

Project Management That Works!

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Understanding You!





Understanding You

- DiSC Profile
- How to Deliver Proper Messages
 - High D – Direct
 - High I – Feeling, Social
 - High S – Balanced and Friendly
 - High C – Detail Oriented



Communication Types

<i>Category</i>	<i>D</i>	<i>I</i>	<i>S</i>	<i>C</i>
<i>Basic Motivation</i>	Challenge and Control	Recognition and Approval	Stability and Support	Quality and Correctness
<i>Basic Desires</i>	<ul style="list-style-type: none"> ➤ Freedom from control ➤ Authority ➤ Varied activities ➤ Difficult assignments ➤ Opportunities for advancement ➤ Choices, rather than ultimatums 	<ul style="list-style-type: none"> ➤ Prestige ➤ Friendly relationships ➤ Freedom from details ➤ Opportunities to help others ➤ Opportunities to motivate others ➤ Chance to verbalize ideas 	<ul style="list-style-type: none"> ➤ An area of specialization ➤ Identification with a group ➤ Established work patterns ➤ Security of a situation ➤ Consistent, familiar environment 	<ul style="list-style-type: none"> ➤ Clearly defined tasks ➤ Details ➤ Limited risks ➤ Time to think
<i>Responds Best to Leader Who:</i>	<ul style="list-style-type: none"> ➤ Provides direct answers ➤ Sticks to task ➤ Gets to the point ➤ Provides pressure 	<ul style="list-style-type: none"> ➤ Is fair and also a friend ➤ Provides social involvement ➤ Provides recognition of abilities ➤ Offers rewards for risk-taking 	<ul style="list-style-type: none"> ➤ Is relaxed and friendly ➤ Allows time to adjust to changes ➤ Allows to work at own pace ➤ Gives personal support 	<ul style="list-style-type: none"> ➤ Provides reassurance ➤ Listens to suggestions ➤ Spells out detailed operating procedures ➤ Provides resources to do tasks correctly



Communication Types

<i>Category</i>	<i>D</i>	<i>I</i>	<i>S</i>	<i>C</i>
<i>Perceived Strengths</i>	<ul style="list-style-type: none"> ➤ Independent ➤ Efficient ➤ Practical ➤ Determined 	<ul style="list-style-type: none"> ➤ Enthusiastic ➤ Dramatic ➤ Outgoing ➤ Personable 	<ul style="list-style-type: none"> ➤ Patient ➤ Dependable ➤ Reliable ➤ Agreeable 	<ul style="list-style-type: none"> ➤ Persistent ➤ Organized ➤ Serious ➤ Industrious
<i>Potential Weaknesses</i>	<ul style="list-style-type: none"> ➤ Pushy ➤ Dominating ➤ Insensitive ➤ Unreasonable 	<ul style="list-style-type: none"> ➤ Egotistical ➤ Undisciplined ➤ Manipulative ➤ Talkative 	<ul style="list-style-type: none"> ➤ Awkward ➤ Dependent ➤ Slow ➤ Fearful 	<ul style="list-style-type: none"> ➤ Moody ➤ Indecisive ➤ Moralistic ➤ Picky



Is This True?

- Projects with realistic budgets and timetables don't get approved.
- The more desperate the situation the more optimistic the progress report.
- A user is somebody who rejects the system because it's what he asked for.
- The difference between project success and failure is a good PR company.
- Nothing is impossible for the person who doesn't have to do it.
- A freeze on change melts whenever heat is applied.
- You understood what I said, not what I meant.
- If at first you don't succeed, rename the project.
- Everyone wants a strong project manager - until they get him.
- The worst project managers sleep at night.
- A failing project has benefits which are always spoken of in the future tense.
- Projects don't fail in the end; they fail at conception.
- Visions are usually treatable.
- Overly ambitious projects can never fail if they have a beginning, middle and no end.

- Adapted from Michael Krigsman – TechRepublic.com







Making Emotional Conversations Unemotional





What causes emotional conversations?

- Mandated Dates
- Stressed/Overworked Team Members
- Estimates That Are Not Reliable
- The Project Blame Game
- Post-Project Negotiations
- What else?



Examples

- That date is impossible!
- We don't have enough resources!
- I thought you said 40 hours!
- It's not my fault, the developers missed their target!
- That's a scope change!



Step One

- Establish your mindset....
 - Don't say the negative statement
 - Learn not to say no, instead say yes with the condition.
 - Understand the long term effect of the conversation





Step Two

- Get to the data!
 - Data rules all. Data takes an emotional based conversation and turns it into an unemotional fact based discussion.





Step Three

- Once the data is presented, accept the answer given.
 - This may be difficult, but again our focus is on the end game. Not the immediate win.





Communications Management



Qualify the Questions

➤ How's everything going?



- Don't Lie! – It is what it is
- Deal with fear
- Admitting when you are wrong
- Sometimes it can't be fixed....the sooner you deal with the issue the better.



