



PRONTO
Right First Time



Learning Journey 4 Implementing and Monitoring Business Innovation Projects

Foreword

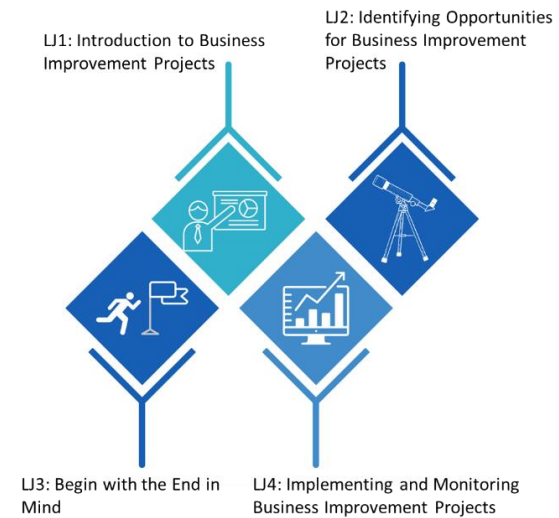
Enterprises, whether large or small, need to constantly review and improve the quality of their products and services and to find new ways of responding to new challenges and opportunities to remain competitive. Organisations need to constantly innovate and improve their processes, productivity and performance or risk being left behind by competitors offering better, cheaper, faster service and products. Business improvement projects can play an important role in helping business owners and managers to drive change and improvements.

Learning Journey 4: Implementing and Monitoring Business Innovation Projects has been developed as part of the Erasmus+ project called **Projects On Time and On Budget (PRONTO)** and is one of a set of four modules. This module introduces companies to implementing and especially monitoring Business Improvement Projects (BIPs) and how that can support their company. It explores methods for risk management, how to use a Gantt chart to monitor project progress, how to prepare and manage project meetings in a way that projects reach their objectives even though activities not always follow the initial planning. When managing project, agility and being able to adjust to changing environments and circumstances determine the success of a project. The module will also explain how to prepare corrective action plans, all with the final aim of to have effective and worthwhile projects.



Learning Journeys

This Learning Journey is called **Implementing and Monitoring Business Innovation Projects**. It is part of a set of four Learning Journeys exploring the use of business improvement projects



Each Learning Journey comprises an explanation of key terms, tools, and methodologies. In some Learning Journeys, there are:

- Practical 'how to checklists'
- How to guides and
- Examples of digital tools

On completion of the four Learning Journeys, you will be able to plan, implement and evaluate the impact of business improvement projects within your own enterprise.

Introduction

Aim

This unit is about how to implement and monitor business improvement projects in an enterprise from inception to close.

Learning Outcomes

- Conduct a project risk assessment to ensure the success of the project.
- Understand how to assemble and manage a team to implement a business improvement project.
- Manage the use of resources required for the implementation of a business improvement project.
- Monitor and control the implementation and completion of a business improvement project.

Learning Journey 4

Implementing & Monitoring Business Innovation Projects

- **Introduction**
- How to conduct a risk assessment
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

How to conduct a risk assessment

A risk assessment is a process to identify potential vulnerabilities and analyse what could happen if a hazard arises. A business impact analysis (BIA) is the process for determining the potential impacts resulting from the interruption of time sensitive or critical business processes. Some basic principles for risk assessment in project management are:

- **Ensure risks are identified early**
- **Factor in organisational goals and objectives**
- **Manage risk within context**
- **Involve stakeholders**
- **Ensure responsibilities and roles are clear**
- **Create a cycle of risk review**
- **Strive for continuous improvement**



Learning Journey 4

Implementing & Monitoring Business Innovation Projects

- Introduction
- **How to conduct a risk assessment**
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Implementing & Monitoring Business Innovation Projects

- Introduction
- **How to conduct a risk assessment**
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

How to conduct a risk assessment

Impact and probability are the two main components of Risk analysis. Looking at impact versus probability is common in order to classify and prioritize risks as some risks may have a serious impact on projects objectives but only happen on few occasions, while other have a minor impact but occur more often.

All organizations activities involve risk. Risks are incidents caused by uncertainties, which can have a positive or negative effect on the project goals. All projects are unique and thus the connected risk varies between projects. Therefore, Risk Management is an important part of any organization as proper management increases the likelihood for the success of a project.

