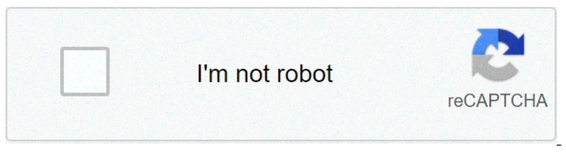

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Coming together is a beginning keeping together is a progress working together is a success

Sid Kemp is a business consultant and author of 10 books on project management and business success. Progressive Processing - Build the success of the StepMany project people fear to create a good project plan - they think it takes too long. The Project Management Institute (PMI) has a solution called Progressive Processing. It is a fancy term to make good design step by step until we deliver great results. Progressive processing A complaint I often come from people who train me in project management is that it has to take too long to define a project quite precise to prevent the project disaster. They're worried we'll plan forever, and we'll never do any work. This is a real concern, and I call it paralysis for analysis. But excellent planning and design do not need to lead to paralysis for analysis. Understanding three key points will unlock the idea - and value - of quality design through progressive processing. Precision is not the same as the detail. Getting right the first time is cheaper. We don't have to design it all right in front. Read on to learn more. Precision is not the same as the detail The key to progressive processing is that we can start at a very high level, with a general picture of what we want. Then we can move on with the project, and move down into more subtle details as we go. In this way, we start working early, and we continue to work as we develop our design. This prevents paralysis by analysis. To do this good, we must be very clear: A high-level statement or drawing of flow cannot be detailed, but must still be precise. It can be short and simple, but it must be free of any vagueness. A Case Study: Website improvements to increase conversion rate Incase, typical from my consulting work, we look at a company that has a good marketing and advertising campaign - many people are coming to their websites. And market research shows that people who are coming are in their target market. In addition, they have a good, constant product lineThere's no need to change things. But after people come to the site, many do not buy. We must increase the conversion rate, also called the closing rate. What can you do? We gradually develop the scope of this project: Declaration of scope of the executive level: The changes will be made to the site to increase the conversion rate, i.e. the percentage of people who actually buy something from those arriving at the site. Once we increase this rate, we want to maintain the new rate. Exclusion of the field: There will be no changes to marketing or our product line. Those checks are fine. Measurement of the executive level: This would involve the current conversion rate, industry standard conversion rates studies, setting targets for a new conversion rate by a specified date. Management level flow statement: Changes to the website must increase the conversion rate without interfering with uptime, productivity, or shopping cart and financial management. Changes and their consequences must be traceable, so we learn what to keep, what to throw away, and what to continue to improve. Management method: Management selects certain products to experiment with. Successful experiments will be replicated to all appropriate products. Technical problems: We have search details listed below. Technical approach: We design experiments, test different options to compare them and see what works. These six steps are gradually developing the project. Each level of thought provides more details - more processing - how we make progress by designing and implementing new web pages. Note that there are at least three different teams of people - probably four, if we have both technical marketing experts and technical programmers. Each team comes forward when necessary and adds toessential for success. More processing: Immersions in marketing details Here is a partial list of technical details of marketing (not web design) that the project will work to increase the conversion rate. Less click perStudies show that more clicks between arrival on a page and closing the deal, more people leave the site. So pages can be simplified to increase the conversion rate. Create an urgent sense. If a product looks like it will be around later, people often delay a purchase - and then never come back. The technical marketing team may have to return to executives to ask if short-term sales of discount are an acceptable way to increase the closing rate. Eliminate confusion. Detailed instructions and a lot of legal language will reduce the closing rate. Direct landing pages. Ads should go directly to landing pages which are the sales pages for the advertised object. Welcome back. By using cookies, customer login, or both, we can direct customers back to where they want to go more. We can also check back with the executive on keeping credit cards on the file to simplify future purchases. As you can see, none of these ideas must be thought at first. The executive level sets the target, the direction of the guide, and then the technical teams gradually develop how changes will achieve the goal. Artists have always used progressive processing It is an early sketch, where the artist, in addition to making a full figure, adds two alternate heads and a superior hat. In "Portrait of Edouard Manet sitting in