



33rd Annual **INCOSE**
international symposium

hybrid event

Honolulu, HI, USA
July 15 - 20, 2023



Putting the Right People on Projects

Idea Collector

- Take a look at pptx icon Putting the Right People on Projects - 6-27-2023.pptx - it's a start of the talk for IS. I'll be glad for any suggestions of what else I should cover or include, and then also think about what you'd like to contribute, either just charts or as a video.
- One idea is that you might want to introduce the latest info from Gallup, perhaps sharing from the book you received, as a possible set up early in the presentation, and then maybe do a segment later tying it to quality and if you want, talking about interview techniques that elicit information you need.

Welcome!

- Exploration of how quality management principles apply to people and projects
- Quality: meeting the requirements—wants, needs and expectations
- What makes one project successful and another, with similarly feasible objectives and resources, struggles or fails entirely?



Part I:

Quality Management, Values and People

INCOSE IS 2023

July 17, 2023

Putting the Right People On Projects: A QM Approach



Larry Kennedy,

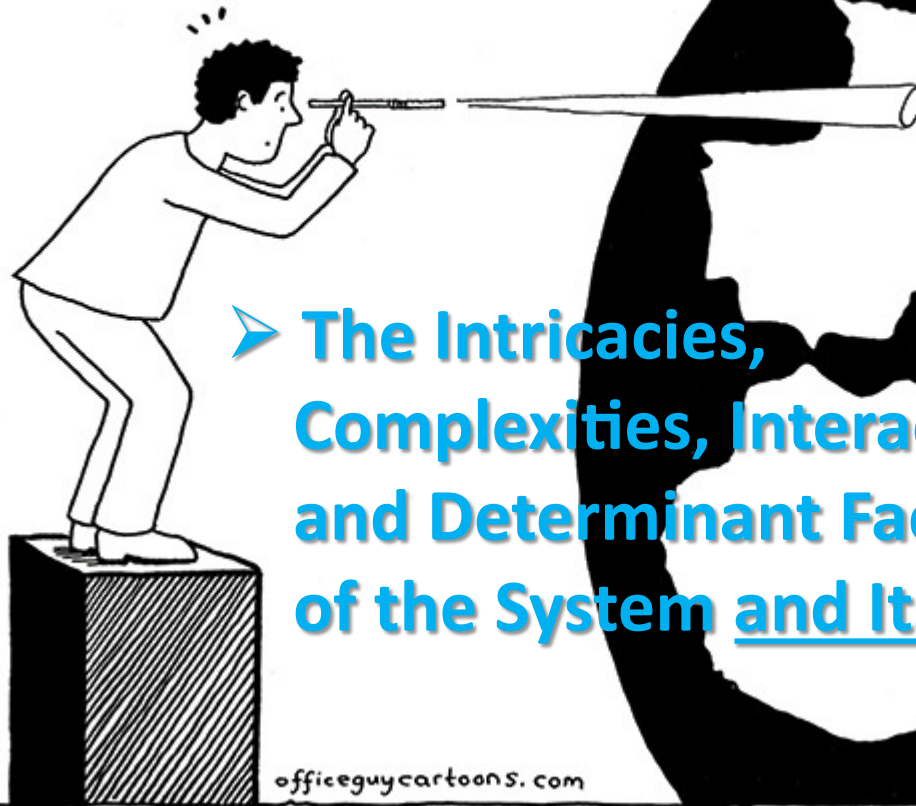
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PHD

Living in a World of Super-Systems



IF YOU'RE VIEWING THE WORLD THROUGH A STRAW,
JUST IMAGINE WHAT YOU'RE MISSING.



➤ **The Intricacies,
Complexities, Interactive
and Determinant Factors
of the System and Its People**

Systemic Collaboration



Super-System Computing and Management Resources

AI, Quantum, and
Advanced Analytics
Provide Rapid,
Detailed, Guidance

Robotics Provide
Reliable Work
Capacity



"These are technologies to augment human intelligence."

