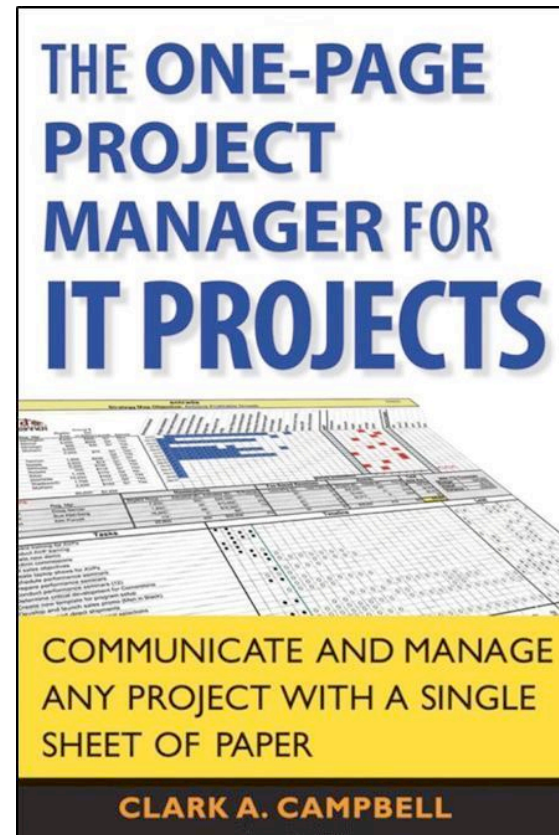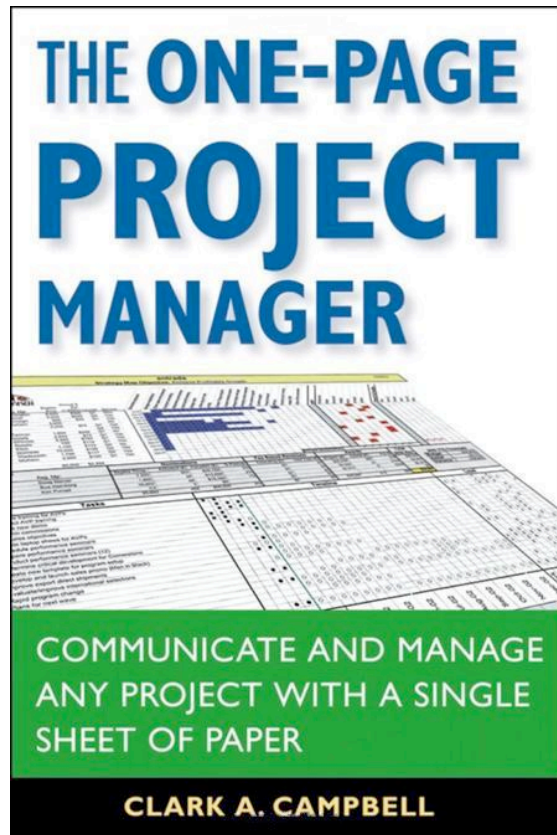# Exploring the One-Page Project Manager

