

Creative Chaos_K

– the mystical art of multiple project management

How to Prosper While Living on the Edge

Narrative

Project Managers work inside a flow of projects which cause the simple to be chaotic and the complex to be catastrophic. Projects will be at different steps in the project delivery process – each one screaming for attention and for the same resource. The diversity of clients in the project delivery process creates its own problems. Each client believes they are the only client for a project manager. Add vendors, contractors, service people, consultants, accountants, equipment purveyors to the mix. The result is chaos – the life blood of a project manager.

Each project will have a unique delivery process. Consider product development which includes exploratory research, technology testing, market research, prototype development, pilot production, and commercialization. Even product deployment is a huge project with marketing, selling, delivery and service. The possible variations in the product development processes are unlimited. Any one process will be unique to that product. This is also true for any project.

The process of planning is more important than the resulting plan.

Abundant opportunities exist for conflict, discord, disbelief, and poor results. This workshop improves competencies:

- of the project team processes
- of project management
- of project leadership.

learn to control explosions. Learn to swim in chaos!

Know the Product Delivery Process – a measurable, trackable, time line with deadlines for deliverable tangible results – the first challenge. This becomes the outline for **the Body of Knowledge For Delivering Excellent Projects**. The simulation will vividly demonstrate that people go where they are comfortable. Scientists and Engineers will tend to focus on the technical aspects of the project and not on the product delivery process (how to get it produced and out the door).

Be a builder of effective teams. People run projects. People will create success under adverse conditions if they are respected and valued. Project Leaders are first team leaders.

Planning is the next challenge – the right detail at the right time. Planning at Strategic, Tactical, Operational, and Task/Tools levels is the essence of project management. The project system provides a road map for this effort. First, the result must be defined – just what will it do? Remember it is the sizzle, not the steak! What will the product do for the consumer? Then, write the technical requirements. At this point, the planning can turn to the operational delivery, the resources, leadership, and the metrics. A matrix with STOTT columns and the items of each phase is introduced as a planning tool. The simulation is run a second time to learn how planning contributes to the overall success. All aspects of the project must

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be planned. The technical becomes easy in a technically proficient organization – but getting Martha on Wednesday for two hours for a team coordination meeting is impossible.

Careful methodical, detailed planning is the key to success of any project. Proper planning determines scope, approach, goals, organization, control plans, schedule, methods, equipment, crews, and information flows. Planning is done in a variety of forums – meetings, visits, negotiations, alone or with numerous people, and in many ways – study, prefabrication, scheduling, instruction, discussion, walk-through.

Remember, the process of planning is more important than the resulting plan. During the planning process, people learn the thought, the logic, and approach of the plan. The greater number of people who understand the plan the higher the probability of successful implementation. The better the implementation – the better the plan.

Hear the voice of the customer. What is the customer buying? What will this project do for the end user? For the customer? The result is the only critical success factor for a project or product. Always deliver more than what was promised! This is also true of any deliverable in the project delivery process – always be early for less expense in higher quality. Treat each deliverable as gold and crucial to achieving the final outcome.

The most terrifying challenge of project management is to mitigate risk – insuring against risk is tough. Project Delivery Risk Analysis has multiple components not found in project management. There is a technology risk – will the technology work; a technical risk – will the product work; a production risk – can we build quality quickly; and a market risk – is the consumer willing to exchange money for it. The simulation will teach risk – assessment, contingency planning, and mitigation.

Contingency Planning is excellent experience in execution. As the project is scheduled phase-by-phase – detail the risk, the what-if, the worst case. Then, consider the opportunity in each risk – how to improve the project while reacting to the situation at hand. Murphy lives! Plan what to do when Murphy strikes. Analyze risk as a group – learn from each other – really learn the project or product.

