

A

Accounts receivable reduction

project:

about, 31

ownership, 43

tasks, 73

tasks, aligning with

sub-objectives, 79–81

ADC (Award Distribution Center)

project. *See* Award

Distribution Center (ADC)

project

Agile, defined, 120

Agile Alliance, 119–120

Agile Manifesto:

agile principles, 121–123

values relating to agile

methodology, statement of,

121

Agile OPPM construction steps:

about, 134

final product, 153–154

step 1: header, 133–136

step 2: development team,

136–137

step 3: matrix, 137–139

step 4: feature sets, 139–141

step 5: releases and sprints,

141–142

step 6: aligning sprints with

feature sets, 143–144

step 7: sprint dates and time

boxes, 144–145

step 8: schedule, 145–147

step 9: reporting steps,

147–148

step 10: risks, qualitatives, and

other metrics, 148–150

step 11: overall status, 150–151

step 12: summary and forecast,

151–153

Agile OPPM reporting steps:

step 1: current time, 157

step 2: sprint completion,

157–158

step 3: sprint status report,

158–159

step 4: risks, qualitatives, and

other metrics, 159–160

step 5: velocity and burndown

chart, 160–161

step 6: overall status, 161–162

step 7: summary and forecast,

162–164

Agile OPPM template, 131–132

Agile project management. *See also*

Agile OPPM construction

steps; Agile OPPM reporting

steps; Scrum

burndown charts, 128–129

client satisfaction, 130

delivery, frequent, 130–131

development of, 120–121

development team, 128

elements, 126–131

features, 129

feature sets, 129

organization websites, 119–120

product owner, 127

projects not suited for, 125–126

project status, 130–131

releases, 129–130

- resources, fixed, 128–129
 - risk mitigation, 131
 - Scrum Master, 127
 - sprints, 129
 - team, 127–128
 - team velocity, 128
 - time boxes, fixed, 129–130
 - traditional project management,
 - differences from, 33–34, 44
 - similarities with, 32–33
 - traditional project management versus, 126, 139
 - vision, 129
 - visual for, 208, 209
 - Agile Project
 - Management—Creating Innovative Products (Highsmith), 139
 - Agility:
 - characteristics, 124
 - described, 123–124
 - global positioning satellite (GPS) software example, 124–125, 126
 - principles, 121–123
 - tenets, 123
 - Alamo Learning Systems, 43
 - Aligning sprints with feature sets:
 - described, 143
 - directions for, 144
 - Aligning tasks and schedule to owners:
 - communication, open, 90
 - described, 87
 - directions for, 87–90
 - importance of, 75
 - ownership, determining, 89–90
 - team building, 89–90
 - Aligning tasks to report dates:
 - described, 83
 - directions for, 84–87
 - internal people, number of, 86–87
 - resource allocation, 86–87
 - Aligning tasks with sub-objectives:
 - accounts receivable reduction project, 79–81
 - described, 77, 78
 - directions for, 77–81
 - Alpha Four, 23–24, 61
 - Alpha Project Management: What the Top 2% Know That Everyone Else Does Not* (Crowe), 22–23
 - American Heritage Dictionary of the English Language, The*, 120
 - Analytical Design, Five Grand Principles of, 9–10
 - Apollo Project, 55–56
 - Archives, project, 188–189
 - ASRS (automated storage and retrieval system), 50, 51
 - Audience for communication, 19–21
 - Automated storage and retrieval system (ASRS), 50, 51
 - Average daily team velocity, 160–161
 - Award Distribution Center (ADC) project. *See also* Traditional OPPM construction steps
 - about, 26–27, 28–29
 - automated storage and retrieval system, 50, 51
 - boiler stack issue, 41–42
 - OPPM use on, 50–51
- B**
- Bee, R., 27, 168
 - Benefits of OPPM, 17, 29–30, 31, 114, 186
 - Berg, David, 156
 - Blanchard, Ken, 38
 - Boiler stack issue, 41–42

