

Progress Process

Goldratt's rules:

- It's human nature to build in buffer time when asked for task durations
- People tend to multi task
- Most people underestimate the time needed to complete a task and therefor start too late
- Work expands to fill the time available for its completion

My experience:

- People tend to start with the activity they prefer most
- In a project meeting often the past is being discussed instead of the future

Goldratt's solution to protect the critical resource/critical path is buffering. This is very challenging in project management, as it's very hard to indicate a duration which could be met in 50% of the circumstances (needed to determine the required buffer time).

My solution:

- The tasks of every team member are integrated in a planning with the duration they wish
- During a progress routine all tasks planned to start up to the next project meeting or running are looked at (so with a monthly project meeting the view will be 5 weeks ahead)
- The critical path is discussed with the team member during the progress routine
- Prior to the project meeting the critical path is discussed with the project manager
- Possibilities to shorten the critical path and manage activities (nearly) at that path are discussed
- In the project meeting the upcoming critical path is discussed instead of challenges of the past
- Each team member is able to adapt his/her planned activities outside the progress routine

Assumption: the network planning is build up and management according to IPMA process standards.



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