



Project Management

Addressing issues related to
managing projects and gaining win-
win at the same time

Presentation by Ted Hutchin



What is the goal of project driven organisations?

- To make money from sales related to project driven products and/or services
- To satisfy the market by
 - Delivering on time (the original time)
 - Meeting the full specification of the client
 - Meeting the budget (the original budget)
- To satisfy the team

Some initial thoughts



- What is the number one priority?
 - *In other words, what is the goal for each and every day?*
- How much time do we spend on that?
 - *Consider the typical working day – how much time is spent on activity that takes the organisation towards the goal, is working on the necessary conditions to achieve the goal?*
- How many of us believe that the vast majority of the people in the organisation possess far more creativity, resourcefulness, ingenuity, intelligence and talent than their jobs require or even allow?
- How many feel a lot of pressure to produce more for less – but we fail to use the talent we have!

Chronic Problem ctd



- Project teams have unclear goals
 - *Ask any team – what is the number 1 priority? Eventually urgency replaces importance – there is widespread dysfunctional behaviour and protective communication*
 - *Ask, with eyes closed, each person to point north – then open eyes*
- The members of the team run around in all directions
- The basic sequence of Goals – Strategy – Tactics – Action is missing in many cases
- The Execution Gap
 - *Less than 15% can identify the most important goals and priorities – remember the front-line produces the bottom-line*
 - *19% feel passionate about the top goals – the rest are not involved*
 - *49% of time is spent working on the goal, the rest on other things*
 - *51% do not understand what you have to do to meet the goal*
 - *“In order to reach goals you have never reached before, you have to start doing things you have never done before” (Covey)*



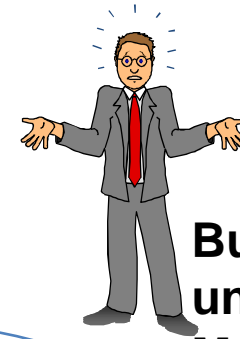
The reality of projects today

- Time to market is now a critical success factor for most project driven companies
 - This applies to both internal and external projects
- Applies to all aspects of the organisation, not just IT or product development
- Opportunity time for maximising profit is reducing
- However, the time to develop new products/services has not reduced, and in many cases has actually increased
- So what are the issues that lie behind this scenario?

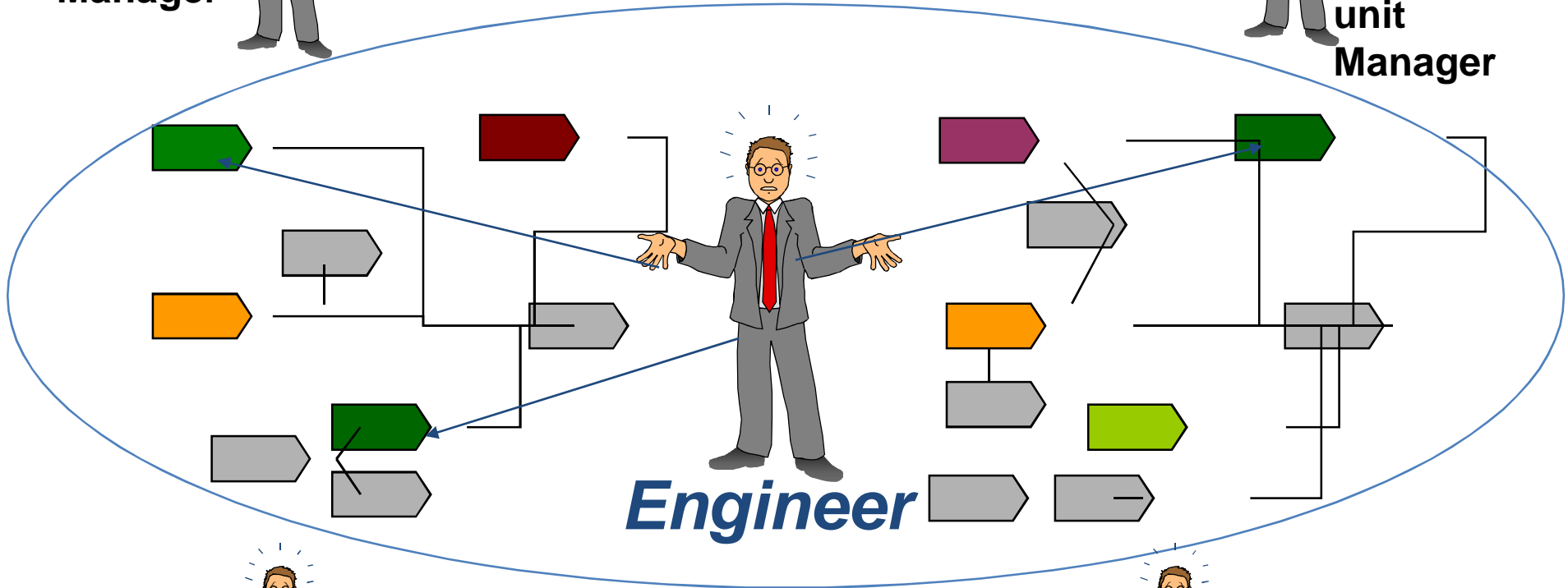
Projects are now more difficult to manage and conflicts abound



Team Manager



Business unit Manager



Engineer



Resource Manager



Programme Manager

What about these problems?



1. Increasing difficulty to meet project deadlines.
2. Constant pressure to increase resources.
3. Project scope too often compromised to meet dates.
4. Frequent conflicts between people.
 1. **In particular between resource managers and project managers**
 2. **For example, are the measures used by these two managers the same?**
5. Existing work is not complete before new projects force a shift in priorities.
6. Organization is too slow in responding to important market opportunities.
7. Too much rework activity, dragging key people away from new projects to repair old ones
8. Promised times longer than desired.

And what about the following questions?



- Should we reduce product's features in order to meet promised delivery date or promised launching date?
- Will adding resources reduce your company's Time to Market?
- How can we quantify impact of local decision on your company's performance?
- How should we deal with constant shortage of critical resources?



