

## Paper Breakdown

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## Ignition

1. The Signifiers to Start
2. Building Around a Project
3. Identifying a Growable Team

The purpose of this section is to review the thoughts, actions, and realities of what it takes to start an organization. This sequence in a college engineering organization's lifespan typically lasts from initial conception to less than 6 months. We begin this sequence with Signifiers to Start, which walks you through the fundamental questions you need to ask yourself before embarking on this journey. We will then move to Building Around a Project, a crucial step to build a base of work and culture needed so you can then go about Identifying a Growable Team. By the end, you will have gone through many struggles, but will have created the start of a blossoming college engineering organization.

## The Signifiers to Start

1. What are your reasons for starting an organization?
  - a. Do you want experience?
  - b. Do you want to feed your passion?
  - c. Are you bored and want something to do?
2. Is there a gap in the community for what you want to create?
  - a. Does the timing of the organization make sense?
  - b. Are there a member base that is creatable?
3. Do you see yourself as someone who can lead?
  - a. The attributes of a leader?
  - b. The energy/want?
  - c. Are you okay with failure?
4. What are the roadblocks to understand?
  - a. Navigating the Maze of Power in a bureaucratic world.
  - b. Little initial reward for a lot of initial drive

## Quotes:

### Smart Tribes

- We recommend that if you are aiming to change something, you enlist the support of a trusted advisor, because its almost impossible to see what's going on from inside.
- The more passionate I become, the better I am at leading myself and others, and helping them get in their Smart States.

### Why Doers Do

- Today, companies are measured, not by "What are you doing?," but by "What have you done?"
- Facts are better than dreams.

## Building around a Project

1. Must work on something that excites most members
  - a. Don't try too hard to make sure everyone is for it
  - b. The Top members of the group will take control and do 90% of the work
2. Build a project, people will come
  - a. Trying to build a team with just general meetings doesn't work
  - b. A project brings in workers... the people you want on your team
3. Roadblocks happen, but must have the grit to push through
  - a. Initially starting something takes a certain grit, can be challenging to keep motivated
  - b. Identify that other person to help lead, provide support, a confidant
4. The initial fear of failure
  - a. Take it in, it is how you grow and learn
  - b. Make sure your team knows that failure will be seen far more than success, but that is alright

## Quotes

### Smart Tribes

- "If we want to reignite innovation and passion, we have to rehumanize the work. When shame becomes a management style, engagement dies. When failure is not an option we can forget about learning, innovation, and creativity.
- What happens when you work only at the symptom level? You'll have to deal with the next symptom, and the next symptom, forever – because it's the system that causes all the symptoms.
- First of all, if an organization is to be truly effective, it must at heart be a learning organization.

## Identifying a Growable Team

1. Not all starting members are long-term members
  - a. Focus on the potential high impactor people
  - b. How should you go about knowing who is who?
2. Why do people want this organization?
  - a. What are you offering? Does it align with what you initially thought? It won't.
  - b. How do you take initial feedback and interpret it?
3. What people/groups can help you at this stage?
  - a. Parent organizations, nearby similar organizations
  - b. The power of relationships with your primary department and school
4. The clear difference between interested members commitment and where they lie
  - a. Initial management techniques to things to understand about this at an early level of the handbook.

## Quotes

### Motivating the Middle

- Top-third members do most of the work. They are the visible, busy leaders. If their hands are not actively doing something for the group, their minds are likely thinking about the next event, meeting, project. They run for office. They step up when there is a need.
- A top-third member wishes everyone would take the organization more seriously and give 100 percent.
- A middle-third member is happy to contribute to the success of the organization, but is much more likely to be a supporting player than the MVP
- A middle-third member likes certain aspects of your organization more than other.
- Take a list of your current members and divide it into thirds. Who are the top-third members who always show up and do a ton of work? Who are the bottom-third who either cause problems or have a very weak commitment to the group? Who falls in the middle? (Its OK if its not perfect thirds)
- What are some lower-pressure, supporting roles your organization could create that would appeal to middle members with more limited time to devote?

### Smart Tribes

- Some of your team members may need to develop profound new skill sets, behaviors, capabilities, beliefs, or identities.
- If you want to know what a person is truly committed to, look at their calendar, their credit card statement, and their behavior. These will reveal their priorities and what they value most.

### Why Doers Do

- People don't change that much.

## Throttle Up

1. Growing your Leadership Skills
  - a. The Fundamentals of Leadership
  - b. Motivating Students
2. Learning to Manage a Team
  - a. The Fundamentals of Management
  - b. The Life of a Project
  - c. Managing Engineering Students
3. The Art of Meetings
4. Growing the Culture

The purpose of this section is to understand the growth, knowledge and action needed to Throttle Up the strength of your new engineering organization. This sequence in a college engineering organization's lifespan typically lasts from 6 months old to less than 2 years. The learning objectives of this sequence though, in its root, is always applicable to all the future sequences of launching a college engineering organization. We begin this sequence with Growing your Leadership Skills which will impart the fundamentals learning how to lead people and motivate students specifically to rally around a common mission. We will then move to Learning to Manage a Team, a fundamental skillset for starting and ending projects successfully all while correctly managing engineering students. That flows seamlessly onto a deep discussion on The Art of Meetings and comes to a beautiful finale that wraps all these sections together in Growing the Culture of your organization.

