



**The World-Class
Administrative Professional
Course**



Project Management

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Project Management – History

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It ranked as the tallest structure on Earth for more than 43 centuries, Each side is carefully oriented with one of the points of the compass. The horizontal cross section of the pyramid is square at any level, with each side measuring 229 m (751 ft) in length. The maximum error between side lengths is astonishingly less than 0.1%.



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The World-Class



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“If one of you decides to build a tower, will he not first sit down and calculate the outlay to see if he has enough money to complete the project? He will do that for fear of laying the foundation and then not being able to complete the work”

Luke 16: 28-29



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**Only until recently has PM
escaped the traditional
boundaries of Aerospace
projects and construction
projects but is reaching into
every industry**



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**Fortune magazine calls
PM the number one
career choice in the
post reengineering
world.**



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Why such a boom in Project Management?

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Greater Change =

More Innovation =

More Projects



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How do Projects Originate?

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**-When someone reacts
to problem that needs
to be fixed**

**-When there is an
opportunity for a new
venture**



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**When a decision is
made about what to
do about the
problem or
opportunity, a
project manager is
assigned**



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True or False?

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True or False?

**Projects are
initiated by whoever
is in charge.**



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True or False?

**Project management is
no different than any
other application of
management principles.**



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True or False?

The project's initiator usually has a clear idea of all important aspects of the project.



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True or False?

Anyone can be a project manager.

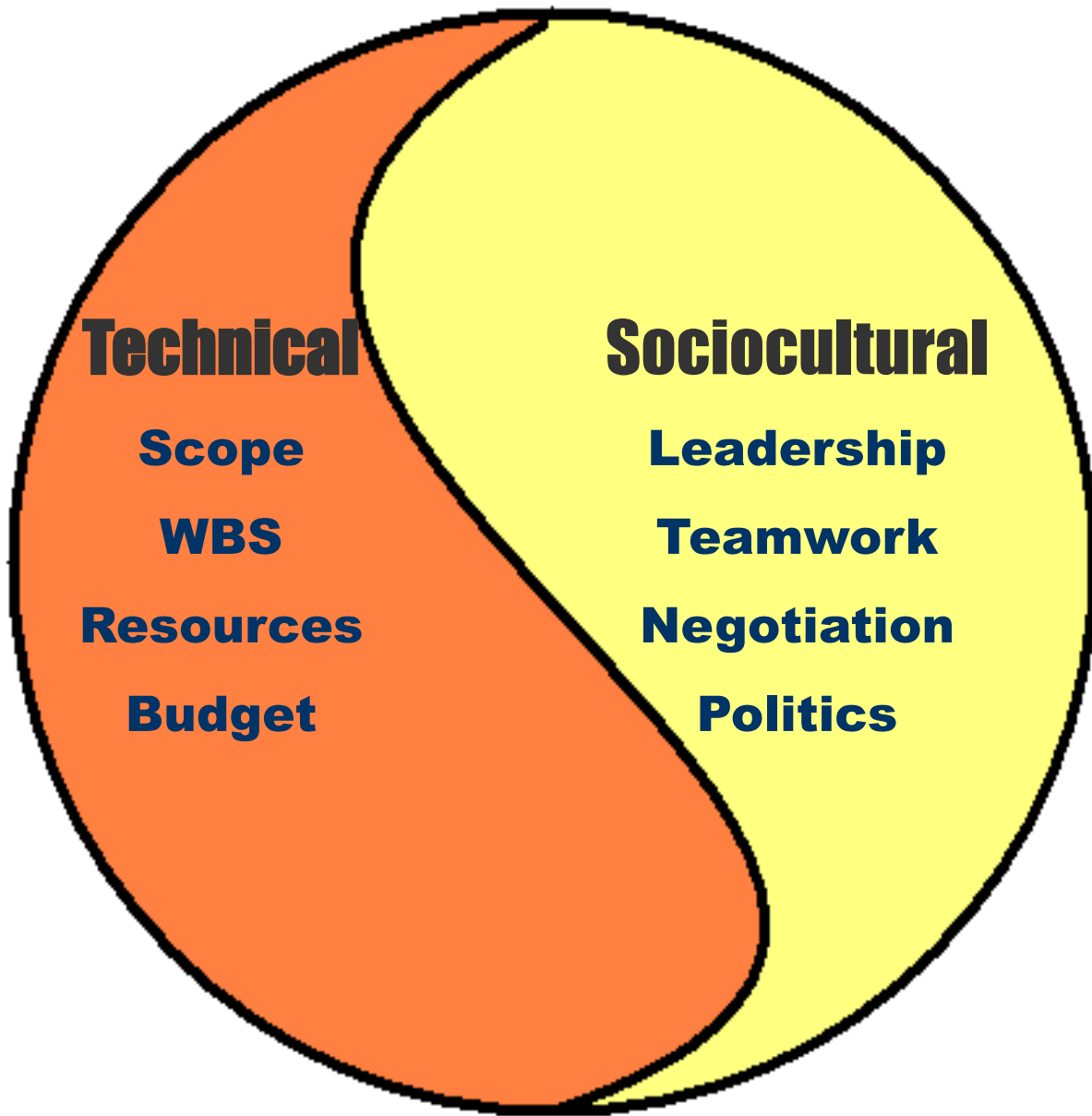


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Effective project management



**Implementation
requires
mastering both
the technical and
sociocultural
dimensions of the
process.**



Technical

Scope

WBS

Resources

Budget

Sociocultural

Leadership

Teamwork

Negotiation

Politics



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What is a Project?

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Projects You Have Done?

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1. One-time effort



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2. Unique

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3. Have limited and defined life spans



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4. Involve Change



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5. Defined outcomes



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Project Management

**Project management is
managing movement
from one state to another**



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Project Management

Project management brings together and optimizes the resources necessary to successfully complete the project



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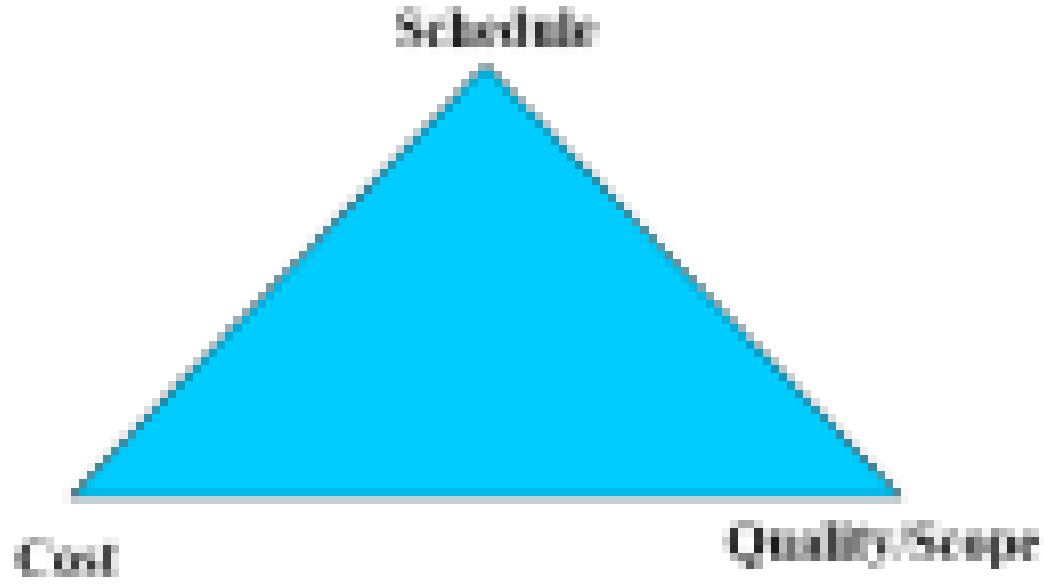


Those resources include:

- Skills, talents, cooperative effort of a team
- Facilities
- Tools
- Equipment
- Information
- Systems and techniques
- Money



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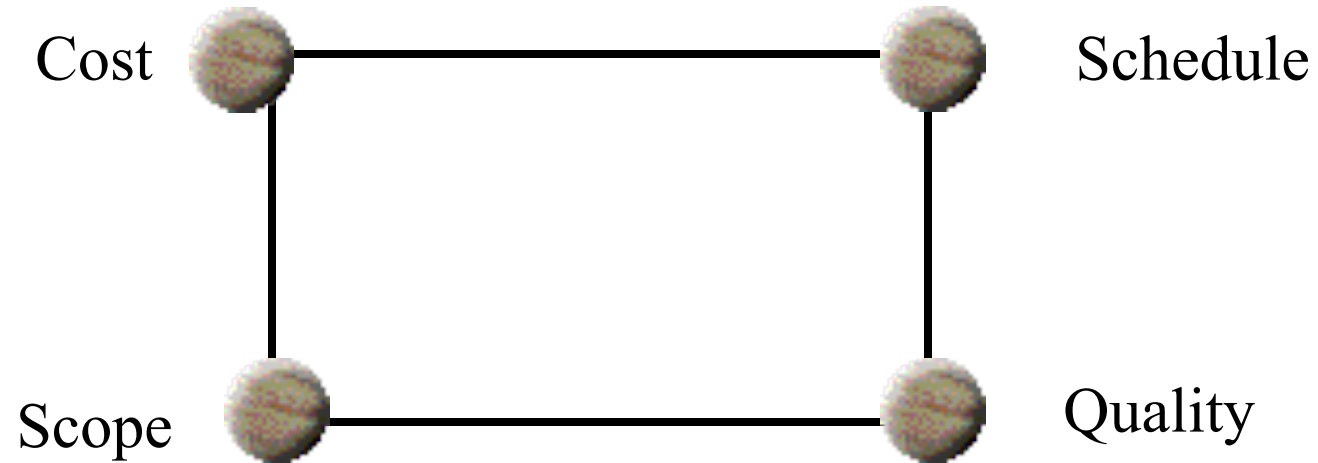




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The Four Cornerstones of Project Management





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Cornerstones of Project Management





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Poor scope definition is the major contributing factor to cost overruns in the engineering and construction industry.





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W. Edwards Deming

- 1. He developed the TQM system**
- 2. 94% of errors are due to people not following proper procedure for the job**



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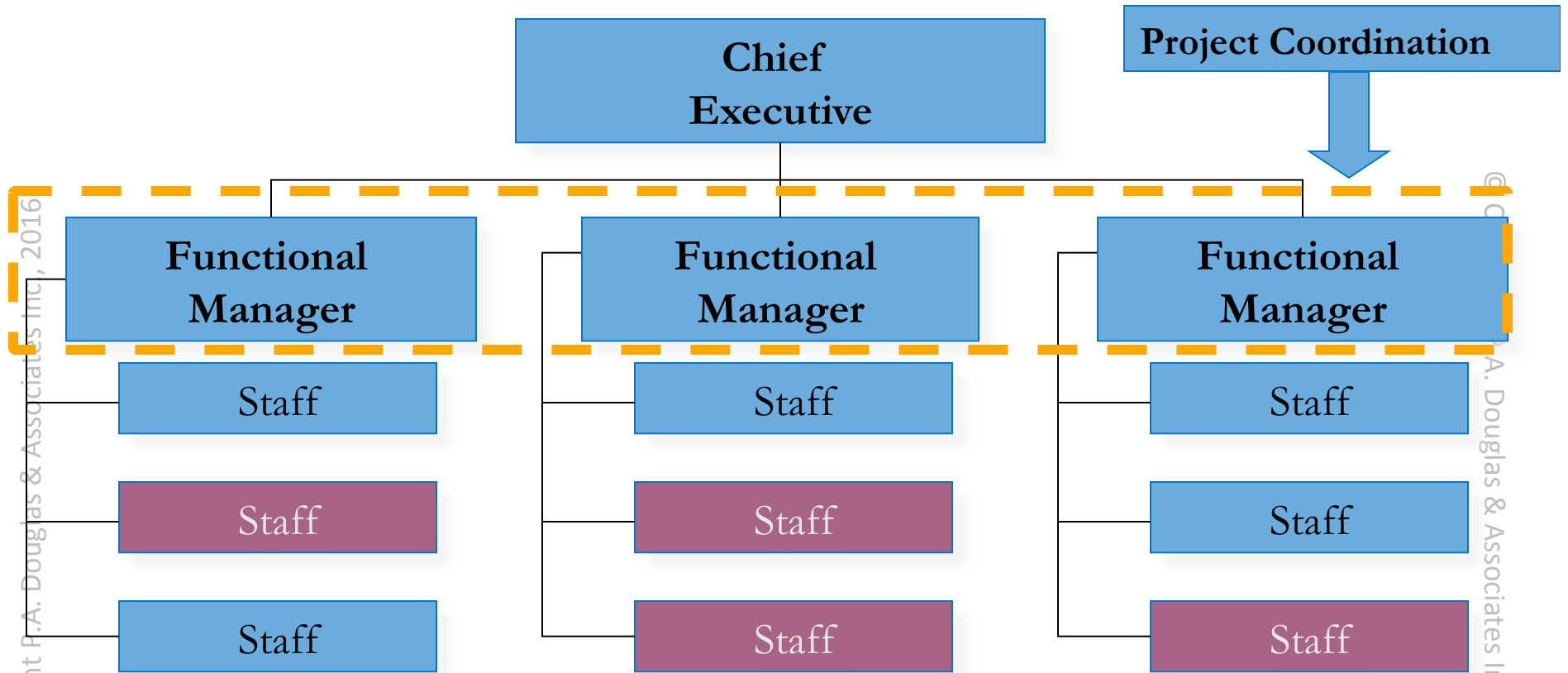


What qualifies a Project Manager?

- 1. You have to need and want to be a project manager**
- 2. You must have the opportunity – either at work or home**
- 3. You must have knowledge of project management principles**



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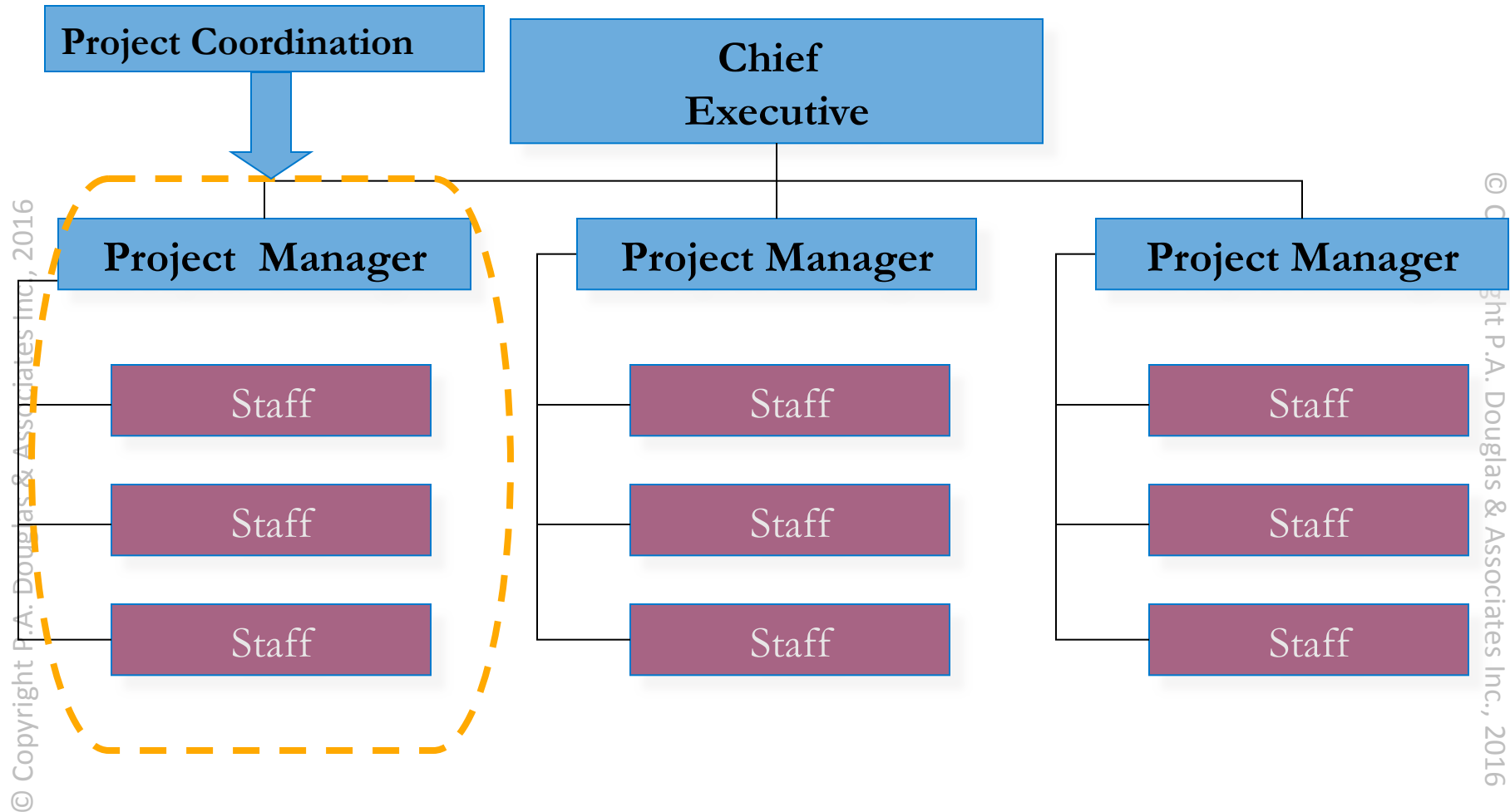
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Functional Organization



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Project Organization



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Challenges in managing projects:

- Personnel**
- Authority**
- Estimating**
- Budgeting**
- Communication**



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Step 1

The Defining Stage



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Defining the scope



- Tasks that will be performed**
- Timetables**
- Budgets**
- Goals**
- Constraints**
- Deliverables**
- Specifications**



