

Leveraging the use of OD for Project Management

Integrating “Hard” and “Soft” Skill Sets

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Assumptions

PMI Audience

- Wide range of experience and levels of success in delivering projects on-time and within budget
- Have experienced other process introductions
- Various levels of “soft” skill competency
- Willing to consider an enhanced approach to improving project processes.

Your Organizations

- Variation in OD presence, interventions and techniques
- Minimal integration of OD in projects
- Integration of OD and project management skills would benefit bottom-line.

Hypothesis

Project managers should be concerned with using OD techniques for:

- Individual development (including themselves and team members);
- Improving the performance of their project teams; and
- Contributing to the betterment of the overall organization.

Objectives

- Define OD and increase understanding of the value of the associated skills and techniques,
- Recognize that successful implementation of project management requires competency in “hard” and “soft” skills,
- Consider proactive ways to integrate project management and OD techniques to improve project success
- Call to action – solicit interest in a SIC to explore collaborative efforts between OD and PM professionals.

Definitions

Project Management: The application of knowledge, skills, tools and techniques to project activities to meet or exceed stakeholder needs and expectations*.

Organization Development:

- The planned process of change in an organization's human system culture focusing on:
 - Organizations as complex social systems;
 - Developing individuals as well as organizations;
 - Changing the culture and processes of the total system; and
 - Teams and workgroups as targets for intervention activities.
- A process for understanding and improving the performance of any project by incorporating individual participation in problem solving and decision making.

PMBOK* Knowledge Area Processes w/Interpersonal Skills

Knowledge Areas

Project Integration Management

- Develop project charter
- Develop preliminary project scope statement
- Develop project management plan
- Direct and manage project execution
- Monitor and control project work
- Integrated change control
- Close project

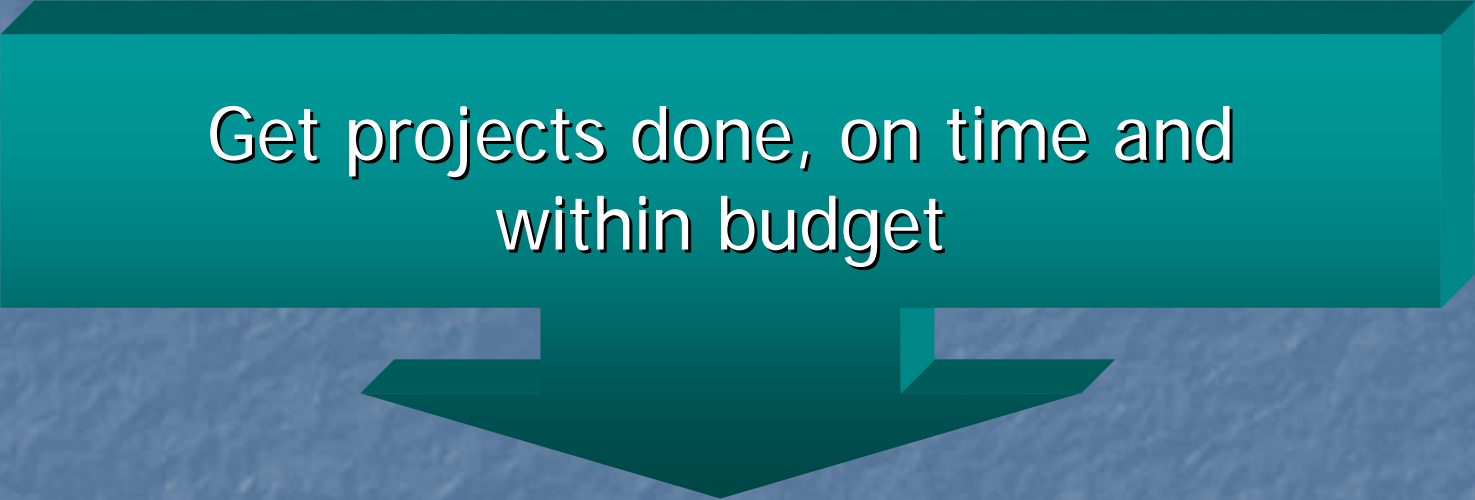
Project Human Resource Management

- HR planning
- Acquire project team
- Develop project team
- Manage project team

