

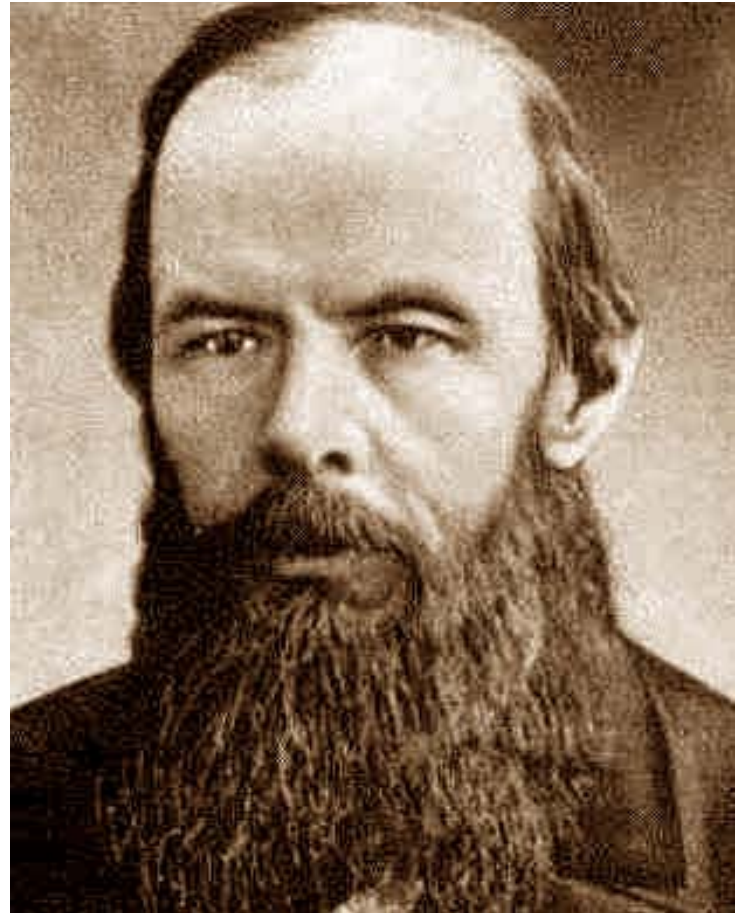
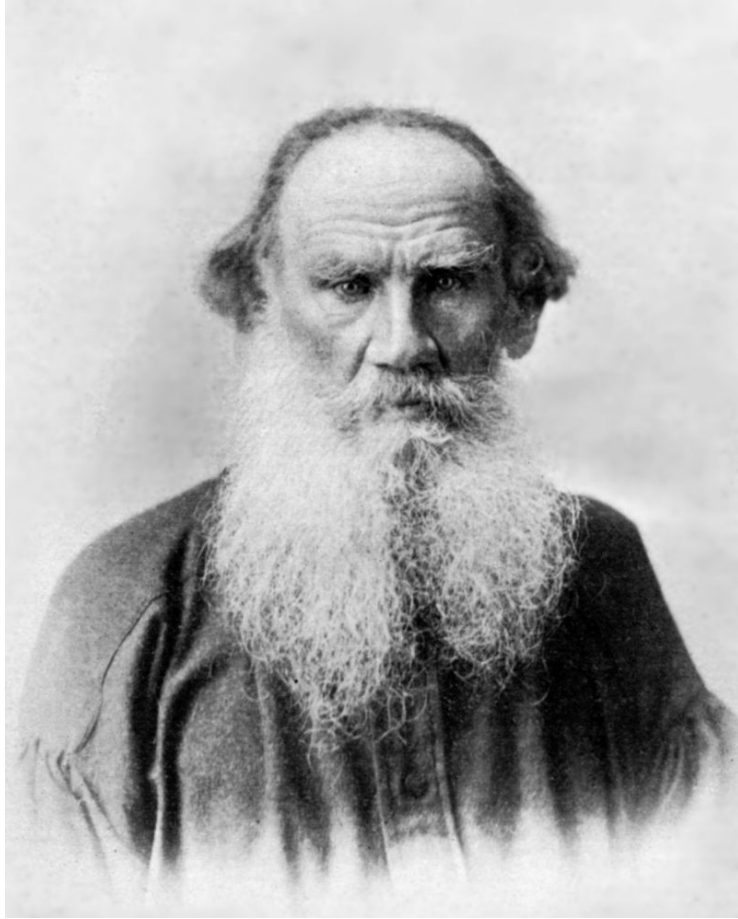
Every Project Tells A Story:

