PROJECT MANAGEMENT
Pocketbook

3rd Edition

For team leaders and team members, a pocketful of tips, techniques and tools for efficient and effective task management

**Keith Posner &
Mike Applegarth**

"Project management requires a multitude of skills – from vision and planning, to monitoring, communication, leadership and, of course, delivery. This pocketbook pulls together best practice from these diverse areas into one simple, easy-to-read booklet. Refreshingly, it has been written from a general business perspective (rather than I.T.), and is therefore applicable to anyone managing change."

Adrian Guttridge,
Vice President UK & Ireland, EDS

"A lively guide based on real events that any of us may encounter in our everyday life at work or (as I found out after reading this) at home."

Johann de Waal, Director,
International SOS
Insurance Services Ltd
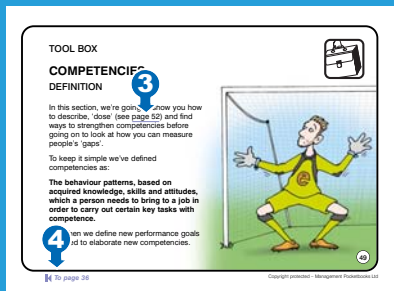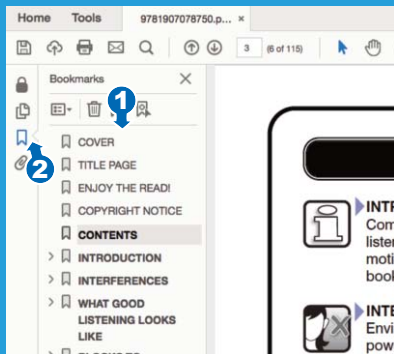
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ABOUT THIS BOOK

Most books about project management concentrate on the process rather than the people. We felt we needed something that looked at both, since the processes are only ever as good as the people who are responsible for delivering them.

There are two areas which are covered by this book:

1. The **task** and the project management tools to overcome problems in any project.
2. The **people** and their roles, relationships and interaction.

It includes examples from projects the authors have worked on as leaders, advisors and members. It will help you if you:

- Work in or manage a team to achieve an agreed objective for other people
- Are involved in the management of tasks where change takes place
- Wish to learn team skills and their complementary project management and leadership tools

WHAT IS A PROJECT?

DEFINITION OF PROJECT MANAGEMENT

The simplest definition of
project management is:

> 'Managing a
> movement from one
> state to another'

This could mean designing a rocket to fly to the moon or just the process of moving
people and their equipment to a different part of the office or factory. It could also be the
implementation of an appraisal system or a change to an accounting monthly report. The
same tools and rules apply!

Each requires great skill and diplomacy and each is fraught with difficulties. There are
also degrees of movement and resistance to that movement. This book will take you
through the stages of a project to provide a positive outcome.

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DRIVERS OF CHANGE

Why does a project arise in the first place? Usually because one of three 'drivers of change' has brought it about. These are:

1. Competitors force you to review what you currently offer if you want to remain competitive. This may mean reducing costs which in turn may reduce overheads, or you could be looking to maximise investment. Either way, it creates changes in the quality, quantity or allocation of resources.

2. Customers may be demanding quicker response times, wider means of communication, or access to your business 24/7. Change equates to a project…or two.

3. New ideas and products are thought up to target new niche markets.

You may not have initiated the project but it has been assigned to you. **Therefore, check that your objective and outcomes are in line with the driving force behind the change.**

'TO PROJECT…'

A less simplistic approach is to refer to the dictionary, where it is no coincidence that the verb 'to project' has the following definitions:

● To propose or plan
● To throw forwards
● To transport in the imagination
● To make a prediction based on known data
● To cause (one's voice) to be heard clearly at a distance

All of the above are essential aspects of managing a project, only the scale of these activities will differ, not the activities themselves!

Hence, project management is really the co-ordination of a number of essential activities, which are being performed by other people. An orchestra needs a conductor: you will be that conductor – after all, someone has to face the music!

SPINNING PLATES

Comparing the project manager to a conductor of an orchestra is, perhaps, a false analogy. After all, in an orchestra every member is playing from the same music sheet, they already possess the skills to play the tune, and there's always the opportunity for rehearsals. Still, it gives us something to aspire to!

For those of a more 'reactive' persuasion the following would be more applicable:

Imagine you are spinning many plates on the end of poles. All you have to do is to keep all the plates spinning at once, or at least catch them when they drop!

To do this you need to share the vision of the project sponsors so that you can help them to realise their objective.

PROJECT MANAGEMENT CYCLE

SCOPING THE PROJECT

PLANNING THE PROJECT

ANALYSE
- SWOT Analysis
- Smart Objectives
- Outcomes Defined
- Stakeholder Analysis
- PESTLE

CONSIDER OPTIONS
- Force-field Analysis
- 5 Cs of Decision-making
- 5 M Analysis
- Gantt Charts
- PERT diagrams

REVIEW
- McKinsey's 7S
- Traffic Light
- Prince2 Elements
- Scoping Tools

PLAN OF ACTION
- Group Norms & Change Model
- Control Point Identification
- Pause Points
- Fire Prevention List

EVALUATING

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