



Maurizio Ciruolo

Come introdurre un sistema di
Project Management realmente
efficace in azienda

Agenda

- ✓ Introduzione
- ✓ **«Sistema» di Project Management → Cos'è?**
- ✓ Software di Project Management
- ✓ Come scegliere
- ✓ Come introdurlo

«Sistema» efficace di Project Management: Cos'è?

E' un «mix» di 3 componenti:



Persone



Processi



Strumenti



➔ Persone **formate**

➔ Processi **definiti**

➔ Strumenti **efficaci**

Il software, da solo, non basta!

Percorso ideale

1) Formazione

- PM è una disciplina **complessa** (non complicata)
- Perché devo fare determinate cose (o che si rischi si corrono se non si fanno)
- Usare la nomenclatura corretta
- Sapersi porre con gli interlocutori (esterni/interni)

Quick Win di PM

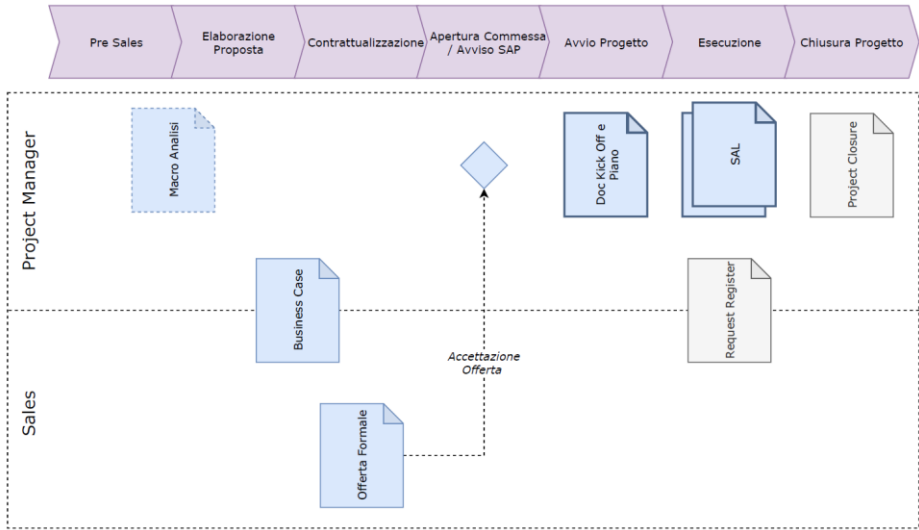
- 1) Oltre a "sapere" il PM e a saperlo applicare...
→ Trasmettere il valore generato ←
- 2) Approccio incrementale
→ Rendiamo «agile» il Project Management ←

Percorso ideale

2) Processo

- Chi deve fare cosa, quando, con che strumento
- Ogni progetto è diverso dagli altri, il processo che deve diventare uniforme

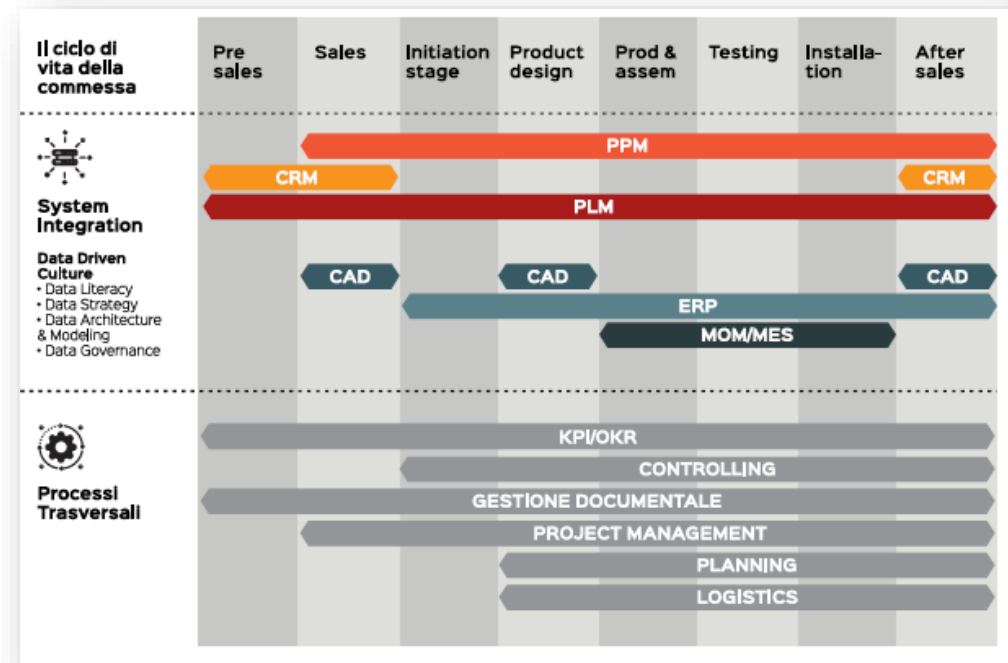
ROLE	Executive Sponsor Project Sponsor Steering Committee Advisory Committee Role #5				Project Manager Tech Lead Functional Lead SME				Project Team Member Developer Administrative Support Business Analyst Role #4 Role #5				Consultant PMO Role #3 Role #4			
Project Deliverable (or Activity)	Project Leadership				Project Team Members				Project Sub-Teams				External Resources			
Initiate Phase Activities																
Request Review by PMO	A/C	R/A			R/A	A/C		C								
Submit Project Request					R									A		
Research Solution	I				R/A	A/C	A/C	C			C			C		
Develop Business Case	I	A/C	I	I	R/A	C	C	C			C			C	C	
Plan Phase Activities																
Create Project Charter	C	C			R/A	C	C	C			C			C		
Create Schedule	I	I	I	I	R/A	C	C	C	C	C	C	C		C	I	
Create Additional Plans as Required	I	I	I		R/A				I	I	I	I		C	I	
Execute Phase Activities																
Build Deliverables	C/I	C/I	C/I	C/I		R/A	R/A	R/A	R/A	R/A				A/C		
Create Status Report	I	I	I	I	R/A	R/A	R/A	R/A						C	I	
Control Phase Activities																
Perform Change Management		C	C	C	R	A	A	A						C	I	
Close Phase Activities																
Create Lessons Learned	C	C	C	C	R/A	C	C	C	C	C	C	C		C	C	
Create Project Closure Report	I	I	I	I	R/A	I	I	I	I	I	I	I		I		



