



Project Management Newsletter

Industry

Issue 6
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This Issue

Discussion Topic:

The art of buying time to find and fix problems in a Red Project is a trait a Project Manager must adopt quickly. They must pinpoint issues within their team, management and the customer and diplomatically propose solutions that may be outside their scope of authority. To do this the Project Manager must become a Lobbyist, enlisting help to pave the path toward success. This edition will discuss some techniques to make this possible.

Case Study:

In addition, a case study on representing customer induced scope creep in an objective graphical format will be presented.

Book Synopsys:

Critical Chain, Eliyahu Goldratt a business novel on applying the Theory of Constraints to Project Management.

Next Issue

Discussion Topic:

Red Project Management Part 4: Using a consultant to fix a Red Project. The pros and cons of using a "hired gun" to correct the problems with a project will be discussed. This article will provide a list of attributes to look for and how to get the most from the consultant.

Tools/Templates:

A discussion on usage, function and benefits of using a Word document template for all documents in a project, descriptions of the content and best practices for use.

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Red Projects

Projects that are either significantly behind schedule, over budget or both are referred to as Red Projects. In the past two issues of this newsletter we have discussed the actions a Project Manager should take when trying to get a Red Project back on track. February's issue discussed the first few days of being assigned to the project and the March issue discussed some of the basic proc-

esses that are often missing, contributing to the failure of a project.

This issue will discuss specific communication techniques that a Project Manager should use to get management buy-in and repair the perception of the team, the project and the Project Manager. Again, the focus is on communication, a significant problem in any project.

Part 3: The Project Lobbyist

As mentioned in [Part 1](#), communication problems are the single most important factor contributing to red projects. The Project Manager must act as a facilitator to assure good communications. In this respect, they are responsible for:

- Scheduling regular status meetings with stakeholders to update them on the progress of the project.
- Facilitating communication within the project team as well as, with management and the customer.
- Setting guidelines for the types of communication each functional group in the project has with the customer.
- Providing "fighter cover" to give individual team members relief from outside disturbances, namely requests directly from management or the customer.

There are two groups of people the Project Manager must work between. The first is the conglomerate of management; the project's direct management and its customer. The people the Project Manager must face outward from the project.

The second is the project team; the people doing the work that report directly or indirectly to the Project Manager.

Understanding the Players

Besides taking care of the project team and trying to determine what needs to be fixed, a Recovery Manager (a Pro-

ject Manager fixing a Red Project) must understand the expectations of the stakeholders and how to persuade them to support his or her position. The Recovery Manager needs to understand which stakeholders will support or refute a plan, which ones need the most explanation, which are the skeptics, the friend and the foe. The Recovery Manager needs to accurately anticipate the amount of effort required to get acceptance for the fixes he or she is about to propose.

Early stages of the recovery process may have little "progress" to report—there may be a significant amount of discovery happening. Management, however, wants to hear that the burn rates are down and that schedules have been brought in. Initial meetings will consist of reporting on procedures and processes that have been put into place in order to remedy the situation. Customers (maybe even management) may not understand, or want, that.

In actuality, things may continue to worsen. For instance, burn rates may initially increase in the rush to find and solve problems and schedules may be very unrealistic. There may be significant education required to make sure they understand the issues and what is required to fix them.

The basic processes that are put into place in the early stages of fixing a red project will significantly affect the management teams—the steering committee,

the executive committee, the PMO or IT management. In other words, many managers above the project will be affected or be held accountable; even though they may not have been in the past. For example, a Change Management process will highlight the number and frequency of changes, meeting minutes will hold people accountable and thorough estimation processes will draw attention to the real cost and schedule impact of a change. This is bound to make stakeholders anxious. Management or the customer may like the previous loose structure allowing them to pull the project in various directions with little accountability.

Changes are going to affect everyone, not just the project team. So, just as the Recovery Manager needs to learn how to work with the team members, he or she must meet with each stakeholder and talk "politics" about the project in order to understand their position. This was outlined in [Part 1](#) of this series as one of the early steps in the recovery.

