



Engaging Talent Management to Increase Project and Business Success

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Engaging Talent Management



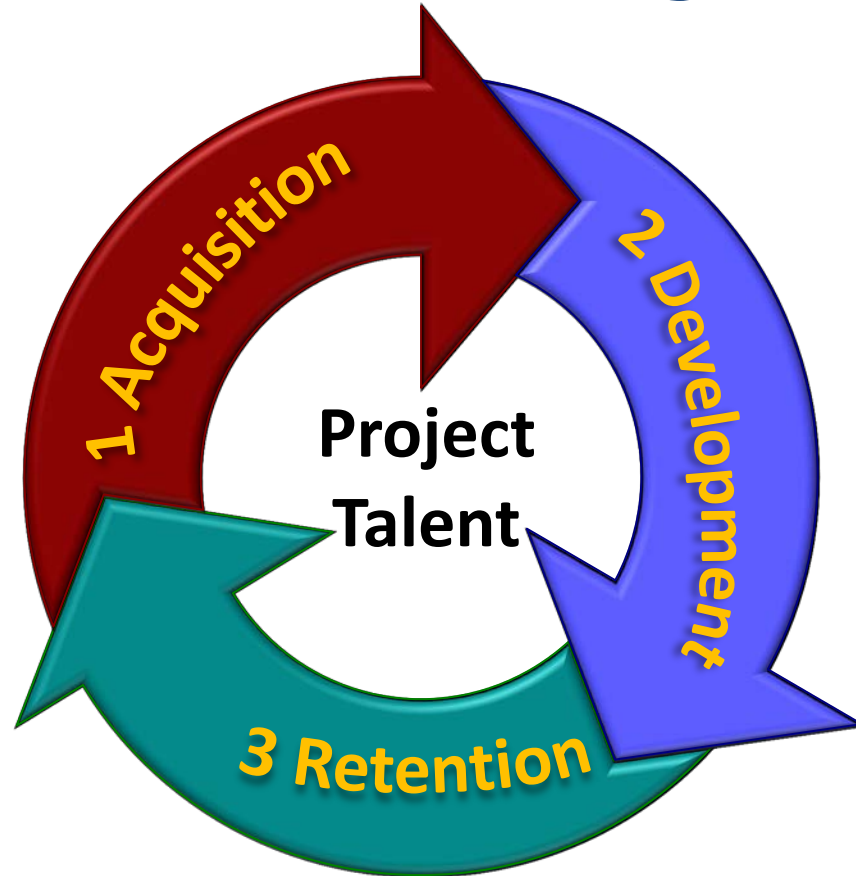
- What Is Talent? Where do we get it?
- Talent Acquisition, Development and Retention
- Desperately Seeking Talent: The Talent Tetrahedron
- The Stairway to Talent Development
- Project Roles and Talent requirements
- Managing Talent Retention



What Is Talent? Where Do We Get It?

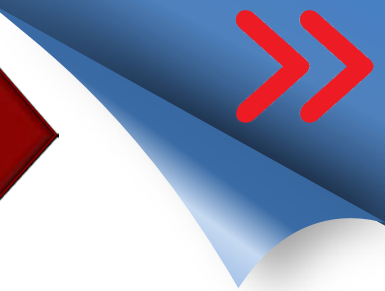
- ◆ Wisdom
- ◆ Judgement
- ◆ Skills
- ◆ Experience
- ◆ Intelligences
- ◆ Expertise
- ◆ Street smarts
- ◆ Insight
- ◆ Savvy
- ◆ Influence
- ◆ Data
- ◆ Information
- ◆ Innovation
- ◆ Competence
- ◆ Knowledge
- ◆ Know-how
- ◆ Style

Actions of Talent Management



1. Talent Acquisition

- Prerequisites to acquisition
 - Job *and* role description
 - Top competences needed (KCI preferred)
- Sources of fresh talent
- Buyers or sellers market?
- Cultural, generational preferences
 - Global, regional, business sector cultures
 - Millennials, GenX, and Baby Boomers