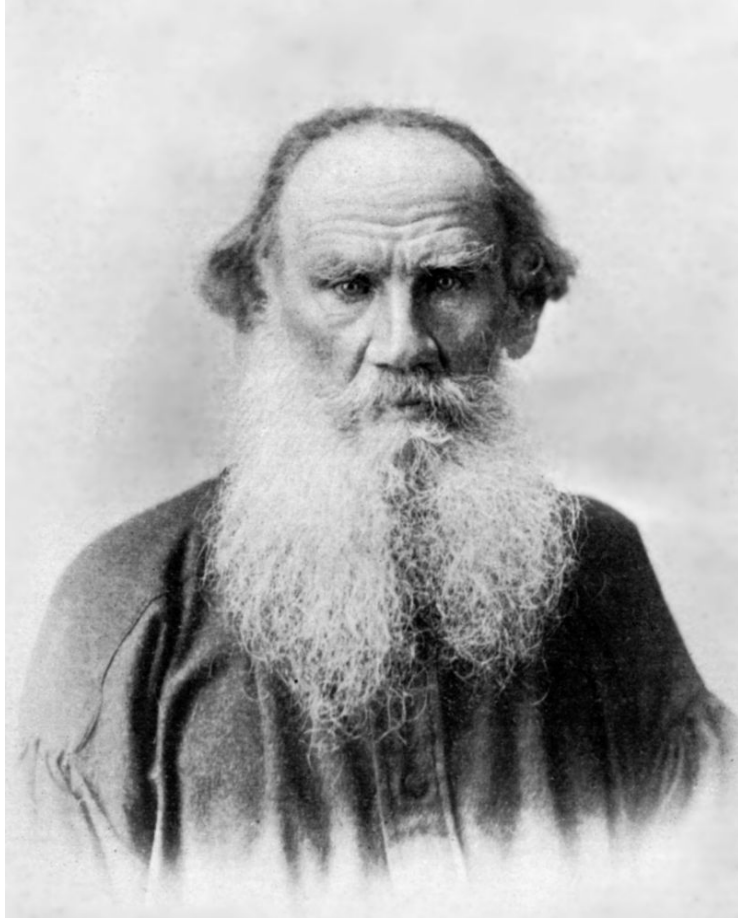
Strategies for Managing the Narrative to Create Happier Endings

Patricia Ensworth

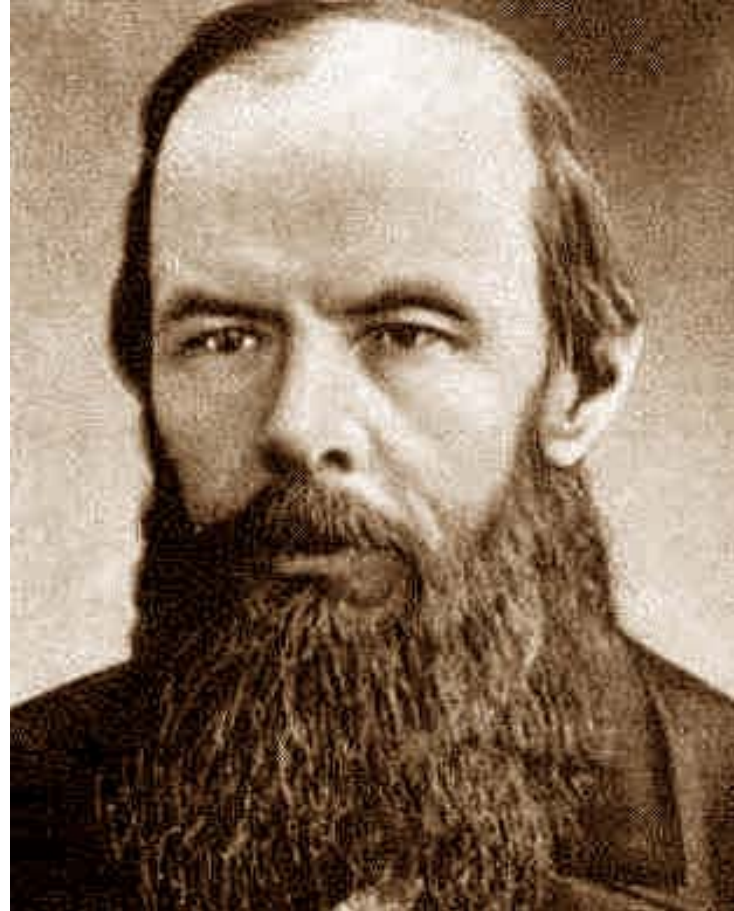
President, Harborlight Management Services
Instructor, American Management Association
Lecturer, The City University of New York

