

# *The Project Apologist*

# *Apologize?*

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- PMPs !
- PMPs ?
- We don't ***need*** no stinking PMPs !!!

# *Where's the value in Project Management ???*

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- It's nothing but *overhead* ...
  - All take and no give
  - All hat and no cattle

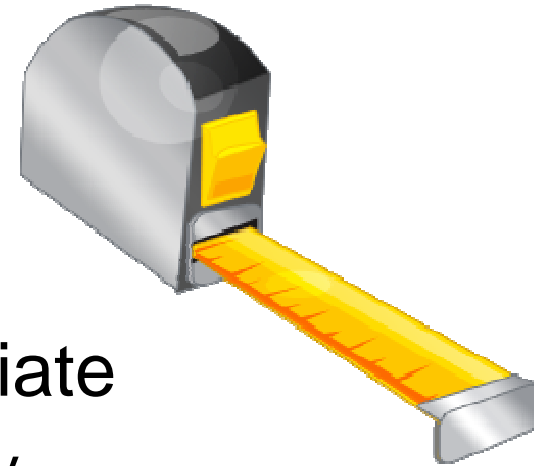


- Talk amongst yourselves

# *It might be ...*

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- It depends ...
  - Might not fit project:
    - Scope, duration, complexity
  - Tasks might not be appropriate
    - We've *always* done it this way ...
  - “I can do something or I can waste my time telling you what I would have done if I wasn't doing this extra stuff for you.”
- There's no One-size-fits-all solution



# *Multiple Choice*

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Project Management is:

1. Overhead.
2. A waste of time and are used as an excuse for not getting real work done.
3. Has little or no value, therefore, Project Managers have little or no value.
4. A means for an uninvolved group to take credit for our work.

# *Scope Control ...*

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- Let's talk about scope creep and role that change control plays in managing a project.



- What do you want your role to be on the Change Control Board? Chair, member, be informed? I'll run the meetings.

# *Wait a minute !!!!*

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- Last week we were “On schedule” but now we’re a month behind?
- How did we lose a month **in one week?**
- This is an essay question ...



# *We make all of our schedules ...*

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- Then you should be able to beat a few if you are more efficient ...
- You will be if you do a little planning.





# *I'm already working 70 hour weeks!*

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- If we work together, maybe we can get you down to 55 or 60 .....
- Are you willing to make an investment to see if we can?



# *Management wants me to work 70 hour weeks ...*

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- **Proposition:** If I get more efficient, they'll just give me *more* work to do ...
- **Theorem:** If you become more efficient, your company/organization will become more profitable.
- **Corollary 1:** If you get more efficient you will be more valuable to your employer.
- **Corollary 2:** If you become more valuable, you should deserve a raise.

# *Fact of life ...*

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- It don't (sic) always work out that way

# Quality Planning

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- Let's talk about the quality problems we're experiencing ...
  - Quality isn't "free", it's just cheaper than the alternative ...
  - We can spend our time and money on defect removal or defect prevention.
  - Which do you think will cost less?
- How much should I set aside in our budget?



# *Risk Management ...*

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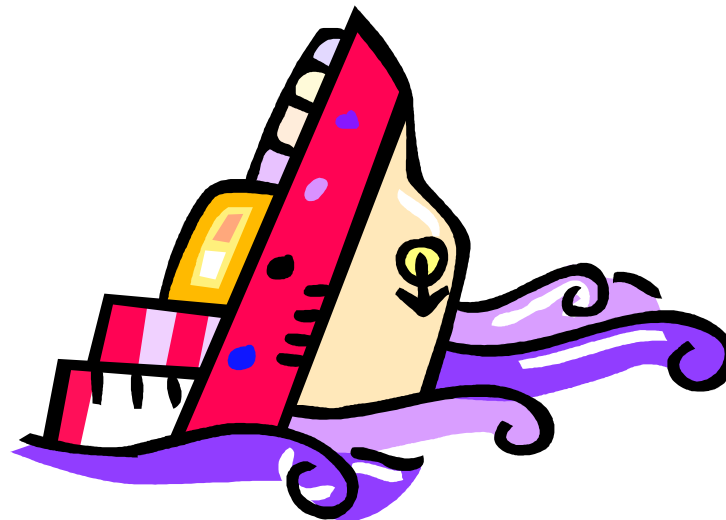
- Is your project capable of implementing an “Accept” response to all potential events?
- With no PM controlled contingency funds you have to rely on Management Reserves held for “Failed Projects” or try to cover them up.



# *Issue Management ...*

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- Do you want to be proactive or reactive in issue resolution?
- Which do you think will be more efficient?



# *Communications Management*

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- Do you think “withdrawal” is more effective plan than planned and structured communications?



# *How do you measure?*

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- Jobs Created => Jobs Saved?
- Days not lost in schedule
- Errors avoided
- Weight lost or pounds not gained.



