



Gestion de Proyectos

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Director Sistemas y TI
en Car Volum



Mentor de Hackathones
en Innova&Acción



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Profesor

Ingeniero en Organización Industrial y Máster en Gestión de TI. Ha cursado programas ejecutivos en Gestión de proyectos, Liderazgo e Industria 4.0. Certificado en Prince2, ScrumMaster, Kanvan, LeanIT e ITIL4. Ha participado y dirigido proyectos industriales, organizacionales, tecnológicos y de evolución de software durante más de 15 años, tanto en empresa privada de ámbito nacional e internacional, como en modalidad consorcio cofinanciado con fondos públicos. Su trayectoria se ha centrado en sectores Industria, Transporte, Logística y Cadena de Suministro. Actualmente trabaja en DHL Supply Chain como IT Business Partner, y viene a compartir las claves, según su experiencia, para conseguir llevar los proyectos a buen puerto.

¿Cuáles son tus expectativas en este curso?

La gestión de proyectos incluye procesos de planificación, ejecución y control que permiten el cumplimiento de los objetivos del proyecto. A lo largo de estos procesos se gestionan las áreas claves de un proyecto: alcance, tiempo, recursos, calidad y riesgos.

Una efectiva gestión de proyectos permite un buen uso de recursos del proyecto, un buen control de costes y el cumplimiento de plazos del proyecto. Todo ello debe realizarse con un liderazgo motivador que permita sacar el mayor potencial del equipo del proyecto. Por ello, en este programa se abordan aspectos fundamentales de gestión y liderazgo.

Este programa aporta a los asistentes el conocimiento, las técnicas y herramientas para la gestión eficaz de los proyectos.

Qué conseguiremos

- Aprender las fases del ciclo de gestión de un proyecto.
- Aprender sobre las áreas claves de conocimiento en proyectos (PMBOK: Project Management Body of Knowledge).
- Explorar sobre los dilemas y compromisos a la hora de gestionar las tres palancas claves de un Proyecto: alcance, recursos y tiempos.
- Entender los aspectos críticos en la gestión de las personas en un proyecto.
- Reaccionar a eventos imprevistos y gestionar la incertidumbre.

Metodología

La metodología incluye:

- Discusión de casos de éxito.
- Trabajo en equipo.

Contenidos

1. Fases del ciclo de gestión de un proyecto.
2. PMBOK (*Project Management Body of Knowledge*).
3. Alcance, Recursos y Tiempos.
4. Gestión del equipo de Proyecto.
5. Gestionar la incertidumbre en la Gestión de Proyectos.

Planning and Managing Projects

Fundamentals

What is a project?

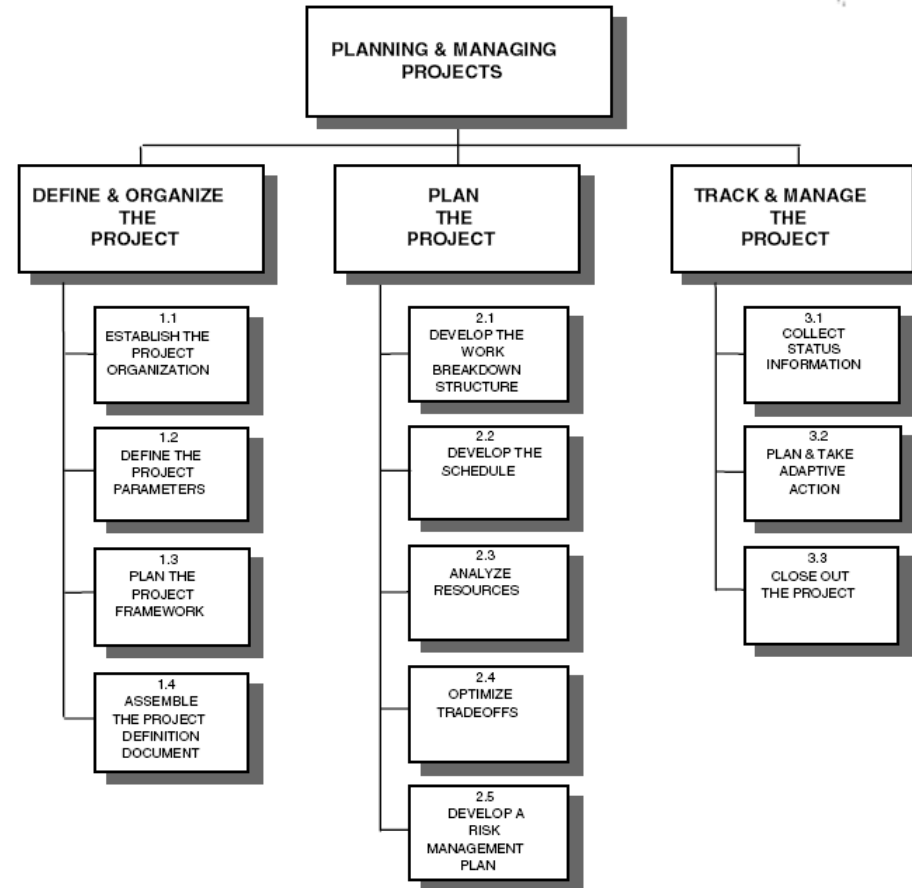
Why is PM relevant for organizations?

What is project management?

How do you measure success?

Best practices

Tools & Techniques



What is a project?
What are the
characteristics of a
project?

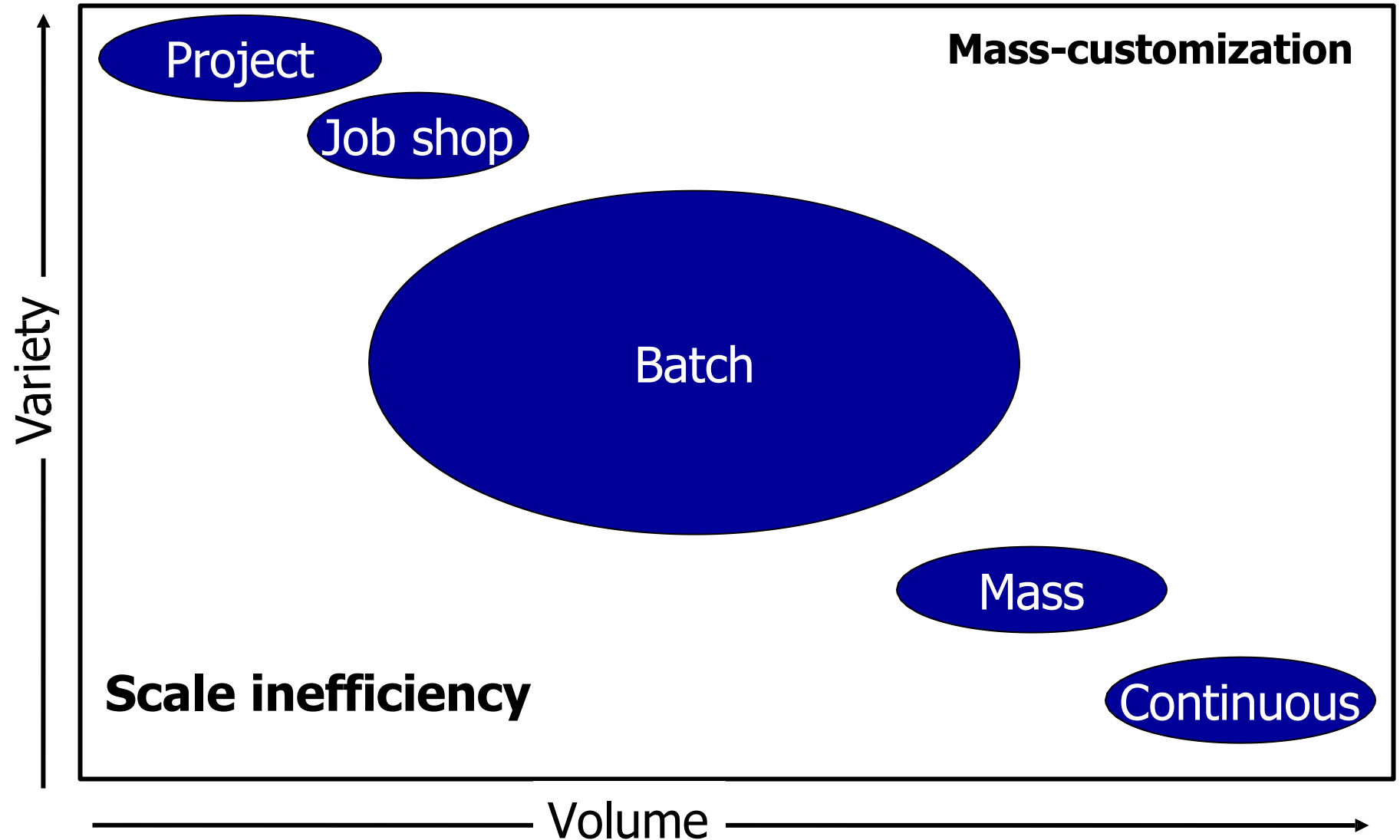


Project as a production process

- Product: they are all unique
- Discrete and highly customized products
- Low volume and high variety
- Product is often too big making it difficult to move after it is completed
- High level of work-in-progress
- Delivery time, customer specifications and budget.



Manufacturing process types



Oresund Bridge, Sweden / Denmark



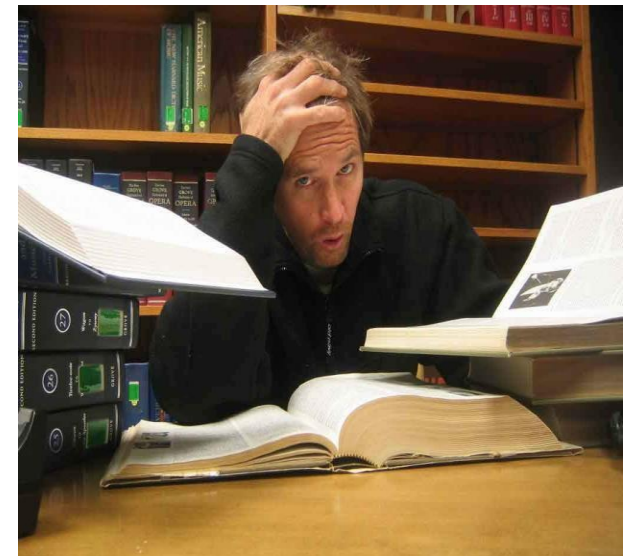
<https://www.youtube.com/watch?v=lm9XB9D3nzs>

But projects come in many forms:

- A project is a “one-off”, not a repetitive undertaking
- Temporary nature
- Projects have a defined beginning and end
- All projects have to deal with some uncertainty



Research & Development



Doing a executive program

Why is project management relevant for businesses?



Relevance of Project Management

WHAT LEADERSHIP SKILLS DO YOU NEED MOST?

These competencies were voted the most important for all management positions.



SOURCE ZENGER/FOLKMAN

Drives for Results

A few behaviors defining this competency:

- Do everything possible to meet goals or deadlines
- Consistently meet or exceed commitments
- Aggressively pursue all assignments and projects until completion

Project Management **is** Strategic Execution





What does project management bring to strategic execution?

