

Leverage the PM Skill Set & Enhance Your Contribution to Your Organization

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Ask not what your company can do
for you; ask what you can do for your
company

Inaugural Address by John F. Kennedy
January 20th 1961



What is Your Personal Value Proposition?

- A Personal Value Proposition is how you make your expertise & experience distinct & appealing
- Are you spending time reflecting upon (...and taking control of...) what will make you more successful, enhance your credibility, & increase your job security?
- The hard fact is that no one is responsible for developing your Personal Value Proposition but you!



Acumen

- Keen insight; shrewdness; astuteness in business matters
- Quickness of perception or discernment; penetration of mind
- Consider this list of synonyms...



Comprehension

Wisdom

Astuteness

Perception

Understanding

Shrewdness

Keenness

Judgment

Acuity

Insight

Intellect

Discernment

Ingenuity

Acuteness

Smarts

Intuition

Cunning

Awareness

Grasp

Cleverness

Vision



Extra! Extra!

- PMI research confirms...
 - Our profession's value proposition is dependent upon much more than our knowledge of the PMBOK



Topics

- What do employers seek in their top-notch project managers?
- What do we bring to the table (other than tactical project management)?
- Step out of our traditional roles and identify opportunities to share our skills
- A few practical examples...



Let's start with a quick poll of the audience...

Have you ever heard this from a senior leader?

I just wish my PMs knew more about the PMBOK



What Do Employers Seek?

- **Problem solving**
- **Communicate**
 - **Write**
 - **Present**
- **Interpersonal skills**
- **Team building skills**
- **Professional discipline**



How many times are these specific skill sets mentioned in the PMBOK?

- **Problem solving** (2 times – 9.3, 9.4.2.3)
- **Communicate** (2 times – 10.0, G.4)
 - Write
 - Present
- **Interpersonal skills** (4 times – 9.3.2.1, 9.4.2.5, 10.4.2.2, Appendix G)
- **Team building skills** (5 times – 9.1, 9.3.2.3, 9.3.3.1, G.2, G.4)
- **Professional discipline** (1 time – 1.1)



Note: I didn't include instances merely listed in figures

Translation?

- Employers seek candidates with well developed soft skills
- “Soft Skill” appears in the PMBOK... **once!**
- 5 pages of 496 dedicated to “soft skills”
 - “Project Managers accomplish work through the project team and other stakeholders. **Effective** project managers acquire a **balance** of technical, **interpersonal**, and **conceptual skills** that help them **analyze** situations and **interact** appropriately”

Source: PMBOK. (2008). A Guide to the Project Management Body of Knowledge. 4th Edition.



What Do We Bring to the Table?

- Portfolio of skills
- Differentiate yourself with desired/needed skills (soft skills)

