



Michelle DeBord, VP Programs

FEBRUARY'S PROGRAM

What Makes a Project Manager Successful?

By: Rita Mulcahy of RMC Project Management, Inc.

February 11th, 2003	February 12th, 2003	RSVP :
Pulliam Community Bldg 545 North Cleveland Ave (Parking at the building <i>free</i> when validated) 5:00 pm Registration and Networking 5:45 pm Buffet dinner 7:00 pm Speaker 8:00 pm Door prizes and adjournment	Executive Tower Inn 1405 Curtis Street	online at: http://www.pmimilehi.org/ (Events) using any major credit card or by postmarked check sent to: PO Box 262082 Highlands Ranch, CO 80163 Cost if entered or...postmarked Member All others before February 6 th\$25.00...\$30.00 from Feb. 6th 'til noon the 11 th\$30.00...\$35.00 at the door (if there's room).....\$35.00...\$40.00

Featured in this edition

February Speaker, Rita Mulcahy.....2
 Developing and Implementing the Lifecycle Process
 by Bruce Schwickrath.....3
 North Country News.....4
 From the President's Corner.....5
 No Wires Attached: free wireless seminar.....7
 What Makes a Project Manager Successful
 b y Dave Nesbit, MBA , MS , PMP.....8
 Education Update.....10
 Volunteers: step forward.....11

Event ID: CO16-CJAN03

PDU's Earned: 1

Processes: 05-All

Knowledge Area: 10-All

Application: 05-Education & Training

UPCOMING SPEAKERS

March 11 & 12: Amy Fowler of IQ

Consulting - *Project Recovery: Steps for Prevention and Action*

Developing and Implementing the Lifecycle Process

By Bruce Schwickrath

Product Lifecycle Management (PLM) is a process that can consistently deliver great products on time. World class companies need to have a process that will deliver the correct product, within the market window and with the greatest value to the customer and the company. At the end of the day companies are only remembered for their products. Predictability of product delivery is critical for market launch success and the product development processes can be a competitive weapon to get the product to the market first. Constant delays to product introductions can jeopardize a company's ability to make a profit. Companies that take too long to design, pilot and introduce a new product into production, will not be competitive!

Product Lifecycle Management breaks down the departmental silos that have limited interaction within the company. The process should be totally encompassing and includes the entire lifecycle of the product. When new products are developed, we also need to consider impacts to existing products that are available. A truly effective lifecycle process engages a variety of cross-functional participants from marketing, engineering, procurement, manufacturing, sales, and service departments. The objective of the process is to provide functional areas with a consistent and company sanctioned guideline for Product Creation, Product Testing, Release, Delivery and, Field Support. This is done by establishing corporate requirements for documentation and management approval through the major stages of a product's life cycle. For this process to be successful it must be flexible, but be managed by a leader that has the support of the senior management team.

To develop a product lifecycle process you must begin by understanding the requirements of the process. The assessment step is the most critical part in developing the process. This step is started by building a team of professionals in their functional areas. This cross functional core team is the body of knowledge that will develop



Bruce Schwickrath is a Senior Project Manager with over 20 years in engineering and manufacturing project management. He helped design the Storage Technology Library. He has managed product lifecycle process at a several companies like Exabyte, Maxtor, Fujitsu and McDATA on programs with budgets from 200K to 60 million. He has deployed such tools as MS Project, CA, Superproject, as well as RequisitePro, ClearQuest and ClearCase. You can email Bruce at bruce@plmguru.com

the process. The group task for this team is a brainstorming session to define what is not working, what is working and what is missing from the current process that is in place. The team needs to also develop the objective of this project and then establish a project plan and schedule. Listed below is the flow of developing the lifecycle process.

Map the current process

- Story board current process (Including the MRP/ERP and MIS links)
- Develop a Fish bone or flow chart of the process

Define dependents and deliverables

- Define requirements for each functional (everyone should be involved)
- Define deliverables from each functional area
- Develop timing of deliverables to other functional groups
- Develop timing of receivables from other functional groups

- Define metrics or data associated with each deliverable

Define major phase and sub phases

- Define a functional maturity plan of the product
- Divide the Fish bone or Flow chart into the major phases

