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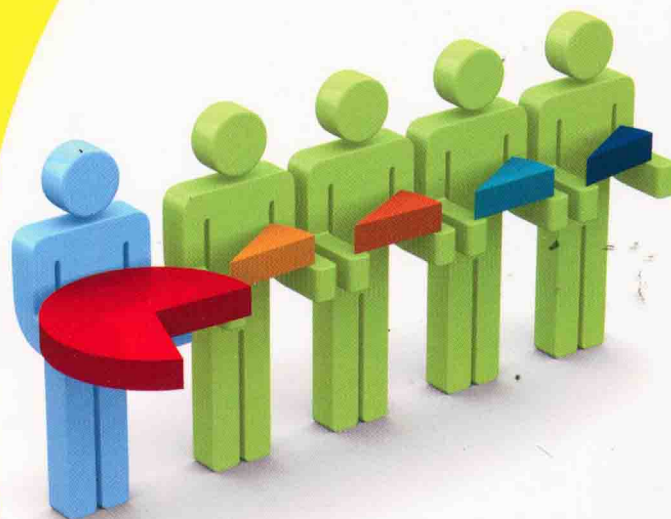
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by **Stanley E. Portny**
Certified Project Management Professional (PMP)

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Dedication

To my wife, Donna; my son, Brian; and my son and daughter-in-law, Jonathan and Marci. May we continue to share life's joys together.

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Contents at a Glance

<i>Introduction</i>	<i>1</i>
<i>Part I: Understanding Expectations (The Who, What, and Why of Your Project)</i>	<i>7</i>
Chapter 1: Project Management: The Key to Achieving Results	9
Chapter 2: Clarifying What You're Trying to Accomplish — and Why	29
Chapter 3: Knowing Your Project's Audience: Involving the Right People	51
Chapter 4: Developing Your Game Plan: Getting from Here to There	71
<i>Part II: Planning Time: Determining When and How Much</i>	<i>95</i>
Chapter 5: You Want This Project Done When?	97
Chapter 6: Establishing Whom You Need, How Much, and When	129
Chapter 7: Planning for Other Resources and Developing the Budget	151
Chapter 8: Venturing into the Unknown: Dealing with Risk and Uncertainty	163
<i>Part III: Group Work: Putting Your Team Together</i>	<i>183</i>
Chapter 9: Aligning the Key Players for Your Project	185
Chapter 10: Defining Team Members' Roles and Responsibilities	199
Chapter 11: Starting Your Project Team Off on the Right Foot	221
<i>Part IV: Steering the Ship: Managing Your Project to Success</i>	<i>237</i>
Chapter 12: Tracking Progress and Maintaining Control	239
Chapter 13: Keeping Everyone Informed	263
Chapter 14: Encouraging Peak Performance by Providing Effective Leadership	281
Chapter 15: Bringing Your Project to Closure	291
<i>Part V: Taking Your Project Management to the Next Level</i>	<i>303</i>
Chapter 16: Using Technology to Up Your Game	305
Chapter 17: Monitoring Project Performance with Earned Value Management	319

<i>Part VI: The Part of Tens</i>	333
Chapter 18: Ten Questions to Ask Yourself as You Plan Your Project.....	335
Chapter 19: Ten Tips for Being a Better Project Manager.....	339
<i>Appendix: Combining the Techniques into Smooth-Flowing Processes</i>	343
<i>Index</i>	347

Table of Contents

***Introduction* 1**

About This Book	2
Conventions Used in This Book	2
What You're Not to Read	3
Foolish Assumptions	3
How This Book Is Organized	3
Part I: Understanding Expectations (The Who, What, and Why of Your Project)	4
Part II: Planning Time: Determining When and How Much	4
Part III: Group Work: Putting Your Team Together	4
Part IV: Steering the Ship: Managing Your Project to Success	4
Part V: Taking Your Project Management to the Next Level	4
Part VI: The Part of Tens	5
Icons Used in This Book	5
Where to Go from Here	5

***Part I: Understanding Expectations (The Who, What, and Why of Your Project)* 7**

Chapter 1: Project Management: The Key to Achieving Results. 9

Determining What Makes a Project a Project	9
Understanding the three main components that define a project	10
Recognizing the diversity of projects	11
Describing the four stages of a project	12
Defining Project Management	14
Examining the initiating processes	15
Considering the planning processes	18
Examining the executing processes	19
Examining the monitoring and controlling processes	20
Acknowledging the closing processes	21
Knowing the Project Manager's Role	21
Looking at the project manager's tasks	21
Staving off potential excuses for not following a structured project-management approach	22
Avoiding "shortcuts"	23
Staying aware of other potential challenges	24
Do You Have What It Takes to Be an Effective Project Manager?	25
Questions	25
Answers	25
Relating This Chapter to the PMP Exam and PMBOK 4	26



