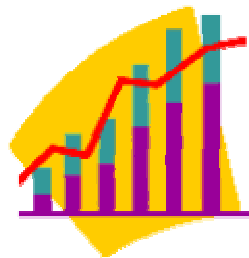


Project Management for Engineers

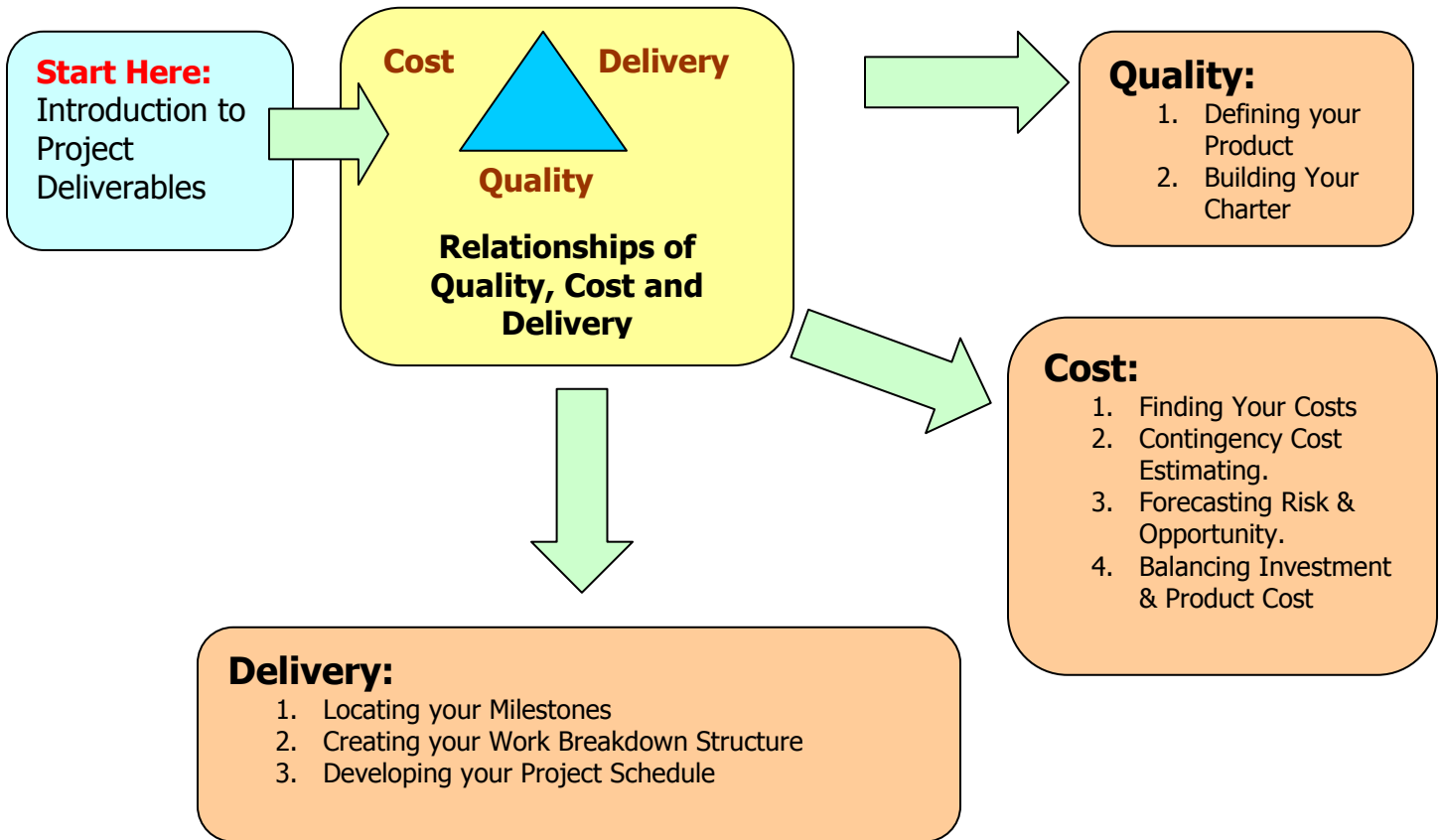


