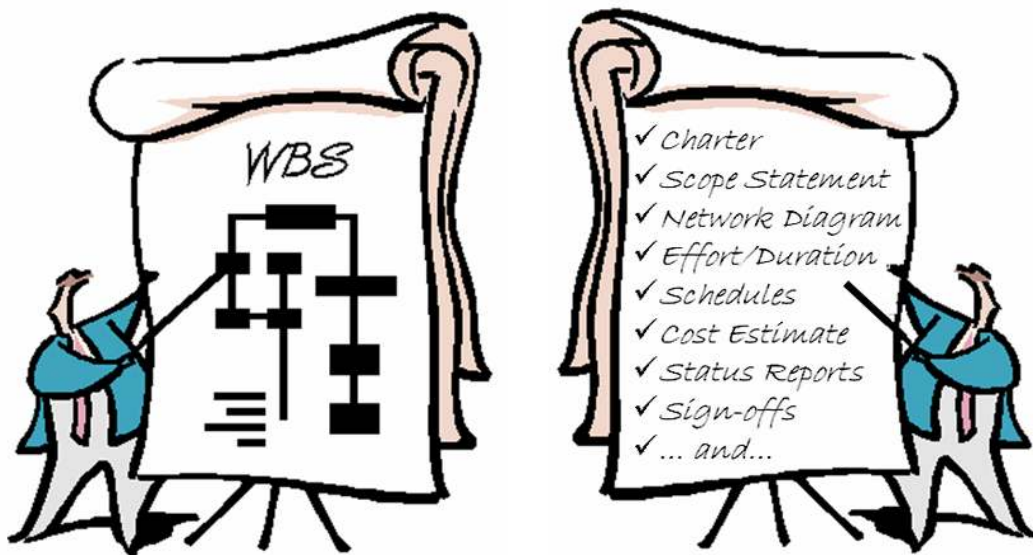


# The Project Management Minimalist: *Just Enough PM to Rock Your Projects!*

*By Michael Greer*



*A lean, practical approach to project management, presented in two parts:*

▲ ***The Nuts and Bolts: 10 Steps to Project Success***

▲ ***The People Stuff: 10 Sets of Challenges to Inspire Project Teams***

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Michael Greer  
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## Dedication

**This book is dedicated to all the clients** who in the last 25 years or so have invited me into their organizations to teach my customized project management (PM) basics workshops. **From them I learned this key lesson which every “PM expert” needs to know: Enough is enough... especially when you’re talking PM!**

Every once in a while, when I rolled out my big collection of cosmic and sometimes complex PM tools and processes, there were people in the group who “pushed back” with their common sense and proved to me that **leaner is always better!** As the years have gone by, I have become convinced that there are really just a handful of important PM tools, artifacts, and processes that matter -- and that many of the more esoteric procedures that the PM consultants and experts push at PM newbies are more trouble than they’re worth!

So to you, my courageous and sometimes cantankerous clients, I truly owe my gratitude. You helped me cut through the heaps of PM jargon and esoterica and find the essences of true PM minimalism. I hope this little book accurately reflects the lessons you have taught me.

## Acknowledgements

Many of the tools in the first part of this book originally appeared in my **HRD Press** book, *The Project Manager’s Partner, 2<sup>nd</sup> edition (2001)*. In fact, that book contains over 57 tools, guidelines, and worksheets for project managers.

I’d like to acknowledge the effort of all those at HRD Press who helped me build and who currently sell and distribute the Partner. It is a most comprehensive collection of PM tools and processes. And I am proud to have created it. The PM minimalist approach advocated here would simply not have been possible without my earlier work on the Partner.

