

# *The Problem of Project Management*

An Examination of the Requirements  
for Project Management

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Brian Lawrence  
Coyote Valley Software  
brian@coyotevalley.com  
www.coyotevalley.com  
(408) 578-9661

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# *Acknowledgement*

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This presentation is based on the article  
“The Problem of Project Management,”  
by Brian Lawrence & Payson Hall,  
published in  
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# *The Premise*

- Too many software projects fail.
- Maybe one reason is that project managers are *trying to solve the wrong problem*.
- Perhaps a better definition of the problem can help us succeed more frequently.

*Let's apply tried-and-true problem definition techniques to the problem of project management.*

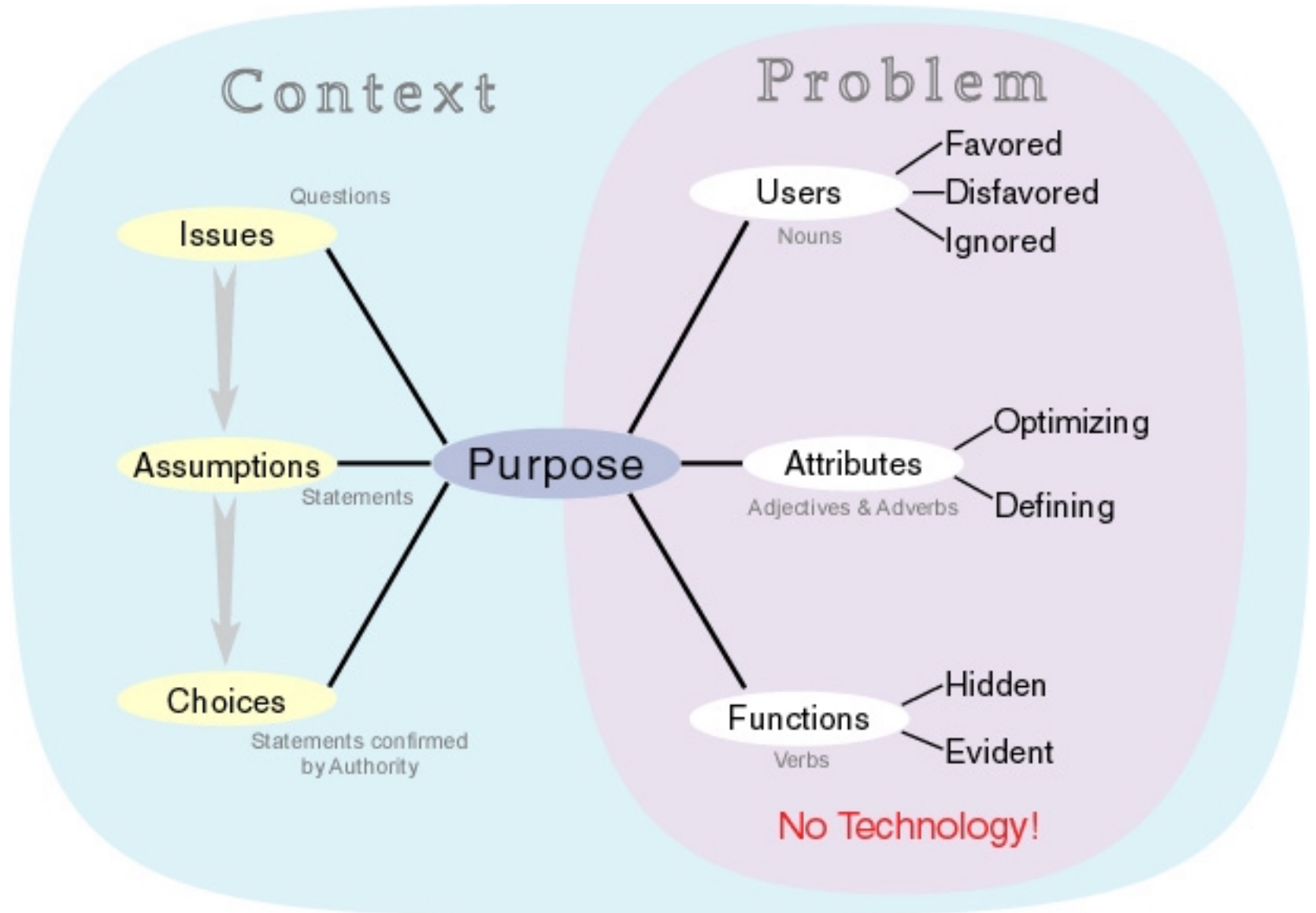
# Topics

- Project Manager's Purpose
- A Mind Map of Requirements
- Context
- Users
- Attributes
- Functions
- What this all means to You

# The Project Manager's Purpose



# A Requirements Mind Map



# Context

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- What are the project's objectives?
- What is and is not your responsibility?
- What resources have been allocated to the effort?
- Who will approve your work?
- Are your assumptions known and visible?

