Definition of Project Management

The application of knowledge, skills, tools, and techniques to meet the project requirements and achieve the desired outcome.
It is valuable to businesses because it helps ensure that a project delivers the expected outcomes on time and within budget.

Project

- A unique endeavor and usually includes a set of unique deliverables
- A temporary pursuit, it has a defined beginning and end
- Organize, budget, maintain strong communication

Program managers: Review the processes for each of these types of technologies and give ideas for how to continue innovating responsibly to meet the organizational goals.
- planning and organizing, managing tasks, and budgeting and controlling costs.

Daily work for a project manager

- Planning and organizing:
    - Gathering requirements from teammates or stakeholders
    - Creating project plans: key part of project management. Set tones of the project, keep everyone on pace and aligned, and help move tasks along
- Managing tasks
    - Manage tasks for the team members and communicate key milestones to the larger team or customers.
- Budgeting and Controlling costs and other factors
    - Project managers have to understand to keep the project on track and within budget

Ensure the project delivers on time and within budget but also adds value to the company.

Transferable project management skills

"Tell me about a time when you had to juggle several tasks at once",
"Tell me about a time when you had to influence a customer or a teammate."
Time management / leadership

By 2027, employers will need 87.7 million people filling project management aligned roles.
The skills you learned from one industry can be applied to another industry.
New technology is introduced, which leads to processes changing and a need to manage the processes.

Project Manager	→	Program Manager	→	Portfolio Manager
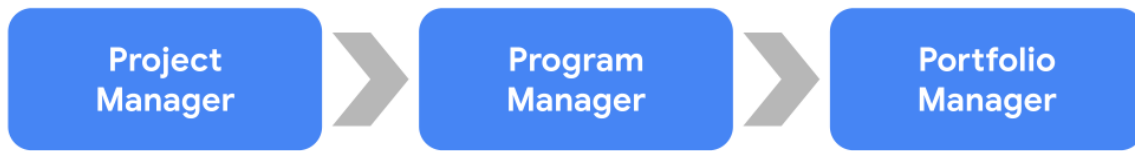
- **Project Manager**: Responsible for the initiating, planning, executing, monitoring, and closing of a project. Includes industry-specific titles like IT project manager, construction project manager, or engineering project manager, which utilize skills that are transferable among industries.
- **Project Analyst**: Moves a project along by sharing information, providing support through data analysis, and contributing to strategy and performance.
- **Project Leader/Director**: Drives core decision-making and sets the direction for the project. Usually knowledgeable about the product or deliverable.
- **Project Controller**: Primarily responsible for project planning. You are likely to see this job title in industries like engineering and construction.
- **Technical Project Manager**: Conducts project planning and management for identified goals within a company. Ensures that projects are completed to the requirements within a defined time frame and budget.
- **Project Management Office (PMO) Analyst**: Manages the progress of complex projects to ensure timely execution and completion.
- **Program managers**: Manage a group of projects that are related or similar to one another and handle the coordination of these projects. They facilitate effective communication between individual project managers and provide support where necessary. They also help create and manage long-term goals for their organization.
- **Portfolio managers:** Responsible for managing a group of related programs within the same organization. They coordinate various programs in order to ensure they are on track and that the organization is meeting its strategic initiatives. Portfolio managers look at all projects and programs within the organization and prioritize work as necessary.
- **Scrum Master:** Coordinates and guides the Scrum team. Knowledgeable in Agile framework and Scrum and is able to teach others about the Scrum values and principles. May also be listed as a Technical Program Manager or Technical Project Manager.
- **Product Owner:** Drives the direction of product development and progress.

Example of things that uses project management skills
- Monthly status report
- Implement new and necessary technologies
- Tracking work plans and performance metrics
- Assisting other members of the operational team
- Ensuring timely responses to requests for information

Networking is when you meet other people in a professional setting with the goal of learning , sharing knowledge, and creating new business connections.

Project managers: shepherd projects from start to end and serve as guides for their team, using their impeccable organizational and interpersonal skills every step of the way

Key ways of adding value: prioritization, delegation, and effective communication.

Project managers add value to their teams and organizations through effective prioritization of tasks required to complete a project.

Stakeholders: people who are interested in and affected by the project's completion and success

Project managers use delegation to add value to their teams and organizations by matching tasks to individuals who can best complete the work.

Project managers deliver value through effective communication both with their team and with key stakeholders.

Ways to add value and impact the organization
- Focusing on the customer
    - What is the problem you would like us to help solve? Example response: The customer wants help developing a new process that would allow their company to be more efficient.
    - How is the problem impacting your organization? Example response: The customer states that they are losing clients because of their current inefficient processes since clients are sometimes receiving their orders late.
    - What prompted you to ask for help now? Example response: The customer says that they may lose department funding if they do not improve efficiency.
    - What is your hope for the outcome of this project? Example response: The customer states that their ultimate goal is to increase the speed at which they fill orders without sacrificing quality.
- Building a great team
    - You should bring on people with the right skills and ensure the team knows that each individual is valued, trusted, and appreciated.
    - You can demonstrate how you feel about the team's value by allowing them to have input and ask questions, and by addressing their needs as soon as possible.
- Fostering relationships and communication
    - Project managers can set the tone for a project and build relationships within their teams and with stakeholders.
    - Taking the time to check in daily with your team, see how they're doing, and ask if there is anything they need help with can go a long way towards making them feel valued and heard.
- Managing the project
    - A successful project manager sees the impacts of each process within the project and communicates those impacts to the team. This ensures that everyone working on the project understands their task goal as well as the big picture goal for the finished product.

