

# *Your Future as a Project Manager*

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PMI Upstate New York Chapter  
And  
NYS Forum  
18 October 2006

# *Communications*



BSAINXLAETNTEARS

# *The Gentle Art of Re-perceiving*

*It's Not* – How to predict the future

“To operate in an uncertain world, people need to be able to *re-perceive* – to question their assumptions about the way the world works, so that they could see the world more clearly”

*The Art of the Long View – Peter Schwartz, Currency Doubleday*

# *Today's Agenda*

- Questions about the future of PM
- A look at the future
- Bad news and good news
- Project Management Challenges
- The Real World
- The Gap between management and project manager
- Personal Life of the PM
- Becoming a Smarter Project Manager
- Leadership

# *Sustainable Success - How do you get better than you already are?*

“The dream as conceived 25 years ago has not yet been achieved. Until software becomes the ultimate tool for collaboration, productivity, and efficiency, the work is not done. And there is nothing more fun than doing that work” .....*Bill Gates*

# *Sustainable Success - How do you get better than you already are?*

“The dream as conceived by PMI ® 35 years ago has not yet been achieved. Until project management becomes accepted as a strategic necessity and perceived as the ultimate method to promote collaboration, improve productivity, and increase efficiency, the work is not done. And there is nothing more fun than doing that work”  
.....*Frank P. Saladis PMP*

*There is still opportunity and growth ahead!*



... but only for those truly committed!

We need to become the

*“Project Management Elite”*

# *Questions to Consider*

- What skills will be required by project managers to meet the changing business environment?
- Will economic uncertainties create less or more opportunities for project managers?
- How will rapid advances in technology impact the role of the project manager?

# *Questions to Consider*

- What do executive managers expect from project management? Today? Tomorrow?
- Is project management an organizational core competency? *How can we establish project management as a core competency?*
- How can project management support strategic organizational goals and profitability?

# *Project Management on T.V.*



- Monster House
- Extreme Makeover
- The “Apprentice” (The Donald, and now Martha!)
- American Chopper (yes, they manage projects!)
- History Channel
- Discovery Channel

# *Project Management Professional*

The future starts with

*Your Personal* Professional Development

CAPM ® PMP ® APMC ®

Professional Responsibility

*Over 180,000 Served!*

*(and still counting!)*



## *The Future*

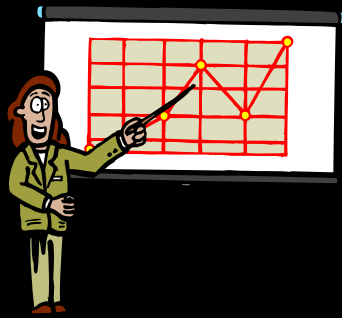
- The future's so bright , you gotta wear shades!
- You are all rising super stars! Hang-on for the ride of your life!
- Project Management *is Leadership. Leadership is measured by the pride of the team!*
- All white-collar work is project work!
- Distinguished project work is the future of work!  
(Tom Peters- *The Wow Project*)
- Project Management *is Business Management*

# *The Future*

- Project Management is a core competency
- Everyone is acquiring project management skills and every job requires those skills
- Everyone is some type of project manager!
- *Business success* and *project management* are inseparable

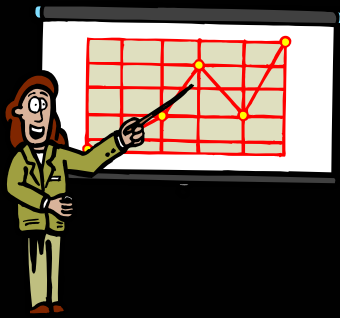
# *The Future*

- Globalization- Increased Competition, New Opportunities, Demand for new skills
- Information Technology- New fields, New Challenges (Internet, Digitization, IP Voice Technology, Virtual learning, chip density)
- Business Practices- Electronic commerce, “e - everything”, E-PM, Wireless PM
- Application Area Knowledge & Practice



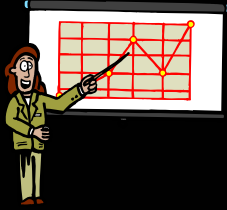
# The Future

- More emphasis on Risk Management
  - Minimizing exposure to risks –Proactive Risk Management, Enhancing opportunities
  - Effectively communicating risks to decision makers and providing solutions
  - Using information to make more informed Go / No Go decisions
  - **Prevention, Business and Project continuity** not just disaster recovery
  - Sarbanes –Oxley Act changes how projects are managed (integrating functional silos and business units)



