

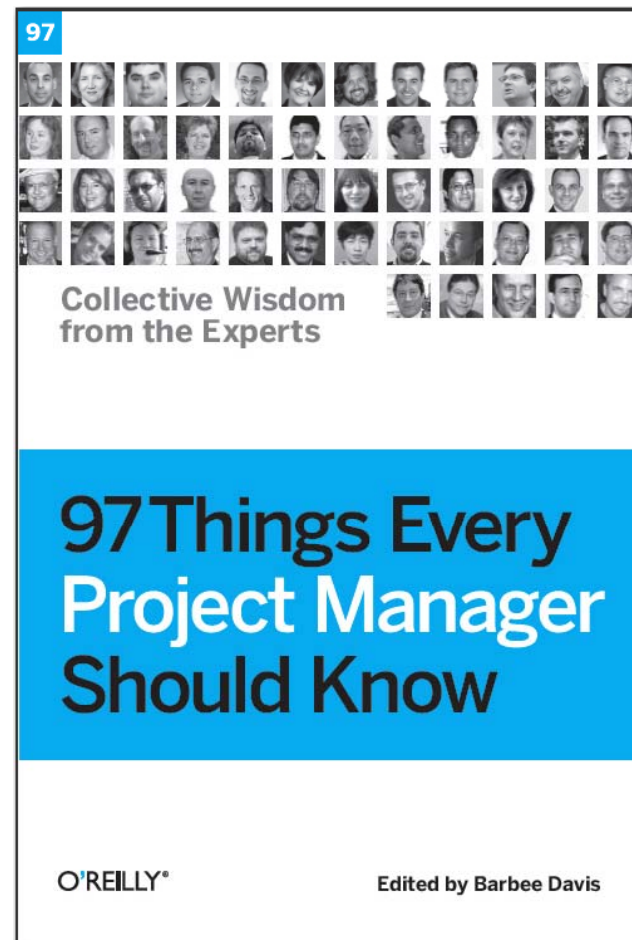


“97 Things Every Project Manager Should Know”

PM in the AM – December 2, 2009

Barbee Davis, Author

Quick Quizzes from the PMI Community Post®



COMMUNITYPOST
Making project management indispensable for business results.®


Project Management Institute

11 SEPTEMBER 2008

PRINT

Quick Quiz
By Barbee Davis, MA, PHR, PMP

My organization absorbs costs and doesn't want me to use change requests when customers add additional scope to my fixed-price projects. I look like an inept project manager, never meeting time and budget projections. How can I accurately track my accomplishments?



- A. Refuse to do the extra work for the customer without a signed change request.
- B. Separate out time and cost for the mandatory overages and show management.
- C. Explain directly to the customer why you and your team can't include the changes.
- D. Find a job at another organization that does not use fixed-price contracts.

Answer: B. Separate out time and cost for the mandatory overages and show management.

29 States, 12 Countries



Get Users Involved, As Early As Possible

Barbee Davis, PMP, Omaha, Nebraska



	A	B	C
1	Item Name	Item No.	Quantity
2			
3	Beg Word Student Manual	4125	26
4	Beg Word Student Exercise Disk	4225	33
5	Beg Word Instructor Manual	4325	12
6	Beg Word Marketing Flyer	4425	35
7			
8			
9			
10			
11			
12			