Project Management Institute
Moscow, 24 July 2012

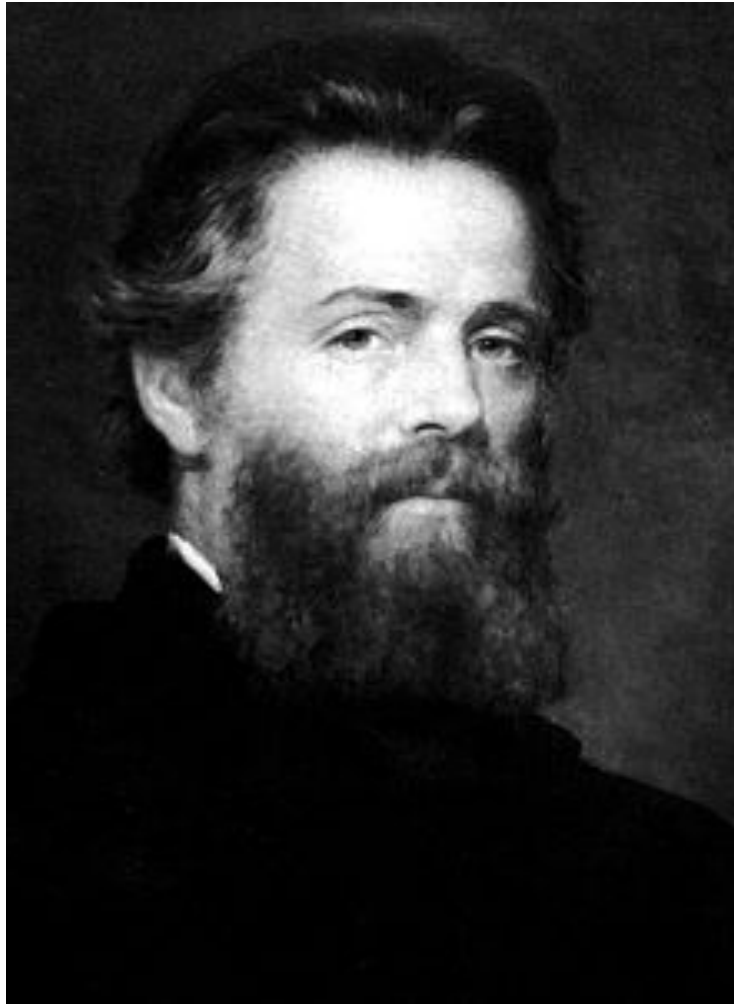


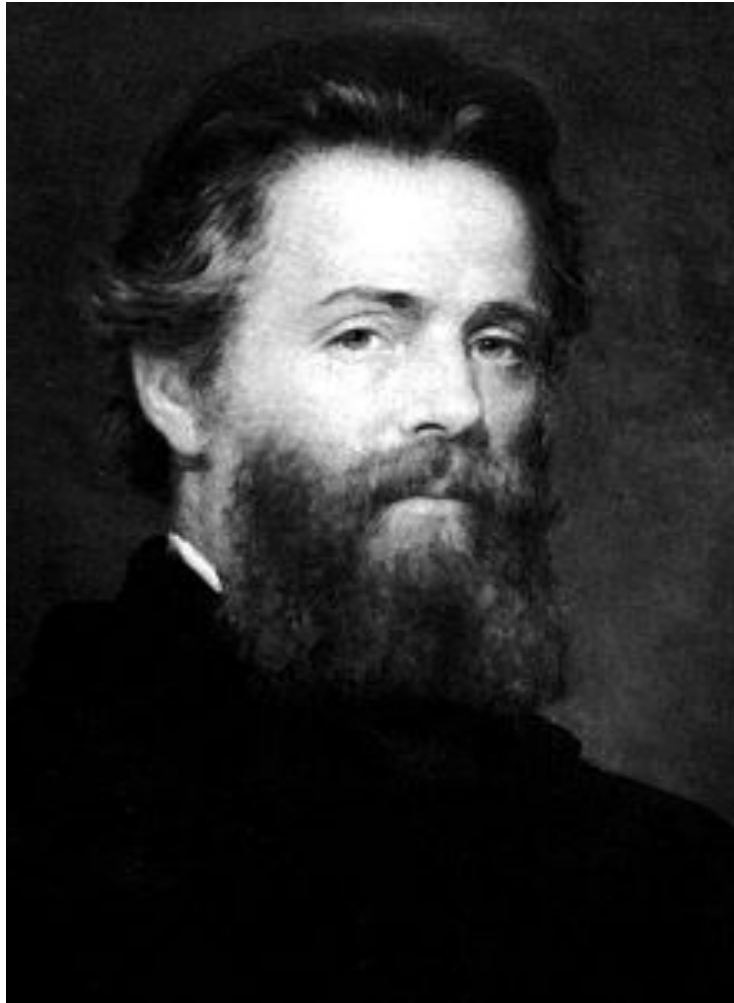


Leo Tolstoy



Fyodor Dostoevsky





Herman Melville



Edith Wharton

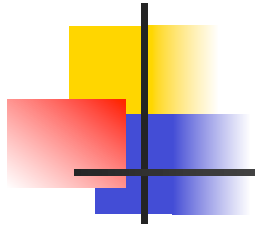




John Draper, aka "Captain Crunch"

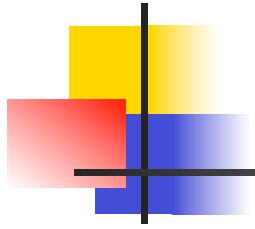


Kevin Mitnick



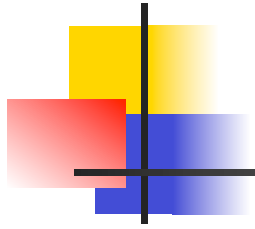
Project stories

- Cross-cultural communication
- Contrast in storytelling approaches between Russia and US/EU
- Causes for differences