Percorso ideale

3) Strumento

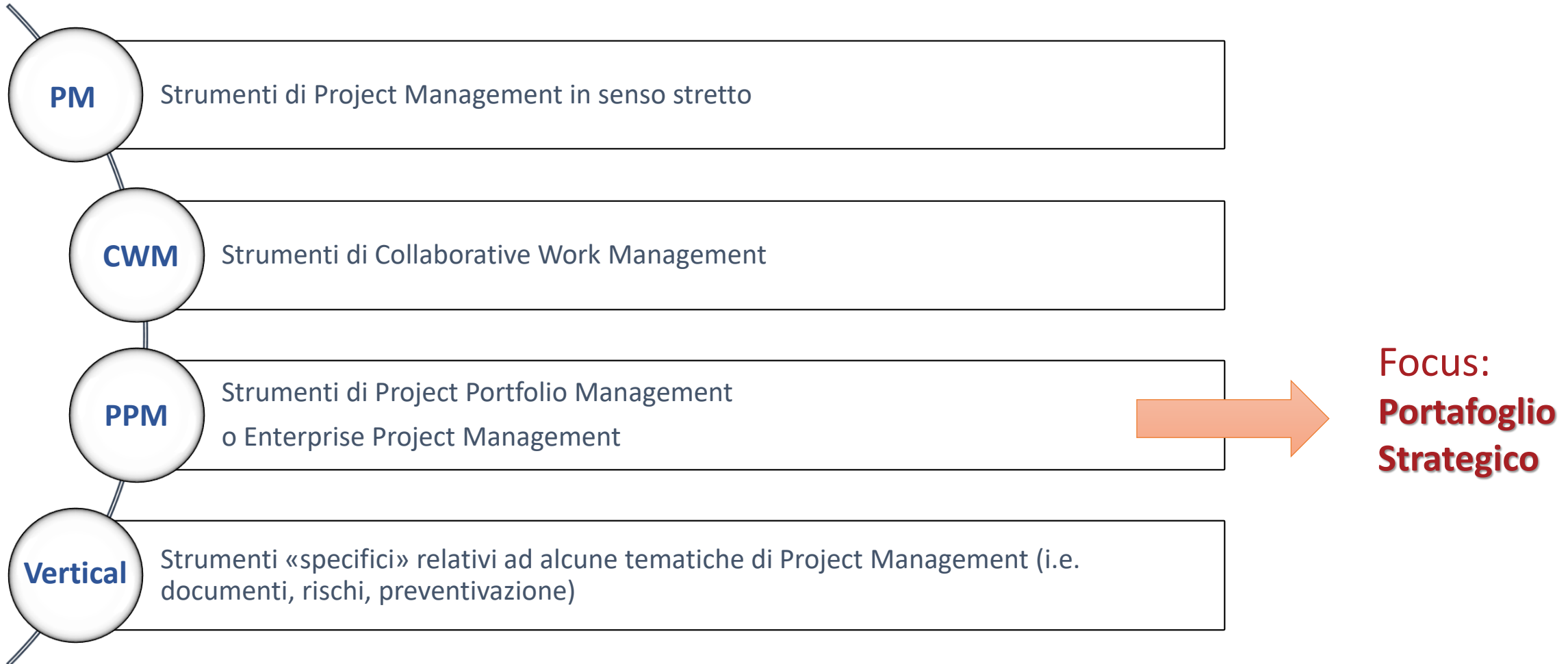
- Selezione (scelta a lungo termine, basata su architettura sistemi informativi)
 - ➔ Suggerimento: non esagerare nel dettaglio: i requisiti cambiano, posso adattarmi a best practises, costo del ritardo
 - ➔ Suggerimento II: **costo delle personalizzazioni** (...perché si è sempre fatto così)!
- Acquisto
- Configurazione / Implementazione (Suggerimento: MVP)
- Formazione
- Supporto
- Evoluzioni & Integrazioni



Agenda

- ✓ Introduzione
- ✓ «Sistema» di Project Management → Cos'è
- ✓ **Software di Project Management**
- ✓ Come scegliere
- ✓ Come introdurlo

Classificazione degli strumenti di “Project Management”