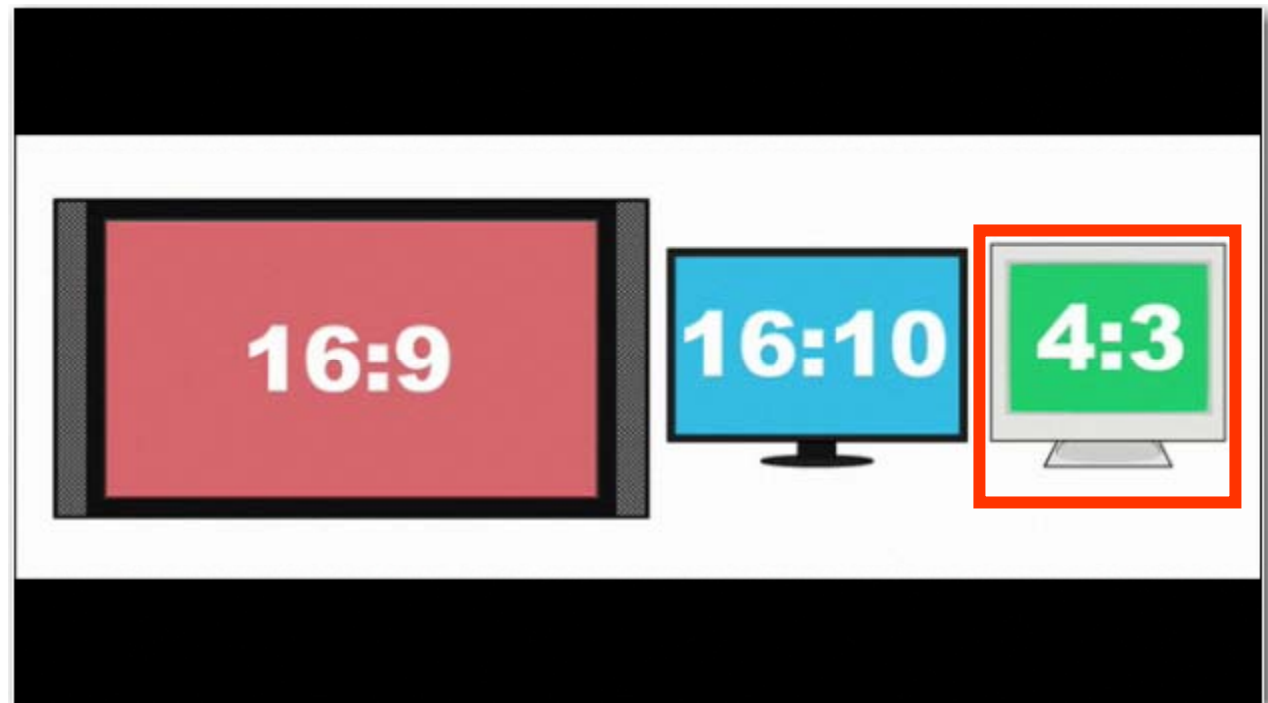
Get Users Involved, As Early As Possible



1. Get the customer involved early and often.

Scrolling Through Time

Kim MacCormack, Leesburg, Virginia



NEXT GENERAL MEETING - SATURDAY, JANUARY 26, 2008 - 10:00 AM

[Click here for info](#)



Fake patch email
April 12, 2007



Houston Area League of PC Users

4543 Post Oak Place Drive, Suite 200 - Houston, TX 77027 (713) 993-3300



A - HAL-PC

- 1 About HAL-PC
- 2 Join HAL-PC
- 3 Renew Membership
- 4 Volunteer at HAL
- 5 Volunteer Calendar
- 6 HAL-PC HQ
- 7 Map to HAL-PC
- 8 Clear Lake Satellite
- 9 HAL-PC Directors
- 10 HAL-PC Bylaws
- 11 BOD Minutes
- 12 BOD Agenda
- 13 Financials

B - Member Services

- 14 Meetings
- 15 Member Discounts
- 16 SIG Calendar
- 17 SIG Web Pages
- 18 Computer Classes
- 19 Class Calendar
- 20 Certifications
- 21 HAL-PC Magazine
- 22 Help Committee
- 23 Mailing Lists

C - HALNet

- 24 User Support
- 25 About HALNet
- 26 Join HALNet
- 27 Renew My Account
- 28 My Account Info
- 29 ADSL FAQ
- 30 Virus Information
- 31 Microsoft Updates
- 32 Filter Management
- 33 Filter Q&A

Welcome! HAL-PC is home to HALNet, an award winning internet service provided at low cost to our members since 1994, exciting technology presentations, over 70 different Special Interest Groups, hands-on computer classes and much much more. Browse our site, join the group and become one of thousands of computer users helping other computer users since 1982.

HALNet Online Sign Up

YAHOO.COM AND HAL-PC.ORG MAIL

Yahoo.com is sporadically delivering mail from hal-pc.org.
Mail that is being delivered is experiencing significant delays.
Yahoo.com is also dropping regular HAL mail into people's spam folders
If your mail is blocked, please fill out **THIS FORM**.

Mail server is mail.hal-pc.org - ip address is 206.180.145.133

Please have your yahoo.com addressees complain to:

1-866-562-7219 or 1-866-562-7228

Yahoo feedback form

Or better yet, encourage them to move their account!

Yahoo messing with more than just our mail...

