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

Project Management Institute Jordan

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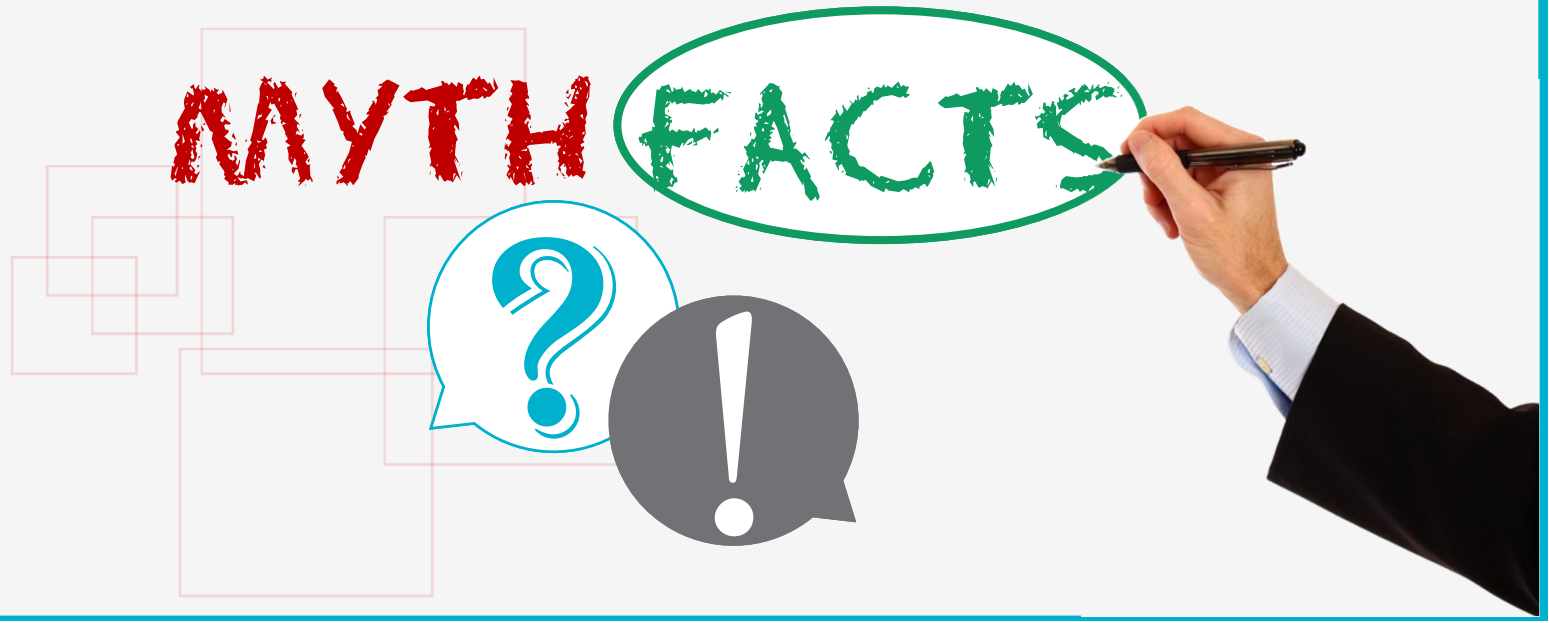
Misconceptions about Project Management and Project Managers

(Plus Common Mistakes)



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Misconceptions about PMgt.

Misconceptions about PMs

Some Common Mistakes

Misconceptions about Project Management

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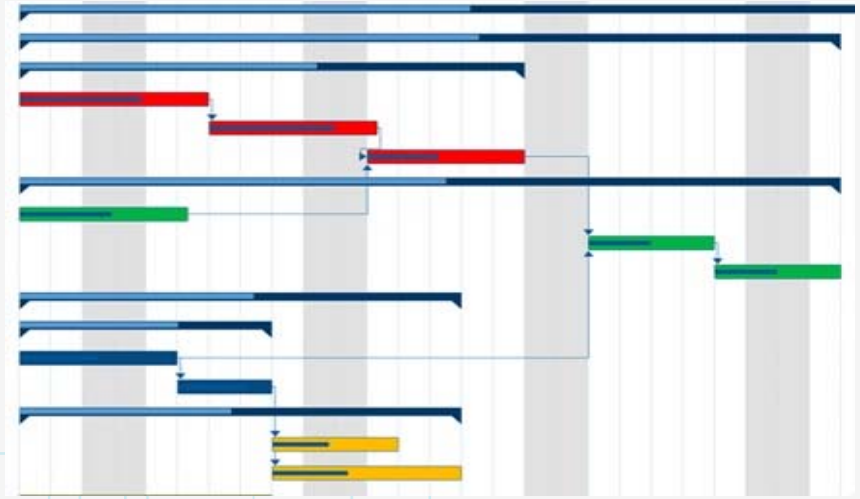
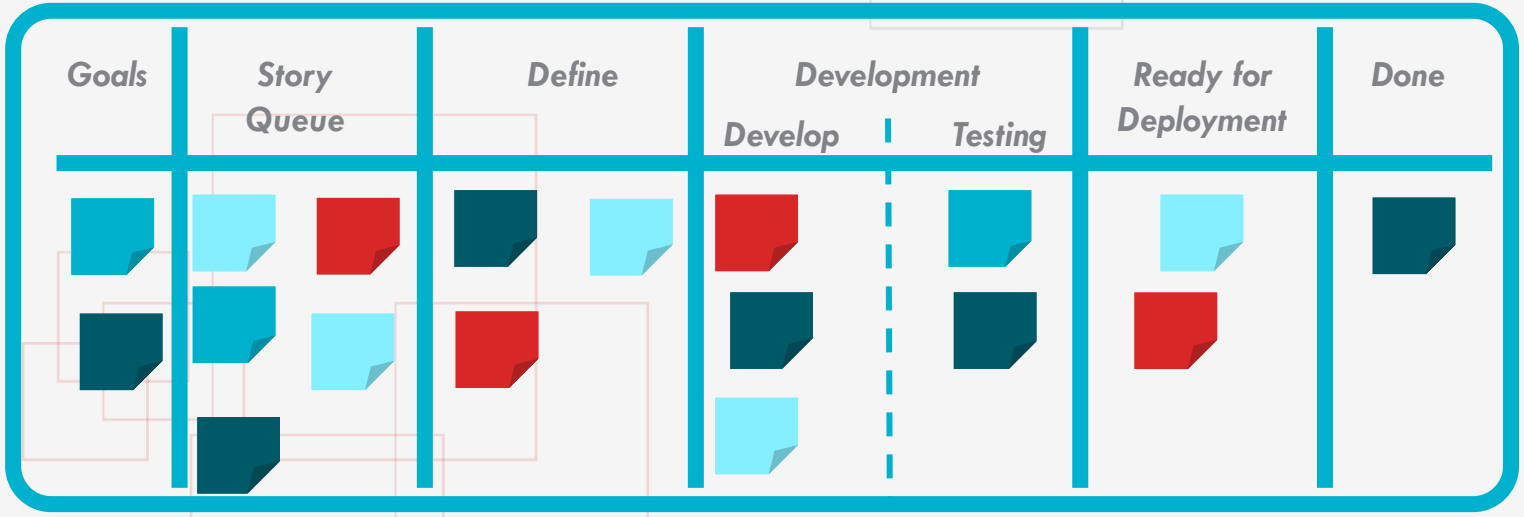
A Project Management Plan is a Project Schedule Plan





Misconceptions about Project Management

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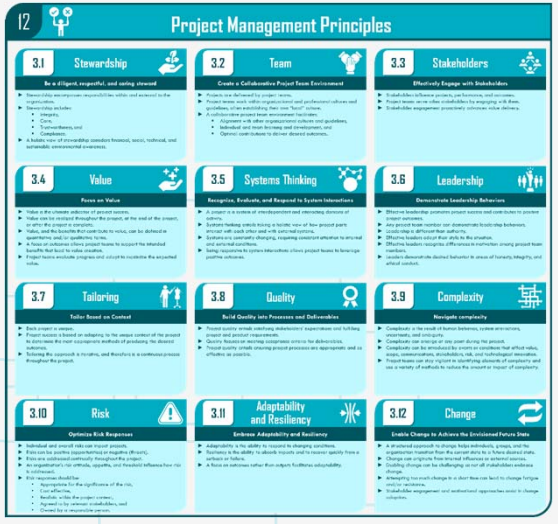
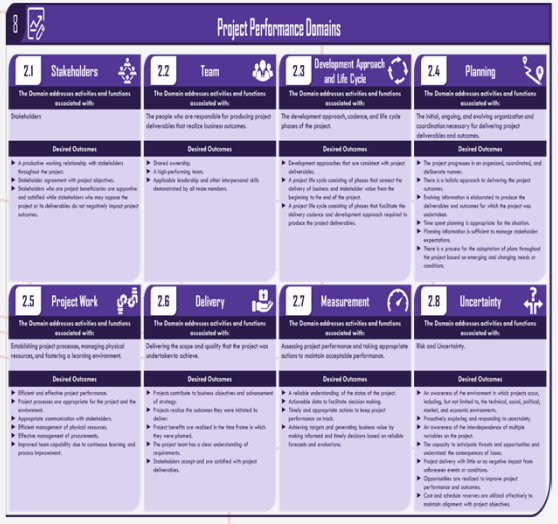
Project Management is MORE than just Schedule Management

Principles

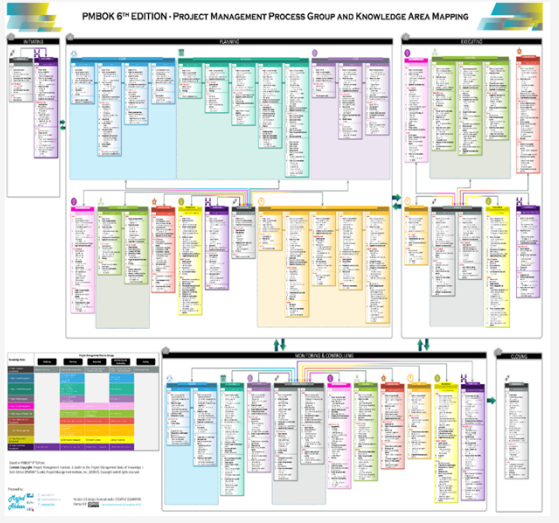


Dealing with People

Performance Domains



Knowledge Areas



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SOW stands for…?

