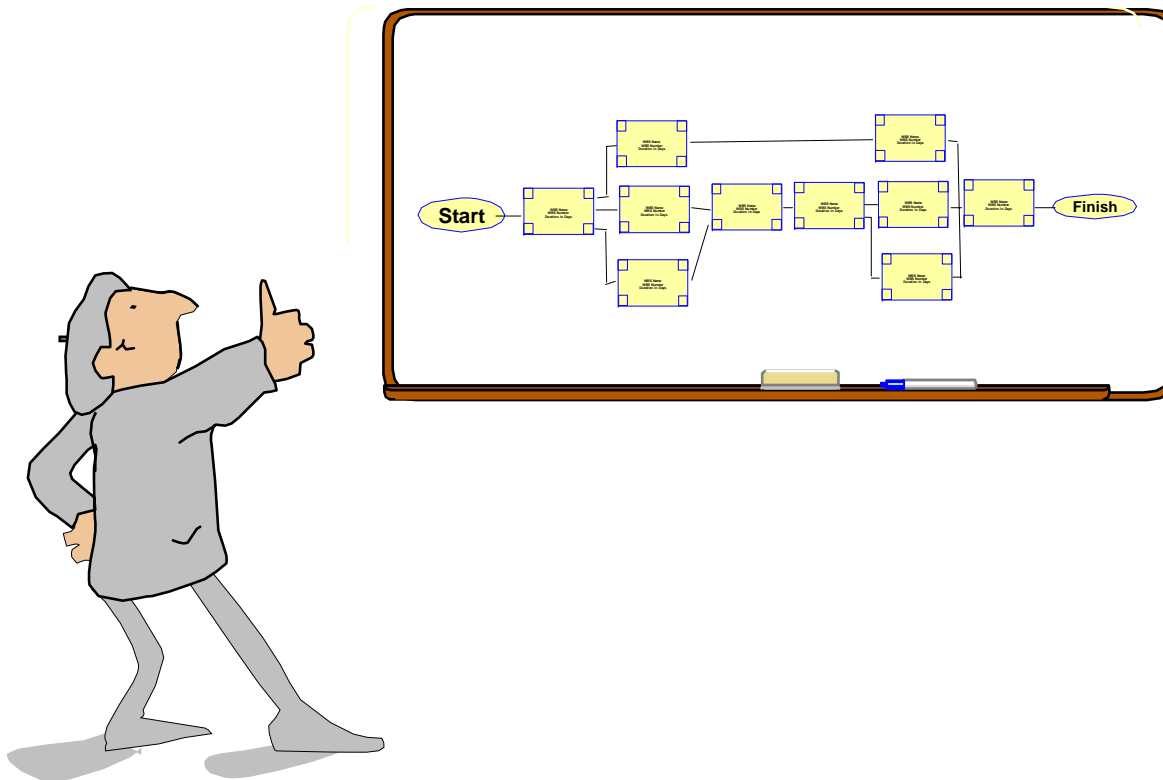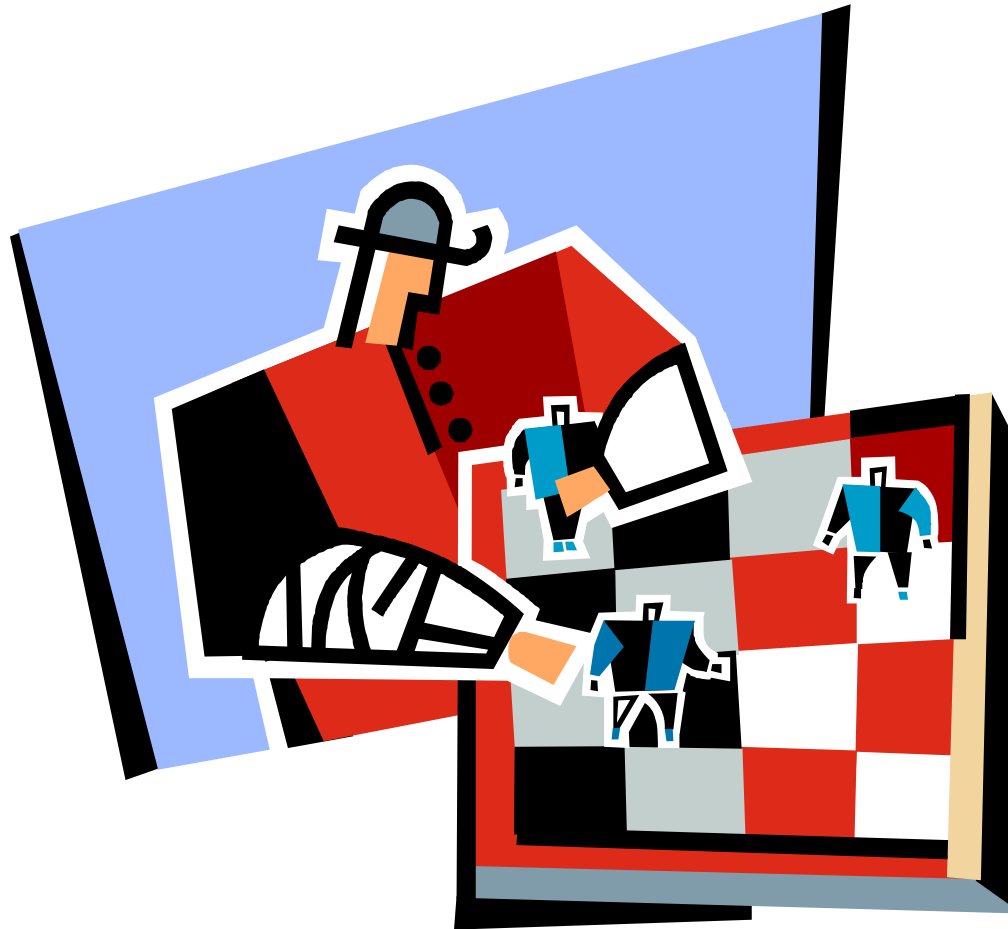# Executing and Controlling

