

(Note: These are some of the visuals from my one-hour, live webinar. You'll need to provide your own narration... or contact me for clarification. Enjoy! Mike Greer, pm.minimalist@gmail.com)

The Project Management Change Agent:




How to Lead Your PM Revolution



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My Background:

- Project Management Author
 - “Nuts and bolts” stuff
 - Practical PM tools & guidelines
- Project Management Trainer
 - Customized, onsite workshops
 - Teams work w/ local, real-world projects
 - “First do no harm...”
- Michael Greer’s PM Resources
 - <http://michaelgreer.biz>



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Sharpening Galileo's Quill



**ALMA
in Chile**

**“First, Do No
Harm!”**


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Session Outline

- ❑ 5 Signs You're Ready for a PM Revolution
- ❑ 5 Levels of PM Sophistication for:
 - ❑ Organizations
 - ❑ Project Managers
 - ❑ Training and Performance Support
- ❑ Tactics for Your PM Revolution
 - ❑ Arguments Against PM Change
 - ❑ PM Change "Bombs"
 - ❑ 8 Change-Inducing PM Tools


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Session Outline *(continued)*

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- Tactics for Your PM Revolution *(continued)*
 - The Bougainvillea & 10 Stealthy, "Vining" PM Practices
 - What Absolutely Won't Work
 - Criteria for Success
 - The Role of PM Training & Certification
 - Start Your PM Revolution: 10 Steps
 - Some Resources That Can Help

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5 Signs You're Ready for a PM Revolution

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- Projects repeatedly **fail to produce quality** deliverables (tangible outputs).
 - Projects repeatedly **finish late**.
 - Projects often **go over budget**.
 - People have **too many projects** and they don't want to work on any more project teams.
 - Projects are plagued by **"do overs" and rejection** of deliverables by stakeholders.

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Battle Zones for the Revolution

