

Figure I-1: Protein Models



Figure I-2: Detailed PMI Talent Triangle

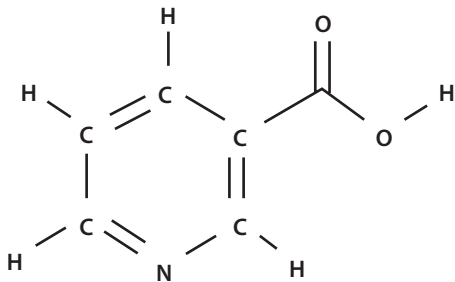


Figure I-3: Molecular Compound

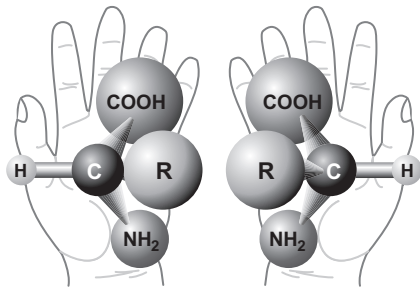


Figure I-4: Stereoisomer Molecules

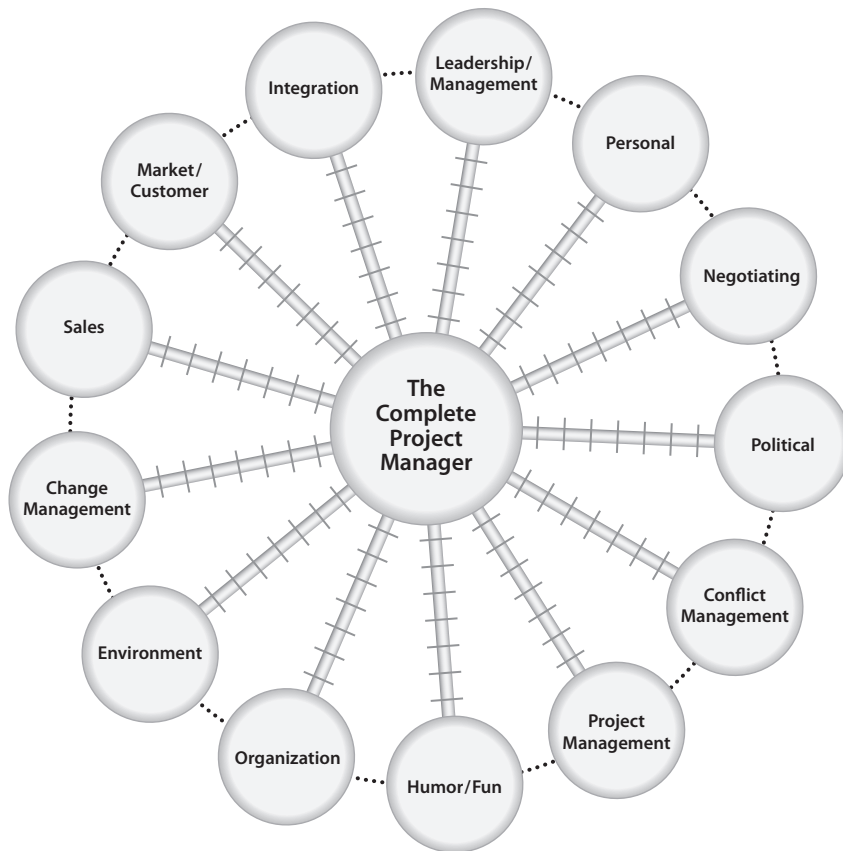


Figure I-5: A Complete Project Manager “Molecule”

Table 1-1. Project Manager Activities

Leading a Team	Managing a Team
Setting a direction: Creating a vision of the project, with implications for the roles and contributions of team members	Planning and budgeting: Developing a plan for the project, including objectives, critical path, milestones, and resources needed
Aligning people: Seeking commitment by communicating and interpreting the vision together and translating the roles and potential contributions into expectations for team members	Organizing and staffing: Determining the tasks, roles, and responsibilities required for the project; assembling individuals with appropriate knowledge, skills, and experience
Influencing and inspiring: Encouraging and assisting individuals to actively participate by establishing open and positive relationships, by appealing to their needs, values, and goals, and by involving, entrusting, recognizing, and supporting them	Controlling and problem solving: Monitoring and evaluating the progress of the team through observation, meetings, and reports; taking action to correct deviations from the project plan

