“97 Things Every Project Manager Should Know”

PM in the AM – December 2, 2009

*Barbee Davis, Author*

Quick Quizzes from the PMI Community Post®
Quick Quiz
By Barbee Davis, MA, PHR, PMI

My organization absorbs costs and doesn’t want me to use change requests when customers add additional scope to my fixed-price projects. I look like an inept project manager, never meeting time and budget projections. How can I accurately track my accomplishments?

A. Refuse to do the extra work for the customer and issue a change request.
B. Separate out time and cost for the mandatory overages and show management.
C. Explain directly to the customer why you and your team can’t include the changes.
D. Find a job at another organization that does not use fixed-price contracts.

Answer: B. Separate out time and cost for the mandatory overages and show management.
29 States, 12 Countries
Get Users Involved, As Early As Possible

Barbee Davis, PMP, Omaha, Nebraska

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<th>A</th>
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Get Users Involved, As Early As Possible

1. Get the customer involved early and often.
Scrolling Through Time

Kim MacCormack, Leesburg, Virginia
Welcome! HAL-PC is home to HALNet, an award winning internet service provided at low cost to our members since 1994, exciting technology presentations, over 70 different Special Interest Groups, hands-on computer classes and much much more. Browse our site, join the group and become one of thousands of computer users helping other computer users since 1982.

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Mail server is mail.hal-pc.org - ip address is 206.180.145.133
Please have your yahoo.com addressees complain to:
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Yahoo feedback form
Or better yet, encourage them to move their account!
Yahoo messing with more than just our mail...
Hospital radio station struggles with Yahoo! email "blockade"
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Microsoft Security Updates January 2008 CRITICAL

Microsoft Security Videos

Internet Explorer 6 crashes after you install security update 942615 with Windows XP Service Pack 2

Security Now! podcast: Paypal and DoubleClick

THIS MONTH IN THE HAL-PC MAGAZINE
Beverly Rosenbaum on Holiday Wish Lists
Robert Spotswood on 10 Commandments of Online Shopping
Charles Olsen on Whose PC Is It Anyway?

IN THE JANUARY HAL-PC eBULLETIN
SIG Programs for January
News for HALNet Users
Read past editions
2. Insist on working with the actual client.
Make Project Sponsors Write Their Own Requirements

Miyoko Takeya, PMP, Tokyo, Japan
3. Don’t write requirements on your own.
Favor the Simple Over the Complex

Scott Davis, Broomfield, Colorado
Favor the Simple Over the Complex

4. Be a complexity sink, not a complexity amplifier.
A Voice from the Other Side

Marty Skomal, MPA, Omaha, Nebraska
5. Give customers only what they can learn and manage.
Spot the Stellar IT Developer

- Involve Developers
- Screen for Knowledge
- Do testing
- Read code
- Rephrase requirements
- Write code
- Check social skills
6. Test applicants to make sure they can do the job and fit into the team.
Empowering Developers: A Man Named Tim
Ken Sipe, *St. Charles, Missouri*
7. Share the vision, then get out of the way.
Add Talents, Not Skills, to Your Team

Richard Sheridan, Ann Arbor, Michigan

**CORE TALENTS**
(Systemic)

- **Ethics**
  A clear understanding of right and wrong that guides one's actions.

- **Achiever**
  An internal drive that is constant and self-starting.

- **Responsibility**
  An innate need to assume personal accountability for one's work and related results.

- **Business Orientation**
  A primary focus on the business implications of one's role and the activities involved.

- **Concept**
  An ability to develop a mental framework in which to process information and make sense out of what is happening or what information is being introduced.

- **Persuasion**
  An ability to persuade others using information and logic in a meaningful way.

- **Developer**
  An ability to recognize, diagnose and participate in the developmental needs of one’s people.

- **Unifier**
  An ability to bring people together around a common purpose.
Add Talents, Not Skills, to Your Team

8. Skills change, hire talents and attitude instead.
The Fallacy of Perfect Knowledge
David Wood, Fredericksburg, Virginia

Scope Change Happens; Get Used to it
Pavel Simsa, Bellevue Washington

Favor the Now Over the Soon
Scott Davis, Broomfield, Colorado
The Fallacy of Perfect Knowledge, Scope Change Happens; Get Used to It, Favor the Now over the Soon

9. Use a flexible methodology now, since you’ll never have the perfect project.
A Word Can Make You Miss Your Deadline

Pavel Simsa, PMP, Bellevue, Washington
Localized Product Versions

• Translate English
• Check Translation
• Check that Translation Product Works
A Word Can Make You Miss Your Deadline

Alice Doesn’t Live Here Anymore
Barbee Davis, PMP, Omaha, Nebraska

- Language Skill?
- 24 hour Contact?
- Satellite Lags?
- Cultural Behavior?
- Working Patterns?
- Holidays?
- Accounting Practices?
- Data Export Issues?
- Customer Service?
- Technology?
- Time Differences?
11. Be sensitive to cultural and technical differences in virtual teams.
Share the Vision
Jared Richardson, *Morrisville, North Carolina*
Share

• Beat a competitor to market
• International expansion goal
• New product to revitalize the line
12. Team buy in on the project comes from the project manager.
Speed Is Life; More Is Better
Matt “Boom” Daniel, Coopersburg, Pennsylvania
Responding to a Crisis
James Graham, PMP, Ta’l-Ibrag, Malta

Team Briefings
Risk Register

Updated and Current
Crisis Management Plan
Internal/External Comm.
14. Look outside your own industry to find inspiration.
Establish Project Management Governance
Ernani Marques da Silva,
Sao Paulo, Brazil

Developer’s Unite – PMOs are Advancing
Angelo Valle, Rio do Janeiro, Brazil
Establish Project Management Governance, Developer’s Unite – PMOs are Advancing

15. If you want to be an agile shop in a waterfall world, speak up now.
Clear Terms, Long Friendship
Matteo Becchi, PMP, Arlington, Virginia

Patti chiari,
Amicizia lunga
Clear Terms

- Agenda
- Research
- Plug-ins
- No “toys”
- No Sidebars
- Clear Contracts
16. Good relationships need clear terms up front.
The End