



Leadership Is Taken, Not Given

Defining Moments for Establishing, Maintaining, and Regaining Control of Projects

Gus Cicala, CEO
Project Assistants, Inc.



9/18/2014



Agenda

Project Managers As Drivers of Change

Leadership in Project Management

- The Project Manager's Paradox

Defining Moments for Projects

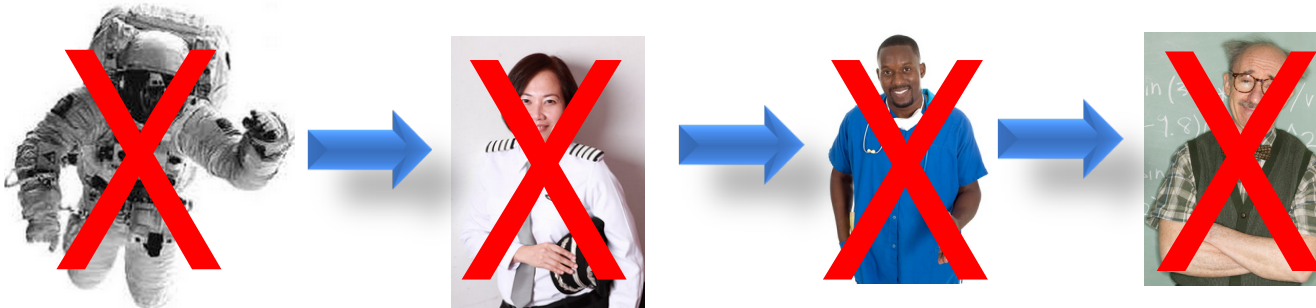
- Scope Definition and Hand-off
- Initiation/Kick-off
- Execution
- Close-out

Summary

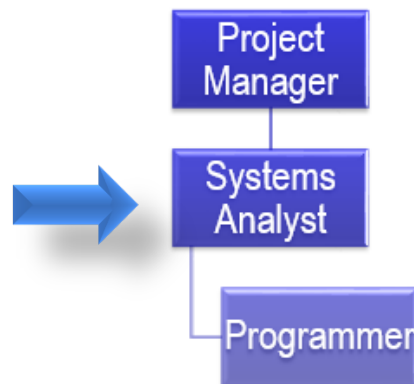
Who Are We? ...Who am I?

- ❑ How many people in this room wanted to be a Project Manager or Business Analyst when they grew up?

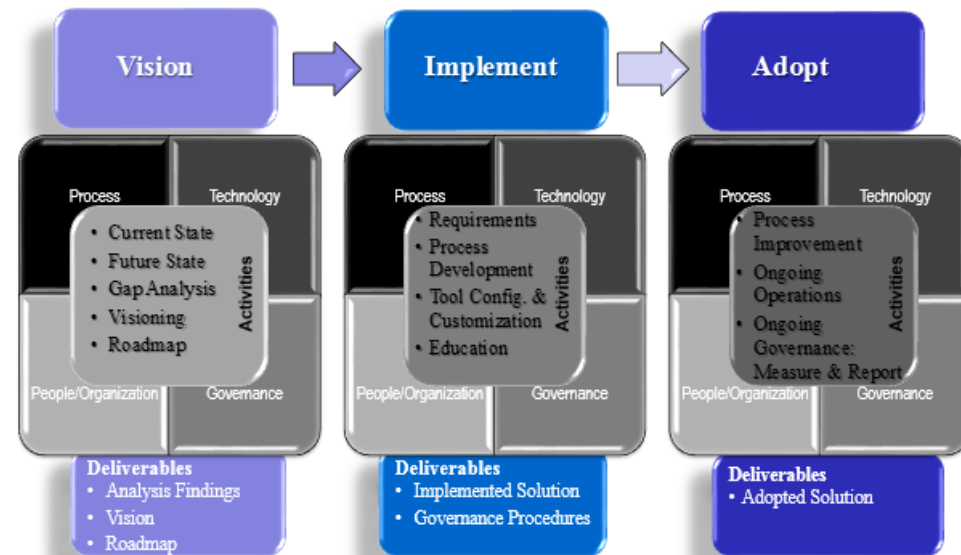
...Believe it or not: Me



Father Flynn:
“...Many ways to
become a teacher!”



