

eXtreme Project Management™

Getting a Grip on Chaos ...
How to deliver value in the face of volatility
for PMI ISSIG

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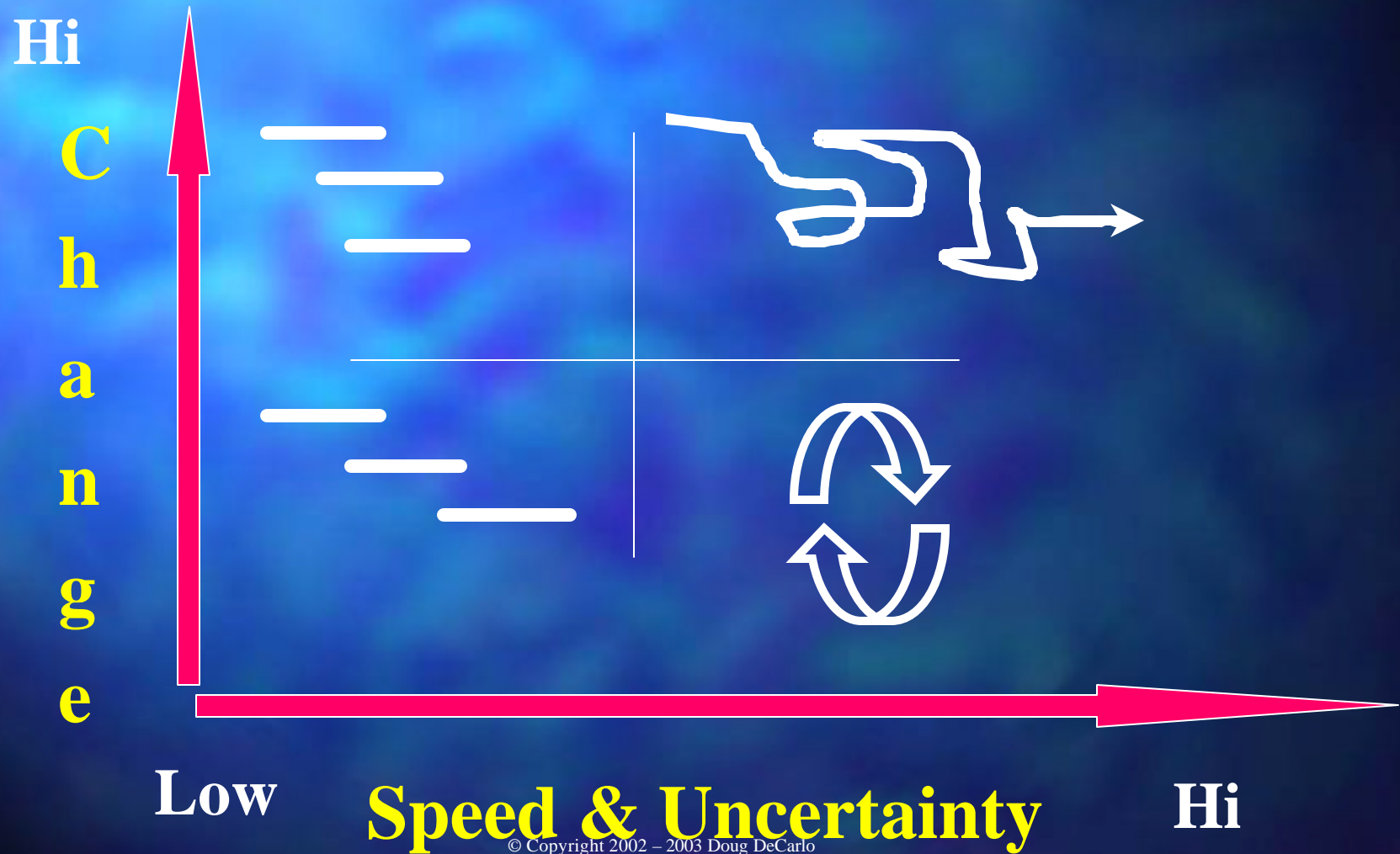
My Objectives

How to deliver value in the face of volatility

1. What is extreme PM & why is it needed?
2. What does it take to succeed at:
 - Personal level
 - Project level
 - Organizational level
3. Help you decide if you want to be an extreme PM
4. Identify high-payoff areas for you to focus on



