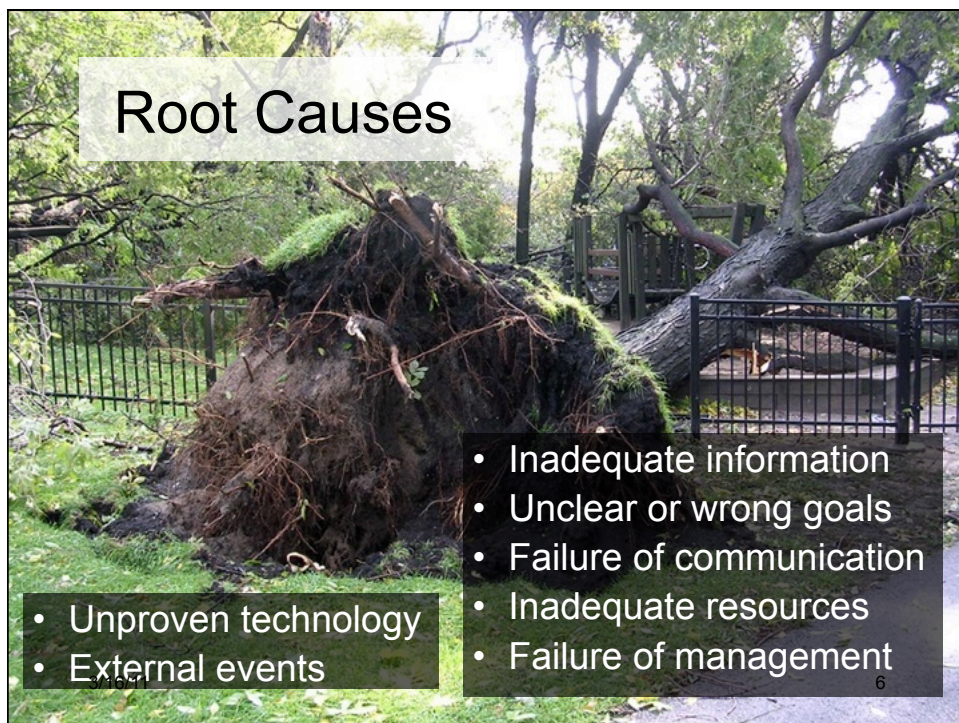


Recognized Symptoms

Emotional Symptoms	Project Symptoms
<ul style="list-style-type: none">• Indecision• Bickering• Fear• Malaise	<ul style="list-style-type: none">• Missing deadlines• No deadlines• Changing requirements• Unchanging project completion percentage• No problems being reported• Deliverables not signed off• Lack of key project deliverables• Excessive quality problems

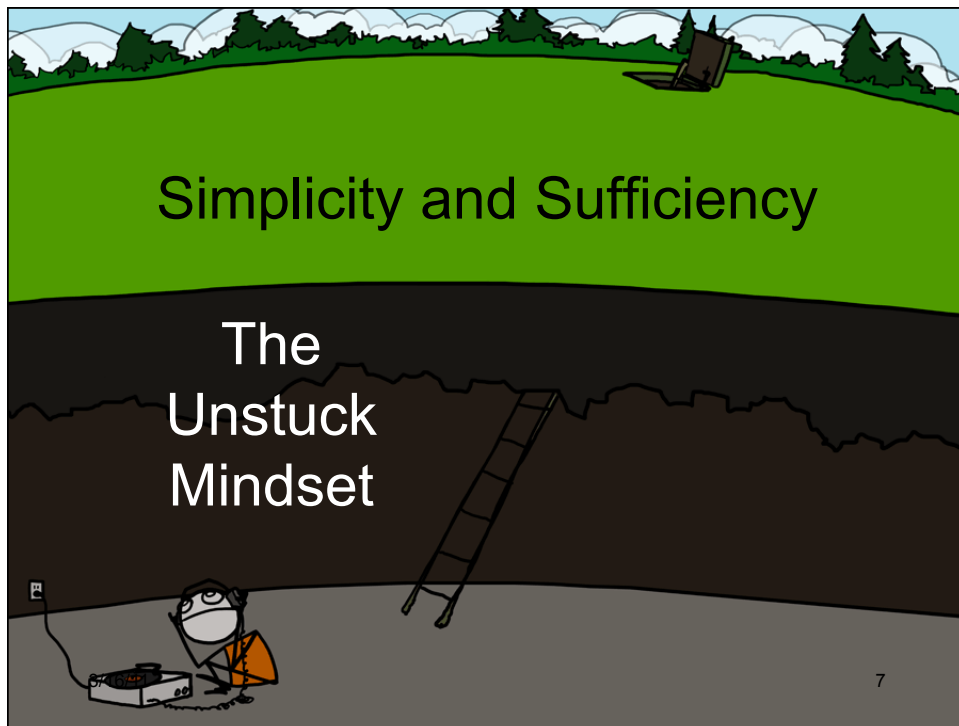
3/16/11 5



Root Causes

<ul style="list-style-type: none">• Unproven technology• External events	<ul style="list-style-type: none">• Inadequate information• Unclear or wrong goals• Failure of communication• Inadequate resources• Failure of management
---	---

