

The International School on Research Impact Assessment

Delivering an effective project

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Organised by:



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Learning objectives

- Discuss the role of a project manager in managing **processes**, particularly focusing on risks
- Discuss the role of a project manager in managing **people**, focusing on getting 'buy-in' from everyone involved
- Learn from each others' experiences in managing projects



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Outline

1. Roles of a Project Manager
2. Managing processes
3. Managing people
4. Your top tips!



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1. Roles of a project manager

- Budget
- Timeline
- Managing team
- Monitoring risk
- Client liaison
- Task planning
- Engaging participants
- ...and many more!



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Roles of a project manager

Processes

- Budget
- Timeline
- Task planning
- Monitoring risk

People

- Managing team
- Client liaison
- Engaging participants





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2. Managing processes





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Time and money

		2011												2012			
	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12
Workstream 1																	
Workstream 2																	
<i>Task A</i>																	
<i>Task B</i>																	
<i>Task C</i>																	
<i>Task D</i>																	
<i>Task E</i>																	
<i>Team workshops</i>																	
Workstream 3																	
<i>External workshop</i>																	
<i>Task B</i>																	
Workstream 4																	
<i>Task A</i>																	
<i>Task B</i>																	
<i>Task C</i>																	
<i>Reporting</i>																	



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Time and money

- Budget depends on the approach and methods used
- Does your organisation have a 'rule of thumb' or standard expectation?





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Risk





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Risk





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IDENTIFY



ASSESS

TAKE ACTION

- What are the risks to your project?
 - Time?
 - People?
 - Resources?
 - Data?
- Think about both internal and external risks



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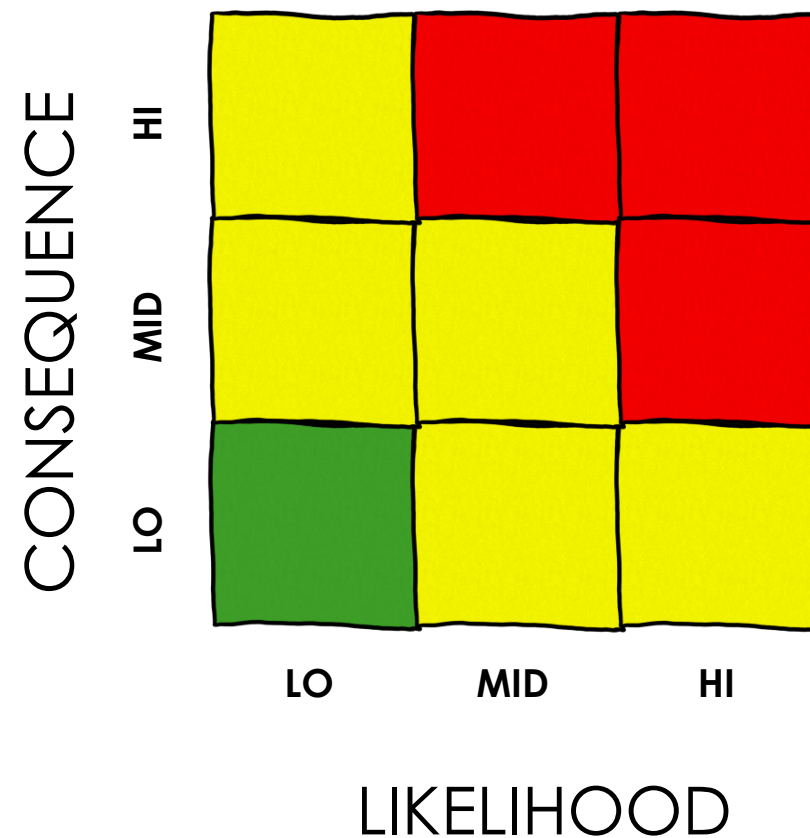
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IDENTIFY

ASSESS



TAKE ACTION





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IDENTIFY

ASSESS

TAKE ACTION



- **Before** the evaluation begins
- **During** the evaluation
- **After** – learn from experience