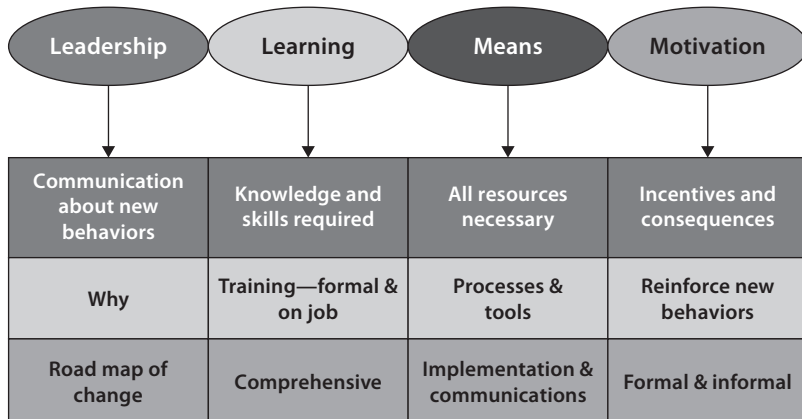


Figure 1-1: L²M² Recipe

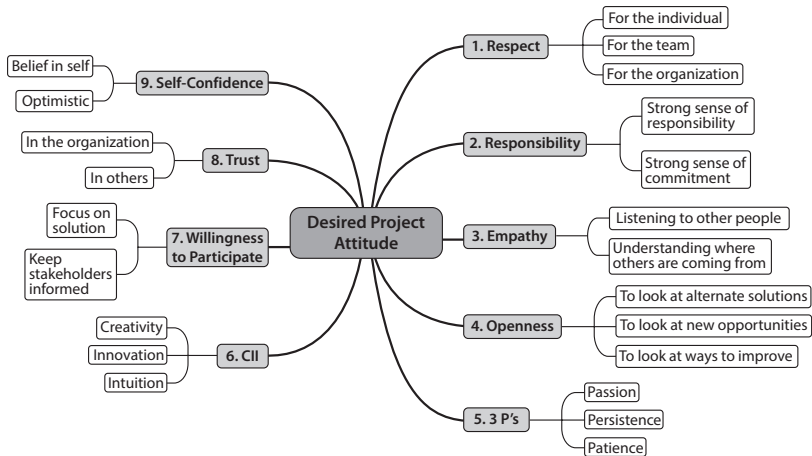


Figure 2-1: Desired Project Attitude

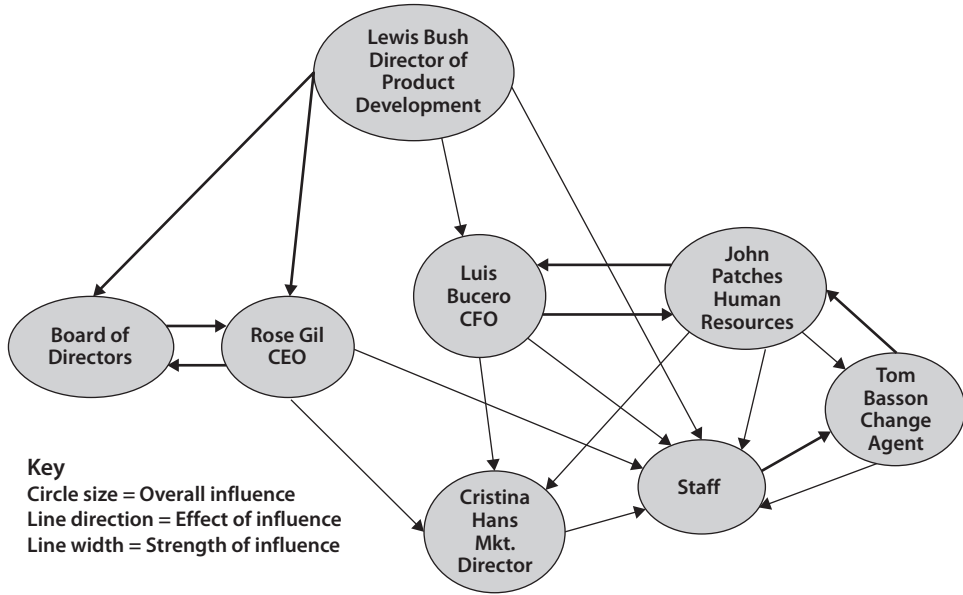


Figure 2-2: Influence Map

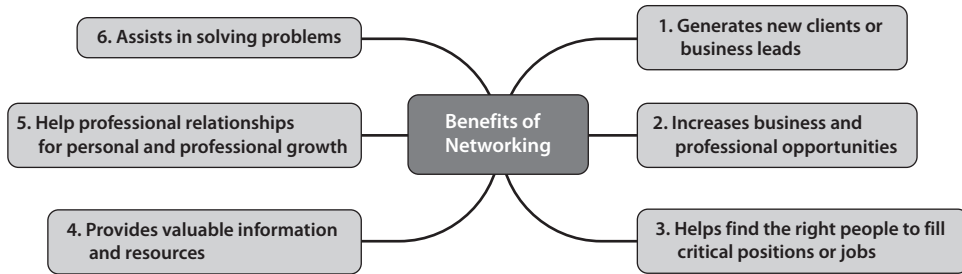


Figure 2-3: Benefits of Networking

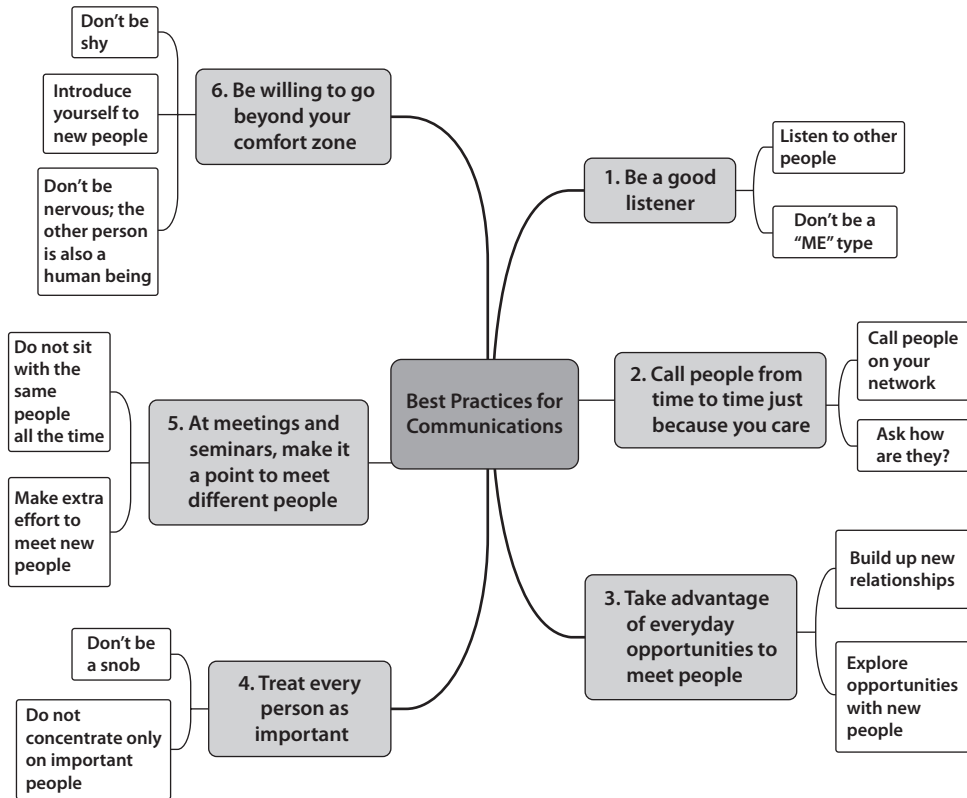


Figure 2-4: Best Practices for Communication

Table 2-1. Millennial Data

Do you have millennials on your team?	If you are a millennial, what is your role?
<ul style="list-style-type: none">• Yes: 73%	<ul style="list-style-type: none">• Project manager: 66%
<ul style="list-style-type: none">• No: 27%	<ul style="list-style-type: none">• Team member: 34%

