



# CQPM

**Improving Project Management Quality and Competencies  
to Ensure Customer Delight**



**Presented by:**

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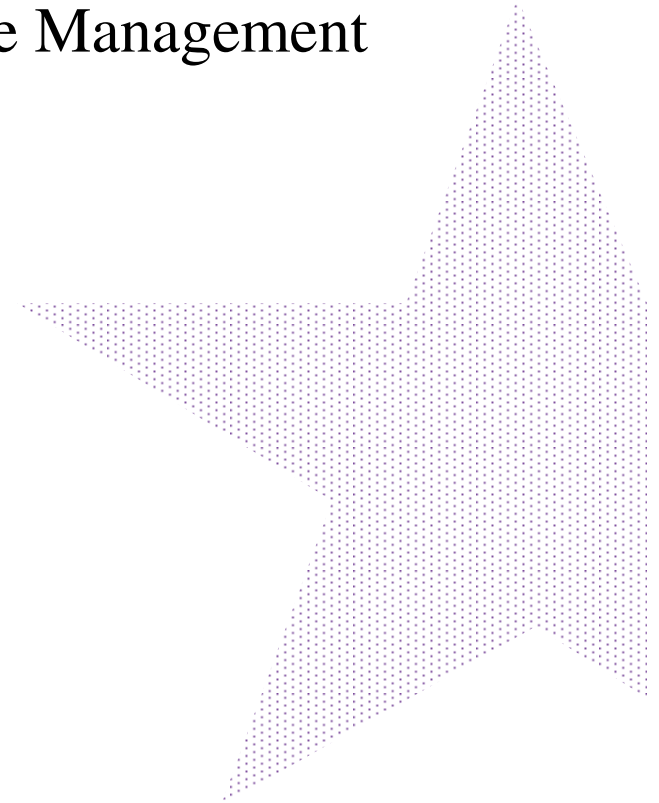
**BE; MBA; CSQA; 6Sigma Green Belt; CPCD; LA - ISO**

## ➤ Enhanced Competencies of PM

- Essential Performance and Competence Management
- Team Development and Charter
- Growth and leadership
- Customer driven PM

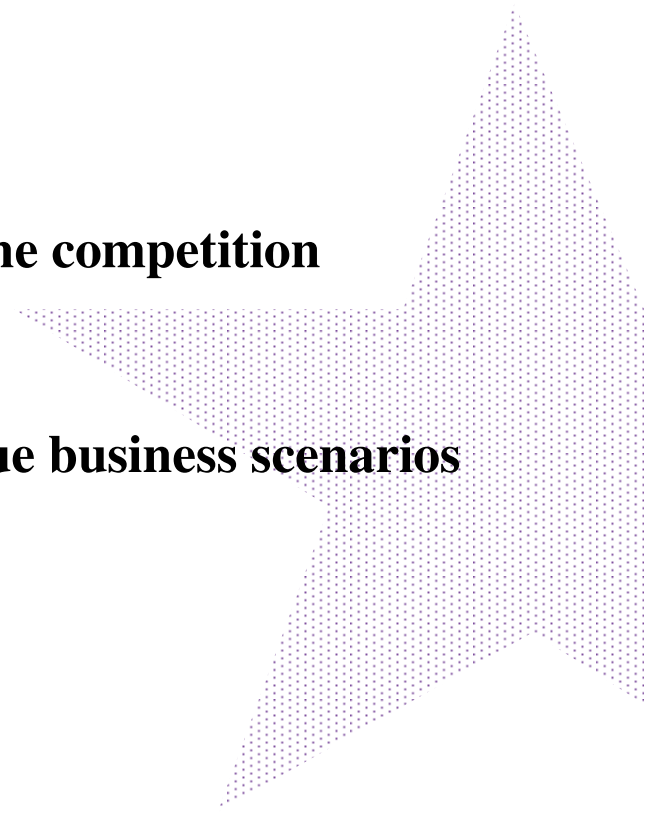
## ➤ Enhanced Quality of PM

- Managed Process
- Risk driven Management
- Decision driven PM



# PM contribution to the organization?

- **Revenue, streams, survival or Profits**
- **Innovate new dimensions of value generation**
- **Brand Building, Entry in a new Market, Check the competition**
- **Pilot Innovation, methodology or a framework**
- **Appraise the organizational capabilities for unique business scenarios**
- **Identify new leaders**



