

Winning with “Any” Team:

A Case Analysis – Session II – 09.21.11



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**To know management & thus project management is to know
people, processes, & society.**

Why listen to me at all ?



Experience in:

Construction, Engineering, and Plant
Environmental Engineering – Dumps, Dirt, & Water
Mining – Earth Moving & Shaking – Blasting (safety)
Chief Technology Officer – IT
Economist – Means I should understand money.
Public Projects / Private Projects
Environmental Protection Agency - Department of Energy
Worked holding the busy end of a shovel – VP & CEO

White Collar “Handyman” – or maybe a “Utility Infielder” ...

Influences – George Plimpton & Peter Ueberroth

I have effectively become a University PM

Seen a lot of Good ... Seen a lot of Dumb ... (-: ...

To know management & thus project management is to know
people, processes, & society.



What we will do today ...



What hopefully we will Learn in these two Sessions ...

How and why we should:

Choose to be “Present”

Choose to lose the “Ego”

Choose to lose the “Fear”



We need to rid ourselves of the enemies !

Expected Results

Higher Project Success Rates

Less Stress ...

Enjoy your Team & Boss more

Perhaps even have more fun !



It is about choice ... Make a good one !

Why Should we Care ?

Profitability

Employment

Long Life and
Health ...



It is about choice ... Make a good one !

Short Story ...

Be the person that
“Does Not”
Kick the Dog



It is about choice ... Make a good one !

Team Organization, The Gift(s)







Do you like gifts ?

**New people can be a lot of fun to
get to know – everyone has
something to offer !**



**To know management & thus project management is to know
people, processes, & society.**

Project Success – Quick Analysis

	Good Team	Bad Team
Good Boss		
Bad Boss		

What do you think often happens to the work ? Probability ??

To know management & thus project management is to know people, processes, & society.

**Project
Success:
Further
Analysis**

Good Team

**Helpful, Unhelpful, and/or
Inexperienced Team**

Good Boss



Today's Cases



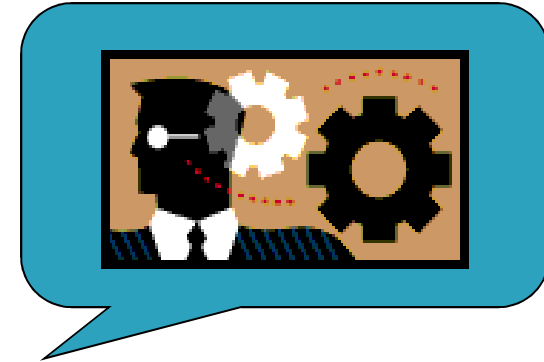
**Helpful, Unhelpful,
and/or
Inexperienced
Boss**



We can choose to improve our chances ?

**To know management & thus project management is to know
people, processes, & society.**

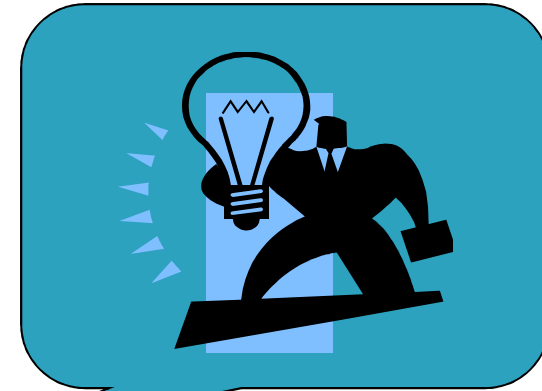
Let us Begin
with a Thought ...



That ugly red sweater still keeps you warm !

Everyone on the Team(s) can have Purpose.

To know management & thus project management is to know
people, processes, & society – many can be technical !



And another thought
from Mayor Gary Brown ...

Anybody can be better than these two ... !

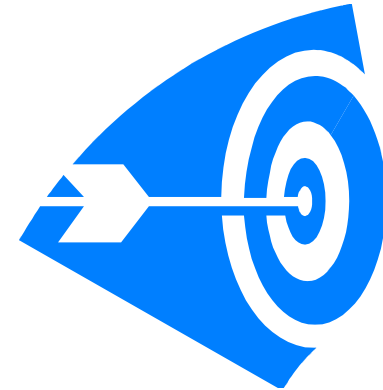
Turns out ! Anybody can be worse ... !

To know management & thus project management is to know
people, processes, & society !

The Case Histories ...



