

## INTRODUCTION: Responsibility Allocation Matrix

*The Template Content Starts on the Following Page*

### What This Is

A detailed but relatively concise matrix outlining the primary responsibilities for the executives and the core and extended cross-functional team members connected to an individual project.

It is designed to be used during the planning phase to get all team members engaged in thinking through the work and dependencies involved in the project.

### Why It's Useful

It's one thing to know that Steve is responsible for Quality Systems on Project X; it's another to know exactly what Steve—or anyone else—thinks that means, and what it will take for him to meet his responsibilities.

Rather than focusing on simple "involved/not-involved" measures indicating *where* people fall in a project's decision structure, this matrix collects and shares a high-level view of project responsibilities to show *how* team members and their responsibilities impact each other. In addition to listing the three to five key cross-functional responsibilities, team members also indicate what inputs they depend on, and what outputs they are responsible for delivering to others. These three items—inputs, key responsibilities, and outputs—combine to create a more complete understanding of what is involved in project work, the dependencies, and the communication channels that may be required.

This document is especially important in getting all the functional groups identifying what cross-functional work is applicable to this project, which can help ensure that a full truly cross-functional end-to-end schedule is developed for the project.

### How to Use It

- Review the example matrix on pages 4–10 for ideas on the level of detail you may want to include (or exclude) from your matrix.
- Use the blank matrix on pages 2–3 to create a template appropriate to your project. Some projects may not include all of the roles indicated on this example; others may need several more that are not indicated. For example, construction projects may not include a Firmware/Software Leads and other IT-related roles, but may need rows added for Architect, Designer, Foreman, and other roles specific to the industry. Likewise, smaller projects may require fewer roles. Add, delete, and change roles as appropriate for your situation. **Note:** The matrix is *role* focused, not person focused. Include a row for each central project role, even if one person is filling two or more roles.
- Have each person fill in the row for their role, indicating the 3–5 key cross-functional responsibilities they have to the project, and the inputs (dependencies) and outputs for each. For a small project, you may want to collect this information in a group meeting, but where more than a few people are involved you will probably want to collect the information separately and include it in the table. You may circulate the template among team members, or broadcast it and correlate input as it is returned.
- Review the completed matrix at the next team meeting to be sure that all primary responsibilities are agreed upon and understood. Edit if necessary.
- Once the team agrees on the responsibilities and dependencies outlined in the matrix, distribute it as part of the project documentation. You may want to include it in the project Communications Plan.
- Refer to the matrix when the team is creating the project schedule. It is valuable as a reference for creating a *full* cross-functional schedule for the project, helping catch all that peripheral work that often doesn't make it into the official schedule but really is key work of the project. If something is listed as an input or output or core task in this chart, chances are it should show in the schedule as task or as a dependency to/from another group.

**The blank template follows on pages 2–3.**

**A completed sample template follows on pages 4–10.**

### Responsibility Allocation Matrix (RAM) – Blank Form (2 pages)

PLEASE just put high-level cross-functional responsibilities for this project. I know you do a lot of valuable stuff, but it won't all fit on this chart. Thanks!

Role	Person	INPUTS Dependency on others - What do YOU need from OTHERS to do your job?	Primary Responsibilities on this project What are the 3–5 key areas people count on you to cover?	OUTPUTS What do others need from YOU to do THEIR job?
PRODUCT REVIEW BOARD				
EXECUTIVE SPONSOR				
PROGRAM MGMT TRIAD				
<b>CORE TEAM</b>				
Marketing Rep.				
Manufacturing Rep.				
Engineering Rep.				
Finance Rep.				
Sales Rep.				
Quality Systems Rep.				

