CHAPTER 1

Start Well to End Well

"Bad News early is Good News." – Steve McNamara

In this chapter:

- How to really do more (projects) with less (help, money, time)
- Why project management is not too hard or academic for you to use every day
- Using PMI's methodologies and other project management methods
- How to feel like you've accomplished something at the end of each day
- How to stop trying to *control* and start *managing*
- How to establish the partnerships required for projects to be successful

In today's chaotic business climate, multitasking is the norm. Jobs have been trimmed, and companies are doing more with less. Roles and responsibilities cannot be defined clearly enough to adapt to the work responsibilities required to flex with the chaos. No one is accountable, except you of course. People are juggling multiple projects and often acting as the project manager for a team of one.

Lou's Project Management Diary

As part of a recent study conducted by Towers Perrin and the researchers of Gang & Gang, a randomly selected group of 1,100 employees and 300 senior human resource executives working for midsized and large-sized companies in the United States and Canada was surveyed. Participants were asked to describe their feelings about their current work. The study captured participants' spontaneous emotional responses about the total work experience. The study determined a set of reasons for workplace negativity. Here are the top five:

- An excessive workload
- Concerns about management's ability to lead the company forward successfully
- Anxiety about the future, particularly longer-term jobs, income, and retirement security
- Lack of challenge in their work; boredom that intensifies existing frustration about workload
- Insufficient recognition (including salary) for performance, contribution, and effort

Think about a project that you are on right now. Use Sidebar 1.1 to think about your project experiences.

The negative emotion is an uncomfortable place in your mind, but I'd like you to stay there for a moment so you can learn more about your current project management competence. If you are like many of my learners, you have written down the word "frustration" or "stress," or something like that. Overall, 80 percent of the learners in our classes list one of these two words when they do this exercise. As a mini-snapshot of current work, the thought

that 80 percent of workers are stressed out is not a positive sign. When we are in an almost constant state of frustration, we don't make good decisions, and our projects struggle.

Let's look at some of the other potential triggers. Your list may include:

- People who aren't accountable
- People who won't deliver on or meet their promised deadlines
- Not enough time
- No executive support
- Unreasonable budgets
- Internal political battles that have nothing to do with the project
- Stakeholders continually changing the scope of the project
- No help

Then, many of our students share the impact of this emotional state on their personal life. These impacts include:

- Limited time and energy for families
- Health issues
- The threat of unemployment due to project failure

Sidebar 1.1

Emotions Exercise

Take a minute to write down responses to the following on a piece of scrap paper:

- What is a negative emotion you have experienced on this project?
- How intense (1 = low, 10 = high) was this emotion?
- What were a few of the events that triggered this emotion?
- What is a positive emotion you have experienced on this project?
- How intense (1 = low, 10 = high) was this emotion?
- What were a few of the events that triggered this emotion?

In this book, you will learn how to respond to these triggers with preemptive strikes. You will also learn how to recognize when you're lying to yourself, thus creating some of the very stress-inducing triggers you blame on others. Project success through good project management is all about communication with yourself and others. Projects break down during phase transitions and hand-offs—and in large measure due to self-deception.

Return to the positive emotion you wrote about in Sidebar 1.1. The positive emotions tend to be more diverse, which makes sense because what motivates

individuals varies greatly. Notice what motivates you and keep it in mind for when your projects head to the negative side.

A BRIEF HISTORY OF PROJECT MANAGEMENT

Work has changed and accelerated, contributing to our feelings of stress and frustration. How many times a week do you leave work overwhelmed? Or put another way, how many times a week do you never leave work—even if you physically leave the office? Today's technology allows work to follow us 24/7, wherever we go, nagging us about all we've left unfinished.

Gone are the days when you, along with a team of people, were dedicated to a single project. Sure, you may have had your day-to-day job responsibilities, but you were able to focus many hours a day on one single project. Handing off or transitioning between project phases was easier because the other people on your team were also dedicated to your single project. Today, most people are juggling multiple projects at a time. Whenever you need something from someone else, you might be interrupting them at work on another project or, in our digitally connected world, sorting through their email. A recent statistic claimed that workers on average spend half of their day processing emails. My theory is that 75 percent of that time is spent trying to frantically delete, save, or somehow get rid of emails, not actually processing something important.