Portfolio Management: Critical processes

1. Workload/Capacity Management
2. Demand Management
3. Prioritization



Portfolio Dashboard

Duration VS Delay

233 d

Avg Baseline
Duration

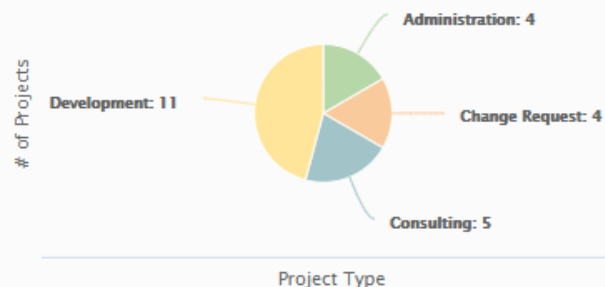
257 d

Avg Duration

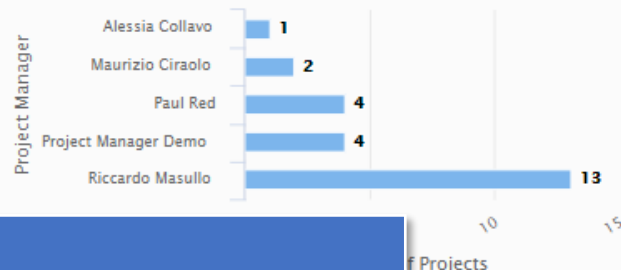
-17 d

Avg Delay

of Project by Type



of Project by PM



Work VS Actual

107 d

Avg Baseline Work

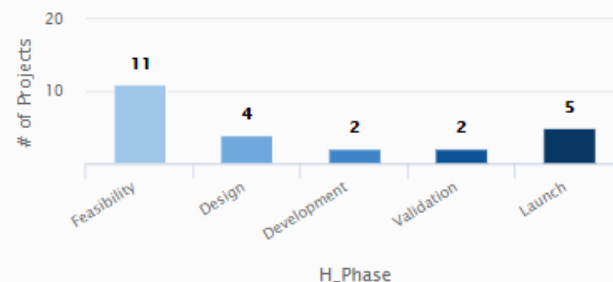
105 d

Avg Work

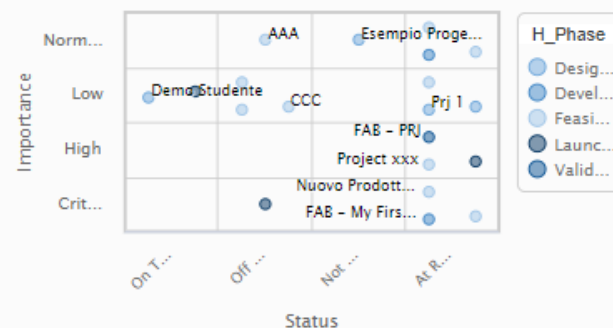
57 d

Avg Actual Effort

of Project by Phase



of Project by Status & Importance



Budget VS Actual

42,563

EUR
Avg Baseline Cost

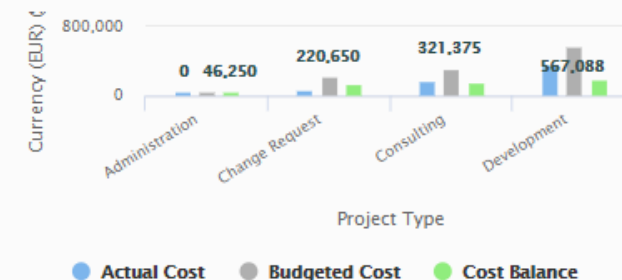
48,140

EUR
Avg Budgeted Cost

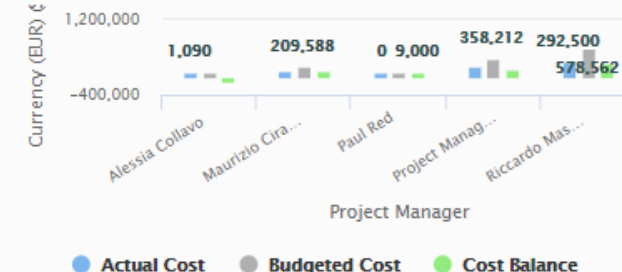
25,542

EUR
Avg Actual Cost

Project Costs by Type



Project Costs by Project Manager



Possibility to keep track of the projects through reports and graphical dashboards