Impact	High	<i>Insure / mitigate</i> Rare catastrophe	<i>Mitigate / cancel</i> Probable disaster
	Low	<i>Accept</i> Bad luck	<i>Externalise</i> Management challenge
		Low	High

Probability

Probability and Impact Matrix

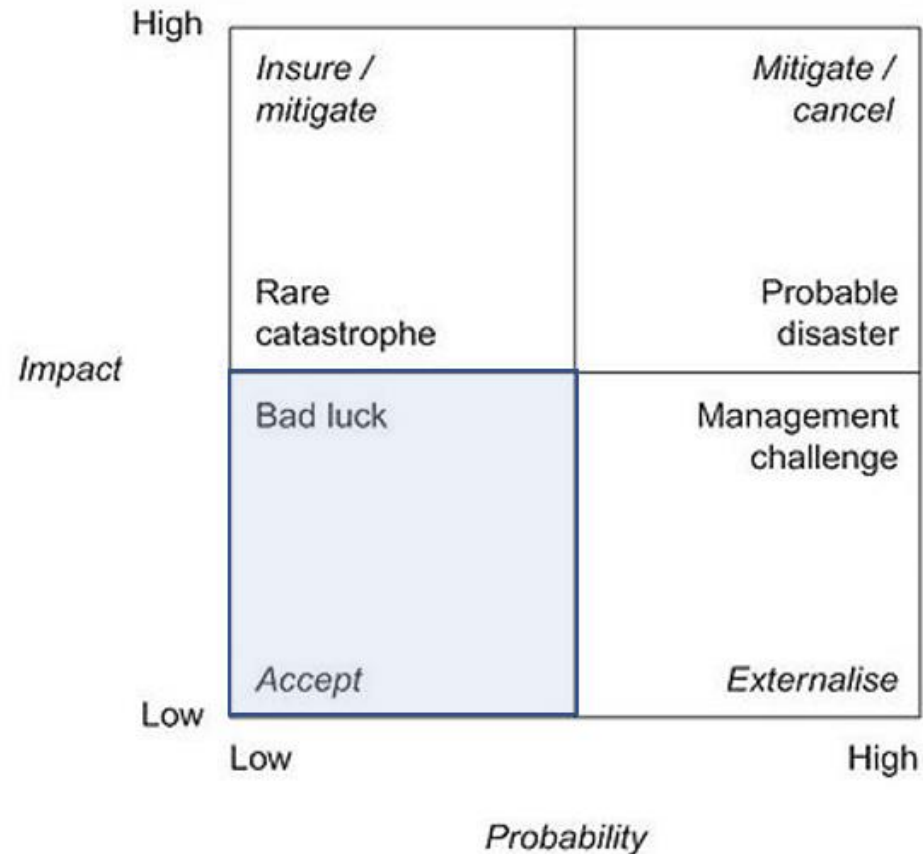
The Probability & Impact Matrix is one of the most commonly used qualitative assessment methods.

Low impact – Low probability

The risks that are characterized as low, or very low, risks have both a low impact and likelihood of occurrence.

For negative risks, threats, the response required is not necessarily as proactive management action. However, they should be included within the risk register for future monitoring.

Positive risks, opportunities, within the low-risk category should be monitored or just simply accepted. Opportunity acceptance means taking advantage of the opportunity if it arises, but not actively pursuing it.



Learning Journey 4

Implementing & Monitoring Business Innovation Projects

- Introduction
- **How to conduct a risk assessment**
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Implementing & Monitoring Business Innovation Projects

