Project Manager Interview Questions

Contents:

12 Project Manager Interview Questions and How to Answer Them

https://www.coursera.org/articles/project-management-interview-questions

In a project manager interview, you're likely to encounter questions about your people skills, technical knowledge, and how you would react to specific situations.

A project manager interview can be intimidating, especially if you don't know what to expect. The good news is that going through some common questions can help a lot to be (and feel) prepared. Though all interviews are different, it's likely that you'll encounter questions that ask about your people skills, technical knowledge, and specific situations.

Project management interview questions

Here are a few common interview questions you'll encounter as a project manager. You can use this list as a starting point to prepare stories about your past experiences.

1. Tell me about yourself.

A common question to open any type of interview, this statement is a chance for you to describe yourself and your story in your own words.

How to answer:

There are several ways you can approach this question. One effective way is to start with the present, then go into your past, and finish with your future. Describe what your role is and what you do. Then describe past experiences relevant to the role you're applying to. Finally, talk about what kind of work you're hoping to do next, and why you're interested in the role you've applied to.

2. Can you tell us about the last project you worked on?

An interview might ask you about your last project to get a sense of what types of projects you're used to, what project management approaches you've used, the number of people on your team, and other details.

How to answer:

Describe the important information about the project, like the overall goal, team size, and how you approached it. Speak candidly about what went well, and be sure to mention something you might have improved or that you learned. Having some metrics on hand to show the results of the project can be useful here.

Read more: 11 Key Project Management Skills

3. Tell us about a time something went wrong in a project you were managing.

Setbacks are normal in managing projects. Hiring managers will want to know how you've dealt with them in the past to understand what you do when things don't go according to plan.

How to answer:

Since dealing with unforeseen challenges is a core part of project management, you'll want to have a few examples to point to for your interview. You can also mention how you would implement change processes in your project.

Consider using the STAR method when asked for specific examples from your past. Here's how to put the method into action:

- **S**ituation: Start by describing the facts of the situation and why it happened—in this case, what had gone wrong.
- **T**ask: Go on to describe what task you were expected to do to solve the situation.
- **A**ction: Next, explain what you did and how you did it.
- **R**esult: Finish by sharing the outcome. Also, describe what you learned from the experience.

4. How do you prioritize tasks in a project?

Knowing what to prioritize is key to a project. There's a chance you'll receive a question asking what you decide to prioritize and why. You might also be asked how you would juggle working on multiple projects at once.

How to answer:

Tie your answer back to the interest of the project. Your answer might include some combination of deadlines, stakeholder needs, or determining tasks that make up a critical path. You can pull from some examples in the past or work your way through some hypothetical situations.

5. What was your most successful project?

This question can demonstrate to recruiters what you consider a success. Projects can be successful for meeting goals, deadlines, and budgets, but successes can also mean being able to incorporate change.

How to answer:

Take this opportunity to demonstrate your strengths. Modesty is a great asset, but don't undersell yourself. If your team pulled out a success, what did you do to keep the project on track or be more efficient? Think about the key elements you and the team took that led to success.

6. What's your experience with budget management?

Hiring managers might ask questions specifically about various skills like budget management. It's probably not a deal breaker if you have no experience in most cases—they may just be trying to get a better sense of where you stand.

How to answer: Managing a budget includes cost estimation, deciding how to allocate funds, keeping a record of how money was spent, and planning for unexpected expenses. It's great if you can point to some examples in the past. If you don't have much experience, you can share what you know about budget planning, or talk about budgeting experience you have in your personal life, if it's relevant. It's also good to show that you're able to pick up new skills.

Read more: How to Become a Project Manager in 5 Steps

7. How would you describe a project plan?

An interviewer can try to gauge your technical knowledge of basic project management concepts.

How to answer: Start by answering the question—describe what elements you know to be an important part of a project plan (like tasks, milestones, and team members). You can then go into an example of how you've typically implemented them in the past.

Read more: How to Make a Project Plan in 4 Steps

8. How would you create an environment of collaboration on your team?

Knowing how to motivate team members and make them feel like they can surface any questions and concerns is often central to a project's success.

How to answer: In this situation, it can be helpful to point to an example of when you were able to foster good communication in your team. Think about any processes or methods you rely on to get people feeling like they are working toward a common goal. This might include simple methods like incorporating icebreakers in kickoff meetings, or building in communication structures within a project.

