



Be Your Own Project Manager

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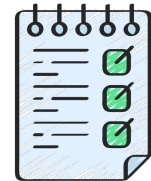
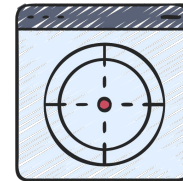
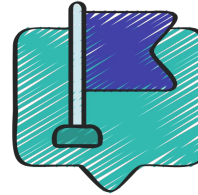
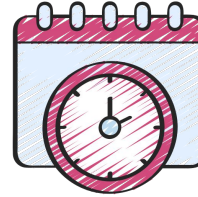
<https://www.linkedin.com/in/zoya-kostyreva/>

- Lead of Project management team at JetBrains Research
 - Master's degree in IT management
 - I enjoy organizing chaos and building comfortable and effective processes
-
- ex - head of content production at Hyperskill
 - ex - project manager at Web development studio
 - ex - IT coordinator at Totalny Diktant
 - ex - co-founder at "Leyka" (social start-up for families with small kids)

What is a project?

Project key characteristics

- Limited in time
- Has a goal/unique purpose
- Defined scope
- Limited resources
- Has stakeholders
- Specific set of activities, tasks



A project is...

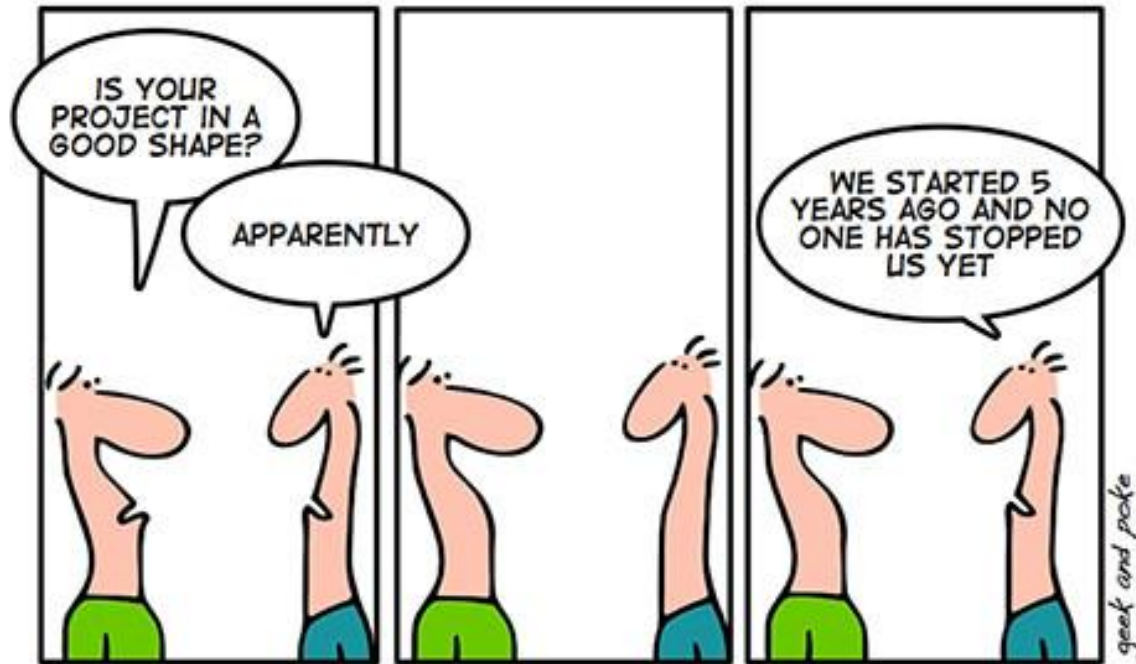
a temporary endeavor with a defined scope, objectives, and resources, undertaken to create a unique product, service, or result. It involves a sequence of interdependent activities, carries inherent risks, and is influenced by the expectations of various stakeholders.



Is it a project?

- Baking a cake
- Developing a new software application
- Answering customer support calls
- Designing a company logo
- Going to the grocery store
- Painting your living room
- Monthly financial reporting

Is it a project?

