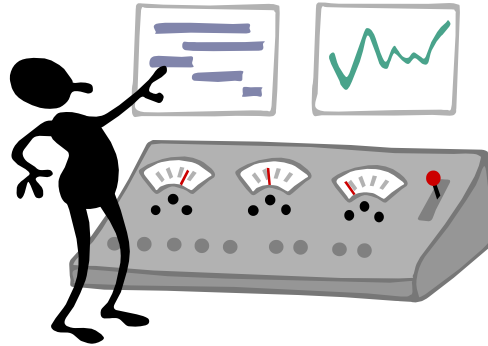


Crowd Control: Getting Project Results Even When the Team Reports to Someone Else



Tom Kendrick, PMP

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TKendrick@JPS.Net

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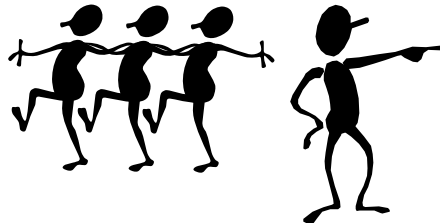
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Modern Project Managers

Responsible for the project, but many are not formally managers, and most (or all) of the project team is:

- From another organization
- Located far away
- Hired on a contract basis
- ...

Who's in charge?



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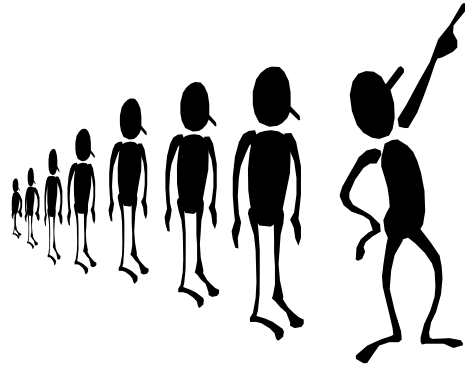
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So, What Can You Do?

For any project leader, regardless of title or authority, there are many sources of control. Most can be aligned with:

- **Process**
- **Influence**
- **Metrics**



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Control through Process

Improving your bowling score, Method 1: Practice



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Control through Process

Improving your bowling score, Method 2: Bumpers



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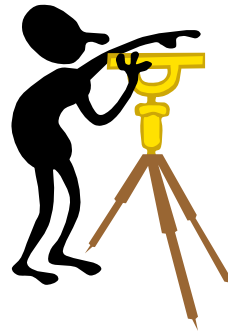
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Control through Process

Process provides rules and structure. Even if you lack authority, established and accepted processes provide levers for control.

Examples:

- Project management processes
- Project change control
- Project issue management and decision processes



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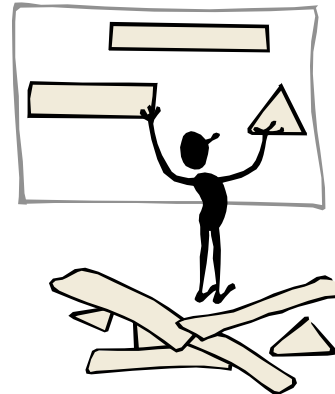
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Control through Process

Project planning, execution, and tracking

- Requirements collection and scope definition
- Project start-up workshops
- Collaborative planning
- Scope management
- Disciplined tracking
- Variance monitoring and project reviews



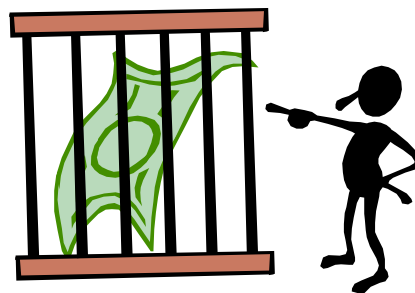
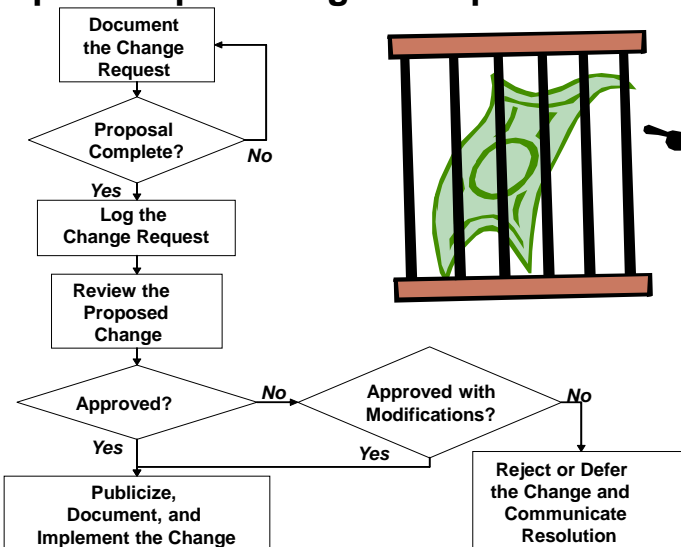
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Control through Process