Since Recovery Managers do not have the same hierarchical advantage over stakeholders as they do with their team, they must learn how to persuade each stakeholder to be an advocate for the Recovery Manager's cause.

Therefore, prior to implementing new processes or fixes the Recovery Manager needs to start lobbying the stakeholders and use the information gleaned in the initial interviews to help tailor the presentation to accommodate each member. Just as in prior meetings, the Recovery Manager should meet with each stakeholder privately in a one-on-one session to discuss the upcoming change. The goal is to explain the anticipated impact, obtain support and understand any objections. In summary, the task is to "size up" the stakeholders and figure out how to get the support needed. At first, this may require meeting with each member, but shortly it will be obvious who is critical in achieving a successful implementation. Lobbying these key members prior to meetings will improve the chances for success.

Although the one-on-one meetings take a significant amount of time, the value of the discussion with one person over a group is immeasurable. In a group meeting there can be a "feeding frenzy"; in a private meeting this should not be the case. It may take a couple of meetings with each individual to understand their position and interest, but as time goes on these meetings will become fewer or be replaced with phone calls. These meetings should never be replaced with e-mails. The most critical aspect of this meeting is to understand the other person's reaction and not allow them to form their own interpretation of what the presentation is going to say.

Highlights

- Understand the stakeholders and their concerns.
- Meet with them one-on-one to lobby support for the change.
- Determine the stakeholders that are most critical to the success of each proposed change.

Status Meetings

Regularly scheduled status meetings can be a burden, but they are essential to success. In the process of correcting an errant project, the Recovery Manager must coordinate and

drive these meetings. Management will want to know everything that is being done to make things right. By driving the status meetings, the Recovery Manager will be able to supply management with the data they require, in a manner that is advantageous to the project. Failure to drive these meetings often results in the perception that the Recovery Manager does not appreciate the magnitude of the problem.

If regular status meetings are already part of the project reporting structure, they should be reviewed for their effectiveness. The meeting should be reevaluated and changes made to make it more pertinent. A few common failures of status meetings are:

- Key decision makers do not attend.
- Agendas are not reviewed, distributed or followed. If there is a static agenda for the meeting it may be too generic or irrelevant.
- Items that are no longer relevant are being reported on and do not show the problems AND progress of the project.
- Action Items are not captured, assigned and tracked.

The Recovery Manager and chairperson, if appropriate, should work together to create a meaningful and appropriately attended meeting. If key decision makers are missing they should be made aware that decisions will be made in their absence and their lack of objection will be considered approval. If key decision makers continue to disregard meetings, the issue should be escalated.

After the Recovery Manager has an understanding of the views of the people that will attend the meeting, the agenda and contents should be reviewed with the chairperson or their equivalent. This should be done in person. This person's input should be captured and changes made accordingly. This will minimize the surprises and help build trust. The chairperson should also be able to supply insight on how to approach "sensitive" issues with other meeting attendees. They may even have a conversation with other members prior to the meeting to get them into the right mindset.

If absolutely necessary, these pre-meetings may be handled by phone. But the presentation material should not be sent until the beginning of the call (no sooner). If the presentation is sent to meeting attendees prior to the meeting, you run the risk of attendees reading results into the presentation, that do not exist.

Preparing properly turns status meetings into a review of known status. It creates an environment with few surprises,

eCameron, Inc. has significant experience managing and correcting projects that have run into trouble. This gives us the ability to assist companies in averting the problems at the beginning of a project and correcting projects that are not meeting their goals. For more information please contact:

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fewer disagreements and a high likelihood of achieving the desired goal. It will also show the competence of the Recovery Manager and support the perception that he or she is taking control. This is the first step in reducing the need for meetings.

This extra work early in the recovery process will have a very quick payback.

Highlights

- The Recovery Manager should drive the agenda of the status meetings.
- Ensure proper attendees or their authorized delegates.
- Prepare all attendees when decisions are required.
- Ensure the meeting points are relevant.

Break the Myths and Promote the Project and Team

If a project is in trouble, it is often assumed that the project is “bad” or “jinxed” or the project team is considered “unqualified” to do the job. The Recovery Manager is responsible for correcting both of these perceptions.