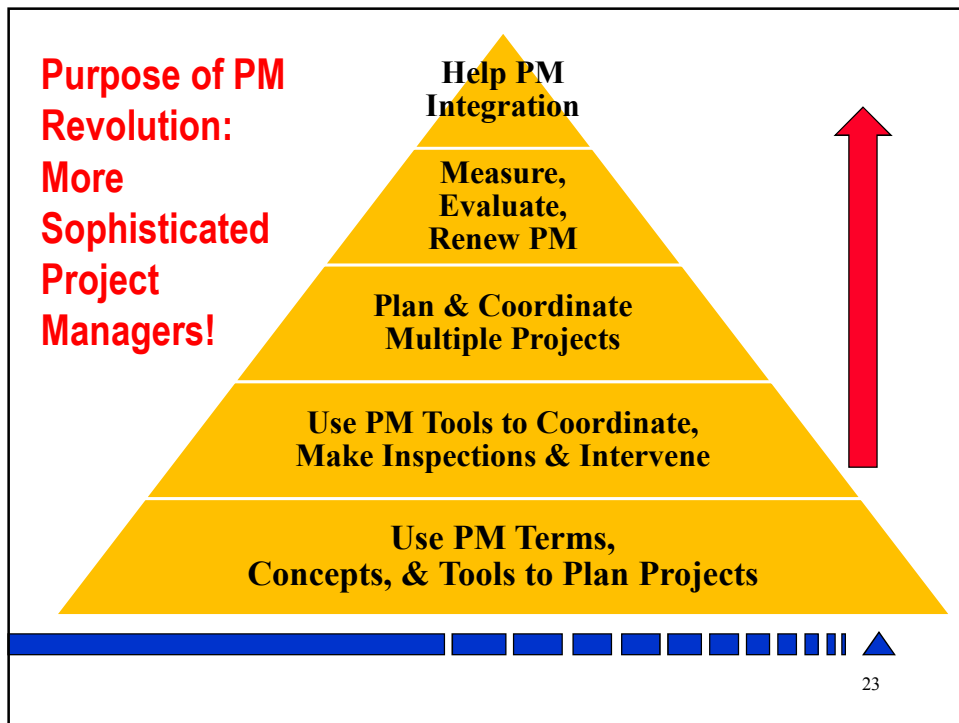
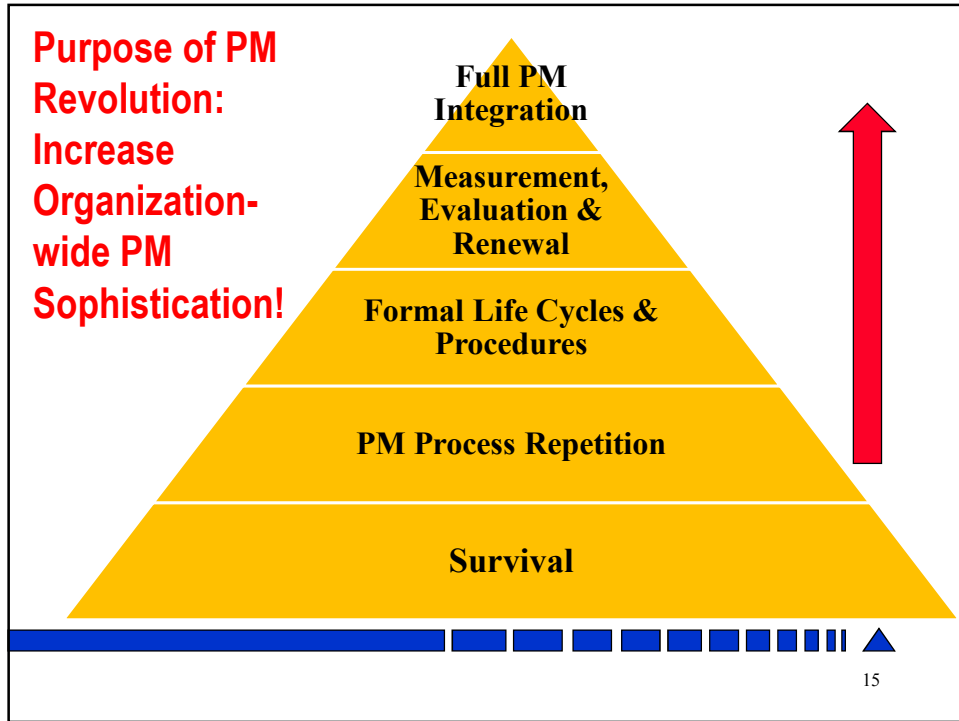


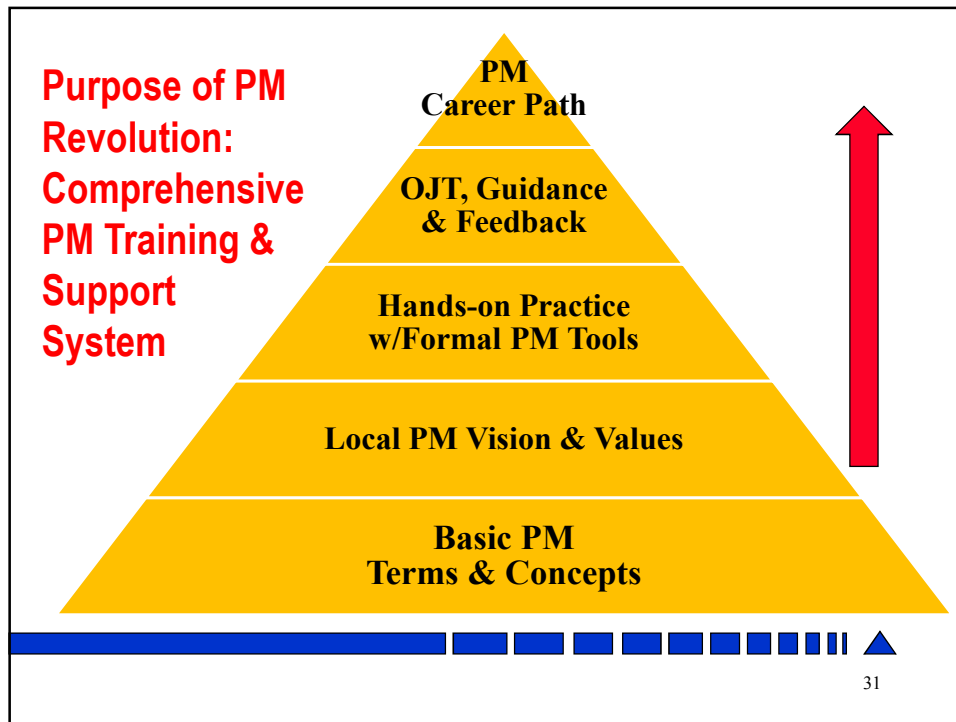
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What to Do?