Project Communication Management

- Communications planning
- Information distribution
- Performance reporting
- Manage stakeholders

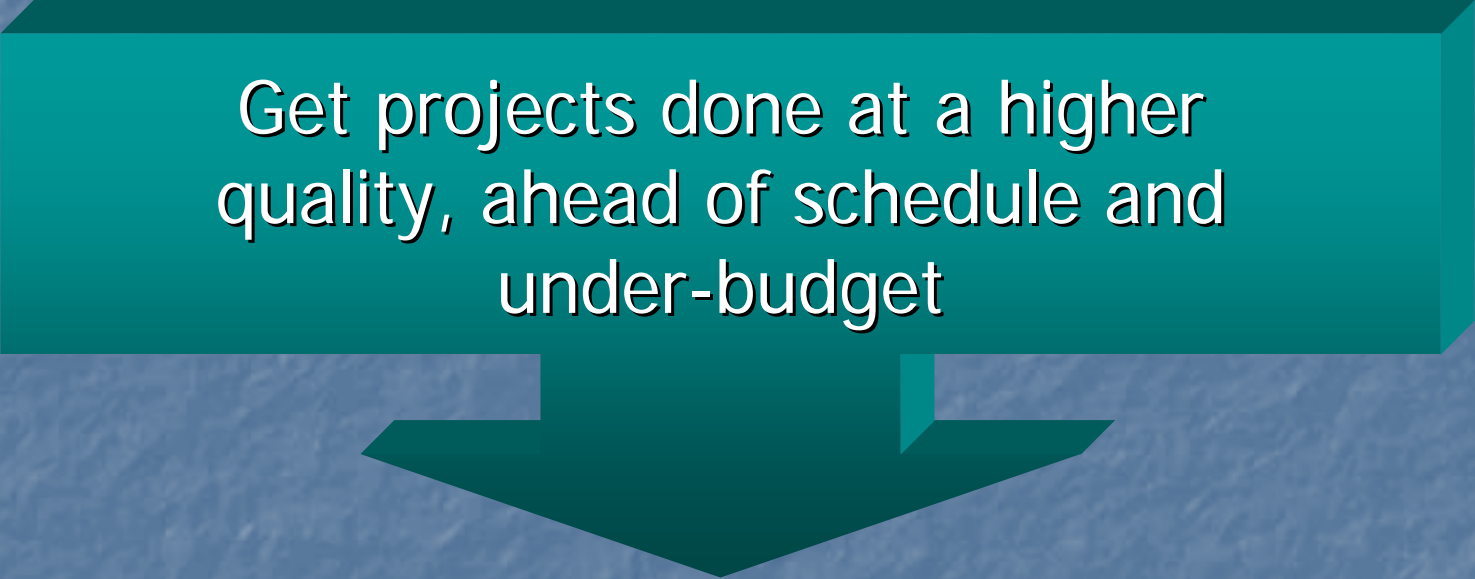
Why Manage Projects?



Get projects done, on time and
within budget

The Bottom Line:
Successful Results

Why Incorporate OD Techniques Into the Management of Projects?



Get projects done at a higher quality, ahead of schedule and under-budget

The Bottom Line:
More Consistently Successful Results

Capability Maturity Model*

Level	Characteristic	Key Problem Areas	Project Mgmt Methodology	Project Cycle Reduction
5 Optimized	Continuous Improvement (Learning organization)	Process Automation	PM methodology used to implement business strategy	70%
4 Managed	Measured Process (Quantitative)	Changing Technology Problem Analysis Problem Prevention	Project Metrics used to monitor & control all projects	58%
3 Defined	Process Defined & Institutionalized (Qualitative)	Process Measurement Process Analysis Quality Planning	Standard templates & checklists used on all projects	49%
2 Repeatable	Process Dependent Upon Individuals (Heroes & Initiative)	Training Processes Technical Practices	PM tools used: but not consistently applied	38%
1 Reactive	Few Stable Processes (Ad Hoc & Chaotic)	Project Planning Project Execution Configuration Management	Limited use of PM Tools – primarily for reporting	0%

