

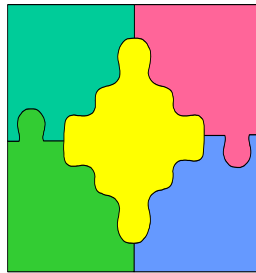
A Crystal Ball, a bottle of Whiskey, and a Revolver – The Essential Project Management Skills for Leading a Software Project

Preparado por:
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27 de abril de 2006
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Basado en un articulo por:
Eric Mercer, MBA, PMP, Director of Project Management for Commercial Products, Vertex Inc.

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Project Assignment Puzzle



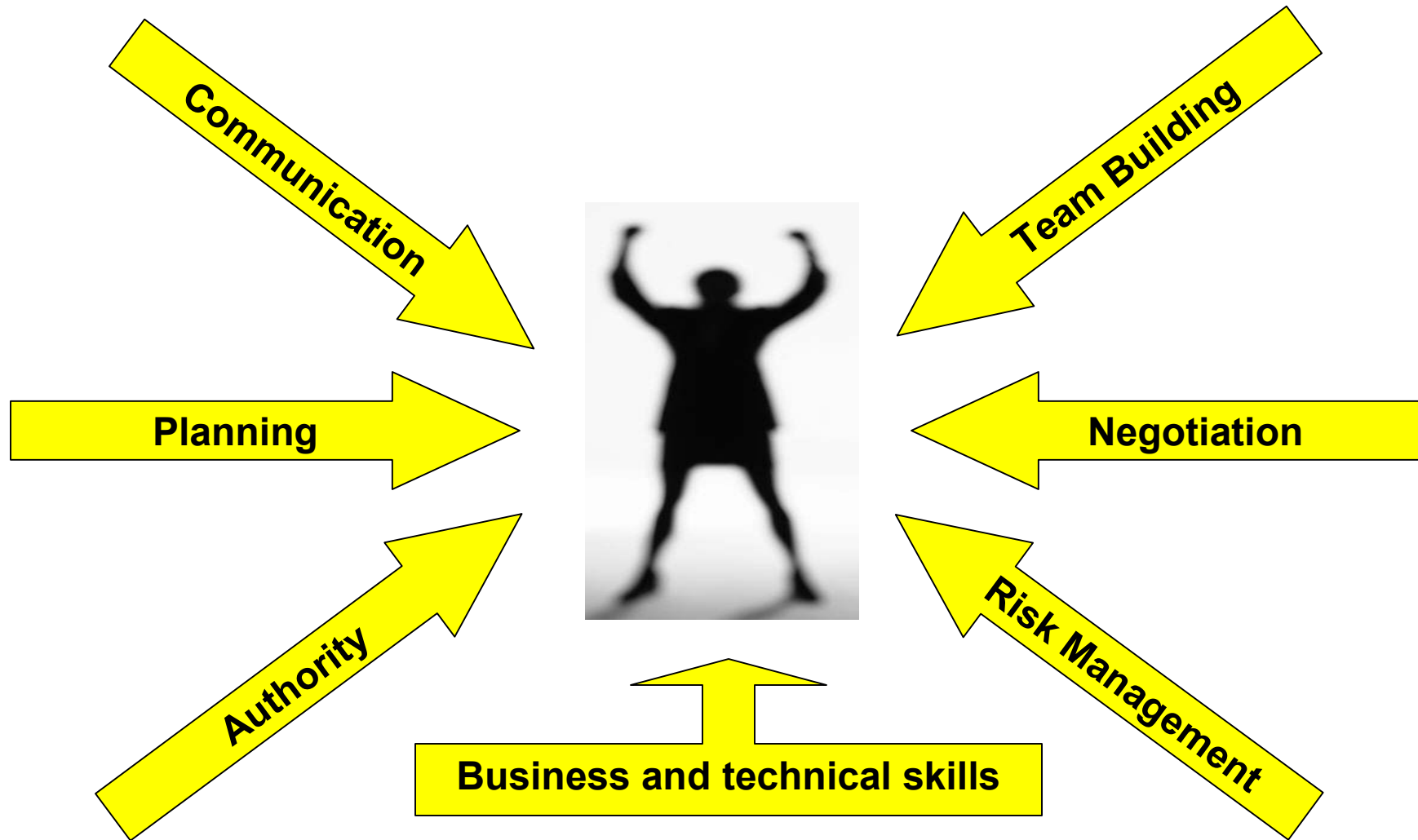
KEY TO SOLVING THE PUZZLE

Matching project manager **skills** to project **type**

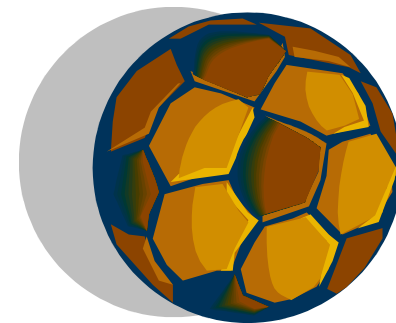
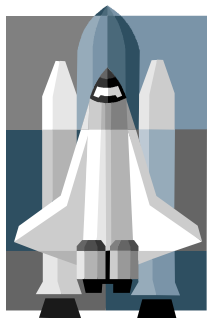
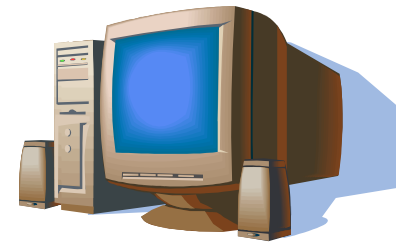
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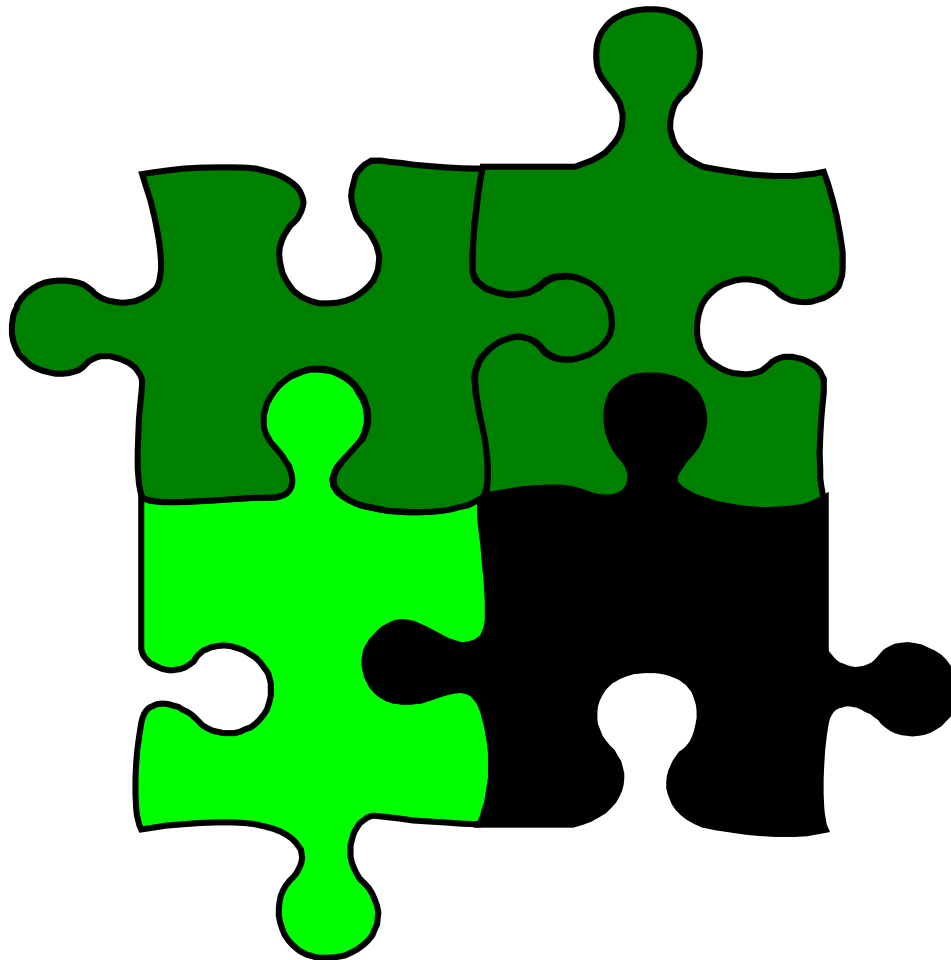
What are the essential skills of a successful project manager in any software development environment?



