
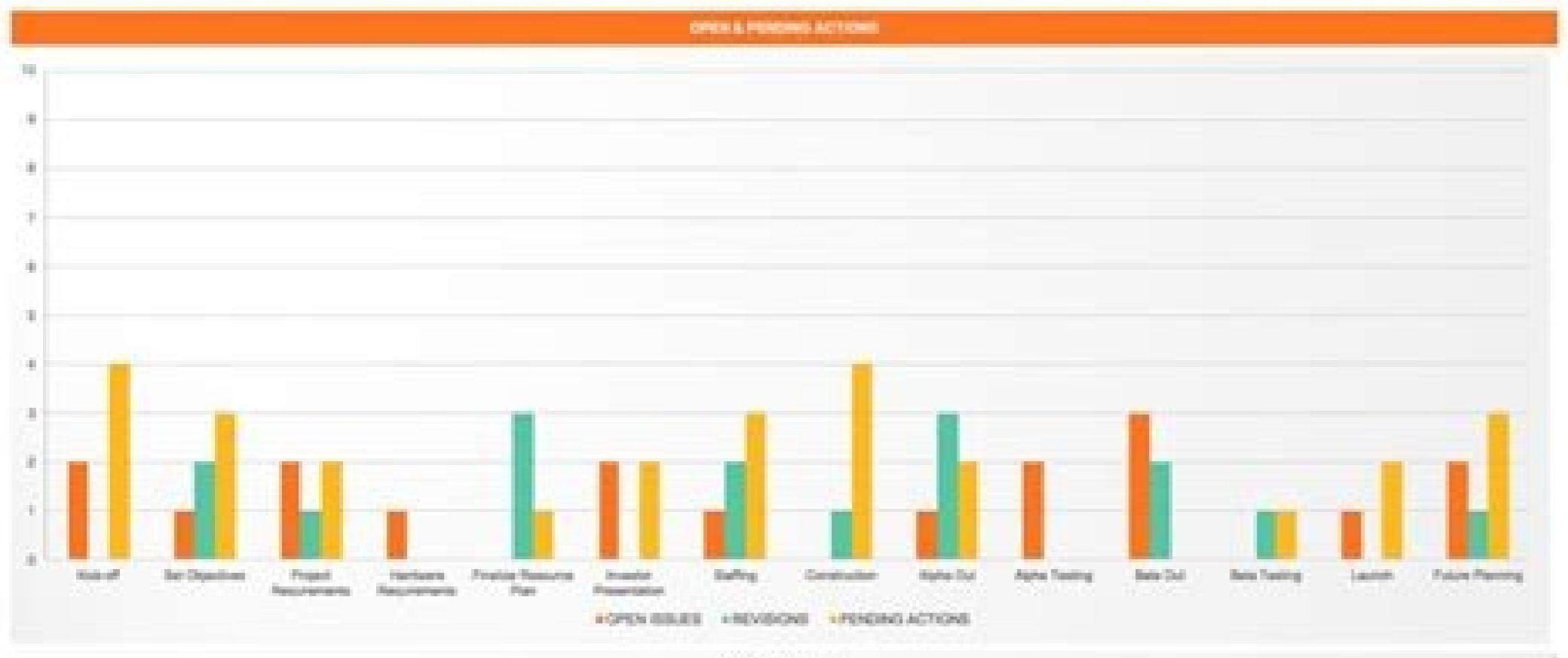
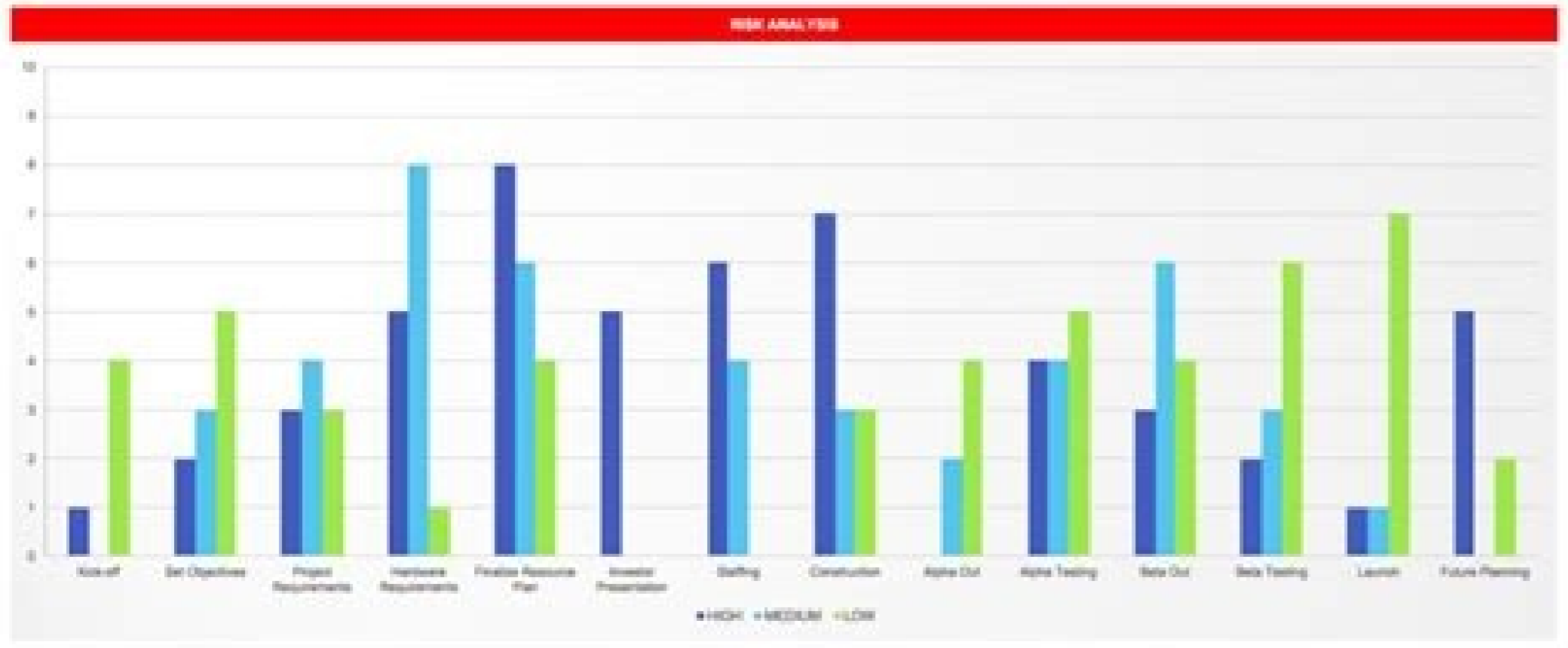
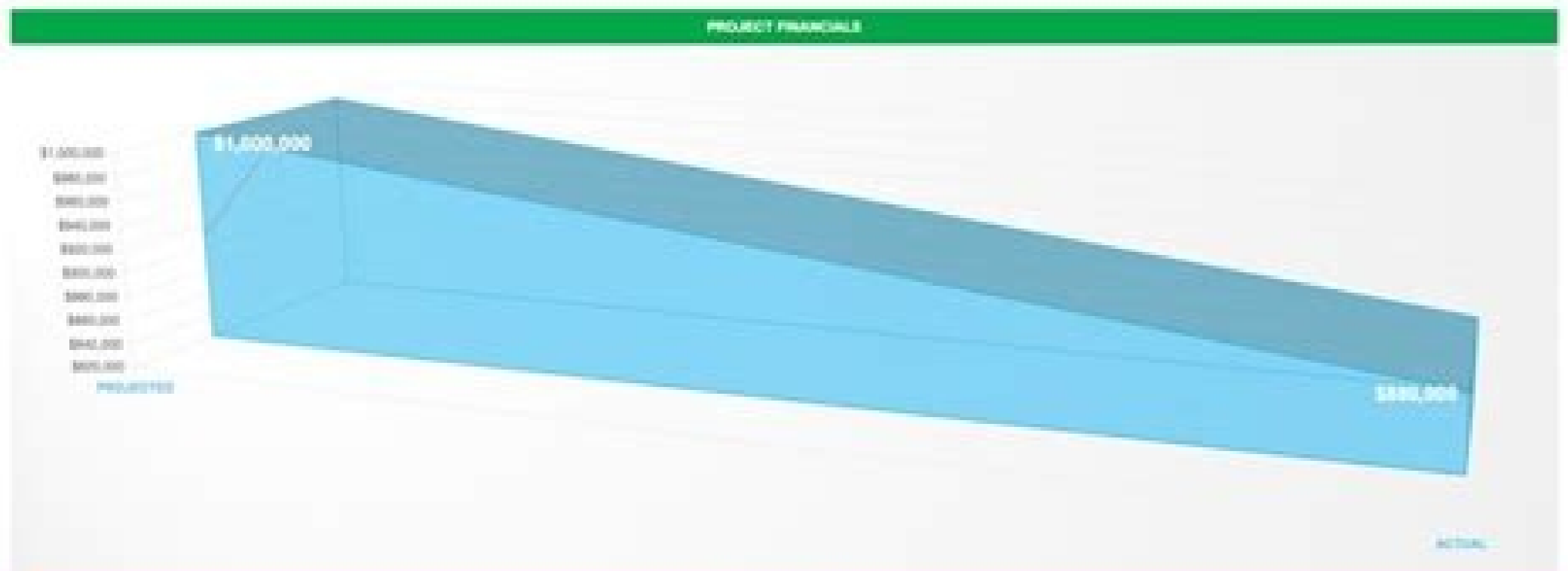
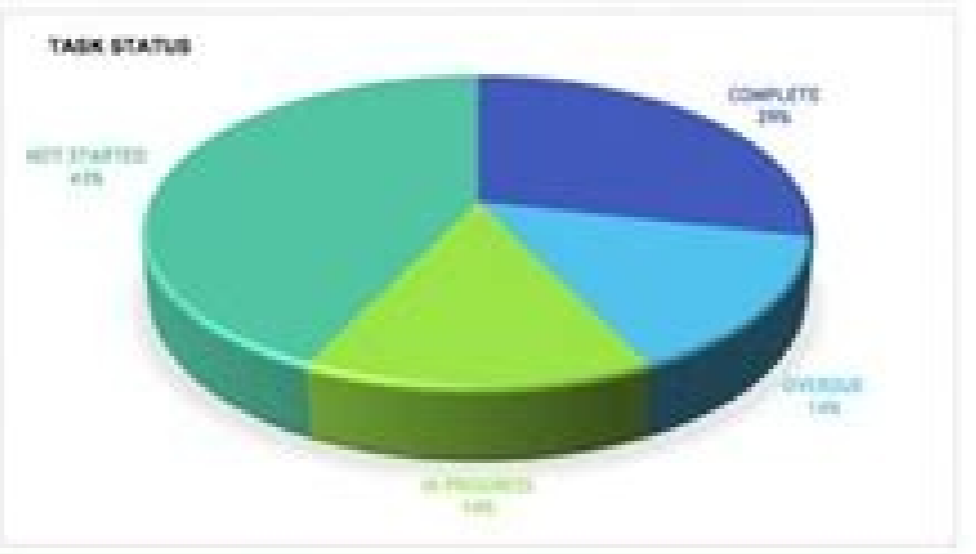
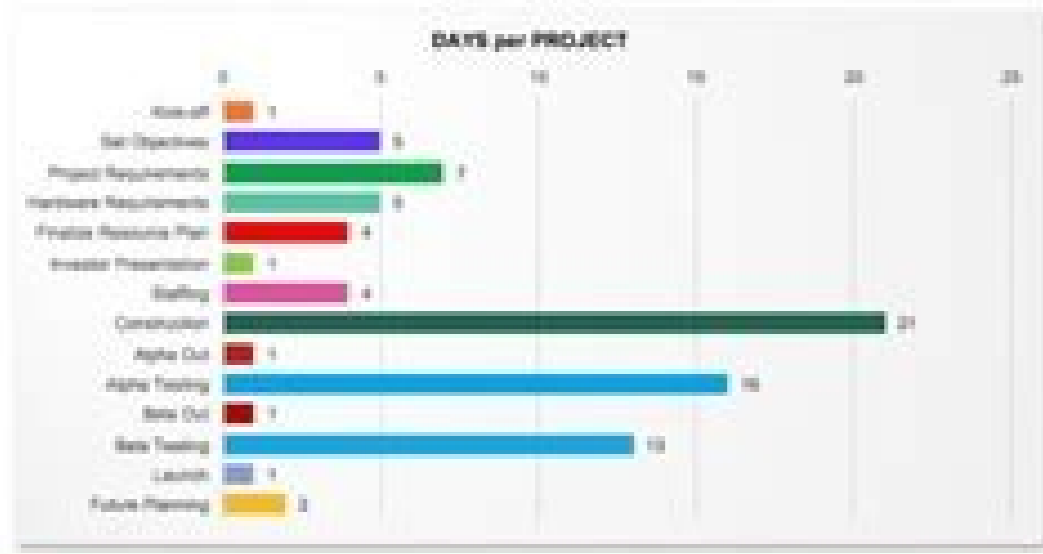


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Next



PROJECT MANAGEMENT DASHBOARD



TASK	OWNER	SCHEDULE	BUDGET	RESOURCES	RISK	ISSUES	COMMENTS
Kick-off	Arin						
Set Objectives	Ran						
Project Requirements	Sara						
Hardware Requirements	Arin						
Finalize Resource Plan	Arin						
Investor Presentation	Ran						
Staffing	Sara						
Construction	James						
Alpha Out	Pats						
Alpha Testing	Jason						
Beta Out	Pats						
Beta Testing	Jason						
Launch	Pats						
Future Planning	Arin						



Project management is not more than it used to be. From who is on the team and where the team members are located to the tasks that they must complete, project management is a changing discipline. Consider that project teams are increasingly