- Breaking down barriers
    - A project manager adds value to a project when they break down barriers, allow their team to innovate new ways to do things, and empower them to share ideas.
    - As a project manager, you have to model ingenuity and collaboration, and encourage your team to do the same.

Planning and organizing
- Make use of productivity tools and create processes
- Create plans, timelines, schedules, and other forms of documentations to track project completion

Budgeting and controlling costs and other factors
- Monitor and manage the budget
- Track issue and risks
- Manage quality
- Remove unforeseen barriers

A project task is an activity that needs to be accomplished within a set period of time by you your team or your stakeholders.

Interpersonal skills

Interpersonal skills are the behaviors you use to interact with others, such as communication, active listening, and leadership.

Mentoring
When you take the time to fully explain the expectations, you eliminate rework, confusion, and frustration. Mentoring and teaching others the lessons that you, as a project manager, have learned allows your team to make better choices and build on your experience. Mentoring also involves supporting each individual on your team in meeting expectations and helping them to exceed their own sense of personal potential.

Building relationships
Getting to know your team members lets them know that you care about them as people, not just as employees. Taking the time to build relationships with your customers, clients, vendors, and other stakeholders is equally important. Dedicate time to check in with people. Pay attention to the insights they offer you about their work style since their actions can inform how to most effectively interact with them. Ask about their lives beyond the project, and then follow up on those discussions later on to show your interest. When you foster these relationships, you are all more invested in the success of your project.

Controlling change
Projects change as you continue to understand the expectations and the needs of your stakeholders. As a project manager, you need to remain flexible and adjust to the stakeholders' needs. However, it is also important to protect your team from constant change and rework. A good way to do this is by documenting the initial expectations of the project and clearly

identifying the changes being requested. It is also helpful to understand the budget and schedule impact of the changes and make sure that the stakeholders understand those impacts. As the project manager, you are responsible for protecting your team.

Empowering your team
We all enjoy being heard and appreciated in our careers. Giving your team the ability to work directly with the stakeholders and their teams lets them know that you trust and believe in their skills! One of the best things about empowering your team is getting fresh ideas and passionate employees willing to help find solutions to problems. Another way you can empower your team is by delegating responsibilities to them, allowing them to make some decisions for the project, and using their input in the planning and execution of the project. Effective mentoring often leads to more empowered teams.

Communicating status and concerns
As a project manager, communication is everything. With effective communication, you can work together with your team to find solutions to challenges. The project manager sets the tone for the project. Maintaining an open door policy and building trust within your team and among stakeholders—all while staying positive—will help the success of the project.

A PM is not often the direct manager of the people working on a project team.
Each person will be an expert in their portion of the project, no one will be an expert on every aspect of the project.

PMs are responsible for guiding the team. To do that well, they need to ensure that the team has the support they need to complete the project. Specifically, their role within in a team is
  - Hold all team members accountable for their assigned tasks
  - Ensure that issues and risks are tracked and visible and establish escalation paths
  - Understand and help teammates to adopt the right workflows and project management styles
  - Collaborate with other teams at the organization to deliver solutions that meet the requirements based on project scope, schedule and budget

Working with cross-functional teams

Be direct and concise, avoiding extraneous details and explanations. When communicating task or project goals, make sure you define key items, such as budget, deadlines, quality requirements, or important resources. Ensure your team members understand task and project goals by encouraging them to ask questions and clarify information. It will be up to you to continuously check in with your team to make sure they're all moving towards their goals, staying on track, and completing quality work.

Cross-functional teams may work in different departments, be in different physical locations, and have different leadership, but all team members work together with the project manager to support the current project. Your project may be competing against other priorities, so

communicating clearly and often with your team—and vice versa—helps you identify any potential issues or concerns before they arise.

Get team members with the right skills
Making sure you have team members with the correct skill sets for each of the project functions is critical.

Measure progress
Showing your team how much they have accomplished helps keep them motivated. Take the time to measure and communicate the project's progress across the cross-functional team. This helps everyone see the full picture and recognize their impact on the project. You can measure progress in many ways, including meeting key milestones, completing project tasks, and meeting project goals on time and within budget.

Regularly communicate with your team members to check on their progress. Ask them if they anticipate being finished on time. If not, ask how you can help them succeed. Keep track of the team's progress throughout the project by documenting when tasks and goals are completed, and let your team members know if the project is on track or not. Make sure you communicate successes, delays, or issues, to the team so they know how the project is progressing. Keeping everyone informed is essential to the project's success.

Recognize efforts
Sometimes, when you work with cross-functional teams, there are certain skills that get recognized more than others. A mechanic could get accolades for coming up with the solution to a problem within the project, while the finance member who sourced the funding might be forgotten. As a project manager, it is your job to make sure that each member of your cross-functional team recognizes the value of their efforts each step of the way. You have learned the importance of building relationships with stakeholders, and building relationships with your cross-functional team members is just as important. Learning what makes your team members feel supported, giving and taking feedback, and being mindful of each individual's background, personal identifiers, and work style can help mediate some of the differences among team members.

The more organized you are in your actions, the more organized your team is in their thinking and their actions. Be resilient. Work like a drummer.

Core skills of a PM

- Enabling decision making
  - The ability to enable decision-making on the team, or gathering decisions from the appropriate leader, is crucial to keep projects on task and achieve their goals.
  - You can help team members feel empowered from the start of your project by making the decision-making process collaborative.

