How to Manage a Multi Project /

Multi-Teaming Environment

Project Management in Practice

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Jan Willem Tromp

Entrepreneur

Researcher

Family man

Sport

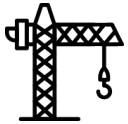
fanatic

As a CEO I want to know when
all our projects are finished

Where do we face multi project environments?

Engineering

Shipbuilding



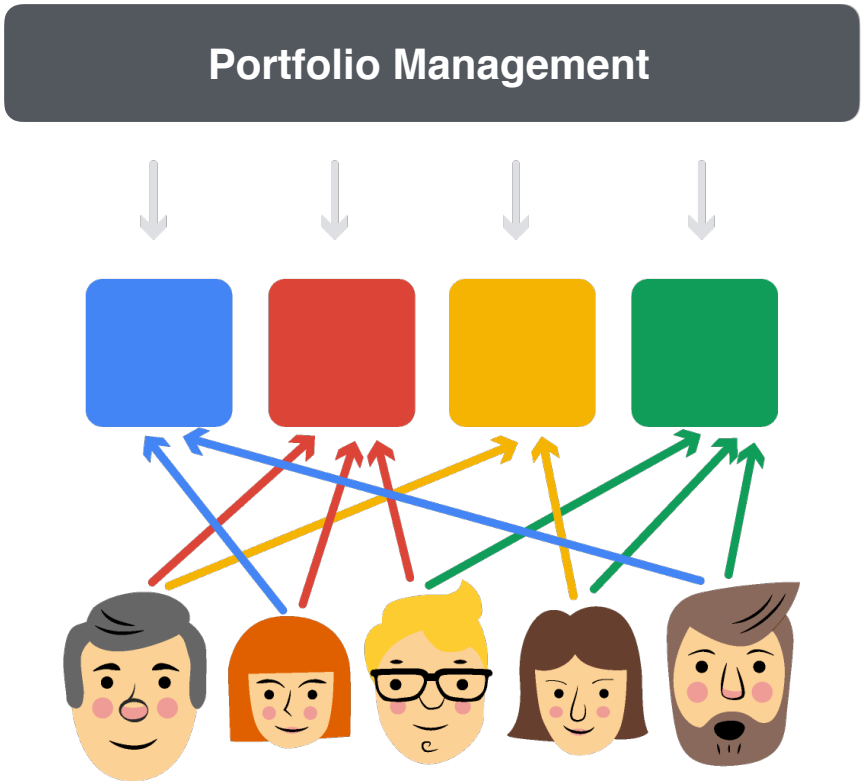
Construction

Software
Development

Planning
and Installation

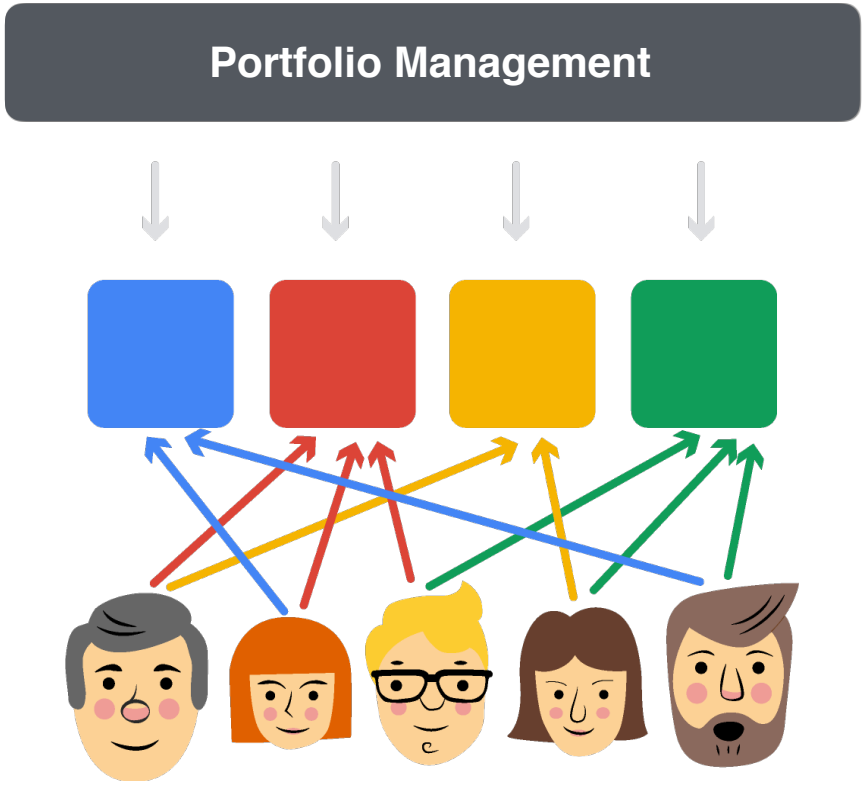
Manufacturing
to Order

The problem area



What impacts on-time delivery?

1 .....
2 .....
3 .....
4 .....
5 .....
6 .....
7 .....
8 .....
9 .....
10 .....

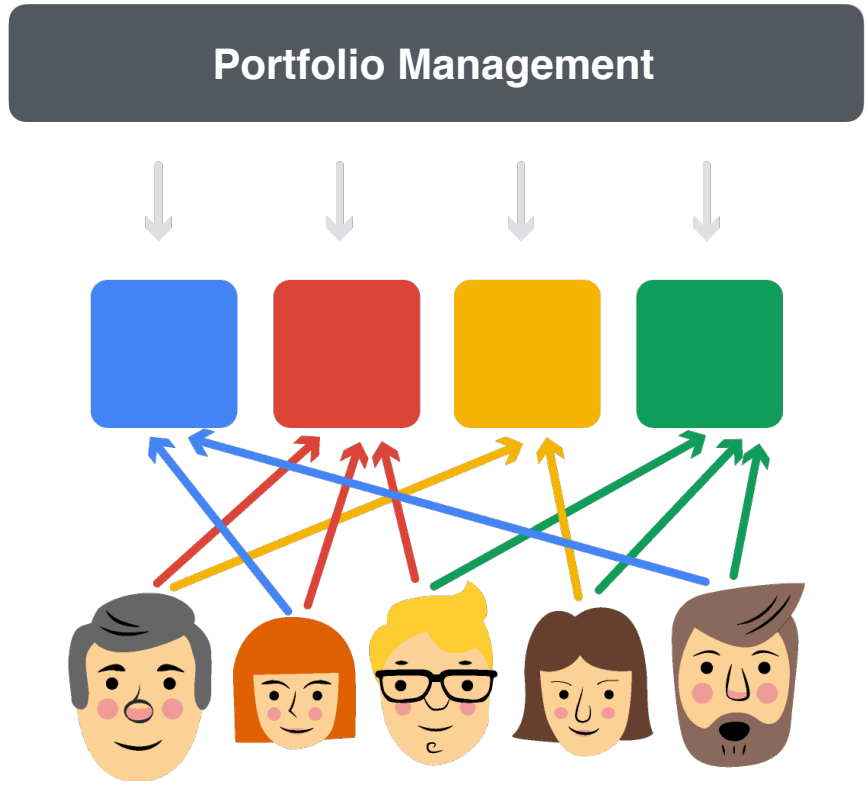


Research Expertise

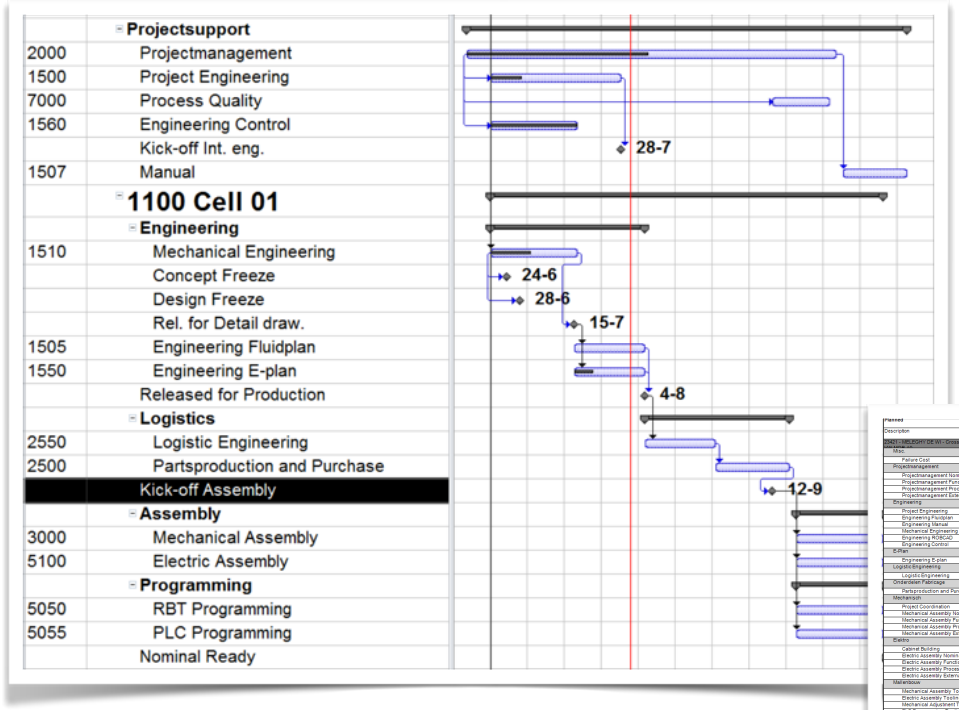
During our doctoral research on multi-project management, we gathered data from 4,000 business owners, CEOs, and project managers