- ☑ Need to evolve, become more sophisticated:
 - As an organization practicing PM
 - As individual project managers
 - In your PM training and performance support
- ☑ So... What do we mean by “sophisticated?”

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Tactics for Your PM Revolution

- Why an open war doesn't work
- Exploding bombs and growing bougainvilleas
- What absolutely won't work
- Criteria for success

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Arguments Against PM Change



- **Formal PM is burdened with myths:**
 - It's **only for techies**.
 - You **need to be certified** to do it well.
 - We'll have to make **complex schedules and reports**.
 - We'll have to use **complicated software**.
 - It will **take too much time** to plan... we got work to do!

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Arguments Against PM Change



- **There may be a negative history:**
 - It's **been tried before** and failed.
 - Outside consultants imposed **“cookie cutter” PM** processes.
 - “Born again” **PMPs** overenthusiastically **pushed** all sorts of complicated stuff at us.
 - Burdensome **administrivia overwhelmed us**; led to “on paper” successes & failed results.

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Arguments Against PM Change

■ **Objection: Projects already take too long!**

- **No time** for complex planning and reporting.
- **Not enough staff** to play all those formal roles.
- Project managers contribute as workers on the project team. **No time** for additional PM stuff.
- We have a zillion “under way” projects and **can’t stop and rethink** how we’re doing them right now. Maybe later.

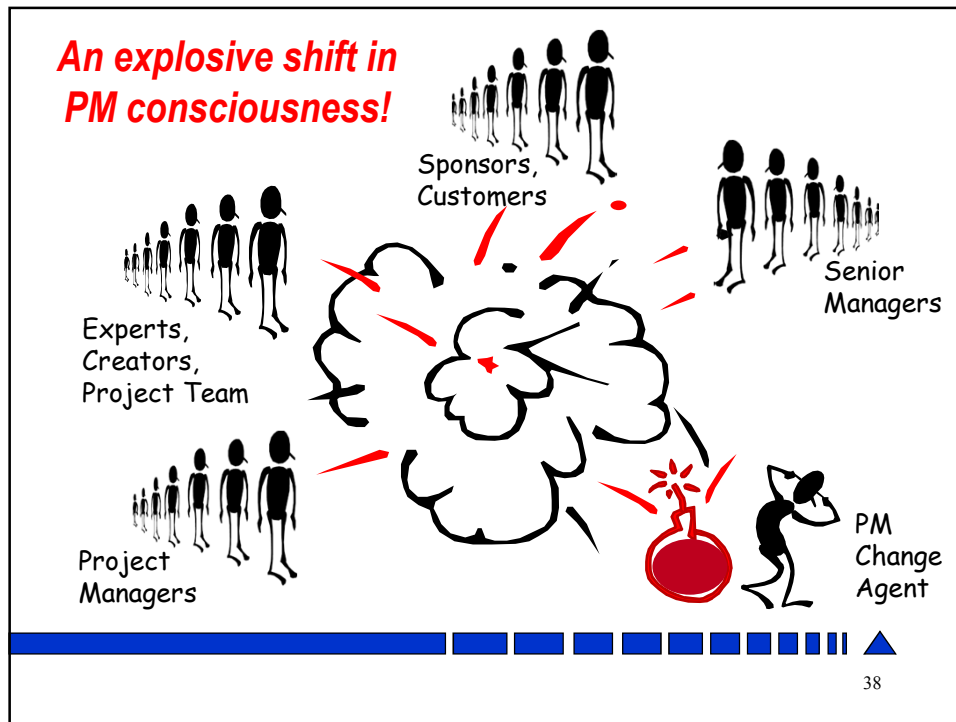
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So instead of an open war...