- Empowering your team to express their opinions and make their own decisions allows you to focus on the overarching management tasks and prioritize them in order of importance.
- When you allow team members to have a voice in decisions, it helps foster an environment of responsibility, accountability, and team closeness.
- Communication and escalating
  - Knowing how to effectively communicate and when to escalate issues to management is key to keeping you, your team, and your organization on the path to success.
  - When escalation is required, try to approach management with both the problem and the potential solution or suggestions. This will show that you're taking initiative as a project manager.
- Flexibility
  - As a project manager, knowing how to be flexible when changes are needed is key. Plans definitively will change, even with careful upfront planning
- Strong organizational skills
  - Having strong organizational skills means having the ability to organize these processes and the core elements of a project to ensure nothing gets lost or overlooked, which can and does happen.
  - Make use of tools
  - Planning and scheduling software (templates, workflows, calendars)
  - Collaboration tools (email, collaboration software, dashboards)
  - Documentation (files, plans, spreadsheets)
  - Quality assurance tools (evaluations, productivity trackers, reports)

Flexibility is such a critical project management skill and discuss how it can help prepare your team for change, mitigate risks, and handle ambiguity.

Flexible planning

Change is inevitable, and the more flexible you are as a project manager, the more successful you will be throughout your career. These flexible planning strategies can help you manage your project during times of unpredictability:
- Assess external constraints. When planning your project, take external events into account, such as national holidays and team member vacations and sick leave. Leaving extra time in the schedule for these inevitable events up front can help minimize the impact to your project.
- Plan for risks and challenges. If you consider the risks that may occur, you may be able to find solutions for them in advance. For example, what if someone on your team gets sick or decides to quit? Are you able to replace them within the company? If not, can you hire an independent contractor? Come up with a list of people who may be able to join your team if one of your team members becomes unavailable. You can also assess risks by looking at historical data. Review your past projects and examine the challenges you faced. Then evaluate if similar challenges could occur in this project and prepare accordingly. We will discuss risk management at length later in this program.

- Calculate "float" in your schedule. Float, or slack, refers to the amount of time you can wait to begin a task before it impacts the project schedule and threatens the project outcome. Identifying float in your schedule can help with resource management, scheduling, and keeping your project on track. You will learn more about calculating float in a later course, when we discuss creating a critical path for your project tasks.

Handling ambiguity

Ambiguity can be a big challenge in managing projects. Project managers often face ambiguity in goals, requirements, schedules, vision, or other areas related to the project. Your team will look to you to lead during times of ambiguity and change, and flexibility is especially important during these instances. Here are some different ways to help your team deal with ambiguity:
- Keep calm. In uncertain times, handling ambiguity with grace and poise will help inspire the members of your team to do the same.
- Express empathy. As a project manager, it is important to try to understand what your team is thinking and feeling, especially during times of ambiguity. Let your team members know that you care about the challenges they are facing and are there to support them.
- Communicate what you know clearly. Define the aspects of the project that are confirmed and will not change. This helps your team get a better sense of what to expect, regardless of any aspects of the project that are still unknown or changing.
- Make decisions and stick to them. Try not to second-guess your decisions in front of your team since this can lead to greater uncertainty. If you need to change course, clearly explain why you have chosen to do so to your team.
- Trust the expertise of your team. Increase clarity by having everyone on your team discuss what they already know or believe to be true about components of your project, such as what is involved in specific tasks or resources needed, based on their areas of expertise. Then, discuss what you still don't know and brainstorm ways to gather more information.

Industry knowledge
- Tools
- Templates
- Project management styles

Some bottom lines
- Project managers hire the experts and help put all the pieces of the project together. Project managers don't need to be experts in every field.
- To be a successful project manager at any organization—regardless of whether you have worked there previously—it is essential to master the skills, tools, and techniques of project management.
- Your role as a project manager is to communicate with your stakeholders, clarify objectives, and set expectations. Trust your team to handle the details of each project task and communicate with you when there's an issue. Through your direct

communication and strategic approach to problem-solving, you can provide solutions and help remove barriers for your team. This is where you add value!

Influencing without authority: a PM's ability to guide teammates to complete their assigned work without acting as their direct managers.

Key interpersonal skills
- Communication
    - It can include checking in with teammates to understand how they're progressing on a task and providing clear feedback on the quality of a teammate's work.
- Negotiation
    - Negotiation might include working with a teammate to compromise on a new deadline when they tell you that they won't be able to complete their work on time.
    - The negotiation skills are needed often with your teammates and stakeholders to balance their needs and what is best for the project.
- Conflict mediation
    - This might involve setting up a meeting with two teammates who are struggling to agree upon the best way to handle a shared task.
- Understanding motivations
    - This means getting to know your teammates and figuring out what pushes them to do their best work. Understanding motivations might also include learning how your teammates prefer to receive feedback, and how they like to receive recognition for doing a great job.

A successful project manager is somebody who really knows how to pull together a bunch of people. To be successful, gain project experience and learn from it.

