



Four Boxes to Check for Career Advancement

Project Management Advanced Development

Project Management Symposium

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Barbara Strang, PMP, LSSBB

Ozzie Lomax, PMI-RMP, PMP

FINAL

Agenda



- ✓ **Conflict Management and Relationship Building** [Ozzie Lomax]
- ✓ **The Fine Art of Delegation** [Barb Strang]
- ✓ **Becoming an Internal Entrepreneur** [Ozzie Lomax]
- ✓ **Balancing the Project Big Picture and its Intricate Details** [Barb Strang]

Your Facilitators

- Barbara Strang, PMP, LSSBB
- Director, Project Management/Process Consulting
- 30 years cross-industry experience
- Life Teacher Certification - Missouri
- Ozzie Lomax, PMI-RMP, PMP
- CEO Lomax Consulting Group
- 35 years managing projects
- Professor of Practice, Washington University

Our Value Proposition

1. How many jobs/careers have you held?
2. Is that more or less than you desired or planned?
3. Do you think you are typical or not?
4. What are the personal attributes necessary to make these changes?

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Beyond project management certification



# Educate My Way to Success

1. BS in Project Management
2. MS and Ph.D. in Project Management
3. MBA
4. Positives and negatives of educational excellence



# Certify My Way to Success

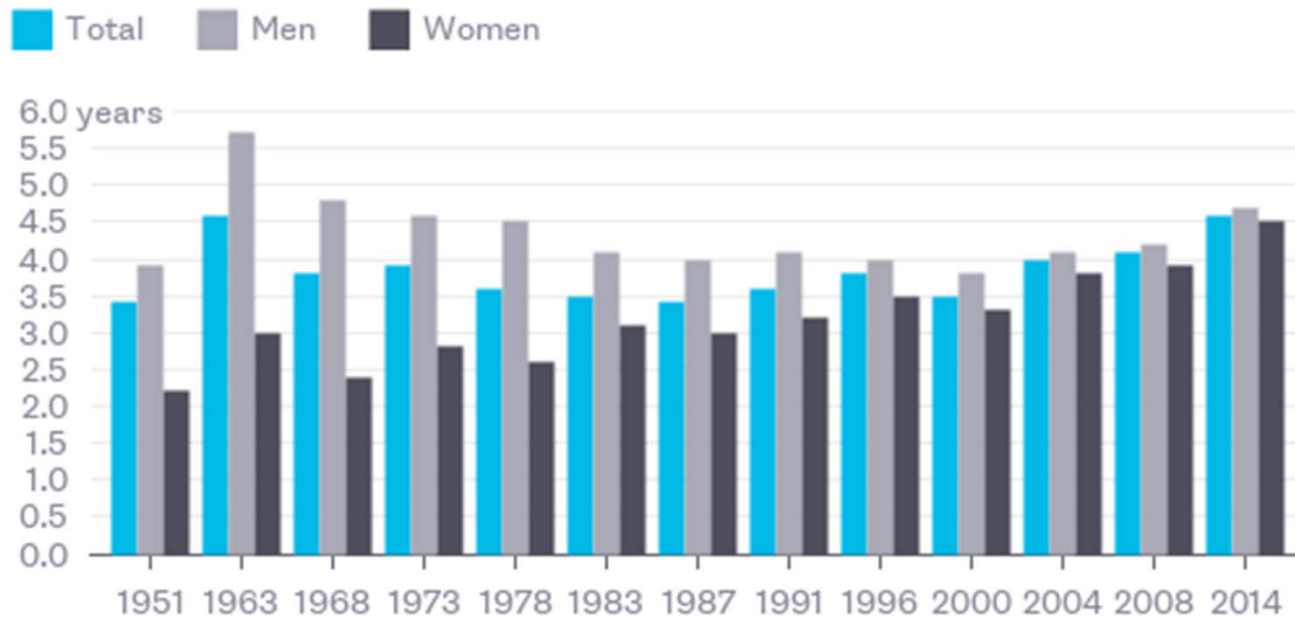
1. Value of PMP, PMI-RMP, CAPM, PMI-ACP, and others
2. Perception of the certification paradigm
3. Implications of national and international certifications
4. Technical certifications – which ones matter and when do they make sense?



