

Project Management for Growing Ministry or Small Businesses

BENEFITS AND BASICS OF PROJECT MANAGEMENT FOR
YOUR WORLD: SESSION 1

Rev. Dr. Kymm Hockman, PMP®

Session 1 Outline

6:00 Introductions & “Why Project Management?”

10-minute Break

- ❖ What is a Project?
- ❖ Examples of Ministry Projects
- ❖ Examples of small business projects
- ❖ Why Project Management in ministry?
- ❖ Why Project Management for small business?
- ❖ Defining Project Objectives
- ❖ Project Stages

7:00 The “Value Proposition” - Why people should care about what you do?

10-minute Break

- ❖ What is Value?
- ❖ What is a Value Proposition?
- ❖ Work Through the VP
Statement for your Project(s)

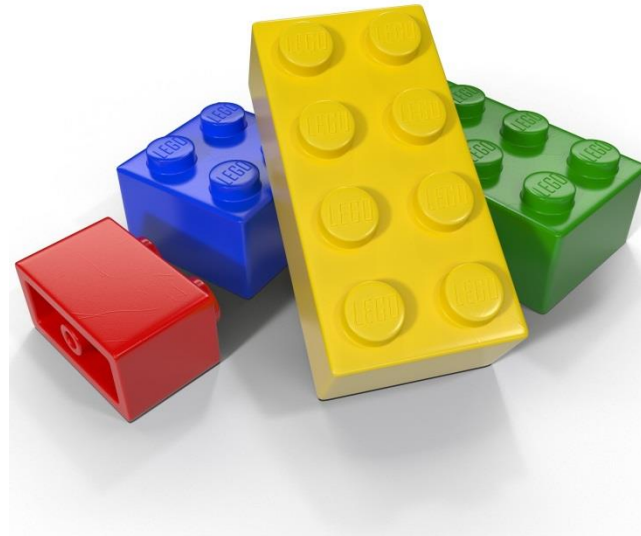
8:00 Practical Scheduling Skills.

- ❖ Project Planning Context
- ❖ The Work Breakdown Structure & Example
- ❖ Network Diagramming & Practice
- ❖ Creating the Schedule - Workshop

8:55 Wrap-up and Overview of Session 2

“Do Something Useful”

- ❖ There are materials in the container in front of you.
- ❖ For the next 2-3 minutes, work as a team to do something useful with them



“Do Something Useful”

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- ❖ For the next 2-3 minutes, work as a team to do something useful with them

Questions/Concepts Introduced:

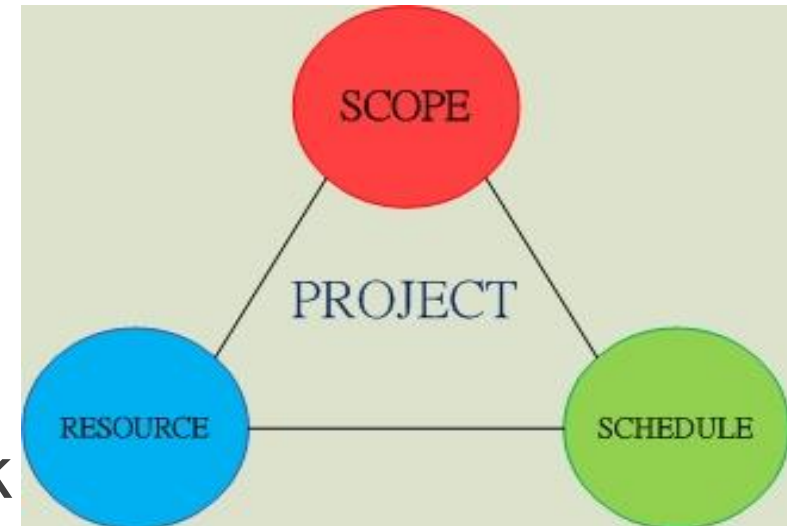
- ❖ What does “useful” mean?
- ❖ Useful to whom?
- ❖ How do we work together?
- ❖ Limited time, limited resources, limited options
- ❖ How do we start?



What is a Project?

A Project is a temporary endeavor to create a unique product or service*

- It has a defined start and end date, defined scope, finite budget, specific results and assigned/defined resources (a team).
- It is a unique body of work in some sense.
- It is NOT routine work, support or maintenance operations. It is not “ministry as usual” but a chunk of work designed on purpose to make a difference.



*PMBOK® Guide – Fifth Edition, pp. 3

Examples of Projects (Ministry Fruitfulness)

- Developing a Saturday night service in order to reach new people
- Creating e-learning modules regarding disaster relief
- Creating an audio documentary about the mystical nature of the practice of medicine to improve dialogue between churches and the medical community
- Leading a Bible for Beginners course at a local apartment complex
- Offering basic cooking and life skills classes to low-income families
- Holding a worship service at a local Sunday morning soccer tournament and distributing water promoting local churches
- Leading a sanctuary renovation project in order to provide space for the community to use and make the worship space more user-friendly
- Launching a congregational care ministry to equip lay members to visit people in need of care
- Developing a Wednesday night family ministry time for worship, study, service, and fellowship



Examples of Projects

Starting up a Family Promise Network in Northern New Castle County

Hosting the Family Promise families for a week

Starting a Prayer Ministry

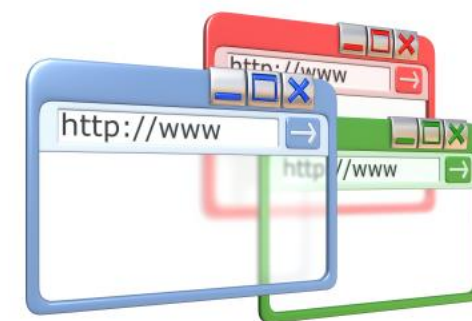
Opening a Food Closet

Holding a Community Outreach Concert on the Lawn

Starting a sewing ministry at a home for women in recovery

Starting a youth ministry

Creating a new web page for an organization



Examples of Projects

Remodeling a bathroom

Remodeling a kitchen

Remodeling.....

Building an addition

Building a deck

Building

Creating a marketing plan

Creating a new product or service

Creating

Executing a new product launch



- Improving something
- Starting/Creating something
- Holding an Event

What is Project Management?



The application of knowledge, skills,
tools, and techniques
to project activities
to meet project requirements.*

**PMBOK® Guide – Fifth Edition, p. 5*

Importance of Project Management

According to a recent Gallup poll,

- 97 percent of companies believe that project management is essential to business performance and success.
- only 2 percent of companies actually successfully complete all projects. In fact, about one-third of projects suffer from cost and schedule overruns.



Developing project managers who can successfully lead projects is critical!

Why Project Management?

To increase the likelihood of achieving a goal.

The pursuit of excellence.

Unifying the work team.

Time is money.

Readiness to grow requires being near perfect at the smaller scale.

Post “Loyalty Generation”, the committee structure of church work is less effective. Project-based ministry attracts more volunteers.



Review the “Why Project Management” chart.

What is your reason for being here?

What do you hope to change by being a better project manager?



Project Management (PM)

- Divides the work into phases.
- Employs the philosophy of thinking and planning before doing.
- Is accomplished through the work of teams.
- Achieves Excellence.
- Makes data-based decisions.
- Has an external focus.

Immediately applies the learning we gain by doing

Project Management (PM)

- Divides the **work into phases**. (Gen 1:1-31, 1Cor14:33))
- Employs the philosophy of **thinking and planning before doing**. (Hab 2:2, Luke 14:28-30)
- Is accomplished through the **work of teams**. (Moses, Aaron & Miriam, Jethro told Moses to share the work with elders, Nehemiah – project leader; Jesus & disciples; Paul traveled in teams)
- Achieves **Excellence**. (God is Excellent (Job 37: Things God has done are Excellent (Is 12:5; Gen 17:1,
- Makes **data-based decisions**. (Scripture encourages us to be watchful and observe what is happening.)
- Has an **external focus**. (humility – think of the needs of others)
- Immediately applies the learning we gain by doing

Phases of a Project: Heavy in Planning

	Planning				Execution
	Phase 1: Scope & Organization	Phase 2: Goals & Assessments	Phase 3: High Level Plan	Phase 4: Detailed Plan	Phase 5: Program In Action
Starting something new; Build Something.	What is the new ministry to be started? In what context?	What will the key features be? What are the goals & measures for “success”?	Draft Ministry Plan. How will things generally work?	Detailed ministry plan & trial runs.	New ministry is made operational.
Improving something: Remodel something.	What will be improved and why?	Improved in what sense? By how much? Measured how?	What approach to improvement will be taken?	Details of changes and initial tests.	Improvements in place and Showing desired improvement.
Event Planning	Describe the event being planned – Why, why and for whom?	How big? Key features? Measures of good/bad event.	Basic outline of event – What, where, when, high level schedule	Putting details in place and spot-testing parts.	Hold the event

Project Scope and Objectives

Complete a Project Charter

- **What** work will be done?
- For whom? By Whom?
- To what standard?
- When?
- Where?
- What is in scope and out of scope?
- Check Points?
- Payment plan and amount



“Why” and “How” will be discussed next.

Discussion

Pick a project to work on in this workshop.
(Preferably a real one.)

Start to work through the items on the “Project Scope and Objectives” Chart.

Share what you will be doing for whom.





“Are we doing the right things?”



Value Propositions

WHY SHOULD PEOPLE CARE ABOUT WHAT YOU CAN DO?

