



# Project Management Workshop

## PM Overview for a Consulting Firm

A Perspective

Phil Andrews

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How I got  
introduced to  
one's  
organization  
by the owner  
himself



Consultant

*“He is not here to photobomb your organization!  
He is here to help you get out of trouble!”*



# My Presentation Is a 3-Hour Review Meeting

I HEARD THAT YOU'RE A CERTIFIED PROJECT MANAGEMENT ZOMBIE. IS THAT TRUE?



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I'M AN ASSERTIVE AND INNOVATIVE PROFESSIONAL, EXPERIENCED IN PROJECT AND OPERATIONS MANAGEMENT METHODOLOGY AND PROCESS DEVELOPMENT.



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HE DIDN'T SEEM DANGEROUS.



I JUST SAT THROUGH A THREE-HOUR PROJECT REVIEW MEETING.





You got to have humor and use it frequently, or you will burn out very quickly



Phil Andrews



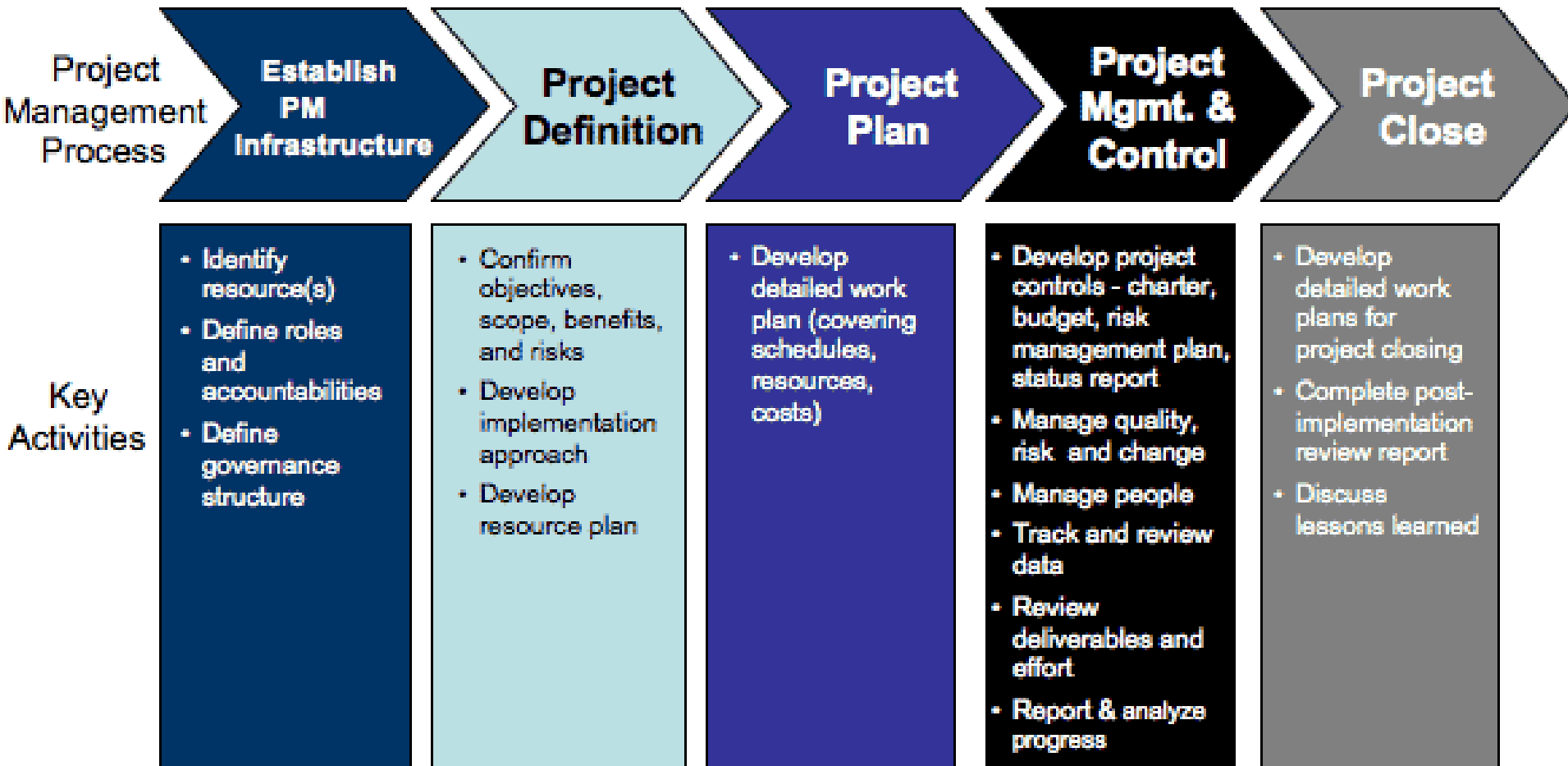


# First, Some Key Points About Project Managers

- Every Project Manager has:
  - Different **strengths and weaknesses**
  - A different **style for delivering** the agreed deliverables and getting results
  - A different **style for approaching clients** and building relationships
  - A different **approach for achieving customer enthusiasm and delight**
- **However the tools and methods are pretty much the same**



# The PM Process





# Another Perspective



## The Project Management Process

According to the PMI's **PMBOK Guide** a project's life-cycle can be divided into a number of different processes. These processes can be grouped into the following 5 Process Groups:



### 10 Areas of Knowledge

1. Integration Management
2. Scope Management
3. Time Management
4. Cost Management
5. Quality Management
6. Human Resource Management
7. Communications Management
8. Risk Management
9. Procurement Management
10. Stakeholders Management

### Project Tools

1. Milestone checklists
2. Project charter template
3. Change log
4. Project plan template
5. Gantt chart
6. Fishbone Diagram
7. Time management software
8. Tracking software
9. Collaborative software
10. Decision making software

The project process can often go back-and-forth between the planning, executing, and monitoring phases.





# The Project Sponsor's Role







# Why PMs Differ?

- Because each project manager leverages her/his:
  - Background
  - Experiences
  - Knowledge
  - Wisdom
  - Skills (Cognitive Skills, Decision Making Skills, People Skills, Analytical Skills, etc.)
  - Personal Tools and Techniques



# As An Example

- Some PMs always offer “The Solution”, while others prefer to **brainstorm** with the client to find a joint solution. Others yet, are flexible to do both --- as required