Project management, which realistically has been around since the Egyptians built the pyramids (at least!), became an official practice in 1969 with the beginning of the Project Management Institute in the United States, known as PMI (www.pmi.org). This international not-for-profit association researches and establishes best practices in project management. The collection of best practices is called the Project Management Body of Knowledge, or PMBOK for short (pronounced as a word, *pimbok*). PMI also offers an increasing number of certification programs, including the Project Management Professional (PMP pronounced as letters, for obvious reasons) certification, which requires extensive project work, training, and a rigorous written test. PMPs must attend training and development programs to keep their certification as well. Your local PMI organization is a good resource for inexpensive, quality training and the place to go if you would like to be a certified project manager.

Many of the techniques and processes in the PMBOK assume that a project manager is a dedicated specialist. Due to the complexity of technology and

work, I believe project management is no longer just for specialists but a required competency for all business workers. Learning project management as a competency is different from project management as a specialty, profession, and full-time job. This book will focus on the competency of project management as opposed to the career.

In addition, traditional project management starts with the project manager building the due date using a detailed project plan, a process I will refer to as "going forward." In a sense, the professional project manager is calculating when this project will be done. I believe most of us are "working backwards"; in other words, we are working back from a fixed date and/or budget. You will learn more about this important difference when you get to Chapter 3, on planning the project.

If you are a PMP-certified project manager, this book will add value to your knowledge by providing you with simple techniques that may help you influence your stakeholders and sponsors more effectively. If you are not a PMP, you will acquire a process and simple techniques that will increase your work capacity, augment your project success, and perhaps more important, improve your state of mind. The ideas in this book are completely consistent with PMI's PMBOK, although some of the terminology has been simplified to appeal to this book's audience.

No matter what your background, this book will give you practical, effective project management techniques and tips, especially if you are juggling multiple, smaller projects. If you are managing a large global or multidepartmental project, these techniques will not be sufficient but may be used as a starting point. Still, most readers will be able to apply these techniques to manage their own portfolio of projects, which are often done with temporary help and driven by aggressive timelines and limited budgets.

WHAT IS A PROJECT?

I've already mentioned the current state of work and the increasing levels of complexity.

Now, let's try another exercise to see why you may be frustrated. Grab another piece of paper and give yourself no more than two minutes to write down what's on your to-do list right now. Write down at least five things but no more than ten. Notice the emotions this list generates and how it impacts your sense of self. Next, refer to Sidebar 1.2.

Sidebar 1.2

Your Business Objectives

Follow these directions using the list you have created:

1. Is each item on the list something you can get done in less than four hours if you were not interrupted? If not, write the letter *P* next to the item.
2. Is each of the remaining items listed something you can do completely alone, with no one else's help or feedback? If not, write the letter *P* next to the item.
3. Have any of the remaining items been on your to-do list for more than a month? If so, write the letter *P* next to the item.
4. Finally, are you reasonably clear about how you will measure that each of the remaining items is "done"? If you aren't feeling very sure about what "done" will look like for an item, write the letter *P* next to it.

Let's look at your results and consider the following point. In David Allen's popular book *Getting Things Done,* he says that the reason we make so little progress checking things off our to-do list each day is that we are mixing up projects and tasks.

First, let's look at any items on your list that do not have a *P.* These are likely tasks. What then is a task?

- Tasks have a beginning and end that are clear and measurable
- Tasks can be done by one person
- Tasks can be done in less than four hours, assuming no interruptions

Examples of tasks might be:

- Complete my timesheet
- Send an email
- Print an invoice

Think about why the following are not tasks:

- Get a signature of approval
- Hold a meeting
- Implement world peace

The approval signature requires someone else's help. If everything goes perfectly, you will get that signature quickly. But it is more likely that you will have to ask multiple times for the signature to be completed. Having multiple tasks means it's a project. Obviously, you don't need a project plan to get a signature in most cases, but it's important to note that many of the things we think we can check off quickly because they are tasks take longer when other people are involved—lots longer!

