

**PART II :**

**Execution and Control Phases**

**Project  
Execution**

**Lecture 8**



## In the previous lessons...

- The Project Management Body of Knowledge (PMBOK) divides projects into five phases. Although the term 'phase' implies that they are carried out in chronological order, in practice they can be performed out of order. For example, when project changes occur the project manager would proceed back to the planning phase. For this reason they are officially called **Process Groups**.

## In the previous lessons...

- Project Initiation and Planning are the two phases of **the Project Life Cycle** and in these stages, we decide if the Project is needed and how beneficial it will be for the Stakeholders.
- The two metrics that are used to judge a proposed Project and determine the expectations from it are the Business Case and Feasibility Study.
- **Project Initiation** and **Planning**, without a doubt, require a clear understanding of the needs of your organization and the immediate steps to be undertaken to get a project off the ground.

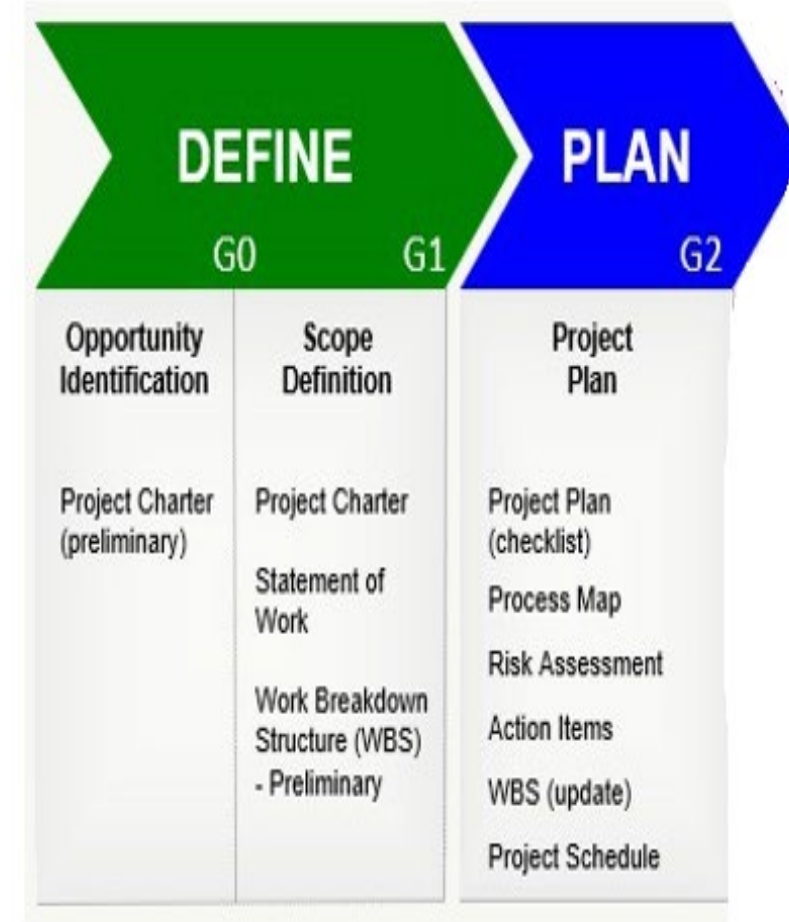
## In the previous lessons...

Why is it important?

- Take major decisions that establish the direction and resource requirements, like the Project Charter and selecting the Project Stakeholders , are made during these 2 phases.
- The Stakeholders arrive at a clear objective to ensure everyone stays on the same page in terms of how the Project should proceed.

## In the previous lessons...

- There will be multiple checks during and after Project Execution to prevent miscommunication and to ensure the Project stays on track throughout its course. However, precious time and resources might get wasted which is undesirable.
- Effective Project Management requires you to maximize benefits and minimize costs while delivering '**value**' to the customer.
- Having a clear Project Objective helps you achieve all this.



