

Managing Between The Cracks



Susan Butler, PMP



Project Manager ... Or Change Agent?

"You don't manage change. You help to create the conditions for it. You help people to do what they already want to do."

Barbara Waugh, HP's Worldwide Personnel Manager
(Fast Company)

As Project Managers We Want Our Projects To Succeed ...

What To Do About It



Your Unique Position As Project Manager

- Project managers drive multi-dimensional work (cross-functional, global, phase transitions)
- Matrix project environments
- See task details and cross functional links
 - results show where there are problems



Assessing Organizational Readiness



- Is your organization ready for the change?
- How do you communicate the issue?
- Will you be involved in the long run?

Understanding the Complexities



- Expand your view
 - Process / workflow oriented
 - May impact areas outside of your expertise
- Recognize the additional workload
- Types of initiatives
 - Minor
 - Project specific changes
 - Cross project initiatives
 - Strategic initiatives

Organizing For Success



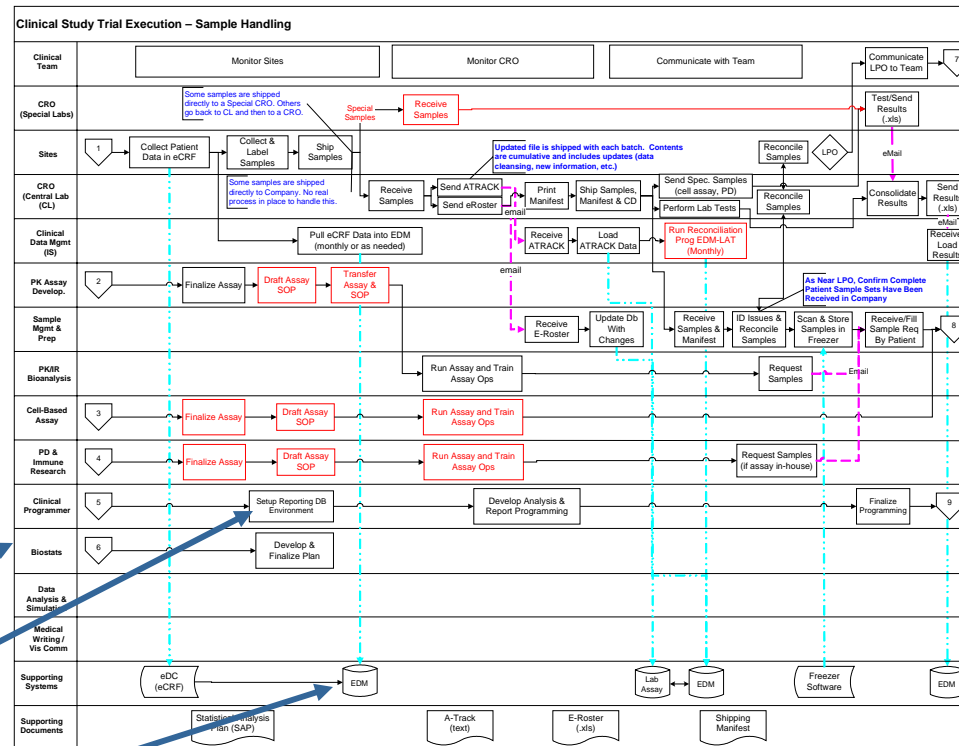
Organize
For
Success

- Getting the right people engaged
 - Identify roles that will be covered
 - Anticipate the unexpected
- Use of Subject Matter Experts (SMEs)
- Ensure shared vision
 - Why are we doing this and does everyone agree it is of value?
- Plan to minimize “extra” work

Understanding the Processes

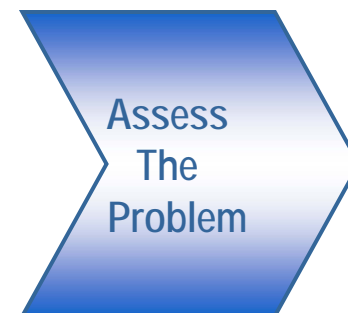


- Map the process
- Use a methodology
- ID roles, steps, systems and documentation



