

Controlling a Project When the Team Doesn't Report to You

TOM KENDRICK

AUTHOR OF 101 PROJECT MANAGEMENT PROBLEMS AND HOW TO SOLVE THEM

A PDF COMPANION TO THE AUDIOBOOK

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Library of Congress Cataloging-in-Publication Data

Kendrick, Tom.

Results without authority: controlling a project when the team doesn't report to you / Tom Kendrick.—2nd ed.

p. cm.

Includes bibliographical references and index.

ISBN-13: 978-0-8144-1781-2

ISBN-10: 0-8144-1781-7

1. Project management. I. Title.

HD69.P75K463 2012

658.4'04-dc23

2011025017

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Printed in the United States of America.

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Printing number

10 9 8 7 6 5 4 3 2 1

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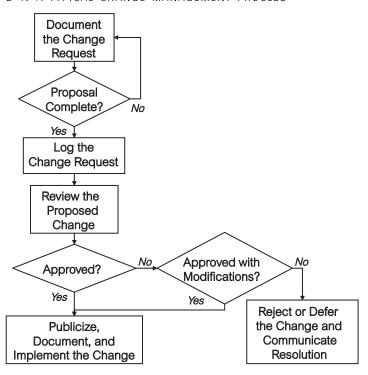
Employing Retrospective Project Metrics Administrative Closure Celebration and Team Rewards Capturing Lessons Learned Key Ideas for Project Closure

10. CONCLUSION



Control Through Process

FIGURE 2-1. A TYPICAL CHANGE MANAGEMENT PROCESS





Control Through Influence

FIGURE 3-1. OPERATING STYLES

How Is Project Direction Determined?

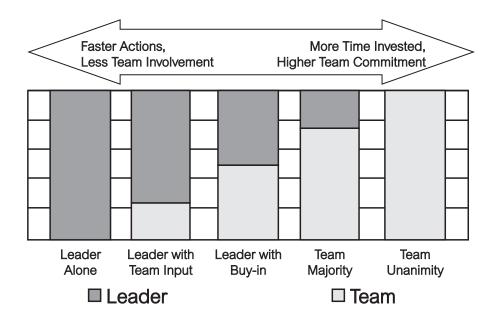




FIGURE 4-1. LINKING GOALS AND BEHAVIORS

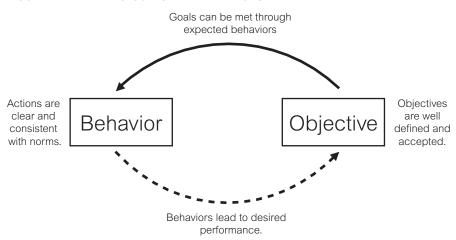


FIGURE 4-2. GOALS AND BEHAVIORS ALIGNED THROUGH METRICS

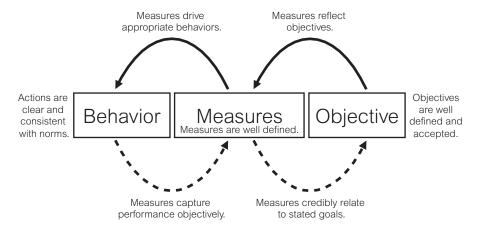


FIGURE 4-3. PROCESS FOR DEFINING METRICS

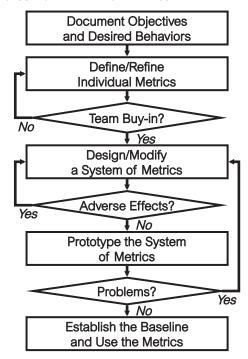


FIGURE 4-4. A GOAL QUESTION METRIC HIERARCHY

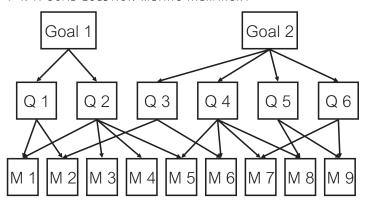


FIGURE 4-5. A BALANCED SCORECARD CONTEXT FOR PROJECT METRICS

Users	Sponsors and	
For Project Success, How Will Our Project Deliverable Be Evaluated? Stakehold For Project Succ How Will Our Ow Project Evaluated		
For Project Success, What Relationships and Skills Must We Maintain? Teamwork and	For Project Success, At Which Processes Must We Excel? Project	
Development	Processes	

TABLE 4-1. METRIC DEFINITION.