# *The Future*

- Changes in Task Management- Fast-tracking, critical chain, JAD, RUP (rational unified process)
- Frontloaded and phase metrics instead of completion metrics (phase reviews before proceeding)
- Project Management will change business cultures- Higher quality through Six Sigma, CMM, CMMi, PMMM, OPM3
- Clear connection between strategic planning and project management – improved forecasting
- Knowledge management and knowledge transfer
- Professional and Social Responsibility



# The Future

- Highly productive and well connected virtual teams are the norm
- Projects on the faster-track
- Creativity and innovation are expected!
- Business awareness is required
- Facilitation is a core project manager competency
- **Shift happens!** (change accelerates)
- Continuous new enabling technology
- Increased demand for PMPs ®



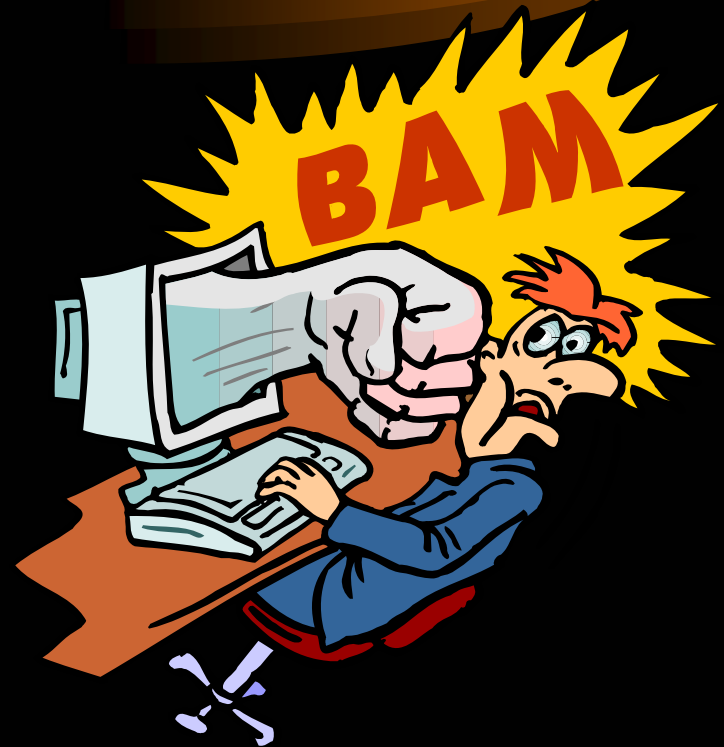


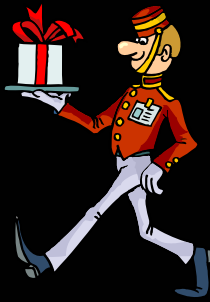
# *The Bad News*

- Organizational structures will change -Mergers, Acquisitions, Goals, New Management
- Customers want products and services *faster, cheaper, better* (the new triple constraint)
- Management is *unsure* of the true value of project management – *we are still selling PM*
- *Top management doesn't pay attention to the needs and realities of projects*
- The project environment is cruel and unfriendly at times-Stealth customers and sponsors (awareness of Stealth Escalation!)



# *Stealth Escalation*





## *The Good News*

- Project Management *is* good for business
- Project Management is about Customer Focus, Customer Satisfaction , meeting business needs, & continuous improvement
- Project management does work! We just need to apply it correctly (to gain buy-in)
- Best practices and lessons learned are abundant!
- Project Management is *inherent* is everyone



# *The Challenges*

- Projects are more complex, cross-functional, global, and must meet increasingly demanding customer needs
- Project managers must develop personal, interpersonal, general management, *and* advanced project management skills
- Project managers must develop and fine tune business skills



## *The Challenges*

“A project manager might be running a \$50 million project – that’s the equivalent to running a business. We need our project managers to have the same skills as a business manager.”

Ron Kempf, PMP – Director of Project Management Competency and Certification, HP Services



# *The Challenges*

- Project Managers must understand and have a working knowledge of the business functions associated with processes utilized during the planning and execution of a project.
- Project management requires strength, perseverance, flexibility
- ***High Velocity Project Management***- Better results with less resources in less time (X-treme PM)

# *The Challenges*

- Project Managers must understand the importance of effective leadership and step up to the role
- Producing results (meeting client expectations) without adding cost to the organization
- Getting extraordinary performance when you can't pay for it! *How to Lead Now-Fast Company August 2003*
- *The difference between an extraordinary project manager and an ordinary project manager is that little "extra"*

# *The Real World*

- Executives don't need all that PMBOK<sup>®</sup> Stuff!
- Results VS. Status
- Just Do it! We can fix it later
- Not enough time, not enough resources
- Project Managers are overhead
- We don't have time to plan!
- Go Early and go Ugly!

# *The Real World*



Executives speaking to project managers:

“That planning stuff is OK, but to get too carried away, we have real work do!”

