

UNSPOKEN FEARS THE THINGS THAT GIVE NIGHTMARES TO IT PROJECT MANAGERS

PMI-SOC PDD TORONTO
MARCH 5, 2011

DHANU KOTHARI
PRESIDENT
D2I CONSULTING

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 1



THE UNIVERSE IS HOSTILE TO THE SUCCESS OF YOUR PROJECTS

WHAT ARE YOU DOING ABOUT IT?

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 2

PM... IT'S ALL ABOUT PEOPLE & PROCESS

Classic Mistakes	Category	% Projects
1. Poor estimation and/or scheduling	(Process)	54%
2. Ineffective stakeholder management	(People)	51%
3. Insufficient risk management	(Process)	47%
4. Insufficient planning	(Process)	39%
5. Shortchanged quality assurance	(Process)	37%
6. Weak personnel and/or team issues	(People)	37%
7. Insufficient project sponsorship	(People)	36%
8. Poor requirements determination	(Process)	31%
9. Inattention to politics	(People)	29%
10. Lack of user involvement	(People)	29%
11. Unrealistic expectations	(People)	27%
12. Undermined motivation	(People)	26%

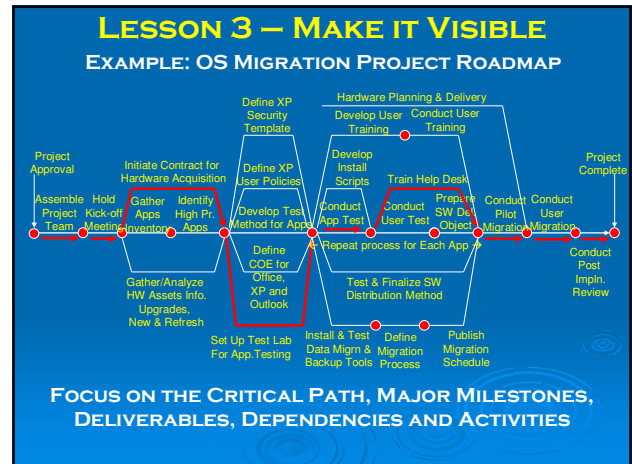
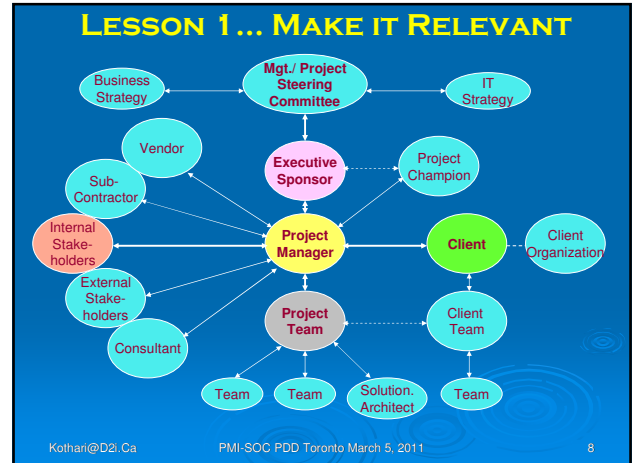
Based on research by Prof. Ryan Nelson, McIntyre School of Commerce, Univ. of Virginia (7 years, 74 org, 99 IT projects)

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 3

- ### UNSPOKEN FEARS NIGHTMARE SCENARIOS
1. Change in Management/ Sponsorship
 2. Unrealistic deadline or expectations
 3. Uncooperative client and stakeholder
 4. Key resources transferred or terminated
 5. De-motivated/ Difficult team members
 6. Culture of fear - Pressure to ignore risks
 7. Ever-changing requirements
 8. Organizational Politics – the hidden agenda
 9. Visible roadblocks – Sponsor with no clout
 10. Estimating Assumptions; Level of confidence
 11. Mgt. misinformed (viability, timing, status)
 12. Refusal to accept that the project needs help
- Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 4

- ### TECHNIQUES FOR MANAGING UNSPOKEN FEARS
1. Make a list – Act of writing is a therapy
 2. Reserve time slots to address/ worry
 3. Focus on realistic issues Vs. imaginary
 4. Discuss with a trusted advisor/mentor
 5. Ask for help; Alert client of situation
 6. Present “bad news” with alternatives
 7. Manage communication
 8. Establish network in the organization
- Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 5