Hospital radio station struggles with Yahoo! email 'blockade

Buck passed as mail binned

Microsoft Security Updates January
2008 CRITICAL

Microsoft Security Videos

Internet Explorer 6 crashes after you install
security update 942615 with Windows XP Service
Pack 2

Security Now! podcast: Paypal and DoubleClick

Protect Your PC - virus removal tools
and other important downloads.

Read this FAQ if you are getting
email not addressed to you
or email from yourself.

THIS MONTH IN THE HAL-PC MAGAZINE
Beverly Rosenbaum on Holiday Wish Lists
Robert Spotswood on 10 Commandments of Online
Shopping
Charles Olsen on Whose PC Is It Anyway?

IN THE JANUARY HAL-PC
eBULLETIN
SIG Programs for January
News for HALNet Users
Read next editions



Scrolling Through Time

**2. Insist on
working with
the actual
client.**

Make Project Sponsors Write Their Own Requirements

Miyoko Takeya, PMP, Tokyo, Japan



(4) 納税を証明する書類

給与所得者 —— 源泉徴収票など
(会社員など)

事業所得者 —— 所得税・法人税等の
(自営業者など) 納税証明書など

※日本語以外の文字で書かれた書類には、必ず日本語に
訳した書類を添付してください。

メモ欄

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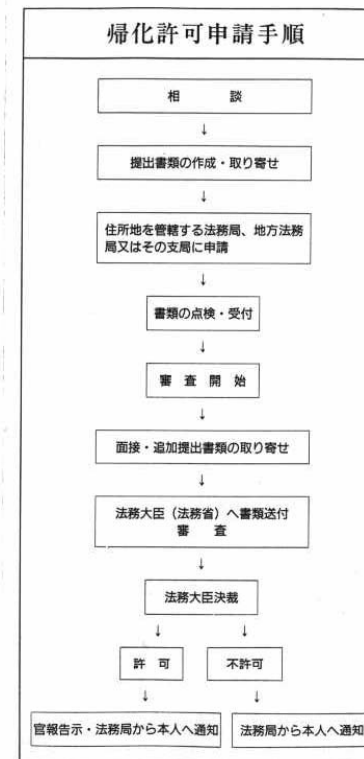
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— 5 —