No project is “jinxed”; some projects simply have a set of conditions that make them difficult to manage. Usually this can be attributed to a set of circumstances that have not been encountered by management before and, therefore, they are unaware of how to handle them. The project team needs to identify these items and propose methods to get around them – new processes, risk/mitigation plans, etc. Processes should be implemented; risks should be logged, tracked and reported on and under performing team members quietly replaced. The Recovery Manager needs to break down the myths and superstitions about the project and replace them with facts.

In addition, the project and team must be realistically promoted. Although it is critical to report on the real project status, all too often status meetings report only what is going poorly. Reporting what is wrong is a necessity as long as two other items accompany it: 1) what is being done to fix it and 2) what has gone right on the project.

The latter is very important and too often overlooked. The team's hard work and accomplishments need to be recognized and reviewed with the management team even though a solution may only be a temporary fix.

An example might better illustrate this. A project has been having significant difficulty deploying the product, and the fix for the deployment issue will not be ready for the upcoming release. But improvements in the team's ability to better respond to a deployment failure as a stopgap *has* been implemented. Explaining to management and the customer that this is a temporary solution will reduce confusion on its purpose and be perceived as a positive step forward.

Highlights

- Promote the project and the team
- Deal only with facts and remove the myths.

Group Communication

The aforementioned steps are primarily “outward” facing from the project, but the same must be done with the team. At least once a week, the Recovery Manager should be available to team members in an unstructured environment. This should be in the form of walking around to the team's work area or, for dispersed teams, telephoning or using a tool like an instant messenger. This needs to be done at a convenient time for the team member, not the Recovery Manager. It should be unstructured so that people do not feel there is an agenda or any preparation required. It should be impromptu.

The Recovery Manager's role is to listen, prompt for questions, ask for clarification and mention team accomplishments; otherwise he or she should only talk when answering a question. The Recovery Manager should take notes; few things make a person feel better than feeling what they say is worth writing down. On any subject that is left open, follow up is required. Each team member must understand that he or she is a valued team member. Often startling facts can be gleaned in this process. Subjects can be mentioned that the person does not think would be an issue. The key is to listen.

Just as with management, the Recovery Manager needs to prepare the team for changes that may be unpopular. As mentioned in the last issue, implementation of a Meeting Minutes process often meets with significant resistance from the team. This is due to the fact that it entails a lot of work and the benefits come much later. Working with the team members and explaining the reasons, the benefits and examples of where it could have helped in the past may ease the resistance and improve the reception to the idea. Discussing this individually, and as a group, will allow the team members to express their concerns and will provide very useful information about the individuals.

Good news is important. The team must hear the successes. The Recovery Manager cannot assume that all members know the successes of the team. Compliments made by management need to be passed on to the team (best if by management themselves, say, in the form of a group meeting or an e-mail). Moral is important, good news and compliments are critical in building it.

Highlights

- Weekly communication with each member.
- Listen, take notes.
- Close all open issues.
- Enumerate successes

Communication Guidelines

Channels of communication, and the information that goes through them, are very important. Information is power, but misuse of power (i.e. hoarding information) is destructive. The Recovery Manager must control information flow but cannot obstruct it. He or she must educate each team member on what is important to funnel through the Recovery Manager. Meeting minutes will help this process since it al-

lows the Recovery Manager to see occasions where team members make commitments. The Recovery Manager can then correct the situation.

The utmost care should be taken to ensure that no one is "blind sided". Often it is thought that one's superiors are all that one needs to be worried about, but subordinates dislike being blind sided just as much. The Recovery Manager, through properly working his or her team, can minimize the chances of this happening by setting up guidelines for the team on communication. This does not mean shutting down communication to only the Recovery Manager, but rather selectively funneling information through them. The Recovery Manager should work closely with the team to develop workable guidelines that minimize his or her involvement but control the news to the customer and stop potential scope creep going directly to the developers.

The team must understand the power of information and how properly channeling that information can be very beneficial to them. The most innocent of comments can have serious repercussions on the project. The team needs to be educated on scope and critical issues so they do not inadvertently commit to increased scope. Here the Recovery Manager may start to find some issues that need to be addressed. As mentioned above, information is power and some team members may not want to hand over those reins.