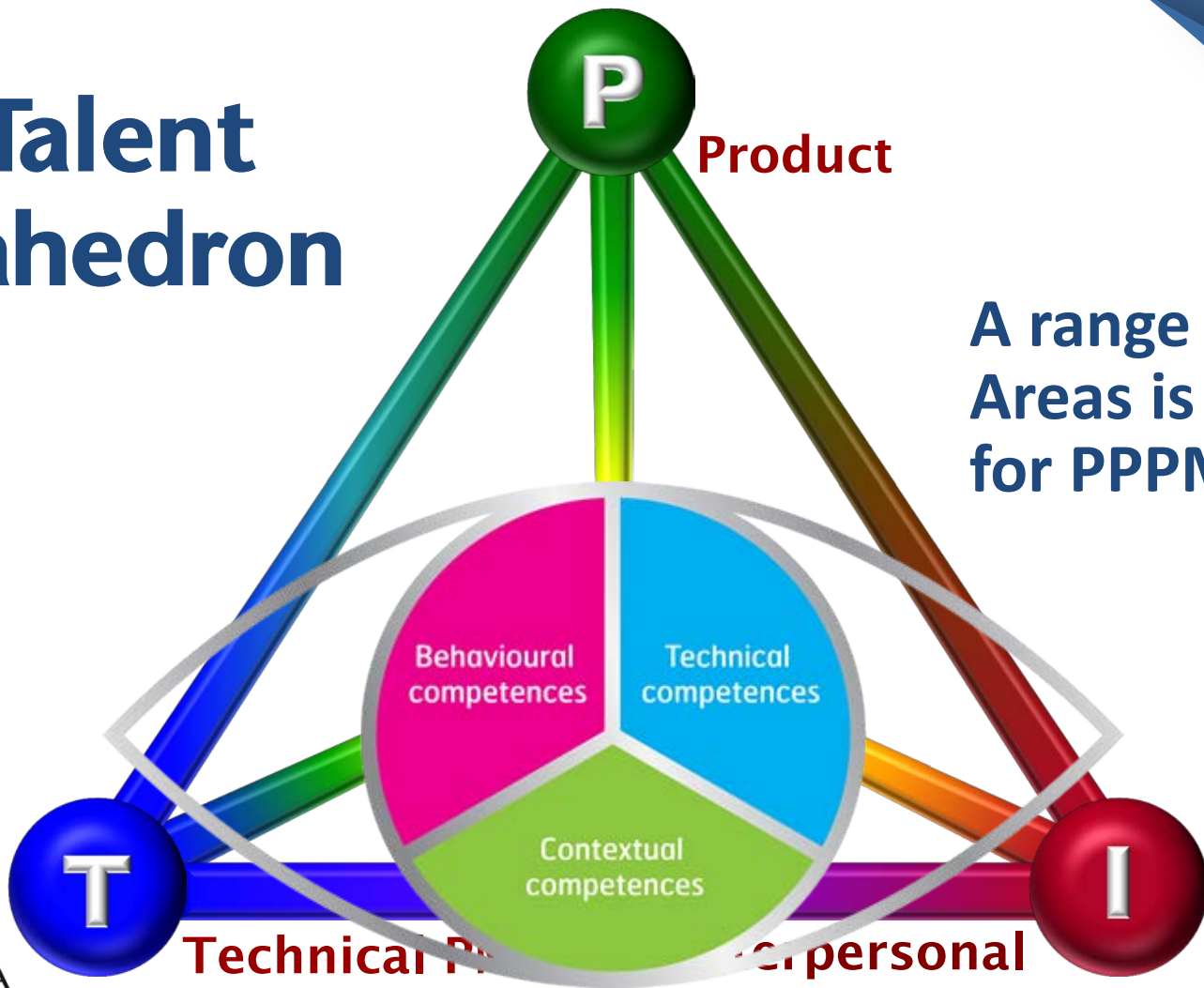


Why Project Talents Differ

- Projects are unique, one-time occurrences
- Projects *change* the status quo
- Projects require deep skills in roles
- Projects require high levels of innovation, independent thinking, creativity, and communication
- Project teams often serve as agents for beneficiaries; this requires high levels of engagement, and knowledge transfer

Project Talent Acquisition, Development and Retention is especially complex, compared to Operations.

The Talent Tetrahedron



A range of Talent Areas is required for PPPM success

Talent Areas In Every Initiative



Technical PM	Interpersonal
Resource planning Risk & issue management Contracting & procurement Estimates, Delegation Scheduling, Cost control Scope & talent management Quality assurance & control Reviews, Change control Status tracking & reporting	Leadership & Influence Sustaining the vision Relationship-building Personal communication Conflict, crisis management Results orientation Engagement & Teamwork Emotional intelligence Ethics
Enterprise Context	Product

Talent Areas In Every Initiative



Technical PM	Interpersonal
Enterprise Context	Product
Strategic alignment Formal/informal organization Power navigation Prioritization & resourcing Benefit realization Cultural, values appreciation Alliance-building Suppliers and contractors Political savvy	Business need Problems & opportunities Business Objectives Business requirements Organizational changes Validation & verification Documentation & training Solution delivery, acceptance Business benefits & results