The Challenge

- Complexity and the problems of managing scarce resources lie at the heart of the problem
- Speed is mandatory—old methods don't work
- Resources and data are not a source of competitive advantage
- The essential differentiator of companies and performance are the decisions they make in terms of the following:
 - ***Speed***
 - ***Effectiveness***
 - ***Ability to “effect and align” decisions throughout the company***



**So let's have a closer look at
what we do now!**

The use of estimations in planning

Estimation: What's contained in a task estimate?



- **The amount of time the task will take if everything goes reasonably well.**

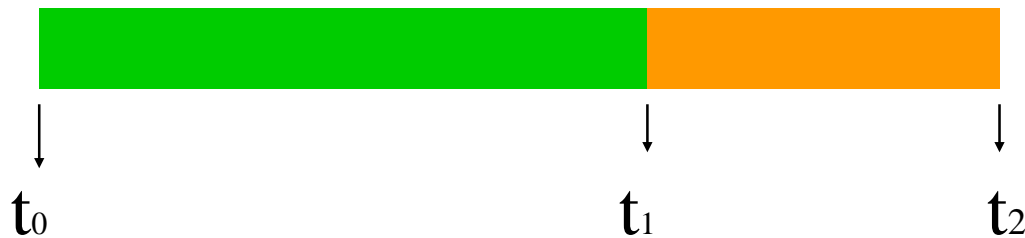




Determining a task estimate

The amount of time the task will take if everything goes reasonably well plus....

The amount of time to cope with uncertainty in the task.



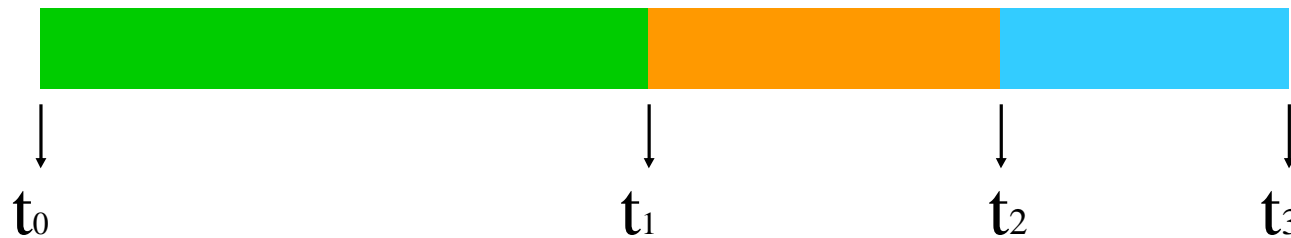


Task estimates

The amount of time the task will take if everything goes reasonably well and

The amount of time to cope with uncertainty in the task plus...

The amount of time spent working on other activities.



Interruptions - another element of uncertainty



- Are you ever interrupted as you perform our work?
- Does the phone ring?
- Do you have to wait for something so that you can complete the task?
- Are you ever asked for help on some other task?
- Are you asked for information for that important meeting?
- Do you have a regular stream of e-mails?
- Can you just???



Task estimates

The amount of time the task will take if everything goes reasonably well and

The amount of time to cope with uncertainty in the task and

The amount of time spent working on other activities and
The amount of time we allow for interruptions.



Student Syndrome



- Professor announces test next class
- Students complain that it's unfair – not enough time
- Professor delays test for 3 weeks
- Students begin to study the night before the test



On Projects:

- “Realistic” durations contain more than dedicated time
- People have many good reasons for delaying starts
- Student syndrome exists
- Murphy strikes too late to react

Therefore, the actual completion date moves closer to the elapsed time, reinforcing our belief that elapsed time estimates are valid!

Parkinson's Law



WORK EXPANDS TO FILL THE TIME AVAILABLE

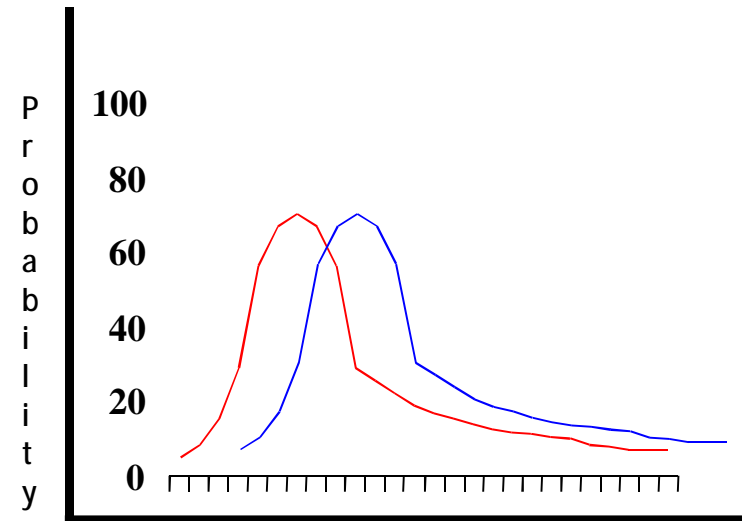
- When you are given an unpleasant task, do you report an early finish? (E.g. garden or housework!)
- When you have fought long and hard for an estimate, are you anxious to show that it took you less time?
- What is the likely result if you report an early finish, on how your next estimate will be accepted?



On projects, people often tinker, add bells and whistles, proof their work or do unscheduled tasks to avoid reporting an early finish to a task.

Does this mirror your experience?

Effect on Duration Estimate



Student syndrome and Parkinson's Law both cause the curve to shift to the right. In combination....