AVOID – ACCEPT – REDUCE – FALLBACK



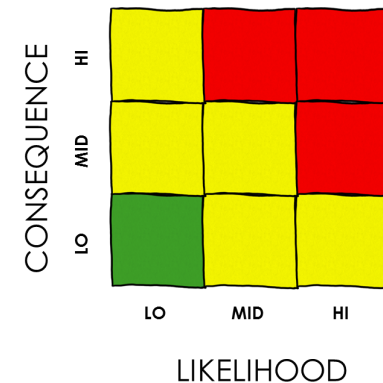
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Exercise



- Think about the top 3 risks to your project
- Where do they fit in the 'consequence – likelihood' matrix?
- Discuss on your tables
- Think about:
 - Are there early warning signs?
 - What action might you take?



AVOID – ACCEPT – REDUCE – FALLBACK



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3. Managing people

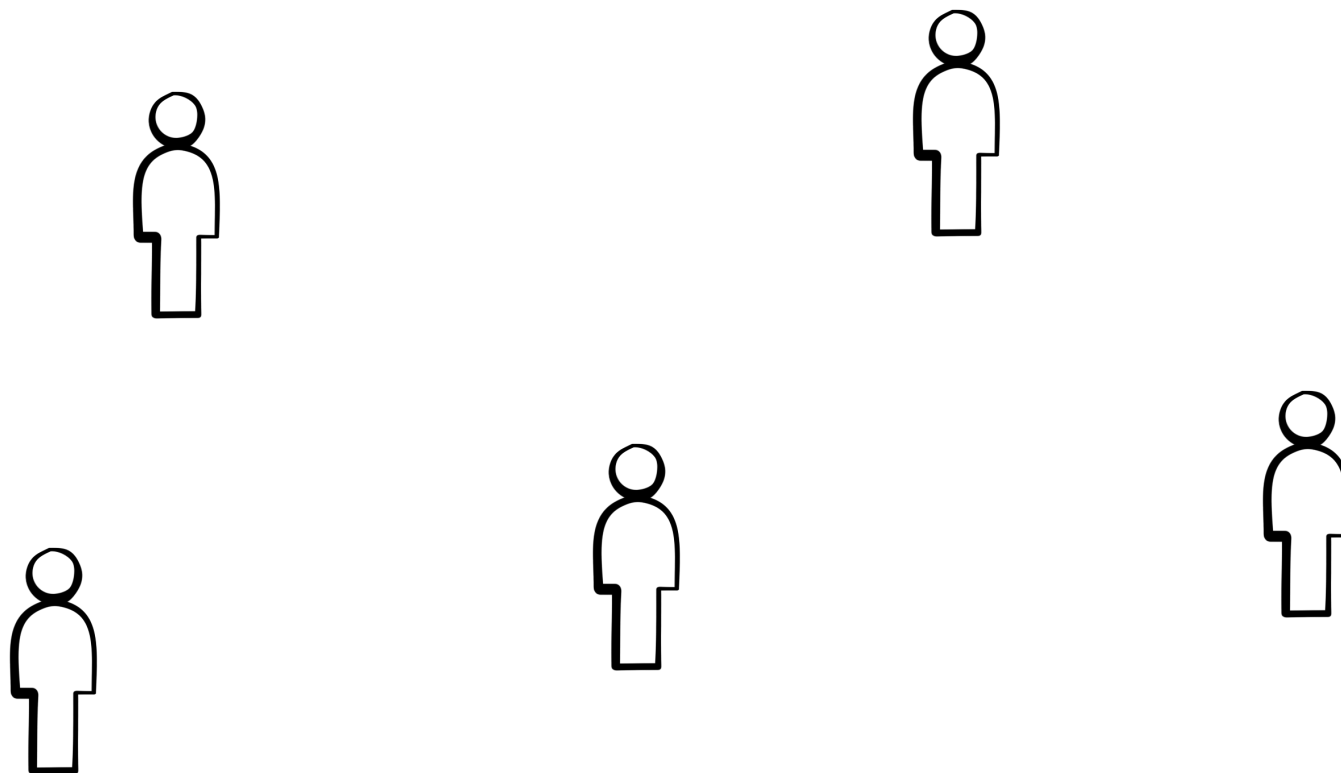




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Who is involved?

