

- A**
- Accounts-receivable project:
 - description of, 65–66
 - ownership and, 28
 - subprocesses in, 65
 - Aligning tasks to owners:
 - blank example form, 100
 - completed example form, 101
 - definition of, 71
 - directions for, 71–75
 - Figure 5.12 and, 71
 - Figure 5.13 and, 73
 - Step 9 and, 35, 71–75
 - Aligning tasks to timeline:
 - blank example form, 98
 - completed example form, 99
 - definition of, 68
 - directions for, 68–70
 - examples of, 68–70
 - Figure 5.10 and, 69
 - Step 8 and, 35, 68–70
 - Aligning tasks with objectives:
 - accounts-receivable project and, 64–65
 - blank example form, 94
 - completed example form, 95
 - definition of, 61
 - directions for, 61–66
 - examples of, 62–65
 - Figure 5.7 and, 62
 - Step 6 and, 35, 61
 - Automated Distribution Center (ADC):
 - changes in One-Page Project Manager for, 114–117
 - costs and, 80
 - description of, 36
 - Figure 5.1 and, 37
 - One-Page Project Manager for, 113
 - project objective for, 43–44, 52–53
 - reason for, 19
 - Salt Lake City and, 10–11
- B**
- Boiler stack, ownership and, 27–28
 - Budget, compared to cost, 32
- C**
- Campbell, Clark, 1–5
 - Carrots culture, 128
 - Communication:
 - down, 40, 42, 61
 - as essential, 75
 - managerial skills and, 40–42
 - out, 40, 42, 61

- Communication (*Continued*)
 project management and, 20
 summary and forecast and,
 81–82
 types of, 40
 up, 40, 61
- Communications management,
 definition of, 2
- Continuous improvement, 59–61,
 63
- Cornerstone:
 enterprise-resource planning
 project and, 75–76
 variation of One-Page Project
 Manager and, 127–128
- Cost(s):
 bar graphs used for, 80
 blank example form, 104
 compared to budget, 32
 completed example form, 105
 definition of, 79–80
 directions for, 79–80
 Figure 5.16 and, 79
 hard, 25
 as project element, 23, 25
 soft, 25, 81
 Step 11 and, 36, 79–81
- Covey, Stephen, 66
- E**
- Elton, Chester:
Managing with Carrots and,
 129
The 24-Carrot Manager and, 129
- Enterprise-resource planning (ERP)
 project:
 cornerstone project and,
 75–76
 ownership and, 29
 subjective tasks and, 75–76
- Entrada:
 description of, 12
 variation of One-Page Project
 Manager and, 126–127
- ERP. *See* enterprise-resource
 planning project
- F**
- Figures:
 2.1, first version of One-Page
 Project Manager, 9
 4.1, five essential elements,
 24
 4.2, first One-Page Project
 Manager, 30
 5.1, Automated Distribution
 Center, 37
 5.2, Step 1, 38
 5.3, Step 2, 46
 5.4, Step 3, 50
 5.5, Step 4, 52
 5.6, Step 5, 55
 5.7, tasks and objectives, 62
 5.8, Step 6, 63
 5.9, Step 7, 67
 5.10, timeline breakdown, 69
 5.11, Step 8, 70
 5.12, how Step 9 works, 71

5.13, Step 9, 73
 5.14, tasks and owners, 76
 5.15, Step 10, 78
 5.16, Step 11, 79
 5.17, how Step 12 works, 82
 5.18, Step 12, 83
 6.1, original version, 110
 6.2, five steps in building
 monthly reports, 111
 6.3, March 1995 Report, 115
 6.4, Real OPPM's in a circle,
 118
 6.5, July 1995 Report, 119
 6.6, November 1995 Report,
 121
 Five essential parts of any project,
 23–33
 Five steps to creating a report,
 109–113
 French bread principle, 21

G

Gostick, Adrian:
 Managing with Carrots and,
 129
 The 24-Carrot Manager and,
 129

H

Header, 35, 37–45
 blank example form, 85,
 choosing name for, 39

completed example form, 86
 definition of, 37–38
 directions for completion
 of, 38–45
 elements included in,
 38–45
 example of, 38
 Figure 5.2 and, 38
 parts of, 37–45
 project leader, 39
 project name, 38–39
 Step 1 and, 35
 Heart, ownership and,
 25–26

I

Improvement, continuous,
 59–61, 63
 Improvement, One-Page
 Project Manager and,
 60–61, 63
 Initiative taking, project
 management and, 21
 ISO 9000 project:
 certification and, 12, 16
 ownership and, 28
 variation of One-Page Project
 Manager and, 125–126

J

Jones, Franklin P., *Wise Words and
 Quotes* and, 24–25

K

Kerzner, Harold:

Project Management and, 2, 17
 project objectives and, 51

Key Concepts:

absence of precision, 10
 activities versus tasks, 31
 augmentation of tools, 13
 brevity of summary, 32
 consistency of communication, 2
 distinct tasks, 58
 example of scope creep, 19
 measurable tasks, 58
 number of owners, 72
 one page presentation, 83
 open communication and
 success, 75
 owner buy-in, 57
 planning versus overplanning, 11
 project diversity, 12
 project ownership, 11, 25
 project owner visibility, 26
 project success, 13
 project summary, 4
 successful communication, 3
 success versus failure, 18
 team effort, 36–37