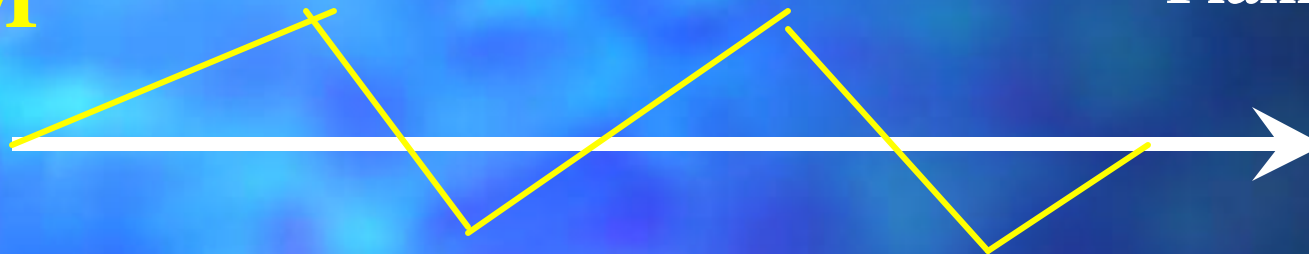
Business as Unusual



eXtreme Reality

TPM

Start



Planned Result



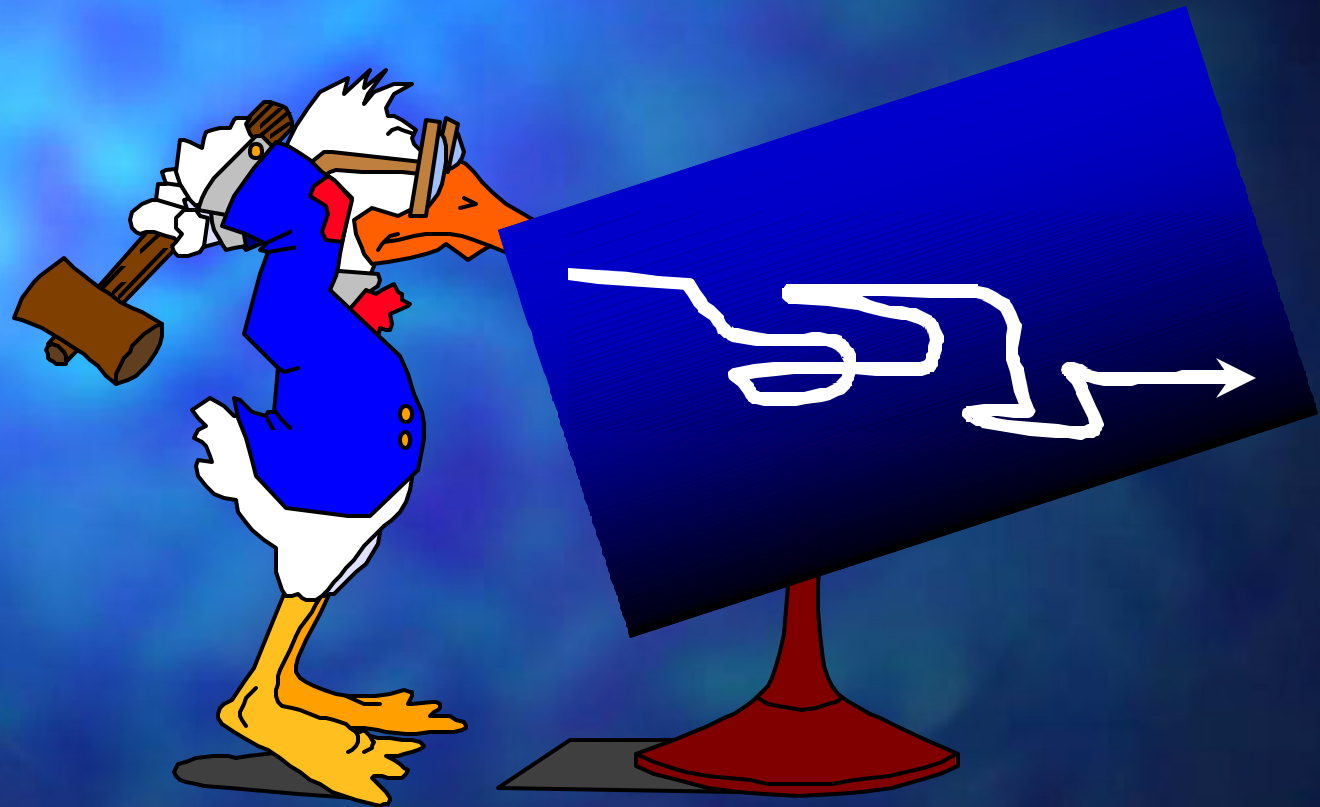
eXPM



Desired
Result



Project Manager Committing Project Abuse



A New Definition for a New Reality



An eXtreme project is a complex, high-speed, self-correcting venture in search of a desirable result under conditions of high uncertainty, high change and high stress.

