PROJECT MANAGEMENT
TWEET

GUY RALFE and HIMANSHU JHAMB
FOREWORD BY DAVID MAISTER

140 Powerful Bite-Sized Insights
on Managing Projects

BOOK 01

A THINKaha BOOK

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140 Powerful Bite-Sized Insights on Managing Projects

Book Excerpt

By Guy Ralfe and Himanshu Jhamb

**Foreword by David Maister,
Author of 'Managing the
Professional Service Firm'**

BOOK EXCERPT Table of Contents

Contents

This is the Table of Contents (TOC) from the book for your reference. The eBook TOC (below) differs in page count from the tradebook TOC.

Foreword by David Maister

Drink from this river of wisdom.
Read a tweet a day.
No more.
Reflect on how you can use it.
The next day, move on.
Not before.
Success lies in the doing,
not the reading.

~ David Maister,
Author of 'Managing the Professional
Service Firm'
http://www.davidmaister.com

140 Powerful Bite-Sized Insights on Managing Projects

Section 1

What I Wish I Knew As a
Project Manager!

We all have moments when we go
"I wish I knew that, then," *or* "Oh,
shoot! I wish someone had told me
this about managing projects, then!"
Well...we are telling you the things
we wish we knew as a Project
Manager, then...now!

1

Project scoping is like a belt. You need that to keep things together!

2

Slip on "project scoping" and soon you will end up in "project coping."

3

A Golden Rule to Remember:
It always takes longer and costs
more than you think.

4

There are places where a little bit of
paranoia can be a good thing—Project
Management is one such place.

11

Always work to "Wow" the client but don't forget to share the "How" that generated the "Wow."

12

Being criticized for over-communicating is good news. It means you've at least communicated.

Section II

What My Boss Wished I Knew
As a Project Manager!

Boss: "Why did you not think
about this?"

You: "I did not know."

Boss: "Well! You should have!"

Here are some insights that will help
you **avoid** the above conversation
with your boss:

55

If you don't care about "non-billable" work, don't expect your clients to care for it.

56

The best plan and best talent will be of no use without the best communication and the best culture.

57

Every "unknown" in the project can be guaranteed to introduce a "known" risk.

58

Good Project Management is about constantly aligning expectations at the sponsor level and the fulfillment level.

68

Understand the project objectives and manage to fulfill those; rather than what you feel the project objectives should be.

69

Keep detailed records of conversations, especially those that involve decisions that steer the project.

Section III

What My Team Wished I Knew
As a Project Manager!

Teams usually do not end up having a conversation with the Project Manager on what they wish the Project Manager should have known. BUT failed projects do.

Here are some of the conversations to "have" with respect to teams:

89

In a well-run project, your resources are "acting." In a not-so-well-run project, they are "reacting."

90

A team is always better than a single person, no matter how competent that person may be.

91

Reward productivity and hard work, not just hard work.

92

Start your project meetings on time…
and more important, END them
on time.

93

Know your team and CARE for them.
If need be, fight for them.

Section IV

What My Customers Wished I Knew As a Project Manager!

Aaah, Customers!—the people without whom none of this would matter. Chances are your customers want you to have the following in mind before they become your customers:

122

Test, test, test...but know when to stop unless you are working on your school science project.

123

Relationships make contracts easier —not the other way round.

124

Tell the customer the level of service he or she can expect from you. Then, exceed those expectations.

125

Failing to meet deadlines is bad enough. Failing to provide early notice about failing to meet deadlines is worse.

129

Projects bring about discomfort and resistance to those who have not bought into the project's purpose.

130

If a project is a picture, focus on finishing the picture, not fixing the pixels.

About the Authors

Guy Ralfe is an accomplished business professional who has worked on IT projects in South Africa, the United Kingdom, France, Denmark and the USA over the past 13 years. He loves the challenges and uncertainty of managing complex projects and has led projects for a number of industries, primarily implementing multinational ERP and Business Intelligence solutions. Today, Guy is Owner and Managing Partner of Starr Specialty Coatings, delivering specialist sub-contract projects in construction. He is currently exploring the social media space as Co-Founder and Contributor on ActiveGarage (the company behind 99Tribes.com), a web portal designed to address the fundamental concerns of business. Guy can be followed on twitter at http://twitter.com/gralfe.

With over 15 years of IT experience in the Professional Services space, Himanshu Jhamb thrives on challenges in Software Project Management. He has successfully led global teams on small (~ $100–$500K) to medium (~ $500K–$2M) sized projects on a variety of technologies and industries ranging from Telecommunications to eCommerce. Himanshu currently works in Professional Services as a Senior Project Manager for Atypon Systems, a company that offers products and services to control and license digital assets. He is also the co-founder of ActiveGarage (the company behind 99Tribes.com), where he frequently writes about Projects and Project Management as one of the fundamental concerns of business.

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