Therapy for Projects

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Jennifer L. Russell, and Richard Beasley

26th annual **INCOSE**
international symposium

Edinburgh, UK
July 18 - 21, 2016

A
B
C
D
E
F
G

S. Alfred Adler:
Photo?
Quote(s)?

T. Anna Freud:
Photo?
Quote(s)?

U. Sigmund Freud:
Photo?
Quote(s)?

V. Karen Horney:
Photo?
Quote(s)?

W. William James:
Photo?
Quotes?

X. Carl Jung:
Photo?
Quotes?

Y. Abraham Maslow:
Photo?
Quotes?

D = Z. B. F. Skinner:
Photo?
Quotes?

A
B
C
D
E
F
G

1. If the only tool you have is Microsoft Project, you tend to see every problem as a Gantt Chart.
2. Everything that irritates us about other team members can lead us to an understanding of ourselves.
3. The greatest discovery of my generation is that a project can alter its probability of success by altering team attitudes.
4. The only normal Projects are the ones you don't know very well.
5. The art of being wise is the art of knowing what to overlook.
6. The perfect normal Project is rare in our civilization.
7. S[...]cig[...]
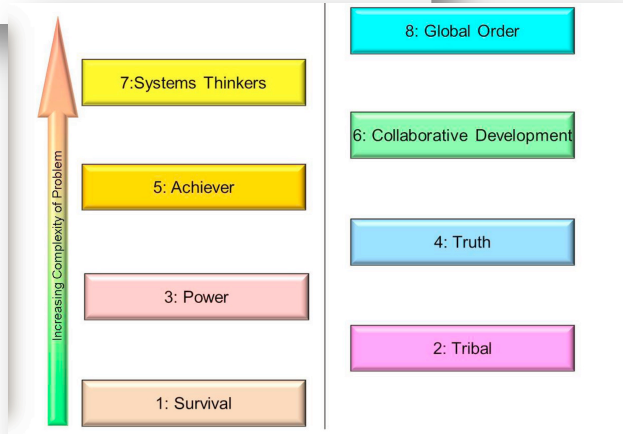
S. Alfred Adler
T. Anna Freud
U. Sigmund Freud
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W. William James
X. Carl Jung
Y. Abraham Maslow
Z. B. F. Skinner

One Size fits all?
A model of human growth and its application to systems thinking

Andy J. Nolan, Jennifer L. Russell, Andrew C. Pickard and Richard Beasley

Psychology | Psychological patterns

25th anniversary
annual INCOSE
international symposium
Seattle, WA
July 13 – 16, 2015

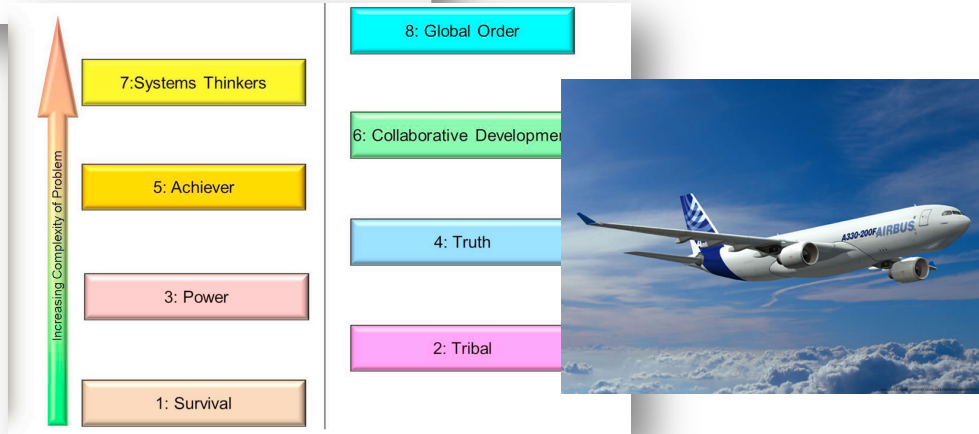INCOSE

One Size fits all?
A model of human growth and its application to systems thinking

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Increasing Complexity of Problem

7: Systems Thinkers
5: Achiever
3: Power
1: Survival

8: Global Order
6: Collaborative Development
4: Truth
2: Tribal

System

System of Systems

Conditions evaluated

- Anger

- Anxiety

- Attention Deficit Disorder

- Autism

- Delusion

- Low Self-Esteem

- Manic Depression

- Melancholia
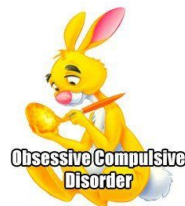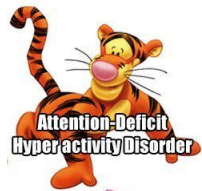
- Obsessive-Compulsive Disorder

