

ETPMI Professional Development Day



Delivering Value by Building Influence Through Trust *Matt Teeple, Scott Major, Sue Oliver*

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Management Solutions, LLC 

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that maximize project success”*



Building Influence Through Trust

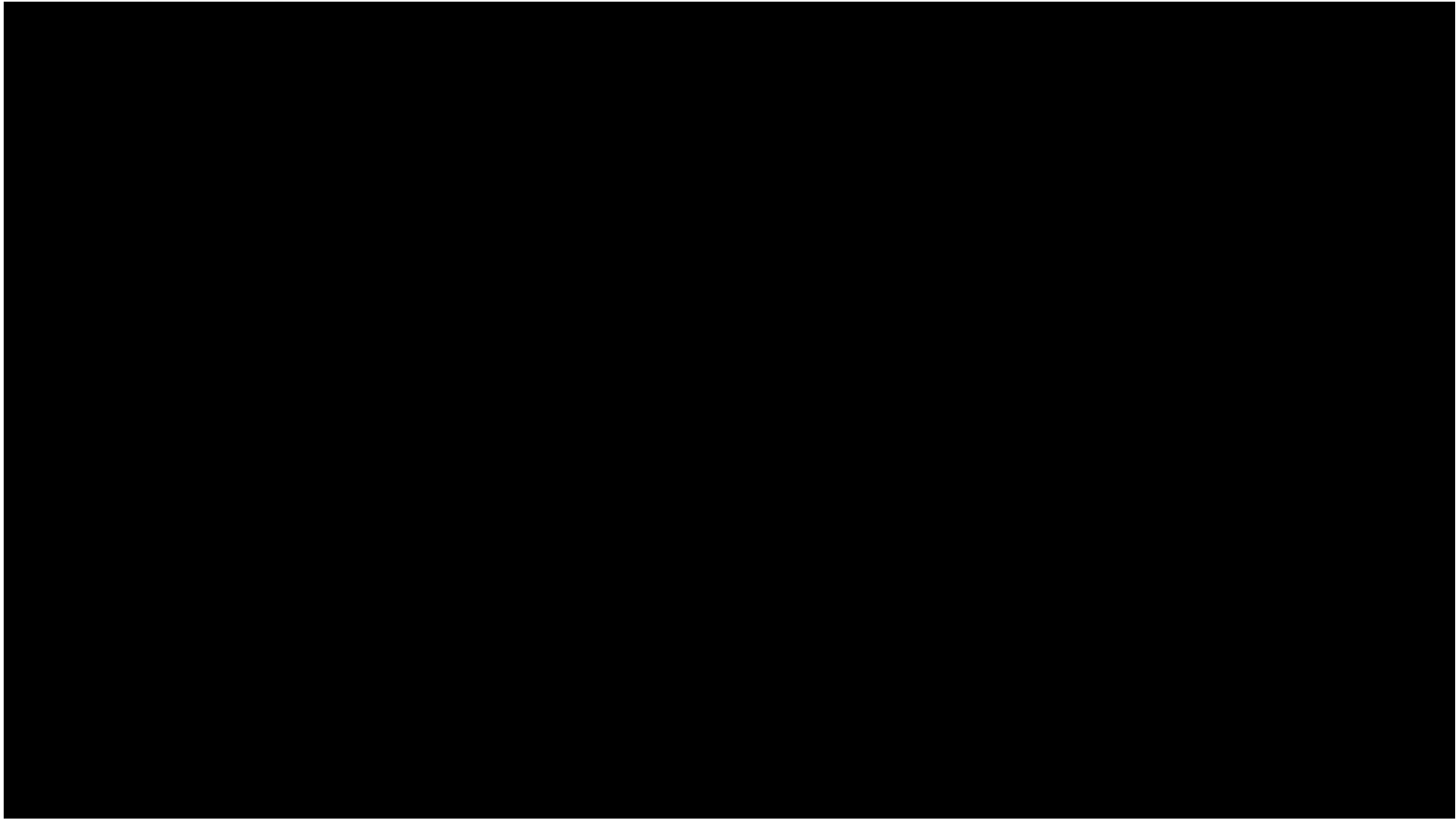
- What is Trust? Key Elements of Trust Relationships
- Focus Areas of Trust in the Project Management Environment
 - Risk Management
 - Upfront Planning / Frontline Project Management
 - Performance Reporting and Forecasting
- Course Correction to Build and Maintain Trust

