AOAI

WIN-PM

…when It's Not Project Management

Introduction

Video 1 of 8

WIN-PM Video Series

- ☑ Introduction
- ☐ Deconstructing the Paradigm
- ☐ Reconstructing the Paradigm
- ☐ Level 1
- ☐ Level 2
- ☐ Level 3
- ☐ Level 4
- ☐ Level 5

WIN-PM

Introduction

AOAI

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Introduction

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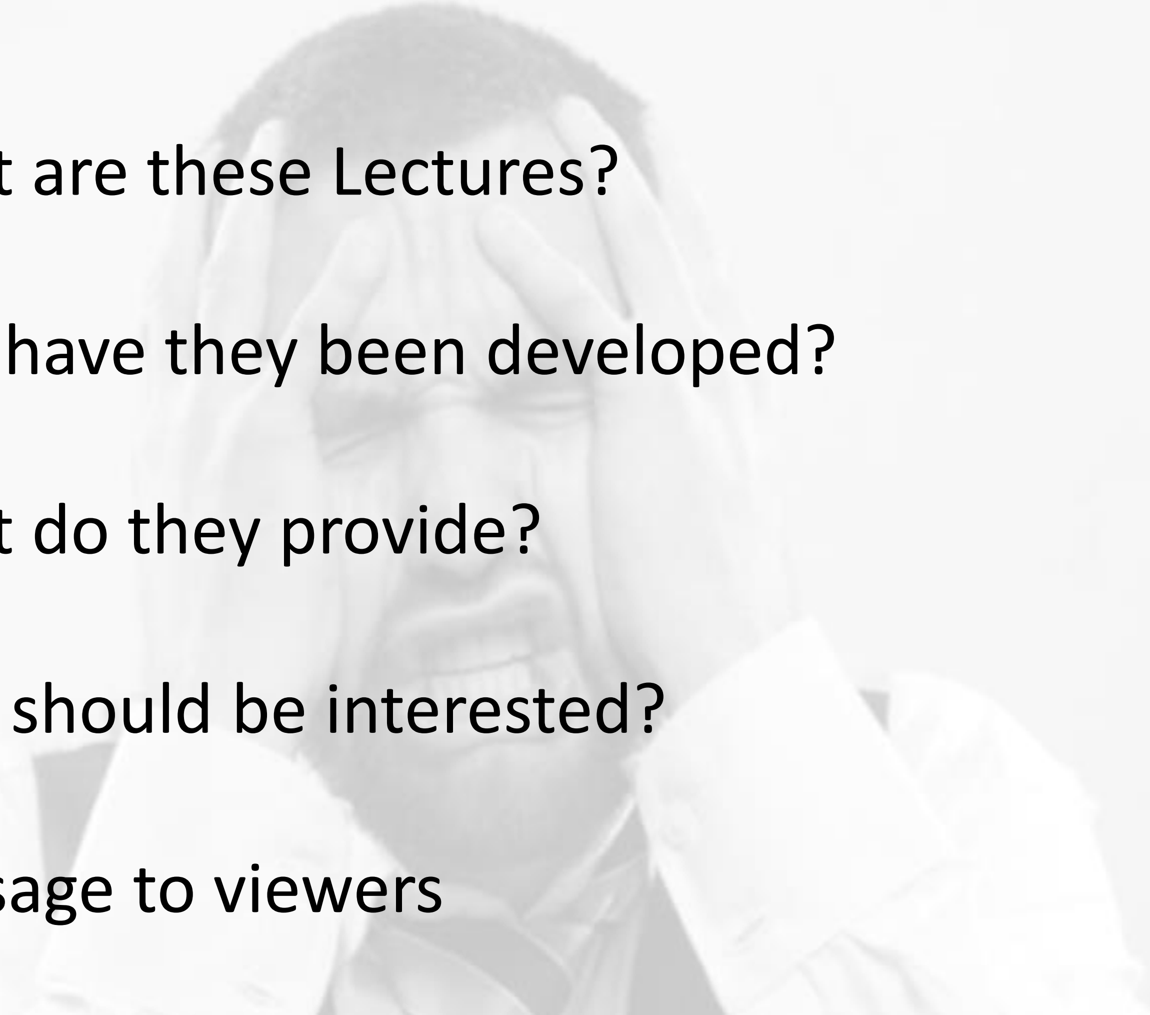
Contents

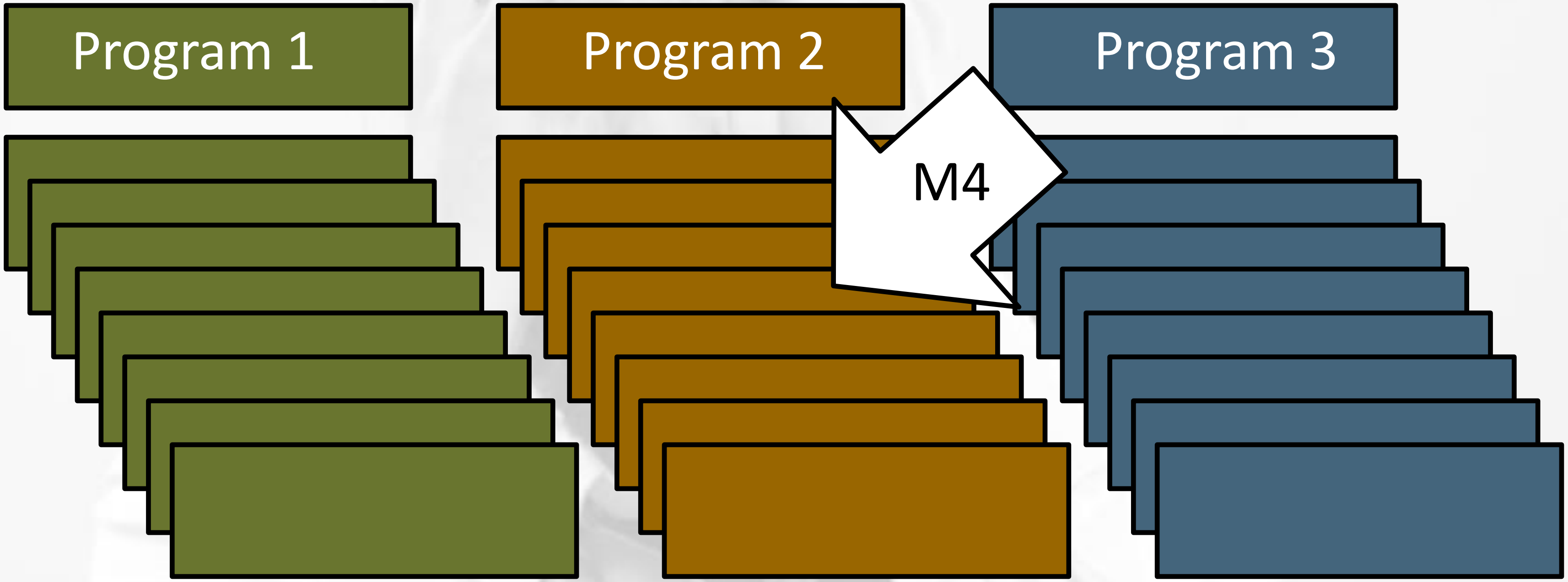


1. What are these Lectures?
2. Why have they been developed?
3. What do they provide?
4. Who should be interested?
5. Message to viewers

1. What are these lectures?

- Not Project Management - The Dynamic Baseline Model

The greenFields Model

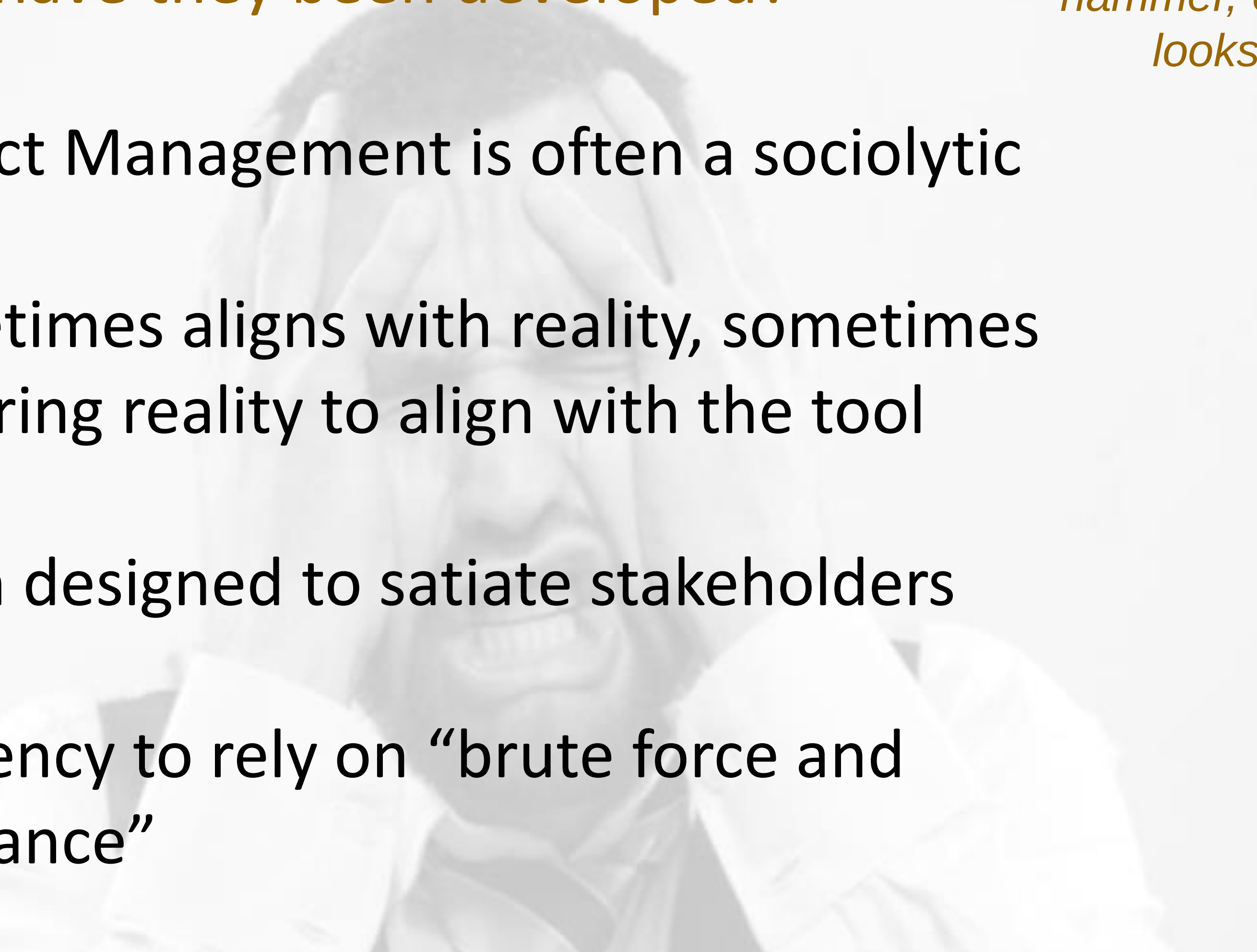

Program 1
Program 2
Program 3
M4

WIN-PM

Introduction

2. Why have they been developed?

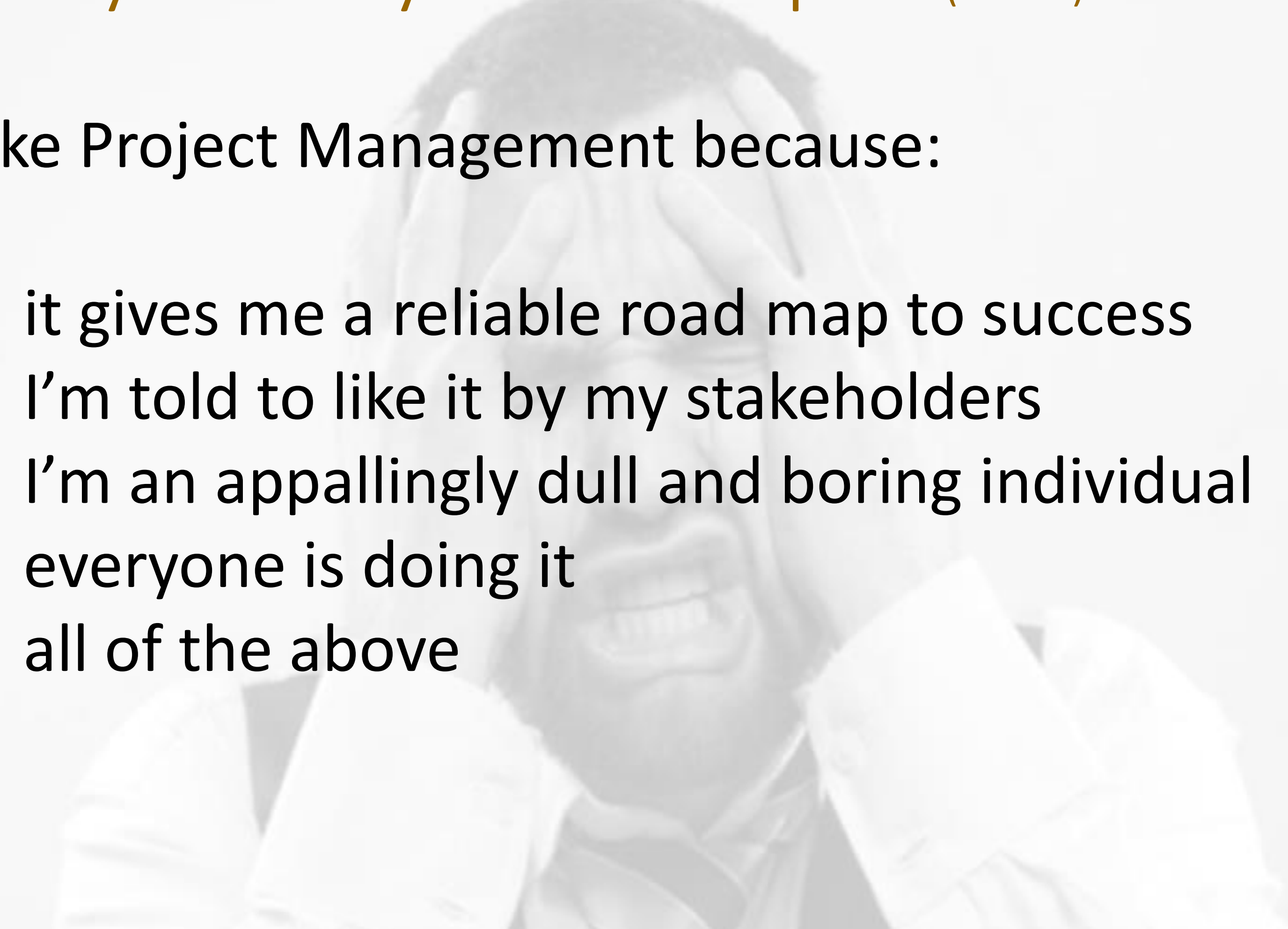
> *If all you have is a hammer, everything looks like a nail*
>
> *- Maslow*



- Project Management is often a sociolytic
- Sometimes aligns with reality, sometimes requiring reality to align with the tool
- Often designed to satiate stakeholders
- Tendency to rely on “brute force and ignorance”

WIN-PM
Introduction

2. Why have they been developed? (cont'd)



I like Project Management because:

a. it gives me a reliable road map to success
b. I'm told to like it by my stakeholders
c. I'm an appallingly dull and boring individual
d. everyone is doing it
e. all of the above

WIN-PM

Introduction

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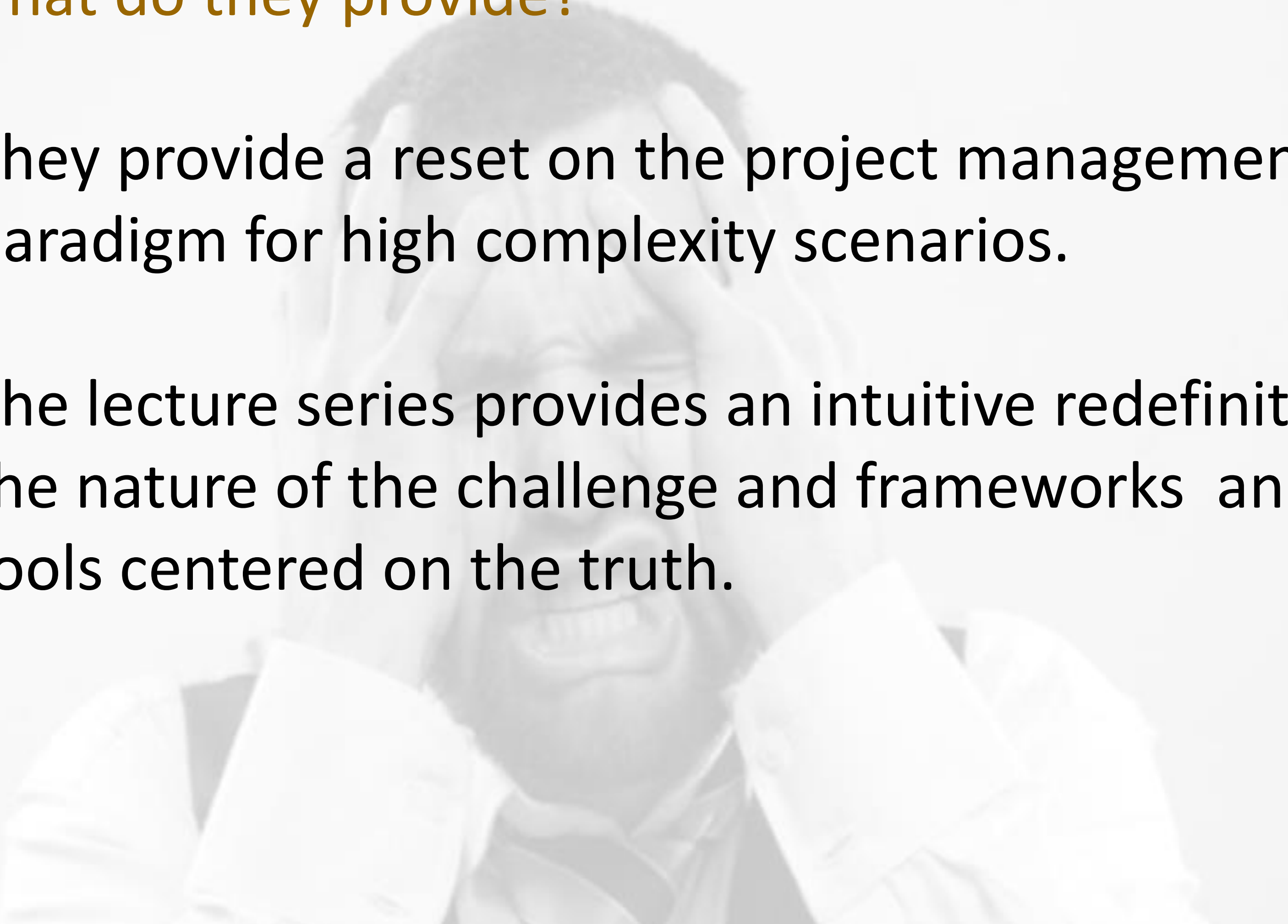


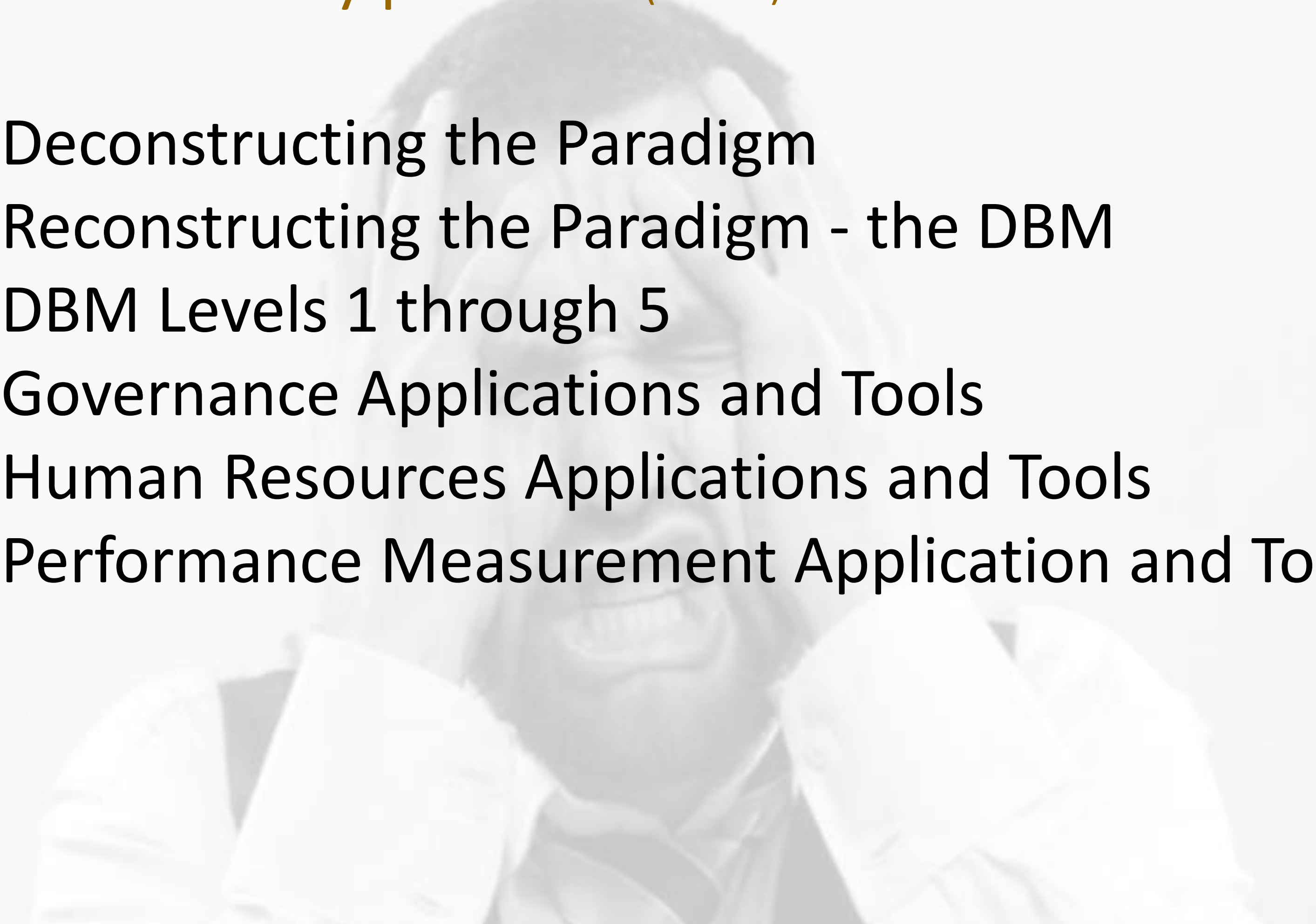
3. What do they provide?

- They provide a reset on the project management paradigm for high complexity scenarios.

- The lecture series provides an intuitive redefinition of the nature of the challenge and frameworks and tools centered on the truth.

