



“Don’t Become Dispensable...Become an Indispensable Project Manager”

Speaker: Eddie Merla, PMI-ACP, PMP

Company: Duende Project Management Services

Welcome to the PMI Houston Conference & Expo and Annual Job Fair
2014

- Please set your cell phone/pager to silent mode
- There will be time at the end of this presentation for you to take a few moments to complete the session survey. We value your feedback which allows us to improve this annual event.



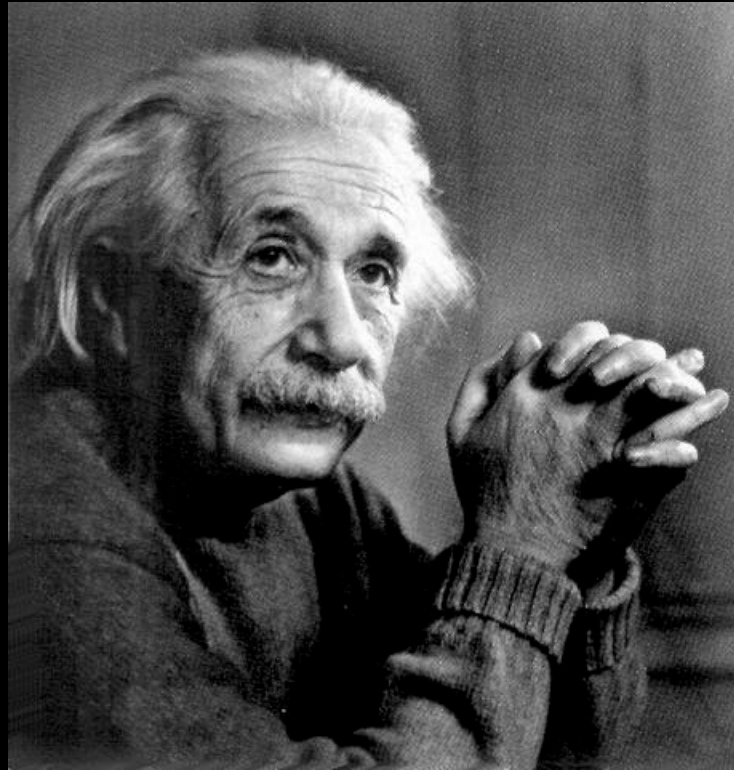
An Indispensable Person

Session Topics

- The Indispensable Project Manager
- The Cycle of Growth
- The Seven Abilities of an Indispensable Project Manager

The Indispensable Project Manager

“Only one who devotes himself to a cause with his whole strength and soul can be a true master. For this reason, mastery demands all of a person.”



Albert Einstein

LINCHPIN

Are You Indispensable?