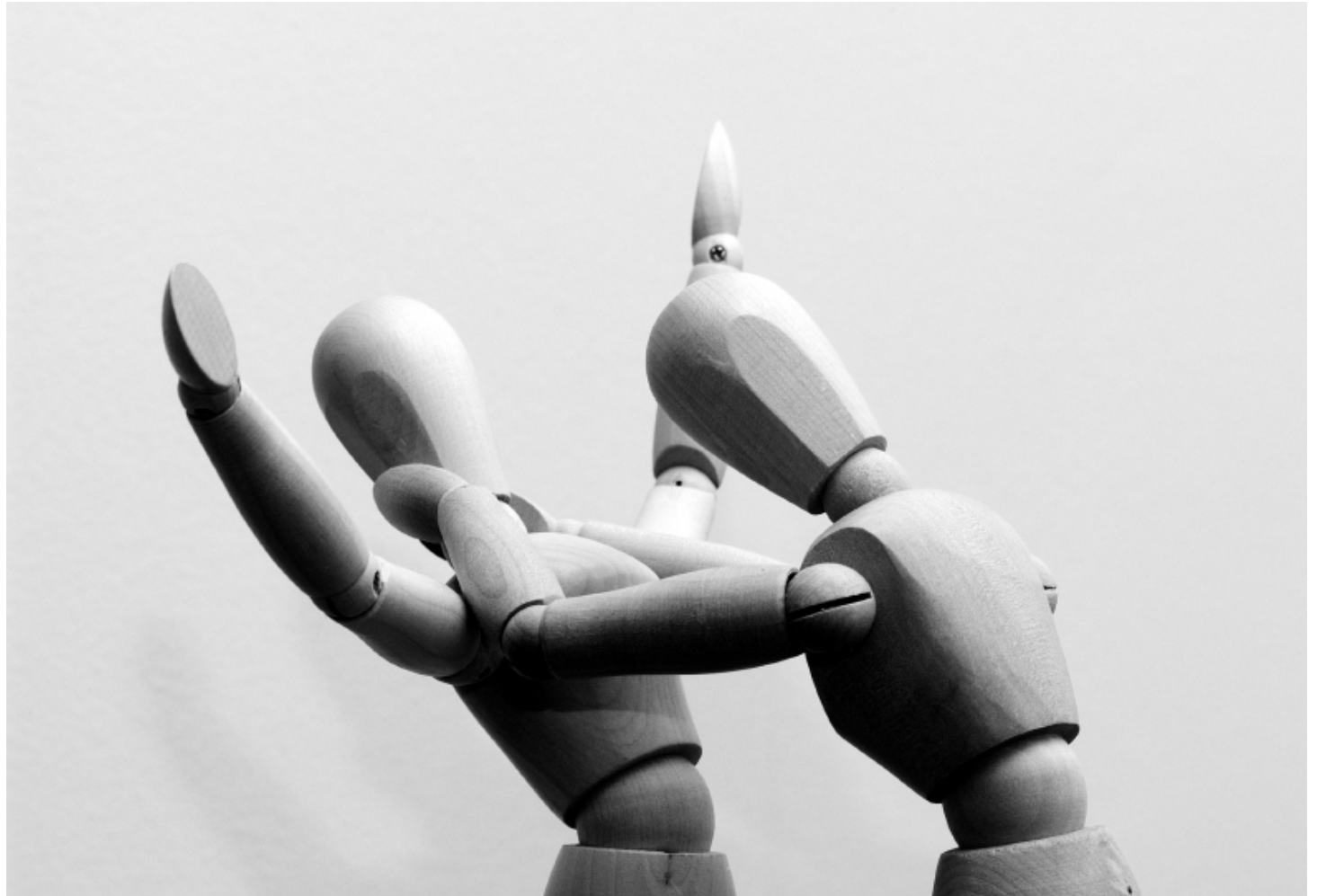




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Managing people is not always easy





