

# Project Management Working in Small Groups Personal Brand

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a member of the TELUS team

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# My background

- 23+ years in IT
- Developer by education
- Service technician for smaller companies
- Server specialist
- Router specialist
- IBM – Help Desk supervisor
- TELUS 6 years operations manager
- TELUS 6 years delivery (development and PMO)
- Currently Strategic Program Director

# continued...

- Large organization 35K employees
- World wide offices
- Collection of acquisitions, legacy, and green field
- IT company that focuses on call centers, data centers, networks, telephony, and health services
- An average size project is ~\$1M (20 – 30 team members)
- Team of 14 PM's with an average of two to three projects per PM
- 40 in-flight projects at the peak

# Your background

- Are you working with budgets?
- Type of projects?
- When did you start?
- Are you using/have you learned any formal methodologies?
- What project management tools are being used?
- Who are your stakeholders?
- When do you need to deliver a solution?
- Are you competing with each other?

# Big vs. Small







# Regardless of the size

- Philosophical differences
- Tactical misalignment (timelines, tasks, etc...)
- External factors (industry, personal, etc...)
- Budgets
- Scope
- 24 hours in a day
- Skill levels
- Murphy [http://en.wikipedia.org/wiki/Murphy%27s\\_law](http://en.wikipedia.org/wiki/Murphy%27s_law)



# Common mistakes...big or small

- The “pregnant woman” assumption [Ikea shelf]



# Common mistakes...big or small

- Inaccurate **estimates** — [“the miscalibration of the incompetent stems from an error about the self, whereas the miscalibration of the highly competent stems from an error about others”] – [http://en.wikipedia.org/wiki/Dunning%E2%80%93Kruger\\_effect](http://en.wikipedia.org/wiki/Dunning%E2%80%93Kruger_effect)



# Common mistakes...big or small

- Poor project plans



# Common mistakes...big or small

- Poor **communications**



# Common mistakes...big or small

- Conflicting **priorities**/multi-tasking



**MULTITASKING**

Because we needed another word for "unable to focus on the task at hand"



