Managing Conflicting and Competing Objectives

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Agenda

- Problem statement
- Managing dilemma
- Whole brain thinking
- Seven Keys To Success
- Closure

Is it the problem?

Is it our (PM) problem?

HOW ABOUT NO
quickmeme.com

Dilemma

- Can’t be solve
- **Must be MANAGED**

What is the Dilemma

- The Dilemma is a situation where two, or more, seemingly opposing conditions exist AND both (or more) must be responded to (e.g. we need to increase skills of our PMs, and we need to reduce our education budget)
- Unlike the problem that can be solved, a dilemma can only be managed.

Managing dilemma
Your PM Role

- Do you feel frustrated by competing conditions?

Managing dilemma
Your PM Role

- What you can do with dilemma?

Managing dilemma
Your PM Role

- Flipping perspective

Managing dilemma
The methods

Articulate the dilemma

- Using “AND” to articulate dilemma

Respect the opposite conditions

- Rational of both

See the dilemma as opportunity

- How this could be good for us?

Generate innovative solutions

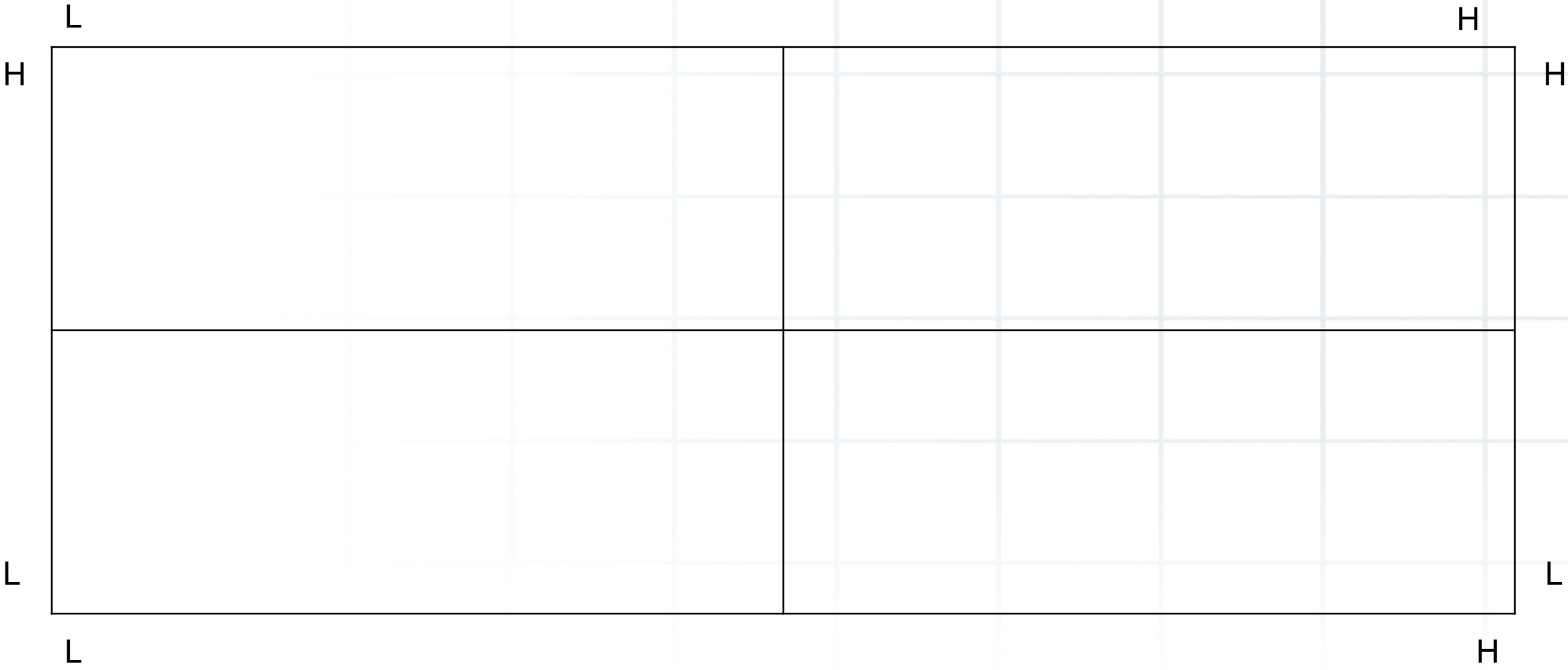
- Brainstorming, 2x2, Reframing

Brainstorming

Brainstorming

- Creative process
- Ideas are not judged, or evaluated at first
- Encourage break away (creative thinking)
- Buy-in for solution
- Target at least 20 ideas

Simple 2x2 matrix



Reframing

- Asking powerful questions:
  - How might we manage this situation?
  - Why are these condition a good thing?
  - How could our perception of this situation be different?
  - How might our competitors solve this?

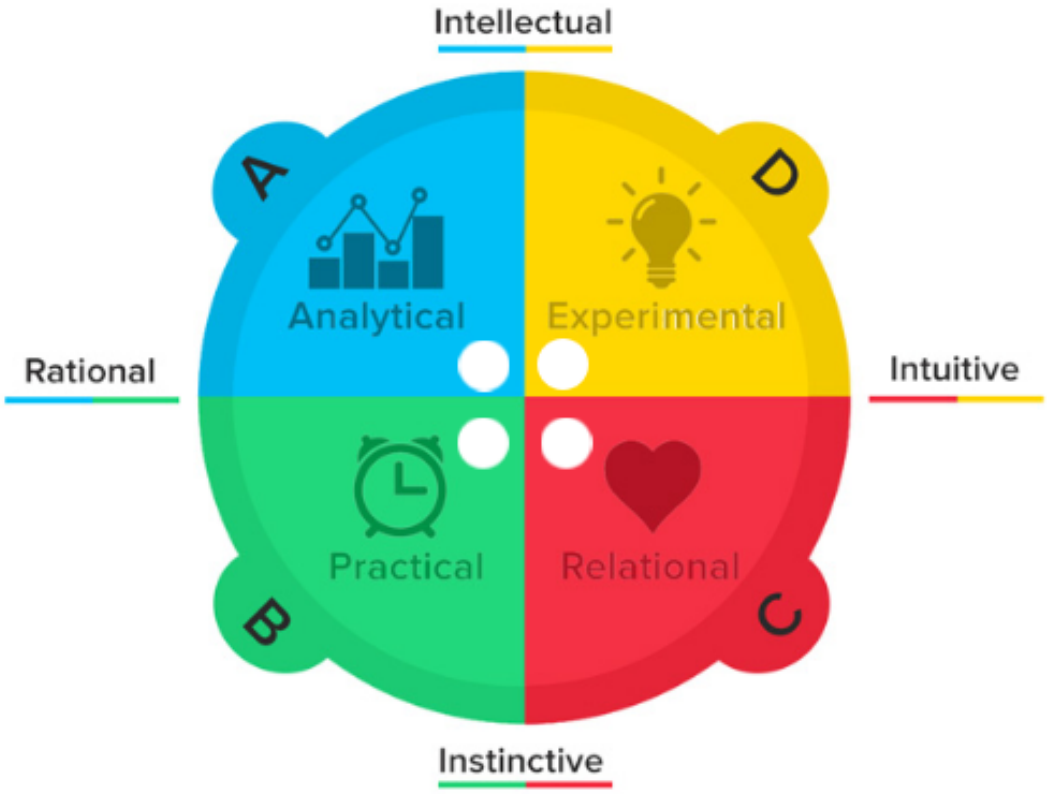
How to articulate bad news?

Bad news – good signs

- Something is happing!
- Would they need me, if there would no be bad news?
- It‘s opportunity I can manage!

Whole Brain® Thinking

Each of us use and absorb and process information in different way
Understanding and appreciating different thinking style can change the way your interact with others.



