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# WELCOME

## Innovate Motivate Integrate

**PMI 2018 Conference**

**Presentation BY: Dipo Tepede**

# Introduction

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Integrate
Motivate
Complexity
Project
Innovation

## Module 1

Introduction

# PAPER STRUCTURE

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| | | |
|---|---|---|
| Introduction Module 1 | Innovation Module 2 | Project Module 3 |
| Complexity Module 4 | Motivate Module 5 | Integrate Module 6 |

Introduction

# PAPER OBJECTIVE

At the end of this presentation you will understand that innovation is vital to customer loyalty but it requires a project platform to breed. Complexities in projects are poisonous to innovation hence integration and motivation are essential antidote to complexities.

Integrate Motivate Complexity Project Innovation

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1

**INNOVATE**

Ideas to create new methods

2

**MOTIVATE**

Encourage Team to be Better

3

**INTEGRATE**

Combine them into a whole

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# Innovate

## Module 2

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# What is Innovation

The process of translating an abstraction into a product or service that creates value

# Invention vs. Innovation

**They both translate ideas into a product or service.**

## Invention:

*When it is proven to work in a test environment.*

## Innovation:

*When it can be replicated reliably on a meaningful scale at practical costs.*

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# Invention vs. Innovation – A Case

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**1903**
**AIRPLANE**

Wilbur and Orville Wright proved that powered flight was possible with their fragile aircraft.

**1935**
**AIR TRAVEL**

McDonnel Douglas DC-3 ushered in the era of commercial air travel

**30yrs**
**INCUBATING**

Myriad experiments with commercial flight had failed because the early planes were not reliable and cost-effective on an appropriate scale

**1934**
**Boeing 247**

was quite close to commercial success but was missing wing flaps

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# Project

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## Module 3

# Attributes of a project

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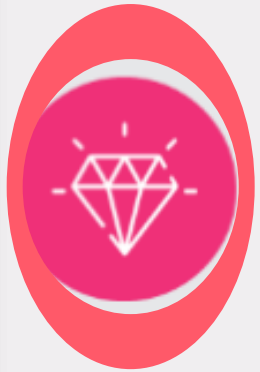
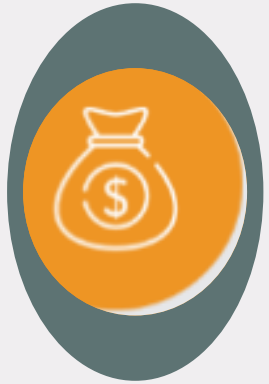


Cross functional

Temporary



Experimentation

Unique Outcome

Adaptable

Project

Innovation

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# Which Approach is better for Innovation?

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## Predictive life cycle

A more traditional approach, with the bulk of planning occurring upfront, then executing in a single pass; a sequential process.

## Iterative life cycle

An approach that allows feedback for unfinished work to improve and modify that work

## Incremental life cycle

An approach that provides finished deliverables that the customer may be able to use immediately

## Agile life cycle

An approach that is both iterative and incremental to refine work items and deliver frequently

# Which Approach is better for Innovation?

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| Characteristics | | | | |
|---|---|---|---|---|
| **Approach** | **Requirements** | **Activities** | **Delivery** | **Goal** |
| **Predictive** | Fixed | Performed once for the entire project | Single delivery | Manage cost |
| **Iterative** | Dynamic | Repeated until correct | Single delivery | Correctness of solution |
| **Incremental** | Dynamic | Performed once for a given increment | Frequent smaller deliveries | Speed |
| **Agile** | Dynamic | Repeated until correct | Frequent small deliveries | Customer value via frequent deliveries and feedback |

