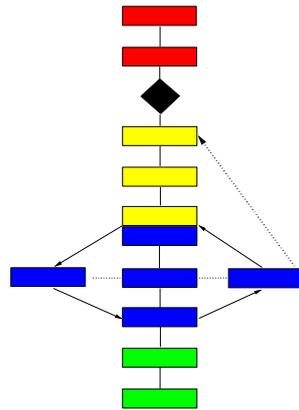


Project Identification Guide

MITP
v5.1



Document Number MICG1IDE

Edition Notice

Edition Notice

First Edition (September 1995)

This edition applies to Version C5.0 of Managing the Implementation of the Total Project (MITP), and to all subsequent releases and modifications until otherwise indicated in new editions.

A form for reader's comments appears at the back of this document. If the form has been removed, address your comments to:

Allturn Group International B.V.

Groenendal 7c

5405 AS Uden (NB) The Netherlands

Email: Info@AllturnGroup.com

Phone: 0031 (0) 6 20 35 67 51

When you send information to Allturn Group International, you grant Allturn Group International a nonexclusive right to use or distribute the information in any way appropriate without incurring any obligation to you.



Table of Contents

Table of Contents	3
PREFACE About This Document	4
Who Should Read This Document.....	4
How to Use This Document	4
ISO9000 Control Information.....	4
1 Identifying the Project.....	5
1.1 Project-Oriented and Process-Oriented Organizations.....	6
1.2 Business Change Process.....	6
1.3 Business Change Costs	6
2 Project Identification Workshop	7
2.1 What Is the PIW?	8
2.2 PIW Prerequisites	8
2.3 PIW Objectives.....	8
2.4 PIW Attendees.....	8
2.5 PIW Preparation.....	9
2.6 Facilitating	9
2.6.1 The Role of the Facilitator.....	10
2.6.2 Preparation for the Facilitator.....	11
2.7 Facilities	12
2.8 PIW Agenda.....	12
2.9 The Rules of the Day.....	13
2.10 Getting Started.....	13
2.11 Typical Progress through the Day	14
2.12 PIW Decision Process	14
2.13 End of the Day	15
2.14 Follow-Up.....	15
2.15 When Not to Hold a PIW.....	15
3 Project Identification Report.....	16
3.1 Business Requirements	17
3.2 Costs and Benefits	17
3.3 Feasibility	17
3.4 Business Case	17
3.5 Risk.....	17
3.6 Key People	18
3.7 Work Structure and Action Plan.....	18
3.8 Project Name	18
3.9 Project Registration.....	18
3.10 Project Management Tools	18
3.11 Project Office.....	19
4 Summary.....	20
Readers Comments.....	22

PREFACE About This Document

This document describes how to identify the project.

For information about the MITP life cycle, the key techniques, and the support techniques, see the MITP Handbook. A glossary of terms may be found at the back of the MITP Handbook

Who Should Read This Document

The 'you' in this document is the project manager, but other people can read and extract useful information from it.

How to Use This Document

The table of contents provides a clear roadmap to the topics discussed in this document.

ISO9000 Control Information

The owner of all MITP Version C5.0 material is Allturn Group International. The MITP License applies to the current version only. Future revisions, which are under version number control, may be made available under upgrade license terms from Allturn Group International. The current license does not cover upgrades.

1 Identifying the Project

A project is a means of bringing about a change to the business in a managed and controlled way. You must be able to define the required changes to the business before a project can be identified as a finite piece of work to be done.

These business changes, projects, can come in many guises such as fundamental changes to the business processes, a new product line, or a means of changing the business through the introduction of new information technology. Projects can also vary in their size and impact to the business and it is important in these early parts of the process to try to size the project correctly and not try to do too much in one go.

The other aim is to make the project as independent as possible from other projects and outside influences or dependencies over which you have little or no control. In other words you need to be able to manage and control the business change, or project, as effectively as possible.

The following considers some of the factors required to identify a project that will enable a business change to be effectively implemented.

In response to both external and internal pressures all businesses are subjected to a continuous process of change. The size of this change can be large and the sole subject of a project, or alternatively there may be several smaller changes that could be handled individually through the normal business processes or more cost effectively and better controlled as one piece of work called a project.

In the early part of a project you must thoroughly think through and understand its implications. Failure to do this could have consequences later on.