Chapter 2: Clarifying What You're Trying to Accomplish — and Why	29
Defining Your Project with a Scope Statement	29
Looking at the Big Picture: How Your Project Fits In	31
Figuring out why you're doing the project	32
Drawing the line: Where your project starts and stops	40
Stating your project's objectives	41
Marking Boundaries: Project Constraints	45
Working within limitations	46
Dealing with needs	48
Facing the Unknowns When Planning	49
Relating This Chapter to the PMP Exam and PMBOK 4	49
 Chapter 3: Knowing Your Project's Audience: Involving the Right People	 51
Understanding Your Project's Audiences	51
Developing an Audience List	52
Starting your audience list	52
Ensuring your audience list is complete and up-to-date	56
Using an audience list template	58
Considering the Drivers, Supporters, and Observers in Your Audience	59
Deciding when to involve your audiences	61
Using different methods to keep your audiences involved	64
Making the most of your audience's involvement	65
Confirming Your Audience's Authority	66
Assessing Your Audience's Power and Interest	67
Relating This Chapter to the PMP Exam and PMBOK 4	68
 Chapter 4: Developing Your Game Plan: Getting from Here to There	 71
Divide and Conquer: Working on Your Project in Manageable Chunks	71
Thinking in detail	72
Thinking of hierarchy with the help of a Work Breakdown Structure	73
Dealing with special situations	79
Creating and Displaying Your Work Breakdown Structure	82
Considering different schemes for organizing your WBS	82
Using different approaches to develop your WBS	83
Considering different ways to categorize your project's work	85
Labeling your WBS entries	86
Displaying your WBS in different formats	87
Improving the quality of your WBS	89
Using templates	90

Identifying Risks While Detailing Your Work	91
Documenting What You Need to Know about Your Planned Project Work.....	93
Relating This Chapter to the PMP Exam and PMBOK 4.....	94

***Part II: Planning Time: Determining When and How Much* 95**

Chapter 5: You Want This Project Done When? 97

Picture This: Illustrating a Work Plan with a Network Diagram.....	98
Defining a network diagram's elements	98
Drawing a network diagram.....	99
Analyzing a Network Diagram	100
Reading a network diagram	101
Interpreting a network diagram	102
Working with Your Project's Network Diagram	107
Determining precedence.....	107
Using a network diagram to analyze a simple example	110
Developing Your Project's Schedule	114
Taking the first steps.....	115
Avoiding the pitfall of backing in to your schedule.....	116
Meeting an established time constraint.....	116
Applying different strategies to arrive at your picnic in less time	117
Estimating Activity Duration.....	122
Determining the underlying factors	123
Considering resource characteristics	123
Finding sources of supporting information.....	124
Improving activity duration estimates.....	124
Displaying Your Project's Schedule	126
Relating This Chapter to the PMP Exam and PMBOK 4.....	127

Chapter 6: Establishing Whom You Need, How Much, and When 129

Getting the Information You Need to Match People to Tasks	130
Deciding the skills and knowledge that team members must have.....	130
Representing skills, knowledge, and interests in a Skills Matrix	132
Estimating Needed Commitment.....	134
Using a Human Resources Matrix.....	134
Identifying needed personnel in a Human Resources Matrix	135
Estimating required work effort.....	136

Factoring productivity, efficiency, and availability into work-effort estimates	137
Reflecting efficiency when you use historical data	138
Accounting for efficiency in personal work-effort estimates	140
Ensuring Your Project Team Members Can Meet Their Resource Commitments	142
Planning your initial allocations	142
Resolving potential resource overloads	145
Coordinating assignments across multiple projects	147
Relating This Chapter to the PMP Exam and PMBOK 4	149

Chapter 7: Planning for Other Resources and Developing the Budget151

Determining Nonpersonnel Resource Needs	151
Making Sense of the Dollars: Project Costs and Budgets	154
Looking at different types of project costs	154
Recognizing the three stages of a project budget	156
Refining your budget as you move through your project's stages	157
Determining project costs for a detailed budget estimate	158
Relating This Chapter to the PMP Exam and PMBOK 4	162