a chair" Degas is elaborating his ideas without worrying about creating a final piece. Edgar Degas, Louvre Museum, Paris (Public Domain) via Wikimedia CommonsQui, in this black chalk design, the concept is elaborated more fully as "Study for a portrait of Edouard Manet". Processing progresses. Edgard Degas, Metropolitan Museum of New York (Public Domain) via Wikimedia Commons This complete "Etching of 'Portrait of Edouard Manet, Etude" seated,on the left, is the rich, strong result of the progressive elaboration of Degas of his subject. Edgar Degas, Boston Public Library (Public Domain), via Wikimedia CommonsScegliere CommonsSceglierethe first time is CheaperOn any project, there are only three choices in terms of quality and results: The least expensive choice is to get things defined the first time. The second option is to go wrong, then fix it during the project. The third option is to mistake, and provide negative results. So, all in all, it is better to be clear and precise at first. How much better? The scores of studies in the last 40 years have shown that the relationship between the cost of prevention of an error; the cost of fixing an error during the project; and the cost of cleaning the casino after the project. And the minimum ratio is 1:10:100. So an error that can be prevented in an extra hour of planning to $100/hour will take ten hours of project time and $1,000 to resolve during the project, and take 100 hours and $10,000 if we have to make a call after the project is done. And the much higher relationships of 1:10:100 were found if we use the best practices in quality management to make design without defect from the beginning. The Lesson: progressive processing - developing more details as we progress - always makes sense. Sloppy work never makes sense. We don't have to do everything at once, we do good work, clear every step of the way. At the same time, we must not get the whole project defined all together, or define all the details at the beginning. Instead, we can work in stages. We are clear and accurate at every stage, but we get more detailed as we go. It's called Progressive Processing. Do well includes: Starting from the big picture, and working our way down in detail. Be clear at each meeting, write the results, and get them confirmed. Keep track of what we have defined, and what is not yet defined. Bring the right people to every meeting. The first meetings are more likely to be with level managers and executivesand project managers will probably be in all meetings. as we try to discover the details of the process, process,and interface, we work more with the workers. And when meetings become more technical, we need more technical people (such as programmers and engineers) involved in the project. We continue until every detail of every product feature or service we are creating or improving is defined. However, we may have a lot of written program or product developed as we continue to detail other parts. Progressive processing for projects that solve problems Projects that solve problems are a special case in which progressive processing is particularly useful. A problem is something that came out that stops the company or a production line to work the way it used to work. So the goal is already clear: Put this thing in place! Executive involvement is minimal, and managers have little to do except provide support. In fact, since managers already know what it is and how it should work, "Get this d*mn*d thing working!" is a complete and precise declaration of high level, executive scope. Case study: 2006 Launch of Space Shuttle Atlantis A good example of this type of project occurred in 2006, when problems in a 10-year-old fuel gauge that measured the amount of hydrogen in fuel tanks on Space Shuttle Atlantis went to the fritz. The gauge became unreliable, sometimes showing that the tank was empty when it was full, and the problem was intermittent. The statement of scope of the executive level would be clear: Fix the fuel gauge so you can fly the shuttle! However, while studying the level of the problem at the level, using progressive processing, we find four technical issues that make it increasingly difficult to solve the problem: Management decision: If we know the pressure gauge is faulty, we can turn it off and rely onindicators and fly anyway. There was a lot of discussion about this. But it was finally decided that an essential safety feature, Main Engine Cut Off (MECO) would not be reliable without this caliber. So the management decision wasthe pressure gauge had to be fixed. Technical number: The problem was intermittent. Therefore, any evidence that was overcome was not proof that the pressure gauge was working and that the shuttle could fly safely. The specific problem had to be ascertained that it was resolved. Detailed technical issue: The gauge was not a simple device. He has involved many different components and electrical connectors between them. Some of these were buried in the cabling of the shuttle. Just place all the components and clean their connectors was a great job. More than once, engineers thought they solved the problem, but the pressure gauge didn't try clean. Very detailed technical number: The design plans for the Space Shuttle may not have been an exact match for the Atlantis as it was built. The parts were updated and replaced. An engineer reported that finding all parts of the gauge was an exploratory mission, which were still