



## Organisation of your project

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# Organisation of your project Project Management?

## Project

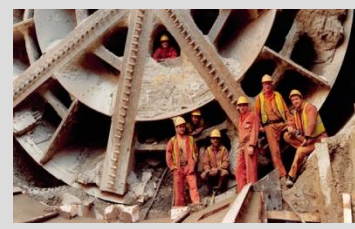
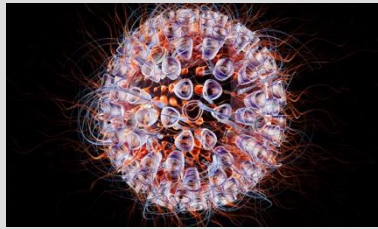
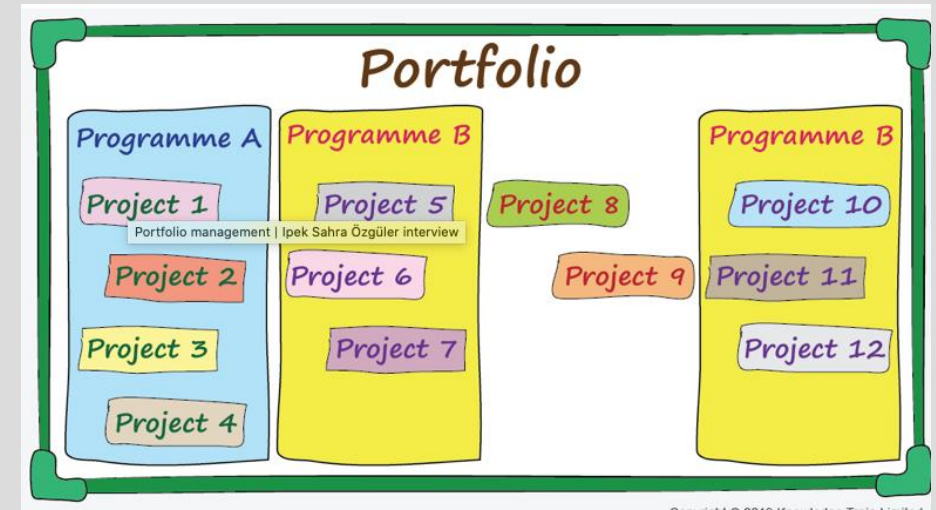
- Temporary unique undertaking to bring about an outcome



2570 BC



208 BC

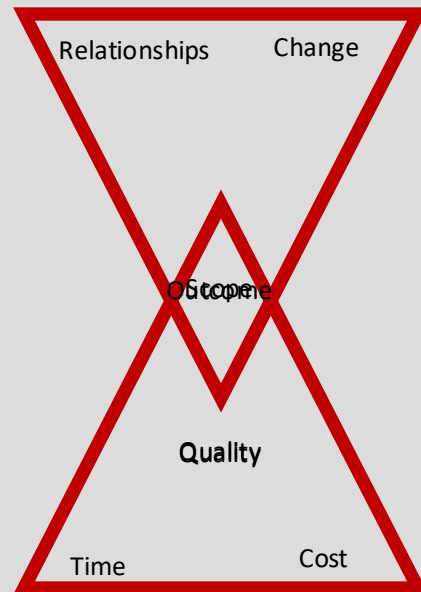


## Organisation of your project

### What are projects?

#### Iron Triangle – triple constraint

Model of constraints between scope, time and cost can be traded and will affect quality



Iron triangle is yesterday's model focused on efficient delivery or successful outcomes