spread out across large areas, sometimes covering the world, and that IT employees are finding themselves in more partnerships with managed and outsourced service providers. Cheers to the projects themselves are changing, as the most urgent projects and therefore the most risky, receive more and more resources. "These things add extra layers of complexity that, if not well administered, will lead to chaos," says Gopal Kapur, founder and president of the Project Management Center in San Ramon, California. No wonder 33% of those interviewed in a recent Computerworld survey identified project management as the management challenge at number one in 2006, overcoming budget constraints and regulatory compliance. Ask Gordon Gregory, Vice President of Technology at Mazuma Credit Union in Kansas City, Mo. Even if your team finishes the five major projects planned for 2006, there's a list of more 60 waiting on the wings, says Gregory. "Some of them never make it to the top ten." Here are the biggest project management challenges IT will face next year and tips for surviving them. 1. global teams are more possible. TIP: Take it from experienced global CIOs -- you've got to get geographically dispersed teams face to face as often as possible, even though it means upping the budget. Hagerup's advice for project managers in 2006 is to negotiate the biggest travel budgets they can. "We try to do face-to-face meetings at key junctures," says Jay Crofts, CIO in the lubricants and business-to-business segments of Royal Dutch Shell PLC. "It's extremely expensive, but the length of time that the project goes on dramatically drops." 2. Moving Parts IT has never been very good at implementing multifaceted, multiyear projects, especially when teams are far-flung and there's less opportunity for close, intense interaction. One resolution, Hagerup says, is to break projects into smaller pieces and do a better job of identifying exactly what you want to accomplish within those micropieces. "We're sending requirements offshore, and they're doing a great job implementing what we told them to do, but it's not necessarily what we really wanted," Hagerup says. Project managers need to do a better job of defining requirements and partitioning those requirements logically, resulting in more manageable project releases. But defining requirements will get more tricky, not less so, says Johanna Rothman, president of Rothman Consulting Group Inc. in Arlington, Mass. That's because companies are increasingly eager to fund the projects that promise to address the greatest areas of risk to the business -- which often means treading into unknown territory that's difficult to map without jumping in and seeing what you find. "Companies will fund the projects where the risk of not doing it is greater than the risk of doing it," she says. A good example is security.