Ginni Rometty, IBM Chair
2017 World Economic Forum

Promises of
Performing at
High Levels
in a Complex
Super-System

Agile Properly
Implemented
Provides
Accelerated
and Reliable
Development
Process

The Promise of Increased Certainty and Profitability



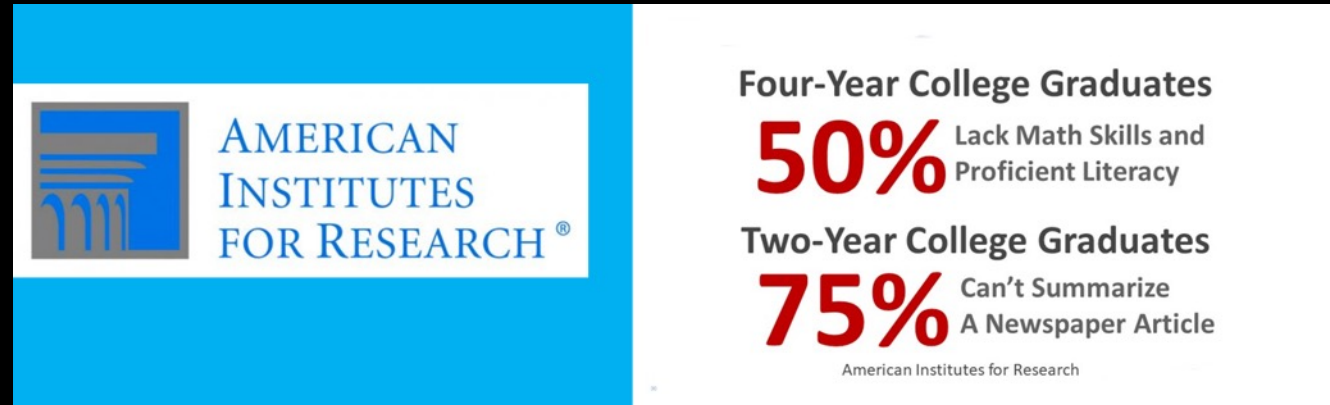
**The Data Indicates Culture and Process
are the Root Causes of Lost Profits
NOT the Development Method**

DEVELOPMENT METHOD	PROJECT SIZE	SUCCESS RATE
Agile	All Sizes	39%
Waterfall	All Sizes	11%
Agile	Large	18%
Waterfall	Large	3%
Agile	Small	58%
Waterfall	Small	44%

The Standish Group Chaos Manifesto

Super-System Vulnerabilities

Competency - Ethics - Accountability



Studies say employee disengagement is a global problem affecting business!



Studies say employee disengagement negatively impacts the business!

Examples of Costs

¹ Gallup, McLean and Company, Purdue University and Univ. NC: Actively disengaged and disengaged grouped together. The result is that 67% of the total payroll is losing 34% in disengagement inefficiency, etc.

Example: \$1m Total Payroll @ 67% = 670,000 @ 34% = \$220,780.

² Gallup Poll

³ The American Management Association and Watson Wyatt report average annual turnover is 14-19% and the cost of turnover is between 48-61% of annual salary.

Example: 14-19% Turnover Rate = Median of 16.5%
48-61% Cost = Median of 54.5%

Per 100k of Total Payroll @ 16.5% = 16,500 @ 54% = \$8,910

⁴ Gallup reports a reduction of 59% in turnover costs after engagement.

	Actively Disengaged	Disengaged	Engaged
Percent of Workplace	16% of the Workforce and Total Payroll	51% of the Workforce and Total Payroll	33% of the Workforce and Total Payroll
Work Attributes	Low Performing, Gaming the System and Engaged in Non-Productive Acts Including Sabotage	Low Motivation and Performance, Disillusioned, Just There	High-Performing, Aware of Unfair Work Load and Co-worker Failures
Value to the Work Culture	Low to Negative Destructive to Work Process and Culture	Low to Medium Wavering in Focus and Commitment	High and Profitable Focused, Productive, But Frustrated
Defect Rates	High	Medium	Low
AGILE Velocity: A Metric of Work Done	Low	Medium	High
Lost Productivity and Profits per 100k Payroll – <u>Before</u> Culture Initiative	\$34,000 ¹ ++ (Also Failed Customer Service, Work Conflict-Resolution, Process Disruption and Lost Opportunities)	\$34,000 ¹ (Can Re-Engage with Increased Consistency of Corporate Vision, Values and Skills)	-NA- (Will remain and Continue to Produce with Reasonable Accountability of Low Performers)
Productivity and Profits Increased per 100k Payroll – <u>After</u> Culture Initiative	\$100,000 (Destructive, Personnel Leaned from the Work Culture)	Productivity = +17% Profitability = +21% (Measure of Positive Effect to Entire Org. ²)	-NA- (High-Performers are Sated and Choose to Remain Productive and Not Migrate)
Cost of Turnover <u>Before</u> Culture Initiative per 100k of Total Payroll	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$8,910 ³	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$8,910 ³	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$8,910 ³
Cost of Turnover <u>After</u> Culture Initiative per 100k of Total Payroll	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$3,653 ⁴ Savings = \$5,257 or 5.25% of Total Payroll	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$3,653 ⁴ Savings = \$5,257 or 5.25% of Total Payroll	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$3,653 ⁴ Savings = \$5,257 or 5.25% of Total Payroll

Studies say high employee engagement positively impacts the business!

