

# CCPM – Insights into the need for a coaching dimension

Presented by Dr Ted Hutchin

# Where did it start for me?

- Being introduced to critical chain in 1994 and being asked to think about where it might be used
- Responding to a request from Balfour Beatty to do just that – try Critical Chain for real!
- The rest just followed!

# CCPM growing up

- In the early days we soon recognised that for many project environments the ability to actually create a robust project network was rather uncommon – a bit like common sense (it still is)
- The other aspect that soon came into view was the reality that most project environments were multi-project which brought a whole new set of problems and issues (they still do)

# CCPM is still a change too far for many organisations

- This certainly applies to the UK where a great number of managers still feel that if the people doing projects only did it properly, then all would be fine.....if only!
- Again, with many of the organisations with which I have worked, as the training and implementation continued, it dawned on them that CCPM addresses core issues across the business and not just the engineering or product development function.

# It all boils down to people!

- CCPM is an opportunity to address key issues within the organisation, and across the organisation, and throughout the supply chain
- It is holistic, if you want it to be
- BUT.... It is people that make the difference and it fascinates me still that for many organisations this fact is not readily admitted nor accepted, there is an assumption that CCPM as a technology will solve all the problems, including those associated with people!

# Implementation is.....

- More than just carrying out a Prt and a Trt and using CCPM to implement itself!
- It requires the following:
  - ***Developing the internal skills that leads to sustainability of CCPM itself***
  - ***Having internal knowledge that enables the real transfer of knowledge into, and then throughout the organisation.***
  - ***Creating the ability to coach internally and thus sustain all aspects of the implementation into the future***
  - ***BUT this is about leadership and not just management***

# Some initial thoughts for any CCPM implementation

- What is the number one priority of our organisation?
  - **In other words, what is the goal?**
- 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 are much more creative, resourceful, intelligent and talented 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!

# What do we find often.....

- Many teams have unclear goals
  - ***Ask any team – what is the number 1 priority? I have found that eventually urgency replaces importance – there is widespread dysfunctional behaviour and protective communication***
- I often find the members of the project team running around in all directions
- The basic sequence of Goals – Strategy – Tactics – Action is missing in many cases
- The Execution Gap
  - ***“In order to reach goals you have never reached before, you have to start doing things you have never done before”***

# Paradigms and moving forward

- A “breakthrough” is a “break with” an old paradigm
  - *But what is meant by the term “break with”*
- Now we have to face two things: the need for a paradigm shift and the reality of paradigm lock
  - *And just what is meant by the term “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. So 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, or unblocking, where paradigms have become locked*

# Making 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

# Change and the management 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

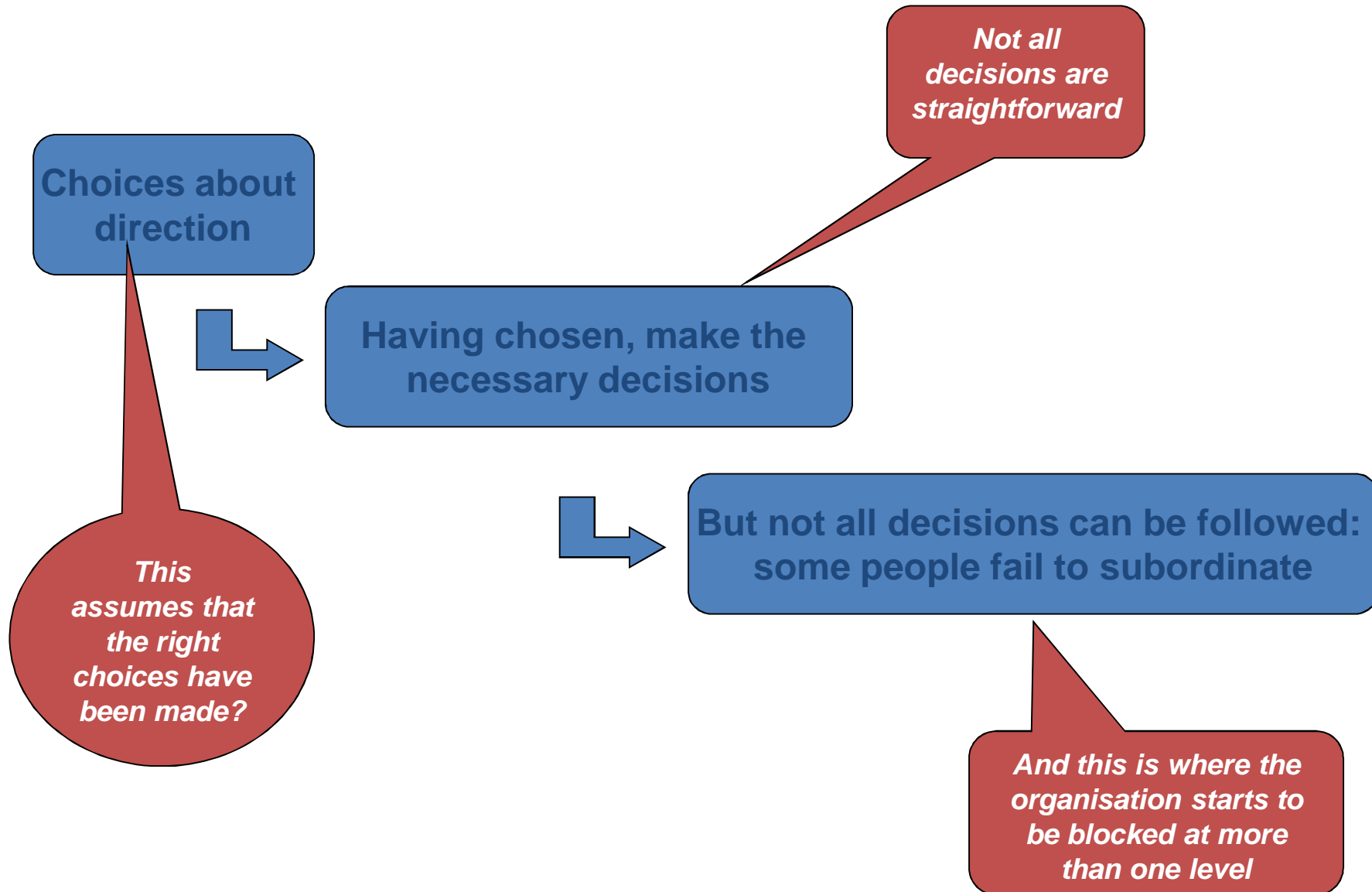
# Where does the demand for change come from?