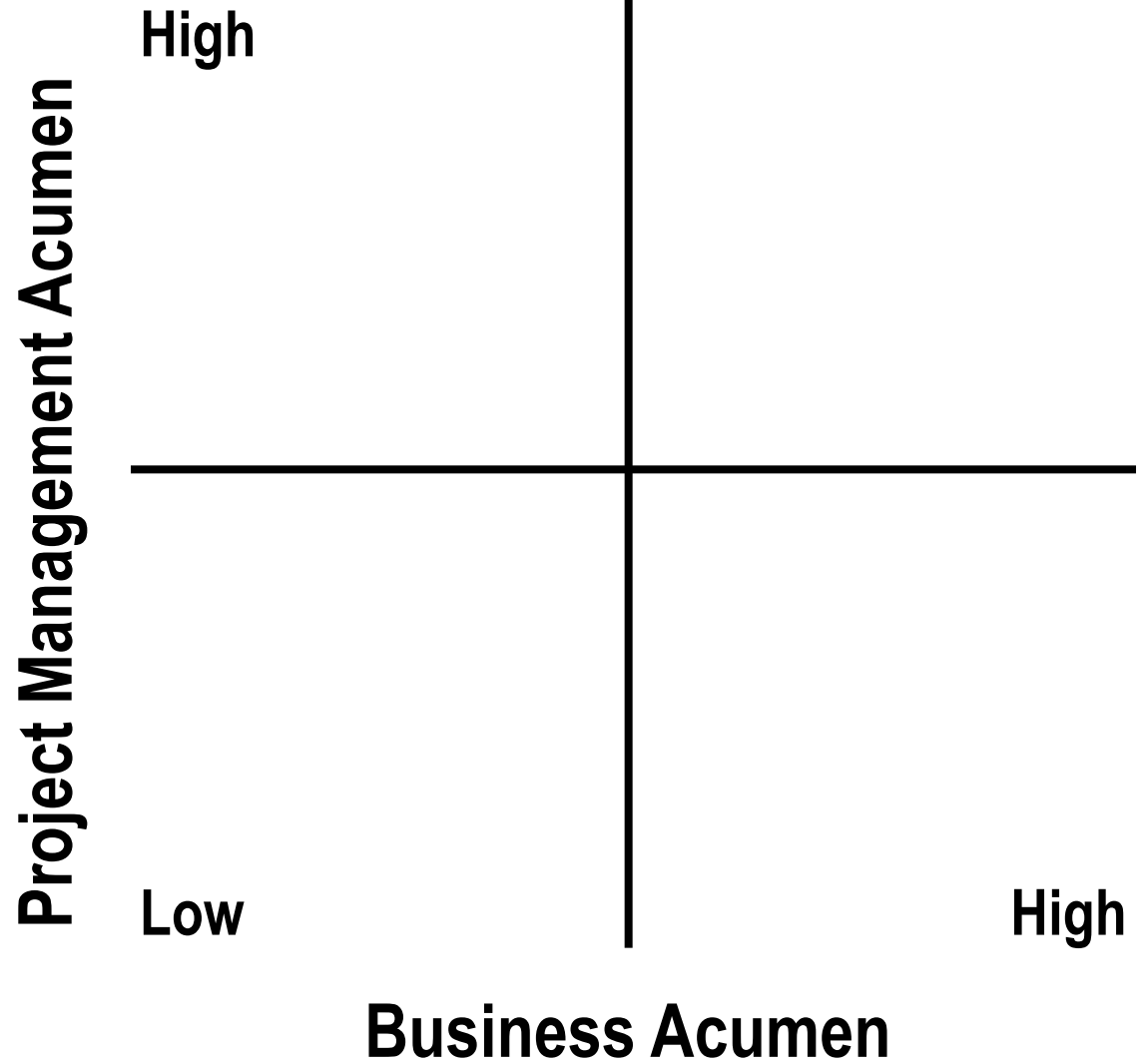
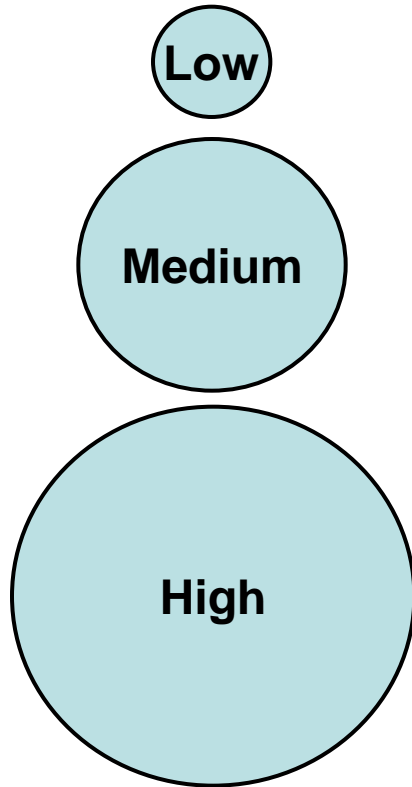


So...What Makes a Great PM?

1. Human Interaction Acumen
 - * Project Management Acumen
 - * Business Acumen



Human Interaction Acumen



The World Is Very Different Now

- Don't allow your history to box you in
- Don't allow role descriptions to box you in
- In today's competitive, economically challenging environment, we must identify opportunities to leverage our skills and increase our contribution to our organization
- There's more to life than on time, on budget, and within scope
- Our profession's innate talents can be shared to not only enhance our contribution, but also market our unique skills



What Does This Mean to a PMP?