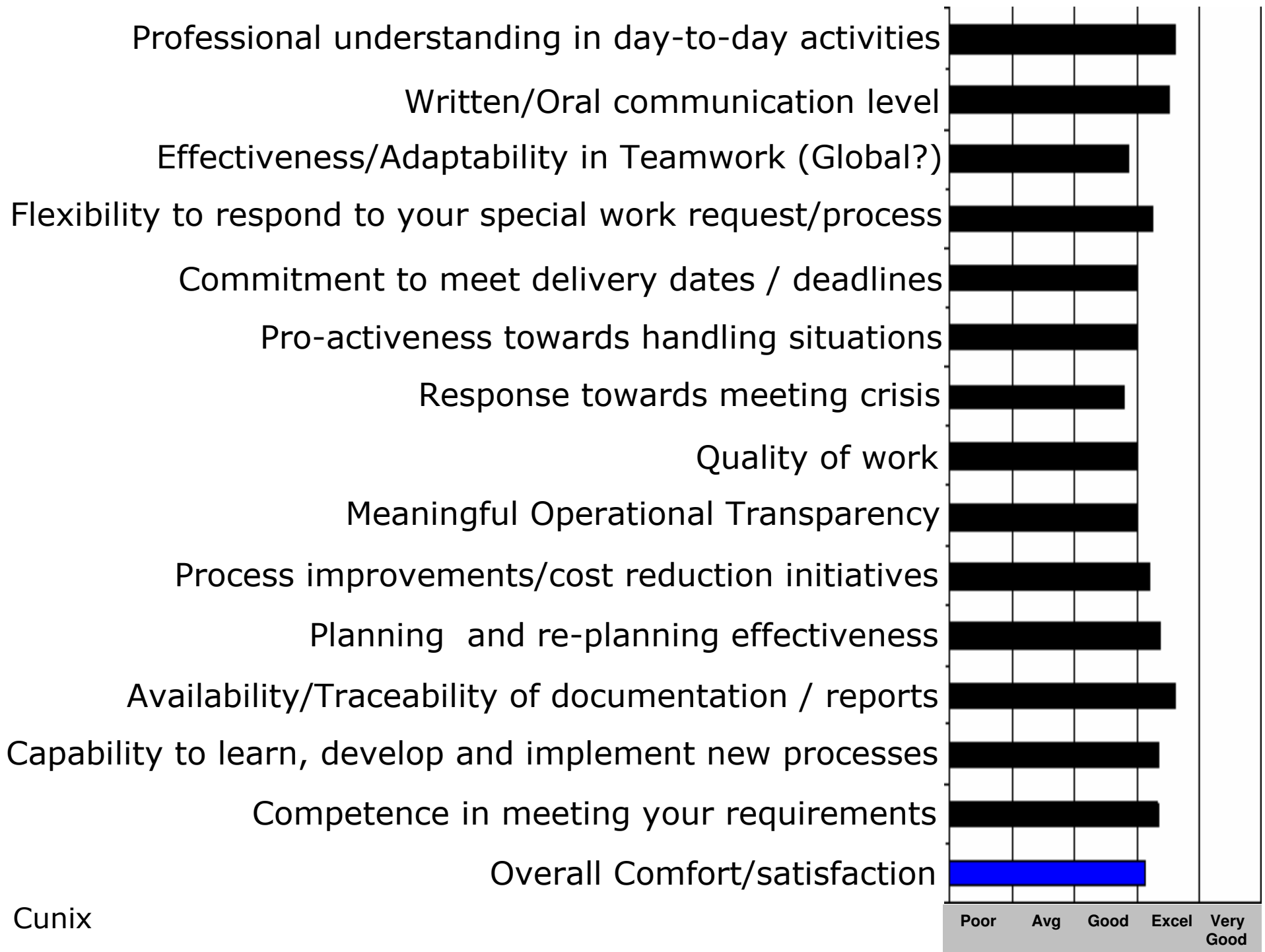


**Goal: Generate Customer Delight by Effective Project Management**

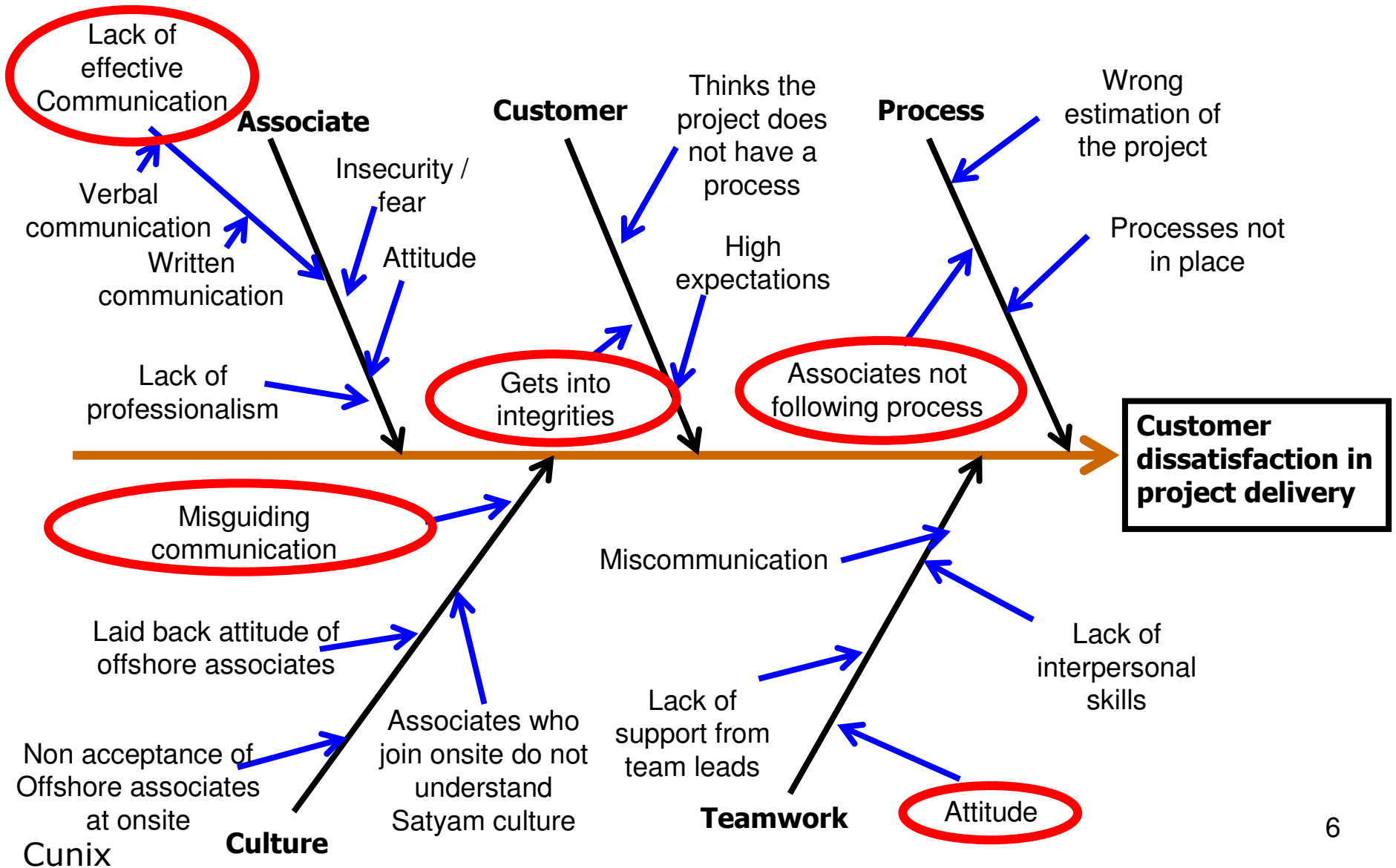
**Measure :Customer Satisfaction Index**

**A few "VALUE" Parameters .....**





# Root causes – Fish Bone



# COMPETENCY ICEBERG MODEL

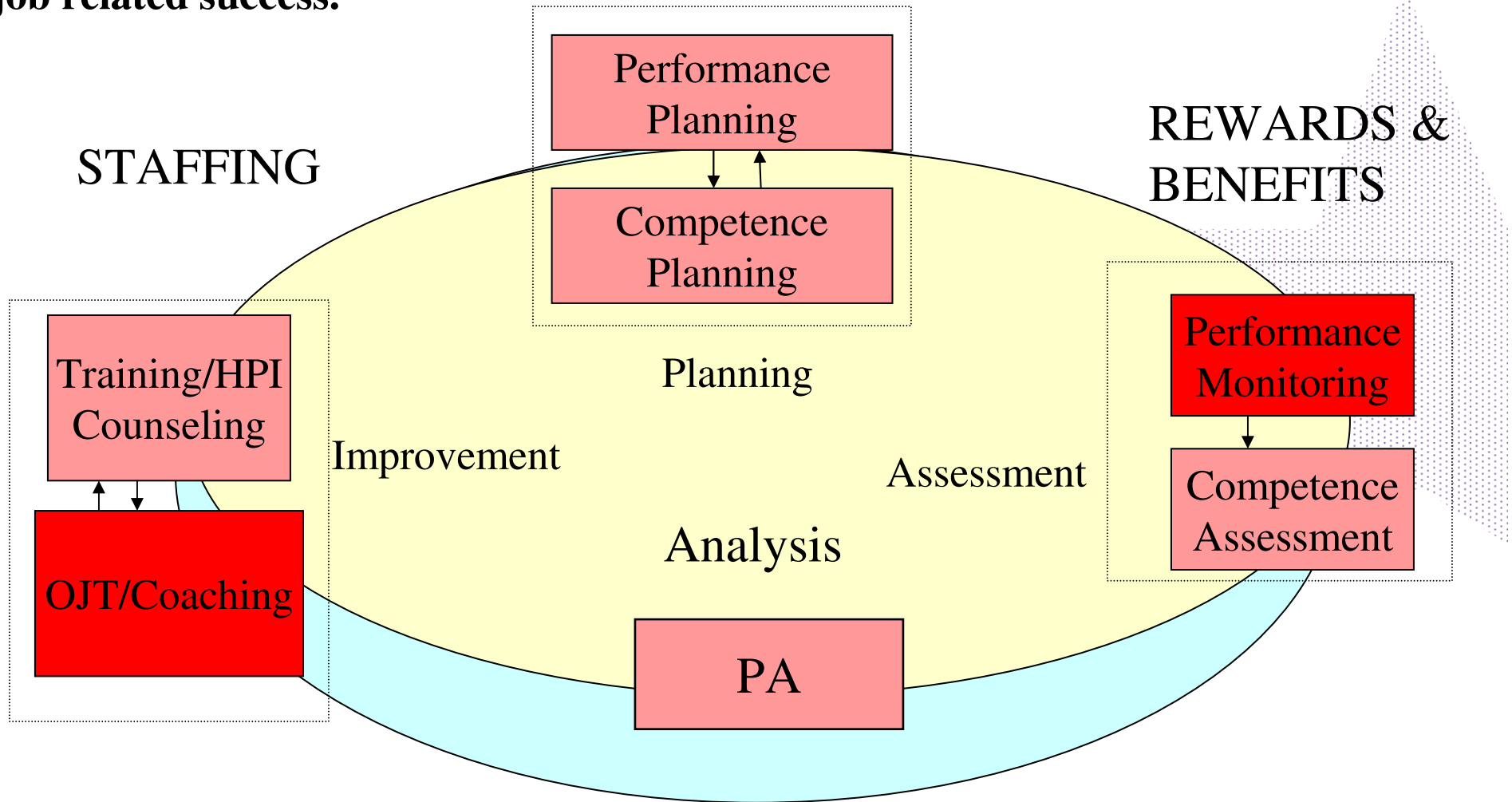
Competencies are the characteristics of a performer/ manager that lead to the demonstration of skills and abilities, which result in effective performance within an organizational area.



