

PMO
Conference
London 
2016

People Power - increasing the effectiveness of your PMO through people

Donnie MacNicol, Director, Team Animation Ltd



Lets have a little interactivity during the session



3 Benefits from attending today's session

2. Maximise your own value and that of your team members by playing to your strengths and working more effectively as a team.

1. Learn how to quickly and easily identify people's communication style and how this can be used to build more effective relationships.

3. Increase the adoption of PMO processes by better understanding the motivations of those who must use them.

Do you agree?

“People are different and therefore how you sell, design and deliver the services of your PMO should take this into account.”



PMO Models

ResearchGate


See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/303718806>

To have or not to have a PMO - is that the right question?

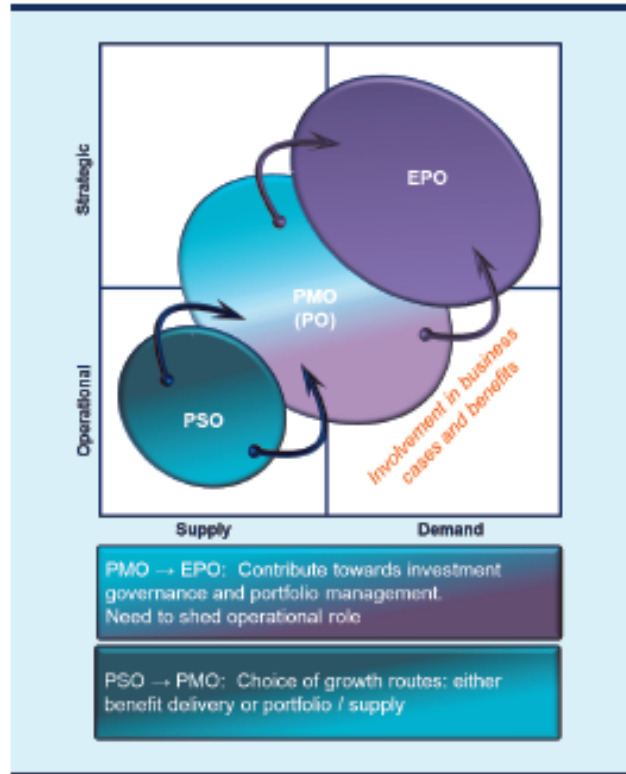
Article · May 2013

READS
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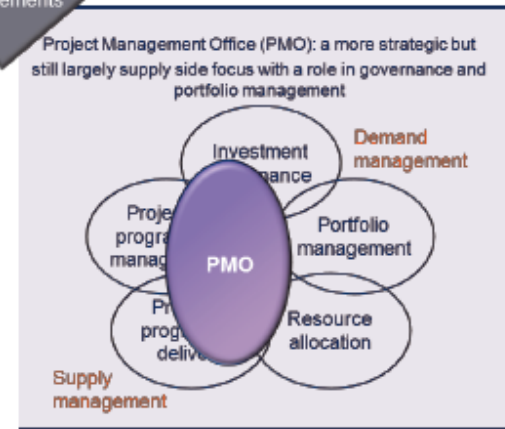
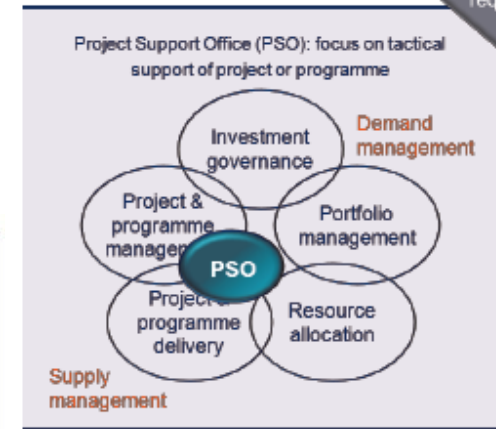
2 authors, including:

 **John Ward**
Cranfield University
55 PUBLICATIONS 2,682 CITATIONS
[SEE PROFILE](#)

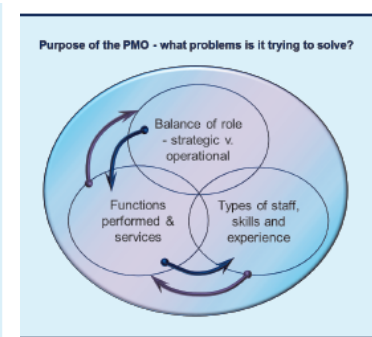
Available from: John Ward
Retrieved on: 02 June 2016



PMO Models:
not "one size fits all".
Choose the one most aligned to your organisational requirements



Strategic	Resource Management Focus <ul style="list-style-type: none"> Competency and capability development Effective deployment of resources 	Portfolio Management Focus <ul style="list-style-type: none"> Investment decisions and prioritisation Maximise value from resource allocation Inter project communication
	Product Delivery Focus <ul style="list-style-type: none"> Improve supply processes Monitor and report progress Manage risk of delivery failure 	Project Benefit Focus <ul style="list-style-type: none"> Conduct reviews and health checks Report on value being delivered Increase benefits actually realised
Operational	Supply	Demand



Start with...

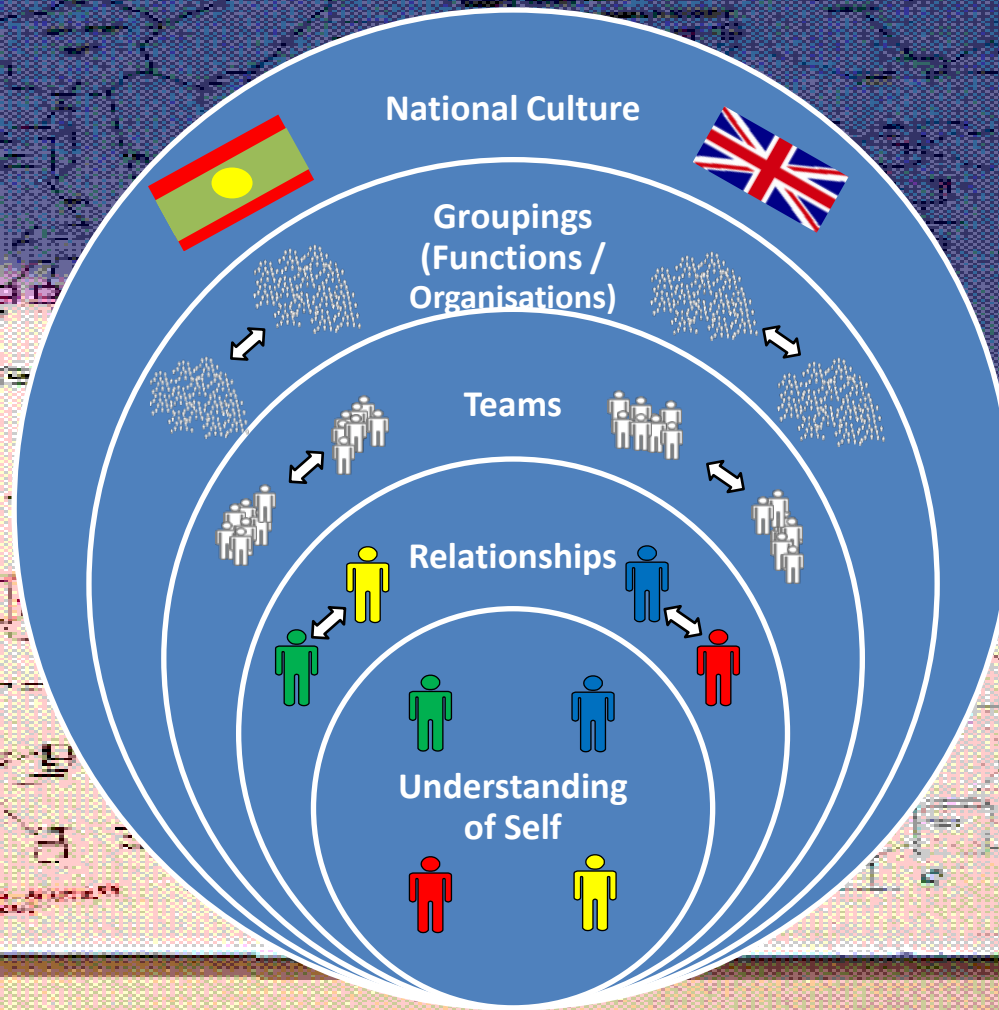
- What are they
- Why are they important

and then...

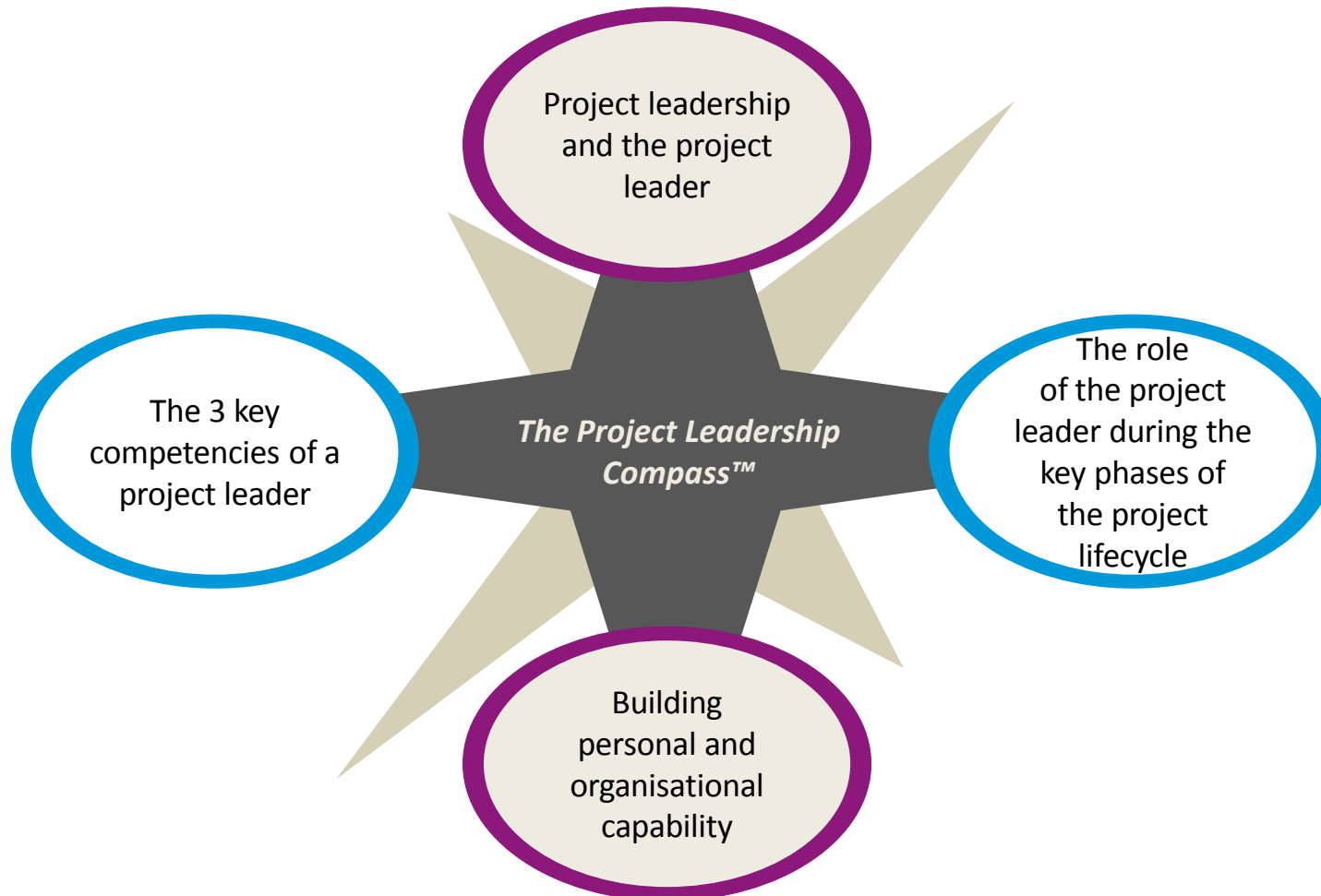
- Organisational Culture
- Cognitive biases
- Impact on Project Management
- Conflict
- Leadership

Based on ...

