Davis & Dean™

Project Management Simulation

Managing by Project

"Flight Simulations for Leaders™

Davis & Dean

Training beyond anything you've ever done . . .

Knowledge—
plus skills

Theory—
plus practice

Technical—
plus human side

Details—
plus big picture

Process—
plus results

Work—
not a game

Manage 5 months—
in three days

Seasoned experts
as instructors

Global Work Renaissance

Work changes have outdated most management skills . . .

The world of work is being so dramatically redefined by enterprise and government that our present skills of managing and leading are mostly ineffective, and often counterproductive. What worked in the past no longer does. Something very basic has changed.

We work now in a world of information and knowledge . . .

You and everyone else are gaining unlimited access to unlimited information. We are all learning to apply our new knowledge, and we are seeking the freedom to innovate. We expect work of meaning and purpose that makes full use of our creativity and imagination, that unleashes the human spirit at work. The working world and the nature of organizations are being transformed. We are all caught up in the changes.

New leadership skills beyond the old are required . . .

We can change with the times or be left out. Those who choose to change will need new skills that few managers and leaders now have. These skills must be learned, and can only be learned by actual experience and practice. That takes time.

You can experience new ways to learn . . .

The time needed to learn these new skills can be accelerated and made risk-free in ***Davis&Dean's "Flight" Simulations for Leaders***™. These workplace simulations are specifically designed for managers and leaders who decide to sharpen their competitive edge and stay in the game. That's our only business.

What is a "Flight" Simulation for Leaders like?

You'll experience all the stages of learning . . .

In a ***Davis&Dean "Flight" Simulation for Leaders***, all stages of learning are experienced, from the *Bliss* of not knowing a skill exists, to the early *Frustration* of not having the skill, through the *Awkwardness* of trying a skill for the first time, and advancing to the *Natural* behaviors of the truly skilled. Continuing on, multiple skills are *Integrated* into new skill sets, which may then either *Align* with personal belief systems or engender new beliefs.

You'll learn by doing it yourself . . .

A *Davis&Dean "Flight" Simulation for Leaders* is a personal experience in which fully involved participants do the learning themselves, while being coached and guided by experts. Your learning is not directed simply at the acquisition of knowledge, but towards practicing and using relevant new leadership skills.

You'll work in a leaderful team . . .

In a workshop, up to six teams of three to five participants are immersed in realistic long-term workplace situations. Teams make everyday decisions, plus they deal with dilemmas and unplanned events that must be resolved within specified times, budgets, and other parameters. Each team's progress unfolds differently depending upon the decisions they make using their existing and newly learned skills and knowledge.

It's real work, not a game . . .

These simulations authentically replicate the workplace, although they are more focused, risk-free, and performed in compressed time. Success in a simulation, just as at work, is achieved not by manipulation, but by consistently applying good leadership and management practices, effective people skills, an integrated strategy, and the targeted functional skills being learned.

Your guide is an expert . . .

Davis&Dean Guides (instructors) must meet very high standards, including professional or advanced education supplemented by years of significant and applicable experience. In addition, they must successfully complete our comprehensive and demanding certification process before guiding ***Davis&Dean "Flight" Simulations for Leaders***. A Guide's certification is reviewed regularly.

Managing by Project

Increasingly, work is done by short-lived, real-time, project-specific teams.

As the core of an organization shrinks, better use must be made of the resources that remain and of the growing numbers of contractors, temporaries, and part timers.

The complex resource management challenges that result are natural applications for project management skills.

Project management skills apply to all of our work. They facilitate any activity comprised of defined interrelated tasks that must be completed on time and within budget, while meeting specified customer requirements.

