

19 NOVEMBER 2021

GFN ASIA INCUBATOR – PROJECT
MANAGEMENT WORKSHOP

Food Bank Leadership Institute 2021



The **Global**
FoodBanking
Network®

AGENDA

1. Introduction

- I. Why Does Project Management Matter?
- II. The Three Constraints
- III. Overview Of A Project Management Methodology
- IV. Choosing The Right Approach For Your Project

2. Detailed Phases Of A Project Management Methodology

- I. Initiation
- II. Definition
- III. Execution
- IV. Closedown

3. Change Management

4. Final Thoughts & Further Reading



PART 1 - INTRODUCTION

“Strong and disciplined project management practices will drive an organization forward.”

PMI White Paper, *Why Project Management Matters*, 2010.

I. WHY DOES PROJECT MANAGEMENT (PM) MATTER?

For Everyone:

Provides structure, process and consistency
Enables efficient utilization and management of scarce resources (time, people and money)
Allows visibility of work – early warning of risks and issues



For A Food Bank:

Consistency across all your work

- Easier to understand, handover between staff, and report on activities

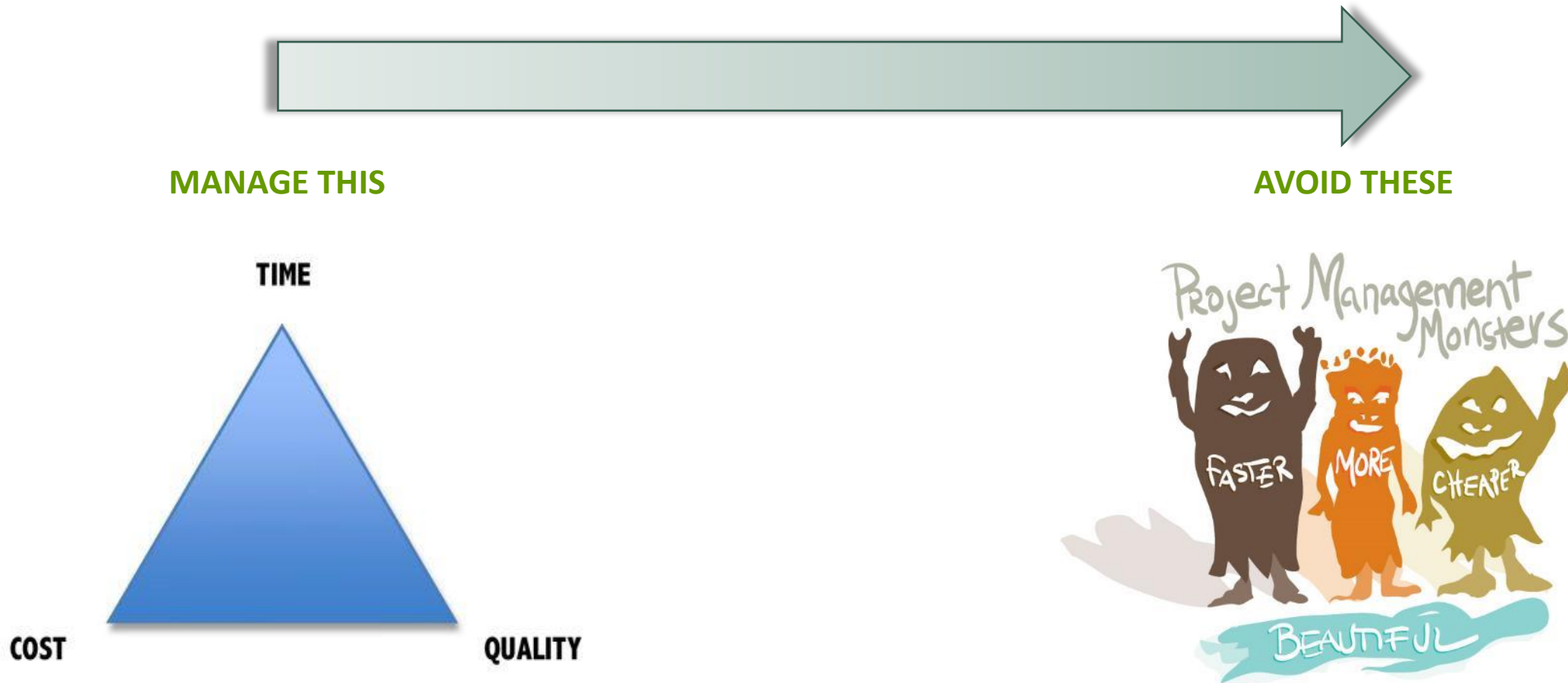
More efficient work efforts through use of standard templates (“don’t recreate the wheel”)