Portfolio overview

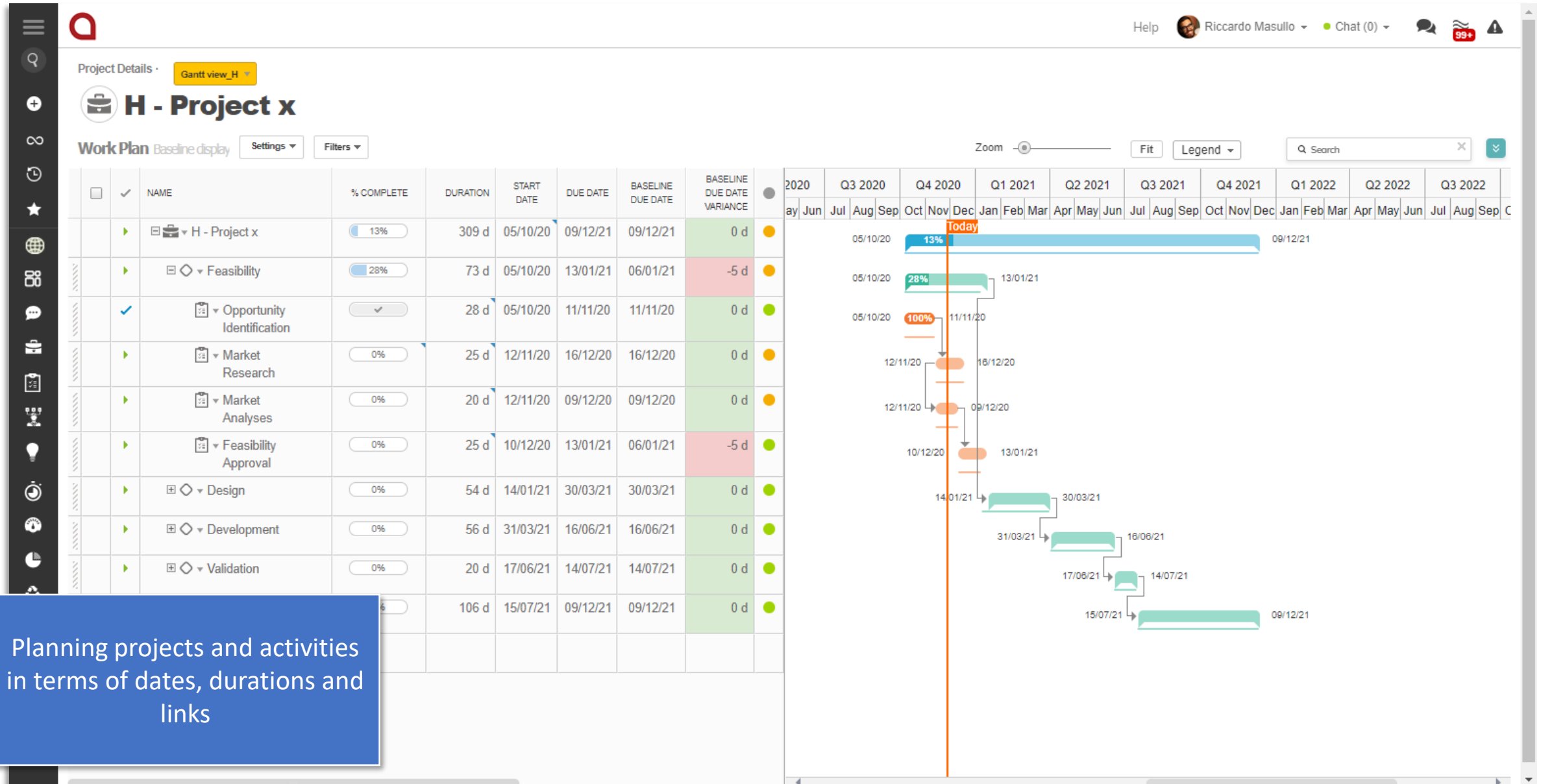
Projects - Horsa Projects

14 Projects sorted by H_Phase

Settings Filters 5 Search

	Common	Resourcing	Add Related	Actions	Utilities						
	Add Project	Mark As	Email	Report Time	Delete Copy Paste Share						
ID	NAME	PROJECT MANAGER	PROJECT SPONSOR	IMPORTANCE	H_PHASE	STATUS	% COMPLETE	START DATE	DUE DATE	DURATION	WORK
P-28004	H - Sviluppo nuovo prodotto	Riccardo Masullo	Maurizio Ciralo	Normal	Feasibility	At Risk	5%	28/09/20	02/12/21	309 d	101 d
P-28014	H - Alfa	Riccardo Masullo	Kevin Mitnick	Normal	Feasibility	At Risk	8%	01/06/20	02/09/21	329 d	113 d
P-28804	H - Project x	Maurizio Ciralo	Rowan Atkinson	Normal	Feasibility	At Risk	0%	05/10/20	09/12/21	309 d	136 d
P-28904	H - Progetto Webinar	Riccardo Masullo	Andy Serkis	Normal	Feasibility	At Risk	0%	05/10/20	09/12/21	309 d	161 d
P-23802	H - Demo	Project Manager Demo	Albert White	Low	Design	On Track	32% ?	17/02/20	07/01/22	495 d	149 d
P-28006	H - Cool Project	Riccardo Masullo	Kevin Mitnick	Low	Design	On Track	27%	30/07/20	16/12/21	361 d	107 d
P-28103	H - DEMO	Riccardo Masullo	Ruggero Rossi	High	Design	At Risk	31%	03/08/20	19/10/21	317 d	113 d
P-28902	H - Esempio Progetto	Riccardo Masullo	Stefano Lavoro	Normal	Design	On Track	37%	01/10/20	07/12/21	309 d	156 d
P-26801	H - IT PRJ	Riccardo Masullo	Stefano Lavoro	Low	Development	At Risk	18% ?	28/09/20	25/10/21	281 d	136 d
P-28010	H - My First Project	Riccardo Masullo	Kevin Mitnick	Critical	Development	At Risk	45%	01/04/20	09/07/21	333 d	138 d
		Project Manager Demo	Rowan Atkinson	Normal	Validation	On Track	76%	20/04/20	24/06/21	309 d	136 d
		Riccardo Masullo	Maurizio Ciralo	High	Validation	At Risk	56% ?	11/05/20	06/07/21	302 d	142 d
		Riccardo Masullo	Giorgio Cespuglio	High	Launch	On Track	✓	01/07/19	25/06/20	259 d	136 d
		Riccardo Masullo	Frodo Baggins	Critical	Launch	At Risk	87%	01/01/20	22/03/21	319 d	136 d

Project Plan and progress



Planning projects and activities in terms of dates, durations and links

(Costs and Revenues)