Fast-forward to today...



1996: Founded Project Assistants as PM Consulting firm

- ❑ Strategy Assurance (Vision-Implement-Adopt)
- ❑ Project management Solutions (Microsoft Project)
- ❑ Training

Today's presentation is a summary of...

- One-day workshop
- Program for Project Leadership Is Taken Not Given (for Project Managers)
- Executive Program: Leading Project Leaders

Why & How Do Organizations Change?



“Without deviation from the norm, progress is not possible.”
- *Frank Zappa*

Project Managers As Drivers of Change



Project Managers As Enablers of Change



Armada sailing towards the mission =
Organization's portfolio of projects

Lighthouse =
Vision



Your Ship = Specific Project
("Vision Delivery Vessel")

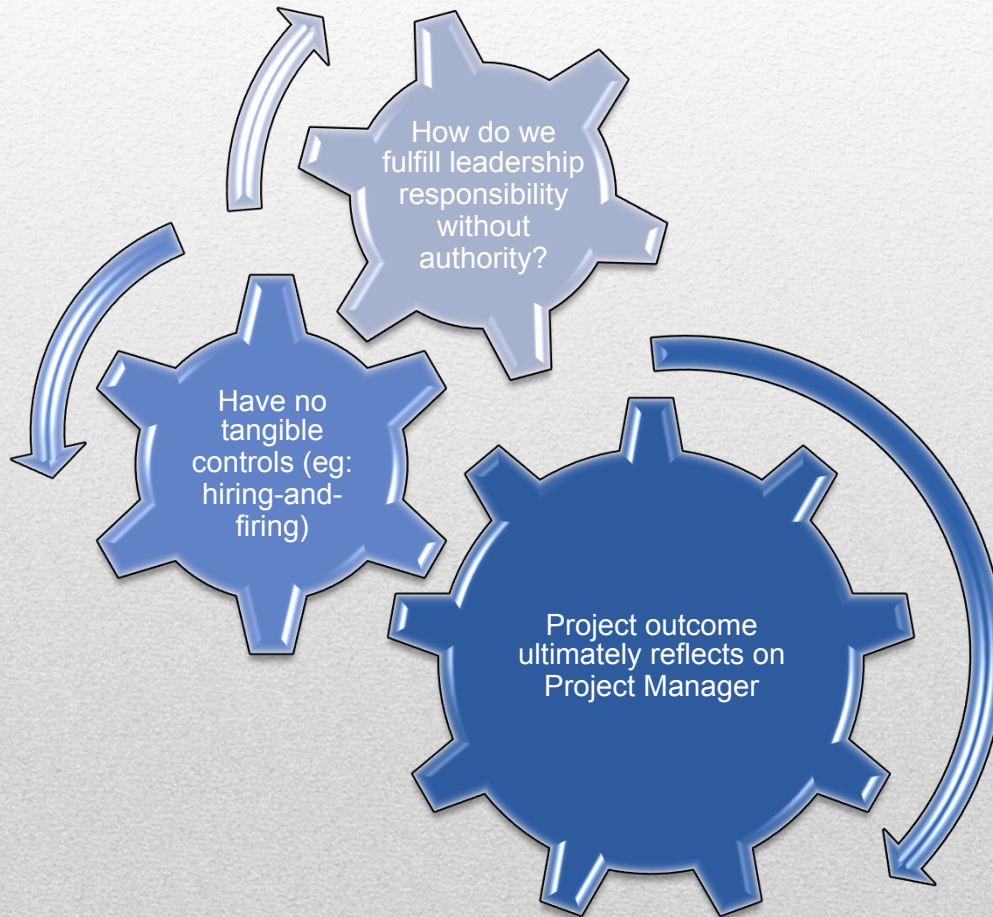
Why Project Leadership vs. Project Management?