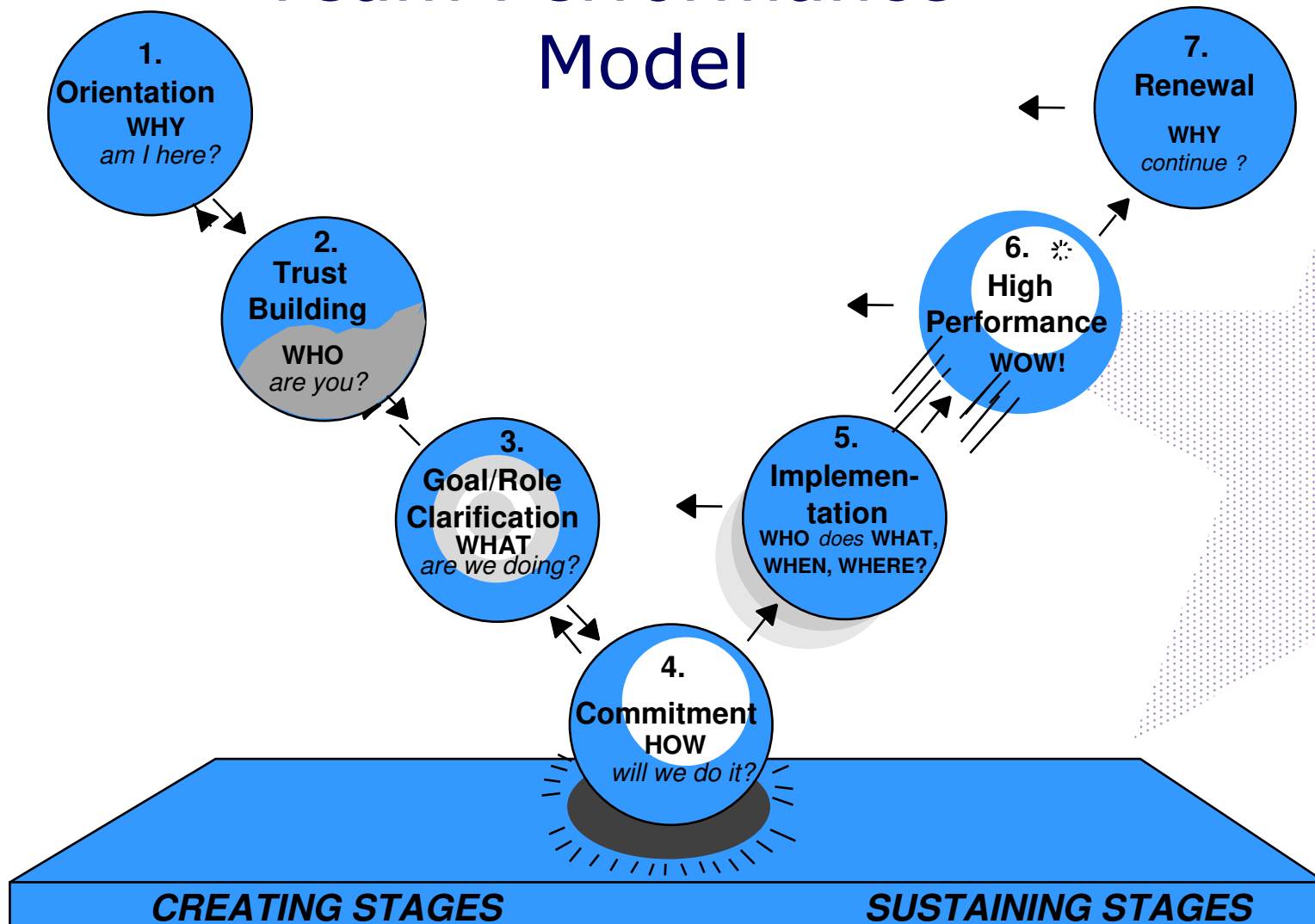
	<b>Knowledge/Skill/Traits</b>	<b>Reqd</b>	<b>Actual</b>	<b>Gap</b>	<b>Comments</b>
1	Innovation/creativity	3	2	1	
2	Independent Judgement	3	2	1	strong
3	Delegation	3	2	1	unplanned
4	Assertiveness,PMA	3	3	0	
5	Team work	3	3	0	unplanned
6	Leadership: Driving Goal setting Initiatives	3	1	2	
7	Perseverance	3	1.5	1.5	21,
8	Work Ethics and Adaptability	3	3	0	good
9	Plang/Organzg/schedg tasks	3	1	2	25,22,21,
10	Risk mngt/proactivity	3	1	2	37
11	Learning/self learning/Self evaluation	3	1.5	1.5	25,22,21,
12	Opportunity Management	3	2	1	
13	Pressure Bearing & Energy Levels, Xtra Time Investments and Optimization	3	1	2	34,37
14	Punctuality,Morning startup/Windup	3	2	1	
15	Communication - written/Oral	3	2	1	good
16	Listening,Reactive/adhoc comments	3	1.5	1.5	good
17	Personality	3	2	1	good
18	Systems approach	3	1	2	yet to settle

# PCMS - Performance & Competence Management Process

Performance & Competence Management system is a process for establishing a shared understanding about what is to be achieved , and how it is to be achieved , and an approach to managing people which increase the probability of achieving job related success.

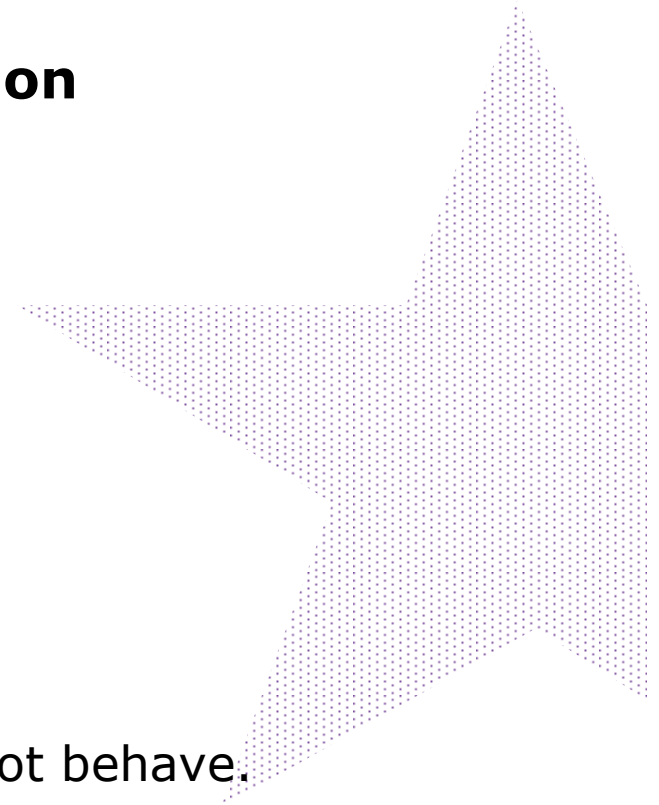


# Drexler/Sibbet Team Performance™ Model



# Essential Components of a Team Charter

- 1. Charter clear goals with respect to Outputs, Time, Focus and Value**
- 2. Appropriate membership and Orientation**  
(role, age, experience, skills, expertise)
- 3. Clearly defined roles**  
(leader, member, facilitator)
- 4. Sufficient time and resources**  
(*performance and process time*)
- 5. Shared Values, Beliefs and Trust**  
(Team culture guide the behavior)
- 6. Team norms and Commitments**  
Expectations about how people should/should not behave.  
E.g. How do I communicate when I cannot communicate.  
E.g. We shall live with consensus , while valuing our disagreements.