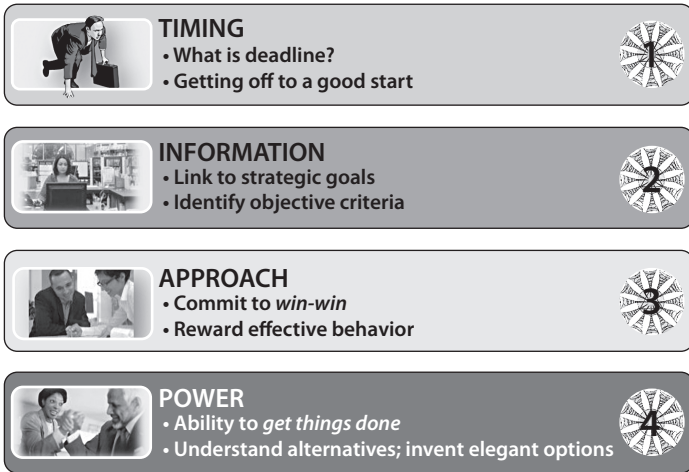


Figure 3-1: Four Forces of Negotiation

Negotiation Life Cycle

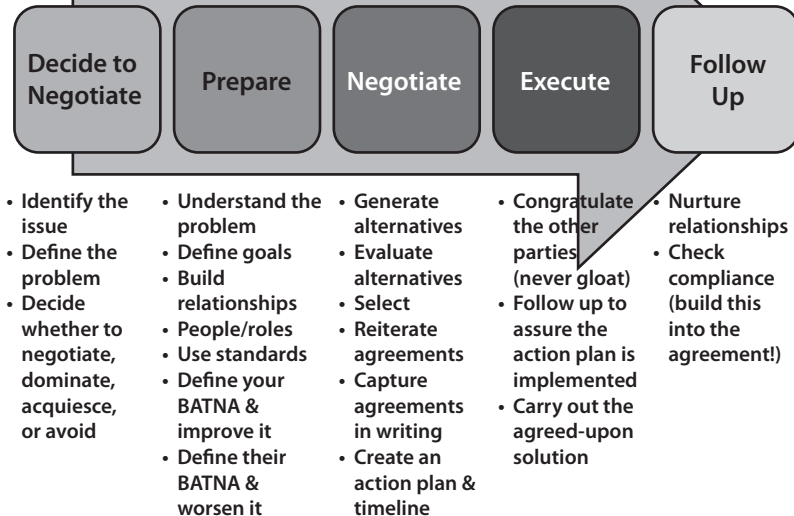


Figure 3-2: The Negotiation Life Cycle

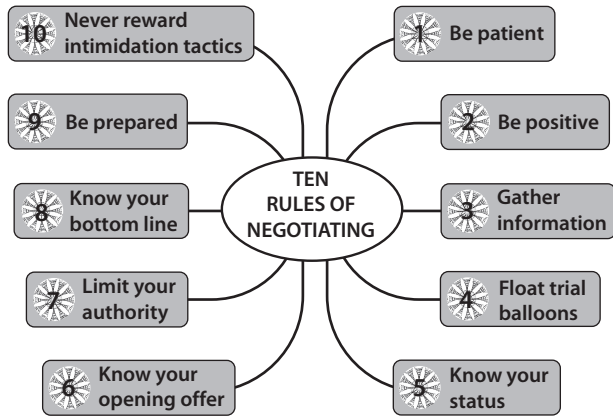


Figure 3-3: Ten Rules of Negotiating

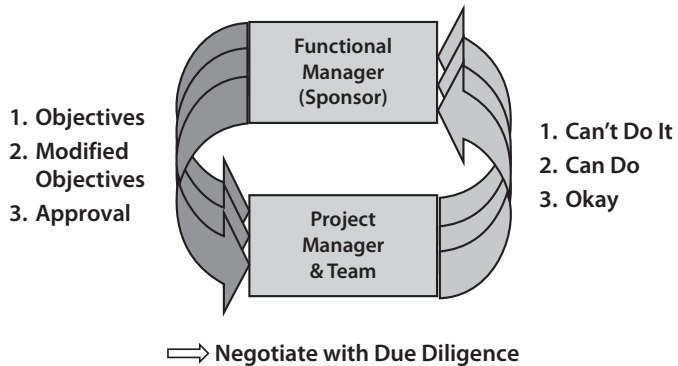


Figure 3-4: Achieving Commitments: Interchange Between Sponsor and PM

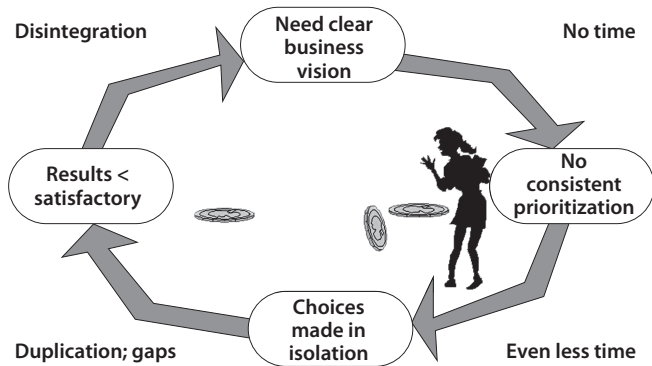


Figure 4-1: A Vicious Loop

Table 5-1. Sources of Conflict

Source	Example
Resources	Scarcity of money, time, personnel, or materials may cause conflict.
Goals	Difference in goals (e.g., quality vs. quantity) can cause conflicts to arise.
Expectations	Conflicts can arise when people's expectations are different and when one or more expectations are not met.
Perceptions	People's perceptions of the world are often different, and these differences may manifest themselves in conflict.
Values	Values of individuals working together may be different, and when addressing problems in which values play a role, conflict may erupt.
Needs	Individuals have different needs (e.g., recognition, safety, dignity, participation), and when these needs are not met, frustration and conflict can surface.
Culture	A lack of understanding surrounding cultural differences may lead to disagreements and conflict.

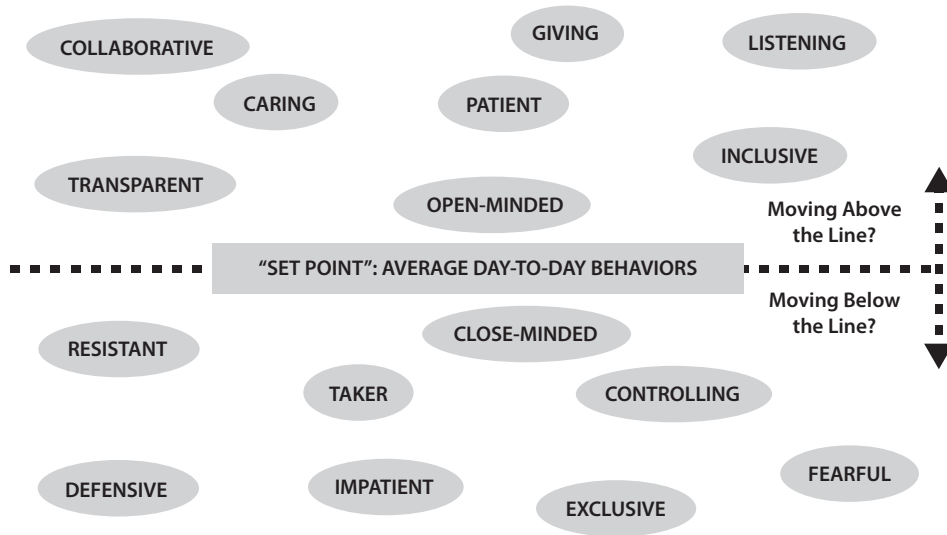


Figure 5-1: Examples of Behaviors Above and Below the “Set Point.” Adapted from Zachary Wong, *Human Factors in Project Management*, 2007. Reprinted with permission of John Wiley & Sons, Inc.