6



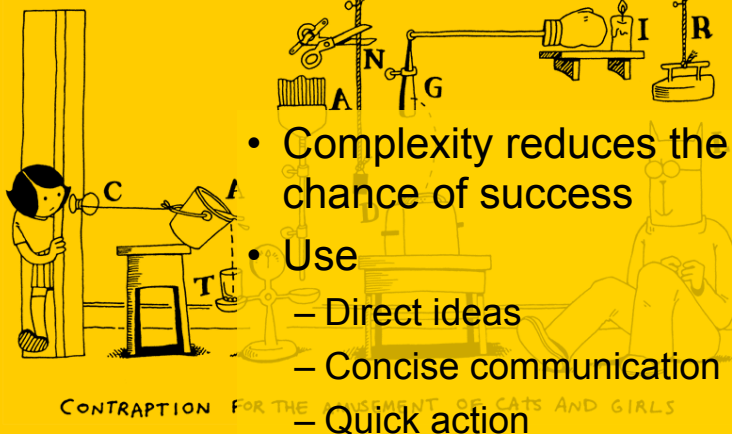
Free Yourself

- Admit to being stuck
 - Help may be next door
 - Lower barriers between people
- Truth \neq pain
 - Being stuck is common
 - Greater frustration w/ inaction
- De-stigmatize 'stuck'
 - "Stuck?" can get colleagues talking

3/16/11

8

Keep It Simple



- Complexity reduces the chance of success
- Use
 - Direct ideas
 - Concise communication
 - Quick action

3/16/11

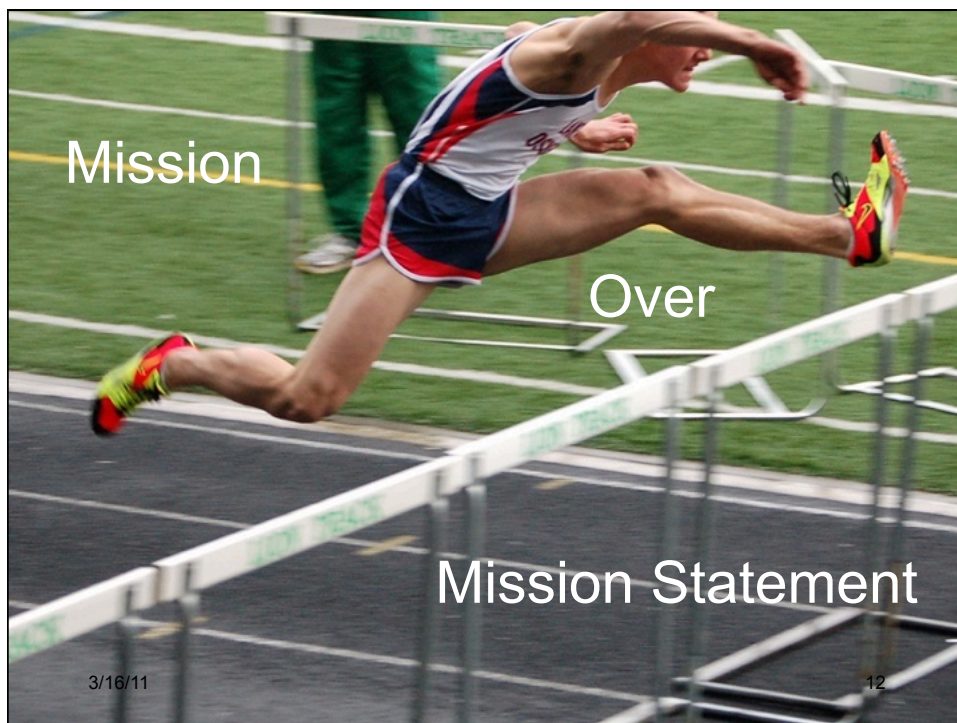
9

85% Is Good Enough

- Breakthrough creates momentum
 - People will add their own energy
 - Use headway to change morale

3/16/11

10



Mission

Mission Statement

Increase cycling.