Add value to your stakeholders

- More efficient and effective project delivery
- Providing training and upskilling to staff helps with staff retention

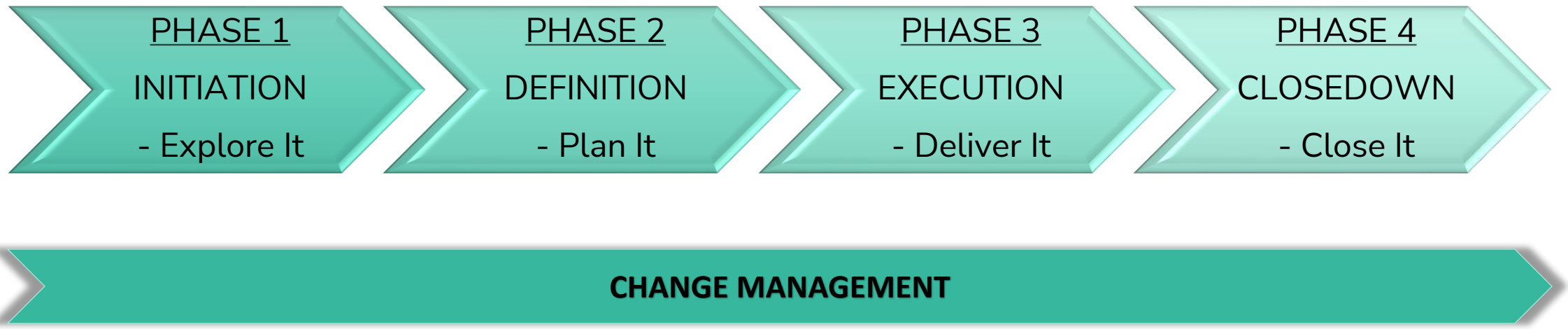
Corporates have PM processes and expect their partners to have the same – helps you look professional and able to deliver.

II. THE 3 CONSTRAINTS OF PROJECT MANAGEMENT



We will revisit this in Phase 1 – Project Initiation...

III. OVERVIEW OF A PROJECT MANAGEMENT METHODOLOGY



IV. CHOOSING THE RIGHT APPROACH FOR YOUR PROJECT



The PM Methodology is a toolkit – not a prescription. Pick and mix to select the appropriate tools / templates for your project.

The purpose of the methodology is to help get the job done – not cause death by paperwork...

*“We over plan but under adapt.”
Chef José Andrés, Founder of World Central Kitchen*

PART 2 – PHASES OF A PROJECT MANAGEMENT METHODOLOGY

“Operations keeps the lights on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward.”

PHASE 1 – PROJECT INITIATION

In most cases, this will be quite high-level with limited information. The idea is to provide enough of an overview so a decision can be made on **whether to commit** more resources to moving ahead with the project.

Purpose:

- Outline the project. What is it and why are we doing it?
- Always include benefits. If there are none, why should we do it?
 - **Link back to your Strategic Plan**
- Get approximate scope, timescales, costs and resource requirements understood and agreed
- Obtain approval from key stakeholders to proceed

Deliverables:

- *Terms of Reference (ToR)* document

PHASE 1 – PROJECT INITIATION – TERMS OF REFERENCE DOCUMENT

The *Terms of Reference* (ToR) document is the formal starting point of a project. It enables a discussion to be had amongst the stakeholders to determine whether the project should be pursued and, if so, agree the high-level parameters.

Every project should have a ToR even if only brief.

A template ToR document is available:

P1 Terms of Reference_Template.docx

PHASE 2 – PROJECT DEFINITION

Once the ToR is signed off (approved) the project moves to **Definition**. This is typically a longer phase where the details of the project are fleshed out. This is the critical planning phase as it states the baseline against which the project will be measured.