Key Elements of Trust Relationships

- **Competence**
 - Ensure capabilities align with responsibilities
 - Belief that your counterpart has the capabilities and follow-through to do the job for which they are responsible
- **Transparency**
 - Telling difficult truths, kept promises, consistency, credibility
- **Benevolence**
 - Maintain best interests of project and team
 - Belief that your counterpart has the project's best interests at heart



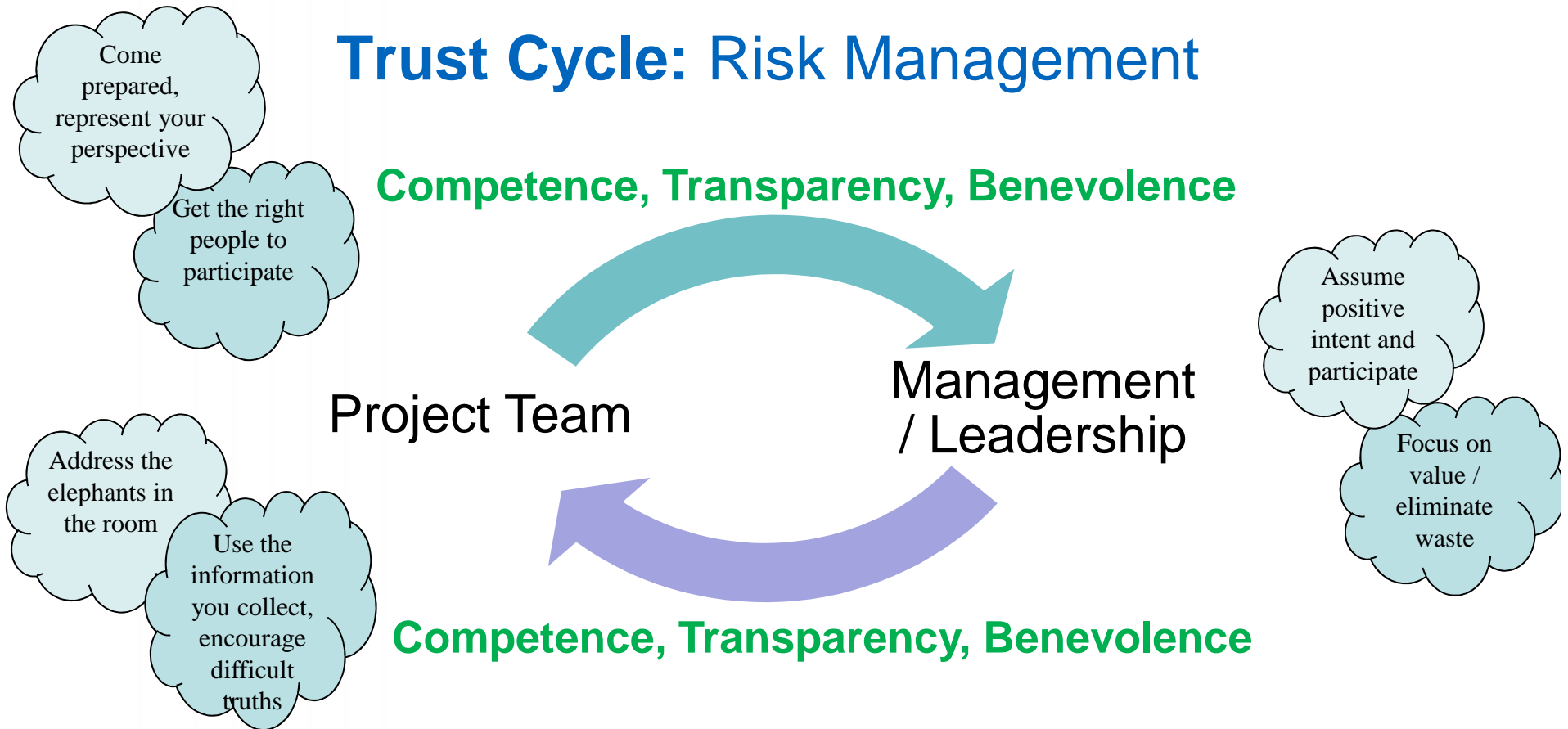
“Opportunity and risk come in pairs”
— **Bangambiki Habyarimana**

