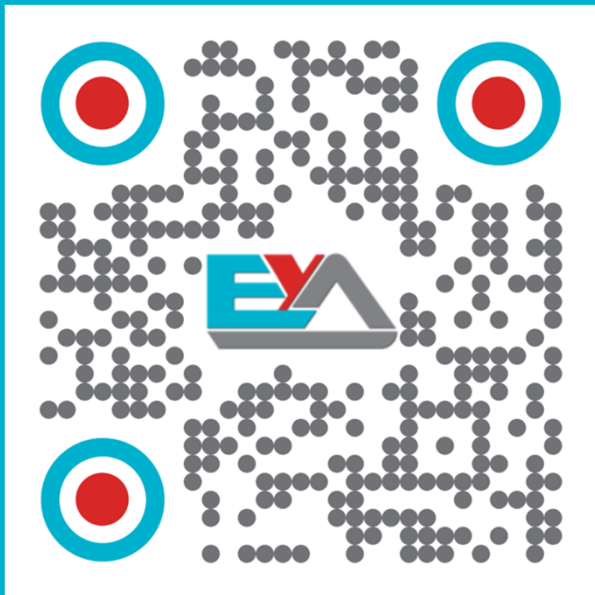




MSc, PMP, PMI-ACP, TOGAF, COBIT,
Agile in PMO, Scrum Master

Misconceptions about Project Management and Project Managers

(Plus Common Mistakes)



MYTH FACTS



Misconceptions about PMgt.

Misconceptions about PMs

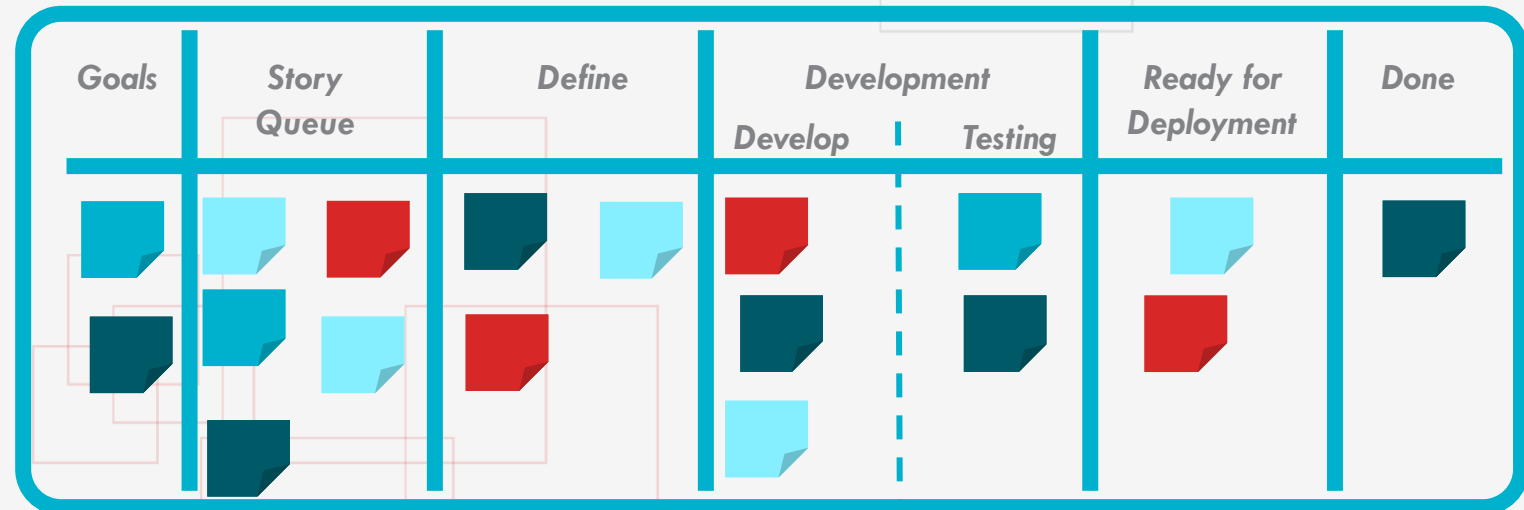
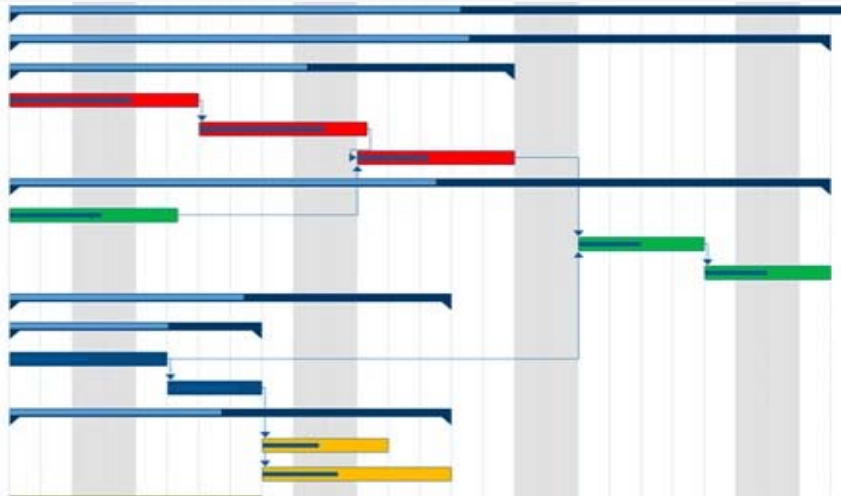
Some Common Mistakes



Misconceptions about Project Management



A Project Management Plan is a Project Schedule Plan




Project Management is MORE than just Schedule Management

Principles

Dealing with People

Performance Domains

Knowledge Areas



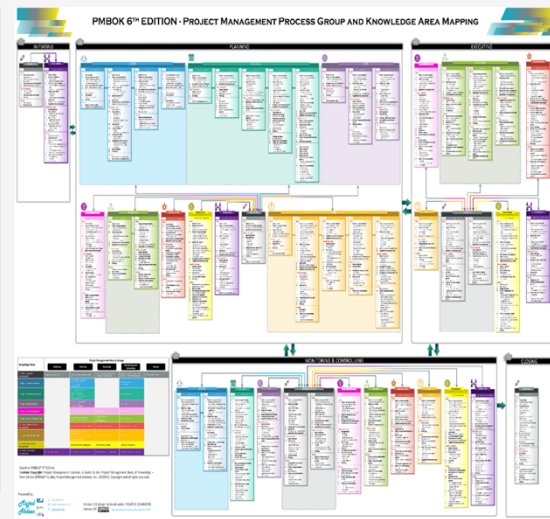
12 Project Management Principles

- 3.1 Stewardship**
 - Be a diligent, responsible, and caring steward
 - Responsible for project success and account to the organization
 - Responsible for:
 - Stakeholders
 - Value
 - Systems Thinking
 - Leadership
 - Complexity
 - Change
 - Acknowledge and respect the needs, interests, and capabilities of stakeholders
 - Communicate and report project progress and risks
 - Ensure project success and account to the organization
- 3.2 Team**
 - Create a Collaborative Project Team Environment
 - Establish a project team with the right mix of skills, knowledge, and experience
 - Establish a project team with the right mix of skills, knowledge, and experience
 - Establish a project team with the right mix of skills, knowledge, and experience
- 3.3 Stakeholders**
 - Effectively Engage with Stakeholders
 - Identify stakeholders and their interests, needs, and expectations
 - Establish a project team with the right mix of skills, knowledge, and experience
- 3.4 Value**
 - Focus on Value
 - Understand the value of the project to the organization
 - Understand the value of the project to the organization
- 3.5 Systems Thinking**
 - Recognize, Evaluate, and Respond to System Interactions
 - Understand the value of the project to the organization
- 3.6 Leadership**
 - Demonstrate Leadership Behaviors
 - Establish a project team with the right mix of skills, knowledge, and experience
- 3.7 Tailoring**
 - Tailor Based on Context
 - Understand the value of the project to the organization
- 3.8 Quality**
 - Build Quality into Processes and Deliverables
 - Establish a project team with the right mix of skills, knowledge, and experience
- 3.9 Complexity**
 - Recognize Complexity
 - Understand the value of the project to the organization
- 3.10 Risk**
 - Options Risk Register
 - Understand the value of the project to the organization
- 3.11 Adaptability and Resiliency**
 - Embrace Adaptability and Resiliency
 - Understand the value of the project to the organization
- 3.12 Change**
 - Enable Change to Address the Evolving Project Needs
 - Understand the value of the project to the organization



Project Performance Domains

- 2.1 Stakeholders**
 - The Domain addresses activities and functions associated with:
 - Stakeholders
 - Desired Outcomes:
 - A positive working relationship with stakeholders throughout the project
 - Stakeholders who are project beneficiaries are supportive and satisfied with stakeholders who may oppose the project do not negatively impact project outcomes
- 2.2 Team**
 - The Domain addresses activities and functions associated with:
 - Team
 - Desired Outcomes:
 - Skilled team members
 - A high-performing team
 - Stakeholders who are project beneficiaries are supportive and satisfied with stakeholders who may oppose the project do not negatively impact project outcomes
- 2.3 Development Approach and Life Cycle**
 - The Domain addresses activities and functions associated with:
 - Development approach, outcomes, and life cycle phases of the project
 - Desired Outcomes:
 - Development approaches that are consistent with project objectives
 - A project life cycle consisting of phases that ensure the delivery of business and stakeholder value from the beginning to the end of the project
 - A project life cycle consisting of phases that facilitates the delivery of business and stakeholder value from the beginning to the end of the project
- 2.4 Planning**
 - The Domain addresses activities and functions associated with:
 - Planning
 - Desired Outcomes:
 - The project progress is managed, controlled, and delivered as intended
 - There is a holistic approach to delivering the project outcomes
 - Planning information is sufficient to manage stakeholder expectations
 - The project progress is managed, controlled, and delivered as intended
- 2.5 Project Work**
 - The Domain addresses activities and functions associated with:
 - Enabling project processes, managing physical resources, and fostering a learning environment
 - Desired Outcomes:
 - Efficient and effective project performance
 - Project processes are appropriate for the project and the environment
 - Appropriate resources are available
 - Efficient management of physical resources
 - Effective management of procurement
 - Improved team capability due to continuous learning and process improvement
- 2.6 Delivery**
 - The Domain addresses activities and functions associated with:
 - Delivering the scope and quality that the project was undertaken to achieve
 - Desired Outcomes:
 - Project continues to deliver objectives and achievement of strategic goals
 - Project meets the business requirements that were intended to deliver
 - Project benefits are realized in the time frame in which they were intended
 - The project team has a clear understanding of requirements
 - Stakeholders are satisfied with project deliverables
- 2.7 Measurement**
 - The Domain addresses activities and functions associated with:
 - Assessing project performance and taking appropriate actions to maintain acceptable performance
 - Desired Outcomes:
 - A visible understanding of the status of the project
 - Reliable data to facilitate decision making
 - Timely and appropriate actions to keep project performance on track
 - Advocating targets and generating business value by using historical and other decision based available data and resources
- 2.8 Uncertainty**
 - The Domain addresses activities and functions associated with:
 - Risk and Uncertainty
 - Desired Outcomes:
 - An awareness of the environment in which projects exist, including but not limited to the technical, social, political, market, and economic environments
 - Proactive monitoring and responding to uncertainty
 - An awareness of the interdependencies of multiple activities in the project
 - The capacity to anticipate threats and opportunities and understand the consequences of losses
 - Project deliverables will be able to respond to future performance or conditions
 - Operational risks are reduced to improve project performance and outcomes
 - Cost and schedule reserves are utilized effectively to maintain alignment with project objectives



PMBOK 6th Edition - Project Management Process Group and Knowledge Area Mapping

The diagram illustrates the relationship between the 10 Project Management Knowledge Areas (KA) and the 49 Project Management Processes (PMP) grouped into 5 Process Groups (PG): Initiating, Planning, Executing, Monitoring & Controlling, and Closing. Each KA is represented by a colored box, and each PMP is represented by a smaller box within the PG boxes. The diagram shows how each KA contributes to the overall project management process.



