News Archive 2

2014

PM advisor

PM ADVISOR
VALUABLE RESOURCES FOR PROJECT MANAGERS

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The project top 10

📅 January 17, 2014 by PM Advisor   📄 Leave a Comment

A super read for a Friday afternoon

projectpenguindotorg

The Penguin investigates some project management top 10s. What have we missed? Join the discussion below.

Top 10 signs you're a project manager

1. Becoming tired of having a social life beyond work.

1. Spending hours planning and re-planning a Friday night out.

1. Thinking Rommel would have been more effective if he'd used a Gantt chart.

1. Using so much jargon customers think you're speaking a foreign language.

1. Organising your life into milestones.

1. Setting time based tasks for your family at weekends.

1. Buying a personal copy of Microsoft Project for use at home.

1. Giving regular status reports to your other half while doing the decorating.

1. Creating a Gantt chart to plan your holidays.

1. Referring to food at dinner parties as "deliverables".

Top 10 things a project manager should never say to a customer

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1. If you're as confused as I am then you know as much as I do.

1. Don't worry it's easier than…

View original post 195 more words

Filed Under: Uncategorized

Project Management News Digest w3 2014

January 17, 2014 by PM Advisor   Leave a Comment

PMI Acquires 2 Prominent PM Websites

Financial Post

Project Management Institute (PMI), a leading not-for-profit membership association for the project management profession this week announced the acquisition of ProjectManagement.com (formerly gantthead.com) and ProjectsAtWork.com; two of the largest online resources for project managers and professionals.

"The combination of PMI, ProjectManagement.com, and ProjectsAtWork.com bring greater opportunities to the 51 million people around the globe who are engaged in the management of projects. Together, we will deliver access to more resources, better tools, larger networks and broader perspectives," said Mark A. Langley, President and CEO of PMI.

Updatey Comes Out of Beta

The most interesting new online project management tool that we've seen in the last year or so,

Updatey, has just come out of Beta, bringing with it the ability to visualise progress simply and beautifully. Whilst still valuable for project managers, their portfolio managers, sponsors and other stakeholders will love it more, as well as it's interesting integrations. The Basecamp integration will be particularly useful for 37Signal's big user base. See our separate post for more.

Top 5 Open Source PM Tools in 2014

OpenSource

Opensource.com list their Top5 open source PM Tools for 2014 deliberately selected because of their rich feature set:

1. ProjectLibre,
2. LibrePlan,
3. OpenProject,
4.]project-open[, and
5. Redmine.

AgileFant also gets a mention

Surviving Disasters in Project Management

Huffington Post

Read Kyle Dowlings interesting interview with Dr Harold Kerzner on project failure.

6 Things all New Project Managers Should Do

Project Accelerator

Paul Naybour lists 6 things that all new PMs should do:

1. Learn to communicate at all levels,
2. Learn to speak in public,
3. Implement Earned Value Management Systems,
4. Implement the right resources,
5. Apply the critical skills needed to get the job done, and
6. Hold regular team meetings.

Really Paul, really? While these are important for many project managers, we're not convinced that ALL new PMs should start with these 6 things. What 6 things would you our PM Advisor readers advise a new PM to do?

5 Myths that can Ruin Project Management

thoughtLEADERS

Mary Prescott makes some super observations and dispels some of the myths that waste time and

resources:

1. The customer knows what they want,
2. You need to win every battle,
3. Detail is key,
4. You must sacrifice quality to meet deadlines, and
5. You cannot stop a project once it starts.

What project management myths frustrate you and how do you suggest dispelling them?

10 Apps That Make Managing Projects Remotely A Breeze

BusinessInsider

Inc.'s Young Entrepreneur Council members share their favourite app or piece of software for keeping tabs on work, wherever it happens. Their recommendations are:

1. Asana,
2. Sqwiggle,
3. Ontraport,
4. Acunote,
5. ProofHQ,
6. Basecamp,
7. 10,000ft,
8. Insightly,
9. Hall, and
10. Teambox.

Top 11 Project Management Apps for Apple iOS

techclickr

Shameen from techclickr looks at iOS applications designed to better organise, manage and plan projects and resources. They have picked out the following:

1. Project PlannerHD,
2. xPlan,
3. SG Project Go,
4. Pivotol Tracker,
5. Project Planning Pro,
6. Liquid Planner,
7. Teambox,
8. Nozbe,
9. iScope,
10. Merlin, and
11. Fantastical2.

Some interesting inclusions here, but most surprising was the absence of one of the most popular and respected tools, OmniPlan. Which iOS project tools do you use and why?

Filed Under: News   Tagged With: Failure, IOS, PM Tools, PMI, Project Management, Remote Working

Updatey Coming out of Beta

📅 January 16, 2014 by PM Advisor   ☰ Leave a Comment

We originally posted about the Updatey beta back in early November 2013, observing that the British RawJam team lead by Benjamin Dell were going after 37Signals' Basecamp space.

Since then there have been some significant strides forward, as you would expect as a Beta grows up. In late November we observed that Updatey was taking a slightly different angle to the typical project collaboration tool. The Updatey team have realised that where many collaboration tools lack strength is in serving the broader project stakeholder team need for a high level view of the project status, whilst also supporting the core team in getting the job done with the basic functionality you'd expect.

Since then they've added solid integrations, not just with Basecamp, but also with Teambox and Pivotal Tracker. There is also a new automated weekly Highlight Report feature. As well as individual project managers loving the simplicity, we can see those with responsibility for programs or portfolios of projects to be quite excited. The tool is now focused on visualisation of progress, and giving stakeholders the information they need without needing to get sucked into the detail.

We understand that Updatey is coming out of Beta tomorrow (Friday 17th January), so if you want to get the 40% beta community discount for the first year don't dilly-dally. In the mean time you can get more information from the Updatey Blog.

We'll be adding Updatey to our New Tools section soon.

🗂 Filed Under: News, PM Tools   🏷 Tagged With: Collaboration Tools

Project Management News Digest w2 2014

📅 January 13, 2014 by PM Advisor   ☰ Leave a Comment

Well here we are, and it's 2014 already. We would like to wish all of the PM Advisor clients, readers and contributors a healthy, wealthy and successful 2014, all delivered on time and within budget of course.

Here are some of the news stories that have caught our eyes over the holiday season and since returning to the office.

There will be another Digest posted later this week so don't forget to bookmark PM Advisor and stay up to date with the latest comings and goings in the world of project management without having to waste valuable time surfing around.

ESI Top 10 Trends in Project Management for 2014

ESI

ESI have published their eagerly awaited Top 10 Trends for 2014, which this year are:

1. Agile expands in Singapore, Japan and Hong Kong.
2. Portfolio management continues to take center stage with PMI's new credential.
3. Whether they like it or not, project managers are learning to learn through virtual learning.
4. EPC companies admit they didn't invent project management and seek professional help.
5. Think implementing one PPM tool was hard? Companies now need two!
6. Servant leadership makes a comeback, and not just in Agile.
7. Benchmarking takes on greater urgency as competition heats up.
8. Organisations, dissatisfied with their project management performance, will radically change their approaches to get back on track.
9. Even with high unemployment globally, key project management jobs will remain hard to fill.
10. Project and programme managers will be asked to spend more time "leading" rather than "managing" their teams.

Project Management Trends to Watch in 2014

TechRepublic

Andy Maker considers things from an IT Consultant's perspective, and sees the 5 top trends for Project Management in 2014 as:

1. PM roles continue to develop in the business function,
2. More project schedules will move to the cloud,
3. Online collaboration tool adoption will increase,
4. There will be more reliance on resource management, and

5. Distributed teams will continue to grow.

Employment Trend: Project Management Remains Strong Career Option
Financial Post

Reflecting on the 2013 PMI Salaries Survey this article observes that the survey corroborates the findings of PMI's 2013 Project Management Talent Gap Report, which indicates a significant upward trend in compensation for project professionals, fueled by projected growth. Is this your experience?

The Role of Governance in Project Management
Business2Community

Kjell Rodenstedt provides an excerpt from the book Governance, Project Portfolio Management and PMO – the art of creating value for organisations (currently only available in Swedish).

5 IT MegaTrends that are Changing the PM Profession
IT World

Eric Bloom lists his view of these "megatrends" and their impact on project management:

1. Cloud computing,
2. Bring your own device (ByoD),
3. Server consolidation and virtualisation,
4. Social media, and
5. Big data.

Top 5 PM Podcast Sites
projectmanagement.com

Take a look at the the "top 5" PM Podcasts:

1. PM Podcast,
2. People & Projects,
3. The Sensible PM,
4. Ricardo Vargas, and
5. Guerilla PM.

Eight Resolutions for Better Project Team Collaboration
TechRepublic

Will Kelly explains why for better team collaboration you should:

1. Decentralize the management and administration of the collaboration platform,
2. Centralise team task management in the cloud,
3. Establish and follow an enterprise collaboration plan,

4. Move one email-based workflow to the collaboration platform,
5. Move one group communication from email to the collaboration platform,
6. Make collaboration more social,
7. Integrate your platform with Microsoft Office, and
8. Change collaboration platforms.

The Must-Haves of Establishing a PMO

PMI

Mário Trentim looks at mission, vision, stakeholders, functions, metrics, continuous improvement, and focus.

Filed Under: News   Tagged With: Agile, Collaboration Tools, Leadership, PM Trends, PMO, Podcasts, Portfolio Management, Resource Management

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Project Management News Digest

February 12, 2014 by PM Advisor   Leave a Comment

APM Launches Refreshed Qualifications

APM

The Introductory Certificate (The APM Project Fundamentals Qualification) and APMP (The APM Project Management Qualification) have been refreshed and aligned with the new APM Body of Knowledge 6th edition. It seems 2014 will see a complete refresh of the suite of APM qualifications along with the momentous launch of two brand-new qualifications at IPMA Level A and Level B.

37signals rebrands as Basecamp

TheNextWeb

As well as rebranding on their 10th anniversary, Basecamp have put all their resources into the project management tool, becoming the focus of the company. Kaylene Hong provides some details.

In this blogpost HBR's Ron Ashkenas observes that the strategy offers a useful reminder that **Less Is More**.

Sciforma 6.0: Entering the Mobile World

Sciforma

Sciforma 6.0 has given the mobile world access to their projects via tablets and smartphones.

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Users can now access project hours expended and view remaining tasks and expected effort, or view key portfolio indicators while on the go.

7 Trends in Project Management for 2014

Projectmanager.com.au

Krishna Kumar sees the following 7 trends in 2014:

1. Agile will spread geographically
2. PM will integrate with business functions
3. Virtual learning will become integral to a PM's armoury
4. PMs will become more could dependent
5. Competition will heat up
6. Open source PM tools will rule
7. Project Managers will focus on delivery rather than trend

6 Tips for a Successful System Integration Project

TheNextWeb

David Akka gives six useful tips for SI projects:

1. Recruit champions and keep them on board
2. Have a series of small successes
3. Make sure all security challenges are addressed
4. Use the relevant integration tools
5. Monitoring and performance management is critical
6. Justify the costs

The Only Times You Should Extend a Deadline

easyprojects

Quite rightly the easy projects blog challenges automatic acceptance of project delay, and suggests only doing so in exceptional circumstances:

- The scope drastically changes
- The project is THAT bad
- The project could be that good
- If the benefits outweigh the costs

Project Management: 3 Myths Debunked and 7 Skills Needed for the Future

Ventureburn.com

Anita Potgieter explores the following:

3 Myths Debunked:

1. only large companies can afford Project Management software,
2. technology is not important, and
3. methodologies should stay put.

7 Skills for the Future:

1. Emotional intelligence
2. Collaborative communication
3. Flexibility
4. Business understanding
5. Analytical skills
6. Ethical behaviour

5 Pitfalls in Setting Up a PMO

PMHut

Simon Tang offers the following 5 pitfalls in setting up a PMO:

1. Not establishing clear goals and objectives for the PMO,
2. Not clearly understanding the existing processes
3. Did not involve PMs while crafting formal processes
4. Not having proper metrics to measurable performance
5. Failure to sell it to the management

Filed Under: News   Tagged With: APM, Collaboration Tools, PM Blogs, Project Management, Project manager, Trends

Project Management News Digest

February 2, 2014 by PM Advisor   Leave a Comment

Will Project Managers Survive the Agile Enterprise?

ITWeb

Jaco Viljoen makes some interesting observations, but seems to miss the point that there are different project types. A professional project manager will be able to pull the methodology best suited to a specific project or group of project from their toolkit, making best use of the capabilities and resources available. The organisations that will thrive in the future will have projects lead by flexible and highly competent professionals.

Comindware New Generation – now 3 PM Tools that work together

Comindware

Comindware Project – collaborative project management and planning
Comindwork Team Network – enterprise social network
Comindware Tracker – business process and workflow management

What is the Best PM App for a Digital Agency?

Connected

In this interesting post from Connected they explore Waterfall, Agile and the tools they use – Basecamp, Podio, Trello and Pivotal Tracker

Project Management Tips

npENGAGE

In 2 posts, Jett Winders provides 2 valuable project management tips.

In the first he offers 7 Tips for Effective Team Management covering:

1. Active leadership
2. Organisation
3. Authority and approval
4. Vendor partners
5. Escalation
6. Early and often, and
7. Quality assurance

In the second he offers 5 Tips for Keeping Time on Your Side, covering:

1. Initial review
2. Honest expectations
3. Meet your deadline
4. Tracking
5. Scope check

Getting Your Project Off The Starting Blocks

CobaltPM

In his post on the Cobalt PM Blog, Ben Ferris talks about project start-up activities:

- Get the project definition nailed down
- Write a project plan
- Get the communication strategy right
- Keep your focus
- Enjoy the job

At PM Advisor we'd agree, but put more emphasis on the plan and the breadth of content to be included in the plan, as explained in our 3 Myths post.

Pantera adds Risk Management to Construction PM Tool

Constructech

US firm Pantera Global Technology have added ProQual risk functionality to their ProjectInsight tool.

Interesting to see that Will Kelly in his TechRepublic article feels that while ProjectInsight brings a lot to the functionality table, the UI is somewhat outdated.

