

# Index

- ability(-ies), 102–108
  - experience as, 102–103
  - improving your, 105–106
  - and performance, 106–108
  - and persona, 103–105
- Acuff, Frank L., 67, 70
- The Advanced Project Management Office* (Parvis Rad and Ginger Levin), 187
- Advanced Skill Set, 30, 51–58, 79, 81–82, 111
- “Agreements for Excellence” workshop, 65
- AIPM, *See* Australian Institute of Project Management
- alliances, 180–181
- AMA, *See* American Management Association
- AMACOM, 19
- The AMA Handbook of Project Management* (Paul C. Dinsmore), 56
- American Management Association (AMA), 12, 19–20, 24–25, 38, 57, 96, 101
- American National Standards Institute (ANSI), 20, 43–44
- American Society for Quality Control (ASQC), 20, 43
- American Society for the Advancement of Project Management (asapm), 16–17, 22, 24, 25, 51, 101
- ANSI, *See* American National Standards Institute
- APM, *See* Association for Project Management
- APM BOK*, *See* *APM Project Management Body of Knowledge*
- APM Project Management Body of Knowledge* (APM BOK), 48, 52, 59, 71
- “Appraise Your World” seminar, 74–75
- AQF (Australian Qualification Framework), 14
- asapm, *See* American Society for the Advancement of Project Management
- ASQC, *See* American Society for Quality Control
- Association for Project Management (APM), 12, 13, 15–16, 22, 24, 25, 39, 51, 101
- attitude, 52
- audits, 162, 180, 182
- Australian Institute of Project Management (AIPM), 8, 12–15, 22, 25, 51, 101
- Australian Qualification Framework (AQF), 14
- authority, 27, 32–33
- awareness, 35
- balanced scorecard, 74
- Basic Skill Set, 30, 47–51, 79, 80, 111
- benchmarking, 74
- Berne, Eric, 176
- Blanchard, Ken, 38, 56, 64, 105
- Blueprint for Project Recovery* (Ronald Cagle), 64
- bodies of knowledge (BOKs), 24
- BOKs (bodies of knowledge), 24
- The Brand You 50* (Tom Peters), 74
- business strategy, 74
- Cagle, Ronald, 64
- CAPM (Certified Associate Project Manager), 19
- career levels, 90–91
- career moves, 165–166
- CCTA (Central Computer and Telecommunications Agency), 15
- CDR (Critical Design Review), 137
- Center for Creative Learning, 75
- Central Computer and Telecommunications Agency (CCTA), 15

- certification(s), 98–101  
 Australian, 14  
 British, 15  
 competency-based, 22  
 international, 17–20  
 and job descriptions, 169–170  
 and skill sets, 101  
 U.S., 16–17
- Certified Associate Project Manager (CAPM), 19
- CFE (Customer Furnished Equipment), 116  
 change, 64  
 civic organizations, 172  
 classified ads, 173  
 closure stage, 5  
 of intermediate projects, 124–125  
 of international programs, 152–153  
 of large projects, 129–130  
 of large-scale projects/programs, 160–161  
 of programs, 139–141  
 of small projects, 119–120  
 of virtual projects, 145–146
- CM (Configuration Management), 140
- coaching, 74  
*Coaching, Mentoring, and Managing* (William Hendricks), 74
- colleges, 40, 91
- communications tool, 141
- Company/Customer/Industry Skill Set, 41–44
- company(-ies), 174–182  
 culture of, 174–176  
 friendships/alliances in, 180–181  
 power structure of, 178–179  
 structure of, 176–178  
 taking over projects within, 181–182
- company policies, 41–43
- competency-based certifications, 22
- complexity, 116
- CompModel SixPack, 17
- confidence, 180
- Configuration Management (CM), 140
- continental United States (CONUS), 146
- “Contracting and Procurement Management” seminar, 57
- contracts, 28, 38, 65  
 “Contract Types” workshop, 65
- CONUS (continental United States), 146
- core team, 180–181
- correspondence courses, 92
