

PMINJ Chapter
May 4th Symposium 2015



Managing Complex Projects and Programs

*Roles, Responsibilities and Behaviors of Project and
Program Managers*

Richard J. Heaslip, PhD
Affiliated Faculty
Organizational Dynamics
University of Pennsylvania

Managing Complex Projects and Programs

Roles, Responsibilities and Behaviors of Project and Program Managers

Richard J. Heaslip, PhD

Affiliated Faculty

Organizational Dynamics

University of Pennsylvania

Founder

Programmatic Sciences LLC

PMI-NJ

May 4, 2015

Should modern organizations hire...

***Project managers who are principally trained
in traditional project management?***

...or...

***Project managers who are trained in the
technical (subject) matter of their projects?***

What is the role of a project manager?

What background do you need?

What leadership skills should you have?

How should you behave?

A Case Study Example...

- A large study testing whether a drug is effective...
- Critical part of a valuable drug development program...



- Study and report are completed as expected
- Study doesn't show effectiveness
- Study must be redesigned



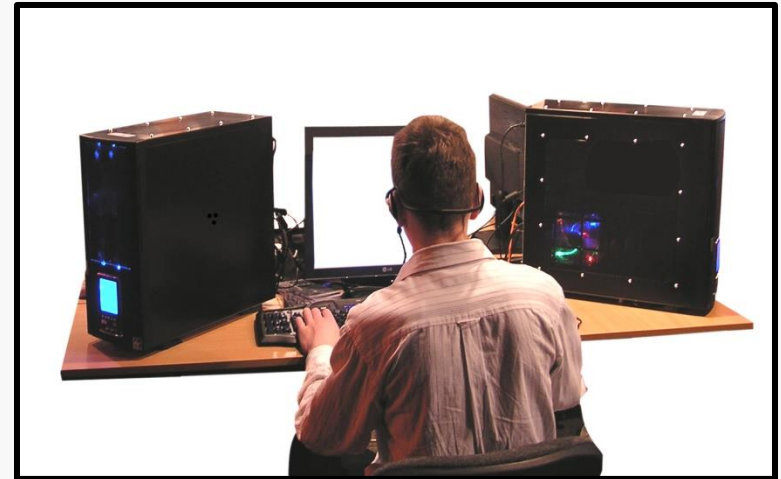
Was the project team successful?
Was the project manager successful?

A Case Study Example...

- An HR project to streamline performance assessment...
- Requires development of software / platform...




- Specifications approved
- Platform developed to specs and launched as planned
- Users hate it



Was the project team successful?
Was the project manager successful?

What is the role of a modern PM?

~~The role of a PM professional is to efficiently deliver project outputs, benefits and value.~~



To efficiently deliver benefits and value, a PM must prevent or manage issues.



~~To prevent or manage issues, a PM must manage the consequences of uncertainty.~~



To manage the consequences of uncertainty requires navigation and resolution of complexity.

A More Broadly Defined Credo...

To deliver on time, on budget, to specifications



*Manage the uncertain; solve the complex;
deliver the value*

Case Studies – Revisited

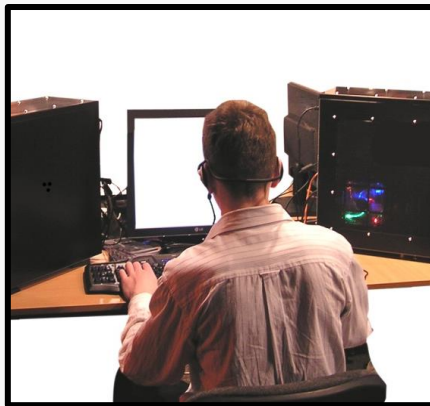


Output

High quality study report

Outcome

What the report says



Output

Functional system

Outcome

User experience

***Projects face output (operational) & outcome-based issues
Can both be managed by one PM?***

Managing Operational & Outcome Complexity

Operational Complexity

Managing operations requires traditional PM skills:

PMBOK knowledge
Command-and-control leadership style

Outcome-Based Complexity

Managing outcomes sometimes requires technical skills:

Technical/subject matter knowledge
A learn-and-adapt leadership style

The Ideal Complex Project/Program Manager?



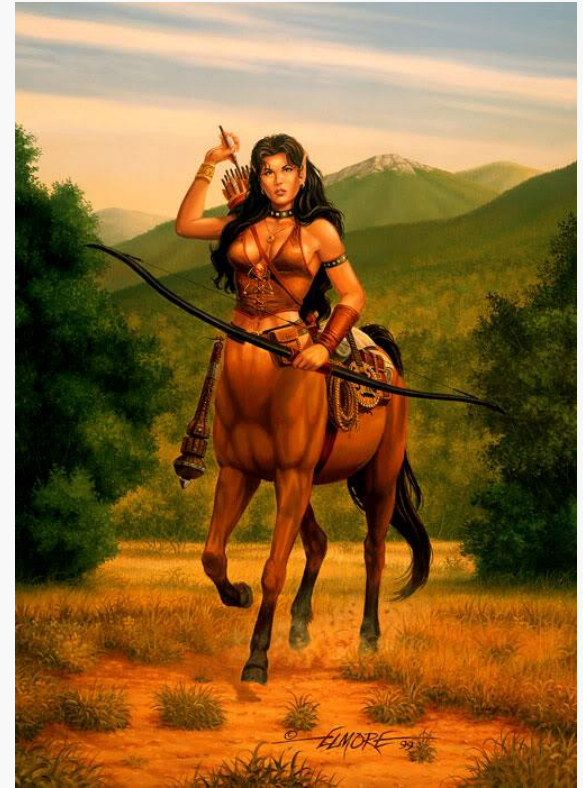
What is needed:

An operational savant
&

An outcome sage

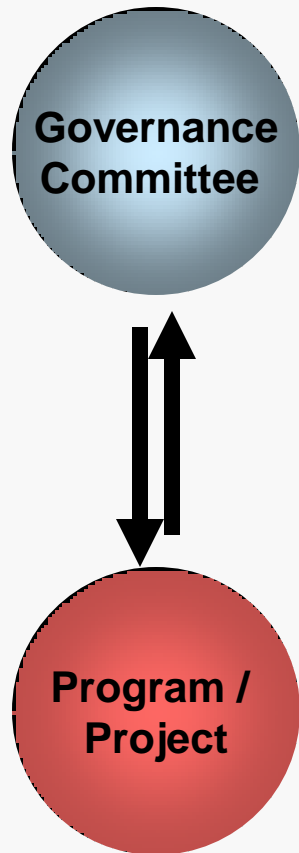
A very rare creature!

A centaur, of sorts



Who fills these roles in modern organizations?

