Project Management Book Presentation

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Chapter 1: The New World of "Unofficial" PM

- Project management is the work of the 21st century. This means that everyone is a project manager.
- Project management is no longer just about managing a process. It’s also about leading people—twenty-first-century people. This is a significant paradigm shift. It’s about tapping into the potential of the people on the team, then engaging with and inspiring them to offer their best to the project.

Manage the project, lead the people
PEOPLE + PROCESS = SUCCESS
Chapter 1: The New World of "Unofficial" PM

Learn from Failure:
- lack of commitment/support
- unrealistic timelines
- too many competing priorities
- unclear outcomes/expectations
- unrealistic resources
- people pulled away from the project
- politics/legislation
- lack of a “big picture” for the team
- poor planning
- lack of leadership
- changing standards
- lack of or mismanaged budget

Learn from Success:
- meets or exceeds expectations
- optimizes resources
- builds team confidence and morale for future projects
Chapter 2: Process + People = Success

Project Leader = PEOPLE

- In today’s knowledge worker world, you cannot “push” anyone to do “better.” They must want to volunteer their best efforts, and you must be their inspiration.

Project Manager = PROCESS

1. **Initiate**: clarify expectations and authorizing the project
2. **Plan**: define and refine deliverables
3. **Execute**: coordinate people and resource to carry out plan
4. **Monitor and Control**: ensure objectives are met
5. **Close**: compare results to desired outcome

“Well, it won’t matter how good your process is if you can’t engage a group of good people to run it.”
Chapter 2: Process + People = Success

Formal Authority
- Comes from title or position
- Enforce rules or penalize team

Informal Authority
- Comes from the character and capabilities of a leader
- Inspired trust due to their strong character and integrity
Chapter 2: Process + People = Success

Four Foundational Behaviors

1. Demonstrate Respect:
   ○ The more respected team members feel, even when having a tough conversation, the more engaged they will be

2. Listen First:
   ○ If you want a high-performance team, get to know them. Ask them to be honest about their feelings and what truly motivates and inspires them

3. Clarify Expectations:
   ○ Constantly and consistently clarifying both the specific and the overall expectations for your team members

4. Practice Accountability:
   ○ You need to hold more than just yourself accountable. You must hold the entire team accountable to the standards you have set up
Chapter 3: Initiating the Project

● Blindfold experiment
● Takeaways:
  ○ Initiating is the most important important phase → frontloading
● Project Manager should act as the point of reference to avoid/handle:
  ○ Scope creep
  ○ Sensitivity to initial conditions
  ○ *Lack of shared project expectations* **
● How can the PM avoid these situations?
  ○ Need clear set of expectations.
  ○ Who will this project impact? Who determines success and what are their expectations? What are project limitations?
Chapter 3: Initiating the Project

But how? Getting to know the stakeholders through interviewing.

- **Stakeholder**: A person or an organization that is actively involved in the project or is positively or negatively impacted by it
- **Key Stakeholder**: Stakeholder who determines success / failure of the project
  - Decisions, Authority, Need, Connections, Energy

Interviewing:

- *Words are only code for the pictures in our minds*
- Flesh out **qualities** of project: Purpose, description, desired results, exclusions, communication needs, acceptance criteria
- Discuss **constraints**: Scope, quality, resources, budget, risk, time
- Question **funnel**: Open $\rightarrow$ detailed $\rightarrow$ closed
Chapter 3: Initiating the Project

After interviewing, clarifying, and confirming with stakeholders, a formal document can be written:

**Project Scope Statement**

- “Documented basis for making future project decisions and for confirming or developing common understanding of project scope among the stakeholders.”
- Like a compass. Gives the PM and the team guidance. Shows what stakeholders have agreed upon all in one place
- Draft, review, get approvals
Chapter 4: Planning the Project

Like a compass, the scope statement tells you what direction to go. Like a road map, the project plans tell you how to get there.

