

# newPM®

- A new way of working with project management and developing leadership

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APM Midlands Branch – Milton Keynes Chapter

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[www.teamanimation.co.uk](http://www.teamanimation.co.uk)



***“Consultancy  
which increases  
business success  
by inspiring  
leadership in  
project  
management”***

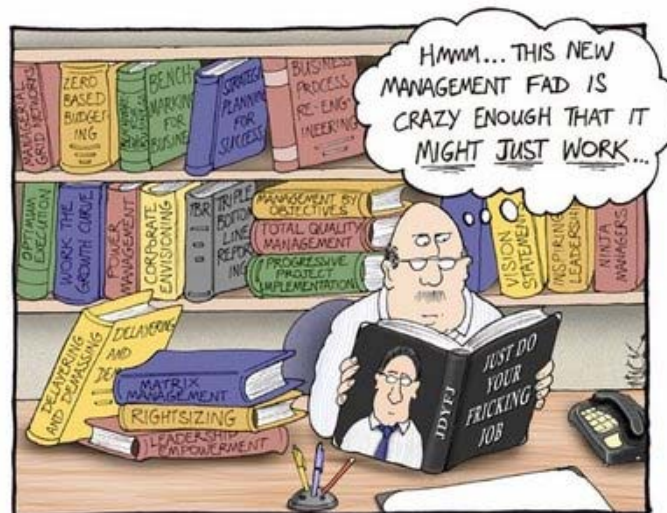
**Inspiring:**

1. *project managers to become leaders*
2. *project teams to develop sustainable leadership practices*
3. *organisations to change to support leadership practices*

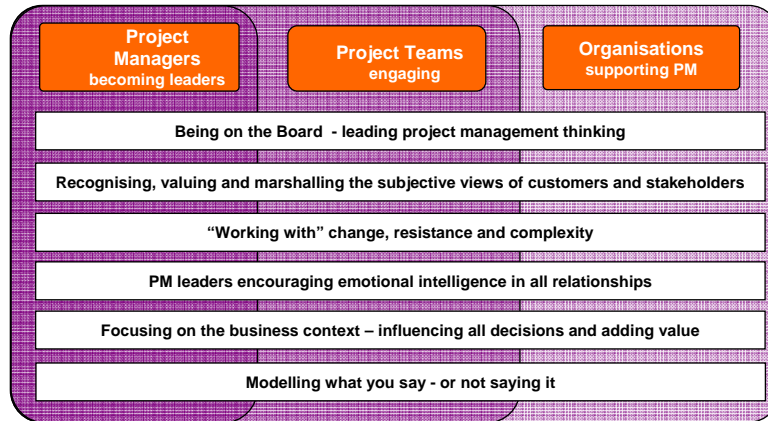
There is a groundswell of opinion that project management should be

**“ ... much more to do with the interaction of people, clients and stakeholders and the integration of these aspects ”**

Quote from Dr. Martin Barnes from a recent APM Round Table debate



.... increasing business success by inspiring leadership in project management



Being on the Board – leading project management thinking



## NAO/OGC 2005 Report Common Causes of Project Failure

1. Lack of clear link between the project and the organisation's key strategic priorities, including agreed measures of success
2. Lack of clear senior management and Ministerial ownership and leadership
3. Lack of effective engagement with stakeholders
4. Lack of skills and proven approach to project management and risk management
5. Too little attention to breaking development and implementation into manageable steps
6. Evaluation of proposals driven by initial price rather than long term value for money (especially securing delivery of business benefits)
7. Lack of understanding of and contact with the supply industry at senior levels in the organisation
8. Lack of effective project team integration between clients, the supplier team and the supply chain

If **ANY** of the answers to the above questions (40+) are unsatisfactory then a project should not be allowed to proceed

