

Technology Services Adaptive Project Leadership

September 2013



Technology Services

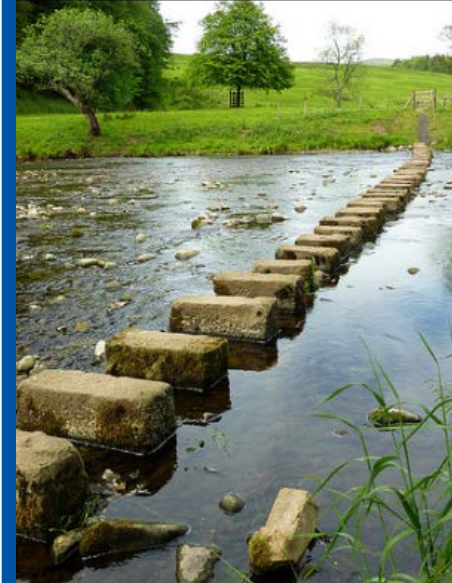
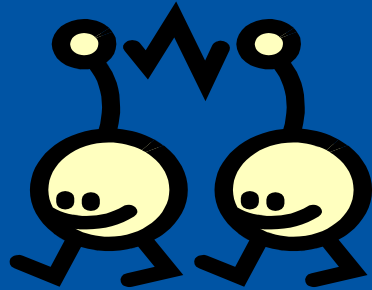
Adaptive Project Leadership for Business Results

As-Is and
To Be

Working
Together
Differently

Training
Steps

Next Steps



Project Leadership

Lost In Translation



Opportunities

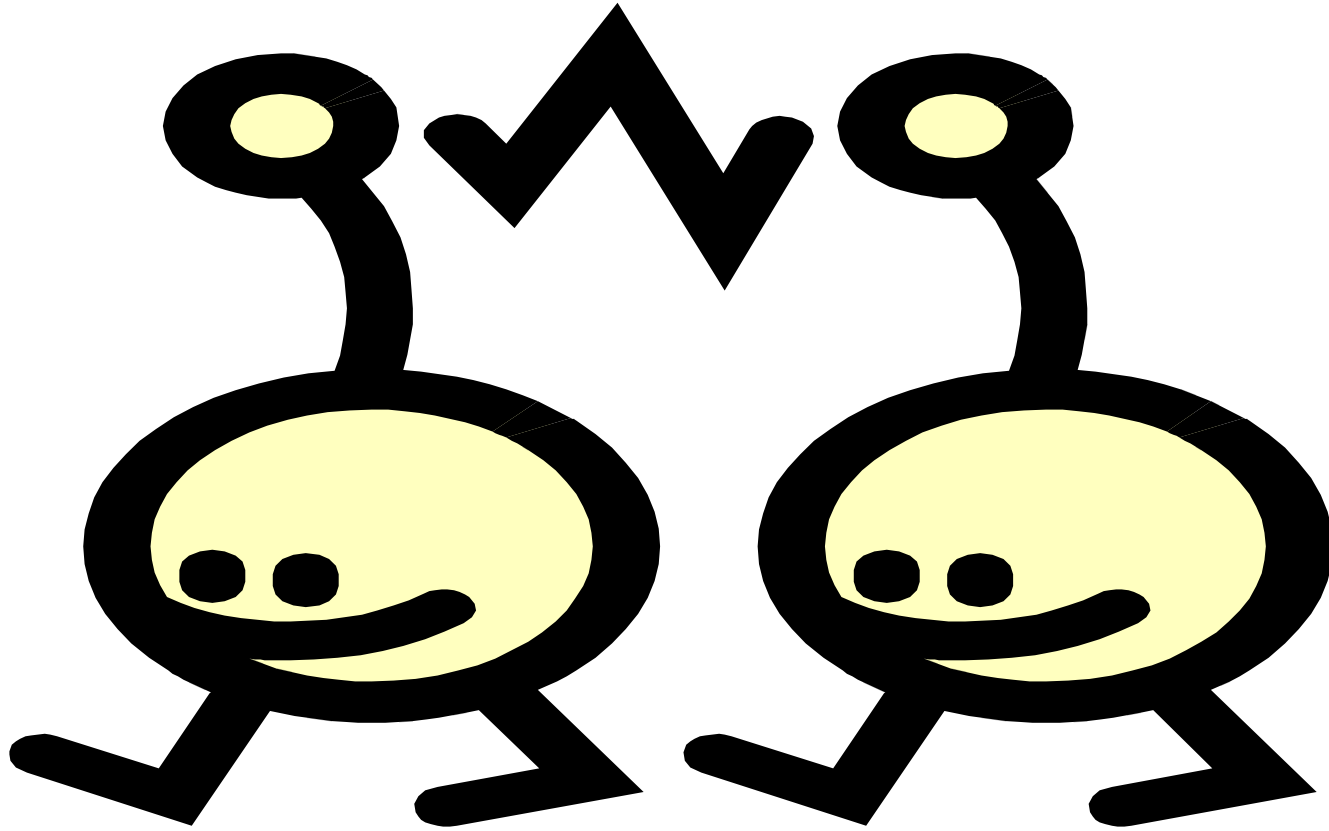
- Supply vs. Demand – Basic Economics
 - “Demand” = Projects
 - “Supply” = TS Employees
- Matching Supply and Demand:
 - The customers don’t care about our “supply” divisions
 - But, our TS division structure constrains our ability to meet the demand.
- Speaking Different Project Languages => Inefficiencies, Frustration, Confusion, etc.
- Single Threading = Tough
 - Commonality and Synergy of Project Leaders is Super Critical Right Now
 - Where Feasible:
 - Utility Players
 - End to End Responsibility
 - Expanded Repertoires and Variety of Work
- Convoluted Communication Flows



