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Project Planning

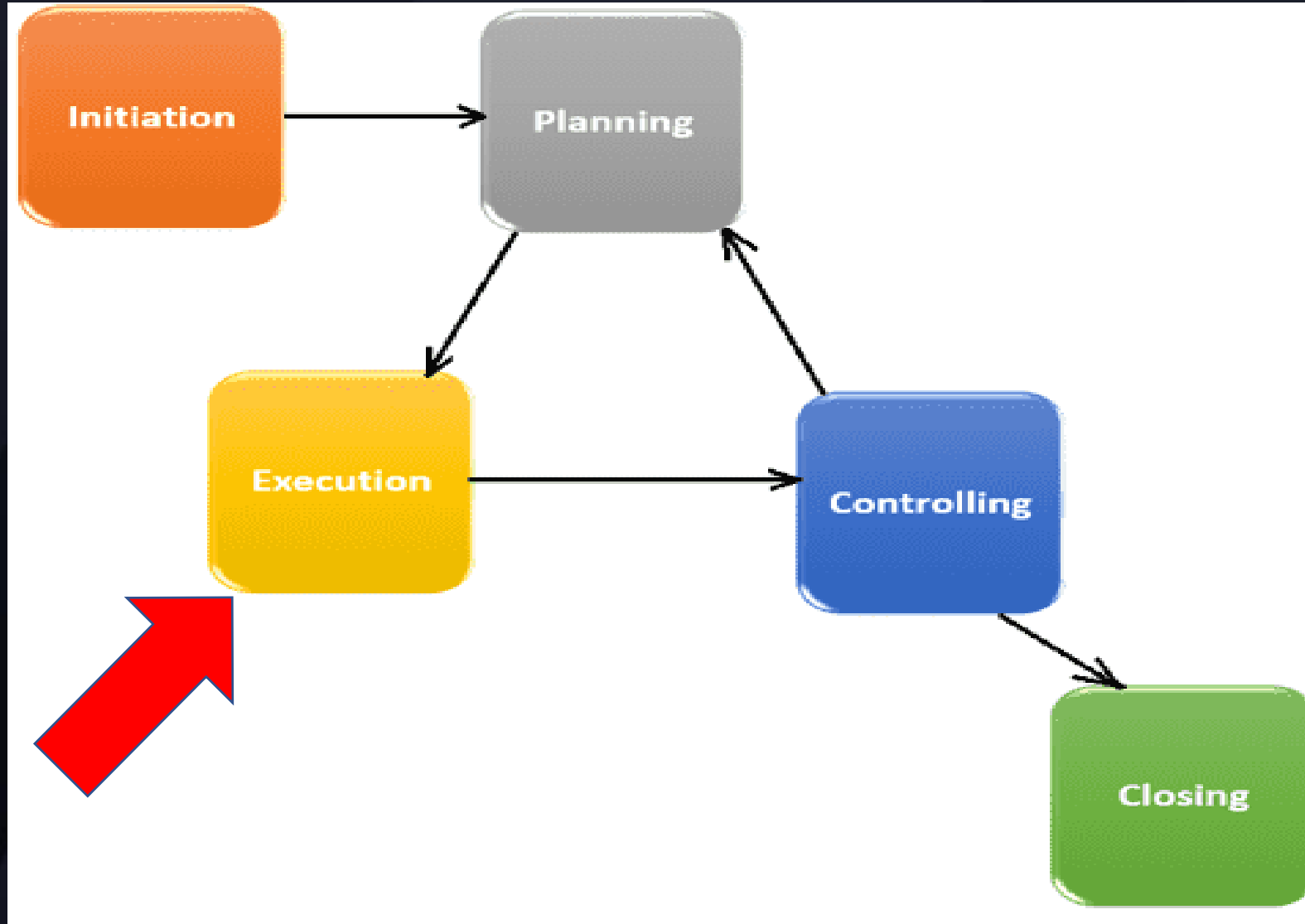
Lecture 8

PMG202
Project Execution

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In this lesson, we'll:

- Learn the steps, methodology, and processes that lead to successful Project Execution.
- Find **Project Execution Steps** and **Processes**, the causes and solutions to **Execution Gaps** , and helpful tools to support your Project's next success, such as a **Project Execution Checklist**, solutions to prevent **Execution Gaps**.

