Accountability:
  project manager, 8
  responsibility-accountability map, 137–139
Accounting close, 184
Act (P-D-C-A cycle), 182–183
Activities:
  in project stages (project flow diagram), 6
  work assignments broken into, 86, 89
Adjourning/transforming stage, team life cycle, 205
Appendices to Project Charter, 122
Application-specific competence, project manager and, 19–20, 194
Approvals, in Project Charter, 117–118. See also Sign-offs
Archiving project documentation, 184
As-is analysis, 58, 75, 78, 80
Aspirations, stakeholder, 201
Assumptions, project, 72–73, 119
Authority/responsibility, project manager and, 8
Baseline plan/budget, 22, 98, 149
Baum, Stephen H. (Vignette 5), 124–125
Benchmarks, time estimates and, 140
Beta curve distributions, 88, 146
Blogs, 184–185
Blue Chip program, 27
Brainstorming, 122
Budget. See also Cost(s):
  baseline, 22, 98, 149
  estimates, early in project:
  best case scenario of 30 percent range, 21
  WAGs (Wild A%# Guesses),
    business case figures, 36, 41
  issues, in vignette, 125
  preliminary, in Project Charter, 122, 130
  project manager role and, 7, 8
  in sign-off package, 157
  status reporting, 170–176
Burn rate, 171
Business Case:
  bypassing/exceptions, 45–46, 52–53
  clarity, level of (versus later stages), 61
  developing, 32–42, 46
  contents, 32–33
  cost benefit analysis, 40–41
  goals and benefits, 34
  issue or problem to be addressed/solved, 33
  needs and wants, 34–36, 216
  objectives, 34
  outline, 45
  preliminary project scope, 36–38
  return on investment analysis (ROI), 42
  risk and impact, 38–40
  examples of projects that would fail a Business Case analysis, 49–50
  function/benefits of, 30–32, 36
  investigator (versus “project manager”), 33
  overview/introduction, 6
Business Case (continued)

- Project Charter and, 63, 118–122
- project manager’s need for, 32
- rating effective of, 102
- requirements and, 36
- strategic alignment and, 43–44
- validating/reviewing, 60

Vignette 3 (Why Go to the Trouble of Developing a Business Case?—White Paper: An Alternative to the Business Case, by Neville Turbit), 47–56

- weeding-out function, 30, 31–31

Business context (position), 15

Business-related risks, 121

Business Systems Analysis and Design (BSA&D), 19, 78

Calendar duration/Gantt Chart, 21, 57, 82, 93–98, 101, 149

Cash needs analysis, pro forma, 171

Celebrations, end-of-project, 183

Change(s), market/business, 7

Change(s), project:
- Change Control Log, 100, 101
- Change Control Mechanism, 21, 59
- change management plan, 150, 157
- change requests/orders, 6, 177, 178, 180–181
- Change Review Board, 177
- cost of, 98
- Project Management Life Cycle (PMLC) and, 18
- status reporting, 162, 176–178
- Work Breakdown Structure (WBS) and network, 92–93
- Check (P-D-C-A cycle), 182–183
- Cheerleader, project manager as, 8
- Client, defined, 4, 113. See also Stakeholder(s)

Close, project (Stage 4), 6–7, 59, 102–103, 183–184, 205

College:

- Vignette 2 (Project Management, an Undergraduate’s Best Friend, by Elaine Delos Reyes), 26–27
- Vignette 4 (Putting the Project Life Cycle to Work in Higher Education, by Lillian O’Reilly), 104–107

Communication. See also Status reporting:

- Elevator report, 162–170
- Individual Communication Plan, 197–202, 236–237
- mechanisms, 162, 163
- operating communications plan, 150, 153–156
- plan, 150–157
- Project Charter, articulated in, 121–122
- project manager role, 7, 8, 9
- project manager skills, 190–191
- project sign-off, 157
- quality plan, 156–157
- risk analysis and contingency plans, 156
- Strategic communication plan, 150–155, 162, 228–229
- tools:
  - FAQ list, 151–152
  - Gantt Chart, 96 (see also Gantt Chart)
  - Project Context Diagram, 25
  - Project Estimating Funnel, 41–42
  - quick shift list, 151
  - virtual filing cabinet, 152

