

From Tactical Project Management to Strategic Project Leadership

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Management Concepts

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Introduction

- Management by Projects
- Discipline of thinking strategically
- Responsibility to the bigger picture



“In” versus “On”

- Running a marathon
 - Thinking
 - Preparation
 - Work
- Strategic perspective
- Work “on” the plan



Operational or Recurring Work

- Operational Work
 - Day-by-day work
 - Task focused
- Recurring Activities
 - Produce revenue
 - Provide on-going value



Tactical Project Management

- Management by Objectives
 - More efficient and effective
 - Hard sciences
 - Business areas
- Management by Projects
 - Allow organizations to evolve
 - Accomplish more than tactical results



Strategic Project Management

- Strategic tool
- Doing work right vs. doing the right work
- “It aligns key business processes of strategic planning, strategic goal setting, and Enterprise Project Management”



Basics of Portfolio Management

- Assess the merits of the various projects
- Weigh them against each other
- Select and support greatest value



Tactical Thinking vs. Strategic Thinking

- Tactical Thinking
 - Accomplish day-to-day work
 - Short term results
 - May lose sight of bigger picture
- Strategic Thinking
 - Mental model of complete system
 - Value creation from beginning to end



Systems Thinking

- Holistic perspective
- Systems are made of different parts
- Simple or complex
- Tangible and intangible



Systems Thinking vs. Tactical Thinking

- Tactical Thinking
 - Linear in nature
 - Direct cause-and-effect transaction
- Systems thinking
 - Long term perspective
 - Focusing “on” not “in”



Leader as Strategic Steward

- Stewards of Resources
 - People/talent
 - Time
 - Financial, technology, infrastructure



From Tactical to Strategic

- Have a Framework
 - Working processes and structure
 - Team and organization capacity
 - Customer focus
 - Strategic relationships



Work Processes

- Questions
 - What if our workload doubles
 - Structure in support of the flow
 - Organize the workspace



Team and Organizational Capacity

- Questions
 - Cultural alignment
 - Getting talent
 - Organizational needs of knowledge and skills
 - Knowledge sharing



Customer Focus

- Questions
 - Best way to engage our customers
 - Customer friendly processes
 - Long term customers



Strategic Relationships

- Questions
 - Who do we need
 - Who needs us
 - What is the perception
 - Trust and loyalty



The Why's

- Like children
- Uncover the roots
- What is behind the interests



Gaining Leverage

- Leverage is applying pressure
- Impact is the quality and depth of a decision



Ripple Effects

- Others perspective
- 360-degree look



Detractors

- What area has the most resistance
- What area has the biggest opportunity
- Where is the weakest area
- Where is the most support
- Where is there existing momentum



Final Words

- Organizations continue to mature in Project Management
- Mission and vision focus
- Portfolio Management



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