

How To: Effective Project Management

PAC Conference, March 4, 2019



PERCEPTION
LEARNING

We live in busy times...

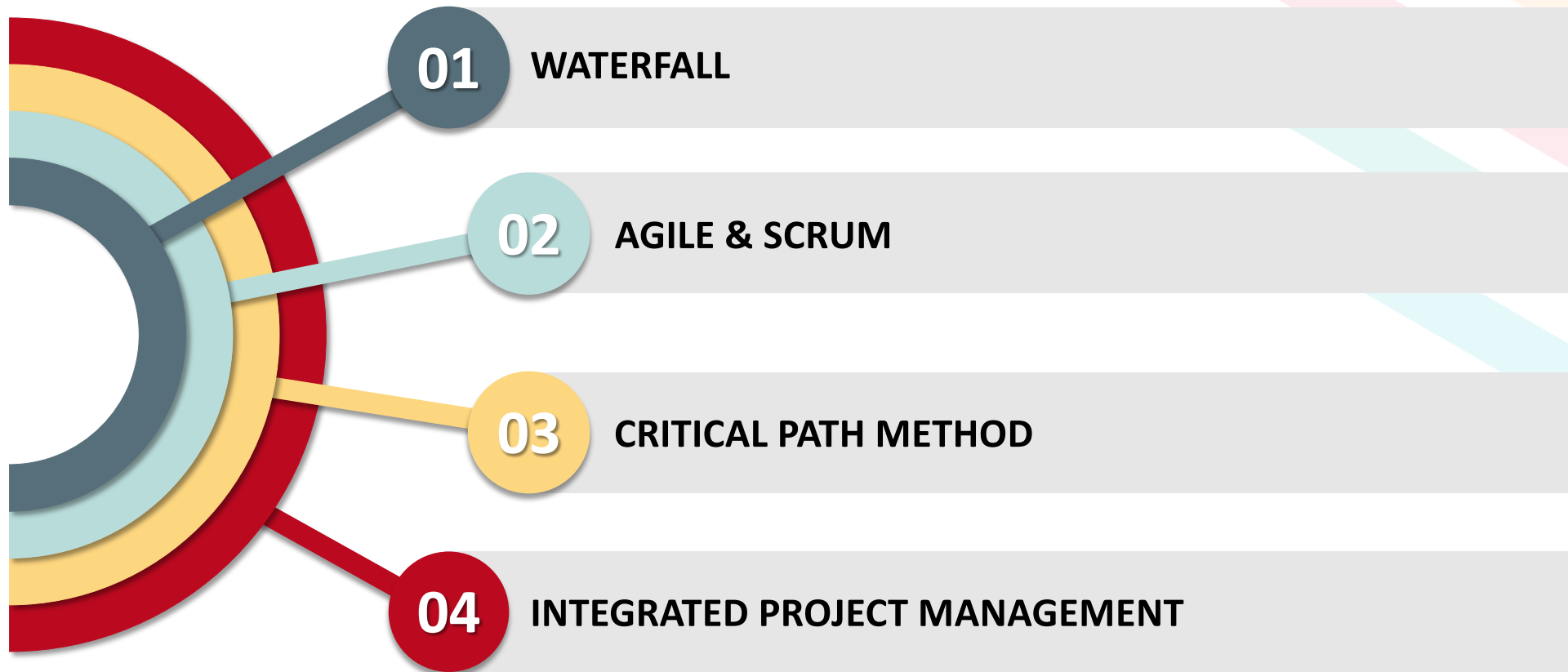
- In 2011, Americans took in five times as much information every day as they did in 1986 (Fast Company)
- Each day a typical office employee checks email 50 times and uses instant messaging 77 times (RescueTime)
- Once interrupted, people take an average of 25 minutes to resume work (University of California)
- The average employee spends 13 hours a week on email, or 28% of a 40 hour week (McKinsey)

And the stakes are high...