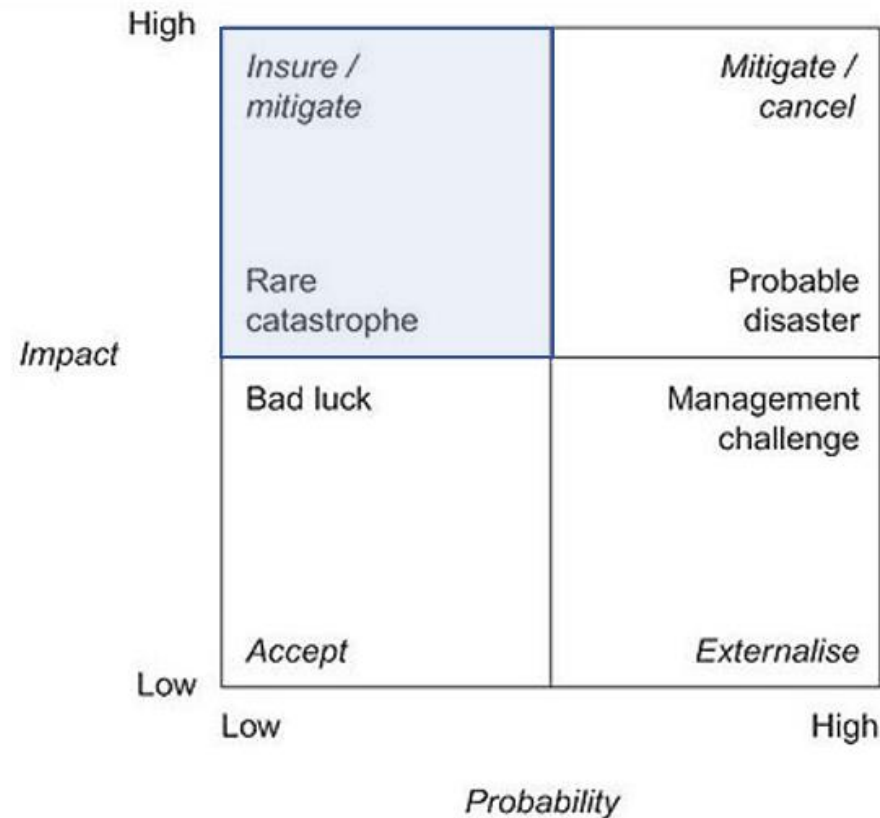
- Introduction
- **How to conduct a risk assessment**
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

High impact – Low probability

Risks with high impact but low likelihood of occurrence can be characterized from low to high risks but most often within the moderate category. The characterization is dependent on the organizations defined threshold.

These events rarely occur, defined as rare catastrophes. It is difficult to determine the probability based on historical records due to lack of data.

Therefore, the probabilities must be estimated subjectively. The most commonly responses are to insure or mitigate the problem.



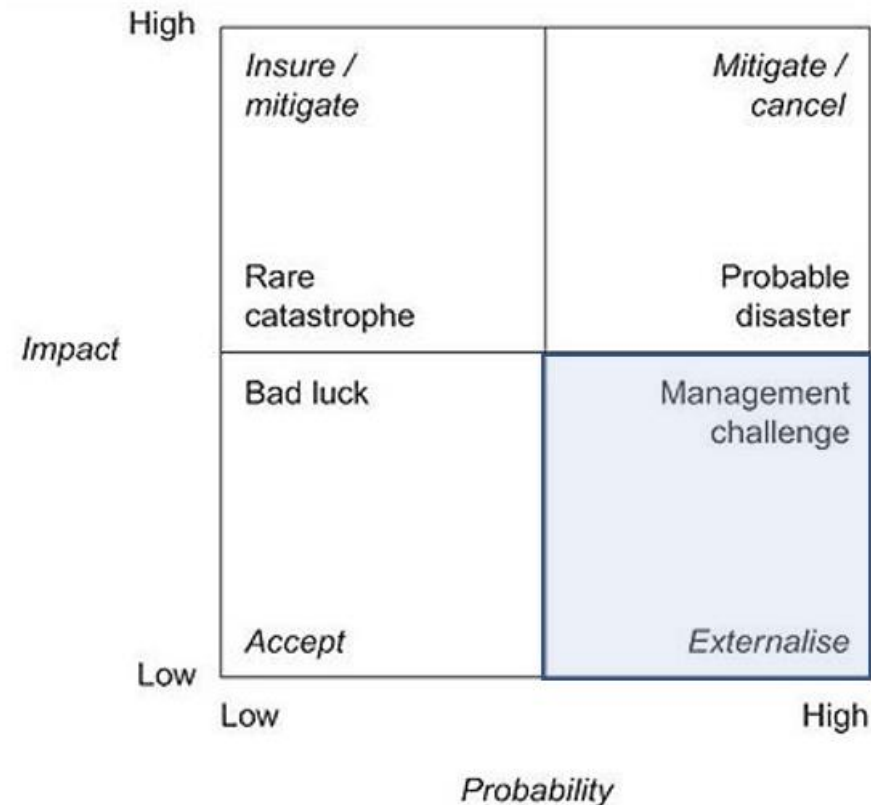
Implementing & Monitoring Business Innovation Projects

Low impact – High probability

Risks with low impact but high likelihood of occurrence can be characterized from low to high risks but most often within the moderate category. The characterization is dependent on the organizations defined threshold.