"Hold a meeting" is the kind of task that complicates our to-do list. It certainly seems like a task that is straightforward and easy to do. However,

holding a meeting actually takes multiple steps and multiple people to make it happen. You might find the room that you need is reserved by your CEO—no negotiation there. Then, you discover that food is not allowed in the only other available room and you are planning a breakfast meeting; or a key stakeholder would like you to move the meeting forward 15 minutes. You see where I'm going. Holding a meeting involves steps and responsibility hand-offs, and is clearly more a project than a task if viewed through a project management lens. It's a project made up of a collection of tasks each with a beginning and end.

I'm guessing you did not put "Implement world peace" on your list, but for a little fun I'll use this as an example of a task (or project) that is difficult to end. How would you or anyone else measure the end point of the project World Peace? Without clear and measurable criteria for "ending," projects will struggle and frustration will grow. In Chapter 2, you will learn how to start a project with clarity and avoid some of these issues.

Simply put, tasks are the smallest unit of work. Many of you may not have *any* tasks on your list! It's easy to check off tasks on your to-do list. It takes a lot longer to complete a project and thus have the satisfaction of checking it off. You know this feeling, I'm sure. That awful feeling at the end of the day that you haven't gotten anything done; in fact, your list is longer than at the start of the day.

Projects are made up of tasks. Most likely you have multiple items attached to the letter *P* in your list. What is a project?

- Projects also have a beginning and end, but either or both can get confusing
- Projects are temporary, and require temporary help from others
- Projects almost always need more than one person's help
- Projects take more than a half day to complete
- Projects add new value to your organization

Examples of projects might be:

- Design a marketing piece
- Deploy a new performance management system
- Complete a payroll cycle

Think about why the following are not tasks:

- Offer training
- Do payroll

WHAT IS A PROCESS?

Look at your list again. Some of the items on your list may not have a beginning point or an end point. In fact, we may want to continue these items for an indefinite amount of time; for example, being able to do the payroll indefinitely means your business has long-term viability. What is a process?

- Processes do not really have a beginning and end; they occur repeatedly
- Processes are often permanent, and usually have permanent staff

A process is also made up of tasks. Think of it this way:

- Doing payroll is a process. A payroll cycle is a project. Printing a payroll check is a task.
- Offering training multiple times requires a process. The collection of tasks to hold a workshop is a project. Printing materials for the workshop might be a task.

The difference between *process*, *project*, and *task* often causes confusion about the scope of a project. For example, what if your organization is implementing a new software package to manage the learning function (these are generally called Learning Management Systems, or LMS). It will take a *project* to choose an LMS and to properly install it and train its users. It will take a *process* to maintain it, update it, and keep it functional after the project of deploying ends. Many people confuse *process* with the maintenance of what gets created and implemented as a result of a project's end product.

Notice that our software project above is actually multiple small projects, often called subprojects. For example, this project might require:

- Selecting the best LMS to purchase
- Installing the LMS
- Establishing processes for using the LMS
- Training people on how to use the LMS

All of these subprojects must be successful for the whole project to be successful. This coordination of multiple large efforts is one of the reasons projects struggle. It's complex, chaotic, and hard to do. In this book, you will learn ways to handle multiple but dependent projects like these.

Some of our clients define *project* in a slightly broader manner, specifically to determine when more formal project status reporting is required. For example, a project might be defined as anything five months long or longer, or as any effort that requires more than $50,000 in a budget. Personally, I try to stay with the "four-hour uninterrupted" criterion (shared at the start of this chapter), keeping a list of projects separate from my list of tasks. You can call this list your "project portfolio." It's likely that you will have projects on your list that vary in size, complexity, and budget, just like a financial portfolio. In Chapter 2 ("Define") you will learn how to prioritize your project work (and your portfolio) based on the risk of the projects.

Another factor that may be driving up your stress levels as you struggle to check things off your list is the hours in a day. Given your normal workday, how many hours in a day can you actually work on projects? If you are like my students, most of you will say no more than two hours (some will say zero!). That means a task that takes four hours to complete will actually take you two days. This is a common point of confusion in project management. Often we confuse and miscalculate the difference between *effort* (the amount of time it will take to complete something uninterrupted) and *duration* (the time that will elapse before we can get enough time to get it done). If you only get two hours a day to work on projects, an *effort* of four hours will take you two days' *duration* to complete.

