Effective & Efficient Project Management

A simple approach to structuring, running and making projects successful

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1. Introduction

My experience in project management spans several decades and includes multi-million pound pharmaceutical facility construction projects, running drug scale-up programmes and a myriad of other things, such as IT system implementation, organisational re-design and negotiating terms and conditions changes with unions. But I have also arranged my own wedding, booked one or two holidays and cooked Christmas dinner for the extended family. These are projects too. My current focus is teaching and coaching people how to run improvement projects. This has given me a great insight into how to structure a project, manage it and deliver it successfully. The key is to keep things simple. Too many project managers get lost in the detail and lose sight of their objective. And they get lost in their plans, milestones and budgets, forgetting that project management is mainly about relationships. If you cannot get everyone on board and get them involved and participating, no amount of Gantt charts will help you.

My aim in writing this article is to...

- provide an overview of Effective and Efficient Project Management
- explore the key role of the Project Manager (Resources, Relationships, Requirements and Risks)
- promote the use of process and structure to achieve the best project outcomes

This article supports a 2 day training course. Day 1 covers effective project management; doing the right things. Day 2 covers efficient project management; doing things right.

Whether you are new to project management or have been working in this field for years, I hope that there will be something here that help you to make your projects more successful.

2. What is a Project?

It is important to make the distinction between a project, something with a defined start and end point, and normal work that recurs. I often hear people talk about maintenance projects or annual appraisal projects etc. These are not projects and the difference is linked to risk. A project is something new, therefore, it carries a higher level of risk; you cannot be sure of the outcome. Regular maintenance or other routine work activities have been done before, so you can be more confident of the outcome. This is a key point - projects are risky and it is the job of the project manager to identify, communicate and manage that risk.

The Project Management Institute (PMI) define project management as...

“the application of knowledge, skills and techniques to execute projects effectively and efficiently”

This is good but I prefer Barker and Cole’s definition¹...

“A project is a unique piece of work, with a defined beginning and end. And at least one major crisis”

We tend to associate projects with work and, more specifically, with things that project managers do. But we are involved in projects, all of the time, both in work and in our personal lives. And the simple things that we do to decide which new TV to buy or learn a new hobby will serve us well in all types of project, regardless of size.

¹ Brilliant Project Management by Barker and Cole

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2.1 Types of Project

The tendency is think that projects differ mainly in size and scope; i.e. how much has to be done, how much it will cost and how long it will take. However, projects differ widely in type and, therefore, require a different approach to project management. The most useful way of defining a project comes from J. Rodney Turner\(^2\), who considers whether the goals are well defined and whether the methods of achieving these goals are well defined. This results in the following 4-box model...

<table>
<thead>
<tr>
<th>Methods well defined?</th>
<th>Goals well defined?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Product Development</td>
</tr>
<tr>
<td>Yes</td>
<td>Engineering</td>
</tr>
<tr>
<td>No</td>
<td>Research</td>
</tr>
<tr>
<td>No</td>
<td>Systems Development</td>
</tr>
</tbody>
</table>

When both goals and methods are well defined, the projects are lowest in risk and might include engineering projects, such as building a bridge. When the reverse is the case, goals and methods are ill defined, indicates that you have a research project, which will be higher in risks.

The classification of Earth, Water, Air and Fire projects is particularly useful...

- **Earth Projects** - includes engineering and construction projects (hence the Earth label), these are still projects in that they carry risk, but this is lower because both goals and methods are well defined
- **Water Projects** - have clear goals but you need to develop the methods, so this is the realm of product or process development
- **Air Projects** - these are the highest risk as you are developing both the goals and the methods as the project progresses. Think blue sky research to remember this category
- **Fire Projects** - these are the ones that burn you. A typical example would be an IT project, where a software vendor sells you the benefits of a new package, but you are not really sure how you will use it or even what you will use it for (or if you need it at all)

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\(^2\) The Handbook of Project Based Management by J. Rodney Turner

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At the start of any project, it can be helpful to think about which category your new project belongs to. This will change your perspective and make you more aware of the type of risks that might be encountered. And try to find someone who has run a similar project and learn from their experiences.

