

### About

Based on the Harvard Business Review's [Four Phases of Project Management](#).

### Phases

| Planning                                                                                                                                                                                                                                                               | Build-up                                                                                                                                                                                                                                                                      | Implementation                                                                                                                                                                                                           | Closeout                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>✓ Determine the real problem</li> <li>❓ <i>Is it a data problem?</i></li> <li>❓ <i>What data do they need?</i></li> <li>❓ <i>At what grain?</i></li> <li>❓ <i>How often and from what system(s)?</i></li> </ul>                 | <ul style="list-style-type: none"> <li>✓ Assemble your team</li> <li>❓ <i>Do you need regular or temp people?</i></li> <li>❓ <i>Do you need to provide training?</i></li> <li>❓ <i>What skills are needed?</i></li> <li>❓ <i>What does availability look like?</i></li> </ul> | <ul style="list-style-type: none"> <li>✓ Monitor and control</li> <li>👁 <i>Monitor the process</i></li> <li>💰 <i>Control the budget</i></li> <li>⚠ <i>Look for problems</i></li> <li>📞 <i>Respond quickly</i></li> </ul> | <ul style="list-style-type: none"> <li>✓ Evaluate</li> <li>📄 <i>Compare progress with scope</i></li> <li>👍 <i>Reach consensus on % completion</i></li> <li>📊 <i>Keep scope front and center</i></li> </ul> |
| <ul style="list-style-type: none"> <li>✓ Identify the stakeholders</li> <li>❓ <i>Who will use your product?</i></li> <li>❓ <i>Who will provide resources?</i></li> <li>❓ <i>Who will benefit from the product?</i></li> <li>❗ <i>Need support from them</i></li> </ul> | <ul style="list-style-type: none"> <li>✓ Plan assignments</li> <li>📋 <i>List the people on the team</i></li> <li>📋 <i>List the skills required</i></li> <li>✓ <i>Match each member with skillset to task</i></li> <li>🗣 <i>Start communicating</i></li> </ul>                 | <ul style="list-style-type: none"> <li>✓ Report progress</li> <li>💬 <i>Status updates</i></li> <li>📊 <i>Status reports</i></li> <li>🚩 <i>Flag issues</i></li> </ul>                                                      | <ul style="list-style-type: none"> <li>✓ Close</li> <li>📁 <i>Provide deliverables</i></li> <li>😊 <i>Recognize wins</i></li> </ul>                                                                          |
| <ul style="list-style-type: none"> <li>✓ Define objectives (SMART)</li> <li>🔍 <i>Specific</i></li> <li>🔍 <i>Measurable</i></li> <li>🔍 <i>Actionable</i></li> <li>🔍 <i>Realistic</i></li> <li>🔍 <i>Time-limited</i></li> </ul>                                          | <ul style="list-style-type: none"> <li>✓ Create the schedule and budget</li> <li>⏪ <i>Work backward from mandatory dates</i></li> <li>📅 <i>Hold a kickoff meeting</i></li> <li>📅 <i>Set the budget</i></li> </ul>                                                             | <ul style="list-style-type: none"> <li>✓ Hold meetings</li> <li>📅 <i>Hold weekly meetings</i></li> <li>📅 <i>Set agendas</i></li> <li>🔧 <i>Manage problems</i></li> <li>📊 <i>Measure performance</i></li> </ul>           | <ul style="list-style-type: none"> <li>✓ Debrief</li> <li>📄 <i>Document lessons learned</i></li> <li>🔄 <i>Share knowledge</i></li> </ul>                                                                   |



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