

Digitization Project Management

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Why focus on project management?

- Some key challenges with scientific, research, and digitization projects...
 - Scientists want to do less administration and more research
 - Project administration can be time consuming
 - Distracts the scientist from his/her main interest
 - Funding agencies desire accurate cost estimates and predictable outcomes

Why focus on project management?

- Scientific, research, and digitization projects can get into trouble...
 - Objectives are not well defined
 - Communication is inadequate
 - Trouble is diagnosed at vulnerable times
 - Cost overruns
 - The “near death” syndrome



There has to be a better way!

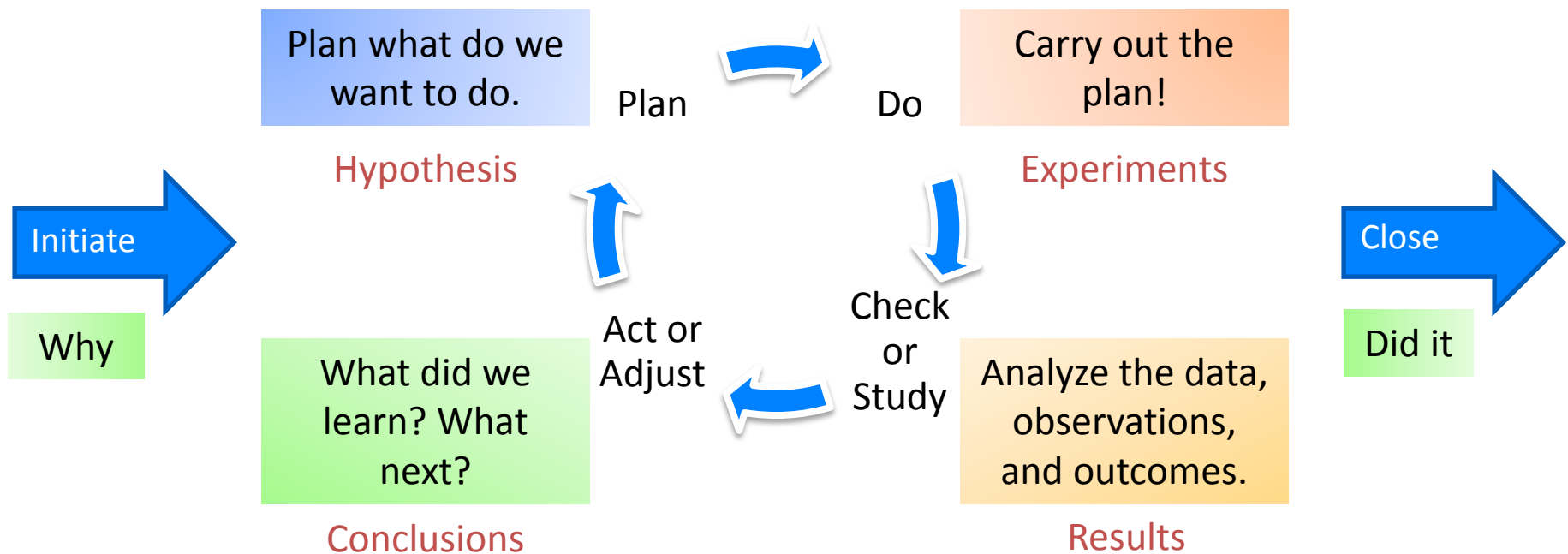
- Impart experience of scientists/managers to those in emerging projects
- Educate emerging scientists/managers in the basics of project management
- Emphasize value of leadership and teamwork



What is project management, anyway?

- The essence of project management:
 - Predictably meeting project requirements within established constraints
- It is a set of skills, methods , and processes to plan, organize, and manage a project from inception to successful completion
 - Provides structure that promotes success
 - Focuses on goals and outcomes
 - Promotes effective communication

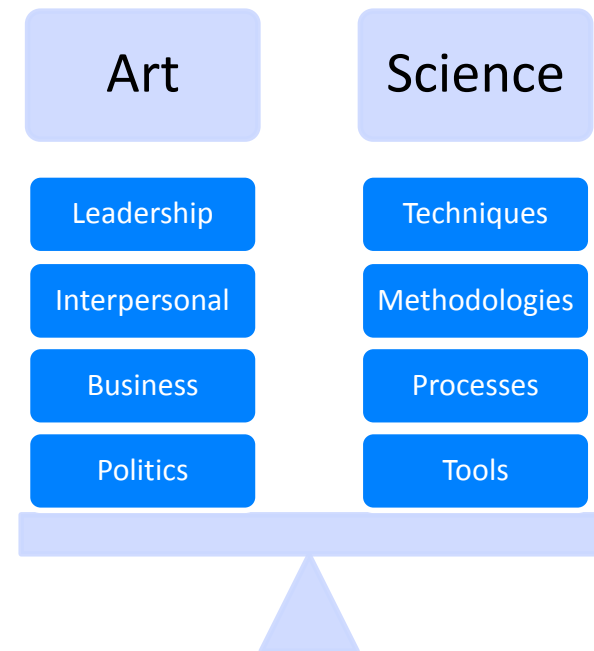
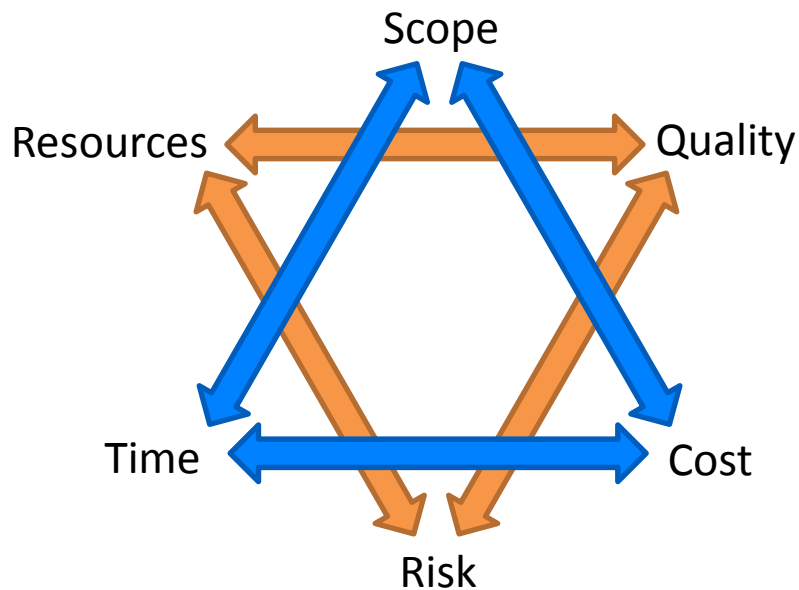
The project management cycle has its roots in the scientific method...



