



PMINJ 2011 Annual Symposium
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May 2, 2011

Stop Playing Games!
A Project Manager's Guide to Successfully
Navigating Organizational Politics

Rick A. Morris,
R² Consulting
PMP, OPM3, MCITP
678.480.9958

www.rsquaredconsulting.com

Stop Playing Games! A Project Manager's Guide to Successfully Navigating Organizational Politics

Rick A. Morris, PMP, OPM3, MCITP
rmorris@rsquaredconsulting.com





Agenda

1. The State of our Profession

2. Finding Value in Project Management

3. Our Most Common Games

4. How to Stop the Games

5. Questions and Answers

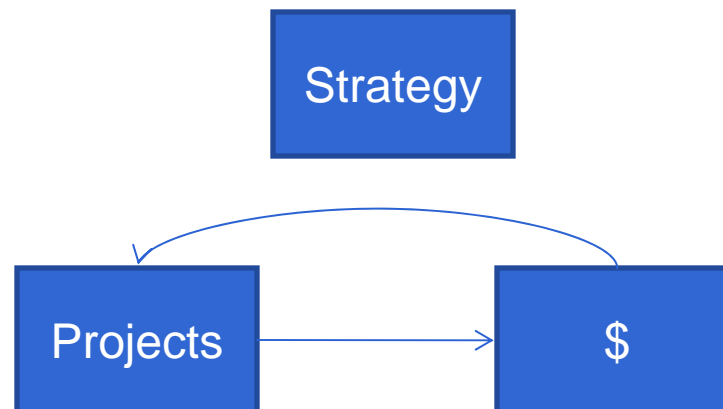


The Status of our Profession

- The Halo Effect.....Gone Wild!
- Not everyone can be a Project Manager!

Finding Value in Project Management

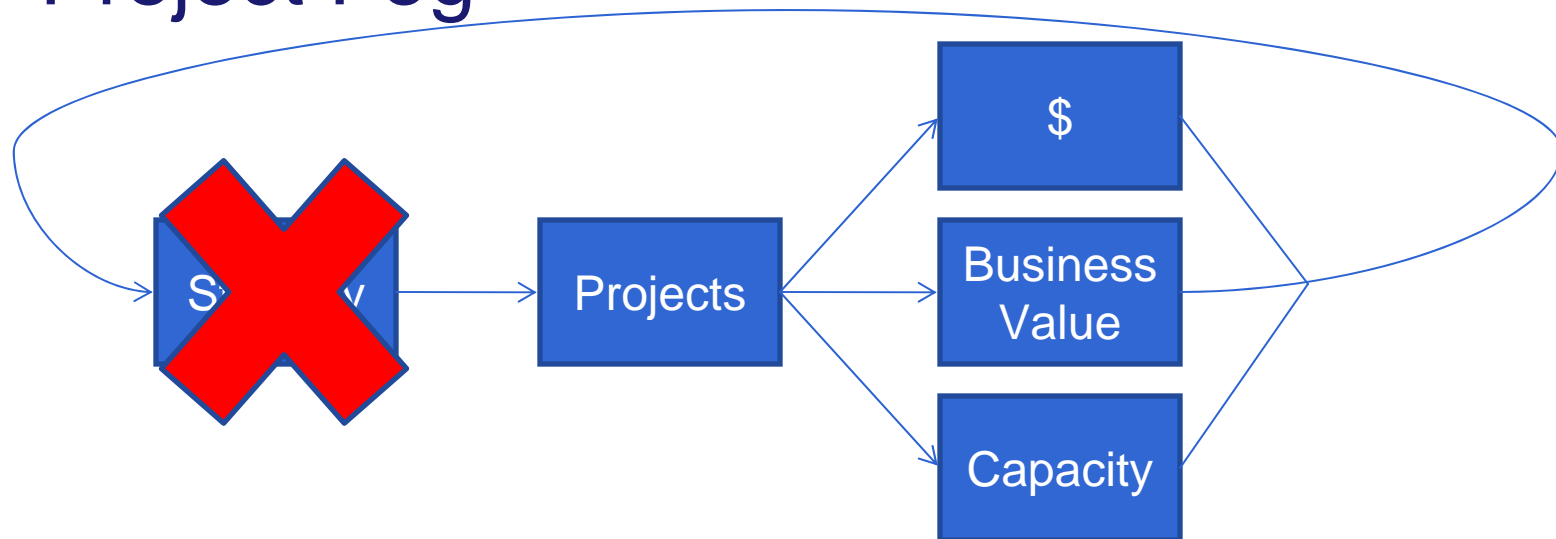
- PMI Study
- Dr. James Norrie – Breaking Through The Project Fog



