Legos & Mousetraps – Avoiding Common PM Mousetraps

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Why are we here today?

Over 30,000 results on Amazon

Over 10,000 results on PMI.org

Sharing stories

Community

New ideas & strategies
Legos and mousetraps?

https://www.youtube.com/channel/UCxuhTCOF965HyuAEBGB9YAw

Background

A BIT OF HISTORY

- Tax Consulting (start-up)
- Banknote Technology & Security
  - Learned to understand the "why"
- Real Estate Market Disruptor
  - Learned speed and scale have to coexist with the "people" side of PM
- Fortune 150 Healthcare
  - Complexity is an understatement

PMP by fire
We are fulfilling our mission by reaching more women in more communities

Solis Mammography builds on- and off-campus centers through a hub-and-spoke model around our hospital partner’s ambulatory strategy. We backfill density with retail-setting de novo sites.

60+ Centers in 13 States

975+ employees across the United States

Projected to perform over 900,000 procedures in 2019

Solis Mammography is proud of our positive impact on Women’s Health across the country

At Solis Mammography, we care about our patient’s health and are passionate about quality outcomes.

(Pea) Average-size lump found by regular repeat mammograms
(Lima Bean) Average-size lump if found in first mammogram
(Grape) Average-size lump found by women practicing regular self-exams
(Brussel Sprout) Average-size lump found by women practicing occasional self-exams
(Walnut) Average-size lump found by women untrained in self-exams

When treated at the size of pea
92% in cost, 50% survival

When treated at the size of walnut
40% in cost, 40% survival
Fun Facts about the Solis PMO

Our Team...

- is made up of 75% women
- includes an Instagram-famous baker, an event-center owner, a crossbow enthusiast, a nursing student, and an active reservist in the Air Force

At any given time is managing 34,000 tasks

The PMO reports directly to the CEO and is part of the Senior Executive Team

The mission of the Senior Executive Team is to drive clarity, resolution, and vision for Solis Mammography as an organization.
The Solis PMO in just its second year of operation, quickly organized around key delivery areas of the business

PMO DELIVERY CHANNELS

<table>
<thead>
<tr>
<th>NEW CENTER DELIVERY</th>
<th>PARTNER INTEGRATION</th>
<th>STRATEGIC PROJECTS</th>
<th>REPORTING &amp; ANALYTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2017</td>
<td>A First project managers hired</td>
<td></td>
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<tr>
<td>Q1 2018</td>
<td>B PMO leader hired</td>
<td></td>
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<tr>
<td>Q2 – Q4 2018</td>
<td>C PMO launched, 20 team members hired, PMIS launched, project quality department established</td>
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<tr>
<td>Q1 2019</td>
<td>D Project financial systems in place, largest project in org history successfully recovered and launched</td>
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<tr>
<td>Q2 2019</td>
<td>E PMO delivers positive financial results to the organization within 1 year</td>
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In the first year of operation, the PMO delivered twice the number of new centers as the prior year, and will double that number again in Year 2
Strategic projects were not formally supported until the PMO was established in 2018

**STRATEGIC PROJECTS**

- +118: Number of priority projects across the company in 2018
- +20: High priority projects identified through PMO assessment
- 5: Critical strategic projects prioritized and planned for delivery in 2019
- Project managers are assigned to only the most critical, most complex projects

The Solis PMO is representing the USA in the PMO Global Awards for 2019

- The PMO Global Awards is an annual initiative hosted by PMO Global Alliance.
- It intends to inspire organizations around the world to evolve their Project Management Offices and project management practices to achieve the best results.
- It encourages organizations from all over the world to share knowledge and experiences, acknowledging the best results, and allowing the evolution of the PMO worldwide community.
- One PMO is selected to represent each of 64 countries – Solis’ PMO is representing the USA
3 Keys to Success in Project Management

01 Show Up
02 Dig In
03 Peace Out

Mousetrap #1 – I solved the wrong problem, yay me!

WHAT THE PM BROUGHT

STANDARD IMPLEMENTATION PLAN

WHAT WE NEEDED

CUSTOMIZED IMPLEMENTATION PLAN

RESTRUCTURING OF PROGRAM

SYSTEMS AND STRUCTURE

Complex Integration
Unions & Labor Regulations

PROCESSES & INTEGRATION

Custom Clinical Applications
Overhaul Processes
Training

$250M Annual Spend
8 Senior Executive Approvals
Vendor Consolidation

May 20, 2019
Mousetrap #1 – I solved the wrong problem, yay me!