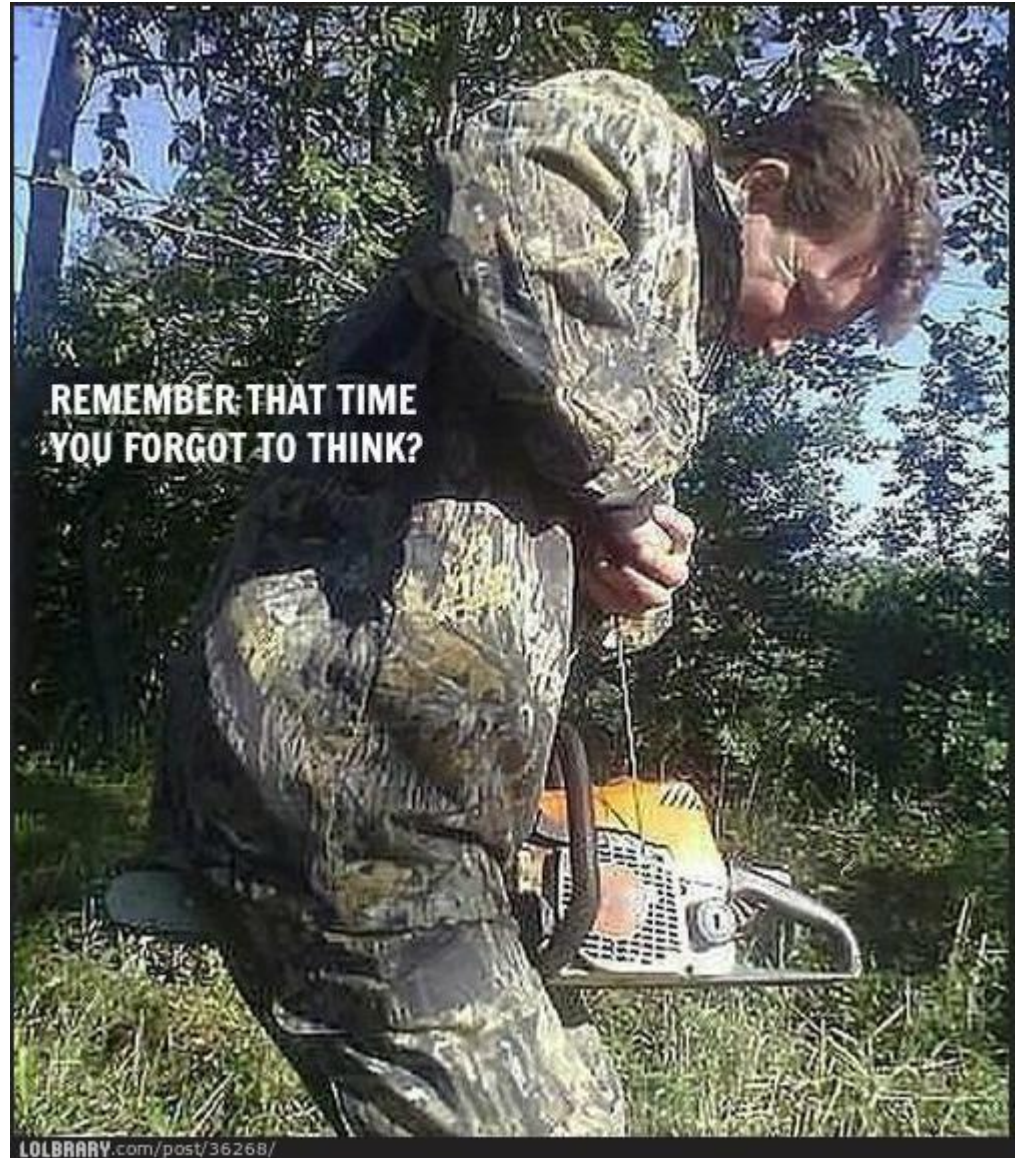
# Common mistakes...big or small

- Inefficient **processes** (KISS)



