



NJ PMI Chapter
International Project Management Day
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Avoiding the 5 Fatal Flaws of Management

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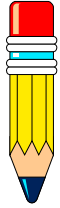
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Seminar Objectives?



1. Given the title of the seminar, *Avoiding the 5 Fatal Flaws of Management*...What would you like to learn during the next four hours?
2. When it comes to the day-to-day management of your team...What is your greatest frustration?
3. How is the job of Project Management different today than it was two years ago?
4. What makes Project Management on an international scale challenging?

Some “Facts” about Management

- 90% of management problems are “people” problems
- 90% of “people” problems are communication problems
- Most managers didn’t go into management because they expressed an interest or demonstrated a skill
 - They were good Project Managers!
- Poor hiring is the number one cause of unproductive/inconsistent performance and often leads to employee retention issues
- Most managers spend too much of their time with their low performers versus their high performers
- Establishing clear expectations is a must for people who want to be successful in management
- Managers need to “inspect” what they “expect”
 - What gets measured gets done!
- Remember...managers are judged by how well their team performs...not how well they, themselves perform!

Are you a “Boss” or a “Leader?”

Boss

- Talks
- Keeps control
- Gives directions
- Fixes mistakes
- Judges afterwards
- Takes credit
- Finds weaknesses
- Fosters dependence
- Punishes failures
- Reprimands in public
- Praises in private – if ever

Leader

- Listens
- Shares control
- Asks questions
- Coaches
- Helps throughout
- Gives credit
- Builds on strengths
- Demands independence
- Rewards effort and risks
- Praises in public
- Guides in private

The 5 Fatal Flaws of Management

1. Unclear and/or inconsistent communication
2. Failure to acknowledge/manage change
3. Not assessing the readiness level of team members
4. Failure to establish clear goals/expectations
5. Poor time management

1. Unclear/Inconsistent Communication

Communication Methods
Communicating “Clear” Messages

Communication Methods

Do you ever feel like “nobody gets it?” Do you get tired of always trying to clarify the meaning of what you say and apologizing for not saying what you mean? If this keeps happening perhaps it’s worth looking at the way the message is being delivered.

<u>Ways We Communicate</u>	<u>Retention</u>
Verbal	10% retention
Written	20% retention
Physical	90% retention

The biggest stumbling block to good communication is poor listening!

Communicating “Clear” Messages

Five ways to become a better listener:

1. Eliminate distractions
 - (i.e., cell phone, Blackberry, DROID, iPhone, computer, etc.)
2. Get rid of excess paperwork at your desk
3. Know your blind spots
 - Assumptions and prejudices
4. Be an active listener
 - Paraphrase/Ask questions
5. Be an empathic listener
 - Listen to the way the message is being said

Five ways to deliver a better message:

1. Know your objective
2. Be clear, specific and concise
3. State your point in 25 words or less
4. Check for understanding
5. Watch your body language

2. Failure to Acknowledge/Manage Change

Reacting to Change
Communicating Change Messages

Reacting to Change

In the business of management, the belief of “status quo” or “standing still” is a serious and dangerous delusion.

You’re either moving forward or falling behind. Even if you don’t actually see the changes on a daily basis, it does not mean that they are not happening.

Why do some managers try to ignore change?

Emotion	Fear of the unknown, anger, uncertainty, mistrust
Perception	<i>“I don’t really see major changes happening, therefore nothing is really occurring.”</i>
Attitude	Most changes are not for the better
Reluctance	Lukewarm acceptance of change. More of a wait and see attitude

Please note...the team will sense and react to change whether their manager chooses to accept it or ignore it.

Communicating Change Messages

Whether you want to initiate a change or are asked to support a company change, you may encounter resistance that you must be able to manage. The way you communicate the message to your team is critical to your future success in managing the change.

Change Message Model

Example

State the change

Be clear, concise, truthful

"We are going to implement a new CRM system company-wide."

Payoffs

Why the change?

"This system will allow everyone to better leverage technology while improving customer satisfaction."

Support

How are we going to get there?

"During the next 45 days we will begin phasing in the use of the system beginning with the customer service department, followed by finance and then a company-wide roll-out."

Optimism

Be positive about the future

"Other companies who are using this system have reduced internal paperwork time by 60%. This is going to make everybody more productive!"