Project management methodologies
- Linear: the previous phase or task has to be completed before the next can start
    - Using this type of linear project management approach, completing each step in order and sticking to the agreed upon specific results and being able to deliver just what the client ordered
    - Linear projects don't require many changes during development and have a clear sequential process. If you stick to the plan, it's likely you'll finish your tasks within the time schedule and all other criteria.
- Iterative means some of the phases and tasks will overlap or happen at the same time that other tasks are being worked on.
    - The iterative approach, plans remain flexible and you're able to make adjustments as you go along.
    - Iterative projects allow for more flexibility and anticipate changes. You're able to test out parts of the project to make sure they work before the final result is delivered, and you can deliver parts of the project as they are completed, rather than waiting for the entire project to be done.

The project management life cycle and methodologies

Project lifecycle
- Initiate the project
    - Define project goals and deliverables,
    - Determine resources, people and other project details
    - Get project approval
    - Document all this information in one place to showcase the project's value
- Make a plan
    - Create a plan to meet your goals
    - Create a budget
    - Set the schedule
    - Establish your team
    - Determine roles and responsibilities
    - Plan for risks and change: think ahead, scheduling delays, technology and software requirements, legal issues, quality control, and access to resources
    - Examples: A budget, a breakdown of all the tasks that you need to be completed, ways to communicate team roles and responsibilities, a schedule, resources, and what to do in case your project encounters problems or needs to change.
- Execute & complete tasks
    - Manage the progress
    - Communicate
    - Make adjustments (schedule, budget, allocation of resources..)
    - The project team has the job of completing the project tasks. As a project manager, your role is a little different.
    - While you might be in charge of completing certain tasks in the project, your primary tasks as the project manager are to monitor progress and keep your team motivated.
    - You also remove any obstacles that might come up so that the tasks are executed well and on time.
- Close the project
    - Ensure all tasks are completed (any outstanding invoices have been paid, resources are returned and accounted for, and project documentation has been submitted)
    - Confirm acceptance of the project outcome
    - Reflect on lessons learned, retrospective, Evaluate what worked and what didn't work
    - Communicate results with stakeholders, Share the team's accomplishments with people outside the team
    - Celebrate the team's success
    - Handover

The project life cycle
Initiate the project

In this phase, ask questions to help set the foundation for the project, such as:

- Who are the stakeholders?
- What are the client's or customer's goals?
- What is the purpose and mission of the project?
- What are the measurable objectives for the team?
- What is the project trying to improve?
- When does this project need to be completed?
- What skills and resources will the project require?
- What will the project cost? What are the benefits?

Make a plan

- Create a detailed project plan. What are the major milestones? What tasks or deliverables make up each milestone?
- Build out the schedule so you can properly manage the resources, budget, materials, and timeline. Here, you will create an itemized budget.

Execute the project

- In this phase, put all of your hard work from the first two phases into action.
- Monitor your project team as they complete project tasks.
- Break down any barriers that would slow or stop the team from completing tasks.
- Help keep the team aware of schedule and deliverable expectations.
- Address weaknesses in your process or examine places where your team may need additional training to meet the project's goals.
- Adapt to changes in the project as they arise.

Close the project

- Identify that your team has completed all of the requested outcomes.
- Release your team so they can support other projects within the company.
- Take time with your team to celebrate your successes!
- Pass off all remaining deliverables and get stakeholder approval.
- Document the lessons you and your team learned during the project.
- Reflect on ways to improve in the future.

Note.
It's important to call out that the name or tasks for each phase might change, or may be a little different depending on the type of project or the organization where you work. At Google, we use a mix of different project management methods. But regardless of the method, all projects share a lot of the same tasks needed to get the job done.

Waterfall: follow an ordered set of steps that are directly linked to clearly defined expectations, resources, and goals that are not likely to change. . A well-thought-out traditional approach to managing a project can help you reach your desired outcome with as little pain as possible during the project implementation.

Agile
- Able to move quickly and easily
- Willing to change and adapt
- Done in pieces

Lean and Six Sigma
- Define: You need to define the project goal and talk to stakeholders about expectations for the project
- Measure: You will set a plan for how you will get the data, and how often to measure it
- Analyze: You will begin to identify gaps and issues
- Improve: You would present your findings and get ready to start making improvements
- Control : It is all about learning from the work you did up to put up new processes and documentation in place

Today, the Lean Manufacturing methodology recognizes eight types of waste within an operation: defects, excess processing, overproduction, waiting, inventory, transportation, motion, and non-utilized talent. In the manufacturing industry, these types of waste are often attributed to issues such as:

- Lack of proper documentation
- Lack of process standards
- Not understanding the customers' needs
- Lack of effective communication
- Lack of process control
- Inefficient process design
- Failures of management

Resolution (5s)
1. **Sort:** Remove all items not needed for current production operations and leave only the bare essentials.
2. **Set in order:** Arrange needed items so that they are easy to use. Label items so that anyone can find them or put them away.
3. **Shine:** Keep everything in the correct place. Clean your workspace every day.
4. **Standardize:** Perform the process in the same way every time.
5. **Sustain:** Make a habit of maintaining correct procedures and instill this discipline in your team.

Key principles in Six Sigma
1. Always focus on the customer.

2. Identify and understand how the work gets done. Understand how work really happens.
3. Make your processes flow smoothly.
4. Reduce waste and concentrate on value.
5. Stop defects by removing variation.
6. Involve and collaborate with your team.
7. Approach improvement activity in a systematic way.

