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SERIALS

RENAISSANCE PROJECT MANAGEMENT TIP OF THE WEEK

WEEK of 04 - 10 May 97

Galileo Galilei The Master would have said if he had been in Project Management:

"Acronyms are getting to be a pain. Each project now has a few thousand. This calls on senior management to know hundreds. Use them sparingly in presentations unless your objective is to confuse."

WEEK of 27 April - 03 May 97

Raffaello Sanzio The Master would have said if he had been in Project Management:

"Just because you give weekly status reports, don't think that you can abbreviate anything in a monthly report. If management understood the weeklies, they wouldn't need a monthly."

WEEK of 20 - 26 April 97

Jean Jacques Rousseau The Master would have said if he had been in Project Management:

"Documentation does not take the place of knowledge. There is a great difference in what is supposed to be, what is thought to have happened, and reality. Documents are normally a static picture in time that get outdated rapidly."

WEEK of 13 - 19 April 97

Michelangelo Buonarroti The Master would have said if he had been in Project Management:

"Project Managers who rely only on the paperwork to do the reporting of activities are known failures."

WEEK of 06 - 12 April 97

HORIZON-BUSINESS CORPORATION INC.

Raffaello Sanzio

The Master would have said if he had been in Project Management:

"A working meeting has about six people attending. Meetings larger than this are for information transfer. Management science has shown that in a group of twelve or more, some are wasting their time."

WEEK of 30 March - 05 April 97

Galileo Galilei

The Master would have said if he had been in Project Management:

"People have reasons for doing things the way they do them. Most people want to do a good job and, if they don't, the problem is they probably don't know how or exactly what is expected."

WEEK of 23 - 29 March 97

Edmond Halley

The Master would have said if he had been in Project Management:

"There is no greater motivation than giving a good person his piece of the puzzle to control, but a pat on the back or an award helps."

WEEK of 16 - 22 March 97

Rene Descartes

The Master would have said if he had been in Project Management:

"People who monitor work and don't help get it done never seem to know exactly what is going on (being involved is the key to excellence)."

WEEK of 09 - 15 March 97

Gianlorenzo Bernini

The Master would have said if he had been in Project Management:

"Personal time is very important. You must be careful as a project manager that you realize the value of other people's time (i.e., the work you hand out and meetings should be necessary). You must, where possible, shield your staff from unnecessary work (i.e., some requests should be ignored or a refusal sent to the requestor)."

WEEK of 02 - 08 March 97

Blaise Pascal

The Master would have said if he had been in Project Management:

"Always try to negotiate your internal support at the working level. What you want is the support of the person doing the work, and the closer you can get to him in negotiations the better."

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SYNTECH

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WEEK of 23 February - 01 March 97

Rembrandt H. Van
rijn

The Master would have said if he had been in Project Management:

"One must pay close attention to workaholics -if they get going in the wrong direction, they can do a lot of damage in a short time. It is possible to overload them and cause premature burnout but hard to determine if the load is too much, since much of it is self generated. It is important to make sure such people take enough time off and that the workload does not exceed 1 1/4 to 1 1/2 times what is normal."

WEEK of 16 - 22 February 97

Leonardo Da Vinci

The Master would have said if he had been in Project Management:

"You cannot watch everything. What you can watch is the people. They have to know you will not accept a poor job."

WEEK of 09 - 15 February 97

Jacques-Louis David

The Master would have said if he had been in Project Management:

"You cannot be ignorant of the language of the area you manage or with that of areas with which you interface. Education is a must for the modern project manager. There are simple courses available to learn computerese, communicationese and all the rest of the modern "ese's" of the world. You can't manage if you don't understand what is being said or written."

WEEK of 02 - 08 February 97

Jean Jacques
Rousseau

The Master would have said if he had been in Project Management:

"The number of reviews is increasing but the knowledge transfer remains the same; therefore, all your charts and presentation material should be constructed with this fact in mind. This means you should be able to construct a set of slides that only needs to be shuffled from presentation to presentation."

WEEK of 26 January - 01 February 97

HORIZON-PLATINUM CORPORATION INC.

Michelangelo Buonarroti

The Master would have said if he had been in Project Management:

"Talk is not cheap; but the best way to understand a personnel or technical problem is to talk to the right people. Lack of talk at the right levels is deadly."