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Exercise

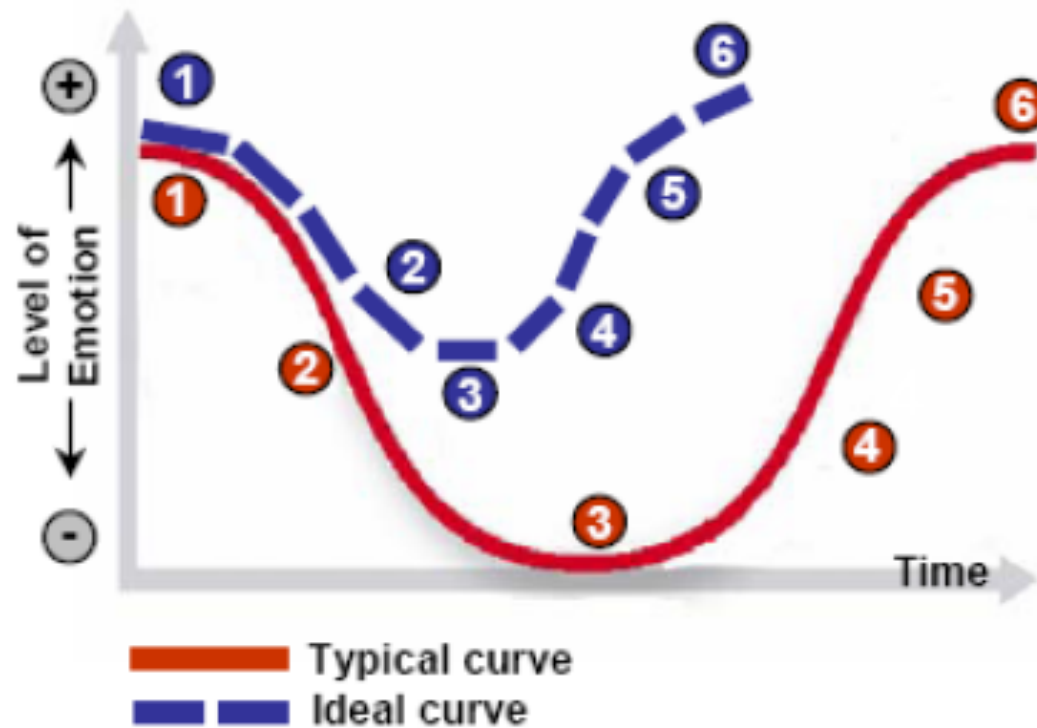
- What is the most difficult situation you have faced when managing people during a project?
- Discuss on your tables...
- Think about:
 - Were there particular causes?
 - At what time in the project did it happen?



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The project 'mood curve'



- ① Uninformed optimism
- ② Informed pessimism
- ③ Danger zone
- ④ Hopeful realism
- ⑤ Informed optimism
- ⑥ Rewarding completion



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Managing the 'team'





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Perceptions of evaluators...

- Evaluators hold a powerful position



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Perceptions of evaluators...





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How can we create the right perceptions?

- Communicate purpose
- Demonstrate value
- Understand context
- Evaluate fairly
- Maintain involvement



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Communicating purpose





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Demonstrating value

- What are the benefits for the people you are evaluating?
- What can you do to help maximise these?



