



From Traditional Project Management to Strategic Project Leadership

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From Project Management to Strategic Project Leadership®

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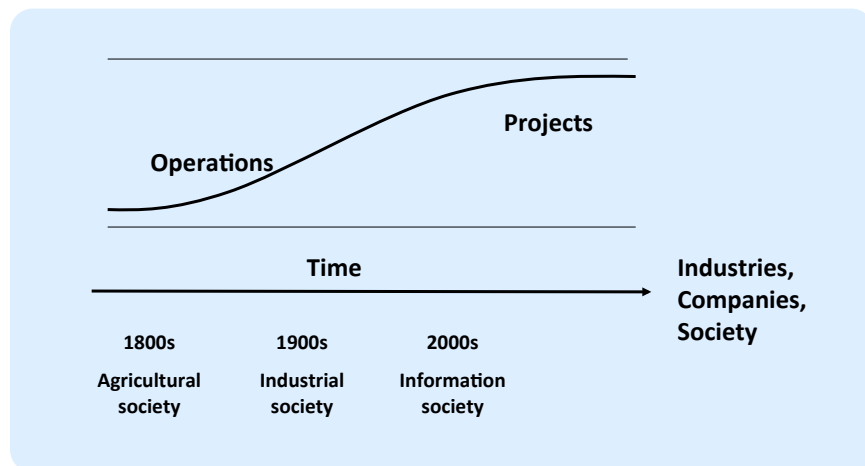
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The Increasing Share of Projects



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But...

**Too Many
Projects Don't
Make it**

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Increasing Challenges in Modern Projects

- **Complexity is Going Up**
- **Time is Getting Shorter**
- **Technological Change is Faster**
- **Innovation is Critical**

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The Story of Two Modern Projects



Airbus A380



Boeing 787

Could They Do Better?

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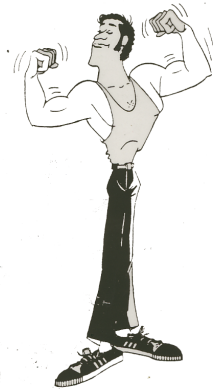
**Why Projects
Don't Make it**

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Is it the Project Manager?

No, But They Need More Power and New Skills

AT PROJECT INITIATION



AT PROJECT TERMINATION



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Is it the Tools?

INTD

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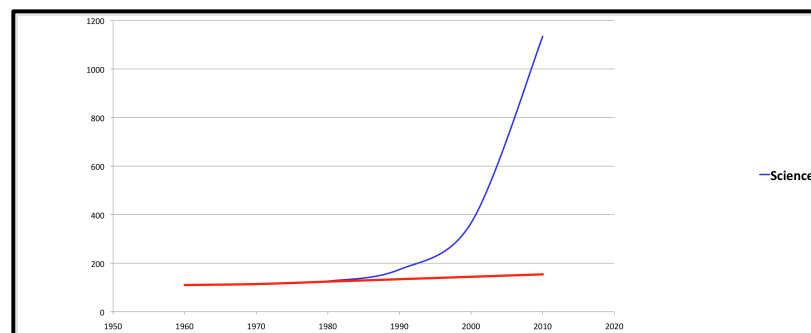
What Do We Know in the Profession?

**If You Do Everything by “The Book”
Will Your Project be Successful?**

What's Missing in the Book?

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Rate of Knowledge Growth

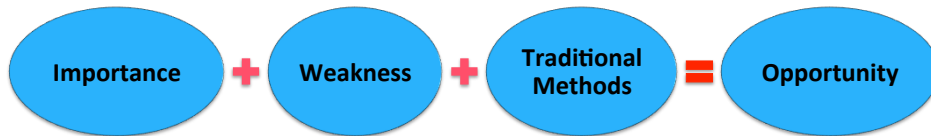


Technology & Science

Project Management

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The Opportunity



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危机

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Our Research

- ✓ 25 years of studies on hundreds of projects
- ✓ 30+ researchers, in 8 universities, 6 PhDs
- ✓ 50+ research articles, 150 publications, 5 books
- ✓ Consulting to major corporations – 3M, Honeywell, NASA, Trane, Dow Jones, IAI, ...
- ✓ Action research – looking for “next practices”
- ✓ Award-winning method & industry proven

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Out of 25 Years of Research - One Study:

Why Some Projects Make it Big?