Eric Stedfeld, NYU Libraries

DLF Fall Forum 2008

Providence, RI

November 14, 2008
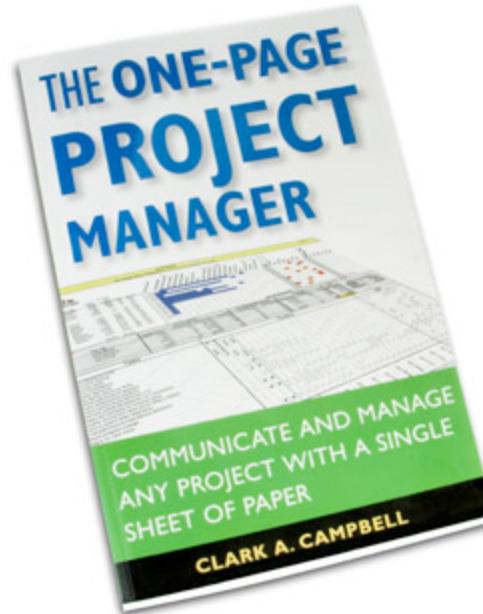
The One-Page Project Manager
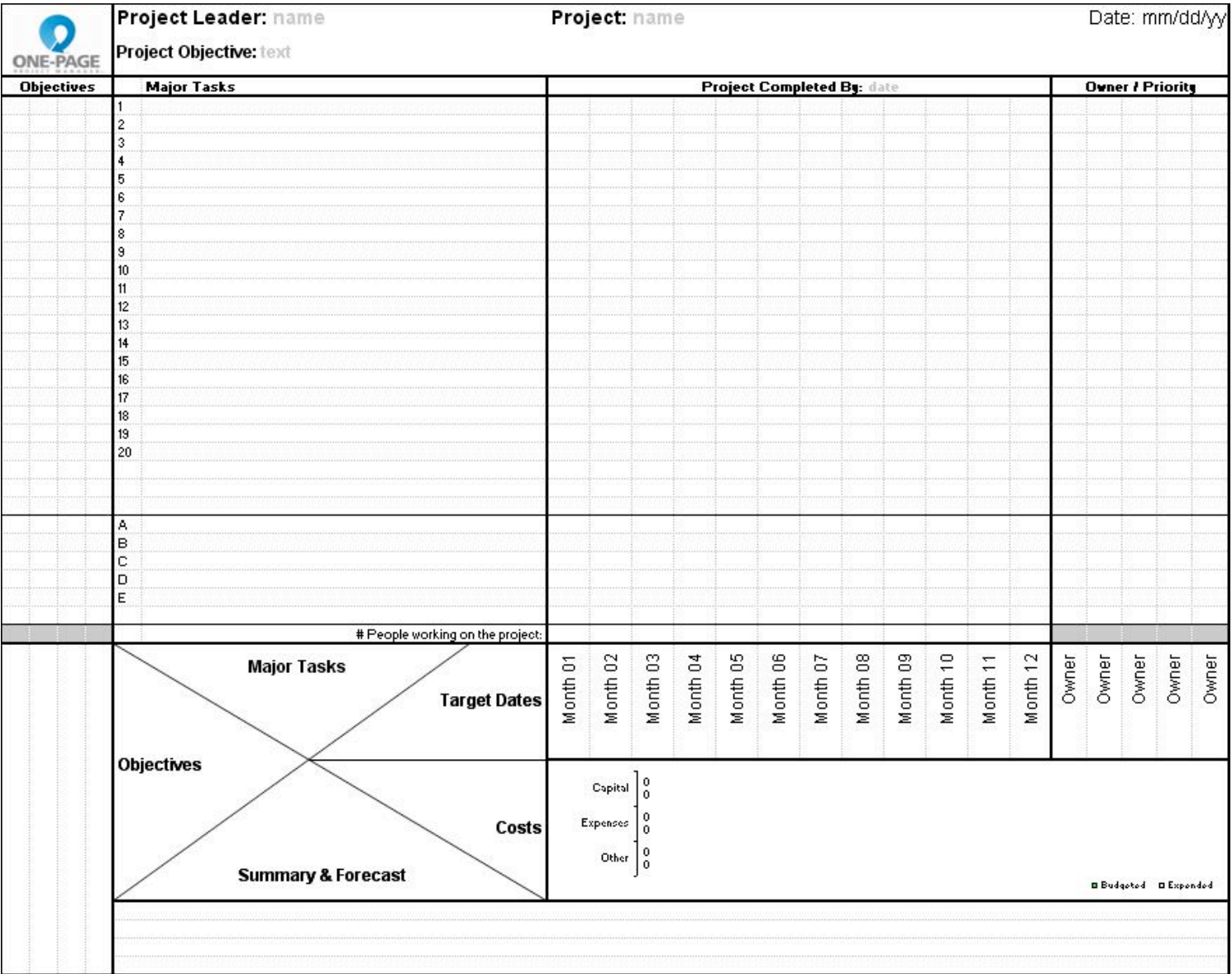

http://www.onepageprojectmanager.com/

The One-Page Project Manager

- How it Works
- Benefits
- Oddities
- Lessons

Project Leader: name   **Project:** name   Date: mm/dd/yy

Project Objective: text

Objectives	Major Tasks	Project Completed By: date	Owner / Priority
	1		
	2		
	3		
	4		
	5		
	6		
	7		
	8		
	9		
	10		
	11		
	12		
	13		
	14		
	15		
	16		
	17		
	18		
	19		
	20		
	A		
	B		
	C		
	D		
	E		

People working on the project:

Major Tasks

Target Dates

Objectives

Costs

Summary & Forecast

| Month 01 | Month 02 | Month 03 | Month 04 | Month 05 | Month 06 | Month 07 | Month 08 | Month 09 | Month 10 | Month 11 | Month 12 | Owner | Owner | Owner | Owner | Owner |

Capital 0 0

Expenses 0 0

Other 0 0
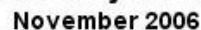
☐ Budgeted ☐ Expended

ONE-PAGE

Project Leader: Clark Campbell **Project: Automated Distribution Center (ADC)** Date: 03/31/95