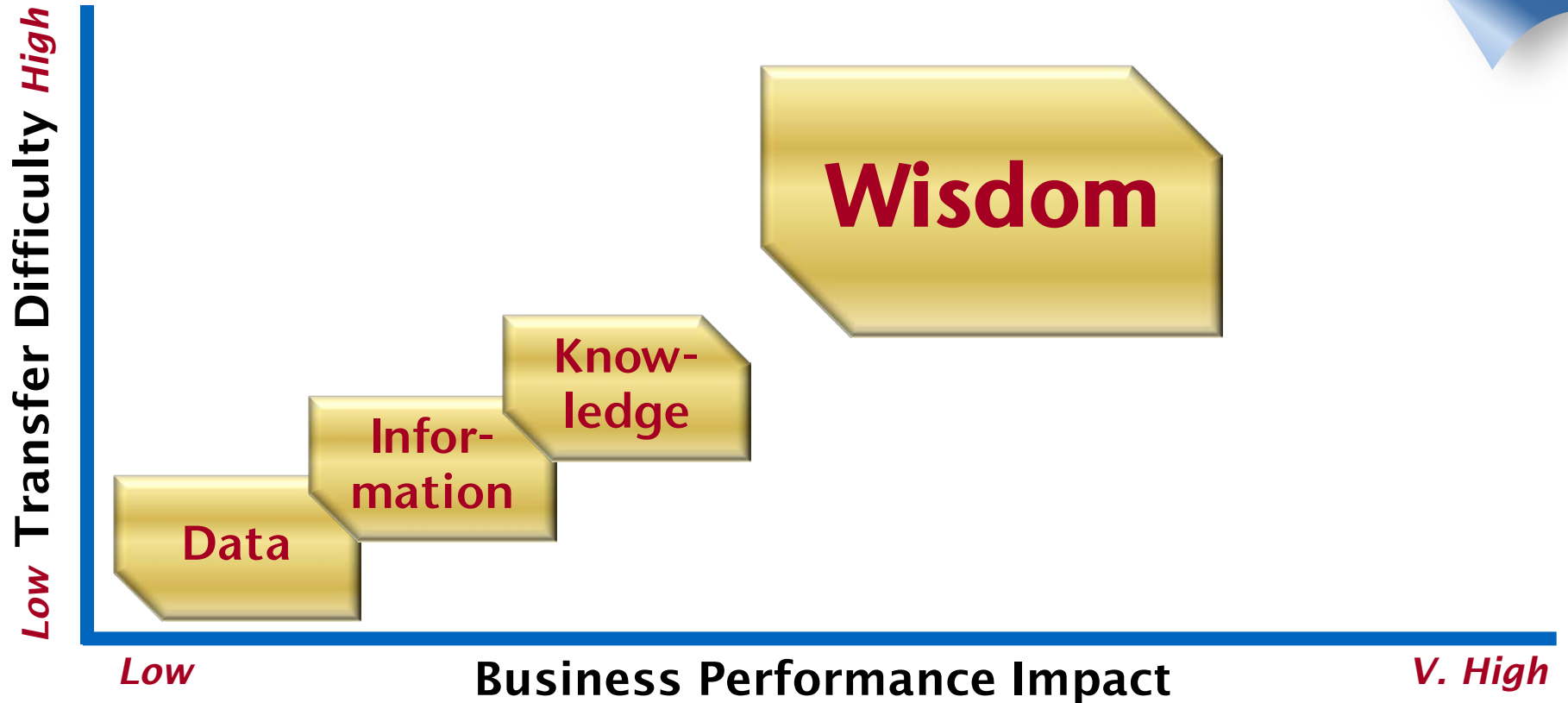
2. Talent Development

We source Project Talent from inside or outside the enterprise, but *Development* is ongoing.

1. How do we develop talent?
2. Does Education or Training develop talent?
3. How do **you** measure Project talent?
4. Who needs Talent? Is it only Project Managers?