Chapter 8: Venturing into the Unknown: Dealing with Risk and Uncertainty163

Defining Risk and Risk Management	163
Focusing on Risk Factors and Risks	165
Recognizing risk factors	166
Identifying risks	169
Assessing Risks: Probability and Consequences	170
Gauging the likelihood of a risk	171
Estimating the extent of the consequences	173
Getting Everything under Control: Managing Risk	176
Choosing the risks you want to manage	176
Developing a risk-management strategy	177
Communicating about risks	178
Preparing a Risk-Management Plan	180
Relating This Chapter to the PMP Exam and PMBOK 4	181

Part III: Group Work: Putting Your Team Together 183

Chapter 9: Aligning the Key Players for Your Project185

Defining Three Organizational Environments	185
The functional structure	186
The projectized structure	188
The matrix structure	189

Recognizing the Key Players in a Matrix Environment.....	192
The project manager	192
Project team members	194
Functional managers	194
Upper management	195
Working Successfully in a Matrix Environment.....	195
Creating and continually reinforcing a team identity	195
Getting team member commitment.....	196
Eliciting support from other people in the environment	196
Heading off common problems before they arise	197
Relating This Chapter to the PMP Exam and PMBOK 4.....	198

Chapter 10: Defining Team Members' Roles and Responsibilities . . . 199

Understanding the Key Roles.....	199
Distinguishing authority, responsibility, and accountability.....	200
Comparing authority and responsibility	200
Making Project Assignments.....	201
Delving into delegation	201
Sharing responsibility	206
Holding people accountable when they don't report to you	207
Picture This: Depicting Roles with a Responsibility	
Assignment Matrix.....	210
Introducing the elements of a RAM	210
Reading a RAM	212
Developing a RAM.....	213
Ensuring your RAM is accurate.....	214
Dealing with Micromanagement	216
Realizing why a person micromanages	216
Helping a micromanager trust you	217
Working well with a micromanager.....	218
Relating This Chapter to the PMP Exam and PMBOK 4.....	218

Chapter 11: Starting Your Project Team Off on the Right Foot. . . . 221

Finalizing Your Project's Participants	222
Are you in? Confirming your team members' participation.....	222
Assuring that others are on board	224
Filling in the blanks.....	225
Developing Your Team	226
Reviewing the approved project plan	227
Developing team and individual goals	228
Specifying team member roles.....	228
Defining your team's operating processes	229
Supporting the development of team member relationships	230
All together now: Helping your team become a	
smooth-functioning unit	230

Laying the Groundwork for Controlling Your Project	232
Selecting and preparing your tracking systems	232
Establishing schedules for reports and meetings	233
Setting your project's baseline	234
Hear Ye, Hear Ye! Announcing Your Project.....	234
Setting the Stage for Your Post-Project Evaluation.....	235
Relating This Chapter to the PMP Exam and PMBOK 4.....	236

Part IV: Steering the Ship: Managing Your Project to Success..... 237

Chapter 12: Tracking Progress and Maintaining Control 239

Holding On to the Reins: Project Control.....	239
Establishing Project Management Information Systems	241
The clock's ticking: Monitoring schedule performance	242
All in a day's work: Monitoring work effort	248
Follow the money: Monitoring expenditures	252
Putting Your Control Process into Action.....	256
Heading off problems before they occur	256
Formalizing your control process	257
Identifying possible causes of delays and variances	258
Identifying possible corrective actions.....	259
Getting back on track: Rebaselining.....	259
Reacting Responsibly When Changes Are Requested	260
Responding to change requests.....	260
Creeping away from scope creep	261
Relating This Chapter to the PMP Exam and PMBOK 4.....	262

Chapter 13: Keeping Everyone Informed 263

I Said What I Meant and I Meant What I Said: Successful	
Communication Basics.....	264
Breaking down the communication process.....	264
Distinguishing one-way and two-way communication.....	265
Can you hear me? Listening actively.....	265
Choosing the Appropriate Medium for Project Communication	267
Just the facts: Written reports	268
Move it along: Meetings that work	270
Preparing a Written Project-Progress Report.....	272
Making a list (of names) and checking it twice.....	273
Knowing what's hot (and what's not) in your report.....	273
Earning a Pulitzer, or at least writing an interesting report.....	274
Holding Key Project Meetings.....	276
Regularly scheduled team meetings.....	276
Ad hoc team meetings.....	277
Upper-management progress reviews	278

Preparing a Project Communications Management Plan	279
Relating This Chapter to the PMP Exam and PMBOK 4.....	279