The Basics for delivering Projects
on Time and on Budget



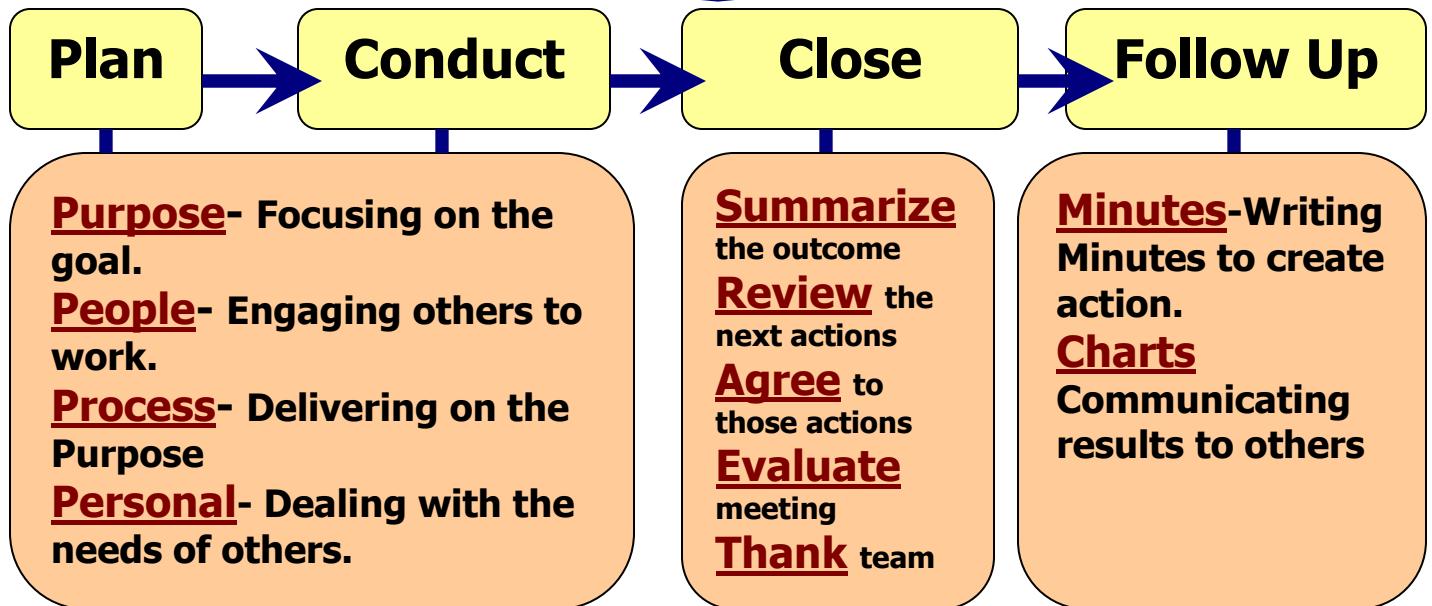
When others can't.