“Even if you’re on the right track, you’ll get run over if you just sit there.”

- Will Rogers

The Project Manager's Paradox



Matrix Organization

Project Management Organization	Functional Manager	Functional Manager	Functional Manager
Project Manager	Team Member	Team Member	Team Member
Project Manager	Team Member	Team Member	Team Member
Project Manager	Team Member	Team Member	Team Member

Colored Boxes Represent Team Members Assigned to the Same Project

- What % of your team has your project tasks as their highest priority?

“Leadership Is taken, Not Given.”



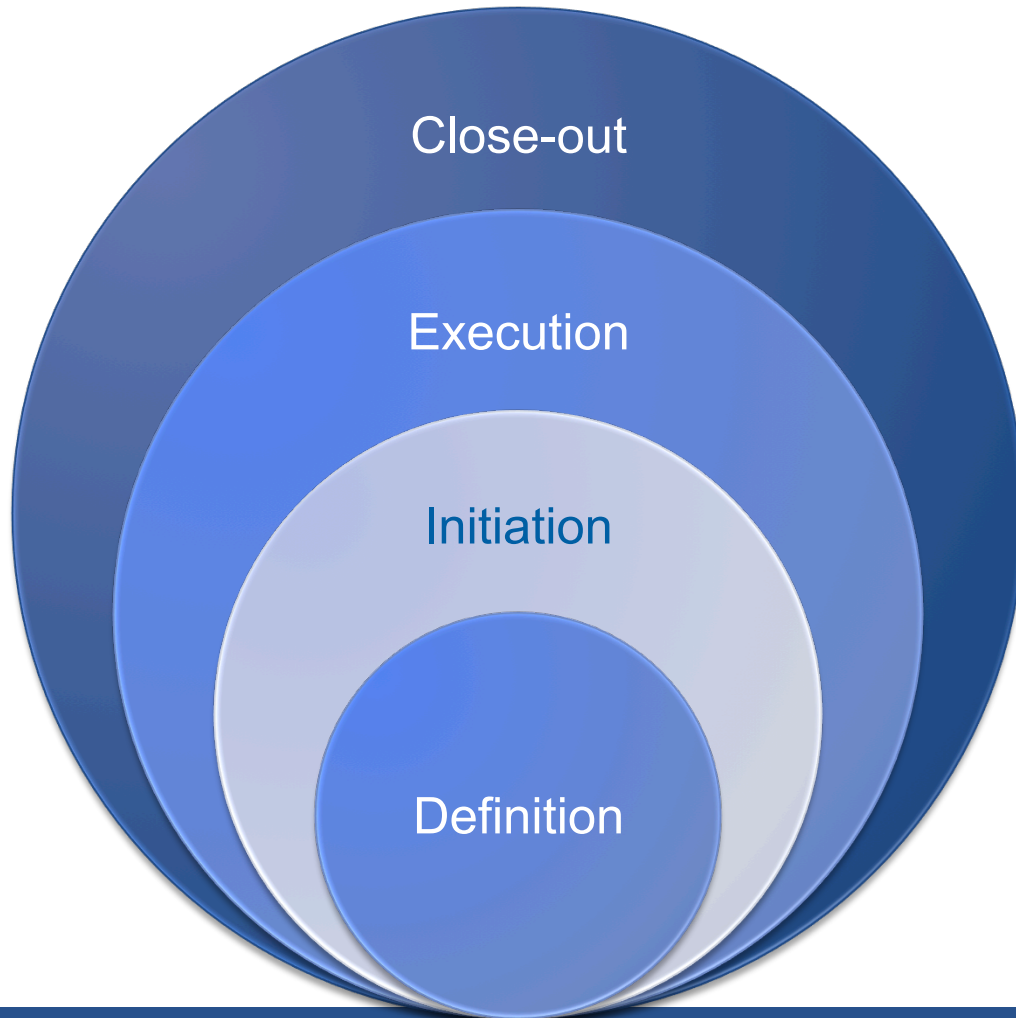
“Constitutionally, Gentlemen, what you have here is the President, the Vice President, and the Secretary of State, in that order.”

