



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
- New ideas & strategies
- Community

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Legos and mousetraps?



<https://www.youtube.com/channel/UCxuhTC0F96SHycAEBG89YAaw>

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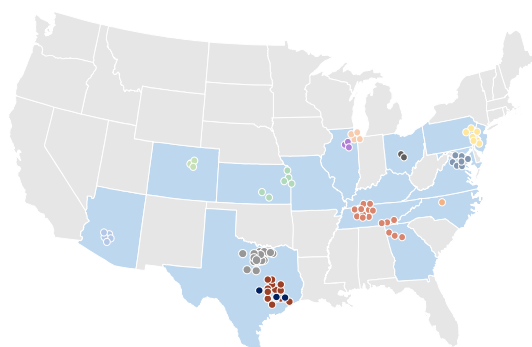
Background

A BIT OF HISTORY



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

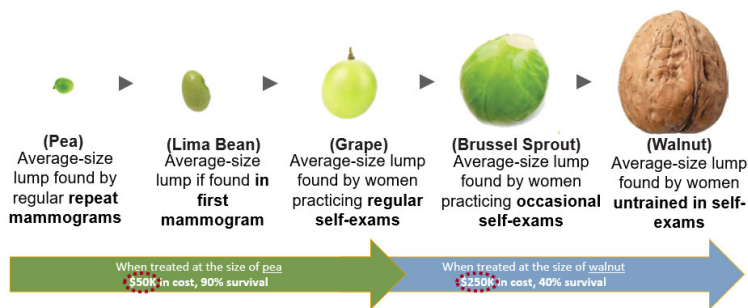
975+ employees across the United States

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.



Fun Facts about the Solis PMO

Our Team...

- is made up of 75% women
- includes an Instagram-famous baker, an event-center owner, a cross-bow enthusiast, a nursing student, and an active reservist in the Air Force
- At any given time is managing 34,000 tasks

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

Senior Executive Team

- Chief Executive Officer
- Chief Operating Officer
- Chief Information Officer
- General Counsel
- Chief Development Officer
- Chief Medical Officer
- VP, Human Resources
- VP, PMO
- Chief Financial Officer

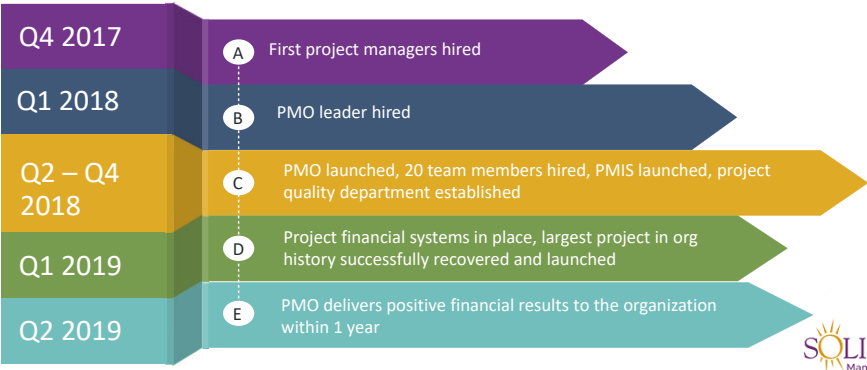
The mission of the Senior Executive Team is to drive clarity, resolution, and vision for Solis Mammography as an organization.

SOLIS Mammography

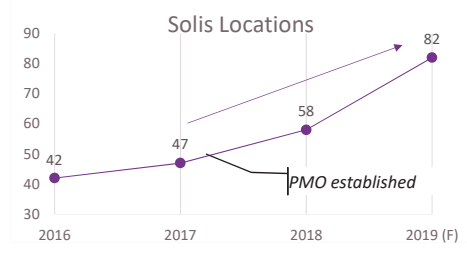
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The Solis PMO in just its second year of operation, quickly organized around key delivery areas of the business

PMO DELIVERY CHANNELS

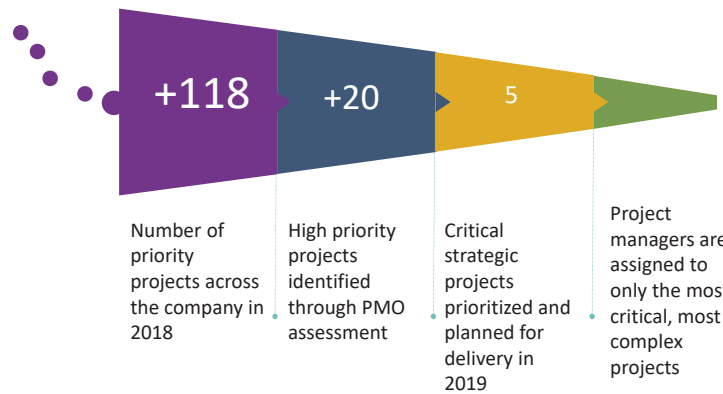


In the first year of operation, the PMO delivered twice the number of new centers as the prior year, and will double that number again in Year 2