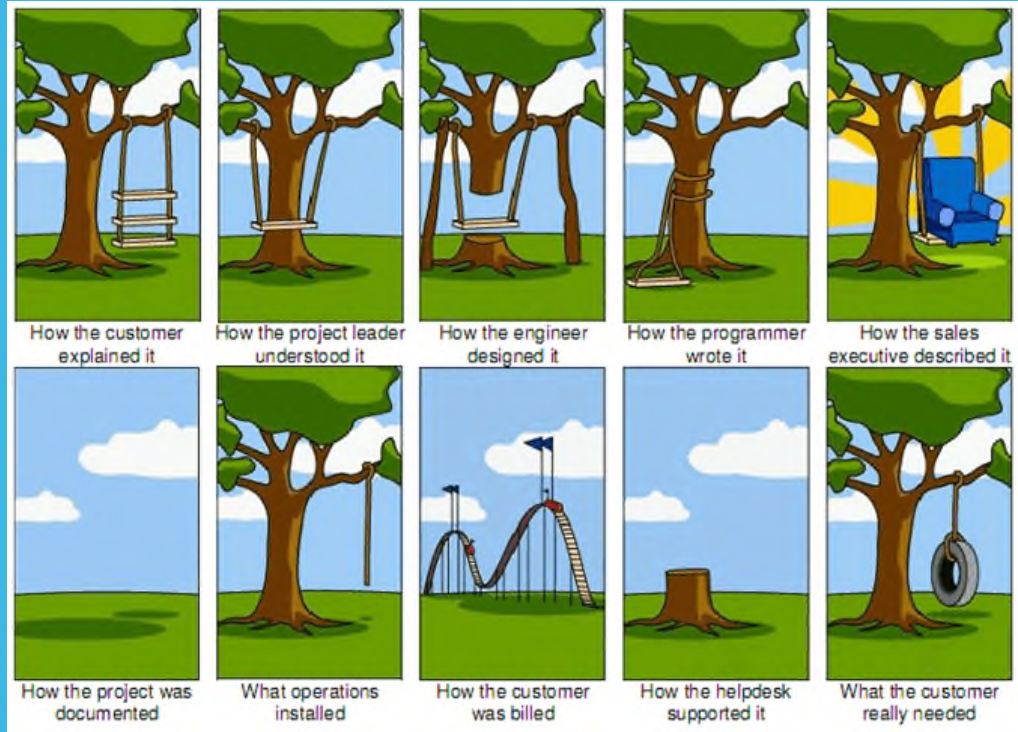


Discussion: Breakdowns of Trust in Risk Management

Where does **Trust** begin to break down as **Risk Management** challenges mount in a project management environment?