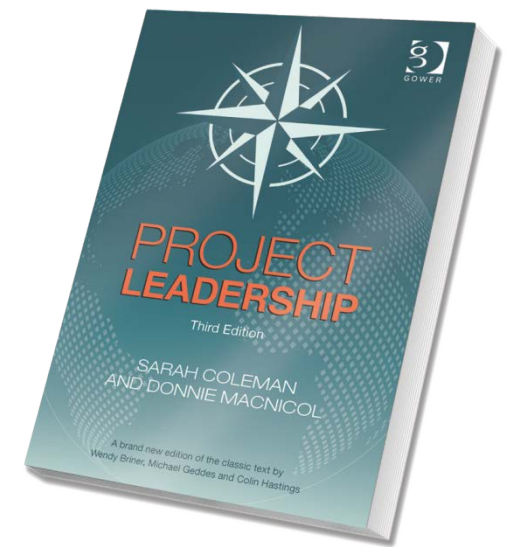
- Series of personal Case Studies
- Dash of theory
- A mention of my book!



Where some of the thinking is captured



What individuals and organisations need to know about developing their project leadership capacity and capability to deliver in challenging times.



Introduction			
Part 1 Project Leadership and the Project Leader	Part 2 Leading the Project		Part 4 Building Personal Capability
1. What is Project Leadership? Management & Leadership	Critical questions Stakeholder mapping Iterative scoping Project visibility	Setting the culture Project approach Planning Cultural competence & intelligence	11. Building Personal Capability
2. Relationships and the Project Leader	4. Phase A - Shaping & Scoping	5. Phase B - Start-up	12. Building Organizational Capability
3. The Project and its Impact on Project Leadership	6. Phase C - Delivery	6. Phase C - Delivery	13. An Idealised Project Leadership Development Programme
4. Building personal and organisational capability	7. Phase D - Closure	7. Phase D - Closure	
	Part 3 The Core		
	8. Vision and the Big Picture		
	9. Building Key Relationships		
	10. Communication and Engagement		
	Appendix: The Eight Lookings Diagnostic		

Understanding your profile

- In addition to understanding yourself and others e.g. Belbin and Myers-Briggs, there is a new one, free to use
- This is a colour-based model. A simple questionnaire identifies you as predominantly one of four styles or colours.
- The results and descriptions seem very similar to MBTI types, but with less detail - an interesting, simple and effective introduction to the ideas of difference and self esteem.
- The site tells us that life is a puzzle and that the key to putting all of the pieces together and making a picture of Success and Happiness is found in Understanding Yourself and Others.
- **As a High Yellow**, I am Enthusiastic, Outgoing, Talkative, Emotional and Friendly. (No surprises there)
- To get to know me better, you should strive to: Be flexible, quick paced, positive, open, generous with your praise, supportive of my ideas and have fun! (Hmm, that works for me!)
- To try the questionnaire yourself, go to: www.ima-pm.co.uk



Openness is the readiness and willingness to:

- Share and show feelings
- Enter into and initiate relationships
- Accept others when they share and show feelings

- Don't readily share and show their feelings
- Take longer for them to warm up
- Like to keep a mental and physical distance
- Make decisions based on logic

- Wear their heart on their sleeves
- Read like an open book
- Share things about themselves
- Focus on the needs of people
- Make decisions based on intuition

Thinking - Left Brain
Orientation - Task
Self-contained / Guarded



Thinking - Right Brain
Orientation - Relationship
Open

Assertiveness is a person's need to move forward

- The way a person deals with information and the situation.
- The degree of directness, forcefulness, expressing thoughts, feeling and emotions.

- Move at a slower pace
- Approach risk, change, decision slowly and deliberately
- Compliant
- Co-operative
- Supportive
- Soft spoken

- Move at a fast pace
- Are outspoken
- Dominant
- Talkative
- Extrovert
- Speak forcefully

Non-Assertive

Slow



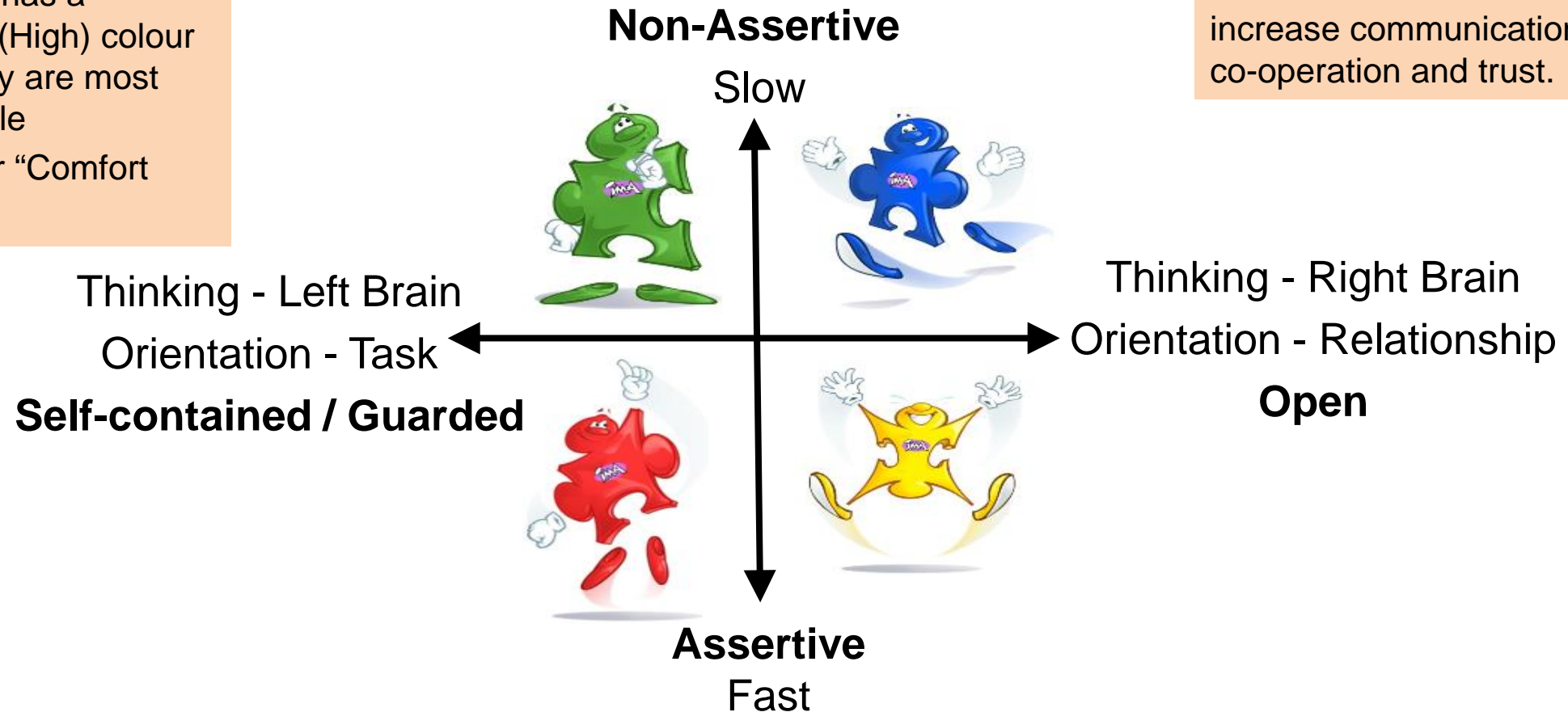
Assertive

Fast

iMA – identify Modify Adapt

- Most people are a blend of colours
- Everyone has a dominant (High) colour where they are most comfortable
- This is our “Comfort Zone”

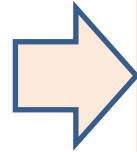
If you **Respond** to people in her/his **iMA** dialect you will reduce tension and increase communication, co-operation and trust.



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iMA - the process is in the name

- **Identify** - the person you are looking to communicate or engage with (their iMA Colour Style)
- **Modify** - your approach and style
- **Adapt** - in reaction to the success of the modified approach



Identify options

- Guess
- Speak to / communicate in advance and get some insight
- Ask them for their preference - shows you take good communication seriously
- Ask them to do the iMA - ditto!
- Ask someone who knows them to give you their opinion.

Core strength and way to engage



Will make certain those ideas are carried out and will bring stability to the group

Be Sensitive to their feelings



Will make certain that key details are covered and the project is done well

Be Precise



Will keep the focus and insist on results

Be to the point



Will generate and promote ideas, persuade others to become involved





Have Fun!

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iMA Strengths and stress

iMA	Strengths	Under stress
iMA High Blue	“Personal warmth and the ability to build meaningful relationships” Collaborators.	• Submissive, Passive, Dependant, Hesitant, Indecisive
iMA High Green	“Precise, efficient and well organised” Process definition.	• Resist change, Slow to act, Slow to begin work, Withdrawn, Resentful
iMA High Red	“Assertiveness and the ability to get the job done speedily”. Drive delivery.	• Restless, Critical, Blunt, Un-cooperative, Irritable, Aggressive, Pushy
iMA High Yellow	“Enthusiasm, charm and persuasiveness”. Energy and ideas.	• Manipulative, Over-eager, Impulsive, Inconsistent, Unrealistic, Waste time


Helping you to get the best out of the session

	Description	Tips on how to engage with me
	... are warm, supportive and nurturing individuals who develop strong networks of people who are willing to be mutually supportive and reliable. They are excellent team players, courteous, friendly, good planners ; persistent workers and good with follow through.	<ul style="list-style-type: none"> • Be pleasant • Be non assertive • Be sincere • Be consistent • Be selfless • Be supportive of my feelings
	... are serious, analytical, persistent, systematic and task oriented people who enjoy problem solving, perfecting processes and working towards tangible results. They do research, make comparisons, determine risk, calculate margins of error and then take action.	<ul style="list-style-type: none"> • Be logical and prepared • Be precise • Be supportive of my thoughts • Be time disciplined • Be respectful of rules • Be structured and well organised
	... are goal oriented go-getters who are most comfortable when they are in charge of people and situations. They focus on a no-nonsense approach to bottom-line results. They are fast-paced; task oriented and work quickly by themselves.	<ul style="list-style-type: none"> • Be brief • Be assertive • Be to the point • Be practical • Be supportive of my goals • Be respectful of my time
	... are outgoing, friendly and enthusiastic idea people who excel in getting others excited about their vision. They are fast paced, high energy and deal with people in a positive upbeat way; eternal optimists that can influence people and build alliances to accomplish their goals.	<ul style="list-style-type: none"> • Be quick paced • Be positive • Be open • Be flexible • Be generous with your praise • Be supportive of my idea

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What colour are you?



"If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart." Nelson Mandela

Effective collaboration and teamworking are key to success in today's challenging business environment. However teams are made up of individuals, each of whom have their own communication and work style. Having awareness of personal and team styles will provide insights to improve connectivity and performance. There are a number of tools in the market place to enable individuals and teams to gain those insights but one of the simplest to use is IMA Colour Styles. Below is information on each of the IMA styles followed by questions you can ask of yourself and the team.

