

**Category:** Project Management and Leadership

**Example:** Project manager on Lego toy truck – Design through Launch

**Situation:** Responsible for program, allocating resources, assigning tasks, managing project to ensure timely completion of tasks including extensive safety testing and engineering changes; primary customer contact.



In-hood  
sound device

Lego toy truck

**Problem:** Aggressive timing request from customer. Typically this kind of project takes 12+ months – customer wanted completion in less than eight months (from start of design work).

**Action:**

1. Planned project Gantt chart using MS Project; ensured persons doing work on the project had the opportunity to participate in scheduling
2. Project plan showed launch first week of July, 2005
3. Dealt with customer requests for timing compression by involving them in the process of risk assessment and decision-making
4. Interfaced with Quality, Manufacturing, Molding, Purchasing, and other involved departments to ensure good communications and focus on deadline dates
5. Designed custom sound device housing (under “Design and Analysis” on résumé) to break deadlock / show-stopper on safety issue
6. Initial safety testing required redesign of attachment features holding truck together; did CAD work to redesign and add snap features

**Result:**

1. Customer representative called project plan the “most comprehensive plan he’d ever seen”
2. Program launched as originally predicted thanks to Team’s efforts