...or *Chuck's PM Taxonomy*

1. Knowledge & Comprehension: List & Explain
 - Understanding an intended message (the PMBOK in this application)
 - Congrats, you get the letters after name!
2. Application: Apply & Act (the next step after comprehension)
 - Demonstrated ability to apply the project management body of knowledge to an actual project
3. Analysis: Arrange & Prioritize (pragmatic project management)
 - Understands how the individual parts are applied in isolation
 - **And** how the processes are integrated and complement each other
4. Synthesis & Evaluation: Adapt & Defend (the critically thinking PM)
 - How you apply the concepts in a complex environment
 - Ability to determine which “parts” are applicable & which are not



Step Out & Up

Tactical wins are OK, but...

We dare not tempt employers with weakness
(or even acceptance of the status quo...in
other words, complacency)

For only when our arms are sufficient beyond
doubt can we be certain beyond doubt

Inaugural Address by John F. Kennedy: January 20th 1961



Regularly Inventory & Evaluate Your Armory



PREPAREDNESS



Great Idea...But How?

- Evaluate senior stakeholders perceptions
- What are your functional managers, peers, team member's needs?
- Identify skill gaps
- Be nimble and ready to redefine yourself
- What worked in previous roles and/or organizations?



A Few Practical Examples...

1. Team chartering
2. SMOC
3. Decision making processes
4. Book club
5. Finance process mapping & training
6. Receiving SIPOC diagramming & training
7. SWOTt analysis



1. Team Chartering

Work/Task Team Charter

< NOTE: The italicized, bracketed information is provided for your guidance. Please feel free to delete this information and/or modify this template to meet your needs. Remember, this is a living document. The scope of the issue/work may change, goals may change or become more detailed over time, etc ... In short, start with a foundation and build upon that baseline. >

General Information

Team Name: < Simple descriptor is all you need. i.e. – Group Sales Team, Fall Meet Kick-off Planning Team, etc ... >

Sponsor(s): < Management person or persons with the authority to allocate resources, provide oversight for the team, accountable for the outcomes, etc ... >

Team Members

Name	Email	Phone	Location

Business Problem

< State in specific terms the problem or issue this team is chartered to resolve. For example, is this team solving a problem, enhancing a process, etc ... >

Team Goals

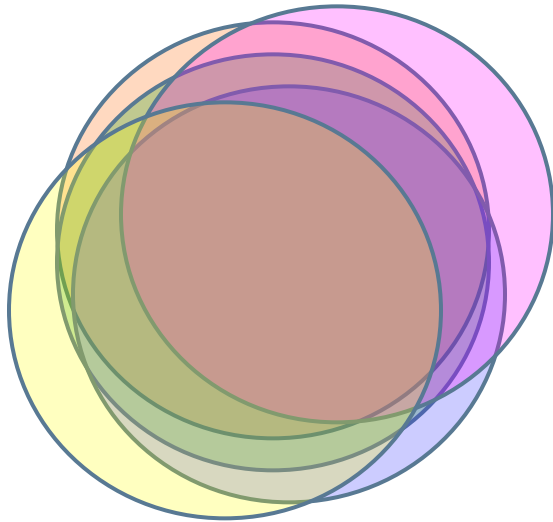
< Arguably the most important section of the charter. This section will include project