SOW stands for...?

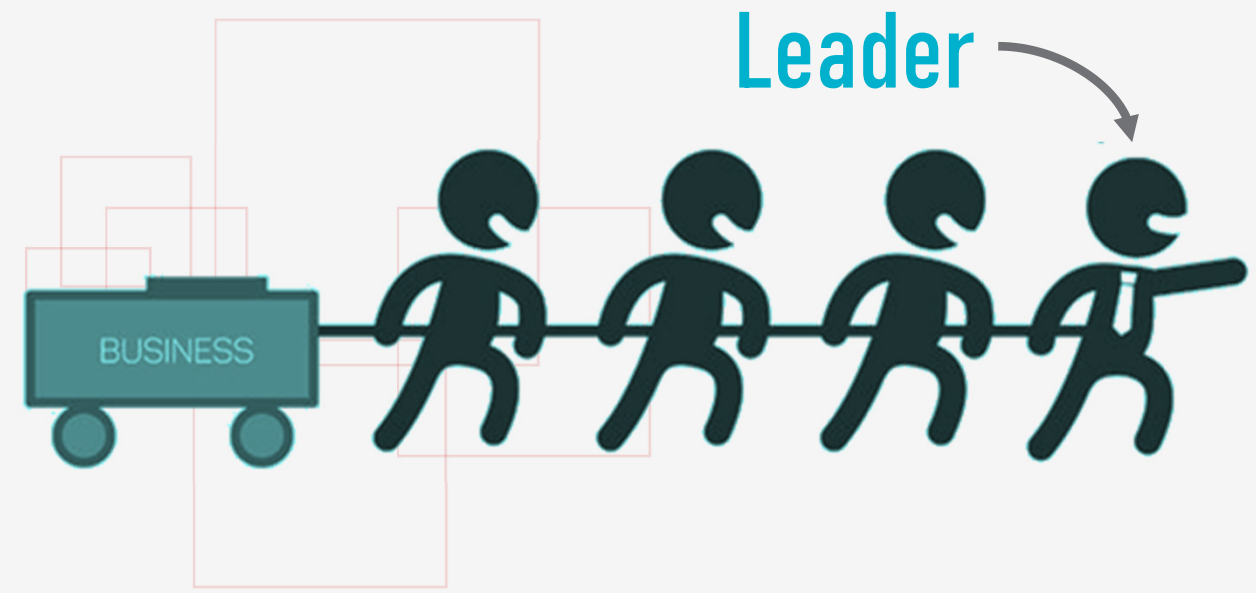
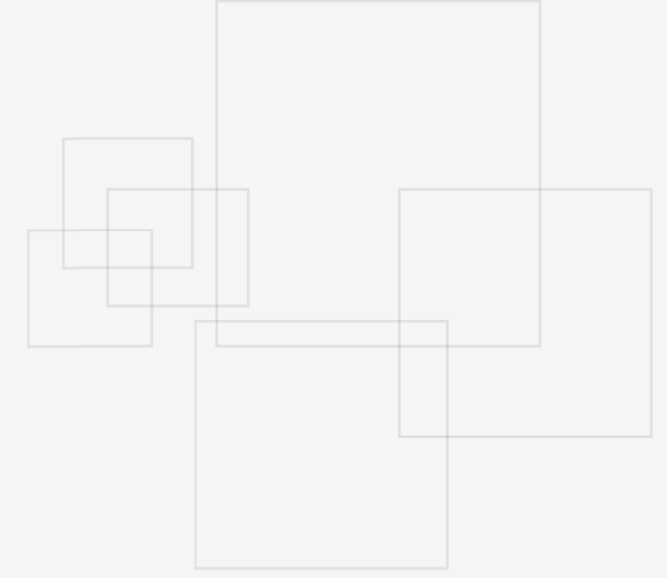
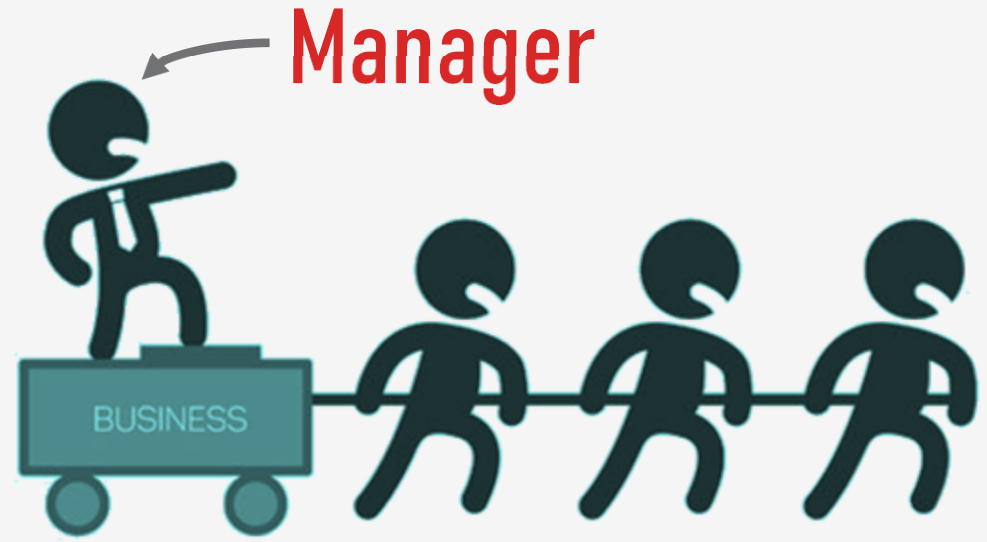


SOW stands for Statement of Work

Commonly, there's no abbreviation for Scope of Work



Misconceptions about Project Management



“Push & Pull Theory” ~ M. A.

MANAGEMENT

Direct using positional power

Administrate (execute)

Focus on systems and structure

Rely on control

Focus on near-term goals

Ask how and when

LEADERSHIP

Influence and collaboration

Innovation

Focus on relationships

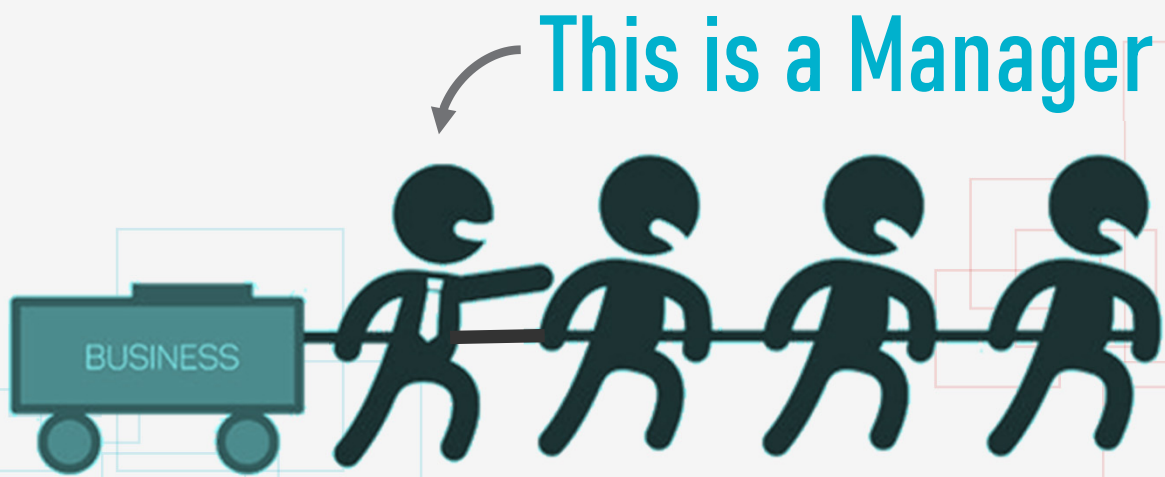
Inspire trust

Focus on long-range vision

Ask what and why




Misconceptions about Project Management





**Good Project Management is the
application of best practices**





Promotes a "one size fits all" mindset



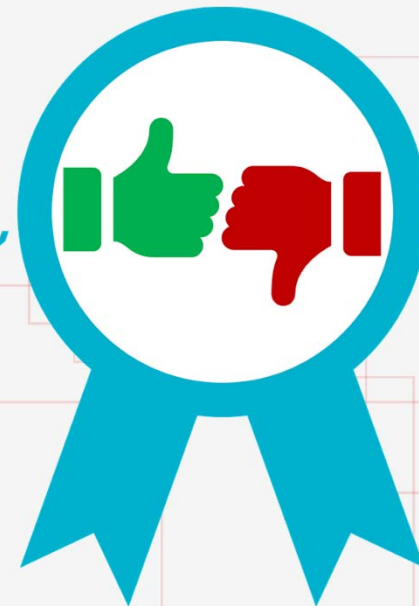


**The methodology I use is my holy
guide to follow**



Are “Best Practices” really the “Best”?