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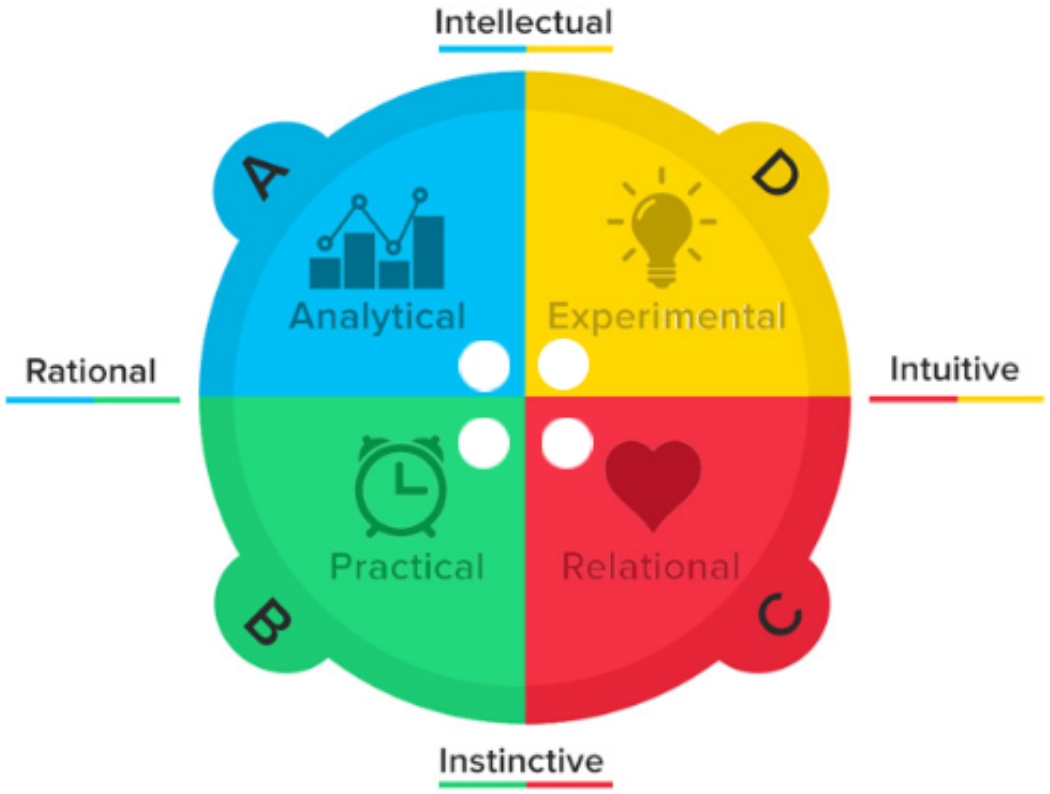
Source: http://www.herrmannsolutions.com/what-is-whole-brain-thinking-2/

