

Project Management Symposium

BREAKING THE CYCLE: Shifting from Tactical Firefighting to Achieving Strategic Business Results



Kevin Judge
Founder & CEO, iNOBL



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Civil & Environmental Engineering Department

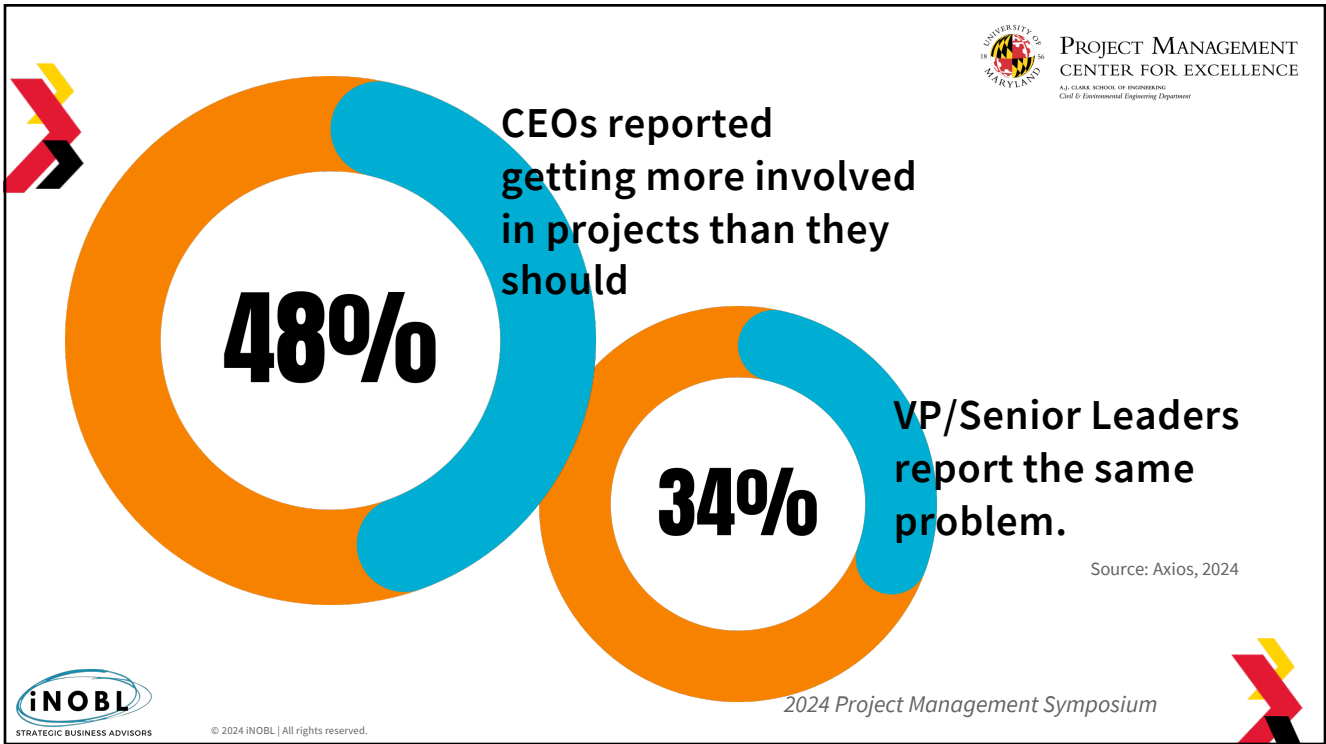
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58%
of workers say they spend the majority of time on work that isn't meaningful.

Source: Quickbase 2023 Research Report

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Leaders want change, but...