2.2 Output and Outcome

Start with the end in mind and keep it in view all the way through. Many things will happen during the course of a project to deflect you from your course, so it is vital to develop a clear picture of what success looks like to help you get back on track. I find it helpful to think about both the Output and the Outcome...

Output is what you get at the end of the project, what you pay for
Outcome encompasses the overall benefits realised by having the output

Here is an example to explain the difference\(^3\). The local government of Shanghai in China were concerned that the north shore of the Yangtze River was not developing as fast as the main city. So they sanctioned a project to build a bridge across the river to improve communication links. The output of the project was the bridge; that is what they paid for. The outcome was the economic development of the north side of the river; this is the benefit, the real value of the project.

2.3 Five Dimensions of Project Success

It has been estimated that 30% of the world economy is based on projects, yet 70% of projects fail. This is a worrying statistic, so we need to define what success means for project delivery. Project managers are under constant pressure to deliver on time and on budget. These things are easy to track and seem the most important elements (particularly to management). However, there are other dimensions to take into account.

The delight of moving into your newly built house on time and on budget quickly fades when you realise that the builder has cut corners. The roof leaks, the heating does not work, the doors will not close properly. Would you prefer a quality job that was delayed by a couple of months and cost a few thousand pounds more? Impressions of quality last for a lifetime of use.

\(^3\) The Handbook of Project Based Management by J. Rodney Turner

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There are many famous examples of failed projects, such as the Millennium Dome. However, the one that I know a little bit about, simply because I followed the news as it unfolded, was the Scottish Parliament. This was pilloried in the national press as a disaster and the bare facts make it easy to understand why. In 1997, the initial estimate for the new Scottish Parliament Building was £40M, with completion scheduled for 2001. When the building was finally finished in October 2004, the cost had risen to £431M. Three years late and more than 10 times over budget is about as bad as it gets.

Here are some of the factors that contributed to the slippage and cost over-run...

- The initial project was based on using the Royal High School building, but this was deemed to small soon after the referendum
- The initial cost for a building on a new site was £109M
- The Spanish architect, Enric Miralles, died in 2000 (during the project)
  - The project was completed by his wife
- The First Minister who drove the vision for the new parliament, Donald Dewar, died in 2001
- The project sponsor had no construction experience
- The number of staff to be accommodated increased from 400 to 1000 during the project
- Also added were state of the art TV and communications facilities
- The building was made bomb proof following the 911 attacks (2001)

Lord Fraser’s inquiry into the project reported (15Sep04) that the construction management procurement route was the main reason for the over-run, identifying a waste of £181M.

There is little doubt that the parliament is an iconic building. The original project brief detailed the outcomes...

“The building the Scottish Parliament occupies must be of such a quality, durability and civic importance as to reflect the Parliament’s status and operational needs; it must be secure but also accessible to all including people with special needs; it must promote modern and efficient ways of working and good environmental practice.

- It will be an important symbol for Scotland.
- It should pay tribute to the Country’s past achievements and signal its future aspirations.
- It must be flexible enough to accommodate changes over time in operational requirements.
- Quality and value for money are also key considerations.
- The accommodation must allow Scottish Parliamentarians and their staff to work efficiently harnessing the best of modern technology.
- People must be able to see and meet their elected representatives and to watch the Scottish Parliament in operation.
- Provision needs to be made to permit easy reporting and broadcasting of Parliamentary proceedings so that people throughout Scotland can be aware of its work and decisions.”

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4 Scotland’s Parliament White Paper 24Jul97

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The project changed dramatically from inception to delivery, in location, size, function etc. This so called “scope creep” is the key thing for project managers to be wary of; many good people have been caught out by this. In fact, the first two project managers on the Scottish Parliament building resigned in frustration. There is more to success than price and delivery, as shown in the following diagram...

Taking all 5 dimension of project success into account, the Scottish Parliament seems less of a failure after all. The scope often drifts in a project and that changes everything, particularly the risks. The savvy project manager only accepts scope changes with concomitant changes in the inputs (resources, time, money) or the output and outcome.

3. Project Structure

In simple projects, you can probably keep everything in your head or captured in simple notes. However, for any project of substance, a project structure is invaluable. It helps you see where you are, where you have been and where you are going; a project map of sorts.