Two Worldviews

Newtonian

- ***Stability is the norm***
- ***Accurate forecasts are possible***
- ***Stay the course***
- ***Increase rigor to increase security & probability of success***

Quantum

- ***Change is the norm***
- ***Uncertainty reigns***
- ***Look for reasons to change***
- ***Relax controls to increase security & probability of success***

Two Management Hats

Newtonian

Efficiency

- ***Deliver Planned Result***
- ***Planning drives results***
- ***Aim, Aim, Fire***
- ***Correct to the baseline***
- ***Be a good task master***
- ***Robust policies, procedures***
- ***Do it right the 1st time***

Quantum

Effectiveness

- ***Deliver Desired Result***
- ***Results drive planning***
- ***Fire, redirect bullet***
- ***Correct to what's possible***
- ***Be a relationship manager***
- ***Guidelines and values***
- ***Do it right the last time***

eXtreme Project Management

How is Success Measured?

- ✓ **Customers are happy with progress and interim deliverables**
- ✓ **Customers are happy with the final deliverable**
- ✓ **The down stream (post project) benefits are realized**
- ✓ **Team members enjoy a satisfactory quality of life throughout the project**

eXtreme Project Management Model

Applying the Quantum Mindset



Applying the Quantum Mindset

CSF#1 Self-Mastery

Goal: Inner Peace

The On-going Practice of Leading Oneself

Formula for Self-Mastery:
Know yourself

- Understand your temperament: Go to www.keirsey.com
- Find your motivators
- Question your core beliefs

Be yourself

- Do what motivates you

Assert yourself

- Practice "NoHow"



Applying the Quantum Mindset

CSF#1 Self-Mastery

Goal: Inner Peace

How to be Assertive: Practice NoHow

"Yes we can't." (*)

"Yes. We can do it. It will add 2 months to the schedule, \$500 K to the budget. We run the risk of Mega.com beating us to market. It's your call, Sponsor."

() Thanks to
Jim Haggarty*

*Sr. Dir. IT,
Pharmacia*

Applying the Quantum Mindset

CSF#2

Leadership by Commitment

Goal: Gain and Sustain the Support of Others



“The key skill under extreme conditions is your ability to influence people. It’s relationship management.”

**Debra Frizer, Director PMO
Ernst & Young**

CSF # 2, cont.

Leadership Challenge:

To Gain & Sustain Commitment

Who needs to be committed to what?

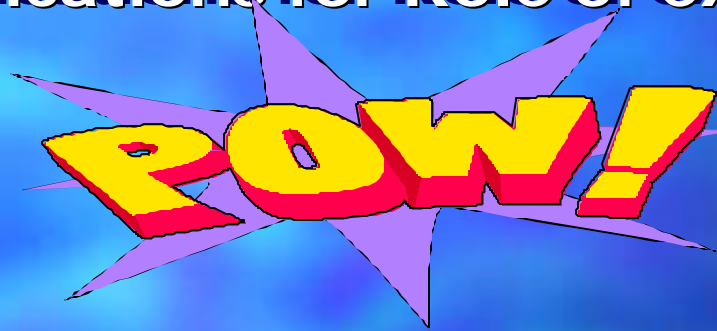
You	<i>Being the relationship mgr.</i>
Your Boss	<i>Free you up</i>
The Project Sponsor	<i>Getting funding & org support</i>
Business Owner	<i>Active participation / Key decisions</i>
Customers	<i>Continuous feedback / participate on core team</i>
Functional Managers	<i>Provide skilled people</i>
Steering Committee	<i>Resolve project priorities & conflicts</i>
Suppliers (internal/external)	<i>Meet agreed upon handoffs</i>
Core Team Members	<i>Hold selves mutually accountable to project mission</i>

CSF # 2, cont.

