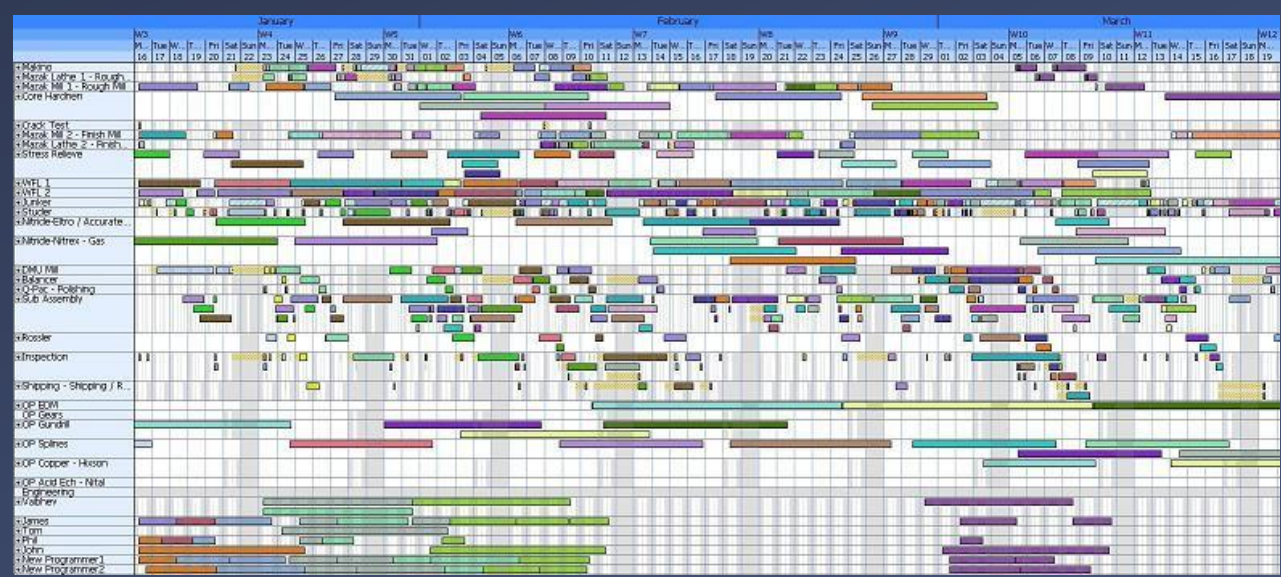


# Detailed plan tips & tricks (based on MS Project)



# Some problems...

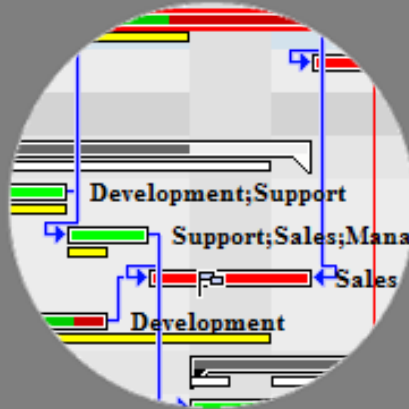
- Tools work against instead of for you.
- There are too many uncertainties, so it is not yet possible to draw up a plan.
- The planning is continuously upset by changes.
- No time for the planning process.
- A plan is made but not used (paper tiger).
- How can I create support and maintain a connection with my team?