The Project Execution definition

The Project Execution definition

- The term ***Project Execution***, also known as ***Project Implementation***, refers to the actions a Team takes during ***the third phase of the project lifecycle***, as outlined by Project Management Institute (PMI).
- During **the Project Execution Phase**, a Project moves **from planning to completion**.

The Project Execution definition

- The term ***Project Execution Process (PEP)*** refers to the set of **tasks** needed **to produce Deliverables**.
- Team members decide and **assign Execution tasks** during the **Project Planning phase**.
- Execution process involves coordinating people and resources, as well as integrating and **performing the activities of the project** in accordance with the **Project Plan**.

The Project Execution Steps

The Project Execution Steps

- The steps in Project Execution include a series of tasks to deliver a Project on **Time**, within **Scope**, and under **Budget**.
- We can break down the major actions required during Project Execution into **4 categories**:
 1. produce deliverables,
 2. manage the team and stakeholders,
 3. monitor and control,
 4. change management

The Project Execution Steps

1. Produce deliverables:

In order to build deliverables for clients and stakeholders, you'll need to complete the following actions:

- Review customer requirements.
- Allocate and monitor the time required to complete each task.
- Control the quality in line with the user or client needs.

The Project Execution Steps

2. Manage the team and stakeholders:

It takes time to build trust and develop leadership skills within a team. Similarly, stakeholders need continuous engagement, and managing people in the project involves the following:

- **Cultivate** the team. Dedicate time and necessary resources to build a cohesive team.
- **Communicate regularly** with both the team and stakeholders on project needs and reporting status.
- **Procurement** of resources and supplies (as needed).

3. Monitor and Control:

Monitor and control is considered its own phase within a five-phase project lifecycle diagram, occurring directly after the execution stage (phase three).

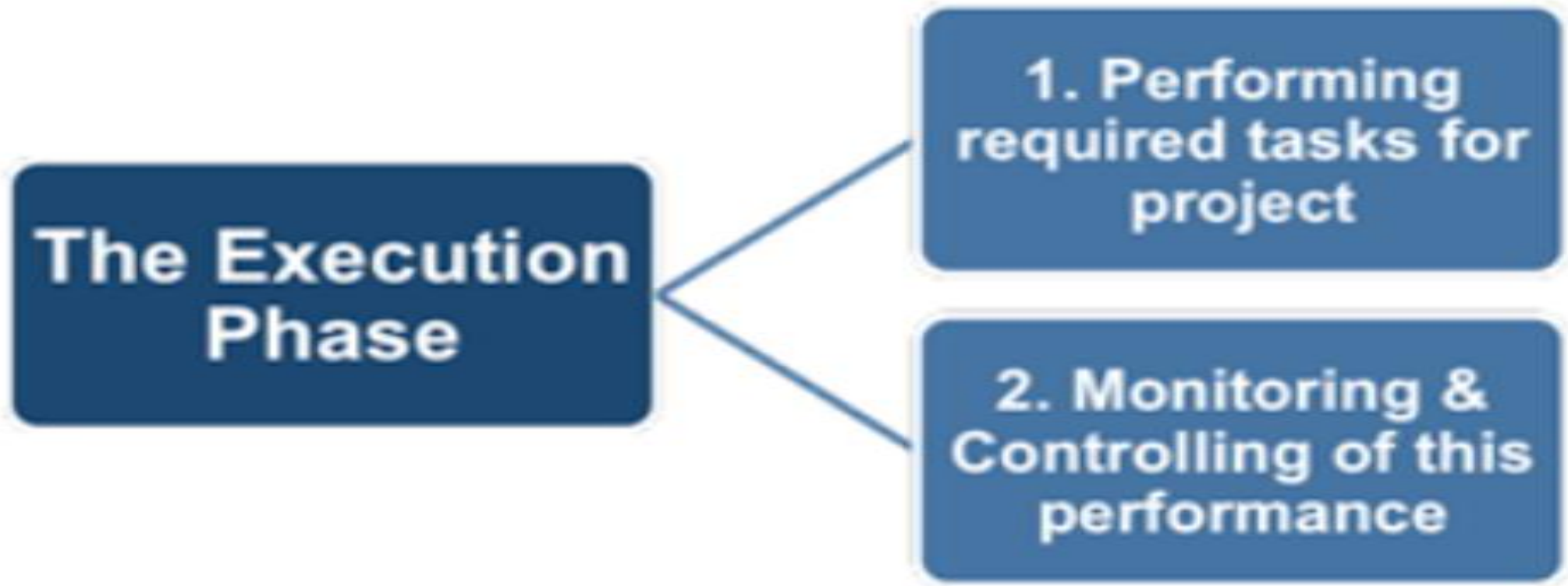
However, it is often **combined with the execution phase** because they **technically occur simultaneously** to keep the project on track.