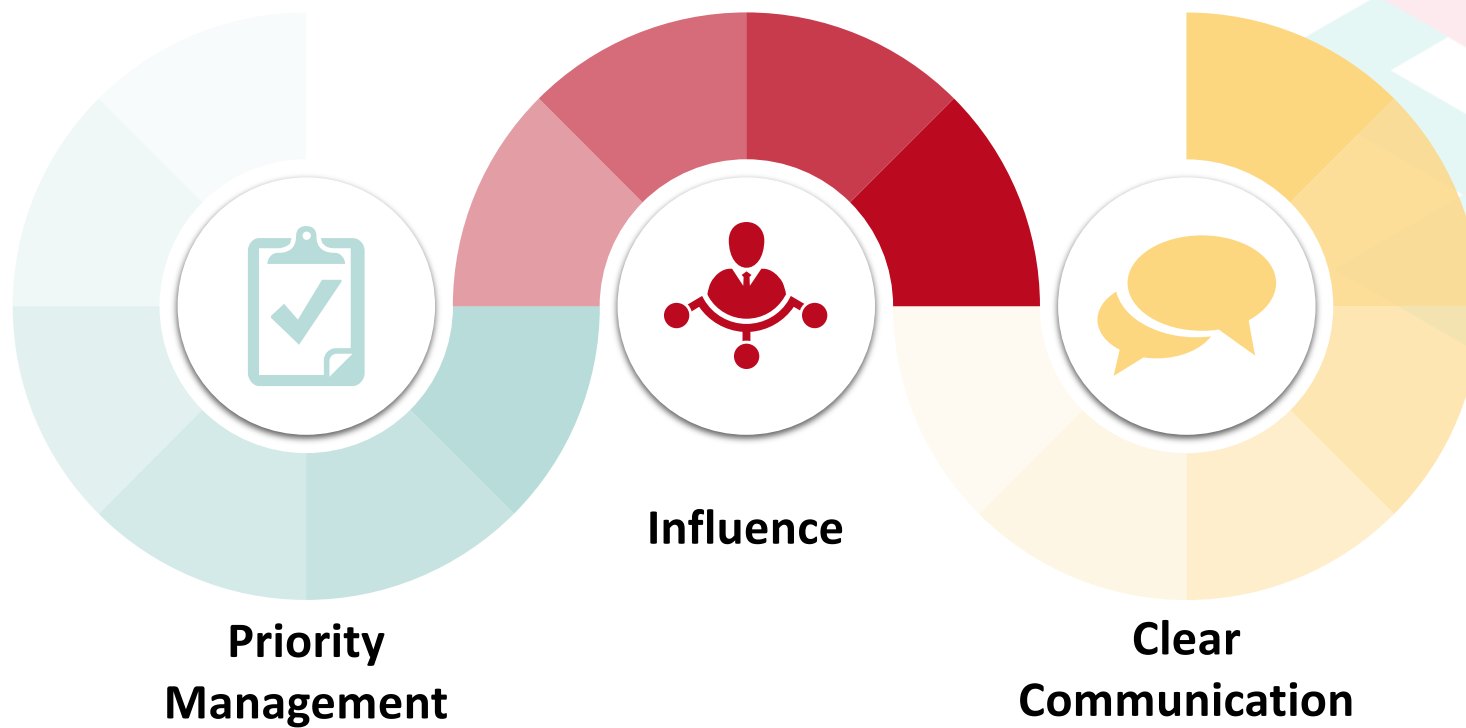
- 70% of organizations have suffered at least one project failure in the prior 12 months
- 50% of respondents indicated that their project failed to consistently achieve what they set out to achieve
- For every \$1B invested in the US, \$122M was wasted due to lacking project performance
- Organizations that invest in proven Project Management practices waste 28x less money because more of their strategic initiatives are completed successfully

Source: KPMG

Project Management Methodologies



Core Skills for Project Management



Priority Management

If everything is important, nothing is actually important...