***"I want the tool to work for me, instead of the other way around!"***



Source: Wessels, 2006

# Recognize this?



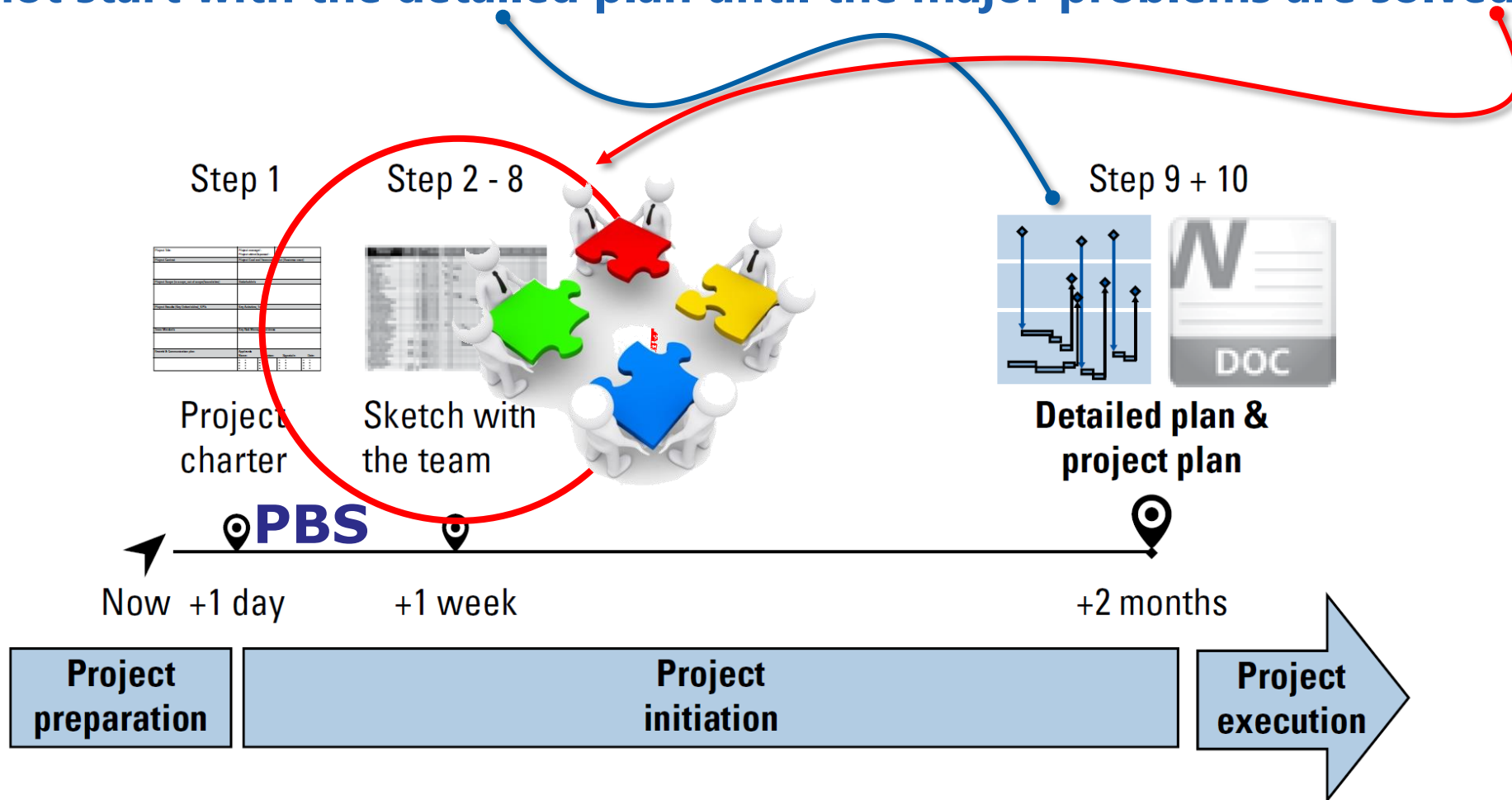
Either you see everything  
and you can't read it,  
or you can read it and you  
have no overview...

# We will cover three tips that lead to these five advantages

- A. Detail and flexibility:** *too much detail should not get in your way and result in a fear of updating.*
- B. Simulation options:** *the planning should be a model of the project and provide insight into the effects of alternatives (you are a scenario creator...).*
- C. Communication tool to the team and the client:** *the planning must be a means of communication for multiple audiences and form the foundation for tracking and control.*
- D. Showing problem areas, not just consequences:** *a chain planning automatically passes on a delay to the next activity, but is that something you want as a project manager?*
- E. The project manager makes decisions, not the tool:** *the tool must offer the right insights and the opportunity to take action in the most effective manner.*

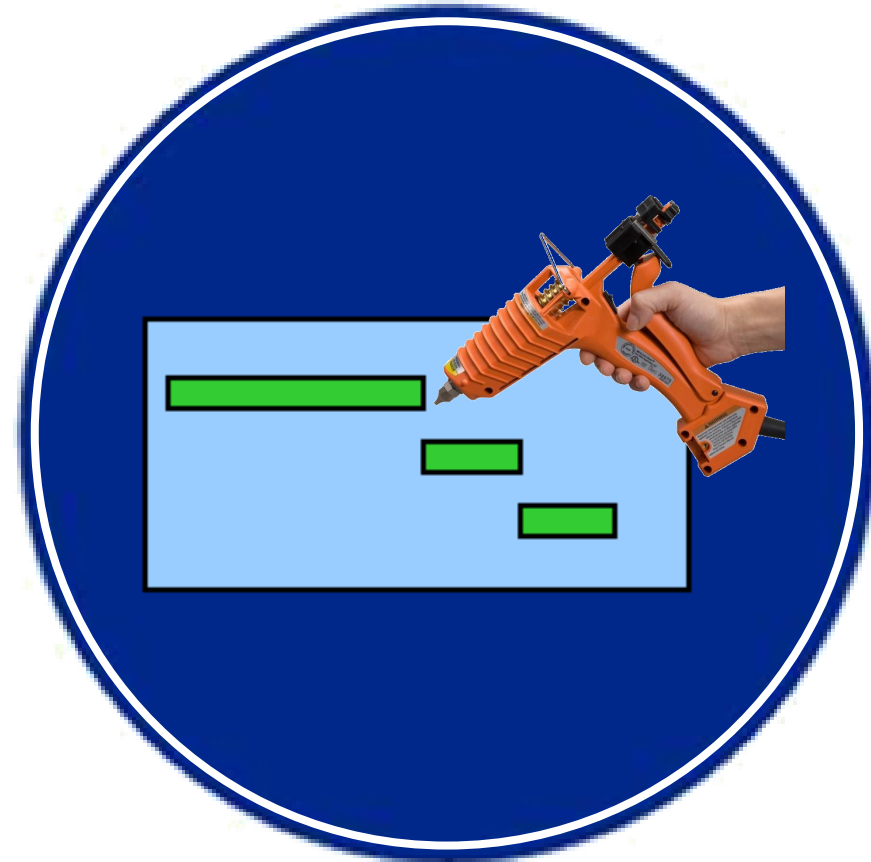
# First...

