



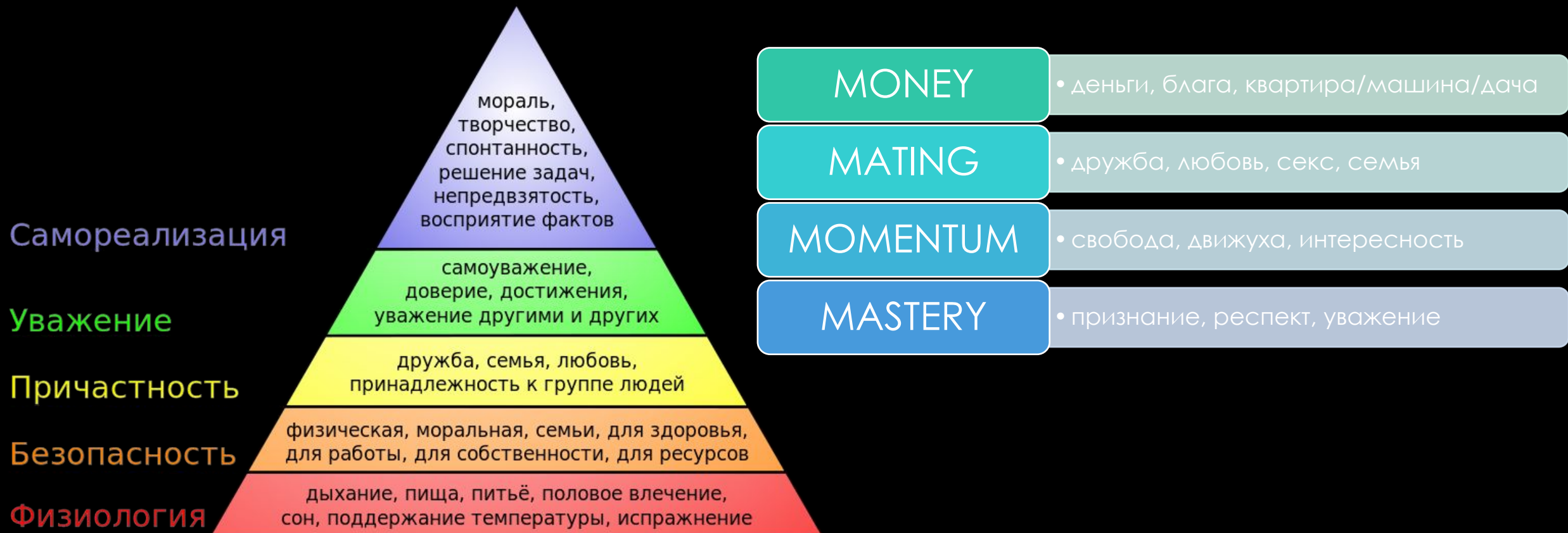
УПРАВЛЕНИЕ ПРОЕКТАМИ В ИТ

Дмитрий Береснев

ПРОСИТЕ ПРИВЕСТИ ПРИМЕР И
ОБЪЯСНИТЬ, ЗАЧЕМ



НУЖНО ЛИ МНЕ БЫТЬ МЕНЕДЖЕРОМ? ЗАЧЕМ МЕНЕДЖМЕНТ ФИЗТЕХУ?

