

# PROJECT MANAGEMENT

What It Is and What It Is Not



By Robert D. Miles, P.E.  
North Wind, Inc. PM/CM  
[rmiles@northwindgrp.com](mailto:rmiles@northwindgrp.com)

# Project Management

## Definition

Project (PMBOK, Project Management Body of Knowledge) – A temporary endeavor to create a unique product or service.

- Has a beginning and end
- Performed by people
- Has limited resources
- Must be unique in some way
- Has dimensions of time, cost, and scope (including quality).



# Management

- **Management** in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Source = Wikipedia.



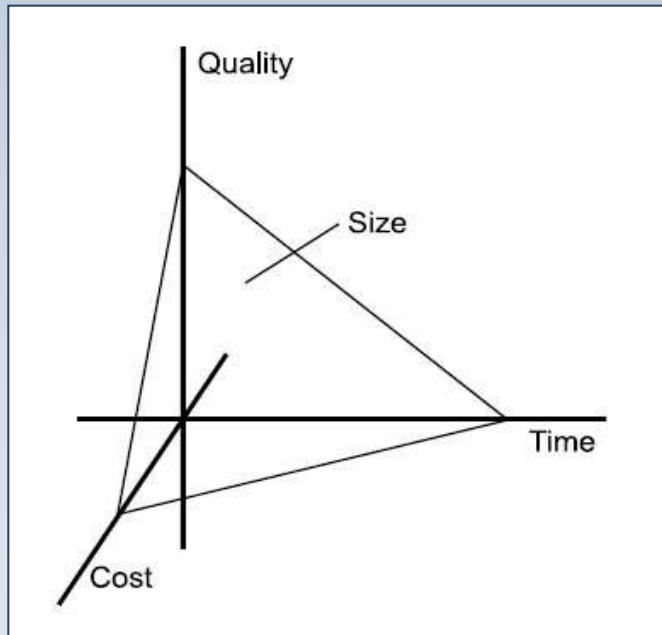
# Difference Between Management and Project Management

- Project manager means “temporary manager” because projects are limited in duration.
- Management commissions or authorizes projects.
- Most projects come with **constraints**.
- Project managers are “task focused” because the project task or goal is specific and unique and requires the utilization of limited resources in a defined time frame.
- The job is to get it done (safely), on time and under cost (at quality).