- Included tools and processes to deliver the outcome

- Assumes one size fits all

- Focused on delivery and outputs

Today's thinking focusses more on relationships and change

- Recognises stakeholders, successes and benefits and the virtual team

- Introduces concept of joint successful outcomes and benefits

- Recognises softer skills leadership and relationships

- Accepts change

- Goes beyond the technical abilities and delivery focus

Next generation

- Greater project complexity

- More tools, AI and simulation

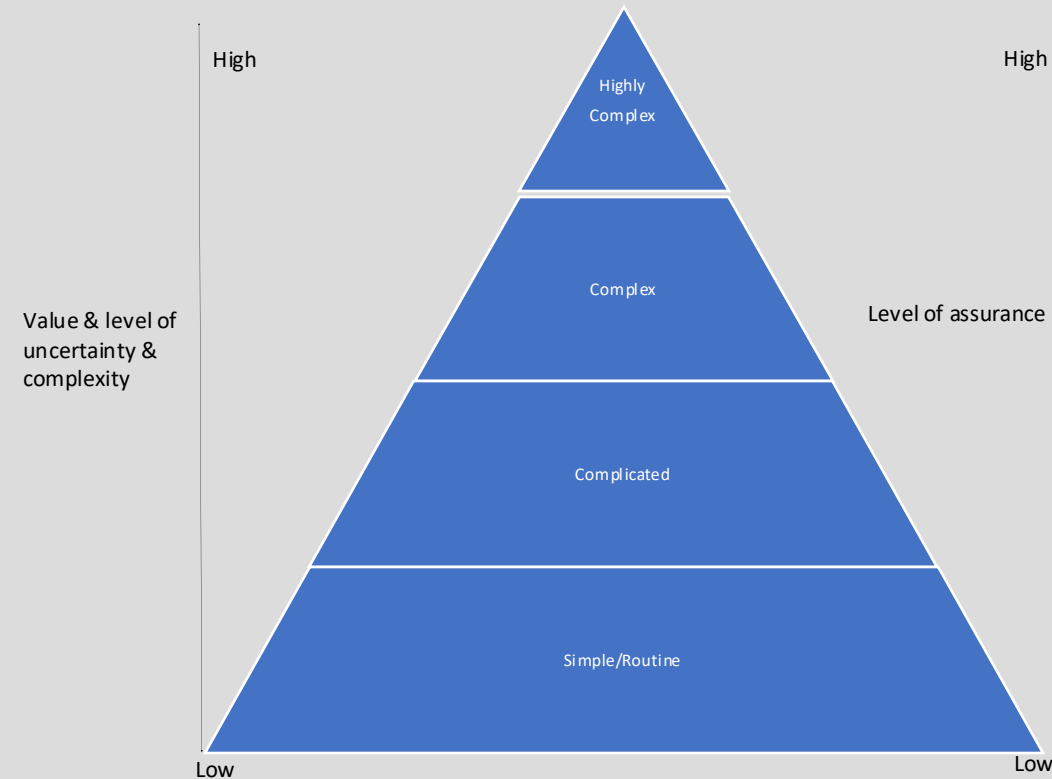
- Diversity and sustainability

# Projects and Complexity

World is rapidly changing, projects are more volatile, uncertain, complex and ambiguous (VUCA)

Stakeholders want more for their money, want it sooner and demand predictably in outcome

Virtual teams are the norm



### Complex/Highly complex

- Characterised by uncertainty, ambiguity, dynamic interfaces, political or external influence
- Many moving parts, interact in different ways depends upon when they occur
- Exceeds technology cycle time of technologies used
- Multiple competing stakeholders in different geographical locations
- Non deterministic with unknown unknowns

### Complicated

- Some connection between cause & effect, known unknowns, more uncertainty, and dependencies, but the end can be seen from the start.

### Simple/Routine

- Clear link between cause and effect, known knowns, lots of data, clear list of things to do, lots of lessons learnt, see the end from the beginning

# Laws of project management

- No major project has ever completed on time, within budget, with same staff that started it
- Uncertainty is certain, no project completed without spending some or all the risk funds
- Project has 2 states – too early to tell and too late to stop
- When a project is going well, something will go wrong
- Effort required to fix a project increases with time, longer you wait the harder it gets
- Work can and will expand to fill the time available
- By the time you finish a project you will know enough to start
- Plans are not crystal balls, things will change
- Failing to plan is planning to fail
- Adding extra resources to a late project will make it even later

## Elements of Project Management

### Planning Monitoring & Control

- Performance Reporting
- Cost Control
- Integrated Change Control
- Schedule management
- Risk control and updates
- Resource updates
- EAC & ETC updates
- Spend monitoring
- Simulation
- Update internal & external deliverables
- EVM and progress updates
- PMO outputs

### Project Management

- Leading & motivating the team
- Customer satisfaction
- Respect, communicate and manage stakeholders
- Encourage and value contribution of others
- Win follow on work
- Create a shared vision of success
- Delivering success and benefits
- Manage the sponsor
- Project Performance

# What is Leadership

### NOT

- Putting yourself on a pedestal and looking down
- Status - how big your team compared to others
- Grade or size of office
- Having the answer to every question
- Speaking non stop through every meeting
- Senior names or quotes you can drop in sentence
- About your next move or promotion
- Being in charge
- Successfully delivering current project at all costs
- Repeatedly saying 'works for me'