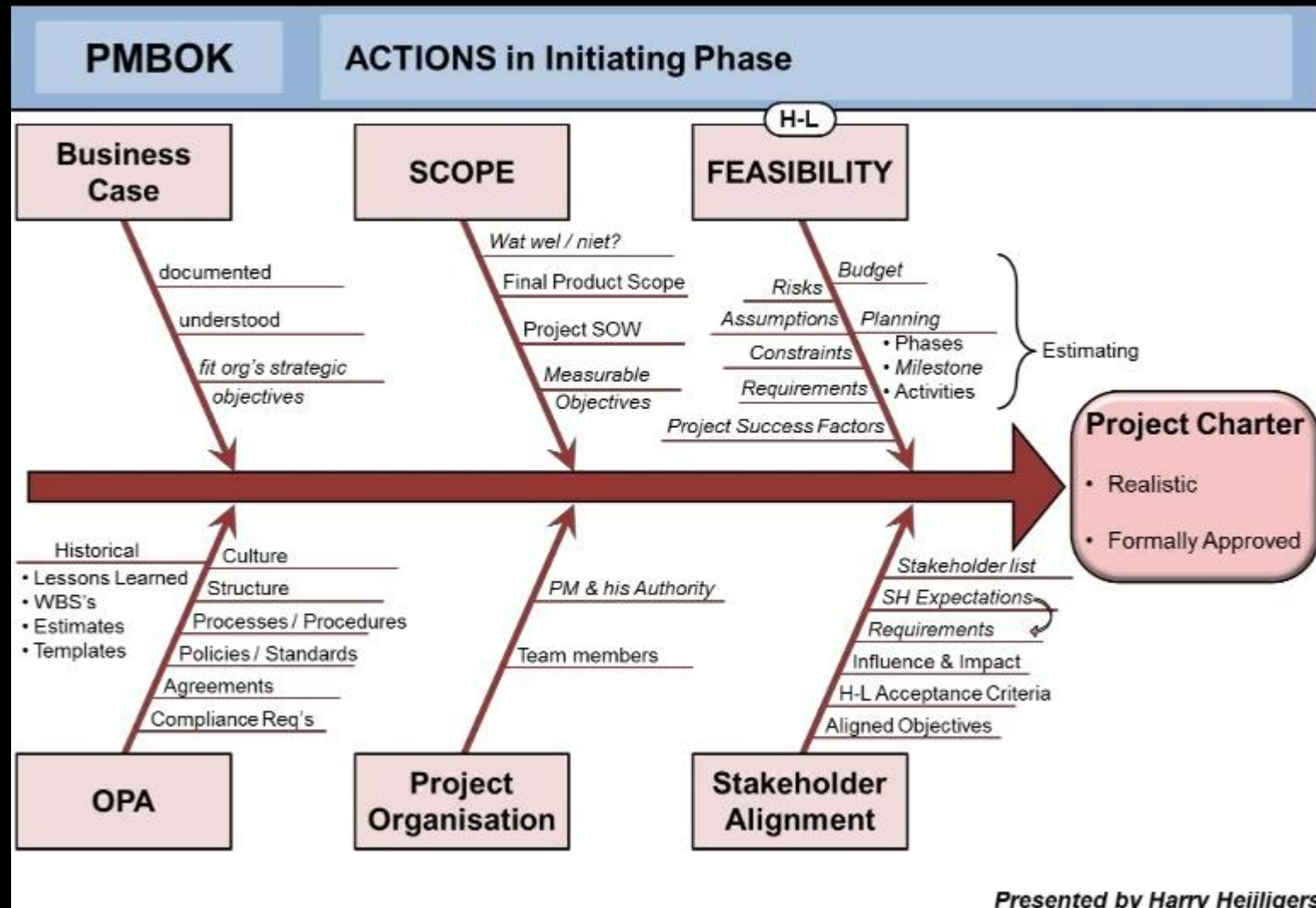


АРТЕФАКТЫ ПРОЕКТА - ЦЕЛИ, РЕСУРСЫ, ТРЕБОВАНИЯ, ОСНОВНЫЕ ДОКУМЕНТЫ

- Команда + Борд
- Цели
- Ресурсы
- План
- Статусы
- Результаты

ИНИЦИАЛИЗАЦИЯ ПРОЕКТА

- Не берись
- Заручись
- Убедись



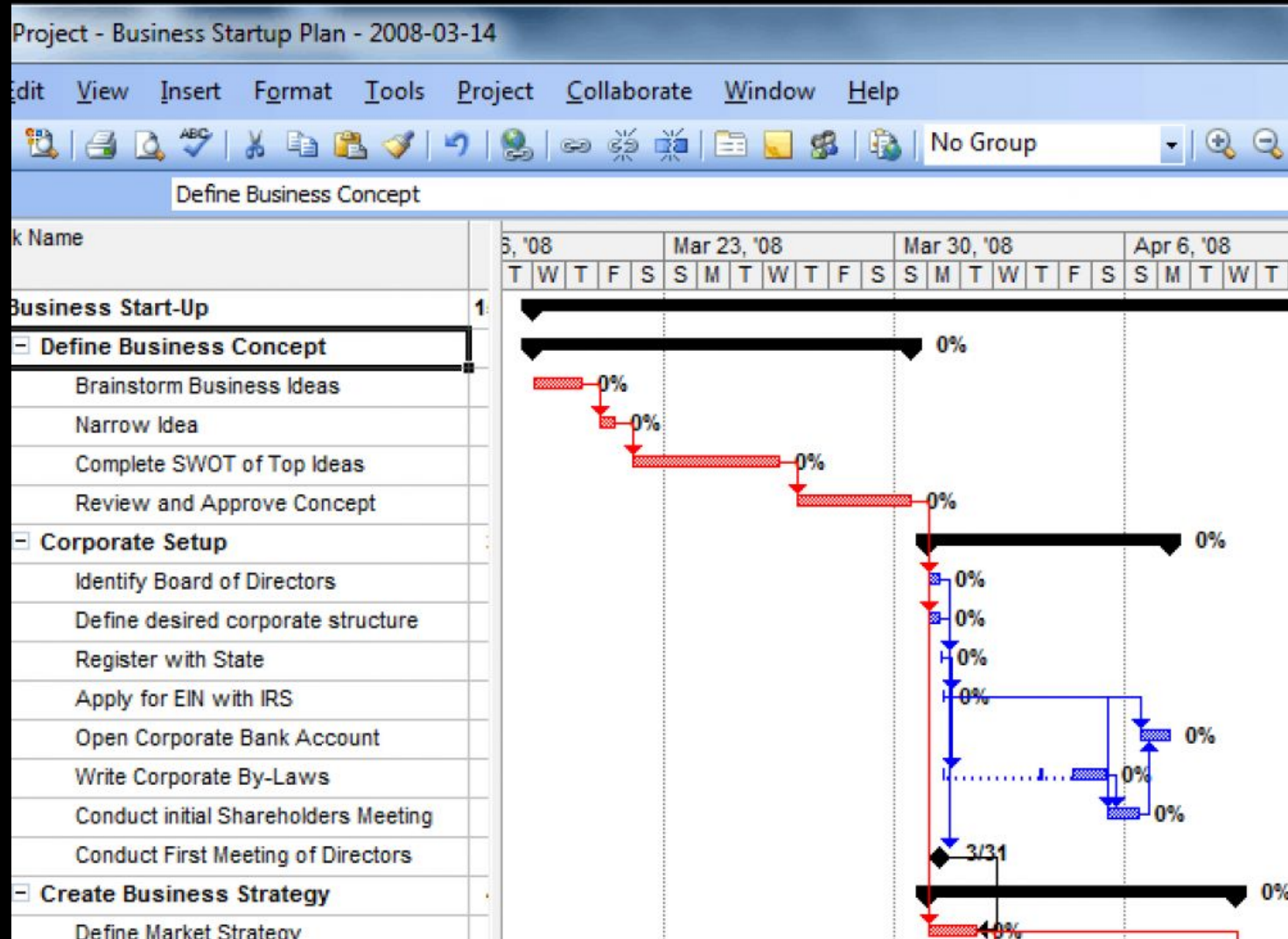
ПЛАНИРОВАНИЕ ПРОЕКТА

- Думай
- Моделируй