9. What tools do you use to plan a project?

Interviewers might want to understand your familiarity with different project management tools.

How to answer: In preparing for your interview, make a list of all the project management tools you've used before. These can include common project management tools like RACI charts, or collaboration software like Asana or Trello. Mention what you like about them, and how they might be improved.

Do some research to see if you can find what kind of tools you'll be expected to use. You can try to familiarize yourself with the tool, or see if you've used any similar tools.

These Guided Projects on Coursera are free, can be completed in two hours or less, and can introduce you to some common project management tools:

- Trello for Beginners
- Improve Efficiency in Asana for Project Managers
- Use RACI charts for work management with Asana

10. Describe your experience in this industry.

Familiarize yourself as much as you can with the company's industry before the interview. Learn what the top issues are by reading news articles and listening to podcasts, or reaching out to project managers in similar roles and asking about their experiences.

How to answer:

Come prepared to talk about any experience you've had in the industry. Academic or professional background is great. If you don't have these, you can talk about what you've learned about the industry, and why you want to work in it. Mention any skills or knowledge that are transferable as well.

What if I don't have any formal project management experience?

Project management is a field where people skills can make or break a candidate. If you're less familiar with the technical side of project management, emphasize people skills you have like leadership, communication, and organization. Even if you're not a formal project manager yet, chances are good that you've done some elements of project management in the past. Go through your experiences and find moments when you've helped to improve, plan, or execute new processes.

And don't worry—if you've landed an interview, your interviewer probably already knows that you don't have formal experience but sees potential in you. Convey your enthusiasm for the job and willingness to learn.

11. One of your team members is asking for more time to complete a task. How would you handle this situation?

Situational questions like these are common in project management interviews. This is a chance for hiring managers to see your thought process and gauge how you think on your feet.

How to answer:

As a project manager, you'll be expected to help team members that haven't been able to complete tasks on schedule in the interest of the project.

You'll want to know why the issue arose in the first place, and apply an appropriate fix.

You might talk about

- adding another member if the team is feeling overloaded,
- implementing time buffers in the planning phase for certain tasks,
- or negotiating with a stakeholder for more time or resources.

12. How would you deal with a difficult stakeholder?

This situational question aims to get clarity into your workplace skills, a crucial part of being a successful project manager.

How to answer: Communication and negotiation are likely to be an important part of your answer here. Knowing your team's needs, capacity, and the project's available resources might also influence your answer.

For more ideas on preparing answers this question, see the video below, a preview of the Google Project Management Professional Certificate.

Project manager interview: General tips

Keep these tips in mind as you prepare for your project manager interview.

- **Be prepared to think on your feet:** Project management sometimes requires making sound judgement calls in limited time. Practice responding under pressure by having somebody you trust ask you different situational questions.
- **Ask questions at the end:** Though this is a common tip for all interviews, it's especially important for project management interviews. In projects, your ability to ask the right questions can be the difference between success and missing key goals. Come prepared with a list of questions you want to ask. You can also take notes during the interview on points you want to clarify.
- **Read case studies:** If you're feeling stuck, try finding some case studies about projects that went well, and didn't. This can help you learn from other people's experiences, and jog your inspiration to know what to talk about in your own interview.
- **Interviewing remotely:** Remote interviews have their own challenges. Watch the video below for tips.
- **Research the company:** Learning about the company you're interviewing with can help build confidence prior to the meeting. Show an understanding of the company's goals and vision and how your background aligns with the position.

IT Project Manager Interview Questions

https://myinterviewpractice.com/industries-details/information-technology/it-project-manager-interview-preparation/

Position Summary

IT project managers handle the supervision of information technology projects across different departments. These projects can include anything from a software upgrade to creating an entirely new application in order to support critical business functions. Project management tasks include managing various IT teams, managing project finances, reporting on status to senior leaders, and making sure all related tasks and initiatives are done in a timely manner.

The role of an IT project manager is extremely important as they provide strategic planning and integration of information technologies into the company as well as lead project teams for optimal effectiveness.