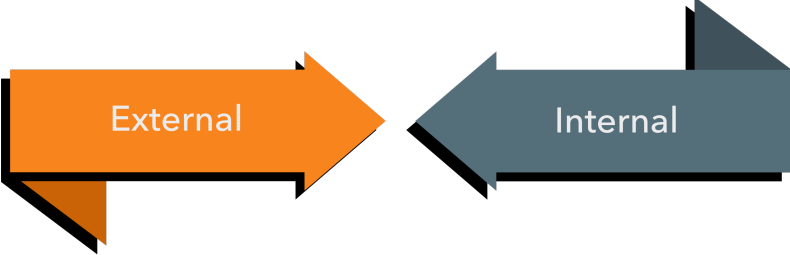
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Strategic Execution

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External Internal

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External Influences

- Customers
- Technology
- Regulations
- Economy
- Supply Chain
- Competition
- Labour
- Politics...

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Strategic Results Framework™

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TALENT

RESULTS FOCUS

MOMENTUM

ALIGNMENT **ABILITY** **EXECUTION**

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TALENT

RESULTS FOCUS

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ALIGNMENT **ABILITY** **EXECUTION**

INCOMPETENT

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TALENT

ALIGNMENT

EXECUTION

RESULTS FOCUS
MOMENTUM
ABILITY

STUCK

INCOMPETENT

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TALENT

ALIGNMENT

EXECUTION

RESULTS FOCUS
MOMENTUM
ABILITY

STUCK

CONFUSED

INCOMPETENT

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Early Warning Signs

- When a senior leader realizes they're working 1-2 levels down to get stuff done... has zero time to focus on their biggest strategic priorities.
- When blindsided by high value employees jumping ship, citing overwork, burnout or toxic workplace issues as a driving force.
- Increased delays, problems, and customer complaints.

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Possible Solutions

- Hire more people
- Implement another tool / technology
- Increase management oversight
- Memo
- Time management course

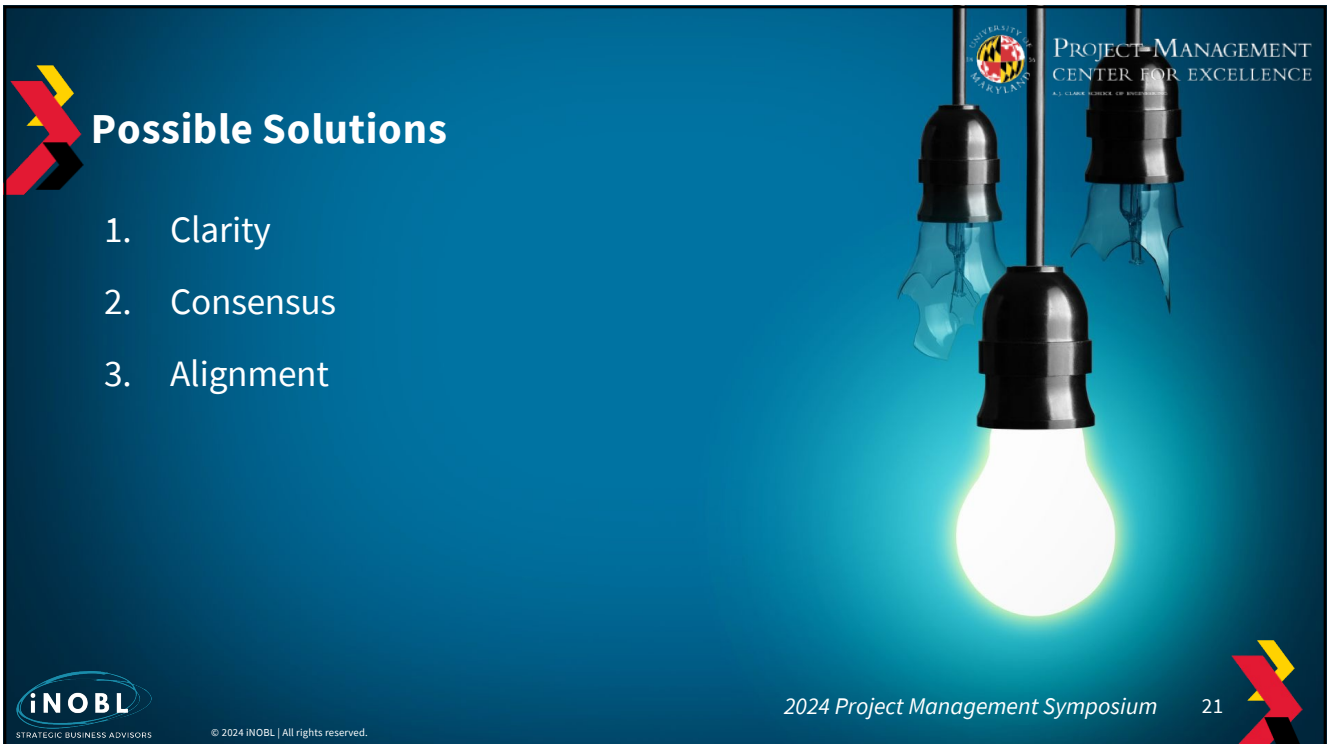
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This slide features a dark grey background with a single unlit lightbulb hanging from a cord. The University of Maryland and Project Management Center for Excellence logos are in the top right. The iNOBL logo is in the bottom left. The slide number '20' is in the bottom right.