For more information about the Partner, see this page at my website:

■ **The Project Manager’s Partner, 2nd Edition** -- <http://michaelgreer.biz/?p=208>

The second part of this book owes its existence to the inspiration of **Brian Johnson**, the creator of **PhilosophersNotes**. After many months of listening to Brian’s 20-minute audio distillations of “The Biggest Ideas from 100 of The Most Influential Books On Personal Growth” I was transformed. And I began my quest to “pay forward” Brian’s gifts to me by attempting to share similar wisdom in the realm of project management. This led to my **Inspired Project Teams** blog and podcasts, 10 of which make up the second part of this book. Brian’s genius, and more importantly his infectious enthusiasm for all things that are growth-oriented, should be experienced by everyone! So go to **PhilosophersNotes** and “get your wisdom on!” (<http://www.philosophersnotes.com/> )

➤ *Michael Greer*

## Introduction

*“Who you jivin’ with that cosmic debris?” – Frank Zappa*

**Project management (PM) is not rocket science!** And, despite what many PM “experts” would like you to believe, it’s fairly easy for anyone to learn to use a few basic PM tools and processes to assure that projects are well-organized and completed on time, on budget, and with excellent results.

Unfortunately, a vast army of consultants and writers, encouraged by professional associations and their certifying bodies, have puffed up the practice of PM so that it appears to be much more complex than it really is. But just think about it! Every day millions of people all over the world work on do-it-yourself home improvement projects, organize events for their local community service groups, complete work-related projects assigned by their supervisors, and so on. And the vast majority of these people have likely had no formal PM training. Yet somehow they get results using only their common sense and specific knowledge of the problem they are trying to solve. So **a strong case can be made that extensive PM training and certification is a “nice to have,” not a “need to have.”**

**On the other hand**, I know that when smart people who have had no formal PM training are given a few key PM tools and coaching, they really thrive. In several decades of teaching PM Basics to professionals in many different fields I’ve learned that **when a PM newbie combines deep knowledge of her profession with a few simple PM tools and techniques, amazing things begin to happen!** Her unique intuition and judgment, merged with a little PM discipline, can produce robust project plans and powerful PM results.

**My purpose here is to cut through the jungle of broad PM theory and sometimes-arcane PM practices and help you acquire “just enough” PM discipline to get good results in your projects – without heaping on a bunch of burdensome PM stuff** that can bury your projects in administrivia and smother the joy out of them.

I hope you find this book to be useful. And I hope that you carefully, assertively pick and choose from it “just enough” PM tools to help you thrive in your role as project manager.

➤ MG

## Overview

This book is organized into two main parts:

- The Nuts and Bolts: 10 Steps to Project Success
- Some People Stuff: 10 Sets of Challenges to Inspire Project Teams

### The Nuts and Bolts: 10 Steps to Project Success

This part of the book will help you perform these essential PM steps:

- Step 1: Define the project concept, then get support and approval.
- Step 2: Get your team together and start the project.
- Step 3: Figure out exactly what the finished work products will be.
- Step 4: Figure out what you need to do to complete the work products. (Identify tasks and phases.)
- Step 5: Estimate time, effort, and resources.
- Step 6: Build a schedule.
- Step 7: Estimate the costs.
- Step 8: Keep the project moving.
- Step 9: Handle scope changes.
- Step 10: Close out phases, close out the project.

### The People Stuff: 10 Sets of Challenges to Inspire Project Teams

This part will help you inspire and motivate your project team. It provides inspirational quotes, thoughts, and specific challenges for you and your team. Here are the topics:

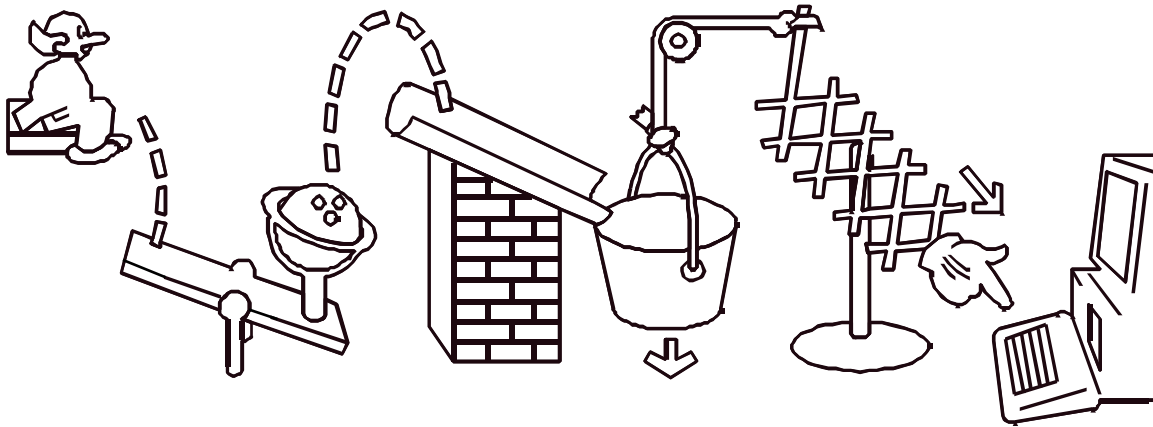
- Trust Your Judgment
- Let Go of Perfectionism
- Celebrate the Chaos Within
- Embrace the Work Itself
- Take the Risk
- Just Say No
- Listen, Understand, Collaborate
- Just Do It!
- Consciously Choose Your Attitude
- Be the Change You Want to See