3.1 Project Management Models

There are many models available for project management and the choice depends on which one you like, what everyone else is using around you and whether one is specified by the stakeholders (normally a company standard). I prefer to keep things simple, so have developed my own model that has served me well over the years, as shown in the following graphic.
This shows 5 key elements, Scope, Risks, Inputs, Project and Outputs. I will add a layer of detail in a minute, but for basic projects, that is all you need to consider. It is important to consider the project as a whole, an interlinked system, prior to fragmenting it into the constituent parts. This is particularly important for risk management.

- **Scope** - write down what is in scope and what is out of scope. There will be inevitable pressures during the project to include other elements and being able to refer back to the original scope helps define what effect the changes will have on the delivery. And it is perfectly acceptable to say no to scope changes if no additional resources, time or budget are made available.

- **Risks** - projects are novel, so are inherently riskier. The idea is to manage the risks so that they diminish as the project progresses.

- **Inputs** - these are made up of the needs (from the customer's perspective) and the resources (people, time, money). You need to develop a vision of what you will deliver and how to best employ the resources to achieve this.

- **Project** - this is always broken down into 5 phases. The names of the phases may vary, but there always seems to be five; perhaps because we can count to 5 with one hand?

- **Outputs** - keep your eyes on the prize - focus on what you are trying to deliver. This is split into outputs and outcomes.

Here is the same model, showing the project portion split into 5 phases...

![Project Management Model](image)

Finally, the complete model showing the split of the inputs and outputs.
There are many other project management models available. One of the most commonly encountered in the UK is PRINCE2 (PRojects IN Controlled Environments - the 2 just signifies the second version). This is owned and licensed by the government and is specified for many government and local authority projects. I like bits of it, but rarely apply it in its entirety. It has a tendency to be applied in a bureaucratic and box-ticking fashion and, as such, has a fairly negative reputation. But that is not the model, it is the application. There are plenty of training courses available if PRINCE2 is a pre-requisite for your work.
3.2 Getting Started - Project Charters

All projects, no matter how small, would benefit from completion of a simple project charter at the very start. Here is a useful format to help you capture the key bits of information that you need at the start and all on a single sheet of paper. The key is to develop a big picture view of what is involved, prior to diving into the detail.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rationale</td>
<td>Outputs</td>
</tr>
<tr>
<td>Outcomes</td>
<td>Initial Plan</td>
</tr>
<tr>
<td>Scope</td>
<td>Monitoring</td>
</tr>
</tbody>
</table>

3.3 Roles and Responsibilities

Clear roles and responsibilities are important whether you are managing a research collaboration across several different countries or having your kitchen re-fitted. Understanding who does what avoids duplication, confusion and delays.

**Project Manager** - responsible for managing...
- Resources (time, money, people, facilities, equipment, materials, information, technology)
- Relationships (stakeholders, team, suppliers)
- Requirements and expectations
- Risks

There is a debate about whether it is necessary to be knowledgeable about the project that you will be managing. The simple answer is no. The real answer is that it helps considerably, so, if you know nothing about the technical aspects of what you will be managing, get close to someone who does and use them as a sounding board throughout the project.

**Sponsor** - the person that wants the output. Make sure that this is just one individual that the project manager responds to this person directly. This is a key relationship to be fostered and develop. When things happen in the project, there needs to be a quick way to make decisions (this is one of the main causes of project slippage - slow decisions).

**Steering Committee** - the group of people that oversee the project, responsible for allocating resources, checking that the project is on track and managing risk.

**Delivery Team** - the people who do the work

**Sub-contractors** - people brought in to do specific, often specialist tasks

**Stakeholders** - anyone with a vested interest in the project outcome. This could include Consumers, Regulators, Management, Employees (users, operators, observers), Other departments, Suppliers, Neighbours, Opinion formers (media).

It is very worthwhile to map your stakeholders; i.e. plot their importance to the project (influence on the outcome) against a scale of negative, neutral or positive. This can show where you need to spend your time in stakeholder management. And the key to stakeholder management is communication. Here is an example of how that might look...
3.4 Analysing and Controlling Risks

The novel nature of projects makes them riskier than normal work. A key part of the role of project manager is to identify, analyse and control risks, including the development of mitigation or contingency plans. This is actually easier than it sounds. Start by getting the project team together, including the sponsor or other key individuals, and simply brainstorm possible risks. The following categories might help...

