HOUSTON, WE HAVE AN OPPORTUNITY...

MEDIOCRITY OF PROJECT MANAGEMENT IS NO LONGER AN OPTION.
TRANSFORMING PM FROM ORDER-TAKING TO VALUE-DELIVERY

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PMI-MN
TRANSFORMATIONAL VS. TRANSACTIONAL

• PROJECT MANAGEMENT HAS MATUR ED

• PROJECTS TODAY
  • MUST DELIVER
  • TRANSFORMATIONAL VALUE
  • TO AND FOR THE BUSINESS
AUTHENTICITY & CREDIBILITY

• 30+ YEAR LEADER OF ALL THINGS “PROJECT, PROGRAM, AND PROJECT PORTFOLIO”

• INDUSTRY EXPERIENCE SPANS:
  ▪ MANAGING PROJECTS TO TRAINING ASTRONAUTS FOR NASA MANNED SPACE MISSIONS,
  ▪ HIGH-SPEED TELECOMM AND COMPUTER NETWORKING (NEW PRODUCT DEVELOPMENT),
  ▪ FINANCE
  ▪ HEALTHCARE
  ▪ INSURANCE
  ▪ MARKETING
  ▪ INFORMATION TECHNOLOGY
  ▪ FLEET MANAGEMENT

• PROJECT MANAGEMENT INSTRUCTOR AT:
  ▪ UNIVERSITY OF MINNESOTA (COLLEGE OF SCIENCE AND ENGINEERING, SCHOOL OF PUBLIC HEALTH, AND COLLEGE OF CONTINUING ED) FOR PAST 13 YEARS
  ▪ HENNEPIN TECHNICAL COLLEGE (SCHOOL OF BUSINESS AND I.T.) FOR PAST 3 YEARS
PROJECT EXPECTATIONS HAVE CHANGED

• “THROW IT OVER THE WALL” (TRANSACTIONAL) THINKING IS DEAD
• PURE ORDER-TAKING (TRANSACTIONAL) THINKING IS PAST
• NO MORE “LEAVE US ALONE, WE’RE BUILDING THE REQUIREMENTS YOU GAVE”

• SOLUTION DESIGN REQUIRES A WHOLE-TEAM SYSTEMS APPROACH
• SOLUTION DESIGN CONTINUES DURING PROJECT DEVELOPMENT
• A TRUSTED-PARTNER, CONSULTATIVE PM APPROACH REQUIRED TODAY
PROJECT EXPECTATIONS HAVE CHANGED

OLD WAY

TODAY’S WAY
TRANSFORMATIONAL VALUE

• VALUE IS BENEFITS THAT ACCRUE TO ORGANIZATION AS A WHOLE

• VALUE IS DETERMINED BY THE BUSINESS SPONSOR, NOT THE PROJECT TEAM

• BUT PROJECT TEAM INFLUENCES VALUE OUTCOME AS TRUSTED-PARTNER, SME, CONSULTANTS
SO...DID ANYTHING REALLY CHANGE?

• YES – IT’S TRUE THAT SUCCESSFUL DELIVERY OF THE FUNDAMENTAL PROJECT SCOPE, ON-TIME, AND ON-BUDGET MUST STILL OCCUR

• IN FACT, THAT’S EVEN MORE IMPORTANT NOW... IT’S HOW TRUST WITH THE BUSINESS PEOPLE IS BUILT AND MAINTAINED AT THE MOST VITAL LEVEL

• SUCCESSFUL DELIVERY OF THIS TYPE REQUIRES:
  ▪ EFFECTIVE SETTING OF EXPECTATIONS
  ▪ INTEGRITY OF DATA AND ACTION
  ▪ TRANSPARENCY
  ▪ EASE OF USE FOR BUSINESS FOLK, USERS, ET AL. (AND, OF COURSE, PROJECT TEAM)
  ▪ SUCCESSFUL BASIC RESULTS (E.G. ON-SCOPE, ON-TIME, ON-BUDGET)
AN EXAMPLE OF THE CHANGE

A PROJECT BUSINESS SPONSOR, A PROJECT RESOURCE DIRECTOR, AND A PROJECT MANAGER WALK INTO A PROJECT SUCCESS REVIEW...
ALSO REQUIRED...

• DEEP GRASP OF THE ORGANIZATION’S BUSINESS
  ▪ MISSION,
  ▪ VISION,
  ▪ STRATEGY/IES,
  ▪ OPERATIONAL PROCESSES (“HOW IT MAKES MONEY”)

• SOLID UNDERSTANDING OF BUSINESS MANAGEMENT

• EXCELLENT INSIGHT INTO PEOPLE

• OUTSTANDING SENSE OF ORGANIZATION’S CULTURE
THESE FUEL THE PM’S ABILITIES TO:

• HELP BUSINESS FOLK BETTER IDENTIFY DESIRED VALUE OBJECTIVES

• HELP THE BUSINESS FOLK (AND OTHERS, OF COURSE) BE ABLE TO MOST QUICKLY AND EFFECTIVELY USE THE INFO THE PM PROVIDES TO THEM

• BE ABLE TO “SPEAK BUSINESS” WITH THE BUSINESS FOLK – REDUCING ERROR AND CONFUSION
TRANSLATING PROJECT AND BUSINESS

• DIFFERENT DESIGNS (PROJECT VS BUSINESS SPEAK)
• ADAPTATION REQUIRED
• TEAMWORK REQUIRED
• SUBORDINATE EVERYTHING TO ACHIEVING THE REAL VALUE OF THE SITUATION

https://youtu.be/egWvQuT5TCU?t=94
HOW TO IDENTIFY VALUE

• ASK VALUE-ORIENTED QUESTIONS ALWAYS, BUT PARTICULARLY DURING FEASIBILITY AND OPTIONS-SELECTION ANALYSIS

• ASK *TARGETED* QUESTIONS
  ▪ C>“IS <X> A POSSIBLE VALUE FOR THIS PROJECT?”
  ▪ “WE ALREADY HAVE AN APPLICATION FOR THAT PURPOSE – DO WE WANT TO DUPLICATE THAT FUNCTION IN ANOTHER APP?”
  ▪ “IF WE CHOSE OPTION <Z> IN THIS CASE, WOULDN’T THAT NET A HIGHER SAVINGS IN <CHARACTERISTIC A> THAN THE ALTERNATIVES WE HAVE?”

• ASK “ALIGNMENT” QUESTIONS
  ▪ “OUR ORGANIZATION’S STRATEGY IS <Q>, SO WOULDN’T IT WORK BETTER IF WE CHOSE A DESIGN OPTION THAT FITS THAT BETTER?”

• ESTABLISH A BENEFITS REALIZATION FRAMEWORK
  ▪ HTTPS://YOUTU.BE/QOWRNNQJD0S
HOUSTON, WE HAVE A SOLUTION...

• WE ONCE THOUGHT WE WERE HEADED TO LAND ON THE MOON...EXPECTATIONS HAVE CHANGED, BASED ON CIRCUMSTANCES

• WE CAN STILL GET OUR CREW (PROJECT) HOME SAFELY...THAT’S THE TRUE VALUE OF THIS PROJECT

• MEDIOCRITY IS NOT AN OPTION (ANY LONGER).

• RISE TO THE CHALLENGE?
HOUSTON, WE HAVE A SOLUTION...

Q & A