Phil Andrews



# Project Management Is Complex

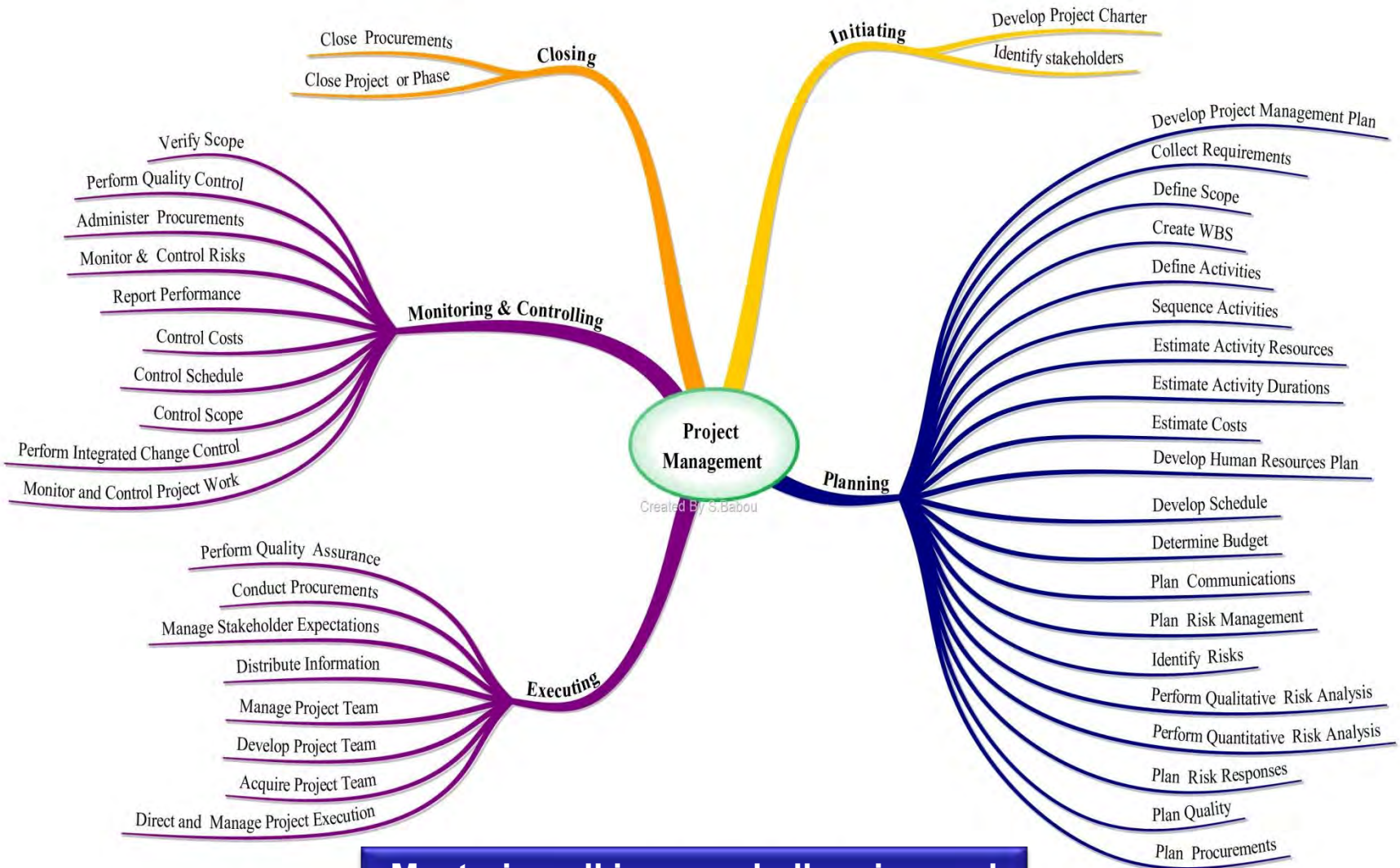


## Project Manager Skills

- Leading
- Communicating
- Organizing
- Negotiating
- Managing Conflict
- Motivating
- Supporting
- Team Building
- Planning
- Directing
- Problem Solving
- Coaching
- Delegating



**Providing Thought Leadership!**



**Mastering all is very challenging and it takes many years of practice!  
Being a PM is hard!**



# Stages of Skill Development

## Training

Project Management is a journey!

Repeated practice with feedback using real-life *simulation* training can move you here.



**Integrated** – you have integrated your new skill with all the skills you need to perform.



**Automatic** – you can do it without thinking about it. Doing it; making, recovering, and learning from mistakes in a real-life *simulation* can move you here.



**Awkward** – you can do it, but you have to think about it. Practical exercises can move you here.



**Frustrated** – you become aware of a skill you don't have. Reading, observing, and lecture based training can move you here.