- Согласуй
- Защищай



ВЫПОЛНЕНИЕ ПРОЕКТА

- Отслеживай
- Корректируй
- Коммуницируй
- Меняй план



ЗАВЕРШЕНИЕ ПРОЕКТА

- Сдавай
- Защищай
- Учись и учи
- Отмечай

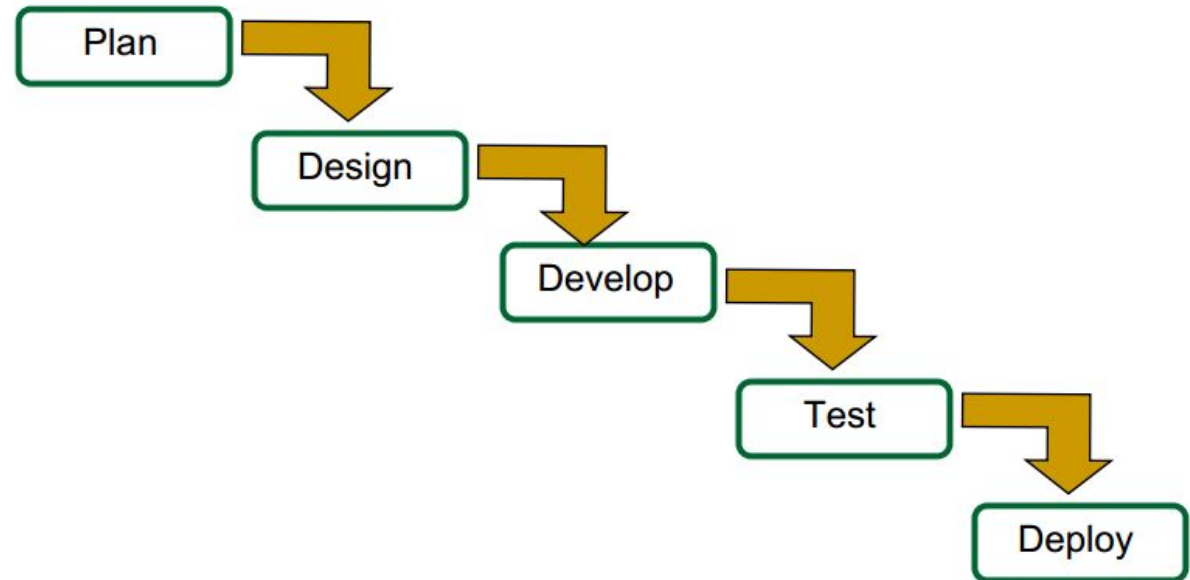
4. Closure

- Close Procurements
- Deliver Scope to Customer
- Release Project Staff
- Formally Close Project