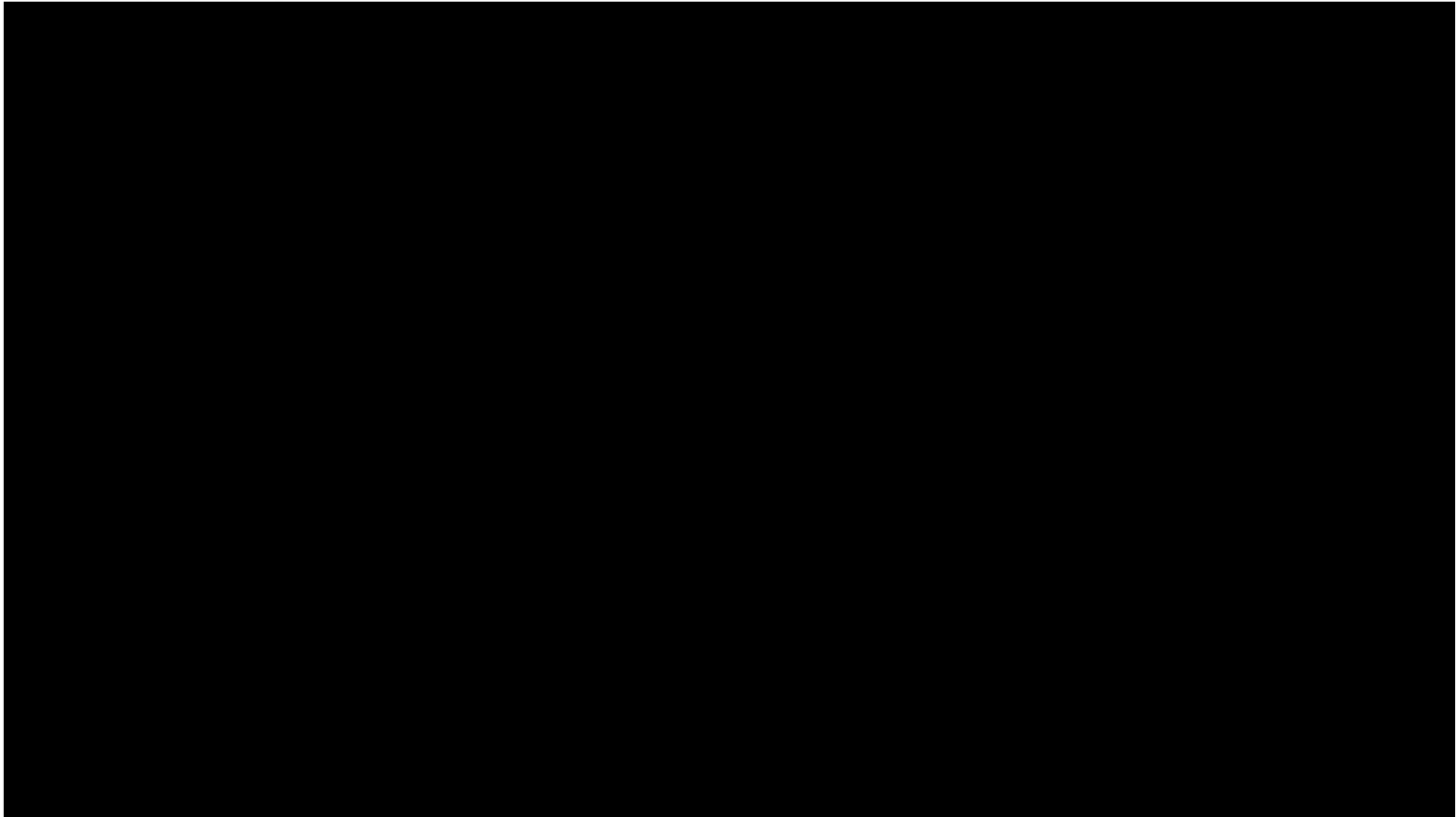
Trust Cycle: Risk Management





“Unless commitment is made, there are only promises and hopes; but no plans.”