Purpose:

- Provide detailed plans including cost, time and other resource estimates
- Clearly define who is doing what in the project
- State the outcomes / deliverables of the project including benefits

Deliverables:

- Project Definition Report (PDR) *
- Budget *
- Detailed Plan *
- Risk & Issue Log *
- RACI

* Donates required document

PDR should include reference to
Change Management
(Communications and Training)

PHASE 2 – PROJECT PLAN

This is simply a **list of the tasks** that need doing, when they should be done, and who will do them.

Task Name	Duration	Start	Finish	Assigned To	% Complete	Status
Strategy Definition	46d	10/16/17	12/18/17		99%	
ATK consulting project	20d	10/16/17	11/10/17	AK Anthony Kitchen	100%	Complete
Positioning materials created	6d	11/10/17	11/17/17	CR Chris Rebstock	100%	Complete
Obtain corporate feedback & tweak materials	34d	11/01/17	12/18/17	GR Gaby Reno	99%	In Progress
General Mills	34d	11/01/17	12/18/17		100%	
Identify & engage SME	1d	11/01/17	11/01/17	AK Anthony Kitchen	100%	Complete
Introductory call	1d	11/09/17	11/09/17	AK Anthony Kitchen	100%	Complete
Initial review of materials	16d	11/10/17	12/01/17	MD Monica Dykas	100%	
Determine if willing to work with GFN internally to really pilot the materials	1d	12/18/17	12/18/17	AK Anthony Kitchen	100%	
Griffith Foods	34d	11/01/17	12/18/17		97%	
Identify & engage SME	1d	11/01/17	11/01/17	AK Anthony Kitchen	100%	Complete
Introductory call	1d	11/09/17	11/09/17	AK Anthony Kitchen	100%	Complete
Initial review of materials	16d	11/10/17	12/01/17	MD Monica Dykas	100%	
Determine if willing to work with GFN internally to really pilot the materials	1d	12/18/17	12/18/17	AK Anthony Kitchen	50%	

PHASE 2 – RISK & ISSUE LOGS

Perhaps the most important tool in the PM toolkit is the **risk and issue log**. This details all threats to the project and what is being done to overcome them. This should be discussed as part of any status meetings as timely resolution is key to project success.

RISK: Anything that *might impact* the project in a negative way

ISSUE: Anything that *is impacting* the project in a negative way

If required, a **Decision Log** and an **Action Log** can also be created. But **ALL** projects should at least have a risk and issue log.

A template log is available:

[P2 RAID_Template.xlsx](#)

Risk **A**ction **I**ssue **D**ecision

“Risk management has become the backbone of organizations, which successfully deliver projects.” Project Management Institute

PHASE 2 – RACI LOG

A **RACI** is a useful tool for agreeing **who is doing what** on a project. If agreed up front it can prevent delays and conflict later. For each task that needs doing in a project, a RACI states the role of each person / party on that task.

R – Responsible – The do-er

A – Accountable – The buck stops here

C – Consulted – Has input into the task (e.g. subject matter expert)

I – Informed – The person needs to know the outcome but is not directly involved in the task

Not all projects require a RACI. Generally, only used when multiple parties are involved or potential for “leaving it to the other person”. Large, complex projects might have a different RACI for each phase of the project.

A template RACI is available:

[P2 RACI_Template.xlsx](#)

“Nothing is impossible for the person who doesn't have to do it.”

PHASE 3 – PROJECT EXECUTION

This is **the actual “doing”** of the project. Depending on the project, there may be multiple phases within the Execution phase. The role of the PM in this phase is to monitor and report on progress against the plans agreed in Definition and involve the relevant parties to quickly resolve issues.

Purpose:

- Perform the tasks as stated in the plans
- Complete regular status reviews
- Manage issues and risks
- Manage any changes to scope using strict Change Control processes
- Keep stakeholders informed of progress

Deliverables:

- Issue & Risk Log (carried over)
- Status Reports
- Steering Group Updates
- Design Documents
- Communication Materials
- Training Materials
- Operating Procedures
- Process Flows

“Everything depends upon execution; having just a vision is no solution.”

PHASE 3 – STATUS REPORTS

Status reports are the best way to **keep stakeholders informed** of progress. The frequency of status reporting should be detailed in the PDR. A status report should not contain too much detail, rather it should be a snapshot of progress against key milestones, and a summary of the main issues and risks.