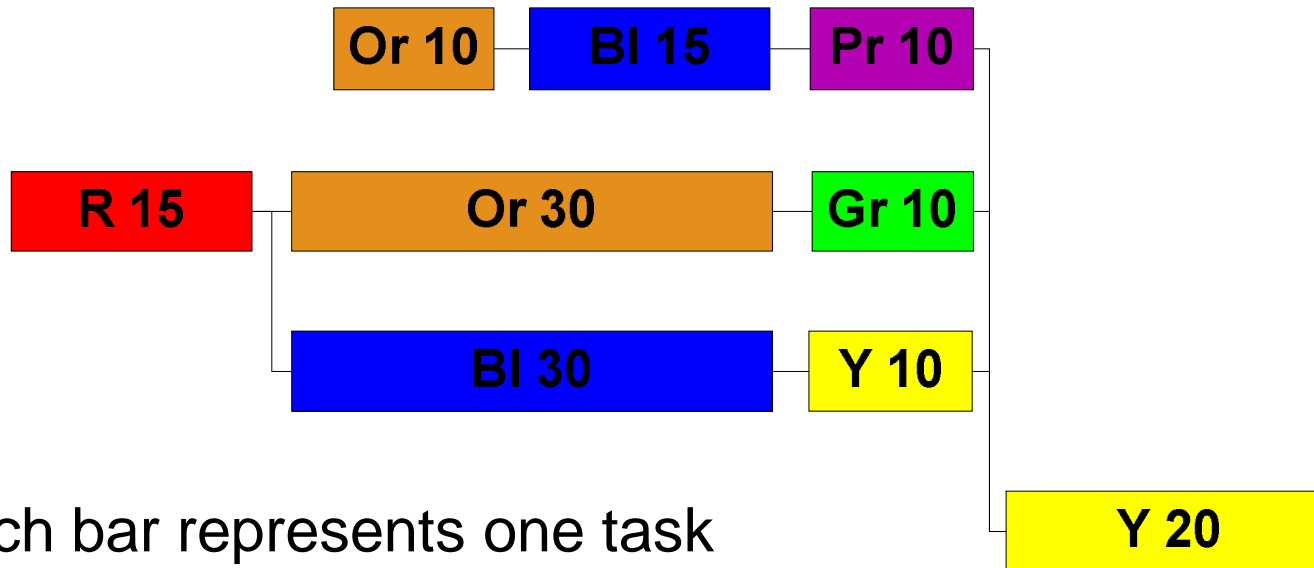
When the “Unforeseen” Happens...



- Our projects are often late
- Cuts are made in project content
- Budgets are overrun
- We often work overtime
- Everything in the schedule looks critical
- We reschedule constantly



A Simple Project



- Each bar represents one task
- The dependencies are indicated by the lines
- Each colour represents one resource
- The number in each bar represents the time to complete the task, assuming that the task has no real difficulties. It is NOT the elapsed time for the task

The five steps of focusing

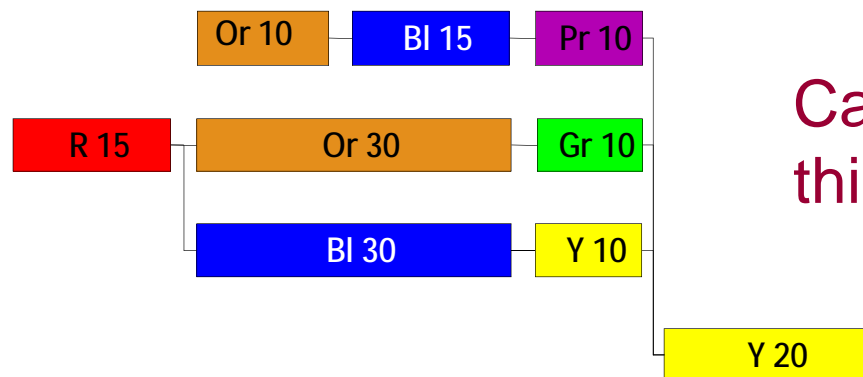


- Step one: identify the constraint
- Step two: exploit the constraint
- Step three: subordinate all other activities and decisions to the needs of the constraint
- Step four: elevate the constraint
- Step five: prevent inertia – go back to step one



First Pass Schedule

- A project network containing the necessary logic connections
- Tasks are scheduled to their latest start dates
- Task durations that represent the estimate of the actual time, as opposed to elapsed time, are used.

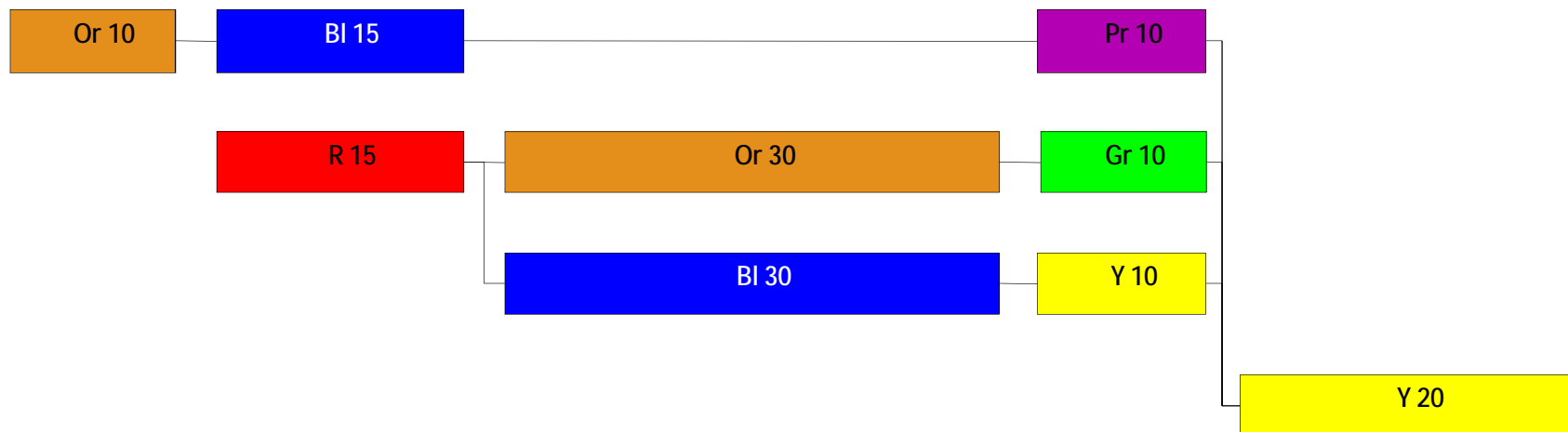


Can one resource do two things at once?