Road Map to Success



Meeting Management

The Foundation to Delivering the above

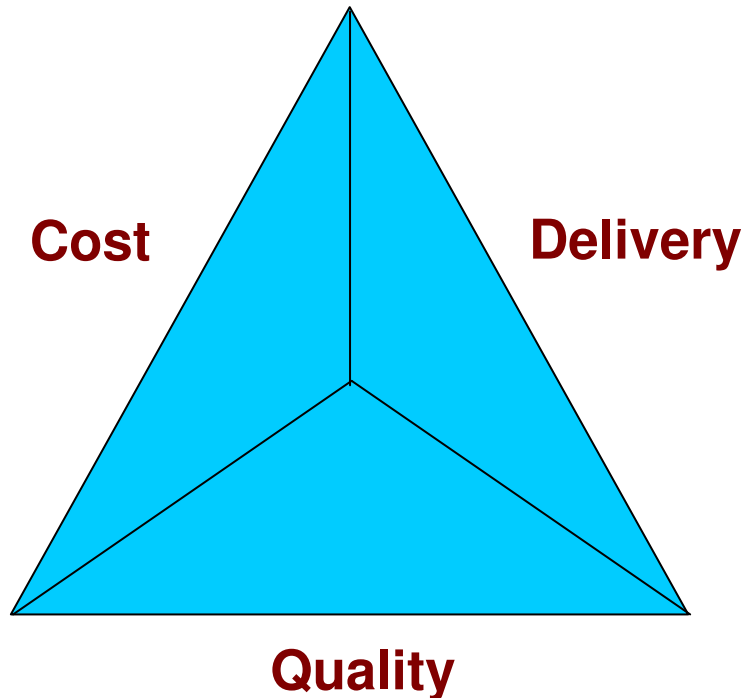


Sample Page-Balancing Deliverables for Success

Project Managers organize, lead and manage the team to achieve the three Project deliverables. These deliverables are:

- Quality (Q)
- Cost (C)
- Delivery (D)

Relationship of Quality - Cost - Delivery



Quality, Cost and Delivery (QCD) are shown here as three sides of a triangle because each is interdependent on the others. By this I mean.....

Investment and Product Costs Trade Offs

Again, as estimates mature to quotes, true costs are found and the Team will learn how savvy they are at forecasting. In some cases, Investment is significantly over while Product remains under budget. In other situations, Product Cost is significantly over while Investment remains under budget. When one cost is in crisis and the other is not, these two costs can be balanced though within limits.



Scenario: Investment High - Product Cost under Budget.

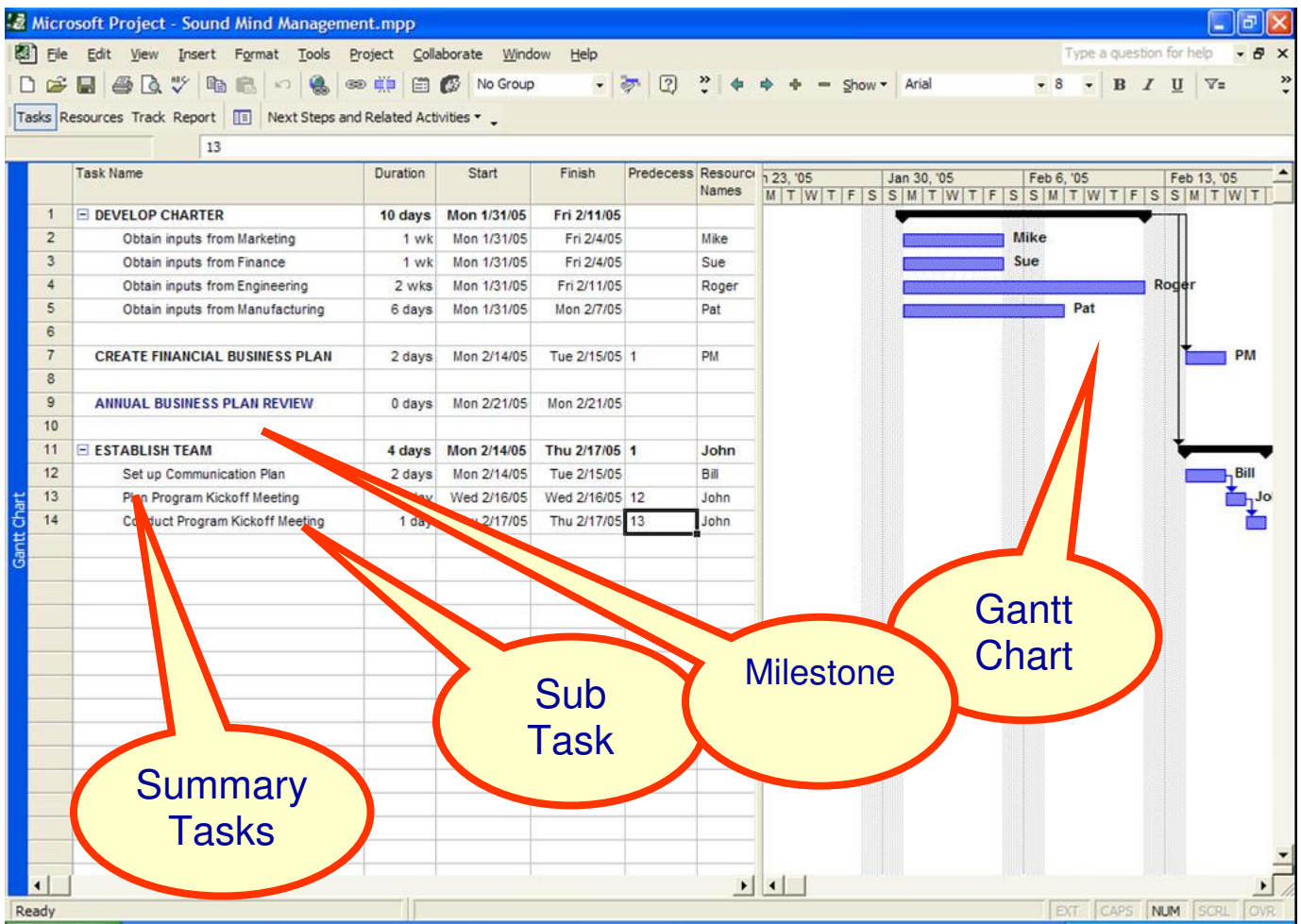
Take action here by soliciting suppliers to amortize all or some of their tooling costs into the piece price. This amortization can spread all or part of the tooling costs into the purchase parts over a period of years instead of paying the whole investment up front. Piece price will be higher for a period of time but it will eventually return to the lower quoted price once the supplier recovers their investment.