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SOW stands for Statement of Work

Commonly, there's no abbreviation for Scope of Work

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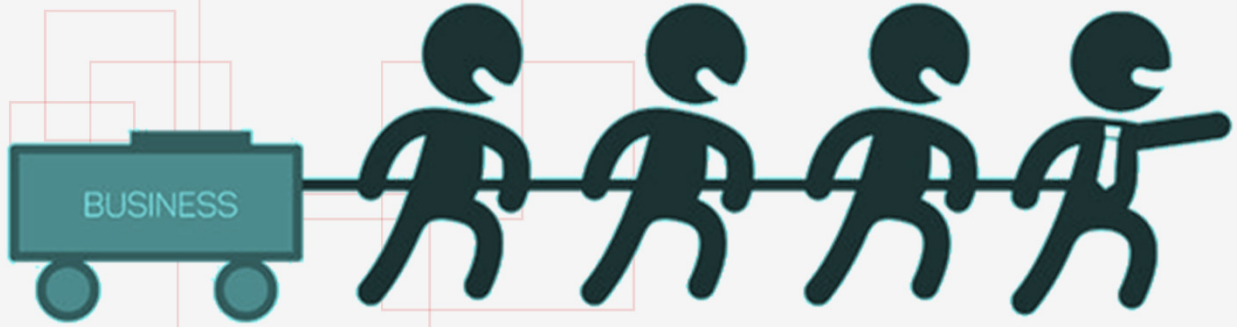
Manager

Leader



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"Push & Pull Theory" ~ M. A.

MANAGEMENT	LEADERSHIP
Direct using positional power	Influence and collaboration
Administrate (execute)	Innovation
Focus on systems and structure	Focus on relationships
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why

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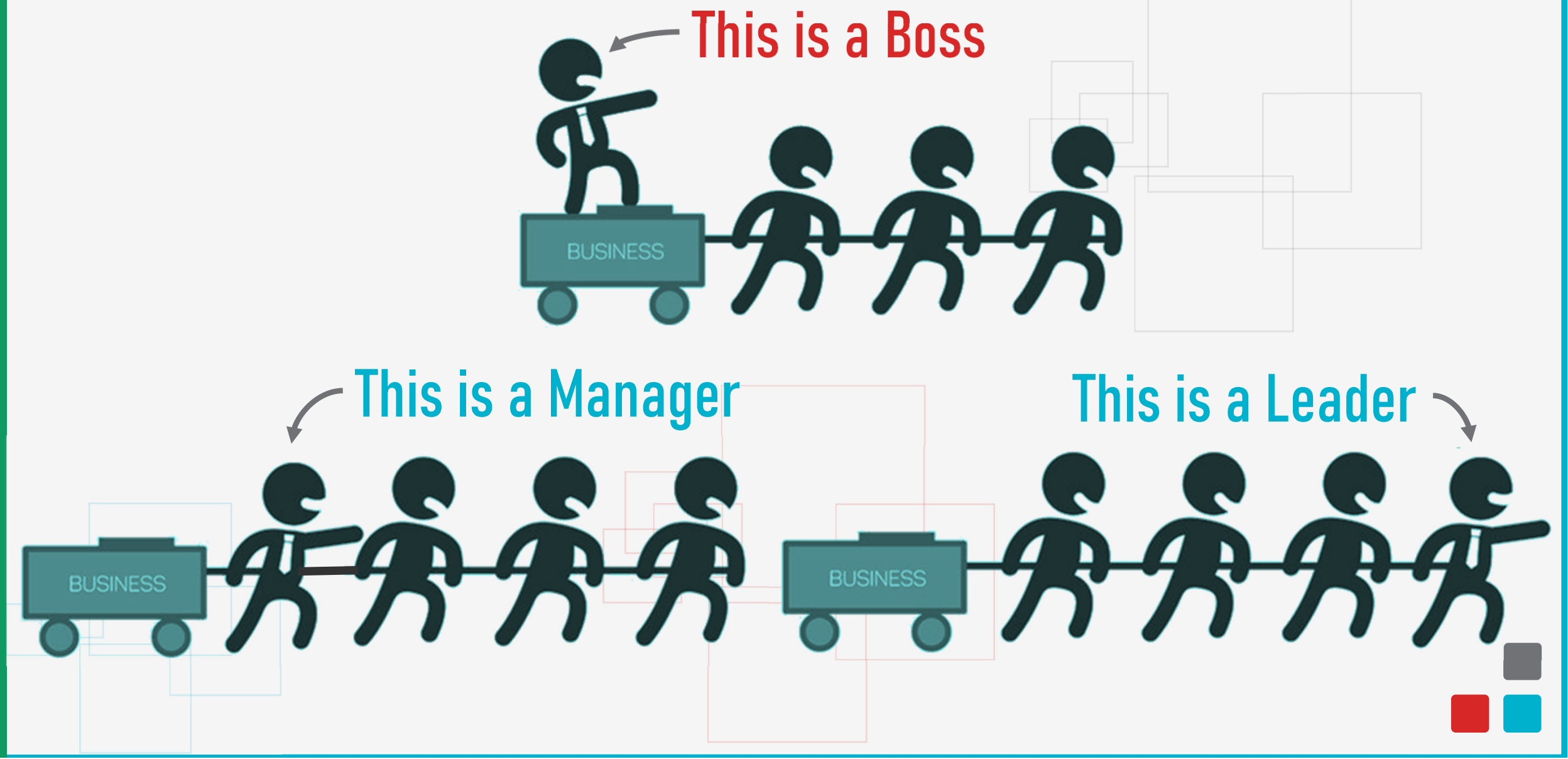

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Good Project Management is the application of best practices

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Promotes a "one size fits all" mindset

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The methodology I use is my holy guide to follow

Misconceptions about Project Management

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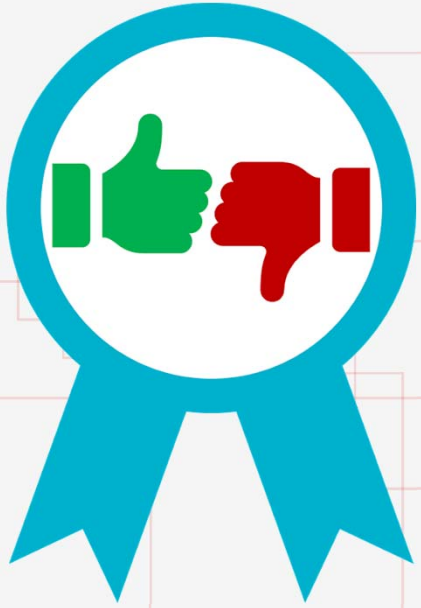
Are “Best Practices” really the “Best”?

Misleading “Best Practices”



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

The PMBOK® Guide is based on "Best Practices"

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PMBOK® → "Good Practices"