## The Nuts and Bolts: 10 Steps to Project Success

In this part of the book, we introduce important PM tools and practices that will help you get results by completing each of the 10 Steps to Project Success.

Each Step is divided into these sections:

- **Overview** – An introduction to what’s going on in the Step.
- **Results** – The end product of the Step.
- **Process** – The specific actions to take to complete the Step.
- **Tool, Worksheet, Guidelines, Samples, etc.** – Something you can use to help you complete the step and get top-quality results.



## **Step 1: Define the project concept, then get support and approval.**

### Overview

In this step you need to **define the project concept clearly enough so that you can get support from key people in your organization.** You do not need to come up with a detailed plan at this point. But you do need to get preliminary (and formal) support for the project.

In sales terms, you are “qualifying the buyer,” then trying to close the sale. That is, you are testing the waters with a preliminary, broad-brush description of the project so that you can:

- Find out if anyone else is likely to support your work or is willing to help you do the work.
- Obtain a project champion or sponsor.
- Find a source (or several sources) of project resources (such as people, equipment, and money) needed to help you complete the project.
- Get your project formally approved and funded.

### Results

This Step should result in the following:

- A series of conversations, brainstorming sessions, and other formal or informal discussions about the project concept with your supervisor and key people whom you hope will provide project support
- An approved Project Charter



## Process

1. Figure out if the project is needed. That is, find out if it supports a:
  - Market demand
  - Business or strategic initiative
  - Customer request
  - Technological advance
  - Legal requirement
  - Other important organizational initiative
  
2. Create a Project Charter that:
  - Formally recognizes the existence of the project
  - Is supported by a manager external to the project and at a high enough organizational level to support project needs (i.e., a sponsor\* who can help the project team acquire the resources\* they need – people, equipment, facilities, funding, etc.)
  - Authorizes the project manager to apply organizational resources (people, equipment, materials) to project activities
  
3. Get the Project Charter approved (physically signed) by a project sponsor.

**Note: If you can't get your Charter formally approved, then you should abandon the project -- plain and simple.** In fact, in many organizations the Charter is established as a formal “approval gate” which allows senior managers to sort out, and eliminate, lower-priority projects. This sorting process not only saves the organization money by focusing energy only on high-priority projects, but it can help prevent the burn-out that results when people are assigned to too many projects or when people find themselves “swimming upstream” on projects that aren't really valuable enough to win the support they need to succeed.

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\* The asterisk (\*) beside this (or any) PM term means that you will find a full definition of it in the “\*Glossary of Terms Used” at the end of this book.

## Worksheet: The Project Charter

**Project Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Project Manager:** \_\_\_\_\_

**Project Tracking Number:** \_\_\_\_\_

**Project Justification** (problem or opportunity addressed):

**Overview of Deliverables** (high-level, broad-brush only—provide details, if any, in appendices\*\*):

**Specific Project Objectives & Success Criteria** (schedule, cost, quality):

**Primary Stakeholders & Roles** (including broad statement of roles and responsibilities of all customers, sponsors, contributors, reviewers, managers, sign-off authorities, project manager, etc.):

**Key Assumptions** (including broad statement of sponsor/stakeholder inputs and resources to be provided, as well as a delineation of “what’s outside” project scope):

**Signatures**—The following people agree that the above information is accurate:

■ Project team members:

■ Project sponsor and/or authorizing manager(s):

