



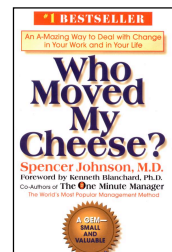
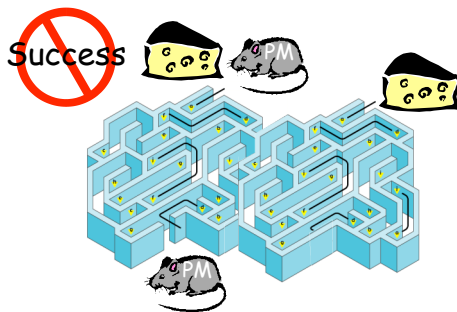
Getting Executives To Act For Project Success

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Presented September 16, 2008 to PMIWDC



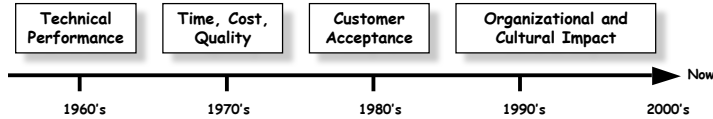
What Is The Problem?



What used to work
- now doesn't

PM's Cheese Has Moved

Why Has The Cheese Moved?



● Success Example:

- To launch a manned rocket,
- to "land a man on the Moon and return him safely to Earth" by the end of the decade,
- to produce commercially profitable material in space,
- to "extend human presence across our solar system...because doing so improves our lives, and lifts our national spirit."

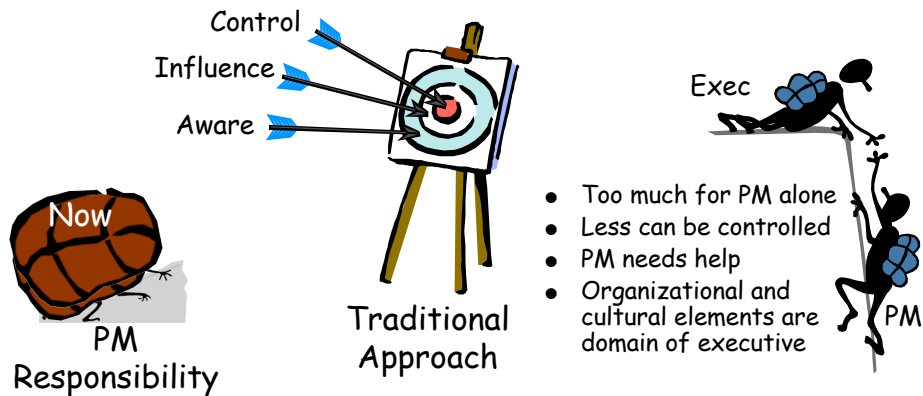
Success Scope Increased

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Slide 3

How To Get The Cheese?



- Too much for PM alone
- Less can be controlled
- PM needs help
- Organizational and cultural elements are domain of executive

PM Dependent On Executive

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Slide 4



What Executive Actions?

- Organize work into projects
- Pick the right projects
- Develop and maintain close stakeholder and customer relationships
- Adhere to a suitable project management process
- Ensure projects follow a documented plan
- Ensure projects are based on documented requirements
- Ensure project resources (time & \$) are commensurate with needs
- Engage middle-management help
- Select and develop project managers
- Establish and use job definitions and performance standards
- Require cost estimations to have a definitive basis
- Behave like an executive, ask the right questions

Executive Actions Are Known

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Slide 5



What Executive Questions?

- What can I do to help?
- What are the requirements?
 - What is the plan?
- What is the status compared to the plan?
 - What are the top risk areas and the mitigation strategy?
- What do the stakeholders and customer think?
- What do you think/what do you recommend?
 - What is the basis for ___?
 - How do you know?

Ask Right Questions

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How Can PM Get Executive To Act?

- **Executive View Of PM**
 - Means to an end
 - Want from PM: problem resolution, visibility, leadership
 - Possible way for controlled change
 - Source of future managers
 - Possibly disruptive influence on traditional organization
 - Motivation of people toward specific objective
- **Functional Manager View Of PM**
 - Threat to established authority
 - Gets in the way of the real work
 - Cause of unwanted change
 - Sometimes necessary
- **Project Manager View Of PM**
 - Way of life and making a living
 - Part of a career path
 - A source of joy and frustration
 - Want from executive: authority, resources, expectations, assistance, long range info, support with customer

Understand Executive Viewpoint

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How Can PM Get Executive To Act?