A few well-placed bombs...



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Some PM Change “Bombs”

- **High-visibility “post-mortem”** of a famously failed project
- **Prime customer or end user presents complaints and suggestions** for PM improvement
- **High-profile cross-training event** where all PM players are forced to work together under pressure
- High visibility support for a **single high-priority project showcasing** several PM “best practices”
- Swift and celebrated policy change... (Senior mgt. insists: Use some of the **8 Most Powerful PM Tools**)

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8 Change-Inducing PM Tools

- Project Charters
- Meaningful Sign-offs
- Project “Post-Mortems” & Lessons Learned
- “Wide-net” stakeholder involvement (define outcomes, customized life cycles, etc.)
- Cross-training, w/all usual project players in one room
- Prototypes & smaller, faster creation cycles
- Finding/using realistic local planning parameters:
 - History re: time/effort required
 - “Best practices” that seem to work
 - How the competition manages projects
- An up-to-date, prioritized portfolio of projects

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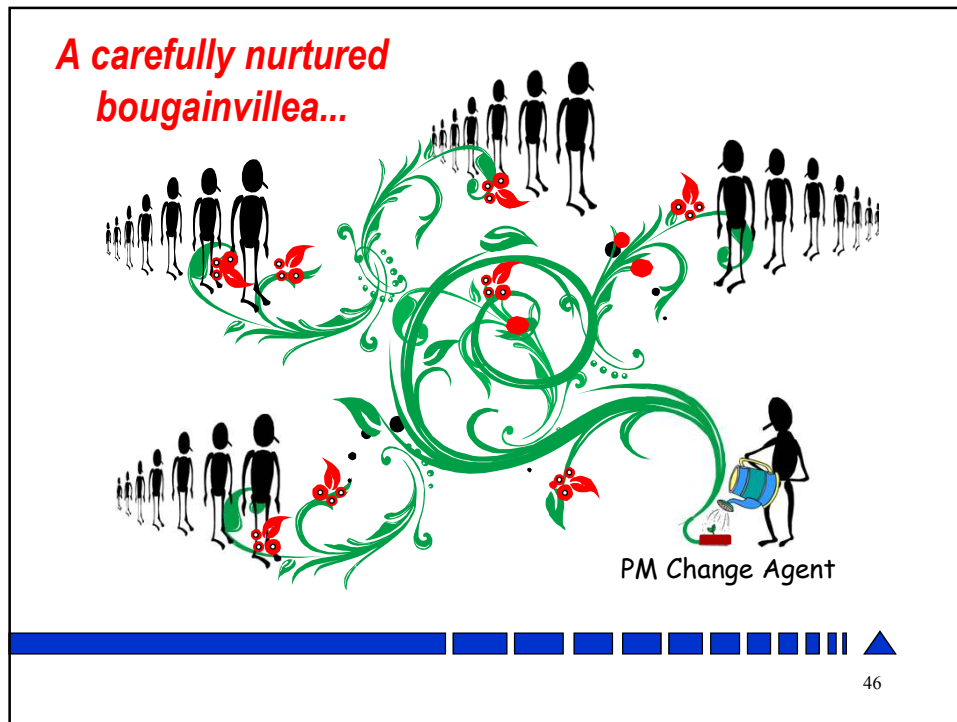
Also instead of an open war...

(And gentler than bombs!)