PM storytellers

- Independent suppliers of outsourced IT services to global clients
- Regional IT service delivery centers within global organizations
- PM educators



Key themes

- Shamanism in project storytelling
- Motivations of project stakeholders
- Guidelines for project phases



Shamanism in project storytelling

- Suspension of disbelief
- Narrative strategies
- Time, trust and cooperation



Suspension of disbelief

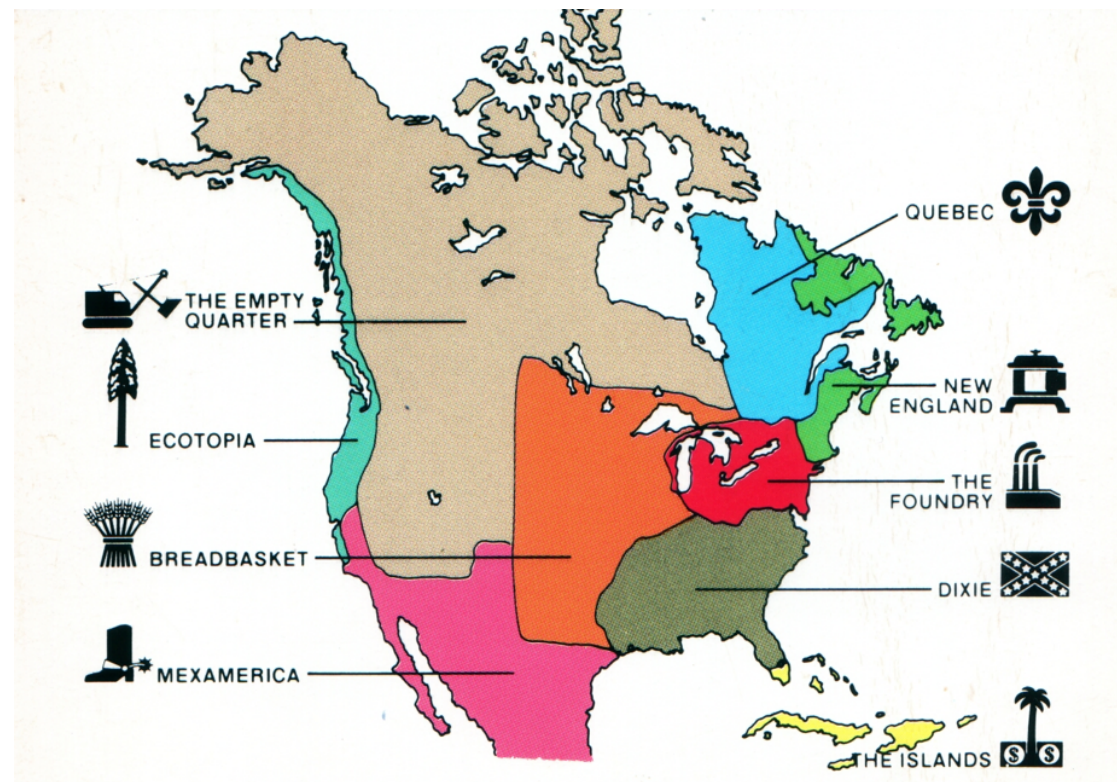
- Novelists
- Hackers
- Project managers