Gallup / Purdue University

- **Disengaged employees shift the load to the engaged employees and frustrate high-performers.**
- **Organizations with high employee engagement.**
 - **17% Higher Productivity**
 - **21% Higher Profitability**
 - **59% Lower Turnover; 41% Less Absents**
 - **28% Lower Shrinkage; 70% Less Employee Safety Incidents**



Inc.com – The Cost of Unhappy Employees



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"Human Factors" is about much more than task fulfillment and ergonomics; it's about how effectively you integrate the individual with the organization and the job!

Quality Management principles form the epicenter of effective leadership and QM intersects with the human factors of all critical systems in an organization. Whether you're trying to reduce the costs associated with employee disengagement, improve systems reliability, or develop a safety culture; you must solve the "people problems."

Globally, workforce Leaders struggle to hire, train and retain high-performers; authentic people who will be faithful to their duties. If you've wondered how and why things have become so unreliable, we have research that provides the answers. We also have solutions to help you overcome the limitations in today's workplace.

2QR® Research Links

A [Help-Scout](#) research article describes 75 important customer service issues including a Harris Polls study which notes that 50% of customer service agents failed to answer customer's questions.

A [Forbes](#) article describes "situational tyrants" as employees who have the power to say "no" within their tiny little customer service fiefdom, and who exercise that power every opportunity they have to tell a customer "No."

A [Gallup Poll](#) has discovered that 70% of the workforce are not actively engaged in their work; or worse yet - are actively disengaged and hate going to work. It explains some of the mission-destructive behaviors we've observed.

An [Inc.com](#) article breaks down the Gallup Workforce Poll and describes the enormous benefits of resolving employee disengagement; 22% Higher Profitability; 25-65% Lower Turnover; 37% Less Absents; 28% Lower Shrinkage/Theft, etc.

A [University of British Columbia](#) study reveals that envious employees are more likely to undermine peers if they feel disengaged . . . "by spreading negative rumours, withholding useful information, or secretly sabotaging their work."

QMI HR Services (Click Icons for Details)

Facts-Driven Hiring

Hire from the top 25% of the Workforce



[Employee Hiring Tools](#)

Facts-Driven Training

Do Things Right and Solve People Problems



[Employee Training](#)

Facts-Driven Leaders

Retain High Performers and Build Leadership



[Leadership Training](#)



