

PROJECT MANAGEMENT OUTSIDE THE BOX

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Jan. 26, 2010

GENERAL PROJECT MANAGEMENT

- PLANNING
- ORGANIZING
- DIRECTING
- MONITORING
- (MONITORING + DIRECTING = CONTROLLING)

PROJECT MANAGEMENT

KEY DOMAINS

- SCHEDULE
 - COST
 - PERFORMANCE
 - RISK
-
- MUST BE EXPERT IN ALL; BUT WHAT ABOUT “THINKING OUTSIDE THE BOX”?

A. EXAMPLES – INSIDE AND OUTSIDE THE BOX

| AREA | INSIDE THE BOX | OUTSIDE THE BOX |
|--------------------------|---|---|
| GETTING BACK ON SCHEDULE | ADD PEOPLE TO THE PROJECT | MAY MAKE SITUATION WORSE, NOT BETTER; WHAT TO DO? |
| REQUIREMENTS CHANGES | REQUIREMENTS FIXED AND INVIOATE | REQUIREMENTS, AT TIMES, MAY BE QUESTIONED AND TRADED OFF TO, FOR EXAMPLE, REDUCE COST AND TIMELINES |
| RESERVES ON A PROJECT | ALL LEVELS OF MANAGEMENT NEED DOLLAR RESERVES | PROJECT MANAGER NEEDS ENOUGH MONEY TO GET THE JOB DONE |
| MEASUREMENTS | MEASURE AS MUCH AS YOU CAN THINK OF, OR ARE ABLE TO | MEASURE A MINIMUM SET THAT WORKS AND “TELLS THE STORY” |

B. EXAMPLES – INSIDE AND OUTSIDE THE BOX

| AREA | INSIDE THE BOX | OUTSIDE THE BOX |
|---------------------------|---|---|
| DEALING WITH CUSTOMERS | THE CUSTOMER IS ALWAYS RIGHT | THE CUSTOMER CAN OFTEN BE WRONG; HOW TO KNOW? WHAT THEN? |
| INTEGRATION OF STOVEPIPES | ACCEPT 100% INTEGRATION AS A GOAL | INTEGRATE WHAT IS COST-EFFECTIVE TO INTEGRATE; MUST DO THE ANALYSIS TO ESTABLISH GOAL |
| PROCESSES AND PRODUCTS | IF PROCESS IS RIGHT, PRODUCT WILL ALWAYS BE RIGHT | PROCESS NEEDS TO BE RIGHT, BUT DOES NOT GUARANTEE THAT PRODUCT WILL BE RIGHT |
| OVERALL APPROACH | DO IT RIGHT THE FIRST TIME (DIRFT) | ASSURE CONTINUOUS IMPROVEMENT AND ITERATION |

NINE PERSPECTIVES FOR THINKING OUTSIDE THE BOX

- **1. BROADEN AND GENERALIZE**
- **2. CROSSOVER**
- **3. QUESTION CONVENTIONAL
WISDOM**
- **4. BACK OF THE ENVELOPE**
- **5. EXPANDING THE DIMENSIONS**

NINE PERSPECTIVES FOR THINKING OUTSIDE THE BOX

- **6. OBVERSITY**
- **7. REMOVE CONSTRAINTS**
- **8. THINKING WITH PICTURES**
- **9. THE SYSTEMS APPROACH**
- From: H. Eisner, “Managing Complex Systems – Thinking Outside the Box”, Wiley, 2005

EVOLUTION OF THE PROJECT MANAGER

- THINKING OUTSIDE THE BOX MAY HELP WITH THIS EVOLUTION
- WHAT EVOLUTION? TO PROGRAM MANAGER, VICE PRESIDENT, LEADER OF PARTS OF THE ENTERPRISE, COO, CEO
- WHAT EVOLUTION? TO THINKING MORE CREATIVELY AT EACH STEP
- WHAT EVOLUTION? FROM “FRUSTRATION” TO “FUN”

SUMMARY

- WE ARE NEVER TOO OLD TO FIND NEW, MORE PRODUCTIVE AND INTERESTING WAYS TO SOLVE PROBLEMS
- THESE NINE PERSPECTIVES FOR THINKING OUTSIDE THE BOX ARE NOT THE ONLY ONES
- PICK AND CHOOSE THE ONES THAT FEEL RIGHT FOR YOU; PLAN AS TO HOW TO PROCEED
- GO FROM “IDEA” TO ACTION