// DIFFERENT WAYS TO THINK ABOUT WORK

WORKLOAD MANAGEMENT

WITH ELIZABETH HARRIN

TALKING ABOUT WORK

01 Definitions: thinking about portfolios

02 Your personal portfolio

03 Do the work

DEFINITIONS

Project

A series of unique and connected activities having one goal or purpose and that must be completed by a specific time, within budget, and according to specification.

Robert Wysocki et al,
Effective Project Management

Programme

A temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organization's strategic objectives.

Portfolio

All the programmes and stand-alone projects being undertaken by an organization, a group of organizations, or an organizational unit.

Organisation

Portfolio

Programme
in portfolio

Project in
programme

Project in
portfolio

Standalone
programme with
projects

Standalone
project

You

Big piece of work

Bunch of related stuff

Project(s)

Kind-of-related project

Smaller piece of work with multiple strands

One-off work unrelated to other things

Think of your
workload as your own
personal portfolio

Day job + small projects

- Lots of small projects
- Each take a few days
- Fitted in around your day job
- Typically similar themes or customers

Many unrelated projects

- Lots of projects of different sizes
- Various lengths
- May have some non-project work too
- May be for various customers

Personal portfolio

- Wide variety of project work
- Multiple customers
- Includes an element of BAU/non-project work

GROUP THE WORK

01 Because it's easier to manage

02 Because there are efficiencies from managing things together

03 Because it feels less overwhelming

HOW TO GROUP

▸ By resource
▸ By sponsor
▸ By department/customer/client
▸ By location e.g. European projects, Asia Pacific
▸ By deadline e.g. Q1, specific month
▸ By tool e.g. when clients ask you to use a specific tool or the solution requires a specific tool
▸ By theme e.g. all build projects/all creative projects
▸ By life cycle stage e.g. all in initiation, execution, close
▸ By active/passive management

ACTIVE

Active projects are where you are proactively chasing things up, managing issues and spending time ensuring work is moving along.

You might choose this approach when:
- **You don't trust the team or** management to deliver the result
- The project is strategically (or personally) important

PASSIVE

Passive projects are where you might have a weekly or fortnightly check in with the team, update the plan and leave them to it.

You might choose this approach when:
- You trust the team to deliver the result
- **The project doesn't have a** definite, fixed delivery date
- As long as you are making progress, the customer is happy

YOUR WORKLOAD

You

Big piece of work

Bunch of related stuff

Project(s)