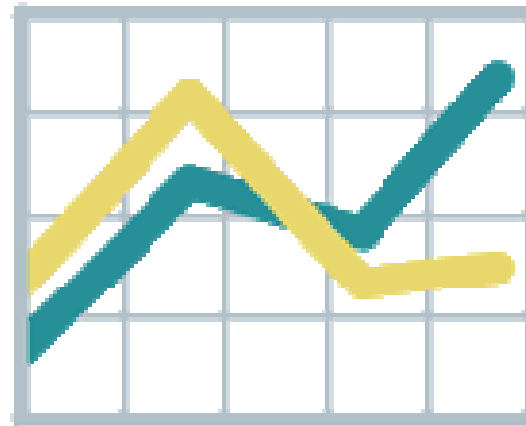
- *How do you prove?*



# *Tangibles*

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- Increased Revenue
- Cost reductions
- Customer Loyalty
- Share of market
- Rework costs



# *Sources of Conflict*

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- Schedule
- Project Priorities
- Resources
- Technical
- Administrative
- Cost
- Personality



# *Intangibles*

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- Staff Retention
- Better Morale
- Increased Ownership
- Increased Customer Satisfaction
- Company Ranking
- Cultural/Societal Influence



# *Implementation*

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- Lacking a regulation or a contractual obligation, implementing a transformative or cultural or paradigm change, you will be met with resistance *at best* or active blockers who will attempt to thwart you. Who they are and where they are within your organization will in many situations determine your success or failure.
- Be prepared to turn over between  $\frac{1}{3}$  and  $\frac{1}{2}$  of your organization within a year ...

# *Implementation*

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- To implement, evaluate and PROVE the value of a large complex system is challenging *at best*.
- It is easier to sell a process change in response to a process failure. (If we had done A, then B could have been: avoided; caught earlier; mitigated; etc.)
- I call this under-the-gun or shotgun buy-in.

# *Don't forget ...*

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- Productivity ....

- From now on ....

- All new projects will ...

- Everybody must ...

- Don't even ask if ...



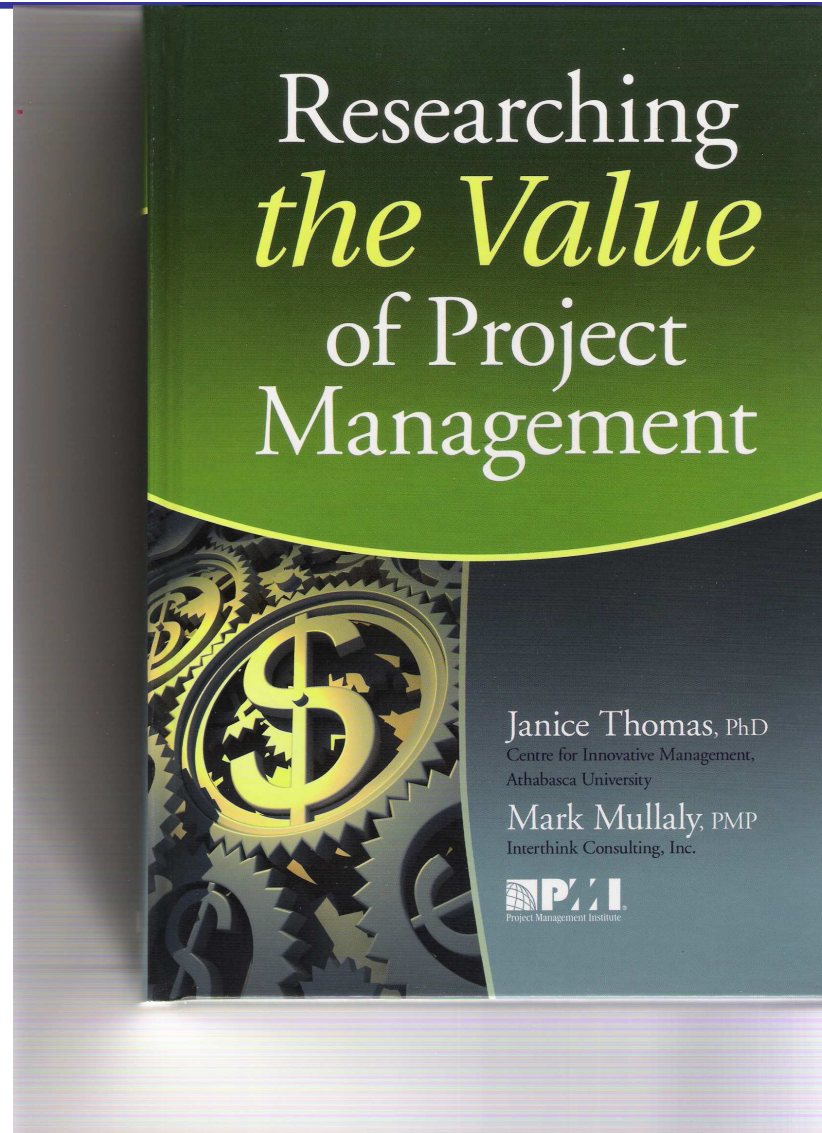
- Right-sizing the PM effort must be included in the process guidelines

# *One Reference ...*

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Primary value:

Case Studies



# *In Summary*

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- Apology !
- Apology ?
- We don't **give** no stinking apologies !!!



# *Contact Information*

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**Dave Connors, PMP, has over 30 years experience in project management including several leading a Project Management Office for the IBM Corporation. He has worked extensively in the area of risk assessment evaluating product development plans and conducting earned-value analysis. Dave has been teaching Project Management courses in corporate venues and has run several PM facilitation sessions and product risk assessments as an independent consultant through his company, PM-Intervention, a PMI Registered Education Provider located in Hampton, NH.**

**Dave earned a BS in Business Administration from Boston University, an MS in Computer Science from Syracuse University and a Masters Certificate in Project Management from George Washington University. He was recognized for his 20 year teaching experience by the State University of New York system as an adjunct lecturer in Computer Science. He is the author of “Risk Management in a Downsized Environment” which was printed in the June, 2001 PM Network.**

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