Module 9
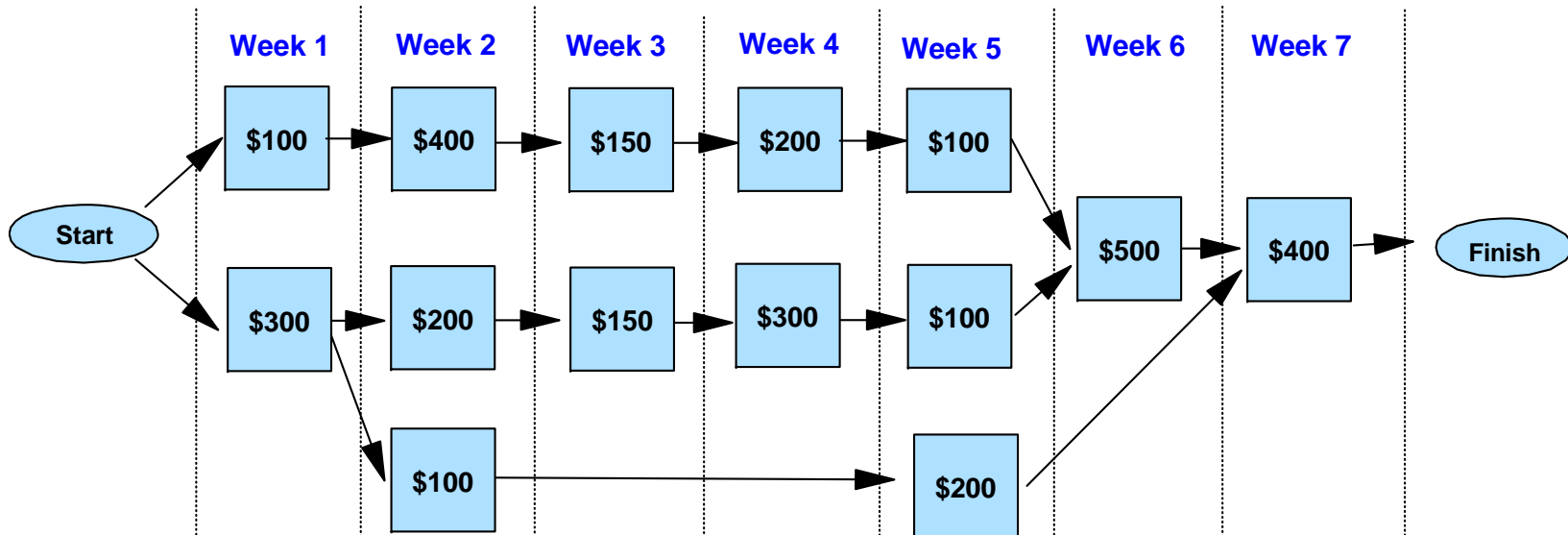
Discussion

LL 55-56

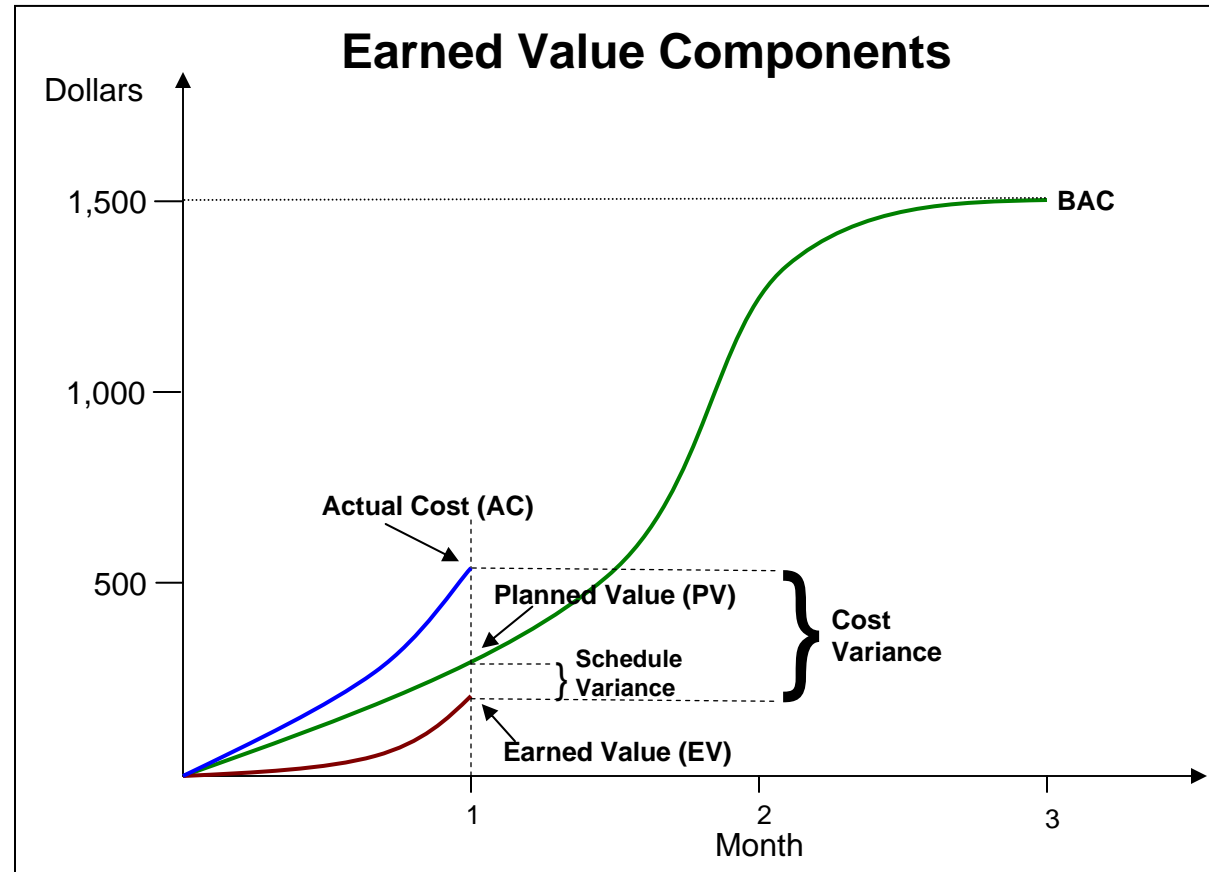# Reporting Earned Value

Network Diagram with Cost Estimates

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7

Start → $100 → $400 → $150 → $200 → $100 → $500 → $400 → Finish

Start → $300 → $200 → $150 → $300 → $100 → $500 → $400

$300 → $100 → $200 → $400

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	BAC
PV	$400	$700	$300	$500	$400	$500	$400	$3,200
AC	$400	$700						
EV	$350	$600						

EVM is a Point-in-time analysis

9-3

Earned Value Graphic

Earned Value Components

Earned Value Exercise

Purpose: Determine the status of a project by calculating earned value.

Process:

1. You have just received the latest earned value data from the project office. The office is expecting you to interpret this data.
2. To impress your boss, you plan to calculate:
   - CV
   - SV
   - Percentage spent
   - Percentage complete
   - EAC
3. Your boss expects a complete report in 10 minutes.

Participation: Individually

Product: Completed earned value computations.

