Project Management Book Presentation

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Chapter 1
The New World of the Unofficial Product Management
What is an “unofficial” PM?
Have you spent most of your time working with products with no product management training?

You’re an “unofficial” PM!
21st Century PM

- Good Leader
- Don’t over complicate things (REMEMBER THE CORE)
- People + Process = Success
Chapter 2
PEOPLE + PROCESS = SUCCESS
Process + People = Success

- **People**: is the way the team interacts with each other and pulls behind one mission.

- **Process**: is a set a rules the team runs by. It’s the mechanical daily flow the team goes through.

- **Success**: balance the two by having “informal authority”.
Informal Authority

- Formal Authority comes from title.
- Informal Authority comes from character and capabilities of the leader.
- You can earn informal authority by:
  - Demonstrating respect
  - Listening first
  - Clarify expectations
  - Practice accountability
Chapter 3
Initiating the Project: Move Ahead or Go in Circles?
Unclear Expectations 2019 (un-colorized)

blindfolded
walking in circles
no direction
sad

doing extra work
second guessing
scope creep (project -> monster)
also sad
More Bad Things That Can Happen

a. you end up doing the wrong project
b. you become poor because you go way off budget
c. you miss the deadline and fail this class
d. all of the above

Answer: d
How To Not Mess Up:

Assume everything is *unclear*

Ask these questions:

- Who will this project impact?
- Who determines success and what are their expectations?
- What are the project limitations?
- How do you create a shared understanding of the project outcomes?

~ Learn Everyone’s Expectations
How To Not Mess Up:

**Stakeholder:** A person or an organization that is actively involved in the project or is positively or negatively impacted by it.

=> Brainstorm with your teammates + others!

**Key Stakeholder:** Any person who determines the success or failure of the project.

=> Decisions Authority Need Connections Energy

~ Find The Relevant Stakeholders
How To Not Mess Up:

Get input from them AMAP and ASAP

**Frontloading:** getting information totally clear up front

Bring key questions + ears

  => open → detailed → closed

You may think you need not do this. You would be wrong.

~ Interview Stakeholders
Liam: “Kory, can I get you anything when I go out for lunch?”

Kory: “How nice of you to ask. Would you mind bringing me an apple?”

Liam: “In order to get you what you expect, and since there are a lot of apple types, what size and color and type do you prefer?”

Kory: “Liam, thank you so much for clarifying. I’d like something medium to large, and it must be red. In fact, a Red Delicious would be perfect.”

Liam: “So, if they only have green?”

Kory: “It would be a waste of money because I really don’t like them. Thanks for checking with me.”

Liam: “No problem.”
How To Not Mess Up:

**PROJECT PURPOSE:** why are you doing the project?

**DESCRIPTION:** the how, what and when

**DESIRED RESULTS:** what specific measures/outcomes need to be accomplished?

**EXCLUSIONS:** what will *not* be a part of the project?

**COMMUNICATION NEEDS:** how would you like to communicate?

**ACCEPTANCE CRITERIA:** figure out who you need to please to pass CIS 400

**CONSTRAINTS:** in scope, quality, budget, risk, time, and/or resources

~ What to Ask Stakeholders
How To Not Mess Up:

- Get as many stakeholders as you can together in one room or online.
- Set a strict time limit.
- Set a ground rule that no one can interrupt anyone else.
- Give each person only a few minutes to answer your questions.
- Don’t argue with any of the points raised.
- Ask a question only if you need clarification.
- Carefully record everyone’s comments.
- Thank and invite them to speak to you 1:1 if they have more issues to raise.
- Distribute the record to everyone after the meeting.

~ Group Interviews
More Info From Stakeholders = Clearer Expectations
All this leads to...the project scope statement! (so exciting)

**scope statement**: describes the scope of the project or the “borders” around the project

- a.k.a the compass of the project
- guides you on what to do/not do
- the why, what, when, and how of the project.
- describes clearly what success looks like
- carries the signatures of key stakeholders
How To Not Mess Up:

1. Draft a scope statement.
2. Review the statement.
3. Get approvals.
4. Use the same rubric as for the key stakeholders interview.
5. You are ready to start your project c: (maybe idk i didn’t read the rest of the book)

~ The Scope Statement
Chapter 4
Planning the Project: Milestone or Mirage?
Murphy’s Law

Anything that can go wrong... will go wrong.
Step 1: Identify the Risks

Because the risk assessment will affect your planning, assess the impact of each risk before attempting to put together a project schedule.