ABC NEWS BULLETIN BULLETIN

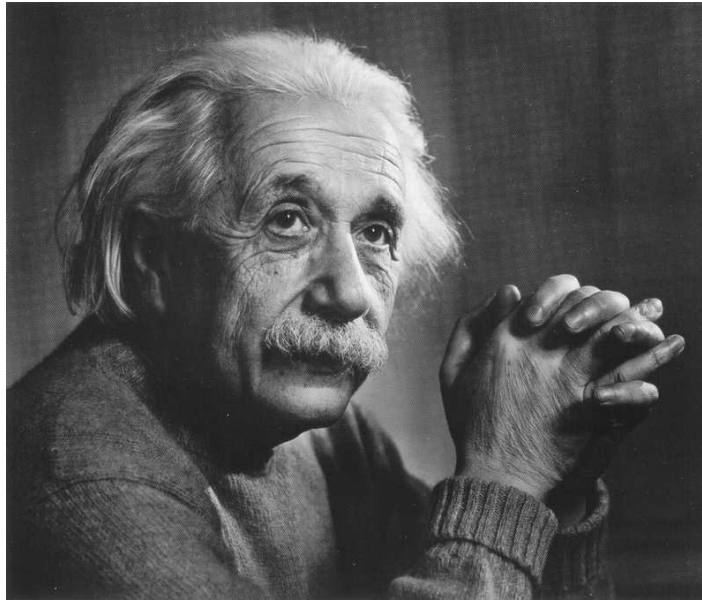
What Is a “Defining Moment”?



Focus of 4 Key Project Defining Moments



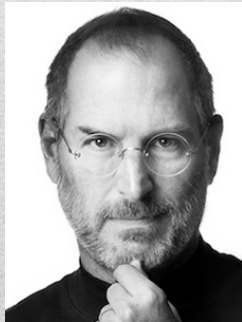
Defining Moment #1: Scope Definition ...prior to project approval



“Any intelligent fool can make things bigger and more complex It takes a touch of genius ... and a lot of courage to move in the opposite direction.”

- *Albert Einstein*

A Familiar Example ...



Visionary with a *vision*



Leads to a *plan for change*: product innovation portfolio (“*right projects*”)