### IS

- A privilege
- Saying I don't know let's find out together
- Shielding your team
- Small things that mean a lot
- Giving praise and encouragement
- Actively listening & having empathy
- Not taking yourself too seriously, humour is good
- Building alliances
- Inspiring your team to become the best that they can be
- Having intellectual humility

Leadership is not being in charge, it is taking care of those in your charge (Simon Sinek)



## Organisation of your project

# Leadership Techniques

- Leaders are flawless
  - Intellectual capacity to understand everything
  - Imaginative powers to create a vision & strategy
  - Operational know-how to translate strategy into plans
  - Interpersonal skills to foster commitment and drive outcomes
- Leadership
  - Impostor Syndrome or incompetent
- 21st century - the pace of change has outstripped our learning pace
- Its time to end the myth: **LEADERS DON'T HAVE TO KNOW EVERYTHING!!**
- The Incomplete Leader:
  - Accepts they don't know everything
  - Accepts their strengths and weaknesses
  - Know when to let go
  - Stop command and control
  - Create a model of distributed leadership
  - Empower those who have the knowledge and expertise to deliver the desired outcome
  - Lead by creation of a shared vision, developing new ideas and commitment with their teams



# Organisation of your project

## Leadership Techniques

### The Incomplete Leader model

#### **Sensemaking** – Understanding the context of the project

- Make sense of the project, organization, locations, stakeholders, outcomes, strategy, environment Governance
- Where do you fit in

#### **Relating** – Meet and understand stakeholder values

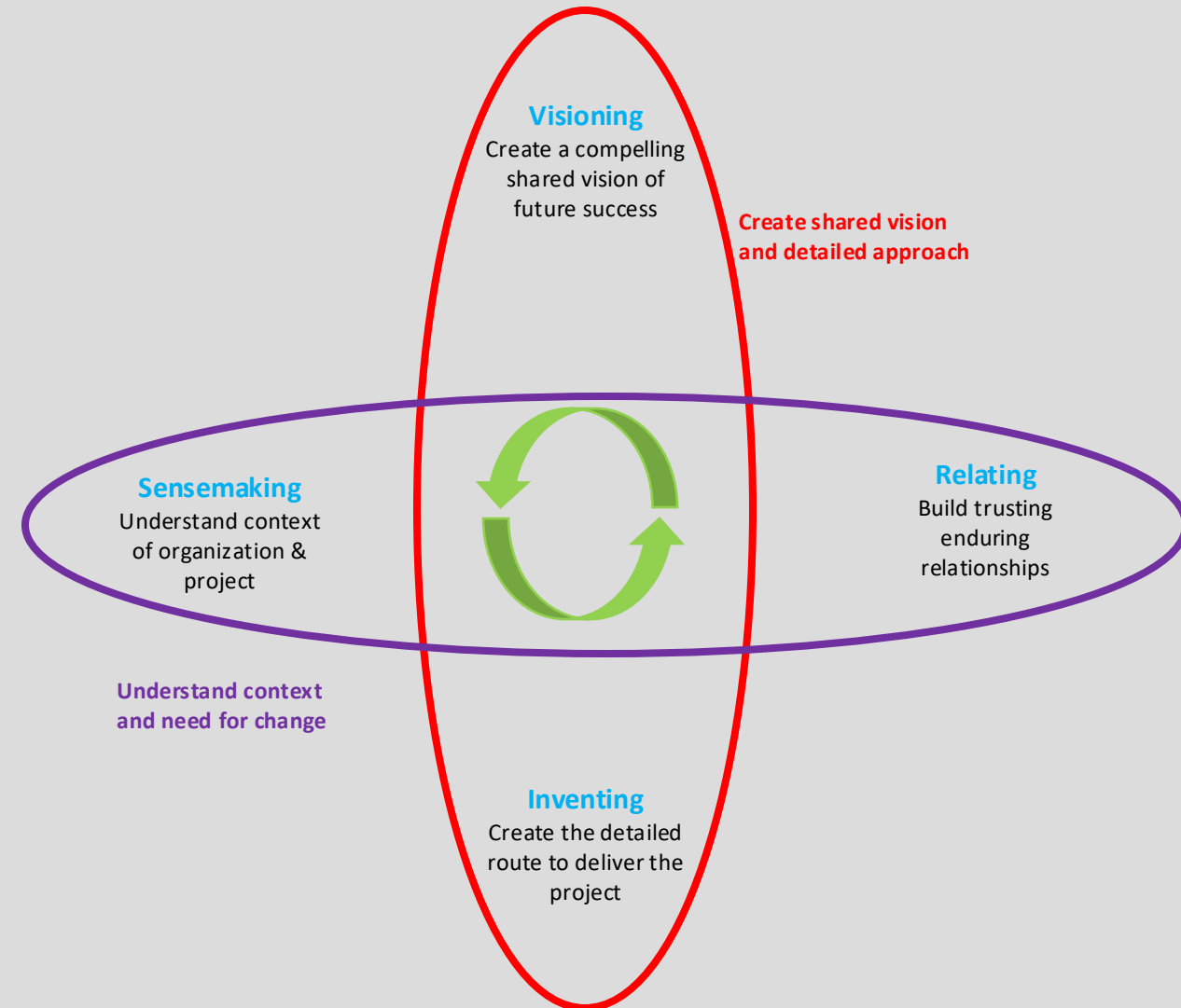
- Inquiring - listen to the individuals, their values, hopes & fears
- Advocating - explain 'what you are about' & be open to their ideas
- Connecting - create a trusted network of stakeholders