Leadership Challenge:

To Gain & Sustain Commitment

Implications for Role of eXtreme Project Manager



You are the catalyst of project's energy field

The job of the extreme project manager is to manage the project's energy field by facilitating & managing the flow of thoughts, emotions & interactions in a way that produces valued results.

CSF # 2, cont.

Leadership Challenge: To Gain & Sustain Commitment

- 1. Manage the project's context**
- 2. Apply the xPM principles, values & 5 CSFs**
- 3. Master people skills**
 - Practice emotional intelligence
 - Facilitate decision-making in groups
 - Manage stakeholder expectations
 - Influence without authority

CSF # 2, cont.

Leadership Challenge: To Gain & Sustain Commitment

Manage the context

**Project
Management**

Context:

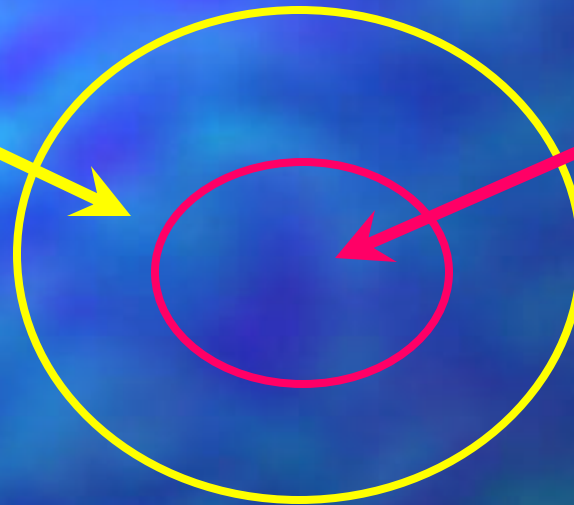
*the
environment*

*(business
conditions,
culture, people,
politics, process,
systems etc.)*

**Product
Management**

Content:

*the
product
or service
being
produced*



CSF # 2, cont.

The Two Domains

Manage the context

Project
Manager

Product
Manager



CSF # 2, cont.

Operating principles: **The 4 Accelerators**

Unleashing motivation & innovation

- 1. Change is Your Friend**
 - 2. People Want to Make a Difference**
 - 3. People Support What They Create**
 - 4. Simplicity Wins**
-

Core Values: **The 10 Shared Values**

Establishing the trust & confidence to succeed

- | | |
|--------------------------------|---------------------------|
| 1. Client Collaboration | 6. Fast Failures |
| 2. People First | 7. Early value |
| 3. Clarity of Purpose | 8. Visibility |
| 4. Results Orientation | 9. Quality of Life |
| 5. Honest Communication | 10. Courage |

CSF # 2, cont.

Delivering Value

The 4 Business Questions

*Ensuring the customer receives value
each step of the way*

- 1. Who needs what and why?**
- 2. What will it take to get it?**
- 3. Can we get what it takes?**
- 4. Is it worth it?**

CSF # 2, cont.

Leadership Challenge:

To Gain & Sustain Commitment

Manage Stakeholder Expectations

Stakeholder's Level of Clout:	Who?	When will they become involved?	
		Before Delivery	After Delivery
Crucial (They make decisions; can kill it)			
Essential (Must agree w/decisions)			
Spectators (Keep them up to date)			

CSF # 2, cont.

Leadership Challenge: **To Gain & Sustain Commitment**

Influence without authority

Know your sources of power

- **Your best source of power is the PM process you use & the quality of relations you establish**
- **Less powerful: your title, organization, sponsor, credentials, experience, reputation**