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Delivery organization benefits are being realized

Healthy Signs

- People feel they are learning

- Willingness to invest in the project

- Good press is being created

Unhealthy Signs

- Good staff are not available

- Negative remarks about project

---

1. **The project will help the delivery organization's reputation.**

2. **The project will help financially; billing and collections are current.**

3. **Project will help team members' careers.**

4. **Project will contribute to the organization's knowledge and lessons learned.**

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Seven Keys Assessment

Purpose: Practice reviewing the health of the project using the Seven Keys

Process: See the diagram.
- Record status
- Think about issues & actions

Participation: Teams led by Project Manager

Product: Status, issues, and actions for all Seven Keys

Time allowed 5 Minutes

Seven Keys Assessment Worksheet
- 🟥 Red - Urgent - Corrective action required immediately.
- 🟨 Yellow - Warning - corrective action required in the near term.
- 🟩 Green - Stay the Course - no corrective action required.

Project Name: Interviewee: Date: Interviewer:

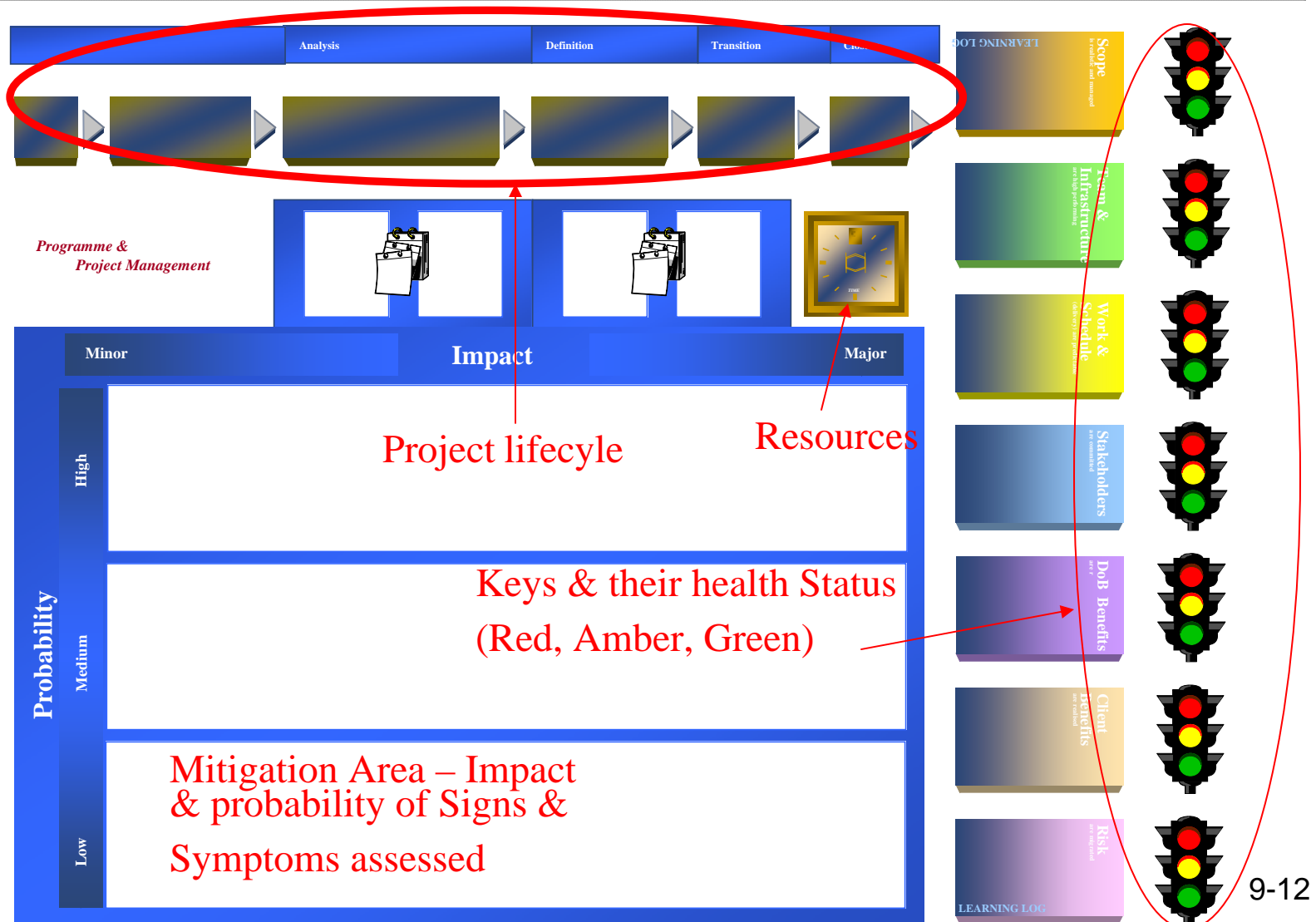| Key and Criteria	Noted Issues	Heads Up Display	Proposed Actions
Stakeholders are Committed	➤	Red Yellow Green	➤
Business Benefits are Being Realized	➤	Red Yellow Green	➤
Work and Schedule are Predictable	➤	Red Yellow Green	➤
Scope is Realistic and Managed	➤	Red Yellow Green	➤
Team is High Performing	➤	Red Yellow Green	➤
Risks are Being Mitigated	➤	Red Yellow Green	➤
Delivery Organization Benefits are Being Realized	➤	Red Yellow Green	➤