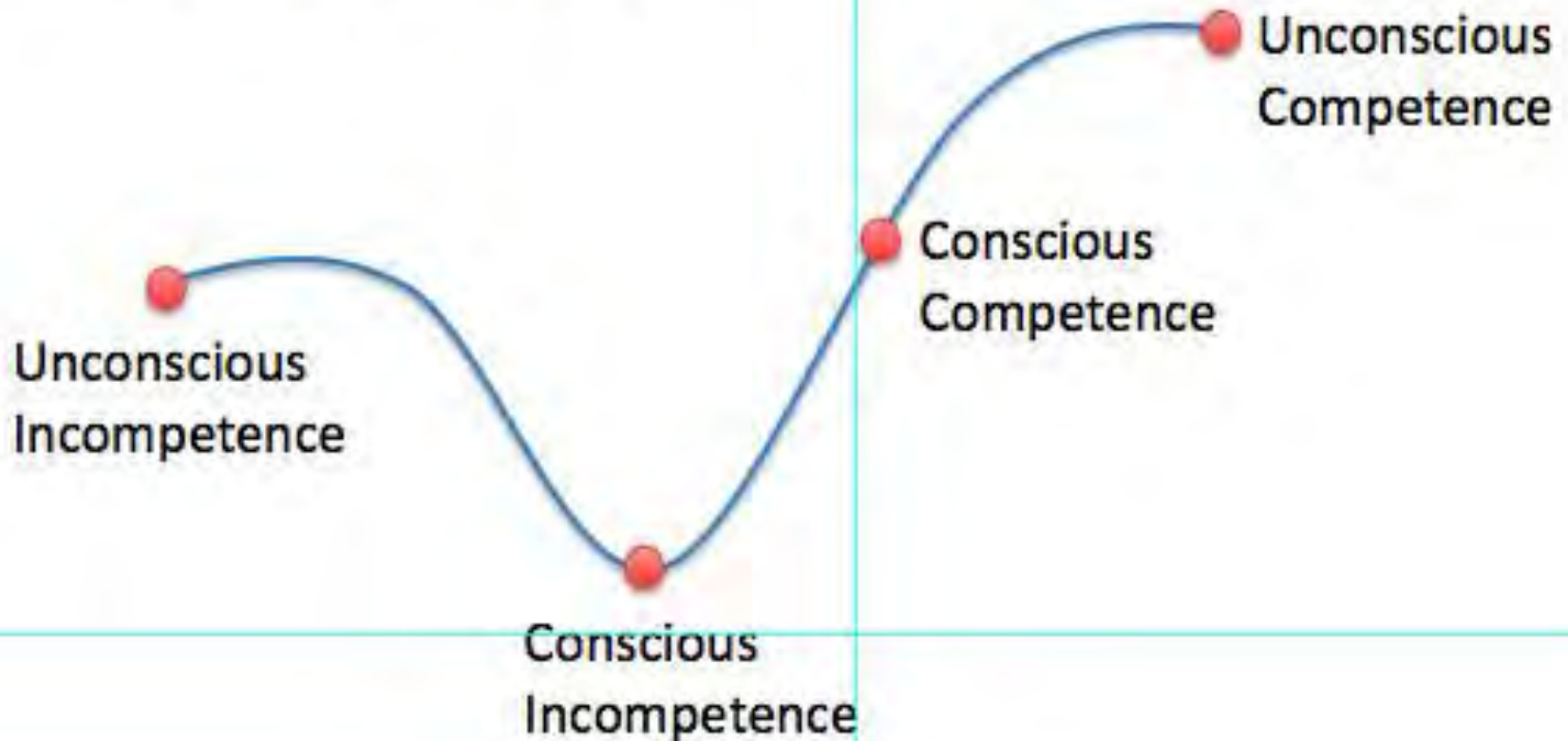


**Pool of Bliss** – you don't know what you don't know, so you don't care. Project managers don't know about networks, business analysts don't know about modeling, leaders don't know about effective questions.