## Growing Your Leadership Skills

## The Fundamentals of Leadership

### Quotes:

### Motivating the Middle

- The single biggest mistake that student organization leaders (top-third members) make when it comes to motivation and fighting apathy is thinking that all of their members will respond to the same things that motivate them.
- We have to be committed to excellence even when others around us inexplicitly are not. Inspire them to give their best and to create the student leadership experience that fulfills them.

### Smart Tribes

- Being clear is essential to leading. When we're clear we feel aligned and energized, and our team feel motivated because they have explicitly stated expectations. So why is being clear sometimes hard?
  - Clarity of our words
  - Clarity of our vision and plan
  - Clarity of our intentions and energy
- Being truly clear means we need to take the time to discover what we need, to articulate it clearly, and to be sure the other part understood our communication.
- Assigner's clear expectation + owner's agreement + personal rewards and consequences = self-ownership and high accountability.
- When leaders call me, they want three things from their teams (and often themselves): increased performance, increased innovation, and increased emotional engagement.
- True leadership inspires people with vision. Vision pulls people not only to take action but also to care about the outcome, to take personal ownership of it, and to bring their "A game" every day.
- As the leader grows in focus, team members feel the leader is increasingly more aware and cares about them more. As clarity is cultivated, team members feel more motivated and safe since expectations are no explicit.
- As the leader's influence grows, the team members feel the leader is more capable and collaborative. Over time as results are sustained, team members feel safer and more loyal.
- Fear pushed people to take action. Vision pulls people not only to take action but also to care about the outcome.
- As a leader, you need to ensure that your team actually is accountable.
- In low accountability cultures, we see that the trouble begins at the top. The team is simply modeling the low accountability that the executive team is displaying.
  - It all comes down to accountability.
- When accountability structures are used across a company, you'll find people that perform at much higher levels. If a bar isn't set, people don't know how high they can jump.



- When team members feel their leaders doesn't care about them they experience social rejection, which lights up the pain network.
- As leaders, we are constantly looking at what we are doing. It's time to start looking at who you are being. What is it you are not yet doing and are not yet being?
- Clear communication in the leadership ranks drives clear communication at all level of the company.

#### Project Management for the Unofficial Project Manager

- Leadership behaviors:
  - Demonstrate respect
    - Generally, though, if you respect others, they'll respect you, and you'll be pleased with the outcome.
  - Listen first
    - So its crucial to resist the temptation to talk more than listen. Failure to listen can lead to strained relationships, decreased productivity, missed learning opportunities, and damaging errors in judgement.
    - When people come to you with complaints, problems, or requests for changes, let them talk first.
    - If your response to team members who want to talk is, "not now, I don't have time," they may slink back to work thinking, she doesn't even listen to a thing I say, or, he doesn't respect me.
    - Listening first is inextricable tied to demonstrating respect.
    - If you are smart, you'll resist the temptation to talk more than listen. You'll realize that no one person can possibly have all the answers all of the time.
    - One straight-talking project leader says, "if you are truly interested in building a high-performance team, get to know them. Ask them to be honest about their feelings.
    - The key principal at work here is empathy. If you have empathy, you don't have to agree or disagree with the people talking with you, but you put yourself in their place and work hard at understanding where they're coming from.
  - Clarify expectations
    - One of the main jobs of an unofficial project manager is to get everyone "on the same page" as they say. This is not easy, and it's the biggest potential pitfall you will face as a project leader.
    - But feeling like you're making a contribution is what makes you excited and confident.
    - Clearly communicate how each person's role contributes to the whole.
  - Practice accountability
    - Accountability as a project leader means that you are a model of excellence. You behave the way you want others to behave.
    - The first three behaviors – demonstrating respect, listening first, and clarifying expectations – are essential to maintaining accountability.
    - "A project manage is a master in the art of done," says one expert. "If there's an obstacle in the path to Done, we remove it. Or we can talk to the person or the people who can remove the obstacle. We bug them until they remove it.

- “We are more in need of a compass than a road map.” -Stephen R. Covey
- Your job as a leader is not to manage them but to help them manage themselves. That means “clearing the path” for them, making it possible for them to keep their commitments. You engage people through consistent and shared accountability.
- The leader who engages us has clear, high expectations and cares if we meet them.
- “A cadence of visibility and accountability produces not only reliable results again and again, but also a high-performance team.”
- Don’t make excuses... don’t be afraid to deliver bad news.

### Why Doers Do

- Leadership is not about having everyone like a leader or having everyone be like a leader.
- Access to people is certainly a leadership issue. If you are a leader of a group that is needed often, reduce the barriers to access to a reasonable level.
- A key element of leadership needed to optimize human performance is providing people the ability to learn, grow and advance in the organization.

## Motivating Students

### *Quotes:*

#### Motivating the Middle

- You spend a lot of your time worrying about bottom-third member – dealing with their drama, mitigating the problems they cause, and trying to understand why they feel and act the way they do.
- The idea that every member of an organization will be equally committed and engaged is a fantasy, and they are wasting their time whining about it.