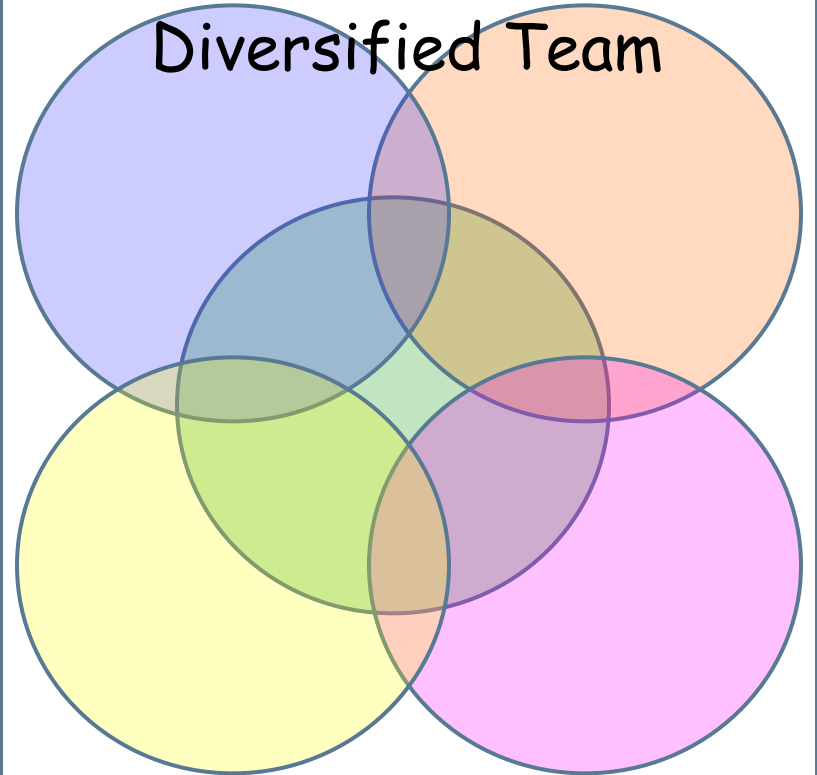
1. Team Chartering

The Value of Team Diversity

Homogenous Team



Diversified Team



1. Team Chartering


- Groups vs Teams ($2 + 2 = 4$ vs $2 + 2 = 5$)
- Work team vs task team
- Tips for building effective teams
 - Clear expectations & context
 - Commitment & collaboration
 - Communication & coordination
 - Control & consequences
- Tips for avoiding common pitfalls (group think, hidden agendas, difficult team members, etc...)



2. The “Standardized Meet Opening Checklist”

- Opportunity to introduce a structured approach to managing to specific goals in an operational setting

Standardized Meet Opening Checklist Charter



General Information

1. Project Number:	2007-048
2. Project Name:	Standardized Meet Opening Checklist
3. Executive Sponsor:	Jay Rollins, Vice President, Information Technology
4. Business Sponsor:	Shawn Noble, Director Information Technology Operations
5. IT Sponsor:	Chuck Millhollan, Director PMO
6. Project Manager/Lead:	H. Ray Pat, Jr.

Executive Summary

The Churchill Downs Incorporated IT Department is a service organization created to support the various information technology initiatives of Arlington Park Race Course; Calder Race Course; Churchill Downs Incorporated; Churchill Downs Race Track; and Fairgrounds Race Track.

Business Problem

The Churchill Downs Incorporated Information Technology Department is primarily a reactive unit with little or no planning in place for pre-meet initiatives identified by the various Churchill Downs properties identified above. Since there is no standardized pre-meet checklist many of the functions performed by the IT Department are adhoc or a last minute consideration impacting resource scheduling and requiring unnecessary delays. Often many functional requirements are missed or deadline missed because sufficient lead time has not been identified. Missing deadline impacts IT resources, operation resources and causing confusion on achieving and meeting deadlines.

