



"Practical Problem-Solving Advice for Publishers"

McHugh's Sixteen Tips on Project Management

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Serving as the Interim Publisher of the Project Management Institute taught me the value of project management techniques. These techniques pay rich dividends when used in a variety of publishing settings, from starting a new custom publishing service to creating a new periodical to purchasing and implementing a new software system. Important terms are in italic, which are defined in a glossary at the end of this paper. Your project will go smoothly if you keep in mind these 16 tips:

- Define the *scope* of the project.
- Define the *deliverables*.
- Secure project approval and support from top executives.
- Make adequate resources available.
- Appoint an experienced project-management leader and select team members.
- Identify team responsibilities and hold team members accountable.
- Write a detailed project plan that includes *milestones*.
- Build performance measurements into the plan.
- Schedule realistically.
- Identify risks and have a risk-management plan.
- Monitor *scope creep* (expansion of original scope of project).
- Implement a tracking mechanism to monitor progress and to measure deviation in schedule.
- Solicit topics from team members for future meetings.
- Prepare an agenda for each meeting and distribute the day before.
- Write and distribute the minutes from each meeting.
- Troubleshoot and revise the plan as internal circumstances change.

Deliverable [Output/Input]. Any unique and verifiable *product, result*, or capability to perform a *service* that must be produced to complete a process, phase, or project. Often used more narrowly in reference to an external *deliverable*, which is a deliverable that is subject to approval by the project sponsor or customer.

Milestone. A significant point or *event* in the *project*. See also *schedule milestone*.

Scope. The sum of the *products*, *services*, and *results* to be provided as a *project*

Scope Creep. Adding features and functionality (*project scope*) without addressing the effects on time, *costs*, and *resources*, or without *customer* approval.

Schedule Milestone. A significant *event* in the *project schedule*, such as an event restraining future work or marking the completion of a major *deliverable*. A schedule milestone has zero *duration*. Sometimes called a milestone *activity*. See also *milestone*.

Terms reprinted from *Glossary of Project Management Terms.*, (PMI Project Management Institute, Newtown Square, PA, 19073-3299) © 2017. <http://www.pmgloss.com/>

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