- Bossidy, Larry, 179
 Brackett, Joseph, 7
 Brevity, 12, 21
 Budget. *See also* Budget and costs
 examples
 pricing project, 204
 in traditional OPPM construction,
 95–96
 Budget and costs examples:
 report early in project, 109
 report midway through project,
 113–114
 report near end of project, 116
 Burndown charts:
 in agile OPPM construction,
 147–148
 in agile OPPM reporting, 161
 in agile project management,
 128–129
 Burnside, C., 5
 Burnup charts, 150–151
 Buy-in, 73, 83
- C**
- California State University San
 Marcos, 22
 Capabilities, 192
 Capital expenses, 192–193
*Case Study on the Impact of Scrum
 on Overtime and Customer
 Satisfaction, A* (Mann), 130
 Caterer communication example,
 58–59
 Cell phone performance example,
 92
 Charan, Ram, 179
 Charts:
 burndown, 128–129, 147–148,
 161
 burnup, 150–151
 X-chart, 44, 45
- CIO* magazine's recognition of O.C.
 Tanner, 155–156
 Cisco, 30
 Client satisfaction, 130
 Collaboration:
 project objective and, 61
 reporting and, 106
 Communication:
 audience for, 19–21
 dimensions of, 217–218
 downward, 57, 77
 effective, characteristics of,
 166–169
 efficient versus sufficient,
 166–169
 external, 217
 formal, 217
 *Guide to the Project Management
 Body of Knowledge, A*,
 215–218
 horizontal, 218
 importance of, 18–20
 informal, 217
 information distribution process,
 217
 internal, 217
 non-verbal, 218
 official, 218
 open, 90
 oral, 218
 outward, 57, 77, 185–186
 performance reporting process,
 217
 planning process, 216
 skills lacked by most project
 managers, 23
 skills needed by project
 managers, 23, 56–59
 stakeholder expectations
 management process,
 216–217

INDEX

- Communication (*continued*)
stakeholder identification
 process, 215–216
 unofficial, 218
 upward, 56, 57, 77
 verbal, 218
 vertical, 218
 written, 218
- Communications management,
 18–19, 22
- Communications planning process,
 216
- Communication tool, OPPM as,
 15–17, 21–22, 206
- Complexity, 5
- Consistent application of
 methodology, 183–185
- Consolidated OPPM. *See also*
 Consolidated OPPM
 example
 about, 185
 template, 189–190
- Consolidated OPPM example:
 capabilities, 192
 capital expenses, 192–193
 expenses, 190–191
 operating goals, 192
 owners/property, 193
 people, 193
 project manager, 193
 status, 193–194
 summary and forecast, 194–195
 timeline, 191–192
- Constituency for communication,
 19–21
- Construction steps. *See* Agile OPPM
 construction steps;
 Traditional OPPM
 construction steps
- Consultants. *See also* Pricing
 project
 communication tool, OPPM as,
 206
 management device, OPPM as,
 206
 managing with OPPM, 204–205
 marketing display, OPPM as, 206
 value of OPPM for, 206
- Contingency bar, 96
- Continuous improvement, 75–76,
 78–79, 188–189
- Cornerstone project, 155. *See also*
 Agile OPPM construction
 steps; Agile OPPM reporting
 steps
- Corporate project methodology, 182
- Corrective action, 187–188
- Cost. *See also* Budget and costs
 examples; Costs and metrics
 in pricing project, 202
 in project dashboard, 181
 as traditional project element, 39
- Cost performance index (CPI), 11
- Costs and metrics:
 about, 48
 budget, 95–96
 color coding, 95
 contingency bar, 96
 described, 94–95
 directions for, 95–96
 in traditional OPPM construction,
 94–96
- Covey, Stephen R., 81
- CPI (cost performance index), 11
- CPM (critical path method), 10–11
- Crane aspect of automated
 distribution center project,
 28–29
- Critical path method (CPM), 10–11
- Crowe, Andy, 22–23, 61
- Cunningham, Michael J., 3
- Current time, 157