Misconceptions about Project Management

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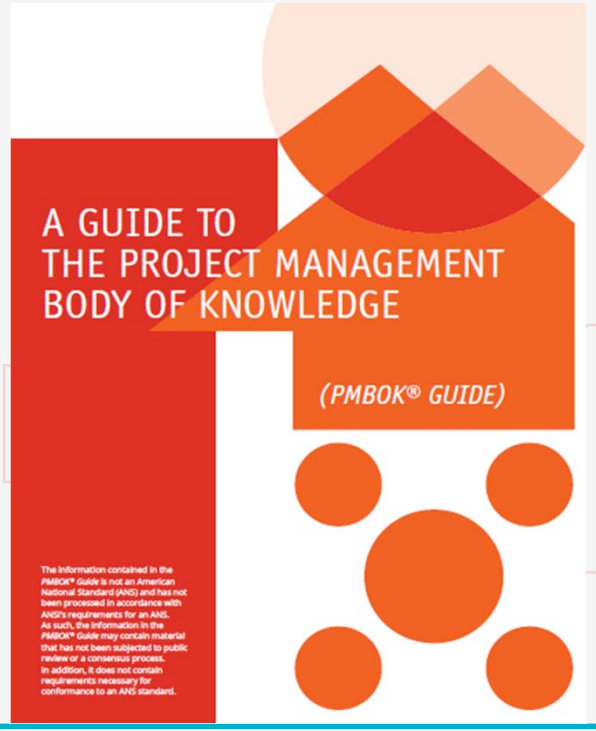
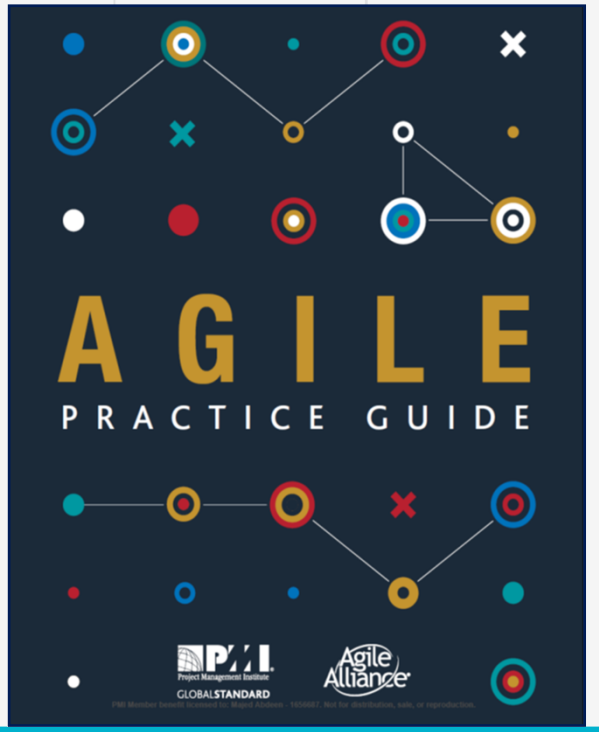
These are methodologies:

- Project Management
- PMBOK
- Agile





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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

Methodology — A system of

- Practices
- Procedures
- Rules
- Techniques

"Best Practice"

One Size Fits All

Fixed

Step-by-Step

In a discipline

Misconceptions about Project Management

These are not methodologies:

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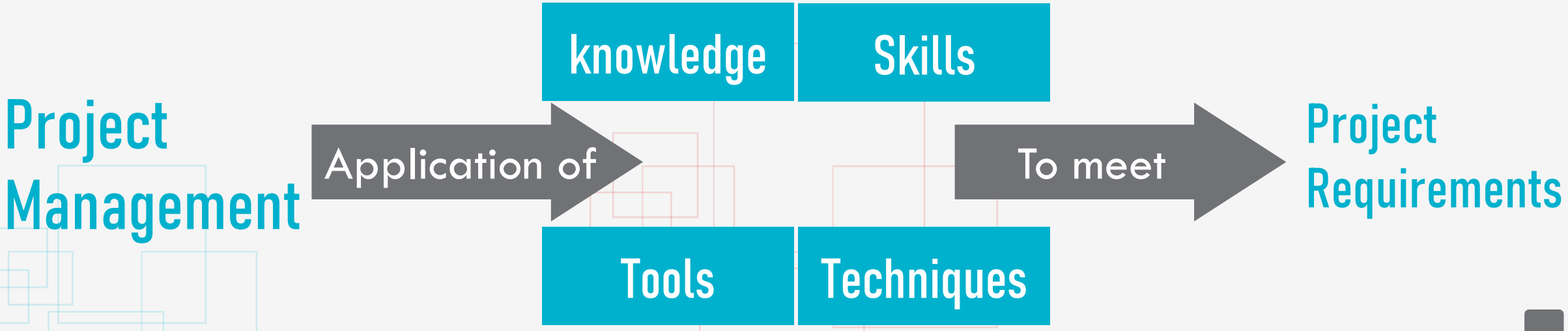

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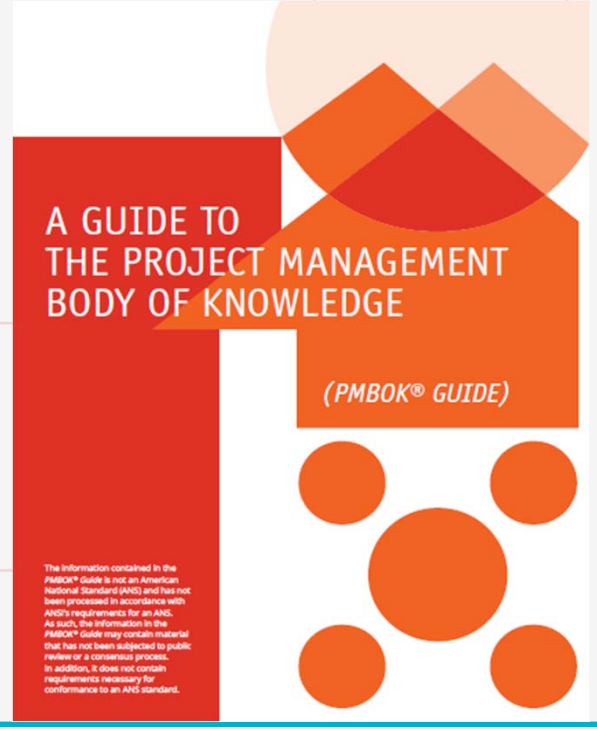
PMBOK®



Misconceptions about Project Management

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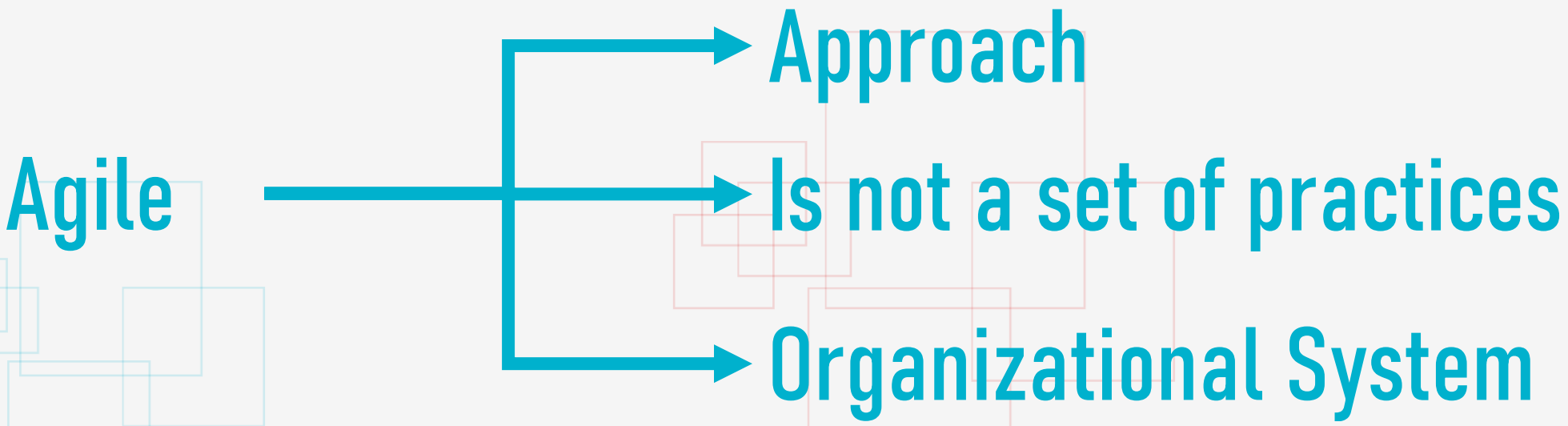

Misconceptions about Project Management

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These are not methodologies:

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

الفرق بين المصطلحات التالية: الطريقة (Method)، المعيار (Standard)، المنهجية (Methodology)، إطار العمل (Framework)، والمذهب (Approach) في الإدارة وإدارة المشاريع والأجايل

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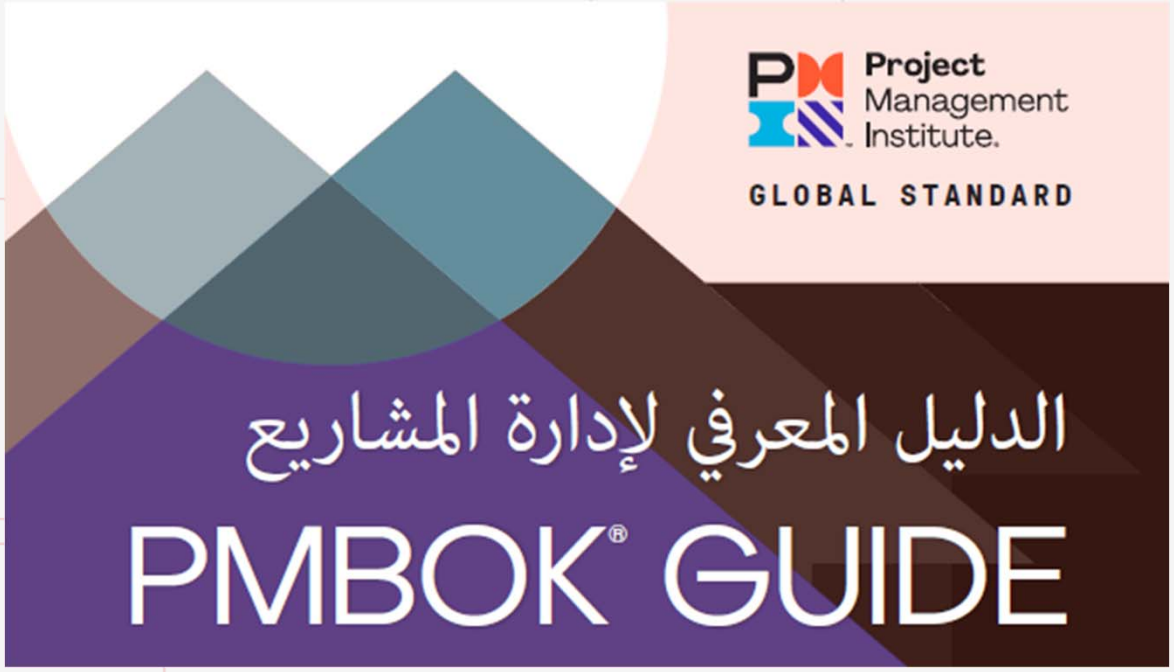
Wrong Translations:

▶ PMBOK® Guide

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



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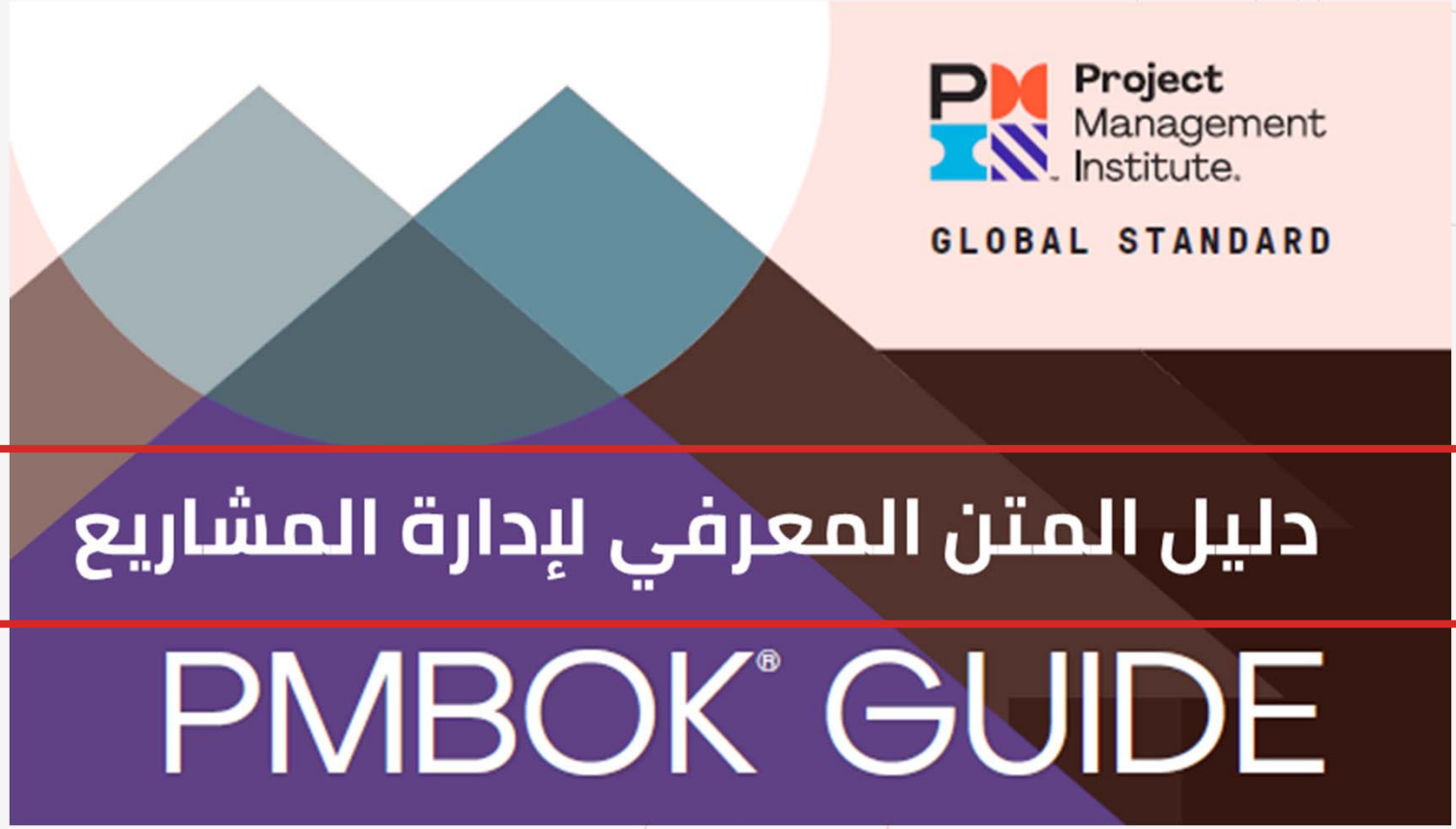
Correct Translations:

- دليل **المتن** المعرفي لإدارة المشاريع



Misconceptions about Project Management

Wrong Translations:

- Risk
- Risk Management

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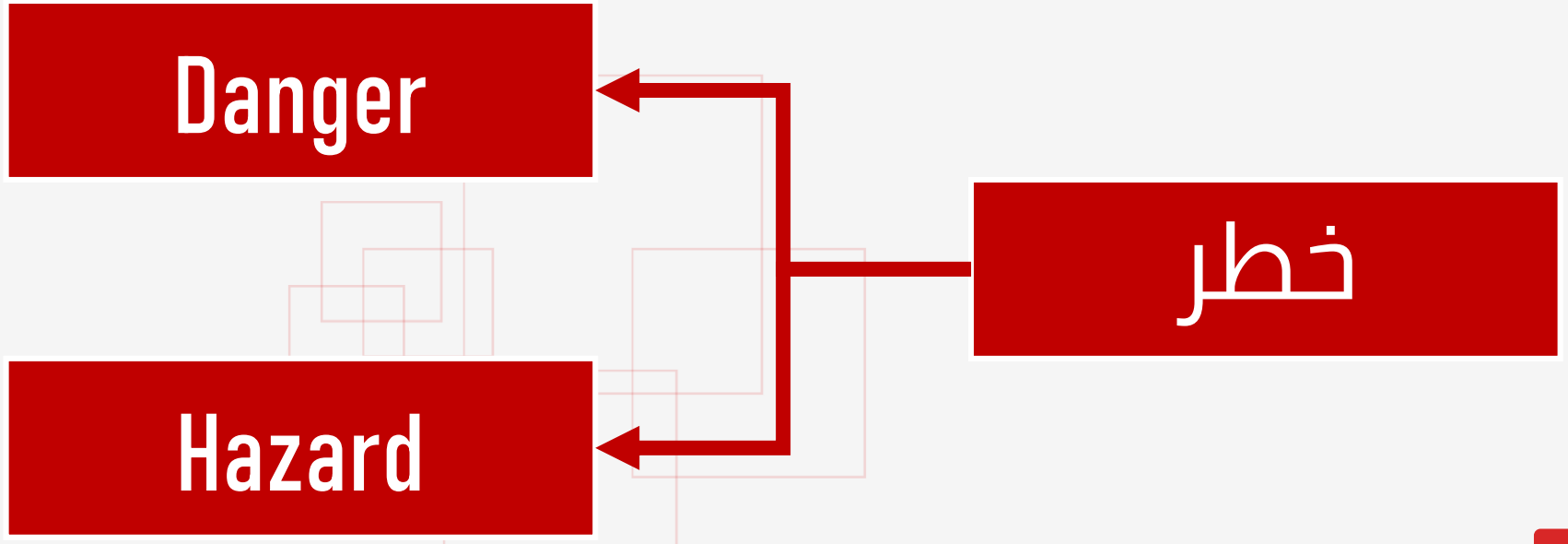
Wrong Translations:

- Risk = خطر
- Risk Management = إدارة المخاطر



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Wrong Translations:

- Risk = خطر
- Risk Management = إدارة المخاطر

Misconceptions about Project Management

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Correct Translations:

- Risk = مجازفة
- Risk Management = إدارة المجازفات

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Wrong Translations:

- Procurement

Procurement	تعاقدات - توريدات
Purchasing	مشتريات
Supply Chain	سلسلة الإمدادات

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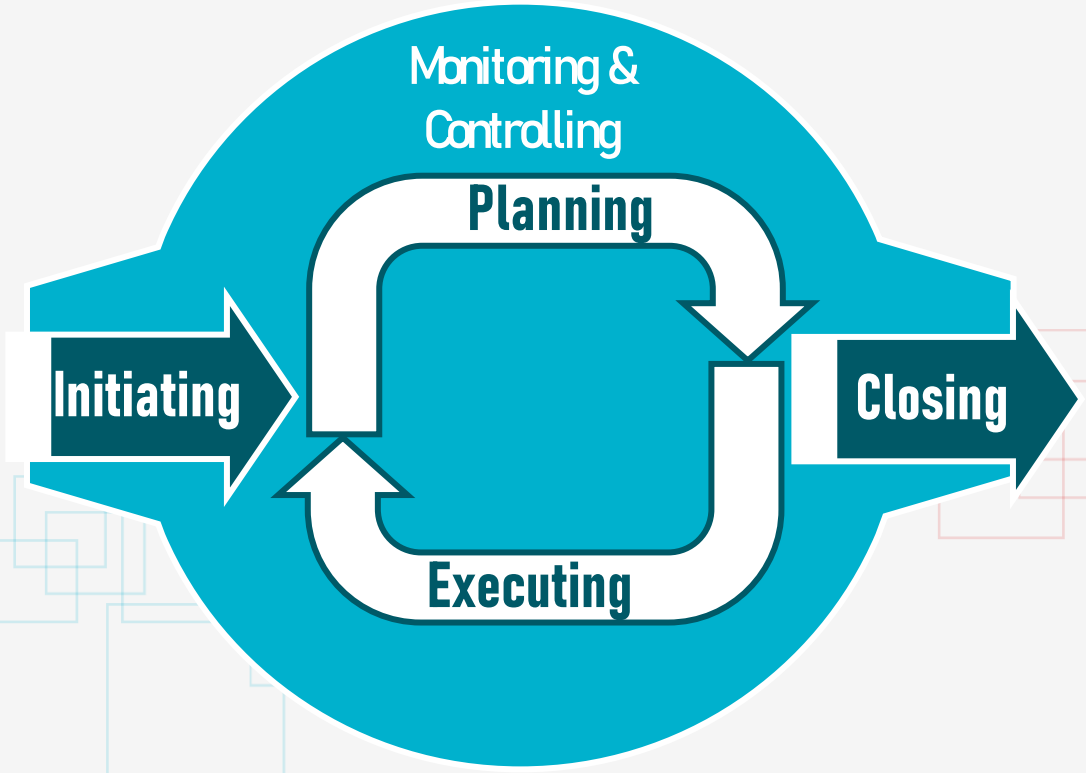
The Process Groups are Phases