Successful Managers	Others
Excellent strategic sense	Questionable strategic sense
Excellent administrative ability	Mediocre administrative ability
Rapidity of decision process	Sluggish decision process
Flexible operational plan	Rigid operational plans
Independent judgment	Dependence on Task Force.
Organizational innovations	Organizational rigidity or confusion
Technical innovations	Technical stagnation
Careful fact finding	Decisions based on inaccurate data
Coolness under pressure	Erratic under pressure
Clarity of goals and directions	Ambiguous goals and directives

## CMMI Generic Practices – Managed Process

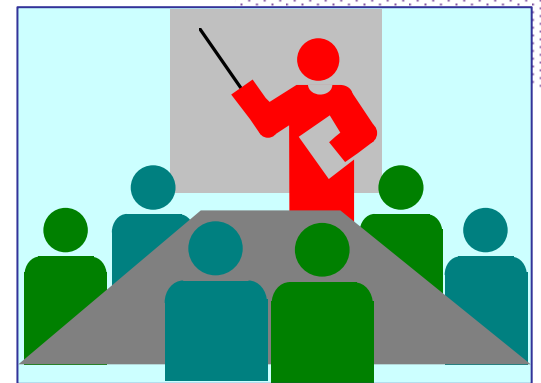
- GP 2.1      **Establish an Organizational Policy**
- GP 2.2      **Plan the Process**
- GP 2.3      **Provide Resources**
- GP 2.4      **Assign Responsibility**
- GP 2.5      **Train People**
- GP 2.6      **Manage Configurations**
- GP 2.7      **Identify and Involve Relevant Stakeholders**
- GP 2.8      **Monitor and Control the Process**
- GP 2.9      **Objectively Evaluate Adherence**
- GP 2.10     **Review Status with High-Level Management**
- GP 3.1      **Establish a Defined Process**
- GP 3.2      **Collect Improvement Information**

# Estimate based on effort , not calendar time

- **Perform estimation of the amount of effort ( in labour hours ) associated with a task and then translate the effort into a calendar-time estimate.**
- **This translation is based on estimates from the following project activities.**
  - ☞ **Effective hours spent on project tasks per day**
  - ☞ **Project meetings**
  - ☞ **Rework time**
  - ☞ **Implementation**
  - ☞ **Parallel run**
  - ☞ **Training**
  - ☞ **Post implementation support**
  - ☞ **Software Administration**
  - ☞ **Environmental Setup**
  - ☞ **Project Management**
  - ☞ **Quality assurance**
  - ☞ **Delivery**
  - ☞ **Documentation**
  - ☞ **Quality System requirements**
  - ☞ **User Manuals**

# Integrated Project Management

- **Integrated Project plan may contain :**
  - ☞ **Goals and objectives**
  - ☞ **Quality plan**
  - ☞ **Exit and Acceptance criteria**
  - ☞ **performance issues – Quality plan**
  - ☞ **CMP**
- ☞ **Test strategy – Test plan**
- ☞ **Risks identification and mitigation plan**
- ☞ **Metrics plan**
- ☞ **Communication and escalation plan**
- ☞ **Project tracking plan**
- ☞ **SME Review plan**
- ☞ **Defect Prevention plan**



# Risk Management

## A Risk is:

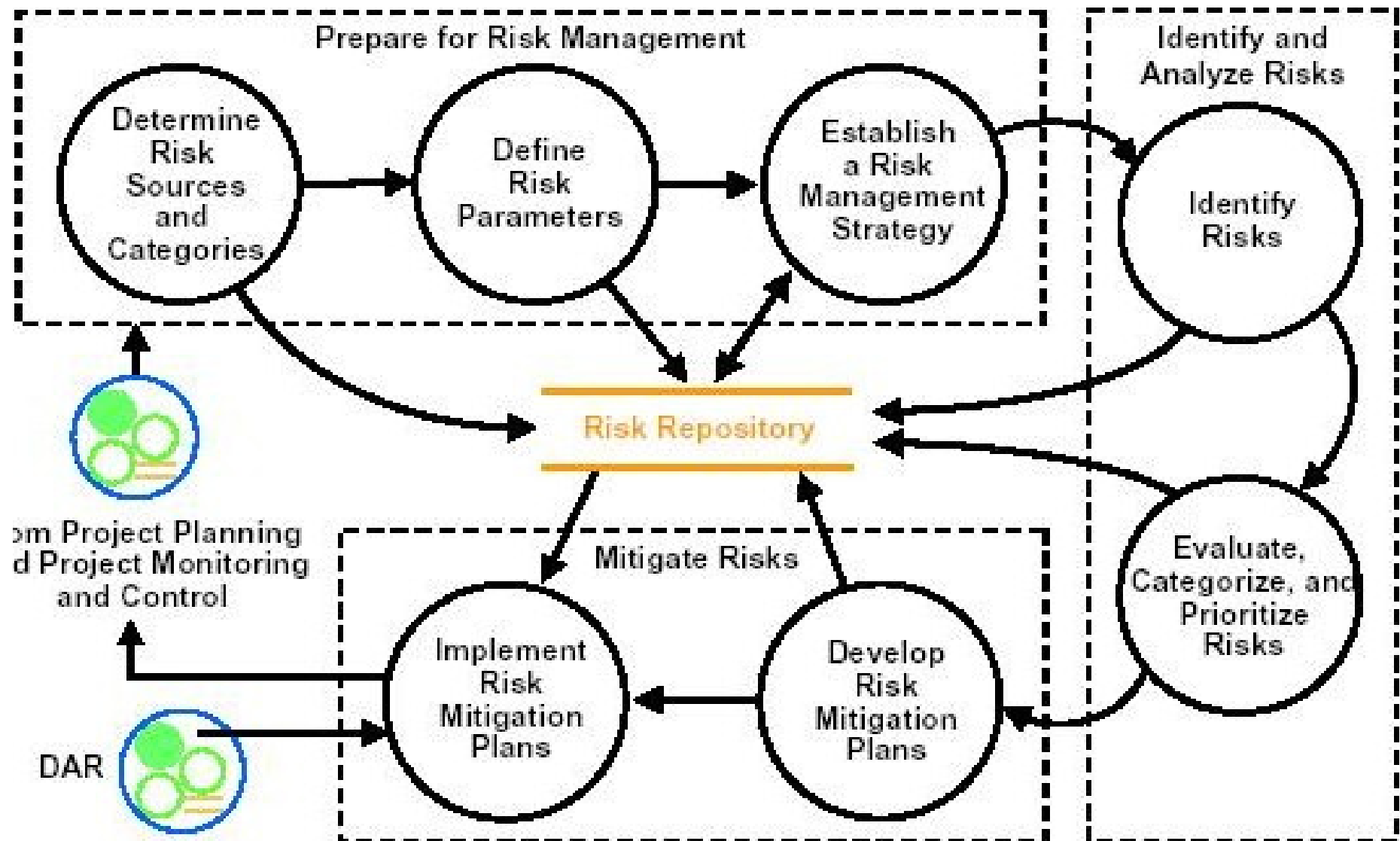
**The stuff that could mess up your beautifully detailed plans**

