

7 Tips That Will Help You Better Manage IT

By Joe Santana

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This list of seven tips to help you manage IT is comprised of the advice published in the tip sheets accompanying the 2003 and early 2004 Manage IT Newsletters. The list below contains the seven tips and references to the tip sheet that details the steps you need to take to put this tip to work.

1. Learn to secure and maintain alignment (Tip Sheet #1)
2. Develop a smart hiring plan (Tip Sheet #2)
3. Select your team members based on job requirements not your preferences (Tip Sheet #7)
4. Stay in good personal condition (Tip Sheet #5)
5. Maintain a highly focused sustainable workload (Tip Sheet # 6)
6. Broaden your own skills across multiple IT and business disciplines so you can run your operation like a business (Tip Sheet #13)
7. Pay attention to the “soft-details” in order to attain hard results with all of your projects (Tip Sheet #10)

The balance of this document contains the tip sheets in numerical order. (E.g., Tip Sheet #1, Tip Sheet #2, . . . Tip Sheet #13).

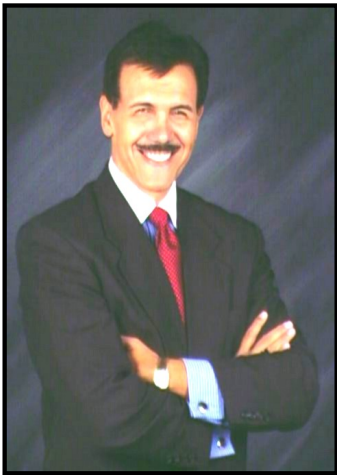
My best wishes toward your success!

Joe Santana
Co-author Manage IT

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Tip

Document
Number:1

Topic: Attaining and Maintaining Alignment

Objective: To be able to clearly articulate what alignment is and to be able to take simple steps to secure it and keep it.



Benefit to You: Understanding alignment and how to obtain alignment will enable you to better focus to your efforts and the efforts of your team on results your company will value and appreciate.

Definition: Simply stated, alignment is a state in which the actions of individual contributors, managers and functions support the business objectives of their company.

Steps:

1. Determine your companies three to five key business objectives by reading sources, such as: The Letter from the CEO and or President in your companies Annual Report and/or your companies Hoovers Capsule at www.hoovers.com. These will often be expressed in terms of revenue growth, profitability, expansion in existing markets, entry into new markets, etcetera.
2. Determine what IT needs to accomplish in order to support your companies business objectives. Look for communications from your CIO or any senior level technology executives regarding the objectives for your IT function. Depending on the company goals, these may be expressed as the development of a

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viable mobile solution, or expanding XYZ, company's ability to collect useful market driver data, etc.

3. Ask yourself, what does my team need to accomplish in order to support this corporate/IT effort? If you represent one of the teams that directly impact the company's ability to meet its goals (like say for example you head a CRM development team in a company that is seeking to drive more profitability by identifying and meeting customer needs), your objectives are pretty clear at this point. If you are, on the other hand, part of a team that does not directly impact the companies ability to meet their goals, then perhaps your objective might be to better support these core teams and/or reduce your own cost so as to free up funding for investment in these core areas. No matter what your team's role is, you will find that there are many ways in which you can support the alignment.

4. Next ask yourself in order to accomplish these goals, what are some of the things my team will need to do? In steps one through three we've been asking questions about objectives in order to align objectives. Now we are shifting to actions. We are asking what actions does the team need to take in order to get to the objective.

5. Finally ask yourself, as the manager of this group what must I do to support their required actions and make them successful?

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To put these tips to use right away, cut and past the table below on a clean document, set in landscape orientation and fill out the columns as you follow the steps.

ALIGNMENT CHART

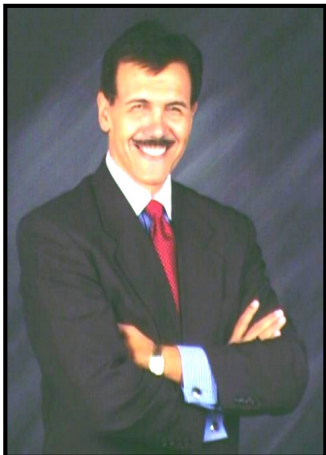
1. Company Objectives	2. IT Objectives	3. Your Team Objectives	4. Team Actions	5. Managers Actions

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**Tip Document
Number:2**

**Topic: Developing a Skill Need Based Hiring
Plan and Sourcing Strategy**

Objective: To be able to develop a clear "skill-need" based hiring plan and select from one or more of the optional strategies best suited for your company..