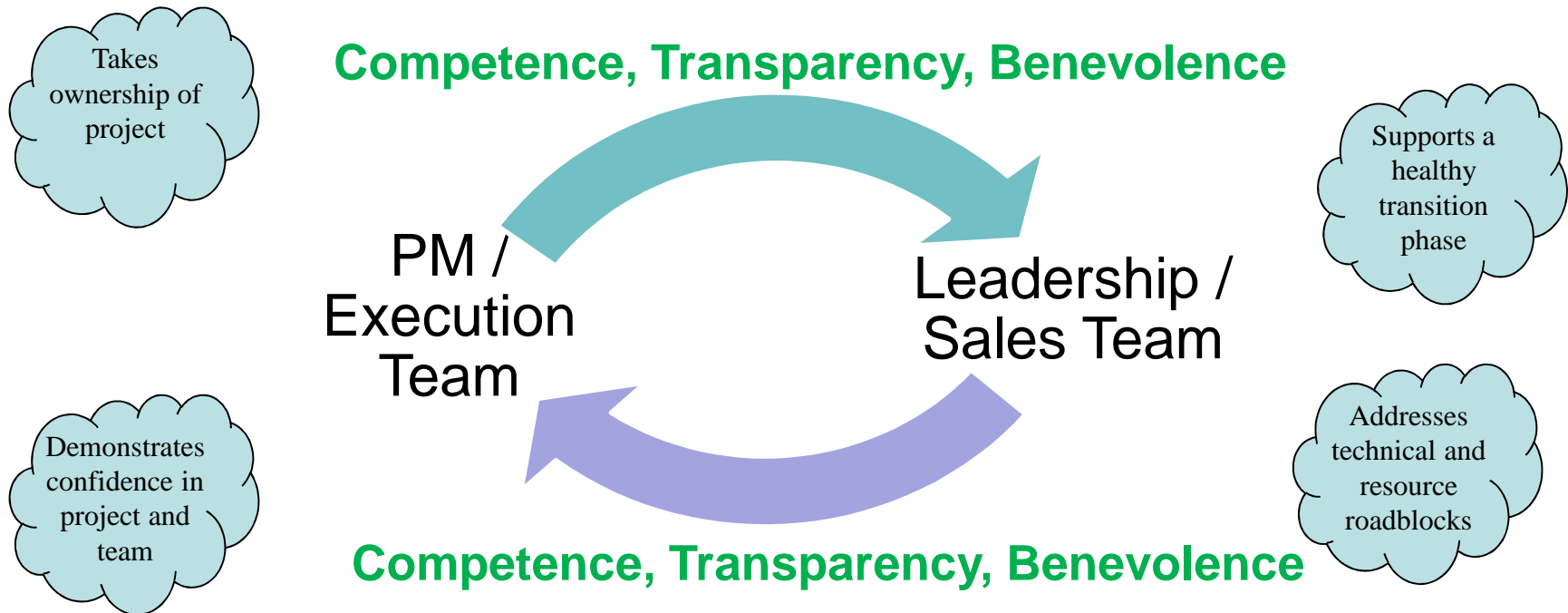
- Peter F. Drucker



Discussion: Breakdowns of Trust in Upfront Planning

What are some **Trust** challenges with **Upfront Planning** and **Frontline Management**?