Which project method should we choose?
https://www.teamwork.com/project-management-guide/project-management-methodologies/

	Waterfall	Agile
Project manager's role	Project manager serves as an active leader by prioritizing and assigning tasks to team members.	Agile project manager (or Scrum Master) acts primarily as a facilitator, removing any barriers the team faces. Team shares more responsibility in managing their own work.
Scope	Project deliverables and plans are well-established and documented in the early stages of initiating and planning. Changes go through a formal change request process.	Planning happens in shorter iterations and focuses on delivering value quickly. Subsequent iterations are adjusted in response to feedback or unforeseen issues.
Schedule	Follows a mostly linear path through the initiating, planning, executing, and closing phases of the project.	Time is organized into phases called Sprints. Each Sprint has a defined duration, with a set list of deliverables planned at the start of the Sprint.
Cost	Costs are kept under control by careful estimation up front and close monitoring throughout the life cycle of the project.	Costs and schedule could change with each iteration.
Quality	Project manager makes plans and clearly defines criteria to measure quality at the beginning of the project.	Team solicits ongoing stakeholder input and user feedback by testing products in the field and regularly implementing improvements.
Communication	Project manager continually communicates progress toward milestones and other	Team is customer-focused, with consistent communication between

|	key indicators to stakeholders, ensuring that the project is on track to meet the customer's expectations.	users and the project team.
Stakeholders	Project manager continually manages and monitors stakeholder engagement to ensure the project is on track.	Team frequently provides deliverables to stakeholders throughout the project. Progress toward milestones is dependent upon stakeholder feedback.

Organizational structure and culture

The way a company or organization is arranged or structured. It defines how job tasks are divided or coordinated. Understanding the different types of organizational structures can serve as a map to help you determine where you fit in, who you should communicate with, and how frequently to communicate with them.

Classic structure
Functional or top-down structures. Traditional top-down system of reporting
If your organization works in this structure, as the project manager, you might communicate regularly with your manager, the person directly above you, and also with your peers who work on the same types of projects as you.

Classic Org Chart
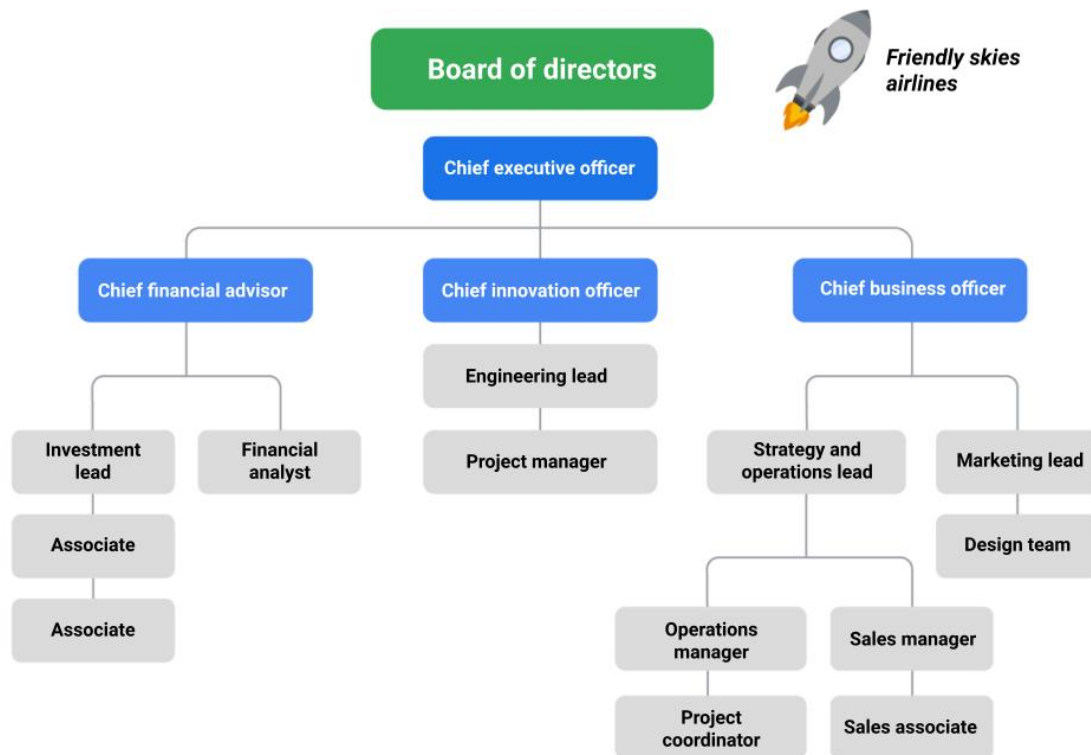
Imagine that the Friendly Skies Airlines Board of Directors approves an initiative to retrofit existing airplanes to carry more passengers. The CEO sponsors a project team to redesign the airplanes. The project will be led by a project manager from the Engineering and Innovation department and will require representatives from Finance, Marketing, Strategy, and Operations, along with several other team members from the Design department, to successfully complete the project.

The project team will typically remain in their reporting lines but act as their own assembled team. They do not fall under any of the existing functional departments. In the Classic organizational structure, the project builds from already existing departments to form teams.

If you are a project manager in this type of structure, you may need to consult with functional managers to understand your resources and the capacity of each teammate, as well as to familiarize yourself with each function's internal processes and approval structure. Your authority may be slightly limited due to competing priorities, approval chains, and other complexities, but setting expectations up front will enable you to navigate the organization and execute your project successfully.

**Matrix organizational structure**
Direct higher-ups and stakeholders from other departments or programs
The Matrix structure differs from the Classic structure in that the employees have two or more managers. In Matrix structures, you still have people above you, but you also have people in adjacent departments with whom you will need to communicate on your work progress. Functional areas tend to cross paths more frequently, and depending on the nature of the work, the responsible manager for each area has the most authority.