Narrative strategies

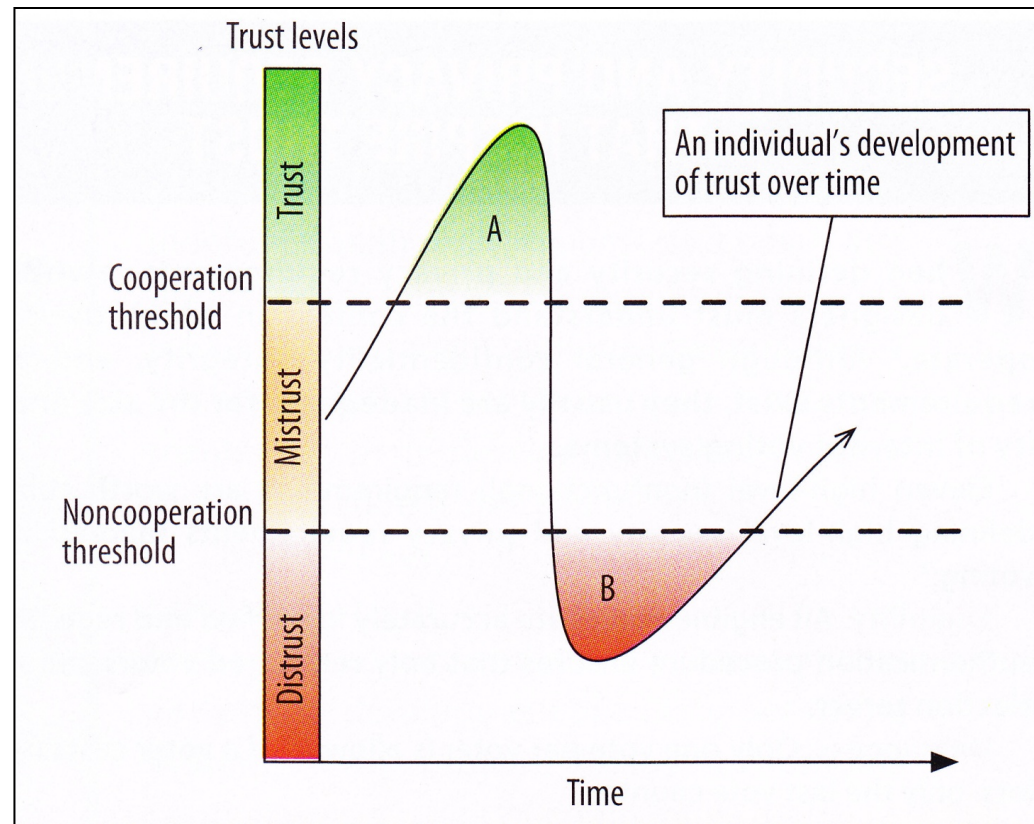
- Style
- Content
- Language levels
- Preservation of artifacts
- Regional cultures

Nine Nations of North America



Source: Joel Garreau, *Nine Nations of North America*, Avon Books 1982

Time, trust and cooperation



Source: Nestas, Lars Hopland and Kjell J. Hole, "Building and Maintaining Trust in Internet Voting, *IEEE Computer*, May 2012, p. 76.



