

Appendix

A

accountability

personal, 2, 8, 12, 38, 55, 64, 72, 78, 85, 89, 93-96, 107, 173, 181-182, 184-185

adjourning stage of team building, 103-104

agendas

for meetings, 114

agreements

project closing, 139, 150, 187

anonymity

in communications, 98

assessments of impacts, 170

assumptions

defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182

identifying, 21, 23, 33-35, 55, 59, 86, 89, 119, 134, 150, 161

project plan template, 162

attendance

at meetings, 115

B

balance quadrant

change management

defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182
depiction of, 165

Basecamp software, 173

benefit cost ratio

defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182

benefits

business needs, 159
change request template, 169
communication of in change requests, 129
in project selection, 25
of planning, 62, 172, 189

Berkun, Scott

The Art of Project Management, 7, 11, 93, 154, 182

best practices

change management
closing projects, 144-145
communication and collaboration, 11, 41, 91, 113, 117
controlling phase, 80, 86-87, 89
described, 173
project handovers, 151

Blanchard, Ken

leadership and management types, 109

blog resources, 183-184

boards

action on an issue, 168
change requests, 124, 126, 129-131, 170
consulting with, 85
defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182
project disconnect, 138

book resources, 181-183

buggy whip manufacturer case study

identifying opportunities, 21

bugs

about, 1, 4, 7-11, 13-15, 17-18, 20-22, 24, 26-29, 31-35, 37-39, 41, 43-46, 48-51, 53-54, 60, 62-66, 68, 74-80, 82-83, 85-86, 88-89, 91-94, 96-102, 105-106, 109, 112, 114-118, 121-125, 127, 129-131, 133-141, 143-147, 150, 153-155, 165, 174-175, 182, 184, 186-187

C

cake shop web site case study

measuring deliverables, 81-82
mitigation plan, 68
planning process, 60, 66, 86
risk management plan, 66, 69, 163-164

change logs

project sign-off, 143, 150-151, 153, 175, 178, 190

change management

control, 55, 70, 77, 83, 89, 96, 114, 124-127, 131, 143, 148, 188
tools and best practices, 13, 17, 39, 43-44, 71, 78, 86, 89, 113, 127, 131, 134, 142, 146, 151, 153
types of change, 122

change management

change requests

forms of, 92-94
gathering, 41, 100, 146
template, 30, 155, 159, 162, 164, 166-167, 169, 174-178

communication

business people versus technical people, 31, 31
consulting the board, 85
contingency to stakeholders, 65
defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182
explained, 12, 31, 55, 65, 94, 98, 120, 153, 165
importance of, 26, 91, 129, 153, 185
of plans, 74
of project value, 12
project completion, 141-142, 146-147
project kickoff meetings, 50
tools and best practices, 13, 17, 39, 43-44, 71, 78, 86, 89, 113, 127, 131, 134, 142, 146, 151, 153

completion

project closing, 139, 150, 187

constraints

defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182
project plan template, 162

consulting

the board, 36-37, 85, 87, 125, 127, 130, 138, 168, 170, 175-176

controlling phase

issues and bugs, 84-85
looping back, 86
measuring deliverables, 81-82
measuring earned value management risks, 82-84
tools and best practices, 13, 17, 39, 43-44, 71, 78, 86, 89, 113, 127, 131, 134, 142, 146, 151, 153
verification versus validation, 85

customer requirements, 108

customers

feedback, 98, 144-145, 153, 176-177

D

date patterns, 168

deadlines

handling set deadlines, 75-76
versus estimates, 62

deliverables

- as a measure of project completion, 56
- defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182
- example, 5, 19, 21-22, 26, 28, 31-33, 37, 46, 57-59, 67-68, 70, 72-74, 81, 85, 87, 94-95, 97, 111-113, 115-116, 119-121, 127, 143, 150, 152, 155-156, 158-159, 163-164, 166-167, 176
- in work breakdown structure, 72
- measuring, 32, 56, 65, 81-82, 156
- project plan template, 162
- project sign-off, 143, 150-151, 153, 175, 178, 190
- versus change requests, 126-127

deliverables

documentation packs

- project handovers, 151

double counting

- in estimation, 165

E

email

- attachments to status updates, 117
- etiquette, 113, 131
- sending status updates, 117

end user requirements, 108

environment

- for collaboration, 107

estimating

estimation

- techniques, 2, 13, 53, 56, 61-62, 73, 91, 165-166, 170, 181, 183

etiquette

- emails, 14, 20-21, 96, 114, 122, 187

executing phase

- personal productivity, 8, 72, 78, 89, 173, 181-182, 184
- team ownership, 77
- tools and best practices, 13, 17, 39, 43-44, 71, 78, 86, 89, 113, 127, 131, 134, 142, 146, 151, 153