The Best Stuff (Cases – Humor) is Right On ...



Four Cases ...

February 16, 2011

- ▶ The IT Rebuild
Very Visible – 10,000 users ~ 50 FTE
- ▶ The Organization that Wouldn't !)–:



September 21, 2011

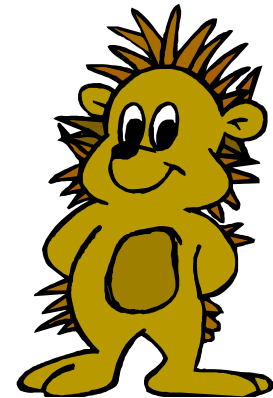
- ▶ The Operational/Strategic Plan Start
Major Change Management – 1200 employees in total – 250 FTE in action
- ▶ The Small Group that Could ! “4 who made a choice ...”

It is about choice ... Make a good one !

Case # 3 – Organizational Transformation

In Brief:

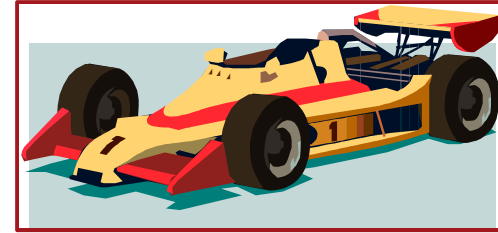
- The Plan that was made had content ...
- The Plan that was made had clear deliverables ...
- The Plan was inclusive ...
- The Teams / Work had Structure ...
- The work had benchmarks – quality control ...
- The Champions had Champions ... (–:
- The Unveiling was a huge celebration ...
- The focus is always on the work ... not the plan !



The project became a very nice success story !



Background



- ▶ Normal School – 1870 that has “grown out” – 1965 – ISU !
- ▶ 6 colleges, 50 degree programs, Bachelors through Doctorate
- ▶ 550 faculty (still mostly tenured/tenure track), 650 staff
- ▶ 6 yrs of declining enrollment, stabilized AY ‘10 @ 10,500
- ▶ Revenue Flat – Typical Midwest Industrial Community
- ▶ Carnegie – Curricular Engagement and Outreach & Partnership
Creating Distinction
 - Rural Health & Education
 - Center for Community Engagement
 - Motor Sports Management – Indy 500 – Racing History



Normal vs. Our Plan & Structure



We had a Mutual Enemy (Imposed Change)

Costs are rising ... problem of “Increasing Costs for the Service Sector.”

Student enrollment has been flat ... revenue is flat ... State \$ flat ...

December 28th 2009 – ISU faced a \$10,500,000 budget cut ...

Layoffs ... (108)

Early Retirement (150)

Fewer People to do the work and implement the strategic plan ...

Everybody is stretched ... We must decide what not to do ...

No Money – There is always money ... It's always about choices ... !



How it played out ... Event Driven

The Plan – Specification – take 1 yr to draw up – includes all

The Plan / Work is rolled out – read kickoff meeting – 10/09

The “Pure PM” hangs some – does not start until 01/10.

So, he does not have a “Dog in the Fight” – Bring someone new in

One week before work to start – \$10 mil cut – Another Enemy

The slog begins – start 40 initiatives – when the sky is falling ...

Impetus for change – use the struggle as a reason to deliver ...

Create an event – conference 4 months later ...

Peer review and management ...



Lets Talk to some project management ...

Human Resource Alignment ... Good Folks – Bad Economy

Campus is ready for change ...World is changing it ...

Teach the tools needed – every project is as important as all others,

Every position on the field counts !!

CEO & Program Manager are MBWA ...

Wave the Flag Hard ... Champions / VPs, Boards, at the Top/Middle

Choose to Trust all – we are in this together ... Lots of Face to Face ...

There is no such thing as failure – only “At Bats” ...

Swing & Miss – Coach and get back to the plate ...



Lets Talk to some project management ... more

Constantly Drive to Data – the Markers ...

Program Manager is allowed to be the ally – Folks choose to trust the PM

Prioritize ... The “Work” in the “Plan” is the “Driver” and “Priority”

Manage – Pay attention to those that have “signed on” water all & grow

Celebrate successes – make all work plans uniform – reward success

The PM & CEO take supporting roles – humility – the team wins – ISU

I.E. – Issues not Personalities – Work – not Politics and Promotion ...