Kind-of-related project

Smaller piece of work with multiple strands

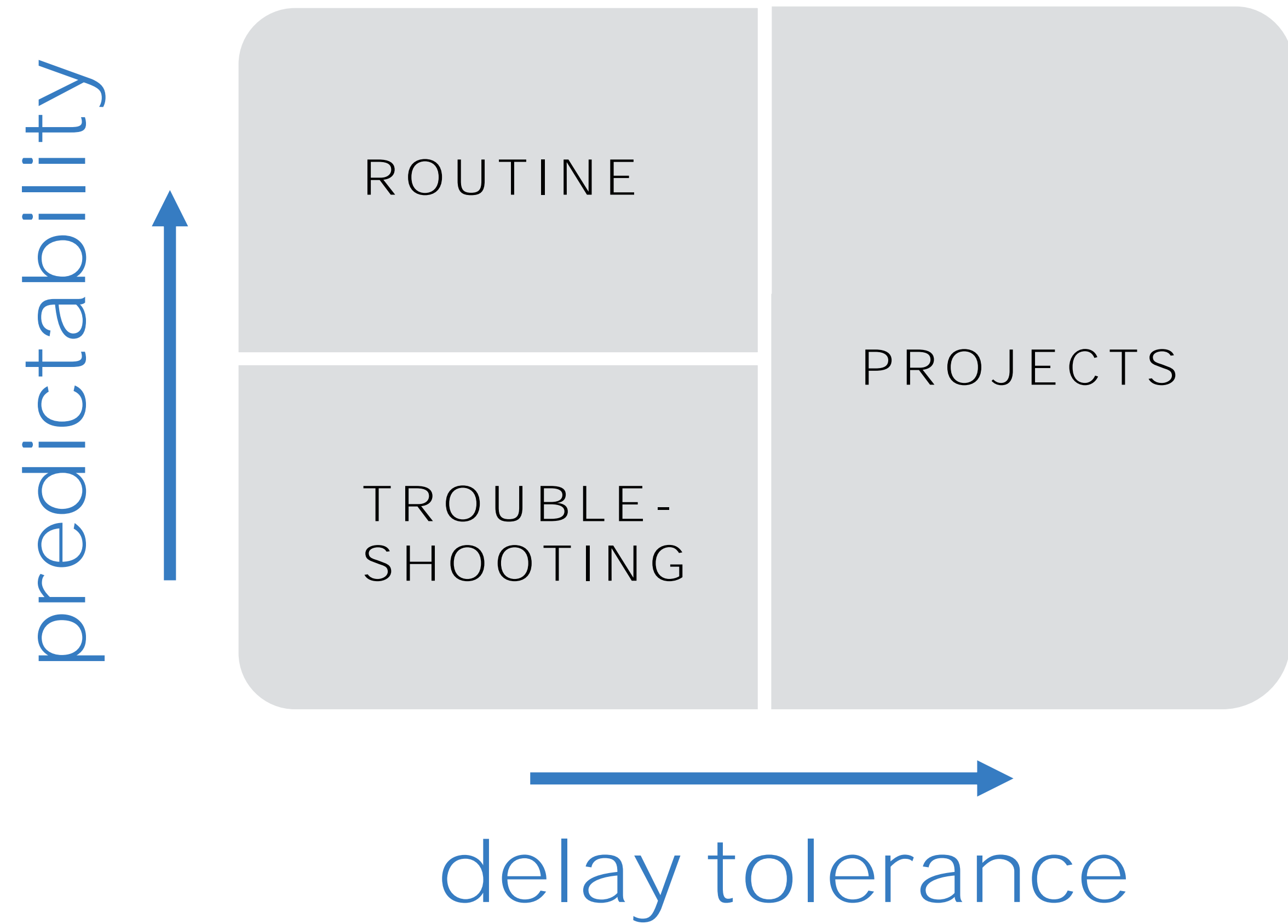One-off work unrelated to other things

GROUP THE WORK

DO THE WORK

do the work

01 Reduce the active project list

"

What can be finished quickly
and moved off the list?

3 TYPES OF TASK

predictability

delay tolerance

ROUTINE

TROUBLE-SHOOTING

PROJECTS

Adapted from *Iterate* by Ed Muzio

do the work

01 Reduce the active project list

02 Group and organise what's left into manageable chunks

Create your personal portfolio

do the work

01 Reduce the active project list

02 Group and organise what's left into manageable chunks

03 Prioritise

The Pareto Principle says

80% of your results come from 20% of the actions you take

Thank you, Vilfredo Pareto

What are you doing that's getting you the results?