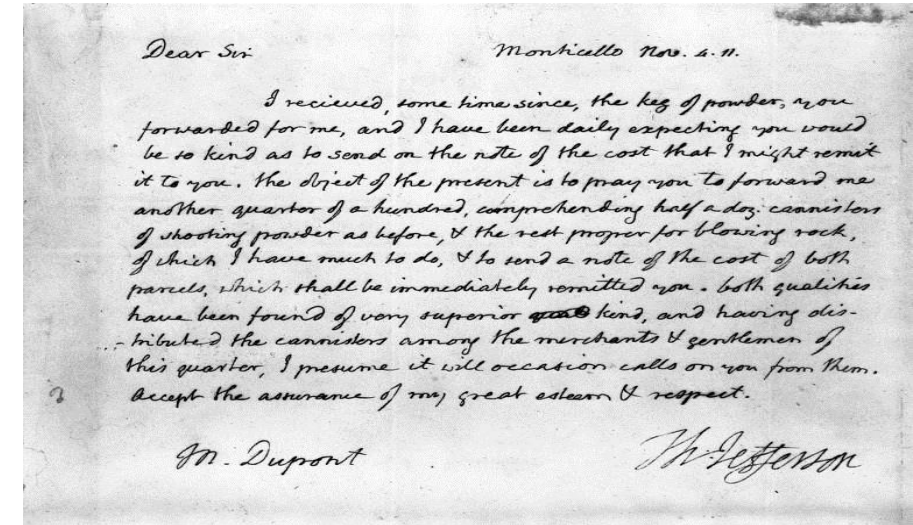
What is “Value”?

“.... have been found of superior value”

- Thomas Jefferson about DuPont black powder

Value is the customer's perception of the offering's benefits gained in exchange for what he/she has to give up, relative to the alternatives.

- James Anderson,
Kellogg School of Business ; *Value Merchants*



“The perceived worth of the set of benefits received by a customer in exchange for the total cost of an offering, taking into consideration available competitive offerings and prices.”

- Mohan Sawhney

“What the customer buys and considers value is never a product (and/or service). It is always utility, that is, what a product (and/or service) does for him.”

- Peter Drucker

Who is the “Customer” and What Do they Want / Value?

Customer: Customer is the person(s) or organization(s) *that will pay for the project's product, service or result*. Customers can be internal or external to the performing organization.

Stakeholder: An individual, Group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity or outcome of a project.

A Customer is a Stakeholder, but not all Stakeholders are Customers.

There may be different groups of customers for a single project – we call these customer segments.

“Who is MY Customer?” asked the minister!

Who will “consume” the output of the project?

Who will directly benefit from the ministry? Who is the ministry “to”?

Who’s lives are impacted most by the project?

Is God my customer? Always, but God is also a Stakeholder. He’s the CEO – The Big Boss! We ALWAYS want to please God, so know your scriptural basis for each ministry endeavor.

Let’s be more specific – Who among God’s creation is getting the benefit from this project?

Who is the “Customer” and What Do they Want / Value?

Ask customers what they are trying to accomplish and how you can help, rather than just asking what they want. Ask them what problems they have now trying to accomplish their objectives. (“Primary” market research)

Read and research about customers – what are folks buying, using? How are things trending? What problems are in the press? (“Secondary” market research).

Are there some customer needs that are more important than others?
Rank customer segments and rank their needs.

A value proposition is a promise we make to target customers to convince them to buy our offering

A card is a card?



Must be:

- Relevant Benefits
- Differentiated
- Credible

... at the appropriate price

What is a Value Proposition?

A value proposition is a promise we make to target customers that convinces them to prefer us to competition

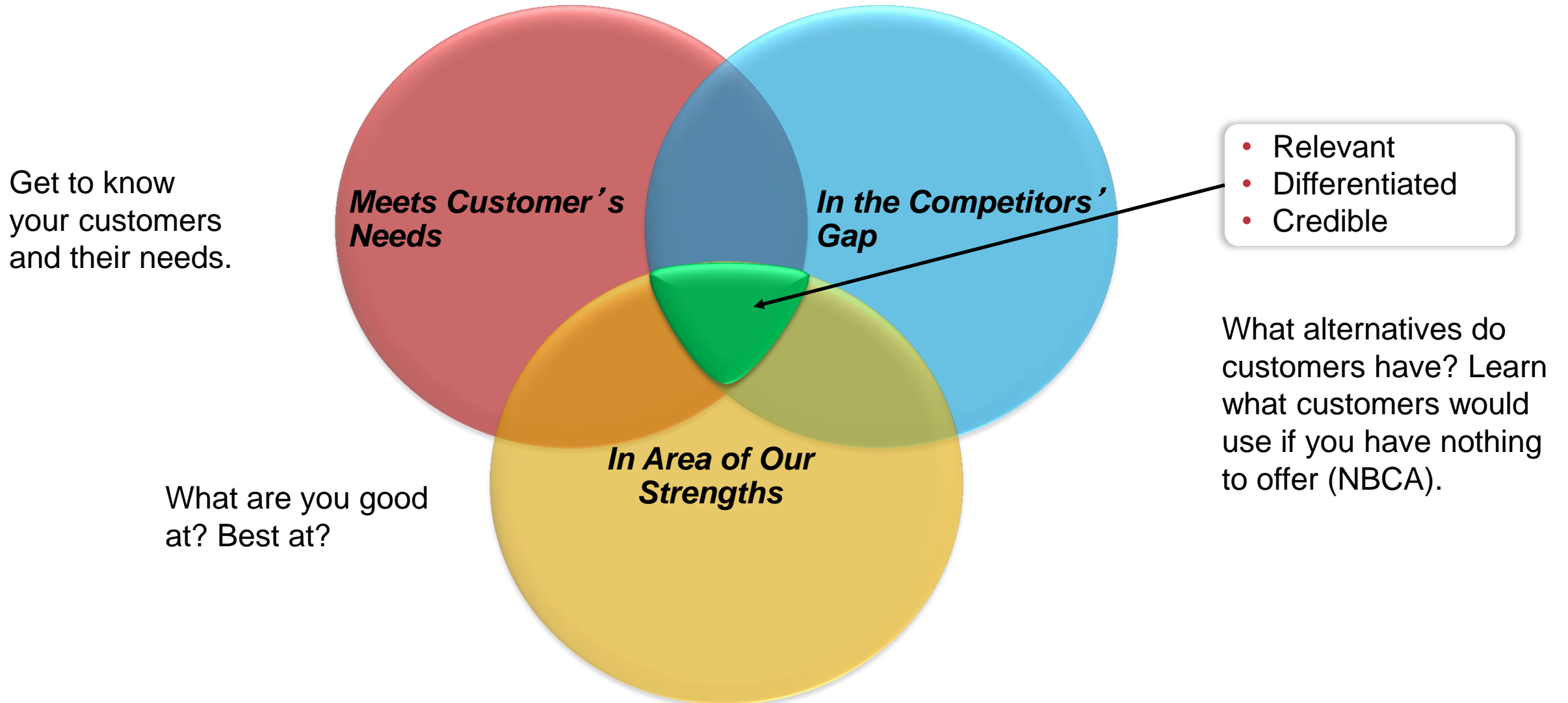
“The compelling promise, with the desired set of product deliverables and experiences, that an offering provides to a defined target audience that outweighs its total perceived cost while being differentiated from available alternatives and supported by reasons to believe.”

- 
1. Promise
 2. Target Audience
 3. Benefits
 - Functional
 - Emotional
 - Economic
 4. Differentiation
 5. Reasons to Believe

Value propositions must be written from a customer perspective.

Source: Mohan Sawhney PhD Kellogg School of Management

What Makes a Compelling Value Proposition?



Value Proposition Summary Template

The compelling promise that an offering makes to a defined target audience that outweighs its total perceived cost while being differentiated from available alternatives and supported by reasons to believe

Elements	Statement Formula
Target	To
Core Need/s	who need
Offering Name - description	the
Frame of Reference	is
Benefits	That
Point of Difference	Which
Reasons to believe	because

Value Proposition Example: New Food Closet Ministry

The compelling promise that an offering makes to a defined target audience that outweighs its total perceived cost while being differentiated from available alternatives and supported by reasons to believe

Elements	Statement Formula
Target	To people in or near zip code _____ experiencing financial difficulties,
Core Need/s	who need a local source of affordable healthy food options for their families,
Offering Name - description	The Healthy Hope Food Closet
Frame of Reference	is a Free Food Closet open weekly
Benefits	which is located near home and a bus route, and offers food options in a family friendly environment.
Point of Difference	In addition to the typical canned and processed foods, Healthy Hope is the only food closet to provide free fresh and healthy food options and recipes – Both tasty and healthy!
Reasons to believe	Because we believe that our bodies are temples of the Lord and need healthy fuel, we consult with dieticians to plan our inventories and select our food sources with health promotion in mind.

Value Proposition Summary Template

The compelling promise that an offering makes to a defined target audience that outweighs its total perceived cost while being differentiated from available alternatives and supported by reasons to believe

Elements	Statement Formula
Target	To style and cost-conscious owners of homes in the <\$500K range
Core Need/s	who need to remodel kitchens and bathrooms economically but who are not do-it-yourselfers,
Offering Name - description	The Acme Budget Home Remodeling Team
Frame of Reference	is a contract management team
Benefits	who provides high quality installation and can complete the entire project to customer-approved specifications.
Point of Difference	We finish our jobs on budget and on schedule! If not, you get money back!
Reasons to believe	Because we employ PMI-certified PMP®s who excel in project planning and communication.

Your Turn

Who is your customer?

What do they need? (& Who will you talk with to find out?)

What are your key strengths/ assets?

Who is your competition? What are their strengths? (How will you learn this?)
or What is the customers' next best alternative to what you offer?