Responsibilities

IT project manager responsibilities may include:

- Creating and managing project plans
- Using project management tools to track team progress
- Delivering progress reports to clients or management
- Recruiting subcontractors
- Advising various IT areas as it pertains to the project scope
- Ensuring projects are progressing on time and on budget

Skills

IT project managers are essential to making sure both deadlines and the quality of work is held to a particular standard. In order to ensure projects run smoothly, a skilled IT project manager will:

- Communicate effectively with other team members
- Have organizational skills to manage many project documents
- Possess an eye for detail to identify errors
- Utilize creative thinking to automate processes
- Possess presentation skills to report project status to management

What methodologies do you use to manage IT projects?

Explanation: By asking this question, the interviewer is seeking to understand how you go about doing your job. This is an example of an operational question. Operational questions help the interviewer understand your qualifications and skills. They are best answered directly and concisely.

Example: "When managing complex IT projects, I employ methodologies including Agile, Lean, and Waterfall. Using these frameworks, I can keep a project on schedule and under budget. The frameworks also help me identify the project milestones and correct any errors or mistakes before they have a larger impact on the overall project."

If you could design your ideal project, what would it look like?

Explanation: An interviewer will ask this question to understand your project management preferences. When you answer, also provide them information about how you manage projects and what roadblocks are challenges you prefer to avoid. Your answer should also reflect the type of projects the organization with which you are interviewing typically engages in.

Example: "My ideal venture would be a challenging software development project. The application would be designed for internal use, and the customer would be one of the organization's internal departments. The project team would be well experienced and familiar with the application and the end-user community. The timeline would allow us enough time to complete the project, and the budget would enable us to obtain all of the needed resources. The project requirements would be clear and transparent, and the stakeholders would be available to provide timely and helpful feedback."

What experience do you have managing budgets?

Explanation: An interviewer will be interested in your background in budget management because this is a crucial skill every project manager must possess. In addition to completing projects per the requirements and on time, meeting the budget is critical. You should be able to briefly summarize your experience managing project budgets and also include a statement as to why this is important in your answer.

Example: "I have a great deal of experience managing project budgets. I have worked on projects with budgets ranging from four to six figures. I understand the importance of keeping projects under budget, and I strive to do this without jeopardizing the quality of the work or the timeliness of the project. Having worked on many projects, I know how to identify areas in which I can save money without any impact on the overall project."

What steps do you take to collaborate with customers and other project stakeholders effectively?

Explanation: Collaborating with the project stakeholders as well as the end users or customers is critically important. An interviewer will ask this question to gain an understanding of your collaboration and communication skills. You may also want to mention your negotiation skills in your answer since you use these to reach an agreement with the stakeholders.

Example: "Working closely with the project stakeholders and customers is a critical skill for any project manager. The steps I take to develop a good relationship with the team involves holding a project meeting early in the process to define the project goals, parameters, resources, and budget. I make sure everybody clearly understands this and is committed to it. Using the Agile process, I hold stand-up meetings each day to assess the project progress, identify areas of concern, and correct any issues that may impact the project in the long term."

What criteria do you use to prioritize tasks on a project?

Explanation: Prioritizing tasks on a project is critically important. This is what keeps the project on track and under budget. It also determines when the project resources are required. Proper prioritization is a critical skill every project manager must possess, and you should be able to describe how you go about accomplishing this quickly.

Example: "I spend a lot of time reviewing the tasks required for a project and prioritizing them. The criteria I use to prioritize the tasks include

- how critical the task is to the overall success of the project,
- how timely the task is,
- and any dependencies the task may have.

Critical and timely tasks receive high priorities as do those which are required for other tasks to be completed."

What issues do you look for to indicate a project is falling behind schedule?

Explanation: Keeping a project on schedule is one of the project manager's most important roles. Being able to identify issues that indicate a project has fallen behind schedule is critical to the job. The interviewer will ask you this operational question to learn how you go about doing this and what systems and tools you use. Operational questions are best answered directly and concisely, describing the process or the steps you take to accomplish this task.

Example: "Keeping a project on schedule is one area in which I invest a lot of time and resources. Since I employ the Agile methodology, I have the opportunity to identify issues that impact a project schedule every single day. Indications a project has fallen behind schedule include

- incomplete tasks,
- feedback from the project team about a lack of resources, and requests for additional time to complete a task."