# The Continuum of Life Cycles

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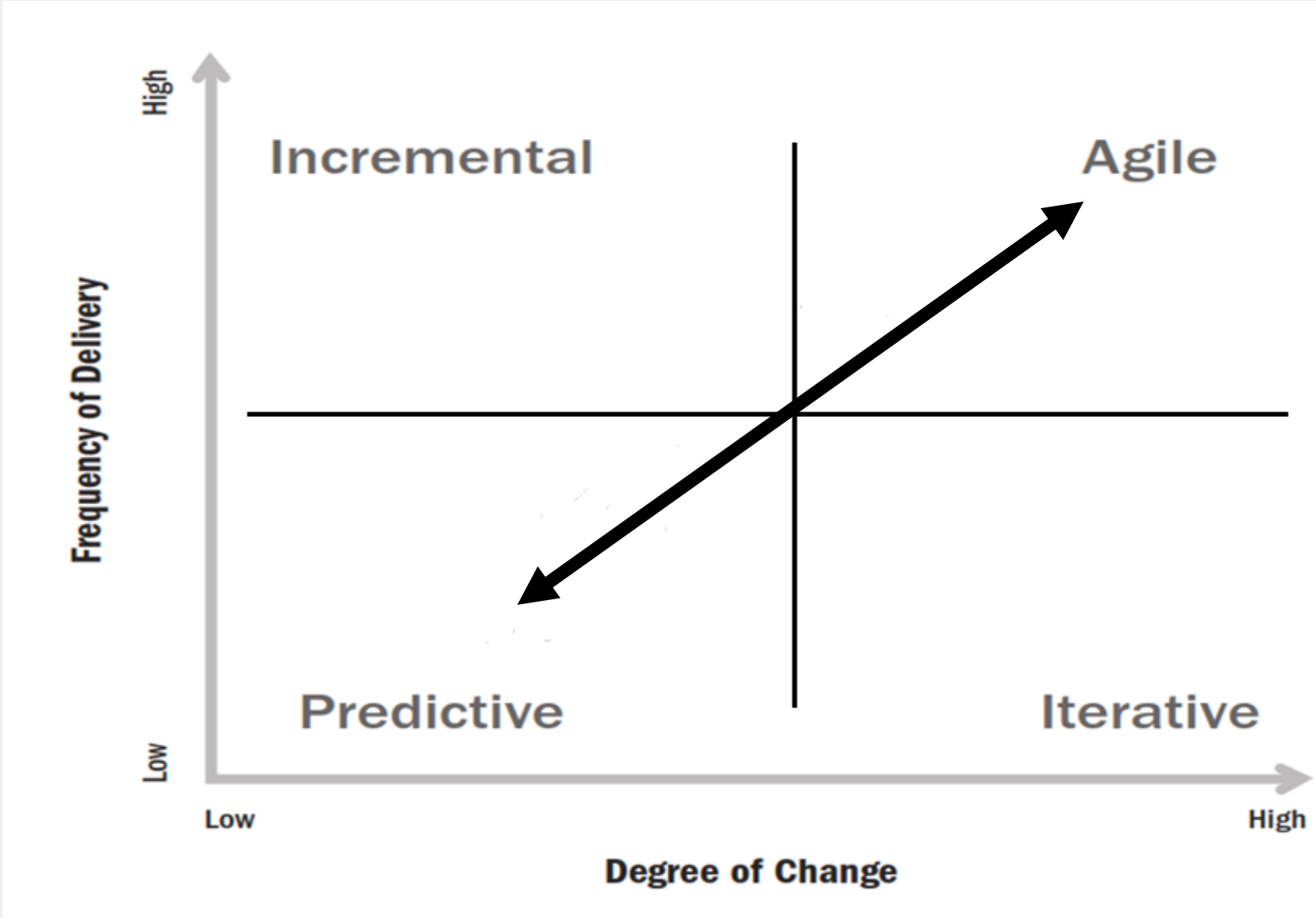


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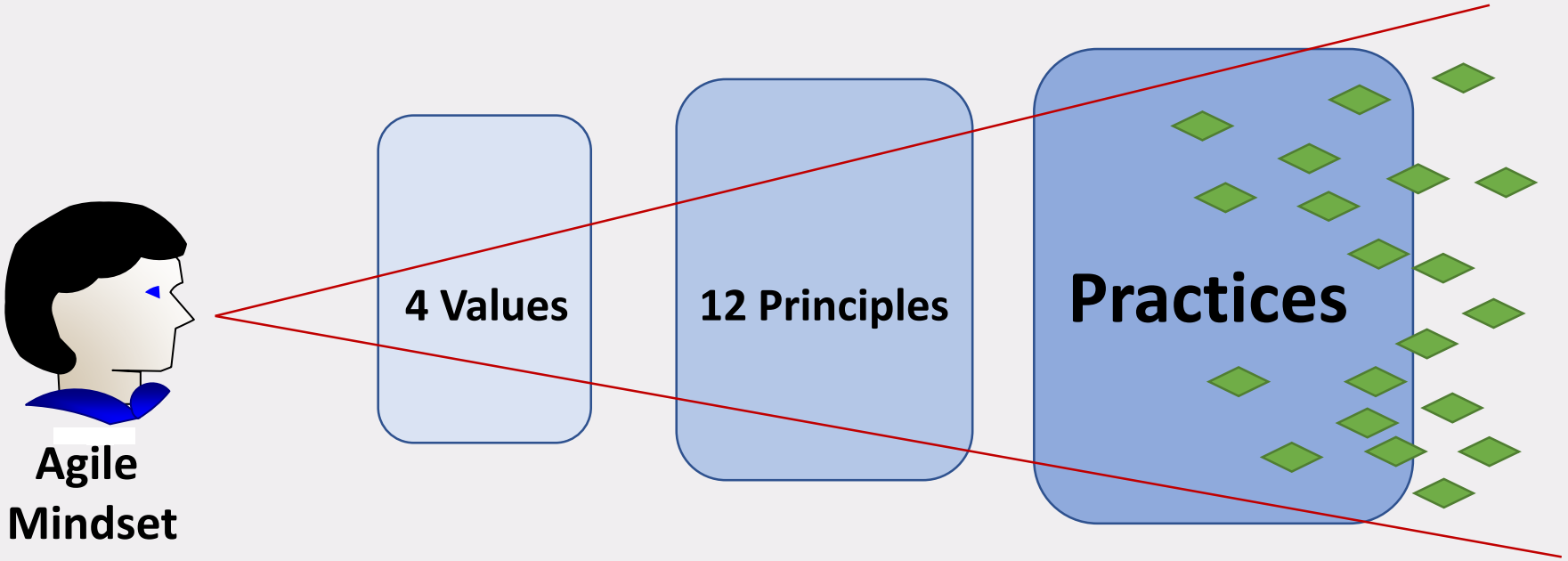
# The Winner is Agile!