It is important to stress to the team that part of the Recovery Manager's responsibility is to provide "fighter cover" - keep

managers and customers from interfering with the daily activities of the team. The Recovery Manager must deflect external pressure away from individual team members. Often management or the customer knows how to sneak in changes by going directly to team members. The Recovery Manager needs to shut down these channels and unconditionally support the team. One of the best ways to do that is to channel all communication from management or the customer through the Recovery Manager. This can be a burden, but may be required in the initial phases of recovery.

Highlights

- Control, don't inhibit communication
- Explain the need.
- Ensure everyone knows scope and "hot issues"

A troubled project often requires a lot of changes. Unfavorable tasks (disciplinary, scope reduction, cancellation, etc.) may have long-term effects on both the project and the project team members. For this reason, some team members who have been working on the project for an extended period of time may find it difficult to understand the need for some of these changes. Part four will discuss the role and benefits of an outsider in correcting a troubled project.

Case Study: Scope Creep

The following is a case study on presenting scope creep to senior management. The history prior to this point was that the team felt the project was started hastily and proper definition of requirements, analysis of cost and risk were not completed prior to management giving the go-ahead. The project was missing milestones and a new Project Manager was assigned.

The new Project Manager's first order of business was to determine the actual cost and deliverables of what he inherited. In this process, he estimated the project would be 15% over budget at completion. The major issue, that had to be dealt with immediately, was that one component, Spec-Maker, was over budget. This component constituted 47% of the projected overrun. The remaining overrun was comprised of numerous smaller items and each had a low risk mitigation plan to correct its condition. Controlling the cost overrun of Spec-Maker was not resolved.

The team told the Project Manager that the offending component was in trouble because of new requirements coming from the customer. Unfortunately, the customer was an active member of the Executive Committee and his yearly bonus was based on the success of this component. The Solution Architect had exhausted all means of curtailing changes with the customer and being heavy-handed with the executive on the scope creep would be futile.

Since there were many problems to be presented to the Executive Committee, it would be difficult to keep them focused on "unsolved" problems. The Project Manager would first

need to assure the executives that the majority of the cost overrun was handled and give them mitigation plans for each item. After ensuring they accepted these solutions, he would then have to turn their focus to Spec-Maker.

But first the Project Manager had to understand how and why there was the large overrun on this component. The short-term plan was to:

- Find the problem, or problems, that caused the overrun (at this point assumed to be scope creep),
- Develop a plan to fix the problems,
- Convince the Executive Committee that the problems found were the actual problems,
- Enlist their help in fixing the problem.

The Project Manager assembled the core team and discussed the component. The team succeeded in convincing the Project Manager that this was classic scope creep and had a series of documents to prove it. The following constraints were seen for the executive presentation:

- There were too many documents to construct a complete thread, only three key documents would be referenced; otherwise the convoluted to describe the drift would detract from the point.
- The presentation format needed to show growth without the need to read any of the design documents. Ideally a bar graph, as shown in Figure 2, would illustrate this.

- The executive owner was very detail oriented, so exceptions needed to be accurate and well documented with cross references for quick and accurate rebuttal to the executive's comments.
- Colors should be used to show requirements that had been added or changed. (No one is known to be colorblind.)

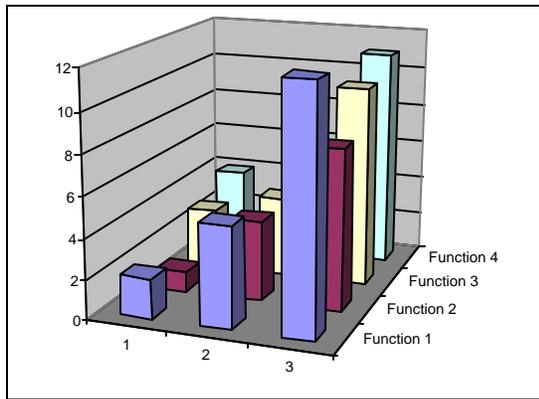


Figure 2 - Scope Graph

The Project Manager used each of the three primary documents, extracted the requirements and entered them in a spreadsheet. The documents had been written over a nine-month timeframe. He worked with the design team and determined the evolution of the requirements and understood the work required to do each one. It was decided that the executive was the person that would need to be made aware of the issue, understand the impact to the deliverable and make the decisions to trim back the scope. The problem was to present this without taking the executive through a series of requirements and design documents that were written for technicians.