*Misleading
“Best Practices”*



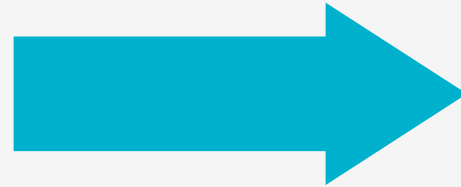
**Choose your WoW
and tailor to fit
the project need**



**The PMBOK® Guide is based on
“Best Practices”**



PMBOK®



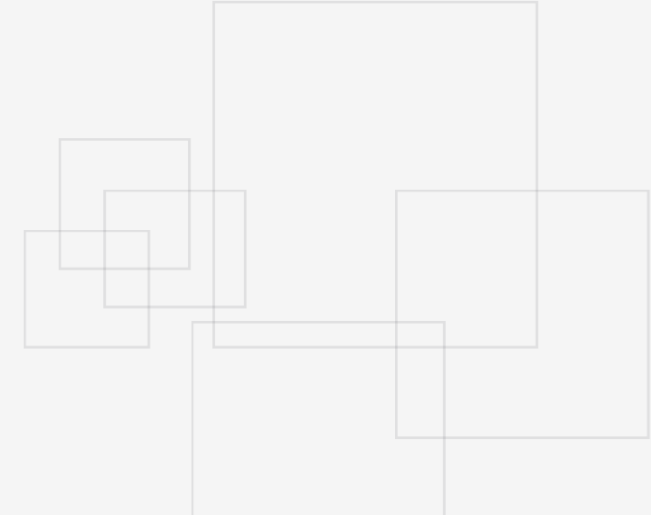
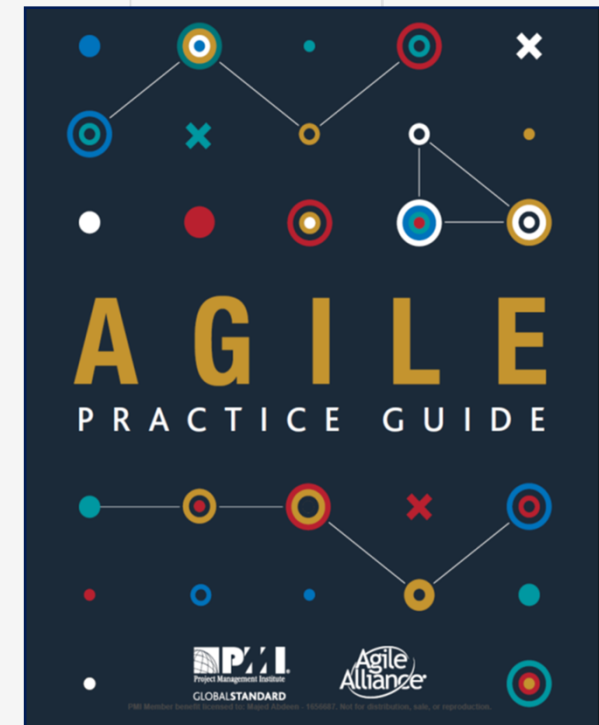
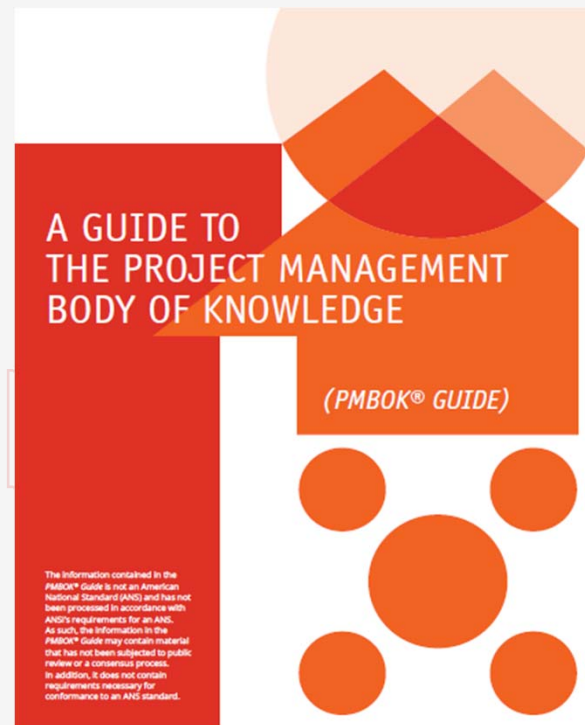
“Good Practices”



Misconceptions about Project Management

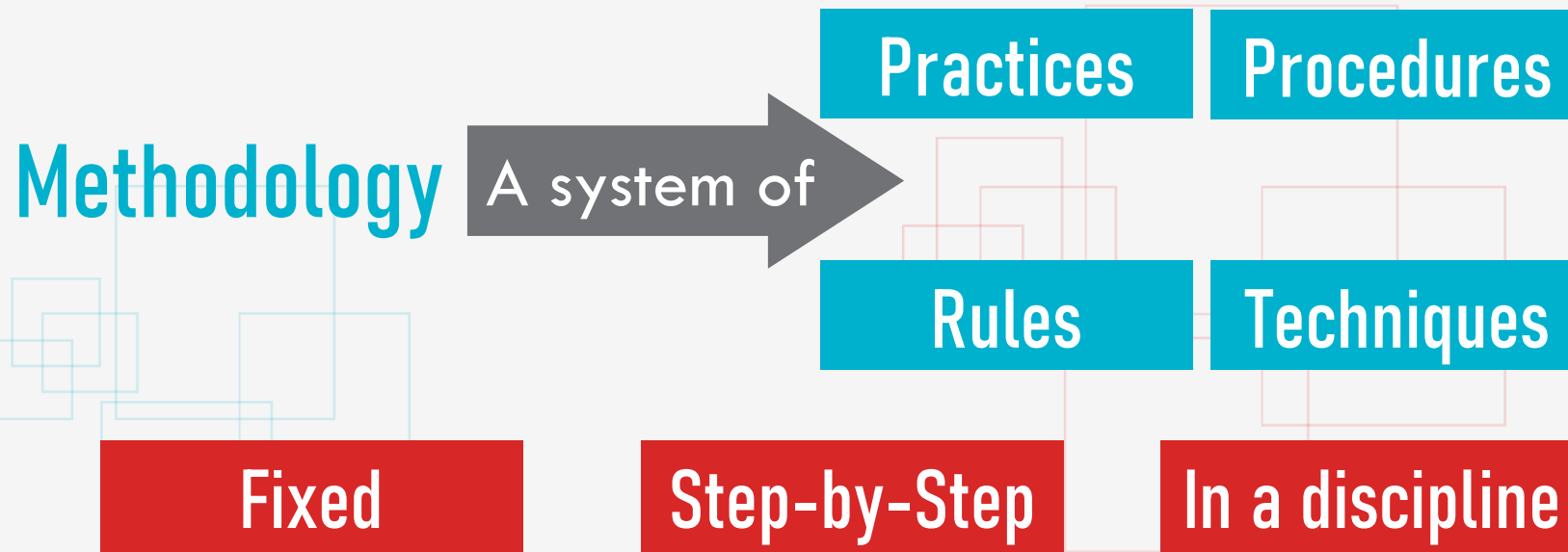
These are methodologies:

- ▶ Project Management
- ▶ PMBOK
- ▶ Agile



These are not **methodologies**:

- ▶ Project Management by itself is not a methodology
- ▶ PMBOK is not a methodology
- ▶ Agile by itself is not a methodology



Common WoW

“Best Practice”

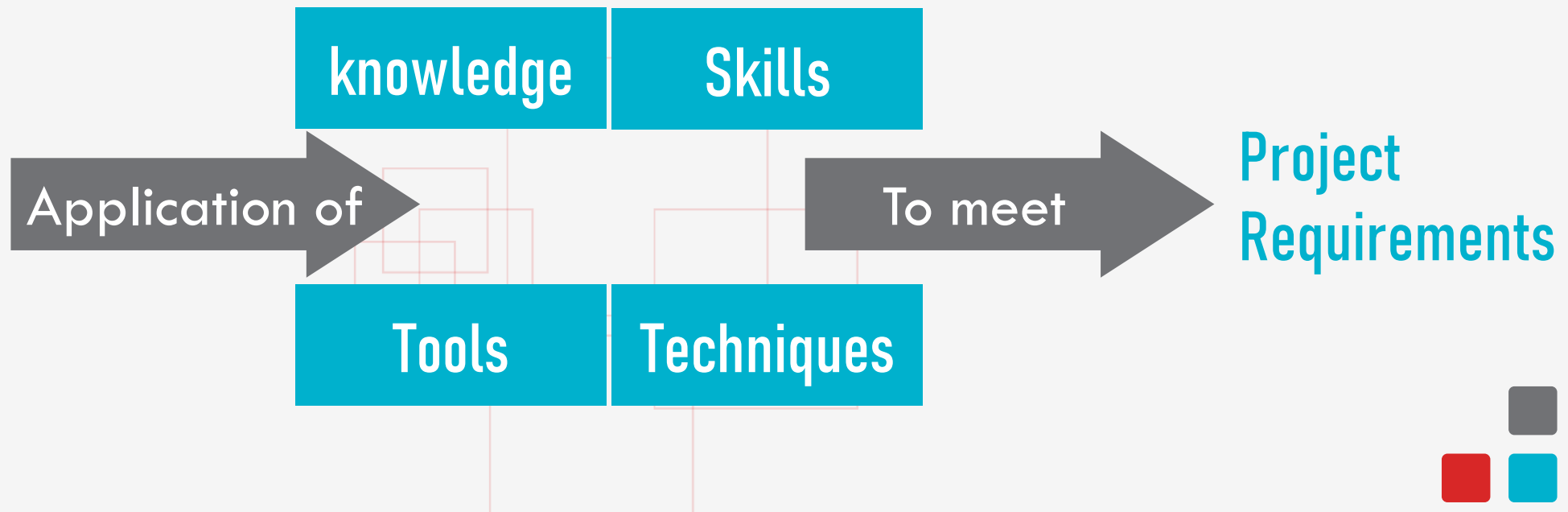
One Size Fits All



These are not methodologies:

- ▶ Project Management by itself is not a methodology
- ▶ PMBOK is not a methodology
- ▶ Agile by itself is not a methodology

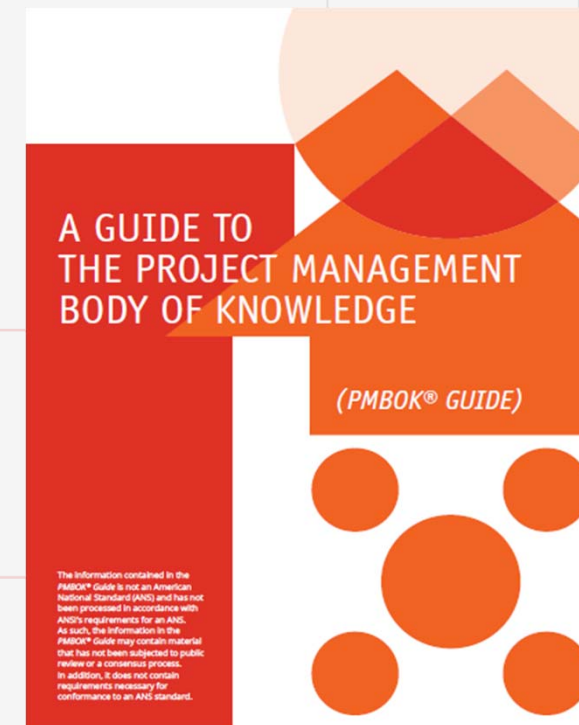
Project
Management



These are not methodologies:

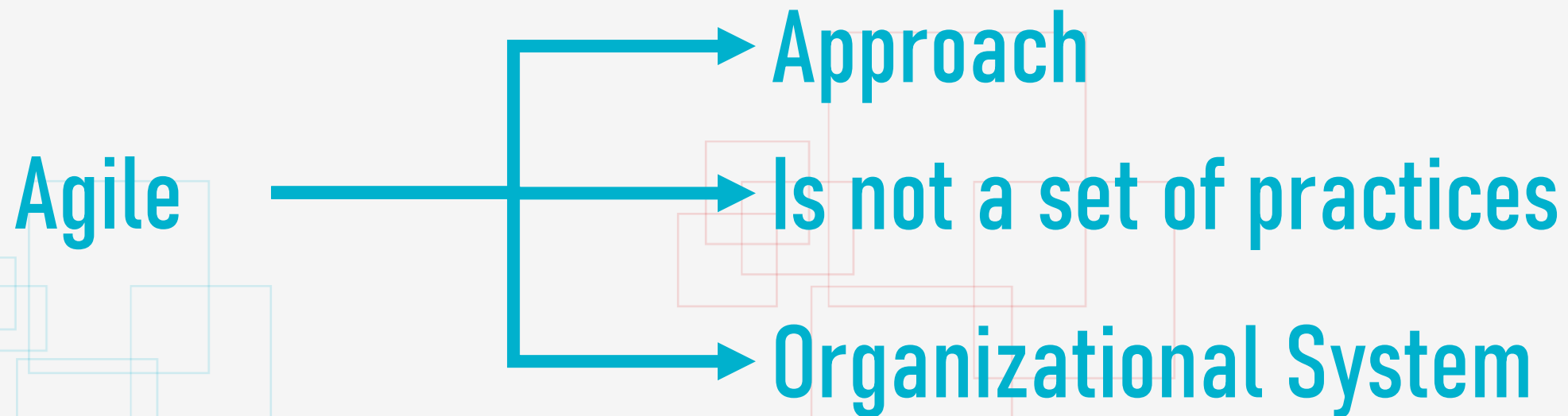
- ▶ Project Management by itself is not a methodology
- ▶ PMBOK is not a methodology
- ▶ Agile by itself is not a methodology

PMBOK®



These are not methodologies:

- ▶ Project Management by itself is not a methodology
- ▶ PMBOK is not a methodology
- ▶ Agile by itself is not a methodology



These are not methodologies:

- ▶ Project Management by itself is not a methodology
- ▶ PMBOK is not a methodology
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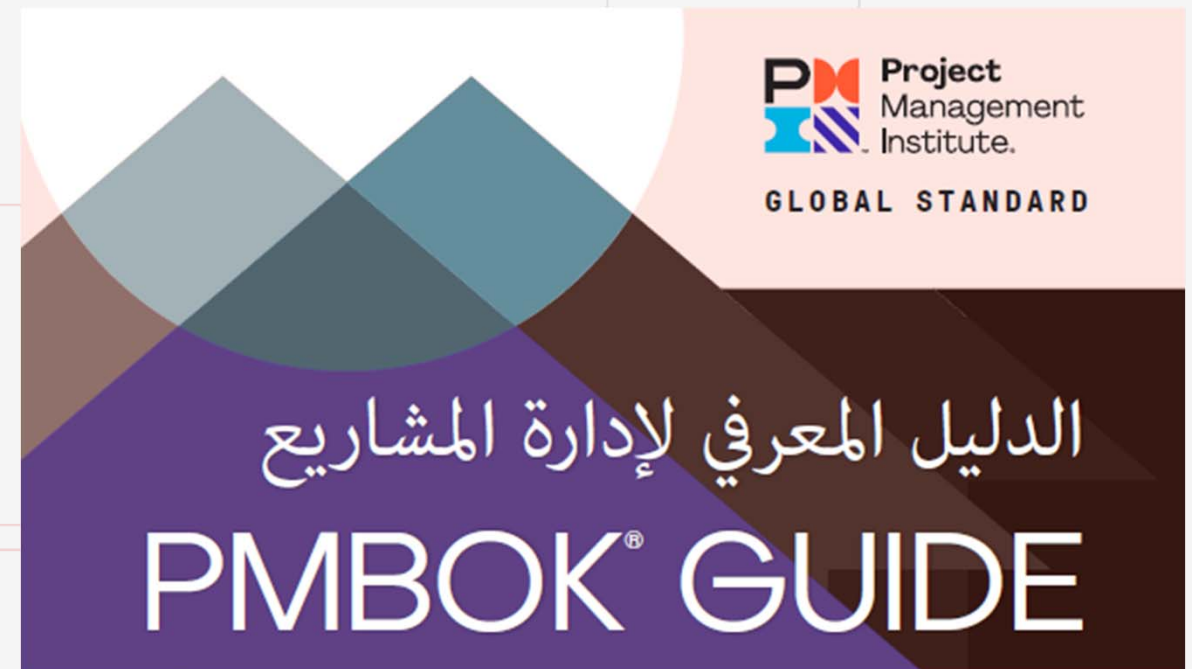
الفرق بين المصطلحات التالية: الطريقة (Method), المعيار (Standard), المنهجية (Methodology), إطار العمل (Framework), والمذهب (Approach) في الإدارة وإدارة المشاريع والأجايل



Wrong Translations:

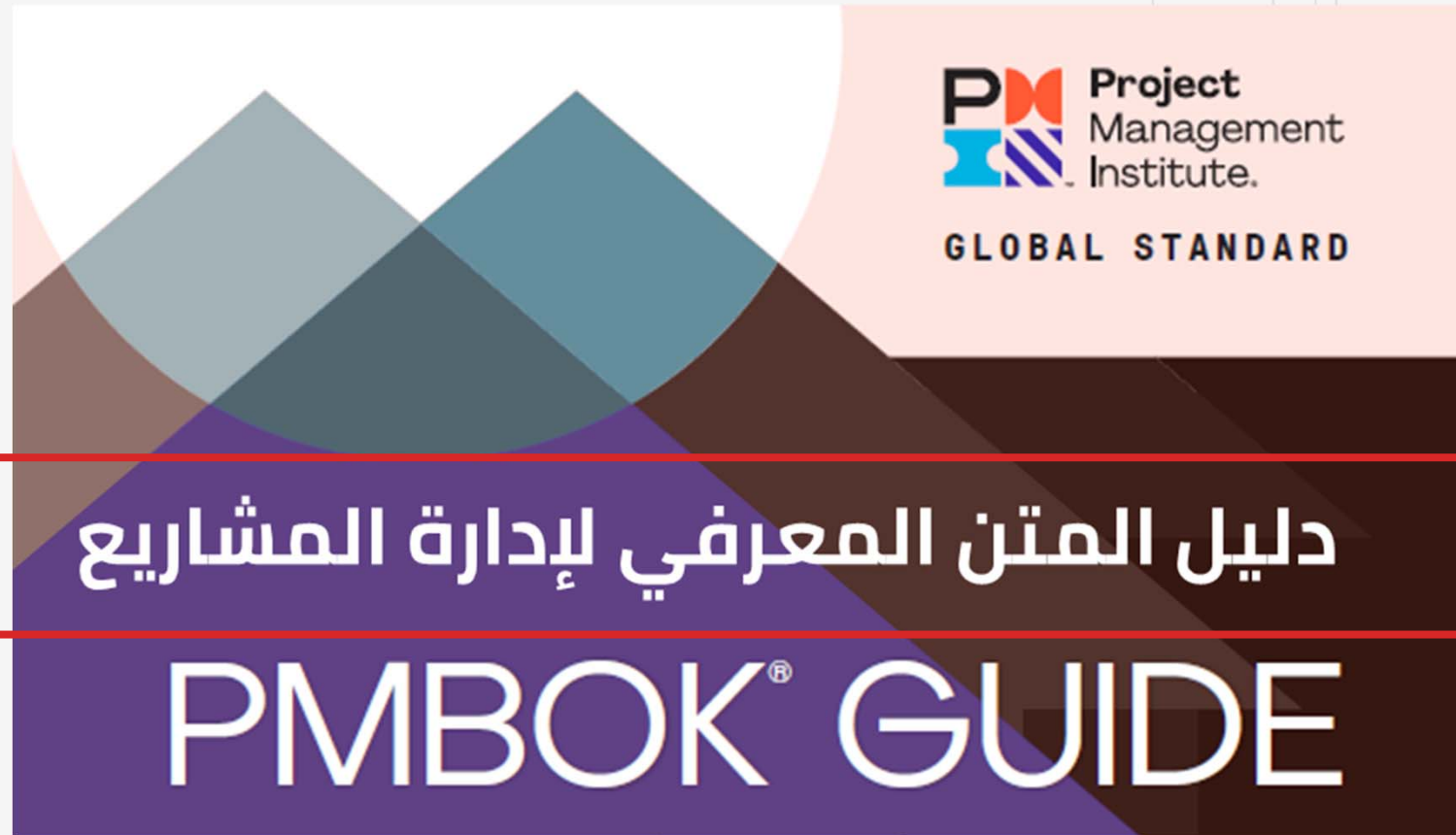
▶ PMBOK® Guide

Project Management **Body of Knowledge (PMBOK) Guide**



Correct Translations:

▶ دليل المتن المعرفي لإدارة المشاريع



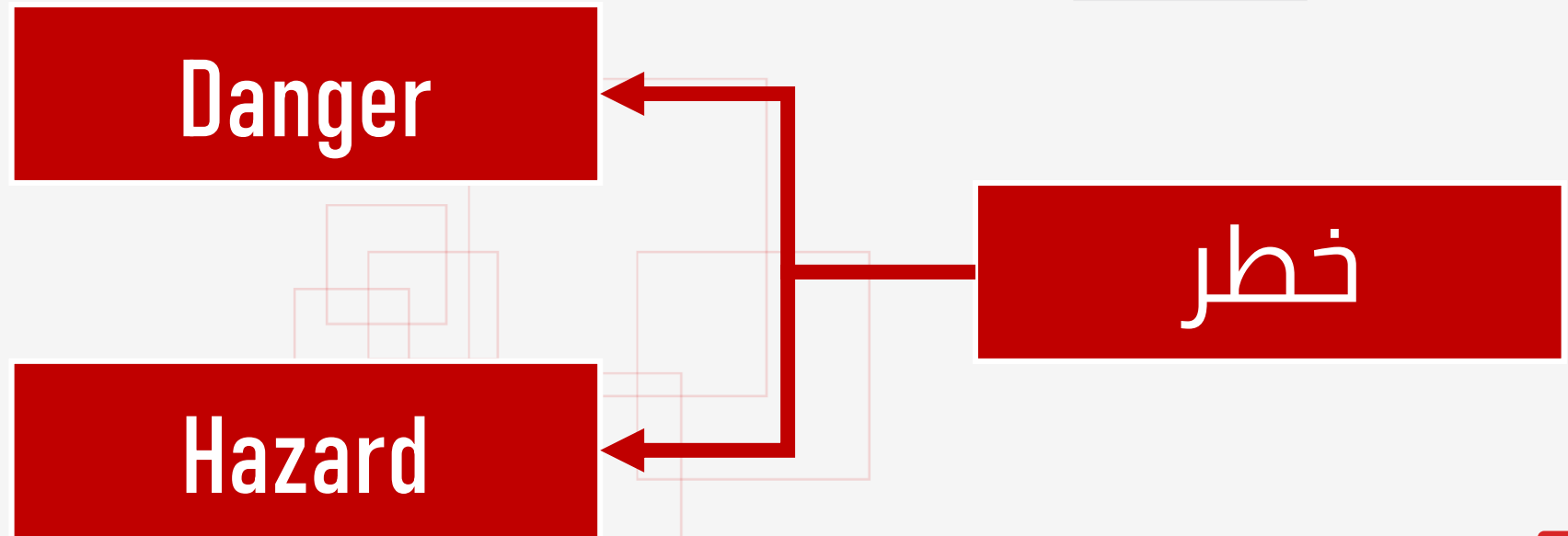
Wrong Translations:

- ▶ Risk
- ▶ Risk Management



Wrong Translations:

- ▶ Risk = خطر
- ▶ Risk Management = إدارة المخاطر



Wrong Translations:

- ▶ Risk = خطر
- ▶ Risk Management = إدارة المخاطر



Correct Translations:

- ▶ Risk = مجازفة
- ▶ Risk Management = إدارة المجازفات



Wrong Translations:

► Procurement

Procurement

تعاقدات - توريدات

Purchasing

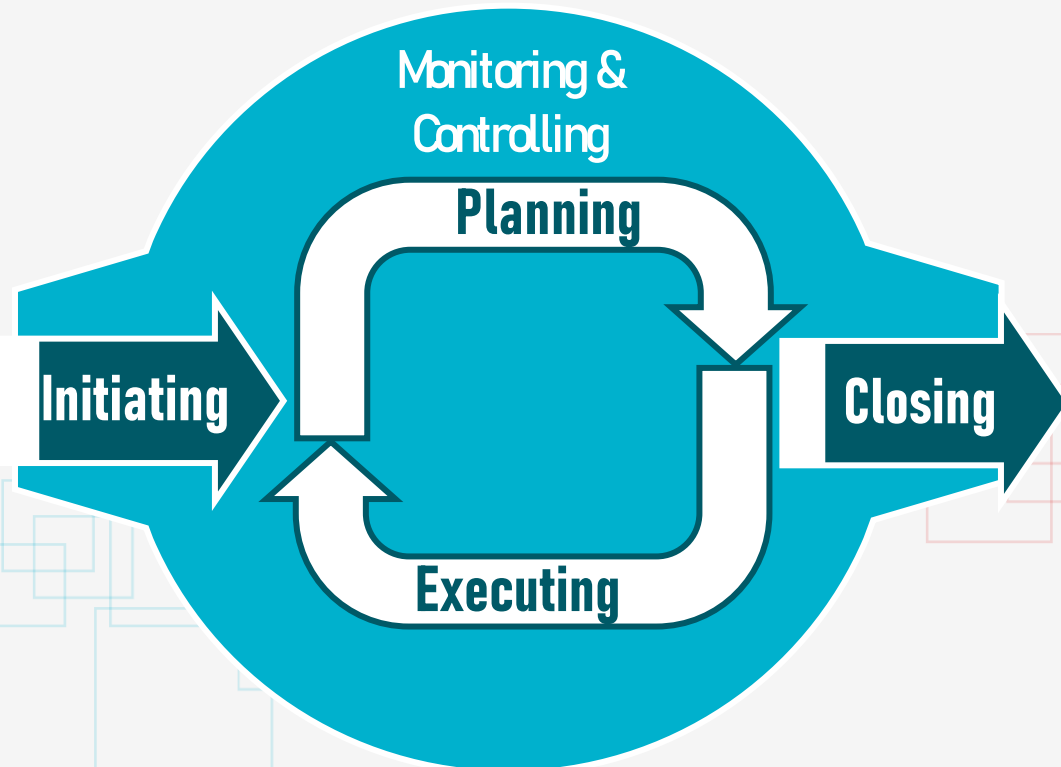
مشتريات

Supply Chain

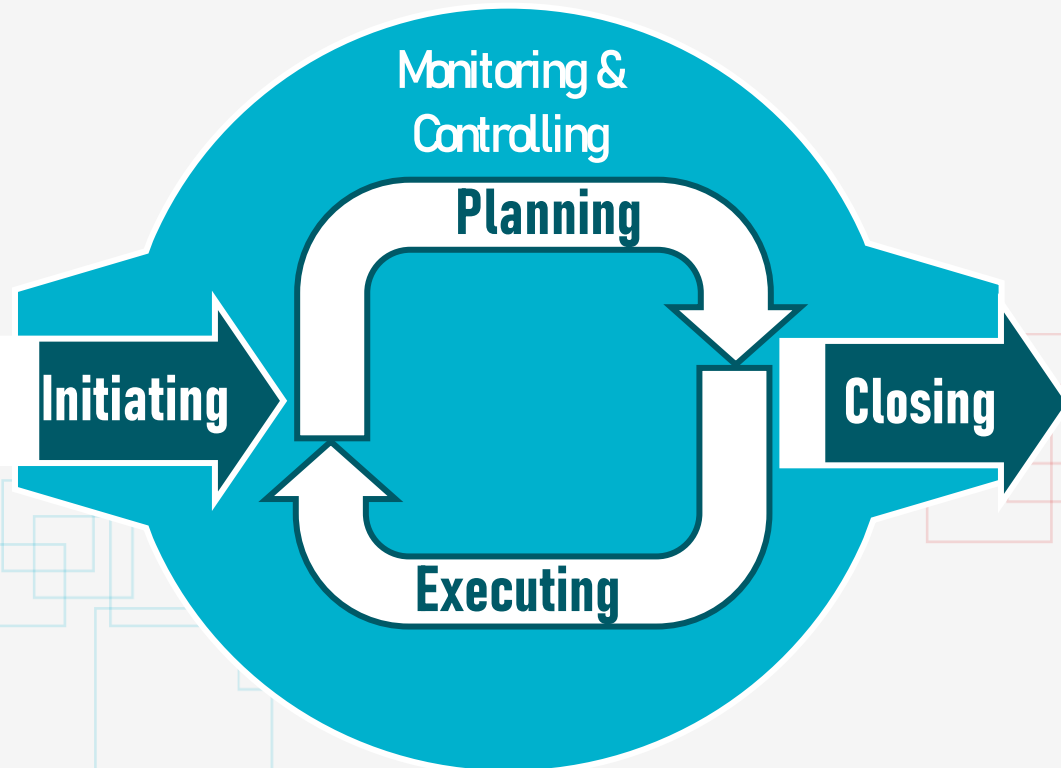
سلسلة الإمدادات



The Process Groups are Phases

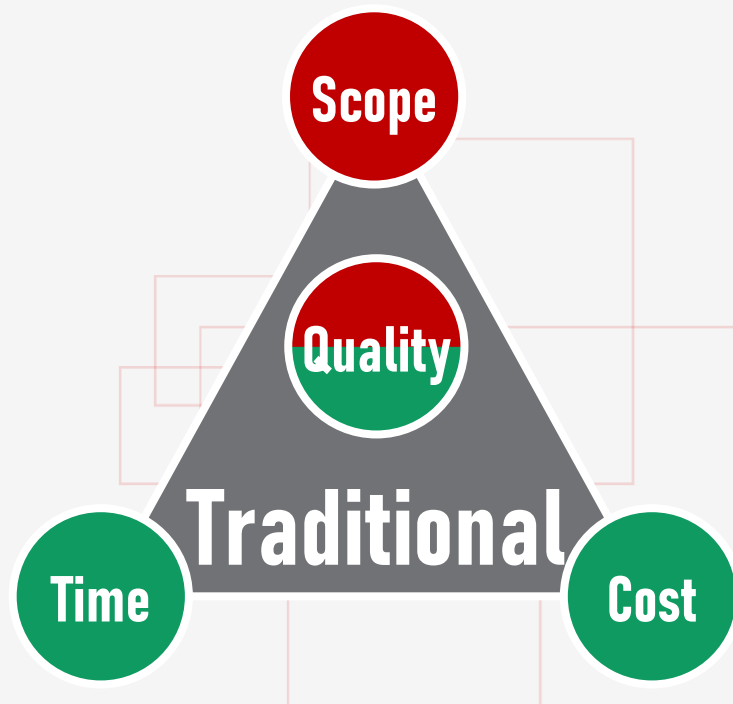


The Process Groups are NOT Phases or even Stages

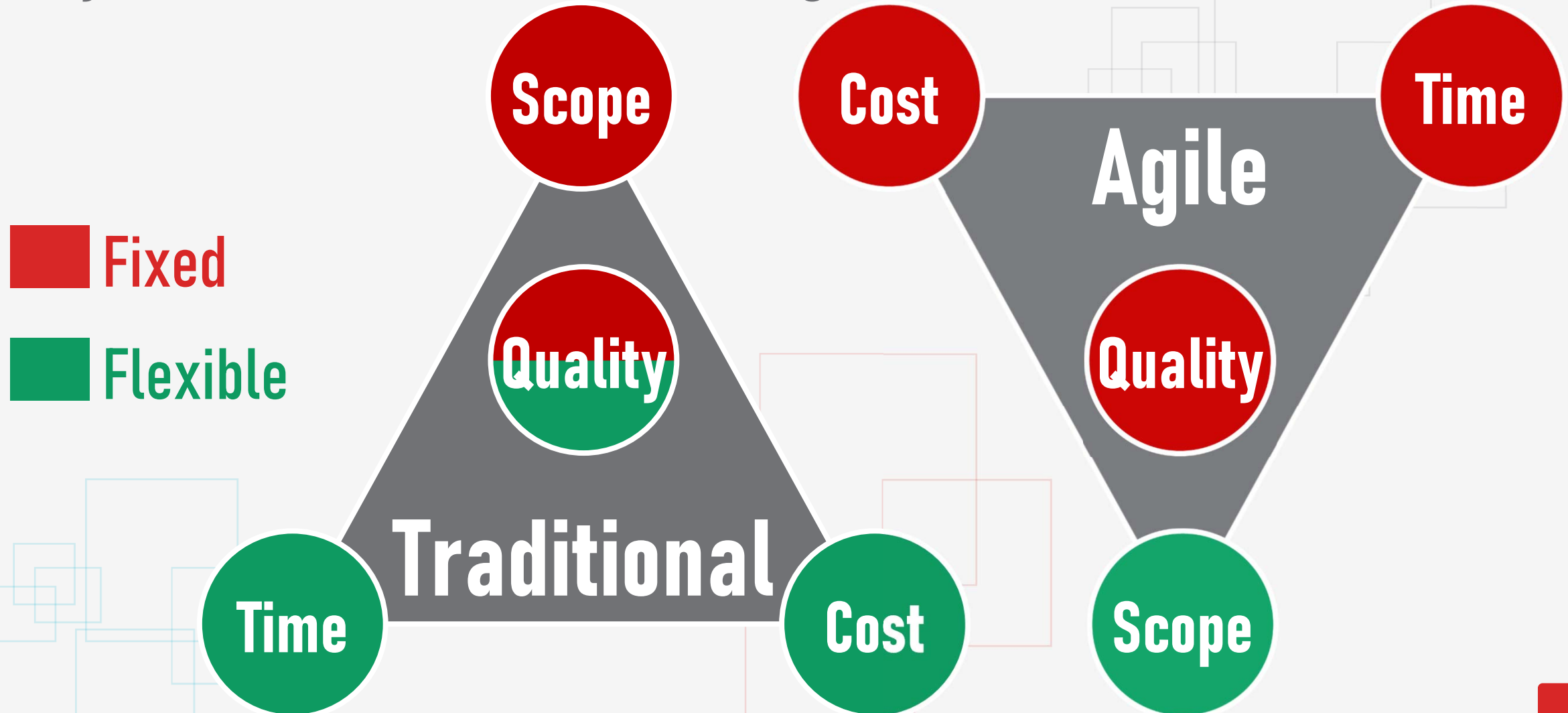


Knowledge Areas	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Measuring success is based on Triple Constraints (Iron Triangle)



Project Constraints / Iron Triangle



Misconceptions about Project Management

Planned Schedule 5 years



Actual Finish

13 years

Planned Cost

\$7M



Actual Cost

\$110M

Good?