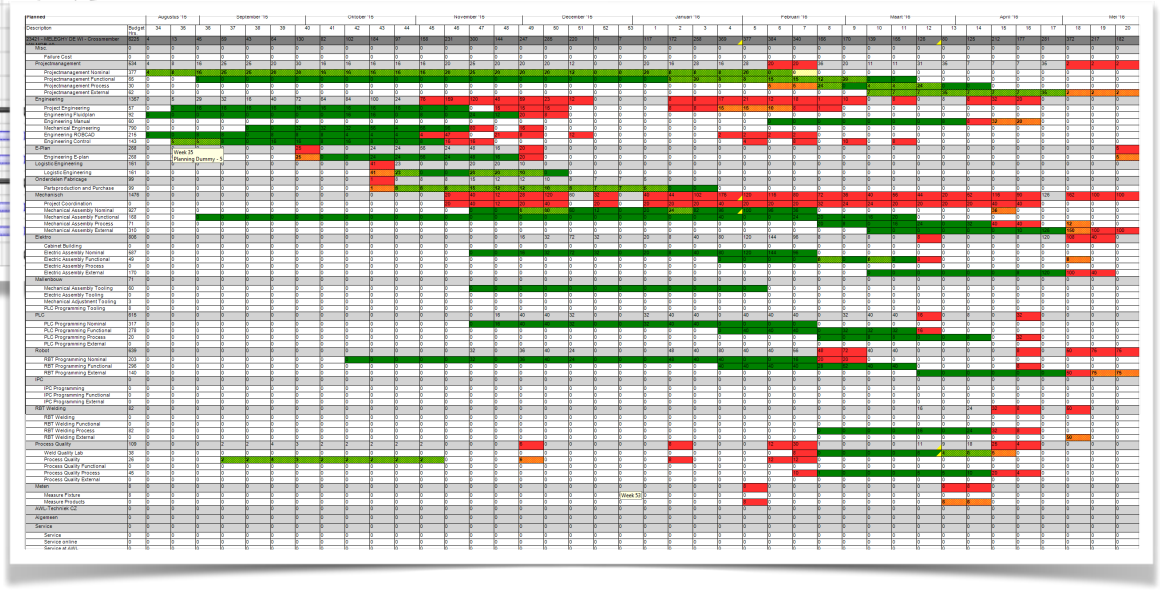
What impacts on-time delivery?

1. Unrealistic planning
2. Changing requirements
3. Lacking resources
4. Uncertainty (Murphy)
5. Overload / Lack of focus
6. Underestimation
7. Too much work / multitasking
8. .....
9. .....
10. .....



Situation in many companies





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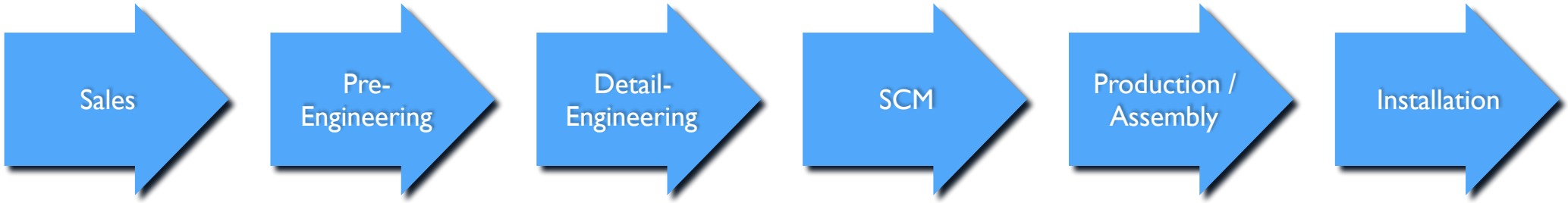
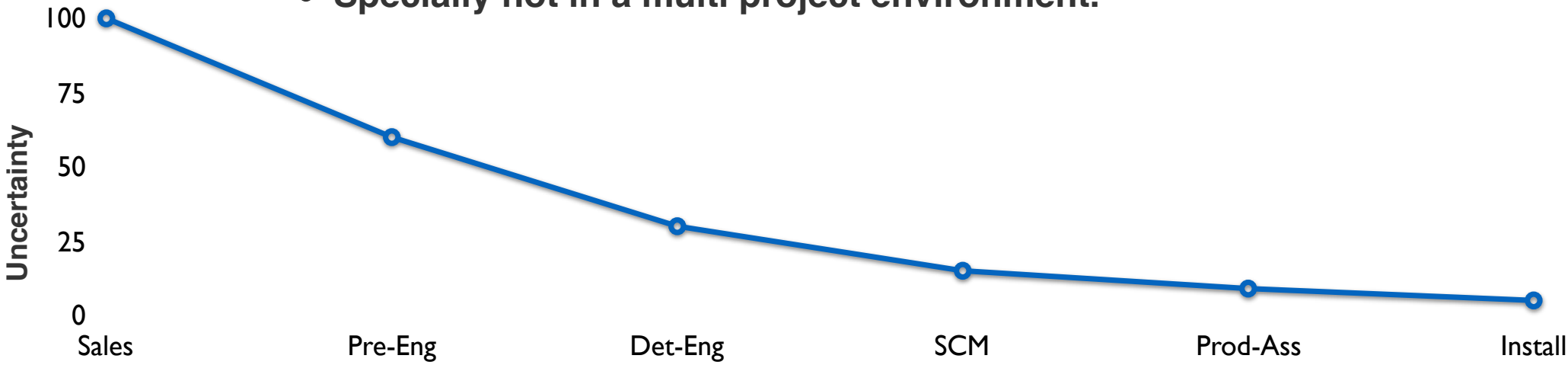
Problem with Gantt chart is determinism.



- **Where uncertainty is high, Gantt does not work, to deterministic.**
- **You cannot plan start and end date of every task.**
- **Specially not in a multi project environment.**



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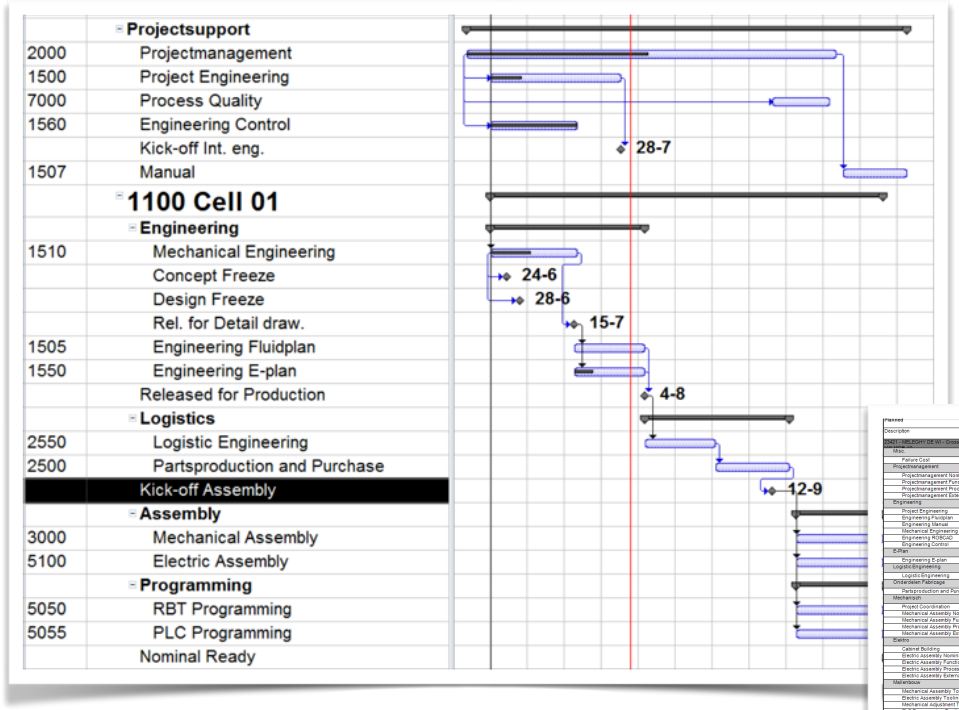