- D**
- Dallas Fort Worth Airport, 27, 168
 - Delegation, and start-to-finish thinkers, 172–173
 - Delivery, frequent:
 - client satisfaction and, 130
 - project status and, 130–131
 - risk mitigation and, 131
 - Demands of projects on organization, 187
 - Detail syndrome:
 - about, 1–2
 - wristwatch metaphor and, 3–5
 - Development hours, 141
 - Development team:
 - in agile project management, 128
 - described, 136–137
 - directions for, 137
 - Downward communication, 57, 77
 - DuPont, 10
- E**
- Earned value management (EVM), 11–12
 - Earthquake (Kobe, Japan), 28–29
 - Efficient communication, 166–169
 - Einstein, Albert, 2, 169
 - ELCAN Optical Technologies, 7
 - Engagement:
 - about, 39
 - heart and, 39–40
 - mind and, 40
 - ownership and, 39–40
 - Enterasys, 8
 - Enterprise resource planning (ERP) project:
 - about, 30
 - ownership, 43–44
 - risks, qualitatives, and other metrics, 91–92
 - Entrada, 30
 - EVM (earned value management), 11–12
 - Execution, elements of, 179
 - Execution—The Discipline of Getting Things Done* (Bossidy and Charan), 179
 - Expectations, managing, 216–217
 - Expenditures, reporting, 104–105
 - Expenses:
 - about, 190–191
 - capital, 192–193
 - External communication, 217
- F**
- Fast Forward MBA in Project Management, The (Verzuh), 72, 83, 129–130
 - Features, 129
 - Feature sets:
 - in agile project management, 129
 - described, 139–140
 - directions for, 140–141
 - sprints, aligning with, 143–144
 - FEMA, 5
 - Finish-to-start thinkers. *See also* Start-to-finish thinkers; Visionary thinkers
 - about, 173–175, 178
 - assets, 173–174, 175, 177, 178
 - IT people as, 174–175
 - liabilities, 174, 176, 177
 - overplanning by, 174
 - as planners, 173–174
 - Finish What You Start: 10 Surefire Ways to Deliver Your Projects on Time and on Budget (Cunningham), 3
 - First OPPM, 26–27
 - Five Grand Principles of Analytical Design, 9–10

INDEX

- Fixed resources:
 burndown charts, 128–129
 team velocity, 128
- Fixed time boxes:
 releases, 129–130
 sprints, 129
- Fluor, 20
- Forecast. *See* Summary and forecast
- Formal communication, 217
- Format for existing information,
 OPPM as, 32
- G**
- Gates, Bill, 169
- “Getting on the wall,” 172
- Global positioning satellite (GPS)
 software example, 124–125,
 126
- GMRC, 32
- Goals, operating, 192
- Goodpasture, John C., 123
- GPS (global positioning satellite)
 software example, 124–125,
 126
- Graphics:
 agile projects, 208, 209
 power of, 8–10
 traditional projects, 208
 understanding of, 18
- Gray, K., 8
- Griffin, F., 13
- Guide to the Project Management
 Body of Knowledge, A*
 (PMBOK):
 about, 211
 communication processes,
 215–218
 communications planning
 process, 216
 information distribution process,
 217
 Knowledge Areas, 213, 214
 processes, 212
 Process Groups, 213–214
 report performance process, 217
 stakeholder expectations
 management process,
 216–217
 stakeholder identification
 process, 215–216
- H**
- Hale, Guy, 43
- Harrington, D., 7
- Harvard Pocket Mentor, 37
- Harvard 3-by-2, 165–166
- Header (agile OPPM):
 described, 133–134
 directions for, 134–136
 Scrum Master, 134, 135–136
- Header (traditional OPPM):
 collaboration and project
 objective, 61
 described, 53–54
 directions for, 54–61
 project manager, 56–59
 project name, 54–56
 project objective, 60–61
 project objective as part of name,
 55
- Heart and engagement, 39–40
- Heart of a Leader, The* (Blanchard),
 38
- Highsmith, Jim, 139
- Hoffman, J., 32
- Holmes, Oliver Wendell, Jr., 12–13
- Home remodeling project example,
 174
- Horizontal communication, 218
- Hugo, Victor, 13
- I**
- Improvement, continuous, 75–76,
 78–79, 188–189