If a project is falling behind schedule, what actions do you take to get it back on track?

Explanation: This is a follow-up to the previous question. The interviewer will ask a follow-up question if they are interested in the topic being discussed or need additional information to determine your qualifications and skills. During an interview, you should anticipate follow-up questions to any answer you provide. Keeping your answer short and concise will enable the interviewer to move on to a new question or provide them the opportunity to ask a follow-up question.

Example: "As I mentioned in my previous answer, I have several criteria I use to determine if a project is falling behind schedule. When I identify an issue that may impact the project schedule, I examine it very closely to determine if it is genuine and needs to be addressed. If it is genuine, I take corrective actions to mitigate /ˈmɪt̬əˌɡeɪt/ it. If it isn't, I coach the team member about the importance of staying on track and spend even more time monitoring /ˈmɑnət̬ər/ their progress on the tasks they are assigned."

Have you managed projects which utilize remote teams and outsourced resources?

Explanation: The interviewer will ask this question to determine your experience in this area. You should take this as an indication that the organization utilizes outsourced resources and remote teams when working on IT projects. If you have experience in this area, you can describe it and discuss the techniques you use to manage these resources. If you don't have this experience, admit it and then discuss what techniques you believe you would use to manage external resources.

Example: "Many if not all of the projects I manage involve remote team members and external resources. This is very common for IT projects. I have a set of tools I use to manage both of these aspects. They include video conferencing, screen-sharing software, Gantt charts, outsourcing agreements, and daily Agile stand-up meetings. Together, these tools enable me to make sure the remote team members are staying on task and external resources are available when needed."

What is your process for addressing team members who are working well below their potential?

Explanation: As a project manager, you're a team leader, and you are expected to be able to manage a team so they are producing up to their full potential. The interviewer will ask this question to determine your leadership skills and how you go about accomplishing this task. Any skilled project manager should be able to answer this question easily.

Example: "Keeping my team on task and working up to their full potential is a challenge, but one that I welcome.

- I take the time to get to know each of my team members very well and understand what they are capable of. I only assign them tasks I know they can accomplish.
- I take the time to communicate the project goal and requirements. I also make sure each team member commits to their role on the project both verbally and in writing.
- I do daily check-ins with them to ensure they are on schedule and identify any issues which may be impacting their work.
- Finally, at the end of the project, I recognize their contributions and provide a small reward for their work."

Have you ever sought help outside of the immediate project team, and if so, why?

Explanation: This is another operational question in which the interviewer is hoping to understand whether you are willing to go outside of the immediate project team and stakeholders to request assistance when you need it. Project managers need to take full responsibility for the successful completion of the project but must also be open to requesting assistance. You should be able to confirm that you are willing to request outside assistance and describe why you would do this and what result you would expect to achieve.

Example: "Even the most competent project teams often require assistance from an outside source. I am not averse to doing this, as long as the assistance is reasonable and will not impact the timeline or the budget for the project. I normally request help from someone who may have the skills or resources not available from the project team. I only request help if it is absolutely necessary, and I make sure the person I am requesting help from understands it is a one-off and that I am willing to return the favor when needed."

11 Key Project Management Skills

https://www.coursera.org/articles/project-management-skills

Technical skills	Workplace skills
Project management approaches and methodologies (Agile approach, Scrum methodology)	Communication
	Organization
Risk management	Flexibility
Project management tools and software (Google Drive, Jira software, digital calendars, video conferencing software [Skype, Google meet, Microsoft Teams])	People skills (motivating the team, resolving potential conflicts, understanding people)
	Leadership

You'll want to have a basic understanding of project management principles to be a good project manager, but workplace skills are just as important.

Project management requires a combination of technical and workplace skills for managing teams and projects. The demand for project managers is expected to grow 33 percent 2017-2027, so having key project management skills can open up opportunities in this growing field [1]. A Project Management Institute (PMI) report found that there will be a demand for 25 million project management professionals globally by 2030. That translates to roughly 2.3 million new project management positions a year [2].

That's good news for people looking for jobs that allow them to interact with people, solve problems, and put their organizational talents to use. Here are 11 technical and workplace skills you'll want to have as a project manager.