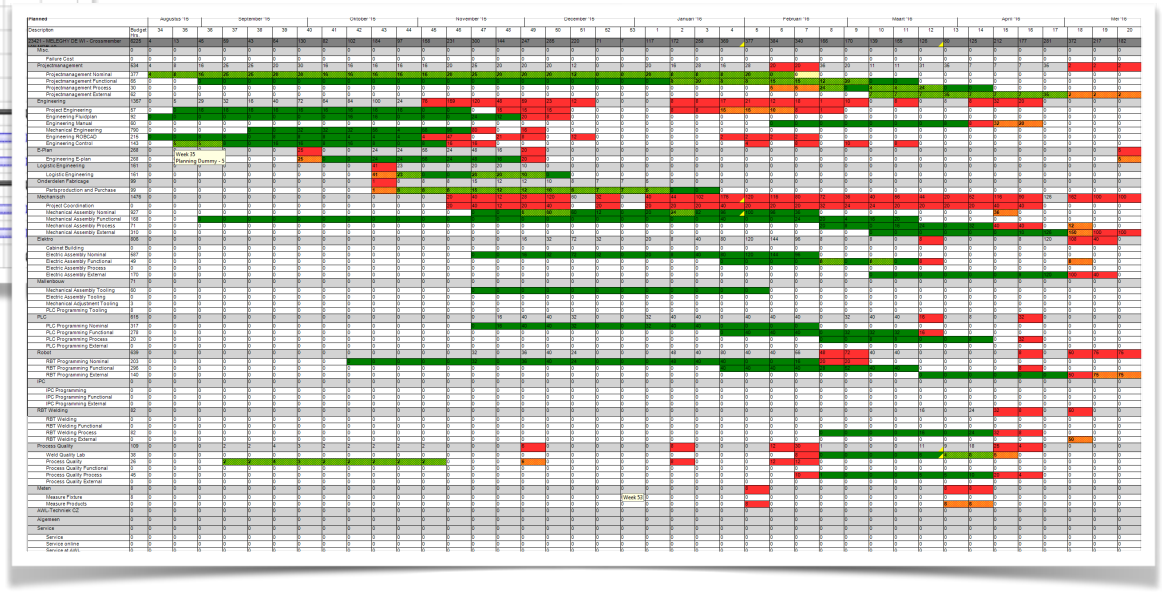

Extremely complex, inflexible, labor intensive, high fail rate ….

How do they perform?

Does all this detailed control help?

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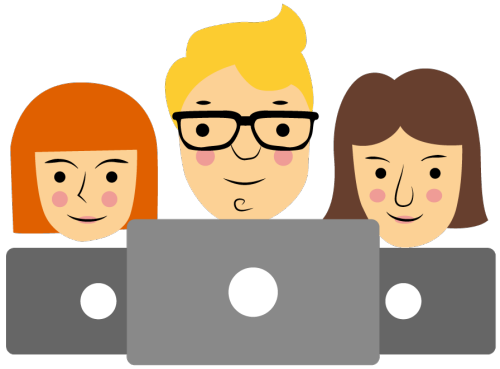
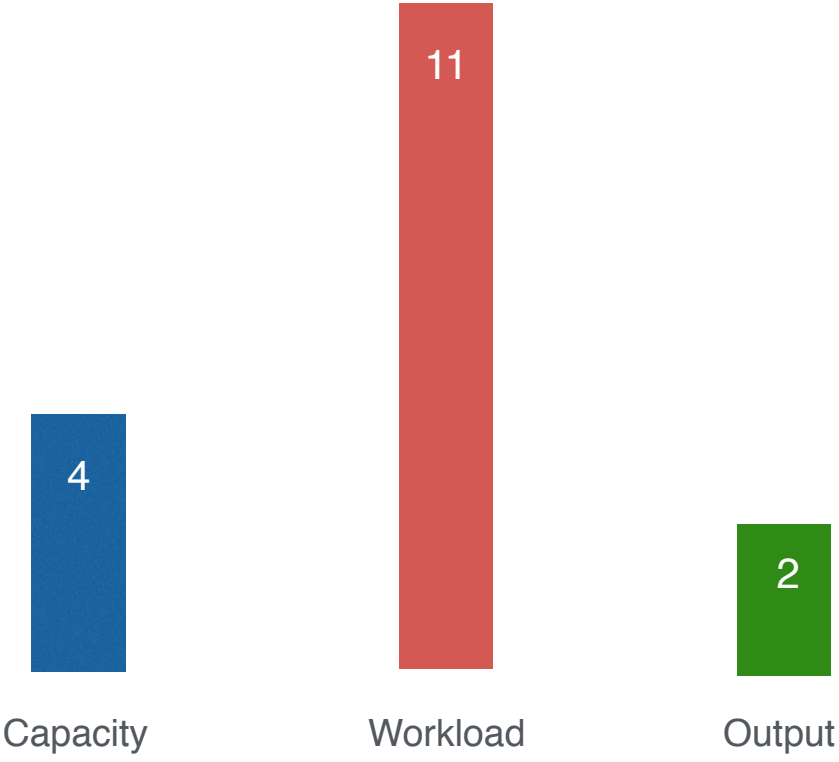
Example from a customer

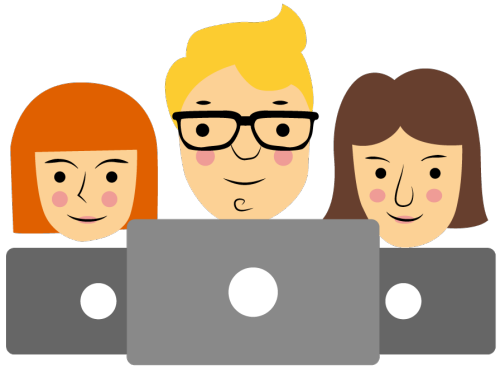


Skill Team



HOW IT FEELS

Example from a customer



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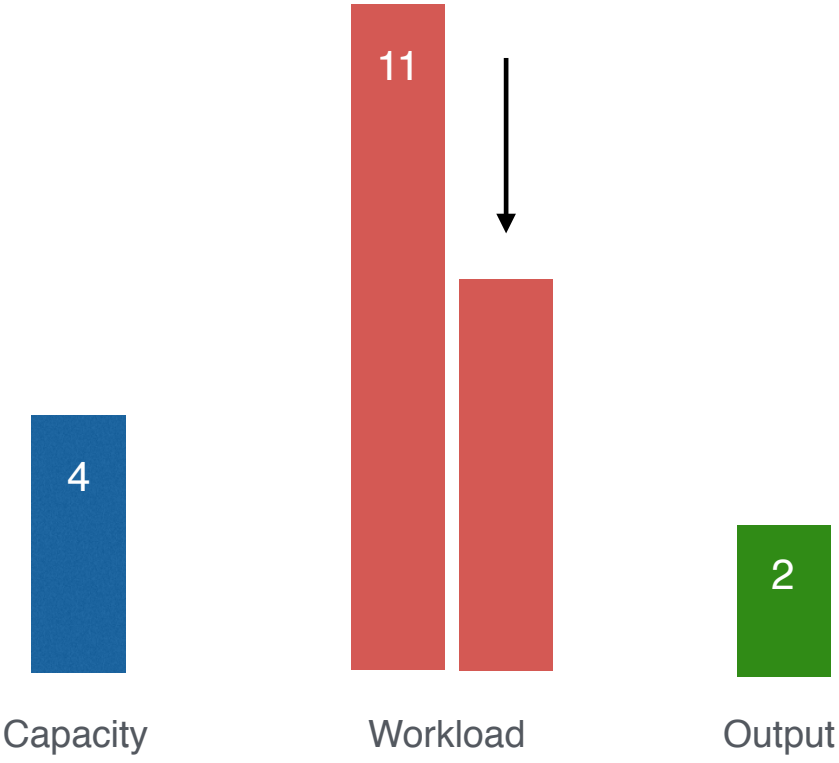

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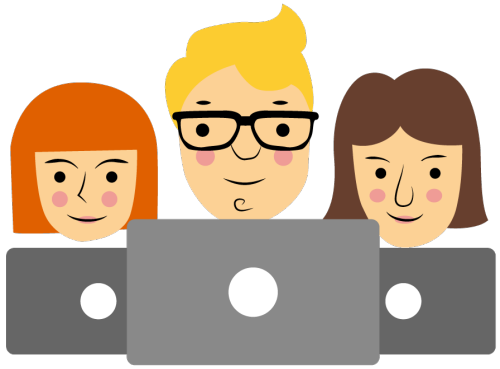

