



GoTo Academy
Autonomy, Mastery, Passion

GoTo Academy

Tools for the GoTo Person

Accelerated Series

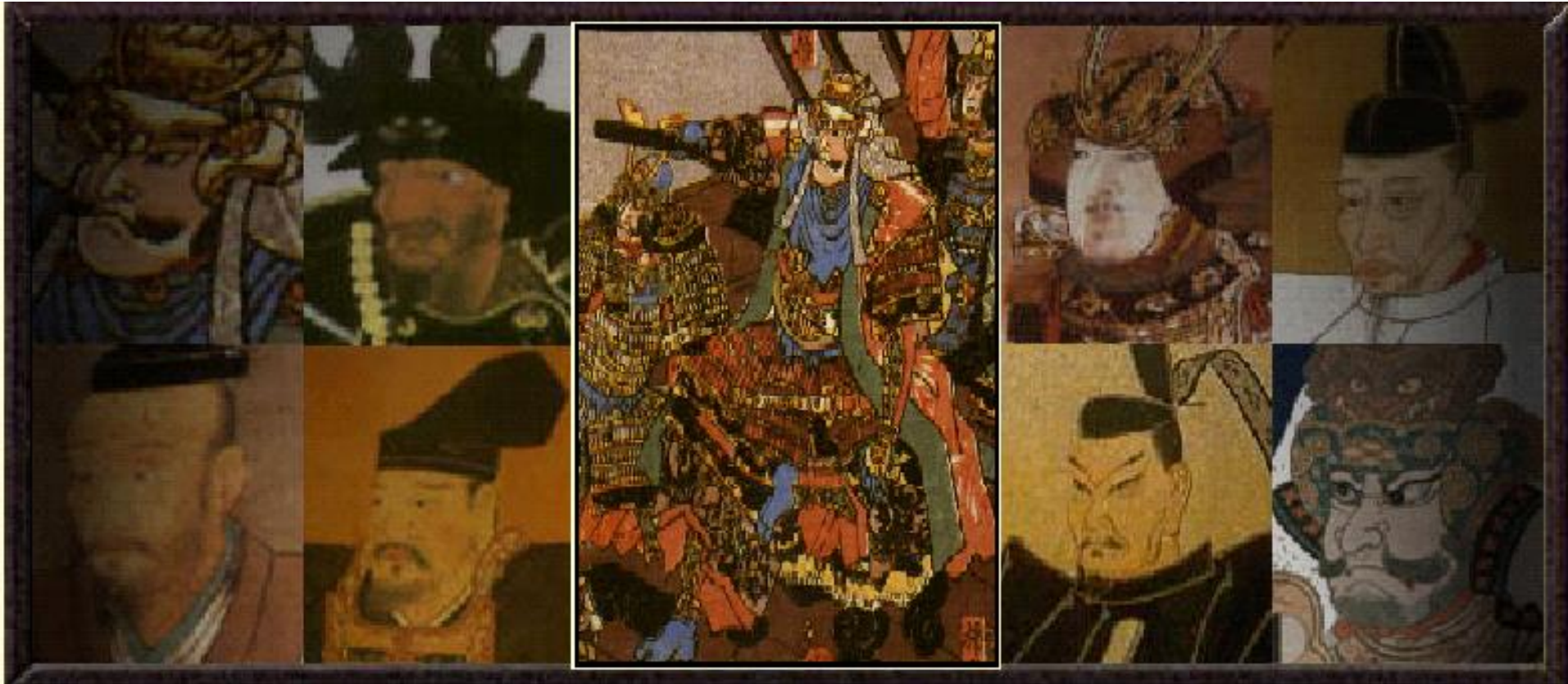
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GoTo Academy
Autonomy, Mastery, Passion

Warrior Project Manager



Laura Rose

Rose Coaching



GoTo Academy
Autonomy. Mastery. Passion.