Or take action to lower the tooling sophistication and thereby the investment costs. For example, move from a high volume stamping die to a lower volume simple die. Or use no specialized tooling at all but use standard fabrication techniques (like laser cut metal welded together) to prevent all tooling investment. Very obviously the Product Cost or piece price will rise.

Sample Page- Scheduling to Deliver On Time First Time!

Project scheduling can be done manually in Microsoft's *Excel*[®] or *Word*[®] but both of these require more time and finesse than I am willing to invest. Microsoft's *Project*[®] is specifically designed to do Project Scheduling. It has the information as shown above and automatically provides the Gantt chart. *Project*[®] and also provide Network Diagrams views as well.

Typical Microsoft *Project*[®] View



Sample Page- Planning and Executing Meetings that get the Results you Expect!

Process

How work gets done.

Building on foundation of a solid Purpose and the right People in the meeting, now consider how the work will get done. Control the process with a strong agenda. A strong agenda will.....

The screenshot shows a Microsoft Outlook meeting invitation window. The title bar reads "Computer Replacement Strategy - Meeting". The menu bar includes File, Edit, View, Insert, Format, Tools, Actions, and Help. The toolbar contains icons for Send, Print, Attach, Recurrence, Cancel Invitation, and Help. The "Appointment" and "Scheduling" tabs are visible. A yellow warning bar states "Invitations have not been sent for this meeting." The "To:" field lists "Bailey, Steve; Block, Chris; Josh Davis; Eppler, Mark; Amy Killmer;". The "Subject:" is "Computer Replacement Strategy" and the "Location:" is "Conference Room A". The start time is set for "Fri 12/1/2006" at "8:00 AM" and the end time is "9:00 AM". The "Reminder:" is set to "15 minutes" and "Show time as:" is "Busy". The main text area contains the following content:

Purpose: To review computer specification and data from Company A and Company B, gain team consensus and choose a supplier.