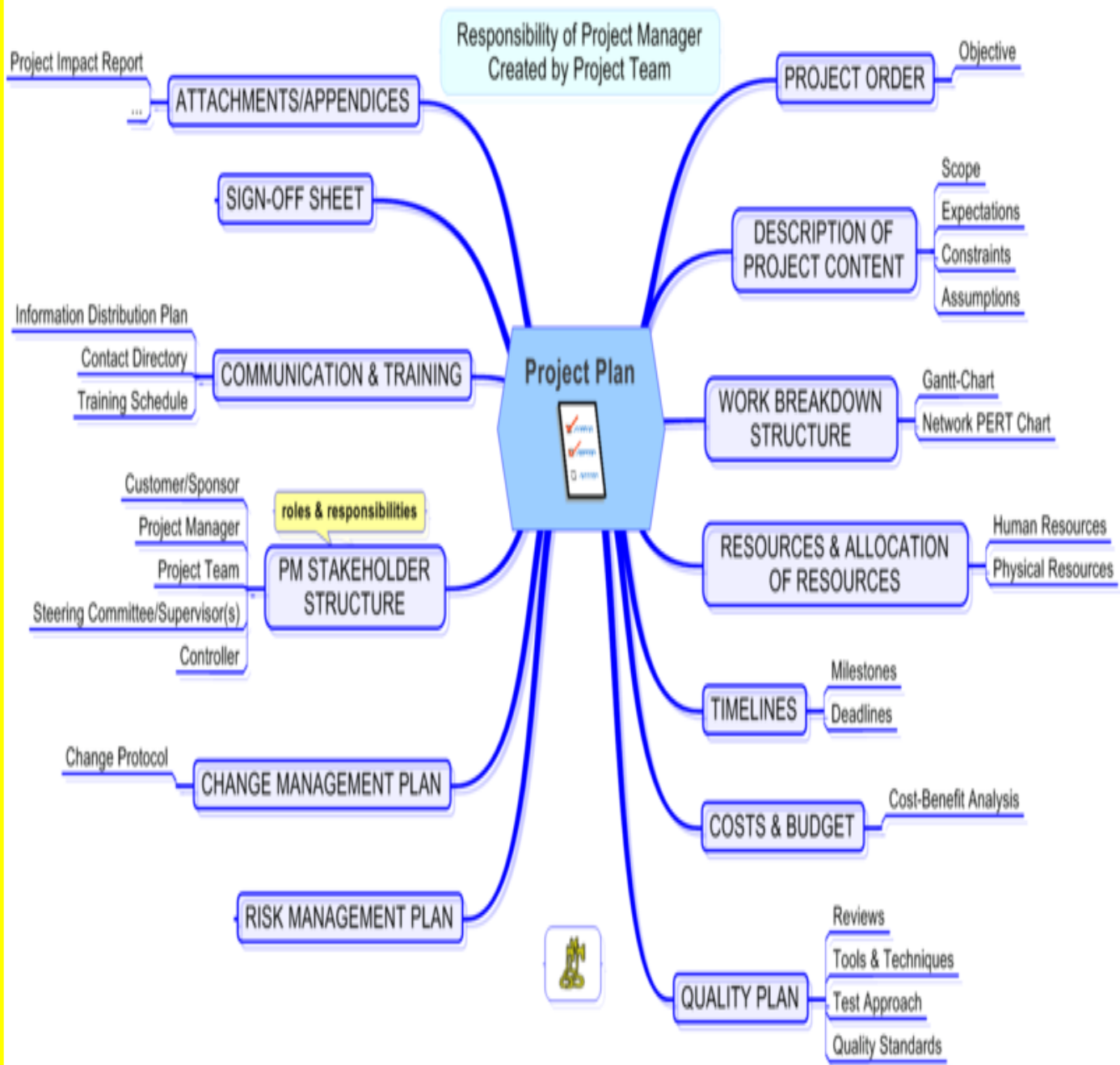
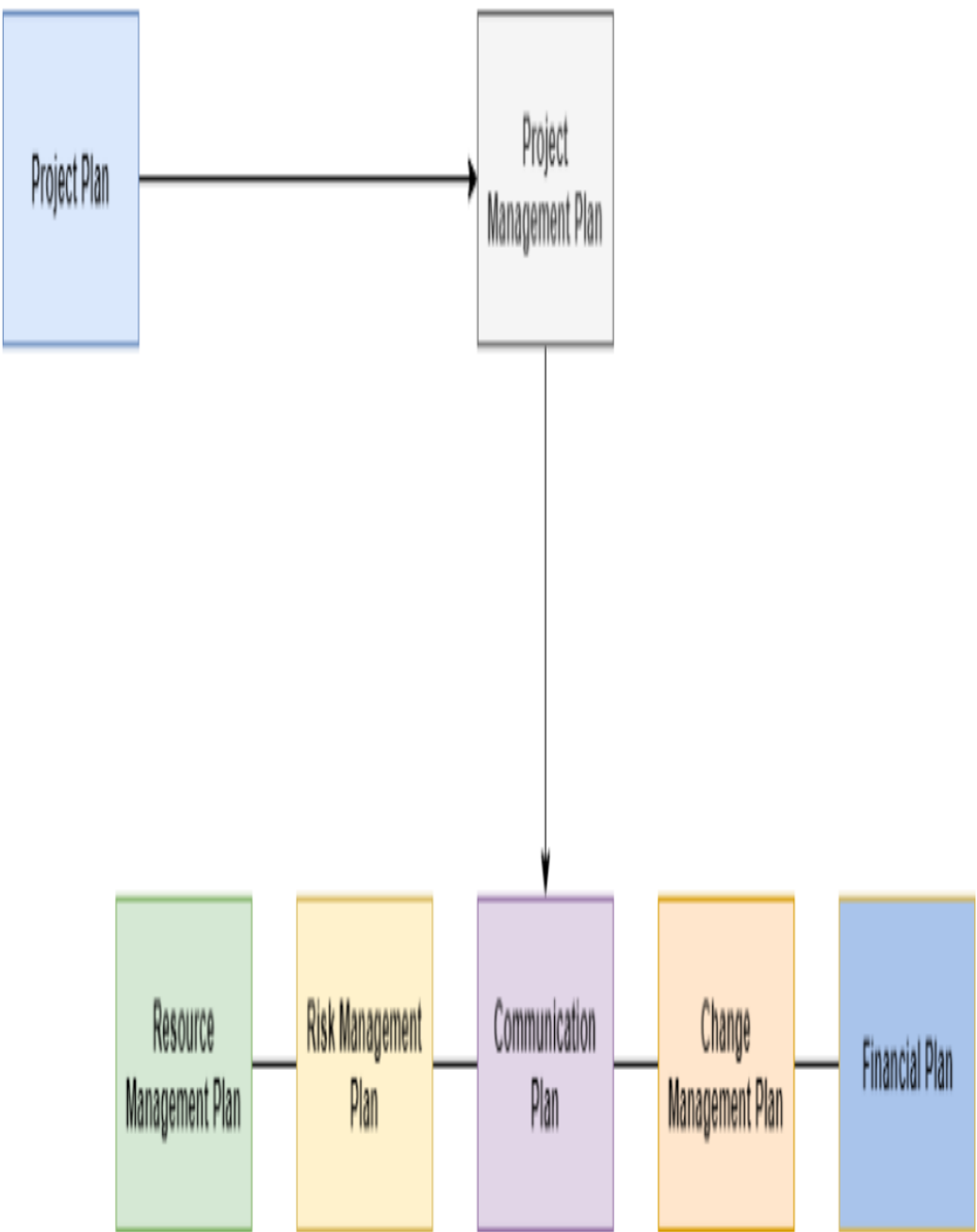
## In the previous lessons...

