

## GLOSSARY

### Module 1: Project Monitoring, Analytics, and Control

- **Active control:** A focused form of project control that involves the following: 1) controlling what you can by making sure you understand what's important, taking meaningful measurements, and building an effective team focused on project success; and 2) adapting to what you can't control through early detection and proactive intervention
- **Compliance program:** A formalized program designed to ensure that an organization and its employees adhere to government regulations, follow all other laws, and behave ethically
- **Controlling:** In the monitoring and controlling phase of project management, the process of making changes in response to data generated by monitoring tools and methods to avoid missing major milestones
- **Earned value management (EVM):** An effective method of measuring past project performance and predicting future performance by calculating variances between the planned value of a project at a particular point and the actual value
- **Informed intuition:** A combination of information and instinctive understanding. You develop informed intuition through experience and by constantly learning about your individual projects, your teammates, your organization, and your industry
- **Key performance indicator (KPI):** A metric associated with a specific target (Gonzalez)
- **Linearity bias**—A cognitive bias that causes people to perceive direct, linear relationships between things that actually have more complex connections
- **Managing by walking around**—A management style that emphasizes unplanned encounters with team members, and spontaneous, informal reviews of equipment and ongoing work
- **Monitoring:** In the monitoring and controlling phase of project management, the process of collecting progress data and sharing it with the people who need to see it in a way that allows them to understand and respond to it
- **Monitoring and controlling:** The process of reconciling “projected performance stated in your planning documentation with your team’s actual performance” and making changes where necessary to get your project back on track (Peterman 2016). Monitoring and controlling occurs simultaneously with execution

### Module 2: Improving Project Performance - Project Reviews

- **Audit:** A deep investigation into any or all aspects of a project, with the aim of enabling stakeholders to make fully informed decisions about the project's future. An audit can provide a focused, objective review of part or all of a project
- **Audit report:** A report created at the end of an audit that typically contains an explanation of the context of the audit, including the overall focus or any important issues; an analysis of data,

interviews, and related research compiled during the audit; action-oriented recommendations; and, in some cases, lessons learned and possibly one or more supporting appendices

- **Change management:** “Minimizing resistance to organizational changes through the involvement of key players and stakeholders” (Business Dictionary n.d.)
- **Close-out meeting:** An opportunity to end a project the way you started it—by getting the team together. During this important event, the team should review what went well, what didn’t go well, and identify areas for improvement. All of this should be summarized in the final close-out report. A final close-out meeting with the customer is also essential. This allows the organization to formally complete the project and lay the groundwork for potential future work
- **Close-out report:** A final summary of project performance. It should include a summary of the project and deliverables; data on performance related to schedule, cost, and quality; a summary of the final product, service, or project and how it supports the organization’s business goals; risks encountered and how they were mitigated; and lessons learned
- **genchi genbutsu:** A key principle of the famously Lean Toyota Production System, which means “go and see for yourself.” In other words, if you really want to know what’s going on in a project, you need to actually go to where your team is working, and then watch and listen
- **Project audit/review:** An inquiry into any or all aspects of a project, with the goal of learning specific information about the project
- **Project closure:** According to most project management publications, the final phase of a project. However, in the broader, living order vision of a project’s life cycle, project closure often merely marks the end of one stage and the transition to another stage of the project’s overall life cycle—although exactly where your work falls in the project’s lifecycle depends on your perspective as to what constitutes “the project” in the first place
- **Recovery manager:** Term used by Todd C. Williams in *Rescue the Problem Project* to refer to a consultant brought in from the outside to audit a failing project, and, if possible, get it back on the path to success (17-19)
- **Strategic inflection point:** As defined by Andrew Grove, CEO of Intel from 1997 to 2005, “a time in the life of a business when its fundamentals are about to change. That change can mean an opportunity to rise to new heights. But it may just as likely signal the beginning of the end” (1999, 3). A strategic inflection point in an individual project is a time in the life of a project when its fundamentals are about to change
- **Project auditor:** The person responsible for leading an audit or review. Ideally, the project auditor is an outsider who is perceived by all project stakeholders to be fair and objective. He or she should have excellent listening skills and broad-base knowledge of the organization or industry

