The ID as Project Manager

Managing a Project When You're NOT the Boss

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How do you like "group work"?

- In less than 60 seconds … Yes? No? Maybe? -

To group or not to group?

Your best team experience?

- In less than 60 seconds … Who? What? Outcome? -

Session Description

Instructional Designer …

… completing the course

... **managing a cross-functional team**.

ID as Project Manager

Project management:

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

pmi.org

You should be able to:

- Explain PM lingo …
- Employ PM resources …
- Evaluate project deliverables …

Talking like a Project Manager

PM Lingo Matching (1)

Project	A) All the work and only the work to be done
Deliverable	B) Temporary group of tasks to create a new product
Scope	C) Product(s) produced as a result of the project
Resource	D) Anything necessary for completing the project

PM Lingo Matching (2)

Constraint	A) Person/Group whose interest is affected by the project
Risk	B) Approval when project meets quality requirements
Acceptance	C) Factor which limits the ability to plan
Stakeholder	D) Unknown event/condition which may affect the project

Which word?

- Acceptance
- Constraint
- Deliverable
- Resource
- Risk
- Stakeholder

1. Completed master course ready to copy for instructor facilitation
2. Completed by the master copy deadline prior to the beginning of the semester
3. Office closure for hazardous weather
4. Student, parent, and teacher
5. Meets quality standards (e.g., QM Rubric)
6. ID and Subject Matter Expert

Who are your stakeholders?

- In less than 60 seconds … Whose interest is affected? -

50%

Percentage of conflict that arises because of ***schedules***, resources, and priorities.

Andy Crowe, *The PMP Exam* (5th ed.)

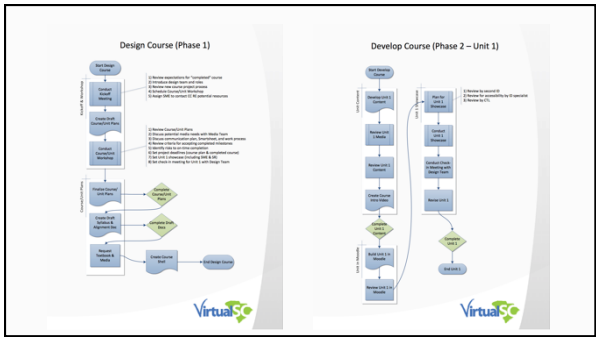
Managing the **Project** Team

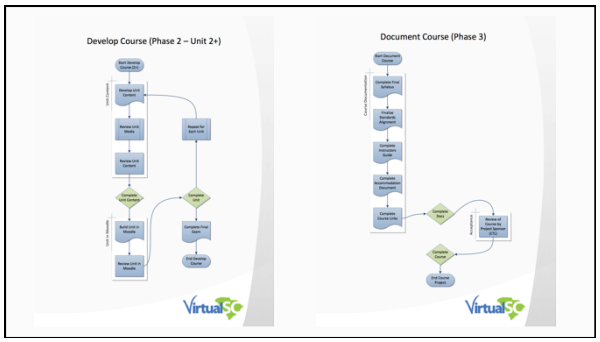
Triple Constraint

- Work/Quality
- Schedule
- Resources

95 Deliverables

3 Phases
Design
Develop
Document

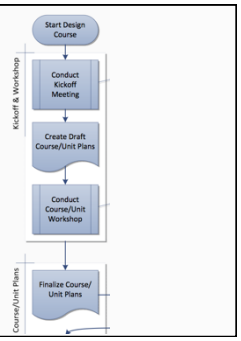




Design Course

Course/Unit Plans

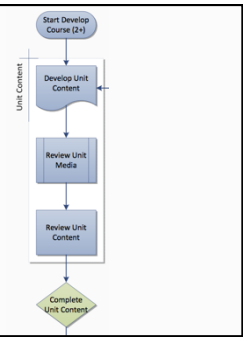
- Course Objectives
- Final Assessments
- Scope/Sequence of Units
- Unit Objectives
- Unit Assessments
- Scope/Sequence within Units
- Alignment to Standards



Develop Course

Unit Content

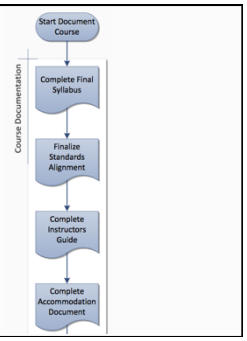
- Assessments
- Resources
- Media
- Activities
- Tools
- Framing for students
- Grading Criteria
- Instructions for LMS



Document Course

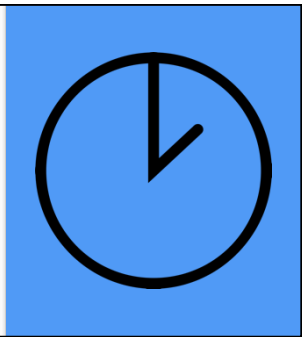
Course Documentation

- Syllabus
- Standards Alignment
- Instructor Guide
- Accommodations
- Course Links



Schedule

Dealing with time



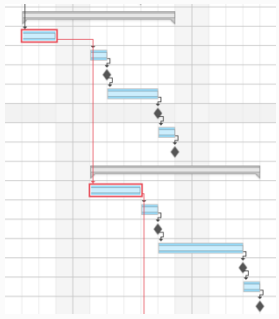
Gantt Chart

Shows project schedule

Marks the ***Critical Path***

… to keep SME working!

smartsheet



Improve course projects?