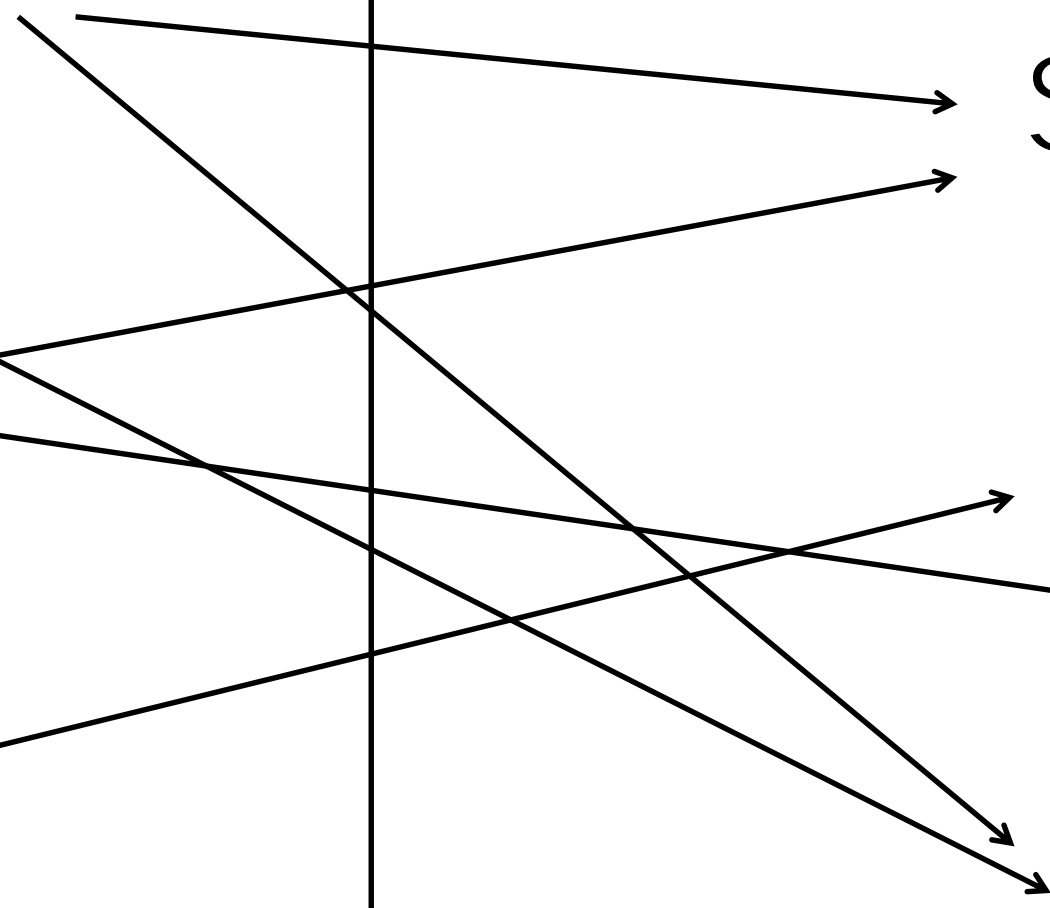# Write down your regular tasks

Write down your big successes

Draw lines to link the tasks that had a direct impact on your successes

Write down your regular tasks

Write down your big successes

Reporting
Stakeholder meetings
Risk reviews
Team check ins
Scheduling
Budget forecasting
Resource allocation
Updating the software

Sorted out stakeholder conflict
Delivered on budget
Built team
Delivered the scope

Write down your
regular tasks

Write down your big
successes

Reporting
Stakeholder meetings
Risk reviews
Team check ins
Scheduling
Budget forecasting
Resource allocation
Updating the software

Sorted out stakeholder
conflict
Delivered on budget
Built team
Delivered the scope
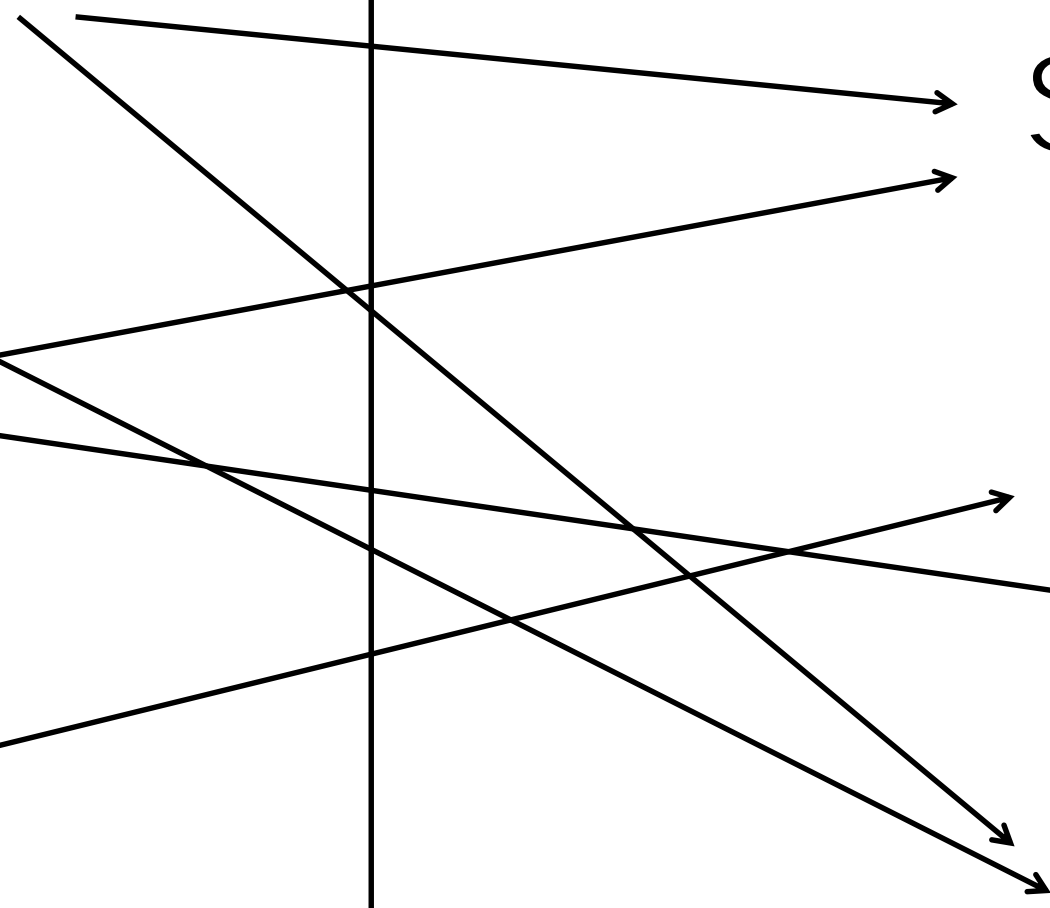
PLAN YOUR 20%

AT HIGH ENERGY TIMES

TALKING ABOUT WORK

01   Definitions: thinking about portfolios

02   Your personal portfolio

03   Do the work