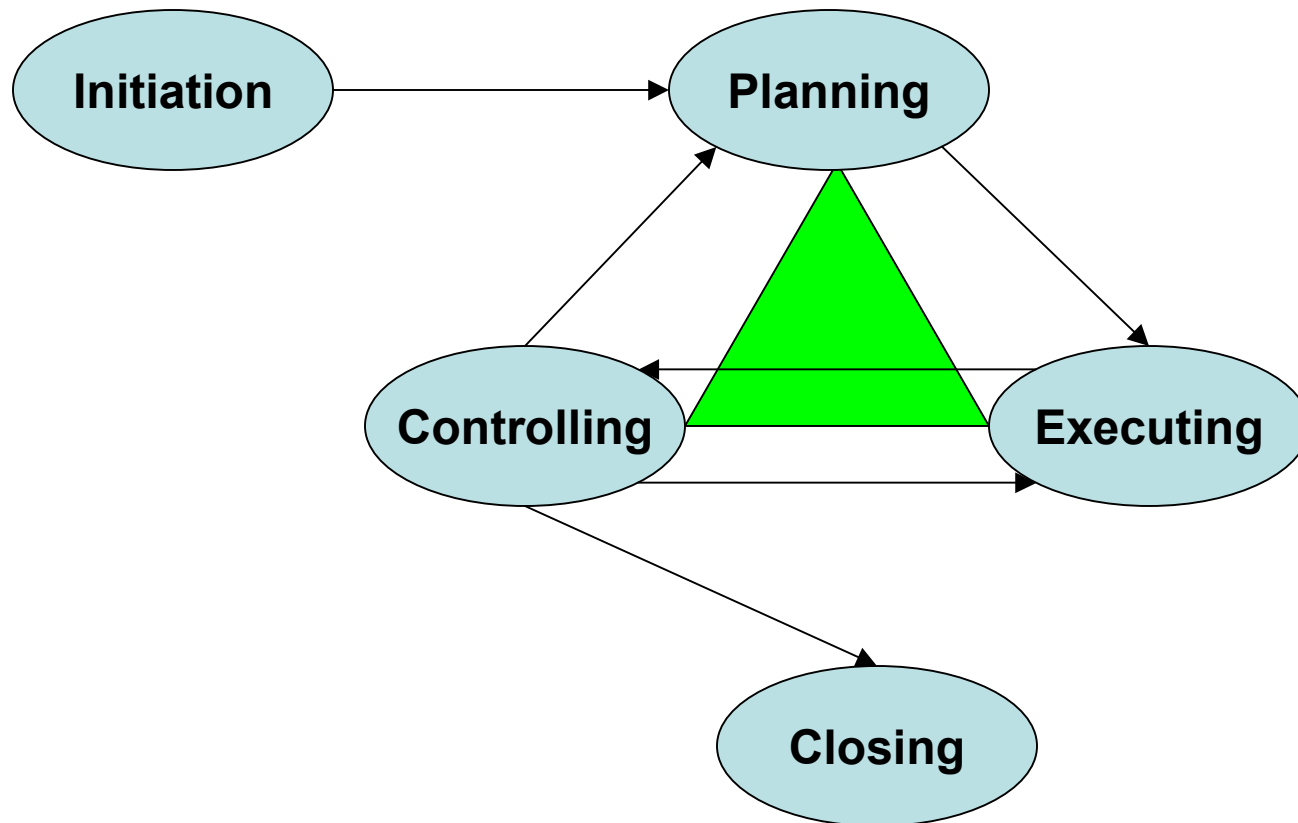
Are all project managers well suited for every
development project?



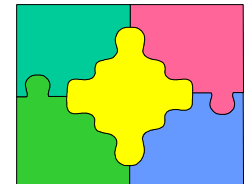
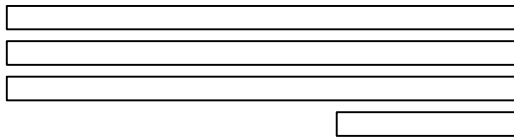
Why do project managers with great records of success become ineffective on a project?



Are you more effective in one project stage of the project life cycle than another?