Finding Value in Project Management

➤ PMI Study

➤ Dr. James Norrie – Breaking Through The Project Fog





My Defining Moment

**“Projects fail because of
context, not content.”**

*(Thomsett, Radical Project Management,
2002, p37)*



Game #1 – Pricing Game (Showcase Showdown)

- ✘ One of the worst things we can do as Project Managers is to pad our estimates.
 - ❑ Shows that we don't even believe our own estimates!
- ✔ Utilize PERT $(BC + (4 \times ML) + WC)/6$
- ✔ Use Risk and Risk Information
- ✔ Coming under budget can be just as bad!
- ✔ Just throw a number!



Game #2 – Guess the Truth!

- ✗ Not publishing any negative status for fear of political backlash or placing the project manager in a bad light
- ✓ It is what it is!
- ✓ Force the decision, ask for what you need.
- ✓ Don't throw it if you don't know it!



Game #3 – Grapevine (Password)

- ✖ The Status Meeting Game (Issue Log)
- ✔ Communicate often
- ✔ Change the method of communication to engage your entire team



Game #4 – The Right Price

✗ The consulting game: How much does this cost? Why, how much do you have?

✓ Pricing Estimator

✓ Honest Conversation



Define Activities and Estimate

All Estimates in Hours

General Tasks	Best Case	Most Likely	Worst Case	Pert
Project Setup and Management	2	4	8	4
Clarity Installation	4	8	16	9
System Architecture	8	16	24	16
Detailed Design	8	24	40	24
Security	40	60	80	60

Configuration Tasks	Best Case	Most Likely	Worst Case	Pert
Module Design Meetings	0.5	1	2	1
Process Development	1	3	8	4
Portlet Development	0.5	8	24	9
Trigger/Stored Proc Development	1	8	40	12
Custom Objects	1	8	16	8
Custom Fields	0.25	0.5	1	1
Custom Views	0.25	0.5	1	1
Testing	1	2	3	2

Training Tasks	Best Case	Most Likely	Worst Case	Pert
Executive Training	1	2	4	2
Project Manager Training	4	8	16	9
Resource Manager Training	2	4	8	4
Team Member Training	1	2	4	2
Onsite Guidance	8	8	8	8

Define Number of Activities

Setup Tasks (1 for Yes, 0 for No)	Yes or No
Project Setup and Management	1
Clarity Installation	1
System Architecture	1
Detailed Design	4
Security	1

Rate	\$235
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Module	Design Mtg	Process	Portlet	Trigger	C Objects	C Fields	C Views	Testing
Demand Management	3	0	0	0	0	0	0	0
Resource Management	3	2	3	0	0	0	0	5
Project Management	3	3	4	0	0	0	0	7
Portfolio Management	3	1	5	0	0	0	0	6
Financial Management	0	0	0	0	0	0	0	0
Requirements/Release Management	0	0	0	0	0	0	0	0
SD/Clarity Integration	0	0	0	4	0	0	0	4
Custom Objects or Sub-Objects	9	30	25	5	9	250	30	60

Anticipated Trainings	#
Executive Training	1
Project Manager Training	4
Resource Manager Training	4
Team Member Training	4
Onsite Guidance Days (Full Days)	30