A Talent Source: Taxonomy of Data



Adding Knowledge Management

Tacit Knowledge: Key to Talent Management

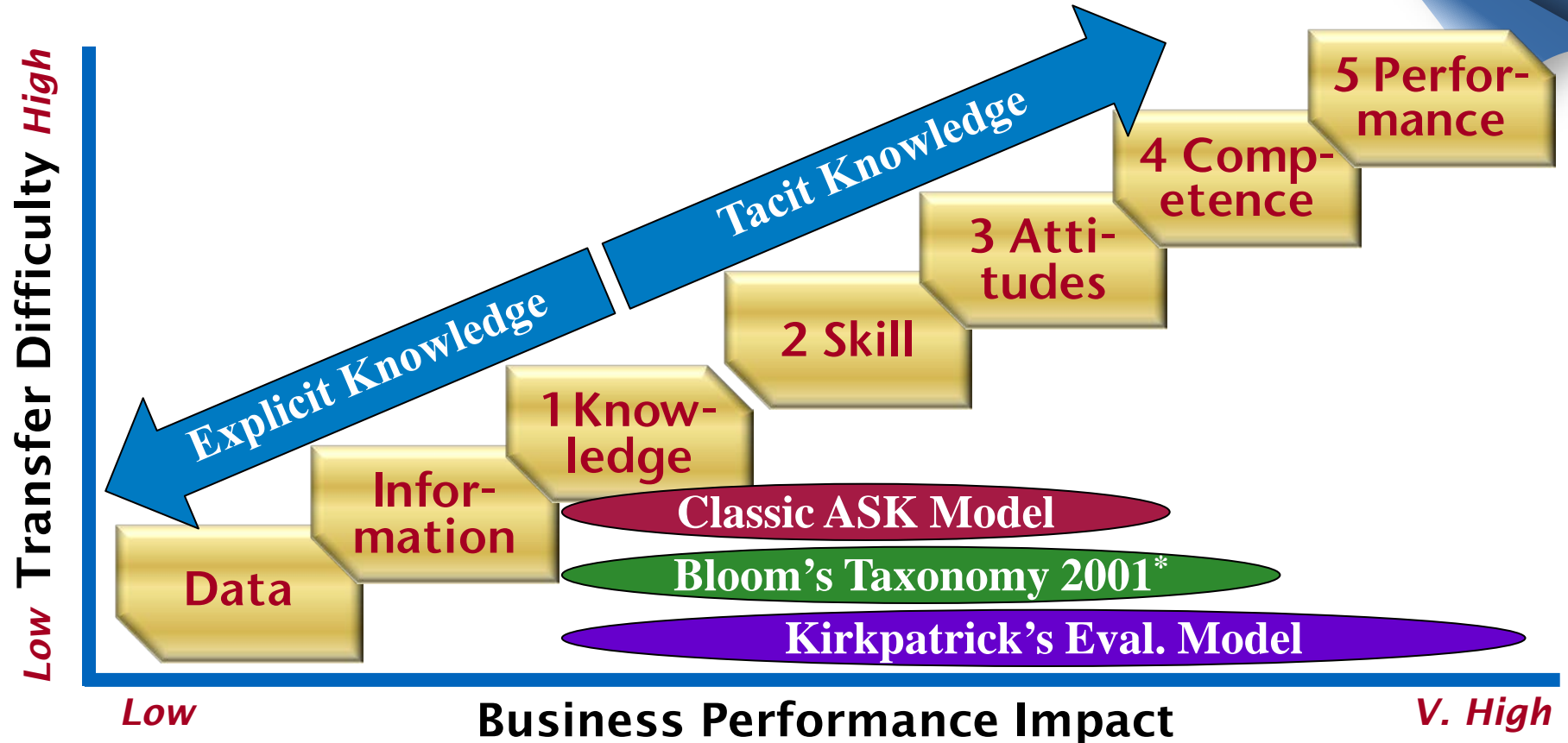


Knowledge

◆ **Codified, written, transmitted or shared; understood by others**

◆ **Experience-based, internal, difficult to transfer to others**

Talent Transfer vs. Business Impact

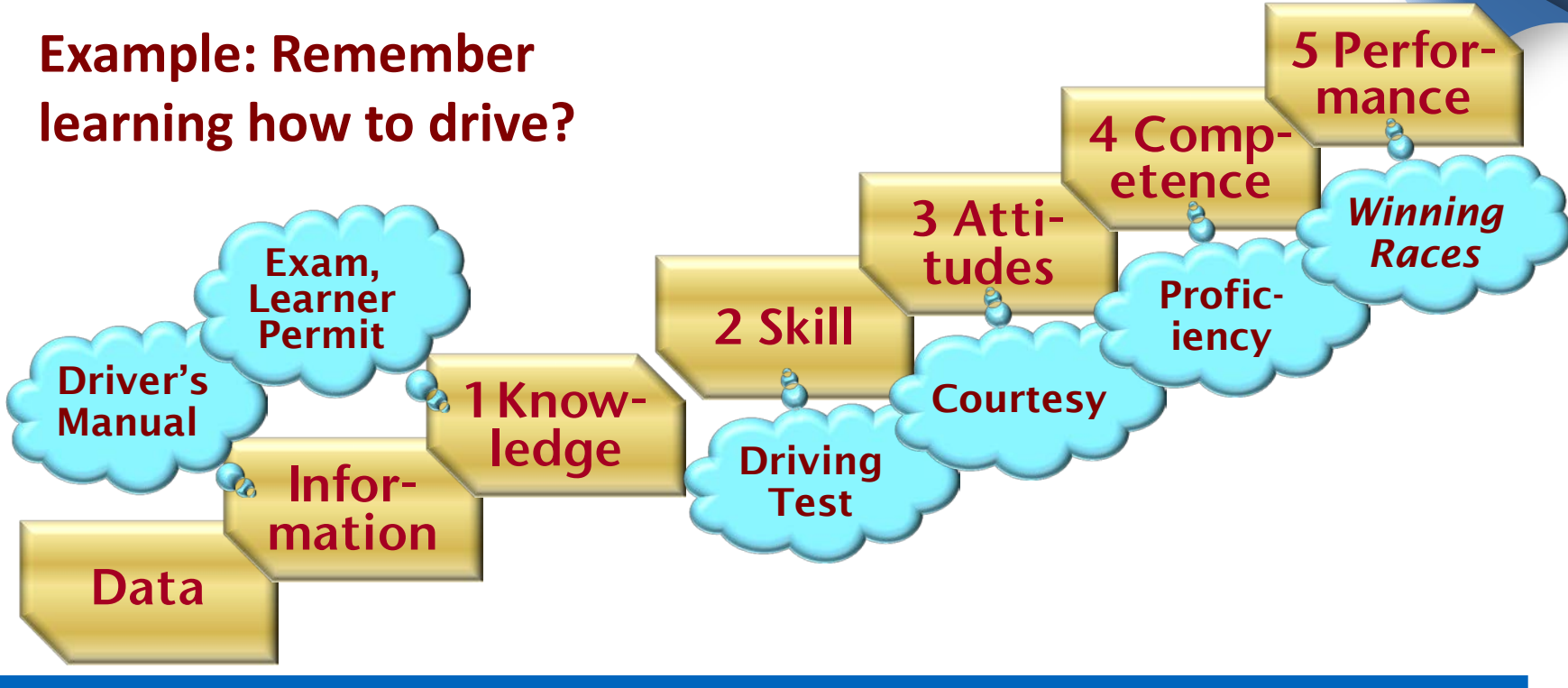


“Driving” Talent Progression



Low Transfer Difficulty High

Example: Remember learning how to drive?