#### **Visioning** – create a shared vision of success

- Create clear vision/narrative of the future
- Create a sense of meaning 'Why we are doing this'
- Enthuse the stakeholders and make it shared

#### **Inventing** – Develop the detailed way to deliver the vision

- Define how the outcomes will be delivered
- Innovation, to better deliver outcomes
- Agree and share with stakeholders



## Organisation of your project

# Leadership Techniques – The Cynefin Framework

Five contexts defined by relationship between cause and effect.

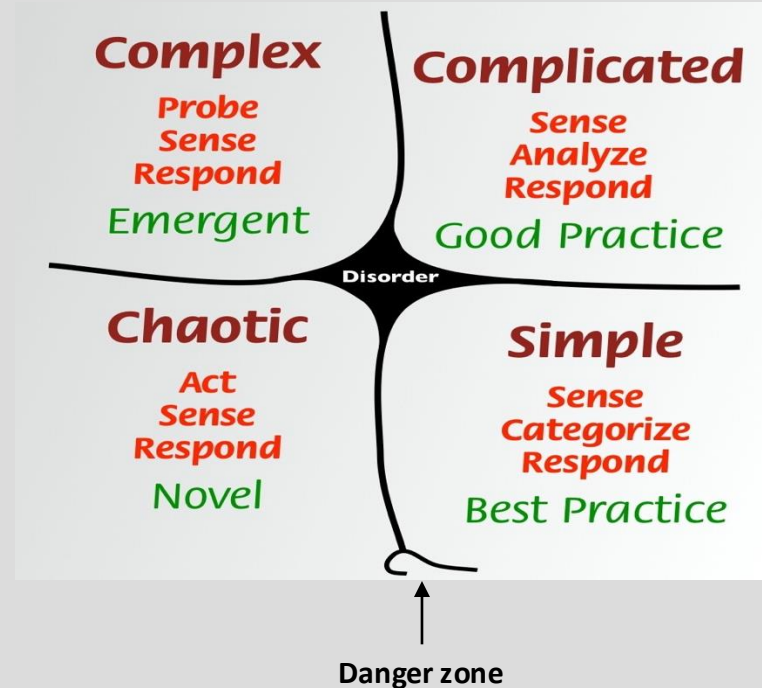
Simple  
Complicated  
Complex  
Chaotic

leaders diagnose situations and act appropriately

Disorder - unclear which of four is dominant

Leaders should:

1. Ascertain the complexity of project
2. Review major components of project in isolation to ascertain level of complexity, overall project > sum of parts
3. Examine highest and lowest scoring elements of complexity for consistency
4. Chaos - stabilise first, then review



Leadership approach/behaviours:

Simple (obvious way forward)

- Sense - establish facts
- Categorise - decide on appropriate way forward
- Respond - deliver using best practices
- Improve processes, educate team

Complicated (several options on way forward)

- Sense - establish facts
- Analyse - range of options use experts (SMEs)
- Respond - appropriate good practices,
- Capture lessons learnt, try to move to Routine

Complex (way forward clear in hindsight)

- Probe - gather information and knowledge
- Sense - as you gather decide on approach
- Respond - organisation and practices, repeat
- Accept new ways of working, ambiguity, multiple layers of stakeholders

Chaos (broken)

- Triage - back on track then figure out next steps

# Leadership Techniques - Hopes & Fears

Every team is diverse:

- different personalities
- levels of experiences and knowledge
- Extroverts
- Introverts
- Some stronger, or louder than others

What is it?

