

NEW JERSEY SOCIETY  
OF  
PROFESSIONAL LAND SURVEYORS

*presents*

A SEMINAR BY  
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PROJECT MANAGEMENT

**Project Management**

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# Project Management

## Outline

1. Introduction & Overview
2. Definitions
3. Managing The Project  
Project Managers Role  
Picking The Team  
Useful Tools
4. Summary/Q & A

# Project Management

## Why Project Management?

- Today's complex environments require ongoing implementations
- Project management is a method and mindset...a disciplined approach to managing chaos
- Project management provides a framework for working amidst persistent change

# Project Management

## Project Management: Official Definition

*A project is a **temporary endeavor** undertaken to create a unique product or service. It implies*

- a specific timeframe*
- a budget*
- unique specifications*
- working across organizational boundaries*

# Project Management

*Project Management: Unofficial Definition*

*Project management is about decision making*

*Project management is about organization*

*Project management is about changing people's behavior*

***Project management is about  
creating an environment  
conducive to  
getting critical projects done!***

# Project Management

## Why this matters to YOU

- Most of us get to where we are by some technical or specific set of skills
- If you want to get things done, you need a good blend of
  - Business knowledge
  - People management
  - Knowledge of organizational politics
  - AND an area of technical expertise

***These are the people that make things happen!***

# Project Management

## **Why Projects Succeed!**

- Good project scope
- Strong project management
- The right mix of team players
- Good decision making structure
- Good communication
- Team members are working toward common goals

# Why Projects Fail

- Failure to align project with organizational objectives
- Poor scope
- Unrealistic expectations
- Lack of executive sponsorship
- Lack of project management
- Inability to move beyond individual and personality conflicts
- Politics



# Project Management

## **Laws of Project Management**

- When things appear to be going better, you have overlooked something.
- No system is ever completely debugged. Attempts to debug a system inevitably introduce new bugs that are even harder to find.
- A carelessly planned project will take three times longer to complete than expected
- A carefully planned project will take only twice as long.
- Project teams detest progress reporting because it vividly manifests their lack of progress.

# Managing the Project

- Five Stages
- Project Manager Role
- Team Development
- Decision Making Structure
- Communication Plan
- Meeting Management
- Team Development

# Project Management

## Project Manager's Role

- Leadership
- Organization
- Communication
- Budget
- Technical savvy
- Team building
- Praising
- Punishing