3. Not Assessing the Readiness Level of Your Team

Assessing Personnel
“Mission Critical” Tasks
Assessing Readiness
Readiness Levels/Grid

Assessing Personnel

- An important question that managers need to ask themselves:

If you were starting your business and/or department from scratch today...what percentage of your Project Managers would you hire back in their exact same roles?

- You only have three choices for the Project Managers that you wouldn't keep in their current positions:
 - Train/Develop them to do the job
 - Move them elsewhere in the organization where they'd be a better fit
 - Manage them out of the business

“Mission Critical” Tasks

Most Project Managers will have varying levels of skill, tenure and willingness to perform their “mission critical” tasks. By applying the right management technique to the right person at the right time (called Situational Leadership) you will be able to better manage these differences resulting in a more productive team.

Determine the specific tasks that need to be managed.

A task is an assignable activity or job duty where you can assess skill. Identify 3 to 5 “mission critical” tasks that must be met in order for a Project Manager to demonstrate his/her proficiency in their job.

Job Title: Project Manager

Tasks

1. Define project scope, goals and deliverables
2. Draft/Submit budgets
3. Establish/Manage timelines and coordinate launches
4. Develop/Deliver progress reports, requirements documentation and presentations
5. Identify/Resolve issues within the project team and with stakeholders

Assessing Readiness

Analyze the readiness level of each Project Manager to execute the tasks required to be successful at their job.

Readiness is made up of two key factors: SKILL and WILL. Does the Project Manager have the ability to do the job (SKILL) and the desire to do the job (WILL)?

SKILL

Training
Role perception
Application
Experience

Can they do the task?

Formal/Informal
Do they understand the task required?
Can they easily apply the task as needed?
How often have they done this before?

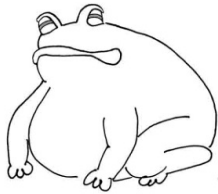



WILL

Initiative
Reason
Insurance
Confidence

Will they do the task?

Do they have the “get up and go” to do this?
Do they have an incentive to do this?
Is there a safety net if they fail at first?
Do they trust their abilities to do this?

Readiness Levels

<p>R-1</p>  <p>_____ _____</p>	<p>R-2</p>  <p>_____ _____</p>
<p>R-3</p>  <p>_____ _____</p>	<p>R-4</p>  <p>_____ _____</p>

Readiness Grid

Using the grid below assign a readiness level to each Project Manager for each task.

Training Formal/Informal
Role perception Do they understand the task required?
Application Can they easily apply the task as needed?
Experience How often have they done this before?

Initiative Do they have the “get up and go” to do this?
Reason Do they have an incentive to do this?
Insurance Is there a safety net if they fail at first?
Confidence Do they trust their abilities to do this?

R – 1 Low Skill Low Will
R – 2 Low Skill High Will
R – 3 High Skill Low Will
R – 4 High Skill High Will

Task Employee	Define Scope/Goals	Draft/Submit Budget	Establish Timelines	Develop/Deliver Progress Reports	Identify/Resolve Issues

4. Failure to Set Clear Goals/Expectations

Setting Goals/Expectations

Developmental Coaching

“SNAP” Shots

GAP Analysis

Setting Goals/Expectations

- Establish the appropriate key performance indicators (KPIs) for your Project Managers
- Establish activity levels for your Project Managers
 - Meets minimum, target and overachievement
- Make sure all tasks are clear and understood
- At the beginning of each year, establish individual performance appraisal criteria for your Project Managers
 - Facilitate “pencil reviews” mid-year
- Establish a contract with difficult Project Managers to ensure success
- Create smaller and achievable incremental goals that are measured on a monthly and quarterly basis
- Create individual development plans
- Establish an annual review process for your Project Managers

Developmental Coaching

- Development coaching is a personal approach to growing, developing and motivating your Project Managers.
- It's important never to assume that what is important to one employee will be meaningful to the next.
- How do we then go about learning the uniqueness of each Project Manager?
- One handy way to begin the development coaching process with your new Project Manager (and for all Project Managers for that matter) is to take a “SNAP” Shot.

“SNAP” Shot

Strength	Next Goals
What do you do well? What do you most enjoy doing?	What do you want to accomplish this year? What are your performance goals?
Assistance	Personal Development
What would you like to do better? How can I help you get there?	What would you like to learn this year? What are the best ways for you to learn?