### Module 3: Critical Project Management Skill – Negotiation

- **Arbitration:** A dispute-resolution method in which the disputing parties agree to let a neutral third party make a final decision

- **Consensus building:** A “conflict-resolution process used mainly to settle complex, multiparty disputes” (Burgess and Spangler 2003)
- **Core concerns:** According to Roger Fisher and Daniel Shapiro, “human wants that are important to almost everyone in virtually every negotiation. They are often unspoken but are no less real than our tangible interests” (2005, 14). Fisher and Shapiro focus on the following five core concerns: appreciation, affiliation, autonomy, status, and role
- **Dispute resolution:** A “process for resolving differences between two or more parties or groups” (Business Dictionary n.d.)
- **Information-based bargaining:** An effective type of negotiation described by G. Richard Shell in his book *Bargaining for Advantage*, which focuses on “three main aspects of negotiation: solid planning and preparation before you start, careful listening so you can find out what the other side really wants, and attending to the ‘signals’ the other party sends through his or her conduct once bargaining gets under way” (Shell 2006, xviii-xix)
- **Mediation:** A dispute resolution process in which a neutral third party helps “disputants come to consensus on their own” (Program on Negotiation: Harvard Law School 2018)
- **Negotiation:** A discussion with the goal of reaching an agreement that is moderately satisfying to both parties. Nobody gets everything they want in a successful negotiation, but everybody gets something. Perhaps most importantly, a wisely conducted negotiation ensures that the parties can continue to work together in the future
- **Positional bargaining:** An inefficient form of negotiation in which opposing parties take up positions and defend them, making only small concessions when forced to do so

#### Module 4: Personal and Organizational Project Management Growth

- **Capability Maturity Model (CMM)**—The first widely used maturity model, developed in the software industry in the late 1980’s by the Software Engineering Institute (SEI) at Carnegie Mellon University and the United States Department of Defense
- **Knowledge management:** The “planning, organizing, motivating, and controlling of people, processes, and systems in the organization to ensure that its knowledge-related assets are improved and effectively employed” (King 2009)
- **Learning:** “Increasing one’s capacity to take effective action” (Kim 1993)
- **Learning organization:** According to David A. Garvin, “an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights” (1993)
- **Mindfulness:** A state of nonjudgmental awareness
- **Organizational learning:** The process of retaining, storing, and sharing knowledge within an organization. More than merely the sum of the knowledge of all the members of the organization, achieving organizational knowledge “requires systematic integration and collective

interpretation of new knowledge that leads to collective action and involves risk taking as experimentation” (Business Dictionary)

- **Organizational Project Management Maturity Model (OPM3):** The most widely recognized maturity model, developed by the Project Management Institute. The OPM3 is designed to help an organization support its organizational strategy from the project level on up through the portfolio and program levels
- **Project management maturity:** The “progressive development of an enterprise-wide project management approach, methodology, strategy, and decision-making process. The appropriate level of maturity will vary for each organization based on its specific goals, strategies, resource capabilities, scope, and needs” (PMSolutions 2012)
- **Project maturity model:** A set of developmental stages that can be used to evaluate an organization’s state of maturity in a particular domain

#### **Module 5: Putting All the Pieces Together**

- **Event-driven:** Term used to describe a project that unfolds in response to changing events
- **Intention-driven:** Term used to describe a project that unfolds according to the single-minded intention of the project manager
- **Internet of things (IoT):** The “system of interrelated computing devices, mechanical and digital machines, objects, animals or people that are provided with unique identifiers (UIDs) and the ability to transfer data over a network without requiring human-to-human or human-to-computer interaction” (TechTarget n.d.)
- **Professional development plan (PDP):** A document that describes 1) your current standing in your field, including a brutally honest assessment of your strengths and weaknesses; 2) your short- and long-term career goals; and 3) a plan for achieving your goals that includes specific deadlines