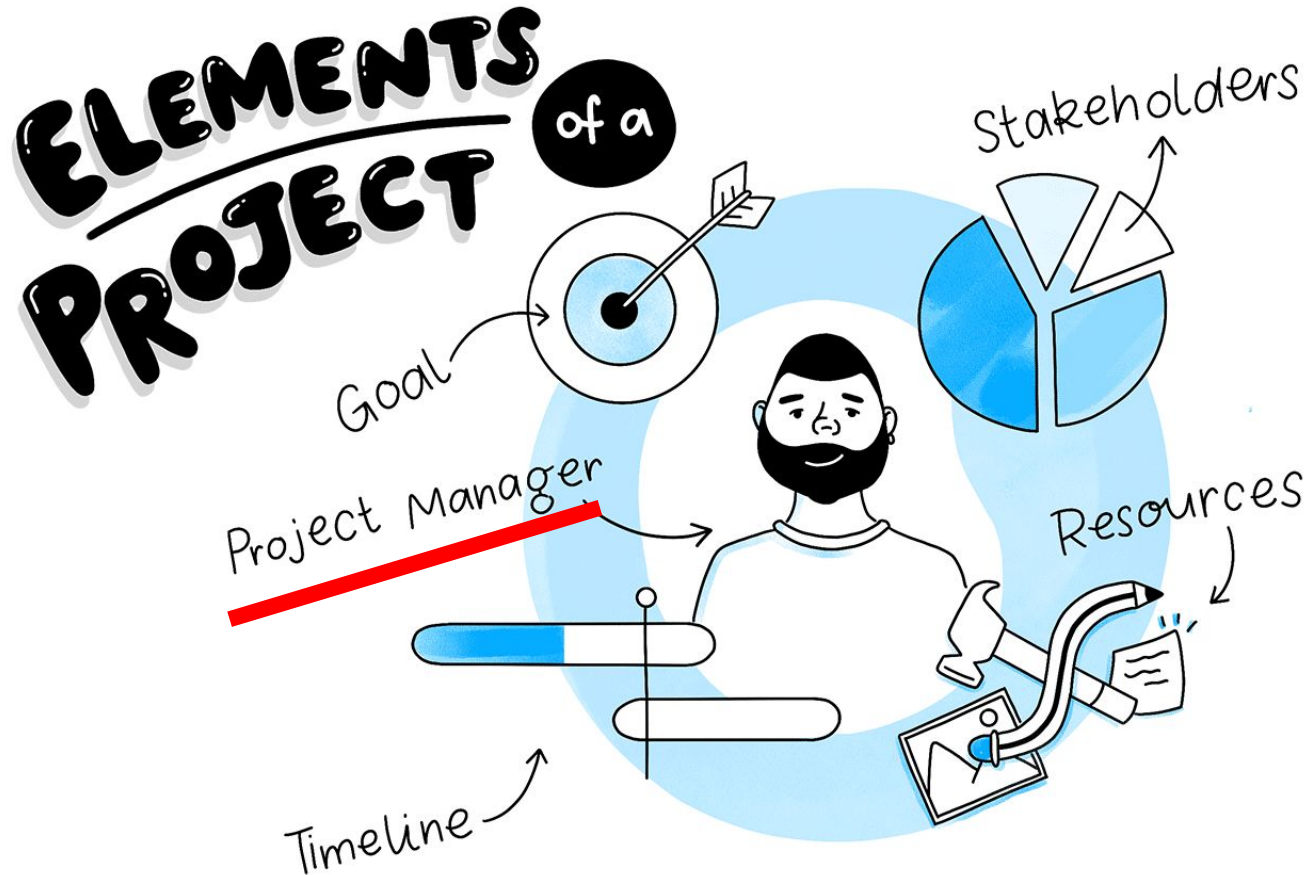


ONE YEAR IN A IT PROJECT - DAY 19



Project examples from your life

Every one of us is a project manager in real life



Project success factors

- Agreement between key participants on the goals of the project
- Managed project boundaries
- Planning as a means of tracking progress
- The right people in the right places
- Effective communications

Project lifecycle



Planning

- What?
- Why? For what?
- When?
- How?
- Where?
- Who?



Good work schedule

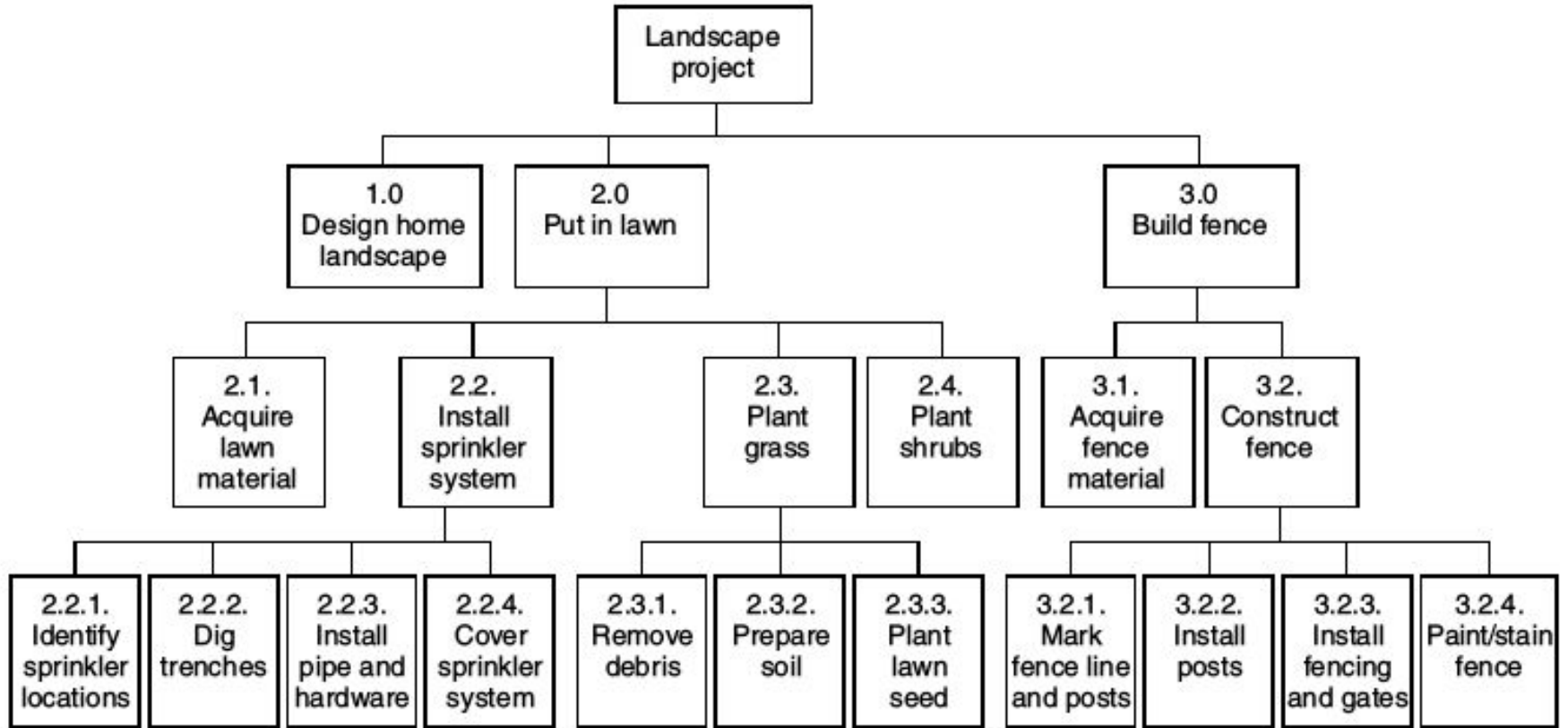
- based on detailed decomposition
- contains all tasks in the correct order
- takes into account external constraints (outside the team)
- can be completed on time with the right resources
- aims to achieve the goals of the project

