

Contents

1	The Missing Pieces of the Project Management Puzzle	1
	Project Management as the New Imperative	3
	Project Management Unplugged	5
	Project Management in Action	6
	The Stuff of Projects	8
	Today's Projects: What Makes Them Different?	9
	Today's Game Is Speed	10
	Disembodied Goals	11
	The Ebb and Flow of Today's Teams	12
	The Competition for Resources	12
	The Revolving Door	13
	The Penchant for Complexity	13
	Projects Aren't Going Away	14
	The Missing Pieces of the Project Management Puzzle	14
	What's Ahead	17
2	Project Definition	19
	Why Are We Doing This Project?	22
	State the Project	23
	Develop Objectives	26
	Develop the Work Breakdown Structure	33
	Identify Resource Requirements	40
	Additional Definition Topics	49

3	Project Planning	55
	Assign Responsibility	58
	Sequence Deliverables	64
	Schedule Deliverables	72
	Schedule Resources	76
	Protect and Enhance the Plan	82
	Enhance the Plan	89
	Additional Planning Topics	90
	Planning Summary	95
4	Project Implementation	97
	Are You Ready to Do the Work?	99
	Start to Implement	100
	Monitor the Project	107
	Modify the Project	115
	Closeout and Evaluate	119
	Additional Implementation Topic	123
	Implementation Summary	127
5	Managing People in Projects	129
	Influencing People	133
	The Performance System	133
	Involving People	149
	Communicating with People	156
	Meetings and Communication	164
	Summary	171
6	Project Decision Making and Problem Solving	173
	Situation Appraisal	176
	Decision Analysis	181
	Problem Analysis	190
	Decision-Making and Problem-Solving Summary	195

7	Installing Project Management within an Organization	197
	Ensuring Systematic Use of Project Management	199
	Installing Project Management	203
	How Should You Install Project Management in Your Organization?	211
	A Final Word on Project Management	213
	Index	215