Managing by Project
Workplace Simulation Objectives

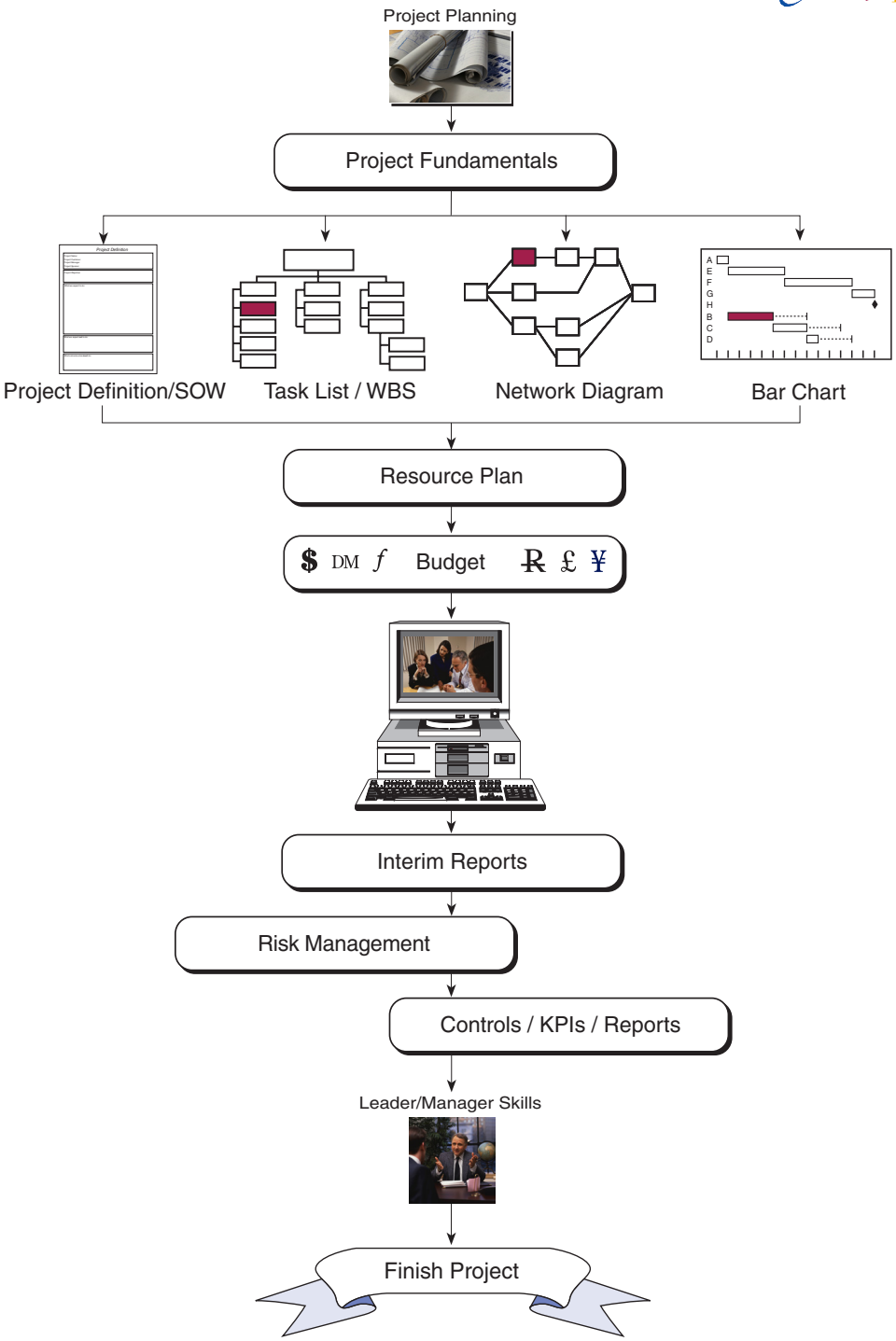
In this very practical hands-on workshop, participants manage a complete project. They learn by actual experience and practice how to:

- ▲ Manage by project
- ▲ Use fundamental principles and tools
- ▲ Organize and lead a project team
- ▲ Plan, schedule, and control a project
- ▲ Get quality work done on time and within budget
- ▲ Emphasize the human side of project management
- ▲ Experience a project from beginning to end
- ▲ Value the customer's viewpoint

Participants work in teams of three or four to plan and manage their project.

Workshop Flow

Flight Simulations for Leaders™



The Project

Participants plan, staff, and manage a project modeled after an actual product development project—MegaDriver.

Memorandum

To: MegaDriver Project Team

From: M. S. Caine, Director
Information Technologies Division

As you already know, the MegaDriver design you are about to work on is a software-driven hardware component of two new product lines for Miller Global–the MiniDriver and the MicroDriver. In addition, we may find that it is a viable commercial product on its own. In order to incorporate the MegaDriver into the two internal products, which are now in the conceptual phase, it must be ready to dovetail into them.

You will begin your project in Week 1 of the new year, and your target delivery date is 21 weeks from that date. I expect you to use every tool of project management you have ever learned and every concept of teamwork you have been exposed to, in order to insure MegaDriver's quality and delivery.

MegaDrivers, when they are in production, will be required to run for at least 1200 hours without a failure. As your project progresses, I will expect to see your estimates of MTTF (Mean Time To Failure) when they become available. MTTF cannot be measured before Task 15 (Software Integration and Test) and must be measured for many weeks before we are satisfied with the results. Task 8 (Driver Final Assembly and Test) of your project **will not finish**, and the project will not be complete until the reported estimate of MTTF is 1200 hours or more. There is no benefit to having more than 1200 hours MTTF because other components in final assemblies that will incorporate a MegaDriver are not designed to take advantage of a higher MTTF.

The corporation has allocated $750,000 for your project, based on the added value to our future products. A cost that exceeds this amount will significantly diminish the MegaDriver's value to the company.

I want the people you use on this project to be the best. For that reason, I have endeavored to make available several good people in every category you need. Three people are now at work: Chris Wood, Lou Kolb, and Tony Caine. Many good people were recommended to me as replacements for Mike Adams, but I have decided that Tony Caine should fill the opening. He will be at work when your project begins. We have agreed to limit the number of people working on your project at any one time to 10. Use your experience and judgment to make the right selection of people.

I'm sure you will succeed. Let me know how I can help. Our first formal review will be in four weeks.

Project Definition/Statement of Work

MegaDriver Development Project

Project Name: MegaDriver Development Project

Project Customer: (the user) M.S. Caine, plus the successor TRP projects: MiniDriver, MicroDriver, and Upgrade Control Building

Project Manager: Participant Team (Us)

Project Sponsor: Lincoln Miller

Project Objective(s):

To deliver a working MegaDriver 21 weeks after start date, at a cost of $750,000, and with a MTTF of 1200 hours.