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SWOT



Strengths

Weaknesses

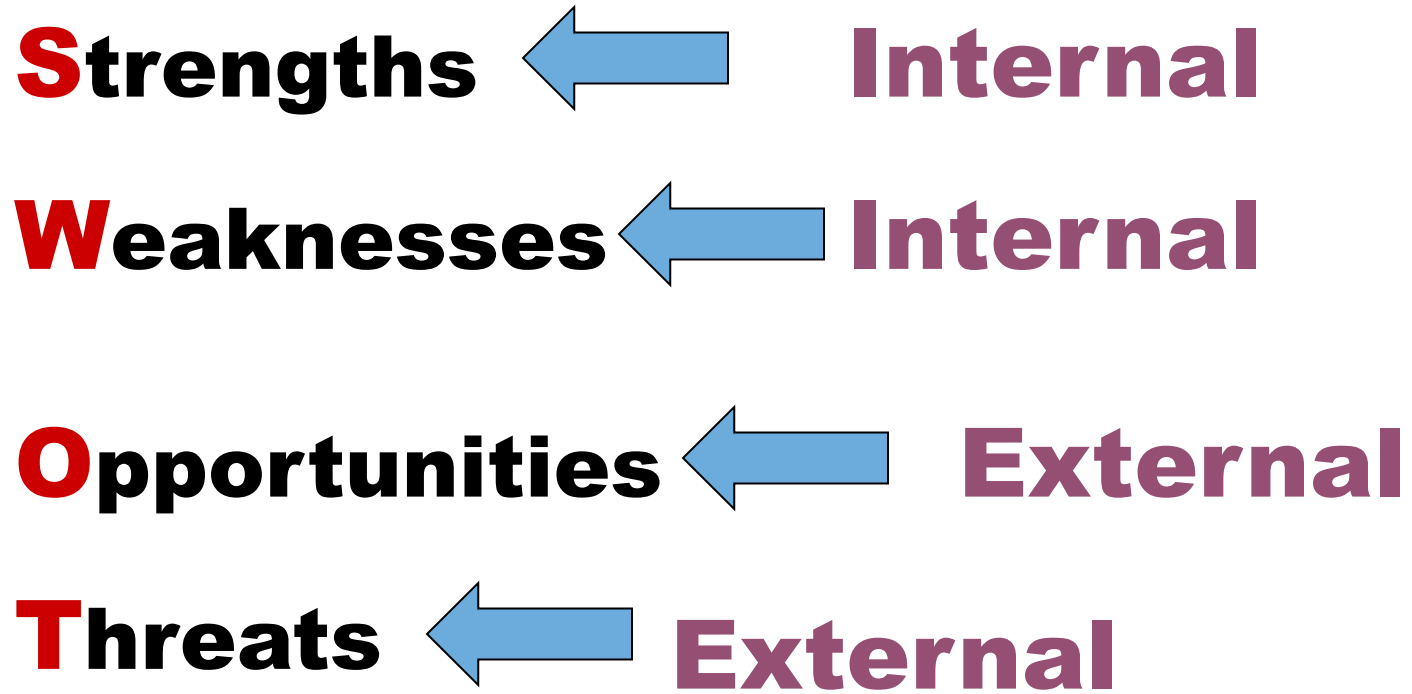
Opportunities

Threats



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SWOT





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Internal:

**-People/Management
Expertise**

-Facilities

-Technology

-Reputation

-Marketing



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External:

**-Political/Social/Economic
changes**

-Competition

-Market Trends



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Step 2

The Planning Stage



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Planning the Project

- Schedule development**
- Who will be involved?**
- Budget**
- Refine, Refine, Refine!**



Basic Principles of Project Management

Taking Action:

- **For the right reason**
- **At the right time**
- **In the right way**



The "To Do" List

A - Must Be Done



The "To Do" List

A - Must Be Done

B - Should Be Done



The "To Do" List

A - Must Be Done

B – Should Be Done

C – Should NOT Be Done



LIFETIME

- Delor sit amet consecteurer
- Adipes terdes edrtt fretd
- Wer thidfe deg
- Mether vert e
- Yer berfet uti ner

YEARLY

- Delor sit amet consecteurer
- Adipes terdes edrtt fretd
- Wer thidfe de
- Mether vert e
- Yer berfet ut

MONTHLY

- Delor sit amet consecteurer
- Adipes terdes edrtt fretd
- Wer thidfe degth
- Mether vert eder
- Yer berfet utif ner



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SMART



Specific

Measurable

Achievable

Rewarding

Timely

Activity Matrix

NO **IMPORTANT** YES

YES

3

1

URGENT

NO

4

2



Activity Matrix

NO **IMPORTANT** YES

YES
URGENT
NO

	1



Activity Matrix

NO **IMPORTANT** YES

YES
URGENT
NO

	2



Activity Matrix

NO **IMPORTANT** YES

YES
URGENT
NO

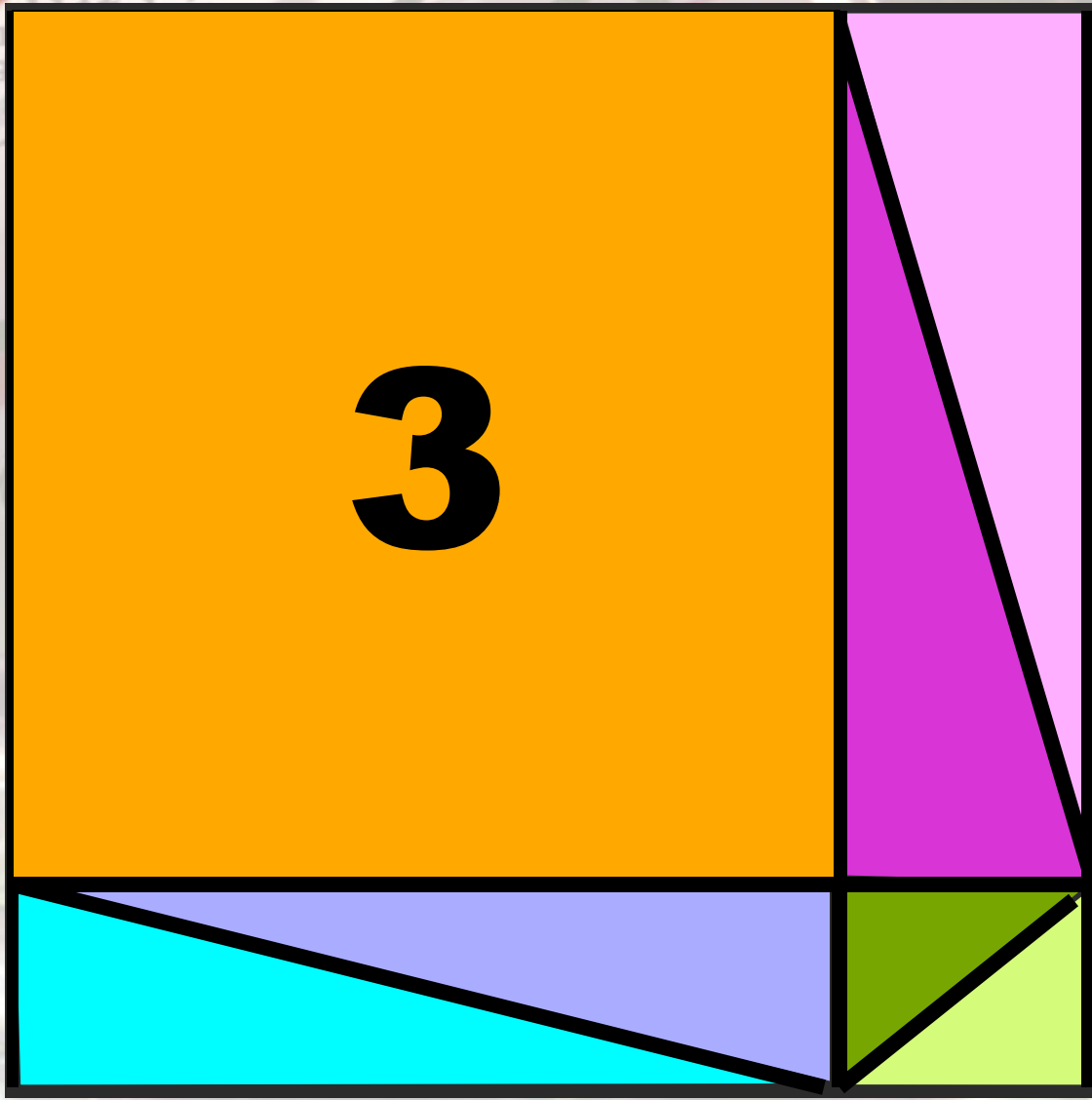
3



Activity Matrix

NO **IMPORTANT** YES

YES
URGENT



NO





Saying No!

1. Be sure where you stand first, i.e. whether you want to say yes or no. If uncertain, ask for time to think it over – seek clarification.



Saying No!

2. Be brief. Give a legitimate reason for your refusal, and avoid long elaborate explanations.



Saying No!

3. Actually use the word, "NO"



Saying No!

4. Make sure your nonverbals mirror your verbal message.



Saying No!

***5. Say, “I won’t”, or
“I’ve decided not to”,
rather than, “I can’t” or
“I shouldn’t”***



Saying No!

6. You may have to decline several times to get through to some people – just repeat your, “NO” and your reason for refusing.



Saying No!

***7. If they persist even after
you have repeated NO - be
silent***



Saying No!

8. Avoid feeling guilty - It is not up to you to solve other people's problems or make them happy.

Activity Matrix

NO **IMPORTANT** YES

YES
URGENT
NO

4	



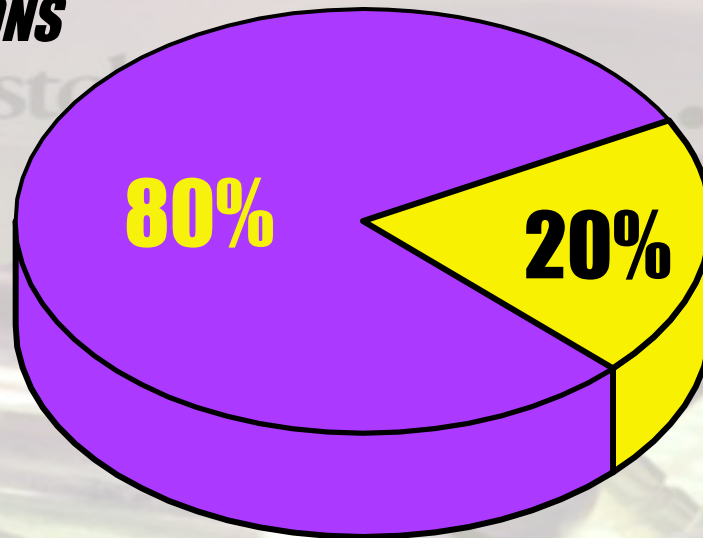
Triage



PARETO PRINCIPLE

Actions vs. Results

ACTIONS



RESULTS



PARETO PRINCIPLE





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The Work Breakdown Structure (WBS)

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WBS Development



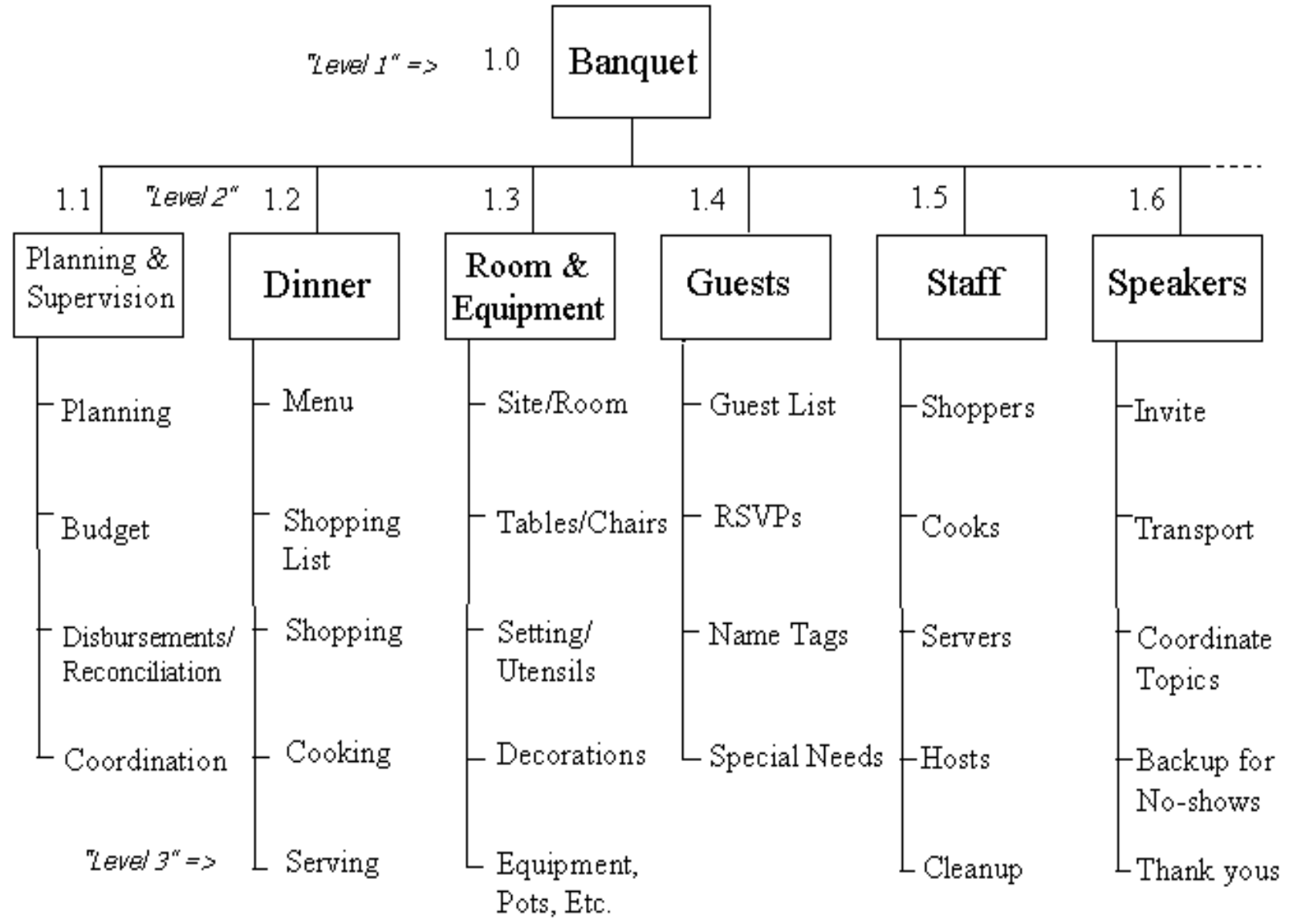
-Deliverables

**-Specific
activities**

**-Tasks and
subtasks**



WBS Example - Banquet



WBS Example - Banquet

"Level 1" =>

1.0

Banquet

1.1

"Level 2"

1.2

1.3

1.4

1.5

Planning & Supervision

Dinner

Room & Equipment

Guests

Staff

Planning

Menu

Site/Room

Guest List

Shoppers

Budget

Shopping List

Tables/Chairs

RSVPs

Cooks

Disbursements/
Reconciliation

Shopping

Setting/
Utensils

Name Tags

Servers

Coordination

Cooking

Decorations

Special Needs

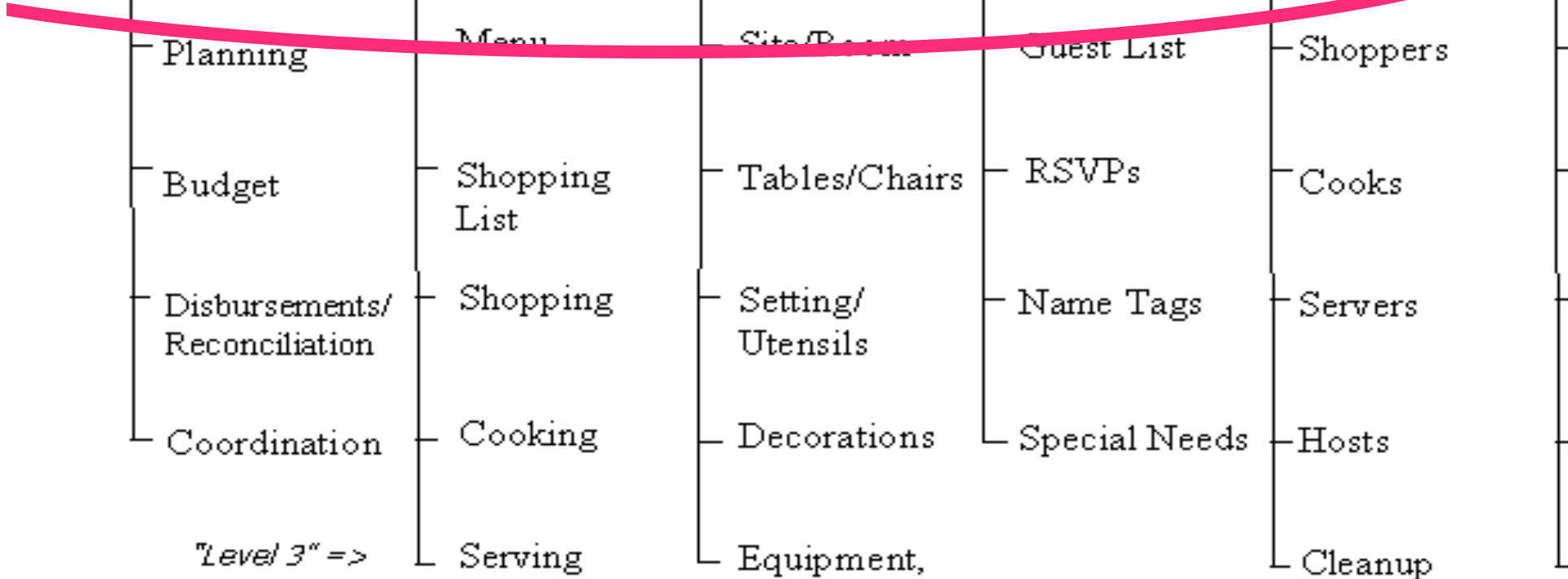
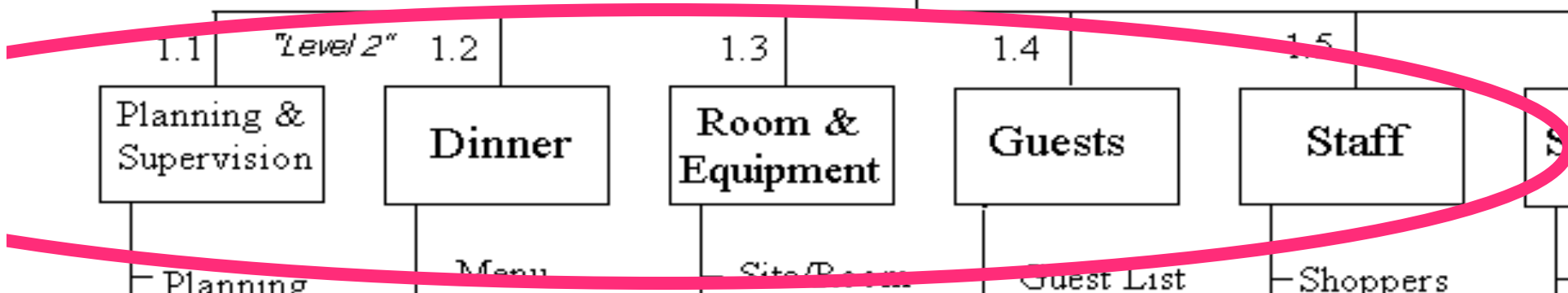
Hosts