Role	Person	<b>INPUTS</b> Dependency on others - What do YOU need from OTHERS to do your job?	<b>Primary Responsibilities on this project</b> What are the 3–5 key areas people count on you to cover?	<b>OUTPUTS</b> What do others need from YOU to do THEIR job?
<b>EXTENDED TEAM</b>				
<b>Marketing</b>				
Marketing Documents				
Marketing Programs				
<b>Manufacturing</b>				
NPI Engineering				
Production Assembly & Test				
Part # & Doc. Management				
NPI Planner				
Buyer				
<b>Engineering</b>				
System/HW Technical Lead				
FW/SW Lead				

Role	Person	<b>INPUTS</b> Dependency on others - What do YOU need from OTHERS to do your job?	<b>Primary Responsibilities on this project</b> What are the 3–5 key areas people count on you to cover?	<b>OUTPUTS</b> What do others need from YOU to do THEIR job?
Test Lead				
Eng. Doc. Lead				
Compliance & Conformance Lead				

### Responsibility Allocation Matrix (RAM) – Example of Completed Matrix

Role	Person	INPUTS Dependency on others - What do YOU need from OTHERS to do your job?	Primary Responsibilities on this project What are the 3–5 key areas people count on you to cover?	OUTPUTS What do others need from YOU to do THEIR job?
PRODUCT REVIEW BOARD	Kumar, Victor, George, Martha, Linda	<ul style="list-style-type: none"> <li>▪ Status from team</li> <li>▪ Company direction from CEO</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reviews the program at Decision Points.</li> <li>▪ Has authority &amp; responsibility to approve new development projects, cancel or reprioritize projects, ensure fit to strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clear product strategy.</li> <li>▪ Resource allocation among projects.</li> <li>▪ Relative priority of various projects.</li> <li>▪ Decision point review and approval.</li> </ul>
EXECUTIVE SPONSOR	Martha	<ul style="list-style-type: none"> <li>▪ Status from project leader.</li> <li>▪ Company direction from executive team.</li> </ul>	<ul style="list-style-type: none"> <li>▪ At the executive level, for assure program success in alignment with business goals.</li> <li>▪ Support the team, remove obstacles, providing ongoing review and oversight.</li> <li>▪ Manage business risk of project failure.</li> <li>▪ Assure recognition and reward for the team's successes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coaching and mentoring of leader.</li> <li>▪ Insight into executive team thinking.</li> <li>▪ Remove obstacles.</li> <li>▪ Provide resources.</li> <li>▪ Highlight successes.</li> <li>▪ Mitigate risks.</li> </ul>
PROGRAM MANAGEMENT TEAM	Tom, Jason, Suzanne	<ul style="list-style-type: none"> <li>▪ Authority to do what needs to be done to bring the job in according to the technical, schedule, and market objectives (ability to make technical tradeoffs, rapid support of staff requests, etc.)</li> <li>▪ Clear and complete status input from the functional areas</li> <li>▪ Timely identification of issues (staff, technical, etc.) &amp; options for resolution</li> <li>▪ Market &amp; product requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide clear goals and objectives with metrics to the team.</li> <li>▪ Create program plans and timelines.</li> <li>▪ Track progress and status against plans, timelines and metrics.</li> <li>▪ Facilitate communication – with the core team, extended team, sponsors, customers and other key stakeholders.</li> <li>▪ Team building, recognition and reward, celebration and generally keeping everyone sane.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely decisions about form, fit, function, and manufacturing tradeoffs</li> <li>▪ Status for review by upper management</li> <li>▪ Risk identification and resolution on an on-going basis</li> <li>▪ Timely identification of Requirements that were not originally identified or planned for</li> </ul>

Role	Person	<b>INPUTS</b> Dependency on others - What do YOU need from OTHERS to do your job?	<b>Primary Responsibilities on this project</b> What are the 3–5 key areas people count on you to cover?	<b>OUTPUTS</b> What do others need from YOU to do THEIR job?
<b>CORE TEAM</b>				
Marketing Rep.	John	<ul style="list-style-type: none"> <li>▪ Business strategy.</li> <li>▪ Product strategy vision.</li> <li>▪ Estimated &amp; actual costs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Define market opportunity.</li> <li>▪ Define requirements for a product that successfully addresses this market and business opportunity.</li> <li>▪ Create and execute successful launch of the product.</li> <li>▪ Product-manage from idea-generation through EOL.</li> <li>▪ Provide marketing collateral for Sales &amp; installation.</li> <li>▪ Work with finance to set pricing.</li> <li>▪ Validate requirements meet customer needs.</li> <li>▪ Facilitate customer trials.</li> <li>▪ Prioritize first shipments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Product roadmap.</li> <li>▪ Market requirements.</li> <li>▪ Product requirements.</li> <li>▪ Customer &amp; sales support.</li> <li>▪ Forecast &amp; mix.</li> <li>▪ End of life plan.</li> <li>▪ Positioning and pricing strategy.</li> </ul>