Misconceptions about Project Management

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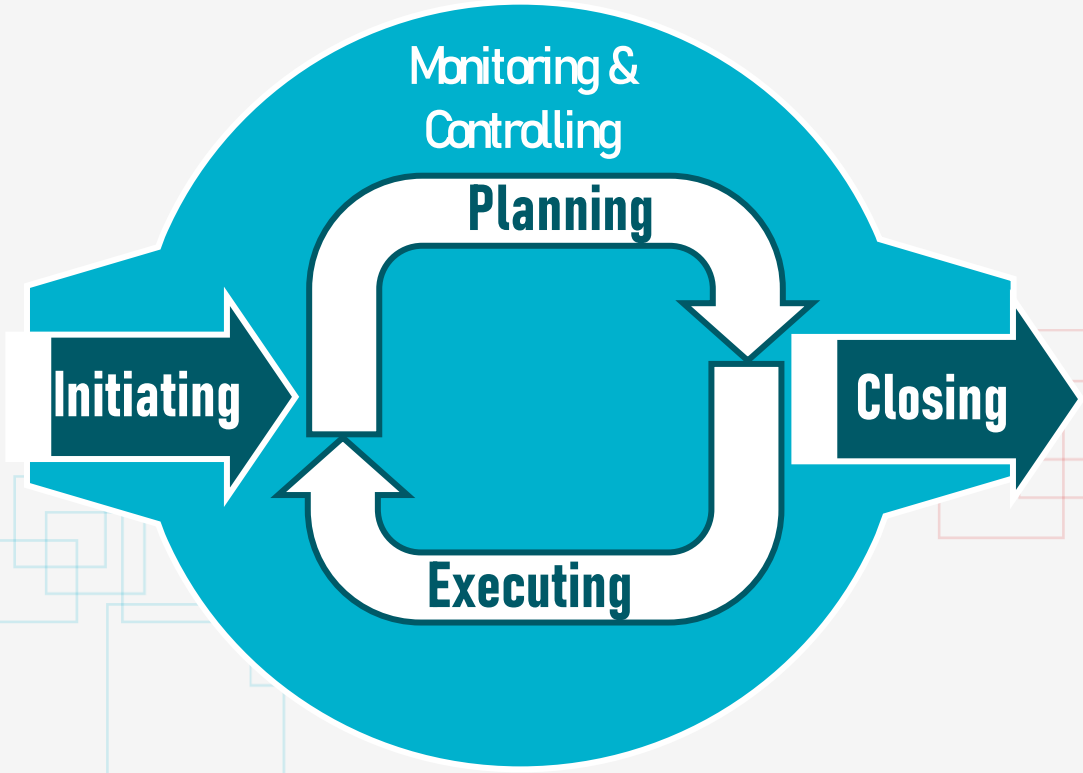
The Process Groups are NOT Phases or even Stages



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	

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Measuring success is based on Triple Constraints (Iron Triangle)

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Project Constraints / Iron Triangle

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Planned Schedule	5 years	→ Actual Finish	13 years
Planned Cost	$7M	→ Actual Cost	$110M

Good? Bad?

Misconceptions about Project Management

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Planned Schedule	5 years	→ Actual Finish	13 years
Planned Cost	$7M	→ Actual Cost	$110M

Good? Bad?

Misconceptions about Project Management

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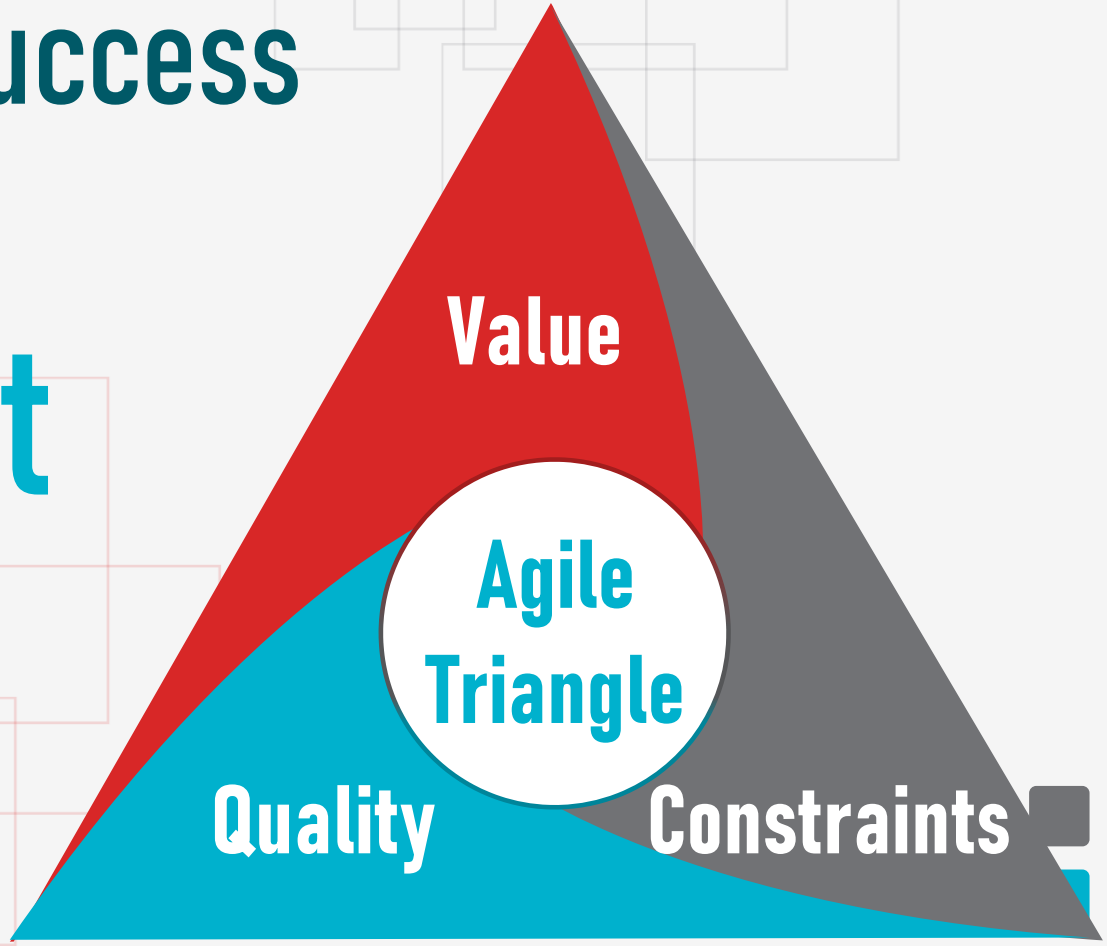
Triple Constraints are NOT the only factors to measure success

Projects are about delivering VALUE



Misconceptions about Project Management

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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

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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

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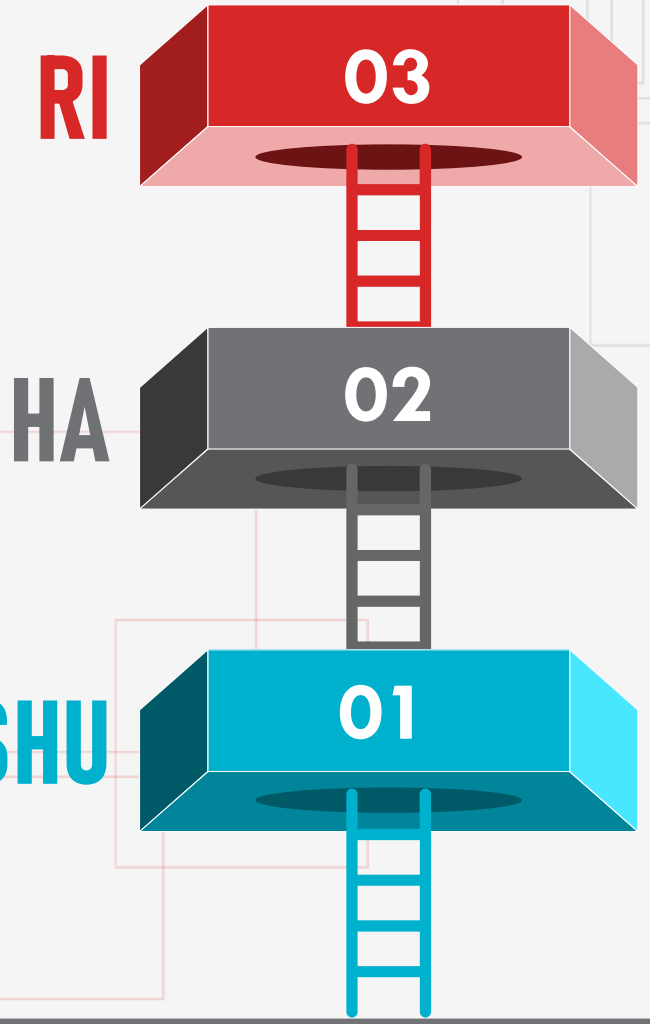
A PM is NOT a GM, even in a Projectized Org.