5 Project Management Dos and Don'ts

AtomicInteractive

Seth Shaman offers 5 gems:

1. DO share progress with your team
2. DON'T ask for updates nonstop
3. DO involve others in decisions
4. DON'T pass off all the grunt work
5. DO clearly define project objectives

The Cure After Diagnosing a Bad Project Manager

Business2Community

Tim Walker explores how to diagnose a bad PM, possible roots of the problem and whether a bad PM can be "cured". *"The morale of the story: don't sacrifice an entire project because of a project manager who can't do the work."*

How to Be a Better Project Manager

Business News Daily

Chad Brooks explains his 5 Tips for bing a better leader:

1. Be a leader
2. Stop multitasking
3. Run effective meetings
4. Be an agent for change
5. Breathe

Four Project Management lessons You Can Learn from Software Engineers

Forbes

Gideon Kimbrell reflects on some of the cornerstones Steve Jobs brought to Apple and offers 4 lessons:

1. Create structure
2. Don't just listen – understand
3. Don't underestimate inspiration
4. Communicate

Filed Under: News   Tagged With: Agile, Leadership, PM Tools, Project Management, project management news, Risk

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VALUABLE RESOURCES FOR PROJECT MANAGERS

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Project Management News Digest from PM Advisor

📅 April 30, 2014 by PM Advisor   ≡ Leave a Comment

Here is our latest summary of what is new and what is in the news for the world of Project Management.   In this digest we've attempted to group around subjects of interest to make it easier to find what you're looking for. Feel free to share whether this is helpful, or not.

— Project Portfolio Management —

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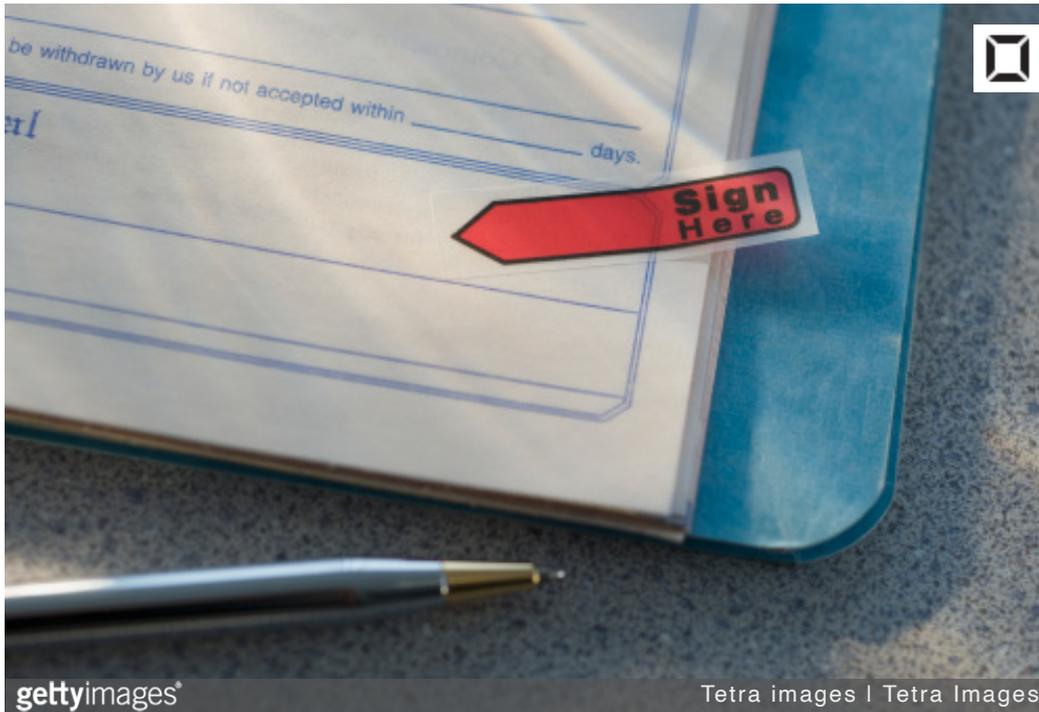
George Lawton of Search SOA has shared 2 excellent articles on Project Portfolio Management, and much of the advice is non-specific to the world of Service Oriented Architecture:

Project Portfolio Management Best Practices in the SOA Landscape

Search SOA

Why Portfolio Assessment Beats Project Focus for Development Projects

Search SOA

— The Project Management Industry —

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Project Management Generates Real Business Value

GlobalLegalPost

It seems Europe's Legal Eagles have recognised that "Project management is one of the most important capabilities in an organisation for generating real business value, according to new research". The research by Mannaz points to the all important need for KPIs, objectives and roles & responsibilities.

Why PMI Should No Longer be an Authority on Project Management

PM Hut

An anonymous contributor to PM Hut challenges whether PMI should be (or indeed whether it ever was) an independent authority on Project Management. This certainly stimulates the thought process as to what is behind the PMI current legal challenge to APM gaining the Royal Charter.

— Project Management Knowledge —

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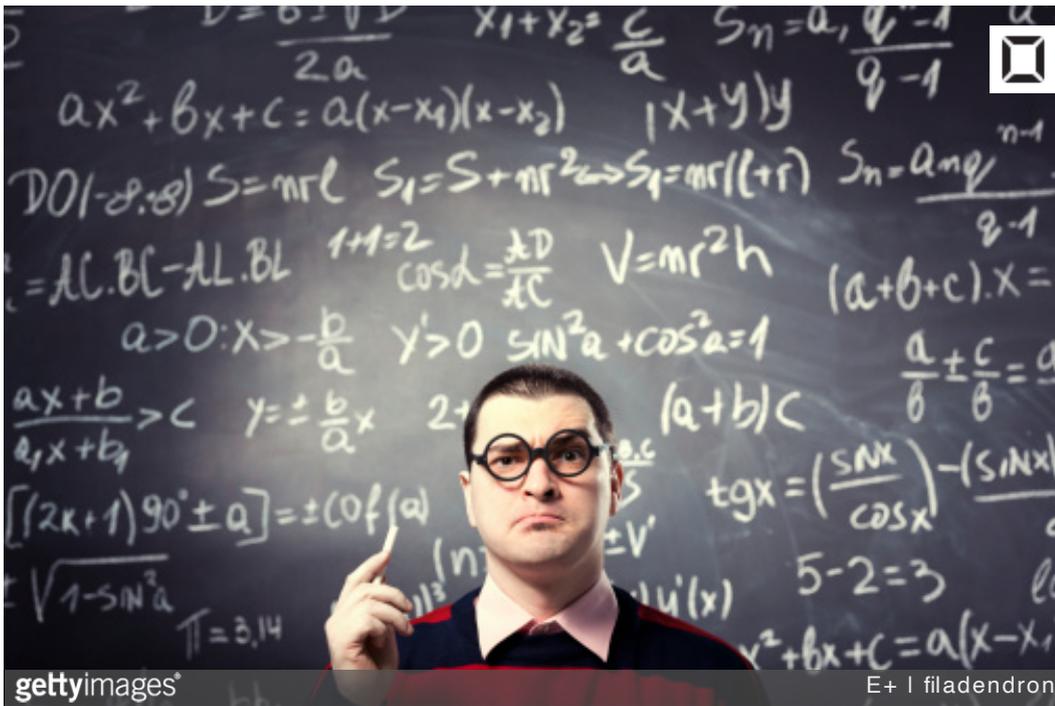
How Timelines Help Project Managers Track Progress

Edge of Chaos Blog

This article looks at the value of timelines in the world of a agile, SCRUM, Kanban, SAFe, lean, XP or some mix of them.

A Project Manager's Guide to Smiling

ProjectManager

Heading off to work with a smile on your face will create a chain of positivity for you and your project according to this intriguing post by Michelle LaBosse and Kristen Medina. They argue convincingly that a smile and some humour can:

- Reduce stress,
- Encourage creativity,
- Create authenticity,
- Build mutual trust, and
- Increase productivity.

Worth a try?

Keys to Building a Project Management Team

Hartford Business

Jim Pawlak reviews A Team of Leaders and the suggested 5 stages to team development.

7 Personal Qualities a Good PM Just Can't Do Without

PM Hut

Michelle Symonds looks at the essential qualities identified in an ESI research paper:

- The ability to inspire a shared vision,
- Excellent communication,
- Integrity,
- Enthusiasm,
- Empathy,
- Competence, and
- The ability to delegate.

Our favourite is communication as it encompasses the others. What do you think is most important to succeed as a PM?

4 Options for Building your Project Plan

PM Tips

Elizabeth from PM Tips looks at the pros and cons of 4 different options for building a project plan:

1. Spreadsheets,
2. MindMaps,
3. Documents, and
4. PM Software.

10 Basics of Project Management

PMHut

Olga Sa shares 10 basic tips for project managers:

1. Always keep the constraints of your project at the top of your mind,
2. Always know the details of deliverables, milestones, budget and dependencies,
3. Be nice but firm,
4. Always document the project requirements,
5. Organise the file repository,
6. Communicate often and the right way,
7. Trust, but double check,
8. Update your financial forecasts weekly,
9. Feedback frequency controls stability, and
10. Share your experience with other project managers.

— Project Management Careers —

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Stone | Thomas Barwick

7 Ways to Advance Your Project Management Career

CIO

Jennifer Lonoff Schiff summarises advice from dozens of experts, executives and recruiters into 7 excellent tips for advancing your project management career:

1. Get certified,
2. Remember that experience matters,
3. Speak the language of business, not just project management,
4. Don't be a PM zealot,
5. Don't shy away from 'hard' projects (or give up when the going gets tough),
6. Be clear about your career goals, and
7. Play nicely with others.

— Project Management Tools —

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DigitalVision Vectors | ryccio

As always there are numerous developments in Project Management Tools. Here are some that have caught our eye at PM Advisor recently.

Comindware Project Extends Professional Project Management to iPad Platform

Comindware

Comindware Project Edition is one of the first professional PPM Tools to extend its full project planning, execution and collaboration capabilities to mobile platforms.

Updatey v2 Coming Soon

Updatey

The guys over at Updatey have kept their feet on the gas since launching Updatey earlier this year. They've recently announced the forthcoming release of version 2 which is expected to bring 3 new sections:

- Project Management View,
- Global Dashboard, and
- Clien Report.

Podio Re-Design – Citrix Dumbing Down?

SmallBizTrends

Shawn Hessinger looks at whether the newly announced changes to Citrix Podio makes project

management simpler for non-Project Managers. Of course that in turn begs the question – should non-Project Managers be managing projects, let alone setting up project collaboration tools. We'd love to understand your views. Please share your thought below.

Tom's Planner Gets a New Look & Feel

Tom's Planner

Hot on the heels of their ability to import Basecamp projects, Trello Boards and Google Calendars, which came from their purchase of Gantiffy, the team over at Tom's Planner have freshened up the look and feel of their increasingly popular tool.

Filed Under: News   Tagged With: Agile, Careers, Collaboration Tools, PM Competence, PMI, Podio, Portfolio Management, PPM, Project Management, Project Planning, Project Teams, Updatey

Project Management News Digest from PM Advisor

April 9, 2014 by PM Advisor   Leave a Comment

ProjectPlace Launch ToDo, Freemium Stepping Stone

ProjectPlace

The long established collaboration tool has made a new stripped down Kanban based shared task system called ToDo. The tool starts with free basic module and offers to grow with you. The system has web access as well as an iOS app.
You can read a fuller review over at Gigaoam.com here.

Communication: The Essential Ingredient for Good Project Management

Fear No Project Blog
Bruce McGraw offers super advice for 3 key aspects of project communication:

1. Transparency,
2. Team member communications & meetings, and
3. Stakeholder/sponsor communication.

This is worthy of a read project managers. Sticking with communications you may also be interested in the next story.

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How to Make Communication Central to Project Management

Automation World

Jeff Miller of Interstates Control Systems Inc. hits the nail on the head with this introspective on necessary PM behaviours in an automation retrofit project, and offers good advice for all project managers. Agile proponents will love the quote "*.. you have to have a game plan for handling new information that comes to light after months of work based on incomplete information*."

On the subject of Agile, we recently came across this following gem from Sam Price.

Agile not Fragile

Finextra Blog

Embed from Getty Images

Stone | Johanna Parkin

In the post, Sam concludes "In short, agile provides flexibility, not frailty. Any lack of documentation and planning are the faults of the manager, not agile. Given the propensity for change and the increased stakeholder engagement, project management fundamentals are vital to success.".

Of course we agree with Sam but we do find some who struggle to understand where an agile approach can work, and importantly where it will not.

How Project Managers Keep Calm and Stay Efficient

B2C

Embed from Getty Images

Stone | Jonathan Knowles

In this super article by Rebecca Leitch, she looks at levels of stress (good stress vs bad stress or distress) and how it can be positively leveraged by project managers to maximise productivity.

5 Big Project Management Problems and How to Solve Them

Business News Daily

Chad Brooks looks at the five key reasons two US researchers uncovered for why projects flop:

1. Employees don't accurately report when projects are failing,
2. People misreport for many reasons – and those reasons matter,
3. Audit teams help to proliferate misreporting,
4. Putting a senior executive in charge of a project may increase misreporting, and
5. Executives often ignore bad news,

KPIs – Good and Bad

Project Manager

Dr Lynda Bourne offers some solid advice for PMOs when setting KPIs to ensure good project communication.

Project Panorama – A WordPress PlugIn for Project Management

Project Panorama

The claim: "Project Panorama is a simple, easy to use WordPress project management plugin designed to keep clients and team members informed of project progress". The Lite version is free, and Professional is $49.99 (initially reduced to $34.99).

5 Reasons To Use Mind Mapping Software

PM Tips
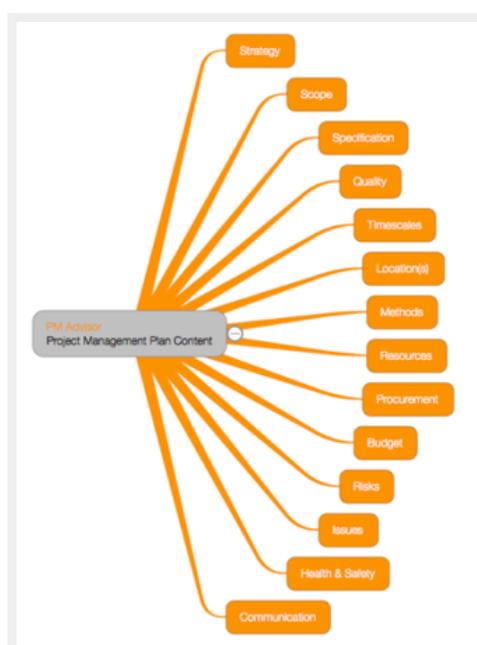
Mindmapping is increasingly popular with project managers. Elizabeth at PM Tips offers a useful set of arguments for convincing that mean line manager to loosen their grip on the IT budget:

- It saves time,
- I can create your WBS,
- It's visual,
- It keeps everything centralised, and
- It's easy to search.

🗋 Filed Under: News   🏷 Tagged With: Agile, Communication, Critical Chain Project Management, Failure, KPIs, Mindmapping, PM Tools, Productivity Tools, Project Management, project management news, Stress Management

Project Management News Digest from PM Advisor

📅 April 1, 2014 by PM Advisor 📝 1 Comment

Again another mixed bag of news from the PM profession and industry. If you have some news and think the PM Advisor Community may be interested please contact the editorial team by filling in the form here.

