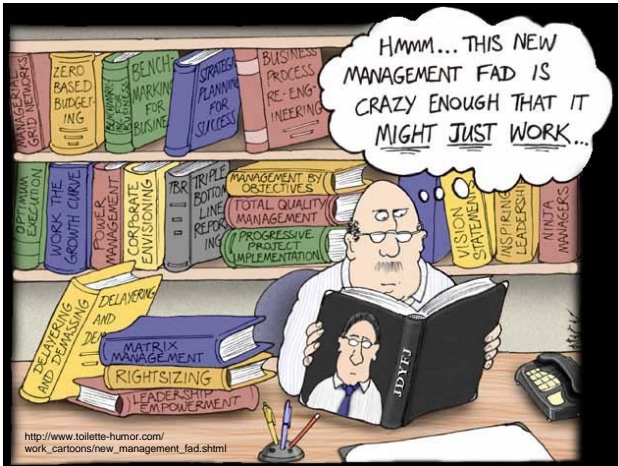


Management by Project (MBP)

The Future of Project-Focused Work



Supported by the Oklahoma Center for the Advancement of Science and Technology (OCAST)



All in favor of PM?



Does Project Management help you JDYFJ?

Show of hands...

All in favor of PM?



Show of hands...

All in favor of MBP?



All in favor of MBP?



My Teaching Objective

Are you in favor of MBP? Yes

1. Practical definition
2. Favorable opinion

p. 7

What is the prevailing style of organizational management?

- A. Management by Consensus (MBC)
- B. Management by Exception (MBE)
- C. Management by Objectives (MBO)
- D. Project Management (PM)
- E. Management by Walking Around (MBWA)
- F. Management by Running Around (LaCwiHCO)

p. 8



Don't mention any names...

MBRA

Two ways to wear the chicken suit:



Don't **plan your work**, *or*
Don't **work your plan.**

p. 10

~~MBRA~~

How to remove the chicken suit:

Plan your work *and*
Work your plan.

p. 11

What is the prevailing theory of organizational management?

- A. Management by Consensus (MBC)
- B. Management by Exception (MBE)
- C. Management by Objectives (MBO)**
- D. Project Management (PM)
- E. Management by Walking Around (MBWA)
- F. Management by Running Around (LaCwiHCO)

p. 12

MBO

Management by Objectives

Plan your work with the *org chart* and *S.M.A.R.T. targets*.

Work your plan with the reward system.

p. 13

PM

Project Management

Plan your work and work your plan with a project mindset, skill set, and tool set.

(Management of projects)

p. 14

MBP

Management by Project

Plan your work and work your plan with a project mindset, skill set, and tool set.

(Management of organizations)

p. 15

What do all these ideas have in common?

They help translate intended outcomes to front-line actions.

p. 16

Outcomes



Outcomes



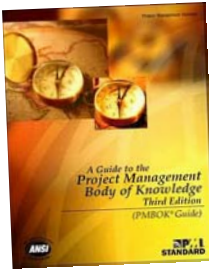
Actions



Outcomes and Actions: Apply Directly To Knowledge Work

MBP is the future of general management

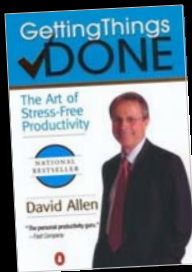
MBP: think beyond temporary and unique endeavors!



A *project* is a **temporary** endeavor to create a **unique** product, service, or result.

Guide to the Project Management Body of Knowledge (PMBOK® Guide), Third Edition, 2005, Project Management Institute, Newtown Square, PA, ISBN 1-930699-45-X.

p. 20



A *project* is any **outcome** you are committed to achieving that will take more than one **action** step to complete.

David Allen (2001), *Getting Things Done: The Art of Stress-Free Productivity*, Penguin Books, New York, ISBN 0-670-89924-0 (hc.).

What is MBO?

MBO "is the prevailing style of management in most organizations..."

Joseph Castellano, Kenneth Rosenzweig, Harper A. Roehm, *Management Accounting Quarterly* (Summer, 2004).

p. 22

What is MBO?

MBO "entails giving employees goals/targets, measuring their performance against these targets, and then ranking them against their peers or some other performance appraisal system."

Joseph Castellano, Kenneth Rosenzweig, Harper A. Roehm, *Management Accounting Quarterly* (Summer, 2004).

p. 23

What is MBO?



p. 24

What's It Like...

...to implement
MBO in the
Knowledge Age?

p. 25



MBO emphasizes supervisor-subordinate and special causes, ignores interdependencies

The Case Against MBO

MBO creates a work
environment marked by
self-centered thinking,
unethical behavior,
fear and greed.

Joseph Castellano, Kenneth Rosenzweig, Harper A. Roehm, *Management Accounting Quarterly*
(Summer, 2004).

p. 27

Classic Definition of MBP

- “Organizations perform work to achieve a set of objectives. Generally, work can be categorized as either **projects** or **operations**, although the two sometimes overlap.”