— 6 —

日本へ帰化するために —— 申請手続について ——



※ このパンフレットは、ビデオの内容をまとめたものです。
ビデオとあわせて御使用下さい。

法務省 民事局

— 1 —

Make Project Sponsors Write Their Own Requirements



3. Don't write requirements on your own.

Favor the Simple Over the Complex

Scott Davis, Broomfield, Colorado



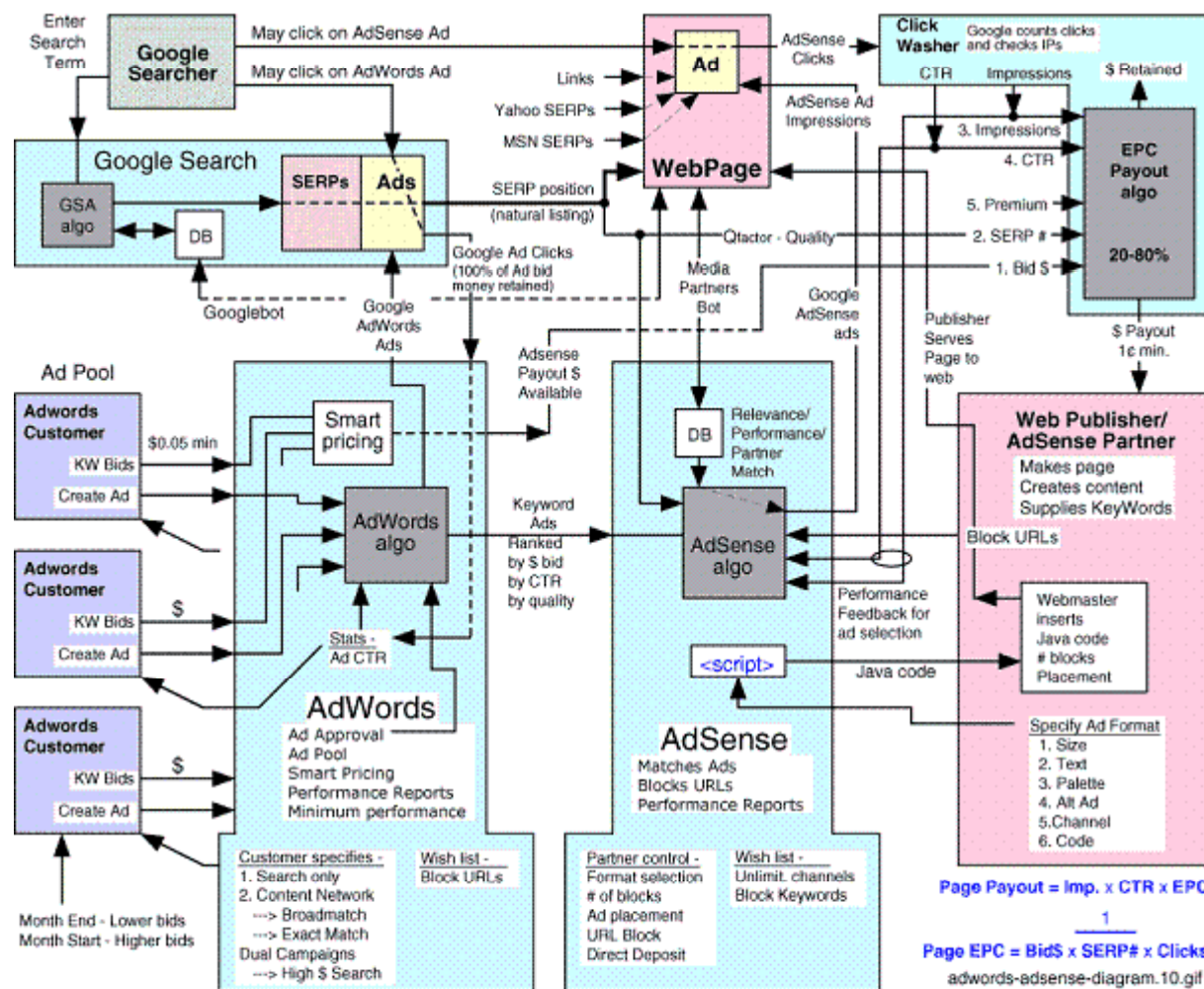
Favor the Simple Over the Complex



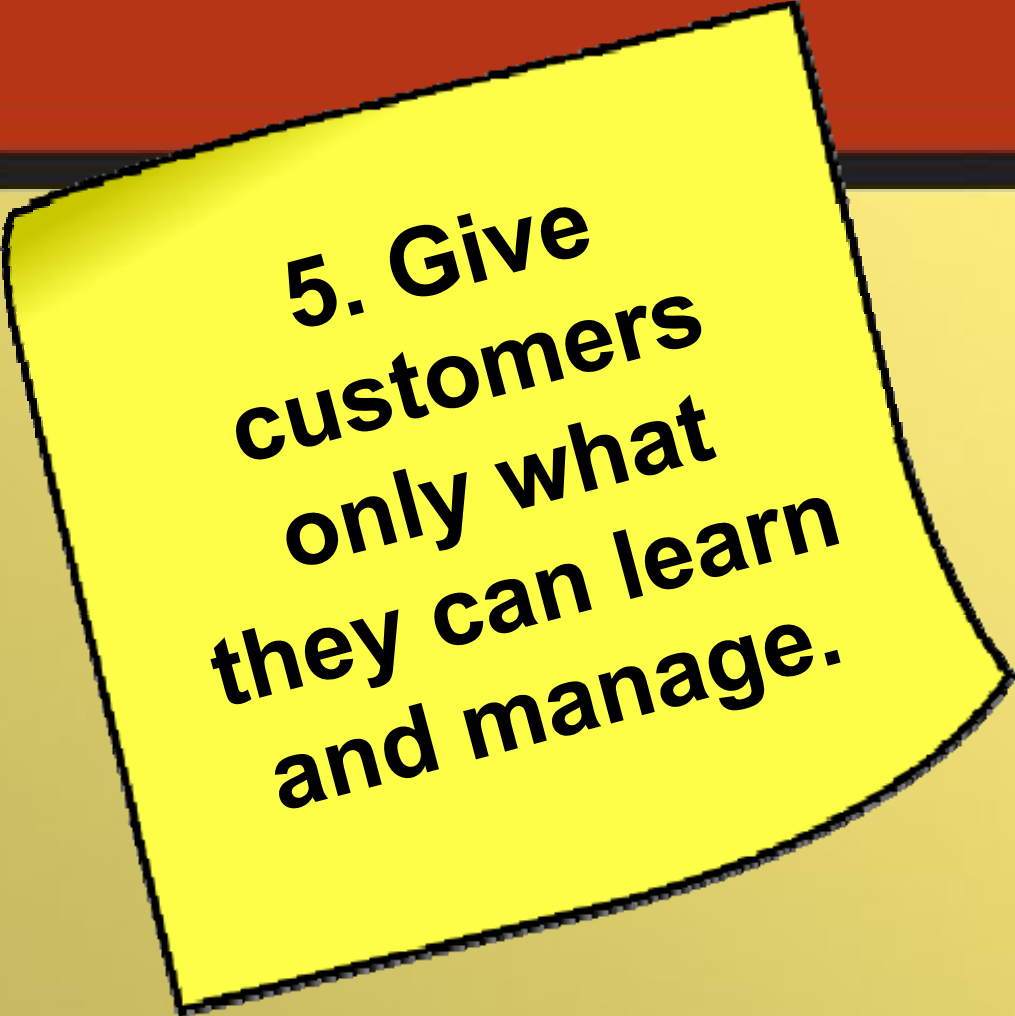
**4. Be a
complexity
sink, not a
complexity
amplifier.**