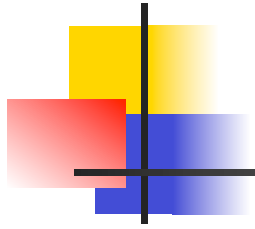
Motivations of key characters

- Ownership of organization
- Risk profile
- Cybersecurity posture
- Regulatory constraints
- Methodologies and tools



Ownership of organization

- Influence of private equity
- Shareholders vs. managers
- Government financing
- Employee stock participation
- Role of labor unions



Risk profile

- Risk control frameworks
- Internal audits
- Quality assurance standards
- CobIT, ITIL, ISO, CMM
- Build, protect, operate, govern



Cybersecurity posture

- Operation Aurora
- Government oversight of critical infrastructure industries
- BYOD (bring your own device)
- Lockdown of desktop
- Shadow networks



Regulatory constraints

- Cyberbureaucracy
- Presence of regulators
- Roadmap to compliance
- Legal vs. “aspirational” rules



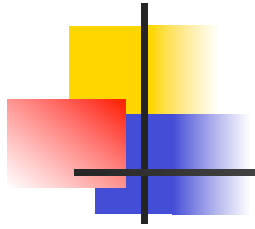
Methodologies and tools

- PMBOK vs. Agile
- Enterprise PM tools
- Project Management Office evolution
- Growth in PM training



Guidelines for project phases

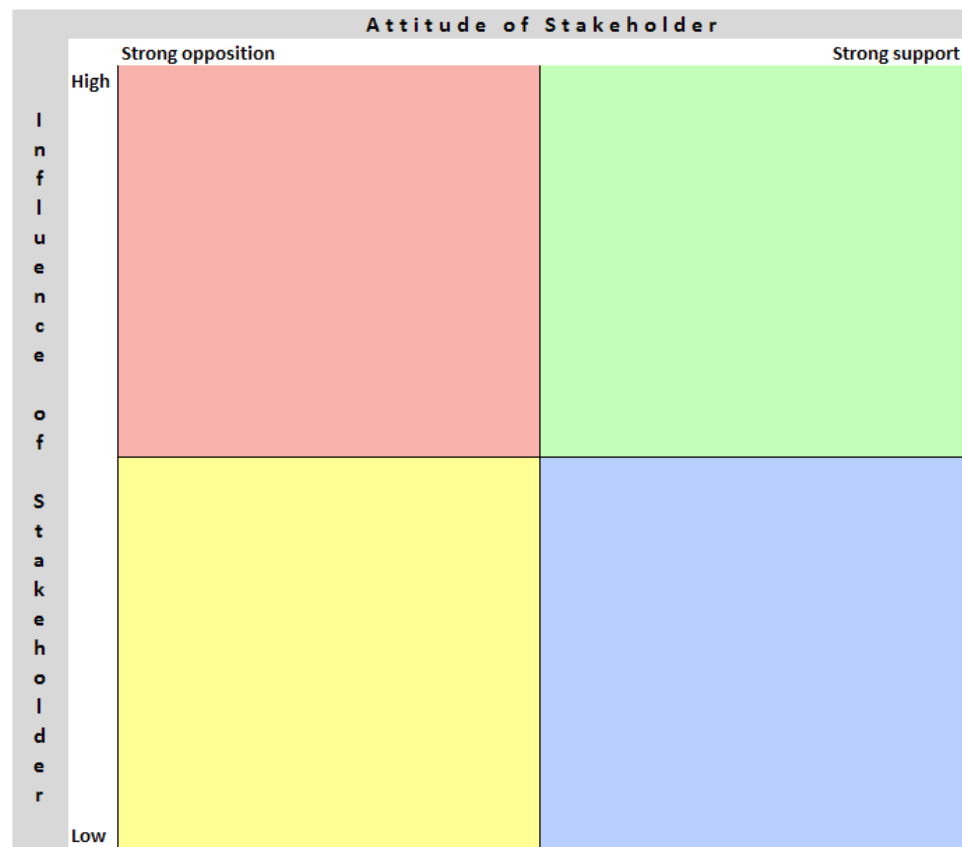
- Initiating
- Planning
- Executing
- Closing



Initiating phase

- Organizational stability
- Role of PMO
- Process gaps
- Political disputes
- Unmentionable issues
- Stakeholder analysis