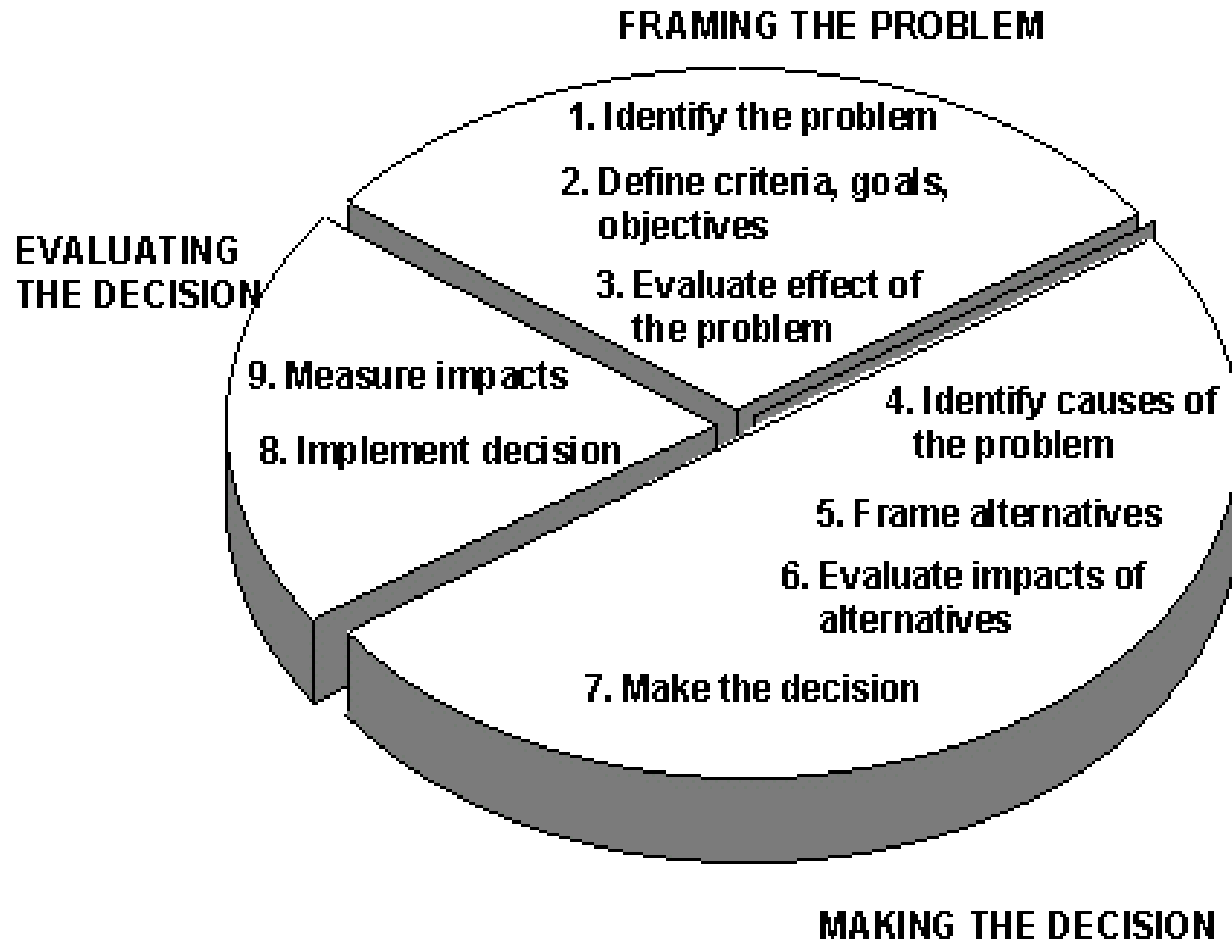
Business Objectives

1. Objective 1:	Provide lead time for implementation of system logins. Identify full time/seasonal employees, vendors and contractors who require specific authorization to the appropriate company applications
2. Objective 2:	Ensure all necessary hardware/software are in place prior to opening. Identify hardware and software necessary for functionality at gates and other locations throughout the facilities.
3. Objective 3:	Permit real time training for full time/seasonal employees, vendors and contractor with the equipment they will operate during the meet. Proactively pursue outstanding IT issues. Identify departments with IT related concerns, needs and special requirements.
4. Objective 4:	

