A collection of military medals and a compass are arranged on a wooden surface. The medals include a red ribbon with a circular emblem, a blue ribbon with a circular emblem, and two large silver star-shaped medals with intricate designs. A pair of gold-rimmed glasses and a thin metal rod with red-tipped ends are also visible. In the bottom left corner, a circular compass with a white face and black markings is partially visible.

The People Problem: Getting and Utilizing the Resources in Projects

Dr. Robert Monson
Lockheed Martin

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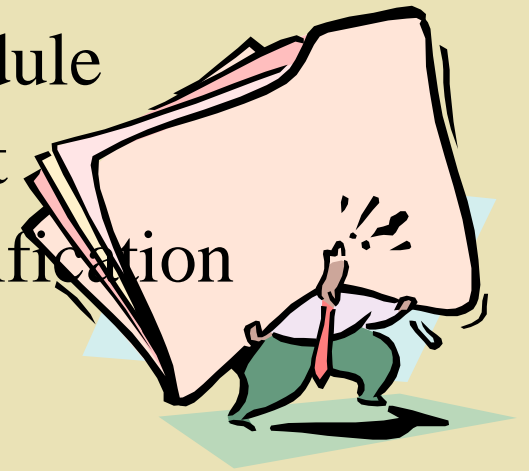


Summary

- ◆ The challenges of managing projects
- ◆ Resolution of the challenges – discipline
- ◆ Further challenges in project success
 - Getting the resources
 - Getting the resources on the team
 - Giving the team the room to work
- ◆ The Philosophy of Project Management

Historical PM Problems

- ◆ Based on a study of 8000 IT Projects
 - 54% of all projects come in late
 - Only 16% will finish on Spec, Sched & Budg
 - 25% will be cancelled after 90% sunk costs
- ◆ What are the results?
 - On average 120% over Schedule
 - On average 90% over Budget
 - On average 40% below Specification



Why did the project fail?

- ◆ Project Objectives not specified (51%)
- ◆ Bad Planning and Estimating (48%)
- ◆ Technology New to Org (45%)
- ◆ No PM Methodology (42%)
- ◆ Insufficient Sponsors (42%)
- ◆ Poor performance by suppliers (42%)



It wasn't our fault!

Historical PM Problems

- ◆ The Project Managers response (what would alleviate these problems?)
 - Improved Project Management (86%)
 - Feasibility Study (84%)
 - More User Involvement (68%)
 - More External Advice (56%)





The Challenges of PM

- ◆ When asked for a recommendation, what does your supervisor need from you?
 - What are you going to do?
 - How long will it take?
 - What will it cost?
- ◆ Why does management give us unrealistic scope and time or money constraints?



Resolving the challenges

- ◆ We must plan proactively, in order to communicate the real story before someone has to guess at what it should be
- ◆ We must act as leaders in the development of organizational direction
- ◆ We are the first line of implementation for the corporate strategy!



Further Challenges in PM

- ◆ Isn't it true that we can meet our Specification, Schedule and Budget and still fail in our project management?
 - If we fail to plan
 - If we fail to communicate
 - If we irritate enough of the people along the way
 - There is just NO upside to being inconsiderate
 - The ends DO NOT justify the means


Getting the resources

- ◆ What does your company want from you?
- ◆ What does your supervisor want from you?



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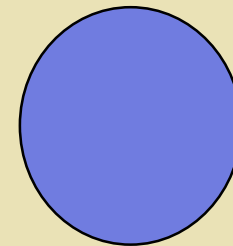
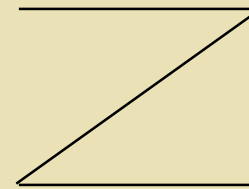
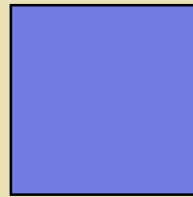
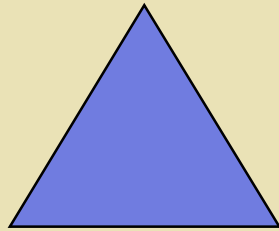




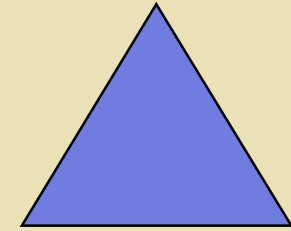
Getting the resources on the team

- ◆ Just having people assigned does not make a team
- ◆ We must understand people's needs and desires if we intend to maximize their output on the job
- ◆ We cannot order work be done, we must influence people to work with us