Activity Closure Index

Objective: Provide project progress information

Normal range: 0.95 to 1.1 (higher is better)

Tension: Output quality, deliverable cost

Calculation: (Number of activities closed) / (Total activities) / (Percent of timeline

consumed)

Data: Activities completed, current date

Reported by: Activity owners

Frequency: Weekly

Tools used: Project scheduling tool database

Potential barrier: Performing easy, short activities first; declaring activities complete when

work remains or output is unsatisfactory

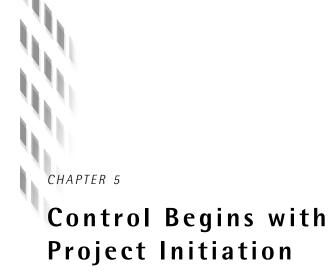


FIGURE 5-1. A PROJECT PRIORITY MATRIX

	Time	Scope	Cost
Highest Priority	•		
Moderate Priority		•	
Lowest Priority			

TABLE 5-1. COMPARISONS OF ROI METRICS.

Metric	Positive Aspects	Negative Aspects
Simple Payback	Easily calculated.Retrospective auditing is straightforward and timely.	Benefits beyond payback are ignored.Favors short projects.
Discounted Payback	Simple to calculate, more realistic than simple payback.Easily audited.	Benefits beyond payback are ignored.Favors short projects.
Net Present Value	Relatively easy to calculate.Compares projects with differing time scales.	Favors large projects.Requires more estimates, further in the future.Verification is not timely.
Internal Rate of Return	 Compares projects with differing sizes. 	 Requires specialized financial calculations. Requires more estimates, further in the future. Verification is not timely.

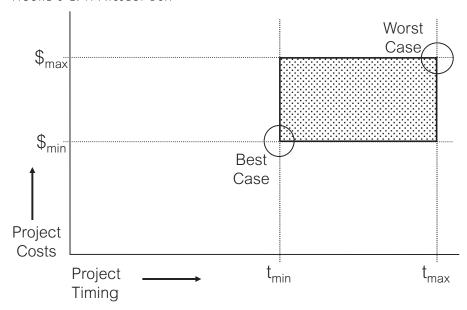
CHAPTER 6

Building Control Through

FIGURE 6-1. A SEGMENTED PROGRAM-LEVEL PLAN

l ask name	Duration			Complete Jun	Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May	Mar /
Wave N Key Milestones	199 d	Jul 4	Apr 6	%0		}_
Wave N Participants finalized	p 0	Jul 4	Jul 4	100%	•	-
Wave N Participant Configurations Documented 0 d	nted 0 d	Sep 5	Sep 5	100%	- -	-
Wave N Requirements Complete	p 0	Oct 10	Oct 10	100%	•	
Wave N Scope frozen	p 0	Oct 31	Oct 31	100%	•	
Wave N Scope changes prohibited	p 0	Nov 21	Nov 21	100%	<u>-</u> .	-
Wave N Design Complete	p 0	Dec 22	Dec 22	100%		
Wave N Construction Complete	p 0	Jan 16	Jan 16	100%	-	-
Wave N System Tests Complete	p 0	Feb 6	Feb 6	%0	-	
Wave N Participant Tests Complete	p 0	Feb 20	Feb 20	%0		
Wave N sign off and release	p 0	Mar 9	Mar 9	%0	-	-
End	p 0	Apr 6	Apr 6	%0		•
Program Staff activities for Wave N	191 d	4 Iul	Mar 27	%92		P
Business Process activities for Wave N	194 d	Jul 4	Mar 30	71%		R
Participant activities for Wave N	199 d	4 Iul	Apr 6	%29		
System Development activities for Wave N	179 d	4 Iul	Mar 9	%62		: R
Output development for Wave N	180 d	Jul 4	Mar 10	77%		- P
Finance activities for Wave N	180 d	Jul 4	Mar 10	80%		 R
Testing activities for Wave N	95 d	Nov 1	Mar 13	62%		- P
Develop Wave N test plans	20 d	Nov 1	Nov 28	100%		
Communicate participant testing requirements 20 d	nts20 d	Nov 1	Nov 28	100%		
Develop Wave N test scenarios	15 d	Nov 29	Dec 19	100%	-	-
All test data loaded	16 d	Dec 23	Jan 13	100%		
Test Plans for Wave N validated	16 d	Dec 23	Jan 13	100%		
Conduct system tests	12 d	Jan 17	Feb 1	%0	-	-
Conduct participant tests	13 d	Feb 2	Feb 20	%0		
Retest, following defect correction	28 d	Feb 2	Mar 13	%0		
Training activities for Wave N	110 d	Nov 22	Apr 24	33%		
Support activities for Wave N	140 d	Nov 1	May 15	39%		
Releases activities for Wave N	17.4	-		200		[