- Be the rule
- Go beyond

- Detach, break the rule
- Look for limitations

- Learn, follow the rule
- Keep and protect



Misconceptions about Project Managers

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When I obtain certificates, I become a qualified PM

Misconceptions about Project Managers

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

Misconceptions about Project Managers

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



Jira

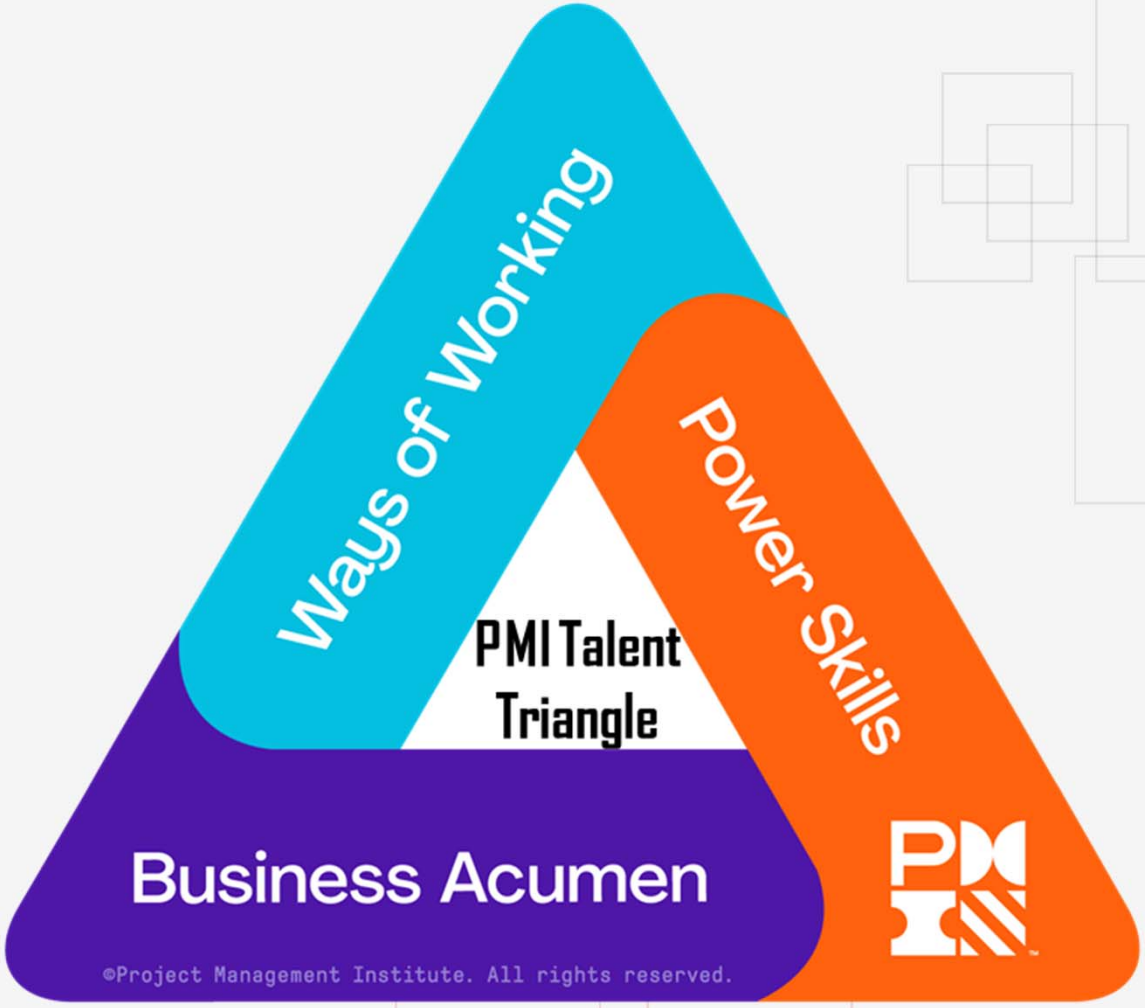

Misconceptions about Project Managers

Low-tech, high-touch

Edwards Deming

95% of problems can be solved with simple tools

Misconceptions about Project Managers



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Leadership courses and reading leadership books will make me a leader

Misconceptions about Project Managers

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

Leadership Domains

People

Competency

Strategy

https://www.eyapro.com/project-management/leadership

Common Mistakes by some PMs

Mistakes by some Project Managers

Lack of honesty

To the client	To the Sponsor	To the team	With suppliers
Fake reports	Positive progress	Unrealistic targets	Late payment

Mistakes by some Project Managers

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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

Mistakes by some Project Managers

I should select people who are specialized

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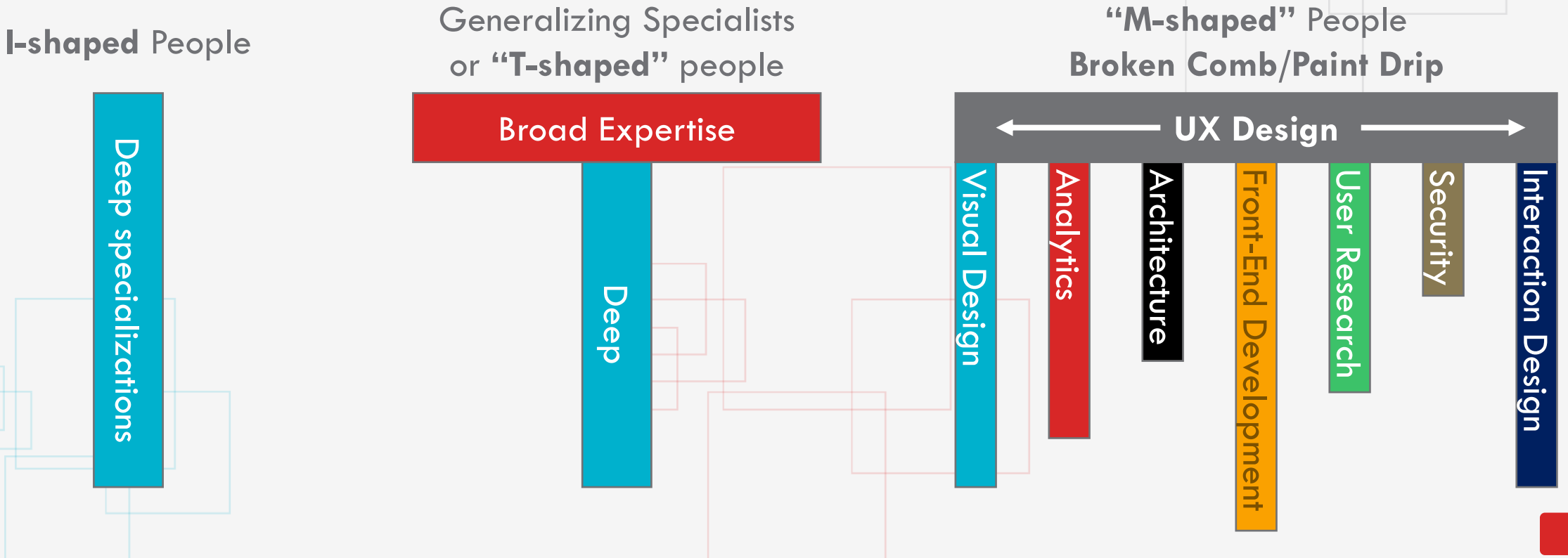
Cross-functional skills and Generalizing Specialists



