

# Index

**Note to the reader:** Throughout this index **boldfaced** page numbers indicate primary discussions of a topic. *Italicized* page numbers indicate illustrations.

## Numbers

5-15 report, **142**, 241  
80/20 rule (Pareto's Law),  
65–66, 250

## A

absenteeism, virtual team  
and, 35  
accountants, **88–91**  
AceProject, 239  
Act!, 95  
Action Items template, 218, 219  
action meetings, 157, 241  
Adam's apple, deception  
and, 78  
Adenin, 192  
advice, from SMEs, 40  
agendas, **163–165**, 176  
agreement, body language  
for, 78  
ahead-of-schedule, **58–59**  
Allen, David, *Getting Things  
Done*, 202  
Amato, Shartrina, 72  
anger, body language for, 79  
angular distance of shoulders,  
78

announcements, 184  
approval, in scope statement,  
44  
architect, firing, 23  
Architect (INTP), 13  
as team member, 17  
archives, weekly status reports  
in, 53  
arguments, 173  
arm cross, 79  
arrogance, body language  
for, 80  
assertiveness, 134–135  
assumptions, 44–45, 241  
identifying, 50–51  
ATTs (At the Tables), 158, 242  
Audible, 202  
audit, **27–29**, 242  
audit trail, discussion forums  
as, 185  
Avaya, 158

## B

BCP (business continuity plan),  
242  
bean counters, **88–91**  
bending away from speaker, 79

best practices, development, 24  
 bids, for office move, 151  
 blame stage of project  
 initiation, 41  
 Blanchard, Ken, 2  
 body language, 78–83, 242  
*The Book of Lists* (Wallechinsky  
 and Wallace), 87  
 BPS Project, 239  
 brain, 68  
 brainstorming, on potential  
 problems, 48–49  
 breaks, in meeting schedules,  
 164  
 broadside display, 79–80  
 budgets  
 overruns, 90  
 range estimates, 64–66  
 training as line item, 30  
 under-budget, 58–59  
 Buffington, Perry W., 106  
 business continuity plan (BCP),  
 123, 242  
 business impact analysis, 125,  
 242  
 Buzan, Tony, 68

## C

calendar, on intranet, 183  
 cash flow, forecasting, 91  
 cell phones, 202  
 Champion (ENFP), 13  
 change management, 126–128,  
 243  
 charts, vs. lists, 68  
 chicken herder quiz, xii–xiv  
 chin jut, 80

CLEM (conjugate lateral eye  
 movement), 80  
 cliches, on teamwork, 1  
 clients, 94–97  
 CM (crisis management), 243  
 collaterals, on extranet, 191  
 commitment  
 of sponsor, 117  
 virtual team and, 35  
 communication  
 about office move, 152  
 with clients, 94–95  
 intranet for, 188  
 with sponsor, 116–117  
 with stakeholders, 147–148  
 with team members'  
 supervisors, 131  
 through mediation, 144–145  
 Tuesday morning news, 104  
 Communications Plan  
 template, 222, 223  
 communicative team, 3–4  
 communicator  
 importance, 44–45  
 project manager as, 36  
 with SMEs, 39  
 competitive teams, 3  
 Composer (ISFP), 16  
 computer geek, 205–207  
 conference phone, 158  
 conflict, 143  
 confrontations, 143–146  
 constraints, 243  
 identifying, 50–51  
 contact list, on intranet,  
 183–184  
 contingency planning (CP),  
 123, 244

contracts, 95  
 details of responsibilities,  
 96–97  
 Copper 2004, 240  
 Cornell, Walter, 72  
 cost-to-complete, 89, 243  
 estimating, 59  
 cost-to-date, 89, 243  
 costs. *See also* budgets  
 of meetings, 154–156  
 in scope statement, 44  
 Counselor (INFJ), 15  
 as team member, 17  
 CP (contingency planning), 244  
 Crafter (ISTP), 15–16  
 as team member, 17  
 credit for work, 138  
 crisis management, 123–125  
 critical path, 113  
 criticism, 4  
 private sharing, 138  
 crossed arms, 79  
 current state, 244  
 in change management,  
 127  
 customer relationship  
 management (CRM)  
 software, 95, 244  
 cutoff, 80