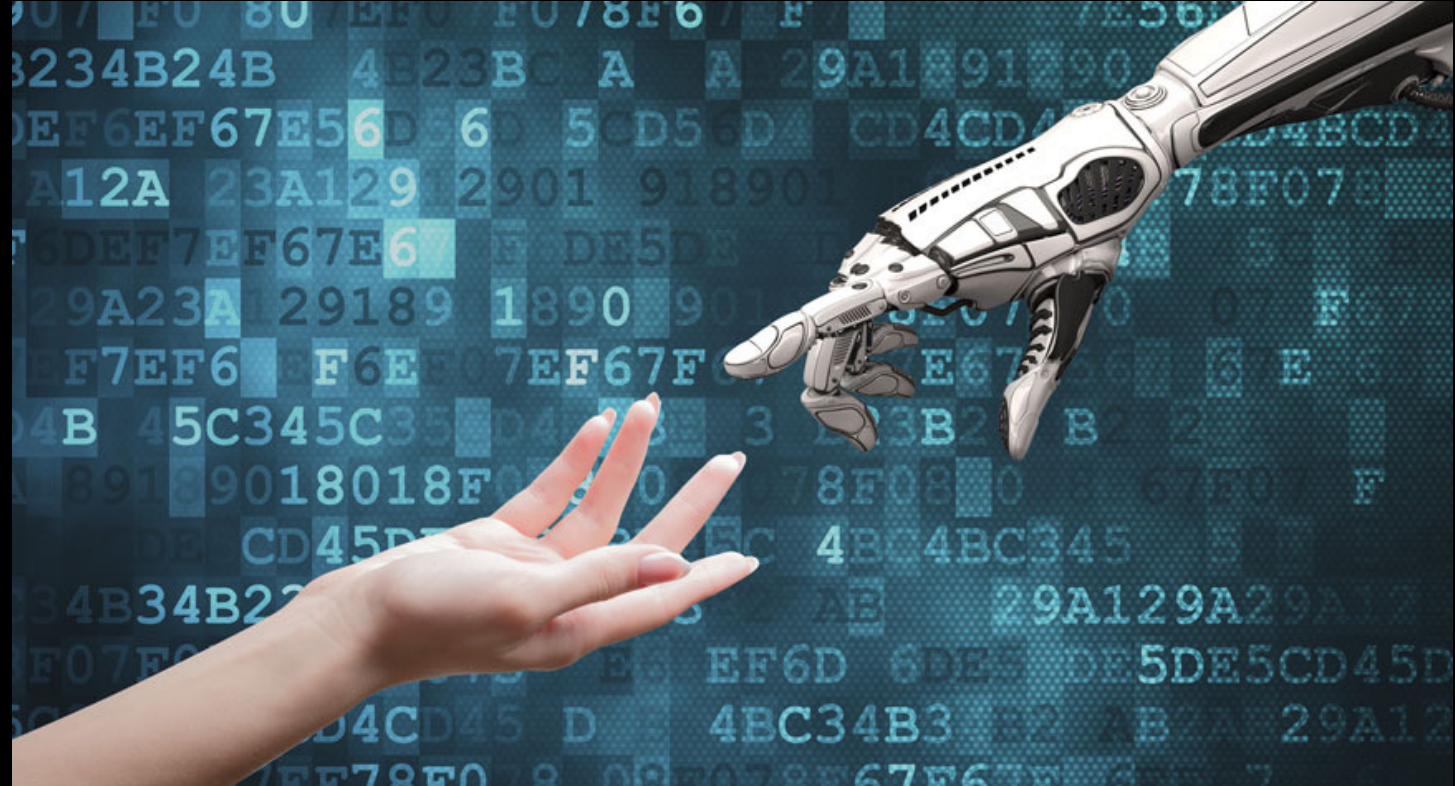
[Hiring and Retention](#)

Hire from the **Top 25%** People with the **Right QM Values**



- Hire the Right People
- Train People to Do Things Right
- Plan to Retain the High Performers

**Super-Systems
Must Be
Supported by
"Intelligent
Systems"
Where the
People
Are the Major
Asset**



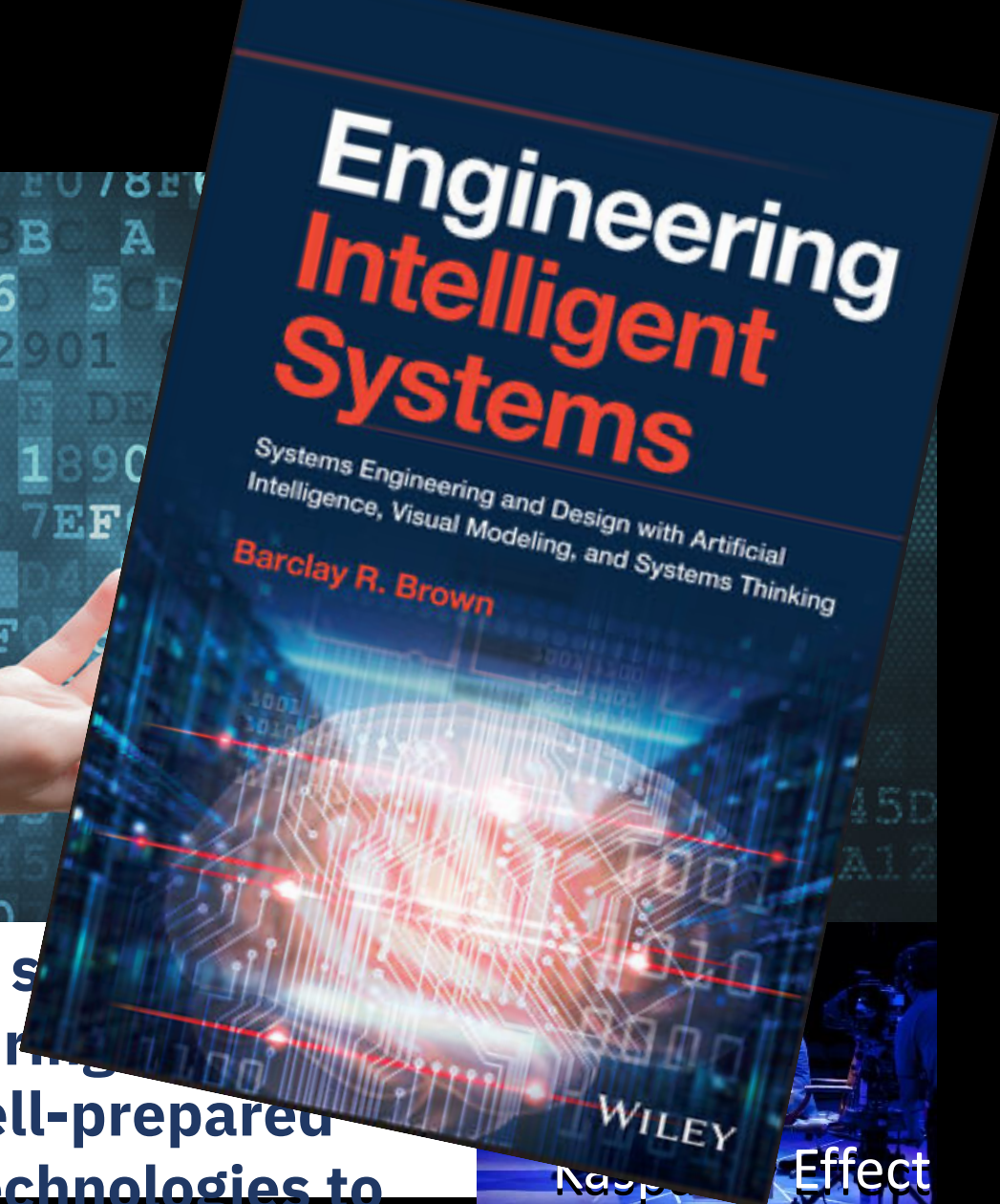
**An "intelligent system" is the
reasonable pairing of
competent, well-prepared
humans and technologies to
improve outcomes.**