These risks are mostly due to uncertainties of numerous elements that individually, are minor risks but combined, could amount to higher risks.

These are such uncertainties as actual cost and duration of different aspects of a project, changes to activates or other similar uncertainties, that alone, have little impact.



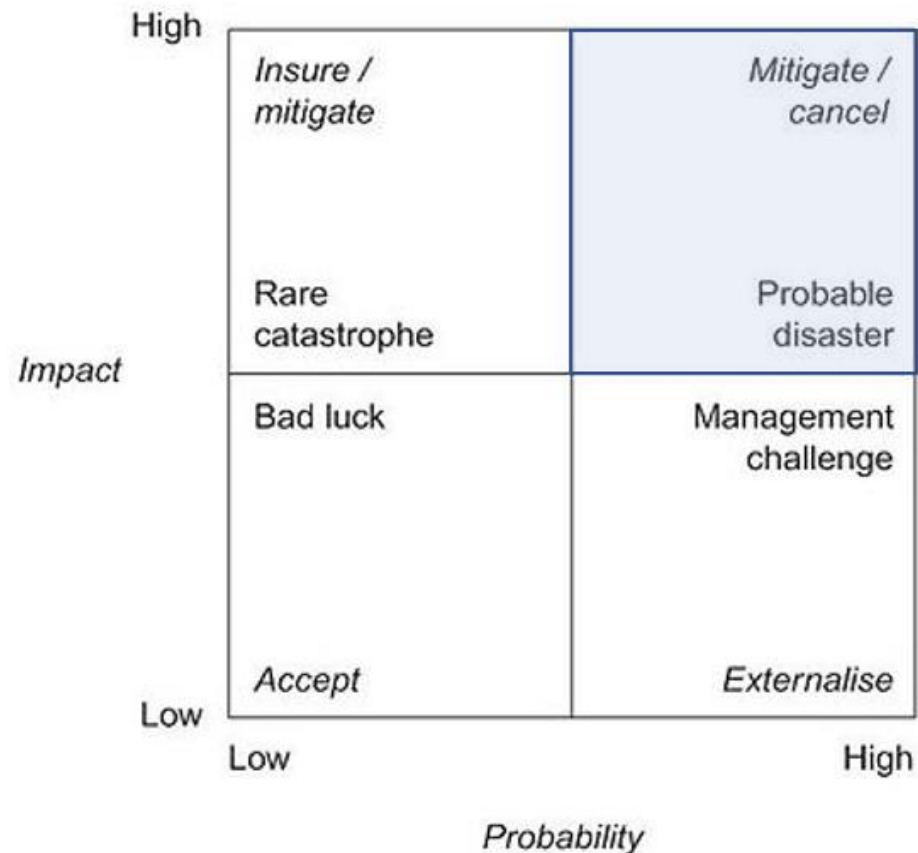
- Introduction
- **How to conduct a risk assessment**
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Implementing & Monitoring Business Innovation Projects

High impact – High probability

The risks that are characterized as high risks have both a high impact and likelihood of occurrence. A risk which has a negative impact, is a threat to the objective, may need priority actions and aggressive responses.

These aggressive responses could be mitigation of the risk or even terminating the project if the risk is too great. A risk that has a positive impact, is an opportunity, is most likely obtained easily, with the greatest benefits and should thus be targeted first.



- Introduction
- **How to conduct a risk assessment**
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Implementing & Monitoring Business Innovation Projects

With Risk Register plans you can manage the risks. The steps involved are

- 1) The Identification of risks
- 2) Come up with descriptions
 - Think about how these risks will impact your project
 - Come up with your action plan for dealing with the risks
 - Prioritize the risks
 - Assign people to each risk
 - Include any notes and remarks

Online there a plenty of [free tools](#) that you can download to create your own plan.