Since a bar chart, as shown in Figure 2, was too general, the challenge was to formulate a good presentation vehicle. The Project Manager decided that the presentation format would be:

- A tabular format with a set of columns for each of the three key documents.
- Each requirement in each document would have three data elements presented: the requirement, a document page reference and a red/green indicator to show it was the same as the document on the left (green) or different/new (red).
- Any wording that was added or changed in the requirement was colored red and deleted text was struck through and colored red.
- Requirements were grouped by functional area of the system; each functional area would start on the same row.

This method resulted in a table that provided details that could be analyzed, showed summary of growth by functional area and, even from a distance, showed growth in the component scope. Figure 1 is the actual table generated. It shows large blocks of requirements being added, where none existed in previous documents – an increasing flood of



Figure 1 - Scope Spreadsheet

red over green. The decision was to use printed material, instead of electronic, because this provided a complete and legible view of the document. The document was printed in large format (24" x 52") and was hung on the wall of the presentation room.

To maintain focus and ensure all subjects were covered, the following agenda was established for the meeting:

- Present the cost issues of the project,
- Present the recovery plan for the 53% not related to Spec-Maker,
- Gain acceptance of the plans covered to this point,
- Graphically present the requirements shift of Spec-Maker and the associated cost,
- Present a recovery plan.

The impact of the presentation was immediate and positive. As expected, the executive challenged the charge of scope expansion, but the embedded cross-references provided a strong, quick defense. The Executive Team remained focused and discussion on the areas that were under control was minimal. The desired result, a subsequent meeting to drive the scope back to the original document, was held later that day.

More case studies and presentation concepts are illustrated on the eCameron website at <http://www.ecaminc.com/Discussion/RmblCommMgmt.html>

Book Synopsys

Critical Chain

Goldratt's book *Critical Chain* is written as a novel, not like a project manager's how-to guide. This book is a story about a professor trying to attain his tenure at a university's business school. The plot is used to maintain interest in the subject and provide a real life feel to the book. It provides plenty of real-world examples. The plot of the novel is four-fold:

- A professor trying to become tenured,
- A business school's struggle to improve enrollment,
- A philosophy on teaching,
- Applying the Theory of Constraints to project management

The goal of the book is to show how to apply the Theory of Constraints to project management, but Goldratt makes it clear that educational systems must change to better accommodate the quickly changing world of business.

The book walks the reader through a series of steps to establish the principles for the discussion. It is written for someone with a modicum of project management background.

Goldratt starts by pointing out the problems inherent with establishing task time estimates. He then provides a primer on the Theory of Constraints and an example of its

implementation in a steel mill. With this foundation set, he proceeds to show how the Theory of Constraints can be applied to schedule generation, resources constraints and multiple projects.

Synopsis of *Critical Chain*

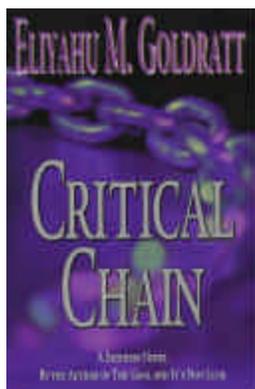
Scheduling Estimates

Goldratt claims that the current method of generating task time estimates is the primary reason for projects increased expense and their inability to finish on time. The commonly accepted principle is to add safety (aka: pad or slop) to generate a task time length that will essentially guarantee the step gets completed. He asserts that estimates for a task are based on individuals providing durations that they feel will give them an 80-90% chance of completing the step. These estimates are further padded by the individual's managers creating a length of time to complete a task that is excessive—as much as 200% of the actual time required. It is this excessive padding that has the opposite effect of guaranteeing the task will run full term or late. As counter intuitive as this seems, he provides examples of why this is the case. This predisposes the people on the project to consume the time estimate by:

- Triggering the "student syndrome" in the resource assigned to the task - they have more than enough time to do the task, therefore they start the task late using up all the safety.
- Encouraging multitasking. The safety is added knowing that the resource will not be able to focus on the task and hence encouraged to multitask on multiple projects at a time, which significantly impacts all projects.
- Not claiming early completion. In order to preserve the safety concept in future projects, resources do not report tasks completed early. Obviously, though, there is no way to hide a late completion.