Exercise influence

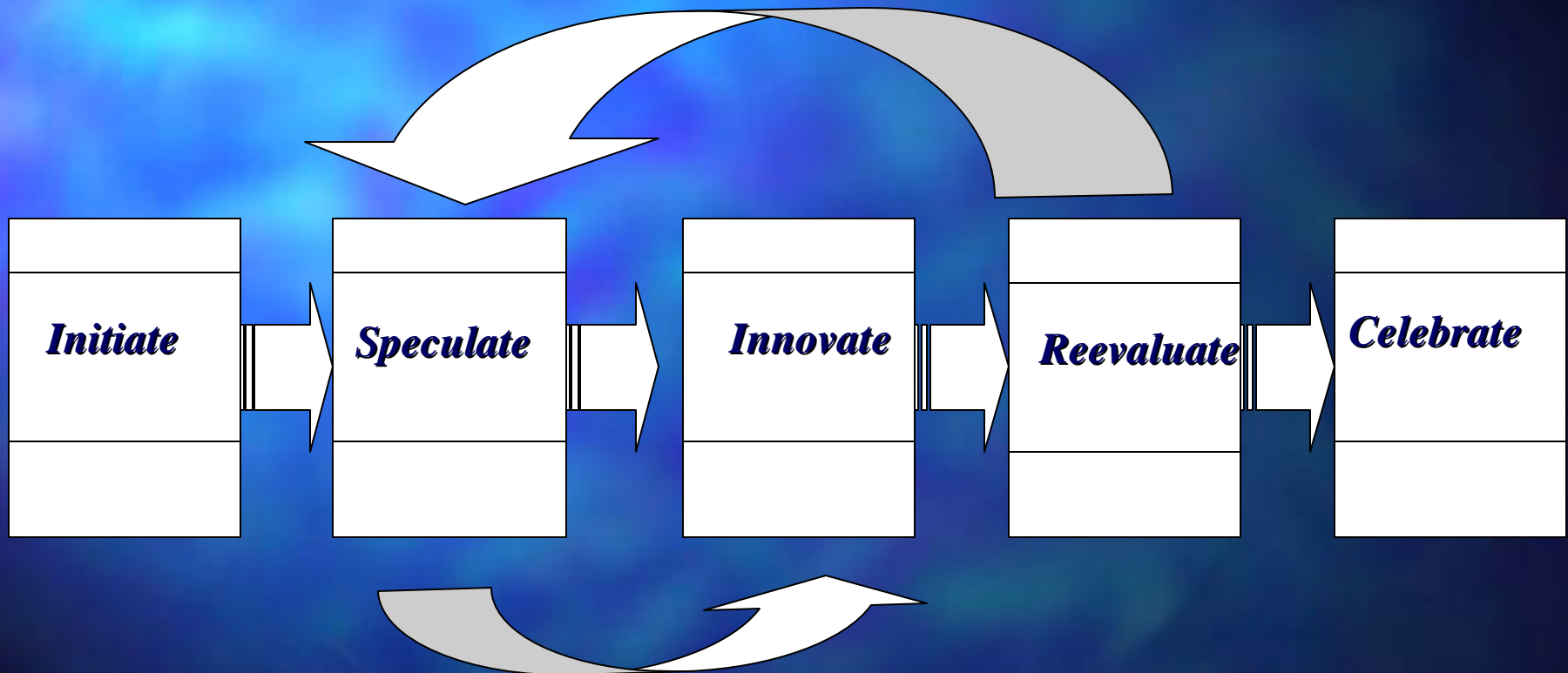
Key: You get what you want by showing others how it will get them what they want.

Applying the Quantum Mindset

CSF#3

Flexible Project Model

Goal: Provide Just Enough Discipline to Allow Freedom



CSF # 3 cont.

Initiate

Key Elements

What?

- 3 Sentence Mission drafted // Ins & Outs identified // Critical Success Factors drafted // Program Breakdown drafted // Product Vision

Why?

- Rough Business Case // WOW Factor

Who?

- Stakeholders identified (Business Owner // Sponsor // Team // Project influencers, etc.)

Win conditions identified

- SCAMO // Tradeoffs // Hip Pocket Risk Assessment drafted

CSF # 3 cont.

Initiate

The 3 Sentence Mission Statement

1st Sentence:

Who?

Will do what?

For whom?

2nd Sentence:

This project will be considered finished when the following has been completed:

3rd Sentence:

Why? This project supports the organization's objective(s) to:

Noah and family will build an ark for the chosen ones.

This project will be considered complete when the ark is loaded & launched.

The project supports the Sponsor's objective to start over with a new team.

CSF # 3 cont.

Speculate

Scenarios Identified

Expectations

- What // Why updated
- Win Conditions updated

Who

- Stakeholders ((Core Team, Partners, Customers, etc.)) on-board
- Communication Plan

How & When

- Agreements
- Project Infrastructure
- Life Cycle Determined
- Deliverables
- Timeboxes
- Gaps; Risk Plan
- Issues & Opps Action Plan
- Dashboard

CSF # 3 cont.

Speculate

Scenario Planning

Key point:

- *A requirement is a problem to be solved.*

Ask:

- *What is the purpose of the requirement?*
- *If you had it now, what would it enable you to do?*

Reframe Project Mission if necessary

CSF # 3 cont.