### The Project Plan

- The **Project Plan** is a key part of the second phase, i.e. Planning.
- It comes after you've developed a **Project Charter** and have a clear understanding of its Scope and Goals.
- The **Project Plan** outlines everything that's needed to create a successful Project. It tells you what to create (and what not to), what kind of resources to hire, and what schedule to follow. From specific deliverables to broad objectives, this Plan gives you a complete overview of the Project.
- The **Project Plan** is a broad document created initially to summarize the **Project's Schedule, Scope, and Resources**. Think of it as a "vision" document.

## In the previous lessons...

- This document will guide you on how to create all the other plans (**Risk Management, Change Management, Resources**, etc.) that combined make up the project management plan.
- the **PMBOK** itself doesn't make any distinction between Project and Project Management Plans. Each organization will have its own norms and standards for creating these plans and what's included in them.
- But as far as best practices go, the Project Plan should be the first document you create in the Planning phase. All the other key documents – **Work Breakdown Structure (WBS), Project Scope Statement, Gantt Chart**, etc. – will spring from the Project Plan.



## Outcomes of the lesson

- 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**.

# Syllabus

**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**

# I- What Is Project Execution?

## I-1- 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).
- It is the active stage of the Project, in which you produce deliverables for clients and stakeholders.
- During **the Project Execution Phase**, a Project moves from planning to completion.

## I- What Is Project Execution?

- **The Project Execution stage** is the longest, **most involved**, and **most crucial phase** of the Project Lifecycle (it can add up to 70 percent of the Project).
- It's also common to spend the **majority of the Project's Budget** during this phase.
- **Project Execution** is central to delivering value to Stakeholders and meeting Business Goals.
- Successful execution involves catching missteps before they happen and monitoring the Project throughout.
- A well-executed Project will meet **Budget** and **Schedule Goals**, and deliver the **expected Quality**.
- This phase meets the immediate **needs of Stakeholders** and provides **long-term value** to an organization's reputation.

# I- What Is Project Execution?

## I-2- The actions performed during the Execution Phase

During Project Execution, the Project Team delivers the agreed-upon products and services.

- **Processes, frameworks, and methods** support deliverable completion, as Project Execution calls for ongoing people management, flexibility, and communication.
- A solid **Project Plan** provides the team with transparency on **tasks, Project Needs, and Strategy**.
- It will also provide an understanding of the **Risk(s)** involved and how the Team should manage challenges as they arise.
- The Planning Stage is essential to keep the Execution on track by providing a reference throughout the Execution Phase.

## I- What Is Project Execution?

This phase concerns:

- 1- Executing the **Project Scope**.
- 2- Performing the activities needed to meet the ***Project Objectives***
- 3- Obtaining and manage quotations, bids and proposals as needed
- 4- Managing the ***Project Team*** and manage ***other Resources***
- 5- Collecting and analyze ***performance data***.
- 6- Generating Project data for status reports and forecasts.
- 7- ***Managing Risk***
- 8- Conducting change control and implementing approved ***changes***.
- 9- Establishing and managing ***Project Communication Channels***
- 10- Collecting and documenting ***lessons learned***.

# I- What Is Project Execution?

## I-3- What's produced during the Execution Phase?

- The **Execution Phase** is where all the action happens and the plans start materializing.
- There will be *changes* to the *Scope* and the *documentation* will change as a result.

# What's produced during the execution phase?

## Project Deliverables

They are the **tangible outputs of the Project**.

They need to be **reviewed, tested,** and meet the **acceptance criteria** given by the clients.

## Change requests

When **client expectations** change or there's a disconnect between the Team's understanding of the client's requirements, **Scope changes** happen. These are documented in **the Change Requests**, which are then reviewed and approved.

## Performance data

**The Execution Stage** produces a lot of data points that you can use to optimize your team's performance.

You can find where your team is spending most of their time with the help of the **Project Dashboard** and how you can cut down on time and costs.

## Issue Log

Whenever there are **bugs, issues,** or **defects**, you document them in **the Issue Log**. This will help you get back to the issues and fix them.

## Documentation updates

Any changes to the documents created during the planning phase like the project scope and Project Schedule will be documented.

# I- What is Project Execution?

- The change normally needs to be documented to show what was actually done; this is referred to as **Change Management**.
- No matter how carefully planned a project has been, changes will need to be made as it progresses. These will result from both external influences as well as problems that arise within the project environment.
- The 4 main sources of change are:

## Organizational Change

High level business decisions may change the basic terms of reference of the Project –

for example there may be a change to the overall scope of the Project.

## Environmental Change

Resulting from changes in legislation or changes in Government policy or changes in Business Strategy.

## End-User Change

Resulting from changes in customer requirements. It is also possible that feedback gained during the review or testing of a product may show that it is unsuitable in some unexpected way.

## Technical Change

New technology may offer a better solution to that originally planned. Alternatively, technical problems may prevent a product from working in the way that it was supposed to.

## II- What Is the Project Execution Process?

- The whole point of a Project is to produce Deliverables of some sort and the Execution phase is where this happens.
- Essentially, work is done according to the Project Plan and that work is monitored and the results fed back to the people responsible for the Plan so that it can be updated to reflect the progress made.
- 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.



