

Project Management Lifecycle Phases

Execution and Control

Execution and Control

The purpose of the Project execution and control phase is to develop the product or service that the project was undertaken to deliver.

Inputs

- Project Plan
- CSSQ tools

They are not static. Although the formal Planning phase is complete, some component of Plan and CSSQ will continue to evolve as a result of the performance of project tasks.

Activities and Outputs

1. Phase Kick-off
2. Manage CSSQ
3. Manage Communications
4. Manage Project Team
5. Manage Risks
6. Obtain Product/Service Acceptance
7. Conclude Phase

Activities and Outputs

During this phase all processes and tasks occur concurrently and iteratively.

This phase concludes when the product(s) of the project is fully developed , tested, implemented and accepted.

Every step in the phase call for both “hard” project management skills as well as “softer” people management and communications skills.

Kick-off

The purpose of Kick-off is to set the stage for the effective development and completion of the product/service.

A key element of the kick-off is to firmly establish the team responsible for the project, including assigning tasks and confirming their understanding of the project scope, schedule, quality and budget.

Kick-off

Activity:

- Review project charter, history and previous phase deliverables focusing on the Project Plan and core processes
- Discuss Execution and Control Phase activities

Output:

- Meeting documentation
- Proposed changes to project documents

Manage CSSQ

Few project, particularly larger, more complex efforts, are rarely delivered exactly as planned.

AS a result, a large part of the Project Management's time will be spent monitoring and managing the project's CSSQ components.

Manage CSSQ

Activity:

Scope:

- Verify project product are developed within the project scope and according to the requirements defined in the previous phases;
- Introduce any changes to the Change Control process

Manage CSSQ

Schedule:

Regularly solicit input from project team members to determine:

- Status of their tasks
- Level of completeness of their deliverables
- Compare status and completeness against baseline schedule established during Planning Phase

Manage CSSQ

Quality:

- Maintain quality checklists
- Conduct peer review of interim and final project deliverables
- Perform project evaluations (internal or external) to confirm status and quality of the project's products

Manage CSSQ

Budget:

- Compare current expenditure against the baseline budget established during the Planning Phase.

Change Control:

- Convene a change control group comprise of project team members, executives and customers
- Obtain approvals (or rejections) on proposed changes; communicate result to project stakeholders.

Manage CSSQ

Output:

- Updated project Scope, Schedule or Budget

Manage Communications

The purpose of this task is the execution of the Communication Plan developed during the Planning Phase.

The Project Managers should seek feedback from communications audiences to confirm the message has been received.

Be prepared to add or to adjust the plan based on their feedback.

Manage Communications

Activity:

- Implement the Communication Plan
- Deliver relevant and targeted messages to stakeholders.

Output:

- Communications vehicles and methods may include: meetings, presentations, newsletters, websites, emails, bulletin board, posters etc.

Manage Project Team

Project Managers that effectively engage and empower their teams exponentially increase the likelihood of project success.

Activity:

- Conduct team meetings, facilitate review and resolutions of outstanding risks, issues and action items
- Provide one-on-one feedback to key project personnel on their performance.

Manage Risks

Risk management is a continuous process throughout the Execution and Control Phase.

If the event that a risk occurred, the mitigation strategy for risk should be executed.

In many cases a risk may not have been identified and planned for; if such a risk occurs, it may be necessary to implement a temporary solution while a more complete risk analysis is completed.

Similarly, the initial mitigation strategy may no longer be valid and the team may be forced to implement a workaround.

Manage Risks

Activity:

- Continue to identify new risks
- Validate risk occurrence on project areas (cost, scope, schedule, quality, resources ..)
- Modify appropriate elements of the CSSQ
- Communicate impact and changes to stakeholders

Output:

- Revised CSS components, as necessary.

Obtain product acceptance

The purpose of this activity is formally acknowledge that all deliverables produced have been completed, tested, accepted and approved to the satisfaction of the project customers and the project sponsor.

This task may be iterated throughout the project as the products are completed.

Obtain product acceptance

Activity:

Conduct finals status meeting

Output:

Project products reviewed and accepted by ultimate customers

Conclusion

Activity:

- Review and revise previous phase documents
- File copy of final project management deliverables in the project repository.

Output:

Project ready to closeout