Communication style, stakeholder, 201

Completion. See Close, project (Stage 4)

Complex projects, 109

Conceptualizing (Stage 1), 6, 29–56
- beginning the process, 29–31
- Business Case, 6, 30, 32–42 (see also Business Case)
overview in project flow diagram, 6
project context, 24–25, 37–38, 45, 215
strategic alignment, 43–46
Vignette 3 (Why Go to the Trouble of Developing a Business Case?: An Alternative to the Business Case, by Neville Turbit), 47–56
Consistency, project manager and, 193
Constraints, project, 65, 73–74, 120
Context:
  agnostic (power of PMLC), 25
  project, 24–25, 37–38, 45, 215
Contracts close, 184
Cost(s). See also Budget:
in Business Case, cost benefit analysis, 40–41
direct/indirect, 172
estimating methods, 40–41
Gantt Chart and, 94
historical information about, 40–41
humorous anecdote (“Foveaux Forecasting System”), 47–48
labor costs, 172
labor productivity and efficiency ratios, 94–98
Needs and Wants figures, 34–36, 41, 216
Project Estimating Funnel, 41–42
in project management triangle (project drivers), 22–23
of quality, 156
refining estimates, 142
sponsor/stakeholder early demand for, 41
status reporting, 174, 175
tasks and (in WBS), 92
WAGs (Wild A%# Guesses), business case figures, 36, 41
Cost Spreadsheet, 21, 82
Cost variance (CV) and cost variance index (CVI), 175
Critical path analysis, 90–93, 144, 145, 148, 149
Critical Success Factors (CSFs), 65, 70–71, 119
Critical Success Measures (CSMs), 65, 71, 119
Dashboards, 184–185
Dates, project:
  earliest finish date (EF), 147
  earliest start date (ES), 147
  latest finish date (LF), 147
  latest start date (LS), 147
Decommission, 120
Definition of terms, 3–4
Delegating role/skills, 7, 8, 193
Deliverables:
  breaking into smaller units or subprojects, 134
  Business Case as first, 6, 30 (see also Business Case)
  end-product, 133
  excluding, 137
  intangible, 12
  interim, 133, 137
  internal/external, conducting Project Close by, 102
  ownership levels:
    assists, 137
    communications/FYI only, 137
    participates, 137
    responsible, 137, 138
    sign-off, 137
by stage of project (overview diagram, project flow), 6
Tasks Lists for producing, 139–140
Work Breakdown Schedule organized by, 84
Work Breakdown Schedule as tool for identifying, 133–134
Dell, Michael, 49
Delphi technique, 122–123
Deming, Edward, 182
Dependency analysis, 90–91, 141
  finish to finish, 141
  finish to start, 141
  start to start, 141
Disruptions, project, 162, 178–182
  addressing, 179–182
  mitigating, 179
  prevention, 179
  strategies for dealing with risk, 179–180
  suffer it, 179
  transference, 179
Distributors: Vignette 1 (The Birth of a Project, by Peter J. McAliney), 11–12
Do (P-D-C-A cycle), 182–183
Documentation:
  archiving, 184
  reading, as planning activity, 78
Drivers, project
  (time/cost/requirements), 22–23, 74–75, 131, 171