"Level 3" =>

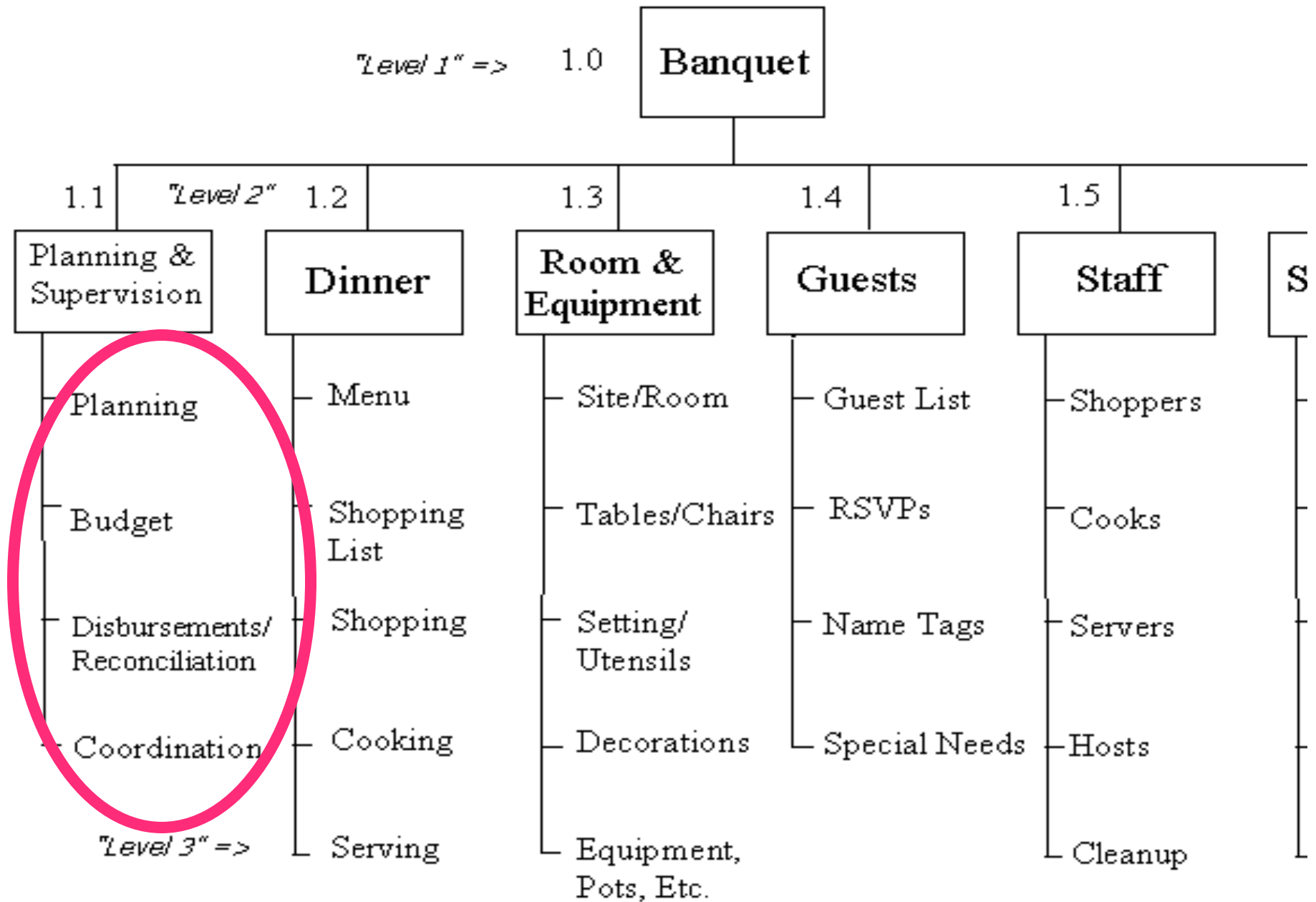
Serving

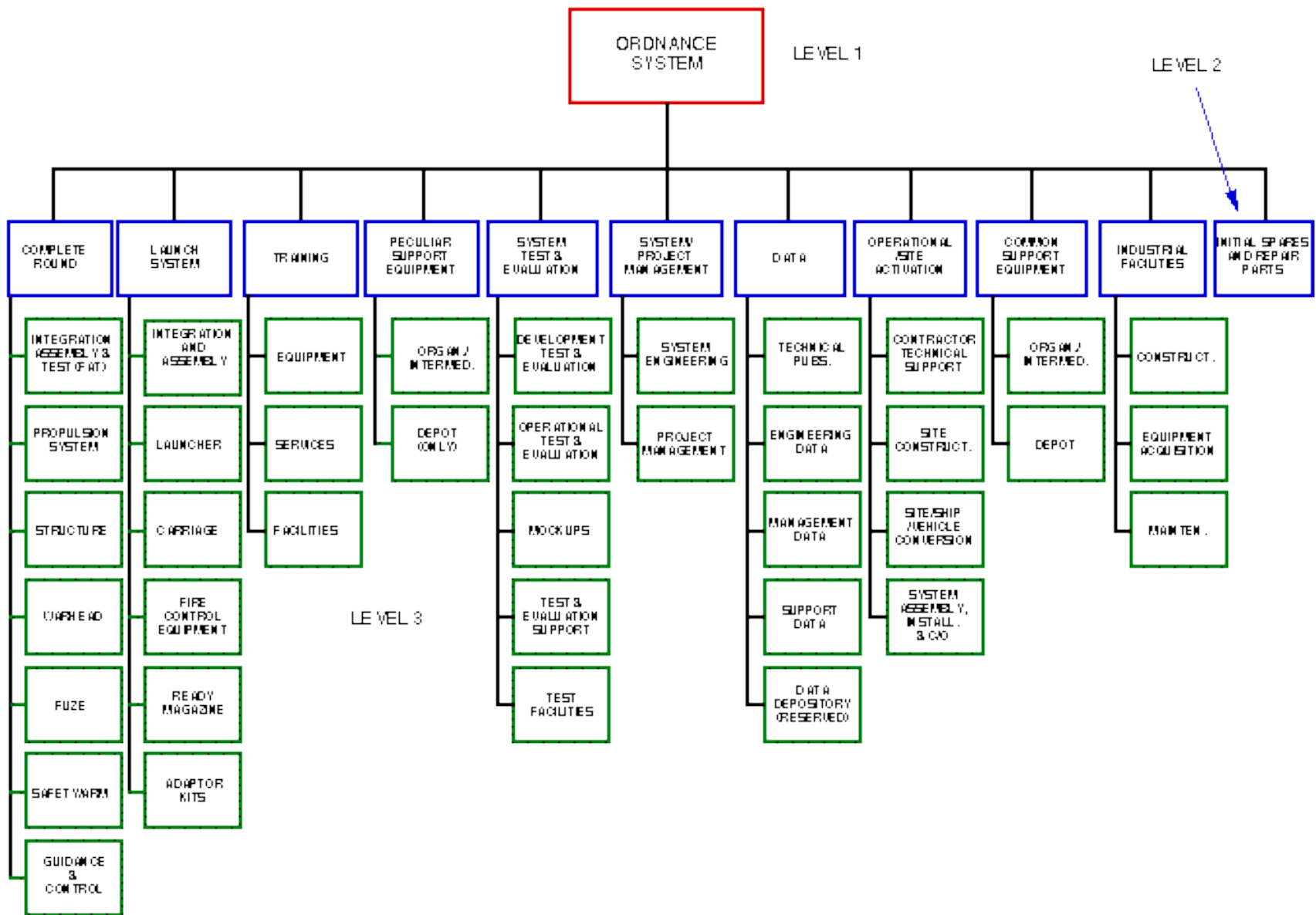
Equipment,
Pots, Etc.

Cleanup

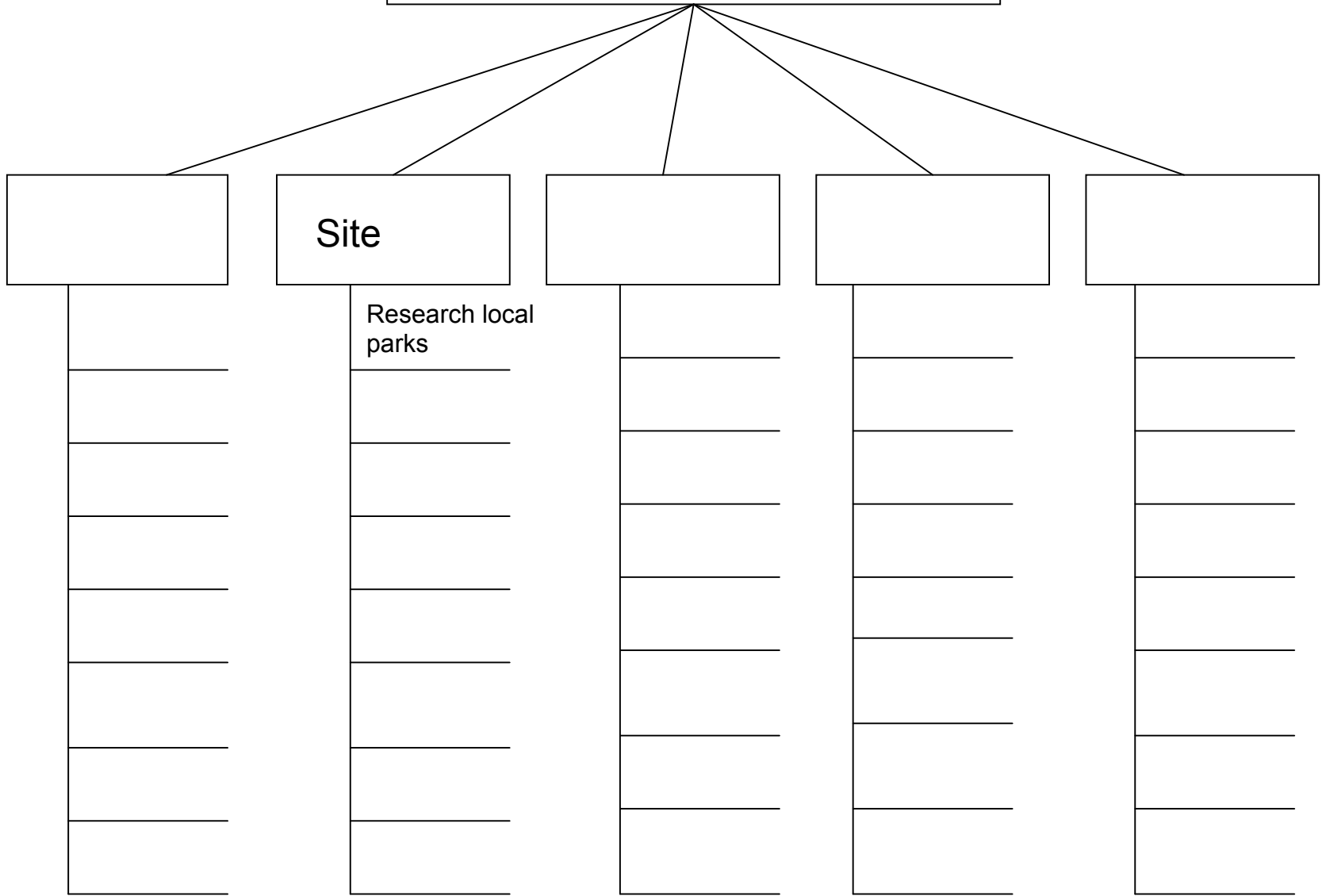


WBS Example - Banquet

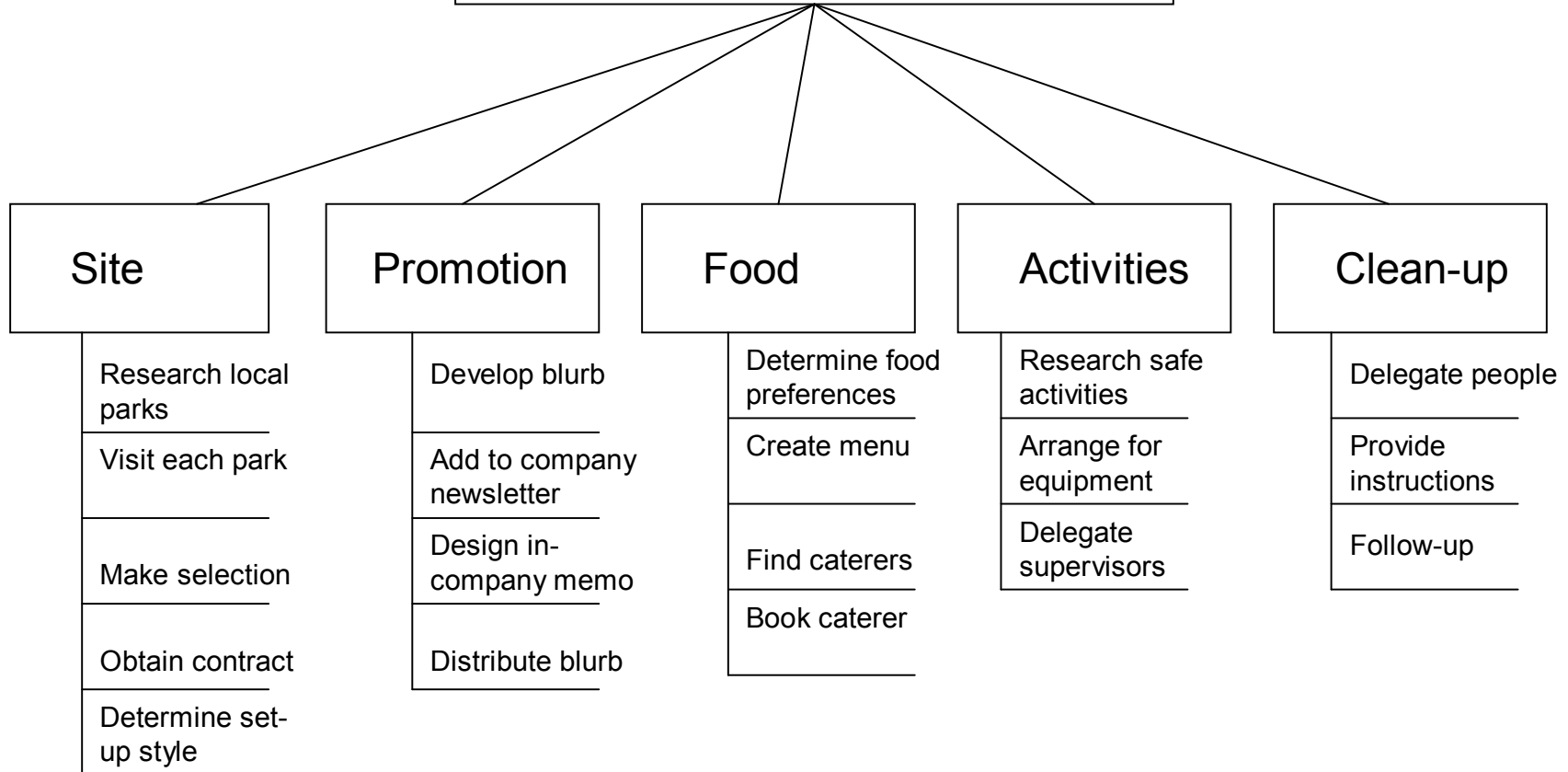




Admin Conference



Admin Conference





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What About Murphy?

Contingency Planning



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1. What is likely to go wrong?

2. When will you know about it?

3. What will you do about it?



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- 1. What is likely to go wrong?**
 - What is the worst case scenario?**



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2. When will you know about it?

-PERT, Gantt

-Meetings

-Watch for developing patterns



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3. What will you do about it?

- Back-ups of money,
HR, resources**
- Have a re-schedule in
place**
- Gather facts from
people affected**



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Project Management

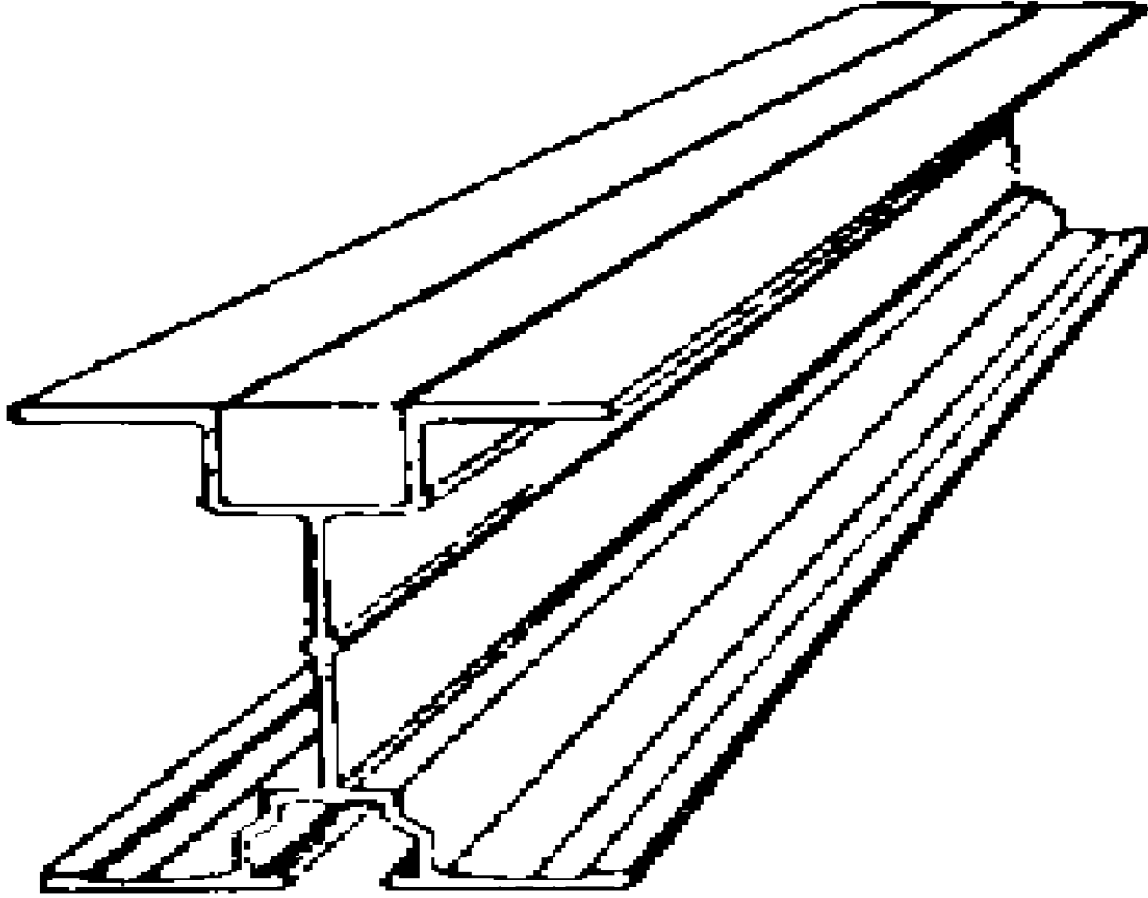


Step 3

Executing and Controlling the Project



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Team Role Wheel





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DREAMER

COMEDIAN

ENERGIZER

MOVER

Team Role Wheel

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Dreamer



Common Roles:

Energizer – They enthuse and motivate other group members to action. They constantly move the group along.

