

Strategic Project Management: Lessons from the Frontline

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Have you ever asked yourself...?

- Why are we REALLY doing this project?
- What does the organization gain from it?
- HOW does this project fit into the strategy of the organizations (both vendor and customer)?

Business Drivers – Big Picture



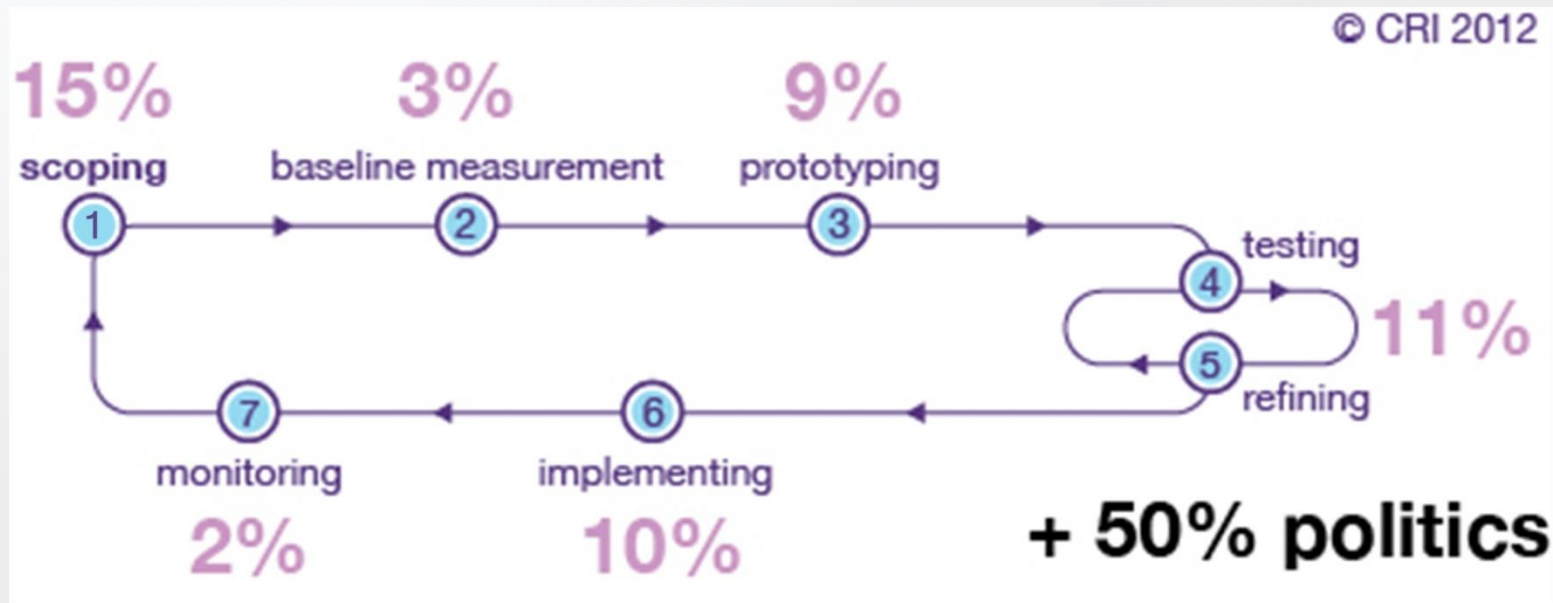
How does your project fit into the “Big Picture”

Business Drivers – Project Goal



What is the “End Game”: Market positioning; Operational efficiencies; Customer Service?

Business Drivers - Politics



Politics of the project: *Pay attention to your Stakeholders*

Practical Application

- Recognize EVERY change has one or multiple trade-offs.
- Stakeholders can pick any two of the corners, but they cannot have all three
- Educate your Stakeholders on the trade-offs; then, let *them* make the choice



Figure 1: Project Management Triangle

Practical Application

- Everything (almost) is negotiable
- Learn what is non-negotiable & off-the-table in your organization
- Separate “must-haves” from “nice-to-haves”
- Negotiate based upon interests, not positions



Practical Application

Two Useful Tips:

1. Don't be afraid to ask questions
2. Communicate
 - Communicate again
 - Who else needs to know?



Where do we invest our time?

- Do we manage processes and procedures?
- Do we coordinate control gates?
- How does the work get done???

- The work gets done by **PEOPLE** (not, “resources”)
 - So, isn’t that where our greatest investment should be?