**Do not start with the detailed plan until the major problems are solved!**



Source: *The complete project manager, 2016*

# Tip 1: stop connecting!



**Only connect activities in the detailed plan that cannot be executed in any other way.**

*Source: The complete project manager, 2016*

# Tip 1: stop connecting!

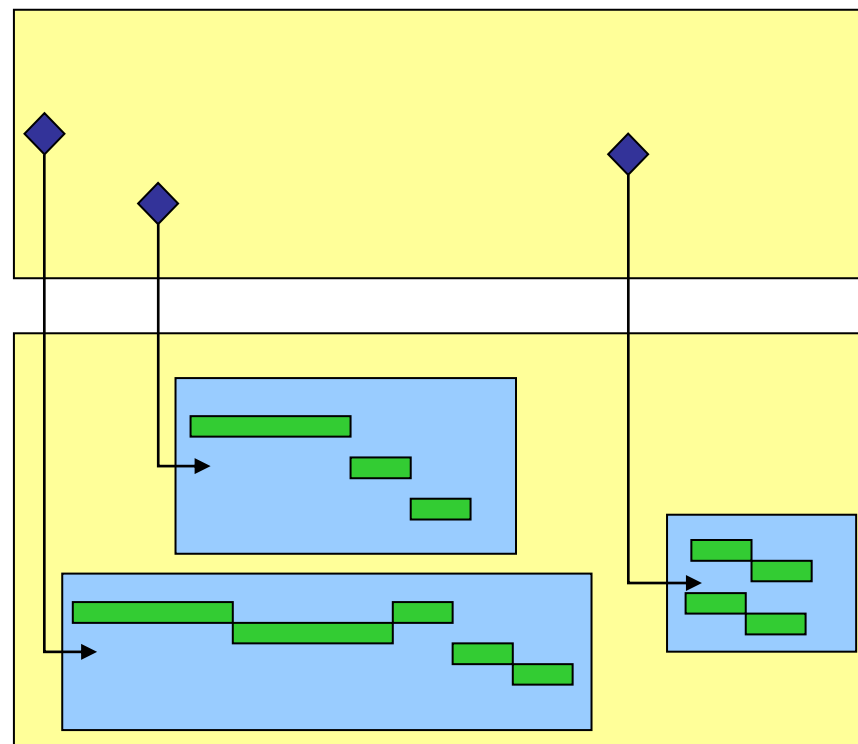
**“Won’t this create floating blocks of activities,”** you might ask? The answer is yes, and that is something we don’t want – and yet we do. **We will connect these floating blocks to each other at the “top of the detailed plan”** (see next two slides). By not using the rows at the top of the planning tool as tasks, but rather as input or output, you can create a control panel of sorts. You can use this to manually control the starting points of the blocks and visualize the ends of the blocks as results at the top of the detailed plan. Of course, you can also connect these inputs and outputs directly in this control panel. This has the same effect as doing so at the bottom of the detailed plan, except the former solution is much clearer. On top of that, you can easily sever or replace the connections between the blocks of activities.

This allows you to turn an entirely interconnected plan into something **much clearer** that is also **easier to modify and update**. The inputs and outputs also reflect the relationship to the outside world via the **project interface**. For example, you could add suppliers’ delivery times or the intakes from other projects to the inputs. For the outputs, the trick is particularly to connect those moments from the detailed plan that can be seen as deliveries to the outside world, i.e. subresults that, for example, generate feedback.

The individual controls allow you to easily **analyze alternative scenarios**. You can, for instance, study the effects on the project’s lead time by placing two consecutive processes in parallel.

