



**NJ PMI Chapter  
Deliver with WOW!!  
May 2, 2011**

## **Going from Good to Great as Project Managers**

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# Going from Good to GREAT as Project Managers



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Presentation at PMINJ  
May 2011 Symposium  
May 2, 2011

# Agenda



## **Become familiar with Good to Great principles**

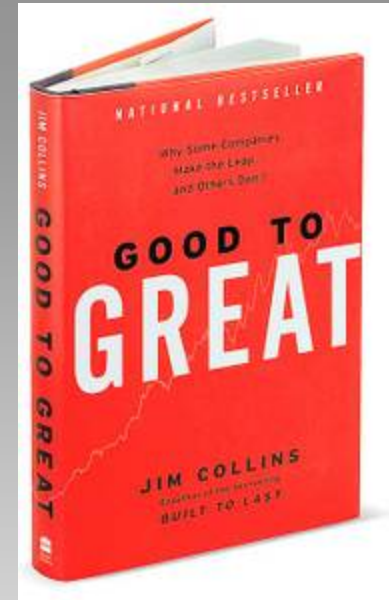
- **Understand the 3 stages**
  - Disciplined people
  - Disciplined thought
  - Disciplined action
- **Explore each Good to Great principles and apply them to project managers**
- **Walk away with an Action Plan**



# Good to GREAT. The Book.



- Jim Collins
- 5 years of research
- Goal: To understand what enabled companies to transform from “Good” to “GREAT”
- Breakthrough followed by outstanding, sustained results



**Published in 2001**

**[www.jimcollins.com](http://www.jimcollins.com)**

# Good to GREAT



*Good is the  
enemy of GREAT.*



# Good to GREAT Principles and Stages



Level 5  
Leadership

First Who...  
Then What

**Disciplined  
People**

Confront the  
Brutal Facts

Hedgehog  
Concept

**Disciplined  
Thought**

Culture of  
Discipline

Technology  
Accelerators

**Disciplined  
Action**

**The FLYWHEEL EFFECT – How it works together**

# Levels of Leadership

Disciplined  
People





# Leadership Characteristics



**Disciplined  
People**

## **Level 5: Executive**

- Builds enduring greatness
- Combines personal humility and professional will
- Sets up a successor for success
- Drives to sustained business results
- Leads with questions and not answers

## **Level 4: Effective Leader**

- Commits to a clear and compelling vision
- Simulates to high performance standards



# Leadership Characteristics



**Disciplined  
People**

## **Level 3: Competent Manager**

- Organizes people and resources
- Works towards pre-determined objectives

## **Level 2: Contributing Team Member**

- Contributes to achieving group objectives
- Works effectively with others in a group setting

## **Level 1: Highly Capable Individual**

- Contributes through talent, knowledge, skills and good work habits

# Table Exercise

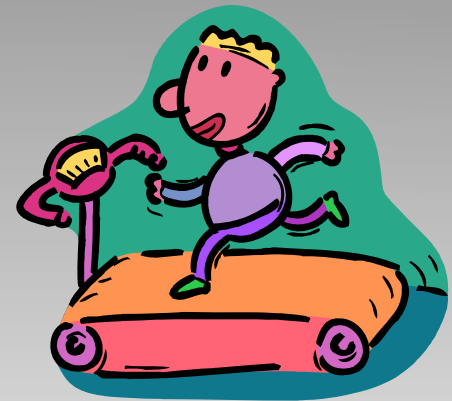
## Level 5 Leadership



Assume the following levels on your Project Team:

- Level 1: Highly Capable Task Master
- Level 2: Contributing Team Member
- Level 3: Competent Project Manager
- Level 4: Effective Project Manager
- Level 5: Master Project Leader

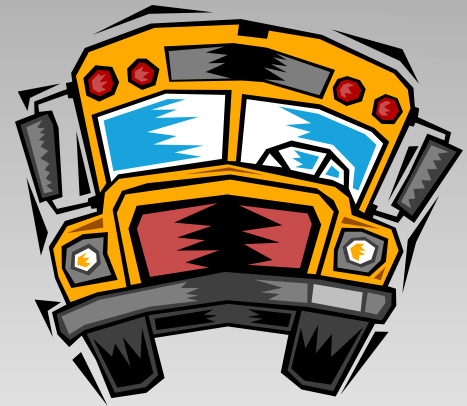
1. List 3-5 characteristics of Level 4.
2. List 3-5 characteristics of Level 5.
3. As a Level 4 leader, what activities would you put in place to become Level 5?