PM ADVISOR
News Digest

5 Lessons to Ensure Project Management Success

VAR Guy

Brian Troy, a Product Marketing Manager recognises the challenges presented to the uninitiated project manager and recommends these 5 useful pieces of advice:

1. Catch risks up front,
2. Sponsor every project,
3. Guard against scope creep,
4. You are only as good as your work plan, and
5. Definition is the key to success.

As is often the case in this situation we would also add communication – which is the key to success.

project bubble

Project Bubble

Project Bubble

Project Bubble is new to us at PM Advisor, but it seems the product has been around for a number of years and has some credible use cases. Business2Community offer this useful review

of years and has some credible use cases. Business2Community offer this useful review.

While it's not hugely different to the plethora of collaboration tools 2 features caught our eye – reports, and assigning tasks to more than one owner – we like the former but feel uneasy about the latter.

4 Simple Steps to Fire Up Your Portfolio Management Office

ABC

David Davies looks at dealing with one of the biggest challenges in business – bridging the gap between visionaries and those immersed in detail – and how portfolio management can help. He offers this advice:

- Focus on getting the right information to the right person, for the right decision, at the right time
- Embrace the product mindset – both ideation and road-mapping
- Capacity plan for hybrid work environments
- Project Portfolio Management and agile integration

How to Make Project Managers More Productive

ESI

This blog post looks, with the backdrop of needing to do more with less, at increasing PM

This blog post looks, with the backdrop of needing to do more with less, at increasing PM utilisation.

Shortage of Project Managers Sends Businesses Scrambling

CIO

CIO explore the view that as the global economy picks up there will be too many projects and not enough project managers. Perhaps they should look at the ideas from ESI for improving productivity (see above).

Fierce CIO also lead with this story under the title Your Next Staffing Crisis: Project Managers.

Seven Top Tips for Being a Better PM

PMHut

PMHut rarely disappoint, but this is a great post from Michelle Symonds, who suggests a step back to reflect on how well you are managing your projects and suggests 7 tips for making some small but worthwhile changes:

1. Be the 'why' in the room,
2. Maintain a can-do attitude,
3. Be as picky & pedantic as you like,
4. Spell it out,
5. Maintain respect in all directions,
6. Don't make assumptions, and
7. Give credit where it's due

Wise words!

PMI Expands Focus on Requirements Management

BusinessWire

According to PMI's 2014 Pulse of the Profession® study, poor requirements management is a major cause of project failure, second only to changing organization priorities. In order to help project professionals and organizations overcome this challenge, PMI is expanding its requirements management offerings, with a Center of Excellence and supporting resources.
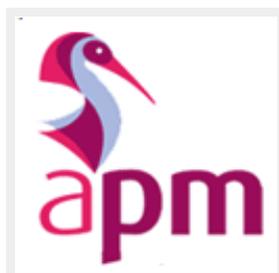
PMI Challenges APM Application for Royal Charter

APM

PMI has challenged APM's application to the UK Privy Council by way of a Judicial Review which will be heard in July at the High Court in London. We're not clear on what good PMI hopes to achieve for the PM Profession, other than protecting their commercial interests. What do you think?

Deltek Acquires Sohnar and its Traffic LIVE Solution

BroadwayWorld

Deltek's Press Release advises that "This acquisition broadens and deepens Deltek's portfolio of professional services automation solutions by delivering cutting-edge, front-office capabilities that marketing agencies and other project-based companies need to effectively manage their businesses and deliver on-time, profitable projects and engagements for their customers."

This is an interesting development highlighting how marketing agencies and services organisations are increasingly seeing the importance of professional project management. What else do you think competes specifically in this space?

Filed Under: News   Tagged With: APM, Collaboration Tools, Deltek, PM Blogs, PM Tools, PMI, PMO, project management news, Project manager, project managers, Recruitment, Resourcing

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Project Management News Digest from PM Advisor

📅 May 21, 2014 by PM Advisor   ▤ Leave a Comment

Project Management Office (PMO)

Embed from Getty Images

#176637315 / gettyimages.com

Benchmark Study Shows Project Management Offices (PMOs) Continue to Expand Their Influence and Become Strategic Resources for Firms

Marketwatch

According to PM Solutions' bi-annual benchmark study "The State of the PMO 2014," three quarters of high-performing PMOs participate in their organization's strategic planning, and help to improve the alignment of their organizations' projects with their strategies and objectives by a whopping 53%.

5 Myths which are holding projects back – debunked

InsuranceNewsNet

The 5 myths debunked in this article on insurance news net are:

1. Process trumps people,
2. Execution is everything,
3. Once the risk register's done, it's full speed ahead,

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4. You should never kill a project, and
5. After budgets are set, new project ideas must wait.

MOD deepens its commitment to project professionalism

APM

In this article at APM, Amy Reid looks at portfolio, programme and project management professionalism at the UK MoD.

7 ways to measure project management success

Tribe HR

Stephanie Reyes sees more to project success measurement than time and budget achievement:

1. Budget,
2. Timing,
3. Scope,
4. Quality,
5. Customer satisfaction,
6. Project team satisfaction, and
7. Personal and professional development.

10 top project management challenges

DayWatcher

According to Imran Zaman on the Daywatcher Blog these are the top 10 project management challenges – what's missing in your opinion?

1. Going grey (and other consequences of extreme stress),
2. Keeping goals in sight and well defined,
3. Getting caught-up in the details,
4. Setting and meeting deadlines,
5. Too many cooks in the kitchen,
6. Poor communication,
7. Changes along the way,
8. Inadequate skills,
9. No more money, and
10. Setting your own expectations.

5 ways to think and act like an effective project manager

Chicago Now

Ryan Sievers believes that you don't have to be a project manager to think like one, and benefit from their approach to project work. Take a look at his 5 suggestions, which are:

1. See the big picture, and sweat the details,
2. Challenge assumptions, all of them,

3. Understand the real timeline you are working with,
4. Have supporting information in place and at your command, and finally
5. Set and manage expectations.

Ahh, if only all project managers followed this advice!

Think Risks Like a Pilot

Flying Into Project Management

This is a fascinating opener as to how pilots need to handle risk in a changing environment, and encourages us to reflect on how more experienced PMs seems more adept at handling risk. Food for thought.

Project Management in Business

Embed from Getty Images

#85406916 / gettyimages.com

The Project Manager Contribution to Marketing

CSE Mag

Jerry Bauers looks at how the project manager is an essential part of the marketing team.

Strategy's No Good Unless You End Up Somewhere New

HBR Blogs

Vijay Govindarajan on the HBR blog looks at the links between strategy, innovation and execution. All too often we've seen great strategies wasted because they're left in a folder until the next time the CEO thinks to update them.

Project Management for Engineers

Michael Bennett and Danny Ho have published a new book highlighting how project management is a core competency for all engineering disciplines. The release details for the book can be found here.

Sustainability Starts with Project Management

Arras People

Antony Della Porta of Green Project Management questions whether an organisation can ensure that its strategy on sustainability becomes reality, and looks at PRiSM as the solution.

Project Management Tools

#185274794 / gettyimages.com

LiquidPlanner Raises $8 million

Smartsheet (see below) recently announced another $35m in funding and now LiquidPlanner is hot on their heels with another $8m according to Xconomy. It will be fascinating to see how the PM Tool space will play out in the next year or so. We're expecting to see quite a lot of M&A activity.

Roundup of Tools for Creating Gantt Charts

Code Geekz

This great post lists 15 tools that can be used as an alternative to Microsoft's Project tool for creating Gantt Charts. The tools reviewed are:

1. DhtmlGantt,
2. Two Project Gantt,
3. Gantti,
4. Ace Project,
5. Team Gantt,
6. Ganttify,
7. Vertex 42 (template for Excel),
8. WikiHow,
9. Toms Planner,
10. Open Office,
11. Gantt Project,
12. Gantt Chart,
13. Teamweek,
14. Smart Draw, and
15. SmartSheet.

Filed Under: News   Tagged With: Challenges, Gantt, LiquidPlanner, Marketing, PMO, Portfolio Management, Project Management, Project manager, Strategy, Success, Sustainability

Strategy's No Good Unless You End Up Somewhere New

May 20, 2014 by Harvard Business Review   Leave a Comment

This great HBR post stresses the importance of creating change with strategy.

Filed Under: PMO   Tagged With: Strategy

DICE Project Assessment Method

📅 May 8, 2014 by PM Advisor ▭ 1 Comment

DICE is a change project assessment tool developed by the Boston Consulting Group. It is a standardised way of assessing the likelihood of a project succeeding.

Embed from Getty Images

With something like ⅔rd of projects failing to meet their objectives, many organisations and PMOs often seek objective tools to help understand the likelihood of their projects meeting their objectives. With this in mind and recognising the proven factors in project failure, BCG had the idea of "minimising that risk of failure, powerfully flipping the odds in favour of success".

BCG's experts have determined that the outcome of change initiatives is driven by four elements:

1. the (D)uration of the project;
2. the performance (I)ntegrity of the team;
3. the organizational (C)ommitment to change; and
4. the additional (E)ffort required of staff members.

Assessing projects against these four elements, which they call DICE®, can greatly help achieve successful change from initial idea to benefits realisation.

Their methodology for scoring and statistically analysing the dynamics of DICE®, thereby allows objective assessment of the likely outcome of transformation.

Using the tool on BCGs website allows rapid visual assessment looking like this:

DICE® Initiative

Initiative Name:	PM Advisor Site Update
Your Initiative Outcome:	Not Complete – In Process

DICE® Selection

Elements	Selection	Score
Duration (between learning milestone or till completion)	< 2months	1
Team Performance Integrity	Very Good	1
Commitment (Senior Mgmt)	Clearly,strongly communicate n	1
Commitment (Local)	Eager	1
Effort	>40% additional	4
Overall Score (D + 2I + 2C$_1$ + C$_2$ + E) =		10

DICE® Chart

DICE® Result

G **Likely to Succeed.** This initiative is likely to meet its objectives

---

Filed Under: PM Tools, PMO, Uncategorized   Tagged With: DICE, Project Assessment, Project Failure

New Open Source P3 Framework Launches – Praxis

📅 May 1, 2014 by PM Advisor   📧 5 Comments

New Open Source Framework

Praxis, a new *free* framework for the management of projects, programmes and portfolios (P3), has launched today 1st May 2014.

According to their website "Praxis is entirely free to use under the terms of the Creative Commons licence. You may adapt and use the Praxis Framework for your own purposes as long as you acknowledge its source. You must also make your work available to others free of royalties. Ideally, your contribution will be incorporated into this web site for the benefit of others".
The site further explains that "Praxis brings together a body of knowledge, methodology, competence framework and capability maturity model in a single integrated framework with a single structure and terminology. No more need for mapping and translation between different guides". The Framework encourages a practical application of the elements relevant to the environment.

Community Driven

There is an interesting angle to this new approach. The Framework is community driven, Praxis stating "Most project, programme and portfolio management guides are updated by panels of experts every few years. Our aim with Praxis is to update and extend the framework and library on a continuous basis. As our users provide adaptations and lessons learned, we will incorporate

a continuous basis. As our users provide adaptations and lessons learned, we will incorporate these into the framework."

So what (or who) is behind Praxis. Paul Naybour over at Project Accelerator News reports that "The framework has been created by Adrian Dooley, an Honorary Fellow of the Association for Project Management who has ensured that the framework is compatible with widely known guides such as the APM Body of Knowledge, PRINCE2® and ISO21500.

Adrian said "I think it is time that the basic principles of project, programme and portfolio management were available to the 'wikipedia generation'. I hope that experienced practitioners will tailor the framework and offer their adapted material for inclusion in the framework, thus helping the next generation of P3 managers.""

Non-Profit?

We're intrigued by the Wikipedia (non-profit) suggestion. Mr. Dooley has an impressive track record in commercialising P3 management. He founded and sold TPG (The Projects Group), helped author Pertmaster, was a founder member of Project Manager Today, and is a non-executive director of APM Group Ltd which made a lucrative industry from managing qualifications for OGC (now the Cabinet Office) amongst others. It will be interesting to see how Mr Dooley and Praxis Framework Limited plan to monetise Praxis, or whether indeed this is a non-profit enterprise for the benefit of the profession.

Filed Under: News, PM Methodologies　　Tagged With: Framework, Methodologies, P3, post-PRINCE,
Process

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Business Continuity Management

📅 June 25, 2014 by PM Advisor   📝 Leave a Comment

There is a natural bond between project management and business continuity management. Increasingly we're finding more interest in the subject both by individuals at PM Advisor and by organisations at ProjExc. In recognition of this we've created a new section here to help you, our readers, find "all things BCP" in one place.

On the dedicated page we bring together a series of mini-posts from ProjExc on the following:

- What is Business Continuity Management (BCM)?
- Why do businesses often overlook BCM?
- What could go wrong?
- What is a Business Continuity Plan (BCP)?
- What are the benefits of having a BCP?
- Why is Business Continuity Planning relevant to project professionals?

- How can ProjExc help with your BCM?

In future posts we'll expand on these topics as well as looking into some of the specialisms needed in making a holistic continuity strategy effective looking at topics including:

- Disaster Recovery & System Resilience
- Document Management
- Alternative Premises
- Inventory Recovery

Also, watch out for relevant events and other related resources.

If you have any suggestions or requests on what we should include feel free to add a comment below or get in touch. Similarly if you have any interesting experiences or horror stories on the

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subject we'd love to hear them.

📁 Filed Under: Business Continuity 🏷️ Tagged With: BCM, BCP, Disaster Recovery, Project Planning

Project Management News Digest from PM Advisor

📅 June 18, 2014 by PM Advisor   📝 Leave a Comment

Here is a curated list of some of the latest news from the world of Project, Portfolio and Programme Management, brought to you by PM Advisor.

PM TOOLS

Deltek Acquires Axium

FortMillTimes

Axium, a leading provider of integrated accounting and project management solutions to more than 2,200 architecture & engineering (A&E) firms, has been acquired by Deltek, the leading global provider of enterprise software and information solutions for project-based businesses. The acquisition of Axium strengthens Deltek's market leadership and extends Deltek's reach into the largest segment of the A&E industry within North America, namely firms with fewer than 250 employees.

Tom's Planner Adds Filtering & Search

tom'splanner

The popular Tom's Planner has added the ability to use filters in their online Gantt charts, but beware from August it will only be available for paid accounts.

40 Useful Project Management Tools

Smashing Apps

Smashing Apps bring an eclectic mix of free and premium PM Tools.

PM METHODS

Do We Really Learn from 'Lessons Learnt'?

How to Manage a Camel

Lindsay Scott recently co-hosted a joint knowledge cafe session between the APMs PMOSIG and Knowledge SIG, and shares her observations.

Why are so many projects set up to fail?

