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

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

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

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

**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

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.”
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

**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

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.

<table>
<thead>
<tr>
<th>Value</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urgency</td>
<td>Now</td>
<td>Soon</td>
<td>Later</td>
</tr>
<tr>
<td>Scope</td>
<td>Large</td>
<td>Medium</td>
<td>Small</td>
</tr>
<tr>
<td>Effort</td>
<td>Hard</td>
<td>Manageable</td>
<td>Easy</td>
</tr>
<tr>
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<td>Low-Will</td>
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</table>
## Managing Multiple Projects

Grouping projects by priority-level: A cheat sheet

<table>
<thead>
<tr>
<th>Highest Priority</th>
<th>Middle Priority</th>
<th>Lowest Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>• High Value projects.</td>
<td>• Important projects, but not critical (medium value).</td>
<td>• The projects that would be nice to complete.</td>
</tr>
<tr>
<td>• Projects with deadlines or milestones coming up now.</td>
<td>• Projects with deadlines or milestones coming up soon.</td>
<td>• Low value projects that can be completed later.</td>
</tr>
<tr>
<td>• Start projects with large scope (having the potential to morph or run away)</td>
<td>• Small and/or easy projects with high-will to complete.</td>
<td>• The projects that would be nice to complete.</td>
</tr>
<tr>
<td>• Start hard projects with low-will desire.</td>
<td>• A mix of everything that is neither high nor low priority!</td>
<td></td>
</tr>
</tbody>
</table>
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?”

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Prioritization – Back at the Office!

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

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?”).
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
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

- Word
- Excel
- Notes
- Calendar

- Paper
- White Board
- Asana
- Google Keep
Thank you for your participation today!!!

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