discovering how the Space Shuttle worked! This demonstrates that a very simple executive directive should be progressively elaborated at subtler and finer levels of detail to ensure success. However, this processing should not occur as part of planning. Since each component of the fuel gauge has been reached, it could be clean, tested and documented. This is what is meant by progressive elaboration on a project that solves a problem. Progressive processing is not only for ScopeAlthough this article focuses on progressive processing in the development of the Job Definition and Breakdown Structure (WBS), the concept of progressive processing is wider than that. In fact, it can be applied to all nine areas of project management. Here are some examples: Progressive drafting of the Project Communication Plan The first version of theproject communication could only be a list of contacts of team members and project customers. We developed it from:Elaboration of Risk Management in a project The formal stages of Project Risk Management progressively process ourproject risk - what could go wrong - and our response through: Risk identification, where we make our initial risk list. Risk analysis, where we evaluate and risk assessment Risk response planning, where we decide what to do to prevent risk events, and what to do if risk monitoring and control occur, where we look for risks, we look for new risks and manage them as it happens. From these examples, you can see that progressive processing is a standard practice for all nine project management areas. Progressive processing and life cycles of the project Progressive processing can be applied differently on different projects. In choosing how to make progressive processing, the key is to connect the processing of details to the project lifecycle you are using. Progressive processing in the classic cascade In the classic cascade, or system development life cycle (SDLC) all planning precedes execution. Therefore, the progressive development of the field of application occurs all in the stages of planning. Progressive processing with rapid monitoring If the classic cascade is modified to allow rapid insertion, the whole product is divided into modules. As planning is completed for each module, development can go on for that module, while others are still in the design phase. In this life cycle, some modules are processed faster than others. The current project management was developed by Hewlett-Packard and is now widely used in the automotive industry. By bringing together all the different specialists at the beginning, a life cycle of project (for example, to bring a new concept car to the market) can be reduced from five years to 18 months! In the management of the concurrent project, progressive processing is done soon andfrom interfunctional teams. Zero-Defect software development the zero-defect method of software development focuses on accuracy to avoid errors entering the code. early design processing, followed by the first processing of the code itself,More reviews put more eyes on the problem, creating high quality software at the lowest cost. putting 80% of the effort in good design, test and debug, which are expensive, are drastically reduced. the spiral model the spiral model was a precursor of agile development. puts the features on a program, and if a function works late, it fell to a next cycle in the spiral. each feature is elaborated as it presents itself for design and then again, in the next cycle, when it comes to development. jad and radjad, development of joint and rad applications, rapid application development, are not real alternatives of the life cycle. rather, they are techniques of explicitation of the requirements that affect the life cycle. put designers and programmers near their customers, application users, accelerates development. frequent meetings allow rapid progressive processing. and this approach is a key component of agile development. progressive elaboration in agile developmentagile development, also called agile programming, is the latest approach to the life cycle of the project, and works especially well with web development platforms and object-oriented code today. programmers work closely with the customer, often permanently resident in each customer department. using prototyping and rapid application modification, design is melted with development. progressive processing is a constant process throughout the project. What do you think of progressive processing? progressive processing keeps the project moving therefore, the final lesson is this: any type of project we are working, and any life cycle and other methodologies we choose, we do not plan, and then we go. with progressive processing, we plan and go, and we continue to plan how we go. this article is accurate and truethe best of the author's knowledge. Content is for informational or entertainment purposes and do not replace personal advice orcommercial, financial, legal or technical advice. CommentsSaviz on September 26, 2017: Dear Mr. KempRegarding your article, I want to plan a project with progressive elaboration. I just want to ask how to get progress from the plan when the size of the project changes over time. As in my project, the resource will not be allocated until next month. Please send me a progressive processing plan as a sample? I can't wait to hear you. Honestly, Saviz Saei Saei

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