Totals



R² Consulting Clarity Pricing Estimator

	<i>Best Case</i>		<i>Most Likely</i>		<i>Worst Case</i>			
<i>Setup Tasks (1 for Yes, 0 for No)</i>	<i>Hours</i>	<i>Cost</i>	<i>Hours</i>	<i>Cost</i>	<i>Hours</i>	<i>Cost</i>	<i>Pert Hours</i>	<i>Cost</i>
Project Setup and Management	2	\$470	4	\$940	8	\$1,880	4.3	\$1,018
Clarity Installation	4	\$940	8	\$1,880	16	\$3,760	8.7	\$2,037
System Architecture	8	\$1,880	16	\$3,760	24	\$5,640	16.0	\$3,760
Detailed Design	32	\$7,520	96	\$22,560	160	\$37,600	96.0	\$22,560
Security	40	\$9,400	60	\$14,100	80	\$18,800	60.0	\$14,100
Total	86	\$20,210	184	\$43,240	288	\$67,680	185.0	\$43,475

	<i>Best Case</i>		<i>Most Likely</i>		<i>Worst Case</i>			
<i>Module</i>	<i>Hours</i>	<i>Cost</i>	<i>Hours</i>	<i>Cost</i>	<i>Hours</i>	<i>Cost</i>	<i>Pert Hours</i>	<i>Cost</i>
Demand Management	1.5	\$353	3.0	\$705	6.0	\$1,410	3.3	\$764
Resource Management	10.0	\$2,350	43.0	\$10,105	109.0	\$25,615	48.5	\$11,398
Project Management	13.5	\$3,173	58.0	\$13,630	147.0	\$34,545	65.4	\$15,373
Portfolio Management	11.0	\$2,585	58.0	\$13,630	152.0	\$35,720	65.8	\$15,471
Financial Management	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0
Requirements/Release Management	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0
SD/Clarity Integration	8.0	\$1,880	40.0	\$9,400	172.0	\$40,420	56.7	\$13,317
Custom Sub-Objects	191.0	\$44,885	671.0	\$157,685	1662.0	\$390,570	756.2	\$177,699
Total	235.0	\$55,225	873.0	\$205,155	2248.0	\$528,280	995.8	\$234,021

	<i>Best Case</i>		<i>Most Likely</i>		<i>Worst Case</i>			
<i>Anticipated Trainings</i>	<i>Hours</i>	<i>Cost</i>	<i>Hours</i>	<i>Cost</i>	<i>Hours</i>	<i>Cost</i>	<i>Pert Hours</i>	<i>Cost</i>
Executive Training	1	\$235	2	\$470	4	\$940	2.2	\$509
Project Manager Training	16	\$3,760	32	\$7,520	64	\$15,040	34.7	\$8,147
Resource Manager Training	8	\$1,880	16	\$3,760	32	\$7,520	17.3	\$4,073
Team Member Training	4	\$940	8	\$1,880	16	\$3,760	8.7	\$2,037
Onsite Guidance Days (Full Days)	240	\$56,400	240	\$56,400	240	\$56,400	240.0	\$56,400
Total	269	\$63,215	298	\$70,030	356	\$83,660	302.8	\$71,166

Total Estimate	590.0	\$138,650	1355.0	\$318,425	2892.0	\$679,620	1483.7	\$348,662
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Game #5 – Hit the Rodent!

- ✗ Frustration over scheduling tools cause you to not use them
- ✓ Make an investment in learning the tool
- ✓ Without data, how do you know what you need?



Game #6 – Marco! Polo!

- ✘ Running a project without a project plan.
- ✔ Number one cause of true failure
- ✔ Hark! I have found Indians!



