Solution

# Circles of Project Management

Jon needs a High-Level Plan and close Project Control to organize the work and conduct the senior management reporting. He should create the High-Level Plan immediately and start daily project pulse meetings. The Detailed Project Plan would be a fruitless waste of time. He does not know the root causes, so he cannot adequately plan the resolution of the root causes. Since this is such a high priority project, he will not have trouble getting resources, so rather than slow down the project to develop an inaccurate plan, he should bypass that circle.

The need for a Risk Management Plan is high, but this should be a very active living part of the project management effort. Jon does not need a complete set of risks and risk responses before he starts work. Rather he should be developing those every day based upon what is learned that day and using the risk analysis, high-level plan, and the expert judgement of those who are reporting to him daily he should be working towards achieving the goal.

The decision on combination of gates can be made once the root causes are understood.