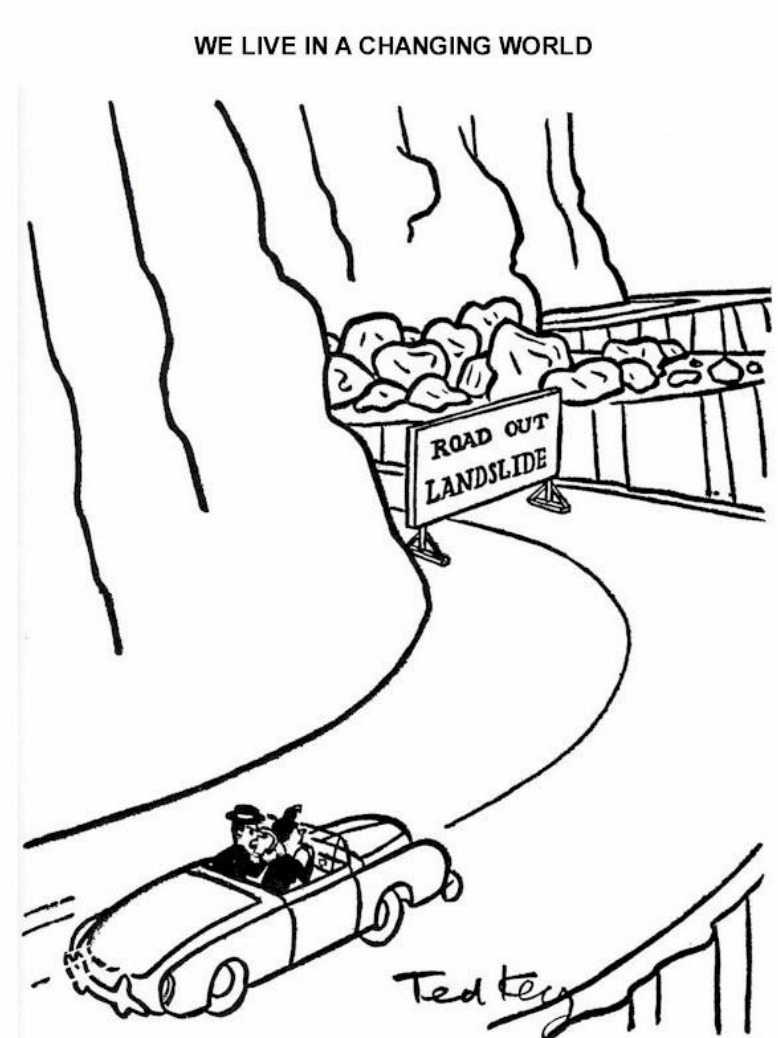
# Common mistakes...big or small

- Ineffective **risk management**



# Common mistakes...big or small

- Missing assumptions



"Relax! I know this road perfectly!  
I've been driving it all my life!"



# Common mistakes...small

Mistake	Likelihood	Mitigation	Impact
Pregnant woman	Low	Easy	Medium
Estimates	High	Hard	Large
Project plans	Medium	Easy	Medium
Communications	Medium	Easy	Large
Priorities	High	Hard	Medium
Processes	Low	Medium	Small
Risk management	High	Medium	Large
Assumptions	High	Easy	Medium

Makes sense?  
Consider this...

# This is the age of innovation

“Everything that can be invented has been invented” – Charles Holland Duell

[http://en.wikipedia.org/wiki/Charles\\_Holland\\_Duell](http://en.wikipedia.org/wiki/Charles_Holland_Duell)

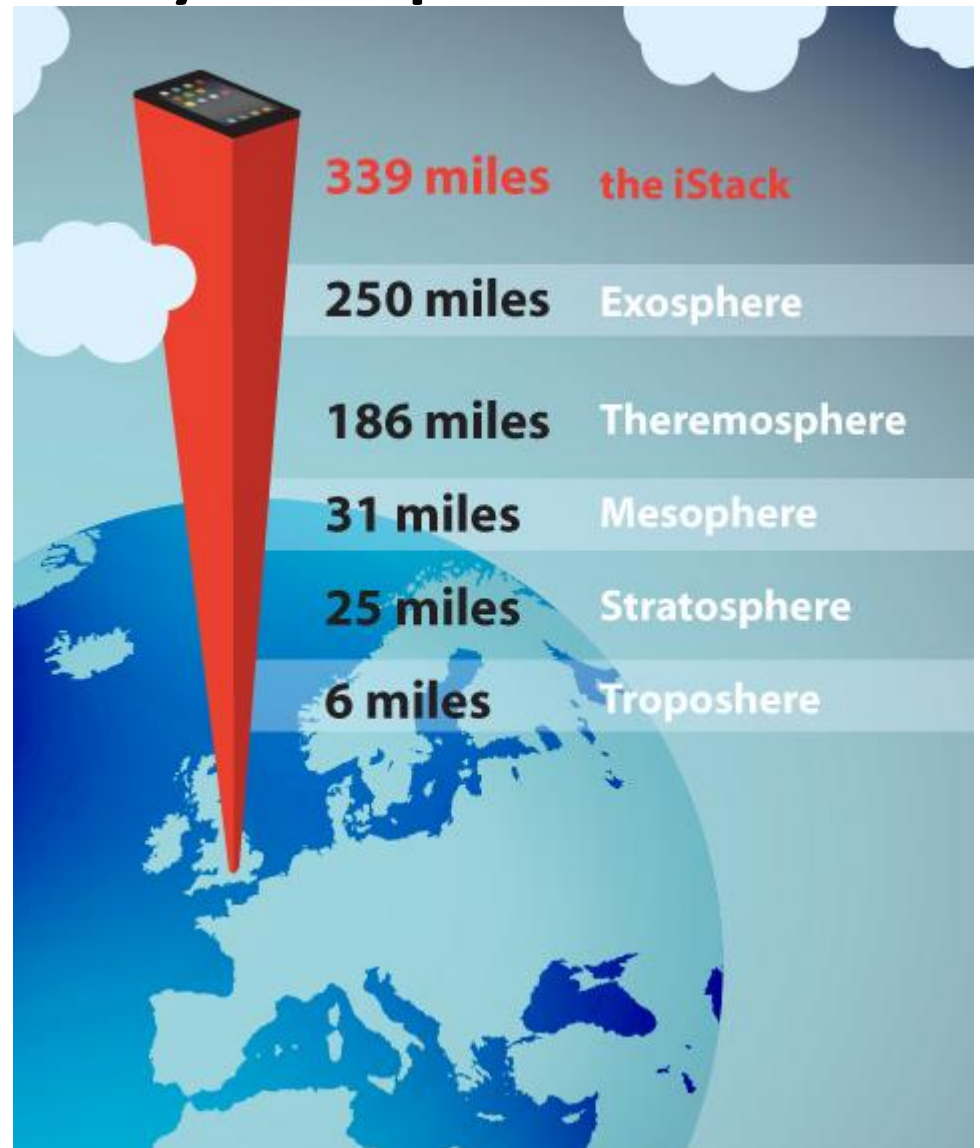
“There is nothing new to be discovered in physics now. All that remains is more and more precise measurement” – William Thomson, 1<sup>st</sup> Baron Kelvin