# First Who, Then What

**Disciplined  
People**

- Start with people first, then vision and strategy second
- Get the right people on the bus
- Get the right people in the right seats on the bus
- Get the wrong people off the bus
- Determine where to drive it

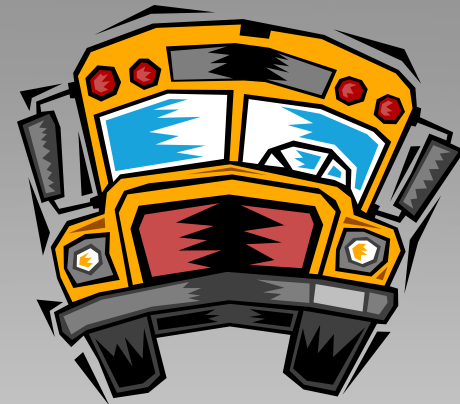


# How do you know if we have the right people on your project bus?

Disciplined  
People

Characteristics to look for:

- Shares the **core values**
- Does **not need to be managed**
- Desires to be the **BEST**
- Knows the difference between **a job and a responsibility**
- If this were a hiring decision, and knowing what you know now, would you **make the same hiring decision?**



# Confront the Brutal Facts

**Disciplined  
Thought**

- Create a culture that encourages team members to share the facts (good and bad)
- Lead with questions, not answers
- Have fact-based discussions, not opinions
- Conduct review sessions without blame



# Hedgehog Concept

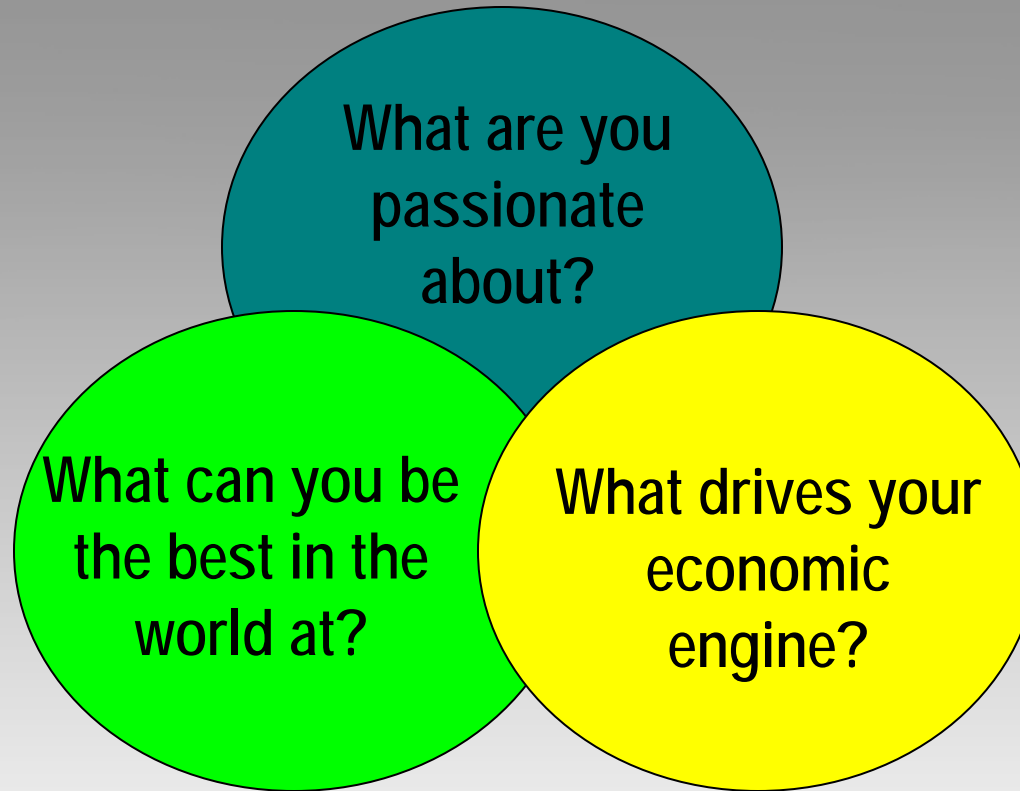
**Disciplined  
Thought**

A hedgehog?