Common Conceptions of Project Oversight



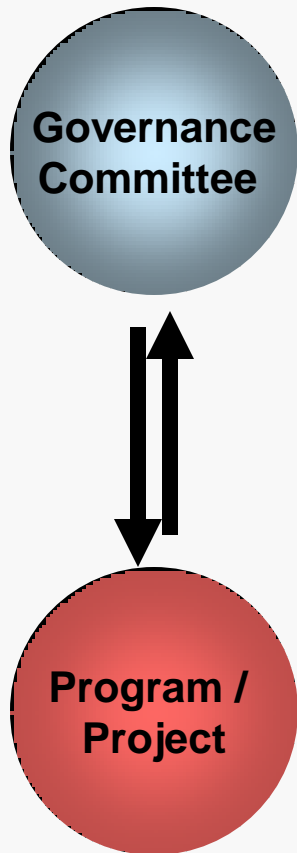
Roles & responsibilities of governance:

- Defines the organization's strategic direction
- Authorizes and prioritizes projects / programs
- Enables projects and programs to do work
- Endorses project / program strategies
- Approves resource allocations
- Delegates responsibility and accountability
- Integrates learning from outcomes
- Authorizes changes

Roles & responsibilities of project management:

- Manages team
- Oversees the completion of work
- Ensures efficiency, collaboration, communication

Weakness of the “Two-Party” Model



Requires the governance committee to completely understand operational and strategic elements of the entire portfolio of programs & projects

(or be reminded before every decision)

That is difficult when:

- **Committee members manage large groups**
- **They sponsor many initiatives**
- **Those initiatives are complex**
- **Governance committees are not SMEs**

What do organizations do when they need help?

Secondary Review and Governance Committees

To help manage...

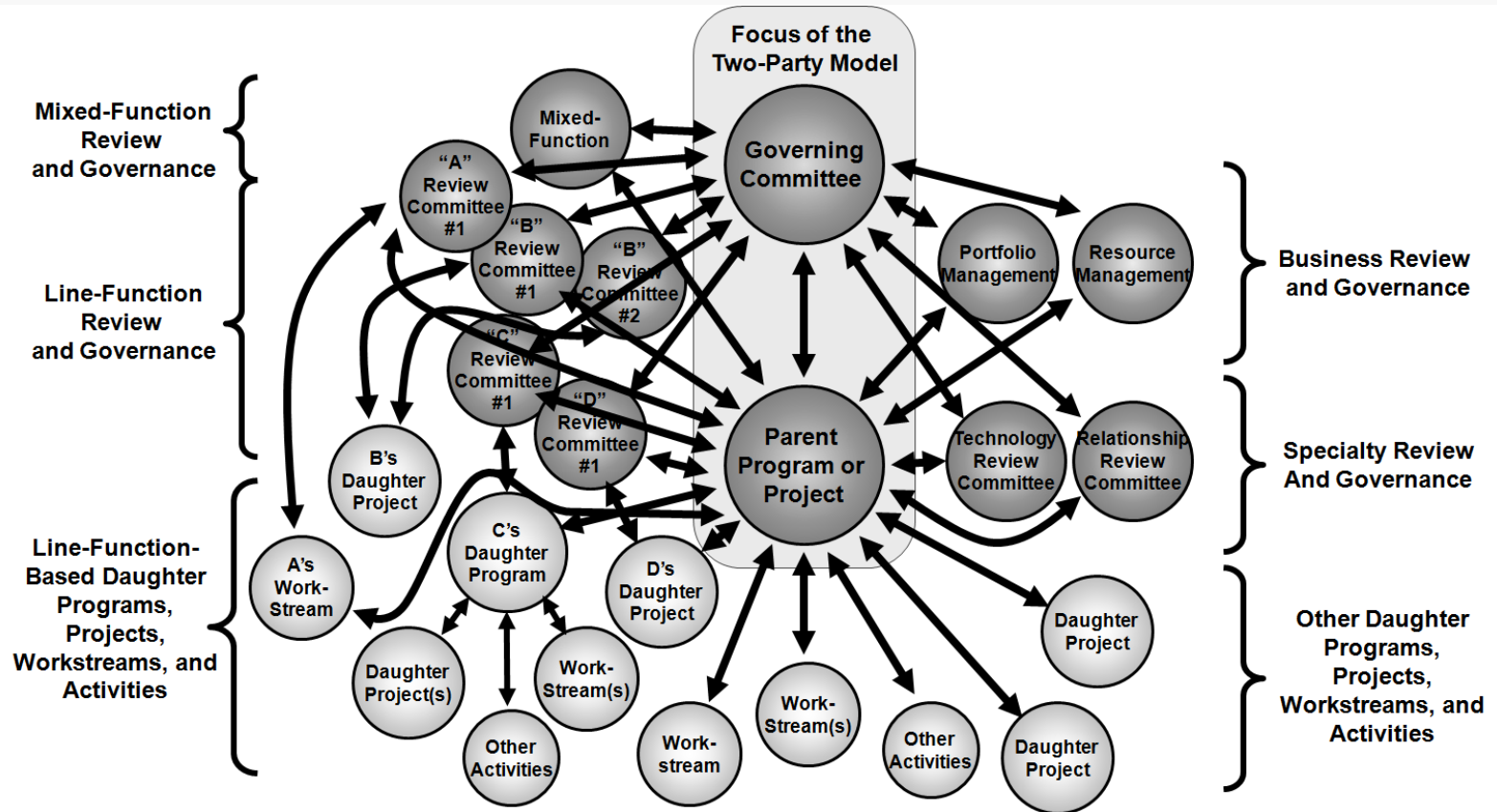
***Large
Functional
groups***

***Large
Portfolios***

***Complex
Subjects***

- Discipline-based review committees
- Operations review committees
- Technology-based review committees
- Portfolio prioritization committees
- Resource management committees
- Customer-focused review committees
- Partner-based oversight committees
- Subject-based oversight systems
- Externally-focused committees
- Projects within projects (programs)

One Organization's "Two Party" Model




A management system "mess"

Created to manage complex operational & outcome-based issues

The Conundrum...

- Modern organizations need to solve very complex **operational and outcome-based issues**
- To help manage these issues, they build complex management systems
- ***They create organizational complexity in their attempts to manage operational and outcome complexities***



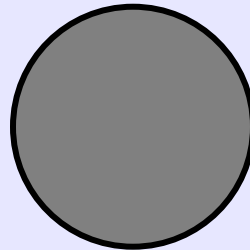
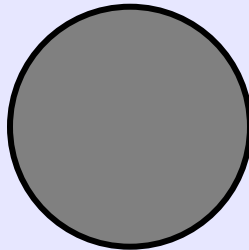
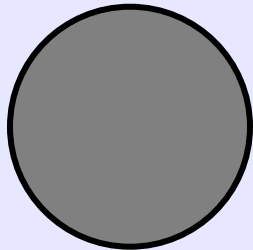
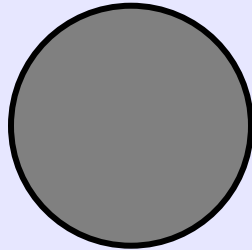
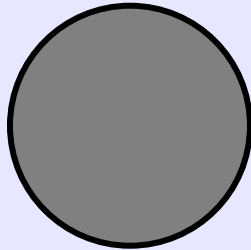
Project and program managers must manage the mess!
...and it requires that they have many different skills.