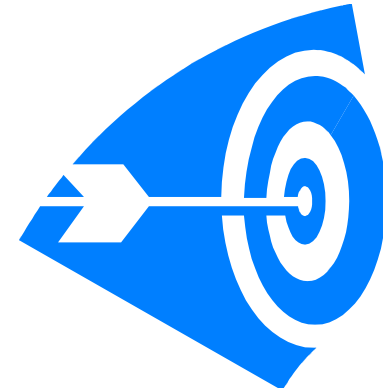
Have a Great Structure ...

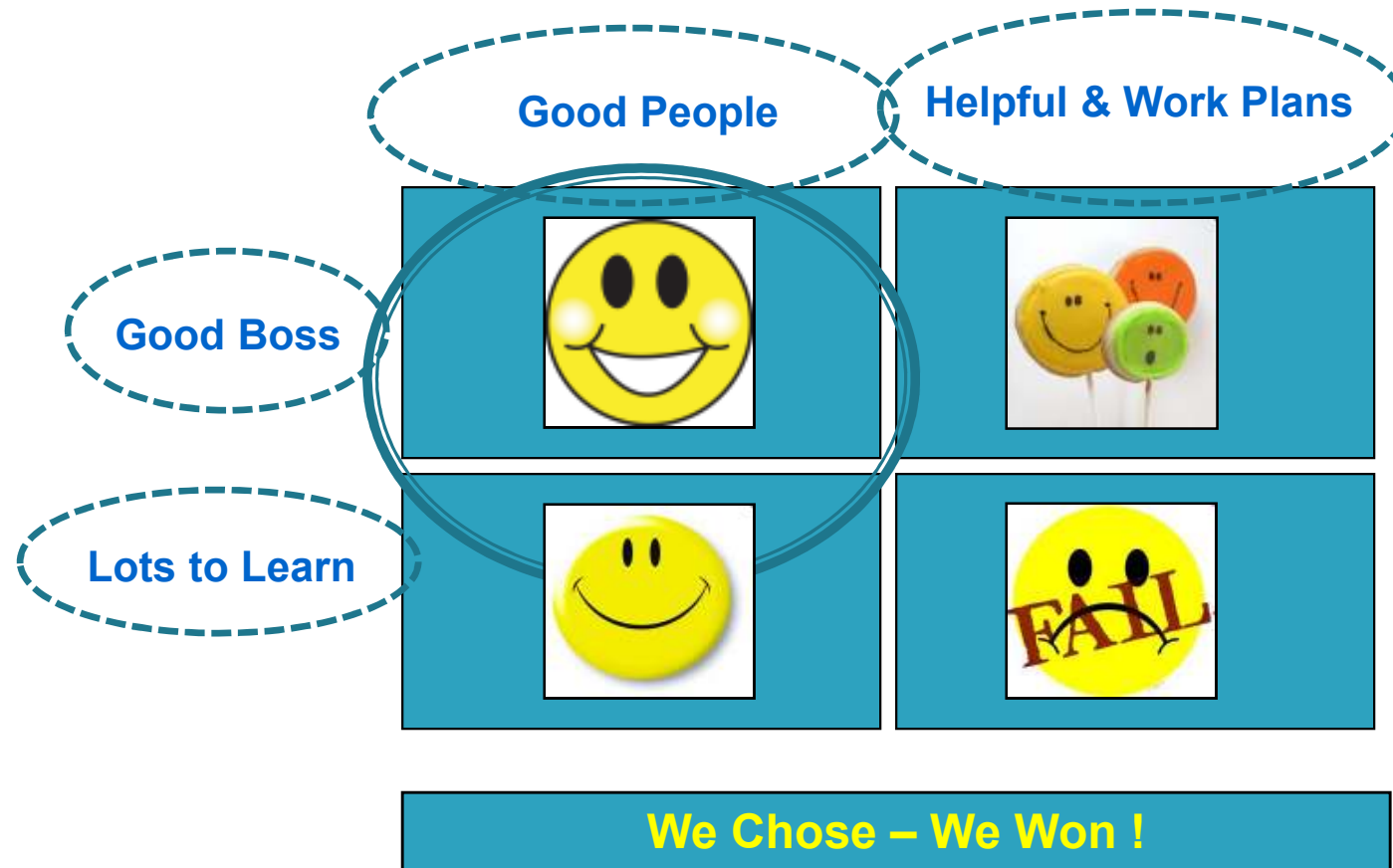


Case #3



The Best Stuff (Cases – Humor) is True ...