Task Name
1 Pre-Meet
2 Identify SMEs & responsible parties by track for all tasks listed below
3 Develop SME contact list
4 Emergency/Escalation contact list
5 Communications planning
6 IT & IT Security pre-meet communique
7 Communications plan development
8 Racing Office
9 Validate pre-meet racing office IT set-up checklist
10 Equipment & personnel request validation (numbers: PCs, printers)
11 Complete access request forms
12 Set deployment schedule
13 PC Set-up
14 Incompass
15 Validate website IP address
16 Test links
17 Update content filter
18 System/program access
19 MS Office (Excel, Outlook, Word)
20 McKinnie access (module?)
21 Printer set-up, drivers, etc...
22 Connectivity
23 VLAN enabled
24 Port security
25 Account set-up
26 Set up or re-enable accounts
27 Enter contact info into Active Directory
28 Group assignment in Active Directory
29 Password validation/reset
30 Racing office acceptance of IT set-up



3. Decision Making Processes



4. Book Club

- Charter review

- Goals

- Non-academic
 - Relate content to Churchill success
 - Practical application of learned concepts

- Objectives

- Personal growth
 - Creative approaches to real-world issues
 - Promote interaction among different functional areas
 - Share learning



4. Book Club

- Book reviews to date...



Jan 2008



Mar / Apr 2008



Sep 2008



Dec 2008



May / Jun 2009

