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How

to be a Mentoring Project Manager (MPM)

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Agenda

- Introduction
- Leadership
- The Steps
- Will it work?

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Introduction

- The world
 - Uncertainty
 - Globalization
 - Increased customer expectations
 - Change
 - Black-swan events
 - Emergent competition
 - Chaos
 - Unknown areas to navigate



Introduction

- Evolving role
 - No longer (just) the task/activity
 - You are a collaborator
 - Moving from a PM
 - You are a consultant
 - You are a confidant
 - Moving from expert
 - You are a guidance counselor

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Introduction

- You are the guide in our journey





Leadership

- PM as Leader
 - How can I help you?
 - Demands on skills change over time (Bass, 1990)
 - Communication
 - How people learn
 - Visual, verbal, action (doing)
 - Use plenty of Analogies
 - Emotional Intelligence
 - How are you perceived?
 - How is the message perceived?



Leadership

- PM as Leader
 - Can you listen?
 - Influencing how project management (and you) are perceived at your company
- Transformational Leader (Bass, 1990)
 - Inspire team
- Servant Leader (Greenleaf, 2002)
 - Servant first

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The Steps

Be THE subject matter expert

1. Scheduling (10 common errors – Lukas, 2007)

- One of the best starts in moving from cracking the whip to being a guru
- Know the scheduling tool

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The Steps

Be THE subject matter expert

2. Techniques & Metrics

- Critical Chain (Goldratt, 1997)
- PERT/CPM
- Earned Value, Earned Schedule
- Agile EVM, Agile ES, Features list, Velocity, Burn-down Chart
 - Moves from alchemy (subjective) to chemistry (objective)

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The Steps

Be THE subject matter expert

3. Agile

- At least one technique in your toolbelt (Scrum)

4. Limited/no project management processes

- PMBOK (A Guide, 2017) & Systems Theory (Gharajedaghi, 2006 ; Kerzner, 2017)
- Project Management Process Group & Knowledge Area Mapping
- Used in a proposal response for a data analytics

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The Steps

Be THE subject matter expert

5. If you don't know

- Follow-up with "I will find out/research"
- Understand what they want from the inquiry (question)

Example: services contract seems to be different from other contracts – how do we track time and cost, do we seek only cost, only time?

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The Steps

Be THE subject matter expert

6. Be patient

- Know your culture (Cameron & Quinn, 2006; Schein, 2004, Tichy, 1983)
 - How fast can you move? (glacial or warp speed?)
- Say it over and over again
 - Without becoming frustrated! 😊
- How you say it is as important as what you say
- Everyone thinks they more than they do

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The Steps

Be THE subject matter expert

7. Presencing

- Anticipate the future as it emerges – presencing (Scharmer, 2007)
- Theory U
 1. We've always done it this way – ***downloading***
 2. Looking at things differently – ***seeing***
 3. See the situation holistically – ***sensing***
 4. Connecting – ***presencing***
 5. Seeing the new future – ***crystallizing***
 6. Enacting the new – ***prototyping***
 7. Embedding the new - ***performing***



Will it work?

- Teaching opportunities
 - Lunch & learn
 - What to say.. How to say it
 - Move away from subjectivity
 - The data driven project manager (Vanhoucke, 2018)
 - Earned Value
 - Earned Schedule
 - EV & ES allow us to forecast (crystal ball & ceteris paribus)

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Will it work?

- Teaching opportunities
 - Techniques
 - Examples
 - Earned Value
 - Earned Schedule
 - PERT
 - Monte Carlo Simulation - Schedule Risk Analysis (Vanhoucke, 2018)



Will it work?

■ Teaching opportunities

■ Agile & Waterfall with EV & ES

- Estimated burn-down rate – PV
- Points earned during sprint – EV
- Cost of work per sprint - AC

■ Know how to do PERT & Monte Carlo, etc.

■ Strengths & weaknesses

■ Examples

- Earned Value
- PERT – detailed, do critical path (only)
- Schedule Risk Analysis – Use Monte Carlo Simulation (Vanhoucke, 2018)



Will it work?

- Teaching opportunities
 - Presencing – open heart, open mind, open will
(Scharmer, 2007)
 - Point out mistakes gently

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Will it work?

- Teaching opportunities
 - Most common mentoring techniques (Wikipedia)
 - Accompanying
 - Sowing
 - Catalyzing
 - Showing
 - Harvesting

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Will it work?

- Be Patient – this will not happen overnight
- Being a Mentoring Project Manager means developing a new language (Harris, 2008, p.199)

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Will it work?

- Leadership
 - Leaders are mentors – show me the way
- Knowledge
 - Techniques, tools, etc.

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Will it work?

- Teaching
 - Everyone is at different levels of understanding
 - They only see one part of the elephant
 - People learn through different methods
 - Match learning needs of the individual
 - Different cultures
 - Country
 - Organization
 - Individual

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Will it work?

- It's up to you...
 - An open heart, mind and will
 - opens possibilities



QUESTIONS?



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