- In less than 60 seconds … Scope? Schedule? -

IDs as PMs help the team create realistic deadlines and ensure the course project stays on schedule.

50%

Percentage of conflict that arises because of schedules, ***resources***, and priorities.

Managing the Project **Team**

Who's on team?

- Subject Matter Expert -

Project Manager

Noun. [pruh-jekt man-ijer]

Someone who solves a problem you didn't know you had in a way you don't understand.

See also ***wizard***, ***magician***

Leading a team when you're not the boss

Project Team

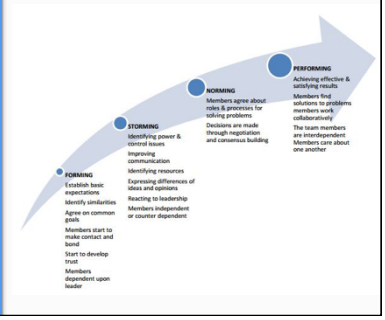
Managing
motivation, power, conflict,
and communication

Develop the Project Team

"Ladder of Team Development"

Bruce Tuckman, Developmental Sequence in Small Groups, *Psychological Bulletin* 63(6), (1965), 384-399.

Judith Stein, Using the Stages of Team Development, Learning & Development, HR at MIT



Tools for Develop Project Team

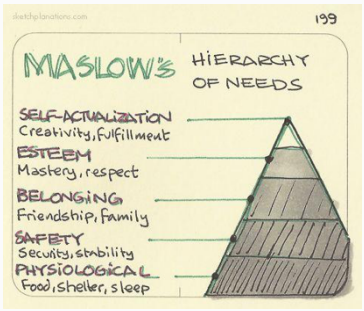
Five tools:

- Interpersonal skills (aka "soft skills")
- Training
- Team-building activities
- Ground rules
- Theories of motivation

What do SMEs Need?

What do these needs suggest about …

- how we relate to SMEs?
- how we motivate SMEs?



Herzberg's Motivation-Hygiene Theory

What factors influence satisfaction at work?

Hygiene factors OR Motivation Factors

Drive: the surprising truth about what motivates us by Daniel Pink

Manage the Project Team

Forms of Power

Expert
Legitimate
Punishment
Referent
Reward

Tools for Manage Project Team

Five tools:

- Interpersonal skills
- Communication
- Schedule
- Constructive and destructive team roles
- Conflict management

Constructive and Destructive Team Roles

Initiators	Withdrawers	Topic Jumpers
Information Seekers	Gate Keepers	Aggressors
Blockers	Dominators	Summarizers
Recognition Seekers	Encouragers	Harmonizers
Clarifiers	Information Givers	Devil's Advocates

Conflict?

- Collaboration
- Compromise
- Forcing
- Problem-solving
- Smoothing
- Withdrawal

Challenging team experience?

- In less than 60 seconds … What takeaway will you try? -

IDs as PMs have limited authority and must influence through listening, persuading, and building trusting relationships.

50%

Percentage of conflict that arises because of ***priorities***, schedules, and resources.

Evaluating Project Deliverables

Quality Assurance

1. Scope Definition
2. Acceptance Criteria
3. Review Procedures
4. Course Acceptance

Scope

Definition -- What IS a completed course?

Acceptance Criteria -- Does the course meet QUALITY standards?

- Backwards-Design
- Aligned with standards
- VSC Course Template
- QM standards
- Legal regulations (e.g., copyright)
- Accessible and readable
- Documentation

Quality Control

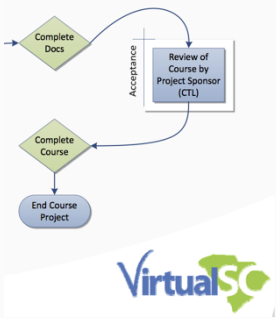
- Clear design
- Well written
- Alignment
- Assessments
- Instructional material
- Activities
- Tools
- Accessibility

Acceptance

Review by Project Sponsor

Completed Master Course

- Backwards-Design
- Aligned with standards
- VSC Course Template
- QM standards
- Legal regulations
- Accessible and readable
- Documentation



Quality assurance?

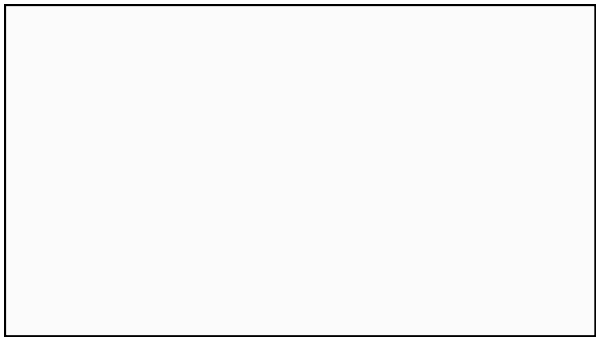
- In less than 60 seconds … How can your process improve quality?

IDs as PMs guide the design team through a review process to ensure the project produces a quality course.

Continuous Improvement

"Continuous improvement is better than delayed perfection" -- *Mark Twain*

"Quality is not an act, it is a habit." -- *Aristotle*

"If you can't describe what you are doing as a process, you don't know what you're doing" -- *W. Edwards Deming*

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