



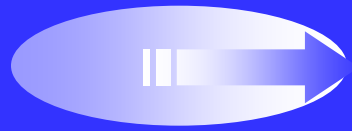
Building Teams to Achieve - *Proven across Cultures, Disciplines, Geography.*

Diane Dromgold
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www.rncglobal.com



Diane

- Unusual in that I Chose PM as a career
- *Found* Project Management in 1984
- *Started* on a large Australian Federal Government project
- First project I was ever associated with was a success – can't say that for all that followed.



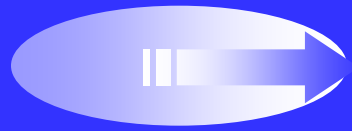
50% Success Rate

- There was no PM course to attend
- No accreditation to pursue
- No PMBOK to guide
- SDM 70 was the only methodology (*and we didn't use it*)
- No PM organization to join (*other than construction*)



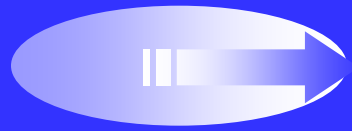
First Principles from that project

- Projects are initiated to achieve a specific outcome not considered achievable in the normal course of business as usual.
- It's all about getting people to do what's required when it's required.



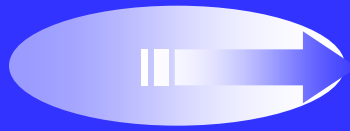
What I loved about PM

- Sat outside the corporate ladder
- Was based on achievement more than politics
- Gave me access to people I wouldn't have met in the course of a regular job
- Provided the opportunity for achievement, variety and mobility



The adventure to learn

- Sat at the feet of people older and wiser who were achieving
- Approached every job as a project
- Learnt successful PMs were the ones who kept their eye on the ball while maintaining a level of emotional detachment from the content of the project.
- Successful PMs are able to deliver an outcome in any field.



The last 24 years

Industries

- Government
- Airlines
- Biotechnology
- Banking, Finance and Insurance
- Retail
- Professional Services
- Distribution
- Manufacturing

Countries

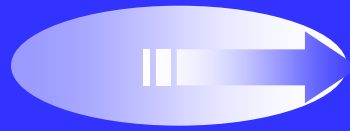
- Australia
- Mexico
- Canada
- Philippines
- Singapore
- Hong Kong

Projects

- Information systems
- Core systems
- Mechanical, Electrical and Software engineering
- Product development
- Product launches
- Company re-branding
- Conception to release
- X- functional
- Enterprise change

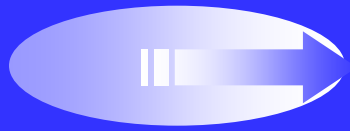
Size

- Small to billions



As a profession PM has

- Introduced processes and procedures
- Worked harder and harder at applying processes, procedures and tools
- Studied failure and responded with yet more process, procedures and dogma
- Eliminated discretion and introduced standard reporting
- Introduced tools to track, report and predict
- Focused increasingly on the mechanical aspects of project administration.



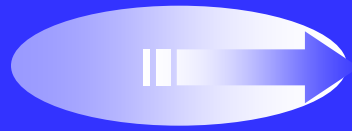
The escalation of process and failure

- And now the success rate is much lower than 50%
- PM is considered a path to failure, or at the very least bureaucratic overhead, by many senior executives I've met.
- One of my favorite lines is "PM has become excellent at eliminating almost all risk of success!"



We're really good at

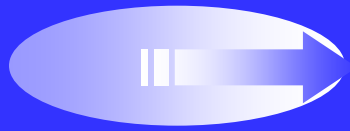
- Planning
- Scheduling
- Tracking
- Reporting
- Preplanning
- Rescheduling
- Reporting
- Defending
- Defining success as the achievement of on time in budget to agreed scope



First principles lost

We forgot the first principles:

- *Projects are initiated to achieve a specific outcome (largely been lost in today's rush to accreditation and defensibility of failure); and*
- *Its all about getting the people to do what is required, when.*



Studying success

- The usual response to failure is to study what went wrong and correct it for next time.
 - The underlying assumption being that when success is achieved it's because what failed this time was successful that time.
 - The flaw is, we aren't sure that what failed this time actually worked when there was success – it might have failed then too but not been the cause of success.