[http://en.wikipedia.org/wiki/William\\_Thomson,\\_1st\\_Baron\\_Kelvin](http://en.wikipedia.org/wiki/William_Thomson,_1st_Baron_Kelvin)

# Information is your power

It is estimated “that 1.2 Zettabytes (1.3 trillion gigabytes) is now stored in cyberspace – which amounts to 339 miles of fully-loaded iPads stacked to the sky.”

<http://andygreenhaw.wordpress.com/tag/how-much-data-exists-online/>



So...are you an inventor or an  
innovator?

# Estimates – mitigating Dunning-Kruger

- Past examples
- Subject matter experts
- Tools
- Contingency (assumptions & risk)
- Peer reviews and sign-off

# Project Plans - mitigation

- Tactical tool (use every day)
- Dependencies
- Critical path
- Roles and responsibilities (multiple PM's?)
- Peer reviews and sign-off

# Communication Plans - mitigation

- Stakeholders
- Kick-off
- Status updates
- JAD sessions
- Recognition
- Peer reviews



# Risk Management

- Document
- Categorize (Likelihood/Impact)
- Sign-off
- Track/reflect
- Mitigation strategy
- Peer review

# Assumptions

- Document
- Communicate (if this, then that...)
- Sign-off
- Track/reflect
- Peer review

# Priorities

- List/review
- Fair process
- Daily/weekly/monthly etc...
- Transparency

Questions so far?

