

Leading a Program or Project to be The Best by Thomas Pavelko

Program Manager, Author and Consultant

MY PASSION STARTED EARLY





Design Team





Integration and Test





WATCHED AND USED

• Teachers,



• My job,





DECIPHERED THREE LEVELS OF PERFORMANCE

- A. **Doing well**, with typical challenges
- B. Extraordinary "On Step"
 - A. By *large margin* 10% 20%
 - B. Ingredients same as A and C









IEEE TEMS Silicon Valley Chapter June 6, 2019 On Step Program & Project Excellence

Details Show Credentials

- 37 years Lockheed Martin.
- Satellites, Missile, R&D, Electronics, Propulsion, Advanced Astronautics, Commercial Space, Missile Defense, Human Spaceflight and Skunk Works.
- Program Manager and Director
- Assigned to save large programs (\$125M to \$1.2B) in trouble. Completed all successfully.
- Author, Consultant, Public Speaker Project and Program Turnaround Taylor & Francis, ©2017



OBSERVED THAT LEADERSHIP OFTEN MISSES

CURRENT STATISTICS



Program and Project Retry is Expensive



LEADER'S COMMITMENT MUST BE ASSERTED



Grade?

- As good as the others? C grade

One of the top?B grade

– <u>The BEST</u> – On Step <u>A</u> grade



- Use of Modern Guidance Not Enough
 - Methods: Waterfall, Critical Path Management, Critical Chain Management, Six Sigma, Earned Value, Lean, Agile, Scrum and more.
 - Attributes: Excellent communication skills, share clear vision, positive attitude, integrity, competence, calm deposition, problem solving, team building, delegator and decision maker.
 - Styles: Pacesetting, Authoritative, Affiliative, Coaching, Coercive, Democratic or hybrid.



<u>A</u> GRADE CAPITALIZES ON HUMAN FOUNDATION

Modern Management
Paradigms (less than 200 years old)

- Human Team Needs (evolved over 200,000 years) e.g.,
 - Membership
 - Contribute
 - Protection
 - Creativity
 - Control
 - More



"Human Cupcake"



SOME HUMAN NEEDS. . .



ORGANIZE TO IMPOWER THE TEAM





BEST TASK LEADERS MAY NOT BE OBVIOUS

Enterprise Sponsored Leader



- Received enterprise training
- Leadership experience
- On fast track
- Demonstrated acumen
- "Safe choice"

Knowledgeable Leader



- "Go to" knowledge of product and work
- Achieves commitments
- Respected by team
- Needed for an "A+" program
- Future leader?





FACE TO FACE COMMUNICATION FOR FASTEST PROGRESS



- 70% to 80% non verbal
- Refined over 200,000 years
- Provides immediate responses
- Builds high trust
- Easy to use by a collocated team
- Technology does not substitute



COLOCATION FACILITATES AGILITY



- Facilitates face to face
- All stake holders present
- If required, separate independent work (coupling-cohesion trades)
- "30 second rule" example



BUILD YOUR TRIBE!

- Reasons for Ethics training
 - Good Team Code
 - Honesty
 - Non-threatening
 - Equal opportunity
 - More!
 - Develops Team Trust and Pride
- Periodically review Its important
- Leadership must *always* be an example
- Improves Business Performance!















INNOVATION FUELS QUICK CHANGES!



- Enthusiastically receive and walk through all suggestions
- From any individual, anytime
- Recognize efforts not used
 - Employees should know its evaluated







CLARIFYING ROLES REDUCES REACTION TIME

Team Expectations



- Accept uncomfortable targets
- Acknowledge task ownership
- "Commitments" not "Goals"
- Devote extra needed effort
- Communicate change of status
- On time completion

Leadership



- Forgives mistakes made in earnest
- Protects
 - Against malicious criticism
 - Time for personal issues
 - Against force reduction
- Mentors development
- Sells attributes of reports



FASTIDIOUSLY DETERMINE ROOT CAUSE FOR TRACTION



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SEARCH FOR "WIN, WIN, WIN"

- Identify hidden talents in reports
- On Step pace can make these apparent
- Give assignments that develop talents
 - achievable steps
 - employee concurrence
- Mentor
- Share new talents with enterprise







A TURNAROUND MUST BE GRADE A



On Step performance needed for complete recovery!