Benefit to You: Preparing a skill based staffing plan and having a menu of strategies for securing people to fill open slots will enable you to focus your hiring efforts more effectively and engage the sourcing option that best suits your company's budgets and objectives.

Definitions: A skill-based staffing plan, refers to preparing a simple one page assessment of the skills your team needs to have to be successful, identification of gaps and your sourcing strategy. Your sourcing strategy refers to the method you will use to find qualified people to fill gaps..

Four Steps for designing a "skill-based-staffing plan:"

1. Translate your teams objectives in the skills required to meet those objectives. Look at column three of your alignment chart. (If you don't have an alignment chart, you can create one using the January 2003 free tip sheet). Ask yourself what are the key skills/competencies that the entire team needs to have in order to meet those objectives.
2. Determine the specific skills and competencies that each of your team members possess from that correlate to the ones you've identified as being needed.
3. Identify any gaps in the form of missing skills or skills that are not back-up (Possessed by more than one member or in a quantity that protects you in the event one of you team members say resigns).
4. Finally ask yourself, based on my budget and the immediacy or lack of immediacy of my need for this skill, how to I plan to source this gap? (Look below for suggestions on where to find people).

STAFFING PLAN EXAMPLE

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1. Needed Skills & Competencies	2. People and Skills In Place	3. Gaps	4. Sourcing Strategy
<p>For the sake of this example lets use the labels a, b, c, d, e and f to represents the skills and competencies needed by your team to be successful. Let's also say that you've determined that you need to have at a minimum two members in possession of each skill / competency.</p>	<p>Team Member 1 Has skills a, b, c and d</p> <p>Team Member 2 Has skills a, c and e</p> <p>Team Member 3 Has skills a, d and e</p> <p>Team Member 4 Has skills a and e</p>	<p>A quick look at column two tells you that you need to secure skill f because no one presently has it. You also need to hire a back up for skill b since only one person has it.</p>	<p>Here is where you will state your plan for filling the gaps. See the options table below and choose the appropriate strategy.</p>

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SKILL SOURCING OPTIONS

Training and Developing	Hiring	Strategic Sourcing
<ul style="list-style-type: none"> • Provide training in the form of in-person, CBT and or WBT • Place one of your team members on an assignment with someone who will teach them the required skill/ competency • Have the team member "shadow" someone who has the required skill/ competency. 	<ul style="list-style-type: none"> • Post help wanted on your corporate website • Go through local colleges • Contact professional associations for members with the skills you need • Offer a referral finders fee • Search through job posting sites • Advertise your opening in print media • Contact a temporary 	<ul style="list-style-type: none"> • Identify an outsourcing supplier who can take on full responsibility for the needed skill/ competency • Work with a talent management organization that for a fee identifies candidates for the skills and competencies you need and keeps track of them in a pipeline to meet your future needs

	staffing company <ul style="list-style-type: none"> • Go to a traditional recruiter/employment agency 	<ul style="list-style-type: none"> • Offer internships to local colleges that have programs in the skills and competencies you need
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You can cut and paste the empty staffing plan tool form below and following the instructions and suggested sourcing strategies use it to assess your own needs and build your own strategy. Try to do this every quarter to keep your skills and competency plan in sync with your team objectives and needs.

STAFFING PLAN TOOL

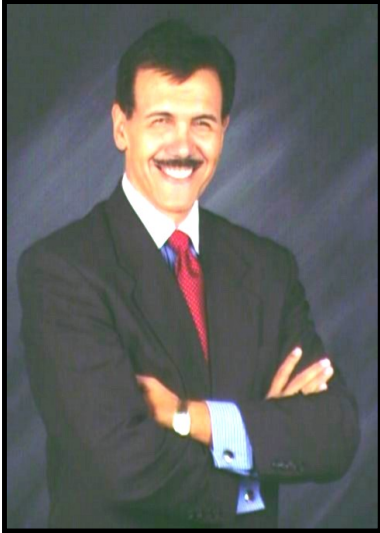
1. Needed Skills & Competencies	2. People and Skills In Place	3. Gaps	4. Sourcing Strategy

Cut and past the above into an empty document and follow the four steps to produce your own staffing plan

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Tip Document Number: 5

Topic: A low-demand start up fitness program for stressed out IT managers

Objective: To help you get started on the road to fitness, stress control and greater productivity.