Portfolio Management

Organizes executive-level strategic direction into portfolios of project-based work; each prioritized, sequenced and resourced appropriately

Governance and Oversight

Provides a methodology for tracking actual vs. estimated work effort, delivery of anticipated outcomes, budgetary and performance metrics, benefit realization and milestone-based funding gates

Project Management

Recognized standard methodology and approach to organizing, planning, monitoring and controlling task-based work designed to deliver a specific outcome

Resource Management

Track and report on organizational resources allocated to the strategic plan.

Communications Management

Information collection, formatting and dissemination from a “single source of truth”

The prosperity of an organization is based on adding value to the business. This is achieved through the continuous implementation of projects throughout the organization. If these projects are successfully implemented, the company will achieve better bottom line results.

¿Qué es la gestión de proyectos?

Project management is the execution of the project as it was planned.

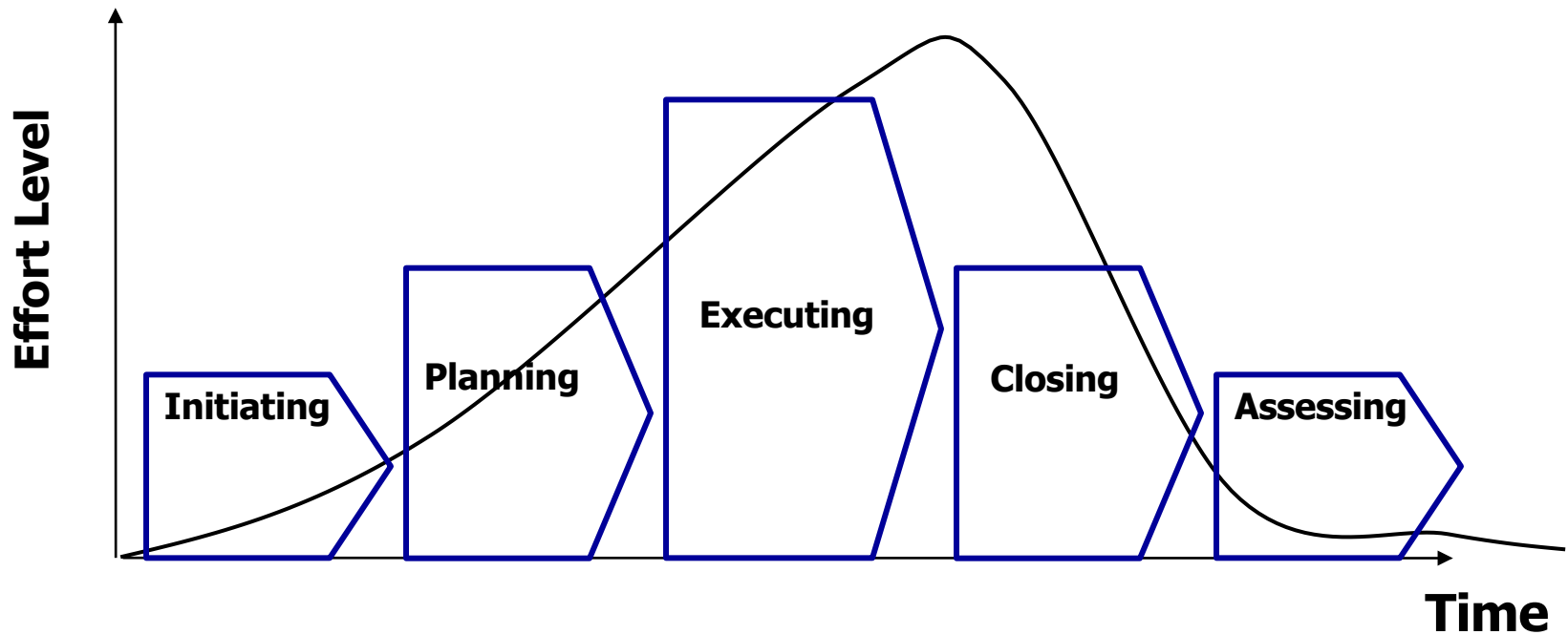
Project Plan

How much gap?



Project Execution

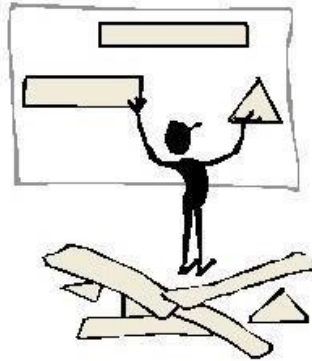
What is project management?



Las 7 etapas de un proyecto



ENTUSIASMO



ACCIÓN



CONSTERNACIÓN



PÁNICO



OFUSCACIÓN



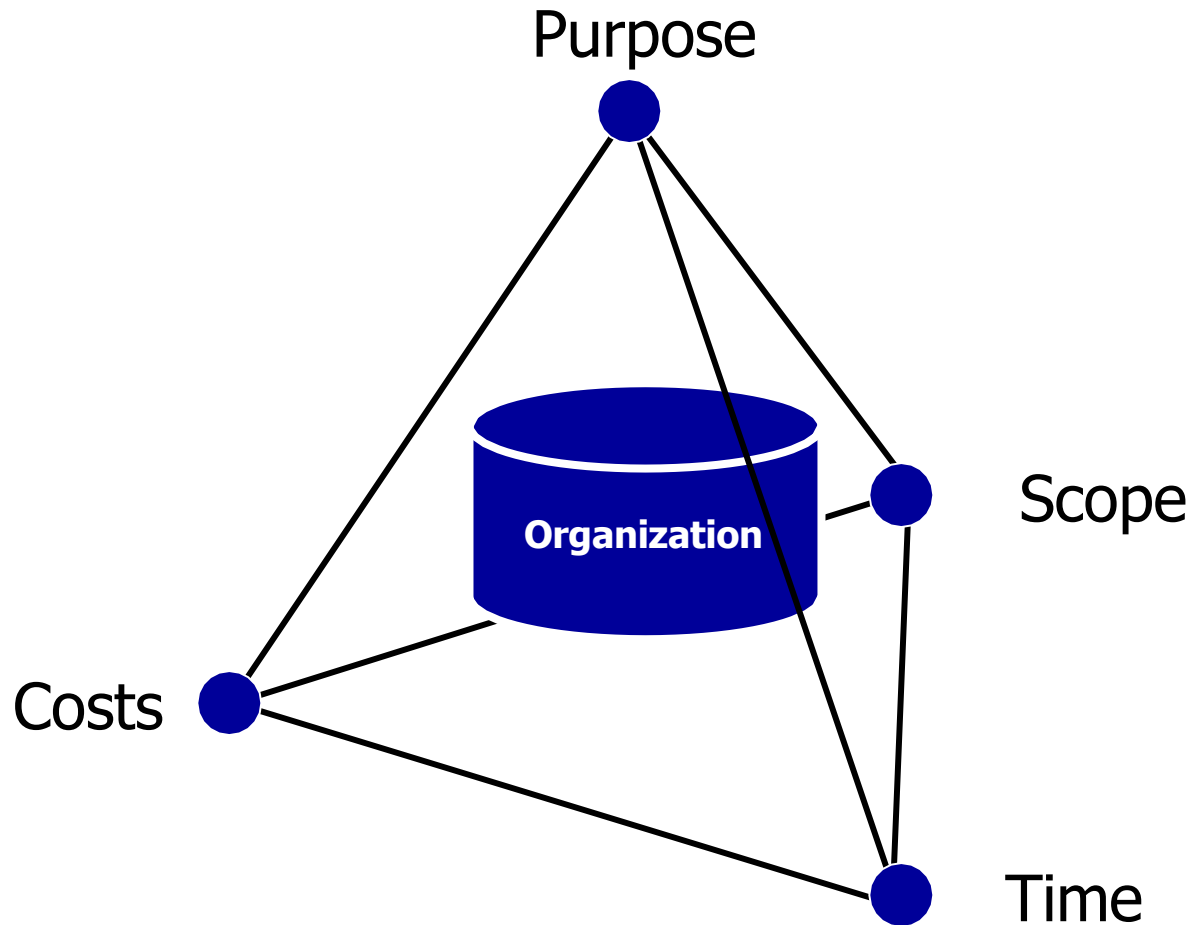
CASTIGO DEL INOCENTE



**RECONOCIMIENTO Y
RECOMPENSA A
LOS QUE NO PARTICIPARON**

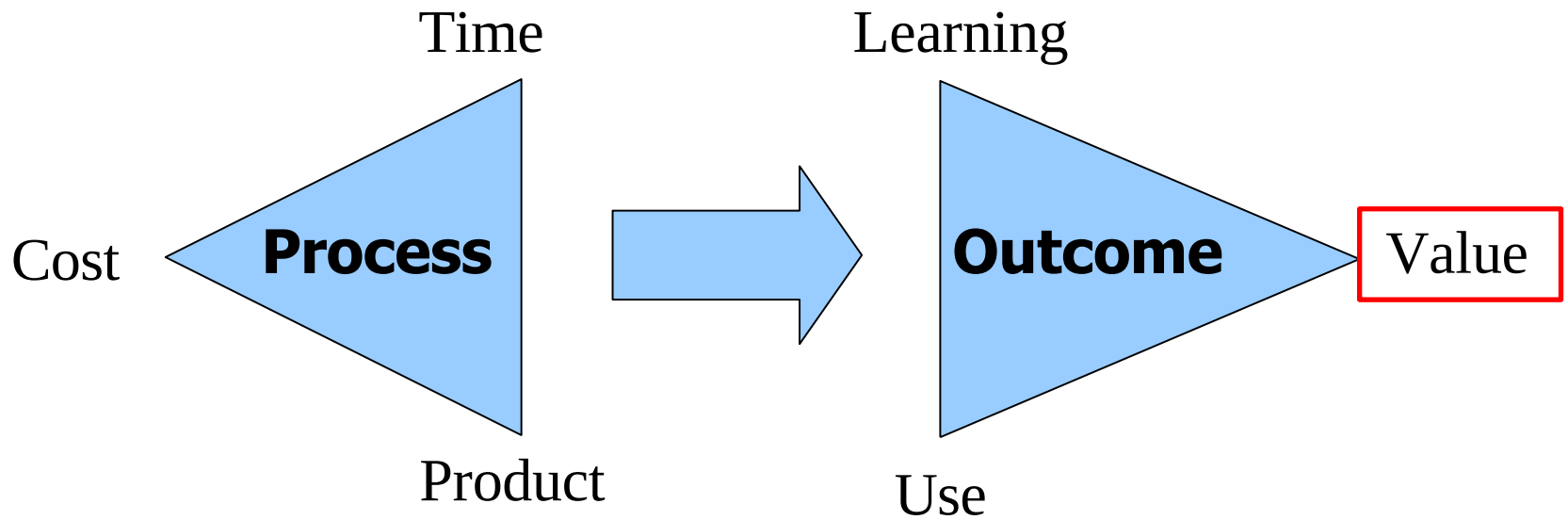
¿Cómo se mide el éxito en proyectos?