Bestselling author of *Purple Cow*, *The Dip*, and *Tribes*

SETH GODIN

THE NEW YORK TIMES BESTSELLER

7 Abilities of a Linchpin:

- Seth Godin

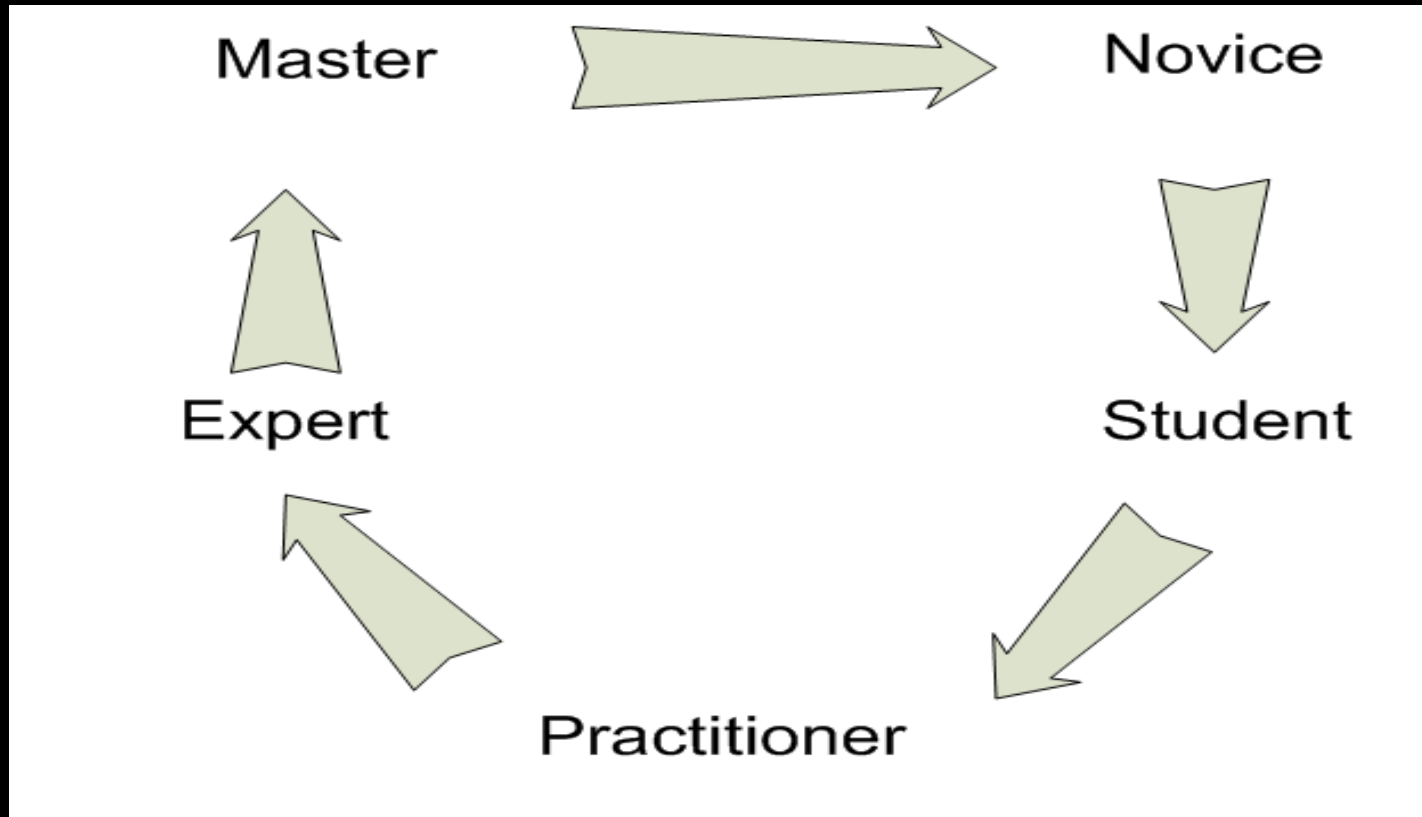
1. “Provide a unique interface between members of the organization.”
2. “Deliver unique creativity.”
3. “Manage a situation or organization of great complexity.”
4. “Lead customers.”
5. “Inspire staff.”
6. “Provide deep domain knowledge.”
7. “Possess a unique talent.”

The Indispensable Project Manager

- Masters skills of the trade
- Challenges the conventional
- Begins at the center
- Understands the “essence”
- Perpetually learns and teaches
- Creates unique value
- Finds “Voice”

The Cycle of Growth

Cycle of Growth



Cycle of Growth

Novice	Unconsciously Incompetent
Student	Consciously Incompetent
Practitioner	Consciously Competent
Expert	Unconsciously Competent
Master	Unconsciously Creative

7 Abilities of an Indispensable Project Manager

1. Provide a Unique Interface
2. Deliver Unique Creativity
3. Manage Complexity
4. Lead Customers
5. Inspire Staff
6. Provide Domain Knowledge
7. Becoming Expert

1 Provide a Unique Interface

“A linchpin helps lead, and he connects people in the organization, actively and with finesse.”

- Seth Godin

Application	“Doer Language”	“Leader Language”
Developing Vision	Narrow – task based	Encompassing, empowering
Communicating Vision	Focuses more on “How To”	Focuses on the benefits, “what’s in it for us?”
Stakeholder Management	Task oriented, limited to the project life cycle	Relationship oriented, extends beyond the project life cycle
Conflict Management	“Win-Lose”	“Win-Win-Plus”
Decision Making	Short Term, limited to the project life cycle	Long Term, extends beyond the project life cycle
Leadership	Task focused	People focused

Application	“Doer Language”	“Leader Language”
Power/Influence	Limited	Effective, extends beyond the project
Facilitation	Task based	Vision based
Planning	Tactical	Strategic
Managing uncertainty	Limited	Effective
Negotiating	“Lose-Lose”	“Win-Win-Plus”
Coaching	Reactive, task based	Proactive, relationship based

Copyrighted Material

FOREWORD BY STEPHEN R. COVEY

TURN THE SHIP AROUND!

