HBR Guide to **Project Management**

b

HARVARD BUSINESS REVIEW PRESS

Boston, Massachusetts

Contents

Overview

1.	The Four Phases of Project Management	3
हुई। 1 %	What's involved in planning, build-up, implementation, and closeout—and how these processes overlap	
2.	The Cast of Characters	^b 31
	Who's who in project management	
Pha	se 1: PLANNING	
3.	A Written Charter	41
	Your marching orders	
4.	Dealing with a Project's "Fuzzy Front End'	' 47
	You can't eliminate uncertainty in the early stages of a complex project—but you can manage it.	
	BY LOREN GARY	
5.	Performing a Project Premortem	53
	Learn from your project while it's still alive and well.	
	BY GARY KLEIN	

ь.	will Project Creep Cost You—or Create Value?	57
	Set strict limits on scope, but be flexible when major opportunities arise.	
	BY LOREN GARY	
Pha	se 2: BUILD-UP	
7.	Setting Priorities Before Starting Your Project	65
	Three steps for staying on track	
	BY RON ASHKENAS	
8.	Boost Productivity with Time-Boxing	73
	Tips for getting your team's calendars—and yours—under control	
	BY MELISSA RAFFONI	
9.	Scheduling the Work	77
	Put the horse before the cart.	
10.	HBR Case Study: A Rush to Failure?	່⇔ 87
	When does speed trump quality?	
	BY TOM CROSS	
11.	Getting Your Project Off on the Right Foot	101
	Set your project up for success with a well-planned launch.	
12.	The Discipline of Teams	107
	Mutual accountability leads to astonishing results.	
	BY JON R. KATZENBACH AND DOUGLAS K. SMITH	

Phase 3: IMPLEMENTATION

13.	Effective Project Meetings	113
	Run your meetings well, and infuse your project with energy and direction.	
14.	The Adaptive Approach to Project Management	117
	What to do when your usual decision tools cease to be useful in the face of uncertainty	
15.	Why Good Projects Fail Anyway	123
	The risks that come with big projects—and how to manage them	
	BY NADIM F. MATTA AND RONALD N. ASHKENAS	
16.	Monitoring and Controlling Your Project	127
**	Don't be afraid to revise your plan.	
•	BY RAY SHEEN	
17.	Managing People Problems on Your Team	135
	Make sure people stay on task, pull their weight, work together, and meet quality standards.	
18.	The Tools of Cooperation and Change	139
	What to do when people disagree on goals, how to achieve them, or both	
	BY CLAYTON M. CHRISTENSEN, MATT MARX, AND HOWARD H. STEVENSON	
19.	Don't Throw Good Money (or Time) After Bad	143
	How to avoid chasing after sunk costs	
	BY JIMMY GUTERMAN	

Index

Phase 4: CLOSEOUT

20. Handing off Authority and Control	151
Gauge your success before wrapping things up.	
BY RAY SHEEN	
21. Capturing Lessons Learned	157
Four steps to an effective after-action review	
BY RAY SHEEN	
Glossary	163

167

Þ