Subtopics

- 1.1 Project-Oriented and Process-Oriented Organizations
- 1.2 Business Change Process
- 1.3 Business Change Costs

1.1 Project-Oriented and Process-Oriented Organizations

Projects mean change, which can cause discomfort, uncertainty, or risk and possibly all three. Some organizations or parts of organizations are project-oriented and are used to working in this way particularly where there is a tangible end product.

Other organizations are process-oriented where the main goal is the accomplishment of a predefined and well structured work-flow. It is these organizations in particular that need to make a particularly conscious effort to properly identify a project.

One of the main reasons for project problems is the failure of management to take action at the appropriate time.

It is therefore vital that the appropriate senior management is involved at this stage. Identification shapes the project and its consequential effects on the business.

1.2 Business Change Process

Requirements for business change need a process whereby the solution can be developed and the implementation of the change completed.

These requirements should be well documented in one of the following:

- Business strategy
- Legislative change
- New product description
- Business change requirements.

Along with these business changes you must define the:

- Goals and objectives that they will meet
- Benefits they will bring
- Scope and boundaries of the changes
- Organizational impacts of the changes
- Risks involved that may inhibit success
- Ultimate responsibility for the changes.

1.3 Business Change Costs

Although it would be useful to know the cost of the proposed changes at this early part of the project, it is rarely possible and financially dangerous to determine costs until an agreed solution is defined. The only viable approximation of costs is where a similar change has taken place before in a similar environment and even this should be approached with caution.

2 Project Identification Workshop

The best method of identifying a project is to hold a Project Identification Workshop (PIW). This workshop is all about dealing with business change. It identifies whether the business change should be split into one or more projects.

Subtopics

- 2.1 What Is the PIW?
- 2.2 PIW Prerequisites
- 2.3 PIW Objectives
- 2.4 PIW Attendees
- 2.5 PIW Preparation
- 2.6 Facilitating
- 2.7 Facilities
- 2.8 PIW Agenda
- 2.9 The Rules of the Day
- 2.10 Getting Started
- 2.11 Typical Progress through the Day
- 2.12 PIW Decision Process
- 2.13 End of the Day
- 2.14 Follow-Up
- 2.15 When Not to Hold a PIW

2.1 What Is the PIW?

- One or two day intensive business planning session including brainstorming
- Fixed agenda
- Participants carefully selected:
 - Business change sponsor who is the person responsible for the total business affected by the change
 - Potential project or projects sponsors
 - People responsible for the areas of the business that may be changed
 - Senior facilitator or consultant.

The role of the senior facilitator is crucial. The participants must be free to debate the content. The facilitator must manage the process and ensure that the objectives of the day are achieved. The facilitator should have no responsibility for any part of the business and, to ensure impartiality, be an independent agent not reporting organizationally to any of the workshop participants.

2.2 PIW Prerequisites

Before the PIW, the participants should be circulated with a document that will form the basis for the discussion. This may be a business strategy document or a document containing a list of things that must be done for the business that may be consolidated into one project.

2.3 PIW Objectives

The objectives of the PIW are to:

- Establish and confirm the business requirement for the changes to the business
- Attempt to identify those areas of the business changes that would combine naturally to form work to be done as a project or subprojects.
- To gain agreement of participants to the scope and identification of these potential projects
- Gather information required to document content and actions from PIW
- Agree follow-on actions and dates.

You produce the Project Identification Report (PIR) as the output from the meeting and the basis for progressing all the project prerequisite work called the Project Endorsement Process (see Project Endorsement Guide), which includes, among other things, sponsorship and funding.

2.4 PIW Attendees

The workshop should be run by a facilitator or consultant who is independent of the organization and has knowledge and experience in project management. This will enable the meeting to be run democratically ensuring that the process is followed and that some fundamental project pitfalls are avoided.

The key attendee is the business change sponsor who is the business director or manager who "owns the business problem". This person ensures that the identified project or projects each have a sponsor who in turn will be responsible for the project during endorsement and subsequently through to project implementation.

The business change sponsor will probably become the project sponsor if the PIW identifies only one large project.

Other attendees should include those responsible for the parts of the business that will be affected.

Note: The PIW addresses business requirements and not solutions so it is better to avoid having technical people attending.