**D**

database  
 for intranet, 185  
 of team member skills, 32  
 deception, body language for,  
 80

decision making  
 on budget, 58  
 and personality, 10  
 defeat stage of project initiation,  
 41  
 delegating work, 137–138  
 deliverables, in scope statement,  
 43  
 dialect of groups, 85  
 disagreement, body language  
 for, 78, 81  
 disaster recovery (DR), 123, 244  
 discussion forums, 185  
 disillusionment, 41  
 dispute resolution, 143–146  
 divorce, 140–141  
 document naming conventions,  
 195–199, 209  
 documentation, 138–139  
 and audit protection, 29  
 close-out process, 100  
 on extranet, 191  
 responsibilities matrix,  
 60–61  
 scope statement, 43–45  
 of team member failures, 23  
 weekly status reports, 52–55  
 dominators in meetings,  
 173–174  
 “Don’t Know, Can’t Do, Won’t  
 Do” rule, 121–122  
 doubt, body language for, 81  
 downloading templates, xv  
 downtime, for  
 shutdown/turnaround  
 project, 111  
 DR (disaster recovery), 244  
 dysfunctional team, 3

## E

e-mail  
     emotional, 135–136  
     managing, 209

eggheads, **205–207**

elastic stress point, 46, 244

emotional e-mail, 135–136

empathy, 86

end-of-project review, 98–100

energy direction, and  
     personality, 9

Enfish Find, 210, 210

ENFJ (Teacher), 15

ENFP (Champion), 13

ENTJ (Field Marshal), 16  
     as team member, 17

ENTP (Inventor), 16  
     as team member, 17

ERP (enterprise resource  
     planning), 245

errors, acknowledging, 94, 138

ESFJ (Provider), 13

ESFP (Performer), 11–12

estimates  
     vs. final results, 98  
     ranges for, **64–66**

ESTJ (Supervisor), 10–11

ESTP (Promoter), 14

euphoria, 41

EventPlan, 201

exit strategy, for confrontation,  
     145

extended leaves, 137

extranet, **190–193**, 245  
     for virtual team, 36

Extrovert (E), 9, 245

eye contact, 81

eye movement

    conjugate lateral, 80

    and truthfulness, 82

eyebrow movement, 81

eyes, flashbulb, 81–82

## F

favoritism, 145

feedback for stakeholders, 147

Feeling (F), 10, 245

feuds, resolving, 136–137

Field Marshal (ENTJ), 16

    as team member, 17

filters for e-mail, 209

firewall, 189, 245

firing

    office move and, 149

    team members, **22**

Fisher, Roger, *Getting to Yes*, 202

flashbulb eyes, 81–82

flexion withdrawal, 82

flipchart, for meetings, 168

Forming stage of team building,  
     19, 245

functional skills, 109

future state, 245–246

    in change management,  
         127

## G

gadgets, **200–202**

gaze downward, 82

*Getting Things Done* (Allen), 202

*Getting to Yes* (Fisher), 202

Givens, David, *The Nonverbal  
     Dictionary*, 78

givens, in planning, **50–51**, 246

goals, 5–6  
 Godzilla principle, **140–141**, 146  
 Google search engine, 28  
 gossip, 133  
 grapevine, 22, 133  
 green ceiling, 44–45  
 groups  
     dialect of, 85  
     size and quantity of work,  
     **24–25**

## H

hackers, intranet attack,  
 188–189  
 Handango, 200  
*Harvard Business Review*, 202  
 head-tilt-side, 82  
 Healer (INFP), 11  
 herding chickens, xii  
 hierarchy in management  
     structure, 129, 131–132  
 home page, for intranet, 185  
 Homer, *Odyssey*, 31  
 host, 246  
 human skills, 109  
 Hume, John, 71

## I

Iambic Software, 200  
 IGT (Individuals Groups Teams)  
     rule, **24–25**, 246  
 independent project reviews  
     (IPRs), **27–28**, 247  
 INFJ (Counselor), 15  
     as team member, 17  
 information  
     interviews for gathering, 92

    overload, 208  
     processing, and personality,  
     9  
 information meetings, 157, 246  
 infosclerosis, **208–211**  
 Infowit, 240  
 INFP (Healer), 11  
 inherited projects, **101–103**  
     assessment of state, 102  
 initiation stages of project, 41  
 Inspector (ISTJ), 13–14  
 interviewing skills, **92–93**  
 intimidation, body language  
     for, 80  
 INTJ (Mastermind), 12  
 INTP (Architect), 13  
     as team member, 17  
 intranet, **182–189**, 246  
     commercial sites for,  
     186–187  
     meeting minutes on, 157  
     mind map for content, 238,  
     238  
     for project, 32  
     for virtual team, 36  
 Intranet Dashboard, 192  
 Intranets.com, 186, 186–187,  
 187, 192, 202  
 Introvert (I), 9, 247  
 Intuition (N), 9, 247  
 intuitive team, 4  
 Inventor (ENTP), 16  
     as team member, 17  
 inventory, for office move, 151  
 invoices, 95  
     on extranet, 191  
 IPR (independent project  
 review), **27–28**, 247