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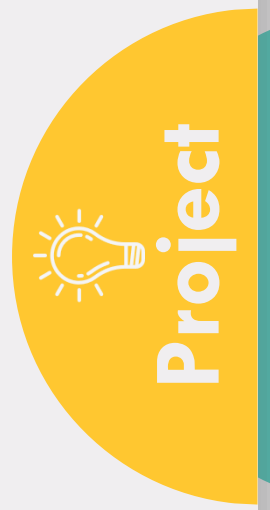
# Agile Manifesto

**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

**Customer collaboration** over contract negotiation

**Responding to change** over following a plan



# Agile Principles

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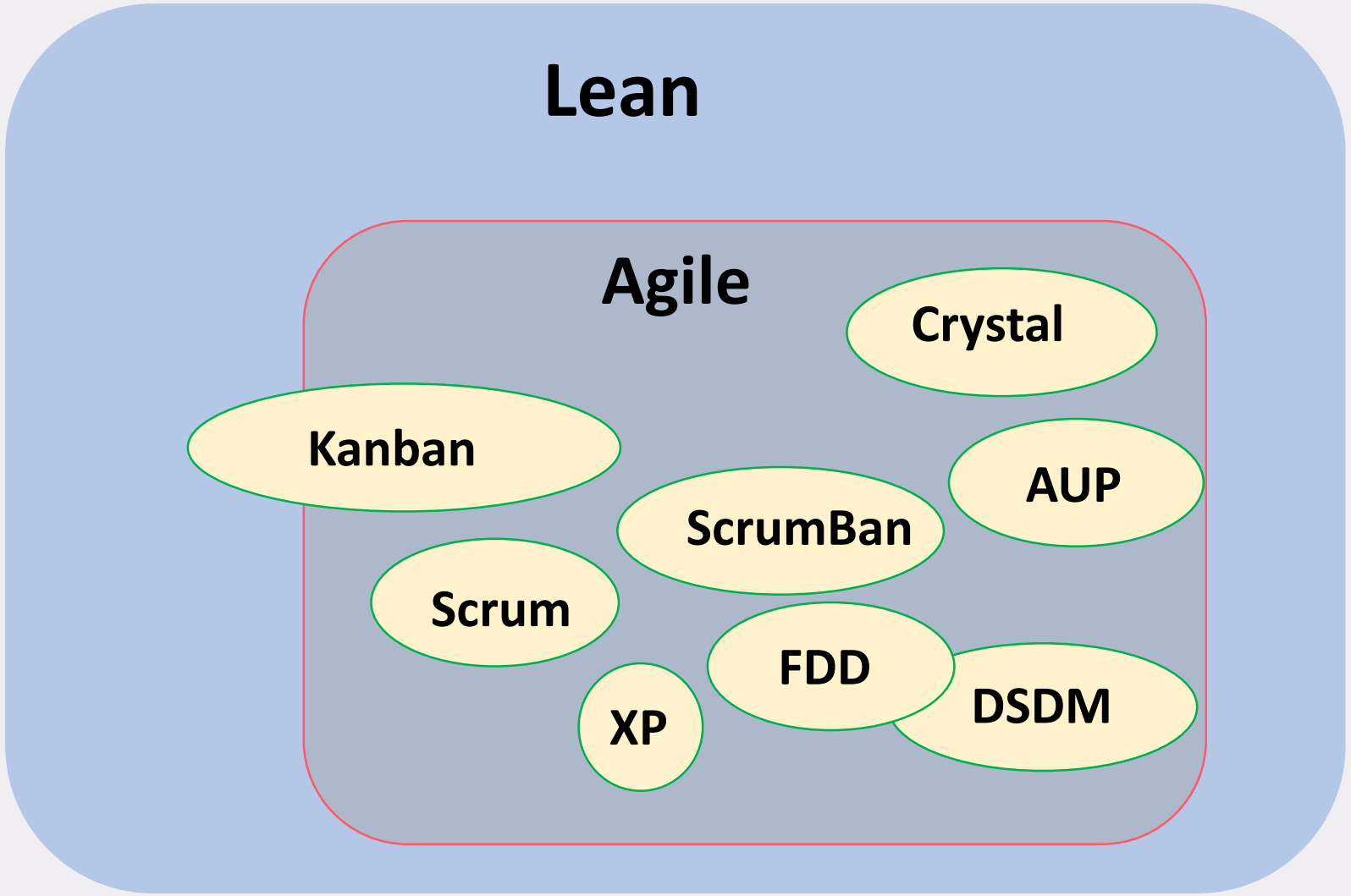
1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