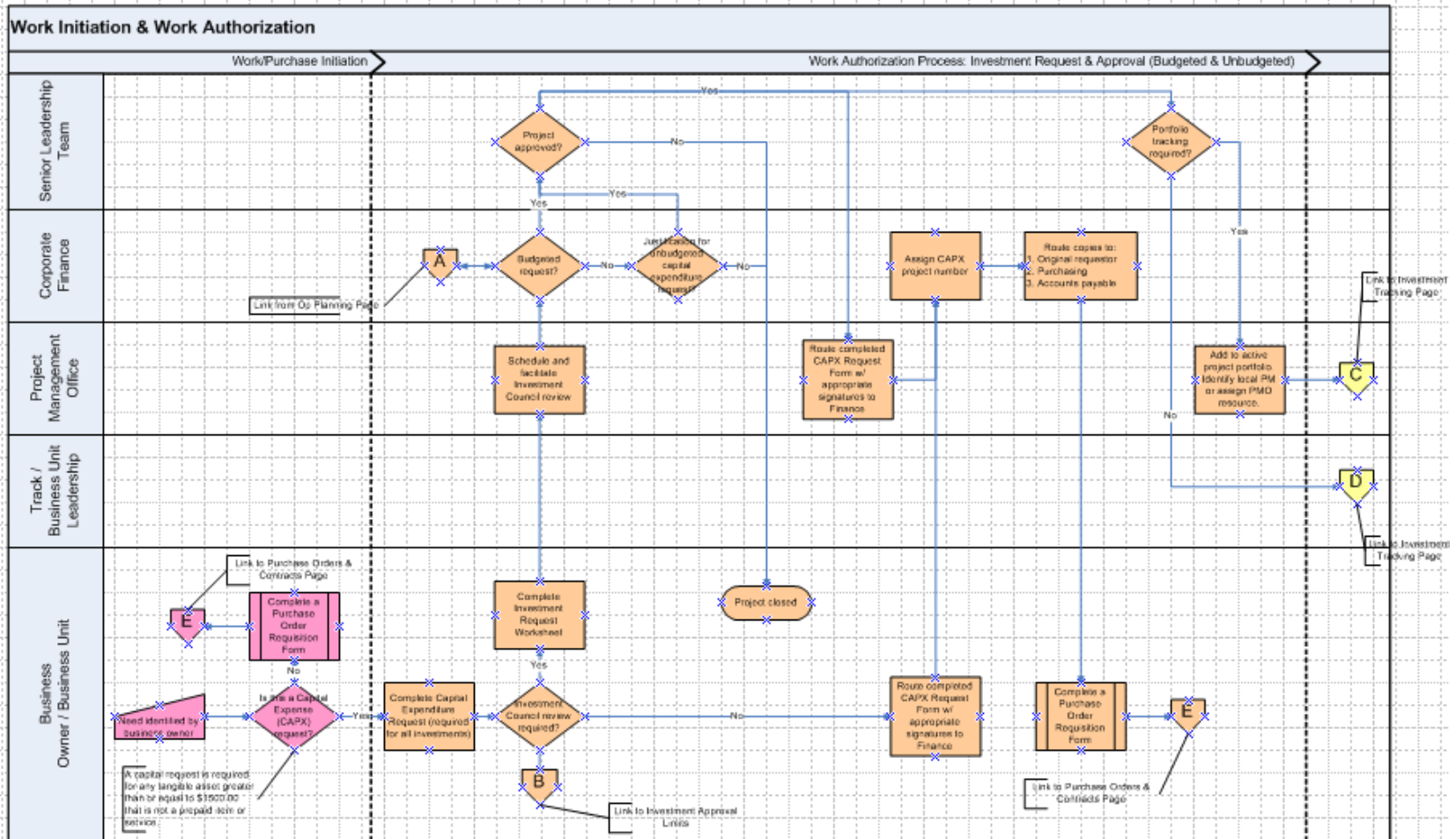


5. Finance Process Mapping & Training

- Conduct stakeholder interviews
- Define & document “as is” processes
- Test “as is” for application & compliance
- Define & document “to be” processes
- Conduct gap analysis
- Define, test, & implement solution



5. Finance Process Mapping & Training



6. Receiving Process SIPOC Diagramming & Training

SIPOC Diagram for Documenting Goods Received at CDRT Gates

Process Stakeholders:

1. Operations
2. Security
3. Finance
4. Purchasing

Process Assumptions:

1. This documents the “as-is” process without JDE integration

Supplier: Vendors, delivery services

Inputs: Goods, Bill of Lading (or other receiving documentation)

Process: Document Goods Received & Notify Responsible Parties

Where: Gates 2, 5 or 6, 15, & Trackside Training Center (Gate 3)
Who: Security guards
When: 24 x 7 (when gates are open)
How: Manual – Bill of Lading review, goods inventory, log book documentation & phone notification

Outputs: Verified & Signed Bill of Lading and/or receiving documentation, log book entry, phone notification

Customers: Requestor, purchasing, accounts payable

Process Steps:

1. Request Bill of Lading (or other receiving documentation) from delivery service
2. Match delivered goods to documentation
3. Sign Bill of Lading
4. Make Log Book entry
5. Call “Ship To” contact or Purchasing and notify receipt of goods