GAP Analysis (Project Management example)

Mission Critical Tasks	Self Rating	Projected Rating	Actual Rating
Define Scope/Goals			
Draft/Submit Budget			
Establish Timelines			
Develop/Deliver Progress Reports			
Identify/Resolve Issues			

1. What will you do to change my perception?
2. What do you need/expect from me?
3. When will I see the results?

5. Poor Time Management

SMART Goals
Homework Assignment

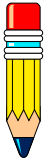
SMART Goals

- Specific
- Measurable
- Attainable
- Rewarding
- Time Bound

Here's a SMART goal for anyone in
project management:

“By the end of next week I will develop a full-scale project plan and will communicate project expectations to team members and stakeholders in a timely fashion to ensure the project will be completed on time and on budget!”

Homework Assignment



1. List all the activities you perform on a weekly basis
2. Group “like” activities together
3. Assign a percentage of your time spent on each group
4. Pie graph the results

Influencing Others

Characteristics of Effective Influencers
Influencing Concepts
Influencing Styles Grid
The Art of Persuasion

Characteristics of Effective Influencers

- Competent
- Knowledgeable
- Trustworthy
- Persuasive
- Goal-oriented
- Excellent communicator
- Adaptable
- Well connected
- Strategic thinker
- Great at building rapport/relationships
- Clear vision of where they want to go
- Use their knowledge/connections to help others
- Influence through a “give” and “take” process
- Never “wing it!”

Influencing Concepts

- The “Law of Reciprocity”
 - Quid Pro Quo
- The concept of “Mutual Exchange”
 - Getting what you want by giving others what they need
- Build sound relationships
 - Know your Project Managers as people
- Set strategies for negotiation
 - What do you want the other person to do?
 - What are you willing to give up to get it?

Influencing Styles Grid

<i>Style</i>	Describe how you can use this Style
Involving (Building Collaboration)	
Inquiring (Asking Questions)	
Leading (Engaging People)	
Visioning (<i>What if</i> Brainstorming)	
Proposing (Suggesting Solutions)	
Persuading (Building Consensus)	

The Art of Persuasion

The key to persuading others to your way of thinking is to utilize outcome-based thinking

- Decide specifically what the desired outcome is at the beginning of any/all interaction
- Predict what the other person wants
 - or will want
- Determine what's the minimum that you will accept
- Predict what possible objections may arise
- Determine (in advance) how to deal with each objection focusing on communicating the benefits to the other party
- Decide how you will bring the process to a win/win conclusion
 - Ensure that there are multiple contingency plans in place

"People are best convinced by reasons they, themselves, discover."

Ben Franklin

Managing the Difficult Employee

Role Play Strategy Discussions

New Employee Role Play

Practice: Case #1 “Neal, the New Project Manager”

Neal has been on board about 7 months and has been doing quite well up until last month. It seems that Neal is most productive only when managed closely and watched almost daily. This last month the manager has let Neal work more independently, but as a result, performance is down, productivity has dropped and Neal is now in trouble.

- Identify the specific behavior you want changed (Be exact and factual)
- Probe for understanding his/her side
- Explain what exact behavior you must have
- Ask the employee for their action plan to meet his/her goal
- Contract for results



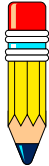
What would you do/say?

Hard Worker Role Play

Practice: Case #2 “Hard working Harold”

Harold will tell you he is the hardest working Project Manager on your team. He comes in early and works late (even weekends). However, all this flurry of activity is not creating a productive return. Harold is consistently falling short of expectations and now is becoming a distraction to the team

- Identify the specific behavior you want changed (Be exact and factual)
- Probe for understanding his/her side
- Explain what exact behavior you must have
- Ask the employee for their action plan to meet his/her goals
- Contract for results



What would you do/say?

Veteran Employee Role Play

Practice: Case #3 “Vern, the Veteran Project Manager”

Vern has been a Project Manager for 20 years. As a matter of fact, you and Vern were peers and now you are his manager. Vern’s performance has slipped and his productivity has dropped and he’s now in trouble. In the past, when you tried to counsel him, he plays on your emotions and your long-term friendship. What will you do?

- Identify the specific behavior you want changed (Be exact and factual)
- Probe for understanding his/her side
- Explain what exact behavior you must have
- Ask the employee for their action plan to meet his/her goal
- Contract for results



What would you do/say?

Personal Call-to-Action

Action	Steps to achieve this	Date

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