



Project Execution: Delivering Value

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CONTENTS

- 01 | Execution Foundations
- 02 | Quality & Team
- 03 | Communication
- 04 | Procurement
- 05 | Control & Momentum

Execution: Where Plans Meet Reality

Execution Phase Characteristics

The execution phase is the longest and most resource-intensive, consuming the majority of the budget and calendar time. It requires translating the Project Management Plan into tangible deliverables while actively managing scope, schedule, cost, quality, and stakeholder expectations.

Deliverables and Value

The primary goal of execution is to generate measurable value by delivering the project's objectives. This phase is where the project team's efforts are focused on creating the actual products or services that the project was initiated to produce.

Continuous Management

Execution involves continuous management of various project aspects to ensure alignment with the plan. This includes monitoring and controlling processes to identify and address variances, ensuring the project stays on track.

Core Execution Processes

Direct and Manage Project Work

This central activity involves authorizing and coordinating tasks, ensuring that work packages are released to the appropriate team members and that technical and organizational interfaces are integrated. It also includes managing issues that arise during task completion.



Manage Project Knowledge

Execution generates both explicit knowledge, documented in manuals and registers, and tacit knowledge held by individuals. Structured debriefs and knowledge-sharing sessions convert individual insights into reusable organizational assets.

Direct and Manage Project Work

01

Authorization

Formally release work packages to team members, ensuring they have the necessary resources and authority to perform their tasks. This step is crucial for maintaining control and accountability.

02

Coordination

Integrate technical and organizational interfaces among various pieces of work. This ensures that tasks are performed in a coordinated manner, avoiding conflicts and ensuring seamless collaboration.

03

Issue Management

Proactively identify, log, and resolve issues that arise during task completion. Issues are obstacles that must be resolved to keep the project on track, and effective issue management is key to maintaining momentum.

04

Maintaining Momentum

By addressing issues promptly and ensuring that tasks are completed as planned, the project maintains its momentum, reducing the risk of delays and cost overruns.

Project Management Plan as Blueprint

Alignment with Baselines

Execution must align with the scope, schedule, cost, and resource baselines defined in the Project Management Plan. Any deviations from these baselines must trigger formal change control processes to ensure the project remains aligned with its objectives.



Capturing and Sharing Knowledge

Explicit Knowledge

Documented knowledge such as processes, technical manuals, and lessons learned registers are crucial for maintaining consistency and providing a reference for future projects.

Tacit Knowledge

Experience, insights, and intuition held by individuals are equally important. Techniques like knowledge-sharing sessions and debriefs help convert tacit knowledge into explicit knowledge, reducing the risk of knowledge silos.

Perform Quality Assurance

Focus on Processes

Quality Assurance focuses on the processes used to produce deliverables, ensuring they adhere to the Quality Management Plan. This is different from Quality Control, which focuses on the final deliverable.

01

Quality Audits

Systematic reviews verify that project activities comply with organizational policies and planned processes. Audits help identify areas for improvement and generate change requests if necessary.

02

Continuous Improvement

By ensuring that processes are consistently applied and improved, Quality Assurance helps maintain high standards across all work packages, reducing the risk of defects and rework.

Acquire Develop Manage Team

Acquire Resources

Confirm the availability of human resources, ensuring that the right people are in place to perform the project tasks. This includes confirming skills, availability, and any necessary equipment.

Develop and Manage

Enhance team competencies through training and team-building activities. Track individual performance, provide feedback, and resolve interpersonal issues to maintain high morale and productivity.

Tuckman Team Development Model

Forming

The team meets for the first time, roles are unclear, and the project manager provides clear direction to establish initial objectives and expectations.

Storming

Conflict arises as team members challenge authority and processes. The project manager acts as a mediator, helping to resolve conflicts and establish norms.

Norming

The team establishes norms, resolves conflicts, and begins to collaborate effectively. The project manager facilitates this stage, ensuring that the team is aligned and working together.

Performing

The team operates efficiently and autonomously, focused on achieving project goals. The project manager delegates tasks and provides support as needed.

