Introduction

Congratulations! You have just been named Project Manager of a -- World Cup™. You will be responsible for putting on one of the greatest international sporting events of all time. People you've barely spoken to are now patting you on the back and inviting you out to lunch. You're getting calls from heads of delegations just to see how you're doing. VIPs know your name. In the back of your mind, you can hear a small voice telling you that you've arrived.

You have arrived.

You can probably already see the full stadia, the teams warming up on the field. You can feel the electricity after every goal. You can hear the passionate debates before the game, the chanting battles during the match, and the singing and dancing afterwards. Teams are doing victory laps around your head, and you're already planning the greatest awards ceremony ever conceived by any human being.

You will be responsible for between 16-32 teams, 560-1,120 players and coaches, 35 referees, a -- staff ranging from 120-800 people, a LOC staff ranging from 10,000-80,000, 4-12 venues, 4-24 hotels, 16-37 pitches, 200-3,000 vehicles, thousands to millions of tickets, millions to billions of viewers, and trillions of volatile personalities, who all will demand to be pleased. And they all know your name. The hard fact of the matter is that your reputation will sink or swim based upon how well you perform. And your reputation is now fundamentally intertwined with --'s. And -- will not sink. But don't panic. In the following sections, the project management process will be broken down into a step-by-step process of **initiating, planning, executing, monitoring and controlling, and closing**. Study the following pages. Memorize them. They will be your lifelines.

Phase One: Initiating and Planning

Don't Panic. Plan.

The one thing that the Project Manager (PM) can always control is preparation. How much preparation is done in the early stages directly corresponds to how successful the event will be. The more preparation, the more successes. Period.

> **Step One: Initiate: Define Constraints**
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> In the broadest sense, a project has a beginning and an end, and is used to produce specialized outcome. In other words (and unlike day-to-day operational work), it has a defined life cycle specifically tailored to create a desired product, which for our purposes, generally refers to a tournament.
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> The first step in any project is to gather data and information from the **Project Management Office (PMO)**. The PMO already has established procedures, methodologies, responsibilities, and a collection of lessons learned from previous events

(more on this later). They are there to play one of three major roles during the development and execution of the project. Firstly, they can provide support, training, and guidance to the various parties involved with project managing tools specifically tailored to their respective roles. Secondly, they can provide the templates, policies, and methodologies for managing the project. Thirdly, they can even provide the PM and manage the project directly. But it is important to remember that no matter where the PM comes from, the PMO exists for a reason. It will be a continual support—regardless of what role it plays—throughout the duration of the project. Under no circumstances should the PM attempt to run a one-person show and do everything. Those kinds of circumstances are ripe for failure. A world cup is too large a project for one person. It needs hundreds to thousands of people to be a success, and luckily, hundreds to thousands of people want to play a role in its success. Let them.

The next step is to **define the constraints** – time, cost, risk, scope, quality, resources, customer satisfaction, etc. – and assess their impacts on each other. Take for example, time. Everything has a deadline that must be met. If a deadline is pushed up, it will have either a positive or negative impact on risk, quality, cost, and therefore, customer satisfaction. Knowing the value of each constraint in relation to the project as a whole is imperative, but knowing the intricacies of each constraint on every other is just as important. It will be the foundation for the entire project and dictate every decision. Keeping this in mind, the PM will need to create a measurement system to ensure that the required standards are being met. A good analogy for this is a juggling act. The PM must keep all the balls in the air and in play. As the project progresses and more data is accumulated, changes will inevitably happen. It is important to be able to plan for the unexpected, and know how each alteration will impact the project as a whole.

The point of this whole process is to assess feasibility. The PM's job at this stage is to decide whether or not the project a) can be done, and b) can be done according to the defined constraints. If the answer to either of those questions is no, then the project must be terminated or altered to fit more realistic constraints. If, for whatever reason, the project cannot be altered, or no consensus on the alterations can be found, then the project must be terminated. (Read: MUST be terminated.) The PM is completely responsible for any and all unrealistic schedules. As stated in the introduction, the PM's reputation is now intimately linked with --'s. A project doomed to failure from the beginning is not only unacceptable, but will negatively impact --'s relationships indefinitely. The seriousness of this cannot be stressed enough. It is far better to terminate a project in its infancy than to waste the resources and time on a project that will never succeed. Remember, the PM's reputation (Read: JOB) is at stake.

In addition, this responsibility does not end in the initiation and planning phases. As the project moves forward and changes are made, the PM must continually reassess the project's feasibility. Big changes will send the PM back to this first step to ensure that the project is still on track. It is of the utmost importance that the PM be completely realistic and honest with expectations and achievability. There is no such thing as a small change. All constraints impact every other. Saying "no" is okay. It is usually necessary.