Administration

- Additional meeting opportunities
 - LauraRose@RoseCoaching.info
- TimePeace: Making peace with time



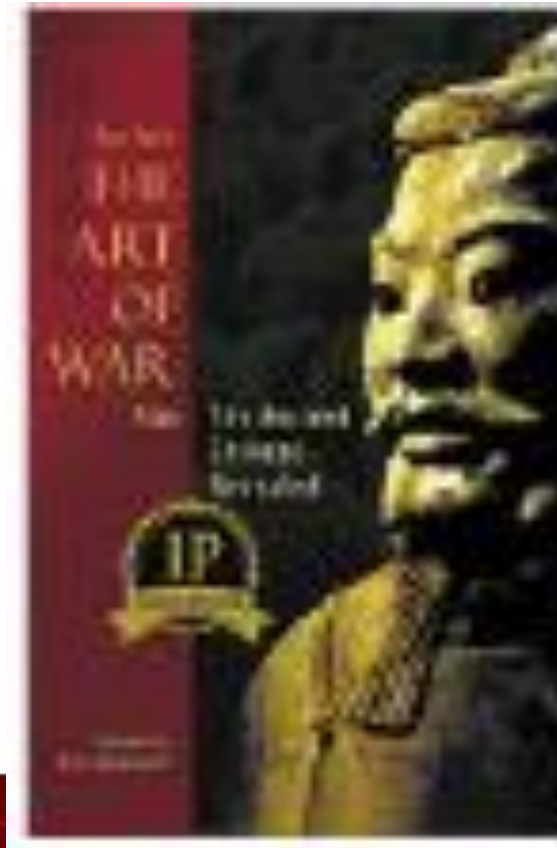
Art of War for Project Managers

- Laying Plans
- Waging War
- Attack by Stratagem
- Disposition of Military Strength
- Use of Energy
- Weakness and Strength
- Maneuvering
- Variation of Tactics
- On the March
- Terrain
- The Nine Varieties of Ground
- Attack by Fire
- Employment of Secret Agents



Free e-book Art of War

<http://www.manybooks.net/titles/tzusun132132.html>



Art of War for Project Managers

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- **Employment of Secret Agents**



What's in the Project Manager's tool kit?

The critical tool in the Project Manager's tool kit?



What's in the Project Manager's tool kit?

- Schedule software, bug tracking software, estimation tools, charts, email, acceptance forms, communication skills

The critical tool in the Project Manager's tool kit?

- People



What defines a “good project manager”?

List the success criteria for a “project manager”



Sample PM Mission Statement?

- Never compromise with honesty
- Remember the people involved
- Be sincere yet decisive
- Open to the counsel of others
- Defend those who are absent
- Plan tomorrow's work today
- Hustle while you wait
- Maintain a positive attitude
- Keep a sense of humor
- Do not be the source of the chaos
- Facilitate the success of others
- Concentrate all abilities and effort on shared goals at hand
- Buffer, protect the team
- Take ownership and accountability on your commitments

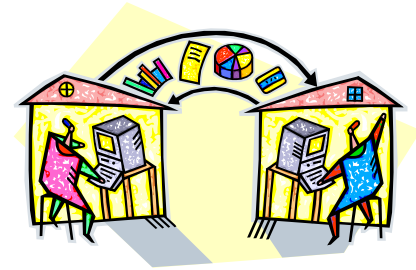
People involved in the Project Manager's success?

- **WAR**

- Emperor
- General
- Corporals
- Soldiers
- Citizens
- Society

- **Corporation**

- CEO/President
- Directors/VPs
- Managers
- Employees
- Clients
- Society



Who is the most influential to the Project Manager?



Laying Plans

- Thoroughly Assess Conditions
- Compare Attributes
- Look for Strategic Turns



Thoroughly Assess Conditions

- The foundation of good project management
 - ***Meaningful*** metrics
 - Subjective and objective assessment
 - Underlying causes -> next steps
 - Searches for new and better ways to attract, retain and satisfy team mates, sponsors and clients



Thoroughly Assess Conditions

- Beyond the obvious
 - Analysis of how to increase satisfaction
 - Client? Team? Stakeholders?
 - Use of customer or sponsor interaction to
 - Improve current product quality
 - Focus on the *right* important things
 - Improve product management service
 - Create new tools or processes