- cost-plus contracts, 65
- Covey, Stephen R., 56
- CPM (Critical Path Method), 2
- Creating the Project Office* (Randall Englund, Robert Graham, and Paul Dinsmore), 74
- Critical Design Review (CDR), 137
- Critical Path Method (CPM), 2
- Cross-Functional Teams* (Glen M. Parker), 57
- culture, organization, 174–176
- customer-centered systems, 64
- Customer Furnished Equipment (CFE), 116
- customer standards, 43
- DeBacker, Phillippe, 74
- decision styles, 74–75
- “Defective Pricing” seminar, 65
- Defense Industry Initiative (DII), 38
- defense sector, 38
- “Developing and Executing a Customer-Centric Strategy” seminar, 186
- DII (Defense Industry Initiative), 38
- Dinsmore, Paul C., 56, 74
- diplomacy, 175
- distance learning, 92
- The Distance Manager* (Kimball Fisher), 70
- documentation, 41–42
- education, 35, 88–96  
 assessing your level of, 89–90  
 and career levels, 90–91  
 graduate-level, 93–96  
 and location of school, 91  
 paying for, 92–93  
 selecting a school for, 91  
 time commitment for, 91–92  
 “Effective Negotiating” seminar, 65
- Effective Presentation Skills* (Steve Mandel), 40
- “Effective Project Leadership” seminar, 57
- e-learning, 92
- employees, treatment of, 74
- employer-funded education, 93
- Englund, Randall, 74
- equipment, 116
- ethics, 38–39, 41
- Ethics for Executives* (Samuel Southard), 38
- Evans, James R., 56
- Excel spreadsheets, 56
- execution stage, 5  
 of intermediate projects, 123–124  
 of international programs, 150–152  
 of large-scale projects/programs, 160  
 of large projects, 128–129  
 of programs, 137–139  
 of small projects, 118–119  
 of virtual projects, 145
- experience, 10, 102–103, 162–164
- experts, 186
- Expert Skill Set, 31, 58–66, 79, 83–85, 88, 111
- face-to-face networking, 171
- facilities, 116

- Farkas, Charles, 74  
 FARs (Federal Acquisition Regulations), 41  
 FDR (Final Design Review), 137  
 Federal Acquisition Regulations, 41  
 Federal Express, 187  
 fees, contract, 65  
 Final Design Review (FDR), 137  
 firm skills, 8, 31, 46, 64  
 Fisher, Kimball, 70  
 Franklin, Ben, on prevention, 124  
 Frey, Robert, 64  
 friendships, 180–181  
 full-time schooling, 92  
*Fundamentals of Project Management* (James Lewis), 48, 51  
*Future Shock* (Alvin Toffler), 74
- Games People Play* (Eric Berne), 176  
 GFE (Government Furnished Equipment), 116  
 GI Bill, 92–93  
 Gibson, Rowan, 186  
 Global Project Manager Performance-based Competency Standards, 16  
 Goff, Stacy, on asapm acronym, 17  
 government contracts, 38  
 Government Furnished Equipment (GFE), 116  
 graduate-degree programs, 93–96  
 Graham, Robert, 74  
 grants, 92  
 group interviewing, 180  
*A Guide to the Project Management Body of Knowledge*, *See* Project Management Body of Knowledge  
*Gung Ho!* (Ken Blanchard), 56
- Halliday, Miki, 74  
 hard skills, *See* firm skills  
 Harrington, H. James, 74  
 Harris, Thomas, 56, 106  
 Haywood, Martha, 70  
 Hendricks, William, 74  
 Hersey, Paul, 105  
*High Performance Benchmarking* (H. James Harrington), 74  
*How to Negotiate with Anyone, Anywhere Around the World* (Frank L. Acuff), 67, 70  
 “The Human Aspects of Project Management Series,” 64
- IBC, *See* International Project Management Base Competencies  
 IBM, 187  
 ICB, *See* IPMA Competence Baseline
- ICDs (Interface Control Documents), 151  
 ideas, leading-edge, 186  
*Identifying and Managing Project Risk* (Tom Kendrick), 64  
 IEEE, *See* Institute for Electrical and Electronic Engineers  
*I’m OK, You’re OK* (Thomas Harris), 56–57, 106  
