WHAT PMBOK DOESN’T TEACH YOU

Honing Your Project Management Skills

March 29, 2017
There’s no one recipe or secret sauce in managing projects, but rather it’s in the art of managing the other little things that help a project succeed.

For a Project Manager to deliver a successful project on-time, in-scope, and on-budget, they require substance and style to manage relationships, politics, and other hurdles along the way.

In this session, we will share the ideal characteristics of a successful project manager that go beyond the textbook approach.
WHY DO PROJECTS SUCCEED AND FAIL?
Formally establish the PM 93
Project goal clear and measurable 90
Project Manager competencies 88
Formally establish a Project Team 86
High authority of the PM 85
Top management support 84

Source: Project Management Institute: Critical success factors in project management. To fail or not to fail, that is the question!
<table>
<thead>
<tr>
<th>Issue</th>
<th>TEAM 1</th>
<th>TEAM 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in priorities</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Inaccurate requirements</td>
<td>38</td>
<td>30</td>
</tr>
<tr>
<td>Change in project objectives</td>
<td>35</td>
<td>30</td>
</tr>
<tr>
<td>Opportunities and risks not defined</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>Inadequate or poor communication</td>
<td>30</td>
<td></td>
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<tr>
<td>Inadequate vision or goal for the project</td>
<td>30</td>
<td></td>
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<tr>
<td>Inadequate sponsor support</td>
<td></td>
<td>29</td>
</tr>
<tr>
<td>Inadequate cost estimates</td>
<td></td>
<td>29</td>
</tr>
</tbody>
</table>

NAVIGATING TODAY’S CHALLENGES
HOW DO YOU JUGGLE COMPETING PRIORITIES?

PROJECT MANAGER

- Executive Management
- Partners (Departments, Vendors)
- IT
- Board of Directors
- Customers
- Legal
- Project Resources
- Budget, Cost
- Procurement
- Project Risks and Issues
- Advocacy Groups/Unions
- Subject Matter Experts
SUBSTANCE...
Plan, Plan, Plan for Contingencies
HOW DO YOU PLAN FOR THE UNEXPECTED?

DO THE HOMEWORK

- Understand the project charter and the scope ...and what may fall outside of scope
- Anticipate risks and issues for that specific project in that specific setting
- Understand the internal and external stakeholders (e.g., media, advocacy groups, unions), political landscape, and the “eels”

DEVELOP A PLAN B

- Identify risks and impacts
- Get ahead of the issue
- Identify root cause and corrective action plan
- Identify contingencies (resources, budget, schedule, etc.)
- Evaluate alternatives
- Communicate, communicate, communicate and get buy-in
...AND STYLE
Going from Good to Great
ESTABLISHING TRUSTED RELATIONSHIPS

Understand stakeholders’:
- Vision for Success
- Goals and Objectives
- Value and Influence
- Competing Priorities
- Pain Points
- Culture and History

- Top Executive Management
- Support Services (e.g., Procurement, Legal, IT, Finance)
- Project Team (e.g., Analysts, Developers)
- Subject Matter Experts
- Customers
- Partners (e.g., Departments, Vendors)

PROJECT MANAGER
COMMUNICATION CHALLENGES

- How do you get what you need?
- How do you get timely decisions?
- How do you say no without saying no?
- How do you know when to escalate and who to escalate to?
- How do you communicate bad news?
PEACOCK IN A LAND OF PENGUINS
PEACOCK IN THE LAND OF PENGUINS: OBJECTIVES

Upon completion of this exercise, you’ll be able to:

- Understand, respect and appreciate individual differences
- Describe the four “styles” that each of us possess
- Appreciate your strengths
- Develop strategies for working with others
- Explain your needs from others when they are working with you, to improve working relationships and productivity
BEHAVIORAL STYLES

- Each of us can be described by our own style of behavior
- Our styles are motivated by our needs
- Different styles can be “adapted” in different environments
- We attempt to influence others with a style that would influence ourselves
- We tend to judge others according to our own behavioral preferences
PERSONAL WORK STYLE ASSESSMENT

Complete this assessment to identify what kind of “bird” you are

There is a “forced choice” assessment, meaning, for each row, you must assign a 1, 2, 3 or 4 rating.

- 4 - MOST like me
- 3 - A LOT like me
- 2 - SOMEWHAT like me
- 1 - LEAST like me

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<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive: intense</td>
<td>Creative; impulsive</td>
<td>Cooperative; relaxed</td>
<td>thoughtful; detailed</td>
<td></td>
</tr>
<tr>
<td>Direct to the point</td>
<td>Effective; lively</td>
<td>Friendly; cared</td>
<td>Specific; precise</td>
<td></td>
</tr>
<tr>
<td>Likes to &quot;sell&quot; others on ideas to do</td>
<td>Likes to &quot;sell&quot; others on ideas and projects</td>
<td>Likes to &quot;do&quot; the work collaboratively</td>
<td>Likes to &quot;think&quot; things through thoroughly</td>
<td></td>
</tr>
<tr>
<td>No-nonsense: intent</td>
<td>Animated; colorful</td>
<td>Sensitive; caring</td>
<td>Quiet; Thoughtful</td>
<td></td>
</tr>
<tr>
<td>Results-oriented: task change</td>
<td>Charming; magnetic</td>
<td>Warm; flexible</td>
<td>Logical; analytical</td>
<td></td>
</tr>
<tr>
<td>Driving: risk-taker</td>
<td>Dramatic; emotional</td>
<td>Demonstrative</td>
<td>Dependable; empathetic</td>
<td>Determined; rational</td>
</tr>
<tr>
<td>Directing: controlling</td>
<td>Inspiring; visionary</td>
<td>Team player; facilitator</td>
<td>Task-oriented; works data</td>
<td></td>
</tr>
</tbody>
</table>
Once all the rows are completed, double check each row to make sure there is a 4, 3, 2, and 1

Add up each column

The column with the highest number will identify the type of “bird” you are most like
UNDERSTANDING YOUR SCORE

- If Column A is your highest,
  - you identify most with a Hawk style
- If Column B is your highest,
  - you identify most with a Peacock style
- If Column C is your highest,
  - you identify most with a Dove style
- If Column D is your highest,
  - you identify most with a Owl style

.....So, now what??
KNOW THY NEIGHBOR AS THYSELF...