“This project is doing very well, so what do I need you for?”

# *What Project Managers are Telling Us*

- Top Five Key Competencies of a PM:
  - Communications Skills-verbal and written
  - Leadership Skills
  - Organizing Skills-planning, time management
  - Interpersonal Skills
  - Negotiating Skills-Diplomacy and mediating
  - Team Building Skills
  - Technical Skills

# *What Project Managers are Telling Us*

- Top Five Major Roadblocks to Project Start-up
  - Resource Constraints
  - Lack of Information- Incomplete SOW, Unclear objectives,
  - Poor Requirements Definition
  - Roles and Responsibilities not defined
  - Unrealistic Schedules

# *What Project Managers are Telling Us*

- Top Five Major Issues affecting project completion
  - Scope Creep/ Scope Change
  - No defined completion criteria/ acceptance criteria
  - Technology-Limited functionality, product instability
  - Failure to manage customer expectations
  - Poor Project Plan- Poorly defined deliverables

# Generally Accepted Project Phases

- Project Initiation
- Wild Enthusiasm
- Disillusionment
- Chaos
- Search for the guilty
- Punishment of the innocent
- Praise and promotion of the non-participant
- *Requirements Definition*



# *Why We Need Project Management*

- 26% of projects are successful
- 46% of project are challenged
- 28% of projects fail
- Average cost overrun is 89%
- Average schedule overrun is 122%
- 45% of functions provided in newly developed systems are never used

# *Top 5 Reasons Why Projects Fail*



- Incomplete requirements
- Lack of User involvement
- Unrealistic customer expectations
- Changing requirements and specifications
- No longer need the capabilities provided

*Effective Requirements Practices-Ralph R. Young*

# *The Gap*

- Project management is often seen by senior executives as “tools and techniques”- not a methodology for increasing company profit
- Executives don't see how project management will help achieve strategic goals.
- Senior Executives from Sales or Financial background don't understand the benefits of project management

# *The Gap*

- Project Managers generally don't know business. Project management is a set of skills that will improve efficiency but does not increase shareholder value
- Project managers use “jargon” or are too detailed.
- Project management sounds like middle management when cuts are needed

\* *PM net Magazine- November 2001. Article-Bridging the Gap*

# *Closing the Gap*

- Learn and communicate the Organization's Strategic and Business Objectives
- Develop or enhance personal interface skills
- Obtain Credentials ( Professional Development)
- Understand Business Acumen
- Stay current with technology- integrated performance systems and total solutions

# *Closing the Gap*


## *Some Lessons Learned*

- Maintain an awareness of business unit needs- stay connected
- Develop internal partnerships and executive alliances- communicate before acting
- Learn “execu –speak”
- Focus on “mission critical” items
- Understand the corporate culture
- Become politically astute
- Manage your communications

# *Moving Forward: How do we meet the challenges?*

- Listen
- Focus
- Action
- Measurement
- No Surprises
- Strength
- Integrity
- Innovation
- Professionalism
- Professional Development
- Career Planning
- Certification
- Education and Training
- Process Improvement

# *How do we meet the challenges?*

- Use PM Lite  -Apply what is needed
- Recognize the difference between a Project Manager and a Project “ Damager”
- Remain Flexible- Plans Change
- Develop an “executive view”
- Link your projects to strategic goals
- Explain how your projects will improve the bottom line

# *How do we meet the challenges?*

- Project Management Training- Leadership, Motivation, Influencing, Communication, Technology overview
- Partnerships with suppliers- Better supplier management
- Global / International Business Skills
- Project Portfolio Management
- Create a PMO or PM Center of Excellence

# *How do we meet the challenges?*

- Change your primary success factors:
  - On Time, Within Budget, On Scope (these are OK but...)
  - Connect to organizational goals
  - Support achievement of business objectives
  - Focus on customer satisfaction
  - Generate team and employee satisfaction
  - Generate new business
  - When the customer sees you on caller ID and still picks up!
  - When the customer agrees to be used as a reference

# *Becoming a Smarter Project Manager*

- Manage your cruise control-operate at a speed that works for you. Accelerate and Decelerate as needed but watch for warning signs
- Be open to new viewpoints – Critical Chain
- Records Management-Consider future projects and the impact of decisions. Store information for review later

# *Becoming a Smarter Project Manager*

- Time management-Manage the essential projects, the ones that count (portfolio mgt.)
- Streamline decision making- fewer decisions, focus on what is truly important
- Delegate more
- Balance work and play (family)
- Link what you are working on with feelings of self worth

# *Next Generation Project Managers*



- Primary Skills:
  - Knowledge of the Business
  - Interpersonal skills
  - Quantitative skills
  - Behavioral skills
  - Risk Management
  - Integration skills