What we expect to produce:

1. Driver bearing
2. Bearing incorporated into a mechanical package of our design
3. Driver subassembly (the bearing and mechanical package)
4. User software in two versions–domestic and foreign language version
5. Operating software
6. Driver final assembly
7. User documentation and manuals

What we expect **not** to do:

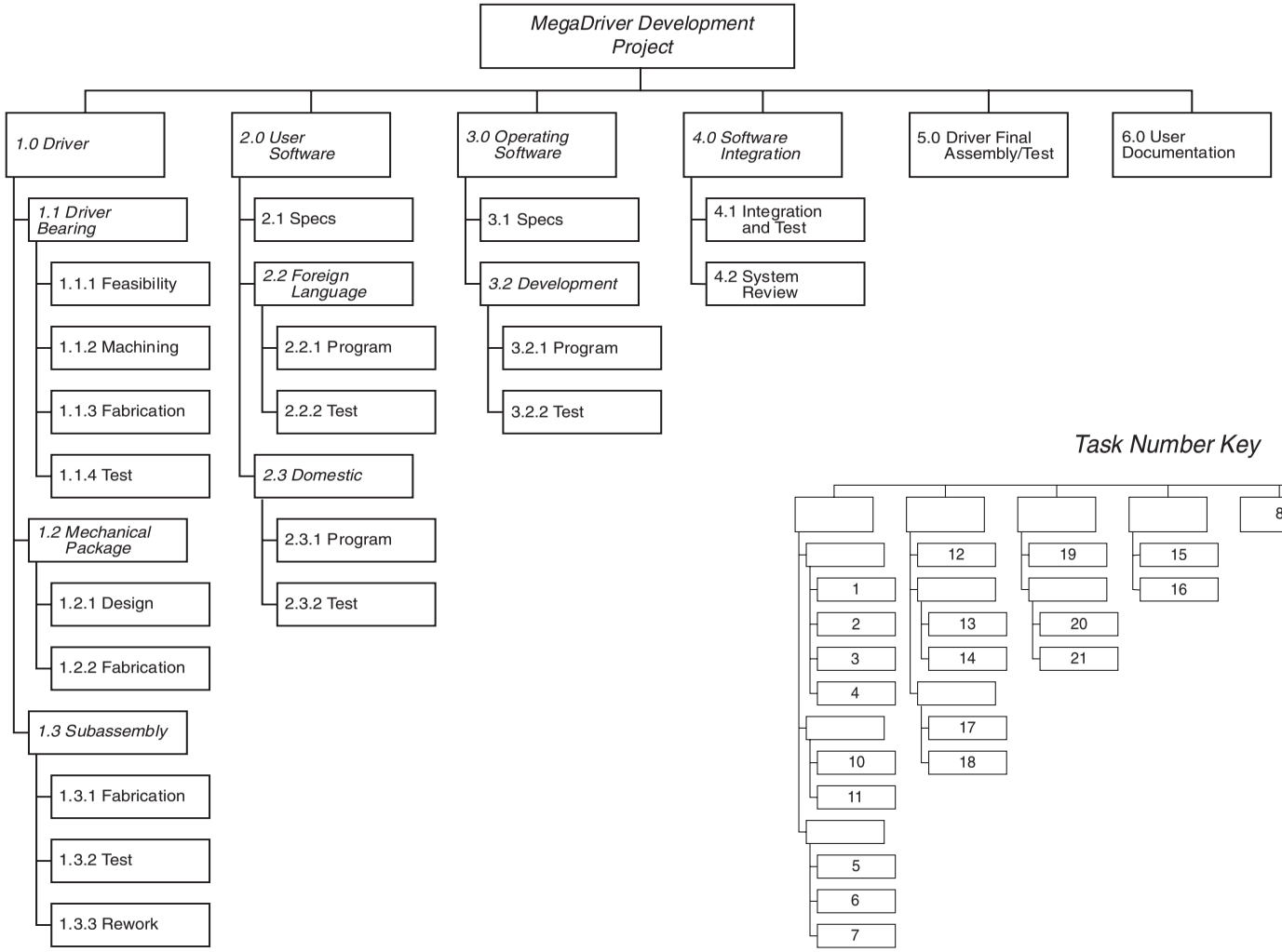
1. No development work on Micro- and MiniDrivers.
2. No other work related to TRP (Technology Renewal Program).
3. No work toward making MegaDriver a stand alone commercial product.
4. Nothing that increases MTTF substantially beyond 1200 hours.

What someone else **must** do:

1. To the extent we are not able to see the big picture, be responsible for our interface with successor TRP projects and products.
2. To the extent we are not able to, coordinate between us and the Control Building Upgrade project.

