



Leading a project through the IT jungle

It's been said that managing IT personnel is like herding cats. Who are these people in IT, what motivates them and how do I communicate with them? Tips on keeping your IT personnel on track, on time, in scope and informed.



Project Managers

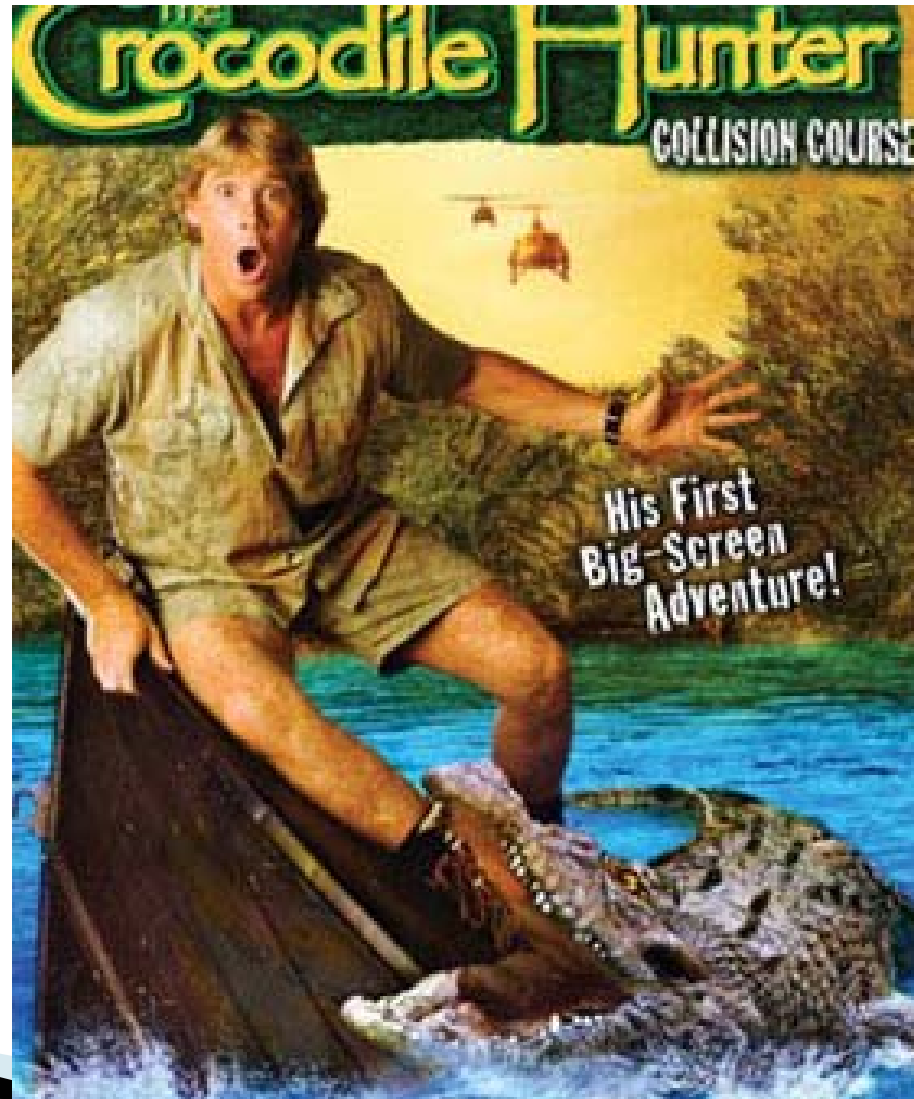
- ▶ Styles of Project Managers
 - Hands Off
 - Hands On



Hands Off Style



Hands On Style





Project Manager Style?

Why does a Project Manager's style of management matter?

Standards & Best Practices

VS

Creativity, Individuality, & 'The Rebels'

Don't Panic!



Who chooses IT as a career?

IT Personnel – Career Options

- Web/Java
- DBA
- ‘Legacy’ Programmers
- Other IT Personnel

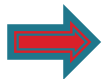
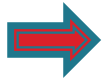


Why did you choose your career?

Results

IT Non-IT

| | | |
|---|---|--|
| 4 | 1 | ▶ A - Money |
| 6 | 2 | ▶ B - Job security |
| 1 | 3 | ▶ C - Opportunity for growth (learning) |
| 7 | 5 | ▶ D - Just a stepping stone for my 'real' career. |
| 5 | - | ▶ E - Opportunity to help others |
| 3 | 4 | ▶ F - I like a challenging career |
| 7 | - | ▶ G - I wanted to work with people |
| - | - | ▶ H - Opportunities for dating (meet opposite sex for dating!) |
| 6 | 6 | ▶ I - Other |





Why did you choose your career?