WIN-PM
Introduction

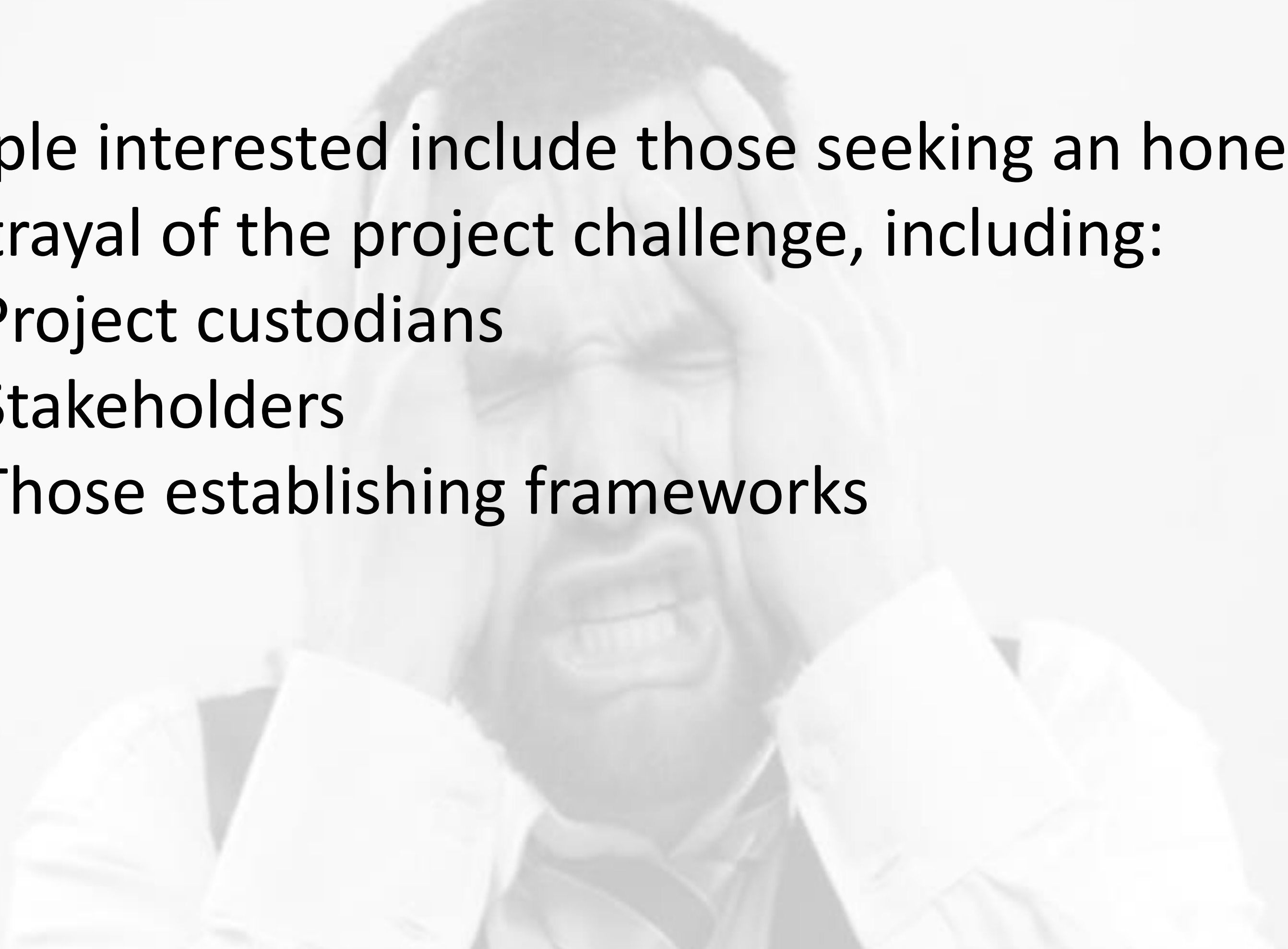
3. What do they provide? (cont'd)



- Deconstructing the Paradigm
- Reconstructing the Paradigm - the DBM
- DBM Levels 1 through 5
- Governance Applications and Tools
- Human Resources Applications and Tools
- Performance Measurement Application and Tools

WIN-PM
Introduction

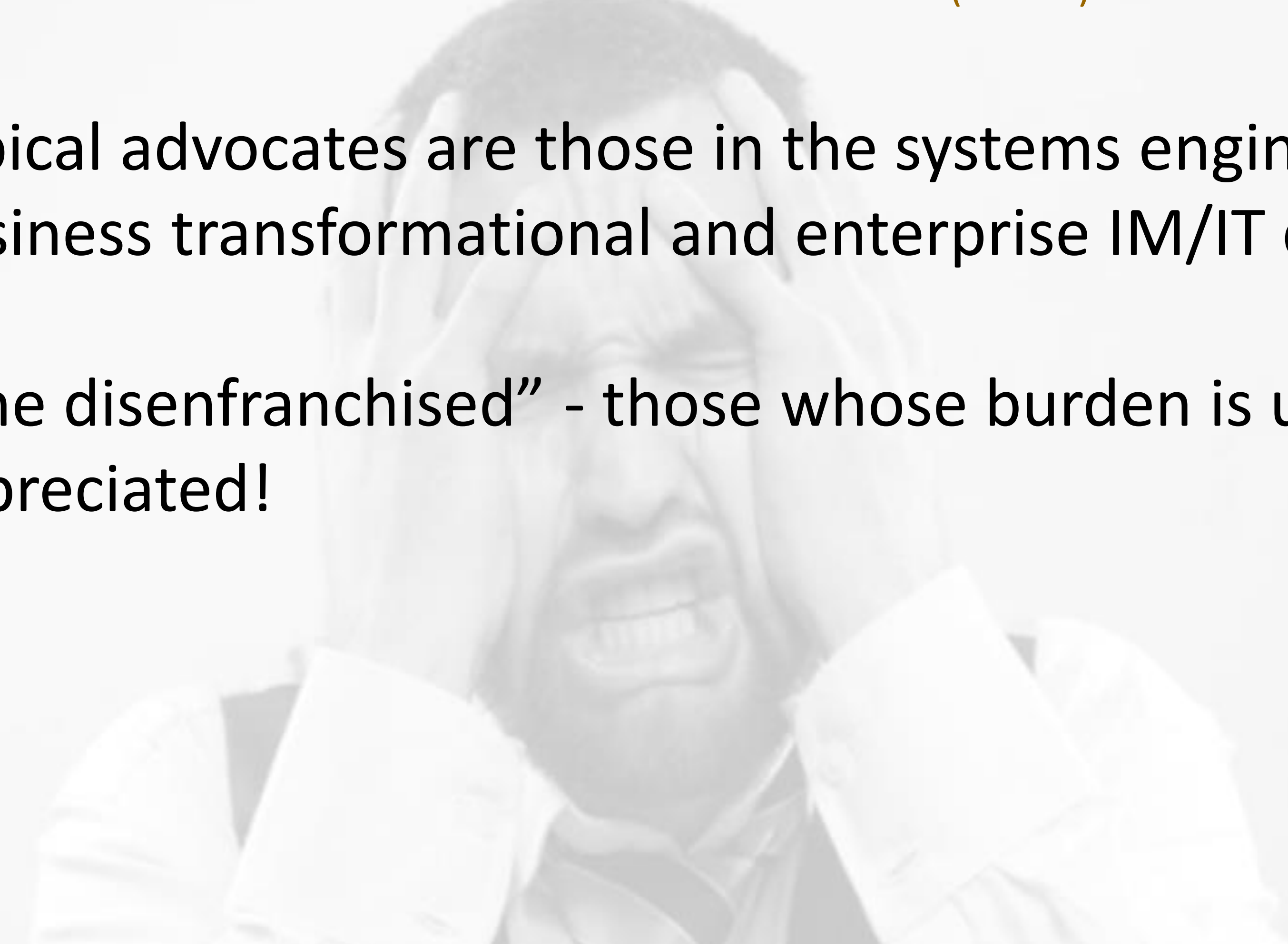
4. Who would be interested in this?



People interested include those seeking an honest portrayal of the project challenge, including:

- Project custodians
- Stakeholders
- Those establishing frameworks

4. Who would be interested in this? (cont’d)



Typical advocates are those in the systems engineering, business transformational and enterprise IM/IT domains.

“The disenfranchised” - those whose burden is under appreciated!

Introduction

5. Message to viewers

Want to have fun with a topic that may otherwise not be so interesting

Need to create the bubble before we burst it

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NOT PROJECT MANAGEMENT
Deconstructing the Paradigm

Video 2 of 8

WIN-PM Video Series

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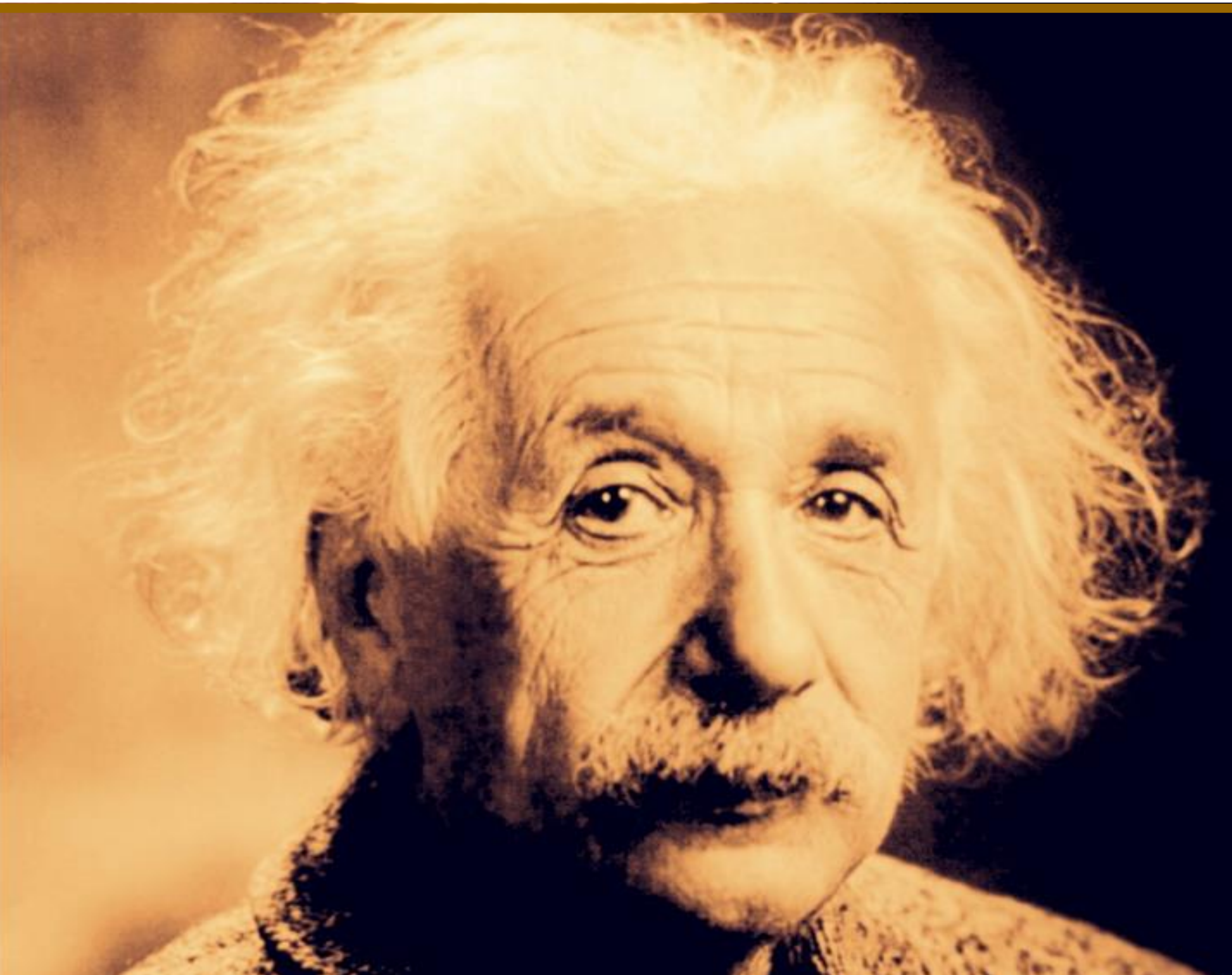
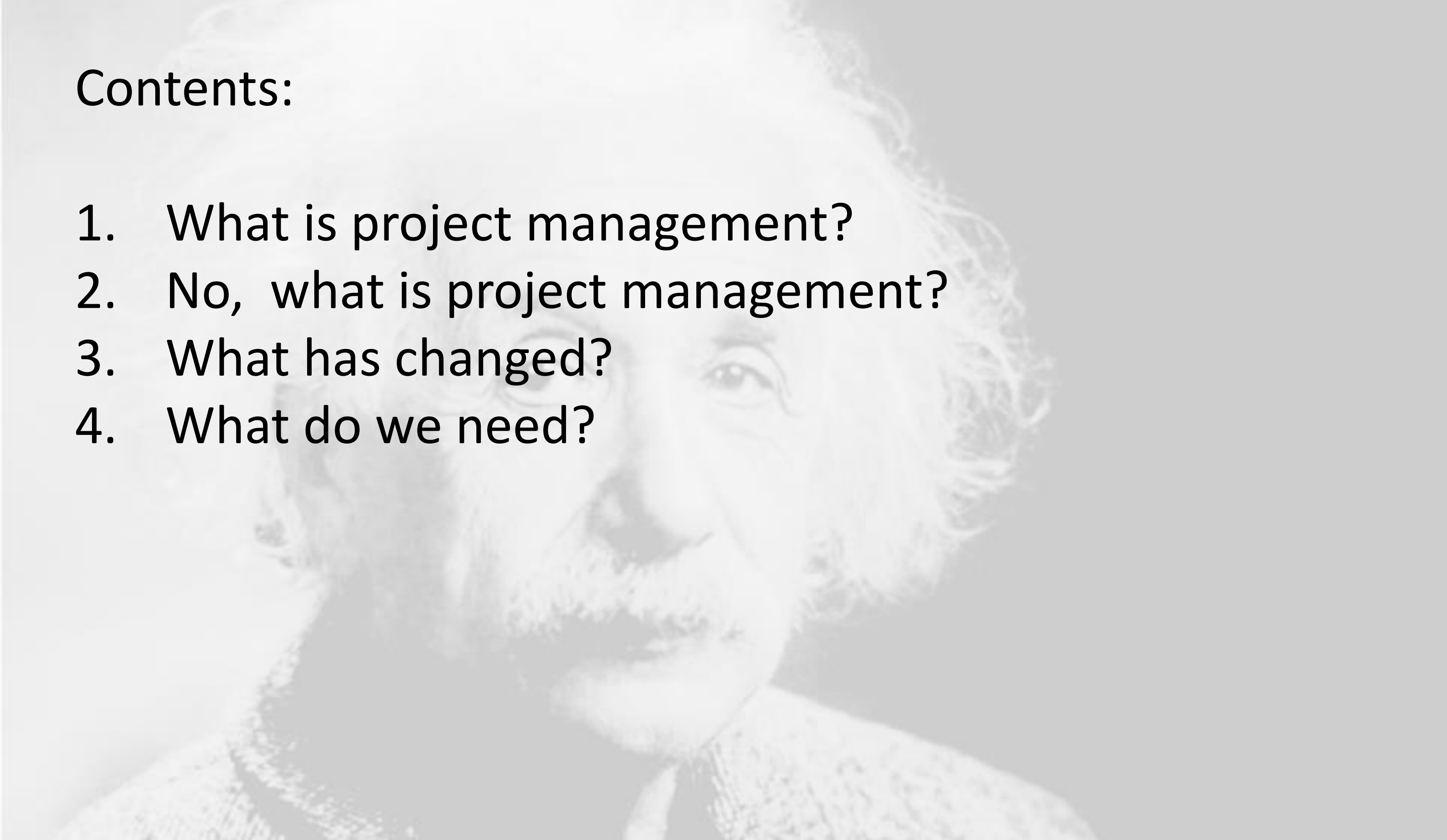
- ☑ Deconstructing the Paradigm
- ☐ Reconstructing the Paradigm
- ☐ Level 1
- ☐ Level 2
- ☐ Level 3
- ☐ Level 4
- ☐ Level 5

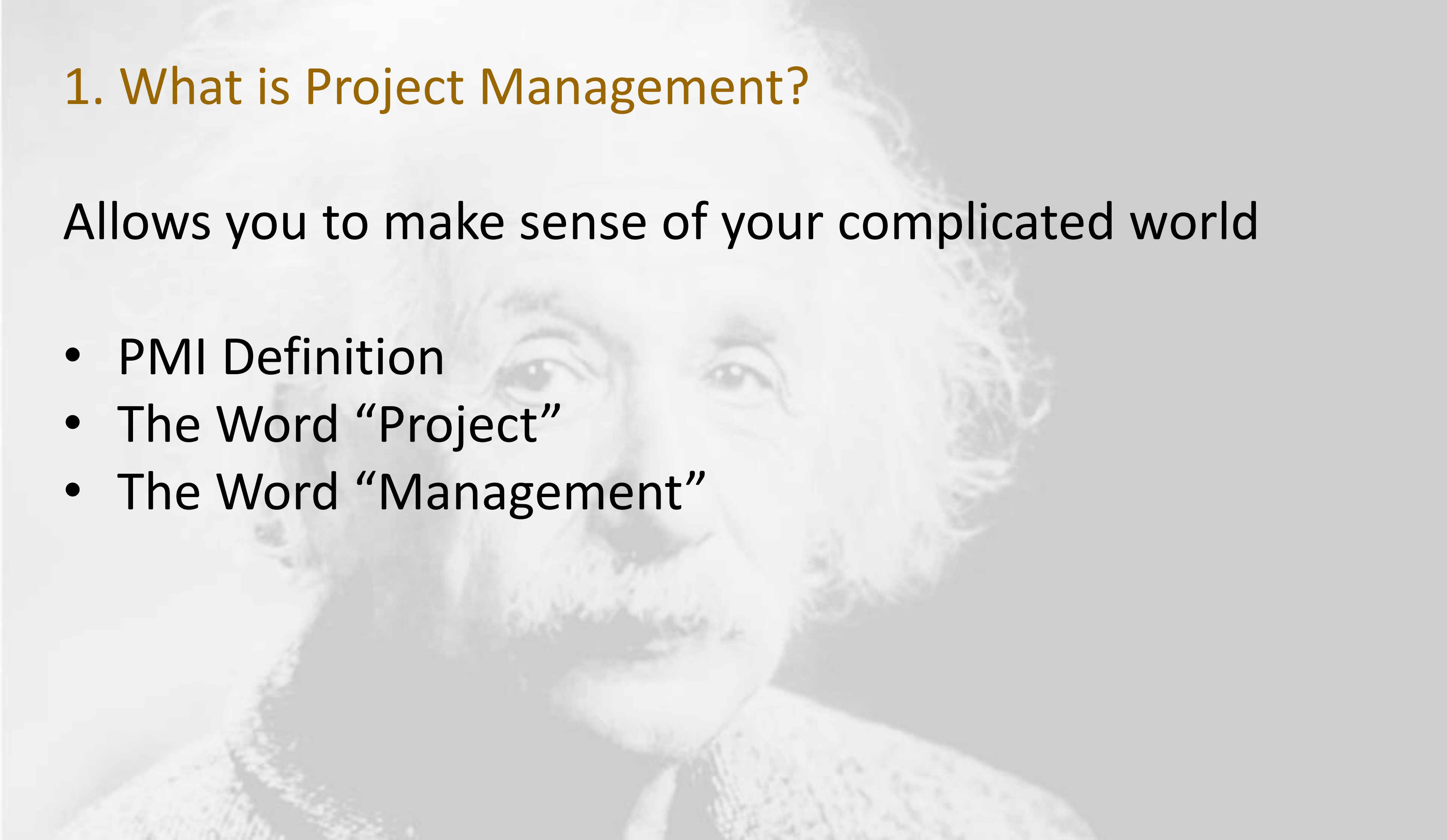


"Make things as simple as possible, not simpler than possible"



Contents:

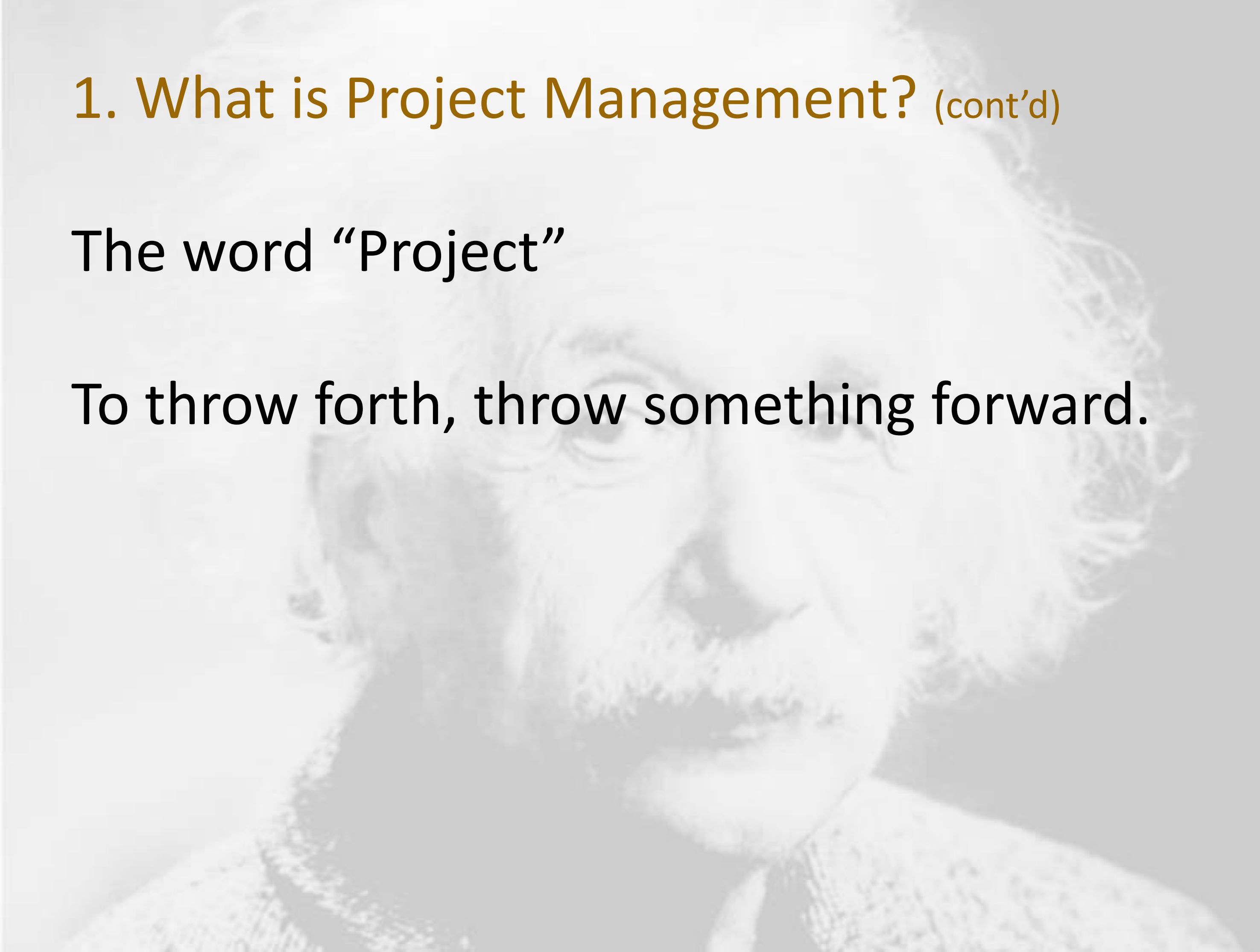
1. What is project management?
2. No, what is project management?
3. What has changed?
4. What do we need?



1. What is Project Management?

Allows you to make sense of your complicated world

- PMI Definition
- The Word “Project”
- The Word “Management”



1. What is Project Management? (cont'd)

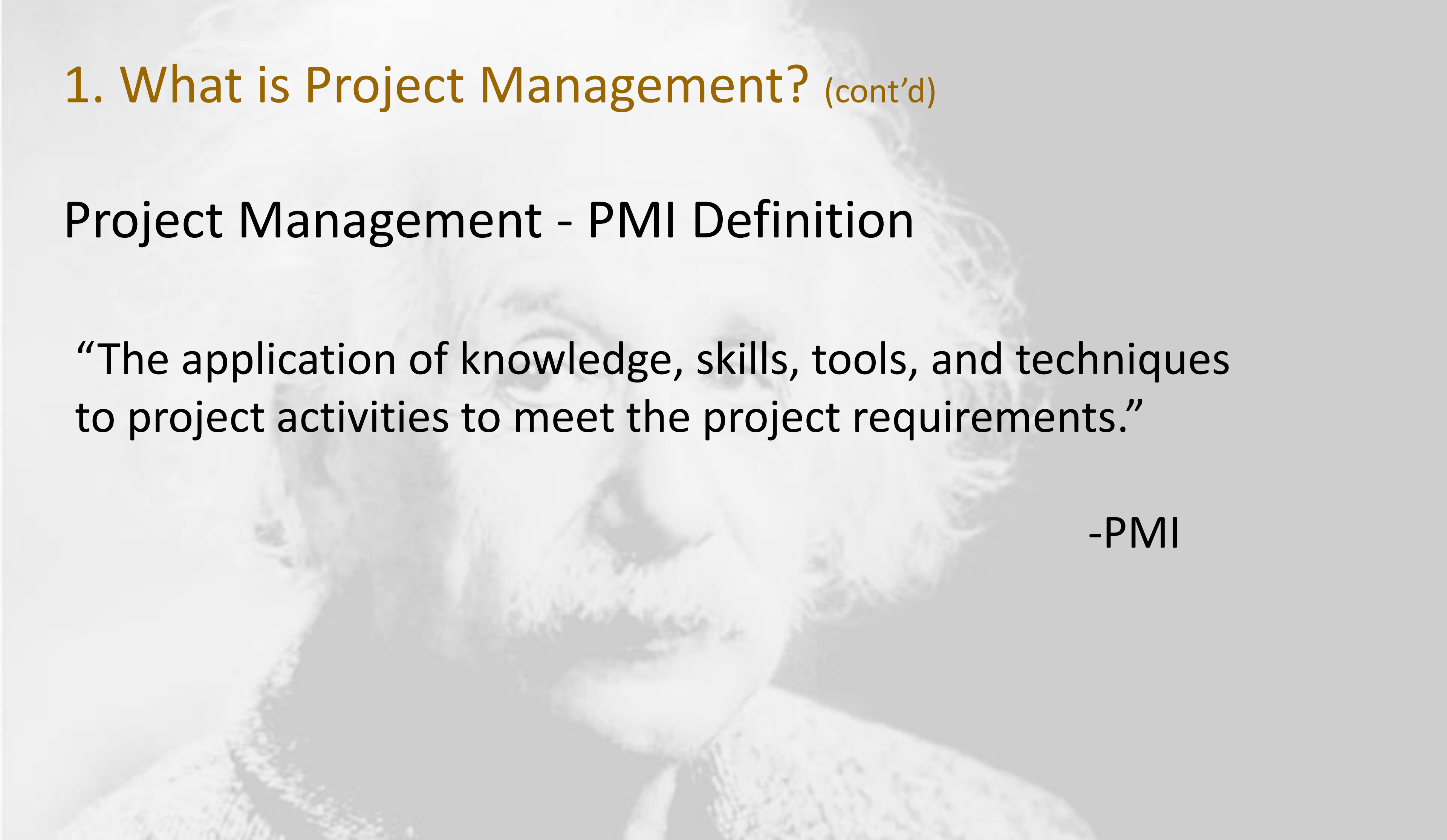
The word "Project"

To throw forth, throw something forward.