Moral of the Story: Know what success looks like and Show Up fully engaged!

- Ask questions!
- Understand where the sponsors are coming from, what challenges / VUCA they are facing in their role and what success looks like to THEM.
- Build confidence that you will bring value to the project.
- Sponsors are depending on you. If you don’t show up fully engaged and prepared, you will never get the opportunity again.

Mousetrap #1 Slayer – Focus on success with scorecards

- Create success measurement tools that go beyond RVTM
- Keep the “Care Abouts” front and center

Key elements:

- Asks all stakeholders – what does a perfect “Day 1” look and feel like to you?
- All stakeholder groups approve their scorecard(s) – provides a sense of ownership and shows project leaders are listening
- Stakeholders provide Pass/Fail feedback daily until all criteria are in Pass status
Mousetrap #2 – I have 49 process areas and I’m not afraid to use them!

PMBOK

01
UNAWARE PM
I was great at my job before I got my PMP

02
ANALYSIS PARALYSIS PM
I sucked at my job after I got my PMP

Mousetrap #2 – I have 49 process areas and I’m not afraid to use them!

Moral of the Story: There is never a substitute for “getting it!”

Software can replace gate-keeping PMs

Connect the dots on meaning, dig into the “hmmmm?” zones, and drive decisions forward.

Understand the “why” behind the project.

Know your role and make your level of ownership in the project crystal clear.
Mousetrap #2 Slayer – Make roles and methodology clear and simple

Establish easy-to-understand roles

Allow for “best fit” in your methodology

Track

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<tr>
<th>Description</th>
<th>PM Role</th>
<th>Leader Role</th>
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<tbody>
<tr>
<td>Smaller or less complex projects that affect 1-2 user groups and have an SME overseeing the project with hand-on management of the project.</td>
<td>Gather business case &amp; milestones from leader, monitor progress and include in portfolio report.</td>
<td>Provide necessary info to PM, update as requested, lead and own the project.</td>
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Advise

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<td>Middle to low complexity, multiple user groups, or moderate impact projects that need help with planning and initiating.</td>
<td>Same as tracking. Support leads/teams in scoping and planning activities. Advise as needed.</td>
<td>Same as tracking. Work collaboratively with PM to plan the project and incorporate best practices.</td>
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Manage

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<td>Larger, more complex, or mission critical projects that require direct project management co-ownership with the project leader.</td>
<td>With leader, create business case, project charter, plan, schedule &amp; milestones, actively manage the project, monitor progress and include in portfolio report.</td>
<td>Same as advising. Actively participate in and co-own project leadership.</td>
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The PMO will support Solis Mammography colleagues as a source of project and change management leadership and expertise.

We will ensure the PMO evolves and keeps pace with the changing organizational and business environment. Our methodology will be best-practice based, but we will support a “best fit” approach.

We will work with our project sponsors and teams to meet or exceed project scope, schedule, and budget while delivering a positive experience.
**RELATIONSHIP WRECKING 101**

**STEP 1**
Wield your Executive Sponsor’s name like Valyrian steel!

**STEP 2**
Bulldoze your way through to the end -- they will all thank you later!

**STEP 3**
Escalate with reckless abandon, sponsors love it! Who cares if the team trusts you as long as the work gets done?

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**Mousetrap #3 – How to wreck a stakeholder relationship in 3 easy steps . . .**

**Moral of the Story: Don’t be a jerk!**

- Know your value system and guiding principles.
- The TALENT in great PMs is in leaving the team with a great experience.
- Success does not lie in getting a project done by leaving a path of destruction.
- Measure yourself not just on what you accomplished, but how you accomplished it.
Mousetrap #3 Slayer – Clear Values & Principles

In everything we do, the PMO will:

- Be approachable
- Be respectful of differing ideas and values
- Promote a culture where collaboration is a core value
- Nourish a positive and supportive environment
- Be passionate about project and change management
- Support the Mission and Vision of Solis

Establish your guiding principles

Create a strong mission and values system

Our Results:

- Less than 5% voluntary turnover
- 15% promotion to departments outside the PMO
- Credibility & “pull” for PMO resources
3 Keys to Success in Project Management

- 01 Show Up
- 02 Dig In
- 03 Peace Out

Measure yourself not just on what you accomplished, but how you accomplished it.

Engage deeply and know what success looks and feels like.

Ask the challenging questions.

Project managers don’t do the work, they get work done through other people . . .

*Lee R. Lambert*
*PMI Fellow*