# Hedgehog Concept

**Disciplined  
Thought**



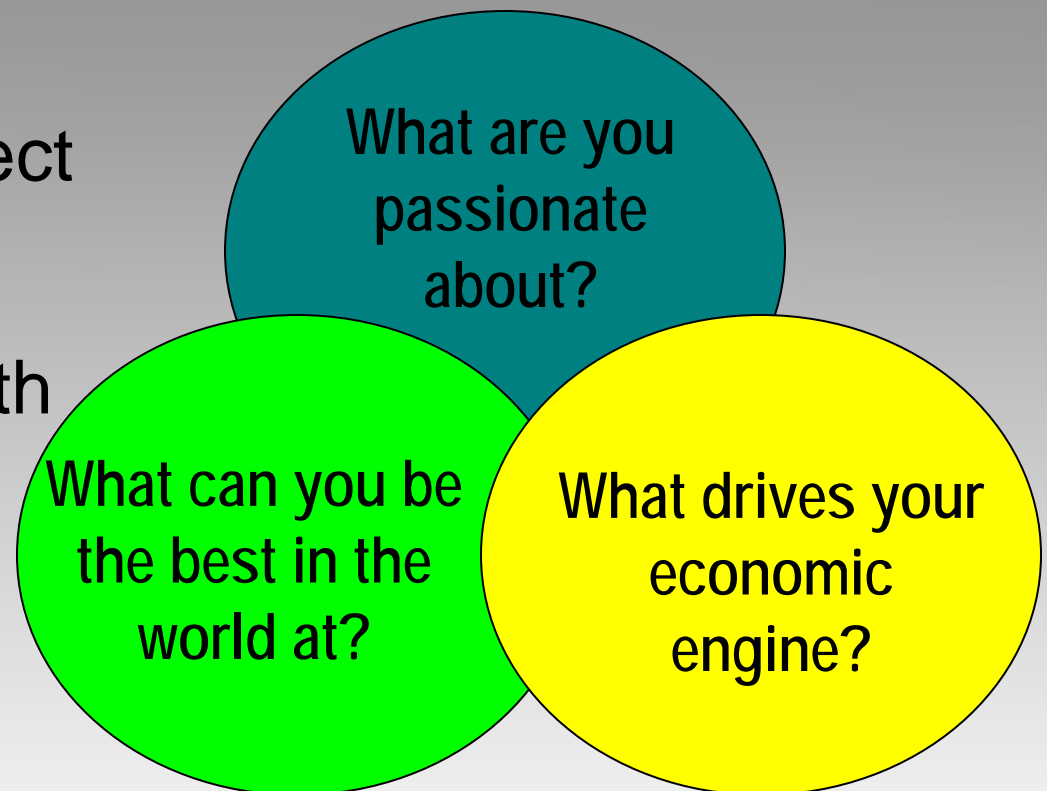


# Table Exercise

## Create Your Hedgehog Concept



- Develop a hedgehog concept for your project team
- Share your results with other groups if time



# Culture of Discipline

**Disciplined  
Action**

- Be consistent
- Attract disciplined people
- Reward disciplined thought
- Be dedicated to your objectives with visible actions
- Celebrate disciplined action
- Create a “stop doing” list



