It's a Jungle Out There!

Trailblazing Successful Innovative, Strategic Projects

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I Shall Attempt to:

- Share my secrets* for leading strategic, innovative projects

- Use an eventful archeological dig as an example

From both good & bad experiences

You Will Be Able to:

- Identify the 3 main causes of problems for strategic, innovative projects

- Stay awake through this presentation (I hope!)

The Story Background

- A Mayan expert led an archeological expedition

- The site had been discovered 6 years before, but hadn't been developed

The 3 Biggest Problems

- Inexperience

- Dissent

- Complexity

Inexperience (1)

- Over-Commitment
  - Eliminate Unnecessary Commitments
  - Validate Remaining Commitments

Inexperience (2)

- Unreliable Predictions
  - Test the Limits of Assumptions
  - Plan and Adjust Iteratively

Inexperience (3)

- Incompetence
  - Make Careful Staffing Decisions
  - Build Competency
  - Neutralize Fear

Inexperience - Assessment

- Where does your project lack proven competency (and reasonable confidence)?

- How can execs (and you) fill (or eliminate) these project needs?

Dissent (1)

- Deadly Silence
  - Encourage Open Dissent

Dissent (2)

- Open Opposition
  - Confirm Shared Values
  - Apply Effective Negotiation Methods

Dissent - Assessment

- Where is there dissent in your project? (Silent or open)

- What do executives (and you) need to do (or stop doing) to benefit from dissent?

Complexity (1)

- Unnecessary Complexity
  - Identify Complexity
  - Promote Simplification

Complexity (2)

- Dangerous Gaps
  - Enable Multi-Directional Communication
  - Perform continuous checking and re-checking

Complexity - Assessment

- What's <u>complex</u> about your project? (People, systems, gov't, etc.)

- What existing structures (processes, tools, rules, etc.) are inadequate to eliminate or manage it?

Summary

- **Inexperience**
  - Over-commitment, Unreliable Predictions, Incompetence

- **Dissent**
  - Deadly Silence, Open Opposition

- **Complexity**
  - Unnecessary Complexity, Dangerous Gaps

For additional information, please contact:

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