

# Mentoring for Project Excellence

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## Introduction

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Build incredible project teams by mentoring. Develop a mentoring approach that enhances project team results or improves individual performance. Practice mentoring skills of teaching, coaching, and counseling. Identify the project leader core competencies underlying the desired performance. Increase the eleven core competencies in the practice of project leadership. Recognize and diagnose project management performance for project teams and individuals. Locate the performance variance within the project process, resource control, metrics, leadership, or in results.

Mentoring offers an alternative way to grow project management skills. Over a year, we enhance specific project management skills of all people in a targeted organization. At the same time, we grow mentoring skills of a group of six to eight individuals. The mentoring skills include helping individuals, project teams, and the organization. Bi-monthly half-day workshops train the mentors and improve project management skill sets. We leave the mentors with the responsibility to continue enhancing project management performance.

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**Mentoring offers an alternative way to grow project management skills.**

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## Results

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The organization delivers more projects in less time with increased client satisfaction.

- People become skilled project managers in less time.
- Experienced project managers hone their skill to become more effective.
- The organization finds and improves the five per cent of activities that will improve fifty per cent of the project delivery process.
- Project Mentors will become skilled at helping others grow.
- Project Mentors will become skilled at helping project teams and the project organization grow.

## Learning Outcomes

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The participant will be able to recognize and apply mentoring by teaching, coaching, and counseling in the core competencies for project leaders. The participant will develop action plans to improve personal mentoring of teams and individuals. These action plans will include the challenge to implement a mentoring program within a project team or an organization.

## Learning Objectives

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- List and explain the eleven core competencies of project leaders.
- Translate development opportunities in project management into project leader core competencies.

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- Demonstrate understanding of the similarities and differences in the mentoring skills of teaching, coaching, and counseling.
- Teach knowledge of competencies in a project team setting.
- Coach to improve project management skills competency in a project team setting.
- Counsel others for self-development in project leadership core competencies in a project team setting.
- Provide sponsorship to the team and its individual members in all situations.
- Compare and contrast mentoring to leading to managing.
- Locate and isolate the development opportunity within the project management processes.
- Observe, detect, and identify project performance problems.

### Process

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- Select, orient, counsel mentors – one-half day
- Six to eight experienced project managers will become mentors to the organization.
- Initial Development will address mentoring skills, the mentoring training, mentoring program, selection of topics, scheduling the program.
- The mentors will meet for two hours before and after the mentoring workshops.
- Conduct six one-half day workshops to train the mentors and to improve the skill set of the organization.
- Six specific topics will be selected from Project Leader Core Competencies, from the Project System, from Perpetual Project Quality Improvement, or from the Principles of Project Management.
- Workshops include an orientation, a simulation, a debrief on that specific topic, one mentoring skill, a debrief on mentoring, and a contract between each participant and one mentor to improve one specific aspect of that issue in the next month.
- Each workshop will take one-half day and may be repeated four times. Each mentor team (two people) will work with a team of four to six others. The multiple sessions will reduce the demand on the department.

### Mentors

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Mentoring skills for this program include: ✨teaching, ✨coaching, ✨counseling, ✨sponsoring, and ✨facilitating. Mentoring improves existing or embryonic knowledge, skills, or attitudes. Mentoring is not installing new or different knowledge or skills.

Mentors will be able to: ✨mentor individuals, ✨mentor project teams, and ✨mentor the project organization. The mentors would be able to analyze ✨projects, ✨ project processes, ✨project management processes, and ✨project management skills for opportunities to improve project delivery.

### Outline

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**Workshop #1** – Case studies are examined for their illustration of project management problems. Participants identify the issues and suggest improvements. Stress teaching, coaching, counseling all with support. Contrast mentoring with leading to managing.

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**Workshop #2** – A first simulation emphasizing the project process is completed by teams of four with two Mentoring Teachers observing action in one competency area apiece. The teachers lead the debriefing and teach knowledge for individuals and teams to improve project performance. The team then feeds back suggestions to help the mentor.

**Workshop #3** – The small teams complete the second simulation emphasizing resource control with two Mentoring

Coaches each observe one competency. The coaches lead the debriefing and coaching skills for improving performance of individuals and teams. The team then feeds back suggestions to help the coaches. 2.5 hours

**Workshop #4** – Three-person teams complete three exercises to practice counseling skills. Each exercise addresses a single issue within one competency. The third team member acts as an observer/coach in developing the counseling and observing the intervention.

**Workshop #5** – A third simulation emphasizing metrics, measuring and evaluating, is accomplished with two Mentor Counselors. Individuals and teams have written learning contracts with the counselors specifically requesting help to learn in one core competency or in a project management process. The counselors lead the debriefing and then counsel self development for improving performance. The team then feeds back suggestions to help the counselors.

**Workshop #6** – Plan the implementation of mentoring project leader core competencies within a project team and within a project management organization.

**Closure and celebration.**

### **Summary**

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- Six to eight mentors in a mentoring team
- Two to four mentees assigned to each mentor.
- One half-day initial development workshop.
- Six, half-day developmental workshops focused on a single project management skill and one mentoring skill.
- Six, two-hour preparation/debrief sessions before and after developmental workshops.