How to Create Leadership at Every Level

L. DAVID MARQUET

CAPTAIN U.S. NAVY (RETIRED)

Copyrighted Material

Ideas for “Leader to Leader”

From David Marquet

- Use “I intend to”
- Use short early conversations
- Resist the urge to provide solutions
- Eliminate top-down monitoring systems
- Think out loud
- Specify goals not methods
- Embrace the inspectors

Questions to Consider From David Marquet

- Do you have to be the smartest person in your organization?
- Are you asking questions to make sure you know or to make sure they know? (trust)
- Do people take action to protect themselves or to make the outcome better?
- Do your procedures reinforce the Leader-Follower model?

Habits for “Provide a Unique Interface”

- Communicate intention
- Evaluate your monitoring systems
- Consider a shift in your language
- Perform continuous self-evaluation
- Habits from “the room”

#2 Deliver Unique Creativity

“It is better to fail in originality than to succeed in imitation.” - Herman Melville

“Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that’s creativity.” - Charles Mingus

The Harvard Business Review article, “The Innovator’s DNA,” the authors identify five discovery skills common to “true” innovators:

- Questioning allows innovators to break out of the status quo and consider new possibilities.
- Through observing, innovators detect details that suggest new ways of doing things,
- In experimenting, they relentlessly try on new experiences and explore the world.
- And through networking with individuals from diverse backgrounds, they gain radically different perspectives.
- The four patterns of action together help innovators associate to cultivate new insights.

Copyrighted Material

HARVARD BUSINESS REVIEW PRESS

THE INNOVATOR'S DNA

MASTERING THE FIVE SKILLS
OF DISRUPTIVE INNOVATORS

JEFF DYER
HAL GREGERSEN
CLAYTON M. CHRISTENSEN

*Bestselling Author of *The Innovator's Dilemma**

Copyrighted Material

Phases of the creative process (Graham Wallas):

1. Preparation
2. Incubation
3. Inspiration
4. Evaluation (or confirmation)
5. Elaboration (Mihalyi Csikszentmihalyi)

Csikszentmihalyi's list (partial):

- Continually increase the level of challenge
- Do more of what you love, less of what you hate
- Try to be surprised by something every day
- Try to surprise at least one person every day
- When something strikes a spark of interest, follow it
- Develop what you lack and want
- Find a way to express what moves you
- Make time for reflection and relaxation

Barriers

Pierce J. Howard list (partial):

- A critical nature
- Poor diet
- Poor health
- Fear
- Poor team environment
- Left-brain dominance
- Pessimism
- Time pressure
- External rewards

Habits for “Deliver Unique Creativity”

- Do more of what you love
- Ask questions to understand why
- Listen
- Observe with intent
- Habits from “the room”

3 Manage Complexity

“When the situation gets too complex,
it’s impossible to follow the manual
because there is no manual.”

- Seth Godin

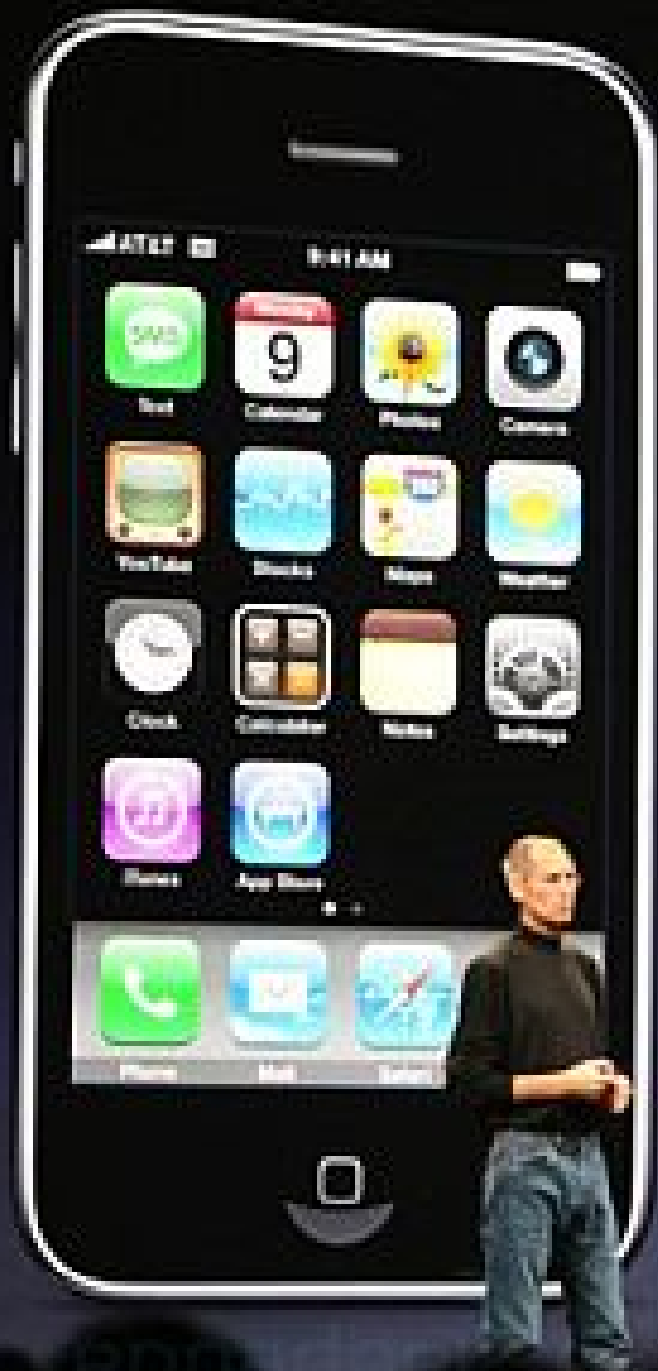
“If you can't write your message in a sentence, you can't say it in an hour.”