F

feasibility studies

- in project initiating phase, 48

feedback loop

- customer feedback questionnaire template, 176
- in communications, 98

flowcharts

- of simple dependencies, 60
- software for, 174-175

G

Gantt charts

- example, 5, 19, 21-22, 26, 28, 31-33, 37, 46, 57-59, 67-68, 70, 72-74, 81, 85, 87, 94-95, 97, 111-113, 115-116, 119-121, 127, 143, 150, 152, 155-156, 158-159, 163-164, 166-167, 176
- using, 13, 22, 31, 66, 82, 86, 96, 108, 113, 119, 121-122, 126, 129, 145, 159, 165, 174, 181-182

glossary

groupthink

- dangers of, 102

H

handovers

- project documentation template, 178
- roles, 33, 40, 99, 109-110, 119, 121, 147-148, 150
- tools and best practices, 13, 17, 39, 43-44, 71, 78, 86, 89, 113, 127, 131, 134, 142, 146, 151, 153
- training and documentation, 147, 149

Hersey, Paul

- leadership and management types, 109

hierarchy of communication methods, 94

I

identifying

- dependencies, 54, 57, 59, 61, 64, 71, 73, 89, 174, 188

identifying

impacts

- assessment of, 170
- of change requests, 125

initiating phase

- explained, 12, 31, 55, 65, 94, 98, 120, 153, 165
- tools, 1-3, 7-8, 10, 13-15, 17, 21-23, 29, 39, 43-44, 51, 53, 69, 71-72, 78, 86-87, 89, 91, 101-102, 113, 118, 122, 127, 131, 134, 142, 144-146, 148, 151, 153-155, 157, 159, 161-163, 165, 167, 169-171, 173-175, 177, 179, 181-183, 190

issue lists

template, 30, 155, 159, 162, 164, 166-167, 169, 174-178

using, 13, 22, 31, 66, 82, 86, 96, 108, 113, 119, 121-122, 126, 129, 145, 159, 165, 174, 181-182

issues

about, 1, 4, 7-11, 13-15, 17-18, 20-22, 24, 26-29, 31-35, 37-39, 41, 43-46, 48-51, 53-54, 60, 62-66, 68, 74-80, 82-83, 85-86, 88-89, 91-94, 96-102, 105-106, 109, 112, 114-118, 121-125, 127, 129-131, 133-141, 143-147, 150, 153-155, 165, 174-175, 182, 184, 186-187

J

Joel on Software

web site, 2, 19-21, 25, 31, 34, 57, 59, 67, 70, 73, 81, 86-87, 108, 111-112, 121, 123, 127, 152, 161, 171, 183, 186

K

kickoff meetings

agenda, 49, 114, 129, 143, 150, 162
conducting, 49-50

L

leadership

Lifehacker web site, 183

Linked In web site, 184

Linux

project planning software, 174

logistics

of meetings, 115

Lopp, Michael

Managing Humans, 183

M

Macintosh

project planning software, 174

management

of change, 122-123, 126

roles of, 109-113

meetings

forms of, 92-94

project review, 71, 139-140, 142-143, 153

setting up, 11, 109

standards for, 143

Microsoft Office Suite, 174

Microsoft Project software, 171

multiple projects

managing, 7, 10, 13, 18, 33, 57, 91, 103, 121-122, 131, 148, 170, 172, 181-183

N

net present value

defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182

O

objectives

example, 5, 19, 21-22, 26, 28, 31-33, 37, 46, 57-59, 67-68, 70, 72-74, 81, 85, 87, 94-95, 97, 111-113, 115-116, 119-121, 127, 143, 150, 152, 155-156, 158-159, 163-164, 166-167, 176

project, 1-15, 17-18, 20-51, 53-89, 91-94, 96-104, 106-112, 114, 116-179, 181-182, 184-192