Take a look back at your to-do list. To improve your feelings of accomplishment at the end of the day, consider doing the following:

- Take projects off your list and replace them with the next one or two tasks that are needed for the project. I will help you figure out what those tasks are in Chapter 2 ("Define") and Chapter 3 ("Plan"). Keep a different list for projects to monitor the status of. More on that in Chapter 4 ("Manage").
- Take processes off your list and replace them with the tasks of the current project/cycle; for example, a payroll cycle. You'll add this project to your project list and manage the tasks like above.
- Start each day with a list of tasks to accomplish by estimating how long it will take to do each one and then mapping that to the number of hours you can work on projects in a day. Obviously, it makes no sense to expect to finish ten hours of tasks when you can only do two hours of project work a day.

- Work on increasing the amount of time you can work on projects each day by learning to say no and managing your email more effectively.
- Most important, tell yourself the truth: you can't predict the future, you'll have bad days, and you aren't perfect. But you will be resilient after you read this book.

Now that you know some terminology and background, can see more clearly your own struggles with getting things done, and have a common language for talking about project management, let's drill down into each of the phases described in this book in more detail.

THE CHECKLIST (OVERVIEW)

The first letter of the words in the mnemonic given in Exhibit 1.1 will help you remember the four main phases of project management, which correspond to the main chapters of this book. The chapters are:

Define (Chapter 2)

Plan (Chapter 3)

Manage (Chapter 4)

Review (Chapter 5)

Exhibit 1.1

DPMR: "Dare to Properly Manage Resources"

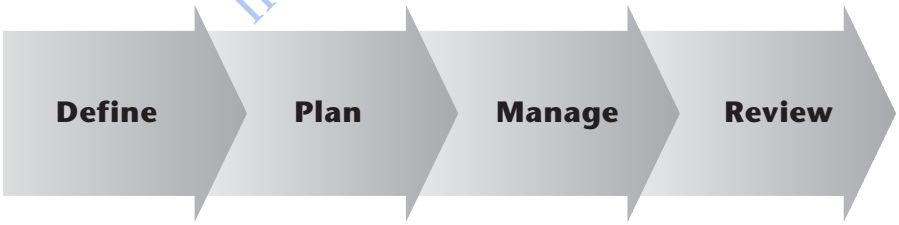
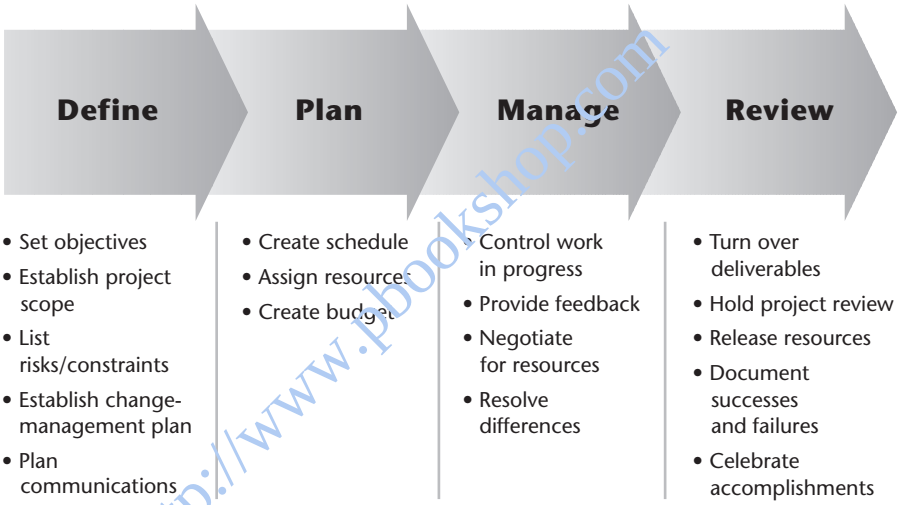


Exhibit 1.2 shows a high-level flow for project management. Although this looks very orderly and linear, the lines between these phases are blurry. A real project proceeds through these steps more like a tornado—spinning, returning, and creating chaos. For example, even with best efforts during Define and Plan, something will surprise you when you get to Manage.