Technical project management skills

1. Project management approaches and methodologies

Project management methodologies are the specific rules and procedures that determine how you manage a project. Different project management methodologies are suitable for different situations. Being familiar with the basic differences can help you pick the best one for a project. Although some companies might want you to stick with one approach, knowing about others can give you better context for what you're doing, and why.

Some common approaches to project management include

- **Waterfall**, a traditional, sequential approach,
- **Agile**, which prioritizes adapta**bi**lity /əˌdæptəˈbɪləti/. →Scrum

Within these approaches, there are several methodologies. For example, Scrum is the most commonly used Agile methodology. Others include Lean, Kanban, and XP (Extreme Programming).

Read more: 7 In-Demand Scrum Master Certifications

2. Project initiation

The start of a project—when much of the project is planned—is often critical to its success. And though it might sound simple, there are many moving pieces to think about in the initial phase of a project. Initiating a project includes setting achievable and specific goals, picking a team, determining resources, and holding a kickoff meeting.

3. Budgeting

Most projects will have budget constraints. Knowing where costs might pile up, and how to prioritize tasks and delegate resources is often an important part of making sure a project doesn't go over budget.

If you're working on a large project or for a large company, you might not be the primary person responsible for managing the budget. But it'll still be good to know what elements can add to a budget, how to decrease costs, and when you need to increase it.

4. Risk management

No project comes without potential risks. As a project manager, you'll want to be able to

- identify when and how unexpected events that could derail your project might happen,
- how to decrease the chances of them happening,
- and how to respond if they do.
- How much of a time buffer should you add to unpredictable projects or tasks?
- If something goes awry /əˈraɪ/, how would you adjust your scope or resources?

Having an eye for potential risks and how to mitigate them can ensure smoother project delivery.

5. Project management tools and software

Technology has made sharing findings, schedules, and communications across teams and stakeholders convenient. As a project manager, you'll often be expected to know how to use collaboration and communication software, and to take the lead in managing them.

Some tools you might be expected to use include:

- **Collaboration** tools like Google Sheets, Google Drive, and Dropbox
- **Work management** tools like Asana, Trello, Jira, and Smartsheet
- **Scheduling** tools like digital calendars and Gantt charts
- **Communication** tools like email, chat, and video conferencing software

6. Industry knowledge

Project management professionals can work in many different fields, including IT, health care, and construction. Sometimes hiring managers will prefer candidates who have academic or professional experience in the field. If you're looking to switch careers to become a project manager, it can be worth looking for opportunities within an industry you have knowledge in.

Read more: Guide to Construction Project Management

Workplace skills

7. Communication

Communication is a key skill for project management professionals to have. In fact, insufficient communication is often cited as a reason why projects miss deadlines, go over budget, or otherwise get derailed.

Good communication doesn't just mean being able to speak well in front of people—though that's important too. Project managers should know whom to communicate with, when, and how often. This might mean setting up expectations in the beginning of a project about how often communications will happen.

8. Organization

Organization is crucial for project managers. Coordinating timelines, meetings, and efforts with different teams, contractors, or even other companies means having the discipline to stay on top of communications and tasks.

9. Flexibility

Even with a perfectly planned project, problems arise. Deadlines might be missed, bad weather can derail construction, people get sick or change jobs. If you're a person that can deal with unexpected changes, your job as a project manager will go more smoothly.

10. Leadership

Leadership can help make all the disparate /ˈdɪspərət/ parts of a project team come together and work as a unit to get things done. Leadership includes influencing decisions without being overtly authoritative /əˈθɔrəˌteɪt̬ɪv/, knowing how to motivate team members, and balancing the needs of your team with the needs of the project.

11. People skills

(==motivating== the team, ==resolving== potential conflicts, ==understanding== people)

Your role as a project manager is to complete projects successfully. And while sometimes that means

- staying organized and communicating ==with the right people==,
- it can also mean ==motivating== your team,
- ==fostering== a culture of collaboration and openness,
- and ==resolving== potential conflicts.
- ==Understanding== that different people have different work styles, motivations, strengths, and growth areas will allow for more effective teams and more successful projects.

Rachel, a project manager at Google, switched careers from bartending to project management—and her people skills were what helped her make the switch.

Listen to her story below.

"You have to understand their unique needs."