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Have a Great Structure of Reporting

Program Managers / Project Managers

1. Increase Enrollment and Student Success
 2. Advance Experiential Learning
 3. Enhance Community Engagement
 4. Strengthen and Leverage Programs of Distinction and Promise
 5. Diversify Revenue: Philanthropy, Contracts and Grants
 6. Recruit and Retain Great Faculty and Staff, and
- ▶ Partnering for Success – A Master Facilities Plan (parallel track)

The Goals include 34 Initiatives and 282 Work Plans.



Lessons

Again Choose to Trust ... Have Humility ... You Know – It isn't about You ?

Engage the Team – One at a Time – Leave no team alone

Do develop “Poster Children” however – all need examples ...

Put in the time for relationships – even though you have 50 folks to have lunch with (then – it will take only 5 min for work)

Allow the Program Manager / Someone to be an Ally ...

Big Project / Program – Big Enemy – In this case Imposed Change

Celebrate every task – not just the home run hitters ...

Over-Organize big projects – then allow for autonomy ...

Measure success with data – not politics – in huge things – politics can make a mess of it very quickly ... And – As Always –

Communications – Communications – Communication!



Summary

- ▶ Enrollment up 1000 students to 11,500 – Freshman Class by 30%
- ▶ Community Engagement – Terre Haute Community of the Year
- ▶ Enhanced Infrastructure Work – 10 Constructions Projects
- ▶ Alumni Participation and Capital Campaign – \$85,000,000
- ▶ \$3,500,000 allocated to Strategic Plan to date – up to \$10,000,000
- ▶ \$5,000,000 for Programs of Distinction this year !
- ▶ Extensive Co-Curricular Record (transcript) project underway
- ▶ Data Warehouse Solution being Implemented
- ▶ One-Stop Shop Opened – The Sycamore Express
- ▶ And, the sports teams are winning – sum is greater than the parts ...



Case #4 – The Small Group that “Did” !

The Short Story – The Whole Story – This one is not Complex:

They had a plan ... They Planned their Plan !!

New “Gifted” Boss – a Researcher – but not an Institutional Researcher

Had gone from 8 to 4 over the last few years ...

Passed around – no champion.

Hard Workers ...

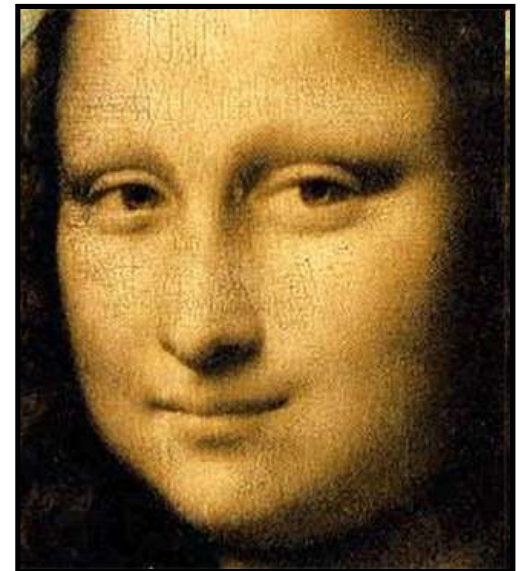
Long time Associate / Interim Director

The Chose to Educate the “Gift” ...

They Chose to Make “me” Look Good

They stayed on top of it all ...

They all won ...



The Work

How it began and played out ...

They were open minded – willing to learn PM.

Retreats & Strategic Plan ... Committed to Success

We culled the work – to almost half.

We created champions – an oversight board, advisors, mentors

They followed the plan ...

All stayed humble ...

They helped me with my work ...

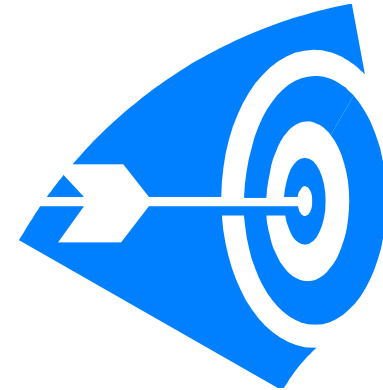
The Team supported the “Gift”

