Effectively Managing Your Digitization Project

Summit VI
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Why focus on Project Management?

- Key challenges with scientific, research, & digitization projects:
  - Scientists want to do research, not administration
  - Project administration is time consuming and distracts scientists from their main interests
  - Funding agencies desire accurate cost estimates and predictable outcomes
Why focus on Project Management?

• Scientific, research, & digitization projects can get into trouble when:
  – Objectives are not well defined
  – Communication is inadequate
  – Trouble is diagnosed at vulnerable times

• Cost overruns
• Delays
• “Near death” syndrome
Project Management provides a better way!

• Promote education & experience
  – Impart experience of current scientists & managers to those in emerging projects
  – Educate emerging scientists & managers in the values of project management

• Emphasize value of leadership & teamwork

• Provide structure to predictably meet project requirements within established constraints
Project Management is rooted in the Scientific Method

Initiate

Why

Plan what do we want to do.

Hypothesis

What did we learn? What next?

Conclusions

Do

Plan

Carry out the plan!

Experiments

Analyze the data, observations, and outcomes.

Results

Act or Adjust

Check or Study

Walter Shewhart / W. Edwards Deming / PMI
Leadership is an integral part of Project Management

Initiating

Why

Direction, Alignment, Motivation

Leadership
Coping with Change

Deploying & Learning

Do it

What & How

Envisioning

Planning

Executing

Management
Coping with Complexity

Monitoring & Controlling

Analyze, Learn, Adapt

Order, Consistency, Predictability

Closing

Did it

Hybrid of PMI & CH2M HILL Project Delivery System
Always seek balance…

Scope

Time

Cost

Resources

Quality

Risk

Available options

Initiation

Cost of change

Closing

Art

Science

Leadership

Techniques

Interpersonal

Methodologies

Business

Processes

Politics

Tools
Some thoughts for discussion

• Dedicated project manager
• Project plan
  – Stay organized
  – Manage risk/change
• Flexibility
  – Be outcome driven
• Decisions
  – Beg for forgiveness
• Communication
  – Multiple channels
  – Regular meetings
  – Stakeholders
• Lessons learned
  – What works
  – What doesn’t work
  – Mentoring
• Delegate!
iDigBio’s Project Management Resources Wiki Page

idigbio.org/wiki/index.php/Project_Management_Resources

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