

# Let's Play Catch!



Getting **Big** Things Done  
Working with Others

Hal Macomber  
Lean Project Consulting, Inc.

[www.leanproject.com](http://www.leanproject.com)  
[www.letsplaycatch.com](http://www.letsplaycatch.com)



# Projects Are about People

- Working definition:  
Projects are temporary organizations formed for the special purpose of delivering on a promise to a customer.
- Success with projects depends on success working with people. No more. No less.



# More of the Same Hasn't Worked

- It's not about the critical path
- It's not about work breakdown structure
- It's not about earned value CPI and SPI
- It's not about technical issues
- It's not about (fill-in the blank)



# Project Management Skills

- Technical
  - Engineering, production, IT
  - Project mechanics
- Personal
  - Building trusted relationships
  - Coordinating with each other
- Business and Leadership
  - Defining the game



# Good First Step, but...

- What is the basis of personal and leadership skills?
  - Insight
  - Logic and Persuasion
  - Communication
  - Building trust
- You won't learn these preparing for PMP®



# Secret:

## Focus on Others' Success

- The game of catchball guides action
- Can play with people of varying skills
- Point of the game: continued play
- Strategy: throw so the other can catch
- Tactics: adjust your behavior to the recent success or failure



# 1: Be Clear What You Want

- Specify the conditions of satisfaction
- Include all the ingredients of the completed work product
- Use nouns and adjectives not verbs and adverbs
- Description should allow for witnessing completion



## 2: Be Clear Why You Want It

- 'For the sake of what' always matters
- Establishing context for the performer provides a basis for taking better care of you
- 'Why' can shape how the performer goes about the task



# 3: Ask for What You Want

- We rarely get what we don't ask for
- Ask for all of what you want, not just what you think you can get
- Be open to negotiate other conditions of satisfaction after you've been clear what will satisfy you



# 4: Invite Performers to Ask Questions

- The principal source of not getting what was wanted is assuming we understand what we were asked to do
- Encourage performers, particularly new people on your team, to explore your conditions of satisfaction
- If you don't get questions, then ask your own questions



# 5: Invite the Performer to Offer Alternatives

- Say what you want, then ask if there is something else that could be better
- Adopt a mood of inquiry with the performer to explore alternatives
- Make the opportunity to tap into the expertise, talents, and interests of performers



## 6: Be Clear When You Want It

- Don't leave the performer guessing; say by when you want the task completed
- You want a whole-hearted commitment so be open to different times
- When you have flexibility ask the performer to set the date



# 7: Establish Clear Standards of Performance

- Specify for the performer to what standard the work is to be completed
- Sometimes how the work is done is also important, if so, tell the performer
- Don't specify what everyone understands



# 8: Establish Clear Standards of Communication

- Keep the conversation going back and forth throughout the performance cycle
- Ask for status reports if they will help you or the performer
- Ask for a clear declaration of completion
- Encourage the performer to warn you early and re-promise when necessary



# 9: Get a Clear Commitment

- Listen for all elements of the promise:
  - The speaker is indicating that s/he will be the performer.
  - The speaker recognizes that you are the customer.
  - The conditions of satisfaction are articulated to your satisfaction and you can accept just those conditions.
  - The speaker states a completion time.
  - The speaker is clear action will occur in the future



# 10: Say, "Thank You!"

- Everyone enjoys appreciation
- Promising re-orders the future in ways that are knowable and observable and in ways that are also unknowable
- The network of commitments builds one promise at a time



# Must-Reads

- Building Trust, Drs. R. Solomon and F. Flores
- Crucial Confrontations, Kerry Patterson, et al
- Crucial Conversations, Kerry Patterson, et al
- Making and Securing Reliable Promises on Projects, by Hal Macomber
- You Are What You Say, Dr. Matthew Budd



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