2.5 PIW Preparation

There should be a preparation meeting before the PIW between the facilitator and the business change sponsor to ensure that the agenda and purpose of the workshop is mutually understood. All relevant documents about the proposed business changes should be circulated to the attendees before the PIW. The PIW venue will ideally be off-site away from normal business activities and attendees' diaries should be free to avoid interruptions or disturbances.

The meeting between the person responsible for the business to be changed, the business change sponsor, and the facilitator should confirm:

- Purpose of the workshop.
- What the workshop will achieve.
- PIW prerequisites have been completed.
- Agenda.
- Who should attend the PIW.
- Whether any further briefings are needed.
- Decision on how long the workshop needs to be to get through the agenda properly. This can be one or two days depending on the size and complexity of the business change.
- Administration arrangements, for example, where and when.

If project identification is an organizational standard, then this meeting will not be a surprise. However, if project identification is a new activity, then the purpose of the preliminary meeting must be made clear.

It is of paramount importance that the business change manager is really committed to the project identification process and its aims. If this support is missing, the process has got off to a poor start, and the project will flounder.

2.6 Facilitating

- As facilitator, you should take care of all the administration.

- The facilitator should arrive early enough on the day to check everything before the workshop starts.
- Bring spare pens and adhesive.
- Change the room layout to suit you.

The PIW is difficult. Don't let the layout create an uncomfortable working environment.

2.6.1 The Role of the Facilitator

The facilitator enables the thinking processes, but is not there to tell the group what decisions to make. This is sometimes difficult for individuals who regard themselves as "fixers" or like providing the answers. The real role here is providing the environment in which the group finds the answer.

Technical detail should be avoided at this stage. The facilitator must distinguish carefully between the business requirements that are to be satisfied and any proposed potential solutions that are explored by any participant with a more technical background. This should be discouraged as it is far too early in the project cycle for solutions to be discussed as boundaries have not been established and there are probably a few viable alternatives that will evolve during project endorsement. Techniques include:

- Ensuring the business change sponsor and the other attendees understand that the workshop aim is setting the boundaries or the scope of the business changes to become projects.
- Selecting the right people for the workshop.

2.6.1.1 Controlling the Day

- The facilitator should introduce the day. The first speaker can set the mood, tone, and expectation for the entire day. Free discussion and new ideas might be inhibited if the business change manager introduces the day.
- Remember that the facilitator must be the main focus. The facilitator is responsible for determining the shape of the day and for ensuring that the work is done. The participants determine what that work is.
- The facilitator may delegate authority from time to time, but must be able to regain control instantly.
- Don't let people drop in and out during the day. For example, don't let managers drop in for lunch, allow a salesperson from another company in to close a deal, or allow the project sponsor to attend another meeting. The facilitator may need a lot of tact and luck to manage issues of this kind.

2.6.1.2 The Facilitator Is in Control

- Assume control at the start. You have been given control by the very fact that you are running the PIW. The group will usually expect to be guided and directed. Even senior people often like it, because they may not be absolutely sure of what they are supposed to be doing. Use discretion and sensitivity because, whilst your authority exists, it is given you by the business change sponsor.
- Focal position. Don't let the business change sponsor have the "throne" in the room as you will need to keep the focal point.
- Modify level of control by:
 - Posture

If you are sitting, you are part of the circle, if you stand up, you have lifted yourself 'above' the group and, for the moment, have acquired an authority, which you can use or lose.

-Eye contact

You can use this to encourage or quell.

-Movement to and from focal position

If you are hiding in a corner of the room, you are not well placed to dominate. You can move to the focal point and gain authority, you can move away and yield it. You can move towards people, and put the pressure on them, or you can reject by moving away from and placing your back to someone.

-Voice.

Vary it. You won't be talking very much but remember you can vary volume and speed and pitch to achieve the effects you're seeking. You can use the inflection of your voice to encourage or discourage continuation of the debate. If you end a sentence on a rising inflection, and leave the end of the thought hanging, as it were, in mid air, you will almost certainly get a reply. By contrast, if you reply to a question curtly, or with a falling inflection, you will discourage continuation. You can add to this discouragement by turning away as you finish the sentence. In fact it's very easy to be thoroughly unpleasant by using this technique skillfully if you think it necessary.