**If you don't identify and control risks, they will control you**

**And the trouble is. if you don't risk anything, you risk even more.**

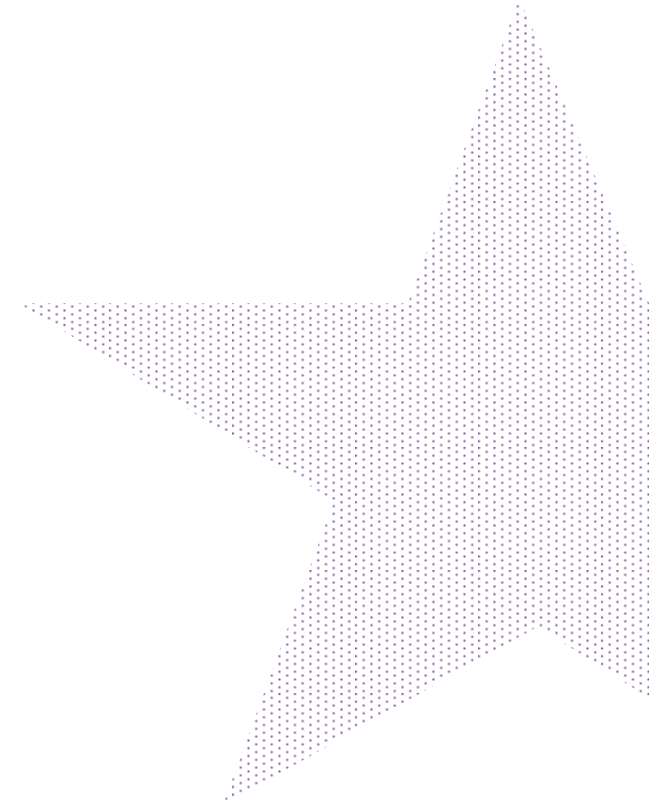


# Risk Management - Context



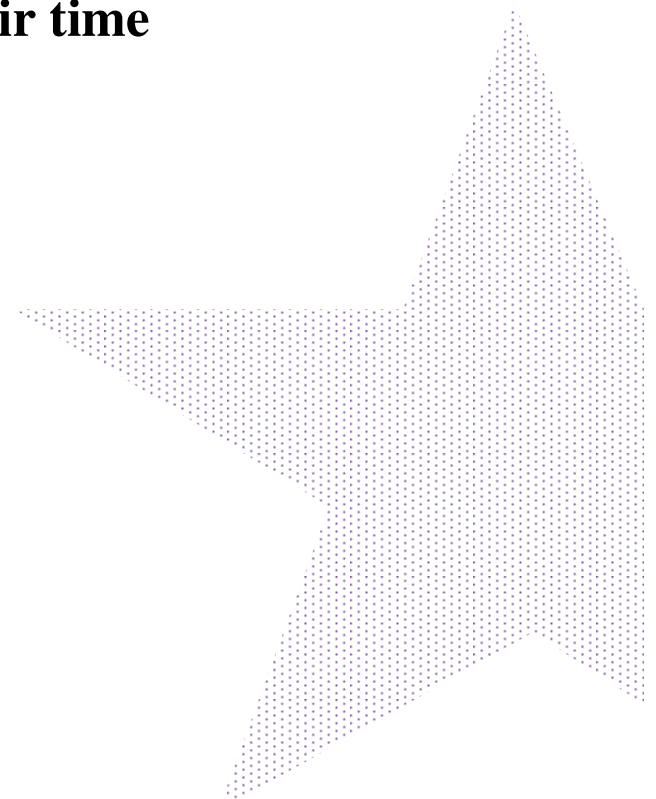
## 7 principles for ERM (Effective Risk management)

- **Forward-looking view**
- **Continuous process**
- **Global perspective**
- **Shared product vision**
- **Teamwork**
- **Open communication**
- **Integrated with management process**



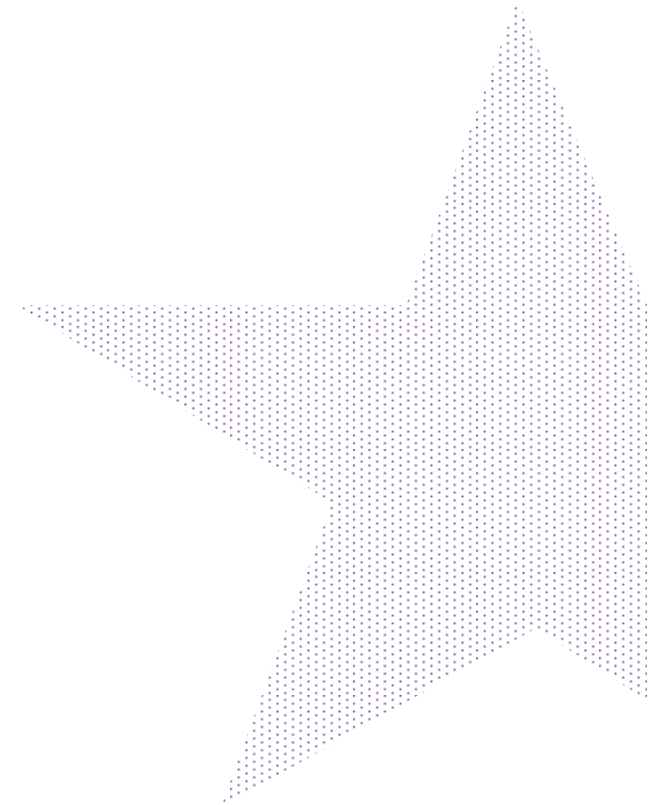
# Tips for Project Success

- **Don't schedule people for more than 80% of their time**
- **Build training time into the schedule**
- **Record estimates and how you derived them**
- **Record estimates and use estimation tools**
- **Record actual and estimates**
- **Respect the learning curve**
- **Plan contingency buffers**
- **Count tasks as complete only when they are 100% complete**