What does success mean?



Project success criteria

Stakeholder satisfaction



What is your own experience in achieving project objectives and metrics?

Projects fail at alarming rates

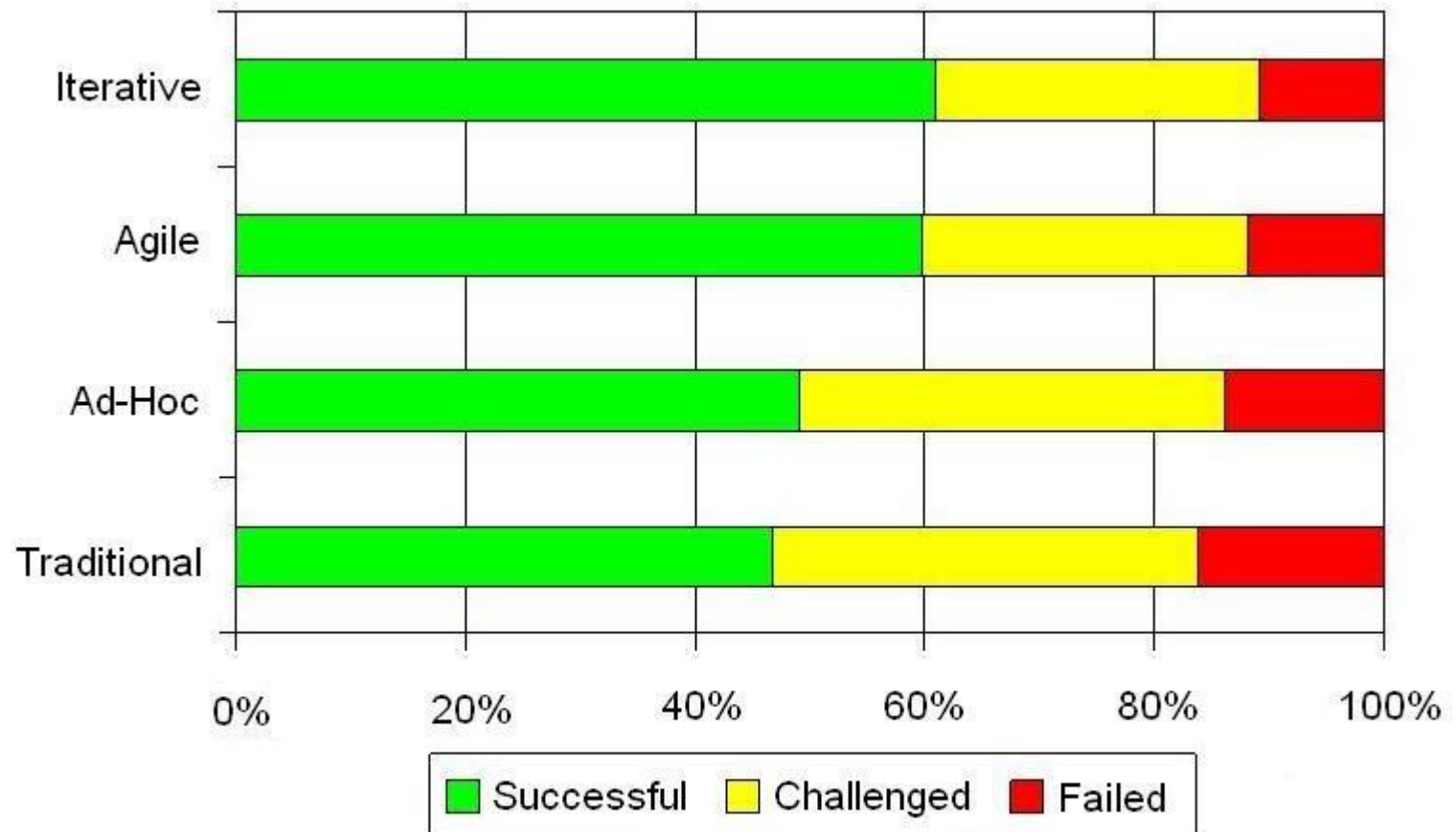


Project Management Success Remains Surprisingly Rare



- On average 16% of projects are successful
- 31% of projects are abandoned
- 53 % overrun their budgets by a factor of 2
- In large companies the rate of success is only 9%

Perceived Project Success Rates



Note: Accurate to within +/- 7%
Figures are "normalized" to add to 100%

Copyright 2010 Scott W. Ambler
Source: 2010 IT Project Success Survey, www.ambysoft.com/surveys/

The ultimate objective of this PM course is to improve upon the success rate of projects that are critical for you...

Enablers for Project Success

**Tools and
techniques for
project
management**



+

**Team working
and project
manager skills**



+

**Project office as
the support
infrastructure for
project
management**

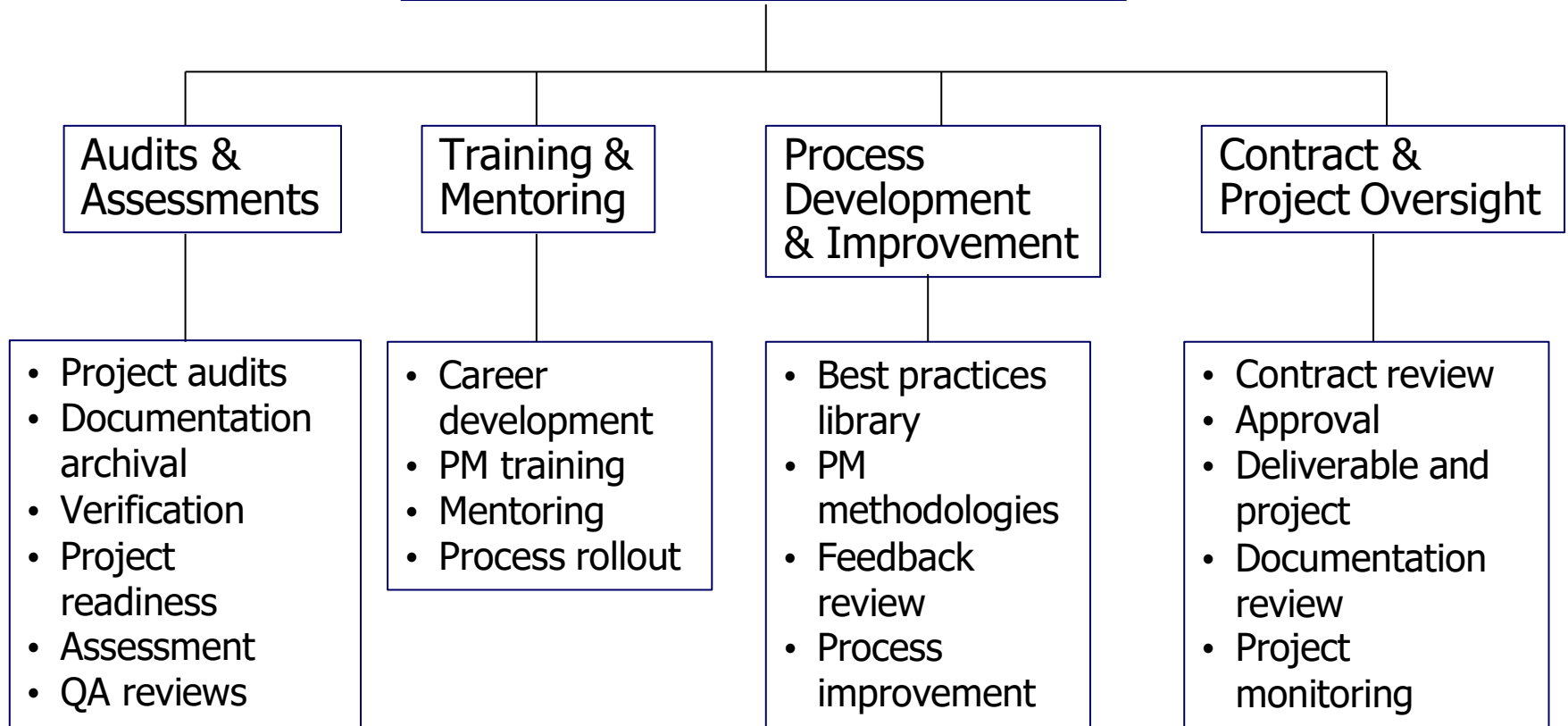


**Enablers for
project success**

Project-based management:

- A project office is composed of a team of people dedicated to improving project practice in an organization
- Objectives:
 - To facilitate rather than execute change processes
 - To develop a project culture within the organization
 - To manage the project portfolio and prioritization

Project Management Office



Project Management Institute (PMI)

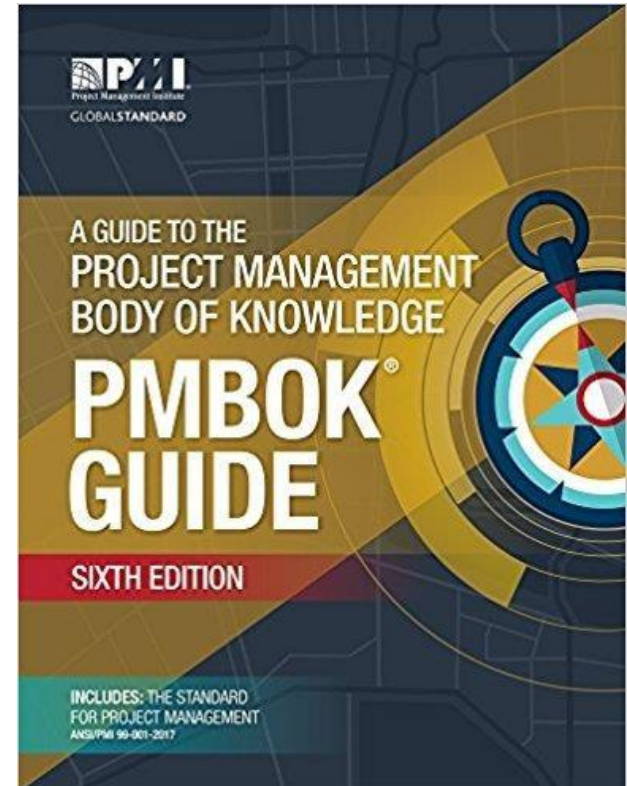
El Project Management Institute (PMI) es una organización sin fines de lucro que asocia a profesionales relacionados con la Gestión de Proyectos. Desde principios de 2011, es la más grande del mundo en su rubro, dado que se encuentra integrada por cerca de 500.000 miembros en casi 100 países. Sus principales objetivos son:

- ✓ Formular estándares profesionales.
- ✓ Generar conocimiento a través de la investigación.
- ✓ Promover la Gestión de Proyectos como profesión a través de sus programas de certificación.