- Informal communication, 217
 Information distribution process, 217
 Ingram, B., 17
 Internal communication, 217
 ISO 9000 certification project, 30, 42
IT Management News, 156
 IT people as finish-to-start thinkers, 174–175
- J**
 JetBlue, 19
 Jones, Franklin P., 38–39
 Jordan, Michael, 169
 JPMorgan Chase, 17
- K**
 Kerzner, Harold, 18, 22, 67
 Kluger, Jeffrey, 5
 Knowledge Areas (PMBOK), 213, 214
 Kobe, Japan earthquake, 28–29
- L**
Leadership and the New Science: Discovering Order in a Chaotic World (Wheatley), 8
Les Misérables (Hugo), 13
 Levels of OPPM, 73–74, 184, 185, 189–195
 Li, M., 19
 Limitations of OPPM, 76–77
 Linking tasks to sub-objectives, 110
 Loban, W., 20
- M**
 Major tasks:
 about, 46–47
 accounts receivable reduction project, 73
 buy-in from all participants, 73
 completion of, 47
 defining, as team effort, 74–75
 described, 71–72
 directions for, 72–75
 as distinct, 73
 as measurable, 74
 number of, 74
 owners, aligning to, 75, 87–90
 progress of, 102–103
 in project dashboard, 181
 qualitative, 201–202
 report dates, aligning to, 83–87
 size of, 72
 sub-objectives, aligning with, 77–81, 108–109
 sub-objectives, linking to, 108–109
 in traditional OPPM construction, 71–75
 as traditional project element, 38
 Management:
 as audience for communication, 20–21
 of consultants, 204–205
 OPPM as device for, 206
 report dates, determination of, 81–83
 Management meetings, shortening, 186
 Mann, Chris, 130
 Marketing display, OPPM as, 206
 Martin, Paula, 69
 Matrix (agile OPPM):
 described, 137–138
 directions for, 138–139
 training responsibilities, 139
 Matrix (traditional OPPM):
 about, 44–45
 described, 65
 directions for, 66
 McClellan, Vernon, 39
 Meetings, shortening, 186
 Milestones, 204
 Mind and engagement, 40

INDEX

- Minimum marketable feature (MMF), 130
- Motivating visionary thinkers, 171
- Mountain Goat Software, 135–136
- Murdock, Kent, 26
- MyOPPM, 209
- N**
- Non-verbal communication, 218
- Northrop Grumman, 13
- O**
- Objectives. *See also* Sub-objectives
pricing project, 202–203
in project dashboard, 181
project name and, 55
as traditional project element, 38
- Obsessive project management, 26, 28, 79
- O.C. Tanner. *See also* Agile OPKM reporting steps; Traditional OPKM construction steps
about, 50
accounts receivable reduction project, 31, 43, 73, 79–81
Award Distribution Center project, 26–27, 28–29, 41–42, 50–51
boiler stack issue, 41–42
CIO magazine's recognition of, 155–156
Cornerstone project, 155
enterprise resource planning project, 30, 43–44, 91–92
Entrada, launching of, 30
ISO 9000 certification, 30, 42
OPKM uses by, 30–31
pricing project, 197–204
project management, drive toward improving, 26, 79
project training, 182–183
Shingo Prize project, 31, 41
- Official communication, 218
- One-Page Project Manager* (Campbell), 207
- One-Page Project Manager (OPKM). *See also* Consolidated OPKM Alpha Four and, 24
benefits of, 17, 29–30, 31, 114, 186
as communication tool, 15–17, 21–22, 206
continuous improvement, 75–76, 78–79
defined, 25
described, 25
development of, 26–27
first, 26–27
as format for existing information, 32
items that can be changed, 185
items that must remain the same, 184–185
levels of, 73–74, 184, 185, 189–195
limitations of, 76–77
as management device, 206
as marketing display, 206
owner transparency, 29–30, 31
project management software and, 31–32, 72–73, 184
as team effort, 51
uses for, 30–31
wording in, 76
- One-Page Project Manager for Execution: Drive Strategy & Solve Problems with a Single Sheet of Paper (Campbell and Collins), 41
- One-Page Project Manager for IT, The (Campbell), 155
- Open communication, 90
- Operating goals, 192
- OPKM. *See* One-Page Project Manager (OPKM)
- Oral communication, 218

- Orange juice example, 58–59
- Organization websites on agile projects, 119–120
- Outward communication, 57, 77, 185–186
- Overall status. *See* Status
- Overplanning, by finish-to-start thinkers, 174
- Owners:
- described, 61–62
 - pricing project, 199–200
 - product, 127
 - in project dashboard, 180
 - schedule, aligning to, 87–90
 - tasks, aligning to, 75, 87–90
 - as team members, 62–63
 - in traditional OPPM construction, 61–64
 - as traditional project element, 39
 - transparency of, 29–30, 31
- Ownership:
- accounts receivable reduction project, 43
 - boiler stack issue, 41–42
 - determining, 89–90
 - engagement and, 39–40
 - enterprise resource planning (ERP) project, 43–44
 - ISO 9000 certification, 42
 - power of, 41–44
 - Shingo Prize project, 41
- Owners/Property, in consolidated OPPM, 193
- P**
- Path-based approach, 175
- People:
- in consolidated OPPM, 193
 - number of, 86–87, 201
 - in pricing project, 201
 - in traditional OPPM construction, 86–87
- Performance, qualitative, 103–104
- Phase 1 OPPM for pricing project:
- about, 198–199
 - owners, 199–200
 - people working on project, number of, 201
 - qualitative tasks, 201
 - summary and forecast, 202
- Phase 2 OPPM for pricing project:
- about, 200
 - budget, 204
 - milestones, 204
 - project objective, 202–203
 - sub-objectives, 204
- Planners, finish-to-start thinkers as, 173–174
- PMBOK (*Guide to the Project Management Body of Knowledge, A*):
- about, 211
 - communication processes, 215–218
 - communications planning process, 216
 - information distribution process, 217
 - Knowledge Areas, 213, 214
 - processes, 212
 - Process Groups, 213–214
 - report performance process, 217
 - stakeholder expectations management process, 216–217
 - stakeholder identification process, 215–216
- PMO responsibilities. *See* Project management office (PMO) responsibilities
- Practicable, defined, 3