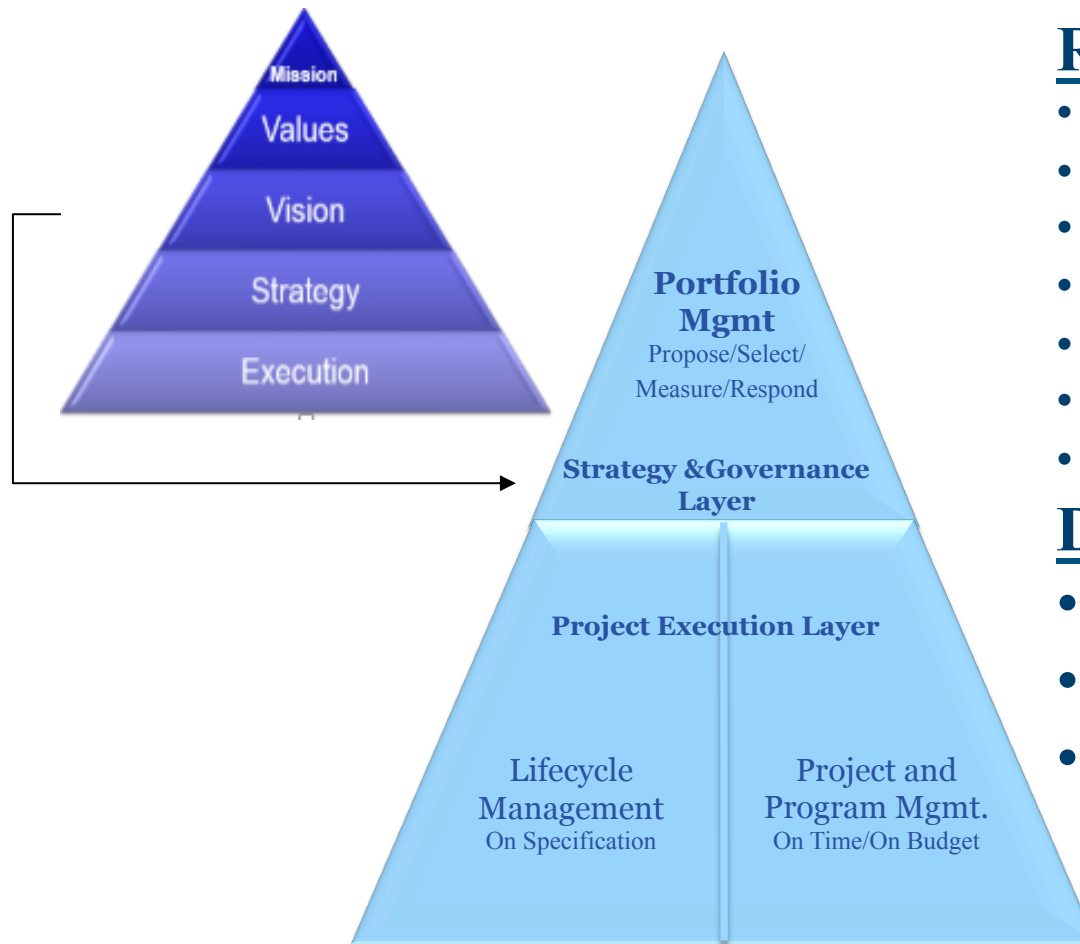


Launches slate of successful projects (“*done right*”)



Project Leadership delivers the future

The Birth of a Project



Right Projects...

- Optimal Risk
- Highest ROI
- Most cost effective (Budget)
- Alignment to Vision
- Ideal timing (Schedule)
- Market Need (Specifications)
- Feasible (Resources)

Done Right...

- On-time
- On-budget
- On-spec

Us Project Managers Don't Get to Choose Our Parents

Management/stakeholder conceive and “raise” the projects from their business case.

- Adoption/governance ‘domain’ offers ethics & execution guidelines
- So that the project managers to engage and harmonize the gears



Legislative
This branch is ran by the two congress parties they can pass, appeal, and ammend laws.



Executive
The head of this branch is the president who approves and makes laws official.



Judicial
The head of this branch is the supreme court which over sees the court system.

Practical Application: Front-ending the Pain

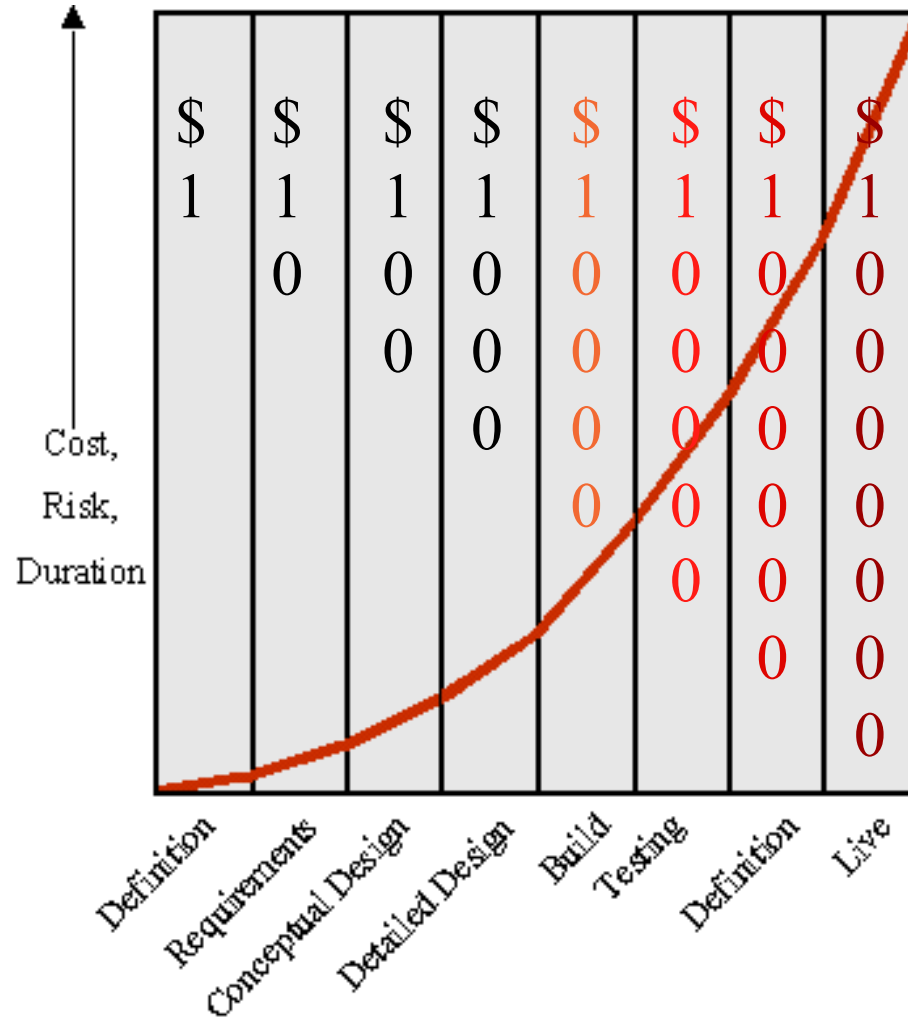
It's human nature
to seek out
pleasure and
avoid pain.



