NASA PM Challenge 2006

Refocusing the Established Team

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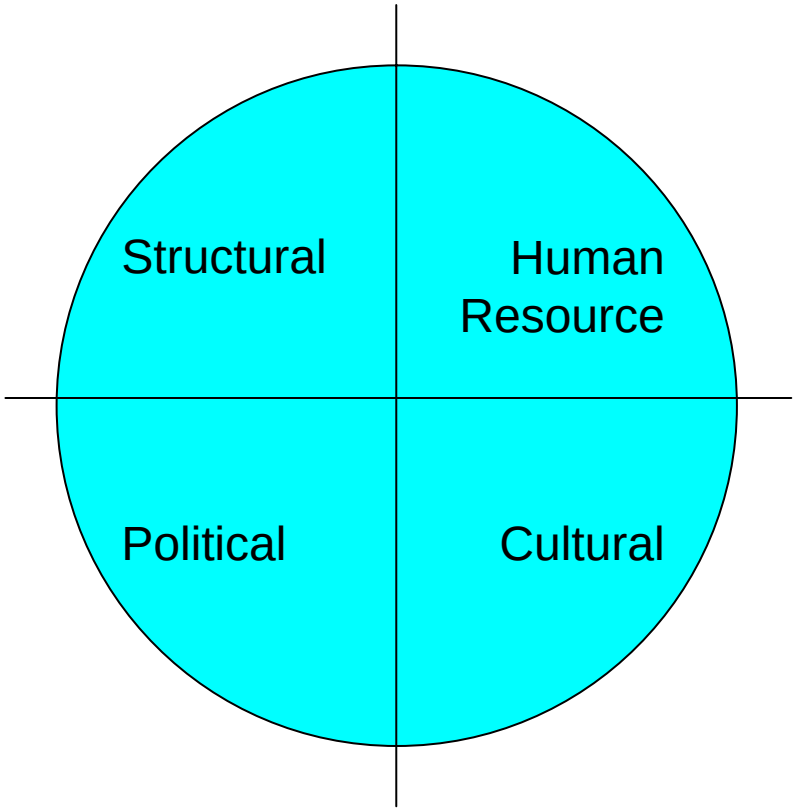
NATIONAL AERONAUTICS
AND SPACE ADMINISTRATION

Team Structure - A Balancing Act



Your Team

- What is driving the Change ?
- What Needs to Change ?
- How do we make the Change ?
- What is going to be the reaction to Change ?
- How do we manage individulal team members ?

Structural

What Will Need to Change ?

- Strategy ?
- Structure ?
- Co-ordination ?
- Rules & Policies ?
- Core Work Processes ?
- Work Environment ?

How to Change ?

- Clarify new direction – strategic planning process
- Identify areas of instability
- Align roles, structure, environment and technology
- Remove obstacles – irrelevant rules, policies and procedures
- Establish urgency
- Get the measurements right !!

Human Resources

What Will Need to Change ?

- Communication ?
- Rewarding Desired Behavior ?
- Skills & Training ?
- Empowerment / Involvement ?
- Managerial Style ?

How to Change ?

- Align rewards & expected behavior
- Skill training, coaching, mentoring
- Participation in implementation
- Communication strategy – not *"spray & pray"* … feedback

Political

What Will Need to Change ?

- Who makes the decisions ?
- Allocating Resources ?
- Agenda Setting ?
- Boundaries ?
- Networks ?

How to Change ?

- Stakeholder analysis – who needs to be onboard & when
- Use informal networks – beware the *"toxic handler !!"*
- Get support from key groups / individuals
- Renegotiate deals

Cultural

What Will Need to Change ?

- Way things done around here ?
- Vision – Identity – Who are we ?
- Symbols & Values ?
- Rituals, Stories & Ceremonies ?
- Alignment ?

How to Change ?

- Clarify Visions & Values
- Strong Leader *"walk the talk"*
- Create quick wins
- Transition rituals – mourn the past – establish dissatisfaction with the present
- Celebrate the future
- Align language & symbols of change
- Maintain the Momentum !!

Cracking the code…

Goals	Explicitly embrace the paradox between value and organizational and team capability
Leadership	Set directions from the top and engage the people below
Focus	Focus simultaneously on the hard (structures and systems) and the soft (culture)
Process	Plan for spontaneity
Reward System	Use incentives to reinforce change and not to drive it

Beer & Nohria, 2000

*OK … so, now you've figured out **what** to change and **how** to change …*

The next thing to think about is ...

Managing reactions to the change:

- ***YOURS***
- and your ***TEAM***

Stages of Reactions

- Denial (Not me!)
- Anger (Not fair!)
- Bargaining (Not yet!)
- Depression (Go away!)
- Acceptance (OK)

Can be in more than one stage and move among them

Example Reactions

	Denial	Resistance	Adaptation	Involvement
Personal eg. moving to a new office	"No big deal. I've moved lots of times."	"How can I possibly do my work in this office."	"If I move my desk over 3 feet & rearrange the filing cabinet, it'll be much better."	"My new office is really great. The new plants and pictures make it a great place to work.
Group eg. new boss	"Our new boss is perfect and won't change a thing."	"We've been here longer and the new boss doesn't even know how we operate."	"Maybe the boss' idea is a good one. How could we make it work here?"	"Wow! This new procedure is fantastic. Why didn't we think of it before?"
Organizational eg. budget cuts	"R&D is critical. They'll never cut our funding."	"If they think they can expect any great insights out of here after this, they can forget it."	"Dividing the work into individual tasks and meeting weekly targets might get it done on time."	"The weekly meetings are working well and a strong team is developing."

Fossum, 1989

Individual Resistance to Change

Every project manager has had a team member that has the skills and smarts to achieve, is genuinely committed to the project and it's success and yet inexplicably fails or worse, does nothing …

Kegan & Lahey 2001

Are they suffering from:

- a competing commitment;
- a big assumption;

Competing Commitments

Example: Typical Project Manager (Tom)

Competing commitments are:

- Kept very well hidden
- Often embarrassing
- Usually voiced via a complaint
- Everyone has one in some form or another

Competing Commitments

Questions to ask:

1. What would you like to see changed so that you could be more effective ?
2. What commitments does your complaint imply ?
3. What are you doing, or not doing, that is keeping your commitment from being fully realized ?
4. If you did the opposite, do you detect in yourself any discomfort, worry or vague fear ?

And finally …

5. By continuing this undermining behavior, what worrisome outcome are you trying to prevent ?

Big Assumptions

- People very rarely realize that they hold a big assumption because they accept them as reality
- Often formed long ago *(a previous experience)*
- Become part of the very fabric of people's existence

Remember !!!

- Be Flexible
- Constantely evaluate your position
- Feedback (good or bad) should be welcomed
- Make sure your milestones are measurable and achievable

The Final Word …

As a good manager, you must guide your team with understanding and sensitivity. The goal of this is to help them become more effective, not find flaws in their work or character. At times, you may feel like a psychologist. But in a sense, all good managers are psychologists.

After all, helping people overcome their limitations to become more successful is at the very heart of effective management.

Kegan & Lahey, 2001