Unreliable Estimates

- Ask all of the questions, not just how long
- Name That Tune!
 - I can write that code in 4 hours
- Define the word “done”
- Utilize PERT
 - $(BC + (4 * ML) + WC) / 6$







Dealing with Mandated Dates

- First, if possible, don't share the mandated date with the team. Not until true estimates are given.
- Don't speak in dates, speak in time, commitment, deliverables, and predecessors.
- Let the date "fall" out in a project plan.
- Adjust thinking based on the results of the project plan.





Dealing with Mandated Dates

- Now baseline the plan. (Very Important)
- Present the DATA to the project sponsor.
 - Be truthful and honest
 - Present options, not problems
 - Don't be afraid to ask for what you need
- If you don't get what you need, baseline the "new" plan for future reference.
- Track the plan and report results. Use this as a basis for the next mandated date.





Stressed / Overworked Team Members

- Protect your team at all costs
- Do we have to work weekends and overtime?
- Know their utilization, be factual
- Don't forget, "Drop everything" doesn't mean drop everything!







A Real Risk Assessment



Current Process

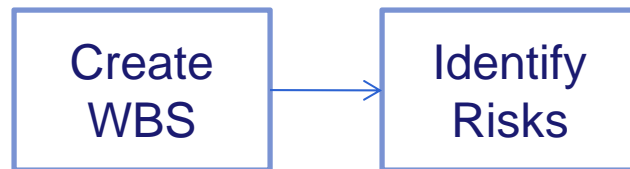
➤ ...so we are told:

Create
WBS



Current Process

➤ ...so we are told:



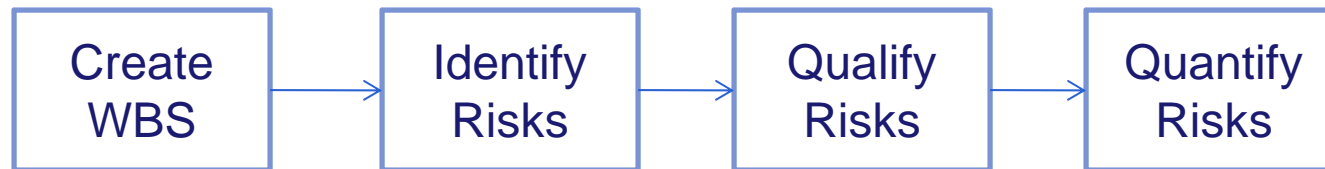
Current Process

➤ ...so we are told:



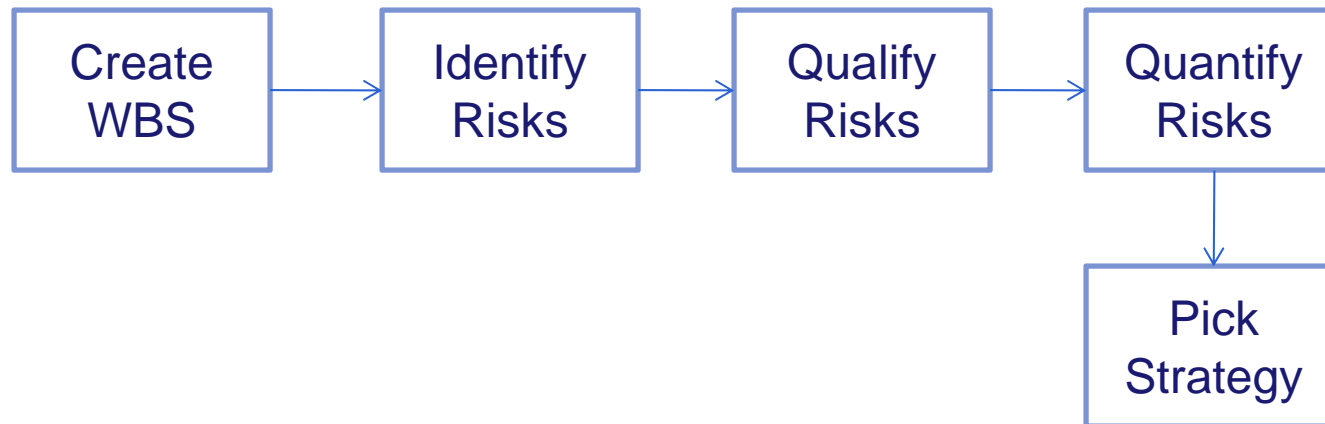
Current Process

➤ ...so we are told:



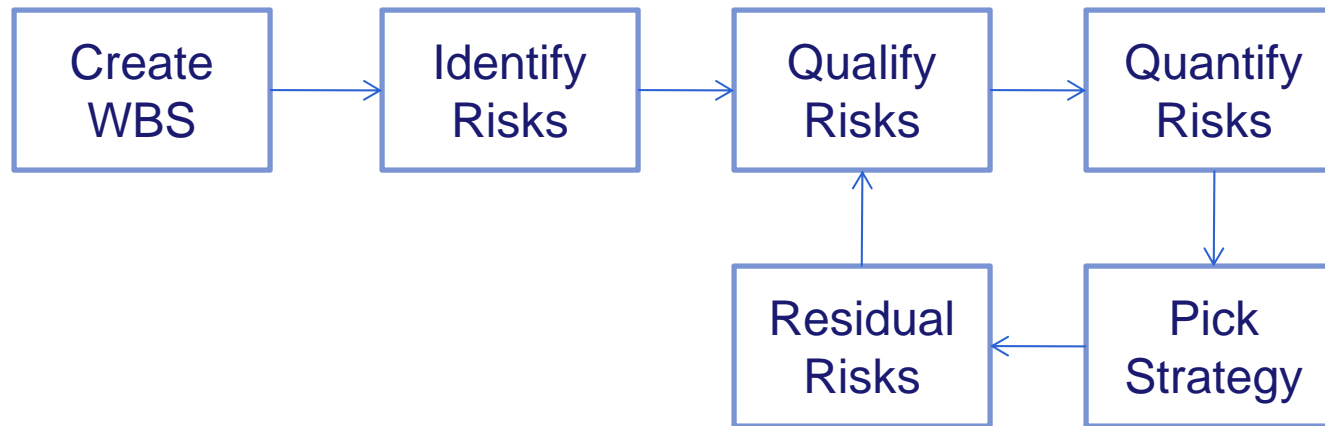
Current Process

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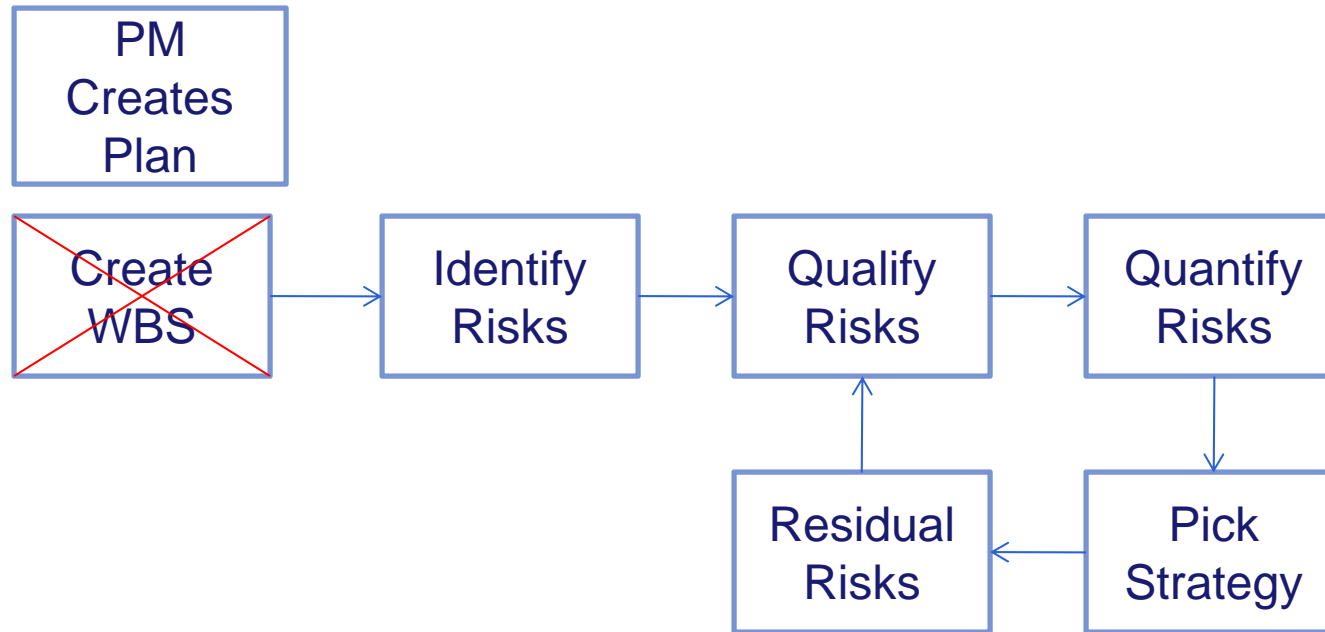