Low

Business Performance Impact

V. High

“Driving” Talent Progression



Low Transfer Difficulty High

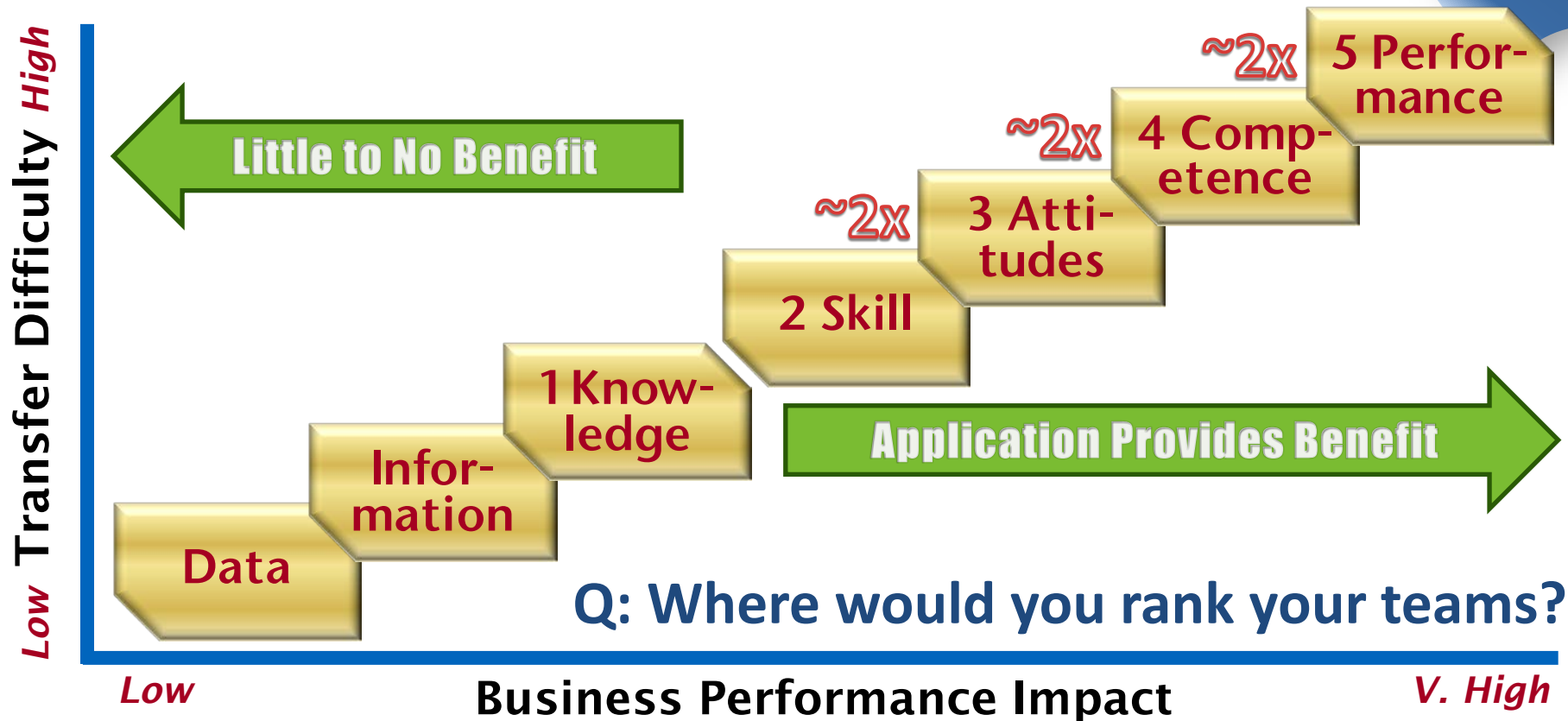


Low

Business Performance Impact

V. High

Impact of Needed Talent Levels



Talent Area References For PPPM

Potential Sources, Knowledge to Performance

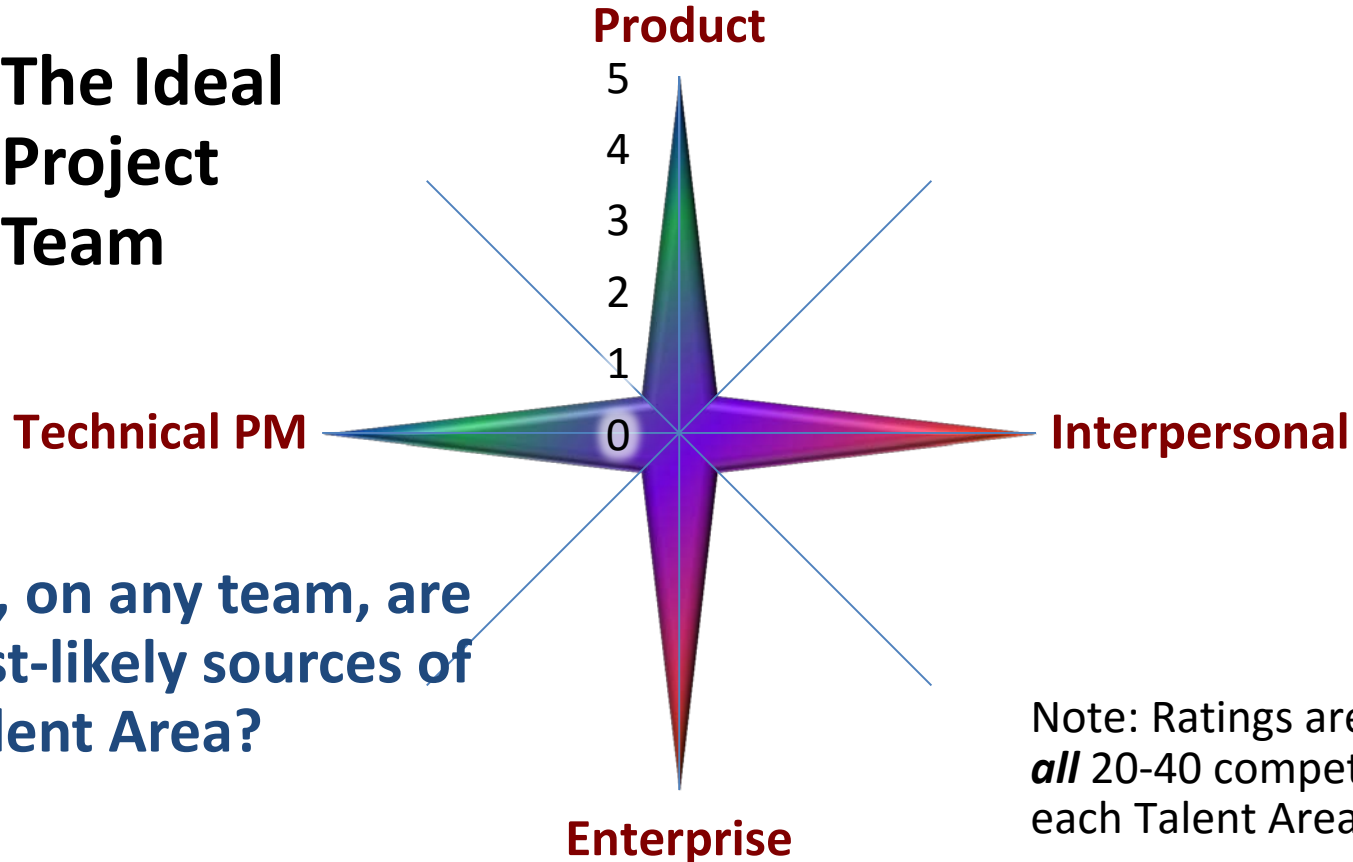
- Bodies of Knowledge; e.g., PMBOK® Guide
- ISO 21500; ISO/TC 258
- Competency Development Framework: PMI® 2007
- Competence Baselines: IPMA ICB®4
- Competency Models; e.g., PM CompModel*
- GAPPS Project/Program Performance standards

Q: What Talent areas do you need most?