Choose benefits on line.

Our goal is to assertively supply economically sound infrastructures and enthusiastically administrate high-payoff materials for 100% customer satisfaction.¹³

3/16/11

Mission Practical

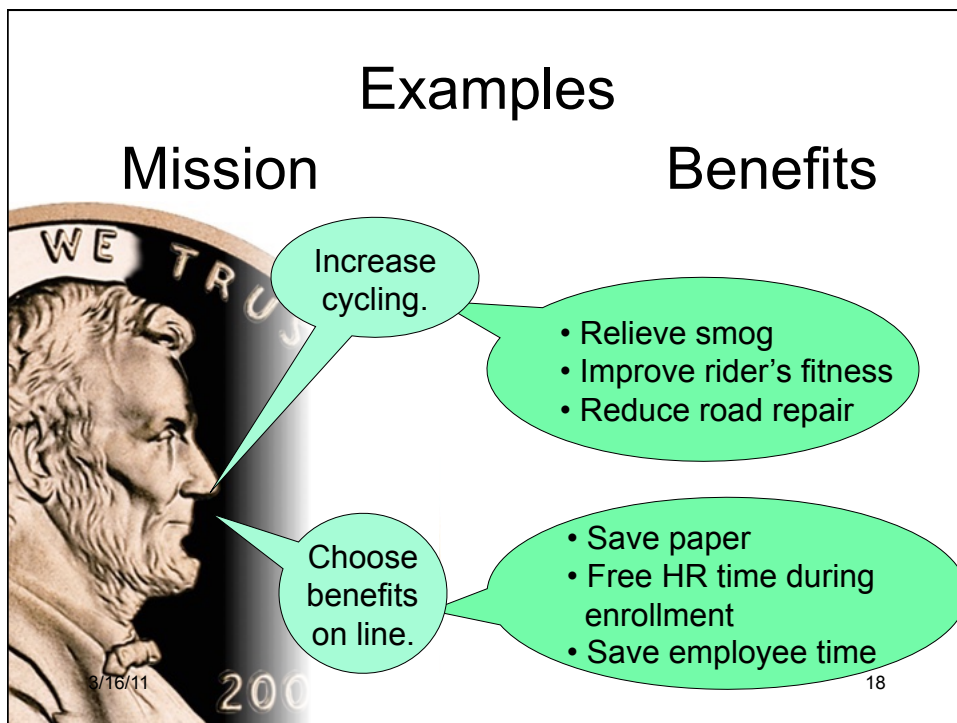
Why Does This Project Exist Now?

Now!
Victory Bonds


3/16/11

14





Benefits!



- List at least five benefits for your project
- What will improve when we finish?
- Time: 1 min.

3/16/11 19

Sharing the Benefits



- Is anyone stuck?
- Which project do you want to work on?
- Time: 4 minutes

3/16/11

Targets Practical



3/6/11 Who Cares About Our Success?

Who Should Praise the Completed Project?

- List at least five targets of your project
 - Groups or individuals
 - Internal or external
 - Beneficiaries or other stakeholders
 - Workers or executives
- Time: 2 min
 - “Who cares (or should care) about the outcome?”

3/6/11

22

Pick Your Bull's-Eye

- Number the results
 - Most important first
 - Descending importance
- Edit the results
 - Try to add a name where you have groups
 - Enhance personal contact
- Time: 2 min

most
gratifying
person to
speak about
your success

3/16/11

23

Increasing Engagement



Project Team Dynamics

3/16/11

24



How Do We Discover Other's Needs?

- Ask about
 - Satisfying jobs
 - Fulfilling hobbies
 - Where and why of travel
- Listen for themes
 - Longings
 - Paths to achievement