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“The Common Story of Great Projects”

MIT, Sloan Management Review, 2011

1. **Unique competitive advantage and exceptional value**
2. **A long period of project definition for creating a strong vision and commitment**
3. **Creating a unique project culture**
4. **Highly qualified leader with unconditional support**
5. **Maximum use of existing knowledge and collaboration**
6. **Integrated teams, adapting quickly to business, environment, and technology changes**
7. **A strong sense of partnership, ownership, and pride**

This is Really the Story of “Great Project Managers”

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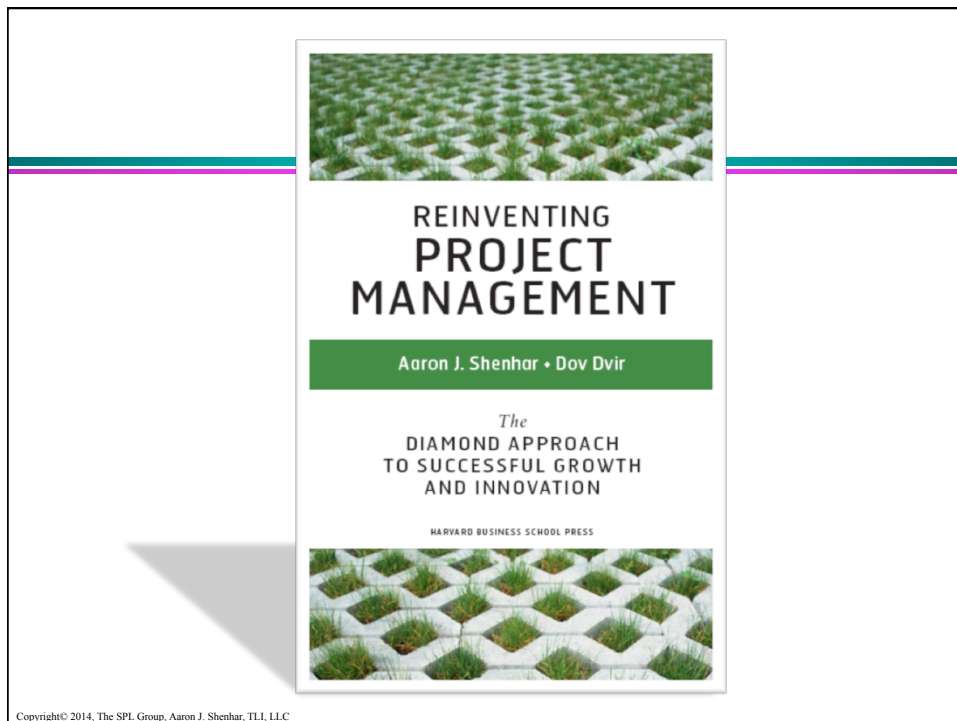
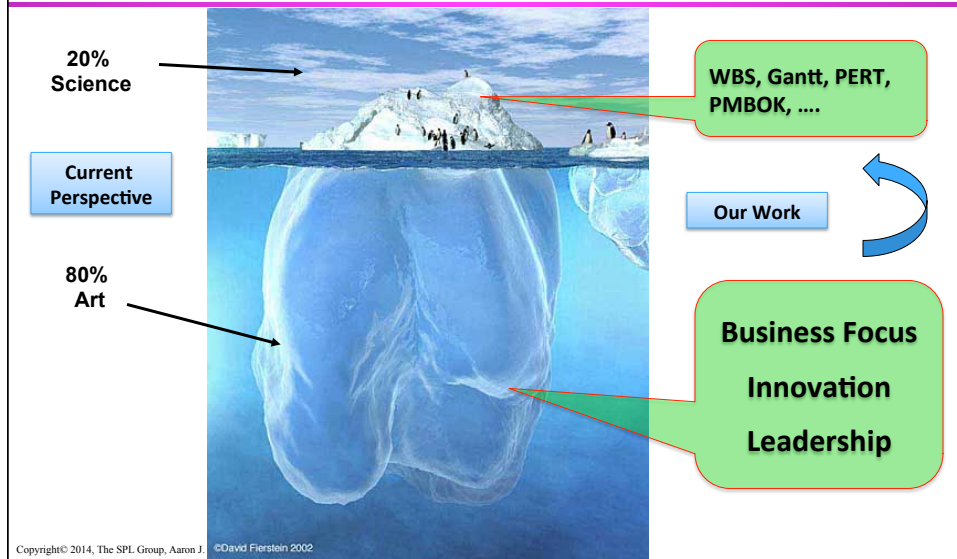
Three Areas Distinguish Great Project Managers

