

Enduring the Resistance to Change



1. Impact of 1st mention of threat to Triple Constraint Model (kick-off)
2. Scope increase = impact to schedule/Resources (people/\$/materials)
3. Impact analysis: budget and/or schedule
4. Budget for Impact Analysis and small changes
 - Yes, we do charge for estimates
5. Impact of 1st change order (hand grenade) ...“Nickel & diming”
6. Impact of 2nd change order (walk in the park, but ...)

Practical Application:

Effective leaders drive effective trade-offs

Must operate well in the “gray area”

- Identify problems
- Come up with the best option
 - It WON'T be a perfect option
 - *Compromise* – It's done right when both sides are left dissatisfied

The hidden leak is quality



Defining Moment #3: Execution

“The bad news is time flies. The good news is you’re the pilot.”
- *Michael Altshuler*



Leading the Transition to Project Execution



**Harvard
Business
Review**

The Execution Trap

“...if you run a Google search for ‘A mediocre strategy well executed is better than a great strategy poorly executed’* you will get more than 42,600 references.”

*Sun Tzu

Defining Moment #3: Now that's execution!



Establishing Project Cadence & Tempo



Does Control = Success?

Can I be in control and deliver over budget and late?

Can I be out control and deliver on time and on budget?



Practical Application: Control As an Objective Measure



Being in control of a project is not subject to opinion

You either are or are not doing the following control activities:

Keeping the balls off your side of the net

Holding the execution processes to a regular, cyclical basis

Regular cycle for collecting actuals of cost, labor and schedule

Driving incremental completion

Analyzing variances to the baseline, revision, Change Management

Will a Project Manager recommend 'killing' a projects that Is falling?



A human Project Manager will prefer to go through denial than to be in discord with his/her instincts

...so now what?

Practical Application: Control As an Objective Measure

- If the train has left the station, and you realize the bridge is out, do you make a modest change and then take a beach day?

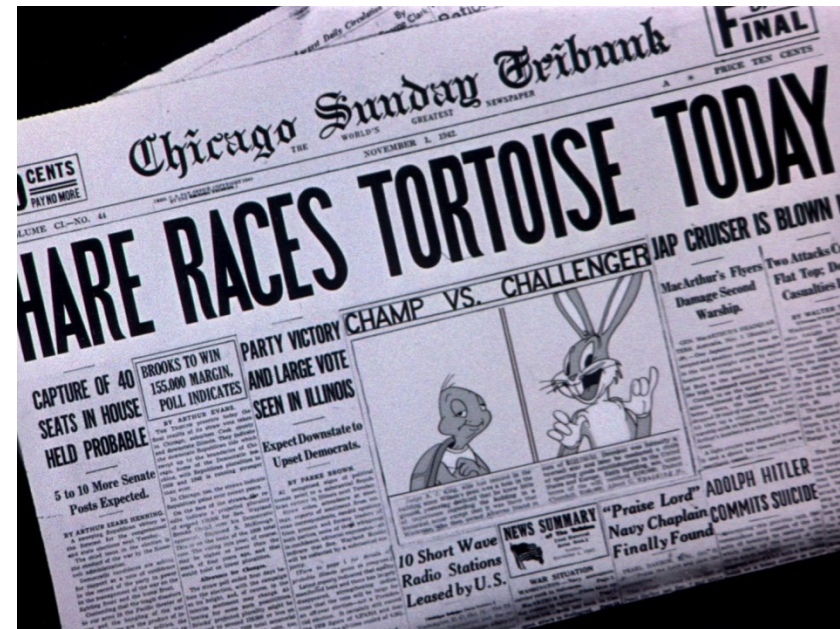


You'd better cancel
the itinerary!



Critical Path's Impact on Success

- Task 1: Hare runs race – 1 minute
- Task 2: Tortoise “runs” race – 30 minutes
- Draw ESTMATED critical path
- Show slack (29 minutes)



Tortoise vs. Hare



A Fable of “Control” of the Critical Path: Managing the Hare & Roadrunner

- Who are you betting on to win?
 - (you watched too many cartoons as a kid)
- Task 1 – Hare runs race – 60 seconds
- Task 2 – Sr. Roadrunner ‘runs’ race – 85 seconds
- Draw ESTIMATED critical path
- 50% hare has ‘actual’ of 45 seconds
 - ETC: ___ EAC: _____
 - Based on EAC who will win the race



Can We Recover the Plan and Win the Race?

- Is there something I can do to “fix” EAC?
- Add Project Manager: Root cause analysis (15 second nap)
- What will you do? What is new EAC? now who wins?
- Escalate to management
 - What happens next?