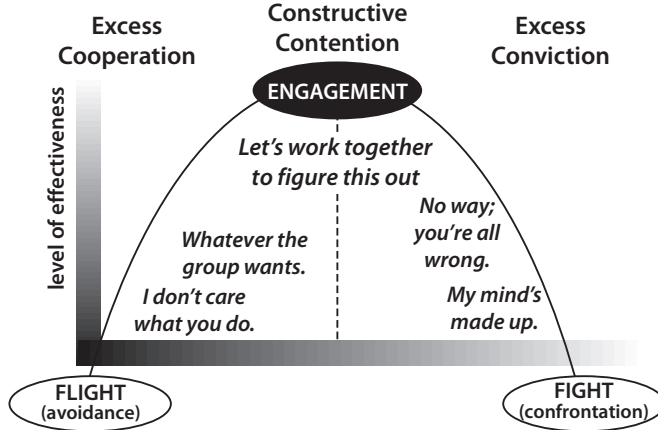


Figure 5-2: Fight, Flight, or Engage?

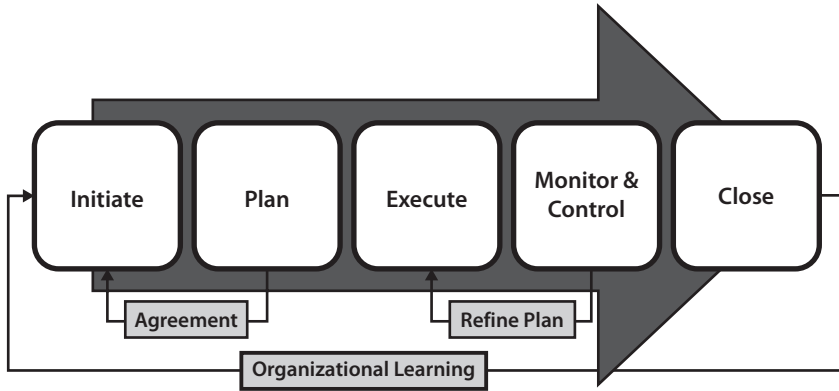


Figure 6-1: The Complete Project Management Process



Figure 6-2: The Firefighter “Hero”



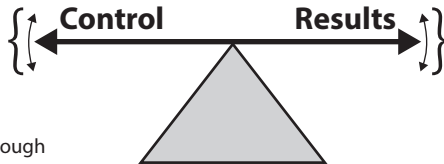
Figure 6-3: The Golden Boy

Excessive

- Interference
- Reports
- Measures
- Comfort

Optimum**Minimal**

- Absence
- No follow-through
- Hands-off
- No standards

**Chaotic**

- Noncompliant
- Unpredictable
- Missed target(s)
- Inconsistent

Desired**Undesired**

- Scope creep
- Dissatisfaction
- Busy work
- Low morale

Figure 6-4: Control vs. Results

Table 6-1. Competency Levels

Individual

- Knowledge-based
- Socially rooted
- Business judgment

Team

- Clearly defined goals and deliverables
- Proper mix of skills
- Adequate processes and tools

Organizational

- Procedures and information to perform work
- Trained resources
- Vision, openness, and support for project management