- Paranoia

- Schizophrenia

- ~~Diogenes (Compulsive Hoarding) Syndrome~~

- ~~Tourette's Syndrome~~

Original Qs - Schizophrenia

Project Qs

Thru the "magic of the Andys'"

Screening Test:
I feel that others control what I think and feel
I hear or see things that others do not hear or see
I feel it is very difficult for me to express myself in words that others can understand
I feel I share absolutely nothing in common with others, including my friends and family
I believe in more than one thing about reality and the world around me that nobody else seems to believe in
Others don't believe me when I tell them the things I see or hear
I can't trust what I'm thinking because I don't know if it's real or not
I have magical powers that nobody else has or can explain
Others are plotting to get me
I find it difficult to get a hold of my thoughts
I am treated unfairly because others are jealous of my special abilities
I talk to another person or other people inside my head that nobody else can hear

Equivalent Project Screening Test Question:
The project thinks it is directed by factors outside its control
The project believes it has been given direction, but there is no evidence of this
The project is unable to clearly express its vision and purpose
The projects thinks it is unique and different from any other project
The project believes it knows the requirements despite what others say
The project thinks it is misunderstood
The project does not believe in requirements because it cannot tell if they are real or not
The project has to test everything because it cannot trust its analyses and models
The project is overly optimistic despite the evidence
The project believes that others in the business want it to fail
The project believes it is unfairly treated because of its success and abilities
The project believes it has been given direction, but there is no evidence of this

Projects evaluated

Organization	# projects	# evaluators	# evaluations
A	9	9	12
B	10	12	17

Project Diagnostics Tool

Clear All

Diagnose

Please place a check mark in column "Applies?" if you think that the project is exhibiting the behaviour shown:

#	Behaviour	Applies?
1	The project whines and complains a lot	
2	The project believes that others in the business want it to fail	
3	The project follows old traditions and taboos to excess	
4	This project is no longer fun and interesting	
5	This project does not use design reviews as an aid because it fears criticism	
6	The project is incapable of staying focused on the objective	
7	The project does not accept that something has been done until they have seen (or reviewed) the deliverable	
8	The project is sometimes very open to external influence and collaboration	
9	The project prefers to work alone rather than interacting with other projects	

The project does not recognize the impact it is having on the business

The project is sure of the answer and doesn't do trade studies

Project seniors are quick to anger over trivial annoyances

The project insists on being treated like a "royal train" (all other projects have to give priority to this one)

Over the last six months, the project has experienced a volatile team

The project has an unwarranted conviction in its aims and approach, despite evidence to the contrary

The project's behaviour is uncharacteristic of what would have been expected from the team members

The project has notable highs and lows

The project is still feeling the consequences of decisions made early in its life