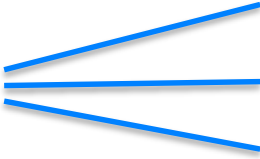

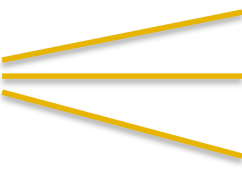

Walter Shewhart / W. Edwards Deming / PMI

Project managers strive for balance...

- We live in a world of limited resources and never enough time...
- Humans are always part of the equation...



Successful project managers must be...

- **Visionary** 
 - See the big picture
 - See both the forest and the trees
 - But, don't attempt to be omniscient
- **Reliable** 
 - Get things done
 - Say what you mean; mean what you say
- **Organized** 
 - Be pragmatic – what is essential vs. not?
 - Seek alternatives
 - Keep the ball rolling
- **Flexible** 
 - Adapt, overcome, improvise
 - Wear the right hat at the right time

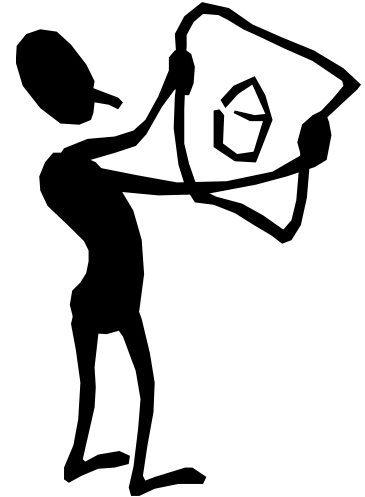
What are the secrets to success?

- **Initiation** is where you establish your scope of work. Lack of agreement or understanding will cause scope creep.
- **Planning** is where you gain a better understanding of what needs to get done and then communicate it to the team and stakeholders.
- **Closing** is when you have agreement from all stakeholders that the project is finished.



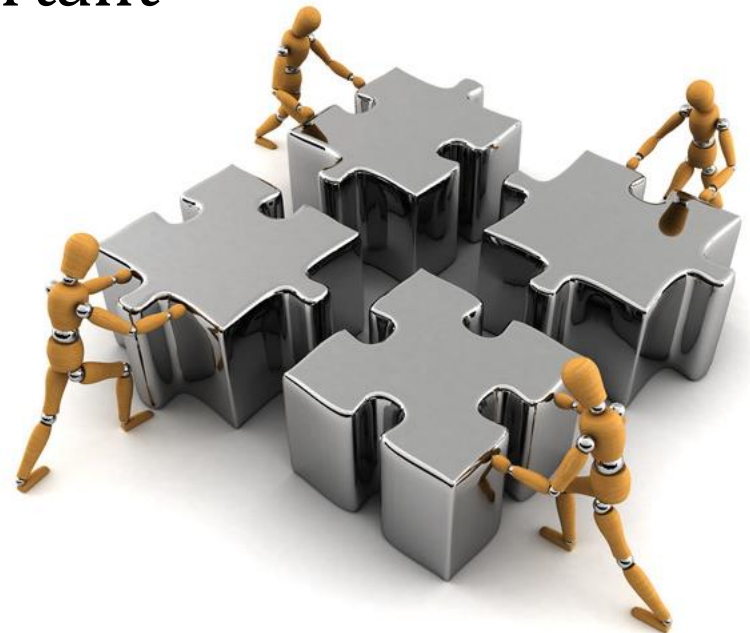
Planning is vital!

- Create a **workplan** as guide and map for your team:
 - **What** needs to be done?
 - **Who** is doing the work?
 - How much will the work cost (**budget**)?
 - When will the work be done (**schedule/milestones**)?
 - **How** the work will be done?
 - How will you manage **communications**?
 - How will you manage **risk**?
 - How will you manage **change**?
 - What **metrics** will you use to track **progress, quality, and scope**? How will you measure them?
 - What are the internal and external **dependencies**?



In summary...

- **Project management** focuses the team on goals and outcomes and provides a structure for success
- **Leadership** is always important
- The key is **flexibility**
- **Plan, plan, plan**
- Seek **balance**



Resources

- iDigBio's Project Management Resources: https://www.idigbio.org/wiki/index.php/Project_Management_Resources
- Project Management Institute: www.pmi.org
- DoIT Project Management Advisor: www.pma.doit.wisc.edu
- Improving the User Experience: www.usability.gov
- Project Science: www.projectscience.org

Thank you!

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