- 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 assumption that the current system cannot be changed (and yet it is clearly not working!)
- The existing structure does not allow for generating demand
- The current people do not have the right skills

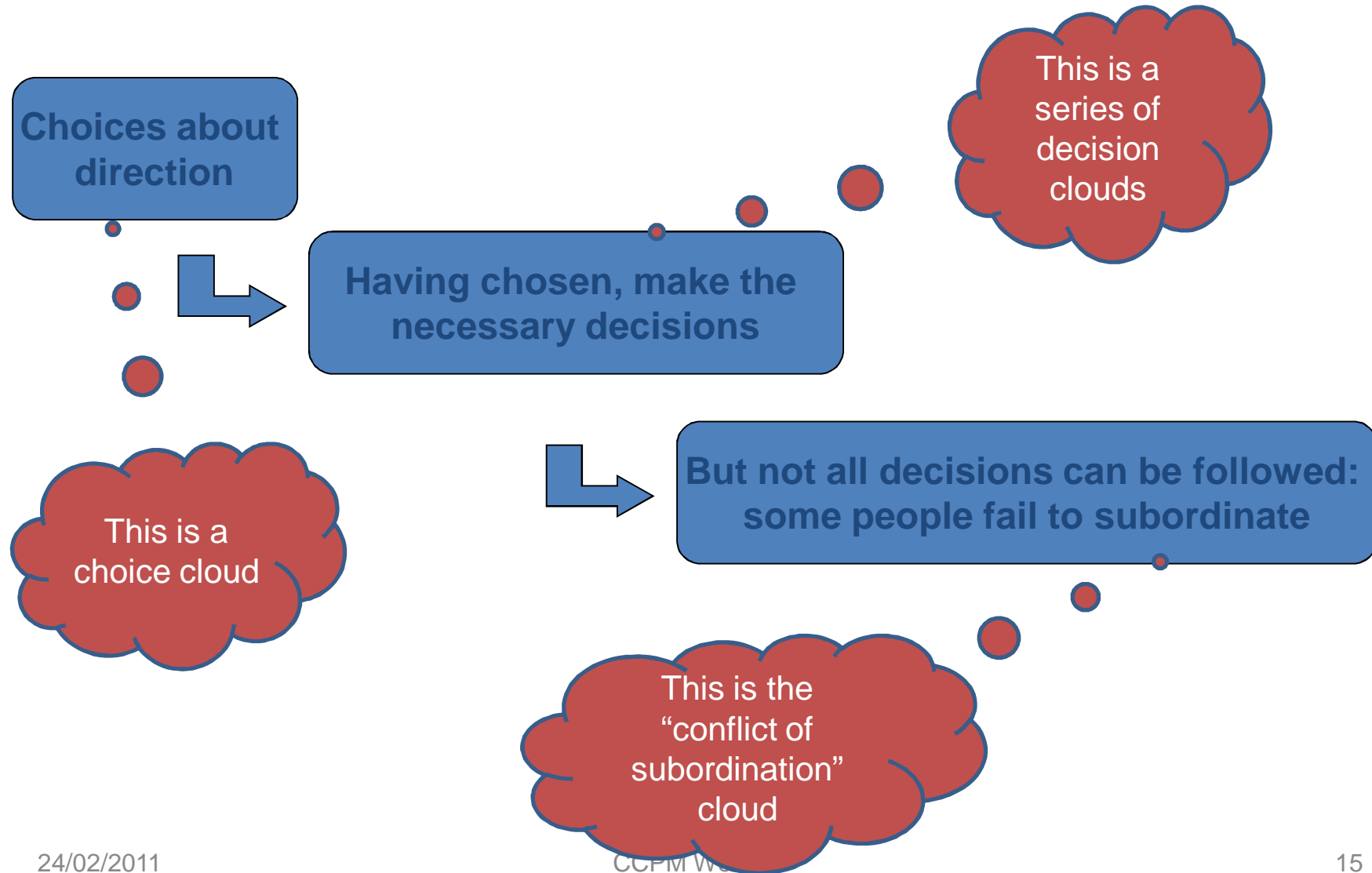
# Change implies Choices!