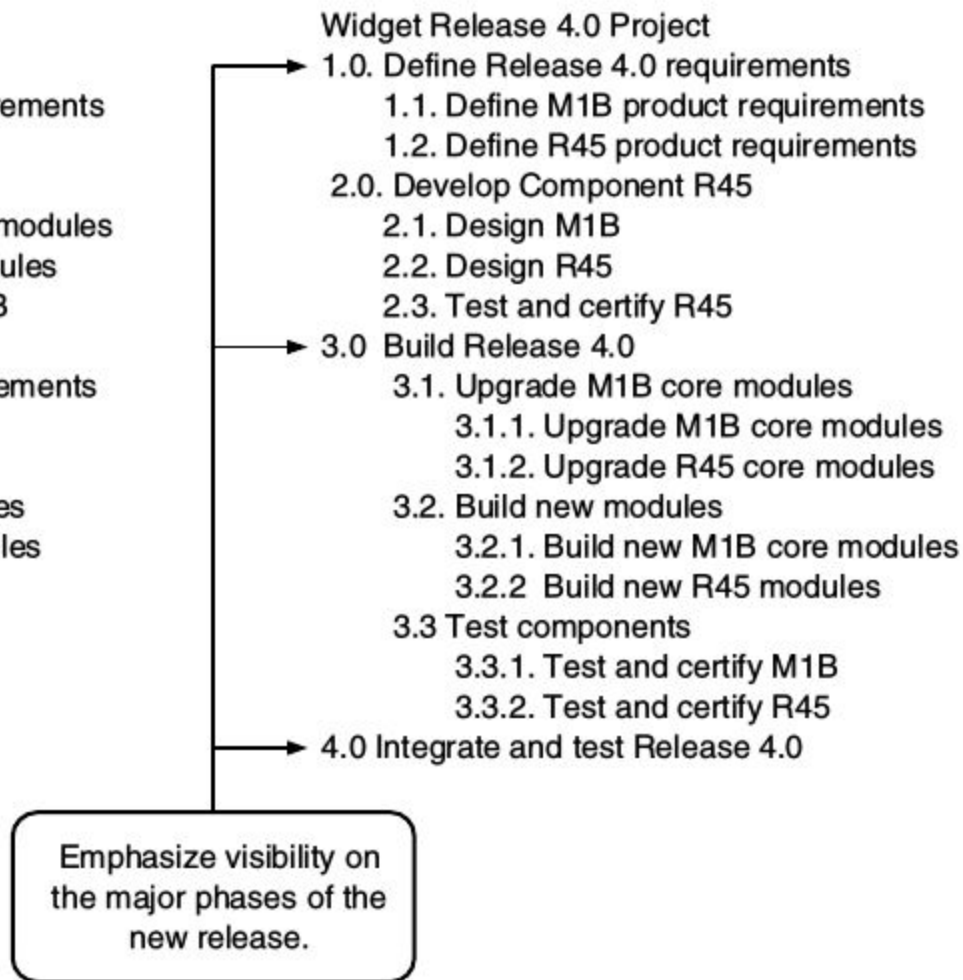
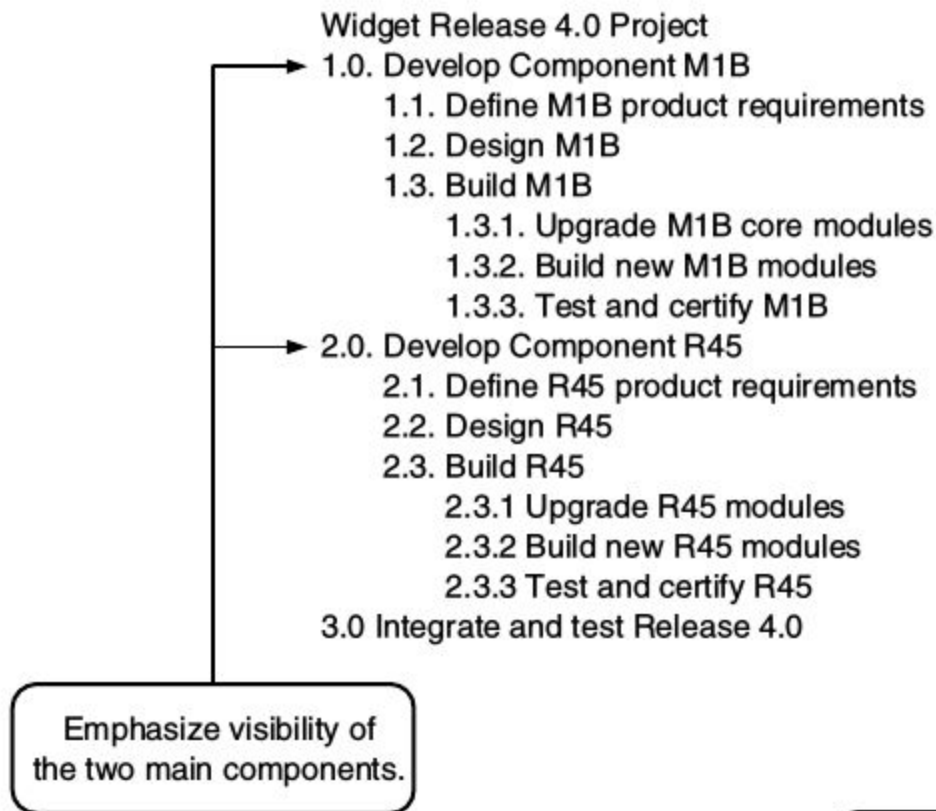
Planning instruments and frameworks

- Work Breakdown Structure (WBS)
- Gantt chart
- Roadmap

Work Breakdown Structure (WBS)

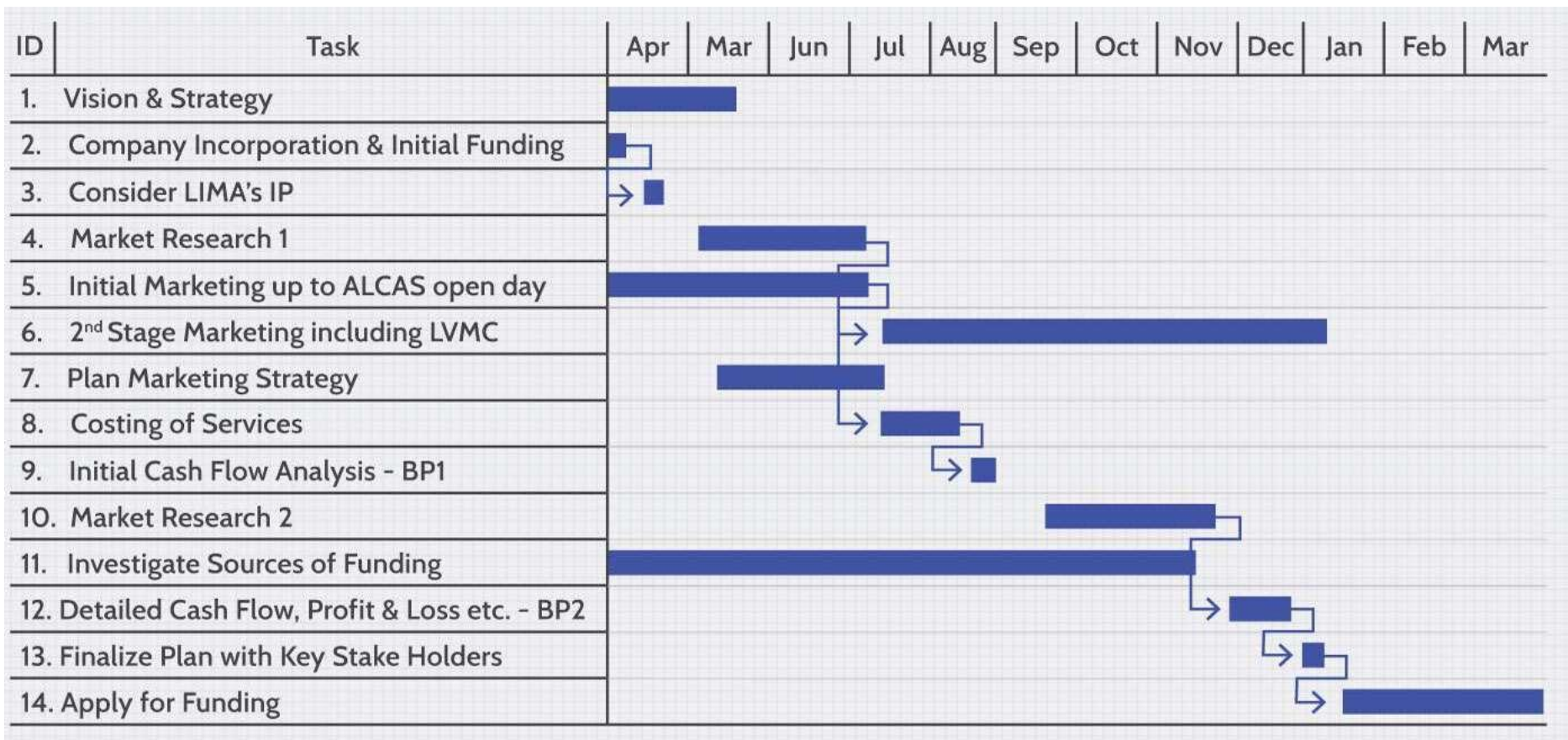
- a hierarchical decomposition of the project scope into smaller, more manageable tasks. It visually breaks down the project deliverables into progressively smaller pieces.