*Source: The complete project manager, 2016*

# Tip 1: stop connecting!



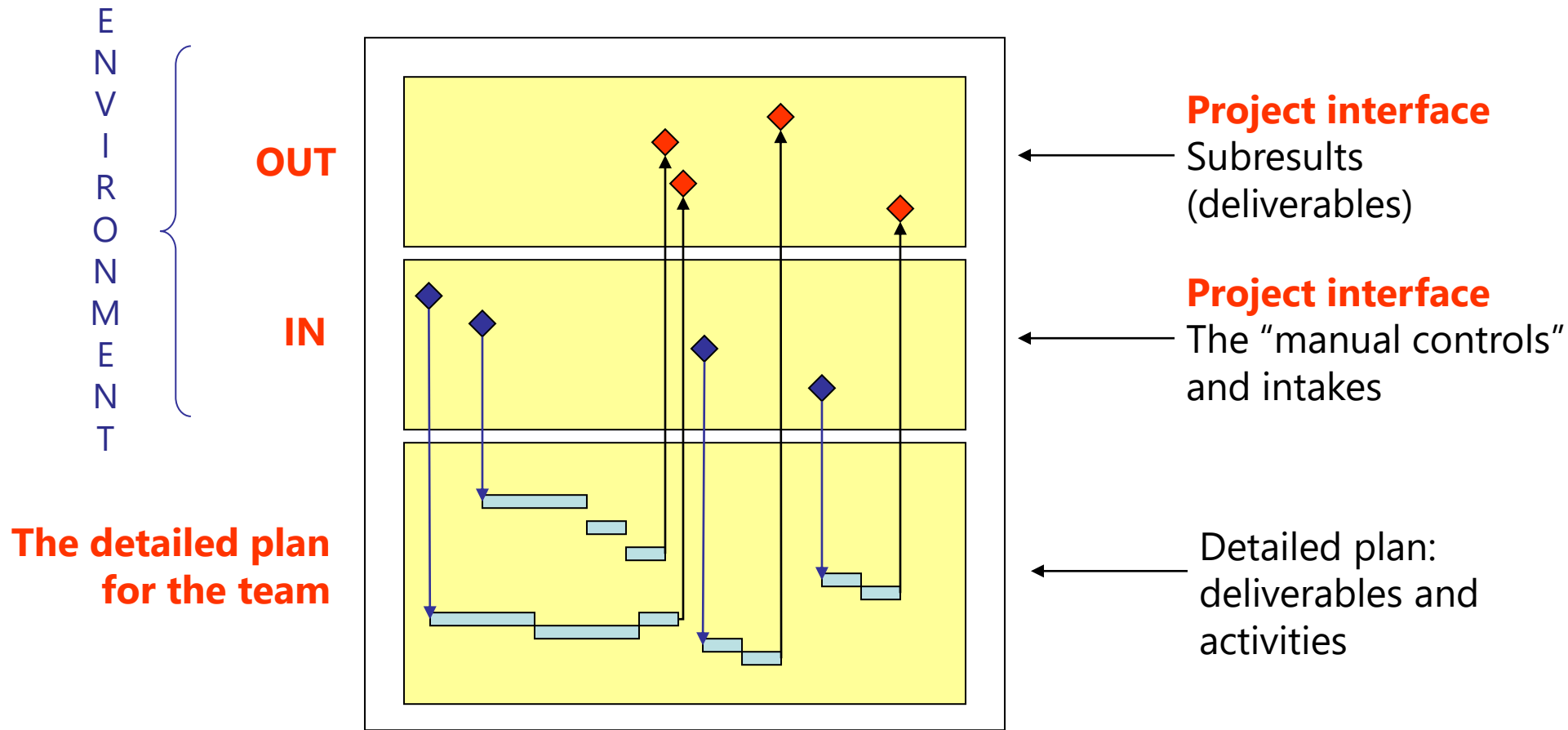
**The “manual controls”**

**The actual plan**

*Source: Wessels, 2006*



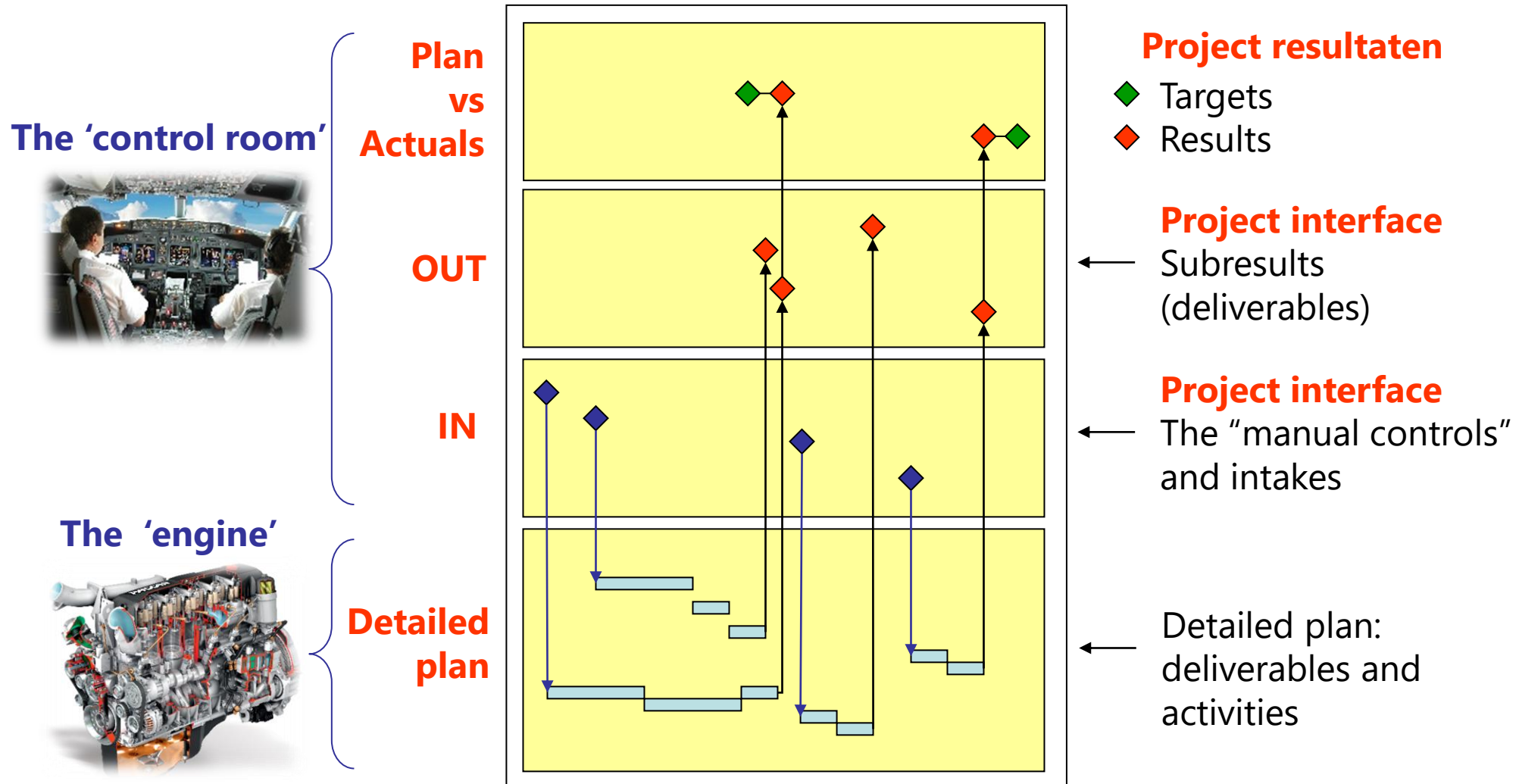
# Tip 1: stop connecting!