- **Continuum**
 - Requirements definition
 - Baselines
 - Schedules
 - Configuration control
 - Standards
 - Process
 - Discipline

Pick Right Executive

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How Can PM Get Executive To Act?

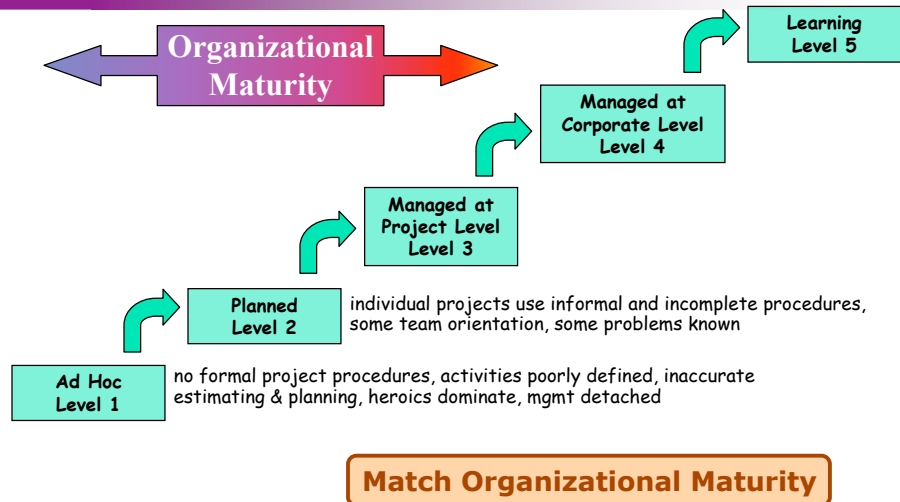
- Do
 - Put in context of value
 - Use business language
 - Financial, growth, customer satisfaction, competition, sales
 - Link to corporate goals and strategy
 - Present related case evidence
- Don't
 - Use PM or technical language
 - Oversell
 - Rely on emotion
 - Emphasize unjustified quantities benefits
 - Neglect financial and other costs



Use Business Context



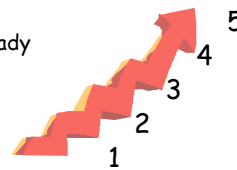
What Are Some Barriers?





What Are Some Barriers?

- **Change Readiness**
 - Organizations and individuals are at varying levels of readiness
 - Type and rate of change must be synchronized to readiness level
- **Readiness Levels**
 - High: desires change and fully ready for it
 - Moderate: wants change but not ready
 - Low: does not want change



Match Change Readiness

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Slide 11



How Can PM Overcome Barriers?

- **Power Definition**
 - Influence potential
 - Resource that enables compliance or commitment from others
- **Realities Of Power**
 - Power is finite
 - Power can be gained or lost
 - Power available from different sources
- **Bases Of Power**
 - Coercive: perceived ability to provide sanctions
 - Connection: perceived association with influential others
 - Reward: perceived ability to provide things people would like
 - Legitimate: perceived ability due to title or position
 - Referent: perceived attractiveness of interacting with another
 - Information: perceived access to or possession of information
 - Expert: perception of expertise, knowledge, education

Use Individual Power

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Slide 12

How Can PM Overcome Barriers?

- Valuable approach
 - PM Council is "Silver bullet"
 - Leverages individual power
 - Key to identifying actions
 - Value can not be overstated
- PM Council Comprised of
 - Motivated PM practitioners
 - Experienced, visionary, change agents
 - Know how PM is done and how it should be done
 - Chaired by senior executive
- Responsibility
 - Link between PMs and executive
- Authority
 - Make recommendations
 - Help implement
 - No control over decisions or resources
- Term
 - Functions throughout PMC establishment
 - Functions after PMC is established
 - Members serve for limited duration

Use PM Council

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What Are The Key Points?

- PM's Cheese Has Moved
 - Success Scope Has Increased
 - Includes organizational and cultural
 - PM dependent on the Executive
- Executive Needs To Take Action
 - Actions are known
 - Ask the right questions
- PM Can Get Executive To Act
 - Pick right executive
 - Understand executive viewpoint
 - Communicate using business context
 - Conform to organizational maturity and change readiness
 - Use individual power and organizational influence (PM Council)



PM & Exec

Get The Cheese Together

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Close



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