Earliest finish date (EF), 147
Earliest start date (ES), 147
Earned value analysis (EVA), 173–174
Efficiency ratios, 94–98
Effort:
  estimating in, versus duration, 94
  hours as recommended unit, 90
  simple formula for task effort, 145–146
Elevator report, 162–170, 172, 185, 230–233
E-mail, 162, 163, 193
Empathy, project manager and, 193–194
Engineering, sample Work Cycle for, 19
Estimates/estimating:
  duration, and critical path, 95–98
  efficiency ratios, 94–98
  in effort, 87–88, 96
  historical information and, 40–41, 140
  hours as recommended unit, 90
  measuring confidence in, 146
  most likely estimate, 87
  most optimistic estimate, 87
  most pessimistic estimate, 87
  precision increasing with progression through PMLC, 21–22
  Project Estimating Funnel, 41–42
  task effort formula, 87–88
  20 hours of effort as Work Assignment maximum, 86
  27.5 hours of effort in 40-hour week, 93
  Work Assignments/activities, 86
  Work Breakdown Structure as as first step, 86–89
Exclusions, 120
Executing and Controlling (Stage 3), 6, 99–101
  activities list, typical, 100–101
  change orders, 6
  overview in project flow diagram, 6
  stakeholder analysis and, 195–196
  (see also Stakeholder(s))
  status reporting (see Status reporting)
Executive abstract, requirements document, 80
Executive summary, in Project Charter, 118
Expectations, managing, 15, 61, 150, 170, 176–177
Expected time estimate (T), 145
External risks, 121
Facilitation, as project manager role, 7, 8
FAQ list, 151–152
Farmer, Deborah Z. (Vignette 7), 186–188
Finish-to-finish dependency, 141
Index 243

Finish-to-start dependency, 141
Flexibility, project manager and, 194
Float, 91–93, 147–148, 149
Flow, project, 6, 17. See also Project Management Life Cycle (PMLC)
Focus meetings, 34
Follow through, project manager and, 194
Forced ranking technique, 123
Forming stage, team life cycle, 203
“Foveaux Forecasting System” (humorous anecdote), 47–48
Fry, Art, 49
Funnel, project estimating, 41–42

Gantt Chart, 93–98
as communication tool, 96–97, 101
Cost Spreadsheet derivative of, 21, 84
critical path calculation and, 149
defined/overview, 21, 57
Executing Stage, use of during, 101
network turned into, 57, 93
in PMLC tool progression, 47–58, 82
purpose and uses of, 96
Gestalt, 89, 100
Goals, project, 34, 65, 68, 119
Governmental regulations, and risk/impact, 40
Granularity, 40, 85, 87, 88, 89

Hagen, Brian (Vignette 8), 211–212
Helicopter Approach. See Iterative “Helicopter Approach”
Hierarchical structured teams, 206–207
Historical information:
estimating and, 40–41, 140
Project Charter items, 122
Hours, as recommended unit, 90
Implementation/integration, project scope and, 120
Individual Communication Plan, 197–202, 236–237

Industry life cycle stages, 119
Innovation, 48–50, 52–53
Insurance, 179
Intangible deliverables, 12
Integrated Project Plan (IPP), 62–64, 98, 102, 218
Integrity, 192, 195
Intervention policy, quality standards, 156
Investigator, Business Case development, 33