#### Smart Tribes

- However, when driven by fear, human beings generally go to one of three places: they get stuck, they solve problems that don't exist, and they focus on the wrong problem, which is low leverage and doesn't deliver the result they want.
- We send team members into their Critter State and squash productivity, innovation, safety, belonging, and mattering if we don't use clear, direct communication.
- Think of the seemingly boundless energy of a teenager. Why are they this way? It is because they often see endless opportunity and possibility.

#### Project Management for the Unofficial Project Manager

- Have you ever hit the “send” button on an email when you're angry? It feels great in the moment, but later you find yourself wishing you could “recall” it.
- There may be times when you feel so frustrated you want to tell people off, throw your phone across the room, or just quit. It won't help.

#### Why Doers Do

- There are no bad people.
- No one wants to perform badly.
- There is nothing to be gained by a person consciously doing poorly at work, school, sports, or whatever.
- Close proximity among people is associated with numerous emotional cognitive, and behavioral changes that affect the work process for the better.
- Separating workers from the resources they constantly rely on can be a big waste of time and hamper productivity.
- People inherently want to perform well.

- Does an organization have good symbolic incentives that workers truly would like to attain?
- Another advantage of giving people the ability to move into different parts of the organization is allowing them the ability to discover work they do not want to do.

## Learning to Manage a Team

## The Fundamentals of Management

### *Quotes:*

#### Motivating the Middle

- You can spend your time wishing everyone would join you in the top-third, or you can start strategically dealing with people where they are.
- You assume that the top third is generally with you and the bottom third is generally against you, and you work to romance the middle.

#### Smart Tribes

- You see, people are essentially unmanageable. Most attempts to control and manipulate people will ultimately fail.
- The first dimension of focus is to be present with people here and now. This means that if you are at a meeting, you are listening to what people are saying and not thinking about the past or the future. The second dimension of focus is to be real about where you are, to make a clear distinction between envisioning an outcome and wishful thinking. The third dimension of focus is to prioritize high-value (strategic or “top down”) activities and manage low value (distracting or “bottom up”) time wasters.
- What would happen if we inquired instead, if we asked them how they would do it?
- There are five types of communication:
  - Information sharing
  - Requests
  - Promises
  - Sharing of oneself
  - Debating, decision making, or point proving
  - Yet only two drive results: requests and promises.
- A well-orchestrated team depends on everyone doing their job, at the time they are supposed to do it, yielding the results they are supposed to yield.
- 
- Trust is broken in three levels: capability, commitment, character. The ego is triggered by questioning someone’s significance, competence, lovability.
- Real influence is about empowering others.
- Here’s the thing about influence: it’s not about how many people you can tell what to do. It’s about how many people you can understand, empower, and motivate.
- If you’re in a meeting with a person who is leaning back and has his arms crossed, you adopt this posture too.

## Project Management for the Unofficial Project Manager

- Manage things. Lead people. – Stephen R. Covey
- The true formula for winning at projects is PEOPLE + PROCESS = SUCCESS
- Managing the process with excellence is important, but being a leader is essential.
- Enforcing project management techniques can never substitute for motivating and empowering people to implement them themselves.
- $\text{Impact} \times \text{Probability} = \text{Actual Risk}$
- TAME the risks
  - Transfer the risk
  - Accept the risk
  - Mitigate the risk
  - Eliminate the risk

## Why Doers Do

- Teamwork, though, can be taken too far sometimes. Writing for example is a task not conducive to team activity. Writing an article or book may start with a brainstorm with others to gather ideas and create an outline, but group writing is painful.
- Just because you like to golf, don't assume a golf outing is going to be a great incentive for your whole department.
- After they are designed and announced, incentives also need to be awarded fairly, publicly and with discretion.
- Management is coordinating people and work together to get the right things done well.
- Leadership is about the people, but management is about the work.
- Sub-elements of the management category of human performance are:
  - Clear reporting
    - To perform well, workers need to know who they report to specifically, and generally who all key stakeholders of their work report to.
  - Appropriate workload
    - Good performance relies on a people having an appropriate amount of work to do, not too much and not too little.
    - More plainly, people given an amount of time to do a job will take up all that time to get the job done.
  - Interesting meaningful work
    - To optimize performance, people need work that is both interesting and meaningful.
    - The story goes that President Kennedy was touring a NASA facility and happened upon a janitor. When casually asking the janitor what work he was doing he answered, "Mr. President, I'm helping to put a man on the moon."
    - Three men are found smashing boulders with iron hammers. When asked what they are doing, the first man says, 'breaking big rocks into little rocks.' The second man says, 'Feeding my family.' The third man says, 'Building a cathedral.'"