Quality improvement of the project delivery process is the next challenge of our workshop. We have a structured after action review with six questions as a matrix across all aspects of the project system: results, inputs, process, resources, metrics, leadership. Use the analytical matrix to evaluate the great good, the nearly bad and the definitely ugly aspects of every nook and cranny of the project. Be perpetually improving – write the action plan for being better the next time. We will reflect on keys to project success. Then, we will experience the fourth simulation to learn to learn from projects.

Finally, a culminating four-hour project simulation where several project teams have to cooperate to complete their projects. Each project team will control scarce material resources and scarce human resources. Each team will barter the material resources while negotiating and scheduling the availability of human resources. Deliverables would include a project process plan, plans for all aspects of the project system, evidence of resource commitments, execution, and a structured quality review.

Purpose

To instill rigorous key competencies into the project delivery process: project team processes, project leadership, and project management.

Synopsis

Learn to look at projects and project delivery with new eyes and different ears. Experience the tension, agony, frustration, ecstasy and deadlines of real world projects. Plan, estimate, bid, construct, turn over

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“hands-on” tangible projects. Use new technology, develop new processes, fabricate parts, search for ways to add value without increasing costs. Become a contributing member of a team of strangers. Then stop, step out of the experience and evaluate the project from the system perspective: inputs, processes, resources, results, metrics. Become relentless in the quest for ever improving project completion. Learn new skills. Become a Master of Delivery for Multiple Projects.

Time-line

Three days – 26 hours.

Medium

The instructional medium is physical ProjectMAN[®] simulations. The experiential learning captures teams of participants by completely involving their hearts, minds, and bodies. The teams build actual projects to apply the learning and to learn from the hands-on experience. Concepts are both taught and derived from the experience. Concepts are then tested and practiced. Finally, the concepts are internalized and taken into the “real” world of projects.

Objectives

- Experience the trauma of the project.
- See a project process – Each organization has a slightly different process for completing projects. Learn that process.
- Understand the big picture – See projects as a system with inputs, results, process, resources, metrics, and leadership.
- Value planning – Strategic, Tactical, Operational, Task/Tools planning levels.
- Identify the issues that need to be addressed at the Strategic, Tactical, Operational, Task/Tools planning levels.
- Evaluate the risk – How critical are the unknowns and what is the tolerance limit for ambiguity?
- Know the strategic phases in a project.
- Understand the different kinds of time – The risk inherent in time.
- Develop techniques to influence the critical project variables.
- Realize the importance of intentional communication.
- Maintain relationships – They make or break projects.
- Experience the fragility of team work.
- Be a project leader – where you do add value.
- Debrief the project with the six questions.
- Create viable alternatives to the risk involved in the project. Good planning is good risk analysis. It is quickly understood what is known and not known. War gaming can be applied to generate exceptional contingency plans. War gaming is action, reaction, counter–action, reaction again.
- Learn better ways to live in the chaos of projects and shutdowns.
- Be a leader – grow the skills, knowledge and attitudes of a project leader.

The Project System

Input

Project Portfolio

- Prospect
- Mine
- Nuggets
- Dust
- Tailings

Management

- Planning
- Organizing
- Staffing
- Directing
- Controlling

Team

- Forming
- Decisions
- Goals
- Problem Solving
- Conflict
- Resolution
- Planning
- Maintenance
- Closing



Output

Satisfaction

- Owner
- User
- Team
- Suppliers
- Contractors
- Organization

Leadership

- Communication
- Vision
- Values
- Ethics
- Culture
- Recognition
- Rewards

Controls

- Results
- Scope
- Performance
- Risk
- Reliability
- Relationships
- Learning
- Time
- Cost
- Quality

Process

- Create the Concept
- Define the Results and Criteria
- Establish the Scope
- Plan Requirements
- Estimate Effort
- Schedule Performance
- Procure Resources
- Execute Activities
- Evaluate Results
- Close & Celebrate

Resources

- Supervision
- People
- Tools & Equipment
- Materials
- Information
- Work Methods
- Money
- Time

Methods

- Options
- Selection
- Planned Effort
- Actual Effort Expended
- Planned Effort
- Estimated Effort to Finish
- Variations

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Outline:

Lesson One – Project Process and Teamwork – the issues of a project and multiple projects.