FAILURE CAUSES ARE FEW

- Invention leadership very different than Implementation
 - Task definitions ambiguous
 - Team focus unclear
 - Little process improvement
- Leadership has little experience with the work
- Contract promised too much
- Others ...

Most Failing Projects and Programs can Recover



TURNAROUND SETUPS ARE SIMILAR

- 1. Select Turnaround Lead
- 2. Identify *next imperative accomplishment* = Turnaround Commitment
- 3. Clarify *current status*
- 4. Make needed process/organization changes
- 5. Task Leads document steps & durations to achieve Turnaround Commitment
- 6. Leadership integrates plans and constraints-> Turnaround Plan + Master Schedule
- 7. Conduct Team kickoff





TURNAROUNDS APPLYING HUMAN ELEMENTS

- Fast Responses to Anomalies
 - Face to Face review
 - PM present
 - Innovation demanded
 - Root Cause process followed
 - Tribe
- The Right Antenna Blankets
 - All innovations valued
 - Collation
 - Tribe
- System Assembly Plan to Integration Plan
 - Organize to Impower (lead from middle)
 - Best task leaders assigned
 - Colocation
 - Impowered organizations
- Virtual System to Real
 - Clarify roles
 - Face to face
 - Colocation
 - Assignments to Implementors
 - Tribe





Interesting Reading

- 1001 Ways to Reward Employees, Bob Nelson
- A Passion for Excellence, Tom Peters and Nancy Austin
- Beyond Success, Brian D. Biro
- Beyond the Myths and Magic of Mentoring, Margo Murray with Marna A. Owen
- First Break All the Rules, Marcus Buckingham and Curt Coffman
- Great by Choice, Jim Collins
- Kelly, Clarence L. Johnson with Maggie Smith
- Love'em or Lose'em, Beverly Kay and Sharon Jordan-Evans

- Out of the Crisis, W. Edwards Deming
- Small Business Management, H. N. Brown, Ph.D., Justin G. Longenecker, Ph.D., Carlos W. Moore, Ph.D.
- Structured Design, Edward Yourdon and Larry L. Constantine
- The 7 Habits of Highly Effective People, Stephen R. Covey
- The Breakthrough Strategy, Robert H. Schaffer
- The Human Side of Enterprise, Douglas McGregor
- The Idea Problem Solver, John D. Bransford and Barry S. Stein
- The Rational Manager, Charles H. Kepner and Benjamin B. Tregoe
- The Start-Up of You, Reid Hoffman



Contact Information

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BACKUP

TURNAROUND TERMS MUST BE DEFINED

TERM	DEFINITION
TURNAROUND	Saving a program or project in trouble and making it successful.
PROGRAM - PROJECT	An organization to <i>implement</i> something new. Terms used interchangeably in presentation. Thirty to 500 member team with likely subcontractors and suppliers.
ENTERPRISE	Organization, company, corporation, investment group the Program or Project exists in.
TURNAROUND PLAN	New Plan for the program or project being saved.
CUSTOMER	The individual or agency that has asked for the program or project to be conducted. Usually the source of funding.
TURNAROUND LEAD	Person who organizes and leads the Turnaround. The Program or Project Manager.
TURNAROUND LEADERSHIP	The leaders of the Turnaround program tasks and support work. Usually report directly to the Turnaround Lead.
TURNAROUND COMMITMENT	The first accomplishment the Turnaround must achieve for the program or project to remain solvent. Often the first of a series of steps to complete.