Project Manager

Patrick Weaver takes in interesting look at how a lack of 'project management common sense' can lead to failure. He concludes "the root cause of most project and program failures is the failure of governing bodies to both hold themselves accountable and to make their management responsible for commissioning avoidable failures."

PM COMPETENCE

The Impact Of Project Communication Management On Project Success

SAP Blog

Ivana Zuber shares her thoughts on an important aspect of every successful project – Project Communication Management, looking at the communication plan, stakeholder analysis,

confidentiality, and the role of the project manager.

11 Ideas for Starting a Legal PM Initiative in Your Firm

Slaw

Natasha Chetty shares her learning from attending LPM Showcase and Workshop. Interesting observations for legal firms, many of which are transferrable to most sectors.

10 Killer Interview Questions for Hiring Project Managers

A Girl's Guide to Project Management

Elizabeth Harrin shares her 10 favourite PM interview questions, explains why she likes them and shares some un-model answers:

1. What don't you want to work on?
2. If you had to rate project management as a career, from 1-10 how would you rate it?
3. What's the most important thing for a project manager to do?
4. What do you spend most time doing each day?
5. How do you work with sponsors? How do you manage up?
6. When was the last time you didn't delegate and what happened?
7. What was the most difficult ethical decision you've had to make on a project?
8. What criteria are you using to find your next job?
9. How have you improved project management processes at your current firm?
10. What creative problem-solving techniques to use?

10 Things That All Great Project Managers Do

CIO Insight

Dennis McCafferty observes that the 10 things that all great PMs do are:

1. They seek clarity from start to finish,
2. They don't ask for permission to assert authority,
3. They edit information as it's presented,
4. They re-evaluate on-the-fly,
5. They craft conversations for their audience,
6. They stick to regular communications schedules,
7. They put the right people in the right positions,
8. They maintain composure, and
9. They respect work-life balance.
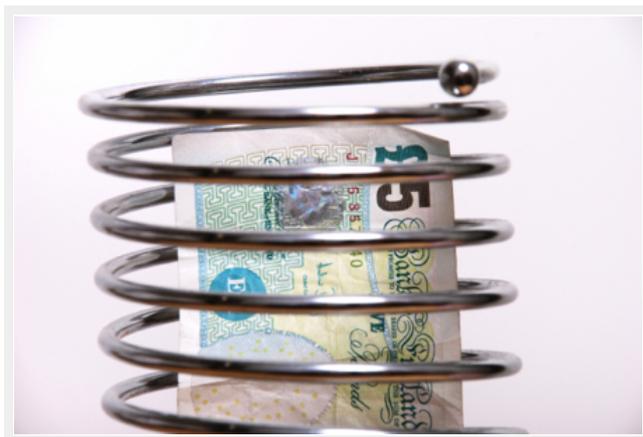
Three surefire ways to screw up your project

FastCompany

Eric Morgan, CEO at AtTask, recognises that while every project will have bumps along the road, but sees 3 surefire ways to make things worse:

- Pretending that work isn't chaos,
- Adding yet another point solution or tool, or
- Forgetting that ad-hoc projects will come in.

10 Project Management Dos

PM Hut

Susanne Madsen suggests 10 practices to focus on in order to hone your skills, deliver triumphant projects, and have a great experience doing your job:

1. Focus on customer needs,
2. Challenge the status quo,
3. Meet people face-to-face,
4. Complete an accurate project plan,
5. Assess project progress on a weekly basis,
6. Review project risks in collaboration with your team,

7. Be proactive and resist fighting fires,
8. Learn to delegate,
9. Keep your promises, and
10. Support and challenge in equal measure.

Filed Under: News   Tagged With: Communication, Deltek, Legal Project Management, Lessons Learnt, LPM, PM Competence, PM Methods, PM Recruitment, PM Tools, Project Failure, Tom's Planner

Project Management News Digest from PM Advisor

June 4, 2014 by PM Advisor   Leave a Comment

Here are some more news articles which have caught the PM Advisor team over the last week or two. If we're missing something in these popular posts which you would find useful leave a comment or get in touch – we're always looking for ways to make PM Advisor more helpful for you the project manager.

PM Competence

Quarterly Recruitment Trends Report

Wellingtone

Wellingtone have released their quarterly report, providing a snapshot of current recruitment trends in the UK PM market.

16 Project Management Terms You Should Know

BusinessNewsDaily

Aimed at PMs in SMBs, the highlighted terms are: Purpose, Goals, Capabilities, Resources, Decisions, Debate, Exploration, Transparency, Accountability, Target Date, Priorities, Red Flags and Critical Path. What do you think might be missing?

PM Tools

Agile Gantt from ProjectPlace

ProjectPlace

This new "tool" combines the functionality of Gantt charts and Kanban boards. It is available to all ProjectPlace users, and as an add-on to ToDo.

Clarizen raised $35m

Forbes

The project management/collaboration tools space continues to see significant investments.

Clarizen Poisitioned in the Visionaries Quadrant

MarketWatch.com

Clarizen have announced that they have been positioned by Gartner into their report
which presents a global view of Gartner's opinion of software vendors that should be considered
by organizations seeking to use IT project and portfolio management solutions.

How to make a simple Switch to a PM Application

GetApp.com

GetApp offer 4 great tips for choosing the right tool:

1. Project Management is still project management,
2. Cloud based project management offers new possibilities,
3. Avoid the common mistakes, and
4. Compare several apps before buying.

Beware though the assertion that they have a complete list of current PM Apps – we have a few more on our database! Take a look at the PM Tools Section here on PM Advisor.

What is the Best Free Online PM Software

uncommon business

Dmitry Davydov lists:

- Bitrix24
- Freedcamp
- Asana,
- Trello, and
- GanttProject.

PM Methods

A Temporal Approach to Project Issue Management

ProjectManager.com.au

Guy Wilmington develops project issue management and interestingly applies some time management techniques.

PMO

How to Create High-Performing Project Management Teams

CIO

This article looks at what high-performing (IT) project teams have in common and why some teams consistently deliver innovative products successfully.

Conflict Resolution

PMI Blog

Lynda Bourne considers that Most points of difference can be resolved through negotiation, discussion or input from a third party. But other times, circumstances quickly descend into acrimony…

Lean, Mean PMO Machine

PMI Blog

Mario Trentim looks at how to keep the PMO focused, effective and providing value.
This subject is also explored in

Does the PMO Create Value or Overhead?

WallStreetAndTech.com

Other News

Major Projects Authority report shows PM Improvements

gov.uk

The UK government has published the Major Projects Authority (MPA's) second annual report into the performance of 199 major projects with a forecast lifetime cost of £488 billion.

the performance of 199 major projects with a forecast lifetime cost of £488 billion.

You Can't Delegate Change Management

HBR Blogs

We're not big fans of "can't" in any context, but this interesting article exemplifies how you really shouldn't try to abdicate responsibility for change as it just won't work.

Project Management for Agencies – Putting your People First

ZazzleMedia

Laura Miller brings some 'top tips' for using people management to get project success:

- Get interested in psychology,
- Be self-aware,
- You are not the expert – your teams are,
- Manage conflict with consensus building,
- Develop listening skills,
- The answers are often in the grey bits,
- Be clear with your expectations,
- Say 'thanks', and
- Leave it in the office.

20 PM Guru's to Follow on Twitter

Wrike Blog

Don't forget if you're looking for something in particular the "search this website" bar on the top right hand side of every page will help save you time and effort, and if you want to say something to us, send us a tweet @ProjExc

Filed Under: News   Tagged With: Agile, Change, Conflict, Issue Management, PM Competence, PM Tools, PMO, Teams, Twitter

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Reflect with a Fresh Pair of Eyes

📅 July 28, 2014 by PM Advisor   📝 Leave a Comment

Project Deep Dives

Periodic project assessments (or Deep Dives) are a clever way of avoiding those frustrating and nasty surprises at the end of a project, allowing necessary corrections before it's too late. This deep dive analysis is a fundamental part of **project governance**. ProjExc have crafted a clear methodology which captures a clear view of both project **health** and project managment **performance**.

The ProjExc deep dive process and the resulting report are designed with 2 clear goals:

1. to **coach the project manager** into improved project management discipline thus greatly reducing the risk of failure, and
2. to give project stakeholders a confidential **independent report** of project status and clear improvement recommendations from the experts.

Independent Governance

Of course you can do deep dives internally, but how many organisations today have the luxury of available credibility and expertise, let alone the willingness to compromise this critical part of corporate governance with potential conflicts of interest?

Supplier Projects

Often organisations have great governance in place for their own internal projects, but have insufficient oversight of supplier/partner projects – this can be a big risk to your success. ProjExc often perform (or support) 3rd party deep dives which are conducted in such a way as to be supportive and informative. The reports and agreed actions support win-win trusted relationships and aid shared understanding of priorities at a practical level.

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More Information

To find out more about how independent project deep dives might help your business, you can contact ProjExc directly on **0121 222 5744**.

Filed Under: PM Capability   Tagged With: Project Assessment

Doing More With Less

July 28, 2014 by PM Advisor   Leave a Comment

We are all under pressure to do more with less.

If you have a senior role in any organisation, 3% saving here or 8% saving there can be worthy of significant effort on your part.
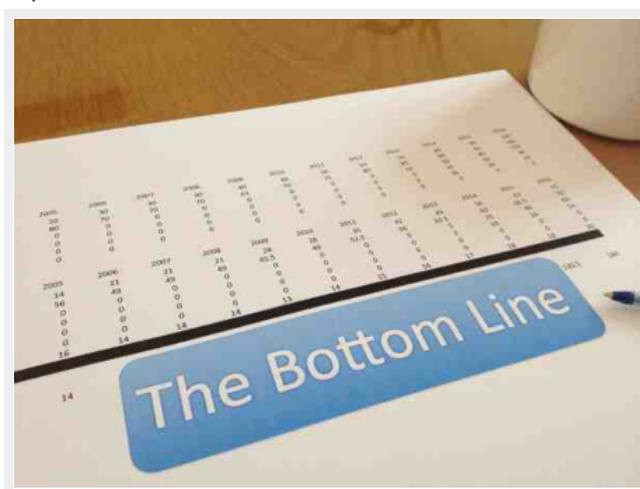
Consider for a moment your projects:

- How many real projects do you have running?
- Are your projects product developments, strategic initiatives, marketing projects, HR projects, new IT systems, important client projects/contracts/deals?
- What are these projects costing you, and what are they worth to your organisation?
- Are you tired of mediocrity from your project managers?

Last year around 70% of business project objectives were not met in the UK (or anywhere else for that matter) – they were seriously delayed, significantly over budget and/or did not meet their specified scope or quality.

By consistently using some simply implemented appropriate project management techniques and discipline, ProjExc clients have easily reduced those 70% failure rates to single figures. In turn with the huge savings they have made, they have been able to invest in more projects and the benefits that they bring.

Project Management is increasingly recognised as the pre-eminent business competence for the 21st century, and yet all too often an organisation uses different (or no) processes, tools & templates to manage their projects and has project managers at hugely varying levels of

competence.

Project Management Matters

Clearly project management matters to your organisation, but when did you last reflect on how much of your attention is focused just on the projects rather than the project management? John Williams is lead consultant at ProjExc PM Consulting who help businesses realise their desired outcomes, on time, and within budget.

Filed Under: PM Trends   Tagged With: Business, RoI

PMI Challenge to APM Application for Royal Charter: dismissed

July 17, 2014 by PM Advisor   Leave a Comment

We reported in a News Digest post back in April 2014, that PMI had challenged APM's application to the UK Privy Council by way of a Judicial Review, as per this statement from APM.

At the time we were not clear on what good PMI hoped to achieve for the PM profession, other than protecting their own commercial interests.

UPDATE: **Judge dismisses the PMI claim on all grounds**:

APM Chief Executive Andrew Bragg has issued a statement concluding:

"Having reserved judgment at the substantive hearing of the Judicial Review claim which ended on 9 July 2014 at the High Court in London, the Judge, Mr Justice Mitting, handed down his judgment on 17 July 2014.

The Judge dismissed the claim on all grounds".

We hope that the much needed development and recognition of the PM profession can now move forward very soon.

Filed Under: News   Tagged With: APM, PMI, Profession

Project Management News Digest from PM Advisor

July 17, 2014 by PM Advisor   Leave a Comment

In this latest roundup of news from the world of project, program and portfolio management we look at amongst other things:

- How to get the right project management tool for your business,

- Mind mapping,
- The changing landscape for PM lifecycle phases,
- Tips for becoming a better and more productive PM,
- Project management recruitment,
- and more.

As always, as well as summarising and pointing you to the relevant articles, we add the views of our super experienced project management consultants. We also welcome your comments and suggestions for what we should include in the next News Digest – feel free to use the comments box at the bottom of this post.

PM Tools

5 Ways to Get the Right Project Management Tool for your Business

BizCommunity

Daniel Marcus takes the readers of his post through the basic steps in implementing a PM Tool for an SMB. He sees these as:

1. Consider why you need a PM tool,
2. Wade through the clutter,
3. Take advantage of the cloud,
4. Get started, and
5. Reap the rewards.

Remember, there's lots of information, mini-reviews and links to many of the more popular tools here on PM Advisor to help with step 2.
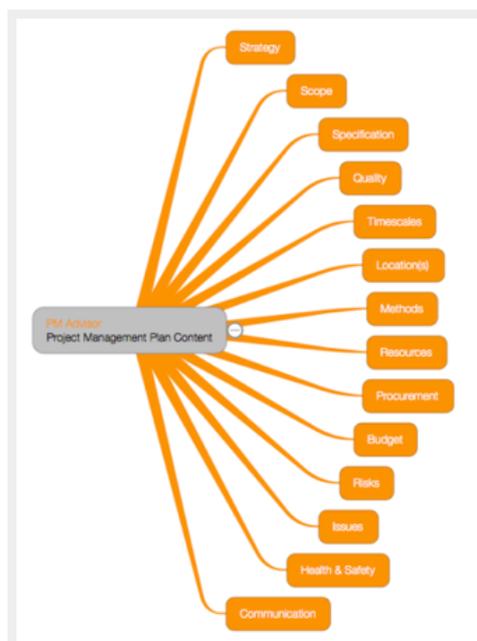
Mindmapping for Project Management

MindGenius Blog

Jamie MacDonald from MindGenius offers a useful introduction to the possibilities of using mind mapping tools for:

- Project planning,
- Project scheduling,
- Project monitoring & control, and
- Project reporting.