Chapter 14: Encouraging Peak Performance by Providing Effective Leadership281

Comparing Leadership and Management.....	281
Developing Personal Power and Influence	282
Understanding why people do what you ask	282
Establishing the bases of your power	284
You Can Do It! Creating and Sustaining Team Member Motivation	285
Increasing commitment by clarifying your project's benefits	286
Encouraging persistence by demonstrating project feasibility... ..	287
Letting people know how they're doing	288
Providing rewards for work well done.....	289
Relating This Chapter to the PMP Exam and PMBOK 4.....	290

Chapter 15: Bringing Your Project to Closure291

Staying the Course to Completion.....	292
Planning ahead for your project's closure	292
Updating your initial closure plans when you're ready to wind down the project.....	293
Charging up your team for the sprint to the finish line	293
Handling Administrative Issues	294
Providing a Good Transition for Team Members.....	295
Surveying the Results: The Post-Project Evaluation.....	297
Preparing for the evaluation throughout the project	297
Setting the stage for the evaluation meeting.....	298
Conducting the evaluation meeting.....	300
Following up on the evaluation	301
Relating This Chapter to the PMP Exam and PMBOK 4.....	302

Part V: Taking Your Project Management to the Next Level 303

Chapter 16: Using Technology to Up Your Game305

Using Computer Software Effectively.....	305
Looking at your software options.....	306
Helping your software perform at its best.....	310
Introducing project-management software into your operations.....	312
Making Use of E-Mail	313
Distinguishing the pros and cons of e-mail	313
Using e-mail appropriately	315
Getting the most out of your e-mail.....	315
Supporting Virtual Teams with Communication Technology	316
Relating This Chapter to the PMP Exam and PMBOK 4.....	318

Chapter 17: Monitoring Project Performance with Earned Value Management 319

Defining Earned Value Management	319
Understanding EVM terms and formulas.....	320
Looking at a simple example	323
Determining the reasons for observed variances	325
The How-To: Applying Earned Value Management to Your Project.....	326
Determining a Task's Earned Value	329
Relating This Chapter to the PMP Exam and PMBOK 4.....	332

Part VI: The Part of Tens..... 333

Chapter 18: Ten Questions to Ask Yourself as You Plan Your Project 335

What's the Purpose of Your Project?	335
Whom Do You Need to Involve?	336
What Results Will You Produce?	336
What Constraints Must You Satisfy?	336
What Assumptions Are You Making?	337
What Work Has to Be Done?	337
When Does Each Activity Start and End?	337
Who Will Perform the Project Work?	338
What Other Resources Do You Need?	338
What Can Go Wrong?	338

Chapter 19: Ten Tips for Being a Better Project Manager 339

Be a "Why" Person.....	339
Be a "Can Do" Person.....	339
Think about the Big Picture	340
Think in Detail.....	340
Assume Cautiously	340
View People as Allies, Not Adversaries	340
Say What You Mean, and Mean What You Say	341
Respect Other People	341
Acknowledge Good Performance	341
Be a Manager and a Leader	342

Appendix: Combining the Techniques into Smooth-Flowing Processes..... 343

Index..... 347

Introduction

Projects have been around since ancient times. Noah building the ark, Leonardo da Vinci painting the *Mona Lisa*, Edward Gibbon writing *The Decline and Fall of the Roman Empire*, Jonas Salk developing the polio vaccine — all projects. And, as you know, these were all masterful successes. (Well, the products were a spectacular success, even if schedules and resource budgets were drastically overrun!)

Why, then, is the topic of project management of such great interest today? The answer is simple: The audience has changed and the stakes are higher.

Historically, projects were large, complex undertakings. The first project to use modern project-management techniques — the Polaris weapons system in the early 1950s — was a technical and administrative nightmare. Teams of specialists planned and tracked the myriad of research, development, and production activities. They produced mountains of paper to document the intricate work. As a result, people started to view project management as a highly technical discipline with confusing charts and graphs; they saw it as inordinately time-consuming, specialist-driven, and definitely off-limits for the common man or woman!

Because of the ever-growing array of huge, complex, and technically challenging projects in today's world, people who want to devote their careers to planning and managing them are still vital to their successes. Over the past 25 to 30 years, however, the number of projects in the regular workplace has skyrocketed. Projects of all types and sizes are now *the* way that organizations accomplish their work.

At the same time, a new breed of project manager has emerged. This new breed may not have set career goals to become project managers — many among them don't even consider themselves to be project managers. But they do know they must successfully manage projects to move ahead in their careers. Clearly, project management has become a critical skill, not a career choice.

Even though these people realize they need special tools, techniques, and knowledge to handle their new types of assignments, they may not be able or willing to devote large amounts of time to acquiring them, which is where this book comes in. I devote this book to that silent majority of project managers.