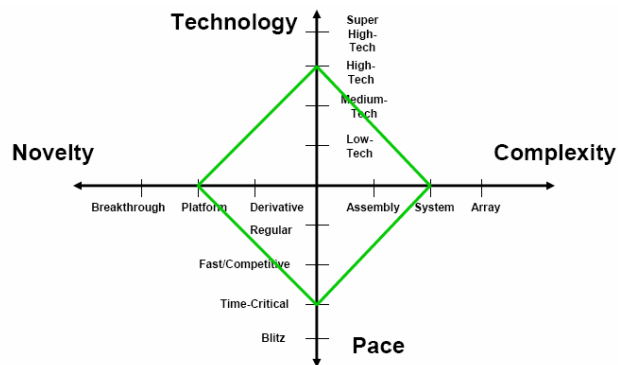
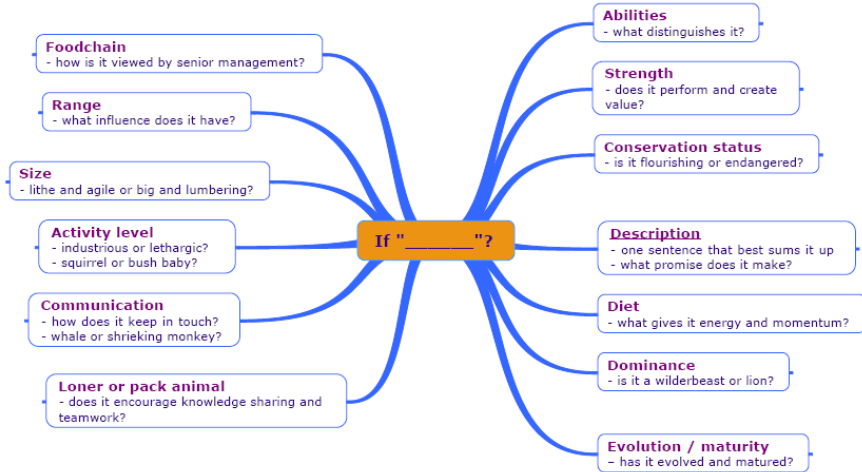
## Project Branding™

THE ROAD IS ETERNAL. THE WIND IS CONSTANT.  
WHAT ELSE COMES WITH A GUARANTEE LIKE THAT?

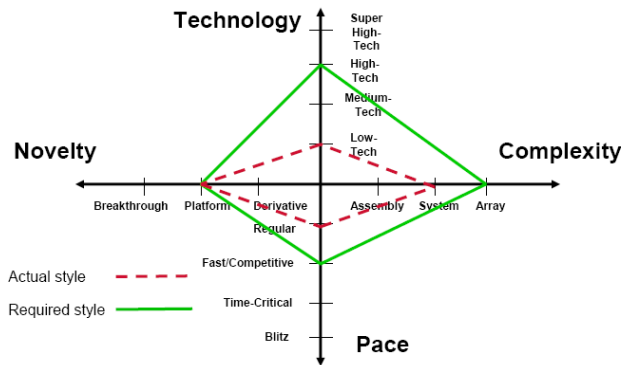
TRUE FOR THE FIRST 100 YEARS.  TRUE FOR THE NEXT 100 YEARS.



A good Harley-Davidson bike is built to last. It's built to last. That's the promise of the heart of Harley-Davidson. This is the Harley-Davidson logo. www.harley-davidson.com 1-800-451-2274 for a nearby dealer. The Legend Multi-Use.



# Denver Airport



Shenhar and Dvir

# Organisational Cultures

**Key Words :** Strength, Decisiveness, Determination

Strong & stable leadership, but prone to fiefdoms and unquestioning followers

**POWER CULTURE**  
based on survival

**Key Words :** Growth, Success, Distinction, Profit

Common goals & vision with focus on results & self-management but "ends justify the means" & arrogance.

**ACHIEVEMENT CULTURE**  
based on self-expression

Known & defined roles & procedures but inflexible with emphasis on following rules & not results.

**ROLE CULTURE**  
based on stability

**SUPPORT CULTURE**  
based on community

Consensus decision making, harmony, sense of belonging & appreciation, but differences may be ignored & slow to change.