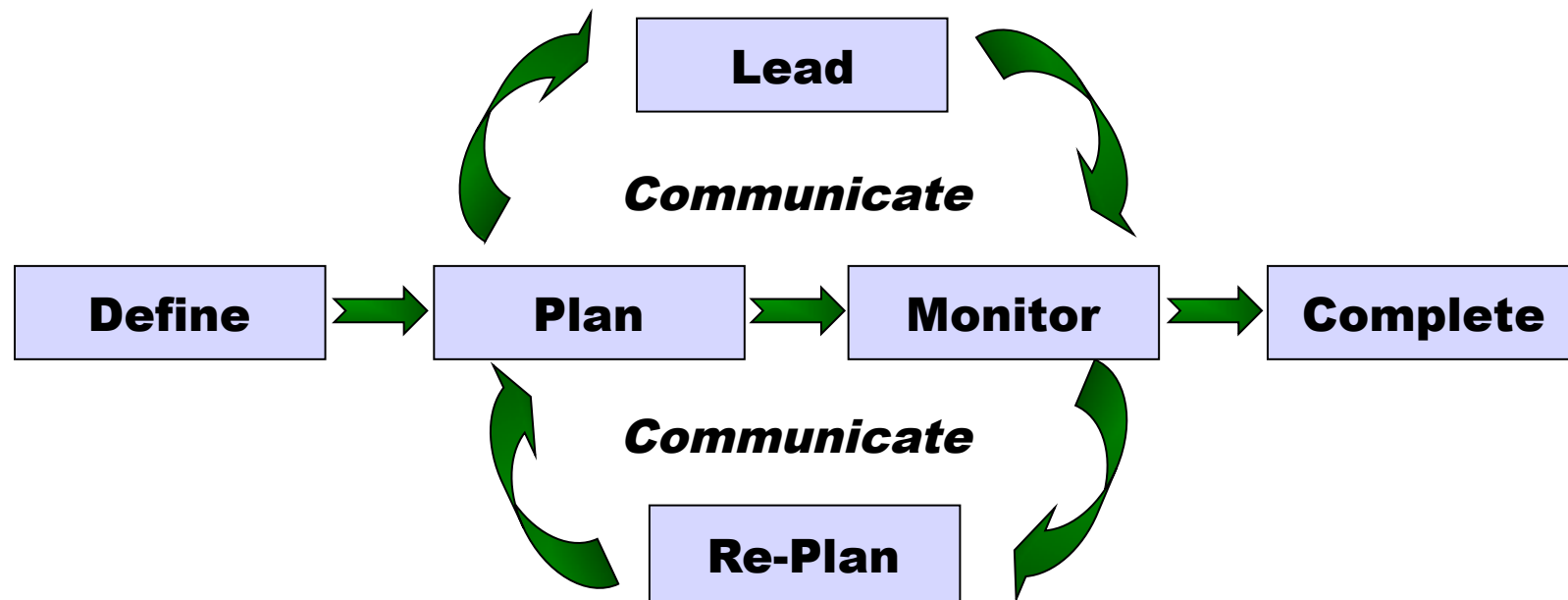


Project Planning and Implementation.  
by Abraham Shtub, Jonathan F. Bard, and Shlomo Globerson Copyright

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# Project Management

## Project Manager's Role



# Project Management

## Project Management is Change

- Project methodology is really about managing change
  - Change in current practices
  - Developing new practices
  - Getting people to change their behaviors
    - How they do their work
    - How they work together
    - How they get the work of the project done
- PM is a mindset, a discipline, that can help your organization increase effectiveness and put order to chaos

# Project Management

## Major Process Groups

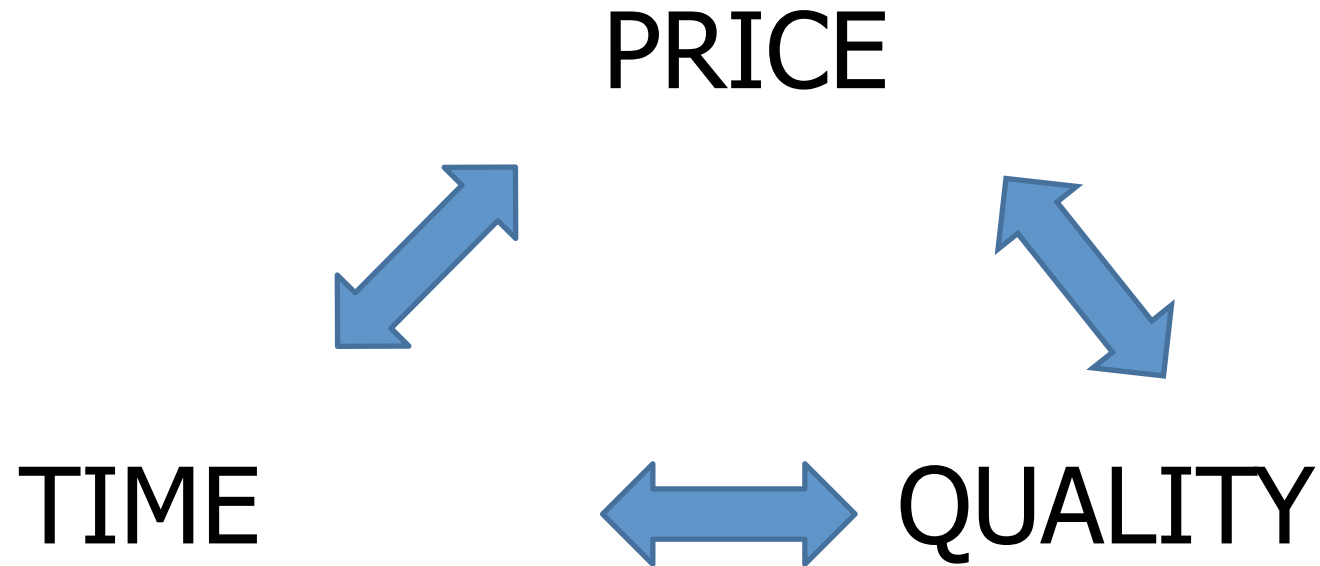
- Initiation
- Planning
- Execution
- Monitoring and Controlling
- Closing

# Project Management

## Initiation Stage

- Analyze Requirements
- Reviewing Current Operations
- Financial Analysis/Budget
- Personnel
- Project Measurable Goals

# Project Management



***Pick any two***



# Project Management

## Team Development

- Select the right players
  - Complementary skillsets
  - Blend of technical and business
  - Align with WBS
- Stages of Team Development
  - Formin'
  - Stormin'
  - Normin'
  - Performin'

# Project Management

## Destructive Team Member Profiles

- ***The Grenade:*** *The conversation will be going along fine and all of the sudden, a team member lobs out a discussion-ending comment.*
  - *Solution:* *Address the comment head on and suggest that the grenade thrower refrain from comments that will upend conversation of alternatives.*
- ***The Think-they-know-it-all:*** *Much like the tank.*
  - *Solution: Same as Grenade.*

