

Tools and Templates

Project Management



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Project Charter Worksheet

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	Business Problem:	
	Vision:	
	“Done”:	
	<ul style="list-style-type: none">• Critical Success Factors:	
	Out of Scope:	
	Dates and Deadlines:	
	Budget:	
	<ul style="list-style-type: none">• Fees:	
	<ul style="list-style-type: none">• Success Bonuses	
	Staffing/Resources:	
	Stakeholders:	
	<ul style="list-style-type: none">• Project Team Members:	
	Risks:	

Project Charter Checklist: Annotated

Status	Item	Notes
	Clear Problem Statement	Is there a clear client problem statement? Is it described well enough for someone new joining the team? For management review? Are the goals SMART (Specific, Measurable, Achievable, Realistic, Time-Based) to the extent possible?
	Business Problem	Is it phrased in terms of the client's business problem? If you need to make a business case, have you done so? Are you sure the problem is (a) solvable and (b) worth solving? Are you clear on the benefits?
	Vision	Is there a project vision, expressed in the present tense, representing the desired end-state? Not the same thing as a "vision statement," which is often bogus and low in meaning.
	Testing the Vision	Have you tested proposed actions against the vision to demonstrate that the vision can act as a "gate" on those actions?
	"Done" Statement	Is there a "Done" statement? What does success look like? How do you know you're there? The "Done" statement should list no more than two or three critical success factors (CSFs) for the project; if/when you meet those CSFs, the project is successful.
	Commander's Intent (optional)	Do you have a Commander's Intent? Is it stated in terms that everyone on the project team can understand and improvise to? In the military, the Commander's Intent guides troop on-the-fly choices amid the chaos of the battlefield. Include Commander's intent when the practice itself has a goal for the project in addition to the client goal – e.g., train associates on some aspect of the case.
	Out of Scope	Do you have an Out-of-Scope section listing the things you know that you explicitly will not do? Does everyone agree?
	Dates and Deadlines	Have you included all known required dates and deadlines? Don't include an entire court calendar, e.g., but rather a few critical dates.
	Resources	Have you summarized the budget and resources available and committed to the project, whether by name or by position? What are the constraints – people and otherwise – that could limit success? Do we have the right people on the team – by skill, by total benefit to the practice, representing the right groups? Resourcing "by position" means, e.g., "two associates."
	Fees	Do you know and have you included what the client expects to pay? Have you noted if it's an hourly arrangement, fixed or flat fee, etc.?
	Bonuses	Are there bonus payments? Have you noted them? Note any potential bonuses – outcome-based, early delivery, etc. – as reminders to the team.
	Key Players	Have you listed the key players? Have you included both the stakeholders and the leads on the project team? How will you communicate with them? What concerns/issues do they have?
	Signatories	Do you have a list of who must sign off on the charter? Does it include the stakeholders? Have you determined whether the signing will be "ceremonial" or something simpler, such as an email?
	Signatures?	Have all of the signatories actually signed off? Are you good to go?

Project Charter Checklist

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	Clear Problem Statement	
	<i>Business</i> Problem	
	Vision	
	Testing the Vision	
	"Done" Statement	
	Commander's Intent (optional)	
	Out of Scope	
	Dates and Deadlines	
	Resources	
	Fees	
	Bonuses	
	Key Players	
	Signatories	
	Signatures?	

Project Vision Checklist

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	Clear?	
	Simple?	
	Describes Future State?	
	Present Tense?	
	Contains Project Purpose?	
	Understandable to Everyone on the Project?	
	Focuses on What Must Be Accomplished Even as Tactics Change?	
	The Vision:	

Risk Worksheet (Blank, Annotated)

	A	B	C	D	E	F	G	H	I
1									
2		Project Name:				Worksheet Filled Out By:			
3		Project Sponsor:				Date:			
4		Project Manager							
5		Date:							
6									
7		Risk Statement							
8	ID	Condition	Consequence	Prob	Loss	Exposure	Mitigation Approach	Contingency Plan	Trigger
9	1								
10									
11									
12									
13									
14									

	A	B	C	D	E	F	G	H	I
1									
2		Project Name:				Worksheet Filled Out By:			
3		Project Sponsor:				Date:			
4		Project Manager							
5		Date:							
6									
7		Risk Statement							
8	ID	Condition	Consequence	Prob	Loss	Exposure	Mitigation Approach	Contingency Plan	Trigger
9	1								
10									
11									
12									
13									

Autonumbering formula:
 =IF(ISBLANK(B9), "", A9+1)

Formatted:
 Percentage.

Formatted:
 Money.

Formula: Probability x Loss.
 =IF(ISBLANK(D9), "", D9*E9)

Individual Risk Checklist: Annotated

For each risk in your risk worksheet:

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	Risk Condition Clarity?	Is the name of the risk (“condition”) clear to those outside the inner project circle?
	Consequence(s) Known?	Are the risk consequences known and entered? If not known, are you tracking a follow-up action to figure them out?
	Probability Format?	Have you expressed the probability as a percentage (0%-100%)?
	Probability Too Much Precision?	Are you using a standard set of probabilities to avoid assigning false precision to them? <i>You can rarely distinguish between, say, 22% and 24% probability. Use “T-shirt sizes”: small, medium, large.... In other words, choose a probability from a set such as 0%, 10%, 25%, 50%, 75%, 90%, 100%. 0% means “can no longer occur”; 100% means “has happened.”</i>
	Expected Loss as Currency?	Are all your expected loss values stated in a common currency as reasonable monetary losses? <i>Don’t compare dollars to Euros. If you can’t set at least an approximate a monetary value, you probably don’t understand the risk’s impact well enough yet. Don’t assign a value more than the worth or cost of the project. Don’t conflate the overall cost to the business of a failed project with risk-losses within the project itself. Likewise, don’t assign zero cost; if the potential loss is trivial, the risk is also too trivial to track on a project-wide risk worksheet.</i>
	Exposure Review	Does the team agree that the biggest exposures are the places to focus most in managing project risk? <i>If not, perhaps not everyone understands the risks the same way; get the team to a common view (not necessarily your own). It’s quite possible that your probability or loss estimates are off if a risk exposure “feels” overstated or understated. If a team member’s gut is saying “this exposure isn’t right,” at least consider reevaluating that risk.</i>
	Mitigation Sanity and Feasibility?	Can you actually carry out the mitigation approach(es)? Are they not just feasible but something the project team will implement? <i>Don’t write a mitigation approach just to fill in the worksheet. Not all risks can or should be efficiently mitigated. If you can’t or won’t mitigate, note that in the worksheet.</i>
	Contingency Plan Sanity?	Could you carry out the contingency plan without disrupting other parts of the project? If not, include those disruptions in the expected loss. <i>Some risks may not have (useful) contingency plans, such as a client shutting a project down. If there’s no contingency play, note that in the risk worksheet.</i>
	Trigger Clarity?	Is the trigger sufficiently clear so that there will be no doubt when it occurs?
	Trigger Responder?	Is it clear who makes the call to put the contingency plan into action?
	Trigger Recognizer?	Do you know who might spot the trigger? Do they know what to do when/if they spot it?

Individual Risk Checklist

For each risk in your risk worksheet:

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	Risk Condition Clarity?	
	Consequence(s) Known?	
	Probability Format?	
	Probability Too Much Precision?	
	Expected Loss as Currency?	
	Exposure Review	
	Mitigation Sanity and Feasibility?	
	Contingency Plan Sanity?	
	Trigger Clarity?	
	Trigger Responder?	
	Trigger Recognizer?	

Risk Review Checklist: Annotated

For the regular review of your risk worksheet:

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	New-Risk Review	Are there new risks since the previous risk review? <i>If so, review them per the Individual Risk Checklist.</i>
	Change Review: Probabilities	Have the probabilities of any of the risks changed since the previous risk review? <i>If so, make sure you understand why and that the team generally agrees with the new assessment. If any have gone to 0%, does the team agree that the risk can no longer occur?</i>
	Change Review: Strategies (Mitigation, Contingency, Trigger)	Have mitigation, contingency, or triggers changed since the previous risk review? <i>If so, re-review the changes per the Individual Risk Checklist.</i>
	Exposure Sanity-Check	Does the team still agree that the biggest exposures are the places to focus most in managing project risk? <i>If not, perhaps not everyone understands the risks the same way; get the team to a common view (not necessarily your own). It's quite possible that your probability or loss estimates are off if a risk exposure "feels" overstated or understated. If a team member's gut is saying "this exposure isn't right," at least consider reevaluating that risk.</i>
	Risks That Occurred Since Last Review	Have any risks come to pass since the previous risk review? <i>If so, are the contingency plans being carried out? Remember that "no battle plan survives contact with the enemy." What changes do you need to make either to the contingency plan or to other aspects of the project to accommodate it? What can you learn from the change?</i>
	External-Factor Changes	What external (non-project) factors have changed since the previous risk review? Reexamine risks in light of these changes. <i>External factors – client change orders, business conditions, people coming onto or leaving the project, etc. – can have surprising effects on project risks. Do the new folks understand the risks and triggers, for example? Don't get so caught up in the project world that you forget to account for the context in which it exists.</i>
	Next Review: When and Whom	Does everyone agree on the time and attendance for the next review? <i>If it's not a recurring meeting, get it on people's calendars now. If key people are missing from the review, track them down and understand why – and then manage the added risk of their absence!</i>

Risk Review Checklist

For the regular review of your risk worksheet:

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	New-Risk Review	
	Change Review: Probabilities	
	Change Review: Strategies (Mitigation, Contingency, Trigger)	
	Exposure Sanity-Check	
	Risks That Occurred Since Last Review	
	External-Factor Changes	
	Next Review: When and Whom	

Metrics Checklist

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	Is Metric Directly Measurable?	
	Is It Broad-Based, Touching Many People?	
	Is It Broadly Understandable?	
	Does It Align With Your Goals?	
	Can It Drive Behavior?	
	Is It Repeatable Over Time?	
	Is It Specific?	

SMART-Goal/Objective Checklist

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	The Goal/Objective:	
	Is It Specific?	
	Is It Measurable?	
	Is It Achievable?	
	Is It Relevant?	
	Is It Time-Bound?	

Project Charter Worksheet

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	Business Problem:	
	Vision:	
	“Done”:	
	<ul style="list-style-type: none"> • Critical Success Factors: 	
	Out of Scope:	
	Dates and Deadlines:	
	Budget:	
	<ul style="list-style-type: none"> • Fees: 	
	<ul style="list-style-type: none"> • Success Bonuses 	
	Staffing/Resources:	
	Stakeholders:	
	<ul style="list-style-type: none"> • Project Team Members: 	
	Risks:	

Conditions of Satisfaction Worksheet

<i>Status</i>	<i>Item</i>	<i>Notes</i>
	Deliverables:	
	<ul style="list-style-type: none">• Out of Scope:	
	Timeline:	
	Communications Plan:	
	Price:	
	Critical Success Factors:	