

# Leveraging the use of OD for Project Management

Integrating “Hard” and “Soft” Skill Sets

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# Assumptions

## PMI Audience

- Wide range of experience and levels of success in delivering projects on-time and within budget
- Have experienced other process introductions
- Various levels of “soft” skill competency
- Willing to consider an enhanced approach to improving project processes.

## Your Organizations

- Variation in OD presence, interventions and techniques
- Minimal integration of OD in projects
- Integration of OD and project management skills would benefit bottom-line.

# Hypothesis

Project managers should be concerned with using OD techniques for:

- Individual development (including themselves and team members);
- Improving the performance of their project teams; and
- Contributing to the betterment of the overall organization.

# Objectives

- Define OD and increase understanding of the value of the associated skills and techniques,
- Recognize that successful implementation of project management requires competency in “hard” and “soft” skills,
- Consider proactive ways to integrate project management and OD techniques to improve project success
- Call to action – solicit interest in a SIC to explore collaborative efforts between OD and PM professionals.

# Definitions

**Project Management:** The application of knowledge, skills, tools and techniques to project activities to meet or exceed stakeholder needs and expectations\*.

## Organization Development:

- The planned process of change in an organization's human system culture focusing on:
  - Organizations as complex social systems;
  - Developing individuals as well as organizations;
  - Changing the culture and processes of the total system; and
  - Teams and workgroups as targets for intervention activities.
- A process for understanding and improving the performance of any project by incorporating individual participation in problem solving and decision making.

# PMBOK\* Knowledge Area Processes w/Interpersonal Skills

## Knowledge Areas

Knowledge Areas									

### Project Integration Management

- Develop project charter
- Develop preliminary project scope statement
- Develop project management plan
- Direct and manage project execution
- Monitor and control project work
- Integrated change control
- Close project

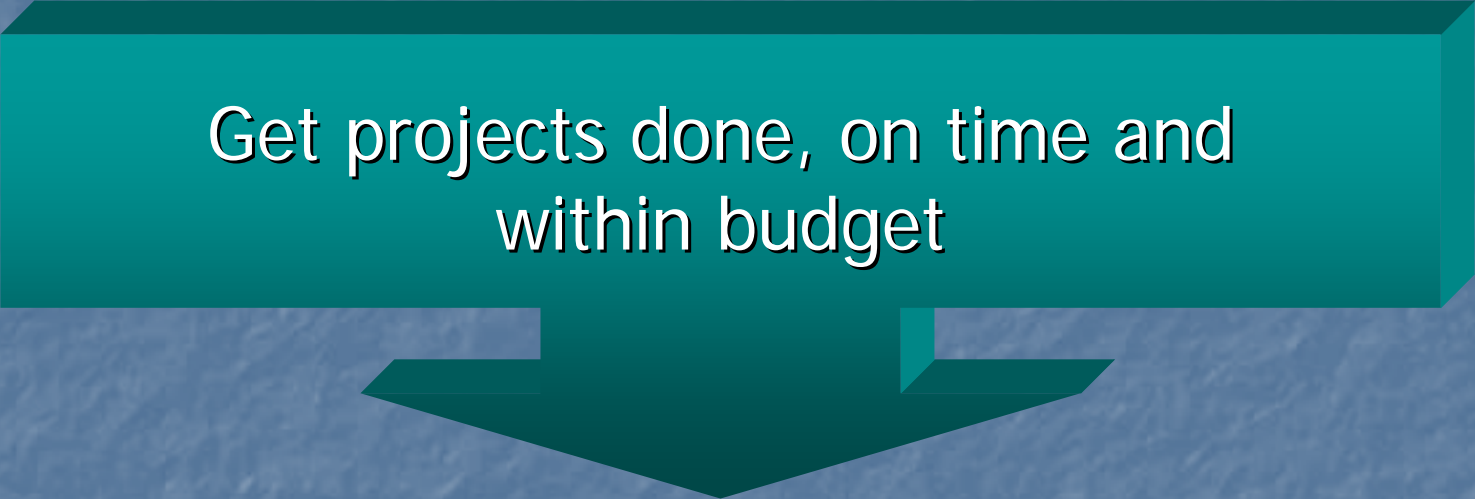
### Project Human Resource Management

- HR planning
- Acquire project team
- Develop project team
- Manage project team