Kasparov Effect

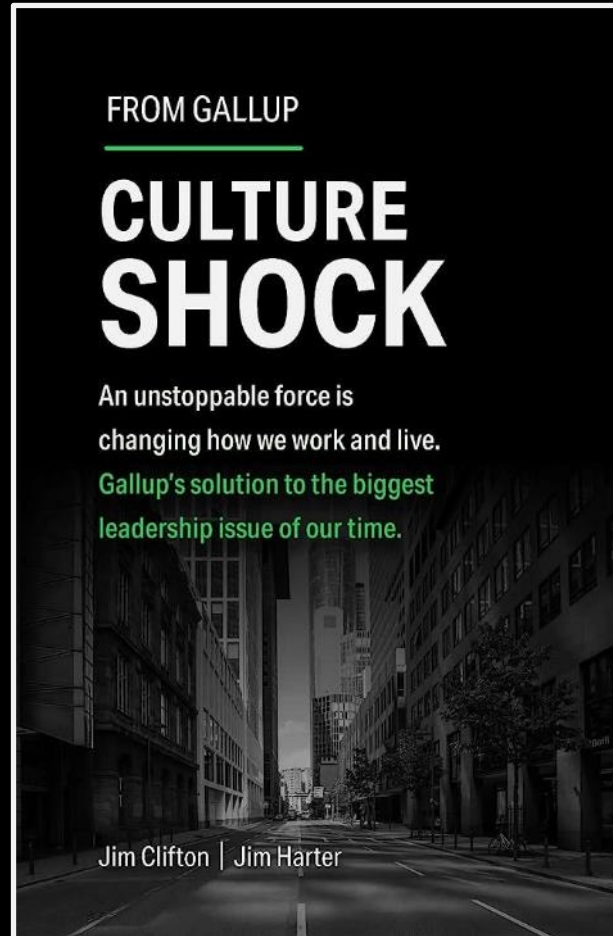
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Effect

What differentiates between "average" and "great" managers?

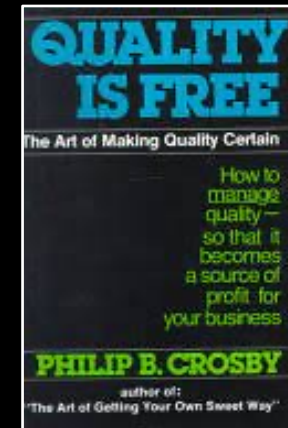


. . . putting
people in
roles that
match their
natural
strengths . . .