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Manufacturing Rep.	Claire	<ul style="list-style-type: none"> <li>▪ Schedule status from Eng on key release items: BOM, Gerber, Test Docs</li> <li>▪ Qtys and timeframes for builds / shipments– Protos / Pilots</li> <li>▪ 12-month forecast in order to plan long lead critical items</li> <li>▪ BOMs for standard costing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Primary interface for Mfg issues / status to Product X core team and responsibility to ensure closure of action items.</li> <li>▪ Facilitate communication thru weekly Ops mtg's to ensure progress is tracked and timelines are met within overall schedule</li> <li>▪ Ensure Mfg team has up to date info needed to succeed at their responsibilities and inform of any changes that may affect their planning.</li> <li>▪ Encouraging forward thinking in Mfg group to items that have not been planned or need further discussion to resolve (i.e. who is handling new packaging, etc?)</li> <li>▪ Guidance on who to go to in extended team for assistance with problem resolution.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Costing</li> <li>▪ On time builds</li> <li>▪ Part status / critical shortages info</li> <li>▪ Communication of possible changes to build schedule</li> </ul>
Engineering Rep.	Ed	<ul style="list-style-type: none"> <li>▪ Schedule inputs for all engineering activities</li> <li>▪ Regular status on engineering tasks</li> <li>▪ Regular inputs on engineering problems, impact, and options</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordination of interdepartmental engineering activities</li> <li>▪ Coordination of engineering leads</li> <li>▪ Manage all tasks to the schedule</li> <li>▪ Focal point to the Program Mgmt. Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Updated eng. schedule &amp; Milestones Table</li> <li>▪ Engineering summary status and problem/resolution reports</li> <li>▪ Resolution of interdepartmental eng. issues</li> </ul>
Finance Rep.	Ian	<ul style="list-style-type: none"> <li>▪ COGS.</li> <li>▪ Market size &amp; growth.</li> <li>▪ % Market share expected over time.</li> <li>▪ Sales forecast</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support the team and PRB with financial models that help in making the best business decisions possible.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost and profit targets in alignment with the business model.</li> </ul>

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Sales Rep.	Mike	<ul style="list-style-type: none"> <li>▪ Marketing collateral to support road show and sales training.</li> <li>▪ Positioning strategy.</li> <li>▪ Pricing strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Be an advocate for the customer needs and Sales perspectives to the Core Team.</li> <li>▪ Champion the Product X products with the Sales organization and customers.</li> <li>▪ Validate offers with potential customers.</li> <li>▪ Facilitate the customer trials.</li> <li>▪ Drive the Product X road show.</li> <li>▪ Drive the Sales training process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prioritized customer needs.</li> <li>▪ Sales quota commitments.</li> <li>▪ Customer trial sites.</li> </ul>
Quality Systems Rep.	Steve	<ul style="list-style-type: none"> <li>▪ Critical suppliers identified (Materials/Eng) to initiate supplier survey/visit</li> <li>▪ Specific customer QA process/design/manufacturing/etc. requirements (Mktg/Legal), if any, that must be implemented (i.e. TL9000 compliance)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide feedback on any QA concerns/recommendations on PLC/QMS process to ensure integrity not compromised</li> <li>▪ Initial feedback on any reliability/MTBFs concerns</li> <li>▪ Feedback on current product issues to avoid similar issues in Product X.</li> <li>▪ Independent check on DVT until process is fully defined</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback on critical supplier evaluations (to Engineering/Materials)</li> <li>▪ Facilitate implementation of new QMS/PLC requirements and timeline (if lengthy) (to Project Mgmt Team)</li> </ul>
<b>EXTENDED TEAM</b>				
<b>Marketing</b>				
Marketing Documents	Julie	<ul style="list-style-type: none"> <li>▪ Documentation input from Engineering</li> <li>▪ Notified as early as possible of product changes that will impact the user documentation – Communication.</li> <li>▪ SW/FW code frozen in time to document.</li> <li>▪ Timely reviews of proof documents.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop accurate user documentation on time.</li> <li>▪ Assist with developing Marketing materials (presentations, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ NES needs installation documentation to support training and 3rd party installation.</li> </ul>