Bad?



Misconceptions about Project Management

Planned Schedule 5 years

Actual Finish

13 years

Planned Cost \$7M

Actual Cost

\$110M

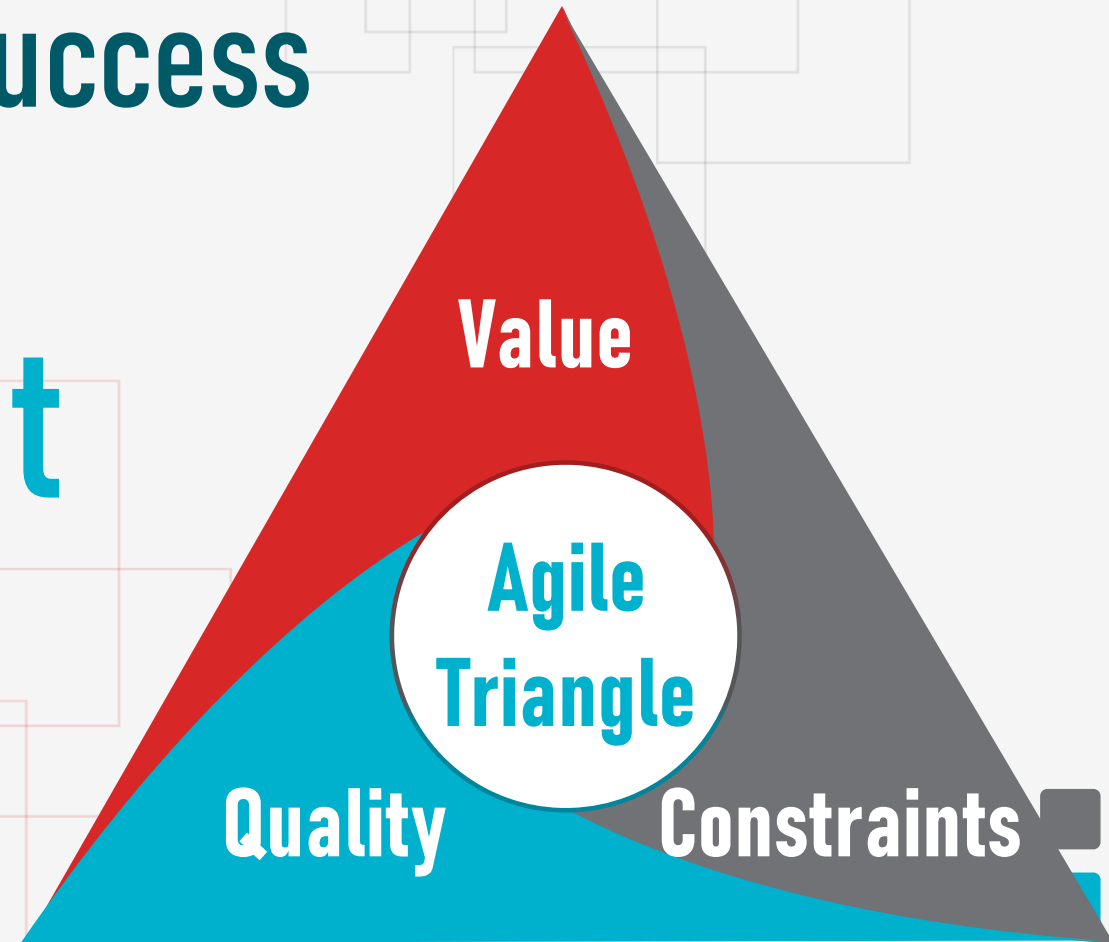
Good?

Bad?



Triple Constraints are **NOT** the only factors to
measure success

Projects are about
delivering **VALUE**



Project Management is easy, so a good technical team leader can be promoted as a PM



Halo Effect



Misconceptions about Project Managers



Misconceptions about Project Managers

I'm a PM now, so I have a GM's authority



What my mom thinks I do



What my friends think I do



What society thinks I do



What my team thinks I do



What I think I do



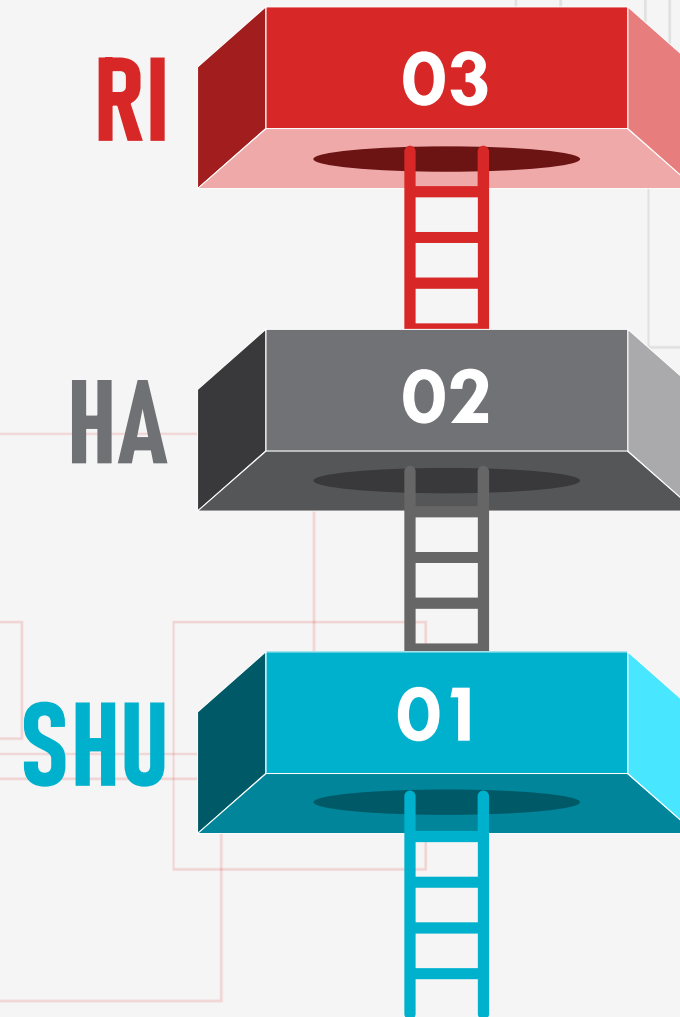
What I actually do

A PM is NOT a GM, even in a Projectized Org.

- Be the rule
- Go beyond

- Detach, break the rule
- Look for limitations

- Learn, follow the rule
- Keep and protect



When I obtain certificates, I become a qualified PM

SIT BACK AND RELAX



I'M CERTIFIED

PMs of the future will be valued above all for their:
creativity, agility, and leadership



Companies will **NOT** hire you based **ONLY** on your
academic or professional qualifications

My knowledge of Project
Management Tools and Software
makes me a professional PM



Jira



asana



slack



Trello



Low-tech, high-touch

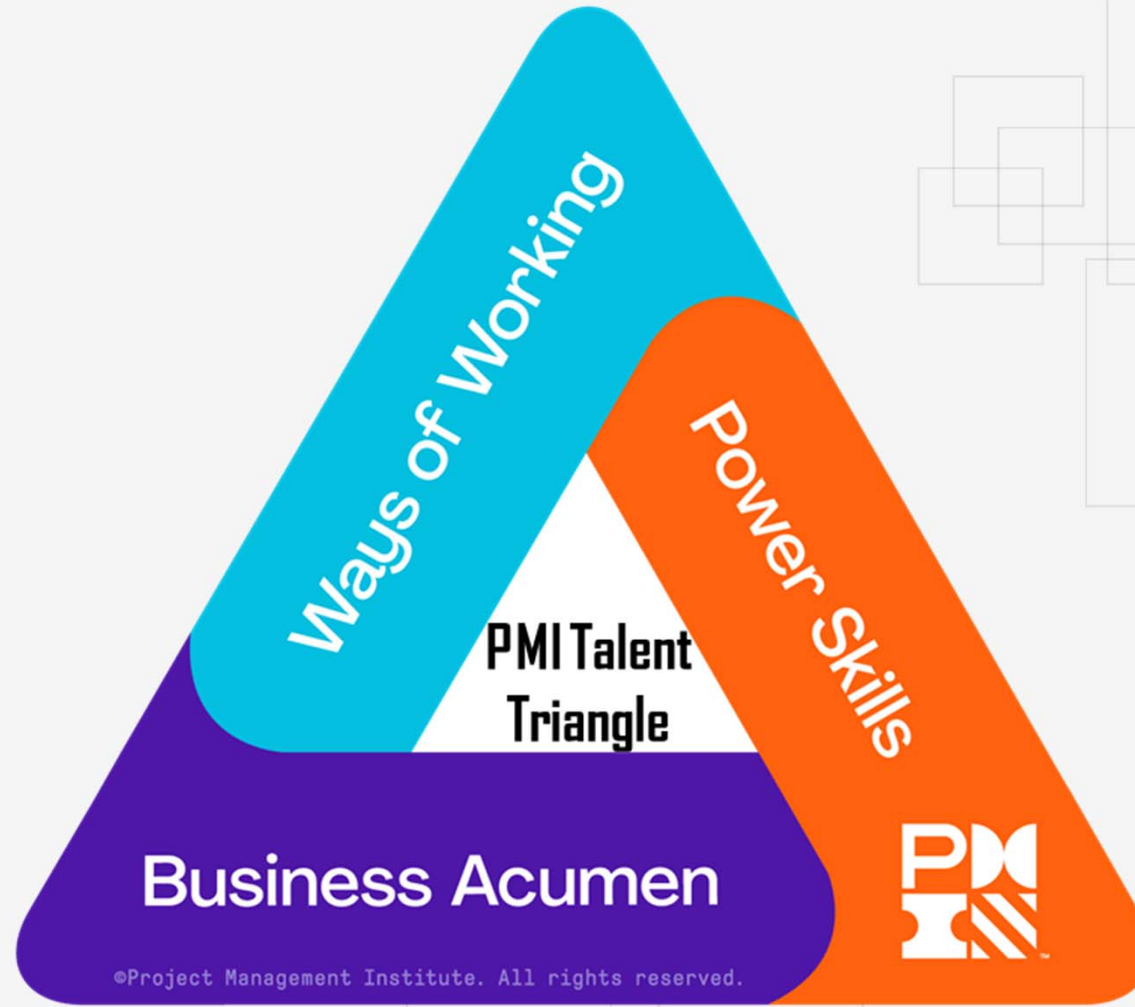


Edwards Deming

95% of problems can be solved with simple tools



Misconceptions about Project Managers



Leadership courses and reading leadership books will make me a leader

Leadership depends on the leader



“Before you learn about how to be a leader, learn how to be competent” ~ M. A.