## II- What Is the Project Execution Process?

- 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 main output of Project Execution is the Project Deliverables and producing these will be the responsibility of the Project Team who will be working to the Project Plan.
- **The Execution Process** uses structures (**techniques, methodology, and frameworks**) to organize the manner of delivery.
- The Project Manager will decide which structure best supports the Project at hand.
- The 5 commonly used **Process Models** are the following:



## Work Breakdown Structure (WBS)

This is a visual tool that separates one or more items of a Project's data, services, or product, depending on **Project Scope**.

## Gantt Chart

Use a **Gantt Chart** as a timeline to view Project tasks, dependencies, Resources, and work to be done, as well as communicate the progress of a Project.

## Critical Path Method (CPM)

This is an approach to divide a large project into work tasks, displayed in a flowchart that automatically calculates the estimated time of each task.

## Waterfall

This a traditional Project management methodology is divided into **7 consecutive stages**:  
**conception, initiation, requirements, design, implementation, testing, maintenance.**



## Agile

This is an incremental and iterative approach, originally created for software development, that focuses on self-organizing teams and protocols from the Agile Manifesto .

Agile is an overall mindset that uses some of the below frameworks to accomplish a flexible manner of productivity:

### Kanban

This approach applies **cues** (like a Kanban board) to grant visibility into all **work**.

### Scrum

A framework that uses **sprints** to accomplish project goals in shorter, iterative processes using a Scrum team structure (product owner, Scrum master, and development team).

### Lean

An approach that **maximizes value** and **minimizes waste**.

### Extreme Programming (XP)

XP uses **the principles of feedback**, assuming simplicity, and embracing change to adjust quality and responsiveness to rapidly changing user needs.

## The 5 commonly used Process Models

PROJECT EXECUTION PROCESS



## III- The Project Execution Steps

- During the **Project Execution Phase**, the activities you do to complete tasks will be similar across any Project.
- However, the order of the steps will depend on the Project Needs, and therefore, the sequence of activities may change to keep the Project on course.
- There are **3 core processes** involved during Project Execution centered around **People**, **Strategy**, and **Operations**.
- The steps in Project Execution include a series of tasks to deliver a Project on **Time**, within **Scope**, and under **Budget**.

## III- The Project Execution Steps

- The Execution Phase steps organize the **Project's Resources** and coordinate the team's efforts to meet the **Project Goals** as planned.
- Project Execution steps are not necessarily a linear progression between execution kickoff and closing, especially when you consider the external forces that may disrupt the Project during **Implementation**.
- We can break down the major actions required during Project Execution into **4 categories**: *produce deliverables, manage the team and stakeholders, monitor and control*, and *change management*:

## 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.

## III- The Project Execution Steps

- The steps during Project Execution will change depending on the specific requirements of the Project. Those particular steps are typically laid out in the **Project Execution Plan** . However, there are general activities that should apply to all Projects.
- Project Execution Phase Activities include:

|                                                                                                    |                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.Begin work<br>2.Manage workflow for all project tasks<br>3.Issue management<br>4.Risk management | 5- Manage change orders<br>6- Manage project communications with all stakeholders<br>7- Verify when milestones are reached<br>8- Conduct gateway reviews as required |
| 9- Report on project status regularly to stakeholders                                              |                                                                                                                                                                      |

## III- The Project Execution Steps

- In the **execution environment**, focus on consistent **Communication** and building **Leadership** across the Team. Help the Team hold **realistic expectations of change** to prepare them to be flexible when changes do occur, which will reduce frustration.
- It is challenging to visualize Project Execution in real time due to the complexity of linear and non-linear steps, processes, and sub-activities that take place while producing the Deliverable or Product.
- The **dynamic diagram** below places Execution within the Project Lifecycle (with **Monitoring and Controlling** interacting simultaneously with the **Execution**) and fully displays the Execution Phase in action and the factors that influence the course of the Project along the way.

## III- The Project Execution Steps

### Project Execution Phase Process



#### Project Execution Steps and Activities

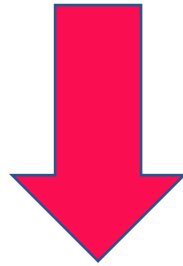
Procure/Secure Resources  
Stakeholder Reports  
Create Deliverables  
Status Review Meetings  
Change Management

Change Requests  
Risk Management  
Record Lessons Learned  
Ongoing Communication  
Manage Expectations

Relationship Development  
Identify & Document Issues  
Quality Assurance  
Document Performance  
Scope Management

Strategic Alignment  
Run Meetings  
Maintain Project Course  
Team Leadership  
Team Development

## III- The Project Execution Steps



- A Project Manager must **decide** and **delegate** the steps involved in **managing** *People*, *Processes*, and *Communications* in order to deliver on the promises of the ***Project Management Triangle***: (delivering the Project on **Time**, on **Scope**, and on **Budget**).
- But these Management steps are not the only area of focus: It is also essential to support **Team morale** throughout the Project.

## VI- The Project Execution Checklist

- A **Project Execution Checklist** helps organize all of the moving parts of the Execution Process.
- We can use one to ensure that the Team doesn't overlook any planned tasks (or leave any incomplete).
- 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.



## VI- The Project Execution Checklist

- **The Checklist** also contains a **due date** and the **status** to provide **transparency** across the Team.
- With many components per Project, a Checklist will ensure your **Project's timely completion** without missing an important detail.
- Account for all your **Project Execution** tasks with this Project Execution Checklist template.
- Prior to Project launch, enter the task to complete, due date, and status for streamlined tracking of all Project activities in one centralized location.