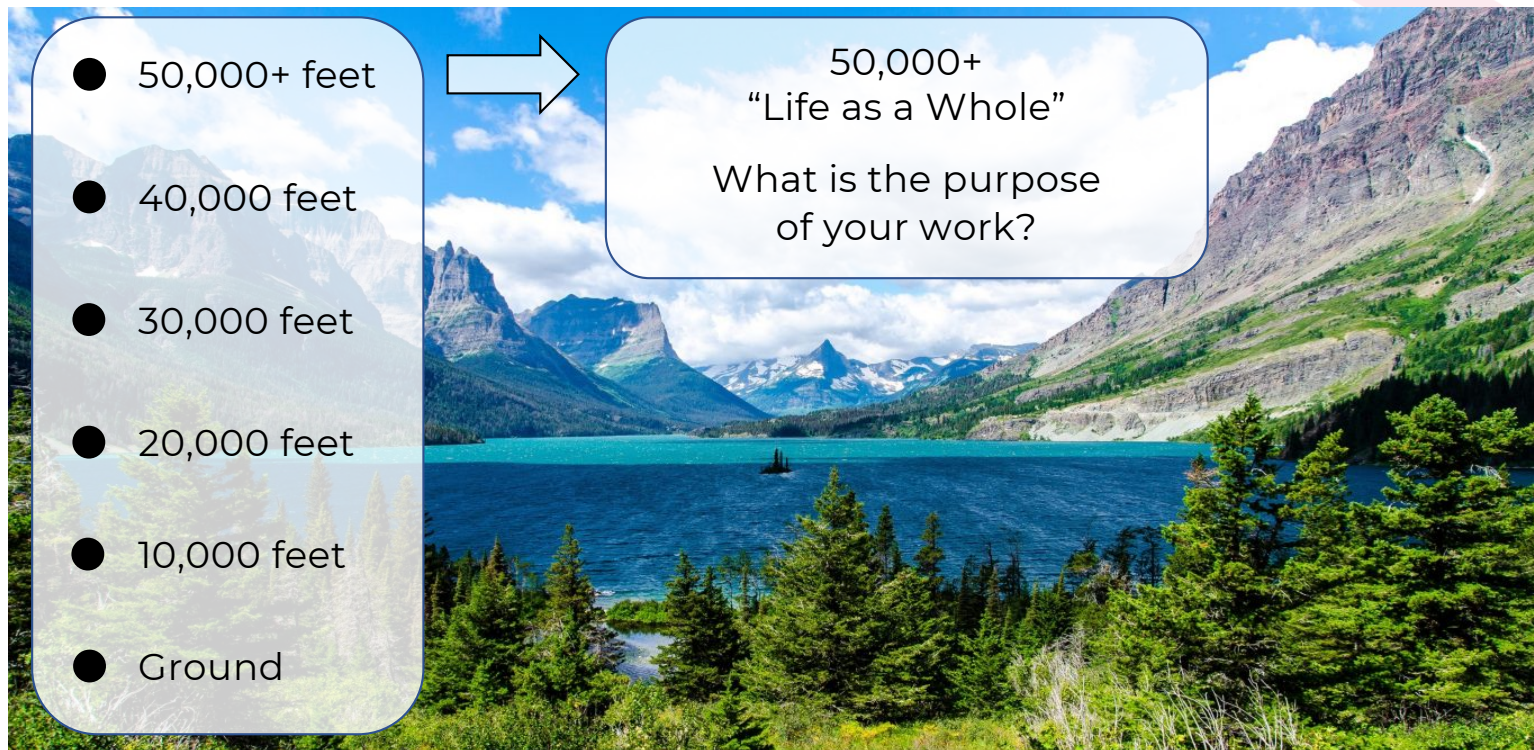
Know Your Priorities

- It is very difficult to manage your time if you do not know what is important
- Highly successful (and strategic) people take time to formalize their personal purpose, vision, and goals
- Know what your work actually is and what is involved
- Ask yourself, “What is most important to me to be doing at this time?”