1. What is Project Management? (cont'd)

The word “Management”

The process of dealing with or controlling things or people.



1. What is Project Management? (cont'd)

Project Management - PMI Definition

"The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements."

-PMI

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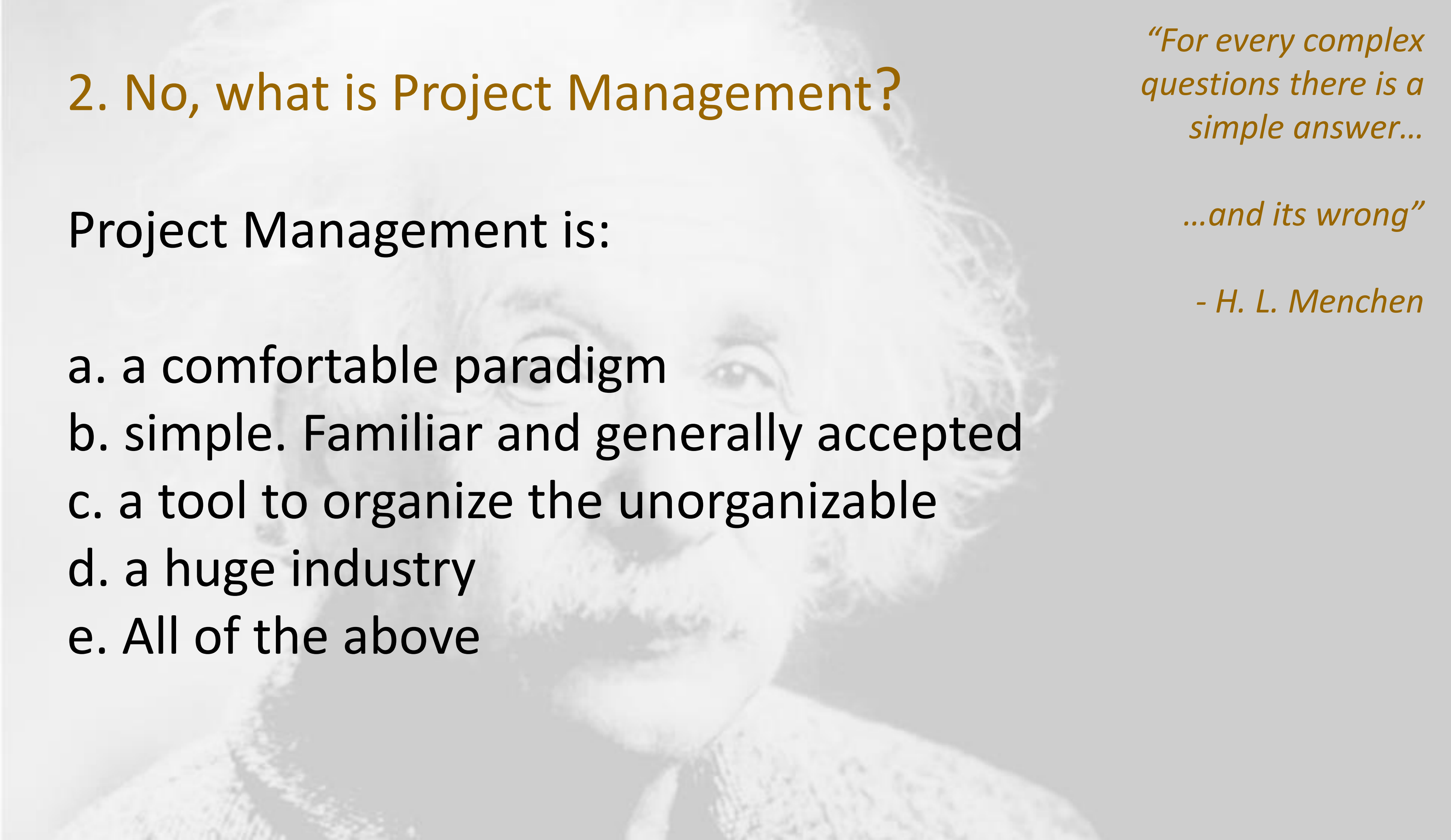
Deconstructing the Paradigm



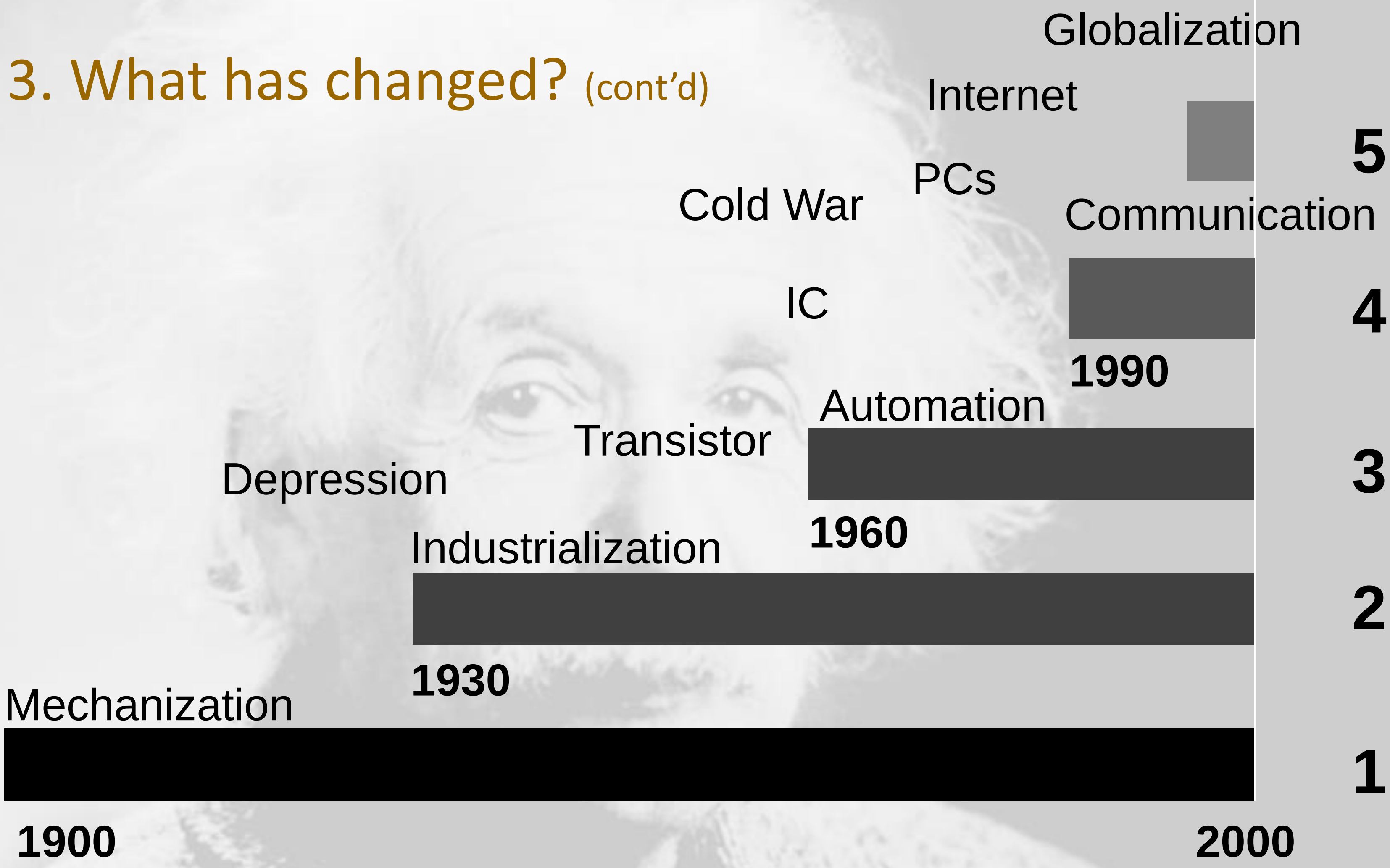
2. No, what is Project Management?

Project Management is:

a. a comfortable paradigm
b. simple. Familiar and generally accepted
c. a tool to organize the unorganizable
d. a huge industry
e. All of the above

> *"For every complex questions there is a simple answer…*
>
> *…and its wrong"*
>
> *- H. L. Menchen*

3. What has changed? (cont'd)



4. What do we need?

My approach should discern between:

a. routine and custom
b. detail complexity and dynamic complexity
c. closed system and open system
d. corporate culture and public culture
e. all of the above

NOT PROJECT MANAGEMENT
Reconstructing the Paradigm - the DBM

Video 3 of 8

WIN-PM Video Series

- ☐ Introduction
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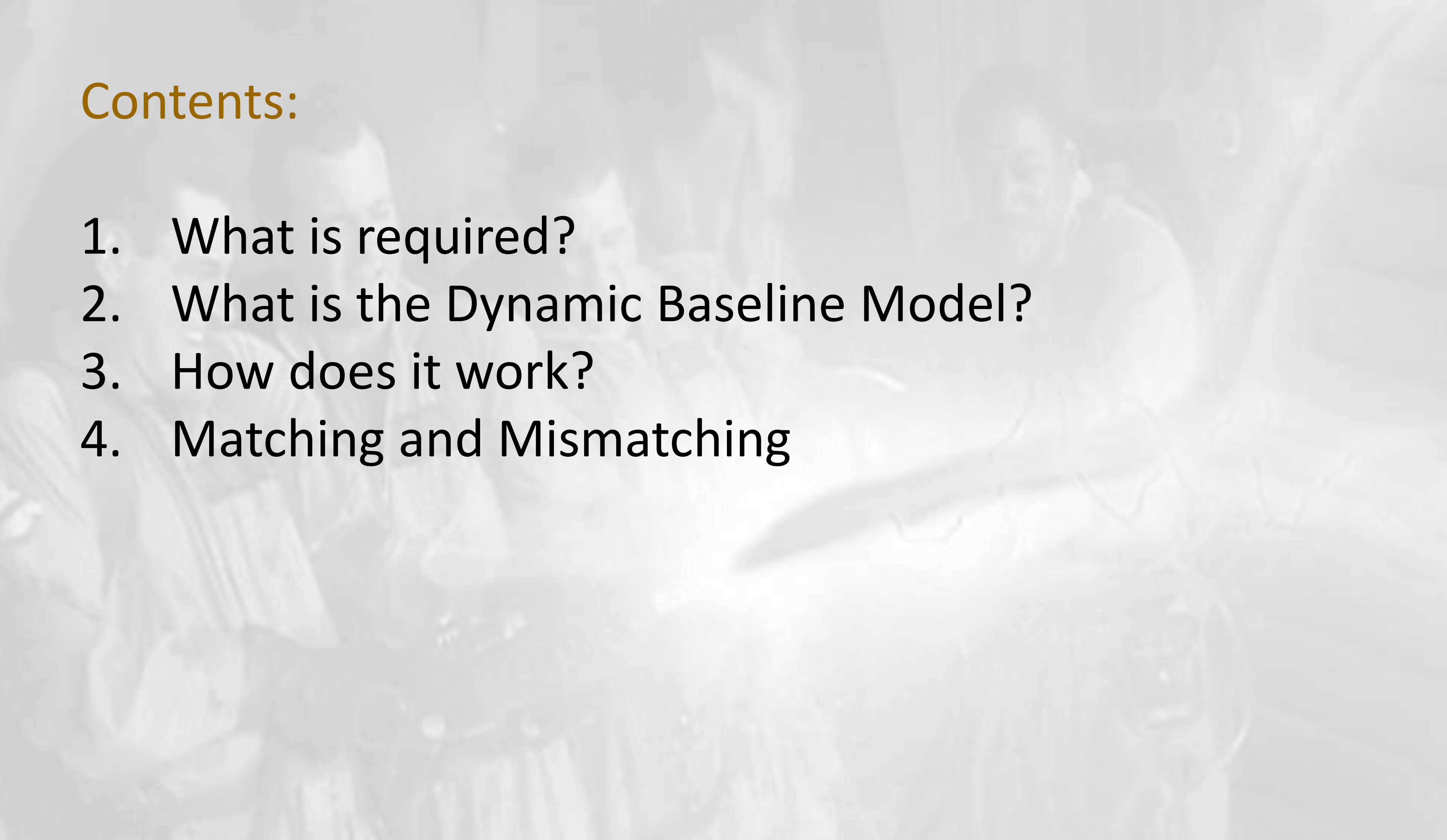
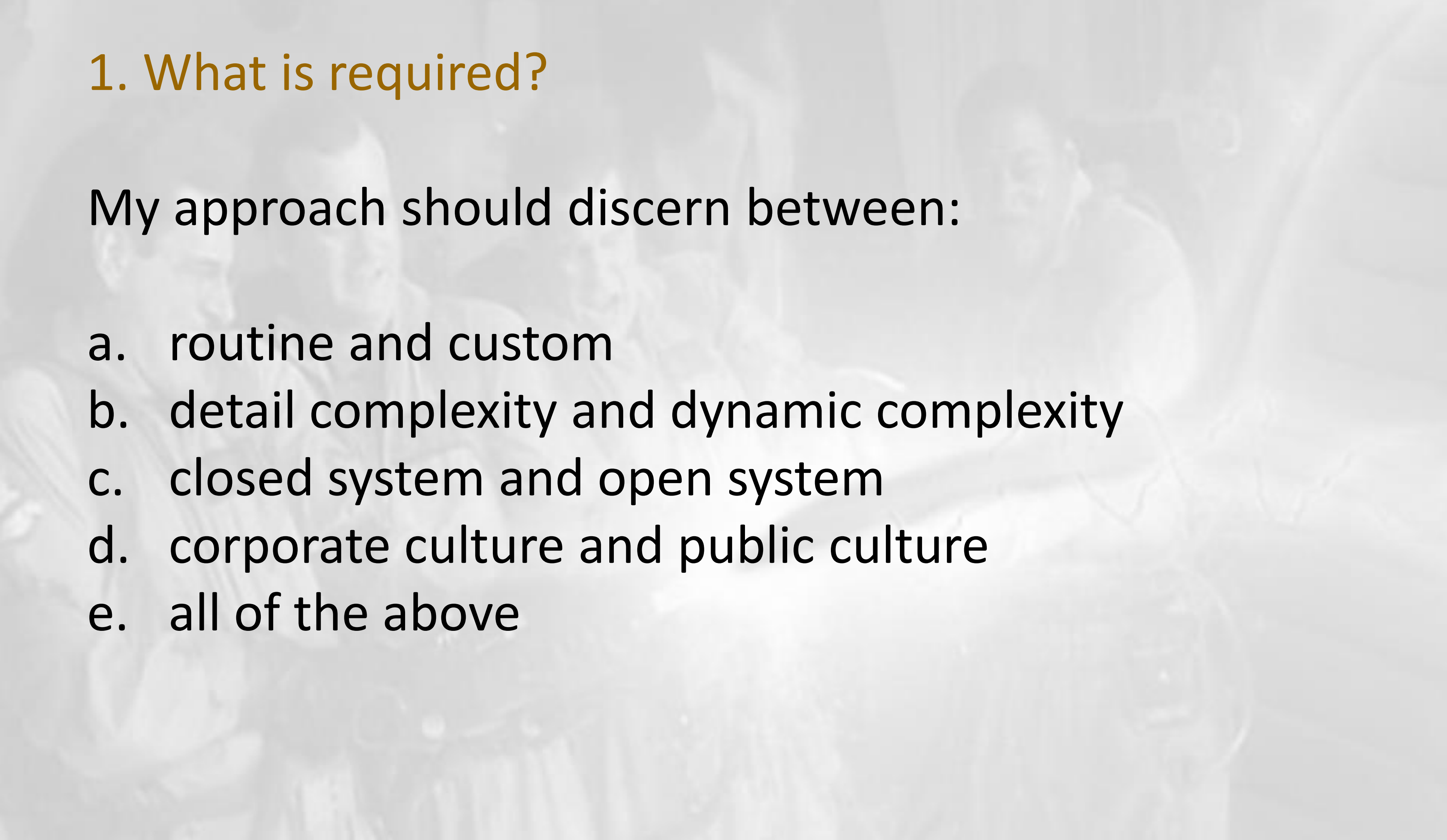
- ☐ Level 4
- ☐ Level 5

"don't cross the streams…it would be bad"



Contents:

1. What is required?
2. What is the Dynamic Baseline Model?
3. How does it work?
4. Matching and Mismatching



1. What is required?

My approach should discern between:

a. routine and custom
b. detail complexity and dynamic complexity
c. closed system and open system
d. corporate culture and public culture
e. all of the above

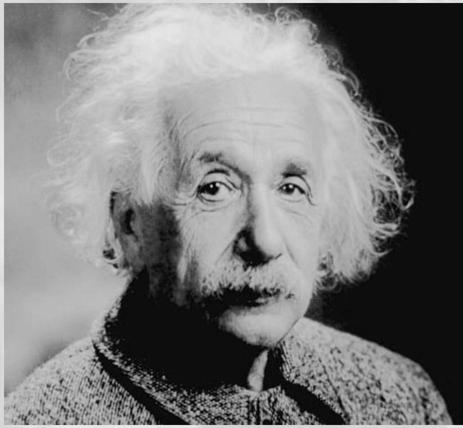
2. What is the Dynamic Baseline Model?

Well, quite obviously, as the lead up would suggest, it is a framework that discerns between:

- routine and custom
- detail complexity and dynamic complexity
- closed system and open system
- corporate culture and public culture

2. What is the Dynamic Baseline Model? (cont'd)

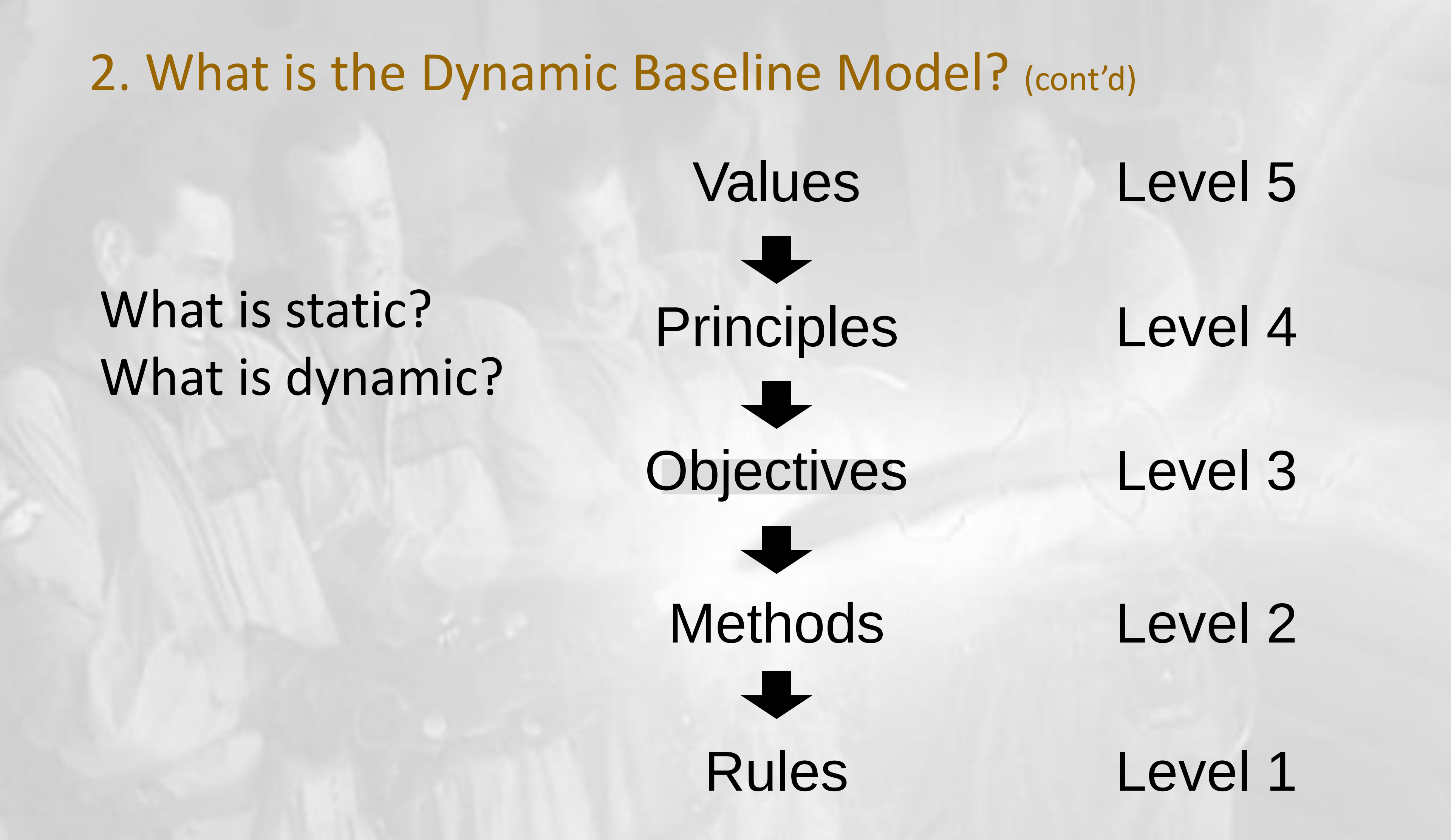
Borrowing from Einstein's advice, think of it as a "five speed" model



"Make things as simple as possible, not simpler than possible"

"Imagine a car without a transmission"

2. What is the Dynamic Baseline Model? (cont’d)



What is static?
What is dynamic?