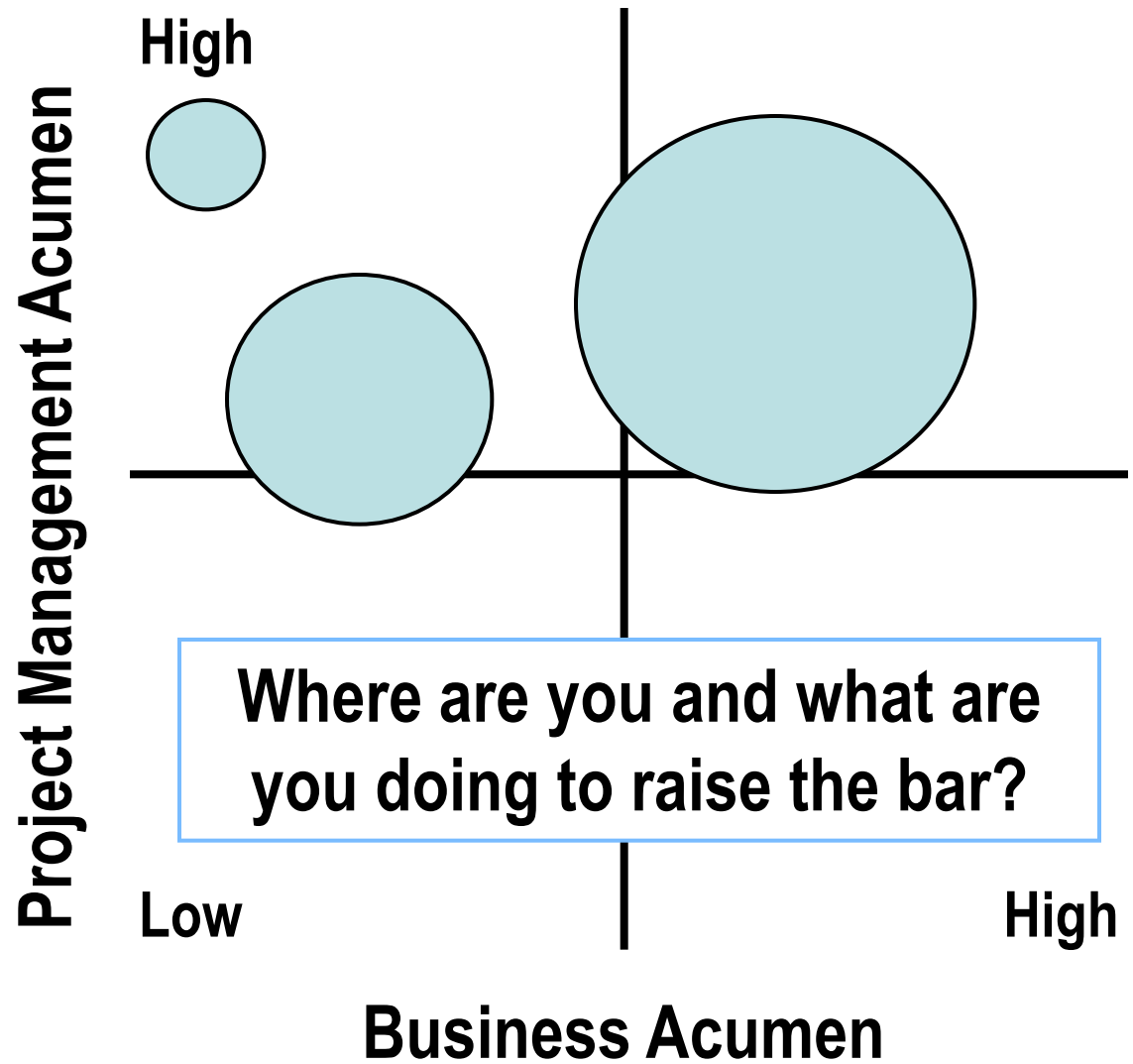
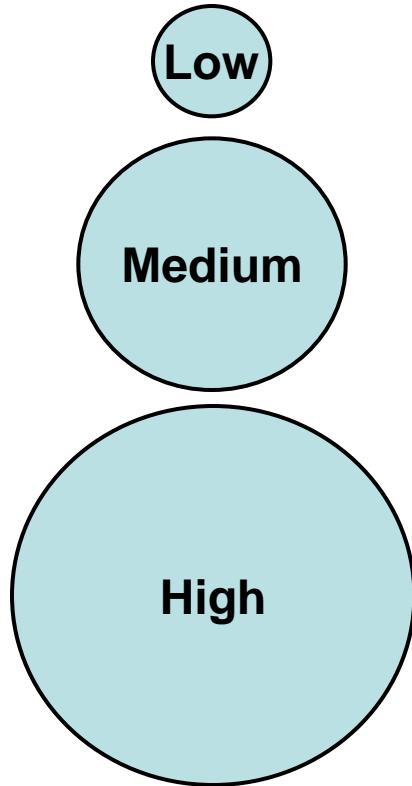


7. SWOTt Analysis

- Who better than you to proactively (or preemptively) identify...
 - Strengths
 - Credibility – We do what we say, when we say
 - Weaknesses
 - Inconsistency with documentation and storage (artifact repository)
 - Opportunities
 - Define a structured resource allocation process for approved projects
 - Threats
 - Seen by many as an Information Technology PMO
 - Trends
 - Primary source of capital projects has been unbudgeted requests (changing capital request processes)



Human Interaction Acumen



MBA + MPM + PMP + PgMP + CSSBB + CMQ/OE +
CSQE + MHP + itSM + \$4.29 =



Knowledge is only potential...
Demonstrated Proficiency is power!