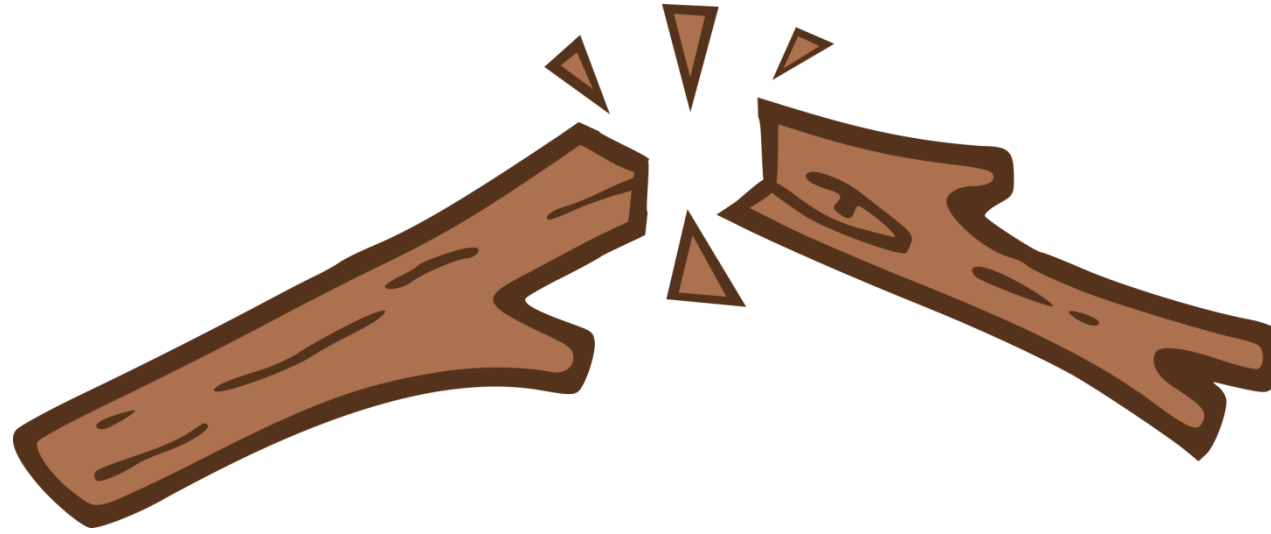
What's different/better about you or what you plan to do? How do you know?

Draft your Value Proposition Statement using the template.

Value Proposition Summary Template

The compelling promise that an offering makes to a defined target audience that outweighs its total perceived cost while being differentiated from available alternatives and supported by reasons to believe

Elements	Statement Formula
Target	To
Core Need/s	who need
Offering Name - description	the
Frame of Reference	is
Benefits	That
Point of Difference	Which
Reasons to believe	because



“Are we doing things right?”

“The failure to plan is the plan to fail.”

Practical Scheduling Skills

WORK BREAKDOWN STRUCTURE

NETWORK DIAGRAMS

PROJECT SCHEDULE

Defining the Work Breakdown Structure (WBS)

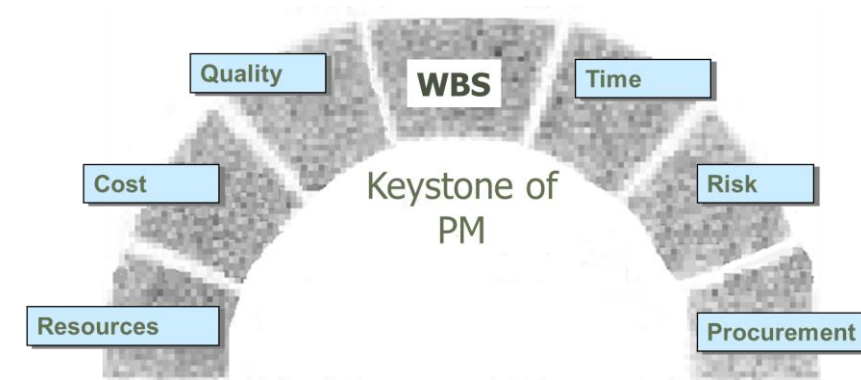
The WBS is a deliverable-oriented, hierarchical decomposition of the work...

Are you a “list person”?

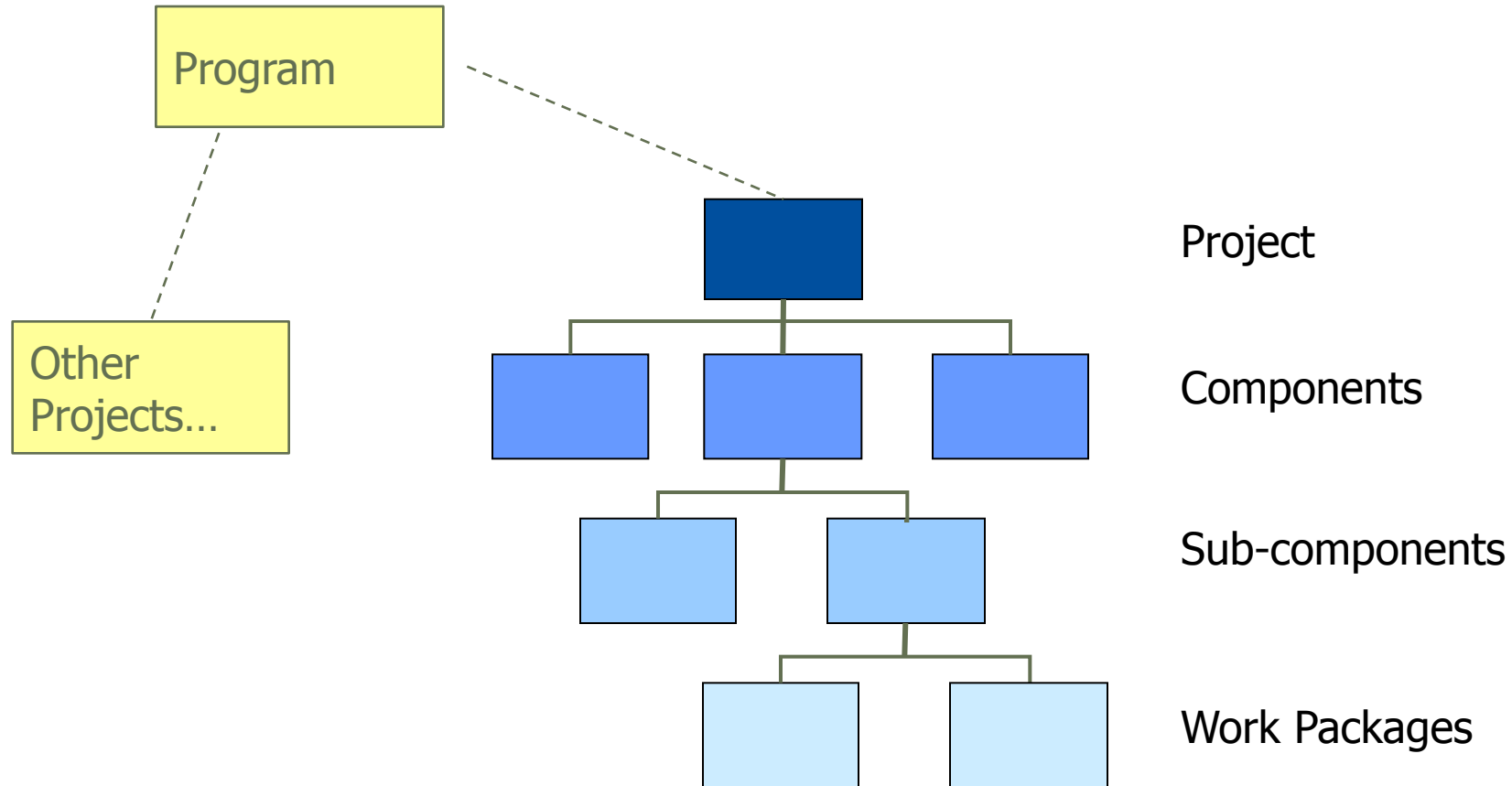


Besides defining the work involved in a project, the WBS:

- ❖ Gives the project cohesiveness
- ❖ Integrates planning processes across scope, time, cost, risk, resources and procurement management
- ❖ Provides the means to better direct and manage the effort
- ❖ Verifies work to be (or that already has been) performed



Work Breakdown Structure (WBS) – Common Format



WBS Development Guidelines

❖ Consistency

- Use logical categories
- Place items in the appropriate level of detail

❖ Completeness

- Each level in the WBS should fully decompose the preceding level
- Do not omit deliverables

❖ Independence from scheduling constraints, e.g.:

- Sequencing
- Estimating



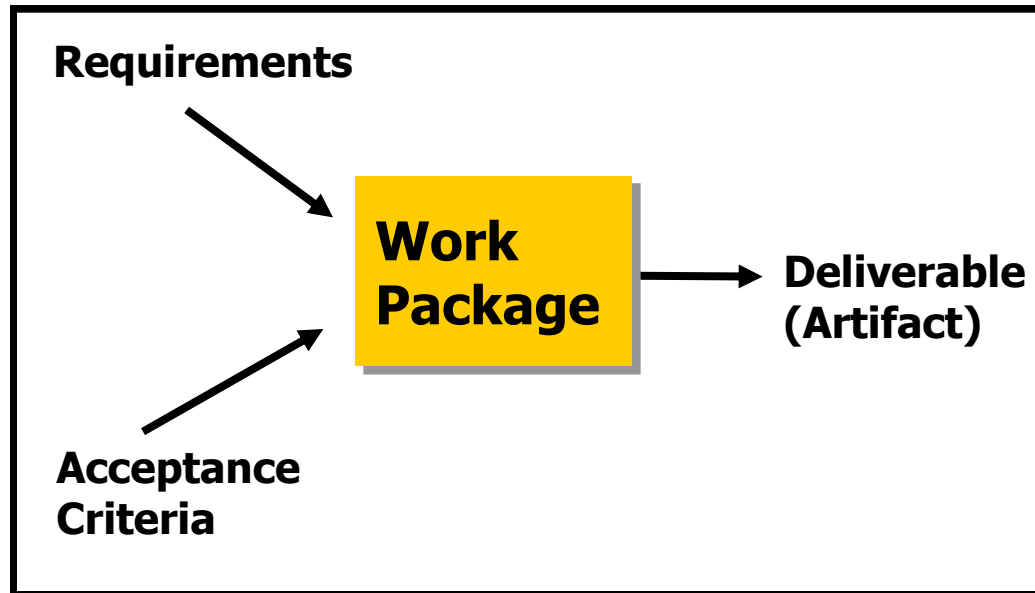
Work Packages

As the lowest level of the work breakdown used for project control, the work package:

- ❖ Is used to budget, assign resources, and schedule with a defined delivery date
 - Optimal level for estimates and status tracking
 - Assignable to one person
 - Doable in set range of person-hours of effort (day, week)
- ❖ May also:
 - Be broken into tasks and activities, or
 - Represent a sub-project



Management by Product

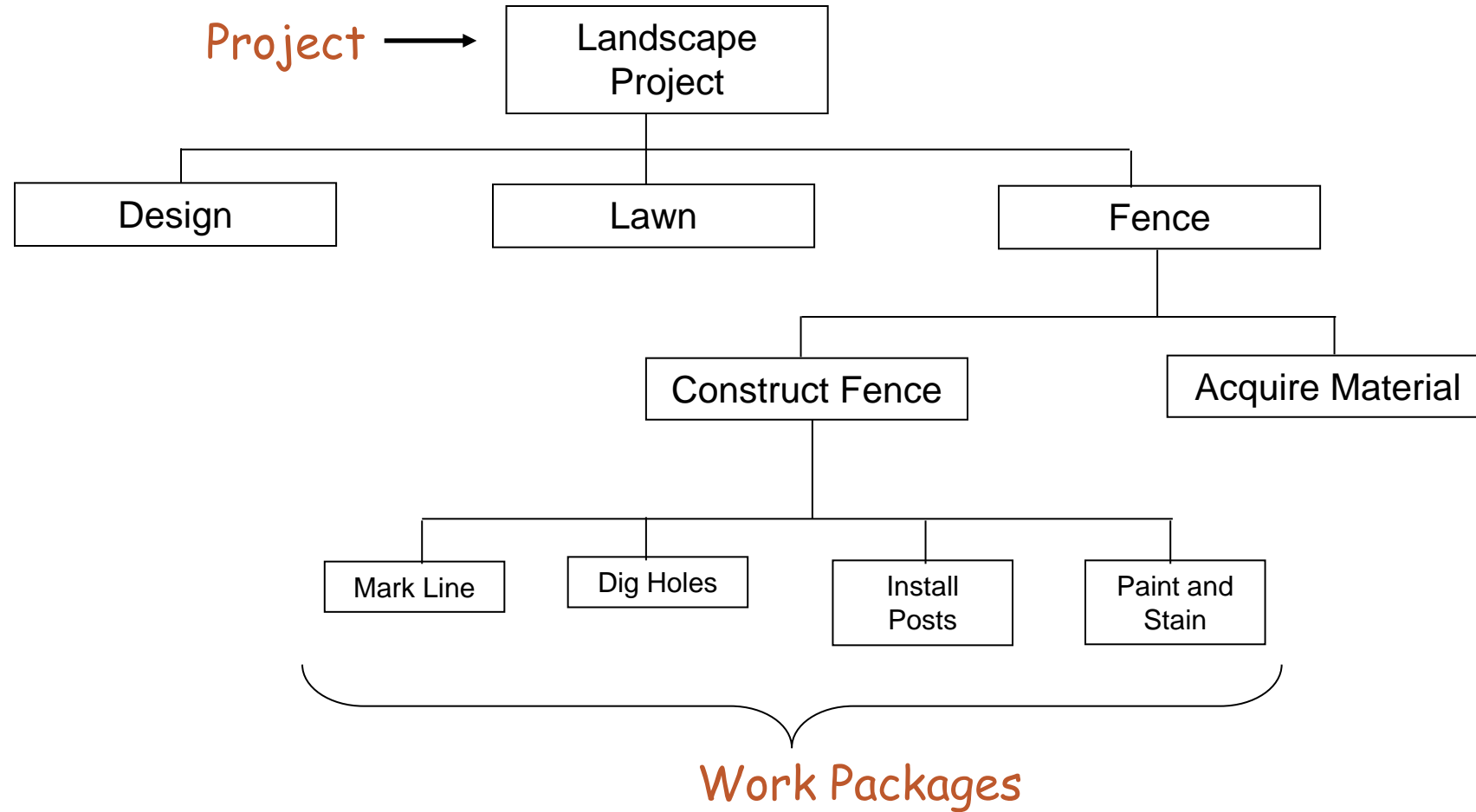


Best practices:

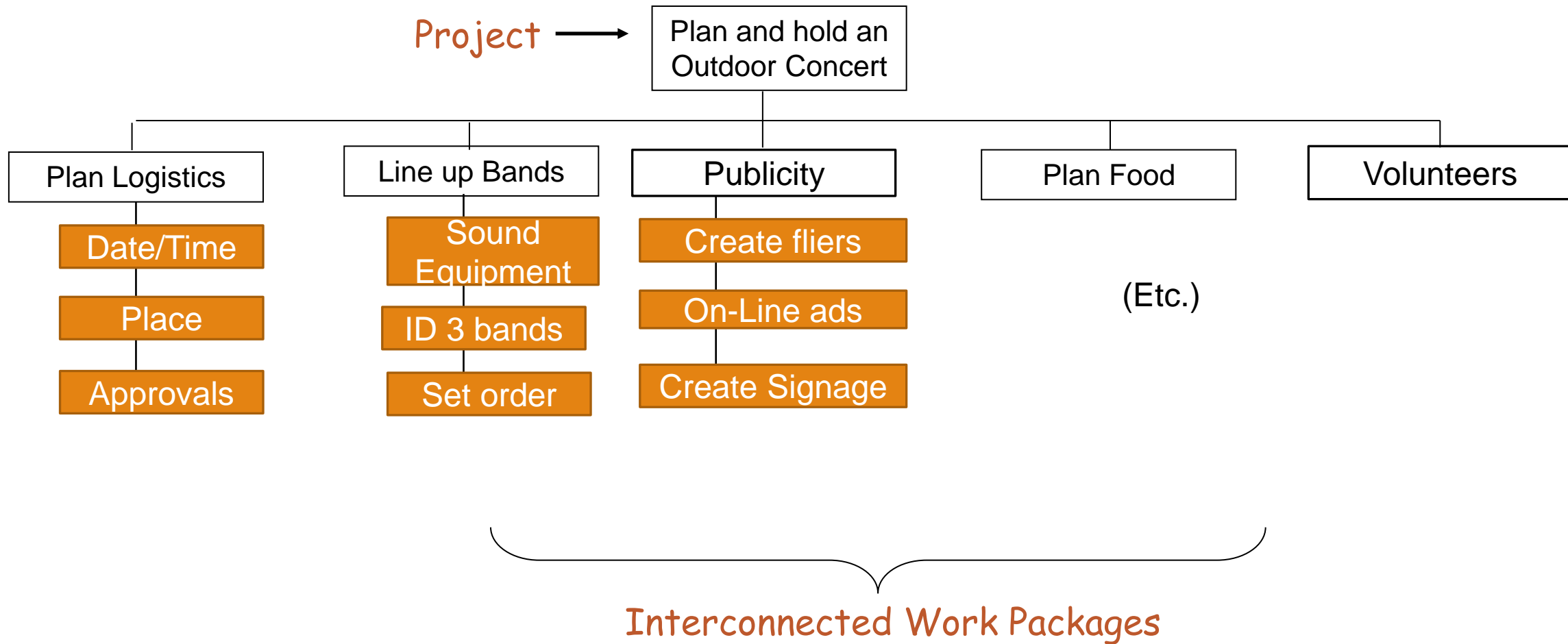
- Every piece of work should have a deliverable
- Every deliverable should have acceptance criteria

When a deliverable is accepted, the work is done.

Example: Landscaping Project



Example: Planning a Community Concert



Exercise – Work Breakdown Structure (WBS)