Current Process

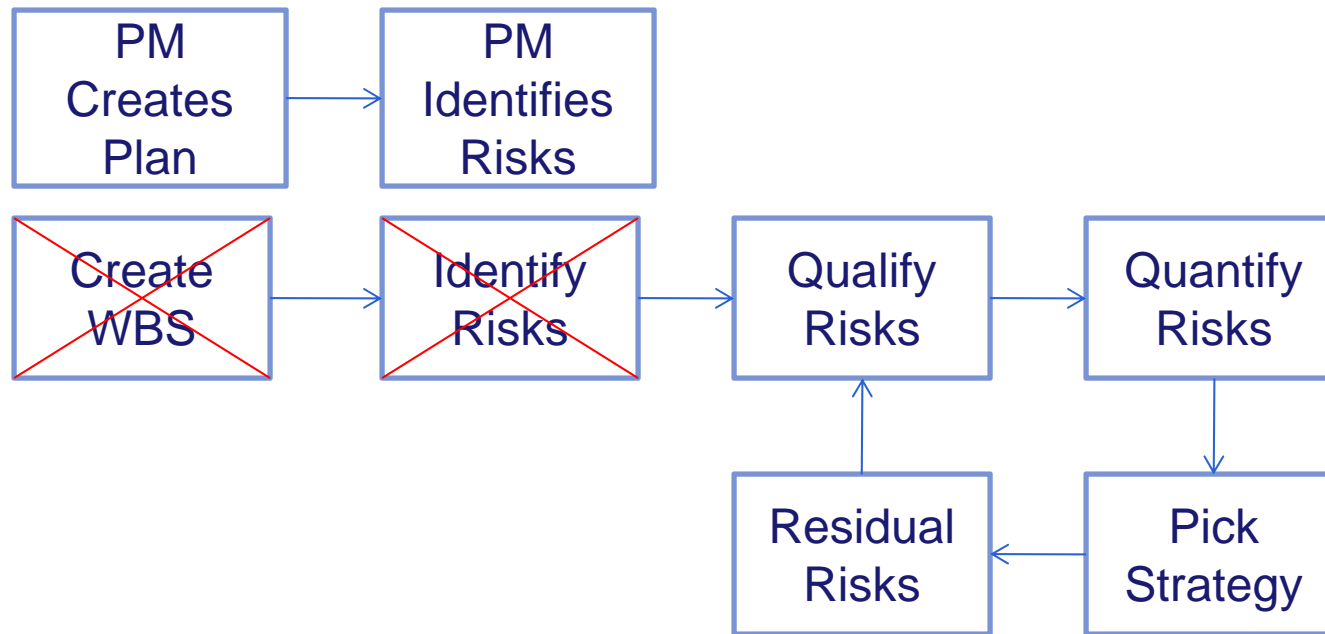
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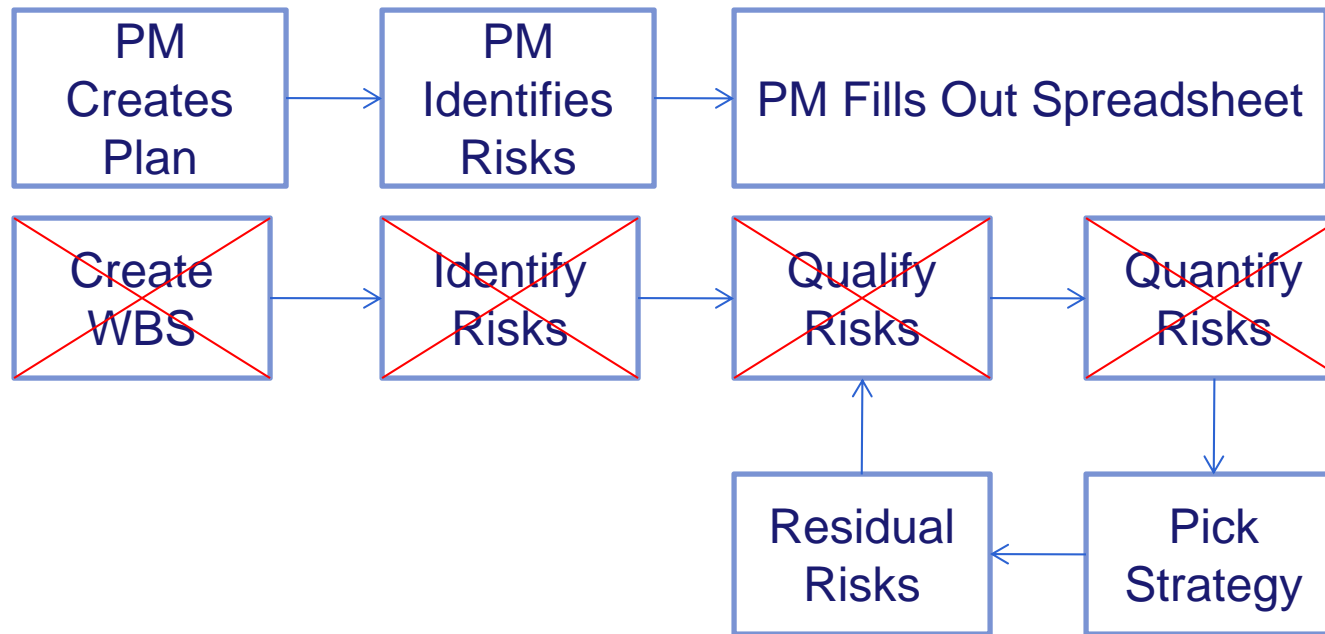
What Really Happens