Quality Culture Determinants

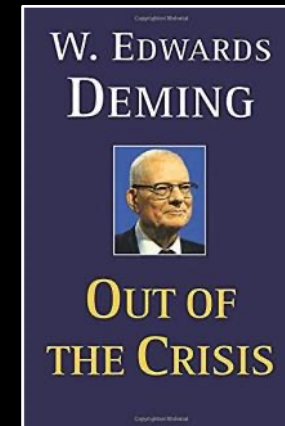
Quality is the result of a carefully crafted cultural environment. It has to be the fabric of the organization, not part of the fabric.

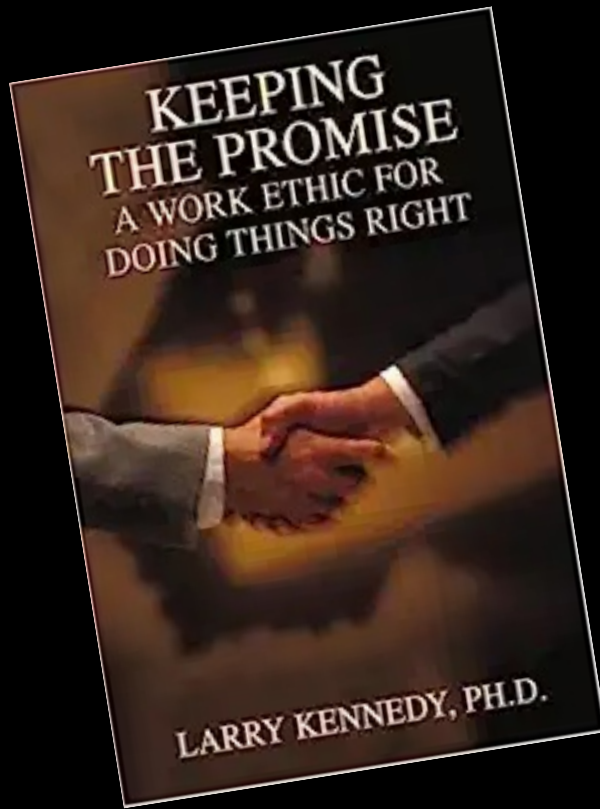
Philip B. Crosby



Deming, in his “14 Points” emphasized the need to “create constancy of purpose for improving products and services” and that it should be supported by “a vigorous program of education and self-improvement for everyone.

W. Edwards Deming





The Eight Attributes of a Quality Culture

A high-performing work culture is measured by identifiable attributes or values within an organization's leadership style and workforce that directly influence the reliability of outputs. Kennedy leverages Deming's mandate and the work of Crosby by defining the Eight Attributes of a Quality Management Culture.



International Council on Systems
Engineering
Systems Engineering Handbook
(Wiley, Fifth Edition 2023: Section
2.3.3.5)

QMI Complete Quality Culture

Eight Attributes/Values

1. Zero Defects Attitude	A measure of our commitment to keep our promises and to initiate systems with the reliability goal of preventing even one defect from reaching our customers.
2. Vocational Certainty	A measure of our faithfulness to our career agenda. QM's are disciplined about developing their skills and talents and acquiring earned confidence.
3. Process Quality	A measure of our mastery of planning and budgeting disciplines and how effectively we apply them to create viable work processes.
4. Admin. Consistency	A measure of our attention to details. QM's carefully listen to their customer's to identify and conform to their requirements and assure customer satisfaction.
5. Executive Credibility	A measure of our sincerity and skill with people. Sincerity comes naturally from the heart but skills can be sharpened and improved to gain reliable influence.
6. Personal Authenticity	A measure of our resolve to be consistent with our customers and co-workers. Authentic leaders work diligently to make exceptional service feel normal.
7. Ethical Dependability	A measure of our trustworthiness in practical matters. QM's are the people we turn to when we want things to work right, run on time and be there when needed.
8. Create a KTP Culture	A measure of the mutual respect, accountability and professionalism in a work culture. These are the practiced values of effective leaders.