Comedian - They interject humour into the group situation.

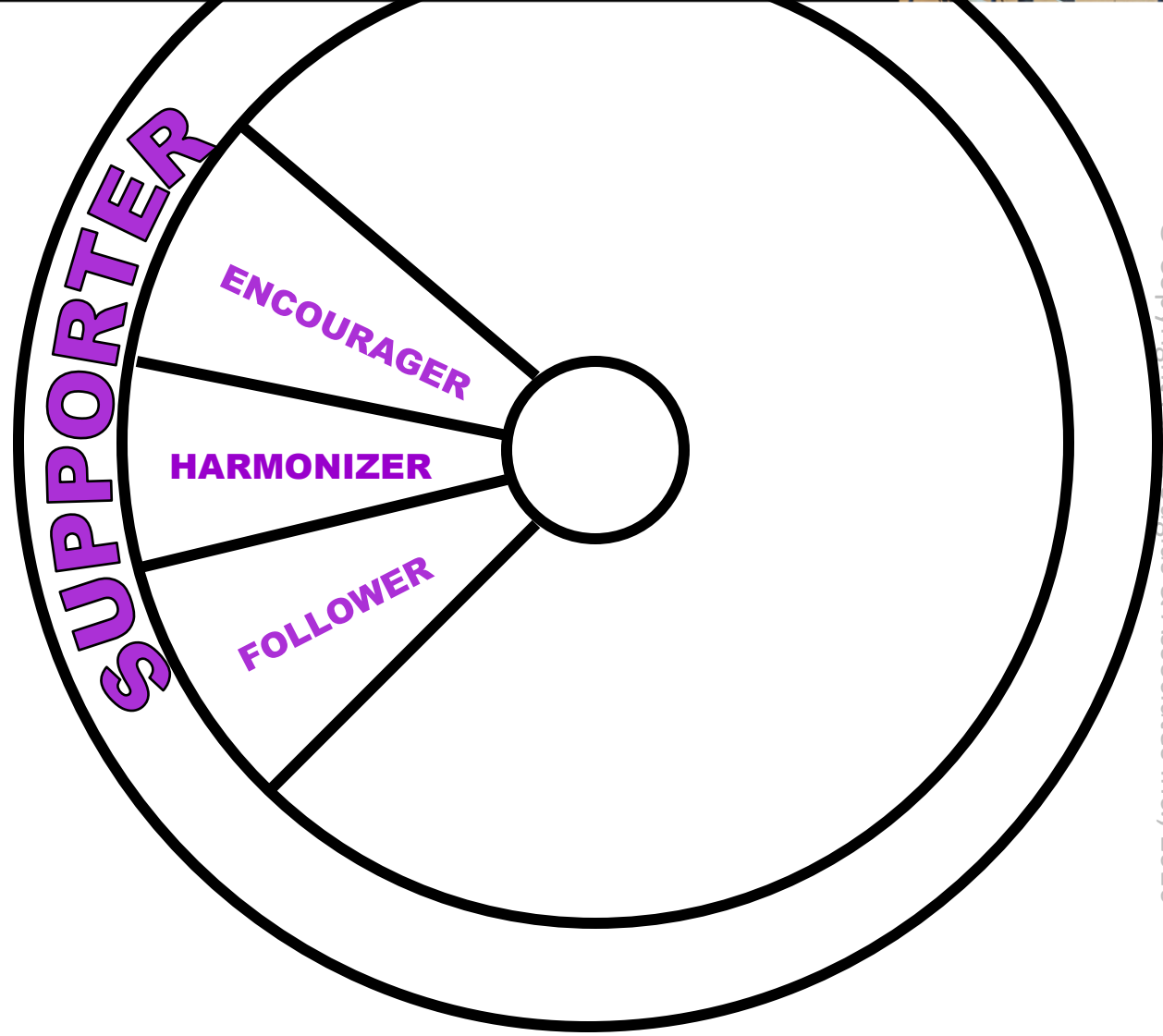
Distracter – They divert the group's energy from the job at hand to non-productive areas.



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Team Role Wheel





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Supporter



Common Roles:

Encourager - They provide support, praise, and acceptance of those who offer any type of verbal expression.

Harmonizer – They are sensitive and keenly aware of potential conflict and reduce any tension that arises between members.

Follower – They tend to go along with everyone else.

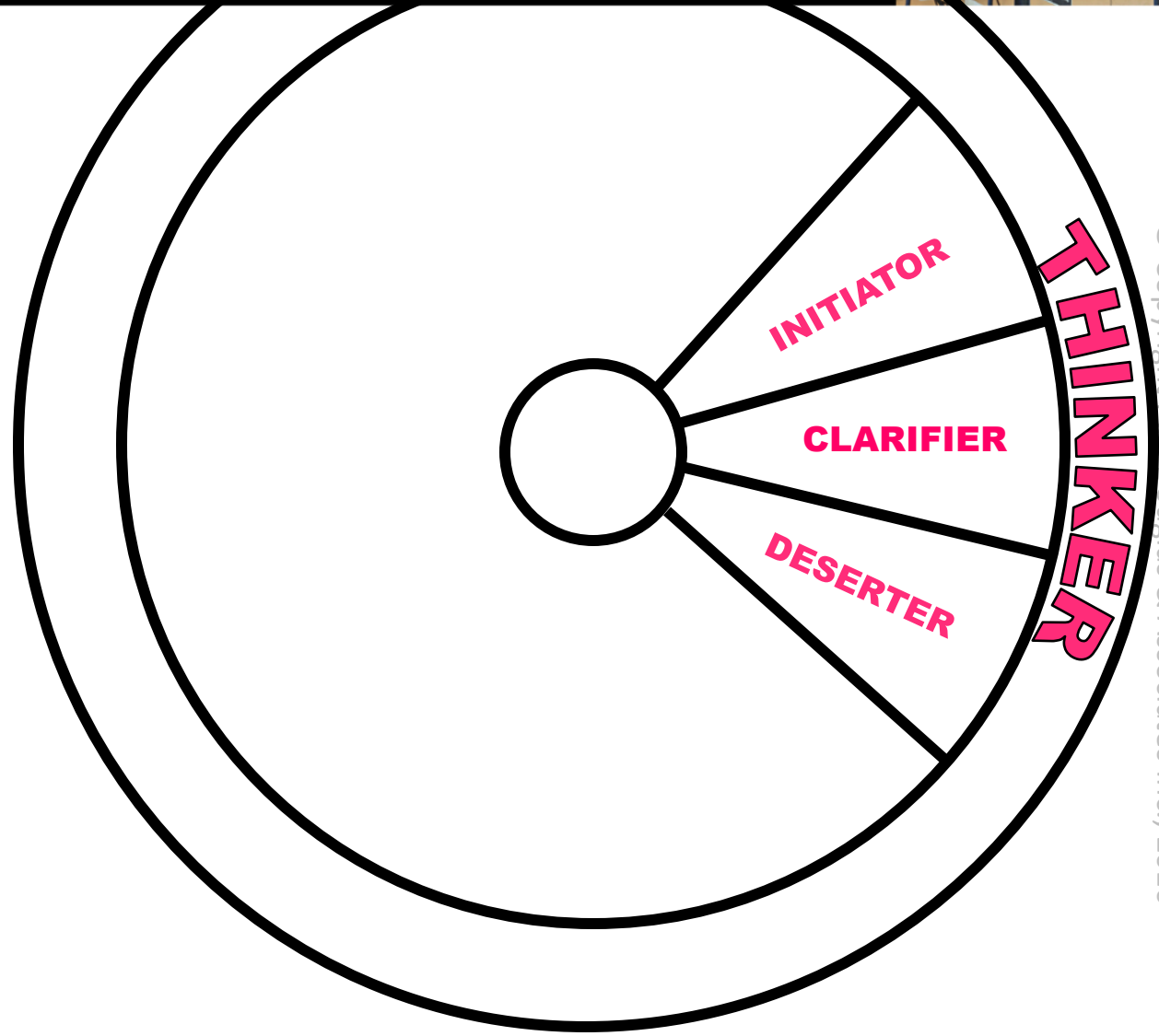


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Team Role Wheel



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Thinker



Common Roles:

Initiator - They define the problem, and propose, what they think are workable solutions.

Clarifier – They tend to seek clarification and continually solicit information from others.

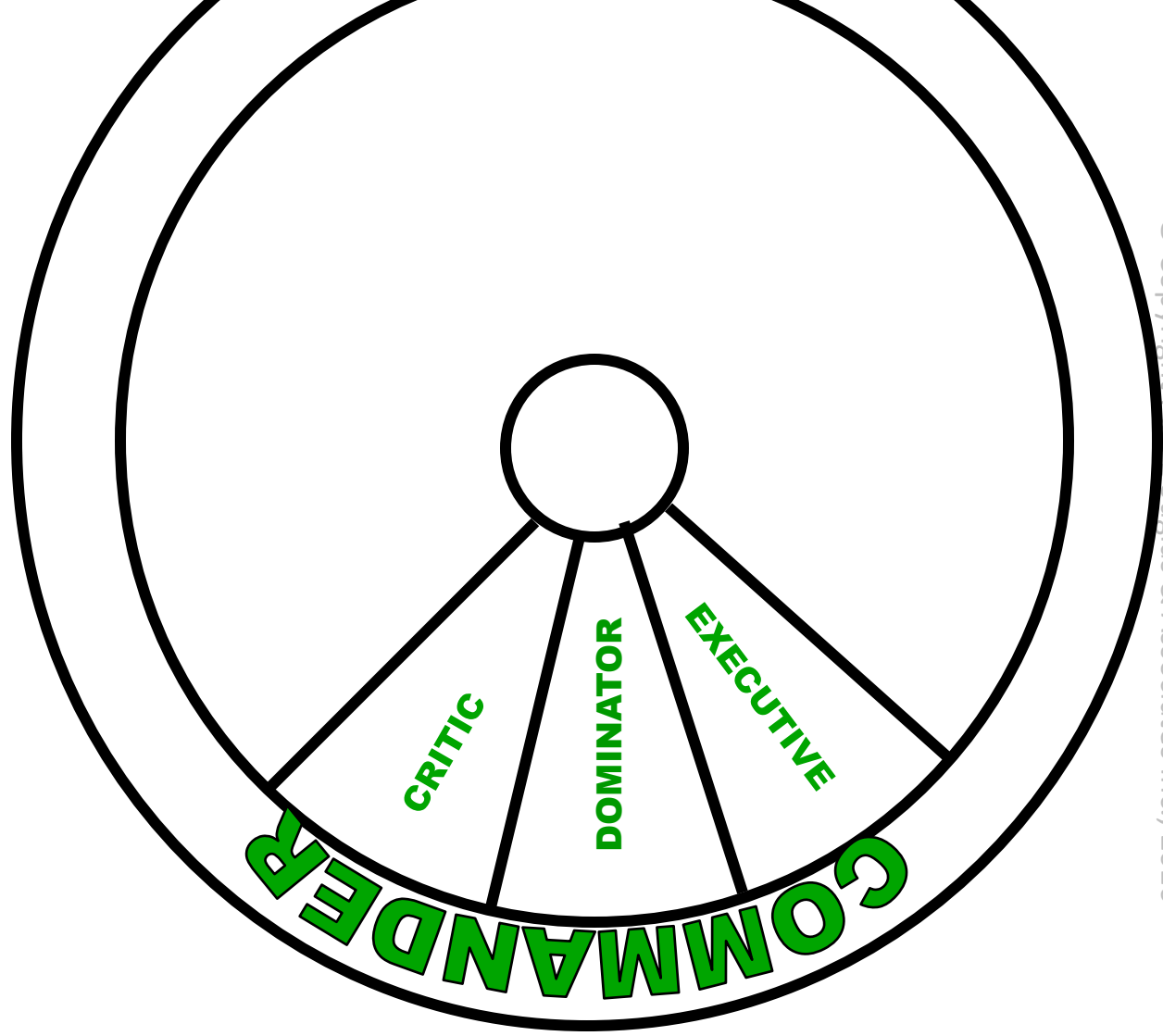
Deserter – They may withdraw from group discussions.



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Team Role Wheel



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Commander



Common Roles:

Executive – They can cut through the trivial and unimportant and move the group to the key issues and goals.

Dominator – They tend to monopolize group time by speaking too often and presenting long, drawn out monologues.

Critic/Aggressor – They may attack other group member and their ideas in order to protect your own status. They can be highly critical of the approaches taken and suggestions made by others.

Attitudes

&

Perceptions



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- Although the concept of paradigm shifts has been around for many decades, it was not until 1980 when **Joel Barker** wrote the book, *Discovering the Future* that the concept of paradigms began to affect the business world.

Attitudes & Perceptions - Dress

50's	60's	70's	80's	90's	Future
Wears a Dress	Pant Suits Allowed	Some Choice in Clothing	Many Choices In Dress	Many Choices In Dress	Dress Irrelevant

Attitudes & Perceptions - Power

50's	60's	70's	80's	90's	Future
Manager Has Power	Manager Has Power	Shifting Power Relationships	Shifting Power Relationships	Team Has Power	AP Has Increased Power

Attitudes & Perceptions - Career Vision

50's	60's	70's	80's	90's	Future
No Career Vision	Wanting Career Options	Lateral Career Vision	Lateral Career Vision	Upward Career Vision	Upward Career Vision

Technology

&

Training

Technology & Training

50's	60's	70's	80's	90's	Future
Filing Typing Phones	Filing Typing Phones	Word Process ing	Word Process ing	Computer Literate	Problem Solving
Short hand Required	Short hand Required	Short hand Expected	Optional Skills	As Needed Basis	As Needed Basis

Skills

&

Responsibilities

Skills & Responsibilities

50's	60's	70's	80's	90's	Future
No Decision- Making No Autonomy	No Decision- Making No Autonomy	Respons- -ibility Without Autono my	Respons - ibility With Autono my	Respons - ibility With Autono my	Account- ability

Education

Education

50's	60's	70's	80's	90's	Future
HS Diploma	Secretarial School	Community College	Technical Training College	University Level Education	Advanced And On-going Education

Working

Hours

Working Hours

50's	60's	70's	80's	90's	Future
9 to 5 day	Increased Hours	Increased Flexibility But More Hours	Increased Flexibility But More Hours	Flexible Hours And Location	Increased Flexibility



**Professional
Development**

Professional Development

50's	60's	70's	80's	90's	Future
No Professional Development		Functional Training Only	Computer And Assertiveness Training	Communication Team-Building Management Skills	

Behaviors

Behaviors

50's	60's	70's	80's	90's	Future
Never Questions Manager	Never Questions Manager	Rarely Questions Manager	Questions Manager When Needed	Questions Manager As Needed	Same As 90's

Behaviors

50's

60's

70's

80's

90's

Future

Reactive

Reactive

Responsive

Responsive

Proactive

Anticipative

Paradigm Shift

TRADITIONAL ASSISTANT

- Rents job

ADMINISTRATIVE PROFESSIONAL

- Owns job

Paradigm Shift

TRADITIONAL ASSISTANT

- Rents job
- Focuses on tasks

ADMINISTRATIVE PROFESSIONAL

- Owns job
- Focuses on results

Paradigm Shift

TRADITIONAL ASSISTANT

- Rents job
- Focuses on tasks
- Waits for direction

ADMINISTRATIVE PROFESSIONAL

- Owns job
- Focuses on results
- Takes initiative

Paradigm Shift

TRADITIONAL ASSISTANT

- Rents job
- Focuses on tasks
- Waits for direction
- Is driven by policies and procedures

ADMINISTRATIVE PROFESSIONAL

- Owns job
- Focuses on results
- Takes initiative
- Innovates

Paradigm Shift

TRADITIONAL ASSISTANT

- Rents job
- Focuses on tasks
- Waits for direction
- Is driven by policies and procedures
- Is managed

ADMINISTRATIVE PROFESSIONAL

- Owns job
- Focuses on results
- Takes initiative
- Innovates
- Self-manages

Paradigm Shift

TRADITIONAL ASSISTANT

- Rents job
- Focuses on tasks
- Waits for direction
- Is driven by policies and procedures
- Is managed
- Is plagued by problems

ADMINISTRATIVE PROFESSIONAL

- Owns job
- Focuses on results
- Takes initiative
- Innovates
- Self-manages
- Is solution-minded

Paradigm Shift

TRADITIONAL ASSISTANT

- Rents job
- Focuses on tasks
- Waits for direction
- Is driven by policies and procedures
- Is managed
- Is plagued by problems
- Resists change

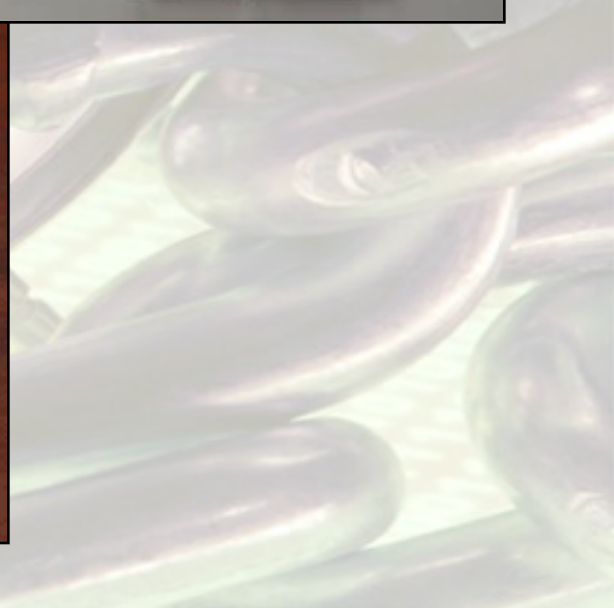
ADMINISTRATIVE PROFESSIONAL

- Owns job
- Focuses on results
- Takes initiative
- Innovates
- Self-manages
- Is solution-minded
- Adapts to change