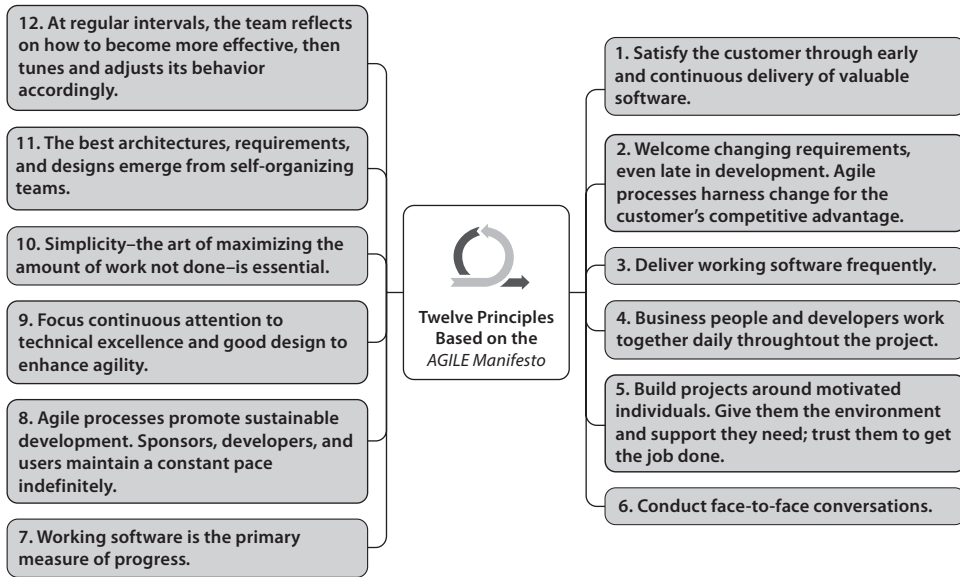


Figure 6-5: Principles of Agile

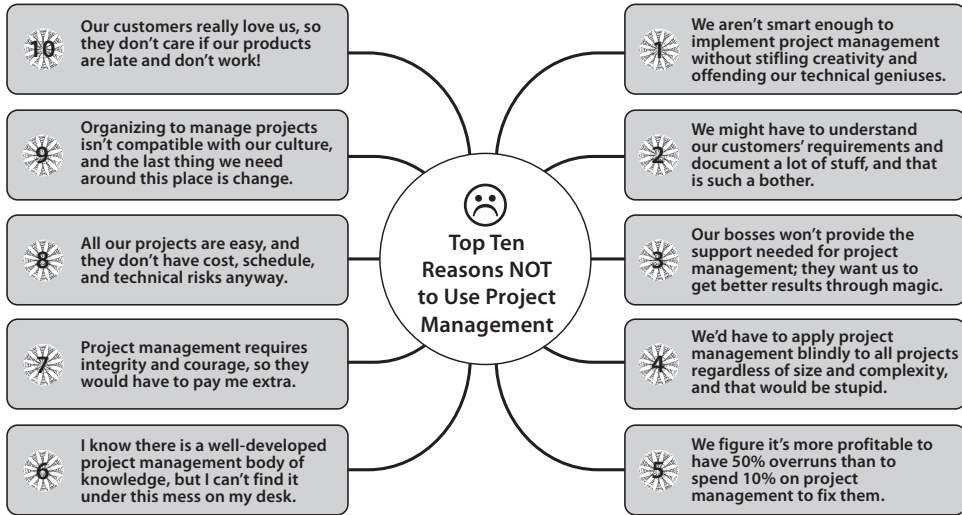


Figure 7-1: Top Reasons Not to Use PM

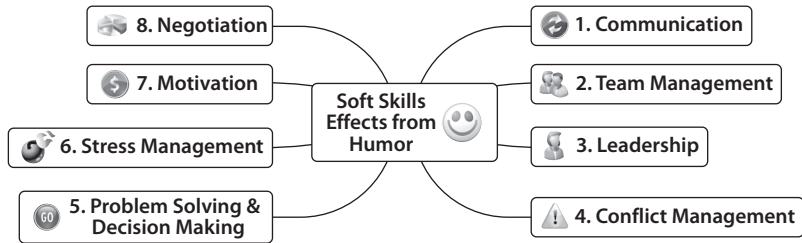


Figure 7-2: Humor and Soft Skills

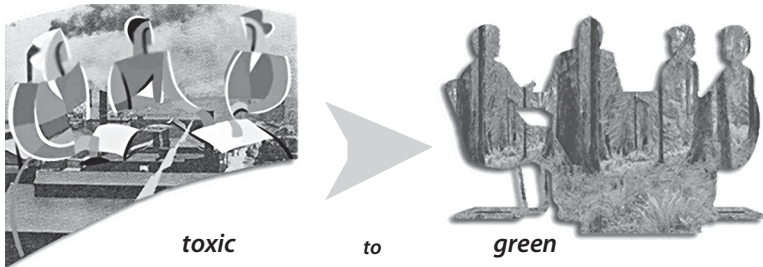


Figure 8-1: Moving from Toxic to Green



Figure 8-2: Strategic Management



Figure 9-1: Force Field Exercise Examples

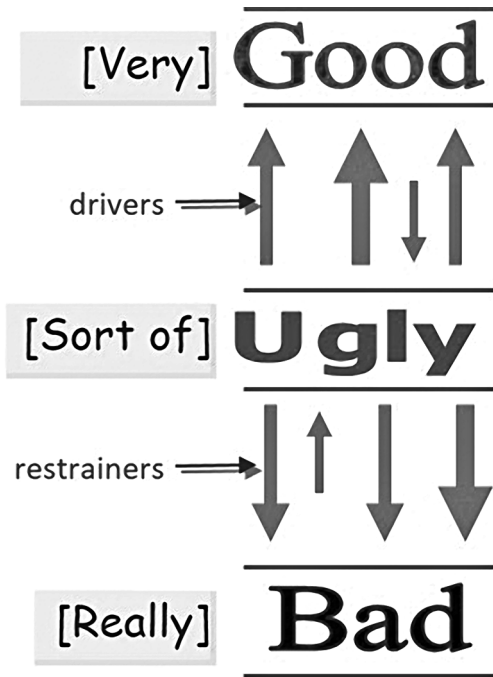


Figure 9-2: Drivers and Restrainers

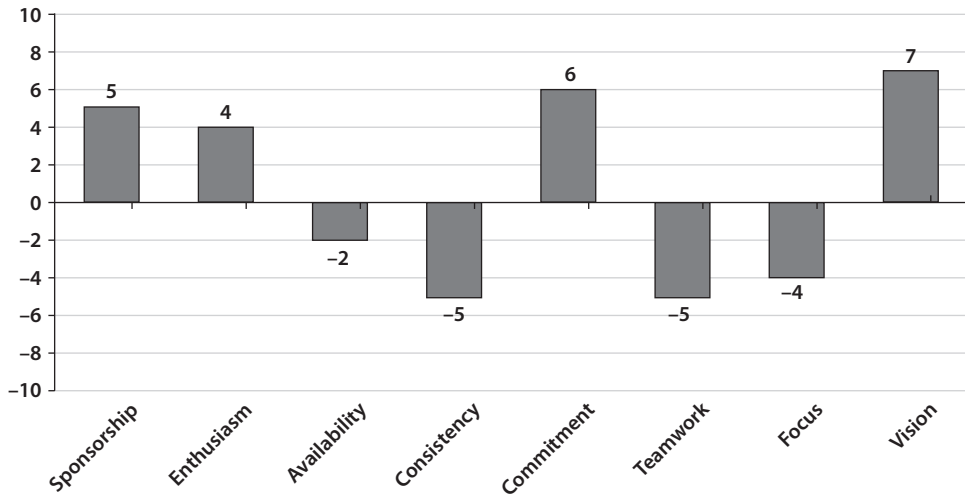


Figure 9-3: Force Field Diagram

EASI BENCHMARK CUMULATIVE AVERAGES

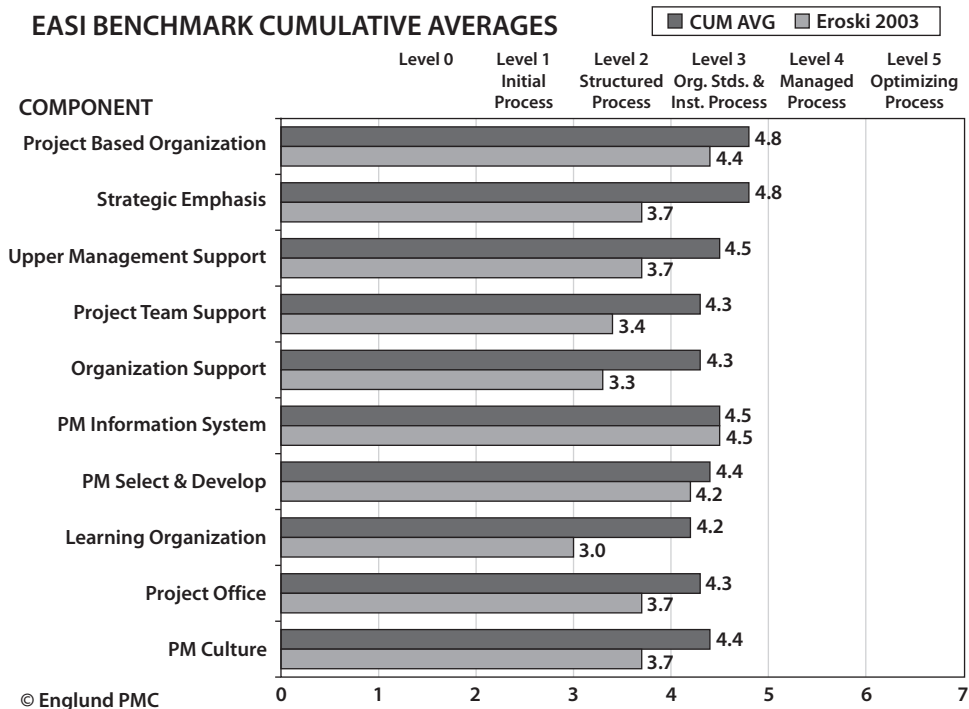


Figure 9-4: Survey Results

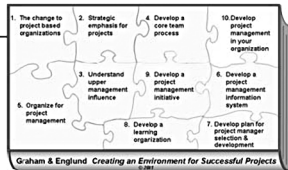
GRUPO EROSKI															
FIRST PHASE		CALENDAR													
ACTIVITIES	RESOURCES INVOLVED	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
PROJECTS REVIEW															
PM Interviews	ALL PMs														
Project Documentation review	ALL PMs														
Assignment process review	Managers, A.B.														
SELECTION PROCESS REVIEW	Managers, A.B.														
STAKEHOLDER ANALYSIS	PMs, managers, A.B.														
UPPER MANAGERS TRAINING	A. Bucero & Upper Mgrs.														
TEAM MEMBERS TRAINING	Team members														
PROJECT MANAGERS TRAINING	Project managers														
PM MENTORING															
Program presentation to PM	A. Bucero														
Program presentation to Execute	A. Bucero														
Start Mentoring Program	PM Seniors/A.B.														
PM Newsletters															
Communication about PM News	A. Bucero														
Distribute PM Newsletters	PM Initiative														