 industry standards and regulations, 43–44  
 infrastructure, 178–179  
 in-house training, 96–97  
 initiate stage  
   of intermediate projects, 120  
   of international programs, 146, 148–149  
   of large projects, 125, 127  
   of large-scale projects/programs, 153, 155–158  
   of programs, 4–5, 130, 132–135  
   of small projects, 118  
 Institute for Electrical and Electronic Engineers (IEEE), 21, 43  
 Interface Control Documents (ICDs), 151  
 intermediate projects, 28, 120–125  
 internal training, 96–97  
 international negotiating, 67, 70  
 International Organization for Standardization (ISO), 20–21  
 international programs, 29, 146–153  
   characteristics of, 147–148  
   closure stage of, 152–153  
   execution stage of, 150–152  
   initiate stage of, 146, 148–149  
   planning stage of, 149–150  
 International Project Management Association (IPMA), 12, 13, 16–18, 20, 22, 23, 24, 25, 51, 101  
 International Project Management Base Competencies (IBC), 17–18  
 International Standards Organization (ISO), 41, 43  
 interviewing, 180  
*Introduction to Simulation and Risk Analysis* (James R. Evans), 56  
 IPMA, *See* International Project Management Association  
*IPMA Competence Baseline (ICB)*, 48, 52, 59, 71  
 ISO, *See* International Standards Organization
- Japan, 25  
 job fairs, 172–173  
 Johnson, Lyndon, 179  
 Johnson, Spencer, 64  
 JPMF, 25, 101

- Kaplan, Robert S., 74, 186  
 Karrass, Chester L., 65  
 Kendrick, Tom, 64  
 Kerzner, Harold, 74  
 KM (Knowledge Management), 24  
 knowledge, 35, 79–101  
   assessing your, 79, 88  
   and certification, 98–101  
   and education, 88–96  
   expanding your, 88  
   in success formula, 10  
   and training, 96–98  
 knowledge-based certifications, 22  
 Knowledge Management (KM), 24  
 Kouzes, James, 105
- large projects, 28, 125–130  
 large-scale projects and programs, 29,  
   153–161  
   characteristics of, 154–155  
   closure stage of, 160–161  
   execution stage of, 160  
   initiate stage of, 153, 155–158  
   planning stage of, 158–160  
 leadership, 9, 27, 31–34, 38  
*Leadership and the One-Minute Manager* (Ken  
 Blanchard), 56  
*Leadership Decision Styles*, 75  
 Leadership Practices Inventory (LPI), 105,  
   106  
 leading-edge ideas, 186  
 Levin, Ginger, 187  
 Lewis, James, 30, 48, 51  
 listening, 180, 182  
 loans, student, 92  
 LPI, *See* Leadership Practices Inventory
- Management Research Group, 74  
*Managing the Project Team* (Vijay Verma), 64  
*Managing Virtual Teams* (Martha Haywood),  
   70  
 “Managing Winning Proposals” seminar, 65  
 Mandel, Steve, 40  
 market, 167–173  
   assessing the, 167–170  
   and civic organizations, 172  
   and classified ads, 173  
   companies involved in the, 168–169  
   direction of, 168  
   and job descriptions, 169–170  
   and job fairs, 172–173  
   and networking, 171–172  
   opportunities in the, 169  
   and PM organizations, 171–172  
   and point of view, 170–171  
   stopover vs. destination positions in, 170
- master of project management, 94–95  
 master of science in project management, 94,  
   95  
 matrix organizations, 177  
*Maximum Leadership* (Charles Farkas and  
 Phillippe DeBacker), 74  
 Maxwell, John, on leadership, 38  
 MBTI, *See* Myers-Briggs Type Indicator  
 meeting skills, 39  
 mentoring, 74, 185–187  
 Microsoft Power Point, 40  
 military, 92–93  
 Myers-Briggs Type Indicator (MBTI),  
   104–106
- NASA Procurement Regulations (NASA  
 PRs), 41  
 National Competency Baseline, 16  
 National Competency Standards for Project  