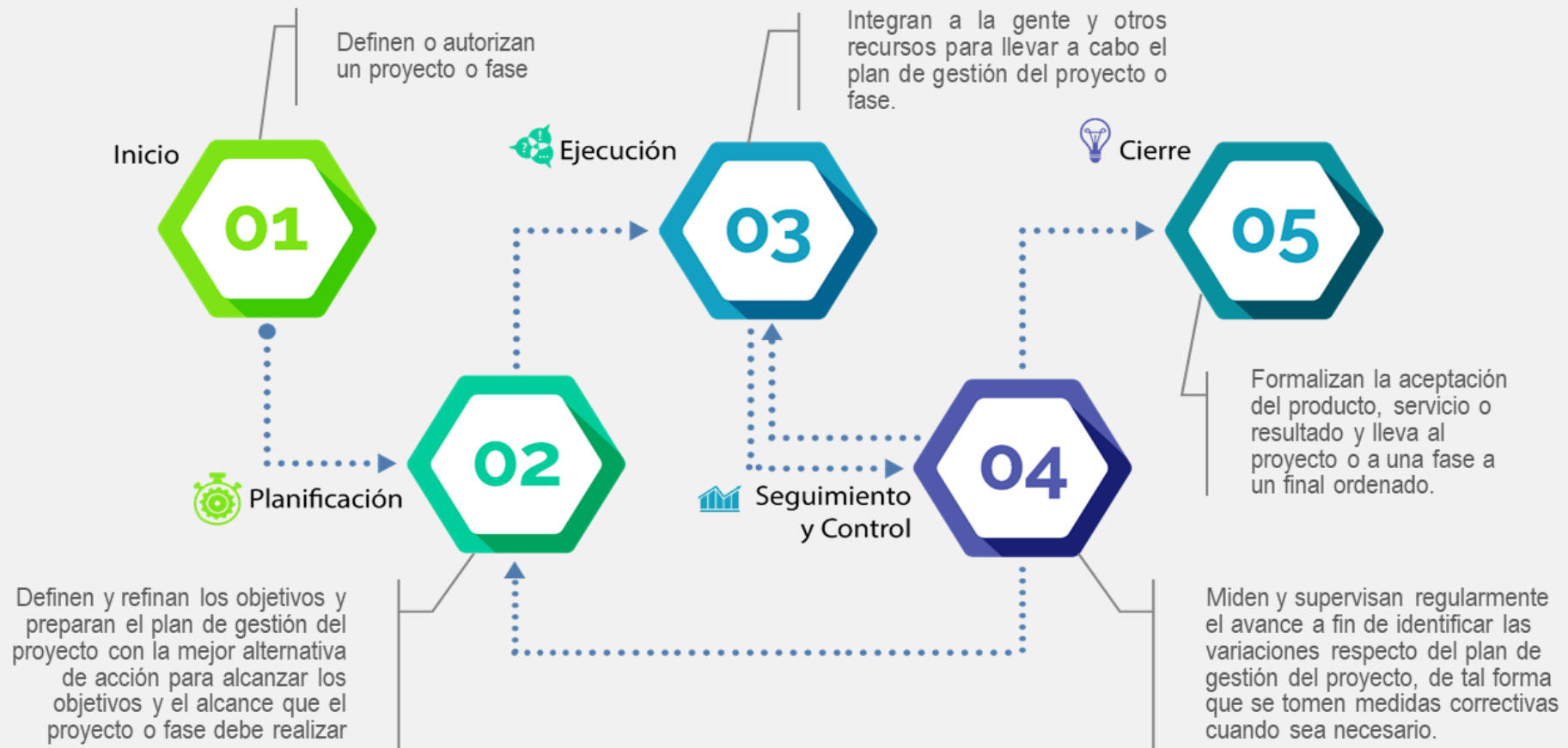


Project Management Body of Knowledge

La Guía del PMBOK (del inglés Project Management Body of Knowledge), desarrollada por el Project Management Institute, contiene una descripción general de los fundamentos de la Gestión de Proyectos reconocidos como buenas prácticas para lograr una dirección eficaz y eficiente del proyecto. Observar que no es una metodología de gestión de proyectos.



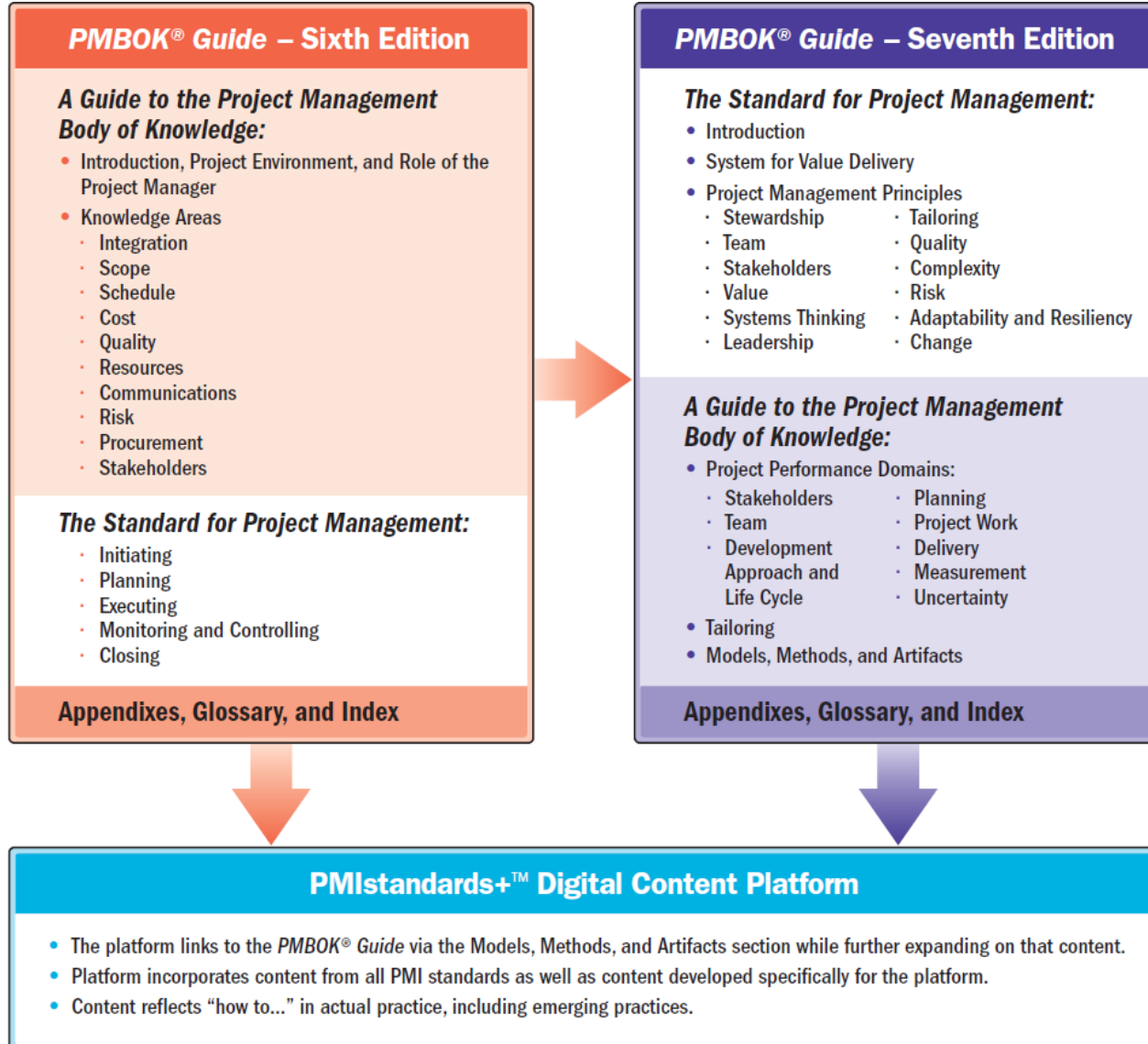
Grupos de Procesos (PMI)



