



Final Planning Layers: Quality, Resources, Risk

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Completing the Project Armor

Blueprint, Timeline, and Budget

We have established the project's blueprint, timeline, and budget. These foundational elements provide the structure, but they alone do not make a project ready for execution.

Quality, Resources, and Risk

To ensure project success, we need to focus on quality management, resource management, and risk management. These are the final layers that make our project plan robust and resilient.

Sturdy, Staffed, and Secure

A well-prepared plan must be sturdy, staffed with the right resources, and secure against potential risks. Today, we will forge these final layers to complete our project armor.

Quality Is Meeting Requirements

Quality is not about extravagance; it is about fitness for use. A project is considered high quality if it meets the agreed-upon standards and satisfies the acceptance criteria we defined earlier.

Fitness for Use

Quality ensures that deliverables conform to the established standards. This alignment with requirements is crucial for stakeholder satisfaction and project success.

Conformance to Standards

Plan Quality Management Standards

Defining Quality Metrics

The goal of planning quality management is to decide how we will measure quality. We define quality metrics to translate vague expectations into concrete, measurable standards.

Operational Definitions

Without operational definitions, quality remains subjective. For example, if a user says the system must be 'fast,' we define 'fast' as a two-second load time.

Measurable Standards

By establishing measurable standards, we can objectively assess whether our deliverables meet the required quality levels.

Preventing Subjectivity

Defining quality metrics early in the planning phase prevents subjective disputes later on. This ensures that everyone is aligned on what constitutes quality.

QA versus QC Oversight

Quality Assurance and Quality Control

Quality Assurance (QA) audits the process to ensure we are doing things right, while **Quality Control (QC)** inspects the product to ensure the result is right.

QA checks the baker; **QC** checks the bread.



Estimate All Resource Types

01

Beyond Headcount

Resource estimation is not just about people. We need to quantify equipment, facilities, and materials required for each activity in the Work Breakdown Structure (WBS).

WBS Dictionary

The WBS Dictionary provides detailed specifications for resources, ensuring that we have a comprehensive understanding of what is needed for each task.

02

Acquire the Right People

➤➤ Securing Competent Individuals

The Acquire Resources process focuses on securing named individuals with the required competencies. This involves negotiating with functional managers and onboarding team members.

Time Allocation

While project managers may not control salaries, they own the allocation of team members' time, ensuring that skills are deployed effectively.

Commitment Levels

Commitment levels are critical to schedule adherence. Ensuring that team members are fully committed to the project is essential for successful execution.

Develop a Cohesive Team

Building Trust

A group of individuals becomes a team through deliberate trust-building activities. This fosters collaboration and ensures that everyone works towards common goals.

Recognition and Growth

Recognizing achievements and facilitating growth opportunities are essential for maintaining motivation and commitment among team members.

Conflict Resolution

Effective conflict resolution is crucial for maintaining team cohesion. Addressing issues promptly prevents disruptions and keeps the project on track.

Leadership Soft Skills

Project managers' soft skills are decisive factors in team development. Neglecting motivation, collaboration, and accountability can lead to project failure.

Resource Breakdown Structure



Hierarchical Inventory

The Resource Breakdown Structure (RBS) is a hierarchical inventory that categorizes resources by skill, function, or type. This provides visibility into resource allocation and ensures balanced utilization.

Risk Is Project Uncertainty

Uncertain Events

Risk is the possibility of an uncertain event occurring that can positively or negatively affect project objectives. Risks are an inherent part of every project.



Project's Shadow

View risk as the project's shadow: ever-present and manageable only when openly acknowledged, categorized, and planned for rather than ignored.

Risk Breakdown Structure

Categorizing Risks

The Risk Breakdown Structure (RBS) categorizes potential events by source, such as technical, external, organizational, or regulatory. This systematic approach ensures comprehensive coverage.

Preventing Blind Spots

By categorizing risks, we prevent blind spots and ensure that no potential danger zones are overlooked. This structured approach enhances project resilience.

Repeatable Frameworks

The RBS provides repeatable frameworks for future projects, enhancing organizational learning and improving risk management practices over time.



Identify Risks Collectively

01

Collaborative Brainstorming

Gather the team and experts to brainstorm potential risks. This collaborative effort surfaces threats and opportunities that might otherwise be overlooked.

02

Capturing Assumptions

Capture assumptions, worst-case scenarios, and early warning signals. Logging every identified risk in the Risk Register creates a single source of truth for subsequent analysis.

03

Stakeholder Involvement

Involving stakeholders in the risk identification process ensures that diverse perspectives are considered, leading to a more comprehensive understanding of potential risks.

04

Continuous Improvement

Regularly revisiting the Risk Register keeps risk identification current and ensures that new risks are captured as the project progresses.

Qualitative Risk Prioritization

Probability-Impact Matrix

Apply a Probability-Impact matrix to rapidly rank risks. Focus on high-priority items in the upper-right quadrant to allocate management effort efficiently.



Quantitative Risk Deep Dive

01

Monte Carlo Simulation

For critical risks, use techniques like Monte Carlo simulation to model combined schedule and cost impacts numerically. This provides data-driven safety margins.

02

Confidence Levels

Quantitative analysis outputs provide confidence levels and contingency reserves, replacing gut feel with reliable data for stakeholders.

Threat Response Strategies

Avoid

Avoid risks by eliminating the cause. This proactive approach prevents negative impacts from occurring.

01

Transfer

Transfer risks to a third party, such as through insurance or contracts. This shifts the consequence and financial burden.

02

Mitigate

Mitigate risks by reducing their probability or impact. This involves implementing measures to lower the likelihood or severity of the risk.

Opportunity Response Strategies

Exploit

Exploit opportunities to ensure they happen. This proactive approach maximizes the potential upside for the project.

Share

Share opportunities with partners to leverage additional resources and expertise. This collaborative approach can enhance the project's success.

Enhance

Enhance opportunities by increasing their probability or impact. This involves taking steps to make the opportunity more likely to occur or to have a greater benefit.

Accept

Accept opportunities and take advantage of them if they occur, but do not actively pursue them. This passive approach allows for flexibility.

Integrated Project Management Plan

Comprehensive Plan

Combine scope, schedule, cost baselines with finalized quality metrics, resource allocations, and risk responses to produce the comprehensive Project Management Plan.

Transition from Planning to Doing

Mindset Shift

The transition from planning to execution requires a mindset shift. The documentation phase ends, and the action phase begins.

Real-Time Decision-Making

Execution demands leadership, real-time decision-making, and performance tracking against the approved plan to deliver value.

Next Phase: Executing the Plan

Directing, Managing, and Leading

The upcoming execution phase focuses on directing, managing, and leading project work. This involves applying soft skills and monitoring tools.

Coordination and Control

Effective coordination and risk control are essential to keep the team aligned and ensure that objectives are met on schedule.

Delivering Value

The goal of execution is to deliver value. By following the approved plan, we can achieve project success and stakeholder satisfaction.



Thank You

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