In our experience mind mapping is a fantastically powerful tool for individual PMs to manage their projects, teams and stakeholders. However, we haven't (yet) encountered a successful cross-enterprise implementation of mind mapping for project management. Our suspicion is that this is because of the better RoIs available from more structured & integrated all-in-one 3P management tools available.
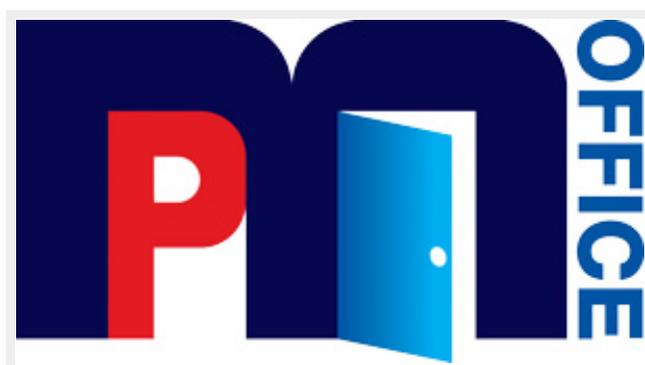
PMO

Changing Landscape: PM Lifecycle Phases

Business2Community

Dr. Harold Kerzner provides a fascinating argument with supporting evidence that the world of project management is rapidly shifting from operational to strategic.

He concludes that the role of the project manager will be changing significantly, and sees that:

- the investment life-cycle will replace the traditional project management life-cycle,
- project managers will be expected to have much greater understanding of business and strategy,
- project managers may end up reporting directly to the corporate board room on some critical projects,
- project managers will be involved at the beginning of the project, perhaps even during the idea generation stage, in order to understand the rationalization, assumptions, constraints and risks associated with the potential project.

Dr. Kerzner shares his view that most companies should understand why project management has evolved into a strategic competency rather than just another career path position.
Of course some forward leaning organisations have already made some significant progress in some or all of these areas, but we have to agree that the trend for greater maturity will continue.

PM Competence

10 Steps to Becoming a Better PM

WizIQ Blog

WizIQ Blog offer 10 tips for greater success in projects:

1. be inquisitive,
2. be a 'can do' person,
3. think in detail,
4. keep events in perspective,
5. assume prudently,
6. make allies at work,
7. communicate constructively,
8. focus on people's strengths,
9. acknowledge & appreciate, and

10. be a leader.

Project Management Tips that Rock

Evie Nagy from Fast Company shares some advice for project managers taken from the world of rock bands:

- do a trial run,
- take care of yourself,
- designate a handler, and
- accept the right tasks.

Recruitment is Project Management

Chris Stringfellow provides a refreshing recognition that along with many other business needs, recruitment (or talent acquisition) is project management. Clearly, by consistently applying some simple but reliable project management techniques recruitment (project) success rates can be hugely improved.

Cultural Personality & Rapport – The Key to Recruiting Project Managers

The ever-present Lindsay Scott rightly observes that there is a conundrum when it comes to recruiting project managers and it is this – how can anyone be sure that the project manager they are about to hire can perform the role in a new organisation?

Having helped recruit hundreds of project managers for numerous organisations, we agree with Lindsay that the process of matching competences to the vacancy helps identify a possible fit (and helps follow HR rules for good reason) it doesn't necessarily find the right individual. To do that you need also to consider:

- Cultural fit,
- Personality fit, and
- Rapport with the manager (we call this the chemistry).

Lindsay concludes, "If the organisation can start to really define these 'softer' areas of their ideal project managers, there will be a greatly increased chance that the new hire will fit right in and continue to deliver their best".

6 Simple Tweaks for PMs to Become More Productive

Business2Community

Marciel Rivera suggests the following tweaks to help PMs under pressure to be increasingly productive:

1. be clear when defining your goals,
2. run more productive meetings,
3. take advantage of technology,
4. stop multitasking,
5. take frequent breaks,
6. don't be tempted to do it all.

Other PM News

Capita Buys Projen

Building

Iain Withers reports that Capita has acquired 100-strong project management and engineering solutions business Projen for an undisclosed sum.

Cheshire-based Projen provides design, engineering and management services in the pharmaceutical, oil and gas, manufacturing and bio energy markets.

It will join Capita's 4,000-strong property and infrastructure business and sit within its design and management division.

Filed Under: News   Tagged With: Culture, Maturity, Mindmapping, PM Competence, PM Lifecycle, PM Recruitment, PM Tools, PMO, Productivity, Recruitment

The dangers of Agile evangelism

July 16, 2014 by PM Advisor   Leave a Comment

We always look forward to the views expressed in the "Critical Path" spot in the APM's project magazine, and John Rowley of TPM sounding off about the Agile evangelists is no exception.

He raises a concern that we share, and that is that some individuals like to grab hold of the latest 'toy' believing that it will single-handedly fix all problems. The 'toy' in question is Agile. John rightly makes the point that Agile is a super tool for the project manager's toolbox, but it is not the right tool for all projects. We observe that a big danger for Agile (Let's hope the Agile Alliance and their colleagues are thinking about this) is that it is the latest bandwagon which is being jumped on by the training companies who largely ruined the credibility of PRINCE2. Clearly attempting to discredit one approach to project management in favour of another without considering the context is at best immature and at worst dangerous for both the project and the profession.

Here are the key points which John makes.

I just walked out of an Agile presentation. Not for the first time. This is getting tedious. Don't get me wrong, I am enthusiastic about Aagile as a potential technique for project managers to use. Sometimes only an Agile approach will do, so I am certainly not against it. But why do people always feel they have to justify Agile by misrepresenting traditional (waterfall) approaches? The logic seems to be: "Some projects go badly therefore all projects using established approaches must go badly – therefore traditional project management must be 'broken'.

The way these events go the presenters seem to be evangelising for a completely new approach across the profession (reinventing all aspects of project management to fit with their new belief system).

It would be refreshing if they accepted the strengths of traditional methods, and the limitations of their own approach, and presented themselves as members of the project management

profession, rather than as people who appear to want to overthrow it. In fact many projects using traditional project management methods go remarkably well and in many areas performance is improving. Indeed many projects might not fare so well if Agile were used.

So surely the message must be: "Project management is good but we need to continue to get better at it. One way to get better is to understand when Agile (or other) approach may be appropriate, and know how to use it." We might then start to look like one profession, and not a collection of competing methods with each new 'brand' seeking to undermine the rest.

project

If you like this Critical path and you are an APM member, make your way over to the APM website and take a look at some of the online archives, or indeed make sure you dip into your monthly Project magazine. If not, why not join?

Filed Under: Agile, PM Trends   Tagged With: Agile, post-PRINCE

How ProjExc can help with your PMO

📅 July 15, 2014 by PM Advisor   💬 Leave a Comment

There are a number of ways that ProjExc can help with your PMO:

PMO Assessment. This is an honest review of your existing project management practices and a full assessment of your PMOffice requirements. The independent report from the assessment will provide a high-level but comprehensive plan which can be used to implement your PM Office yourself, with our help, or even with the help of others. Your only commitment is to getting the report and making your own decisions.

PMO Set-up. Building on the output from the PMO Assessment, you can engage a full management service to fully set-up a PMO function in your organisation. From structure and resourcing, through to implementation of processes and procedures, templates and selection and implementation of the best tools for your business integrated where necessary to your existing MIS platform.

PMO Management Services. Choose pay-as-you-go or from a package of services including project support & helpdesk, guiding, monitoring and managing.

At all times when dealing with ProjExc *you remain in control*. We don't lose sight of the fact that it is your business and you need to run it your way, albeit with support and advice from the right experts, at the right time.
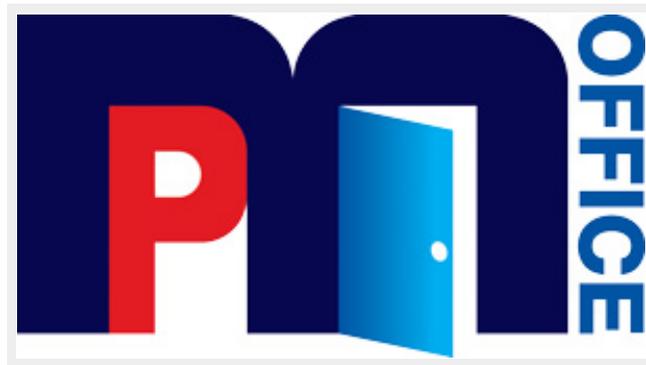
Supporting your projects

There are often many stakeholders in projects with differing needs and demands. For the PMO, there are two direct stakeholders, your *project managers* and your executive (including their representative, the *project sponsor*). In supporting your projects we provide support for both parties as descibed below.

ProjExc Supporting your Project Managers

PM Support & Helpdesk

- Helpdesk by telephone and e-mail, with troubleshooting and support
- Document review and quality monitoring
- Document management system maintenance, e.g. status reports, project plans, budgets, registers, …
- Communications written and circulated
- Project plan maintenance
- Collation of reports and performance data
- General project office administration support e.g. meeting bookings etc

PM Guidance

- Review/improvement of processes and procedures
- Provide/implement project management toolkit
- Implementation of performance monitoring
- Reviewing/troubleshooting projects failing or at risk of not achieving full potential
- Training and coaching and facilitating project management forums/skills development
- Set up of continual improvement processes/ procedures

ProjExc Supporting your Project Sponsors

Monitoring

- Change Control
- Exception management

- Project performance review
- Project reports review and authorisations
- Support
- Risks or RAID (Risks, Assumptions, Risks and Dependencies) review
- Project plan monitoring
- Approvals and sign off handling e.g. work packages

Managing

- Management of the business case
- Reviewing and defining structures and roles
- Define project approach
- Senior Management representative e.g. board meetings
- Project team meetings chair
- Authorisation of stages, parameters and exceptions
- Escalated approvals and sign off handling

Filed Under: PMO   Tagged With: PMO

Take Control of Your Projects

July 15, 2014 by PM Advisor   Leave a Comment

Take the necessary steps now to take control over your projects.

It's bad enough that some projects over-run or over-spend, but it's even worse if you don't know why, or didn't see it coming before it was too late.
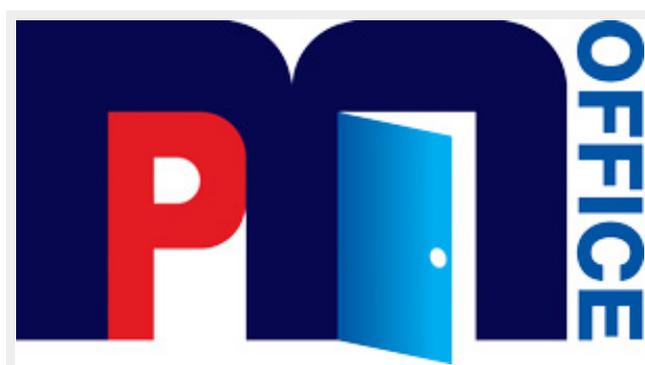
ProjExc have the necessary

- *knowledge,*
- *skills,* and
- *experience*

to bring consistency, reporting and control to the projects in your organisation.

to bring consistency, reporting and control to the projects in your organisation.

Whether you need help and advice in creating your own in-house project management office (PMO), you want to bridge the gap until your own PMO is up and running, or you want to outsource your PMO with a blend of our on-site and remote expertise ProjExc have what it takes.

The ProjExc Team understand your frustrations, but more importantly they know how to quickly implement the right processes and tools for your organisation to professionally & consistently handle your project initiation, planning, execution, control & reporting and closure/reviews.

They will ensure full visibility, common understanding within your organisation with one truth for project:

- budgets,
- timescales,
- change control,
- risk management,
- issue handling,
- task management, and
- resource management.

This **consistent view** will enable you to make the right decisions before it's too late.

You know that there are several methodologies and processes for project, portfolio and program management out there, literally hundreds of tools and thousands of templates. The ProjExc Team have the independence, and expertise necessary to guide you through this minefield, and select what is right for your organisation now and in the future.

Feel free to browse around PM Advisor for free tips and news from the world of PMO. You've probably got your projects under control, but if you can't afford to leave it to chance any longer and want to know more contact ProjExc either by completing the form below or by calling them on **0121 222 5744**.

Name (required)

Email (required)

Comment (required)
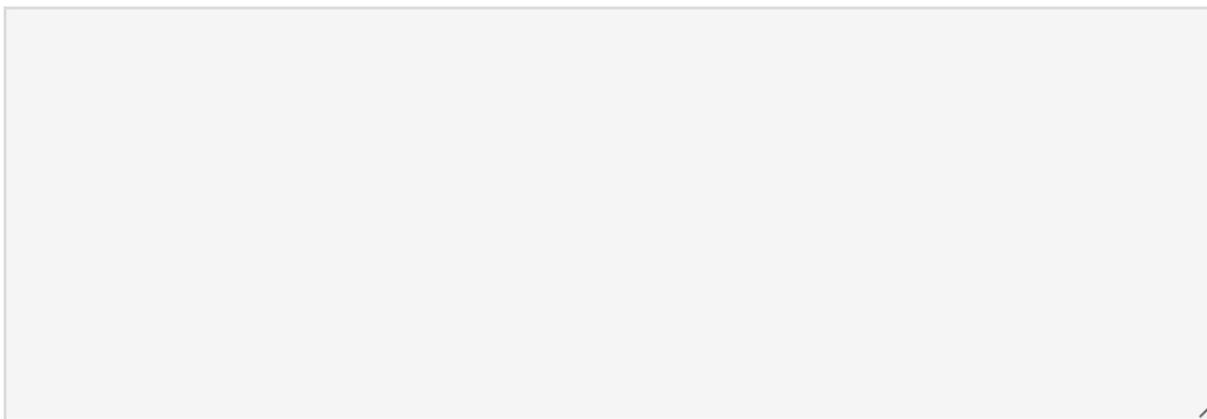
Submit

Filed Under: PMO   Tagged With: PMO

Product Management vs Project Management

📅 July 14, 2014 by PM Advisor   ▤ Leave a Comment

In this new section on PM Advisor, John Williams takes a look at the differences between project and product management, centred around the distinct processes which each discipline needs to follow.
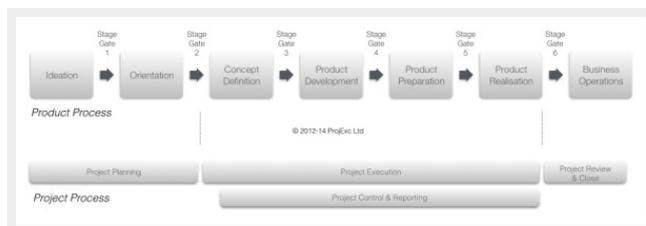
Three questions

1. What do you think?
2. Is this a useful differentiation?
3. Do you agree that the discipline distinction is essential?

As always we welcome your input – please comment below.