Adopt a scope management process



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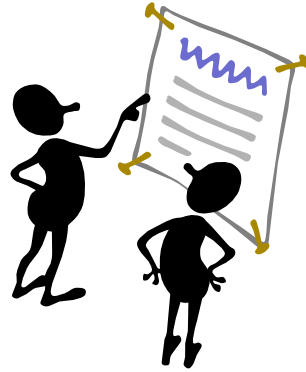
Control through Process

Issue management—Keep a public log of all pending issues, including:

- Owners
- Timeframe for closure
- Status

Decision making

- Involve the team
- Strive for consensus
- Escalate rarely



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Control through Process

“Clearing a Technical Debt ”

Anup Deshpande, Technology Manager and Past PMI SV Chapter President



- New job—lots of issues that had been shoved out of sight.
- Lean and Agile training to a few teams.
- Focus on incremental delivery of clearly defined deliverables.
- Top ranking items based on technical debt and quality issues moved from the backlog to the monthly release cycle.
- Schedule predictability improved substantially. Stress began to decrease and mutual respect rose...

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Control through Influence



Can you make “offers they cannot refuse?”

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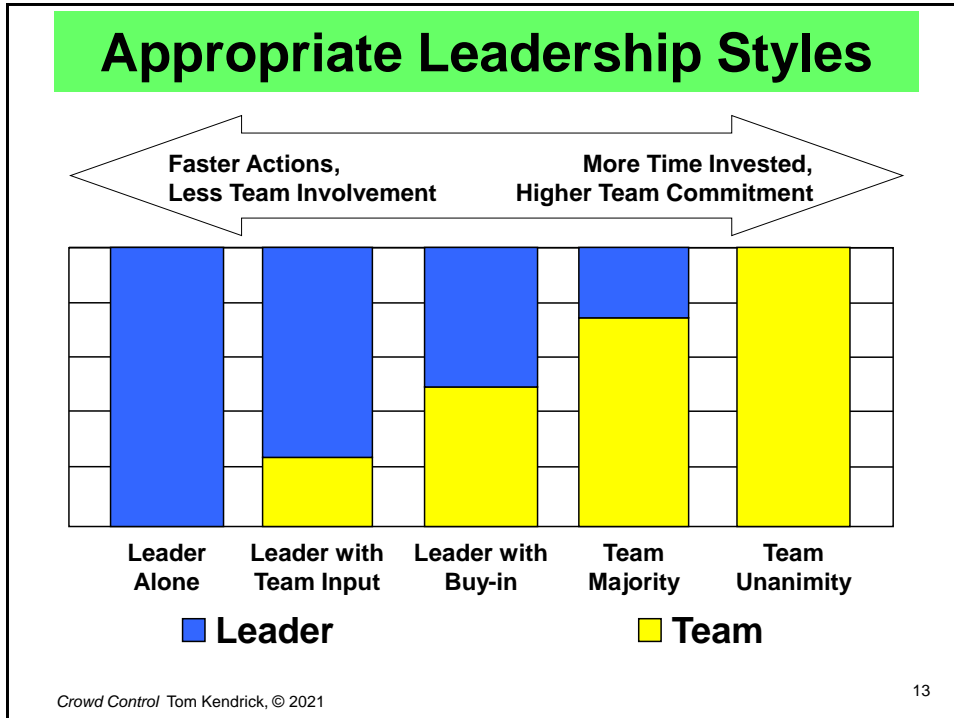
Control through Influence

- Appropriate leadership styles
- Getting through giving
- Establishing and maintaining relationships