Financial Planning

H - Project x

Month Quarter Year

Oct. 2020 — Dec. 2021

Summary mode

Export to Excel

Import

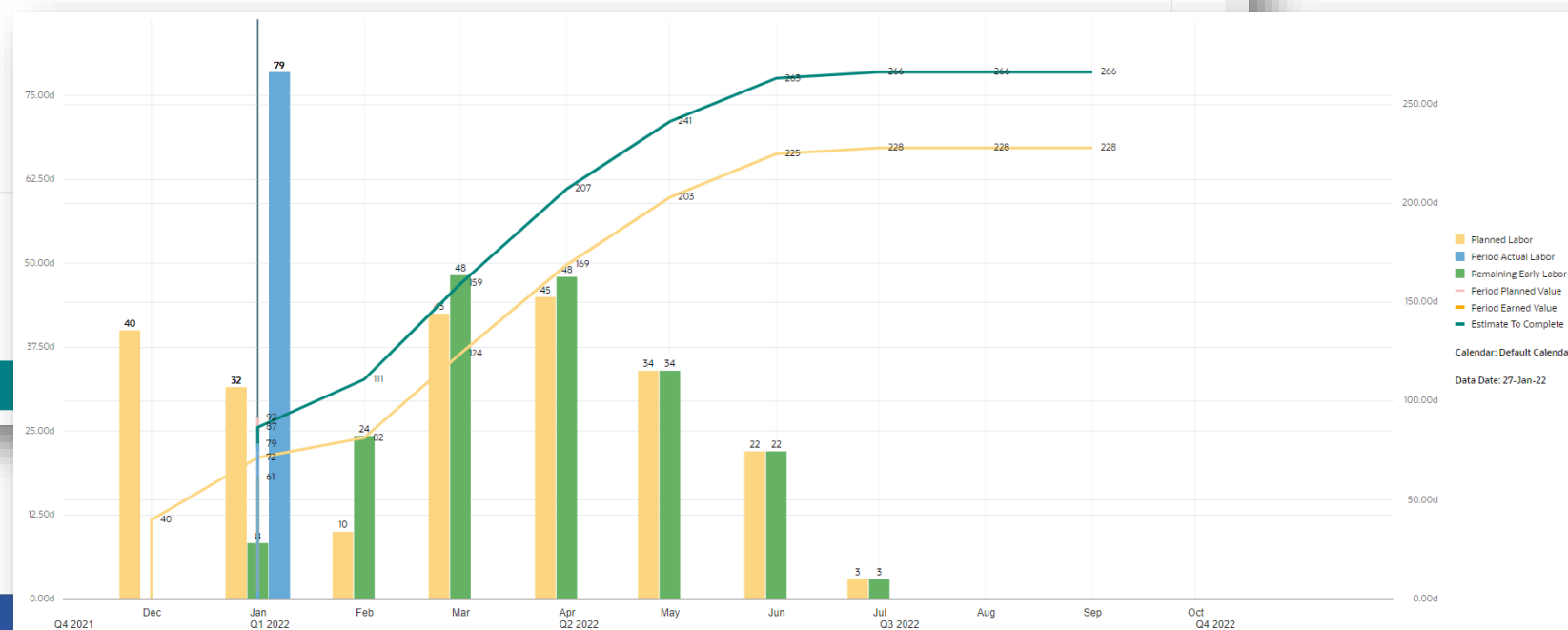
Refresh

Snapshot on 27/11/20 6:33 AM

H - Project x

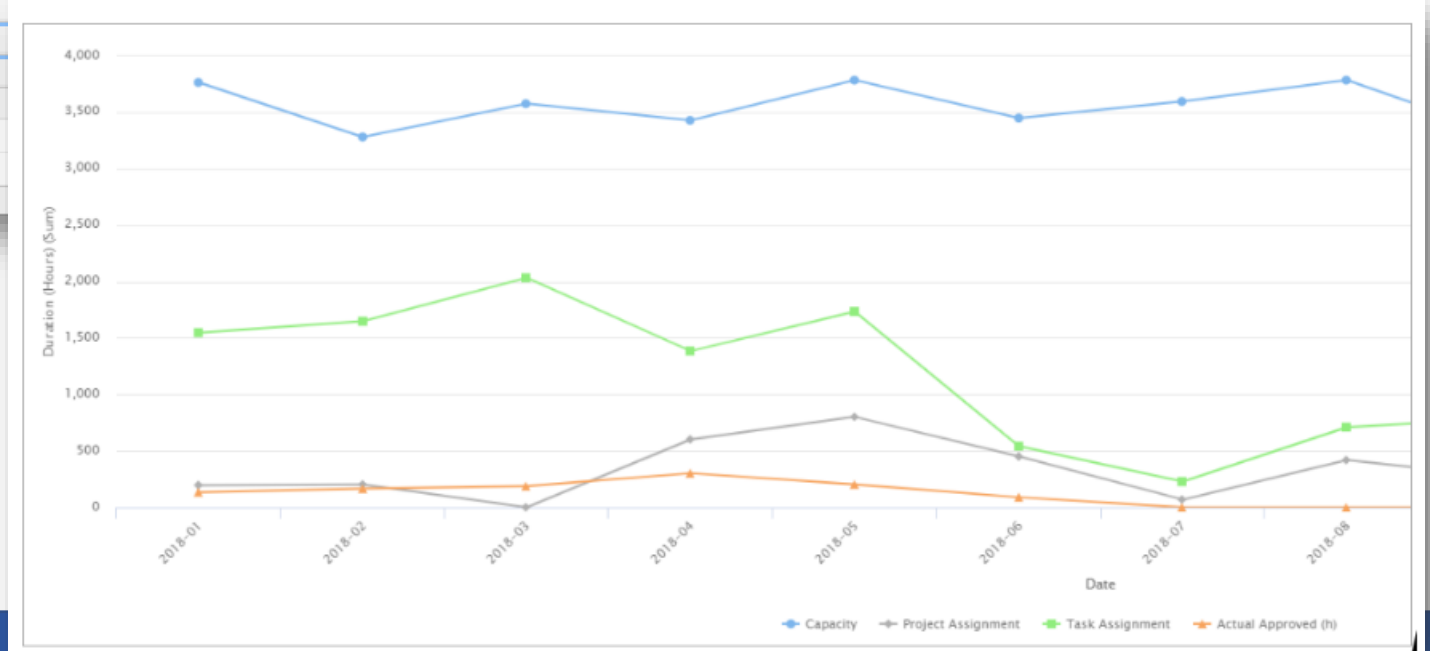
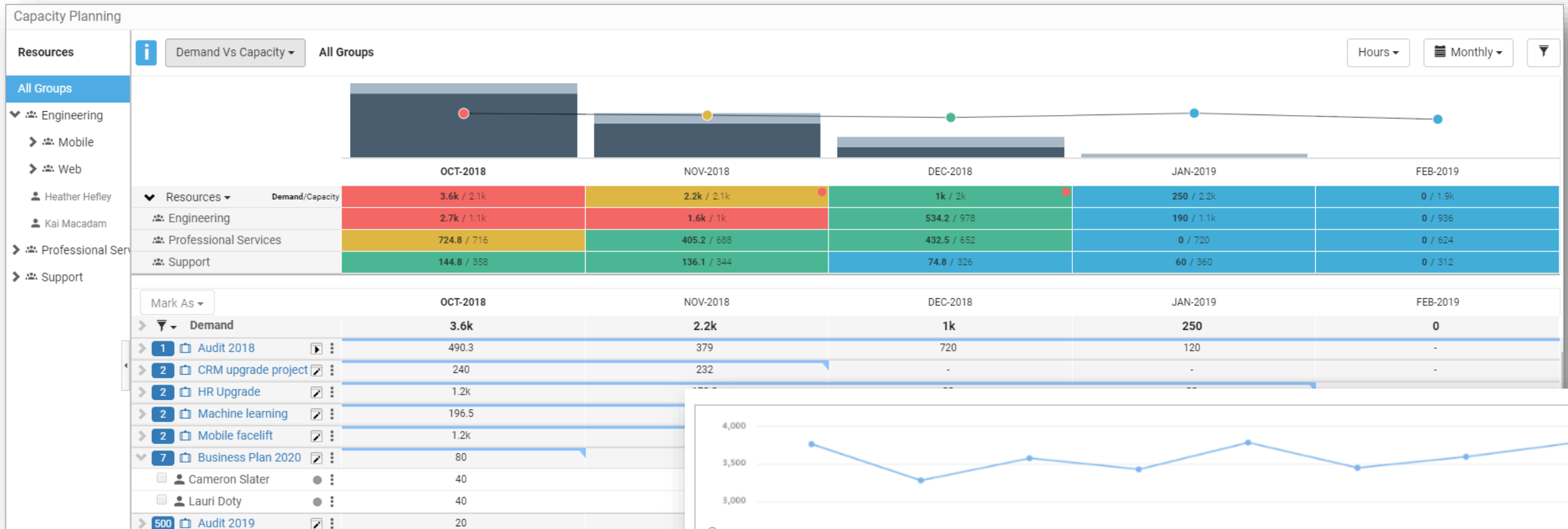
Start Date 05/10/20 Due Date 09/12/21

				Q4 2020			Q1 2021			Q2 2021	
				Budget Cost	Actual Cost	Cost Variance	Budget Cost	Actual Cost	Cost Variance	Budget Cost	Actual Cost
Total (EUR)				35,900	7,500	28,400	10,500	0	10,500	19,662.5	
Type	Billable	Currency	Labor	28,900	0	28,900	8,500	0	8,500	19,662.5	
Opex	✓	EUR	Marta Giove	18,900	0	18,900	8,500	0	8,500	19,662.5	
Opex	✓	EUR	Kevin Mitnick	10,000	0	10,000					
Type	Billable	Currency	Non-Labor	7,000	7,500	-500	2,000	0	2,000	0	
Opex	×	EUR	Raw Materials	5,000	4,500	500					
Opex	×	EUR	Transportation	2,000	3,000	-1,000	2,000	0	2,000		