- When you see a four-phased project lifecycle diagram, **the team has combined execution (phase three) and monitoring and controlling (phase four) into one phase**, typically referring to it as the **“implementation” or “delivery” phase** before the final closing phase.

Regardless of which lifecycle diagram you use, monitoring and controlling requires several steps to ensure the team is meeting customer requirements and operations deliver a quality product. Steps include the following:

- Manage your time.
- Manage the budget.
- Verify project scope.

The Project Execution Steps



4. Change Management:

Project managers use tools and processes to help manage change, typically by doing the following:

1. Issue change requests.
2. Create a CID (change, issues, decisions) log to track change requests.
3. Document results and update organizational policies/processes as needed.
4. Record [lessons learned](#).

1. Produce Deliverables

In order to **build deliverables** for clients and stakeholders, you'll need to complete the following actions:

1. Review customer requirements.
2. Allocate and monitor the time required to complete each task.
3. Control the quality in line with the user or client needs.

3- Monitor and Control

Monitor and Control is considered its own phase within a five-phase Project Life Cycle Diagram, occurring directly after the execution stage (phase three).

However, **it is often combined with the execution phase** because they technically occur simultaneously to keep the Project on track.

Regardless of which lifecycle diagram you use, Monitoring and Controlling requires several steps to ensure the Team is meeting customer Requirements and operations deliver a quality product.

Steps include the following:

1. **Manage your Time.**
2. **Manage the Budget.**
3. **Verify Project Scope.**

2- Manage the Team and Stakeholders

It takes time to **build trust** and **develop leadership skills** within a **Team**.

Similarly, **Stakeholders** need continuous engagement, and managing people in the Project involves the following:

1. Cultivate the team. Dedicate time and necessary resources to build a cohesive team.
2. Communicate regularly with both the team and stakeholders on project needs and reporting status.
3. Procurement of resources and supplies (as needed).

4- Change Management

Project Managers use **tools** and **processes** to help **manage change**, typically by doing the following:

1. Issue change requests.
2. Create a CID (change, issues, decisions) log to track change requests.
3. Document results and update organizational policies/processes as needed.
4. Record lessons learned.

The Project Execution Checklist

The Project Execution Checklist

- **A Project Execution Checklist** helps organize all of the moving parts of the Execution Process.
- Furthermore, a **Checklist** can help you keep track of what's done and not done throughout the Project Execution.
- A **Project Execution Checklist** will include categories identified by the **Project Manager or Team**.