A template status report is available:

[P3 Status Report_Template.docx](#)



PHASE 4 – PROJECT CLOSEDOWN

It is important to formally close a project to make sure **all loose ends are tied up**. This also obtains confirmation from all stakeholders that they are happy the project is completed. For some projects there may be a future exercise to track the benefits delivered by the project. This exercise should be scheduled as part of the closure otherwise it might be forgotten.

Purpose:

- Formally close the project
- Complete project financials
- Agree any handover activities
- Measure benefits delivered
- Conduct lessons learnt session / debrief
- Communicate success to stakeholders
- **Celebrate!!**

Deliverables:

- Final Issue & Risk Log
- Final status report
- Project closure report
- Benefits review
- Lessons learnt report

“In NASA, we never punish error. We only punish the concealment of error.”



PART 3 – CHANGE MANAGEMENT

“It is not the strongest species that survive, nor the most intelligent, but the ones **MOST RESPONSIVE TO CHANGE.**”

Charles Darwin.



V U C A

Volatile

Uncertain

Complex

Ambiguous



70%

of transformation initiatives are likely to fail.





HUMAN FACTORS that affect change

1 Leaders do not drive the change

2 A compelling vision for the future has not been articulated

3 An urgent reason to change is not communicated

4 Lack of feeling of “ownership” among key employees

5 People’s concerns are not surfaced or addressed

6 Org systems and other initiatives are not aligned with the change

7 People are not enabled or encouraged to build new skills

8 The mass does not embrace change, goes against culture

DIFFERENT PEOPLE HAVE DIFFERENT APPETITES TO CHANGE

RESISTANT TO
CHANGE

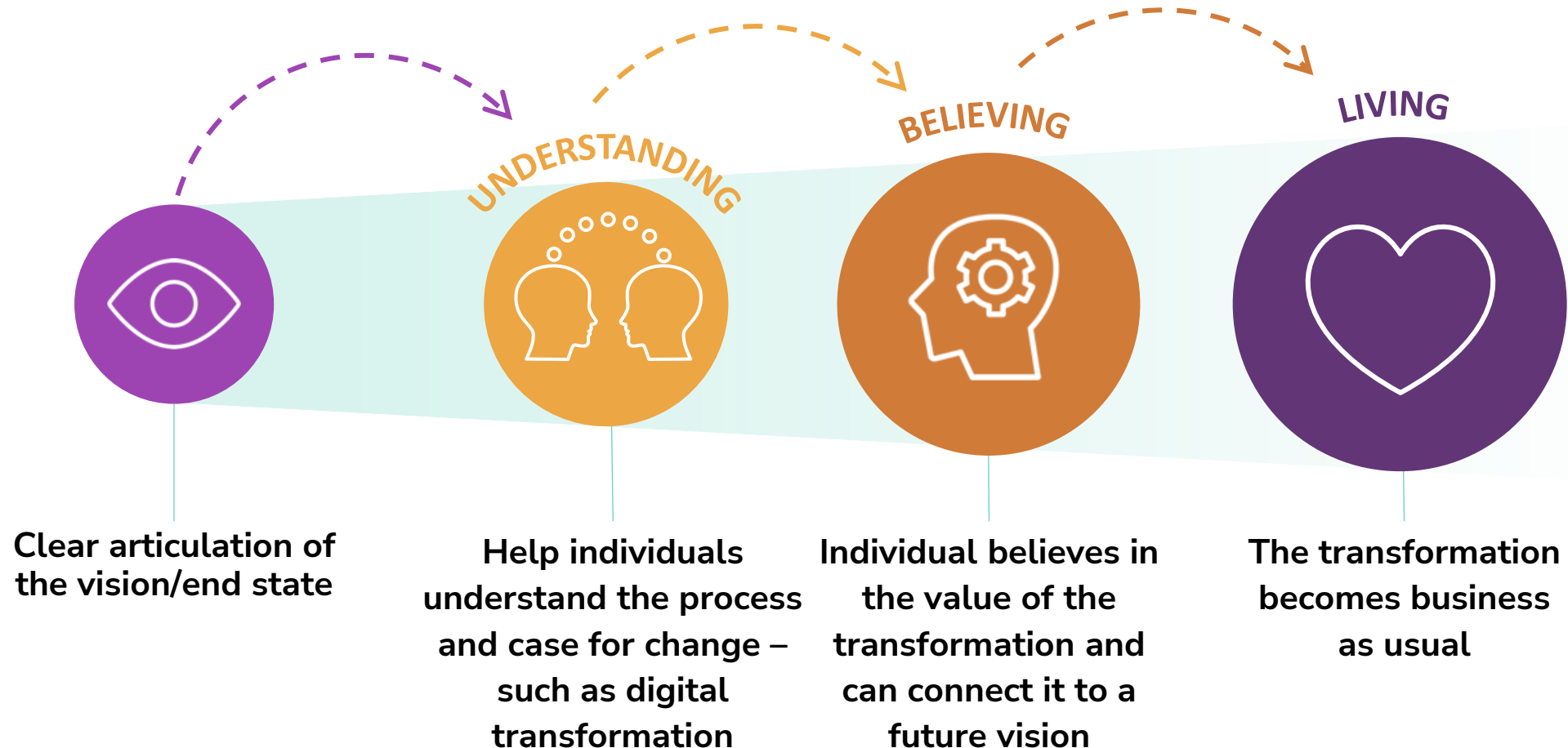
THRIVE ON
CHANGE

CONSERVERS	PRAGMATISTS	ORIGINATORS
Prefer the known to the unknown	Prefer to explore the current situation in an objective manner	Prefer a faster and more radical approach to change
