Introductions and Today’s Purpose

• Think Facilitators
• Project Managers
• Guests

• Today’s Objectives
  – Understand Think’s mindset for project management (context for future interactions).
  – Build an awareness of a simple and effective approach to project management and the principles around it.
  – Practice “GETTING CONTROL”
Schedule and Agenda

09:00-09:20  Overview of BKPM – Tony Gruebl
09:20-10:05  Scenario 1 (Baptize) – Led by Think
             Break (10 min)
10:15-10:35  The Neuroscience Behind BKPM Performance
             and Limbic Learning – Jeff Welch
10:35-10:55  Core BKPM Principles – Tony Gruebl
             Break (10 min)
11:05-11:50  Scenario 2 (Coach) – Led by Think
             Lunch Break (30 min)
12:20-1:00   Scenario 3 (Evaluate) – Led by Think
1:00-01:30   Wrap Up and Next Steps

Ever Get This Feeling On A Project?
Projects in Crisis

• Why do almost 70% of projects experience some type of “failure”, either partial or complete?

• Why don’t new PM tools and processes seem to improve this average?

• Why, even when some projects succeed, do they not provide the intended value to the organization?

Projects in Crisis

• 68% of projects fail in whole or in part

68% of projects fail in whole or in part

The CHAOS Ten
1. User involvement
2. Executive Support
3. Clear Business Objectives
4. Experienced Project Manager
5. Small Milestones
6. Firm Basic Requirements
7. Competent Staff
8. Proper Planning
9. Ownership
10. Other

Emphasizes that many projects succeed if they adhere to the CHAOS circle. CEO.
Projects in Crisis

Surviving Disasters in Project Management: An Interview with Dr. Harold Kerzner

KD: In your opinion, why has project management been so controversial over the years in terms of its validity as a profession?

HK: My personal belief is that the resistance sits at the senior-most level of management. They're afraid if they make project management a career path they will have to give the project managers authority and the right to make decisions. They'll essentially have to empower them. What they're afraid of is that project managers will make decisions that should have been made at the executive level. They resist making it a career path and believe PM can be managed on a part-time basis, which doesn't work.

Projects in Crisis

The Standish Group, which has a database of some 50,000 development projects, looked at the outcomes of multibillion dollar development projects and ran the numbers for Computerworld.

Of 3,555 projects from 2003 to 2012 that had labor costs of at least $10 million, only 6.4% were successful. The Standish data showed that 52% of the large projects were "challenged," meaning they were over budget, behind schedule or didn't meet user expectations. The remaining 41.1% were failures — they were either abandoned or started anew from scratch.

"They didn't have a chance in hell," said Jim Johnson, founder and chairman of Standish, of Healthcare.gov. "There was no way they were going to get this right — they only had a 6% chance," he said.

3,555 Projects * >$10M each = $35.5 Billion in Projects

If 41.1% failed outright, that cost us $14.6 Billion!!!
The Bare-Knuckled Project Manager

- Unflinching in conflict and confrontation
- Single, direct, and effective
- Well-dressed
- Well-versed
- Moves forward consistently

BKPM – “The Wolf”
Scenario Ground Rules

- Our Goal is for you to experience limbic learning - you’ll feel some stress and you’ll need to expend energy to get control;

- View us as your outcome owner and this is our first discovery meeting together – you will need to own the process by the end of the scenario in order to do well;

- You can use whatever you see in the room, white board, computer/projector, sticky notes, easel notes, etc., and you can even use other people (leadership team or us);

continued….
Scenario Ground Rules

- You can operate as a team, but you will need to think fast – only one at a time will be in the spotlight and we’ll let you know when you are done;

- We are going to ask you to apply the principles used in the book and when you get stuck to explain why (is it because of a typical obstacle or a cultural barrier – SHREDDER – that exists within your organization?);

- We might even throw a few Shedders into your scenarios to see how you adapt and apply BKPM;

- We are going to have fun pushing you! You should try to have fun figuring out what we are after.

Wall Boards

- Ask Yourself

  - How are you going to get control?
  - What’s preventing moving forward? Obstacle/Shredder?
  - What is the principle that you are going to apply?