Innovate

Demo or Die

Goal: Fast Failures

- *The end of Tah Dah Project Mgmnt.*
- *Generating rapid feedback*
- *Prototypes, Working Models*
- *Time-boxing*

CSF # 3 cont.

Innovate

[A Box Whose Time Has Come]
How the timebox works



Guidelines for Success

40 hour week ... No staffing increases ... End date not changed

Not a penalty box ... If reqs. change: tradeoffs or abort

CSF # 3 cont.

Re-evaluate

Change Assimilation

BQ 1: Who wants what and why?

Update Win Conditions

BQ 2: What will it take to get it?

*Impact analysis: Time// Resources// Scope// Quality
Risk*

Adjust XPIM Process

BQ 3: Can we get what it takes?

Negotiate

BQ 4: Is it worth it?

Go // No

CSF # 3 cont.

Re-evaluate

Change Assimilation

*Embracing change while keeping
the project in bounds*



CSF # 3 cont.

Celebrate

Principles

- ✓ People want to feel valued
- ✓ Behavior change requires positive reinforcement

What works best?

- ✓ Both team and individual rewards
- ✓ Reinforce behavior; reward results
- ✓ Personal recognition more important than money
- ✓ Recognize in a way that creates a story to be told
- ✓ Match rewards to:
 - The person's preferences
 - Level of achievement
- ✓ Be timely & specific

Source: Bob Nelson, [1001 Ways to Reward Employees](#)

Applying the Quantum Mindset

CSF#4

Real-Time Communication

Goal: Foster Emergence & Self-organization

The Project Management Infrastructure:
Information to Anyone Anytime Anywhere



Doug DeCarlo

CSF#4

Real-Time Communication

Goal: Foster emergence & self-organization

Virtual Workspace	Document and Content	Project and Resource
✓ Meeting management	✓ Check in / check out	✓ Project Estimation
✓ Info sharing	✓ Versioning control	✓ Scheduling
✓ Real time messaging	✓ Text search	✓ Metrics
✓ Contact lists	✓ Auditing	✓ Project & resource prioritization
✓ Multi-threaded discussions	✓ Change notification	✓ Risk, Issue, Change tracking
✓ Polling	✓ Workflow	✓ Cost and time tracking
✓ Application sharing	✓ Etc.	✓ Reporting

Applying the Quantum Mindset

CSF#5

Agile Organization

Goal: Sustain a Change Tolerant Environment

Organizational Practices

Project Selection	Portfolio management is practiced
Cultural Alignment	PM methodology jibes with organization's culture and market
Sponsorship	Each project assigned a champion with political & financial clout. Steering committee if needed.
Roles	Responsibilities & decision-making authority defined for all key players
PM Support	A central point exists for tools, practices, expertise, portfolio administration, reporting
Rewards	Recognition given for producing valued results, applying the PM processes, values, principles

CSF # 5 cont.

Getting to High Performance

**Goal: Immediate & Sustainable Results
Through Multiple Small Wins**

“Project Management can not be introduced into an organization through class room training.”

