As a project manager, a huge part of your role is to create project plans to help you keep projects on track. But that’s not all a project plan should do. A project plan is arguably the most important document created on your project. At its core, a plan should communicate your project approach and the process your team will use to manage the project according to scope. If handled with care and great consideration, a good plan should act as an agreement on project objectives, scope, major deliverables, milestones, timing, activities, process, and even resources needed to deliver your product. If you take the time to create a good process around how your plan is built, and you consider all of those factors, you can create a great plan that will work for everyone.

This Guide picks up where Chapter 3 of the Guide to Project Management left off and will help you to create a rock solid plan for any project. We’ll present a sample project, create a plan, and share tips and tricks to help you along the path of building your next plan. Whether you work in the digital industry, construction, IT, or build space stations, the fundamentals included here should apply. If you’re having a hard time connecting the dots, think about how you can adapt the ideas included here to your own process and workflow, and you’ll find great results.

The plan is the project guide that will dictate how you will get to project milestones, decisions, and eventually project completion.
The Importance of a Solid Plan

You could easily slap together a document that shows dates and deliverables, but if you’re managing a project that has a hefty budget, lofty goals, and a whole lot of decisions attached to it, you’ll find that it’s important to take the time to get this document right. With the right amount of background information on your project’s scope and requirements, and with a good level of input and collaboration with your team and your clients, you can make a solid, workable plan that will guide everyone through your project. Here’s the thing: it doesn’t have to be difficult to create.

On its own, to many, a project plan is a dry document that lists dates. To people who are invested in your project, the plan is the project guide that will dictate how you will get to project milestones, decisions, and eventually project completion.

At a minimum, a project plan answers basic questions about the project:

• What are the major deliverables?
• How will we get to those deliverables and the deadline?
• Who is on the project team and what role will they play in those deliverables?
• When will the team meet milestones, and when will other members of the team play a role in contributing to or providing feedback on those deliverables?

Look at it this way: your plan should educate any reviewer—coworkers and clients included—on the logistics of the project. They trust that you’ve got this, so when reviewing the document, they truly believe that you’ve considered every possible risk. And if you have, it feels good to know that you’ve done a good job and you’re trusted.
The best way to illustrate best practices for creating a project plan is to actually create one with you! We thought about it long and hard, and decided to go with what we know best: a digital project. Have no fear, non-digital folks, there’s enough guidance here for you to apply the principles presented to your own projects. Plus, you might learn a thing or two about what it takes to build a website.

The Project Specifics

Picture it: You work for a web design agency and your team just scored a big, new project. Your new client is an internationally recognized art museum, and their website is woefully out of date. In fact, it has not been redesigned since 2007.

The site architecture, visual design, content, and code are ripe for change, and it’s up to you to make it happen. Your clients are not very web savvy, so they’re looking to you as the expert to determine a process that will work. They’ll also lean on you to let them know what you need in terms of content (photos and text). That’s right, it’s all on you and the scope you have in place will support an end-to-end project.

Here’s the thing: they need it done in six months.

When you receive a new project, you likely get much more information by way of an actual contract, requirements documentation, or a scope document. So if you’re a PM and you’re looking for more details, you’re on the right track! We pulled together a sample project brief below.
The Gantt Museum Redesign

About the project

The Gantt Museum, based in Baltimore, MD, aims to redesign its website. The Museum contains the world’s largest collection of beautiful gantt charts created by project managers from around the world. The Museum has begun digitizing and cataloging each piece and would like to display them on their website, along with other pertinent Museum information and content.

Project Goals

The Gantt Museum’s move to a more robust web presence will make them more accessible to project managers from around the globe, and they will be seen as the most accessible museum of its kind. In addition, the Museum would like the site to achieve these goals:

1. Display large format images and videos in a beautiful, uncluttered way
2. Place an emphasis on project managers, the people who create these works of art
3. Create opportunities for more editorial and blog content
4. Make the site responsive so users can view all content on mobile devices
5. Display important Museum information, including hours, location, ticketing, frequently asked questions, etc.

About the team

The Gantt Museum staff is made up of ex-project managers who now devote their time to the Museum. We’re not particularly “digitally savvy,” but we know what types of websites we like, and we know what we want to achieve: recognition of project managers and their work.