As a project manager in a Matrix organization, a team will essentially have at least two chains of command, or managers. You can think of the project manager as being a temporary manager while assigned to the team. The functional manager is consistent regardless of the project a project manager is supporting. The visual below illustrates what the Friendly Skies Airlines would look like if it had a Matrix organizational structure.
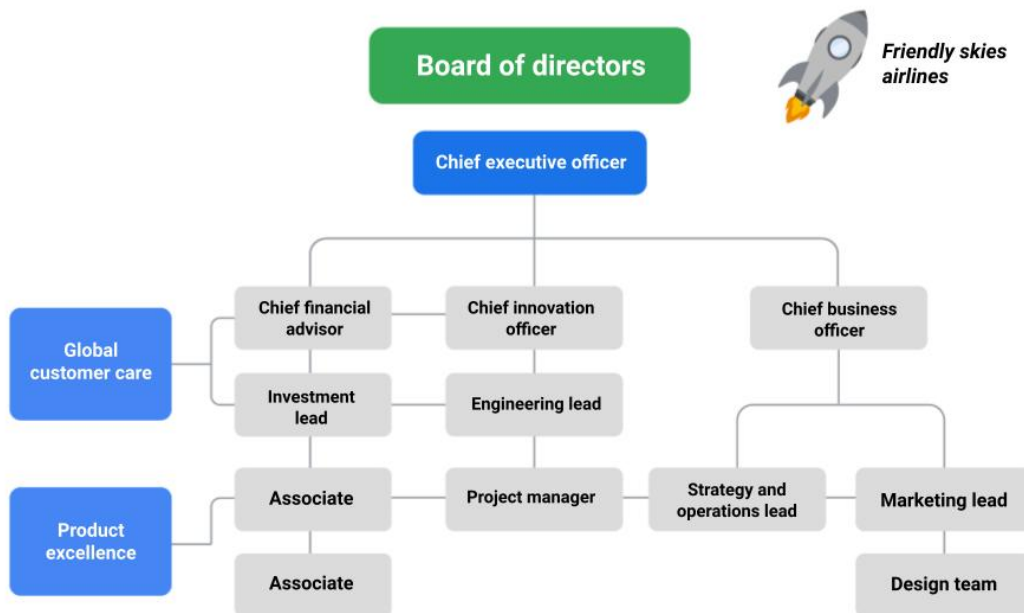
Imagine that Friendly Skies Airlines is organized in a Matrix structure. Their Product Excellence team develops a new amenity kit for long-haul flights. They ask the Project Manager to help gather marketing materials that present research data about how this product fulfills passenger desires. The Project Manager is working on behalf of the Product Excellence team, but they are able to work in partnership with the Marketing team to create these materials.

More info at

How organizational structure impacts project management

One way organizational structure can impact the way you manage a project is by the amount of authority given to the project manager. Authority has to do with your ability to make decisions for the project that impacts the organization.
Resource availability: knowing how to access the people, equipment, and budget needed for a project.

As a project manager working in a **Classic structure**, you may depend on the managers in your organization to approve resources.

Matrix structures emphasize a strong project focus from the team and the organization. You, as the project manager, generally have more autonomy to make decisions and gather resources as needed. The key is to make sure you know who your stakeholders are and who controls what since the chain of command isn't always as clearly defined as in the Classic structure. Because there isn't always a clear chain of command in a Matrix structure, you need to make sure you have identified and communicated with anyone you might need to report to and get approval from well before the project begins.

Project Management Office (PMO)

A Project Management Office, or PMO, is a group within an organization that defines, sets, and helps maintain project management standards and processes throughout that organization. It often acts as a coordinated center for all of the organization's projects, helping them run more smoothly and efficiently.

It involves the following functions
   - Strategic planning and governance
   - Best practices
   - Common project culture
   - Resource management
   - Creation of project documentation, archives, and tools

Organizational culture

When we learn about someone's culture, we gain a much deeper insight and more complete picture into who they are and how they navigate the world.

An organization's culture provides context and acts as a guide for what their people value, how they operate on a daily basis, how they relate to one another, and how they can be expected to perform.
   - The values employees share, as well as the organization's values, mission and history

- Company's personality

Understanding an organization's culture will help you navigate your team more effectively toward achieving the project's goal. It also impacts the way you plan your project. You'll need to be familiar with an organization's culture, so that you can minimize conflict and complete the project with as much support and harmony as possible.

If you can demonstrate how the project supports the company's mission or how the project aligns with the company's values, you'll have more support from executives and stakeholders to get the approvals and resources you need. Pay attention to what leaders in the organization value when conducting business.

Does the management team care about speed over perfection? How do people within the organization make decisions? Do they thoroughly examine every option for every decision? This will help inform which values are the most important to them and how you can approach your decision-making. If you're ever stuck in your project and need guidance about making a certain decision, or are unsure how to communicate with someone in the organization, reviewing the mission and values may help direct you toward the right way to handle that situation

Asking about the culture in the job interview is a great way to get more information about the company. It also shows you understand the impact of culture on a project.

Questions about culture
- How does communication happen?
- How are decisions made?
- What kind of rituals are in place when someone new comes to the facility?
- How are projects typically run?
- What kinds of practices, behaviors, and values are reflected by the people in the organization?

