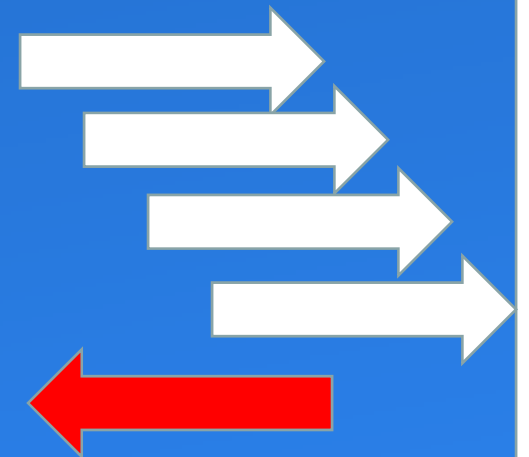


Project Management – A Contrarian View of What Drives Success

Southern Illinois University Edwardsville
Project Management Symposium

November 18, 2016

Presented by Don Imholz



Why Pursue Project Management?

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Project management makes or breaks more careers than day to day management skills and abilities. Everything non-routine spanning time and requiring multiple steps is a project.



How Many Think It's All About This?

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PMBOK Chapter #	Chapter Name	% Questions
3	Project Management Processes	15%
4	Project Integration Management	12%
5	Project Scope Management	11%
6	Project Time Management	12%
7	Project Cost Management	7%
8	Project Quality Management	6%
9	Project Human Resource Management	8%
10	Project Communications Management	6%
11	Project Risk Management	9%
12	Project Procurement Management	7%
13	Project Stakeholder Management	7%
		100%

My Thesis is Simple

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Most projects are over-managed and under-led.

Good management skills are necessary but far from sufficient.

How My Project Management Journey Began

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Project Lead 1

- 6 MM
- On-Time
- On-Budget
- High Cust Sat
- Low Morale
- PM Rewarded

Project Lead 2

- 10 MM
- On-Time
- On-Budget
- High Cust Sat
- Low Morale
- PM Rewarded

Project Member

- ~100MM
- + 6 Months
- +50%
- Low Cust Sat
- Terrible Morale
- PM Viewed as Failure

Sub Project Lead

- ~120MM
- + 1 Month
- +5%
- High Cust Sat
- High Morale
- PM and Team Rewarded

And Then I Started to Figure it Out...

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Project Lead 3

- 300 MM + \$M's
- On-Time (2 Days Late for First Implementation)
- Below Budget
- High Cust Sat
- High Morale
- PM and Team Rewarded

- Committed and Confident **Team** with **Domain Knowledge**
- Months of **Planning** by Those Who Would Execute
- Strong Executive Sponsorship with **Clarity of Outcome**
- **Open Project Communication**

My Early “Failures” Led to Success

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"Falling down is
how we grow.
Staying down is
how we die."



What Makes a Good Project Manager?

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- Vision – Able to Chart the Course
- Communication Skills -- Must Bring the Team Along
- Decisive – Must Make Decisions, Speed Often More Important than Optimal Decisions
- Inclusive and Approachable – Must Create Open Environment Where Issues Surface Quickly
- **Domain Knowledge – Must be Respected as Understanding the Subject, Able to Dive Down to Detail Where Required**
- Plan, Plan, and Plan then Work the Plan and Adjust to Reality



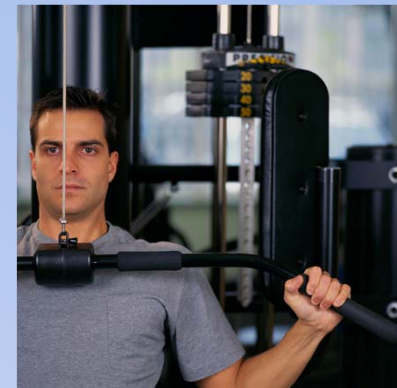
PM Skills Can be Developed – As Can Leaders

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A bad project with a good project manager is better than a good project with a bad project manager.

Good project managers are not born that way but are developed through training and experience. Ability to learn is key.



Are You Really the Project Manager?