Resolve Resource Contention



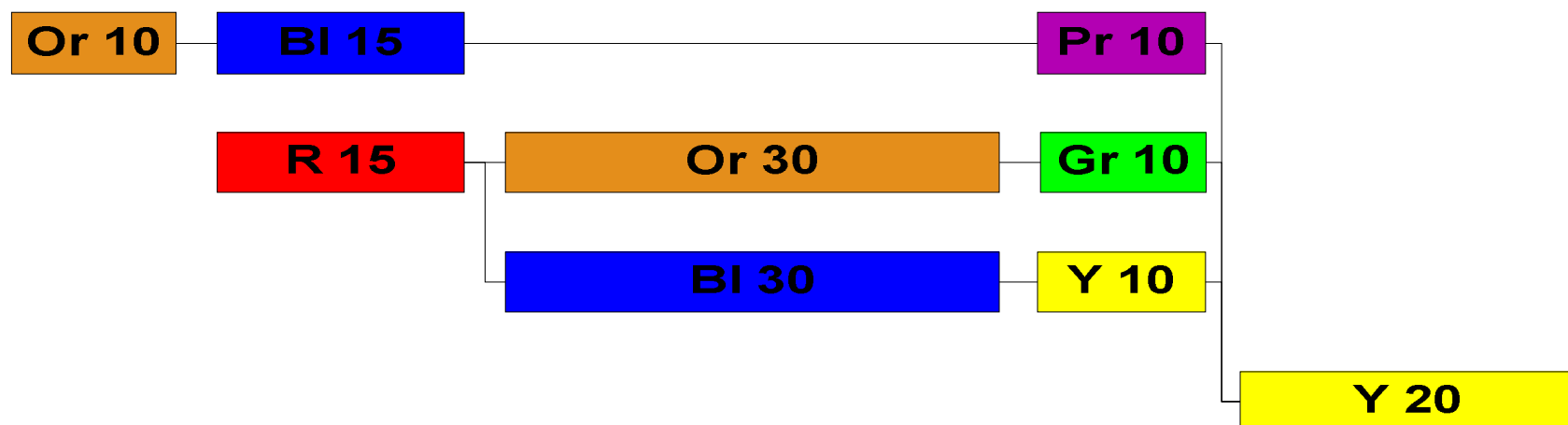
- Allocate Resources and Stagger Resource Conflicts



Step 1: Identify the Constraint



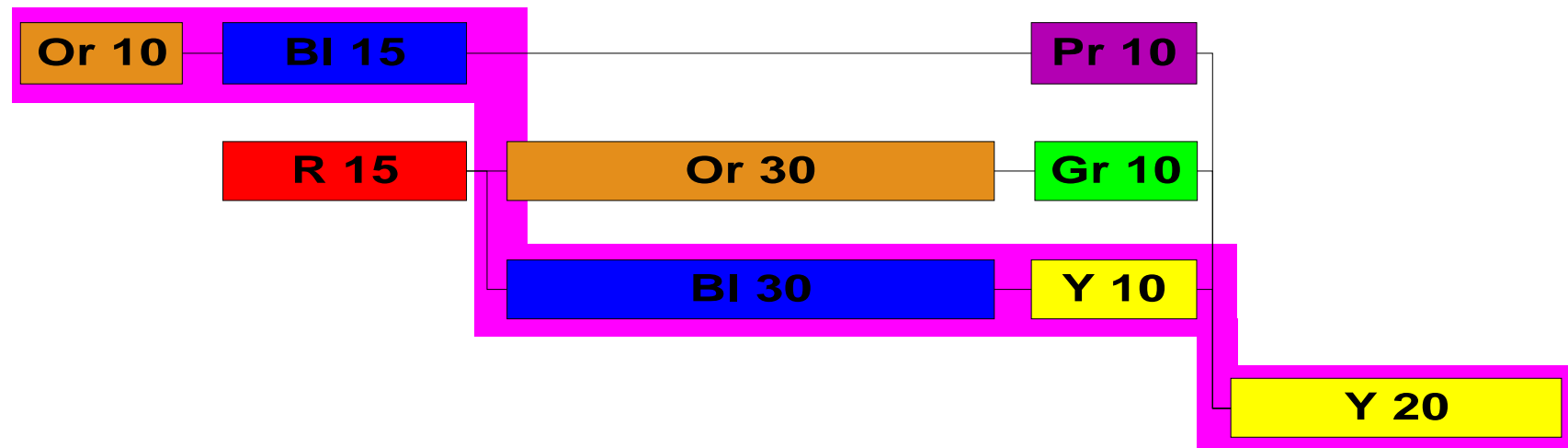
- If the goal of a project team is to finish a project as soon as possible, within specifications, and if the **CRITICAL CHAIN** is what prevents the project team from making further progress toward its goal, then the **CRITICAL CHAIN** must be the constraint of the project team.