People and Projects



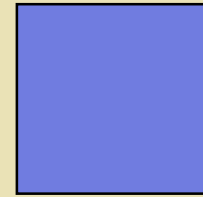
The Triangle



- ◆ 2nd most popular choice
- ◆ Analytical
 - Oriented toward problem solving
 - Not oriented to fire-prevention
 - Tend to accept other peoples problems
 - Task oriented
 - Not good in dealing with people



The Square



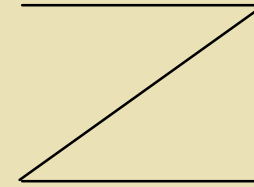
- ◆ 3rd most popular choice
- ◆ Disciplined
 - High sense of order, policies, procedures
 - Prefer symmetry and balance
 - Positive force for quality
 - Cautious regarding change
 - Most productive group, detail oriented





Triangles and Squares are bothered by Politics

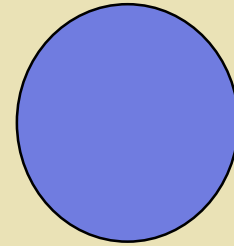
The Z



- ◆ Least common choice
- ◆ Creative
 - Mental Risk Takers
 - Open to change, new, different things
 - Problem paying attention to detail
 - Poor follow-up, Implementation



The Circle



- ◆ The most popular choice
- ◆ The People People
 - Can be quiet people
 - Good rapport, communications
 - Empathy, caring, respect for others
 - The ‘touchy feely’ people



Project Structure

- ◆ Start with the Z shape, to build ideas
- ◆ Next, the triangle will keep the ideas grounded
- ◆ The square will provide the detail work
- ◆ The circle will allow them to work together



Personality and Projects

- ◆ The Creator shapes

- Triangle
- Square
- The Z



- ◆ The Facilitator shape

- The circle



“Thus it is said that one who knows the enemy and knows himself will not be endangered in a hundred engagements. One who knows neither the enemy nor himself will invariably be defeated in every engagement.”

-Sun Tzu, The Art of War



Personalities

- ◆ We can analyze personalities simply by inspection
- ◆ Think of the common behaviors, think of the attitudes driving those behaviors
- ◆ Use a taxonomy to enable consistent analysis
- ◆ Communicate based on the personality!



The Big Five

- ◆ Openness to Experience
 - Risk taking, interest, creativity, outlook
- ◆ Conscientiousness
 - Desire to do things right, rigor in work
- ◆ Extraversion
 - Source of energy is internal or external
- ◆ Agreeableness
 - Attempt to reduce conflict, or inflict it
- ◆ Neuroticism / Emotional Stability
 - Comfort with change, cool-headedness



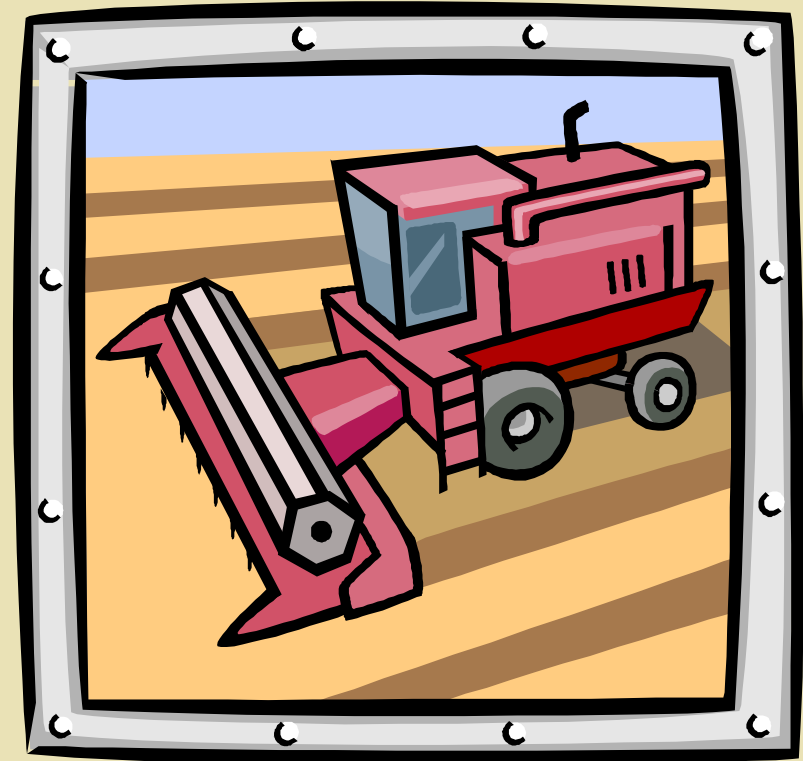
Examine People

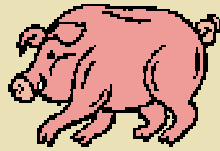
- ◆ Type-watching as a spectator sport
 - Always consider personalities, and how you would approach them to communicate
 - Jennifer Lopez
 - Governor Ventura
 - Picasso
 - Abraham Lincoln
 - Dr. Martin Luther King, Jr.