- Work must have a point, we must see how our small tasks build into our company's larger purpose.
    - Our work must provide some greater good beyond our organization. We must see how our work helps make our planet a better place.
  - Expectations (clear and current)
    - A key subset of management important to human performance is communicating clearly and constantly on expectations for the work output. It sounds simple and obvious, but people need to know what's important that year, week, or day to ensure they are working on the right things.
    - To optimize your return on your human capital, you need to ensure people have clear expectations on what they should and should not be working on.
  - Performance feedback
    - Performance feedback is like cough syrup: we know we need it, but can be awful going down. No other factor of human performance is so schizophrenic.
    - Performance feedback has two components: the message and the medium.
  - Advocacy
    - We need managers who are generalists, trained in matching people to work, monitoring performance by metrics, observing work and keeping an eye on the horizon for changes that are coming.
- Talents seemed the one element of performance he could not change or improve.
- The E-T model
  - Internal
    - Talents
    - Skills/Knowledge
  - External
    - Tangible
      - Tools
      - Environment
      - Incentives
      - Information
      - Job Aids
    - Intangible
      - Management
      - Leadership
- How to use model
  - Identify Performers
  - Identify Desired Performance and Metrics
  - Identify behaviors critical to desired performance
  - Assess current state of performance support and conduct gap analysis
  - Calculate ROI to choose performance interventions
  - Apply performance interventions
- In my experience, I've formulated my own Four Rules of Performance Management
  - People don't want to be measured.
  - People want to be measured.
  - When performance is poor, Rule 1 trumps Rule 2.



- When performance is good, Rule 2 trumps Rule 1.
- Good performers want to be measured. Only the poor performers do not want to be measured.
- Good performance relies on:
  - Optimum lighting
  - A visual presence conducive to good work
  - Appropriate noise levels
    - Noise is another important category of sensory environment important to human performance. Too much noise can hamper performance and, in rare cases, too much quiet can also be an inhibitor.
  - Odor-free environment and
  - The right temperature
- “What gets measured gets done.” – Bill Hewlett

## The Life of a Project

### Project Management for the Unofficial Project Manager

- Project: A temporary endeavor with a start and finish undertaken to create a unique product, service, or result.
- Here are the most common reasons for failure
  - Lack of commitment/support
  - Unrealistic timelines
  - Too many competing priorities
  - Unclear outcomes/expectations
  - Unrealistic resources
  - People pulled away from the project
  - Politics/legislation
  - Lack of a big picture for the team
  - Poor planning
  - Lack of leadership
  - Changing standards
  - Lack of or mismanaged budget
- So he started a newsletter that “highlighted the work of every person” on the team. “It highlighted their break-throughs and talked about the new ground we were breaking.
- According to the PMI, there are five process groups.
  - Initiate
  - Plan
  - Execute
  - Monitor and Control
  - Close
- Well it won't matter how good your process is if you can't engage a group of good people to run it.
- As each member of your team will have differing needs, personalities, workstyles, talents, they will need you to be consistent in your approach to their needs and the project process.
- Good project managers admit mistakes; that's why you so rarely meet a good project manager.
- The Five Process Groups:
  - Initiate
  - Plan
  - Execute
  - Monitor and Control
  - Close
- To paraphrase Aristotle, leadership requires both technical excellence and moral living. That's why your success depends on the Five Process Groups plus the Four Behaviors
- Initiate
  - Blindfolded people will never walk in a straight line.
  - Without project management discipline, we lose direction.
  - Scope Creep: the tendency of a project to change and grow into an uncontrollable monster.
  - Without a clear and shared picture of the outcome, the project is doomed.
  - A smart project leader starts with the assumption that nothing is clear
  - To get to a clear set of expectation, you must successfully answer these questions every time:
    - Who will this project impact?
    - Who determines success and what are their expectations?
    - What are the project limitations?
    - How do you create a shared understanding of the project outcomes?
  - To be able to answer these questions every time, we must follow these steps:

- Identify all stakeholders.
  - Identify the key stakeholders.
  - Effectively interview the key stakeholders.
- A stakeholder: a person or an organization that is actively involved in the project or is positively or negatively impacted by it.
- A major key to project management is to never get blindsided. The more effort you spend identifying every possible person who might be touched by the project, the smaller the chance of failure.
- A key stakeholder: Any person who determines the success or failure of the project.
- To identify key stakeholder: DANCE:
  - Decisions
    - Make the decisions that control or influence the project budget
  - Authority
    - Have the authority to grant permission to proceed with the project
  - Need
    - Directly benefit from or are impacted by the project and consequently need to know all about it
  - Connections
    - Are connected to the people, money, or resources required to remove roadblocks or exert influence to ensure project success
  - Energy
    - Have positive or negative energy that could affect project success
- Clearly identify and involve any stakeholder with good, positive energy.
- Frontloading means getting information totally clear up-front. It means getting as much input as possible.
- With just a little preparation, you can access your key stakeholders and be seen as highly credible. When you schedule interviews with them, let them know the purpose of your time together and what you are trying to accomplish.
- So what was the picture in my mind of the apple? It was a big, juicy Red Delicious apple. Instead, I saw on my desk a small, unripe, green apple.
- Words are only the “code” by which I describe the picture in my head.
- Key stakeholder interviews
  - The project purpose statement describes why you are doing the project in the first place. It answers the question “How does this project affect the goals of the department or organization?”
  - Description is the space you answer the how, the what, and the when of the project as clearly as possible.
  - The desired results statement defines project success.
  - Exclusions are considerations or elements that will not be part of the project
  - Communication needs is a huge factor in project success. Asks takeholders, “what do you need to know as the project proceeds?”
  - Acceptance criteria are the people you want/need to sign off on your project.
  - Constrains are the restriction or limitations on the project generally fall into six area identified by the PMI.
    - Scope
    - Quality
    - Resources
    - Budget
    - Risk