Working with data is not my responsibility

Mistakes by some Project Managers

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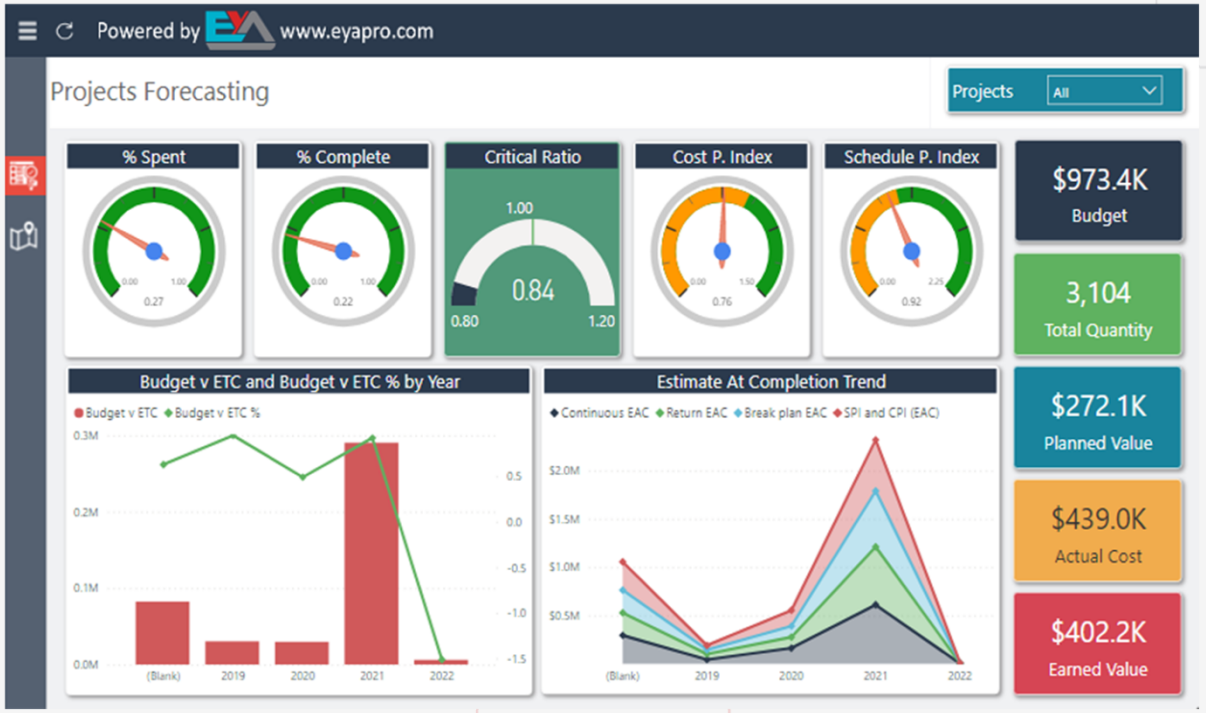
Data science skills (data management, analytics, big data) are critical for the future, PM's MUST have them



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Not reading and following up on what's new

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

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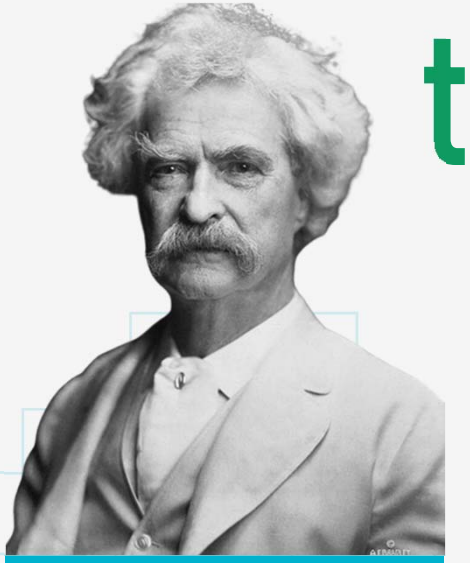
Confusion between excellence and perfection upon delivery

Mistakes by some Project Managers

"Continuous Improvement is better than delayed perfection"



Mark Twain

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Assigning critical path tasks to inexperienced team members

Mistakes by some Project Managers

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Consider abilities not only numbers

Team members ≠ Objects

Dr. Harold Kerzner

Twenty Common Mistakes Made by New or Inexperienced Project Managers

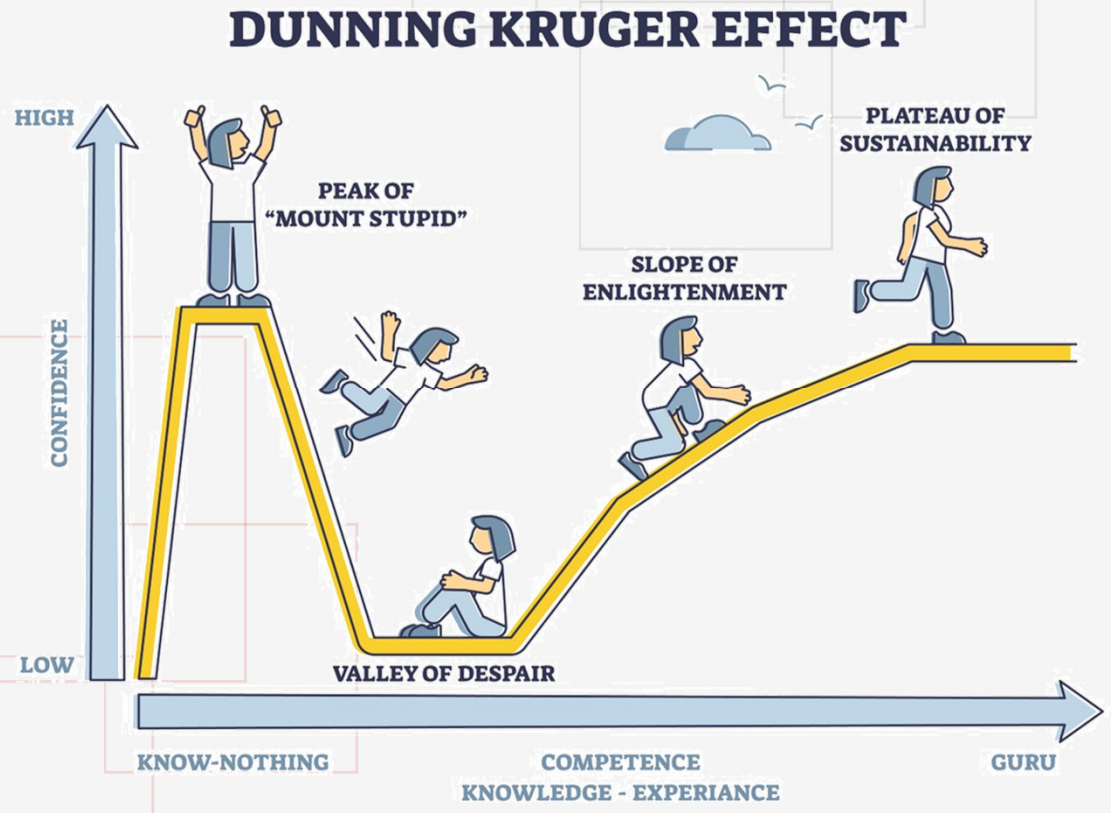
Mistakes by some Project Managers

Too Much Detail

"You aren't gonna need it" (YAGNI)

Mistakes by some Project Managers

"Pretending to Know More Than You Actually Do"



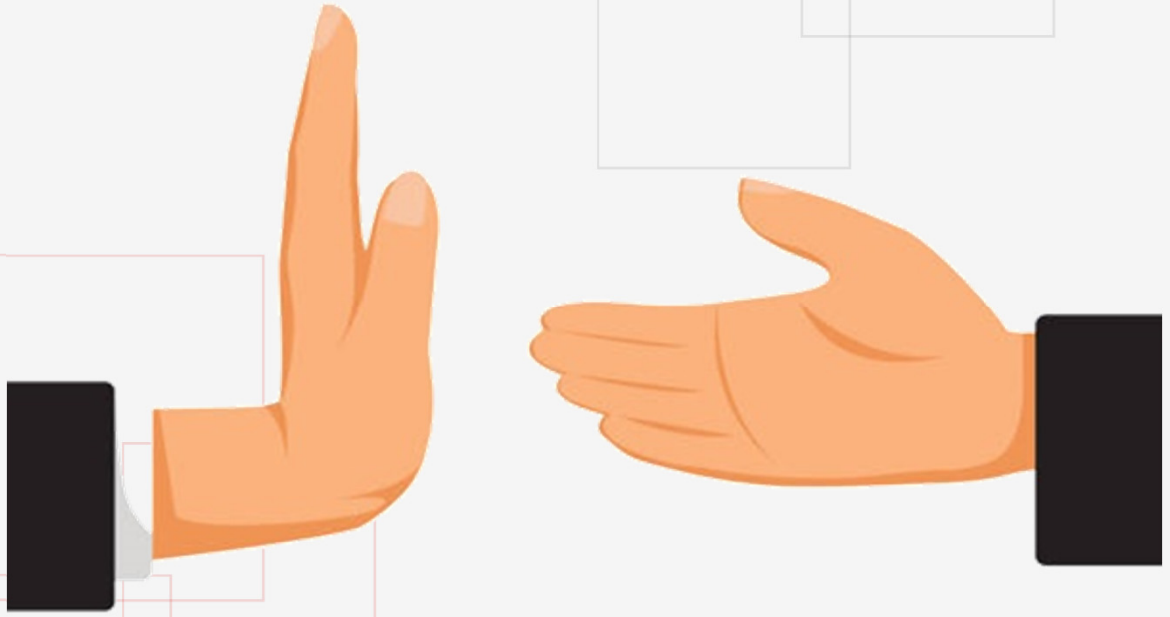
Mistakes by some Project Managers

Ignoring Problems

The Elephant in the Room

Mistakes by some Project Managers

Refusing to Ask for Help



Mistakes by some Project Managers

Preparing an Ambitious Schedule

Overly optimistic

Mistakes by some Project Managers

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Don't Tell the Client They are Wrong

