Sync to Swim: Twenty First Century Project Leadership
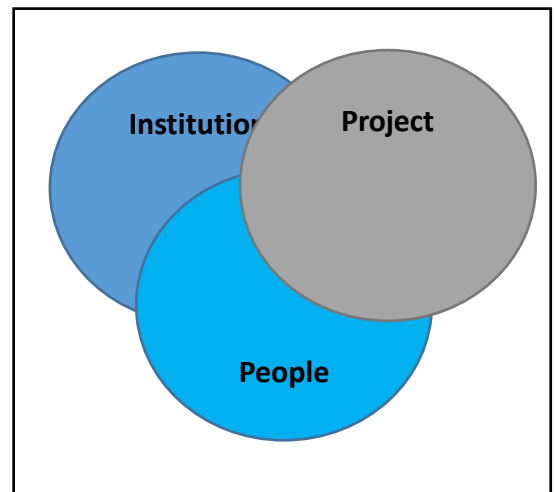
Presentation Outline & Notes

I.   What is "project management"?
   a. PMBOK – discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria.
   b. "Mickey's Definition" - It's the synchronization of the various needs of Institution, Project, and People to achieve an end.

II. "Management" vs. "Leadership" - *What's the Difference?*
   a. We *manage* things and processes, we *lead* people
   b. Management
      i.   Arose from 19th and 20th Century industrialization
      ii. Purpose is *efficiency*
      iii. Focus on allocation of *resources*
      iv. Optimize process to produce a *product*
      v.   People are a resource to be *expended*
   c. Leadership
      i.   Pre-dates management by thousands of years
      ii. Purpose is *effectiveness*
      iii. Focus on *human motivation*
      iv. Optimize *people* to accomplish a *task*
      v.   People are a resource to be *cultivated*

III. 20th Century management / motivational techniques are valid, but only part of the story
   a. Blake-Mouton Grid
   b. McGregor's Theory X & Theory Y
   c. Maslov's Hierarchy of Needs
   d. Hertzberg Two Factor Theory

IV. The Leader-Synch Model
   a. Institutions – we all work for some institution and it has *needs*: profit, reputation, policy, procedure, resources.
   b. Project – the reason we're a PM is to *deliver* some product or service. The Institution and the People need a *purpose*.
   c. People – These are the members of the team *who actually do the work*. They are not a "resource" to be managed; rather they're *individual humans who need to be lead!*

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Case Study: Tinian Divert

I.   Mission: Build divert airfield facilities on Tinian Island
   a. US law applies
   b. Local, territorial, Federal stakeholders
   c. Congressional funding ($400M)
   d. Long history of military in CNMI
   e. No divert airfields nearby
   f. CNMI people, CNMI Gov't, Congress, OSD, DLA, USAF, USMC, FAA, ASHP, USFWS, US EPA, Land owners, Tourist industry

II. Institutional Needs
   a. Divert capability as soon as possible
   b. Good relations with local community
   c. Good relations with Congress
   d. Minimal staff resources
   e. Within Budget
   f. Follow the law
   g. Stay on message

III. Project Needs
   a. "Iron Triangle:" Scope, Time, Cost + Quality
   b. Minimal staff expenditure
   c. Remain within organizational budgets
   d. Follow the law – especially NEPA
   e. De-conflict & synchronize w/ USMC CJMT project

IV. People Needs
   a. Minimize travel ("PERSTEMPO")
   b. Negotiation skills
   c. Maximize time on ground
   d. Build lasting relationships
   e. Longevity with project
   f. Training on NEPA process + NEPA expertise