How Secondary Governance Affects PM's Role

Secondary Governance And Review Committees

**Alliance
Management**

**Portfolio
Review**



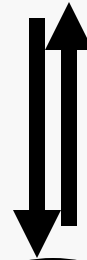
**Line-
Function**

**Therapy
Area**

**Technology
Review**

***What role
does each
party play in
managing
complex
issues?***

**Governance
Committee**



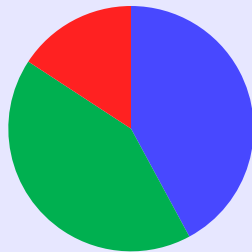
Project

How Secondary Governance Affects PM's Role

A Pharmaceutical Company Example

Secondary Governance And Review Committees

**Alliance
Management**



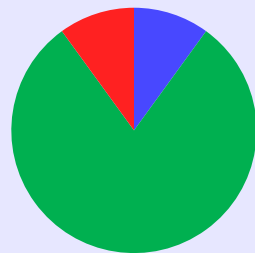
**Portfolio
Review**



**Line-
Function**



**Therapy
Area**



**Technology
Review**

Leadership Focus



Oversight



Outcomes



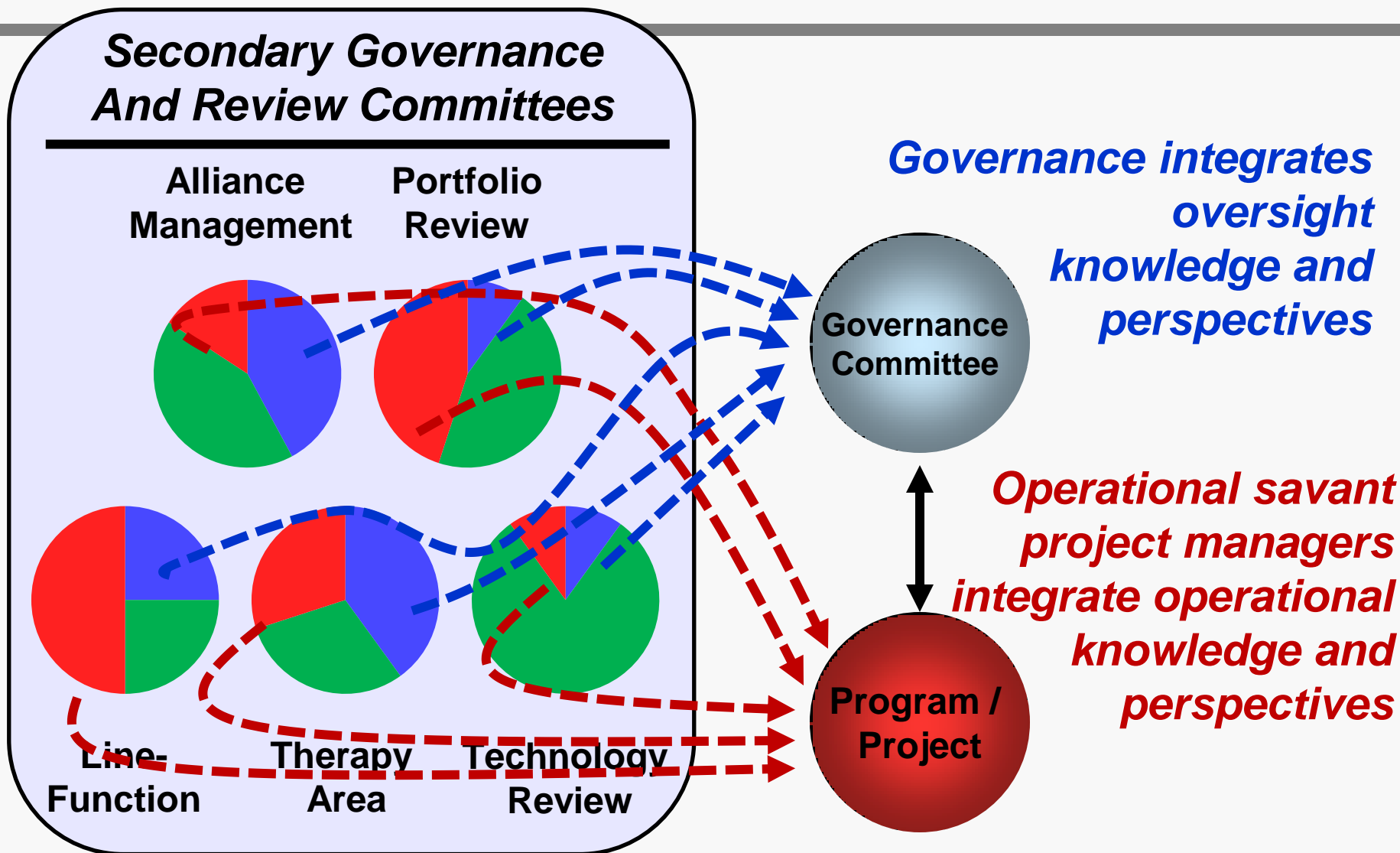
Operations

***Secondary committees may
have responsibilities for:***

- Oversight
- Managing outcomes
- Managing operations

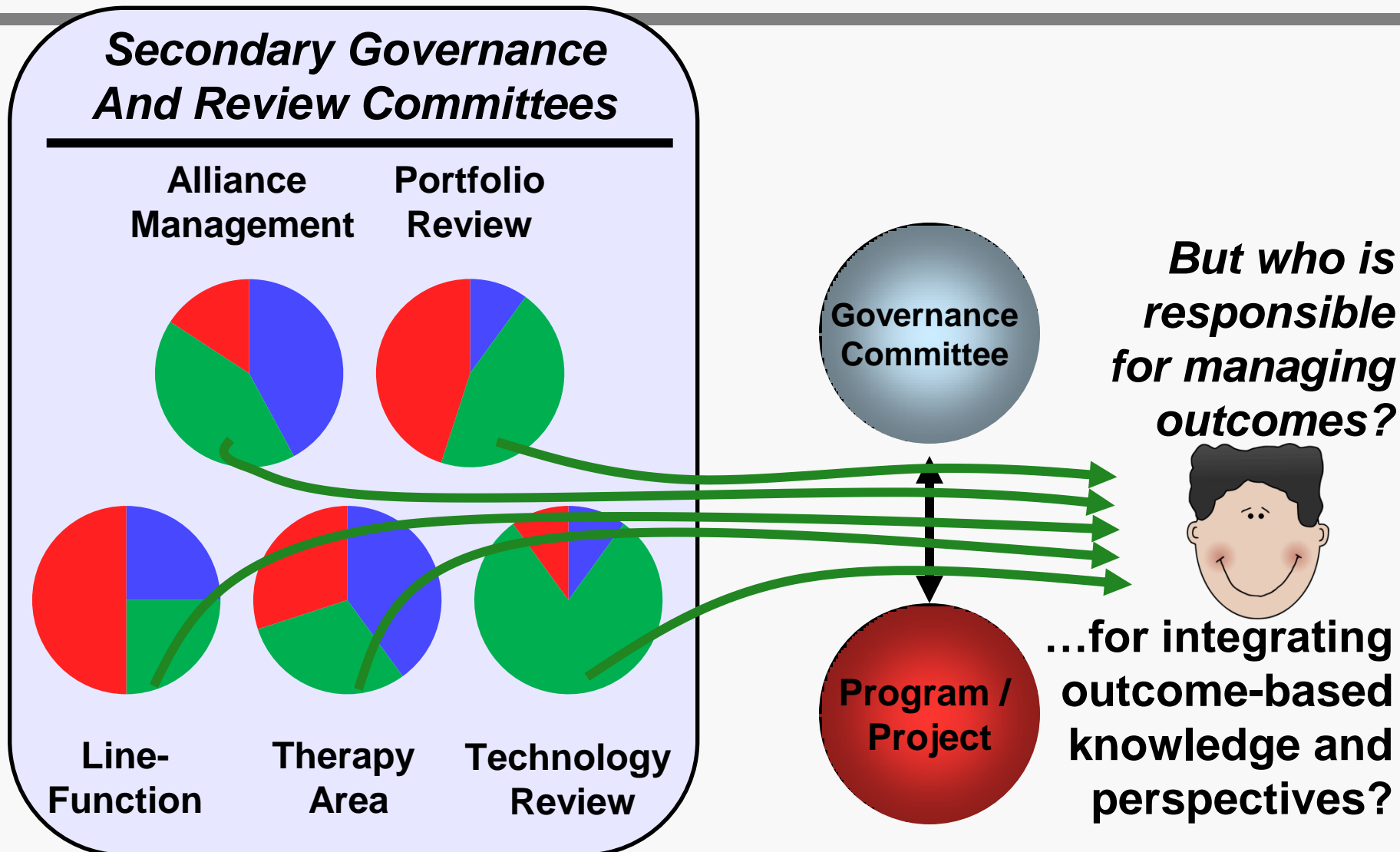
How Secondary Governance Affects PM's Role

A Pharmaceutical Company Example



How Secondary Governance Affects PM's Role

A Pharmaceutical Company Example



Who should serve the outcome sage role?

...integrating outcome knowledge and perspectives

...recommending adaptations to project strategy and plans based on emerging outcomes?

Organizational Approaches

Programmatic Systems:

“First generation”

Traditional PM

A system where the PM is expected only to manage operations

“Second generation”



Adaptive PM

Agile PM

Lean PM

Complex PM

Extreme PM...

Systems where the PM is expected to manage project outcomes

...but only for specific kinds of projects and outcomes, and within explicit constraints

Is there a more universal approach?

Sometimes There Is a Need for Two PM Professionals

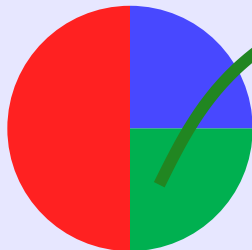
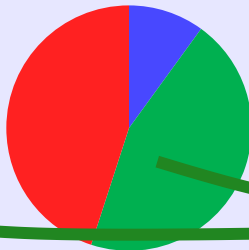
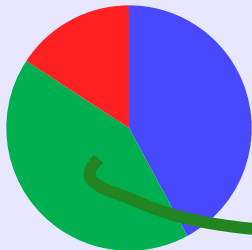
- **A traditional PM, focused on operations**
- **A second PM role, focused on...**
 - ▶ Outcomes (versus outputs)
 - ▶ Technical leadership (versus operational)
 - ▶ Learn-and-adapt approaches
(versus command-and-control)

A “Third-Generation” Approach

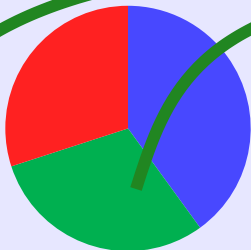
Secondary Governance And Review Committees