- A way to hear all the 'voices' equally
- Understand different perspectives
- Create a shared plan and open culture

2 questions:

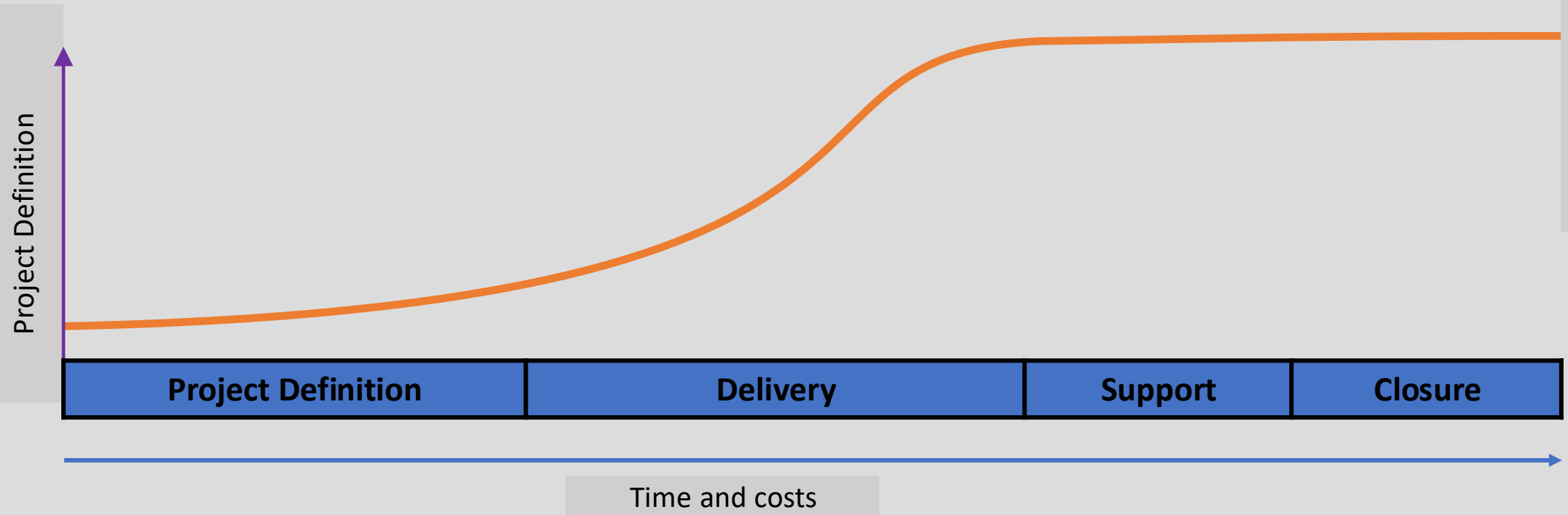
1. What are your greatest Hopes - what would you like to achieve

2. Your greatest Fears - your concerns and worries that may happen



Can be used prior to mobilization, phases, gateway reviews, change management and improve processes or culture

# Leadership Techniques – Pre-Mortem



## The “Left Shift” Challenge

# Leadership Techniques – Pre-Mortem

- The pre mortem analysis technique is based on '[prospective hindsight](#)' - placing yourself in the future and looking back - helps teams effectively identify risks at the outset of a project
- Recommended by behavioural psychologists & neuroscientists as a way of combatting cognitive bias and reducing risk
- Technique to enhance the probability of project success
- Enables identification of risks/opportunities and to embed mitigation actions into the plan
- Safe space, liberates people to express themselves without appearing too negative or critical
- Encourages creative and out-of-the-box thinking
- Encourages dissenting opinions & avoids groupthink
- Pre mortem asks you to jump to the future, to the end of the project with one simple question:

# The project has failed, why?

# Organisation of your project

## Leadership Techniques – Sound of Silence



# Leadership Techniques – Sound of Silence

Project failure is preceded by the Sound of Silence (SoS)

