CONTROLLING YOUR PROJECT SCOPE
MANAGING CREEPS AND DOCUMENTING CHANGE

PMG BROWN BAG
FEBRUARY 23, 2010
CHANGE FROM WHAT?

MANAGE SCOPE ANY TIME YOU FIND YOURSELF FACING:

☐ SUBSTANTIAL DEVIATION FROM PROJECT CHARTER
☐ DEFINED SCOPE (DELIVERABLES)
☐ PROJECT BUDGET
☐ TIME LINE

☐ DEPARTURE FROM SPONSOR / STAKEHOLDER EXPECTATIONS
☐ DEPARTURE FROM THE REALM OF REASON
REFRESHER QUIZ

NAME THE “CREEPS”

☐ HOPE CREEP
☐ FEATURE CREEP
☐ EFFORT CREEP
☐ SCOPE CREEP
☐ DENIAL CREEP (ADDED SPECIAL FOR THE ITS CROWD)
PREVENT CHANGE CREEP BEFORE IT HAPPENS:
HOW CLEAR IS YOUR CHARTER?
GOT DEFINED WORK PACKETS?
ESTIMATING SESSIONS WITH WBS AND TEAM MEMBERS?
KNOW WHEN TO ESCALATE

- One resource keeps falling behind
- Understand their competing priorities
- Have a transparent discussion w/ supervisor
- Work package session
- Grey line between features and bugs
- Sponsor’s priorities?
- Hand off to a service
- Get in a room and talk
- Use status reports: when the change comes, your sponsor already knows
CAN’T I JUST SAY NO?

Here are some times when a project manager can just say no:

☐ Your project is already on the edge of disaster
☐ The request is spelled out as “out of scope” in your charter
☐ You know it conflicts with your sponsor’s priorities

Of course it’s never that simple

☐ If you do say no, document what happened with your sponsor
☐ ...but it’s my sponsor who keeps adding changes!

Then it’s your job as PM to analyze and communicate the impacts of each change
AS A PM, IT’S NOT YOUR JOB TO DECIDE WHAT THE PROJECT IS ABOUT, BUT YOU DO HAVE TO MANAGE CHANGE. WHEN SAYING YES, TRY:

- “SURE, BUT IT’S A CHANGE WE’LL NEED TO EVALUATE...”
- GO BACK AND VALIDATE PRIORITIES WITH SPONSOR
- YES, BUT HERE’S WHAT IT WILL COST
  - TIME
  - BUDGET
  - RISK
AVOID THE SPECTER
DOCUMENT WITH A CHANGE CONTROL FORM
OUR PROJECTS, OURSELVES: WHEN CHANGE HAPPENS TO YOU

YOUR STORIES OF MANAGING PROJECT SCOPE
TOTALLY EGERIOUSLY SUPERFLUOUS "CATS WITH GUNS" SLIDE