SIMPLE SAFETY RISK REGISTER TEMPLATE

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Brief summary of the risk.	What will happen if the risk is not mitigated or eliminated.	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY) Address highest first.	What can be done to lower or eliminate the impact or probability.	Who's responsible?
Leaks from roof during rain make the floor slippery	Slips and falls	3	5	15	- Order "slippery when wet" signs - Have mops on hand - Fix roof	Allen
Shortage of eye protection	Increase in injuries Production delayed Increased insurance premiums	5	1	5	- Increase supply - Low inventory warnings - Find alternative suppliers	Linda
		4	5	20		
		5	5	25		
		2	1	2		
		3	4	12		
		1	1	1		
		2	4	8		
		4	4	16		

	5	5	10	15	20	25
4	4	8	12	16	20	
3	3	6	9	12	15	
2	2	4	6	8	10	
1	1	2	3	4	5	
	1	2	3	4	5	

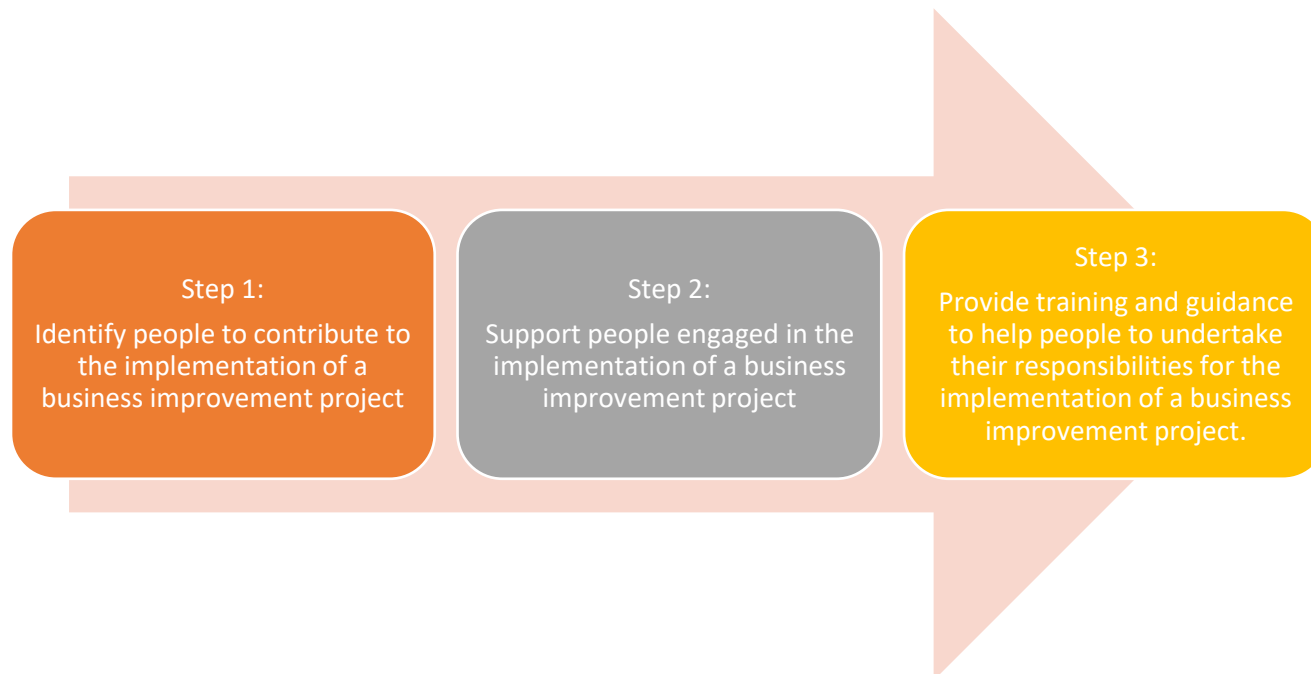
- Introduction
- **How to conduct a risk assessment**
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Monitoring project teams

Implementing successful Business Improvement Project mainly depend on the people how are doing the work. All individuals have certain skills and competences and the trick is that have people working on the right tasks, the tasks that spark their own motivation.

Participation of all the members should be balanced and well defined. Communication among the members should be clear and open. Relationships among the fellow team members should be fully co-operative. There should be diversity - members from different demographics and expertise should work together.