ISFJ (Protector), 17  
 ISFP (Composer), 16  
 ISTJ (Inspector), 13–14  
 ISTP (Crafter), 15–16  
     as team member, 17  
 ITRs (In The Rooms), 158, 247

## J

job cost report, 89, 247  
 job responsibilities, rigidity in,  
     121–122  
 Judgment (J), 10, 247

## K

Keirse, David, *Please Understand Me*, 7  
 Keirse Temperament Sorter,  
     7, 248

## L

latecomers to meetings, 172  
 leadership, basic rules, 4  
 learning curve for technology,  
     204  
 left-brain response, 67  
 legal documents, on extranet,  
     191  
 lessons learned, 98–100  
 lip compression, 83  
 list-makers, 67  
 lists, vs. charts, 68  
 lost productivity, 154–155  
 loudmouth, 166–167  
 luddites, 203–204  
 lying, avoiding appearance,  
     84–85

## M

management structure  
     hierarchy in, 129  
     matrix management,  
         129–132  
 Management Team Role  
     indicator (MTR-i), 7  
 managers  
     stoplight chart for, 56–57  
     weekly status reports for, 53  
 Mastermind (INTJ), 12  
 matrix management, 129–132  
 Matthews, Mr. (teacher), 72  
 MBTI (Myers-Briggs Type  
     Indicator), 7–17, 248  
 MBTI Qualified Practitioner, 7  
 mediation, 143–146, 248  
 meeting facilitator, 166–167,  
     248  
 meeting skippers, team  
     members as, 172  
 meetings, 104, 153–179  
     agendas, 163–165  
     alternatives, 155  
     vs. announcements on  
         intranet, 184  
     costs, 154–156  
     fun in, 170–171  
     glitches, 172–175  
     location, 171  
     loudmouth, 166–167  
     rules of the road, 169, 253  
     scheduling, 179  
     scribe, 168, 254  
     with SMEs, 39  
     standup, 160–162  
     as time waster, 174–175, 176  
     types, 157–159

WebEx as alternative,  
     177–178  
 weekly, 130  
 memo to file, 117, 248–249  
 mentor, 31–32, 249  
 metrics, 27  
 micromanaging, 4  
 Microsoft Office, 183  
 Microsoft Project, 239  
     shortcuts, 212–213  
     for spotlight charts, 56  
 Microsoft Word, 193  
 mind map, 67–72, 70, 249  
     for intranet content, 238,  
     238  
 MindBridge, 192  
 MindManager program, 69  
 minute-takers, 168  
 misinformation, in weekly  
     status reports, 54  
 mistakes, acknowledging, 94,  
     138  
 mji teamworks, 240  
 Mondays, 104  
 morale, and meetings, 155  
 MP3 player, for audio books,  
     202  
 MTR-i (Management Team  
     Role-indicator), 249  
 multitasking, 214–216  
 My Documents folder, number  
     of files, 208

## N

N (Intuition), 9, 247  
 naming conventions for  
     documents, 195–199

Natara Software, ProjectHand 2,  
     201  
 network, for document storage,  
     209–210  
 neurons, 68  
 new technology, 204  
*The New York Times*, 208  
 newbies, 249  
 newsletter, 104  
 Nexus, 158  
*The Nonverbal Dictionary*  
     (Givens), 78  
 Norming stage of team  
     building, 20, 249  
 note-takers, 168

## O

*Odyssey* (Homer), 31  
 office morale, 22  
 office move, 149–152  
 office politics, 115–152  
     basics, 133–139  
     confrontations, 143–146  
     “Don’t Know, Can’t Do,  
     Won’t Do” rule, 121–122  
     Godzilla principle, 140–141,  
     246  
     pleasure and displeasure list,  
     119–120, 251  
     sponsor, 116–118  
     stakeholders, 147–148  
 OJT (on-the-job training), 250  
 Olympic committee, 18  
 on-site team, vs. dispersed, 35  
 on-the-job training (OJT), 30  
 opinion polls, 184  
 opportunities, in SWOT  
     analysis, 62

opposition to technology,  
**203–204**  
 organization  
   for interviews, 92  
   of life, 10  
 OTPs (On the Phones), 158  
 overview, in scope statement, 43