Driving Forces for Maturity*

Survival

- Implementing capital projects
- Satisfying customer expectations
- Competitiveness
- Executive understanding
- New project development
- Efficiency and effectiveness

Reasons for Project Failures*

Traditional (1960 – 85)

75% Technical projects

Quantitative reasons:

- Planning
- Estimating
- Scheduling
- Controlling

Modern (1993 – 2004)

90% Business projects

Behavioral reasons:

- Poor morale
- No employee commitment
- No functional commitment
- Poor productivity
- Poor human relations.

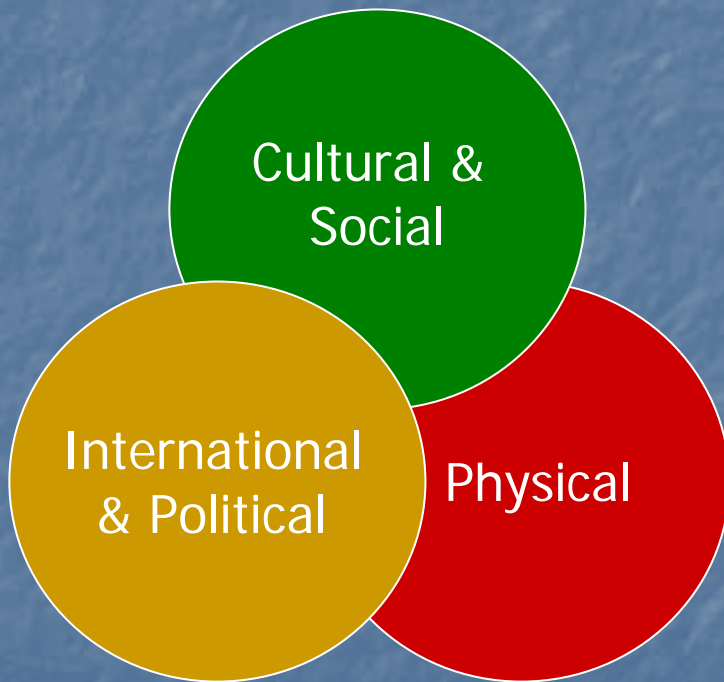
* Best Practices in Project Management, by Harold Kerzner

"Typical" Project Outcomes

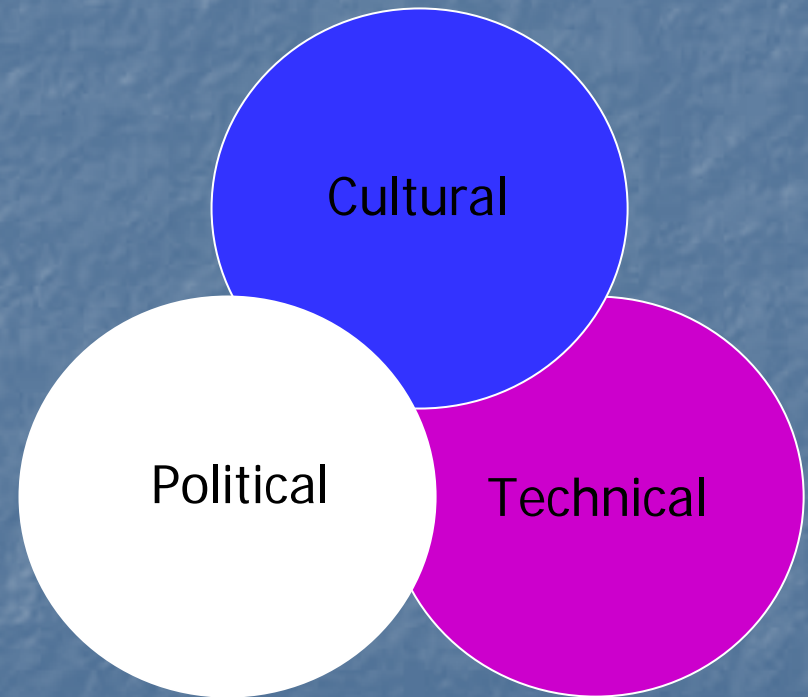
- "Typical Project": 1 year duration, \$1M budget
- On average, these projects are late and over budget by 20%, equivalent to:
 - ~ 2 ½ months (72 day) delay
 - ~ \$200,000 of additional expenses
- Projects with greater complexity, and longer estimated duration and budget have even greater chance of being late and over budget
- Consequences:
 - Delay of implementing competitive strategy
 - Decrease revenue
 - Lose market share
 - Products late-to-market - miss market or window of opportunity
 - Delay of benefits – or generate a loss
 - Dissatisfied customers
 - Reduce efficiency
 - Increase cost
 - Non-compliance with legal mandates.

