Successfully Managing Highly Charged & Political Projects

4th Annual Professional Development Days!

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Project Sample #1

- Video Lottery Modernization Project
  - $100m +
  - Government (Provincial – Canada)
  - Revenue $1B +

- Biggest Risk Factors
  - Internal Employee Culture
  - Executive Turnover
  - Multiple Governments / Regulations / Board
  - Rocky Vendor Relationships

Project Sample #2

- Video Lottery Modernization Project
  - $100m +
  - Government US
  - Revenue $3B +

- Biggest Risk Factors
  - Internal Employee Culture
  - Executive Turnover
  - Government - 2 Failed $1B + Projects

Project Sample #3

- Lottery Operations & IT Transition Project
  - $200m +
  - Government US
  - $5B +

- Biggest Risk Factors
  - Industry Leading Project (the watchers)
  - Government Politics
  - Media & Political Attachment
  - Rocky Vendor Relationships
  - Contracts

Focus Areas

1 - Stakeholder Analysis

- Key Relationship PROJECT SPONSOR
  - Know your sponsor!
  - Build a relationship get them onside!
  - Empowered to speak as one voice!

- Understand Vendors
  - Know your vendor leaders where does the buck stop
  - Understand their influence on Sponsor

1 - Stakeholder Analysis

- External Influencers
  - Know influencers
    - consultants
    - employees
    - vendors
    - governments

- Cultural Differences
  - Terminology
  - Work style
  - Communication style

- Politics
  - Assess political landscape;
    - government various levels
    - Associations (pro / con)
    - unions
    - executives
    - employees
    - vendors
  - Know media influences

#2 - Governance Structures

- Program Structure
  - Project Workstreams & Project Managers
  - Project Manager consistent application of process
  - Build a Team (team reputation for success / personal brand)

- Structure strict reporting and governance structures
  - Executive Committee
  - Steering Committee
  - Operations / Working Committee
  - Manage the message

- Reporting
  - Control audience on committees (must add value)
  - Limit information to need to know based on accountability
  - Transparency at various levels of reporting
  - Eliminate noise (control the agenda / critical path thinking)
  - Be direct with communication
  - Get off email and hold issue resolution workshops
  - Smartphone updates to Executive

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#3 - Vendor Management

- Team Approach
  - Transparency - NDA
  - Personal Brand & Reputation for Success
  - Resolve vendor problems for them
  - Be approachable
  - Solution oriented / not to find blame

- Vendor Hierarchy
  - Who does the vendor PM report to?
  - Who owns the project?
  - What is their business case?
  - Impact of project on Project Manager

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#4 - Contract Management & Negotiation

- Contracts
  - Know vendor contract language
  - Understand penalty clauses & incentives
  - Be an advocate for project success vs contract battles

- Negotiations
  - Get out of email – F2F discussions
  - Contract as a framework / priority project goals
  - Resolve problems
  - Decision risk - resolution agreement ahead of meetings
  - Penalty as a last resort
  - The (CYA) Decision & Action Register

Summary

Rocky Vendor Relations	• Establish good vendor management process • Identify the vendors priorities and business case pressure • Understand cultural differences
Government Politics	• Governance structure • Know the political actors • Project Manager Empowerment
External Influences	• Complete Stakeholder analysis • Understand the media impact • Analyze the special interest groups
Contracts	• Understand contract language • Problem resolution • Project goals vs contract

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Questions

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