Step 1: Identify the Constraint

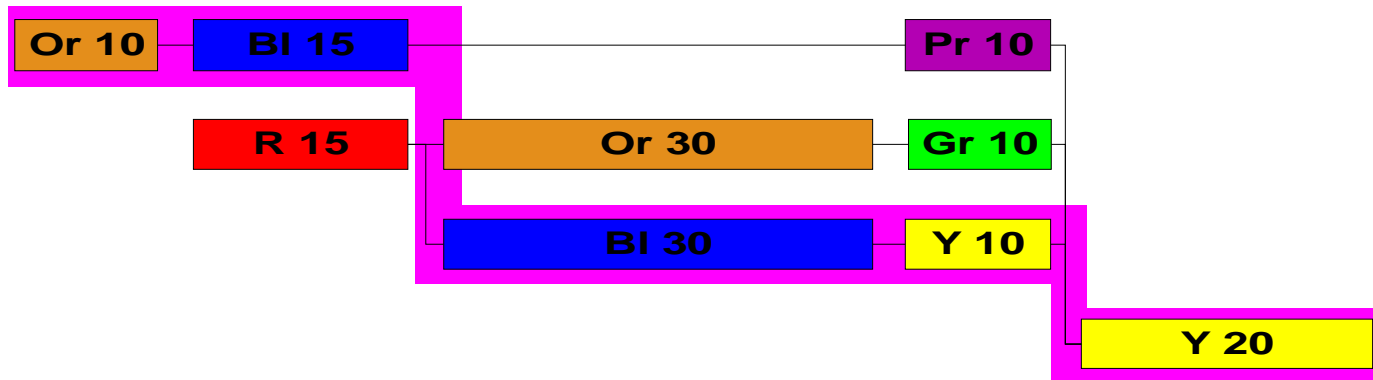


- The Critical Chain is the sequence of dependant events that prevents the project from being completed in a shorter interval, given finite resources.



How must people perform their work?

Step 2: Exploit the Constraint

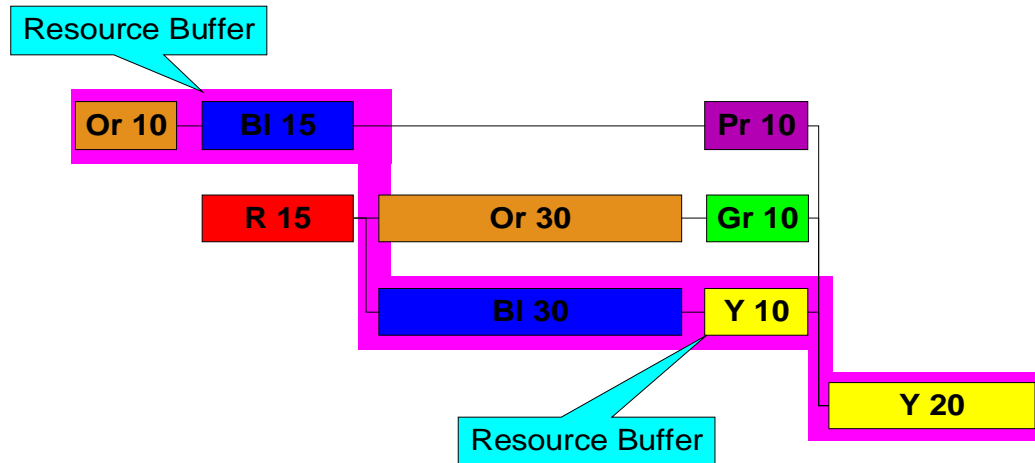


- People work at a full level of effort for the entire duration of each task.
- People turn over their output as soon as that output is ready.

Do people always show up on time?

What happens to the duration of the project if the Blue resource is late for the start of the Blue-15 task?

Step 2: Exploit the Constraint

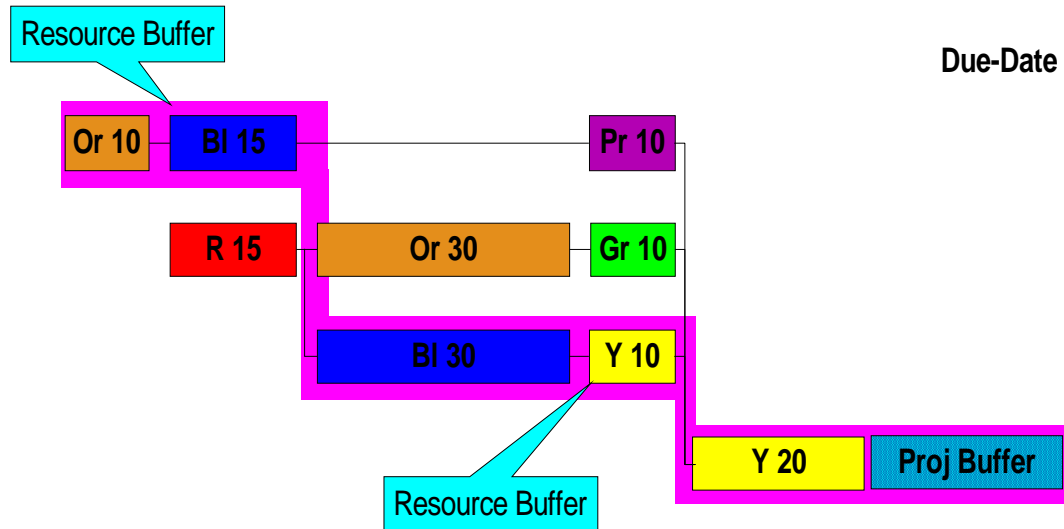


- Protect the start-dates of the Critical Chain tasks, from the untimely availability of resources, with resource buffers.

If we've used estimates that assume everything goes well, what is the probability the project will finish when this layout shows it finishing?

Should we promise the project for the duration indicated here?

Step 2: Exploit the Constraint



- Protect the entire project from variability in the duration of the Critical Chain tasks, with a project buffer.

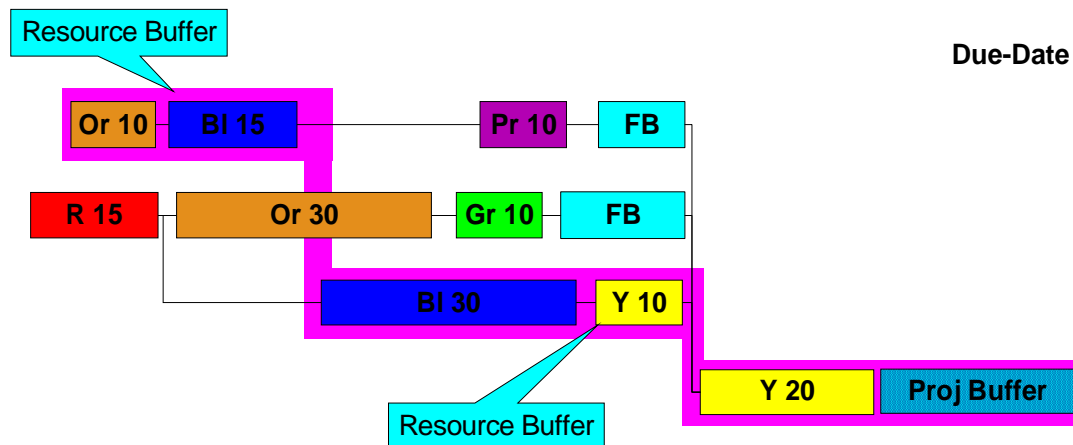
What about the non-critical chain tasks?