Factors Impacting the Project Environment

The Project Environment ¹



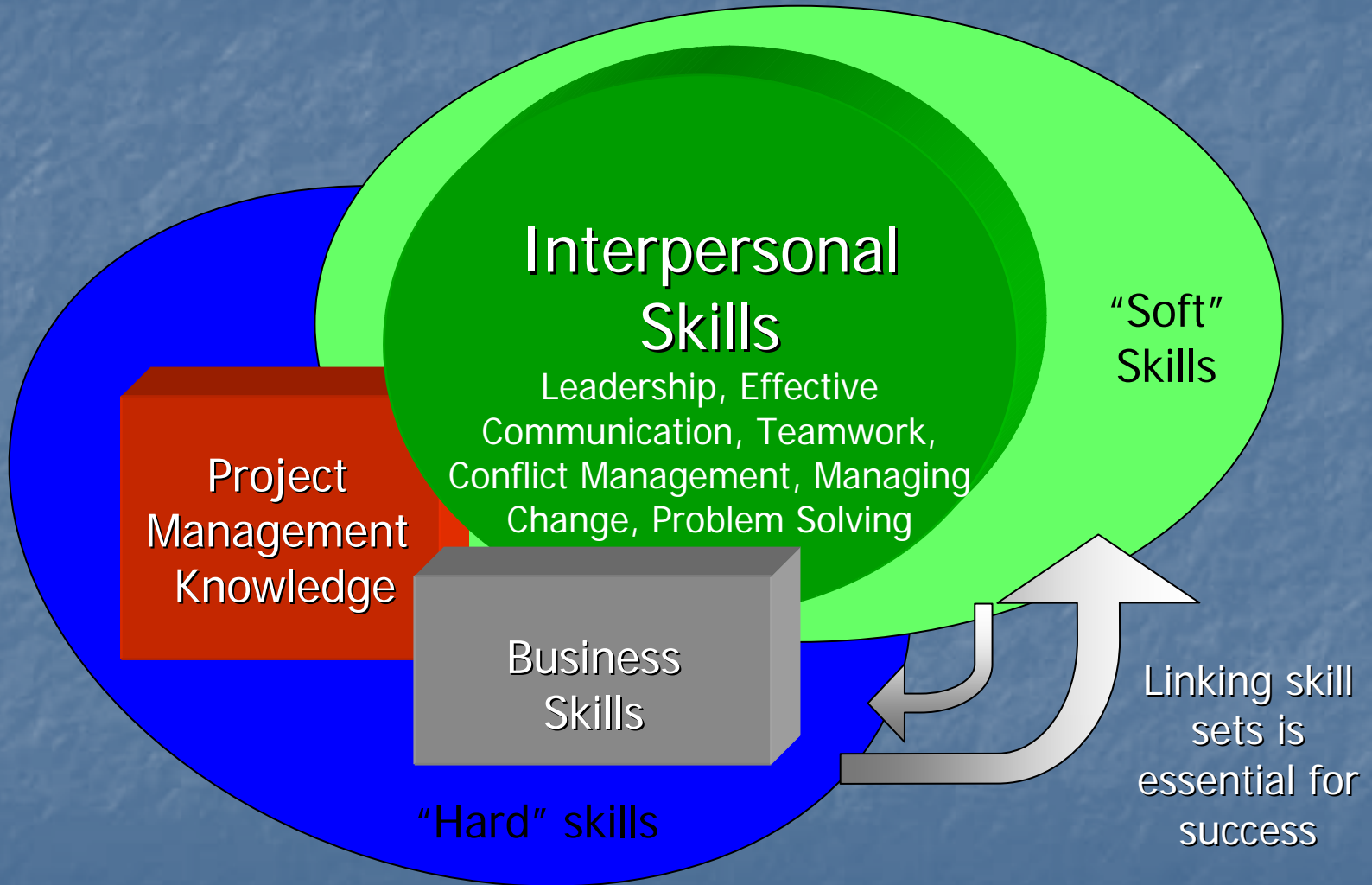
Change Factors ²



¹ [Project Management Body of Knowledge](#)

² [Project Management When Change Matters](#), by Ken Kerber

Project Management Skills



Interpersonal Skills

- Assertion
- Change management
- Coaching
- Communicating effectively
- Conflict management
- Consensus building
- Discernment
- Facilitation and meeting management
- Influencing and convincing
- Interviewing and questioning
- Leadership
- Listening
- Management
- Mentoring
- Motivation
- Negotiation
- Organizing
- Performance assessment
- Personal development
- Presentation skills
- Problem solving
- Systems Thinking
- Team building
- Writing

- Which skills are the most critical to project success?
- What is the competency level of project managers and senior managers?

Matching Interpersonal Skills to Process Groups*

Requisite Skills

Sponsor, Senior Managers, PMO
Project Manager, Project Team

Process Groups

What are the consequences of low competency in Interpersonal Skills?