INDEX

- Pricing project:
 budget, 204
 costs, 202
 milestones, 204
 owners, 199–200
 people working on, number of, 201
 Phase 1 OPPM, 198–203
 Phase 2 OPPM, 200, 202–204
 project objective, 203–204
 qualitative tasks, 201
 sub-objectives, 204
 summary and forecast, 202
- Prioritization, project, 117–118, 186–187
- Processes:
 about, 212
 communication, 215–218
 communications, planning, 216
 information, distributing, 217
 performance, reporting, 217
 stakeholder expectations, managing, 216–217
 stakeholders, identifying, 215–216
- Process Groups (PMBOK), 213–214
- Product owner, 127
- Project archives, 188–189
- Project dashboard:
 cost, 181
 objectives, 181
 owners, 180
 tasks, 181
 timeline, 181
- Project management. *See also* Agile project management;
 Traditional project management
 obsessive, 26, 28, 79
 wristwatch metaphor for, 3–5
- Project Management* (Kerzner), 18, 67
- Project Management Institute, 37, 120, 211
- Project Management Memory Jogger* (Martin and Tate), 69
- Project management office (PMO)
 responsibilities:
 about, 195
 application of methodology, consistent, 183–185
 corporate project methodology, 182
 project archives and continuous improvement, 188–189
 project dashboard, 180–182
 project prioritization, 186–187
 project public relations, 185–186
 project review and corrective action, 187–188
 project training, 182–183
- Project management software, 31–32, 72–73, 184
- Project Management the Agile Way: Making It Work in the Enterprise* (Goodpasture), 123
- Project managers:
 communication skills lacked by most, 23
 communication skills needed by, 23, 56–59
 in consolidated OPPM, 193
- Project objectives. *See also* Sub-objectives
 pricing project, 202–203
 in project dashboard, 181
 project name and, 55
 as traditional project element, 38
- Project prioritization, 117–118, 186–187

- Project public relations, 185–186
- Project review and corrective action, 187–188
- Project status. *See* Status
- Project training, 139, 182–183
- Project variables/constraints, 69
- Public relations, project, 185–186
- Q**
- Qualitative performance, 103–104.
See also Risks, qualitatives, and other metrics (agile OPPM); Risks, qualitatives, and other metrics (traditional OPPM)
- Qualitative tasks, 201
- R**
- Ramirez, S., 22
- Releases:
about, 129–130
in agile OPPM construction, 141–142
described, 141
directions for, 142
story points versus development hours, 141
- Report dates:
about, 48
bolding, 102
described, 79, 81–83
determination by management, 81–83
directions for, 83
tasks, aligning to, 83–87
team buy-in regarding, 83
in traditional OPPM construction, 81–83
in traditional OPPM reporting, 102
- Report examples:
budget and costs, 109, 113–114, 116
early in project, 106–110
linking tasks to sub-objectives, 108–109
midway through project, 110–114
near end of project, 114–118
risks, qualitatives, and other metrics, 112–113, 114–115
summary and forecast, 110–111, 113, 116–118
- Reporting. *See* Agile OPPM reporting steps; Traditional OPPM reporting steps
- Reporting steps:
burndown charts, 147–148
described, 147, 148
directions for, 147–148
- Report performance process, 217
- Resources:
allocating, 86–87
burndown charts and, 128–129
fixed, 128–129
as project variable/constraint, 69
team velocity and, 128
- Review, project, 187–188
- Risk mitigation, 131
- Risks, qualitatives, and other metrics (agile OPPM):
OPPM construction, 148–150
OPPM reporting, 159–160
- Risks, qualitatives, and other metrics (traditional OPPM):
about, 47–48
cell phone performance example, 92
enterprise resource planning (ERP) project, 91–92
example, early in project, 106–107
example, midway through project, 112
example, near end of project, 114–116