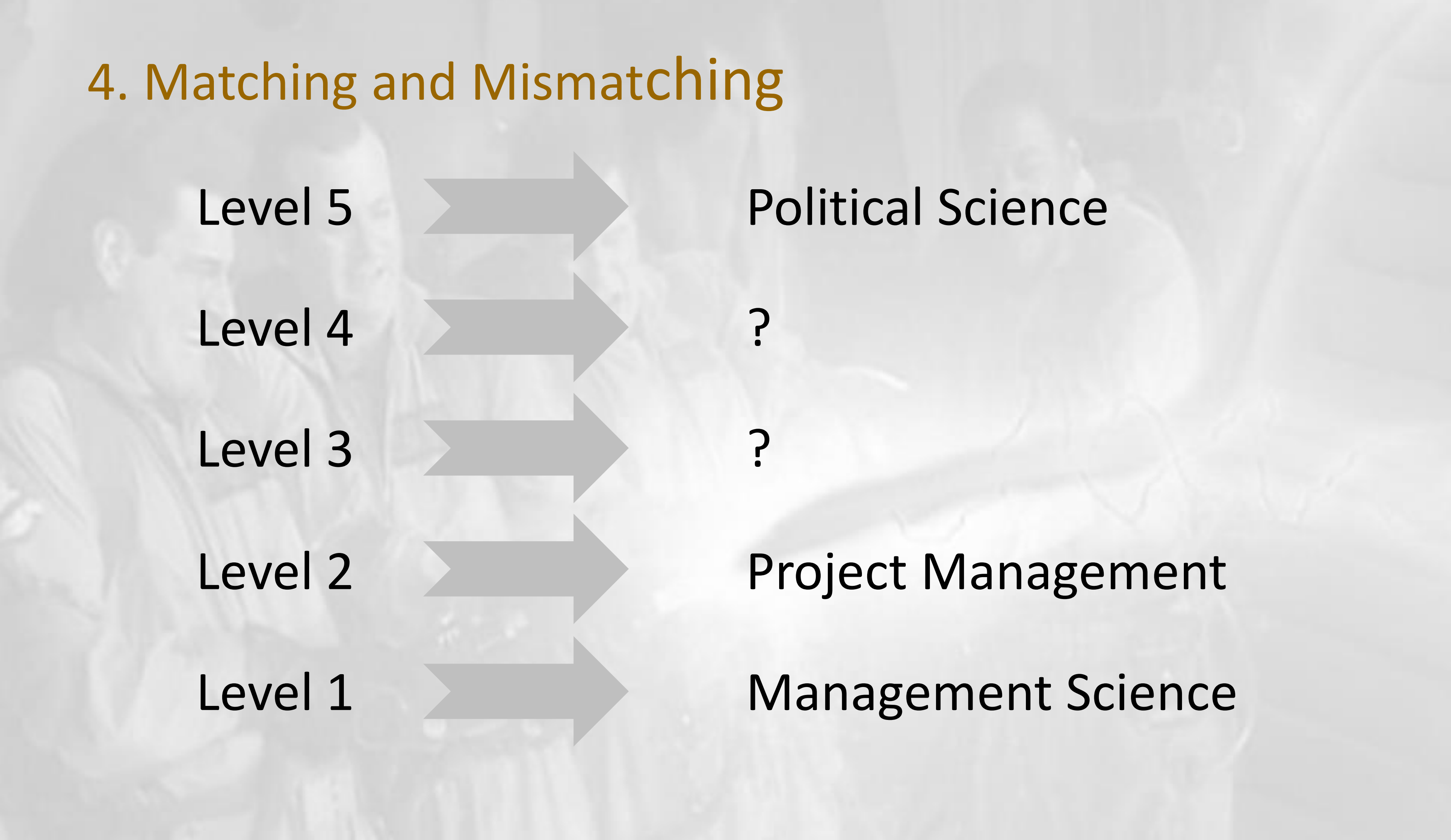
Values	Level 5
↓	
Principles	Level 4
↓	
Objectives	Level 3
↓	
Methods	Level 2
↓	
Rules	Level 1

3. How does it work?

DBM Performance Taxonomy

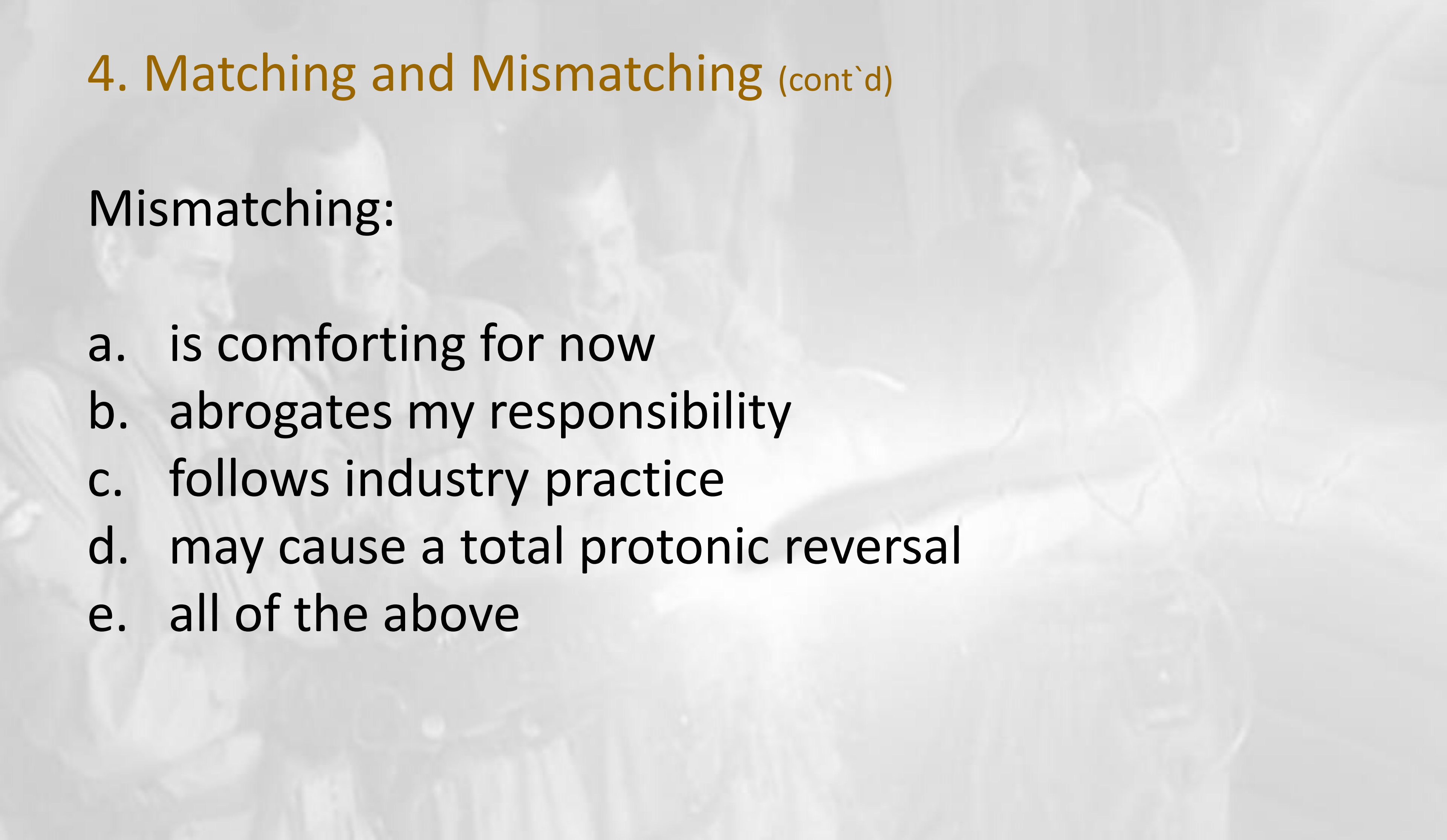
	Level	Institution	Complexity	System	Culture	Performance Expectation	Example
5	Values	Custom	Dynamic	Open – external	Public	-	Public Policy Transformation
4	Principles	Custom	Dynamic	Open – internal	Corporate	**0%**	Enterprise Transformation
3	Objectives	Custom	Dynamic	Closed – Program	Corporate	**Low**	Innovative Developments
2	Methods	Custom	Detailed	Closed – Project	Corporate	**85%**	Building Constructions
1	Rules	Standard	Detailed	Closed – Process	Corporate	**105%**	Widget Productions

4. Matching and Mismatching



Level 5	Political Science
Level 4	?
Level 3	?
Level 2	Project Management
Level 1	Management Science

4. Matching and Mismatching (cont`d)

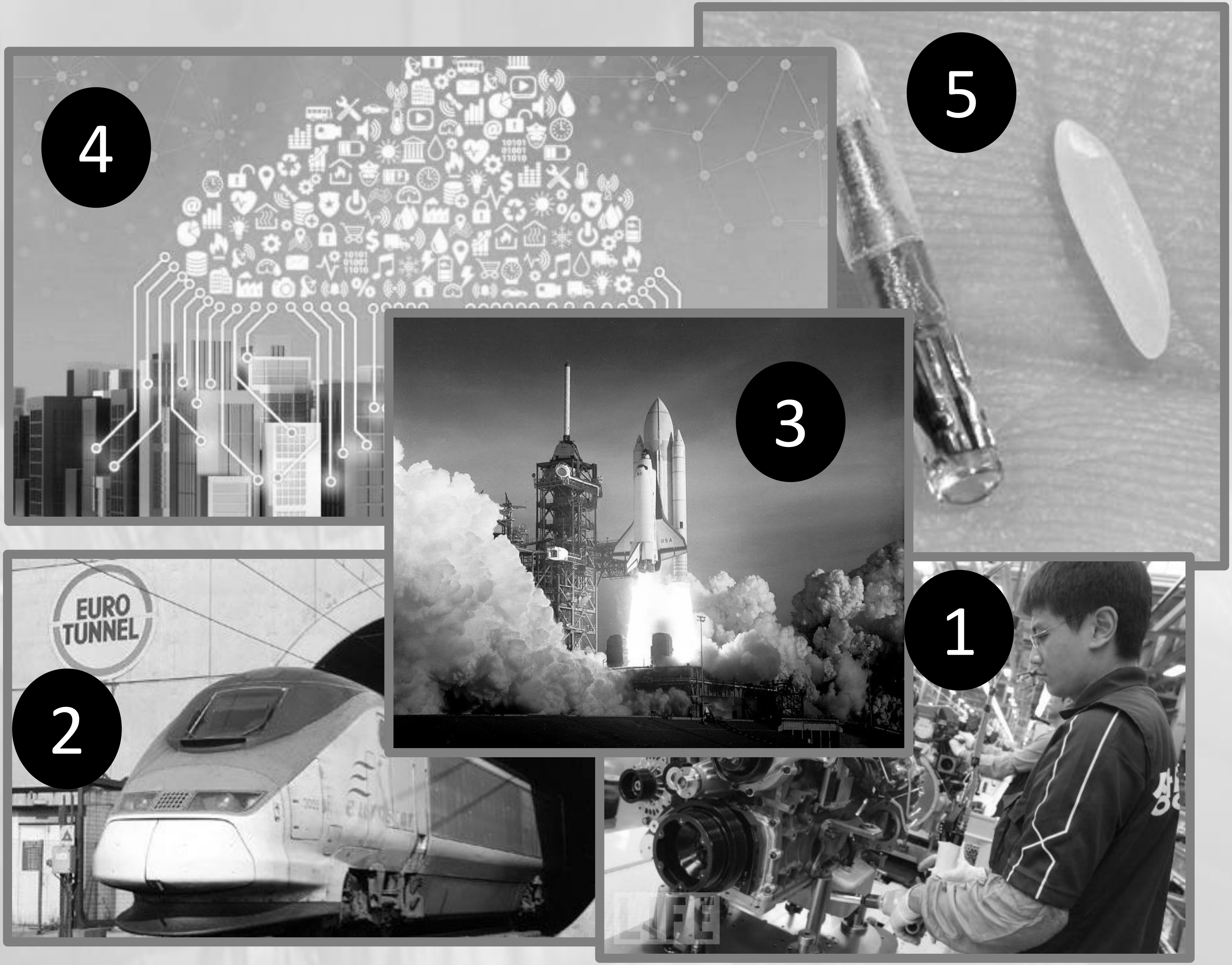


Mismatching:

a. is comforting for now
b. abrogates my responsibility
c. follows industry practice
d. may cause a total protonic reversal
e. all of the above

4. Matching and Mismatching (Cont`d)

Adopting a Level 2 tool for other than Level 2 applications is a “sociolytic” response.


4
5
3
USA
EURO TUNNEL
2
1
LIFE

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The Dynamic Baseline Model (DBM)
Level 1: Process Management Overview

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- ☐ Level 3
- ☐ Level 4
- ☐ Level 5

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DBM-L1

- A regulating archetype

Contents:

1. Process Management
2. How do I know I am at Level 1?
3. The Henry Ford Example
4. Level 1 Management
5. Performance
6. Affinity for rules

1. Process Management

- “Widgets”
- Assembly line
- Codified the rules
- Replicate efficiently
- Monitor variation
- Assess quality conformity
- Direct / Indirect
- Leverage automation
- Outsource decision

2. How do I know I am Level 1?

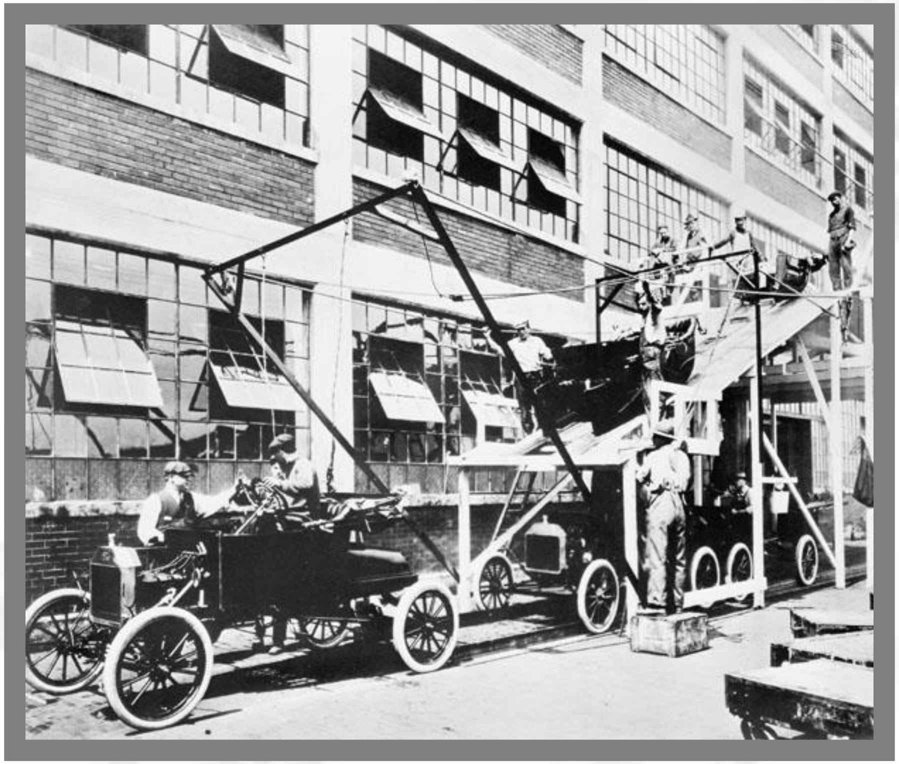
- Tasks are within your control
- There is an existing concept for which normalization is required
- Conduct is established within a rules framework
- There are no significant external determinacies
- Authority designation is devolved to a supervisory level

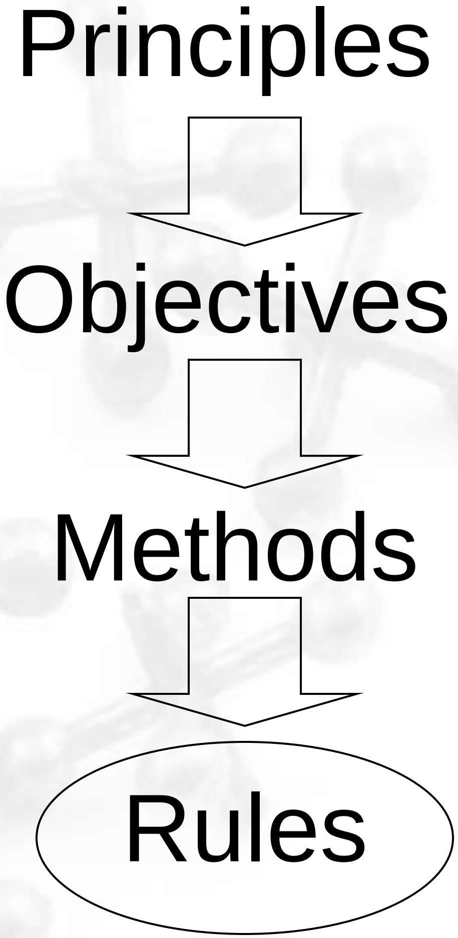
3. The Henry Ford Example

“You can have any colour you want so long as it is black”

FORD MOTOR COMPANY

3. The Henry Ford Example (cont'd)





Principles

Objectives

Methods

Rules

4. Level 1 Management

Kellogg's
FROSTED FLAKES
Good Source of VITAMIN D

4. Level 1 Management (cont'd)

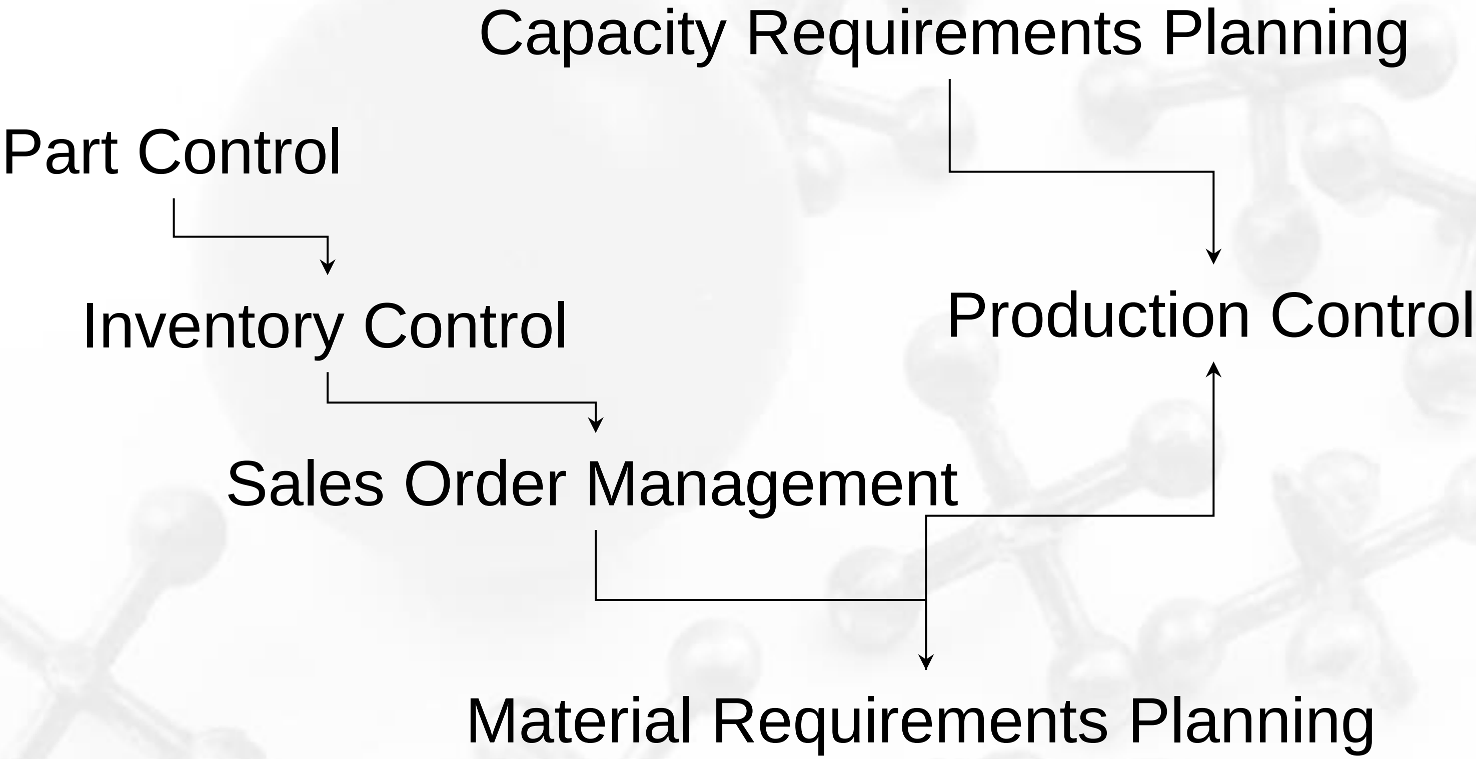
Project Champion

Project Leader

Project Manager

Line Supervisor

4. Level 1 Management (cont'd)



Capacity Requirements Planning

Part Control

Inventory Control

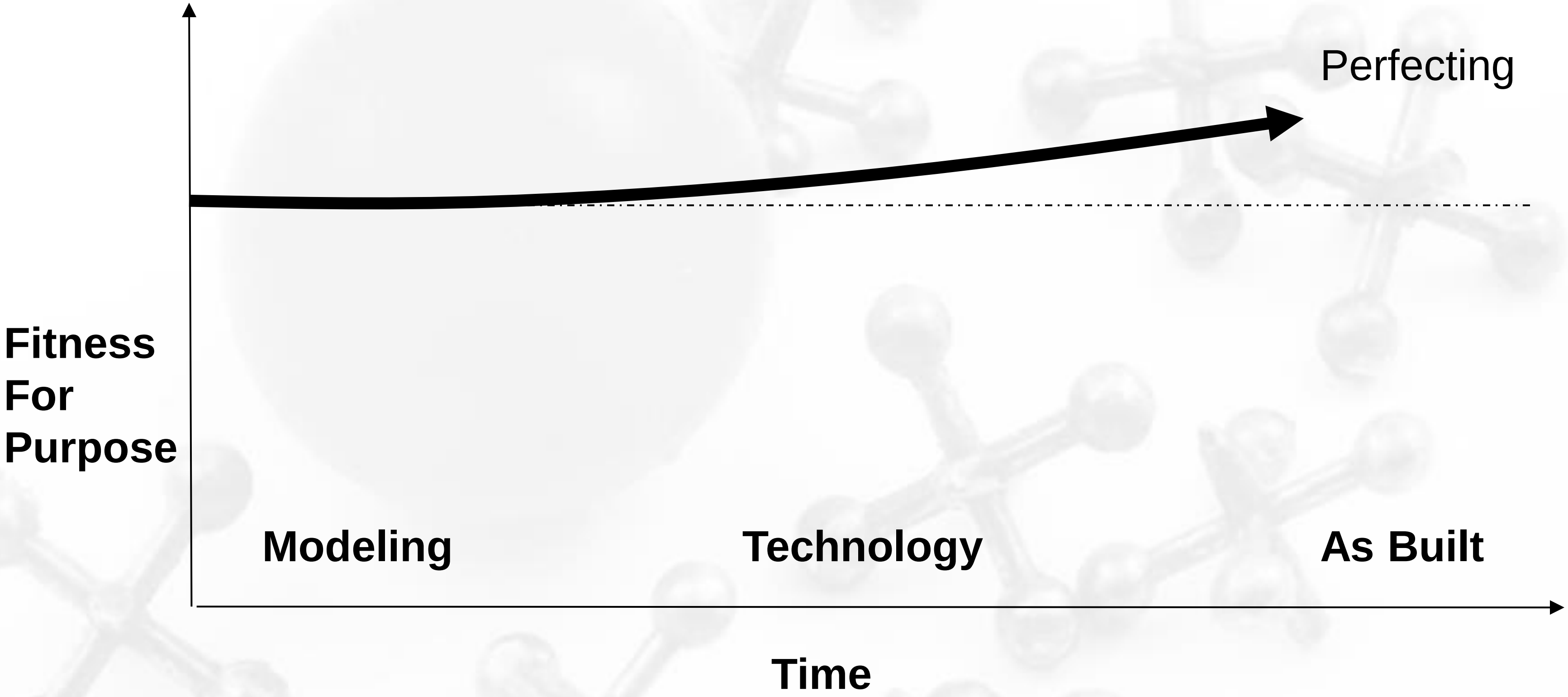
Production Control

Sales Order Management

Material Requirements Planning

5. Performance

$\gamma = 102\%$



5. Performance (cont'd)

5	Allegiance	Fulfillment
4	Achievement	Allegiance
3	Cost	Achievement
2	Time	Cost
1	Overhead	Time

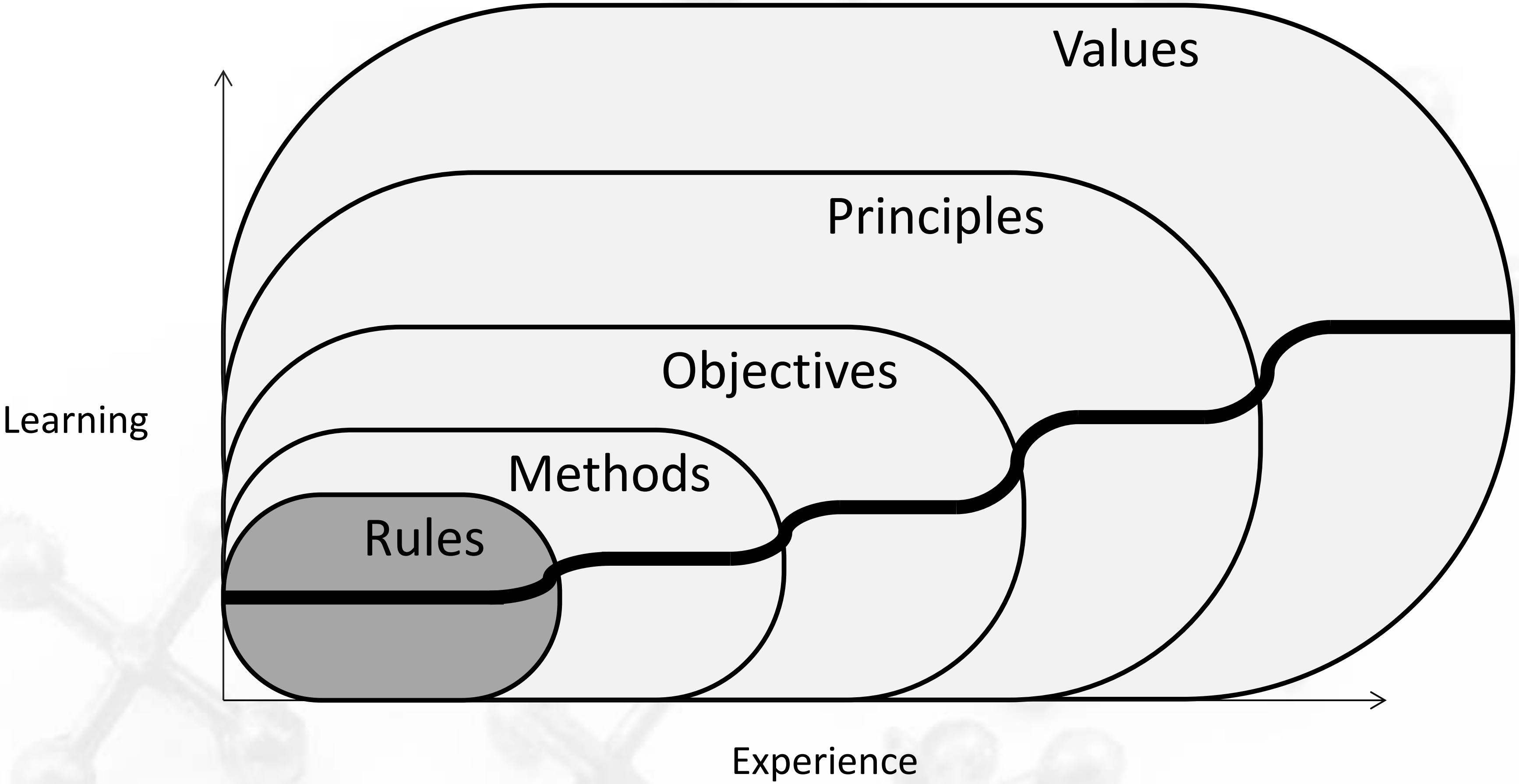
6. Affinity for rules

Inspector

iSTj

introverted / Sensing / Thinking Judgmental

6. Affinity for rules


Values
Principles
Objectives
Methods
Rules
Learning
Experience

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WIN-PM

Corrected Conceptual Framework
Level 2: Project Management Overview

Video 5 of 8

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- ☐ Reconstructing the Paradigm
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- ☑ Level 2
- ☐ Level 3
- ☐ Level 4
- ☐ Level 5