Initiating

Business acumen
Change mgmt
Influencing
Leadership
Systems thinking

Interviewing
Leadership
Listening
Systems thinking
Consensus bldg

Planning

Influencing
Listening
Leadership
Questioning

Conflict mgmt.
Facilitation
Leadership
Organizing
Presentation
Team building

Executing

Listening
Leadership
Problem solving
Questioning

Problem solving
Change mgmt.
Consensus bldg.
Change mgmt.
Leadership

Controlling

Listening
Leadership
Problem solving
Change mgmt
Questioning

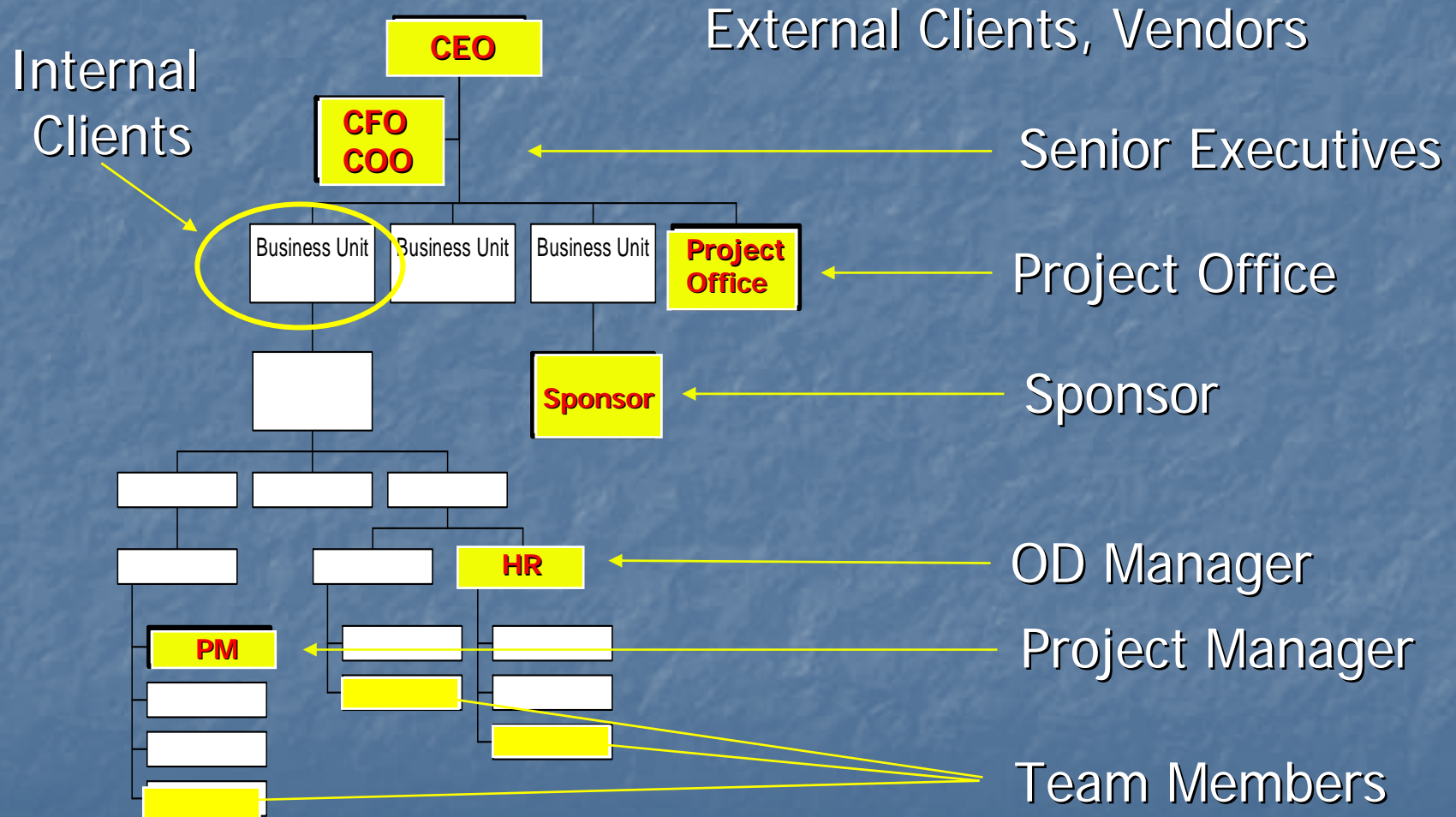
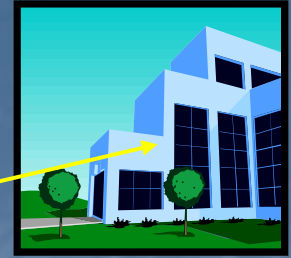
Conflict mgmt.
Discernment
Listening
Performance assmt.
Personal developmnt.