How to communicate with executives

1) Data

3) Vision



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4) Plan

2) Feeling

How to communicate with executives

1) Data and facts

Numbers, and consistency with details

2) Feeling

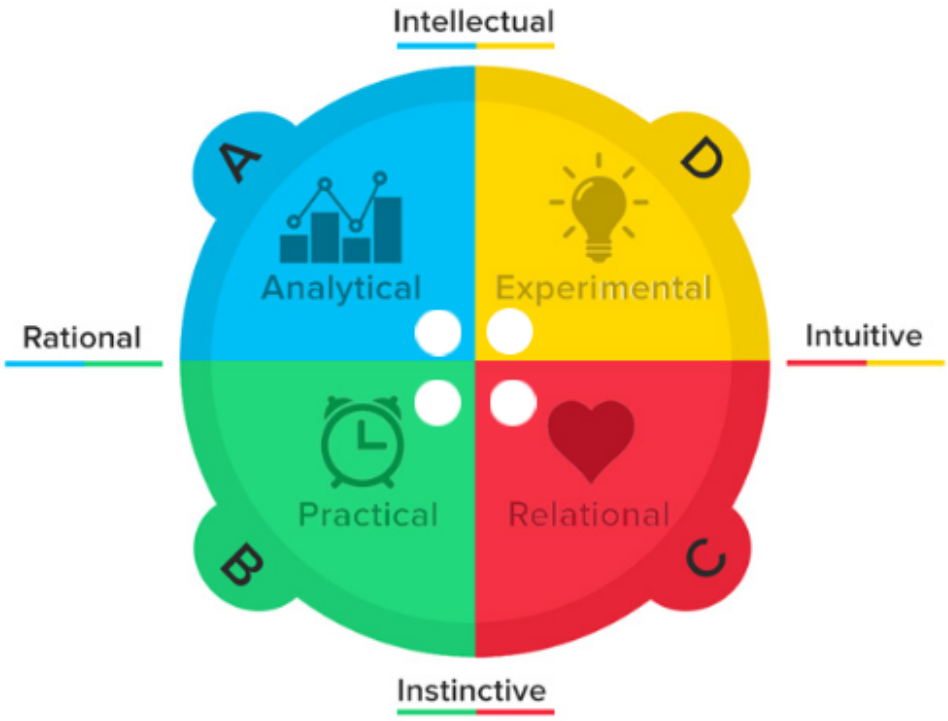
What do I feel, what I am afraid of.

3) Vision

Show what we can achieve

4) Plans

Specifics
What, when, who
Define what you need from them
Define ACTION



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Project health

- Project health indicates the ability of a project to meet its stated objectives (from both a business and a customer perspective).
- Project health and project status are closely related, but different:
  - Project health focuses on emerging trends and unhealthy signs that may lead to problems in the future, if actions are not taken to address them.
  - Project status focuses on current results and performance against project plans.

- Project health is not only a matter of execution:
  - Most troubled projects were doomed to failure before their execution has even started: sponsor's expectations are unclear, project viability is overestimated, etc.
  - Projects may meet their technical and financial targets, but if they leave the customer / sponsor with a bad impression, they may ruin our reputation.

Project health
Seven Keys to Success™

The PM must ensure the health of **all** Seven Keys to Success™ not just Team, Scope, & Schedule, which are often a PM's primary focus.