Defining Moment #4: Close-out



“All endeavor calls for the ability to tramp the last mile, shape the last plan, endure the last hours toil. The fight to the finish spirit is the one ... characteristic we must possess if we are to face the future as finishers.”

-Henry David Thoreau

Scott Williams on:

Project Management vs. Project Leadership



Practical Application: Challenges at Closeout



Project Completion Criteria; meeting Contract Criteria



You've delivered what you think you promised, but the customer doesn't get what they thought they bought



Follow-up on out-of-scope activities



Handoff to the stakeholders

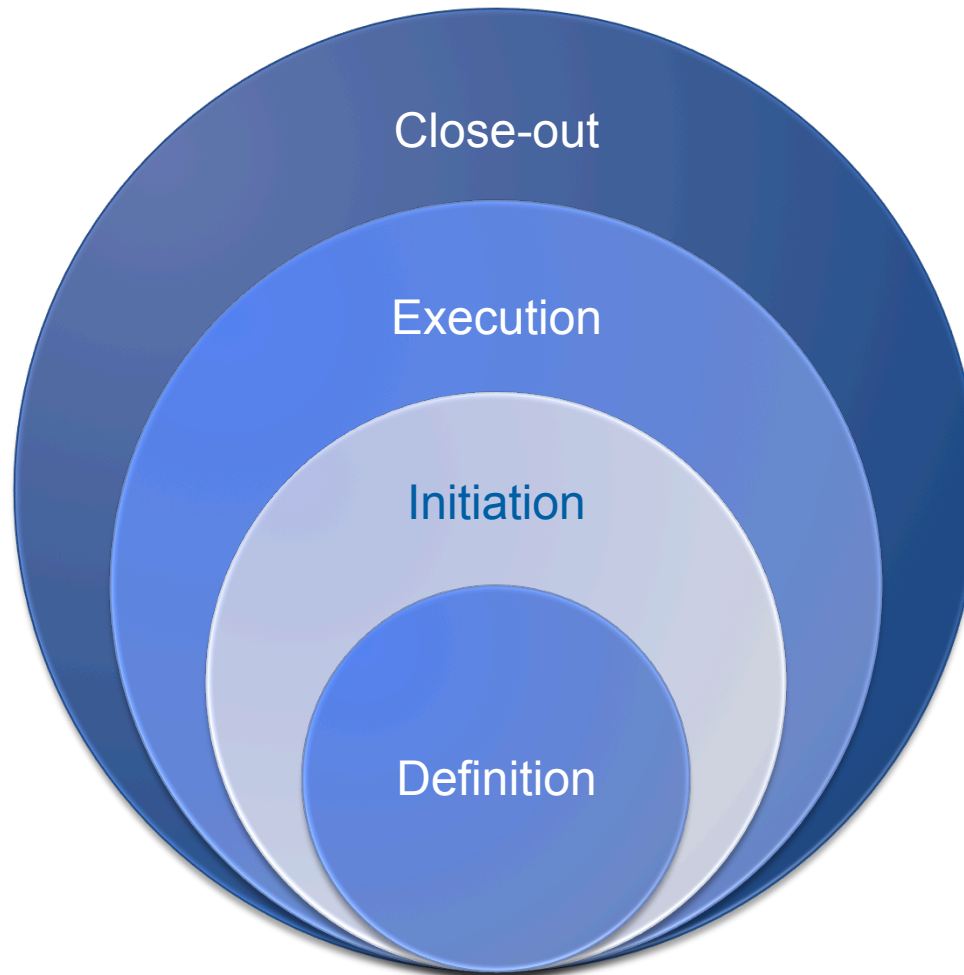


The snowball of unmet challenges from the earlier stages

Making Change Painless



Summary



Project Leadership Workshop: “Leadership Is Taken Not Given”



- Custom Defining Moments
- Full day Workshop
- Hands-on, real-world
- Interactive discussion
- Develop Implementation plan
- Follow-up coaching and plan review

Executive Program: “Leading Project Leaders”

Prep work:

- ❖ Executive team survey: Hot Spots Definition
- ❖ Workshop prep “homework” assigned
- ❖ Tailored and formatted to **YOUR** defining moments (based on survey)



Centerpiece: Custom Workshop

- Full day, hands-on, interactive discussion, develop plan to attack **YOUR** predictable points of resistance, follow-up assignments
- Tailored content, based on your needs identified during prep work