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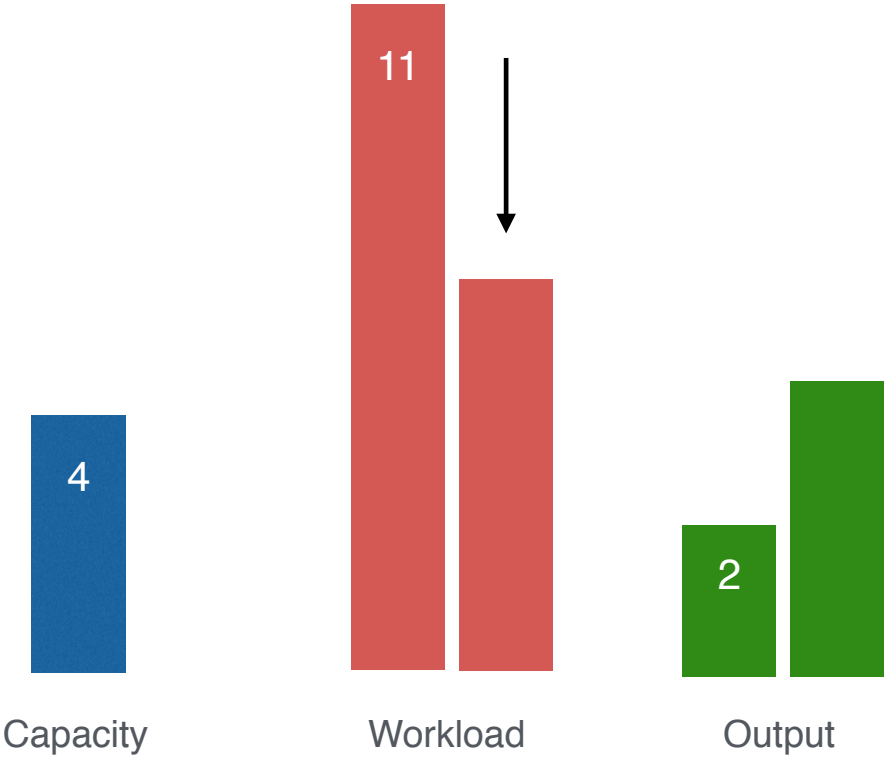
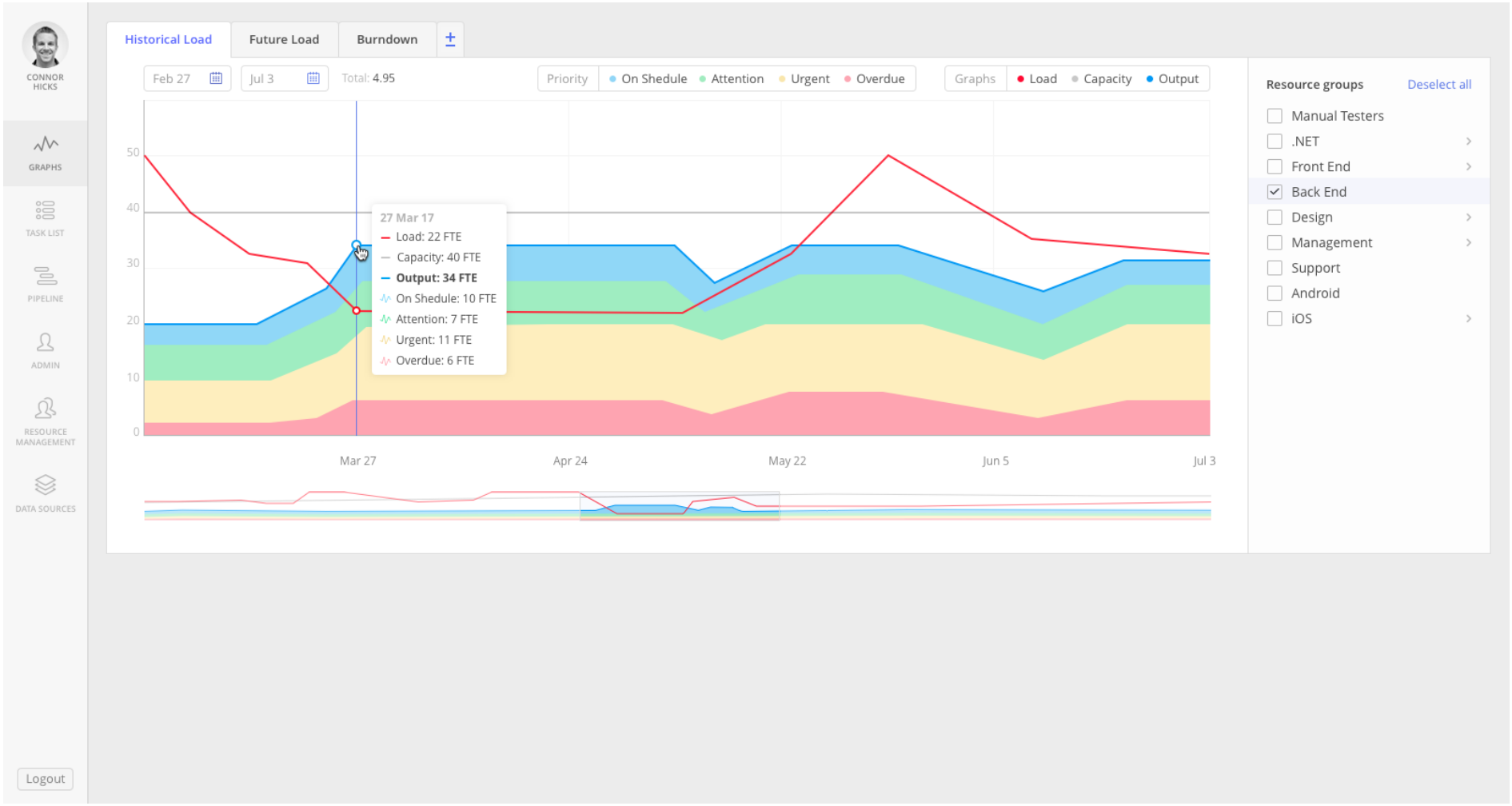
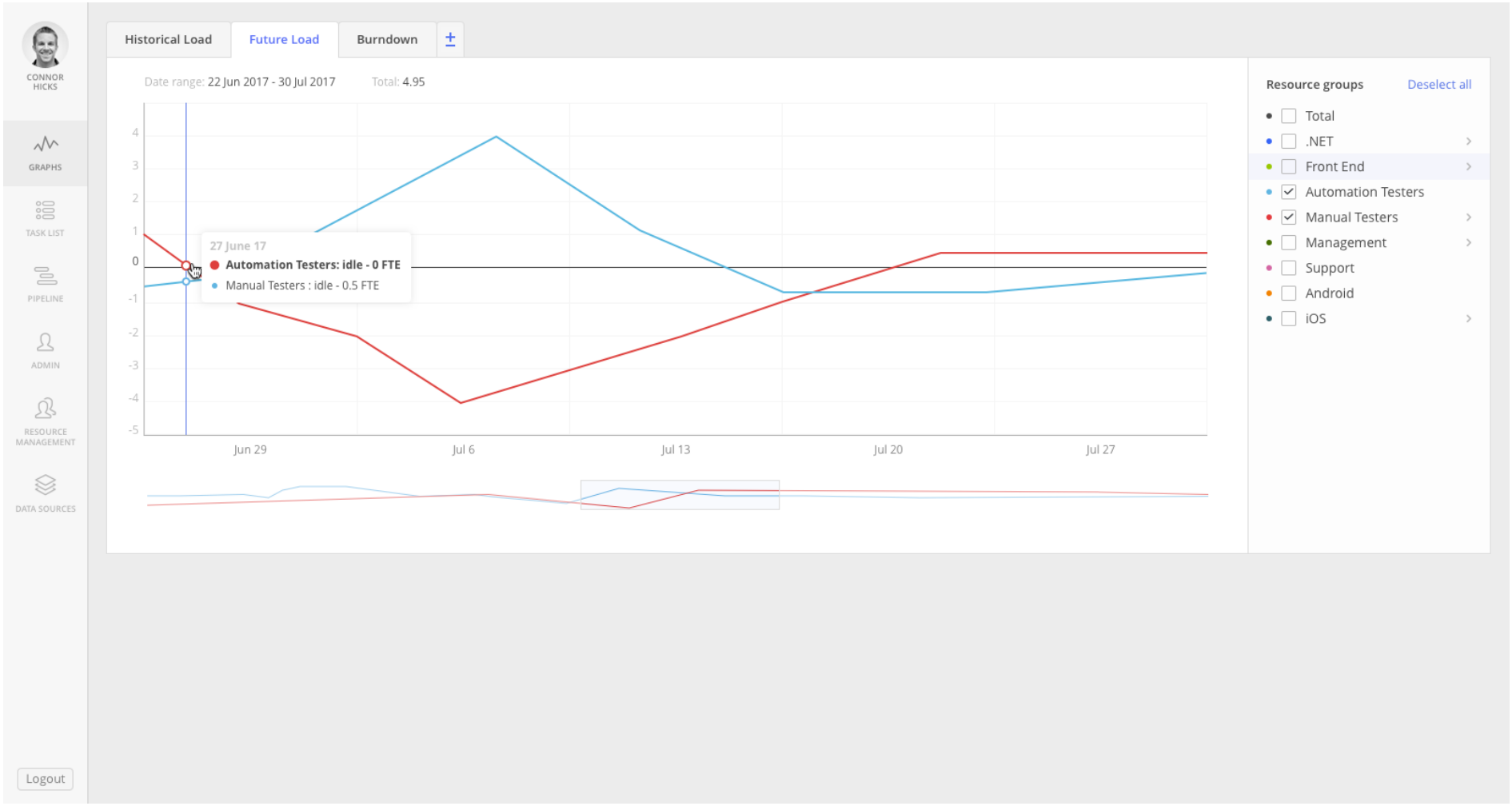