	Description	Tips on how to get to know me better
	IMA High Blue ... are warm, supportive and nurturing individuals who develop strong networks of people who are willing to be mutually supportive and reliable. They are excellent team players, courteous, friendly, good planners; persistent workers and good with follow through.	<ul style="list-style-type: none"> • Be pleasant • Be non assertive • Be sincere • Be consistent • Be selfless • Be supportive of my feelings
	IMA High Green ... are serious, analytical, persistent, systematic and task oriented people who enjoy problem solving, perfecting processes and working towards tangible results. They do research, make comparisons, determine risk, calculate margins of error and then take action.	<ul style="list-style-type: none"> • Be supportive of my thoughts • Be precise • Be logical and prepared • Be time disciplined • Be respectful of rules • Be structured and well organised
	IMA High Red ... are goal oriented go-getters who are most comfortable when they are in charge of people and situations. They focus on a no-nonsense approach to bottom-line results. They are fast-paced; task oriented and work quickly by themselves.	<ul style="list-style-type: none"> • Be brief • Be assertive • Be to the point • Be practical • Be supportive of my goals • Be respectful of my time
	IMA High Yellow ... are outgoing, friendly and enthusiastic idea people who excel in getting others excited about their vision. They are fast paced, high energy and deal with people in a positive upbeat way; eternal optimists that can influence people and build alliances to accomplish their goals.	<ul style="list-style-type: none"> • Be quick paced • Be positive • Be open • Be flexible • Be generous with your praise • Be supportive of my idea

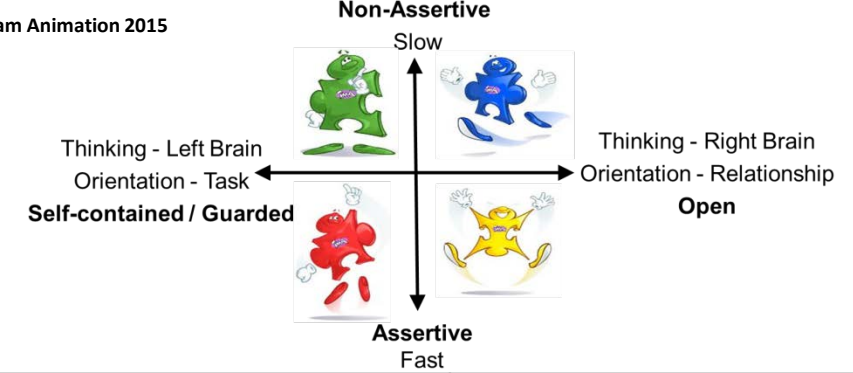
As a first step why not get your colleagues to complete the questionnaire by asking them to visit www.ima-pm.co.uk. Questions you can then ask of yourself and the team:

- How can we adapt the way we communicate to give each person what they need to be effective?
- How could we work effectively as a team, making use of the strengths and resources each person brings?
- How do we minimise conflict by distinguishing between what we aim to achieve and how we each work?

It is our experience that the highest value is gained if the team do this in a workshop format and begin to learn new ways of working together. Team Animation can set this workshop up and run it for you, answering the questions above and creating teams who are "more than the sum of their parts". As a follow up we can also work with individuals (through coaching, mentoring and training to develop project leadership capability) and organisations (creating communities of practice and developing effective project cultures).

To discuss how we can help you increase the effectiveness of your team or your organisation please contact **Donnie MacNicol** on 07799 766238 or email donnie@teanimation.co.uk. Follow Donnie on Twitter at [donniemacnicol](https://twitter.com/donniemacnicol)

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What can be **Modified** - a selection of factors / questions you could consider

- **WHAT** - Level of detail. At what stage? Full detail or split into bite size chunks / other?
- **WHERE** - formal / informal? Their office, your offices or neutral?
- **HOW** - Communication style. Level of formality. Discuss before meeting / not meet at all?
- **WHEN** - Sooner but possibly not as well prepared? Later and fully prepared with robust information?
- **WHO** - Who is best suited to engage with them? Is it more than 1 person if you meet?
- **WHY** - What do you lead with / focus on initially? What is their primary motivation?

The exercise

You have been asked to "provide information" to an important **internal client of the PMO** on the value that that you, as a function, are adding to the organisation. You know from working with them in the past that they have a _____ IMA Colour Style. How should you approach and deal with the request?

	Description	Tips on how to engage with me
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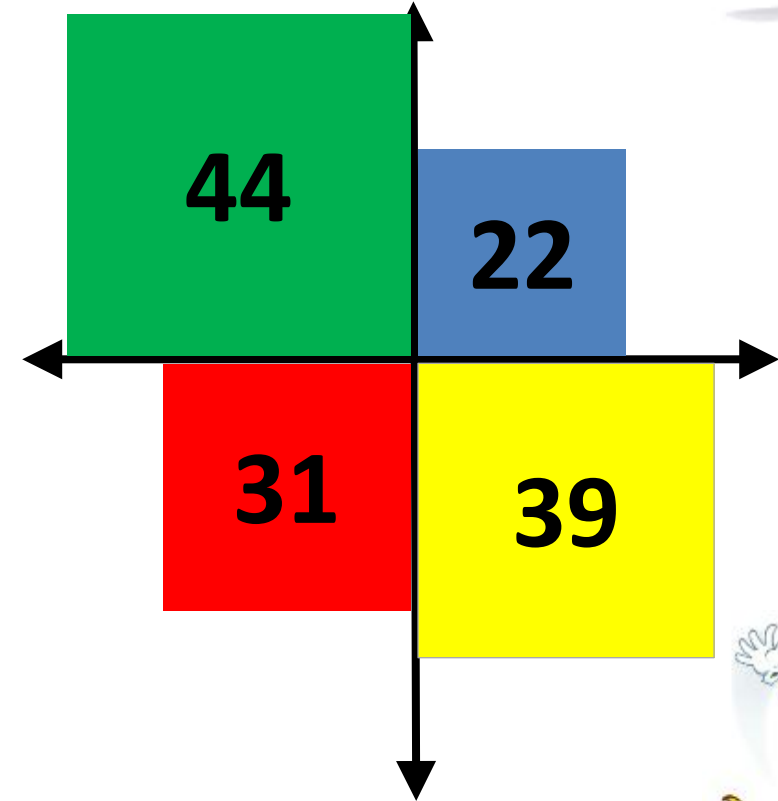
The results of the survey

How was the data collected?

- from invite to PMO Conference delegates + general request via a LinkedIn post
- only those that saw it
- only those that chose to complete it
- my minor level of interpretation from those who did not put PMO or PMO Conference
- 136 completions by 9.15pm on 7/6/16.
- Therefore highly statistically significant and robust!

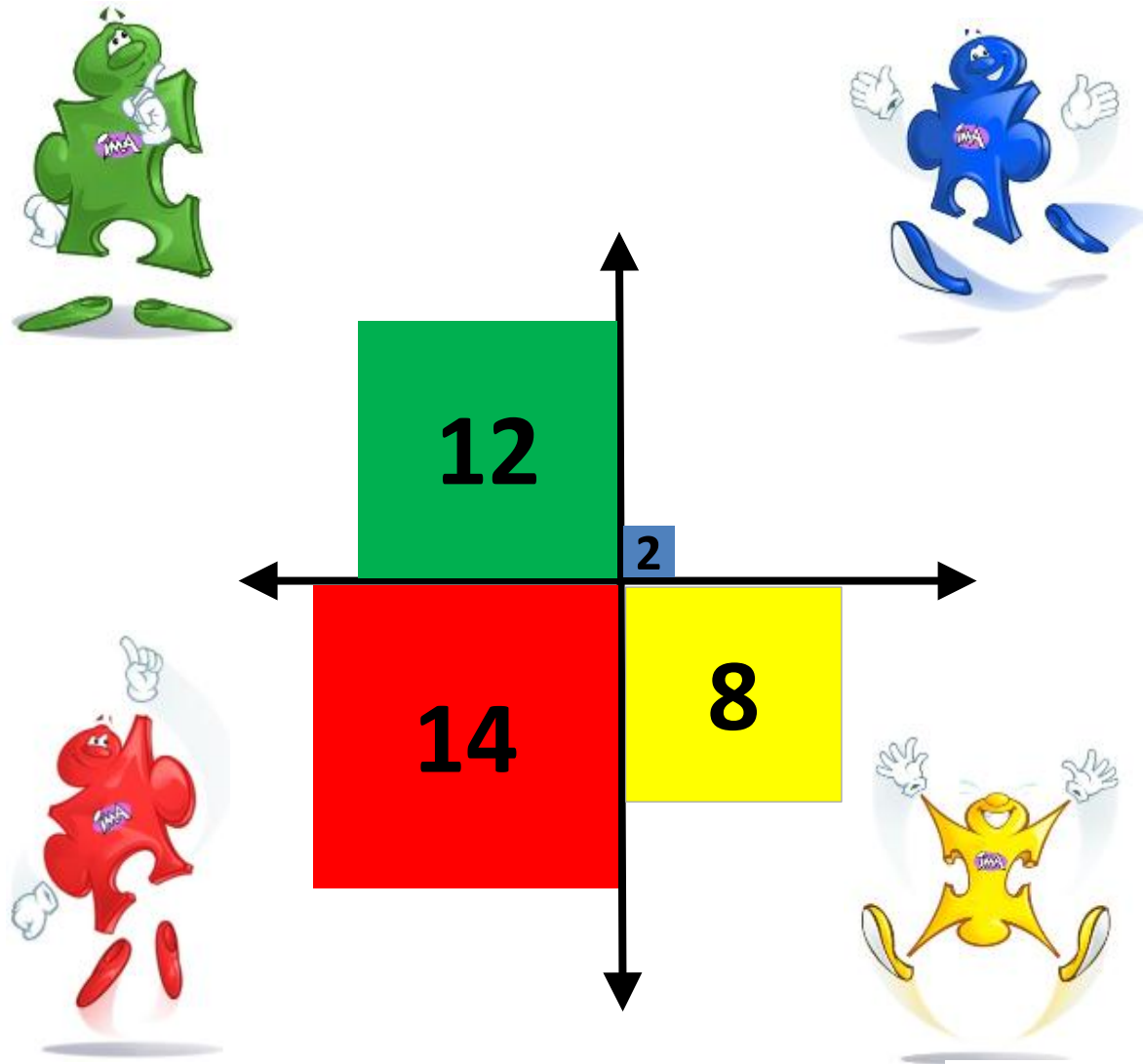


- Surprised? What do you think the results would be?
- What are your thoughts / immediate insights?
- What do you think is the make up of your PMO function ? What are the implications?