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Marketing Programs	Mary	<ul style="list-style-type: none"> <li>Product Positioning, Capabilities &amp; Schedule</li> </ul>	<ul style="list-style-type: none"> <li>Deliver quality Marketing Programs on time.</li> </ul>	<ul style="list-style-type: none"> <li>Sales needs the output of the marketing programs to support their sales.</li> </ul>
<b>Manufacturing.</b>				
NPI Engineering	Martin	<ul style="list-style-type: none"> <li>BOM</li> <li>Gerber</li> <li>Spec released in system</li> <li>Documentation</li> <li>ICT test Points (DFT)</li> <li>DFM</li> <li>Label requirement</li> </ul>	<ul style="list-style-type: none"> <li>MFG.</li> <li>Doc Control</li> <li>OSP</li> <li>Material</li> <li>Review for DFM</li> <li>Gerber review</li> <li>Engineering</li> </ul>	<ul style="list-style-type: none"> <li>BOM loaded</li> <li>DFM completed</li> <li>Documentation release</li> <li>Product to LA and GA</li> <li>Label Format</li> </ul>
Production Assembly & Test	Joe	<ul style="list-style-type: none"> <li>Pilot &amp; Pre-production build schedules.</li> <li>All engineering plans, status, design reviews on testing</li> <li>Test procedure including list of test equip.</li> <li>Document package (schematic, BOM ... )</li> <li>Set of units from Pilot build for study, evaluation and testing.</li> <li>Complete sales order, product and shipping info.</li> <li>Product review and test training</li> </ul>	<ul style="list-style-type: none"> <li>Set up and prepare production for a dedicated Product X assy., test and rework line.</li> <li>Buy or rent any new equipments and tools required</li> <li>Plan, schedule and arrange for personnel assy., rework &amp; test training</li> <li>Assist or provide manpower help to engineering at prototype, pilot and pre-production</li> <li>Handle all shipments of Product X products to customers</li> <li>Design and order new packaging requirements.</li> <li>Provide technical and logistic support to turn key manufacturer</li> </ul>	<ul style="list-style-type: none"> <li>Production status, plans, schedules from pilot to production release.</li> <li>From Pilot to production assy, test and rework history.</li> <li>Vendor, cost and packaging material information</li> <li>Technical and logistic support to shop or turn key manufacturer</li> </ul>

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Part # & Doc. Management	Mary	<ul style="list-style-type: none"> <li>▪ Info on what part numbers are required as product is developed.</li> <li>▪ Complete and accurate ECOs &amp; supporting documentation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Part number entry (Eng and Mktg #'s)</li> <li>▪ ECO updates after approval, in Max (update revs etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Official part numbers and up-to-date documentation that allow Materials to procure parts routinely.</li> </ul>
NPI Planner	Barbara	<ul style="list-style-type: none"> <li>▪ Prelim BOMs for material analysis</li> <li>▪ Final BOMs, assy dwg , CAD data to supply Contract Manufacturer (CM)</li> <li>▪ Schedule of deliverables.</li> <li>▪ Direct link to purchasing.</li> <li>▪ Support from warehouse for material moves</li> </ul>	<ul style="list-style-type: none"> <li>▪ Material status</li> <li>▪ Scheduled deliveries from the CM</li> <li>▪ Alerts for lead-time and availability issues.</li> <li>▪ Generate ECO's to document preliminary and released status.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Build schedules.</li> <li>▪ Delivery information.</li> <li>▪ Material status.</li> </ul>
Buyer	Sue	<ul style="list-style-type: none"> <li>▪ Data sheets – mfg. part numbers.</li> <li>▪ Planning – Barb tells me when we are building – plan parts &amp; delivery.</li> <li>▪ Non-Inventory – need a purchase req.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Part deliveries. Crossing new parts (2nd sourcing).</li> <li>▪ Costing new components.</li> <li>▪ Info on problem parts (delivery, end of life, etc).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost.</li> <li>▪ Delivery info on required parts.</li> </ul>