Guide to the Project Management Body of Knowledge (PMBOK® Guide), Third Edition, 2005, Project Management Institute, Newtown Square, PA, ISBN 1-930699-45-X. p. 28

Classic Definition of MBP

- MBP “describes an approach where some ongoing **operations** are *redefined as projects*.”

Guide to the Project Management Body of Knowledge (PMBOK® Guide), Third Edition, 2005, Project Management Institute, Newtown Square, PA, ISBN 1-930699-45-X. p. 29

Classic Definition of MBP

- “An organization that adopts MBP defines its activities as projects in a way that is consistent with the definition of a project.” [i.e., **temporary** and **unique** endeavors]

Guide to the Project Management Body of Knowledge (PMBOK® Guide), Third Edition, 2005, Project Management Institute, Newtown Square, PA, ISBN 1-930699-45-X. p. 30

Classic Definition of MBP

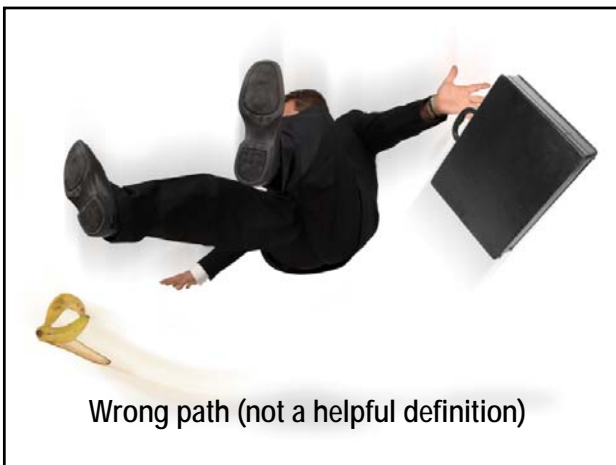


p. 31

What's It Like...

...to "projectize" an operations group when you are armed with this classic definition of MBP?

p. 32







New MBP Definition

MBP is "fulfilling a *shared purpose* through a set of *discrete actions* that are focused on a set of *discrete outcomes*."

(not necessarily through numerical targets)

p. 36

What's It Like...

...to describe work in terms of outcomes and actions?

p. 37

Synonyms

Outcomes

WBS elements
Control Accounts
Work packages
Feature backlog
Objectives
Deliverables

Actions

Action Items
Tasks
Steps
To-Do Items
Processes

Activities

p. 38

Stop Managing Activities!

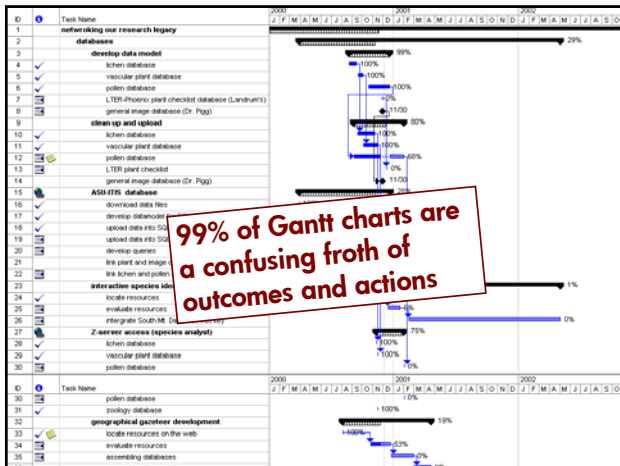
- *The word is ambiguous.*
- Remove the word "activities" from your vocabulary.
- This is very difficult. The *PMBOK Guide* use the term 841 times.

p. 39

Stop Managing Activities!

- Decide if the activity is
 - an intended **outcome**... *top-down layer*
 - a discrete **action**... *bottom-up layer*
- Know the difference!
- *Teach the difference!*

p. 40



Change Control Matters

Not Enough
Change Control =
Project Failure

p. 42

Change Control Matters

**Too Much
Change Control =
Project Failure**

p. 43

Outcomes

Plan our work
and work our plan

100%
Change
Control

Continual Refinement

Continual Coordination

Actions

Plan my work
and work my plan

0%
Change
Control

Create Outcome Focus

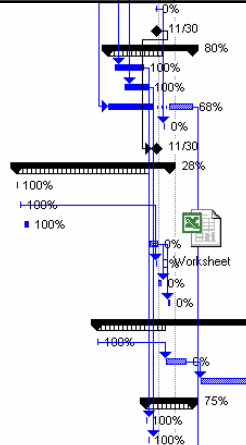
SR	Outcome	Our PV	Our PVM	WBS code	Owner	Description
1005-00	20th	18th		Eva_PM	GB	Team support Scrum framework
1005-AA				EvApp-Intkva	BC	As a user, I can see an identical system tray menu in each project view
1005-BB				EvApp-Intkva	SJ	Go to General tab and check "Remember my log in ID" and/or "Remember my log in ID" and launch Project Toolset and check functionality
1005-CC				EvApp-Intkva	WV	As a user, I can cause the app to launch on system restart