We will be solely responsible for creating and delivering all site content, including images and video. We’d like your team to focus on usability and making us look good.
We’ve assigned one person, Brad Harden, as the official PM for this project. He will be your point person and will be responsible for making sure our team stays on time, and makes decisions together. If there’s one thing you won’t have to worry about, it’s that we’ll keep our promise when it comes to PM.

**Scope**

We trust your team to dictate process and deliverables, but we expect a sitemap, wireframes, graphic design, development, and project management services from your team.

We understand that the site might change, but at a minimum these pages must be considered:

1. Museum Homepage
2. Exhibit Pages
3. Project Manager Pages
4. Gantt Galleries
5. About the Museum Pages

**Timeline**

Six months. The site must launch before we open our new exhibit that will display a new collection of plans made using TeamGantt.

**EDITOR’S NOTE:**

We recognize that there is no dollar budget included here. That’s because we all work at different rates and base our work on different types of contracts. So use your imagination here...you've got the budget you need to do a great job. We want you to focus on creating a plan with the information presented.
What You Really Need To Know

Quite often, you’ll receive a tome of project details. Pages upon pages of requirements, team biographies, invoicing instructions, contractual clauses, and the like. It’s very critical that you read through all of that documentation. But when it comes to creating a plan, this is what you need to know no matter what type of project you’re managing:

- Project goals
- The client or team’s intended process or methodology
- The team and their expertise
- Expectations on deliverables
- Expectations on iteration and collaboration when creating and revising deliverables
- Who the client stakeholder team is, and specifically who the main decision makers are
- The amount of time the client will need to review work and provide feedback
- Dependencies
- Deadlines

Never leave any of these items unanswered. If you’re responsible for creating the project plan, that means that you must be sure that all factors have been considered. If you don’t, the project will definitely hit a bump in the road and every finger will be pointed at you. For instance, if you have not fully explored the decision making process, there is a great chance that you’ll encounter the good old “swoop and poop” during the process. If you don’t know what that is, it’s when a stakeholder you weren’t aware of swoops into the project at the 11th hour and poops on the work—and puts you back at square one. It’s a budget and timeline nightmare that will become a reality if you don’t practice your due diligence

Wishing how to categorize all of these random notes and ideas? Make a running list of issues, questions, risks, and ideas. Categorize them by topic and address them one by one.

It’s best to sift through documentation away from your desk, or at your desk with all of your favorite apps closed. Get some alone time with that document. Read it thoroughly and make notes on the things that are red flags, questions, risks, or discussion points in the document. This will ensure that you’re not missing any potential risks

Just remember, you can get as much info as possible, and details can change. Do your best to document the information you have so you can account for it in your plan. The next chapter will present ways you can dig deeper to create a plan that will work for you.
After you’ve asked enough questions and feel that you have acquired all of the possible information about the project that you’ll need to craft a plan, it’s time to get serious. Chances are, you’re feeling fully prepared and ready to dig into the hows and whens of the project. Well that’s great, because now it’s your turn to crank out some work and create a project plan that will impress your team and your clients.

Start with a Sketch

It’s so easy to jump right into your project planning tool of choice to create what looks like a well-thought-out plan. If that’s your process, that is fine! Just be sure to think through every possible scenario before you put the time and effort into a formalized document. If you don’t, you’ll have to go back through your work and make adjustments, and we all know that could end up taking more time than you bargained for. So why not start with a simple sketch to map out and communicate your ideas on process, deliverables, dependencies, and timing? It can take you as little as 20 minutes and will help
you to sell your ideas to your team before delivering something that feels “written in stone.”

Grab a pen and a notebook, or stand in front of a whiteboard and sketch out your ideas. Feeling overwhelmed, or don’t know where to start? Take a look at your scope document—does it outline specific deliverables or timing? Refer back to your meeting notes—when you asked your clients all of those questions, did any specific process tweaks come up? Are there dates or events you need to keep in mind?

If this is new to you, it can feel slightly lost. But it’s so important to remember that the tool you’ll put the plan in won’t do the thinking for you. You control the process, and you can craft a plan without any tool at all. Just keep these factors in mind:

**An overall approach to the project**

What’s the first deliverable? What comes after that? How do those deliverables help you get to the end goal? Does your team prefer to work within the framework of a methodology like Agile? What are the frameworks that you can apply to this project given the variables you discovered in your pre-project client Q&A?

**The tasks that will need to be completed**

Don’t think about your project in phases. Think about deliverables. For instance, if you’re delivering a design concept, what work needs to be done before that can begin, and what work can happen when it’s approved—or concurrently? Knowing about each task, and planning their dependencies will help you to string everything together.