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<b>Engineering</b>				
System/HW Technical Lead	Dave	<ul style="list-style-type: none"> <li>▪ Prod. Reqmts Document starting point for design.</li> <li>▪ Main input is from the design engineers. Where are they, what problems they have.</li> <li>▪ Manufacturing inputs for the design for manufacturing.</li> <li>▪ Materials ordering and delivery of material.</li> <li>▪ Engineering Firmware and ATE support/interface for units and system.</li> <li>▪ System specification.</li> <li>▪ Testability inputs from Mfg.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivery of working system (hardware/firmware).</li> <li>▪ System specification.</li> <li>▪ Technical support when system is installed in the field.</li> <li>▪ Documentation for the design (for the PCB).</li> <li>▪ Creation of the system (hardware/firmware) schedule.</li> <li>▪ Deliver working units (Main hub, Expansion Hub and RAU).</li> <li>▪ Interface with Manufacturing for material (parts and assemblies) for proto and pilot.</li> <li>▪ ATE for test requirements.</li> <li>▪ Unit specifications.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A design that can be manufactured at a reasonable cost.</li> <li>▪ Material information, what needs to be ordered and when.</li> <li>▪ Tracking of the system (hardware/firmware) schedule &amp; status.</li> <li>▪ System data sheet (for marketing).</li> <li>▪ System information for docs (for eng).</li> <li>▪ Working design to manufacturing.</li> <li>▪ Documentation to manufacturing to build units (BOM, Drawings...).</li> </ul>
FW/SW Lead	Robin	<ul style="list-style-type: none"> <li>▪ Product Requirements Document</li> <li>▪ Engr Top-level schedule/milestones</li> <li>▪ System Lead: Top-level system design specification</li> <li>▪ HW design engineers: HW design specs.</li> <li>▪ FW/SW design engineers: design &amp; schedule inputs, status reports, problems, concerns.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate design, development and delivery of FW and SW components of product</li> <li>▪ Generate, track, be responsible for FW/SW schedules</li> <li>▪ Assign tasks to FW/SW staff</li> <li>▪ Ensure FW/SW team has necessary support from and interaction with System Lead, HW team, ATE team ...</li> <li>▪ Ensure appropriate FW/SW engineering procedures are followed: design documents, coding practices, testing</li> </ul>	<ul style="list-style-type: none"> <li>▪ FW/SW components to system design specification, performance specs, on time and within cost targets (as appropriate).</li> <li>▪ FW/SW design documents and design reviews w/development team, including initial system concept and design complete with cost and performance specs.</li> <li>▪ Timely, accurate updates to FW/SW scheds</li> </ul>