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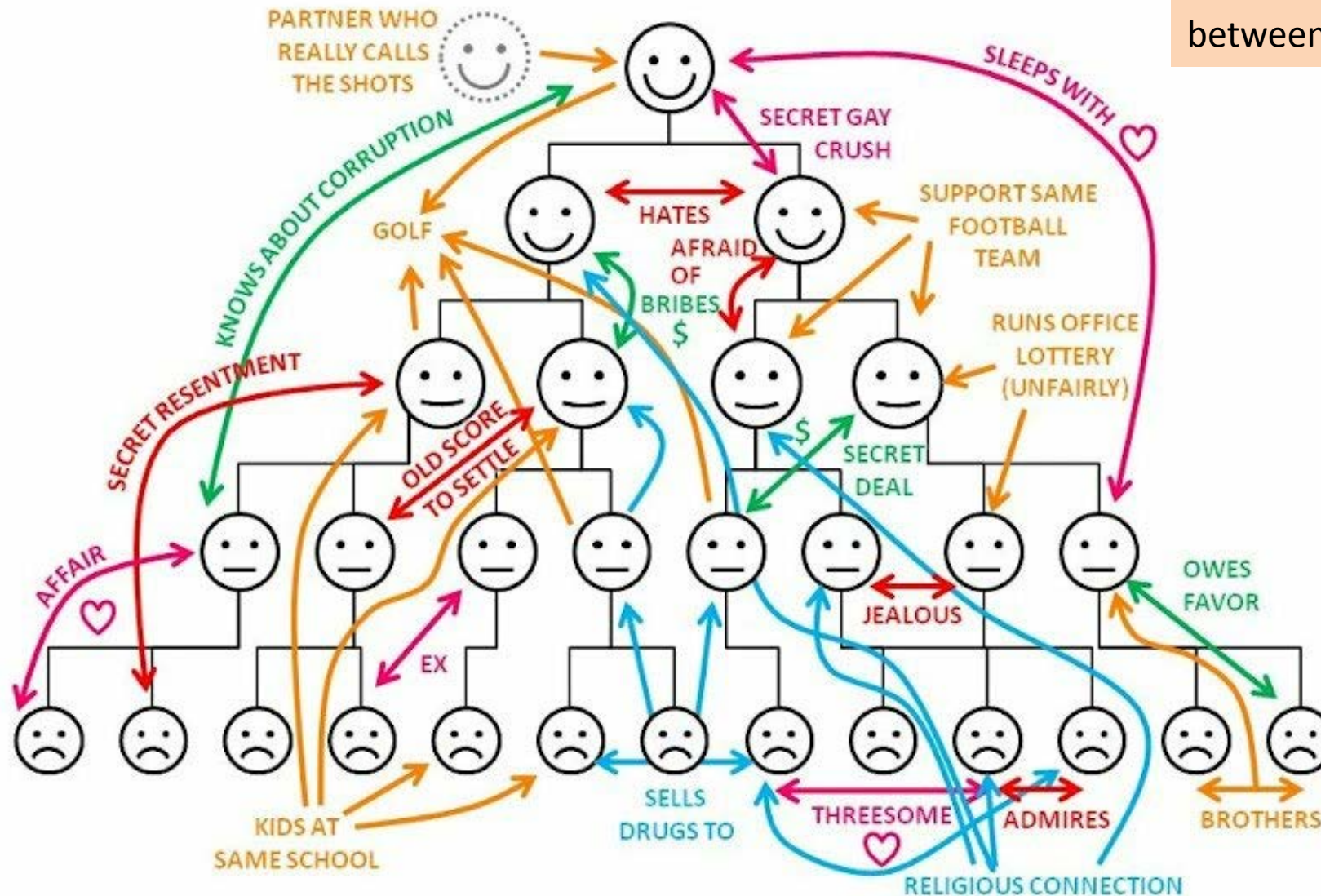
The profile of a self-selecting group of Quantity Surveyors!



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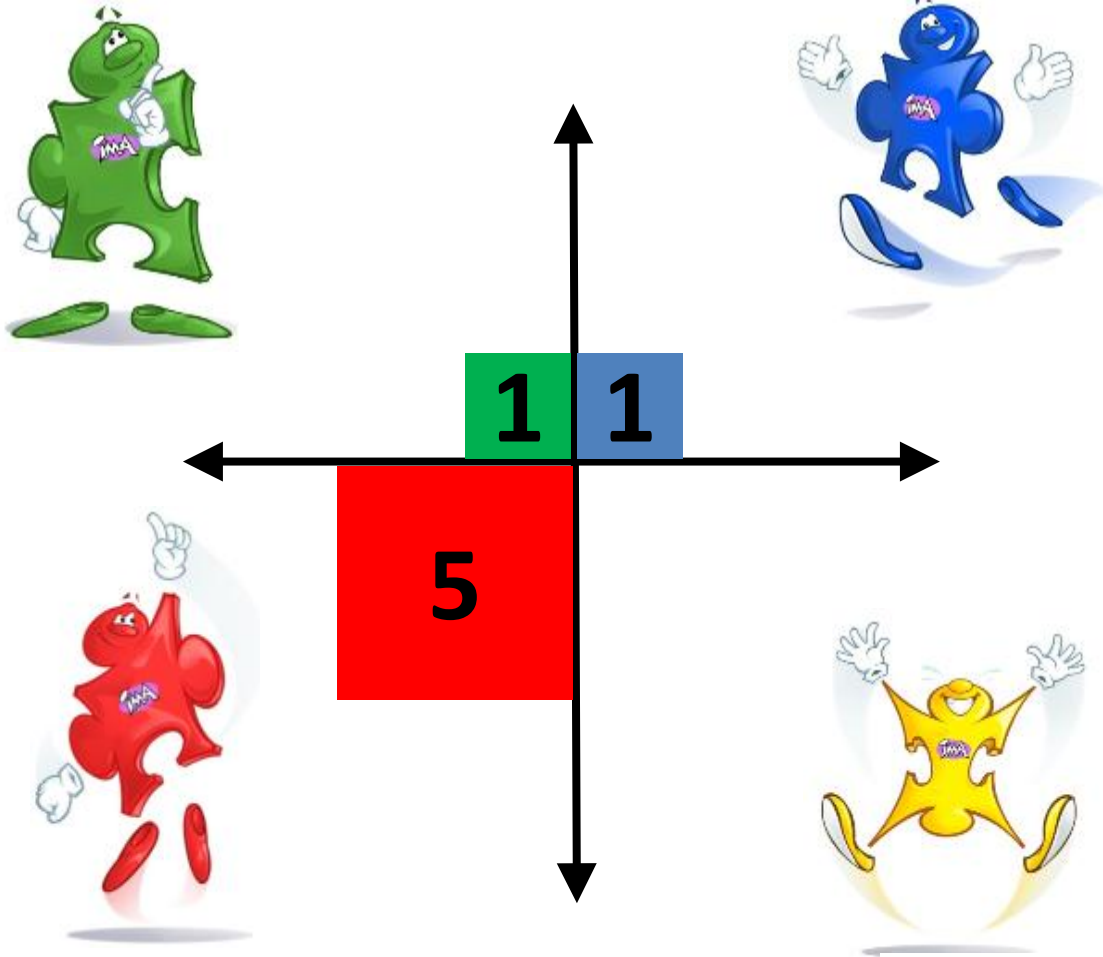
A team structure you recognise?

And this is without bringing in the differences between people!



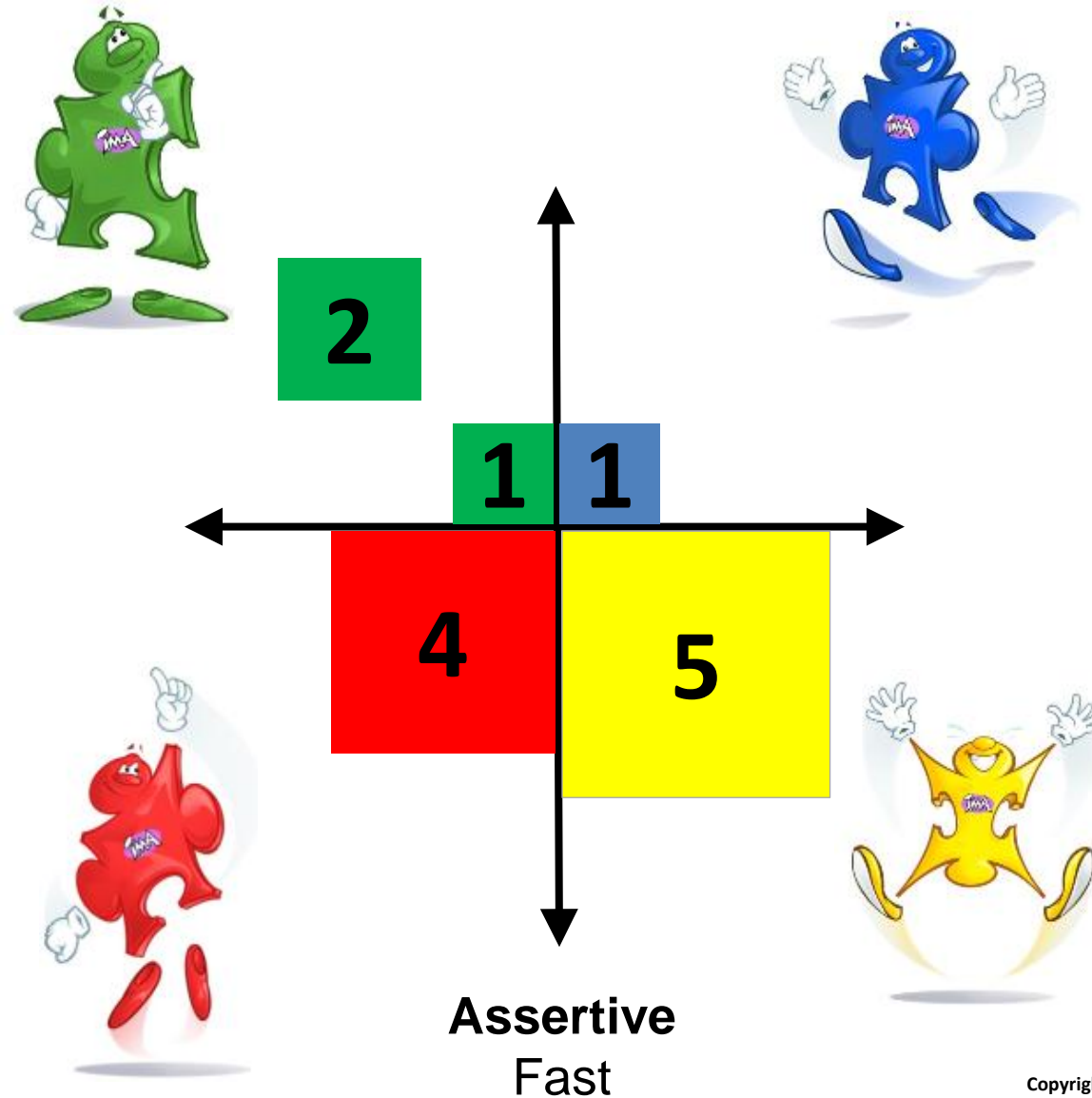


Case Study: Decision making by the Board of a construction company



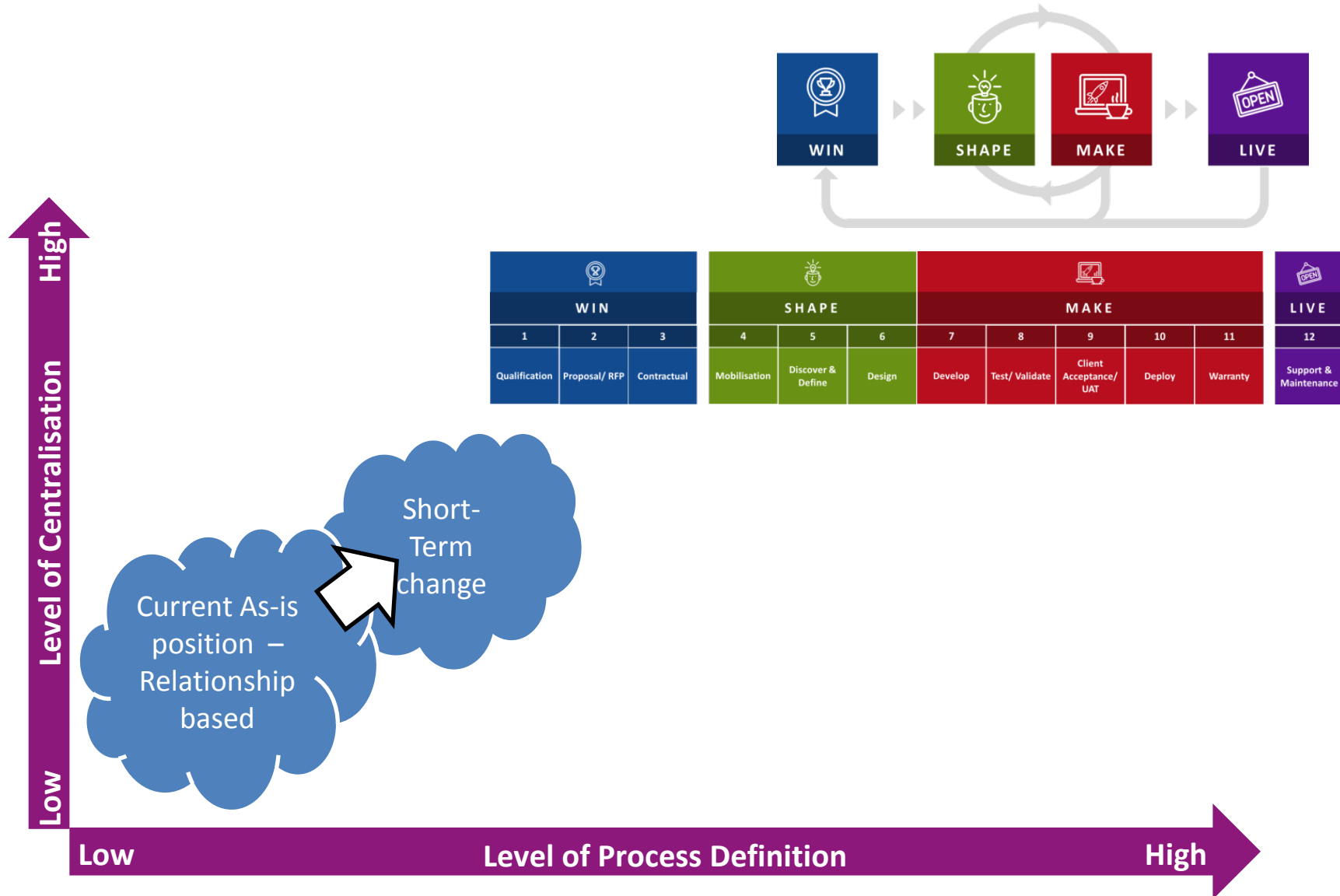
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Case Study: Making a change in the way of working

