

Practical Planning – Part 1

Problem Solving...

Scoping - Focus on Results

- What is the Problem we are trying to solve?
- What are the Causes/Effects?
- What will the future look like with the problem solved?
- What approaches did we take to minimise the causes?
- So – what are the results we will achieve?
- Remember – the aim is develop skills to do complex work – not “paint by numbers”...

Problem and Solution Tree

- This is a logical use of problem solving to help scope out the requirements of a task/project/programme prior to conducting the planning.
- Sometimes called “Root Cause Analysis” and “Results Mapping”.
- The first step is to consider the following statement
 - *“What problem is my “project” trying to solve?”*

Practical Planning – Scenario...

Scenario

- The Ministry of Planning has decided that UNOPS will help them to establish a central project management capability with the following accountabilities:
 - Monitoring all Projects contribution towards their Results Framework
 - Monitoring all Projects effectiveness through the project lifecycle
 - Become the Centre of Excellence for Portfolio/Programme and Project Management
 - Provide internal consultancy to support project management development
 - To develop and maintain all Portfolio/Programme and Project management Standards
 - Process, Tools, Templates, Training, Library
- The Government has passed a Decree establishing the Office for Programmes and Projects (OPP)
 - UNOPS has been asked to design and build a new office that has the following
 - Offices/Touch down for OPP Staff
 - Training rooms
 - Workshop/meeting rooms
 - PM Library
- The Civil Service College has asked UNOPS to renovate the college training facilities and procure all of the modern facilities it needs.
 - Smart Boards/Projectors/Tablets/ICT support
 - Learning Management Systems & Computer based training material in their local language
- The government believes it will need over the next 3 years 10 Programme Managers, 100 Project Managers, as well as the PMO in OPP, it will need a PMO for each Programme and PMO's. All Ministers and senior civil servants will need training. UNOPS has been asked to recruit, train all staff and transition the Government from dependencies on International PM's supplied by Agencies to all national staff before the next election in 4 years.
- The government thinks it will be able to achieve "Middle Income" status within 3 years and is worried that they will not have access to international resource to lead programmes/projects on key reforms they need to start before the next elections.
- The Ministry of Finance is interested in reforming its Infrastructure delivery capability as well as its procurement capability and has heard that UNOPS might be able to support the government to develop these competencies.

The Problem Tree

Group Exercise

As a team read your scenario and then...

Create a “Problem Statement” (what is the problem my task/project/programme is trying to solve?)

Note:

- Do not use “sound bites” or try and make it sound like management speak.
- Do not make any assumptions that everyone knows the jargon. Do not worry about grammar, sentence structure, neatness.
- Use plain language.

You have 20 minutes to complete this – the facilitator will review your output prior to moving on to the next step