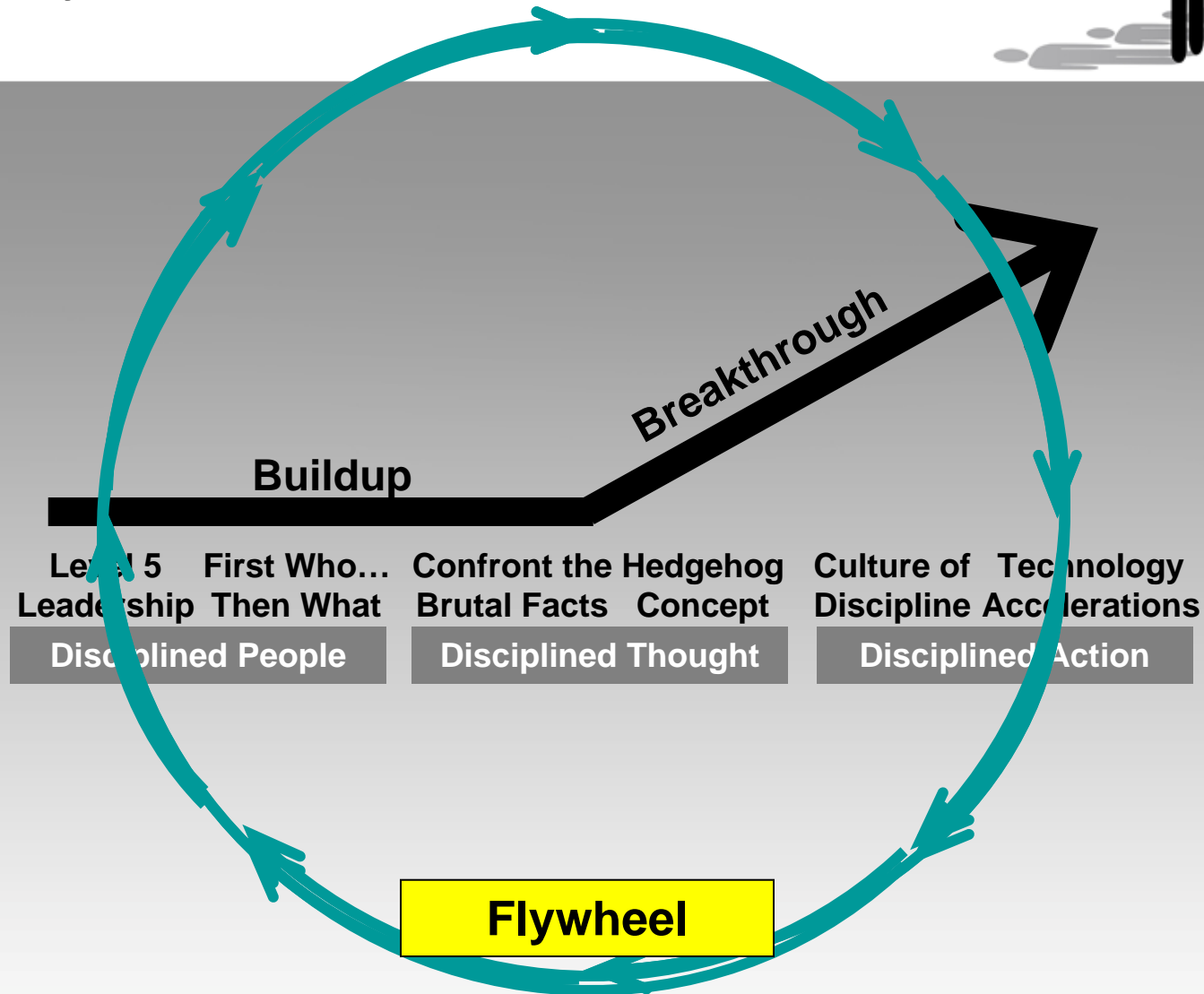
# Technology Accelerators

**Disciplined  
Action**

- Technology alone cannot make a good team GREAT
- Focus on selecting the technology that best fits your hedgehog concept



# The Flywheel Effect

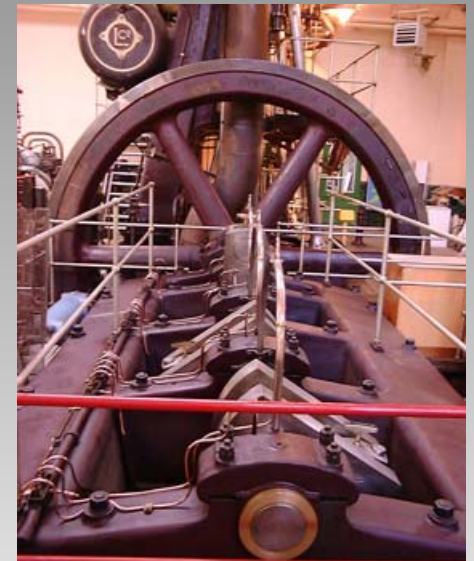


REFERENCE: [www.jimcollins.com](http://www.jimcollins.com)