Management of Costs and Revenues: budget, actual, and variance on budget

Workload



Capacity & Workload
Reallocation via drag & drop

The screenshot displays the 'Timesheets' application interface. At the top, there's a navigation bar with a logo, user profile (Riccardo Masullo), chat status (0), and notification icons. Below this, the main header shows 'Timesheets' and a 'Simple View' toggle. The main content area is titled '2 Work Items' and features a table with columns for PROJECT, NAME, DUE DATE, ACTUAL EFFORT, REMAINING EFFORT, % COMPLETE, and a weekly breakdown (MON 23, TUE 24, WED 25, THU 26, FRI 27, SAT 28, SUN 29, TOTAL 16 H). Two work items are listed: 'H - IT PRJ' with 'Market Analyses' (due 23/10/20, 0 h actual, 60 h remaining, 20% complete) and 'H - IT PRJ' with 'Market Research' (due 30/10/20, 100 d actual, 0 h remaining, 0% complete). A modal dialog is open for editing the first item, showing 'Duration' (6 hours), 'Overtime' (No), and a 'Comment' field containing 'Completato PPT'. A smartphone in the foreground shows the mobile app interface, which includes fields for 'Reported Date' (November 27, 2020), 'Work Item' (Feasibility Approval), 'Duration' (6 hours), 'Overtime' (No), and a 'Comment' field. A blue banner at the bottom states: 'Team members report hours spent on Timesheet from PC or mobile APP'.



Collaboration: Workflow - Assigning Activities to the Team

The screenshot displays a project management application. At the top, a navigation bar includes a user profile (Riccardo Masullo), chat status (0), and notification icons. Below this, a 'Tasks' section shows '14 Tasks' with a search bar and filters. A table lists tasks with columns for ID, Parent Project, Name, % Complete, Status, Work, Duration, Start Date, Due Date, Baseline Due Date, Baseline Due Date Variance, and Resources. The tasks are categorized by status: Not Active, On Track, At Risk, and Off Track. A Kanban board is overlaid on the bottom left, showing task cards with progress bars and due dates.

ID	PARENT PROJECT	NAME	% COMPLETE	STATUS	WORK	DURATION	START DATE	DUE DATE	BASLINE DUE DATE	BASLINE DUE DATE VARIANCE	RESOURCES
T-53605	H - DEMO	Preliminary Design Concept H - DEMO > Design	0%	At Risk	120 h	30 d	05/11/20	16/12/20	04/12/20	-8 d	Riccardo Masullo, Risorsa
T-53606	H - DEMO	Concepts Evaluation	0%	On Track	0 h	15 d	17/12/20	06/01/21	25/12/20	-8 d	Risorsa 1, Risorsa 3
T-53607	H - DEMO	Prototyping	0%	On Track	0 h	12 d	07/01/21	22/01/21	12/01/21	-8 d	Risorsa 1, Risorsa 3
T-53608	H - DEMO	Design Approval	0%	On Track	8 h	10 d	25/01/21	05/02/21	26/01/21	-8 d	Risorsa 1

Tasks 42 2023.02.01 - 2023.02.28

My Tasks

Task / Group by Status / Sort by Due date

Not Active 3

- DOCUMENTI 6499 SEDIA Riccardo Masullo 70%
- ORDINI COMMERCIALI 6499 SEDIA Riccardo Masullo 100%

On Track 29

- AVVOLGITRICE 6499 SEDIA > ... > ORDINI COMMERCIALI Riccardo Masullo 100%
- PIATTAFORME 6499 SEDIA > ... > ORDINI COMMERCIALI Riccardo Masullo 100%

At Risk 1

- Opportunity Identification (W) Sviluppo Prodotto Alfa > ... > Feasibili... Riccardo Masullo 100%

Off Track 9

- Market Analyses (W) Sviluppo Prodotto Alfa > ... > Feasibili... Riccardo Masullo 30%
- Fondazione (W) Nuova Gamma Riccardo Masullo
- Armatura (W) Nuova Gamma > ... > Fondazione Riccardo Masullo

Team members collaborate and report progress, possibility to work with Hybrid approach

Collaboration: Discussions

[illegible]

Agenda

- ✓ Introduzione
- ✓ «Sistema» di Project Management → Cos'è
- ✓ Software di Project Management
- ✓ **Come scegliere**
- ✓ Come introdurlo

Driver di Scelta – Le 6 «A»

Aderenza alle esigenze (<> richieste)

Adottabilità (Ux / Integrazioni)

Adattabilità (Step / Modifiche)

Ampiezza di diffusione

Affidabilità del vendor / del partner

Architettura (Digital/Data Strategy)