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Possible Solutions

1. Clarity
2. Consensus
3. Alignment

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This slide features a blue background with three lightbulbs hanging from cords. The bottom-most lightbulb is illuminated, while the two above it are unlit. The University of Maryland and Project Management Center for Excellence logos are in the top right. The iNOBL logo is in the bottom left. The slide number '21' is in the bottom right.

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Who Can Help?

INTERNAL

BIG 4

BOUTIQUE

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This slide features a dark, textured background with three brightly colored doors: a purple door on the left labeled 'INTERNAL', a red door in the center labeled 'BIG 4', and a green door on the right labeled 'BOUTIQUE'. The iNOBL logo is in the bottom left, and the University of Maryland Project Management Center for Excellence logo is in the top right. A stylized red and yellow 'X' logo is in the bottom right corner.

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How Much?

Stop thinking cost...
...think financial impact and ROI.

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This slide features a dark background with a hand-drawn white coordinate system. A blue line graph with an upward-pointing arrow is overlaid on a bar chart with five yellow bars of increasing height. The text 'Stop thinking cost... ..think financial impact and ROI.' is written in white on the left side. The iNOBL logo is in the bottom left, and the University of Maryland Project Management Center for Excellence logo is in the top right. A stylized red and yellow 'X' logo is in the bottom right corner.

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Building the Business Case



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Headcount: 100 mid-level


Avg. Salary: \$100,000

5% productivity = \$125,000

5% absenteeism = \$500,000 + indirect


10% turnover = \$1,000,000





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Where It Goes Off Track?



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1. Lukewarm leadership buy-in
2. Inconsistent behaviors - practice
3. Lack of measurement - accountability
4. Improper investment





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2 Big Issues

1. Ignoring impact on culture



Success depends on...



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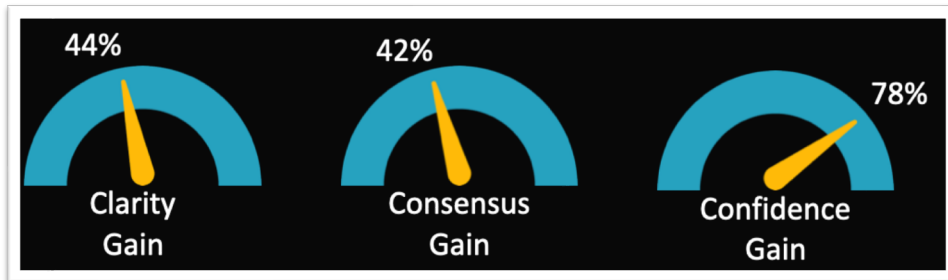


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2 Big Issues

1. Ignoring impact on culture.
2. Leadership clarity, consensus, and alignment.



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Momentum

Where do you have great momentum and really need to maintain it?

Where do you have lost momentum and need to recapture it?

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