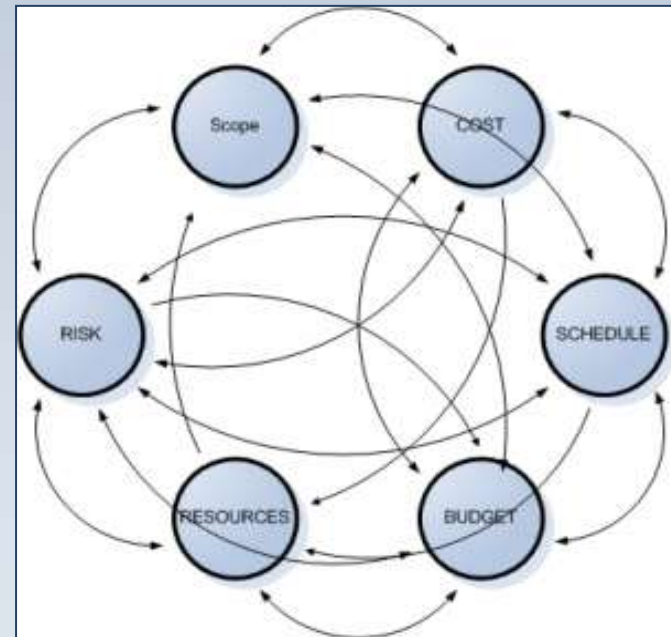


# Constraints

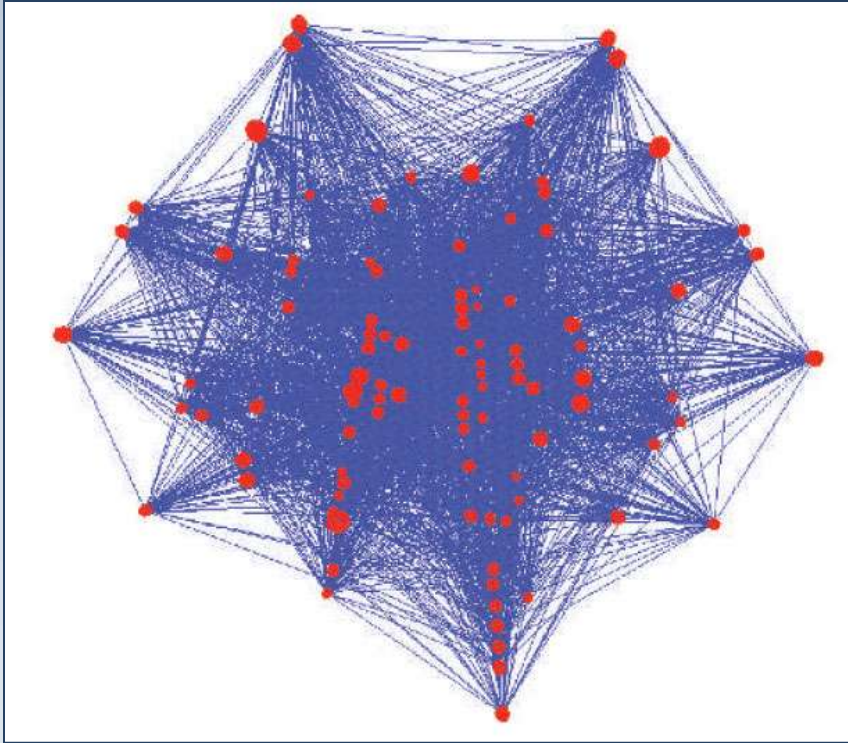
- SIMPLE



- NOT SO SIMPLE



# Constraints



# Follow up, Follow up!

- Nothing left to itself will succeed; Anything left to itself turns to....
- Plan, verify, follow up, follow up.
- The best project managers do this in such a way as it is nearly invisible or looks like collaboration.
- The worst project managers never follow up, but assume their “intentions” were understood.



# Contract Management

- **Contract management** or **contract administration** is the management of [contracts](#) made with customers, vendors, partners, or employees. Contract management includes negotiating the terms and conditions in contracts and ensuring compliance with the terms and conditions, as well as documenting and agreeing on any changes or amendments that may arise during its implementation or execution. It can be summarized as the process of systematically and efficiently managing contract creation, execution, and analysis for the purpose of maximizing financial and operational performance and minimizing risk. [\[1\]](#) (PMBOK)



# Similarities and Differences Between Project and Contract Management

## Similarities

- Projects and Contracts are limited in duration.
- Many specific contracts are for unique services or products.
- The job is to get it done (safely), on time and under cost (at quality).
- They are the same!...?



# Similarities and Differences Between Project and Contract Management

## Typical Differences

- Focus (Education?)
  - PM's – technical focused (brown socks)
  - CM's – cost focused (green socks)
- Perspective
  - PM's – project perspective (narrow)
  - CM's – business perspective (broad?)
- Action
  - PM's – initiate action (point the way)
  - CM's – confirm and authorize (or is it the other way around?) (complete with all necessary details of documentation)



# Leadership Challenge

(Ref. Kouzes, Leadership Challenge)

Leadership is the art of mobilizing others to want to struggle for shared aspirations.

1. Be clear about a set of values and beliefs that will guide you; set a personal example.
2. Inspire a shared vision—think about the long term and then enlist others in a mutual vision of that future.
3. Challenge the process, search for opportunities to grow, innovate and improve, and then experiment and take the risks necessary to bring about that change.
4. Enable others to act by strengthening individual capacity and fostering collaboration.
5. Encourage the heart by celebrating the values and the victories of the group, as well as recognizing individual contributions to success.



# 1. Honest (Integrity, Character)

(Ref. Kouzes, Leadership Challenge)

- We want to be told the truth (don't want to be deceived or lied to).
- Ethical, fair treatment, and so forth.
- It needs to be real.
- Has values.



# 2. Forward Looking

(Ref. Kouzes, Leadership Challenge)

- Able to see opportunity and make a claim.
- Ability to envision the future.
- Likely to ensure a stable future for those nearby.
- Able to anticipate what is just beyond the horizon.
- Engaged in the quest for a meaningful future.



# 3. Inspiring

(Ref. Kouzes, Leadership Challenge)

- Positive
- Enthusiastic
- Breathe life into our hopes and dreams
- Help us to believe
- We want to be confident that our leaders know where they are going
- Credibility is the foundation of leadership.



# 4. Results Orientation

- People do not do what is hard because they want to, but because they must. So make the hard choice and define it up front.
- Know what is expected and provide clear direction
- Involve others collaboratively in achieving the vision
- Allow freedom of methods (within reason), but have clear intentions
- Provide feedback about performance
- People want to do a good job, so tell them the bad and the good news.