- Timing
- People
- Supplier
- Dependencies
- Technical
- Business and Commercial
- Funding
- Over-engineering
- Regulatory
- Environmental
- End Users

For each identified risk, assess the likelihood of that risk affecting the project and what the impact would be. A simple High, Medium or Low classification should suffice. This allows you to prioritise your list, with the one that are high probability and high impact being at the top of the list.

The next stage is to analyse the risks quantitatively, if necessary. There are some very sophisticated techniques out there (Monte Carlo analyses etc.) but I have never had to use them; call an expert in this area if you really need help. Most project managers use some monetary ranking as to how each risk might affect their project.

The final two stages are to reduce the risks and control them throughout the lifetime of the project, as shown in the following graphic...
There is no need to overcomplicate this risk control; it is simply a case of examining each risk in turn and working out how that risk might be eliminated or reduced in impact and/or probability. As an example, during a refurbishment of a pharmaceutical factory, a chiller unit had to be moved to a new location. But this chiller was essential to production and it was very old, so the risk was that it would not work when re-plumbed in. To mitigate this risk, we had a stand-by chiller available on a truck that could be on site and working within 3 hours. This cost a few hundred pounds to organise, but was worth it. In the end, the chiller move went well and we did not need the stand-by. Better this think about the potential risks ahead of time, rather than running about once things have happened trying to sort things out. And the risks that you must concentrate on are the show stoppers - those that have the potential to materially affect your project. Ignore the trivial many (there will be lots and lots of these) and focus on the show stoppers and the significant few, as shown in the risk triangle...
Alongside the Risk Register, the project should also manage the Issues Register. These are things that have already happened, rather than risks that could happen. I like the definition of Cole and Barker...

“A risk is something that you can smell; an issue is something that you have already stepped in”

### 3.5 Skills of a Project Manager

The project manager is expected to be superman, or at least have all the skills of superman. This is impossible and you need to have people on your team that can support you, cover the things that you are not so good at. I have attempted to list some skills needed in a project and then give them a rough priority, as shown in the following list...

1. Communication
2. Stakeholder management
3. Gaining commitment
4. Managing your time
5. Gathering information
6. Appreciation of risk
7. Setting effective goals
8. Running good meetings
9. Negotiation
10. Dealing with conflict
11. Budgeting
12. Planning

Note that I do not agree with the traditional focus of project management being all about budgeting and planning (as I have put these at the bottom of the list). They are needed, but I think that project managers must be much more focussed on relationships, communication and getting people to do things. This might not be the prioritisation that every project manager would give, or even the list of skills, but focussing on these has served me well over the years.

### 4. Running a Project

The first couple of sections covered project definition and structure. In this section we will focus on the day to day running of a project and what the project manager needs to do to keep everything flowing towards that successful completion date. I am going to assume that we are considering a relatively big project, so there is a full-time project manager who is not actually doing any of the delivery tasks (there is a team to do this). If the project is smaller, then many of the roles become combined. For example, construction of an office block would have a dedicated project manager, whereas someone co-ordinating the building of their own house may get involved in some of the work. But one person may do it all, if the job is small enough; e.g. re-tiling a bathroom may only take one person to manage the project, procure all the materials and do the work.

#### 4.1 Levels of Direction

One of the hardest things for a project manager is to keep on top of the details within a project, but still be maintaining the overview of the scope, risks and output i.e. switching between the day to day timescale and the longer term. It is best to cope with this by building it into the project structure. I like to segment in into three levels as shown in the following table...
<table>
<thead>
<tr>
<th>Level of Direction</th>
<th>Steering Committee</th>
<th>Project Team</th>
<th>Delivery Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team role</td>
<td>Supply resources,</td>
<td>Manage the</td>
<td>Co-ordinate</td>
</tr>
<tr>
<td></td>
<td>monitor risks and</td>
<td>resources,</td>
<td>and</td>
</tr>
<tr>
<td></td>
<td>track progress</td>
<td>requirements,</td>
<td>communicate</td>
</tr>
<tr>
<td></td>
<td>against plan</td>
<td>risks and</td>
<td>project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>relationships</td>
<td>tasks, safety</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>and quality</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meeting frequency</th>
<th>Monthly</th>
<th>Weekly</th>
<th>Daily</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting time</td>
<td>2 hours</td>
<td>2 hours</td>
<td>15 minutes</td>
</tr>
<tr>
<td>Team Members</td>
<td>Senior decision makers, including the project sponsor</td>
<td>Relevant specialists, including budgeting, third party contractors, design</td>
<td>Those doing the actual work</td>
</tr>
</tbody>
</table>