Stakeholders are committed

Delivery Org. Benefits are being realized

Business Benefits are being realized

Risks are mitigated

Scope is realistic and managed

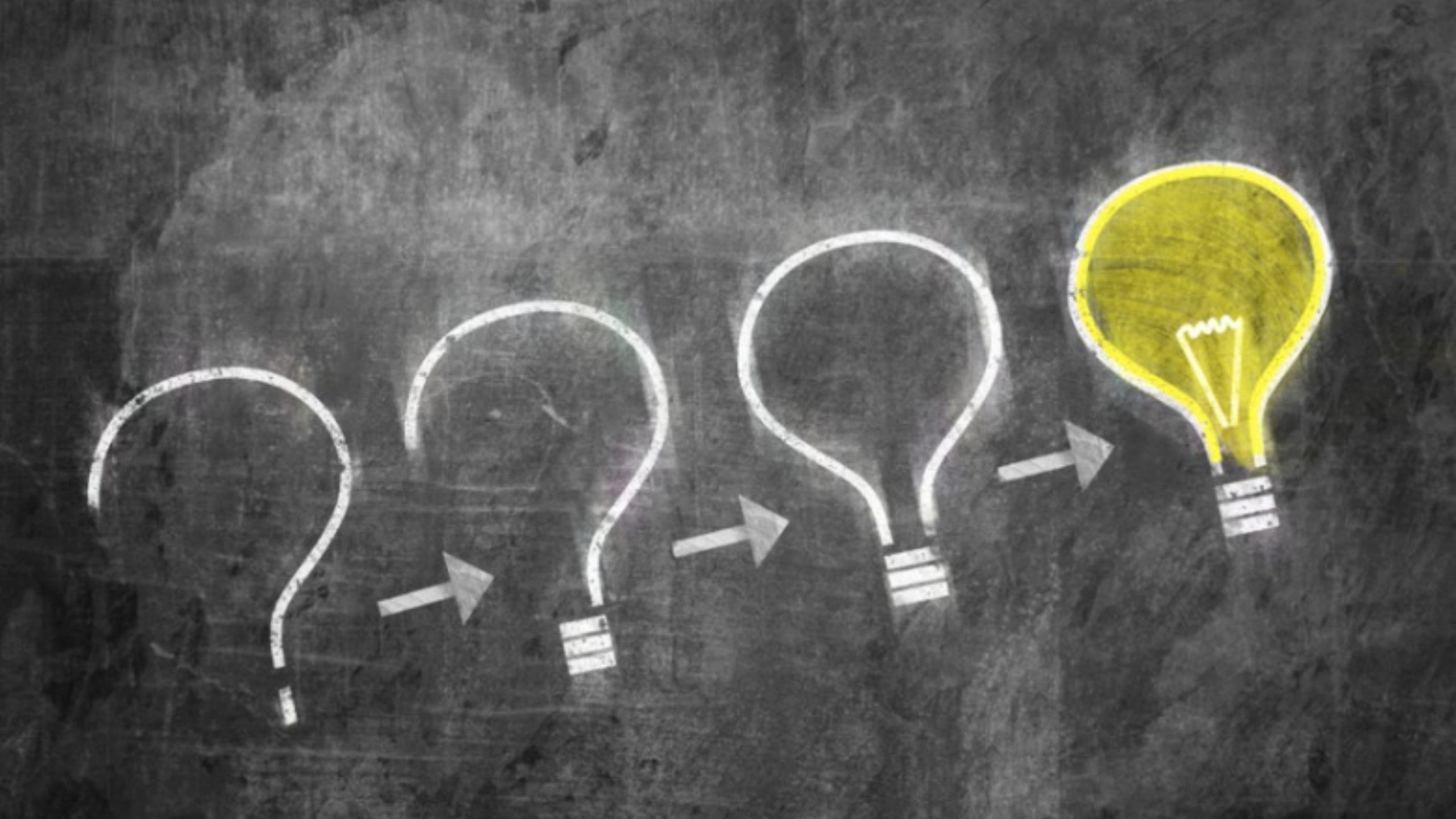
Team is high performing

Work & Schedule are predicted

Project health

What are the Seven Keys to Success™

- A framework to review and communicate project health at any stage of a project through seven dimensions
- A list of typical healthy and unhealthy signs within each of the seven dimensions
- A consistent basic terminology and agenda for project and Steering Committee meetings (versus an unending list of issues that no one can keep up on)
- Ultimately, a way of thinking that underlies the selection of the most efficient corrective actions against unhealthy signs

Proposal to terminate program

The 7 Keys		Issues	Status
Stakeholders are committed	Stakeholders are committed	- Lack of Business units involvement - Frustration caused by previous failures - Competency leadership not recognized	
Business benefits are realized	Business Benefits are realized	+ Transparent evidence and audit able records - High expectations (one tool for everything) - Ongoing change requirements (additional compliance elements)	
Work and schedule are predictable	Work and Schedule are predictable	- Only high level plans available - Project phases and quantifiable measurements poorly defined - Missing commitments from delivery organization	
Scope is realistic and managed	Scope is realistic and managed	- Solution design not available (functional and non-functional requirements, performance criteria) - Scope is not in line with strategy	
Team is high performing	Team is high performing	+ PMs are motivated - Overall leadership is not recognized - Teams in delivery centers not committed	
Risks are mitigated	Risks are being mitigated	- Risk management is not in place - Main risks are not recognized and mitigated - Project is managed in an „ideal“ world	
Delivery organization benefits are realized	Delivery organization benefits are realized	+ Project team is very enthusiastic - Troubled project