- Time
- There are three types of questions to ask to get to the concrete and clear answer you must have
  - Open questions get at the broad, big picture.
  - Detailed questions drill down to “learner” information: “Could you tell me more about what that means to you or what it would look like”?
  - Closed questions are the key to success in the interview: “So here is what I heard you say... did I get that exactly right?”
- So where is all this hard work leading? To a beautiful project scope statement: one clear set of expectations approved by all of the key stakeholders.
- The scope statement is your compass for the project.
- Once they signed off on the scope statement, you have at least some leverage for holding them accountable for their decisions.
- Initiating the project is the most important phase because everything else depends on it.
- Plan
  - According to Murphy’s Law, “Anything that can go wrong, will.”
  - First, identify the risks to the project and then assess their impact. Because their risk assessment will affect your planning, assess the impact of each risk before attempting to put together a project schedule.
  - By classifying risks as high, medium, or low, she felt less overwhelmed and better able to create a risk management plan
  - Once you’ve determined your risk strategy, document it in a risk management plan that can be easily communicated to key stakeholder and the team.
  - In an effort to manage projects better, many organizations invest in expensive, sophisticated project management software. Instead of making them more productive, the expensive software just frustrates them and slows down the process.
  - Steps to creating a project schedule
    - Develop the Work Breakdown Structure (WBS)
      - The WBS is what the Project management Institute calls the list of project deliverables and the components that go into each deliverable to complete the project
      - Developing the WBS is a great time to brainstorm deliverables
      - The project name goes in the center, the deliverables around the outside
    - Sequence activities
      - Activities are the “how” that gets the “what” (the components) done. Now you need to sequence the activities to determine what needs to be done when.
      - Dependency: a logical relationship where two activities are reliant on each other’s start to finish
        - Finish to start
        - Start to start
        - Finish to finish
    - Identify the project team
      - Now that you know what needs to be done, who’s going to do it?
    - Estimate duration of each task
      - The principal here are that “work” and “duration” are two different things.
      - Work is the time needed to accomplish a task
      - Duration is the time needed to get the work done, accounting for everything else that needs to get done as well – real life.
      - So it is important to find the “sweet spot” when estimating the duration of a task.

- Draw on your own experience
  - Ask a reference
  - Get advice from an outside expert
- Identify the critical path
  - The Critical Path: The longest sequence of schedule activities that must start and end as scheduled that determine the duration of the project. If any activity on the critical path is late, the entire project will be late.
  - Once you understand the critical path, you will assign the best and most engaged human resources to the critical path activities.
  - By keeping your eye on both critical path and slack items, you will be able to shift resources from slack activities to critical path items in trouble.
    - Best people
    - Cross-training
    - Micro-team accountability sessions
- Create a project budget
  - A project manager's job is 90 percent communicating with team members, stakeholders, executives, suppliers, and the media – in meetings, conference calls, emails,, text messages, report, and websites.
  - Your project will not succeed without the right communication to the right people throughout the life of the project.
- Don't expect things to go according to plan. Sometimes people will not get things exactly right. Executives and others wont do what they said they would do.
- As the detours come up, you will be in a great place to better handle them than if you just wandered around back roads hoping to find your way.
- Execute
  - What does it take to execute successfully as a team? In a word: accountability. Successful project leaders practice accountability because it reinforces informal authority and ensures project success.
  - Great project managers prove that every request, every commitment, every missed deadline matters. And in doing so, they earn high levels of respect and follow-through from the team.
  - By scheduling a weekly accountability session, Carl set up a cadence of accountability.
  - "Set up a short mandatory weekly meeting where each team members takes a minute or two to tell the team what they did last week, their plans for this next week, and any roadblocks the team can help with."
  - So the first time someone misses a commitment, use the Four Fundamental Behaviors to find out what's getting in the way:
    - Listen first
    - Demonstrate respect
    - Clarify expectations
    - Practice accountability
    - The team member will "own" the problem; he will understand that he let the team down, not just himself or you.
  - Occasionally you will need to hold a one-on-one Accountability Session in private. This is called a Performance Session.
  - "Marta, this is the third week you have not completed your commitments," he said. He was calm and respectful. "Can we talk after the meeting? I'd like to understand what is happening."
  - Conversation Planner
    - What is my intent?