110 Questions

Excel format

Equally distributed among disorders

Consistency check among questions

8

Original Treatment - Schizophrenia
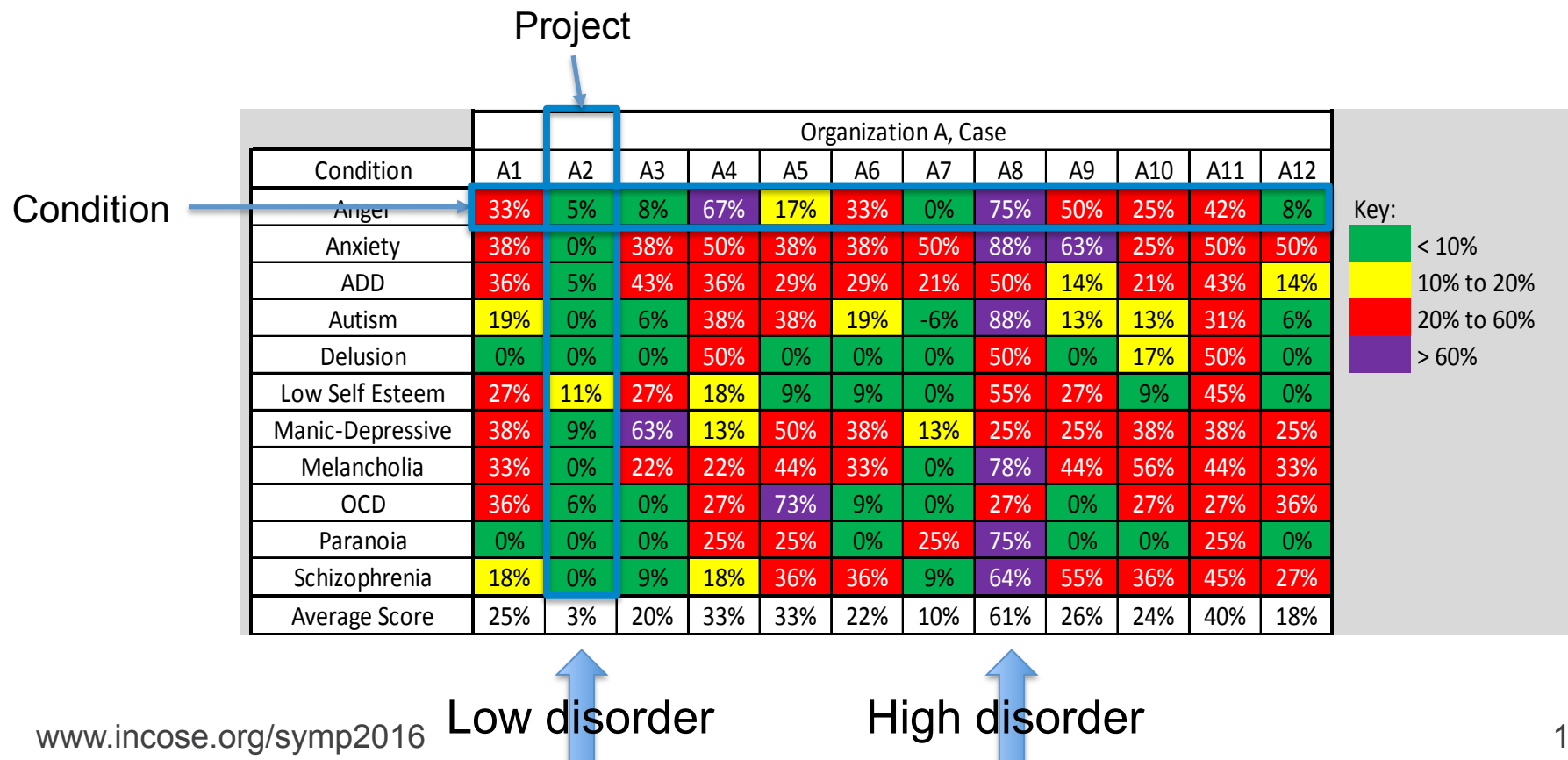
Project Treatment

Treatment Options	Equivalent Project Action Options:
Establish a daily routine for the patient to follow.	Establish and stabilize plans and procedures to follow
Help the patient stay on the medication.	Do compliance checks and progress reviews, introduce metrics and monitors
Keep the lines of communication open about problems or fears the patient may have.	Regular reporting and feedback of issues and risks
Understand that caring for the patient can be emotionally and physically exhausting. Take time for yourself.	Make sure that mentors and trainers are available but not sucked totally into the project - stay independent
Keep your communications simple and brief when speaking with the patient.	Keep project presentations and reporting clear and succinct
Be patient and calm.	Be patient and calm
Ask for help if you need it; join a support group.	Establish communities of practice so that the team doesn't feel isolated

Project Evaluation Results

Project

Condition

Condition	Organization A, Case											
	A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	A11	A12
Anger	33%	5%	8%	67%	17%	33%	0%	75%	50%	25%	42%	8%
Anxiety	38%	0%	38%	50%	38%	38%	50%	88%	63%	25%	50%	50%
ADD	36%	5%	43%	36%	29%	29%	21%	50%	14%	21%	43%	14%
Autism	19%	0%	6%	38%	38%	19%	-6%	88%	13%	13%	31%	6%
Delusion	0%	0%	0%	50%	0%	0%	0%	50%	0%	17%	50%	0%
Low Self Esteem	27%	11%	27%	18%	9%	9%	0%	55%	27%	9%	45%	0%
Manic-Depressive	38%	9%	63%	13%	50%	38%	13%	25%	25%	38%	38%	25%
Melancholia	33%	0%	22%	22%	44%	33%	0%	78%	44%	56%	44%	33%
OCD	36%	6%	0%	27%	73%	9%	0%	27%	0%	27%	27%	36%
Paranoia	0%	0%	0%	25%	25%	0%	25%	75%	0%	0%	25%	0%
Schizophrenia	18%	0%	9%	18%	36%	36%	9%	64%	55%	36%	45%	27%
Average Score	25%	3%	20%	33%	33%	22%	10%	61%	26%	24%	40%	18%