MIT, Sloan Management Review, 2011

	Factor	Business Value	Uncertainty, Innovation	Leadership, Team Pride
1	Unique Competitive Advantage/Value	X	X	
2	Long time for creating a strong vision and commitment	X		X
3	A Unique Project Culture			X
4	Highly qualified leader with unconditional support of top managers	X		X
5	Maximum use of existing knowledge and collaboration		X	
6	Integrated teams, adapting quickly to business, environment, and technology	X	X	X
7	Strong sense of partnership, and pride			X

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Project Management Execution as Science and Art



The Responsibility of a Project Manager

Can We Ask them to do More?

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Taurus 1

Taurus 2



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Two Ways to See a Project

Traditional PM
Collection of activities to
be completed on time

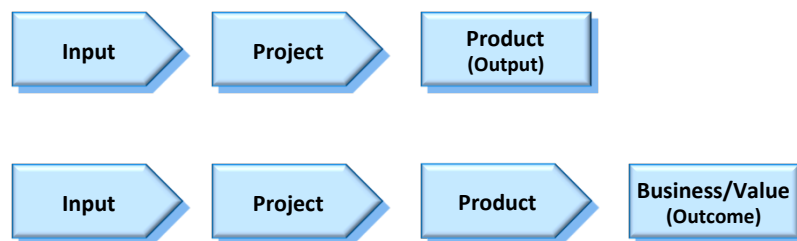
Tactical
Delivery of Output
Product

The New Paradigm
Organizational process to
achieve business results

Strategic
Value of Outcome
Business

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From Classical to Modern Project Management



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Strategic Project Leadership®

The Concept – Increase PM's Responsibility



- **Projects are Done to Create Value & Business Results**
- **You are the Leader - Responsible for Business Outcome**
 - The “CEO” of Your Project
 - Sponsor is Still Accountable
- **Integrate Strategic, Innovation, and Leadership Aspects, with your Traditional Processes and Tools**

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How SPL Would Make a Difference

2007

Motorola Q Phone



iPhone



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“The SPL Way”

- ✓ **The SPL Way is:**
 - ✓ **Inspiring project managers to be the business leaders of their projects**
 - ✓ **Giving them the tools to do that**

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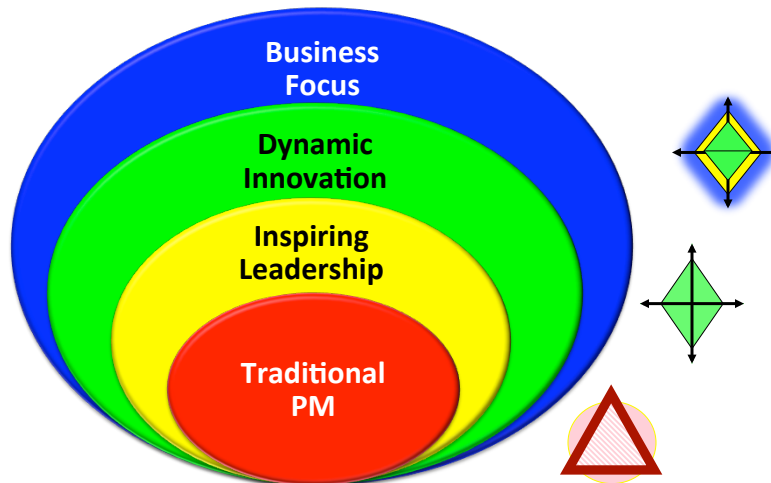