**Where Should
We Record
Our “To Do” List?
Organizational
Systems**

Pads & Scraps of Paper



Datebook Organizers



Electronic Organizers

First Generation

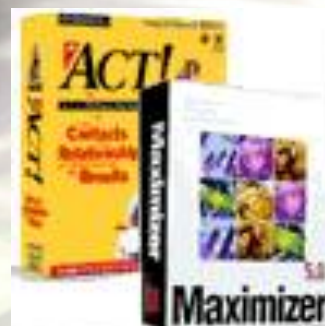
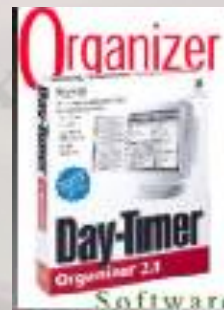


Electronic Organizers

Second Generation



Software Packages





Essential Elements

1. Portable

2. “To Do” List

3. Calendar

4. Diary

5. Contacts



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Gantt Charts

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Gantt Charts



Advantages:

- Timeline shows relative length of project activities**
- Empty bar lines are filled as progress is made**
- Unscheduled time is identifiable if needed**



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Program



Evaluation

And

Review

Technique

(PERT)

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Simple PERT Chart





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B	Select location	A	1 day
C	Get weather forecast	B	1 day
D	Create a flyer to notify employees	C	3 days
E	Create menu	D	2 days
F	Confirm menu	E	1 day
G	Plan recreational activities	F	2 days
H	Confirm activities	G	1 day
I	Find cooks	H	2 days
J	Confirm cooks	I	1 day
K	Confirm employee attendance	J	2 days
L	First aid	K	1 day
M	Confirm weather conditions	L	1 day
N	Shop for food	M	1 day
O	Wrap & prepare food to deliver	N	1 day
P	Deliver food to cooks	O	1 day
COMPANY BBQ May 25			



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- Clearly shows relationships between activities**
- Easily understood by someone unfamiliar or outside the project**
- Deadlines and/or delegations can be specifically indicated to each step**
- The CPM may be easily identified and shown for planning and prioritizing**



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Advantages:

- 1. Can enter data directly from your WBS**
- 2. Detailed task and subtask information**
- 3. Budget, resources**
- 4. Compute charts, tables**
- 5. Easily can create Gantt, PERT, CPM**



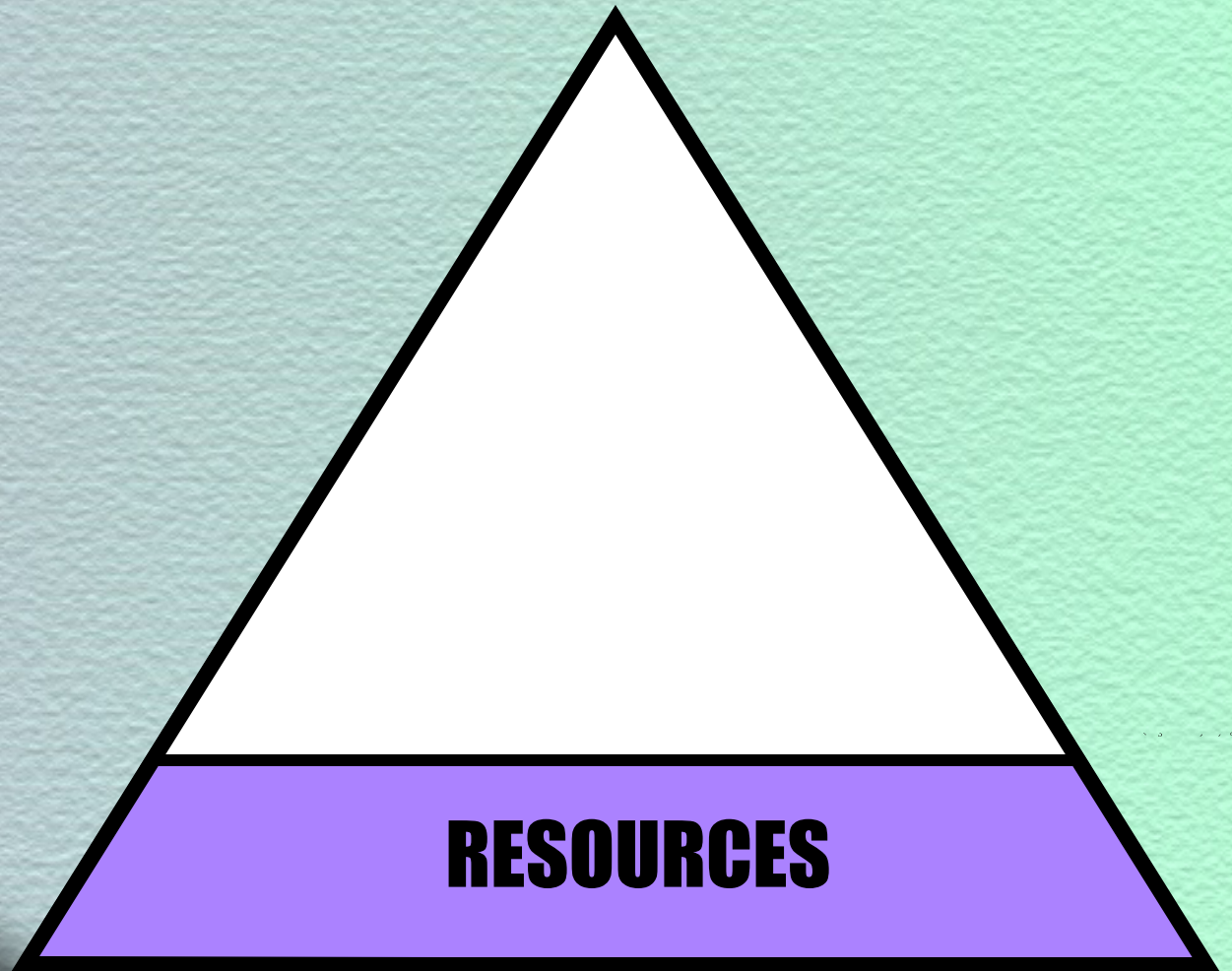
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Importance of Project Management Tools...

**You can know when
you are off track**

Hierarchy of Project Needs

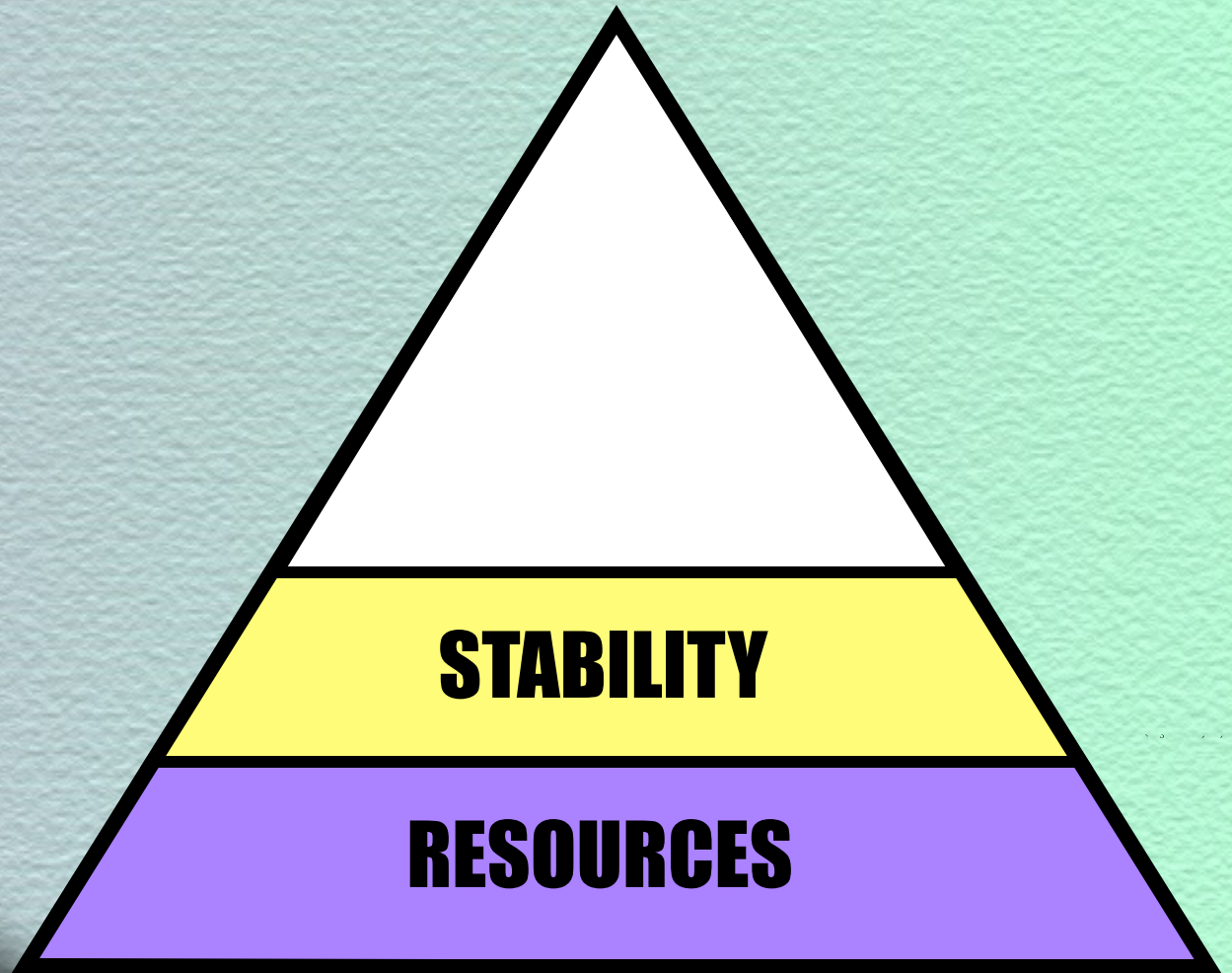




Hierarchy of Project Needs

***Needs for equipment, budget,
people, and time***

Hierarchy of Project Needs

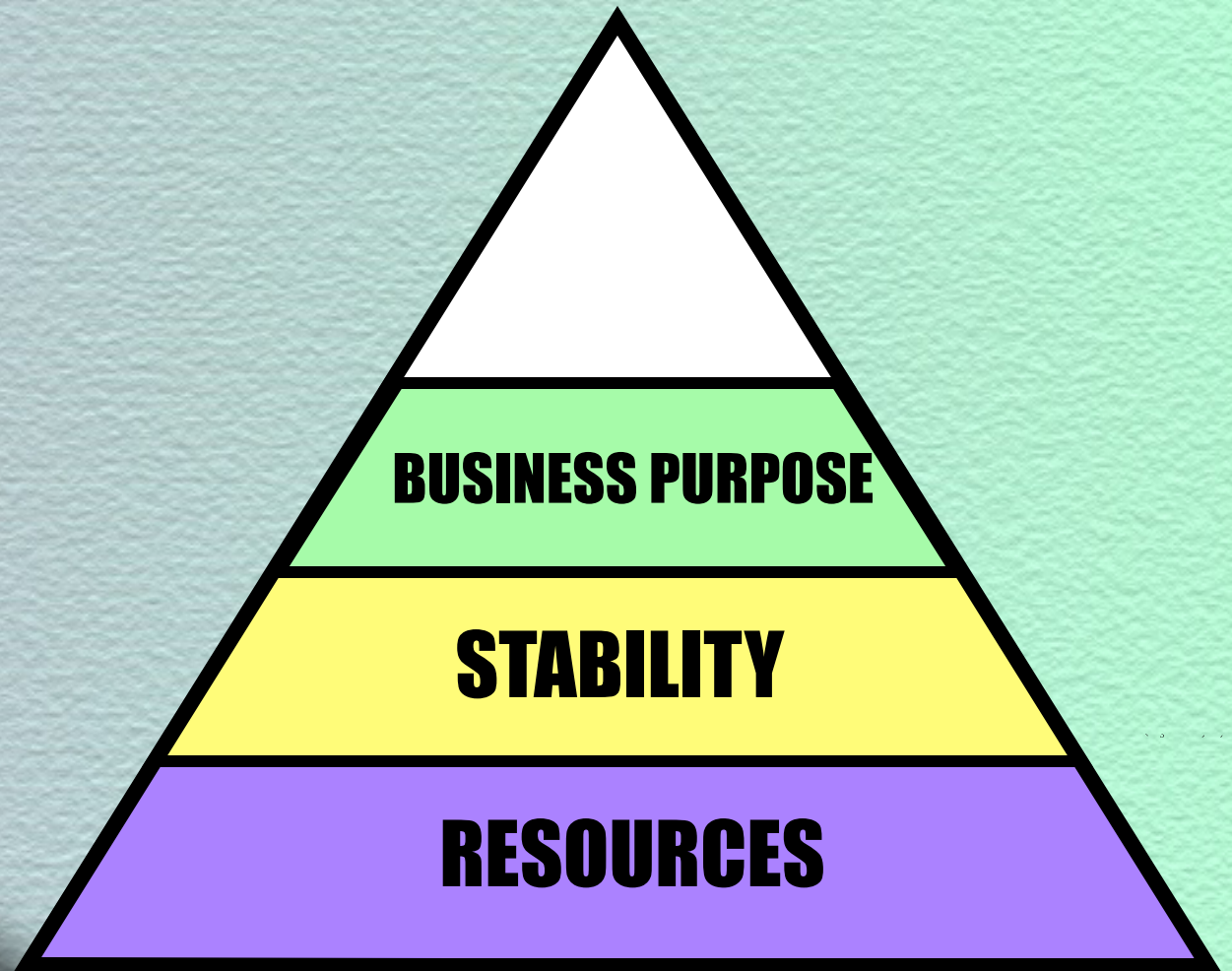




Hierarchy of Project Needs

The need for stable requirements, stable and secure resources, stable process, stable team structure, and freedom from reorganizations