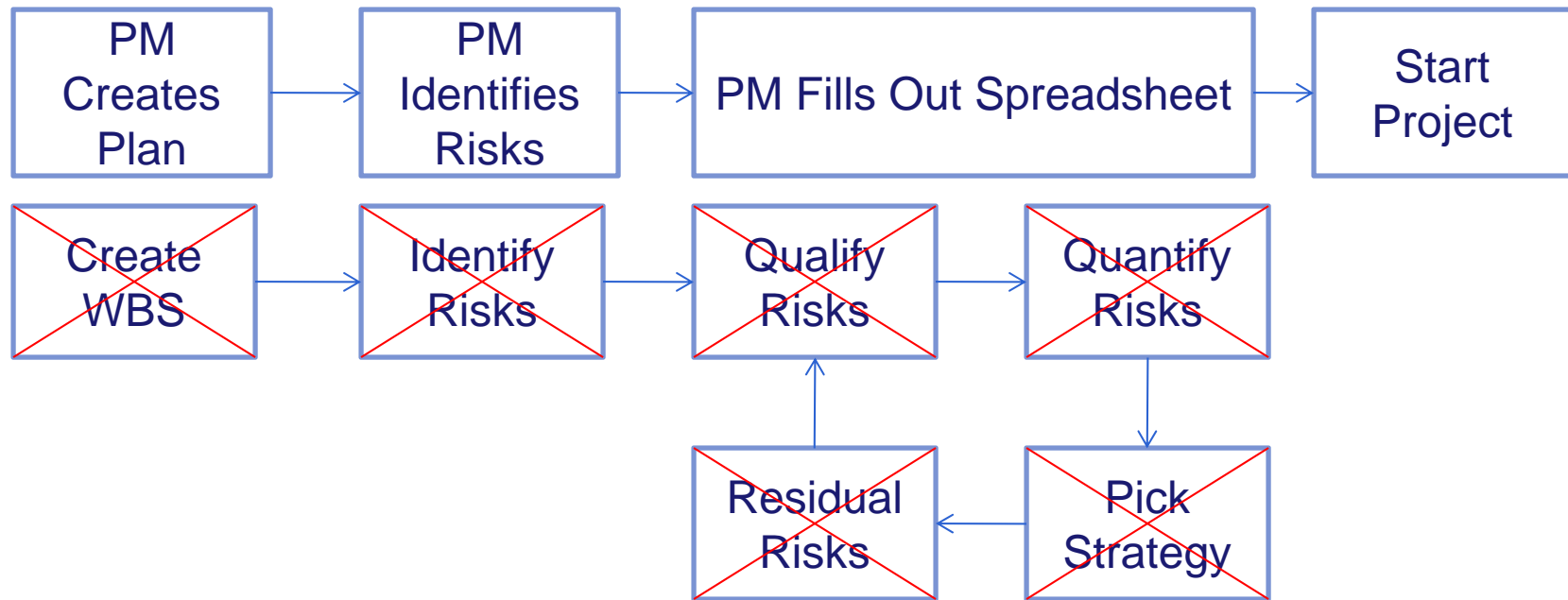
What Really Happens



What Really Happens



What Really Happens





Why Risk Assessments Fail

- End up with an ambiguous answer:
 - This project has a risk level of “medium”
 - Your risk assessment score is 4.87
- Thanks....but now what?





Two Constraining Laws

➤ Parkinson's Law

- Work will naturally fill the timeframe allotted.

➤ Murphy's Law

- Anything that can go wrong will.





Two More Constraining Laws

➤ O'Malley's Law

- If it can't possibly go wrong, it will.

➤ Sod's Law

- It will go wrong in the worst possible way

➤ So, Murphy, O'Malley, Sod, and Parkinson are alive and well.....and working on your project.



Our Dilemmas

- How to capture risk when our team / sponsor / management does not believe in risk or will not attend risk meetings.
- How do we account for risk without allowing Parkinson's Law.
- How can I use a risk assessment to help drive the contingency that I need?
- How can I create a risk assessment that means something?





Simple Approach

- Set up your Microsoft Project Plan using best practices (i.e. no manually typed dates, everything linked, etc.)
- Save a copy and “break” your plan.
- Figure out if you can recover the plan. If so, what kind of lead time do you need?
- If not, deal with the risk now!



