**Project Management Concepts**

* Project vs. Operations
	+ Projects = a new venture that does not yet exist
	+ Operations = repeatable steps
	+ Two different skill sets
* Phases of Project
	+ Business Planning / Dreaming
	+ Warming Up the Project
	+ HOT Project = ACTION
	+ Wrap Up and follow through = Closing the Project



* Communication
	+ The primary responsibility of the project manager – hire for this ability
	+ Over communication is ideal
	+ Most problems in the project will come as the result of miscommunication or the details not being as clear as you’re assuming they are
		- Keeping “Assumptions” as a part of the conversation and discussing openly what you’re assuming helps minimize miscommunications.
		- [Recommend Video: Why Can’t I Speak the Way I Do in My Mind](https://www.youtube.com/watch?v=N-Zel07vrro&t=7s)
	+ Social Media: key for communicating with your most important Stakeholder: the community
	+ Document Sharing Solution – Google Drive, Sharepoint, etc.
* Project Scope
	+ Idea Wall Tool & Technique
	+ “Scope Creep”
	+ “Mission Critical” or “After Opening”
	+ Continually reassess as you get closer to opening
* Rolling Wave Planning
	+ Progressive Elaboration
	+ Plan in detail the current phase, the next 1-4 weeks
	+ Plan loosely areas of the project that are further away than that
	+ As you make progress, plan the next upcoming section in more detail
* Requirements vs. Tasks –
	+ **Template: Mod1\_5 Task Tracking & Scheduling Dependencies**
	+ “Begin with the End in Mind” – Figure out the end and work your way backwards to create the list of what needs done
	+ Get specific about the vision –“Bakery” gets broken down into: fresh-baked cinnamon rolls, breads, cookies, scones, custom cake orders, cupcakes, thaw and sell items, and other custom party trays.
	+ Other terms to know
		- Constraints
			* We don’t intend to upgrade the electrical so the oven will have to be below #### power threshold
		- Dependencies
			* Example: the floor can’t be stained and finished until the plumber is done cutting into the floor to lay the plumbing for the refrigeration units
		- Traceability
			* Who requested each individual requirement - if you run into time / budget issues - this is your point of contact to follow back up with for more information, to delay or eliminate the item from the project scope.
	+ Requirements vs. Tasks
		- Requirement: Purchase oven for bakery
		- Tasks:
			* Discuss oven specs with grocery warehouse or other trusted source – get recommendations for both new and used equipment
			* Research used ovens
			* Get quotes on new ovens
			* Consult with electrician on electrical updates that may be needed
			* Compare used options with new quotes and decide which to purchase
			* Once decided, provide oven specs to electrician to confirm/finalize electrical updates that may be needed
			* Receive oven in store and schedule with proper contractor for installation
			* Once installed, confirm the oven is working for its intended purpose
			* Make sure appropriate personnel is trained in how to use the oven
	+ Task List
		- Use ID numbers on tasks to track details, due dates, team members assigned, priority level, etc.
* Budget Management
	+ Budget for Time = Timeline / Dependencies
	+ Budget for Money
		- Quotes, quotes, quotes is how you build your budget and make sure it all fits together
			* Quotes give you estimates for time, money, and dependencies
				+ Example: if a contractor is the cheapest, but can’t fit you in until next year, you may need to select a more expensive quote to fit your timeline requirements
			* From the quotes you can build the “Budget” and “Schedule”
* Stakeholders –
	+ **Template: Mod1\_4 Stakeholder Tracking**
		- Name, Phone, Email
		- Types of Stakeholders
			* Project Team
				+ Contractors
				+ Employees
			* Community Members
			* Abstract SH like “the community”
				+ Begin the relationship with the community ASAP/as soon as you’re “Ready”

“Readiness” – the clock on the financing is ticking and this is THE MOST IMPORTANT relationship your store has, knowing how to say “I don’t know yet” will speed up your readiness.

* + - Project Role
		- Priority/Importance
* Professional & Advisory Support
	+ Banker
	+ Insurance Agents
	+ Consultants
	+ Board of Directors
	+ Attorney
	+ Accountant
	+ Business / Personal Mentors