A Voice from the Other Side

Marty Skomal, MPA, Omaha, Nebraska



A Voice From the Other Side



**5. Give
customers
only what
they can learn
and manage.**

Spot the Stellar IT Developer



- Involve Developers
- Screen for Knowledge
- Do testing
- Read code
- Rephrase requirements
- Write code
- Check social skills

How to Spot a Good IT Developer

6. Test applicants to make sure they can do the job and fit into the team.

Empowering Developers: A Man Named Tim

Ken Sipe, *St. Charles, Missouri*



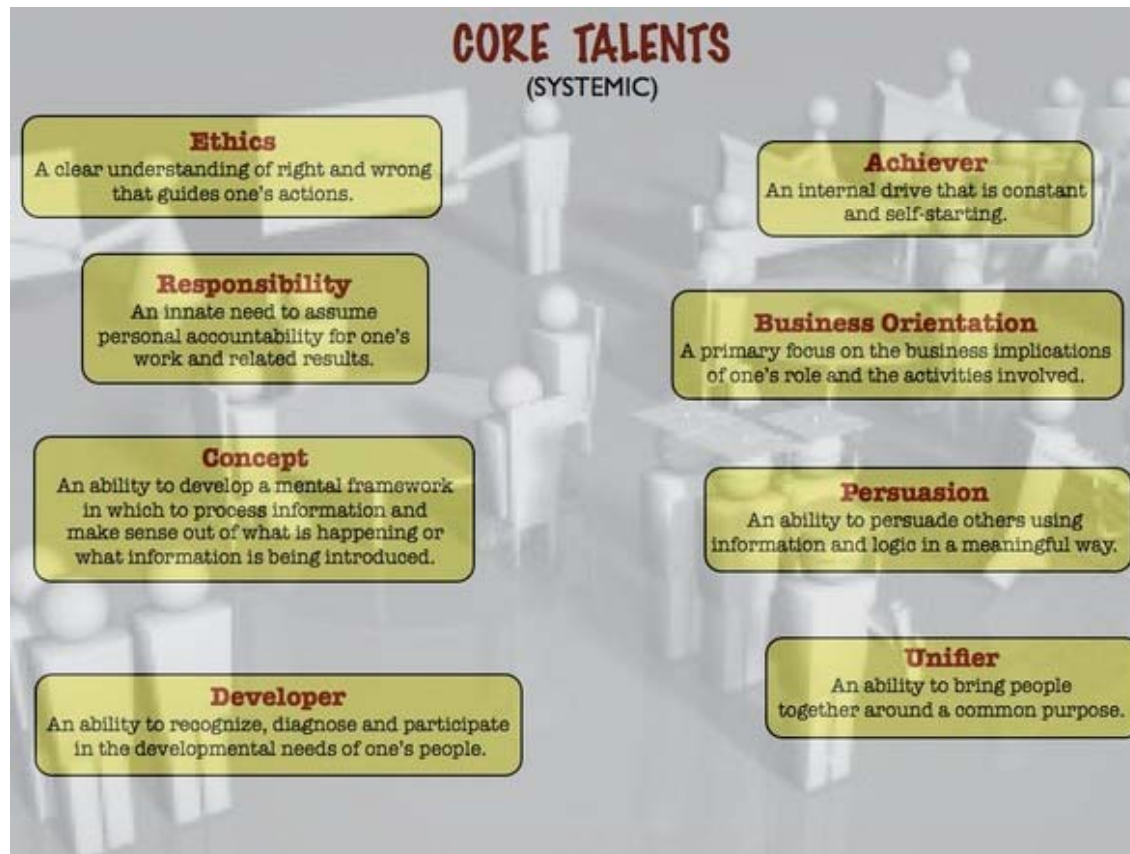
Empowering Developers: A Man Named Tim



**7. Share the vision, then
get out of the