How to build project management skills

Sometimes there's no better teacher than ==hands-on experience==. You can build project management skills by taking on more managerial/,mænə'dʒɪriəl/ tasks in your workplace. You can also look for volunteer opportunities in your community that will allow you to help plan and execute projects.

You ==might already have== project management skills:

If you've helped to organize any new initiatives professionally or personally, you probably already have some project management skills, even if you didn't call it that at the time. Be sure to highlight these experiences when you apply for project management jobs.

How to include project management skills in your resume

As you put together your resume, highlight your project management skills by describing the scale of your project, the size of your team, and the positive results of your efforts. For example, you might say: "Led team of four developers to redesign a payment platform with a budget of $2M to complete project on time."

You can also ==emphasize project management skills== by including them in a "skills" section of your resume. If you haven't led a project before, list your experiences where you had a hand in planning or implementing a new effort.

Read more: Resume Keywords: How to Find the Right Words to Beat the ATS

How to Make a Project Plan in 4 Steps

https://www.coursera.org/articles/project-plan

What is project planning?

Project planning refers to the phase in project management in which you determine the actual steps to complete a project. This includes

- laying out timelines,
- establishing the budget,

- setting milestones,
- assessing risks,
- solidifying tasks,
- and assigning them to team members.

Project planning is the second stage of the project management lifecycle. The full cycle includes initiation, planning, execution, and closing.

What is a project plan?

A project plan is a document that lays out the key information of a project. This can vary depending on the organization and project. The components of a project plan typically clarify:

- **Scope and goals:** A project plan should make clear what the project is aiming to achieve.
- **Schedule:** The schedule outlines when the project will start and end, how long tasks are expected to take, and when milestones should be reached.
- **Tasks and milestones:**
  - Tasks are the components of work that have to be completed in order to achieve milestones, and eventually the entire project.
  - Milestones are a set of tasks, and define the end of a phase of the project.
    For example, completing a website prototype in a project to redesign a company's website would be considered a milestone.
- **People:** A project plan generally defines which individual is in charge of what task.
- **Documentation:** A project plan might include links to other important charts and documents, like RACI charts, a project charter, budget, or risk management plan, so that it's easy to find key information.

Project plan template →Google course on Coursera platform

A template can provide project managers with a starting point that they can customize to their needs. Many are available for free download online like this project plan template, from the Google Project Management: Professional Certificate, which uses Google sheets. Other templates use Microsoft Word, Google Docs, or Microsoft Excel.

- Microsoft Word project plan template from Smartsheet
- Google Docs project plan template from Smartsheet
- Microsoft Excel Gantt chart template from Microsoft

PROJECT PLAN TIMELINE TEMPLA

| PROJECT TITLE | [Project's title] | COMPANY NAME | [Company's name] |
| PROJECT MANAGER | [Project Manager's name] | DATE | |