**Key Words :** Order, Security, Control, Conformity

**Key Words :** Mutuality, Value, Service, Integration

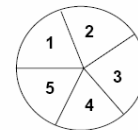
based on Harrison & Stokes

## Performance Areas

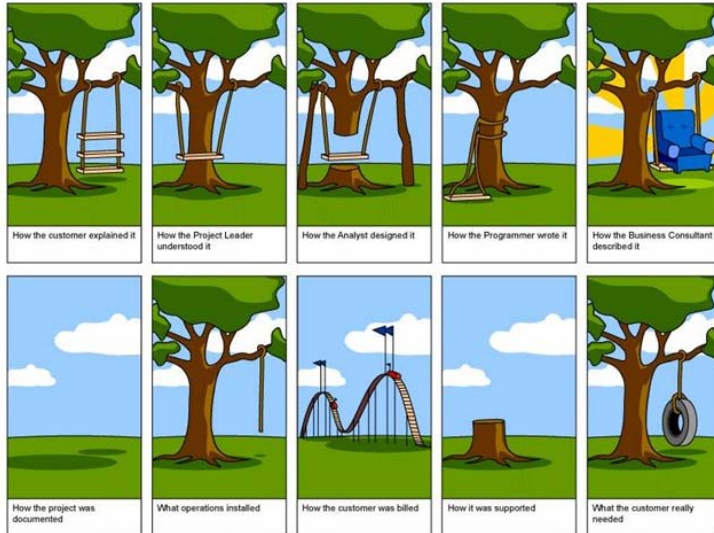
1. Business Benefit Realisation
2. Quality of delivered systems and services
3. Reliability of delivery
4. Ease of doing business
5. Responsiveness
6. Competence of people
7. Attitude of people
8. Innovativeness
9. *Supplier reputation*

## Project success

- 1. Efficiency
  - Meeting schedule
  - Meeting budget
  - Yield
  - Other efficiencies
- 2. Impact on the customer
  - Meeting requirements and specs
  - Benefit to the customer
  - Extent of use
  - Customer satisfaction and loyalty
  - Brand name recognition
- 3. Impact on the team
  - Team satisfaction
  - Team morale
  - Skill development
  - Team member growth
  - Team members retention
  - No burnout
- 4. Business and direct success
  - Sales
  - Profits
  - Market share
  - ROI, ROE
  - Cash flow
  - Service quality
  - Cycle time
  - Organisational measures
  - Regulatory approval
- 5. Preparation for future
  - New technology
  - New market
  - New product line
  - New core competency
  - New organisational capability



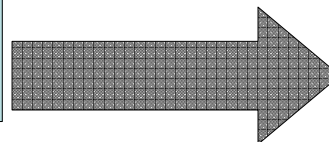
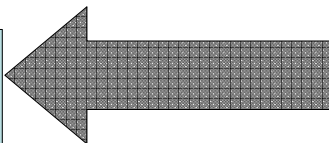
Shenhar and Dvir



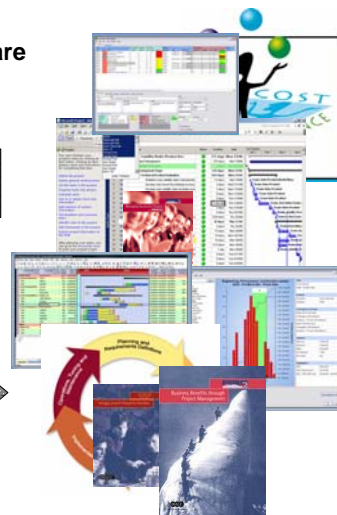
## Perspectives

Project and change are serving a purpose

1. Business Benefit Realisation
2. Ease of doing business
3. Responsiveness
4. Competence of people
5. Attitude of people
6. Innovativeness
7. Reliability of delivery
8. Quality of delivered systems and services
9. Supplier reputation