Iterations:
critical path and, 92–93
Project Charter, 63–64
Work Breakdown Structure (WBS), 92–93, 133–137
Iterative “Helicopter Approach,” 128, 129
beginning project (“100,000-foot view”): project flow stages, 5–7
diagram, 129
1st iteration (“5,000 feet,” high-level view), 128–133
blocking into five to seven high-level steps, 129
risk identification chart, 132
2nd iteration (“3,000 feet”), 133–144
costs revisited, 142
interim and end-product deliverables, 133
ordering the tasks (network diagram), 141–142
responsibility-accountability map, 137–139
risk revisited, 143
task lists, 139–140
Work Breakdown Structure (WBS), 133–137
3rd iteration (“1,000 feet”), 144–157
budget, 149
change management plan and communication plan, 150–156
Program Evaluation Review Technique (PERT), 144
Iterative “Helicopter Approach” (continued)
schedule flexibility, determining, 147–149
time estimates, calculating, 145–147
IT innovation, 50, 52–53
Java, 49
Kick-off meetings, 100, 123
Labor costs, 172
Labor requirements analysis, 122
Latest finish date (LF), 147
Latest start date (LS), 147
Learning style, stakeholder, 202
Lessons learned document, 6, 102, 184
Logic diagram, 90–93. See also
Network diagram
Manage By Walking Around (MBWA), 101
Management of people-related issues, 189–212. See also Communication
politics, 209–210
skills/qualities required in project managers, 190–195
stakeholder analysis, 195–202 (see also Stakeholder(s))
team life cycle, 202–206
team types, 206–209
hierarchical structured teams, 206–207
matrix structured or project matrix teams, 207, 208
skunk works, 207–209
tiger teams, 207, 209
Vignette 8 (The Early Bird Gets the Worm, by Brian Hagen), 211–212
Management reserve, 22
Managers:
discipline-specific (functional) or geographic, 113
project (see Project managers)
senior; role in Project Charter creation/revision (in Vignette 1), 12–13
as stakeholders (see Stakeholder(s))
Market and business changes, 7
Marketing, project manager role, 8
Matrix structured or project matrix teams, 207, 208
McAliney, Peter J. (Vignette 1), 11–13
Medical applications group: Vignette 7 (The Wisdom in Waiting, by Deborah Z. Farmer), 186–188
Meetings, 34, 80, 100, 123
Method H, 56
Methodologies, project manager role, 8
Migration, production, 120
Milestones, block diagram, 133
Mission, corporate (defined), 118
Mission Statement, project, 43, 45, 66, 67, 118
Monitoring and Controlling aspects, communications plan, 150. See also
Executing and Controlling (Stage 3)
Most likely estimate (Tml), 145
Motivation, stakeholder, 202
Name, project, 117
National Football League (NFL) “Blue Chip” program, 27
Naysayers, stakeholders as, 75
Needs and Wants (Business Case), 34–36, 41, 68–69, 113, 216
Negotiating role/skills, 7, 8, 191
Network diagram:
creating, 90–93, 141–142
defined, 20, 142
dependency analysis, 90–91
examples, 91, 142
float, 91–93, 147–148, 149
Gantt Chart developed from, 57, 93–98
iterations, 92
in PMLC tool progression, 82
Precedence Diagrams, 90, 147, 148, 149, 157
in sign-off package, 157
Nominal group technique, 123
Norming stage, team life cycle, 204–205
Nouns versus verbs, in WBS, 134
Numbering schema/coding structure, WBS, 85, 135, 136

Objectives, project, 34, 65, 69–70, 71, 119
Operating communication plan, 150, 153–156, 162
Opportunity costs, 172
Optimistic estimate (To), 145
O’Reilly, Lillian (Vignette 4), 104–107
Organizational culture, 64
Organizing, as project manager role, 7, 8
Outlining rules, 136
Oval within oval problem-solving tool, 182
Overhead, in 40-hour week, 93
Owner, defined, 4
Ownership of deliverables, levels of, 137