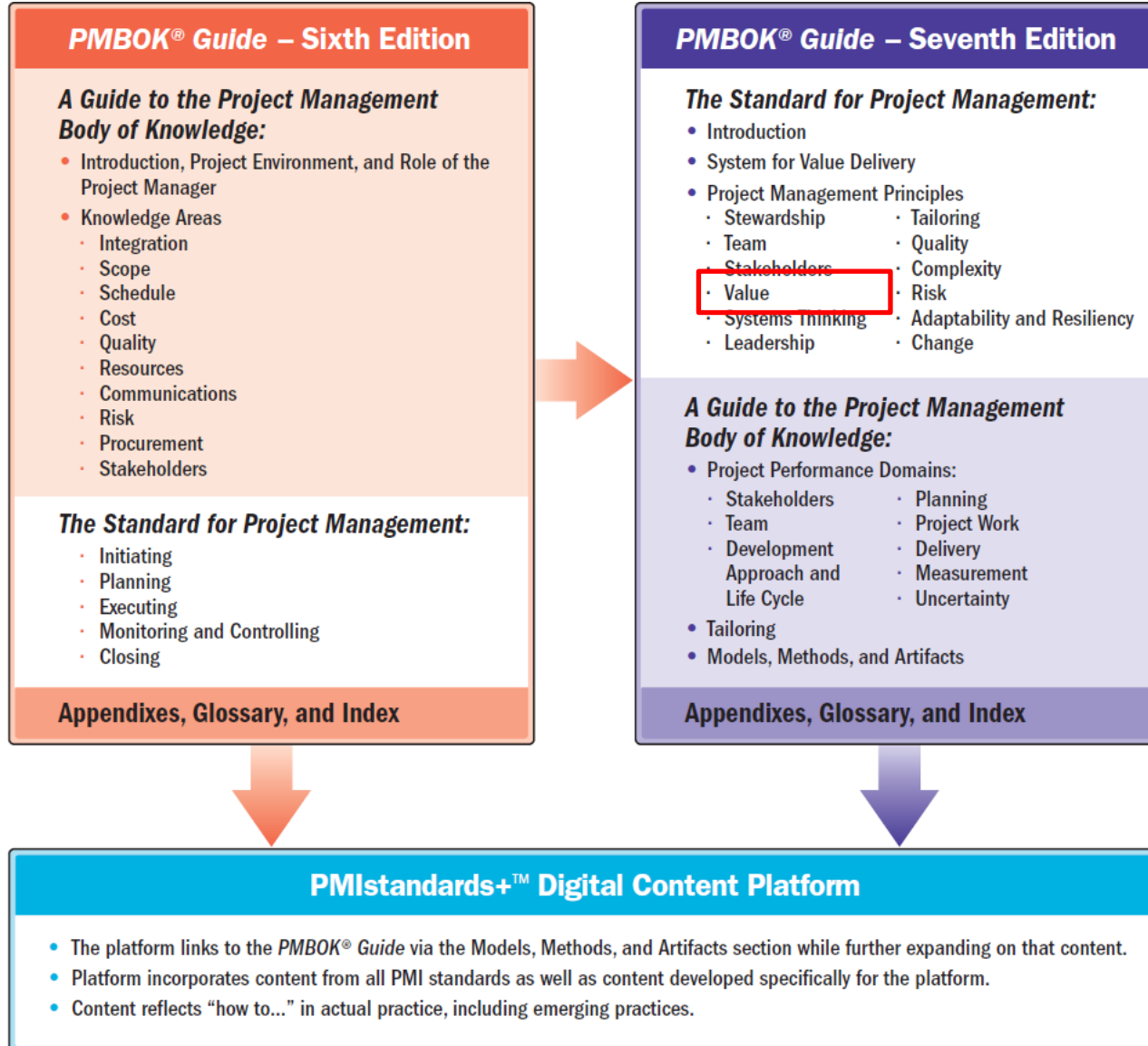
Áreas de Conocimiento del PMI



PMBOK ed 7



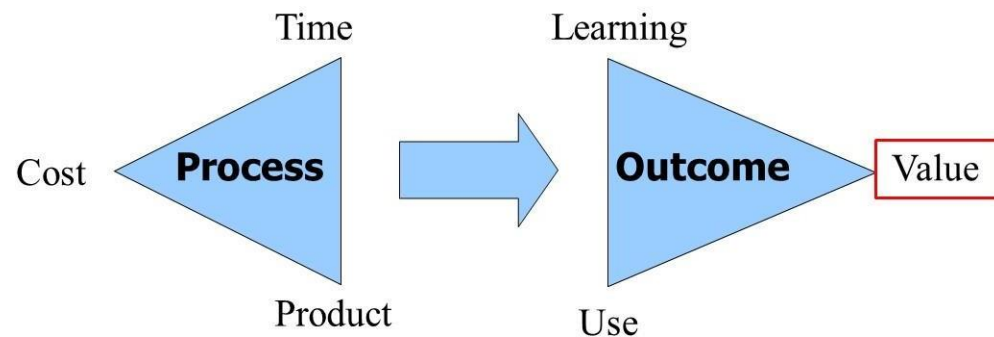
PMBOK ed 7



Principios

VALOR

- Evaluar y ajustar continuamente la alineación del proyecto con los objetivos de negocio y con los beneficios y el valor previsto.
- El valor es indicativo definitivo del éxito del proyecto.
- Los equipos de proyecto evalúan el progreso y se adaptan para maximizar el valor esperado



Planning and Managing Projects

Fundamentals

What is a project?

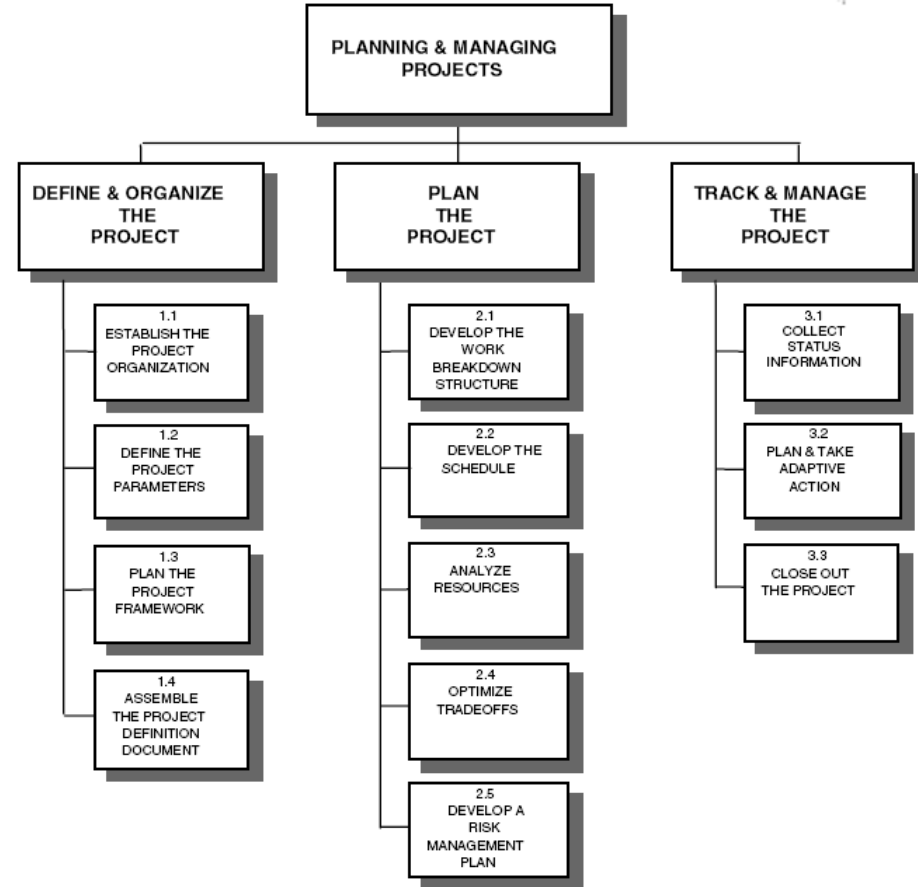
Why is PM relevant for organizations?

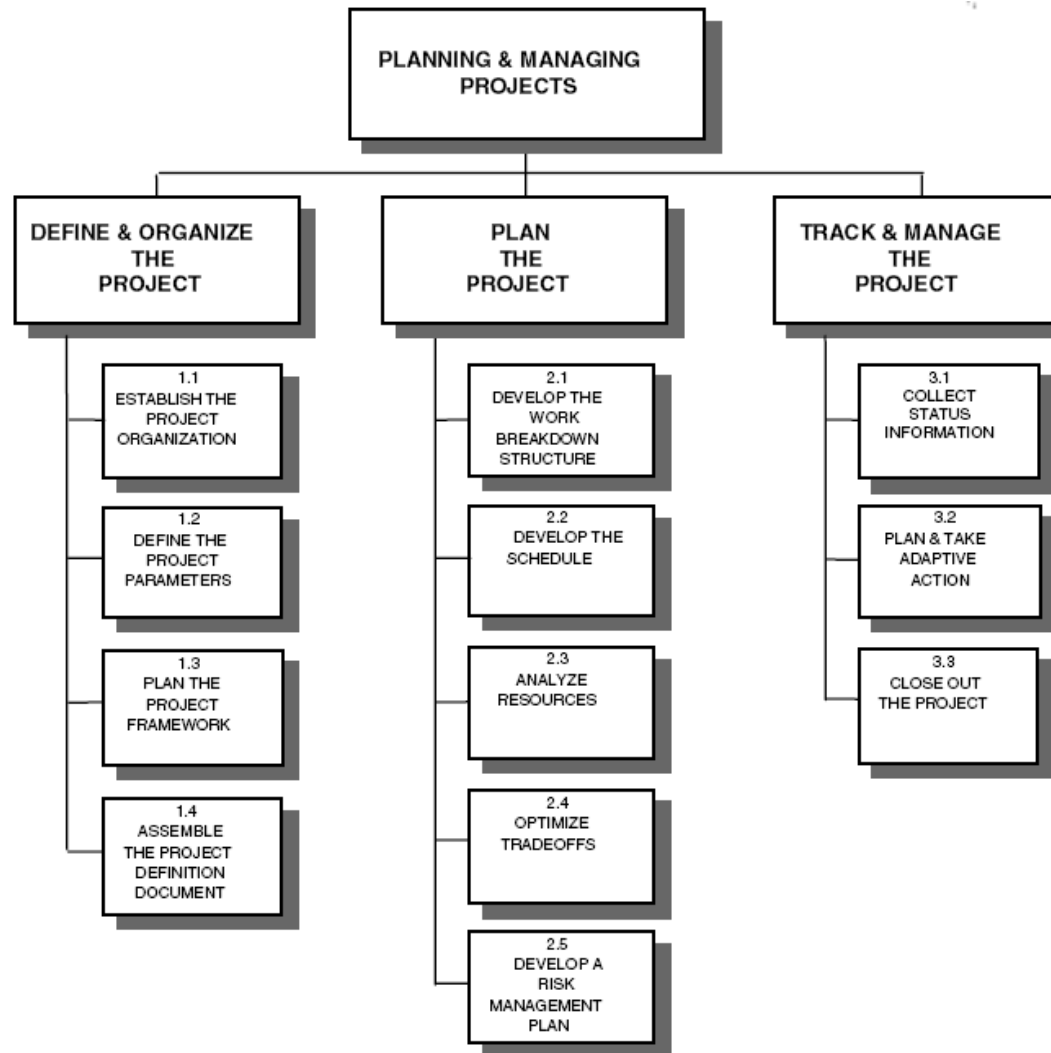
What is project management?

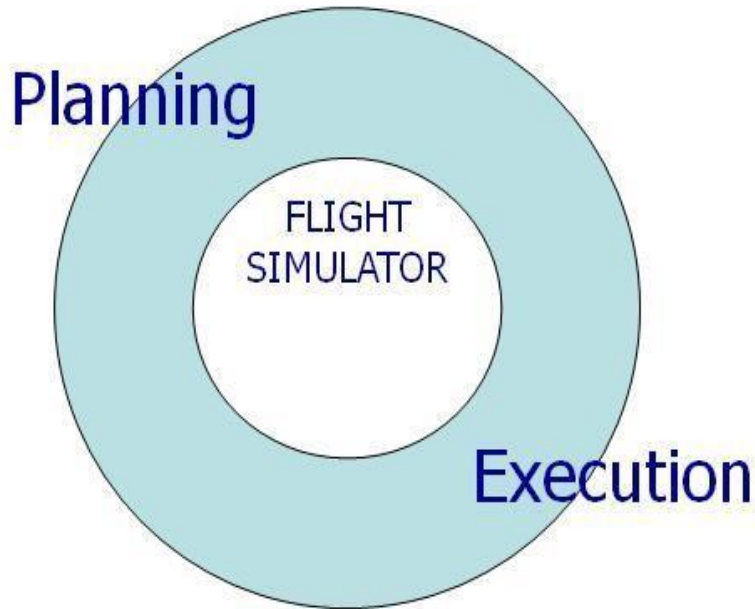
How do you measure success?

Best practices

Tools & Techniques







PROJECT MANAGEMENT SIMULATION

Hands-on opportunity to explore the complexities of managing projects through rapid experimentation.

- Setting and changing project parameters and observing effects on project outcomes.
- Managing team dynamics
- Post-simulation discussion to summarize learning experience.