Project Objective: Reengineer Distribution - 30% ROI

Objectives			#	Major Tasks	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Jul-95	Aug-95	Sep-95	Oct-95	Nov-95	Dec-95	Dennis	Wayne	Klaus	Dave
●			1	Award Contracts	●	●											A			
●			2	Site Demolition	●	●											A	B		
	○		3	System Software Design	●	●	●	○										B	A	B
	○		4	Computer Hardware Specifications	●	●	○												A	
		○	5	Workstation Design		●	●	●	○	○							B	C		A
○			6	Parking and Landscape					○	○	○	○					A			B
○			7	Footings and Foundations			●	●	○	○							A			
○			8	Columns and Beams				○	○	○							A			
○			9	Roof Cap					○	○	○						A			
○			10	Main Floor Finish						○	○	○	○				A	C		B
○			11	Exterior and Glass						○	○	○	○	○			A			B
	○		12	Computer Hardware Installed								○	○					B	A	C
○	○		13	Rack Installed							○	○					B	A		B
○	○		14	Automated Cranes Installed							○	○					B	A	B	B
○	○		15	Conveyors Installed							○	○	○				B	A	B	B
	○		16	Software Designed and Installed	●	●	●	○	○	○	○	○	○	○	○	○		B	A	B
		○	17	User Training									○	○	○	○		A	C	B
○			18	Mezzanine Floor Finish							○	○	○	○			A	B		B
		○	19	Work Station and Furniture	●	●	●	●	○	○	○	○	○	○			B	B		A
		○	20	Worker Transition										○				B		A
		○	21	Inventory Transfer										○	○			A	B	B
		○	22	Staffing		●			○				○	○	○			B		A
	○		A	Internal Software Operational;	🟩	🟩	🟩												A	B
	○		B	External Software Operational;	🟨	🟨	🟨											B	A	
	○		C	Integration Software Operational;														B	A	B
○	○	○	D	Full Consolidation Operational														B	A	B
○	○	○	E	Go Live On Time	🟩	🟩	🟩										A	A	A	A

Objectives column headers: **Building Complete**, **Systems Operational**, **People Deployed**

Major Tasks / Target Dates / Objectives / Costs / Summary & Forecast

Costs:
- Building $6.0 Million
- System $3.0 Million
- People $0.5 Million

The integration of new software with current systems is proving more complex than expected. The modest cost overruns are expected to be recovered.
Building change orders are being kept to a minimum. The transition team leaders have been identified and are now involved.
We continue on-track to meet our timing, budget, and ROI objectives.

ONE-PAGE

Mount Olympus Company
Corporate Projects for 2006
November 2006

Capabilities	Objectives	Capital (Actual)	Capital (Budget)	Expenses (Actual)	Expenses (Budget)	People	#	Corporate Projects	Status	Owners / Priority	PM
OE	R	-	-	-	-	12	1	Alpha	green	B B A B B B B B B B	CAC
OE	E	-	-	0	150	30	2	Beta	yellow	C B A	DFH
IN	S	-	-	1483	1525	17	3	Gamma	green	C B A	DFH
IN, OE	S, R	3	3	166	310	16	4	Epsilon	green	B B B A B	GP
OE	S	285	450	220	350	11	5	Zeta	red	B A B B B	JMV
OE	E, D	-	-	-	-	8	6	Eta	green	A B	STT
CC	S	166	0	132	-	56	7	Theta	green	A B	TBB
CC	S, D	-	-	-	-	1	8	Iota	red	A B	TBB
OE	R	-	-	-	-	18	9	Kappa	yellow	A C B C C C C C C C	SS
CC	S	-	-	-	-	12	10	Lambda	green	C B B C B B A	HH
OE	E, D	-	-	-	-	13	11	Mu	green	C B C A C	LTK
OE, CC	S, E, D	-	-	-	-	38	12	Nu	green	B B B B	SJ

Completed Projects

Capabilities	Objectives	Capital (Actual)	Capital (Budget)	Expenses (Actual)	Expenses (Budget)	People	#	Completed Projects	Status	Owners / Priority	PM
OE	S, R	350	500	65	75	85	1	Xi	green	B A B	KIG
CC	S	0	0	-	-	8	2	Omicron	yellow	A B	RSM
OE, CC	S, R	0	0	0	0	300	3	Pi	green	C B A C B B B B B	BLT
OE	S, R	275	217	-	10.2	15	4	Rho	green	B A B B	CAC

| Totals | | 1078 | 1169 | 2066 | 2420 | 640 | | | | | |

Legend (rows of the lower panel):
- Strategy Map: Innovation (IN), Operating Excellence (OE), Client Care (CC)
- Operating Plan: Sales Growth (S), Efficiency (E), Delivery (D), ROA (R)
- Actual Capital | Capital Budget | Actual Expenses | Expenses Budget
- # People Currently Working on the Project