WATERFALL И MSPROJECT

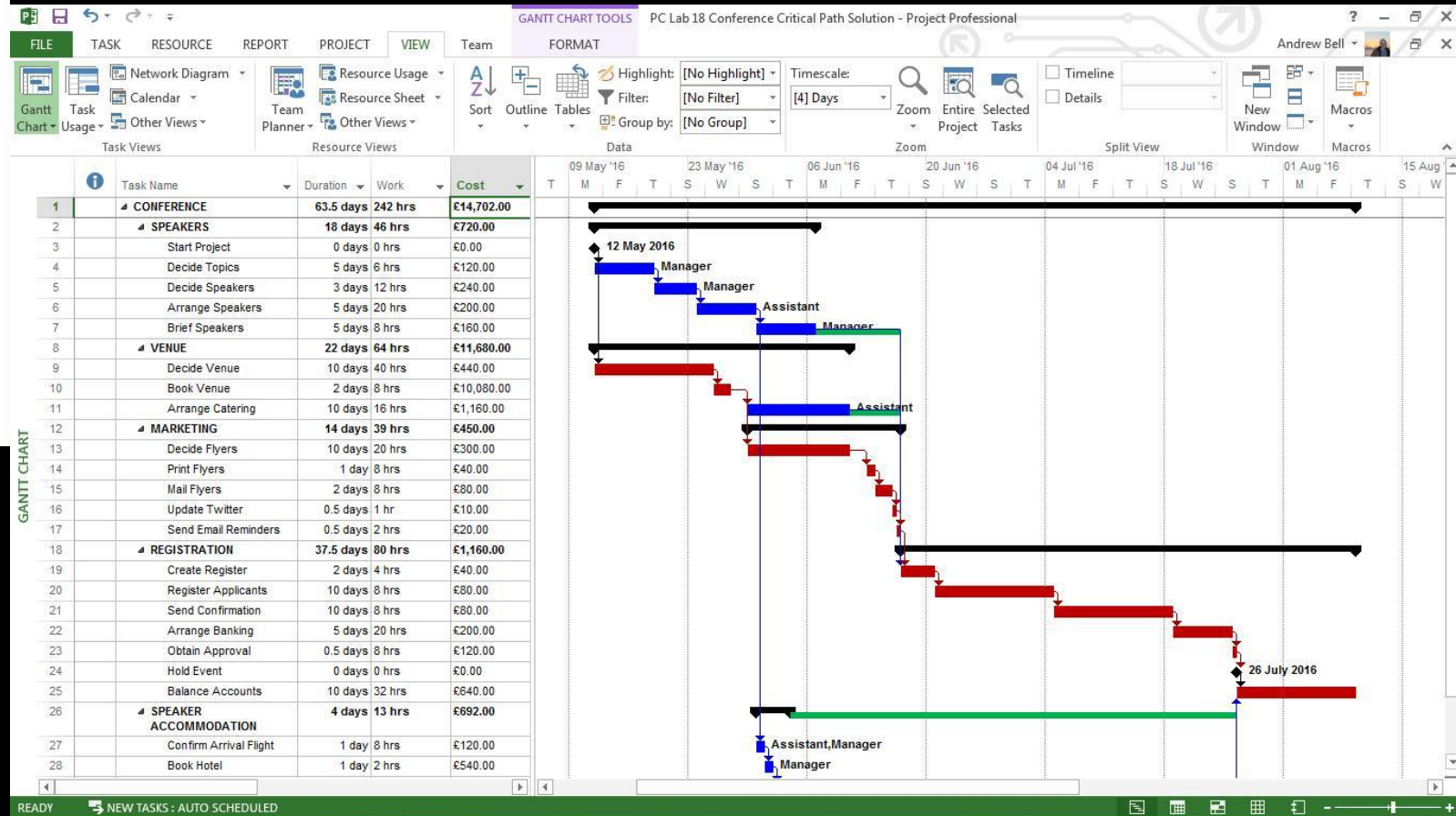
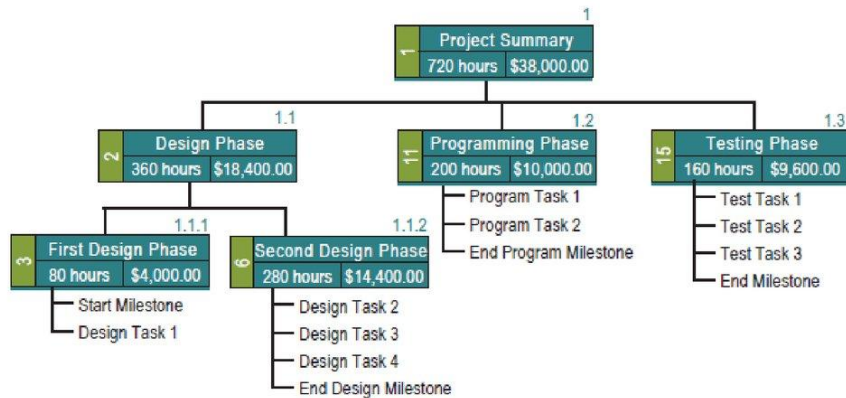
- Классический подход
- SISO
- Для повторяемых проектов

“Waterfall” Process



WBS И БАЛАНСИРОВКА РЕСУРСОВ

A **WBS** (work breakdown structure) breaks a complex task into a series of subtasks.