Seven Keys to Success™ Simulation

Seven Keys to Success™ Simulation

What's on the Board?

Project lifecyle

Resources

Keys & their health Status
(Red, Amber, Green)

Mitigation Area – Impact
& probability of Signs &
Symptoms assessed

9-12

Set-up

Key	Start	Demo	Round 1	Round 2
Stakeholders	6			
Bus.Benefits	7			
W&S	7			
Team	4			
Scope	4			
Risks	5			
DOB	6			

Demonstration Round

Purpose: Understand the mechanics and rules of the simulation.

Process: Follow the instructions given to you by the trainer. Ask questions about the set up to clarify understanding.

Participation: In Teams

Product : Updated Heads Up Display

Round 1

Purpose: Use the Seven keys to manage a project based on a simulated IBM project environment,

Process:
1. Take out 9 resource tokens
2. Review the cards for Round 1
3. Discuss the impact and probability of each
4. Allocate the Project Management resources to the most important cards
5. Update Seven Keys status for each key based on your decision

Participation: In Teams

**Product :** Allocation of project management resources and updated status recorded on the Heads Up Display

Round 2

Purpose: Use the Seven keys to manage a project based on a simulated IBM project environment,

Process: Time allowed 15 minutes
1. Take out 11 resource tokens
2. Review the cards for Round 2
3. Discuss the impact and probability of each
4. Allocate the Project Management resources to the most important cards
5. Update Seven Keys status for each key based on your decision

Participation: In Teams

Product : Allocation of project management resources and updated status recorded on the Heads Up Display

Seven Keys Uses

- As a common language for communication and reporting with the project team, sponsors, and stakeholders

- To set Steering Group agendas for effective project governance

- A structure for Quality / Risk Reviews

- To identify underlying causes of project health

- To identify and prioritize actions required

- As a checklist for decision making; for example, changes in scope
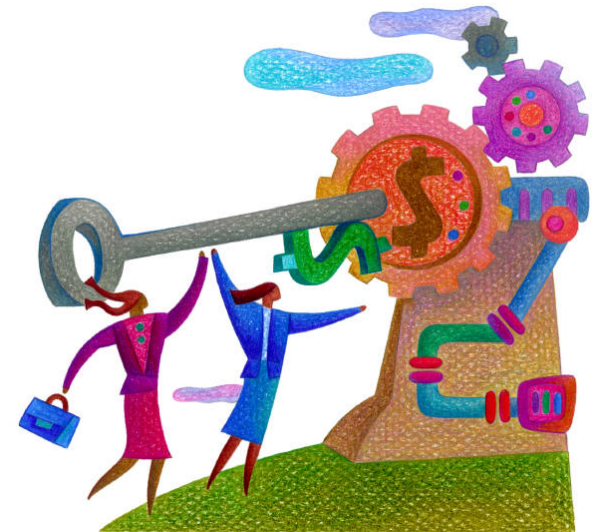
Effective at all stages, from Opportunity, through Design and Delivery, to Close

LL 13-17

The Seven Keys Report (Heads-Up Display, "HuD"):

The Seven Keys	Issues	HuD	Corrective Actions
Stakeholders are committed			
Business Benefits are being realized			
Work and Schedule are predictable			
Scope is realistic and managed			
Team is high performing			
Risks are being mitigated			
Delivery organization benefits are realized			

Tips on Using the Seven Keys

- If you use all Seven Keys, you will be able to identify any and every issue affecting project health

- Even good projects are not green on all keys all the time, but good projects are <u>always</u> assertive and quick to identify and address issues and <u>always</u> take timely corrective action

- On the other hand, poor projects generally have one or more keys go "red" early, and they stay red until the project fails…

- Don't over engineer the Seven Keys, they are a simple communication tool that provides a highly effective view of critical project dimensions

- Take your Seven Keys assessment seriously – don't just 'tick the boxes'