Benefit to You: As you slowly build your energy and health through a low-demand fitness program, your productive time will increase. Here's why: If you operate at 25% efficiency during 16 waking hours, you will effectively produce four hours of results. On the other hand, if you subtract one hour from your busy day to increase your level of fitness and that enables you to operate at 50% efficiency over the remaining 15 hours, or producing 7 ½ hours of results, then that one-hour session just gave you more time. Naturally, as you increase your health investment and come closer to 100% productive efficiency, you will be getting more done with less stress and effort.

A three step program for getting from overwhelmed to in control

- Learn about the personal benefits of fitness and its key dimensions.

Tony Books Avilez (<http://www.14daymiracle.com>), a fitness advisor, author and lifestyle coach who

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operates a successful business out of the North East Fitness Center located in Staten Island, New York, boils this education down to seven things. According to Avilez, you need to tell your IT managers to pay attention to these seven key items in order to improve their overall stress-resistance, health and fitness. These are:

1. Mindset
2. Food consumption
3. Water Consumption
4. Resistance Exercise
5. Aerobic Exercise
6. Flexibility
7. Rest

- Ease yourself into the process by starting with a low demand option, such as the “Easy Street Plan” described below.

Cheryl Smith, a Stress Management Counselor based out of Northern California, recently shared with me an example of this type of “low-demand” program, which I see as an excellent start-up approach. She explained to me how one of her clients, an IT Manager in what she calls “a very high-powered position,” deals successfully with job pressure

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through a very easy-to-follow plan. Smith calls the plan they developed the "Easy Street Plan" because of its simplicity and low demand. Essentially, Smith's client sets aside a small amount of time per day to do a complete "body, mind and soul" stress-reduction routine. The entire routine is segmented into the three areas and is contained in a chart posted on the refrigerator, so that it is visible at least once or more per day. Here's what's on the chart:

1. Twenty minutes of a favorite exercise session. (For some, it can be walking in place as you watch television. For other it could be running or a combination of weights and aerobics.)
2. Next is 10 minutes of "stress reducing/ meditation." This manager sits quietly erect in a chair, while breathing in a calm fashion for 10 minutes a day.
3. Finally the list contains a diet plan that's comprised of recipes that take no more than 25 minutes to execute. The idea is to follow a diet plan made up of foods that are both healthy and easy to prepare. Its also important to have foods that suit you and that you enjoy eating. (See box below for on of Smith's recipes).

*25-Minute Steamed Chicken and
Vegetables Recipe*

Boil 2 cups of water, put in one half cup of dry rice and slice in one peeled carrot. Place one rinsed skinless chicken breast on top. Simmer for 25 minutes. The result is a wonderful and healthy meal all in the same pot (which means fewer dishes to wash)!

This will help you get your weight, stress resistance and energy under control.

- As your stress coping and productivity increase, invest some of the extra time into your fitness program (For example do 60 minutes of weight training three times per week and run 3-5 miles three times per week).

(Note: Always consult your doctor before starting any exercise program)

Three Resources You Can Use to Learn More About Building Your Health and Peak Performance

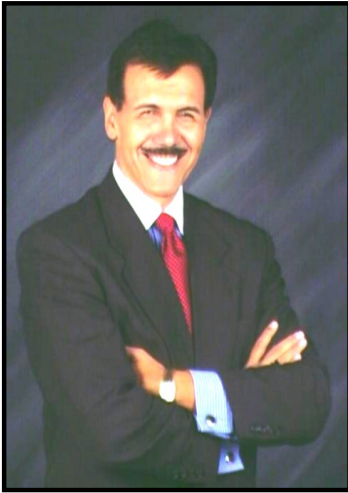
- [Fitness Consultant Tony "Book" Avilez - http://www.14daymiracle.com](http://www.14daymiracle.com)
- [Book: Outwitting Stress — www.OutwittingStress.com](http://www.OutwittingStress.com)
- [Stress Management Counselor Cheryl Smith - Blissgem@aol.com](mailto:Blissgem@aol.com)

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Tip Document Number: 6

Topic: Maintaining sustainable workloads

Objective: To assist you in maintaining your team's or your own workload in response to organization changes in structure and demands.

Benefit to You: In order to avoid burnout and keep your team and yourself at peak levels of performance despite the increase in demands resulting from downsizing, restructuring and increases in competition, you need a strategy that enables you to adjust your workload focus. The alternative is to try to do everything and end up either doing it all poorly and or "burning out."

The Tool and the Process:

If you are doing this for a team, have each team member complete a separate copy of the form below following the numbered steps. If you are doing it for your own role, simply create one form and follow the steps.