### Project Communication Management

- Communications planning
- Information distribution
- Performance reporting
- Manage stakeholders

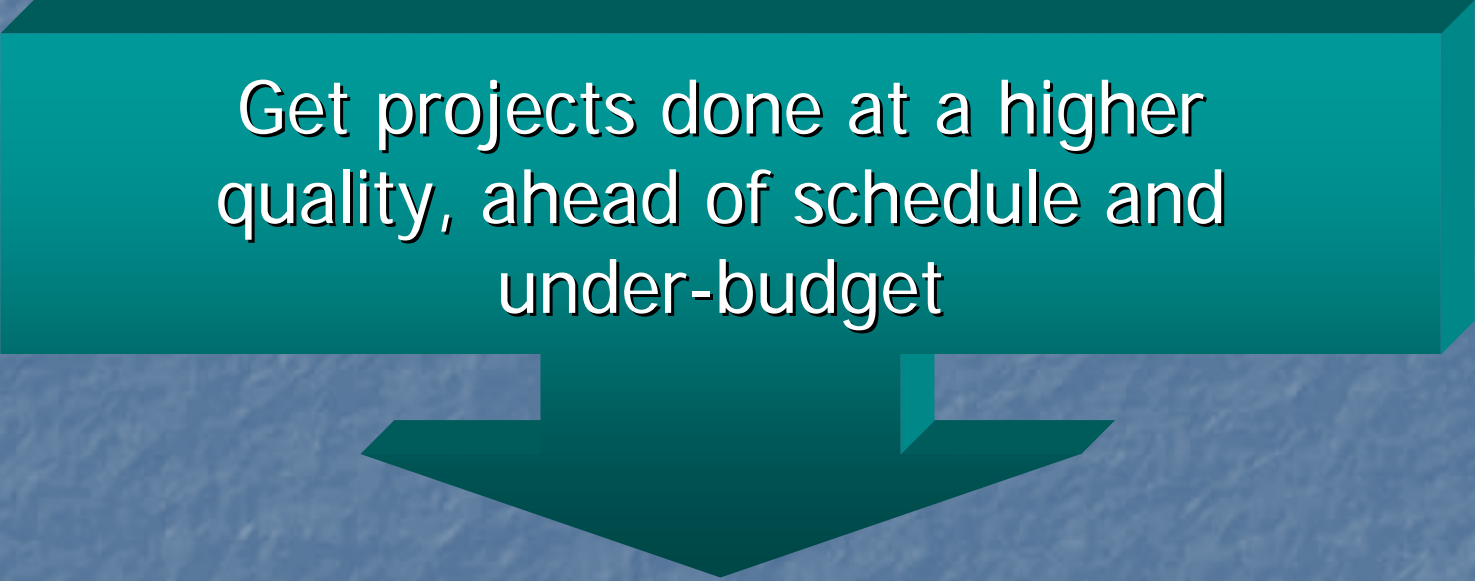
# Why Manage Projects?



Get projects done, on time and  
within budget

The Bottom Line:  
Successful Results

# Why Incorporate OD Techniques Into the Management of Projects?



Get projects done at a higher quality, ahead of schedule and under-budget

The Bottom Line:  
More Consistently Successful Results

# Capability Maturity Model\*

Level	Characteristic	Key Problem Areas	Project Mgmt Methodology	Project Cycle Reduction
5 Optimized	Continuous Improvement (Learning organization)	Process Automation	PM methodology used to implement business strategy	70%
4 Managed	Measured Process (Quantitative)	Changing Technology Problem Analysis Problem Prevention	Project Metrics used to monitor & control all projects	58%
3 Defined	Process Defined & Institutionalized (Qualitative)	Process Measurement Process Analysis Quality Planning	Standard templates & checklists used on all projects	49%
2 Repeatable	Process Dependent Upon Individuals (Heroes & Initiative)	Training Processes Technical Practices	PM tools used: but not consistently applied	38%
1 Reactive	Few Stable Processes (Ad Hoc & Chaotic)	Project Planning Project Execution Configuration Management	Limited use of PM Tools – primarily for reporting	0%