Understanding Talent Strengths



The Ideal
Project
Team



Q: Who, on any team, are the most-likely sources of each Talent Area?

Note: Ratings are across *all* 20-40 competences in each Talent Area.

Who Needs Project Talent?

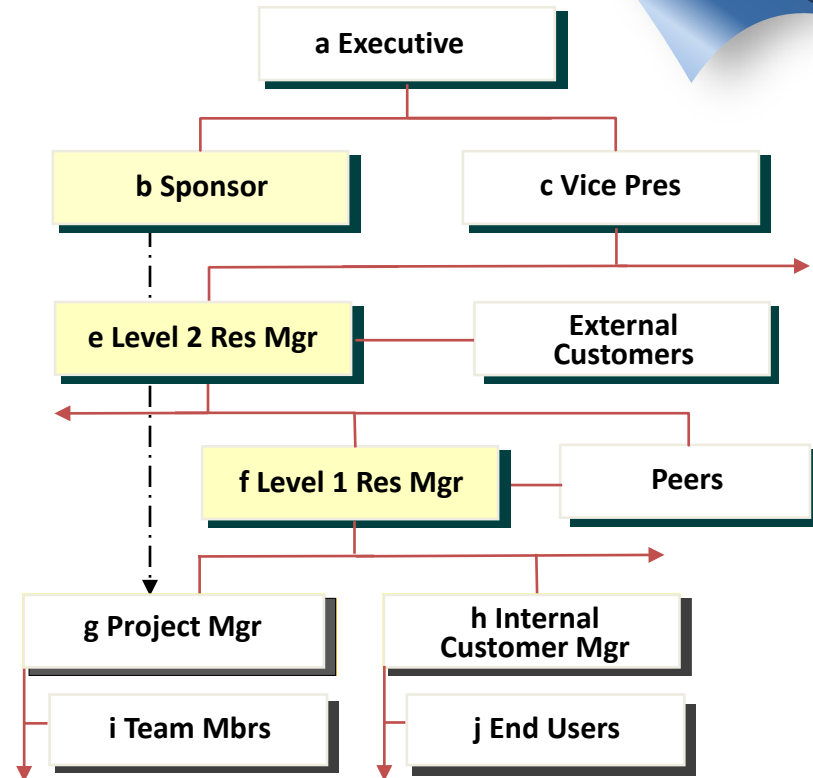
Q1: What talent level should roles b, e, and f (at right) show, if they are in **your** project?

Reminder of Talent Levels:

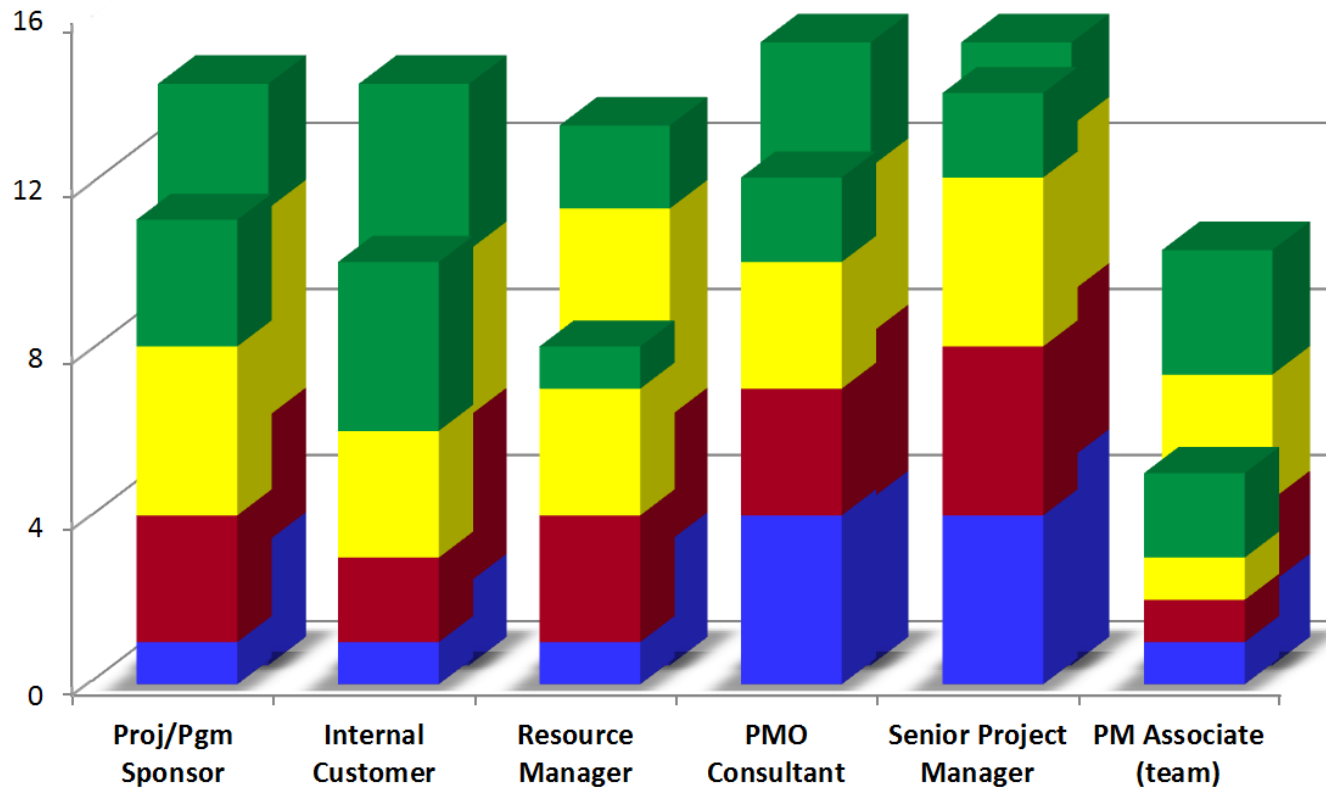
1 Knowledge, 2 Skill, 3 Attitudes, 4 Competence, 5 Performance

