

Project management resource by Andrew Gibbons

Much more at www.andrewgibbons.co.uk

Three fundamental questions on project management

What are characteristics of a project?
What are the key qualities of a project manager?
What makes projects so difficult to manage?

Fiona Newton

Three questions to ask at the end of a project

What did we do well?
What did we do wrong?
What will we do differently and better next time?

Three big questions around project management

How will this project make a difference to the organisation?
How will we know that this project has been highly successful?
What, in our wildest dreams, would we want this project to achieve?

Christenson and Walker

Four questions when planning projects

Why do projects succeed?
Why do projects fail?
What success criteria for a project?
What must project managers do well?

Four things a project must be:

Understood
Motivational and inspirational
Credible
Demanding and Challenging

Christenson and Walker

Four questions when planning projects

Why do projects succeed?
Why do projects fail?
What success criteria for a project?
What must project managers do well?

Four ways projects are 'different'

They bring about change
Projects may offer investment opportunities
They have unknown elements
The unknown elements create risk

Oxford Brookes University

Four essentials for a project

On time
On budget
On strategy
On quality

Norrie

Four stages to a project

Definition
Strategy
Planning
Execution and control

Gehring

Five key issues on milestones

Specify when measurable achievements are due
Must be tangible, deliverable outputs
Too many and they become millstones!
Too few and the project plan becomes worthless
Be pragmatic – balance optimism with realism

The spice project management model

S pecification
P lanning
I mplementation
C ompletion
E valuation

Five processes to project management

Initiating
Planning
Executing
Controlling
Closing

PMBOK

Five options for managing project risk

Avoid
Reduce (the likelihood of the risk occurring)
Transfer (to a third party)
Protect (from the impact of the risk occurring)
Mitigate (reduce the severity of the impacts)

Oxford Brookes University

Six essentials of a project plan

Key deliverables
Resource requirements
Total costs
Pre-requisites
External dependencies
Assumptions

Six realities of project management

All projects are unique
None run exactly to plan
All involve and depend upon people!
A structured approach is essential
All require change and decisions – never popular!
Never be a slave to a rigid plan – be flexible

Six signs of a skilled project manager

Focuses on results
Leadership skills
Provides single point of management contact
Fosters a synergistic atmosphere
Promotes strong teambuilding
Encourages cross-discipline co-operation

Ives

Six skill sets for project managers

Ethics – doing things the right way
Respect and trust for others
Honesty – creating trust and integrity
Prudence and pragmatism
Courage and acceptance of responsibility
Wise use of power and influence

Kloppenborg and Patrick

Six stages in the project life cycle

Initial idea and feasibility study
Evaluating risk
Estimating task sequence and durations
Justifying and resourcing the project
Implementation
Winding up
Supporting the deliverables

Seven reasons projects succeed

Planned in manageable chunks
Objectives clarified and agreed with stakeholders
Reasonable expectations set
Constant dialogue and flexibility as implemented
Learning from experience
The right people giving enough of their time
Sufficient resources allocated and committed

Project managers must be...

P ersistent
R eport builder
O rganised
J udicious
E nthusiastic
C ommunicator
T ime and team focused

Seven stages of project management

Initial *ENTHUSIASM*
Followed by *GLOOM* and *DESPONDENCY*
Request for *MORE TIME*
Request *REJECTED*
Search for the *GUILTY* parties
SLAUGHTER of the innocents
Honours and awards for the *NON –PARTICIPANTS*

Paul Brennan

Nine threats to project success

Human
Operational
Reputational
Procedural
Project
Financial
Technical
Natural
Political

Mind tools