UGC Training

Think Like a Project Manager: Building a Strong Operational Foundation

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Resources

- PMI – Project Management Institute
  - Training Manual for Managing Complexities and Ambiguities in Projects
  - Risk Management
- What Is a Risk Register & How to Create One
- Flowchart Symbols and Meaning: A Complete Guide (2026) - Venngage

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The Vision

Your Office Today

Your Office Tomorrow

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The Obstacle - Ambiguity

Incomplete or lack of information

- Impacts decision-making
- Evokes stress and anxiety
- Can lead to poor job satisfaction and burnout

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Where does ambiguity come from?

37% Task Complexity
- Coordinating project deliverables
- Task Novelty

20% Core PM Basics
- Project Progress
- Resources and Scope

18% Stakeholders
- Conflict
- Changing Expectations

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Resolving Ambiguity

- Workflow Mapping & Process Optimization
- Information Management
- Risk Management

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The Example

Build a strong *operational foundation* and remove ambiguity

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Workflow Mapping and Process Optimization

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Making Work Visible

What are our goals? → What does the process look like? → Who is responsible at each step?

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Goal Alignment: Define Success Before Execution

When Goals Are Unclear	When Goals Are Clear
Different interpretations of "done"	Teams agree on what "success" means
Competing priorities	Decisions support the same outcome
Work starts before expectations are aligned	Less rework and course correction

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SMART Goals

- Framework for setting clear objectives.
- How **SMART** goals help you achieve success:
  - Establish actionable commitments
  - Enable you to evaluate success
  - Increase accountability

S Specific
M Measurable
A Achievable
R Relevant
T Timebound

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Key Performance Indicators

- Quantifiable metrics used to evaluate objectives
- KPIs help you translate strategy into measurable outcomes

Measurable Outcomes

Measure progress toward the goal	Signal when work is off track	Enable timely decisions

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Flowcharts

- Visual diagram that represents a process, workflow, or algorithm

- Clarify decision points
- Standardize repeatable processes
- Reduce variation and rework
- Support onboarding and continuity

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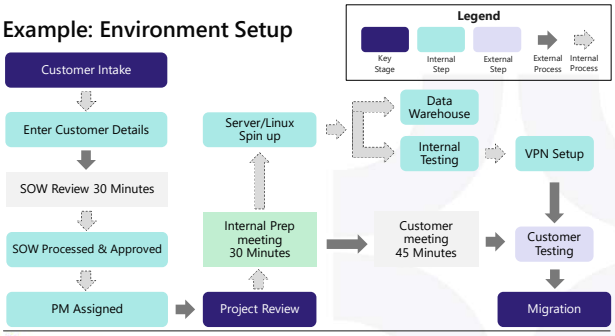
Example: Environment Setup



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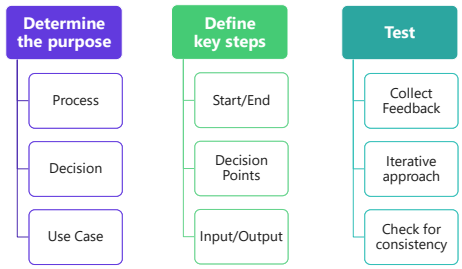
Flowcharts: Defining the Process



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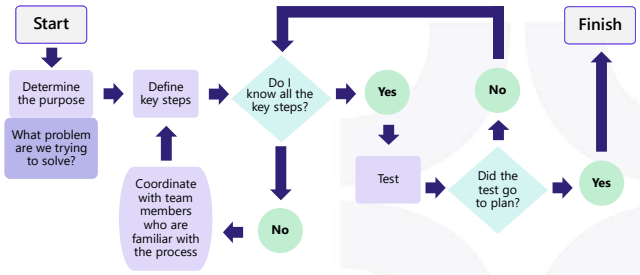
Flowcharts in Action



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RACI Matrix (Roles & Responsibilities Chart)

- Defines roles and responsibilities in a project or process

RACI Definitions	
(R) Responsible	The group who is responsible for the activity execution
(A) Accountable	The group who is ultimately held accountable for the overall success of the activity
(C) Consulted	Group that provides input to a project activity
(I) Informed	Group that is informed of the progress and outcomes of a project activity

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How Does RACI Help?