Words Matter

Outcomes: *nouns*
Actions: *action verbs*

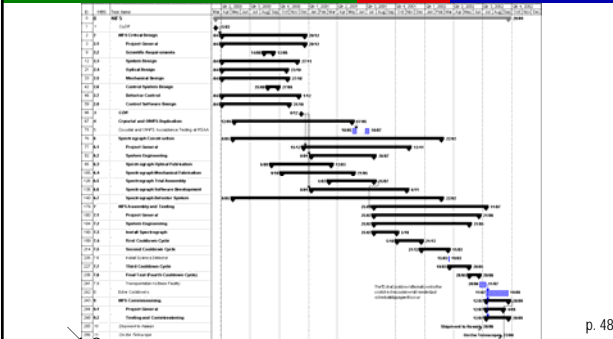
p. 46

LTFR-Phoenix plant checklist database (Landrum's)	
general image database (Dr. Pigg)	
clean up and upload	
lichen database	
vascular plant database	
pollen database	
LTFR plant checklist	
general image database (Dr. Pigg)	
ASU-ITIS database	
download data files	
develop datamodel for SQL server	
upload data into SQL server-1st stage	
upload data into SQL server-2nd stage	
develop queries	
link plant and image databases to ASU-itis	
link lichen and pollen databases to ASU-itis	
interactive species identification key	
locate resources	
evaluate resources	
intergrate South Mt. Database into key	
Z-server access (species analyst)	
lichen database	
vascular plant database	
pollen database	



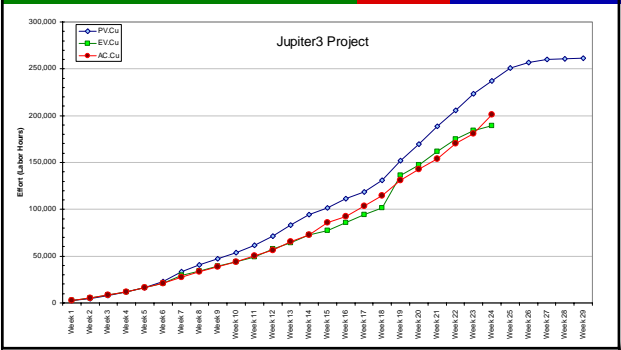
p. 46

Pictures Matter

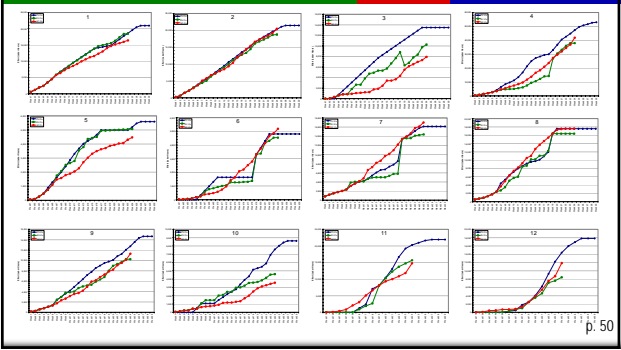


p. 48

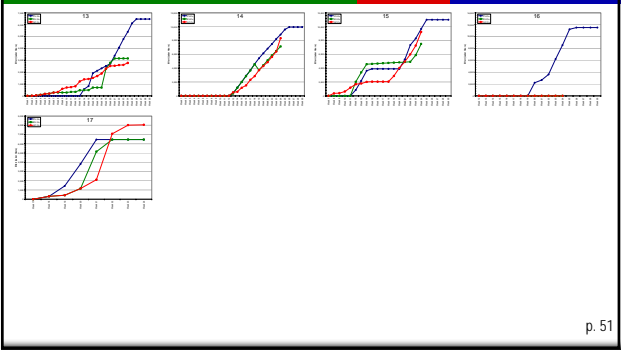
Pictures Matter



Pictures Matter

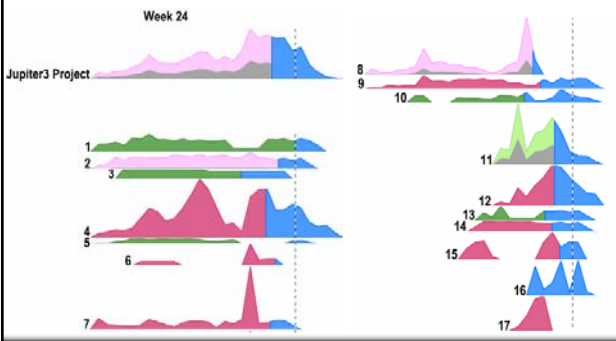


Pictures Matter



Pictures Matter

Patent Pending



MBRA



Don't **plan** your work, or
Don't **work** your plan.

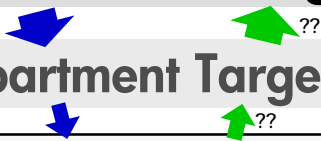
p. 53

MBO

Organizational Targets

Department Targets

Individual Targets



p. 54

New MBP Mindset

Shared Purpose

Discrete Outcomes

Discrete Actions

p. 55

My Teaching Objective

Are you in favor of
MPB? **Yes**

1. Practical definition
2. Favorable opinion

:40

p. 56
