Cheatography

Project organisation Cheat Sheet by Natalie Moore (NatalieMoore) via cheatography.com/19119/cs/6008/

Programmes and projects

Programme is a collection of related projects

Advantages

- Reduction of duplication
- Co-ordination of resources
- Management of interdependencies
- Common objectives

Project manager looks after 1 project Programme manager looks after program

Matrix management

When all staff can't report to PM An individual reports to 2+ people PM's control over the team will vary Level of resource required varies over time

Project support office

Admin support for the project manager Task e.g. time recording; updating of project plans; risk log maintenance; issues (change) log maintenance; arranging meetings; issuing agendas; taking minutes; chasing actions; configuration management

Management styles

Autocratic - clear direction and quick decisions, decisive, firm and effective. Maybe seen as uncaring, cold, distant

Democratic - shares responsibility for decision-making and for the team's performance. Will get more commitment from the team. Maybe seen as weak.

Project team

Group with complementary skills & a common purpose, performance, goals and approach. Directly or indirectly accountable to PM.

Brought together for project objectives. On completion, the team is disbanded



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Project team (cont)

Not always located together

Organisational framework

Formal mgmt structure needed with roles
Named people allocated to each role
Roles need authority and responsibility
Individuals must complete roles correctly, willingly and understand objectives.
High status is not enough to be given a role
Previous experience or training is needed
Sponsor below that
Project board (or steering committee or project management board)
Project manager
Stage manager
Project team leader
Team member
Below that
Project assurance team
Project support office

Configuration management team

Team building: Tuckman-Jensen model		
Forming	Performing	
Storming	Adjourning	
Norming		

Communications methods	
Memos	Presentations
Newsletters	Progress Reports
Meetings	Phone
Noticeboards	Text Messages
Email Messages	Letters
Drawings	1to1 Conversations
Video chat	Intranets And Extranets
Social Networks	

Belbins nine team roles

(don't need one of each, just a good mix, someone can be more than one)

Shaper – energetic team member, over achiever who drives the team along

Plant – creative & innovative team member (planting such a person in a bad team is a good way to improve performance)

Resource investigator – makes contacts outside group, brings in ideas, information and to acquire materials/resources

Co-ordinator – a chairperson who promotes decision-making and delegates well (not necessarily the team leader)

Monitor evaluator – analytical and able to assess ideas and options but is not creative

Team worker – helps to maintain team spirit and cohesion

Completer finisher – conscientious and painstaking, concerned with getting things done (important team trait)

Technical specialist – can provide the team with technical expertise

Implementer – attends to details, hard-working and organises the practical side of the project

Characteristics of a project manager

They need to have skills in:

leadership; motivation; planning; negotiation (being firm, flexible, and able to compromise where appropriate); delegation.

They need to be:

responsible; reliable; available (not just for this project but contactable at all reasonable times); intelligent; sociable (able to mix well); Approachable; knowledgeable in the business area for the particular project.

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