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Scenario 1 (Baptism)

- **Objective – Be "The Wolf" (Scenario Role Play)**
  - Don’t ask for control; take it; high tempo
  - Discovery and Immersion
    - State what you know; learn what you don’t
    - Chunk, big picture only at first
    - Plan to make a plan
    - Make meeting assignments
    - Identify risks
  - Planning
  - Active Management and Control
  - Knowledge Recovery

- **Objective – Recognize when you don’t have control, find a principle that gives you new options for action.**

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Scenario 1 (Baptism)

- **BKPM Cognos Project**

  - **Details**
    - Our Company has been engaged by a mid-size for-profit education company, Training Excellence, to assist with the completion of a Cognos software installation project.
    - This project is being managed by another consulting company, Resource Specialists (RS) and has been ongoing for 6 months. RS also provides technical resources for the project.
    - Training Excellence provides both career training and degreed programs.
    - The project is already over budget and virtually nothing tangible had been delivered.
    - Project sponsors are facing incredible pressure from leadership to start showing progress, specifically for business group reporting out of Cognos to be functional.
    - Training Excellence perception is that RS is:
      - Not able to control the project
      - Not openly/honestly reporting the project status
      - Trying to protect underperforming resources from their company
    - We have been brought in to take over the PM support.
BKPM Personal Zone Survey Results

• Distribute Results
  – Hand out reports with individual results

• Interpreting your zone against the BKPM Archetype
  – Don’t think good or bad
  – Think more energy or less energy
  – Learn to feel when you’re not in the zone and learn tricks to get back

Who’s Here?
### Personality Traits of a BKPM

- To operate like “the Wolf,” you need to learn to operate in the BKPM Zone

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<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<td>+ Determined</td>
<td>- Autocratic</td>
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<td>+ Controlled</td>
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- Natural resting state is in a good place that allows you to function as a BKPM without expending much energy
With Heightened awareness and focus you can elevate your operation within the BKPM Zone. This does require energy.

Where you are when you lose some level of control of the project. Once this happens, it takes a lot of energy to operate within the BKPM Zone.
Bad News…
Energy May Not Be Enough – Deep Dive

• Simply having the energy to stay within the zone is only part of the equation

• Recognizing when you need to expend it is much trickier than you can imagine

• It's time to learn more about how your mind works
  – Fantastic capabilities
  – Also limitations

Paradox of Choice: Red Pill / Blue Pill
An Introduction to Your Brain

- Dr. Dan Siegel
  - Hand model of the brain
    - Limbic System (System 1)
      - Think of it as your lizard brain and dog brain
    - Neocortex (System 2)
      - New (human) brain

Red Pill – Understand Your Mind

- The neuroscience behind the issue
  - Daniel Kahneman – Nobel Laureate
    - System 1 – emotional, very fast, decision maker
    - System 2 – logical, very lazy, performs analysis and information recall
Red Pill – Understand Your Mind

• The neuroscience behind the issue (continued)
  – Kahneman Example: Julie read fluently at the age of four. What was her GPA when she graduated college?

Red Pill – Understand Your Mind

• The neuroscience behind the issue (continued)
  – Kahneman Example:
    • Discussing a very smart man
    • Commented that he is as tall as he is smart
    • How tall is he?
Red Pill – Understand Your Mind

• The neuroscience behind the issue (continued)
  – Kahneman Example:

    • A bat and a ball cost a total of one dollar and ten cents
    • The bat costs a dollar more than the ball.

How much does the ball cost?

Becoming a BKPM
(Learn to Become “The Wolf”)

• Learn to reframe the project and reframe the role of the PM

• Requires
  ✓ Attitude
  ✓ Skill
  If it isn’t natural, it requires:
  ✓ Desire to change
  ✓ Recognition
  ✓ Energy

• Develop your instinctive reactions to situations and stress to remain within the BKPM Zone.
  This is Limbic Learning!
BKPM Neuroscience – Thought Experiment

- Scenario
  Phone rings, it’s the boss; you missed a critical detail and the whole project is at risk. You know what’s going to happen next… and it isn’t going to be pretty.

  - You are now System 1 dominate (emotional, fight/flight)
  - No amount of energy may allow you to remember critical details (can’t think your way out of a wet paper bag)
  - You’re clearly out of the BKPM Zone
  - Without the proper instincts (System 1) you’re essentially finished

Extreme Limbic Learning
Limbic Learning (Training System 1)

- There’s a difference between learning knowledge and learning behavior

- Consider US Special Forces training
  - It occurs at a limbic level
  - It rewires System 1 so operators can perform even when System 2 shuts down
  - Behavior becomes instinctual

Examples of Limbic Learning are all around us.
Typically not in corporate culture.
Limbic Learning (Training System 1)

- Hack Your Brain!!
  - Re-write how Systems 1 and 2 work together
  - Leverage neural plasticity

- Build new neural connections
  - STRESS and SAFETY
  - NOVELTY and UNCERTAINTY

- Results in:
  - Dopamine-norepinephrine+ cocktail
  - Good for about 10 minutes

You also need both:

- Experiential Variety
  - Requires Cognitive Frame Switching
    - Problems you encounter every day

- Strategic Information Provisioning
  - Think of it like a coach
  - Prompts that trigger cognitive frame switching

Where do you find these?
Limbic Learning Model – becoming “the Wolf”

New Options for Actions (The BKPM Way)

Many Decisions  Many Actions  Project Timeline

Feeling...

