CHAPTER 11 WORKSHEET

Project Management

YOUR COUNTERSTEER	Scope changes logged, risks owned by name, and status reported against baseline — not just schedule variance at the end.
YOU WALK AWAY WITH	A project that finishes on time, on budget, on purpose.

YOUR NAME | COMPANY | DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Scope changes logged, risks owned by name, status reported against baseline.
MEASURE IT WITH	Changes logged and decided; risks with named owners; weekly variance.
THE TRAP	Absorbing scope changes quietly instead of logging them.
THIS WEEK	Write a one-page charter for your next project.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

- ☐ Write a one-page charter for the next project you're about to start. DONE ON
- ☐ Build a risk log before day one, instead of after the first surprise. DONE ON
- ☐ Notice which Tuckman stage your current team is actually in — and lead accordingly. DONE ON
- ☐ Log one scope-creep request this week formally, instead of quietly absorbing it. DONE ON

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Project Charter

The same who-what-where-when-why-how questions as your business plan, scaled to one project.

Project name	
Sponsor	
Project lead	
Problem this solves	
What "done" looks like	
Start date / target end date	
Budget	
Top 3 risks	
Key milestones *1. ___ 2. ___ 3. ___*	
Change control owner	

Risk Log

Build it before day one. Every risk gets a name.

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Risk	Likelihood	Impact	Owner (by name)	Response	Open
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐

Which Stage Is Your Team In?

Tuckman's five stages. Lead the team you have, not the one you wish you had.

Stage today ☐ Forming ☐ Storming ☐ Norming ☐ Performing ☐ Adjourning

What I'm seeing that tells me so	
How I'll lead this week	

Scope Change Log

Log it formally instead of quietly absorbing it. Every change moves schedule or cost.

Date	Request	Requested by	Schedule / cost impact	Decision

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Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve *The number on the statement or report.*	
Financial driver affecting it *What is pushing that result up or down.*	
Activity driver my team can change *Something a person does, or doesn't do, every week.*	
Accountable Owner *One person, by name.*	
Measure and target *One number you can read in under a minute.*	
Tuesday review: day and time	

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Project Management — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week *Write a one-page charter for your next project.*	
Done by (date)	
Who will I tell I've done it?	

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