# Lecture 8

## VI- 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 |              |



## V- 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.
- **A Gap** is generally caused by a **communication breakdown** or a **mismanagement of the Project activities**.
- There are several potential causes of a Project Execution Gap, ranging from **developing unrealistic goals** to **lacking buy-in from key Stakeholders**.
- One of the most prevalent causes stems from **competing resources**, which includes **people, physical materials**, and **time**.

## V- Project Execution Gaps and Causes

- **The Project Planners** have the best intentions as they develop the project goals, but in reality, **the Projects Executors** are balancing other responsibilities and obligations required by their functional role in the organization.
- A Project Manager can avoid and prevent Execution Gaps by identifying where they appear, ***the root cause*** of the issue, ***the risks*** they pose, and ***the measures*** the team can take to proactively prevent the gaps before they occur.
- Below, we've provided an analysis of the causes and risks of 6 common Execution Gaps to help your Team expedite your Execution Strategy, and avoid gaps using preventative solutions.

| Type of Execution Gap                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Cause                                                                                                                                                                                          | Risk                                                              | Prevention Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Lack of Shared Understanding:</b> In the article, Eva Bittner and Jan Marco Leimeister <i>define shared understanding</i> as “an ability to coordinate behaviours toward common goals or objectives of multiple agents within a group based on mutual knowledge, beliefs and assumptions on the task, the group, the process or the tools and technologies used which may change through the course of the group work process due to various influence factors and impacts group work processes and outcomes.”</p> | <p>Poor communication of planned strategic goals across the team, and little consideration to designing a collaboration strategy to strengthen team bonds and lead a cohesive work dynamic</p> | <p>Loss in organizational productivity and team effectiveness</p> | <ul style="list-style-type: none"> <li>• Add regularly scheduled check-in meetings to team members' calendars before the project launches.</li> <li>• Don't skip the kickoff meeting. Make sure all team members are in agreement on the project goals by using check-in techniques for all team members to articulate the goals and ask questions.</li> <li>• Share the strategy. It may feel redundant to share the strategy after making the project charter, but team members need a broad, one-sheet overview as a quick reference.</li> <li>• Ensure the proper onboarding of the team. Orient them to the project using management techniques such as team contracting.</li> </ul> |

|                                                                                                                              |                                                                                                                                             |                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Internal Miscommunication:</b> Failure to communicate adequately between team members (and stakeholders).</p>          | <p>Unclear communication channels; lack of defined roles, responsibilities, and reporting structure</p>                                     | <ul style="list-style-type: none"> <li>• Slows down the project execution timeline</li> <li>• Deteriorates team cohesion and effectiveness</li> <li>• Potential loss of employee satisfaction, which can lead to long-term employee retention issues</li> </ul> | <ul style="list-style-type: none"> <li>• Don't assume the team or stakeholders will know how to engage proactively. Build in the expectation to regularly communicate and to check all team members' understanding of their own role, as well as others' roles.</li> <li>• Use a project organization chart to help clarify and provide a reference to team members.</li> </ul> |
| <p><b>Low Stakeholder/Client Engagement:</b> Inadequate involvement of the individuals actively assigned to the project.</p> | <p>Assuming stakeholders will naturally engage on their own and are as invested in the project at the same depth as the project manager</p> | <ul style="list-style-type: none"> <li>• Higher probability of a dissatisfied stakeholder with the project</li> <li>• Unrealistic expectations of the project's capabilities and capacity</li> </ul>                                                            | <ul style="list-style-type: none"> <li>• Adopt a stakeholder engagement plan to communicate project processes and timelines. Schedule update reports.</li> <li>• Involve stakeholders in the process early and often. Take on the proactive role in sponsor and client engagement as part of project management responsibilities.</li> </ul>                                    |

|                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Scope Creep:</b> Adding unplanned specifications to the project without regard to the impact on time, budget, or resources.</p>                                                                                                                                                                      | <p>The client or stakeholder adds more to the project after it has launched</p>                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Increased strain on existing resources, such as cost and time.</li> <li>• Missing project goals and potential project failure.</li> <li>• Increased team stress and decreased long-term productivity.</li> </ul> | <ul style="list-style-type: none"> <li>• Plan the project execution process in a way that budgets for scope creep contingency.</li> <li>• Create room for scope creep by underpromising and overdelivering.</li> </ul>                                                                                                          |
| <p><b>Dependencies and Project Handoff:</b> As a project moves through execution, it relies on people outside the core project team for completion. Each transition presents an opportunity for an execution gap, as you'll often be waiting on other departments or onboarding new people midproject.</p> | <ul style="list-style-type: none"> <li>• Lack of planning extra time for transitions</li> <li>• Ignoring the extra time needed when a project moves from one group to the next up</li> <li>• Overlooking any time a task is dependent on another</li> </ul> | <ul style="list-style-type: none"> <li>• Slows down the project, creating confusion</li> <li>• Creates blocks in the flow of the expected project timeline</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>• Buffer the expected schedule any time a project handoff happens or when new team members join the execution process to account for learning time.</li> <li>• Prior to the project start, identify the dependencies and anticipate where bottlenecks will most likely occur.</li> </ul> |

**Monitoring and Controlling:** Tracking key performance indicators (KPIs) and other metrics to maintain the status of the project and taking actions to correct the project if the metrics indicate it is veering off-course.

Assuming the project will go smoothly on its own after the kickoff meeting

Project failure due to missing goals

- Develop a “north star,” measurable goals, and metrics to keep the team on track. Keep it at the top of each meeting agenda.
- Regularly check in with team members to discover what support they need throughout the project.
- Align the goals, signals, and measures with the strategy. Keep the north star at the forefront of the team’s mind.

