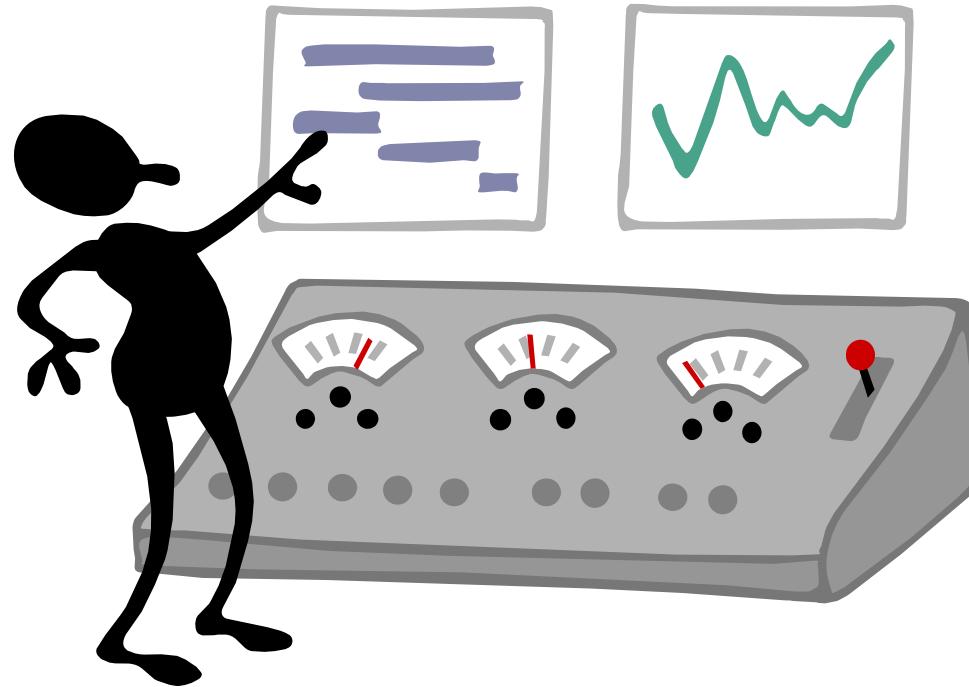


Results without Authority: Controlling a Project when the Team Doesn't Report to You