Partner-related risks, 121
P-D-C-A (plan-do-check-act) cycle, 182–183
People. See Management of people-related issues
Percent complete, 176
Percent spent, 176
Percent this project, stakeholder analysis, 201
Performance appraisals, project, 184
Performing stage, team life cycle, 205
Personal time, 94
Persuading, project manager role of, 7, 8
PERT (Program Evaluation and Review Technique), 88, 90, 144
Pessimistic estimate (Tp), 145
Phases. See Project stages
Plan (P-D-C-A cycle), 182–183
Planned progress, status reporting and, 170–176. See also Status reporting
Planning (Stage 2), 6, 57–63. See also Project Charter; Work Breakdown Structure (WBS)
As-Is analysis and, 78
baseline plan/budget, 22, 98, 149
big picture, 57–59
Business Case validation, 60
cash needs analysis, 171 (see also Budget; Cost(s))
communication plan, 150–157
Individual Communication Plan, 197–202, 236–237
operating communications plan, 150, 153–156
Strategic communication plan, 150–155, 162, 228–229
cOMPONENTS/deliverables, 6, 61–62
efficiency ratios, 94–98
Integrated Project Plan (IPP), 62–64, 98, 102, 218
overview in project flow diagram, 6
Project Plan, 6, 58, 61
quality plan, 156–157
requirements analysis, 79–81
risk analysis and contingency plans, 156
road map diagram, 62, 77
schedule:
calendar duration/Gantt Chart, 21, 57, 82, 93–98, 101, 149
dependency analysis, 90–91
Planning (Stage 2) (continued)
float, 91–93, 147–148, 149
network, 20, 57, 82, 90–93,
141–142, 157
stakeholders, sponsors, clients, 75–76
team formation, 61
Work Breakdown Structure, 57,
81–89 (see also Work Breakdown
Structure (WBS))
Work Cycle and and, 58
PMI’s PMBOK, 15
Politics, 33, 209–210
Post-it notes, 49
Post Mortem (Project Close, Stage 4),
6–7, 59, 102–103, 183–184, 205
Precedence Diagrams, 90, 147, 148,
149, 157. See also Network diagram
Pressure, 24-hour rule for dealing with,
193
Probabilities, assigning
(low/medium/high), 144
Problem-Solving Impact Tool, 191–192
Problem solving skills, project manager
and, 191–192
Problem to be addressed/solved,
clarifying in Business Case, 33
Process, managing, 7
Process Flows, 78
Productivity:
  efficiency ratios, 94–98
  team life cycle and, 206
  27.5 hours of effort in 40-hour week,
  93
Product/service, defined, 4
Professional developmental
  opportunity, 189–190, 197
Professional Project Manager, 19
Program Evaluation and Review
  Technique. See PERT (Program
  Evaluation and Review Technique)
Progress reporting. See Status
  reporting
Project(s):
definition of, 3–4
healthy versus unhealthy, 15
management (see Project
  management)
restructuring, 7–8
strategic alignment of, 44
weeding out bad ones, 30–31
Project Charter, 63–75, 111–123
alternative formats, 65, 115, 116, 219
appendices to, 122
approvals, 117–118
assumptions, 72–73, 119
budget, 122, 130
Business Case and, 63, 116, 118–122
“chartering” as verb form, 125
communications and reporting,
121–122
constraints, project, 73–74, 120
corporate mission, 118
Critical Success Factors (CSFs),
70–71, 119
Critical Success Measures (CSMs),
71, 119
drivers (project management
  triangle), 74–75
elements defined, 115–118
estimating range benchmark after
drafting of, 21
examples, We See It Better company,
66–76
exclusions, 120
executive summary, 118
goal, project, 68, 119
Integrated Project Plan (IPP), 62, 64,
98, 218
iterative approach, 63–64, 130
labor requirements analysis, 122
large/complex projects, 111, 115,
118–122
Mission Statement, project, 66, 67,
68, 118
Needs and Wants template, revisiting, 68–69
objectives, project, 69–70, 119
outline, sample, 115, 116
Project Management Life Cycle (PMLC) and, 6, 57, 63, 82
quality, commitment to, 121
rating effectiveness of, 102
requirements analysis, 33, 58, 79–81
revision log, 117
risks, relevant, 72, 120
scope, project, 68–69, 116, 120
sign-offs, 76, 123, 127, 157
stakeholders and, 112–115, 121
table of contents, 116, 118
team structure, 121
template, 65, 219
tools for developing lists for items in, 122–123
Vignette 1 (The Birth of a Project, by Peter J. McAliney), 11–13
Vignette 5 (The “Real” Process of Developing the Charter: Chartering, by Stephen H. Baum), 124–125
“Yikes” moment after sign-off, 127
Project management:
ancient examples, 3
culture, 159–160
definition of terms, 3–4
flow diagram, 6
growth of/need for, 4, 10
inexperienced versus experienced project managers, 1, 109
project flow, overview, 5–7
stages (see Project stages)
Project Management Life Cycle (PMLC):
as communication tool, 25
context agnostic, 25
defined/overview, 4, 15, 16–17
as generic shell, 18
graphic representations of, 16, 17, 18, 30, 59, 63, 77
power of, 25
stages (see Project stages)
stakeholders and, 22
tools, 20–22, 82
variations, 15
Work Cycle and, 17–20, 23, 25 (see also Work Cycle)
Project Management Office (PMO), 159
Project managers:
accountability, 8
application-specific competence/role, 19–20, 194
budget responsibilities, 7, 22
Business Case and, 32
calmness under pressure, 192–193
communications role/skills, 7, 9, 190–191
consistency, 193
defined, 4, 113
delivering role/skills, 7, 193
duties of traditional manager, 7
empathy, 193–194
flexibility, 194
follow through, 194
inexperienced/experienced, 1, 109
integrity, 192
negotiating, 7, 191
organizing, 7
overview, role/responsibility, 7–9, 189
problem solving skills, 191–192
process, 7
professional development as, 189–190
project size and granularity, and, 1, 89, 109
requirements analysis process and, 22, 80–81
scope, project, 22 (see also Scope, project)
sel-inventory, 194–195, 196
Project managers (continued)
  skills and qualities required, 190–195
  sponsor relationship, 62
  team and, 7, 60, 193
  time (schedule), 7, 22
  visionary leadership, 190
Project Perfect, 47, 56
Project Plan. See Planning (Stage 2)
Project-related risks, 121
Project stages, 5–7
  Stage 1: Concept, 6, 29–31 (see also
    Business Case; Conceptualizing
    (Stage 1))
  Stage 2: Plan, 6, 57–63 (see also
    Planning (Stage 2); Project
    Charter)
  Stage 3: Execute and Control, 6,
    99–101, 195, 196 (see also Status
    reporting)
  Stage 4: Close, 6–7, 59, 102–103,
    183–184, 205
Project team. See Team(s), project
Quality:
  commitment to, in Project Charter,
    121
cost of, 156
  intervention policy, 156
  metrics (Vignette 6: Project
    Management: A Behavioral
    Approach That Requires
    Discipline, by Robert A. Wasson),
    158–160
  plan, 156–157
  reporting, 182–183
  standards, 156
  Questionnaires, 78, 122–123
  Quick shift list, 151