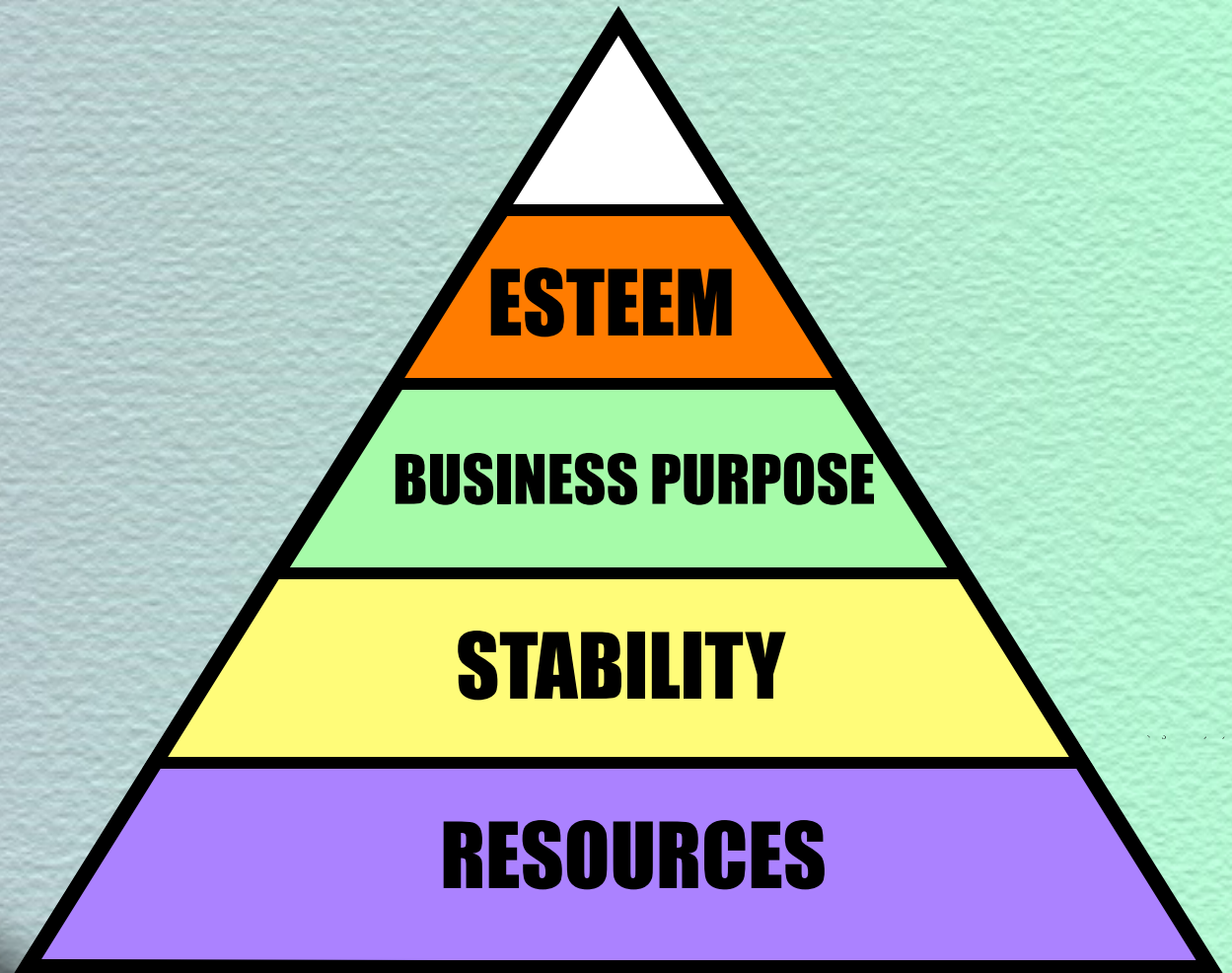
Hierarchy of Project Needs



Hierarchy of Project Needs

The need to satisfy a significant business purpose

Hierarchy of Project Needs

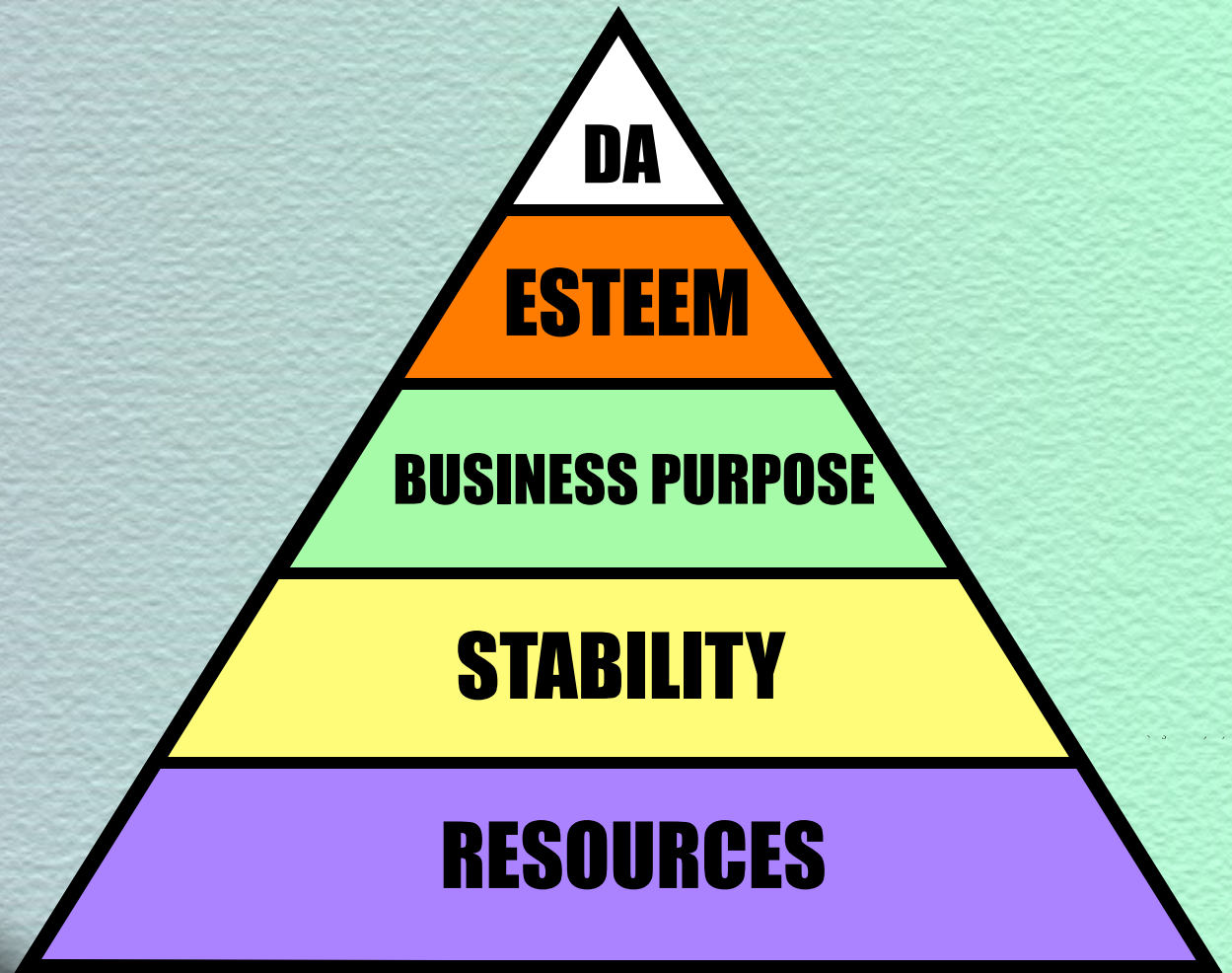




Hierarchy of Project Needs

The need to be planned and executed well; to be novel and challenging; to have prestige and status

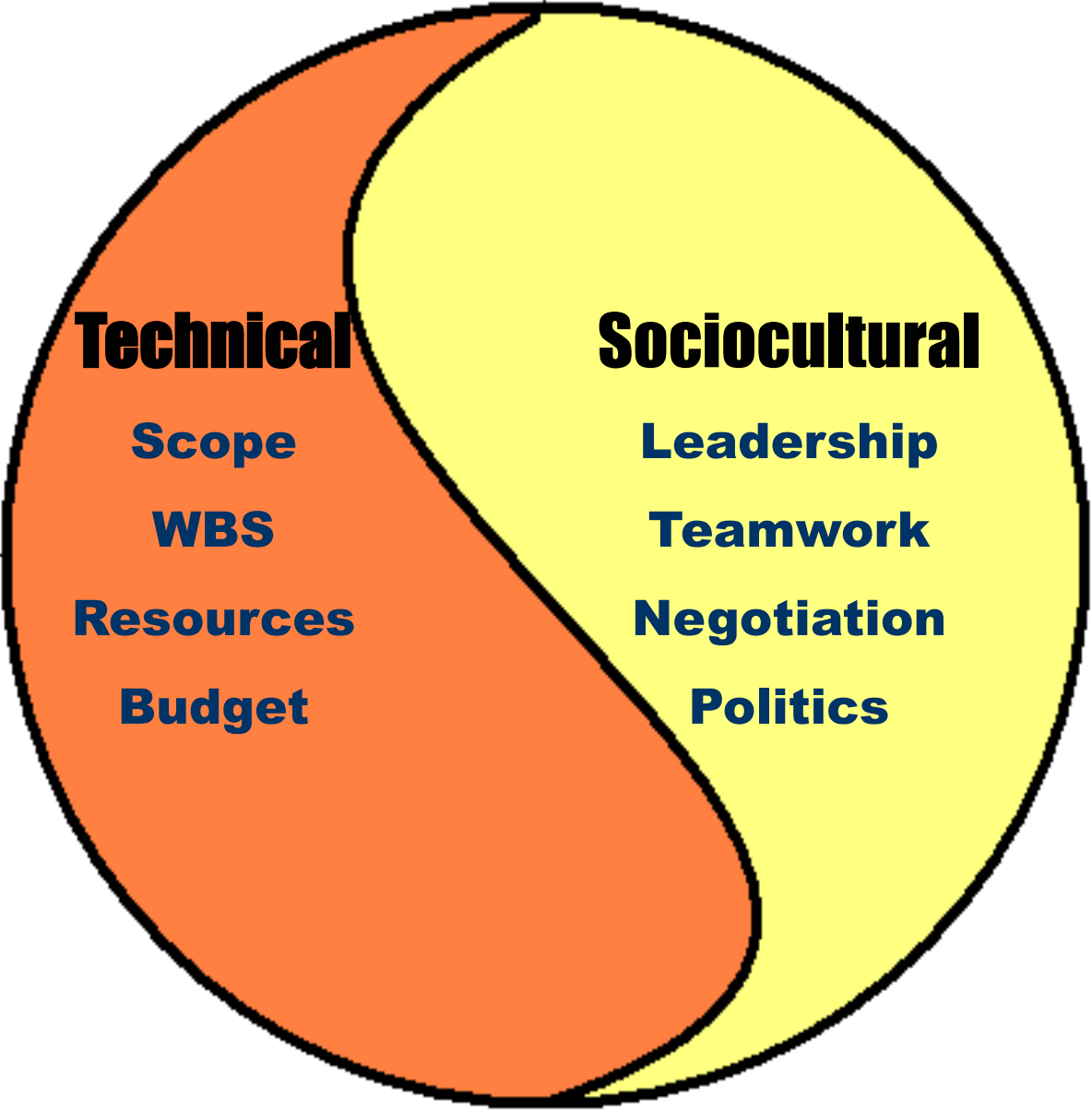
Hierarchy of Project Needs





Hierarchy of Project Needs

***The need to deliver as promised,
on time and on budget.***





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Projects & People

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Project Team Issues

(handout)

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The Team Charter

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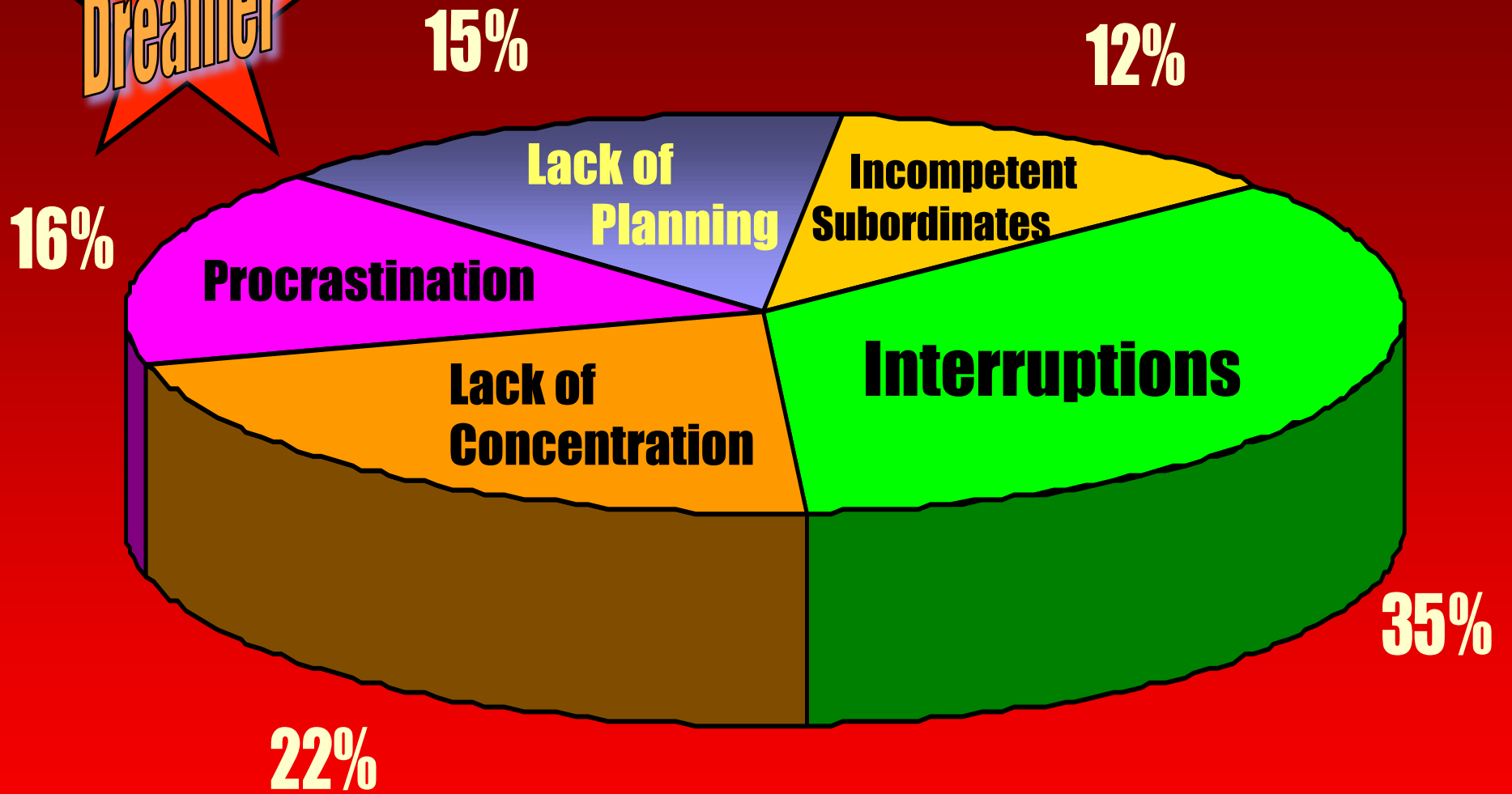
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Douglas' Dirty Dozen

- 1. Lack of planning**
- 2. Lack of Staff**
- 3. Incompetent subordinates**
- 4. Unable to say no**
- 5. Interruptions - Drop-ins**
- 6. Interruptions - Telephone**
- 7. Indecision**
- 8. My procrastination**
- 9. Forgetfulness**
- 10. Meetings**
- 11. My perfectionism**
- 12. Failure to delegate**





Time/Project Management Weaknesses



Dreamer

- **They become easily bored and distracted**
- **May jump from one task to another**
- **Accept too many interruptions**
- **Their spontaneity may negate planning**
- **Personal workspace disorganized**
- **May procrastinate solitary yet important activities**

Interacting With Dreamers



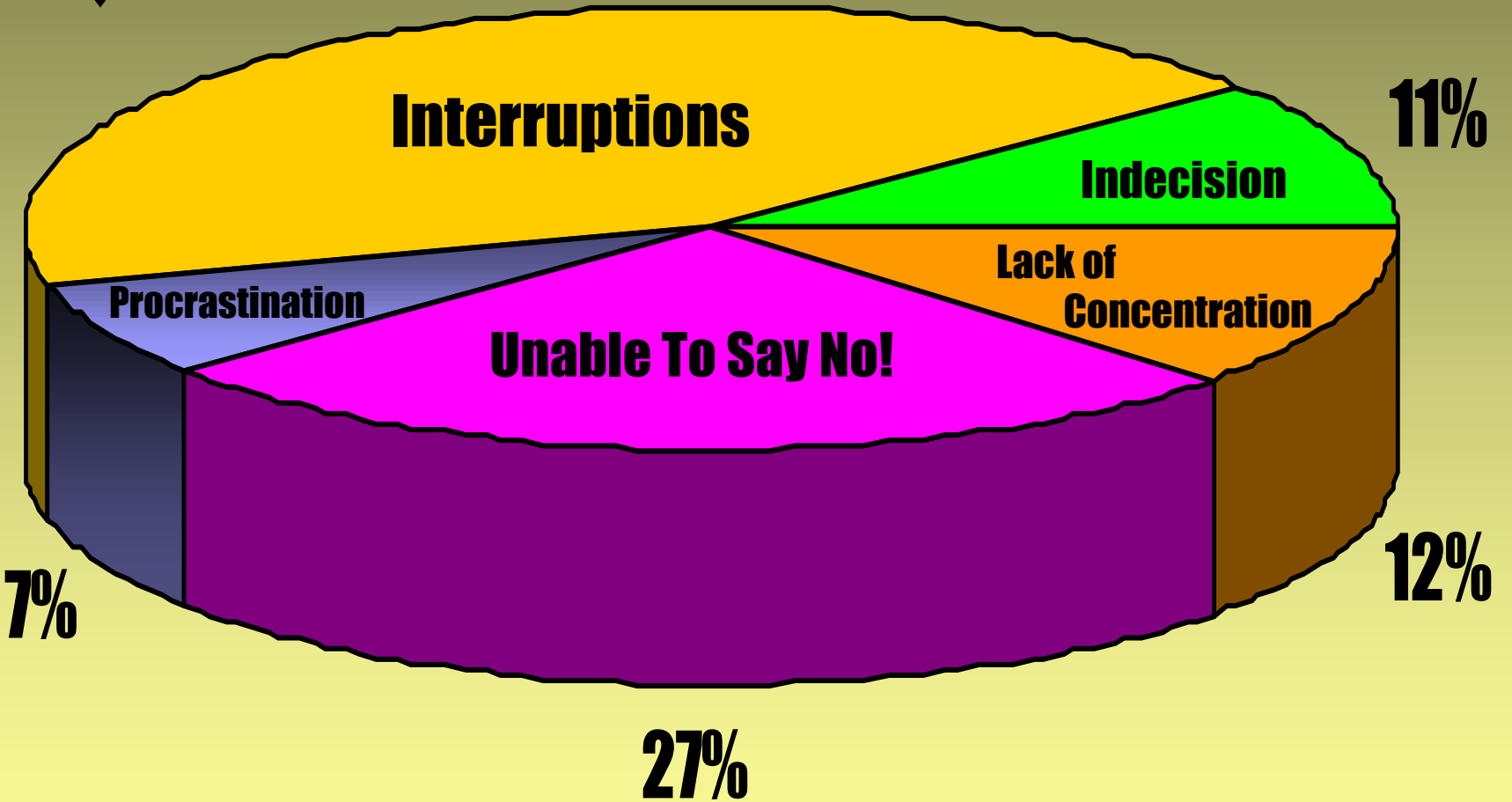
- **Try to match their fast pace**
- **Accept with patience their spontaneity**
- **Plan to consider various options and approaches**
- **Budget time for personal information, anecdotes, jokes and stories**

You Will Create Friction By:

- **Focusing too much on plans and schedules**
- **Becoming too involved in minutiae**
- **Failing to consider all options**
- **Closing down discussion**

Supporter

43%



Time/Project Management Weaknesses



- **Their fear of offending others can limit their effectiveness**
- **Their inability to say NO results in them being overwhelmed**
- **May leave too little time to accomplish their own priorities**
- **They tend to procrastinate confrontational situations**