**Turn all interfaces with the environment into manual controls and status fields.**

Source: Wessels, 2006

# Tip 1: stop connecting!



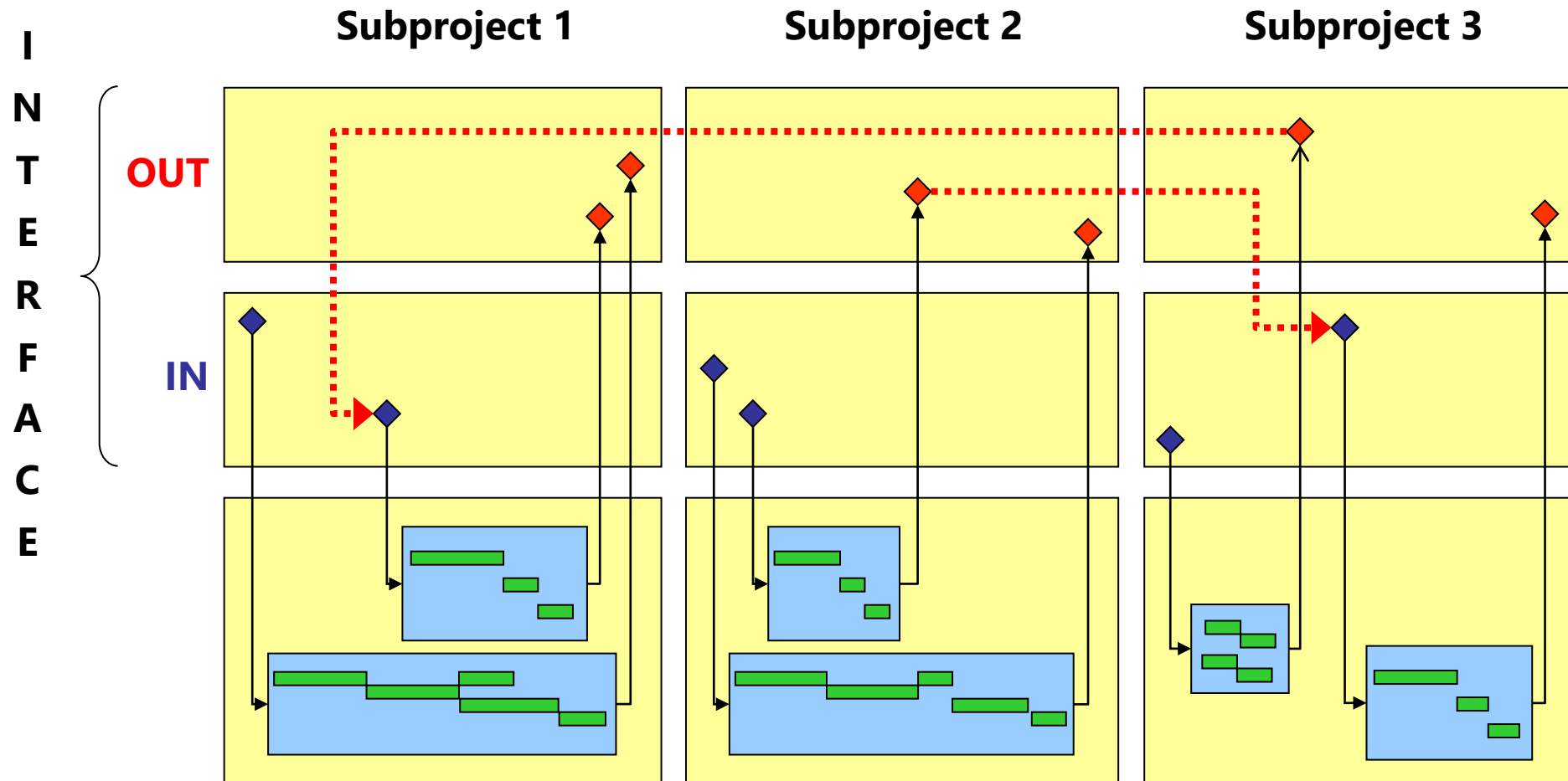
Source: Wessels, 2006

# Tip 1: stop connecting!

## ADVANTAGES

- Clear and easy to modify
- The relationship with the outside world is made explicit (project interface)
  - Subresults are made explicit
- Milestones and measuring points of the critical parameters are visible
  - Manual controls facilitate scenario thinking
- You can provide insight into different subresults for each stakeholder
  - You can bundle the intakes together per supplier

