

1. Introduction to PM in Context of the Project	Chapters 1 and 2 of the FLL Coaches' Handbook. Initiate ice breaker and team building exercises.
1.1. Terms and Process Groups	Discuss with stakeholders the 5 Process Groups related to the Project Calendar. Use new terms from FLL and PM. Continue team building.
1.2. Scope/Cost/Time Dilemma	Discuss with stakeholders how these three factors will interact in the context of the project.
2. Define the Scope	Chapter 5 of the FLL Coaches' Handbook. Be sure to engage stakeholders in defining the scope.
2.1. Define the Problem or Opportunity	p. 49, Identify a Real World Problem
2.2. Imagine a Vision	Refer to Chapter 1 principles in the light of 2.1, above.
2.3. Agree on a Mission	p. 49, Create an Innovative Solution
2.4. Scope Inclusions and Exclusions	Apply learning in 1.2 to Mission identified in 2.3 to focus the project effort required.
3. Gain Stakeholder Support	With the principles of Chapter 1 and 2 in mind, gain formal commitment to scope definition from all stakeholders. How will they measure success?
3.1. Identify Stakeholders	p.8 -- Review a stakeholder matrix to make sure you have all stakeholders identified, including school administration, different degrees of business partners, risk management, etc. on row labels.
3.1.1.Owners	
3.1.2.Customers	
3.1.3.Sponsors	
3.1.4.Other	
3.2. Define Stakeholder Interests and Expectations	Complete the columns on a stakeholder matrix by documenting interests and expectations of each stakeholder group identified in 3.1. Post the stakeholder matrix for frequent reference.
4. Develop the Project Charter (use Template)	Chapter 3. With team, including stakeholder representation, thoroughly write out a Project Charter which will lead to common mental models of the project that is scheduled for completion.
5. Create the Work Breakdown Structure	Chapter 3. Determine milestones and schedule deliverables based on the Project Charter. Include notations on all three types of resources related to each task: people, things and money.
5.1. Outlining Major Tasks	Due dates for deliverables.
5.2. Breakdown Sub-tasks	Chapter 4. Team interests and capabilities will begin to emerge.
6. Develop a Budget Plan	p. 26 and 28, Chapter 6, Chapter 7 and Appendix C, FLL Coaches' Handbook. Engage student team leaders in addition to adults. Identify and estimate all possible costs and potential revenue sources.
6.1. Revenues	What PR will sponsors get out of sponsorships? Create value for

	revenues received. Engage students in learning-related fundraising activities when such activities are necessary. Provide alternatives to allow ALL interested participants to fully engage regardless of socio-economic condition.
6.2. Costs	Work donations, discounts and promotions.
7. Develop a Project Schedule	Chapter 9. Progressively elaborate the WBS. Post the continually updated calendar.p. 92-100 Checklists and Sample Schedules will outline a schedule. Add details and review periodically.
7.1. Beginning and End Timeline/Calendar	
7.2. Calendar Key Dates for Deliverables	
8. Develop an Organization Structure	Chapter 2. Review p. 108, 109.
8.1. Define team roles and responsibilities	Begin teambuilding exercises early, and consider short challenge initiatives at appropriate times to use debriefs as team learning to improve teamwork and project leadership. Group articulation for understanding and commitment.
8.2. Build Team (and Communications)	Review internal and external communications.
9. Obtain and Manage Resources	What is going well? What can be improved? What resources can be brought to bear to accomplish the improvements? See Appendix C.
9.1. People	Consider an HR manager assignment.
9.2. Things	Consider a purchasing/procurement manager assignment.
9.3. Money	Accounting and financial control are imperative for the project, and needs to be assigned appropriately.
10. Assure Quality	Use the continuous improvement mantra: what is going well, what can be improved, what resources are needed, how will we measure our improvement?
10.1. Product Quality Standards	Discriminate between essential minimum quality standards and desirable product qualities. If the robot looks good but cannot perform the task, have we met our goals?
10.2. Meet or Exceed Stakeholder Expectations	Review posted stakeholder expectations.
11. Achieve the Deliverables	p. 31-33 define the journey. Are we on pace to reach the destination?
11.1. Pacing Against Deliverables Dates	p. 15. Periodic group review of performance against schedule.
11.2. Celebrate Milestones	Chapter 6, but don't wait until end to celebrate. Task performance, attitude, teamwork, mentoring...spontaneous appreciation of minor as well as major milestones is important during the journey.
12. Measure and Communicate Performance	Goal achievement results from task performance. Internal, on-going communications support quality deliverables. Quality deliverables

	support team success on the project. Team success
12.1. Reports on Progress and Deliverables	A stakeholder matrix should identify project communications needs.
12.2. Celebrate and Share Success	Both as team/stakeholder validation and externally for PR and project sustainability.
13. Conduct Project Review for Learning and Continuous Improvement	A deliberate review with the project team and key stakeholders to identify lessons learned will greatly enhance the project as a learning experience. Documenting learning (institutionalizing it) will lead to improved success for future competitions. This learning is also retained by the team individuals as they go through future education and training.
13.1. What Went Well	Review scoring, but also objectively poll the team members and stakeholders to get a thorough picture to share with all.
13.2. What Could Be Improved	See 13.1
13.3. What Resources Would Support Improvement	Match resources and other proposed solution to each indicator of improvement need.
13.4. How Would Improvement Be Measured (Indicators)	Quantifiable measurements are a part of SMART Goals (see Project Charter) and planning for improvement.
14. Assure Sustainability Issues are Addressed (Use Pocket Guide Questions)	Future project leadership, sponsors, mentors and team members/recruitment plans are particularly important to identify as part of the closure process.