Model for Prioritizing Work



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Model for Prioritizing Work



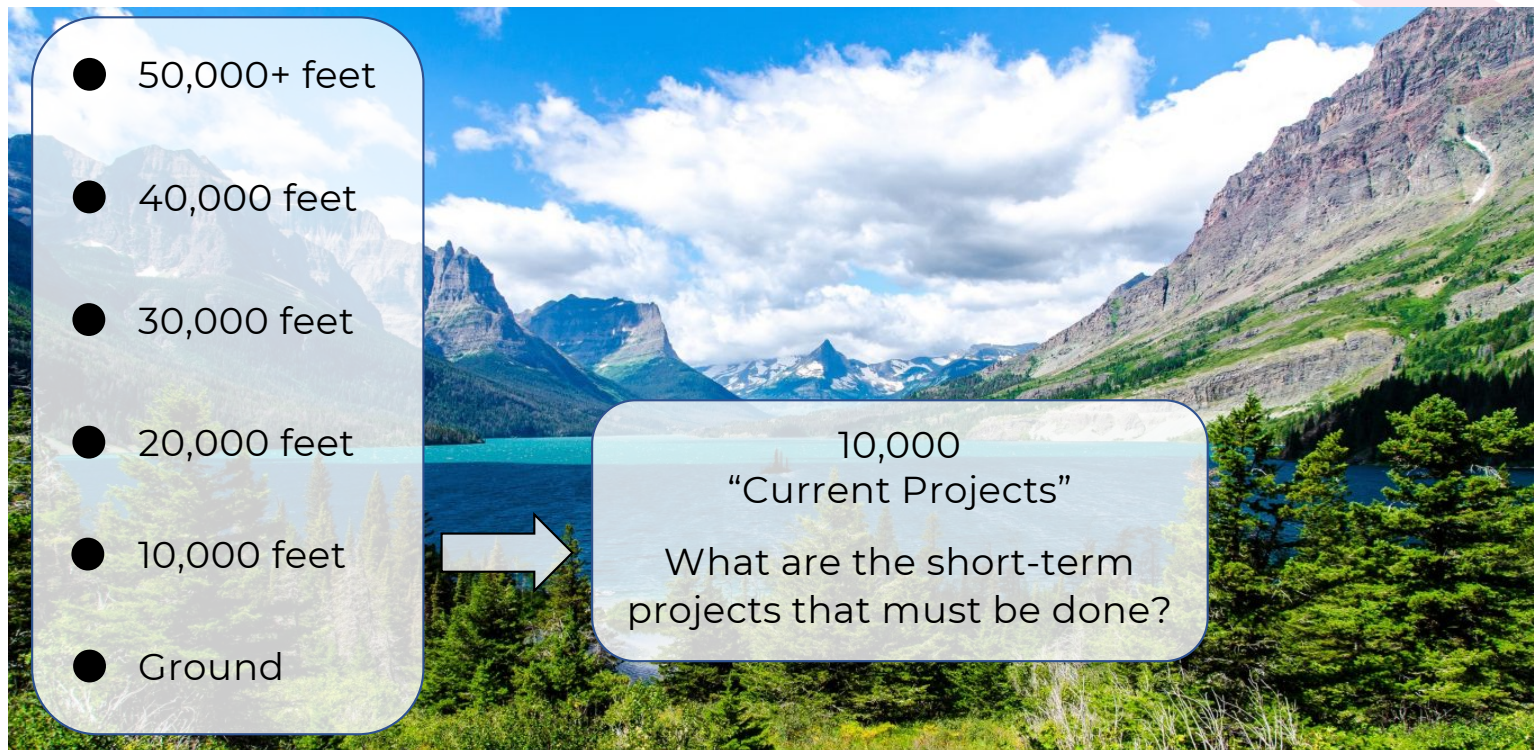
Model for Prioritizing Work



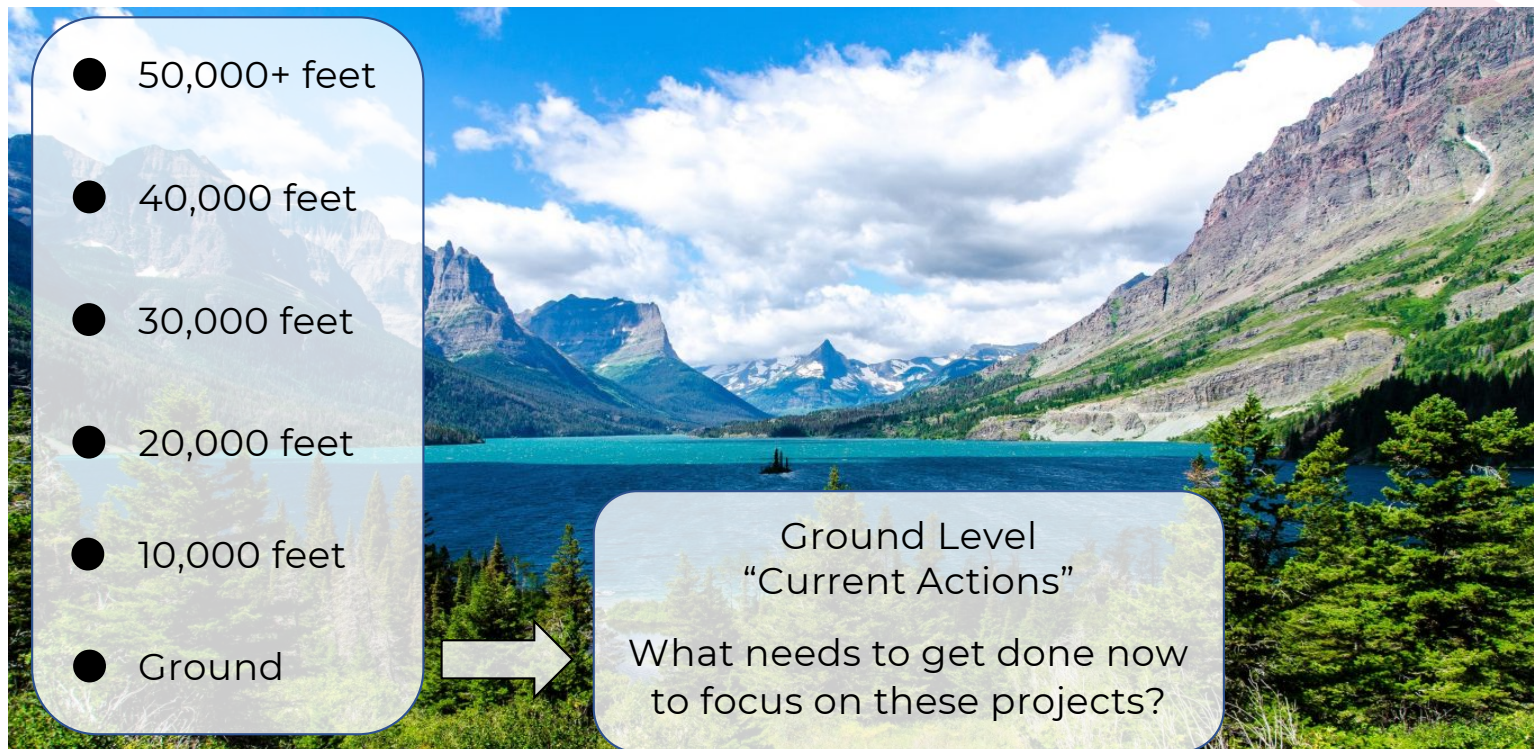