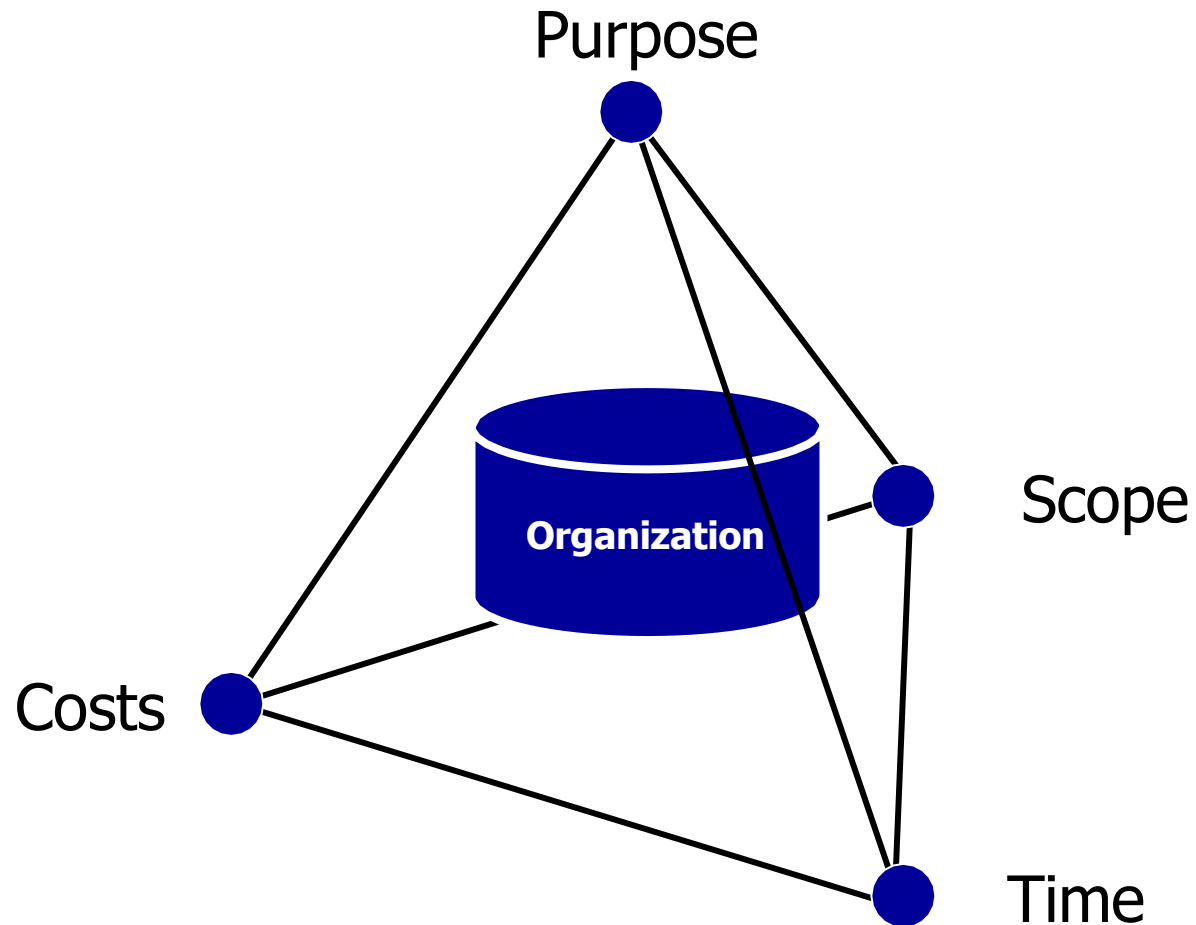
The aim of the simulation:

- ✓ Allow an active learning experience.
- ✓ Create and stimulate a useful practical discussion that can improve understanding and yield better outcomes in practice.
- ✓ Discover causal relationships between actions and project outcomes.
- ✓ Understand critical Human Resources issues in project management
- ✓ Enhance leadership skills by having different roles on each scenario
- ✓ Identify basic better project management principles for top management

As you go through the simulation:

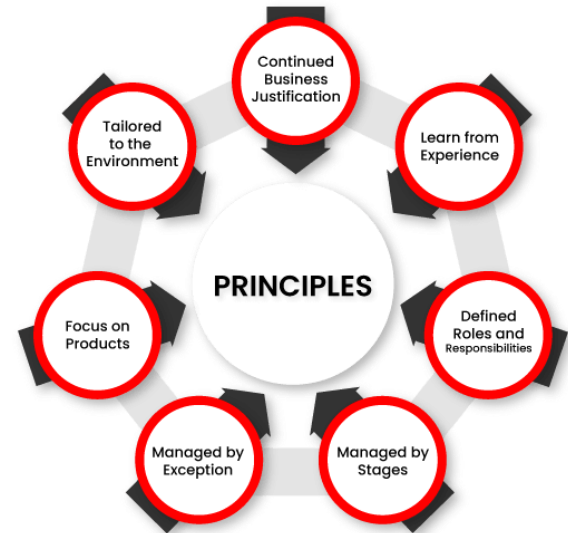
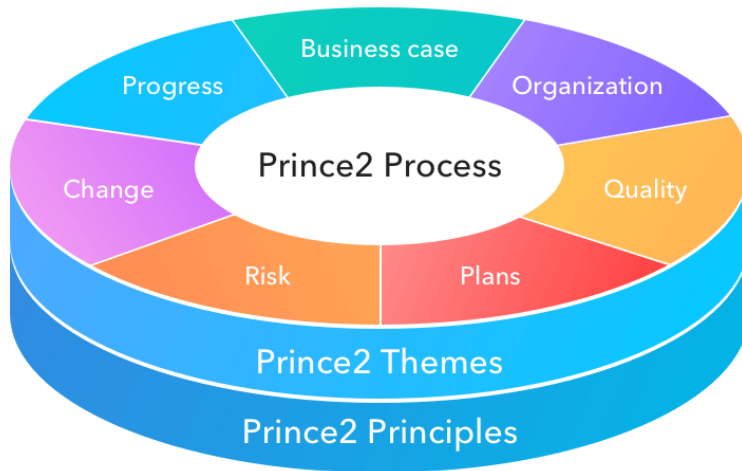
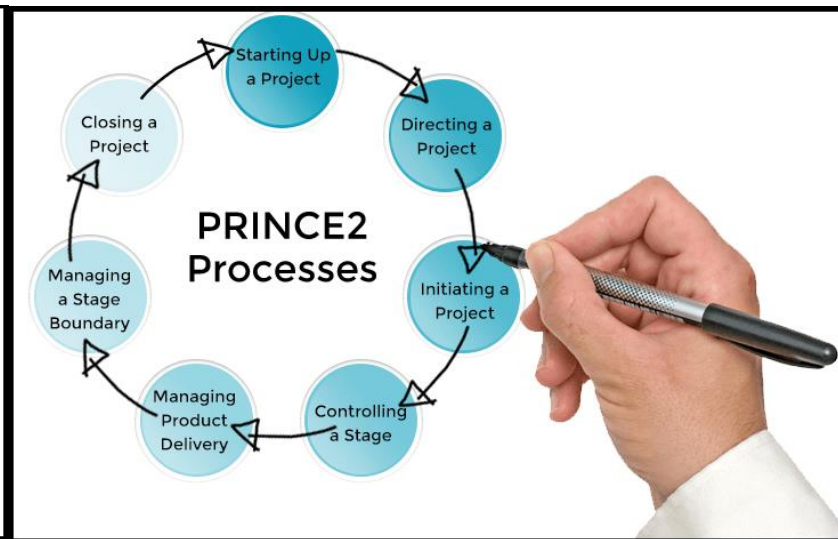
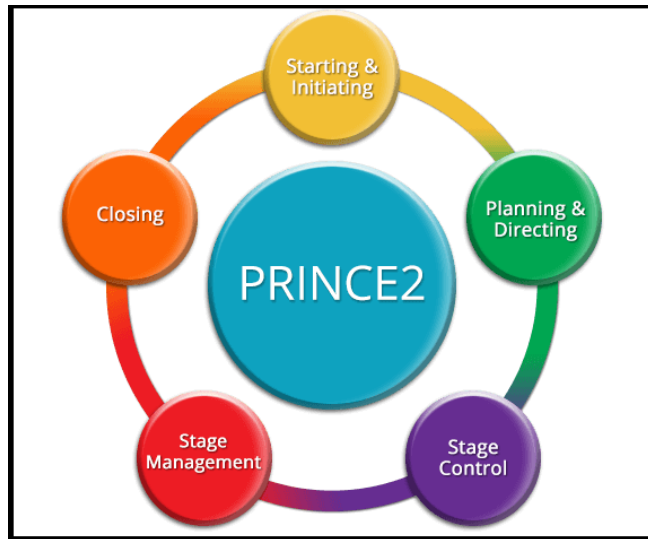
- ✓ How varying decision parameters (target scope, team size, team skill level, amount of outsourcing, target completion date, overtime allowed, time in meetings) affect project outcomes (task completed, cost incurred, productivity, new problems discovered, projected completion date) and team attributes (moral, stress levels and rate of mistakes)
- ✓ What causes each effect? What explains the causal relationships you have discovered?
- ✓ What strategies did you attempt in managing your projects? What worked? What did not?

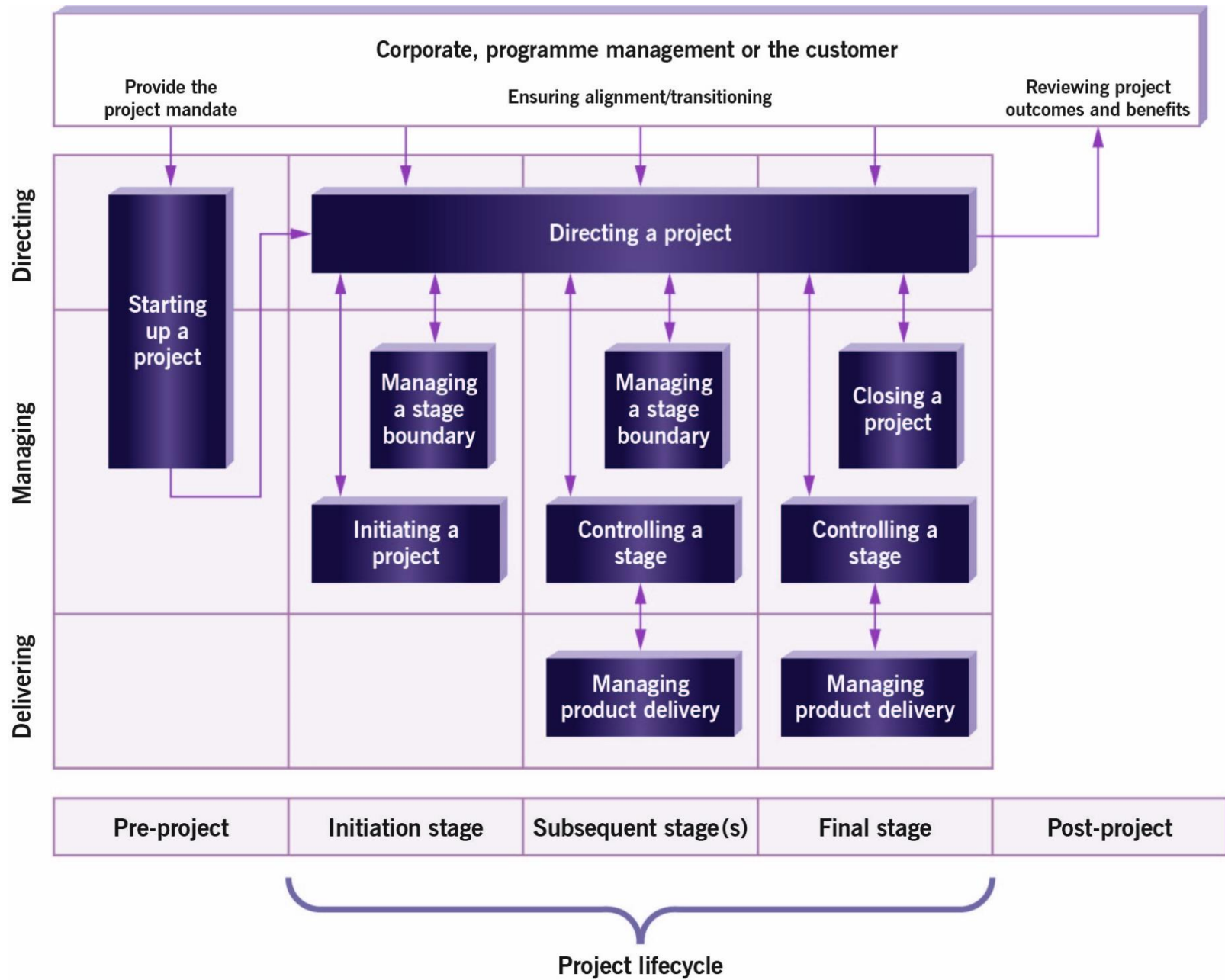
What does success mean?