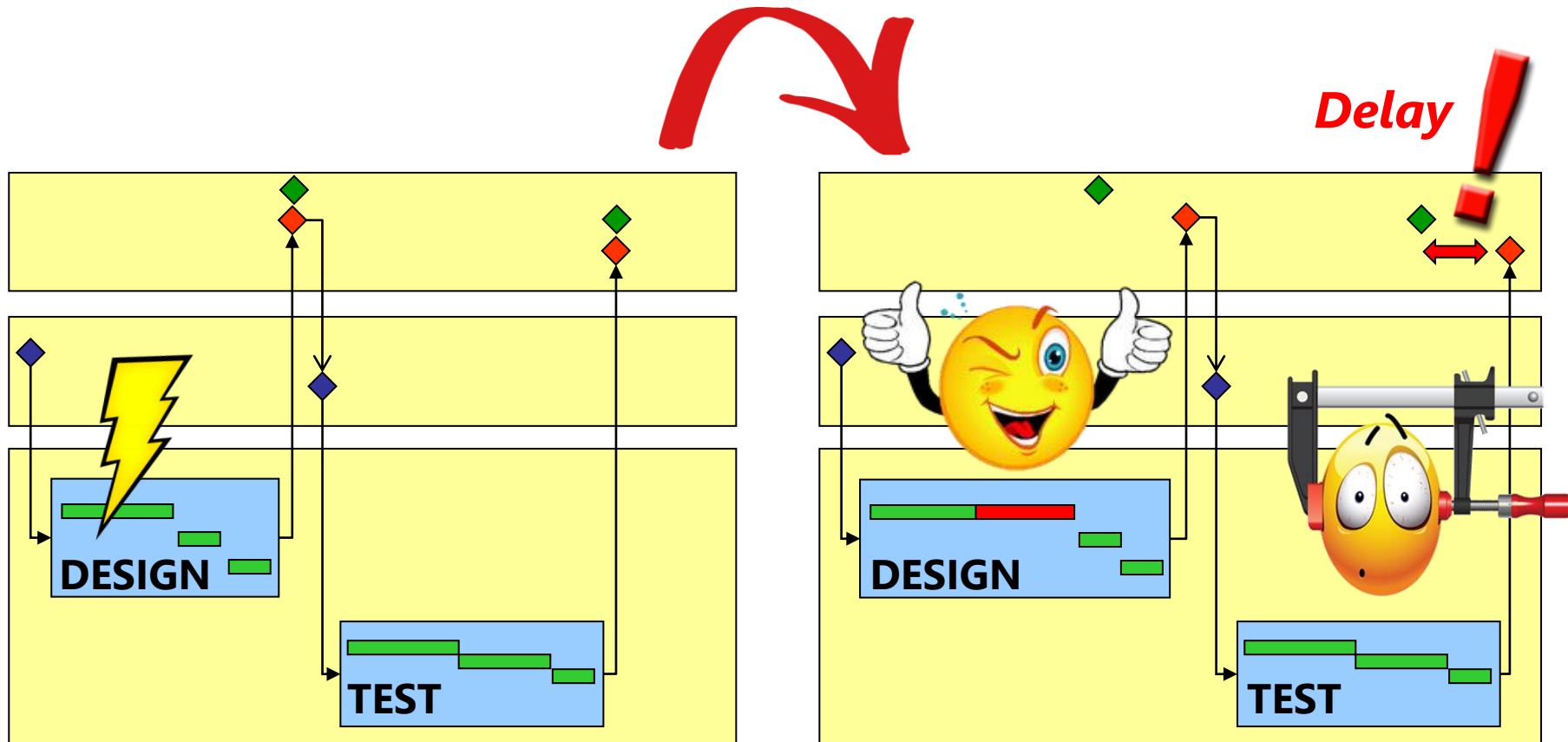
# Tip 1: stop connecting!