Model for Prioritizing Work



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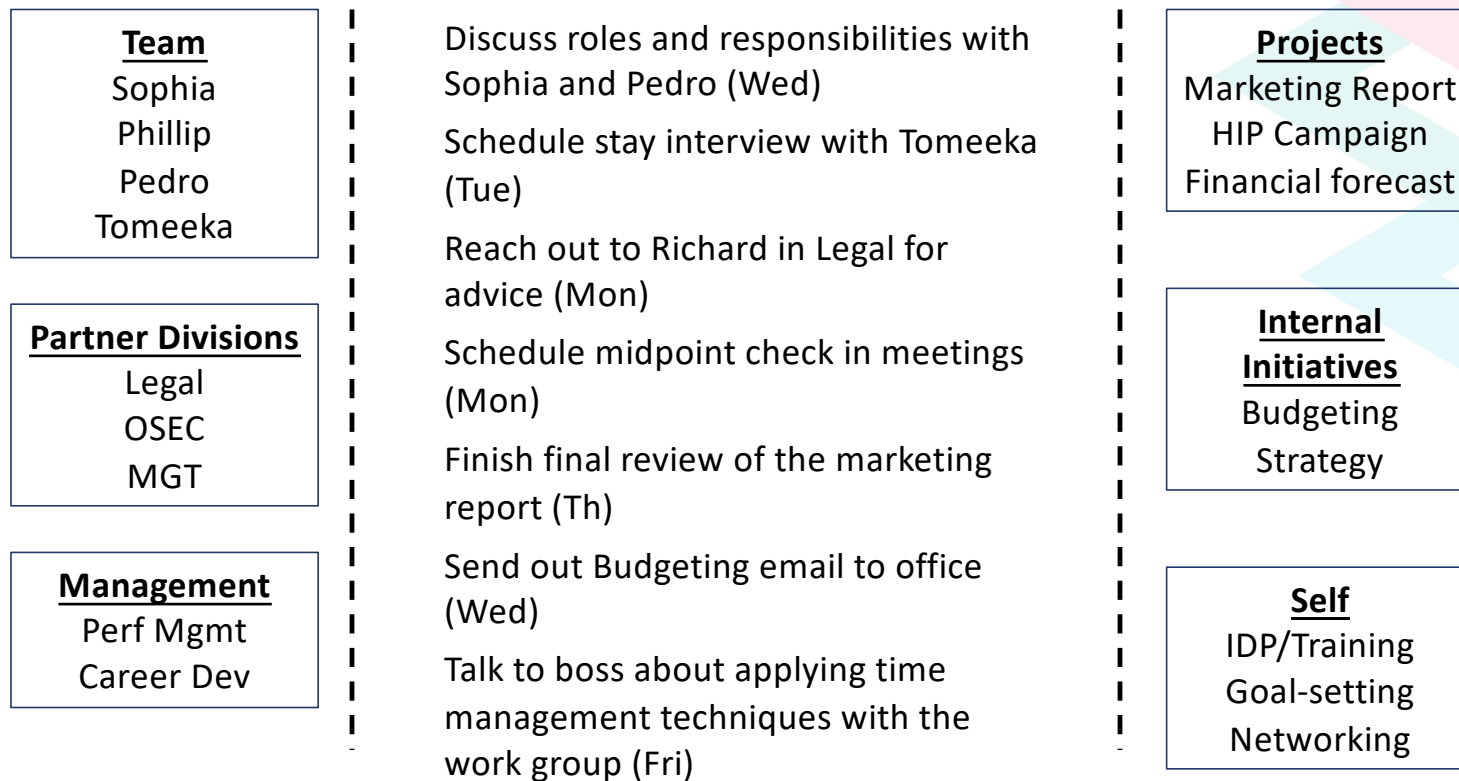