# “Know Thy Self”

**Levels of Confidence based on “Knowing” and Learning**



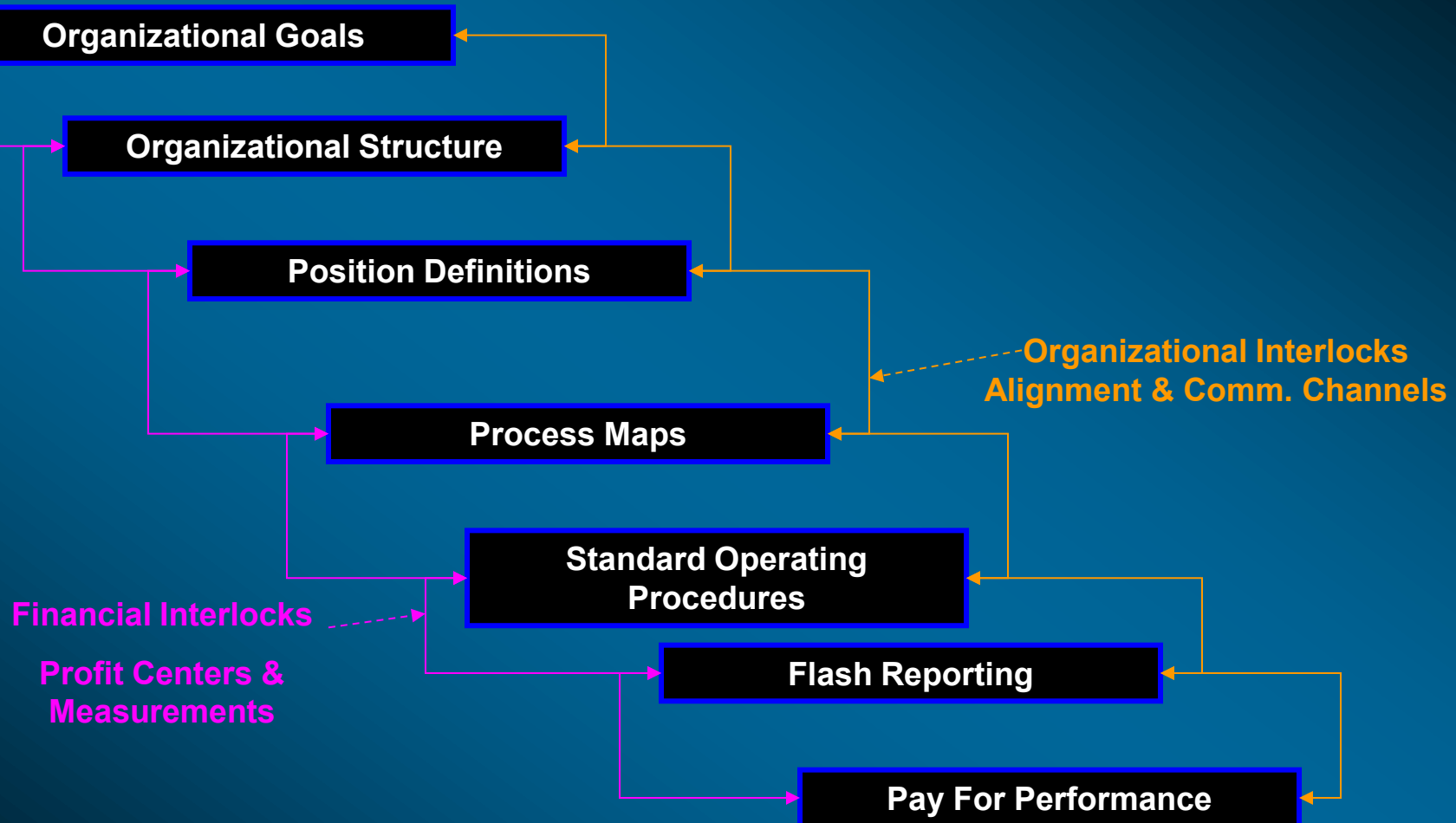


# The 3 Biggest PM Pitfalls

1. Most PMs are afraid to push **big changes** and introduce **breakthrough ideas/concepts**
  - They would rather implement (low risk) **incremental improvements**
