Some myths...

- Project management is unnecessary overhead
- Project management doesn’t add any value
- Project management is just “fluff” that detracts from the “real work”
- Project managers are simply experts in producing project documentation
- Talk about BORING...
First dose of reality...

- Project management is great ... but only when applied *correctly* and in the *right dose*

- If not, then the myths are probably true...

- If so, then project management:
  - Focuses the team on goals and outcomes
  - Provides structure that promotes success
  - Helps you balance time, money, resources, & scope
  - Leads to effective communication
Second dose of reality...

- Project management is all about balancing “science” (what the books say you should do) with “art” (what you really need to do)

- Project managers must be **flexible**
  - Balance, adapt, overcome
  - Wear the right hat at the right time
  - Know what you need to know when you need to know
Project Managers Have Big Heads...

- Realist
- Expert
- Negotiator
- Facilitator
- Motivator
- Coach
- Host
- Mediator
- Enforcer
- Communicator
- Diplomat
- Salesperson
- Counselor
- Marketer
- Clairvoyant
- Accountant
- Historian
- Arbitrator
- Protector
- Delegator
- Politician
- Director
- Decider
- Judge
- Focuser
- Listener
- Negotiator
- Responsible
- Instinctive
- Honest
- Follower
- Director
- Accountant
- Salesperson
- Enthusiastic
- Marketer
- Fair
- Expert
- Competent
- Professional
- Communicator
- Host
- Independent
- Mentor
- Creative
- Facilitator
- Counselor
- Organizer
- Diplomat
- Clairvoyant
- Leader
- Historian
- Mediator
- Decider
- Effective
- Enforcer
- Inspirational
- Manager
- Project
The Project Management Cycle

Plan → Do → Check → Act

Old School – W. Edwards Deming
The Project Management Cycle

New School – Project Management Institute (PMI)
The Project Management Cycle

MY SCHOOL – Hybrid of PMI and CH2M HILL
Project Delivery System
So, what’s most important?

- For project managers, *everything* is important!
  - Every part of the PM cycle will become important at one time or another
  - The “art” is choosing what is right for *your* particular project & team at the particular time

- The **leadership cycle** is *always* important!
  - Leadership affects *everything*
  - Ingredients for success:
    - Relationships
    - Teamwork
    - Endorsement
Relationships

- Relationships are fundamental
- Relationships build long-term trust and confidence

Ingredients for success:
- Understand needs, expectations, strengths, & weaknesses
- Regular communication: Shoemail >> phone >> email
- Relationship maintenance during difficult times
Teamwork

- A strong team is vital to project success
- Teaming builds flexibility and creativity into the work

Ingredients for success:
- Support and defend your team
- Establish regular, effective meetings
- Make extra effort to include virtual team members
Endorsement

- Endorsement is more than simple approval – it implies *ongoing commitment*

- The endorsement process ensures mutual understanding and commitment to project success

- Ingredients for success:
  - Foster mutual understanding; affirm the common vision
  - Give all parties a stake in the outcome
  - Identify and discuss risks
Most people think that **Executing & Controlling** provide the most value

- This is where things get done!
- But, people resist because they have their own ways of being productive
- To make matters worse, management often doesn’t understand the “work”
Here’s the secret...

The most valuable phases of a project are **Initiating**, **Planning**, and **Closing**:

- **Initiating** is where you establish your scope of work. Lack of agreement or understanding will cause *scope creep*.

- **Planning** is where you gain a better *understanding of what needs to get done* and then communicate it. “*Plans are worthless, but planning is everything.*” -Eisenhower

- **Closing** is when you have agreement from all of your stakeholders that the project is finished. *Launch or go-live is not the end of a project!*
Initiation

- A simple statement of the **Project Objective** can be your most powerful tool:
  - **What** are you going to do?
  - **How** are you going to do it?
  - **Why** are you doing it?

- Achieve stakeholder **endorsement** before starting work

- The **Project Objective** is your baseline for measuring **scope creep**
Planning

- Create a guide and map for your team:
  - **What** needs to be done?
  - **Who** is doing the work?
  - How much will the work cost (**budget**)?
  - When will the work be done (**schedule/milestones**)?
  - **How** the work will be done?
  - How will you manage **communications, risk, & change**?
  - **What metrics** will you use to track **progress, quality, & scope**?
  - What are the internal and external **dependencies**?
Closing

- If you’ve done your job well, closing is easy:
  - Stakeholder needs/expectations have been met/exceeded
  - Customer knows exactly what was delivered
  - Customer/stakeholders are satisfied

- Closing is simply a matter of acknowledging that everything was delivered as agreed … but write it down!

- What if the customers/stakeholders still want more?
  - *Aren’t you glad you have that Project Objective statement?*
Where the rubber meets the road...

- **Monitoring** is where progress is measured
- **Executing** is where the “work” gets done
- **Controlling** is where minor course corrections are made
Monitoring

- Avoid using “percent complete”...
  - People guess
  - People are overly optimistic
  - The last 20% takes 80% of the time (80/20 rule)
  - Work expands to fill available time

- Binary completion is a much more accurate progress measure
  - Is it done? Yes or No

- The key is to plan **milestones**
  - Milestones must be measureable
  - Granularity is critical – make them just fine enough to measure progress, but no finer
Executing & Controlling

• Change is inevitable. You cannot stop it. You must accept that it will occur.
  • Stakeholders will always change their minds
  • Requirements will always change after a “freeze”

• How you deal with change is what matters!
  • Evaluate changes based on their ability to advance the project objectives (*remember that Project Objective statement...*)
  • Quantify the impact of changes in terms of scope, schedule, resources, & quality

• Prioritize changes based on overall impact
  • Let the *customer* prioritize major changes
Knowledge is Power...

- The most valuable and least said word in a project manager’s vocabulary is “No”
- The most valuable and least said phrase in a project manager’s vocabulary is “I don't know”
In summary...

- Project management is **not** evil
- **Leadership** is always important
- The secret to success is **flexibility**
- **Plan**, plan, plan
- Knowledge is power – seek balance
Project Management Lessons from *Star Trek*

- Non-interference is the Prime Directive
- Set your phaser on stun
- Humans are highly illogical
- "Live long and prosper"
- Infinite Diversity in Infinite Combinations
- "Having is not so pleasing a thing as wanting"
- Tribbles hate Klingons (and Klingons hate Tribbles)
- Enemies (like Romulans) can be cloaked
- Don’t put all your senior officers in one shuttlecraft
- Insufficient data does not compute
Resources

- Project Management Institute:  www.pmi.org
- DoIT Project Management Advisor:  www.pma.doit.wisc.edu
- Improving the User Experience:  www.usability.gov
- Project Science:  www.projectscience.org