Define Metrics for PM Newsletters	A.B.														
NEXT PHASE PLAN	A.B. PM Initiative														

Figure 9-5: Schedule of Activities

Creating an Environment for Successful Projects

Action Plan Template

Name: I AM
Organization: Where I Work
Date: The Present



Project Based Organization score benchmark

- Emphasis: ☐ more ☐ less XOK
- Steps:
- Identify a core management team to sponsor a project management initiative
- Begin a public relations campaign to highlight the importance of projects and how we need to revitalize our approach in order to accomplish our mission
- Ask people on my teams to take accountability for overall success of each project—explain what this means and how behaviors can change

Figure 9-6: Sample Action Plan Template

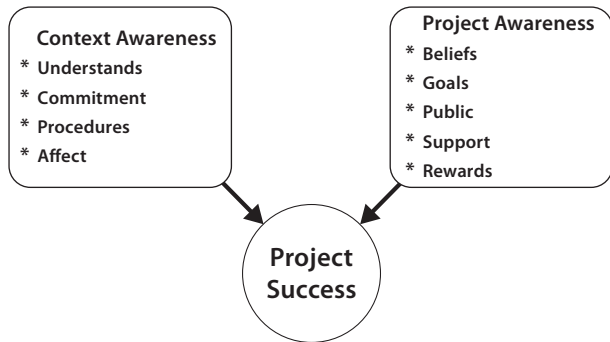


Figure 9-7: Sponsorship Model for Project Success



Figure 10-1: Rubber Band Stretch

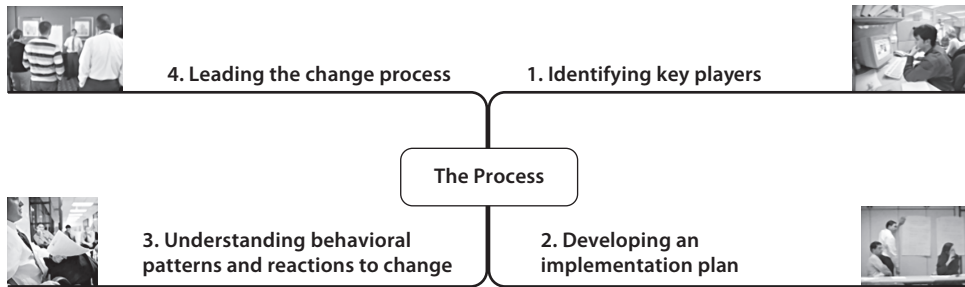


Figure 10-2: Steps in a Change Process

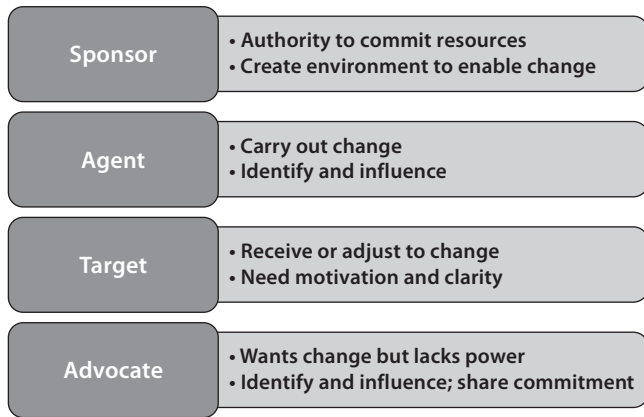


Figure 10-3: Roles in Change Management

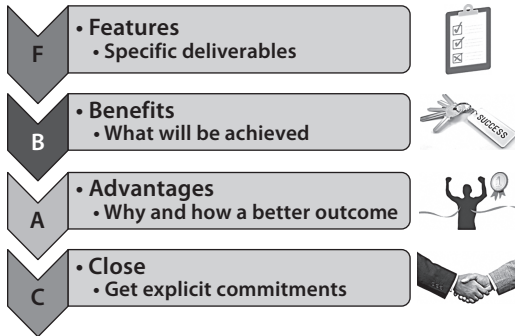


Figure 11-1: Sales Skills

SELF-STICK EASEL PAD

Problem: We need to improve delivery of our projects.

Features: PMI ^{4-day} seminar covers invaluable topics: leadership mgmt skills, personal skills, negotiation skills, political skills, proj., environmental & organizational skills. ~~Includes~~ ^{Food}!

Benefits: ~~These~~ These are critical skills to be a complete project manager, and will fill known gaps in our team's capabilities. Provide the team a new perspective on how to manage projects & optimize results.