Radio Airtime Project, 134, 135, 136,
  138
Rationale, project, 119
Real life experience. See Vignettes

Redundancy costs, 172
Requirements analysis:
  As-Is analysis, 58, 80
  checklist, 80
defining general business
  requirements, 80
  executive abstract, 80
  involving stakeholders, 33, 80
  meetings, 80
Planning Stage, 58, 79–81
Requirements Document appended to
  Project Charter, 80
Research Development & Engineering
  (RD&E), quality metrics (Vignette
  6: Project Management: A
  Behavioral Approach That Requires
  Discipline, by Robert A. Wasson),
  158–160
  Reserve, management, 22, 99
  Resistance, 210
  Resources, managing, 7
  Responsibility-accountability map,
    137–139
  Return on investment (ROI), 32, 42,
    49–50, 54–55
  Revision log, defined, 117. See also
    Change(s), project
Risk:
  Business Case, 38–40, 53–54
  business-related, 121
  contingency plan, 143, 156, 157
diversifying, 50–51
  estimates and, 146
  external, 121
  identification chart, 132, 143, 226
  partner-related, 121
  probability analysis, 130–132
  Project Charter, iterations, 65, 72,
    120, 130–132
  project-related, 121
  risk/impact analysis grid, 39
  scatter diagram, 40
  sign-off package, 157
sources of, 121, 130
of using float, 148
Road map, 5–6, 16, 59, 62, 77. See also
Project Management Life Cycle
(PMLC)