Alliance
Management

Portfolio
Review



Line-
Function

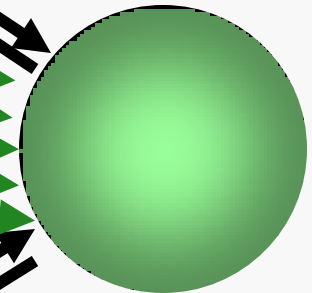


Therapy
Area

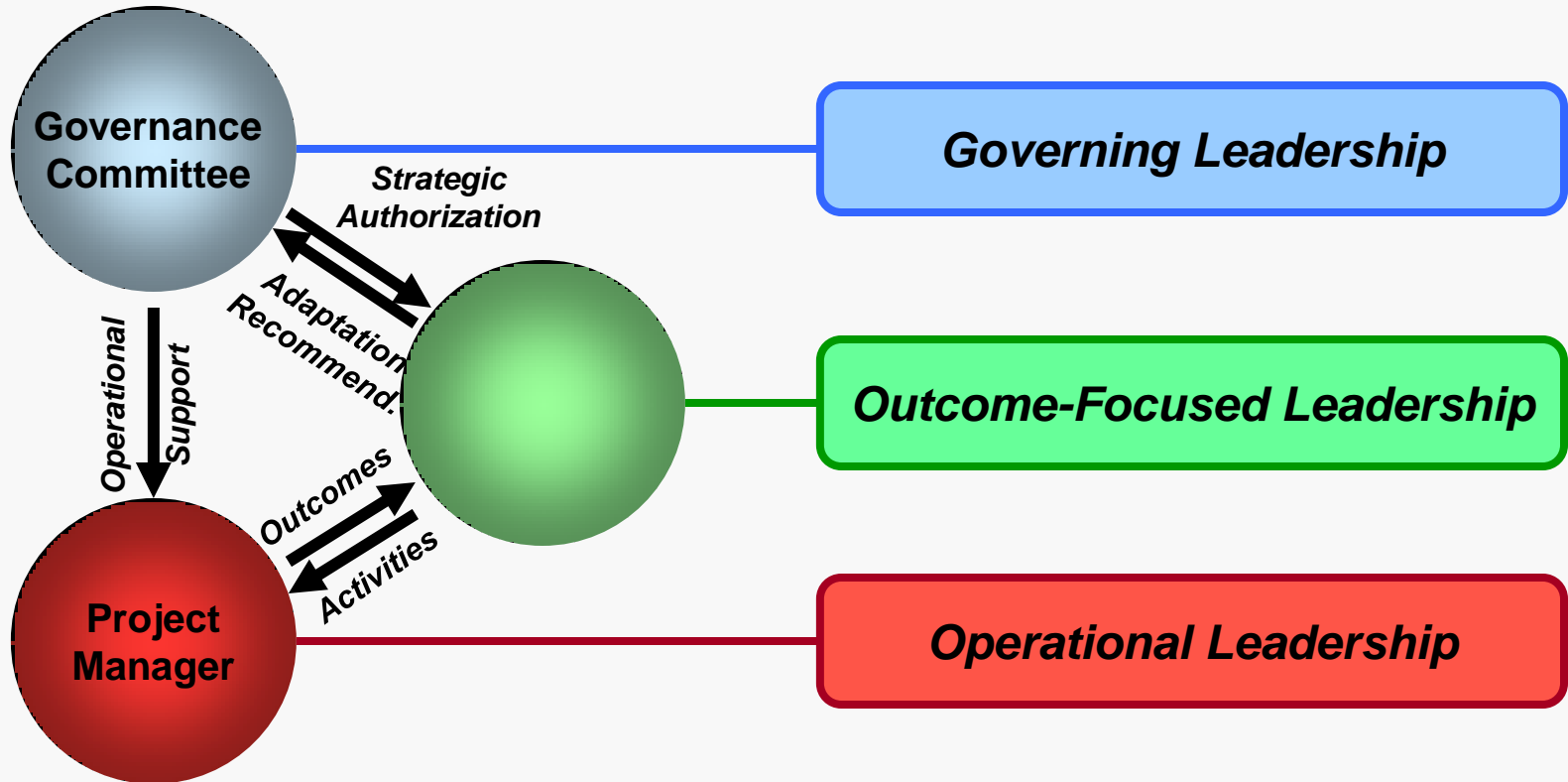


Technology
Review

The three-party, system assigns responsibility for integrating outcome-based perspectives.