- ULTIMATELY: Business RESULTS
- Getting There - Focus:
 - Maximize usage of Project Coordinators for any and all TS related project work.
 - Cross-training and knowledge transfer for end-to-end responsibility.
 - Open opportunities for all types of project work to the Project Coordinators.
 - Further break down communication barriers and integrate employees and work across all of TS.
 - Speak a common language and get on the same page for project leadership and communication & change management.



Working Together - Differently



Historically...

TS Division I

TS Division II



Where I'd Like to See Us...

TS Division I

TS Division II



Project Coordinators

- Pooled
- Co-located
- Reporting Relationships
 - Report to TS Administration, 108100
 - Performance Review
 - Lead Coach / IT Manager
 - CIMO
 - Supervisory/management customers from projects



- Assigned to Coordinators by CIMO and IT Managers.
- Immediate term: Subject matter expertise will be a significant factor in assignments.
- Future: More sharing and fungible Coordinators = more flexibility in assignments.
- Note: Coordinator funding source will need to be factored in as needed.



Training



Adaptive Project Leadership

- We can only know XX% of an effort – the YY% is unknown.
 - Marine Military Manual: 60% known; 40% unknown...
 - Must be able to adjust to be successful.
 - Regardless of percentages, we have to adapt constantly.
- Work with a common foundation but also in the world of the customer.
- Have common skills, parameters, vision, etc.



- Course 1...
- Pilot – October 21, 22 and 23 (½ day on 23rd)
 - CIMO, IT Managers, Coordinators and a Few Seniors with Immediate Project Needs.
 - Two day course; ½ day debrief, customization thoughts, how tailor to TS.
- Methodology is part.
- Bigger part is practicality and adaptability.



Also...



The Four Rules of Active Listening

1. Seek to understand before you seek to be understood.
2. Be non judgmental
3. Give your undivided attention to the speaker
4. Use silence effectively



- Pilot Courses with Small Groups
- Refine Courses and Adapt to Fit TS and County Culture
- Future Course Sessions:
 - Open to TS employees.
 - Attendance matched to job duties, work teams and project demands.
 - Dependent on budget and demand/needs.



Next Steps

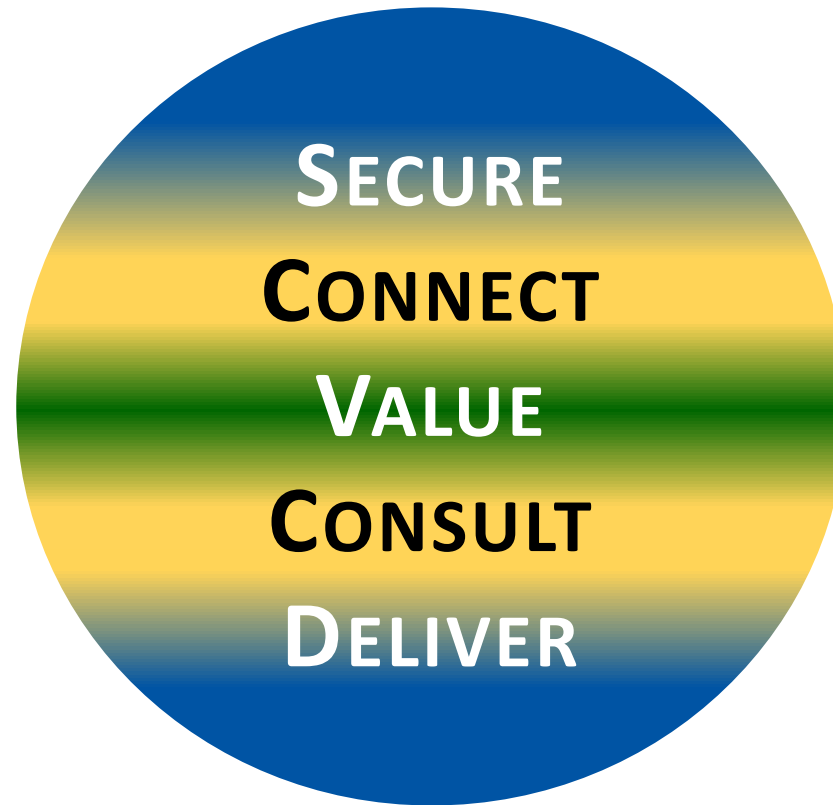


Next Steps

- Pilots of Each Course
 - Practical Project Management;
 - Active Listening;
 - Human Factor
- Standardization of Courses
- Coordinator Consolidation and Leveraging



2013-2015



What Questions Do You Have?