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Lack of agreement on **scope, schedule, and resources** puts the project manager and the **team** at risk.

If you do not have authority to make these trade-offs, or at least two out of three within established MR, then you are not the project manager.



The Value of a PMO is Inversely Proportional to It's Size

Be Wary of Other People's Plan

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Straight out of Management 101 – management starts with planning, and then organizing, and controlling. Allowing one person or group to plan, and another to organize and control, means finger- pointing and confusion when problems occur – “was the plan bad or the execution of the plan”?

$$S = P \times E$$

Ambiguity Kills...

A project should ideally have one and only one customer evaluating success . . .



The higher the number of customers the higher the risk.

Managing Scope Depends on Clarity of Vision

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Scope creep is the enemy.
The investment in defining
a clear vision of outcome
is as important, if not more
important, than defining
the budget and schedule.



How does a project
get to be a year
late?
One day at a time.

~ Frederick Brooks

WBS, Milestones, Budgets are Your Friend

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Good Project Managers use Milestones and Budgets as visible indications that the project is on track, and cause for celebration.

A deadline is, simply put, optimism in its most kick-ass form. It's a potent force, that when wielded with respect, will level any obstacle in its path. This is especially true when it comes to creative pursuits.

- Chris Baty

fp. *inspire.*

Generating Confidence Critical

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Early success or failure with schedules tends to be propagated. It's like golf. So, **ensure early success.** Milestone completions excite both the customer and the team. Pay attention to starting tasks on time and completions will follow. It's step by step, move by move.



Stuff Happens, Timely Reactions Key

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The sign of a good project manager is the **timing** of identification of issues and risks, managing the impact, and having the ability to adjust the plan to meet the overall project objective.



Risk Management is About Action

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The Matrix is
Necessary but
not Sufficient

Likelihood/ Impact	Nearly No	Minor	Moderate	Major	Disaster
Will Happen	Medium	High	High	Extreme	Extreme
Most likely	Medium	Medium	High	High	Extreme
Possible	Low	Medium	Medium	High	Extreme
Unlikely	Low	Medium	Medium	Medium	High
Rare	Low	Low	Medium	Medium	High

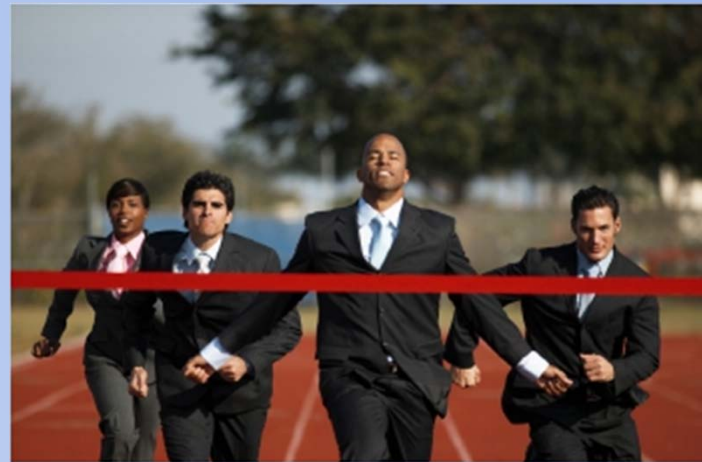


It's About
Behaving
Differently

Project Team Members Know the Score

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Project team turnover is a key indicator of project risk. People love working on well-managed projects and will flee a loser.