## P

Palm Pilot, 200  
 paper trail, for audits, 29  
 paperwork. *See* documentation  
 Pareto's Law, 65–66, 250  
 patience, 4  
   with Luddites, 204  
 PCM (project control manual),  
 34, 250  
 PDF (Portable Document  
 Format), 250  
 pen company, product analysis,  
 5–6  
 Perception (P), 10, 250  
 Performer (ESFP), 11–12  
 Performing stage of team  
 building, 20, 251  
 personal agendas, 19  
 personal information manager  
 (PIM), 200, 251  
 personality  
   decision making and, 10  
   energy direction and, 9  
   information processing  
   and, 9  
   Myers-Briggs Type indicator,  
   7–17  
   types, **105–107**

phones, meeting attendance  
 by, 158  
 photos, 211  
 Picasa, 211  
 PIM (personal information  
 manager), 200, 251  
 planned turnover, 33–34  
 planning, **41–75**  
   being ahead-of-schedule  
   and under-budget, **58–59**  
   detail level of, 73  
   finding stress points, **46–47**  
   givens in, **50–51**  
   mind map, **67–72**  
   for office move, 150  
   for project nightmare, **48–49**  
   range estimates, **64–66**  
   responsibilities matrix,  
   **60–61**  
   rolling wave, **73–75**  
   scope statement, **43–45**  
   stoplight chart, **56–57**  
   SWOT analysis, **62–63**  
   with weekly status reports,  
   **52–55**  
*Please Understand Me* (Keirse), 7  
 pleasure and displeasure list,  
**119–120**, 251  
 Pleasure and Displeasure List  
 template, 224, 225  
 PMBOK (Project Management  
 Body of Knowledge), x–xi  
 PO (purchase order), 251  
 politics, and weekly status  
 reports, 54  
 positive attitude, 4  
 post mortem, **98–100**, 251–252  
 Post Mortem template, 226, 227

power, rules of, 119  
 Primavera, 212, 239  
 problems  
   growth when ignored, 140–141  
   solving, 135  
 product designs, on extranet, 191  
 productivity, intranets and, 188  
 project charter, 61, 101, 102, 252  
 project control manual (PCM), 34, 250  
 Project Insight, 239  
 project kickoff meeting, 130  
 project library, 34  
   for inherited project, 102  
 Project Management Institute (PMI), 30  
 project manager  
   as communicator, 36  
   role, 25  
 project nightmare, 48–49  
 project scope, 252. *See also* scope statement  
 Project.net, 240  
 promises, to clients, 94  
 Promoter (ESTP), 14  
 Protector (ISFJ), 17  
 Provider (ESFJ), 13  
 psychological testing, 7–10  
 public speaking, fear of, 87  
 purchase order, 59

**R**

Range Estimate template, 228, 229

range estimates, 64–66, 252  
 reading people, 78–83  
 recall of team member, 22, 23  
 requests, polite refusals, 134  
 resistance by team members, 20  
 resource needs, in scope statement, 44  
 respect, 84  
 responsibilities matrix, 60–61, 253  
 Responsibilities matrix template, 230, 231  
 responsibilities of client, 95  
 RFC (request for clarification), 98, 253  
 RFC (request for clarification) template, 220, 221  
 RFI (request for information), 253  
 right-brain thinking, 67  
 rigidity in job responsibilities, 121–122  
 risk management, 47, 253  
   brainstorming on potential problems, 48–49  
 risks, assigning dollar amount, 48  
 rolling wave, 73–75, 253  
 rules of the road, 169, 253

## S

scavenger hunt, 26  
 schedule, ahead-of-schedule, 58–59  
 Scholes, Myron, 71  
 scope creep, 43, 254

- scope statement, **43–45**, 252
    - in client communications, 95
    - for shutdown/turnaround project, 111
  - scribe, **168**, 254
  - security, for intranet, 188–189
  - self-assessment, 31, 254
  - Sensing (S), 9, 254
  - shock, body language for, 79
  - shoulders, angular distance, 78
  - shutdown/turnaround project, **111–113**, 254
  - side conversations in meetings, 169, 173
  - silence, during interviews, 93
  - sincerity, 86
  - skills assessment, 31, 254
  - skills matrix, **108–110**, 255
  - Skills matrix template, 232, 233
  - small talk, 85
  - SMEs (subject matter experts), **38–40**, 255
    - vocabulary of, 85
  - smile, zygomatic, 83
  - sociolects, 85
  - soft costs of meetings, 154
  - software, **193–194**, 238–239
    - custom application, 185
    - for information overload, 210
    - for mobile devices, 200
  - spam filter, 209
  - speakerphone, 158
  - speaking, skill in, 84–87
  - sponsor, **116–118**
    - 5-15 report for managing, 142
    - harm from, 117
    - preparing for departure, 116–117
  - stakeholders, **147–148**
  - standup meetings, **160–162**, 255
  - statement of scope, 43–45, 255
    - in client communications, 95
  - Status Report template, 234, 235
  - status reports. *See* weekly status reports
  - status reports, weekly, **52–55**
  - steeple gesture, 83
  - stoplight chart, **56–57**, 255
  - Stoplight chart template, 236, 237
  - Storming stage of team
    - building, 19–20, 255–256
  - storyboard, 112, 256
  - strengths, in SWOT analysis, 62
  - stress levels, eye contact and, 81
  - stress points, **46–47**, 256
  - student-mentor bonds, 31
  - subject matter experts (SMEs), **38–40**, 255
    - body language of, 80
  - Supervisor (ESTJ), 10–11
  - SWAG (Swinging Wild-Assed Guess), 64
  - SWOT analysis, **62–63**, 256
- T**
- task assignments
    - to inflexible workers, 121–122
    - for team members, 110
  - task manager, 201
    - on intranet, 183