Potential Impact of Delay – Sample Data

- P.to di attenzione: Impatto del ritardo

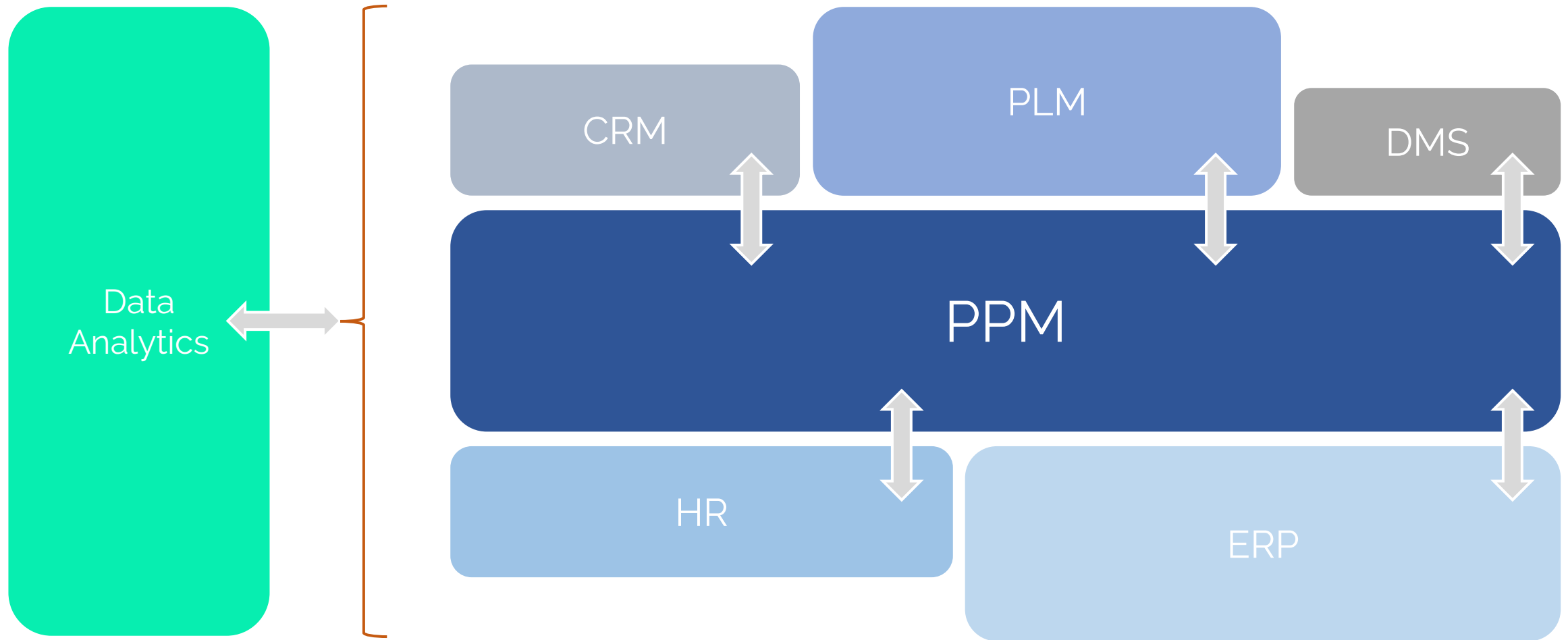
Benefit over the next 3 years

1.6M
3-Year Total Benefits

234.1K
3-Month Cost of Delay

5.6 months
Payback Period

Extended Workflow: not only integrations...!



Agenda

- ✓ Introduzione
- ✓ «Sistema» di Project Management → Cos'è
- ✓ Software di Project Management
- ✓ Come scegliere
- ✓ **Come introdurlo**

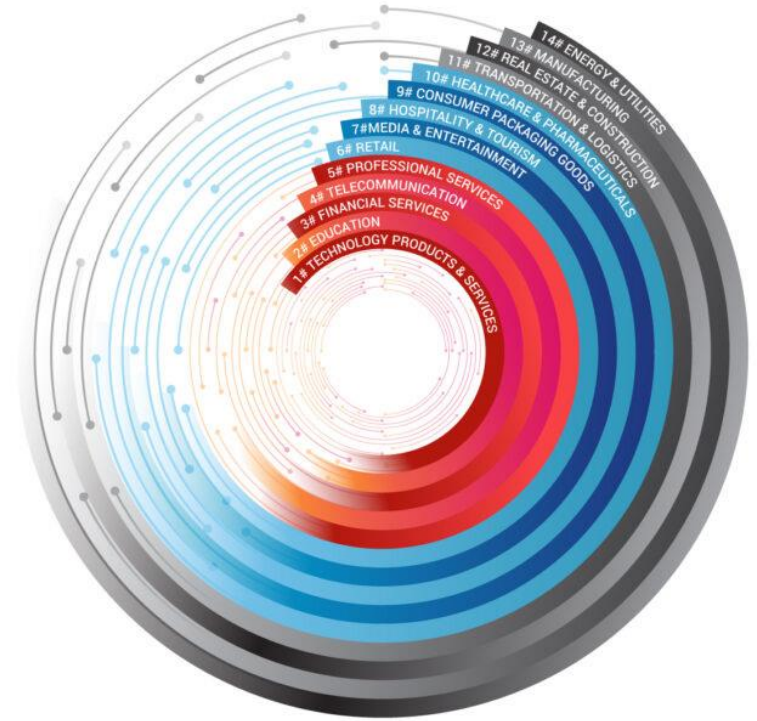


<https://www.youtube.com/watch?v=Cv0xJ7nH3HU>

Domanda 1

*Si assiste a una crescente richiesta di sistemi di PPM.
Secondo te, cosa spinge le aziende/aree aziendali a cercare questi sistemi?*

- ☐ Nr di progetti sempre crescente legati alle spinte al cambiamento (i.e. Digital Innovation, ma non solo) sempre più frequenti e veloci
- ☐ Necessità di avere una visione di sintesi, sia sui progetti attivi sia su quelli potenziali
- ☐ Necessità di approcciare la gestione progetti in modo uniforme
- ☐ Visibilità sul workload delle persone



<https://www.imd.org/ibyimd/strategy/digital-vortex-2023-revealed/>



Domanda 2

È realisticamente possibile usare strumenti alternativi (ad esempio Lavagne fisiche, Calendari condivisi, Teams, Excel) per tenere sotto controllo progetti e attività?

- ☐ Un progetto semplice con un team dedicato, si
- ☐ Valutare la (reale) disponibilità delle risorse, rispettare le varie scadenze
- ☐ Per gestire team cross in vari progetti è necessario incrociare i dati
- ☐ Creare una reportistica con una single source of truth per i progetti ed attività



Domanda 3

Anche quando l'azienda sceglie il software "migliore" ci sono dei rischi nel processo di adozione? Quali sono le strategie suggerite per gestirli?



Rischio principale: Non (completa) adozione!

