NC STATE UNIVERSITY

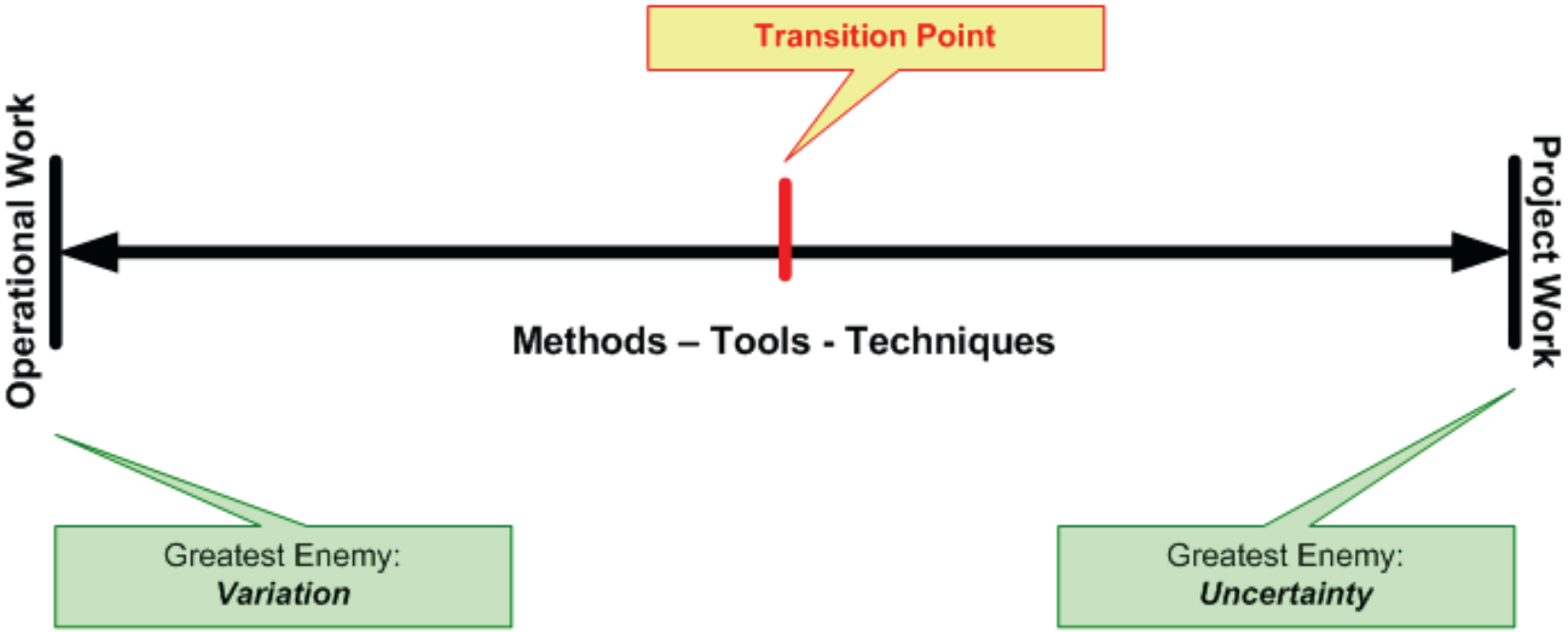
From Failure to Success:

Managing Difficult Projects

Presentation Objectives

- To describe what projects are and how they are organized
  - Present a typical project model
- To describe the history of our project and the various challenges that emerged
  - Map our project history onto the typical project model
- To identify our project's critical incidents
  - Describe strategies used on project sponsor
- To offer a general strategy to minimize failure and manage sponsor expectations

Project vs. Operational Work



http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CCIQFjAA&url=http%3A%2F%2Fwww.nolimitsleadership.com%2Fimages%2FFive%2520Elements%2520of%2520a%2520Project.pdf&ei=1yNoUM6ABIem9ASOh4GQAg&usg=AFQjCNGP_OINVX9Ywt1hWbI3lOdcimGQ7g