Stakeholder analysis matrix



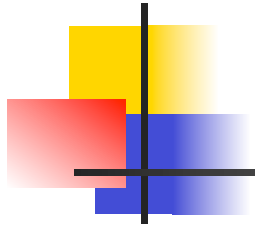


Planning phase

- Team workflow site
- Stakeholder brochureware site
- PMO 1-page report
- Management 1-page report
- Meeting agenda and minutes
- Internal checkpoint milestones

Internal checkpoint milestones

Task Name	% Complete	Duration	Start	Finish	Actual Finish	Predeces
Project Name	31%	322 days	Mon 3/8/10	Wed 6/1/11	NA	
Initiating	100%	5 days	Mon 3/8/10	Fri 3/12/10	Fri 3/12/10	
Workstream / Task Roll-up	100%	5 days	Mon 3/8/10	Fri 3/12/10	Fri 3/12/10	
Tasks...	100%	5 days	Mon 3/8/10	Fri 3/12/10	Fri 3/12/10	
MAJOR MILESTONE: Milestone	100%	0 days	Fri 3/12/10	Fri 3/12/10	Fri 3/12/10	4
REGULATORY MILESTONE: Milestone	100%	0 days	Fri 3/12/10	Fri 3/12/10	Fri 3/12/10	
Planning	75%	21 days	Mon 3/15/10	Mon 4/12/10	NA	
Workstream / Task Roll-up	99%	10 days	Mon 3/15/10	Fri 3/26/10	NA	
Tasks...	100%	5 days	Mon 3/15/10	Fri 3/19/10	Fri 3/19/10	6
MAJOR DEPENDENCY: Dependency	0%	0 days	Fri 3/19/10	Fri 3/19/10	NA	9
Tasks...	100%	5 days	Mon 3/22/10	Fri 3/26/10	Fri 3/26/10	10
RISK MITIGATING MILESTONE: Risk No. and Activity Description Milestone	100%	0 days	Fri 3/26/10	Fri 3/26/10	Fri 3/26/10	11
Workstream / Task Roll-up	50%	11 days	Mon 3/29/10	Mon 4/12/10	NA	
Tasks...	100%	5 days	Mon 3/29/10	Fri 4/2/10	Fri 4/2/10	12
Tasks...	0%	5 days	Mon 4/5/10	Mon 4/12/10	NA	14
KEY MILESTONE: Milestone	0%	0 days	Mon 4/12/10	Mon 4/12/10	NA	15
AUDIT MILESTONE: Milestone	0%	0 days	Fri 4/9/10	Fri 4/9/10	NA	
Executing	0%	39 days	Fri 4/9/10	Thu 6/3/10	NA	
SDLC Phase / Workstream / Task Roll-up	0%	20 days	Fri 4/9/10	Thu 5/6/10	NA	
Tasks...	0%	5 days	Fri 4/9/10	Thu 4/15/10	NA	17
KEY DEPENDENCY: Dependency	0%	0 days	Thu 4/15/10	Thu 4/15/10	NA	20
Tasks...	0%	5 days	Fri 4/16/10	Thu 4/22/10	NA	21
Tasks...	0%	5 days	Fri 4/23/10	Thu 4/29/10	NA	22
Tasks...	0%	5 days	Fri 4/30/10	Thu 5/6/10	NA	23
KEY MILESTONE: Milestone	0%	0 days	Thu 5/6/10	Thu 5/6/10	NA	24
AUDIT MILESTONE: Action Plan Name and No. Milestone	0%	0 days	Thu 5/6/10	Thu 5/6/10	NA	25
SDLC Phase / Workstream / Task Roll-up	0%	15 days	Fri 5/7/10	Thu 5/27/10	NA	
Tasks...	0%	5 days	Fri 5/7/10	Thu 5/13/10	NA	26
Tasks...	0%	5 days	Fri 5/14/10	Thu 5/20/10	NA	28
Tasks...	0%	5 days	Fri 5/21/10	Thu 5/27/10	NA	29
RISK MITIGATING MILESTONE: Risk No. and Activity Description Milestone	0%	0 days	Thu 5/27/10	Thu 5/27/10	NA	30
KEY MILESTONE: Milestone	0%	0 days	Thu 6/3/10	Thu 6/3/10	NA	
Closing	0%	259 days	Thu 6/3/10	Wed 6/1/11	NA	
Workstream / Task Roll-up	0%	259 days	Thu 6/3/10	Wed 6/1/11	NA	
Tasks...	0%	5 days	Thu 6/3/10	Wed 6/9/10	NA	32
RISK MITIGATING MILESTONE: Risk No. and Activity Description Milestone	0%	0 days	Wed 6/1/11	Wed 6/1/11	NA	35
REGULATORY MILESTONE: Milestone	0%	0 days	Wed 6/9/10	Wed 6/9/10	NA	