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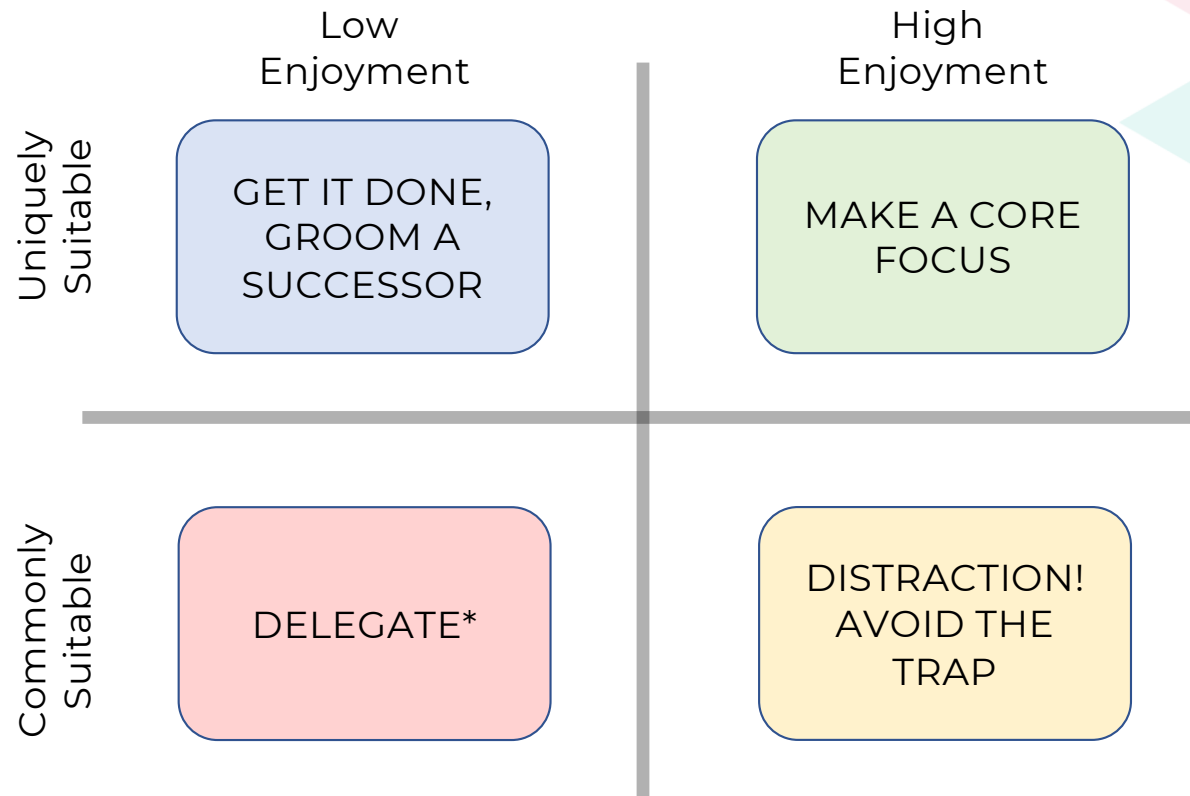
White Board Technique