Accept the structure	Explore the structure	Challenge the structure
Prefer change that is incremental (little by little)	Prefer change that is functional	Prefer change that is expansive (large scale)

You need to take everyone on the journey with you...



Change works best when it is HUMAN-CENTERED



PART 4 – FINAL THOUGHTS & FURTHER READING

“If you can keep your head while all about you are losing theirs,
you haven't understood the plan.”

DOCUMENT STORAGE

Keep all project documents on a **shared folder / shared drive**. This ensures:

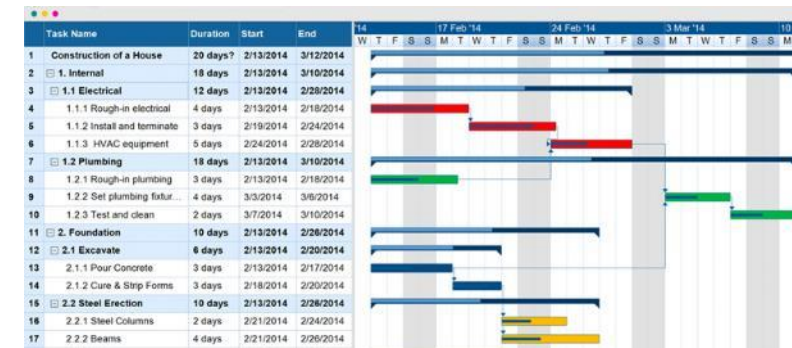
- Files are accessible to all staff including new staff
- Files are automatically backed up
- Files can be accessed from anywhere (not just in the office)



COLLABORATION TOOLS

Online tools to make project management easy:

- Create & track project plans / Gantt charts
- Easy collaboration with other members of the Project Team
- Many providers have big discounts for non-profits



FURTHER READING



GFN e-Learning:

- *Why Use Project Management?*
- *Project Management Workshop*



Are you ready
FOR CHANGE?

Change Management Presentation – by Daggerwing Consulting:

- *Change Management Workshop_EN.pdf*



Corporate Partners: Providing training on Project Management is a great opportunity for corporate staff to offer Skills Based Volunteering.

Templates referenced in these slides can be found here:
<https://fbli.foodbanking.org/fbli-sessions/asia-incubator-pmw/>



THANK YOU

Any Questions



Thursday 2nd December:

GFN NAR Launch Webinar

In early January 2022 you will be asked to complete GFN's annual survey (the NAR). This webinar is an opportunity to hear about the type of data you will be asked to provide, the timings, and ask questions.

E-mail invitation will follow soon.

Best Practices in Social Media

Now – January 2022

A skills-based volunteering project is underway with PIMCO employees in Asia.

Look out for a webinar in January where the findings will be presented.