Leadership Domains

People



Competency



Strategy



Common Mistakes by some PMs



Lack of honesty

To the client

To the Sponsor

To the team

With suppliers

Fake reports

Positive progress

Unrealistic targets

Late payment

Continue working on projects which should be terminated

No longer needed/No Value

Avoid admitting failure

Unavailable resources

Unachievable objectives

Better project comes up

(-) Impact social/people

(-) Impact environment

(-) Impact economy/profit



I should select people who are specialized



Cross-functional skills and Generalizing Specialists

I-shaped People

Deep specializations

Generalizing Specialists
or "T-shaped" people

Broad Expertise

Deep

"M-shaped" People
Broken Comb/Paint Drip

UX Design

Visual Design

Analytics

Architecture

Front-End Development

User Research

Security

Interaction Design

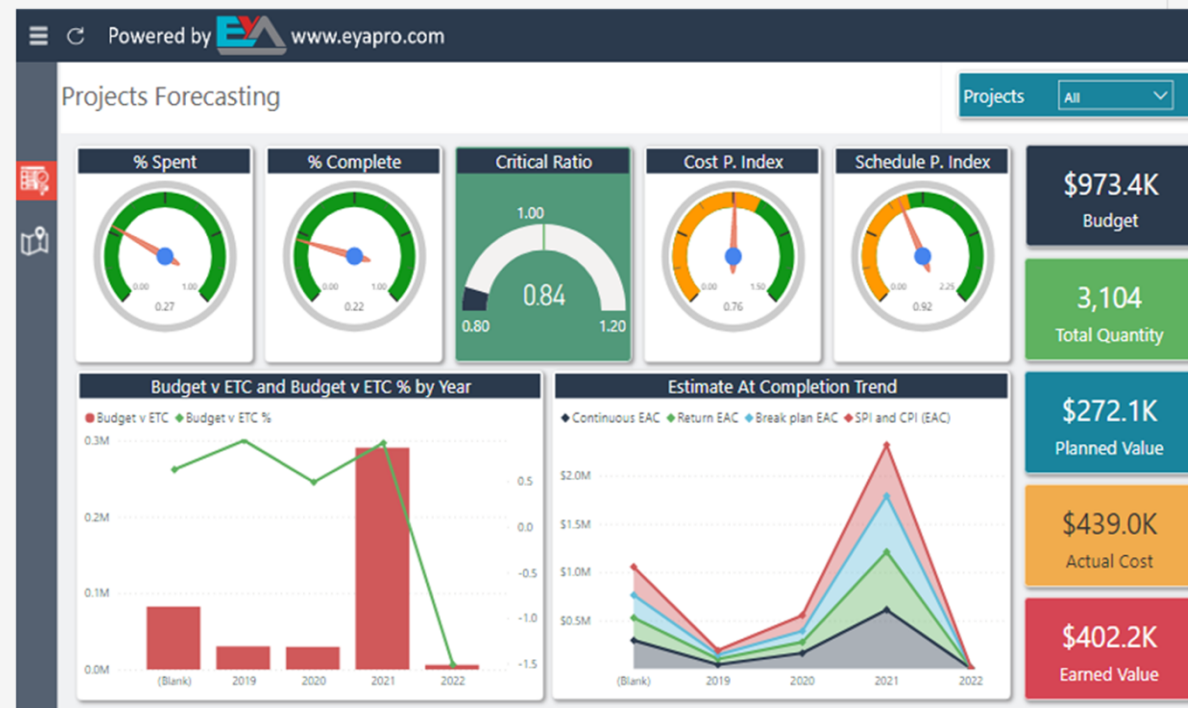


**Working with data is not my
responsibility**



Mistakes by some Project Managers

Data science skills (data management, analytics, big data) are critical for the future, PM's **MUST** have them



**Not reading and following up on
what's new**



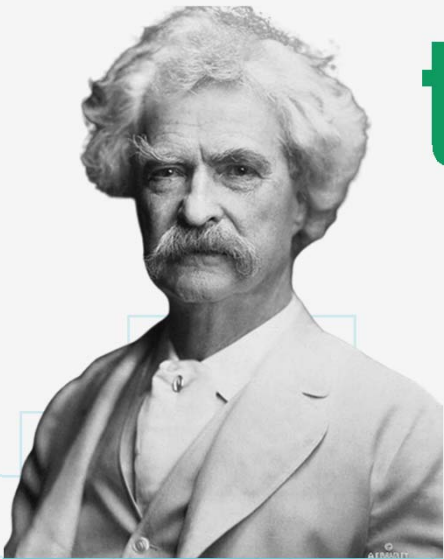
PDUs should be used for increasing knowledge, not only used for renewing certificates



**Confusion between excellence and
perfection upon delivery**



“Continuous Improvement is better than delayed perfection”



Mark Twain

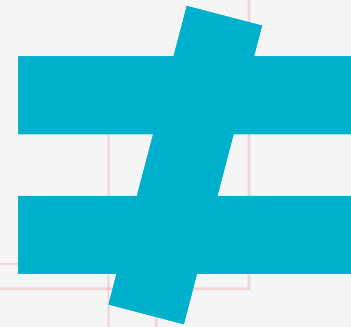


Assigning critical path tasks to inexperienced team members



Consider abilities not only numbers

Team members



Objects





Dr. Harold Kerzner

Twenty Common Mistakes Made by New or Inexperienced Project Managers



Mistakes by some Project Managers



Too Much Detail



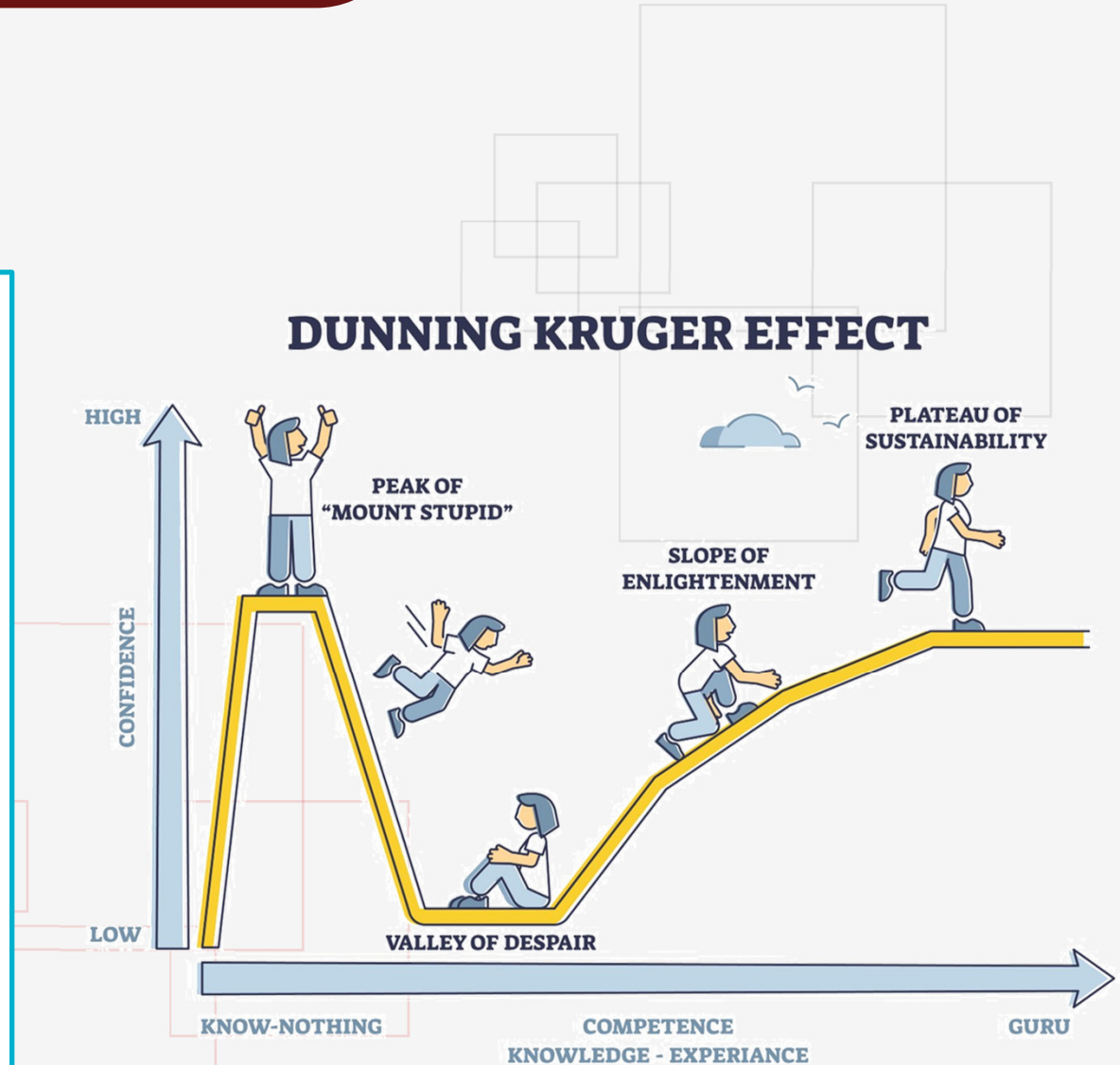
“You aren’t gonna need it” (YAGNI)



Mistakes by some Project Managers



“Pretending to Know More Than You Actually Do”