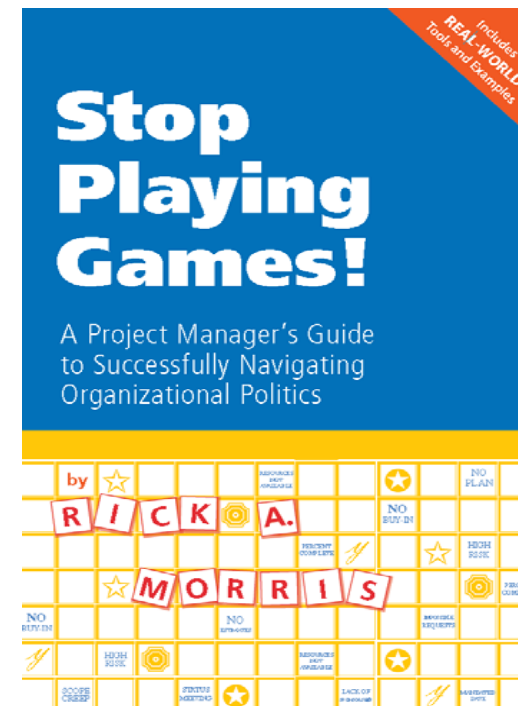
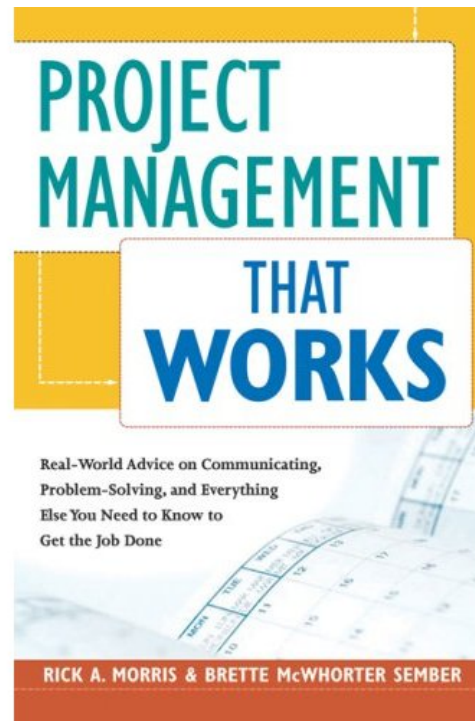
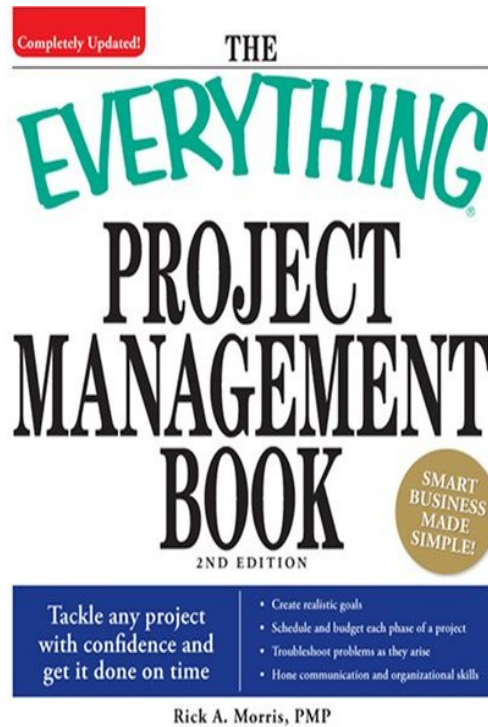
Game #7 – Armchair Quarterback

- ✘ Project Managers calling out other Project Managers
- ✔ There's no crying in Project Management!
- ✔ Be careful you do not reap what you sow!



Rules of the Game

- ✔ Always get to the data
- ✔ Make sure you are following your principles
- ✔ Take care of your team
- ✔ Tell the truth
- ✔ Trust in your training



October 11, 2010

Social Media

- Blog: www.pmthatworks.com
- Twitter: @rickamorris
- Linked In & Facebook updated often
- Website: www.rsquaredconsulting.com
- Call Greg Huffman at 678.480.9958 or email him at ghuffman@rsquaredconsulting.com for more info





Questions?