

"Project management requires a multitude of skills – from vision and planning, to monitoring, communication, leadership and, of course, delivery. This pocketbook pulls together best practice from these diverse areas into one simple, easy-to-read booklet. Refreshingly, it has been written from a general business perspective (rather than I.T.), and is therefore applicable to anyone managing change."

**Adrian Guttridge,  
Vice President UK & Ireland, EDS**

"A lively guide based on real events that any of us may encounter in our everyday life at work or (as I found out after reading this) at home."

**Johann de Waal, Director,  
International SOS  
Insurance Services Ltd**

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# **PROJECT MANAGEMENT**

## Pocketbook

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## INTRODUCTION

# ABOUT THIS BOOK



Most books about project management concentrate on the process rather than the people. We felt we needed something that looked at both, since the processes are only ever as good as the people who are responsible for delivering them.

There are two areas which are covered by this book:

1. The **task** and the project management tools to overcome problems in any project.
2. The **people** and their roles, relationships and interaction.

It includes examples from projects the authors have worked on as leaders, advisors and members. It will help you if you:

- Work in or manage a team to achieve an agreed objective for other people
- Are involved in the management of tasks where change takes place
- Wish to learn team skills and their complementary project management and leadership tools



# WHAT IS A PROJECT?

## WHAT IS A PROJECT?

# DEFINITION OF PROJECT MANAGEMENT

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The simplest definition of project management is:

'Managing a movement from one state to another'

This could mean designing a rocket to fly to the moon or just the process of moving people and their equipment to a different part of the office or factory. It could also be the implementation of an appraisal system or a change to an accounting monthly report. The same tools and rules apply!

Each requires great skill and diplomacy and each is fraught with difficulties. There are also degrees of movement and resistance to that movement. This book will take you through the stages of a project to provide a positive outcome.

## WHAT IS A PROJECT?

## DRIVERS OF CHANGE



Why does a project arise in the first place? Usually because one of three 'drivers of change' has brought it about. These are:

1. Competitors force you to review what you currently offer if you want to remain competitive. This may mean reducing costs which in turn may reduce overheads, or you could be looking to maximise investment. Either way, it creates changes in the quality, quantity or allocation of resources.
2. Customers may be demanding quicker response times, wider means of communication, or access to your business 24/7. Change equates to a project...or two.
3. New ideas and products are thought up to target new niche markets.

You may not have initiated the project but it has been assigned to you. **Therefore, check that your objective and outcomes are in line with the driving force behind the change.**

## WHAT IS A PROJECT?

### ‘TO PROJECT...’



A less simplistic approach is to refer to the dictionary, where it is no coincidence that the verb ‘to project’ has the following definitions:

- To propose or plan
- To throw forwards
- To transport in the imagination
- To make a prediction based on known data
- To cause (one’s voice) to be heard clearly at a distance

All of the above are essential aspects of managing a project, only the scale of these activities will differ, not the activities themselves!

Hence, project management is really the co-ordination of a number of essential activities, which are being performed by other people. An orchestra needs a conductor: you will be that conductor – after all, someone has to face the music!

## WHAT IS A PROJECT?

# SPINNING PLATES



Comparing the project manager to a conductor of an orchestra is, perhaps, a false analogy. After all, in an orchestra every member is playing from the same music sheet, they already possess the skills to play the tune, and there's always the opportunity for rehearsals. Still, it gives us something to aspire to!

For those of a more 'reactive' persuasion the following would be more applicable:

Imagine you are spinning many plates on the end of poles. All you have to do is to keep all the plates spinning at once, or at least catch them when they drop!

To do this you need to share the vision of the project sponsors so that you can help them to realise their objective.



# WHAT IS A PROJECT?



## PROJECT MANAGEMENT CYCLE



**SCOPING  
THE  
PROJECT**

**ANALYSE**

- SWOT Analysis
- Smart Objectives
- Outcomes Defined
- Stakeholder Analysis
- PESTLE

**CONSIDER OPTIONS**

- Force-field Analysis
- 5 Cs of Decision-making
- 5 M Analysis
- Gantt Charts
- PERT Diagrams

**PLANNING  
THE  
PROJECT**

**REVIEW**

- McKinsey's 7S
- Traffic Light
- Prince2 Elements
- Scoping Tools

**PLAN OF ACTION**

- Group Norms & Change Model
- Control Point Identification
- Pause Points
- Fire Prevention List

**EVALUATING  
THE  
PROJECT**

**IMPLEMENTING  
THE PLAN**

## WHAT IS A PROJECT?

# PROJECT MANAGEMENT CYCLE



The premise of the cycle is that there are questions to be asked **at the outset** before planning can even begin. Usually, the time devoted at this stage is wholly inadequate as the rush to have something tangible – like a plan – gathers force. Instead, proper tools should be used that provide the answers to the way forward. Otherwise, when you get to the end of the project, you can bet questions will be asked!

Planning is important to ensure that everything gets done and you are achieving your objectives or, in other words, that you are actively working towards your key results areas and not just reacting to situations as they arise.

By applying the project management cycle as shown and by writing down your findings at each stage, you can show the difference that you and the project are making, and keep the project in perspective.

This cycle provides the structure for the topics addressed in this book.

## About the Authors

**Mike Applegarth** Chartered FCIPD, has managed learning & development projects for a range of clients within sectors such as Total Facilities Management, Petrochemicals, Financial, Insurance, IT and Pharmaceutical, in addition to developing & piloting National Standards.

As well as leadership, sales and negotiation training, Mike trains in project management and has helped organisations identify their own processes, documentation and outcome measures, and reduce human error. In particular, participants learn just how much the day job benefits from scoping, planning, implementing and evaluating.

He is the author of 'How To Take A Training Audit' (a lead work in Pfeiffer's Practical Trainer Series) and, with Keith Posner, he has written two other pocketbooks. 'Leading Empowerment: A Practical Guide to Change' is his latest work, published by Elsevier.

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Keith and his wife Sian formed Positive Perspective in 1995. Their team of consultants specialise in one-to-one executive coaching, and designing and delivering a wide range of individually tailored training programmes, including: Business Planning and Project Management, Stress Management, Life Balance, Leadership & Motivation, Selling & Negotiation Skills, Management of Change, Team Building, Career Development Centres and Communication & Empowerment.

Positive Perspective's client base includes managing directors, partners and senior managers from prominent global and national companies, notably within the utilities, financial and service sectors. With Mike Applegarth he has written two other pocketbooks, on empowerment and call centre customer care.

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