# Profile of Failed projects

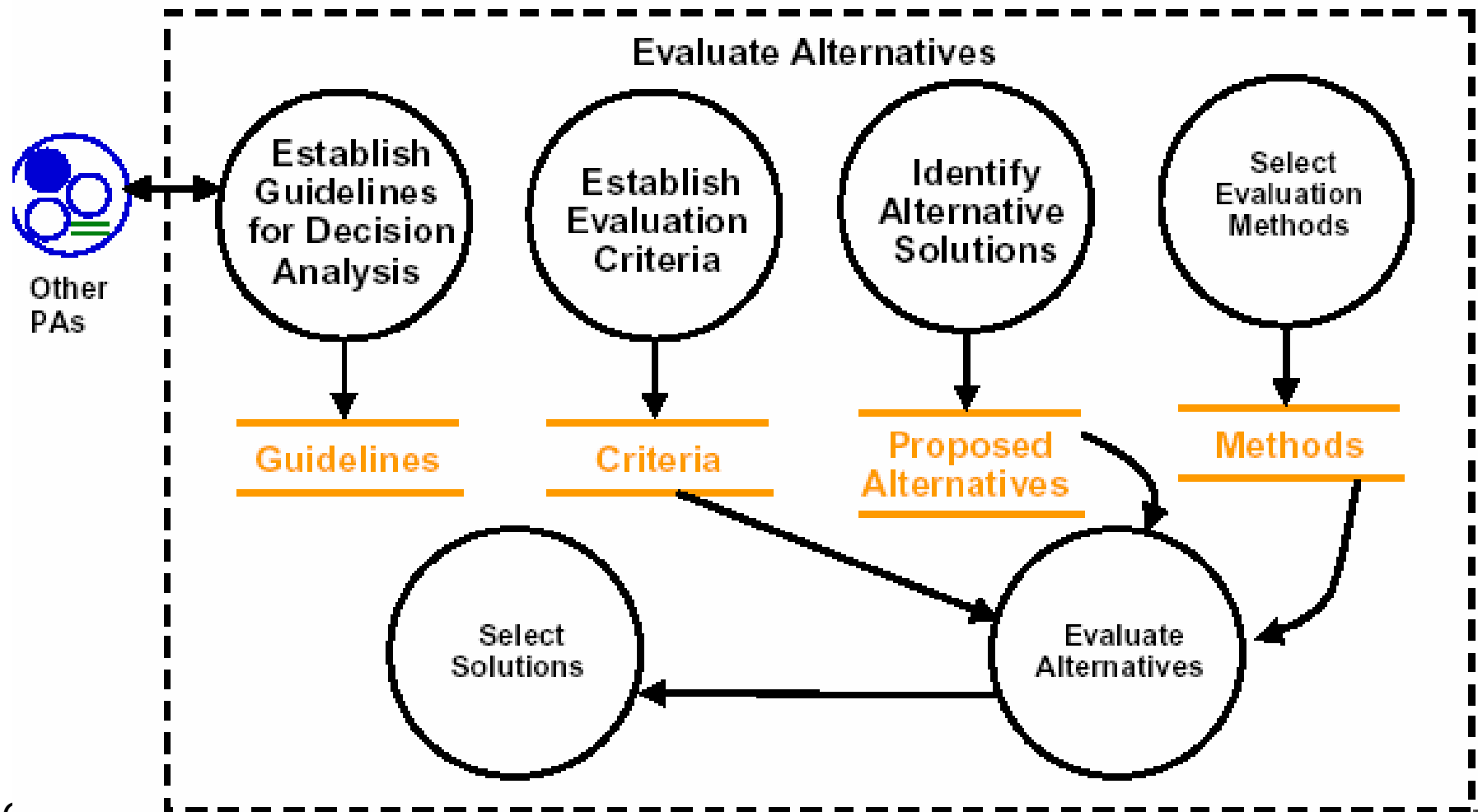
- **Incomplete Requirements**
- **Lack of User Involvement**
- **Lack of Resources**
- **Unrealistic Expectations**
- **Lack of Executive Support**
- **Change Requirements**
- **Lack of planning**
- **Technology illiteracy**
- **Does not solve business problems**
- **Unrealistic schedule requirements**
- **Lack of program for training the management**
- **Poor estimations**



# Decision Analysis and Resolution

- Success of project management and the growth of an organization is dependant on effective decision making capabilities.

# Decision Analysis and Resolution -Context





**CONCEPTION**  
**BRAINSTORMING**

**Idea writing**

**Imagineering**

**Mind mapping**

**Normal group technique**

**Brain storm**

**Opportunity analysis**

**Rich pictures**

**Snow balling**

**Suggestion scheme**

**Lateral thinking**

*Idea is a capsule of knowledge and experience of people Generating ideas is the ultimate contribution.*