Interacting With Supporters

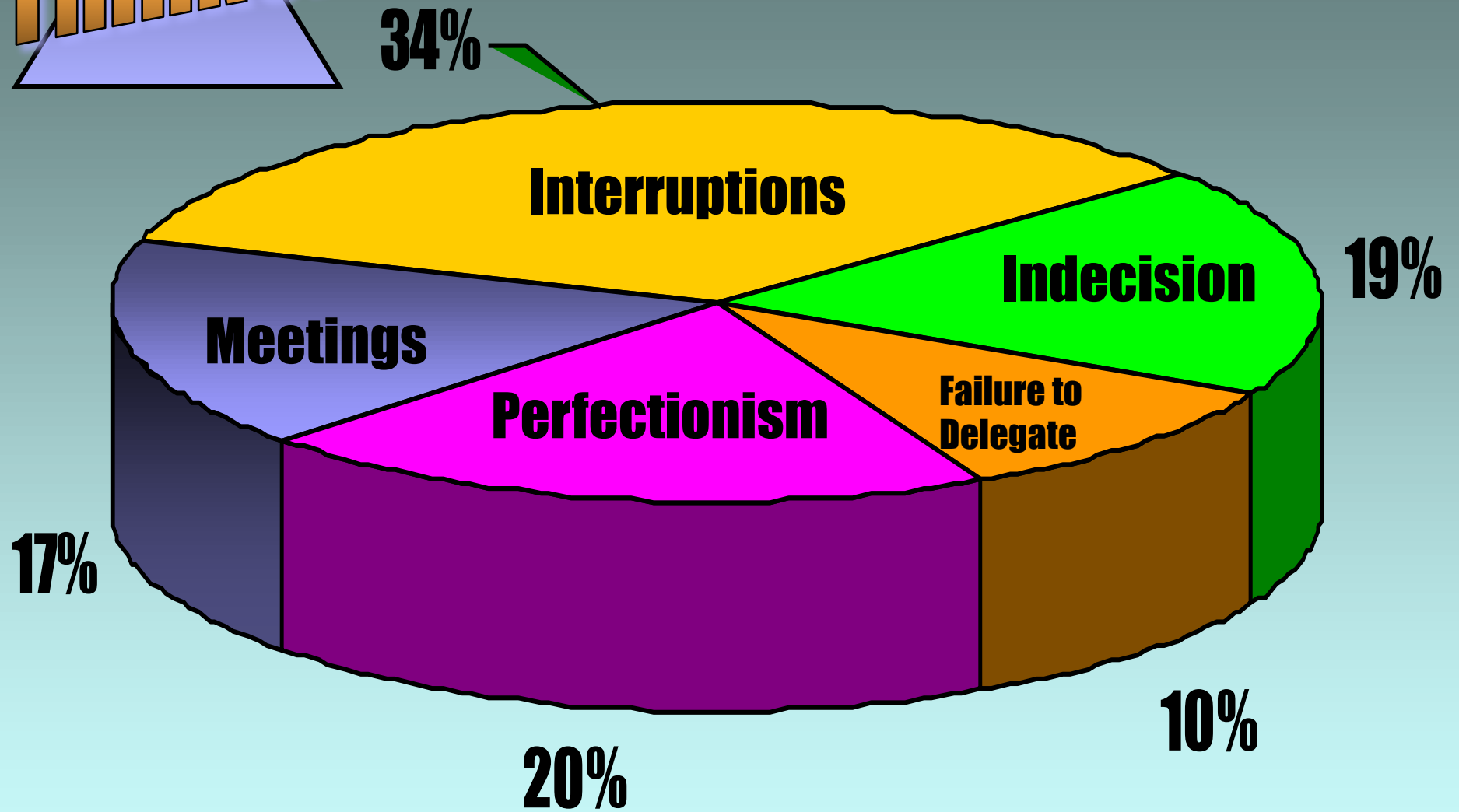


- **Take time to build trust and rapport**
- **Try to match their relaxed pace**
- **Take time to allow everyone to participate**
- **Stay with familiar ways of doing things**
- **Show a personal interest in them**

You Will Create Friction By:

- **Getting right down to business**
- **Making unilateral decisions**
- **Not allowing everyone to be heard**
- **Forcing them to participate in a threatening way**

Thinker

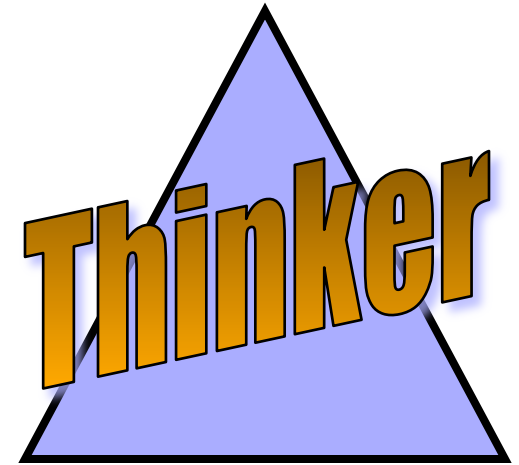


Time/Project Management Weaknesses



- **Their perfectionism can be costly**
- **May become bogged down in detail**
- **They can lose sight of the goal**
- **May discount the value of meetings**
- **May procrastinate decision-making**

Interacting With Thinkers



- **Provide time for questions**
- **Focus on facts rather than opinions**
- **Set and move the agenda in a linear or sequential manner**
- **Minimize personal stories and anecdotes**

You Will Create Friction By:

- **Not staying on topic**
- **Making decisions too quickly or based on emotion**
- **Not providing time for analysis**
- **Putting them on the spot in a group context**

Perfectionism

What quality level, expressed as a percentage is acceptable?

What quality level, expressed as a percentage is acceptable?

90%

What quality level, expressed as a percentage is acceptable?

95%

What quality level, expressed as a percentage is acceptable?

99%

What quality level, expressed as a percentage is acceptable?

99.9%

If 99.9% were good enough, then:

**12 newborns will
be given to
the wrong parents
daily.**



If 99.9% were good enough, then:

**18,322 pieces of
mail will be
mishandled/hour.**



If 99.9% were good enough, then:

**2,000,000 documents
will be lost by
the IRS this year.**



If 99.9% were good enough, then:

**2.5 million books will
be shipped with the
wrong covers.**



If **99.9%** were good enough, then:

*20,000 incorrect
drug prescriptions
will be written
this year.*



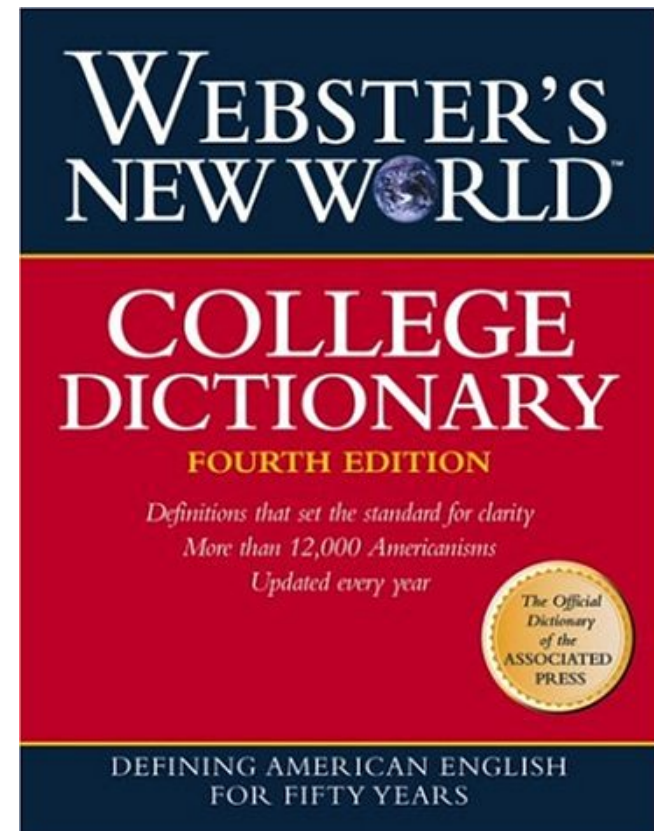
If 99.9% were good enough, then:

**Two planes landing
at Chicago's O'Hare
airport will be
unsafe every day.**



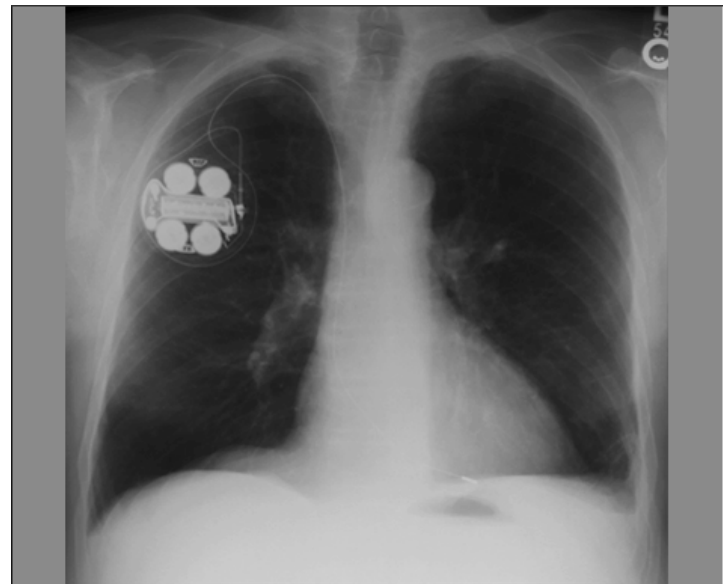
If **99.9%** were good enough, then:

315 entries in
Webster's Dictionary
will be misspelled.



If 99.9% were good enough, then:

**291 pacemaker
operations
will be performed
incorrectly.**



If 99.9% were good enough, then:

**880,000 credit cards
in circulation will
turn out to have
incorrect cardholder
information on their
magnetic strips.**



If **99.9%** were good enough, then:

**3056 copies of
tomorrow's *Wall Street
Journal* will be
missing one of the
three sections.**

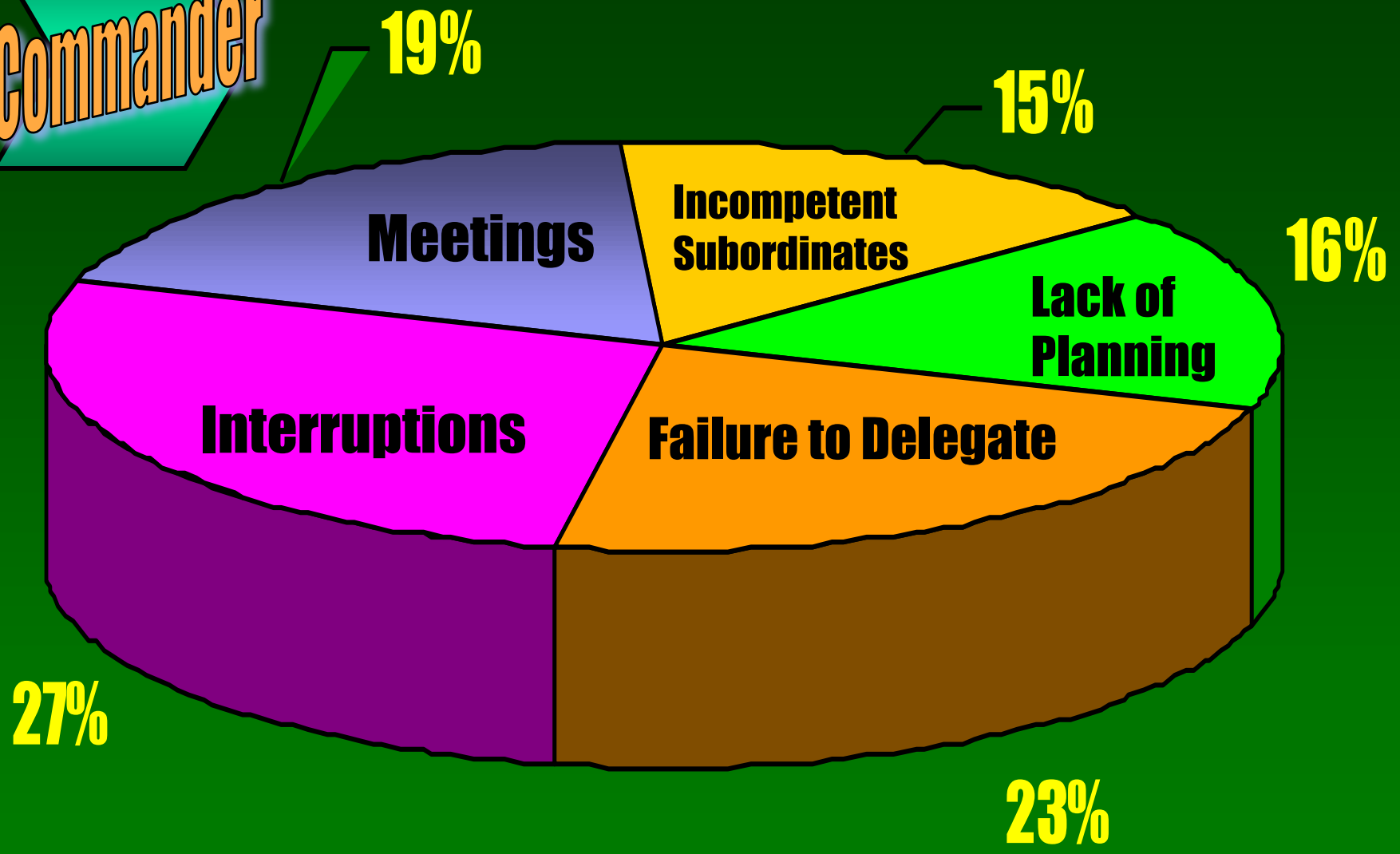


If **99.9%** were good enough, then:

2,342 condoms
will be shipped
each month with
holes in them



Commander



Time/Project Management Weaknesses



- **May discount interpersonal factors**
- **Their tendency to close down valuable input from others can result in poor decisions**
- **Their allergy to detail may result in their neglect of important details**
- **Their failure to delegate may result in them being overwhelmed or fixated on less critical matters**

Interacting With Commanders



- **Cut to the chase**
- **Match their pace**
- **Focus on goals and objectives**
- **Avoid emotional appeals**

You Will Create Friction By:

- **Focusing too much on process**
- **Lengthy discussion of alternatives**
- **Detailed data analysis**
- **Storytelling – getting off target**
- **Brainstorming**



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Philosophical Background: Theories X, Y, and Z

Theory X Manager

- A manager who believes that people are basically lazy and that coercion and threats of punishment often are necessary to get them to work.



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Philosophical Background: Theories X, Y, and Z

Theory X Manager

Theory Y Manager

■ “Laissez-faire”



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Philosophical Background: Theories X, Y, and Z

Theory X Manager

Theory Y Manager

Theory Z Manager

- A manager who believes that workers seek opportunities to participate in management and are motivated by teamwork and responsibility sharing.

“The Apprentice”









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Talk About Performance

On three occasions this week you have been late for work. In the past however, the team has always been able to count on you for on time performance.”





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Identify How The Behavior Presents a problem

"When you are late it causes a delay in our production schedule. This delay has affected our ability to meet our on-time goal and improve our service to our customers."





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Solicit Inputs

***"Can you tell me why
you had trouble getting
here on time this week"***



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Discuss Changes

***"In the future, what are your
plan, your goals?"***

"

.





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Clarify How You Can Help

“Michael, is there any way I can help you in meeting this objective.”



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Agree On An Action Plan

"Can we agree that you will make a special effort to be here by 9:00 am each morning."

"I will expect you to report to my assistant each morning."





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Schedule Follow-Up

“How about we meet up for coffee each Monday at 8:00 am for the next three weeks, where we can review and see how things are going?”





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Reaffirm and validate

“Michael, you have done a great deal for this company and your contribution is appreciated. Michael, when this matter is put away you can continue to have a great career here.”

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Teamwork

DELEGATION AND EMPOWERMENT

Teamwork is all about passing power over to the working teams, so they can get on with what they have to do, without having to constantly refer to higher levels within the organization

TEAM

Teams vs. Workgroups

Workgroup	Team
<ol style="list-style-type: none"><li data-bbox="268 643 961 737">1. Individuals do what they are told<li data-bbox="268 815 768 909">2. Focus on individual accountability<li data-bbox="268 987 840 1081">3. Compete for individual performance approval<li data-bbox="268 1159 789 1205">4. Speak as individuals<li data-bbox="268 1276 890 1370">5. Span of control relatively small	<ol style="list-style-type: none"><li data-bbox="1121 643 1860 737">1. Individuals consulted on what to do<li data-bbox="1121 815 1885 854">2. Focus on mutual accountability<li data-bbox="1121 925 1831 1081">3. Team members deliberate on how to better contribute to organization<li data-bbox="1121 1159 1885 1253">4. Speak as team members - open ended conversations<li data-bbox="1121 1325 1873 1370">5. Span of control relatively large





General Mills – Increased Productivity 40%



General Mills – Increased Productivity 40%

FedEx – Reduced Service Costs 13%





General Mills – Increased Productivity 40%

FedEx – Reduced Service Costs 13%



Volvo – Reduced Defects By 90%



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***Carrier – Reduced turned around time
from 2 Weeks to 2 days***





General Mills – Increased Productivity 40%

FedEx – Reduced Service Costs 13%



Volvo – Reduced Defects By 90%

***Carrier – Reduced turned around time
from 2 Weeks to 2 days***



General Electric – Increased Productivity 250%

Proven Results Of Teams

- **Quality improves from 45% - 70%**
- **Productivity increases 35% - 50%**
- **Greater commitment from workers**
- **Reduced operating costs**

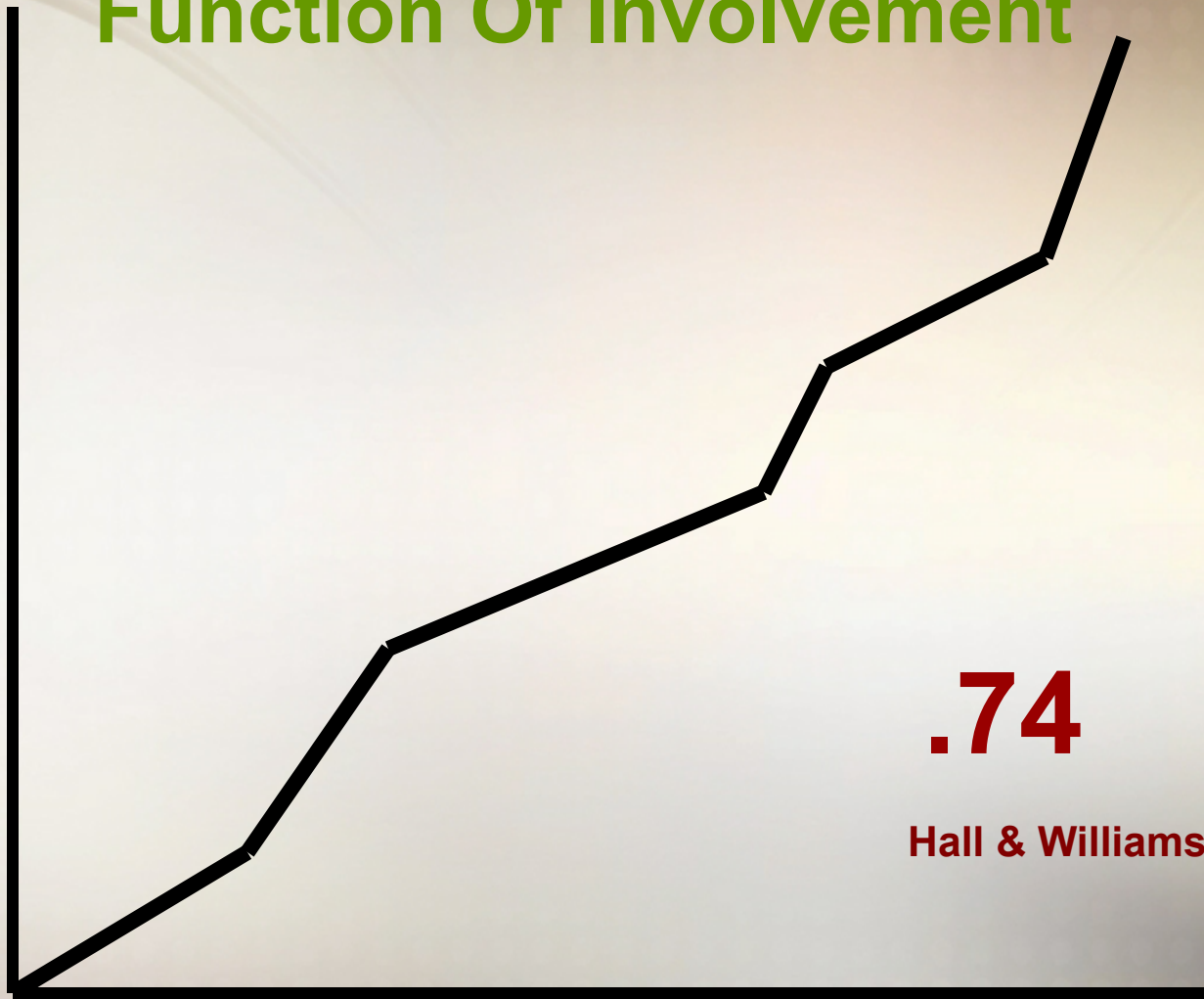
Business Week



“ Companies are willing to undergo a radical change in the way they do business so they can enjoy their workers commitment and expertise and so they can enjoy productivity increases, that in some cases exceed 30% ”