The Problem Tree – Cause and Effect

Group Exercise

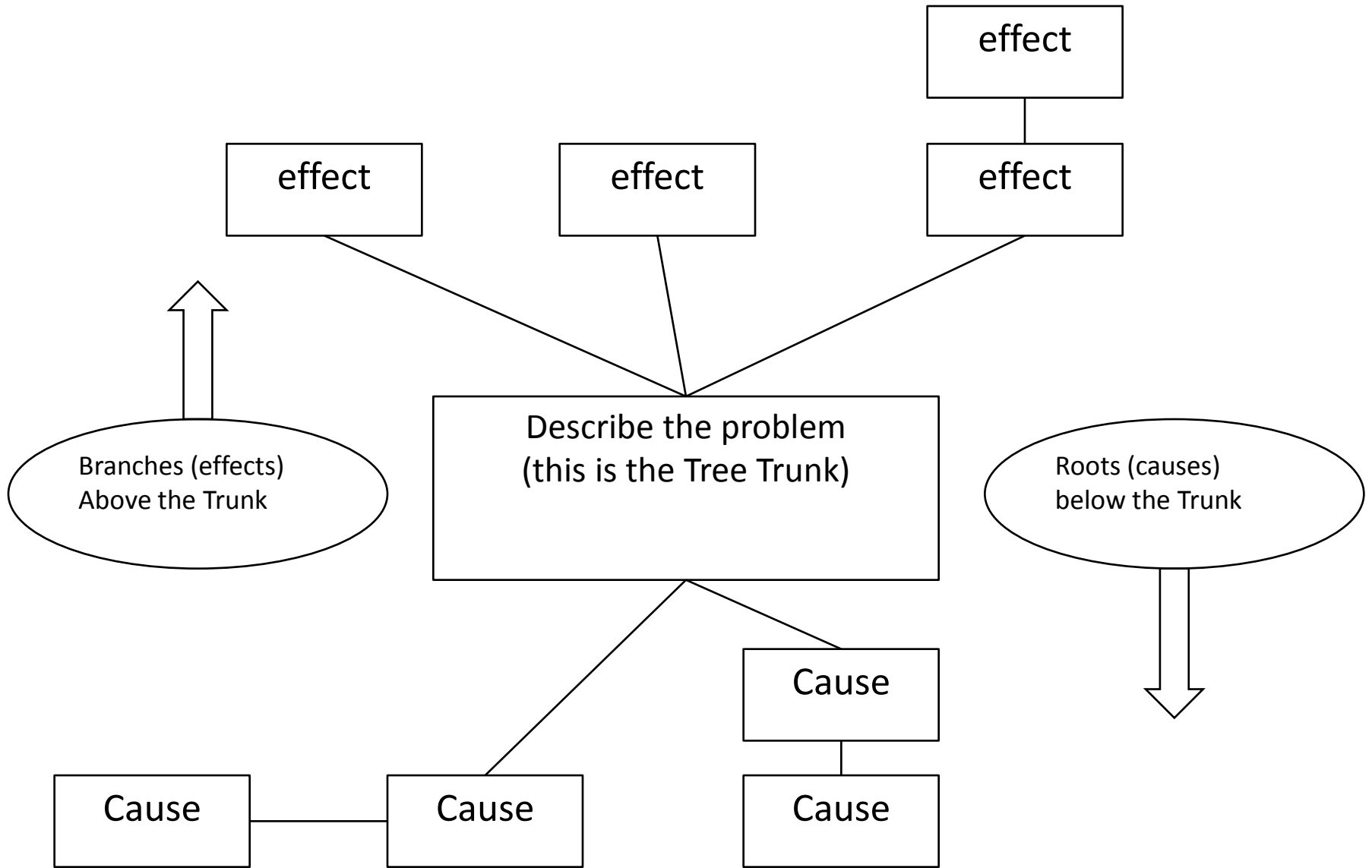
Now that you have agreed on the problem statement do the following:

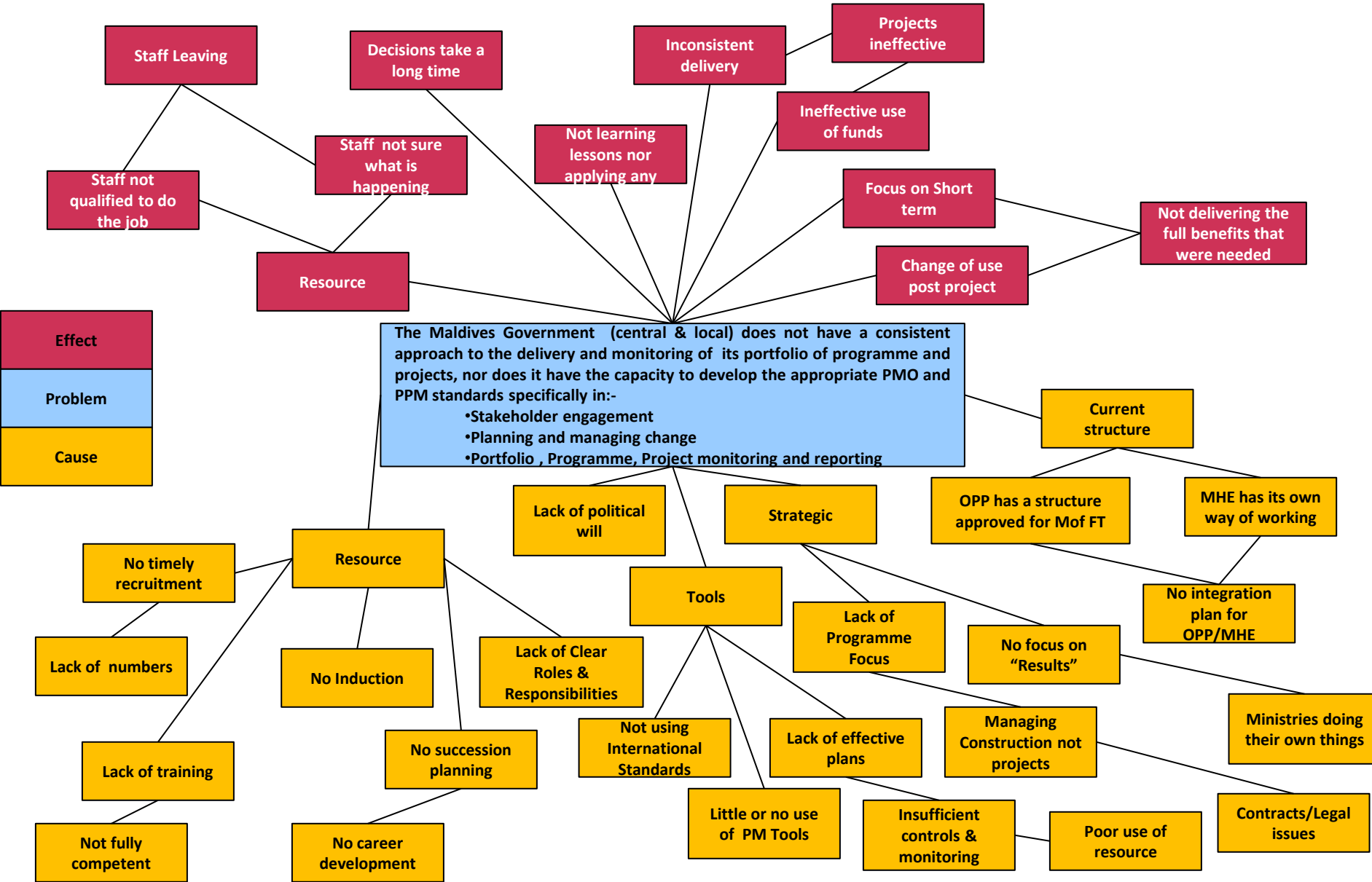
- Write the problem in the middle of a flip chart and draw a Box around it.
- Using Post-it-Notes, write:
 - “what are the causes of this problem” below the Box, and list them
 - “what are the effects that this problem is having” above the Box, and list them