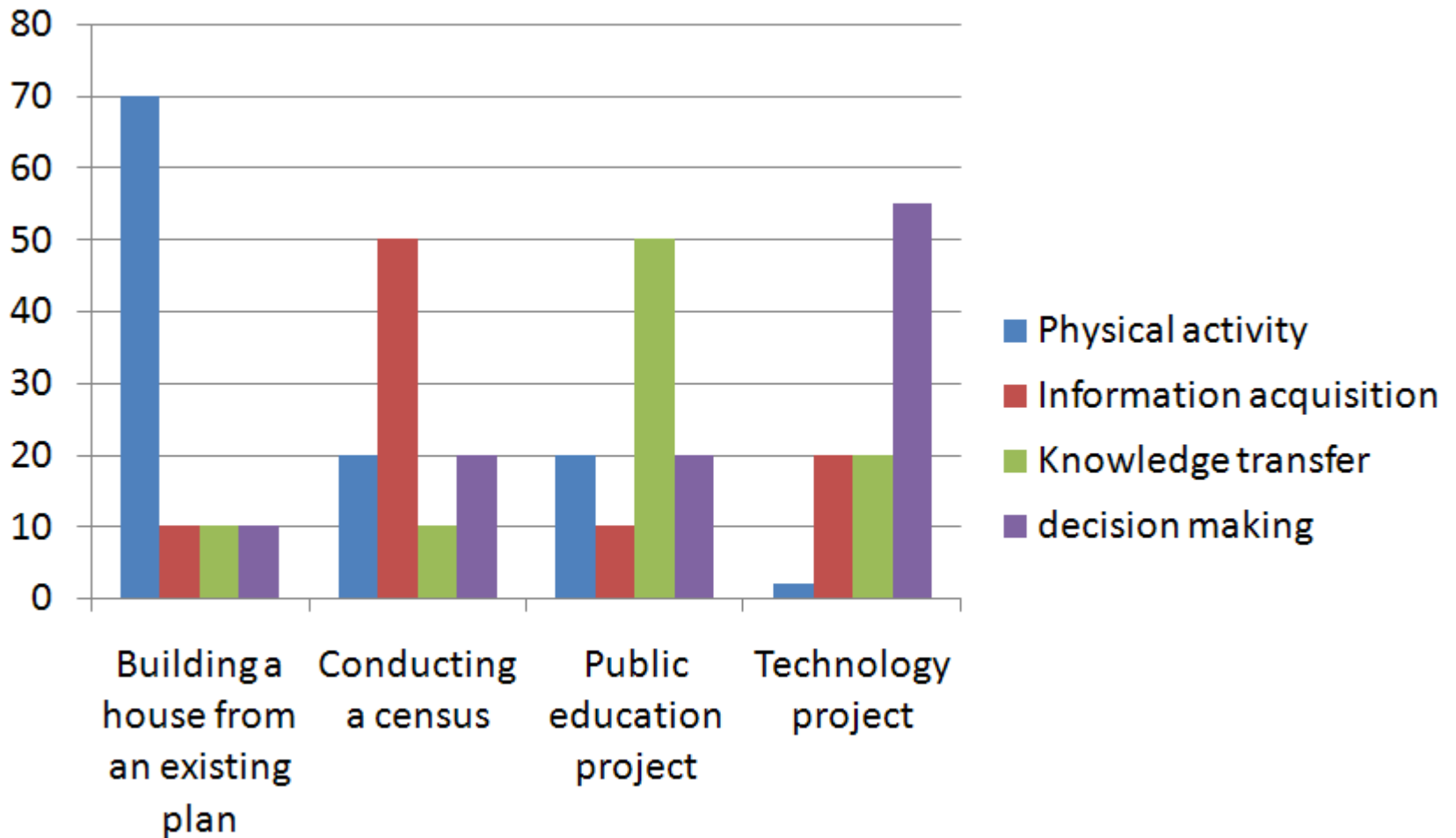
# Statistics (better, faster, cheaper?)

- IT project failure rates are among the highest across all industries
  - Only 40% of projects meet schedule, budget, and quality
  - 75% of participants lack confidence that project will be successful
  - 65 – 80% of IT projects fail to meet their objectives, deliver late or have cost overruns
  - 57% of failed projects are due to bad communications

Reference - <http://faethcoaching.com/it-project-failure-rates-facts-and-reasons/>

- Study on large scale IT projects
  - 17% fail so badly they can threaten the very existence of the company
  - On average, they run 45% over budget
  - On average, they deliver 56% less value than predicted
  - 78% of the time, business expectations don't align with project requirements

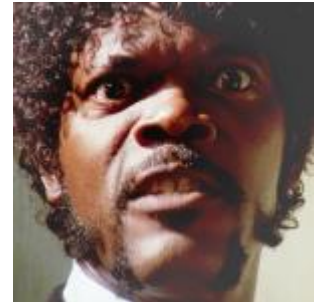
Reference - [http://callear.com/WTPF/?page\\_id=1445](http://callear.com/WTPF/?page_id=1445)



# Standing Out in the Crowd



# Commonalities



- Set and manage expectations
- Under promise and over deliver “contingency”
- Remain positive

"The path of the righteous man is beset on all sides by the inequities of the selfish and the tyranny of evil men. Blessed is he who, in the name of charity and good will, shepherds the weak through the valley of the darkness. For he is truly his brother's keeper and the finder of lost children. And I will strike down upon thee with great vengeance and furious anger those who attempt to poison and destroy my brothers. And you will know I am the Lord when I lay my vengeance upon you."



Good news everyone! We have one last package to deliver before the end of life as we know it.