Bringing to the front  
– main focus



newPM® ...  
Subjective thinking

Recognising, valuing and marshalling the subjective views  
of customers and stakeholders

***“The major barrier to interpersonal communication is our very natural tendency to judge, to evaluate, to approve or disapprove the statement of the other person”.***  
*Carl Rogers*





## Subjectivity - Reframing

association for  
project management  
**apm** People  
Specific  
Interest Group

Fact	View 1	View 2
<b>Project is Running 4 months late</b>	I'm about to be sacked	Helps Cash flow
<b>High level of conflict resulting in high level of resignations</b>	Great! New blood Team is finally dealing with its issues	HR Director is involved ▪Disciplinary ▪Union
<b>New System will delivered 3 weeks early</b>	No time to train the users Time estimation is poor What corners have been cut?	Can move out of rented offices early Removed risk/cost of legacy system
<b>Delivered to Time Cost and Quality</b>	Great Project Team	What a great waste of money – mocked by society and community

## Changing Views Through Time

- Scottish Parliament

Time 1 Brilliant conception for the budget

Time 2 Cost/Time Over run

Time 3 End User Satisfaction

Time 4 Unsafe Structure and expensive to boot!

- Sydney Opera House

**Project into the future**

**- What could be the success factors over time?**

- Channel Tunnel

- NHS Computer Project

## The Complexity of Success

We need to accept the complexity of Success and work with it, not pretend it isn't there.

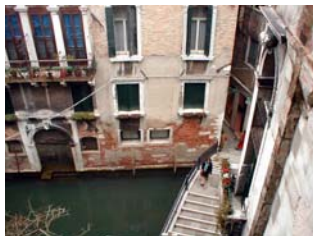
Project time period	Their influence	Their success criteria (stated or hidden)	Their perception of success	Who is managing the relationship
1	H	Cost	Positive	?
2	M	Cost	Neutral	?
3	L	Reputation	Negative	?



## Sensing

### How a person takes in information

- Preference for taking in information through the five senses and seeing what is actual – trust the tested

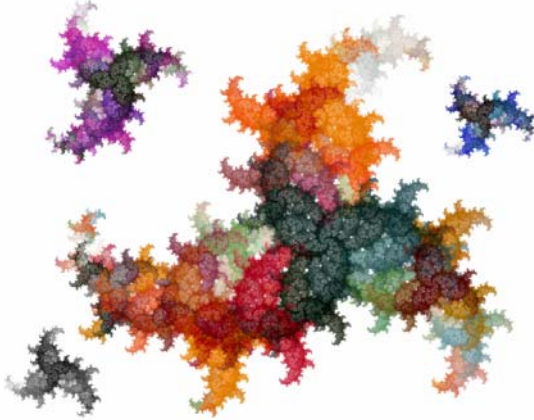


## Intuition

- Preference for taking in information through the sixth sense, or hunch and seeing what might be – test the trusted



“Working with” change, resistance and complexity



*“For every complex problem there is an answer that is clear, simple, and wrong.”*

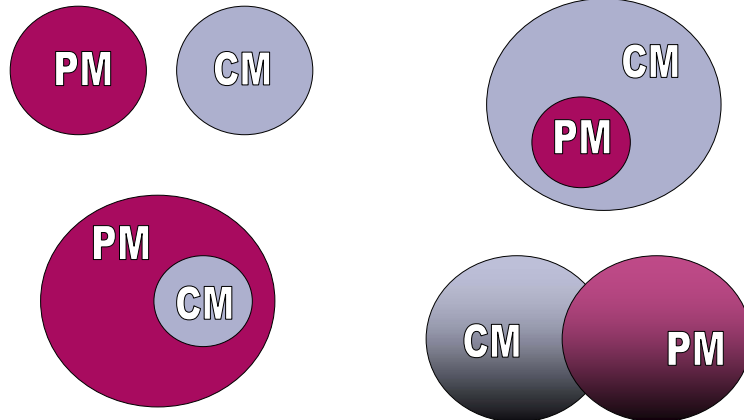
H. L. Mencken

## Change Management



## Possible Relationships between the disciplines

association for  
project management  
**apm** People  
Specific  
Interest Group