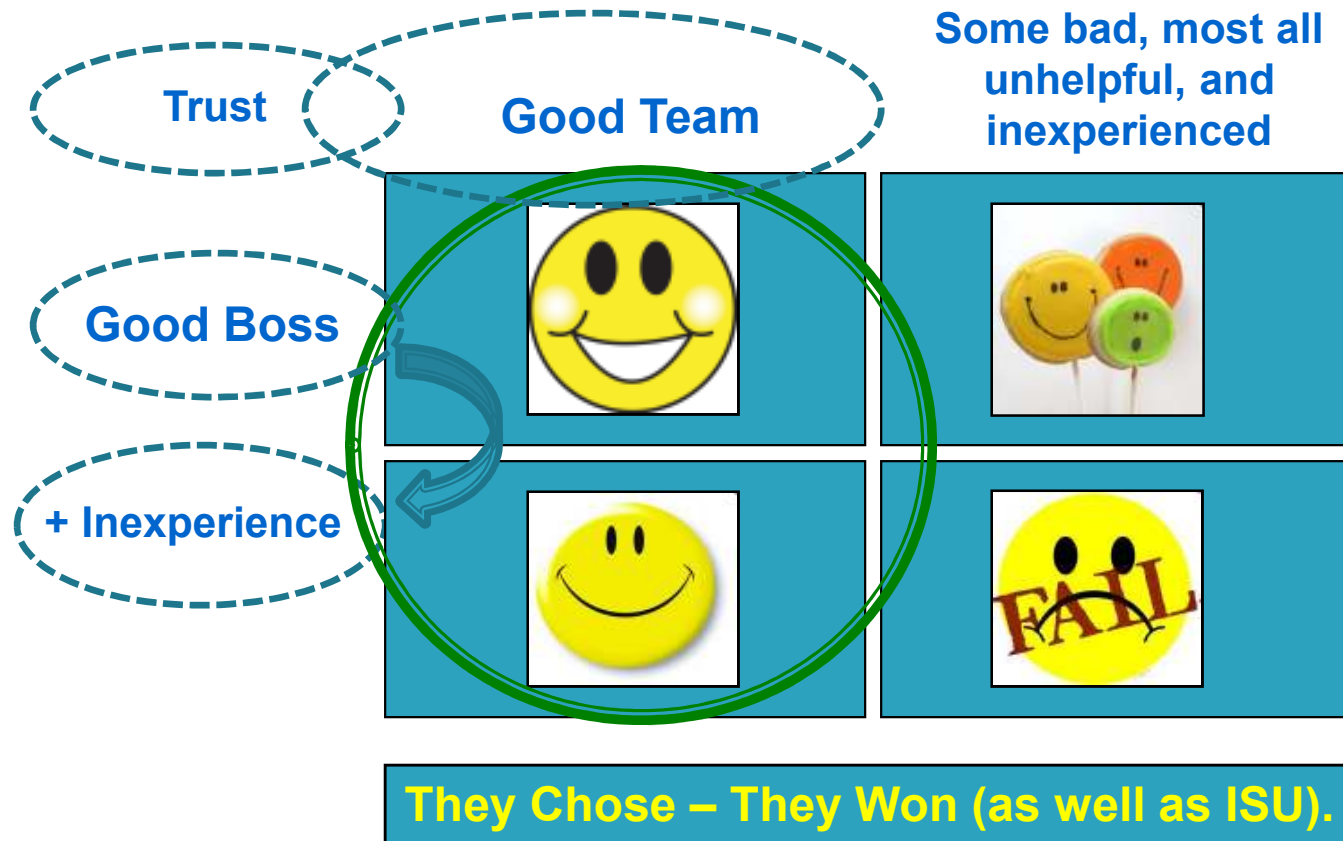


Case #4 ...



The Best Stuff (Cases – Humor) is True ...





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The Rewards – Due to their “Humble Choice”

Associate Director



Director (hardened position & \$\$)

Data Specialist



Associate Director (respect for LTH)

Administrative Assistant



IR Director Assistant (~ 30 % Raise)

Applications Manager



Technical Project Manager (2 grades)

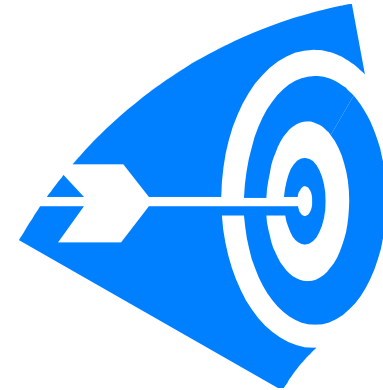
Data Specialist – New Hire & More Resources ...
Travel, Prof. Development, Conference, Freedom ...



Summary ...



