



**Project Management for the Busy Professional  
Getting it Done with Limited Time and Resources  
Part 2: Ensuring it gets done**

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*Maximizing Social Impact*

# Managing Multiple Projects

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To manage multiple projects, you must first  
Capture Your Projects – large and small

Get your arms around the “work.”

Then, you **MUST** prioritize.

# Managing Multiple Projects

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You cannot approach every project with the same level of importance or effort. This is why simple “to-do” lists typically fail.

Consider:

- Value
- Urgency
- Scope
- Effort
- Desire
- Expendability

# Managing Multiple Projects – Prioritization

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**Value** – Know which projects have the highest value to your organization.

Identify the projects that...

- Most directly connect to your goal
- Result in the most people impacted by the outcome
- Could result in serious negative consequences if not completed
- Score them “high,” “medium,” or “low.”

# Managing Multiple Projects – Prioritization

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**Urgency** – Note the deadlines and milestones of each project

Identify the most urgent projects based on...

- Overall completion deadline
- Project milestones
- Potential for run-away (requires more consistent monitoring)
- Score them as “now,” “soon,” or “later.”

# Managing Multiple Projects – Prioritization

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**Scope** – Note the general size of each project

Identify the largest projects based on...

- Time-frame of the project
- Total estimated time to complete each task
- Overall number of tasks
- Score them “large,” “medium,” or “small.”

# Managing Multiple Projects – Prioritization

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**Effort** – Know which projects will be the most difficult or tedious.

Identify the projects that...

- Require a higher-level of skill
- Require a higher-level of concentration
- Have many tasks
- Score them as “hard,” “manageable,” or “easy.”

# Managing Multiple Projects – Prioritization

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**Desire** – Understand your motivation-level to work on the project.

Identify the projects that...

- Do or don't draw upon your strengths
- Are or are not fun | Do or don't improve your job satisfaction
- It's new and you are or are not motivated to get started
- Score them as “high-will,” “medium-will,” or “low-will.”

# Managing Multiple Projects – Prioritization

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**Expendability** – Know which projects you can cut in pinch.

Identify the projects that...

- Would be nice to complete (versus must complete)
- You can delegate entirely
- Are a product of your own perfectionism
- Score them as “nice to complete.”

# Managing Multiple Projects – Prioritization

Based on our rubric:

- Which 2 single cells are definitely high-priority?
- Which 2 single cells are definitely low-priority?
- A few combinations to consider for high-priority.

<b>Value</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>
<b>Urgency</b>	<b>Now</b>	<b>Soon</b>	<b>Later</b>
<b>Scope</b>	<b>Large</b>	<b>Medium</b>	<b>Small</b>
<b>Effort</b>	<b>Hard</b>	<b>Manageable</b>	<b>Easy</b>
<b>Desire</b>	<b>High-Will</b>	<b>Medium-Will</b>	<b>Low-Will</b>
<b>Expendability</b>	<b>Nice to Complete</b>		

# Managing Multiple Projects

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## Grouping projects by priority-level: A cheat sheet

### Highest Priority

- High Value projects.
- Projects with deadlines or milestones coming up now.
- Start projects with large scope (having the potential to morph or run away)
- Start hard projects with low-will desire.

### Middle Priority

- Important projects, but not critical (medium value).
- Projects with deadlines or milestones coming up soon.
- Small and/or easy projects with high-will to complete.
- A mix of everything that is neither high nor low priority!

### Lowest Priority

- The projects that would be nice to complete.
- Low value projects that can be completed later.
- The projects that would be nice to complete.

# Managing Multiple Projects – Prioritization

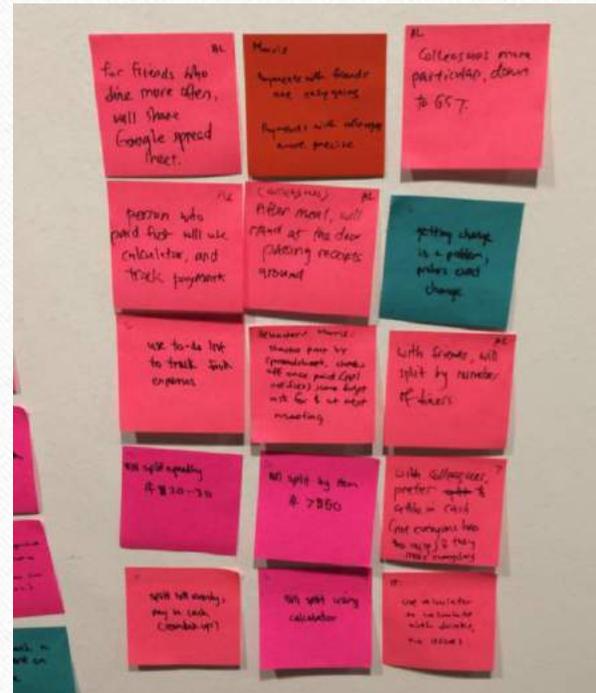
Your turn!!