It's the imperative
of planning to
front-end the
pain and invest
as early as
possible.

Proper, realistic
definition
requires the
“unnatural” soft
skills of a
leader.

The Importance of seeking pain early

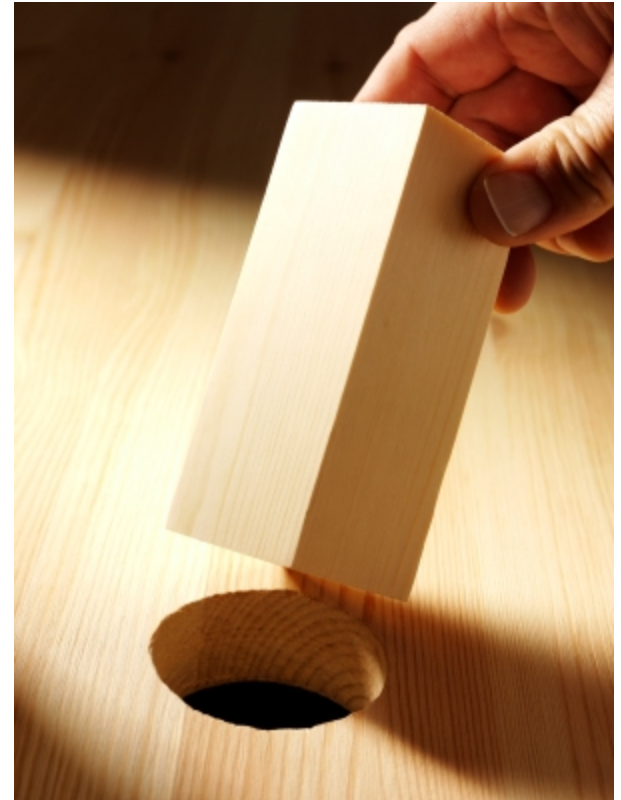


Defining Moment #2: Project Initiation

“Common sense is not so common
...”