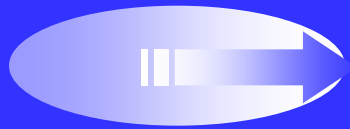
Success

To study success:

- Chose projects and programs where outcomes were achieved and considered successful.
- Observed PM's (delivering success and failure)

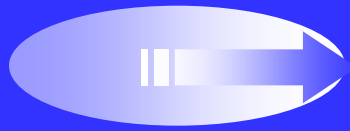
The primary question was:

- What is happening when projects succeed.



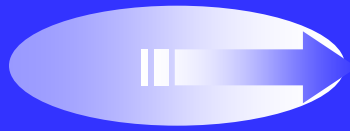
Looked at

- Large mission critical system development and implementation
- Biotech product development
- Market launches
- System developments and implementation
- Change programs
- Engineering projects
- Theatrical productions
- Surgical procedures
- Team sport
- Military actions
- Across cultures, geography, co-located as well as dispersed teams, and virtual teams



Considered

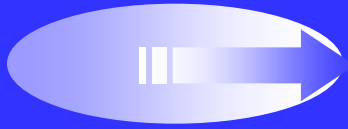
- What was hoped for
 - The outcome
- What was planned for
 - The scope of the activity
- What was used to support the outcome
 - Methods, tools, processes
- What the PM was doing
 - Focus of activity
- Who said it was successful, when and why



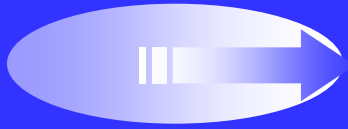
Key findings

In each case:

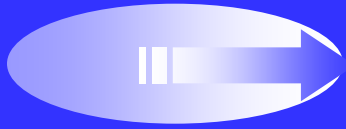
- The project participants were skilled in their domain
- They came together to contribute their skills and knowledge to the outcome
- There was a shared understanding of the end goal
- There was acceptance and willingness to contribute to the end