Motivation Theories in Action

Applying Motivation Theories

Apply Maslow's Hierarchy of Needs by securing basic needs first, then enabling growth. Use Herzberg's Two-Factor Theory to ensure hygiene factors prevent dissatisfaction while motivating factors drive superior performance.



Manage Communications Systematically

Implement the Communications Management Plan by creating, collecting, distributing, storing, and disposing of project information. This ensures that all stakeholders receive the necessary information in a timely manner.

**Execution of
Communication Plan**

Generate performance reports on schedule, cost, and quality metrics. These reports are essential inputs for monitoring and controlling processes, providing data to stakeholders and facilitating informed decision-making.

Performance Reports

Effective Communication Components

Minimize Noise

Ensure that the sender-message-receiver loop is free from interference. Minimize noise to prevent misunderstandings and ensure that the intended message is accurately conveyed.

Choose Appropriate Channels

Select formal or informal, internal or external, written or verbal channels based on the content's sensitivity and urgency. This ensures that the right information is communicated in the most effective way.

Confirm Understanding

Always confirm understanding to prevent costly rework and delays. This can be done through follow-up meetings, confirmatory emails, or other means to ensure that all parties are on the same page.

Manage Stakeholder Engagement

Engagement Strategies

Move resistant or neutral stakeholders toward supportive or leading positions by applying interpersonal skills such as active listening, cultural awareness, and conflict resolution. This ensures that stakeholder expectations are addressed and commitment is sustained.

Conduct Procurements

➤➤ Obtain Seller Responses

Initiate the procurement process by obtaining seller responses and evaluating bids against defined criteria. This ensures that the right vendor is selected for the project.

Negotiate Terms

Conduct negotiation sessions to finalize the terms of the contract. This includes discussing scope, schedule, cost, and quality requirements to ensure alignment with project objectives.

Award Contracts

Formally award contracts that legally obligate vendors to deliver specified scope, schedule, cost, and quality. This establishes the foundation for successful external partnerships.

Contract Types and Risk Sharing

01

Fixed Price Contracts

Select Fixed Price contracts for well-defined scope, shifting cost risk to the seller. This type of contract is suitable when the project requirements are clearly defined and unlikely to change.

Cost-Reimbursable Contracts

Choose Cost-Reimbursable contracts for evolving scope, placing risk on the buyer. This type of contract is more flexible and suitable for projects with uncertain requirements.

02

Time & Materials (T&M)

T&M is the perfect middle ground when you know **what** type of work needs to be done (e.g., senior developer time), but not precisely **how much** time it will take.

03

Manage Procurements

Monitor Performance

Track the seller's schedule, cost, and quality performance against contract requirements. This ensures that the vendor is meeting their obligations and delivering as promised.

Manage Changes

Effectively manage any changes to the contract, ensuring that all parties are in agreement and that the project remains aligned with its objectives.

Ensure Compliance

Ensure that the vendor complies with all contractual terms and conditions. This includes verifying deliverables, documentation, and other requirements.

Formal Closure

Formally close each procurement upon completion, verifying that all terms and conditions have been met. This includes final payment and documentation of the closure process.

Execution Control Loop

Work Performed

Deliverables and work performance data are created as the project team executes the tasks. This data is crucial for monitoring and controlling the project.

Continuous Governance

The execution control loop ensures that performance data is analyzed for variances, and approved changes are directed back into execution. This maintains alignment with project baselines and stakeholder expectations.

Key Execution Challenges

Prevent Scope Creep

Implement rigorous change control processes to prevent uncontrolled changes to the project scope. This ensures that the project remains aligned with its original objectives.

▶ Mitigate Team Burnout

Use resource leveling and motivational efforts to prevent team burnout. This helps maintain high morale and productivity, ensuring that the project stays on track.

▶ Close Communication Gaps

Over-communicate using appropriate channels, confirm understanding, and document decisions to prevent misunderstandings and delays. This ensures that all stakeholders are aligned.

Summary and Next Steps

Flawless Execution

Flawless execution demands disciplined issue resolution, proactive quality assurance, and continuous stakeholder engagement. Outputs feed directly into monitoring and controlling processes that keep the project on track toward successful closure.





Thank You

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