Alphabet Soup

ADDIE

IPEMC

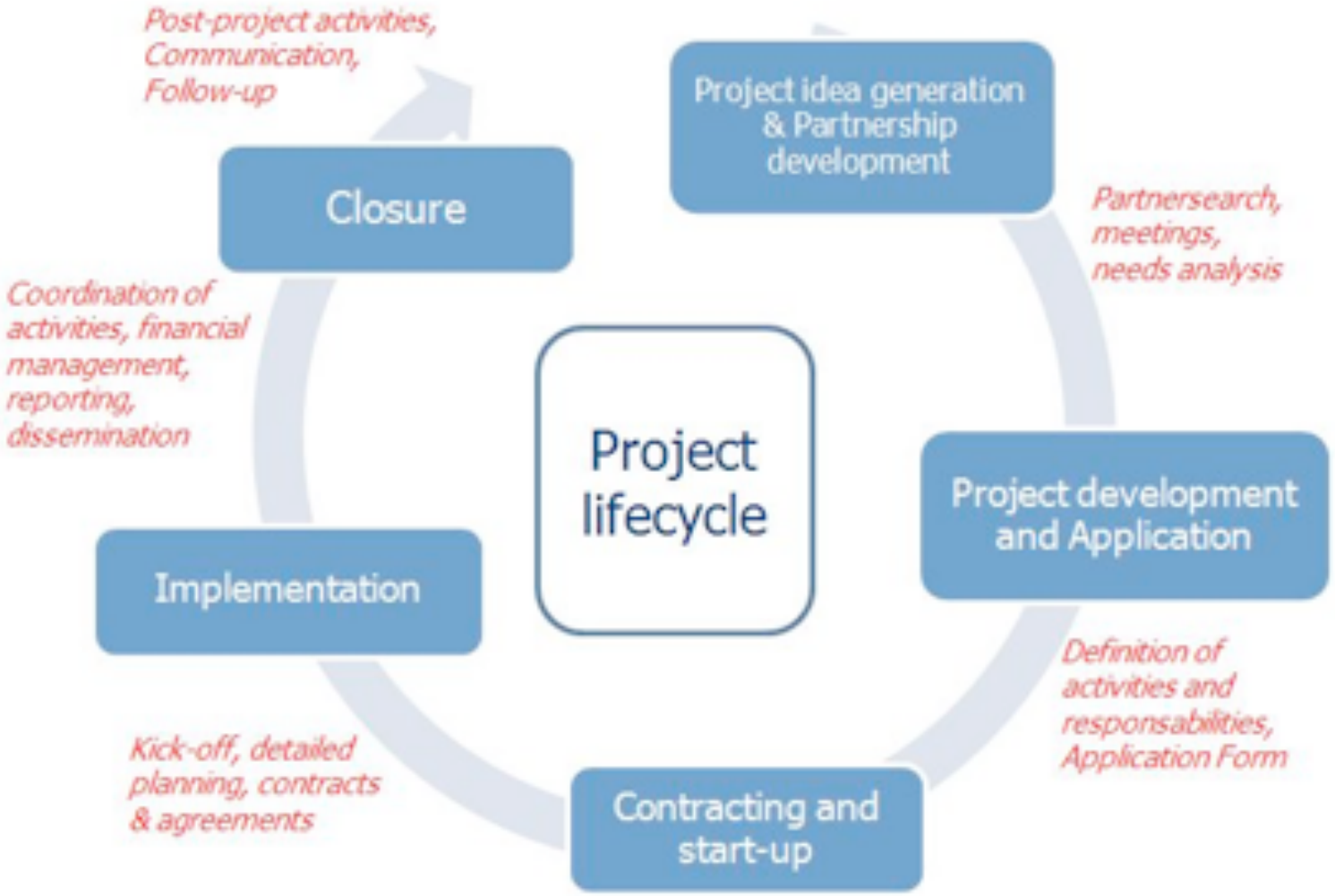
PDCA

VIEW POINT
20p

Three Pronged-Strategy

- Online Workshop
  - "Prime" staff towards new organizational vision
- Action Learning Workshop
  - Develop advanced strategic partnership skills
- Conference Presentations
  - Plant seeds towards organizational culture change

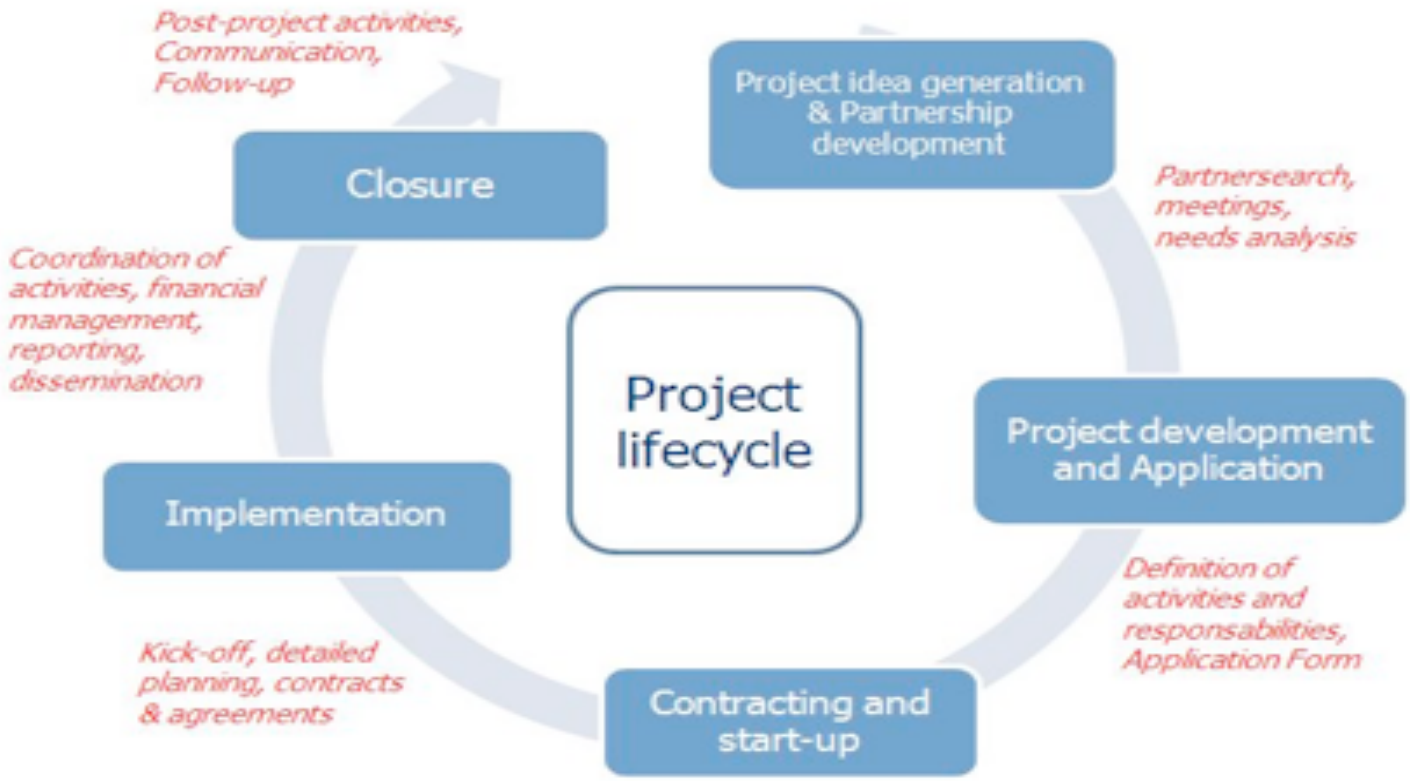
Technology Acceleration
Continuous Improvement
Sustainability
Workforce
Supplier Development
Profitable Manufacturing Growth