What happens to the project if Gr10 takes longer than planned?

How can we protect the start-dates of the Critical Chain tasks from variability in the non-Critical Chain tasks?



Step 3: Subordinate



Subordinate everything else to your decision to exploit the Constraint

- Protect the start-dates of the Critical Chain tasks, from variability in the duration of the non-Critical Chain tasks, with feeding buffers.

No more of this!

Programs

Resources





Removing the pain in the management of projects

Using a different approach to engaging and leading the team

Change and the leadership of change



- The greatest challenge facing leaders within all organisations today is:-
 - *CAN WE LEAD CHANGE?*
- And for many people the answer is NO!
- Yet change is a necessary condition for almost all organisations
- It is a constant demand within almost all types of organisations
- It applies at the level of the whole organisation, at the team level, and at the level of the individual

Where does the demand for change come from?



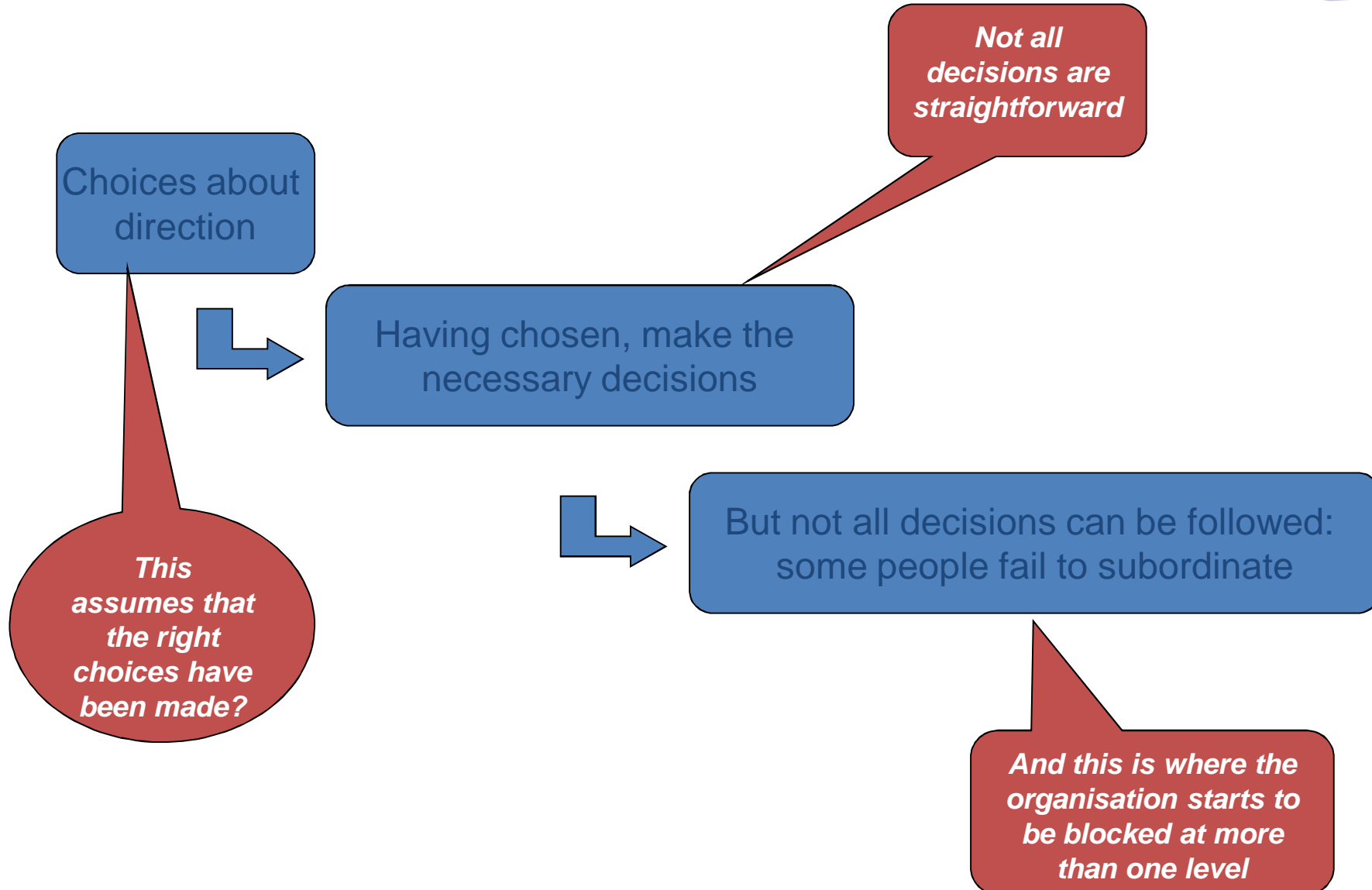
- Performance is below expectation
- New opportunities are not being taken advantage of
- The current system is not capable of meeting the demand placed upon it
- The current system cannot be changed
- The existing structure does not allow for generating demand
- The current people do not have the right skills

Change implies Choices!



