

Project SN-AFU® – Glossary

Project terminology appears throughout **Project SN-AFU®** game materials. Terms most commonly encountered are included in this glossary for the sake of those who are not familiar with them. And because these terms are horribly misused in the game, both real world and **Project SN-AFU®** definitions are provided.

Enjoy!

Project Term	Real World Definition	Project SN-AFU® Definition
Budget	The sum total of money and other resources allocated to the project	A fantasy, like vacations, that seldom seems to materialize. When provided, it always falls short of needs.
Check	Action taken to ensure that the project is on track. Part of: Plan – Do – Check - Act	<ol style="list-style-type: none">1. An activity usually avoided on the grounds that it will only turn up more work2. A space on the game board. A player will only go to Check when there has been a problem. Going to Check puts you off of the Critical Path and makes it more difficult to win the game.
CIO	Chief Information Officer Individual responsible for the successful implementation of information technology	Chief Initiative Obstacle Or Corporate Incompetency Officer <ul style="list-style-type: none">• An idiot
Critical Path	The longest path through a Project Network Diagram; the shortest possible duration of the project.	<ol style="list-style-type: none">1. Delusional concept born of the misconception that we ever have control over the schedule2. The linear span of spaces between Kickoff and Success! on the game board. Describes the quickest route for winning the game.

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Kickoff	A meeting usually held at the start of project execution where the project team and stakeholders are gathered together to learn project objectives and approach. Initial work assignments may be handed out at this meeting.	<ol style="list-style-type: none"> 1. Great opportunity to help everyone understand just how much failure will hurt (Expectations Management) 2. The first space on the game board. All game pieces start in this space.
Management	That group of individuals charged with planning and overseeing the portfolio of project investments so that strategy is fulfilled and organizational goals are met.	Imbeciles in suits
Milestone	A point in time when an event or condition has been reached	<ol style="list-style-type: none"> 1. A vague objective that may happen some day 2. A space on the game board
Multitasking	Performing multiple tasks simultaneously in order to make best use of available bandwidth	Screwing up more than one thing at the same time
Plan – Do – Check – Act	<p>The primary operational philosophy behind the planning and execution of waterfall-style projects. It means:</p> <ul style="list-style-type: none"> • Plan: Always plan your work before you begin • Do: Follow your plan • Check: Continually make certain that your work is on track • Act: Take action as necessary to get the project back on track 	<ol style="list-style-type: none"> 1. Four types of space on the game board. Plan precedes Do. Check and Act are only accessed when there has been a problem. 2. A humorous fantasy sometimes mentioned in the classroom. The actual working philosophy is closer to: Do – Check – Plan – Panic – Blame

Project **SN-AFU**[®]

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PMO (Project Management Office)	One or more individuals charged with the task of ensuring that: <ul style="list-style-type: none"> • The organization does the right projects at the right time • Project managers have the resources and tools needed to be successful • Effective methods are used in the conduct of projects • Projects deliver value 	A small group of Project Management fanatics who will go to any length to ensure that all projects are done exactly the same way. And that way includes tons of bureaucracy, a maddening number of useless templates, and intense micromanagement over every aspect of project function. a.k.a. Template Nazis.
Procurement	Obtaining goods and services required by the project from outside the organization	A golden opportunity for extra income when contracts can be put in the hands of friends and family
PROJECT	A temporary human endeavor undertaken to create value for stakeholders through delivery of a unique product, service or result	A sentient being that makes every effort to stay alive by prolonging the project and blocking delivery. It regards humans as prey and the PMO as vermin. It has a mean sense of humor.
Project Manager	A highly trained professional who uses the latest in Project Management methodologies and tools to meet stakeholder needs through successful delivery of projects.	A powerless pawn who attempts against all odds to use a nightmare of worthless, bureaucratic Project Management protocols to meet impossible objectives set by imbeciles in suits. Occasionally takes shortcuts to keep things moving.
Project Plan	A carefully crafted plan of execution that is balanced among time, cost, scope and risk so that the chances of successful project delivery are maximized	<ul style="list-style-type: none"> • The Project Manager wants a plan. • The PMO requires the paperwork. • Many managers think that planning is a waste of time. They would prefer to dump the plan and use Magical Thinking instead.