But how do you secure and monitor the use of manpower, finance time and other resources needed to implement a project plan? This 3 step plan gets you started:



Learning Journey 4

Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- **Monitoring project teams**
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Implementing & Monitoring Business Innovation Projects

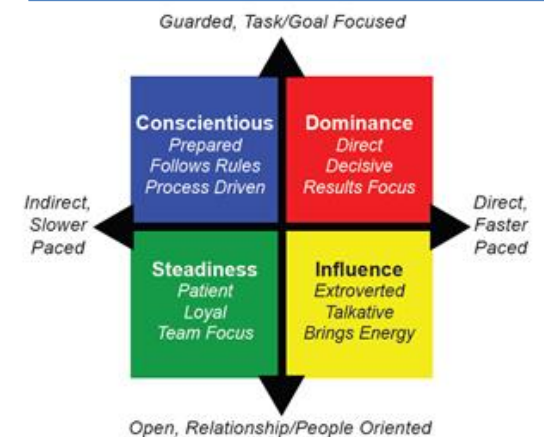
- Introduction
- How to conduct a risk assessment
- **Monitoring project teams**
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Step 1: Identify people to contribute to the implementation of a business improvement project

Michael Jordan - "Talent wins games, but teamwork and intelligence wins championships."

Assembling the right team is critical to the success of a project. As a manager, you need to consider a team that represents a full range of skills required by the task and a shared enthusiasm that the individuals require to achieve it. Here are a few tips to get that right every time you set out to select a team for a new project.

- 1) **Identify the goals.** The task of a team is to accomplish objectives. Therefore, identifying objectives becomes the first step in putting together a team. When the goal is set, only then can you actually go ahead and define the kind of task and team specific skillsets you need from the individuals you choose.
The [DiSC® Model](#) could help you with this. The DISC tool classifies people's behavior into four types (Dominance, Influence, Steadiness, and Conscientiousness) by looking at their preferences on two scales: Task versus People.
- 2) **Match the goals with individual skillsets.** Find a pool individuals with mixed skills and competences to choose from that best suit your project targets. You might want to take a closer look at individual skills at this point and assess how they fare in a team environment. Both these factors are essential for the success of a team and go a long way in making it highly effective. To drill down further into the individual's skillset, consider communication skills, the principles of project management, being organized, the ability to read people, accurately in estimating tasks and deadlines, confidence.
- 3) **Fine-tuning the team.** Once the potential candidates have been identified, the final step is to optimize them as a team. This includes considering all attributes that would allow them to work with one another in harmonious synchronization to deliver the best results. Members who can complement and supplement each other should be grouped together to enable continuous high quality outputs from the team.



Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- **Monitoring project teams**
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Step 2: Support people engaged in the implementation of a business improvement project

Part of running a successful project team is having a supportive manager.

If you want to become one of your team members, here are 6 things you can do to support the team.

Have Clearly Defined Roles.

Individuals should have the knowledge and skills required to do their jobs. As a manager, your task is to write down all the actions needed to finish the project and assign the action to a team member who will fulfil it.

Get Comfortable. Work stations should be as comfortable as possible. Encourage standing and walking between long periods of sitting in front of the computer.

Check In Frequently. Don't leave your team members working on something for a month only to have them revise it later on.

Be Available. Make it easy for your team members to reach you. Establish a line of communication where they can easily contact you whether it's through the work chat, email, text, or phone call.

Encourage Collaboration. Communication lines between team members should be open too. Have an established form of communication where team members can reach each other easily.

Reward Wins. It's easy to get caught up in a project that you fail to see what you and your team have accomplished. Make sure that you take the time to celebrate your wins and reward the people that made it possible.

Step 3: Provide training and guidance to help people to undertake their responsibilities for the implementation of a business improvement project

Most individuals have the needed skills to perform without a glitch in a team. However, it comes down onto the manager to identify those skills and sharpen them in a way that enables high performance from the team.

To achieve this, offer team members formal or informal training and help them gain and develop project management qualities with specialized training modules designed to help them realize their true potential.

Learning Journey 4

Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- **Monitoring project teams**
- Monitoring project planning
- Monitoring project meetings
- Monitoring project impact

Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- Monitoring project teams
- **Monitoring project planning**
- Monitoring project meetings
- Monitoring project impact

Monitoring project planning

Implementing successful Business Improvement Project depend highly on a good planning. But even how well thought and detailed your project planning might be, the world changes, stakeholders shift and teams members might be replaced. These are all matters that affect your initial planning. Important aspect of project management is the way you monitor you planning.

Proper project planning secures and monitors the use of the manpower, finance, time and other resources needed to implement the project plan.