- Let the group communicate
- Ensure everyone participates.

Everyone has had experience of using these physical controls, but it's often instinctive, so you don't think about how you do it, unless you're called upon to teach or act or manage a group dynamics session.

2.6.2 Preparation for the Facilitator

The facilitator may not be able to do all the necessary preparation and may as a result feel vulnerable. To overcome this problem, the challenge is to manage the group and to make its interactions constructive. This depends on the facilitator's experience and personal skills in group dynamics.

It doesn't matter that the facilitator knows less about the business than the other people around the table. However, it is important that the facilitator should know a lot about the project management process - what works in projects and what doesn't. The real skill in facilitation lies in guiding the debate so that the group identifies a project or projects that are feasible for them.

From time to time, the facilitator may use a variety of techniques, questioning, suggestion, or devil's advocacy, to test the thinking and to encourage the group to come to suitable decisions. The role is to handle the debate and agreement, but not to provide advice on business processes.

The culture of the environment should encourage free debate and "lateral thinking".

An outsider as facilitator is usually a big benefit to the process especially if he or she brings the added value of project management process knowledge and experience to the meeting.

2.7 Facilities

- Location
 - Off-site preferable (at least away from the participant's environment)
 - No interruptions.
- Room
 - Quiet
 - Suitable size
 - "Round" table, preferably U-shaped so that the facilitator can approach people if necessary
 - Focal point
 - Right number of chairs
 - Walls suitable for flip charts.
- Lunch
 - Keep group together
 - Don't allow time for "messages" or popping back to the office to take a look at the in-tray.
- Other breaks
 - Take as needed - it will be obvious. Be prepared to have a break fairly soon after lunch if things are getting a bit heavy.
 - An inexhaustible supply of coffee, tea and water available in the room is preferable to the arrival of refreshments at predetermined times.
- Equipment
 - Two flip chart stands
 - Sufficient flip chart paper
 - Lots of pens that work
 - Adhesive
 - If you have a foil projector, and it's important to the day, bring a spare bulb.

2.8 PIW Agenda

The agenda will vary depending on the circumstances so the following is just an example:

- Business goals and objectives
- Prioritization of business needs
- Scope of proposed business changes
- Benefits to the business
- Risks to the business
- Proposed timeframe of the business change implementation
- Scoping of the project or projects
- Organizational responsibilities of the business areas affected
- Assumptions made
- Issues
- Management approval system
- Project sponsorship
- Project endorsement action plan.

Additional topics may be necessary in any particular environment. You may need to debate budget management, or related existing projects and their impact or dependency.

Note: You will sometimes find, once you have started the workshop that the preliminary work in defining the business needs has not been done thoroughly enough to be able to identify the potential projects. You can then use the workshop to agree what further work needs to be done before the projects can be scoped and identified at a later PIW.

This needn't be a disaster - the workshop has served a useful purpose in identifying omissions, which would have inhibited progress anyway, so even this is constructive.

2.9 The Rules of the Day

- A democratic process
 - Harmony
 - Equal status
 - Construction not demolition.
- Approach
 - Work through the agenda items
 - Do not leave an item until agreement is reached (but revisions later in the meeting are possible)
 - Document agreed views
 - Note issues.
- The facilitator will act as catalyst, workshop driver, scribe, and the workshop participants will arrive at the decisions required. The facilitator is the process manager not the content manager.
- A wise facilitator reserves the right to make further rules during the meeting as is deemed necessary.

2.10 Getting Started

- Introduction to the business areas to be addressed. Make sure everyone has the same basic information.
- This session also serves to introduce the facilitator. The success of the day depends a lot on personal chemistry, and if the facilitator is a stranger to the other attendees, there will be a necessary familiarization period.
- The purpose of the PIW and its topics
- Mode of working, end deliverable, and follow-up. Introduce the idea of working on flip charts.
- The following are some hints for the facilitator using flip charts:
 - If you need to, do rough working on a chart, and then make a fair copy
 - Sequentially number the charts
 - Before you start, label one chart "Issues", and as you come to issues during the day, write them up for subsequent fixing
 - Gather up the flip charts and give to the person responsible for producing the PIR.
- The rules
- Let them get on with it.