**OK. That was your sample from the first part of the book!**

*You get the idea.. To see the rest of the tools and info in Steps 2 – 10 of “The Nuts and Bolts...” part, you need to buy the e-book! Note that some of the other steps have several tools and examples included with each (Refer to the Table of Contents on page 2.)*

**Now continue reading to get a sample from the second part of the book, “The People Stuff...”**

## Summary & Checklist: 10 Steps to Project Success

Step	Results of Successful Performance
1. Define the project concept, then get support and approval.	<ul style="list-style-type: none"> <li><input type="checkbox"/> A series of conversations, brainstorming sessions, and other formal or informal discussions about the project concept with your supervisor and key people whom you hope will provide project support</li> <li><input type="checkbox"/> An approved <i>Project Charter</i></li> </ul>
2. Get your team together and start the project.	<ul style="list-style-type: none"> <li><input type="checkbox"/> A series of conversations, brainstorming sessions, and other formal/informal discussions about the project concept with all stakeholders</li> <li><input type="checkbox"/> <i>Commitments from stakeholders</i> to play particular roles on the project team throughout or at specific times in the project.</li> <li><input type="checkbox"/> <i>Written documentation</i> that captures roles and responsibilities of all stakeholders</li> <li><input type="checkbox"/> A <i>Kickoff Meeting</i> that orients all project team members to their roles and responsibilities and gets the project started (often supported by a <i>Responsibility/Accountability Matrix</i>)</li> </ul>
3. Figure out exactly what the finished work products will be.	<ul style="list-style-type: none"> <li><input type="checkbox"/> A series of conversations, brainstorming sessions, and other formal/informal discussions about specific project deliverables</li> <li><input type="checkbox"/> A <i>Work Breakdown Structure (WBS)</i> in rough form as created by a brainstorming group (i.e., a bunch of yellow stickies spread out all over a wall, a collection of flip chart pages scribbled with items, a rough “mind map,” etc.)</li> <li><input type="checkbox"/> A polished WBS which clearly lists 1) all interim deliverables that the end user will not see (such as scripts, flow charts, outlines, etc.) and 2) all finished deliverables that will be turned over to the user when the project is completed.</li> <li><input type="checkbox"/> A <i>Project Scope Statement</i> that expands the Project Charter to include the WBS and other items identified by the team in brainstorming sessions</li> <li><input type="checkbox"/> <i>Approval of the Project Scope Statement and WBS</i> by the sponsor and appropriate stakeholders.</li> </ul>
4. Figure out what you need to do to complete the work products. (Identify tasks and phases.)	<ul style="list-style-type: none"> <li><input type="checkbox"/> A list or graphical collection of <i>all project tasks</i> that must be completed to create project deliverables.</li> <li><input type="checkbox"/> A <i>network diagram</i> showing the <i>sequence and flow</i> of all project tasks, including opportunities for stakeholders to review and approve deliverables as they evolve</li> <li><input type="checkbox"/> Descriptions or illustrations of project phases</li> </ul>
5. Estimate time, effort, and resources.	<ul style="list-style-type: none"> <li><input type="checkbox"/> A detailed estimate of the <i>duration, effort, and resources required</i> to complete each project task</li> <li><input type="checkbox"/> A summary of duration, effort, and resources required for the entire project</li> </ul>
6. Build a schedule.	<ul style="list-style-type: none"> <li><input type="checkbox"/> One or more <i>overview schedules</i> showing the “big picture” of the project (i.e., showing all activities, phases, and major milestones). (Gantt, network diagram, summary table/calendar, etc.)</li> <li><input type="checkbox"/> One or more <i>detailed schedules</i> that expand or “zoom in” on particular parts of the overview schedule. (E.g., One particular project phase w/ detailed subtasks/tasks or one particular set of project players. (i.e., plumbers, computer programmers, senior executives w/approval points.)</li> <li><input type="checkbox"/> A <i>strategy to revisit</i> the schedule periodically in order to keep it up to date.</li> </ul>
7. Estimate the costs.	<ul style="list-style-type: none"> <li><input type="checkbox"/> An <i>estimate of project costs</i>, including the costs of labor, materials, supplies, and any other costs tracked by your organization, such as various overhead costs, etc.</li> <li><input type="checkbox"/> A description of all <i>assumptions made</i> in the cost estimate</li> </ul>
8. Keep the project moving.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Periodic <i>progress checks</i> of each dimension of the project as spelled out in the project artifacts above (Charter, Effort/Duration table, Schedule, Cost Estimate, etc.)</li> <li><input type="checkbox"/> <i>Project manager inspection</i> and awareness of overall progress toward completion</li> <li><input type="checkbox"/> <i>Project manager interventions</i> to correct problems, remove obstacles, and keep the project moving</li> </ul>
9. Handle scope changes.	<ul style="list-style-type: none"> <li><input type="checkbox"/> <i>Adjustments to the project plan to deal with additions, reductions or modifications</i> to the deliverables or work process</li> <li><input type="checkbox"/> <i>Formal documentation</i> of each scope change</li> <li><input type="checkbox"/> <i>Formal approval</i> of each scope change</li> </ul>
10. Close out phases, close out the project.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sponsor <i>sign-off/approval of incrementally-evolving project deliverables &amp; phases</i> as completed</li> <li><input type="checkbox"/> Sponsor <i>sign-off/approval of all finished project deliverables</i> and the overall completed project</li> <li><input type="checkbox"/> <i>Completion of typical project-specific follow-up activities</i> (Project Archive, Post Mortem, Lessons Learned, hand-off/training, performance evaluations, etc.)</li> </ul>