The Agile Manifesto

**Individuals and
interactions**

over

Processes and Tools

Working Product

over

Comprehensive
Documentation

**Customer
Collaboration**

over

Contract Negotiation

**Responding to
change**

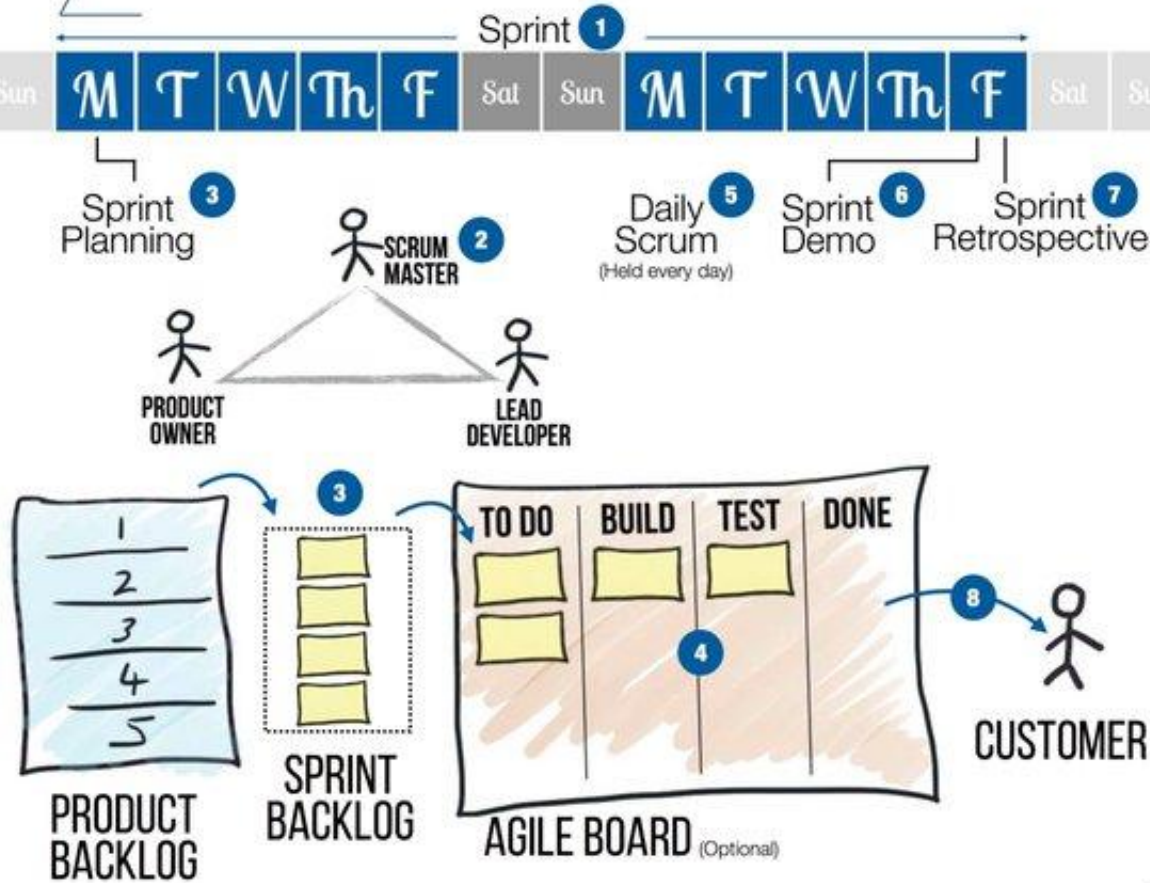
over

Following a plan

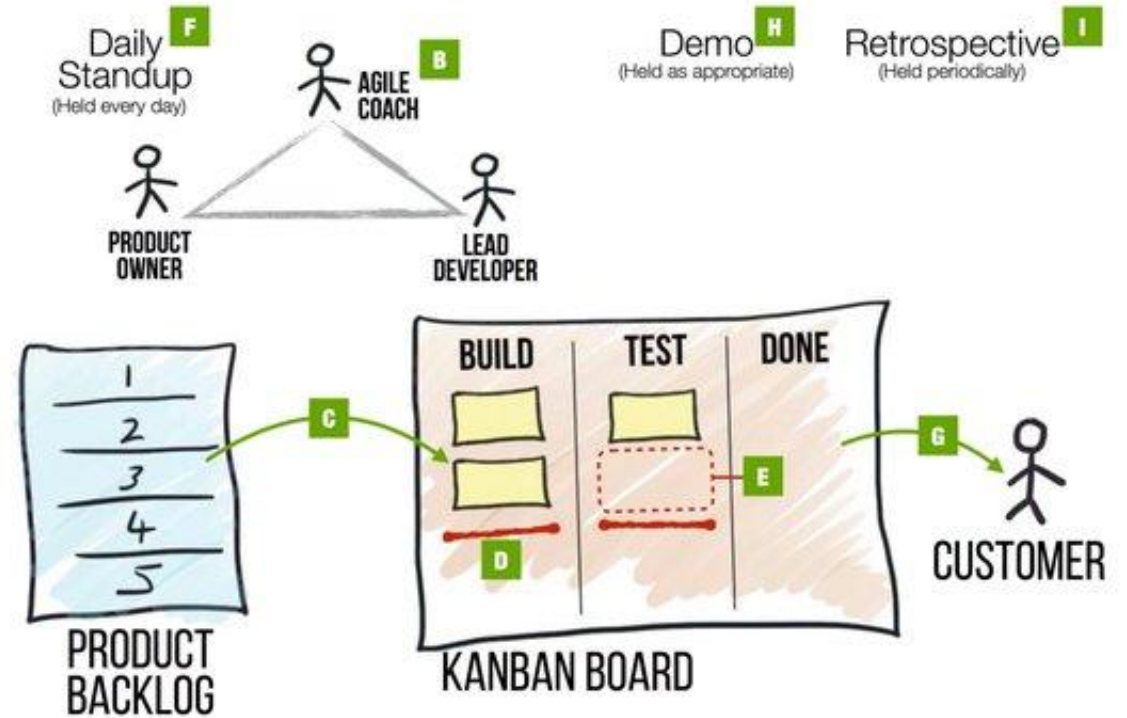
*That is, while there is value in the items on
the right, we value the items on the left more.*

AGILE

SCRUM vs KANBAN CHEATSHEET



- 1 Scrum Teams work in a series of **Sprints** of 1, 2 (most common), 3 or 4 weeks duration.
- 2 It is the job of the **Scrum Master** to help the *Product Owner*, the *Lead Developer* and the *Development Team* to develop and maintain good habits.
- 3 Each Sprint it preceded by a **Sprint Planning Meeting** - run by the *Scrum Master* and attended by the *Product Owner* and the *Development Team* and (optionally) other *Stakeholders*. Together they select high priority items from the **Product Backlog** that the *Development Team* believe it can commit to delivering in a single Sprint. The selected items are known as the **Sprint Backlog**.
- 4 The *Development Team* works on items in the Sprint Backlog **only** for the duration of the Sprint. In all but exceptional circumstances, new issues must wait for the next Sprint.