# Driving Forces for Maturity\*

## Survival

- Implementing capital projects
- Satisfying customer expectations
- Competitiveness
- Executive understanding
- New project development
- Efficiency and effectiveness

# Reasons for Project Failures\*

## Traditional (1960 – 85)

75% Technical projects

### Quantitative reasons:

- Planning
- Estimating
- Scheduling
- Controlling

## Modern (1993 – 2004)

90% Business projects

### Behavioral reasons:

- Poor morale
- No employee commitment
- No functional commitment
- Poor productivity
- Poor human relations.

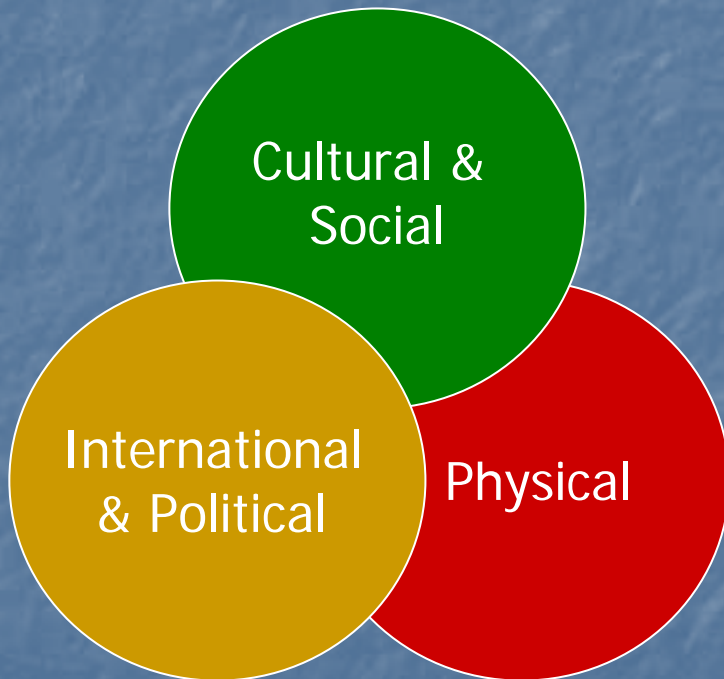
\* Best Practices in Project Management, by Harold Kerzner

# "Typical" Project Outcomes

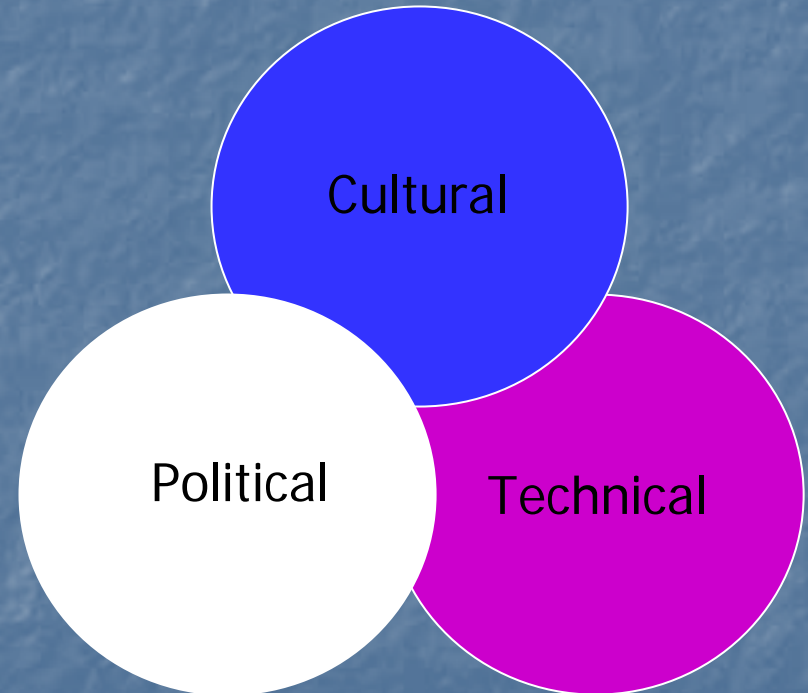
- "Typical Project": 1 year duration, \$1M budget
- On average, these projects are late and over budget by 20%, equivalent to:
  - ~ 2 ½ months (72 day) delay
  - ~ \$200,000 of additional expenses
- Projects with greater complexity, and longer estimated duration and budget have even greater chance of being late and over budget
- Consequences:
  - Delay of implementing competitive strategy
  - Decrease revenue
  - Lose market share
  - Products late-to-market - miss market or window of opportunity
  - Delay of benefits – or generate a loss
  - Dissatisfied customers
  - Reduce efficiency
  - Increase cost
  - Non-compliance with legal mandates.