- What are the facts?  
What is the impact
  - Have the conversation
- Executing is only accomplished by mastering the skills that help people invite their best selves to the party. They will choose to bring their best for a leader who inspires and encourages them.
- Monitor and Control
  - Good control reveal problems early – which means you’ll have longer to worry about them.
  - The monitor and control processes are about being proactive. If you are doing a great job monitoring and controlling the procedures and systems you already set up, you are also equipped to handle changes to the project that will arise.
  - They think the way to develop people is to leave them alone. Nothing could be less helpful. Keeping a vigilant eye on the team and the scoreboard is essential. Once you have set clear expectations, you need to monitor and measure the team’s progress to see if the game is being won or lost.
  - The project manager drives progress through transparent communication. What do we mean by “transparent?” “As project managers, we were hired to tell the truth and include the good, the bad, and the ugly in our status report,” says an expert.
  - Who should receive a status report of your project? How often and in what form? Start with your communication plan. Identify which stake holder require a status report and how you can best give it to them.
  - Make sure you state the problem clearly in reports.
  - Anything that can be changed will be changed until there is no time left to change anything.
  - Those who govern, having much business on their hands, do not generally like to take the trouble of considering and carrying into execution new projects.
  - Monitoring and controlling the project is like driving a car.
  - Driving a car isn’t hard if you’re focused on getting where you need to go and you know the route.
  - Of course you’re not driving a car; you’re leading people. Nearly all project problems are people-related, as we’ve seen.
  - When we have no control over a problem,” said Stephen R. Covey, “out official responsibility is to smile, to genuinely and peacefully accept the problem and learn to live with it, even if we don’t like it. In this way, we do not empower the problem to control us.
- Closing
  - Generating, gathering, and disseminating information to formalize project completion, including evaluating the project and compiling lessons learned for use in planning future projects.
  - It may seem the answer is obvious (“when it’s done”), but you won’t really know if the project is over until you go through the following checklist:
    - Evaluate task list
      - This means going back over the project tasks to make sure everything has been finished.
    - Confirm fulfillment of project scope
      - This is where you answer the question “success or failure?”
        - Did we meet the goals of the project?
        - Are you satisfied with the end result?
        - Did we deliver in a timely manner?
        - Was it worth the cost?
        - Did we do a good job of anticipating and mitigating risk?
        - Any ideas for improving the process?
    - Confirm fulfillment of all Project Change Requests
    - Complete procurement closure

- In other words, make sure you've satisfied all the terms of the original project
- Document lessons learned
  - One of the top reasons for formally closing your project is to document what you learned along the way.
    - What was done well?
    - What needs to be done better or differently?
    - What unexpected risks did we have to deal with?
    - How does our process need to change to meet goals in the future?
- Submit final status report to key stakeholders
  - You should call your key stakeholder together for one meeting. Go over your task list, confirm the deliverables, and report your success and your failures.
- Seek feedback from key stakeholders
- Obtain all necessary signoffs
- Archive project documents
  - Your project documents are like gold. Imagine the riches buried in them for the next person who is assigned to a similar project.
- Public success
  - Let the world know what a great team you have and what they've accomplished. Encourage the higher-ups in your organization to acknowledge team members through an email, text, card, or a company memo. You want your team to win, but you also want them to feel like winners.
- Celebrate project close with rewards and recognition
  - Celebrating is extremely important to closing a successful project.
  - People like to be thanked personally. A personal note goes a long way.
  - Host a brief celebration meeting. Ensure that some or all stakeholders are in attendance.

## Managing Engineering Students

### *Quotes:*

#### Motivating the Middle

- A bottom-third sister with a 1.2 GPA is unlikely to pull a 3.0 next semester. However, that middle-third sister with a 2.76 might achieve that 3.0 if given encouragement, incentive and assistance.
- Your top-third members might get very annoyed by the disparity in expectations. They will say its not fair.
- You choose to be a top-third member, because that's the choice that brings you the greatest happiness and sense of purpose.

#### Project Management for the Unofficial Project Manager

- You've somehow got to inspire your team to fully commit to the project and motivate them to follow their process if you're going to achieve long-term success.
- Informal authority inspires people to want to play on your team and win.
- The next time you acknowledge someone for a job well done, try using the formula:
  - Intent
  - Facts
  - Impact

#### Why Doers Do

- Titles are another symbolic incentive.
- We should not overlook the power of titles.
- The office, Assistant to the regional manager.
- A manager interviewed by Computerworld said, "My own goal is to work myself out of a job... if you spend your career protecting your job, you're going to fail because you're focused on the wrong thing."
- The good news is everyone has talents and none are better than others; they are just different.
- Talents are the native abilities that a person is born with that are necessary in order for a person to perform work.
- The double-edged sword for managers is that talents are the one area of human performance that we can't directly improve or affect. We can provide training, manage and lead people better, we can alter incentives and change environments, but we can't change a person's native talents.



- Another native talent people need in order to perform well is the proper temperament. This includes such factors as emotional abilities, maturity, ethics, accountability, responsibility, wisdom, instinct and more.
- Bonuses go to the team that worked all weekend to fix a computer network problem, not to the team that built a system that never goes down.
- Collaboration is a body contact sport.
- Actually, “experience gifts” is a nice way of terming what I call material incentives. Cash is nice, but prizes, trips and food, done correctly, have a much longer emotional reverberation with an employee.

## The Art of Meetings

Quotes:

### Motivating the Middle

- If your meeting is supposed to last for an hour, and instead goes for two, the middle-third member gets annoyed.
- By beginning and ending on time, you earn trust of middle-third members, and you support their need to juggle priorities.

### Smart Tribes

- The number one place where problematic or unclear communication appears is in meetings. This is where a leader will often send people into their Critter State (by causing fear or confusion) due to lack of clarity. Why do we have meetings? Because we want to reach a conclusion of some sort. Yet typical and ineffective communication in meetings generally look like this:
  - Lots of information sharing
  - Lots of sharing oneself
  - Some debating, decision making and point proving
  - Regrettably few requests and promises.
- The key is to focus on only enough information sharing in order to solicit requests from parties who need something and promises from parties who will fill the need.
- Teams that share their learning processes openly see the problem-solving capacity of the organization improve greatly.