Theory of Constraints Primer

The book presents a primer for Theory of Constraints. This is done in the form of a lecture by a professor who has recently returned from a sabbatical at a large conglomerate that uses the Theory of Constraints. The discussion focuses on the current methods of measuring success at a work center (cost and throughput) and shows how they are contradictory to the success of the production line as a whole.



Critical Chain

By: Eliyahu Goldratt

The North River Press, 1997

246 Pages

ISBN: 0884271536

The book enumerates the five principle steps of the Theory of Constraints:

1. **Identify.** Identify the bottleneck of the system.
2. **Exploit.** Exploit this bottleneck, making its throughput efficient by changing processes, equipment maintenance procedures, training, policies, etc.
3. **Subordinate:** Subordinate the throughput of all other work centers to this work center.
4. **Elevate.** Invest in this work center to increase its throughput - add equipment, manpower, etc.
5. **Inertia.** Start the process over on the line to determine the new bottleneck.

This philosophy keeps the cost and throughput models at odds with one another since the subordination process necessarily decreases efficiency. Hence, evaluation criteria for properly managing a work center must change to properly reward the organization's success.

The book points out this conflict with respect to an axiom in the Theory of Constraints that states that if two concepts are in direct conflict, then there is an assumption as part of those concepts that is incorrect.

Steel Mill Example

To illustrate, the book uses the example of a steel mill with significant production problems, excess inventory and cost issues. It methodically assigns all the issues of the plant to the method in which success of a work center is measured. The errant assumption is efficiency being measured by tons of steel per hour. The flaw in the measurement is that not all material takes the same length of time to produce and not all work centers have the same throughput. It concludes the sources of the problems for the steel mill are:

Issue	Causes
Yard inventory	Over producing product to minimize set-up impact, Producing excess high-throughput material Instead of sitting idle, produce un-needed product.
Raw material shortage	Over consumption of material to produce material in inventory

After subordination the key is to maintain a buffer of material in front of the bottleneck to ensure it never stops producing due to lack of material.

Basic Principles

After laying this groundwork, the book turns to applying this to Project Management. After declaring the constraint to be

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the schedule's critical path, the book maps out a set of terms. The result is:

Production term	Project term
Work center	Task
Product	Time
Pre-work center inventory	Work buffer from the feeding tasks of the critical path
Bottleneck work center	Bottleneck resource

It proposes a method of schedule generation where all tasks are estimated at a reasonable time for completion. This would be a time estimate that would give the resource a 50%-60% chance of completing the task on time. The theory being that one task may take less than its estimated time but another may take more - on the average evening out. Since there is no safety, the conditions above that cause misuse of time on the task do not exist.

Safety is not added to individual tasks. Safety is added to the project as a whole (at the end) or to the end of a sequence of tasks feeding the critical path.

Resources Influences

Using numerous analogies and examples, the concept of a resource buffer is introduced. This concept claims that one must ensure the resource bottleneck on the critical path is always busy and stays focused. They should be:

- Kept on task. In other words, minimize multitasking
- Be ready for the assignment; even if it means they are idle waiting for dependencies to complete.

The book introduces increasingly complex situations to remove the non-practical classroom approach until it reaches two common project situations:

- A bottleneck resource on the critical path and non-critical paths,
- Multiple projects contending for constrained resources,

The book emphasizes that the project manager has to understand that he or she is not working with absolutes. Therefore, resolution of these issues is also not absolute. The time estimates are just that - *estimates* - they cannot be treated as absolute times. This is essential for the following two points.