## V- Project Execution Gaps and Causes

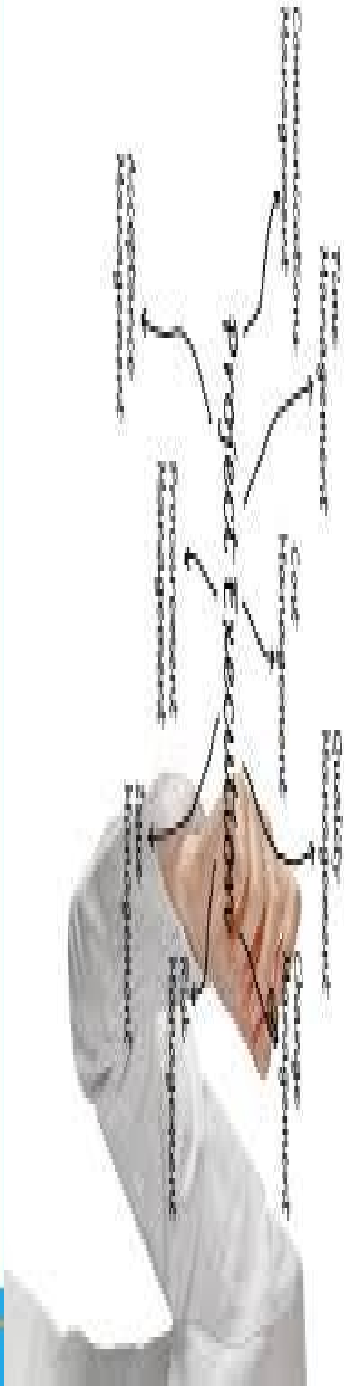


- During the Project, create a **Gap Analysis** to identify each gap's cause and create a framework for developing a solution.
- Changing **organizational culture**, managing up, and educating the Project reduces execution gaps beyond the immediate Project.
- It is also beneficial to reflect on the **Project 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.

## IV- Project Execution Best Practices

### VI-1- Project Execution Challenges

- There are many challenges to successful project execution, such as missing deadlines and budget overrun, that can cause problems, affect business outcomes, and sometimes even lead to project failure. Problems may appear at any time during the project and need to be addressed right away.
- Challenges commonly occur in communication, personnel, strategy, stakeholder engagement, and scope creep. It helps to understand the causes of failure in each of these areas to know what to look for when challenges surface.



## Communication

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

## Strategy

A **Project Team** calls for members across horizontal and vertical company roles. While a few team members will come from strategy-oriented roles, the majority of the team members focus on day-to-day operations.

## 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.

## Scope Creep

A **Project Manager** must guard against demands that alter the course of the Project.

**Scope Creep** is inherent to any project and quickly throws a Project off track.

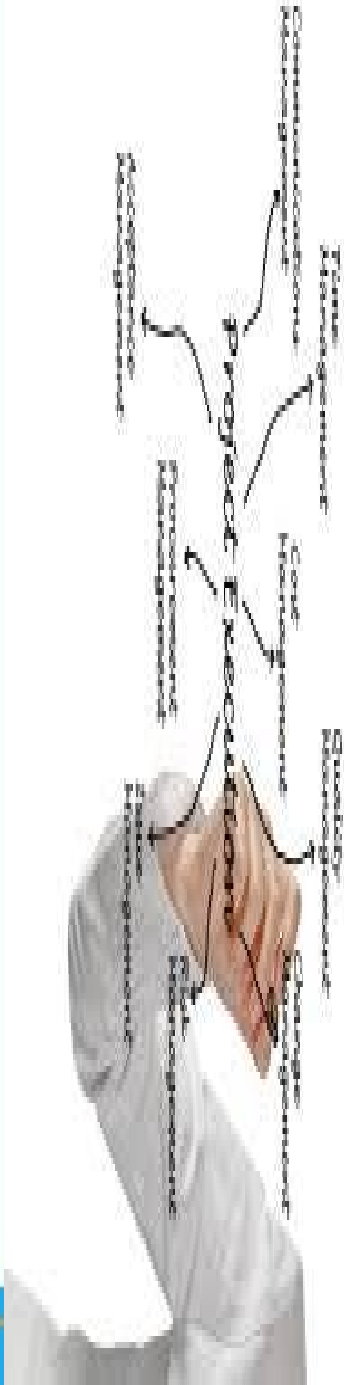
## Sponsor Engagement

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.



## VI- Project Execution Best Practices

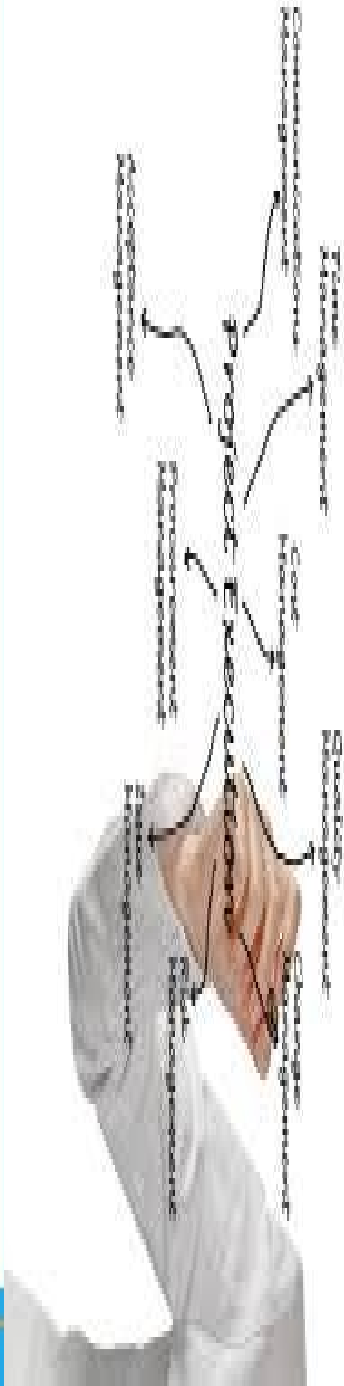
- Challenges in **Project Execution** impact **Time, Budget, and Resources**, and ultimately negate the success of your Project. Understanding these potential challenges is the first step to minimizing Project complications.
- Avoiding challenges is ongoing work and needs consistent, proactive attention, such as the following behaviors:
- Increase the visibility of the Execution Phase with regular check-ins and **transparent communication**.
- Balance your **Leadership Style** between monitoring and micromanaging.
- Develop an **approachable Leadership** presence encouraging open Communication.