M

Major Project Tasks. *See also* Tasks
 accounts-receiving project and, 57
 amount of, 58–59
 blank example form, 92

completed example form, 93
 definition of, 55–56
 directions for, 56–59
 division of, 59
 example of, 57
 Figure 5.6 and, 55
 objectives and, 61
 Step 5 and, 35, 55

Major Tasks. *See also* Tasks and
 Major Project Tasks

Managerial communication,
 40–42

Managing with Carrots:

Adrian Gostick and, 129
 Elton Chester and, 129

Martin, Paula, *Project Management
 Memory Jogger* and, 16–17,
 53

Matrix:

definition of, 49
 description of, 29–30
 directions for completion of,
 49–50
 example form of, 89
 example of, 50
 as foundation of One-Page
 Project Manager, 49
 Step 3 and, 35, 49–50

Meeting(s):

benefits in, 123
 communication ease, 123
 ease of preparation, 123
 efficiency improved, 123
 familiarity, 123
 less administrative time,
 123

- same agenda, 123
 - shorter time, 123
 - use of One-Page Project Manager in, 123
 - Mind, ownership and, 25–26
 - Murdock, Kent, development of One-Page Project Manager and, 8–9
- O**
- O.C. Tanner, project examples with One-Page Project Manager, 12
 - Objectives:
 - Automated Distribution Center and, 52–53
 - blank example form, 90
 - characteristics of, 51
 - compared to subobjectives, 50–51
 - completed example form, 91
 - definition of, 50–52
 - directions for, 50–52
 - example of, 33, 42–44, 52
 - focus of, 43
 - Harold Kerzner and, 51
 - Major Project Tasks and, 61
 - placement of, 51
 - as project element, 23–24
 - relation to tasks, 62
 - Step 4 and, 35, 50–52
 - One-Page Project Manager (OPPM):
 - background of, 8–10
 - benefits for meetings and, 123
 - budget and, 32
 - changes to, 60
 - color choice on, 112–113
 - communication tool and, 75
 - complement to software and, 56–57
 - concise language in, 60
 - construction of, 36–37
 - construction steps of, 35–84
 - costs and, 23, 32, 36, 79–81
 - definition of, 7–13
 - diagram of, 30
 - evolution of, 13
 - examples of, 113
 - first project and, 10–11
 - first version of, 9, 110
 - five essential project parts of, 23–33
 - foundation of, 49
 - highest communication level and, 57
 - improvement of, 60
 - Matrix of, 3, 29–30, 35, 49–50
 - O.C. Tanner example projects with, 12, 26–29, 125–129
 - Objectives of, 23, 33, 35, 42–44
 - ownership and, 25
 - Owners section on, 23, 26, 45–46
 - project status and, 7–8
 - sections of, 29–33
 - summary and forecast of, 32
 - target dates of, 32, 35, 66–68

One-Page Project Manager (OPPM)

(Continued)

Tasks of, 23, 30–32, 62, 72–74

(see also Major Project Tasks)

visualization and, 12

vocabulary in, 60

Owners:

blank example form, 87

comparison with tasks, 72

completed example form, 87

consideration in the choosing of, 47–48

definition of, 45–46

directions for completion of, 47–48

example of, 46, 72–73

meeting with, 110–113

priority of tasks and, 72–73

as project element, 23–25

Step 2 and, 35

team name and, 46

Ownership:

accounts-receivable project and, 28

boiler stack and, 27–28

enterprise-resource planning project and, 29

examples of, 26–29

heart and, 25–26

ISO 9000 project and, 28

mind and, 25–26

powerful engagement from, 26–29

Shingo Prize project and, 27

P

Performance, qualitative:

description of, 112

report designation of, 112

Project(s):

comparison of examples, 16

completion date(s):

advice about, 44–45

directions for, 45

example of, 44–45

constraint(s):

example of, 53–54

resources and, 53

scope and, 53

time and, 53

definition of, 15–17

elements of, 23–25

example(s):

accounts-receivable reduction project, 12

Entrada, 12

ISO 9000 certification, 12, 15–16

One-Page Project Manager and, 12, 15–16

Shingo Prize, 12

software implementation, 12

leader:

number of, 21–22

tasks of, 74

overview of, 15–22

Project management:

aspects of, 20

benefits of, 18–20

communication and, 20

comprehensive approach to, 19
 definition of, 1, 15–17
 one leader and, 21–22
 team orientation and, 20–21
Project Management, Harold
 Kerzner and, 2, 17
*Project Management Memory
 Jogger*:
 Karen Tate and, 16–17, 53
 Paula Martin and, 16–17, 53
 scope and, 53
 Project objectives. *See* Objectives