The Project Execution Checklist

PROJECT EXECUTION CHECKLIST TEMPLATE

X	ITEM	DATE DUE	STATUS
X	Project Execution Plan	00/00/0000	Complete
	Project Execution Strategy Plan	00/00/0000	In Progress
	Scope Creep Management Plan	00/00/0000	Not Started
	Risk Assessment / Analysis	00/00/0000	Overdue
	Risk Reporting Structure	00/00/0000	On Hold
X	Risk Management Plan	00/00/0000	Complete
	SMART Goals Developed	00/00/0000	Needs Review
	Benchmarks for Deliverables	00/00/0000	
	Preliminary Project Resources Acquired	00/00/0000	
	Procurement Structure	00/00/0000	
	Risk Contingency (20%) Budgeted	00/00/0000	
	Lessons Learned	00/00/0000	
	Retrospective Time Scheduled	00/00/0000	
	Stakeholder Communication Plan	00/00/0000	
	Team Communication Plan & Schedule	00/00/0000	

Project Execution Gaps and Causes

Project Execution Gaps occur when the real-time execution of a Project **fails to meet** the **Strategy** or **Goals** developed during planning.

Williams' research identifies six primary gaps that prevent successful project execution:

- Absence of common understanding
- Disengaged executive sponsors
- Misalignment with strategic goals
- Poor [change management](#)
- Ineffective [corporate governance](#)
- Poor leadership

How to Close a Project Execution Gap

There are two pieces to closing the gap:

- Aligning the strategic plan goals and objectives with an implementation plan
- Executing in the program and project delivery of outcomes that meet those objectives

Project Execution Gaps and Causes



- During the Project, create a **Gap Analysis** to identify each **gap's cause** and create a framework for developing a solution.
- Changing **organizational culture**, managing up, and educating the Project reduces execution gaps beyond the immediate Project.
- It is also beneficial to reflect on the Project Execution Gaps during Project Closing. This analysis and insight you gain at the conclusion of the Project will reduce Execution Gaps before they occur for any future Projects the Team takes on.

Project Execution Challenges

There are many challenges to successful project execution.

Problems may appear at any time during the project and need to be addressed right away.

1) Communication:

- **Miscommunication** can happen during any part of a project due to complex requirements.
- Teams risk deteriorating communication if they are unaware of workflow reporting, role assignment, or generally lack a shared understanding.

2) Personnel:

- High-performing teams rely on personnel development, matching skills with the best role, and hiring the right people when possible.
- **Inefficient teams** can form without care to develop cohesion among the team from day one or developing individuals to grow into roles.

3) Sponsor Engagement:

- A strong sponsor relationship is essential to project success.
- Challenges with sponsors occur when the sponsor is not invested in the project or has underdeveloped skills for the role.

Project Execution Best Practices

Project Execution best practices aim to create a Team with the model qualities of a high-performing Team.

Flexibility

Understand that change will occur.

It's essential for the entire team to understand things won't go as planned, so be prepared to pivot at any time.

Support the Team

Take actions to optimize the team to its highest capability. Manage the execution team by challenging them, holding them accountable, and encouraging them.

Backward Design

Start with the end in mind to develop the steps to reach the Goal.

Share Information

Transparency allows the team to understand the rationale behind decisions, and visibility supports Team alignment.

Alignment

Make sure the Team's arrows are all pointing in the same direction from the start and throughout the Project Lifecycle.

Two-Way Communication

Build channels and trust for all members of the Team to openly report problems and independently create solutions.

Team Recruitment

Look for high performers (or those who can grow into the role) and the right people for the job.

Manage Expectation

Expect challenges to happen and approach the work with a problem-solving mindset.

Relationship Building

Create a daily habit to foster individual and team relationships. High-performing Teams take **time, effort, and intention** to grow.



SUMMARY

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I- What is Project Execution

II- The Project Execution Steps

III- The Project Execution Checklist

V- Project Execution Gaps and Causes

VI- Project Execution Best Practices



Questions

Project Execution during the.....

- The third phase of the project lifecycle
- The second phase of the project lifecycle
- The first phase of the project lifecycle
- The last phase of the project lifecycle

----- refers to the set of tasks needed to produce Deliverables.