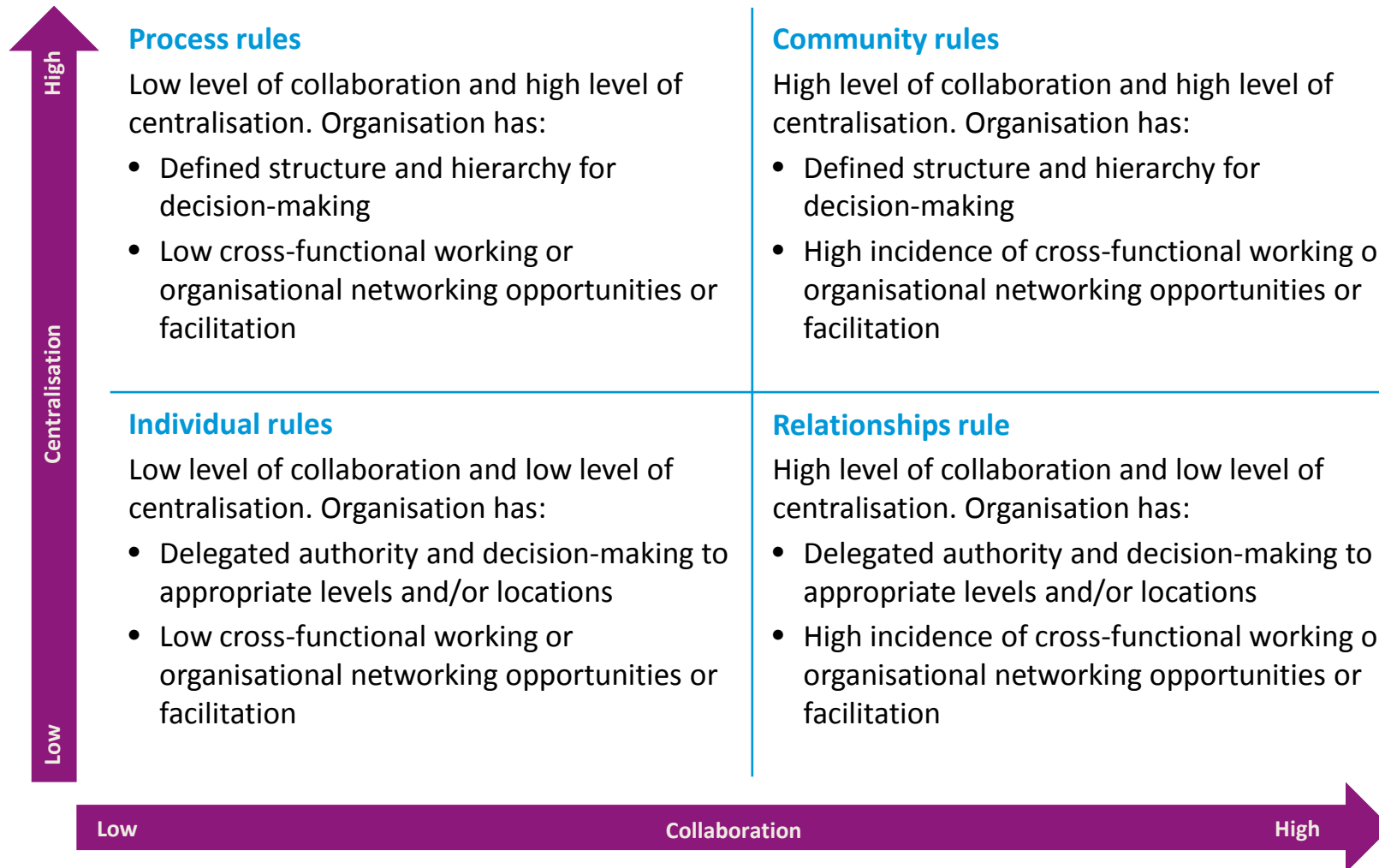


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Case Study: Adopting a defined way of delivering Client projects



Impact of organisational culture



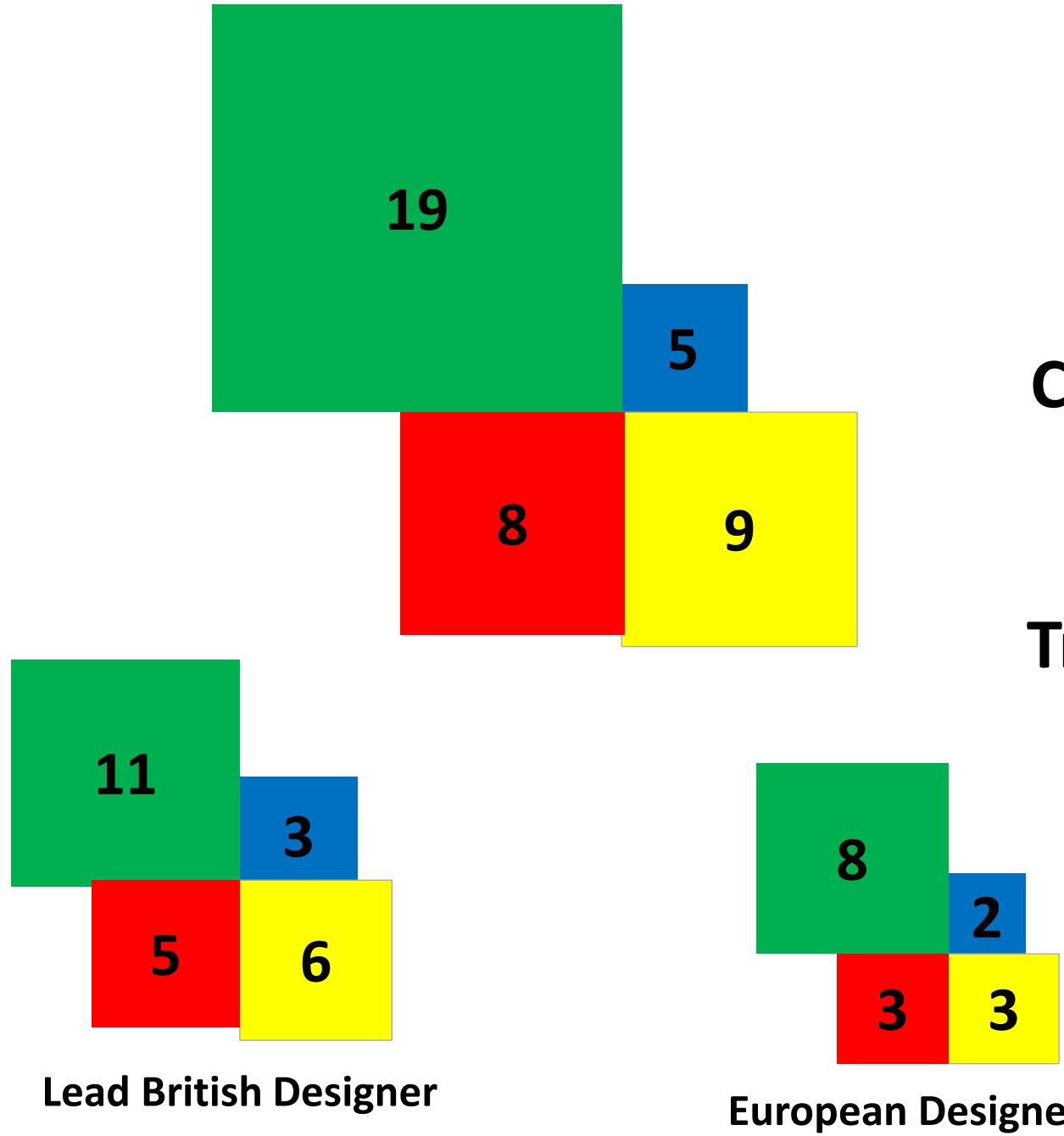
© Sarah Coleman and Donnie MacNicol

What they were looking to achieve





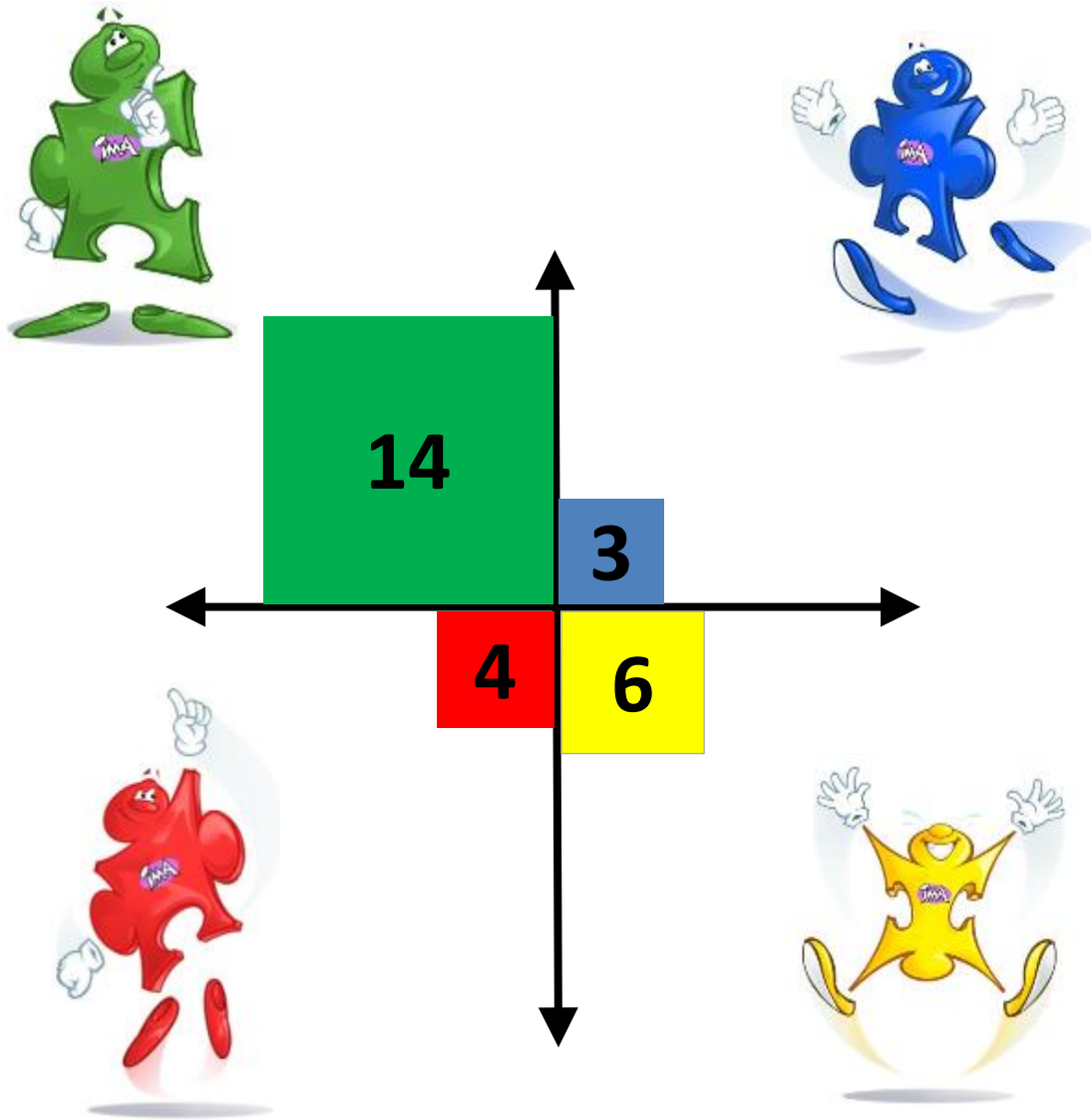
Case Study: Very large international Transport Design Team