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Test Lead	Steve	<ul style="list-style-type: none"> <li>▪ Manufacturing Test Cost Model (Test Labor Budget) from Marketing, Manufacturing and Pgm. Management</li> <li>▪ Program Plan from Pgm. Management</li> <li>▪ Product System Design Specs from Design Engineering</li> <li>▪ Product Unit Design Specs From Design Engineering</li> <li>▪ Unit Test Plans from Design Engineering</li> <li>▪ DVT Plan from Design Engineering</li> <li>▪ Compliance/Conformance Requirements from Design Engineering</li> <li>▪ Prototype products from Design Engineering/ Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop test strategies, hardware and software to implement test capability required for manufacturing to meet their test labor budgets.</li> <li>▪ Collaborate with the design engineering team during new product development to ensure products are designed for maximum testability at the lowest cost, and provide test equipment and support for product characterization during development.</li> <li>▪ Play a partnership role (with Design Engineering and Manufacturing) in transitioning new products from design into production and support continuous improvements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Testability Guidelines to Design Eng.</li> <li>▪ Test Strategy to Design Engineering, Manufacturing, Pgm. Management</li> <li>▪ Test Development Plan (Goals, Staff, Budget, Schedule) to Design Engineering, Manufacturing, Pgm. Management</li> <li>▪ Test Requirements Docs (System &amp; Unit Level) for Eng. and Mfg. review</li> <li>▪ Capital Equipment Requirements to Pgm. Management and Finance</li> <li>▪ Testability Reviews of Engineering Designs</li> <li>▪ Mfg Test Equip /SW/ Docs to Mfg.</li> <li>▪ Eng Test Equipment/ SW/ Documentation to Design Engineering</li> <li>▪ Support Mfg for problem resolution and process improvements.</li> </ul>
Eng. Doc. Lead	Katherine	<ul style="list-style-type: none"> <li>▪ Unit/system performance specifications</li> <li>▪ Customer/installation/maintenance perspective.</li> <li>▪ Product definition/development focus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focal point for Eng inputs to Product X User Manual</li> <li>▪ Product X functional description</li> <li>▪ Product X faults/warnings description</li> </ul>	<ul style="list-style-type: none"> <li>▪ Firmware High Level Design document</li> <li>▪ Installation Guidelines</li> <li>▪ Troubleshooting Flowchart</li> </ul>
Compliance & Conformance Lead	John	<ul style="list-style-type: none"> <li>▪ To be kept in the loop on schedule changes</li> <li>▪ Alpha units for EMC pre-scanning</li> <li>▪ Beta units for EMC pre-scanning</li> <li>▪ Docs and tech info prior to formal submittal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formal approval scheduling</li> <li>▪ Formal approvals</li> <li>▪ Occasional mechanical construction considerations</li> </ul>	<ul style="list-style-type: none"> <li>▪ The formal approvals schedule</li> <li>▪ Documentation input</li> <li>▪ Construction considerations</li> </ul>



## About the Author

**Kimberly Wiefling** is the author of one of the top 100 project management books in the US, “*Scrappy Project Management: The 12 Predictable and Avoidable Pitfalls Every Project Faces*”, and the founder of Wiefling Consulting, LLC, a scrappy global consulting enterprise committed to enabling her clients to achieve highly unlikely or darn near impossible results, predictably and repeatedly. Her company has helped individuals, teams, and organizations realize their dreams through a combination of courageous leadership, project management excellence, sheer determination, and plain old stubbornness. She has worked with companies of all sizes, including one-person ventures and those in the Fortune 50, and she has helped to launch and grow more than half a dozen startups, a few of which are reaping excellent profits at this very moment. She spends about half of her time working with Japan-based companies that are committed to developing truly global leaders. Kimberly’s leadership workshops are extremely popular with her Japanese clients, who are delighted to find the experience highly interactive, expressive and transformative, a refreshing change of pace from the lecture style typical in many Japanese companies.

Kimberly attributes her scrappiness to being raised in Pittsburgh, Pennsylvania and to the sheer luck of genetics—her whole family is seriously scrappy. (Thanks, Mom and Dad!) A physicist by education, she earned a master's degree in physics from Case Institute and a bachelor's in chemistry and physics from Wright State University.

Kimberly spent a decade at HP in engineering leadership and product development project management roles. She then spent four years in the wild and whacky world of Silicon Valley start-ups before leading one to a glorious defeat during the dotcom bust of 2001 as the VP of Program Management. (Indeed, the company was purchased by Google, but as luck would have it, for pennies on the dollar... Drat!) Vigorously scrappy, she reemerged from the smoldering remains of the “Silicon Valley Mood Disorder” to launch her own company, consulting worldwide from Tokyo to Armenia, as well as the once-again-vibrant Silicon Valley. Kimberly is the executive editor of The Scrappy Guides™, and a regular contributor to ProjectConnections.com. She is also the lead blogger on the UC Santa Cruz Extension's The Art of Project Management Blog. Feel free to contact her at [kimberly@wiefling.com](mailto:kimberly@wiefling.com) or check out her web site at [www.wiefling.com](http://www.wiefling.com). You can order her book on Amazon at <http://www.amazon.com/o/ASIN/1600050514/> and see the hilarious video of the nearly-true story of the precarious last hurdles that she overcame to get the book published at <http://www.youtube.com/watch?v=KDCJBU3rdvk>.