Control  Anxiety  Fear  Indifference

Your Biases

Use BKPM Principles to trigger Cognitive Frame Switching

Three-Sided Table

- Customer must own the outcome
- BKPM owns the process and the P&L
- Partners and team own the technical solution
BKPM Principles:

• Chunking
  Ongoing division of project components into actionable pieces

• Iterative Approach
  Unclear project outcome gains clarity through cycles and multiple prototypes

BKPM Principles:

• Forward Motion
  Commitment to progressing regardless of unknowns

• Forced Clarification
  Ensuring the customer or sponsor defines the outcome
BKPM Principles:

- **Spectrum Analysis (optioning)**
  Think through the best-worst-realistic case for anticipated risks and issues

- **Access Portals**
  Getting agreement on how to handle anticipated risks and issues before they occur

BKPM Principles:

- **Unafraid of Conflict and Confrontation**
  BKPM’s proactive approach to risks, issues and communication

- **Forced Conflict**
  Set up conflict to resolve project incompatibility or risk

- **Conflict Resolution**
  Knowing your goals determines which battles to fight
Using BKPM Principles:

- Build your own bag of tricks; learn to use them
- Learn to use System 1 and System 2
- Trust but verify; your instincts may be wrong

Scenario 2 (Coached)

- BKPM Hampden Legal Project

Details

- It’s mid-October and Hampden Legal Publications, based in Baltimore Maryland, has been acquired as a wholly owned subsidiary of the much larger Acme Financial Corporation, based in NYC. Initially, Hampden staff were to become Acme Financial employees, as part of Acme’s Big Law division; however, the decision was recently made that the Big Law division (primarily sales and support staff for their legal product line) would be disbanded and its employees eligible for hire in Hampden, effectively moving Acme’s Big Law division into Hampden Legal Publications.
  - This project involves the procurement, configuration and deployment of appropriate hardware for approximately 130 former Big Law employees.
    - Approximately 20 of the new staff will be on site at our Baltimore office
    - 110 staff will be remote employees throughout the continental US
  - New staff must be fully functional with all required computers, phones and systems in place by the effective date of the merger, which is January 1st.
  - Former Big Law employees will be handled as new hires, though their tenure is carrying over.
  - Goal is for an “elegant” transition where “new” staff can hit the ground running on day 1 and perform all job functions using Hampden’s suite of software and company network.
Scenario 3 (Evaluate)

- BKPM Common Core Project

  Details:
  
  Our company has been engaged by a small non-profit company, Education For All (EFA), to assist in the project planning and management of two large curriculum development projects
  
  - EFA is a small company (~ 5 employees) that has new ideas on developing curriculum to align with the Common Core State Standards
  
  - The client bid on two projects (one for grades K-5 and one for grades 6-12) to rewrite math curriculum for the New York State Board of Education. If these projects are successful, other US states may incorporate this curriculum.
  
  - EFA won both projects at an approximate value of $6 million each
  
  - The client has now realized that none of their staff have project planning experience (and certainly not for a project of this size)
  
  - EFA engaged us to help them:
    - Design their development processes
    - Plan the projects
    - Coordinate a ramp-up of their staff
    - Manage the projects and be the PM face of the projects to the NY State Board of Education

Transforming the Project & the Organization; Wrap up & Next Steps

- Use the three-sided table, BKPM principles and limbic learning model in your projects – they work and they’ll make you more effective

- Ask senior management and senior PMs to act as a sounding board for your thinking. BKPM principles must be applied properly within the cultural framework of your organization

- Use the Rapid Control Process
Free Stuff!

- www.thinksii.com/free-stuff/

Recommended Reading…

- Start with Why by Simon Sinek
- Pitch Anything by Oren Klaff
- Antifragile by Nassim Nicholas Taleb
Purple Text 157, 50, 147
Blue Text 0, 105, 147
Gold Text 185, 179, 9
Grey Text 113, 113, 116