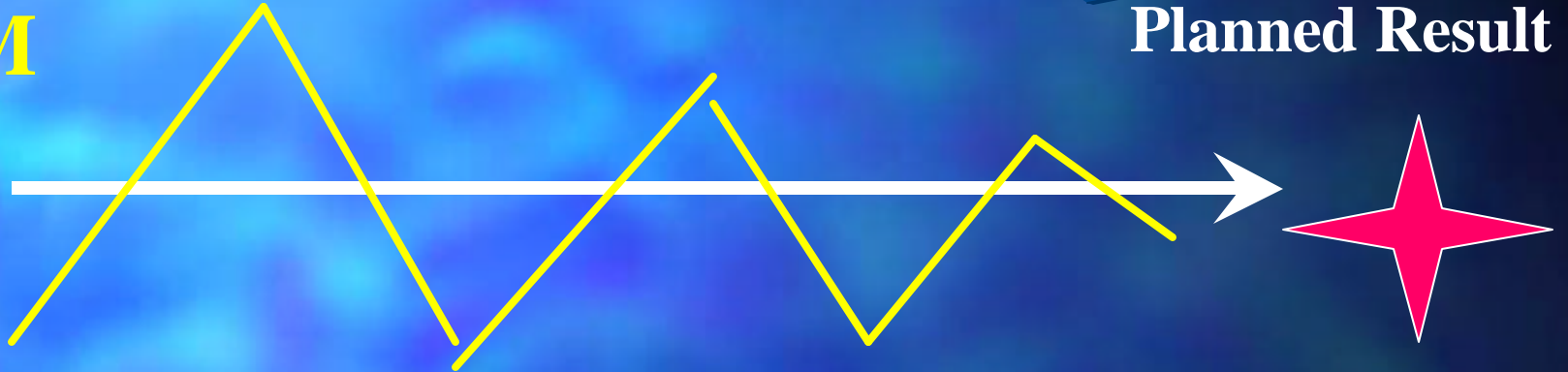
Success Model

- 1.** 10% education. 90% perspiration
- 2.** Avoid top-down, org. wide culture change programs
- 3.** Instead, apply PM to real projects, real-time, with the real team, real Sponsor & Critical Stakeholders
- 4.** Sponsor, Core Team, Critical Stakeholders mandatory to participate in project kickoff
- 5.** Mentor the Sponsor and Project Mgr.
- 6.** They teach others

eXtreme Reality

TPM

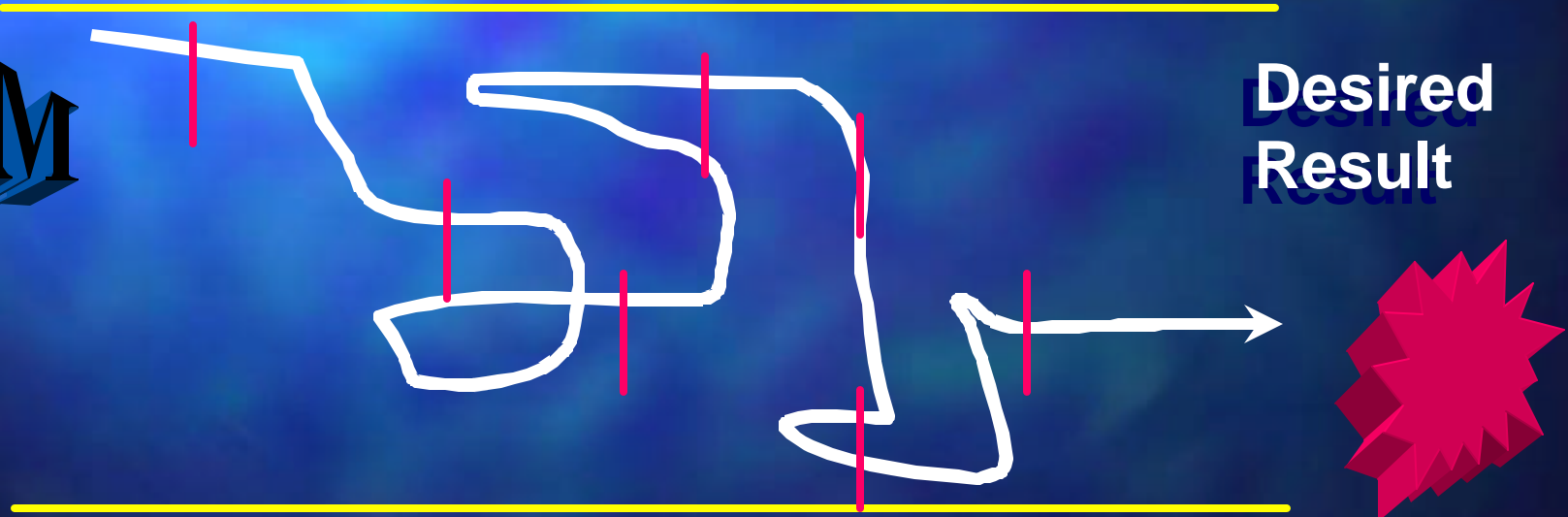
Start



Planned Result

eXPM

Desired
Result



eXtreme Project Management Model

Applying the Quantum Mindset



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- The Doug DeCarlo Group works with managers and professionals who undertake projects in demanding business environments: those settings that are characterized by high speed, high uncertainty and rapid change, where the rigor of traditional project management no longer apply.
- From Bethlehem, Pennsylvania to Beijing, China, Doug has trained and coached over 200 project teams on a wide range of projects having budgets of \$25,000 to \$25 million. He has achieved international recognition as a motivational speaker, workshop leader, consultant and columnist in the interrelated arenas of project management, team leadership and personal mastery.