- Clarifies Roles
- Improves Communication
- Increases Accountability
- Enhances Efficiency
- Supports Project Management

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Roles & Responsibilities

High-Level Project Responsibilities	Bridgeway	Customer
Customer Requirements • Business & operations • Data	 R R	 A, R A, R
High-Level Solution Design	A, R	R
Detailed Solution Design + Build • Configuration • Technical development	 A, R A, R	 C, I C, I
Data Conversion • Data mapping • Data loading & validation	 A, R A, R	 R, C R, C
Testing and Validation • Configuration • Workflow UAT / Outcome-based • End-to-End	 A, R A, R C, I	 C, I R A, R

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The Goal

- Workflow mapping is the pit stop choreography
  - Goal: get the car safely back out fast
  - Flow: What order and steps does the team accomplish the goal
  - Roles: tires, jack, fuel

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Information Management

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Information Management

Is information accurate and up to date?

Do people know where to access what they need?

Do the right people have access to the right information?

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Information Management

Challenge	Issue	Action
Conflicting information provided to a member	Multiple out of date documents	**Version Control** • Take inventory • Remove duplicates • Use dated templates
It takes too long to find the correct information	Lack of clarity in where information is stored	**File Management** • Consistent file structure • Standard naming conventions
Users can't access what they need	Incorrect permissions management	**Define Roles** • Establish who should have access • Manage document and location settings

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The Goal

- Information management is the pit crew's tool setup and communication system

They rely on:

- Accurate, up-to-date information
- Knowing where to access what they need
- Ensuring the right people have the right access

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Risk Management

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Risk Management

Identification	Analysis	Response
Have you identified the potential risks?	What is the likelihood and severity?	Have you established a plan for when the risk occurs?

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Risk Register

- Place to collect potential risks and map out a path to mitigate them

Created During Project Planning

Used During Project Execution

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Risk Register

- Identification
  - Defining the potential risks that may occur

Risk Description	Impact	Risk Level	Risk Response
Key pit crew member unavailable (injury/absence)			
Miscommunication between driver and pit crew			
Safety equipment malfunction			

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Risk Register

- Analysis
  - Defining the impact of that risk and risk level

Risk Description	Impact	Risk Level	Risk Response
Key pit crew member unavailable (injury/absence)	Slower pit stops, increased errors due to unfamiliar roles	High	
Miscommunication between driver and pit crew	Incorrect pit timing, wrong tires, or fuel miscalculation	Medium	
Safety equipment malfunction	Safety hazard, extended pit stop time	High	

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Analysis

- Risk Matrix
  - Measures the likelihood of the risk occurring
  - Measures severity

Risk Matrix		Severity				
		Insignificant	Minor	Moderate	Major	Severe
Likelihood	Almost Certain	Medium	High	Very High	Very High	Very High
	Likely	Medium	High	High	Very High	Very High
	Possible	Low	Medium	High	High	Very High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Low	Medium

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Risk Register

- Response
  - Defining how you are going to handle the risk if when it occurs

Risk Description	Impact	Risk Level	Risk Response
Key pit crew member unavailable (injury/absence)	Slower pit stops, increased errors due to unfamiliar roles	High	Cross-train crew members and document standardized pit stop procedures
Miscommunication between driver and pit crew	Incorrect pit timing, wrong tires, or fuel miscalculation	Medium	Use standardized call language, radio checks before race, and backup hand signals
Safety equipment malfunction	Safety hazard, extended pit stop time	High	Inspect jacks before every race and stage a secondary backup jack

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Response

- Risk Treatment Options framework
  - For each prioritized risk, select one standard response:

Avoid — Eliminate the risk by discontinuing or redesigning the activity

Reduce — Implement controls to lower the likelihood or impact of the risk

Transfer — Shift exposure to a third party through insurance or contractual terms

Accept — Acknowledge the risk and monitor it within defined tolerance

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The Goal

- Risk management is what the pit crew does before the race:
  - If a wheel gun fails, they have a backup
  - If weather changes, they already decided the tire strategy
  - If a key specialist is out (your "SME leaves" example), they've planned cross-training and documentation

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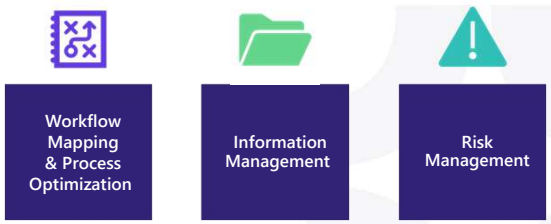
Resolving Ambiguity



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