Dianna Booher



The Microsoft "Live" Platform





\$199

8 GB

Lessons From Steve Jobs

- Less is more
- Simple is cool
- Find inspiration in other products
- Aiming for simple invokes innovation
- “Real artists simplify”

Techniques to Manage Complexity:

- Find the theme, core message or intention
- Break down complexity
- Strive for simple design
- Use “chunking”
- Use storytelling

Habits for “Manage Complexity”

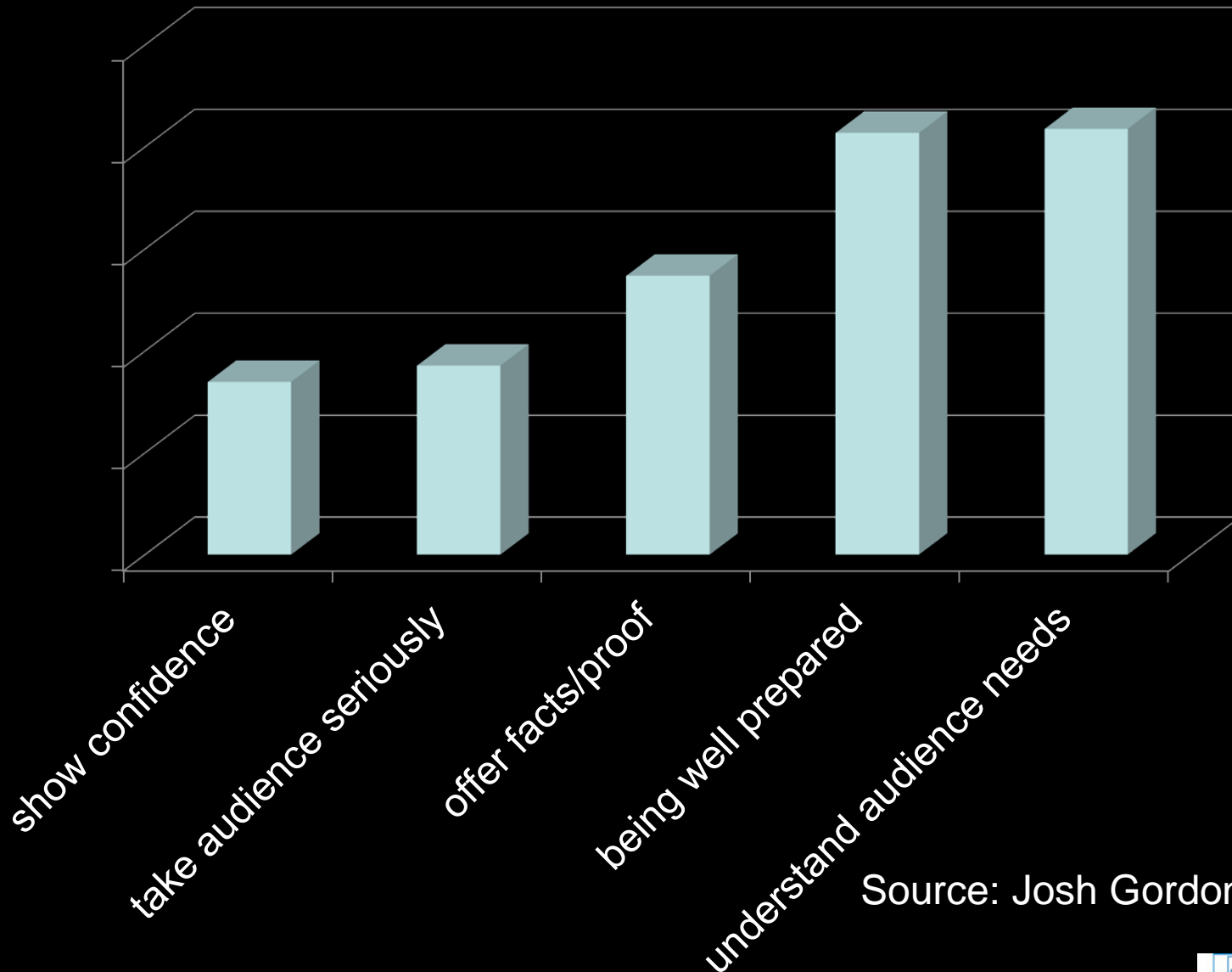
- Develop presentation skills
- Search for the elevator pitch
- Ask “why?”
- Develop storytelling skills
- Habits from “the room”