- Too rare to find a strategic-thinking PM; too many are caught up in the day-to-day “administrivia” of running their project

Leadership principles



Coaching & mentoring

- Take time to learn your team & leave people better than you found them; employ “WIIFM”
- Lead by example: be trustworthy; show appreciation; act fairly
- Be enthusiastic, it’s contagious!

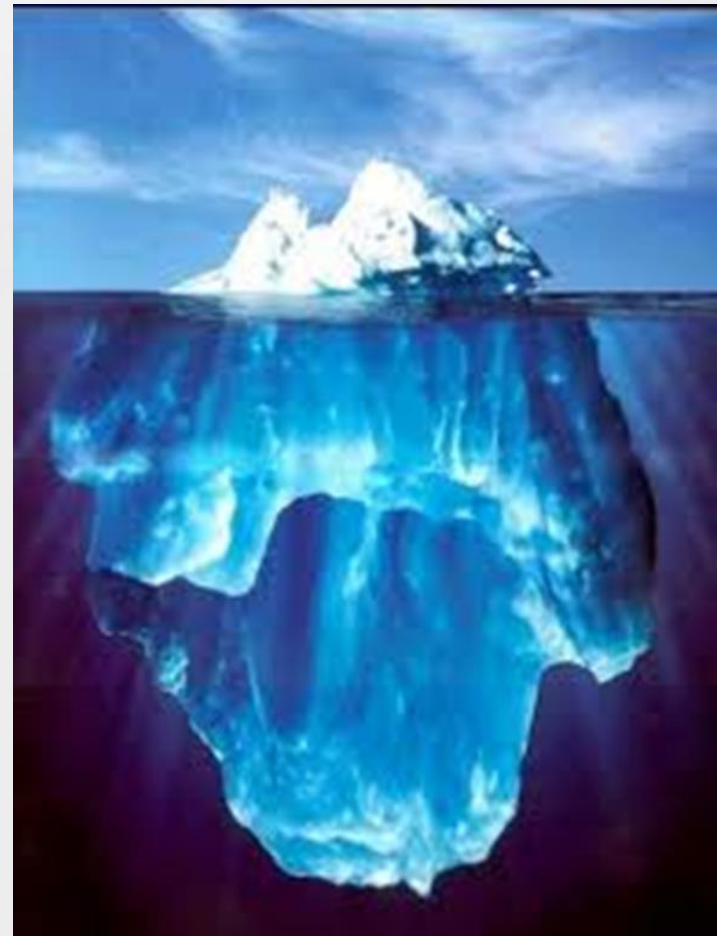
Leadership results



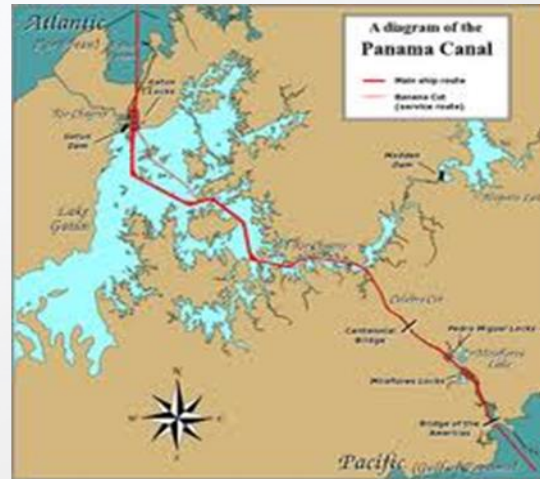
High-performing teams are a tangible result; the satisfaction that goes along with it is intangible but no less real

Management planning

- Project *planning* is not exciting, but it pays huge dividends if you take time to plan BEFORE you start working
- Japanese typically spend 70% of time in planning and 30% in execution; Americans are just the opposite
- Plan your work, then work your plan



Management execution



Those who fail to plan, plan to fail

Current expansion project touches all aspects of Panamanian economy

Leadership: The Road Not Taken



Becoming / being a strategic-thinking PM means taking risks and sometimes making hard choices.

Coaching & Mentoring Lessons from PMIWDC

1. Set clear Vision & Direction: the “what”, not the “how” & do not micromanage people
2. Utilize “participative” management techniques
3. Be willing to let others get the credit as long as your vision gets accomplished
4. Hold people accountable for results

Always be actively recruiting for your team & be on the lookout for good people

Questions



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