Poor Review

Reviewer Skills

Reviewer Knowledge

Reviewer Method

Poor Training

Skill Mismatch

Lack of Experience

Process Immaturity

Poor Mentoring

No Metrics

No History

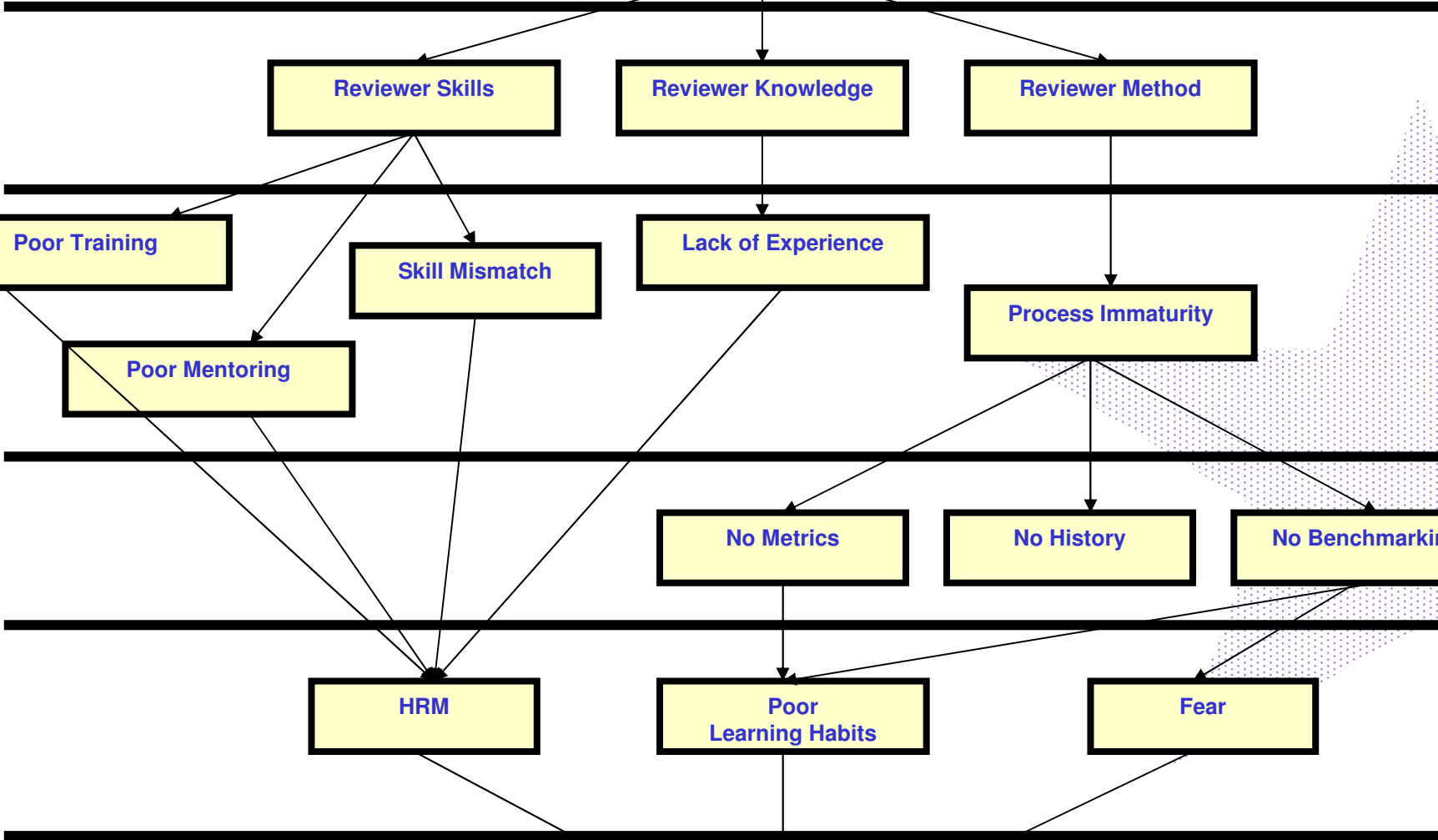
No Benchmarking

HRM

Poor Learning Habits

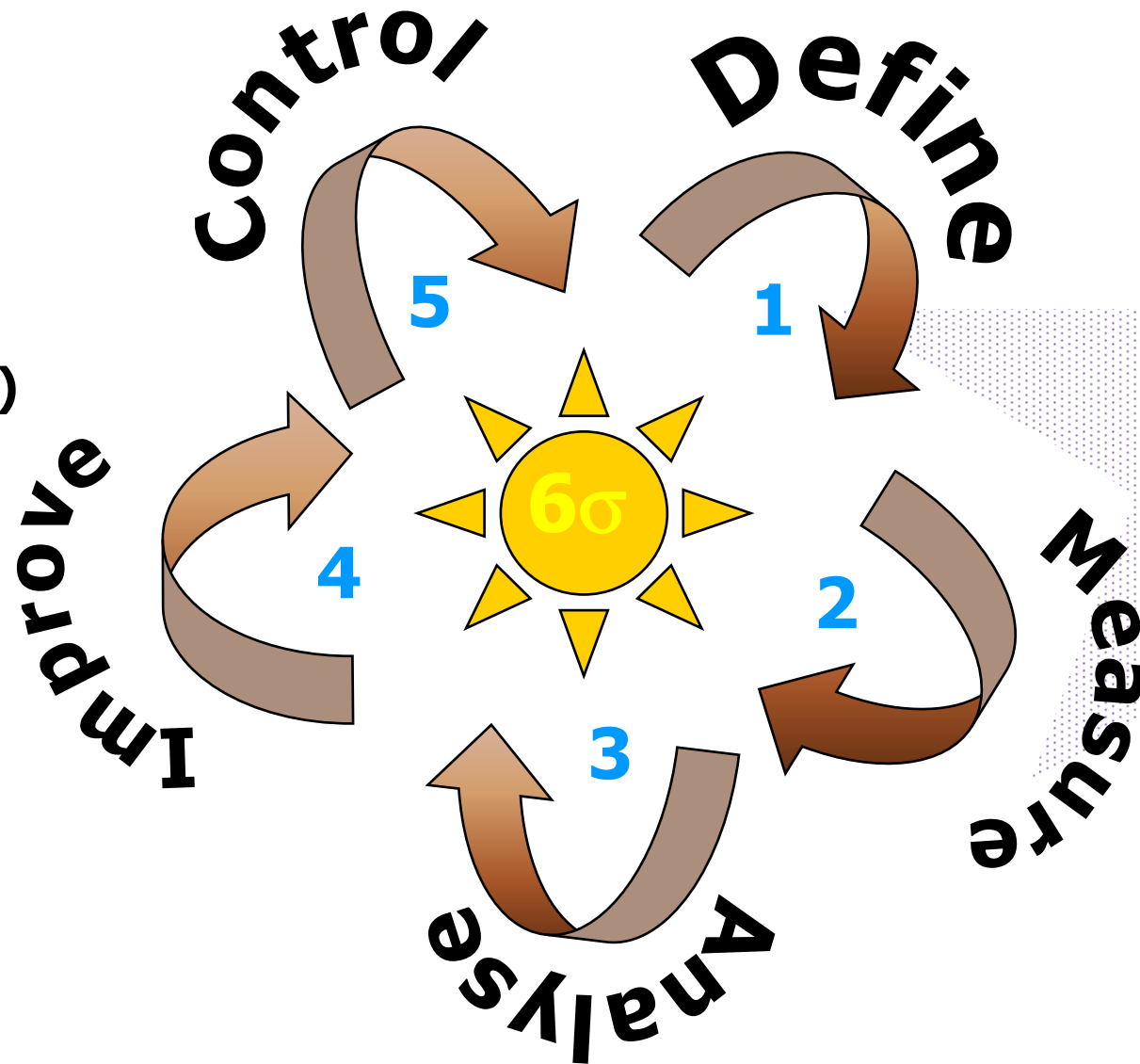