 Management (NCSPM), 14, 24  
 National Standards Systems Network  
 (NSSN), 20  
 NCSPM, *See* National Competency Standards  
   for Project Management  
 negotiating, 65, 67, 70  
 networking, 171–172  
 Norton, David P., 74, 186  
 NSSN (National Standards Systems Net-  
 work), 20
- The One-Minute Manager* (Ken Blanchard), 56  
 organization charts, 174  
 organization culture, 174–176  
 organizations, PM, 12–25  
   Australian, 14–15  
   British, 15–16  
   chronology of, 13  
   by country, 14  
   international, 17–20  
   membership numbers of, 22  
   networking in, 171–172  
   standards, 20  
   technical standards, 20–21  
   U.S., 16–17  
 out-of-house courses, 97–98
- Parker, Glen M., 57  
 part-time schooling, 91–92  
 Path to Success, 10  
 PDR (Preliminary Design Review), 137  
 people skills, *See* soft skills  
 performance, 10, 106–108  
 persona, 10, 51–52, 64, 103–105  
 Personal Skill Set, 37–41  
 personnel, 74, 116, 177

- PERT (Program Evaluation and Review Technique), 2
- Peters, Tom, 74
- planning stage, 5
- of intermediate projects, 120, 122–123
  - of international programs, 149–150
  - of large projects, 127–128
  - of large-scale projects/programs, 158–160
  - of programs, 135–137
  - of small projects, 118
  - of virtual projects, 142, 144–145
- plans, updating, 187
- PMBOK*, *See Project Management Body of Knowledge*
- The PMBOK Guide*, *See Project Management Body of Knowledge*
- PMI, *See Project Management Institute*
- PMO, *See project management office*
- PMP, *See Project Management Professional*
- Polaris missile program, 1–2
- policies, 41–43, 187
- Posner, Barry, 105
- power structure, 178–179
- Preliminary Design Review (PDR), 137
- preparatory skills, 37–44
- “Preparing for Leadership” seminar, 38
- presentation skills, 39–40
- pricing, defective, 65
- PRINCE (Projects in Controlled Environments), 15
- PRINCE2, 15
- Principal Skill Set, 31, 70–76, 79, 87, 88, 111
- problem recovery, 64
- problem solving, 37–38, 175–176
- procedures, 187
- process(es), 5, 6, 187
- The Professional Firm 50* (Tom Peters), 74
- program director, 29, 33
- Program Evaluation and Review Technique (PERT), 2
- program manager, 28, 29
- programmatic virtual projects, 25*n*.
- programs, 28, 130–141
- categories of, 26
  - characteristics of, 113–116, 131
  - closure stage of, 139–141
  - execution stage of, 137–139
  - initiate stage of, 130, 132–135
  - leadership roles for, 31–34
  - planning stage of, 135–137
  - skill sets for, 26–27, 30–32, 111–116
  - stages and phases of, 4–6
  - taking over existing, 181–182
  - types of, 27–30
  - see also* projects
- program vice president, 29, 33
- The Project 50* (Tom Peters), 74
- project coordinator, 28, 32
- project engineer, 32
- “projectized” projects, 177
- project lead, 32
- project management, 1–2
- career moves in, 165–166
  - current state of, 22
  - future of, 22–24
  - principle organizations of, 12–21
  - process of, 6, 7
  - success factors of, 11
- Project Management Body of Knowledge* (PMBOK), 13, 14, 16, 18–20, 24, 48, 51, 52, 59, 71
- Project Management Institute (PMI), 5, 12, 13, 16, 18–19, 23, 24, 39, 57, 94, 96, 98–99, 101
- project management office (PMO), 176–178, 185, 187
- Project Management Professional (PMP), 19, 94
- project management skills, 8
- project management tool, 141–142
- project managers, 7–10, 28, 29
- characteristics of, 8
  - responsibilities of, 33
  - skills required by, 7–8
- projects, 28
- categories of, 26
  - characteristics of, 113–116
  - leadership roles for, 31–34
  - programs vs., 3–4