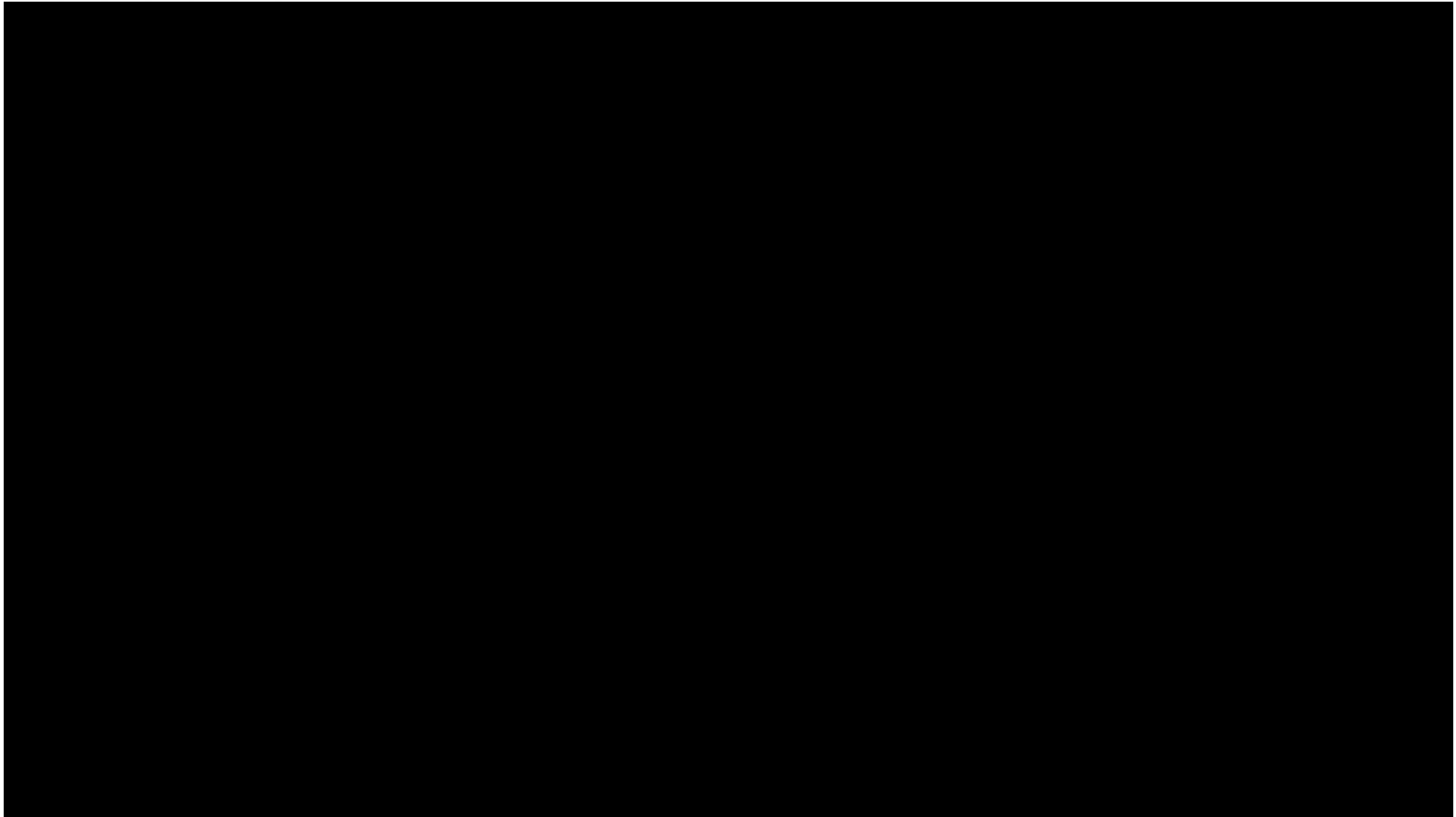
Trust Cycle: Upfront Planning





“The analysis of variance is not a mathematical theorem, but rather a convenient method of arranging the arithmetic.”

