

# 20

# Epilogue

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In Chapter 4, I described pitfalls in project management, common management mistakes (as opposed to risks inherent in the work). From them, I derived five principles of good project management. I end by summarizing the five principles, and presenting the inverse of the pitfalls as profiles of success.

## 20.1 Principles of project management

The five principles of good project management are:

1. Manage through structured work or product breakdown
2. Focus on results
3. Balance objectives through the breakdown structure
4. Negotiate a contract between the parties involved
5. Adopt clear and simple management reporting structures.

1. *Manage through structured work or product breakdown*
  - to delegate responsibility
  - to define the scope
  - to isolate risk
  - to isolate changes.
2. *Focus on results*: what to achieve, not how to do it:
  - to control scope
  - to give a flexible, but robust plan (using rolling-wave planning).
3. *Balance objectives through the breakdown structure*
  - between areas of technology
  - between technology and culture (people, systems and organization).
4. *Negotiate a contract between the parties involved*: all planning is a process of negotiation:
  - between the owner and contractor

- between the project team members
  - through bipartite discussion
  - by trading benefits for contributions.
5. *Adopt clear and simple management reporting structures*: use single page reporting, nested through the breakdown structure, to give:
- visibility
  - clarity
  - commitment.

## **20.2 Profiles for success**

Profiles come under four headings:

1. Foundation.
  2. Planning.
  3. Organizing and implementing.
  4. Controlling.
1. *Foundations*:
- align the project with the business
  - gain the commitment of your boss and involved managers
  - create shared vision, a sense of mission.
2. *Planning*:
- use multiple levels, through a breakdown structure
  - use simple friendly tools, one sheet per level
  - encourage creativity by delegating to experts through results
  - estimate realistically.
3. *Organizing and implementing*:
- negotiate resource availability
  - agree cooperation
  - define management responsibility
  - gain commitment of resource providers through the shared mission
  - define channels of communication.
4. *Control*:
- integrate plans and reports
  - formalize the review process, through
    - defined intervals
    - defined agenda
    - defined criteria
    - and controlled attendance
  - use your sources of authority as a project manager.