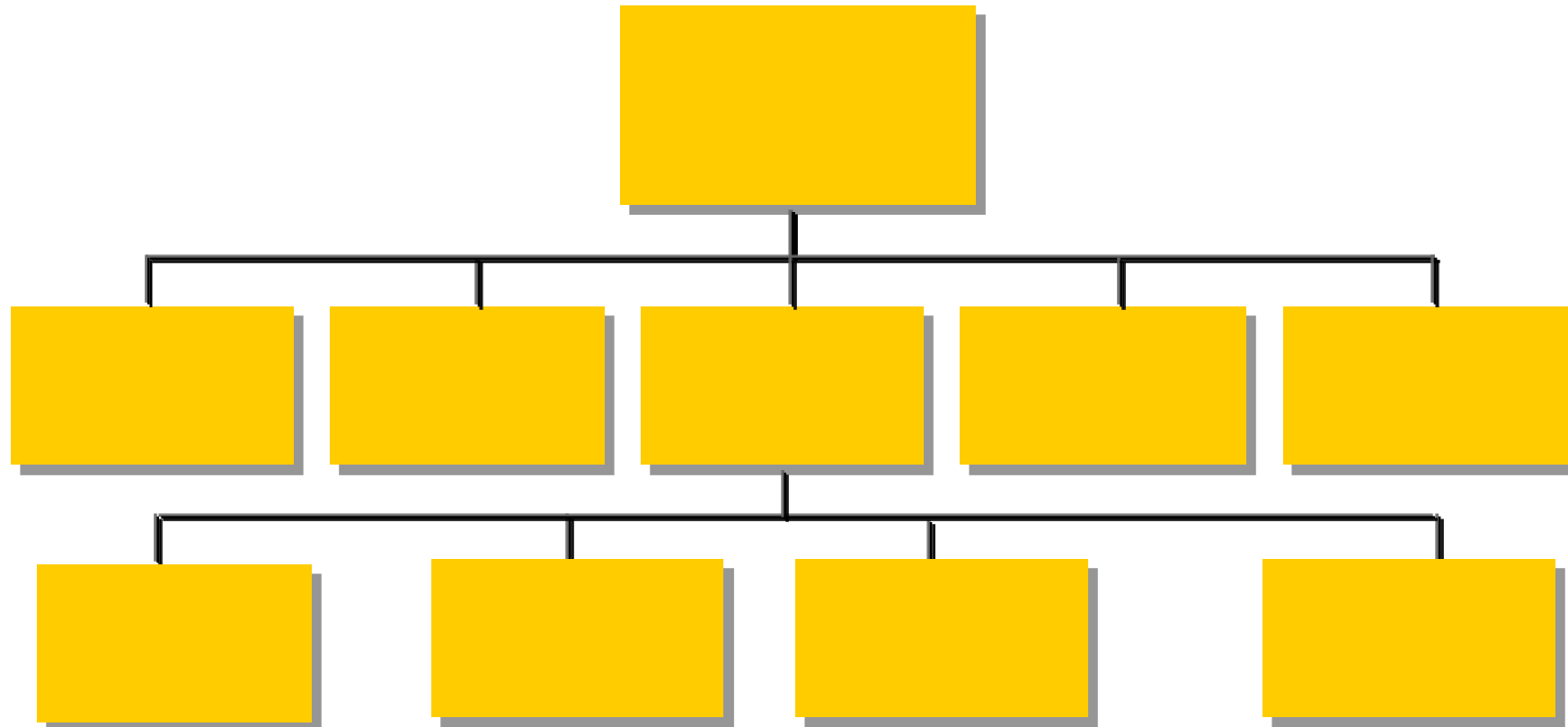
Your office group decides to adopt a needy family for Christmas. As a group, create a work breakdown structure of the activities involved from the decision through receipt of gifts by this family.

- ❑ Identify larger categories of work first,
- ❑ then list the tasks within each area.
- ❑ Continue to nest as needed.



20 min

Worksheet: Work Breakdown Structure



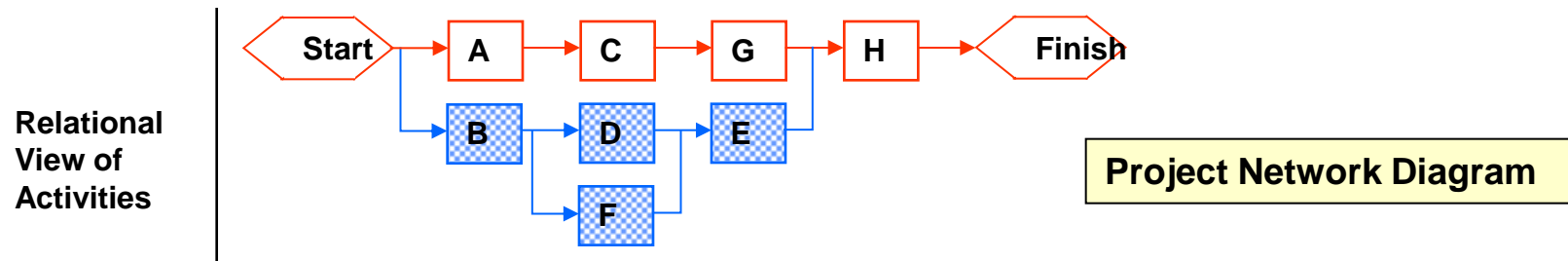
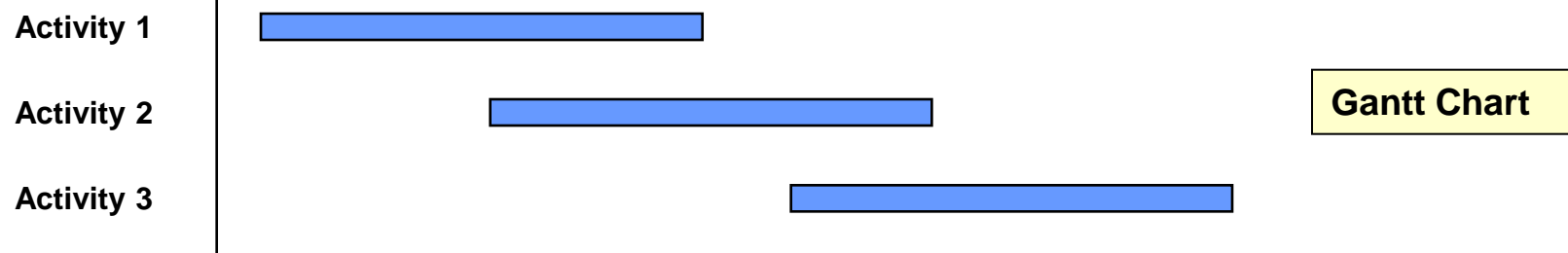
Next Comes Scheduling

Scheduling outputs answer:

- ❖ When will deliverables be available?
- ❖ When will resources be needed?
- ❖ When will major milestones be achieved?
- ❖ When will the project be completed?



Project Scheduling Techniques



Basic Scheduling Terminology

- ❖ **Activity:** A task (work package) performed over a period of time; a specific piece of defined work from WBS
- ❖ **Milestone:** A significant event (zero duration) in the project
- ❖ **Dependency:** Relationships that exist between activities
- ❖ **Float:** The amount of time an activity can be delayed without impacting the project end date
- ❖ **Critical Path:** The longest time period from start to completion of a project; also the shortest total length of the project

Sequencing Activities

“Sequence Activities:

- ❖ May be done independent of estimating, e.g.:

- In parallel

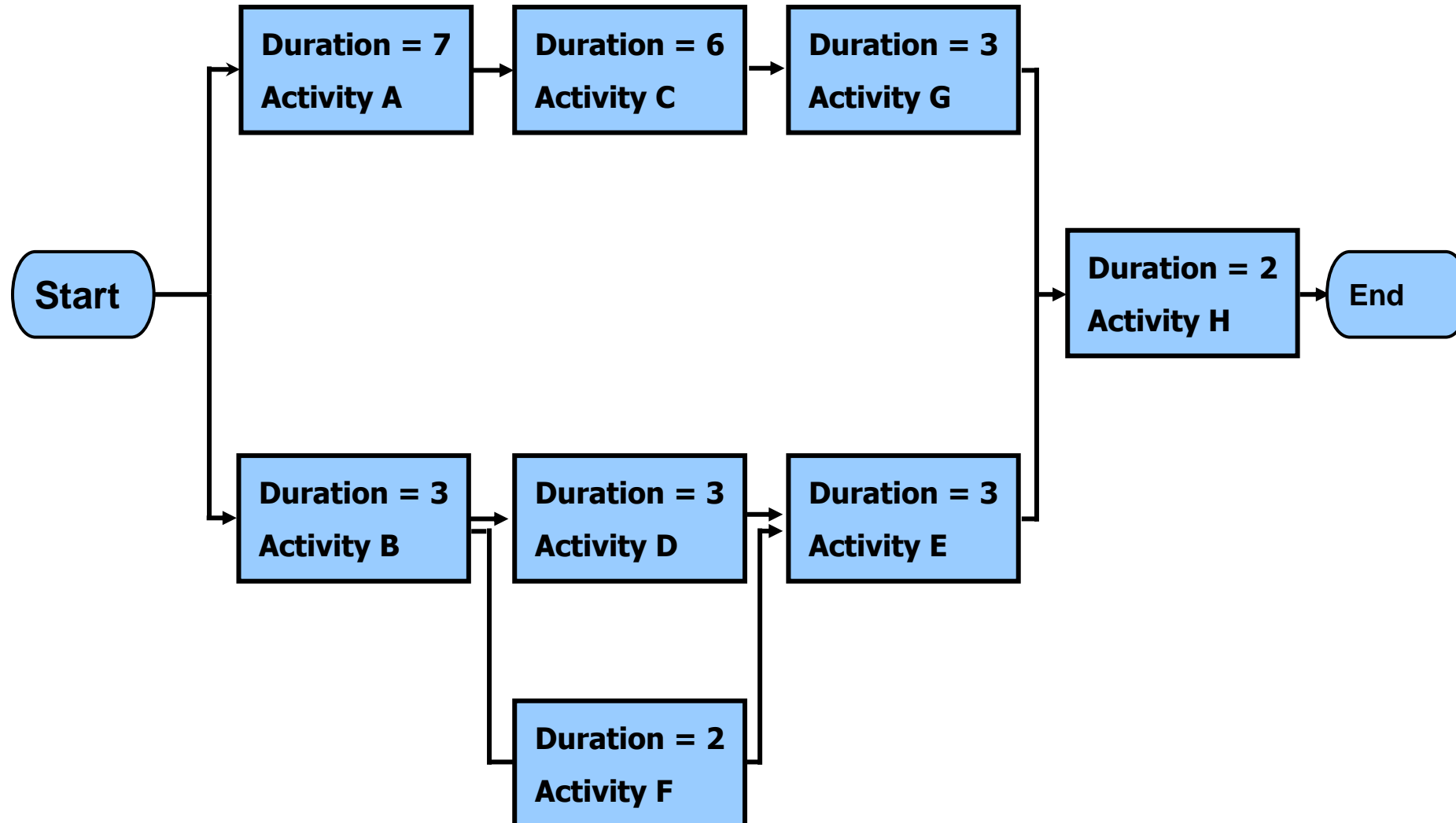
- In serial, before, or

- In serial, after

- ❖ ...is the process of identifying and documenting relationships among the project activities.”

These relationships are traditionally known as “dependencies”.