4 Lead Customers

“Your most unhappy customers are your greatest source of learning.”

- Bill Gates.

Audience Trust Builders



Source: Josh Gordon Survey

Key Questions:

- How much influence or power does your customer bring to the conversation?
- What are the specific interests of your customers?
- What are the individual roles and responsibilities of your customers?

More Questions:

- Are there any significant events occurring in the organization which could affect the perspective of your customer?
- What are your common interests?
- What are the demographics (age, income level, education, occupations, gender, etc.) of your customer and how should you consider these in your conversations?

Habits for “Lead Customers”

- Use your customer’s language
- Seek active engagement with your customers
- Seek to understand your customers’ challenges
- “Be” the customer
- Habits from “the room”

5 Inspire Staff

“Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves.”

- Stephen Covey

“Why Not Self-Directed Teams?”



Techniques for Inspiring Staff

- Build an environment of trust
- Encourage the leader-to-leader model
- Recognize individual strengths and talents
- Provide constant and relevant feedback
- Proactively provide opportunities for growth
- Encourage experimentation

SMARTC Feedback

- Specific
- Motivational
- Analytical
- Relevant
- Thoughtful
- Conclusive

Habits for “Inspire Staff”

- Be the model (be authentic)
- Have meaningful person-to-person conversations
- Use the “SMARTC” feedback method
- Hold team (vs. project) retrospectives
- Habits from “the room”

6 Provide Domain Knowledge

“If one is master of one thing and understands one thing well, one has at the same time, insight into and an understanding of many things.”



Vincent Van Gogh

PMI® Domains of Knowledge:

- Integration management
- Scope management
- Time management
- Cost management
- Quality management
- Human resources management
- Communications management
- Risk management
- Procurement management
- Stakeholder management

Habits for “Provide Domain Knowledge”

- Become the “go to” person
- Network with others
- Teach
- Find a mentor, be a mentor
- Habits from “the room”

7 Become Expert (Developing Your Unique Talent)

“When you meet someone, you need to have a superpower. If you don’t, you’re just another handshake. It’s not about touting yourself or coming on too strong. It’s about making the introduction meaningful. If I don’t know your superpower, then I don’t know how you can help me (or I can help you).”

- Seth Godin

The Expert Within

- Cerebral Cortex
- 50%+ uncommitted
- Available for
 - Learning
 - Creativity
 - Problem solving
 - Goal Setting



Covey's 8th Habit

- Stephen Covey's "The 8th Habit"
- Find your voice
- Express your voice
- Inspire others to find their voice
- As PM, help others "self-actualize"
- Align your voice to your work

“If people knew how hard I worked to get my mastery, it wouldn’t seem so wonderful at all.”

- Michelangelo

Habits for “Become Expert”

- Never stop learning
- Invest in yourself
- Discover (uncover) your unique talent
- Develop an insatiable appetite for what you love
- Habits from “the room”

An IDEA worth sharing

Closing Thoughts

- The Indispensable Project Manager
- Provide a Unique Interface
- Deliver Unique Creativity
- Manage Complexity
- Lead Customers
- Inspire Staff
- Provide Domain Knowledge
- Becoming Expert

Contact Information

- Speaker: Eddie Merla, PMI-ACP, PMP
- Company: Duende Project Management Services
- Website: www.duendepm.com
- Phone: (713) 408-6751
- E-mail: eddiemerla@duendepm.com

Thank You



Closing thoughts...

Thank you for attending this session.
We hope you found this presentation
added value to your knowledge of
Project Management.

- Take a few moments to complete the Session Survey. We appreciate and value your feedback.
- Hand in your completed survey to **Registration**, you will receive a free raffle ticket for one of the drawings to be held in the Vendor Expo (see Conference Program Guide for details).