Managing e-Learning Projects
…and Other Great Mysteries of Life

Lunchtime Learning Session
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Agenda

- Some challenges of managing e-learning
- What do Project Managers manage?
- Best practices, techniques, and tools
The PM’s Mission:

- On time
- On quality
- On budget
Technologies:
Complex mix of process, development, and delivery technologies

Learning Management System (LMS)

SCORM

AICC

FTP

html
.wav
Audio Editor
.jpg

Microsoft Project

Adobe PhotoShop

Adobe Flash

video
Adobe Acrobat
.png
.gif
Team Composition:
Eclectic mix of disciplines, personalities, and expertise
Stakeholders:
Generally more of them and most are not tech-savvy or learning-savvy

Legal/Compliance

IT Department

Marketing Department

The Boss!

The Learner
What PMs manage...

- Manage Stakeholders
  - Manage expectations
  - Manage team dynamics
  - Manage communications

- Manage Process
  - Manage dependencies
  - Manage handoffs
  - Manage risks

- Manage Quality
  - Manage requirements gathering
  - Manage inputs, throughputs, and outputs
  - Manage testing and reviews
Managing Stakeholders

**Educate, Consult, Negotiate, Update**

1. Assess the roles and needs of stakeholders
2. Educate stakeholders about the process
3. Help them understand expectations
4. Manage emotional needs (safety, belonging, esteem, actualization)
5. Keep them informed throughout the process
6. Promote direct, free-flowing communication
7. Make friends and earn points
8. Don’t commit to something without consulting your team
9. Negotiate…don’t give up something for nothing
10. Act as a process *consultant*
Managing Process

dependencies, collaborations, handoffs, reviews

1. Pay extra attention to **choke points** in the process, places where the process can get bogged down or jeopardized
2. Minimize **dependencies**—enable parallel workflows
3. Where people need to **collaborate**, provide structure and guidance
4. Where there are **handoffs**, promote over-communication
5. When people need to **review** or test, micro-manage that process to minimize rework, churn, and delays
6. Be proactive about managing **risk**...know where the process can break down and provide extra support, structure, and guidance
7. Build buffer and contingencies into high-risk areas
Managing Quality

Manage for Quality

1. Understand what factors drive quality
   - Understanding of organizational & stakeholder requirements
   - Understanding of learner and work context
   - Access to subject matter expertise
   - Great content, interaction, and media design
   - Sound development practices
2. Design the process with those factors in mind
3. Develop a Quality Assurance Plan
4. Develop quality standards
5. Promote visibility and accountability