## VI- Project Execution Best Practices

### V-2-Strategies for successful Project Execution

- **A Strategy** is long-range, directional, and action-oriented, and it uses multiple angles to accomplish the goal.
- **The Strategy** steers the Project's Direction, and should align with the Business's Goals.
- **A Project Execution Strategy** is a tactical approach used in Project Management. The Project Manager and Team Leaders create the Strategy during the Planning Stage.
- **A Project Execution Strategy** is different from a **Project Execution Plan** which is task-oriented, detailing the specifics on how to allocate resources, time, and expectations.



## VI- Project Execution Best Practices



- **Project Execution Strategy** must align with the overall company strategy, mapping the actions of the Project to **the company Goals and Values**.
- In Project Execution, the Project Manager will often employ Strategies that revolve around supporting the Team.
- For example, a company's strategic goal of *operational excellence* (the goals of lowering operational risk and operating costs, and empowering employees) provides an opportunity for the project execution strategy to focus on empowering employees in the areas of communication, engagement, and alignment. To do so, the Project Manager can ask the Team a series of questions to help visualize strategic implementation in action:

What does this strategic goal area look like in action during execution?

Who is responsible for keeping track of this goal item?

What actions are necessary to support this goal?

How will we know when it is successful?

## VI- Project Execution Best Practices

*Here are some strategies for a project execution plan that will help you bridge that gap:*

### Project Execution Steps

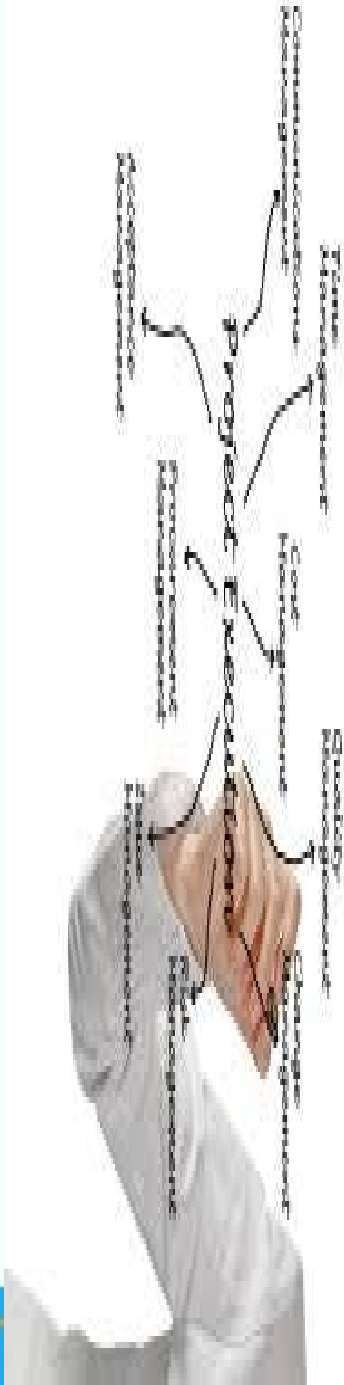
1. Delegate tasks to get work done effectively
2. Empower your team to make decisions
3. Be open to new ideas
4. Manage the communication
5. Measure progress regularly
6. Control the scope
7. Ensure the quality of the output



## VI- Project Execution Best Practices

### VI-3- Project Execution Best Practices

- Project Execution best practices aim to create a Team with the model qualities of a **high-performing Team**. The leading current Project Execution best practice focuses on ***soft skills***, and encourages **productivity** and supports the execution success throughout the Project.
- The following best practices focus primarily on soft skills and **leadership development** because they improve the health and execution speed of the Team, which inadvertently leads to meeting and exceeding **Project Goals**.