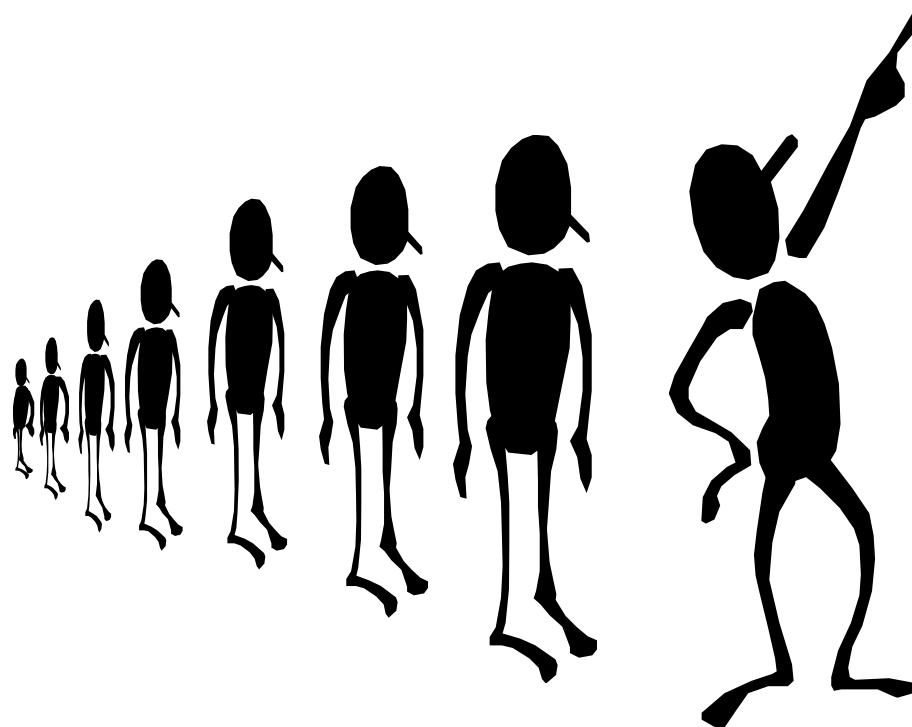
Tom Kendrick, Program Manager

WWW.FailureProofProjects.com

TKendrick@JPS.Net

Sources of Control

- **Process**
- **Influence**
- **Metrics**

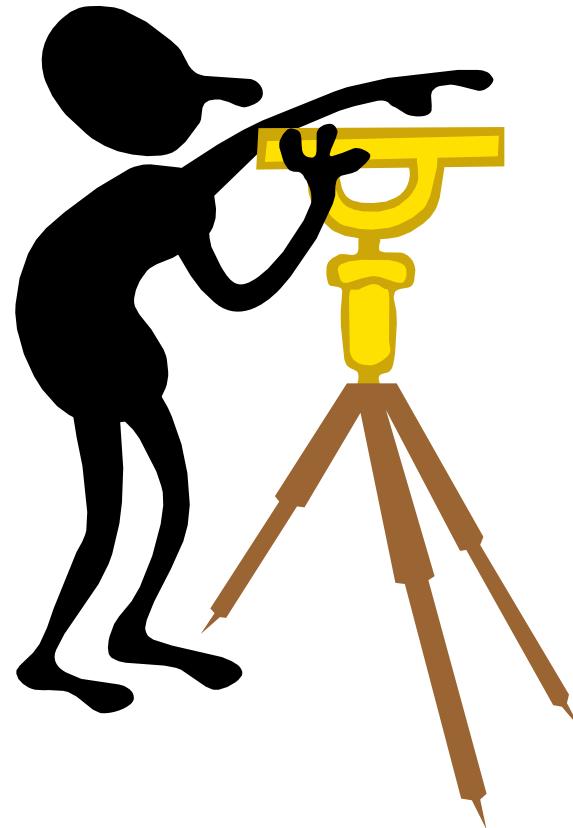


Control through Process

Project management processes

Project infrastructure

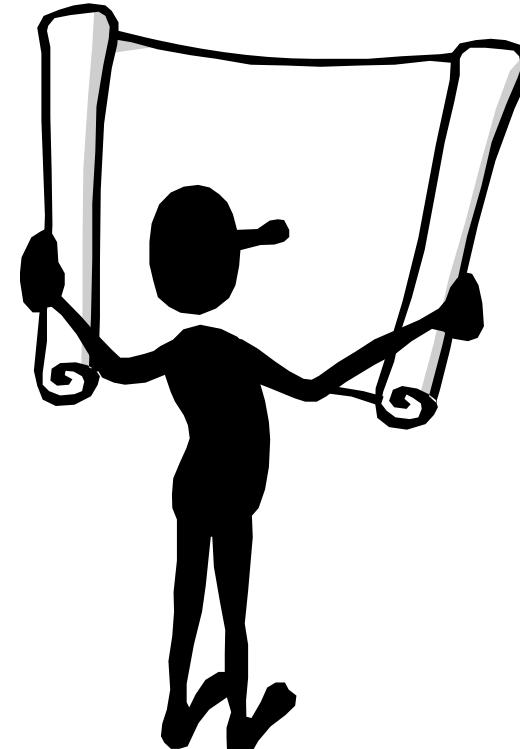
The Project Office



Control through Process

Project management processes

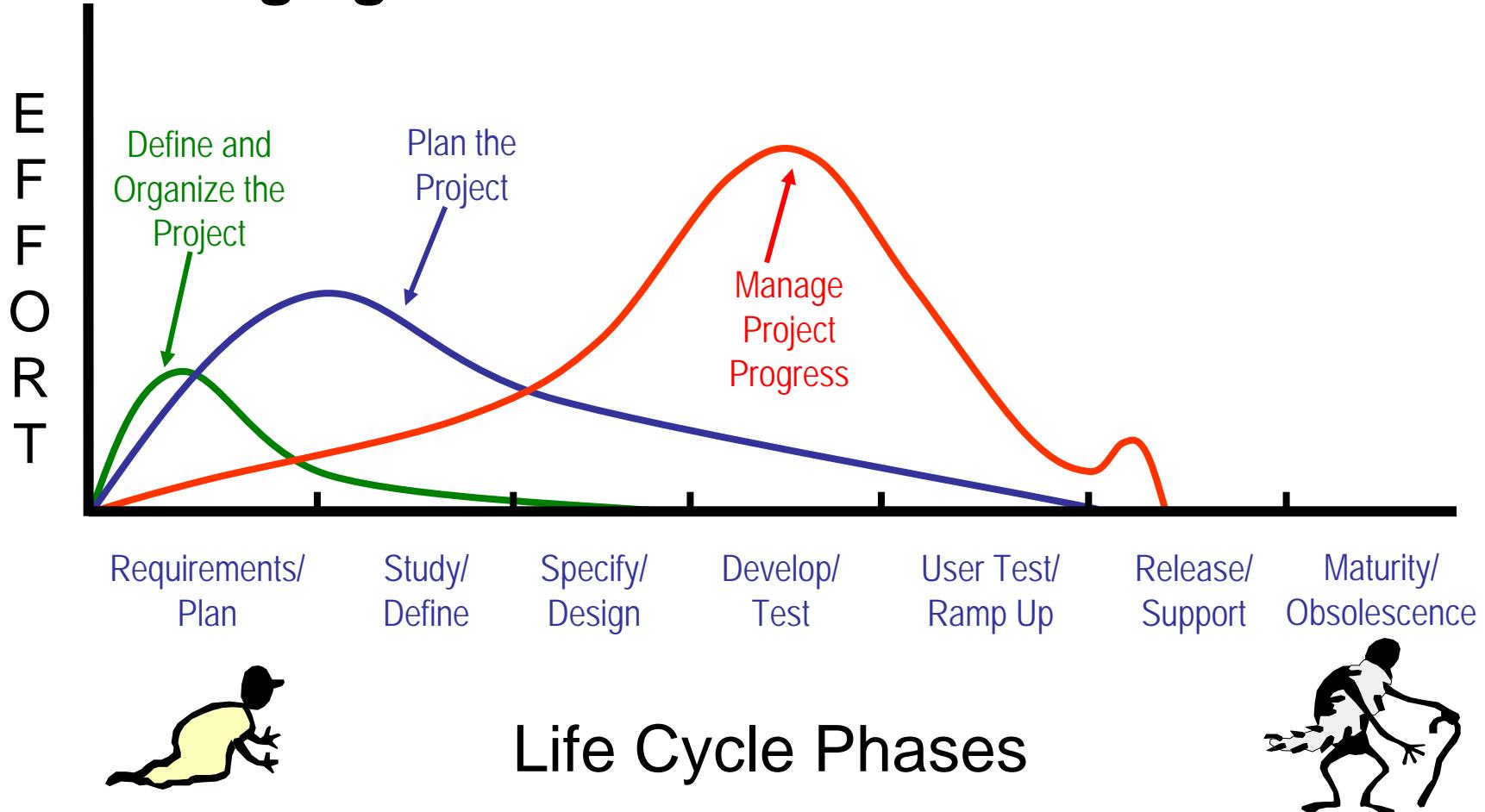
- Life cycles and methodologies
- Project definition
- Contract and procurement management
- Project planning, execution, and tracking
- Change management
- Risk management
- Quality management
- Issue management
- Decision making
- Information management



Control through Process

Life cycles and methodologies

- Stage gates and standards

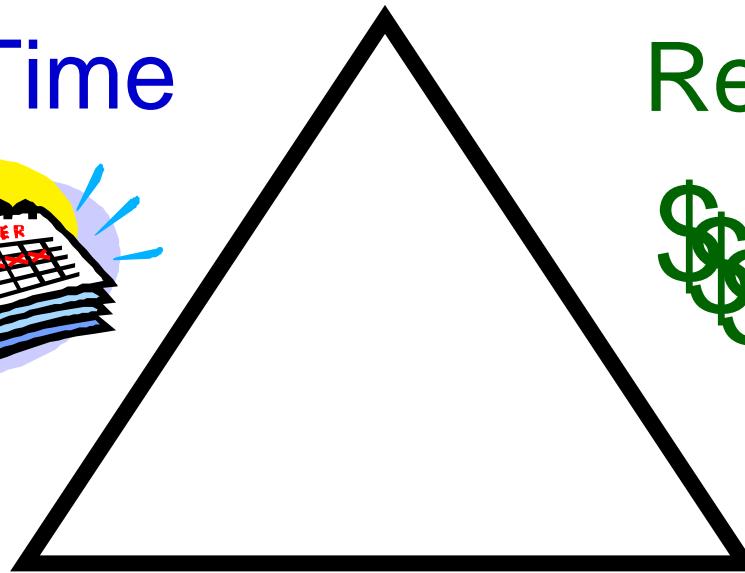
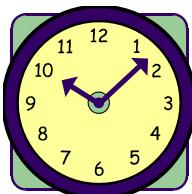


Control through Process

Project definition

- Project Charter
- Is/Is Not

Schedule/Time



Resources



Scope
(Product, Deliverable,
Output, Quality)

Control through Process

Contract and procurement management

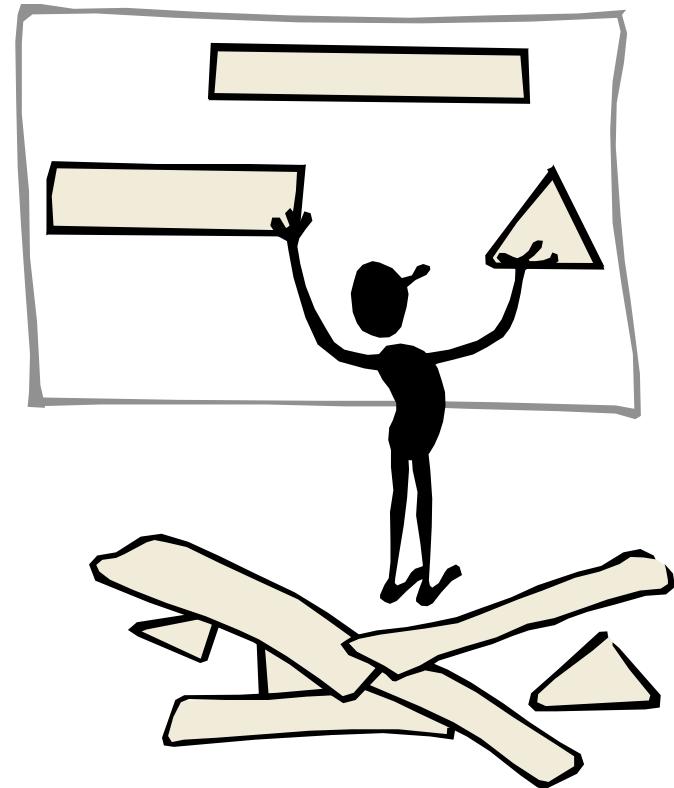
- Negotiation
- Standard terms
- “If...then” – Incentives and Penalties



Control through Process

Project planning, execution, and tracking

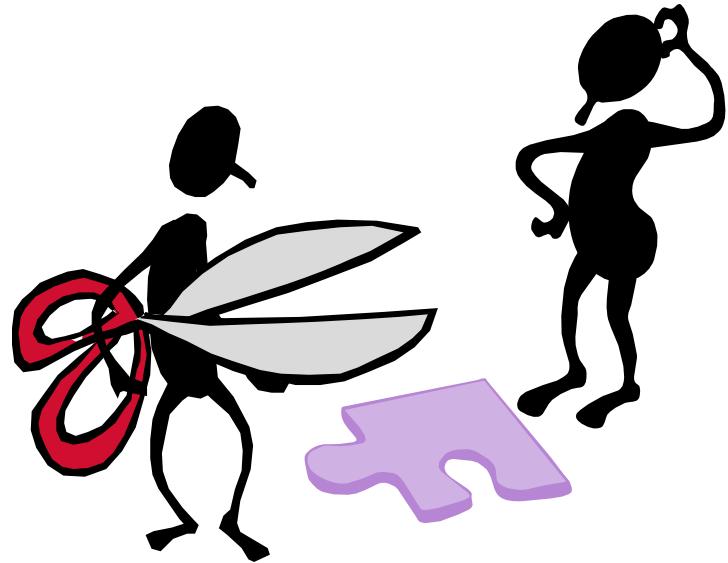
- Project start-up workshops
- Collaborative planning
- Scope freeze
- Disciplined tracking
- Variance management and project reviews