- Many senior people within organisations today are faced with having to make choices between competing options for direction
- Having chosen, they are then faced with a set of decisions related to that choice
 - Change the choice, change the decisions
- Then they find that not everyone is keen to implement the decisions mandated by the choice
 - This means that people find it very difficult to subordinate to the decisions even if they were involved in the original choice process!
- Therefore the demand for change forces choices, which in turn are subject to constraints
- This typically results in the organisation being blocked
- It also results in the team being blocked
- And finally the individual also finds himself, or herself, blocked as well!

The basic model



So we are faced with a new choice!



- Stay as we are or risk the change
 - What are the implications of staying as we are?
 - What are the implications to changing?
- In both cases there are pros and cons – so how to choose?
- And this assumes we know what to change to – so what happens if we don't?
- This is all about the conflict between growth and stability – we all want growth, but not at the expense of stability – but how to achieve both?

So what is the current situation?



- Many leaders within organisations are frustrated at their inability to lead change throughout the whole of the organisation
- Many teams are unable to carry through the changes necessary
- Many individuals feel unable to participate in the change process, engage with it, contribute to it and so on

What do I mean by being “blocked”?



- The term “blocked” can cover a multitude of issues
 - Performance is well below expectation
 - Progress is not being made
 - Results not achieved
 - People not delivering what they promised
 - Roll-out not happening
 - People giving up before they were expected to stop
 - Nothing happens!
 - Opportunities missed at all levels
 - And many more

Blocked at the level of the organisation



- Many organisations are blocked from making progress and the following can be seen, often by the CEO
 - Blocked in terms of performance
 - Blocked in terms of the market
 - Blocked in terms of change
 - Blocked in terms of developing people to lead
 - Blocked in all manner of ways

Blocked at the level of the team



- Many teams are blocked from making progress, especially in terms of relationships within the team and with those outside and the following are commonplace:
 - Conflicts abound
 - Projects fail
 - Ideas get dropped, or stolen!
 - Rules and procedures are not followed
 - People think they know better

Blocked at the level of the individual



- Many individuals are blocked from making progress, within themselves, within the team and within the organisation and this is shown by:
 - Life is difficult
 - Stress is high
 - Daily conflicts
 - Priorities changing
 - Frustration high
 - Staff turnover high
 - Health and related problems happen regularly
 - Life is out of balance
 - Home issues are affected and vice versa

And what is the inevitable result of all this?



- In some case people work around the block
- Much political activity
- People form into groups to defend their position
- In others they ignore the block completely
- Carry on as if nothing has changed, or will change
- In others they try to resolve the block but often with little or no success
- And much more.....

Coaching change in the project environment



- How often do we take time to sit with the people?
- How often do we listen to their problems
- How often do we capture that information and use the Thinking Processes (TP) to dig behind the surface and find real issues
- How often do we truly explain what we are doing such that all can understand the answer to the question “why?”.
- To address these issues we have developed what we call the “coaching quadrilateral”.

The Coaching Quadrilateral





What is this about?

- There are four elements
 - Healing and Restoring
 - Guiding and Mentoring
 - Sustaining and Nurturing
 - Reconciling and Mediating
- The starting point depends on the current situation within the organisation, or the team, or where the individual is
- We are able to determine the starting point from the coaching cycle discussed later.
- Thus within the Quad itself there is no order, no sequence, except that for most coaching activities each element will be covered.

Healing and Restoring



- Sorting out the discomforts that each person is suffering from
- Dealing with the personal issues CCPM raises
- Coping with the trauma of change
- Identifying paradigms that might be locked
- Restoring broken relationships between people and also between functions and departments
- Helping to focus on what matters

Guiding and Mentoring



- Ensuring people know the direction
- Painting a compelling picture of what the organisation will look like after
- Describing what matters as a compelling picture
- Working with people on a one-to-one
- Answering the questions “what” and “why”
- Developing the people as they too journey

Sustaining and Nurturing



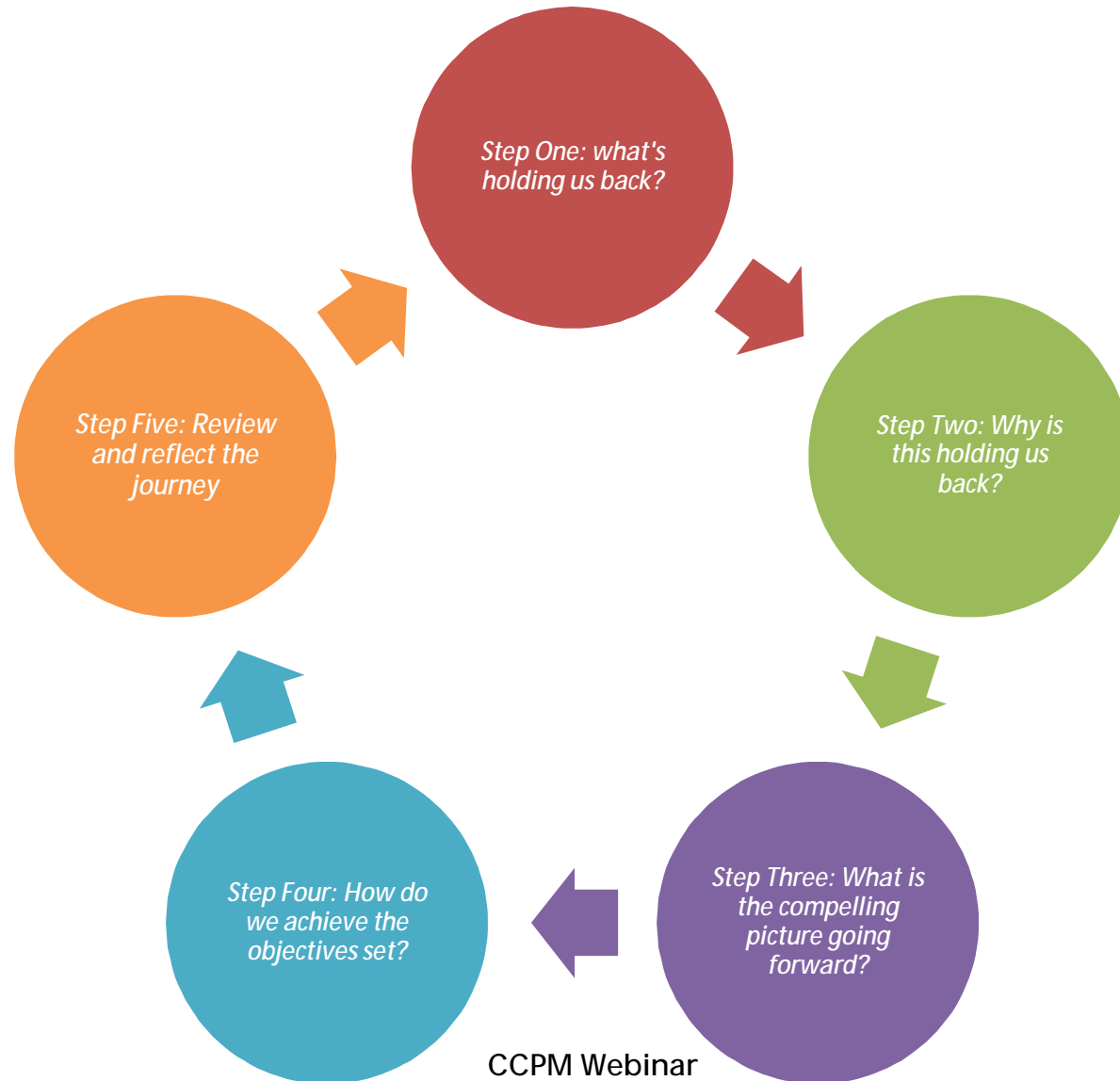
- Sorting out the question “what happens now”
- Creating an environment of sustainability
- This is also about helping them to support others
- To create the experts for tomorrow
- It is about motivation and creating robust legacies