team animation  
people • projects • change

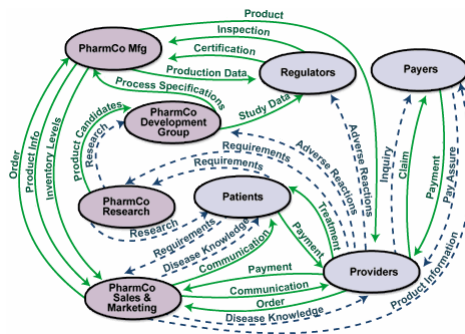
## Resistance

***“The direct use of force is such a poor solution to any problem, it is generally employed only by small children and large nations”.***

***David Friedman***

## newPM®... Leadership and EI

### PM Leaders encouraging emotional intelligence in all relationships



***“Success in life, in anything, depends upon the number of persons that one can make himself agreeable to.”***

Thomas Carlyle

## Leadership

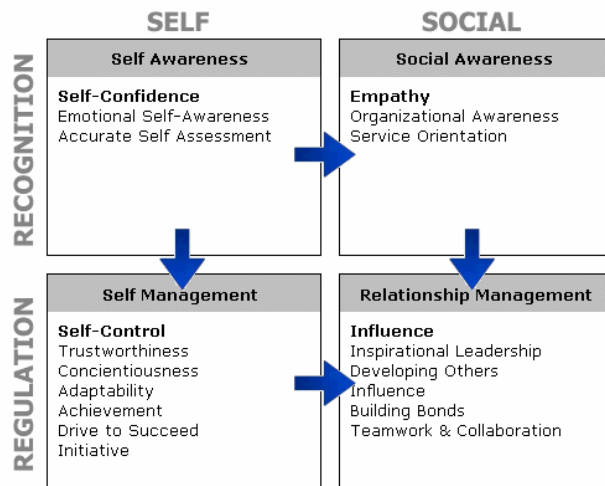
### ***Project Manager or Project Leader?***

***“Leadership: The art of getting someone else to do something you want done because he wants to do it”***

Dwight David Eisenhower

## Emotional Intelligence (EI)

*“Everyone thinks of changing the world, but no one thinks of changing himself”  
Leo Tolstoy*



## EI

- **self awareness:** “Oh, I’m being unreasonably angry with the designer just now, because I crashed the car this morning.”
- **self management:** “I can ring the designer later, once I have got over crashing the car this morning.”
- **awareness of others or empathy:** “I’m calling because I imagine you are pretty unhappy with what I said yesterday.”
- **relationship management:** “I want to hear how we can find ways to work with each other when future conflict arises.”



## DNA of an excellent “project manager”

..... of the best project managers

- Are strongly committed to a clear mission
- Focus on external stakeholders
- Have a long term and big picture perspective
- Are both systematic and innovative thinkers
- Find and empower the best people for their teams
- Are selective in their involvement in project issues
- Thrive on relationships and influence
- Proactively gather information and insist on results



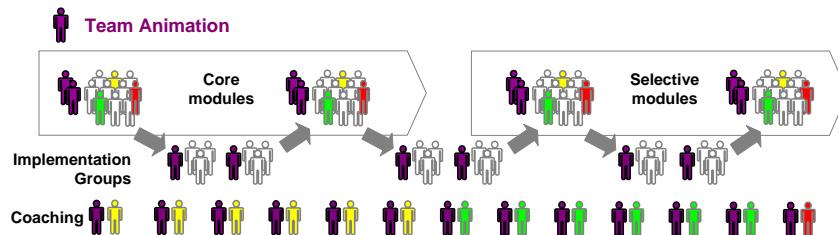
Italicized competencies differentiate top performers