How to Track Project Progress

1. Start with a project outline.
2. Create deliverables and milestones.
3. Set realistic, clear and measurable goals.
4. Use a project tracker template or a project tracking software to keep track of time, costs and tasks.
5. Meet regularly with team and stakeholders.
6. Have clear deadlines.
7. Support transparency.



A Gantt chart is a timeline that is used as a **project management tool** to oversee every aspect of the project while keeping a tracking of its progress. You will easily know who is responsible for what, how long each task will take and other problems that a team will encounter during the progress of the project.

Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- Monitoring project teams
- **Monitoring project planning**
- Monitoring project meetings
- Monitoring project impact

Gantt charts are useful for planning and scheduling projects. They help you assess how long a project should take, determine the resources needed, and plan the order in which you'll complete tasks. They're also helpful for managing the dependencies between tasks.

A Gantt chart should include all of the following data points:

1. The project start date.
2. The name or description of each project task.
3. Resources assigned to each task.
4. A start and end date for every task.
5. The duration (length) of every task.
6. The relationship between tasks.
7. The project end date.

Evaluate frequently how project tasks are proceeding and reschedule when deadlines aren't met.



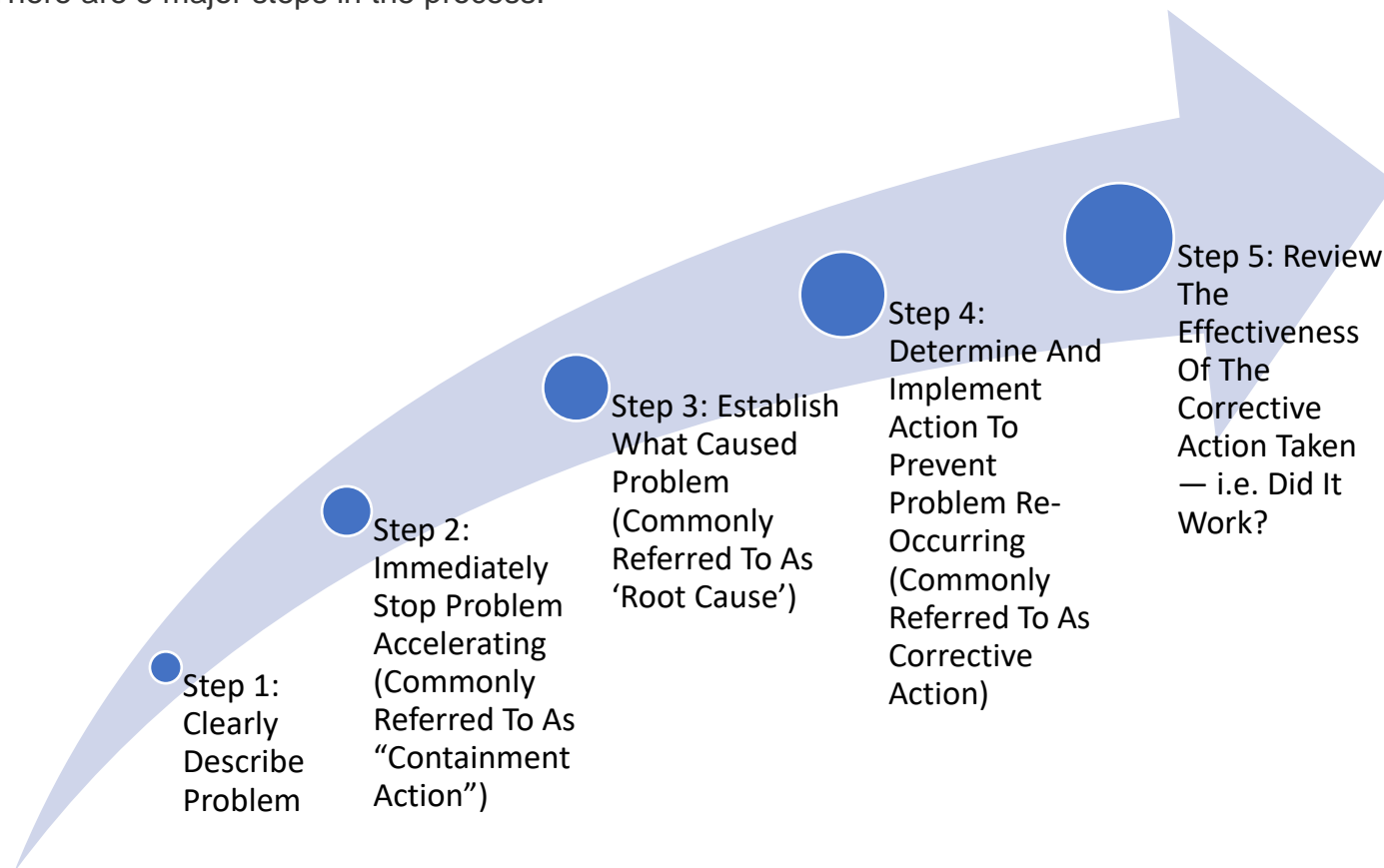
Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- Monitoring project teams
- **Monitoring project planning**
- Monitoring project meetings
- Monitoring project impact