WIN-PM

DBM-L2

Contents:

1. Project Management Overview
2. How do I know I am at Level 2?
3. The Hoover Dam Example
4. Level 2 Management
5. Performance
6. Affinity for Methods

An organizing archetype

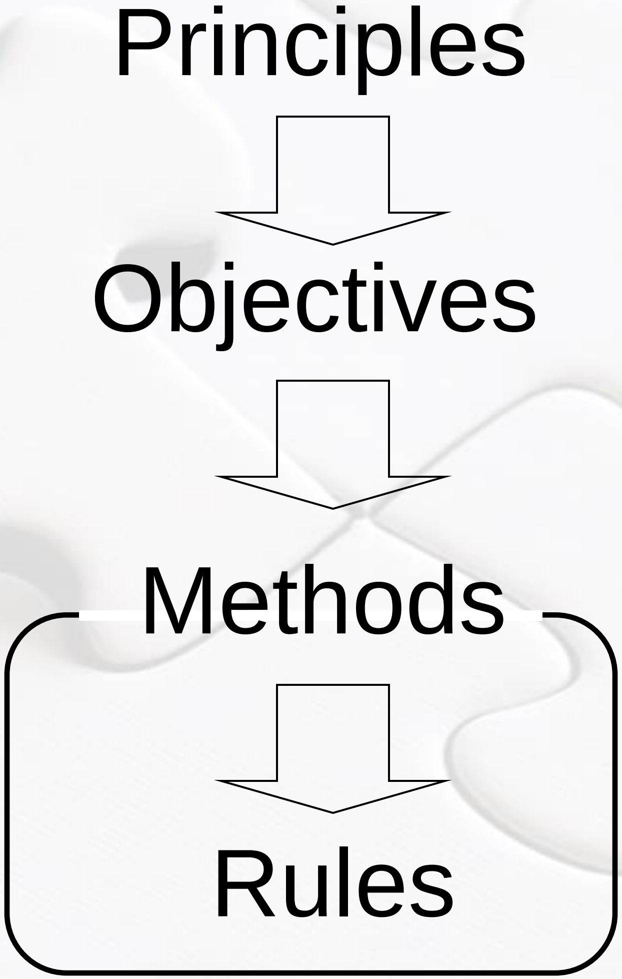
1. Project Management Overview

- Detail complexity
- Understand the objective
- Delegate responsibility (Charter)
- Disintegrate the problem (WBS)
- Baseline the methodology
- Plan the work, work the plan
- Manage Risk

2. How do I know I am at level 2?

- The work entails customization
- The solution is not based on an existing rule set
- Innovation is to within state-of-the-art
- The solution pathway is through a methodology
- Control is devolved to a Project Manager level

3. The Hover Dam Example



Principles

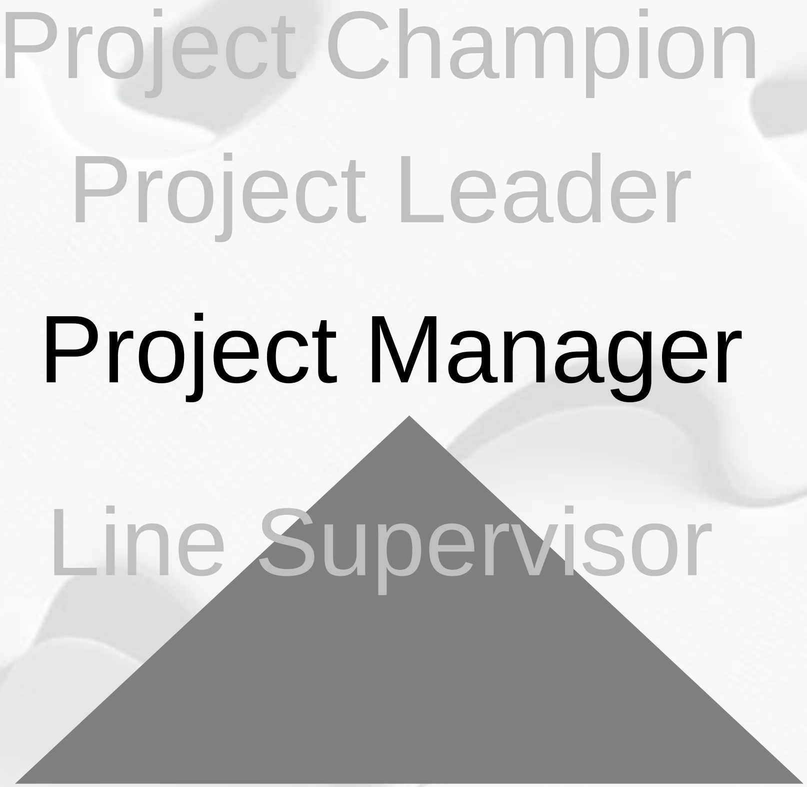
Objectives

Methods

Rules

4. Level 2 Management

4. Level 2 Management (cont'd)



Project Champion

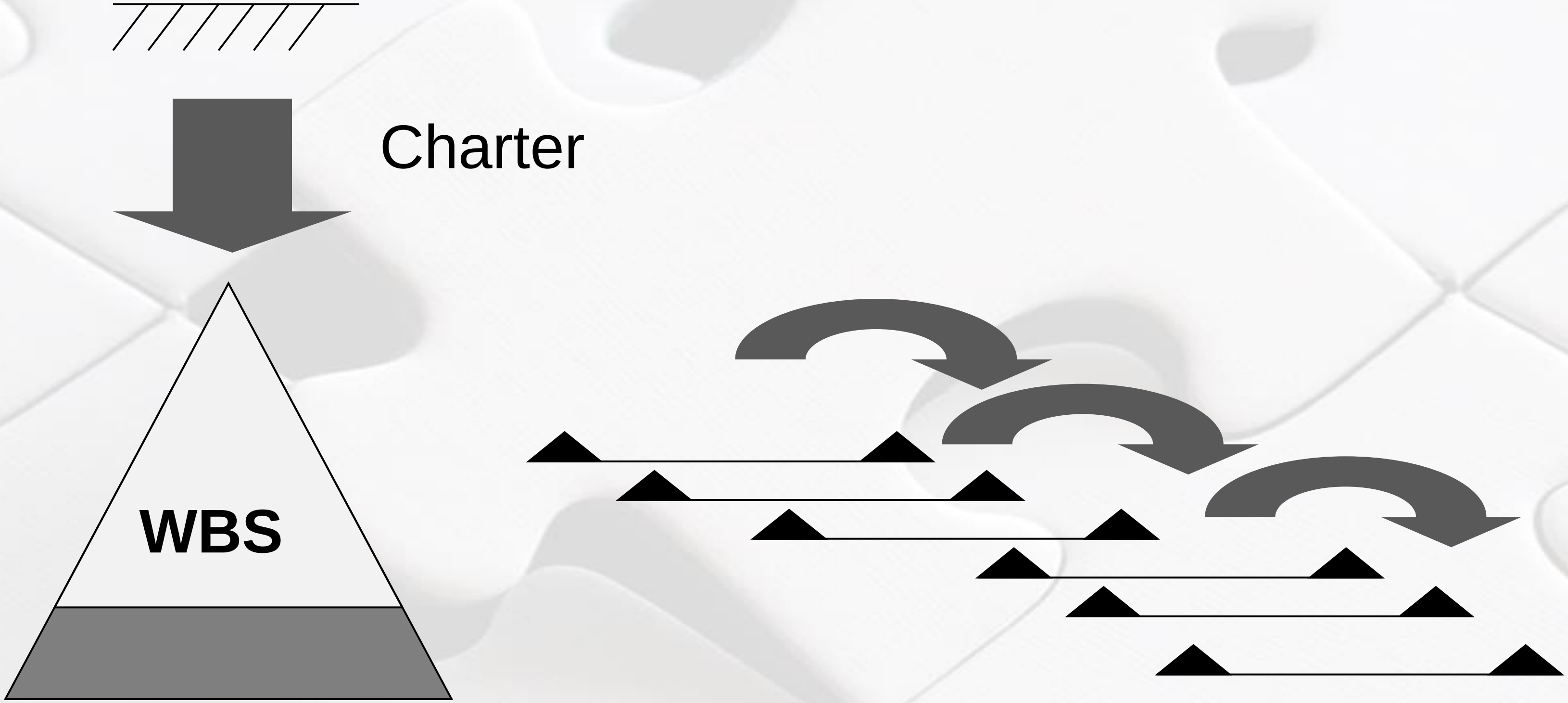
Project Leader

Project Manager

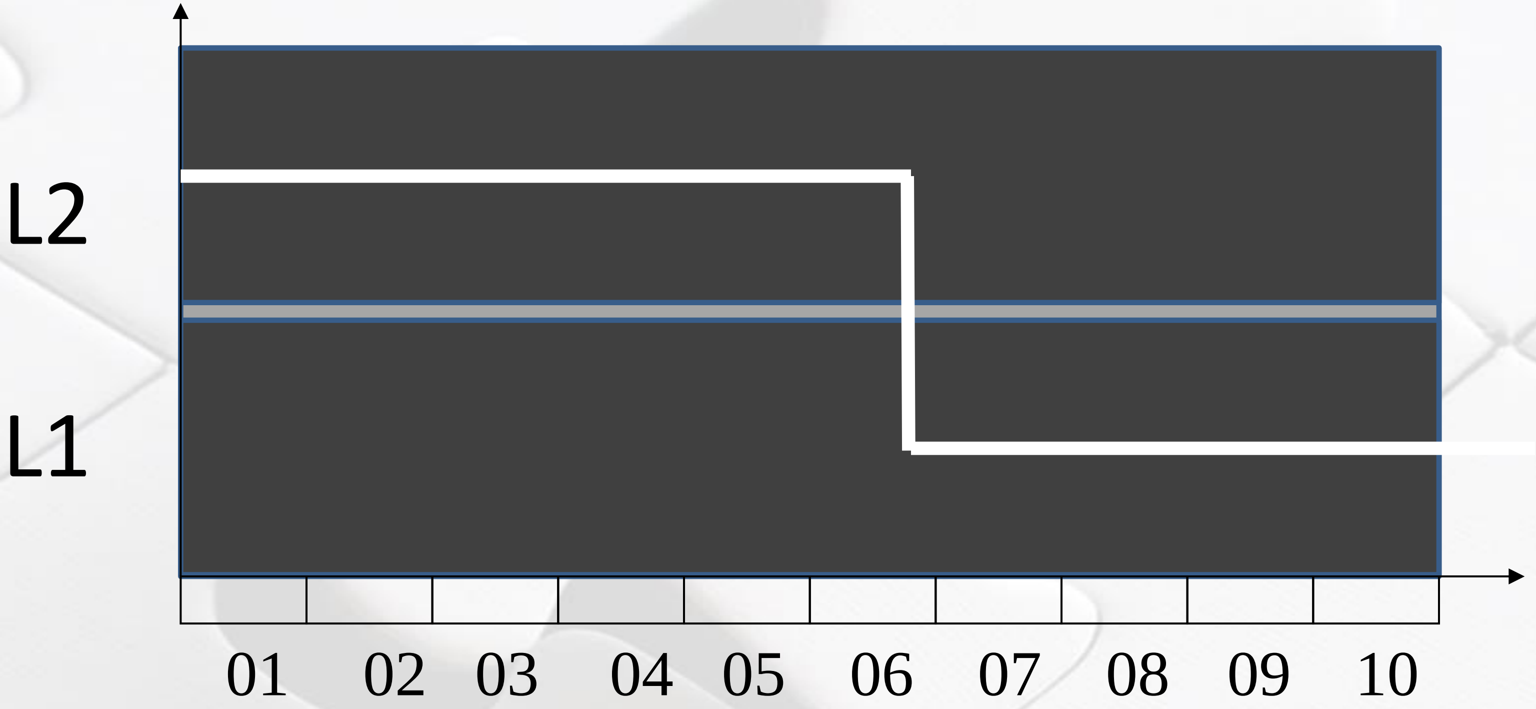
Line Supervisor

4. Level 2 Management (cont'd)

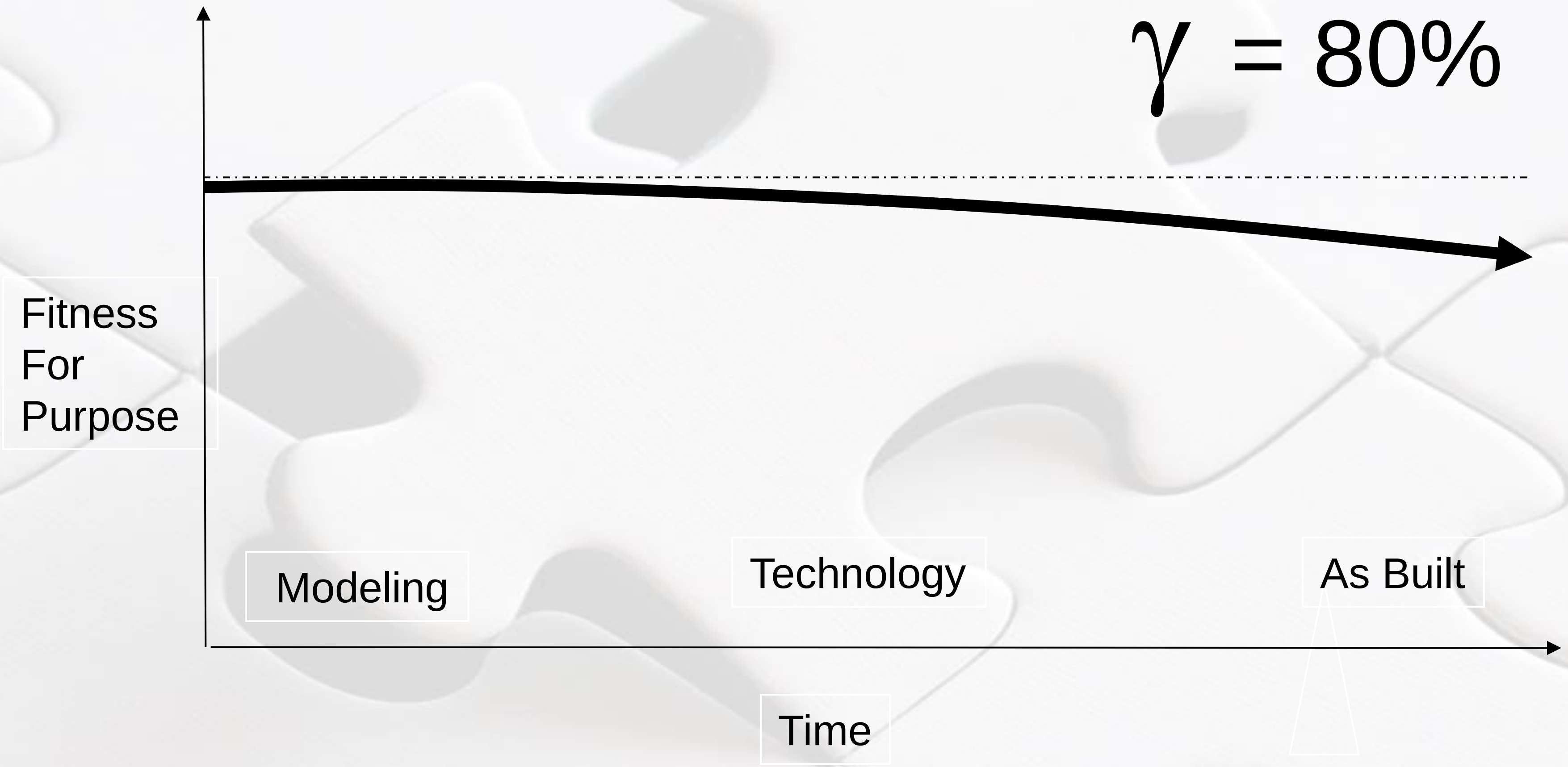
Establish Objective


Charter
WBS

4. Level 2 Management (cont'd)



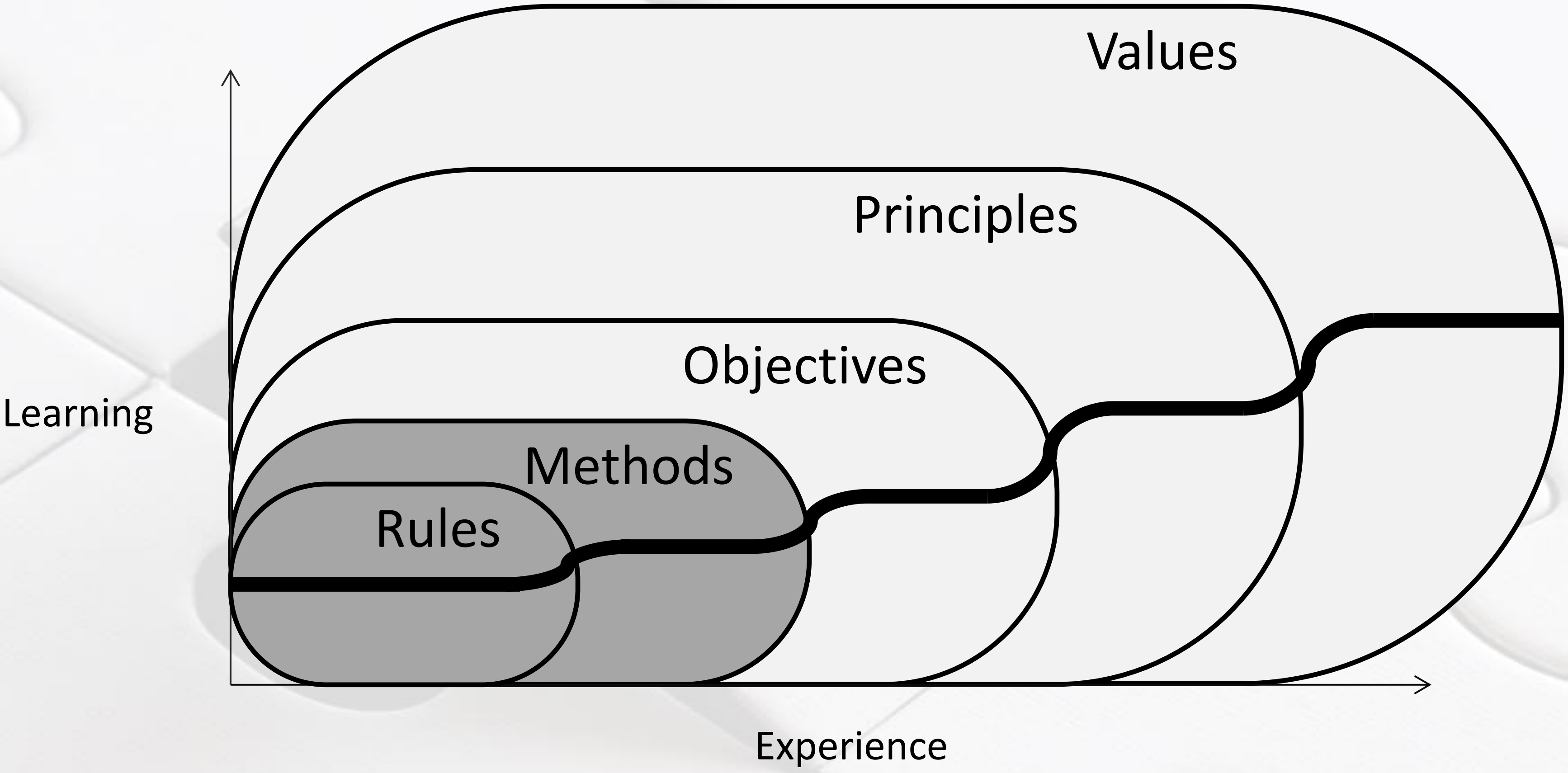
5. Performance



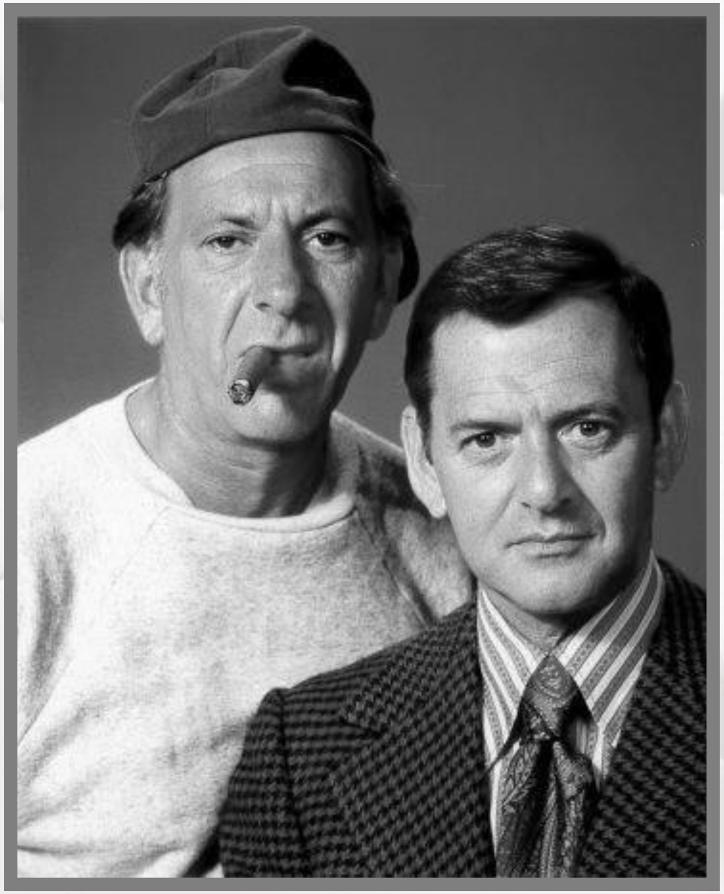
5. Performance (cont'd)

5	Allegiance	Fulfillment
4	Achievement	Allegiance
3	Cost	Achievement
2	Time	Cost
1	Overhead	Time

6. Affinity for Methods


Values
Principles
Objectives
Methods
Rules
Learning
Experience

6. Affinity for Methods (cont'd)



"Crafter"

iSTp

Introverted / Sensing / Thinking / Perceptive

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Corrected Conceptual Framework
Level 3: Program Management Overview