Sample Precedence Diagram (aka Network or Logical Diagram)



Critical Path Method

The standard definition of the critical path:

- ❖ “The sequence of activities that represents the longest path through a project, which determines the shortest possible duration.”

PMBOK® Guide – Fifth Edition, Glossary, p. 4536

The critical path method consists of two distinct operations:

- ❖ Forward pass (ES, EF)
- ❖ Backward pass (LF, LS)

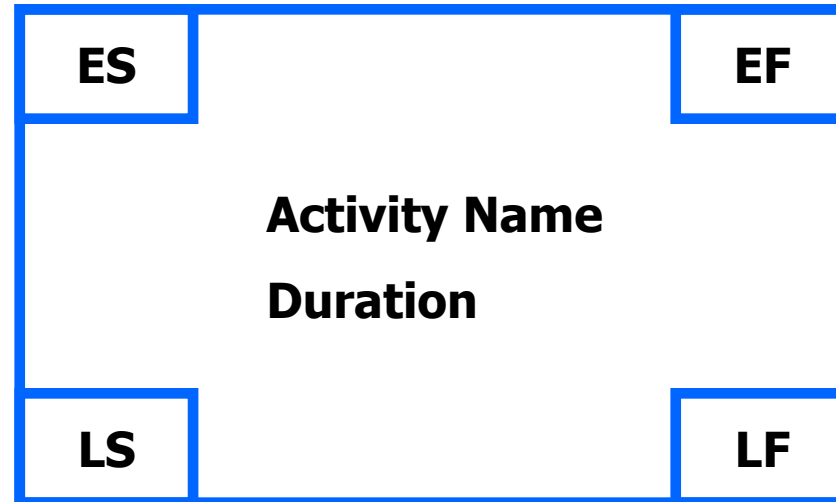
Precedence Diagramming Method Supports the Critical Path Calculation

Earliest an activity
can start, based
upon project logic

Early Start

Early Finish

Earliest an
activity can
finish, based on
early start



Latest an activity
can start without
delaying project
completion, based
on late finish

Late Start

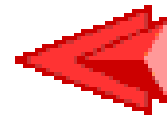
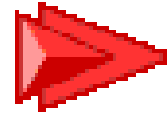
Late Finish

Latest an activity
can finish without
delaying project
completion, based
on project end
date

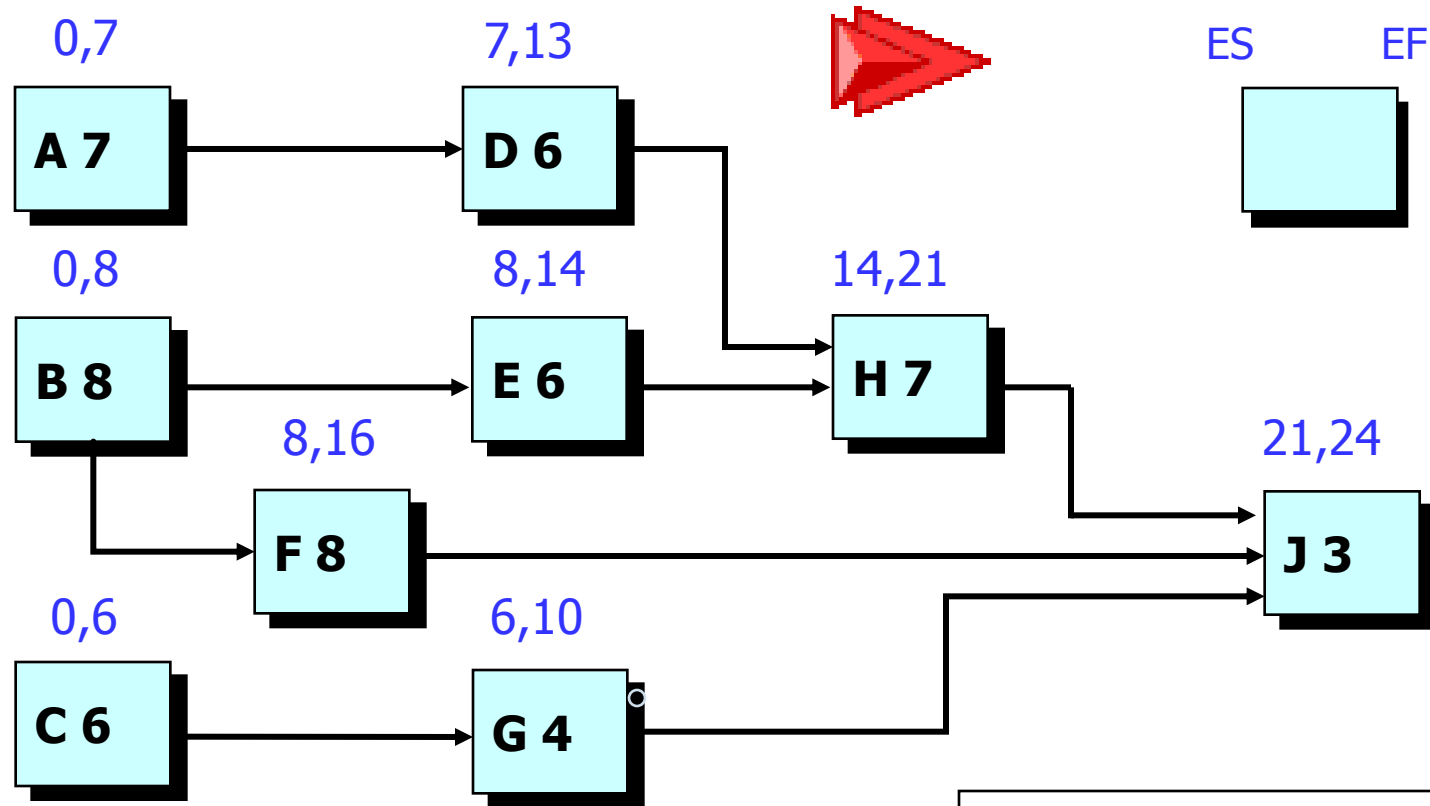
Critical Path Method (CPM)

Identifying the path of project activities, based on dependencies, that requires the most time to complete

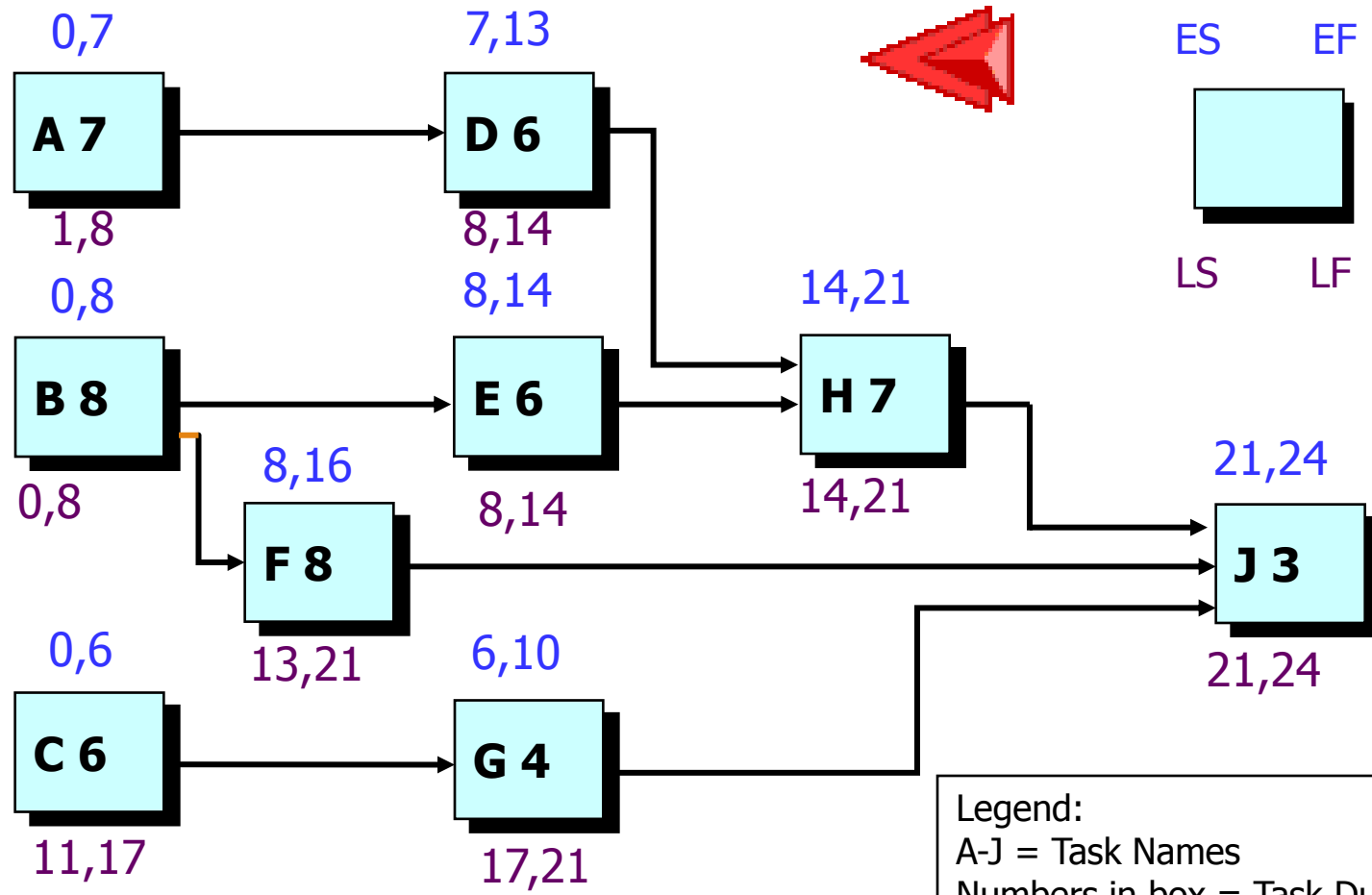
- ❖ Calculated using the logical network
- ❖ Forward Pass calculations identify the early start (ES) and finish (EF) dates
- ❖ Backward Pass calculations identify the late start (LS) and finish (LF) dates



Calculating the Forward Pass



Calculating the Backward Pass



Legend:
A-J = Task Names
Numbers in box = Task Duration
= Critical Path

Activity – Jewelry Store Robbery

You and three of your friends are to plan a cat burglary of a local jewelry store. You are told that it is important to perform this with no violence, so it is to be done while the store is closed. The store has an external alarm, a jewelry safe, an office alarm, and a safe full of securities and gold in the office.

