BECOME A BARE KNUCKLED PROJECT MANAGER and succeed at every project
Healthcare Financial Management Association Maryland Chapter

Introductions and Today’s Purpose

HFMA MD’s 3rd Annual Spring Conference Agenda
Monday, February 29, 2016 – Tuesday, March 1, 2016
The Westin Annapolis, Maryland

Day Two: Tuesday, March 1, 2016

| 9:50am | Networking Break in the Exhibit Area |
| 10:15am | Become a Bare Knuckled Project Manager and Succeed at Every Project |

• Today’s Objectives
  • Understand Think’s mindset for project management (context for future interactions).
  • Build an awareness of a simple and effective approach to project management and the principles around it.
  • Understand “TAKING CONTROL” by applying BKPM Principles.
Ever Get This Feeling On A Project?

- Why do almost 70% of projects experience some type of “failure”, either partial or complete?

- Why don’t new PM tools and processes seem to improve this average?

- Why, even when some projects succeed, do they not provide the intended value to the organization?
Projects in Crisis

• 68% of projects fail in whole or in part

The CHAOS Ten
1. User involvement
2. Executive Support
3. Clear Business Objectives
4. Experienced Project Manager
5. Small Milestones
6. Firm Basic Requirements
7. Competent Staff
8. Proper Planning
9. Ownership
10. Other

Factors that make projects successful, derived from the Standish group, 1999

Projects in Crisis

Surviving Disasters in Project Management: An Interview with Dr. Harold Kerzner

KD: In your opinion, why has project management been so controversial over the years in terms of its validity as a profession?

HK: My personal belief is that the resistance sits at the senior-most level of management. They’re afraid if they make project management a career path they will have to give the project managers authority and the right to make decisions. They’ll essentially have to empower them. What they’re afraid of is that project managers will make decisions that should have been made at the executive level. They resist making it a career path and believe PM can be managed on a part time basis, which doesn’t work.
Projects in Crisis

The Standish Group, which has a database of some 50,000 development projects, looked at the outcomes of multimillion dollar development projects and ran the numbers for Computerworld.

Of 3,555 projects from 2003 to 2012 that had labor costs of at least $10 million, only 6.4% were successful. The Standish data showed that 52% of the large projects were "challenged," meaning they were over budget, behind schedule or didn't meet user expectations. The remaining 41.4% were failures -- they were either abandoned or started anew from scratch.

"They didn't have a chance in hell," said Jim Johnson, founder and chairman of Standish, of Healthcare.gov. "There was no way they were going to get this right - they only had a 6% chance," he said.

Causes for Failure – Evidence from the field

- Triple Constraint Model is so simplistic and confining that it creates a trap for Project managers
- Performance of projects is measured in terms of the Triple Constraint Model
- Definition of the Project within an organization needs to change because its too narrow
**Need for Reframing**

*Lets Reframe the Project -*

- We describe a project as a discrete opportunity to capture or retain as much value as possible from a larger value potential through a set of coordinated and controlled activities.

*Lets Reframe the role of the Project Manager -*

- As a sponsor’s awareness of the value potential changes, so does the scope and so do the constraints - therein lies the hidden control element for project managers.
- Now we need a type of project manager who can use this control.

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**The Bare-Knuckled Project Manager**

- Unafraid of conflict and confrontation.
- Simple, direct, and effective.
- Well-disciplined.
- Well-trained and versatile.
- Moves forward consistently.

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BKPM – “The Wolf”

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BKPM Principles
BKPM Principles:

• **Three-Sided Table**
  - Customer must own the outcome
  - BKPM owns the process and the P&L
  - Partners and team own the technical solution

BKPM Principles:

• **Chunking**
  Ongoing division of project components into actionable pieces

• **Iterative Approach**
  Unclear project outcome gains clarity through cycles and multiple prototypes
**BKPM Principles:**

- **Forward Motion**  
  Commitment to progressing regardless of unknowns

- **Forced Clarification**  
  Ensuring the customer or sponsor defines the outcome

**BKPM Principles:**

- **Spectrum Analysis (optioning)**  
  Think through the best-worst-realistic case for anticipated risks and issues

- **Access Portals**  
  Getting agreement on how to handle anticipated risks and issues before they occur
BKPM Principles:

• Unafraid of Conflict and Confrontation
  BKPM’s proactive approach to risks, issues and communication

• Forced Conflict
  Set up conflict to resolve project incompatibility or risk

• Conflict Resolution
  Knowing your goals determines which battles to fight

BKPM Principles in Action

• Learn to reframe the project and reframe the role of the PM

• BKPM principles can show you the way

• Take control

• Maintain control

• Keep tempo (fast, fast, fast)
The Neuroscience Behind BKPM Performance and Limbic Learning

Mad Science

Personality Traits of a BKPM

- To operate like “the Wolf,” you need to learn to operate in the BKPM Zone

Focuser
- Determined
- Controlled
- Commanding
- Autocratic
- Tyrannical

Operator
- Detailed
- Accurate
- Organized
- Methodical
- Rigid
- Slow

Relater
- Listener
- Loyal
- Sympathetic
- Unassertive
- Indecisive

Integrator
- Imaginative
- Creative
- Future-Directed
- Unrealistic
- Poor Time Management
Natural resting state is in a good place that allows you to function as a BKPM without expending much energy.
**BKPM Zone – Heightened State**

With Heightened awareness and focus you can elevate your operation within the BKPM Zone. This does require energy.