Reconciling and Mediating



- Addressing conflicts
 - Between people
 - Conflict of subordination
- This is also about mediating between people and perhaps, functions within, and without, the organisation
- Part of this is to teach them how to do it for themselves

The Coaching Cycle



First Step: What's holding us back?



- This is the place where we sit with the people
- This is where we listen to them, what is bothering them, what is hurting them, a number of questions that allow us to use the power of the TP to determine core issues
- This is where, as they wax lyrical about their situation they start to reveal what is really going on, and through the use of clarity questions, causality begins to appear
- So this is where I use clouds, capturing them carefully

Second Step: Why is this holding us back?



- So I have some clouds!
 - Develop the clouds into a coherent and incisive composite cloud that captures all the issues into one cloud
 - Surface the assumptions and feedback – change as necessary
 - Then ask the question “So what do we have to change”
 - Now they know both what and why they are not achieving the goal and the necessary conditions

Third Step: What is the compelling picture going forward?



- This is where we take the DEs and the changes (Injections) and begin to paint the compelling picture (Frt)
- Using their words, their hopes, their aspirations and perhaps most importantly, what they see as their legacy, we ask them to confirm the picture
- If we have done this properly they want it and it is now in their grasp!

Fourth Step: how do we achieve our objectives?



- Well, this you should know!
 - Prt and Trt
 - Project plan if required
 - CCPM to ensure we know what we are doing, when we are doing it, and who is doing it
 - Don't forget the measures:
 - UDEs departing
 - DEs arriving
 - Bottom-line improvement across all key performance indicators

Review and reflect on the journey



- We are not done yet!
- Always review the journey and try to learn from what has happened
- This is all about creating a learning organisation
- Reflect on the key aspects of the journey, how might we look inside ourselves and think about what we need to change
- Then write up all that you have done for future reference

Reflection Process



- This follows a sequence of understanding and reflection:
 - Experience
 - Emotion
 - Image
 - Insight
 - Action

Reflection Process ctd



- ***Experience***
 - Describe a single experience that has occurred within the context of the coaching cycle
- ***Emotion***
 - Describe the emotions you felt as you lived this experience – the range and the depth
- ***Image***
 - What images dominated your thinking at this point?
- ***Insight***
 - What insight have you gained as a result of the full analysis and the actions you took to address the original experience
- ***Action***
 - What are the next steps for you in this journey?

Conclusions



- Miss out the people side and you will almost certainly miss out on the real results
- People make the difference
- Coaching, sitting beside the people within the organisation, listening to them, having empathy with them, caring about them, working with them so that they can create a solution to their problems, is critical for any organisation
- This is, to my mind, the inherent simplicity, that resides in every pathway to success

If you want to know more



- Contact me, Ted Hutchin at
 - I & J Munn Ltd
 - 22 Digby Drive
 - Melton Mowbray
 - Leicestershire
 - LE13 0RQ
 - Tel: 01664 502860
 - E-mail tedh@toc-lean.com
 - www.toc-lean.com

Paradigms and moving forward



- A “breakthrough” is a “break with” an old paradigm
- Now we have to face two things: the need for a paradigm shift and the reality of paradigm lock
- We need a whole new different way of thinking
 - *Quantum improvements = paradigm shift*
- If you have the wrong map then trying harder does nothing, greater efficiency does nothing.
- People are not “expense items” they are assets of enormous importance, as long as we continue to see them as expense items we will remain in trouble
 - *Part of our work is to enable paradigm shifts, and unlocking where paradigms have become locked*

Leadership and what it means



- **We must live life in crescendo (Covey)**
 - Personal greatness
 - Leadership is not a position it is a choice about moral authority
 - Leadership is about inspiring greatness, clarifying purpose, aligning systems and unleashing talent
 - Greatness is about sustained superior performance and the discipline of execution
 - Leadership is about communicating worth to people so clearly that they are inspired to find it for themselves

Execution – make change happen

- Focus on the wildly important
 - The goal and the necessary conditions
- Act on the lead measures
 - Make sure you know what they are!
- Create a cadence of accountability
 - Throughout the whole of the organisation
- And keep asking this question “what does it mean to be a servant leader?”
- Focus on making it happen