# Agile Practices



# Stats That Should Make You Pause

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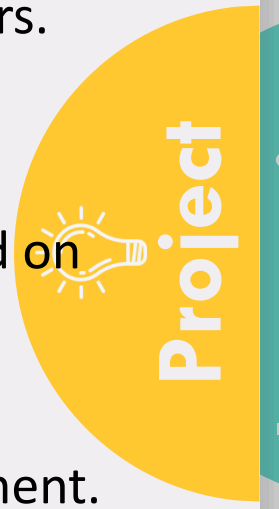
- 75% of business and IT executives anticipate their software projects will fail. (Source: Geneca)
- 50% of all Project Management Offices (PMOs) close within just three years. (Source: KeyedIN)
- Fewer than a third of all projects were successfully completed on time and on budget over the past year. (Source: Standish Group)
- 33% of projects fail because of a lack of involvement from senior management. (Source: University of Ottawa)
- For every $1 billion invested in the United States, $122 million was wasted due to lacking project performance. (Source: PMI.org)



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# Complexity

## Module 4

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Project

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# Top 10 most expensive movie flops

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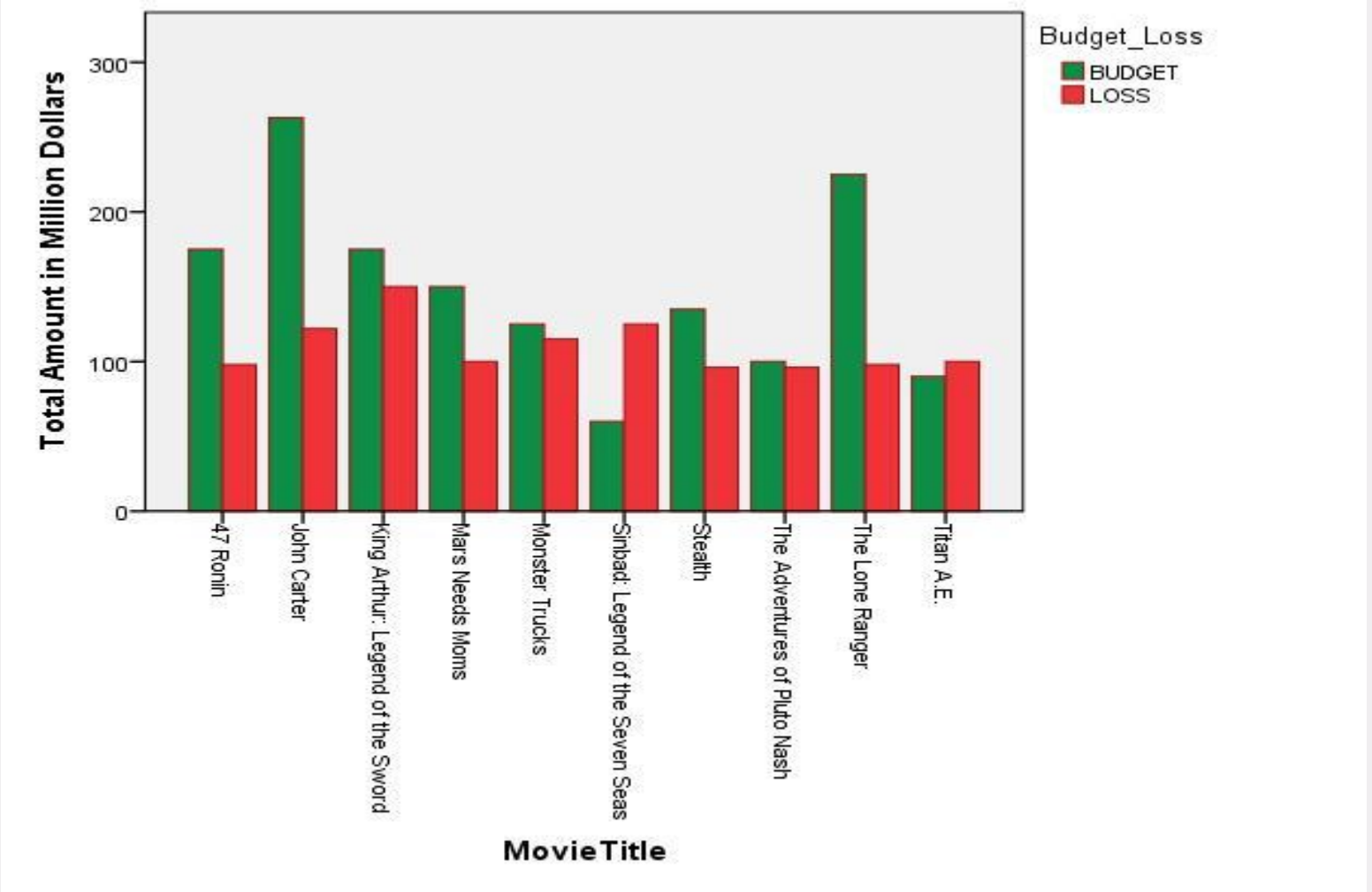
| s/n | Movie Title | Production budget (Million Dollars) | Loss (Millions $) | Year |
|---|---|---|---|---|
| 1 | The Adventures of Pluto Nash | 100 | 96 | 2002 |
| 2 | Stealth | 135 | 96 | 2005 |
| 3 | 47 Ronin | 175 | 98 | 2013 |
| 4 | The Lone Ranger | 225 | 98 | 2013 |
| 5 | Titan A.E. | 90 | 100 | 2000 |
| 6 | Mars Needs Moms | 150 | 100 | 2011 |
| 7 | Monster Trucks | 125 | 115 | 2016 |
| 8 | John Carter | 263 | 122 | 2012 |
| 9 | Sinbad: Legend of the Seven Seas | 60 | 125 | 2003 |
| 10 | King Arthur: Legend of the Sword | 175 | 150 | 2017 |