At the end of the day the participants must not think that they have finished. They must think they've made a good start, and they should be enthusiastic that the necessary

follow-up work will happen. Project identification is the first stage of project endorsement, which can sometimes be quite a protracted one and not just the results of a one day workshop.

2.11 Typical Progress through the Day

- Facilitator introduces the day and its structure
- The business change sponsor presents "The business changes needed and why they are important "
- Put up a blank flip chart with issues written on the top that will be filled in as the workshop progresses.
- Debate starts with goals and objectives. "Why are we changing the business". List them on a flip chart. Often the business change sponsor thinks this session will last for no more than 10 minutes but one hour or more is likely.
- Then debate the priorities of the business needs, which may be the result of timing, legislation and other outside influences and list on a flip chart.
- Next scope the changes to the business that are necessary to meet the above needs and against each, state the benefits and risks.
- Revisit the business priorities against the benefits and risks to ensure the priority sequence remains the same.
- Group the business changes into the required and feasible timeframe and begin the process of scoping and identifying the required project or projects. Use milestones to structure the timeframe on a rough GANTT chart.
- The managers of the business areas most affected by the projects should become the relevant project sponsors and identified as such during the workshop.
- List any assumptions that have been made that will influence the projects but over which they have no control. If any are likely to go wrong then identify them as risks.
- Review the management system within the organization that will enable the project sponsor to get its relevant projects endorsed with a simple organizational structure indicating lines of communication.
- Structure the action plans required to get each project endorsed and who will be responsible for getting this done. This may be a very involved process that includes a feasibility study comparing the alternative solutions from the respective suppliers.
- Review the findings of the workshop using the flip charts and decide on the timing and responsibility of publishing the PIR.
- Gather up the flip charts and give to the person responsible for producing the PIR.

2.12 PIW Decision Process

During the workshop the aim should be to arrive at a decision about the scope and number of the projects as well as what actions need to be taken next during project endorsement. If the PIW fails to reach these decisions then it should be reconvened as soon as possible.

If the PIW identifies more than one project, then parallel but separate action plans should be formed for each project with the relevant project sponsor depending upon the circumstances.

2.13 End of the Day

What do you want them to be thinking and saying?

- "That was a useful day".
- "We've made a good start to project identification and endorsement".
- "The follow-up work and action plan are clear".
- "I didn't think we'd achieve quite as much as that".
- "It raised several things we hadn't thought about".

2.14 Follow-Up

- Make sure it happens.
- Track progress carefully.
- Offer guidance promptly.
- Ensure participants can proceed constructively from identification through endorsement and be in a good position to define the project in detail.

2.15 When Not to Hold a PIW

- If you are too early in project identification then it is not a big problem. You can turn the workshop into a business change preparation workshop or something similar. Identify the work such as:
 - The business requirements for change
 - The people responsible for the business areas
 - Any key risks
 - Potential sources for funding
 - If possible make an initial attempt at prioritization.

Fix a new date for the PIW there and then if possible.

However, you should have, of course, spotted previously that it was too early in the meeting with the business change sponsor.

- If the project is already identified and should therefore be in project endorsement, it may be appropriate to hold a progress workshop or at least a progress meeting. You can reinforce the project scope, and plan the work required to take the project through the project endorsement. It will include the feasibility and selection of alternative solutions, funding and resourcing before the project is endorsed and in a suitable state for a Project Definition Workshop.

3 Project Identification Report

A PIR is the outcome of the PIW. This report records the key decisions taken and is used as input to project endorsement.

The business change sponsor is responsible for producing this report. It is used to start the endorsement of the project or projects that will lead to the implementation of the business change. The report will be based upon the material produced during the workshop by the facilitator.

The report should contain information on the following:

- Business requirements
- Costs and benefits
- Feasibility
- Business case
- Risk
- Key people
- Work structure and action plan.

Subtopics

- 3.1 Business Requirements
- 3.2 Costs and Benefits
- 3.3 Feasibility
- 3.4 Business Case
- 3.5 Risk
- 3.6 Key People
- 3.7 Work Structure and Action Plan
- 3.8 Project Name
- 3.9 Project Registration
- 3.10 Project Management Tools
- 3.11 Project Office

3.1 Business Requirements

If business requirements have not been adequately defined and agreed the project will invariably be impacted later in its life cycle from disagreements over what is to be delivered. This might result in expensive changes to the project schedule, quality, specification, resources and budget.