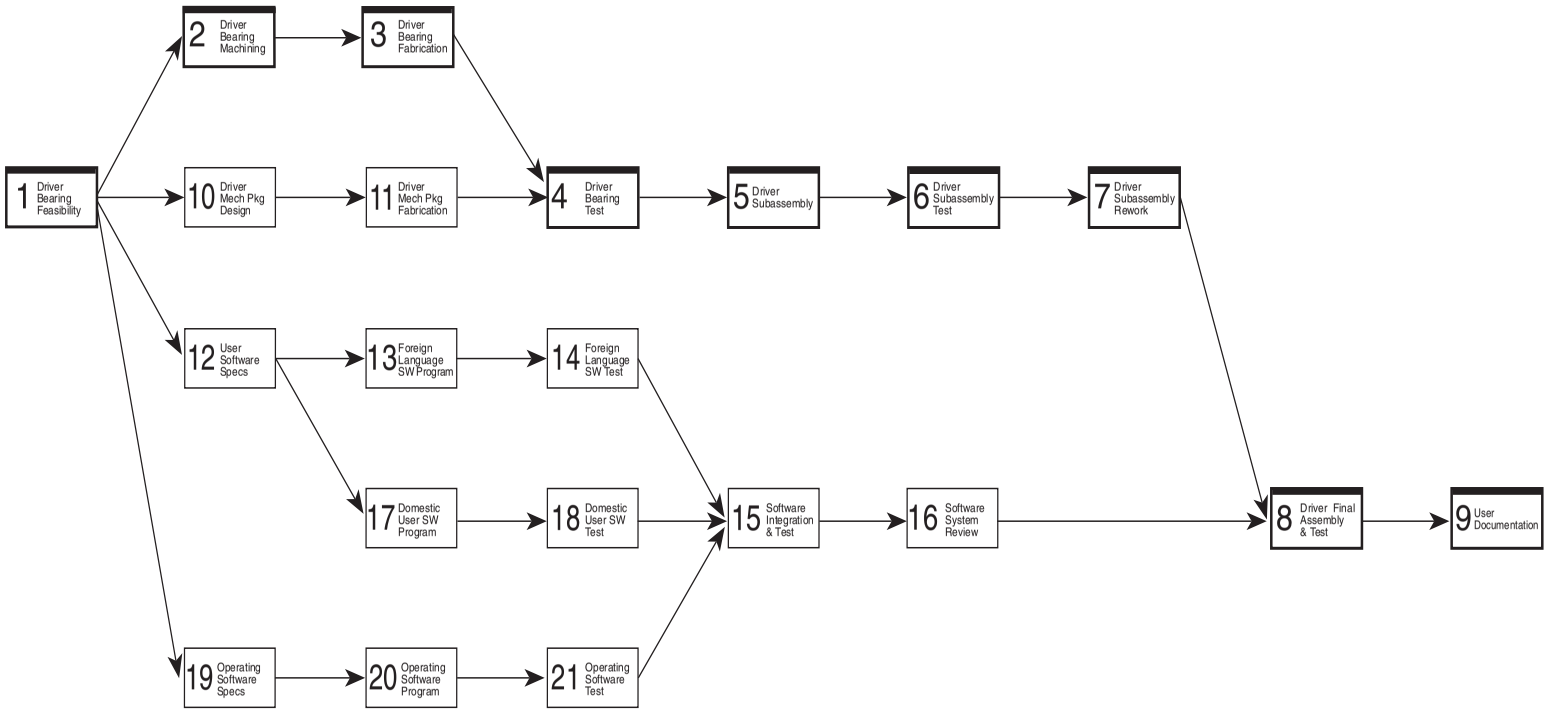
Work Breakdown Structure

MegaDriver Development Project



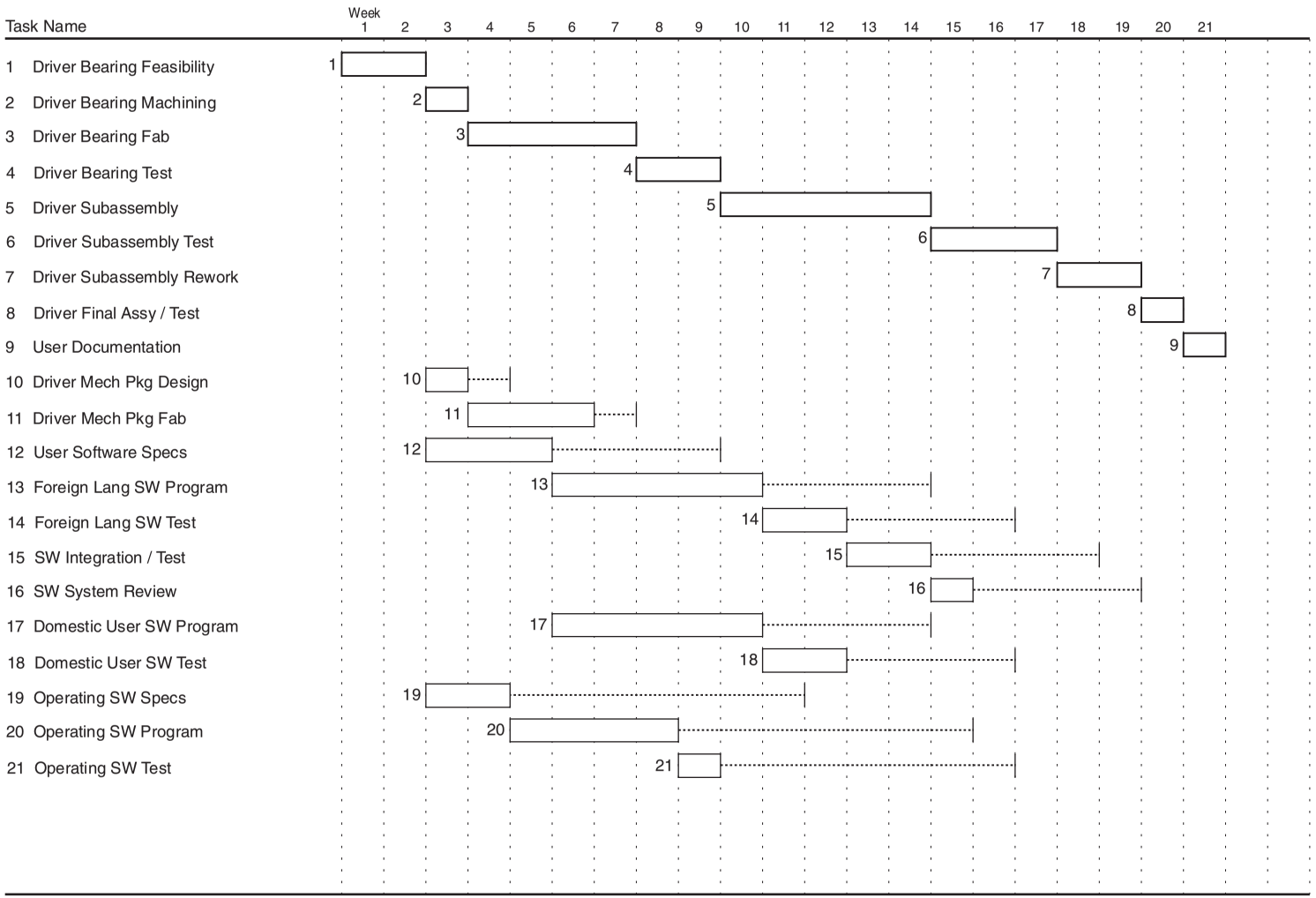
Network Diagram

MegaDriver Development Project



Bar Chart

MegaDriver Development Project



The Participant Team Interacts with a Virtual Team

Team interactions are synergistic and interdependent—

Success of one team

Depends on and

Contributes to

Success of the other team.

Virtual People

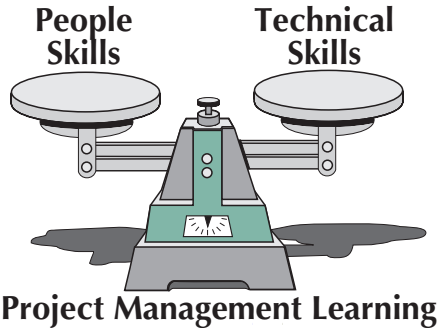
To accomplish the project's work, the project team will consist of three to ten virtual (simulated) team members, depending upon the stage of the project. These are selected from the twenty people available.

Notice that all have names; have primary skills, which implies secondary skills as well; have specific personality types (in the same proportion as in the general population); reflect the aging of the work force; and have been with the company for varying lengths of time. Ages are never disclosed to participants.

Some of the virtual people are contractors.

Personality types (Myers-Briggs Type Indicators) are not disclosed to participant teams, unless they take advantage of education opportunities for the MegaDriver Project team that result in discovery and definition of personality types.

The people and relationship side of project management, a weakness of many project mangers, balances the technical skills learned in this workshop.



Project Management Learning

Virtual Peoples' Characteristics

Virtual (simulated) people in the project have unique . . .