“The SPL Way” Involves An Organizational System

Level	Role/Tools
Executive Governance	Selection Charter Reviews
Project Managers	Project Strategy Innovation Leadership/Spirit Execution
Team Members	Strategic Focus Continuous Value Building

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Strategic Project Leadership® (The New Knowledge - Science of Project Management)



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The 4 SPL Principles - BILT

- » **Business** – Everything is driven by and focused on business
- » **Innovation** – Adapt to innovation and context – each project is different – one size does not fit all
- » **Leadership** – Leadership and inspiration make it work
- » **Team Power** – Unleash the power of teams & individuals

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The SPL Way Involves

- **Driven from the Top – Executive Commitment**
- **Educational Programs**
- **Dedicated Tools**
- **Team Coaching**
- **Company Specific Processes**

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The SPL Tools

- | | |
|---|--|
| ✓ Initiation Document | ✓ SPL Planning Guide |
| ✓ Project Strategic Charter | ✓ SPL Gate Review Document |
| ✓ Success & Failure Criteria | ✓ SPL Gate Review Analysis |
| ✓ Project Profile – ID | ✓ SPL Maturity Analysis |
| ✓ Project Strategy | ✓ In-depth SPL Project Review |
| ✓ Value Analysis Map | ✓ Project Rescue Plan |
| ✓ Strategic Focus Plan | ✓ Project Excellence Assessment |
| ✓ Diamond of Innovation | ✓ Portfolio Management |
| ✓ Project Spirit | ✓ In Development |
| ✓ SPL Functional Matrix | ✓ SPL Accreditation Test |
| | ✓ Critical Component Analysis |

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The Power is in Your Plans (SPL Planning Tools)

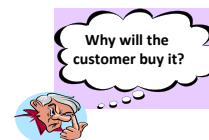


Aspect	Tools	Objective of Plan
Business	Strategy	Create competitive advantage, benefit and value
Innovation Uncertainty	Diamond of Innovation	Adapt to specific uncertainty & context
Leadership	Spirit	Create energy, pride, and motivation
Delivery	Traditional Tools	Traditional processes for on time delivery

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List of Strategy Components

- **Project Initiation Document –**
 - (Expanded Charter)
 - Why, What, How, When
- **Success and Failure Criteria**
- **Strategic Idea – Basis for differentiation**
- **Value/Comp. Adv. – Why will they buy it?**
- **Strategic Focus – What will the team do?**



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The Power is in Your Plans (SPL Planning Tools)



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Combining Innovation and Project Management

Innovation

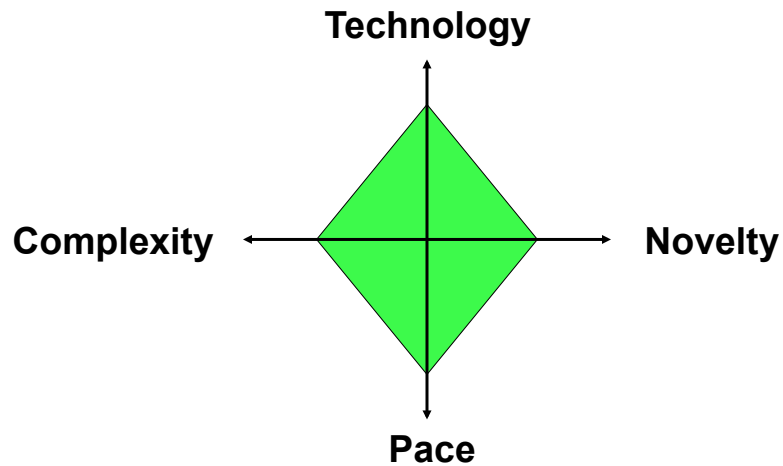
Project

Every Project is Actually an Innovation

But “One Size Does Not Fit All”