# Factors Impacting the Project Environment

The Project Environment <sup>1</sup>



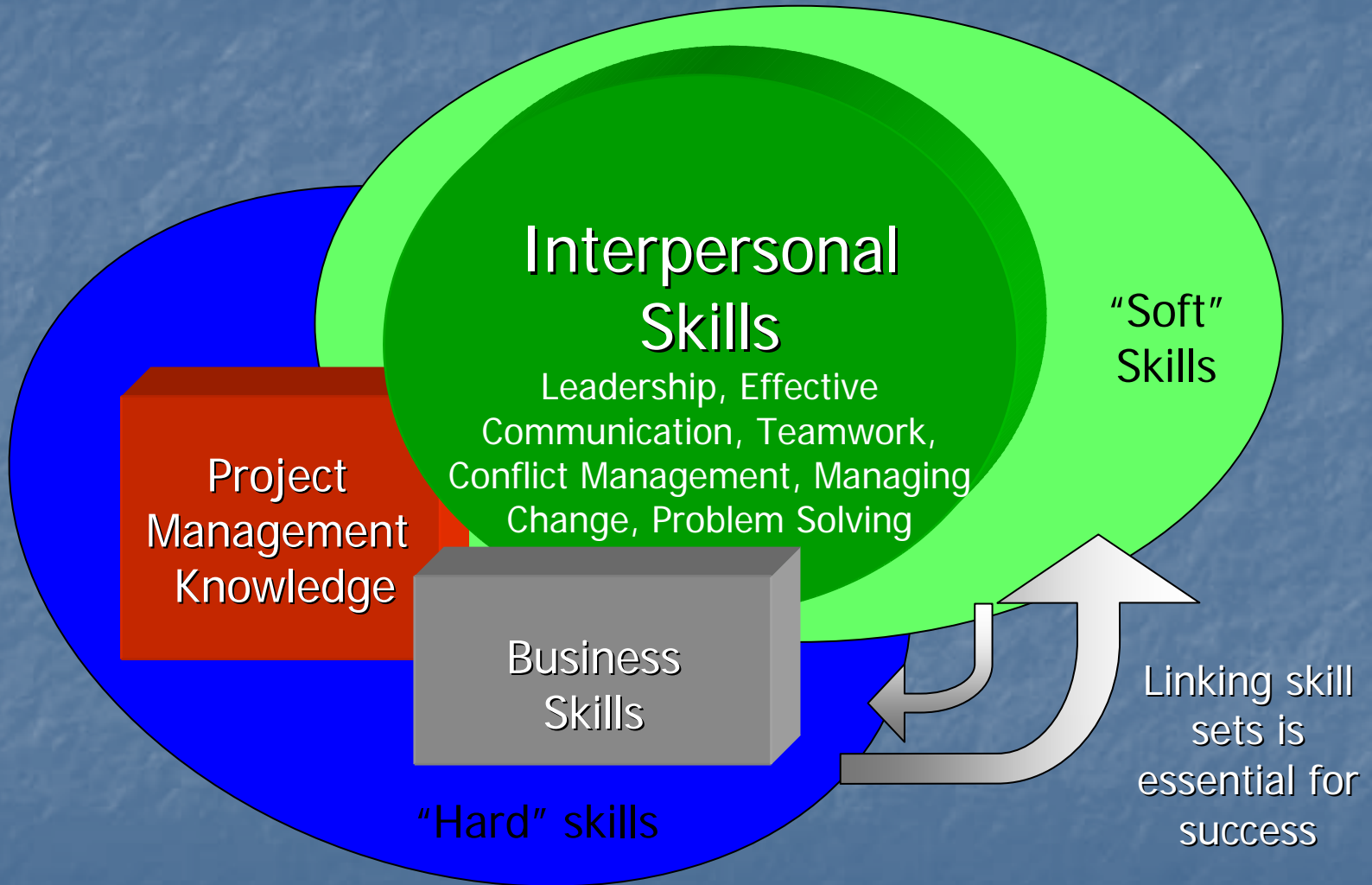
Change Factors <sup>2</sup>



<sup>1</sup> [Project Management Body of Knowledge](#)

<sup>2</sup> [Project Management When Change Matters](#), by Ken Kerber

# Project Management Skills



# Interpersonal Skills

- Assertion
- Change management
- Coaching
- Communicating effectively
- Conflict management
- Consensus building
- Discernment
- Facilitation and meeting management
- Influencing and convincing
- Interviewing and questioning
- Leadership
- Listening
- Management
- Mentoring
- Motivation
- Negotiation
- Organizing
- Performance assessment
- Personal development
- Presentation skills
- Problem solving
- Systems Thinking
- Team building
- Writing

- Which skills are the most critical to project success?
- What is the competency level of project managers and senior managers?

# Matching Interpersonal Skills to Process Groups\*

## Requisite Skills

Sponsor, Senior Managers, PMO  
Project Manager, Project Team

## Process Groups

What are the consequences of low competency in Interpersonal Skills?

### Initiating

Business acumen  
Change mgmt  
Influencing  
Leadership  
Systems thinking

Interviewing  
Leadership  
Listening  
Systems thinking  
Consensus bldg

### Planning

Influencing  
Listening  
Leadership  
Questioning

Conflict mgmt.  
Facilitation  
Leadership  
Organizing  
Presentation  
Team building