  - skill sets for, 26–27, 30–32, 111–116
  - stages and phases of, 4–6
  - taking over existing, 181–182
  - types of, 27–30
  - see also* programs
- Projects in Controlled Environments (PRINCE), 15
- project supervisor, 28, 32–33
- “Proposals” seminar, 65
- proposal strategies, 64
- purpose of the meeting, 39
- Rad, Parvis, 187
- Raving Fans* (Ken Blanchard), 64
- R&D (Research and Development), 176
- Rea, Peter J., 74
- recognition, 106–107
- referred training, 96–97
- regulations, 43–44
- Reinventing Work Series* (Tom Peters), 74
- Reliability, Maintainability and Availability (RMA), 140
- remote networking, 171

- Request for Proposal (RFP), 153, 155  
 Request for Quotation (RFQ), 155  
 Research and Development (R&D), 176  
*Rethinking the Future* (Rowan Gibson, Alvin Toffler, and Heidi Toffler), 186  
 RFP, *See* Request for Proposal  
 RFQ (Request for Quotation), 155  
 risk, 64  
 “Risk Management” workshop, 57  
 RMA (Reliability, Maintainability and Availability), 140  
 RMS (Root Mean Square), 107  
 Rogers, Will, on improvement, 77  
 Root Mean Square (RMS), 107  
 rumor filters, 179
- salutations, 39  
 scholarships, 92  
 SEI, *See* Software Engineering Institute  
 self-assessment courses, 97  
 seminars, 57  
   for leadership/ethics, 38  
   for leading-edge ideas, 186  
   for skills development, 65, 74–75  
   for training, 98–99  
   Web sites for, 96  
*The 7 Habits of Highly Effective People* (Stephen R. Covey), 56  
 Shipley Associates, 65  
 Situational Leadership (SL), 105–106  
 skill set(s), 45–76, 79–88, 111–161  
   acquiring, 35–36  
   advanced, 51–58  
   applying your, 185–187  
   basic, 47–51  
   categories of, 26–27  
   and certifications, 101  
   company/customer/industry, 41–44  
   expert, 58–66  
   for intermediate projects, 120–125  
   for international programs, 146–153  
   for large projects, 125–130  
   for large-scale projects/programs, 153–161  
   personal, 37–41  
   preparatory, 37–44  
   principal-level, 70–76  
   for programs, 130–141  
   and project/program categories, 111–116  
   for projects and programs, 30–32  
   for small projects, 112, 116–120  
   specialty, 66–70  
   taxonomy of, 46–47  
   for virtual projects, 141–146  
 SL, *See* Situational Leadership  
 small projects, 28, 112, 116–120  
 soft skills, 8, 31, 46, 64  
 Software Engineering Institute (SEI), 21, 41, 43  
 Southard, Samuel, 38  
 Specialist Skill Set, 27, 66–70, 79, 86, 88, 111  
 Specialty Skill Set, 31  
 spreadsheets, 56  
 standards, 43–44  
*Strategic Planning* (Harold Kerzner and Peter J. Rea), 74  
*The Strategy-Focused Organization* (Robert S. Kaplan and David P. Norton), 74, 186  
 student loans, 92  
 success formula, xii, 10  
*Successful Proposal Strategies for Small Business* (Robert Frey), 64
- Targeted Selection Process, 180  
 teams, 57, 64, 70, 180–181  
 team training, 65  
 technical skills, 7–8  
 technical tool, 142  
 technical virtual projects, 25n.  
 terminology, 26–34  
*There’s No Such Thing As “Business” Ethics* (John Maxwell), 38  
*The Third Wave* (Alvin Toffler), 74  
 time commitment (for school), 91–92  
 Toastmasters International, 40  
 Toffler, Alvin, 74, 186  
 Toffler, Heidi, 186  
 training, 35, 65, 96–98  
 training department, 40
- Underwriter’s Laboratory (UL), 41, 43  
 United Kingdom, 15–16, 25  
 universities, 91
- Verma, Vijay, 64  
 virtual projects and programs, 23–24, 25n., 29, 141–146  
 virtual teams, 70  
 visual aids, 40
- Who Moved My Cheese?* (Spencer Johnson), 64  
 “Writing Commercial Proposals” seminar, 65