# 5. Teamwork

- People do not like to be told what to do or how to do it – so collaborate
- Teams are far more stable than individuals for continuous performance
- Shared culture and values
- Mutual trust and support
- No one person carries the load



# 6. Mentoring

- The fastest way to pass on knowledge and values
- Requires investment and is perceived as such
- It is leadership giving back and is at the heart of all true leaders



# 9. Common Mistakes

(Mostly by Personal Experience)

- Not having a plan
  - Not sticking to the plan
  - Having a out of balance plan (scope, schedule, budget, methods)
- Lack of buy in from key stake holders
- Going alone. Don't be a.... Over delegating.
- Getting stuck and not being willing to admit it
  - Admitting it, but going on rather than calling it what it is  
“we are all stuck here”
- Doing someone else's job
- Not listening
- Not understanding risk
  - Over trusting
  - Being a hero and taking on bad projects
- Not seeing the big picture
- All the details falling apart (death by ducks)



# Why a Project Management Program and System Description is Essential

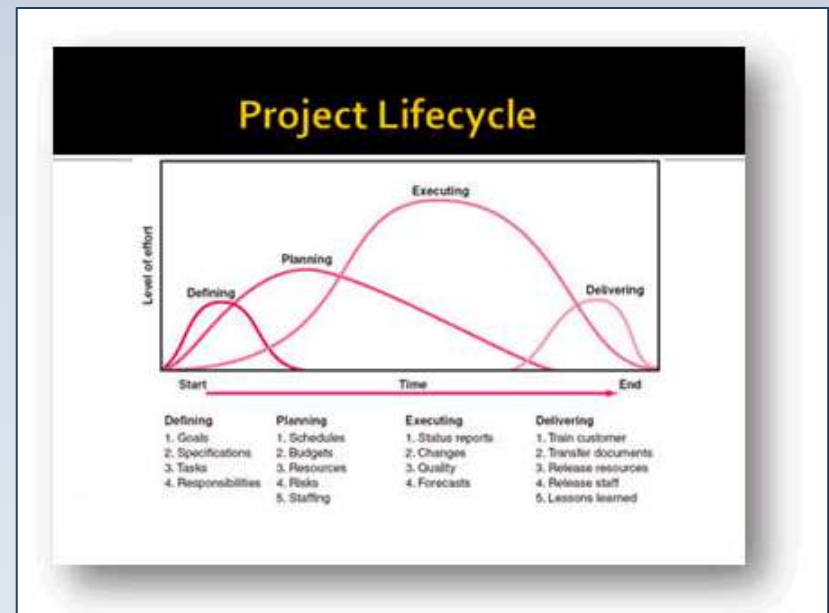
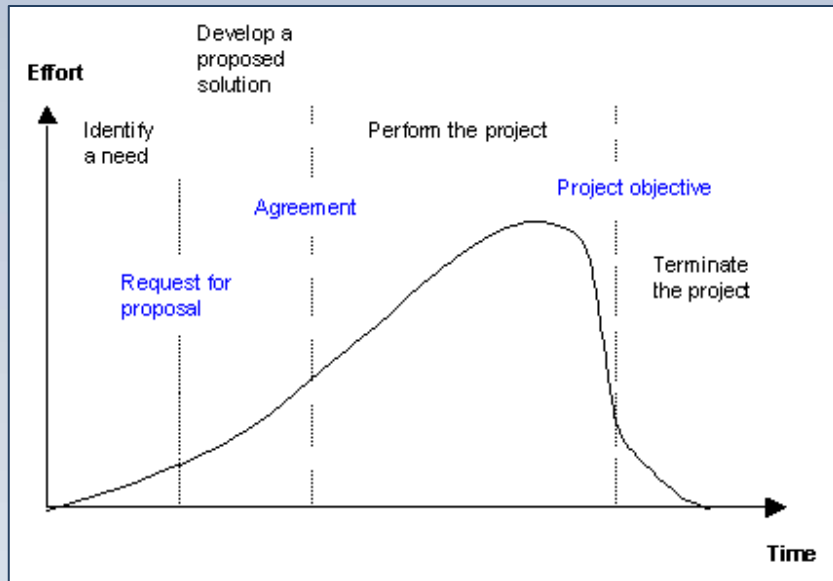
- Projects at a given company are similar.
- A cradle to grave process for projects is necessary to improve productivity, expectations, define roles, establish expectations and requirements.
- Obtaining management buy-in and investment into project concepts needs to be done early, and confirmed regularly (but not continuously).
- Knowing where to go to get resources.
- Preserves lessons learned from coordination problems learned over time.
- Manage a process or manage emotions.