# Tenure demographics

## How Long Do Americans Stay in Their Jobs?

Median tenure with current employer



Source: Bureau of Labor Statistics

BloombergView

# Do I stay or do I go?

- US Bureau of Labor Statistics
- Median time on same job is 4.2 years
- Men median is 4.3
- Women median is 4.0
- 55-64 age is twice 25-34 age
- Public Sector is 2x of Private
- Hospitality is 2.2 years
- Manufacturing is 5.3 years
- What is technology doing to position tenure?
- Best technology perspective to have is:
  - Generalist
  - Specialist
  - Artificial Intelligence
  - Mobile technology
  - Cyber security
  - Cloud computing



# Company Loyalty

1. Positives and negatives of remaining in one company for an extended period versus changing companies.
2. How is it different when you are changing industries?
3. Is this a red flag in the hiring interview?
4. Warning signs that it's time to leave.
5. Pay versus Satisfaction



"Congratulations on your 50 years with the company - we'll miss you, Parker."



# Conflict Management and Building Relationships

- Value of gaining team buy-in
- Emotional Intelligence and Situational Leadership
- Success through people or technology



# Conflict Management

- Paradigm of positive conflict
- Damage of underground conflict
- Ways to handle conflict
  - Look for similarities
  - Look for positive
  - Agree to disagree
  - Accept, understand, agree



# Conflict and Situational Leadership

## DISC Model

- **D**ominant/Direct
  - **I**nfluence/Inspirational
  - **S**teady
  - **C**onscientious
- D: Conflict = Control + Objectivity
  - I: Conflict = Collaboration + Warmth
  - S: Conflict = Support + Patience
  - C: Conflict = Correctness and Calm

# Success via People or Technology

- Agreement: Passive or Forced
- Buy-in
  - Your way 90% correct with 50% buy-in = 45%
  - Their way 75% correct with 110% buy-in = 82%
- Employee Engagement
- Surveys show less than 70% of employees say they are fully engaged in corporate initiatives
- Conflict and “Discretionary Effort”



- ✓ First steps include self-assessment
- ✓ Fallacy of the “one man, one woman” show
- ✓ Benefits of delegation
- ✓ Begin with workflows, repeatable processes and move toward unique activities



# Teaming and Talking

- Scope the activity
- Define the owner – more than one?
- Share the reasons
- Emphasize the results
- Avoid “upward delegation”
- Feedback, freedom, and support balance