# The Flywheel Effect



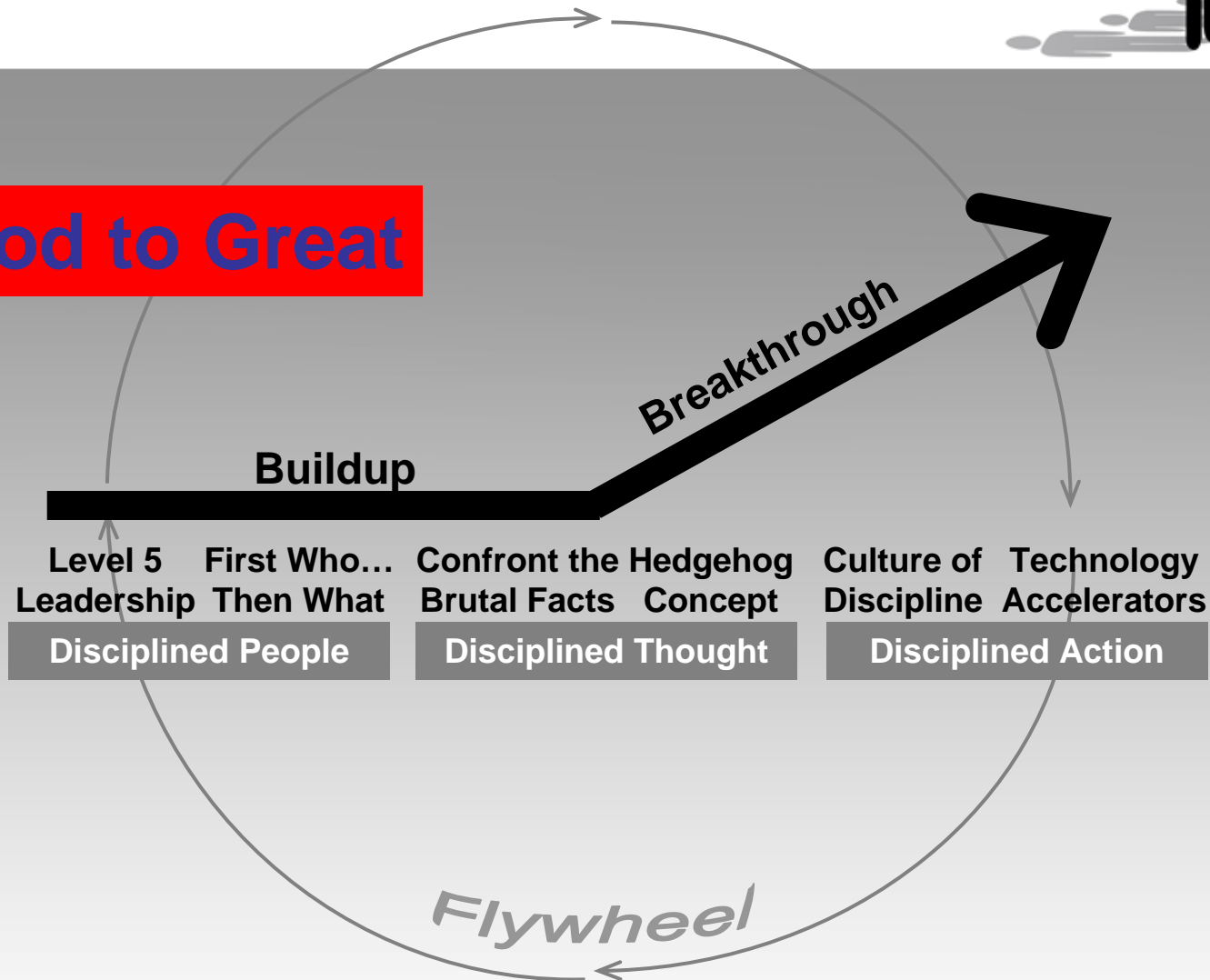
- The flywheel builds momentum . . .
  - With persistent pushing . . .
  - Going in a consistent direction . . .
  - Over a long period of time . . .
- Eventually hits a breakthrough point.
- In good-to-great companies, problems take care of themselves
- How about in our project teams?



# Summary



**Good to Great**



# Review of Good to GREAT



- **Level 5 Leadership:**
  - What is your level of leadership? How do you get to Level 5? Do you lead with ?s.
- **First Who... Then What:**
  - Are you in the right seat on your project bus?
- **Confront the Brutal Facts:**
  - How are you confronting the brutal facts?
- **Hedgehog Concept:**
  - What is your personal, team and organization's hedgehog concept? How are they aligned?



# Review of Good to GREAT



- **Culture of Discipline:**
  - How do you create a culture of discipline with your project teams? Do you have a “stop-doing” list?
- **Technology Accelerators:**
  - What are your technology accelerators?
- **The Flywheel Effect**
  - How do you get the flywheel effect on your projects?

What is our hedgehog concept for today?

# Our Hedgehog Concept for today



**What are we  
passionate  
about?**

**Embrace &  
apply Good to  
GREAT concepts as  
project managers**

**Deliver an engaging  
Good to GREAT  
presentation**

**Attendee  
satisfaction**

**What can we  
be the best in  
the world at?**

**What drives  
our economic  
engine?**

# Agenda



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- **Understand the 3 stages**
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  - Disciplined action
- **Explore each Good to Great principles and apply them to project managers**
- **Walk away with an Action Plan**



# Questions?

## Thank you for your time



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See you on LinkedIn!

