



Let's Get Real

Project Management for the rest of us

APTA Fare Collection Workshop
San Diego, California
March 2010

Project Management for the Rest of Us

Project Management Professional (PMP) Certification

Is a good thing:



- ▶ It provides structure
- ▶ It teaches the “classics”
- ▶ It provides templates
- ▶ It builds a network

Project Management for the Rest of Us

So Why Do Projects Fail?

- ▶ Lack of a vision and a champion
- ▶ Avoidance of ownership by the project team
- ▶ Losing focus
- ▶ Overwhelmed by politics and bureaucracy
- ▶ Poor communications, negotiation, facilitation, change management and conflict resolution



Project Management for the Rest of Us

Vision – The less grandiose the better

- ▶ Why are we doing this:

 - “The faregates are 30 years old and in poor repair”

 - “Fare evasion is out of control”

 - “Revenue control and processing will be improved”

 - “Our image will be improved”

 - “More and better revenue, ridership and NTD data”

- ▶ Why did they build the Golden Gate Bridge???

 - To get from San Francisco to Marin County
in minutes instead of hours



Project Management for the Rest of Us

A Champion

- ▶ Shares the vision
- ▶ Not afraid to approach the throne
- ▶ Breaks down bureaucratic walls
- ▶ Has your back



Project Management for the Rest of Us

Ownership

- ▶ Key stakeholders must fulfill their roles
- ▶ The Project Manager sets the tone
- ▶ In a major fare collection project Revenue, Operations, Marketing, Customer Service and others must be engaged
- ▶ Constant maintenance of communication and relationships
- ▶ Share the vision



Project Management for the Rest of Us

Lack of Focus

- ▶ The Project Manager keeps the focus
- ▶ Constantly remind others are we doing this
- ▶ Avoid policy and technology vortexes
- ▶ Triage
- ▶ Up to your @\$& in alligators
- ▶ Remember the Vision



Project Management for the Rest of Us

Politics and Bureaucracy

- ▶ Build relationships
- ▶ Communicate and avoid surprises
- ▶ Recognize bureaucratic techniques
 - More analysis
 - No budget, no resources
 - No answer is an answer
- ▶ The “V” word – Bureaucrats do have vision

Project Management for the Rest of Us

Communication, Negotiation, Facilitation, Change Management and Conflict Resolution

- ▶ Project Managers do not manage with spreadsheets, templates and Gantt Charts, they manage with people
- ▶ People don't like change
- ▶ Communication is listening
- ▶ Bureaucracies organically fight change
- ▶ Boil the frog



Thank You !

**Neil Poling
Senior Associate
Booz | Allen | Hamilton
Poling_Neil@BAH.com**