Lead British Designer


European Designer

Case Study: QS / Construction Consultancy – focus on the style of their Leadership



Leadership perspective - The Eight Lookings

- How to deal with the apparent complexity and multiple expectations on the role?
- Helpful to categorize and consolidate into a model which can be easily understood
- **Eight Lookings Model** below presents the idea that you must look in 8 directions in order to identify and understand the whole picture.



The Eight Lookings Diagnostic

The diagnostic has been extracted from Project Leadership 3rd Edition by Donnie MacNicol and Sarah Coleman, published September 2015. It provides an indication of the focus you have for a particular looking. It is not a measure of quality or performance, and does not rely on the perception of others such as the project team. It also provides you with an indication of your project leadership style. We suggest you complete the diagnostic on a current project if you believe this is representative of your typical approach. The output of the diagnostic is to provide you with:

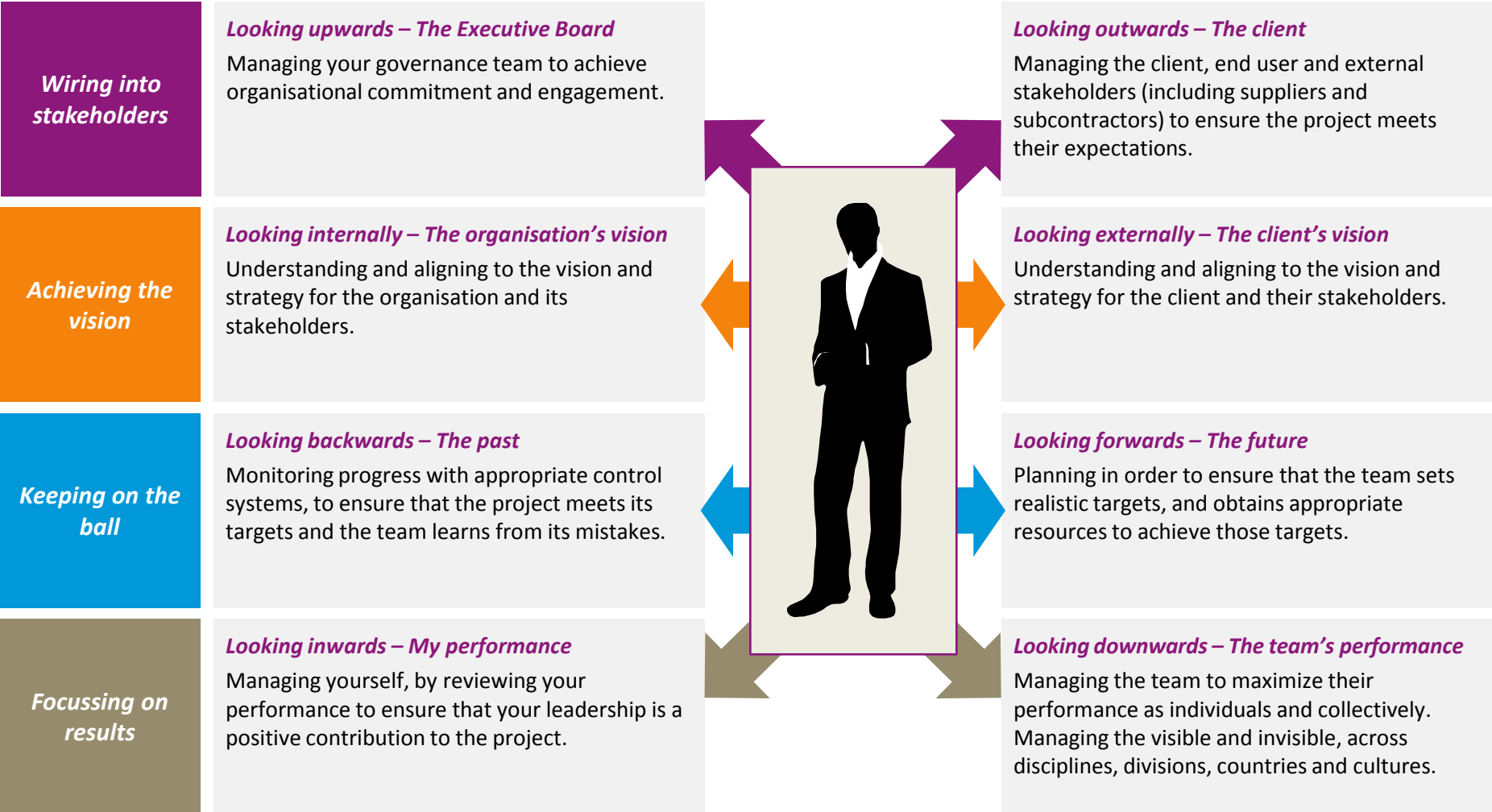
- Insights into your current project leadership style
- A basis for self-reflection on your approach
- A basis for discussion about your professional development.

To what extent are each of these statements true? Try to make your judgment honestly and put a cross at what you consider is the appropriate point on the scale from "Not at all true" to "Very true".

		Not at all true				Very true
A.						
1	I clearly demonstrate to my sponsor and senior management that I understand the full impact of the project on the organization.	1	2	3	4	5
2	I understand the client's vision and how delivery of the project will help them to achieve this	1	2	3	4	5
3	I ensure that my project has appropriate mechanisms for controlling, monitoring and measuring progress	1	2	3	4	5
4	I provide individual team members with all the support they need to enable them to do their jobs to the best of their ability	1	2	3	4	5
5	I can confidently say that I keep the client fully informed about project progress	1	2	3	4	5
6	I understand the vision of the project and its relevance to the organization in achieving its vision	1	2	3	4	5
7	I and all members of the team are very clear about our targets	1	2	3	4	5
8	I regularly take time out to reflect on events and what can be learned from them	1	2	3	4	5
B.						
1	I am honest with myself about my own performance as a leader	1	2	3	4	5
2	I feel confident my sponsor will act appropriately to my requests for support or guidance.	1	2	3	4	5
3	I understand how the project will impact the client	1	2	3	4	5
4	I ensure that we are good at providing timely and accurate progress and performance updates	1	2	3	4	5
5	I review individual performance and progress with team members regularly	1	2	3	4	5
6	I genuinely regard the client and their team as part of the project team	1	2	3	4	5
7	I understand how the project is aligned with the organization's strategy	1 2	2	3	4	5

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A leadership perspective using the Eight Lookings



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Lying or Cognitive Biases on mega-projects?!?



Cognitive Biases – so many of them!!

- Wikipedia definition:
 - A cognitive bias refers to a systematic pattern of deviation from norm or rationality in judgment, whereby inferences about other people and situations may be drawn in an illogical fashion. Individuals create their own “subjective social reality”
- Impact on Decision Making, Estimating and Planning

<p>1. Anchoring bias. People are over-reliant on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind.</p> 	<p>2. Availability heuristic. People overestimate the importance of information that is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day.</p> 	<p>3. Bandwagon effect. The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of groupthink and is reason why meetings are often unproductive.</p> 	<p>4. Blind-spot bias. Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases much more in others than in themselves.</p> 
<p>5. Choice-supportive bias. When you choose something, you tend to feel positive about it, even if that choice has flaws. Like how you think your dog is awesome – even if it bites people every once in a while.</p> 	<p>6. Clustering illusion. This is the tendency to see patterns in random events. It is key to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of reds.</p> 	<p>7. Confirmation bias. We tend to listen only to information that confirms our preconceptions – one of the many reasons it's so hard to have an intelligent conversation about climate change.</p> 	<p>8. Conservatism bias. Where people favor prior evidence over new evidence or information that has emerged. People were slow to accept that the Earth was round because they maintained their earlier understanding that the planet was flat.</p> 
<p>9. Information bias. The tendency to seek information when it does not affect action. More information is not always better. With less information, people can often make more accurate predictions.</p> 	<p>10. Ostrich effect. The decision to ignore dangerous or negative information by "burying" one's head in the sand, like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets.</p> 	<p>11. Outcome bias. Judging a decision based on the outcome – rather than how exactly the decision was made in the moment. Just because you won a lot in Vegas doesn't mean gambling your money was a smart decision.</p> 	<p>12. Overconfidence. Some of us are too confident about our abilities, and this causes us to take greater risks in our daily lives. Experts are more prone to this bias than laypeople, since they are more convinced that they are right.</p> 
<p>13. Placebo effect. When simply believing that something will have a certain effect on you causes it to have that effect. In medicine, people given fake pills often experience the same physiological effects as people given the real thing.</p> 	<p>14. Pro-innovation bias. When a proponent of an innovation tends to overvalue its usefulness and undervalue its limitations. Sound familiar, Silicon Valley?</p> 	<p>15. Recency. The tendency to weigh the latest information more heavily than older data. Investors often think the market will always look the way it looks today and make unwise decisions.</p> 	<p>16. Salience. Our tendency to focus on the most easily recognizable features of a person or concept. When you think about dying, you might worry about being mauled by a lion, as opposed to what is statistically more likely, like dying in a car accident.</p> 
<p>17. Selective perception. Allowing our expectations to influence how we perceive the world. An experiment involving a football game between students from two universities showed that one team saw the opposing team commit more infractions.</p> 	<p>18. Stereotyping. Expecting a group or person to have certain qualities without having real information about the person. It allows us to quickly identify strangers as friends or enemies, but people tend to overuse and abuse it.</p> 	<p>19. Survivorship bias. An error that comes from focusing only on surviving examples, causing us to misjudge a situation. For instance, we might think that being an entrepreneur is easy because we haven't heard of all those who failed.</p> 	<p>20. Zero-risk bias. Sociologists have found that we love certainty – even if it's counterproductive. Eliminating risk entirely means there is no chance of harm being caused.</p> 

SOURCES: Brain Biases; Ethics Unwrapped; Explorable; Harvard Magazine; HowStuffWorks; LearnVest; Outcome bias in decision evaluation, Journal of Personality and Social Psychology; Psychology Today; The Bias Blind Spot; Perceptions of Bias in Self Versus Others, Personality and Social Psychology Bulletin; The Cognitive Effects of Mass Communication, Theory and Research in Mass Communications; The less-is-more effect: Predictions and tests, Judgment and Decision Making, The New York Times; The Wall Street Journal; Wikipedia; You Are Not So Smart; ZismulyWIKI

BUSINESS INSIDER

Impact on the adoption and use of processes

iMA High Green

- Adopt and apply if they perceive the way of working as logical and robust
- May have a tendency to work in isolation on processes such as planning and risk management
- Require time to plan
- Produce detailed and comprehensive plans
- Will challenge the output if it is not thought to have been robustly thought through
- Will not make decisions unless provided with sufficient quantity and quality of information



iMA High Blue

- Readily adopt and apply the way of working
- Desire to involve others in the process
- May not readily make decisions
- Supportive of others in using the approach
- Good planners – commit the time necessary



iMA High Red

- May be a potential to see rigorous processes as bureaucratic
- May wish to adapt to suit the situation
- Will be happy making decisions, often with all information being available
- Typically wish to lead the process and decision making



iMA High Yellow

- May wish to adapt to suit the situation and then work in a flexible manner
- May not always apply the processes in full
- Wish to involve others through group discussion and workshops
- May make decisions based on gut feel and then look to back up based on the data available
- Can act a champion for new ways of working and engage others
- Good at getting other people's input to the processes.