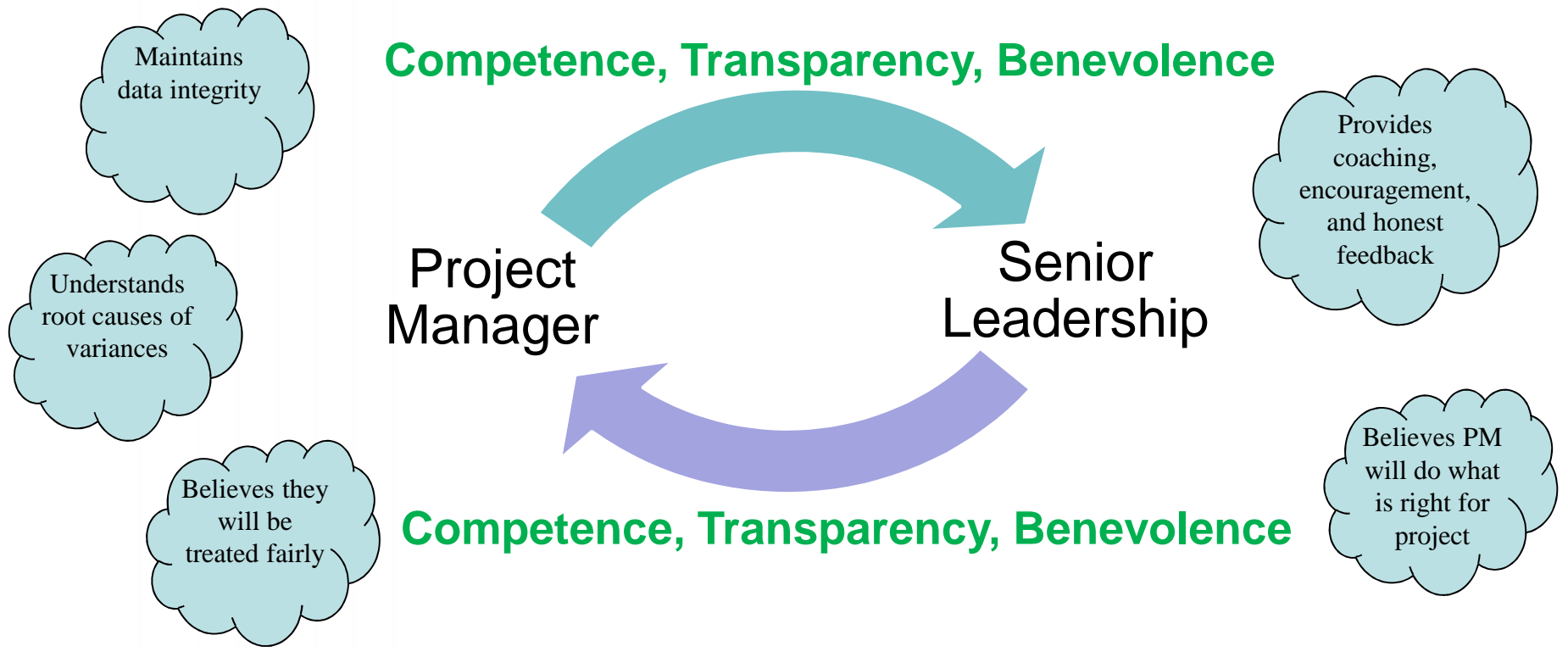
- Ronald Fisher



Discussion: Breakdowns of Trust in Reporting and Forecasting

What are some **Trust** challenges with
Performance Reporting internally and with
clients?

Trust Cycle: Reporting and Forecasting



Team Member Stereotypes

| | Transparency | Competence | Benevelence |
|---------------------|--------------|------------|-------------|
| Ideal participant | ✓ | ✓ | ✓ |
| Don't rock the boat | ✗ | ✓ | ✓ |
| The know-it-all | ✓ | ✓ | ✗ |
| Mr. Nice Guy | ✓ | ✗ | ✓ |
| Second retirement | ✓ | ✗ | ✗ |
| Cheerleader | ✗ | ✗ | ✓ |
| Unengaged SME | ✗ | ✓ | ✗ |

Continuous Improvement

- Demonstrate **Trust** through character and competence
 - **Listen First** – For understanding, not simply to reply
 - **Keep Commitments** – Deliver on what you say you will
- Extend **Smart Trust**
 - Being candid shows trust in your audience
 - Assure credibility of the people involved; actively cultivate
 - Avoid pitfalls like keeping information siloed, or simply believing everything you hear

Continuous Improvement

- Project change succeeds when project management and leadership are adequately prepared
- Projects effectively using **change management** are 6 times more likely to meet or exceed project objectives
- Consider **ADKAR** in the people side of project management
 - **Awareness** of the need for change
 - **Desire** to participate in and support the change
 - **Knowledge** on how to change
 - **Ability** to implement new skills and behaviors
 - **Reinforcement** to sustain the change

References

- **Cultivating Trust Is Critical—and Surprisingly Complex**
Kent Grayson, Kellogg School of Management at Northwestern University
- **The Speed of Trust**
Stephen M.R. Covey
- **Prosci Change Management**
www.prosci.com

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