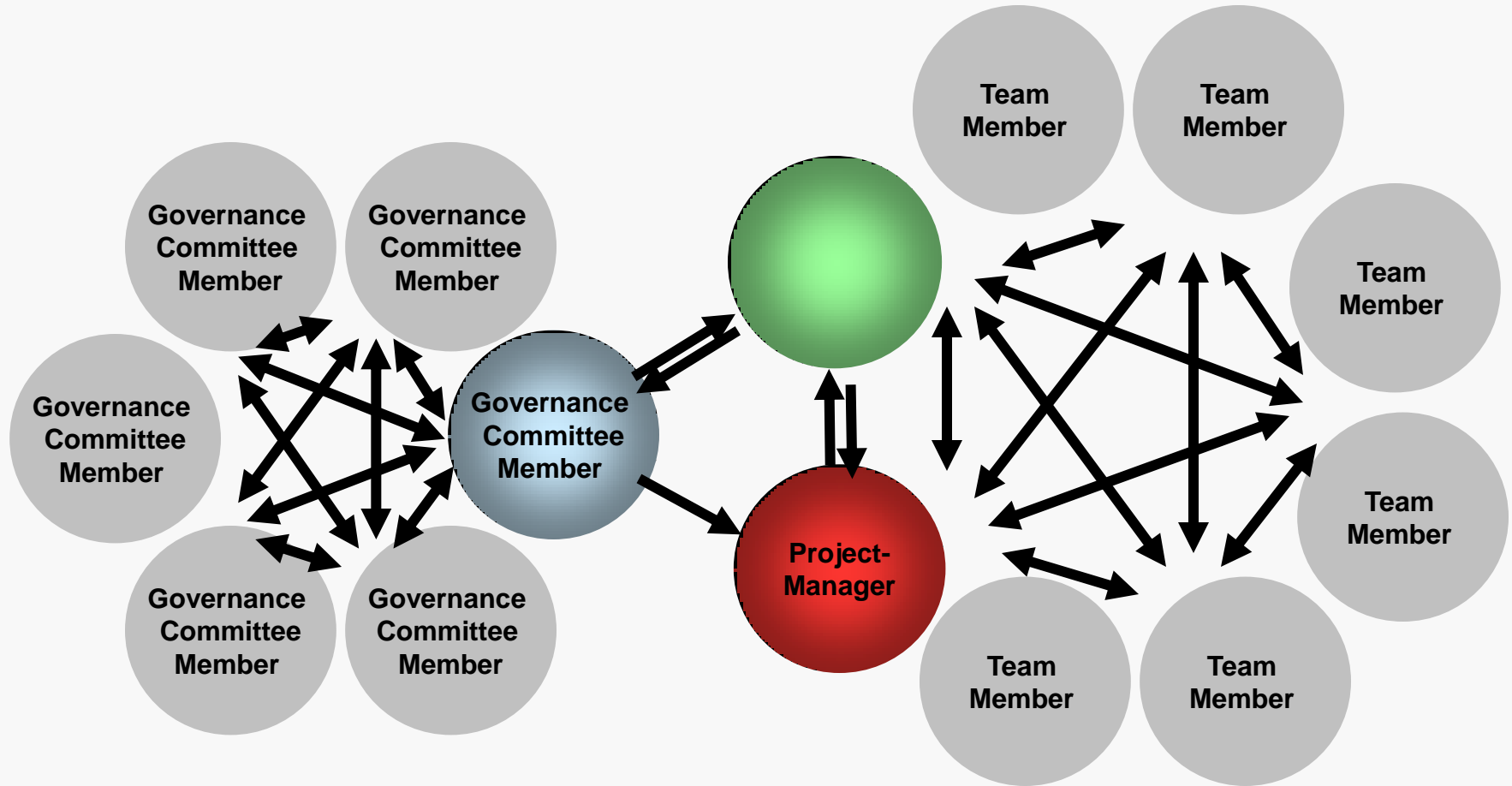


The Third-Generation Leadership System

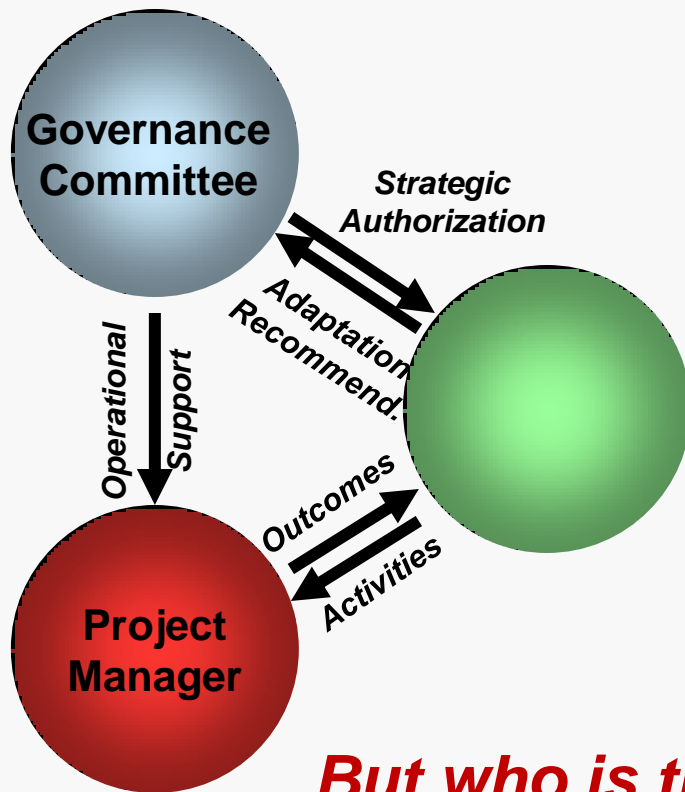


- Introduces outcome-focused leadership function
- Enables definition of three unique leadership skill sets and roles
- Creates a framework for developing a “Shared Leadership System”

Intersection of the Third-Generation Approach with Shared Leadership Principles



A “Third-Generation” Approach



Three-party system pairs operations and outcome-focused PMs (an operational savant and an outcome sage)

Joined at the hip, they become a “centaur of excellence”

*But who is this outcome-focused manager?
We may already know the answer*

Program or Project?

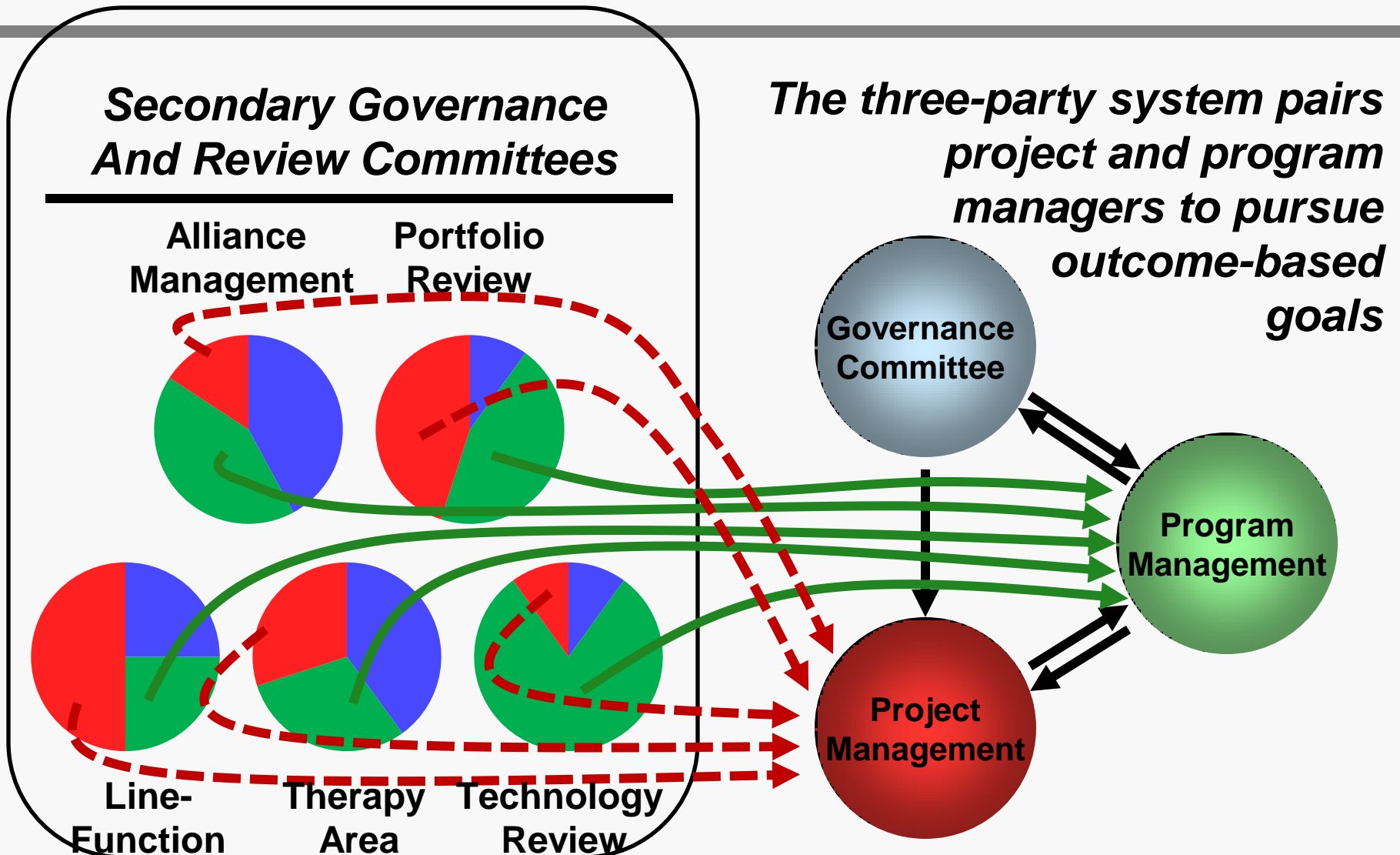
- **Cleaning the basement** (My latest _____)
- **Planting a garden** (A springtime _____)
- **Losing weight** (A weight loss _____)
- **Getting an education** (An educational _____)
- **Building a shed** (A home improvement _____)
- **Breaking a drug habit** (A rehabilitation _____)
- **Improving in sports** (An athletic _____)
- **Doing an assignment** (Finishing an art _____ for school)
- **Defending the country** (Our defense _____)
- **Taking care of children** (An after-school childcare _____)

Program or Project?

- Cleaning the basement (My latest **project**)
- Planting a garden (A springtime **project**)
- Losing weight (A weight loss **program**)
- Getting an education (An educational **program**)
- Building a shed (A home improvement **project**)
- Breaking a drug habit (A rehabilitation **program**)
- Improving in sports (An athletic **program**)
- Doing an assignment (Finishing an art **project** for school)
- Defending the country (Our defense **program**)
- Taking care of children (An after-school childcare **program**)

Projects deliver outputs; programs rely on outcomes.