**The roles or people who will work on the project**

Who’s on your project team and what do they do? Also, how can you leverage their expertise and collaboration to get things done more efficiently? If you have an idea of how your team could work together and present ideas to them, they’re going to be more open to discussing process and coming up with ideas on how to approach the project together. If you harness the power of team collaboration before your work starts, you’ll find that the work product will be stronger and the team will be happier.

You’ll also want to keep resourcing in mind. If your organization allows people to be on more than one project at a time, that can potentially cause conflicts on your project. That’s a headache you’ll want to avoid. Be sure to review
resourcing plans and ensure that your team is available to conduct the work on your project over the course of time you’re estimating.

The time you and your team need to execute work

Be honest about the time your team will need to get their work done. Don’t forget to look back at your project estimate (if you have one) to see how many hours were scoped for tasks. This can be a huge help in determining timelines. But, of course, there are other things to consider as well.

Get Realistic About Timing: Break Down Tasks

Having a hard time sorting out how long it will take you to get a task done? Try a Work Breakdown Structure, a fixture in classic project management methodology and systems engineering that helps you to break a project task into smaller components. Creating a work breakdown structure for any plan or set of tasks helps you get granular about the work that needs to be done on any given project. Check out this sample Work Breakdown Structure for creating the wireframes for the Gantt Museum website redesign project.

Benefits of the WBS:

- You get granular quickly and can create a simple time estimate
- You can confirm steps with your team in an easily digestible way
- You can use these steps as a To-Do list related to the task
- You can use these details to educate your client on the effort involved with any task
- You can identify where others might be able to step in and help based on the tasks that roll-up to the main task
- Once you’ve created one WBS for a task, you will be able to use it on other projects and easily tweak it based on project variables

Other project work

If you’re working on a team of people who are working on multiple projects, you’re going to want to be sure you have a complete picture of each person’s availability. If they are responsible for other projects, you’ll want to discuss key dates to avoid so you don’t make the mistake of double-booking (and stressing out/upsetting) your team.
Client reviews and approvals

This is the ultimate project curveball. You must account for enough time for your clients to review, discuss, and approve deliverables. But is that time going to be the same for every deliverable? Once you’ve had the conversation about who will make decisions and who will be involved on the project, think through the deliverables and how long you’d estimate your clients should take. Be generous with that time at first and see if you can negotiate any time back when you review the final plan with your clients.

Dates

Your plan will crumble as soon as you hit a date that doesn’t work for your team or your clients. Check schedules on both sides of the fence and be sure to account for holidays, closings, vacations, meetings, and any other possible date that could cause outages. If you get ahead of that kind of information before you commit to a plan, you won’t have to freak out about delays and risks due to a missed meeting or deadline.

It’s All in the Assumptions

When you’re working on a draft plan, you’ll probably start to make some assumptions about the way things will go down. These could be details about overall process, who’s doing the work, your internal process, feedback timing, and so on. As you’re sketching, be sure to list out those assumptions. This will help you remember all of those details when you discuss the plan with your team. If you’ve got a list of assumptions in front of you, you can confirm or change them when you’re confirming the plan.
What's it look like?

Presentation is everything, at least that's what our designer friends say. But it's true: you need to be proud of the way your plan looks! Maybe it's a gantt chart, maybe it's a calendar, or even a line-by-line masterpiece. No matter how you're doing it, you should know the fundamentals of using your plan to its fullest and how to communicate its most important points. The way your plan looks should be secondary to the points you need to convey with it.

Get Buy-in Early

As soon as you're comfortable with your plan, take some time to review it (and all of those assumptions) with your team. It can be a short, relaxed meeting to work out the overall process, deliverables, responsibilities, timing, and anything else under the sun that could impact the success of the project. As a team, you should be able to agree on what's going to work, and when you have everyone's buy-in on the overall approach, you'll be one step closer to having a plan that not only looks great, it will feel appropriate and workable.
Once you’ve sketched your plan and confirmed the most important process details, you’re on easy street. Why’s that? Well, because you did all of the hard work when you sketched your plan and thought through all of the details of the project. The next step is easy. All you have to do is fire open TeamGantt, or any other project planning software, and spell everything out.