# The Unwritten Agreement

- Honesty
- Integrity
- Reliability
- Making and keeping commitments
- Open, timely, & transparent communications
- Collaborative
- Decisive
- Take initiative

# SUCCESSFUL PEOPLE

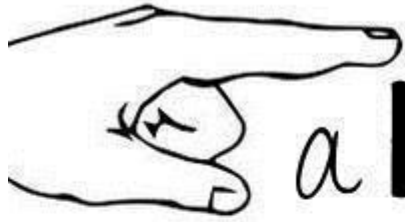


# UNSUCCESSFUL PEOPLE



# The Other Side of the Equation

# The differences between



a **BOSS**

and

a **Leader**



Drives employees  
Depends on authority  
Inspires fear  
Says "I"  
Places blame for the  
breakdown  
Knows how it's done  
Uses people  
Takes credit  
Commands  
Says "Go"

Coaches employees  
Depends on goodwill  
Generates enthusiasm  
Says "We"  
Fixes the breakdown  
Shows how it's done  
Develops people  
Gives credit  
Asks  
Says "Let's go"

How do people view you?

Like This?



Or This?





# Maximize your strengths...



# Project Manager Skills

- **PM Process Skills**
  - Mechanics of project management
  - Tools
  - Techniques
  - Process technology
- **Technology Management**
  - Proficiency in impacted technologies
  - Industry knowledge
  - Preparing and articulating technical specifications
  - Design skills
  - Product knowledge
  - Process knowledge
- **Interpersonal and Behavioral Skills**
  - Lead from within
  - Communication
  - Conflict resolution
  - Negotiation
  - Influence
  - Delegate
  - Coach/mentor
- **Personal Traits**
  - Honesty and integrity
  - Tolerance to deal with ambiguity and uncertainty
  - Persuasive
  - Assertive
  - Process-oriented
  - Self-aware/reflective
  - Open and accessible
  - Politically astute
  - Decisive

# Know Your Environment and People

- Organization type (functional or matrix)
- Politics (Technology/people)
- High performers/low performers
- Personality types ( [Drive by Daniel Pink](#) )
- Know yourself (strengths/weaknesses)

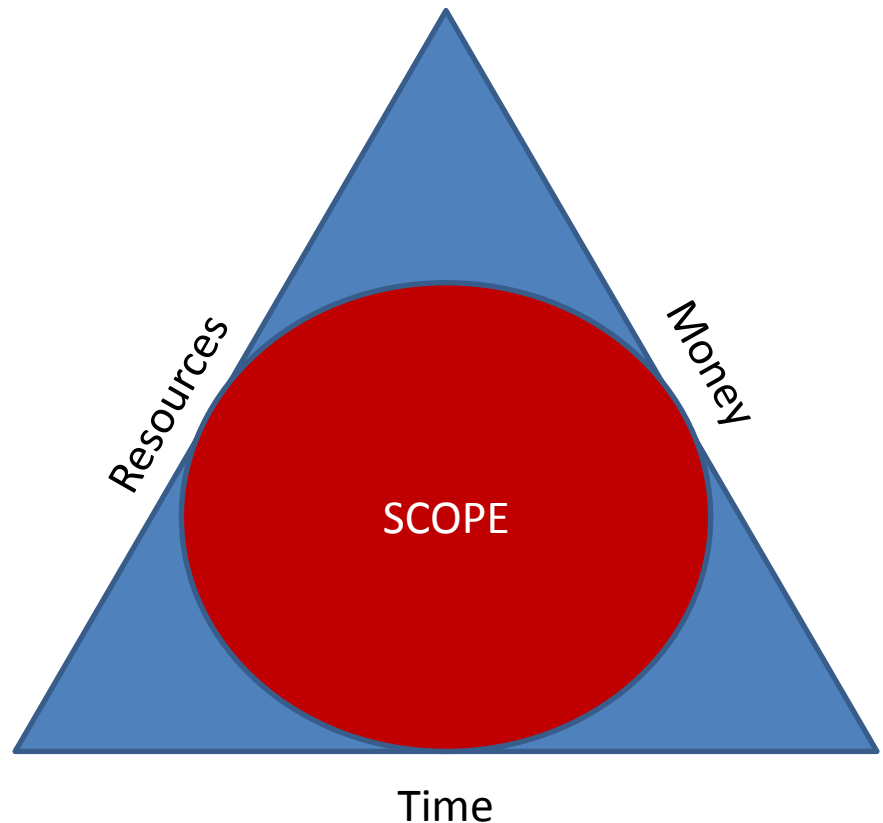
# Project Manager Tools (Combat Statistics)