Sometimes, when things go wrong in an organization, they're minor and easily corrected, for instance in your Gantt Chart. However, in other circumstances, some situations, events and actions can occur that prove to be more systematic in nature. If they're not handled properly, they can leave the entire organization susceptible to the negative consequences they bring with them.

A Corrective Action plan is a method of documenting a problematic situation, identifying its root cause and clearly laying out a way of correcting the issue.

There are 5 major steps in the process:



There are various Corrective Action plan templates to be found [online](#).

Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- Monitoring project teams
- Monitoring project planning
- **Monitoring project meetings**
- Monitoring project impact

Monitoring project meetings

Just since no one complained to your face about the meeting you just led, it doesn't mean it all went perfect. You will never get better at chairing meetings if you don't evaluate them.

After concluding a project meeting, ask yourself the following questions:

1. Did I prepare the meeting well with a clear objective?
2. Did I make an agenda, shared it on time with the meeting attendants and stuck to my agenda during the meeting?
3. Were the right people in the meeting?
4. Did I start and end on time, according to my schedule?
5. Did I practice good communication during the meeting? Did I listen to the participants?
6. Did I set goals and action items?
7. Did I keep the meeting positive and encouraged feedback?

Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- Monitoring project teams
- Monitoring project planning
- **Monitoring project meetings**
- Monitoring project impact

In addition to the necessary self-assessment after the meeting, there are several ways to quickly gather participant feedback about your meeting.

The T-Chart

- Draw a line down the middle of a flip chart or a white board. On one half write the word “Keep” and on the other half the word “Change.” Ask people to reflect on the meeting and yell out things they think should be kept or changed for the next meeting. You’ll need to encourage them to be candid about the problems they saw. This method is fast and usually yields an insight or two.

Survey after the meeting

- Start by using simple survey forms that are distributed and answered by the members of the meeting. This is a good way to gauge the sentiments of your attendees. You may place the following questions or points in your form:
 - What is the main goal of the meeting
 - Rate the place, time and agenda
 - What will you do differently after the meeting
 - What do you think are the benefits of the meeting
 - Comments and suggestions
- A good online tool for meeting evaluation is Survey Monkey

Interactive survey during a meeting

- A good online tool for on the spot meeting evaluation is the interactive survey maker Mentimeter.
- Creating surveys in Mentimeter is as easy as typing out a question. Conduct a survey whenever you **want** and let our interactive slides visualize the responses
- Quickly and easily gather feedback from everyone in your audience with Mentimeter’s survey feature. Use a variety of slide types to collect and visualize your data.

Implementing & Monitoring Business Innovation Projects

- Introduction
- How to conduct a risk assessment
- Monitoring project teams
- Monitoring project planning
- Monitoring project meetings
- **Monitoring project impact**

Monitoring Project Impact

It is important for any projects to have the greatest possible effect and to be as successful as possible. To this end, a project should have a strong focus on impact. This term refers to the change which is achieved partly as a result of a project, for the benefit of an individual, an organisation and even the society as a whole.

Erasmus+ developed an very useful [Impact Tool](#) to help organisations in this process. This tool will help you:

- to think about the intended change and the design of the project;
- to check whether you have sufficient confidence in the proposed interventions;
- to think about the times in the project at which you can monitor and/or adjust progress.





You have completed
Learning Journey 4:
Implementing and Monitoring Business
Innovation Projects

Disclaimer: This project has been funded with support from the European Commission.
This document reflects the views only of the author and the Commission cannot be held responsible for any use which might be made of the information contained herein.