1. List in the first column of the table below every task that you are currently performing as well as those added items that you are required to perform due to the work increase
2. In the second column list qualifiers. For example for handling a help call, it may be within 2 hours. Use whatever qualifiers are relevant for your specific role
3. In the third column approximate the time per week consumed by this task in aggregate
4. In the fourth column indicate the importance of this step relative to supporting the main business objectives of your division and/or company using a scale from 0 to 5, with zero being not important to the business objectives of your division and/or company and five being extremely important to the business objectives of your division and/or company
5. Sort top to bottom from extremely important to zero importance.
6. In the fifth column propose eliminating tasks that do not contribute to the business objectives of your division and/or company, downward modification of

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the quality commitments to everything lower than a five and sustained focus on all the fives. Continue to work with the chart until you achieve a workweek balance in terms of focusing available hours (e.g., 40, 50 or 55) for the person whose work is being accessed on the top items

7. In column six reflect the new time per week dedicated to the task after your adjustments.

Present your proposed plan for your team and/or yourself to your manager. Emphasize how this plan enable people to focus top energy on the most important things without burning out. You can call point out that as a result of a sustainable workload, people will often find the larger spurts of energy that enable them to perform at higher than expected levels, versus the burnout, energy depleting effects that result from over-burdening.

Remember to take a fresh look at workload every time you get new responsibilities due to downsizing, restructurings or any other event that changes the amount of expected output.

SUSTAINABLE WORK LOAD FOCUS TOOL

Tasks	Qualifier	TPW *	Value Rating	Proposal	New TPW
e.g.# 1 Fixing administrative function PCs	Within 2 hours of help desk call.	15 hrs	3	Reduce turn around to 4 hours and save 7 hours per week.	8 hrs
e.g.# 2 Fixing sales function PCs	Within 2 hours of help desk call.	25 hrs	5	Leave as is	25 hrs
e.g.# 3 Sitting in the A/V room in case of problem during presentations	Scheduled a week in advance	2 hrs	0	Eliminate	0 hrs

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e.g.# 4 Attend weekly all-hands status meeting	Weekly event	3 hrs	4	Using tighter agenda, reduce to 1.5 hours	1.5 hrs
e.g.# 5 Close tickets for completed calls	Same day as call closed	10 hrs	5	Leave as is	10 hrs
Totals		55 hrs			44.5 hrs

* TPW - Estimated Time Per Week consumed by this task

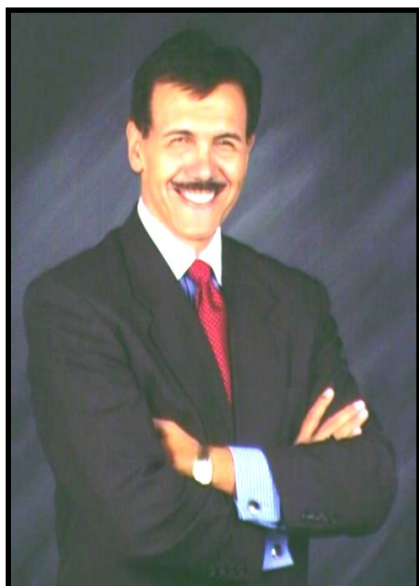
(The example above assume that they chart is for a PC repair technician. Feel free to copy this table, erase the examples and add your own data)

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Tip Document Number: 7

Topic: Tool for distinguishing between Requirements, Impediments and Preferences

Objective: To assist you in categorizing behaviors that are work requirements and work impediments and to separate these from non-impacting personal preferences.

Benefit to You: Distinguishing between these three categories of behavior will enable you to run a business result focused diverse team.

Definitions: Work requirements are specific behaviors that support the goals of the business and are therefore needed from team members in order to succeed. Work impediments are behaviors that serve as obstacles to achieving the vision and goals of the team and company. Preferences, on the other hand, are behaviors that you like to see in others and/or that make you feel more comfortable, but that

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do not directly impact achievement the achievement of vision and goals.

The Tool and the Process:

A. List below your companies three to five key objectives	
B. List below the actions your team must take to support these objectives	
C. List below required behaviors	D. List below impediment behaviors

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The Process

A. You can take these directly off of the Chairman or Presidents letter in your companies annual report. These are generally expressed as the companies future objectives or strategic direction.

B. Once you identify the companies objectives, you can ask yourself what does my team need to do to support these objectives? Try to come up with three to five key items for your

team.

C. Looking at the items you listed for B, ask yourself what specific behaviors do I need in order to achieve these objectives? For example in some jobs promptness of arrival at a specific time every weekday may be a success requirement, while in others it may not be and on-time results may be the key success behavior. Be very clear and specific in terms of what is a required behavior for success in this specific team.