# Project Management

## Destructive Team Member Profiles

- ***The Maybe Person:*** *This is the person who cannot commit to any position or issue.*
  - *Solution:* *On a project team, you need to help them commit. Give them simple alternatives and ask them to decide.*
- ***The Sniper:*** *This is a destructive force in a team. The Sniper tenders up negative comments within the team that negate or attack ideas.*
  - *Solution:* *address the behavior immediately and let them know that comments like that are unacceptable based on team norms.*

# Project Management

## Destructive Team Member Profiles

- ***The Traitor:*** Team member speaks very little in meetings, or sometimes disagrees, and spends times out of meetings lobbying for alternative positions or arguing decisions made by the team
  - *Solution:* Establish team rules early that state that issues are dealt with in team meetings and this behavior is not acceptable. When it is uncovered, PM addresses it in the meeting or, if necessary, in private
- ***The No Person:*** This is your general naysayer. Nothing will work, no matter what.
  - *Solution:* Help to see that no is not an option. Define the alternatives

# Project Management

## Destructive Team Member Profiles

- ***The End Arounder:*** Team member who goes around team and PM to another supervisor or administrator and complains, lobbies or takes alternative positions to team.
  - *Solution:* Identify the behavior in team development and make it known it is not acceptable. Get all administrators and supervisors to suppress the behavior if it occurs.
- ***The Yes Person:*** This person is so agreeable that they negate their influence through a lack of objective analysis.
  - *Solution:* Point out that you appreciate their positive outlook, but they need to explore options more thoroughly if they want to gain credibility.

# Project Management

## Goal Setting

Same Approach

Recreation facility or Bridge

# Project Management

## **S M A R T** Criteria

**S** \_\_\_\_\_

**M** \_\_\_\_\_

**A** \_\_\_\_\_

**R** \_\_\_\_\_

**T** \_\_\_\_\_

[Time Management, Diamond Associates, N.J.S.P.L.S.  
Conference '96, February 1996]

## Project Management

**Management** by objective works –  
if you know the objectives.

Ninety percent of the time you don't.

[Peter F. Drucker](#)



# Project Management

## Planning Stage

- Develop Scope in terms of your process
- Select Planning Team
- Identify Final Product
- Estimate Resource Requirements
- Develop Schedule and Budget
- Gain Approval and Commence

# Project Management

## Provide Feedback to Team Members

- Frequent and positive
- Praise in public
- Punish in private

# Project Management

## Decision Making

- Avoid consensus abuse
  - Consensus may be desired, but is not required
  - Lack of consensus does not mean no decision
  - Projects force decisions by leaders
- Clarify who makes what decisions
- Establish structure for rapid decision making
- Communicate decisions
- Log/track decisions for future reference
- **While everyone may not agree with all decisions, it's important that team members agree to support the decisions**

# Project Management

## Execution Phase

- Coordinate People and Resources
- Integrate and Perform Activities

# Project Management

## Meeting Management

### Develop Ground Rules early

- Assign facilitator
- Assign reporter and reporting structure
- Start and end times
- Frequency of meetings
- Focus of meetings
  - Information sharing?
  - Agenda building
  - Issues for substantive discussion

• Project Planning and Implementation.

• by Abraham Shtub, Jonathan F. Bard, and Shlomo Globerson Copyright © 1994 by Prentice-Hall, Inc.

# Project Management

## Suggested Ground Rules for Meetings

- Start/end times are real
- Agree to debate issues, not people
- Civility required
- Confidentiality?
- Agree to bring all issues to the table

## Project Management

### Time Management

Anything that is wasted effort  
represents wasted time.

The best **management** of our time thus  
becomes linked inseparably with the best  
utilization of our efforts.

[Ted W. Engstrom](#)

# Project Management

## The Daily Task List

1. Prioritize list – most difficult first
2. Use the list for delegation
3. Use the list for time accumulation and record



# Project Management

## The Telephone

1. Make a list of calls for the day – make them first thing in the morning.
2. Leave and receive thorough messages, limiting response time.
3. Limit call back time to one hour in the AM and one in the PM.

# Project Management

## The Telephone

4. A business call is not a chat.
5. For multiple question calls, write out a list of points ahead of time. Use this as an outline as well as a record of the answers.
6. Delegate calls where others have the information.

# Project Management

## Monitoring and Controlling Phase

- Measure Ongoing Activities
- Monitor Project Budget and Scope
- Identify Necessary Corrective Measures
- Set Quality Control to Insure Compliance

# Project Management

## Closing Phase

- Finalize All Activities
- Complete and Settle All Contracts

# Project Management

## SUMMARY

Use the Five Phases

Control and Manage The Project

Team

Time

Goals

Progress

Quality