Key:
- 🟩 < 10%
- 🟨 10% to 20%
- 🟥 20% to 60%
- 🟪 > 60%

Low disorder

High disorder

Consistency Check: Value of 0 means that the positive and negative responses matched

Evaluation Observations

- One person, one project
  - Some conditions more common in projects, some less
- One person, more projects
  - May encounter "condition blindness"
- More persons, one project
  - One project can show consistent diagnoses among evaluators
  - Project score can vary by evaluator
  - Differences in scoring may be related to the evaluator's role (PM vs. Team member)
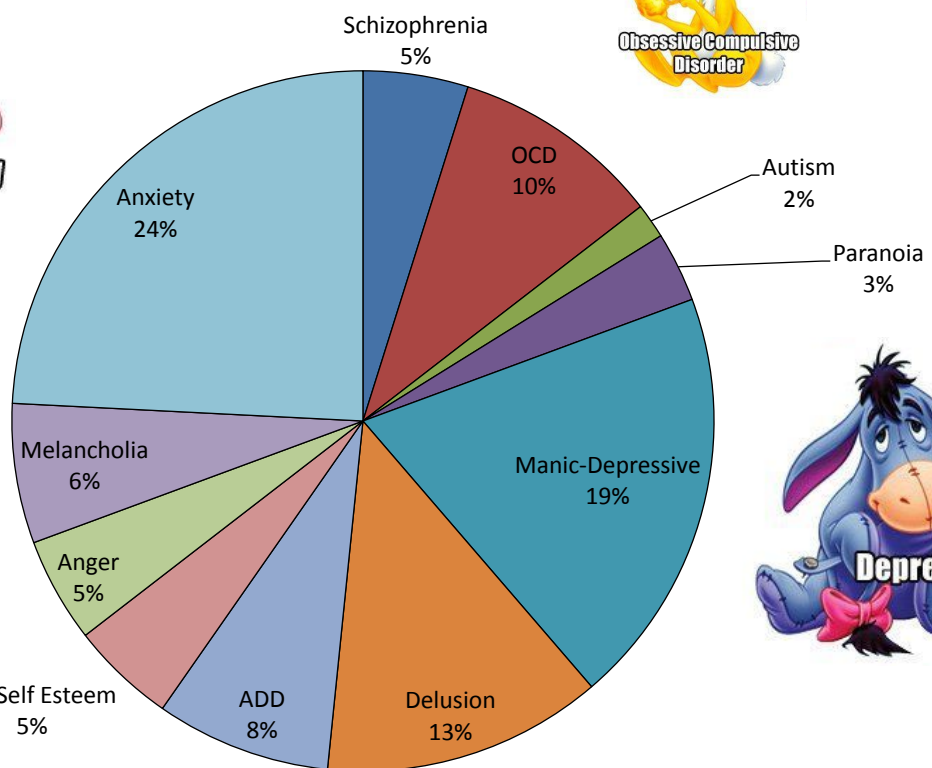
Check paper or poster for complete analysis
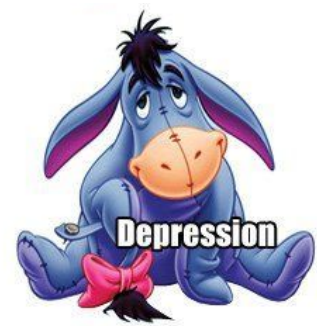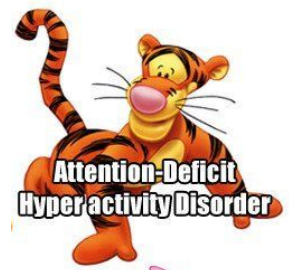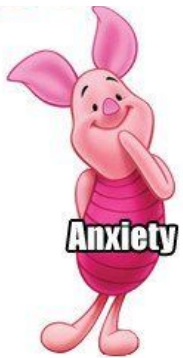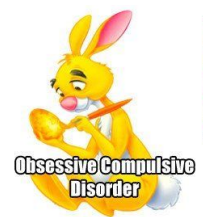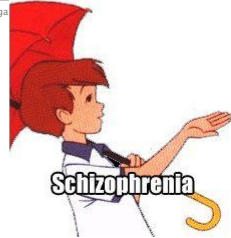
First or Second Ranked Conditions