Gadeken

## PM Transitions Model™



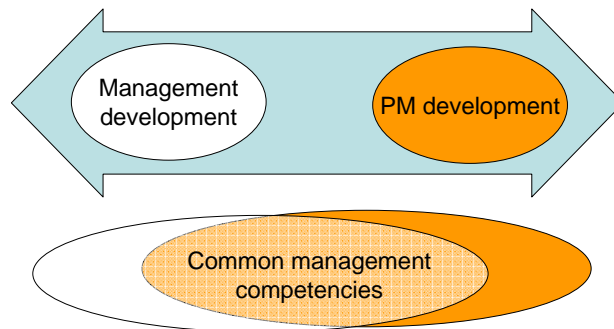
## PM Leadership Development



## PM or management?

Needs are very similar but historically the development has been different

- General managers - people and tools learning
- Project managers - methods and processes training



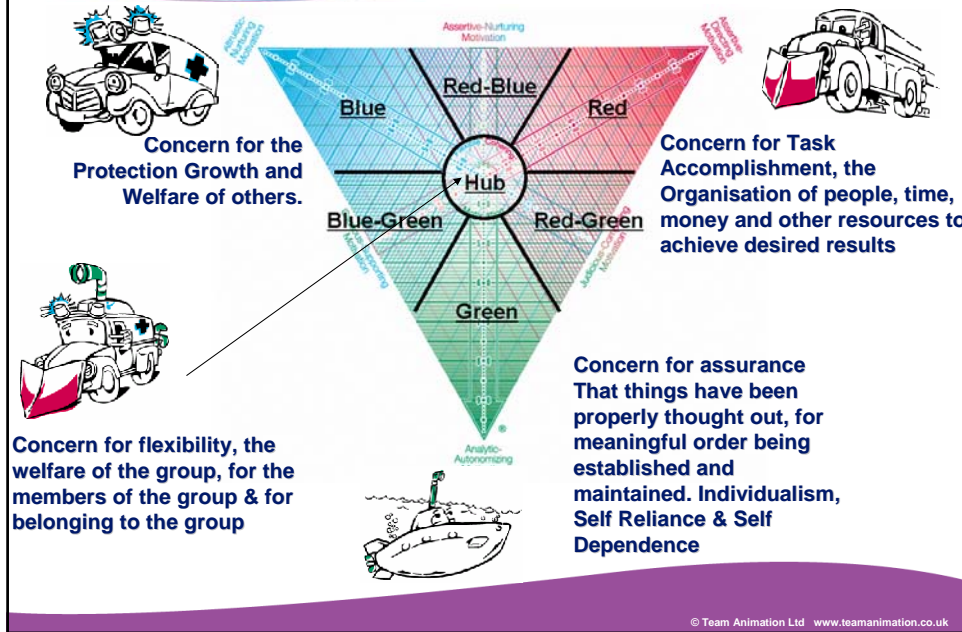
### Examples of required competencies for PMs

- How to influence without positional power
- Creating and managing stakeholder relationships
- Working with the end of the team always in sight
- Working with resistance to change
- Thinking in new ways
- Time constraints

## What motivates you?



## Motivation



## newPM®... Business context

Focusing on the business context – influencing all decisions and adding value

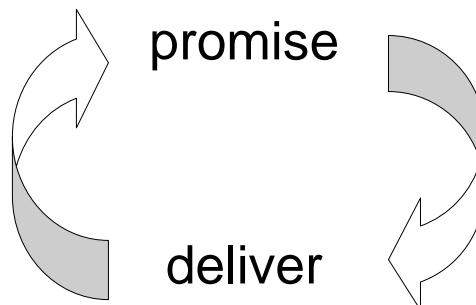
***“To be a leader, you have to make people want to follow you, and nobody wants to follow someone who doesn’t know where he is going” Joe Namoth***

Modelling what you say – or not saying it



*“You must be  
the change  
you wish to  
see in the  
world”  
Ghandi*

Nothing kills bad  
products faster than  
good advertising.





# Thank



# You