- task-switching, 215, 256
- Teacher (ENFJ), 15
- teachers, training for, 31
- team members
  - bios on extranet, 191
  - database of skills, 32
  - firing, 22
  - response to meetings, 172–174
  - responsibilities matrix, 60–61
  - rigidity in responsibilities, 121–122
  - skills matrix, 108–110, 255
  - turnover, 33–34
- teams, 1–40
  - development stages, 19–21
  - IGT rule, 24–25, 246
  - for inherited project, meeting, 101–102
  - Myers-Briggs testing of, 17
  - for office move, 149
  - SMEs (subject matter experts), 38–40
  - training newbies, 30–32
  - types, 3–6
  - virtual, 35–37
- teasing, 85
- technical skills, 109
  - of virtual team members, 36
- technology, 181–216
  - document naming conventions, 195–199
  - eggheads, 205–207
  - extranet, 190–193
  - gadgets, 200–202
  - infosclerosis, 208–211
  - intranet, 182–189
  - luddites, 203–204
  - multitasking, 214–216
  - opposition to, 203–204
  - software, 193–194
- templates
  - Action Items template, 218, 219
  - Communications Plan, 222, 223
  - downloading, xv
  - Pleasure and Displeasure List, 119–120, 224, 225, 251
  - Post Mortem, 226, 227
  - Range Estimate, 228, 229
  - Responsibilities matrix, 60–61, 230, 231, 253
  - RFC (request for clarification), 98, 220, 221, 253
  - Skills matrix, 108–110, 232, 233, 255
  - Status Report, 234, 235
  - Stoplight chart, 56–57, 236, 237, 255
  - for weekly status reports, 52
- Thinking (T), 10, 256
- threads, 257
- threat
  - body language for, 79–80
  - in SWOT analysis, 62
- time cost of money, 58
- timid team member, encouraging response, 82
- timing
  - of finances, 90–91

in shutdown/turnaround project, 112  
 for standup meetings, 161  
 total cost, 89, 257  
 training  
   for mentors, 31  
   for newbies, **30–32**  
   for team members, 110  
   in technology, 204  
 transition phase, 257  
   in change management, 127  
 Treo smartphone, 200  
 trust, virtual team and, 35  
 truthfulness, eye movement and, 82  
 Tuckman, Bruce, 19  
 turnover of team members, **33–34**  
 Type A personality, 105  
 Type B personality, 106  
 Type C personality, **105–107**

## U

under-budget, **58–59**  
 union rules, and office move, 150  
 unplanned turnover, 33  
 unpopular opinions, in meetings, 169

## V

variance, 89, 257  
 VIAlect, 192

video, as weekly status report, 54–55  
 videoconference, 36  
 virtual team (VT), **35–37**, 257  
 visual concepts, 67  
 vocabulary, of SMEs, 85  
 voice, tone from head vs. chest, 86–87  
 voluntary turnover, 33–34  
 VT (virtual team), **35–37**, 257

## W

WAG (Wild-Assed Guess), 64  
*Wall Street Journal*, 202  
 Wallace, Amy, *The Book of Lists*, 87  
 Wallechinsky, David, *The Book of Lists*, 87  
 warranties, and being ahead of schedule, 58  
 WBS (work breakdown structure), 257  
 weaknesses, in SWOT analysis, 62  
 web browser, 177, 257  
 web portals, 211  
 WebEx, **177–178**, 258  
 website, xv  
 weekly meetings, 130  
 weekly status reports, **52–55**, 258  
   for inherited project, 102  
   video as, 54–55  
 “what if” scenarios, 113  
 whining, 136

whiteboard, for meetings, 168  
Wild-Assed Guess (WAG), 64  
work breakdown structures,  
  mind map for, 71  
workshops, 30

## X

xpdproject, 240

## Z

zygomatic smile, 83