Closing

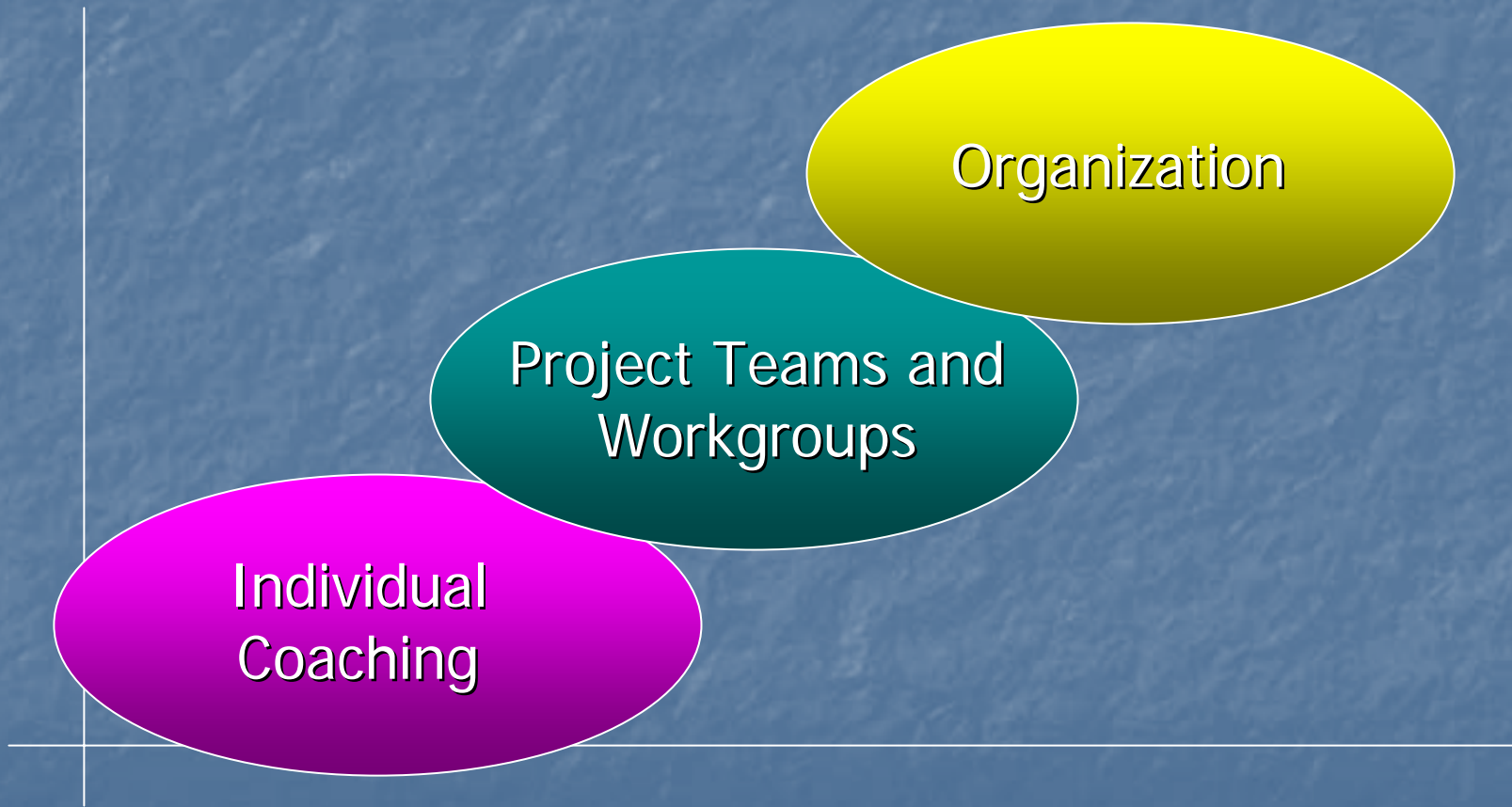
Business acumen
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Presentation