Exhibit 1.2

Overview of Project Flow

Dare to **P**roperly **M**anage **R**esources



Remember, in the definition previously discussed, a project has a beginning and end. In between, four significant things occur:

Define* answers the question *why

Define explores *why* the project is being done. In other words, why is money being invested in this project instead of something else? The answers to this question begin to determine the business case, establishing the change this project is bringing to your organization. This is the most critical phase of

this project is bringing to your organization. This is the most critical phase of project management and the one most often skipped in the pressure to get going. However, all the questions asked in this phase, as you'll see, have to be answered somewhere. If you don't take the time to discover the answers at the start of the project, the answers will be revealed as the project is in progress, and they will terrorize you. This is where the chapter quote, "Bad News early is Good News," becomes an important mantra to remember. As project managers, we are detectives, trying to uncover confusion or mistakes in understanding while it is easiest to react. We facilitate difficult discussions with others who would rather avoid them.

I call the deliverables of this phase the Project Charter. Other terms used to describe this phase, which you may hear others use, are Project Definition, Project Scope (which is a part of this phase), and Business Case.

Plan* answers the question *how

Plan determines *how* the project will be done to meet the business goals expressed in the earlier Define phase. An accurate plan cannot be built without understanding the questions answered in Define. Disastrous plans are often built when Define is skipped. The tasks to be done, the timing, the budget, and the people involved cannot be determined without understanding the context of the project established in Define. Even with a good project charter, it is very common in Plan to uncover new requirements that may change some of the things you thought to be true in Define, so you often jump back and forth between the two phases.

One of the reasons people think jumping straight into the project plan is acceptable may be connected to project management software such as Microsoft Project. This program does not really have functionality for Define. The strength of software tools is found in their ability to build and monitor a project plan. Many novice project managers assume that if it's okay for Microsoft Project to start at the project plan, that's where they should start too.

Other terms you may see to describe this phase of a project are Project Schedule, Critical Path, and Gantt chart. The last two of these tools—Critical Path and Gantt—are really tools that you may choose to create during this phase.

Manage* requires seeking to *adapt

Manage is the part of the project when the project plan is implemented. This is the phase where you find out all the elements of the project you didn't know about or you thought about inaccurately. At one time in my career I used the word *control* instead of *adapt*, but I have come to the conclusion that control is impossible. In fact, when you approach a project with the mindset of control, the result, when projects get off track, is self-blame and more internal stress. Thinking you can control a project also prevents you from being flexible to change during the project.

Staying agile and resilient is the best thing you can do for a project. It is human nature to feel like you're wasting time if you aren't working on the project, but taking a little time to Define and Plan is as much real work as the doing part of the project.

As the project progresses, unexpected glitches will test the mettle of the project manager. The Manage phase tends to toss the project manager back into Define and Plan frequently, either to reinforce the scope, objectives, or schedule or to make changes to objectives and schedule when the scope must change.

The deliverable of this phase is a finished project. Other terms used to describe this phase that you may hear are Deploy, Implement, or Roll Out.

Review* requires seeking to *learn

Once the project outcomes are delivered, the project is not really over. The last phase of project management is to *Review* the project so that the next project goes even better. In this phase, you will *learn* how to actually end a project, which is amazingly difficult to do. If you think about it, the people who asked for the project in the first place like discovering new functionality, so they keep the project going. The trick is to ensure that you've learned all you can before moving on to something new.

Although it's also important to do small debriefs throughout the project to capture lessons learned, after the project is closed out it's important to facilitate a debrief to learn what went well and what could have been done more effectively, from as many people as possible. This phase is also often skipped to hurry on to the next project. This curses the project managers to make the same mistakes over and over again on subsequent projects.

PROJECT MANAGEMENT IS DIFFERENT FROM A DEVELOPMENT PROCESS

Before you learn about each of these phases in detail in the following chapters, let's look at something that often confuses people about project management: the difference between project management and a development process.

Project management is a process for planning, organizing, and managing a project to a successful completion. A development process or methodology is a checklist for the work required to get the project done; in other words, it provides a template of the tasks that need to be done if the project is to be successful. Here are a few examples:

- If you are a trainer developing a workshop, there are methodologies and best practices that you can follow—for example, the ADDIE model (Analyze, Design, Develop, Implement, and Evaluate). This learning development methodology helps you identify the tasks that will need to be done to develop the project, which you discover during Plan.
- If you are developing a new product, there are methodologies you can follow, again based on the best practices. Information technology (IT) developers use different methodologies for different types of technical solutions. Again, the methodology used defines the (most) tasks for the project.