- *Voltaire*

Dictionnaire Philosophique (1764)

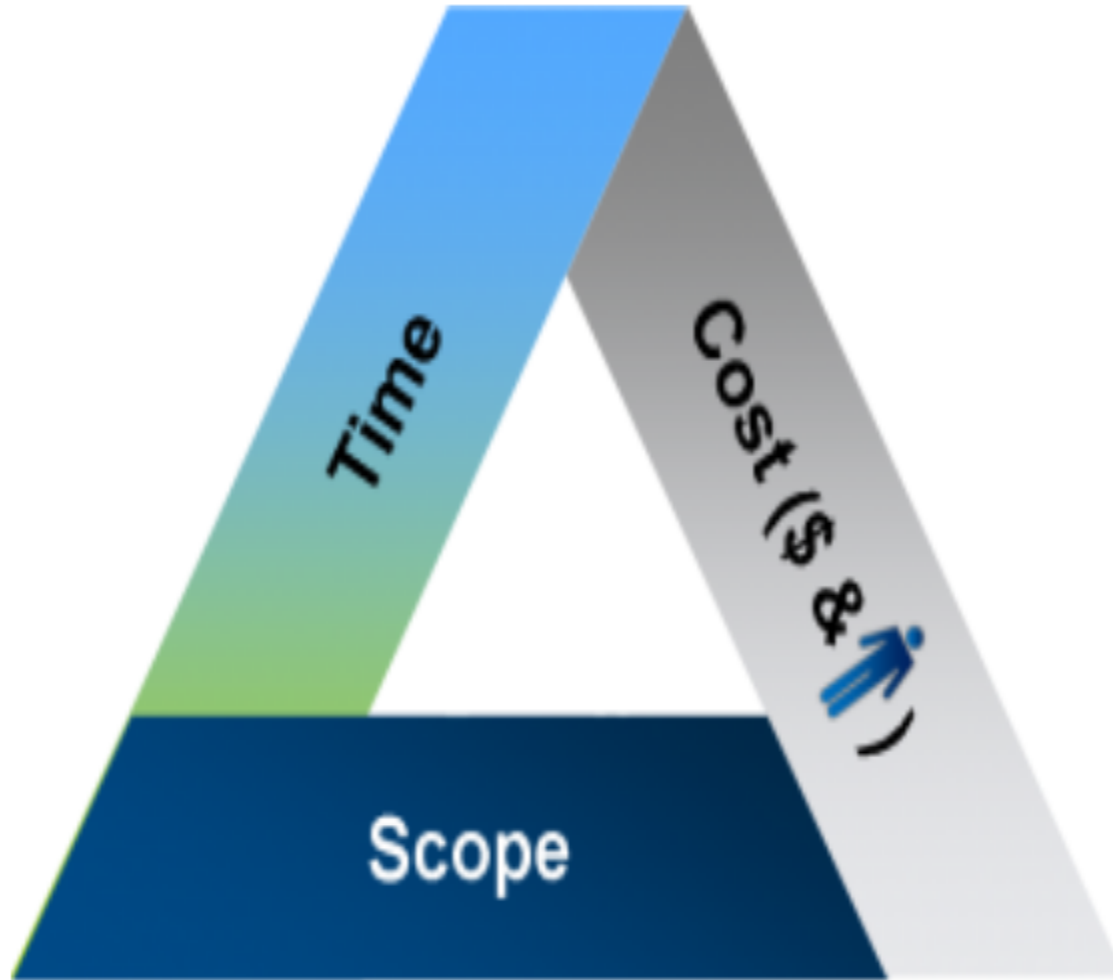


Novak Djokovic's Defining Moment



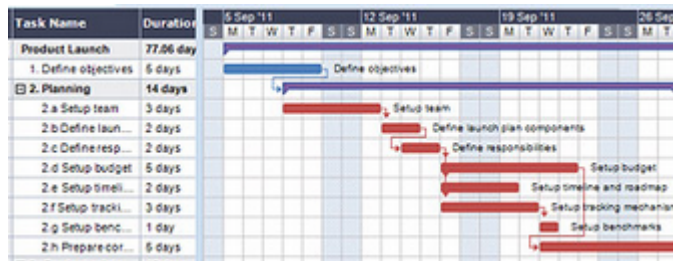
AUDEMARS PIGUET
Le Brassus

What Defines a Successful Project?



Presenting “The Plan” for Success

- What do you see when you “visualize” the plan?



If a project management coroner performed a post-mortem on your organizations failed projects, what would be the findings as a common pattern in cause of death?

How Does a Large Project Get to Be One Year Late?