FIGURE 6-2. A PROJECT BOX





Maintaining Control During Project Execution

TABLE 7-1. BASIS OF EVM METRICS.

Schedules

	Planned Expense	Actual Expense
Planned Schedule	Planned Value (PV)	(Not used)
Actual Schedule	Earned Value (EV)	Actual Cost (AC)

Budgets

FIGURE 7-1. GRAPH OF EVM METRICS

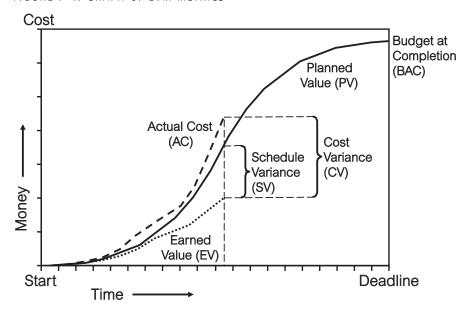
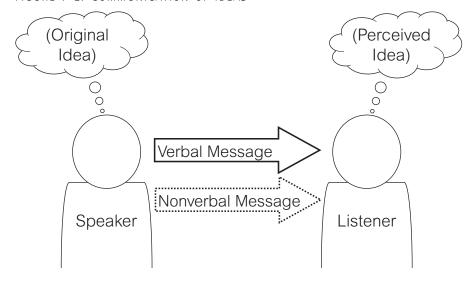


FIGURE 7-2. COMMUNICATION OF IDEAS



Appendix A Example Project Infrastructure Decisions

THESE SAMPLE QUESTIONS may be useful in drafting your own list. There are many more questions here than any single project would ever find useful; only select the critical few decisions that will really make a difference. After many projects, you will probably find that you have given attention to most of these questions.

Planning Questions

Project Initiation

- Who is the sponsor of this project? What is the stated business purpose of the project?
- How will the project charter be developed? Who will write it?
- Who will review and approve the project charter?
- How will the initial project scoping be defined and documented?
- Who is responsible for validating the proposed initial project scope?
- What departments, functions, and external organizations will be involved in this project?
- Who are the key stakeholders for this project? For the project, what is the interest or connection for each stakeholder?
- How will the project be staffed? Who is responsible for resolving all open staffing decisions? What is the timing for closure?
- If hiring is required, how will it be done? Who will be responsible?

- For project team members who report to other managers, how will staffing commitments be documented? What ongoing role in the project will the managers in the other organizations play?
- What are the roles and responsibilities of each team member?
- Who is responsible for defining and managing the development, training, and skill building (if any) needed for each contributor to the project?

Project Plan Development

- What life cycle applies to this project? Will any modifications be needed? What phases or iterations are defined for this project?
- Will the project employ iterative development cycles or phases to deliver a sequence of incremental outputs? At what frequency? At what level of detail will subsequent iterations or phases be planned?
- What activities are mandated at life cycle phase-exits, development iteration reviews, checkpoints, stage gates, or milestones?
- Will a project methodology be used? Will this project need to get any exceptions or changes approved?
- What process will you use to develop the plan?
- What level of planning detail is appropriate for this project?
- What are the agenda and timing for a project start-up workshop? Where and when will it be held? What approvals will you need for the meeting?
- How will you capture and document project assumptions and constraints?
- How will you identify, analyze, and plan for project risk?
- What planning meetings will you hold?
- When and how will you conduct the planning meetings?
- How will you identify, document, and manage dependencies between related projects?
- How will you and your team conduct a review of the plan documents?
- What is the process for establishing the plan as a project baseline? When will the baseline be set?
- What process will you use if you must make changes or adjustments to the project objectives or baseline plan?
- Who approves the decision to freeze or to make adjustments to the baseline plan?
- Do you plan to conduct periodic plan reviews for this project? How frequently?

