

# Project Management

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FOR TEAMS, MANAGERS OR LEADERS

WHO DELIVERS WHAT BY WHEN TO WHOM? HOW IS THE QUALITY? CONTROL STATUS.

## The Essence of Project Management

**WHO** – one and only one person is owner of each delivery task. Split tasks accordingly.

**DELIVERS WHAT** – specify output to be delivered, not the task (*not*: DOES WHAT).

**BY WHEN** – clearly specify the delivery time and date. Don't use terms like 'tomorrow'.

**TO WHOM** – define one and only one real person as recipient for each delivery.

**HOW IS THE QUALITY** – recipient needs to evaluate quality of delivery asap.

**CONTROL STATUS** – have status (bi-)weekly collected on items above. Distribute status.

## Reduce uncertainty and disorder

Projects change the status-quo generating uncertainty, opposition and some amount of disorder. Good project management practices reduce these and achieve scope in time & budget, with customer satisfaction.

## Good Project Management Practices

1. Be strict about project objectives and pre-requisites. Anchor objectives to be a source of value not costs.
2. Introduce structure, clear roles and ownership, information transparency, defined procedures, agreed templates.
3. Have a dedicated project control person who makes a status report (bi-)weekly.
4. Don't hide or greenwash issues. Red traffic lights are a source of bargaining power. The task of steering committees or superiors is to remove obstacles. Do not let low risk issues bloat reports.
5. Don't accept words as commitment. Commitments mean measurable efforts, time, budgets or resources.
6. Reduce complexity by modularization, visualization and standardization.
7. If change requests are likely look at agile methods. Don't oppose them.
8. Do not manage the project by written documents. Foster and enforce regular communication, information exchange, testing, feedback and quality control.