Managing risk

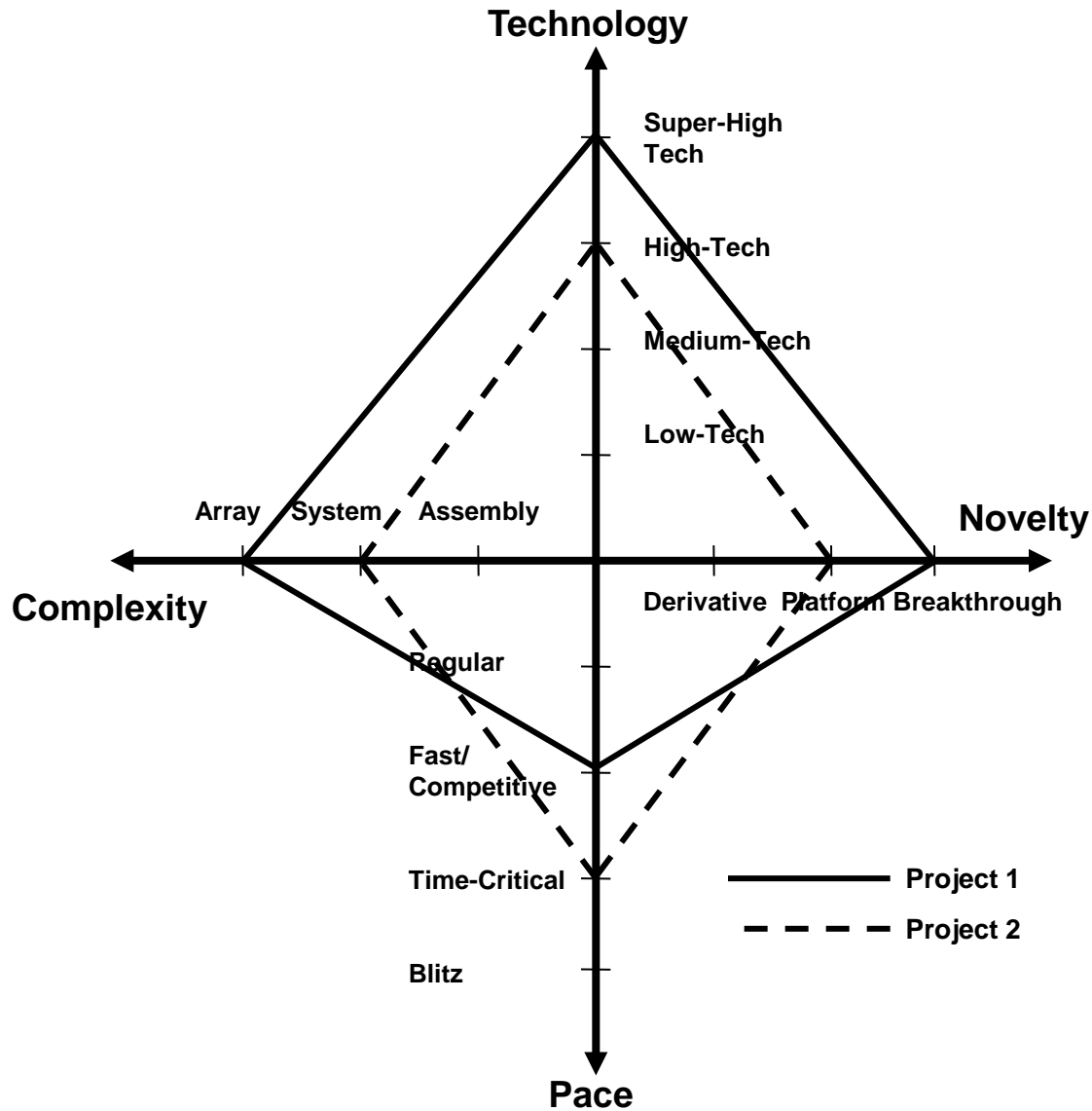


How different people view, value, implement and deliver



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Importance of understanding the development and approach to leading



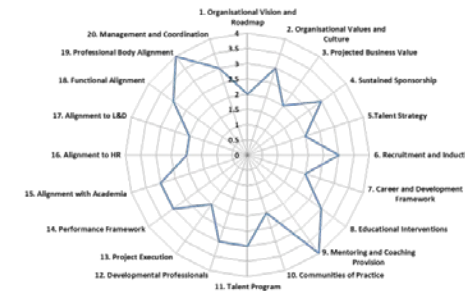
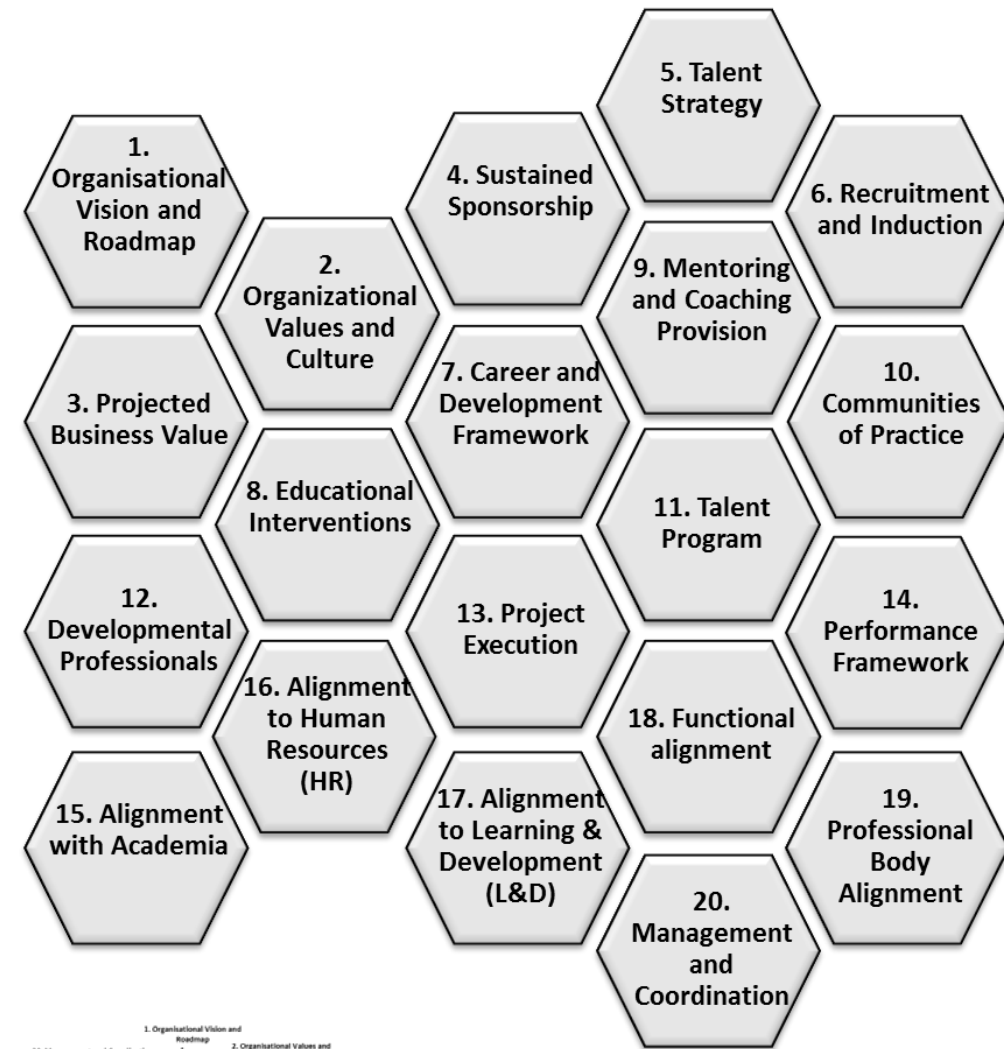
- **Commercial** - represents the uncertainty of the project's commercial and contractual arrangements, relationship with the customer and understanding of sector.
- **Technology** - this base represents the project's level of technological uncertainty. It is determined by how much new technology is required to complete the project.
- **Complexity** - measures the scope of the deliverable, the task, and the project organization.
- **Pace** - this base represents the urgency of the project - namely, how much time there is to complete the job

Shenhar and Dvir Diamond Model

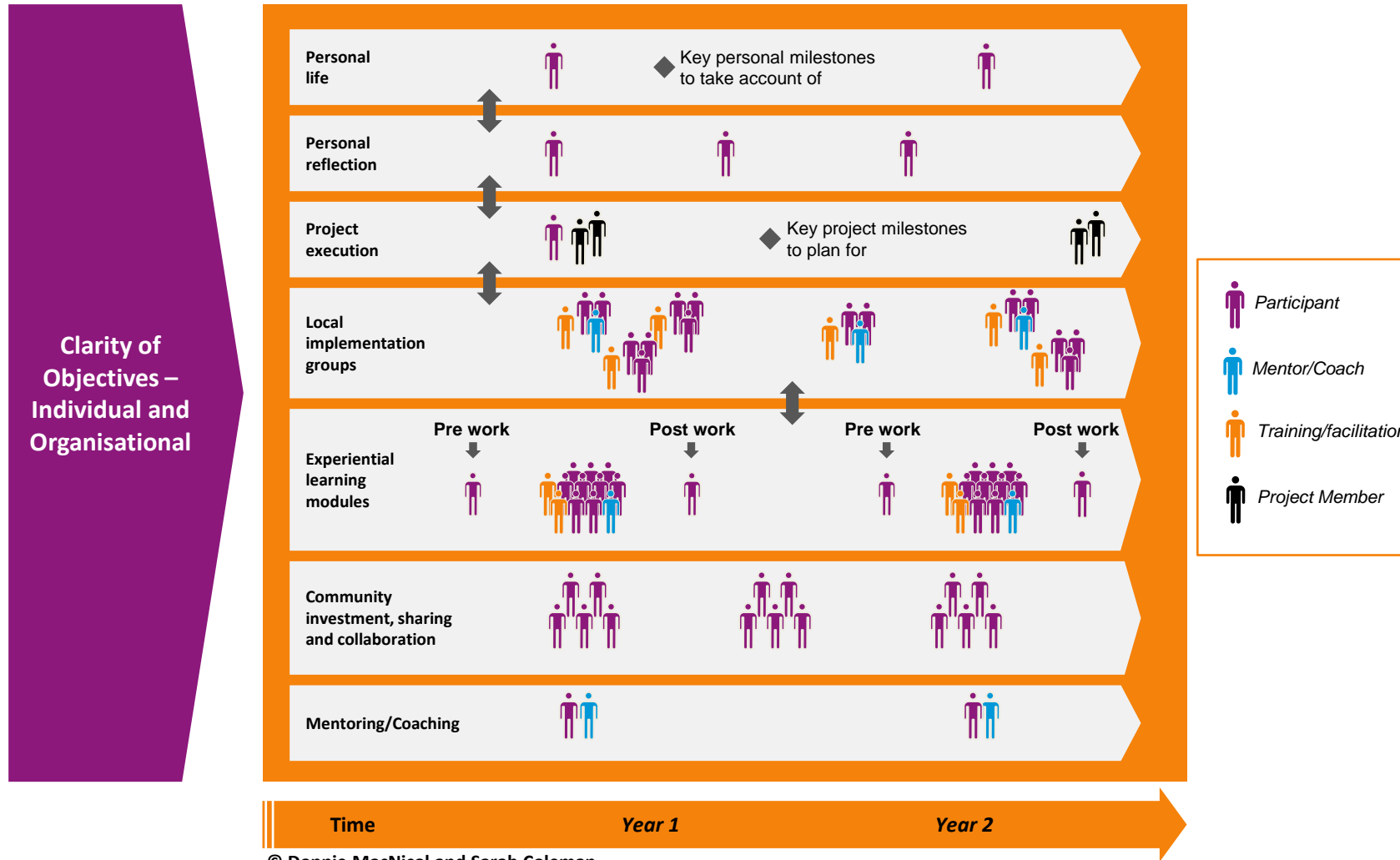
Honeycomb Project Leadership Development Framework™ and Diagnostic™

Questions:

1. Looking at the 20 elements that we have identified as fully supporting the development and sustained success of project leaders, what does your organisation have in place?
2. What is the most important gap? How can this be best filled?
3. What elements can you actively support the development or delivery of to help the broader community?
4. Have you made the transition from project manager to project leader? Are you clear on the difference?