Advantages: Bring back tools to efficiently deliver projects with higher probability of success, which leads to higher customer satisfaction, ~~and~~ increased profitability and improved reputation.

Close: Do I have your approval to register today?!

SELF-STICK EASEL PAD

Audience: Economic, * Qualified & Technical

Features: - Improved Project Management Methodology
- Improved Leadership & Negotiation Skills
- Tools & Techniques

Benefits: - A different perspective
- Improved Project Culture
- Improved Project Performance
- Credential Maintenance
- Improved Stakeholder Interactions

Advantages: - Industry Experts
- Collaborating with other industries & backgrounds
- Out of the office training with less distractions
~~- Improved stakeholder interactions~~

Closing: Full proposal of cost and how time will be spent

Figure 11-2: Sales Examples

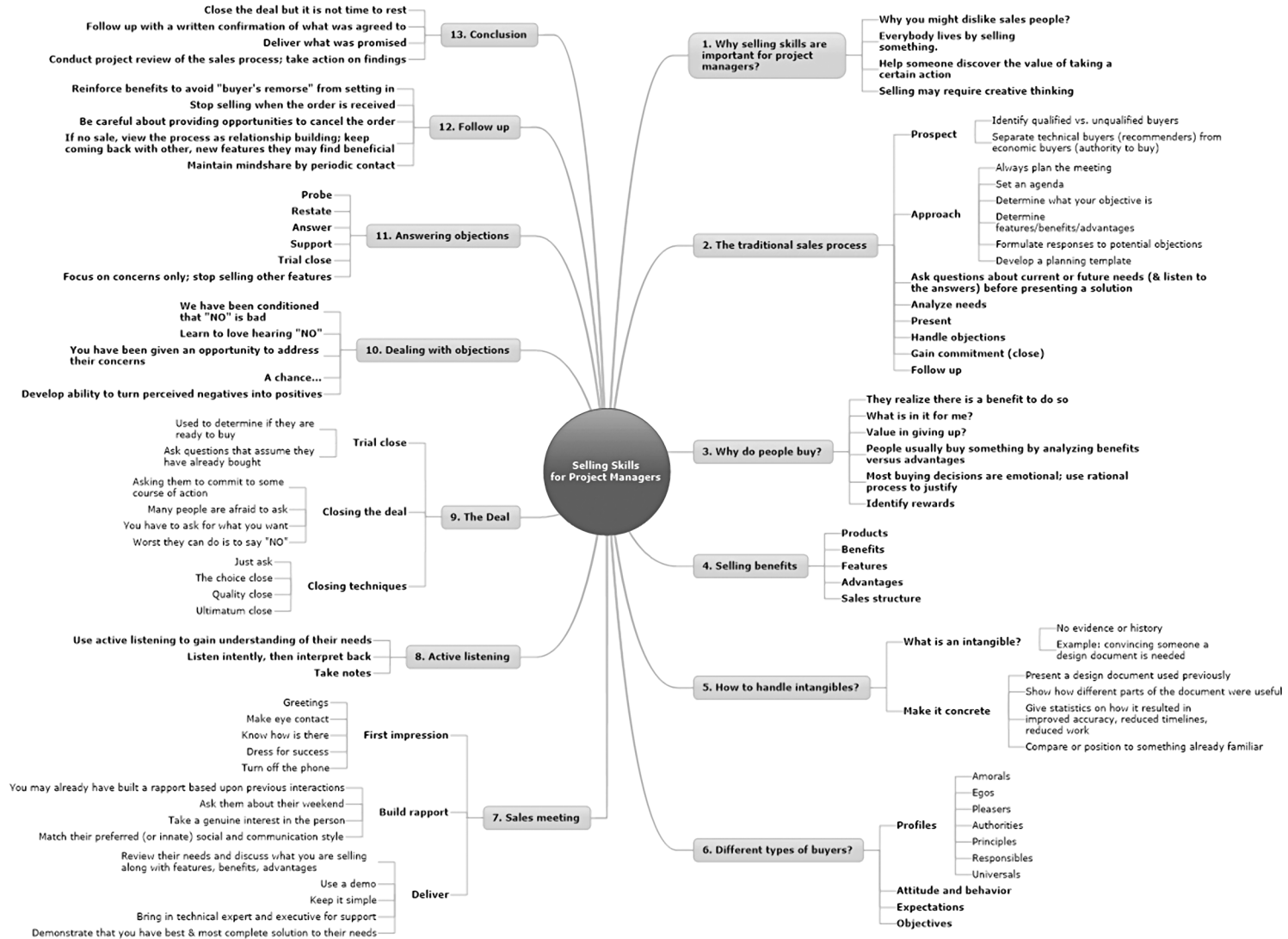


Figure 11-3: Selling Skills for Project Managers

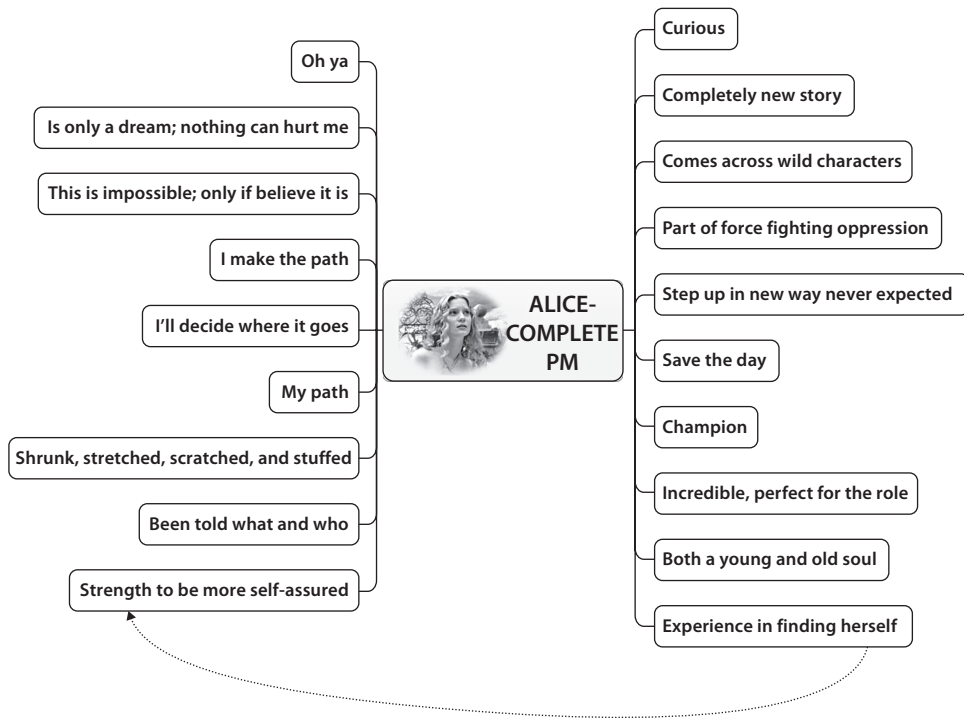


Figure E-1: Alice in Wonderland as a Role Model

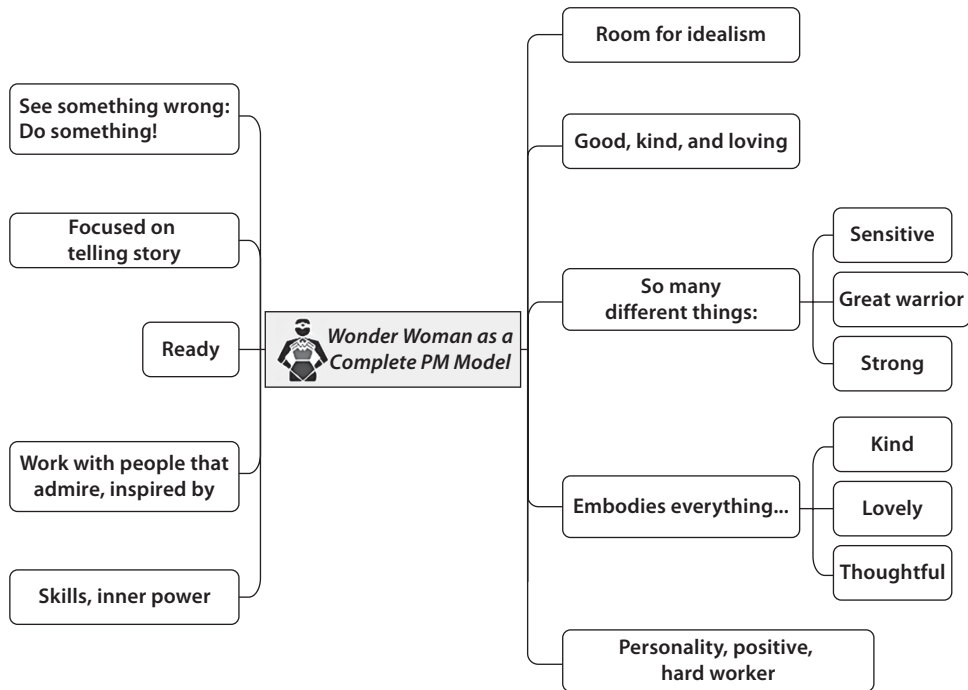


Figure E-2: Wonder Woman as a Role Model

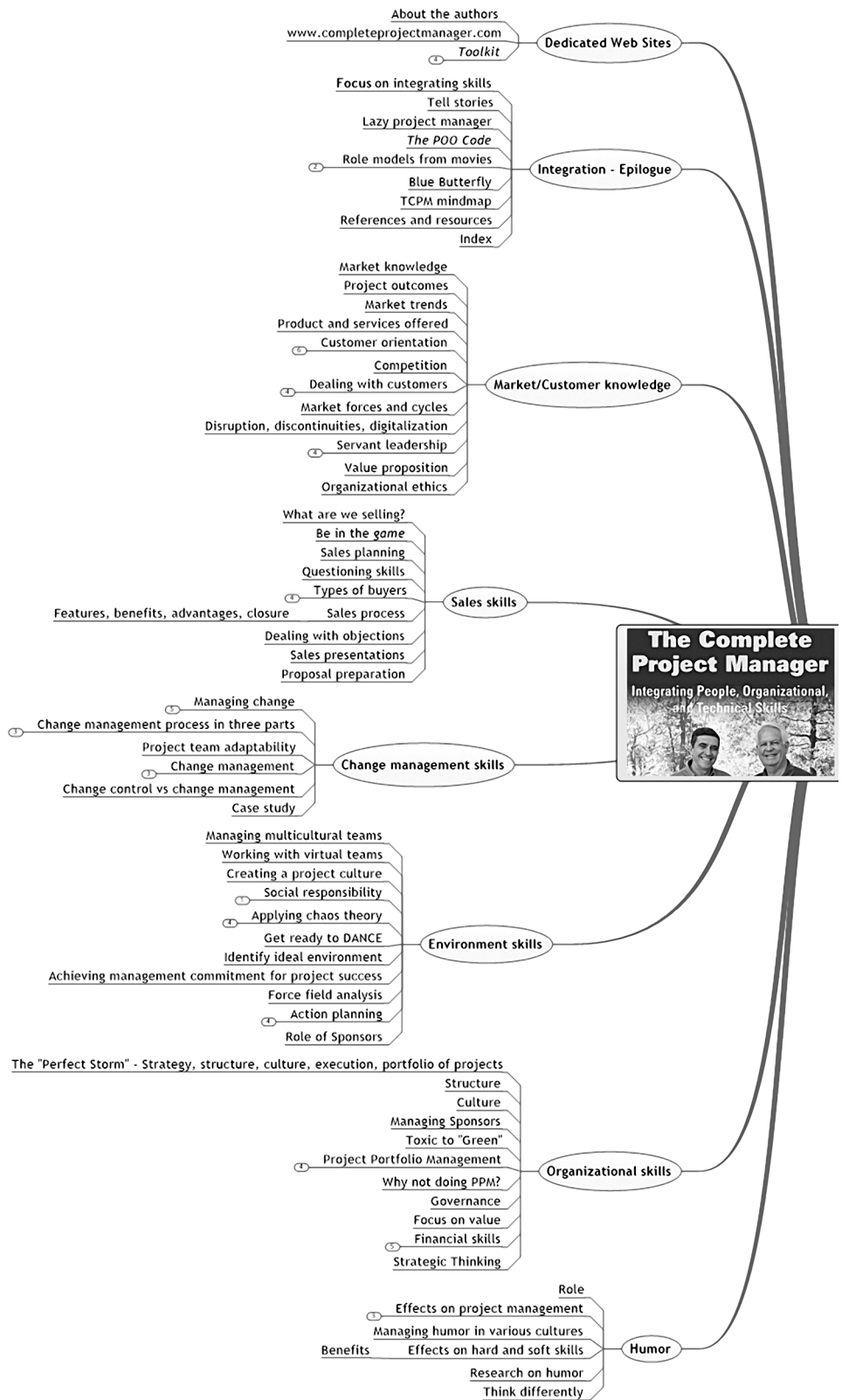


Figure E-3: TCPM Mindmap