Outsourced Work

• How will you determine whether you will need to outsource project work? Who in your organization must be involved in the outsourcing process?

- Before outsourcing project work, what approvals will you require? What support will you need, and who will provide it?
- Who will thoroughly document all work that is to be outsourced to an external supplier? Who will create the request for proposal (or other document) that will be distributed to potential suppliers?
- Who will manage communications with potential suppliers and collect their proposals? Who will evaluate each proposal? With what process?
- Who will select suppliers for outsourced work? Who will negotiate the terms for the contracts and obtain all needed signatures and approvals?
- Who on your project team will be responsible for managing the relationship with each supplier while the contracts are in force? In each case, will the same person track progress, approve payments, and serve as a liaison?

Planning Deliverables

- What format is required for each planning component?
- What information is needed in the project charter?
- What are your standards and format for the project scope documentation?
- What deliverable testing documentation will be needed? Who will verify planned tests and evaluations for completeness? Who will review and approve them?
- At what level of detail will you document your work breakdown structure (WBS)?
- What information must be defined for each project activity?
- How will you develop, verify, and capture duration and effort estimates?
- What cost budgeting information does your project require?
- What level of detail will you use in your resource and staffing plans?
- What quality planning is necessary? Will you require a formal quality plan?
- What contracts and documents will be needed for outsourced work?
- How will you document and track project risks?
- What will be in your communications plan?
- What additional project planning documents, if any, are mandated by your life cycle, methodology, or organization?
- Where will project documents be stored?
- How will project information be distributed? How will you manage any security considerations on access to project data?
- Will it be necessary to provide any project planning documents in more than one language? If so, who is responsible for translation into each relevant language? How will you verify consistency between versions?

Planning Participants

- In addition to the project leader, who will contribute to planning the project?
- What are the roles for the participants in the planning process? What are their responsibilities?
- How will you involve remote team members in project planning?
- Who will review the overall project plan?
- Who will validate and sign off on each project document?
- What are the roles of the project sponsor and other stakeholders in project planning?
- Who will be responsible for representing the customers and users of the project deliverable in planning?
- Who is responsible for the final decision to set the project baseline and objective?

Planning Tools

- What techniques will you use for project planning and scheduling?
- Will you use a software application for project scheduling and tracking? Which product and version? Are related projects using the same tools?
- Who will enter the information into and use any software tools for planning? Will the same person be responsible for tool use in tracking?
- Will you use an automated tool for issue management, change control, resource and budget tracking, risk analysis, project communications, or other purposes? If so, which products and versions?
- Will other software (such as programs for database management, spreadsheet analysis, word processing, presentations and graphics, or knowledge management) be needed? What applications and versions will you use?
- Do you have all the equipment, capacity, and performance to operate the software you will use? When will all needed hardware and upgrades be available?
- If you need to share information with others who are using different software products or versions, how will you resolve compatibility issues?
- What tool training will be needed?
- What support will you need? Who will support your planning tools?

Planning Metrics

- What plan-based predictive metrics will you define for this project?
- Who will document and evaluate the plans for these measures?
- How will you use these measures for your project?

Execution Questions

Project Status

- What status information will you collect for the project? What level of planning detail will serve as your basis for status requests?
- How frequently will you collect project status? On what day (or days)?
 At what time?
- What method will you use to collect project status from team members? Will you use different methods for remote contributors?
- How will you validate status data?
- Who will compare the status with project plans to uncover variances and assess project impact?