- Change management process
- Communications plan
- BR Sign-off
- Resource plan/commitment (Gate 2A)
- Financial plan (peer review)
- Project plan
- RACI chart
- Action register
- Assumptions and risk register
- Steering committees

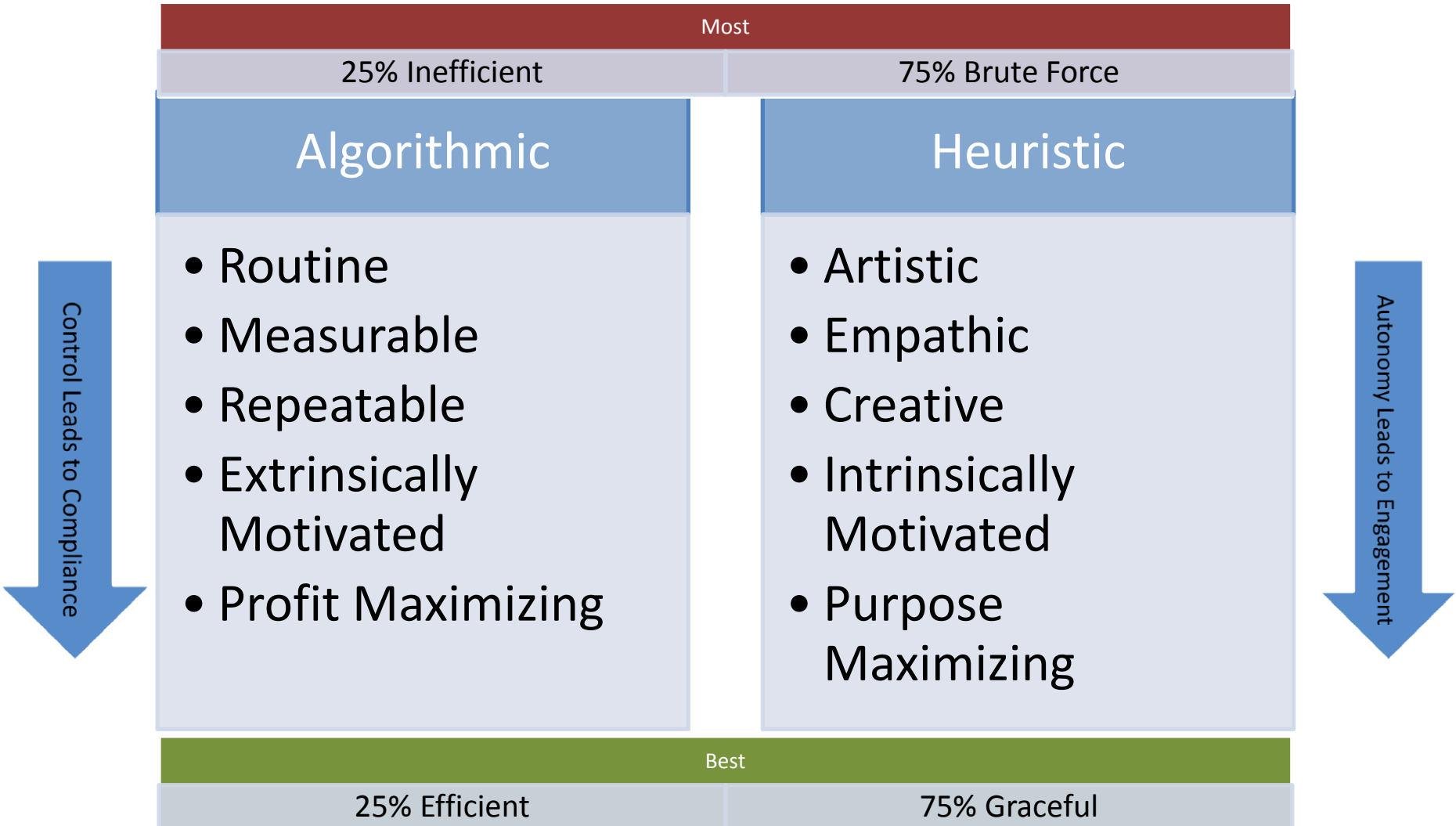
# Project Manager Responsibilities

“Project managers are a special breed of people. The skills that they develop are a cross between a diplomat, ballet dancer, and a Marine Corps drill sergeant”