Examples of risks when considering to move firm to a new location:

- Not enough budget to train new employees
- Not enough resources
- Not enough qualified job candidates in new location
- Housing not available for relocation.
Step 2: Assess the Risk

**Impact x Probability = Actual Risk**

Impact and probability rated on a 1-5 scale; 1 = low, 5 = high

Anything $\geq 12$ is a risk that you really should reduce
Step 3: TAMEing the Risk

4 options of managing risk:

1. **Transfer the risk**: Shift it to a third party.
2. **Accept the risk**: Acknowledge it and deal with it if it occurs.
3. **Mitigate the risk**: Reduce its probability or impact.
4. **Eliminate the risk**: Do what you must to make it go away.
Step 4: Create Risk Management Plan

Once you’ve determined your risk strategy, document it in a risk management plan that can be easily communicated to key stakeholders and the team.

<table>
<thead>
<tr>
<th>Project Name:</th>
<th>Date:</th>
<th>Prepared by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>RISK</td>
<td>SCORE</td>
<td>STRATEGY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>WHO</td>
</tr>
</tbody>
</table>
Step 5: Create the Project Schedule

- Schedule contains all the key tasks and milestones needed to complete the project
- Should be constantly updated and visible

Steps to create the project schedule:

1. Develop the Work Breakdown Structure (WBS)
2. Sequence activities (Dependencies)
3. Identify the project team
4. Estimate duration of each task (Work ≠ Duration)
5. Identify the critical path.
6. Create a project budget.
Step 6: Develop a Communication Plan

A project manager’s job is 90 percent communicating with team members, stakeholders, executives, suppliers, and the media.

Communications planning involves determining the information and communications needs of the stakeholders: who needs what, when they will need it, how it will be given to them, and by whom.
Chapter 5
Executing the Project: Clear the Path or Fall on Your Face?
Project Execution

A lot of emphasis is often there on initiating and planning a process, but a lot can go wrong in the execution stage.

Most important for this part of the project is accountability, both from the project manager and the team members.

“A cadence of visibility and accountability produces not only reliable results again and again but also a high-performance team.”
Instilling Accountability

One practical solution is to schedule weekly accountability sessions where members can share weekly progress and results.

Quite different from a normal status meeting.

Depending on the type of project, it may make sense to hold these sessions more or less often. In one case, a successful team held these twice a day.
Team Accountability Sessions

Sessions are designed to:

- Enable the team to see project as a whole by reviewing entire project plan
- Require team members to report on commitments they made the prior week
- Keep the project moving as team members make new commitments every week
- Give insight to the project manager on where he/she needs to clear the path
What to Do When Someone Misses a Commitment

Use the Four Foundational Behaviors to determine the issue:

- **Listen first**: Let the team member describe why the commitment was missed.
- **Demonstrate respect**: Be empathetic about the situation.
- **Clarify expectations**: Restate the commitment; update the deadline for completion.
- **Practice accountability**: Let the team member know the team counts on everyone’s commitments. Each commitment is integral to project success.
When More is Necessary

Sometimes, it may not be enough to rely only on the accountability sessions. In these cases, one-on-one performance conversations may be useful to determine and address the true issue.

The Conversation Planner tool can be quite helpful in preparing for such talks.
Chapter 6
Monitoring and Controlling the Project - Keep Your Sanity or Lose Your Mind?
Drive Progress Through Transparent Communication

- Keeping track of identified risks and determine risk control plans
- Fail because of abandonment or micromanagement

**TOOL: Project Status Report**
- Keep stakeholders informed
- Schedule, budget, accomplishments, future plans
- Red / yellow light to signal for help
Manage Scope Change Effectively

- Control scope creep by influencing factors that create scope changes to ensure consensus
- Determine that scope change has occurred
- Managing the actual changes when occurred
  - Respect, listen first, clarify expectations, practice accountability
- What is intent of change? Impact? What’s required to make change?
- TOOL: Project Change Request
Manage Scope Change Effectively

**PROJECT CHANGE REQUEST**

Project Name:  
Request made by:  
Date:  

**PROPOSED PROJECT CHANGE**

**REASONS FOR THE PROPOSED PROJECT CHANGE**

**HOW THIS CHANGE WILL AFFECT THE PROJECT CONSTRAINTS**

- Time
- Scope

**KEY STAKEHOLDER APPROVAL**

NAME:  
SIGNATURE:  
DATE:  

NAME:  
SIGNATURE:  
DATE:  

NAME:  
SIGNATURE:  
DATE:  

NAME:  
SIGNATURE:  
DATE:
Chapter 7
Closing the Project - End Happily or Just End?
Measure Success and Get Better

- Generating, gathering and gathering, and disseminating information to formalize project completion, including evaluating the project and compiling lessons learned for use in planning future projects
Measure Success and Get Better

- **TOOL: Closing Checklist**
  - Evaluate task list
  - Confirm fulfillment of project scope and change requests
  - Complete procurement procedure
  - Document lessons learnt
  - Submit final status report to stakeholders and seek feedback
  - Archive project documents and publish success
  - Celebrate with rewards and recognitions
Conclusion: Your Informal Authority is Needed Now!
These lessons can apply past the workforce and into life.

It is worthwhile to work on these skills. They are in need!!