# Contents

About the author ix
Preface / xi
Introduction / xiii

part 1 **The foundations** / 1

Projects / 2
Project management / 8
The role of the project manager / 14
Customers, clients and users / 20

part 2 **Setting up your project** / 25

Defining your project / 26
Objectives, deliverables and tasks / 33
Building a plan / 39
Estimating and resourcing / 46

part 3 **Utilising the team, sponsor and stakeholders** / 53

The high-performance project team / 55
Global and offshore teams / 60
The effective sponsor / 66
A productive stakeholder community / 73

**part 4** **Delivering the project** / 79

Managing progress: perform, deliver, accomplish / 80
What project managers need to know / 87
Understanding project risk / 94
Value-added project reporting / 100

**part 5** **Practical project management** / 107

Making risk management real / 108
The temptations and costs of multi-tasking / 113
The right and wrong uses of the plan on a page / 118
Audit, assure, control or coach the project? / 122

**part 6** **The project environment** / 129

Prioritisation / 131
The culture of delivery / 136
The limits to planning and prediction / 142
Dealing with external problems / 148

**part 7** **Integrated project management** / 153

The strengths and limits of project management / 154
Bridging the divide: project and change managers / 160
From delivery to benefits realisation / 166
The lessons from lean and six sigma / 172

**part 8** **Aligning projects to business needs** / 177

High-speed project management / 179
Delivering in a cost-constrained environment / 185
Optionality in projects / 190
Who has a valid interest in the project? / 196

**part 9** **Challenging projects** / 203

Taking over the project no-one is running / 204
Not seeing the wood for the trees / 211
The customers who do not know what they want / 217
Delivering in times of change / 223

**part 10** **The improving project manager** / 229

Learning from projects / 231
Best practice, continuous improvement and accreditation / 237
Adopting a new project management approach / 243
Building a project delivery capability / 249

Glossary / 257
Index / 265