- Defining
- Initiating
- Planning
- Partnering
- Managing
- Driving
- Communicating
- Holding accountable



# The PM Role



# Project Lifecycle



# Bad News...

People don't always like giving bad news



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# ...Bad News

...and some don't like hearing it.



Don't bring problems, bring recommendations and options.

# Micromanaging

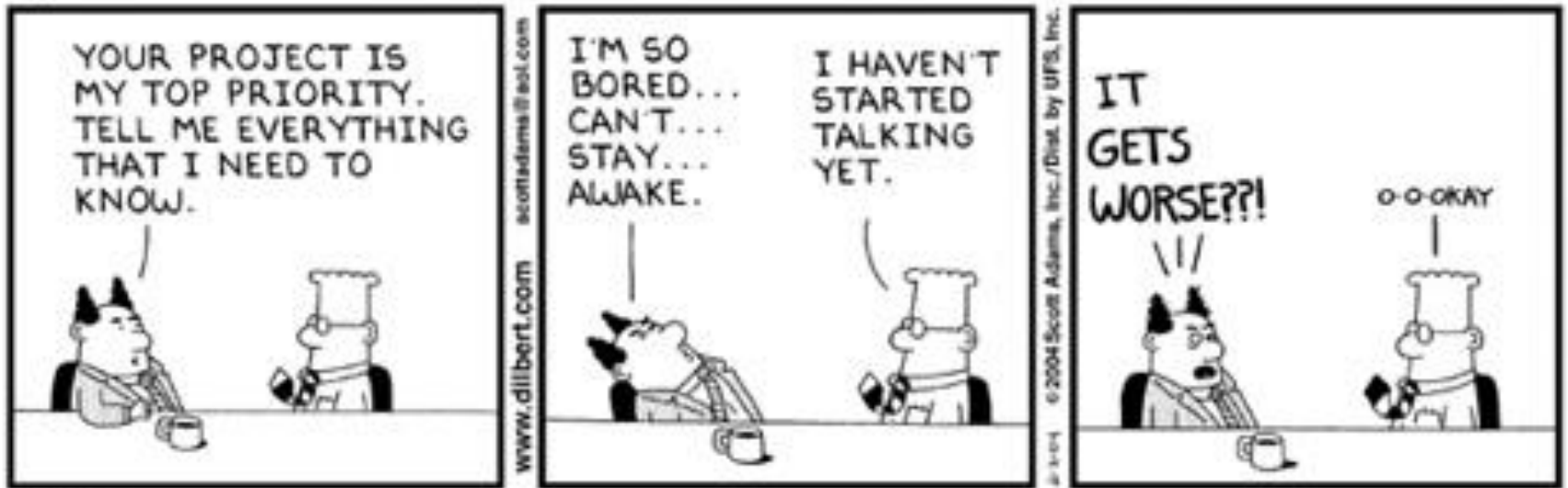


Sometimes you just need to...

# Disengagement

**Dilbert**

by Scott Adams



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Can happen at all levels of the organization.

# What to Do When Things Go Wrong

- Where does the issue rest? (People? Technology? Tools?)
- Communicate! The more people are aware, the better.
- Co-location...the power of face-to-face
- Find a good story teller...or be one
- Influence/Call in favors (HABO)
- Consult a mentor...chances are, they are connected
- Escalation...requires options, recommendations, and partnership

# Escalations



Avoid escalations that impact you and use escalations to remove obstacles only as a last resort.

# Closing

- “People won’t always remember what you did but they’ll remember how you made them feel” – Maya Angelou