



#### TO DO LIST

- Schedules
- Phone calls
- Job Site Visit
- Meetings
- Emails
- 
- 
- 
- Review Plans
- Bid out project
- Review invoices
- Call city planner
- 
- 
- 

# PRINCIPLE 1

## BEWARE! THE DEVIL IS IN THE DETAILS!

The Details are the heart and soul of any project. It takes many, many years of experience to acquire the acumen to understand how to manage and apply all of the underlying principles the project manager learns over the course of time. This book sets forth certain principles I have both learned and developed and the rationale behind all of these principles with Examples and Cases in Point illustrating the rational and certain methodology in applying them to your daily project management activities. You can see the To Do List above is bare bones and doesn't really do anything for the user in terms of really planning what needs to be done. In project management the details are so voluminous it is impossible for you to manage all of them in your head. Instead, rely on tracking tools to assist you in your day to day management. I will get into this in greater detail in **PRINCIPLE 2 IT'S CALLED A CRITICAL PATH FOR A REASON** and **PRINCIPLE 3 UNPACK & USE YOUR CRITICAL THINKING TOOLBOX.**

In order to be an effective project manager you must learn everything there is to know about every process required for and affecting your project. Never assume anything. Always back up your presumptions with fact. ***Know Your Project Better Than Anyone Else.*** This is often a difficult thing to master. But believe me when I tell you this is an essential key to being an exceptional project manager.

***“You have to learn the rules of the game. And then you have to play better than anyone else.”*** ***Albert Einstein***

**Case In Point 1.1:**

So how did the Pundits, Pollsters, and Media combined miss the inevitable outcome of the 2016 Presidential Election? They did not pay attention to the details. To quote a cliché, “they couldn’t see the forest for the trees”.

The keys to Donald J. Trump winning the election was in the details surrounding the Will of the People of the United States. The Clinton Camp underestimated the opposition. And by the opposition I mean the intellect and Will of the American People. The American People were not swayed by the Media Hype against Mr. Trump nor the Media distorted reporting and bias. The American People did listen to the facts that were uncovered in WikiLeaks and reported FBI investigation. Mr. Trump made the election about the People and their challenges with everyday survival. In contrast Secretary Clinton’s campaign did not understand, could not identify, nor connect with the heart of the American People’s everyday challenges to survive and ultimately their demand for change. The Clinton Campaign failed to read and understand the details.

The People for Mr. Trump outsmarted the Media; outsmarted the pollsters. They did not tell the truth about who they were voting for in exit polls. They stood by their convictions under fear of being pigeonholed through derisive name calling.

With the bias by the Media, Republican Party Establishment, Pollsters, Pundits, The Democratic Party and the entire Clinton Machine, the People were driven by their own sense of

survival. They effectively kept their votes silent; secret. They were determined to let their voices be heard through their vote. They were indeed the biggest Silent Majority this Country has experienced in decades.

The American People effectively outsmarted every means of forecasting, reporting and the entire Clinton Machine. The American People paid attention to the **Details** of Mr. Trump's messages and promise for truly transforming America.

Donald J. Trump and his Team on the other hand, paid attention to all the details surrounding every component of his opposition and managed through. He NEVER underestimated his opposition. Mr. Trump appealed to the Will of the People in a non-elitist, down to earth and grassroots manner with which the masses of the People could identify. In the end, the People's Non-partisan Will prevailed in the 2016 Presidential Election, winning Donald J. Trump the Election.

**The Point: Regardless of where you are on the political spectrum Details matter.**

## Project Details

The details of any type of project are seemingly endless. The details have even more details. The overall production process has so many details that if missed, they can have serious and negative consequences. They can follow you around like a specter if not managed effectively. There are many components to a project.



“A team meeting in 20 minutes seems appropriate.”

Throughout this book I use Land development for illustrative examples and impactful cases in point. However, project management is required in many industries and complex business scenarios; the core **PRINCIPLES** are applicable to them as well. This **summarized** list (believe it or not it is a summary list!) encompasses many of the facets of development you

may be responsible for. Keep in mind that all projects are unique and have site specific development requirements. Some companies break down the management of the development process into various company departments, i.e., Land Development & Forward Planning, Construction Operations, Financing, Legal, Marketing & Sales, etc. The PM may or may not manage all of these functions. That said, it is still important for the PM to understand the intricacies of the underlying details to effectively coordinate with other PMs and various Departments managing the overall components of the project.

In addition to knowing and understanding these general project components you need to **KNOW EVERY DETAIL OF EVERY PROCESS FOR EVERY APPROVAL REQUIRED FOR EVERY PROJECT YOU MANAGE**. Inherent in the approval processes are what I consider land mines and fatal flaws if not managed well. Missteps can be very costly in terms of significant delays and added cost to the project. I will cover this in greater detail in **PRINCIPLE 3 UNPACK & USE YOUR CRITICAL THINKING TOOLBOX** and **PRINCIPLE 14 IT'S NEVER RIGHT THE 1<sup>ST</sup> TIME!** and **PRINCIPLE 16 YA GOTTA KNOW THE LINGO**. The components of the land development project process are categorized below and illustrate the complexity of the project:

- Acquisition
- Pre Development
- Site Development
- Building Construction
- Marketing & Sales
- Bond Exoneration

Each one of these categories has many subcategories which have layers and layers of details; a **few** of which are outlined below in **Outline 1.1** :

#### **OUTLINE 1.1 SAMPLE PROJECT CATEGORIES**

- **Acquisition**
  - Letter of Intent
  - Acceptance of Letter of Intent