Video 6 of 8

WIN-PM

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Not Project Management Video Series

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- ☐ Level 4
- ☐ Level 5

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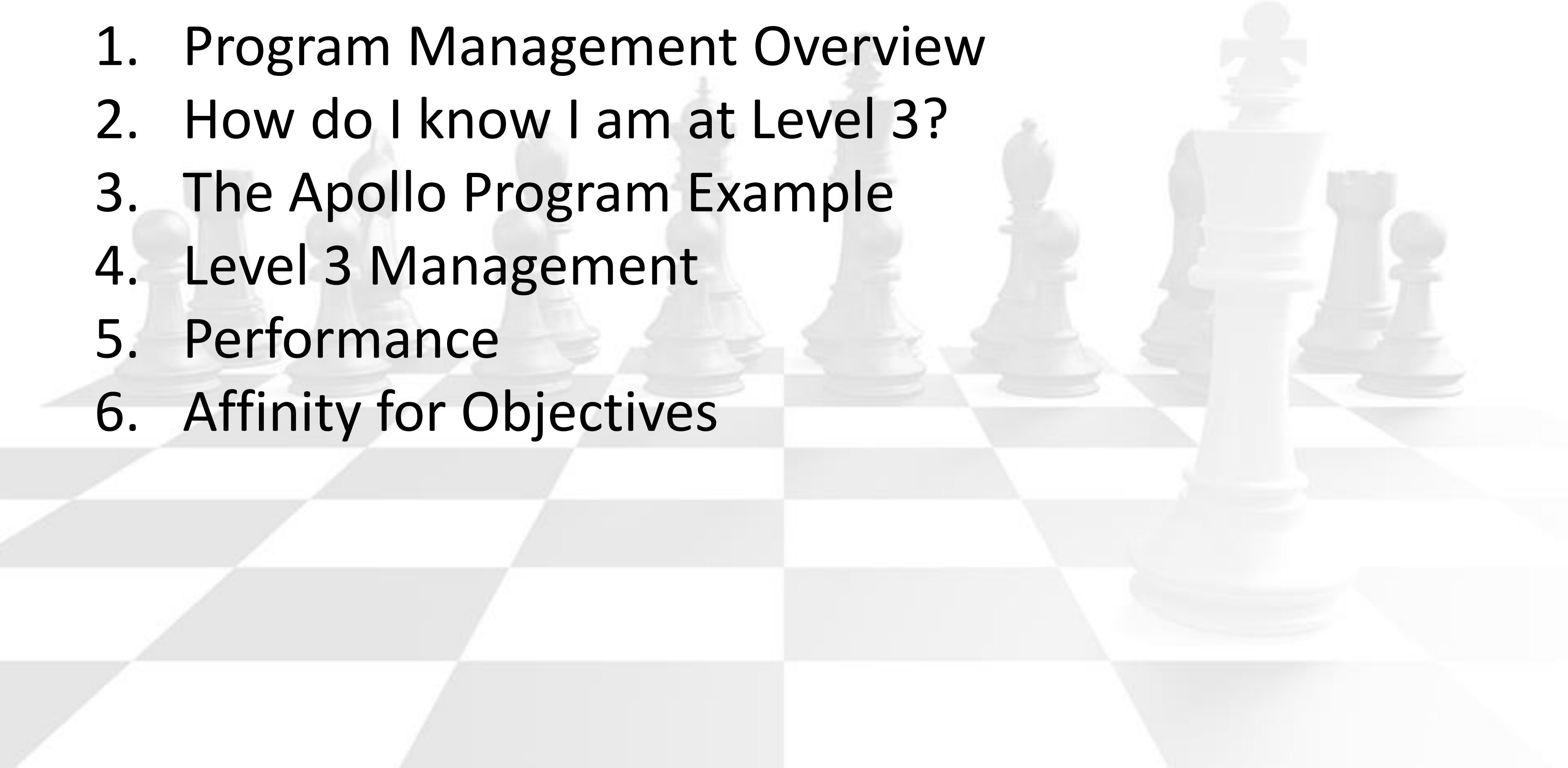
DBM-L3

Contents

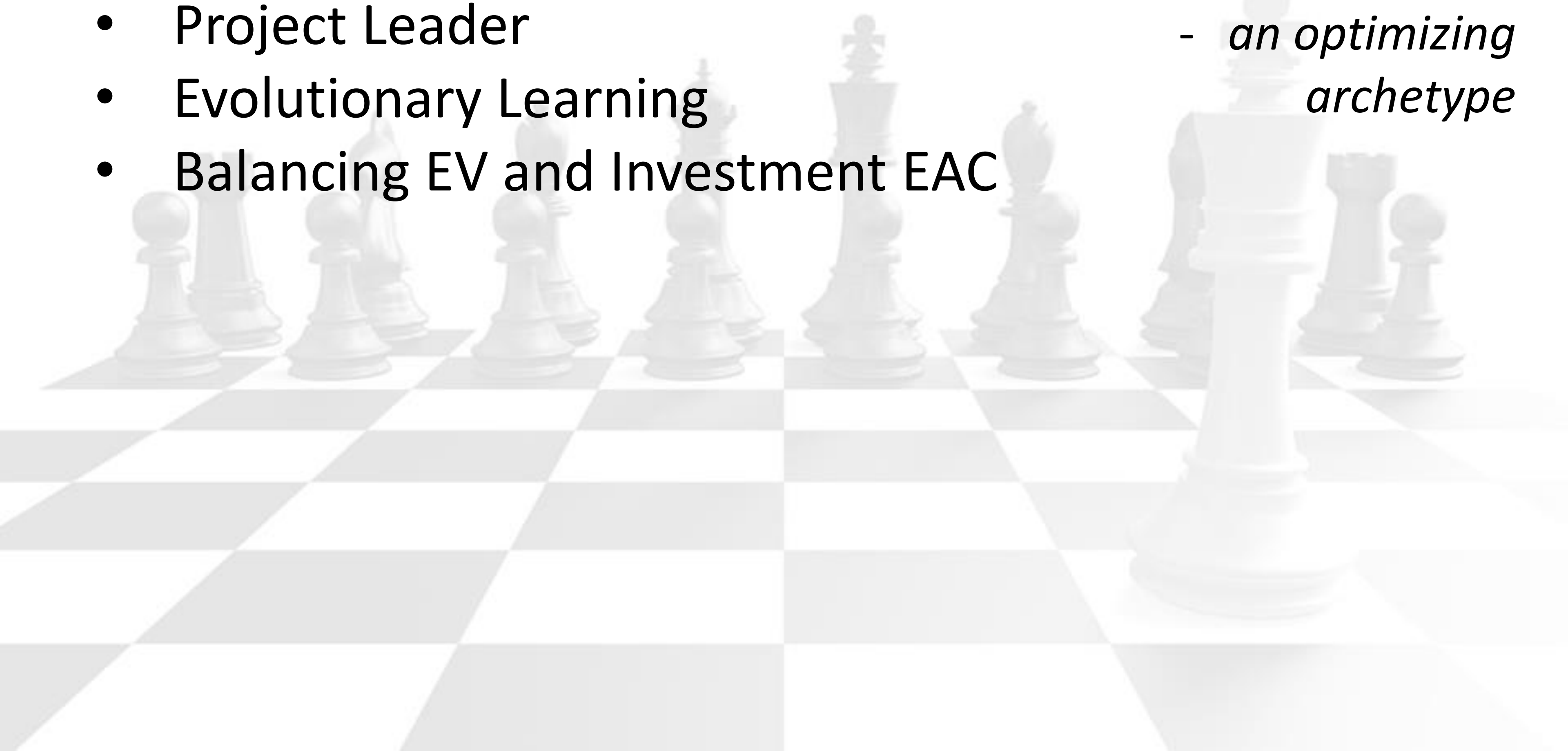


1. Program Management Overview
2. How do I know I am at Level 3?
3. The Apollo Program Example
4. Level 3 Management
5. Performance
6. Affinity for Objectives

1. Program Management Overview

- Project Leader
- Evolutionary Learning
- Balancing EV and Investment EAC

Program Management
- *an optimizing archetype*



2. How do I know I am at Level 3?

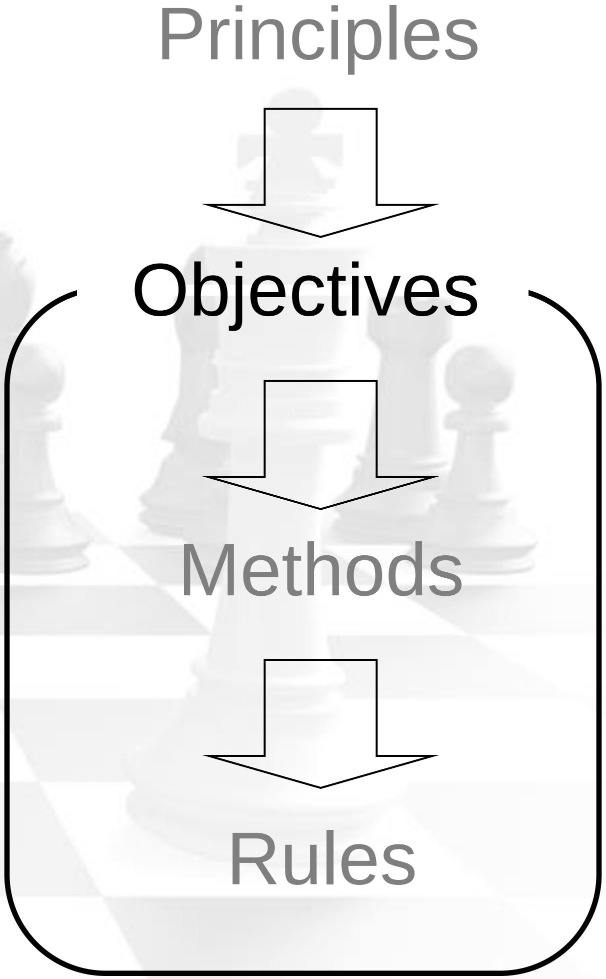
Innovative, unproven technologies
The end user does not participate in the solution

3. The Apollo Example

"We choose to go to the moon"

-JFK

3. The Apollo Example (cont'd)



Principles

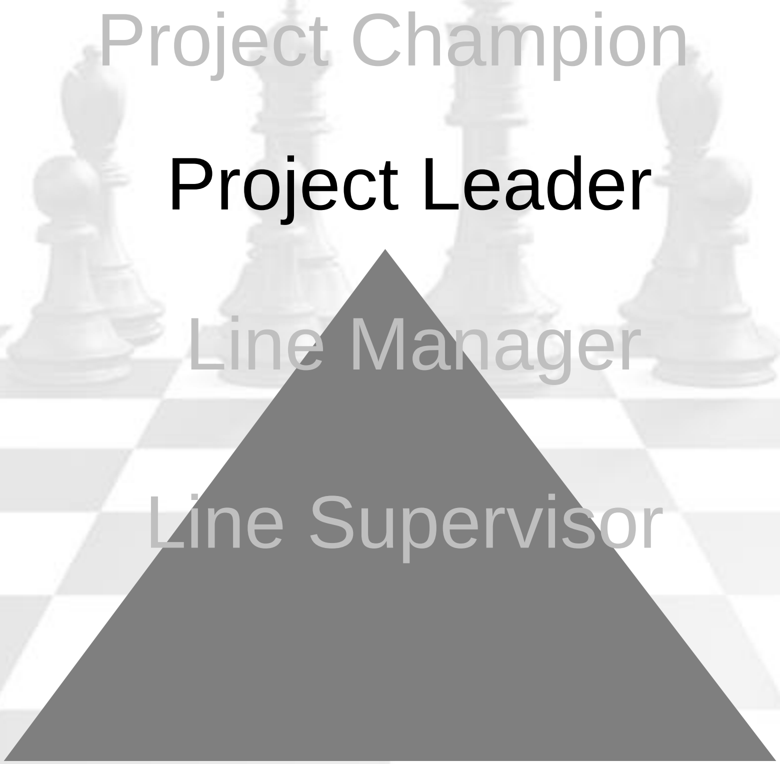
Objectives

Methods

Rules

4. Level 3 Management

4. Level 3 Management (cont’d)



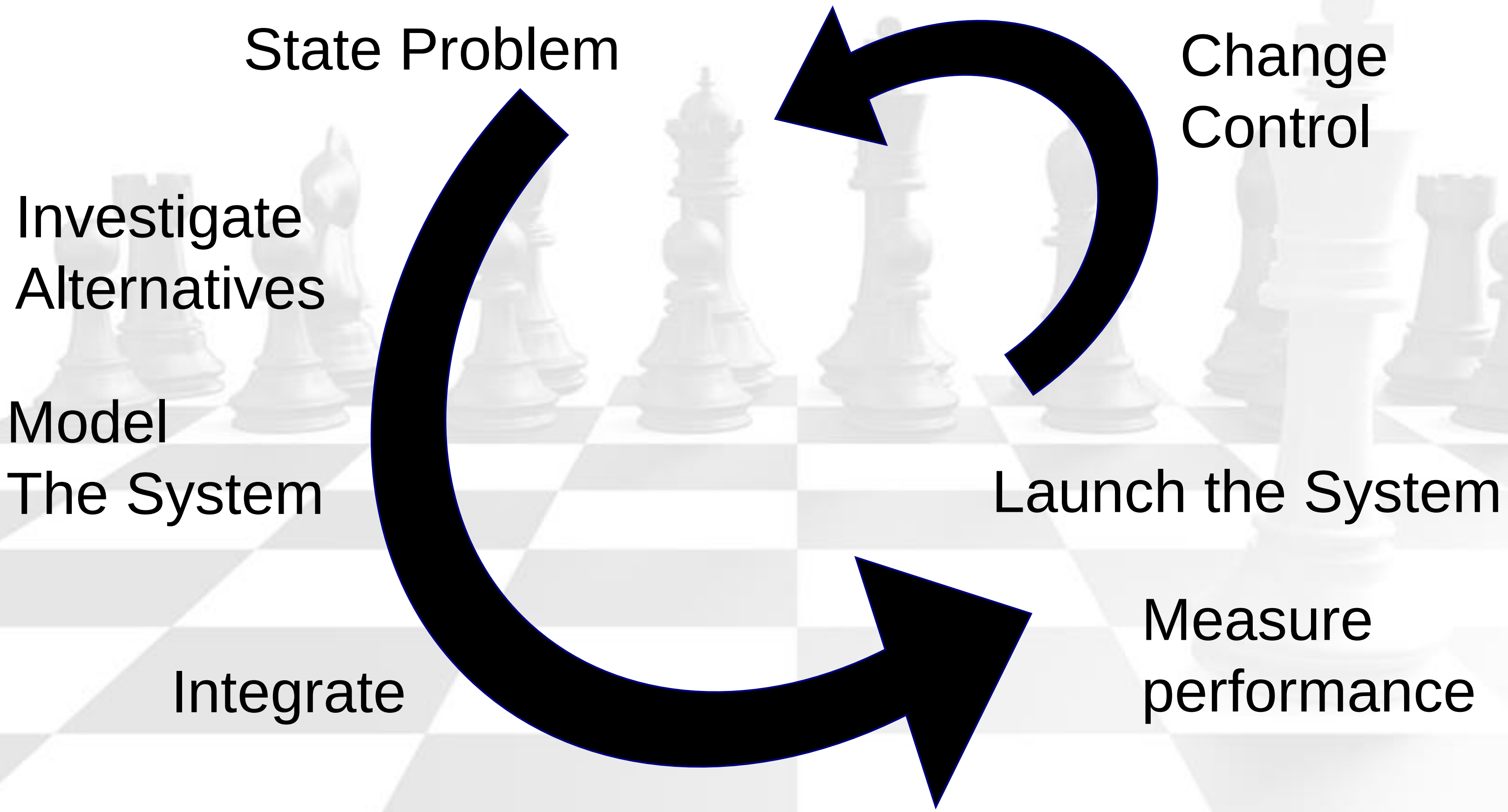
Project Champion

Project Leader

Line Manager

Line Supervisor

4. Level 3 Management (cont'd)



State Problem

Investigate
Alternatives

Model
The System

Integrate

Measure
performance

Launch the System

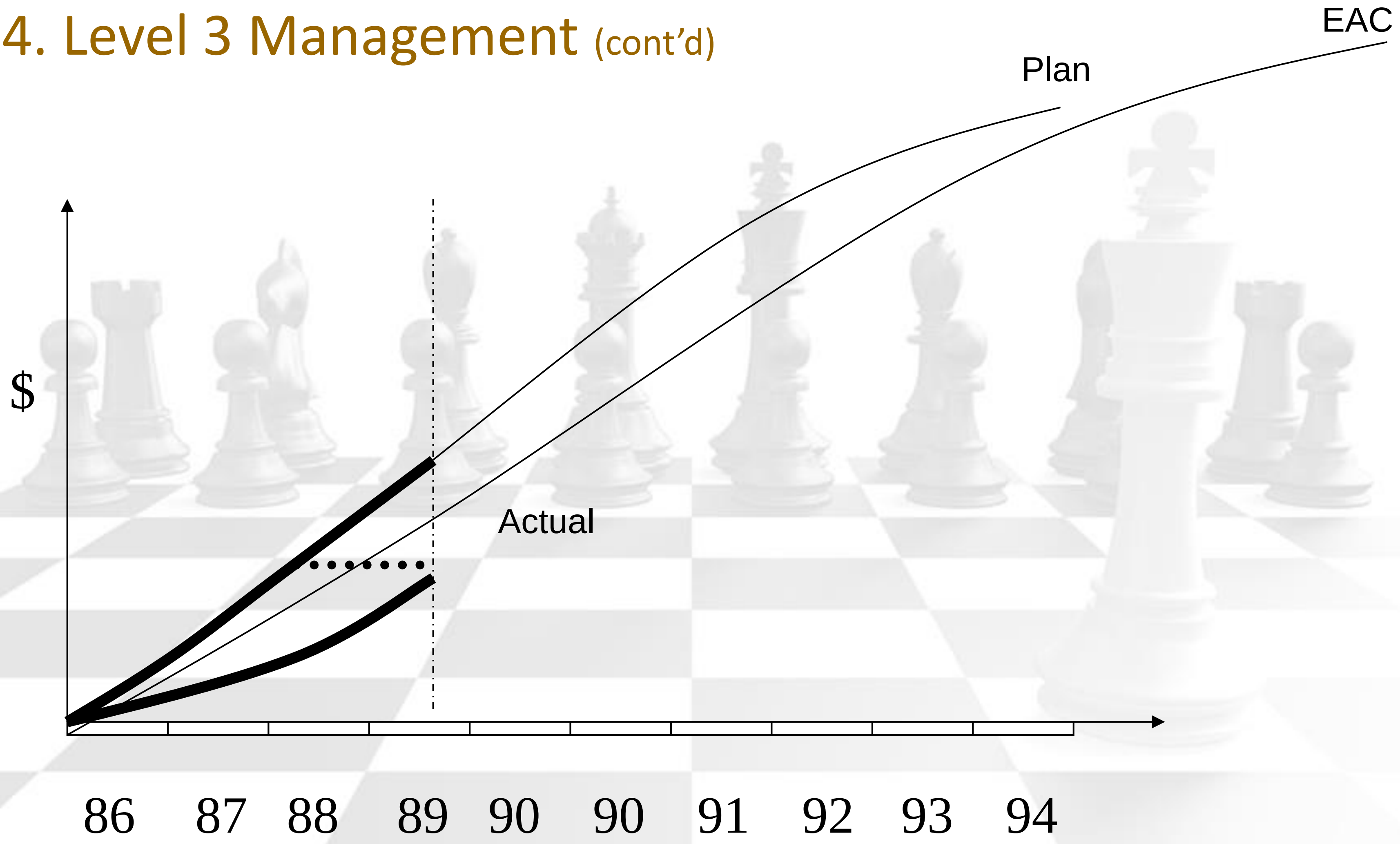
Change
Control

4. Level 3 Management (cont'd)

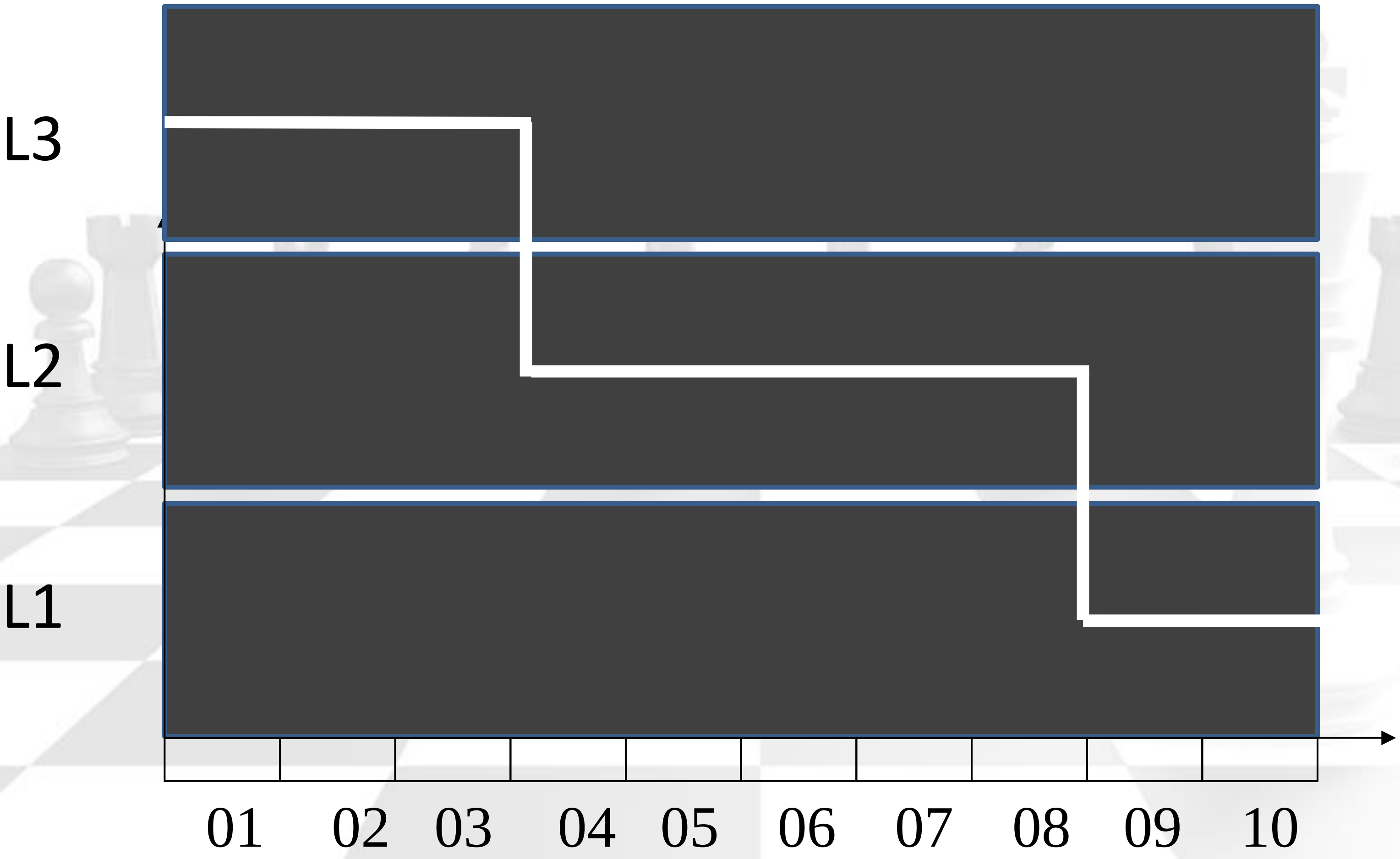
Systems Engineering Methodology

-System Requirement Review
    -Functional Baseline
        -Preliminary Design Review
            -Allocated Baseline
                -Critical Design Review
                    -Product Baseline