3/16/11

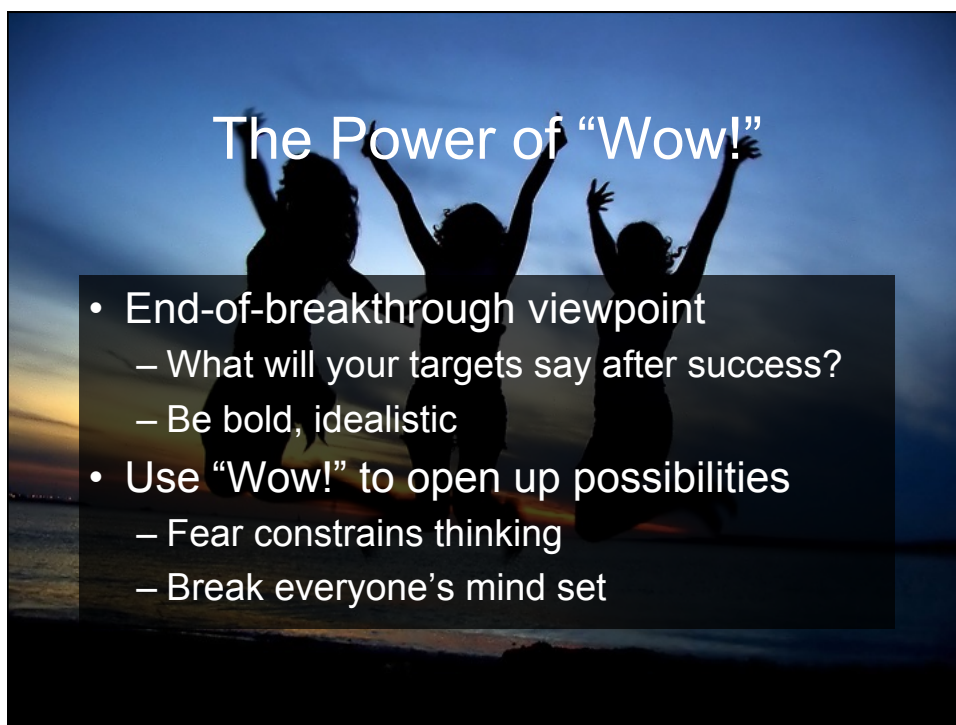
27

A Moment of Reflection

- Who is most disengaged?
- Do you know what they need?
- Will any of the benefits speak to them?

3/16/11

28



Guam Networking Example


- Objective: Replace billing system (Budget >\$1M)
- Barrier: IT staff, unreliable network
- Wow!:
 - “With their help we made up four weeks and reduced packet loss by three orders of magnitude!”
- Breakthrough path:
 - Rate consultant -> IT team
 - Brought in via rate consultant contract
 - Question asked to work begun: < 2 weeks
- Cost: ~15% of total budget

3/16/11

Retrospective Success

<i>Mission</i>	<i>Wow!</i>
Increase cycling.	Wow! They doubled the number of bike-day commuters this year!
Choose benefits on line.	Wow! Open enrollment from home!
	Wow! From prototype to production in a month!

3/16/11



Your Mission: Three Wow! Statements

- Look back after breakthrough
 - Hear your sponsor's voice
 - Hear your customer's voice
 - Hear your boss's voice
- Think big, smile, laugh at your outrageousness
- Time: 3 min



Sharing Your Wow!

- Is anyone stuck?
- Which praise would you like the most?
- Time: 8 minutes

3/16/11 34



3/16/11

Planning Practical

A Simple Approach for the Top Tier

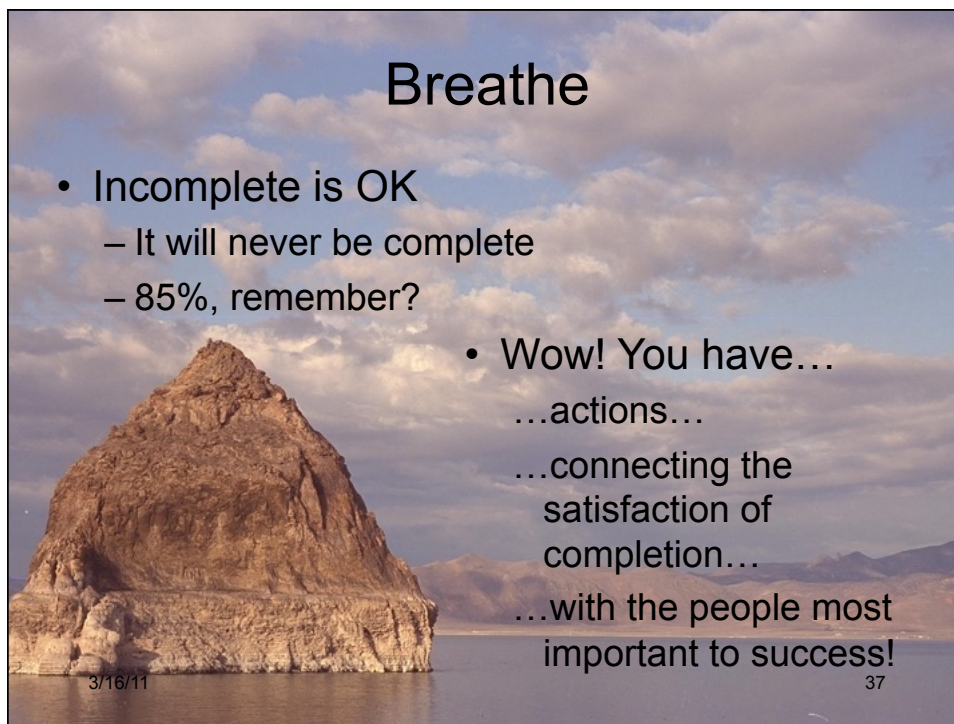
35



Brainstorm Tasks

- What actions must we take to make our wows a reality?
- How will our prime target experience our benefits?
- Generally a team activity