- ▲ names
- ▲ experiences
- ▲ mixes of skills
- ▲ moods
- ▲ maturity levels
- ▲ learning abilities
- ▲ personalities
- ▲ productivity variances
- ▲ capabilities to change

. . . and other human attributes.

The people can be . . .

- ▲ selected
- ▲ hired
- ▲ assigned
- ▲ coached
- ▲ trained
- ▲ promoted
- ▲ transferred
- ▲ counselled

The human element is very realistic!

Available Virtual Team Members

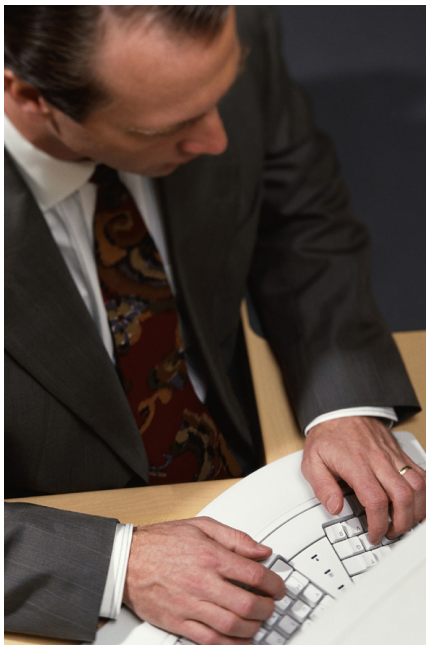
Name	*Primary Skill*	*Type*	*Age*	*Years With Co*
Agee, Wallis E.	Programmer	ISTJ	42	21
Beal, Marion M.	Technical Writer	ISFJ	63	4
Caine, Tony S.	Design Engr, SW	INTJ	36	3
Darr, Kim E.	Programmer	ISTP	40	Contr
Eaton, Morgan F.	Programmer	ISFP	29	7
Frey, Clary N.	Technical Writer	INFP	34	16
Gott, Sam H.	Product Technician	ESTP	50	27
Hart, Orris P.	Exper Machinist	ESTP	58	Contr
Jager, Willie	Product Technician	ESFP	27	2
Kolb, Lou D.	Design Engr, Electr	ESFP	38	1
Lamb, Pat C.	Product Technician	ENFJ	24	Contr
Miles, Lynn A.	Design Engr, Product	ESTJ	54	26
Nance, Kelly L.	Design Engr, Electr	ENTP	32	5
Omar, Oksana O.	Exper Machinist	INFJ	52	Contr
Park, Leslie N.	Design Engr, SW	ESTJ	21	1
Reil, Sandy W.	Product Technician	ESFJ	30	Contr
Sosa, Lee R.	Programmer	ESFJ	44	Contr
Tong, Dia M.	Design Engr, Electr	INTP	47	Contr
Wood, Chris G.	Design Engr, Product	ENFP	49	4
Yuko, Gerry A.	Design Engr, SW	ENTJ	45	Contr

Note: Ages are not disclosed to class participants, but do affect virtual peoples' interests, work style, motivation, needs, maturity, wisdom, etc.