Timeline months: January, February, March, April, May, June, July, August, September, October, November, December

Executive Team: BA, TB, CC, KJ, SK, JM, YN, HS, DS, TT

Diagram labels: Projects — Target Dates — Objectives — Costs — Summary & Forecast

Capital: 1,078 / 1,169
Expenses: 2,066 / 2,420

Summary & Forecast: Iota and Kappa continue to suffer from insufficient IT resources. Zeta remains stalled due to testing failures and scope expansion. New IT people have been hired and are now training to engage on both Iota and Kappa. Zeta remains deadlocked and seriously delayed.

ONE-PAGE PROJECT MANAGER

One-Page Project Manager – Benefits

- Accessible – popular book, free templates, Excel-based

- Adaptable – can be customized to local needs

- Concise – easy to maintain, distribute and understand, provides a "unifying discipline"

- Extensible – sub-projects have their own OPPM

- Effective – focus on what's important, avoid surprises
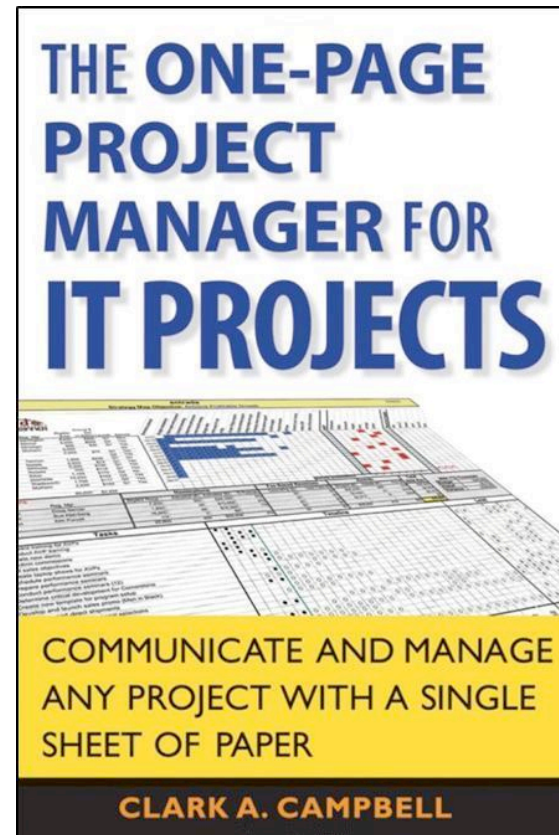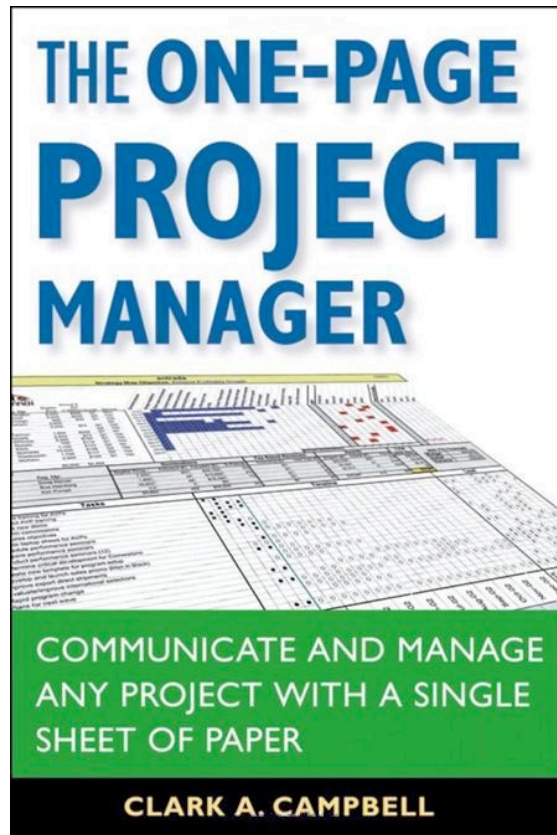
One-Page Project Manager – Oddities

- Layout takes some getting used to
- Excel is highly customized
- Better for high-level communicating than low-level detail management
- Examples are commercial/production oriented
- Too much customization reduces effectiveness
- "Shed a tear for the trees"

One-Page Project Manager – Lessons

- Principles can be applied to local tools
- Always have summation info up-to-date and ready when needed
- Keep lines of responsibility clear
- Strive for simplicity
- Be responsive to organization's felt needs
- Make standardized tools that people can actually use

The One-Page Project Manager

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