INDEX

- Risks, qualitatives, and other metrics (traditional OPPM)
(*continued*)
OPPM construction, 91–93
software performance example, 91–92, 93
- S**
- Santayana, George, 188
- Schedule:
in agile OPPM, 145–147
owners, aligning to, 87–90
in traditional OPPM, 48, 87–90
- Schedule performance index (SPI), 11
- Scope, as project
variable/constraint, 69
- Scrum. *See also* Agile project management
characteristics, 124
described, 123–124
global positioning satellite (GPS) software example, 124–125, 126
name origin, 123
- ScrumAlliance, 120
- Scrum Master:
about, 127
in header, 134, 135–136
- Selecting team, 27, 64, 169–170
- Shalloway, Alan, 129–130
- Shingo Prize project, 31, 41
- Shuler, K., 30
- “Simple Gifts” (Brackett), 7
- Simple watch faces, 4
- Simplicity: Why Simple Things Become Complex* (Kluger), 5
- Simplicity:
brevity versus, 12
complexity versus, 5
guiding principle of, 2–3
warning about, 12–13
- Size:
task, 72
team, 63
- Skinner, Todd, 172
- Software, project management, 31–32, 72–73, 184
- Software performance example, 91–92, 93
- SPI (schedule performance index), 11
- Sprint dates and time boxes:
described, 144, 145
directions for, 144–145
- Sprints:
in agile OPPM construction, 141–142
in agile project management, 129
completion of, 157–158
defined, 141
described, 141
directions for, 142
feature sets, aligning with, 143–144
story points versus development hours, 141
- Sprint status report, 158–159
- Stakeholders:
expectations, managing, 216–217
identifying, 215–216
- Start-to-finish thinkers. *See also* Finish-to-start thinkers; Visionary thinkers
about, 172–173, 178
assets, 173, 175, 176, 177, 178
delegation, difficulty with, 172–173
liabilities, 172–173, 176, 177
- Status:
in agile OPPM construction, 150–151
in agile OPPM reporting, 161–162

- in agile project management, 130–131
 - burnup charts in, 150–151
 - in consolidated OPPM, 193–194
 - described, 150–151
 - directions for, 151
 - Stellar Performer: The Agile Approach to Software Development (Shalloway), 129–130
 - Story points, 141
 - Straight talk, 57–59
 - Sub-objectives. *See also* Objectives
 - about, 49
 - described, 67–68
 - directions for, 68–70
 - number of, 68
 - pricing project, 204
 - tasks, aligning with, 77–81
 - tasks, linking to, 110
 - in traditional OPPM construction, 67–70
 - Sufficient communication, 166–169
 - Summary and forecast (agile OPPM):
 - OPPM construction, 151–153
 - OPPM reporting, 162–164
 - Summary and forecast (consolidated OPPM), 194–195
 - Summary and forecast (pricing project), 202
 - Summary and forecast (traditional OPPM):
 - about, 48
 - contents of, 98–100
 - described, 96–97
 - directions for, 97–100
 - importance of, 98
 - OPPM construction, 96–100
 - OPPM reporting, 105
 - report early in project, 110
 - report midway through project, 113–114
 - report near end of project, 116–118
 - Summary OPPM. *See* Consolidated OPPM; Consolidated OPPM example
 - Surprises, avoiding, 44, 58
- T**
- Tanner, Obert C., 20–21. *See also* O.C. Tanner
 - Tasks, major:
 - about, 46–47
 - accounts receivable reduction project, 73
 - buy-in from all participants, 73
 - completion of, 47
 - defining, as team effort, 74–75
 - described, 71–72
 - directions for, 72–75
 - as distinct, 73
 - as measurable, 74
 - number of, 74
 - owners, aligning to, 75, 87–90
 - progress of, 102–103
 - in project dashboard, 181
 - qualitative, 201
 - report dates, aligning to, 83–87
 - size of, 72
 - sub-objectives, aligning with, 77–81, 108–109
 - sub-objectives, linking to, 108–109
 - in traditional OPPM construction, 71–75
 - as traditional project element, 38
 - Tate, Karen, 69