Navigation culture

- Ask questions
- Make observations
- Understand your impact

Change agent
A person from inside an organization who helps the organization transform by focusing on improving organizational effectiveness and development.

The importance of organizational culture

- Identity: An organization's culture defines its identity. Its identity essentially describes the way the company conducts business, both internally and externally. A company's values and organizational culture go hand-in-hand; its values are part of its identity. You can

almost think of an organization's culture as its personality. That is why it is important to learn your company's (or target company's) mission and value statements. The mission and value statements will help you understand why the company exists and will give you insight into what the company believes in and how it will behave.

- People: Strong, positive organizational culture helps retain a company's best employees. People who feel valued, engaged, and challenged are more likely to give their best and want to drive for success. An organization's culture can help keep talented employees at a company, and it can attract great people too! On the other hand, a toxic culture can have the opposite effect. It is important to find an organization with a culture that fits your personality. One way to find out more about an organization's culture is to talk to the people who work there. You can also take note of the current employees' attire, expressions, and overall behavior.
- Processes: Organizational culture can have direct impacts on a company's processes, and ultimately, its productivity. The organization's culture is instilled throughout the company—from its employees to how its employees do their job. For example, a company that values feedback and employee involvement might have that reflected in their processes by including many opportunities for employees to comment. By allowing employees to feel their voices are heard, this company is adhering to its culture.

Understanding an organization's culture

As a project manager, it is important to understand your company's culture, especially because it could affect the projects you work on. Some aspects of an organization's culture that are directly related to how you will manage projects are communication, decision-making, rituals, previous management styles, and values. To learn more about a company's culture and how it applies to you as a project manager, you can:

Ask questions

You can learn about an organization's culture by asking questions of management and peers. It can be helpful to ask these questions in the interview phase to better understand the company's culture before accepting a position. You might want to ask questions about:

Atmosphere

- What is the company's dress code?
- How do people typically share credit at this company?
- Is risk-taking encouraged, and what happens when people fail?
- How do managers support and motivate their team?
- How do people in this role interact with customers and users?
- When and how do team members give feedback to one another?
- What are some workplace traditions?
- What are some of the ways the company celebrates success?

Policies

- What are the policies around sick days and vacation?
- Does the company allow for employee flexibility (e.g., working from home, flexible working hours)?
- What policies are in place that support employees sharing their identity in the workplace?

Processes

- What is the company's onboarding process?
- How do employees measure the impact of their work?

Values

- What are the company's mission and value statements?
- How might the person in this role contribute to the organization's mission?
- How does the organization support professional development and career growth?

Listen to people's stories

Listening to what current employees have to say and how they portray the company will give you great insight.

- What were employees' experiences with similar projects in the past?
- What can they tell you about key stakeholders and customers?

Take note of company rituals

Rituals can be powerful drivers of culture. They engage people and help instill a sense of shared purpose and experience.

- How are birthdays and holidays celebrated?
- Do employees generally eat lunch at the same time and in the same place?
- Watch employee interactions: Observing how employees interact can help you tailor your interaction style to the company norm.
- Are employee interactions more formal or informal in nature?
- Are ideas solicited from employees in different roles?

Understand your impact

As a project manager, you become a change agent. Remember: a change agent is a person from inside an organization who helps the organization transform by focusing on improving organizational effectiveness and development. When you begin a new role, sit down with management to better understand what is expected of you and how you can make the most of the opportunity.

Sharpen your communication skills

Interpersonal communication skills are a major part of project management. How a company communicates is directly tied to its organizational culture. You will most likely have interactions with various departments and management levels while executing projects. To communicate effectively, you will need to understand how to navigate the different channels in your company. Ask questions about communication practices when you start a new role such as: Is it customary to sign emails from the team rather than from you individually? Should presentations include team members or be solely presented by the project manager? This can help you make sure you are adhering to expectations.

Approaching projects differently from how similar projects were managed in the past may be met with some resistance. Although some projects may call for you to break the status quo, when you show an appreciation of your organization's culture, you may help your team members accept any improvements you are implementing.

Making changes
"What are the top three challenges that you want to solve today?"

Change management
The process of delivering your completed project and getting people to adopt to it.
It's important to recognize that it's the people in an organization who are directly impacted by any changes in the workplace. It is also important to keep in mind the changes that people will need to implement as a result.

Core concepts
- Create a sense of ownerrship and urgency
- Figure out the right combinations of skills and personalities
- Effective communication

Integrating project management and change management

Change management is a major undertaking and a project in and of itself. When it comes to change management, you may not always be responsible for leading and planning the entire end-to-end process. There will be times when your manager, a team member, or another senior leader might be responsible for taking on that transition and successfully implementing the changes. However, just because you're not the one directly leading the change, there are still ways in which you can support and participate in the successful adoption of your project.

As a project manager, you can think of change management as necessary for the successful outcome of your project. Both change management and project management aim to increase the likelihood of project success. They also incorporate tools and processes to accomplish that goal. The most effective way to achieve a project goal is to integrate project management and change management, and it is your responsibility as a project manager to do so.

When you are thinking about change management as it relates to your project, begin by asking yourself the following questions:

How will the organization react to change?

Which influencers can affect change?

What are the best means of communication?

What change management practices will lead to the successful implementation of my project?

The answers to these questions will help you prepare for a variety of possible scenarios and allow you to craft solutions to effectively support the adoption of your project.