Gantt chart

- a visual representation of the project schedule, showing tasks, dependencies, timelines, and milestones. Tasks are represented as horizontal bars, with the length of the bar indicating the duration.



Evaluating tasks

- Duration
 - calendar time from the start of work to the final result
 - hours, days, ...
- Scope of work
 - abstract units of work to solve a problem
 - man-hours, man-days, ...
- Converting one to another

$$\text{WORK DURATION} = \frac{\text{SCOPE OF WORK}}{\text{PERFORMANCE}}$$

HOW FAST
CAN YOU
FIX THE
BUG?

I WON'T
KNOW
UNTIL I
DIG IN.

@ScottAdamsSays

Dilbert.com

GIVE ME A RANDOM
GUESS AND I PROMISE
I WON'T HOLD YOU
TO IT.

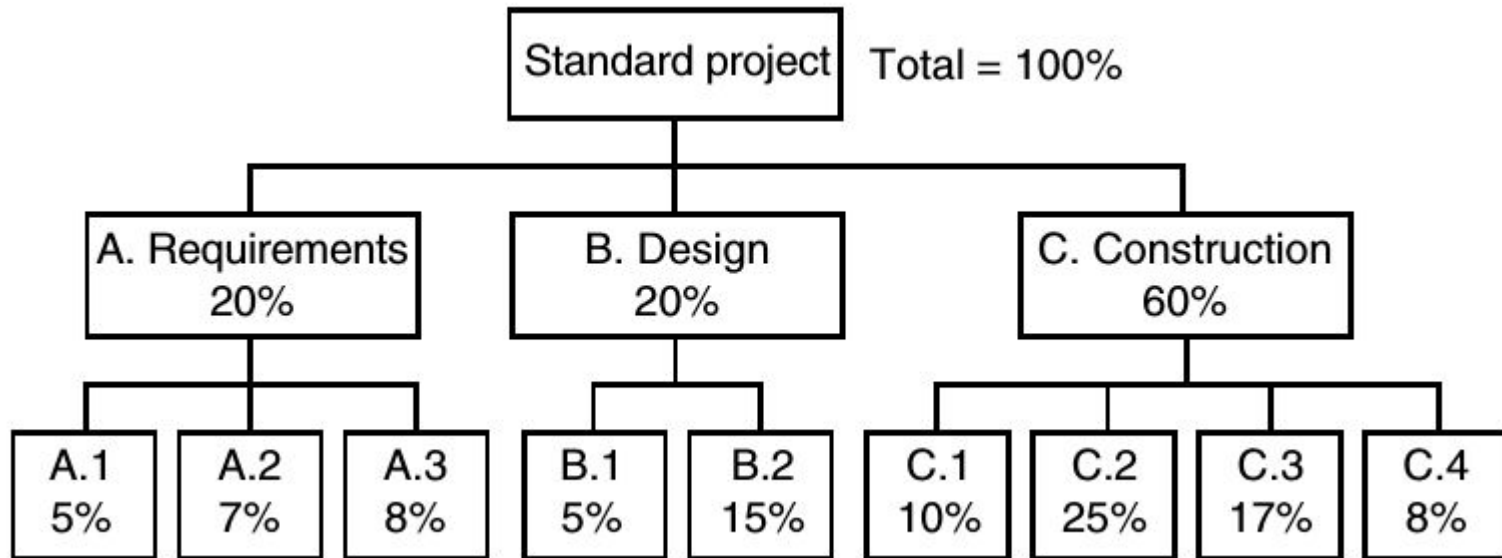
OKAY, THREE
DAYS.

NOW WRITE THAT INTO
YOUR GOALS AND GET IT
DONE IN THREE DAYS OR
ELSE.