4. Level 3 Management (cont'd)

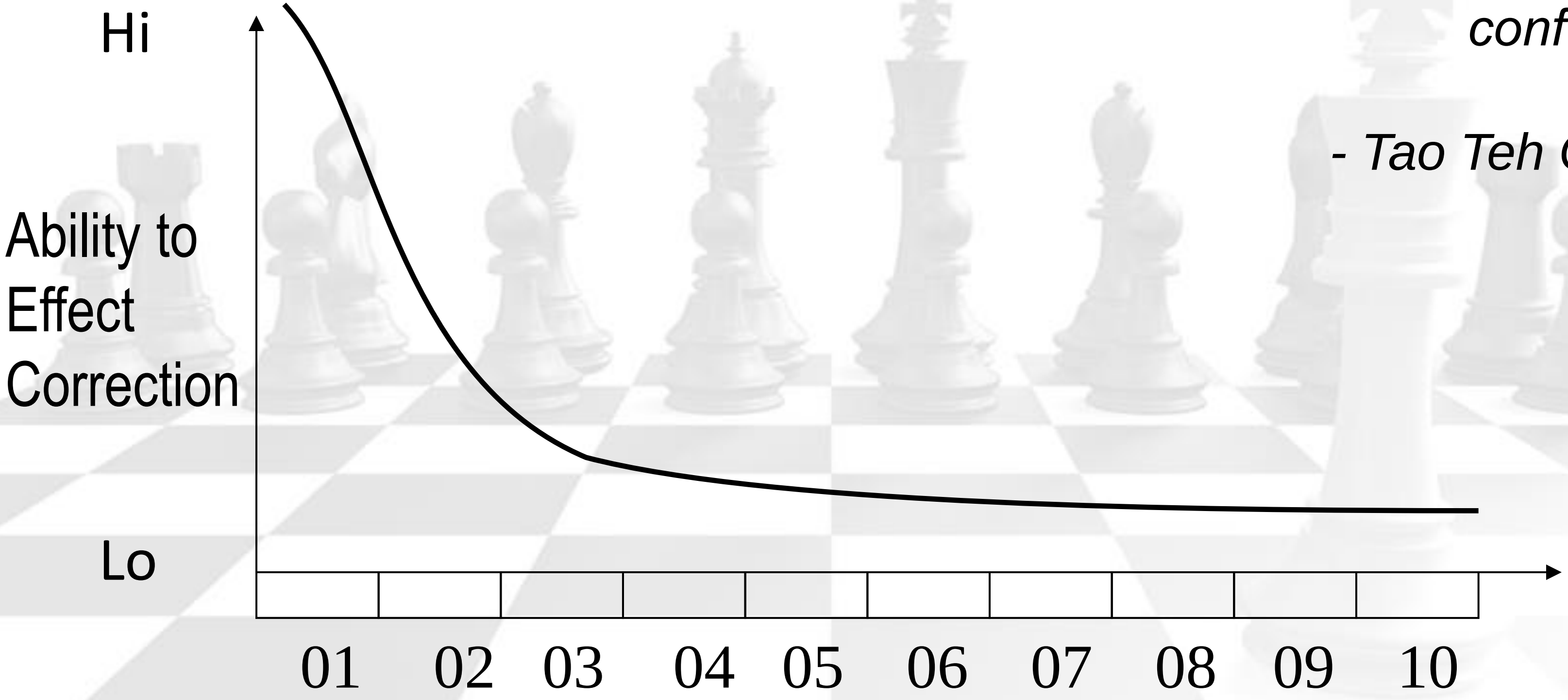


4. Level 3 Management (cont'd)

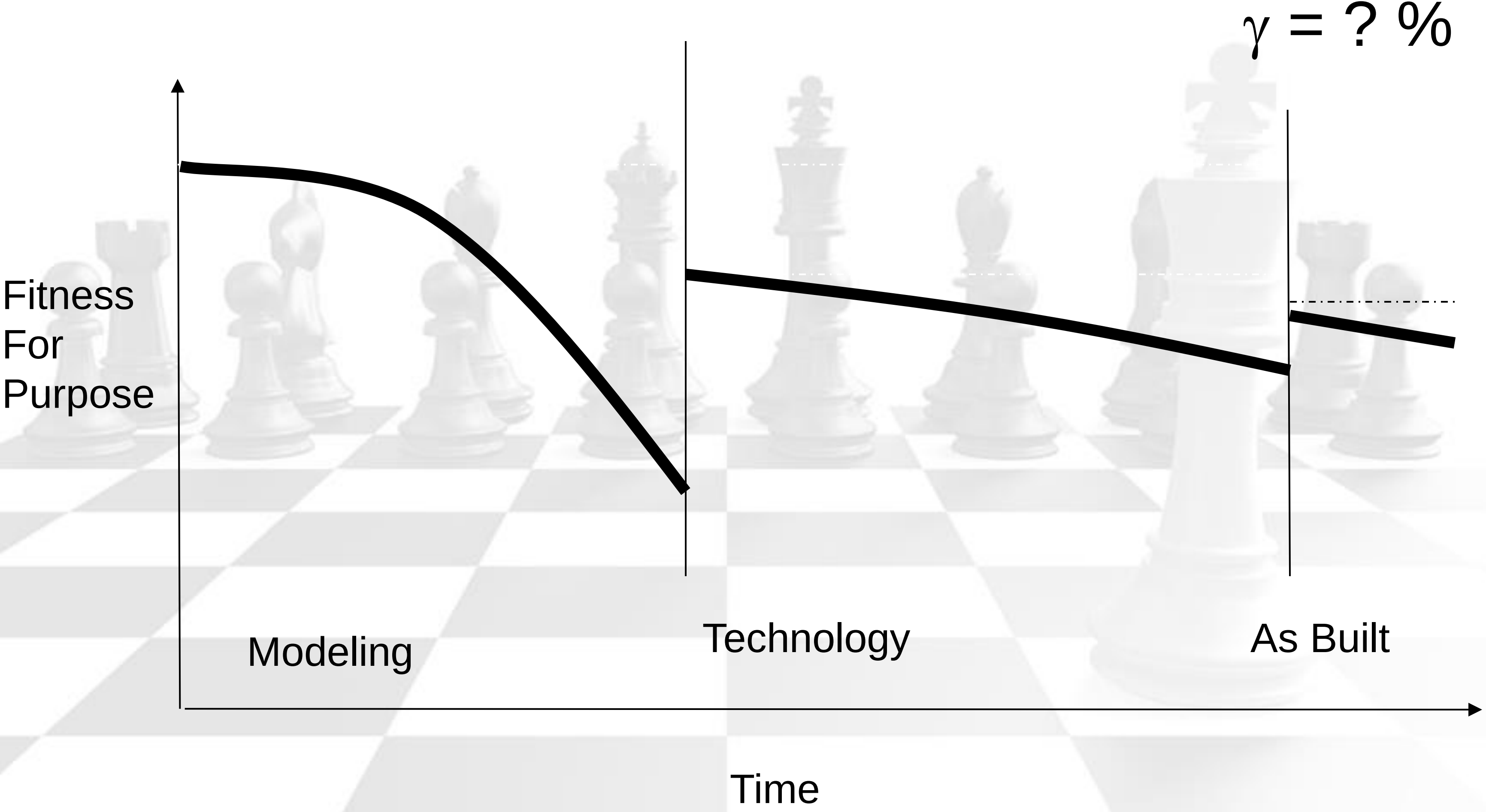

L3
L2
L1
01
02
03
04
05
06
07
08
09
10

4. Level 3 Management (cont'd)

> *"Deal with things in their formative state*
> *…before they grow confused"*
>
> *- Tao Teh Ching*



5. Performance



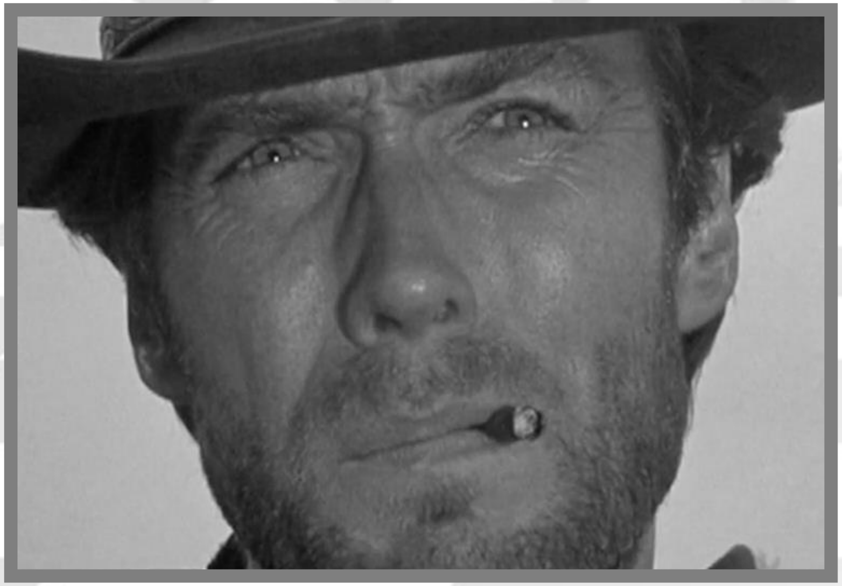
5. Performance (cont’d)

5	Allegiance	Fulfillment
4	Achievement	Allegiance
3	**Cost**	**Achievement**
2	Time	Cost
1	Overhead	Time

6. Affinity for Objectives

-Humour the system
and keep it confused

-The Webster motto

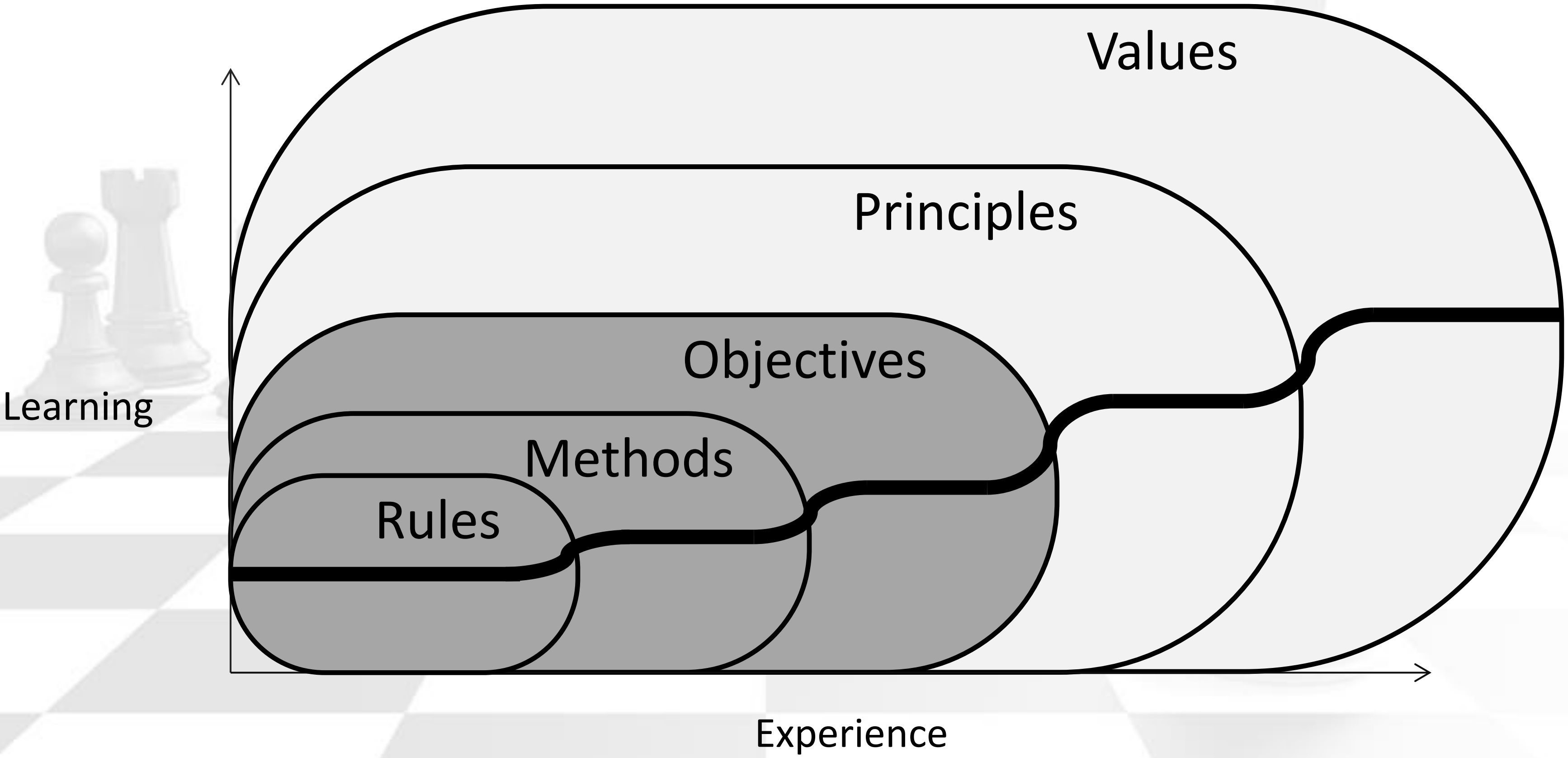


Field-Marshal

eNTj

Extroverted / iNtuitive / Thinking / Judgemental

6. Affinity for Objectives (cont'd)


Values
Principles
Objectives
Methods
Rules
Learning
Experience

AOAI

WIN-PM

Corrected Conceptual Framework

Level 4: Program Governance Overview

Video 7 of 8

WIN-PM Video Series

- ☐ Introduction
- ☐ Deconstructing the Paradigm
- ☐ Reconstructing the Paradigm
- ☐ Level 1
- ☐ Level 2
- ☐ Level 3
- ☑ Level 4
- ☐ Level 5

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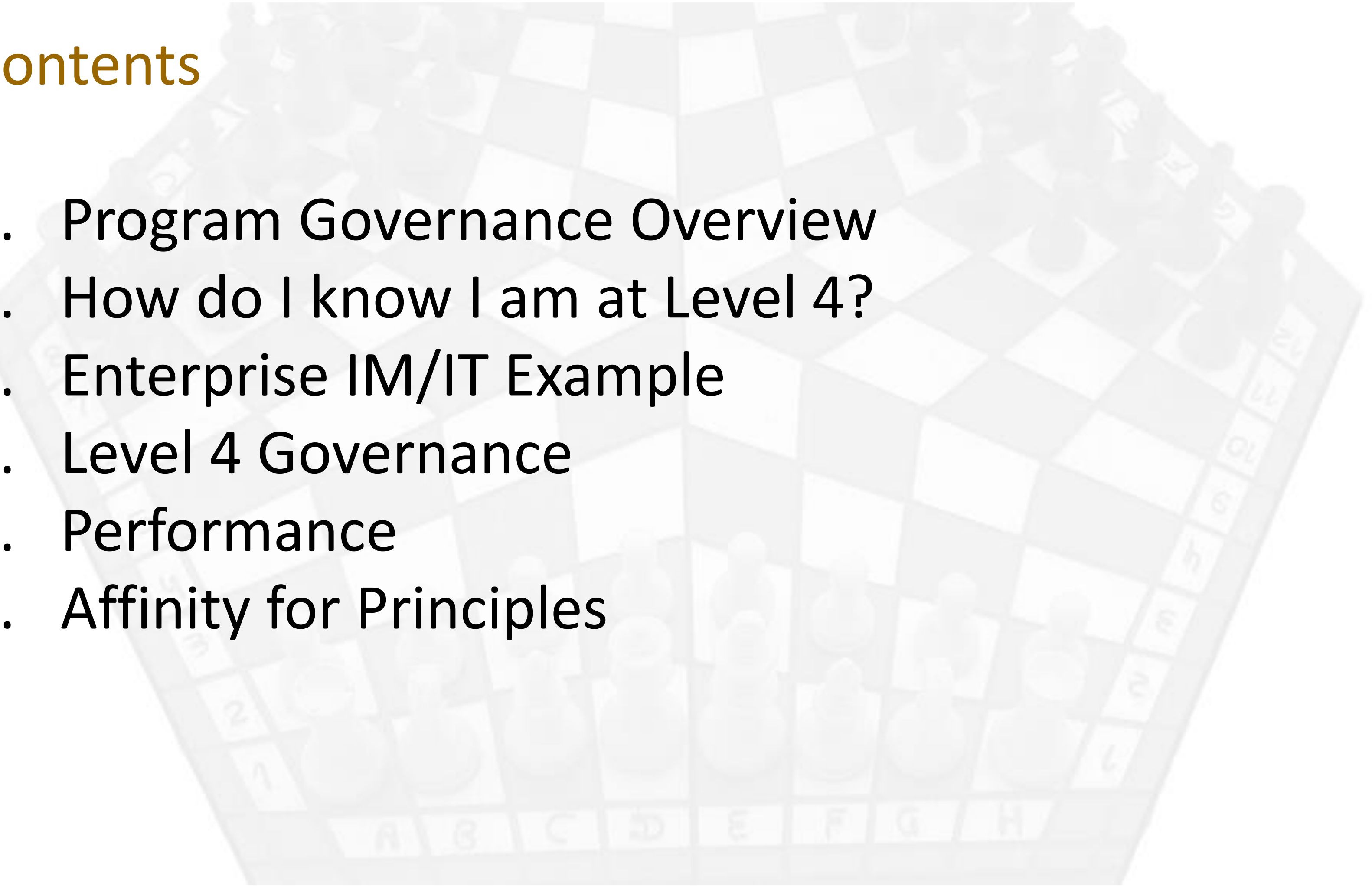
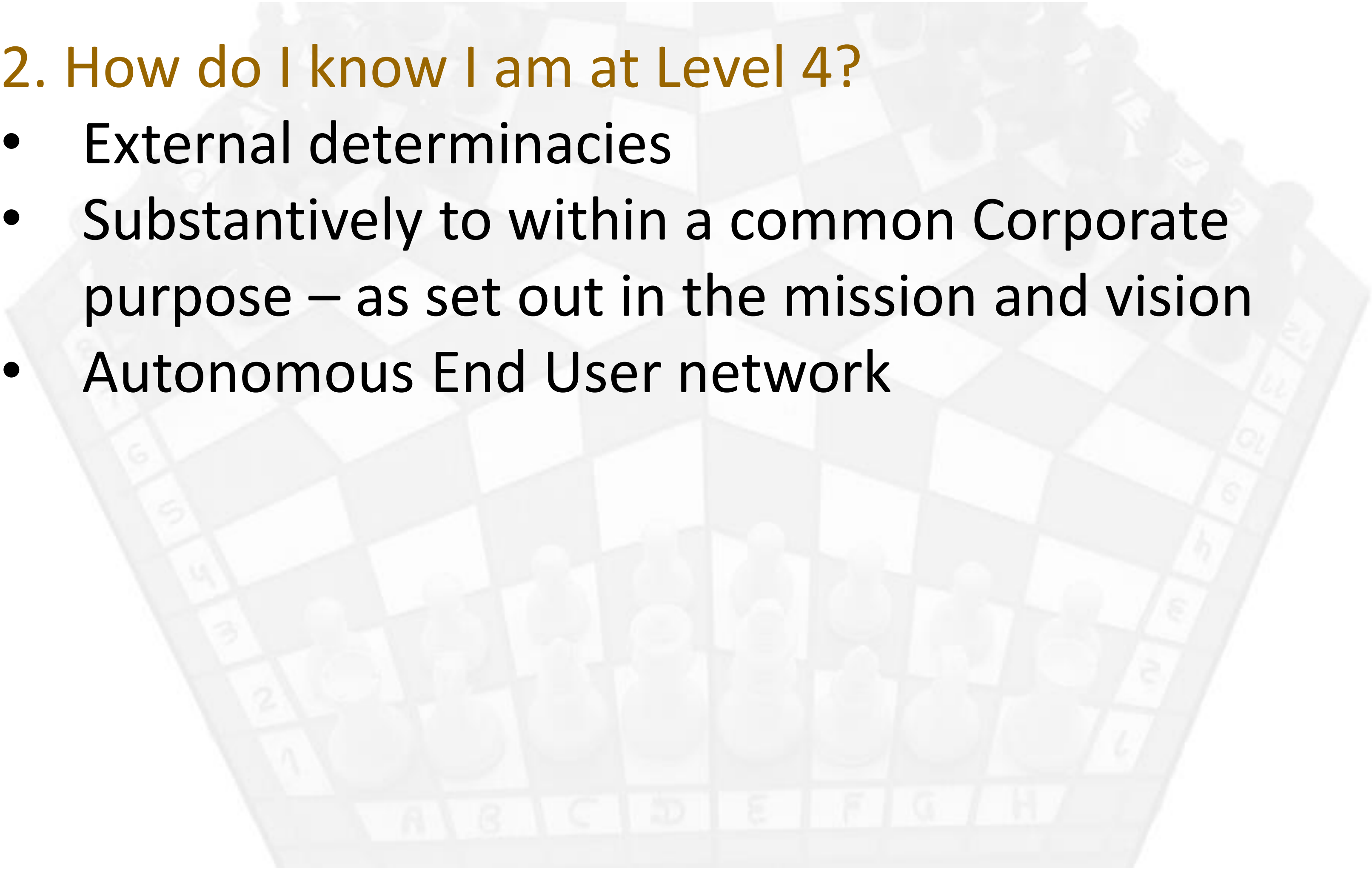


1. Program Governance Overview
2. How do I know I am at Level 4?
3. Enterprise IM/IT Example
4. Level 4 Governance
5. Performance
6. Affinity for Principles

1. Program Governance Overview

- External Determinacy
- Natural Law applies
- Entropy
- Program Governance
- Project Champion
- Performance Expectation

WIN-PM
DBM-L4

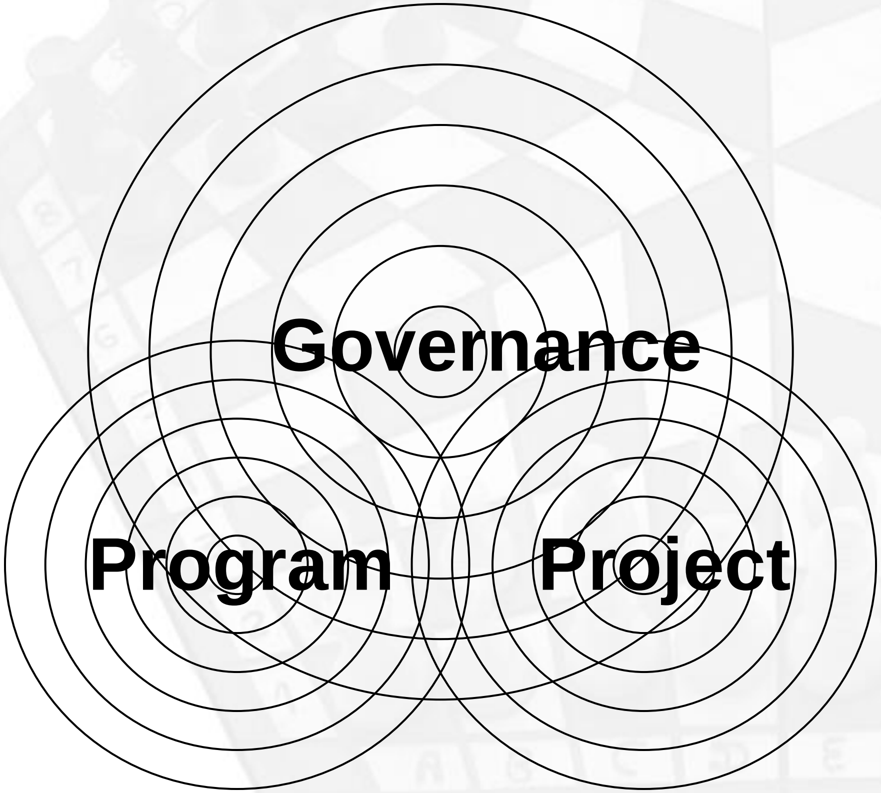


2. How do I know I am at Level 4?

- External determinacies
- Substantively to within a common Corporate purpose – as set out in the mission and vision
- Autonomous End User network