Mistakes by some Project Managers

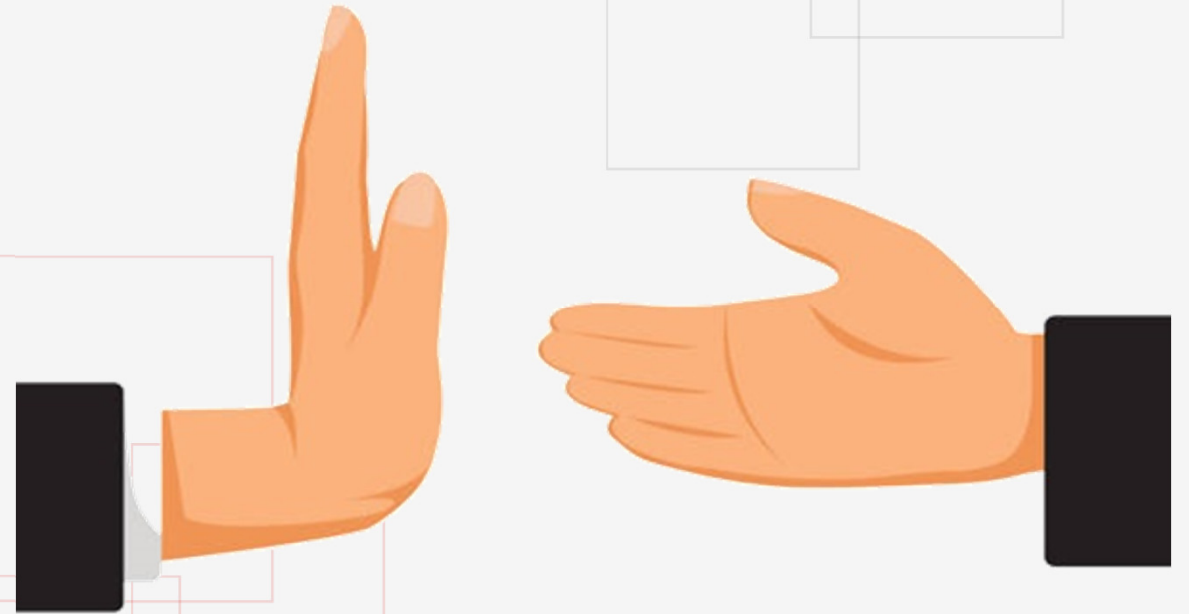


Ignoring Problems





Refusing to Ask for Help





Preparing an Ambitious Schedule

Overly optimistic





**Don't Tell the Client
They are Wrong**

**YOU'RE
WRONG**

... AND HERE'S WHY





Tonya Peterson

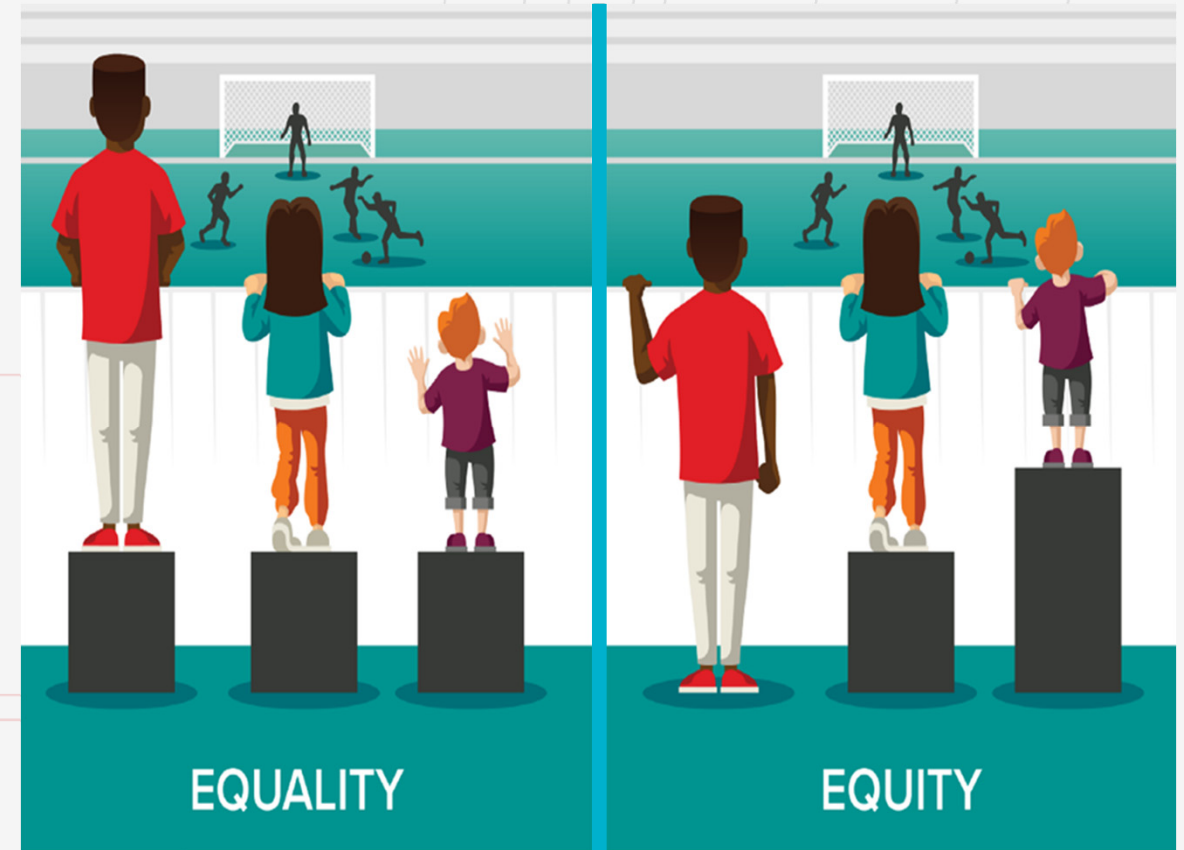
Motivation: How to Increase Project Team Performance



Mistakes by some Project Managers



“I’ll treat **everyone the same.**
People like that, and
it will be motivating
for them”



Mistakes by some Project Managers



“The best project leader is a strong cheerleader”

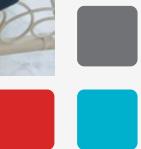
N We're a team, not a family



Mistakes by some Project Managers



“These people are
professionals. They
don't need
motivating”



Common Estimating Mistakes



**Assuming that a week has 5 days
and 8 working hours**



In the best cases, performance does not exceed 75% of that time, or only 4 working days



**Treat the estimation of time, cost,
and resources as facts**



Make use of Progressive Elaboration

4



Responding to
change

OVER →

Following a plan



Use padding as a contingency
reserve



Measure your team's velocity



**Assuming delivery will be smooth
the first time**

Assume bad things only happen to other people



**Failure to assess risk and
uncertainty will harm your project**



Common Agile Misconceptions & Mistakes





Agile is better than non-Agile





Agile approach is **faster** than
waterfall





**Choose Your WoW and be open
for hybrid Agile**



Agile is not about speed, but rather it's about delivering value quickly



The focus on speed

Can mean work is **very intense**

Can lead to **poor quality**



Emphasizing the Mindset - “Being Agile” - over “Doing Agile”

Imagine your doctor said:
“Being a doctor is just a mindset”



It's not agile when the Agile Team
uses **"MUST"** and **"SHOULD"**



“Doing Agile techniques” is not the goal.

The goal is to deliver the right business outcome using the right techniques.



Agile is seen as flexible but in practice can be very inflexible

E.g. Scrum requires daily meetings



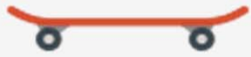
Daily meetings should be daily

They are difficult to implement for long-term projects



Minimum Viable Product (MVP)/Minimal Marketable Feature (MMF)

That's **Not How To Build** Minimum Viable Products



1



2



3



4

1,2,3 are not usable

That's **Not How To Build** Minimum Viable Products



1



2



3



4

1,2,3 are not required



This is HOW to build a MVP



1



2



3



4

Usable
product

Make something
people can use



**“We are Agile”
but:**

- Senior managers not present at stand-ups
- Offices still exist for more senior people
- Low trust and empowerment
- We avoid risks



A team cannot be Agile without the active support of the entire (Agile) Organization



Lack of focus on documentation

Can lead to **Avoiding Documenting completely**

2



Working Software

OVER

Comprehensive
Documentation

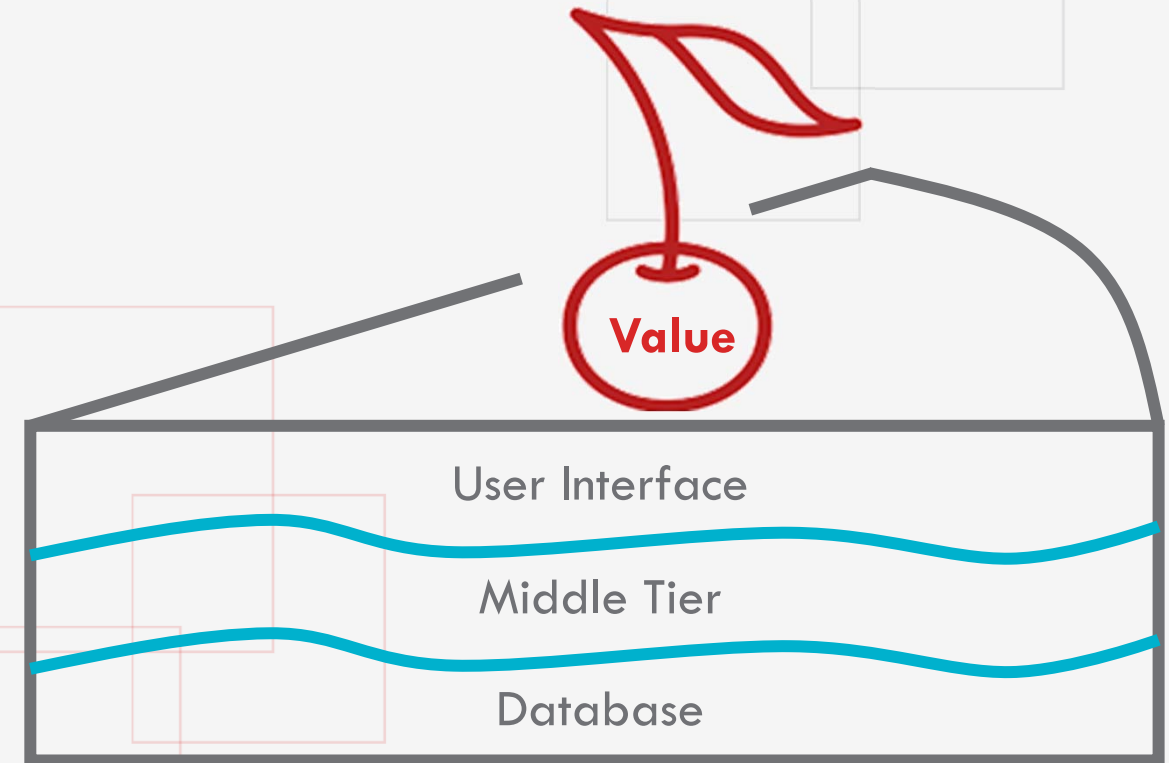


QA after the sprint



Slice the Stories within one iteration

People don't eat
one layer of a cake



Agree any project changes without reviewing the risk log

Can lead to **Scope Creep** and put your project under threat

4



Responding to change

OVER

Following a plan



ThAnK
YOU!