Commitment As A Function Of Involvement

COMMITMENT



INVOLVEMENT

Commitment As A Function Of Involvement

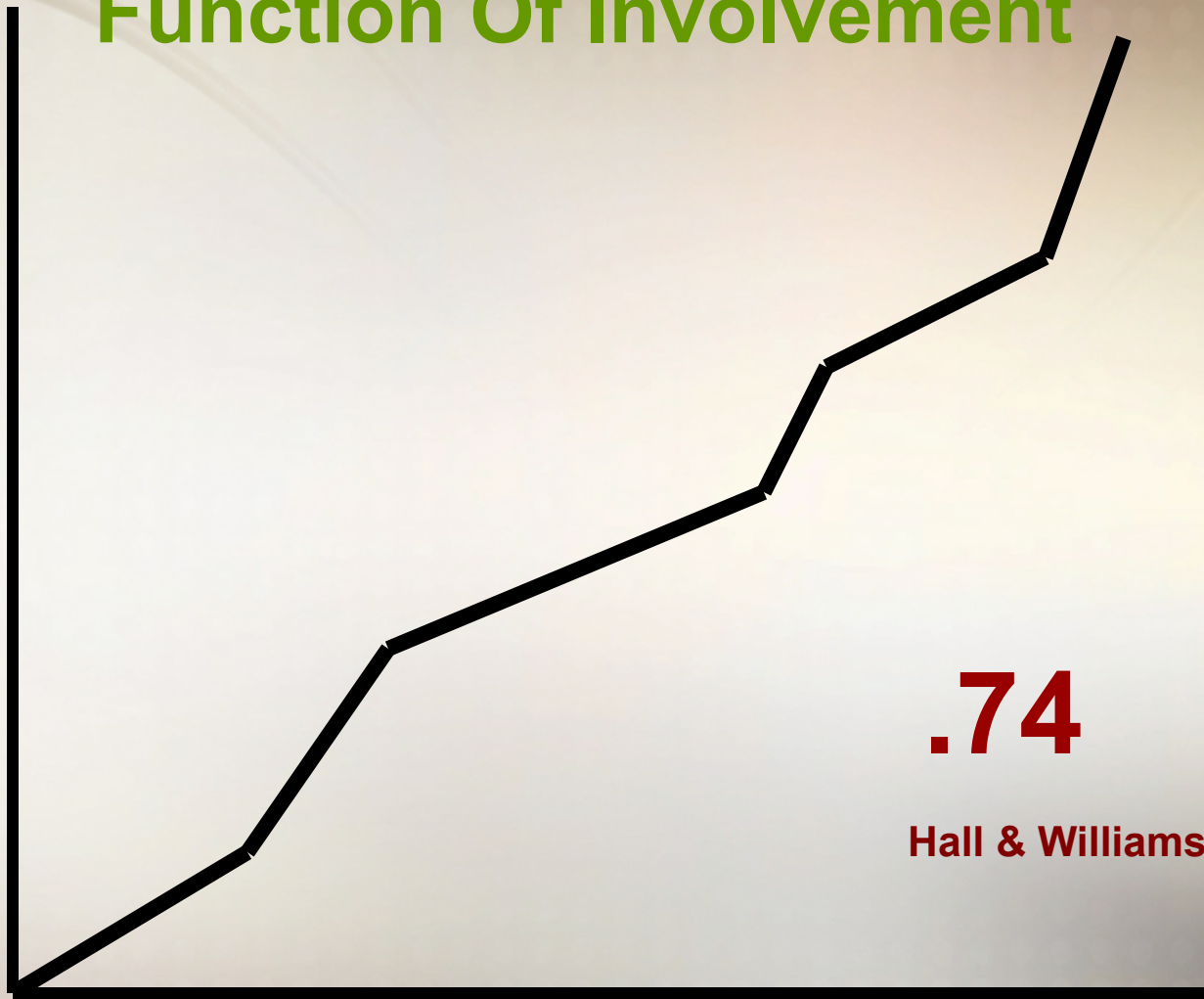
COMMITMENT



INVOLVEMENT

Commitment As A Function Of Involvement

COMMITMENT



INVOLVEMENT

Groups Perform More Effectively When:

- 1. Democratic leadership is employed**
- 2. Flexible patterns of communication are used**
- 3. A cooperative (vs. competitive) problem-solving approach to discussion is used**
- 4. Members deal honestly and openly with each other**
- 5. Decision techniques favor a sharing of responsibility**

J. Hall & M.S. Williams, "A Comparison Of Decision-Making Performances in Established and Ad Hoc Groups"
Journal of Personality and Social Psychology
Vol. 3, No. 2, pp 214-222

Proven Results Of Teams

Organization

- **Quality improves from 45% - 70%**
- **Productivity increases 35% - 50%**
- **Greater commitment from workers**
- **Reduced operating costs**

Employee

- **Feels in on things**
- **Feels challenged and empowered**
- **Job satisfaction increases**
- **Involved in decisions**

Why The Movement To Teams?

1. Global Competition

2. Information Age

3. Span of Control

4. Cultural Shift

Highly Effective Teams

A Definition

A team is a highly communicative group of people with different backgrounds, skills and abilities with a common purpose, who are working together to achieve clearly identified goals



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A team is a **highly communicative group of people with different backgrounds, skills and abilities with a common purpose, who are working together to achieve clearly identified goals**

Job Satisfaction & Communication

- 1. HI SATISFACTION
HI COMMUNICATION**
- 2. HI SATISFACTION
LO COMMUNICATION**
- 3. LO SATISFACTION
HI COMMUNICATION**
- 4. LO SATISFACTION
LO COMMUNICATION**

Job Satisfaction & Communication

PERFORMANCE

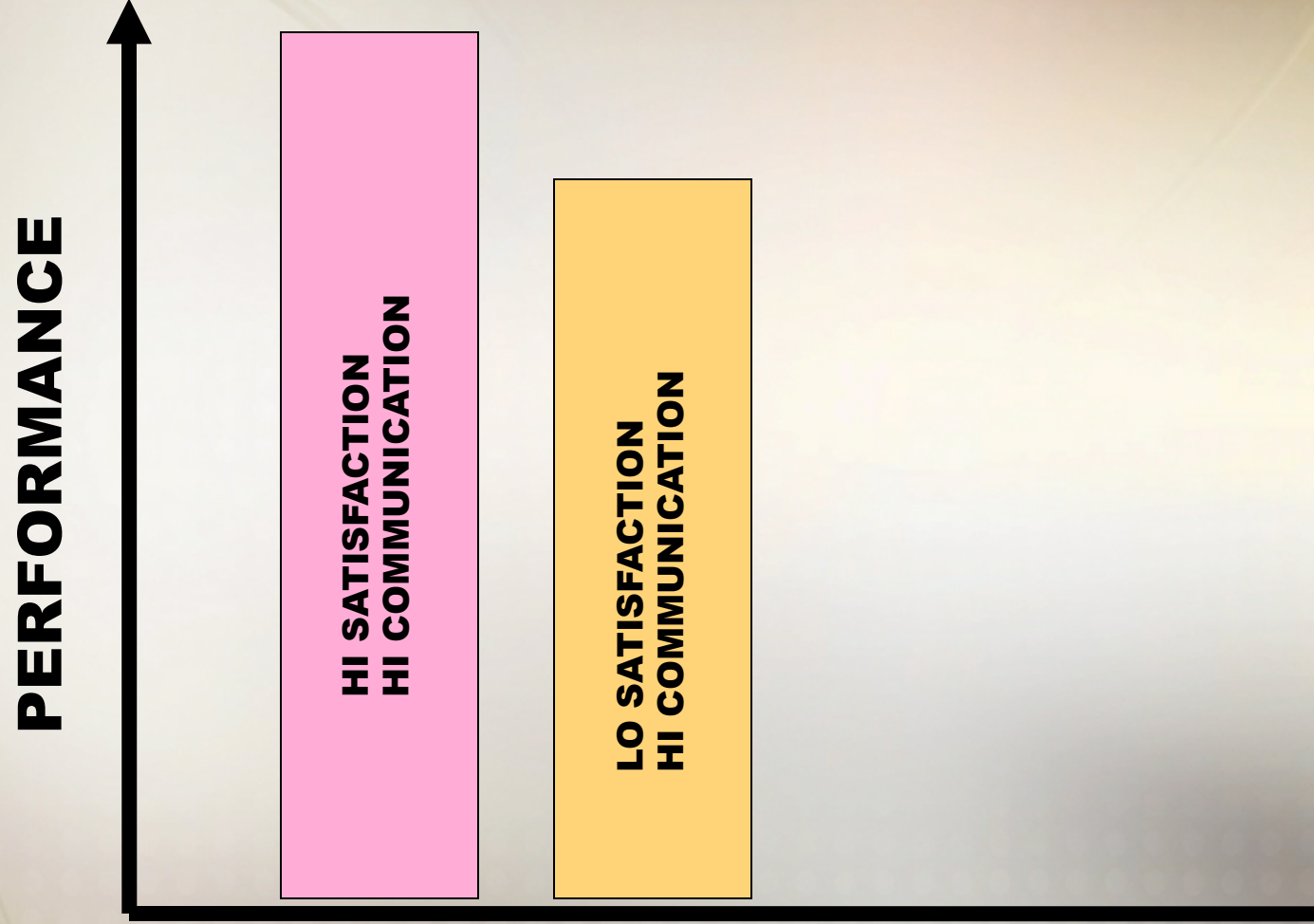


**HI SATISFACTION
HI COMMUNICATION**

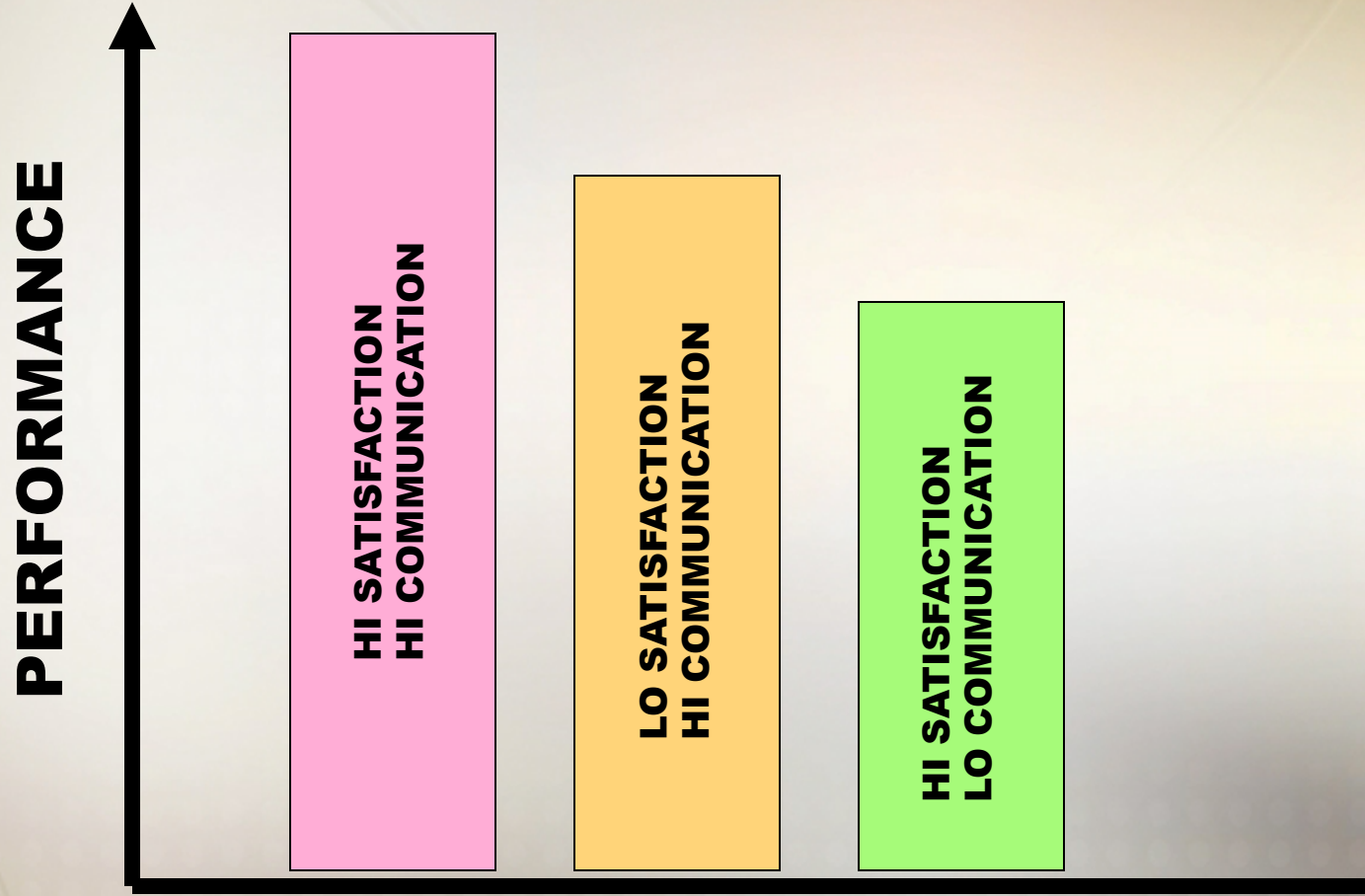
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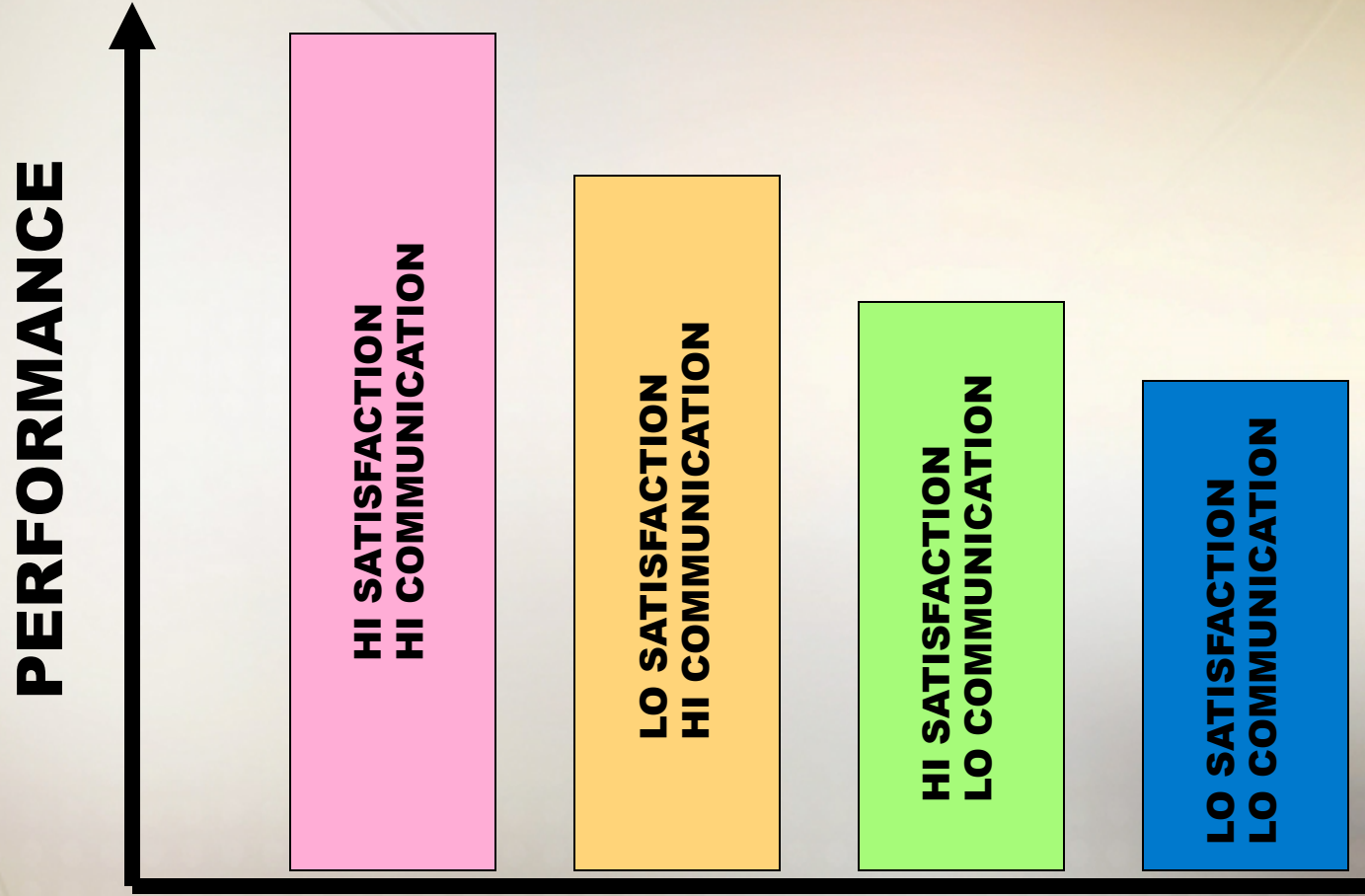
Job Satisfaction & Communication



Job Satisfaction & Communication



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