Example: Aggressive Feature List

- Not all features are equal
 - Frequency of use
 - Impact of accuracy
- Quality needs not equal
 - Not all scenarios need 100% coverage
 - Not all features need software
- ◉ Client just needs to get their work done



Compare Attributes

- Competitive strengths and weaknesses
 - Collaboration versus competition
 - Observe and incorporate other practices
 - Recognize each team member's motivation
 - Champion of change
 - Influence effective use of tools
 - Adoption of “innovation”
 - In personal as well as tools
- Facilitate the “now”
 - Not efficient to preach on how you think something should be
 - Tweak what's going on “NOW”.



Real Example

- Goal:
 - Considered expert in field
 - GoTo person for execs
- Obstacle:
 - Uncomfortable with presenting to executives
- One Solution:
 - Create presentation
 - Have someone else give it



Goal Oriented Solutions

- Future goal
 - Toast Masters
 - Continue to practice
- Now
 - Co-present with someone of same caliper
 - Collaborate presentation with equal expert



Look for Strategic Turns



- Strategies beyond conventional rules
 - People are the project manager's tool set
- Exercise shifts in thinking
 - Provide a "users'" perspective through Customer Activities
 - Deployment Experts of our tools



Real World Examples

- Usability and focus group at various prototype milestones
- Add clients to your requirement review meetings
- Early releases to your Client Design Partners
- Internal deployment of beta
- Includes Sales, Tech Support, Tech Writers as your testers



Look for Strategic Turns



- Focus on Solutions
 - Problems clearly identifies gaps
 - Solutions close those gaps
- Create opportunities from the inevitable
 - Serviceability
 - Inspections
 - Corporate process adoptions



Real World Example

- Defects and maintenance issues
 - Prepare technical support group
 - Troubleshooting guides for clients
 - Train clients to use diagnostic tools
 - Create calibration tools to monitor performance issues
 - Add data validation
 - Implement clear and client correcting error messages



Waging War

- Marshal Adequate Resources
- Make Time Your Ally
- Everyone Must Profit from Victories
- Know Your Craft



Marshal Adequate Resources

- Invest Adequate Resources
 - Hardware , people, time allocation
 - Immediate versus future
 - Maintenance schedules, Future Products , Career Development, Customer Care??
 - Preparation for the next technology?



Real World Example:

- Cross test end-to-end solutions
 - Use sister applications, equipment, staff
- Find others that need your tools
 - Tech Writers, Sales, Tech Support
 - Client early adopters



Marshal Adequate Resources

- Invest Adequate Resources
 - Everyone is a Project Manager
 - Clone you through training
 - Schedule
 - Improve everyone's estimation skills
 - Assist everyone in understanding other's motivations



Make Time Your Ally

- Effective and efficient
 - Automation and Optimization
 - Reporting and Analysis
 - Templates, auto-responders
 - Skills
 - Stay on top of technology
 - Network for the skills/time you lack



Make Time Your Ally



–Shifts In Strategy Will Occur

- Expert in adjusting with speed and accuracy

–Execution

- Find ways to borrow versus re-invent

–Execution Tips

- External Commitments
- Make Important things Visible
- Reasonable Forcing Functions
- Share the wealth (delegate)



Make Time Your Ally

- The Key is to become rapidly effective and efficient
 - Automation and Optimization
 - Reporting and Analysis
 - Templates, autoresponders
 - Skills
 - Stay on top of new technology
 - Invest in your own development
 - Re-use
 - Experiment with new ideas
 - Find ways to borrow versus re-invent
 - Execution Tips
 - External Commitments
 - Make Important things Visible
 - Reasonable Forcing Functions
 - Share the wealth (delegate)

Schedule the time



Everyone Must Profit from Victories

- Strengthen Human/Material assets with each Victory
 - Expand Resources by recognizing who also needs it.
 - Testing example: Tech Support, Customer Training, Field Enablement
 - Partner versus Adversarial
 - Enhance the interaction between “seemingly opposite sides”
 - Attending Meetings/Conferences
 - Materialize into something tangible
 - Action item, FAQ, Press Release
 - Trade Show demo, Technical Paper