| Link to other levels | Project Manager | Project Manager | Project Manager |

Each meeting should have a charter, a chair and a means of communicating with the other levels. It is critical that the meetings are run efficiently. However, this does mean that the project manager has to be the chair, prepare all the documentation and take the minutes. Personally, as a project manager, I like to be the scribe for the Steering Committee, chair the Project Team Meeting and simply attend the Daily Project Meeting. It is tempting to want to do everything yourself, but this is counter-productive in the long run; you will be swamped and no-one else will expect to have to help out. The key thing for a project manager is to link the three meetings together so that everyone knows what is happening.

**4.2 Five Stages of Projects**

There are always five stages. They may have different names, but projects seem to go through 5 key phases on the way to completion. I tend to use...

1. Initiation
2. Planning
3. Design or Approval
4. Execution/Delivery
5. Closure

Depending on the complexity of the project, it may be necessary to have formal stage-gate approval between phases; i.e. sign-off by the Steering Committee. However, it is good practice to keep this discipline, even for small projects. This could be as simple as informing everyone that the project is now in the Planning stage. This prevents people flying off and starting things before the project is ready; e.g. there is always pressure to meet some arbitrary delivery date, so it is natural for folk to want to get ahead. But you would not want to pour the foundations of a house before the design had been completed.

In general, most projects spend too little time in the Initiation and Planning stages and almost no time in the Closure stage. The project manager must ensure that equal weight is given to all 5 stages. It does bother me to see projects without any formal closure; there is no formal project review, learning is not captured and there is no celebration of success. People get allocated to new roles and the project drifts to a stop.
4.3 Budgets

It would be possible to write a complete article about project budgeting, so this is only the briefest of overviews. The best advice is to make sure that you have someone on your project team that has the skills, knowledge and desire to develop and control the budget; i.e. someone else if this is not your strength. There are four things that you have to manage...

- total spend
- spend profile
- contingency (risks)
- variations (enhancements)

4.3.1 Total Spend

The project manager will be asked for or given an amount of money that the project will be expected to cost. This will be based on the flimsiest of information, an ill defined scope and poorly understood risks. However, this will be the figure that all stakeholders retain in their heads, regardless of what happens. That is life, so get used to it. However, it is important that the project manager works with the most up to date financial numbers and get Steering Committee approval for any material changes. A rough guide to the accuracy of project budgets in each of the 5 project stages is given in the following graphic...

![5 Project Stages](image)

4.3.2 Spend profile (cash flow)

The project manager should report spend against budget at each monthly Steering Committee meeting and be able to explain why the two are not the same. For example, the following graph shows spend under budget. This could be because the project is being delivered efficiently and for less money than was estimated. Or it could signify that the project is behind schedule.
4.3.3 Contingency (risks)

A typical contingency fund, to deal with any unforeseen risks, is often quoted as 10% of the total budget. My view is that the contingency should vary in line with the understanding of risk. At the initiation stage the contingency should be 50%. This forces the stakeholders to confront the risks and demand that these are better understood prior to approving the transition from initiation to planning. At the end of the project, the contingency should diminish to zero; i.e. it is not a slush fund to add extras that could not be included in the original scope.

4.3.4 Variations (enhancements)

Many projects are deemed failures due to lack of control over variations. These could be small things, such as adding extra plug sockets in a meeting room, or major changes in scope, such as the increase in number of people from 400 to 1000 to be housed in the Scottish Parliament building. Variations are inevitable; as people learn about the project, they realise that they have forgotten things or could add things to make it better. Remember projects are novel, therefore it will be impossible to account for everything at the start.