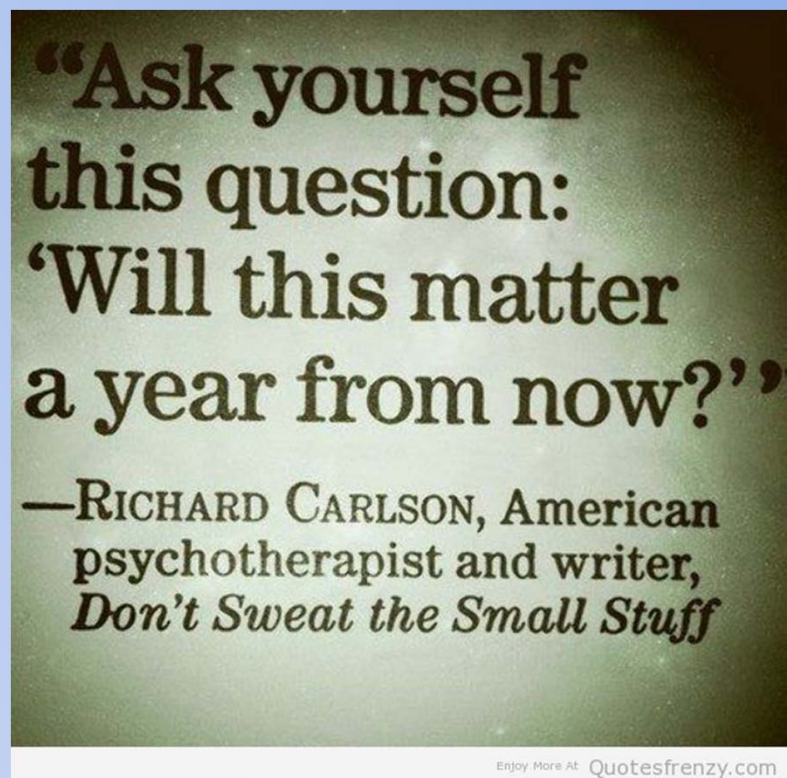


Results Matter; Time and \$ are Inputs

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IF you have to trade off quality of the results, the schedule, or the budget **choose quality first.**

Schedule and budget reserve management is critical.



Step Away from the Computer. . .

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Project tools will aid, but not save, a poorly conceived or executed project plan. **It's about the quality of the plan, the quality of the team, and the commitment to the plan by the team.**



Preparation (Planning) and Details Matter

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Do the little details really matter? “It’s just one missed putt”.
In a highly competitive world only the details separate the winners
from the players.



Anthony Kim



Phil Mickelson



Tiger Woods

Average Drive	302	298	302
Greens in Regulation	.654	.646	.710
Putts per Round	29.19	28.72	28.93
Average Score	70.1	69.4	67.8
Winning Rank '06	#50	#2	#1
Winnings '06 (\$)	\$1,545,195	\$5,819,988	\$10,867,052
Endorsements	?	\$40,000,000+	\$87,000,000+

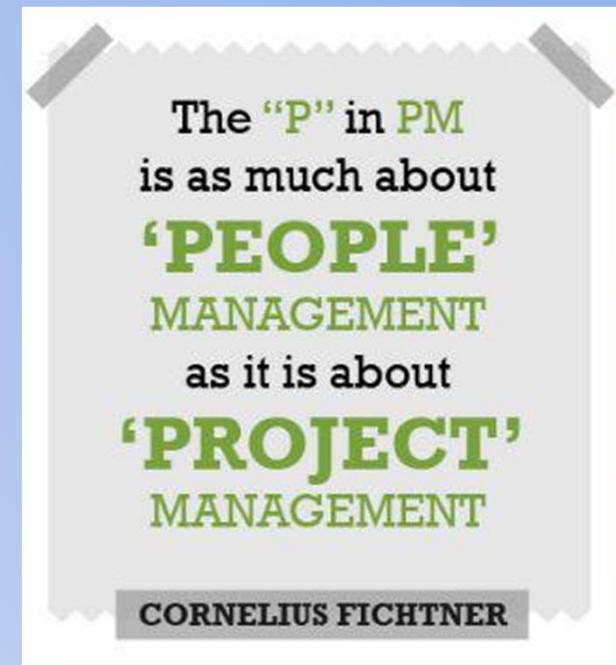
**Survival requires skill in the basics,
*winning requires attention to the details!***