### Why Doers Do

- Tom Kelly writes, "If you're thinking food has nothing to do with your business, you're probably wrong..."
- Aside from training and documentation, people need a continuous feed of information that has temporary value.
- As a result of communication overload, even facts that are cascaded properly through an organization using appropriate media can be ineffective.
- A good medium for communication of facts is a newsletter. Many companies are large enough to publish their own internal publication, which is great for communication of temporary facts.
- Do people have continuous access to the simplest form of immediate communications.
- "The palest ink is better than the best memory."
- Because verbal communication predated written communication, we have a bias even today that information is best imparted when someone who knows something speaks to those who do

not know it, but who listen, interpret and memorize to become almost as knowledgeable as the expert.

## Growing the Culture

Quotes:

### Motivating the Middle

- Bottom-third members make top-third members crazy. While you consistently go above and beyond, making enormous personal investments of time and energy to build your organization up, the bottom-third members miss no opportunity to rip it down and make it weaker.
- But if involvement in your organization starts feeling negative, then the middle-third member might show up less, help out less, resign that leadership position, or spend more with people he enjoys more.

### Smart Tribes

- The Critter State will always trump the Smart State. Survival will always be coded as paramount. The trick is to increase safety, belonging, and mattering. When we do that, when we even make it safe for our team to recognize when they are triggered and to step back from it, we increase choice, allow change, and promote innovation.
- Being present means being here, focusing on now, and nowhere else. Not in the past, not in the future. Just here. Being present means looking at your world, your situation, your team, your concerns or fears, your intentions, your beliefs, and your commitments. Being present is essential to lead, to feel emotionally engaged, and to help your team feel you are aware of the key issues.
- One of the best ways to get and stay present is to focus on how you are increasing safety, belonging, mattering with your team.
- Do you know your company vision? Do your team members know it? Do they feel emotional about it?
- A vision is a picture of what you want, as far out on the horizon as you can see, as an organization or as an individual.
- If you know how to step into other people's maps, you'll be able to improve their abilities, performance, and outcomes, and increase their feelings of safety, belonging, trust, and connection within your team.
- Core applies to individuals – its who you are, what you stand for, what will last if everything else is stripped away. Culture refers to organizations – its what the company believes about its executives, its rituals, the behaviors that are rewarded or punished, the function and dysfunction.
- We find some people may not be able to become profoundly aligned with other people, but they can and will become profoundly aligned with a potent mission, vision, and values.
- Systems thinking: an understanding that all parts affect the whole and change in any one part will likewise affect the whole.
- A shared vision motivates the staff to learn, as it creates a common identity that creates focus and energy for learning.

- Having a solid culture and compelling cultural rituals fosters safety, belonging, mattering, staff retention, and high performance.
- A focused and present leader creates a focuses and present culture.

#### Project Management for the Unofficial Project Manager

- They switched for the journey. They wanted to be part of something that mattered.

#### Why Doers Do

- Any many a manager is not brave enough to venture down that path of asking such loaded questions as “do you feel appreciated?” or “Do you feel the company is loyal to you?”
- People can perform better when they are in good physical proximity to the things and people, they need to do their jobs.
- “Culture eats strategy for breakfast.” – Mark Fields
- Management was about the work and leadership was about the people. Together, they pretty much captured what most people called an organization’s culture.
- The first four factors of performance (tools, environment, incentives and information) are tangible. A person can more or less see, touch or feel those elements. But management is different. It’s more intangible.
- Affinity is ensuring employees get to work with others who share similar goals, approach work in a similar manner, have the same background and essentially share a similar world view.
- Perhaps the opposite of affinity is diversity. People not only need to work with others who have similarities, they also need to work with people who are different.

## Orbits and Transfers

1. Sustaining the Organization and Culture
2. Facilitating Change

The purpose of this section is to understand how to sustain what has been making your new organization great, and how to navigate the art of organizational change. This sequence in a college engineering organization's lifespan typically comes into play after Ignition and during Throttle Up. It is important to note, though, that the lessons and practices learned here are applicable to many areas of developing a student engineering organization. We begin this sequence with Sustaining the Organization and Culture which will teach you how to identify and sustain beneficial organizational project, practices and culture, but will then quickly move to the opposite. Facilitating Change will dive into the fundamental truths of humans and their relationship with change, and how, when done right, can be used to transfer out of a an imminent future collision within your current orbit.

## Sustaining the Organization and Culture

Quotes:

### Motivating the Middle

- You deal with the bottom third by setting minimum standards for your organization and then holding all members to those minimum standards.

### Smart Tribes

- But there's only so much top talent out there, and your energy should not be – and cannot be – spent solely on replacing or recruiting talent. At the end of the day, you've got to maximize the talent that you have.
- Companies can grow only as fast as their systems allow them to.