Comments:

‘I prefer working with computers to working with people’

‘Not only do I work in IT, I even have to shovel IT sometimes.’



Wikipedia – ‘Computer Programmer’

“Those proficient in computer programming skills may become famous, though this regard is normally limited to software engineering circles. Many of the most notable programmers are often labeled hackers. Programmers often have or project an image of individualist geekdom, resistance to "suits", controls and conformity.”



Project Manager Dilemma

‘Hands On’ vs ‘Hands Off’

Find balance between styles. There are times to be ‘Hands On’ and times to be ‘Hands Off’.

What motivates IT?



What motivates IT?



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Rank the following ways to motivate IT personnel in your organization

Results

IT Non-IT

- | | | |
|-----|---|--|
| 3 | 4 | ▶ A – Money (bonus or raise) |
| 5 | 5 | ▶ B – Public Recognition (Praise w/o money)(in front of Team, Department, Company) |
| 4 | 5 | ▶ C – Private Recognition (Praise w/o money)(one-on-one) |
| ➔ 2 | 1 | ▶ D – Public Recognition (w/money)(in front of Team, Department, Company) |
| ➔ 1 | 2 | ▶ E – Private Recognition (w/money)(one-on-one) |
| 6 | 3 | ▶ F – Simple Thank you (verbal) |
| 7 | 7 | ▶ G – Nothing, should be expected as part of the job |
| ➔ 8 | 9 | ▶ H – Threats |
| ➔ 9 | 8 | ▶ I – Other Food – Candy, Pizza, M&Ms, etc... |



Rank the following ways to motivate IT personnel in your organization

Comment:

‘There is a theory that motivation is built in programming. The only thing that managers can do is de-motivate.’

Work within your company ‘culture’.

Peak, Summit & Pinnacle



Staying on Track

Any suggestions?

What about
Status Meetings?

How often should meetings be held for status updates on projects with IT?

Results
IT Non-IT

| | | |
|---|---|--|
| – | – | ▶ A – daily |
| 3 | 3 | ▶ B – twice a week |
| 1 | 1 | ▶ C – weekly |
| 2 | 2 | ▶ D – only as often as changes in status require |
| – | – | ▶ E – only at start and/or end of project |
| – | – | ▶ F – only at start and/or end of project phase |
| 4 | 3 | ▶ G – Meetings, can't you just call me? |
| – | – | ▶ H – I'll just let you know when I'm done. |
| 5 | 3 | ▶ I – Other |



How often should meetings be held for status updates on projects with IT?

Comments:

It depends on the size/scope/priority of the project.

Meet less often at beginning of the project and more often near the end of the project.

Remember how much IT likes working with people!

Also, work within your project demands!



Staying on Time?

Any suggestions?

What about delays?




Rank the following delays to projects that you experience

Results

IT Non-IT

| | | |
|---|---|---|
| 2 | 3 | ▶ A – Sponsor changes (Scope Creep) |
| 5 | 4 | ▶ B – Project Manager changes (Scope creep) |
| 1 | 1 | ▶ C – Insufficient requirements |
| 6 | 5 | ▶ D – Programmer changes (Scope Creep) |
| 7 | 7 | ▶ E – QA Failure (Rework/retest) |
| 4 | 2 | ▶ F – Insufficient Resources |
| 3 | 6 | ▶ G – Original schedule incorrect |
| 8 | 8 | ▶ H – Other |





Rank the following delays to projects that you experience

‘Other’ comments:

Vacations, excuses (not my job, too hard, not enough time, not enough people to do project, etc...

‘Insufficient requirements lead to insufficient schedule which leads to scope creep.’





Keeping IT in scope

Any suggestions?

What about planning ahead?



Keeping IT Informed

Any suggestions?




What about
communication?



What method of communication do you prefer for status updates between IT and Project Manager?

Results

IT Non-IT

| | | | |
|--|---|---|--|
|  | 2 | 1 | ▶ A – meetings with full project staff |
| | 4 | 3 | ▶ B – phone calls |
|  | 1 | 2 | ▶ C – e-mail |
| | 6 | 7 | ▶ D – I.M./texting |
| | 5 | 3 | ▶ E – personal one-on-one |
| | 6 | 5 | ▶ F – Carrier-pigeon |
|  | 3 | 5 | ▶ G – Other |



What does it all mean?

- ▶ Get to know your IT people
- ▶ Manage with an IT perspective in mind
- ▶ Manage within company culture
- ▶ Find a balance between 'Hands On' & 'Hands Off'



Questions?