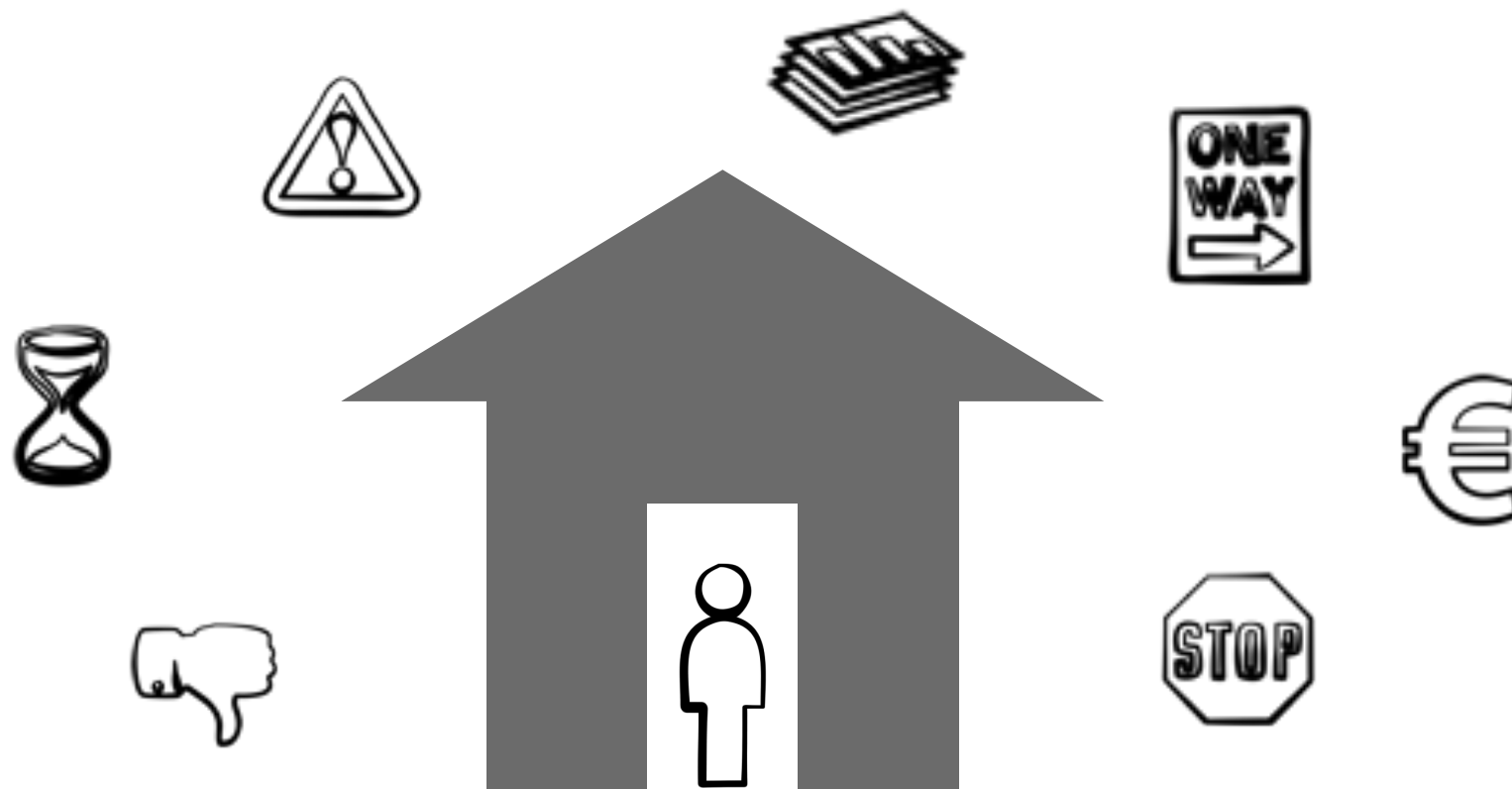


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Understanding context

- What are the external pressures on the people you are evaluating?





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Evaluating fairly - perception & reality

- Make sure that no one is at a disadvantage
- Choose frameworks and tools carefully





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Maintaining involvement

Keeping people informed of:

- Progress
- Changes to plan
- Interim findings





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It's not as silly as
it sounds!

Project vision

vision : /'vɪʒ(ə)n/

2 [*mass noun*] the ability to think about or plan the future with imagination or wisdom:

- Helps to communicate a project with a common voice
- What should you include?
 - The most important things you want people to know about your project...



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Example project vision

To improve the effectiveness of research funding
through an evidence based approach.



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Example project vision

To improve the effectiveness of research funding through an evidence based approach.
This will be done by analysing the kinds and levels of impacts that cardiovascular research produces, and exploring characteristics associated with impact.



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Exercise



- Develop a project vision for your own research impact assessment
- Present it back to your table
- Discuss the impression it creates for:
 - i. The team involved in the project
 - ii. External stakeholders



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4. What are your top tips for project management?





Learning objectives

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Questions and discussion