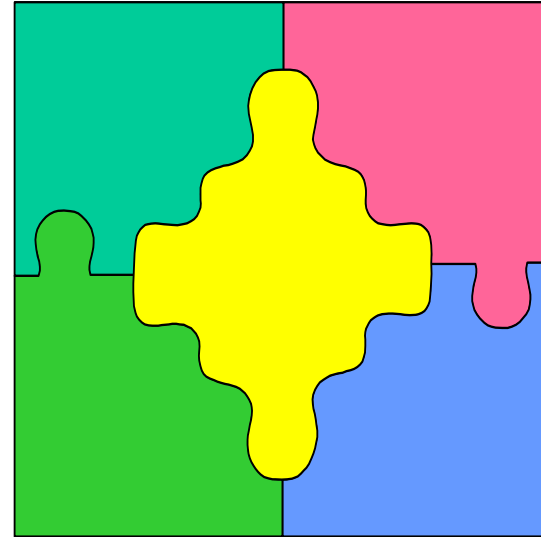


Open the envelope



Project Manager

Project Manager Survey



1. Circle your preferences

1. Crystal Ball
2. A Bottle of Whiskey
3. A Revolver

2. Your best project name

3. Your worst project name

4. Unforgivable project name

The Good, the Bad, & the Ugly – Project Manager?

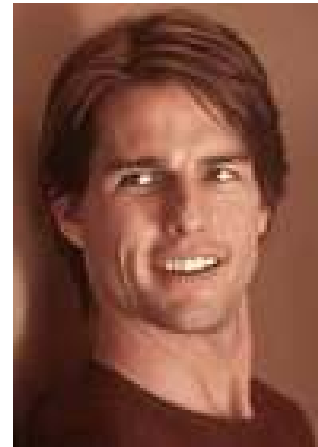
Adolfo Hitler



Walter Mercado



Tom Cruise



Clint Eastwood



Seer

Bar Tender

Sheriff

Success vs. Failure

Personal skills

Skills in dealing with others

Project Management Skills

Technical skills

Vs.

Type of Projects

The Essential Project Management Skills



Crystal Ball



Revolver



Whiskey

The perfect project manager, able to balance the three.

The Crystal Ball



- Skill of planning and estimating
- Good Manager vs. Project Manager
- Hentzel, 1993
 - ***“Good planning was found to be one of the most important characteristics fo the best projects across al industries”.***
- Seer
 - ***They are able to see into the future of a project, create a plan for the project, and lead a team to sucessfully completing it.***
- Techniques

The bottle of Whiskey



- Skills to team building.
- Team building is vital to the role of PM.
- De Marco and Lister study
 - ***“166 developer in 18 organization found that productivity increased 5.6 time due to higher level of effective teamwork”***
- Bar Tender
 - **is able to listen, negotiate, solve problems and get job done while maintaining a sense of positive energy among their team members.**

The Revolver



- Skill of motivating the project team to complete the project.
- The first choice of a project manager is to provide motivation in a positive manner.
- Software Engineering Economics Book,
 - Boehm present the top 5 Motivation factor
 - Achievement
 - Growth potential
 - Work itself
 - Personal Life
 - Oportunity
- The Sheriff – understands the + / - aspects of the revolver, and uses it appropriately.

The Project Type

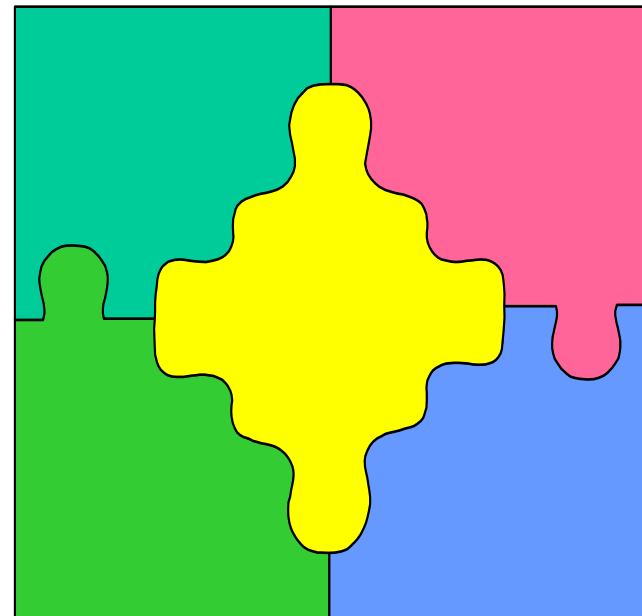
- Team Work: What Must Go Right; What Must Go Wrong Book, three project type are presented based on the objectives of a project:
 - **Creative** – Innovative
 - **Problem Resolution** – Effective
 - **Tactical Execution** - Efficient