Control through Process

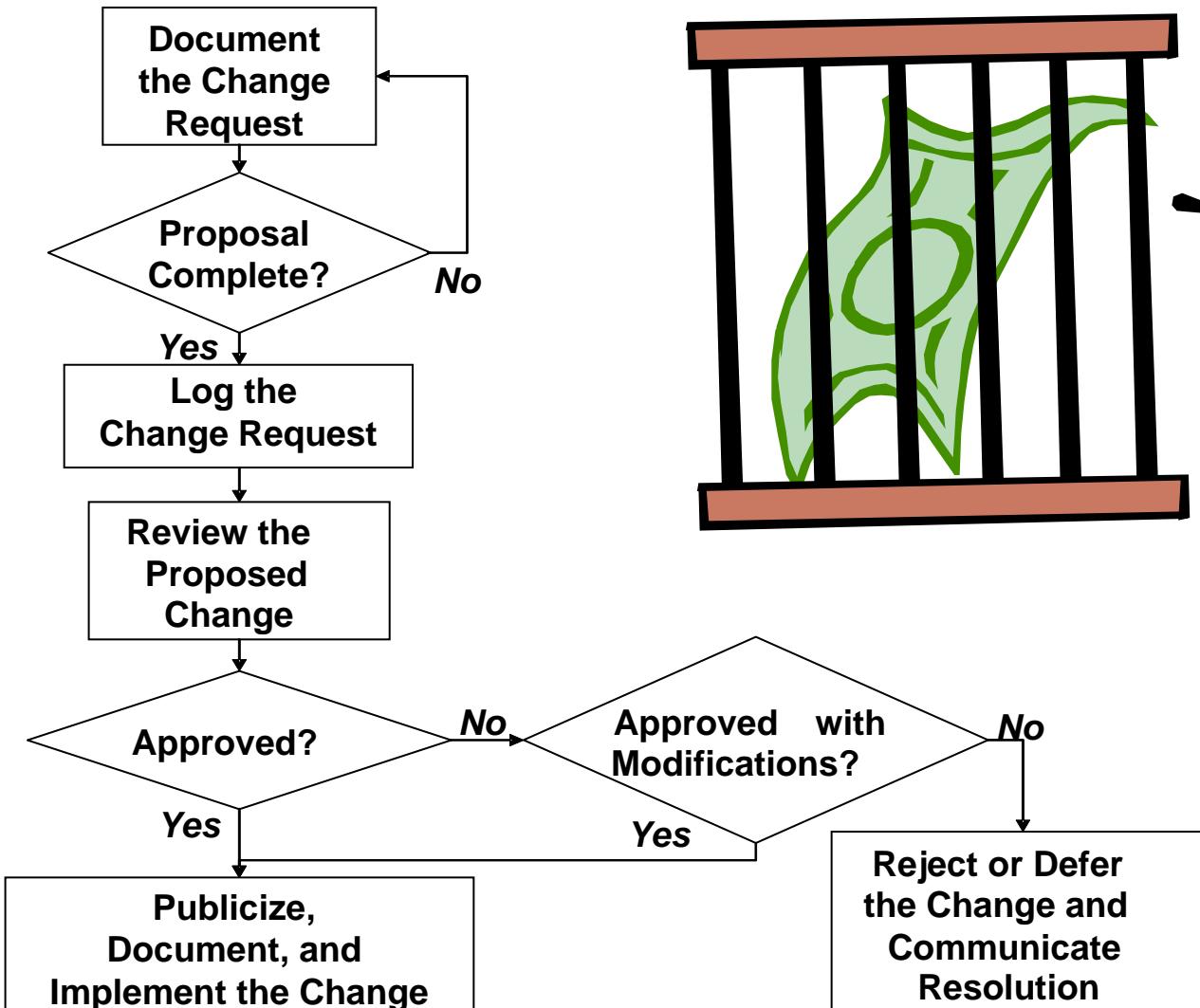
Change management

- Adopt a formal change management process
- Log all change requests
- Analyze all changes
- Establish criteria for accepting, rejecting or deferring a change
- Communicate and document change status