Inspired: ***BY CAMERON K MCEWAN 's Article (22-Nov-17), digitalspy.com***

# Top 10 most expensive movie flops




Inspired: ***BY CAMERON K MCEWAN;s Article (22-Nov-17), digitalspy.com***

# What is Complexity in Project

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***---the state of being intricate or complicated***

Complexity as a characteristic of a project is typically defined as:

- Containing multiple parts,
- Possessing a number of connections between the parts,
- Exhibiting dynamic interactions between the parts, and
- Exhibiting behavior produced as a result of those interactions that cannot be explained as the simple sum of the parts (e.g., emergent behavior).

# Understanding Complexity

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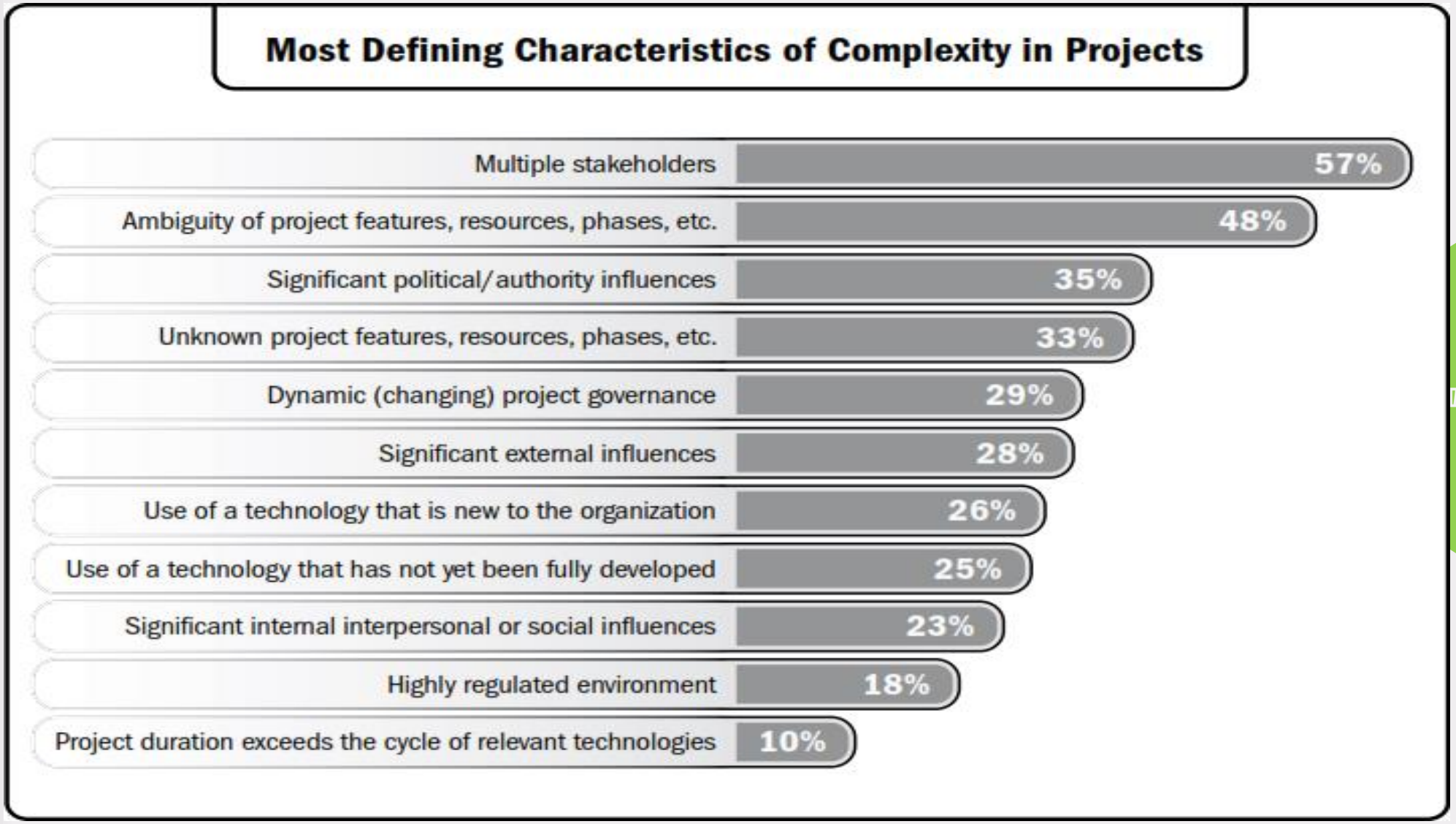