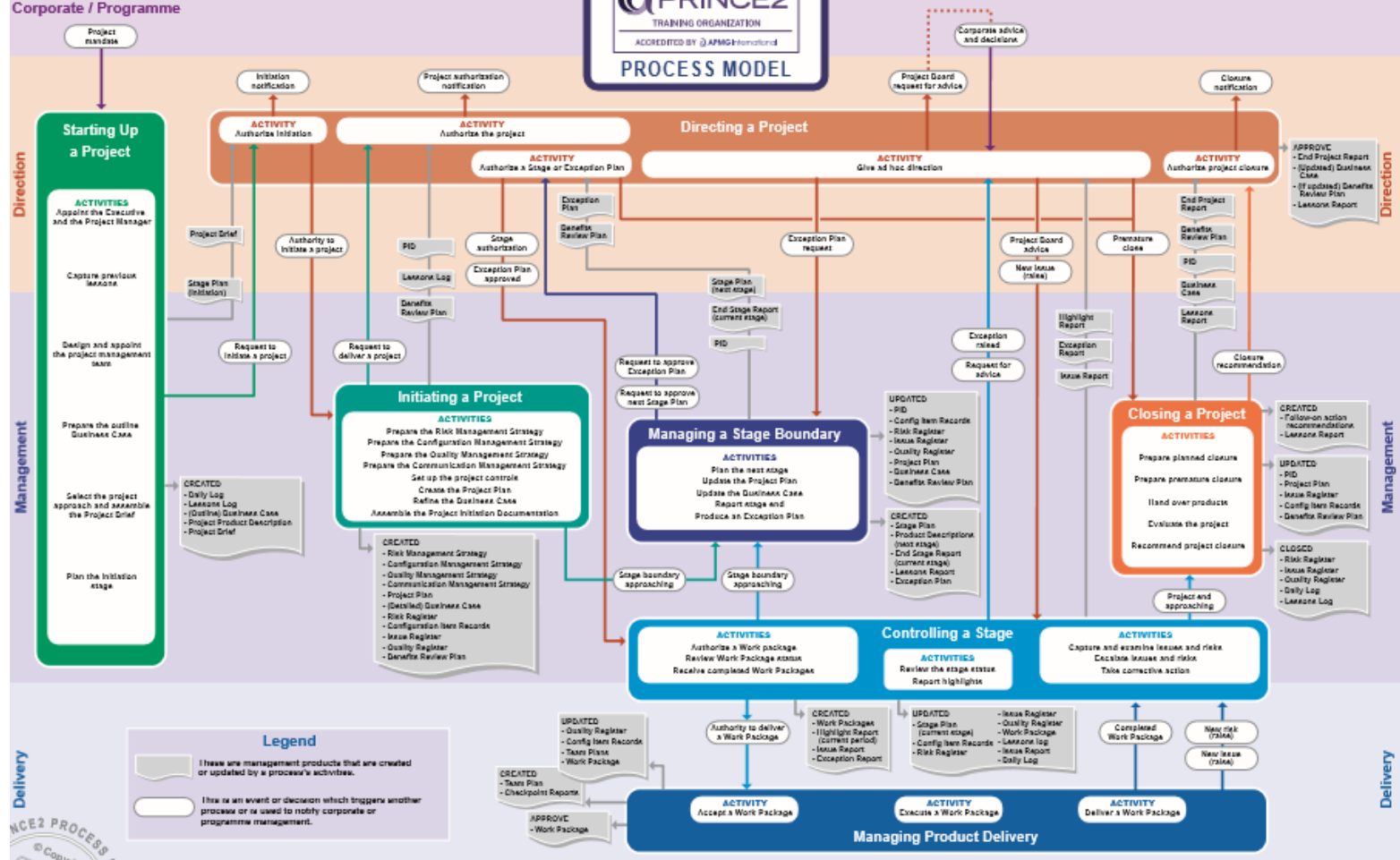


Qué metodología utilizar?

Depende...

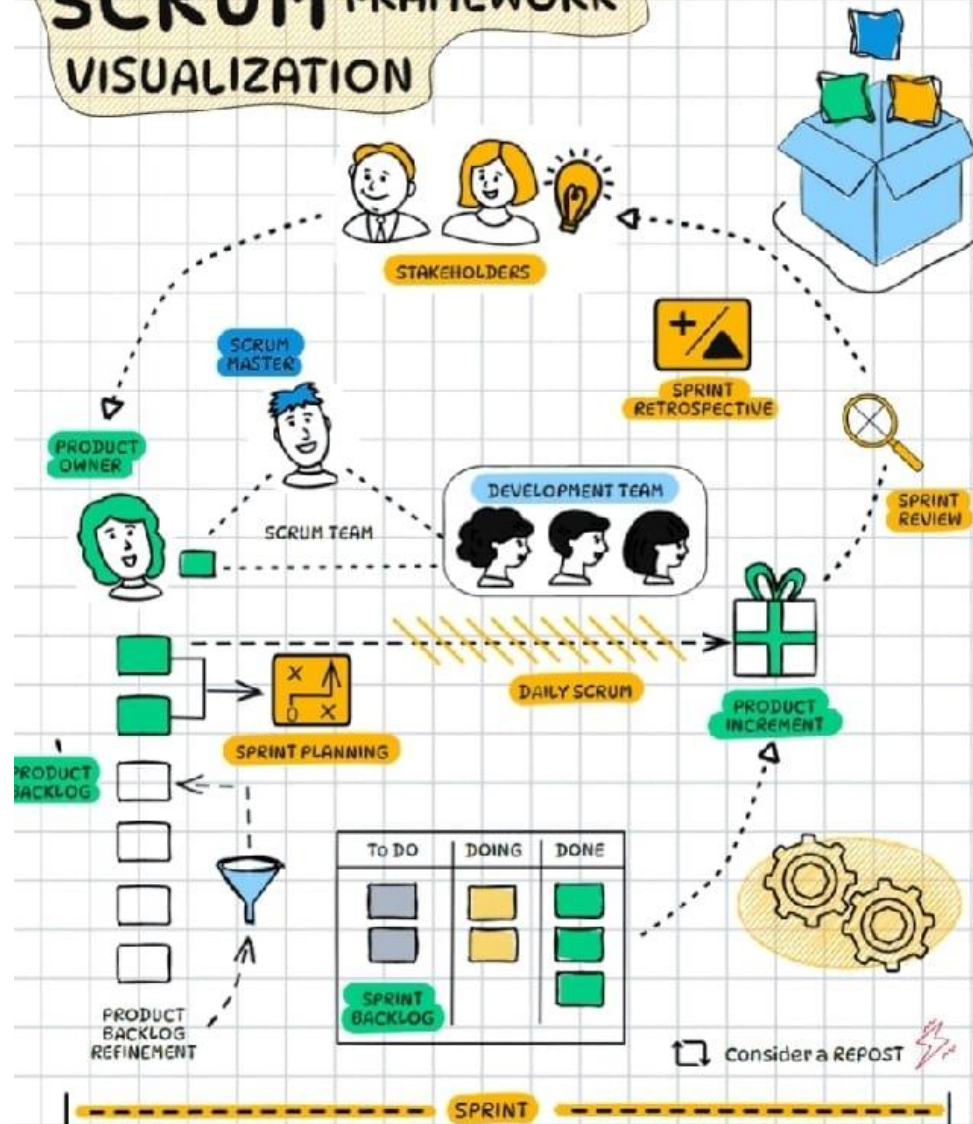






SCRUM FRAMEWORK VISUALIZATION

neuveu.com



[Project Management Documents \(ucube.biz\)](http://ucube.biz)



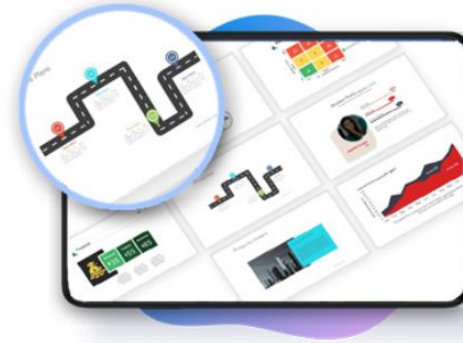
Project Documentation:

According to Project Life-Cycle & Planning Phases



Project Planning

Plan, Start, Organize, and Manage project from scratch



Project Presentations

Complete business & Project Planning Slides



- ✓ Management of Risk (MoR)[™]
- ✓ Project Offices (P3O)[™]
- ✓ PM Institute (PMI)[®]
- ✓ Project Maturity Model (P3M3)[™]
- ✓ Portfolio Management (PPM)[™]

Project Initiation

In this stage, companies decide if the project is needed and how beneficial it will be for them.

- | | |
|----------------------------|-------------------------|
| ✓ Business Case | ✓ Project Assessment |
| ✓ Acceptance Criteria | ✓ Scope Statement |
| ✓ Project Brief | ✓ Organization Chart |
| ✓ Project Deliverable | ✓ Initial Resource Plan |
| ✓ Initiation Documentation | ✓ Feasibility Study |
| ✓ Work Management | ✓ Kickoff Meeting |
| ✓ Project Proposal | ✓ Approval Workflow |
| ✓ Project Charter | ✓ Initial Project Risk |

Executive Summary

Comment [A1]: The Executive Summary is normally completed to accompany the fully updated Outline Business Case (OBC). Key information is summarised from all 3 cases and presented over 2/3 pages as an overview of the OBC.

Introduction and Background

Comment [A2]: Take the Strategic Case and summarise the introduction, objectives and organisational overview.

This Executive Summary outlines the main points of the supporting Business Case, covering key issues together with any conclusions and recommendations.

The background to this project is [summarise with very broad key issues from the strategic case]

Objectives and Scope

Comment [A3]: Using the Strategic Case, summarise the project objectives, issues with existing arrangements, business needs and service gaps.

The main aim of this document is to assess the value for money of this investment. It is intended to demonstrate that there is a sound case for proceeding, and that the approach to project implementation should achieve the project's key objectives and outcomes.