Time to share and identify yourself!
HAWKS

▶ **Strengths:**
  ▶ Delivering results and not “beating around the bush”

▶ **You’ll notice:**
  ▶ Self-confidence
  ▶ Decisiveness
  ▶ Risk-taking
  ▶ Lack of concern for others
  ▶ Impatience
  ▶ Moving forward without considering outcomes
CHARACTERISTICS OF HAWKS

- Strong-willed
- Decisive
- Efficient - keeps team focused and on task
- Desires and accepts change
- Competitive
- Independent
- Practical

- **Fears:**
  - Loss of control in their environment
  - Being taken advantage of
To improve your working relationships:

- Develop more patience and try to listen more to people
- Ask more questions
- Work on your approachability
  > watch body language
  > offer more encouragement in conversation
- Try to tone down your directness by softening your style to avoid hurting others’ feelings
PEACOCKS

➢ **Strengths:**
  ➢ Creativity and building relationships

➢ **You’ll notice:**
  ➢ Sociability
  ➢ Freedom of expression
  ➢ Shape the environment by persuading and influencing others
  ➢ Impulsive
  ➢ Disorganized
  ➢ Lack of follow through
CHARACTERISTICS OF PEACOCKS

- Emotional
- Inspiring
- Optimistic
- Persuasive
- Animated
- Talkative
- People-oriented
- Stimulating

- **Fears:**
  - social rejection, disapproval
To improve your working relationships:

- Listen more (and talk less!) to really find out what people need
- Think through what you want to accomplish before you act by becoming less impulsive
- Become more organized and manage your time better
- Contain your enthusiasm, in order to allow others to express themselves and share in the spotlight
DOVES

➤ **Strengths:**
   ➢ Flexibility and teamwork

➤ **You’ll notice:**
   ➢ Good listeners
   ➢ Concern for the team
   ➢ Easy going nature
   ➢ Overly willing to give
   ➢ Put their needs last
CHARACTERISTICS OF DOVES

- Dependable
- Agreeable
- Supportive
- Accepts change slowly
- Methodical
- Calm
- Amiable
- Reserved

**Fears:**
- loss of stability, the unknown, unpredictability
To improve your working relationships:

- Communicate your opinions more clearly
- Express your ideas assertively
- Cope better with change
- Don’t carry the burden of everyone else’s problems
- Remind yourself that conflict can be positive and constructive, and that you can improve professionally
OWLS

- **Strengths:**
  - Practicality and attention to details

- **You’ll notice:**
  - Critical of others
  - Creativity hampered by a desire to stick to the rules
  - Aloof
  - Judgmental
  - Indecision because of a desire to collect and analyze data
CHARACTERISTICS OF OWLS

- Perfectionist, precise in their work
- Sensitive
- Accurate, thorough
- Persistent
- Serious
- Needs much information
- Orderly
- Cautious

- **Fears:**
  - Criticism
  - Slipshod methods
To improve your working relationships:

- Try to focus more on the big picture and end results
- Don’t get caught up in details; perfection can be a barrier if a major deadline is missed
- Become more flexible and open, particularly in responding to change
- Be more open and communicate more
WHAT DID YOU LEARN...

➢ About each other?

➢ About your team?

➢ About how to interact with executives and stakeholders?
Successful communicators:

- Understand themselves and how their behavior affects others
- Know how to leverage what they do well
- Have a positive attitude about themselves which causes others to have confidence and trust in them
- Know how to adapt their behavior to meet the needs of others and particular situations
EMOTIONAL INTELLIGENCE
EMOTIONAL INTELLIGENCE

PERSONAL COMPETENCIES

1. Self-awareness
2. Self-regulation
3. Motivation

SOCIAL COMPETENCIES

4. Empathy
5. Social skills

PERSONAL COMPETENCIES

SELF-AWARENESS
- Understand how mood and actions affect others
- Knowledge of personal strengths and weaknesses

SELF-REGULATION
- In control of feelings and actions
- Understand how thoughts and feelings affect behavior

MOTIVATION
- Have a sense of purpose
- Do more than what is required or expected
- Optimistic, even when faced with barriers

SOCIAL COMPETENCIES

**EMPATHY**
- Understand others’ feelings
- Acknowledge people’s strengths
- Provide feedback for growth and development
- Embrace diversity
- Recognize social and political forces in the workplace

**SOCIAL SKILLS**
- Skilled at winning people over
- Communicate effectively
- Good listener
- Handle difficult people diplomatically
- Arouse enthusiasm

You should now be able to:

- Understand, respect and appreciate individual differences
- Describe the four “styles” that each of us possess
- Understand the personal and social competencies that make up one’s emotional intelligence
- Appreciate your strengths
- Develop strategies for working with others
- Explain your needs from others when they are working with you, to improve working relationships and productivity
WRAP UP
WRAP UP

SUBSTANCE

- Do your homework
- Develop a Plan B

&

style

- Establish trusted relationships
- Understand your and other’s communication and working styles
- Leverage your EQ to maximize your work interactions
ABOUT CAMBRIA SOLUTIONS

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