Filed Under: Product Management   Tagged With: Product management

Project Management News Digest from PM Advisor

📅 July 4, 2014 by PM Advisor   ▤ Leave a Comment

PM COMPETENCE

Project Management Academy® Announces New Scholarships for Aspiring Project Managers

Digital Journal

PMA® have announced 22 new scholarships intended to promote project management education across the United States. The scholarships, distributed through the Project Management Institute Educational Foundation™ (PMIEF), were created to provide students, teachers, professionals, and non-profit organizations the opportunity to develop their project management prowess through continuing education.

Wouldn't it be nice to see something similar for the UK – perhaps the APM could help organise something with some of our great training organisations?

4 Things Software Engineers Can Teach You About Project Management

Business Insider

This article considers some of the less well known reasons why the legendary Steve Jobs' projects succeeded:

- Create structure
- Don't just listen – understand
- Don't underestimate inspiration
- Communicate

Managing the Dreaded Project Conflicts

OnTrack

Brad Egeland describes his 5 preferred methods for resolving conflict:

- Compromise
- Confrontation
- Forcing
- Smoothing
- Withdrawal

Bring Some Common Sense into Your Project Management

Tech Cocktail

Serhat Pala encourages the use of common sense to start SMBs on the journey to project management maturity with the following key elements:

- Put an astute project manager in charge,
- Integrate parts into the whole, and
- Leverage project management tools.

Change in the Legal Climate: Budgeting and project management

Inside Counsel

This article takes a look at why budgeting and project management are more important than ever for the legal industry. The top 3 demands from Chief Legal Officers accruing to a 2013 surrey by Altman Weil are:

- more efficient project management,
- improved budget forecasting, and
- greater cost reduction,

- greater cost reduction.

The Myers-Briggs Type Indicator and Project Management

The Fast Track

Tim Walker takes a fascinating look at how to use MBTI to help get past those frustrating communication roadblocks in projects. He looks at:

- What is the Myers-Briggs?
- How Is the Myers-Briggs Used in Business?, and
- How the MBTI Can Help Your Team

10 Classic Project Management Mistakes

CIO Insight

Dennis McCafferty considers 10 classic mistakes in IT projects:

1. The proposal doesn't contain value points
2. Key influencer support is lacking,
3. Scope creep veers out of control,
4. Users are not proactively involved,
5. Too many team members,
6. With the team line-up is wrong,
7. Team members are not adequately trained,
8. Team members get overwhelmed by the project's size,
9. The project is defined as a side responsibility of members, and
10. Processes, tools, templates are inconsistent.

Beyond Your Wildest Risks: What Every Board Member Needs To Know

Know

PCubed

Jeremy Harrison observes that the risks you need to concern yourself with no longer follow a linear path; they no longer allow for days and weeks of response time. They come fast and furious, seemingly out of nowhere, and they can wallop your company faster than you can tweet a first response.

Keeping Your Project Sponsor Satisfied

Wellingtone

Tony Adams recognises that one of the best tools in the Project Manager's kit is a positive, flag-waving Sponsor. In fact, nothing shapes your success in quite the same way as having an engaged, switched-on Project Champion sitting in the Big Chair – leading the charge, clearing roadblocks, keeping momentum and giving your project that all-important credibility. In this article he looks at how to keep your principal stakeholder on board.

The Business Continuity Institute Becomes Part of a Global Resilience Network

Continuity Central

The Business Continuity Institute has signed up to become a part of the Future Cities and Community Resilience (FCCR) Network, an interdisciplinary collaboration of like-minded academics and professionals that provides a forum for the advancement of knowledge in the core areas of future city resilience, urban supply chain management, smart city technologies and community engagement through experimental and creative methods.

PM TOOLS

Another New Product in the Project Collaboration Space – Whiteboard

Whiteboard

Whiteboard is a start-up who have just unveiled their innovative web and mobile-based app aimed at boosting productivity by bridging the gap between tasks at home and work. With its ultra-clean user interface and intuitive paradigms for organizing workflow, Whiteboard empowers users to focus on accomplishing the tasks that matter most in their day. The tool's user interface provides convenient ways to access relevant information such as quick views for to-dos, files, discussions, or people.

ProjectManager.com Raises $3.5 Million in Funding

Digital Journal

ProjectManager.com, the leader in online project management software for professionals, today announced it has raised $3.5 million in Series A funding to support the company's momentum in the project management software market and expansion into the United States.

Deltek Axium Introduces Project Trek™ to Deliver a Collaboration and Document Management Solution

Digital Journal

Axium, the developer recently acquired by Deltek, have announced the re-introduction of Project Trek™, a collaboration and document sharing solution formerly known as ArchiTrek™.

Nugg is a Team Performance Tool Positioned Above Project and

Task Management

[Gigaom Research](#)

Nugg is a start-up which looks to be finding itself a niche position integrating with data from Business Process, Communication and Task tools in order to share questions, decision and results. Ashar Baig does a good job of describing their approach in the Gigaom Research article. You can get more information from the horses mouth at [Nugg](#).

They say that Nugg allows you to:

- **Focus** attention on the conversations and teams that matter the most,
- **Decide** on the actions you need to take to achieve your goals,
- **Track** your decisions and conversations, and
- **Align** on the goals that define your team's success.

PM METHODS

AXELOS to recognize PMI and IPMA qualifications in applications for PRINCE2® Practitioner Qualification

[PM World Journal](#)

Axelos, the joint venture company responsible for PRINCE2 and other Project and Programme Management (PPM) products, has announced that it is now recognizing other qualifications as a route to Practitioner level rather than the previous, mandatory requirement for the PRINCE2 Foundation qualification. Project managers worldwide – for the first time – will be given greater access to the PRINCE2 Practitioner qualification based on their prior learning and achievements with specific project management professional bodies.

Frances Scarff explains the reasoning for this significant change in direction on the Axelos [website](#).

Filed Under: [News](#) 　Tagged With: [BCM](#), [Education and Training](#), [Legal Project Management](#), [PM Competence](#), [PM Methods](#), [PM Tools](#), [Stakeholder Management](#)

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Agile, Business Continuity **News** PM

SITE TAGS

Agile A

PM ADVISOR

VALUABLE RESOURCES FOR PROJECT MANAGERS

Project Management News Digest from PM Advisor

📅 August 12, 2014 by PM Advisor   ▤ Leave a Comment

In this latest roundup of news from the world of project, program and portfolio management we highlight news and articles which have caught our eye recently.

PROJECT MANAGEMENT

Project Management – Not Just for Builders and Engineers

PM Advisor

John Williams takes a look at how project management has proliferated most industries, sectors and specialisms.

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August

Five benefits of project management

smbCEO

In his article, Ivan Widjaya describes the 5 benefits of project management as:

1. Flexibility,
2. Get everyone involved right from the start,
3. Get the big picture of your ongoing projects,
4. Enforce communication, and
5. Better resource management and allocation.

The true value of project management

financial express

Krishna Kumar argues that it is a misconception is that project management is relevant only to the IT and finance industries. We couldn't agree more, and would even go far as to ask is there an industry for which project management doesn't have any relevance?

Product management 101

medium.com

Shawn Zvinis shares his learning about designing and building products at early stage technology startups.

Projects: creating products, services, and results

PM Hut

Harry Hall looks at the close links between project management and new product development.

PM COMPETENCE

Five easy steps to finishing big projects

work awesome

Natasha Vorompiova promises that the following five steps will make the project management process unintimidating and even fun!

1. Define the project,
2. Brainstorm,
3. Organise your ideas,
4. Schedule your actions, and
5. Identify the next step.

10 classic project management mistakes

CIO Insight

Dennis McCafferty suggests 10 classic mistakes:

1. The proposal doesn't contain value points,
2. Key influencer support is lacking,
3. Scope creep veers out of control,
4. Users aren't proactively involved,
5. Too many team members,
6. The team lineup is wrong,
7. Team members aren't adequately trained,
8. Team members get overwhelmed by the project's size,
9. The project is defined as a side responsibility of members, and
10. Processes, tools, templates are inconsistent.

6 Steps for making a project announcement

PM Tips

Elizabeth Harrin describes the 6-step process in Ann Pilkington's book, Communicating Projects:

1. Understand the message,
2. Identify the audience,
3. Plan the messages,
4. Check the legalities,
5. Pick the channel, and
6. Agree the timings

The importance of choosing a project management mentor wisely

Cobalt PM

Ben Ferris points out that there might be no shortage of potential mentors near you but will need to be smart enough to choose the right one.

7 Things to Consider When Appointing a Project Manager

ProjExc

John Williams suggests the following 7 critical considerations when appointing a project manager:

- Competence,
- Budget,
- Availability,
- Responsibility vs accountability,
- Where and how to find your PM,
- Subject matter expert? and
- What you should expect

PM TOOLS

How project management apps help you to always know everything

business2community

In this article from GetApp, these popular apps are referenced:

- Mavenlink
- Wrike,
- Clarizen,
- Jira,
- Comindware, and
- AtTask.

Why integrations of the key to your project management solution

Rabid Office Monkey

Jess Jacobsen argues that companies that understand what to integrate in different departments can more effectively utilise their PM software, specifically CRM and accounting software.

Top 5 tools for project management

sitepoint

Everyone has an opinion on this one, but Jacco Blankenspoor argues for:

1. Basecamp,
2. Asana,
3. Podio,
4. Sandglaz, and
5. Trello

PM METHODOLOGIES

Agile versus traditional project manager responsibilities

PM Hut

This article by Keith Mathis is great because it highlights the need for awesome communication from project managers, but the title is a little misleading. Keith describes on one hand the responsibilities and competencies of traditional project managers, but on the other hand describes the necessary values for an agile PM. Perhaps he's cleverly keeping us wanting more?

We actually don't see a difference between traditional and agile PMs – PMs are PMs in our book, but they will use different skill sets for different project types. This leaves us wondering though whether you think there are differences in responsibilities between traditional and agile PMs, and if so what they are – please share your thoughts in the comments below.

The lean, agile way to build your first product

Tuts+

Andrew Blackman provides some excellent pointers for your start-up software product:

- Use agile product development,
- Produce a minimum viable product,
- Embrace the lean start-up principles, and
- Keep the clarity through each interaction.

PMO/PPM

What is project portfolio management?

workzone

This is a super introduction to PPM by Kirstin Miller, but the thing that caught our eye was this statement referring to the research from 2012:

"According to Aberdeen Research Group, organizations with a robust management plan for their portfolio of projects reap up to 28.1% more profit than their competitors who continue to affect a haphazard approach."

Filed Under: News   Tagged With: PM Competence, PM Tools, Project Management, project management news

Project Management – Not Just for Builders and Engineers

🗓 August 11, 2014 by PM Advisor   ▤ Leave a Comment

A beginners introduction to project management, whatever your industry or sector.

There was a time when project management was a technique, used almost uniquely for the engineering world. However in recent years more and more organisations have recognised the value of project management in their operation regardless of their industry/sector/specialism, and increasingly they are adopting a Project Management Way of Working, or as we call it PMWoW.

There are realistically 3 main types of project, described below. To many organisations all three have their place, and to others maybe just one or two.

Type One – New Product Development Projects

Traditionally project management techniques were applied to the first type of project – new products. Those "products" might have been as diverse as bridges, buildings, new computer systems or cars.

Type Two – Customer / Service Delivery Projects

This was followed by the general realisation that the techniques and discipline could be expanded to the second type of project which we describe as "customer projects". Again, initially rooted in the engineering world, this sees the scope expanded beyond development to manufacturing, test, site deployment, acceptance, and broader service provision.

site deployment, acceptance, and broader service provision.

Type Three – Organisational Change

As the project management techniques and systems matured, they became increasingly used in the controlled delivery of organisational and strategic change.

Industry Shifts

The general project types are largely unchanged in the 21st century, but we have seen 3 major industry shifts in the last few decades:

1) Methodologies & Frameworks

As project management usage grew, so did the available methods. From the original "waterfall" methods we have seen the steady addition of options including:

- Agile, Scrum, DSDM
- Critical Chain
- PRINCE2
- Praxis

as well as a whole host of niche and bespoke methods. Some of these methods are generally applicable, whereas others are only suitable in certain applications.
Some care should be taken when considering the latest "new" way of managing projects. As with the world of diets, various fads come and go as people look for that easy fix. However it is worth remembering that the core project management techniques are flexible, and if applied consistently can produce excellent success rates.

2) Technology

There has been a huge proliferation of project management tools with varying degrees of complexity and suitability for certain project environments. I am aware of well over 250 software tools which can be broadly categorised as:

- **Productivity Tools** which typically focus on individual or group task management,
- Project **Collaboration Tools** which typically add messaging, file sharing, project calendars and maybe some bells and whistles,
- **All-in-one Tools** (often referred to as P3), which add layers of complexity typically including planning, resourcing, RAID management and even portfolio/program dimensions, and finally
- **Specialist Tools** which deal with specific needs such as risk management, mind-mapping, and so on.

3) Broader Industry Adoption

In the last few years, project management has become increasingly adopted across most industries and sectors. Typically, this has initially filtered from new product development and strategic / change projects into service delivery with noticeable recent adoption in the worlds of service, marketing, human resources, digital marketing and legal to name but a few.

Where Do Budding Project Managers Go For Advice?

There are lots of resources around, but as in many walks of life you need to know where to look.

Some great starting points include:

- PM Professional Bodies: APM, PMI
- Methods & Frameworks: APM BoK, PMI BoK, PRINCE2
- Tools: PM Advisor Tools
- Blogs & Web Resources: PM Advisor, PM Hut, Herding Cats

At ProjExc we recognised that finding good, honest, independent advice, especially those entering project management, can be quite challenging. We noticed though that everyone seems to be selling their training courses, their qualifications, their books, their tools. We have structured our advice and services into 2 distinct but closely linked independent offerings, both of which are applicable regardless of your industry or sector:

PM Advisor – advice and resources for individual project managers, and

ProjExc – guidance, advice and support for organisations wanting to set-up or improve their project management capability.

About the Author:

John Williams is a project management professional with 25 years experience across most industries and most types of project, portfolio and programs. He is founder of ProjExc and PM Advisor, an active author, presenter, and consultant on the subject of project management, as well as an occasional interim project manager. John is a proud member of the APM and also serves in their volunteer community. If you would like John to present his talk "**Why Projects Fail and What YOU Can Do About It**" to your team or group either in person or as an online seminar get in touch.

Filed Under: PM Capability, PM Competence, PM Methodologies   Tagged With: Adoption, Change, Customer, New Product Development, PM Methods, PM Tools

7 Things to Consider When Appointing a Project Manager

August 7, 2014 by PM Advisor   Leave a Comment

In a new post on the Project Excellence Blog, John Williams gives some excellent pointers when considering how to appoint the right project manager to make sure your project objectives are met. The **7 key considerations** John highlights are:

1. Competence
2. Budget
3. Availability
4. Responsibility vs Accountability
5. Finding Your Project Manager
6. Subject Matter Expert
7. What You Should Expect

In the post he also looks at the wisdom in using **interim project professionals**, not just as project manager, but also for other project management posts including:

- Project Administrator,
- Assistant/Junior Project Manager,
- Project Manager,
- Senior Project Manager,
- Project Director,
- Program Manager,
- PMO Officer, and
- PMO Manager

Take a look at the post and if you think you might need some help, contact John at ProjExc by telephone on **0121 222 5744** or by email.

