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Think Outside the Project Management Box

Order from the Chaos - Think More, Do Less

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Instructor Bio

25+ Years of IT Experience
- **Network Engineer**
- **Software Development Director**
- **PMO Manager**

20+ Years of Project Management
- **Waterfall**
- **Phased-Delivery**
- **Scrum, Scrum … but**

9+ Years of State Experience

Disclaimer

Every situation is different. Every project is different.

Solutions cannot be 'cut and pasted'

Leaving this session with a bunch of questions is a good thing

Am I in Chaos?

Everyone is to a certain degree – that's why PMs exist

Do you spend 50%+ of your time doing or managing tasks?

Do you 'Get everyone in a room' to make decisions?

Is your only 'project plan' a Gantt Chart?

What are some other signs?

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Doing the Work vs. Managing It

If the PM (or any Manager) spends most of their time doing work or simple task-tracking, that could be a problem

What is the role of a 'Manager'? Hint: It is in the word.

Who is thinking about HOW we do the work?
            - On a Project
            - In a Functional Area

Strategic thinking and Tactical thinking happen most of the time. What about Operational?

Reality: Very few people spend significant time on this important work

Decision Making

If most decisions are made by 'getting everyone in the room', then there could be a problem
- What is happening when we do this?
- Why do we do this?

Do decisions often get reversed later?
- Constant re-making of decisions
- New Authority re-making decisions

Cultural Impact: What is your culture? Is Accountability avoided?

Lack of Policy, Process and Procedure often present

Helpful Hint: Who is making the decision? What do they need to make a good decision?

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Managing the Project

If a large percentage of your time is spent doing work or tracking tasks, you are not managing the project – the project is managing you

Challenge: This method of work is what many places WANT and hire for

'I don't have time for all that – I need to do REAL work.'

If the Project Manager doesn't believe project management has value, no one else will
- Words
- Actions

All That PMI Stuff

What are you doing for….

Stakeholder Management
- Who has interest and has influence over your project?
- A list is ok, but not really great

Communication Management
- Who are your stakeholders?
- Based on THEIR need – meet them where they are
- Steal from Agile: Scrums

Risk Management
- Is this just a list? If so, might be worth looking at.
- Pop Quiz: What are the 3 main areas of Risk Management Process?

Scope Management + Requirements
- Difficult to do if no stakeholder analysis
- MANAGEMENT, not Brick Wall

...but We're Agile!

'We're Agile – we don't need to do any of that.'
        - Are you following the methodology?
        - Each Agile method DOES address the previous things, IF you do them
        - Often a cover for unstructured work methods

Scrum: 3 Roles, 5 Events, 3 Artifacts

Helpful Hint: Enough is enough. Don't over-complicate anything.

….with all that said….

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Innovate

If it works for you, your organization and your project….do it!

Make an active choice to differ from guidance – PMI and Agile principles TELL YOU to do this!
- Have competence in the area before changing things
- Understand WHY the norm/guidance won't work

If it is difficult to explain WHY you are doing what you are doing, then it should be looked at

Wrap Up!

Think about the Medium Term – that's the role of Middle Managers and PMs

Another Hint: If Onboarding and Offboarding are struggles, the environment is probably short on policy, process and procedure.

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