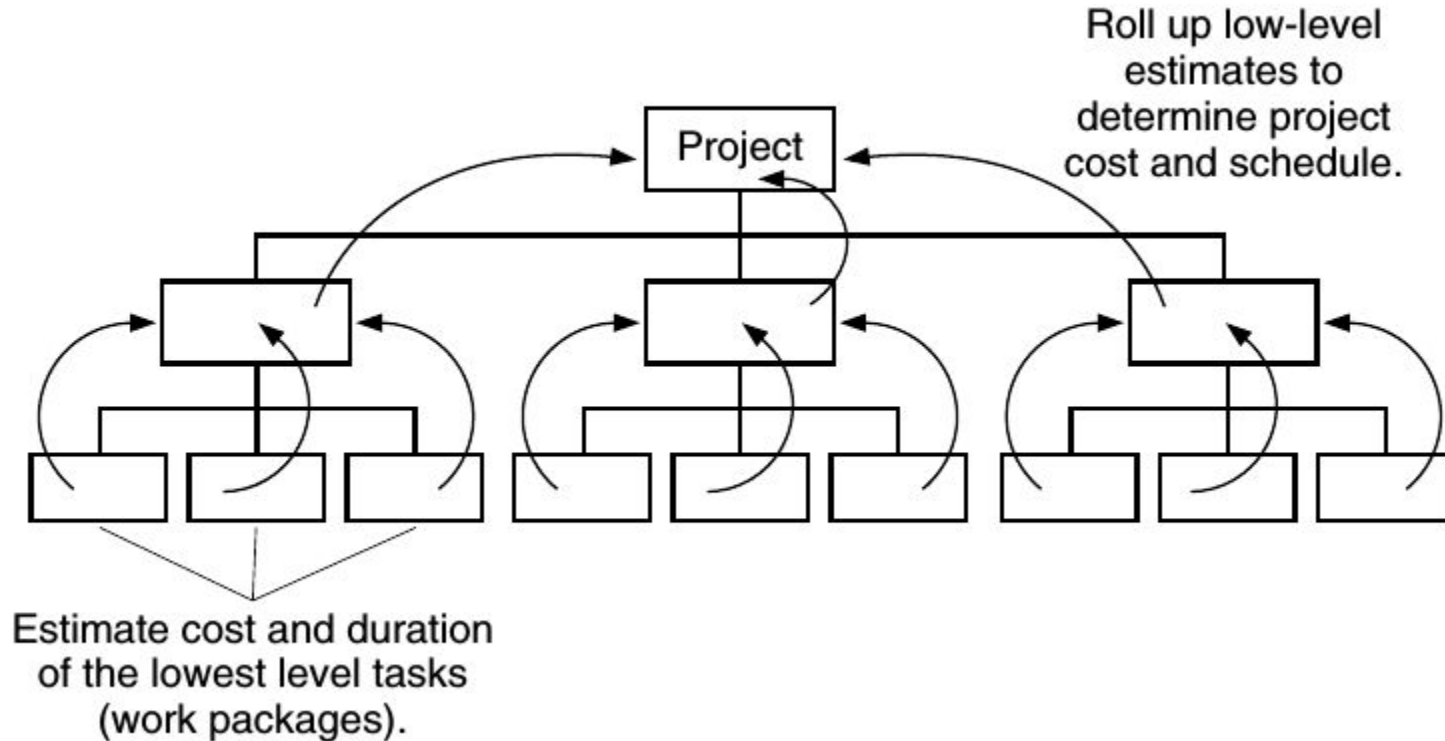
**WHY
DO I KEEP
FALLING FOR
THAT? !!!**

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Top-down evaluation



Bottom-up evaluation



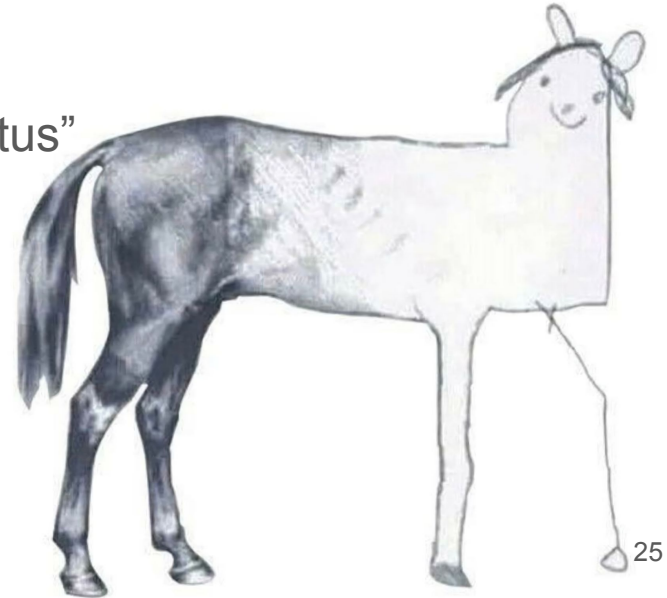


Define milestones

Think of a project you named in the beginning. What milestones your project can have?

Common mistakes in project assessment

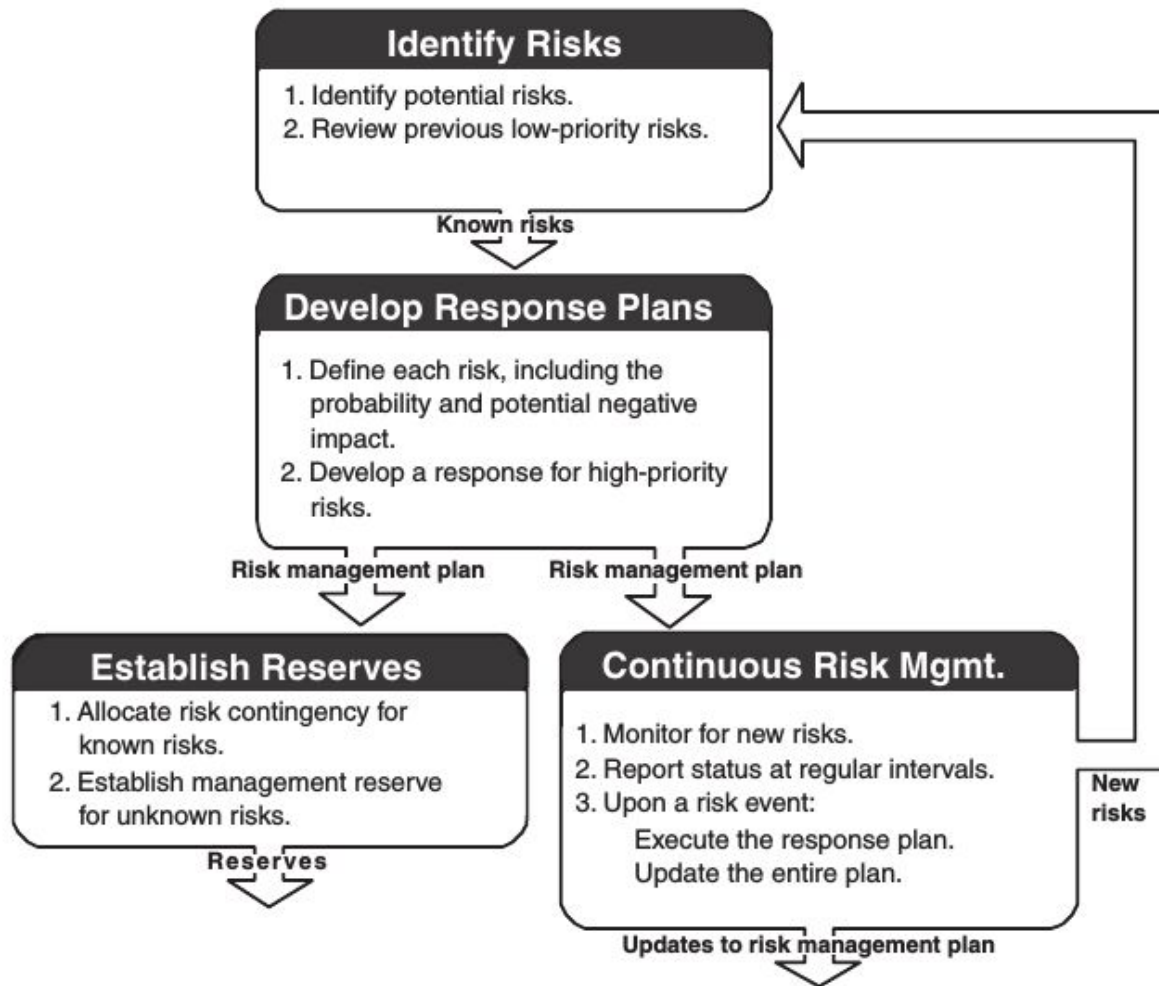
- the wrong people did the assessment
 - little experience, lack of understanding of assessment techniques
- response too fast
 - information-poor assessment
- forgot about risks and other buffers
- forgot about taxes
- forgot about the costs of the “administrative apparatus”
- forgot about vacations
- forgot about salary indexation
- forgot about purchases
- politics vs common sense



Risk management

- The systematic process of identifying, analyzing, and responding to project risks.
- It aims to minimize threats and maximize opportunities.
- It's an ongoing process throughout the project lifecycle.
- Proactive, not reactive.