Examples

- Partner versus Adversarial
 - Developers versus testers
 - Testers assist with unit testing during their down time
 - Developers assist with system level testing during their down time
 - Sales versus developers
 - Developers be technical assistant at trade show
 - Sales encourage and invite their clients to developer's review meetings



Know Your Craft

- Master the expertise required to win
 - Industry/Technology knowledge
 - Marketing/Sales Knowledge
- Create your unique benefit
 - Materialize the mastery
- Find a Hero
 - Seek knowledge from other experts
 - Heroes have the heart to live the lives you want to live



Example

- Tester working on an automated test tool
- Developers working on development tools
 - Industry/Technology knowledge
 - Marketing/Sales Knowledge
 - Creating the product requirements
 - Same language as our users
- Exposure expertise
 - White papers, conferences, trade shows
 - Blogs, websites, social media exchange, linkedin



Attack by Stratagem

- Win Without Fighting
- Strength Against Weakness – Always
- Beware of “High-Level Dumb”
- Obey Fundamental Principles



Win without Fighting

- The Ultimate Victory is to win without fighting
- Make the most of your assets
 - Develop Best Alternatives to a Negotiated Agreement
 - Search for the Higher Level Good.
 - Focus on essence and not specific task
- Carve out a niche



Example

- Drop drag feature versus essence of goal
- Development discussion on why it is working this way.....
- Assumption that it has to get 'fixed'



Strength Against Weakness

- Battles are won by concentrating strengths
- Rules of ratios
- Can not be strong everywhere
 - Defend yourself when you cannot defeat the enemy



Examples : Developer to Tester ratio

- 5:1 Ratio
 - Accomplished by playing with time and place
 - Expanded outside organization
 - Focus on the Spirit of the organization
- Can not be strong everywhere
 - Disabled High-Defect areas
 - Provided Defect list and manual work-around steps



Beware of “High-Level Dumb”

- Acknowledge that you may not have all the info
- Ask the right questions
- Support the intent versus just meeting numbers
- Take advantage of opportunities



Examples

- No written requirements
 - Aggressively Take The Initiative,
 - Go Out, Talk To People, Get The Info You Need
- Get to Zero defect count
 - Support the intent versus just meeting numbers
- Take advantage of opportunities



Attain Strategic Superiority

- A successful strategy achieves victory before the battle
- Risk Assessment and Contingency plans
 - Probability, Impact, Plan
- Creates the condition for certain victory
 - Early customer adoption and feedback
 - Get Upfront Commitment
 - Reviews
 - Recovery Protocols *



Recovery Protocol Example

Attributes	Add (Most Flex)	Optimize (Less Flex)	Compromise (Less Flex)	Accept (Least Flex)
Resource	X			
Scope		X		
Schedule			X	
Quality Criteria				X



Employment of Secret Agents

- Collect All Available Data
- Invest In Intelligence Resource
- Establish An Active Intelligence System
- Practice Counterinterintelligence



Invest and Create An Intelligence System

- Everyone you meet is a potential Agent
 - Network, Network, Network
 - Materialize something tangent from your meetings
 - Opportunities to Build Reputation
 - Opportunities to build relationships toward next career step



Summary

- Pick your top 3 and start
 - Which items struck a cord?
 - Start with those.



Food for thought...

*The most influential person to you is **YOU***

Live on PURPOSE

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Syllabus

- Zipinar e-books
- 5 minute videos
- Practice exercises and journals
- Additional meeting opportunities
 - LauraRose@RoseCoaching.info
 - Facebook chat with me
 - <http://www.facebook.com/laura.l.rose>