No matter what type of project you are doing, someone else has probably done something similar. In almost every industry, there are documented best practices that can help you determine what tasks need to be done. A quick search on the web will identify the best approach for you. In general, all of these methodologies break down into the following phases:

Analyze	Gather the requirements to solve the problem at hand
Design	Create a blueprint or strategy for solving the problem
Develop	Implement your strategy and build your solution
Implement	Transition to and deploy your new solution

Exhibit 1.3 shows you these phases and how they would relate to building a new house.

Exhibit 1.3

Building a House

Analyze	Determine the requirements	What kind of house do you want? How many rooms? Where will it be located?
Design	Create a blueprint	Architect will show you a couple of designs. You choose one based on what you've asked for.
Develop	Build	Construct the house.
Implement	Deploy	Move in.

Finally, we need to clarify one more phase after Implement that in truth isn't a phase at all, it's a process: Maintenance. Maintenance occurs after a project is complete. To transition to Maintenance is sometimes tricky and unclear. To avoid the frightening possibility that your project will never end (that is, never go to Maintenance), make sure that the completion criteria are established and agreed to early on.

You'll learn more about this in Chapter 5 ("Review"). In addition, Chapter 2 ("Define") shows you how to clarify the scope of your project, which will ensure that maintenance is not included in the scope. Mixing up maintenance and project work is easy to do, so it is very easy to accidentally expand the scope of the project without adding more time or resources.

As projects have grown in complexity over the last ten years, software has evolved that approaches project development in a different way. Rather than structure the entire project in one long path through analysis, design, development, and implementation, project teams have begun to ask their customers to prioritize small but functional parts of a project. These small project bits are built quickly using fast, dedicated teams composed of both subject-matter experts and developers. Project management is just as important for these new *agile* approaches used by organizations. The quicker, simple

techniques in this book are useful for carrying out this small-piece project approach.

THE ROLES OF PROJECT MANAGEMENT

Project Manager

A *project manager*'s primary responsibility is to plan, organize, and manage a project. In a way, the project manager stands concurrently in three time zones: looking ahead to what is coming up, dealing with today's crisis, and looking back to learn from past tasks and experiences. As a project manager you need to create a project charter and a project plan. You must organize the roles and resources required to do the project and deal with how to adapt the project when all your plans change.

In rare cases you may have a project on your list that you are funding and sponsoring yourself. If you are both the project manager and the project sponsor (see next section), rethink the importance of the project. If there is no one else in the business really backing the project, it might not be a good investment of your time.

While the project manager's role is important, the most important role in the whole enterprise is that of the project sponsor.

Project Sponsor

The *project sponsor* is the person representing the needs of the organization. The project sponsor is usually the person who has requested the work and defines the business case for the investment. Most often the project sponsor is a senior leader in your organization. The project sponsor is so critical that if you do not know who it is, you should stop the project. If you do have a sponsor, it's unlikely that this role will remain a secret for long.

The project sponsor owns the project. It is their project backed by their request and their money. As project manager, you will manage this project for them, but it is not your project. This is a critical point. Many project managers lose their way because they think of the project as belonging to them. They make choices that should be made by the sponsor. They avoid communication with the sponsor to save time and make business decisions instead of asking the sponsor. The project struggles if this occurs. The analogy that I use is that of a nanny. While you are at work, a nanny takes care of your children, keeping

them fed, safe, and happy. But you'd never expect a nanny to make education decisions for your children.

Having multiple project managers or project sponsors increases the risk of failure for a project. Without clear governance, projects wallow in meetings, changed agendas, and inertia. If at all possible, encourage your organizations to choose a single project manager and a single sponsor. It's okay to have steering committees, but choose a single person from the committee to play the project sponsor role.