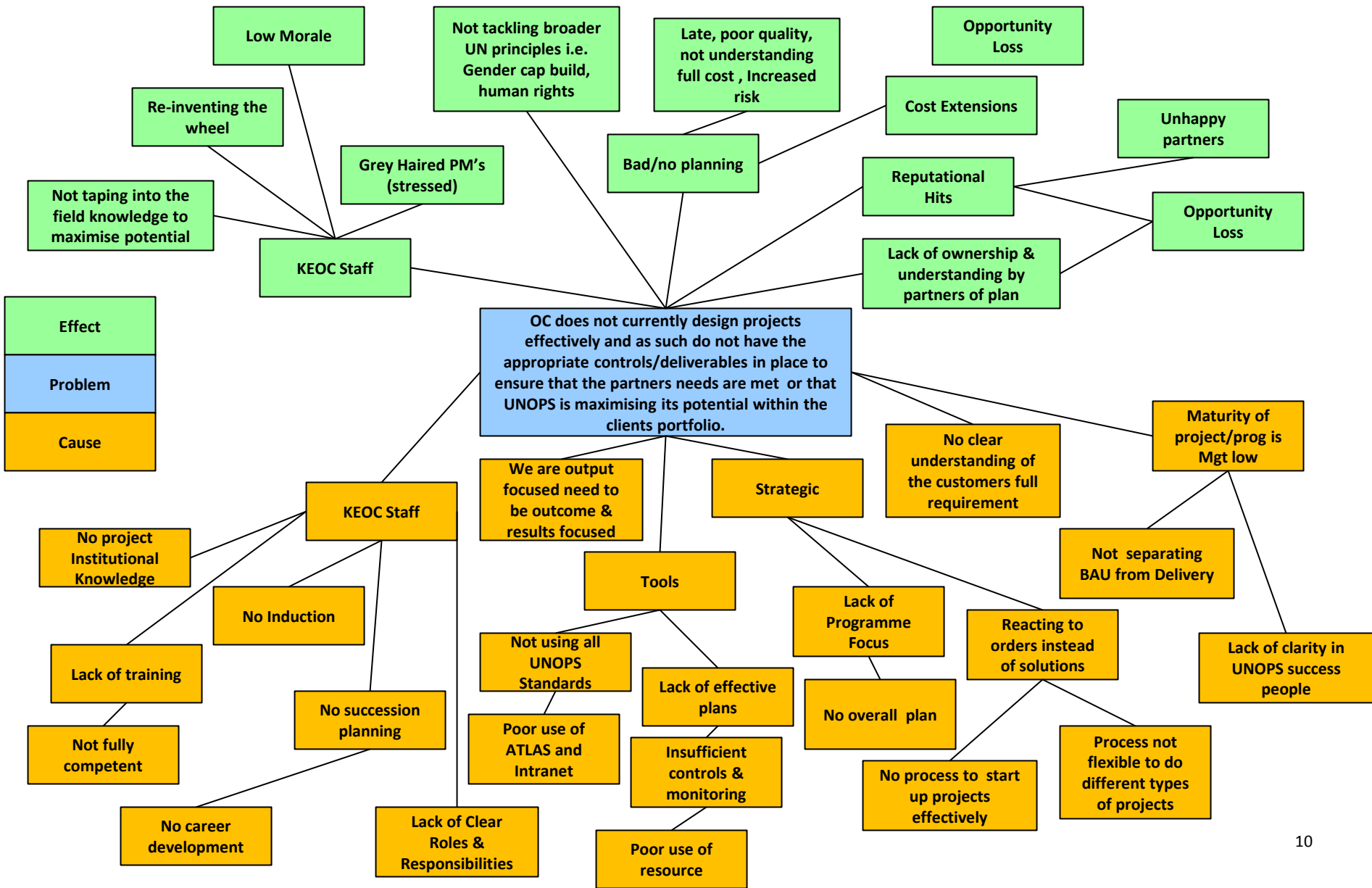
Note: some causes may be linked directly to some effects. Also remember to think “root causes of the problem”

You have 20 minutes to complete this – the facilitator will review your output prior to moving on to the next step

Prepare a "Problem Tree"







Solution Tree – The Vision

Group Exercise

Now that you have completed your Problem and Root Cause Analysis we will begin the next step.

Create a “Vision Statement”. Consider the future, when the problem has been solved and describe what it looks like?

Note:

- Do not worry about how you did it.
- Do not use “sound bites” or try and make it sound like management speak.
- Do not make any assumptions that everyone knows the jargon.
- Do not worry about grammar, sentence structure, neatness.
- Use plain language.
- Remember to put a date when your problem will be solved!

You have 15 minutes to complete this – the facilitator will review your output prior to moving on to the next step

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Solution Tree – Approach and Result