- A Kanban is a *continuous process*. (cf. Scrum's periodic Sprint.)
- B It is the job of the **Agile Coach** (if present - not all Kanban teams have one) to help the *Product Owner*, the *Lead Developer* and the *Development Team* to develop and maintain good habits.
- C Items are **"pulled"** directly from the **Product Backlog**.
- D Each column has a strict **Work in Progress (WIP)** limit. The WIP limits ensure that items move across the board in the shortest possible time.
- E An empty - or nearly empty - column is a signal to the *previous column* to send another item. This is the **"pull"** system in action.

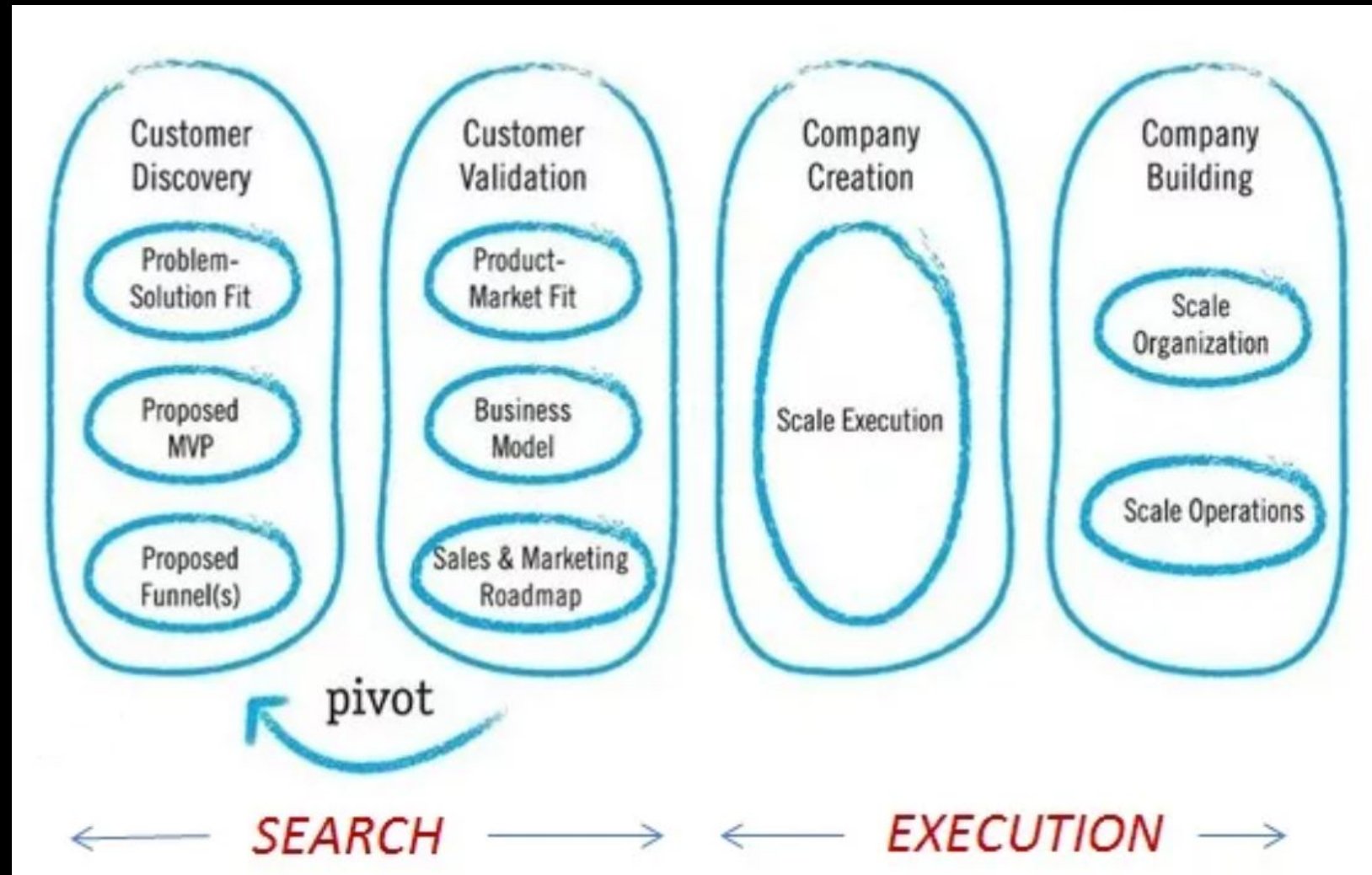
PRODUCT MANAGEMENT

PRODUCT MANAGER'S TASKS

PROJECT MANAGER'S TASKS

Reporting	Product Gap Analysis	Tactical Support	Customer Visit	Win/Loss Analysis	Day to Day				
		Business Case	Competitor Analysis	Market Opportunity & Definition	Product Strategy	Initialization	Scope	IA & Budget	
			Persona creation, User stories	Market Requirements Document	Product Planning	Plan and Design	Plan time, costs, resources	Risk Planning	Activities
			Product or Product Feature Roadmap	Product Requirements Document	Product Definition	Execution	Coordinate		
			Pricing	Product Positioning	Product Marketing	Monitoring & Controlling	monitor, control, chase	Identify actions	
			Product Launch Management	Launch Plan	Launch (Planning)	Completion	Completion and formalization	evaluation	