Team members are aware of threats and issues but unable/unwilling to speak out

5 Crucial Conversations - removes 'SoS', identifies issues, prevents failures and aids future success

1. Are we planning around the facts

*Scope, deadlines, deliverables, KPIs, budgets, knowledge, success criteria and benefits*

2. Is the sponsor providing support

*Identification, leadership, support, clout, strategy, business case, benefits*

3. Are we faithful to the process

*RACI, governance, change, scope creep, ad hoc agreements, budget & resource reductions*

4. Are We Honestly Assessing Our Progress and Risks

*Reporting risks, happy day reporting, stand off - blinks first, status/reviews, re-baselining*

5. Are team members pulling their weight

*Basics missing, contributing, humor, stress, deadlines, competence, work around*

Failure in any - damage the project and outcomes, severe enough cause failure

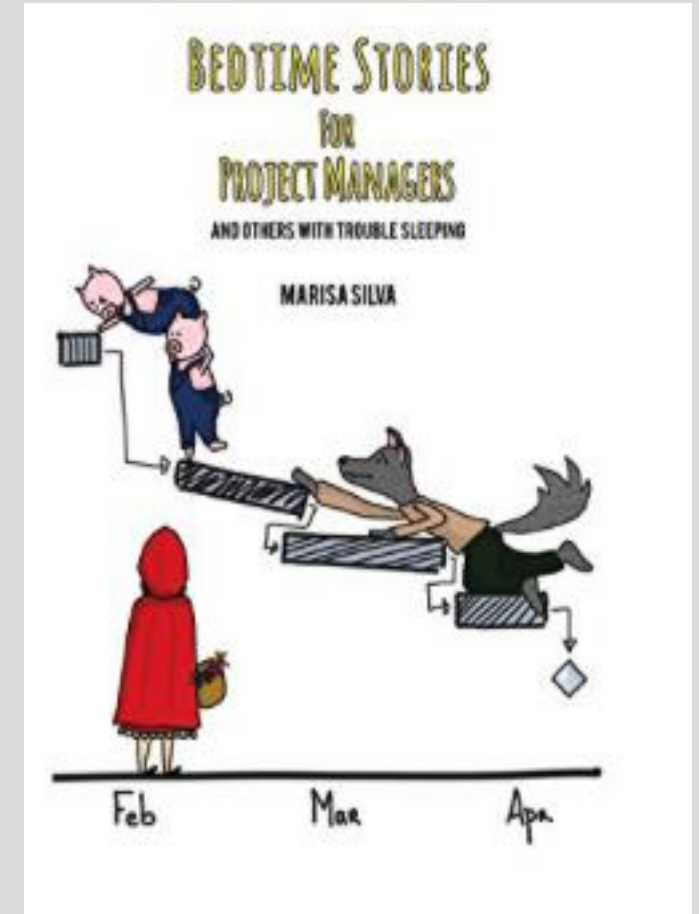
5CCs - Key to unlocking hidden feelings/thoughts that many feel uncomfortable discussing in open forums

People deliver projects and when they aren't speaking,  
they are often shouting to be heard



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### Some fun reading suggestions

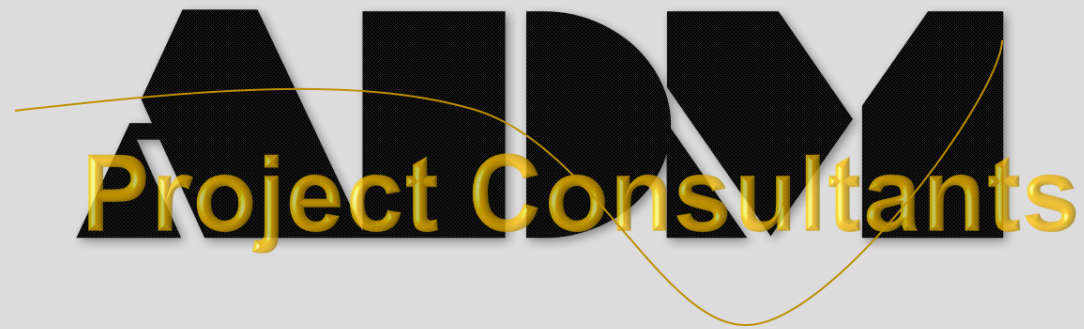


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## One last question



# Any Questions?



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