# *Next Generation Project Managers*

- Project Management Communities:
  - Local
  - National
  - Global
  - Professional Networks / connectivity
  - Knowledge transfer / lessons learned
  - Professional Responsibility

# *The Continuing Evolution of the Profession*

- “The Project Manager will see you now”
  - Professional image and status
  - Creativity and innovation (idea generators)
  - A source of expertise and solutions
  - International view
- Professional Development and growth
  - Self awareness (competency assessments)
  - Discover how others perceive us – *Fast Company*  
*March 2004*

# *The Personal Life of the Project Manager*

- Family considerations and work schedule
- Corporate restructuring and career plan contingencies
- Professional Development- Lifelong Learning, Formal training and education
- Reward and Recognition of those who help you
- Appreciation of Diversity

# *What it takes to succeed*



- Project Management Skills\*
- Management Skills\*
- Business Skills\*
- Interpersonal Skills\*
- Personal Skills\*
- *Leadership*

\* The World Class Project Manager-Wysocki and Lewis

# *Extreme Project Leadership: Go Beyond Traditional Thinking*

- Accomplishing work through other people
- High level of trust in your team
- Expert in people skills
- Relationship building- team, suppliers, internal organizations, management
- Collaboration
- Stress Reduction (effective communication)
- Mentor and Coach

# *Project Coach*



- C- Communicate
- O- Organize
- A- Attend to Your People
- C- Challenge your team to be creative
- H- Heal the working wounded

*\*Successful Meetings- April 2002*

# *The Project Leader*

- L - Like to listen
- I - Inspire openness
- S - Summarize
- T - Tame emotions
- E - Eliminate Hasty Decisions
- N – Never interrupt
- I – Ignore distractions
- N – *Need* to listen
- G – Generate conclusions

# *The Next Steps*

- Continued education and professional development
- Establish a career plan- project management is a career
- Get Certified- Obtain a badge of honor
- Join a professional association- PMI ®
- Stay Connected- read, learn, update, network

## *The Next Steps*

- Take Project Management to the Enterprise Level (*Seek out new ideas! Boldly go where no project manager has gone before*)
- Educate senior management and establish “executive partnerships”
- Advertise project successes
- Identify best practices and share lessons learned
- Establish agreed upon methodologies

## *Questions to Consider:*



What can you do to encourage more collaboration between functional entities, improve the level of project management performance, and increase the value of project management within your organization?

- How can we take the project management profession to higher levels of acceptance within our organizations?

# *Focus on the Future*

- Project Management is a Profession
- The Profession is still growing
- Let's keep a good thing going by celebrating successes and learning from experience
- Be Creative
- Become a leader
- Continue to raise the bar
- Make a difference



*Engage!*

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# *Five Fundamental Practices of Exemplary Leadership*

- Challenge the Process
- Inspire a Shared Vision
- Enable Others To Act
- Model the Way
- Encourage the Heart

The Leadership Challenge-Kouzes & Posner

# *Challenging the Process*

- Change from the status quo
- You Can't do your personal best by keeping things the same
- Take risks
- Find new and better ways of doing things
- Recognition of good ideas
- Adopters of innovation
- The key is to learn from successes and failures

# *Inspire a Shared Vision*

- Imagine an exciting and highly attractive future for the organization
- Visions and dreams of what could be
- Confidence to make extraordinary things happen
- Desire to make something happen
- See in the minds eye what the results will look like

# *Inspire a Shared Vision*

- Leaders inspire commitment, they don't command it
- Leadership is dialog not monologue
- Use vivid language and expressive style
- Passion

# *Enable Others to Act*



- Team effort
- Frequent use of “we”
- Involve all those who have a stake in the vision
- There must be a feeling of ownership
- Giving power instead of hoarding it
- Relationships based on trust and confidence

# *Modeling the Way*



- Behavior Vs. Title
- Leaders go first ( personal example)
- Clear guiding principles
- Deeds more important than words
- Producing small wins to build confidence
- Strengthen commitment to the long term future

# *Encouraging the Heart*

- Encourage constituents to carry on when they become frustrated, exhausted, disenchanted
- Genuine acts of caring
- Celebrate victories and milestones
- Be a “Master of Recognition”
- Show people they can win

# *Encouraging the Heart*



- Align behaviors with values
- (Leaders) Love of their clients, customers, constituents and their work

# *Leadership*



- The art of mobilizing others to want to struggle for shared aspirations

# Leadership

- The clear and distinguishing feature about the process of leadership is the distinction between mobilizing others to do and mobilizing others to WANT to do.
- The difference between enlisting support and giving orders
- Between gaining commitment and commanding obedience

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