- Project Execution Process (PEP)
- Project Management Process (PMP)
- Project Planning Process (PPP)
- Project Controlling Process (PCP)

Questions

To produce deliverables, you should----

All answers are correct

Review customer requirements.

Allocate and monitor the time required to complete each task.

Control the quality in line with the user or client's needs

Monitor and Control include-----

All answers are correct

Manage your time.

Manage the budget.

Verify project scope

Questions

-----helps organize all of the moving parts of the Execution Process.

A Project Execution Checklist

A Project Execution table

A Project Execution graph

A Project Execution line

Which of the following is one of the challenges facing the project Execution process?

All answers are correct.

Miscommunication

Inefficient teams

underdeveloped Sponsors

Questions

During the Project Execution Phase, a Project moves from -----
planning to completion.
initiation to completion.
planning to budget.
planning to risk management.

The execution process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with -----
The Project Plan.
The Project Checklist.
The Project Workfile.
Project book.

Questions

Which of the following represents the project implementation steps:

All answers are correct
produce deliverables
manage the team and stakeholders
monitor and control

Manage the team and stakeholders include:

All answers are correct
Cultivate the team
Communicate regularly with both the team and stakeholders
Procurement of resources

Questions

The team has combined execution (phase three) and monitoring and controlling (phase four) into one phase, typically referring to it as-----

The “implementation” or delivery

The “implementation” phase only

The “delivery” phase only

All answers are incorrect

(PEP) refers to-----

Project Execution Process

Performance Evaluation Process

Project Energy Process

All answers are incorrect

يتم تنفيذ المشروع خلال المرحلة الثالثة من دورة حياة المشروع.	Project Execution is during the third phase of the project lifecycle. T
الجمع بين التنفيذ والمراقبة والتحكم في مرحلة واحدة، وعادة ما يشار إليها على أنها "التنفيذ" أو التسليم.	Combining execution and monitoring and controlling into one phase, typically referring to it as the "implementation" or delivery. T
يقرر أعضاء الفريق ويعينون مهام التنفيذ خلال مرحلة تخطيط المشروع	Team members decide and assign Execution tasks during the Project Planning phase. T
لا تشمل مرحلة التنفيذ مراقبة الأداء والتحكم فيه	The Execution phase does not include monitoring and controlling of performance. F
ستتضمن قائمة مراجعة تنفيذ المشروع الفئات التي حددها مدير المشروع فقط وليس الفريق	A Project Execution Checklist will include categories identified by the Project Manager only not by the Team. F
تحدث ثغرات تنفيذ المشروع عندما يفشل تنفيذ المشروع في الوقت الفعلي في تلبية الإستراتيجية أو الأهداف التي تم تطويرها أثناء التخطيط	Project Execution Gaps occur when the real-time execution of a Project fails to meet the Strategy or Goals developed during planning. T
تشير عملية إدارة المشروع (PMP) إلى مجموعة المهام اللازمة لإنتاج التسليمات F	Project Management Process (PMP) refers to the set of tasks needed to produce Deliverables F
خلال مرحلة تنفيذ المشروع ، ينتقل المشروع من التخطيط إلى اكتمال وانتهاء المشروع	During the Project Execution Phase, a Project moves from planning to completion. T
تتضمن خطوات تنفيذ المشروع سلسلة من المهام لتسليم المشروع في الوقت المحدد ، وضمن النطاق ، وتحت الميزانية.	The steps in Project Execution include a series of tasks to deliver a Project on Time, within Scope, and under Budget. T
يمكن أن يحدث سوء التواصل في مرحلة التنفيذ فقط .	Miscommunication can happen at execution phase only. F
علاقة الراعي القوية ليست ضرورية لنجاح المشروع .	A strong sponsor relationship is not essential to project success. F
المرونة مهمة في مرحلة التنفيذ.	Flexibility is important in the Execution phase. T



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