**The project interface also helps you synchronize individual plans.**

Source: Wessels, 2006

# Tip2: show the problem, not the consequence!



**Unwanted:** the effect instead of the cause is visible!

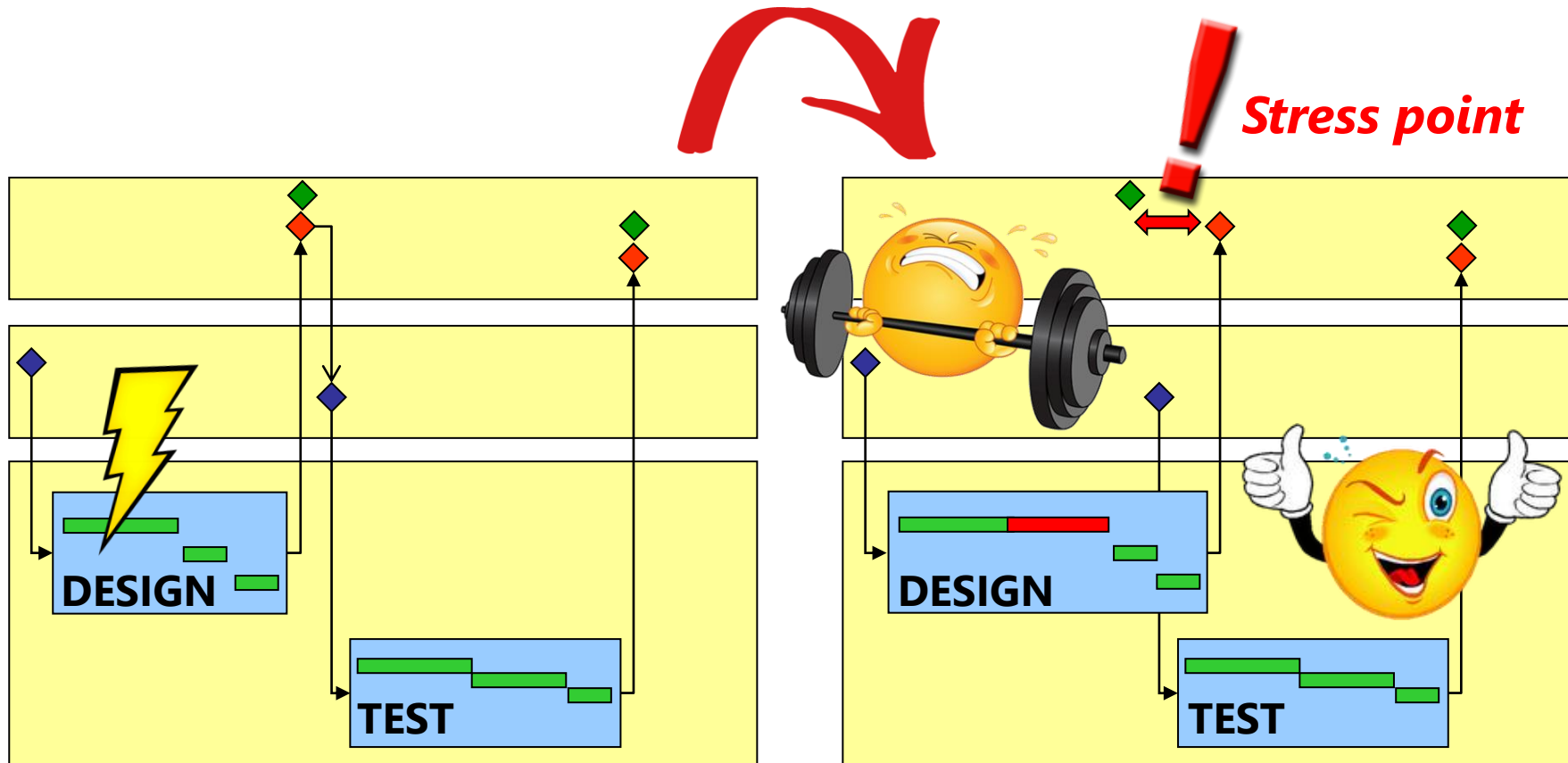
Source: *The complete project manager, 2016*

## Tip2: show the problem, not the consequence!



Source: *The complete project manager, 2016*

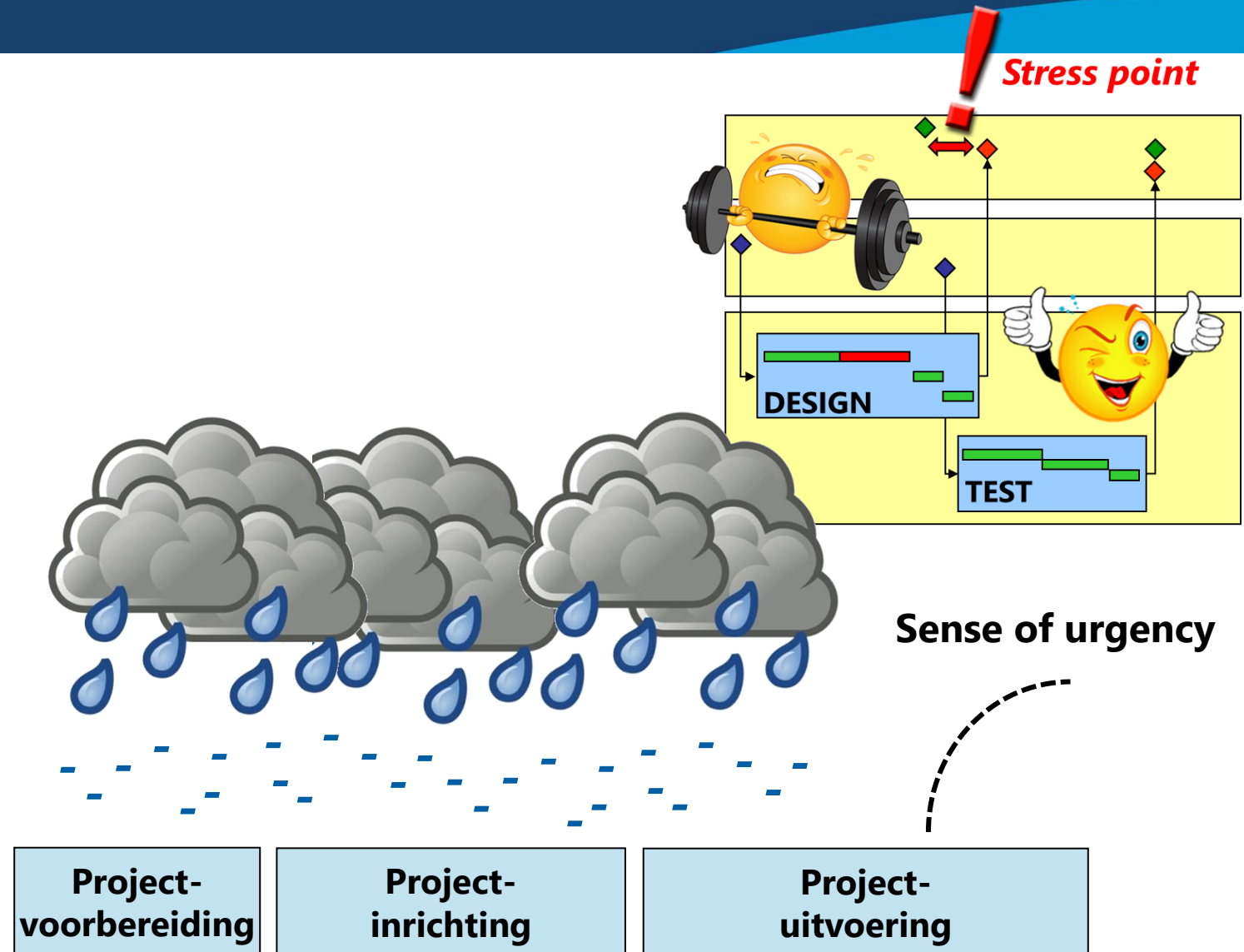
# Tip2: show the problem, not the consequence!