**Time for a
Journey
Back to the
Future and
Digital Reality**

**A Cultural
Transformation
Pairing
Reliable People
and the Right
Technologies
in an
Intelligent
System**



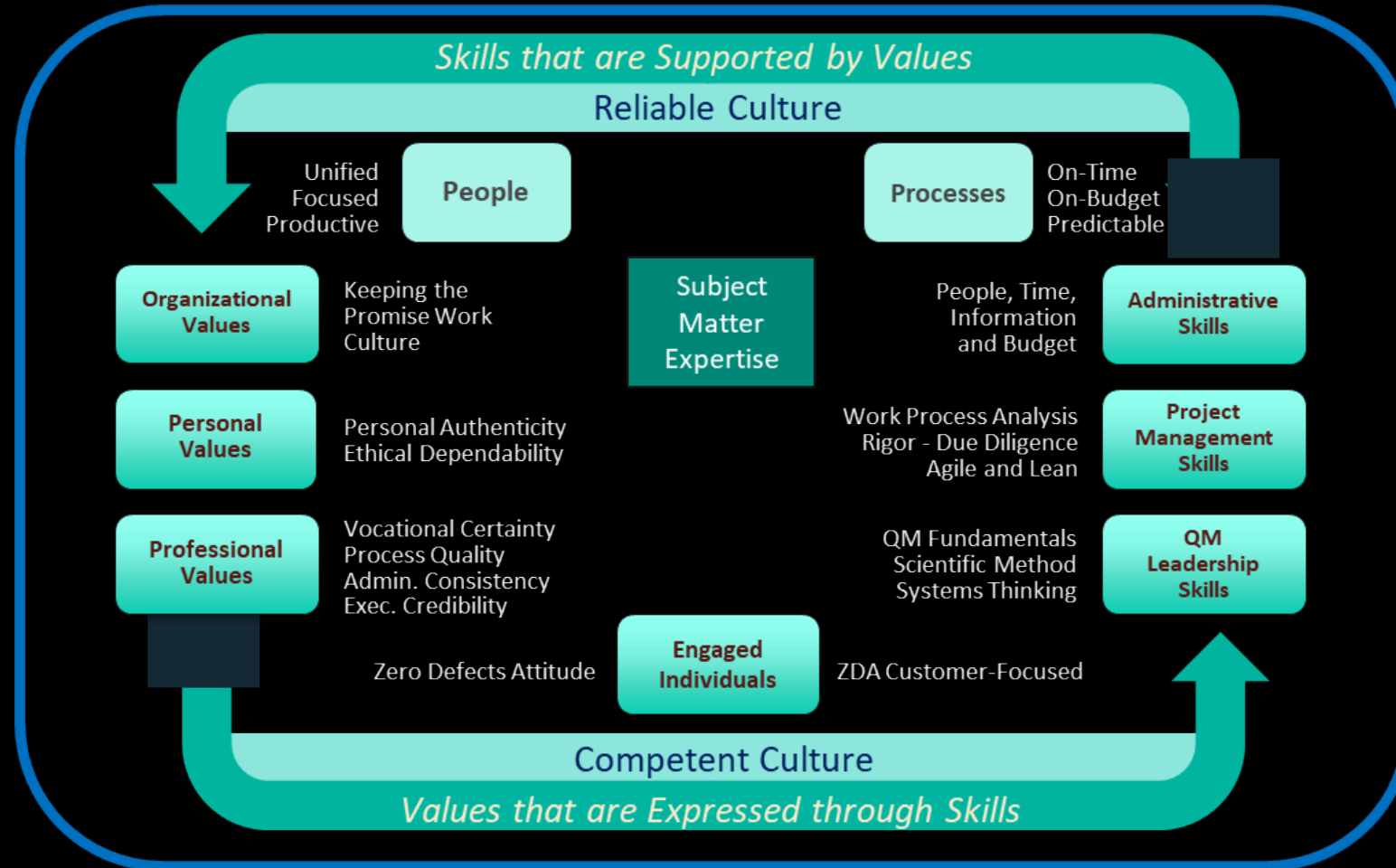
**BACK
TO
THE FUTURE**

Balancing the Reliability of:

- **Technologies and Technologists**
- **Decision-Makers and Implementers**
- **Work Processes and Work Culture**

QMI Complete Quality Culture

Integrated Values and Skills



Learnable **Values** and Skills

➤ **Task/Analytical Skills**

Focus is on Finances, Facilities,
Resources, Goals and Results

➤ **People/Social Skills**

Focus is on Relationships, Good
Communications and Motivation



You Can **Put the Right People on Projects**



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QUALITY MANAGER PROFESSIONAL CERTIFICATIONS

[Clinical Research \(CRQM\)](#) · [Systems Engineering \(SEQM\)](#)

Improve your leadership style, promote teamwork and effectively implement systems innovations and migrations. Our online curriculum, with self-paced courses and facilitated cohorts can transform your work culture with the values and skills to:

- Deploy ISO Standards with precision in a positive and engaged work culture.
- Deliver "Built-in Quality" and reliable outcomes for Agile developed projects.
- Apply systems thinking to create Lean projects with Lean human resources.