*A carefully nurtured
bougainvillea, spreading
inexorably ...*



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10 Stealthy, “Vining” PM Practices

1. Regular “Post-Mortems” & Lessons Learned
2. “Wide-net” stakeholder involvement
3. Consistently using Project Charters & sign-offs
4. Thoughtfully looking back at past time/effort/quality patterns when creating plans
5. Comparing planned to actual time/effort/quality, then developing accurate estimators for use in planning the next projects

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10 Stealthy, “Vining” PM Practices



6. Carefully documenting work load on each project, then "rolling up" each resource's work load to see overall load for that resource
7. Using prototypes & shorter, faster creation cycles
8. Using a project portfolio and local criteria for prioritizing projects (and daring to “drop” some)

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10 Stealthy, “Vining” PM Practices



9. Senior managers committing to stand behind project managers
 - No stealing resources
 - No rethinking deliverables at the last minute
 - No over allocating resources
 - No committing their project teams & project managers to do stuff without consulting their workload and their requirements, etc.)

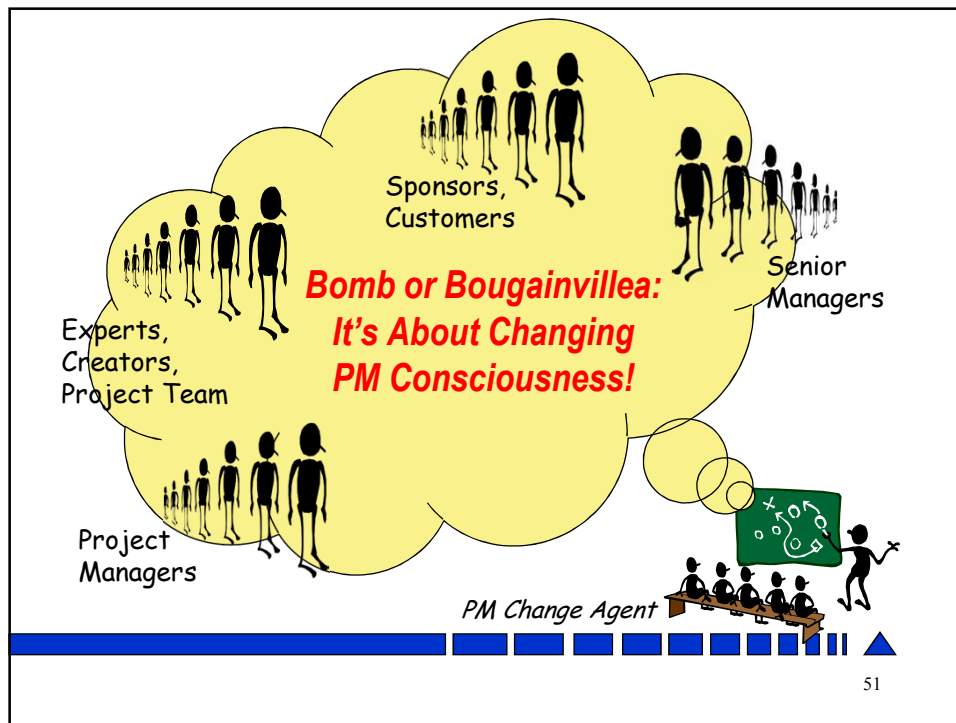
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10 Stealthy, “Vining” PM Practices

10. Developing new skills, vocabulary, and PM culture through:

- Training, focused on **practical... not esoteric** PM
- Training that **uses real projects for practice** so training time isn't “down time”
- Training that’s extended to **all project constituencies** -- so everyone's “singing from the same songbook”
- Providing coaching, PM career paths & job models

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What Absolutely Won't Work:



- **Broad senior management mandates**, imposed "top down"
- **Externally-created "cookie cutter"** strategies from outside consultants
- **New PM tools and practices that aren't vigorously, enthusiastically supported** by senior management, project managers, customers, SMEs, and task specialists

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What Absolutely Won't Work:



- **Training that fails to connect every PM tool & concept** to exactly how it will make things easier for project managers and teams, while helping them get better results
- **Training that is not interwoven with local, real-world projects** (during the session and after the session)