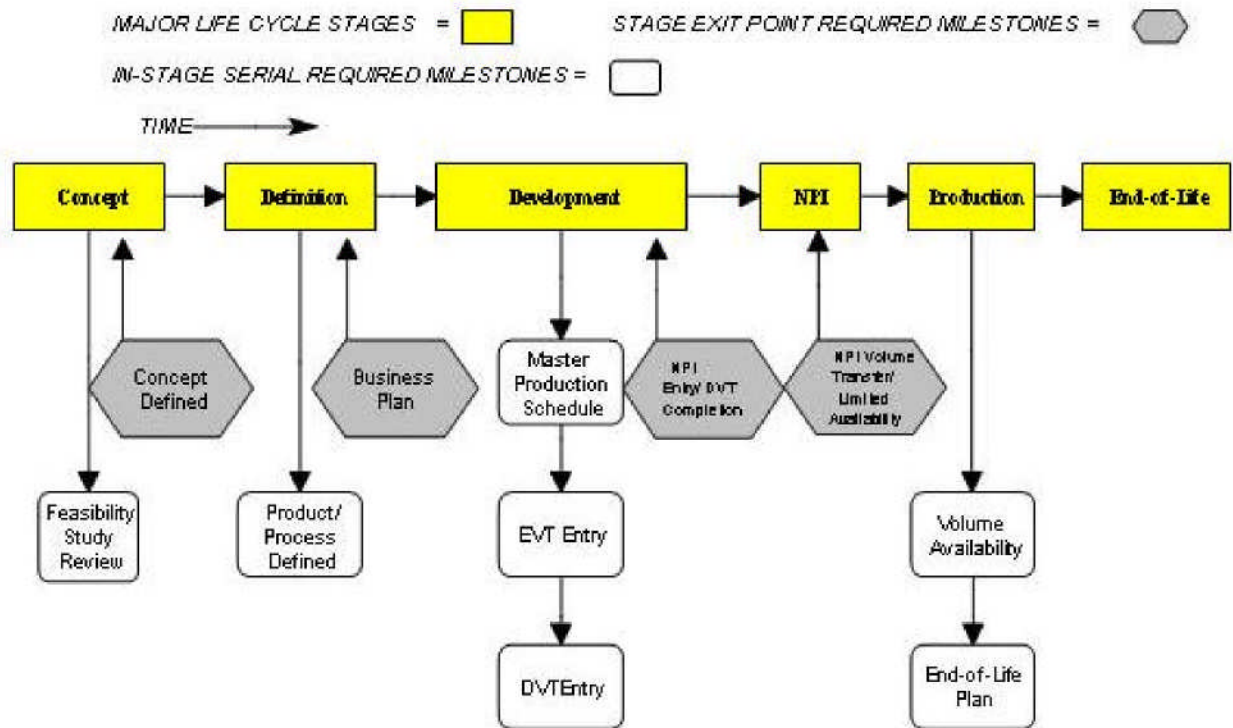
Define requirements for phase exit (check list)

- List major activities for each phase
- List deliverables for each phase (exit check list)
- Develop template for phase exit check list
- Define metrics to audit the process

Define approval authority and management structure

- Define management authority to review progress and approve phase transition
- Define management process of the project team
- Define reporting process of project status.
- Define escalation method of issues

Product Lifecycle Management



Document the process

- Develop document outline
- Present process and plan to the executives
- Create flow charts of each phase
- Create a overview document of the phases
- Develop the process document and standard forms
- Document metrics used to control and audit process

Develop a training program

- Define levels of training required
- Develop course outline
- Develop class documentation
- Dry run presentation to lifecycle process development team

Implement the process

- Release documentation
- Roll out training

Review and revise

- Audit the process for conformance and issues
- Audit metrics
- Revise documentation if required

A high level Lifecycle flow chart can look like the example below and the company lifecycle procedure should contain more detail explanations of each phase and other lifecycle requirements. The project management team should be the owner of the process and revise the documents when improvement opportunities are identified.

The other area that needs to be addressed is the methodologies of the management team including a com-

mon look and feel of communications and documents from the group. Also performance measurement tools like schedule date vs. actual, build vs. plan, delivery vs. promise, bill of material accuracy, income vs. plan, ROI vs. plan, sales to plan, changes to original design, cost vs. budget, and other metrics need to be included in the process.

The success of Developing and Implementing the Lifecycle Process depends on ownership and deployment of the process. The process owner needs to be a champion of the process, trainer and cultivator. The leader of the development team that develops the lifecycle process needs to be an expert in the process and the escort to lead the team through the process. Executive endorsement and adoption of the process is key to the continued success of the process.

For more information on lifecycle process visit www.plmguru.com