The Best Stuff (Cases – Humor) is True ...



So – What have we learned ... ?

Life is too short to have rotten teams ...

Choose to get along ...

Success is not all about the leader ...

The team must join in and take responsibility ...

Healthy choices help to reduce stress ...

It can be fun to get to know new people ...

Projects and Work can be fun most of the time ...

Pragmatically - Do your Homework – Over-Prepare

Why don't we all choose to have project success as
project success begets other options ... (the Muffler / Kennel Projects)



We have hopefully learned that it can be good to...

Be “Present”

Have lost the “Ego”

Loose the “Fear”

Trust and Join the Team.



It is about choice ... Make a good one !

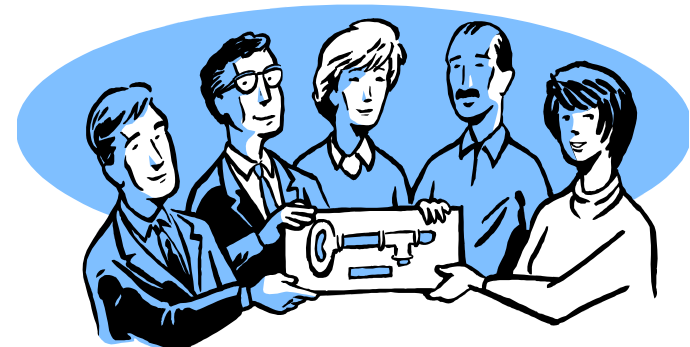
Feel Better Tomorrow

Higher Project Success Rates

Less Stress ...

Enjoy your Team & Boss

Perhaps even have more fun !



It is about choice ... Make a good one !

Again – Why Should we Care ?

Profitability

Employment

Long Life and
Health ...



It is about choice ... Make a good one !

Finally ...

Be the person that
“Does Not”
Kick the Dog



It is about choice ... Make a good one !

Recommended Reading

Books to Read

1. The Paradox of Choice
2. The World is Flat
3. Getting to Yes
4. The Art of War Sun Tzu (Sawyer)
5. The Book of Five Rings (Musashi)
6. Brave New World
7. 1984 (Orwell)
8. The Theory of the Leisure Class (Veblen)
9. The Theory of Price (Stigler)
10. The End of Economic Man (Drucker)
11. The Art of Cross Examination
12. The Fabric of Reality (Deutch at Oxford)
13. Einstein (By Einstein)
14. Good Boss – Bad Boss
15. Napoleon (Ludwig – 1926)
16. Working – Studs Terkel

The Subjects to Master

Opportunity Cost
E-Commerce
Negotiation
Strategy, Peace, and Compromise
Purpose
21st Century ?
Totalitarian Behavior (Control)
Pricing & Marketing
Micro-Economics
Totalitarian Behavior Control & Ego
Strategy – Negotiation – Defense
Fabric of Space – Multiverse
(Innovative Thinking)
Relativity – Is everything Relative ?
Workplace Realities
Strategy and Drive
Why they call it “Work”



How Can we Learn ...

Recommended Viewing

Movies to View

1. 2001 A Space Odyssey
2. Groundhog Day (Bill Murray)
3. Gattaca (1997 - Ethan Hawke)
4. Planet of the Apes (New or old Release)
5. 8 Million Ways to Die (Jeff Bridges)
6. The Boost (James Woods - Tough Movie)
7. Troy (Brad Pitt)
8. A Beautiful Mind (Russell Crowe)
9. 13th Floor
10. The Matrix
11. Forest Gump (Tom Hanks)
12. Field of Dreams (Kevin Costner)
13. John Adams (PBS)
14. Wall Street (Michael Douglas)
15. The Office (TV)
16. Erin Brockovich
17. Soylent Green (Heston - 1973)
18. Gladiator (Crowe)
19. The Island (Ewan McGregor)
20. The Truman Show

The Subjects to Master

Survival - Technology
Change Management
Racism
Society & Arrogance
Alcoholism
Drive & Destruction
(Not for the feint of heart)
Leadership
Managing Genius
True Mind - False Mind
True Mind - False Mind
Attitude
Persistence - Start up Management
Commitment & Leadership
Ethics
We know this is real ☺
Environmental Justice, Segregation
Resource Management
Politics, Power, & Insecurity
Ethics & Technology
Control



How Can we Learn ...

Questions



Football @ ISU:

Played at Penn State
This Year (-:

Then won by 20

It's a new day !!