Facilitative Project Management

Transforming Vision into Sustainable Results

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- 25+ years Project & Program Management
  - Project Management Professional (PMI)
  - Certified Professional Facilitator (IAF)
- Organizational Performance Improvement

INDUSTRIES

- Architecture & Engineering
- Transportation
- Software
- Healthcare
- Non-profit
- Municipality
- Professional Services

DISCIPLINES

- Marketing
- Sales
- Operations
- IT
- Consulting

Project Management

<u>Project</u>: Temporary endeavor undertaken to create a unique product, service or result. (PMI)

<u>Project Management</u>: Application of knowledge, skills, tools and techniques to project activities to meet project requirements. (PMI)

Facilitative Project Management

fa·cil·i·ta·tion
The act of making something easy or easier. (Merriam-Webster)

Facilitative Project Management
Transforming Vision into Sustainable Results

Sustainable: Capable of being supported or upheld. Serving a useful life-cycle. A change that can persist until its usefulness/value has expired or been superseded.

- Very few organizations (9 percent) rate themselves as excellent on successfully executing initiatives to deliver strategic results. Consequently, only **56 percent of strategic initiatives meet their original goals and business intent**.
- This poor performance results in organizations **losing $109 million for every $1 billion invested in projects and programs.**
- High-performing organizations successfully complete 89 percent of their projects, while low performers complete only 36 percent successfully. This difference in success results in high-performing organizations wasting nearly 12 times less than low performers.

Source : IBM – Oct2008   (Source data Making change work)

Survey of 1,500 change management executives

IBM survey in the success / failure rates of "change" projects finds:

1. Only 40% of projects met schedule, budget and quality goals
2. Best organizations are 10 times more successful than worst organizations
3. **Biggest barriers to success listed as people factors: Changing mindsets and attitudes – 58%. Corporate culture – 49%. Lack of senior management support – 32%.**
4. Underestimation complexity listed as a factor in 35% of projects

Project Outputs

TIME

Quality

COST · · · SCOPE

Business Outcomes

FASTER DELIVERY TIME TO MARKET

Stakeholder/ Customer Satisfaction

BENEFIT (ROI, NPV, etc.)

END-USER/ CUSTOMER ADOPTION

Jack S. Duggal, MBA, PMP

Duggal's Diamond accounts for Project and Business aspects.

Jack S. Duggal, MBA, PMP
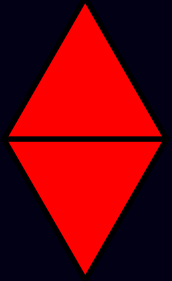
Success is in eye of the beholder

Beholders = Key Stakeholders

Expectations:
- **SET** (Define, Develop, Clarify, State)
- **MEET** (Fulfill Original or Agreed Adjustment)
- **COMMUNICATE** (to all stakeholders)

Challenges in Managing Expectations:

- **We're dealing with humans!**
  People are complex & messy
  (emotional, passionate, changing)
- **U.S. is a pluralistic society**
  - Diffusion of Power
  - Dispersion of Allegiance
  - Multiple Stakeholders

How do we more (often) effectively
get across the finish line
and stay across the finish line ?

Have you ever seen a project where carnage was left in the wake?

Does the end justify the means?

Colonel Graff:
"We won! That's all that matters."

Ender Wiggin:
*"No. The *way* we win matters."*

The way
in which you conduct your project
will impact the project success
and has a halo effect on peripheral areas.

Facilitative Project Manager

1. Create collaborative Stakeholder relationships
2. Plan appropriate group processes
3. Create and sustain a participatory environment
4. Guide group to appropriate and useful outcomes
5. Model professional positive attitude

Practical Application

Enough theory, how do you actually do that facilitation thing?

BE CLEAR ON "WHY" UP FRONT

- Constructively question Objectives - until Key Stakeholders are in alignment with Answers. *(gets people past the "what" and to the "why")*

- Do a Project Charter

BE AN ENABLER

- Focus on Creating Success for others
  "Damn thing's like a boomerang!" (anonymous)

- Identify Roadblocks / Issues – and clear for team
- Turn project work into growth opportunities for team members and stakeholders

BE RESPECTFUL (to a fault)

- It's a character strength – and it's professional
- Respect has a powerful element of reciprocity
- Respect is a key element of earned Authority

QUESTIONS

- One of the greatest tools in driving change
- Listen with the intent to understand; not respond
- Genuine curiosity is seldom threatening

QUESTIONS (continued)

- Question in layers → down to the Root Cause
- Focus on What & How
- Frame in the Positive where possible
- Lead with positive questions
- Include Taboos
- Revel in the tough questions (tackling key issues)

QUESTIONS (continued)

- Silence is Golden – resist filling a vacuum
- Reflect back / paraphrase to check understanding
- Favorite closing question: *"What question(s) should we be asking that we aren't?"*
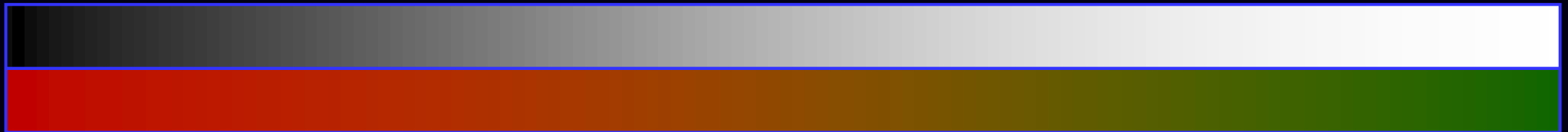
FOCUS ON INTERESTS – NOT POSITIONS

- The moment someone states a position it becomes a line in the sand – often to be defended
- Getting the spectrum of interests on the table before defining positions can inform (and move) the initial positions closer in alignment.