Scatter diagram of risks and impacts, 40
Schedule, project:
calendar duration/Gantt Chart, 21, 57, 82, 93–98, 101, 149
dependency analysis, 90–91
earliest finish date (EF), 147
earliest start date (ES), 147
efficiency ratios and, 94–98
estimating in effort and converting to duration, 94
flexibility, determining, 147–149
float, 91–93, 147
Gantt Chart, turning network into, 57, 93
latest finish date (LF), 147
latest start date (LS), 147
network, 20, 57, 82, 90–93, 141–142, 157
Precedence Diagram, 147
sign-off package, 157
Schedule variance (SV) and schedule variance index (SVI), 175
Scientific method, sample work cycle, 19
Scope, project:
As-Is analysis and development of, 78
iterative definitions, 65
preliminary, 36–38
in project management triangle (project drivers), 22–23, 74–75, 131, 171
statement of (in Project Charter), 68–69, 120
Work Breakdown Schedule and, 37, 81
Scope creep, 120
Service/product, defined, 4
Shelton, Robert D., 49
Sick time, 94
Sign-offs:
completion, 184
by key milestones, 98
ownership of deliverables, 137
project, 157
Project Charter, 76, 123
rule of thumb for timing of, 76
by stage, 98
Skills/qualities:
project manager requirements, 190–195
Skills and Qualities Self-Inventory, 195, 196
stakeholder analysis, 201
Skunk works, 207–209
Solution development, 120
Sponsor, project (defined), 4, 113. See also Stakeholder(s)
Stages. See Project stages; Team life cycle
Stakeholder(s):
analysis, 75–76, 112–115, 195–202
Business Case development and, 32, 33, 41
charts/tables:
   Individual Communication Plan,
   197, 198–199, 200–202, 236–237
   Stakeholder Analysis Chart (Table 5.1), 114, 225
   Stakeholder Chart: Strategic Communications Plan (Table 6.6), 151, 154–155, 195, 200, 228–229
communications plan and, 151
conflicting needs of, 113
defined, 4, 112–113
Executing Stage and, 196
expectations, managing, 15, 61, 150, 170, 176–177
missing from project, 7, 22, 132
Planning Stage and, 75–76, 93, 195
Stakeholder(s) (continued)
in Project Charter, 121
in sign-off package, 157
socializing project plan among, 131–132, 157
types of, 4, 113
Standard deviation, 146
Standards, quality, 156
Start-to-start dependency, 141
Status reporting, 8, 161–188
blogs, 184–185
communications mechanisms, 162–170
completion, 183–184
dashboards, 184–185
dimensions of, 162
elevator report, 162–170, 230–233
Executing Stage activities list, 101
Gantt Chart used in, 96
operating communication plan
introduced, 162
planned progress, 162, 170–176
progress as it relates to budget, 171–172
progress as it relates to time line, 171
project changes, 162, 176–178
project disruptions, 162, 178–182
quality, 182–183
strategic communication plan
introduced, 162
tracking tools, 172–176
Storming stage, team life cycle, 203–204
Strategic alignment, business case and, 43–44, 45
Strategic communication plan, 150–155, 162, 228–229
Strategic goals, example, 67
Strategic Plan Document (example, We See It Better Company), 67
Subject matter, WBS organized by, 83, 220
Subject matter experts (SMEs), 20, 58, 64, 88, 96
Supervisory costs, 172
Task(s):
costing and, 92
declension, 85
dependency relationships:
finish to finish, 141
finish to start, 141
start to start, 141
effort formula, 87
estimating size of, 88, 89
work packet another name for, 136
Task Lists, developing, 139–140
ordering:
by discipline, 139
by step, 139
project team engagement, 140
revising time estimates:
benchmarks, 140
bottom up—top down, 140
historical information, 140
Task on line (type of network), 90
Team(s), project:
building, 7, 61
defined, 113
project manager role, 7, 8, 9
Team life cycle, 202–206
backward movement through, 205
phase 1 (forming), 203
phase 2 (storming), 203–204
phase 3 (norming), 204–205
phase 4 (performing), 205
phase 5 (adjourning and transforming), 205
productivity during (by phase), 206
Team orientation and delegating skills, 193
Team types, 121, 206–209
hierarchical structured teams, 206–207
matrix structured or project matrix teams, 207, 208
skunk works, 207–209
tiger teams, 207, 209
Templates, 213–237
3M Post-it notes, 49
Tiger teams, 207, 209
Time (schedule) as project driver, 22, 171. See also Drivers, project (time/cost/requirements)
Time estimates:
calculating (Helicopter Approach, third iteration), 145–147
eyearly in project, 21
expected time estimate (T), 145
formula for task effort (e), 145–146
most likely estimate (Tml), 145
optimistic estimate (To), 145
PERT and, 144
pessimistic estimate (Tp), 145
revising, 140
bottom up—top down, 140
using benchmarks, 140
using history, 140
Time line, 7, 170–171
Tracking tools, 172–176
cost variance (CV) and cost variance index (CVI), 175
earned value analysis (EVA), 173–174
actual cost of work performed, 174
budget cost of work performed, 174
budgeted cost of work scheduled, 173–174
percent complete, 176
percent spent, 176
schedule variance (SV) and schedule variance index (SVI), 175
trend analysis, 172–173, 174
variance analysis, 172, 173
Traditional manager, duties of, 7
Training (project manager role), 8
Transforming/adjourning stage, team life cycle, 205
Trend analysis, 172–173, 174
Triangle, project management (project drivers), 22–23, 74–75, 131, 171
Turbit, Neville (Vignette 3), 47–56
20 hours of effort as Work Assignment maximum, 86
24-hour rule, 193
27.5 hours of effort in 40-hour week, 93
Unknows, 7
Upgrades, postponing major, 53
Value:
earned value analysis (EVA), 173–174
project, 31
Value-added resellers (VARs), 186
Variance analysis, 172, 173, 175
Vendors/suppliers, 113, 122
Venture capital approach, 50
Verbal presentations (project manager role), 8
Verbs/nouns or past-tense events, in WBS, 134
Vignette 1 (The Birth of a Project, by Peter J. McAliney), 11–12
Vignette 2 (Project Management, an Undergraduate's Best Friend, by Elaine Delos Reyes), 26–27
Vignette 3 (Why Go to the Trouble of Developing a Business Case?—White Paper: An Alternative to the Business Case, by Neville Turbit), 47–56
Vignette 4 (Putting the Project Life Cycle to Work in Higher Education, by Lillian O'Reilly), 104–107
Vignette 5 (The “Real” Process of Developing the Charter: Chartering, by Stephen H. Baum), 124–125
Vignette 6 (Project management: A Behavioral Approach That Requires Discipline, by Robert A. Wasson), 158–160
Vignette 7 (The Wisdom in Waiting, by Deborah Z. Farmer), 186–188
Vignette 8 (The Early Bird Gets the Worm, by Brian Hagen), 211–212
Virtual filing cabinet, 152
Vision and Mission Statement, 43, 67
Visionary leadership, project manager and, 190
Visual devices, example project: We See It Better company, 66–76