You are given the diagram below on a napkin.



A friend warned you once that the night patrolman cycles about every 50 minutes in the neighborhood of the store.



Exercise adopted from:

Edward D Walker, "Introducing Project management Concepts Using a Jewelry Store Robbery," Decision Sciences Journal of Innovative Education, 2 (2004), 65-69.

Activity – Jewelry Store Robbery (cont)

Objective

Practice Project Scheduling

Use the description on the previous pages to

Instructions

- A. Create an ordered list of tasks. (done)
- B. Use the estimated times to develop the network diagram
- C. Determine the early start/early finish time and late start/late finish time for each task
- D. Determine the Critical Path
- E. State if the job can be completed successfully
 - Success means that you grab all the loot and all four of you get away together in the same vehicle you arrived in.
- F. Discuss additional factors you need to consider



15 minutes

Exercise adopted from:

Edward D Walker, "Introducing Project management Concepts Using a Jewelry Store Robbery," Decision Sciences Journal of Innovative Education, 2 (2004), 65-69.

Activity – Jewelry Store Robbery

A second friend has a great deal of experience in this area. He suggests the following times for each of the tasks.

- (A) Disabling the exterior alarm system - 20 minutes
- (B) Disabling the office alarm system - 7 minutes
- (C) Crack and clean out the office safe - 7 minutes
- (D) Crack the jewelry safe - 14 minutes
- (E) Stuff the contents of the jewelry safe into bags - 4 minutes
- (F) Gather all the loot and exit the building - 9 minutes
- (G) Drive away in the car - 1 minute



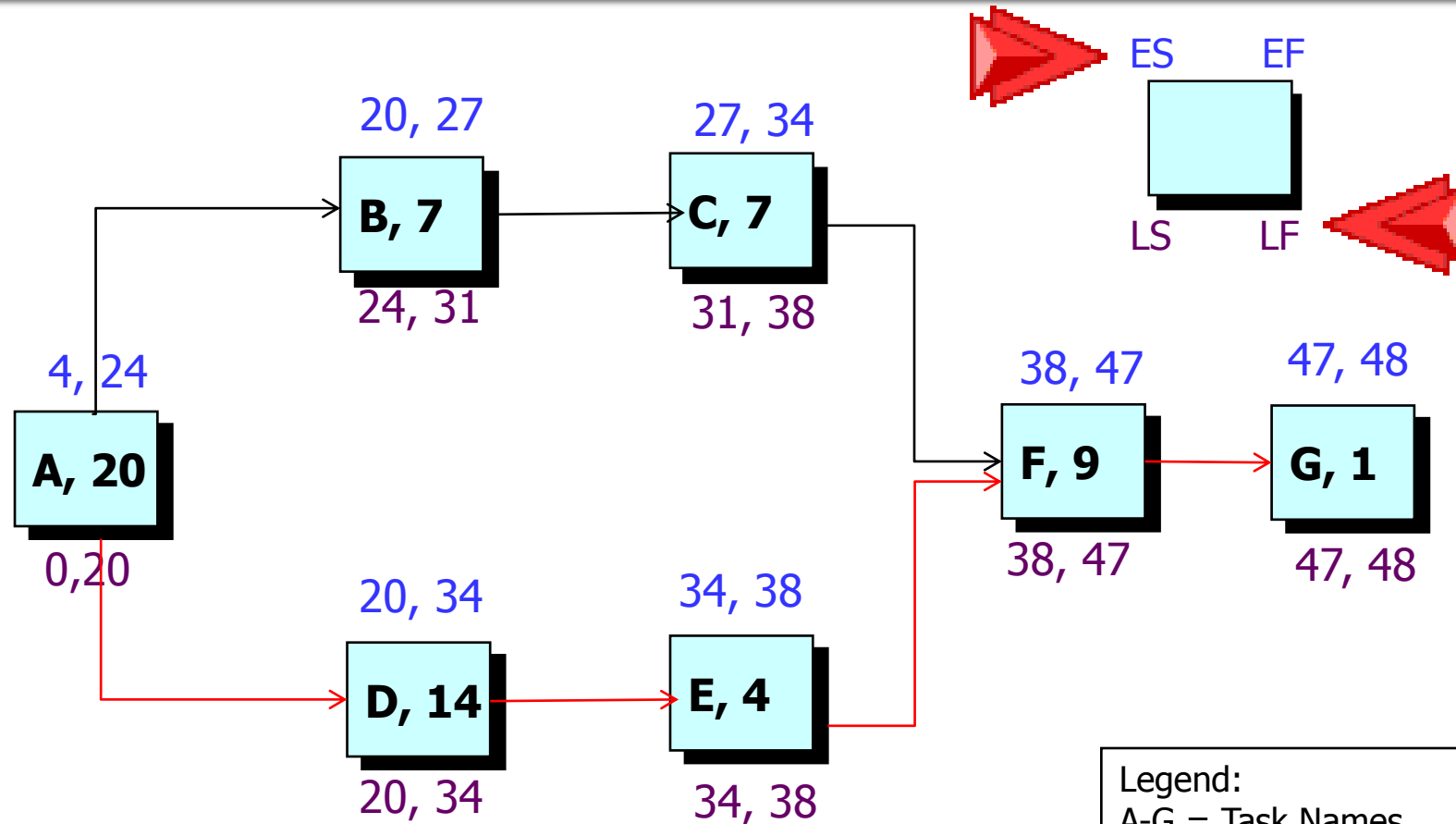
Exercise adopted from:

Edward D Walker, "Introducing Project management Concepts Using a Jewelry Store Robbery," Decision Sciences Journal of Innovative Education, 2 (2004), 65-69.

Jewelry Store Heist Network Diagram

The heist can be completed within the 50 minute window. (CLOSE!)

To reduce total time, focus on critical path items. Disabling external alarm, work on the office safe and collecting loot are areas to reduce!



Exercise - Calculate the Critical Path

Directions:

Working in pairs:

- Using the Network and data provided, perform the following network computations:
 - a. Forward pass
 - b. Backward pass
 - c. Identify the Critical Path
- Note the task order of the Critical Path
- What is the duration of the Project?

[Exercise Sheet](#)

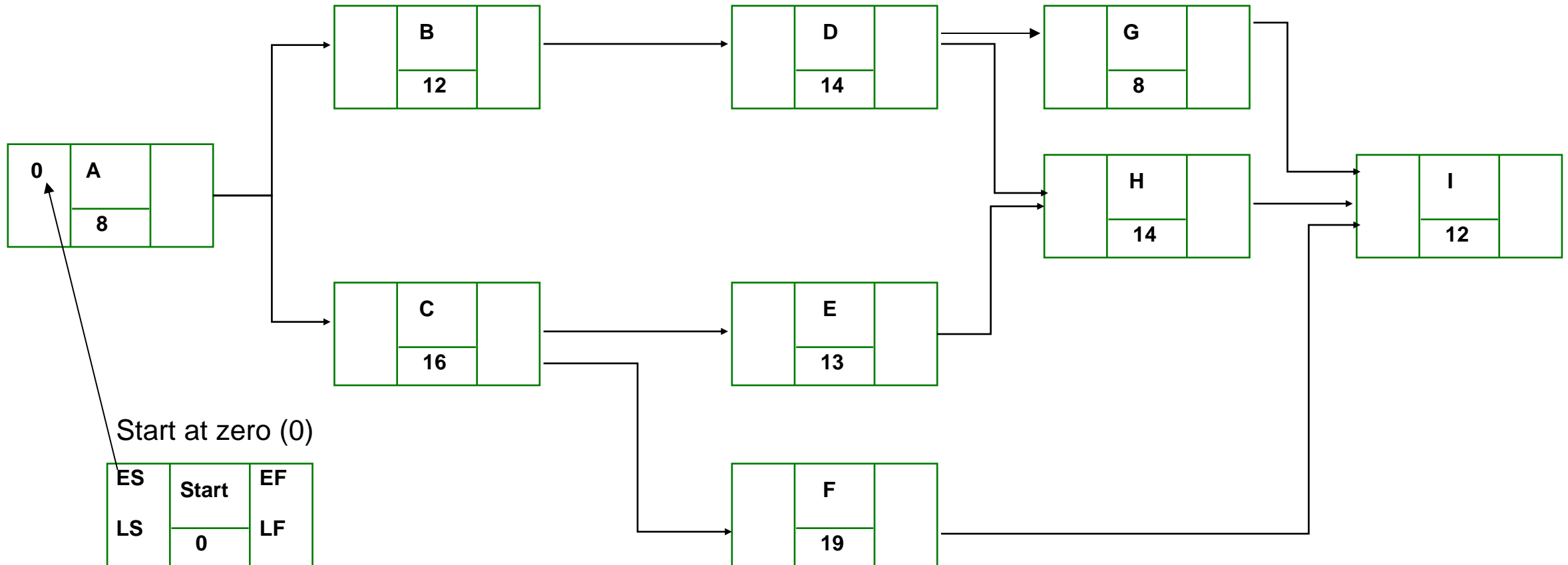
[Answer Sheet](#)

Deliverables: Identification of Critical Path



15 min

Schedule Exercise



Create The Project Schedule

List the Activities (WBS)

Estimate how long activities take (based on data!)