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Getting through Giving

Process

- Document objectives and identify who you need
- Consider the other person's perspective
- Develop possibilities for exchange
- Meet and verify assumptions with the other person
- Determine what to exchange and request commitment
- Document your agreement
- Deliver what you offered
- Track the work to completion

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Getting through Giving

Overall Project Considerations:

- The project vision and priority
- Doing the “right thing” or “best thing”
- Job security

Project work considerations:

- Ownership
- New skills or technology
- Accomplishment and self-image



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Getting through Giving

Recognition considerations:

- Gratitude
- Visibility
- Reputation

Interpersonal team and peer considerations:

- Trust
- Loyalty
- Fun



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Control Through Influence

“Miracles happened on Tuesdays”

**Nancy McDonald, Accenture (retired),
Adjunct Professor Wilmington University, DE**



- Responsible for a big data center project.
- About thirty different technology companies involved; many were competitors.
- Status meetings on the first Wednesday of the month held in the still-empty data center.
- First status meeting, largest computer vendor complained about dirt under the raised floor.
- Contractor with a huge vacuum cleaner hired; dirt was gone,
- Griping vendor crawled under the floor to verify it was clean.
- Status issues reported Mondays could be raised Wednesday.
- Miracles began to happen on Tuesdays.

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Control through Metrics

“What gets measured, gets done.”

HP Founder, Bill Hewlett



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Control through Metrics

Measurement is part of a larger objective

- it is a means to an end, not an end in itself

Measurement always affects behavior

- effective measures must be thoughtfully designed to accomplish the desired results for a given environment

Measurement supports better decision-making

- it does not supplant good judgment



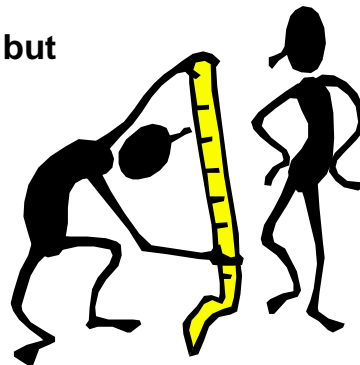
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Defining Metrics

- Determine desired behavior or results (minimize changes, avoid cost overruns...).
- Design the metrics: some, but not too many.
- Collect data.
- Evaluate the data.
- Report and use results.



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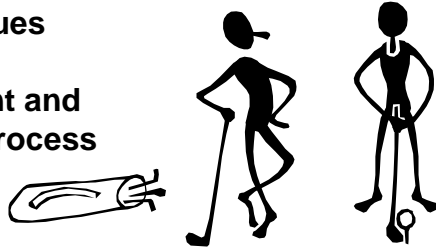
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Potential Problems and Measurement Barriers

Gaming (inappropriate data manipulation) is due to:

- Differing interpretations, “loop holes”
- Lack of tension
- Confidentiality issues
- Use for punishment and criticism, not for process improvement



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Control through Project Metrics

“Leveraging Your Data”

Jose Solera, Consultant, High-Tech Manager and Past PMI SV President



- Responsible for tracking “Y2K” issues for a major IT manufacturer.
- Compiled an accurate inventory of every system that could be affected (thousands of projects).
- Initial progress was very slow.
- Started regular reports to the CEO and chairman of the board.
- Warned people who were lagging about upcoming reports.
- 9 times out of ten, issues were corrected before presentation.
- Lagging managers explained how they would resolve issues.
- No one wanted to do this more than once

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Summary

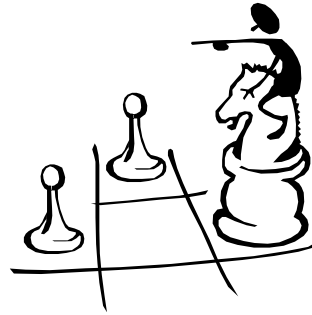
Establish and use clear processes

Establish an effective management style

Use exchanges to secure commitments

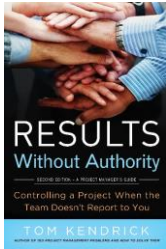
Maintain trust and team relationships

Select metrics for control

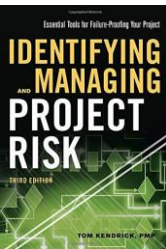


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Questions?

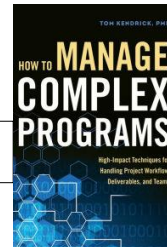


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