SEs as Leaders

- SoS Challenge = multiple authorities
- Tool may provide insight into ways to identify and address cross authority challenges

A, B, C, D, E, F, G

1. If the only tool you have is Microsoft Project, you tend to see every problem as a Gantt Chart.
2. Everything that irritates us about other team members can lead us to an understanding of ourselves.
3. The greatest discovery of my generation is that a project can alter its probability of success by altering team attitudes.
4. The only normal Projects are the ones you don't know very well.
5. The art of being wise is the art of knowing what to overlook.
6. The perfect normal Project is rare in our civilization.
7. S̶... ci̶...

S. Alfred Adler
T. Anna Freud
U. Sigmund Freud
V. Karen Horney
W. William James
X. Carl Jung
Y. Abraham Maslow
Z. B. F. Skinner

G = S. Alfred Adler:
"The only normal people are the ones you don't know very well."

B = T. Anna Freud (not quoted):
"Creative minds have always been known to survive any kind of bad training."

F = U. Sigmund Freud:
"Sometimes a cigar is just a cigar."

E = V. Karen Horney:
"The perfect normal person is rare in our civilization."

W. William James (not pictured):
"The greatest discovery of my generation is that a human being can alter his life by altering his attitudes."
"The art of being wise is the art of knowing what to overlook."

A = X. Carl Jung:
"Everything that irritates us about others can lead us to an understanding of ourselves."

C = Y. Abraham Maslow:
"If the only tool you have is a hammer, you tend to see every problem as a nail."

D = Z. B. F. Skinner (not quoted):
"A failure is not always a mistake, it may simply be the best one can do under the circumstances. The real mistake is to stop trying."

One person, One project

This table shows the % of the questions in each group that were checked. Checked "positive" questions score as negative %

Condition	Organization A, Case							
	A1	A2	A3	A4	A5	A6	A7	A8
Anger	33%	5%	8%	67%	17%	33%	0%	75%
Anxiety	38%	0%	38%	50%	38%	38%	50%	88%
ADD	36%	5%	43%	36%	29%	29%	21%	50%
Autism	19%	0%	6%	38%	38%	19%	-6%	88%
Delusion	0%	0%	0%	50%	0%	0%	0%	50%
Low Self Esteem	27%	11%	27%	18%	9%	9%	0%	55%
Manic-Depressive	38%	9%	63%	13%	50%	38%	13%	25%
Melancholia	33%	0%	22%	22%	44%	33%	0%	78%
OCD	36%	6%	0%	27%	73%	9%	0%	27%
Paranoia	0%	0%	0%	25%	25%	0%	25%	75%
Schizophrenia	18%	0%	9%	18%	36%	36%	9%	64%
Average Score	25%	3%	20%	33%	33%	22%	10%	61%
Consistency Check	1	0	0	2	1	1	1	1
Project Health Check	0	0	1	1	1	0	0	1

Key:

🟩	< 10%
🟨	10% to 20%
🟥	20% to 60%
🟪	> 60%

Treatment recommendations

Consistency Check: Value of 0 means that the positive and negative responses matched

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Consistency Check: Value of 0 means that the positive and negative responses

One person, More projects

This table shows the % of the questions in each group that were checked. Checked "positive" questions score as negative %

Same Evaluators, Different Projects

Condition	A1	A12		B3	B4		B5	B8	B9		B13	B16
Anger	33%	8%		8%	8%		8%	0%	25%		50%	17%
Anxiety	38%	50%		0%	0%		25%	0%	0%		75%	25%
ADD	36%	14%		0%	0%		14%	0%	7%		36%	21%
Autism	19%	6%		6%	13%		0%	0%	13%		44%	13%
Delusion	0%	0%		17%	17%		0%	0%	0%		33%	17%
Low Self Esteem	27%	0%		0%	27%		-9%	-9%	27%		36%	0%
Manic-Depressive	38%	25%		0%	0%		0%	13%	13%		63%	38%
Melancholia	33%	33%		0%	0%		0%	0%	0%		56%	22%
OCD	36%	36%		18%	9%		0%	0%	27%		36%	27%
Paranoia	0%	0%		0%	0%		0%	0%	0%		0%	0%
Schizophrenia	18%	27%		0%	18%		5%	0%	0%		27%	9%
Average Score	25%	18%		4%	8%		4%	0%	10%		41%	17%
Consistency Check	1	1		3	3		2	2	3		2	1
Project Health Check	0	0		0	0		0	0	0		1	0

Key:

< 10%

10% to 20%

20% to 60%

> 60%

Blind to disorder?