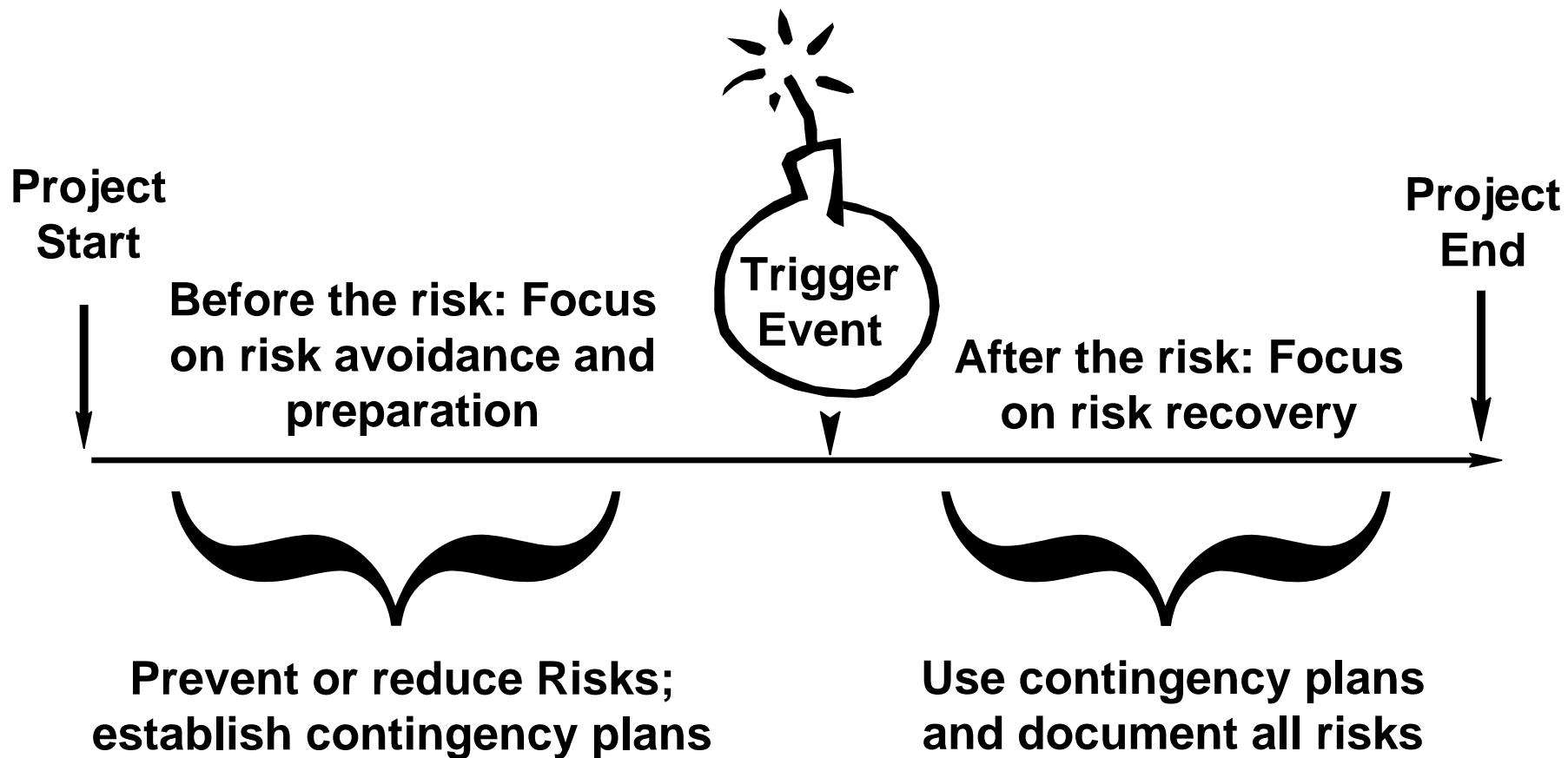
Control through Process

Change management



Control through Process

Risk management



Control through Process

Risk management

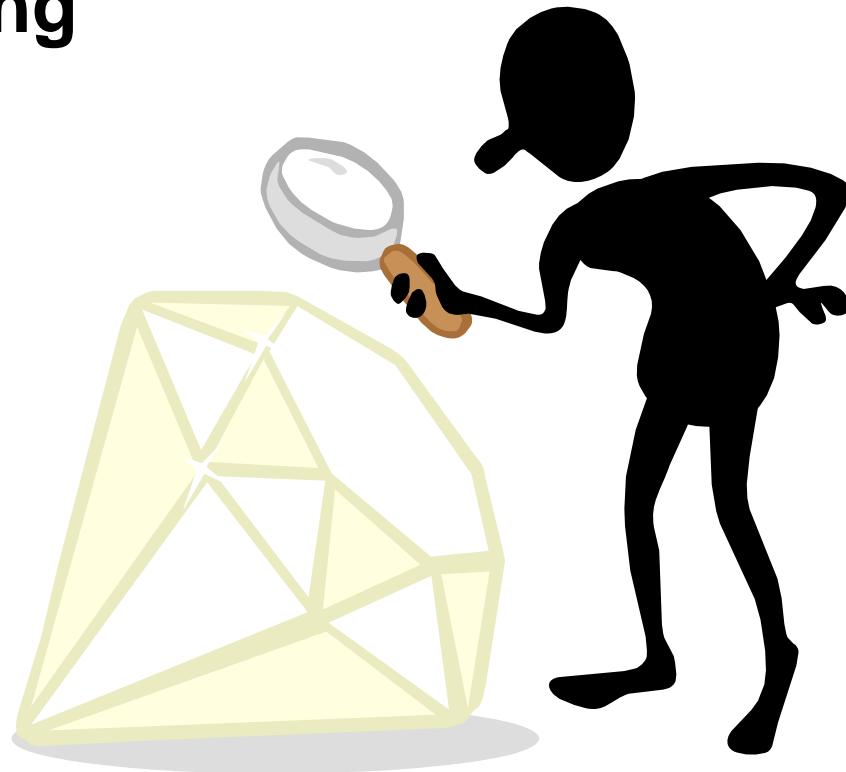
- Specifics, not just general risks.
- “Top 10”—Keep risks visible.
- Document contingency plans.
- Triggers and owners.
- Respond to all risks promptly, and capture data on all risks, both known and unanticipated.
- Continuous process—reassess risk periodically.



Control through Process

Quality management

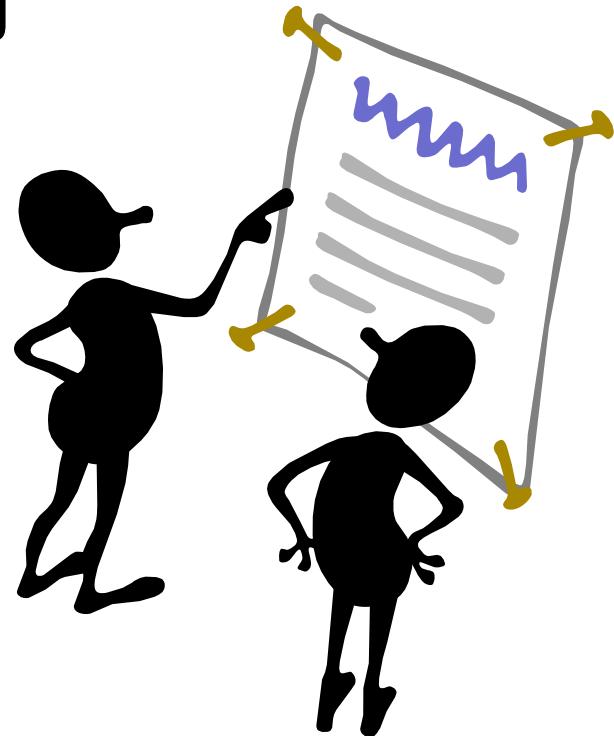
- Adopted standards
- Quality planning



Control through Process

Issue management

- Keep a public log of all pending issues, including:
 - Owners
 - Timeframe for closure
 - Status



Control through Process

Decision making

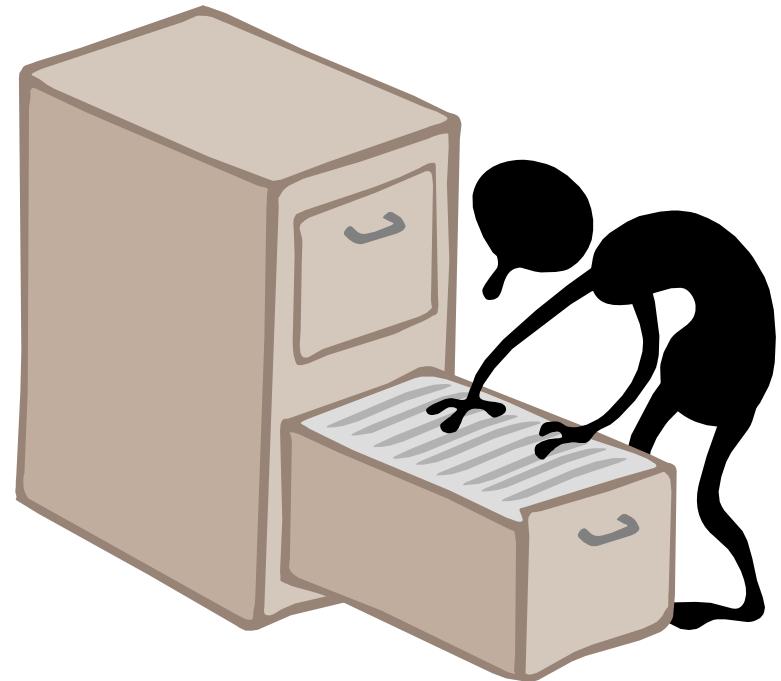
- **Defined process**
- **Involve the team**
- **Strive for consensus**
- **Escalate only as a last resort**



Control through Process

Information management

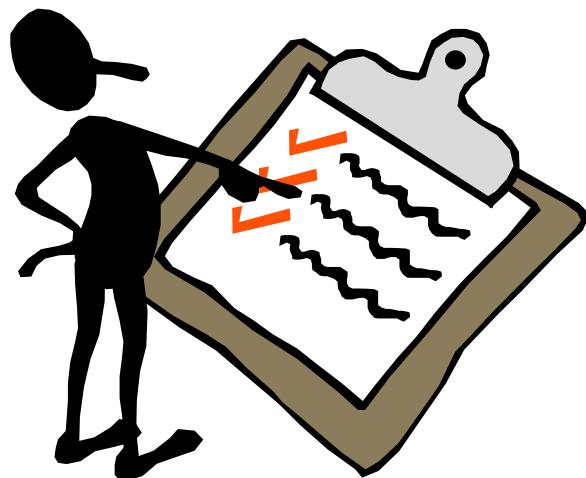
- PMIS
- Knowledge management
- Universal access to project information



Project Infrastructure

Planning decisions:

- Project initiation
- Project plan development
- Outsourced work
- Planning deliverables
- Planning participants
- Planning tools
- Planning measures



Project Infrastructure

Execution decisions:

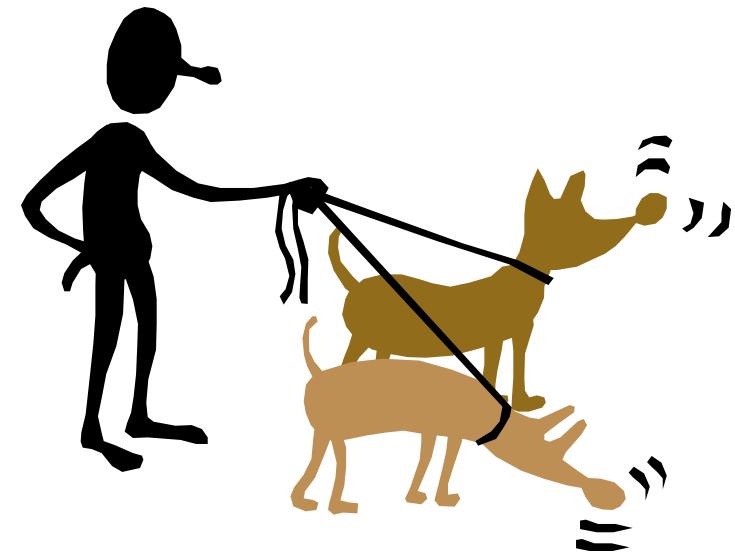
- Project status
- Status metrics
- Project Management Information System (PMIS)
- Project meetings
- Team concerns
- Informal communications
- Life cycles, methodologies, and other organizational requirements
- Process management and quality assurance



Project Infrastructure

Control decisions:

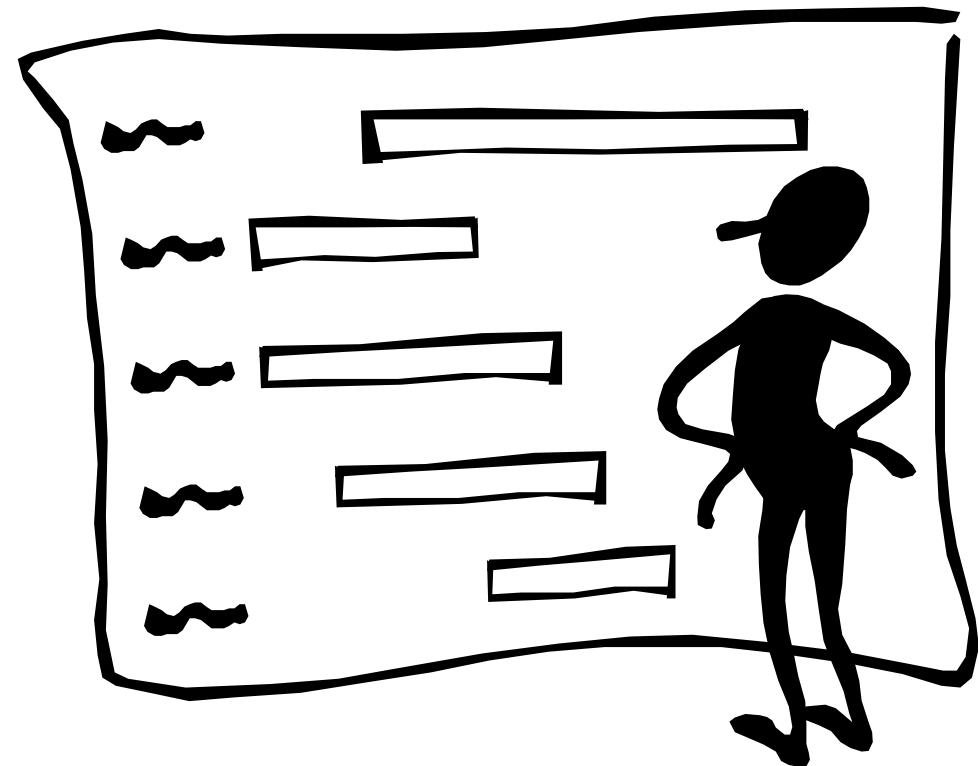
- Project reporting
- Scope and specification control
- Overall control
- Individual performance problems
- Project reviews and baseline management
- Project cancellation
- Project closure
- Retrospective metrics



The Project Office

Functions:

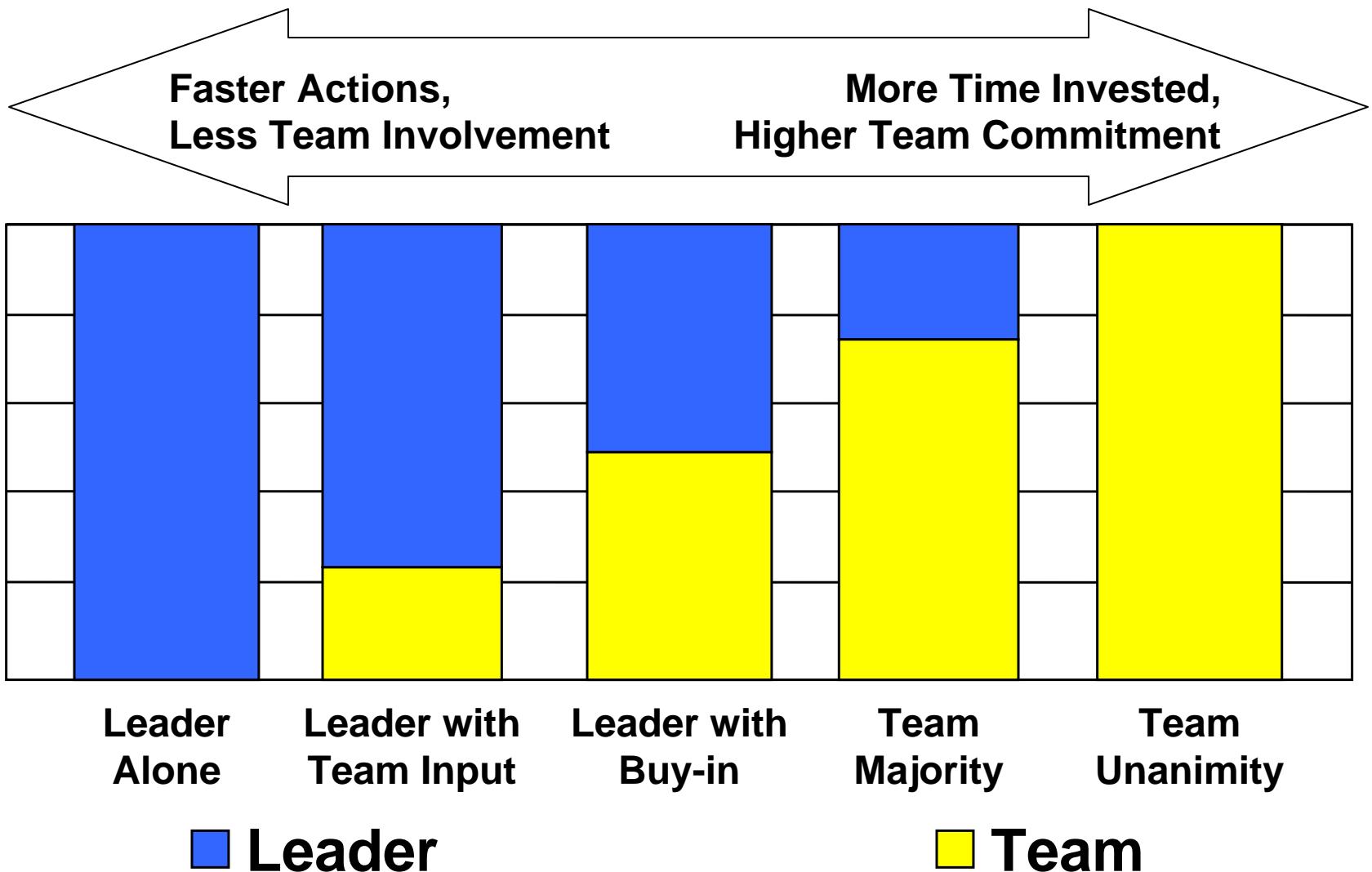
- **Auditing**
- **Enabling**
- **Executing**



Control through Influence

- Appropriate leadership styles
- Getting through giving
- Enhancing influence
- Maintaining relationships

Appropriate Leadership Styles



Appropriate Leadership Styles

- **Formal Communication**
 - Project documents
 - Project reports and presentations
 - Project meetings
 - Project reviews and retrospectives



- **Informal Communication**
 - Conversations
 - Food, social gatherings
 - Networking
 - “Management By Walking Around” (MBWA)

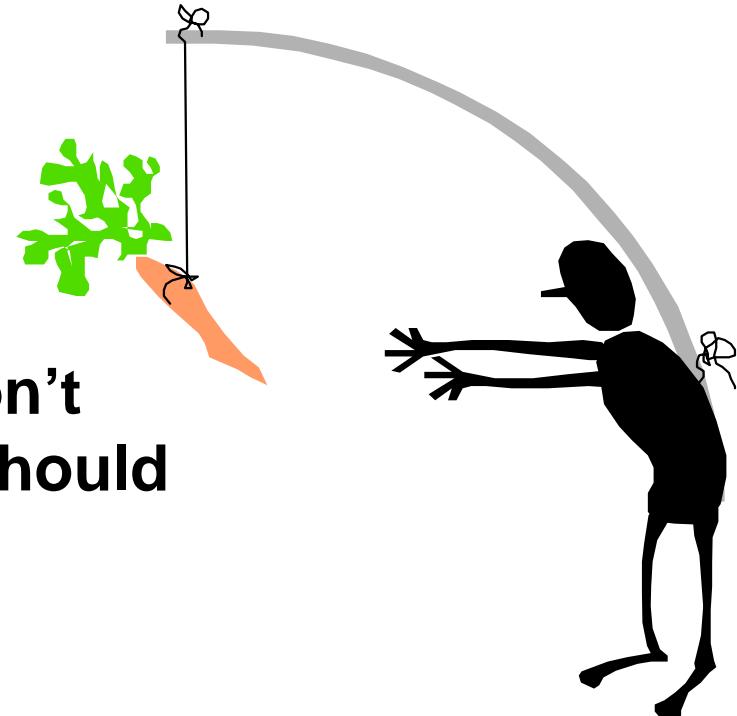


Appropriate Leadership Styles

Motivating Factors (Herzberg)

Motivating Factors—Levers you control:

- Recognition
- Achievement
- The work itself
- Responsibility



Hygiene Factors—Levers you don't control (or, even if you do, you should use infrequently):

- Money
- Company policies
- Work environment
- Noise

Getting through Giving

Process

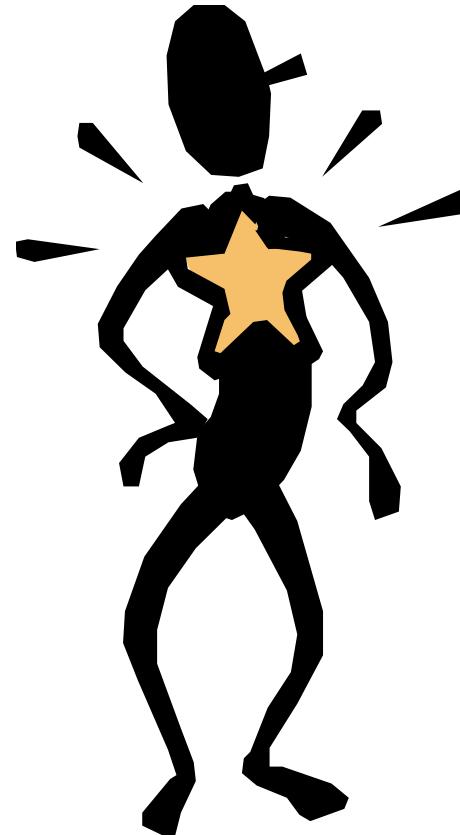
- Document your objective
- Identify who could do the work
- Evaluate your options and select the best person
- Consider the other person's perspective
- Possibilities for exchange
- Meet with the other person
- Verify your assumptions and determine what to exchange
- Request a commitment
- Document the agreement
- Deliver on your offer and track the work to completion



Getting through Giving

Overall Project Considerations:

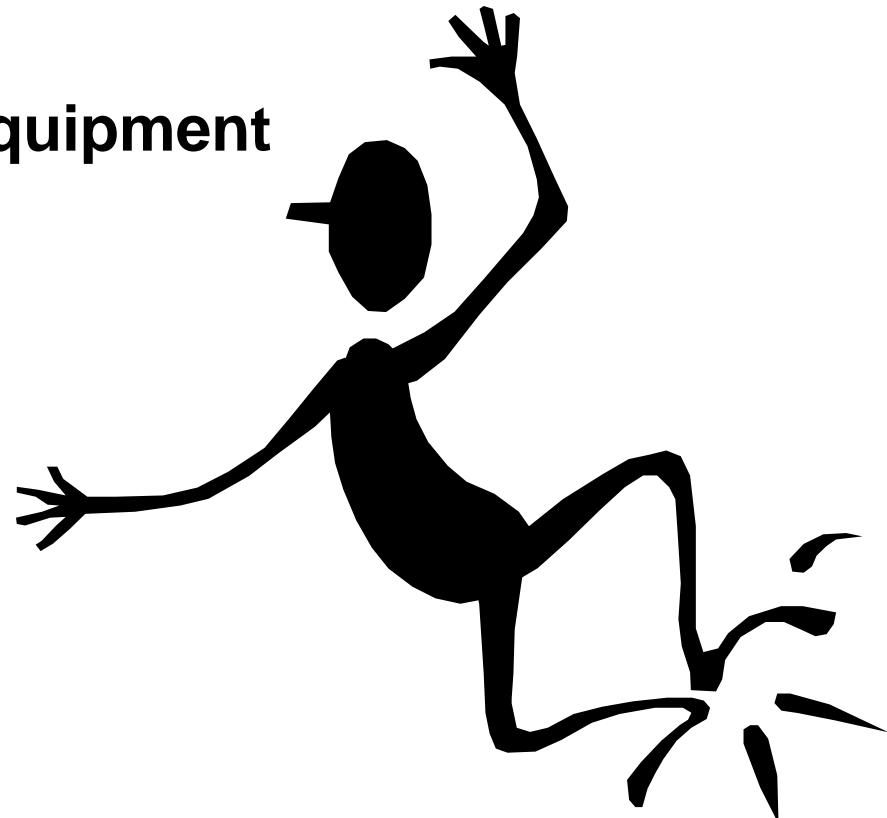
- The project vision
- The priority of the project
- Sponsorship
- Doing the “right thing”
- Doing the “best thing”
- Improving customer or user satisfaction
- Secrets
- Job security



Getting through Giving

Project work considerations:

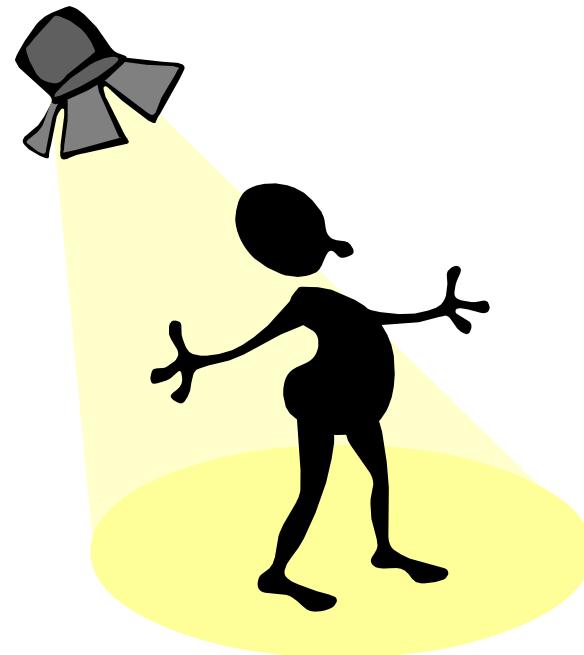
- Ownership
- New skills
- New technology
- New resources and equipment
- Uniqueness
- Challenge
- Probable success
- Self-image
- High-quality help



Getting through Giving

Recognition considerations:

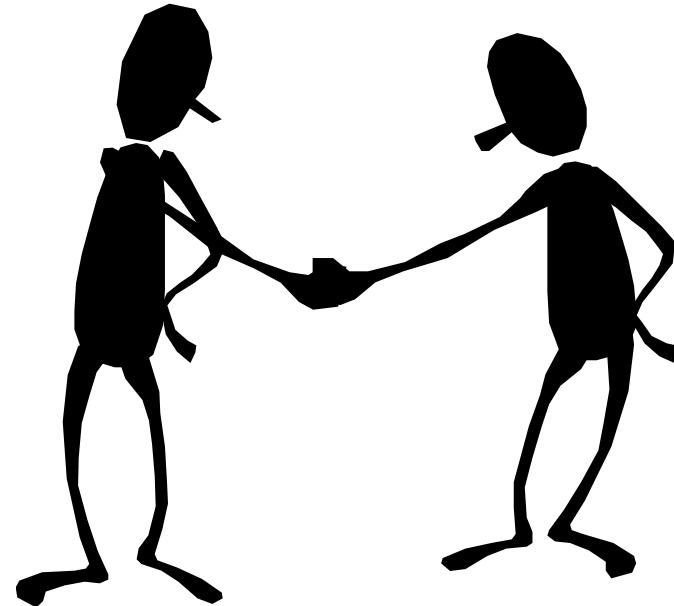
- **Visibility**
- **Reputation**
- **Gratitude**
- **Opportunity to mentor**
- **“Stuff”**



Getting through Giving

Interpersonal team and peer considerations:

- Trust
- Contacts
- Fast turnaround
- Empathy
- Loyalty
- Listening
- Fun



Getting through Giving

Interpersonal considerations for your manager and others in authority:

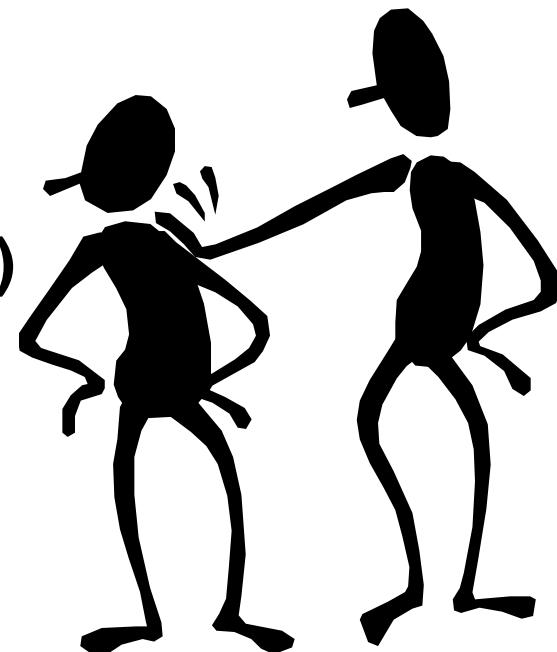
- Competence
- Confidentiality
- Feedback
- Backup
- Proactivity