## The People Stuff: 10 Sets of Challenges to Inspire Teams

This part of the book will help you inspire and motivate your project team. It might also help you reduce some of the contentious, unpleasant, or inappropriate stuff that sometimes plagues project teams. And yes, the topics are a bit philosophical. But each item also includes specific **performance-based Challenges** that you can immediately put to work with your project team. In all, there are 10 sets of Challenges selected from my *Inspired Project Teams blog*.

Each set of Challenges includes:

- **Quotations, war stories, examples, and a little philosophy** that can inspire project managers and project team members.
- **Reflections** for you to think about... as project manager or project leader.
- **Team Challenges** – Questions and suggestions to challenge your teams to stretch and grow.
- **Project Manager Challenges** – Specific actions you can take as project manager or team leader.
- **Learn More...** – Books and audio references (with links) that can help you learn more about the topic of each particular set of Challenges.



May these help your project team go from this ...

to this!

## The 10 Sets of Challenges

Here's an overview of the 10 sets of Challenges presented in this part of the book:

- **Trust Your Judgment** – Many wise teachers and philosophers say that to achieve anything great you must trust that voice which lies deep within you. This post/podcast examines why this voice is trustworthy and how you can trust it.
- **Let Go of Perfectionism** – Are you driven to perfection? ... or simply driven crazy? This post/podcast provides suggestions for project managers and team leaders about how they can let go of perfectionism and improve their results.
- **Celebrate the Chaos Within** – “One must still have chaos in oneself to be able to give birth to a dancing star.” – Friedrich Nietzsche. This post/podcast provides suggestions on how project managers & leaders can support creativity.
- **Embrace the Work Itself** – So where's the joy in the work itself? What about the intrinsic value of our chosen profession? The beauty and fascination of the field itself?
- **Take the Risk** – This post is all about getting outside your comfort zone... If you can imagine it... if you can see it clearly... if it gets you excited as a possibility, then it may be your destiny to make it a reality.
- **Just Say No** – While it might make sense for individuals to say “yes” to life as often as they can, there are critical moments when project teams have just gotta say “no!” Here's why & how...
- **Listen, Understand, Collaborate** – “Habit 5: Seek First to Understand, Then to be Understood.” – Stephen Covey's Seven Habits of Highly Effective People – This examines why & how project teams should listen, understand, & collaborate.
- **Just Do It!** – Get moving... get unstuck... & just do it! If you and your project team members are sometimes plagued with fits of analysis paralysis or procrastination, then this set of Challenges is for you.
- **Consciously Choose Your Attitude** – A project team's attitude can make or break the project. In this post learn how you can consciously choose your attitude instead of simply allowing it to overtake you as a collection of random feelings.
- **Be the Change You Want to See** -- “You must be the change you want to see in the world.” - Mahatma Gandhi