(Larson & LaFasto, 1989):

The Conceptual Model

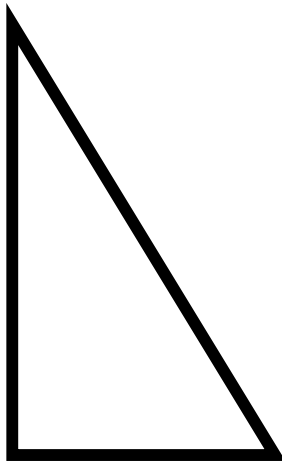
- **3 essential skills**
- **3 project types**

The next step in solving the puzzle is to understand the relationships between them.



The Project Manager

Crystal Ball

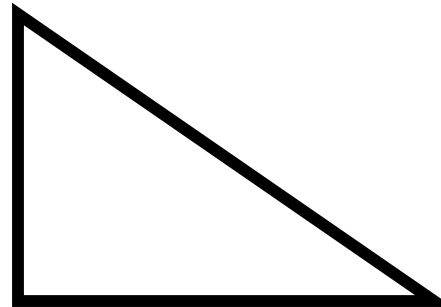


Revolver

Whiskey

The Seer

Crystal Ball

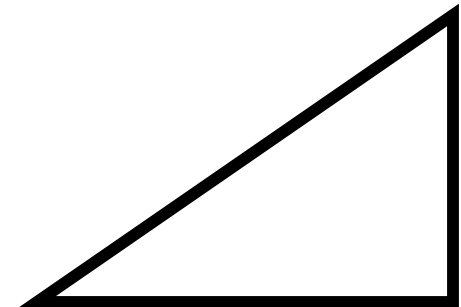


Revolver

Whiskey

The Bar Tender

Crystal Ball



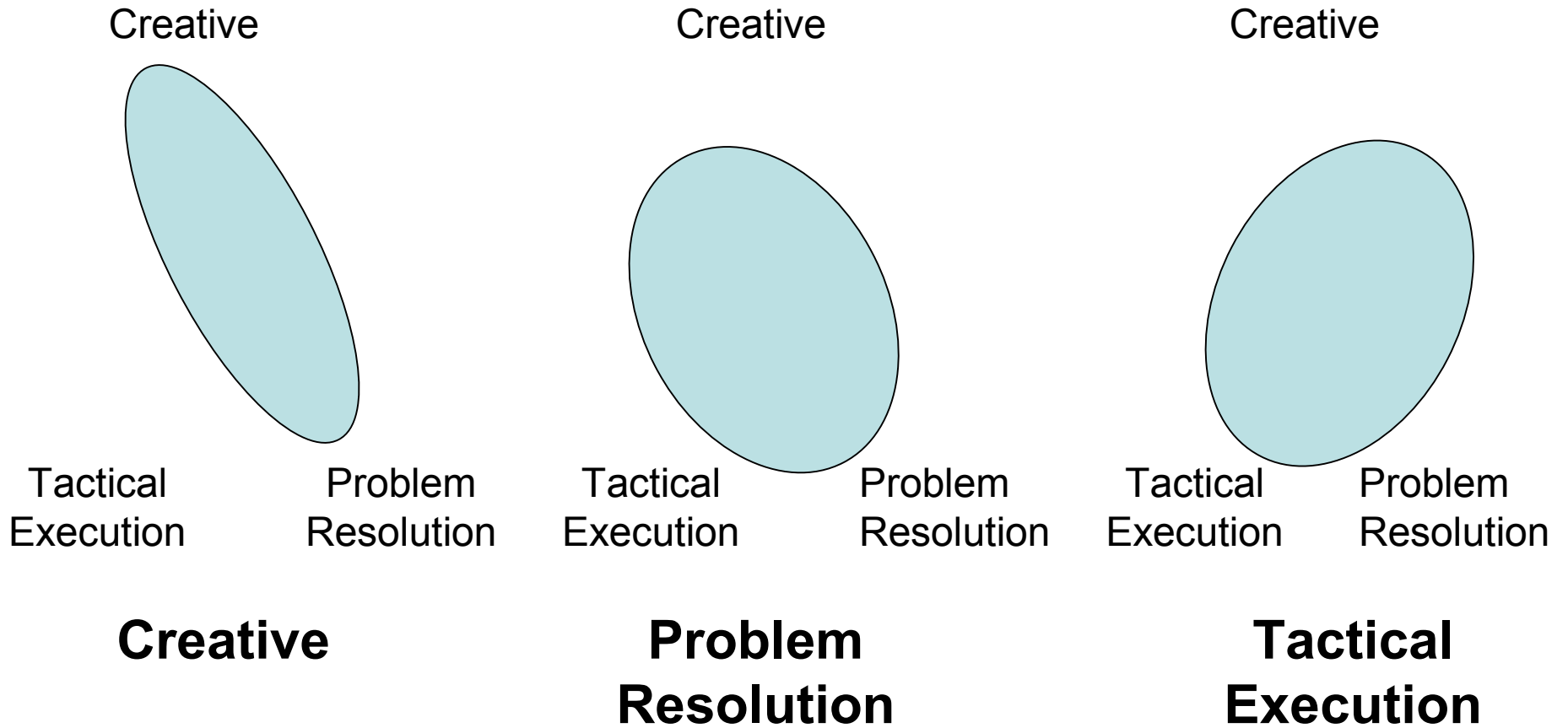
Revolver

Whiskey

The Sheriff

To determine the triangular shape of a given project manager, first identify their Strengths in relation to the three skills.

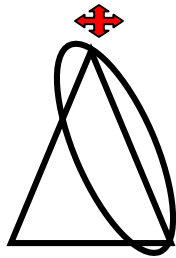
The Type Project



Application

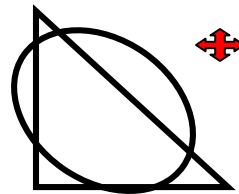
- The Puzzle - Solved:**

Crystal Ball &
Creative



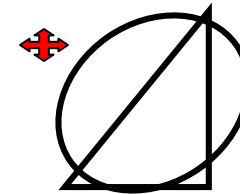
planning and estimating

Bottle of Whiskey &
Problem Resolution



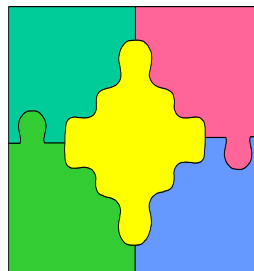