Filed Under: PM Resources   Tagged With: Interim, PM Recruitment, Resourcing

Project Management News Digest from PM Advisor

August 5, 2014 by PM Advisor   1 Comment

In this latest roundup of news from the world of project, program and portfolio management we look at news and articles which have caught our eye recently.

PROJECT MANAGEMENT

Doing more with less through project management

Project Management Matters (ProjExc)

ProjExc PM Consultants look at a number of timely reflections around project management, specifically looking at:

- Doing more with less

- Doing more with less
  - Reflecting with a fresh pair of eyes
  - Who owns your PMO, and
  - Disaster strikes – your plan for business continuity

How project management just might solve your digital marketing woes

business2community

Halie Davila takes an interesting look at project management from the world of digital marketing. Halie observes that whilst PM tools add value to getting stuff done, they don't do the work. That's where humans come in to there own solving process, planning and production issues. She makes three main human points in the article:

- Software doesn't manage creativity and quality – it manages production,
- Process doesn't eliminate the need for an organisational lead, and
- Technology has thrown a wrench in everything!

What should project management cost?

IT Web

allaboutXpert have researched the cost/value of project management, and found that in their context it is around *9.1%*. Our own experience is that it varies by industry, and whether the project includes significant capital/equipment costs, in a range of 8% and 17%. We'd love to hear back from PM Advisor readers on this one, so please comment with your industry and PM overhead cost estimate as a percentage of the whole project.

Out of interest, we fully agree with the comment by iRestMyCase on ITWeb "Last time I checked, a huge portion of projects failed – for various reasons. The cost of a project manager is normally small in comparison with a failed project. Problem is – you get project managers and 'project managers', so choose carefully." Lovely.

Building innovation into project management

econsultancy

Graham Oakes shares an interesting view that innovation projects are special and more about risks. Graham makes some great points (see below) but we wonder does his article miss the point

risks. Graham makes some great points (see below) but we wonder does his article miss the point

that all projects are projects and need all of the essential PM disciplines (including risk management) covered off but in a flexible and appropriate way. By aligning a product process with suitable stage gates with the project management process in an organisation can handle the unknown in a structured way and without sacrificing the project management fundamentals unnecessarily. At PM Advisor we call this agile with a lower case a!

Anyway, Graham suggests a style of project management that does things like:

- Set fuzzy goals,
- Accept that things will change,
- Create slack,
- Encourage failure, and
- Devolve control.

10 reasons there is always a need for project management

PM Hut

Michelle Symonds offers 10 great reasons for needing project management:

- Learning,
- Preparation,
- Exploration,
- Communication,
- Process,
- Critical Path,
- Justification,
- Leading the team,
- Delivery, and
- Managing changes.

PM COMPETENCE

7 indispensable PM tips

infoworld

Roger A. Grimes sees that good project managers are worth their weight in gold, and earn their keep by following these best practices:

- Even small projects should have a project manager,
- Start every meeting with goals,
- Document, document, document,
- Nothing beats a room full of technicians,
- Micromanage as needed,
- Build in cushion time,
- Make sure your lead technical person is the best available, and
- Good management makes it happen.

10 ways to you know you'd make a good project manager, whatever that is

upstart

Michael el Castillo shares a super Taskworld infographic with the 10 characteristics of a good project manager:

1. Inspire,
2. Anticipate needs,
3. Anticipate problems,
4. Delegate firmly,
5. Focus on solutions,
6. Don't complain,
7. Goes in with a plan,
8. Minimise meetings,
9. Be driven, and
10. Foster good relations.

Roundup: top five project management posts

smartsheet

Smartsheet share some interesting practical PM related posts:

1. To build a Gantt chart in Excel,
2. How to use a milestone in project management,
3. How to create a work back schedule,
4. Unofficial guide to being a project manager, and
5. How to use cell linking to create a master Gantt chart in Smartsheet.

Focus less on the management and more on the resources

PM Hut

Kiron D. Bondale shares an interesting view of the parallels between over parenting and over management in the world of resource management. What do you think?

How to audit project risk management

PM Hut

Harry Hall looks at the steps before and following an audit of project risk management:

- Define your audit goals,
- Define the scope of the audit,
- Define the audit assessment plan,
- Determine who will conduct the audit,
- Select projects from the project portfolio,
- Request project documents,
- Formally audit,
- Complete the audit report,
- Communicate audit results, and after the audit
- Plan for addressing any identified issues.

Manage risk like a Formula One driver

PMI Blogs

We have a few petrol heads at PM Advisor, and so this article caught our attention even more than the apparent project failures at the Ferrari team. Conrado Morlan draws some interesting parallels between the world of F1 and the world of project management, not least the need to manage risks.

How complexity is clogging your project environments

CIO

Corrine Forrest feels that projects often suffer from bloated, convoluted solutions that impede delivery. She recommends:

- Taking a simple approach, thinning out unnecessary complexity, and
- Favouring the fundamentals – remove environmental complexity first, then process complexity and finally focus on performance issues.

The impact of project communication management on

project success

SAP Blogs

In this post, Ivana Zuber takes a thorough look at the necessary elements of a project communication plan, and considers the importance of stakeholder analysis and confidentiality.

PM TOOLS

Project management platform Wrike hopes to challenge Asana with new workflow tools

TechCrunch

Frederic Lardinois describes the major update at Wrike which recently brought functionality to compete more effectively with Asana.

10 benefits of cloud based project management software

Wrike

Emily Bonnie from Wrike, considers what they believe to be the top 10 benefits of using cloud based PM software:

1. A connected team,
2. Reliable access,
3. Minimal upfront costs,
4. Low maintenance technology,
5. Flexibility,
6. Security,
7. Speed,
8. Cost efficiency,
9. Integrated tools, and
10. Try before you buy.

6 Mobile collaboration apps for smooth projects

business2community

GetApp have contributed to business2community, suggesting 6 mobile collaboration apps for smooth projects:

1. Wrike,
2. ProWorflow,

3. LeanKit,

4. JIRA,

5. AtTask, and

6. Sellsy Teamwork.

4 classic adages to help you choose enterprise project management software

Rabid Office Monkey

Charles Settles offers these 4 wise old gems which can be applied to PM Tool selection:

1. Measure twice, cut once,

2. Know thyself, know thy enemy,

3. Nothing is so simple that it cannot be misunderstood, and

4. No battleplan survives first contact with the enemy.

PM METHODOLOGIES

Tips for successful project management using agile development

tmcnet

Tushar Patel shares his thoughts, concluding that "*It is possible to strike a happy medium between agile's flexible development approach and a traditional reliance on planning, metrics and program management required by the rest of the business.*"

Agile myth number two: agile is about project management

Java Code Geeks

Java code geeks share agile myth #2, and you can find all 5 gems from Calen Legaspi on his blog:

- Agile Myth #1: Agile is a methodology,

- Agile Myth #2: Agile is about project management,

- Agile Myth #3: Agile is short milestones,

- Agile Myth #4: Agile cannot work with fixed budgets, and

- Agile Myth #5: Agile is unpredictable.

Spot on. Of course we'd love to add myth number 6 – agile can work for any product…

PMO/3PM

A PMO evolves from tracking projects to strategic business unit

PMI

Deniz A. Johnson follows the timeline of maturity for a financial-sector PMO.

Filed Under: News   Tagged With: Agile, Asana, Communication, Complexity, Cost, Digital Marketing, Innovation, Newsletter, PM Tips, PMO, Resource Management, Risk, Value, Wrike

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Project Management News Digest from PM Advisor

📅 September 16, 2014 by PM Advisor   📧 Leave a Comment

In this latest roundup of news from the world of project, program and portfolio management we highlight news and articles which have caught our eye recently.

PROJECT MANAGEMENT

Who is the real project customer?

aecsoftware

Brad Egeland offers a wise reminder that products are produced for the benefit of the end user. Program and project managers rightly devote a lot of time worrying about benefits realisation, but those benefits will only be realised if the deliverable (or product) is used!

Why value for money is not just about the cost

devex.com

Anna Patricia Valerio follows on the theme of benefits but from a very different perspective, one which it's certainly important for us consultants to keep "front of mind".

The CPO bringing the strength of the project manager into the boardroom

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IT Web

This super article reflects on how PMOs are often seen as an extension of the IT function, and looks at the value of the Chief Project Officer, and the very strong message the appointment rightly sends out to the organisation. We have seen this used effectively where the top table recognise the fundamental value of P3 (projects, programs and portfolio) and it's professional governance and that the necessary competence is not yet valued organisationally.

Top 20 twitter influencers for project management

get app.com

Lovely list, but we're mystified as to why our @JWinLickey isn't there even if we're not (sarcasm alert).

5 project management groups to join on LinkedIn

Wrike

and sticking with Social Media for Project Management, this is a great list from the Wrike Blog – take a look.

PM COMPETENCE

We have 5 PM competence related 5's this time:

5 critical skills for successful project management

Cornerstone Dynamics

1. Communication
2. Organisation
3. Planning
4. Leadership, and
5. Flexibility

5 career pathways for project management degree holders

Witty Sparks

1. Operations Management
2. Construction
3. Industrial/Product Development
4. Information Technology, and
5. Environmental

5 project management skills that will help you grow your business

noobpreneur

1. Resource Allocation
2. Time Management
3. Budgeting
4. Team Management, and
5. Problem Solving

5 Common Project risks and what to do about them

PM Tips

1. Poor Leadership
2. Staff Problems
3. No Continuity
4. Lack of Resources, and
5. Change to Business Strategy

5 Critical project processes

PM Tips

1. Risk Management
2. Change Management
3. Issue Management
4. Resource Management, and
5. Communications Management

and now you can take 5 reflecting on common sense.

Bring some common sense into your project management

Tech.co

Some great advice from Serhat Pala for keeping things simple, getting the fundamentals right and making informed decisions:

- Put an astute project manager in charge,
- Integrate parts into the whole, and
- Leverage project management tools.

Authority vs. responsibility: or, how to get things done without actually doing them

adeptcpm.com

Monique Verrier offer three tips:

1. Involve the team in decision making where possible,
2. Maintain strong positive 2-way relationships with the team, and
3. Talk with other PMs who share your resources.

PM TOOLS

Project management essentials: Gantt chart (infographic)

business2community

B2C have shared this lovely info graphic from Wrike.
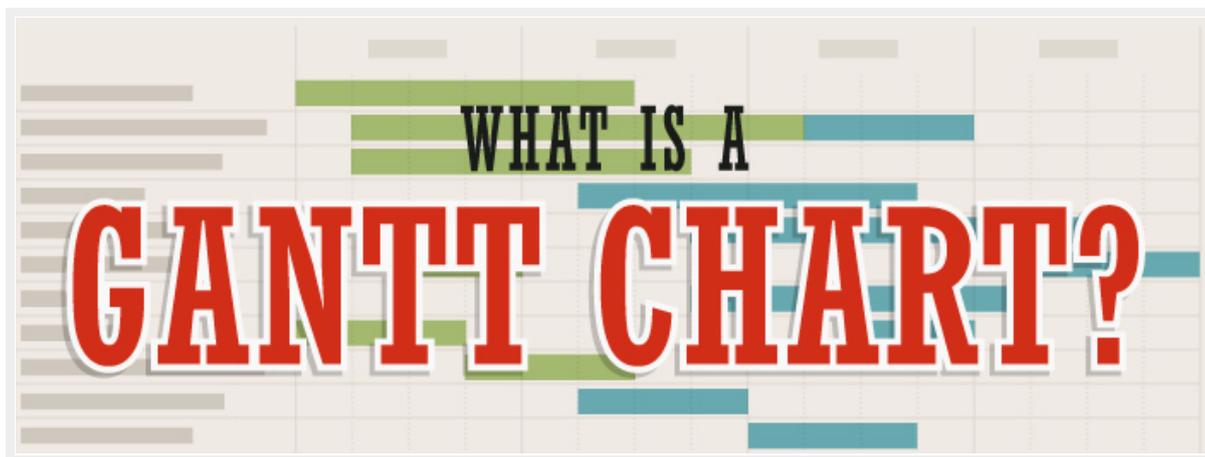
Innotas announces new version of its cloud portfolio management solution

innotas

Innotas have announced a new version of their cloud portfolio management system, delivering improved efficiency for PMs and PMOs.

12 most striking benefits of using a project management software for business projects

PM Hut

This is a nice list which could help you put your business case across powerfully:

1. Better planning, organisation and scheduling,
2. Improved communication and collaboration,
3. Perfect task distribution and timely completion of tasks,
4. Centralised pooling of information, resources and files,
5. Precise time tracking,
6. Work on projects on the move,
7. Collaboration over designs,
8. Protection and security of data,
9. Save time, costs and resources,
10. Involvement and satisfaction of stakeholders,
11. Accurate progress tracking, and
12. Personalisation.

How to measure the ROI of project management software

PM Hut

This is a common challenge, as many feel uncomfortable justify their needs. Jesse Jacobsen gives some useful advice.

PM METHODOLOGIES

Applying agile the right way at the right time

Applying agile the right way at the right time

UXmag

In "A call for Quality" Zack Naylor looks at why you should help your organisation make informed design decisions and create great software or service products that people love.

Project management methodologies: the framework for success

Udemy

Udemy take you through a useful high level framework which can be a useful reminder to those of us deep in a project.

PMO/3PM

Creating a project management office-improving project outcomes

Litcom

Litcom provide some great first steps for creating a PMO:

1. Understand the type of PMO that is needed,
2. Determine the PMO's roles and responsibilities, and
3. Obtain senior management backing and support.

BUSINESS CONTINUITY

Top 5 biggest myths about business continuity

techday.com

1. Just put it in the cloud,
2. The risk is actually pretty low,
3. I don't need to be involved,
4. MY IT guys have it all in hand, and
5. I have a copy of my data – that's enough

Really – we've heard all of these too!

Filed Under: News   Tagged With: Agile, BCM, Common Sense, Leadership, LinkedIn, PM Competence, PM Methods, PM Skills, PM Tools, PMO, Risk, RoI, Software, Twitter, Value

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Hosted Services Seminar, Bromsgrove

📅 October 9, 2014 by PM Advisor   📝 Leave a Comment

On 31st October ProjExc will be joining Fujitsu, Microsoft, Clarity Solutions and 5nines at a hosted services seminar in Bromsgrove looking at virtualisation, disaster recovery and business continuity.