Historical Load Graph

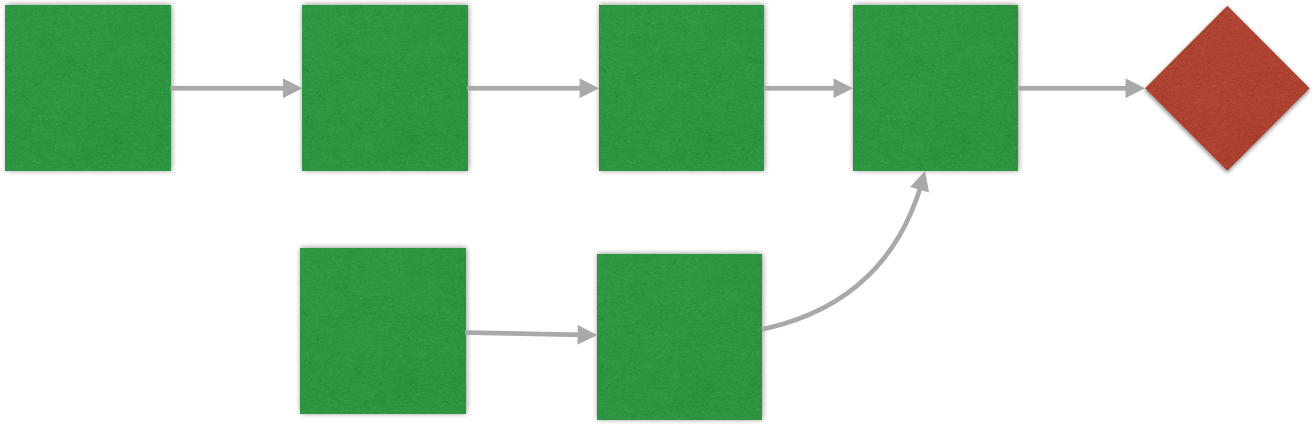


Future Load Graph



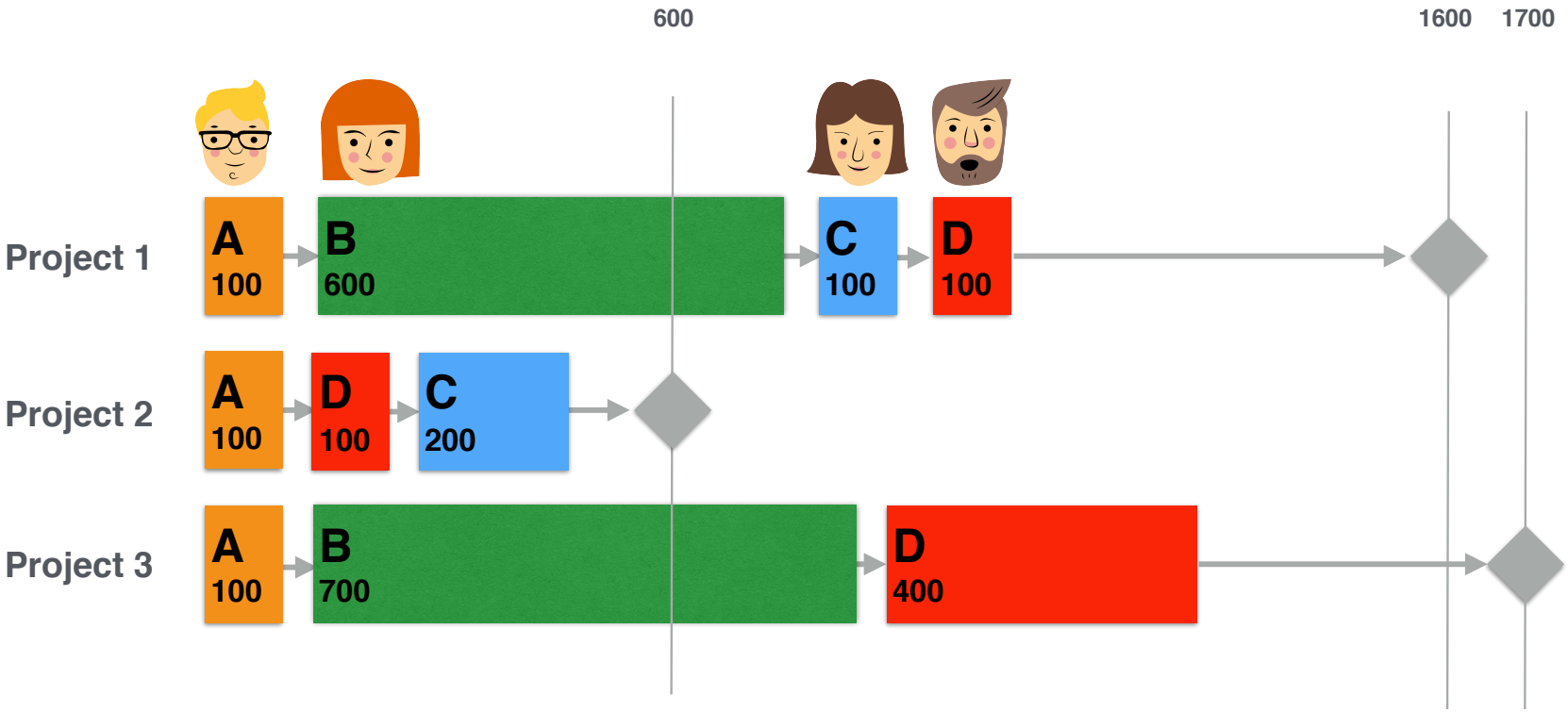
Minimum data required

- Tasks and their dependency network
- Resource groups assigned to complete the task
- A rough work estimate of each task
- Project and milestone deadlines



Right task Priorities

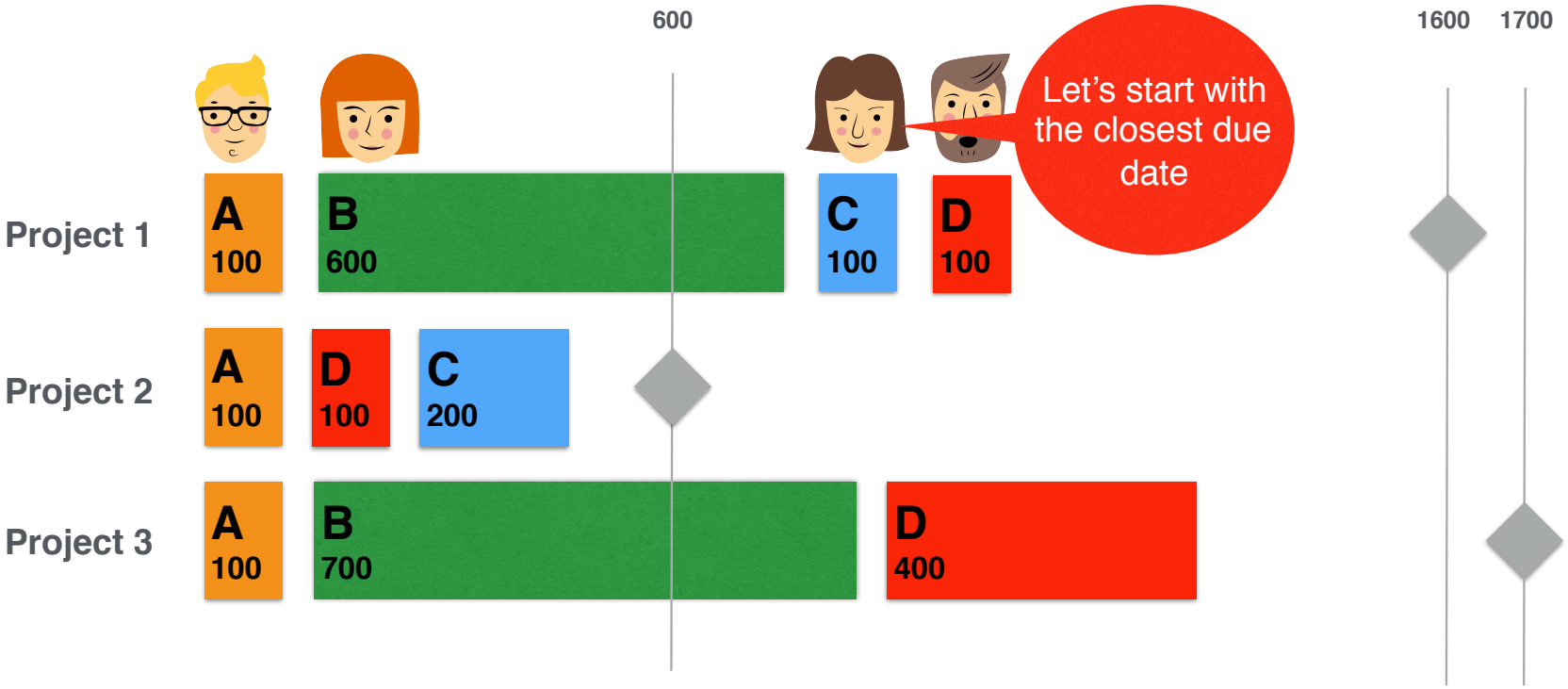
Which Project should resource A start working on?