CUSDEV



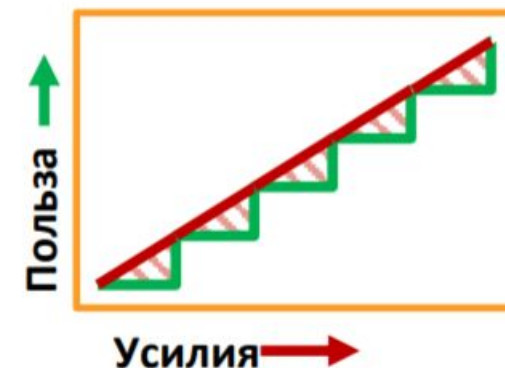
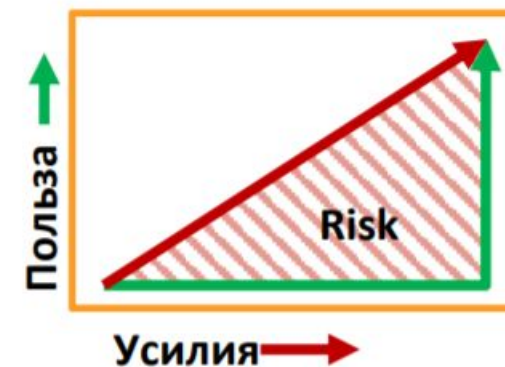
MVP

NOT LIKE THIS

1 2 3 4

LIKE THIS

1 2 3 4 5



СИСТЕМЫ ТРЕКИНГА

- MS PROJECT
- Yandex.Tracker
- JIRA
- Trello
- Ayod

ТИПОВЫЕ ОШИБКИ МЕНЕДЖЕРА ПРОЕКТОВ

- Спешим начать
- Культура и поведение
- Многозадачность
- «Сами разберетесь»
- Overplanning
- Заложим побольше запаса
- Процент выполнения является наилучшей оценкой прогресса задачи
- Частые совещания
- Не будем вовлекать руководство (борд)

УПРАВЛЕНИЕ ВРЕМЕНЕМ

- Начните с «нет»
- Приоритезация
- Постановка задач
- Pomodoro
- Жизнь из календаря