# *Assumptions*

## About this presentation

- It is crucial that we admit to ourselves that any project may fail.
- Project managers direct the work of the developers, who actually produce the software.
- Software development organizations are fundamentally human systems.
- It is OK to apply analytic models to human systems.
- Explicitly chartering a project is always a good idea.
- We are assuming an “advise and consent” model of management.
- We are describing the problem domain, not the solution domain.
- This presentation’s primary audience is project managers.

# *Users*

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- Team
- Sponsor
- Peers
- Partners
- End Users
- Customers
- Contractors

# *Functions*

- Communicate
- Lead
- Learn
- Motivate
- Navigate
- Negotiate
- Organize
- Protect
- Resolve Conflict
- Solve Problems
- Laugh

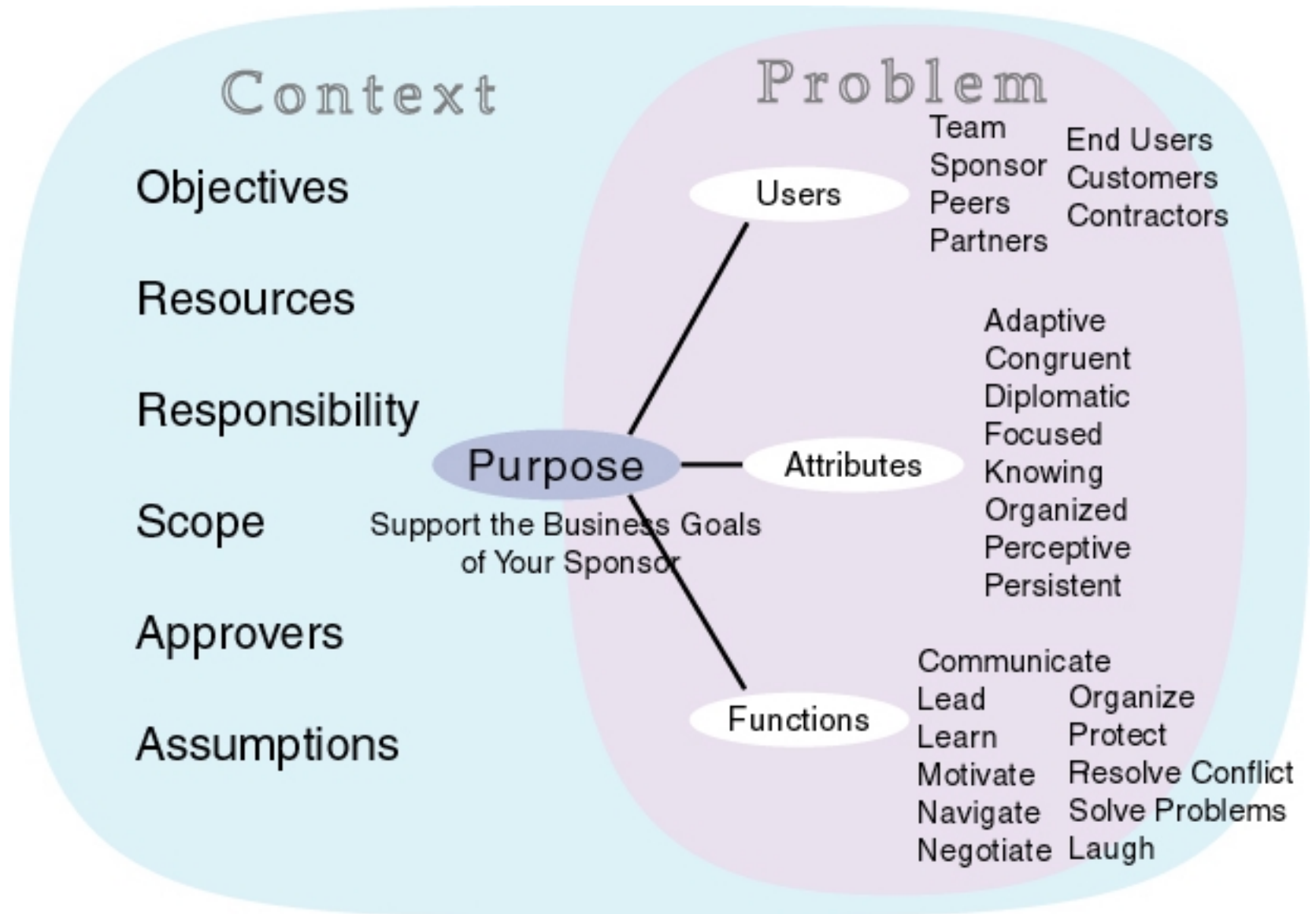
# *Attributes*

- Adaptive
- Congruent
- Diplomatic
- Focused
- Knowing
- Organized
- Perceptive
- Persistent

# *What's a "Problem?"*

The difference between  
*how you perceive the way things are now*  
versus  
*how you would like them to be.*

# Project Manager's Mind Map



# *How You Can Use This*

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- Draw your own map.
  - Examine your project's context.
  - Who are your users?
  - What functions are you not performing?
  - What attributes do you not exhibit?

# *Chart Your Own Course*

Examine the difference between

*how you are now*

versus

*how you would like yourself to be.*

*This is YOUR problem of project  
management!*

# References

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