YOU'RE WRONG

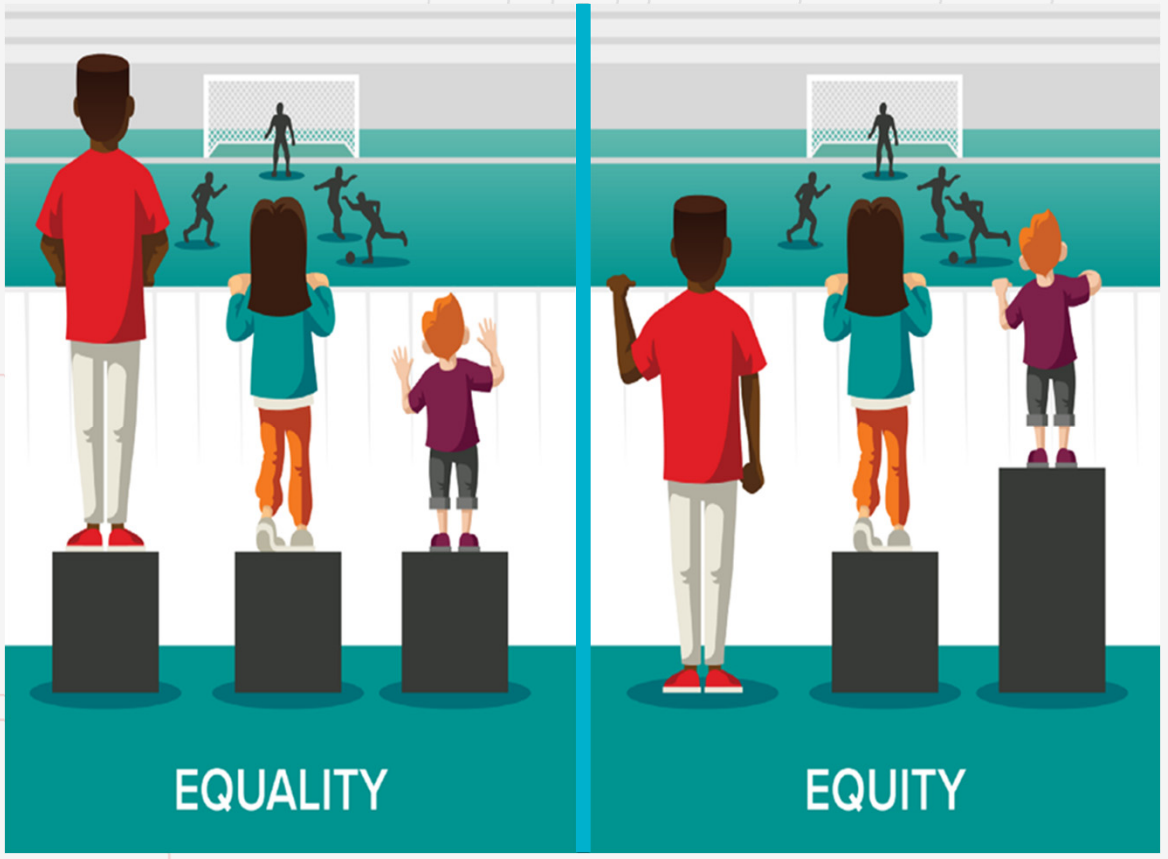
... AND HERE'S WHY

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**"

We're a team, not a family

Mistakes by some Project Managers

"These people are professionals. They don't need motivating"

Common Estimating Mistakes

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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

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Make use of Progressive Elaboration

4

Responding to change OVER → **Following a plan**

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Use padding as a contingency reserve

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Measure your team's velocity

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Assuming delivery will be smooth the first time

Assume bad things only happen to other people

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Failure to assess risk and uncertainty will harm your project

Common Agile Misconceptions & Mistakes

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Agile is better than non-Agile

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Agile approach is faster than waterfall

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Choose Your WoW and be open for hybrid Agile

Mistakes by some Project Managers

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

Mistakes by some Project Managers

The focus on speed

Can mean work is very intense

Can lead to poor quality

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Emphasizing the Mindset - "Being Agile" - over "Doing Agile"

Imagine your doctor said:
"Being a doctor is just a mindset"

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

Mistakes by some Project Managers

"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

Mistakes by some Project Managers

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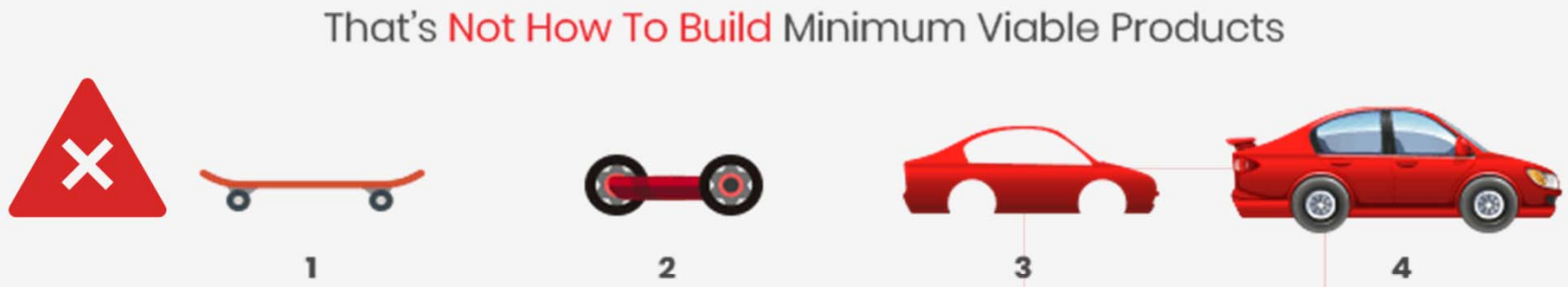
Minimum Viable Product (MVP)/Minimal Marketable Feature (MMF)



1,2,3 are not usable

1,2,3 are not required

Mistakes by some Project Managers

This is HOW to build a MVP

Usable product

Make something people can use

Mistakes by some Project Managers

"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

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

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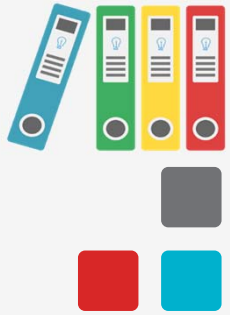
Lack of focus on documentation

Can lead to Avoiding Documenting completely

2

Working Software — OVER → **Comprehensive Documentation**



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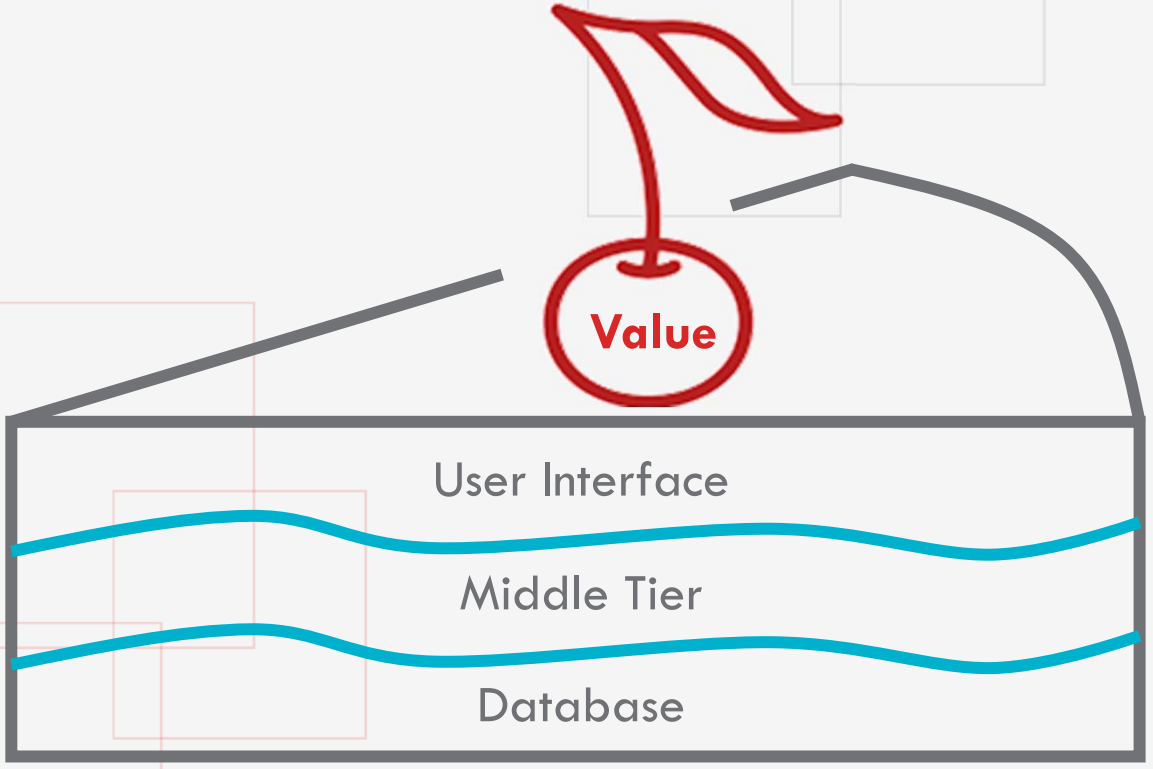
QA after the sprint

Mistakes by some Project Managers

Slice the Stories within one iteration

People don't eat
one layer of a cake



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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!