Or use a tool to help

- ◆ Your assignment:

Draw a Pig.





What does it reveal?

- ◆ top - positive / optimistic
- ◆ bottom - negative / pessimistic
- ◆ middle - realist

- ◆ left - traditionalist / friendly
- ◆ right - innovative / active / no sense of family
- ◆ forward - devil's advocate

- ◆ many details - analytical / cautious
- ◆ few details - emotional / naive / risk taker

- ◆ 4 legs showing - secure / stubborn / stick to ideals
- ◆ less than 4 legs showing - less secure / experiencing a major life change
- ◆ larger ears - better listener



Giving the team the room to work

- ◆ Managerial Theories

X-Style Management

Y-Style Management

Z-Style Management





Giving the team the room to work

◆ Managerial Theories

X-Style Management

- People are bad and require constant supervision

Y-Style Management

- People are good and require minimal supervision

Z-Style Management

- People need to do well, and don't like supervision

◆ It's all about maximizing job satisfaction



The Philosophy of PM

- ◆ Utilize the Desdirata as a starting point
 - Examine the Philosophy
 - Clarify for Project Managers
 - Provide a series of guidelines for successful project management
- ◆ Can be achieved utilizing many managerial philosophies
 - It is all common sense, just not very common



Go placidly amid the noise and haste and remember what peace there may be in silence. As far as possible without surrender be on good terms with all persons.

Speak your truth quietly and clearly; and listen to others, even the dull and ignorant; they too have their story.

Avoid loud & aggressive persons, they are vexations to the spirit.

If you compare yourself with others you will become vain & bitter; for always there will be greater and lesser persons than yourself.

Enjoy your achievements as well as your plans. Keep interested in your own career, however humble; it is a real possession in the changing fortunes of time.

Exercise caution in your business affairs; for the world is full of trickery. But let this not blind you to what virtue there is; many persons strive for high ideals; and everywhere life is full of heroism.

Be yourself. Especially, do not feign affection. Neither be cynical about love; for in the face of all aridity & disenchantment it is perennial as the grass.


Take kindly the counsel of the years, gracefully surrendering the things of youth.

Nurture strength of spirit to shield you in sudden misfortune. But do not distress yourself with imaginings. Many fears are born of fatigue & loneliness. Beyond a wholesome discipline, be gentle with yourself.

You are a child of the universe, no less than the trees and the stars; You have a right to be here. And whether or not it is clear to you, no doubt the universe is unfolding as it should.

Therefore be at peace with God, whatever you perceive him to be, and whatever your labors and aspirations, in the noisy confusion of life keep peace with your soul. With all its sham, drudgery & broken dreams, it is still a beautiful world. Be careful.

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Strive to be happy.



Go placidly amid the noise and haste, and remember what peace there may be in silence.

- ◆ Try not to take things so seriously
- ◆ Remember to see the forest for the trees
- ◆ Very few projects truly would cause problems if delivered a day early or late
- ◆ Don't demand things needlessly
- ◆ Always Remember: *It's just a job!*





*As far as possible without surrender be
on good terms with all persons*

- ◆ You never know who may save you on your project
- ◆ We must hold our ground at times, but remember always to keep friends
- ◆ Always lose the unimportant battles
 - If it doesn't matter, let someone else have the victory
 - It takes more skill to allow others to succeed



*Speak your truth quietly and clearly,
and listen to others, even the dull and
ignorant; for they too have their story*

- ◆ Communication is a critical skill
- ◆ Other people might actually be as smart as we are
- ◆ We get other perspectives
- ◆ We demonstrate respect for others
- ◆ Perhaps others will listen to us in the future even though they think we are dull and ignorant
- ◆ The most important managerial skill is listening



Enjoy your achievements as well as your plans. Keep interested in your own career, however humble

- ◆ If you aren't interested, how can you expect your people to be interested?
- ◆ It should be like a hobby – not a barrel of fun, but something with challenge and reward for us personally
- ◆ Much of this is elective for the Project Manager