N/A to projects?

16

More persons, One project

This table shows the % of the questions in each group that were checked. Checked "positive" questions score as negative %

Condition	A9	A10	A11	A12		B10	B11	B12		B13	B14	B15		B16	B17
					Same Project, Different Evaluators										
Anger	50%	25%	42%	8%		25%	25%	33%		50%	25%	42%		17%	25%
Anxiety	63%	25%	50%	50%		25%	50%	13%		75%	50%	63%		25%	50%
ADD	14%	21%	43%	14%		7%	29%	21%		36%	50%	36%		21%	50%
Autism	13%	13%	31%	6%		0%	25%	13%		44%	31%	38%		13%	13%
Delusion	0%	17%	50%	0%		0%	33%	50%		33%	50%	17%		17%	33%
Low Self Esteem	27%	9%	45%	0%		18%	9%	-9%		36%	18%	36%		0%	9%
Manic-Depressive	25%	38%	38%	25%		38%	25%	25%		63%	25%	38%		38%	63%
Melancholia	44%	56%	44%	33%		11%	22%	33%		56%	44%	67%		22%	11%
OCD	0%	27%	27%	36%		9%	27%	18%		36%	9%	36%		27%	9%
Paranoia	0%	0%	25%	0%		25%	0%	25%		0%	50%	25%		0%	0%
Schizophrenia	55%	36%	45%	27%		27%	18%	27%		27%	36%	36%		9%	18%
Average Score	26%	24%	40%	18%		17%	24%	23%		41%	35%	39%		17%	26%
Consistency Check	1	2	1	1		2	2	1		2	0	1		1	2
Project Health Check	1	0	0	0		0	0	0		1	0	1		0	1

Consistency Check: Value of 0 means that the positive and negative responses matched

Key:
- 🟩 < 10%
- 🟨 10% to 20%
- 🟥 20% to 60%
- 🟪 > 60%

Only project with consistent diagnoses

Leaders

More persons, One project

Condition	Case				Average	Standard Deviation	Comments	Normalized to Case A9 score				Average	Standard Deviation
Personal vs. Team Perspective, Cases A9 to A12													
	A9	A10	A11	A12				A9	A10	A11	A12		
Anger	50%	25%	42%	8%	31%	19%	Case 12 admitted to being less engaged with the project and expected it to struggle	50%	27%	28%	12%	29%	16%
Anxiety	63%	25%	50%	50%	47%	16%	Case 9 is team leader who has most to lose. Case 10 is oldest member on team - fewer career aspirations?	63%	27%	33%	73%	49%	22%
ADD	14%	21%	43%	14%	23%	14%		14%	23%	28%	20%	21%	6%
Autism	13%	13%	31%	6%	16%	11%	Low score except for case 11	13%	14%	20%	9%	14%	5%
Delusion	0%	17%	50%	0%	17%	24%	Low score except for case 11	0%	18%	33%	0%	13%	16%
Low Self Esteem	27%	9%	45%	0%	20%	20%		27%	10%	30%	0%	17%	14%
Manic-Depressive	25%	38%	38%	25%	32%	8%	Reflects high periods of team activity interspersed with "disruptive" reviews?	25%	41%	25%	37%	32%	8%
Melancholia	44%	56%	44%	33%	44%	9%	Case 10 is oldest member of team; sad to see yet another initiative fail?	44%	61%	29%	48%	46%	13%
OCD	0%	27%	27%	36%	23%	16%		0%	29%	18%	53%	25%	22%
Paranoia	0%	0%	25%	0%	6%	13%	Low score except for case 11	0%	0%	17%	0%	4%	8%
Schizophrenia	55%	36%	45%	27%	41%	12%	Reflects reviewers changing the goals at each review?	55%	39%	30%	39%	41%	10%
Average Score	26%	24%	40%	18%	27%	14%		26%	26%	26%	26%	26%	13%

Key 1:
< 10%
10% to 20%
20% to 60%
> 60%

Key 2:
< 10%
10% to 20%
20% to 40%
> 40%

Key 1:
< 10%
10% to 20%
20% to 60%
> 60%

Key 2:
< 10%
10% to 20%
20% to 40%
> 40%