way.**

Add Talents, Not Skills, to Your Team

Richard Sheridan, *Ann Arbor, Michigan*



Add Talents, Not Skills, to Your Team



**8. Skills
change, hire
talents and
attitude
instead.**

The Fallacy of Perfect Knowledge

David Wood, *Fredericksburg, Virginia*



Scope Change Happens; Get Used to it

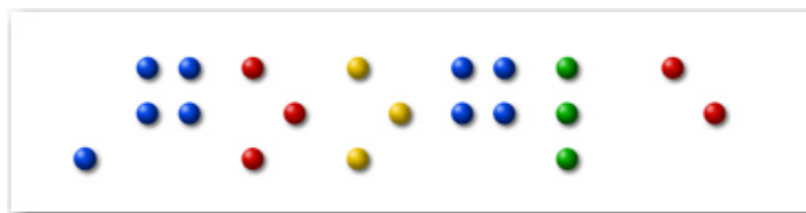
Pavel Simsa, *Bellevue Washington*



Favor the Now Over the Soon

Scott Davis, *Broomfield, Colorado*





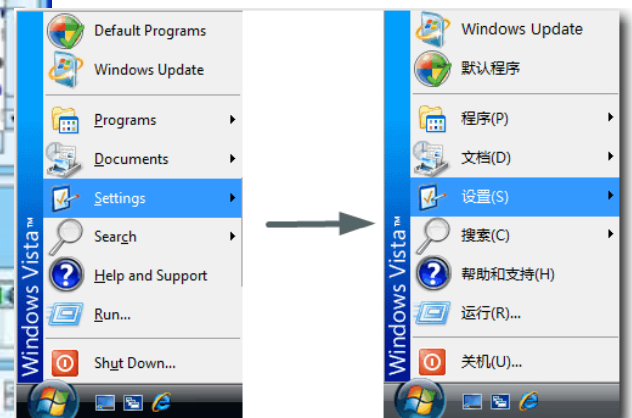
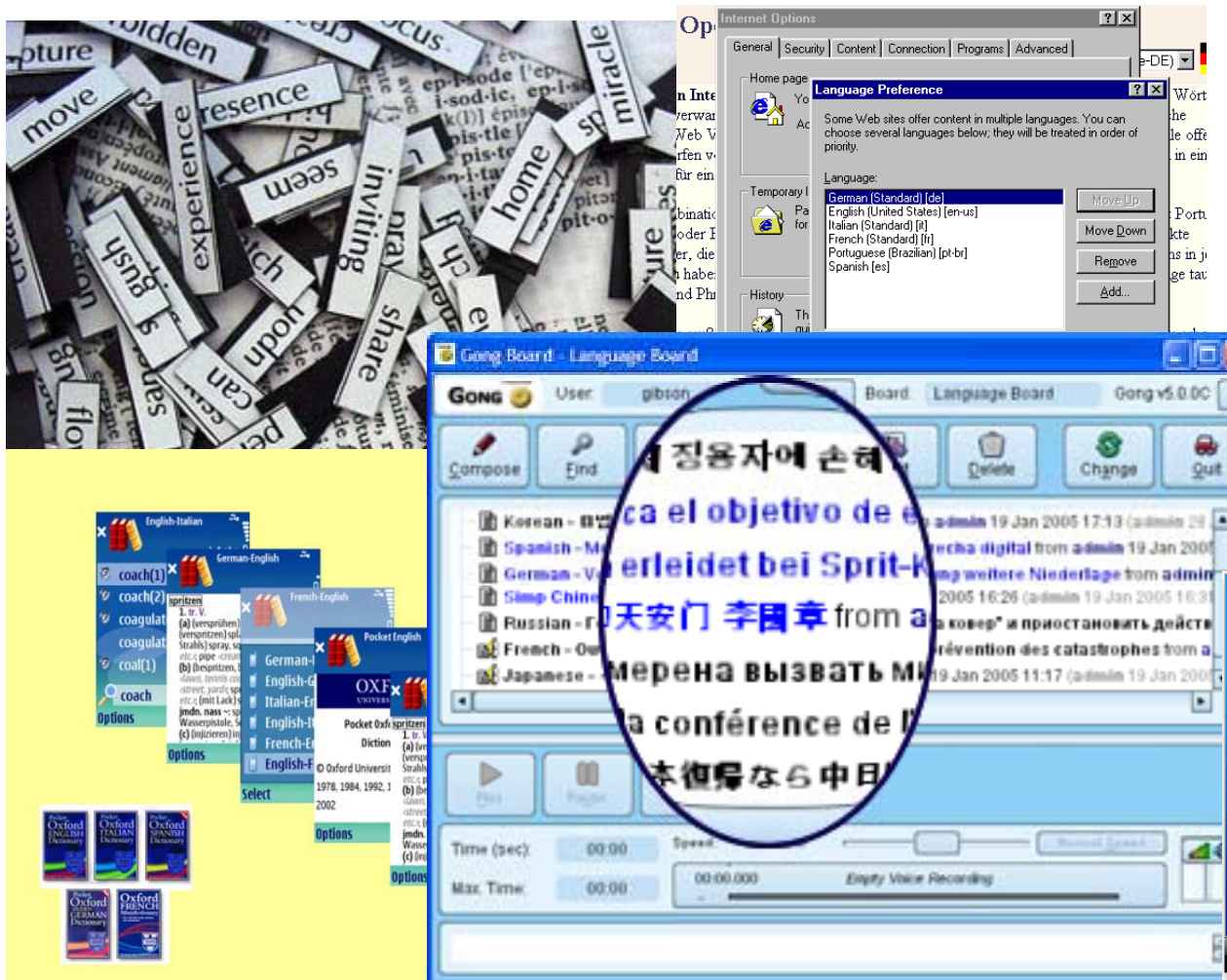
The Fallacy of Perfect Knowledge, Scope Change Happens; Get Used to It, Favor the Now over the Soon