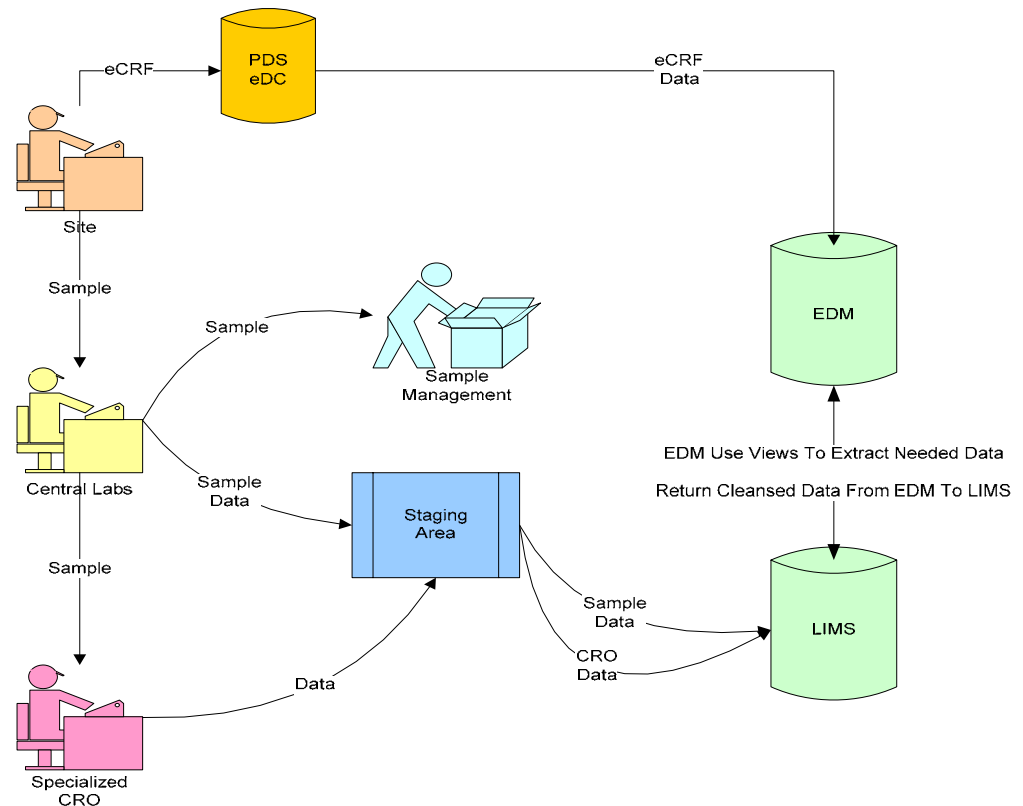
Assessing The Problem

- Mapping The Process Helps To Identify The Problem Areas
- Some Issues Are Readily Apparent
- Others Are Not: In Depth Assessments May Reveal Additional Issues



Designing The Change

- Changes:
 - Data Transfer
 - Automated Routines For Reconciliation
- Outcomes:
 - Compliance Issues Resolved
 - Time Savings: 3 – 4 Weeks



Making Change Happen

- Get necessary buy-in → upfront and throughout
- Manage up, down and sideways
- Document the change
- Roll out
 - Communicate based on type
 - Train those involved
 - Demonstrate value with reference implementations
- Measure



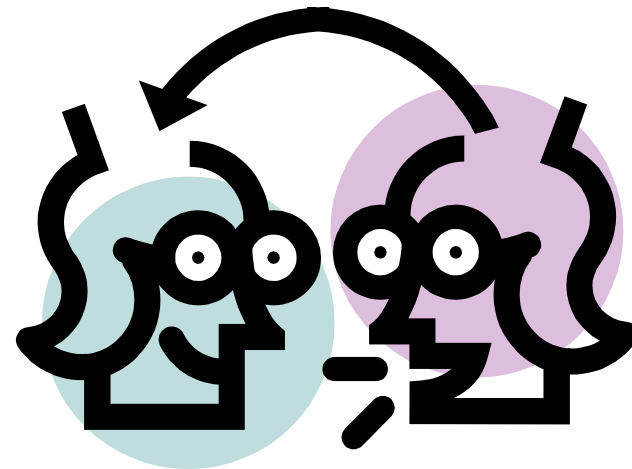
Soft Skills: The Critical Success Factor

- Organizational sensitivity
- Market awareness
- Ability to set reasonable goals and expectations
- Flexibility and ability to shift your management style based on need
- Ability to deal with ambiguities and unknowns
- Expect the unexpected



Skills Needed

- Interpersonal
 - Team building
 - Ability to network
 - Ability to motivate others
 - Conflict resolution
- Communication
 - Enough can't be said
 - Listen
 - Bring issues out into the open in a respectful way



Skills Needed

- Sales / Negotiation
 - Sell your ideas
 - Negotiate
- Manage the Process
 - Manage the politics
 - Influence – Use your matrix management skills
 - Be an eagle and a duck



Project Manager ... Or Change Agent?

- Project and Change Management - A Natural Affinity
- Exploit Your Unique View To Improve Productivity
- Teams Will Do What Is Right
 - Assess Readiness
 - Understand The Complexity
 - Organize For Success
 - Understand The Process
 - Assess The Problem
 - Implement The Change
- Use Your Project Management Skills To Advantage



Thank You!!!

Susan Butler
610-631-9320
susan.butler@resultworksllc.com