SMAC, 47

one-on-one meetings, 88

operational contracts

project handovers, 151

outcomes

in communications, 98

owner

of an issue, 167

P

parametric estimation technique, 166

people management

versus project management, 9

PEPS meeting agenda, 115

percent complete measure, 56

project initiation document

example, 5, 19, 21-22, 26, 28, 31-33, 37, 46, 57-59, 67-68, 70, 72-74, 81, 85, 87, 94-95, 97, 111-113, 115-116, 119-121, 127, 143, 150, 152, 155-156, 158-159, 163-164, 166-167, 176

explained, 12, 31, 55, 65, 94, 98, 120, 153, 165

project kickoff meetings, 50

project sign-off, 143, 150-151, 153, 175, 178, 190

project organization charts

example, 5, 19, 21-22, 26, 28, 31-33, 37, 46, 57-59, 67-68, 70, 72-74, 81, 85, 87, 94-95, 97, 111-113, 115-116, 119-121, 127, 143, 150, 152, 155-156, 158-159, 163-164, 166-167, 176

explained, 12, 31, 55, 65, 94, 98, 120, 153, 165

stakeholder involvement, 39-42

project sponsors

customer orders case study, 19

defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182

push communication approach, 94

Q

qualifications for project management, 185-186

quality

defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182

earned value management, 82

R

Rands in Repose

web site, 2, 19-21, 25, 31, 34, 57, 59, 67, 70, 73, 81, 86-87, 108, 111-112, 121, 123, 127, 152, 161, 171, 183, 186

ranking

opportunities, 15, 18-19, 21, 23-25, 31-32, 46, 75, 79, 88, 98, 126, 131

relationship building, 104-105, 107

remote work teams, 105-107

reviews

- meeting preparation, 142-143
- of plans, 74
- project closing, 139, 150, 187
- stakeholders and change management, 127-129

risks

- about, 1, 4, 7-11, 13-15, 17-18, 20-22, 24, 26-29, 31-35, 37-39, 41, 43-46, 48-51, 53-54, 60, 62-66, 68, 74-80, 82-83, 85-86, 88-89, 91-94, 96-102, 105-106, 109, 112, 114-118, 121-125, 127, 129-131, 133-141, 143-147, 150, 153-155, 165, 174-175, 182, 184, 186-187

rolling wave

- in project planning, 5
- time estimates, 12

S

schedules

- defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182
- project plan template, 162
- versus plans, 69

scope

- customer orders case study, 19
- defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182
- project sign-off, 143, 150-151, 153, 175, 178, 190
- work breakdown structure, 71, 87, 163, 192

Slacker Manager web site, 184

soft work

- making time for, 103, 105

stakeholder reviews

stakeholders

- change review boards, 129, 131
- communicating contingency, 65
- in initiation phase, 4
- plan reviews, 74-75
- status updates, 14-15, 85, 97, 116, 122, 131, 161
- tools and best practices, 13, 17, 39, 43-44, 71, 78, 86, 89, 113, 127, 131, 134, 142, 146, 151, 153

stand-up meetings, 79-80, 88, 115

stop, start, continue approach, 22

storming stage of team building, 101-103

success criteria

- defined, 26, 75, 97, 109, 131, 134, 148, 151, 153, 182
- project closing, 139, 150, 187

support contracts

- at closure phase, 6

switching tasks

- time estimates, 12

T

task switching

time estimates, 12

teams

creating, 2, 11, 15, 22, 27, 33, 49, 51, 53, 55, 60-61, 66, 72, 77, 85, 98, 117, 121, 134, 142, 149, 174
setting up meetings, 105
size of, 26, 28, 36, 38, 63
working remotely, 101, 105-106, 173

time

for soft work, 105
length of meetings, 115
remote teams, 106

tracking

controlling phase, 80, 86-87, 89
issues using software, 117-119
software for, 174-175

training

project handover, 149

transitioning to personal plans, 107-108

V

validation

versus verification, 85-86

value

creation of, 2, 81
identifying in project proposal, 31-33
importance of, 26, 91, 129, 153, 185
project management skills, 1, 7, 9-10, 15

verification

versus validation, 85

W

web site resources, 183-184

Windows

project planning software, 174

work breakdown structure

example, 5, 19, 21-22, 26, 28, 31-33, 37, 46, 57-59, 67-68, 70, 72-74, 81, 85, 87, 94-95, 97, 111-113,
115-116, 119-121, 127, 143, 150, 152, 155-156, 158-159, 163-164, 166-167, 176
explained, 12, 31, 55, 65, 94, 98, 120, 153, 165
working with remote teams, 105-107

Z

zombie stakeholders

project review meetings, 143