The project manager needs to have a way of dealing with variations. Just saying no is unlikely to work. There are two things to be aware of; firstly that contractors often make most of their profit from variations (bidding competitively to win a contract, but then making the most of any changes once they have a dominant position) and, secondly, that slow decision making over variations is one of the main causes of unnecessary delay. It is essential for the project manager to build a close relationship with the sponsor and know how to get a decision quickly.

4.4 Critical Path

The critical path is simply the shortest possible sequence of tasks required to complete the project. Things can be done in parallel. Not every task needs to wait until the previous has been done before starting. Slippage of some tasks has no impact on the overall delivery (they are not on the critical path), whereas others are directly linked to the end date (critical path items). The planning phase should sequence the tasks to show their dependencies and to highlight the critical path. But take care not to schedule everything on that critical path with no contingency time, or the first issue that you hit will cause a delay in the overall delivery date.
4.5 Project Value

Many people get themselves confused when discussing the ROI (Return on Investment) for a project, mainly because they are trying to distill all of the benefits down into financial numbers. The key questions are “is this project worth doing?” and “has this project delivered what we anticipated?” To answer these questions it is important to consider all 5 dimensions of project success, see Section 2.3; Price, Delivery, Quality, Image, Continuous Improvement. No-one would choose a house builder purely on price, so why should a project be any different? The basic approach of “how much is being invested and when will I see a return on that money?”, the classic ROI question, is simply too basic for most projects.

The following diagram should help to clarify things. At the start of the project there is no value. The first thing to consider is the cost of all the resources (people, materials etc.). The difference between the price paid for the project, say to the house builder for your new house, and the costs is the value to the contractor (their profit). This price is the price for the project output. However, the project sponsor will realise additional benefits, the outcomes, that make it worthwhile. The difference between the price of the output and the final benefits of the outcomes represents the value to the sponsor. And this is rarely just about money.

![Project Value Diagram]

4.6 Project Pitfalls

Here are some reasons that I have seen for project failure; I am sure that you could many, many more.

- Lack of management support and commitment
- The scope and goals of the project are not clear
- Focus on cost and delivery (not the 5 Dimensions of Project Success)
- The scope and goals are too optimistic for the budget and schedule
- Project plans are not aligned with overall organisational strategy
- No contingency in the budget; being expected to cope with unforeseen events and not to overspend
- Poor communication (not visual)
- Little involvement of the end user throughout the project (throw it over the wall)
- There is little or no project team involvement at the planning stage
- Progress is not measured properly or regularly enough!
- Project meetings are poorly run
- People are moved onto other things before the project has been finished
4.7 Hints and Tips

1. **Don’t just do something, sit there!**
   Do not equate activity with progress - if you are not thinking about the project, assessing risks, planning, then who is?

2. **Keep a diary**
   It is amazing how you will forget what happened and when, so write it down

3. **Take lots and lots of photos (and video)**

4. **Set up a quick decision making process**
   Your relationship with the project sponsor is critical

5. **Consider all decisions in terms of the scope**
   Am I being asked to change the scope or the risks?

6. **You are not communicating enough, even if you think that you are**
   This is always true

7. **Project management is about people so spend a lot of time with them**
   Go and see people where they are doing their work and help them as much as possible; it will pay dividends in the long run

8. **Don’t forget the end of project party!**

5. Summary

We all need to take on the role of project manager at one time or another. This need not be a daunting experience as long as you take time to think about the project, apply some structure and process and always maintain an overview of how the various elements link together to deliver a successful outcome. Keeping things simple really does help. Start by asking what the customer wants out of the project, to help you develop a vision of what success looks like. Taking in the perspective of the end users is invaluable at this stage. Then decide what type of project you are taking on (Earth, Water, Air or Fire) to give you a feeling for the risks involved. Think about who else will be involved and what levels of direction will be needed; e.g. Steering Committee, Project Team and Delivery Team. The relationships that you form with all of these people will determine how well the project goes and whether you are in control and enjoying yourself, or battling every step of the way.

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**Dr. Mike Bell runs Simple Improvement Ltd. a continuous improvement training and coaching business based in Scotland. He uses Ed Zunich’s Practical Process Improvement (PPI) program to help organisations establish a simple continuous improvement system where they can realise quick results and build an in-house capability to train and coach their own staff.**

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