Outline:

Comment [A4]: Take key elements of each case and summarise

Strategic Case

Comment [A5]: Impact on organisation, strategic delivery options, constraints, dependencies and strategic benefits

<outline impact on the organisation, strategic delivery options, constraints, dependencies and strategic benefits>

Economic Case

Comment [A6]: options and appraisal, benefits, value for money, key findings

<outline options and appraisal, benefits, value for money, key findings>

Commercial Case

Comment [A7]: procurement strategy, risk allocation and supplier

<outline procurement strategy, risk allocation and supplier>



Project Planning

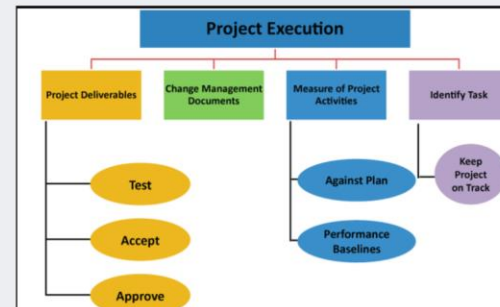
In this stage defining a project's scope, goals, and deliverables, as well as identifying the resources and tasks

- ✓ Gantt Chart Excel
- ✓ Excel Project Manager
- ✓ Tracking Spreadsheet
- ✓ SWOT Analysis Template
- ✓ Action Plan Template
- ✓ One Page Project Manager

Project Execution

In this stage of the project where everything your team has planned is put into action

- ✓ Execution Excel Template
- ✓ Requirement Tracibility
- ✓ SAP Implementation
- ✓ Test Case Template
- ✓ Test Coverage Document



Project Tracking

Project monitoring involves tracking a project's metrics, progress, and associated tasks to ensure everything is completed on time, on budget.

- ✓ RACI Excel Template
- ✓ Portfolio Dashboard
- ✓ Gap Analysis Template
- ✓ Root Cause Analysis
- ✓ RAID Log Excel
- ✓ Execution Tracking

Project Communication

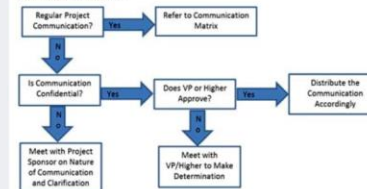
Project management communication plan helps you communicate with the project teams and stakeholders...

- ✓ Communication Status
- ✓ Management Planning
- ✓ Process Improvement Plan
- ✓ Programme Benefit Profile
- ✓ Requirement Check List
- ✓ Project Requirements

Communication Flowchart

Flowcharts provide a visual representation of a process or processes which often allow a better understanding of how the process is intended to work. Project communications may be extremely complex depending on the size and scope of the project and the number of stakeholders. A flowchart provides all stakeholders with a better understanding of the steps involved with the distribution of all project communications.

The communication flowchart below was created to aid in project communication. This flowchart provides a framework for the project team to follow for this project. However, there may be occasions or situations which fall outside of the communication flowchart where additional clarification is necessary. In these situations the Project Manager is responsible for discussing the communication with the Project Sponsor and making a determination on how to proceed.



Change Management

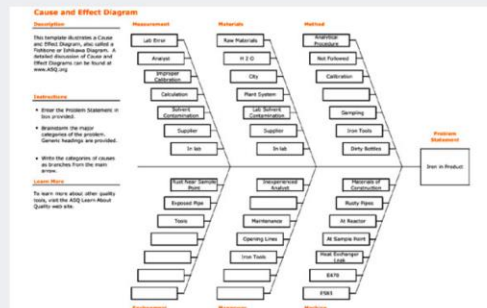
Choose from a variety of templates for change management planning and procedures. Templates include change request, impact assessment, ...

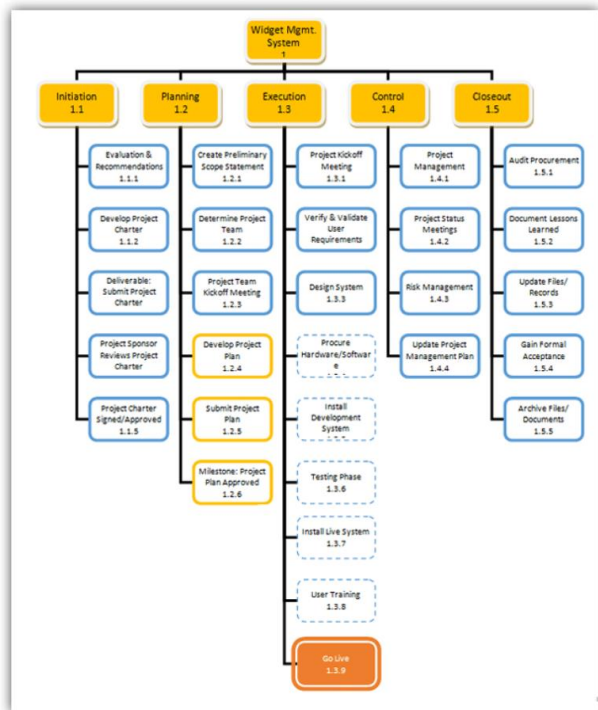
- ✓ Change Request Form
- ✓ ITIL Change Request
- ✓ Change Log Template
- ✓ Impact Assessment
- ✓ Management Plan
- ✓ Change Curve Model

Risk/Issues Management

The template includes a risk assessment matrix for getting an overview of risk ratings, plus a management matrix for identifying and assessing risks, describing mitigation strategies, and monitoring control efforts.

- ✓ Incident Priority
- ✓ Cause/Effect Diagram
- ✓ Issue Resolution Process
- ✓ Risk Identification
- ✓ Risk Register
- ✓ Risk Management





WBS Management

WBS template is a framework for planning and controlling a project and provides the basis from which a statement of work can be developed.

- ✓ Checklist Template
- ✓ WBS Plan (DOC +PDF)
- ✓ PMO WBS TEMPLATE
- ✓ WBS Construction Template

Procurement

A Procurement Management Plan Template is a document that outlines the approach and strategies for managing procurement activities for a project or organization.

- ✓ Purchase Order
- ✓ Recovery Policy Template
- ✓ Performance Report
- ✓ Procurement Plan
- ✓ Catalogue Template
- ✓ Problem Management





Project Costing

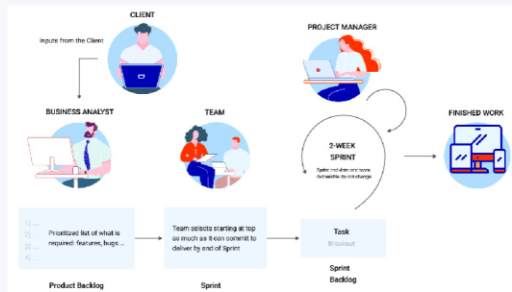
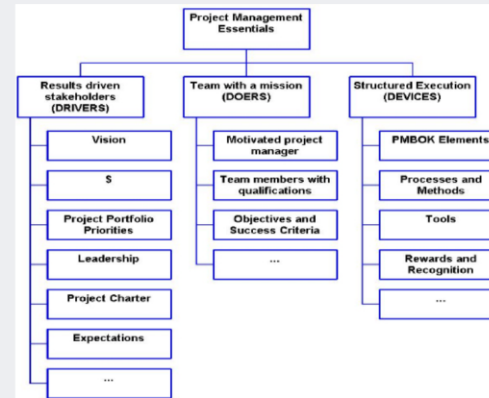
Use the template to estimate your project's total projected expenditures and to ensure that you account for all direct and indirect costs.

- ✓ Cost Benefits Analysis
- ✓ Earned Value Template
- ✓ Project Budget Template
- ✓ Cost Estimation
- ✓ Cost Estimation Plan
- ✓ Project Cost Estimation

PM Essentials

Project management templates developed by PMP certified Project Managers, each organized according to PMBOK process group.

- ✓ Multiple Project Tracker
- ✓ Project Checklist
- ✓ Project Scope Template
- ✓ Portfolio Dashboard
- ✓ Project Pipeline Tracker



Task Management

Templates typically include features like due dates, assignees, and completion percentages to help you stay organized and on track with your projects.

- ✓ Single Project Tasks
- ✓ Multi Project Task
- ✓ Task Tracker
- ✓ Daily Task Tracker

Quality Management

This includes the determination of a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement.

- ✓ Scalable Results
- ✓ Control Chart
- ✓ Quality Log Guideline
- ✓ Quality Matrix
- ✓ Quality Review Form
- ✓ Quality Standards

Project Quality Management Process

Processes & Activities of the Performing Organization



Staff Management

Access to Ultimate HR management templates, Employees management templates, PTO tracker and many more..

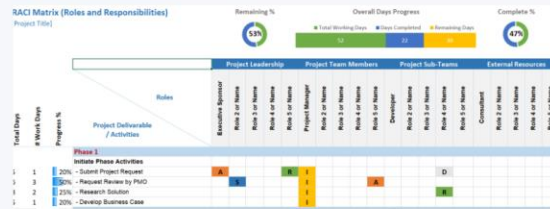
- ✓ Staff Competency Matrix
- ✓ Project Resource Matrix
- ✓ Resource Request Plan
- ✓ Team Capacity Planner
- ✓ Stakeholder Matrix
- ✓ Team Charter Template

Project Scheduling

It indicates the sequence with which activities will be performed and how long it will take to perform each one.

- ✓ Issues Register
- ✓ Normal RFC Template
- ✓ Implementation Plan
- ✓ RACI Matrix
- ✓ Release Calendar
- ✓ Release Management





Project Timeline

A project timeline template is a tool that displays the project schedule, including individual tasks, key milestones, and due dates.

- ✓ Construction Schedule
- ✓ Project Timeline
- ✓ Milestone Template
- ✓ Production Schedule
- ✓ Schedule Management
- ✓ Timesheet Tracking

Stakeholder Management

Stakeholder management plans are formal documents that should be shared with and created alongside your entire project team, and they contain information on who each stakeholder is and how exactly they will be involved in the execution of your project.

- ✓ Stakeholder Matrix
- ✓ Communication Template
- ✓ Stakeholder Reporting
- ✓ Project Closure Meeting
- ✓ Meeting Agenda



PROJECT MANAGEMENT OFFICE

Tasks of a Project Management Office



Project Management Office

The PMO retains the documentation and metrics for executing projects and is tasked with ensuring projects are delivered on time and within budget.

- ✓ PMO Action Plan
- ✓ PMO Business Case
- ✓ PMO Charter Document
- ✓ PMO Comms Plan
- ✓ PMO KPI Dashboard
- ✓ PMO Roles

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& acción

Gestion de Proyectos

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 **LinkedIn**



**Fede de Luna / IT
BUSINESS PARTNER**
Profesor

Ingeniero en Organización Industrial y Máster en Gestión de TI. Ha cursado programas ejecutivos en Gestión de proyectos, Liderazgo e Industria 4.0. Certificado en Prince2, ScrumMaster, Kanvan, LeanIT e ITIL4. Ha participado y dirigido proyectos industriales, organizacionales, tecnológicos y de evolución de software durante más de 15 años, tanto en empresa privada de ámbito nacional e internacional, como en modalidad consorcio cofinanciado con fondos públicos. Su trayectoria se ha centrado en sectores Industria, Transporte, Logística y Cadena de Suministro. Actualmente trabaja en DHL Supply Chain como IT Business Partner, y viene a compartir las claves, según su experiencia, para conseguir llevar los proyectos a buen puerto.