Alignment of Roles / Responsibilities



Project and Program Management – Redefined

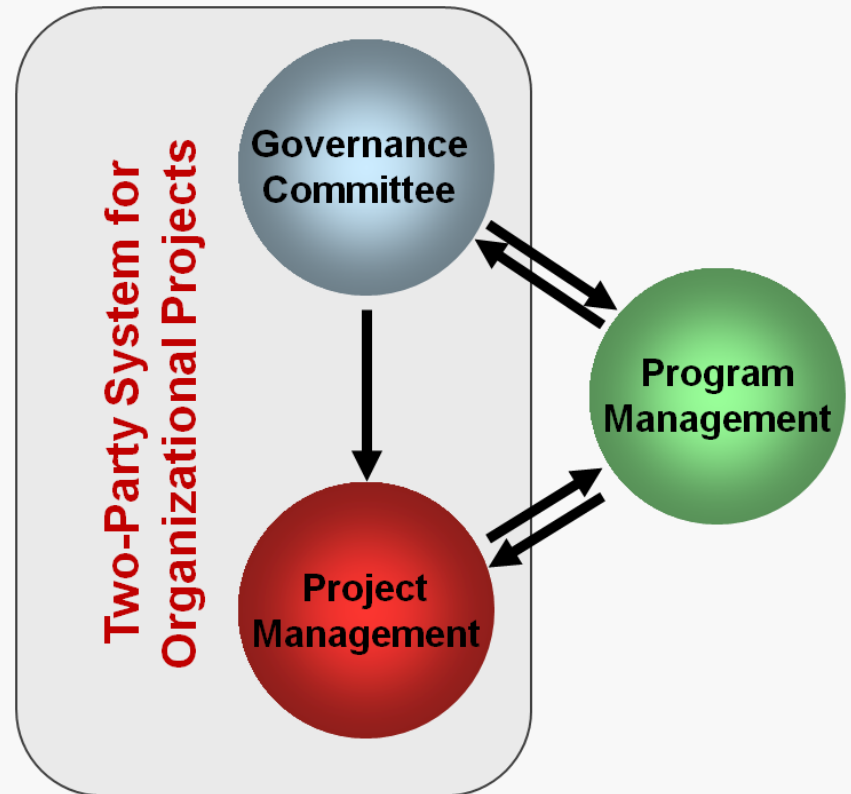
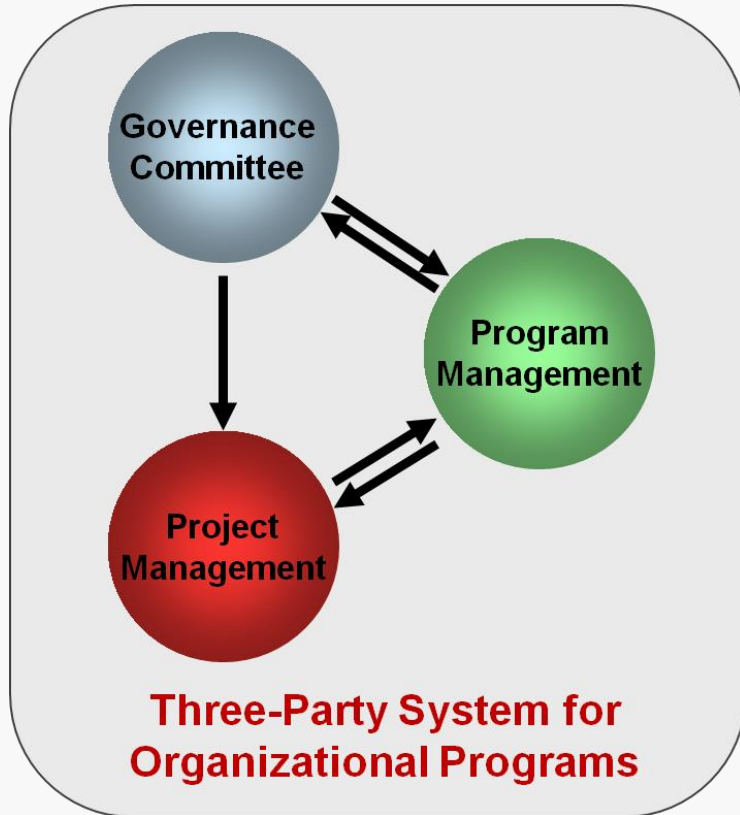
Project Management

- A profession that focuses on the design and completion of work plans, to ensure the delivery of specified work outputs on time and within budget.

Program Management

- A profession that ensures the optimal delivery of benefits by adaptively managing program strategies and plans in response to project outcomes.

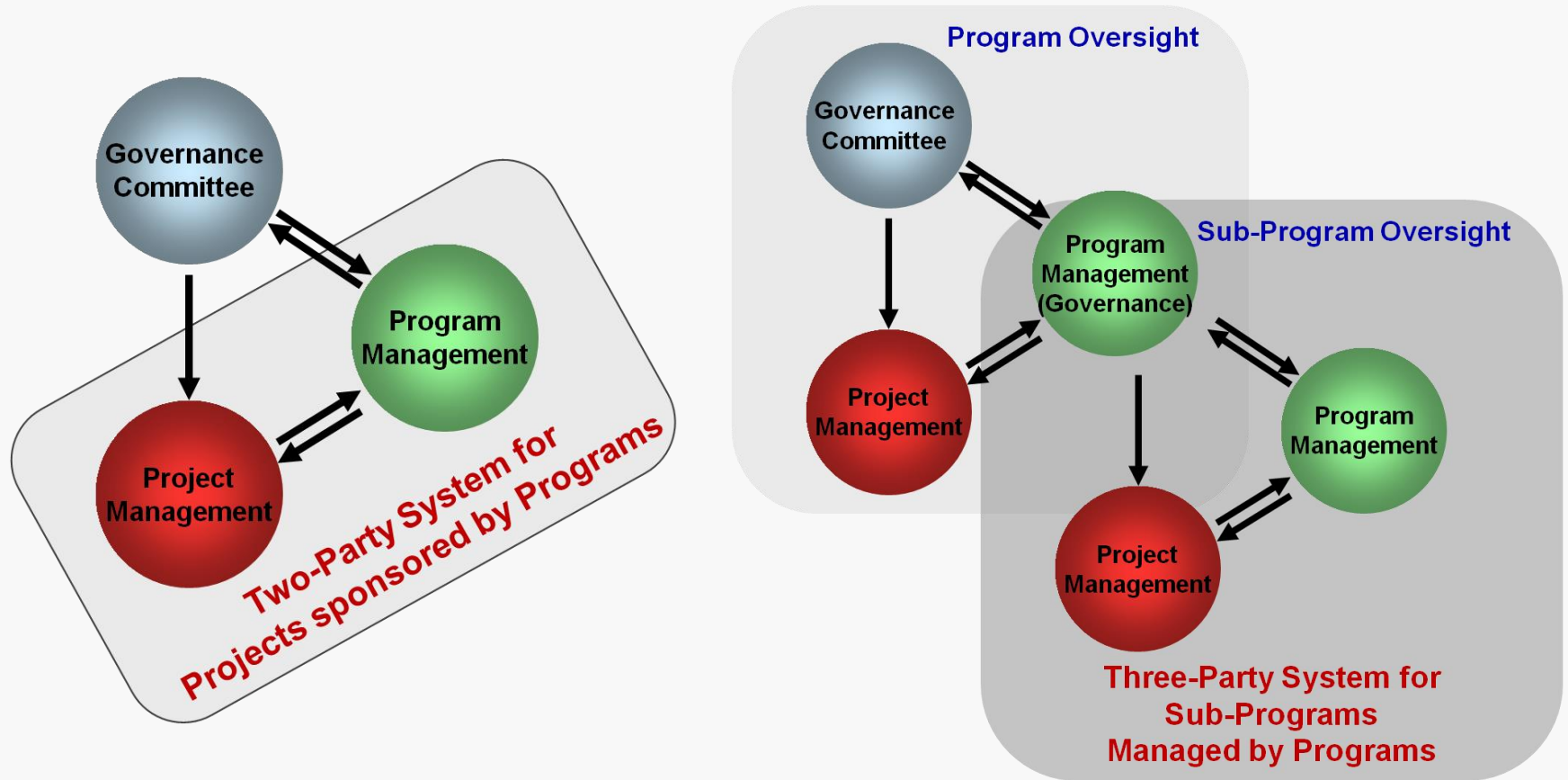
Applications of the Third-Generation Approach