- Identify the “big buckets” of work for which you are responsible (think about your 20,000’ view)
- Under each bucket, list the specific projects (think about your 10,000’ view)
- Organize these priorities on the outside of your “white board”
- Use the middle of your “white board” to pull down your weekly and daily tasks (think about your ground-level view)

White Board Method Example



Cook Prioritization Matrix



Influence

You can be much more influential if people aren't aware of your influence



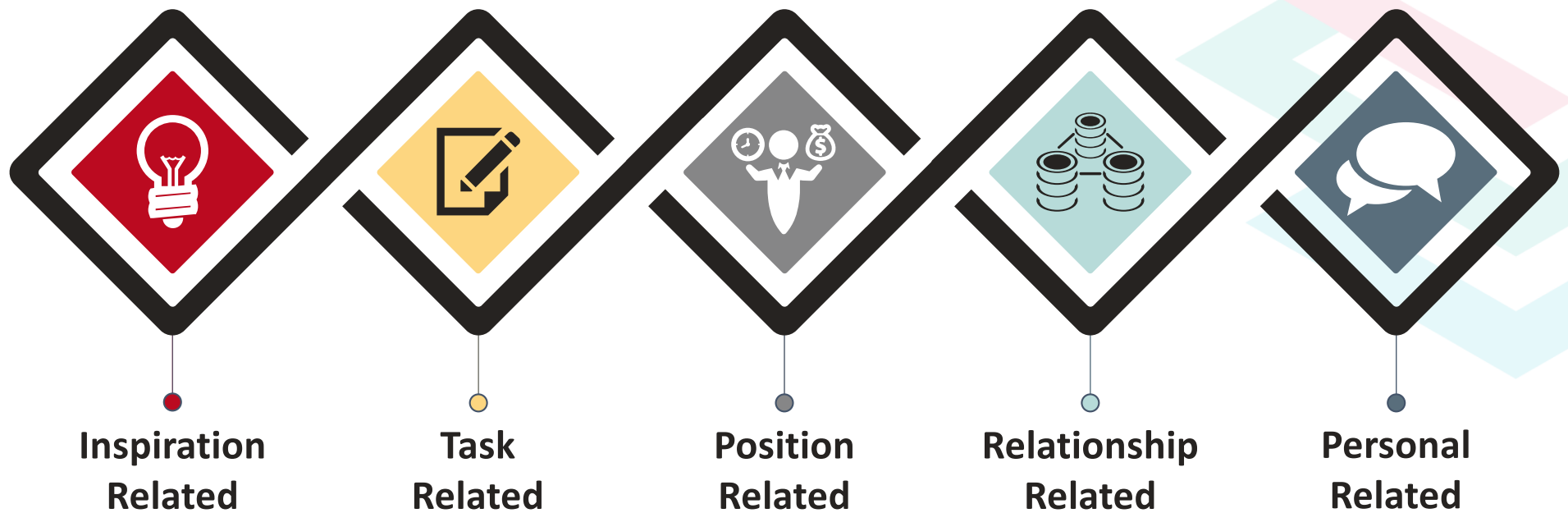
Your Boss's World

- Everyone reports to someone—we all have a “boss”
- Everyone, including the boss, has a job to do
- Your work (and your team's work) is connected in some way to the job that your boss needs to do
- BUT – your work (and your team's work) is not the only thing that is important to your boss
- Understanding your boss's goals and pressures beyond how they connect to your work is foundational to managing up

Environmental Scanning

- What are your boss's organizational and personal objectives? Why are these things important to them?
- How do these organizational and personal goals matter to where the organization is headed?
- What are your boss's pressures, especially those from their own boss and others at the same level?
- What motivates and energizes your boss?
- What frustrates and zaps the energy from your boss?
- What are your boss's long suits and blind spots?

Motivational Currencies



Clear Communication

*The single biggest problem with communication,
is the illusion that it has taken place*



Importance of Clarity

Read the following conversation

William: Hi Tonya, do you have a second?

Tonya: Sure! What's up?

William: Could you please take a closer look at that communications plan from last week?

Tonya: Of course! Happy to help.

William: Great! Thank you so much.

What is William asking Tonya to do?

Effective Requests

- What do you want?
- Who do you want it from?
- What are the conditions of satisfaction?
 - What are the timelines?
 - What is the definition of done?
- What is the context surrounding the request?



Are these effective?

- Can you help with this project?
- Could you please send me a draft by COB?
- The last three meetings you led went over their scheduled time.
- Will you capture final decisions we make in the meeting and send them out to the meeting participants within the next day or so?

Possible Responses



Agree



Decline



Renegotiate

Possible Response - Agreement

- Occurs when a request or offer is met with a “yes”
- We can (and must!) actively “manage our commitments”
- Organizations are collections of agreements – this is how we coordinate work
- Affects our relationships and trust if we break or have missing agreements

Possible Response – No and Renegotiate

- When the response is no, find out more information
- Ask questions to determine why the answer is no:
 - What are you currently working on?
 - What is your workload like?
 - What are your current deadlines?
- If this is a top priority, work with them to rebalance their workload so they can accomplish this task
- If it is less of a priority, work with them to fit it into their longer term schedule
- If after renegotiating the answer is still no, they are still not off the hook yet
 - work with them to figure out an alternative solution

Clarifying the Response

Unclear Response	How to Clarify
"I'll try my best, but I have a lot going on." or "I'll see what I can do."	"Would you be able to let me know by 3 pm today if you can meet that deadline?"
"No, I don't think I can meet that deadline. I have a lot of high priority projects."	"When do you think you might be able to complete this action?"
"I think I can get this done by next Wednesday."	"Would it be ok if I checked with you on Friday afternoon to see if we're still on track to meet the Wednesday deadline?"

Making Time

*You can have it all...
...just not all at once*

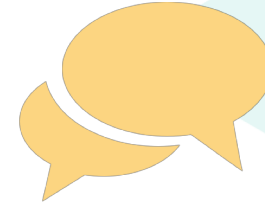


Everyday Time Saving Hacks

Taming
Email



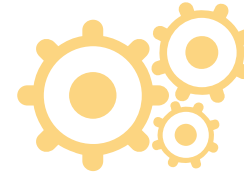
Improving
Meetings



Managing
Distractions



General
Shortcuts



Thank you!

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