Answers:

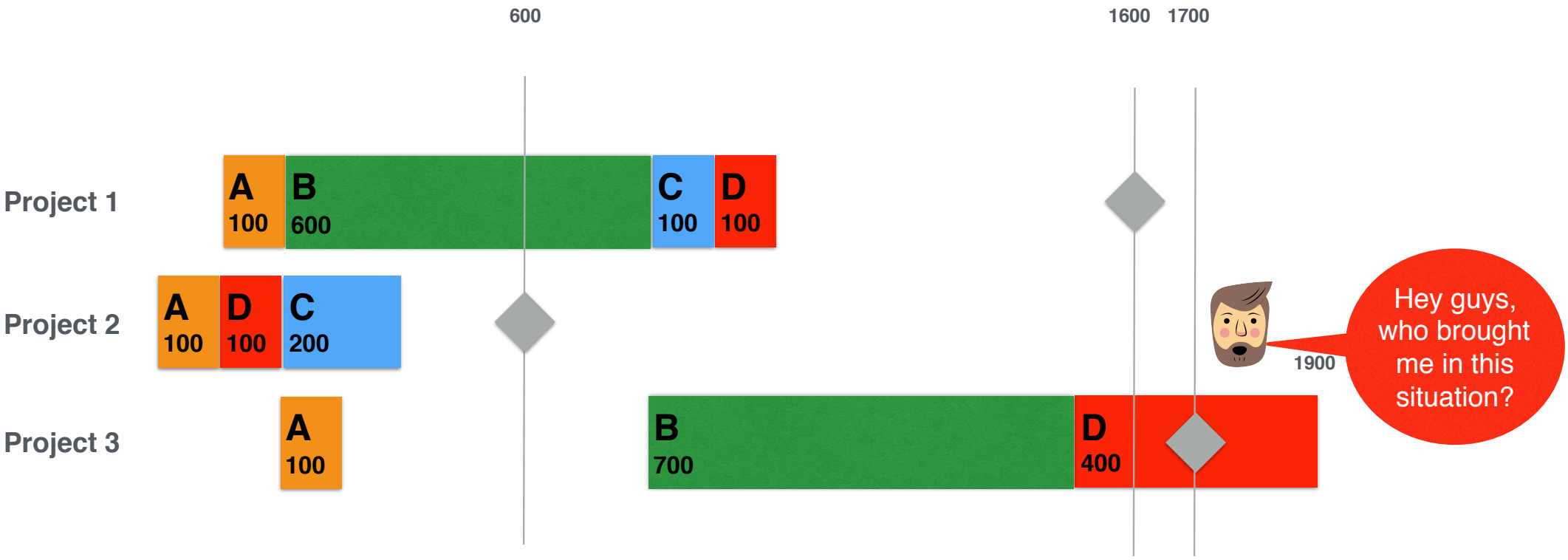
A. 1-3-2
B. 3-2-1
C. 2-3-1
D. 2-1-3

Which Project should resource A start working on?



First due date based

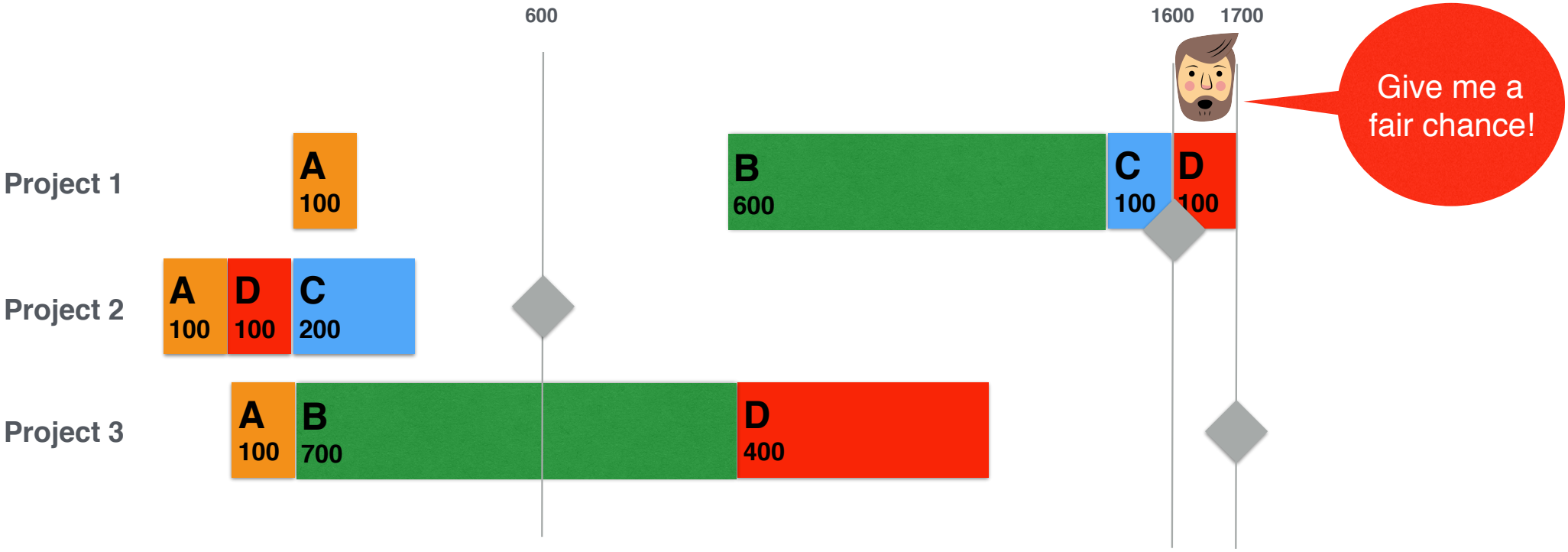
Which Project should resource A start working on?



OOPS!