INDEX

- Team. *See also* Finish-to-start thinkers; Start-to-finish thinkers; Visionary thinkers
in agile project management, 127–128
buy-in, 83
development team
 responsibilities, 128
getting agreement from, 102–103
importance of, 51
owners and helpers, 62–63
product owner responsibilities, 127
Scrum Master responsibilities, 127
selecting, 27, 64, 169–170
size, ideal, 63
strengthening, 66, 89–90
tasks, defining, 74–75
time available for project, 63–64
- Team building, 66, 89–90
- Team velocity:
in agile project management, 128
average daily, 160–161
- Templates:
agile OPPM, 131–132
consolidated OPPM, 189–190
traditional OPPM, 44–45, 46
- Thinker types. *See* Finish-to-start thinkers; Start-to-finish thinkers; Visionary thinkers
- Time:
available for project by team members, 63–64
current, 157
as project variable/constraint, 69
- Time boxes:
described, 144, 145
directions for, 144–145
- releases, 129–130
sprints, 129
- Timeline:
in consolidated OPPM, 191–192
in project dashboard, 181
as traditional project element, 38–39
- Timeliness, importance of, 105
- Trade-offs, making, 117–118
- Traditional OPPM:
costs and metrics, 48
major tasks, 46–47
matrix, 44–45
reading clockwise, 99, 100
report dates, 48
risks, qualitatives, and other metrics, 47–48
schedule, 48
sub-objectives, 49
summary and forecast, 48
template, 44–45, 46
X-chart, 44, 45
- Traditional OPPM construction steps:
about, 49–50, 53, 54
step 1: header, 53–61
step 2: owners, 61–64
step 3: matrix, 65–66
step 4: sub-objectives, 67–70
step 5: major tasks, 71–75
step 6: aligning tasks with sub-objectives, 77–81
step 7: report dates, 81–83
step 8: aligning tasks to report dates, 83–87
step 9: aligning tasks and schedule to owners, 87–90
step 10: risks, qualitatives, and other metrics, 91–93

- step 11: costs and metrics, 94–96
 - step 12: summary and forecast, 96–100
 - Traditional OPPM reporting steps:
 - collaborating on report, 106
 - completing in timely manner, 105
 - example: early in project, 106–110
 - example: midway through project, 111–114
 - example: near end of project, 114–118
 - getting agreement from team members, 102–103
 - step 1: report date, 102
 - step 2: major tasks' progress, 102–103
 - step 3: qualitative performance in risks, qualitatives, and other metrics, 103–104
 - step 4: expenditures, 104–105
 - step 5: summary and forecast, 105
 - Traditional project management. *See also* Traditional OPPM construction steps; Traditional OPPM reporting steps
 - agile project management, differences from, 33–34, 44
 - agile project management, similarities with, 32–33
 - agile project management versus, 126, 139
 - cost as element of, 39
 - elements, essential, 37–40
 - objectives as element of, 38
 - owners as element of, 39
 - tasks as element of, 38
 - timeline as element of, 38–39
 - visual for, 208
 - Training, 139, 182–183
 - Tufte, Edward R., 2, 9–10
- U**
- Unofficial communication, 218
 - Upton, David, 175
 - Upward communication, 56, 57, 77
 - US Department of Defense, 11
 - Uses for OPPM, 30–31
- V**
- Vacheron Constantin watches, 3
 - Value of OPPM for consultants:
 - as communication tool, 206
 - as management device, 206
 - as marketing display, 206
 - Values relating to agile methodology, 121
 - Verbal communication, 218
 - Vertical communication, 218
 - Verzuh, Eric, 72, 83, 129–130
 - Vision, 129
 - Visionary thinkers. *See also* Finish-to-start thinkers; Start-to-finish thinkers
 - about, 170–171, 178
 - assets, 171, 175, 176–177
 - liabilities, 171, 176, 177, 178
 - motivating, 171
 - Visual Display of Quantitative Information, The (Tufte), 2
 - Visual movement watches, 3
 - Visuals:
 - agile projects, 208, 209
 - power of, 8–10

INDEX

traditional projects, 208
understanding of, 18

W

WBS (work breakdown structure),
72
Websites on agile projects, 119–120
Wheatley, Margaret J., 8
Wise Words and Quotes
(McClellan), 39

Wording, 59, 76

Work breakdown structure (WBS),
72

Wristwatch as metaphor for project
management, 3–5

Written communication,
218

X

X-chart, 44, 45