### **HEY, LISTEN!**

These and many more Challenges not included here are **available as FREE audio downloads (MP3 files)** from my blog **Inspired Project Teams blog:**

<http://www.inspiredprojectteams.com/> )

**or from iTunes:**

( <http://itunes.apple.com/WebObjects/MZStore.woa/wa/viewPodcast?id=307055288> )

## Trust Your Judgment

"A man should learn to detect and watch that gleam of light which flashes across his mind from within, more than the luster of the firmament of bards and sages... Trust thyself: every heart vibrates to that iron string." **Ralph Waldo Emerson** in ***Self-Reliance***

"... the best in every business do what they have learned to do without questioning their abilities — they flat out trust their skills, which is why we call this high-performance state of mind the 'Trusting Mindset.' Routine access to the Trusting Mindset is what separates great performers from the rest of the pack." -- **John Eliot** in ***Overachievement***

"Skill in any performance, whether it be in sports, in playing the piano, in conversation, or in selling merchandise, consists not in painfully and consciously thinking out each action as it is performed, but in relaxing, and letting the job do itself through you. Creative performance is spontaneous and 'natural' as opposed to self-conscious and studied." **Maxwell Maltz** in ***Psycho-Cybernetics***

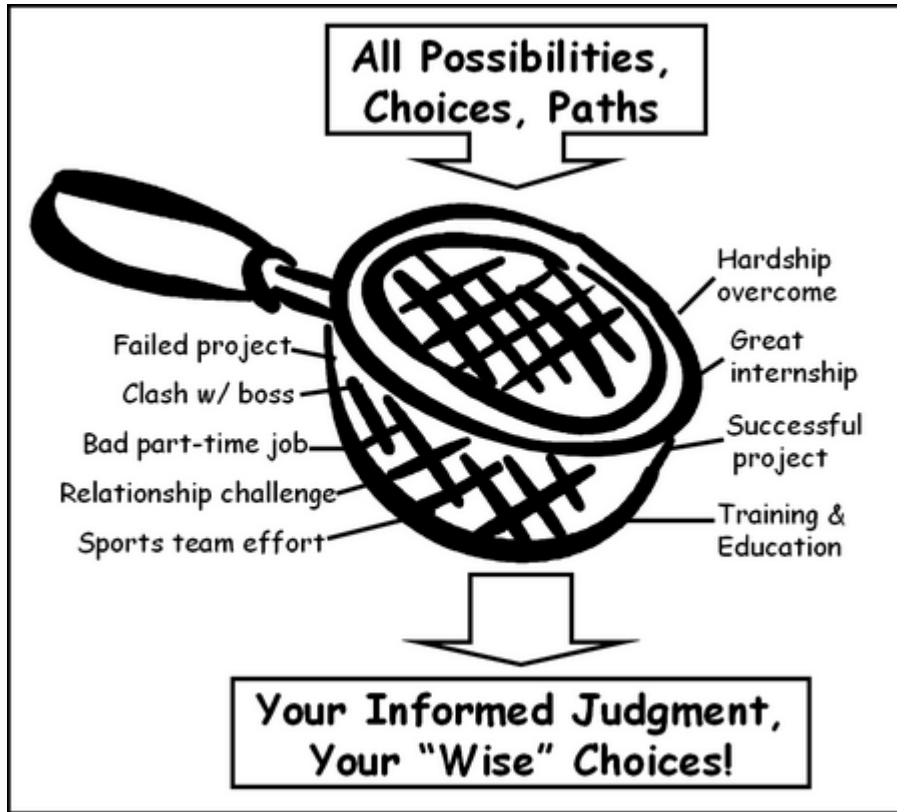
"By banishing doubt and trusting your intuitive feelings, you clear a space for the power of intention to flow through." **Wayne Dyer** in ***The Power of Intention***

So, do you trust yourself -- really trust yourself -- to come up with that creative leap, that exactly appropriate solution, that powerful insight that maybe no one else can generate?