While this work is easy, there are some things you should do to make your plan readable:

1. Enter tasks in groups
Creating Groups of Tasks will make your plan easier to read, and it will allow your readers to see what tasks are part of a deliverable, or a phase.

| ▼ UX Design | 0 hrs | 0% |
| ▼ Site Map  | 0 hrs | 0% |
| PT: Create v1 Site Map | 0 | 0 |
| PT: Present v1 Site Map | 0 | 0 |
| GM: Provide Feedback | 0 | 0 |
| PT: Deliver v2 Site Map for approval | 0 | 0 |
| GM: Approve Site Map | 0 | |

2. Get granular with tasks
The more detail you can spell out when it comes to tasks, the better you will be able to track progress and steps leading up to a deliverable. Refer back to your Work Breakdown Structure and list the steps you used to create that.
3. Identify responsible parties (company, people)
Identifying what company is responsible for each task will help your readers to easily seek out their tasks. When creating a task, you can easily put the company name (or an acronym) in front of the task. You’ll also want to take that a step further and assign a responsible person for each task. This will help you with resource planning and accountability. **NOTE:** In the following example PT = Product Team and GM = Gantt Museum

4. Be sure to display start and end dates for each task
Seems like a silly tip, but it’s easy to hide this info in some apps! If you’re using TeamGantt, you’ll see the dates in the gantt view. Regardless of what tool you’re using, you want to make it clear not only when a task ends, but when it starts. Again, this will help to keep your team and clients accountable.

5. Account for time off and holidays
Now is your chance to block time off in your plan. This is important now, because as soon as your timeline shifts (you know it will, don’t fight it), you’ll open yourself up to making an error and dropping a deadline on a date that should be blocked. If you note them in your plan, that won’t happen.

6. Note dependencies
If you’re not going to move forward on the project without an approval, or one task must be done before another, now is your chance to note it. Not every planning tool offers dependency functionality, and it can be a huge help. As your plan shifts, the flow of the work will stay in tact.
7. **Use the “notes” field to capture details**

Sometimes our team and clients forget what they committed to, or maybe they don't fully understand the intent of a task or group. Use the notes section of your plan to spell things out.

![STICKY NOTE](image)

**click to add a note**

The Project Team will provide 3 concepts for the Gantt Museum to choose from. We'll explain each concept in our meeting and look to your team to choose a direction with any changes you see fit.

**Attach File**

**Email this comment to the following people:**

- [ ] Brett
- [ ] Jason
- [ ] Nathan
- [ ] Nick

[Post Comment]

8. **Check team availability**

If you're lucky enough to use a product that shows you overall team availability, you better use it! Knowing how your team is booked and what projects they are a part of will play a huge role in how on time your project will be. Having an overall view of their time available and conflicting work will help you to adjust your plan to either meet the needs of existing project work or shift the milestones you’ve put in your plan.
Double-check Your Work

Creating a project plan is just like writing an article, creating a design, or building a bike. You want to be sure you get it right before it's read, viewed, or used. If you deliver a plan that has a mistake, misinterprets a task, or even misses a date, you'll end up looking bad. People lose faith in project managers easily, so you must be diligent about the quality of your work. Grab a teammate and ask them to review the plan before you post it for review.

Of course, you'll also want to be ready to get some feedback on your plan. Formalizing a plan means that you're taking a set of ideas and expanding on them. That also means that you might interpret something differently than a teammate. That's okay! If you set up your plan using the guidelines in this chapter, you'll have an easy time of managing and updating.
The first version of your plan will not be the final one. In fact, any good plan will be flexible enough to be updated and changed easily. So, before you go and try to commit it to project history, be sure to understand that you’ve got some work ahead of you. First, you’ll want to confirm your team with your plan and make necessary updates, then you’ll want to review it with your clients. From there, you’ll manage your plan and make updates as the project dictates. Use the advice in this chapter to “baseline” and manage your plan through the course of your project.

Team Review

If you followed the steps presented in Chapter Three, you discussed your plan at a high level. You determined overall process, deliverables, and assignments as a group and agreed to the way things should work—all based on a high-level sketch. Then, you created a detailed plan that outlines the specifics: phases, tasks, deliverables, due dates, dependencies, and resourcing. You put a lot of thought into how the high-level plan can be executed on a day-to-day basis. That means that some of the details you discussed about the high-level plan may have shifted when you formalized the ideas with real dates and restrictions. This is completely normal—you have to get specific about things like deadlines, working time, resourcing and other project work, and the time your clients need on projects. So, what do you do when you see those shifts happen? Whether they change or not, you have to take the formal plan back to your team to review. If you don’t, you run the risk of someone not agreeing to a new detail or date, and that will cause frustration on the project. Follow these steps for a thorough review process that will get your team aligned on the plan:

1. Make a copy or send access to the plan to each of your team members. You want them to see the new plan and to have access to it at all times.
Keeping your plan in an accessible place means that everyone is accountable not only for reviewing and confirming it initially, but also for checking in on it as the project progresses.