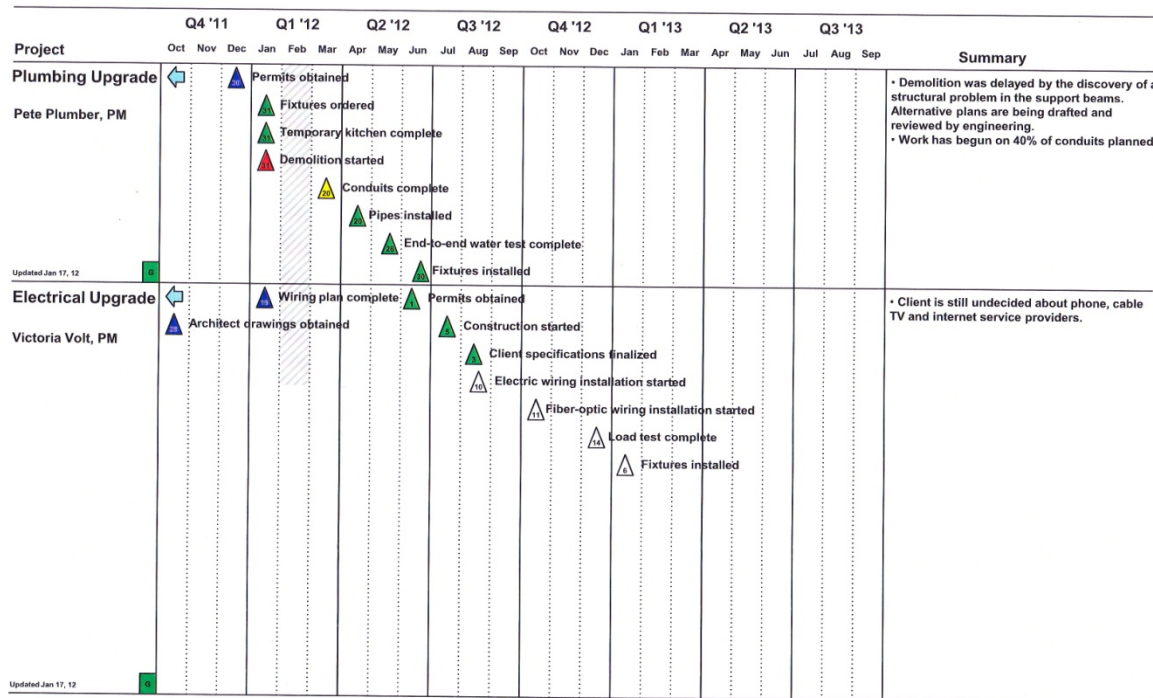


Executing phase

- Headline news e-bulletins
- Recorded presentations
- Senior management forums
- Sourcing/procurement audits
- Business cycle awareness
- Football field milestone chart

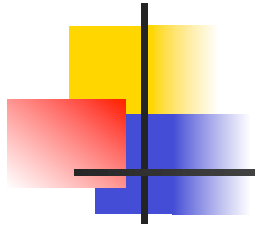
Football field milestone chart

FEBRUARY 21, 2012



▲ = Milestone: TBD ▲ = On Track ▲ = Slippage ▲ = Major Issues ▲ = Completed ← → = Continuation

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Closing phase

- Retrospective presentation
- Stakeholder site updates
- Enterprise PM tool close-out
- PMO lessons learned



Conclusion

- Know the audience
- Understand the trust issues
- KISS, WIIFM, SOAR
- Invest in communication
- Provide options
- Show optimism

 WILEY

The **Accidental Project Manager**

Surviving the
Transition
from Techie
to Manager

Patricia Ensworth





Speaker Biography

- 25 years in software development and IT operations at global organizations
- Manager of IT outsourcing engagements in fixed income division of an investment bank
- 10 years teaching project management and business analysis at the American Management Association
- Author of *The Accidental Project Manager: Surviving the Transition from Techie to Manager* (Wiley 2001) and articles in technical publications
- MA in cultural anthropology from Columbia University with continuing scholarship on themes of ethnography for system design