  - Most PMs avoid delving outside their own field of expertise. **They stick to what they like, know and feel comfortable**
2. Most PMs avoid **Change Management**
  - Involving **Leadership and Org Development**
3. Most PMs do not push the **Holistic Approach**



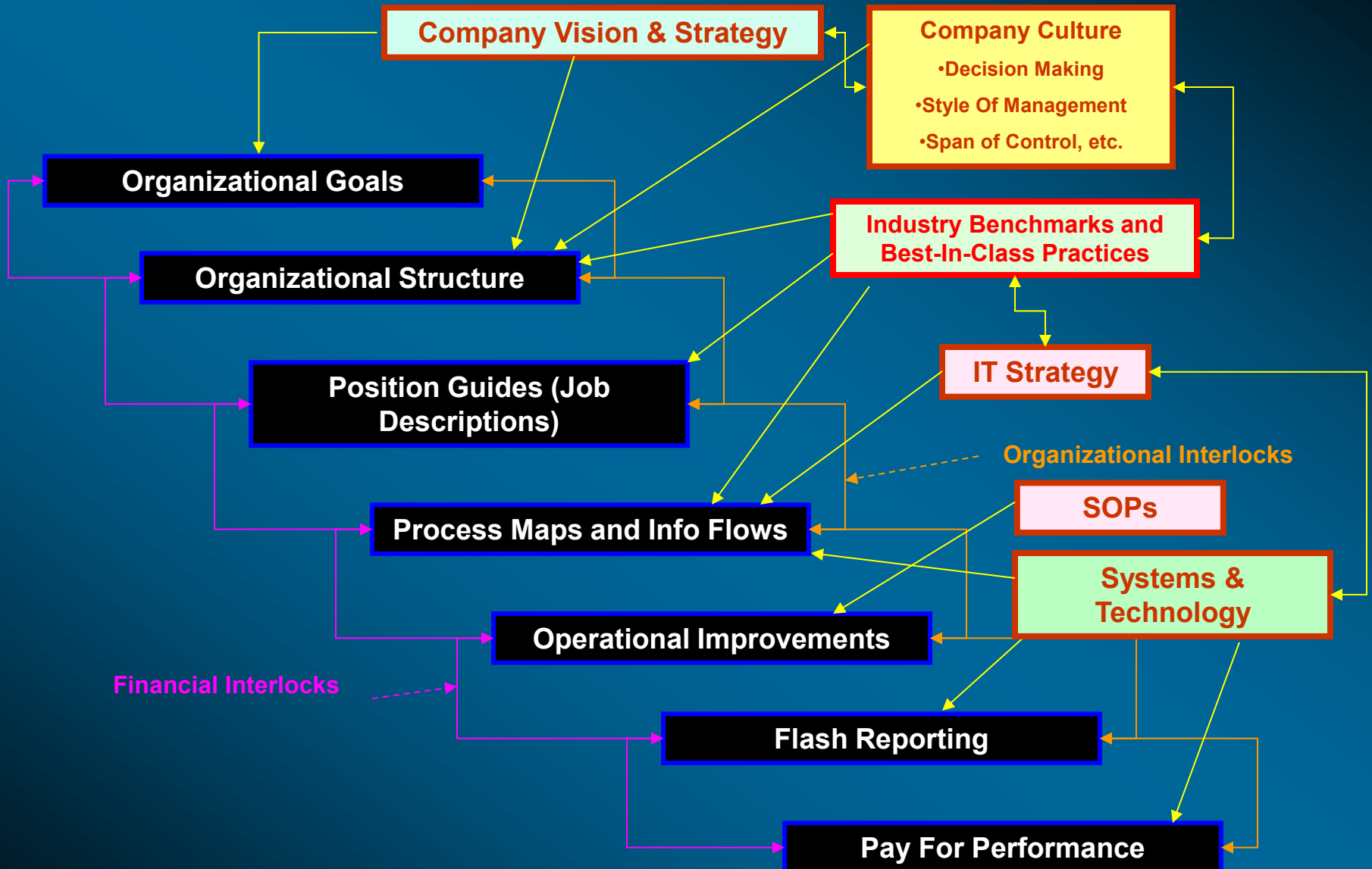
# A Holistic Methodology Aimed At Profit Maximization