### Executing

Listening  
Leadership  
Problem solving  
Questioning

Problem solving  
Change mgmt.  
Consensus bldg.  
Change mgmt.  
Leadership

### Controlling

Listening  
Leadership  
Problem solving  
Change mgmt  
Questioning

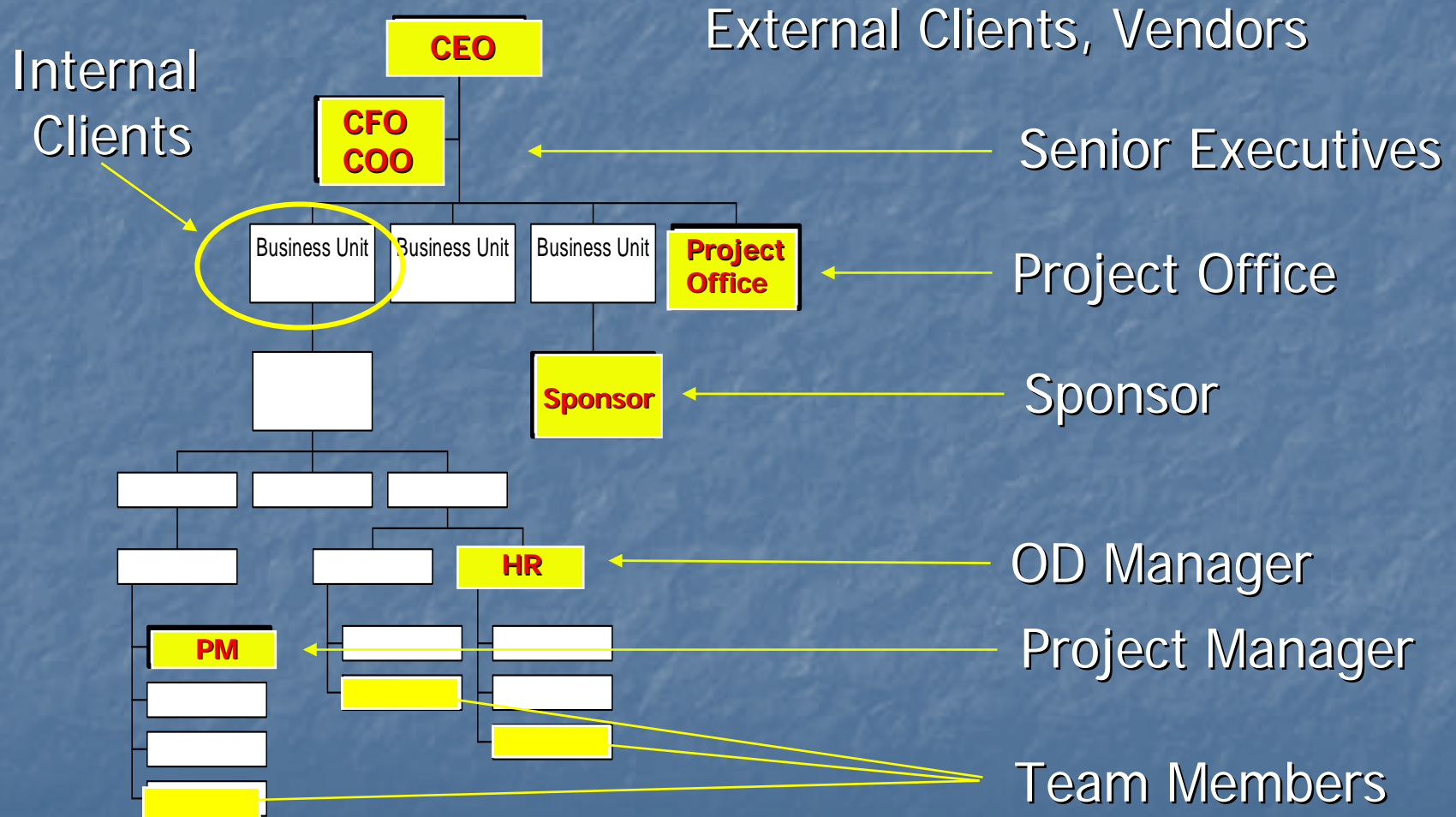
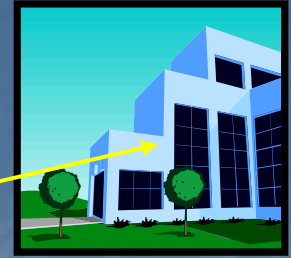
Conflict mgmt.  
Discernment  
Listening  
Performance assmt.  
Personal developmnt.