Impact	Risk Management Actions		
Significant	Considerable management required	Must manage and monitor risks	Extensive management essential
	Risks may be worth accepting with monitoring	Management effort worthwhile	Management effort required
	Accept risks	Accept, but monitor risks	Manage and monitor risks
	Low	Medium	High
Likelihood			

Who is a stakeholder?

A stakeholder is...

individuals, groups, or organizations that have an interest in the project's outcome

According to the Project Management Institute, **project stakeholders** are defined as:

Individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.



Is it a stakeholder?

- Project Manager
- Project Team Members (Developers, Designers, Analysts, etc.)
- Project Sponsor
- End Users (Customers, Clients, Target Audience)
- The Company's CEO/Executive Leadership
- Other Departments within the Company (e.g., Marketing, Sales, Customer Support)
- Suppliers/Vendors
- Regulatory Agencies (Government, Industry Standards Bodies)
- Competitors
- Family members of the project team

Stakeholder analysis

Step 1. Identify your stakeholders

Step 2. Prioritize your stakeholders

Step 3. Figure out how to communicate with and win buy-in from each type of stakeholder

Step 2. Prioritize your stakeholders

Power-Interest Grid



RACI Chart

A RACI chart, or responsibility assignment matrix, is a project management tool that defines and clarifies roles and responsibilities within a project team.

- Responsible,
- Accountable,
- Consulted,
- Informed.

Improve website content quality									
		Writer	Editor	Content Designer	Customer Success	Product Marketing	Head of CS	Head of Content	Product Designer
Tasks									
1	Control existing content on the website			C	R	R	A	I	
2	Research for information to build content			R	C	C	I	A	
3	Produce new content	R		C	C	C	I	A	
4	Edit content	C	R				I	A	
5	Audit content	C	C	C	R	R	I	A	
6	Produce visual			C	C	C	A	I	R
7	Check for spelling errors	C			R	C	I	A	
8	Check the design of the content	R		C			I	A	
R	RESPONSIBLE	Take responsibility for completing the work							
A	ACCOUNTABLE	Make sure the RESPONSIBLE complete the work							
C	CONSULTED	Consult and support RESPONSIBLE to complete the work							
I	INFORMED	Track progress and get report once the job is completed							



Let's practice RACI

	 FRODO	 SAM	 GANDALF	 ARAGORN	 ELROND
Decide on what to do with ring					
Create Fellowship					
Get the ring to Mount Doom					
Distract and defeat enemies					



Let's practice RACI

	 FRODO	 SAM	 GANDALF	 ARAGORN	 ELROND
Decide on what to do with ring	C	I	A	C	R
Create Fellowship	R	C	A	C	R
Get the ring to Mount Doom	R	C	A	C	I
Distract and defeat enemies	I	R	C	R	I

Stakeholder management

For a successful project, your **key stakeholders' requirements**, **project objectives**, and **happiness** should be an ongoing concern throughout your project.

Project Health < > January

Name ↓	Owner	Company	Time Left	Task Completion	Budget	Health
Website redesign 8		Techcove	4 days left	75% 7 tasks left	55% 11h left	Good ▼
PPC Ads 8		mmarketing	8 days left	25% 14 tasks left	55% 11h left	At risk ▼
Explainer video		Bit tech	15 days left	50% 8 tasks left	109% 3h over	Needs attention ▼
Brand identity		Bright	2 months over	100% 0 tasks left	55% 11h left	Good ▼
Home page redesign		EverBrand	1 month left	0% 16 tasks left	0% 24h left	Not set ▼
Newsletter		Omni	20 days left	0% 16 tasks left	109% 3h over	Needs attention ▼

Monitoring and control phase

Your Plan



Reality

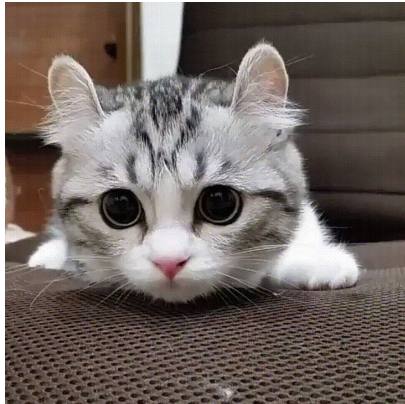


Triple Constraint Triangle



What is the difference between monitoring and controlling?

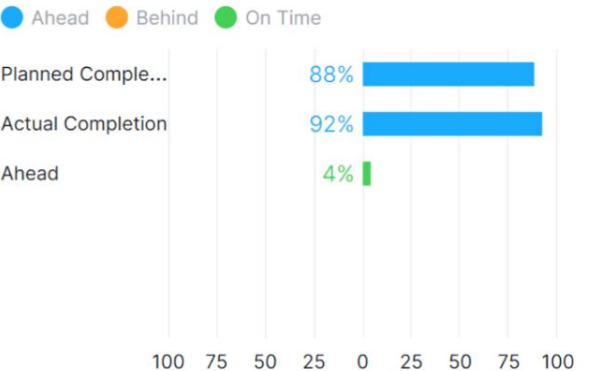
- **Monitoring** is focused on observing and tracking the project's progress. This is to ensure the project is on track and tasks are being completed on time.
- **Controlling** is focused on taking any corrective measures necessary. This is to ensure that the project meets its goals and objectives.



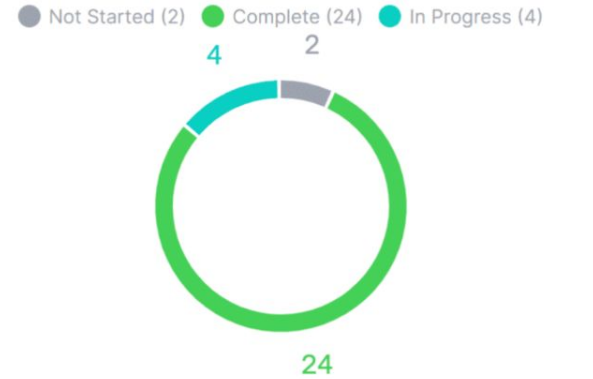
Health?