Strategic projects were not formally supported until the PMO was established in 2018

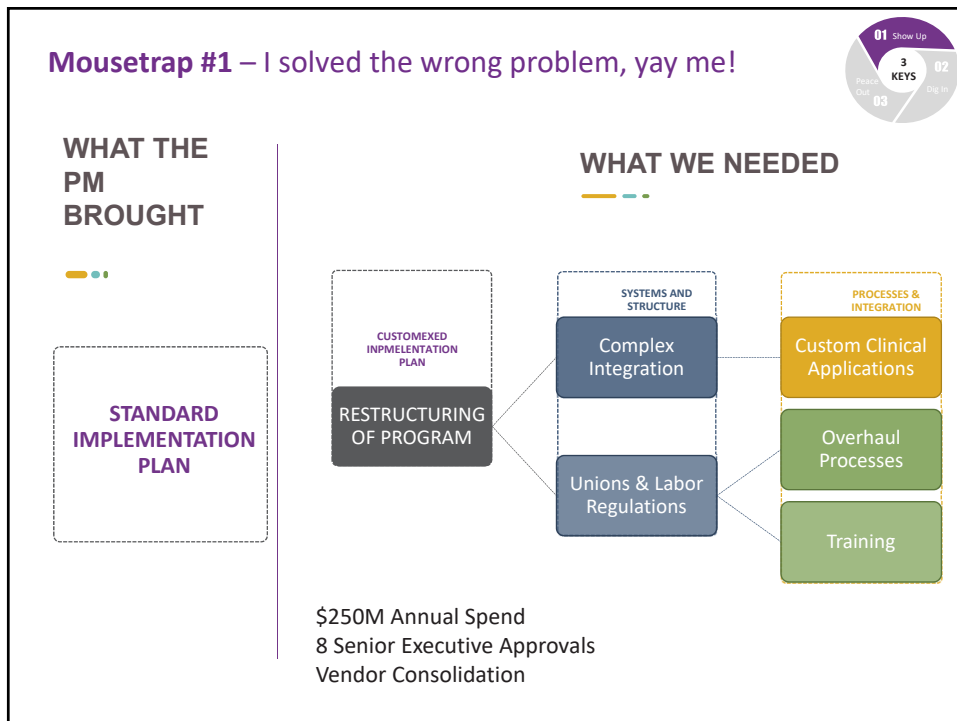
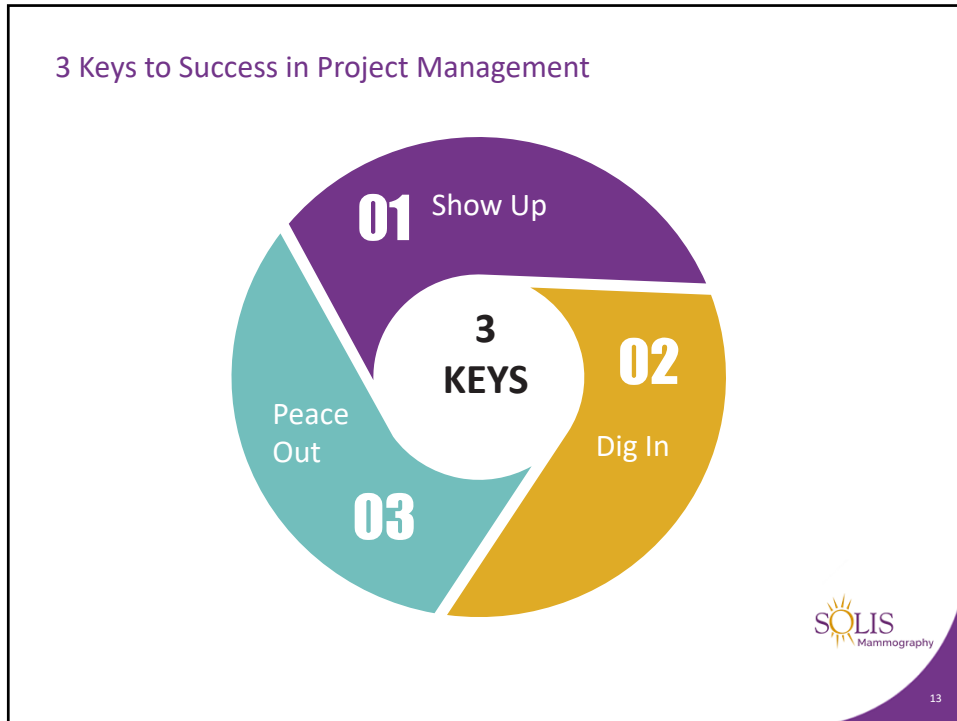
STRATEGIC PROJECTS



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**





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!