Q

Qualitative performance, 112
 Qualitative tasks, as subjective
 tasks, 75

R

Report(s):
 expenditures and, 112–113
 Figure 6.2 and, 111
 five steps for creation of,
 109–113
 major task progress and,
 110–111
 midway through project,
 119–121
 near end of project, 121–122
 One-Page Project Manager
 and, 109–113
 performance and, 112

summary and forecast and, 113
 target dates and, 110
 Resources, as project constraint, 53

S

Salt Lake City, 10–11
 Scope:
 definition of, 53
 as project constraint, 53
*Project Management Memory
 Jogger* and, 53
 Scope creep:
 definition of, 19
 example of, 19
 Shingo Prize project:
 description of, 12
 ownership and, 27
 Steps of One-Page Project Manager,
 35–84
 Step 1:
 blank example form, 85
 completed example form, 86
 definition of, 37–38
 directions for, 38–45
 elements of, 38–45
 Figure 5.2 and, 38
 header and, 35, 37–45
 Step 2:
 blank example form, 87
 completed example form, 88
 definition of, 45–46
 directions for, 47–48
 Figure 5.2 and, 46
 owners and, 35

Steps of One-Page Project Manager
(Continued)

Step 3:

- definition of, 49
- directions for, 49–50
- example form, 89
- Figure 5.4 and, 50
- matrix, 35 and, 49–50

Step 4:

- blank example form, 90
- completed example form, 91
- definition of, 50–52
- directions for, 52–54
- Figure 5.5 and, 52
- objectives and, 35, 50–51

Step 5:

- blank example form, 92
- completed example form, 93
- definition of, 55–56
- directions for, 56–59
- Figure 5.6 and, 55
- major project tasks and, 35, 55

Step 6:

- aligning tasks with objectives and, 35, 61
- blank example form, 94
- completed example form, 95
- definition of, 61
- directions for, 61–66
- Figure 5.8 and, 63

Step 7:

- blank example form, 96
- completed example form, 97
- definition of, 66

- directions for, 66–68
- Figure 5.9 and, 67
- target dates and, 35, 66–68

Step 8:

- aligning tasks to the timeline and, 35, 68–70
- blank example form, 98
- completed example form, 99
- definition of, 68
- directions for, 68–70
- Figure 5.11 and, 70

Step 9:

- aligning tasks to owners and, 71–75
- blank example form, 100
- completed example form, 101
- definition of, 71
- directions for, 71–75
- example of, 72–74
- Figure 5.12 and, 71
- Figure 5.13 and, 73

Step 10:

- blank example form, 102
- completed example form, 103
- definition of, 75–77
- directions for, 77–78
- Figure 5.15 and, 78
- subjective tasks and, 35, 75–78

Step 11:

- blank example form, 104
- completed example form, 105

- costs and, 36, 79–81
 - definition of, 79–80
 - directions for, 79–80
 - Figure 5.16 and, 79
 - Step 12:
 - blank example form, 106
 - completed example form, 107
 - definition of, 81–82
 - directions for, 82–84
 - Figure 5.17 and, 82
 - Figure 5.18 and, 83
 - summary and forecast, 36, 81–84
 - Straight talk, 40–41
 - example of, 41
 - Subjective Tasks:
 - blank example form, 102
 - completed example form, 103
 - definition of, 31, 75–77
 - enterprise-resource planning project, 75–76
 - example of, 75–76
 - Figure 5.14 and, 76
 - qualitative tasks and, 75
 - related to software, 75–77
 - Step 10 and, 35, 75–78
 - Subobjectives, as compared to objectives, 50–51
 - Summary and forecast:
 - blank example form, 106
 - communication and, 81–82
 - completed example form, 107
 - definition of, 81–82
 - description of, 32
 - directions for, 82–84
 - Figure 5.17 and, 82
 - Figure 5.18 and, 83
 - Step 12, 36 and, 81–84
- T**
- Tanner, Obert C., 3
 - Target dates:
 - blank example form, 96
 - completed example form, 97
 - definition of, 66
 - description of, 32
 - directions for, 66–68
 - example of, 67
 - Figure 5.9 and, 67
 - increments for, 66
 - Step 7 and, 35, 66–68
 - timeline of, 66–68
 - Tasks. *See also* Major project tasks:
 - compared to activities, 31
 - description of, 30–32
 - number of, 31
 - number of owners and, 72
 - as project element, 23–24
 - project leader and, 74
 - qualitative, 75
 - relation to objectives, 62
 - subjective, 31, 75
 - Tate, Karen, *Project Management Memory Jogger* and, 16–17, 53

Team:

- members, considerations for, 47–48
- naming of, 46
- orientation of, 20–21

Time, as a project constraint, 53

Timeline, as project element, 23–24

Timeline breakdown, figure of, 69

Tip(s):

- determination of objectives, 54
- explanations in summary, 84
- honesty, 41
- size of tasks, 56
- team selection, 10

The 24-Carrot Manager:

- Adrian Gostick and, 129
- Elton Chester and, 129

V**Variations of One-Page Project****Manager:**

- Cornerstone project, 127–128
- Entrada project, 126–127
- ISO implementation project, 125–126

W***Wise Words and Quotes,***

- Franklin P. Jones and, 24–25
- www.onepageprojectmanager.com, downloadable forms from, 125