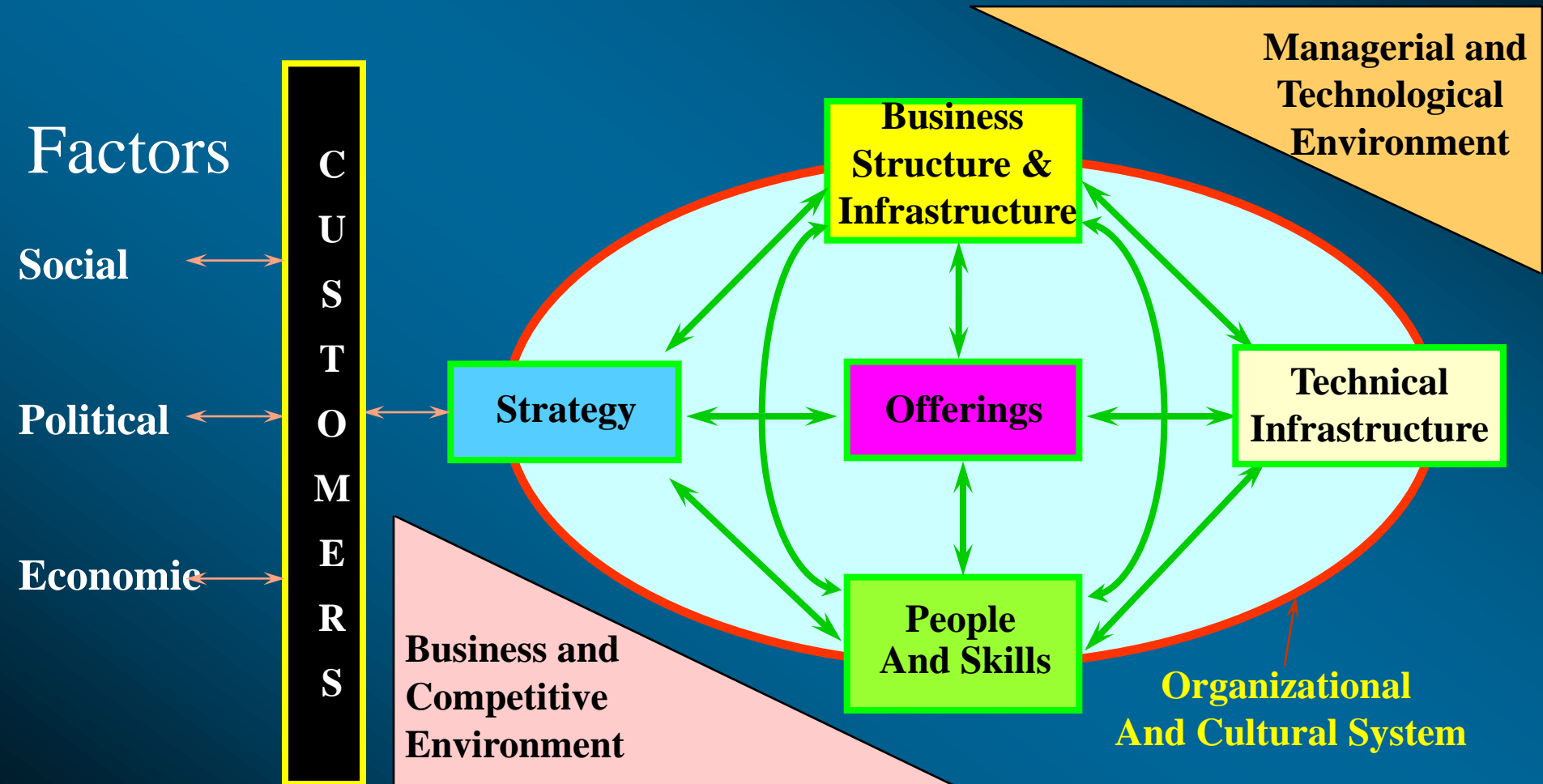


# Another Approach





# The MIT Holistic Approach





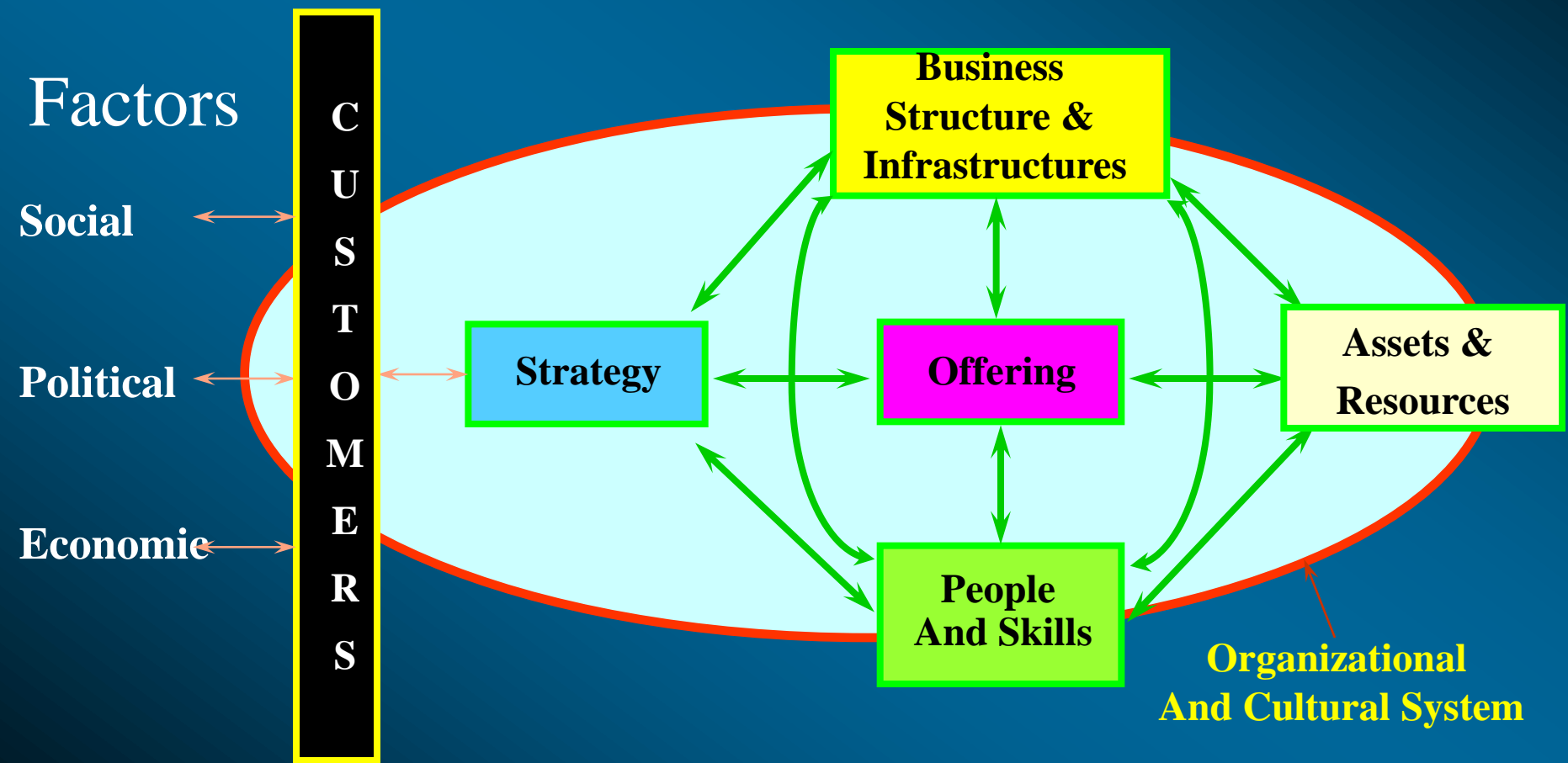
# Key Point

- The megatrends are:
  - **The Business Infrastructure and Innovation Infrastructure will become one and the same**
  - **The Business and Technical infrastructure will meld into one**
  - **The Knowledge Infrastructure will be imbedded in the Business-Technical Infrastructure**
