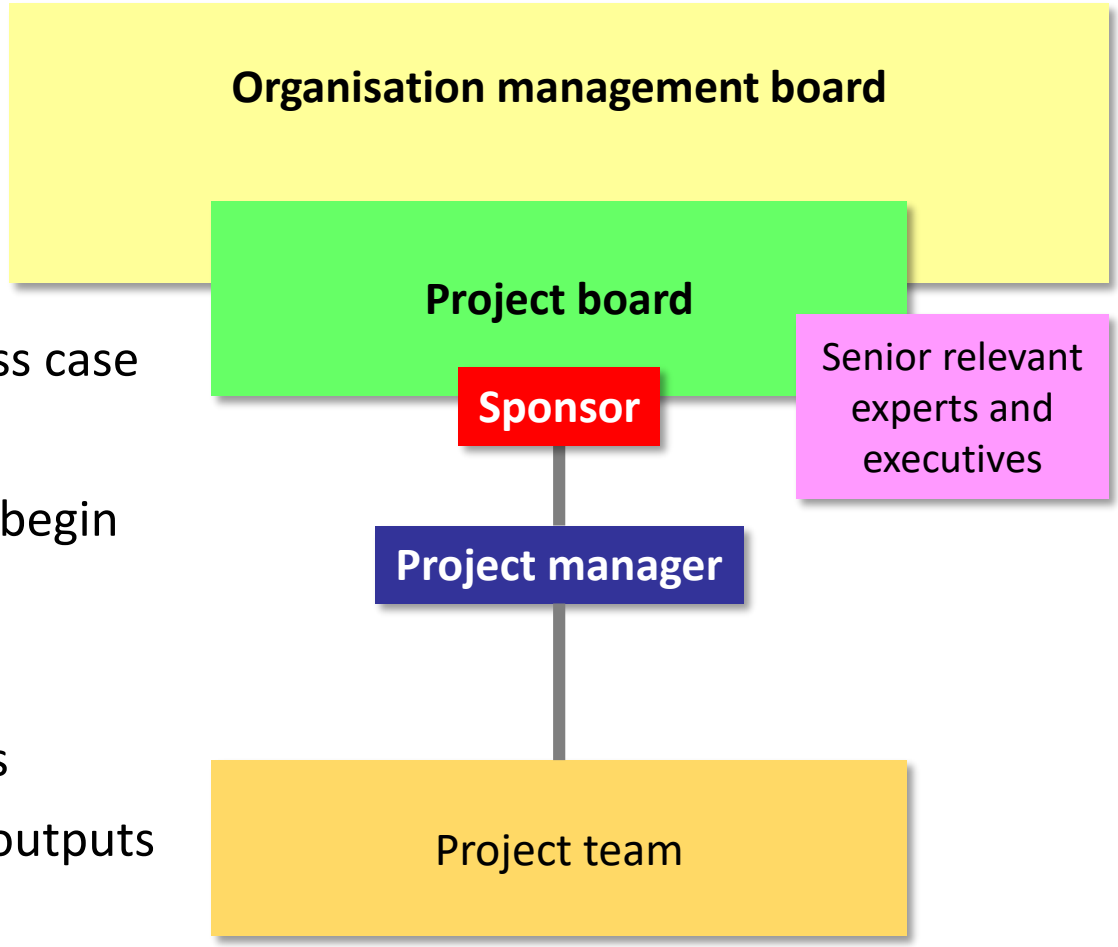
Project governance

The project board:

- approves the business case
- starts the project
- allows each stage to begin
- approves payments
- approves changes
- resolves major issues
- signs off completed outputs
- closes the project



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Celebrate!