Zipinar e-books

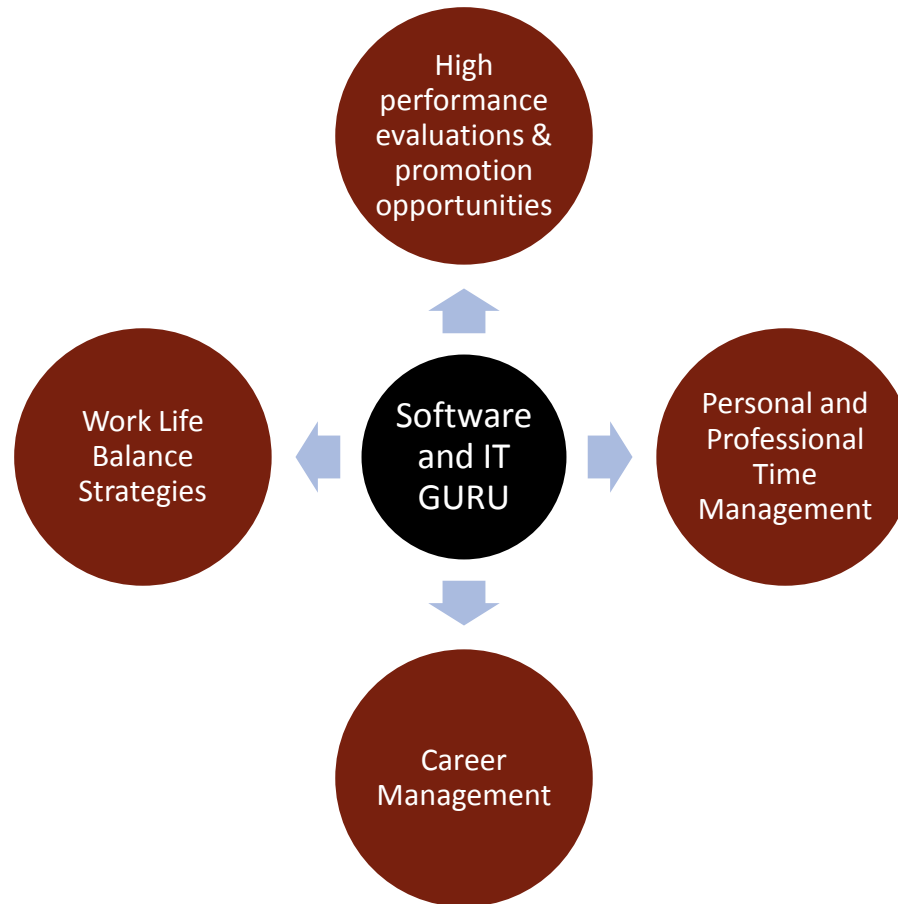
- 90-minute presentation slides
- Speaker notes
 - Self mastery
 - Self paced
 - Autonomy
- Suggested exercises



Weekly Class Assignments

- Daily practice
- Content driven assignments
- < 10 minutes in length
- Intended during morning or afternoon work-day break

4 Dimensions



You will learn

- Take control of your calendar, your time and your life
- Receive a step-by-step formula to calmly maintain order amidst chaos and ever-changing challenges
- Find out how to take your career to the next level
- How to verify your value to your management chain and organization.
- Learn how to consistently provide superior client experiences to all those that cross your path



Receive

- 30 minutes/month one-on-one telephone coaching session (\$450 value)
- 6 months of unlimited one-on-one Facebook Chat room and email consultation (\$1000.00 value)
- Zipinar e-book complete with presentation slides, speaker notes and exercises (\$587 value)
- Supporting videos and articles for self-paced continuous study materials (\$997.00 value)



GOTO GURU Club Membership

- Weekly check-in with accountability partner coaches. (\$597.00 value)
- Access to additional coaches in the GoTo Academy and 360° Inspired Success (\$997 value)
- Year subscription to the monthly e-zine *GoTo Gazette* (\$57 value)
- Monthly Networking Tips for Techies (\$27 value)
- Additional discounts on upcoming time and career management offerings
- Discounts to affiliated business and life coaching series and books



Added Value

- Seize the NOW – 30 day journal
- Time management exercises
- Daily practice
- \$47 Value



Subscription Membership

- \$47/month
 - \$4000.00 purchased separately
- 6-month length
 - Cancel at any time



Food for thought...

*The most influential person to you is **YOU**.*

What are you willing to do **RIGHT NOW**?