Let's look at some best practices for approaching change management on your projects:

Be proactive. Proactive and inclusive change management planning can help keep any potentially impacted stakeholders aware of the upcoming changes.

Incorporate change management into your project management steps. For example, you can schedule time during team meetings or create a feedback document to ensure that your team members know there is a place to voice their suggestions and concerns.

You can also plan steps towards the end of your project to introduce the deliverable to stakeholders in the form of demonstrations, question and answer forums, or marketing videos. You can factor all of these decisions into your plan so that any potential changes are less likely to impact your timeline. If these steps have not been built into your plan, you can escalate and stress the importance of a change management plan to your stakeholders.

Communicate about upcoming changes. Communication should occur regularly among impacted stakeholders, the change management team, and the project team. Check in and communicate throughout the project about how the changes will provide a better experience for end users of the project deliverables. In this way, you support the process by providing everyone with the information they need to feel prepared to adjust to changes once the project is ready to launch.

Follow a consistent process. Following a clear change management process helps maintain consistency each time there is a change. The change management process should be established and documented early on in your project to guide how the project will handle change. Your organization may also have an overarching change management plan that can be adopted for your project. This may include when the promotion of the change should happen, when training should occur, when the launch or release will occur, and corresponding steps for each phase of the process.

Practice empathy. Changes are inevitable, but we are often resistant to them. By being empathetic to the challenges and anxiety change can bring, you can support the process in subtle ways.

Use tools. Incorporating tools to assist in the adoption of a change can be very helpful. Here are a few examples you can use on your next project:
- Feedback mechanisms, such as surveys, can capture input from stakeholders.
- Flowcharts can visualize the project's development process.
- Culture mapping can illustrate the company's culture and how the company's values, norms, and employees behavior may be affected by the change.

Participating in change management

Participating in change management involves being empathetic to the challenges of the change management process and supporting necessary changes throughout the project lifecycle.

Keys questions
- How will the organization react to change?
- Which influencers can affect change?
- What are the best means of communication?
- What change management practices will lead to the successful implementation of my project and so on?

Corporate and project governance

Governance in business is the management framework within which decisions are made and accountability and responsibility are determined. In simple terms, governance is understanding who is in charge. In this reading, we will discuss corporate governance and project governance. It is important to learn how corporate and project governance are related since you may have to speak about governance in an interview. Additionally, you will need to understand how your project relates to the governance structure of the organization.
Corporate governance

Each organization is governed by its own set of standards and practices that direct and control its actions. Those standards and practices are called corporate governance, and they will influence your projects. Corporate governance is the framework by which an organization achieves its goals and objectives. Corporate governance is also a way to balance the requirements of the various corporate entities, such as stakeholders, management, and customers. Corporate governance affects every part of an organization, including action plans, internal and external controls, and performance measurements.

Governance and change management go hand-in-hand. Think back to the previous videos on change management. To successfully implement change management, it is essential that you understand the structure and culture of the organization. Effective governance in change management provides clearly defined roles and responsibilities during change. This enables the people within the organization to have a precise understanding of who makes decisions and of the relationship between those managing and participating in the change management process.

Another example of governance within an organization is the creation and use of steering committees. Steering committees decide on the priorities of an organization and manage the general course of its operations. The steering committee essentially acts as an advisory board or council to help the project manager and the company make and approve strategic decisions that affect both the company and the project.
Project governance

As a project manager, you will be responsible for project governance. Project governance is the framework for how project decisions are made. Project governance helps keep projects running smoothly, on time, and within budget. Project governance involves all the key elements that make a project successful. It tells you what activities an organization does and who is responsible for those activities. Project governance covers policies, regulations, functions, processes, procedures, and responsibilities.

How project and corporate governance intersect

Project governance needs to be tailored to your organization's specific needs. These needs will influence how you implement and monitor the governance framework on your project. Project governance concerns those areas of corporate governance that are specifically related to project activities. Effective project governance ensures that an organization's projects are aligned to the organization's larger objectives, are delivered efficiently, and are sustainable. This includes:

Considering the long- and short-term interests of your organization

Making thoughtful decisions about which projects to take on and avoiding projects if you do not have sufficient resources

Providing timely, relevant, and reliable information to the board of directors and other major stakeholders

Eliciting the input and buy-in of senior managers since they are the decision-makers

During the initiation phase, prioritizing clear, reachable, and sustainable goals in order to reduce confusion and conflict

During the planning phase, assigning ownership and accountability to an experienced team to deliver, monitor, and control the process

During the execution phase, learning from mistakes and adapting to new or improved knowledge

Corporate governance can involve clearing many hurdles before making decisions. These decisions can influence not only a single project, but the entire corporation.

At the same time, corporate governance can help support project governance, as it provides oversight on compliance and mitigating risk and offers guidance and direction for project managers. Good corporate governance can also help project managers secure resources, get issues addressed, avoid delays in decision-making, get buy-in from stakeholders, and achieve visibility for projects on the executive level.

How to make a success in project management

Metrics
- Determine your scope
- Plan a schedule
- Check the project's quality
- Measure the cost
- Analyze customer satisfaction
- Analyze team satisfaction

Tips
- Set clear goals
- Understand the requirements
- Define specific measurements
- Try different combinations

Skills
- Time management
- Risk management
- Creativity
- Communication

Yu Guo's remark
嗯嗯 其实也没那么恐怖 逻辑清楚 表达清楚 讲话别犹豫 干练一点 就已经超过80%pm啦