Outline:

- Plan a Risk Management Strategy
- Create a Project Schedule
- Develop a Communication Plan
Chapter 4: Planning the Project

Plan a Risk Management Strategy

- Identify risks
- Assess the risks: \textbf{Impact x Probability = Actual Risk}
- Tool: Risk Matrix
- Tool: TAME the Risks
  - Transfer the risk - shift to 3rd party
  - Accept the risk - acknowledge + deal w/ it
  - Mitigate the risk - reduce its probability or impact
  - Eliminate the risk - do what you must to get rid of it
- Tool: Risk Management Plan
Chapter 4: Planning the Project

Create a Project Schedule:

The schedule contains all the key tasks and milestones needed to complete the project.

- Develop the work breakdown structure (WBS)
  - List of project deliverables and the components that go into each deliverable to complete the project
  - Tools: Mind Maps, Linear Lists, Post-it Note Method, Gantt Chart
- Sequence activities
- Identify the project team
- Estimate duration of each task
  - Work ≠ Duration
  - Consider: past experiences, references, expert advice, PERT formula
  - Tool: Milestones
Chapter 4: Planning the Project

Create a Project Schedule cont’d

- Identify the critical path
  - Series of activities that determines the duration of the project.
  - Tips: best people, cross-training, micro team accountability sessions

- Create a project budget

Develop a Communication Plan

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.

What, Who, How, When
Chapter 5: Executing the project

- Take leadership. Develop thorough plan for project and how to execute it
- Follow through on plan, admit faults when you have committed them
- Example: Carl’s plan to integrate diverse student body together
  - Created thorough plan but did not follow through on it, drowned in other commitments
  - Faced with decision of letting project slide or admitting fault and bringing it back
Chapter 5: Executing the project

- Hold yourself and others **accountable**
  - Make importance of project clear, and convey how everyone's assignments on the team are vital to project's success
  - Schedule *weekly team accountability meetings*
    - Go over progress. Is team on track and where it needs to be?
    - Focus on how to help each other, clear the path
    - Set goals for following week
    - Stick to the agenda
Chapter 5: Executing the project

● How to handle when team member does not deliver

● Do NOT
  ○ Let it slide by not confronting individual
  ○ Let emotions dictate speech. Be respectful. Remember goal.

● DO
  ○ Explain to team how project is delayed as a result, importance of task not finished
Chapter 5: Executing the project

● If team member is still not being team player
  ○ Hold one-on-one performance meetings
    ■ Plan out: intent, facts, impact, goal of meeting
    ■ Let them talk, listen to why they are unable to deliver
    ■ Be empathetic
    ■ Ask them what you can do to help them feel more comfortable and enable their success
  ○ Meetings useful even when members do good jobs!
Chapter 6: Monitor & Control

MONITOR AND CONTROL Mindset: Drive progress through transparent communication.
Chapter 6: Monitor & Control

Project Status Report

- Open communication
- Keep stakeholders informed about the project, ALWAYS
  - Even with bad news
  - Opportunity to ask for help/input
Chapter 6: Monitor & Control

Project Change Requests

- Think of:
  - What is the intent of the change?
  - What is the impact?
  - What would be required to make the change happen?

- Systematic way to approach proposed changes
## Chapter 6: Monitor & Control

### Controlling Scope

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<tr>
<th>IF THE SUGGESTED CHANGE . . .</th>
<th>THEN YOU HAVE . . .</th>
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<tr>
<td>• Adds cost and time without adding significant value for the customer</td>
<td>• Scope creep</td>
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<td>• Makes the project less clear, more confusing, less focused</td>
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<td>• Provides value but can be done later as a separate project or add-on</td>
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<td>• Is motivated by politics rather than an identified need</td>
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<td>• Leads to a better way to meet the real, immediate needs of the stakeholders</td>
<td>• Scope discovery</td>
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<td>• Clarifies the project’s purpose</td>
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<td>• Focuses the project more narrowly on a manageable solution</td>
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Chapter 7: Closing the Project

CLOSE Mindset—Measure success and get better.
Chapter 7: Closing the Project

- Formalize the learning
- Success or Not, lessons can always be learned
  - Arguably most valuable outcome of the project
- Be proud of the victories within the project

“Celebrate what you’ve accomplished, but raise the bar a little higher each time you succeed.”
—Mia Hamm, Champion Pro Soccer Player