In Rothman's view, anything related to security will be funded in 2006, but these projects will involve risk companies know little about effective security and systems. "It's not a slam-dunk," she says. "There are a lot of things we don't know how to do very well, and that's what's being funded, because we can't afford not to." Roger Agee, business systems manager at Jeld-Wen Inc., a door and window manufacturer in Klamath Falls, Ore. Agee had to respond to the project needs of his own fast-growing company. These are often stimulated by pressure from highly competitive and also fast-growing Jeld-Wen suppliers, which include large box suppliers such as Home Depot and Lowe's. "These projects make your head swim," Agee says. "They used to be simple, like creating new reports or implementing a new database, but now our IS department is struggling to rethink how we effectively manage these new types of projects." Agee says these projects are often not well defined, tend to cross departmental boundaries and require agreement between mid-level managers from different areas of the company. For example, a recent project involved an order to add a field to an order screen to accommodate the shipment of custom orders directly to the consumer rather than to the store. This raised all sorts of questions about whether delivery should be sent to an intermediary and who would bear that extra cost, Agee says. But in fast-growing businesses, it's not always clear who's looking for answers. TIP: One solution to the problem is to assign the project to someone with a high level of responsibility that they could see through these gray areas, get answers quickly, and maybe even respond to them, Agee says. 3.Development risk projects will also require more creative. For one of Rothman's clients, thinking outside the box led to IT inviting the physical security team to help gather requirements for a insurance project you were working on. In the beginning, there was a lot o f frustration, as the two groups struggled to translate physical security ideas into what could be accomplished with technology. Eventually, IT used a more iterative development approach, where it concentrated less on the building itself. © - signal and instead dove into the coding, checking back frequently with the security team to get their feedback. "The apple © Development gil technology is allowing people to start risky projects, because they know they can turn off the plug before spending too much money,"says Rothman. If it is © what users want, you go on, and if not, you stop. DICA: Rothman defends iterative development in such circumstances because, she says, "trying to plan everything never worked and it doesn't work anymore." But others, like Kapur, point out the deficiencies of this approach, particularly with global teams. " © "People will be asleep when you are looking for feedback." "4. Supplier's partners With so many project requests, IT will increasingly come back to suppliers, contractors and service providers managed to unload part of the cargo so that they can focus on core competencies."It's a resource issue,"says Gregory, of the Mazuma Credit Union." demand to do many things in a relatively short time, there will be a tendency to trust suppliers more as partners in the implementation of projects. "The double-edged sword is © the loss of institutional knowledge, he says. "For future changes, you can be caught in the trap of needing to return to the supplier because of the experience involved." 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Smartsheet University. Learn the way you want - self-paced or with a live instructor - and earn credentials to verify your expertise. ... create toolkits for project management to ensure project consistency, aggregate rollup information for multiple projects, and display portfolio summary information on a dashboard. ... provide Smartsheet users ... May 26, 2021 · Jose is a subject matter expert and member of the writing team for Project-Management.com and Bridge24. He has written hundreds of articles including project management software reviews, books reviews, training site reviews, and general articles related to the project management industry. Project management apps and workflow management software do have some intersection in what they do in theory. Both help people document the tasks that need completion and when the tasks need to get done. However, project management apps have more features that help to create a structure for moving work along. 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