QUALITY ACCELERATOR PROGRAMS

Experience the synergies of a unified work culture with on-time, on-budget and fully featured quality outcomes. With our Complete QM environment, we let you choose the style and pace of learning and consultations that fits you best. Our expert faculty and affiliates provide specialized mentoring and measure Learner progress. [Read More](#)

ENTERPRISE MANAGEMENT CERTIFICATIONS

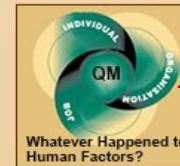
Strengthen your leadership skills and hire, train, and retain a powerful, unified workforce.

[Small Business and Nonprofit Enterprise Values and Skills Curriculum](#)



[Read the Research](#)

Our values and skills based, online curriculum, with self-paced courses and facilitated cohorts can transform your ability to recruit, train, and manage reliable people.



[Read the Research](#)

WORKFORCE DEVELOPMENT CURRICULUM

"Putting the Right People to Work"

Choose the "right" values for your enterprise and then put the "right" people to work. Transform your workforce from disengaged and complacent to engaged, motivated, and unified, with values and principles driven work habits. [Read More](#)

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QMI Curriculum

(Click Icons for Details)



QMI Course Details

Learning Online



How We Do It Videos



Team-Building
HR SOLUTIONS

High-Performing HR



Part II:

Who ARE the right people?

A Quick Quiz:

What's the right goal?

- A. Equality: everyone gets an equal chance (like a sports team with equal rotations of players)
- B. Politics and optics: use the people who will “look” best, or those whom someone else would like to put on your project
- C. Quality: choosing the team who will best meet the customer's wants, needs and expectations

What's most important about a person (for a project)? (rank in order)

- A. Education and experience
- B. Enthusiasm for the project
- C. Strong, reliable work patterns and ethics
- D. Past successes and accomplishments
- E. Political favor / popularity
- F. Congeniality
- G. At least minimum required skills and background
- H. Engagement

Constructing a Project Team

Conundrum

- Can you put all the “best” people on every project?
- Would that even be desirable?

Project Culture

- The right mix of values
- Negative values must not have the majority influence
 - Disengagement
 - Pessimism
 - Resignation
 - Cynicism

Project Teams via Aphorisms

- The race is not always to the swift, nor the battle to the strong (but that's the way to bet)
- One bad apple spoils the whole bunch
- None of us is as smart/strong/powerful as all of us
- A people hire A people. B people hire C people
- "Talent wins games, but teamwork and intelligence win championships." – Michael Jordan
- "The strength of the team is each individual member. The strength of each member is the team." – Phil Jackson

How about some systems thinking?

- Team is a system—a people system
- Primary driver in people systems is incentives
 - Incentives can be tangible and obvious
 - But many are subtle and hidden
 - Example: a key team member is planning to transfer to another group and leave the project but can't until the project is completed. Incentive is speed with minimally acceptable results

What are the incentives for a project team member?

01  Advance / Leave

02  Compensation

03  Keep Job

04  Look Good

05  Avoid Blame

06  Minimize Work

07  Learn and Grow

What in a person's life could cause these incentives?

Action Plan

- Understand your people from the perspectives of values, motivations and incentives
- Fit project roles to motivations and incentives
 - Someone motivated to learn and grow in a strategic project solution architect role
 - Someone motivated to be noticed in a visible project lead / evangelist role
 - Someone motivated by detail and precision in a technical design or project management role
- Match engagement level to influence
 - More disengaged people should not be in positions to influence others
 - Highly engaged people may need to be in more open ended or wide-ranging tasks, or even multiple projects
- Engagement and incentive are not strictly mathematical
 - An exciting 5 h/wk project might create engagement and overcome the disappointment a more ordinary 35 h/wk project
 - Different breeds need different levels of exercise
- Give opportunities to the people that will exploit them; for the company's good; not necessarily the people who want them most

INCOSE SEQM / Quality Management Institute Training and Certification

- Online course by Quality Management Institute
- 24 hours total training time
- Sold worldwide for thousands of dollars
- Full scholarship available to all members of SEQM Working Group, i.e. FREE to INCOSE members by joining SEQM WG
- New Cohort-based training format, with 4th Cohort starting in September: online course plus optional biweekly discussion sessions
- Join the SEQM WG to be sure you hear about the next course and registration process
- For more information: www.incose.org/seqm



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