GROAN ZONE

Sam Kaner, *"Facilitator's Guide to Participatory Decision-Making"*
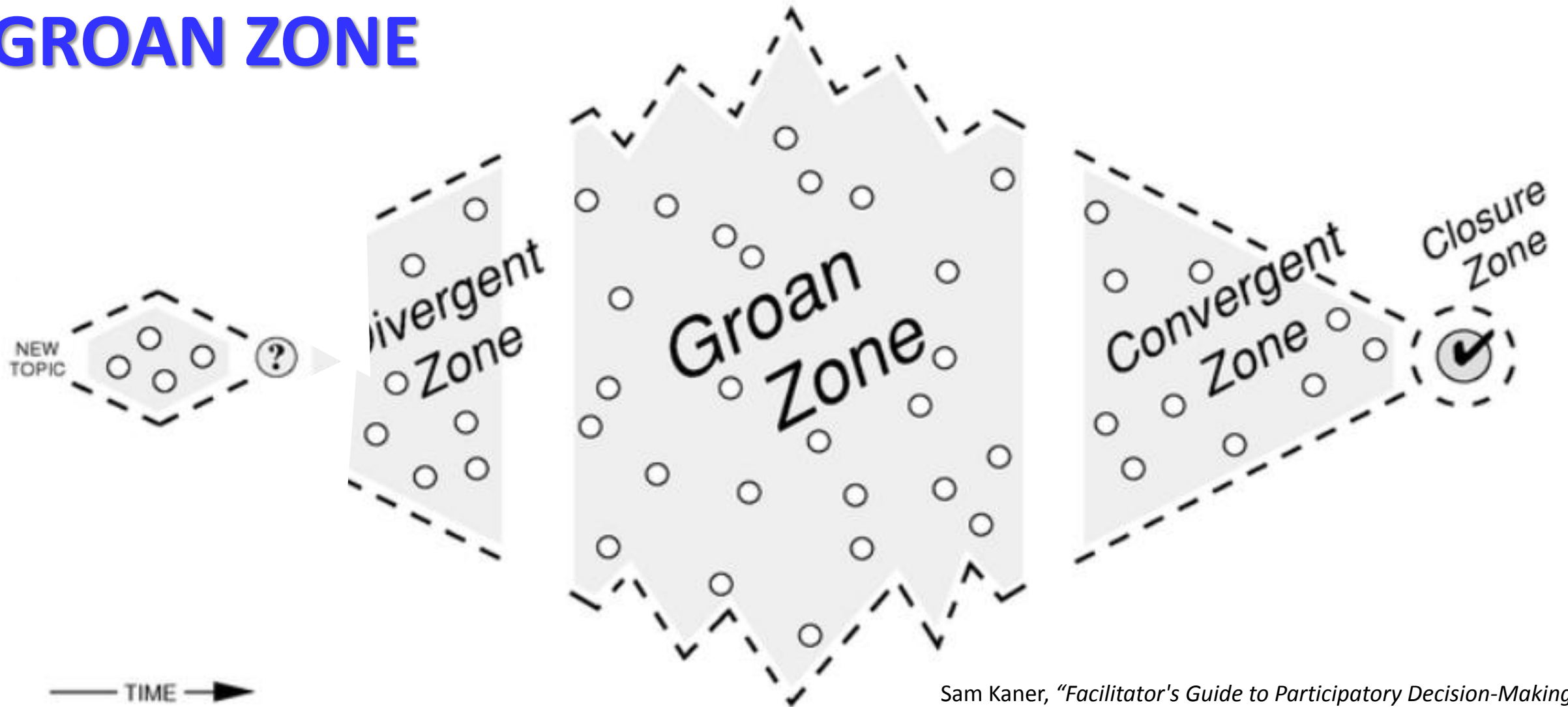
GRADIENTS OF SUPPORT

- When "Yes" isn't "Yes"
- Most people are not absolute YES/NO
- There's often an "it depends" involved; a threshold

- My "No" might simply mean than I have more questions before I'm prepared to commit.