9. Use a flexible methodology now, since you'll never have the perfect project.

A Word Can Make You Miss Your Deadline

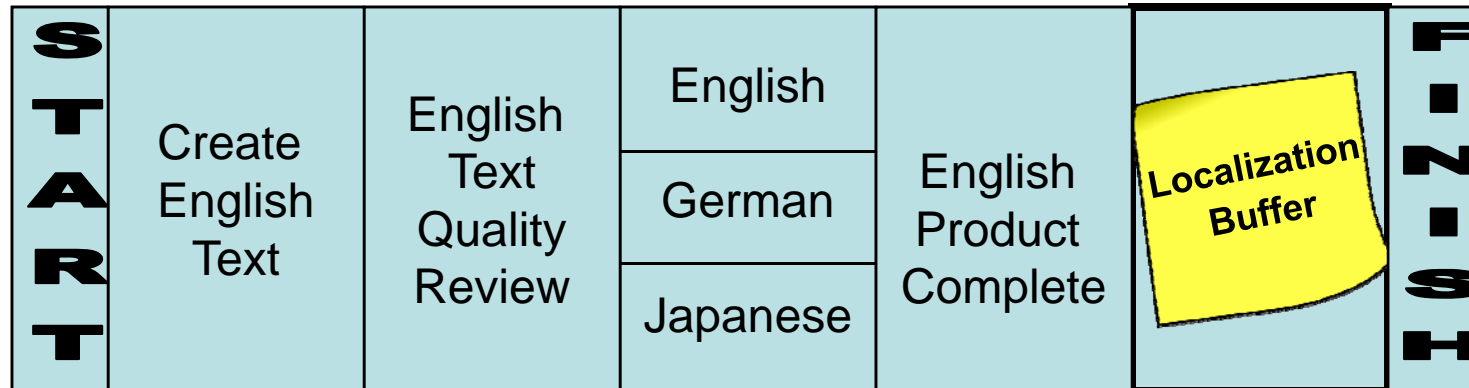


Pavel Simsa, PMP, Bellevue, Washington



Localized Product Versions

- Translate English
- Check Translation
- Check that Translation Product Works



A Word Can Make You Miss Your Deadline

10. Create multiple language versions of products concurrently .

Alice Doesn't Live Here Anymore

Barbee Davis, PMP, *Omaha, Nebraska*



- Language Skill?
- 24 hour Contact?
- Satellite Lags?
- Cultural Behavior?
- Working Patterns?
- Holidays?
- Accounting Practices?
- Data Export Issues?
- Customer Service?
- Technology?
- Time Differences?