3. Enterprise IM/IT Example

3. Enterprise IM/IT Example (cont'd)


Governance
Program
Project

Principles

Objectives

Methods

Rules

3. Enterprise IM/IT Example (cont'd)

Open System

Project Champion

Project Leader

Line Manager

Line Supervisor

4. Level 4 Governance

4. Level 4 Governance (cont'd)

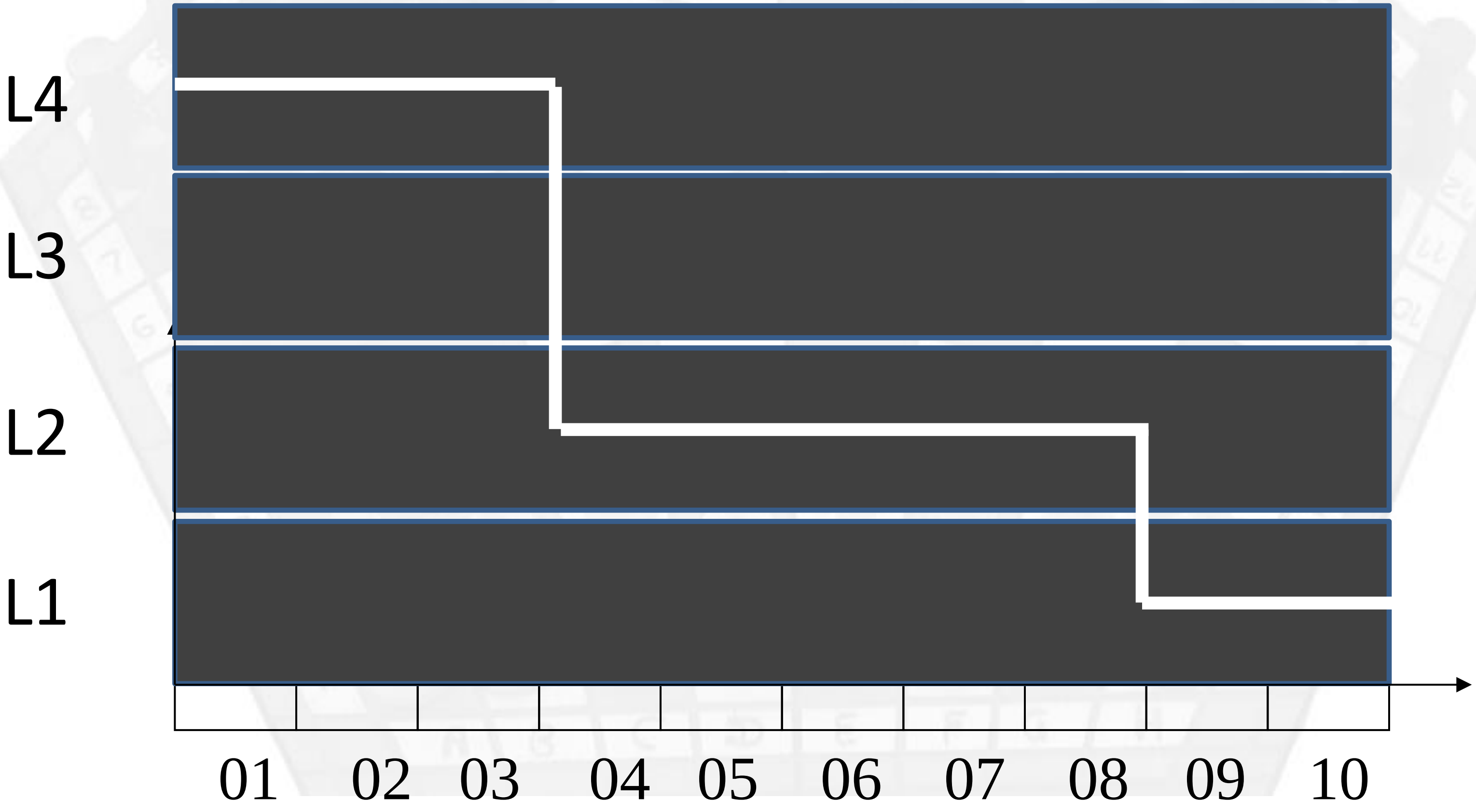
Management: the judicious use of means to accomplish an end

- Webster's

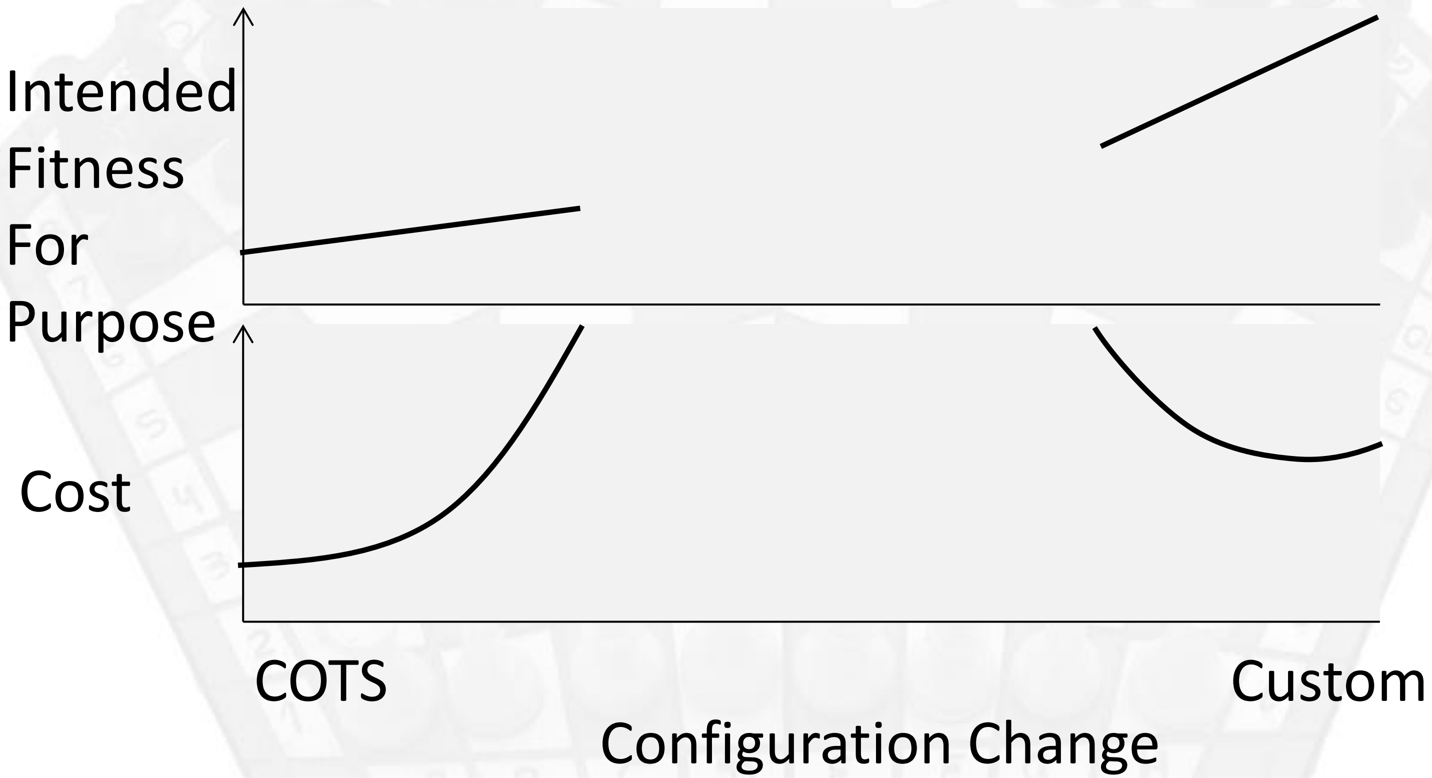
Governance: to exert a determining or guiding influence in or over

- Webster's

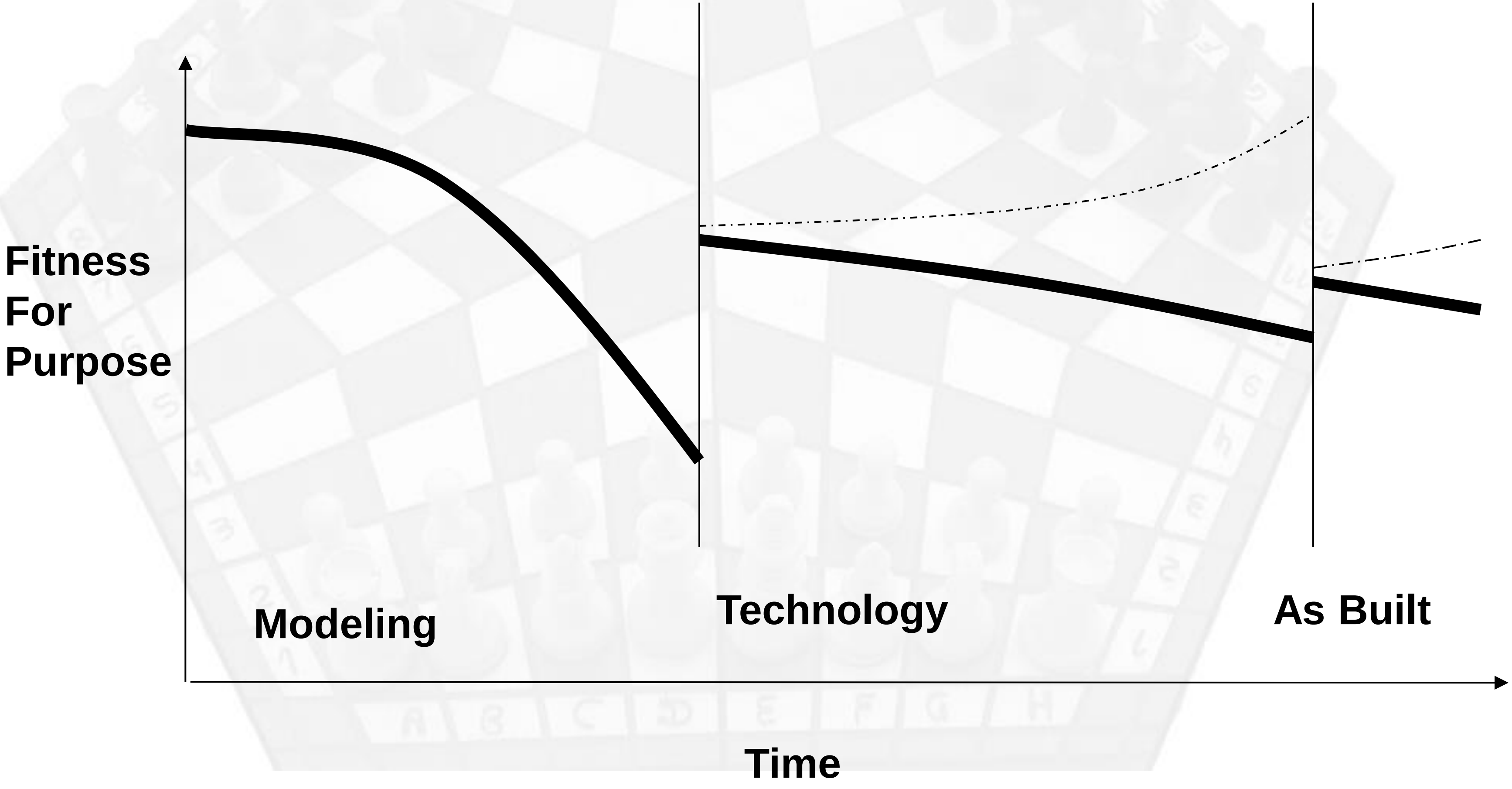
4. Level 4 Governance (cont'd)



4. Level 4 Governance (cont'd) - COTS



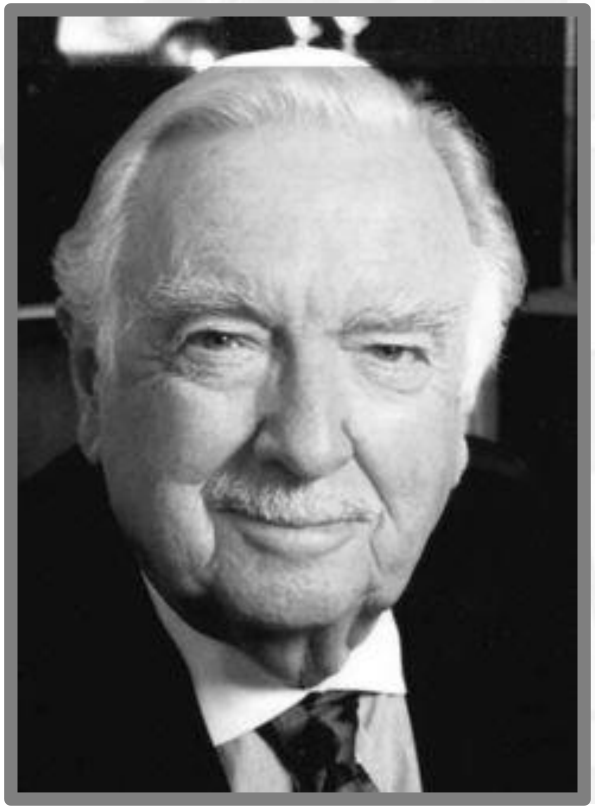
5. Performance



5. Performance (cont'd)

5	Allegiance	Fulfillment
4	Achievement	Allegiance
3	Cost	Achievement
2	Time	Cost
1	Overhead	Time

6. Affinity for Principles

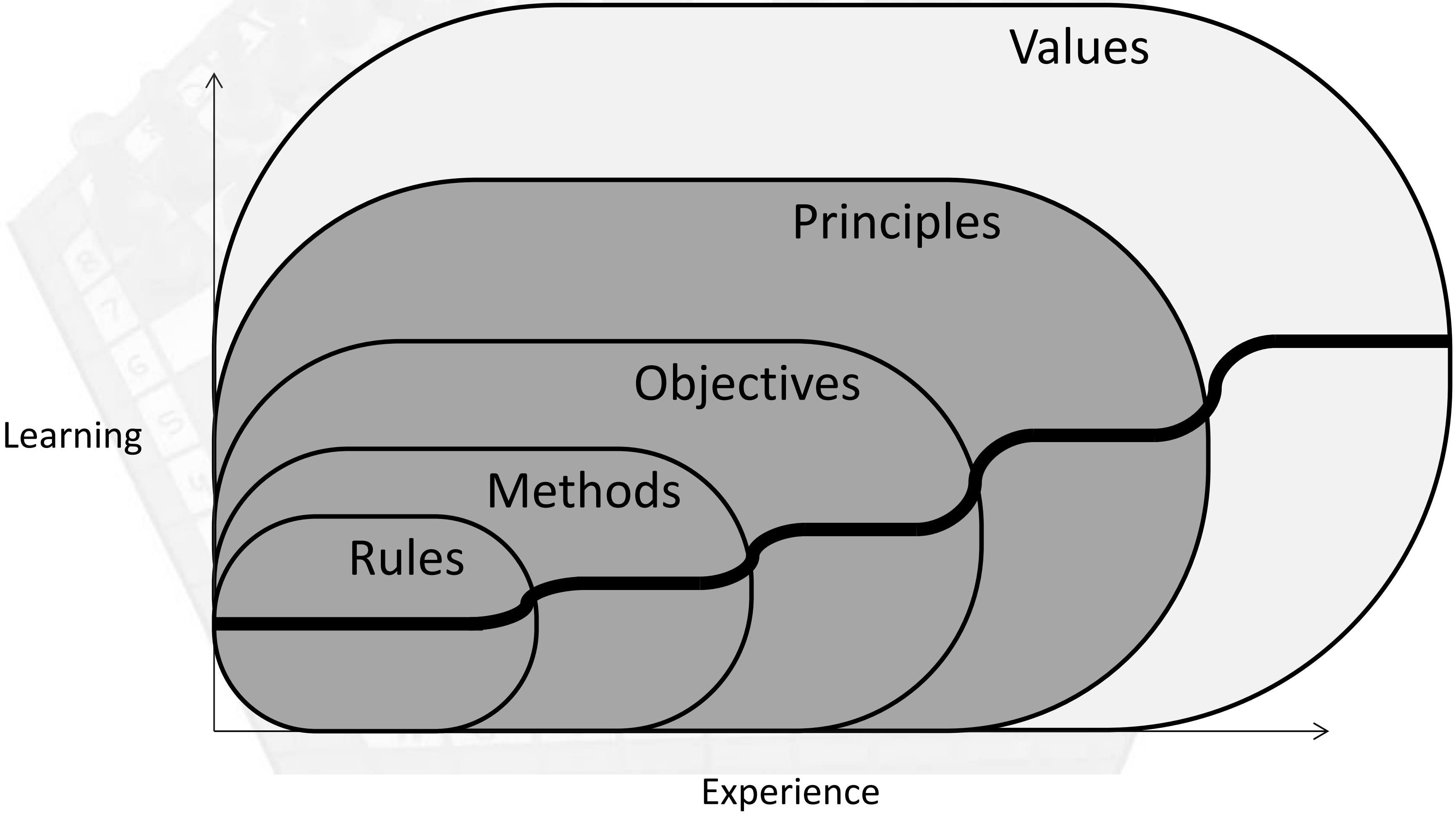


"Champion"

eNFp

Extroverted / iNtuitive / Feeling / Perceptive

6. Affinity for Principles


Values
Principles
Objectives
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Learning
Experience

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WIN-PM

Corrected Conceptual Framework
Level 5: Public Governance Overview

Video 8 of 8

WIN-PM

AOAI

Not Project Management Video Series

- ☐ Introduction
- ☐ Deconstructing the Paradigm
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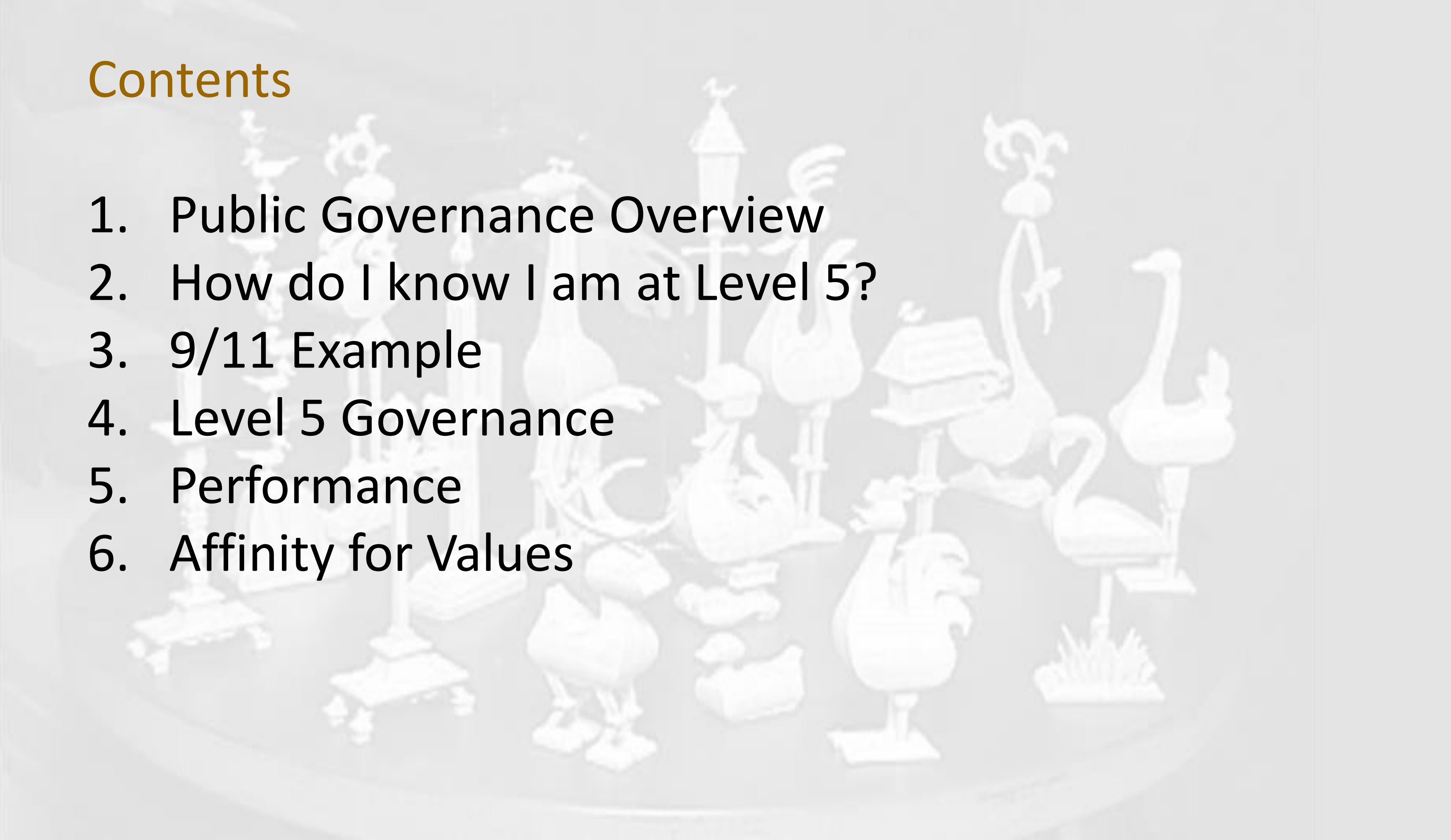


1. Public Governance Overview
2. How do I know I am at Level 5?
3. 9/11 Example
4. Level 5 Governance
5. Performance
6. Affinity for Values

1. Public Governance Overview

More Familiar Archetype
Public Governance
Public Administration
Democracy

> *“The best argument against democracy is a five-minute conversation with the average voter"*
>
> *-Winston Churchill*

2. How do I know I’m at Level 5?

3. PNAC Example

Project for the New American Century

PROJECT FOR THE
NEW AMERICAN CENTURY

4. Level 5 Governance

5. Performance

Forging of culture
Democracy – one person, one vote
Position and Loyal Opposition
Authority Separation – House, Senate, Judiciary

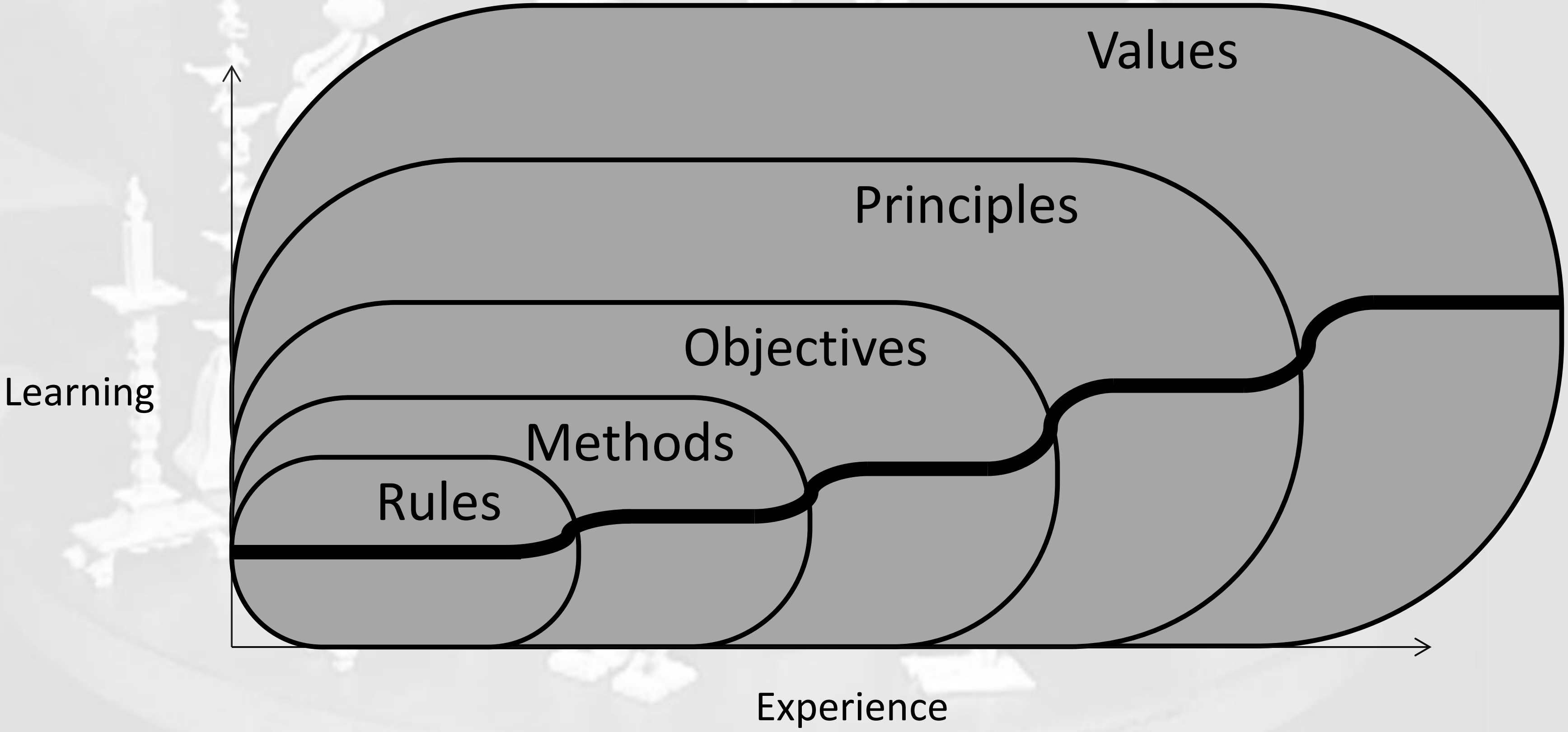
5. Performance (cont'd)

5	Allegiance	Fulfillment
4	Achievement	Allegiance
3	Cost	Achievement
2	Time	Cost
1	Overhead	Time

6. Affinity for Values

The Obama phenomenon

6. Affinity for Values (cont’d)


Values
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