Sequence the activities and dependencies (Network Diagram)

Transfer to EXCEL or Project Document

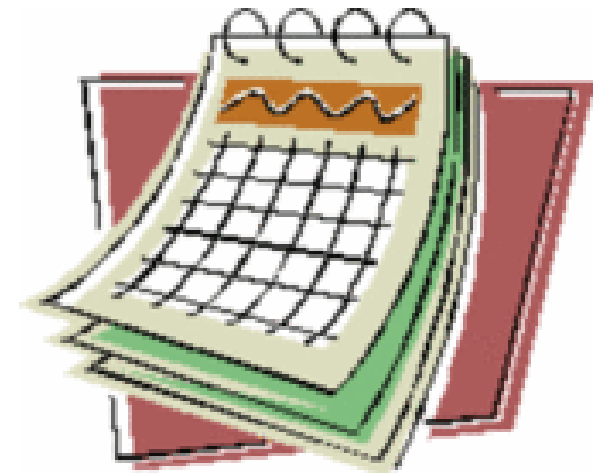
Fill in the Starting dates

Calculate the Schedule

Build in slack for weather, common delays

Add/adjust for holidays, and vacations

Issue Schedule, get feedback and adjust again



Example: Bathroom Remodeling Draft

Task Num	Task	Duration (8-hr days)	Predecessors	26-Sep Monday	27-Sep Tuesday	28-Sep Wednesday	29-Sep Thursday	30-Sep Friday	3-Oct Monday	4-Oct Tuesday	5-Oct Wednesday	6-Oct Thursday	7-Oct Friday	10-Oct Monday	11-Oct Tuesday	12-Oct Wednesday	13-Oct Thursday	14-Oct Friday	17-Oct Monday	18-Oct Tuesday	19-Oct Wednesday	20-Oct Thursday	21-Oct Friday
	Master Bath																						
1	Start Master Project	0																					
2	Demolition	2 days	1																				
	Carry material away/pick up vanity, vanity top and wall cabinet (Neill Lynch's home phone is 239-7999. cell 3379-0335)	4 hrs	2																				
	Buy shower base, tile, wood, dry wall, etc.	4 hrs	1																				
5	Framing including shelf in shower	2 days	2, 4																				
6	Shift plumbing	4 hrs	2																				
7	Reroute Electric in ceiling/walls	4 hrs	2																				
9	Place electric boxes	4 hrs	7, 5																				
8	Install shower base	2 hrs	2, 4																				
10	install dry wall, base material	1 day	5, 9																				
11	Spackle walls	1 day	10																				
12	Wait for spackle to dry & sand	overnight	11																				
13	Tile floor	1 day	4, 11																				
14	grout floor	1 day	13																				
15	wait for floor grout to dry	overnight																					
16	Tile shower	3 days	4, 5, 8																				
17	grout shower	1 day	16																				
18	wait for shower grout to dry	24 hours	17																				
19	install shower fixtures	4 hrs	18																				
20	clean up tiles	2 hrs	18																				
21	seal tiles	2 hrs	20																				
22	wait for tile seal to dry	overnight	21																				
	Buy vanity top and vanity, toilet, faucets, medicine cabinet/mirror - Large, shower door and room door,																						
23	Towel rack, TP holder, paint	4 hrs	1																				
	Cut away location for Medicine cabinet centered over sink at																						
24	appropriate height & install	2 hrs	23																				
25	install toilet	2 hrs	23																				
26	install vanity, vanity top & faucet	2 hrs	23																				
27	Finish all electric,	2 hrs	12																				
28	Paint walls	4 hrs	12																				
29	Install shower door	2 hrs	22, 24																				
30	Install towel rack and TP holder	2 hrs	23, 28																				
31	Install door and paint	4 hrs	23																				
32	Take Shower in new master bath	0	29																				

Example: Tutoring Program

Tutoring Project Plan

	2015	Done	Continuing effort needed	11-Jan	18-Jan	25-Jan	1-Feb
k	Contact IVCF for tutors	x	x				
k	Contact Wesley Foundation for tutors	x	x				
k	Call Stanton to find out when report periods start/end.			x			
s	Reserve location(s)	x	x				
s	Kids sign up with Peggy	x	x				
s	Tutors sign up		x				
k/s	Prepare sign-up format/form for kids			x			
k/s	Prepare sign-up format/form for tutors			x			
k&s	Plan the January 18th Meeting (Agenda written)	x					
s	Parent's meeting				x		
s	Plan student progress tracking system				x		
s	Background checks on tutors					x	
	Train / Orientation for Tutors					x	
k&s	Arrange drivers to UD (Kymm to start)					x	
s	Arrange food (parent meeting only, water later)					x	
s	Plan Rotation/Schedule of tutors					x	
	Begin tutoring						x

Example: Starting Alpha Ministry

Alpha Project Plan

	2015	January	February	March	April
Select Location/ Trustee Approval		x			
Determine Start Date & schedule		x			
Develop Outside Publicity plan		x			
Implement Publicity Plan			x	x	
Identify Leaders		x	x		
Train Leaders			x	x	
Plan food Schedule/Sign ups			x	x	
Technology plan		x			
Publicize at churches			x	x	
Prepare materials			x		
Dry run with leaders				x	
Plan for registration		x			
Sign-up students			x	x	x
Define Table Groups ?				x	x
Begin Alpha					x

Runs 12 weeks.

Target 30-50 participants

<u>Outside Publicity Plan</u>	<u>Recommendation: Assign co-leaders for areas:</u>			
Postcards	You pick leaders			
Web-site	co-leader for Food			
newspapers	co-leader for publicity: non-church			
fliers walked around	co-leader for publicity: churches			
by personal invitation by members	co-leader for facilities/technology			
Wilmington District News				
Register with ALPHA USA				
Signage on Kirkwood Hwy				

Use The Project Schedule

Follow Schedule and Track Progress!

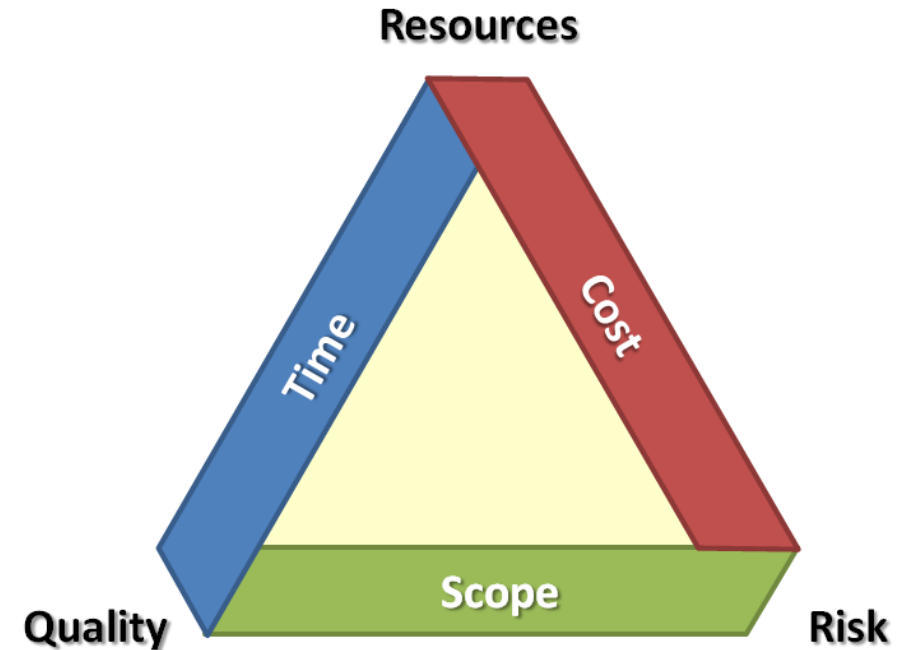
Collect data on length of tasks you will do again.

Communicate and manage changes.

Consider simultaneous project schedules

Common schedule compression techniques:

- ❖ Fast-tracking
- ❖ Crashing
- ❖ Resource burning



Exercise: What will you need to start using this?

People: Consider who else needs to be on board and how you will get them ready.

Tools: Do you understand WBS and Network Diagrams? How complicated are your schedules? Will you need more than you have (Microsoft Project?)

Scope: Start with one project and see how it goes. What do you learn? Apply it to another.

Plan: Write down a list of tasks you need do to start scheduling projects. (WBS); How long will they take and what order do they go in (Network Diagram); Create the Plan!

Why Project Management? *“Failure to plan is a plan for failure”*

Value Propositions: Work worth doing (or hiring you to do) should come with a promise of value. It should be relevant, differentiated and credible.

Scheduling is how we manage to get the work done. Time is valuable to everyone, so do this well.

Evaluation: Feedback is helpful!

	Importance to me	Material was useful	Quality of Presentation
Topic	1=Not important at all 3=Neutral, 5= Very Important	1= Strongly Disagree 3=Neutral 5=Strongly Agree	1= Torture 3=Neutral 5=Excellent
Why Project Management / Defining Projects and Objectives			
Value Propositions: Being Relevant, Differentiated and Credible			
Scheduling: Creating the plan using WBS, Network Diagraming and a Schedule tool			
Comments:			

Additional Training/Consulting Available

More on Developing the Value Proposition

- ❖ Market Assessment
- ❖ Voice of the Customer
- ❖ Interviewing

More on Project Plans

- ❖ Stakeholder Analysis & Communication
- ❖ Risk Management
- ❖ Project Tracking Metrics

Organizational Preparedness

- ❖ Organizing for projects, not committees
- ❖ Strengths assessments and coaching
- ❖ Spiritual Gifts Assessments
- ❖ Visioning
- ❖ Others by request.

Include any additional interest areas in the “Comments” area of your feedback form.