Most project sponsors don't really know what it means to be a sponsor, and the project manager must help them understand the responsibilities and the criticality of that role. Exhibit 1.4 shows a great checklist developed by Joan Knutson, PMP (www.joanknutson.com), a leader in project management, especially in IT organizations. This checklist is a good tool to help a project manager set clear expectations with the project sponsor. The project sponsor is involved throughout the project making large scope, budget, and time decisions with the input, advice, and recommendations of the project manager.

Exhibit 1.4

Project Sponsor Checklist

The sponsor's most important job during the project is to ensure that the project objectives are clear and that the cost-benefit analysis makes the project a good investment of the company's resources.

Before the project begins:

- Why is this project needed? What's the problem being solved or the opportunity to be seized? How does it support our corporate goals?
- What are the objectives? What will the end result look like?
- What are the benefits? How will life be better when the project is over?
- How will we measure success? What is our baseline? What is our target?
- What areas of the organization will be affected? In what ways?

(continued)

(continued)

- Who needs to be involved? And how?
- What are the boundaries or scope of the project?
- What are the constraints—in time, in money, in quality?
- What can realistically be achieved within those constraints?
- Roughly how much will it cost and how long will it take?
- What are the risks? Can they be managed?
- Should we proceed?

During the life of the project:

- Are we accomplishing what we planned to accomplish? Within the planned time frame? With the planned resources? Within budget?
- Is there anything I can do to facilitate your work?
- Are you getting the cooperation you need from the business units?
- Can we still achieve the objectives? Are they still of value to the organization?
- What are our alternatives? What are the pros and cons?
- Should the project be stopped?

At project completion:

- Did we accomplish what we planned to accomplish? Within the planned time frame? With the planned resources? Within budget?
- How did we perform, based on our success criteria?
- Are plans in place to measure the predicted benefits?
- What lessons did we learn?
- What remains to be done?

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Stakeholders

Stakeholders are the other key individuals who have a vested interest in your project. They are the people who contribute information or time to your project, or receive some deliverable from the project. The project sponsor is a special case of a stakeholder. It is important to be clear who the stakeholders are. In Chapter 2 (''Define'') you will learn how identifying the stakeholders helps you define the scope of your project.

Sometimes your stakeholders forget that they are not the only ones getting something from the project. If this happens, then having a strong project sponsor really helps. The risk of project failure increases with each additional stakeholder because of the conflicts that occur between them. In Chapter 4 (''Manage'') you will learn how to negotiate and manage the conflict that naturally occurs between stakeholders during a project.

Project Team

The *project team* is a group of dedicated individuals who are responsible for completing the project. They may be computer programmers, business analysts, training developers, or some other skilled practitioner. As I noted earlier, the days are long gone when project teams were composed of a project manager and project team members who worked full time on this single project. In today's work environment a dedicated project team is increasingly rare. Most people are working on multiple projects while concurrently managing other projects. This matrix approach to project work means that you may not have a project team or at least not one that is dedicated to the project. It might make more sense to think of these people as stakeholders, because they are temporary and only partially engaged. More on this in Chapter 2 (''Define'').

Partnerships

The only way to project success is through *partnership*. The only way to partnership is to have information flowing from and to the project. The only way to flow information adequately is to communicate early and often. All the techniques that you will learn in this book are designed to help you give and

receive the information needed quickly to create project success. You will learn to look for new information all the time. The earlier you find out bad news, the more time you have to adapt, using the techniques in this book.

SUMMARY CHECKLIST

- Project management became an official practice in 1969 with the beginning of the Project Management Institute in the United States, known as PMI (www.pmi.org).
- Confusing the projects, processes, and tasks on your to-do list increases frustration at work.
- "Dare to Properly Manage Resources" through the four phases of project management: Define (answers the question *why*), Plan (answers the question *how*), Manage (requires seeking to *adapt*), and Review (requires seeking to *learn*).
- Project management is a process for planning, organizing, and managing a project to a successful completion. A development process is a checklist for the work required to get the project done.
- A project manager's primary responsibility is to plan, organize, and manage a project.
- The project sponsor represents the needs of the organization and often pays for the project.
- Having multiple project managers or project sponsors dramatically increases the risk of failure for a project.
- Stakeholders are people who have a vested interest in your project and define the scope of your project.
- The only way to project success is through partnership. The only way to partnership is to have information flowing both ways. The only way to flow information adequately is to communicate early and often.