WAGs (Wild A%# Guesses), business case figures, 36, 41
Wants/needs (Business Case), 34–36, 41, 68–69, 113, 216
Wasson, A. Robert (Vignette 6), 158–160
Weeding out process, 30–31
We See It Better company, planning example, 66–76

Work, “the”:
- defining (see Work Breakdown Structure (WBS)) planning, 57, 61–63
- project manager tied to, 19–20

Work Assignments, 86, 89

Work Breakdown Structure (WBS), 81–89, 127–128, 133–137
- building-block approach, 82
- defined, 20, 81–82
- deliverables:
  - breaking into smaller units (or subprojects), 134
  - identifying, 133–134
  - organizing WBS by, 84
- estimating work assignments and activities, 86–89
- examples, 87, 134, 135
- formats, 136–137
- graphic, 136
- tree structure (outline form), 136
- granularity, 40, 85, 87, 88, 89

Work Cycle:
- Business Systems Analysis and Design (BSA&D), 19, 78
- defined/described, 17–20, 82
- Project Management Life Cycle (PMLC) and, 15, 18, 23, 58
- samples:
  - from business systems analysis and design, 19
  - from engineering, 19
  - from scientific method, 19
  - tools/techniques related to, 78
- Work Breakdown Structure and, 82–85, 220
- Work packets, 136
- Work Tasks, ordering by discipline/step, 139
- Wycoff, Joyce, 55–56

Helicopter Approach to project planning, and, 128, 129, 133–137
(see also Iterative “Helicopter Approach”)
as internal (versus external) project management tool, 96
numbering schema/coding, 85, 135, 136
organization of, 82–85
choosing which organization works best, 84–85
- by content or subject matter, 83, 220
- by Work Cycle (phases), 82, 83
in PMLC tool progression, 82
scope of project and, 37, 81
in sign-off package, 157
wording (nouns/verbs/past-tense events), 134
- work components, 135, 137
- Work Cycle (phases) and, 82, 83
- work packets, 136

Wycoff, Joyce, 55–56