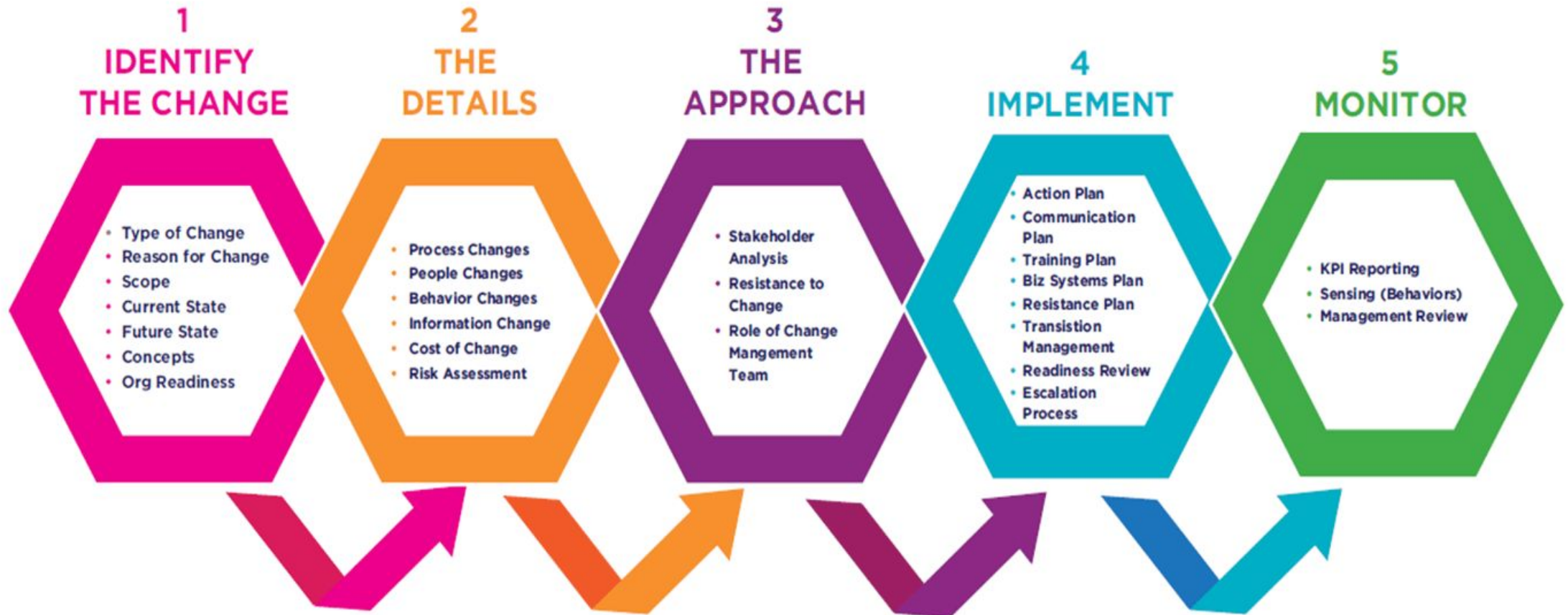
ACCOUNT MANAGEMENT

KEY ACCOUNT MANAGEMENT

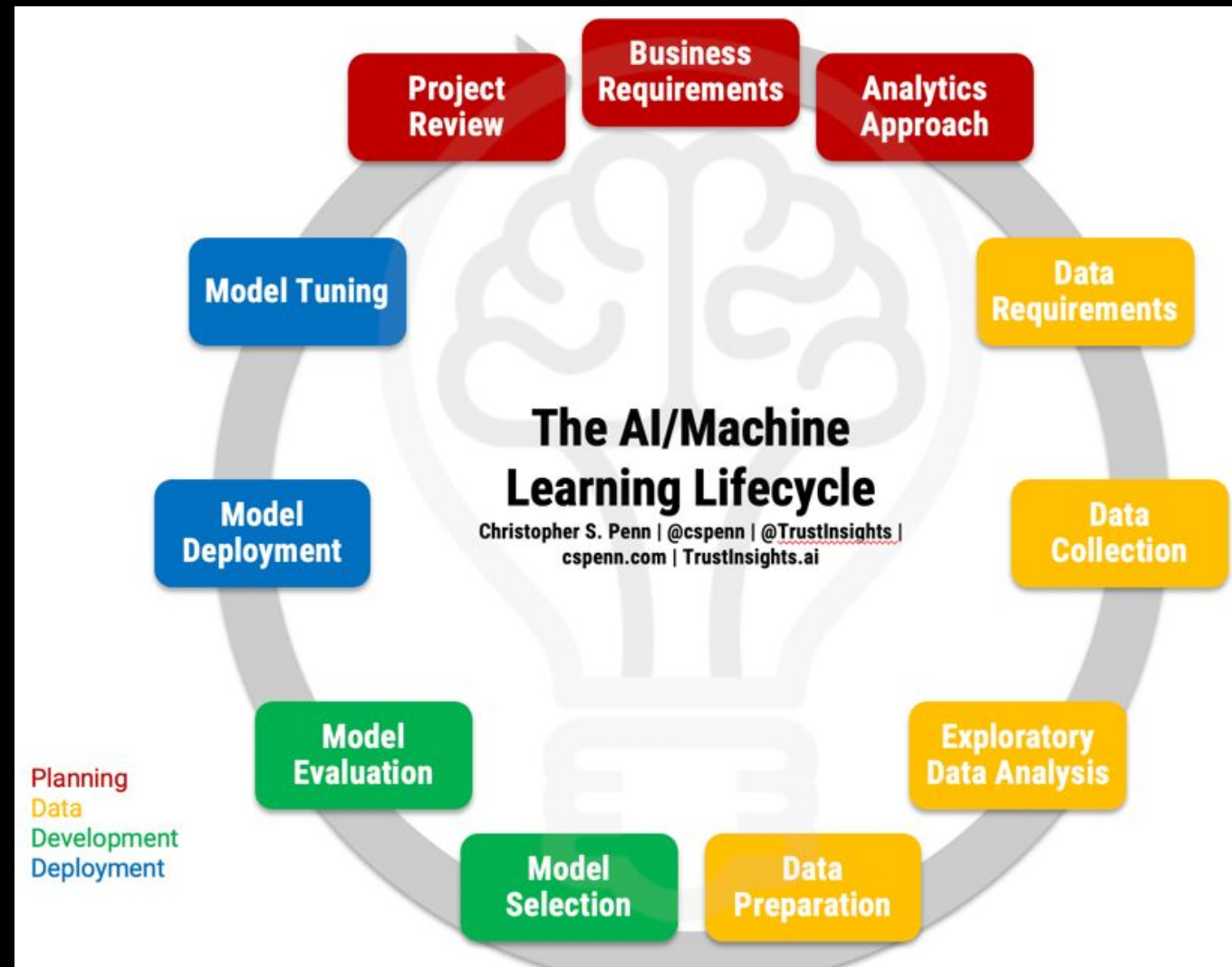
Enter your sub headline here



CHANGE MANAGEMENT



AI & PROJECT MANAGEMENT



ЭМОЦИОНАЛЬНЫЙ ИНТЕЛЛЕКТ. МОТИВАЦИЯ И САМОМОТИВАЦИЯ

- Понимание своих чувств и эмоций
- Управление своими эмоциями
- Самомотивация
- Понимание чувств других (эмпатия)
- Управление взаимоотношениями с другими

ИСКУССТВО ПРЕЗЕНТАЦИИ И ОСНОВЫ ТЕОРИИ ПЕРЕГОВОРОВ

- Разговор vs выступление
- Кто? Что делает?
- Планирование на бумаге
- В
- Режим докладчика
- Crucial conversations
- Теория игр
- Покерные теории