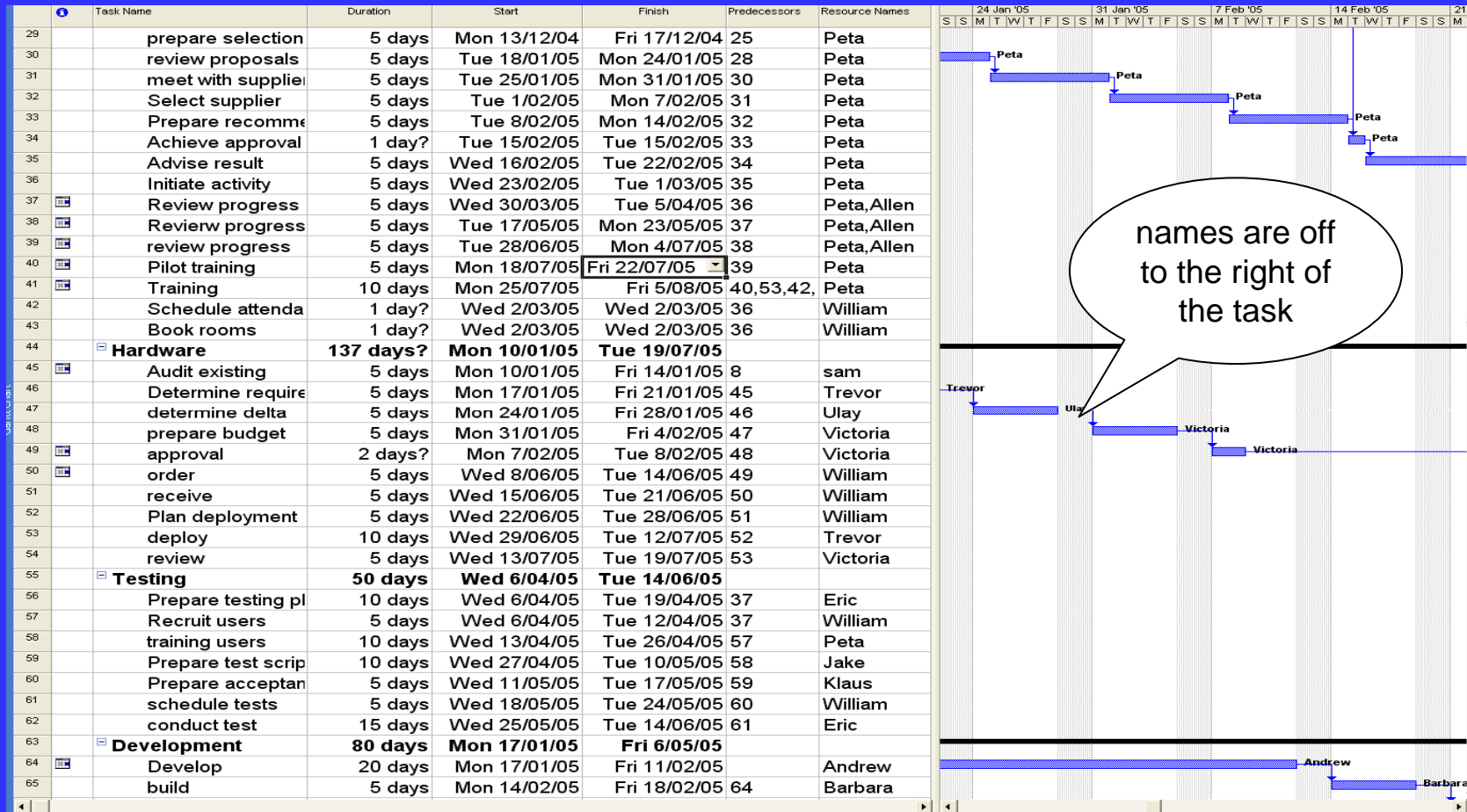
- Everyone knew the journey to be taken
- Each person knew what was required of them, and when.
- The PM supported the people and the process, was not necessarily a domain expert and had the big picture – keeping the end in mind
- Where success was achieved the use of the tools and methods of PM was not a factor either for or against success – the mechanical tools and methods we use were found to be passive to the outcome.

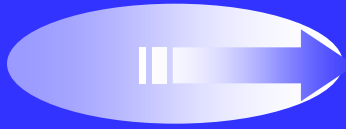


Project management has taught us to develop plans and schedules; allocate and manage activity either via task list or Gantt Chart



The Gantt Chart





Task list

Run System Check	0.5 days	16/07/2004 13:00	16/07/2004 17:00	Rasmi
Run Data Fixes for SP12	0.5 days	19/07/2004 8:00	19/07/2004 12:00	Rasmi
Run E- E Test Scenarios	3 days	22/07/2004 8:00	26/07/2004 17:00	Mike, Maureen
Run Discrete Test Scenarios	2 days	27/07/2004 8:00	28/07/2004 17:00	Mike, Robert
Sign Off SP12 - For Production	0 days	28/07/2004 17:00	28/07/2004 17:00	Mike, Robert
Open access to BPC's in Central region	0.5 days	29/07/2004 8:00	29/07/2004 12:00	Allen
BPC's Run through test scenarios and confirm new functionality	3 days	29/07/2004 13:00	3/08/2004 12:00	Susana, Ed
Schedule Uplift to PROD	0 days	3/08/2004 12:00	3/08/2004 12:00	Louise, Allen
Go Live	0.56 days?	28/07/2004 8:00	28/07/2004 13:27	
Go live support	5 days	2/07/2004 8:00	8/07/2004 17:00	Rick, Christine
Go live support in Adelaide	2 days	2/08/2004 8:00	3/08/2004 17:00	Louise, Paschal



OR

Rob	21.10.02	PCB scope of changes
Rob	21.10.02	Power supply solution known
Graham	22.10.02	System Spec. review
Rob		Alarm- sound level
Richard		CE Mark- regulatory requirements
Pam and Mark		Labeling S and ST
Sue		Manuals with return valve
Mary		Return valve

In other fields its taken one step further

Resources

BLACK LACES - GREEN OLIVES

A play in two acts.