- ### IS THERE A BETTER WAY ...
- ... to make sense out of situations to see significance?
1. A certain degree of detachment from immediate perception is a crucial inner resource
 2. Key is to take a step back and understand the bigger picture
 3. Taking it personally ... It ain't about you! It's all about people, process and the project!
- “Dispassionate objectivity is itself a passion for the real truth” – Abraham Maslow**
- Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 6



- ### LESSON 4 – MAKE IT FORMAL
- If it's not documented, it doesn't exist!
-
1. Project Charter
 2. Project Organization
 3. Work Breakdown - WBS
 4. Major Milestones
 5. PERT/ Dependency
 6. Detailed Estimates/ Schedule
 7. Deliverables/ Responsibility
 8. Resource Plan
 9. Financial Plan
 10. Risk Management Plan
 11. Project Quality Plan
 12. Project Control Plan
 13. Project Communication Plan
 14. Change Management Plan
 15. Acceptance Plan
 16. Contract Mgt. Plan
 17. Work Assignments
 18. Status Reports
 19. Minutes of Meetings
 20. Escalations & Issue Mgt.
 21. Sign-offs/ Completion Reports
 22. Business Benefits Validation
 23. Supporting Documentation
- Project Workbook
- Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 11

LESSON 5 – MAKE IT EASY

Manage Project Deliverables with the "RACI" Chart

Work Package/ Deliverable	Project Manager	Client Manager	Business Analyst	Technical Architect	Developer No. 1	Network Analyst	End User Rep.	Target Date	Cost
Work Pkg # 1									
Deliverable 1	A	R		I		C	MM/DD	\$	
Deliverable N	I	C	A		R			\$	
Work Pkg # 2									
Deliverable 1	C		I		R		A	\$	
Deliverable N			A	C		I	R	\$	
Work Pkg # N									
Deliverable 1	R	A	C	I				\$	
Deliverable N		R	A	I	C			\$	

R : Responsible for the Deliverable **A** : Accepts/ Approves the deliverable
C : Must be Consulted **I** : Needs to be Informed

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 12

LESSON 6 – MAKE IT WORK FOR YOU

How We Communicate

- Non-Verbal**
 - Body Language
 - Expressions
 - Hand Shake
 - Posture
 - Eye Contact
 - Listening
 - Dress/ Attire
 - Interest/ Attention
- Verbal**
 - Project Kickoff
 - Client Review
 - Project Review
 - Performance Review
 - Status Update
 - Presentations
 - Project Selling
 - Conference Call
 - Phone Call
 - Interviews
- Written**
 - Project Documents
 - Requirements thru Final Assembly, Test & Operations
 - Manuals for Users, Operations & Trng.
 - Change Requests
 - E-Mail Messages
 - Management Reports
 - Contracts
 - Agendas
 - Meeting Minutes
 - Status Reports
 - Newsletters
 - Promotion/ Publicity
- E-Devices**
 - PDA'S
 - Data Devices
 - Intranet/ Internet
 - Project Servers
 - Web-based Rpt.
 - Cell phone
 - Pager
- Visual Aids**
 - Graphs
 - Charts
 - Slides
 - Pictures
 - Posters
 - Video Clips
 - Logos

LEVERAGE DIFFERENT MODES & STYLES

LESSON 7 - MAKE IT EFFECTIVE

IMPACT ON EFFECTIVENESS OF VERBAL COMMUNICATIONS

How we say it 38%

Body Language 55%

What we say 7%

Reference: Social Intelligence by Karl Albrecht

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 14

LESSON 8 – MAKE YOUR TOOLKIT

1. Business Case & Project Charter
2. Project Organization Chart
3. Work Breakdown Structure
4. Dependency Chart & Critical Path
5. Major Milestones, Work Packages, Deliverables & Updated Schedule
6. RACI Chart (Responsibility Matrix)
7. Risk Assessment & Risk Plan (Top 3 Risks)
8. Financial Plan with the Six Measures (TBC, CBC, CAC, CEV, ETC, VAR)
9. Change Order Requests (Most Critical)
10. Status Reports, Issues & Escalations

If you are not using these, then what exactly are you using to manage your project?

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 15

LESSON 9 – MAKE IT PERSONAL

INSULATE THE TEAM FROM ORG. POLITICS & MANAGEMENT ISSUES

- Client interface responsibility
- Focus on individual deliverables
- Awareness of stakeholder expectations
- Continually sell the project
- Manage internal & external politics
 - Budget, Buy-in, Approvals, Resources
 - Dept. Goals, Priorities, Commitment

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 16

LESSON 10: MAKE IT FUN

ENJOY THE POLITICS

“Having the organizational savvy to get your ideas and recommendations accepted”

Good politics . . . the art of meeting members' needs, solving problems & communicating recommendations . . . to influence project direction towards its intended outcome.