Project lifecycle
Project idea generation & Partnership development
Partnersearch, meetings, needs analysis
Project development and Application
Definition of activities and responsabilities, Application Form
Contracting and start-up
Kick-off, detailed planning, contracts & agreements
Implementation
Coordination of activities, financial management, reporting, dissemination
Closure
Post-project activities, Communication, Follow-up

Division of Labor

- Internal (to the sponsor organization) Champion
  - This role would bridge us to the organization
    - Language
    - Culture
    - Systems/Processes
- External Subject Matter Expert (us)
  - These roles would provide the technical and educational expertise
    - Adult learning theory
    - Curriculum design and deployment

Model Mapping

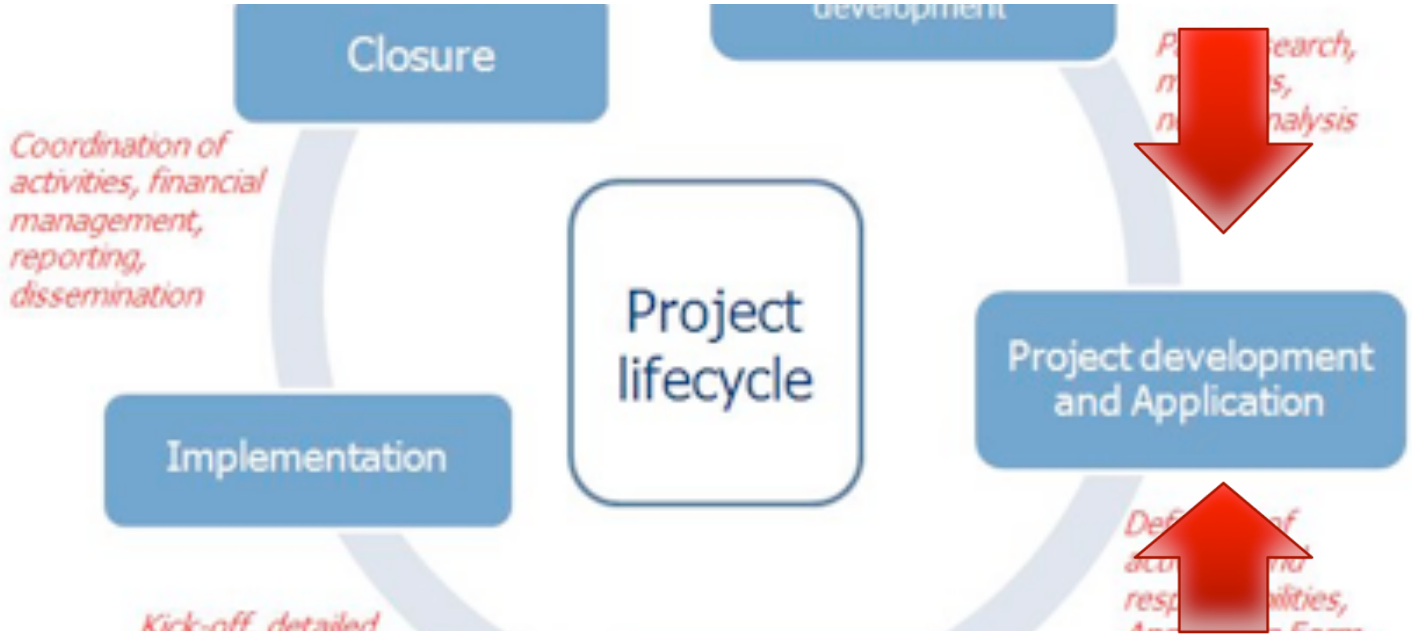


Idea Generation

Two-year collaboration generated this project

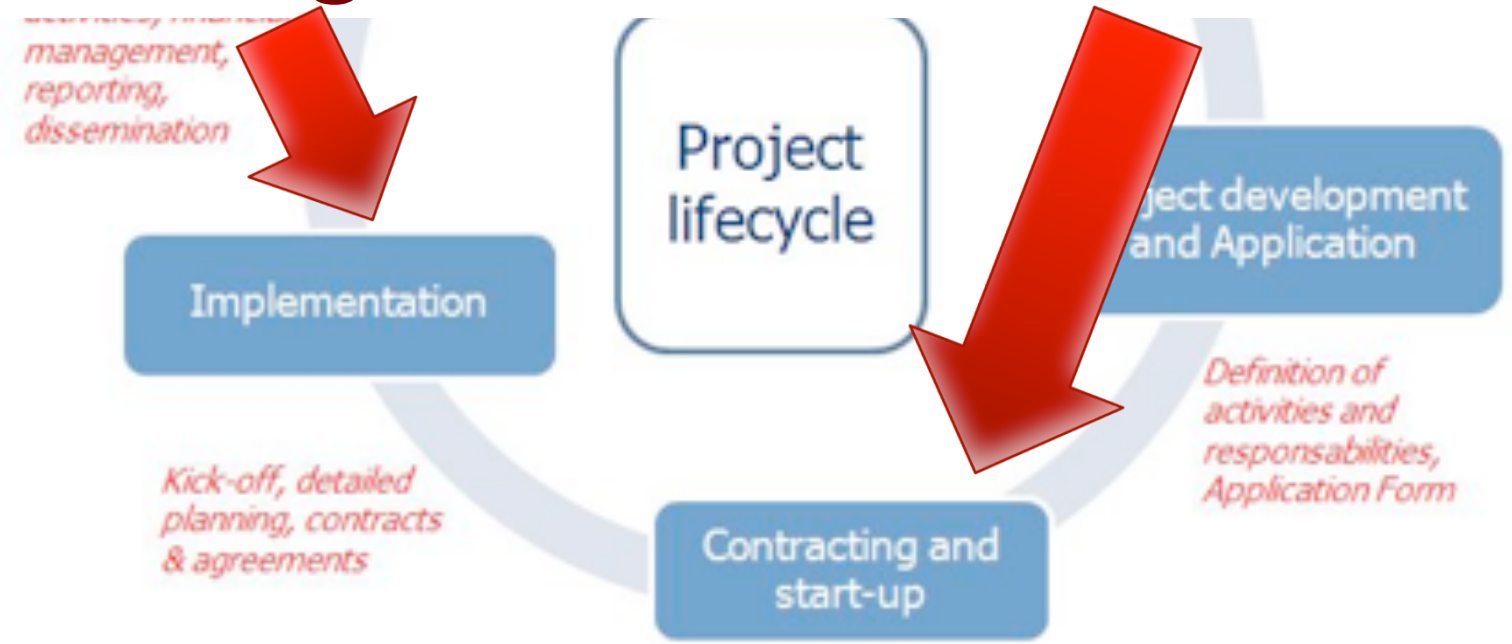
Project Development

As Planned: Online Course

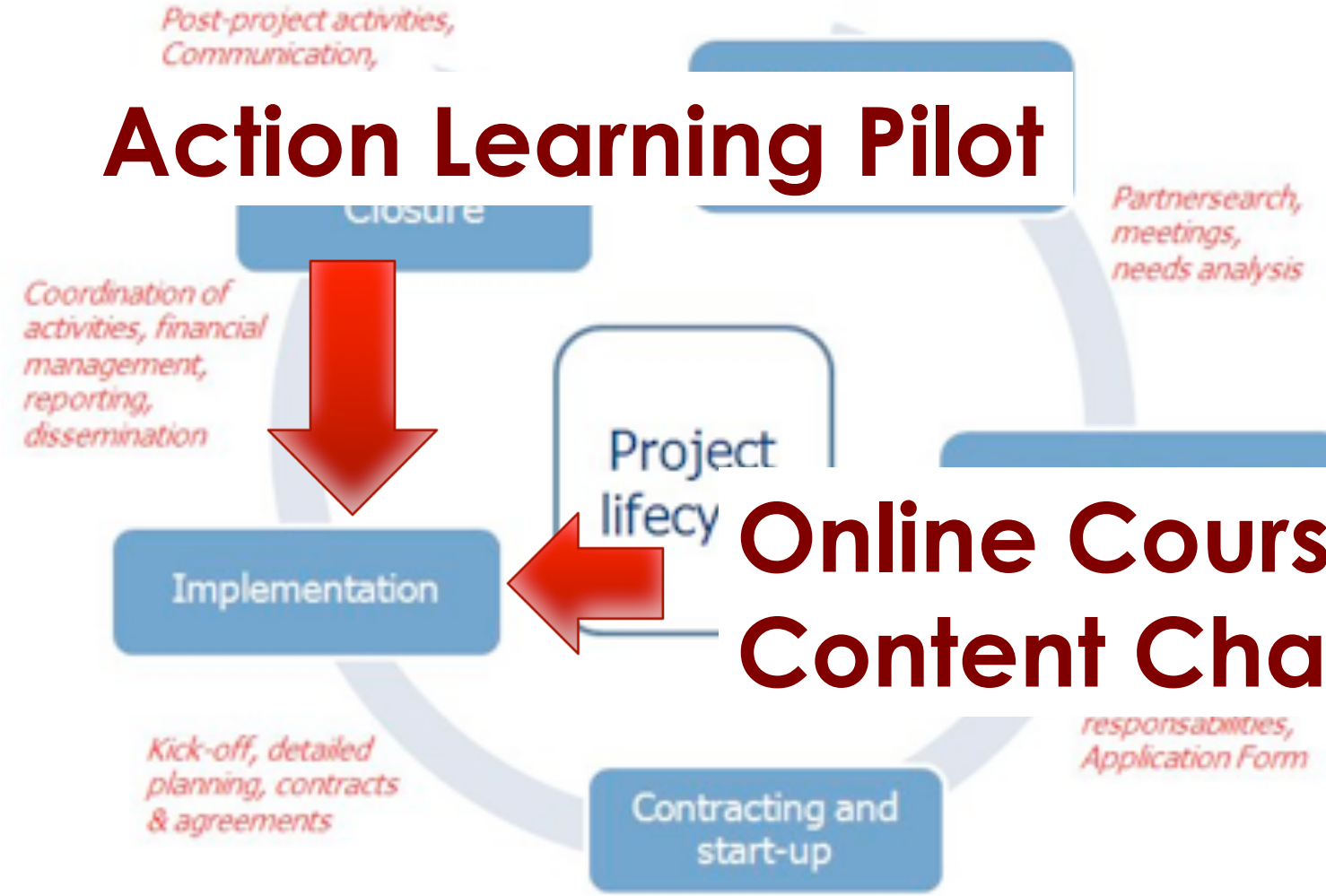