- 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!

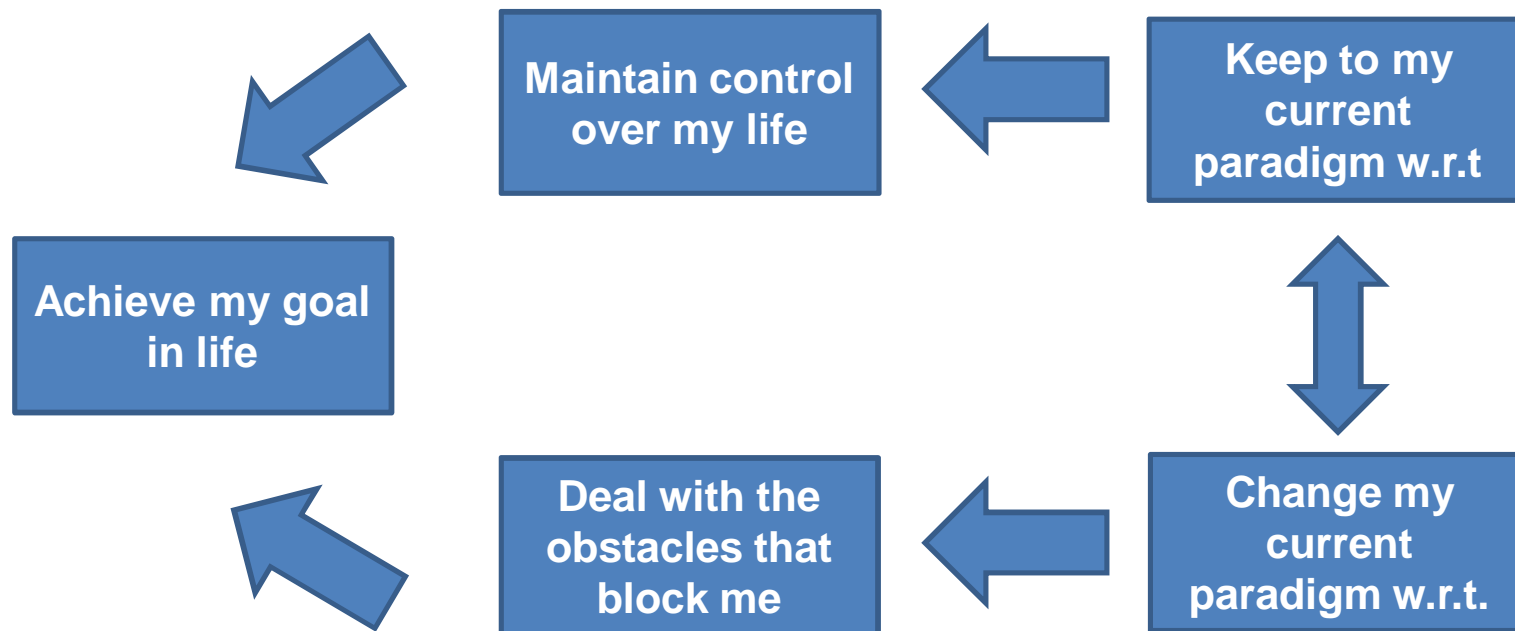
# The basic flow



# The clouds that exist at each step



# And there is the paradigm lock cloud!



# So...

- The sequence is clear
  - Choice clouds
  - Decision clouds
  - Conflict of Subordination clouds
  - Paradigm lock
- But the need for change remains the same, we still have to face up to the need to make a choice