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 17

LESSON 11: MAKE IT UNIQUE

- Structured & meaningful communication
- Formalized process for delegation, escalation, resolution etc.
- Inclusive culture of “problem resolution”
- Focus on the process. . .not personality!
- Value differentiation
 - Excellence, Integrity, Learning, Serving?

What is unique about your Project Team?

Kothari@D2i.Ca PMI-SOC PDD Toronto March 5, 2011 18

LESSON 12 – MAKE IT FOCUSED

Relax ... It's not your fault!



Speech: 250 words/minute



Hearing: 750 words/minute



Brain CPU: 10K-50K words/minute

**LISTENING SKILLS ...
CHANNEL EXCESS CAPACITY
TO THE CONVERSATION**

Kothari@D2i.Ca

PMI-SOC PDD Toronto March 5, 2011

19

LESSONS LEARNED MANAGING UNKNOWN FEARS

- Projects are political; Learn to play positive politics
- MS Project ... the last thing you do; not the first!
- Know the context ... Methodologies & Buzzwords (PMBOK, Prince, ASAP, Agile, Time-boxing, Phases, Processes, Gating, Governance etc.)
- Use iterations/ time-boxing effectively
- Practice visible PM – WBS, Dependency chart, RACI
- Build trust, relationship and confidence with the Client
- Manage client expectations; Engage the Client
- Manage overall project risk along with technical risk
- Develop Soft skills ... You're a Facilitator, communicator, negotiator, mediator

Kothari@D2i.Ca

PMI-SOC PDD Toronto March 5, 2011

20

MORE LESSONS LEARNED MANAGING UNKNOWN FEARS

- Know the Critical Path
BI: Data extraction; OS migration: HW refresh;
ERP: Mgt. of change; Server consolidation:
Application & data inventory; SW development:
QA & testing
- Manage Scope for functionality (Good enough)
Vs. Solving world hunger
(e.g. Data strategy, Enterprise Architecture)
- Manage project communication ... Use the tools
effectively; Speak Up – Silence Kills!
- Focus on the big picture - It's not just
development (it's one of many components)
- Manage the Team – Focus on objectives,
structure, process, culture and common Purpose

Kothari@D2i.Ca

PMI-SOC PDD Toronto March 5, 2011

21

WHAT'S YOUR PASSION?
What are you communicating?
What is your team yearning for?



**"If you want to build a ship,
don't drum up the men to
gather up the wood, divide
the work and give orders.**

**Instead, teach them to yearn
for the vast and endless sea."**

- Antoine De Saint-Exupery

Kothari@D2i.Ca

PMI-SOC PDD Toronto March 5, 2011

22

Download a checklist <http://www.d2i.ca>
Books specially discounted for PMISOC-PDD \$20 each

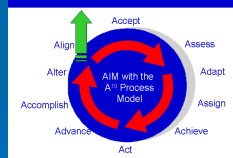
RAINBOWS & Ratholes

Best practices for managing
successful projects

01/the world of project management 02/responsibility without authority 03/where is the roof 04/getting the baseline right 05/it's out of scope! 06/who's doing what to whom 07/getting to the finish line 08/if it's not documented, it doesn't exist 09/who's on first? 10/uncertainty – the only certainty 11/the cost is the cost is the cost 12/quality is what the client experiences 13/people make projects happen 14/it won't happen if you can't communicate 15/manage your soft skills 16/doing the right thing for your project 17/finish the job with the right tools!
DHANU M. KOTHARI

From Ratholes to Rainbows

MANAGING PROJECT RECOVERY



Dhanu M Kothari
Romeo Mitchell

Kothari@D2i.Ca

PMI-SOC PDD Toronto March 5, 2011

23

BOOK REVIEW

RAINBOWS & RATHOLES: BEST PRACTICES FOR MANAGING SUCCESSFUL PROJECTS

"This book about project management is definitely the best down-to-earth guidance I have come across in one place in more than 30 years of reading about, writing about, and doing project management.

Whether you are brand new to product development or an accomplished project manager, there is much in this book for you to learn. This book is a best read for all types of project managers."

Gerald Mulenburg, Director NASA (Retired)
National Aeronautics and Space Administration

Kothari@D2i.Ca

PMI-SOC PDD Toronto March 5, 2011

24