

# Getting Work Done

## The Human Side of Project Management

### NASA PM Challenge 2009

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Presented by

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### NASA Project Management Challenge 2009 Conference Daytona Beach, Florida Feb.24-25, 2009



Presenters: Dhanu Kothari (D2i Consulting) & Romeo Mitchell (HP Canada)

## The Universe is Hostile to the Success of Your Projects.

What Are You Doing About It?

## What is Project Management?

. . . the art and science of  
“Getting Work Done”  
with the active  
cooperation of your team

## People Make Projects Happen!

**Team Purpose**

**Team Structure**      **Team Process**

**Team Politics**      **Team Culture**

### Presentation Objectives ... The Five Pillars of a Team & Ten Golden Rules

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## Project Management Environment

- Accelerated implementation schedules
- Downsizing, mergers & acquisitions
- Faster technology obsolescence
- New and unproven technologies
- Technology focused resources
- Business: Knowledge driven

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## Emerging Trends

- **Projects** → Means to Achieve Change
  - **Hierarchical** → Projectized Management
  - **Centralized** → Distributed/Virtual Teams
  - **Technology** → People/Process Focus
  - **Client/User** → Multiple Levels/Expectations
  - **Stakeholders** → Conflicting Demands
- Team building ... on the back burner!**

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## The PM Challenge

- Attract the right resources
  - Form a cohesive team
  - Keep the team motivated
  - Meet individual aspirations
  - Get the work done!
- ... Follow the Golden Rules**



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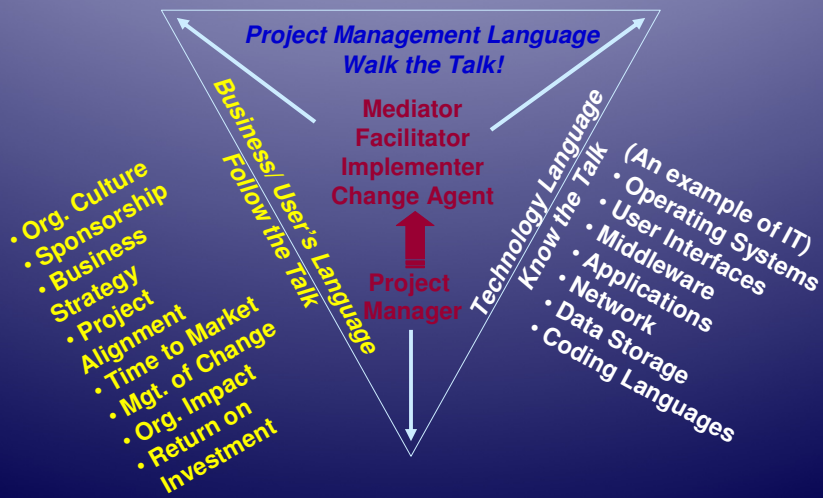
## Golden Rule #1

### Assign a PM who is committed to success

- Credibility and People Skills
- Passion for the project
- Generates Confidence
- Genuinely interested in the Team
- Success Criteria - Outcome vs. Output

## Project Management - Roles and Languages

- SOW, WBS, Milestones, Stakeholder
- Dependency, Critical Path, Schedule
- Risk Management, Expectation Mgt.
- Change Control, Communication ...



## Golden Rule #2

### Develop a Project Organization



- Internal pre-kickoff
- External kickoff
- Vision/purpose/goals
- Inter/intra group dynamics
- Introduce team players
- Project Organization

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## Golden Rule #3

### Insulate Team from Organizational Politics & Management Issues

- Client interface responsibility
- Focus on individual deliverables
- Awareness of stakeholder expectations
- Continually sell the project
- Manage internal & external politics
  - Budget, Buy-in, Approvals, Resources
  - Dept. Goals, Priorities, Commitment

## Managing Project Politics



“Having the organizational savvy  
to get your ideas and  
recommendations accepted”

Good politics . . . the art of meeting members’  
needs, solving problems & communicating  
recommendations . . . to influence project  
direction towards its intended outcome.

## Golden Rule #4

### Set Achievable Goals . . . Teams Optimize, Individuals Maximize

- Team goals
- Team dynamics
- Individual goals
- Motivational factors
- Team Purpose



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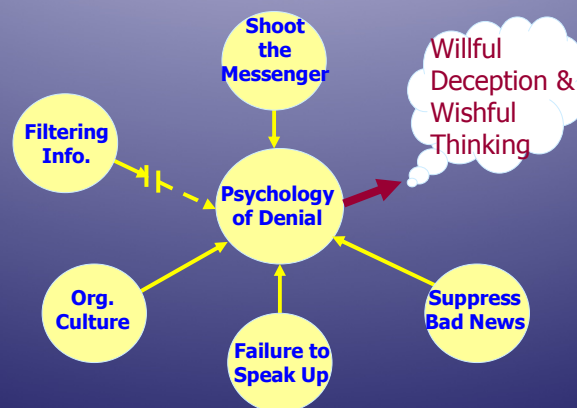


## Golden Rule #5

### Encourage & Facilitate . . . . . . Open Communication

- Establish structured communication
- Ensure communication is meaningful
- Help the project move forward
- Exercise authority, responsibility and empowerment
- Formalize delegation, escalation and resolution

