Hi, I’m Brett
I HAVE QUESTIONS.
Who came into their career straight out of university as a DPM (or is a student)?
Who holds the title “digital project manager” (or something similar)?

...for more than 5 years?
Who would consider themselves an **Accidental PM**?
YOU ARE NOT AN ACCIDENT!
A VERY BRIEF HISTORY OF THIS DPM
AGE: 5

CAREER GOAL: DOCTOR

SKILLS: ART, PLAY, ORGANIZING TOYS
AGE: 13
CAREER GOAL: DOCTOR
SKILLS: ART, READING, WRITING, SCHOOL TO-DO LISTS, ORGANIZING CDs
AGE: 21
CAREER GOAL: ???
SKILLS: ART, WRITING, SOCIALIZING, QUESTIONING EVERYTHING
AGE: 31-CURRENT
CAREER GOAL: DIGITAL PM
SKILLS: WRITING, PLANNING, LEARNING, SOCIALIZING
ORGANIZED. CURIOUS. COMFORTABLE BEING UNCOMFORTABLE. HELPFUL. COURAGEOUS. DETAIL ORIENTED. COMMUNICATOR.
YOU ARE NOT AN ACCIDENT!
WE’RE HERE BECAUSE WE ARE NEEDED
BUT DO THEY REALIZE IT?
“WHAT DO YOU DO?”
NON-INDUSTRY PERCEPTIONS
“Manages, coordinates, **executes and implements** the development and sometimes maintenance of digital projects such as websites.”

VANESSA BURK
EXECUTIVE CHEF
“So what kind of projects do you manage then?”
"YOU’RE FIRED!"

DONALD TRUMP
BUSINESSMAN, REALITY TV “STAR”
HAS PUBLICLY FIRED MANY PMS
“You help teams organize their work.”

SUSAN HARNED
(MY MOM)
THEY KINDA GET IT...
BUT THEY DON’T REALLY.
INDUSTRY PERCEPTIONS
“DPMs keep projects moving. They maintain a clear grasp of the big picture, while noticing (and addressing!) little issues before they turn into headaches. They’re experts at articulating what’s happening, who’s responsible for it, and when it needs to get done, so no one—team, clients, stakeholders—leaves a conversation unsure what they’re supposed to be doing.”

SARA WACHTER-BOETTCHER
CONTENT STRATEGIST
AUTHOR, CONTENT EVERYWHERE
@sarawb
“As far as I can tell project managers do nothing. But if they stopped doing it then I am pretty sure everything would fall apart. In some ways they are like oxygen. What they do is invisible and you take it for granted right up until the moment it isn’t there anymore.”

PAUL BOAG
UX CONSULTANT
AUTHOR, DIGITAL ADAPTATION
@boagworld
“Digital project managers are the stage managers of the Internet. They keep productions running smoothly, from the first rehearsal to the final bow. As the communications and organizational hub for all things creative and technical, they ensure that all disparate parts are working in unison, overseeing the cast and crew and pitching in when necessary. Without them, the director's vision would never become reality, and all of us would be out of work.”

WHITNEY HESS
EMPATHY COACH
CO-HOST, DESIGNING YOU
@whitneyhess
“A project manager captains the ship. Pilots the aircraft. Conducts the orchestra. Mans the torpedoes. Drives the bus. Alone they are nothing—but with the right process and team and resources—they are vital. They are everything.”

NANCY LYONS
CEO, CLOCKWORK
AUTHOR, INTERACTIVE PROJECT MANAGEMENT: PEOPLE, PROCESS, PIXELS
@nylons
“Project management is like sweeping up after the elephants, only less glamorous.”

JEFFREY ZELDMAN
FOUNDER, HAPPY COG, A LIST APART, A BOOK APART, AN EVENT APART
AUTHOR, DESIGNING WITH WEB STANDARDS
@zeldman
THEY GET IT…
BUT WE CAN DO BETTER.
WHAT IS OUR PLACE WITHIN THE GREATER PM COMMUNITY?
PMChat
@pmchat

We're talking Digital Project Management on #pmchat today! Is it really different? #dpm #pmot

9:21 AM - 21 Aug 2015
WUT?
Not sure when anyone said DPM is different. Maybe I am missing something. We've built a strong community in our industry though.

#pmchat

A8. DPM is only 4 years old. We have no standards across projects, but we are eager to learn and continue to grow the community.

#pmchat

No matter how you slice it, "DPM" is not going anywhere. You can embrace is or reject it. We're happy either way. #pmchat
WE’RE SOMEHOW RELATED.

BUT WE DON’T GET IT.