# Project Master's Core Competencies



**Preach the Purpose** – *Success is the Result!* – Paint the project product and the benefits of the outcome.



**Hear the Voice of the Customer** – *Results are Defined by the Customer!*  
Walk, talk, listen to each one: producers, value-adding converters, and consumers.



**Communicate, Communicate, Communicate** – *Ensure everyone knows everything as soon as you know it.*



**Plan, Plan, Plan!** – *Planning is paramount* – Control time or time will control you. Do the right thing at the right level at the right time: Strategy, Tactics, Operations, Tasks, Tools, Risk.



**Build Relationships** – *Become Partners!* Ally for success and leverage the effort.



**Lead and Model** – *Imprint excellence in every way for every one!* Influence without control.



**Enable People and Teams** – *Equip and empower everyone!* Be nimble; work as one. Give mutual support.



**Negotiate All Matters** – *What, when, who, how, where: define everything – forever everywhere.* Document the deal.



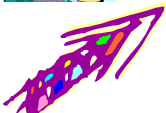
**Design Project Processes and Systems** – *Analyze, document and understand projects, products, and processes* Be transforming, not just transactional.



**Measure What Is and What Will Be** – *Evaluating means measuring!*  
Metrics is the way to control.



**Mentor Mastery** – *Forge the future!* – Promote sustained reliable performance in every action, every day, in every project.



**Learn and Change** – *Seek relentless Improvement!* Learn to team-learn and plan team learning.

# The Project System

**Input**

*Project Portfolio*

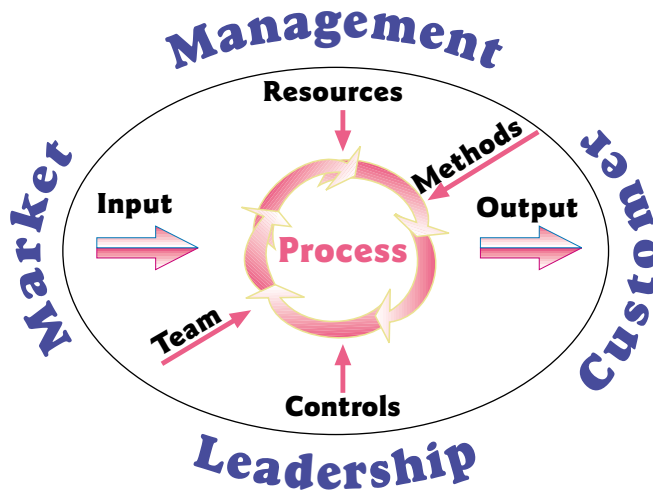
- Prospect
- Mine
- Nuggets
- Dust
- Tailings

**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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## Mentoring for Project Excellence

### Mentoring – Another View

	<b>Developmental</b>	<b>Content</b>	<b>Context</b>
<b>SUPPORTING</b> <b>Position:</b> <b>What are you responsible for accomplishing?</b>	Teaching ○ Knowledge ✓ Work ✓ Project Process ✓ Teamwork ✓ Management ✓ Leadership ✓ Organization	Information ○ Solutions ○ Systems ○ Structure ○ Documentation ○ Processes	Rapport ○ Positive ○ Supporting ○ Emphasize learning ○ Reinforce learning
<b>Permission:</b> <b>What can you do without asking for forgiveness?</b>	Coaching ○ Skill ✓ Work ✓ Project Process ✓ Teamwork ✓ Management ✓ Leadership ✓ Organization	Performance ○ Behavior ○ Practice ○ Productivity ○ Efficiency	Rapport ○ Positive ○ Encouraging ○ Preparatory ○ Listen ○ Appreciate ○ Compliment
<b>Protection:</b> <b>How badly can you mess up?</b>	Counseling ○ Performance ✓ Work ✓ Project Process ✓ Teamwork ✓ Management ✓ Leadership ✓ Organization	Expectations ○ Behavioral feedback ○ Feelings ○ Responsibility for change ○ Effect or result ○ Effectiveness	Rapport ○ Positive ○ Accountability ○ Respectful ○ Maintain ○ Problem solving ○ Clear, useful feedback ○ Listen, Listen, Listen
<b>Resources:</b> <b>What can you buy or direct (including approvals)?</b>	Confronting ○ Success ✓ Work ✓ Project Process ✓ Teamwork ✓ Management ✓ Leadership ✓ Organization	Closure ○ Ability ○ Capacity ○ Opportunities ○ Consequences ○ Time for a decision	Rapport ○ Positive ○ Firm, calm ○ Clear, useful feedback ○ Certain
<b>Power:</b> <b>What can you do or whom can you direct?</b>	Sponsoring ○ Mastery ✓ Work ✓ Project Process ✓ Teamwork ✓ Management ✓ Leadership ✓ Organization	Influence ○ Knowledge ○ Skill ○ Attitude ○ 5% rule ○ Excellence ○ Efficacy	Rapport ○ Positive ○ Enthusiastic ○ Polishing ○ Compliment