Source: PMI's Pulse of the Profession In-Depth Report: Navigating Complexity

# Dimension of Complexity

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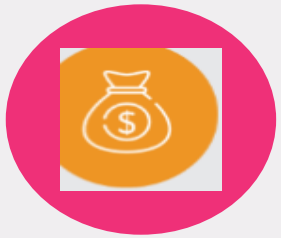
**Navigating Complexity: A Practice Guide 13 defined three dimension of complexity**

## System behavior

The interdependencies of components and systems.



## Human behavior

The interplay between diverse individuals and groups

## Ambiguity

Uncertainty of emerging issues and lack of understanding or confusion.

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# A Paradigm Shift

***Complexity itself is a perception of an individual based on personal experience, observation, and skill. Rather than being complex , a project is said to contain complexity.***

***---(PMI, 2017)***

# Motivate

## Module 5

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# What is Motivation?

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*Motivation is a 'driving force' through which people strive to achieve their goals and fulfil a need or uphold a value.*
***--- Mulins (2002)***

## Needs

are basic requirements for survival and may be physical or psychological; for example, hunger, thirst, love or friendship.

## Values

are the things that we consider to be most important; for example, family, health or wealth

## Goals

are the outcomes that we are working towards.

# Motivation vs. Complexity

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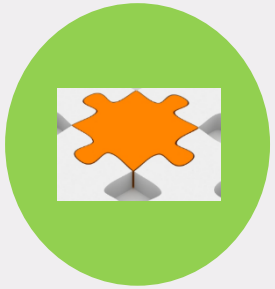
*--- leverage human resources by providing justification for implementing the project*

**Servant Leadership**

**Building Shared Vision**



**Team Learning**



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# Servant Leadership

*The value of project managers is not in their position, but in their ability to make everyone else better*.

- **Purpose.** Work with the team to define the "why" so they can engage and coalesce around the goal for the project. The entire team optimizes at the project level, not the person level.
- **People. E**ncourage the team to create an environment where everyone can succeed. Ask each team member to contribute across the project work.
- **Process.** Do not plan on following the "perfect" process, but instead look for the results. When a crossfunctional team delivers finished value often and reflects on the product and process, the teams are agile.

--- (PMI, 2017)

# Building Shared Vision

- *The capacity to hold the shared picture of the future we seek to create.*
- *It binds people together around a common identity and sense of destiny*
- *It creates an environment, where people excel, not because they are told to but because they want to.*
- *Given a choice, most people opt for pursuing a lofty goal all the time, regardless of the situation or the leader.*

# Team Learning

- *How can a team of committed managers of individual IQs above 120 have a collective IQ of 63?*

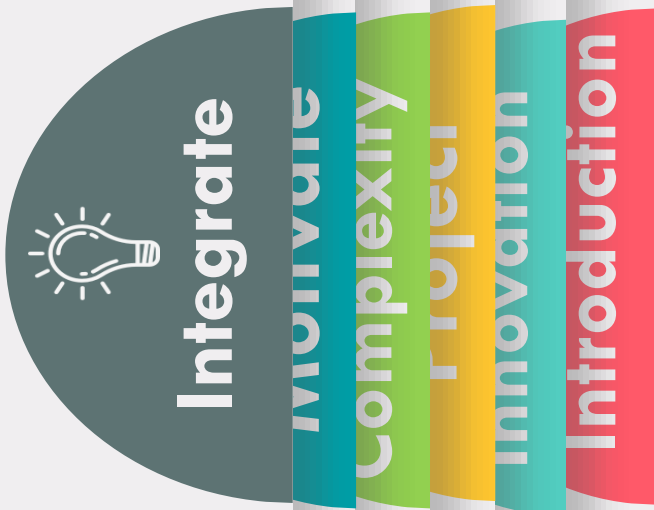
- *When teams are truly learning, the individual members are growing more rapidly than they could have otherwise and they are producing extraordinary results.*

- *Team Learning is vital because teams, not individual, are the learning unit in modern organization.*