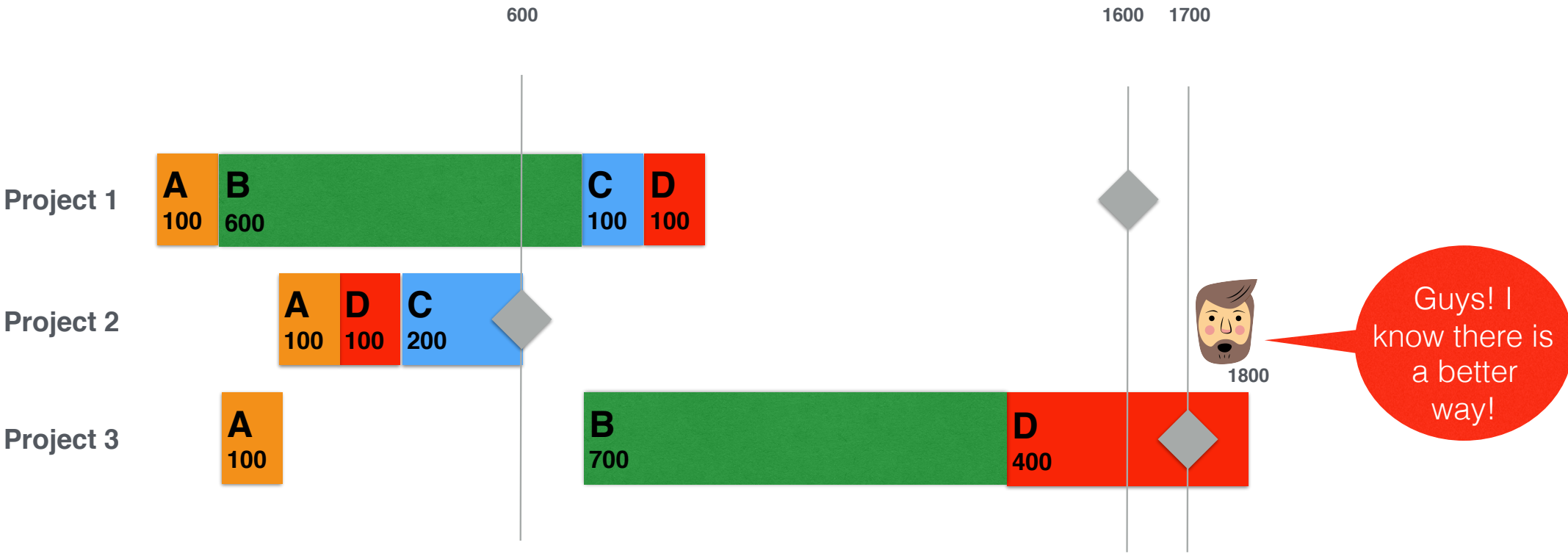
Lets switch 1 and 3

Which Project should resource A start working on?



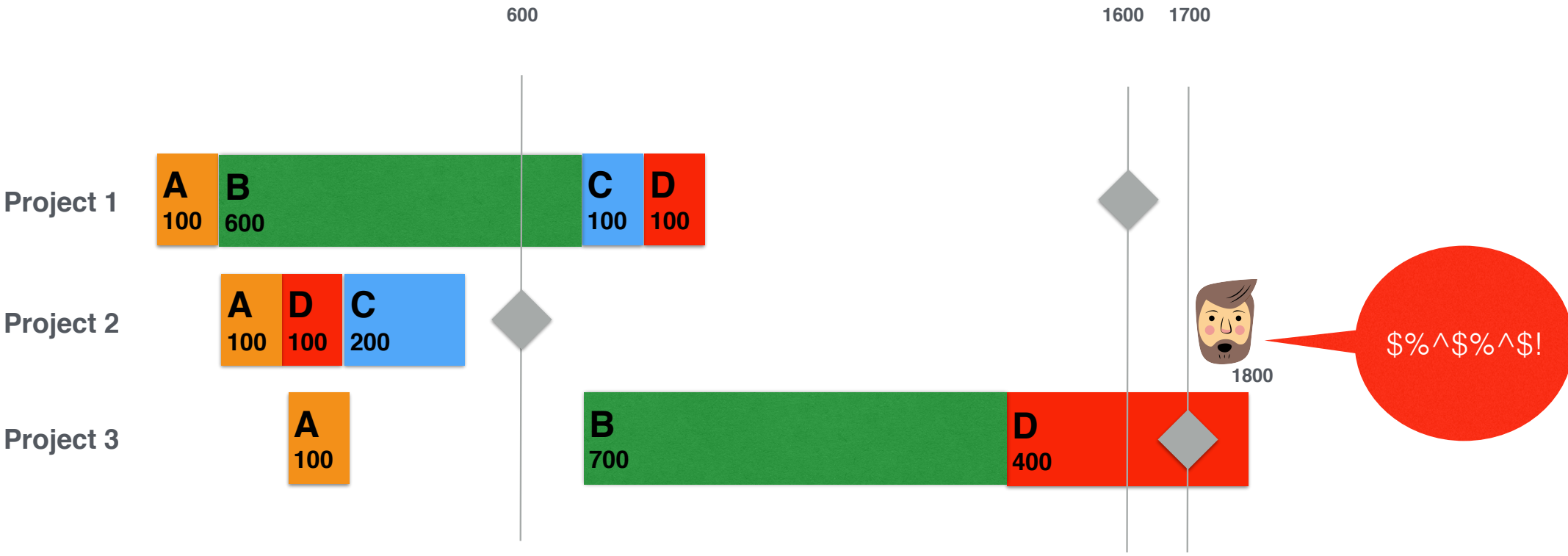
Oops, not good enough
Lets start with 1

Which Project should resource A start working on?



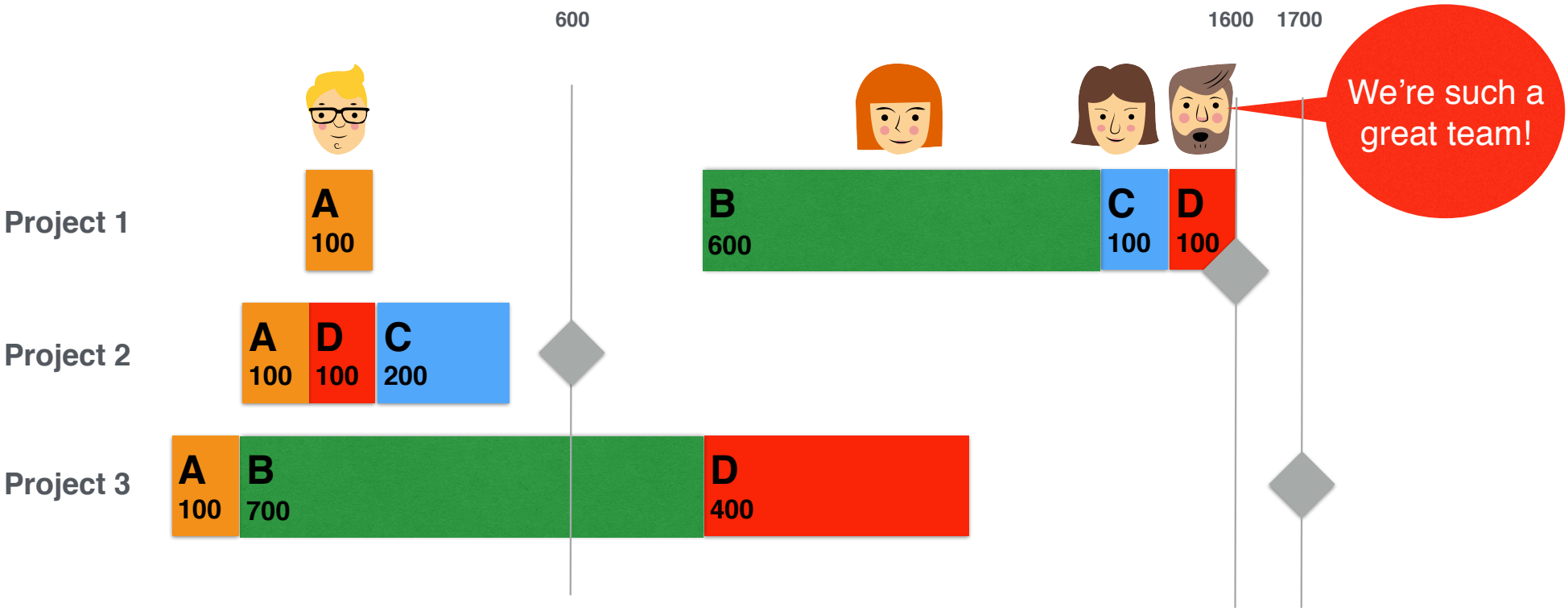
Oeps, still not good enough
Lets switch 2 and 3

Which Project should resource A start working on?



Oops, still not good enough
Lets start with 3

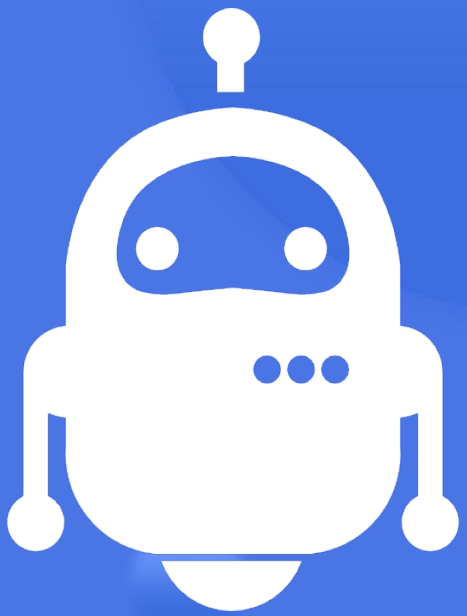
Which Project should resource A start working on?