Resource Planning

A participant team selects its project team on the basis of personal information provided in the workshop manual. This data may be biased, of course—the *Performance Review* by a former/current supervisor; the *Resume* by the writer himself/herself.

The workshop manual includes a page, like the one on the next page, for each available virtual person.



Performance Review

Name: Lynn A. Miles ***Title/Position:*** Product Design Engineer

Years With Company: 26

Exceeds basic job requirements	✔	Does not meet basic requirements
Meets agreed upon "stretch" goals	✔	Maintains status quo and equilibrium
Works well without clear direction	✔	Prefers or requires detailed instructions
Prefers creative, adaptive situations	✔	Prefers routine and predictability
Prefers working alone	✔	Prefers working in a group
Supports own needs and goals	✔	Supports group needs and goals
Seeks out new ideas and concepts	✔	Adheres to the tried and true

Plans work for team

Uses m usual

Finds w in most

Commer

Resume

Name: Lynn A. Miles

Career Objective: To continue working with this company, where I have spent 26 productive and satisfying years.

Experience:

A variety of increasingly responsible positions in the company, touching upon nearly every facet of product design and fabrication, and upon nearly every major new product manufactured by the company, and at nearly every level of management responsibility.

Education:

PMP	Certified Project Management Professional PMI
MSEE	University of Texas
BSEE	University of Texas

Observations

Natural head for business and technical matters. Focused. A natural organizer at work and in other activities. Most successful when others' feelings are remembered.

Notes

Contingency Planning

Unplanned events occur as the project progresses, and teams respond, adapt, or recover according to their contingency plans.

Although there is a minor random effect, most unplanned events occur as responses to decisions made by the participant team.

Unplanned Events

- ▲ Approval delays
- ▲ Slow project progress
- ▲ Absences
- ▲ Resignations
- ▲ Specification changes
- ▲ Program modifications
- ▲ Funding delays
- ▲ Changing priorities
- ▲ . . . and many others

Contingency Plan

For Task No. _____

Unplanned Event / Windfall	Likelihood 1 - 10	Consequence 1 - 10	Impact L X C	Action to Take	Who is Responsible for Action?
Maple resigns ✳	2	9	18	Replace with Ives	
Rios available ✳	7	6	42	Put on Task 16; watch it sing!	
Task 8 finishes early ✳	3	9	27	Start early; pick up pace	
Team forms faster	7	2	14		
Team bldg burns down	0.1	10	1		
Team resigns en masse	1	10	10		
Materials cost lower	2	8	16		
Task 5: 2 wk delay ✳	5	8	40	Add a person; educate	
Caine pulled temporarily ✳	6	4	24	Caine works OT next week	

Budgeting

To complete the planning process, all of the data developed so far are translated into a simple ***Budget. . .***

Sample Project Budget

Labor & Benefits	$ 170,000
Overtime	6,000
Education	19,000
Overhead	234,000
Materials	140,000
Meetings	7,000
Other Costs	50,000
Customer Relations	10,000
Quality Penalties	-0-
General & Administrative	114,000
Total Budget	**$ 750,000**

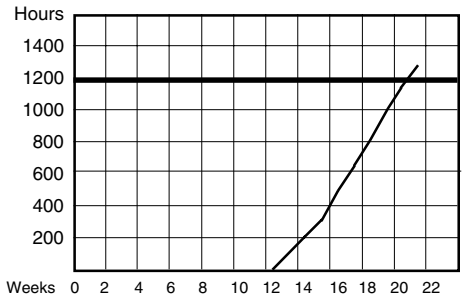
Planning for Quality

Quality is emphasized throughout the project.

- ▲ Quality customer relations
- ▲ Quality project management processes
- ▲ Quality of individuals selected
- ▲ Quality of project team (as a unit)
- ▲ Quality meetings
- ▲ Quality education
- ▲ Quality penalties for out-of-spec work
- ▲ Quality as a corporate value

Quality principles are supported in all respects!

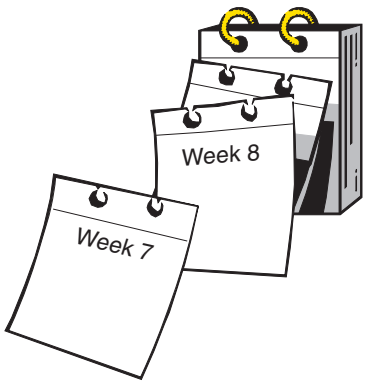
Mean Time To Failure



Managing the Project

When planning is complete, the 21-week project begins . . .