People: It is not necessary to list the attendees since they are already listed above unless the roles of the people are unknown. If unknown then:

- Steve Bailey, Buyer Computer Equipment
- Chris Block-Manager of Finance
- Josh Davis- Equipment Installation
- Mark Eppler- Manager of Customer Service (primary dept end user)
- Amy Kilmer- IT Manager
- Tom Hahn- Program Manager Business Office (not shown above since this person called the meeting)

Agenda: (Also known as the Process)

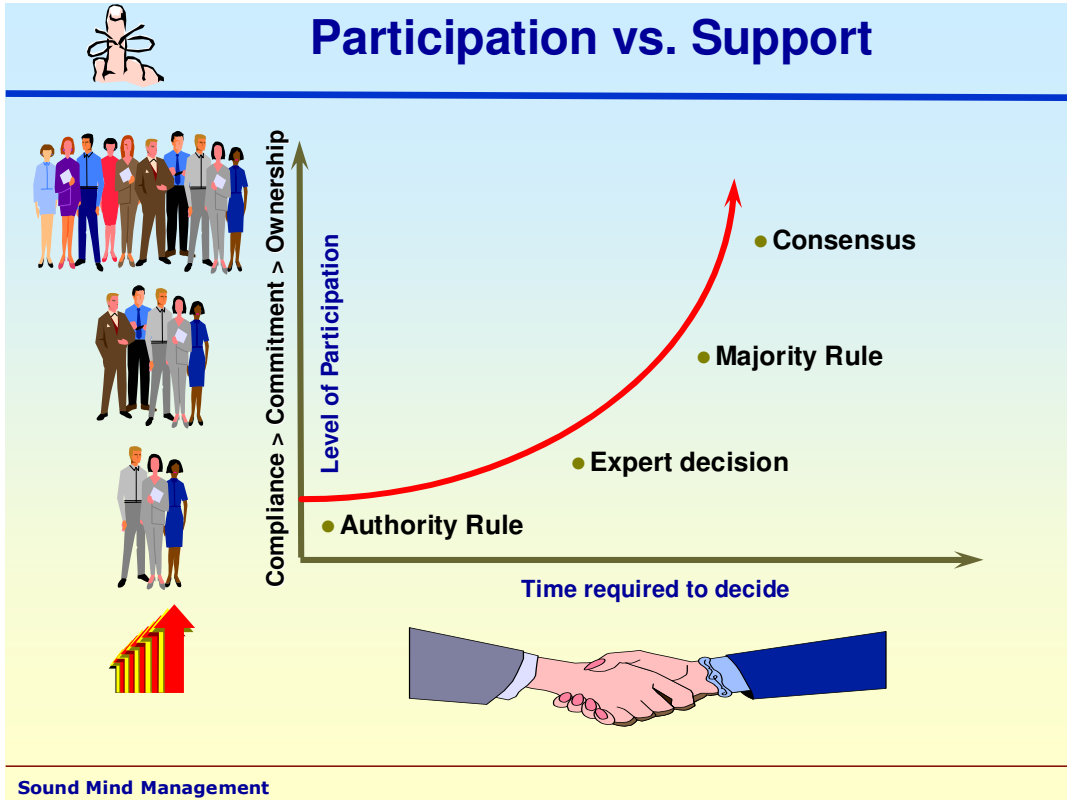
- Present the specifications and data from Company A and B- 15 Minutes- Steve Bailey, Buyer
- Evaluate weigh attributes- 30 Minutes- Amy Killmer, IT Manager
- Discuss and choose a supplier - 15 minutes- All Participant

Please review the above and let me know if I have clearly identified the Purpose, included the correct participants and laid out an Agenda that works. Please respond with your inputs by Monday 11/27. Thanks!

At the bottom, there are fields for "Contacts...", "Categories...", and a "Private" checkbox.

Sample Page- Leading Decisions Effectively to Gain Support

Frequently, a meeting Purpose will be to obtain a decision. The process of the meeting will determine how that decision is made. Decisions



Keep in mind that not all decisions can or should be made by consensus. While this process offers the greatest potential.....