Characters:

DENNIS WOOD, a solicitor, about 30 years

VICTOR WILSON, a solicitor in his fifties

HARRIET WOOD, Dennis' mother, she is a widow, in her fifties

JULIA, secretary to "Wood and Wilson"

LORENZO, an Italian

GORILLA, a Latin looking young muscle bundle

A play

SET

The solicitors' office. A sofa, two armchairs, a small table, bookcases with gold-printed books, glass-fronted cabinet with glasses and bottles, the secretary's desk with modern office equipment, two grave paintings on the wall (portraits of Harriet's late husband and his father who founded the firm in the good old days), and a wardrobe cabinet.

Everything, except the office equipment, smells of the times when honesty and decent behavior (in business as well as in private matters) were still at hand.

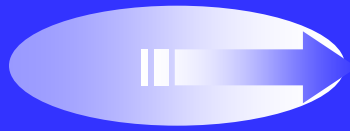
Four doors. One is the main entrance, one opens to Victor's office, one to Dennis' office, the last door leads to the kitchen, the toilet and the files.

ACT ONE

Julia is at the computer. The Dictaphone is on. She is listening to Victor's voice. 'VICTOR': 'So we hereby apply for a mortgage loan of 69.000 pounds.' ... Julia turns off the Dictaphone, repeats and writes and turns it on again. ... 'For which we can offer a first mortgage on the above mentioned Italian estate, comma' ... Julia turns off, repeats and writes and turns on again. ... 'our latest investment, comma' ...

- *JULIA: What? She turns off. ... Investment? Must be a mistake. We never invest. ... She rewinds the tape and turns on. ...*
- *'VICTOR': 'Our latest investment, comma' ... She turns off, shrugs her shoulders, repeats, writes and turns on again. ... 'Including a manor house, comma, 85 hectares of olive plantation, comma' ... She turns off, repeats and writes. Dennis enters from his office.*
- *DENNIS: Poor little thing, how busy you are. Do you need a little massage? ... He starts giving her neck and her shoulders massage. The telephone rings.*
- *JULIA: Wood and Wilson, good morning ... Beg your pardon? ... Yes, Mr. Wilson is a solicitor ... I don't quite understand. ... No, I'm sorry, Mr. Wilson hasn't*