Q2: What happens to the project if you have role/talent gaps?

Q3: Which roles in **your** organization have the greatest potential for improvement?



Role-Competence Targets, Actuals



Q: How would you diagnose this project?

Talent Areas

- Product
- Enterprise
- Interpersonal
- Technical PM

The targets are in back

3. Talent Retention

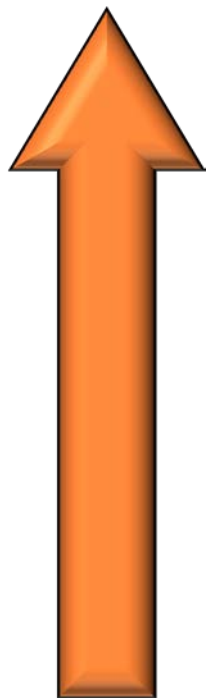
Q: As difficult as Talent Development is, which is more challenging; Developing it, or Retaining it?

Retention Actions Required

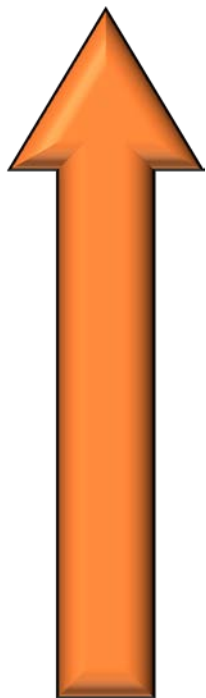
- Responding to needs quickly and correctly
- Maintaining team motivation and morale
- When losing Talent, act quickly and wisely
- Apply proper PM practices in Talent Management (“Eating our own dog food”)



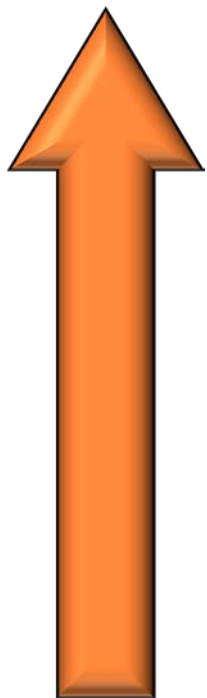
Responding Quickly, Correctly



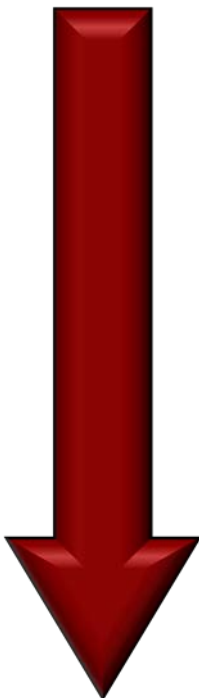
Risk



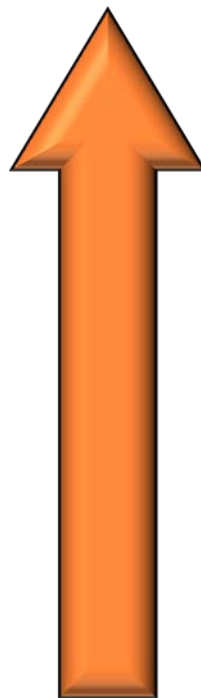
Cost



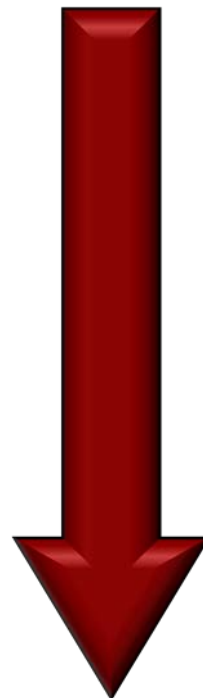
Time



Quality



Pressure



Motivation

What can Managers do?

Actions That Affect Motivation

Herzberg's Hygiene/Motivation Factors Apply

- Recognition and rewards
- Rapid response; with communication
- Presence; personal "Thank You's!"
- *Barriers-buster* mentality
- "Umbrella" for unbearable pressures
- Open-ended commitment

**Project teams respond well to support,
poorly to pressure and threats.**

iStock

Managing Talent Retention, Loss



Risk Responses

- **Prevent;**
Hedge for Talent Capture
- **Intervene;**
Act for Talent Transfer
- **Recover;**
Scavenge to mitigate

Talent Collateral

- a. Interviews, Meetings
- b. Accurate Plans vs. Actuals
- c. Project Documents
- d. Product Documents
- e. Emails, Correspondence
- f. Change Orders/Requests
- g. Risks, Issues, Lessons Learned

Smart Action: Assure appropriate governance

Talent Loss Actions

When we lose team members, how do we: a) Transfer knowledge; b) Maintain motivation; c) Keep momentum?