If you are anxious about how your organisation would respond to a critical incident and be able do the things necessary to **survive**, you can learn more for free. Get more details here 5nines_seminar-31oct14.pdf on this unique opportunity or **register** by calling 5nines on **01527 570535**.

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🗄 Filed Under: Business Continuity   🏷 Tagged With: hosted services, Organisational Resilience, Virtualisation

Project Management News Digest from PM Advisor

📅 October 6, 2014 by PM Advisor   📝 Leave a Comment

In this latest roundup of news from the world of project, program and portfolio management we highlight news and articles which have caught our eye recently.

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Project management company Daptiv sells to Changepoint

GeekWire

Blair Hanley Frank reports that Daptiv Solutions, a Seattle-based project portfolio management company, has been acquired by Changepoint, a Toronto company that builds professional services automation software.

Fine-tuning your project management style: 4 tips on how to successfully blend Agile, Waterfall methodologies

FierceCIO

Eric Morgan argues that organisations with successful development cycles appear to employ a mix of agile and waterfall. He offers 4 tips for harmonisation without sacrificing visibility or productivity:

1. Transition slowly
2. Provide professional training
3. Allow teams to communicate across methodologies
4. Speak a language everyone understands

Agility in project management requires a fully functioning eye

CapGemini Blog

Henk-Jan van der Klis looks at how to breakdown the 46 IPMA PM competence elements into 3 groups – behavioural, technical and contextual and focus on leadership.

Five Project Management Blunders (and How to Avoid Them)

SiteProNews

Sean Crafts shares 5 common mistakes and suggests what to do to avoid them in your projects:

1. No clearly defined scope of work
2. Project delays
3. Team member roles not clearly defined
4. Lack of communication

5. Project managers are unprepared to face challenges

Updatey v2 Goes Live

Updatey Blog

With Updatey version 2, you'll see improved performance, design changes, and most excitingly, the Workspace and a new Dashboard.

The Purpose Of Guiding Principles in Project Management

Herding Cats

Glen Alleman explains that these 5 guiding principles define the key criteria for making decisions about the application of a project's Practices and Processes:

1. Goal
2. Plans
3. Resources
4. Risk
5. Measures

Why Every Employee Needs to be a Project Manager

IDG Connect

Eric Morgan from AtTask argues that in the aftermath of the global recession all employees are now required to act and think as PMs. This means embedding PM skills at every level and preparing the workforce for decentralised project management.

Managing Agile Teams with Project Managers

InfoQ

Ben Linders offers his views and those of 3 bloggers on this often controversial subject.

Reenergizing Project Managers

PMI

PMI observe that organisations go to great lengths and considerable cost to find the right project practitioners. However many can slide into mediocrity if interest in the work wanes. A disengaged project manager can lower team morale, blow budgets, delay schedules and eat up a supervisor's time and attention. By noticing and addressing the problem early, organisations can refresh a practitioner's engagement levels — and keep performance on track. Their suggestions:

- Recognise red flags,
- Confront the issue head on,
- Assess skills,
- Assign a mentor, and
- Follow-up.

Project and Task-Management Tool Trello Hits 5 Million Users

Mashable

Trello, the web-based visual task-management system, announced recently that it now has more than 5 million users.

Project Risk Management – 10 Golden Rules

International Business Times

International Business Times suggests 10 golden rules for ensuring that risks are adequately managed in projects:

1. Make risk management part of your project
2. Identify risks early in your project
3. Communicate about risks
4. Consider both threats and opportunities
5. Clarify ownership issues
6. Prioritise risks
7. Analyse risks
8. Plan and implement risk responses
9. Register project risks
10. Track Risks and Associated Tasks

Wellingtone and APM partner on career service for profession

APM

Dayner Proudfoot announces that Wellingtone and APM have formed a unique alliance to provide a career development service to the project management profession.

5 Project Portfolio Management Apps That Give You 'The Big Picture'

Business2Community

GetApp suggest 5 portfolio management applications:

1. AtTask
2. Mavenlink
3. EPM Live
4. Clarizen
5. Wrike

5 Best Project Management Tools for Small Businesses

Yahoo

Kathleen Olson recommends the 5 best PM tools for small businesses:

1. Asana
2. Casual
3. Basecamp
4. Apollo HQ
5. Flow

Movidiam: New Networking & Project Management Platform for Filmmakers

Cinema5D

Ethan Vincent reports that there is a new online platform called Movidiam which aims to be a creative network that allows brands, agencies and filmmakers to connect, collaborate and work together on films and projects.

Projectmates V13.0 Raises the Bar for Construction Project Management Software

Digital Journal

Systemates, Inc. recently announced the upgrade of Projectmates version 13.0, its best and most innovative version of Projectmates construction project management software to date. Enterprise ad hoc reports and dashboards were added to give clients unprecedented control over project data.

Filed Under: PM Tools, Project Management   Tagged With: Agile, APM, Daptiv, project managers, Trello, Updatey, Waterfall

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Project Management News Digest from PM Advisor

📅 December 9, 2014 by PM Advisor   💬 Leave a Comment

In this latest roundup of news from the world of project, program and portfolio management we highlight news and articles which have caught our eye recently.

There is a lot of emphasis in this round-up on the role of project sponsors, governance, factors for P3 success and agile as well as other interesting news.

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Researchers Argue that Social Networks Can Improve Project Management

The Rolla Daily News

Contrary to the notion that social networks are time-wasters, they could improve project management and the spread of specialized knowledge according to the paper "Improving Knowledge Sharing in Healthcare Through Social Network Analysis".

EU Regulations Increase Importance of Project Management

PMI

PMI observe that "The EU has approved regulations that increase the importance of applied project management skills and methods as criteria for selecting beneficiaries of EU cohesion and structural funds."

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Sciforma CEO Talks of Planning Your Business Around Sequence of Client Needs

Business2Community/GetApp

An interesting read. We love the quote "*Whatever product or service you are offering needs to evolve around not only the set of needs your prospects have, but also the order in which they need those needs fulfilled.*"

Architects' Project Management Role Not Fully Understood

Sourceable

Andrew Heaton reports findings that that many people did not fully understand the value architects can bring.

How To Succeed at Project Governance

CIO

Phil Weinzimer asks the question "Why can't IT organizations figure out how to avoid the high project-failure rate experienced by so many companies?".

Executive Sponsor Engagement Drives Project & Program Success

BusinessWire

No surprises here from PMI, but positive reinforcement as to the importance of project sponsors. Mark Langley makes a valuable quote "Effective project sponsors use their influence within an organization to actively overcome challenges by communicating the project's alignment to strategy, removing roadblocks, and driving organizational change."

How to Be a Great Project Sponsor

HR BLR

Russell Harley shares some great tips for being a great sponsor:

- Be there,
- Don't Delegate,
- Trust your SMEs, and
- The PM is NOT a sponsor.

How to Smash It as a Project Sponsor

CIO

Colin Ellis provides a few tips for project sponsors:

- Governance isn't something you can delegate,
- Only fools rush in,
- If you are the only person interested, you should stop it,
- You need to manage the PM, and
- Big projects are a thing of the past – break them up.

10 Ways to Improve Program Management

Federal News Radio

Shelfful Kapadia of Federal News Radio spoke with executives from the Project Management Institute, Accenture Federal Services and Deloitte to come up with the following Top10 Tips:

1. Align projects with organizational strategy,
2. Manage broadly and dive deeply,
3. Prioritise to avoid scattered behaviour,
4. Find human capital using the talent triangle,
5. Engage with suppliers to ensure their solutions meet missions,
6. Employ 'best value' acquisitions whenever possible,
7. Communicate challenges directly and honestly,
8. Learn and leverage from the private sector,
9. Follow the example of a respected program manager, and
10. Go back to basics.

Don't Forget About Behaviours and Attitudes

APM Blog

Paul Naybour from Project Accelerator reminds us that when we talk about a project manager's toolbox we should be thinking of methods, software, soft skills and other competencies such as behaviours and attitudes.

The Power of Visualisation: VIDEO

Pinnacle Blog

This super video from Mark Woeppel of Pinnacle Strategies explains why and how visualising your project or workflow helps your team see quickly where things are and what they need to do, solving the most basic problem of working together – agreement on the problem.

# Agile Project Management in and Agile World

CA Blog

Robert Stroud explains that in this era where business is powered by software, to deliver on accelerating business demands, a rapidly growing number of organizations are embracing Agile development.

How to Manage Agile

APM Blog

Brian Wernham describes 7 easily understandable agile governance behaviours:

1. "Show Me",
2. Be incremental,
3. Expect early business benefits,
4. Go for smooth flow of work,
5. Never slip a deadline,
6. Reduce work in progress, and
7. Talk to people.
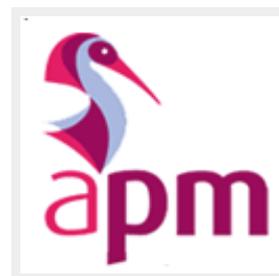
5 Mistakes Project Managers Can Make

bdaily

We've all watched The Apprentice and seen some fairly common mistakes (do the new intake never watch previous episodes?). Katie Hawksworth suggests 5 common mistakes:

1. The "I'm Project Manager so do as I say" attitude,
2. Playing the waiting game,

3. Skipping out peripheral team members,
4. Poor delegation, and
5. Scattered or incomplete project information.

6 Fundamentals of Project Management Success

Federal Times

20 years after Cobb's Paradox was written, Mark Forman reflects on the difference between successful and unsuccessful projects, suggesting 6 fundamentals:

1. Address the risks,
2. Simplify,
3. Analyse the alternatives,
4. Focus on benefits realisation,
5. Employ the right incentive structure, and
6. Own the governance.

10 Steps to Keep Projects on Track

Tech Cocktail

Santosh Satya suggests ten simple yet highly effective ways to ensure high quality project work gets done on schedule and within budget constraints:

1. Define the project on paper,
2. Create a work plan,
3. Define relevant procedures,
4. Monitor the budget,
5. Keep an eye on the schedule,
6. Stay alert for early warning signs,
7. Keep upper management (or sponsors) informed,
8. Safeguard against scope creep,
9. Manage risks, and
10. Resolve problems quickly.

Forests or Trees – The Constant Tension of Product & Project Management

LinkedIn Pulse

Cliff Gilley highlights the very real differences between project and product managers: time/scope/resources vs strategy/roadmap/requirements.

We hope that you have found this news roundup of interest, or maybe even of use. As always we'd

love to hear your thoughts.

🗄 Filed Under: News   🏷 Tagged With: Agile, Project Sponsor, Success Factors

Project Management Tools News Digest from PM Advisor

📅 December 4, 2014 by PM Advisor   🗨 Leave a Comment

In this latest roundup of news from the world of project management tools, we highlight news and articles which have caught our eye recently.

New Industry Standard for Mac Mind Mapping & Gantt Charts

Realwire

MatchWare's highly-anticipated MindView 5 Business Mac boasts a powerful new feature set that helps project managers and other users maximize productivity, accuracy and quality, while reducing time, cost and risk.

Alternatives to Basecamp

Business2Community/GetApp

GetApp (which clearly wants to signpost readers to new Applications, provide an interesting assessment of some of the options available when Basecamp isn't up to the job. We do wonder though do they really understand the basis of Basecamp – collaboration?

Wrike Wants to Bring Project Management and Collaboration to

Wrike Wants to Bring Project Management and Collaboration to the Masses

Forbes

This is an interesting interview by Bruce Rogers. Wrike have a super goal: "In the future, whenever anyone needs to get something done in the workplace, the first thing that comes to his or her mind is Wrike."

Top 5 PM Software Tools on the Market

TechRadar

Stu Roberts bravely selects his top5 from the hundreds of tools available:

1. Basecamp,
2. Clarizen,
3. Mavenlink,
4. Comindware, and
5. Wrike.

iScope Pro Releases New Version of Project Task Management Tool

PrMac

This iPad app make project planning easy. It uses cards which sit on 3 horizontal rails (which represent a level of detail in the work breakdown). Additionally it presents a "dashboard", albeit with a minimal amount of details at any one time.

harmon.ie Delivers a Single-screen Experience for Microsoft-based Collaboration Tools for Project Management

harmon.ie

Enterprise mobile collaboration leader harmon.ie now makes managing projects easier by bringing together Office 365, SharePoint, OneDrive, Lync and Yammer into a single screen on desktops or mobile devices.

Pitfalls of PM Software Implementation

MarketWired

The PROJECTinsight blog offers this useful guide to the common pitfalls in implementing PM Tools.

- Lack of leadership or sponsorship,
- No communication plan (or a weak one),
- No incentives to change,
- Trying to 'go it alone', and
- Implementing software without considering your business process.

Central Desktop Acquired by PGi

Central Desktop

PGi recently announced the acquisition of Central Desktop, Inc., a leading cloud-based team collaboration and project management platform for businesses.

Project Management Apps – Which is Best for Your Team?

Forbes

Laura Shin was overwhelmed by the choice of PM Tools. She looked at lots including Apptivo, AtTask, Droptask, Huddle, Podio, Smartsheet, Wrike and Zoho, but ended up with a short-list of

three:

1. Asana,
2. Basecamp, and
3. Trello.

Smartsheet, the PM Tool Cloaked as a Spreadseet, Adds Visualisation

PCWorld

Juan Carlos Perez reports that Smartsheet, whose namesake online project management app uses a spreadsheet interface, has developed a visualization tool to let its customers graph and map workgroups in their organizations for better planning and supervision.

Kitovu – New Task & Time Management Tool

Kitovu

Kitovu is a client-centric task-management and time tracking system targeted at any client-focused work, such as consulting, freelancing, architecture, IT, engineering.

7 Free Online Collaboration & PM Tools

Computerworld

Rich Hein looks at 7 free tools:

1. GanttProject
2. Podio
3. Asana,
4. Google Apps,
5. Yammer,

6. Trello, and

7. HipChat.

RationalPlan 4.10 – Project Management Software Now Available as SaaS

RationalPlan

There are a number of changes in this latest release including:

- Added web-based project management module,
- RationalPlan products are available on App Store on Mac OS X,
- Added filters in Timesheet view,
- Added more reports,
- Improved integration with MS© Project 2013 files,
- Added Notes column for tasks and projects,
- Added possibility to display a special color for 100% complete tasks,
- Better rendering for exported Excel spreadsheets, and
- Added support for special characters in Windows installer.

Why Are Trello Making an App for Doing Everything?

FastCompany

Trello can be used for everything from wedding planning to sales management. Sarah Kessler asks will an app made for everyone end up pleasing no-one?

PPM Software Market worth $4bn by 2019?

Markets and Markets

Food for thought – explains the slew of start-ups and M&A activity in the space!

If you are excited about a some PM Tool news and you'd like us to cover it here on PM Advisor, drop us a line or comment below.

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