Status Metrics

- What status-based diagnostic measures will you use for this project?
- Are all metrics clearly defined and documented?
- Does each measure have a validated baseline or other realistically defined control limits?
- Are all measures understood by the people who will collect and report them? Have all people involved willingly agreed to participate?
- How will you minimize the gaming of project metrics?
- Will all metrics be collected in each status cycle? Who will collect any measures that are gathered on a different frequency? How will these measures be collected?
- What process will you use to evaluate the measures?
- How will you use diagnostic measures on your project?
- What trends will you track for the diagnostic metrics? Are responses defined for metrics that drift outside defined control limits? Who will take action?
- In addition to routine project status reports, what other reporting will you do using diagnostic project metrics? How frequently?

Project Management Information System (PMIS)

- Where will status data and other diagnostic metrics data be archived?
- Who is responsible for establishing the PMIS? How will information be organized?
- Who will maintain and have change access for the PMIS? If multiple people can update the PMIS, who has authority to resolve any inconsistencies or information conflicts?
- Which project contributors and stakeholders, if any, will be restricted to read access to the PMIS?
- For project data stored online, how will you manage access security?
- What specific documents and other information will be in your PMIS?

- Will all documents in the PMIS be in the same language? For any documents in a different language, how will you handle translation? If some documents will be translated into one or more additional languages, how will you ensure content consistency?
- How long do you need to retain project data in the PMIS following the project?

Project Meetings

- What regular meetings will be scheduled for this project? What are the stated objectives for these meetings?
- On what day and time will regular meetings be held? Where?
- If relevant, how will remote team members participate in the meetings? Will multiple meetings or periodic time shifts be necessary?
- Does each routine meeting have a well-defined standard agenda?
- Who is responsible for managing any changes or additions to the agenda for specific meetings, and who will distribute reminders, including the current agenda, before each meeting?
- Is the length of each meeting as short as practical, considering the agenda?
- Who will lead the meetings? Will the same person facilitate all the meetings?
- Who is responsible for taking notes during the meeting? Who will document the meeting and distribute meeting minutes to all attendees, appropriate stakeholders, and others?
- What documented ground rules do you use for project meetings?
- What other meetings, if any, will be required for this project? Where and when will they be scheduled? What are the purpose and agenda for these meetings, and who will lead them?

Team Concerns

- How will you and your project team make collaborative decisions? If you are unable to reach consensus, how do you come to closure?
- What process will you use to track project issues and problems?
- Where will issues and action items be logged and managed?
- How frequently will you update and communicate issue status?
- How will you manage conflicts between team members?
- How long will you spend trying to resolve decisions, issues, or conflicts
 within your team before escalating the situation? What other criteria
 will you consider before escalating a team problem to someone with
 more authority?
- Who will you escalate problems to, as a last resort? Does that person have sufficient authority to make final decisions?

- What team-building activities will you schedule during the project?
 What else will you do to enhance teamwork?
- What team member training or development will be necessary for your project? What approvals, support, and funding will be required for this training?
- For this project, what periodic rewards and recognition will be available for team members? How do you plan to take advantage of all appropriate opportunities? Does your recognition process include notification of the managers of team members who report to others?
- How frequently will you meet one-on-one with each team member? Do you plan to provide specific feedback on performance and results at least monthly? Typically, how much of your discussions with individuals will concern nonproject matters?
- How frequently is the job performance of each team member formally evaluated? What will you do to ensure that your inputs are included in each project contributor's performance appraisal?

Informal Communications

- How frequently do you plan to *manage by wandering around* with the members of your team?
- What will you do to encourage frequent interactions and informal conversations among project team members?
- What will you do to enhance relationships and trust between yourself and remote team members?
- What communication methods will you use for your project?

Life Cycles, Methodologies, and Other Organizational Requirements

- What specific deliverables are mandated by your organization at phaseexits, development iteration reviews, stage gates, or other project transition points?
- When are the deliverables due, and how much lead time should you allow normally for preparation of these documents, reports, and other items?
- Who will be responsible for preparation of the information needed?
- What other deliverables, if any, must you supply to your organization (or others) to comply with a project methodology, published standards, laws, regulations, or other requirements? When are they due? Who will be responsible for creating these deliverables?

Process Management and Quality Assurance

 Are key processes relating to consistent execution of project work and ensuring the quality of your deliverable well documented, understood, and routinely used?