*--- (Senge, 1990)*

# Integrate

## Module 6



# What is integration?

***---Proper coordination of elements or parts of projects***

Three Different Levels of Performing Integration

1

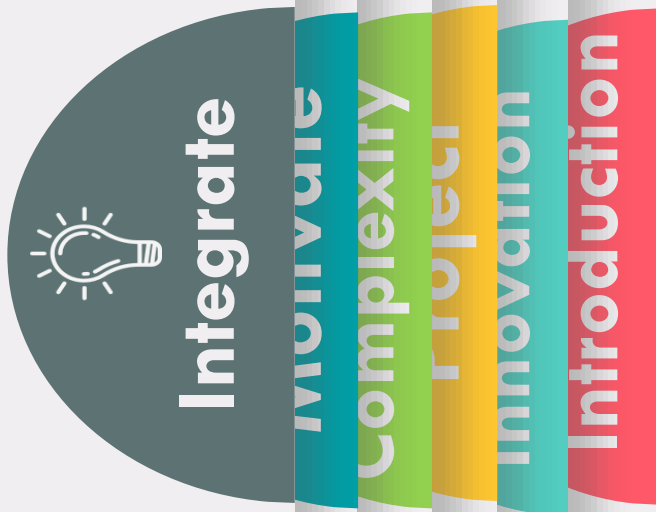
**Process Level**

2

**Cognitive level**

3

**Context Level**

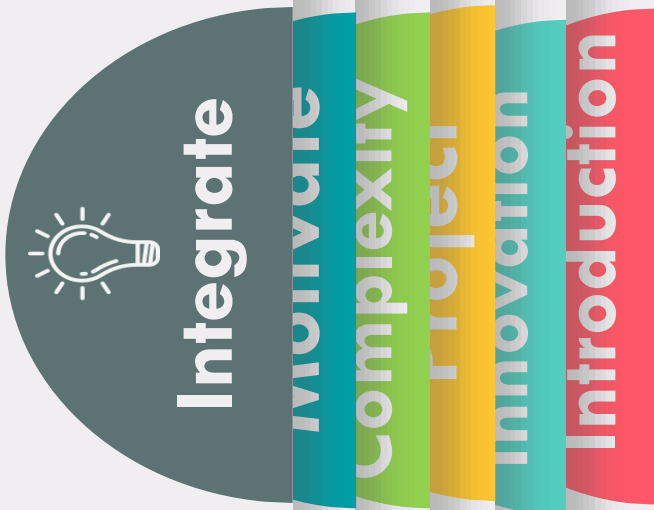


# PM Role in Performing Integration

Understand the strategic objectives and ensure the alignment of the project objectives and results with those of the portfolio, program, and business.

- ***80% of project management executives don't know how their projects align with their company's business strategy.***

*(Source: Changepoint)*




Guiding the team to work together to focus on what is really essential at the project level by integrating of processes, knowledge, and people.

# Classic Activism

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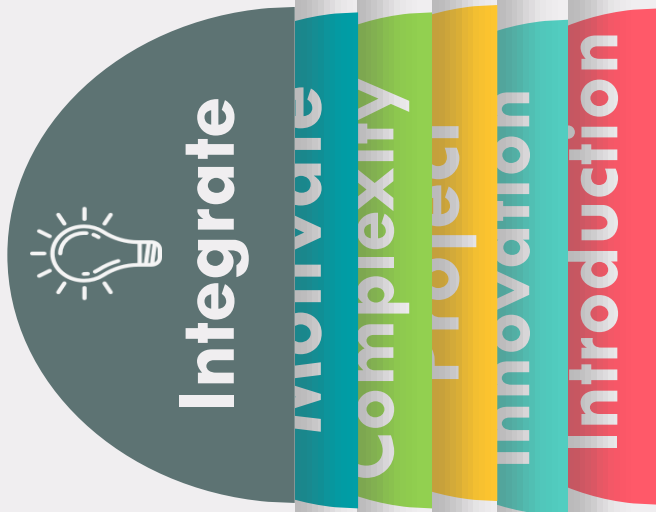
# Classic Activism

**"Nothing is more dangerous than an idea when it is the only one we have.“**

--- Emile Chartier, french philosopher, journalist, and pacifist, 1868-1951

*The four main steps of Classic Activism are*:

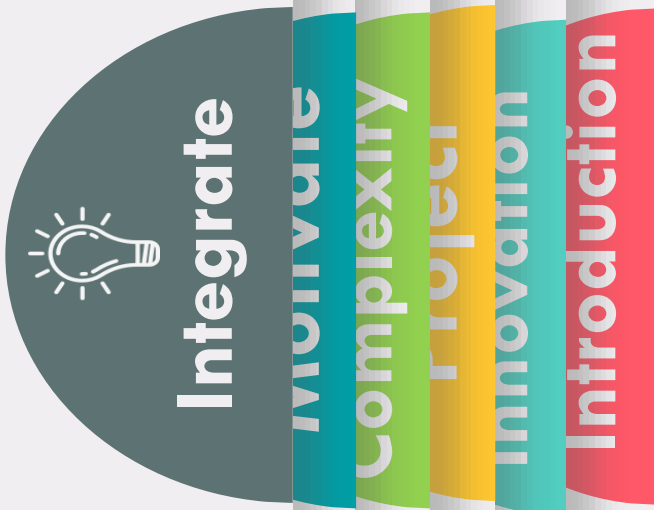
- Identify the problem to be solved
- Find the **proper practices** that, if adopted, would solve the problem
- Tell people the truth about the problem and the **proper practices**
- If that fails, exhort, inspire, and bargain with people to support the **proper practices**