Surprise: Action Learning Push-Back

Online Course Content and Action Learning Workshop Changes

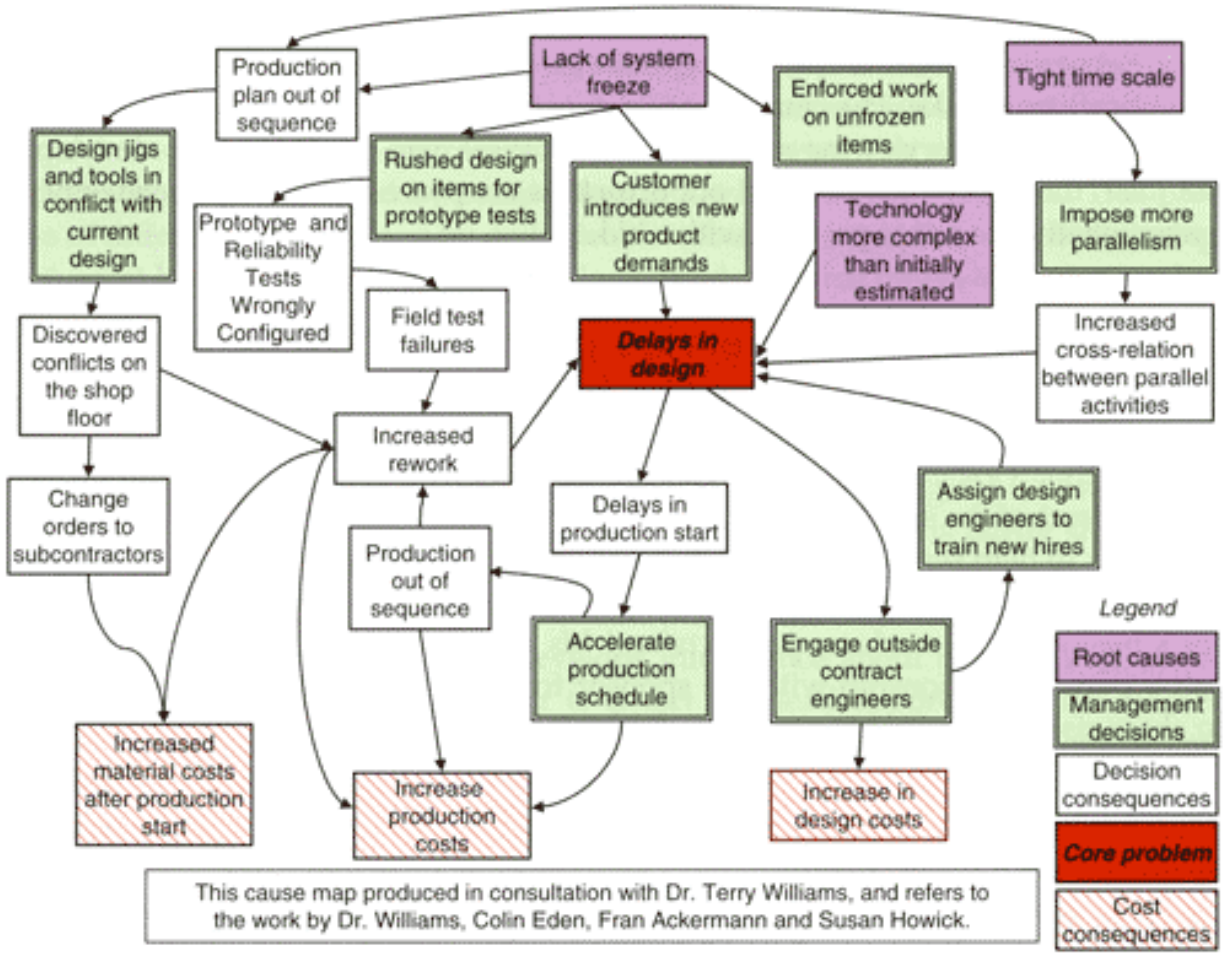


Action Learning Pilot

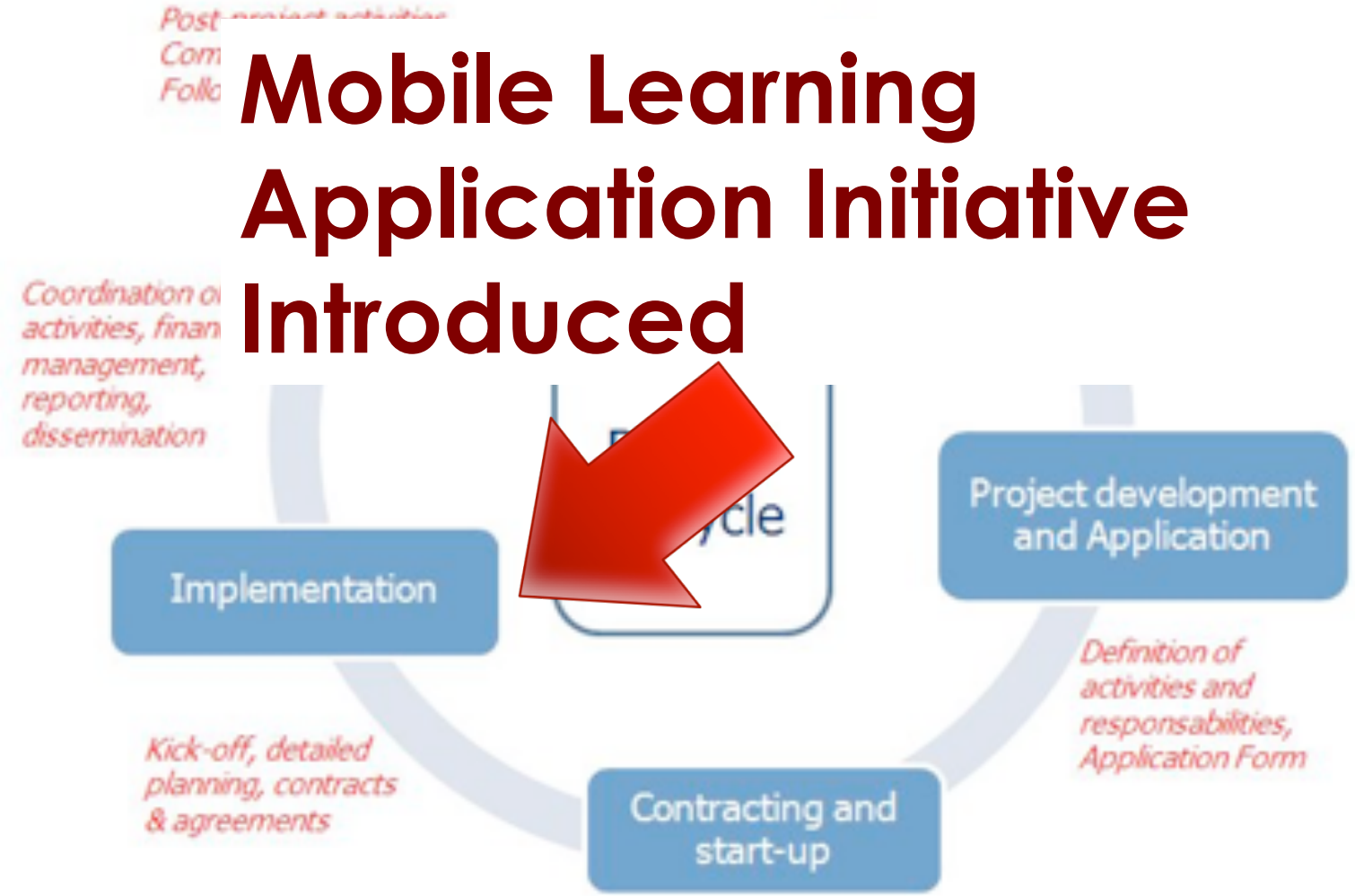


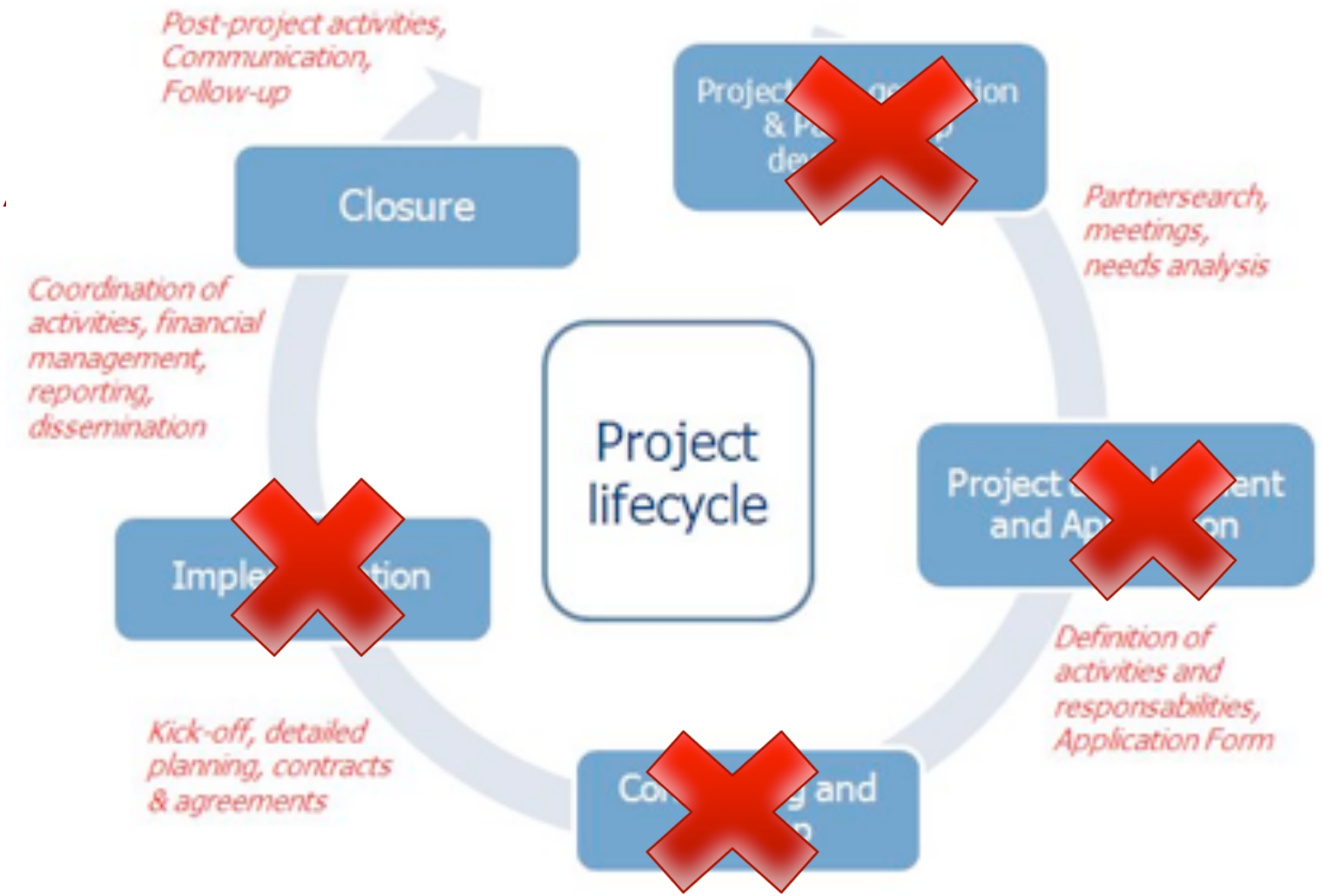
Online Course Content Change

Consequences of Change

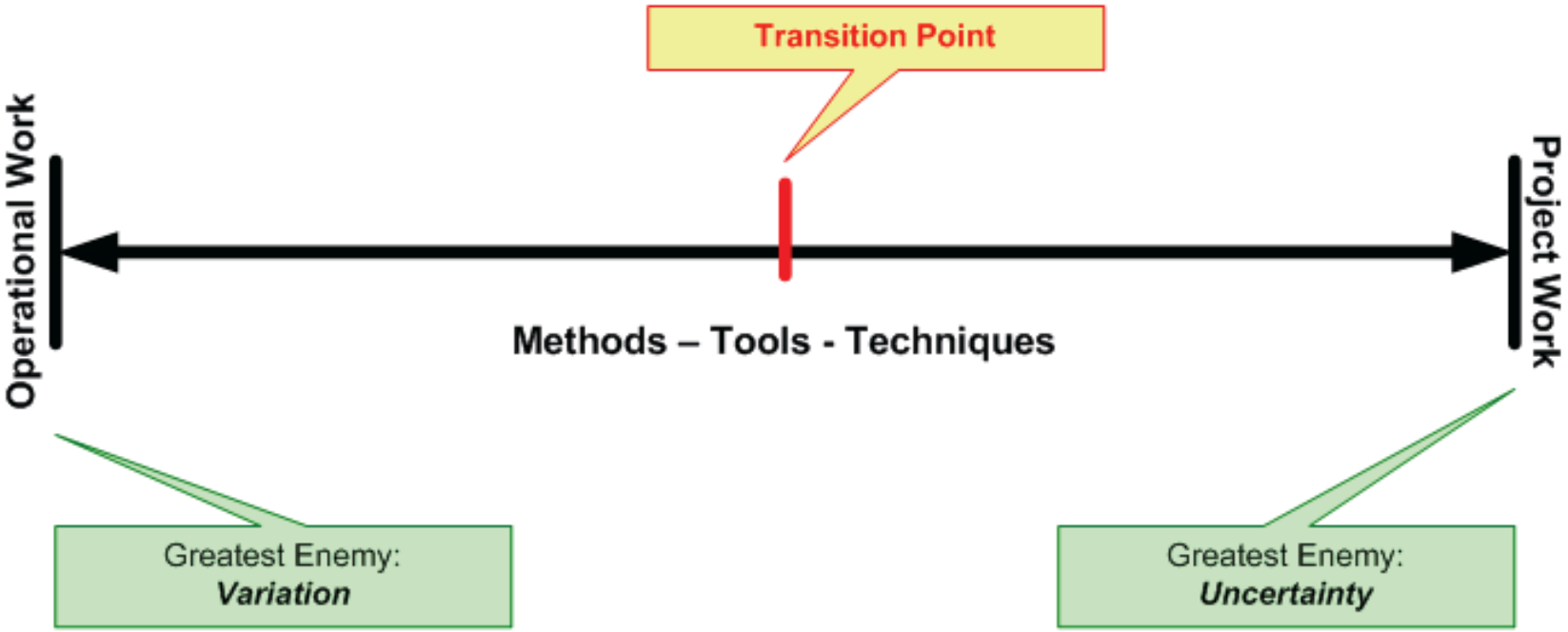


Mobile Learning Application Initiative Introduced




Post-project activities, Communication, Follow-up
Closure
Coordination of activities, financial management, reporting, dissemination
Kick-off, detailed planning, contracts & agreements
Partnersearch, meetings, needs analysis
Definition of activities and responsabilities, Application Form
Project lifecycle