Sample Project Talent Losses

- a. Internal Customer on team re-assigned elsewhere
- b. Project Manager of strategic project leaves company
- c. One-third of team moved to a “higher-priority” project
- d. A key developer in a Scrum-based Agile team leaves
- e. Project Sponsor promoted; she/he leaves your division



Internal Customer Reassigned

Talents lost: Product, Enterprise, Interpersonal *Actions to consider*

- Replace with another savvy customer; assign other job responsibilities to another from the workgroup
- Manage several weeks' overlap
- Establish rapport, perform teambuilding for fast onboarding
- **Review & Discuss:** Business Requirements, Validation Plan, Organizational Change Management status, Benefits Realization, Stakeholder Management Plan



Tech
PM

Ent

Int

Prod



Interchangeable Headcount?

- Boehm's research:* In IT, a **90th percentile Analyst**, with extensive Application Area and Platform experience ...
... for example, can reduce overall project effort [cost] by 63%, compared with one who is **average** in each area**
- And, this example only reflects **Product** competences, not Tech PM, Interpersonal, and Enterprise Context competences
- Other Talent contributors can be Project Managers, Customers, Sponsors, and Resource Managers

* Software Cost Estimation With COCOMO II, by Barry Boehm et al; 2000

** Modeled in Goffs' Plan By Example; The Project Guide: 1985-today

Fotolia

A Talented, Appropriate, Action

- Treat talent changes like any other project change
- Manage them with your Change Control processes
- Evaluate impact; where needed, reverse changes
- Use our own tools to manage the risk of changes
- Help us practice what we preach!
- Imagine what this can do for team motivation!

Who does this evaluation? What must they know?

Summary, and Take-aways



From this session, what are three take-aways for you that are relevant for your workplace?

- **My managers need to watch this!**
- **Business success from projects relies on business engagement!**
- **It's not just our PPMs who need PM Talent!**

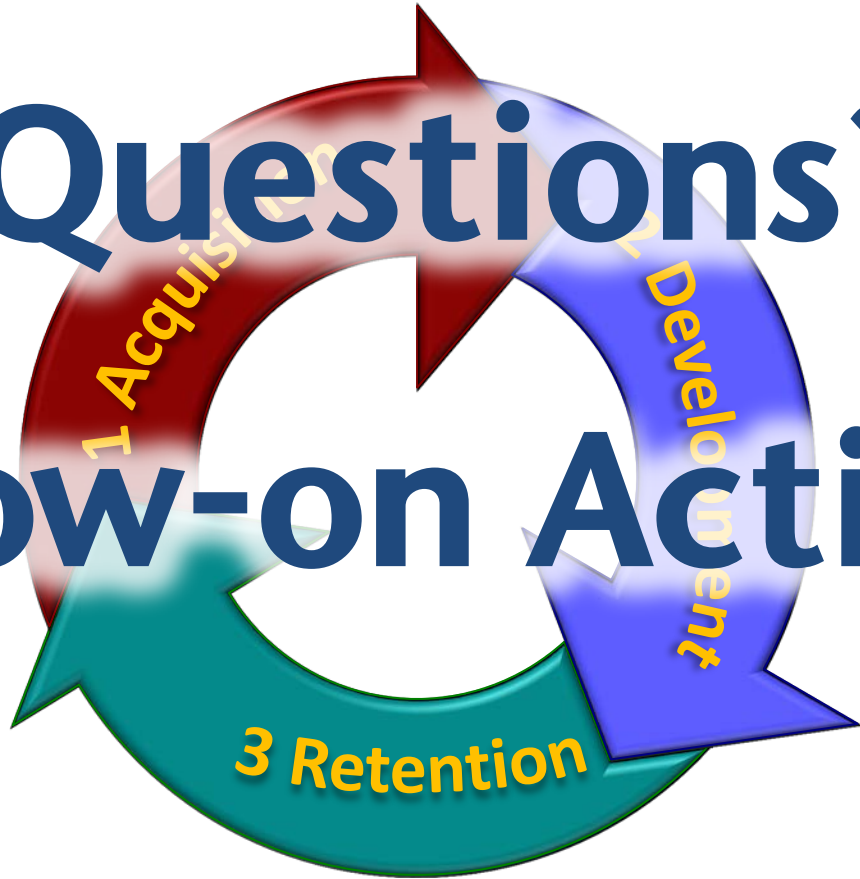


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Questions?

Follow-on Actions?



About Stacy A. Goff

STACY A. GOFF, *the PM Performance Coach*, is a USA-based global Project, Program, and Portfolio Management (PPPM) consulting and training entrepreneur.

A Project Manager since 1970, and PPPM Consultant since 1982, he offers learning and coaching services, competence and performance development, methods, and tools. His methods are used by government agencies, enterprises, and by other consultancies on six continents. He has performed training, keynotes, and industry presentations, in over 40 countries over the last ten years.

*Stacy's early achievements in project management were exciting and rewarding. For even more challenges, he successfully **raced sports cars**, 1975 – 1981.* This work/life balance as project manager and championship race driver earned him deep insights in the pathways to competence, and to winning performance.

He was 2011-2014 VP of Marketing & Events for IPMA® (the International Project Management Association), and co-founder and past President of IPMA-USA.

In September 2015, IPMA named Stacy as an Honorary Fellow.

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PM Performance: the four P's of Personal, Project, Program & Portfolio performance.