Time	4% ahead of schedule.
Tasks	6 tasks to be completed.
Workload	0 tasks overdue.
Progress	92% complete.
Cost	4% over budget.

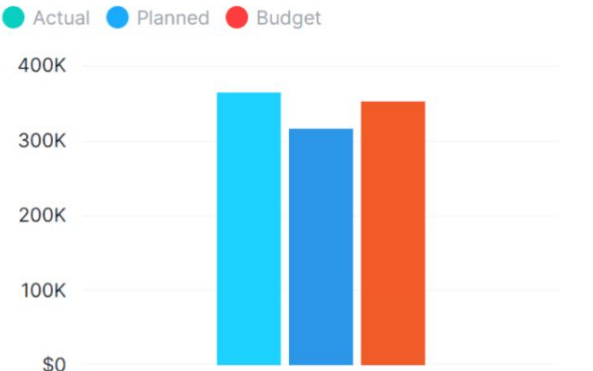
Time?



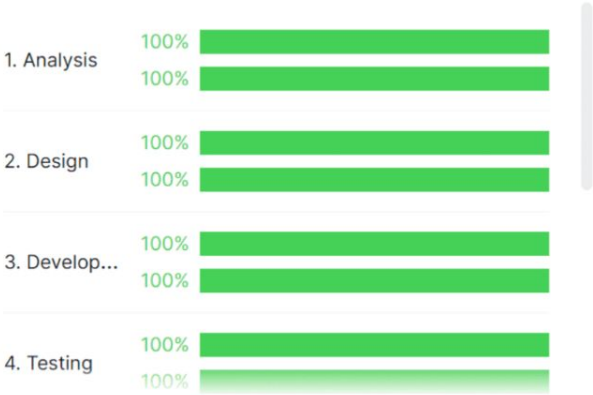
Tasks?



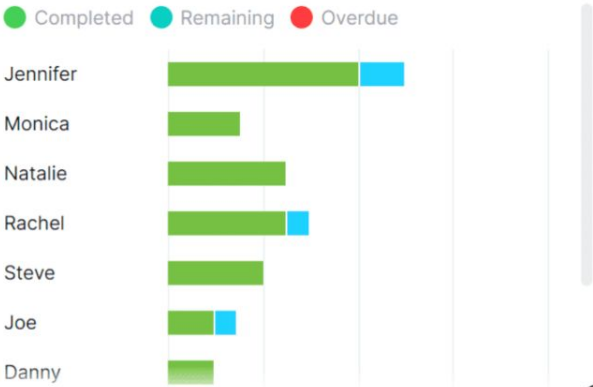
Cost?



Progress?



Workload?



Project closing phase

Project closing

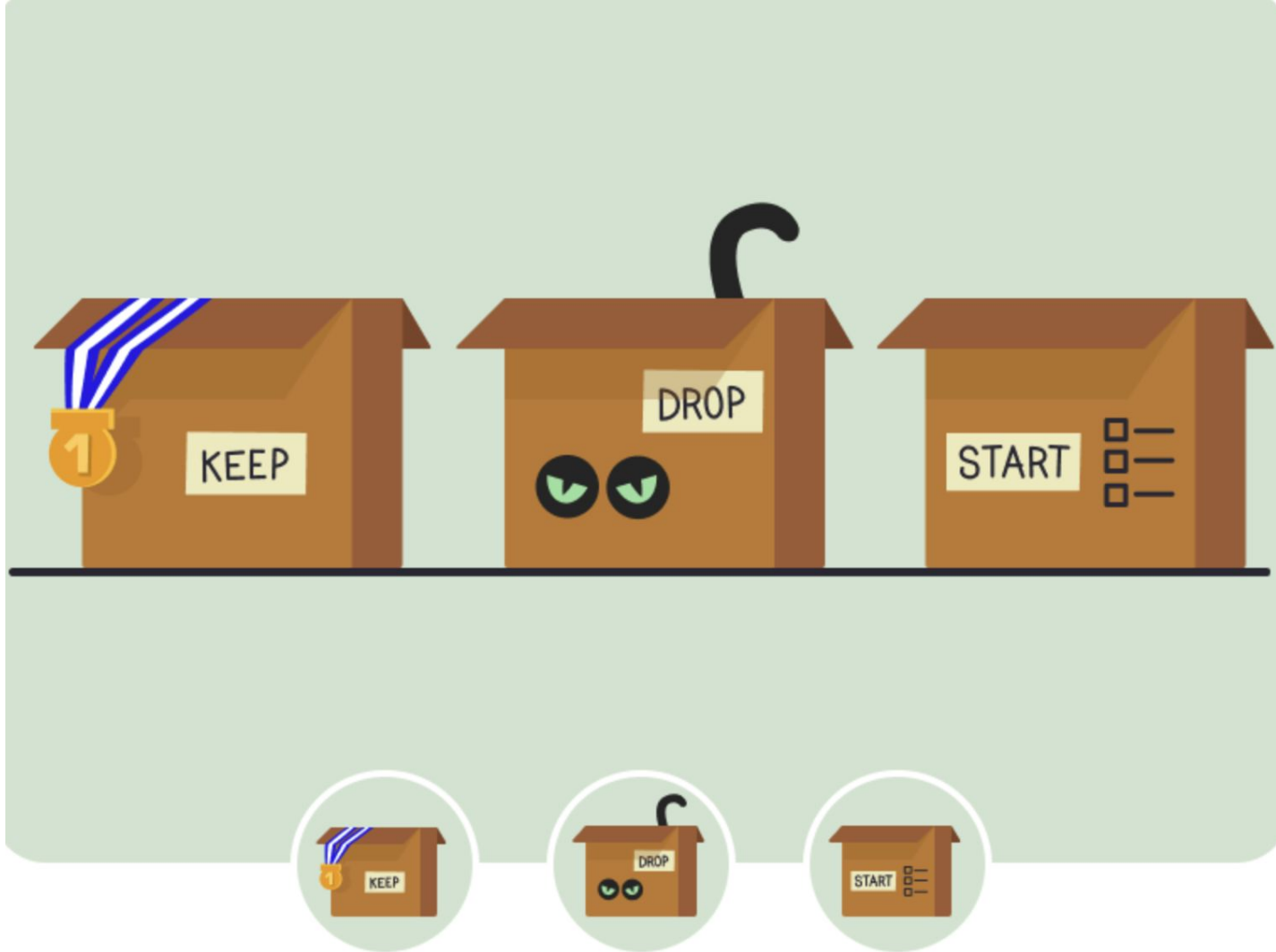
- Feedback (internal retrospective, external retro with stakeholders, stakeholder's satisfaction)
- Next steps
- Demo
- Outcomes sharing
- Post-mortem and lessons learnt





Retrospective

What went well	To improve	Action items





Practice the retrospective

1. Good: What is 1 thing that you found helpful, engaging, or effective?
2. Improve: What is 1 thing that could be done differently to make the lecture even better?