Resource Constraints

An example is given of a project with a single bottlenecked resource on multiple paths. Since this resource is over utilized on multiple paths its tasks need to be considered when determining the project duration. This results in the introduction of the term *critical chain* - the aggregate of the critical path and the constrained resources leveled tasks.

Multiple Projects

Projects are going to use common resources. Organizations need to accommodate parallel projects while staying inside the Theory of Constraints concepts. This requires developing a prioritization scheme for the resource to determine the correct order to do work (i.e. due date of the project). As before, once the scheme has been developed, the resource

needs to be focused (not multitasking) on completing the task by the due date.

Cost of Money

The book closes by introducing a concept for a method of determining which projects should be selected for execution. It is based on looking at the investment in each project in terms of money-days. A "money-day" is the product of the investment in the project and its duration.

Summary

Goldratt's book *Critical Chain* is an excellent introduction to Critical Chain Theory. It is well written and the dialog, which

is presented in an educational setting, makes the subject flow well. My only criticism would be the drama surrounding the main character's personal life. This though is minimal.

(This article was the source for the Wikipedia entry on the book Critical Chain. It may be found at:

[http://en.wikipedia.org/wiki/Critical_Chain_\(book\)](http://en.wikipedia.org/wiki/Critical_Chain_(book))

Plans with Major Consequences

"Their staff officers, trained at maneuvers and at war college desks to supply the correct solution for any given set of circumstances, were expected to cope with the unexpected. Against that elusive, that mocking and perilous quantity, every precaution had been taken except one – flexibility." – In reference to the German Schlieffin Plan

"Translated into military terms Bergson's élan vital became the doctrine of the offensive. In proportion as a defensive gave way to an offensive strategy, the attention paid to the Belgian frontier gradually gave way in favor of a progressive shift of gravity eastward toward the point where a French offensive could be launched to break through to the Rhine. ... While French history and development after the turn of the century fixed her mind on the offensive, her geography still required a strategy of defensive." – In reference to the French Plan 17

After many years of military planning and numerous warnings that their plans were incomplete, both countries, Germany and France, ended up in a war that did not match their assumptions of a short conflict. These plans turned a three to four month "project" into a four-year world war if consequences that would change the world. Plans need to be flexible and objective. History is rife with examples of incomplete plans that in hindsight make us wonder why they were developed.

The Guns of August, Barbara Tuchman, Random House 1962, Pages 43, 48 and 51, resp.

Resources and Templates

eCameron's website contains a large variety of reference materials on Project Management subjects. These include templates, processes and further discussions on a variety of topics. Please feel free to browse our site at <http://www.ecaminc.com>

Or contact: Todd C. Williams, Phone: 1.360.834.7361 e-mail: todd.williams@ecaminc.com

Subject	Description	Format	Location
Templates Homepage	Home page for the items listed below	Various	http://www.ecaminc.com/Templates/Templates.html
Change Management Process	A complete Change Management process document.	Word	http://www.ecaminc.com/Templates/CRProcessWord.html
Change Log Template	An Excel template for a change log.	Excel	http://www.ecaminc.com/Templates/CRLogXL.html
Change Request Template	A Word template change request form.	Word	http://www.ecaminc.com/Templates/CRFormWordDot.html
Estimation Template	An Excel template for estimating project changes.	Excel	http://www.ecaminc.com/Templates/EstimateXL.html
Executive Presentation Material	Various presentation ideas and templates for concisely expressing complex data to executives.	Power-Point	http://www.ecaminc.com/Templates/ExecSummary.html
Generic Project Document Template	General project template to be used for specification and other control documents.	Word	http://www.ecaminc.com/Templates/ProjectDocDot.html
Meeting Minutes Template	A Word template for Meeting Minutes.	Word	http://www.ecaminc.com/Templates/MinutesWordDot.html
Risk Tool	A risk probability accumulator. Aggregates risk into a project level impact.	Excel	http://www.ecaminc.com/Templates/RiskToolXL.html
Time Reporting	Excel template for tracking time reporting	Excel	http://www.ecaminc.com/Templates/TimesheetXL.html
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