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Epilogue

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.