Enables flexible use of two and tree-party systems
(Including those with “centaur PMs”)

The Third-Generation Approach

Projects and sub-Programs Sponsored by Programs



Equally applicable to projects and sub-programs sponsored by programs

Benefits of a Third-Generation Leadership System for Managing Complex Projects and Programs

- **Formalizes expectations of the “outcome sage” role**
- **Eliminates leadership ambiguity:**
 - ▶ PgMs = outcome sages; PMs – operational savants



- **Increases empowerment of PMs, PgMs, and teams**
- **Fosters a more agile, autonomous, innovative teams**



- **Enables deeper examination of leadership behaviors required of operational savants and outcome sages**

Defining Targeted Project Leader Behaviors

Competency element: Proactively facilitates issue resolution

Scenario: *An executive who meets a PL/M in the hall suggests a solution to a technical problem the PL/M's project is facing. The team's subject matter expert is not there. What is the preferred behavior for the PL/M?*

1. Communicate suggestion to the SME
2. Facilitate a meeting between the executive and SME
3. Relate SME's view (without taking ownership of it)
4. Discuss SME's & own view (take a position); seek solution
5. Discuss views of SME, team members & self; seek solution

***All 5 responses proactively facilitate issue resolution...
...but the behaviors, knowledge, and skills required for each
are different!***

Defining Targeted Project Leader Behaviors

Competency element: Proactively facilitates issue resolution

Scenario: An executive who meets a PL/M in the hall suggests a solution to a technical problem the PL/M's project is facing. The team's subject matter expert is not there. What is the preferred behavior for the PL/M?

1. Communicate suggestion
2. Facilitate a meeting
3. Relate SME's view
4. Discuss SME's & own view
5. Discuss integrated views

X	X		
		X	
			X

What behaviors are considered...

Appropriate?

Typical?

Preferred?

Ideal?

Defining Targeted Project Leader Behaviors

Competency element: Proactively facilitates issue resolution

Scenario: *An executive who meets a PL/M in the hall suggests a solution to a technical problem the PL/M's project is facing. The team's subject matter expert is not there. What is the preferred behavior for the PL/M?*

1. Communicate suggestion
2. Facilitate a meeting
3. Relate SME's view
4. Discuss SME's & own view
5. Discuss integrated views

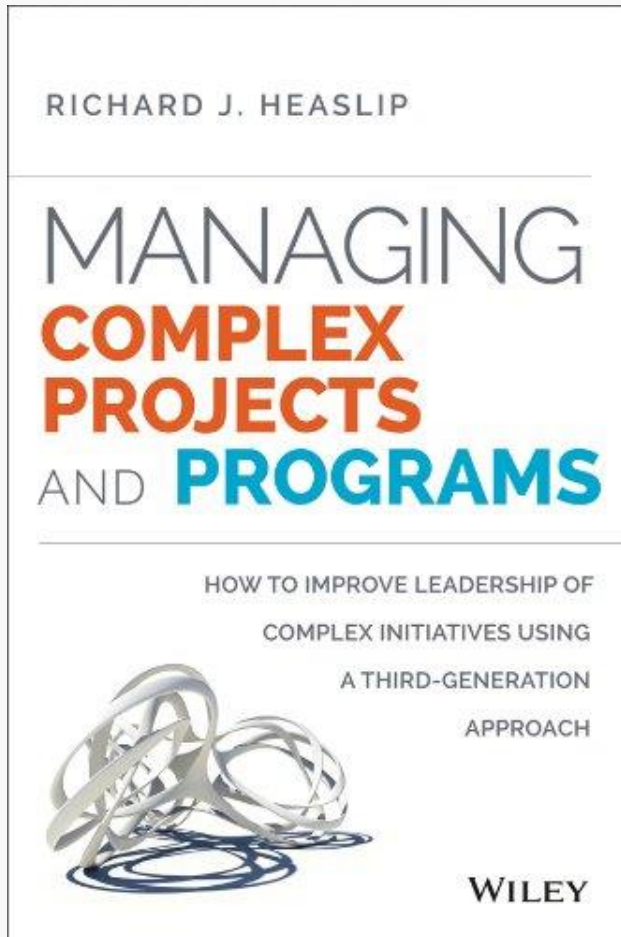
***What Behaviors are
required of an
Operational Savant, or
an Outcome Sage?***

Key Messages

- **The principle responsibility of modern project & program managers is to manage complex issues (complexity)**
- **We need to more clearly define how we do that**
- **We should accept that the skills required for managing different kinds of complexity are different, and improve our message about the skills we should have**
- **We can do that by teaching our organizations the differences between projects & programs, and how best to manage them**
- **Doing so will enable us to become better leaders**

**We should strive to be recognized as experts in
“programmatic science”**

Further interest?



For more information on programmatic science and the application of third-generation approaches to project and program management, see:

Managing Complex Projects and Programs

How to Improve Leadership of Complex Initiatives Using a Third-Generation Approach

*John Wiley and Sons
September 2, 2014*

Content of this presentation is the proprietary intellectual property of Richard J. Heaslip, Ph.D. and is protected under the copyright laws of the United States of America and other countries. All rights to this material are reserved. Unauthorized display, use, reproduction or distribution of these materials, in whole or in part, without explicit written permission is strictly prohibited.

The opinions expressed are those of the presenter.

“Programmatic Science” is a trademark of Programmatic Sciences LLC.