THE VOLCANO APPROACH

A KEY FACTOR leading to project success is Senior Leadership Support. Earn their support through their trusted advisors.
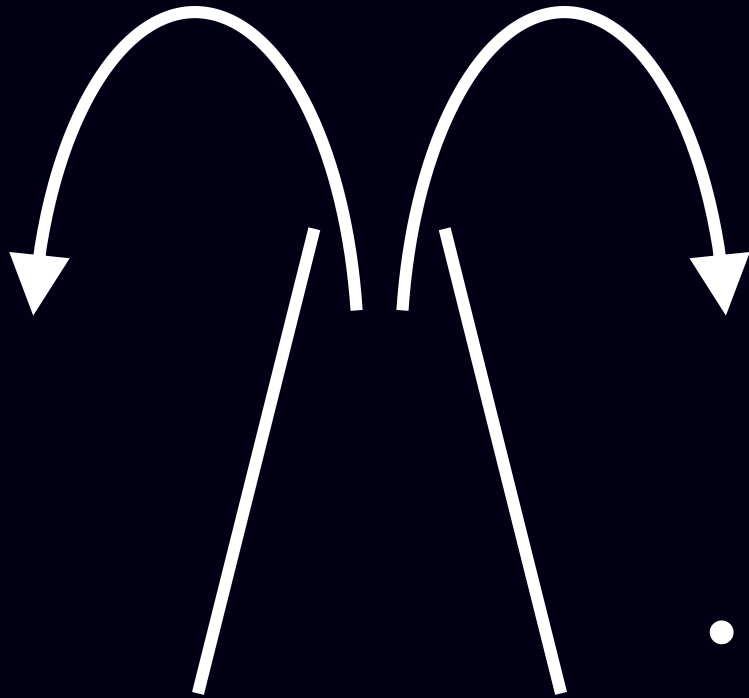
- Middle Up
- Top Down

ENGAGE TEAM TO DEVELOP THE PLAN

It's a classic...

The PM's role focuses more on process (WBS, scheduling, communications) than on the work itself. Develop the plan through direct engagement with the team members who will actually be accountable for the work to maximize both accuracy and buy-in.

Aspirational Objective

- Projects are the coordinated means by which we change the world
- Every Project has an Opportunity to contribute to the world
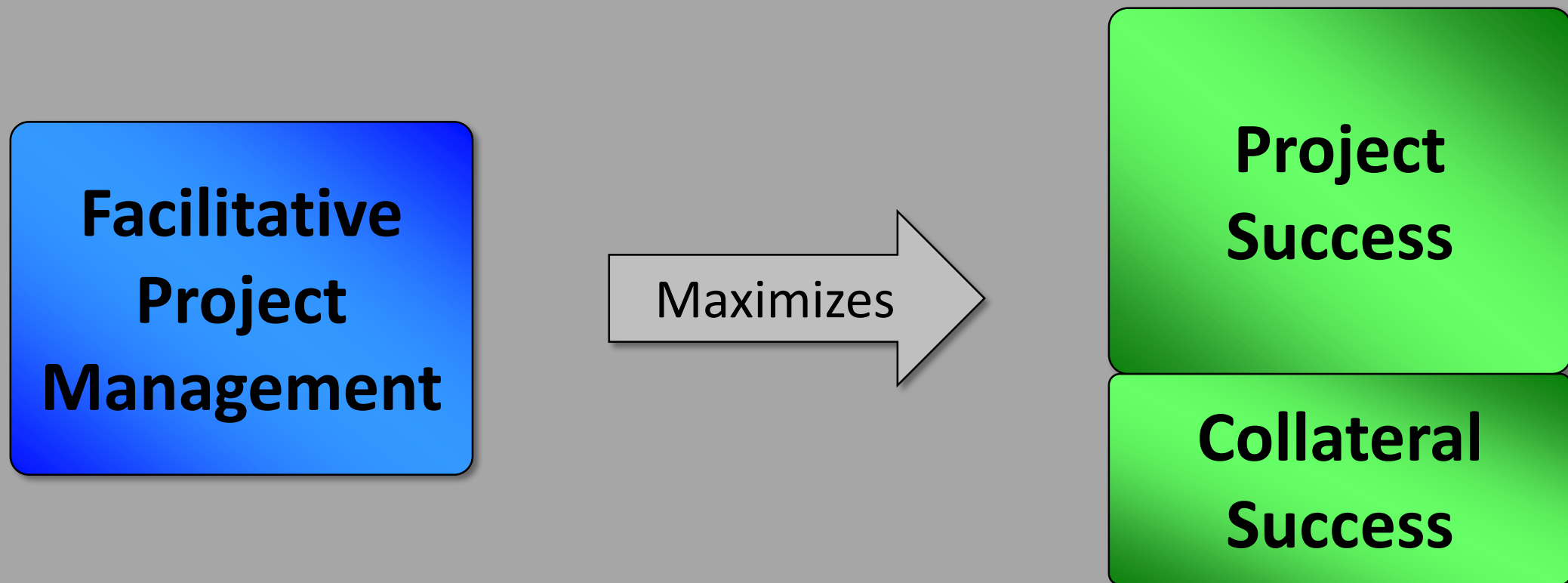- Project managers are at the epicenter of creating and managing change

A facilitative approach to managing projects helps engage key stakeholders to maximize project success and the sustainability of the project results.

The way in which projects are managed can have a positive impact beyond the scope of the project.

Facilitative Project Management

Maximizes →

Project Success

Collateral Success

Q&A

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