A symbolic event that marks the passage of the output into use

Gives powerful stakeholders a chance to endorse the project

There can be an 'official' celebration for the outside world…

… and celebrations for the project team and partners

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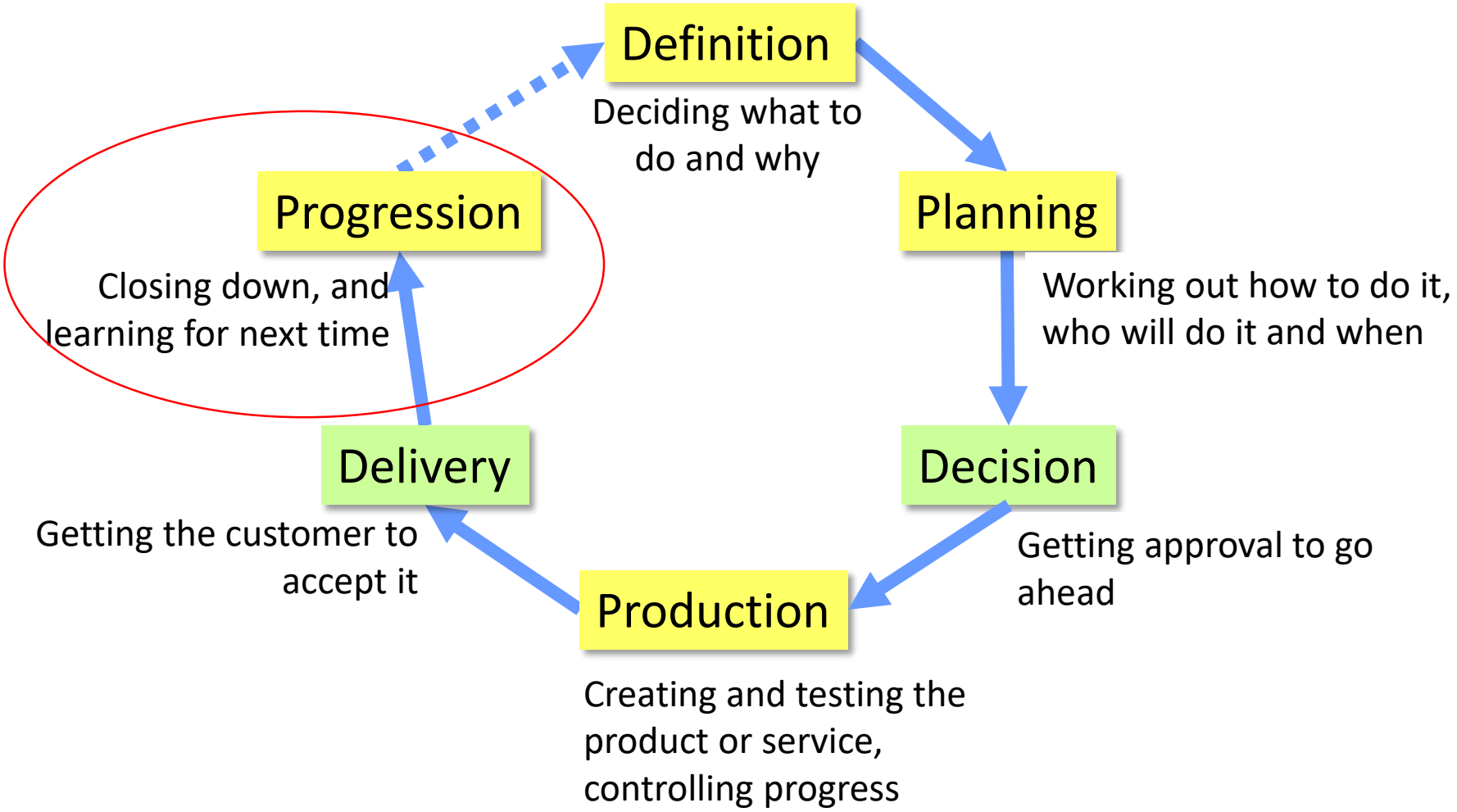
The typical project life cycle



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Stages of team development

Forming	*Release people sensitively from the project*
Storming	*Capture new knowledge before they go*
Norming	*Embrace the growing role of social media*
Re-forming	*Analyse knowledge and translate it into useful formats*
Performing	*Store information in ways it can be used*
Adjourning	They learn lessons and disperse

Tuckman, B and Jensen, M (1977) "Stages in small group development revisited ", *Group and Organisational Studies*, 2, p419, cited in Pinto (2007, p 191)

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Post project review

Product or service performance

Impact on the organisation

Have the expected benefits been realised?

Have the success criteria been met?

Have there been problems in use of the product or service?

User feedback

Customer reaction

Better client approach

Potential new activities

Better supplier approach

Source: PRINCE2, TSO (2005). Photo: Amanda Mills, USCDCP, Pixnio.com

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The project manager makes their mark

Ensure a fabulous transition

Celebrate success

Send out lots and lots of thank you notes

Embed the output in the mainstream

Find and bring in an inspired successor

Manage your reputation

Peters, T. (1999). *The project 50*. New York: Knopf. Photo: Laurabusiness0, Pixabay

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Delivery and progression: core ideas

The project manager should be managing towards a smooth delivery of the output all the way through the Production phase, ensuring that the customer is satisfied with the way the work is being conducted.

Ending the project may be difficult because the client is reluctant to release the project team.

Achieving a smooth delivery means deliberately working towards a definite end point.

An agreed transition plan sees the project output transferred into the possession of a client well-prepared to accept it.

If it is possible, developing the output as a series of modules (rather than one big entity) brings the client early benefits.

The end of the project should be celebrated, and people thanked properly for their contributions.

Capturing knowledge and lessons from project participants should be done seriously. After a period of time the project supplier and client should have an honest review to discuss what can be learned from the project.

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