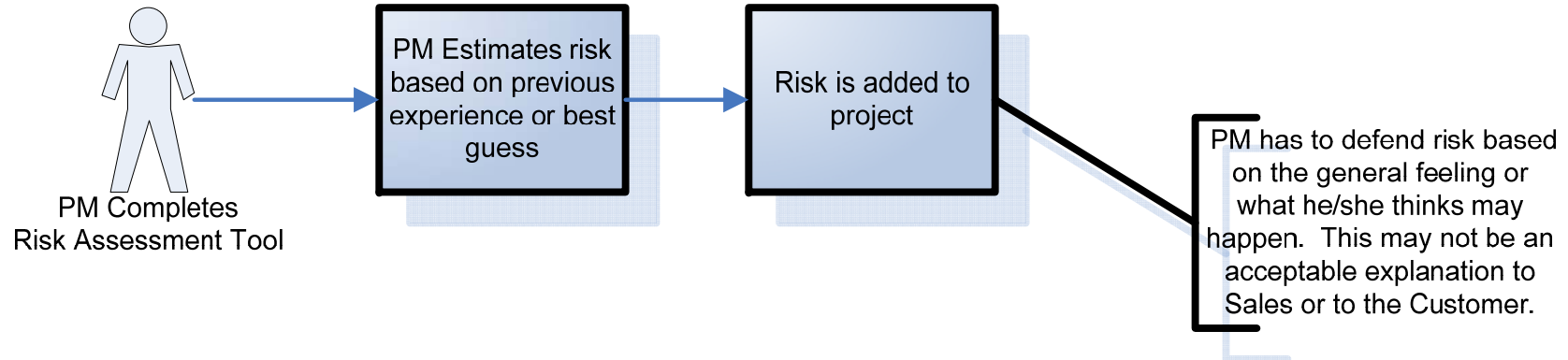


More Involved Approach

- Correlate risk score to time and cost guidelines
- Utilize real incidents and lessons learned to baseline risk
- Create a repository of items to avoid repeatable issues
- Create a system that updates real time as new risks are identified or old risks that are nullified
- Approach begins with general risks, then over time, moves to specific risks



Start General



Second Step

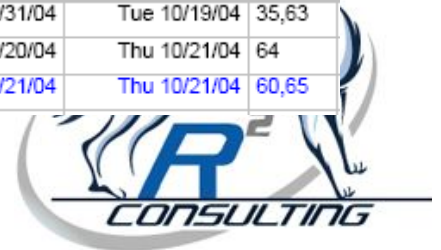
- How to Capture Real Risk
 - Create a real project plan:
 - No manually entered dates
 - Everything has a predecessor
 - Baseline, Baseline, Baseline



Second Step

➤ Track variances

ID	Task Name	Duration	Baseline Duration	Duration Variance	% Complete	Start	Finish	Predecessor
44	6.5 Data Prep for Appropriateness Testing	4 days	5 days	-1 day	100%	Thu 8/26/04	Tue 8/31/04	41
45	6.6 Test Case Creation / Prep Work	13 days	5 days	8 days	100%	Wed 9/1/04	Mon 9/20/04	44
46	7 Appropriateness Testing	8.5 days	23 days	-14.5 days	100%	Tue 9/28/04	Fri 10/8/04	38,39
47	7.1 Round 1	8.5 days	9 days	-0.5 days	100%	Tue 9/28/04	Fri 10/8/04	
48	7.1.1 Testing	2 days	2 days	0 days	100%	Tue 9/28/04	Wed 9/29/04	
49	7.1.2 Results Analysis	0.5 days	0.5 days	0 days	100%	Thu 9/30/04	Thu 9/30/04	48
50	7.1.3 Steering Committee Review	2 days	0.5 days	1.5 days	100%	Mon 10/4/04	Tue 10/5/04	49
51	7.1.4 KB Modifications	4 days	5 days	-1 day	100%	Mon 10/4/04	Fri 10/8/04	50
52	8 KB Documentation	5 days	5 days	0 days	100%	Fri 10/8/04	Fri 10/15/04	47
53	9 Technical Development	73 days	31.5 days	41.5 days	100%	Mon 7/12/04	Thu 10/21/04	
54	9.1 Technical Requirements	5 days	4.5 days	0.5 days	100%	Mon 7/12/04	Fri 7/16/04	
55	9.1.1 Identify Data Integration / Source	2 days	2 days	0 days	100%	Mon 7/12/04	Tue 7/13/04	
56	9.1.2 Identify Integration Requirements	2 days	2 days	0 days	100%	Wed 7/14/04	Thu 7/15/04	55
57	9.1.2.1 Hierarchy Impact	1 day	1 day	0 days	100%	Wed 7/14/04	Wed 7/14/04	
58	9.1.2.2 Security / Sign-on	1 day	1 day	0 days	100%	Thu 7/15/04	Thu 7/15/04	57
59	9.1.3 Identify Hardware / Hosting Requirements	1 day	0.5 days	0.5 days	100%	Fri 7/16/04	Fri 7/16/04	56
60	9.2 Systems Engineering	66 days	16 days	50 days	100%	Mon 7/19/04	Tue 10/19/04	54
61	9.2.1 Technical Integration / Setup	22.4 days	2 days	20.4 days	100%	Mon 7/19/04	Wed 8/18/04	
62	9.2.2 Database Tuning	12 days	2 days	10 days	100%	Mon 10/4/04	Tue 10/19/04	61,43
63	9.3 Review Tab Customization	3 days	3 days	0 days	100%	Thu 8/26/04	Mon 8/30/04	34,41
64	9.4 Report Tab Customization	3 days	3 days	0 days	100%	Tue 8/31/04	Tue 10/19/04	35,63
65	9.5 Screen/Report Testing	2 days	5 days	-3 days	100%	Wed 10/20/04	Thu 10/21/04	64
66	9.6 Technical Alpha	0 days	0 days	0 days	100%	Thu 10/21/04	Thu 10/21/04	60,65



Example of Variances

<i>Variance</i>	<i>Cause</i>	<i>Project</i>	<i>Impact</i>
15 days	Legal did not review contracts in time.	Project Management System	Delayed the project completion date.
\$10,000 / 10 days	Key resource left the project midway through. Had to bring in a contractor to complete the job.	New Website	Delayed project completion date
15 days	Servers were delivered late.	Upgrade	No delay to the project, other items were in progress.