ProjectMAN® STARTER – Experience the trauma of the project.

- List the issues experienced in this project.
- List the issues experienced in multiple projects.
- Identify the project process.
- Sense the key phases of a project: – concept, initiation, startup, and closure.
- See the process in other types of projects – concept, results and criteria, scope, requirements, effort, schedule, procure, execute, evaluate, closure.
- Project Challenge – Peters' Project Principles.
- Document the project process for the participant.
- Identify key decisions, deliverables, and milestones.
- The critical times of a project.
- Know the strategic phases in a project.

Lesson Two – Time, Planning and the Project System

ProjectMAN® STARTER TWO – Time is the Perishable Resource

- Be a vocal advocate of Planning being the key to project success.
- Value planning – Strategic, Tactical, Operational, Task/Tools planning levels.
- Extract the system from the experience – inputs, process, results, resources, metrics, and leadership.
- Identify the issues that need to be addressed at the Strategic, Tactical, Operational, Task/Technology planning levels.
- How to be more Time Effective in the participant's projects.
- When and where to apply the learning about planning.

Lesson Three – Be a Great Communicator and Build Relationships

- Communication – inter-teams – move from between people to among people. Take time to be sure communication was received and that the understanding matches yours.
- Learn from Communication Failures – and know how to ensure quality of communication.
- Realize the importance of intentional communication.
- Tolerate Ambiguity – Watch Answers of Convenience.
- *The Tyranny of the Right Answer.*
- Become an intentional communicator.
- Maintain relationships – they make or break projects.
- Be intentional about Relationships – the team and inter-team environment – nurture, maintain, and expect from the relationship.
- Know the stakeholders and their expectations.
- What to do better in the current projects.
- How to improve future projects.

Lesson Four – Metrics, Quality, and Risk

ProjectMAN® BALANCE – performance, quality, risk.

- Know what is measured changes. Know the key project metrics and how to measure the variable. Use both quantifiable and subjective information.
- The critical times of a project.
- The quality of repetitive processes – look for repetitive processes in the work, in the management, and in the working relationship.
- Evaluate the risk – how critical are the unknowns and what is the tolerance limit for ambiguity.
- War game and contingency plan.
- Know the strategic phases in a project.

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- Understand the different kinds of time – the risk inherent in time.
- Develop techniques to influence the critical project variables.
- Peters' *Postulates of Success*.
- Learning and changing – processes, systems, procedures, metrics – if we do not change, we did not learn. Value experimentation – value testing in the fail-safe workshop environment. Move the application to future projects.

Lesson Five – The Vision, the Result, Scope, and Learning to Learn

ProjectMAN® INNOVATION – a quantum leap.

- What makes a project successful? Findings from research.
- Learn the key to project success – the result – and client satisfaction.
- Learn to listen hard – to the customer.
- Debrief the project with the seven questions.
- Learn and Change from the experience – Relentless improvement – apply the learning, apply the skills, use the strategies to become better and better.

Lesson Six – Leadership – The Way

- Project Teams are empowered – How to recognize what empowers and what removes power..
- Leading and modeling – how to influence the entire project. Awareness of personal behavior under stress, in teams, as a leader, as a follower will enhance the participants' skills. They will recognize and value leading and modeling much more.
- Review the fragility of teamwork.
- Be a project leader – where you do add value.
- Learn leadership surrounding the project process: communication, values, ethics, vision, culture, recognition, and rewards. Evaluate how these impacted the simulations and how leadership affects actual projects.

Lesson Seven – Integrating and Internalizing the Core Competencies for Project Success

ProjectMAN® PARTNERS –working together

- Be competent – deliver projects successfully