Sponsors are depending on you. If you don't show up fully engaged and prepared, you will never get the opportunity again.

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.

Mousetrap #1 Slayer – Focus on success with scorecards



Create success measurement tools that go beyond RVTM




Keep the “Care Abouts” front and center

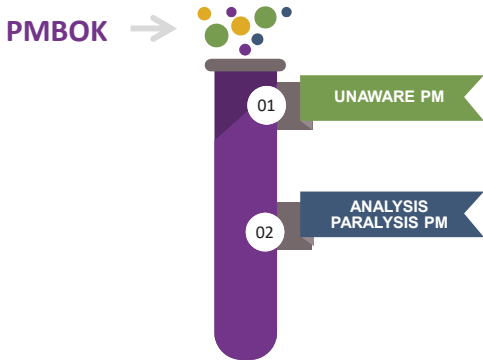
Category	Item	Pass	Fail
Patient Experience	At least 90% of patients are satisfied	Yes	No
	90% of patients are satisfied with their experience	Yes	No
	90% of patients are satisfied with their experience	Yes	No
	90% of patients are satisfied with their experience	Yes	No
	90% of patients are satisfied with their experience	Yes	No
	90% of patients are satisfied with their experience	Yes	No
	90% of patients are satisfied with their experience	Yes	No
	90% of patients are satisfied with their experience	Yes	No
	90% of patients are satisfied with their experience	Yes	No
	90% of patients are satisfied with their experience	Yes	No
Team Member Experience	At least 90% of team members are satisfied	Yes	No
	90% of team members are satisfied with their experience	Yes	No
	90% of team members are satisfied with their experience	Yes	No
	90% of team members are satisfied with their experience	Yes	No
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	90% of team members are satisfied with their experience	Yes	No
	90% of team members are satisfied with their experience	Yes	No
	90% of team members are satisfied with their experience	Yes	No
Site	At least 90% of sites are satisfied	Yes	No
	90% of sites are satisfied with their experience	Yes	No
Management	At least 90% of management are satisfied	Yes	No
	90% of management are satisfied with their experience	Yes	No
Mammography	At least 90% of mammography are satisfied	Yes	No
	90% of mammography are satisfied with their experience	Yes	No

- 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




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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

Understand the “why” behind the project.

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

Know your role and make your level of ownership in the project crystal clear.



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Mousetrap #2 Slayer – Make roles and methodology clear and simple



Establish easy-to-understand roles



Allow for “best fit” in your methodology

Track		
Description Smaller or less complex projects that affect 1-2 user group and have an SME overseeing the project with hands-on management of the project.	PM Role Gather business case & milestones from leader, monitor progress and include in portfolio report.	Leader Role Provide necessary info to PM, update as requested. Lead and own the project.
Advise		
Description Mid-size, low-complexity, multiple user groups or moderate impact projects that need help with planning and initiating.	PM Role Same as Tracking. Support leader/team in scoping and planning activities. Advise as needed.	Leader Role Same as Tracking. Work collaboratively with PM to plan the project and incorporate best-practices.
Manage		
Description Larger, more complex, or mission critical projects that require direct project management co-ownership with the project leader.	PM Role With leader, create business case, project charter, plan, schedule & milestones, actively manage the project, monitor progress and include in portfolio report.	Leader Role Same as Advising. Actively participate in and co-own project leadership.



Mousetrap #2 Slayer – Make roles and methodology clear and simple




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.





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




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?**




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



Moral of the Story: Don't be a jerk!

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.




Know your value system and guiding principles.


The TALENT in great PMs is in leaving the team with a great experience.

Mousetrap #3 Slayer – Clear Values & Principles






Create a strong mission and values system




Establish your guiding 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



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Mousetrap #3 Slayer – Clear Values & Principles



Dependability

Team members get things done on time and meet expectations

Structure and Clarity

Clear goals and well defined roles within the group

Meaning

Work has personal significance to each team member

Impact


We believe our work is purposeful and positively impacts the greater good

Psychological Safety

Everyone is safe to take risks, voice their opinions, and ask judgment-free questions

Our Results:

- *Less than 5% voluntary turnover*
- *15% promotion to departments outside the PMO*
- *Credibility & “pull” for PMO resources*



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3 Keys to Success in Project Management

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.

01 Show Up

02 Dig In

03 Peace Out

3 KEYS

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

Lee R. Lambert
PMI Fellow

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