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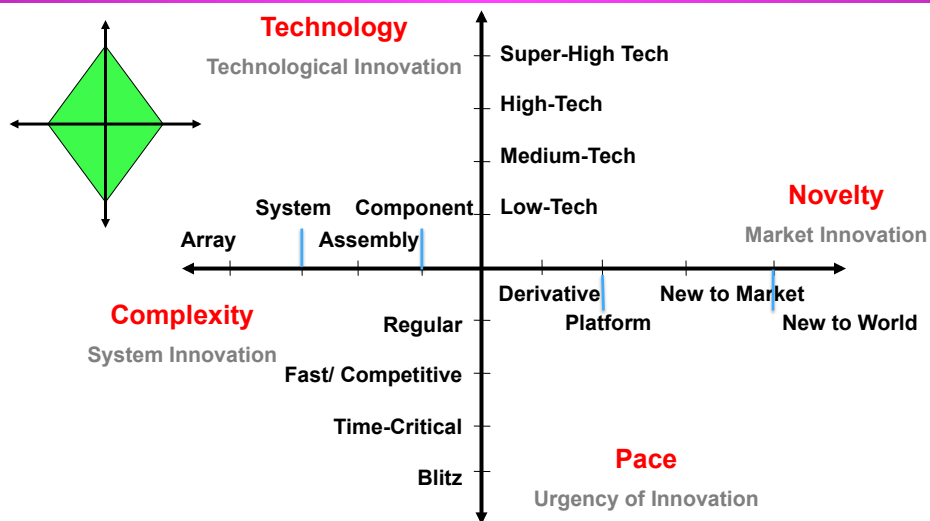
Diamond of Innovation Analysis



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The “Diamond of Innovation”

(Unique for Each Project)



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The Story of Two Modern Projects



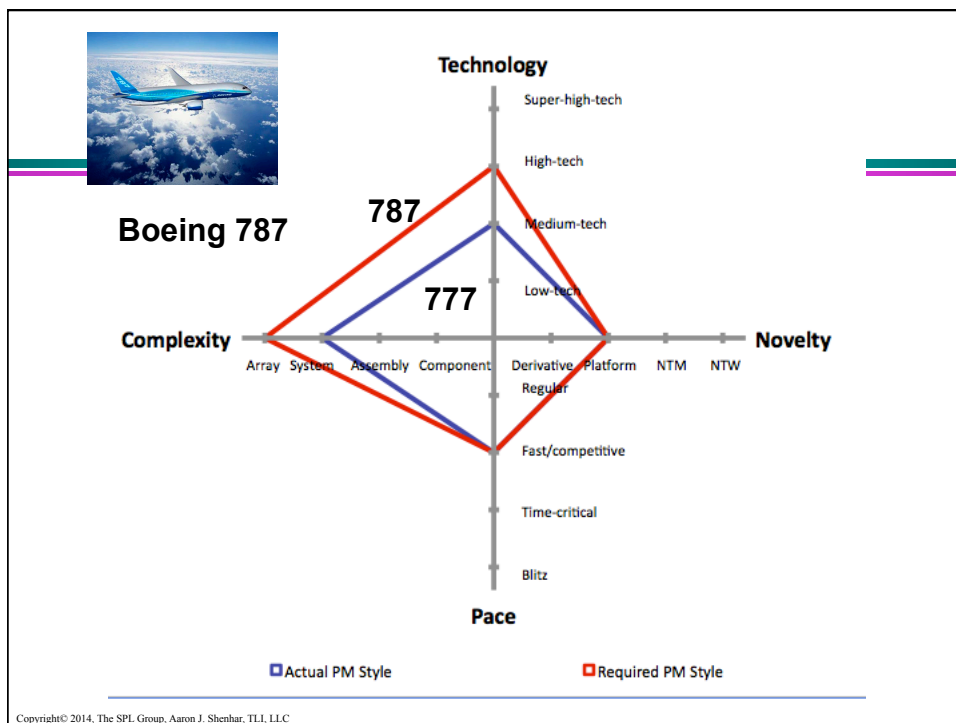
Airbus A380



Boeing 787

Could They Do Better?