2. When sharing your plan, reiterate the overall process: Where you’ll start (and what the immediate next steps will be), the key dependencies, major meetings, holidays blocked, and, of course, the deadline. At the same time, be sure to note any major differences in the new, formalized plan. Explain why any details may have shifted in this version and be open to alternate approaches. Showing your team that you’re not trying to control the process and plan will build a collaborative team atmosphere, and show them that you’re there to facilitate a great process.

3. Give the team some time to review the plan individually and schedule a short meeting to go over the specifics in detail in person. Allowing them time to review the document on their own ensures that you can keep the meeting short.

4. In your meeting, reiterate what you emailed. If you see issues with this version or anticipate any confusion, address those immediately. This is your chance to present the plan and explain why you’ve made certain decisions or explain any decisions that might make you slightly uncomfortable. After all, you should be assessing the plan for risk from day one. If everything seems too perfect, you might want to think about it a little further. No plan exists without some sort of risk or potential issue. From there, open it up to conversation. Because this plan is based on an earlier agreement, you should be able to do this meeting within 30 minutes. Or, if the project is short enough and the plan is very straightforward, you might even skip this step altogether.

5. After your meeting, make the adjustments needed and check the final version. Make sure you’re comfortable with it and post it for your team to review. This time around, feel free to give your team a short review time so you can speed up the process. The last thing you want is for your team to think they are being bogged down by the project management process. But, it’s also important they know that they’re just as accountable for the plan as you are.
Now you’re one step closer to confirming your plan and getting things under way.

**Client Review**

When you’re working on a project with a client or even a product owner, it’s critical to be 100% sure they understand all of the details your team has discussed. Remember, your clients may not be familiar with your process or deliverables so this is your chance to enlighten them. You may want to send the document to them in advance, but be sure to set up a call or an in-person meeting to review the plans in detail. Chances are, they will be confused by what they’re looking at, so you’ll want to take the opportunity to review it line-by-line. This may sound painful, but it’s an important step in ensuring that you’re in agreement not only on timing, but how you’ll deliver the final product. Use the initial review of your plan as your chance to explain:

**Process**

Explain your overall process and how you, as a team, arrived at the approach. Feel free to explain how it has worked on previous projects, or how you’re trying something new. No matter what, stand behind the approach and be confident about its potential for success.

**Deliverables**

Review the deliverables and all of the details that will help you, as a team, produce your project on time. It’s important to explain what work must be done to complete a deliverable, and why it will take the time you have allotted. If you explain these details now, your clients will not push for unrealistic deadlines. And if your plan shows tasks, your client will understand just how much work is being done.

While reviewing your plan, your client may have questions about what a deliverable is, and what it does. This is great, because it means they are engaged in the process and look forward to seeing what the team will deliver. If you can, share some similar documents or deliverables from other projects and explain that they are intended to do (and not do), and how they relate to other project deliverables and decisions. The more you can educate your clients early on, the easier time your team will have at winning them over when presenting your work. After all, a client who is invested in and truly understands your work is not just a client—they are a partner.
At the same, you should set expectations for your deliverable review processes. In your plan, you’ve probably made some estimates based on the amount of time your clients will need to review your work as a team and provide feedback. If you’ve had conversations with your clients early in the process, you know how much time they need. This is your chance to point back to that conversation and tell them the timing is based on that discussion, but if that is no longer the case, this is the time to make adjustments. At this point, you want to be as realistic as possible about how the project will go. There’s nothing worse than changing the review process—or the people involved—mid-stream on a project. Explain this to your clients and they will think twice about timing and what is realistic for them. And, when they see the time they need in relation to the time you’re taking, as well as the deadline, they will most likely be motivated to work hard to meet their dates.

Don’t forget to point out dependencies. If your client misses their deadline, what will that do to the project? Where can you be flexible, and what makes you nervous? Put it all on the table now and document it in meeting notes so that everyone is aware of the potential issues you’re spotting early on.