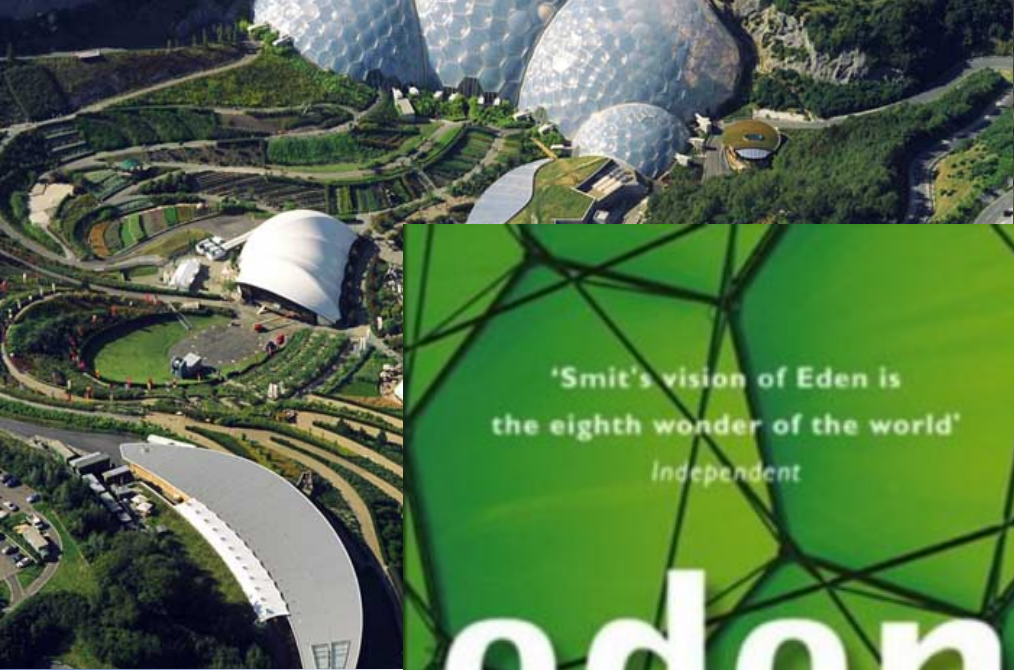
Idealised Individual and Organisational Development



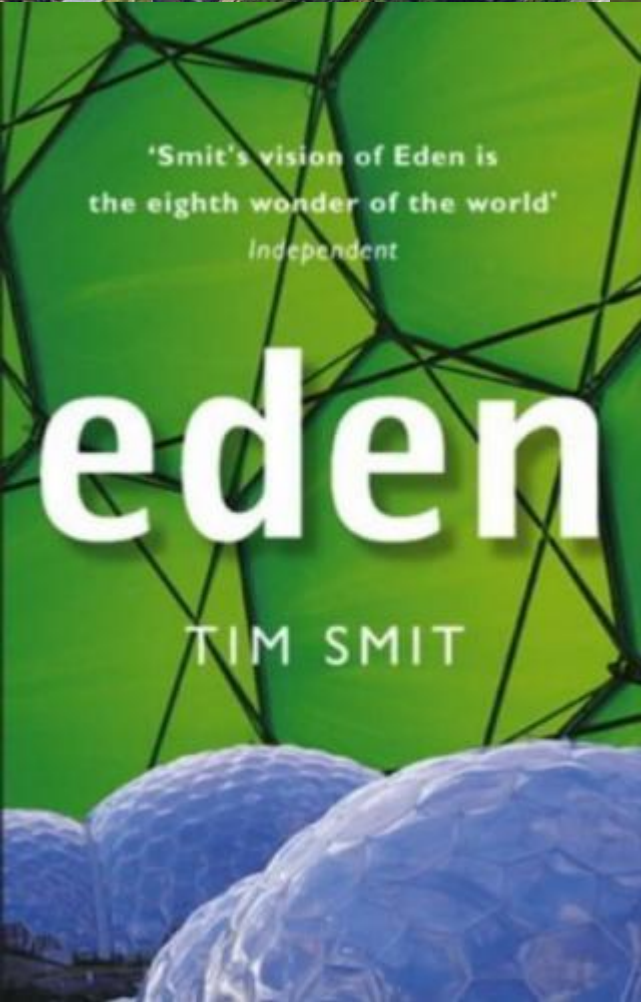
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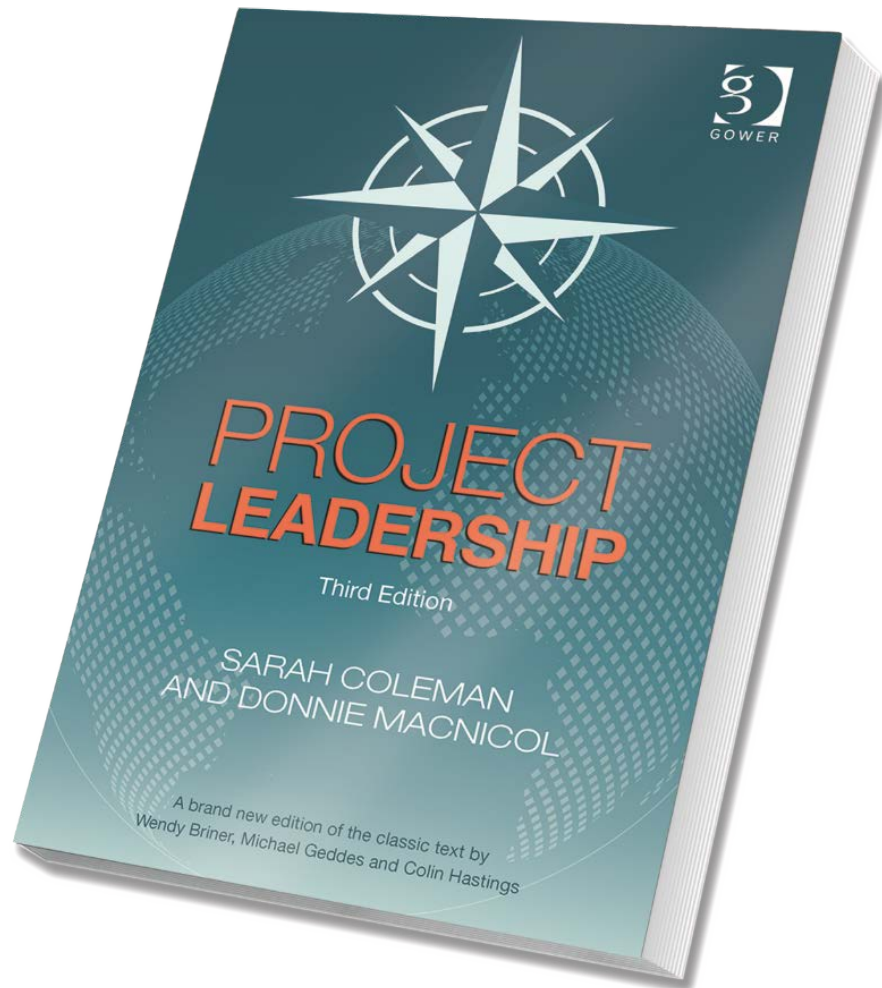
Key messages to take away

1. We all see the world differently, how we communicate, work, view success, are motivate ...
2. Understand yourself before aiming to understand others
3. Modify your approach to engaging and communicating with others
4. Collaboration is effective BUT we all mean different things and have different expectations
5. Consider how your style influences what you do and how you do it - and how this impacts on the work you do in the PMO
6. Similarly consider what our collective PMO team style has
7. Consider the culture of your organisation and how best to meet its needs
8. Design the PMO structures and processes that work for different types of people
9. Personal development is critical to provide the catalyst to a change in behaviours (keeping in mind the 70:20:10 model)
10. And finally... you can only influence so much – you will butt up against the culture of the organisation and this may cause challenges!

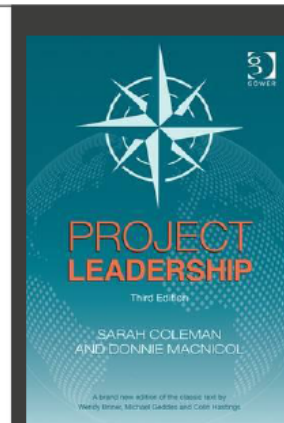


A fantastic example of the power of leadership, relationships and resolve to achieve what was perceived by many people as impossible





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Table of Contents:

1. Foreword; Introduction. Part 1 Project Leadership and the Project Leader: What is project leadership?; Relationships and the project leader; The project and its impact on project leadership. Part 2 Leading the Project: Phase A – shaping and scoping; Phase B – start-up; Phase C – delivery; Phase D – closure. Part 3 The core: Vision and the big picture, Building key relationships; Communication and engagement. Part 4 Building Personal and Organizational Capability: Building personal capability; Building organizational capability; An idealized project leadership development programme. Appendix; Index.

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Sarah Coleman, Donnie MacNicol

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Donnie is an experienced project and programme leader who is passionate about developing the leadership capabilities of individuals, teams and organisations to deliver success. He is at his best when working with senior management teams, challenged by complex situations and inspiring individuals and teams to perform.

He leads consultancy and training assignments, specializing in developing leadership capability, details of which can be found at www.teanimation.co.uk. Donnie works across all sectors supporting organisations to improve delivery and leadership capability.

Widely recognized as contributing to the ‘people and organizational side’ of project management thinking, he is much in demand as a lecturer, speaker and writer. He is passionate about delivering value by incorporating the latest organisational, cultural and behavioural thinking.

Donnie is chair of the PMI UK Chapter Organisational Project Management (OPM) Forum and previously the APM’s People SIG for 10 years. He is also a Visiting Teaching Fellow at Warwick Manufacturing Group (WMG) and has strong relationships with other prestigious academic bodies. Donnie is a member of the Acumen7 network of business leaders and has established an enviable network of leaders across the projects world. He has had over 30 articles published and contributed to 5 books including Programme and Portfolio Management Demystified and MSP® Survival Guide for SROs. He has presented at over 100 events and conferences including for the MPA, Defence Academy, IOD, APM, PMI, RICS and ICE and a host of private and public sector organisations.

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