- How frequently do you conduct process audits or reviews to ensure that the processes continue to serve their need? Alternatively, what diagnostic metrics with control limits will you monitor for these processes to trigger reviews?
- What is your procedure for evaluating a process and proposing process improvements? If the process affects other projects or teams, how do you manage modifications?
- What reporting or other communications, if any, are you required to provide during this project on your project processes?

Control Questions

Project Reporting

- What routine project reporting will be required?
- What format will be used for regular project status reporting?
- Who is responsible for creating reports? How often?
- Who will distribute the reports? Who will receive the reports?
- Will status reports in more than one language be necessary? If so, who is responsible for translation?
- Will summary or specialized reporting be needed for the project sponsor or key stakeholders? Who will create it? How frequently?
- In addition to periodic status, will separate reports for issue tracking, scope changes, plan adjustments, risk management, or other project aspects be required for this project? Who will create them? How frequently?
- What criteria will be used to determine if problem or exception reports need to be generated? What distribution will be required on nonroutine reporting?

Scope and Specification Control

- What is the process for setting project scope? Will your project scope be frozen with the setting of a project baseline, determined one development iteration at a time, or using some other method? Who approves project scope? How will the accepted project scope be documented?
- What scope change management process will you use? Where is it documented? Have all team members, your sponsor, and all relevant stakeholders (especially customers) agreed to the process?
- How will you document, log, and track all proposed changes or adjustments?
- What criteria will you use in separating routine changes from urgent requests that must be dealt with as soon as possible?
- How will you analyze proposed changes or scoping adjustments? How will you verify expected value, benefits, or results for each change? How

will you estimate the cost, resource, timing, and other impact to the project? How will you assess potential risks and unintended consequences associated with each proposed change?

- Who needs to be involved in analyzing proposed changes?
- How frequently will you consider nonurgent changes?
- How quickly will decisions on routine changes be made?
- What process will be used to determine the disposition of each change?
- Who will be involved in making decisions to accept or reject requested changes for your project? What is the role of each person? If the group fails to reach consensus on a particular change, who makes the final decision?
- How will you communicate change decisions?
- For each accepted change or adjustment, who is responsible for updating the plans and other project documents? How will you obtain commitment from your team members to follow through and implement each accepted change or adjustment?
- For major changes that impact the project baseline and objectives, what is the process for making a change? Who needs to approve project baseline modifications?

Overall Control

- Who in addition to the project leader is involved in assessing project progress? What is each person's role?
- How will you assess schedule progress?
- How much deviation from the baseline schedule will you accept before involving your project team in planning for a response?
- How much time slippage will you accept before escalating to management, either to request assistance for or to reset the project objective and modify the project baseline?
- How will you assess cost and resource usage?
- How much deviation from the planned project effort and expense estimates will you accept before exploring response options with your project team? Is overtime (particularly unpaid overtime) acceptable on this project? How much?
- How much effort or financial overrun can you tolerate before escalating to management to change the project baseline to approve more funding or obtain more staff?
- What metrics related to deliverable quality are relevant for this project? When the measures are outside acceptable ranges, how will you respond?
- How will you assess progress for outsourced work? What interim deliverables, early tests or inspections, or other evidence of progress are

available? What remedies and responses do you have for addressing inadequate performance? What escalation processes have you established? What alternatives, if any, are available that could substitute for the outsourced effort?

- How frequently will you reassess project risks? How do you document and communicate newly uncovered potential problems?
- How will you monitor trigger events associated with identified risks?
 How often will you review the overall risk profile for your project? How much risk will you and your sponsor and stakeholders accept before considering project changes or cancellation?
- What will you do if you lose your sponsor because of reorganization, resignation, health problems, or just loss of interest in your project? How will you reacquire adequate sponsorship to sustain progress?

Individual Performance Problems

- If analysis of a project performance problem appears to be due to inadequate performance by a project contributor, how will you proceed in investigating the situation and determining the cause?
- How will you confront the individual and work together to resolve the performance problem?
- If the individual reports to another manager, how will you involve this manager in your discussions?
- How will you renew the team member's commitment, document agreement, and work to resolve the project problem? What criteria will you use to determine when a situation cannot be resolved and you need to find other alternatives?