Fear

Mgmt. issues

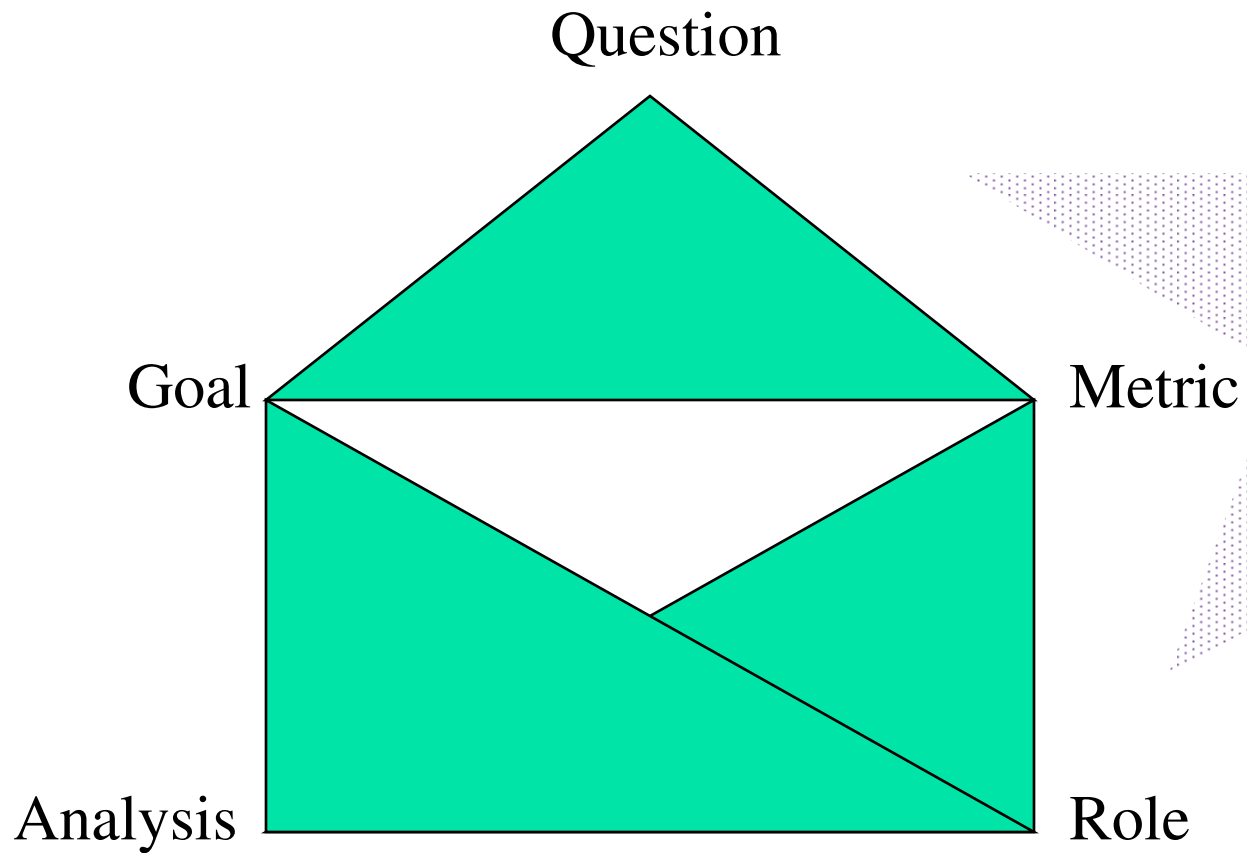


# 6σ Problem Solving Sequence

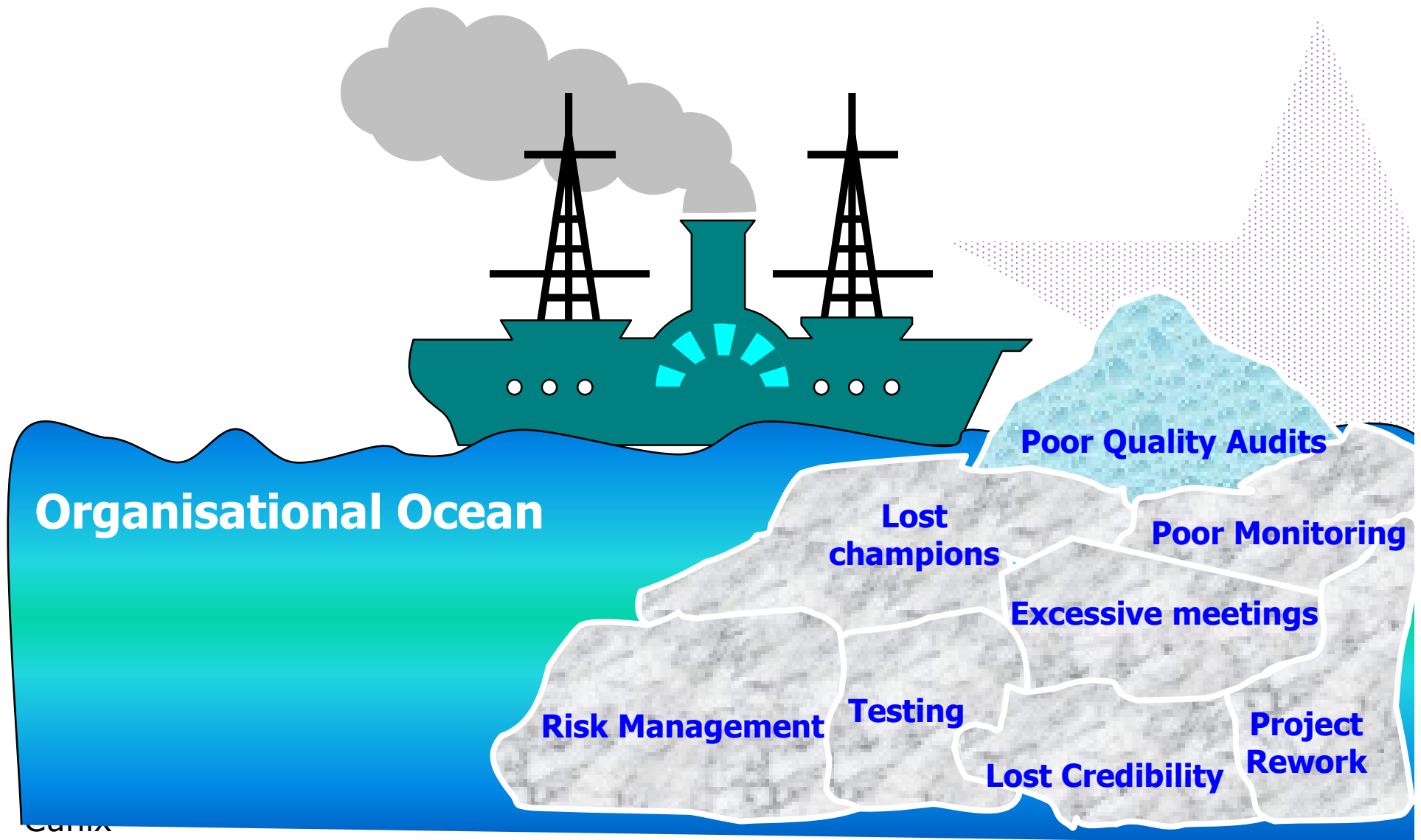
**DMAIC**  
**Cycle**  
(What to Do?)



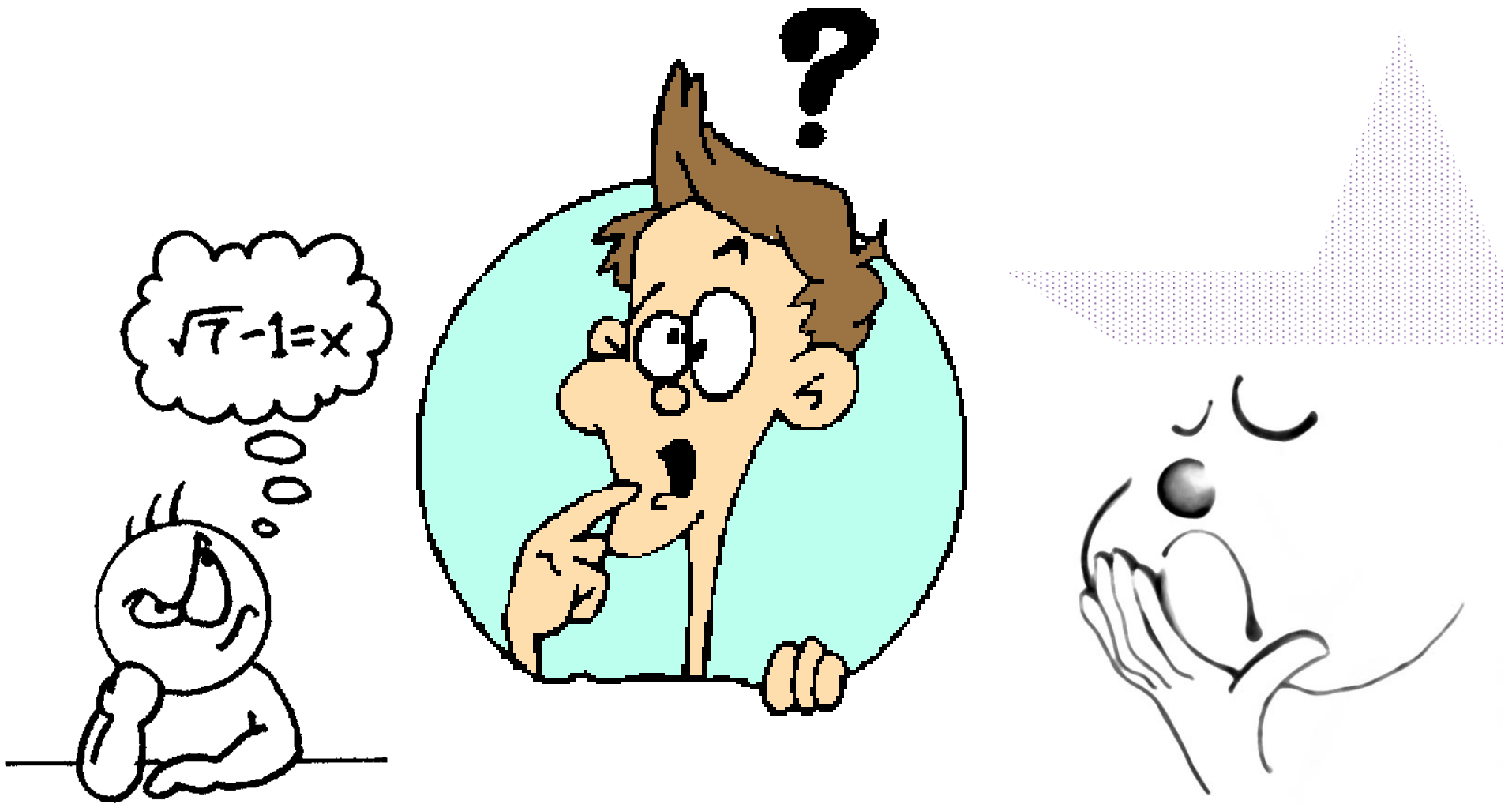
# Open Envelope Model



# Cost of Poor Project Management



# Q & A



**Thank You**