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Project Review	A meeting held to evaluate the status of one or more projects	<ul style="list-style-type: none"> • A periodic meeting where management asks pointless questions and project teams practice their obfuscation skills. (See Project Review Board) • A PR space on the game board that represents a project review. Player draws a card, reads a vignette that describes an ongoing duel with the Review Board, and is directed to move forward or back on the board.
Project Review Board	<p>A small group of managers who periodically review the progress of high profile projects to ensure that:</p> <ul style="list-style-type: none"> • There has been an appropriate level of progress • Serious problems are resolved quickly • Failing projects are terminated so that the resources can be better used elsewhere 	<p>A small group of managers who are supposed to ensure project success, but who are more likely to:</p> <ul style="list-style-type: none"> • Micromanage the work despite a total lack of qualifications • Demand progress while ignoring actual road blocks • Cut project budgets to boost their bonus • Look the other way when quality is tossed aside in order to meet meaningless time and cost objectives
Project Team	<p>Those individuals responsible for carrying out the work of the project. The Team is expected to:</p> <ul style="list-style-type: none"> • Assist in the management of change and risk • Effect timely delivery of scope • Ensure that all deliverables meet quality targets 	<p>Hard working; can be brilliant; can get distracted at times. The team:</p> <ul style="list-style-type: none"> • Has to put up with the insanity of the project environment • Considers Project Management to be an extinct religion • Would really like to go out for a beer

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Requirements	The conditions and capabilities that must be provided in project deliverables in order to meet a customer's needs.	<ol style="list-style-type: none"> 1. A fanciful concept tied to the notion that stakeholders have even a clue of what they actually need. Requirements have been recorded under laboratory conditions, but are seldom actually seen in the wild. 2. Secrets held by stakeholders that they will not reveal even under threat of death
RFP	Request for Proposal	Rationale for Pain
Scope Creep	Scope is all of the work of the project, defined in terms of its deliverables. Scope creep is the uncontrolled or unrelenting addition of new scope to the project.	<ul style="list-style-type: none"> • Stakeholders see no problem with constantly demanding new features right up to the point of delivery. • The Sponsor supports the addition of new scope but will not adjust time and cost baselines. • The Project Manager gets buried.
Sponsor	<p>The person who:</p> <ul style="list-style-type: none"> • Commissioned the project • Determines project objectives • Pays for the project • Serves as project champion 	<p>A person who:</p> <ul style="list-style-type: none"> • Wants the project done, but may not be clear on why • Sets meaningless and unrealistic time and cost targets • Provides only of fraction of the resources needed, and then cuts them further to "keep project cost down" • Is never available when needed
Stakeholder (a.k.a. Client, Customer)	Anyone who can affect the project, or who is affected by the project, and who has an interest in its success or failure	Demanding (and somewhat scatterbrained) individuals who require that everything be done tomorrow but who will not lift a finger to help, e.g. by making their requirements known.

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Status Report	<p>A report to management that describes the current health of the project. Stoplight reporting may be used:</p> <ul style="list-style-type: none"> • Green: all is OK • Yellow: Problem exists but is under control • Red: A significant problem exists; management assistance is required 	<p>Reports presented at Project Review meetings. Stoplight reporting may be used:</p> <ul style="list-style-type: none"> • Green: all is OK • Yellow: Problem exists but don't let management know • Red: A significant problem exists. Hide it while you update your resume. <p>For the Project Manager, these reports are usually an occasion for embarrassment and/or pain.</p>
Success	<p>Project success: deliverables are successfully deployed to the customer and the customer is happy with what they have received.</p>	<ul style="list-style-type: none"> • Delivering complete garbage on time and within budget • You have reached the last space on the game board. Congratulations: You Won! Now try to figure out where you left your ethics...
Team Lead	<p>Individual who leads a subgroup of the project team.</p>	<ul style="list-style-type: none"> • The least qualified person on the team • Player who reads Query cards
Template	<p>A document, spreadsheet or other tool that can be used to simplify project planning, execution and reporting. Templates, when designed well, reduce risk, save time, and improve the chances of success.</p>	<p>Worthless forms that the PMO requires in all projects. They are a complete waste of time and should be avoided whenever possible. The PMO ruthlessly hunts down unauthorized templates.</p>
Vendor	<p>Outside commercial organizations that provide the goods and services that a project team cannot obtain in-house.</p>	<p>Scoundrels whose only goal is to maximize profit. Goods and services are typically delivered late and with poor quality.</p>

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