Step Two: Plan: Strategize Process Groups and Knowledge Areas

Now that the constraints' parameters have been defined, the next step is to break the project down into a series of documented management plans. These plans will entail the PM's approach to managing the process groups and knowledge areas. The **process groups** will follow this same process being outlined, initiating, planning, executing, monitoring and controlling, and closing their respective areas. The **knowledge areas** will focus on integration, scope, time, cost, quality, human resources, communications, risk, procurement management, framework, and processes. The PM must also identify any and all risks that need to be monitored through the life of the project, in addition to what personnel need to be involved and how to manage them. It is important that each group and area know how to assess risk for their respective projects, and have a system of reward for a job well done. People need to know that they will be compensated for doing high quality work in a timely manner, beyond that of just a paycheck. Moreover, managing risks from an early stage will help decrease cost and ensure that schedules are maintained.

While considering how to put all this together, the most important thing to remember during this planning stage is that no project is an island. That is to say that no project is an isolated event; it impacts everything around it from socio-economics and cultural mores, to banks and pocket books. Therefore, it is imperative that the PM use outside input from other team members, --'s partners, teams and delegations, the host country, etc. Bringing all these different parties into the planning process will not only give valuable information and new ideas, but will also make everyone feel a part of the project from the earliest stages. This is a huge advantage. When everyone feels included, they will also feel like they have critical roles to play (whether or not that is the case is not the point). When parties feel invaluable, they will be more committed to success, because it reflects better on them as "key players" versus just "auxiliaries." They will be more willing to compromise and negotiate to do what is best for the event as a whole. (Sometimes fluffing a few feathers pays off.) Thus their success becomes the PM's success.

Once the management plans have been documented, the PM can begin **integration management.** Through integration management, the PM will put all the pieces together into a cohesive whole. This will help to get the project done faster, cheaper, and with fewer resources, while maintaining all the agreed upon standards and goals. It will allow for the balancing of interests between the process groups, knowledge areas, constraints, and all other relevant parties. In order to succeed in integrating all theses different parties, the PM must use the historical data provided by the PMO, mainly the **lessons learned.** Lessons learned are a wealth of information and ideas that would be catastrophic not to consult. Why repeat mistakes when they have already been navigated? Certainly there will be issues and ideas from the other tournaments (including personality conflicts) that the PM has not yet planned for or considered. And regardless, it is always the PM's responsibility to be prepared for every eventuality. Bottom line: the more information and data obtained, the better the PM will be able to tailor the established processes to the event.

Once the "plan of attack" has been finalized, the PM will need to decide on the organizational structure of the event. -- uses two main types, and ideally, the PM should pick the one that is most efficient. The first is the **functional structure**, where people are grouped by areas of expertise such as accounting, marketing, legal, human resources, etc. Generally, each department is responsible for its own projects, with little to no overlap between them. This allows for a unified and streamlined process with independent satellite groups, each individually focused on their respective tasks. At the same time, it may double the work for the PM, who would then have to be the go-between for the various departments, ensuring that the larger project is put together cohesively.

The other is the **matrix structure**. In the matrix structure, the departments are still working on their individual tasks, but now they are also working in conjunction with other departments on the larger aspects of the project. In this structure, everyone involved has two bosses, their respective departmental heads and the PM. The advantages to this structure are clear project objectives that everyone is involved in, more managing control for the PM, more support and coordination from various departments, more efficient use of resources, better communication between departments, and all team members still have their home bases. The disadvantages are that the departments will now have two bosses, complex procedural guidelines will be required to manage, monitor, and control each department, resources will be harder to allocate, and department heads might have different priorities from the PM, all in all, increasing the possibility for conflict.

Building upon the organization structure, it may make sense for the PM to group related projects together and create a **program** to help facilitate management. Programs can help economies of scale, decrease risk, and coordinate management, but they should only be used when they increase efficiency. Otherwise they only add to the workload, and may in fact hinder the process as a whole.

[ILLUSTRATION EXAMPLE]

Another option is to use a **portfolio.** A portfolio is a group of unrelated programs and projects that, although unrelated, still work to achieve the same specified outcome. Again, this should only be used if it increases efficiency.

[ILLUSTRATION EXAMPLE]

For some projects it may not be possible for the PM to document the plan and organizational structure in very much detail. It may only make sense in generalizations because there is a lack of knowledge and data. The PM will then have to use **elaborative planning**, collecting data as the project progresses to add more detail to subsequent phases. This was the case for the first few U-17 World Cups. The key to success with this approach is communication. As long as the PM makes strides to keep everyone involved and up-to-date, the project will move forward with all parties still committed to success.