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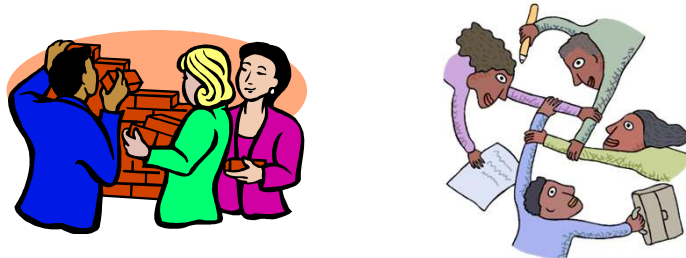
Criteria for Success

Whether Bomb or Bougainvillea, it must be:

- ☑ Simple
- ☑ Quickly applied or completed
- ☑ Unobtrusive
- ☑ Clearly linked to good results
- ☑ Embraced by the team as “making sense”
- ☑ Empowering (Enhances sense of control.)

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The Role of PM Training and Certification



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PM is for Everyone...

... not just certified professionals!

Analogies:

- The multi-level practice of medicine
 - Medical researchers, surgeons, family doctors, EMTs, coaches, parents
- The multi-level practice of physical fitness
 - Fitness researchers, team physicians, physical therapists, trainers, ordinary people

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PM is for Everyone...

... not just certified professionals!

PM in most organizations is a multi-level practice:

- Project planners & managers
- Project team members & creators
- Stakeholders, customers, SMEs
- Administrative support people
- And many other staff people...

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PM is for Everyone...

... not just certified professionals!

**So everyone
needs some basic
training on PM
as it is practiced
locally.**



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All PM is Local

- Project outcomes = “**unique** products or services”
- **Uniqueness** comes from the **local** situation:
 - Industry & products
 - Market forces
 - Best practices of specialists
 - Local culture
 - Local mix of project managers, specialists, senior mgt., vendors, etc.

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So PM Performance Improvement Must Be Managed Locally



You must consider:

- Unique, strategic goals of your organization
- Your career development initiatives
- Your overall training, performance improvement, mentoring, and coaching efforts (beyond PM)
- Any local cultural issues that challenge or support PM

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To Improve Local PM Performance



You determine:

- Your unique PM skill requirements
- Locally-relevant PM tools, procedures
- Your PM career path, curriculum, training objectives, coaching, evaluation
- Whether any external certifications are of any value

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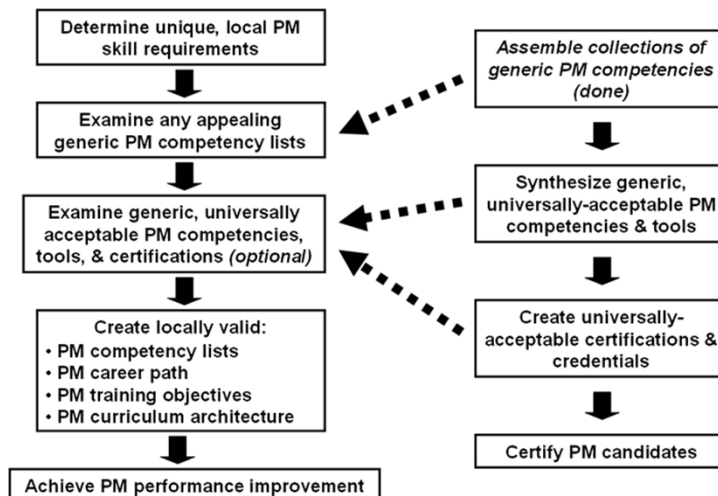
To Improve Local PM Performance

You pick and choose:

- Which, if any, PM organization to inspire your local strategy:
 - asapm, AACE, AIPM, INCOSE, OGC/APM's PRINCE2, PMI, others?
- Which external, generic PM competencies, tools, & certifications (if any) matter to you

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Your Organization Outside PM Groups



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A Note About Certifications

“... PRINCE2 credentials are significantly lower than all other credentials, while ... AACE’s top credentials, the C3PM and the CFCC scored very high... the top ranked credentials are NOT coming from PMI, which is without question the largest and most influential of the professional organizations purporting to represent practitioners of project management, but are dominated by the much less well known organizations...”