Lessons Pertain to All

- All Programs and Projects, Process and Product
 - Education
 - Medicine
 - Municipal management
 - Nonprofit
 - Manufacturing
 - High tech
 - Startups
 - Investment management
- All generations and seniorities









Look In Enterprise for Turnaround Lead





Determine Project Status and Destination

- Do this first
- B (Turnaround Commitment)
 - Must be simply stated
 - Maybe first of steps to complete
 - Provides focus and measure of success
- A (current status)
 - Requires independent view
 - Often easy for new Turnaround Lead
- Guidance for the Turnaround Plan
- Lacking this is frequent source of failure



Commitments are Currency of Progress





Team Mix is Needed

- Problem Space, Solution Space
- If I could ask one question ...
- Don't forget the "obvious",
 - "Willing to support extra efforts?"
 - "OK with background check?"
 - "When can you start?"





Plan Turnaround to Find Faults Early



- Cost of correction grows exponentially
- Insight from root cause early,
 - Improves product/process knowledge
 - Improves test coverage
 - Lowers total cost
- Simplifies regression testing



Consider a Scheduler *Professional or Independent Team Me*mber



- Must be empowered
- Uses consistent tracking process and objective measures
- Has excellent perspective of schedule impacts
- Objectively summarizes pros and cons of status
- Usually most forthright with 'bad news'



Carefully Review Written Agreements



- Enlist independent reviewers
- Contrive most disadvantaged interpretation of each statement
- Request customer review (if acceptable)



Projects and Programs need a Common Beat

Regular meetings with constant agenda

- Daily examples
 - Progress to plan
 - Issues and workaround plans
 - Risk and avoidance/abatement
 - Help needed
- Weekly examples
 - Failure Review closure review
 - Change Control Board
 - Program or Project report to enterprise
- Peer reviews
- more
- Standard formats for planning and tracking,
 - Cost
 - Schedule completion
 - Achievement of required performances
 - Risk management
 - More





Lookout for tomorrow's issues



Identify program tasks effected by today's issues?

Review tasks on next critical path

Risk Management Process avoids and mitigates future issues Evaluate concerns from all team member



Request all concerns Those directly working product usually sees risks first

Concerns from subcontractors, suppliers, enterprise and customer are high value



Document and Update per Plan

- "Document What's Important!"
- Short documents are hard!
 - Turnaround Plan (new Program Plan)
 - Process (+ key personnel)
 - Product design
 - Configuration Management Plan
 - Risk Management Plan
 - Verification/Test Plan
 - Software Development Plan
 - more
- Follow documented process,
 - Saves time and money
 - Foundation for improvement









Watch Out for Configuration Gremlins

Changes that don't follow Configuration Control process

Components change without documentation/test

Process change without documentation/test (includes *key personnel*)

Last minute repair to process or product

Incomplete testing of degraded operating modes after a change



Successful Turnaround Benefits the Enterprise!

- Avoids business loss
- Grows culture of achieving commitments
- Gives all the feel of being On Step
- Prevents mistakes in future programs
- May identify new leaders
- Increases morale and allegiance

- Contraction of the second seco
- Demonstrates high capability of enterprise brand



Thank You!

- Lockheed Martin
- <u>Professor-Author, John Nicholas</u> Loyola University, Chicago
- Ginger Levin Ph.D., John Wyzalek

Taylor & Francis Group

"Project and Program Turnaround", 2017





Turnaround Offering





Modules Part of Correction

- 1. Team Kickoff
- 2. Select Program Manager
- 3. A and B
- 4. Organization
- 5. Select Task Leads
- 6. Leadership Guidelines
- 7. Tasks Integration
- 8. Contracts Review
- 9. Facilities
- 10. Master Schedule
- 11. All Hands Kickoff
- 12. Configuration Control
- 13. Metrics
- 14. Root Cause Determination

- **15. Supplier Management**
- 16. Risk Management
- 17. Tracking and Margin
- 18. Team Rhythm
- 19. Program Plan
- 20. Recruiting
- 21. Sensitive Data
- 22. Ethics
- 23. Innovation and Continuous
- Improvement
- 24. Other Plans
- 25. Mistakes to Avoid
- 26. Software Development
- 27. Status Summary Handover