**Wanted: the cause is visible.**

Source: *The complete project manager, 2016*

# This is also very effective against the "minuses"



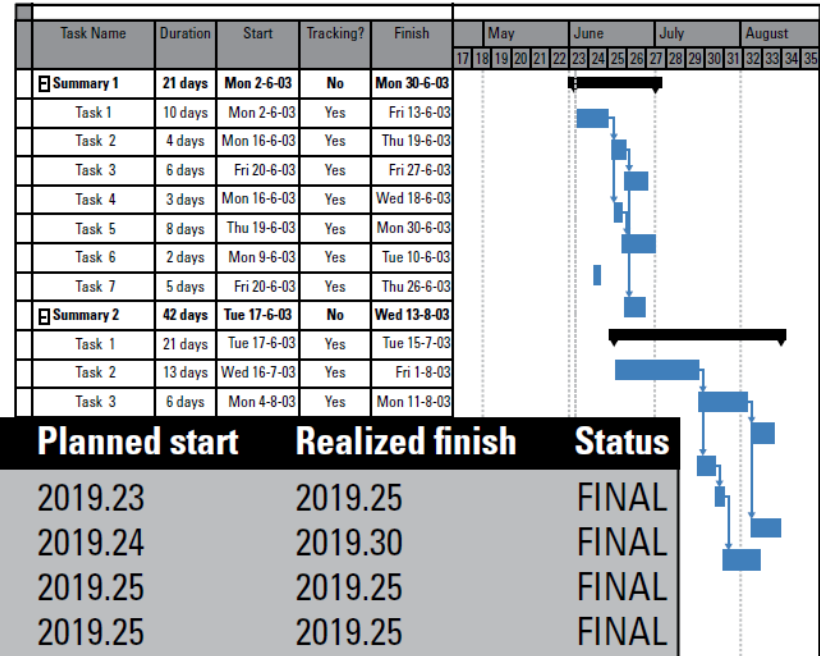
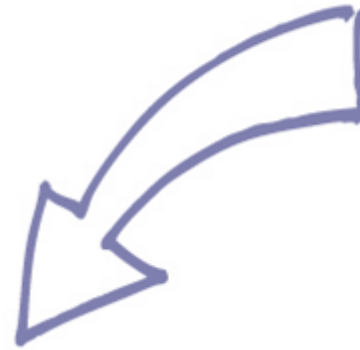
Source: Wessels, 2008



## Tip3: avoid the “group photo” effect



# Tip3: avoid the "group photo" effect



Planned finish	WBS	Deliverable	Activity	Allocation	Planned start	Realized finish	Status
2019.24	1.1	Summary 1\	Task 1	Architect	2019.23	2019.25	FINAL
2019.24	1.6	Summary 1\	Task 6	Architect	2019.24	2019.30	FINAL
2019.25	1.2	Summary 1\	Task 2	Architect	2019.25	2019.25	FINAL
2019.25	1.4	Summary 1\	Task 4	Architect	2019.25	2019.25	FINAL
2019.26	1.3	Summary 1\	Task 3	Architect	2019.25	2019.26	FINAL
2019.26	1.7	Summary 1\	Task 7	Architect	2019.25	2019.26	FINAL
2019.27	1.5	Summary 1\	Task 5	Architect	2019.25	2019.30	FINAL
2019.32	2.1	Summary 1\	Task 1	Architect	2019.27		
2019.33	2.5	Summary 1\	Task 4	Architect	2019.33		
2019.34	2.6	Summary 1\	Task 5	Architect	2019.33		
2019.35	2.2	Summary 1\	Task 2	Architect	2019.33		
2019.36	2.8	Summary 1\	Task 7	Architect	2019.34		
2019.37	2.4	Summary 1\	Task 3	Architect	2019.36		
2019.37	2.7	Summary 1\	Task 6	Architect	2019.35		

**Different cross sections possible**



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