

# Control or Results?

How to Manage the Paradox and Achieve Greater Project Results

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*an exploratory journey...*

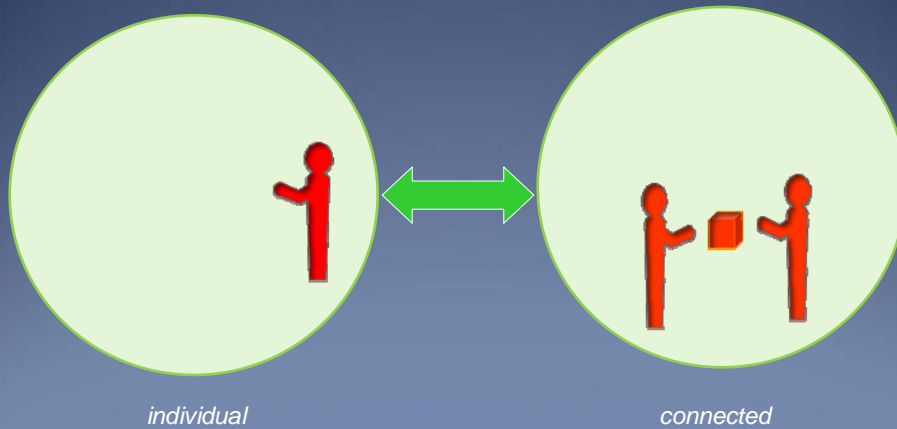
## Overview

- **Results**
  - Achieve successful completion of specific project goals and objectives
  - Execute organizational strategy
- **Control**
  - Process, steps, or measures to keep projects on-track, on-time, and within budget
  - Identify variances and initiate corrective action
- Nature is firmly rooted in chaos => is control an illusion?
- Is it possible to pursue both control and results?
- What do you do when they conflict?
- **Paradox:**
  - A statement that is seemingly contradictory or opposed to common sense and yet is actually true
  - Do you need to give up actual or some sense of control to get results?
- **Objectives**
  - Inquire whether both control and results are possible
  - Introduce a frame of reference to guide actions
- Share examples



## Frames of Reference...

*Our Understanding of Work*



## Beliefs About Success

- Do you believe you are successful and have confidence that you'll continue to be successful?
- Is it possible that as you become more successful, it is harder to deal with feedback that is inconsistent with the way you see yourself?
- The more you believe in what got you to where you are...

are you more likely to ignore, rationalize, or deny the cues you get from others that you could do better?

# Enemies of Learning & Change

- Can't admit we don't know
- Cognitive Blindness—I Don't Know What I Don't Know
- No need . . . Problem lives "out there"
- Already "knows": Certainty person
- Inability to Unlearn: U.S. Auto
- Natural reactive processes
- Beliefs or agenda challenged
- Too busy—learning not a priority
- Ability to comprehend
- Distracted or not "present"
- Global: "Accent/Language" makes it difficult to interpret
- Power filter.

Dr. Evil



## Control Versus Results



As control rises, results decrease.

**Excessive**

- Interference
- Reports
- Measures
- Comfort

**Optimum**

**Minimal**

- Absence
- No follow-through
- Hands-off
- No standards

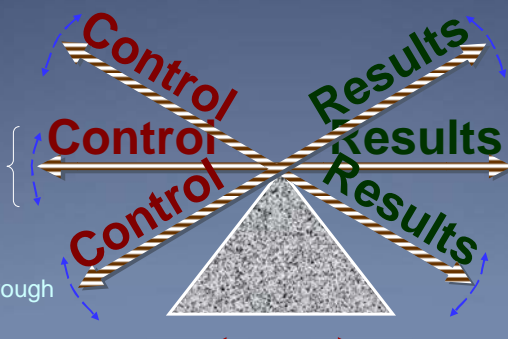
**Chaotic**

- Non compliant
- Unpredictable
- Missed target(s)
- Inconsistent

**Desired**

**Undesired**

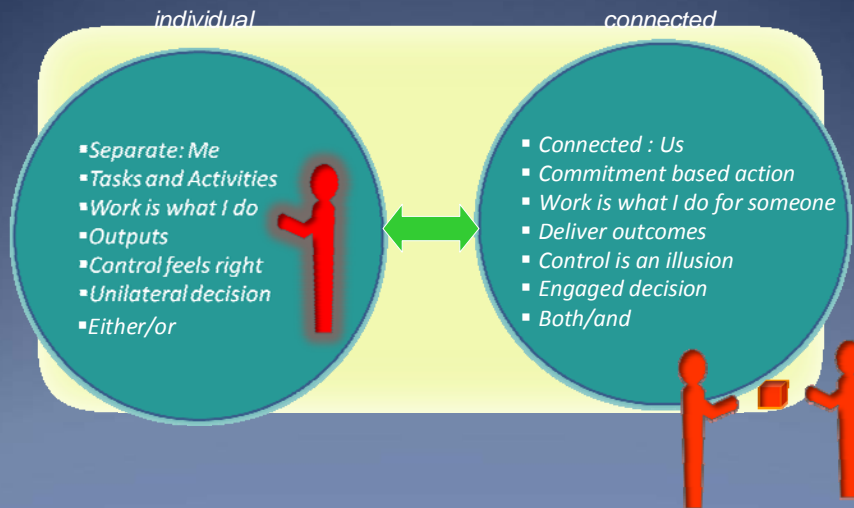
- Scope creep
- Dissatisfaction
- Busy work
- Low morale



As the fulcrum shifts with emphasis, impact is magnified.

## Frames of Reference:

Our Understanding of Work—*change your frame to achieve results*



Marcel Proust wrote:

**“The real voyage of discovery  
consists not in seeking new  
landscape but in having new eyes.”**



This is a good thing because:

**WE CAN'T  
FIX WHAT  
WE CAN'T  
SEE**



## Summary

- **Question:** Can we get what we want by operating as usual?
- **Ask:** Are you focused on control or results?
- **Consider:** Two Frames of Reference
- **Observe:** Enemies to shifting frames
- **Antidote:** Increasing our ability to observe
- **Request:** Over next few weeks, notice which frame is sourcing your thoughts, actions, and conversations.



## Events...

- **Powering-up Your Interaction Quotient**

- February 5, 9-4:30 2009
- Information available at  
[www.englundpmc.com/power\\_interactions.htm](http://www.englundpmc.com/power_interactions.htm)

- **The 90-Day Leadership Challenge**

... Taking your leadership and management competence to a new level.

- Six On-line Sessions starting: January 22, 2009

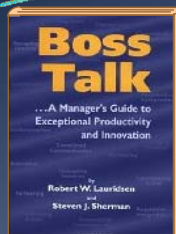


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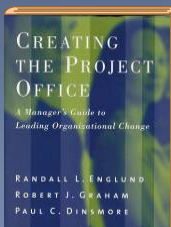
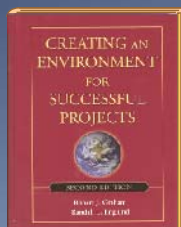


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=> Go to:  
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for more information about workshop.