AND THAT IS OUR FAULT.
I WILL FIND ANSWERS
Project Management Timeline

- **2009**: Major PRINCE2 Revision by Office of Government Commerce (OGC)
- **2012**: 5th Edition of PMBOK Guide Released

**DPM!!!**

SOURCE: https://www.projectsmart.co.uk/brief-history-of-project-management.php
HOW DO WE MAKE OUR MARK?
WE NEED STANDARDS
5 DPM PRINCIPLES
WE THRIVE ON PROBLEMS BECAUSE WE KNOW WE CAN SOLVE THEM
WE BREAK PROCESSES TO MAKE NEW ONES
WE DON’T SIMPLY FOLLOW TEMPLATES.
WE ASK QUESTIONS.
WE SEEK ALTERNATIVE SOLUTIONS.
WE MAKE OUR OWN TEMPLATES IF WE NEED THEM.
STAKEHOLDER DECISION MATRIX

List all project stakeholders on this sheet. Some may appear on more than one list. This should include everyone from the Project Sponsor, PM, and highest levels of decision makers.

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<tr>
<th>Project Owner(s)/Core Group</th>
<th>Primary Stakeholders</th>
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Secondary Stakeholders

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Executive Stake

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SAMPLE STAKEHOLDER QUESTIONS

As a project manager, it's your job to set expectations and work with your team and clients to establish good communication patterns. A simple conversation can help you to wrangle the info you need to set everyone up for success.

Set some time aside with your main client and ask them some questions about process, organizational politics, and general risks. Doing so will not only convey that you have the experience to handle any type of difficult personalities or situations, it shows that you care about the project and want it to run smoothly. Here are some questions that could help you:

- Has your team discussed how you will gather feedback?
- Who is the final sign off? Or who owns the project?
- Is there a stakeholder we need to consider who is not on your list (a president, dean, the boss's spouse)?
- What is the project deadline? What are the factors or events that are calling for that date? (i.e. a meeting, an adherence, or event? Are the dates you've set in stone or not? Will the project team work around this or not?)
- Has this project been in the pipeline for other projects or are you doing it to support one?
- Does this project have any dependencies or requirements?
- Are the stakeholders ready or not?

Sample Deliverable On-boarding Sheet

**Deliverables:** Site HTML Wireframes (thumbnail to the left)

**Accessible at:** [URL]

**Goal:** To define site content hierarchy on home, landing, and detail pages. These are not intended to provide direction on graphic design or final content.

**Description:** The Agency delivered 8 wireframes with variations on each page. These variations helped the team make decisions on.

**Date of delivery:** January 4, 2014; Final approval on February 5, 2014

**History:** Our team revised this deliverable 3 times and presented it twice in person to the core team and the executive committee. Major points of feedback were about navigation order and representation of blog content on the home page. Arnold Stakeholder was the final approver of this deliverable.

**Impacts:** This deliverable details actions that are critical to the entire project. Changes to any details would affect graphic design, content, front-end and back-end development efforts, resulting in timeline and scope adjustments

**Current status:** Approved on <DATE>
WE MANAGE WITH OUR MINDS, NOT WITH TOOLS.
MULTILINGUAL COMMUNICATORS
WE SPEAK:
MARKETING, IT, FINANCE, LEGAL, DESIGN, UX, CONTENT STRATEGY, CODE, AND MORE
WE SPEAK WITH:

EXPERTISE. EMPATHY. CONSISTENCY.
WE CREATE ROUTINES:
STATUS. CHECK-INS. ONE-ON-ONES.
EMAIL. PHONE. SLACK. BASECAMP. MEETINGS.
WE LISTEN AND TAKE CUES FROM OUR TEAM AND CLIENTS
LOVEABLE HARDASSES
R-E-S-P-E-C-T
BUILD TRUST:
1. BE HONEST
2. BE RELIABLE
3. COMMUNICATE
4. ADMIT FAULT
WE ARE ACTIVE MEMBERS OF OUR TEAMS.
I’m not your secretary.
CONSUMMATE LEARNERS & TEACHERS
WE LEARN ON THE JOB
WE LEARN FROM ONE ANOTHER
BEYOND 40 HOURS: CONTINUOUS PM LEARNING

WRITTEN BY BRETT HARNED
WE TEACH SO WE CAN:

1. BUILD TRUST
2. GAIN PREDICTABILITY
3. TEST NEW IDEAS
4. COMMON UNDERSTANDING
TEACHING = WIN-WIN
PATHFINDERS
ACHIEVE SUCCESS WITH PRACTICAL APPLICATIONS OF DELIVERABLES, PROCESS, TOOLS & EXPERTISE.
BE CONFIDENT.
BE A LEADER.
MAKE WORK FUN.
WHERE WILL YOU TAKE US?
DIGITAL PROJECT MANAGERS OF THE WORLD UNITE
A VERY BRIEF EXERCISE
WE ARE...
AWESOME

#weareDPM
We are DPM

“How did I get here?”
COMING SOON:

TRAINING

A BOOK

Pathfinder

digital project management

pathfinderdpm.com @pathfinderdpm

Rosenfeld