Third Step

- Gather real variances and categorize them.
 - Use actual risks and actual impacts
 - Using historical information, correlation can be made between risk and cost/time impacts
 - Instead of a “general” feeling when sales or a customer inquires about the amount of risk, the answer could be, “In project A with product B, an overrun occurred due to ...”



Examples of Categories

Original Assessment Categories	New Assessment Categories
Executive Support (18%)	Upper Management (12%)
Information Technology (18%)	Scope/Business Case (10%)
User Involvement (15%)	Contract/Legal (16%)
Experienced Project Manager (13%)	IT Department (14%)
Clear Business Objective (11%)	Vendor Risks (8%)
Team Experience (9%)	Resources (11%)
Standard Infrastructure (7%)	Technology/Product (8%)
Firm Basic Requirements (5%)	Schedule (9%)
Other Criteria (4%)	Project Management (5%)
	Other (7%)



Fourth Step

- Create new risk assessment utilizing actual risks and actual impacts. Utilize actual variances to determine impacts.
- Create weightings for categories and questions within the category:

Question	Weight
Are external customers impacted?	10%
Will there be a pilot group for user testing?	25%
Has the team seen a demonstration of the product?	10%
Is this new technology for the organization?	20%
Is the organization the first to use the technology?	25%
Has the quality of the technology or the performance of the technology been identified?	10%



Sample Answers

Question	Probability	Impact
Are external customers impacted?	Medium	Low
Will there be a pilot group for user testing?	High	High
Has the team seen a demonstration of the product?	Low	Low
Is this new technology for the organization?	Not Applicable	Not Applicable
Is the organization the first to use the technology?	High	High
Has the quality of the technology or the performance of the technology been identified?	Medium	Low



Sample Calculations

Question	Question Weight	Category Weight	BC	ML	WC	Prob.	Imp	Result
Are external customers impacted?	10%	8%	0	5	12	2	1	0.085333
Will there be a pilot group for user testing?	25%	8%	0	5	15	3	3	1.05
Has the team seen a demonstration of the product?	10%	8%	0	5	5	1	1	0.033333
Is this new technology for the organization?	20%	8%	0	5	22	0	0	0
Is the organization the first to use the technology?	25%	8%	0	5	30	3	3	1.5
Has the quality of the technology or the performance of the technology been identified?	10%	8%	0	5	5	2	1	0.066667