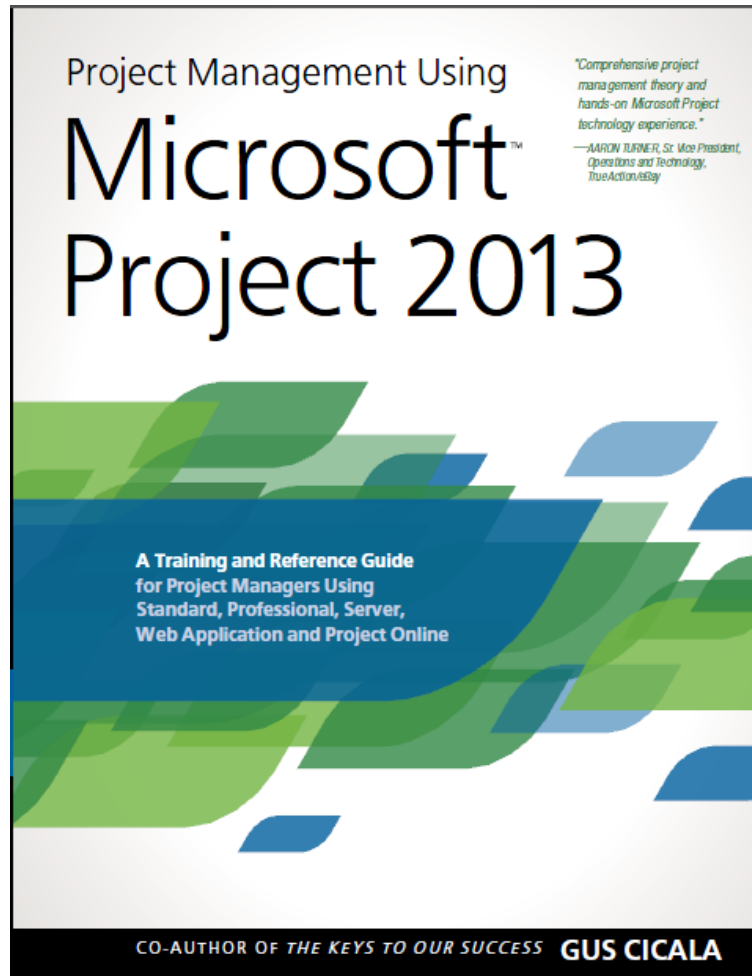


Adoption:

- ❖ Webinars: Introduction of increased level of governance rigor
- ❖ Coaching & mentoring: Implementation status & lessons learned
- ❖ Monthly Group exercise: Red Team Review – Real Portfolio
- ❖ Follow-up Organization Survey & Quarterly: C-level summary/review



Amazon's #1 Book on "Microsoft Project 2013" training



Project Management Using Microsoft Project 2013

is a comprehensive training guide that provides theory, reference material and hands-on exercises for Microsoft Project Standard, Professional, Server, Web App and Project Online. Its unique formulation makes this text much more than a simple guide to the "what" and "how" of Microsoft Project's features and functions. Using project management training courses as its model, this text emphasizes the "why" of each feature, demonstrating how they can be used to add value for the reader's organization. Project Management using Project provides the theory from Initiation to Closeout, so that the technical how-to fits neatly into a practical understanding of the tool—teaching you to drive it as a powerful means to delivering better, faster and more cost-effective project-based results.



About the Author

Gus is a Wharton Business School graduate with over twenty-five years of project management experience. Coming from a developer's background, Gus has always had a unique understanding of Microsoft Project as an instrument for driving success, instead of a mere encyclopedic knowledge of its attributes. This perspective has allowed him to successfully deliver effective training for two decades, developing training content on Microsoft Project since Project version 3.

Gus served on the Microsoft® product advisory council. He regularly provides content for several of the most respected project management publications and is an acclaimed presenter at public speaking events.

Also from this author:

- *The Keys to Our Success: Lessons Learned from 25 of Our Best Project Managers*
- Macmillan's Que book series: *Special Edition: Using Microsoft Project*
- *Expediting Drug and Biologics Development (Third Edition)*
- *Microsoft Project: Step by Step*



Project Assistants provides consulting services, educational content and custom tools to help organizations deliver better, faster, more cost-effective project-based results.

www.projectassistants.com

©2013 Gus Cicala and Project Assistants. All rights reserved.

Who is Project Assistants...?

If you want to take it up a notch, give us a call:



GusCicala@projectassistants.com

Cell phone number (302) 521-2000



www.projectassistants.com



www.linkedin.com/in/guscicala



@GusCicala

- Leverage free relevant project management topics:
 - **http://projectassistants.com/video/**

Thank you!

Gus Cicala

(302) 521-2000

guscicala@projectassistants.com

www.projectassistants.com





Leadership Is Taken, Not Given

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

Gus Cicala, CEO
Project Assistants, Inc.



9/18/2014