The message shared by all these great teachers... indeed, by many other great philosophers... is that to achieve anything great you must trust that voice which lies deep within you and is trying to be heard. OK. If I could see you right now, I'm guessing some of you who are reading this are rolling your eyes and judging this all as a bit fluffy, cosmic, new agey, or "woo woo!" Still, I'm willing to bet that you (or some people you respect) have used one of these expressions:

- "I just had a hunch that..."
- "I had this strong intuition about..."
- "I had to go with my gut... I just did what seemed right."
- "I had a strong feeling about this and I just decided to follow my heart."

Whether you call it a "hunch," an "intuition," a "gut feeling," or simply the unspoken nudging of your heart, you're talking about pretty much the same thing: that inner voice of wisdom that we all possess, but we all too often stifle. Sure, this inner voice we're talking about can be intangible and elusive. But I bet that if you had to do so, you could logically trace the origins of its judgments and choices. And this logical audit trail would prove to you that this inner voice is really quite worthy of your trust and respect. Here's the deal: Your intuitions, "gut feelings," and hunches are derived from and ultimately grounded in your unique life experiences, both good and bad. And because of this, they have behind them the solid proof of your reality. To illustrate how all these experiences come together to generate solid, trustworthy judgments, I present to you the analogy of the common kitchen strainer. (Now stick with me, here... this is actually a pretty cool analogy!)



*Your Inner Wisdom Filter: Why You Can Trust Your Judgment!*

A kitchen strainer is made up of a whole bunch of strands of wire, criss-crossed to form a grid or a screen. Now let's say you don't have one of those fancy juice machines, but you want to mash up a bunch of fruit and extract the juice. You begin by cutting the fruit into pieces, then dump these pieces into the strainer. You then place the strainer over a bowl and push down on the fruit and mash it up until the juice runs into the bowl. The wire grid or screen of the strainer prevents all the seeds, stems, strands of bitter fibers, and fruit skins from coming through. The only thing you get in your bowl is the juice essence that you wanted. All that other stuff can be thrown out (or added to your favorite fiber-dense muffin dough!).

## Your Inner Wisdom Filter

Your inner voice (i.e., your judgment) operates pretty much like that kitchen strainer! (See graphic above.) Let's say you have to make a difficult decision and don't have time to think about it. All sorts of possibilities and pertinent facts and constraints and outcomes rattle around in your brain. Your "internal strainer" is activated to deal with this. The wires in your internal strainer are made up of a vast set of unique experiences that you've acquired over your lifetime. Successes, failures, joys, miseries, and all sorts of life events combine to form this internal screening mechanism. That horrible job you had, that successful project, that challenge on your high school sports team, that class or internship you took, that difficult relationship you finally worked out -- all these events comprise the unique strainer that creates your special judgments. And when all the possible solutions and issues related to a problem are dumped into that strainer, the good stuff -- a unique and powerful judgment -- emerges. It's a judgment that's

automatically informed by all of your life experiences. And, as such, it's powerful and trustworthy!

Still skeptical? Consider some real-life examples:

- **A badly battered and bleeding patient** is wheeled into the emergency room at a hospital. The on-call physician takes charge and begins diagnosing and treating the patient at a whirlwind pace. A life is at stake... there's no time to stop and think. Instead, the filter of the doctor's unique experiences (med school classes, internships, time served in the military, previous years working in an ER) -- this filter kicks in to quickly sort and choose among possible treatment strategies. Appropriate action is taken and a life is saved.
- **A wise tribal elder** is called on to mediate a dispute between neighbors. She doesn't need to consult legal texts or put the matter to a vote. She simply considers the situation in light of her years and years of life experiences and knowledge of the tribe, then makes her recommendation. The unique situation and options are filtered through her experiences and a trustworthy recommendation emerges.
- **Your grandpa** has been making his prize winning chili for many years. Somewhere back in his dim past, he used a recipe. But over time he's learned from making bad batches and good batches that a little more of this vegetable and a little of that spice added at just the right time in the cooking process results in chili that gets rave reviews. He'd be hard pressed to tell you exactly how he does it. The grid of his internal experiences simply produces high quality judgments automatically throughout the cooking process, while he's busy cutting up vegetables and stirring.
- Then there's **those fine artists we all admire**. They've been highly trained in brush selection and handling, paint mixing, composition, and so on. But when they start painting, they simply flow into the work. They allow the subject that inspires them to be strained through the grid of their training and unique sensibilities to create something that is beautiful and new. They trust their judgment.
- And finally, consider **the simple act of parallel parking** your car. As you align your tires to the curb and ease into the parking space, a thousand automatic muscle memories are activated to press the accelerator and the brake pedals at just the right times, turn the steering wheel just so, and scan your mirrors to get feedback on how you are doing. You don't tell your brain how to integrate all this hand-eye movement. Your internal filter simply takes in all the possibilities, sorts through them to figure out what really matters, and provides you with the judgment to park quickly and allow the other cars who are waiting for you to finish parking to be on their way.