You use the business goals and objectives to set the project goals and objectives during project definition. They must relate to an overall business strategy and be achievable and measurable as opposed to a vague wish-list.

3.2 Costs and Benefits

The report should treat references to cost figures with caution since no properly costed solution will be available at this stage in the process. You should also apply similar caution to benefit statements that may not directly relate to the changes or projects now identified from the workshop.

3.3 Feasibility

Feasibility takes the business requirements and assesses the suitability of the proposed solution or alteration to the current business environment and any proposed changes that the project might generate.

3.4 Business Case

The business case is essentially the approval document for the project itself. It should contain the perceived project costs and benefits, broken down into key deliverable components.

All too often the outcome of a project is criticized for failing to meet its business objectives, and equally often the objectives were never clearly defined or specifically agreed.

The business case will be used for executive or board approval of cost and benefits and feasibility in order to give the go ahead for the project.

See "Business Case Guidance" in the Project Endorsement Guide for more information.

3.5 Risk

The report should identify any known major risks, assumptions, or dependencies.

3.6 Key People

The appointment of key people during specification of prerequisites ensures high level commitment for the work ahead. The project will often require specialist resources and working arrangements, which can only be set in place through approval from a senior level of authority.

The key people should also be the right people to lead the functions required, that is, a sponsor who is active on the project's behalf, as opposed to a figure head, and a project manager who has project management skills as opposed to merely a knowledge of the business. Success of a project is often due to the charisma and leadership of the person in charge.

Make sure these people have MITP expertise. Otherwise organize training in MITP for them.

The business change sponsor is responsible for identifying the project. The project sponsor will gain most from the business change. The other key people are the key managers of the business most affected by the change, and the consultant or facilitator who will run the relevant workshops.

3.7 Work Structure and Action Plan

These are the principal deliverables of the workshop contained in this report. These are needed to progress the project through the endorsement of the project. If one of the decisions made during the PIW is to handle the business change through the creation of more than one project, then each project must have its own separate action plan. This is because each project may have a different sponsor, timeframe, and priority and it may be that one project may get the go-ahead while another one doesn't.

3.8 Project Name

Decide on a name for the project.

3.9 Project Registration

There may be a need to register the project with some administration processes, typically for cost control and accounting reasons.

3.10 Project Management Tools

Decide if you will use any tools to assist project management, for example, for planning, estimating risks, actuals versus plan. Set up these tools as required.



3.11 Project Office

Consider the need for a project office and decide whether or not one is required.
Appoint the Project Office Manager if a project office is created.

4 Summary

MITP places justifiable emphasis on the early parts of a project, since these have been found from experience to be a significant key to project success. Investing in identification work is time well spent. It enables all parties to be confident in making vital decisions through the project life cycle based on a well documented, agreed foundation.



Index

F

facilitator 2.1

I

identification summary 4.0

intended audience PREFACE

ISO9000 control information PREFACE

P

PIW

agenda 2.8

attendees 2.4

controlling the day 2.6.1.1

decision process 2.12

description 2.0

objectives 2.3

preparation 2.5

rules of the day 2.9

setting it up 2.5

the role of the facilitator 2.6.1

when not to hold one 2.15

project identification 1.0

project identification report

business case 3.4

business requirements 3.1

costs and benefits 3.2

description 3.0

feasibility 3.3

key people 3.6

risk 3.5

work structure and action plan 3.7



Readers Comments

MITP
Project Identification Guide
Version C5.0

Publication No. MICG1IDE

Overall, how satisfied are you with the information in this book?

Legend:

- 1 Very satisfied
- 2 Satisfied
- 3 Neutral
- 4 Dissatisfied
- 5 Very dissatisfied

	1	2	3	4	5
Overall satisfaction					

How satisfied are you about the information this book contains:

	1	2	3	4	5
Accurate					
Complete					
Easy to find					
Easy to understand					
Well organized					
Applicable to your task					

Please tell us how we can improve this book:



Allturn Group International B.V.

Groenendal 7c

5405 AS Uden (NB) The Netherlands

Email: Info@AllturnGroup.com

Phone: 0031 (0) 6 20 35 67 51

Name _____

Company or Organization _____

Address _____

Phone No. _____