Group Exercise

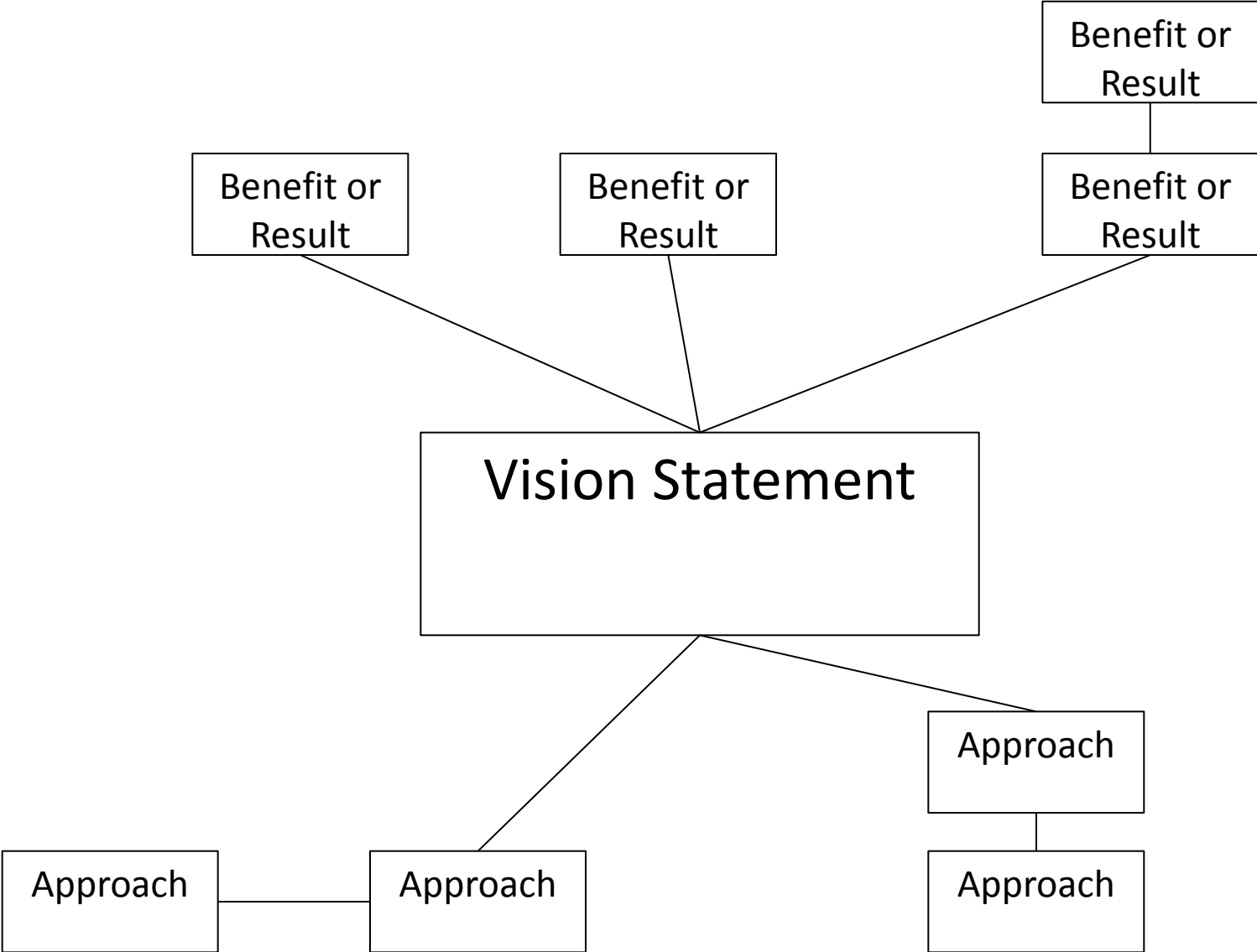
Now you have an agreed vision statement complete the following:

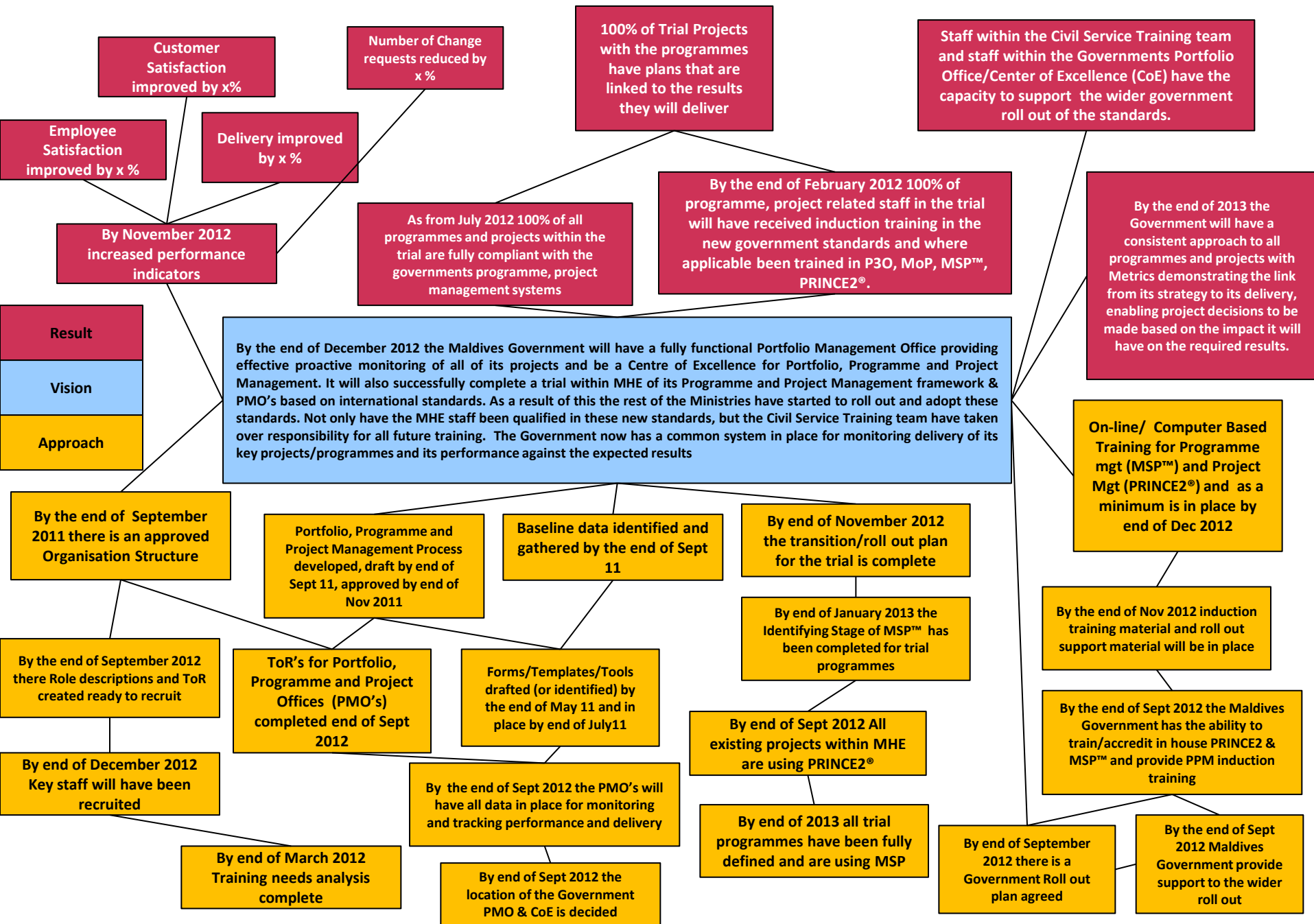
- Write the vision in the middle of a flip chart and draw a box around it.
- Look at the “Causes” identified earlier and for each cause, write down “what is the Approach” you will take to get rid of the cause? By when will this need to be done (high level target). Use post-it-notes to write down your approach.
- For each “Effect” identified earlier what is now the Result (or outcome or impact) that will be achieved. Think of useful indicators to measure success. Use post-it-notes to write this down.

Note: It is easy to “cheat” i.e. by reversing the sentence to be a positive, but resist it, as this is the critical part of the process!

You have 20 minutes to complete this.

Prepare a “results MAP”







Now consider

- Do I understand the approach's I need to have in order to solve the projects problem?
- If I solve the projects problems and get rid of the root causes do I have a clear picture of the Results that can be achieved?
- Do I have enough information to complete the Pre-Engagement (Project Brief)?