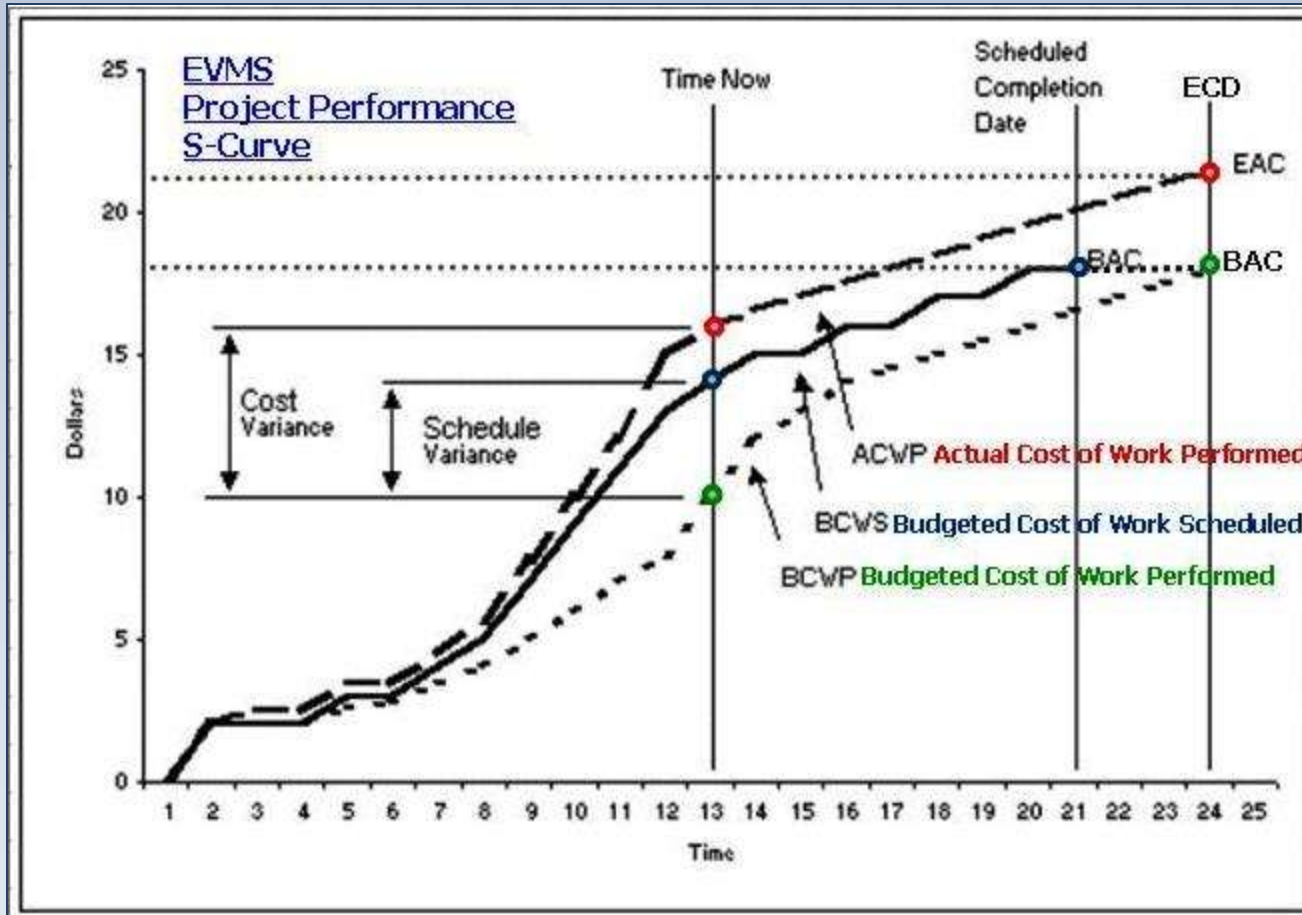
# Project Management Basics



# Project Management Life Cycle



# Earned Value Management



# Difference Between Management, Coaching, Facilitating and Leadership

- Manager – Plans, organizes, staffs, directs and controls an organization.
- Project Manager – Responsible for a temporary endeavor to create a unique product or service.
- Coach– Asks questions and challenges the coached.
- Facilitator – Works with one or more groups to encourage discussion or to have a successful meeting.
- Leader - Art of mobilizing others to want to struggle for shared aspirations.



# Helping Project Managers

The basics:

- Be respectful
- Obtain a charter and fulfill it
- Lead from any position, take charge
- Communicate and fill in the gaps
- Reinforce the goal and assist others
- Problem identification, overcome resistance, suggest solution
- Read *Flawless Consulting* by Peter Block