### Closing

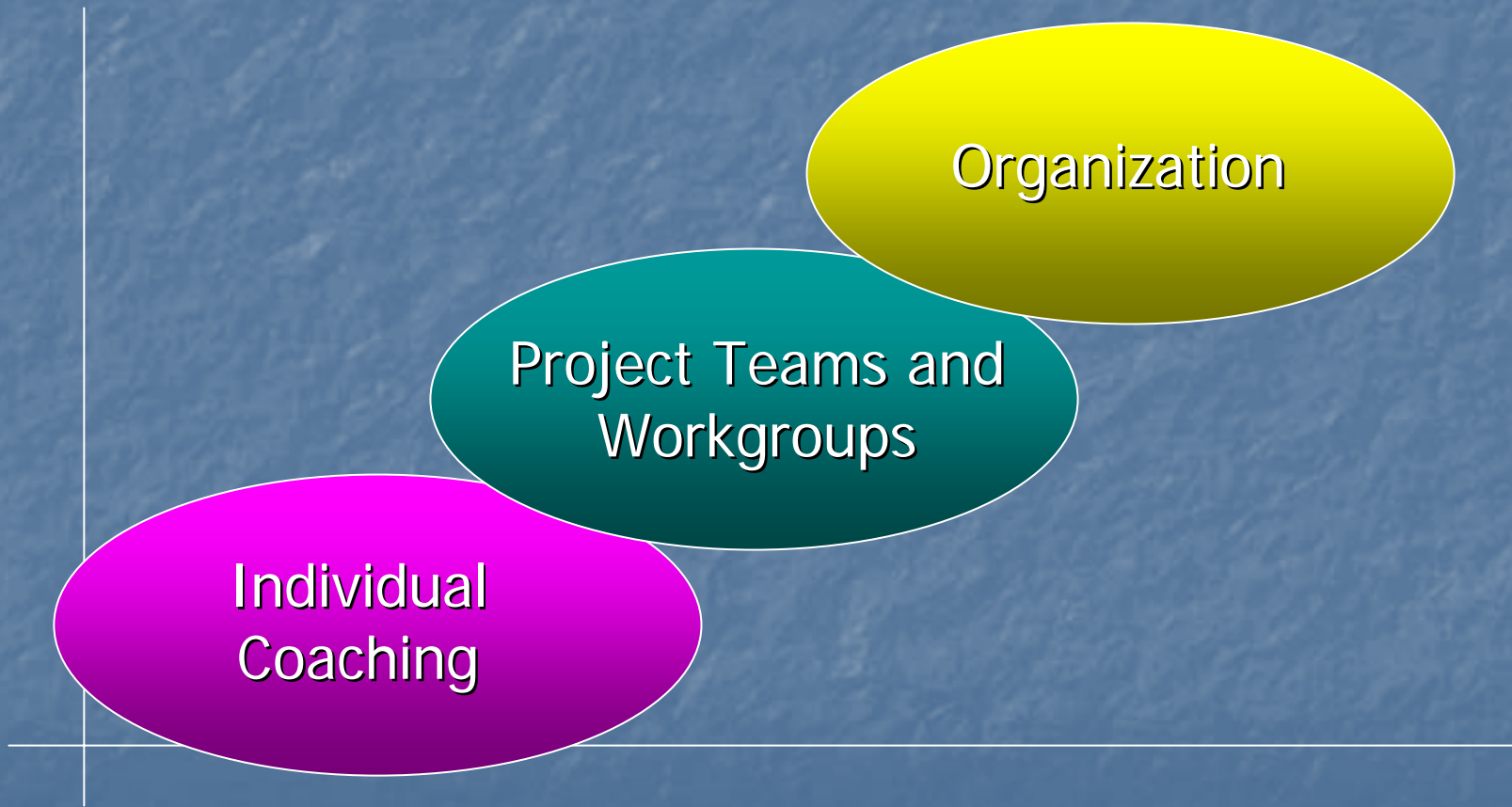
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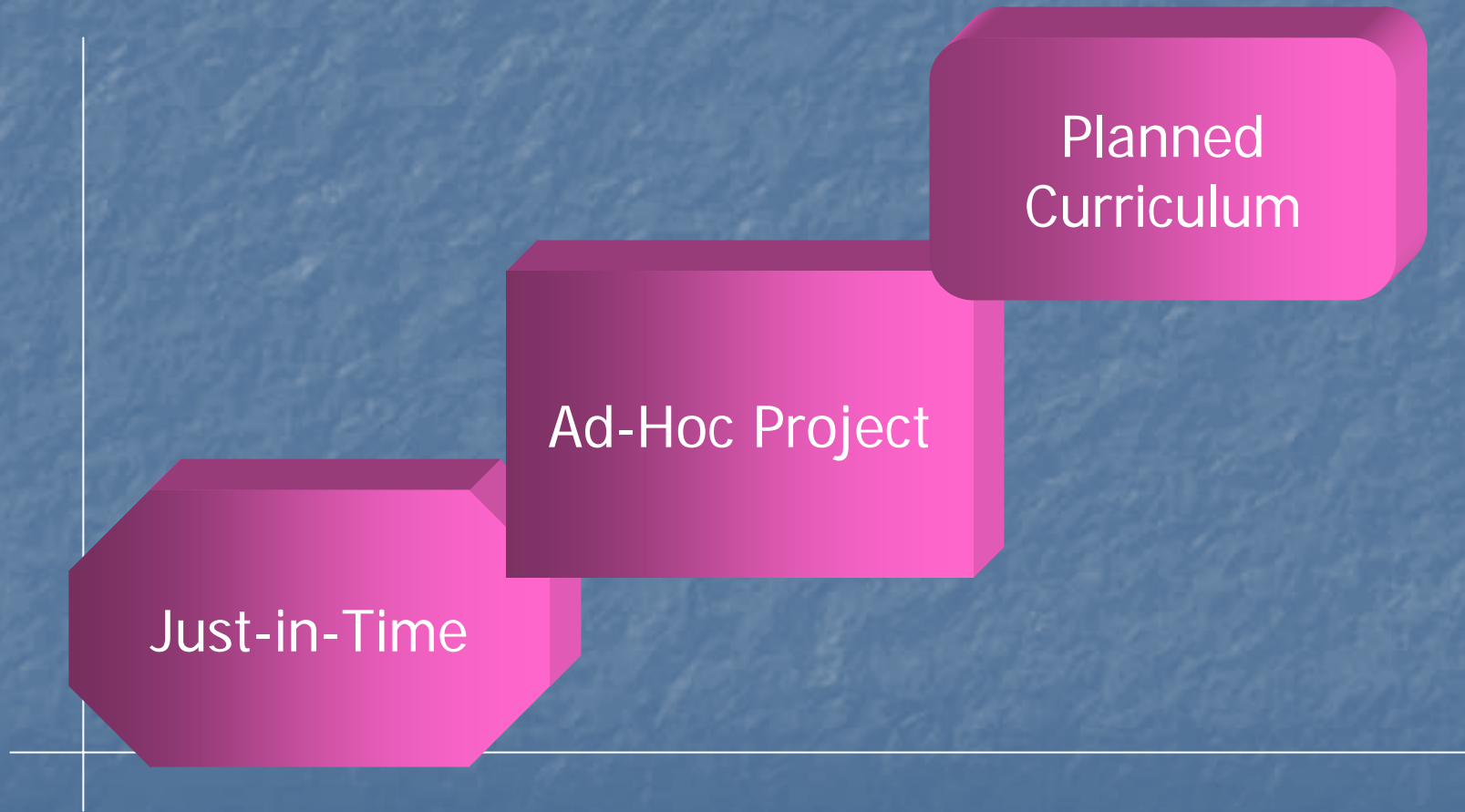
# Who Needs OD and Project Management Skills



# Range of OD Involvement



# Types of OD Involvement



# Levels of Project Success\*

<b>Corporate success</b> Strategies implemented, value added	Portfolio management, single corporate framework
<b>Project success</b> (Benefits realized)	Integration w/business, teamwork across business, good metrics
<b>Project management success</b> (On time, cost and scope)	Manage a project well, best practices, trained project team

# Ways to Integrate “Hard” and “Soft” Skills

- What has worked?

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- Other ideas?

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Thank you!

# Massachusetts OD Resources

- *American Society for Training and Development (ASTD)*  
<http://www.massastd.com/>
- *International Society for Performance Improvement*  
<http://www.mass-ispi.org>
- *Mass Bay Organization Development Learning Group (ODLG)*  
<http://www.learninggroup.org/>
- *Northeast Human Resources Assoc. (NEHRA)*  
<http://www.nehra.org/home.php>
- *Society for Technical Communication (STC-Boston)*  
<http://www.stc-boston.org/>