36



Breathe

- Incomplete is OK
 - It will never be complete
 - 85%, remember?
- Wow! You have...
 - ...actions...
 - ...connecting the satisfaction of completion...
 - ...with the people most important to success!


3/16/11 37



Executing Breakthrough Plans

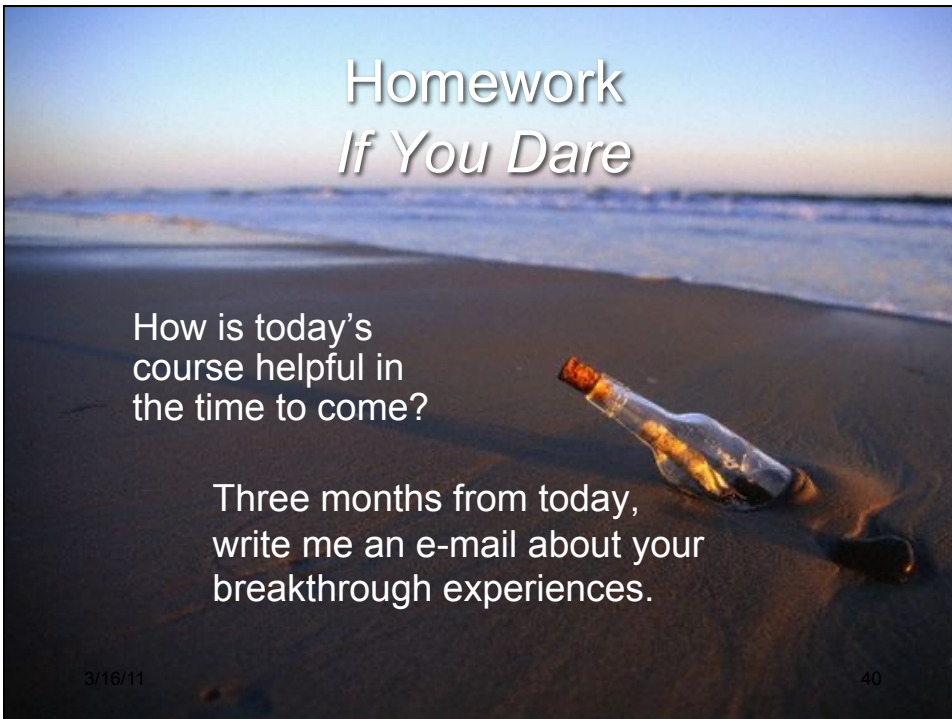
- Act for the audience
 - Every task has a target
- Define specific accomplishments
 - Understandable supports executable
- No ownership, no action
 - Create specific assignments
- No deadline, no action
 - Work expands to fill the available time

3/16/11 38



You can
regain project momentum quickly
when you

- Reconnect with purpose
- Clearly identify project benefits and beneficiaries, and
- Work from a vision of success



Homework
If You Dare

How is today's
course helpful in
the time to come?

Three months from today,
write me an e-mail about your
breakthrough experiences.

3/16/11 40



Reading Suggestions

The Magic Megaphone by Nick Montoya

- The basis for this course
- Very rapid technique

Unstuck by Keith Yamashita & Sandra Spataro

- Direct, concise help for managers & teams in trouble

3/16/11 41



Steaming Kettle Consulting

think outside the office

Phone: 503-803-7627

Email: chris@steaming-kettle.com



Credits



Credits

- Piles of Boxes: <http://z.about.com/d/firstaid/1/0/U/5/-/-/CardboardBoxes.jpg>
- Out of the Box: <http://www.bigstockphoto.com>
- Silver Megaphone Lady: <http://www.bigstockphoto.com>
- Message in a Bottle: <http://www.conwasa.demon.co.uk/message-in-a-bottle-found-10-mar-05.jpg>
- Ancient Tome: http://www.booktrailersonline.com/images/book_old_sxu_722638.jpg
- Question mark: <http://www.wales.nhs.uk/sites3/documents/582/question%20mark.jpg>

Credits