- *Sistema non utilizzato (si ricorre ai sistemi precedenti o alternativi)*
- *Dati parziali o non affidabili*
- *Sfiducia*

→ Alcune cause tipiche

- *Sottostima dell'impatto di progetto (economico e/o di impegno delle risorse)*
- *Generare aspettative troppo elevate*
- *Lasciare che venga percepito solo come «onere» aggiuntivo*
- *Fretta di raggiungere il risultato finale*

Possibili strategie



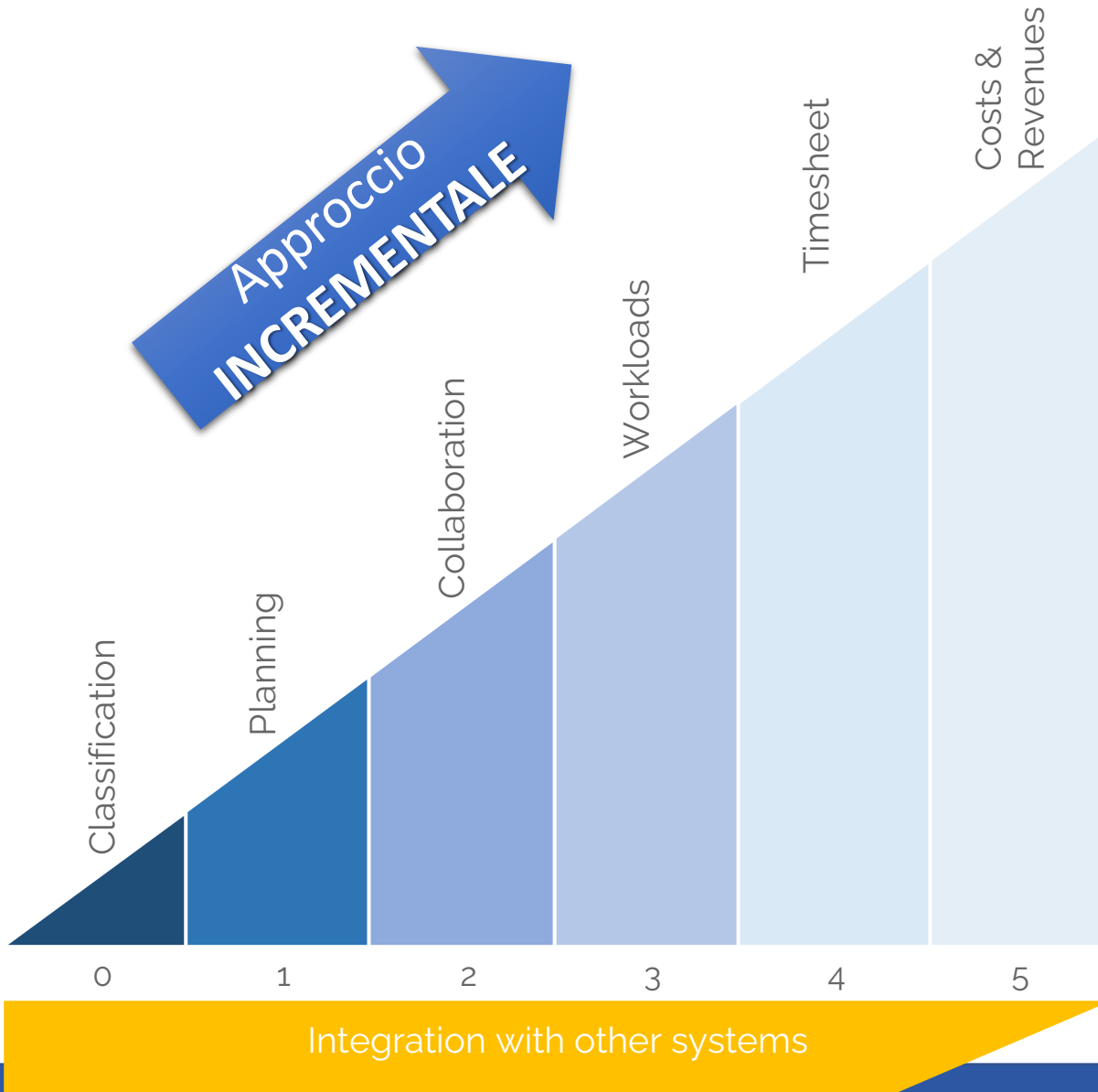
■ Sistema ≠ Software

- *Non sottovalutare la formazione «teorica»*
- *Lavorare sui processi (anche in ottica di chiarezza e semplificazione)*
- *Approccio «adattivo»*

■ Change Management

- *Spiegare l'iniziativa*
- *Sostenere l'iniziativa*
- *Contrastare le «scorciatoie» → One source of truth*
- *Sviluppare le competenze interne*
- *Evidenziare i vantaggi per azienda/team/persona*
- *Approccio **incrementale***

Best Practices – Adoption steps



Level	Typical activities	Involved Roles
0	Project list, classification, status	PMO
1	Project planning in terms of phases and activities: durations, start and end dates and links. Use of templates.	Project Manager
2	Team members verify their assignments and report their progress and/or collaborate with the PM.	Project Manager Team Member
3	Activities are planned in terms of effort required per resource. It is possible to check the team's workload.	Project Manager Resource Manager
4	Resources report the hours spent on activities in the final report. It is possible to make a comparison between planned and actual.	Project Manager Team Member
5	Project costs and revenues, related to human and material resources, are managed on a budgeted and actual basis.	Project Manager Accounting Dept

Domanda 4

Come si possono “convincere” gli utenti della necessità di pianificare / controllare il lavoro (sia quello su progetti sia quello su altre attività)?

- ☐ Migliorare l'organizzazione personale
- ☐ Oggettivare l'eventuale necessità di aumentare il team di lavoro
- ☐ Confrontare il lavoro pianificato con il lavoro effettivo e motivare gli scostamenti

13-19 W37	20-26 W38	27-3 W39	4-10 W40	11-17 W41
43.67h	52.48h	33.93h	14.15h	7h
6.54h	8.95h	26.39h	26.39h	15.06h
28.83h	26.33h	46.42h	37.61h	32h
0	0	0	0	0
3.67h	25.83h	7.14h	19.8h	9.5h
6.86h	9.14h	0	0	0
6.42h	6.75h	8.08h	26.5h	65.33h





Up to 55% of the work that takes place within an organization is not visible to key stakeholders. PHOTO BY VLADIMIR KUDINOV ON UNSPLASH

Domanda 6

Quanto incide il lavoro “non progettuale” nella pianificazione delle attività delle persone?

- ☐ "Dark Matter of Work" (55% lavoro invisibile)
- ☐ Impatto maggiore in alcune aree / tipo di lavoro
- ☐ Analisi delle ore per determinare il n. max di ore progettuali da pianificare

Q & A



0444232500

digitalmarketing@confindustria.vicenza.it



Maurizio Ciruolo

Horsa Plan Division Manager

maurizo.ciraolo@horsa.it