Consider the world of Agile and delegation

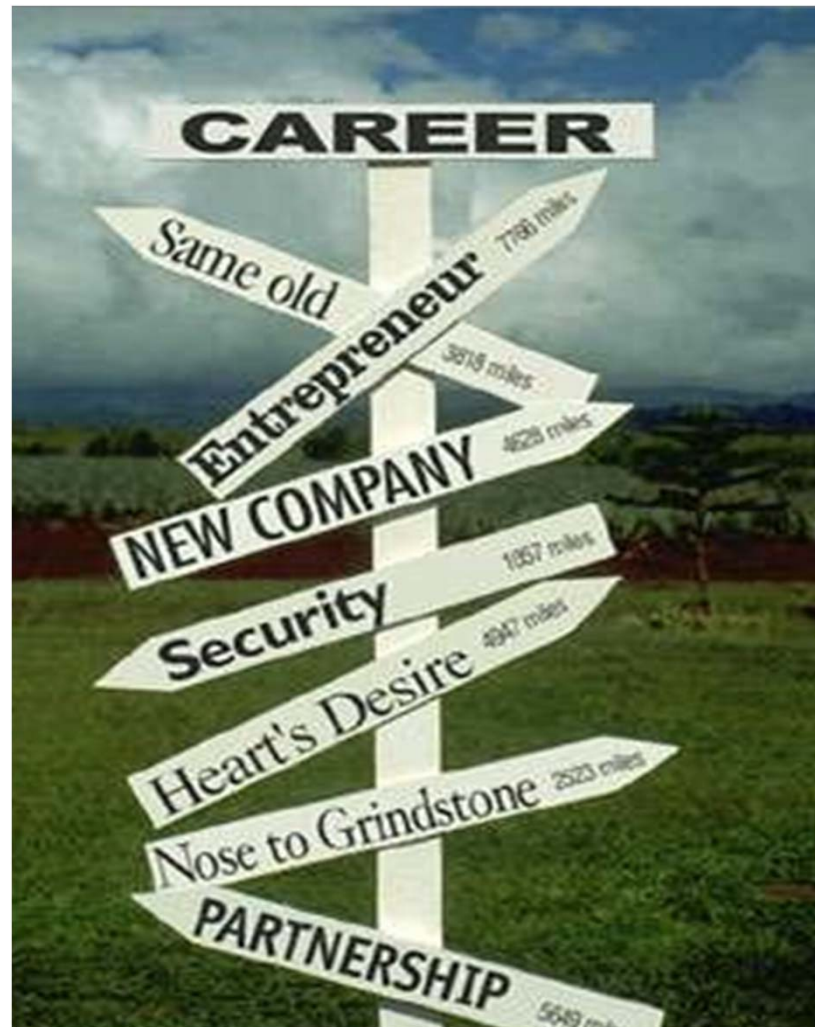
# Levels of Delegation

- Ask the other person the level of authority they are comfortable owning
- Define the level of freedom given to the other person
- Know the task criticality to the project
- Make a soft contract agreement

**Few things will grow an individual more than to give him or her authority and demonstrate your trust**



# Project Management





- Leading a division, department or project with a profit/loss perspective
- Project member or project owner
- Creating a start up environment on the team

# Entrepreneurs & Risk

- Risk as threats or opportunities or both?
- Propensity for mistakes and failures
- Innovation or stay the course culture
- War Gaming and Scenario Planning



# Entrepreneurs and Profit/Loss

- My department as a company
- My department with a profit and loss statement
- Does my project earn more than it spends?
- Features, benefits or solutions of my project



# Statistical Support

Between 1996 and 2012, the share of new U.S. entrepreneurs in the 55-to-64 group grew from 14.3 % to 23.4%, says the Ewing Marion Kauffman Foundation, the largest American foundation to focus on entrepreneurship.

When you combine the 45-54 and the 55-64 age groups, the figures are 38.3% in 1996 vs 55.4% in 2014.

❖ *Entrepreneurship is on the rise both within a company and as a new business.*



# Balancing Big Picture & Details



Which is more important: Big Picture or Details?

Transitioning between Big Picture and Details



# Construction Example

## The Culvert



Water with energy





# Problem to be solved: Erosion



## The Strategy:

At the other end of the culvert, on the hillside closer to the water source, insert a vertical drop box to remove the energy from the water. From the bottom of the drop box the water flows into another culvert running under the road, and into the stream.

## Execution issue:

Building the drop box

# What are the options?

1. Keep trying; work extra hours.
2. Insert sheet piles and dig within them.
3. Put the project on hold for risk analysis.
4. Cancel the project.
5. Look at similar projects.
6. Others



# Best option

## Revisit the strategy!



# Good Results

## Solution:

Replaced the culvert.

Remove the energy in the flowing water at the point the culvert opens into the stream instead of via the drop box.

**Resolution was found in looking at the Strategy/Big Picture.**



# IT Example

## E-commerce

Project goal: re-image the manufacturing company product and overhaul the entire customer purchasing experience on the web

Company top priority and impact to all departments and employees

Schedule: phases, pilots, overlapping layers

**Issue identified – we couldn't begin. Why not?**

# Solution found in the Details

- Know how was in the IT team members.
- Not documented.
- Not put together in one overall flow.
- There was no current state until we stopped and created it!



# Balancing Big Picture & Details

- Project life cycle and timing of focus on the big picture/strategy vs. details/iteration
  - When is the emphasis on the bigger picture?
  - When is the emphasis on the details?
- Emotional intelligence and the impact of various behavior and personality types



# Summary!

## Questions?

- ✓ Conflict management and relationship building
- ✓ The fine art of delegation
- ✓ Becoming an internal entrepreneur
- ✓ Balancing the project big picture and its intricate details





# References

- Late-Blooming Entrepreneurs: 8 Principles for Starting a Business After Age 40, L.B. Strang.
- Late-Blooming Entrepreneurs website.