## Communication Challenges



### Psychology of Denial

## Golden Rule #6

### Institutionalize Positive Mindset

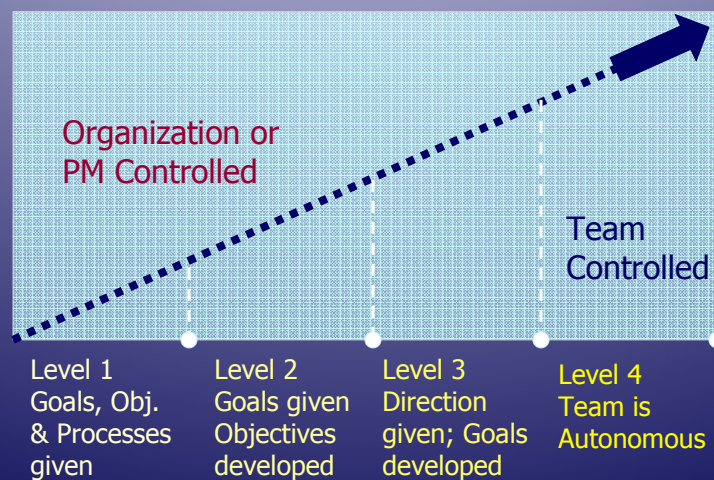
- Committed team members
- Emphasis on problem resolution
- Facilitate, Mediate, Negotiate
- Consistent Team Processes
- Value differentiation
  - Excellence, Integrity, Learning, Serving
- Unique team "Culture"

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## Is Your Team Empowered?



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## Golden Rule #7

### Practice the Five "R"s

	Respect	
	Recognition	
	Rewards	
	Rest	
	Recreation	

Celebrate significant milestones!

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## Golden Rule #8

### Implement Consistent & Predictable Processes

- Standard Methodologies
- Expectation setting/consequences
- Common processes
- Team Interaction
- Briefing and Debriefing
  - Establish common, consistent goals
  - Conduct "Lessons Learned" reviews
  - Institutionalize process improvement
  - Learning is accelerated ... a process
  - Experience is increased ... an asset

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## Golden Rule #9

### Transition the Team Graciously

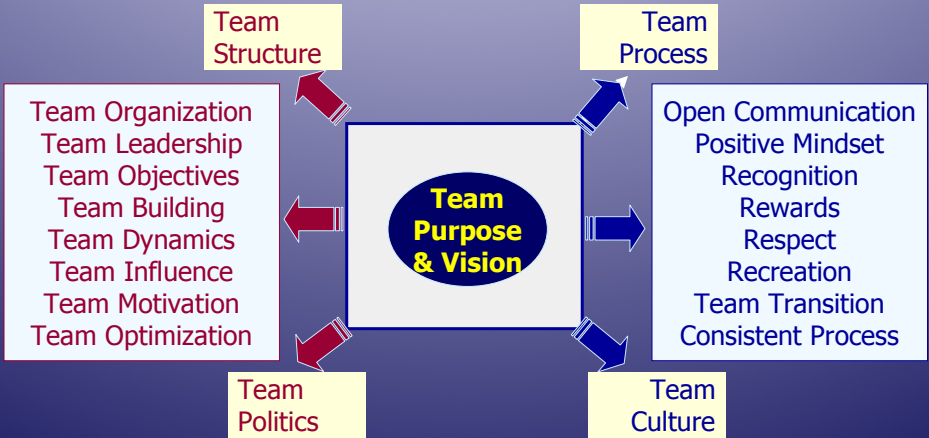
- Project closure
- Project archiving
- Performance feedback
- Acid Test



*"Count me in for your next project!"*

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## Team Building ... The Five Pillars



The diagram illustrates the five pillars of team building surrounding a central core. The central core is a box labeled "Team Purpose & Vision". Four pillars are connected to this core by double-headed arrows: "Team Structure" (top-left), "Team Process" (top-right), "Team Culture" (bottom-right), and "Team Politics" (bottom-left). Each pillar has a list of associated elements:

- Team Structure:** Team Organization, Team Leadership, Team Objectives, Team Building, Team Dynamics, Team Influence, Team Motivation, Team Optimization
- Team Process:** Open Communication, Positive Mindset, Recognition, Rewards, Respect, Recreation, Team Transition, Consistent Process
- Team Culture:** (No specific elements listed)
- Team Politics:** (No specific elements listed)

**People Make Projects Happen!**  
**Invest in building and nurturing your Project Team**

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## Top Ten Rules

1. Appoint a PM who is committed to success
2. **Develop a Project Organization**
3. Insulate Team from Org. Politics & Mgt. Issues
4. **Set Achievable Goals . . .**  
. . . **Teams Optimize, Individuals Maximize**
5. Encourage & Facilitate Open Communication
6. **Institutionalize Positive Mindset**
7. Practice the Five "R"s starting with Respect
8. **Implement Consistent & Predictable Processes**
9. Transition the Team Graciously
10. **Build your team with The Five Pillars**  
- Vision, Structure, Process, Culture & Politics



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**"If you want to build a ship,  
don't drum up the men to  
gather up the wood, divide the  
work and give orders.**

Instead, teach them to yearn  
for the vast and endless sea."

- Antoine De Saint-Exupery

What is your team yearning for?



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## Additional Resources

To obtain a Checklist for evaluating  
Project Management and Team  
Building maturity in your project

Please refer to

<http://www.d2i.ca>

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