Once the plan and organizational structures have been finalized, the PM must turn his attention to the **project's life cycle**, which must also be laid out in a simple and cohesive plan. This includes the methodologies that will be used to complete the work, the feasibility, planning, design, production, turnover, and start-up of construction within the parameters of the constraints, and the information technology (IT) installation designs to bring it all to fruition. In other words, the project life cycle will show exactly how the event goals will be reached based upon the management plans, and using the organizational structure. But it is important to remember that under no circumstances should the PM offer "extra-functionality" to any aspects of the project. The fledgling event must be clearly understood for what it is, no more, no less.

Once all this work has been complied and documented, it must then be approved. In order for it to be approved, the PM present the event, showing how the project can succeed within the defined constraints, demonstrating how all parties' needs are being met, and finally, proving that this will in fact be, as every -- tournament is, the greatest event of all time. Each party involved must have a clear understanding of their roles and responsibilities, and ideally, those of every other. Once the plan is approved, then the PM and the teams can move into the next action phase: executing.

Phase Two: Execute. Monitor. Control.

For the game. For the world.

Stage One: Execute

The executing phase begins with a **kick-off meeting**. Delegations from each of the member associations, the Local Organizing Committee (LOC), -- partners, etc. will be formally introduced to the project, and familiarized with their respective roles and duties. Inevitably, the PM will have to defend certain aspects of his plan and prove that they are efficient and necessary, but this should be considered the first of many times to shine and show all the hard work and planning involved in the previous phase.

Now the PM begins to direct and manage project execution. All the processes and personnel are brought into one coordinated effort, and the real work beings. The PM assumes more of a background role, overseeing all the work being done, but still remaining available for consultation on any problems. The PM must work to keep everyone focused with regular status updates, meeting to discuss risk management, and team building exercises. It is the sole responsibility of the PM to ensure that all gears are running smoothly, that is to say, that conflicts are being mitigated, solutions being found, and time schedules being kept. Remember, delays can only be made up by adjusting future schedules; asking for more time is never an option. It is also important to keep in mind that conflicts and problems can often affect seemingly unrelated areas. The only way to keep on top of them is to have good, open lines of communication. But in certain cases, the PM should also be prepared to deal with trade-offs between specific requirements and overall objectives. For instance: **[ILLUSTRATION EXAMPLE]**

The important thing to remember during this stage is that changes will happen, and most likely, they will happen frequently. In order to save time and resources, there are three general guidelines to take into consideration. Firstly, if there are changes that do not affect the constraints, then it is a simple matter of altering the execution to fit the changes. If, however, the changes do affect the constraints, then the PM must return to Phase One, Stage Two, and change the plan itself to account for the differences. Finally, if the changes so impact the constraints that the project itself may be in jeopardy, then the PM must go back to Phase One, Stage One, and reassess the viability of the project as a whole. Remember, it is always better to terminate a project than to attempt one with unrealistic demands.

Stage Two: Monitor and Control

While the execution stage is under way, the PM will be recording the results and any lessons learned, comparing them with expected outcomes. This is the only way for the PM to stay abreast of the various performance levels and quality output, which may, depending upon the results, require changes. (The most common changes will be with respect to time and budgets.) The PM must juggle the demands and requirements of different groups to ensure that all goals are met. In a perfect world, all parties would recognize the need and importance of giving resources to other departments, but unfortunately, one of the PM's main tasks is to play mediator and negotiator in order to get things done. The PM must prevent conflicts before they happen so that time is not wasted on conflict resolution. As aforementioned, it is often necessary to "just say no."

During this phase it is imperative that the PM keep the contract terms (the terms of the approved plan) at the forefront. They must all be met, and met with the satisfaction of all parties involved. At times this may seem like an impossible task, but this was the reason for all the planning of the previous stages. Keeping everyone involved, up-to-date, informed, and constantly reassessing progress vs. risks, will in most cases ensure a successful event.

Phase Three: Closing the World's Greatest Event Ever

Archive. Archive. Archive.

Now that the tournament has finally drawn to a close, it is time to record all processes as they used in their final forms (assuming that changes were made along the way), and archive them along with lessons learned. This is the time for the PM to reflect on what was done right, what went wrong, and how to make things better for future events. It is always a good idea to get outside input, because every opinion has its value. -- partners and/or the LOC might have ideas on how to better communicate --'s goals and standards, and likewise, departments like -- Marketing might have gained valuable insight on how to generate local support in countries with significantly different customs and mores.

Once all this data has been collected, the PM will be responsible for issuing a final report, formally announcing that the project has ended and all goals have been achieved. Once the report as been accepted and approved, the event is officially over. The report, along with any relevant notes, will be archived, updating the PMO's lessons learned database and organizational processes (if necessary) for future events.

Conclusion

Congratulations! You have just successfully completed your appointed -- World Cup™. It can now safely be called a success, because only the tournaments that make it past the final closing approval are successes. Take a deep breath and pat yourself on the shoulder. You survived. More than that, you succeeded. You triumphed. Now, onto the next project.