**BKPM Zone – Stressed State**

Where you are when you lose some level of control of the project. Once this happens, it takes a lot of energy to operate within the BKPM Zone.
An Introduction to Your Brain

• Dr. Dan Siegel
  Hand model of the brain
  • Limbic System (System 1)
    • Think of it as your lizard brain and dog brain
  • Neocortex (System 2)
    • New (human) brain

Understand Your Mind

• The neuroscience behind the issue
  • Daniel Kahneman – Nobel Laureate
    • System 1 – emotional, very fast, decision maker
    • System 2 – logical, very lazy, performs analysis and information recall
    • System 1 and System 2 TAKE TURNS
Understand Your Mind

• The neuroscience behind the issue (continued)
  • Kahneman Example:
    • A bat and a ball cost a total of one dollar and ten cents
    • The bat costs a dollar more than the ball.

  How much does the ball cost?

Becoming a BKPM
(Learn to Become “The Wolf”)

• Learn to reframe the project and reframe the role of the PM

  • Requires
    ✓ Attitude
    ✓ Skill
  
  If it isn’t natural, it requires:
    ✓ Desire to change
    ✓ Recognition
    ✓ Energy

  • Develop your instinctive reactions to situations and stress to remain within the BKPM Zone. This is Limbic Learning!
BKPM Neuroscience – Thought Experiment

• Scenario

Phone rings, it’s the boss; you missed a critical detail and the whole project is at risk. You know what’s going to happen next... and it isn’t going to be pretty.

– You are now System 1 dominate (emotional, fight/flight)
– No amount of energy may allow you to remember critical details *(can’t think your way out of a wet paper bag)*
– You’re clearly out of the BKPM Zone
– Without the proper instincts (System 1) you’re essentially finished

Limbic Learning (Training System 1)

• There’s a difference between learning knowledge and learning behavior

• Consider US Special Forces training
  • It occurs at a limbic level
  • It rewrites System1 so operators can perform even when System 2 shuts down
  • Behavior becomes instinctual
Limbic Learning (Training System 1)

• Examples of Limbic Learning are all around us.
• Typically not in corporate culture.

Limbic Learning (Training System 1)

• Hack Your Brain!!
  • Re-write how Systems 1 and 2 work together
  • Leverage neural plasticity
    🧛‍♂️ lumosity

• Build new neural connections
  • STRESS and SAFETY
  • NOVELTY and UNCERTAINTY

• Results in:
  • Dopamine-norepinephrine+ cocktail
  • Good for about 10 minutes
Limbic Learning (Training System 1)

You also need both:

• **Experiential Variety**
  - Requires Cognitive Frame Switching
  - Problems you encounter every day

• **Strategic Information Provisioning**
  - Think - BKPM Principles and Techniques
  - User cognitive frame switching

Where do you find these?

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**Limbic Learning Model – becoming “the Wolf”**

- Many Decisions
- Many Actions
- New Options for Actions (The BKPM Way)
- Project Timeline
- Feeling...
  - Control
  - Anxiety
  - Fear
  - Indifference

- Your Biases

- Use BKPM Principles to trigger Cognitive Frame Switching

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Using BKPM Principles:

• Build your own bag of tricks; learn to use them
• Learn to use System 1 and System 2
• Trust but verify; your instincts may be wrong

Presentation Wrap Up…
Wrap up

• Project Managers need to Be “The Wolf”
  • Make sure your prepared
  • Ring the Doorbell – own the project from the start
  • Don’t ask for control; take it; high tempo
  • Discovery and Immersion
    • State what you know; learn what you don’t
    • Chunk, big picture only at first
    • Plan to make a plan
    • Identify risks
    • Assign tasking

• Build Chunky Plans / Enumerate Without Fear
  • Develop outline for project plan
  • Represent full scope of project
  • Document key dates
  • Prepare for kickoff

Wrap Up

• Take Control
  • Understand how BKPM principles are used to design the kickoff meeting
  • Identify what you are trying to accomplish (PM goals) in the kickoff meeting

• Plan the Kickoff Meeting
  • What is the purpose?
  • Who needs to be there?
  • What is the deliverable?
  • How do you conduct?
  • What are your agenda items?

• Constantly Apply Principles
  Apply BKPM principles to Active Management and Control activities
Transforming the Project & the Organization; Wrap up & Next Steps

• Use the three-sided table, BKPM principles and limbic learning model in your projects – they work and they’ll make you more effective

• Ask senior management and senior PMs to act as a sounding board for your thinking. BKPM principles must be applied properly within the cultural framework of your organization

• Use the Rapid Control Process

Free Stuff!

• www.thinksri.com /free-stuff/
Recommended Reading...

• Start with Why by Simon Sinek

• Pitch Anything by Oren Klaff

• Antifragile by Nassim Nicholas Taleb