# sitepoint®

The Principles of Project Management

Underlying Principles

- Doing PM right is an investment in making the "real work" matter.
- People problems can't be solved with software.
- If it doesn't add value, it won't get done.
- The best tool is the one that works AND gets used.
- The best way to communicate is the one that gets you heard.
- Choosing the right tools and processes is the PM's most important job.

Project Lifecycle

INITIATING → PLANNING → CONTROLLING ⇄ EXECUTING → CLOSING
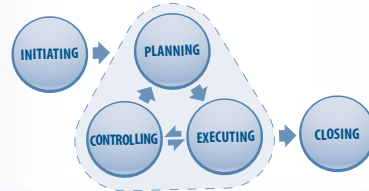
Hallmarks of good projects

- They deliver big benefits.
- They're strategically important to the future of the organization.
- Sufficient resources are invested in them.
- They have supporters in the organization.

7 Essentials for a Successful Initiation

1. Choose projects that are important to the organization and its future.
2. Make sure that you have appropriate resources – people, equipment, and/or budget – for your project.
3. Include the people who are affected by and interested in your project – their input and opinions matter!
4. Set up a Project Board with the right members at the beginning of the project, not just when the difficult decisions need to be made.
5. Create a Project Initiation Document and review it with the project team, board, and key stakeholders.
6. Get your project started with a kickoff meeting to ensure the team's aligned and everyone's enthusiastic about the project!
7. Have a plan that identifies who needs to be kept informed about your project's progress, and how you're going to communicate with those people.

How to Plan

1. Break the project down into pieces that are small enough to work with.
2. Identify dependencies.
3. Estimate how long each piece of work will take.
4. Add some contingency.
5. Consider the risks.
6. Represent the plan in a format that the team, board, and stakeholders will understand and follow.
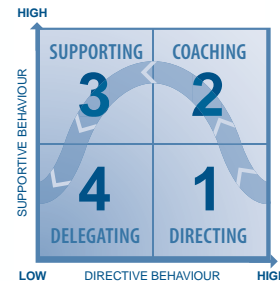
Key Tools for Executing & Controlling

- Project Schedule (usually represented as a Gantt chart)
- Deliverables List (often represented as a Work Breakdown Structure)
- Stand-up Meetings
- Issue Lists
- Project Reviews

" Project Management is about making the REAL work matter."

Merri Williams

Project Balance Quadrant

COST — QUALITY — BALANCE — SCOPE — TIME

Needs Based Leadership

HIGH

SUPPORTIVE BEHAVIOUR

SUPPORTING 3	COACHING 2
DELEGATING 4	DIRECTING 1

LOW — DIRECTIVE BEHAVIOUR — HIGH

Change Control Process

1. Gather the change requests (CRs).
2. Understand the impact.
3. Communicate the impact and get a decision.
4. Communicate the decision.
5. Execute the change.

Closing Process

1. Review the project results.
2. Agree on any remaining work.
3. Complete what has been agreed and obtain official sign-off.
4. Celebrate!

Successful Project Checklist
(key tools noted in brackets)

- ☑ Ensure everyone's clear on why the project is being undertaken. (Project Proposal)
- ☑ Organize key decision makers into a project board. (Project Organization Chart)
- ☑ Invest early in the project initiation process. (Project Initiation Document)
- ☑ Hold a kick-off meeting to get everyone involved in the project aligned. (Project Kick-Off)
- ☑ Create your initial project plan, including the schedule and risk plans. (Project Plan)
- ☑ Hold regular stand-up meetings to help keep the project on track.
- ☑ Keep stakeholders and board members informed of project progress. (Communication Plan, Project Reviews/Updates)
- ☑ Formally close the project and celebrate what was achieved! (Project Handover Pack)

For more project management tips and resources, visit **www.sitepoint.com**.