WEEK of 19 - 25 January 97

Raffaello Sanzio

The Master would have said if he had been in Project Management:

"Cooperative efforts require good communications and early warning systems. A project manager should try to keep his team aware of what is going on and should be the one who tells them first of any rumor or actual changes in plan. The team members should be consulted before things are put in final form, even if they only have a small piece of the action. A project manager who blindsides his project team will be treated in kind and will be considered a person of no integrity."

WEEK of 12 - 18 January 97

Galileo Galilei

The Master would have said if he had been in Project Management:

"Most project managers succeed on the strength and skill of their project team."

WEEK of 05 - 11 January 97

Edmond Halley

The Master would have said if he had been in Project Management:

"Don't get too egotistical so that you can't change your position, especially if your project team tell you that you are wrong. You should cultivate an attitude on the project where your project team know they can tell you of wrong decisions."

WEEK of 29 December 96 - 04 January 97

Rene Descartes

The Master would have said if he had been in Project Management:

"Not all successful project managers are competent and not all failed project managers are incompetent. Luck still plays a part in success or failure but luck favors the competent hard working project manager."

WEEK of 22 - 28 December 96

HORIZON-TRUST CORPORATION INC.

Gianlorenzo Bernini

The Master would have said if he had been in Project Management:

"Running fast does not take the place of thinking for yourself. You must take time to smell the roses. For your work, you must take time to understand the consequences of your actions."

WEEK of 15 - 21 December 96

Blaise Pascal

The Master would have said if he had been in Project Management:

"Never undercut your team in public (i.e., In public meetings, don't reverse decisions on work that you have given them to do). Even if you direct a change, never take the responsibility for implementing away from your team."

WEEK of 08 - 14 December 96

Rembrandt H. Van Rijn

The Master would have said if he had been in Project Management:

"Project Management principles still are the same. It is just that the tools have changed. You still find the right people to do the work and get out of the way so they can do it."

WEEK of 01 - 07 December 96

Leonardo Da Vinci

The Master would have said if he had been in Project Management:

"A project manager must know what motivates the project contractors (i.e., their award system, their fiscal system, their policies, and their company culture)."

WEEK of 24 - 30 November 96

Jacques-Louis David

The Master would have said if he had been in Project Management:

"A project manager should visit everyone who is building anything for his project at least once, should know all the managers on his project, and know the integration team members. People like to know that the project manager is interested in their work and the best proof is for the manager to visit them and see first hand what they are doing."

WEEK of 17 - 23 November 96

HORIZON-PLUSIT CORPORATION INC.

Edmond Halley

The Master would have said if he had been in Project Management:

"A project manager is not the monitor of the team's work but is the driver. The project manager should be making every effort possible to make sure the team's work is on schedule and of good quality. Project teams don't fail, the organization does and that is why one must be proactive in support."

WEEK of 10 November - 16 November 96

Leonardo Da Vinci

The Master would have said if he had been in Project Management:

"The seeds of problems are laid down early. Initial planning is the most vital part of a project. The review of most failed projects or project problems indicate the disasters were well planned to happen from the start."

WEEK of 03 November - 09 November 96

Rembrandt H. Van Rijn

The Master would have said if he had been in Project Management:

"Never try to get even for some slight by anyone on the project. It is not good form and it puts you on the same level as the other person and, besides, probably ends up hurting the project getting done."

WEEK of 27 October - 02 November 96

Blaise Pascal

The Master would have said if he had been in Project Management:

"Morale of the project team's personnel is important to a project manager. Just as you don't want to buy a car built by disgruntled employees, you don't want to buy software developed by under-motivated people. You should take an active role in motivating all personnel on the project."

WEEK of 20 - 26 October 96

Gianlorenzo Bernini

The Master would have said if he had been in Project Management:

"A comfortable project manager is one waiting for his next assignment or one on the verge of failure. Security is not normal to project management."

WEEK of 13 - 19 October 96

HORIZON-HORIZON CORPORATION INC.

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Gianlorenzo Bernini

The Master would have said if he had been in Project Management:

"The client may not know how to do the work but he has to know what he wants. The client had better find out what he expects and wants if he doesn't know. A blind leader tends to go in circles."

WEEK of 06 - 12 October 96

WEEK of 29 September - 05 October 96

WEEK of 22 - 28 September 96

WEEK of 15 - 21 September 96

WEEK of 08 - 14 September 96

WEEK of 01 - 07 September 96

WEEK of 25 - 31 August 96

WEEK of 18 - 24 August 96

HORIZON-BUSINESS CORPORATION INC.