Bingo, we are 200 till 300 hours earlier, we gained 20%!
Already time for new projects after hour 1600

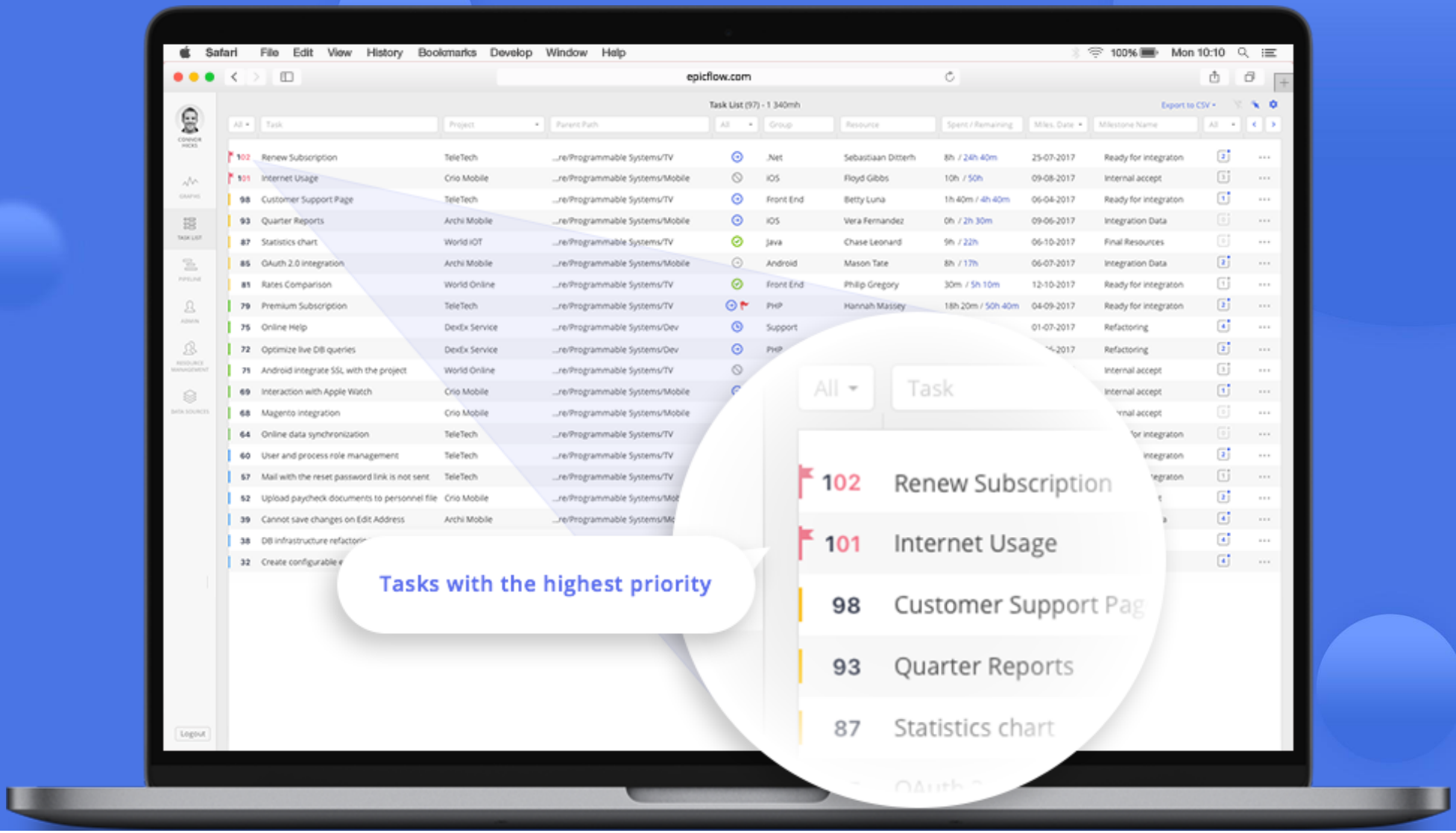
That’s easy, isn't it?

Number of parallel tasks	Possibilities to start with A
3	6
4	24
5	120
6	720
7	5.040
8	40.320
9	362.880
10	3.628.800



You need a super computer

Priority list



What do you need?

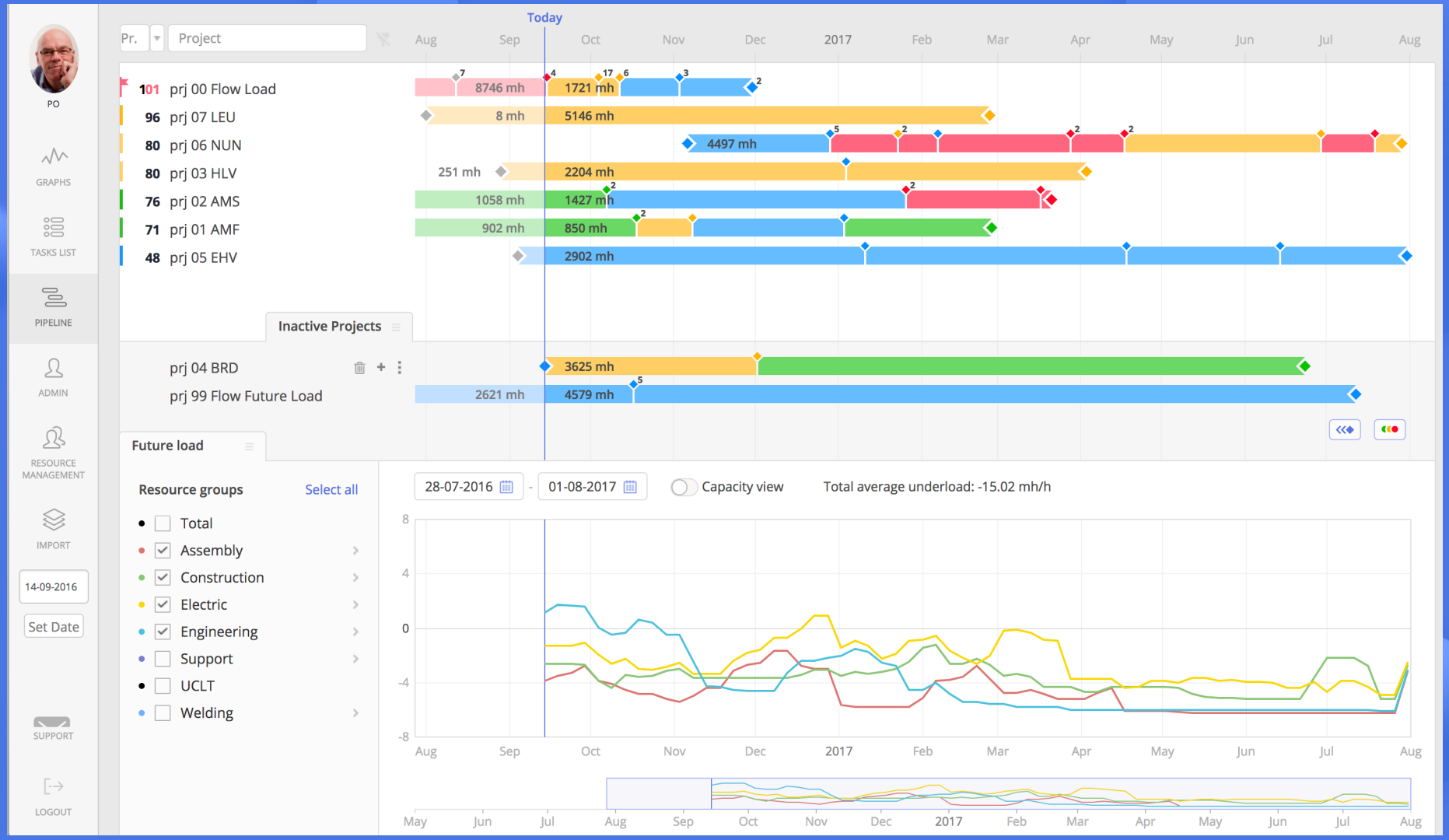
Manage dynamically changing circumstances by:

1. Informed resource management
2. Minimum planning overhead
3. Right task priorities

What are the main management interests?

Your Employees	Project and Resource Managers	C-level Management
What is the most important task to do today?	What is my project status? Do we have the resources now and in the future?	Show me the overview! Is productivity increasing?

Pipeline overview



9 Tips

To start tomorrow

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Tip 1

Tell your people what to do first

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Tip 2

Tell your people to finish the task fully and asap

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Tip 3

Don’t give a bonus to a PM

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Tip 4

Balance the load of every resource

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Tip 5

Give your people the chance to FOCUS

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Tip 6

Let the team decide how to distribute the tasks

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Tip 7

Ask the people how long his task will take to finish

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Tip 8

Have the guts to Freeze some projects for 3 weeks

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Tip 9

It is all about FOCUS, FLOW. IT IS EPIC

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Questions ?

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