**The bottom line:** You already HAVE trustworthy judgment! It's impossible to live your life without activating -- and trusting -- this judgment a thousand times a day! So why not really embrace it? Why not learn to trust your judgment whole-heartedly when you're

making all those difficult professional decisions? Remember, deep down, you already know what you need to know!

Now let's apply all this to project management.

## **Challenges...**

### Reflections

*Reflect on these questions:*

- What are some of the complex things you do without thinking? (Consider sports, brain games, coaching, sifting & sorting through things, inspecting, quality assurance)
- If you had to do so, would you be able to dissect one of these complex abilities and show each skill and bit of knowledge and experience which makes you able to do this thing so well?
- When have you been under pressure to produce a fast decision on a complex issue? How did you fare? Was it a good decision? If you had to, could you defend it based on your experiences, skills, and training?
- What are some areas of your job or career where you might be overthinking things? Could you begin to relax and trust your judgment in these areas?

### Team Challenges

*Ask your team:*

- Think about the projects you have worked on. When was the last time you had a really powerful experience of "I told you so!"
- Could this "I told you so..." event have been avoided if you had "spoken up," honoring that inner voice that knew better?
- Look back on your accumulated experiences and expertise. These are the sources of your judgment. How might we, as a project team, better leverage your judgment on our projects?
- What do you need from senior managers or project managers that would enable you to more confidently "trust yourself?"

### Project Manager Challenges

- Take a few minutes to review each of your team members' resumes, job histories, and project track records. Look for signs of untapped wisdom.
- What parts of our projects are in need of some of the wisdom and judgment that our people may already have, but aren't using?
- Thinking about each team member and his or her experiences and expertise, ask yourself these questions:
  - Are we really using this person's judgment to the fullest extent?
  - Do we create a safe environment in which this person can apply their judgment?
  - Do I need to try to prove to this person that they can trust their judgment by pointing out their long history of successes and good decisions?
  - What can I do to help this person develop the confidence to more fully trust his or her judgment?

- What obstacles can I remove that are impeding them from exercising their judgment or are making them overly cautious?

### Learn More...

- Go to **PhilosophersNotes** (<http://www.philosophersnotes.com/>) and download the full notes and MP3 versions of the following books:
  - *The Selected Writings of Ralph Waldo Emerson*
  - *Overachievement* by John Eliot
  - *Psycho-Cybernetics: A New Technique for Using Your Subconscious Power* by Maxwell Maltz
  - *The Power of Intention* by Dr. Wayne Dyer
- Get the *Essential Emerson CD*, narrated by Archibald Macleish, from LearnOutLoud.com. (<http://www.learnoutloud.com/Product/E028499/81719> )
- Get Wayne Dyer's 4 1/2 hr. abridged narration of *The Power of Intention* from LearnOutLoud.com. (<http://www.learnoutloud.com/Product/3731/81719> )
- For related **books** and **Kindle downloads** from **Amazon.com**, go to the *Inspired Project Teams blog post "Trust Your Judgment"* and **scroll to the end of the blog post**. Direct links to related Amazon products are posted there: <http://www.inspiredprojectteams.com/?p=691>

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### **OK! That's it for the freebies!**

*To see the rest of the info and Challenges in "The People Stuff..." part, you need to buy the e-book! (Refer to the Table of Contents on page 2 to see the complete list of all topics covered.)*

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**Now that you've seen how this ebook works, why not buy it? If it helps you manage just one project more successfully (preventing overruns and rework), it's likely to pay for itself!**

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