Team Building

Revolver &
Tactical Execution

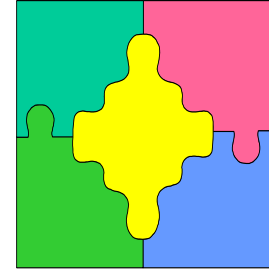


Motivation - / +

Eric Mercer

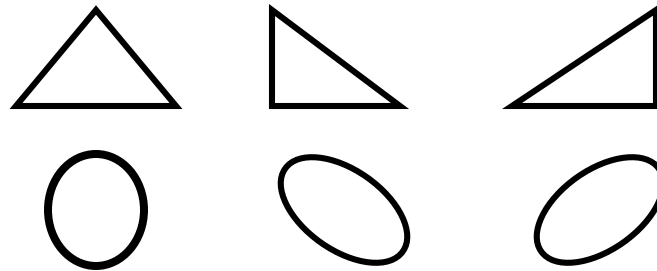


Conclusion



- Conceptual Model:

- 3 PM skills ->
- 3 project types ->



- Triangle slants depending on PM skills
- Oval slants depending on Project Type
- PM Assignment - Compare triangles with ovals and get best fit

References

- Eric Mercer, PMI Annual Seminars & Symposium, 2002, San Antonio Texas
- Larson, Carl E. & LaFasto, Frank M 1989 Teamwork: **What Must Go Right; What must Go Wrong.**
- Boehm, Barry W. 1981 **Software Engineering Economics** Englewood Cliffs, NJ: Prentice Hall.
- DeMarco, Tom & Lister, Timothy 1985 “**Programmer Performance and the Effects of th Workplace:** International Conference of Software Engineering, Washington, D.C.
- Hentzel, Bill 1993 **Making Software Measurement Work: Building Effective Measurement Program**

Thanks You

