

Project Management Foundations:  
What's the Big Fuss?  
**January 18th, 2012 – Noon to 1pm MST**

Colorado State Library, Denver, CO  
[www.coloradostatelibrary.org/projectmanagement](http://www.coloradostatelibrary.org/projectmanagement)  
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#pmlibraries

With Pat Wagner, Pattern Research, Inc.  
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**The Fine Print: Thanks**

- Institute of **Museum and Library** Services
- **REACH:** Leading Learning in Libraries
- **Colorado State Library**
  - Michelle Gebhart and Mary Beth Faccioli
- Tim Sullard, **Pattern Research, Inc.**



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**Reminders**

- You are muted; no side chat is available.
- Only webinar staff will see the questions.
- Twitter hashtag: **#pmlibraries**
- We don't offer tech support, but...
  - Close apps and browsers; log out and in; reboot.
- You can download the slide handout (PDF)  
and the recorded and archived webinar at:  
[www.coloradostatelibrary.org/projectmanagement](http://www.coloradostatelibrary.org/projectmanagement)

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### Public Domain Graphic Resources

- Flickr.com
- [www.instructionaldesign.org/](http://www.instructionaldesign.org/)
- [totallyfreeimages.com/](http://totallyfreeimages.com/)
- Pixabay.com
- [wpclipart.com](http://wpclipart.com)

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### Next Sessions

- Project Management Case Studies:  
Who Forgot to Measure the Bookcases?  
February 1, 2012 - Noon to 1 pm MST
- Proof of Concept: Applying Project  
Management Principles to Your Workplace  
February 15, 2012 - Noon to 1 pm MST  
[www.coloradostatelibrary.org/projectmanagement](http://www.coloradostatelibrary.org/projectmanagement)

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### Pat Wagner

- 30+ years w libraries as trainer and consult
- Learned PM on the job:  
Very public deadlines:
  - Printing and publishing projects
  - Theater: Curtain up, no matter what.
  - Radio: 1/100 sec.
- ALA, ACRL, SLA, MLA

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### Agenda

- Objectives
- Why: *"Bright! Shiny!"* Avoiding activity traps.
- Who: *"My bad."* Making hard choices.
- When: *"Maybe. Perfect."* Watching the clock.
- What: *"Do you remember what was said?"*  
If the plan is in your head, there is no plan.
- Homework and Resources

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### Objectives

- **Avoid** micromanagement and project creep.
- **Identify** who has legitimate authority.
- Become **more accurate** at setting benchmarks.
- Keep **better track** of projects and plans.
- **Use resources** more effectively.
- Lower the **drama factor** during conflicts.

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### Why Am I Doing This?

- The strategic plan **guides** our choices:
  - **Everything** should be prioritized.
- Is this the **best way** to achieve our goals?
- *Can I see the cathedral in every stone?*
- Does **everyone** know why we do what we do?
  - Don't bet on it...

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### Common “Why” Mistakes

- **No goals**
- Too many goals; **three-to-five are fine.**
- Goals are **vague** or **abstract.**
- **Nothing changes:** Nothing is better.
- No priorities; **no criteria** for making choices
- **No agreements** about language

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### Who is Accountable?

- **Who** makes decisions?
- **What** decisions do they get to make?
- **How** are decisions made?
  - How is **input/data** gathered?
- How is this information **shared?**
- **Who holds this person accountable?**

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### Why Pat Dislikes Most Committees

- **Cost/benefit ratio** is rarely measured:
  - hours (add travel) (x) cost of wages/salaries
- **Duplicates** chain of command
- **Undermines** professional/expert staff
- **Harder** to hold accountable
- **Takes longer** to execute decisions and actions

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### Common "Who" Mistakes

- There is no **"who"**.
- **One project:** multiple supervisors
- **One person:** multiple supervisors
- **Micromanagement:** Telling folks **how**
- **No consequences** for good or bad results
- The **"wrong"** person

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### When Do We Stop?

- If there is **no deadline**, there is **no project**.
- Puts **limits** on expenditures
- Coordinates with others:
  - *"I can count on you."*
- Checkpoints: **Specific** and **concrete**
- **What is the default if we miss the deadlines?**

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### Common "When" Mistakes

- **No research** on how long something takes
- **No checkpoints**
- **No deadlines**
- **No consequences** when deadlines slip
- **No alternate plans** in place
- **No defaults to speed decisions and actions**

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### What does the contract say?

- Why we need to write stuff down? We all:
  - **make mistakes;**
  - **disagree;**
  - **misunderstand.**
- Documents provide **transparency.**
- **Extends conversations** beyond the inner circle
- **Bullies tend to dislike rules except as a weapon.**

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### Common “What” Mistakes

- Organizational development or legal **jargon**
- Too **complicated**
- **Too many layers**
- Known only to a **few** people
- **Not** referred to, used, or modified
- Takes **too much time** to maintain

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### What Next?

*What can you do to improve project management, for your own work, for your team, and for your workplace?*

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### Homework for February 10

1. Writing and sharing benchmarks in simple language
2. Setting benchmarks and deadlines to evaluate how long tasks really take
3. Deciding how "good" something should (or can) be
4. Writing one daily, personal goal to help stay focused
5. Choosing things to stop doing, either temporarily or permanently
6. Sorting priorities

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### Resources

- *Getting Things Done*, David Allen
- *The One-Page Project Manager*, Clark A. Campbell
- *The E-Myth Revisited*, Michael Gerber
- *The Goal*, Eliyahu Goldratt
- *Becoming a Manager*, Linda Hill
- *Results without Authority*, Tom Kendrick
- *Breaking Roberts Rules*, Lawrence Susskind

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### Connections

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Questions?

While we wait for your questions, we would  
like to

hear from you about today's webinar.

Please complete the survey for this session.

*<http://www.surveymonkey.com/s/W76ZWLM>*

We will send you an e-mail with a link as well.

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