Enhancing Influence

Building influence within your team

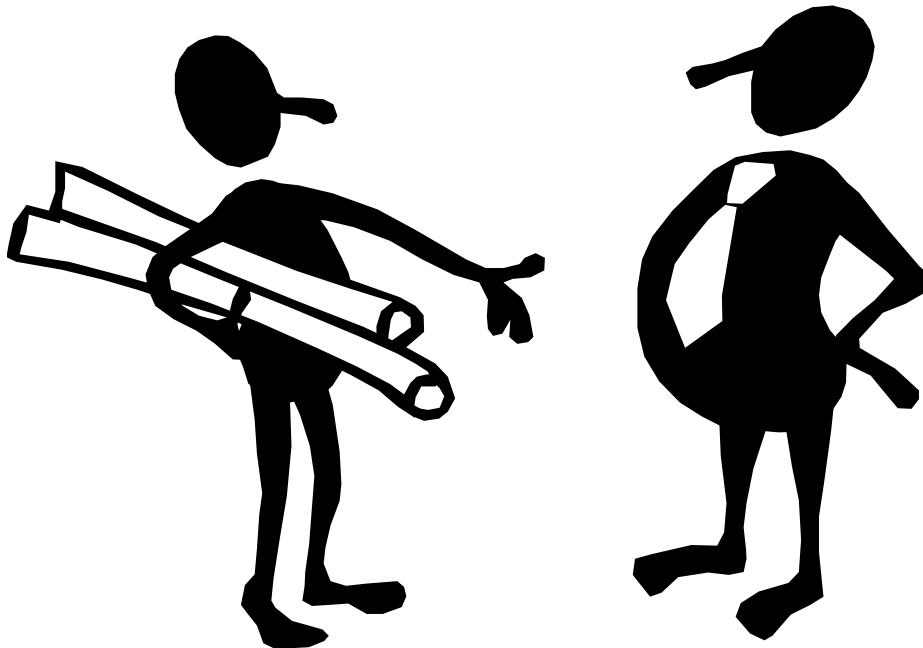
- **Lead by example**
- **Use random positive reinforcement**
- **Strive to remove barriers**
- **Always provide reasons**
- **Coach, mentor and assist**
- **Practice credibility and integrity**
- **Be inclusive**
- **Use referent power (but sparingly)**
- **Effectively build consensus**
- **Always get it in writing**
- **Dress for success**
- **Be positive**



Enhancing Influence

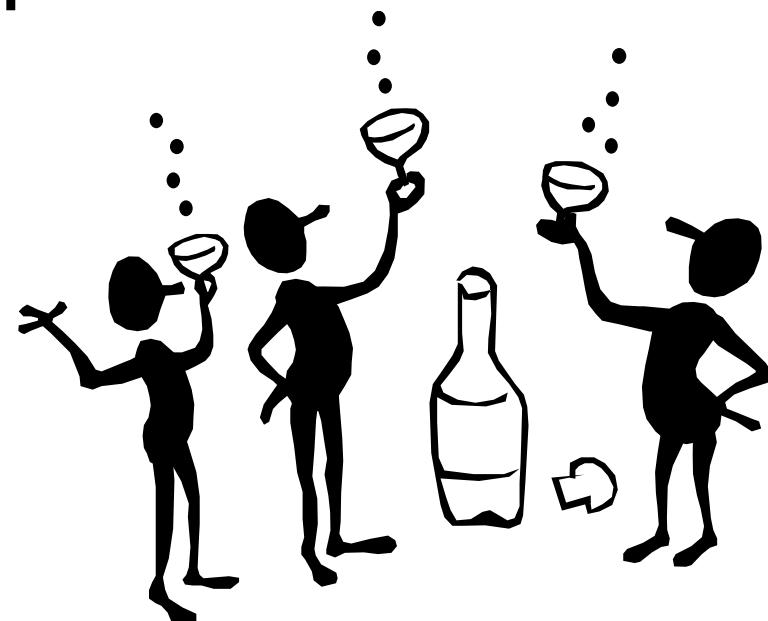
Building influence with your manager, project sponsor, and stakeholders

- Asking revealing questions
- Collaborating with peers—strength in numbers



Maintaining Relationships

- **Build on common interests**
- **Use team activities**
- **Tailor your interactions**
- **Stay positive and loyal**
- **Interact socially and feed people**
- **Use humor and have fun**



Control through Metrics

Desired behaviors

Types and uses of project metrics

Measurement definition and baselines

Potential problems and measurement barriers

Control through Metrics

Measurement is part of a larger objective

- it is a means to an end, not an end in itself

Measurement always affects behavior

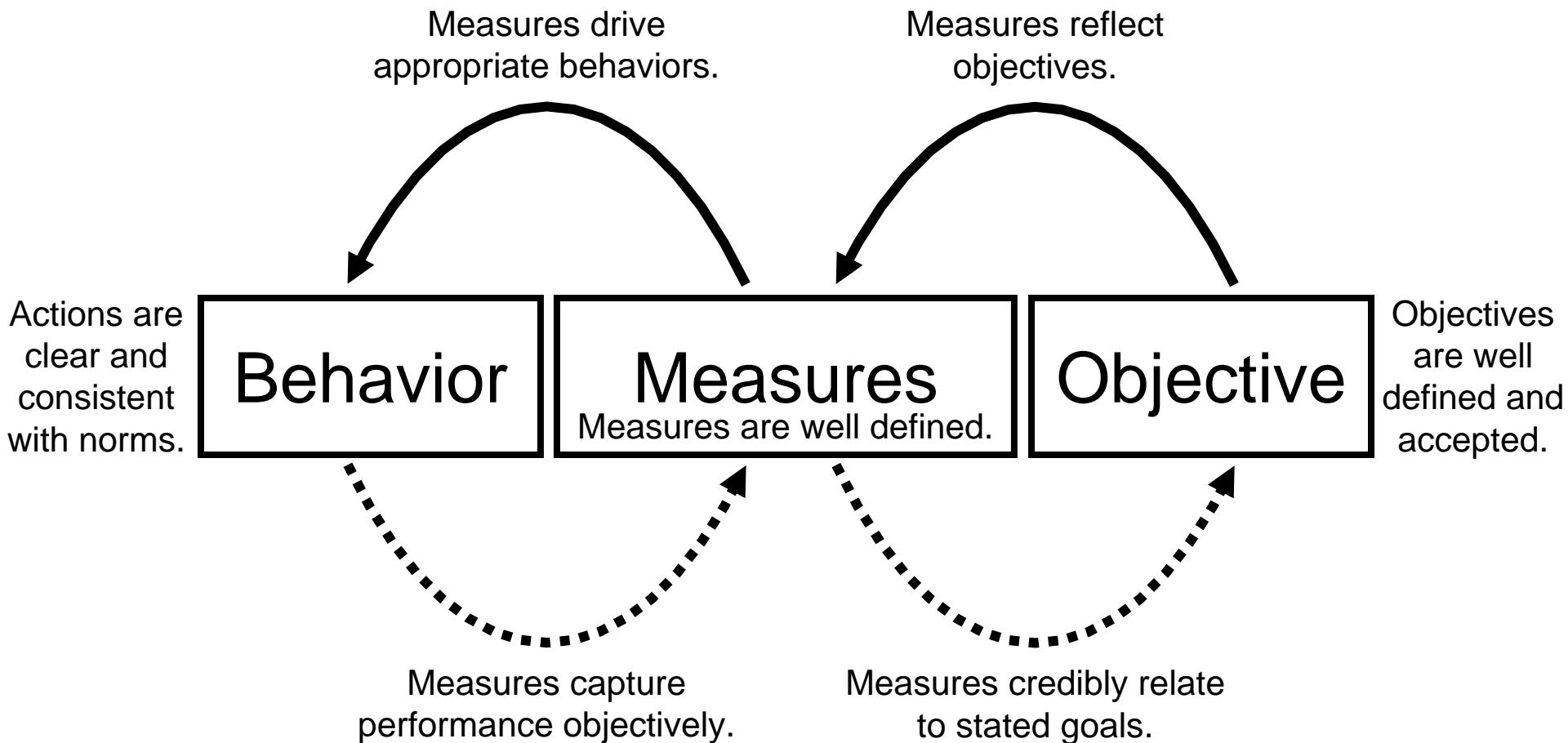
- effective measures must be thoughtfully designed to accomplish the desired results for a given environment