Project vs. Operational Work



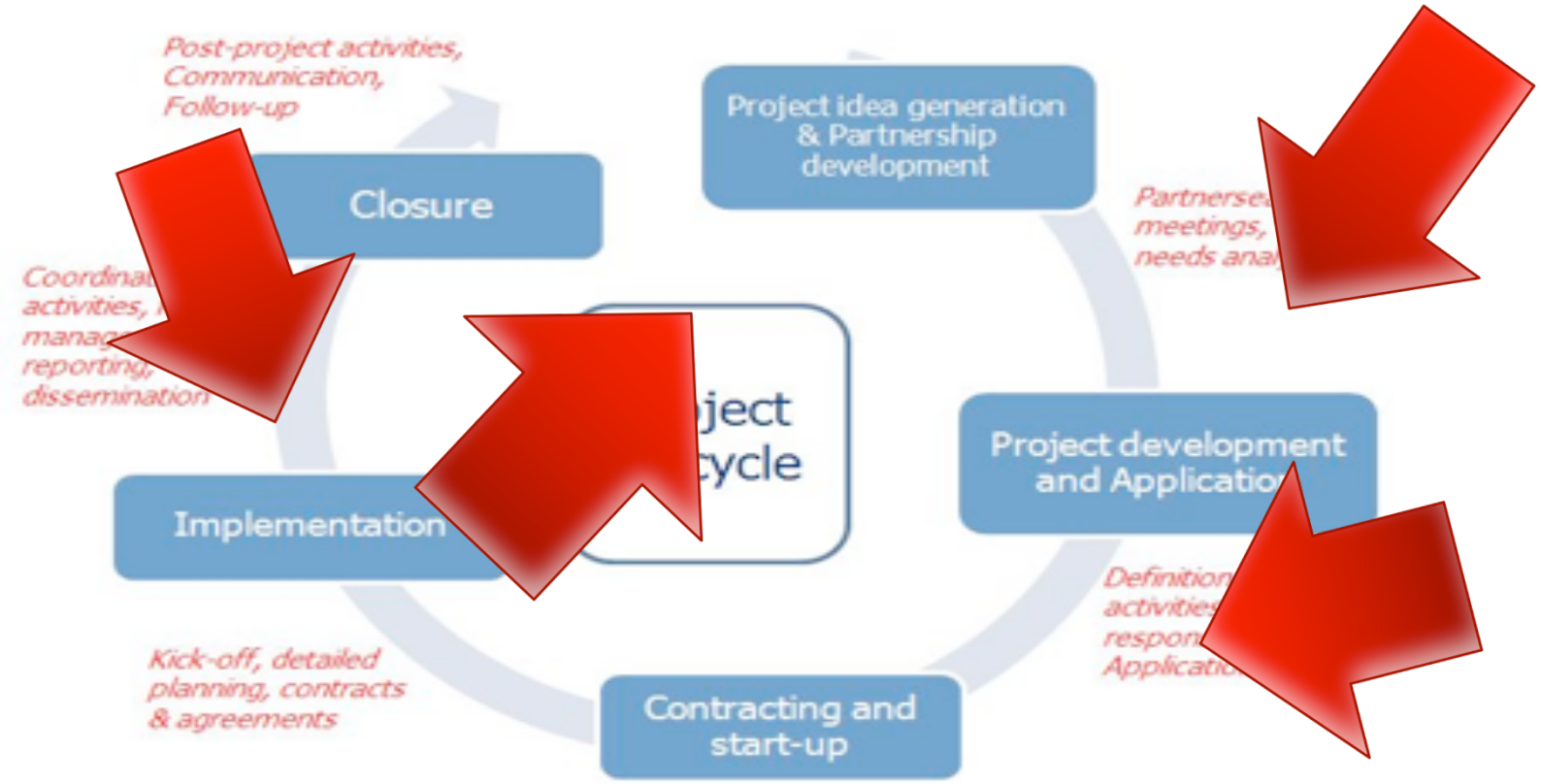
http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CCIQFjAA&url=http%3A%2F%2Fwww.nolimitsleadership.com%2Fimages%2FFive%2520Elements%2520of%2520a%2520Project.pdf&ei=1yNoUM6ABIem9ASOh4GQAg&usg=AFQjCNGP_OINVX9Ywt1hWbI3lOdcimGQ7g

Managing Expectations

- Anticipate
- Communicate
- Elaborate
- Repeat

- **ACER : the General Strategy for Success**

ACER in Action



Lessons Learned

- Anticipate
  - Identify assumptions underlying project plan
    - Roles
    - Resources
- Expectation management can turn into educating your sponsor
- Project development phase lays the foundation of trust
- People changes during the project matter

Questions?