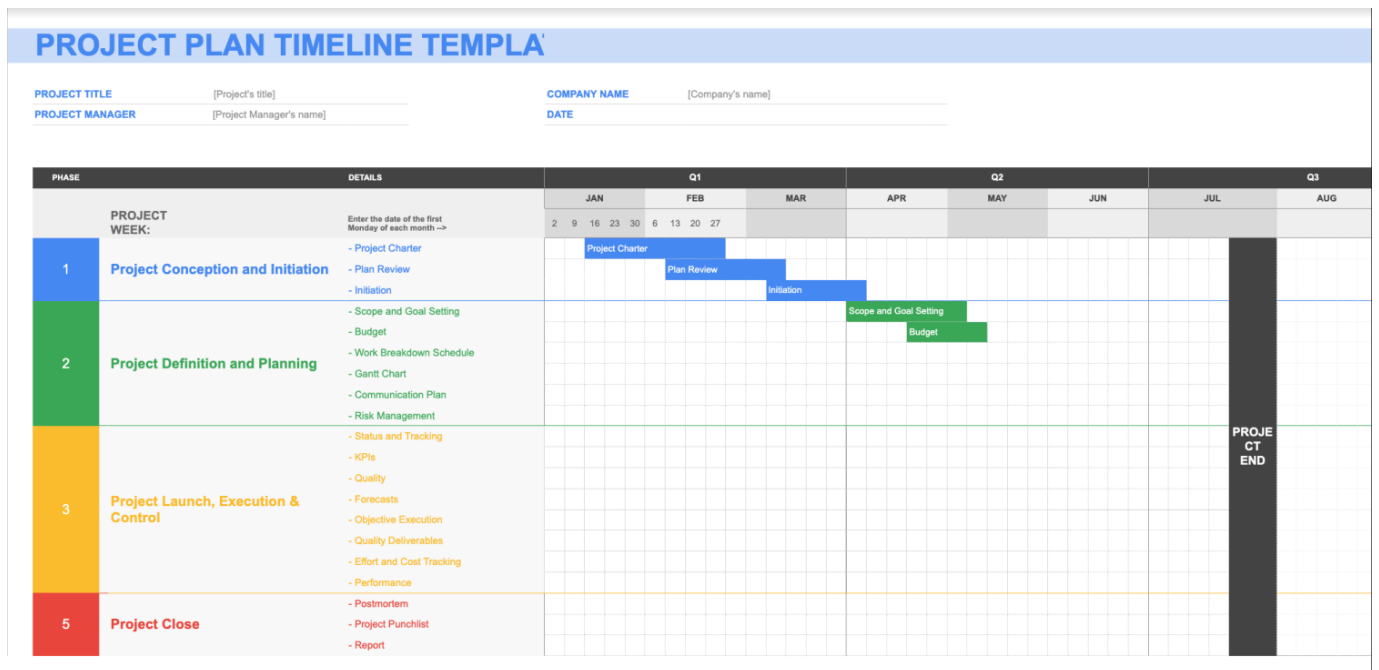| PHASE	DETAILS		Q1				Q2			Q3	
			JAN	FEB	MAR		APR	MAY	JUN	JUL	AUG
	PROJECT WEEK:	Enter the date of the first Monday of each month -->	2 9 16 23 30	6 13 20 27							
1	Project Conception and Initiation	- Project Charter	Project Charter								
		- Plan Review		Plan Review							
		- Initiation			Initiation						
2	Project Definition and Planning	- Scope and Goal Setting					Scope and Goal Setting				
		- Budget						Budget			
		- Work Breakdown Schedule									
		- Gantt Chart									
		- Communication Plan									
		- Risk Management									
3	Project Launch, Execution & Control	- Status and Tracking									
		- KPIs									
		- Quality									
		- Forecasts									
		- Objective Execution									
		- Quality Deliverables								PROJECT END	
		- Effort and Cost Tracking									
		- Performance									
5	Project Close	- Postmortem									
		- Project Punchlist									
		- Report									

Image from Google Project Management: Professional Certificate.

How to create a project plan

Your exact project plan might look different depending on the preferences of the project manager and the organization. Generally, however, you can start with determining your timeline before going on to solidify tasks, milestones, and roles, and compiling other important documents.

1. Determine a timeline.

The cornerstone of the project plan is often the timeline or schedule. A timeline should include the date you'll begin and expect to end the project, how long it'll take to finish each task and milestone, and the dates you expect tasks and milestones to be completed.

Project managers often begin creating schedules around hard constraints determined by stakeholders. Do you need to design and produce a new toy before the holiday shopping season? You'll want to make sure your schedule reflects this. Be sure to speak with team members to get a sense of how long each task typically takes. You may also want to include time buffers for tasks that involve some risk.

Tools at this stage you can use include:

- Gantt chart
- Work breakdown structure

2. Build out tasks and milestones.

Once you know when tasks, milestones, and the whole project should be completed, you can determine what resources are needed at what point in the project, and which of your team members will work on each task. This exercise is called **capacity planning**.

You can also use this time to determine the **critical path** in a project. The critical path is the bare minimum of tasks you need to complete in order to meet the project goal.

3. Establish roles.

In this phase, solidify the tasks each team member is assigned, and communicate with them to make sure they're informed and have their questions answered.

If you've created a RACI chart in the project initiation phase, this'll be a good time to refer to it.

4. Link to important documents.

A project plan often becomes a central document that is referred to often as the project progresses. It might be a good idea to attach or link documents that will be useful to have on hand. If your project plan is in a spreadsheet, you might link to other documents in separate tabs for easy access.

Important documents might include:

- Project charter
- Project budget
- Communication plan
- RACI chart
- Risk management plan
- Change management plan