Project Reviews and Baseline Management

- How often will this project require plan reviews?
- Who will schedule and plan these reviews?
- Which project team members need to participate in reviews?
- Will the sponsor or other stakeholders participate in reviews?
- What is your project review agenda?
- Who will lead the reviews?
- If all necessary people are unable to meet in the same location, how will you involve remote participants?
- Who will take notes during project reviews?
- How will review results be documented? To whom will the results be distributed?
- Who will review data in the PMIS?
- How will any changes, proposals, or other results of the review be presented to the project sponsor and other stakeholders?

• Who will follow up and ensure that all actions assigned in the review are closed promptly?

Project Cancellation

- What criteria will be used in determining whether to stop the project?
- Who has ultimate responsibility to decide whether to change the project baseline or to cancel the project?
- What process will you use to close a canceled project? What activities and deliverables are required?

Project Closure

- What process is required for testing, deliverable evaluation, and scope verification?
- What sign-offs and approvals do you need? Who must validate successful project completion?
- When will you conduct the post-project retrospective analysis to deter-mine lessons learned? Who will participate?
- What end-of-project reports are required? Who will write them? Who will receive them?
- What process will you use to close out the contracts used for outsourced project work?
- How will you commemorate the conclusion of the project with your project team (for example, with a celebration or party)?
- What rewards and recognition are possible for individuals and teams who contributed to the project? What will you do to ensure that all appropriate rewards are used and that you personally thank each contributor?

Retrospective Metrics

- What post-project measures will you assess for this project?
- Are all retrospective metrics unambiguously defined and documented?
- Who will collect post-project measures for this project? How do you plan to collect and validate these measures?
- What process will you use to evaluate the measures?
- How will you use retrospective measures to improve your next project?

Appendix B Selected References

ALTHOUGH THERE ARE HUNDREDS OF BOOKS on project management, influence, and metrics, the few listed here are a good starting point for further exploration of the topics covered in this book.

Books on Project Management

- Kendrick, Tom. *The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right*, 2nd ed. AMACOM, 2010. Short process descriptions of essential project management processes.
- Kerzner, Harold. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 10th ed. John Wiley & Sons, 2009. This sizable volume is thought by many to be the bible on project management.
- Project Management Institute. A Guide to the Project Management Body of Knowledge, 4th ed. Project Management Institute, 2008. The PMBOK® Guide is an overview of a wide range of project management topics. It provides a vocabulary and high-level descriptions but lacks specifics on what to do and how to do it.
- Wysocki, Robert. *Effective Project Management: Traditional, Agile, Extreme*, 6th ed. John Wiley & Sons, 2011. A thorough book covering a range of project management approaches.

Books on Influence

Cialdini, Robert B. *Influence: Science and Practice*, 5th ed. Prentice Hall, 2008. A systematic exploration of how influence operates.

- Cohen, Allan R., and David L. Bradford. *Influence Without Authority*, 2nd ed. John Wiley & Sons, 2005. A very complete and thorough book on exchange and reciprocity.
- DeMarco, Tom, and Tim Lister. *Peopleware: Productive Projects and Teams*. Dorset House, 1999. Insightful essays on the human side of project management.
- Englund, Randall, Bob Graham, and Paul Dinsmore. *Creating the Project Office: A Manager's Guide to Leading Organizational Change*. Jossey-Bass, 2003. Thoroughly explores the process of effecting organizational changes using project management.
- Pink, Daniel. *Drive: The Surprising Truth About What Motivates Us.* Riverhead Books, 2009. A good survey of traditional and current thinking on motivation in the workplace.

Books on Metrics

- Austin, Robert D. *Measuring and Managing Performance in Organizations*. Dorset House, 1996. A useful book that explains why measurement so often leads to organizational dysfunction.
- Grady, Robert B. *Successful Software Process Improvement*. Prentice Hall PTR, 1997. Describes using metrics for sustainable process improvements.
- Kaplan, Robert S., and David P. Norton. *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business Press, 1996. Defines a process for establishing a system of compatible business metrics.