Essential Project Management Skills

Kerry R. Wills



CRC Press is an imprint of the Taylor & Francis Group, an **Informa** business AN AUERBACH BOOK

Contents

Preface				ix	
Author				xi	
Chapter 1	Background				
-					
Chapter 2	Changing Project Landscape				
	2.1		iew		
		2.1.1	Trend 1—Reduce Cost		
		2.1.2	Trend 2—Increased Complexity		
		2.1.3	Trend 3—Additional Rigor		
		2.1.4	Trend 4—Changing Workforce		
	2.2		e Cost: Outsourcing		
,		2.2.1	Additional Attention		
		2.2.2	Intangibles		
	2.3	Reduc	e Cost: Shared Services	17	
		2.3.1	Competing Priorities	19	
		2.3.2	Additional Steps	19	
		2.3.3	Resource Skills	20	
		2.3.4	Intangibles	20	
	2.4 Increased Complexity: More Technology La		sed Complexity: More Technology Layers	24	
		2.4.1	Additional Planning	26	
		2.4.2	Different Skill Needs	26	
	2.5	Increa	sed Complexity: Enterprise Focus	29	
		2.5.1			
		2.5.2	Broader Requirements		
	2.6	Increa	sed Complexity: Third-Party Vendors		
		2.6.1	Planning		
		2.6.2	Loss of Some Control		
	2.7	Addit	ional Rigor: Demand Management		
			overnance	36	
		2.7.1	Additional Planning		
		2.7.2	No Slack		
		2.7.2	Intangibles		
		2.1.5	111.0116.10100		

	2.8	Additi	onal Rigor: Process and Tools	41	
		2.8.1	Additional Planning	43	
		2.8.2	Applicability	43	
	2.9	Chang	ging Workforce: Specialized Resources	45	
		2.9.1	High-Demand Resources	46	
		2.9.2	Missing the Big Picture	47	
	2.10	Chang	ging Workforce: Mobile Resources	48	
		2.10.1	Losing Key Resources Impacts Success	50	
	2.11	Summ	ary of Impacts	52	
Chapter 3	The New Project Management Skills				
	3.1	Overview		55	
		3.1.1	Additional Rigor	55	
		3.1.2	Consultative Approach	56	
		3.1.3	Managing Information	56	
		3.1.4	Leadership	57	
	3.2	Additional Rigor		57	
		3.2.1	Diligent Project Planning	58	
		3.2.2	Use a Standard Methodology		
			for Delivery	73	
		3.2.3	Use Resources Intelligently	75	
		3.2.4	Diligent Project Management	83	
		3.2.5	Use Metrics Appropriately	93	
		3.2.6	Improve Competencies	97	
	3.3	Consultative Approach		102	
		3.3.1	Relationship Focus	106	
		3.3.2	Influencing	112	
		3.3.3	Self-Management	122	
		3.3.4	Political Savvy	130	
	3.4	Mana	ging Information	134	
		3.4.1	Proper Communications Planning	136	
		3.4.2	Gathering Information: Visibility	140	
		3.4.3	Presenting and Sharing Information	147	
	3.5	Leadii	ng the Team	154	
		3.5.1	Motivating Team Members	155	
		3.5.2	Empower the Team		
\$		3.5.3	Be a Champion for the Team		
		354	Handling Conflicts and Difficult People		

Chapter 4	Summary			181
	4.1	Tying It All Together		181
		4.1.1	Planning Is an Investment	182
		4.1.2	Constant Diligence	184
		4.1.3	Making Time for the Right Things	185
		4.1.4	Recognizing That People Will Make	
			the Project Successful	187
		4.1.5	Be Conscious	188
		4.1.6	Situational Adaptation	188
	4.2	.2 Summary of Techniques and Skills		190
References.				195
Index				197