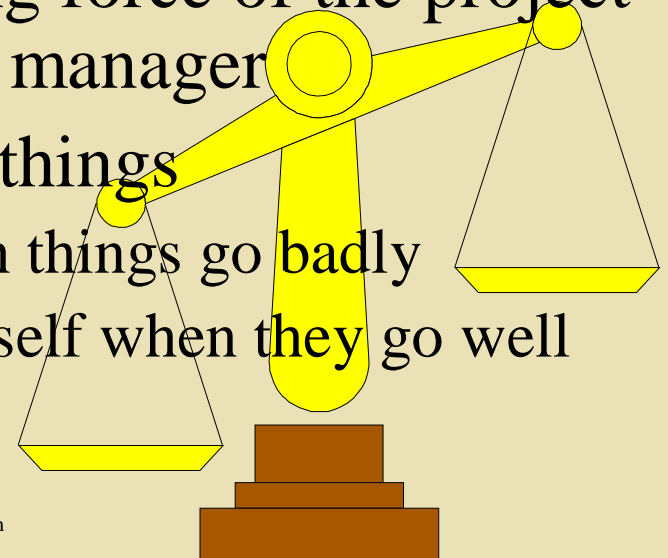
Exercise caution in your business affairs; for the world is full of trickery. But let this not blind you to what virtue there is, many persons strive for high ideals

- ◆ In general, people try to do the right thing
 - There are exceptions, but we tend to gravitate toward those negative opinions
 - Assume the best of others, it makes life easier
 - Strive to treat others in a respectful manner as often as possible
- ◆ Often conflict is nothing more than a misunderstanding



Nurture strength of spirit to shield you in sudden misfortune. But do not distress yourself with imaginings. Many fears are borne of fatigue and loneliness

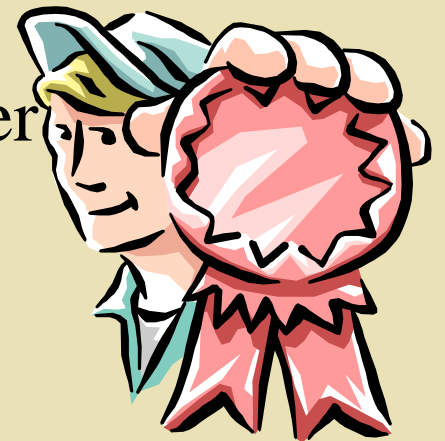
- ◆ We must be confident of our own abilities and plans
- ◆ We must try to share this confidence with others, and support our team
- ◆ Much of the required starting force of the project must come from the project manager
- ◆ Strive for moderation in all things
 - Don't take it personally when things go badly
 - Don't take the glory for yourself when they go well





Be gentle with yourself. You are a child of the Universe; no less than the trees and the stars; you have a right to be here. And no doubt the Universe is unfolding as it should.

- ◆ Even though at times it seems the project is developing to our detriment, we must put the best face on things and seek a solution
- ◆ Don't feel a project problem is a project management failure
- ◆ There is always another day, another project, another success around the corner





And whatever your labors and aspirations, in the noisy confusion of life keep peace with your soul. With all its sham, drudgery and broken dreams, it is still a beautiful world. Be careful. Strive to be happy.

- ◆ We choose to gain satisfaction from our endeavors
- ◆ We can choose to be frustrated or choose to see a challenge
- ◆ If you spend the entire summer sailing, and spend only one day capsized during a storm, what will you remember three years from now?
- ◆ Always remember:

It's the journey, and not the destination





Project Management Guidelines

- ◆ Plan your work and enjoy the journey
- ◆ Be on good terms with other people
- ◆ Communicate and listen constantly
- ◆ Be cautious, but remember that people are generally good
- ◆ Emotional stability will smooth the rough spots
- ◆ Your problems in PM are no worse than the problems other people face
- ◆ Remember, it's just a job – Life is so much more



Summary and Conclusions

- ◆ We need to focus on Spec, Schedule and Budget
- ◆ We also need to focus on the people
 - Individual differences
 - Group dynamics
 - Organizational Culture
- ◆ Try to complete our work in an atmosphere of high job satisfaction
 - Take care of your people and those you impact
 - And the project management takes care of itself



Success in Project Management

“Very great leaders in their domains
are only known to exist.
Those next best are beloved and praised.
The lesser are feared and despised.”

-Lao Tzu, Tao-te Ching