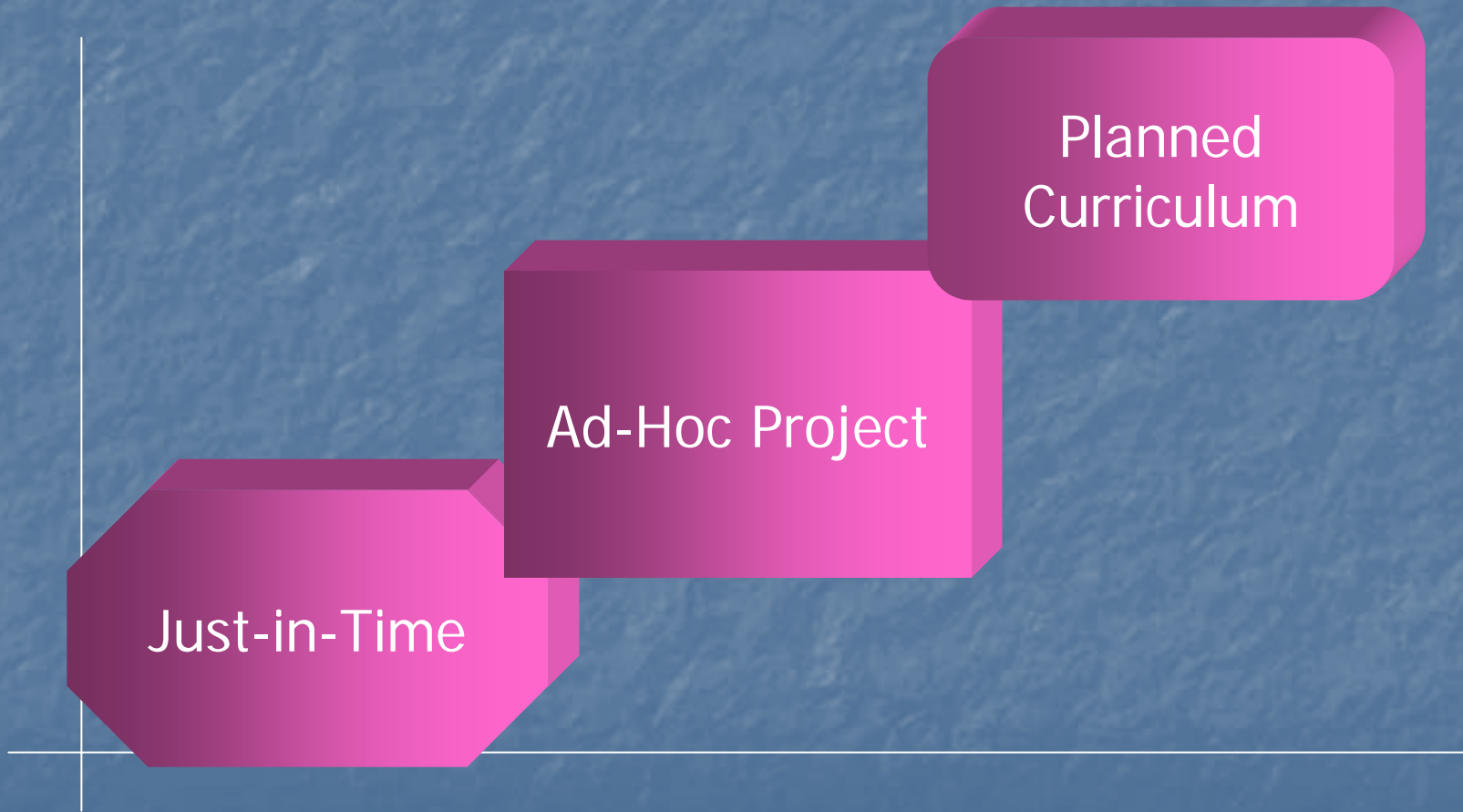
Who Needs OD and Project Management Skills



Range of OD Involvement



Types of OD Involvement



Levels of Project Success*

Corporate success Strategies implemented, value added	Portfolio management, single corporate framework
Project success (Benefits realized)	Integration w/business, teamwork across business, good metrics
Project management success (On time, cost and scope)	Manage a project well, best practices, trained project team

Ways to Integrate "Hard" and "Soft" Skills

- What has worked?

-
-

- Other ideas?

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-
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Thank you!

Massachusetts OD Resources

- *American Society for Training and Development (ASTD)*
<http://www.massastd.com/>
- *International Society for Performance Improvement*
<http://www.mass-ispi.org>
- *Mass Bay Organization Development Learning Group (ODLG)*
<http://www.learninggroup.org/>
- *Northeast Human Resources Assoc. (NEHRA)*
<http://www.nehra.org/home.php>
- *Society for Technical Communication (STC-Boston)*
<http://www.stc-boston.org/>