What's one PM practice you'll use in your next uni assignment?

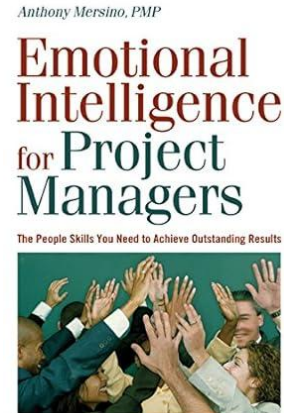
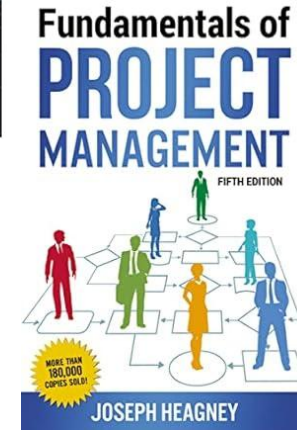
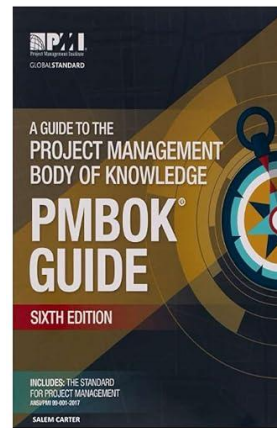


Useful info and links

Just like strong soft skills, project management skills are valuable assets, no matter what career path you choose.

Books

1. **PMBOK (Project Management Body of Knowledge) Guide**: The official guide from PMI, providing a comprehensive framework for project management. A deep dive into processes and best practices, essential for serious study and PMP certification.
2. **Fundamentals of Project Management by Joseph Heagney**: A clear and accessible introduction to the core concepts of project management. Covers the entire project lifecycle with practical examples, ideal for beginners.
3. **Emotional Intelligence for Project Managers by Anthony C. Mersino**: Emphasizes the importance of "people skills" (EQ) for project success. Learn how to build relationships, manage conflict, and motivate your team.





Project
Management
Institute®

[Student Membership](#)

Courses

1. [Google Project Management: Professional Certificate](#)



Google Project Management: Professional Certificate

Get on the fast track to a career in project management. In this certificate program, you'll learn in-demand skills, and get AI training from Google experts. Learn at your own pace, no degree or experience required.

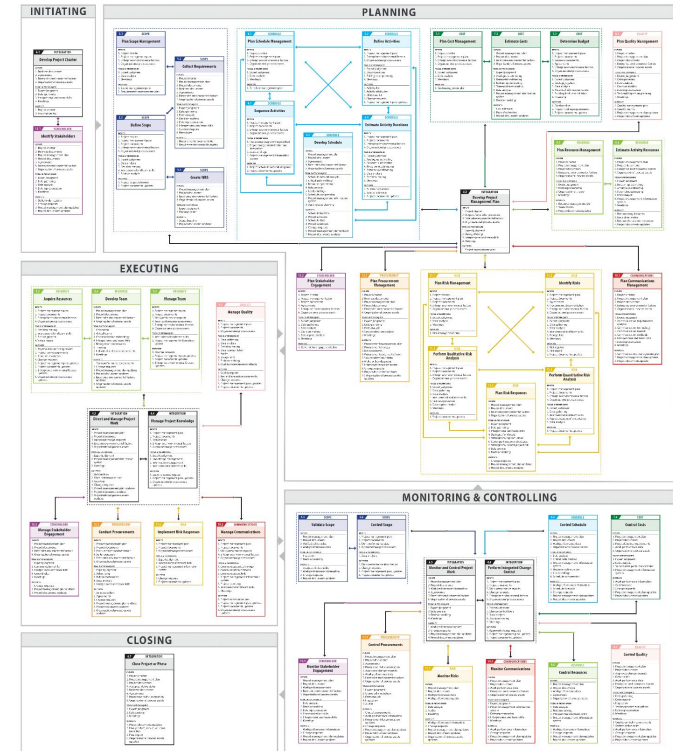
PM templates

1. <https://www.projectmanager.com/pm-templates>
2. <https://www.smartsheet.com/content-center/best-practices/project-management-guide/templates-project-management>
3. PMBOK Project flow chart

PMBOK® GUIDE 6TH EDITION PROCESSES FLOW

RICARDO
VARGAS

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PMBOK® GUIDE 6TH EDITION – 49 PROJECT MANAGEMENT PROCESSES

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 Explanatory Notes: This flow does not replace the need for reading the PMBOK® Guide. The PMBOK® Guide contains a deep explanation of all processes including inputs, Tools & Techniques and Outputs that are listed in this flow.

Adaptation: Ricardo Varga Vargas
 Graphic Design: Sergio Alvar Lima Jardim

Become a member of the Project Management Institute (PMI) and download the PMBOK® Guide and other standards at:

ricardo-vargas.com

Download this processes flow at <http://rvarg.as/pmbok6en>

www.pmi.org

Vocabulary

- **Stakeholders** - individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.
- **Scope** - the defined boundaries of a project, specifying what will be included and excluded.
- **Deliverable** - a tangible or intangible outcome produced by a project, such as a report, software, prototype, or a completed building.
- **Milestone** - a significant point or event in a project timeline, often marking the completion of a major phase or deliverable.
- **Dependencies** - relationships between project tasks where one task cannot start or finish until another is completed.
- **Project** - a temporary endeavor with a defined scope, objectives, and resources, undertaken to create a unique product, service, or result. It involves a sequence of interdependent activities, carries inherent risks, and is influenced by the expectations of various stakeholders.

- **Program** - a group of related projects managed in a coordinated way to obtain benefits not available from managing them individually.
- **Portfolio** - a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.
- **Work Breakdown Structure (WBS)** - a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.
- **Gantt Chart** - a visual bar chart that illustrates a project schedule, showing tasks, durations, dependencies, and milestones.
- **Roadmap** - a strategic plan that defines a goal or desired outcome and includes the major steps or milestones needed to reach it.
- **RACI Chart** - A project management tool that defines roles and responsibilities for each task or activity, clarifying who is Responsible, Accountable, Consulted, and Informed. It improves communication and ensures clear task ownership.