  - **The infrastructures become ecosystems**

Replacing the Technical Infrastructure box in the previous slide is: **Assets and Resources** (excluding People)



# The New Model

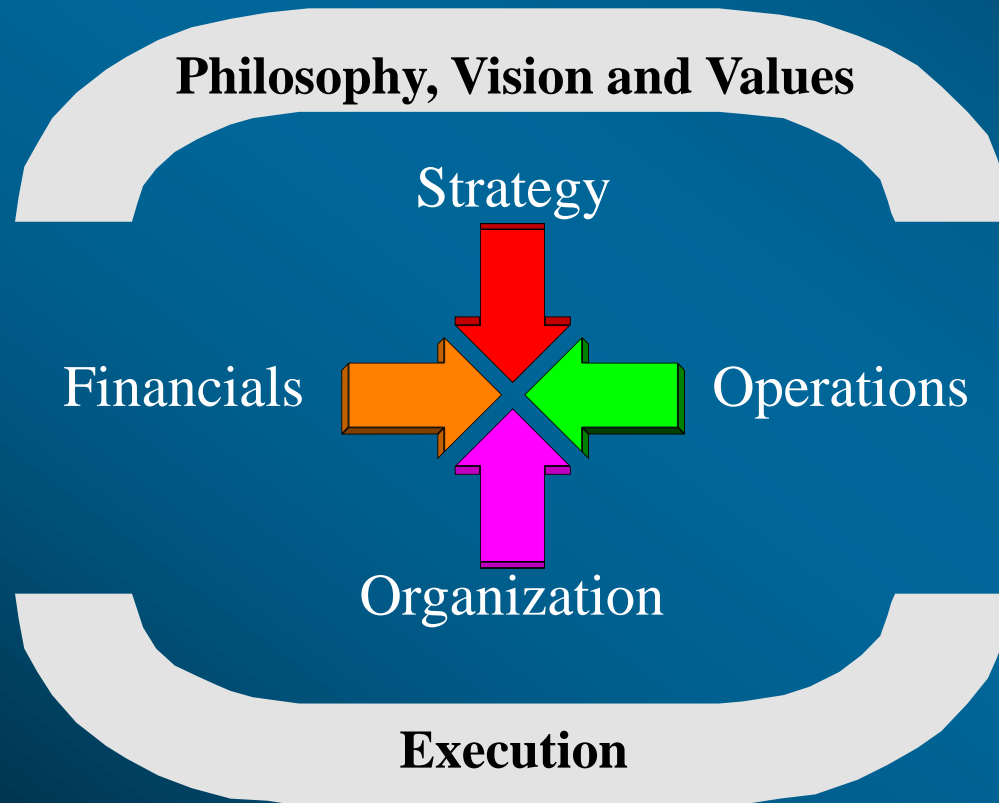






# There Are Several Other Holistic Approaches

The whole is greater than the sum of its parts





# In Closing ...

## Some Upfront Tips

- **Under-promise and over-deliver**
- **Befriend** your client
- Work as a **Trusted Advisor**, not as a consultant or a vendor
- **Give freely**
  - Offer some of your tools and techniques
  - Offer parts of your library
  - Offer free workshops and seminars
- Help the client reach **higher levels of competence** and **excellence** (*collectively and personally*)