Measurement supports better decision-making

- it does not supplant good judgment



Desired Behaviors



Project Management: Objectives and Measures

Clear, Aligned Deliverables

- *Change control*
 - Volume of modifications
- *Product Definition*
 - Assessment measures

Efficient Resource

Utilization

- *Staffing*
 - Overtime, Idle time
 - Comparative vs. norms

Project Performance

- *Predictability vs. plans*
 - Resources (Staff & Exp.)
 - Schedule Progress
 - Task Closure Rate
- *Risk management*
 - Business: expected vs. delivered value
 - Technical: number of problems by severity vs. norms

Desired Organizational Behaviors

Desired Behaviors

Objectives and Measures

Desired Organizational Behaviors

- Project and sub-process managers identify, assess, and take appropriate risks
- Innovation is encouraged within appropriate, well-understood business & customer requirements
- Careful planning, execution, and communication is rewarded more than project heroism and fire-fighting
- Employee burn-out is rare
- Contributors enthusiastically move from completed projects to follow-on projects
- Work and rewards are spread evenly throughout the project teams

Types and Uses of Project Metrics

Predictive Metrics

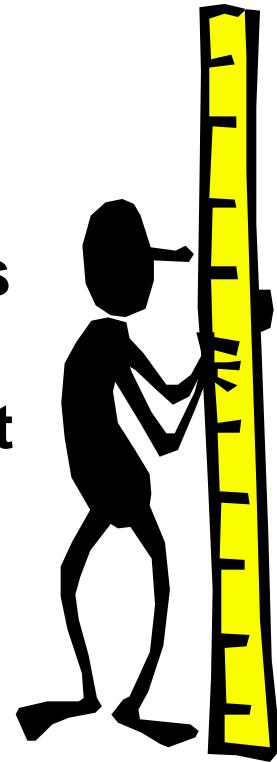
- Use planning data to provide insight into the future. These metrics may be less reliable.

Diagnostic Metrics

- Based on current data, these metrics assess the state of a running process (your project) and are used to detect anomalies or forecast future problems.

Retrospective Metrics

- Report after completion on how the processes worked. These metrics are useful in tracking trends over time.



Measurement Definition and Baselines

- Commitment from the project team
- Established normal range
 - Begin with existing data or guess
 - Validate with several data collection cycles
- Resist changes before baseline is set
- Document the metric



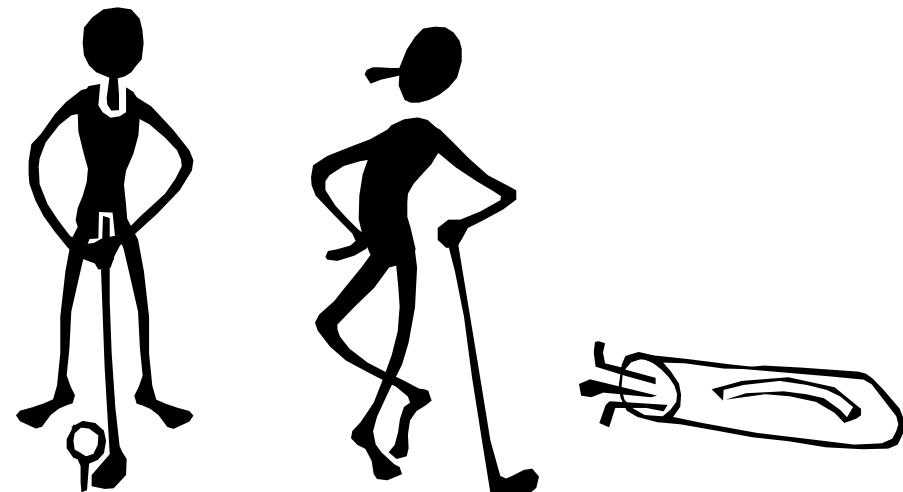
Measurement Definition and Baselines

Metric name	<u>Task Closure Rate</u>
Objective:	<u>Provide project progress data</u>
Type:	<u>Diagnostic</u>
Normal range:	<u>.95 to 1.1 (higher is better)</u>
Tension:	<u>Output quality, cost</u>
Calculation:	<u>(# of activities closed) / (Total #) / (% of project timeline consumed)</u>
Data:	<u>Activities complete, current date</u>
Frequency:	<u>Weekly</u>
Tools used:	<u>TeamPlay (collection and storage)</u>
Barriers:	<u>Performing easy, short activities first</u>

Potential Problems and Measurement Barriers

Gaming (inappropriate data manipulation) is due to:

- Differing interpretations, “loop holes”
- Use for punishment and criticism, not for process improvement
- Lack of tension
- Confidentiality issues



Summary

Establish and use clear processes

Make infrastructure decisions to address past issues

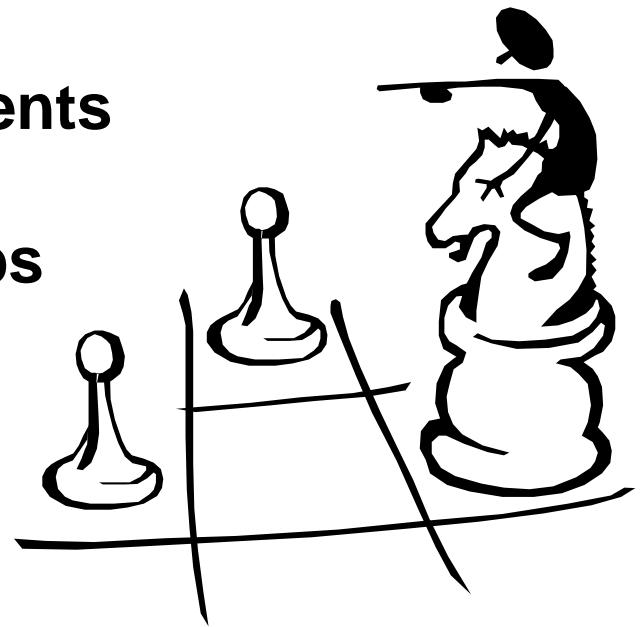
Establish an effective management style

Use exchanges to secure commitments

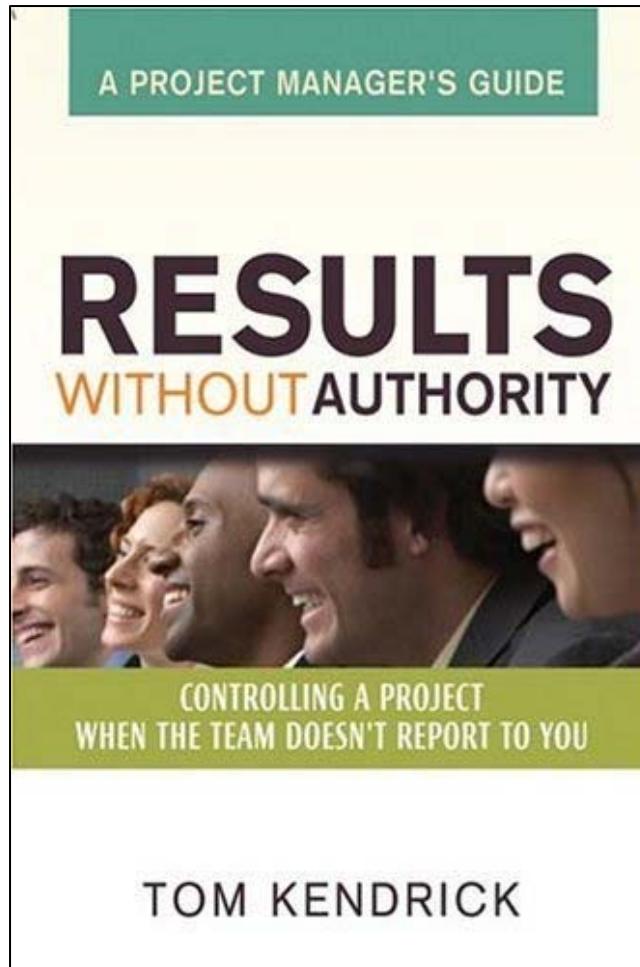
Maintain trust and team relationships

Select metrics for control

Communicate effectively



Questions?



AMACOM, July 2006, ISBN 0814473431

WWW.FailureProofProjects.com

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