1. Participant teams review their strategies
2. Make strategic and current decisions
3. Apply decisions to the MegaDriver Project
4. Work project for one week (simulated)
5. Read and analyze feedback on monitor
6. Respond interactively to situations and dilemmas
7. See immediate feedback to their responses
8. Print weekly management summary reports
9. Track progress on project control charts (KPIs)
10. Review and analyze short and long term results
11. Make next round of decisions
12. Continue for 21 weeks, or until project completes



Project Scope Changes

As their project progresses, participant teams are asked to perform additional tasks not included in their original plan.

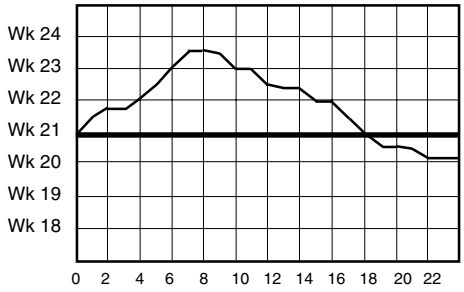
Teams can decide to ask for additional budget to cover the added project scope. If they do, negotiations begin with their virtual project sponsors, resulting in an increased budget.

The Task List, Work Breakdown Structure, Network Diagram, Bar Chart, Resource Plan, Contingency Plan and Key Performance Indicators are then officially changed to reflect the added project scope. Project tracking is altered accordingly.

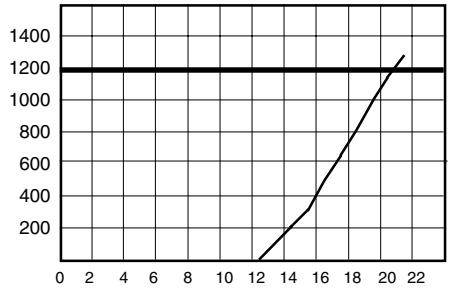
Key Performance Indicators (KPIs)

Project performance is measured and tracked by the participant team each week. They can choose any number of measures to track, but at a minimum they must track these four KPIs:

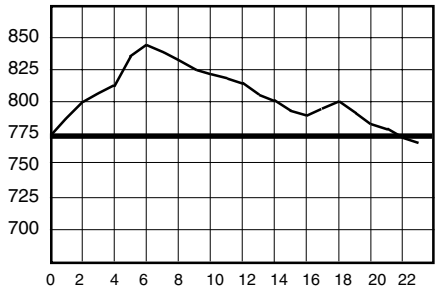
Expected Project Finish



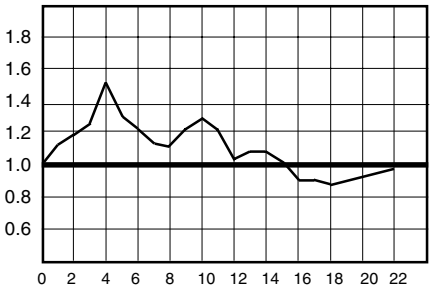
MTTF



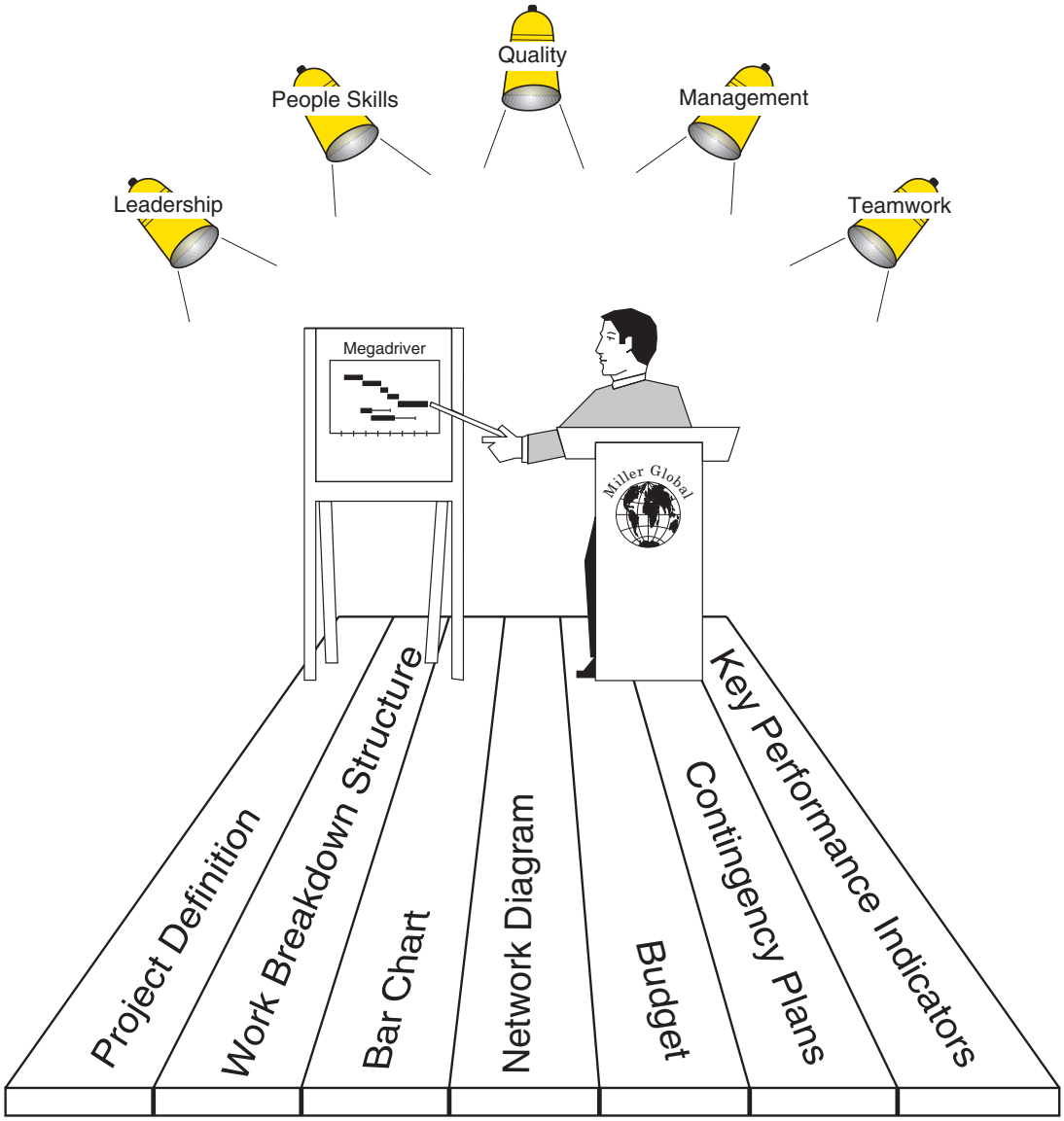
Estimated Final Cost



Quick Performance Index



Skills Integration



By the end of the workshop, all the elements of Managing by Project are integrated. You have a new set of skills!

Application to Job

Participants' learning in this workshop has value only if they can apply it to their everyday work.

Our experience is that participants apply what they have learned the ***very next day***!

Everything participants experience in this workshop is related to their real world. In addition to the hundreds of decisions and actions already described, they also make—

- ▲ site visits
- ▲ periodic planning reviews and reports
- ▲ monthly project progress reports
- ▲ final project completion review

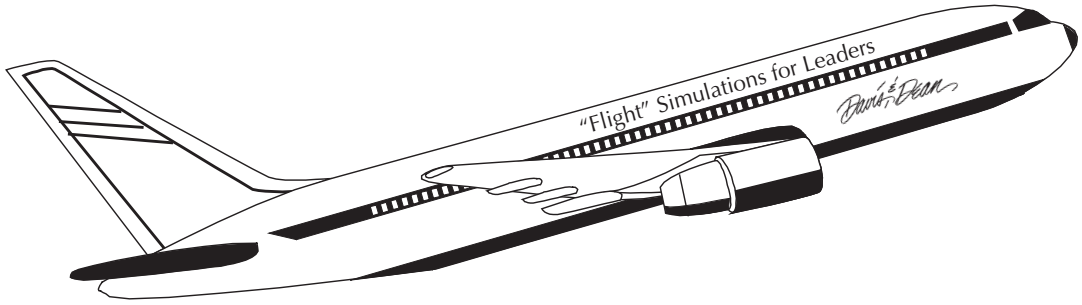
Before leaving the classroom, participants commit ***in writing*** to what they will apply—

- ▲ next week at work
- ▲ in the long term at work

Why do "Flight" Simulations for Leaders work?

Compressed experience methods have been used in flight simulators for many years. These methods give airplane pilots risk-free experience in a short time so they can learn and integrate new skills.

Davis&Dean "Flight" Simulations for Leaders are much the same, replicating management and leadership situations so new skills can be focused on, practiced, and learned quickly.



- ▲ You learn by doing
- ▲ Energized classroom insures full participation
- ▲ Telescoped time dimension allows rapid learning
- ▲ Risks are taken without fear of failure or repercussion
- ▲ Attention is focused on skills to be learned and applied
- ▲ Decisions are followed by immediate, continuous feedback
- ▲ High transfer of learning results from accurate mirror of the workplace
- ▲ Intensity and emotion lead to long term internalizing of the experience

Time is short, but . . .

What if . . . there were a fast, effective way to learn the new, complex skills required of today's successful leaders?

What if . . . in a classroom, you could immerse yourself in a relevant, realistic re-creation of your workplace, accurately reflect the complexity of your job, inundate yourself in the dozens of simultaneous, multi-dimensioned dilemmas that leaders face, and add the urgency and intensity of a collapsing time-line?

What if . . . you could learn to quickly assess a situation, integrate all the data available to you, forge a team decision, see results instantly, and get continuous, timely performance feedback?

What if . . . you could lock in your learning with actual reinforced experience, and capture how it feels to successfully apply your new skills with the confidence of an accomplished leader?

What if . . . it could be done in two or three days?

That's what we **guarantee** with ***Davis&Dean "Flight" Simulations for Leaders***, and what we do for the world's most progressive companies on six continents.

These unique, computer-based workplace simulations are designed to seize your attention and give you the best value-added education there is: skills you can take to work that will change forever how you live and lead.

Workplace Simulations from Davis&Dean

Davis&Dean offers many other *"Flight"* Simulations
for Leaders™ in the field of Project Management.
Please visit our web site or call us for complete information.

www.davisdean.com
info@davisdean.com
1.435.986.4321
1.800.488.8172

321 North Mall Drive

Building VW-102

St George, UT 84790 USA

1.435.986.4321

Fax: 1.435.986.4322

info@davisdean.com

www.davisdean.com