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The Power is in Your Plans (SPL Planning Tools)



Aspect	Tools	Objective of Plan
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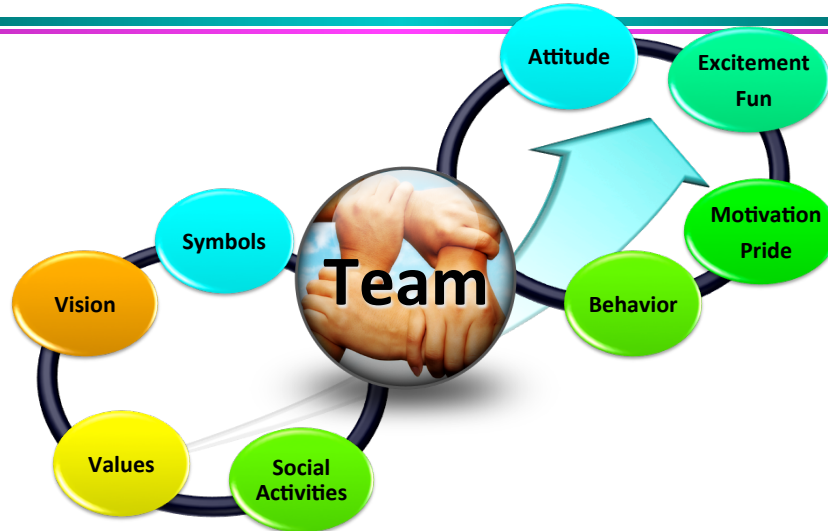
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What is Project Spirit?

The collective team's
attitude, emotions, and
motivation, focused on an
exciting vision of the
project's outcome

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The “Spirit Diamond” Project Manager’s “Leadership Tools”



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Project Leadership Through Spirit and Vision

- **Vision:**
 - Exciting Description of Project Outcome
 - Motto - Short Symbolic Statement
- **Examples:**
 - » BMW - “A Muscular Car, Wants to be Driven!”
 - » 3M - “Sticks Around”
 - » “The Beam of Life”
 - » “Free to Kiss”
 - » “Let Ella take care of your Umbrella”

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What Will You Get From The SPL Way

- Better Business Results
- Better on-Time Delivery
- More Fun

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Is it the Project Manager?

AT PROJECT INITIATION

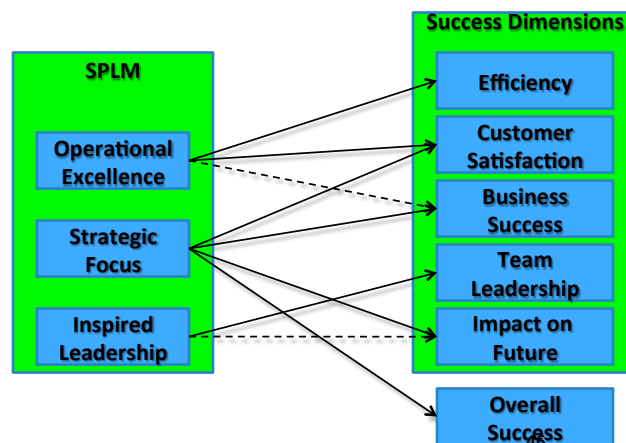


AT PROJECT TERMINATION



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SPL Implementation Success Research Finding (n=188)



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Business Results of SPL Customer Experience

- **Product Development Company:**
 - Increased market share by over 50% after 5 years
 - Went public, bought; Continues growth 15 years
- **Service Provider:**
 - Stock went from \$100 to \$2100 over 10 years
 - Revenues from \$200M to a \$1B
- **City Government (Tax Office):**
 - Increased equalized property value by \$500M+
 - Reduced effective tax rate by 16%
 - Best city services in the State of NJ

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SPL in Norway

- ✓ **SPL is Collaborating with**
 - ✓ **Holte**  holte consulting
always successful projects
 - ✓ **Professor Ralf Muller**
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