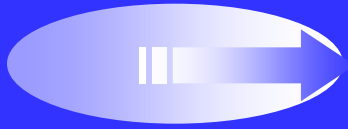
Who does what, when



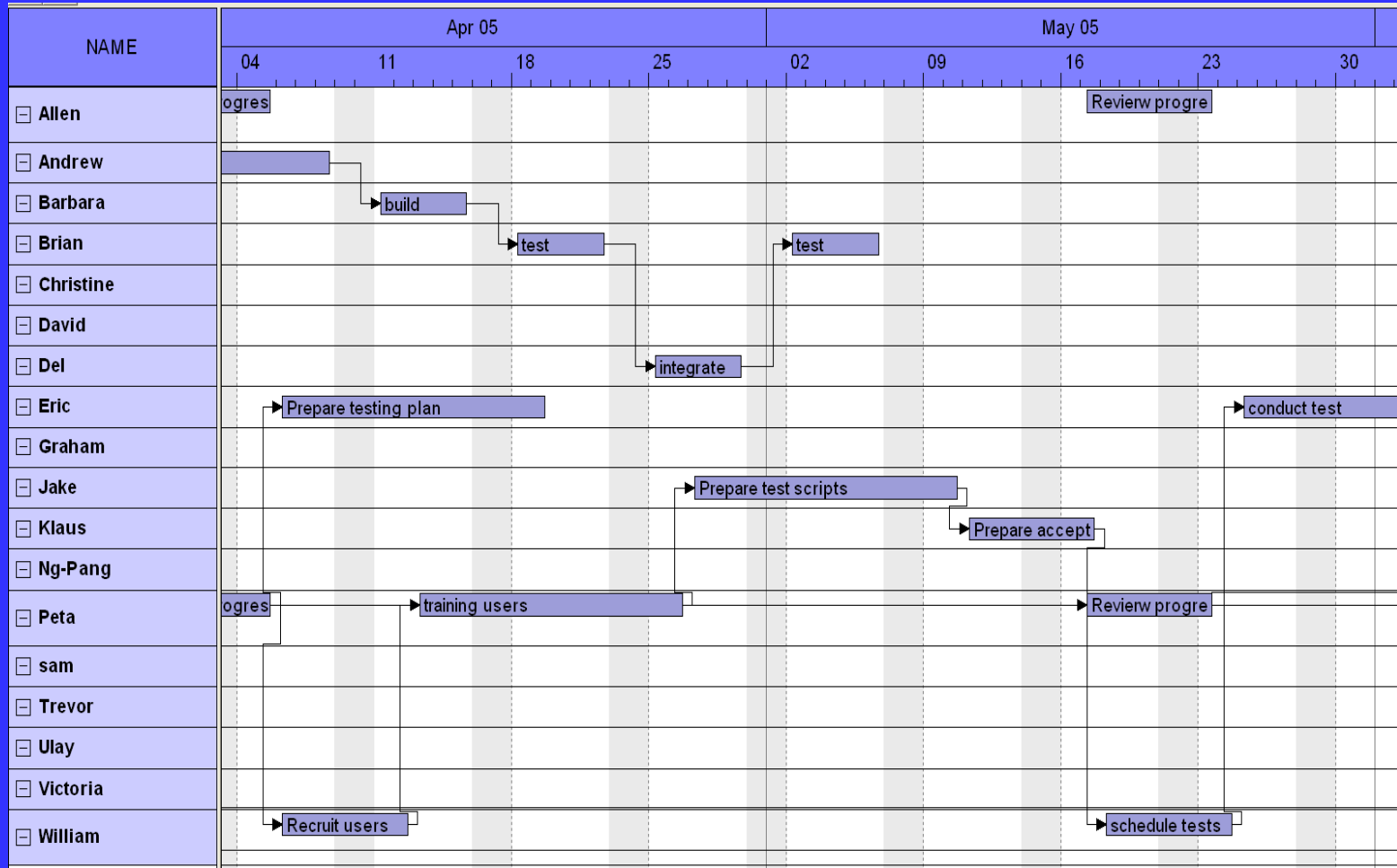
The extra step

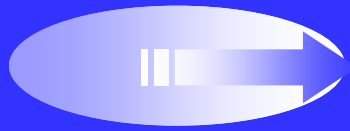
Making the project make sense to the individual

- Do all the usual planning things and then
 - Flip the project plan
 - Make it clear who has to do what and when
 - Where their contribution fits in to the overall project
 - Who they are depending on and who is depending on them



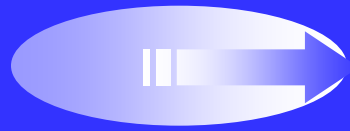
It works in projects too





The difference

Project management doesn't
take psychology into account

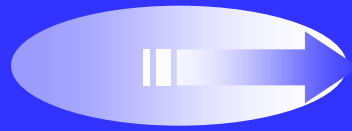


The difference it makes

- Makes it crystal clear who needs to do what and when and highlights bits that aren't done.
- Facilitates relevant conversation between team members and with the PM.
- Highlights actual conflicts rather than just over allocation.



- No one wants to be the weak link in the project
- Changes behavior of both the PM and the people on the project.



People get things done

- Enterprises want things done
- People get things done.
- Process ignoring the people doesn't work
- People ignoring the process can work
- People supported by process is ideal
- Lets manage the people to get things done!