-- Dr. Paul D. Giammalvo’s “Project Management Credentials Compared – A Preliminary Analysis.” / <http://www.build-project-management-competency.com/download-page/>

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A Note About Certifications

My recommendations:

- The PM Profession should work toward creating a single set of generic, universally-acceptable PM competencies, tools, and certifications.
- HR and training people, & individuals seeking to upgrade their PM skills should (at least, for the present) ignore the certifications put forth by the PM Profession. They should focus instead on simply using the lists of competencies that underlie those certifications as inputs to their own PM performance improvement processes.

(See: “Beyond PM Certification: Achieving PM Performance Improvement” -- <http://michaelgreer.biz/?p=580>)

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The Bottom Line Re: PM Performance Improvement



- Local people, local culture must drive PM
- Local PM change agents, HR people, & PM trainers must filter and sort external PM "shoulds"
- External stuff that seems irrelevant or could be burdensome should probably be ignored

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Live, Instructor-Led Training



When is live, instructor-led training justified?

- A live facilitator can help groups process controversial PM issues.
- Teams share hands-on practice on complex PM assignments w/real-time guidance & correction.
- Teams need a “safe place” to experiment with new PM processes & tools.

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Why an Outside Training Facilitator

When is an outside training facilitator justified?

- Need more depth of experience in PM training and real-time facilitation of project teams as they learn
- Internal trainers may appear allied with particular, unpopular agendas
- When you need a “hit man” to gather complaints, facilitate hard political discussions, & present anonymous recommendations to senior management

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Why an Outside Consultant

When is an outside PM performance improvement consultant justified?

- Local change agent may be perceived as career-climbing or aligned with particular political factions
- External person brings expertise from PM-only focus
- External person is outside local politics
- External person brings practical wisdom based on many different organizations, perspectives – the “cross pollination” effect

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Start Your PM Revolution: 10 Steps

1. Examine “5 Signs You're Ready for a PM Revolution.”
How many apply to your organization?
2. Examine “Levels of Sophistication” for Organizations, Project Managers, and PM Training & Support.
-- How sophisticated is your organization in each?
3. Examine list: “8 Most Powerful PM Tools.”
-- Which do you need most? ... Could you apply now?
4. Consider: Do you have the opportunity to set off a few well-placed bombs? How might you do this?

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Start Your PM Revolution: 10 Steps

5. Review the “10 Stealthy, ‘Vining’ PM Practices.”
Consider:
-- What slow-growing, but valuable, bougainvillea sprouts might you be planting?
-- How can you nurture them and help them spread?
6. Review and apply “Criteria for Success, Bomb or Bougainvillea.”

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Start Your PM Revolution: 10 Steps

7. Decide: What parts of your local PM performance improvement system are in place and ready to be supported?
8. Decide: What new elements are needed in your local PM performance improvement system.
9. List internal and external resources who might help you with your PM Revolution.
10. List 5 specific next steps you will take to get your PM Revolution under way immediately!

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Some Resources That Can Help

- (eBook) ***The Project Management Minimalist: Just Enough PM to Rock Your Projects!***
- **Video Series: *Become a Project Management Minimalist***
- **Michael Greer's PM Resources: Articles, Tools, & Podcasts** – many! But these in particular:
 - Beyond PM Certification: Achieving PM Performance Improvement
 - “Beyond Sales Training: Designing a Learning Organization” (Step-by-step guide to overall organizational renewal via job models, curriculum architecture, etc.)
- Go to: **<http://michaelgreer.biz>**

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How I Can Help Your PM Revolution

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- Private one-on-one session with follow-up links, documents via email
 - Private class for your group
 - Customized, on-site training session
 - Incorporating your unique processes & sample projects, I create customized training
 - My PM Basics class structure, my team assignments & 2 days live, on-site facilitation active, engaged students
 - Contact me: pm.minimalist@gmail.com or visit: <http://michaelgreer.biz>

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