As of Oct. 2007

The Soft Stuff is the Hard Stuff

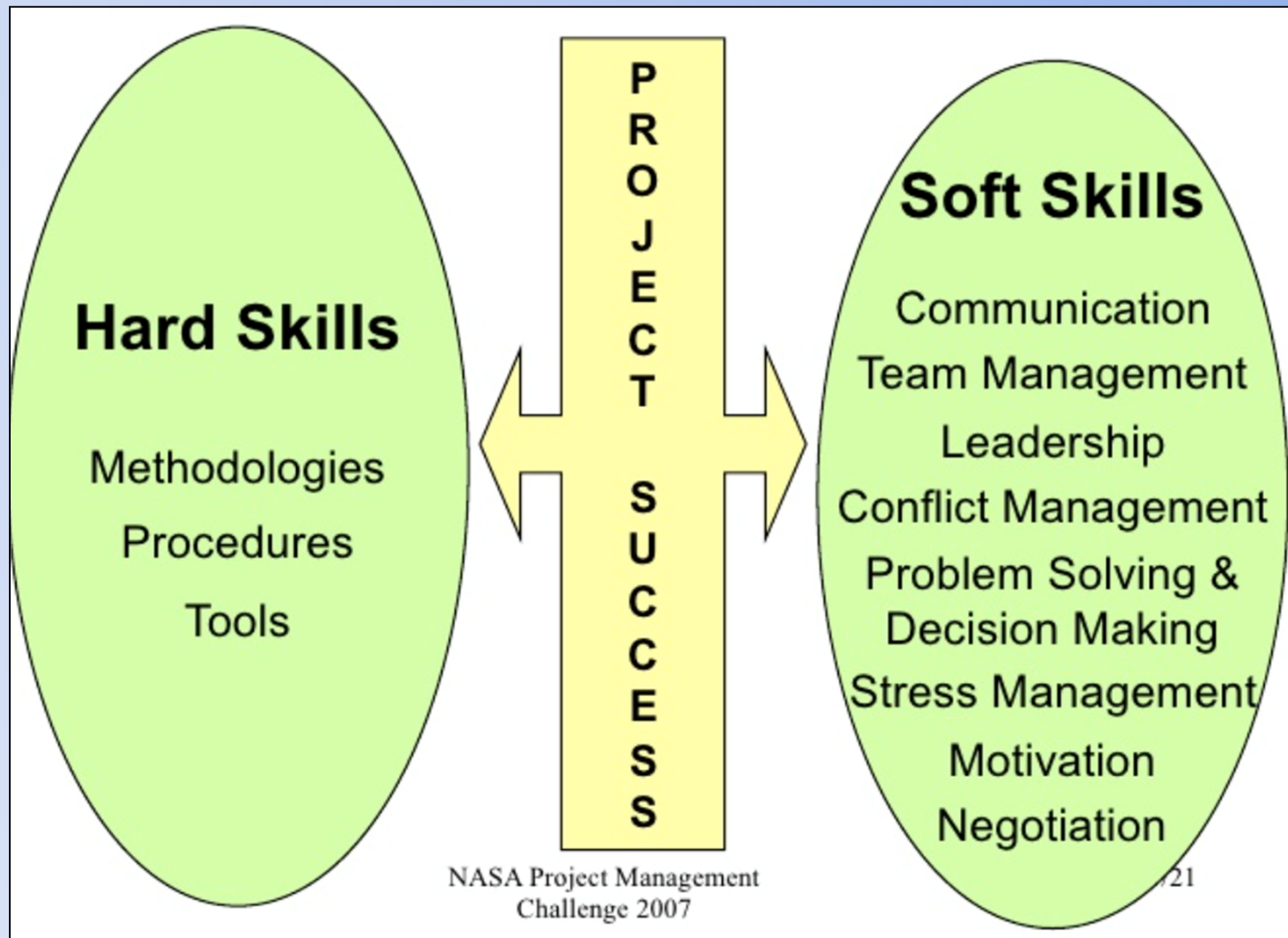
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The soft stuff on projects is the hard stuff. A clear project organization and a culture of openness are critical to success. People will work incredibly hard IF they feel they are part of the team and that they (we) have a chance to succeed.



Don't Take My Word for It; Take NASA's

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Leadership and Teamwork Pathway to Success

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Good project managers
accept blame, share credit,
have fun, are never out of
work, and move
organizations forward.



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