# Introducing System Thinking

***Systems Thinking*** is the art and science of making reliable inferences about behavior by developing an increasingly deep understanding of underlying structure.

***--- (Richmond, 1987)***




It is the routine use of *correct* mental models that see the world as a complex system whose behavior is controlled by its dynamic structure, which is the way its feedback loops interact to drive the system's behavior.

# Key Concept of System Thinking

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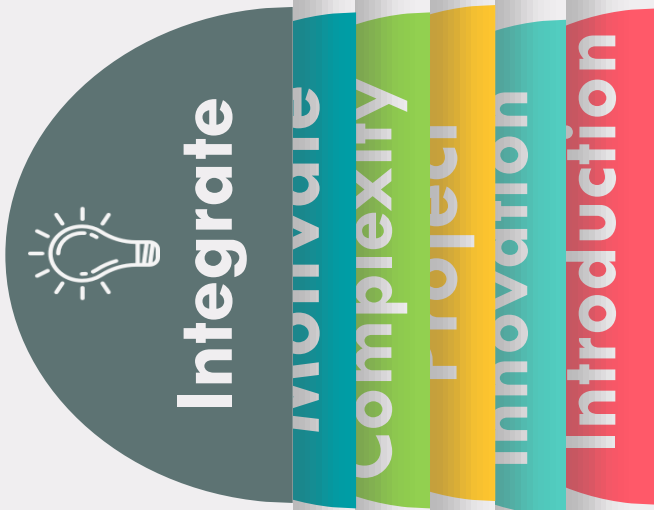
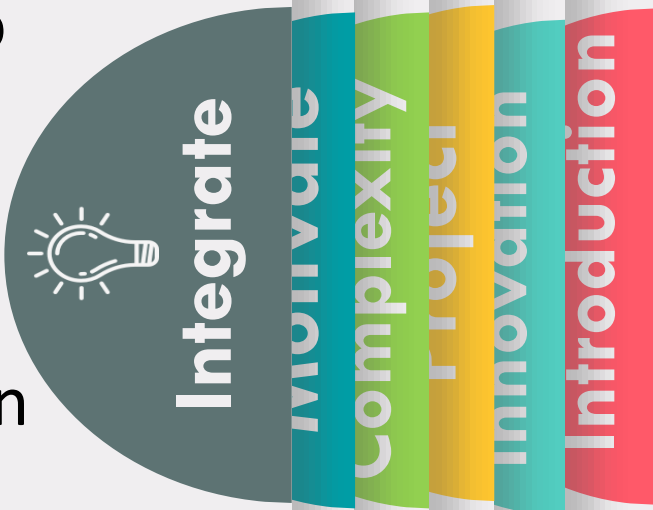
- All systems are composed of inter-connected parts
- The structure of a system determines its behavior
- System behavior is an emergent phenomenon
- Feedback loops control a system's major dynamic behavior
- Complex social systems exhibit counter intuitive behavior



# Integration vs. System Thinking

Effective integration must utilize system thinking which goes  beyond understanding the big picture or whole to comprehending the dynamic structure of the system.

Systems thinking is the first step to an even higher level: system dynamics, where instead of just thinking in terms of system structure you model it.



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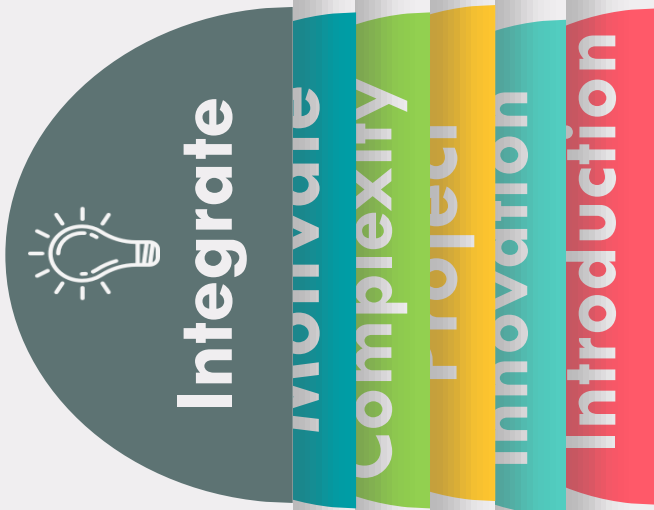
# Thank You