## VI- Project Execution Best Practices

### 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.

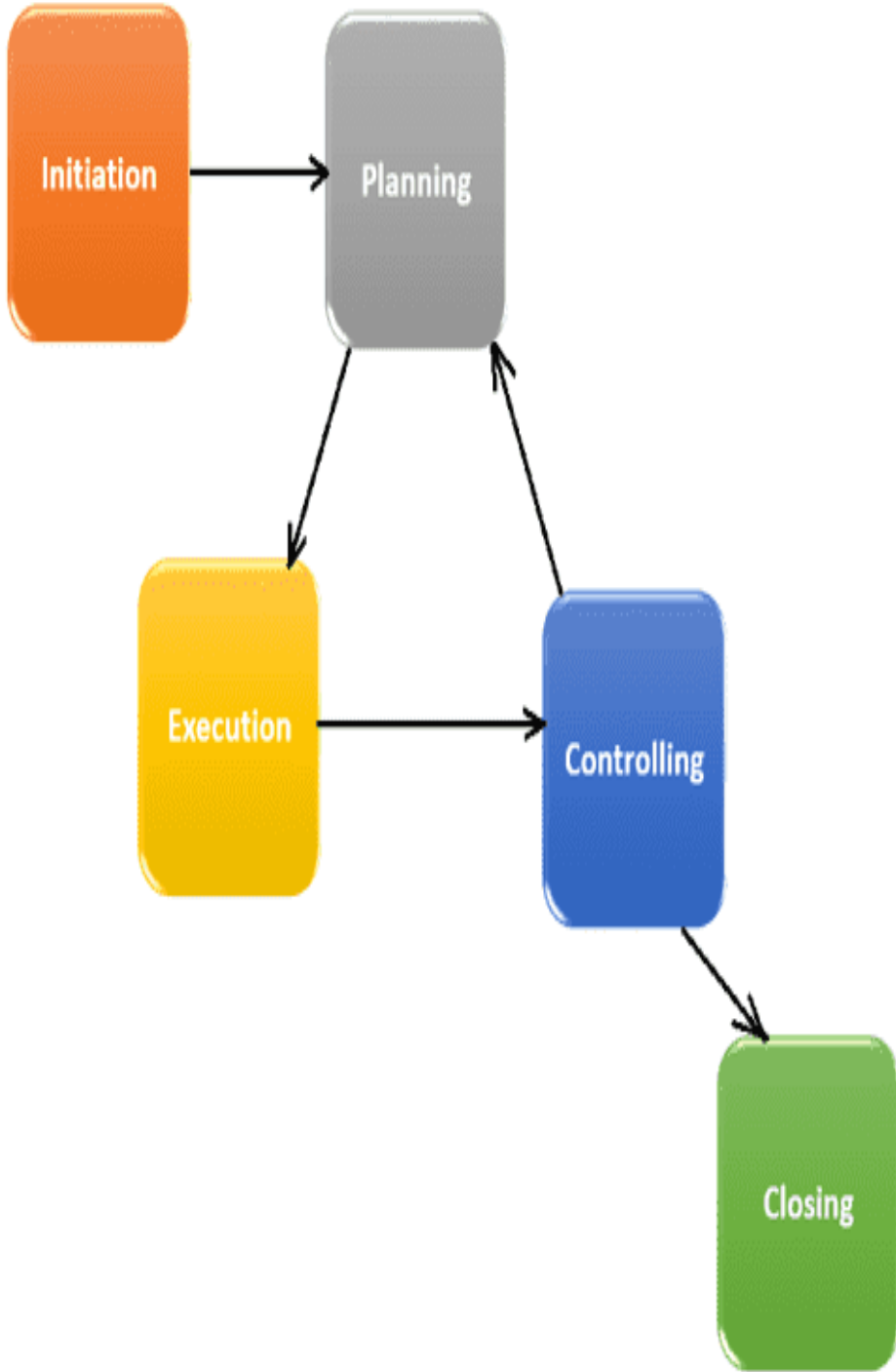
### Relationship Building

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

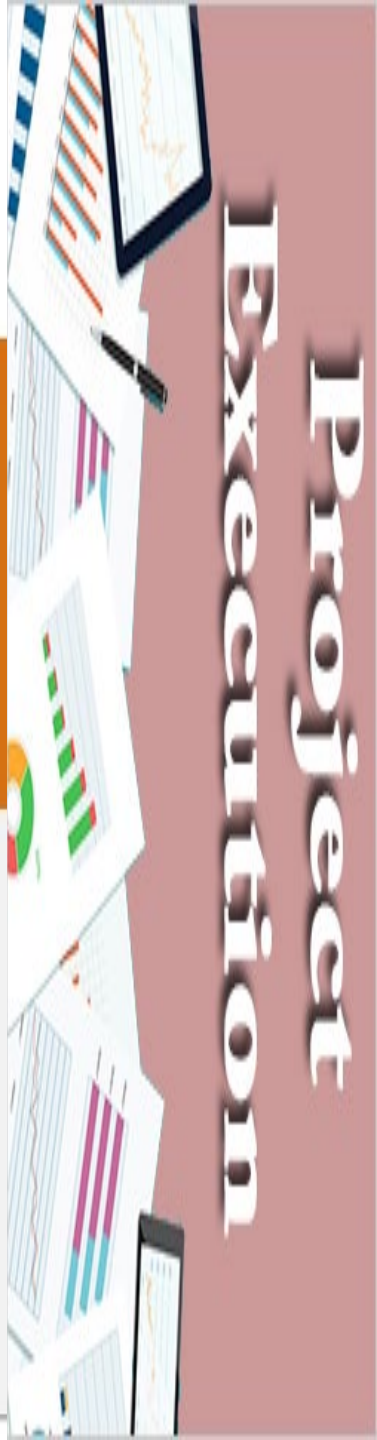
*Best practice areas for  
Project Execution*



# Executive Summary



|                                                                                                                   |                                                                                                                                           |                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Initiation & Conception                                                                                                                                                                              | Planning                                                                                                                                                                                                                     | Launch & Execution                                                                                                            |
| <ul style="list-style-type: none"><li>• Project need/problem</li><li>• Recommended solutions</li><li>• Feasibility study</li><li>• Project initiated</li><li>• Project manager appointment</li></ul> | <ul style="list-style-type: none"><li>• Resource requirements</li><li>• Task identification</li><li>• Project plan</li><li>• Timeframes</li><li>• Budget planning</li><li>• Risk management</li><li>• Quality plan</li></ul> | <ul style="list-style-type: none"><li>• Resource allocation</li><li>• Focus on deliverables</li><li>• Team meetings</li></ul> |



# Project Execution



# The Execution Phase

1. Performing required tasks for project

2. Monitoring & Controlling of this performance

## Project Execution produces:



h o n k

y o u