# So here we are!

- Stay as we are or risk the change
  - What are the implications of staying as we are?
  - What are the implications of 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 organisational

- 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

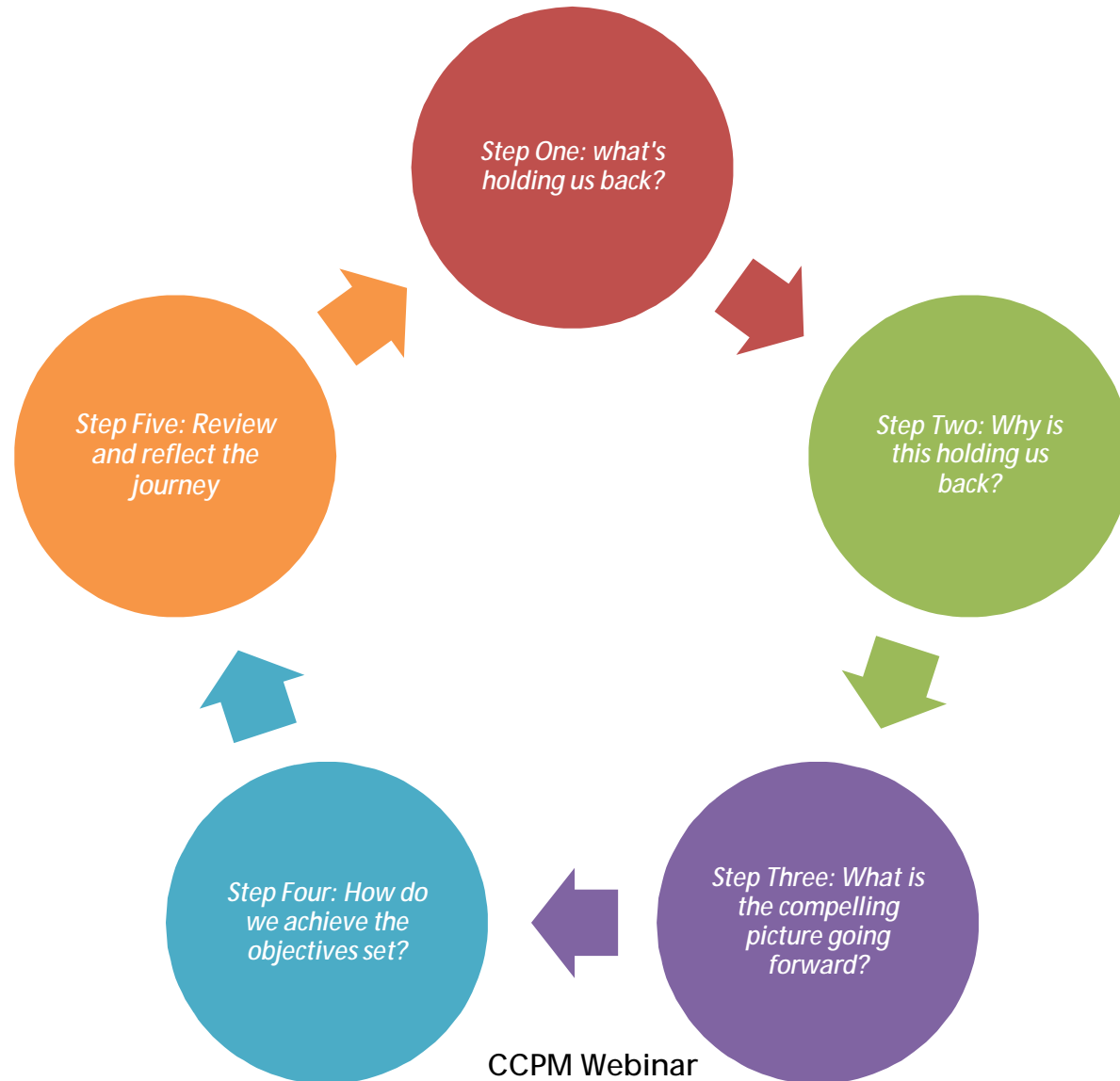
# Sustaining and Nurturing

- 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

# Thanks

- CCPM did not just happen and here are some of the people without whom I would not be able to teach and coach people using the approach as I do:
  - Dee Jacobs, Oded Cohen, Larry Leach, Rob Newbold, Sanjeev Gupta, Eli Goldratt, Neil Butteril, Phil Bayliss, Neil Moore, Joe Dowling, Lawrence McKidd, Alan Leader, Alan Cohen, Tali Mastboim, Tony Rizzo, Bert Husken, Tom Gronek, Tony Lumb, Alan Presland, and the many more who have helped me on my journey

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- Hope you enjoyed the talk and you can always buy my book entitled “Enterprise Focused Management – changing the face of project management”