**People and Other Project Work**

It’s never just about the work—it’s about the people who are doing the work. Be sure to communicate the fact that the team has reviewed the plan and mention some of the items you discussed as a team and how you arrived at some decisions. There’s a lot of value in showing your clients the human side of your process and your team, because it’s often easy for them to think of you as a “shop” who just gets the work done. They don’t know all of the details, and maybe they don’t want to. But if you share some details about who’s doing what, and any other key things they’re working on, it’ll help them to relate to it a bit more.

**The more you can educate your clients early on, the easier time your team will have at winning them over when presenting your**
It can be tricky talking to clients about other work you're doing, but it shouldn't be. The fact is, you’re a business and you have other clients and projects. Show your clients the fact that you take great care to schedule your time and projects in a way that works for you and for them. If you’re really good at this, you’ll have scheduled your project around others and there will be a little bit of a cushion in your timing to make future shifts. Even if that isn’t the case, it would not be a terrible idea to set the expectation that a one-day delay on your client’s side may not equate to a one-day delay on your side. Simply letting your clients know that their plan is crafted around others and a carefully crafted resourcing plan will help them to understand the importance of sticking to the dates and process you’ve outlined.

**Confirm everything**

You’ve put a heck of a lot of work into creating this plan, so talking through the details to make sure that everyone is comfortable with it should be pretty important to you. If this means giving your client and team some extra time to think things through on their own, so be it. Of course, you never want this process to take so much time that it delays any of the project work. You can create the plan while work is under way—but don’t let it go unconfirmed for too long. You want to be sure that you have an agreement, because the details in your plan will dictate so much, including your immediate next steps.

**Manage and Update**

Just because you’ve confirmed your plan it does not mean that you’re done with it! In fact, you’ll find that your plan is a living and breathing document. At a minimum, you should update the “Percent Complete” column on your project on a daily or weekly basis. It's gratifying to see that number go up!

Life happens, ideas change process, deadlines are missed, and plans change. That may mean that your deadline has to shift, or maybe your process will no longer work for the project.
Plus, the chances that you’ll have to make adjustments here or there is pretty significant. It’s not common for every project to stick to its plan 100%. Life happens, ideas change process, deadlines are missed, and plans change. That may mean that your deadline has to shift, or maybe your process will no longer work for the project. As long as you are flexible and can adapt to the revolving door of changes, so can your project plan.

It’s really easy to be frustrated by a change in plans. Don’t let it get to you—remember that you’ve got a team who has already committed to coming up with a plan that works and a client who you’ve educated on your process and deliverables. You’ve done a lot of work to get these people on board with the plan, and they’re now invested enough in the plan and the project, so they’ll be willing to help make adjustments or think through new ways of working if needed.

Be sure to provide updates to your team and your clients as plans change—or stay on track. Keep your plan in an accessible place, but communicate how things are going based on the plan. You’ll always end up on top if you’ve communicated or resolved an issue early on, or even paid a compliment on a job well done.
As we come to a close on this guide, it’s important to note that not all projects or processes are the same. In fact, some processes call for a more open, flexible way of project planning. If your team and your clients are happy with less detail, then you should absolutely work that way. Maybe this full planning process won’t work for your organization—and that is okay. The goal here is for you to understand that the core principle of planning and managing a project is through good communication tactics. One of those tactics is a well-crafted project plan that has been reviewed and discussed by all parties involved in the project. If that plan ends up being a simple sketch, a kanban board, or a daily stand-up meeting, you’re doing it right!

The goal here is for you to understand that the core principle of planning and managing a project is through good communication tactics.
Try TeamGantt for Free

If you are looking for a way to communicate the details and discuss them in-line, then you should try TeamGantt. Our online planning tool allows you to create a detailed plan in minutes and share it with your team and clients. It completely supports the process written in this Guide, but makes it even easier.
About The Author

Brett Harned is a digital project management consultant, writer, and speaker. His work as a consultant focuses on solving issues that are important to organizations who want to produce quality digital projects in harmony. He loves building processes and communication tactics that work not only for projects, but for the people involved in them.

He began blogging about his adventures in project management in 2010 when he realized that the perceptions of the PM position were just a little off. Since, he has spoken at events like SXSW and The Future of Web Design, written for various publications including .net magazine and pmhut.com, and taught University courses and workshops. He took his passion for bettering the craft of digital project management to a whole new level when he created and organized the most satisfying project of his career: the Digital PM Summit.