The New Report

Category Totals

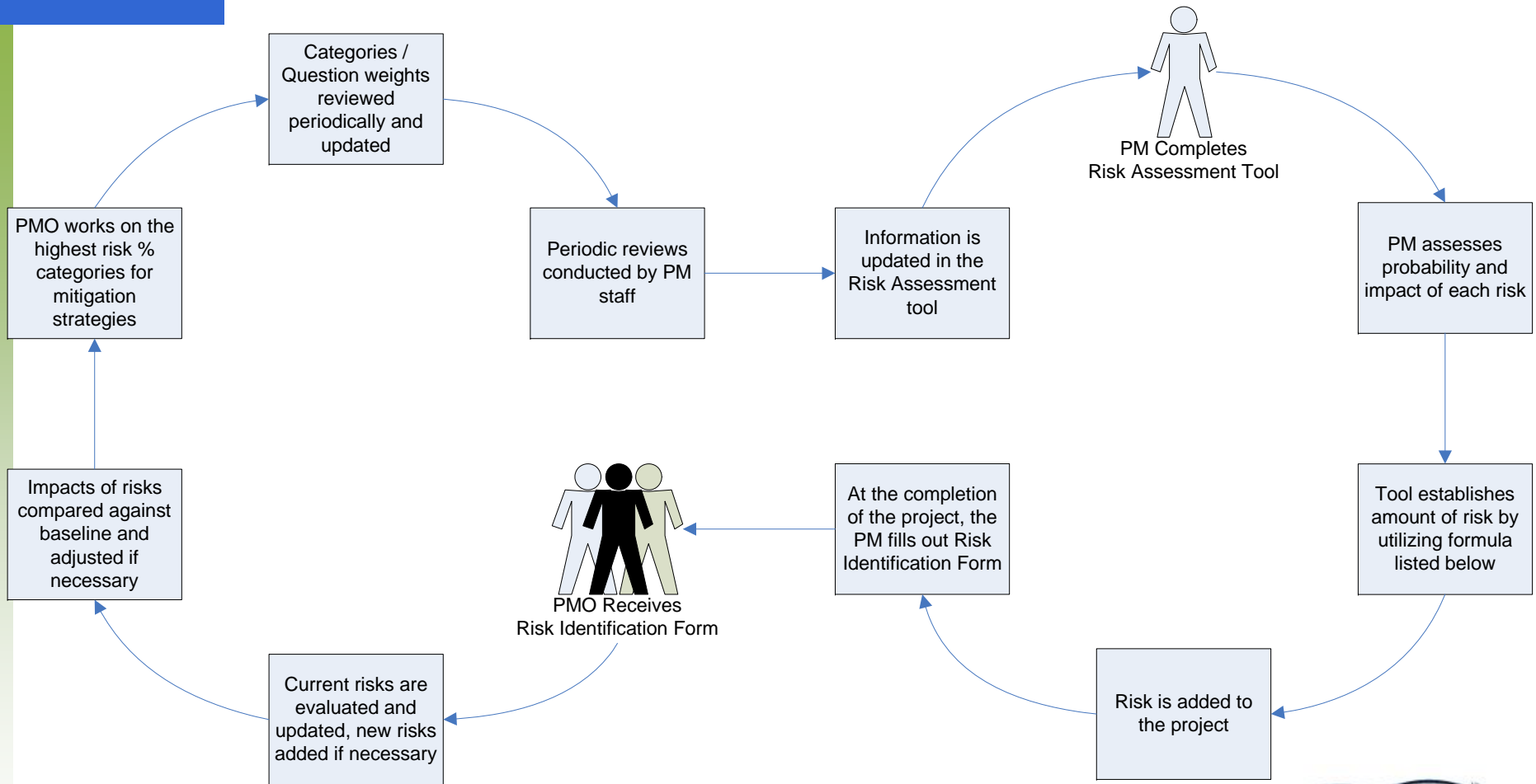
Upper Management	8
Scope/Business Case	7
Contract	2
IT Department	13
Vendor Risks	5
Resources	6
Technology/Product	2
Schedule	9
Project Management	2
Other	4

Total Risk

<i>Risk Variance</i>	12
<i>Low Risk Days</i>	47
<i>Risk Days</i>	59
<i>High Risk Days</i>	71



The Process



Formula: $((\text{Best Case Actual Risk}) + (4 * \text{Most Likely Actual Risk}) + (\text{Worse Case Actual Risk})/6) * \text{Probability} * \text{Impact} * \text{Question Weight Percentage} * \text{Category Weight Percentage}$





Remember the 2 Laws?

- How do you plan for risk, put it in your project plan, but not give it away to your team?





Turning Around Failing Projects





Mayday! Mayday!

- 59% to 94% of Projects Fail!

- Some Bad Signs:
 - Poor project planning or no plan at all
 - Disagreement on project requirements
 - Lack of team involvement
 - Lack of a clearly defined end
 - Unrealistic demands
 - Failure or fear to stop or plan again





What Causes Projects to Fail?

- This may not be the list you are thinking of:
 - The Halo Effect....gone wild!
 - Mandated Dates
 - Stressed/Overworked Team Members
 - Nobody agreed on what the project was going to be in the first place





Someone Isn't Being Heard

- **Groupthink:** The act or practice of reasoning or decision-making by a group, especially when characterized by uncritical acceptance or conformity to prevailing points of view.





When It's Wrong, It's Wrong!

- Sometimes it can't be or shouldn't be saved!
- Technology can be the biggest issue!
- If we had just two more weeks.....





It Is What It Is

- Sometimes, you just have to make a move.
- Don't be afraid to ask for what you need.
- If you don't get what you want, document that and move on.
- Sometimes, it is you or them.



Options

- Does this work? You have three choices
 - Persevere
 - Accept
 - Move On



Lessons Learned

- Be honest, at all costs! It is what it is!
- Get to the data, it truly does rule all!
- Use the Six Sigma process of DMAIC (Define, Measure, Analyze, Improve, Control)
- You do not have to be right!
- Listen to your people. In my experience, when projects fail, someone knows why and is not being heard.





I will start tomorrow.....





No Day But Today

There's Only Us
There's Only This
Forget Regret
Or Life Is Yours To Miss
No Other Road
No Other Way
No Day But Today

-Jonathan Larson





What If I?





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by	☆			RESOURCES NOT AVAILABLE		☆	NO PLAN
R	I	C	K	A.		NO BUY-IN	
				PERCENT COMPLETE	y	☆	HIGH RISK
	☆	M	O	R	R		PERCENT COMPLETE
NO BUY-IN				NO ESTIMATES		IMPOSSIBLE REQUESTS	
y		HIGH RISK	⊗		RESOURCES NOT AVAILABLE	☆	
	SCOPE CREEP		SIXTUS MEETINGS	☆		LACK OF	MANDATED
						y	NOTE



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Questions?

