



Thanks must go out to the following people.

This book could not have been completed to the standard it is without the hard work of the following people carrying out reviews.

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“As a Project Manager you must be highly proactive; and every member of your team must be 100% fully utilised, every hour of every working day, understanding exactly what they are delivering and when.”

Cover photos: Roy McMahon
Edited by: Joti Bryant

Issue: 1.0 – July, 2008

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Forward

When I got my first job as a Project Manager, not surprisingly I went looking for books on 'How to be an IT Project Manager'. I thought I would read all about it and launch myself on a fast track career in management; but I couldn't find a single book on how to be an IT Project Manager. I found plenty of books on methodologies and general management, but none specifically about performing the highly complex role of an IT Programme or Project Manager.

Twenty years on I see the position hasn't changed, so I have written this book. This book takes you from cradle to grave in the delivery of an IT Project, from project initiation, planning, budgeting, team management, documenting requirements, progressing design, driving development, performing testing, implementing into live, handing over to support and decommissioning to name some of the areas.

This book can be used either with the support of the PMadvice training programme and personal coaching service or without, but the added value of an experienced personal coach to guide you through your programme or project should not be underestimated. The size of this book is a testament to the amount of knowledge required to perform these roles effectively.

So, take advantage of this significant pool of knowledge and consider attending a PMadvice training course followed up by personal coaching. See how confident and enthusiastic you or your team become after receiving management training and personal coaching, with this book to refer to for continuous guidance.

Author Background

Ian Tomkins is an IT Consultant and very experienced Programme & Project Manager with over 20 years experience gained from working in many different business sectors, including Retail Banking, Investment Banking, Utilities, Ministry of Defence, Travel, Logistics and Ecommerce to name but a few. Ian has successfully delivered a significant number of programmes and projects on time and to budget.

Ian Tomkins set up PMadvice in 2006 to provide management consultancy and deliver one to one personal coaching and training to IT Programme and Project Managers. This book contains a huge amount of information and important real life experience gained whilst managing some of the biggest programmes and projects in Europe. Valuable experience that you can now learn and apply in the programmes, and projects you will manage.

Introduction

Overview

This book has been created to provide Programme and Project Managers with detailed guidance in all aspects of performing the demanding role of managing teams, individuals, 3rd parties, single and multiple projects.

The objective of this book is to provide you with the key information to enable you to progress your project from initiation to implementation, and final hand over to support services in an efficient and effective manner.

The role of the Programme Manager is very similar to that of the Project Manager, the main difference being that a Programme Manager is responsible for multiple Project Managers and their associated projects. To aid the reading of this book, reference will be made to the role of Project Manager unless specifically referring to the role of the Programme Manager.

Objective

The overall objective of this book is to provide you with the knowledge and skills to be able to become an effective Project Manager, and to face the many challenges you are presented with making positive progress in the various circumstances you will find yourself in.

The world of the Programme and Project Manager is not easy; it is not a role you can enter into untrained and expect to finish feeling positive about the experience. If you can obtain the necessary skills you will be able to enjoy the role and both you and your team will positively embrace the project, emerging from each phase feeling positive, knowledgeable and wiser from the experience.

Human nature will make you determined to want to achieve your aim, but unless you open your eyes to the experience of others you will flounder and likely fail. The analogy we like to apply is, would you throw yourself into a swimming pool without having had swimming lessons or with one arm tied behind your back? It seems that other people swim with little trouble; it can't be that hard can it? Well you may sink, or you may just make it to the other side, splashing and fighting.

But, with some training you may make it relatively smoothly; with full coaching you may glide gracefully, with your team following in your wake learning from you. So, do you want to glide gracefully or sink?

When using this book you will benefit greatly by reading it from cover to cover to fully understand the role you are undertaking, but equally it can be used as a reference book, returning to read specific sections as you

require guidance or reminding on the approach, method or steps you need to take.

The last section of the book covers troubleshooting, a very useful section explaining common problems and providing details on the likely cause and suitable action, as well as templates to aid the whole programme or project.

The ideal way to use this book is in conjunction with the PMadvice training and coaching service. Remember if you have registered to use the PMadvice Web Service and have any questions, please use the service to request a 'Call Back' with your personal coach, who will be more than happy to answer any questions.

www.PMadvice.co.uk

Section 1 - Management Skills

Note: If you are making use of the PMadvice coaching service, and have any questions please use the PMadvice web service to request a 'Call Back' with your personal coach, who will be more than happy, to answer any questions.

1. Management Skills

1.1 Introduction

The role of a Project Manager is very different to that of a team leader or general managerial position.

You are tasked with achieving a particular objective in a specific timeframe; at the outset the perception is that this is achievable and the work just needs to be organised and completed. This all sounds straightforward, but at the outset, the scope, budget available, detailed requirements, detailed design and the resources available in both people and hardware/software is not clear. So, your task is to manage the successful delivery of something that is unclear and not fully understood.

To achieve this you will need to be able to understand, at all levels, the work required in initiating the project and delivering the objectives within the timeline. In doing this you will personally need to be highly proactive, reactive, flexible and aware of potential risks and actual issues. You will need to communicate in a clear and concise manner, and be aware of the high level view and the detail as required.

This section will take you through the following sub-sections:

- Your Environment
- Role of Programme Manager
- Role of Project Manager
- Team Management
- Time Management
- Resource Management
- Planning
- Utilising Team Skills
- Remaining Unbiased
- Personality Clashes
- Gaining and Giving Trust
- Using Facts
- Seeing Believes
- Hiding the Issues
- Reporting
- Responsibility
- Positive Vibes
- Decision Process
- Looking after the Team
- Working in Credit
- Working with 3rd Parties
- What has Happened, Will Happen, Reasonably Expected to Happen
- Leading by Example
- Take Time to Think
- Quality Control & Assurance
- Golden Rules of Management