### Why Doers Do

- Another area of the emotion of tools to be aware of is people confusing tools as an investment in performance with tools as a reward.
- For the people who work for you or who's good performance you care about, your main responsibility is to ensure they have the right tools to do their jobs, in the most cost-effective manner, and that those tools are properly tuned, maintained and current.
- Policies are like train brakes; they allow an organization to move faster.
- Policies, which many people love to hate, might actually be the reason companies act quicker than those without them.
- If strategy is the heart of an organization, then process is the bloodstream.
- Whether written down or not, all organizations have processes. They might be terrible, but they are processes, nonetheless.
- Waste to be eliminated from a process has been categorized into what is called the 7 Deadly Wastes
  - Overproduction
  - Inventory
  - Waiting
  - Transportation
  - Motion
  - Over-processing
  - Defects
- ESSA

- Eliminate
  - Simplify
  - Standardize
  - Automate
- When you get your pizza delivered in less than thirty minutes, that's a lean process. When the pizza is consistently tasty and hot, that's six sigma reducing variability.
- The problem with an organizational culture of heroism is, rather than fix a bad process, we reward the two or three people who can get around it.
- Sir Francis Bacon said, "Knowledge is power."
- Do your processes have process owners.



## Facilitating Change

Quotes:

### Motivating the Middle

- Middle-third members get excited about successes, and they worry about the failures and shortcomings. They look at the top-third members to set things right, then they follow that lead.

### Smart Tribes

- The imagining of a new, better future where there are compelling rewards pulls, attracts, and draws people forward, and emotionally engages them.
- We recommend that if you are aiming to change something, you enlist the support of a trusted advisor, because it's almost impossible to see what's going on from inside.
- Use the words growth, progress and evolution as opposed to change. Change can hurl us into our crier brain, whereas growth messaging puts us in our prefrontal cortex, where we want to solve puzzles, have visions, and be creative.
- Not everyone in your organization is going to embrace and celebrate change. Every leader knows that the biggest challenge with change is resistance. But what most miss is that resistance is simply the first stop on the quest for the holy grail: a new standard.
- When an organization or individual feels their leader deeply cares for them, they trust their leader to help them navigate change.

### Project Management for the Unofficial Project Manager

- “There is nothing more difficult to take in hand, more perilous to conduct, or more certain in its success, than to take the lead in introducing a new order of things” – Niccolò Machiavelli

### Why Doers Do

- If you dislike change, you're going to dislike irrelevance even more.
- The great leaders I know are not trying to maintain the status quo, but instead actively and continuously asking, “How can I change my organization or department?”

## De-Orbit and Land

- a. Transitioning of Leadership
- b. Closing your Project

The purpose of this section is to prepare for the inevitable transition of power of your engineering organization. This sequence should officially begin the year before you graduate with the last 4 months needing a significant amount of energy. This sequence is the most important sequence of them all, as if this is not done correctly, all your work building the organization will fizzle. We begin this sequence with diving very deep into how to tackle Transitions your Leadership of the organization to the passionate underclassmen members. It then rolls into a Closing your Project section as by the end of this sequence, you have built an organization with the ability to sustain itself for decades after you are gone, carrying you and your founding members legacies.

## Transitioning of Leadership

Quotes:

### Motivating the Middle

- When you graduate, you want your efforts to be remembered. Many of your best memories of college will be of times spent with your fellow members. You will always care about your group, and you hope it achieves great things when you're gone.

### Smart Tribes

- The world is full of "living dead" companies that reached an inflection point and couldn't grow to the next one. You're either moving forward or moving back. Stasis is not sustainable.
- Are you retaining your superstar employees?
- Do you have the right people in the right roles doing the right things?
- Have you identified your next generation of leaders? If so, are you following a specific, proven process to cultivate them?
- You'll likely do three inquiry sessions with someone before they start to expect you to ask questions versus give orders. Next they'll come to you with ideas (since they know you'll inquire anyway) and they'll seek feedback and validation. After a few of these feedback/validation sessions, they'll then come to you saying they have a plan: here it is, speak now if you aren't okay with it. Then next – voila – they won't come to you since they'll have taken ownership of the area.
- Inquiry builds leaders – advocacy builds order takers. Five inquiries per advocacy.
- There are three influencing phrases:
  - What if
  - I need your help
  - Would it be helpful if
- The more influential you become, the more you are putting yourself at the service of your team. Real influence is about empowering others.
- When we're clear on the people, tools, and tasks we have available, and who "owns" what aspect of the business, we experience true empowerment and trust due to clear expectations and accountability.
- A "right person" is talented and needs to be put in the right role. A "wrong person" doesn't match or honor the organization's values or does but doesn't uphold the leadership code of conduct.
- Chaos is an indication that you need to go back to basics. Start by reestablishing your mission, vision, and values, then line up your systems.

## Project Management for the Unofficial Project Manager

- Some people naturally thrive on the operations side, while others love engaging, inspiring, and leading people.

## Why Doers Do

- We sometimes confuse money as an incentive with the great inherent feeling a person gets from helping others.
- Not all employees want to advance and that needs to be OK. You certainly want a certain number of ambitious workers who want to move up through the organization, but you also want a certain number who are OK doing a great job at the same job for a long time.
- As Don Moyer writes “People learn from experience. The point of training is to compress a lot of experience into a short time to make student more productive more quickly.”
- “We can’t take any credit for our talents. It’s how we use them that counts.” – Madeleine L’Engle

## Closing your Project

### Quotes:

Not really any quotes for this section yet. Mostly from the heart, and pulling all the sections together. Will be the last thing I write.