Alice Doesn't Live Here Anymore

**11. Be
sensitive to
cultural and
technical
differences in
virtual teams.**

Share the Vision

Jared Richardson, *Morrisville, North Carolina*



Share

- Beat a competitor to market
- International expansion goal
- New product to revitalize the line



Share the Vision

**12. Team buy
in on the
project comes
from the
project
manager.**

Speed Is Life; More Is Better

Matt “Boom” Daniel, *Coopersburg, Pennsylvania*



Speed is Life; More is Better

**13. Balance
speed to
release with
ensuring
long-term
relevance.**

Responding to a Crisis

James Graham, PMP, Ta' l-Ibrag, Malta



Team Briefings
Risk Register

Updated and Current
Crisis Management Plan
Internal/External Comm.



Responding to a Crisis



**14. Look
outside your
own industry
to find
inspiration.**

Establish Project Management Governance



Ernani Marques da Silva,
Sao Paulo, Brazil



WWW.FOTOBANK.COM BR01-3170 Bridgeman
'Shame and Regret, a Tragi-Comic Play', caricature on the capitulation of Ulm on the 20th October 1805 (coloured engraving). Artist: French School, (19th century). Artist Nationality: French. Date: C19th. Medium: coloured engraving. Location: Bibliotheque Nationale, Paris, France

Developer's Unite – PMOs are Advancing

Angelo Valle, Rio do
Janeiro, Brazil



Establish Project Management Governance, Developer's Unite – PMOs are Advancing

**15. If you
want to be an
agile shop in
a waterfall
world, speak
up now.**

Clear Terms, Long Friendship

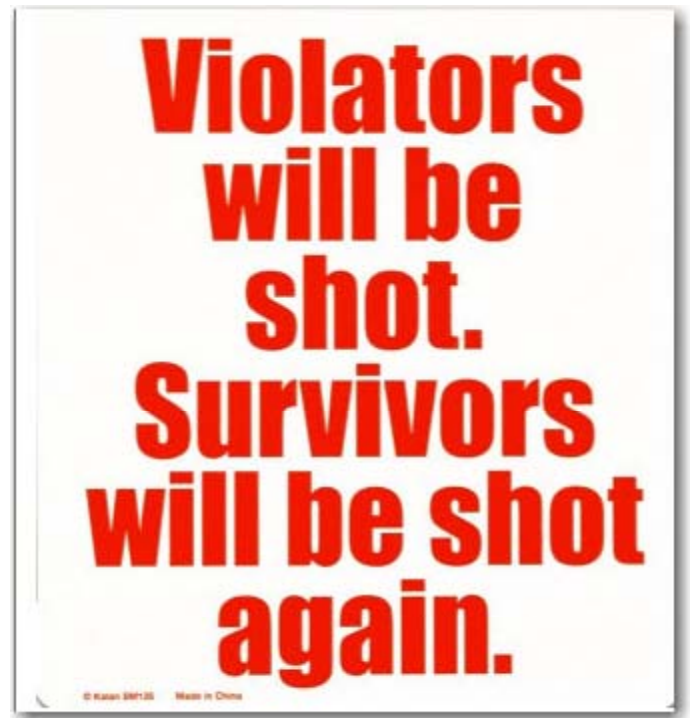
Matteo Becchi, PMP, Arlington, Virginia



*Patti chiari,
Amicizia lunga*

Clear Terms

- Agenda
- Research
- Plug-ins
- No “toys”
- No Sidebars
- Clear Contracts



Clear Terms, Long Friendships



**16. Good
relationships
need clear
terms up
front.**

97



Collective Wisdom
from the Experts

97 Things Every Project Manager Should Know

O'REILLY®

Edited by Barbee Davis

Participant Drawing

PM in the AM

Dec 2, 2009

National
Press
Club



The End