- Which of your projects are high-priority? Why?
- Which of your projects are low-priority? Why?
- Which of your projects would you call “medium priority?”

<b>Value</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>
<b>Urgency</b>	<b>Now</b>	<b>Soon</b>	<b>Later</b>
<b>Scope</b>	<b>Large</b>	<b>Medium</b>	<b>Small</b>
<b>Effort</b>	<b>Hard</b>	<b>Manageable</b>	<b>Easy</b>
<b>Desire</b>	<b>High-Will</b>	<b>Medium-Will</b>	<b>Low-Will</b>
<b>Expendability</b>	<b>Nice to Complete</b>		

# Prioritization – Back at the Office!

- Write the name of a project on each post-it.
- Categorize your projects.
- Group them by priority-level.



# Working as a Team - Delegation

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Delegation is assigning a task to someone. What stops us from doing this?

- Thinking it will take too much work/energy to delegate. I don't have time to supervise someone. Plus, I can do it faster myself.
- No one is as good at doing it as you are. If you want something done right do it yourself.
- Thinking it makes you look lazy or like a slacker.
- Guilt. Everyone's busy.

# Working as a Team - Delegation

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Delegation is where a task is assigned to someone. How to do it:

- Step 1: Explain the project with more detail than the pitch. Focus on what! This is the nuts and bolts of what you're doing.
- Step 2: Assign the tasks.
- Step 3: Provide all necessary information focusing on the how! This is the process they will follow to accomplish their tasks.
- Step 4: Confirm their understanding.

# Working as a Team - Delegation

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Step 1: Explain the project with more detail than the pitch. Focus on what! This is the nuts and bolts of what you're doing.

Discuss with your team:

- The overall objective. What you're trying to accomplish. Create a vision for what will be true if you're successful.
- Ask for feedback. Elicit buy-in.
- Share your insight into the project's priority-level.

# Working as a Team - Delegation

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Step 2: Assign the tasks (or project).

Discuss with your team:

- What, specifically, would you like each of them to do?
- Be as clear and direct as possible. “I would like for you to...”
- Set clear expectations.
  - Realistic deadlines and milestones
  - Guardrails and resources available
  - Mechanism for delivery of each task
  - What it means for the task to be completed

# Working as a Team - Delegation

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Step 3: Provide all necessary information focusing on the how! This is the process they will follow to accomplish their tasks.

Once you're past the logistics, provide context on:

- Anything you know about the project.
- Tools available, including professional development.
- Recommendations on where to start, where they might run into trouble, what has worked for you in the past, suggestions, etc. Provide relevant examples.

# Working as a Team - Delegation

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Step 4: Confirm their understanding.

In confirming their understanding:

- Explain that you're confirming their understanding (to avoid patronizing).
- Ask the person to restate your message. For example, "So that I can be sure I communicated clearly, would you please tell me what you heard me say?"
- Ask probing questions that could illuminate a misalignment (not simply "do you understand?").

# Working as a Team – Delegation

- Take a moment to think about a small, simple task to delegate. (At 2 pm, would you turn on the oven to 350?)
- Role play delegating the task. (Make sure you each take a turn.) 2-3 min each.
- After both of you have shared, discuss with each other what your partner did or said that you liked/thought was helpful. 3-4 min total



# Working as a Team - Accountability

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Once you've delegated a task to someone, how do you ensure it gets done?

- Keep track of who is doing what by when, each person's progress, and the project's ongoing progress.
- Establish a regular check-in with each team member.
- Let them work and insist they do it (don't jump in and take it away).
- Remember: you delegate tasks, not responsibility. You are ultimately responsible for the outcome, so you have to stay involved.

# Easy Product Management Software and Tools

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- Word
- Excel
- Notes
- Calendar
- Paper
- White Board
- Asana
- Google Keep



**Thank you for your participation today!!!**

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*Maximizing Social Impact*

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