D. Again looking at the items you listed for B, ask yourself what specific behaviors do I see as impediments to these objectives? Continuing with the example above, frequent lateness and missing deadlines, respectively may be deemed impediments. Also, say in the case of the job that requires promptness, taking on an outside activity that increases the chances of frequent lateness would also be deemed an impediment.

As other behavior options appear, look at list D and ask yourself is this an impediment? If it is not than is can only be either (a) supportive of the requirements or (b) a non-impacting behavior.

Embrace and encourage the behaviors that are deemed

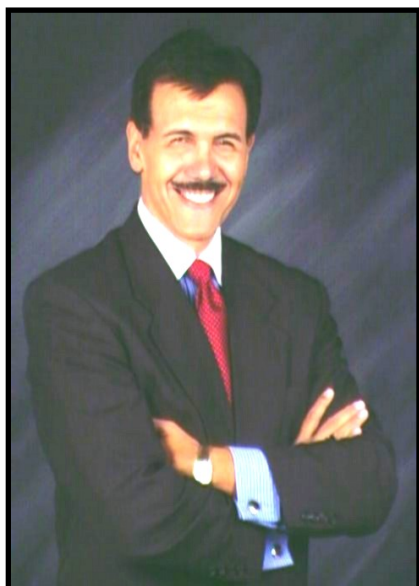
requirements for success in your team. Reject behaviors that interferes with achieving goals of your team. Be conditionally open to accepting any behaviors that do not impact the achievement of the goals of the team. This simple process will enable you to provide enough flexibility for individual expression without hindering your business objectives.

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Tip Document Number:
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Topic: A report on how to transcend project management limits to success.

Objective: To assist you in becoming a more successful project manager.

Benefit to You: This information will enable you to increase the successful completion of your projects beyond what you would be able to achieve by managing through Gantt and PERT charts.

Eight soft steps for avoiding hard project failures

Here are just eight things you can do to start transcending the project timeline based on the advice of several experts in the field of project management and workforce dynamics:

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1. Create a project charter. A charter document outlines the expectations, roles and responsibilities of the participants in the project. Once accepted, the charter becomes the basic contract outlining the relationship of the parties in the project. Kristin J. Arnold President of Quality Process Consultants Inc (www.qpcteam.com) a Fairfax Virginia based management consultant firm that specializes in helping workplace teams highly recommends this and I personally have found it to be a highly effective tool.

2. Define and use a “change process.” Let’s face it; we live in a time when change comes frequently and rapidly. Rather than building rigid project plans and then fighting to make sure that everyone sticks with the original plan, a more prudent course of action is to build flexibility into our plans. By designing an orderly change process that outlines how say for example scope changes are proposed, who needs to approve, the need to recalculate cost, resource needs and completion estimates as a result of accepting a proposed change, a project is given the flexibility needed to adapt when adaptation is supported by a strong business

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case. It also provides an audit trail and resistance to frivolous change requests.

3. When outlining your project steps engage a critic to help you identify risks. Learn to make effective use of the often-avoided “critics” on your team who generally excel at risk identification. Jay Arthur, author of *How to Motivate Everyone* <http://www.motivateeveryone.com>, tells us that every project involves three key players: the dreamer, the realist, and the critic. Each of these three responds to different types of influencing language. According to Arthur, dreamers are big picture visionaries. The realists are achiever/problem-solvers that Arthur refers to as “sea-level, detail people.” They will move the project forward. Critics, on the other hand, basically want to avoid difficulty.” Critics Arthur explains are focused on preventing disaster. “These people tend to drive project managers who are generally a mix of dreamers and problem-solvers crazy,” he states. Critics Arthur explains generally talk in statements like “We don’t want to have this go wrong again.” They will systematically point out all of the potential flaws and tar pits in a project in statements that make your problem-solvers feels as if these critics are “no-can-do- show-stoppers.”

Actually, what they do provide according to Arthur are insights into potential risks. To use the output from your “critics” assessment of risks to get your “problem-solvers” working on a solution, Arthur advises that the project manager become an interpreter that turns the “critics” negative statement of risk into a “problem-question for the “problem-solver.” For example, when the critic says to you as the project manager “we don’t want to lose all that money like we did on the last development project which we had to end before completion due to lack of budget,” interpret that as “How do we make sure we have enough funding to see this project through to the end unlike the last software project?” That’s a question your problem-solvers can wrap their arms around.

4. Create a centrally managed critical path buffer. Do not, I repeat, do not let team members own their own task safety buffers. Here’s why. If you do, then the person who can start a job today that takes two days to complete will start at best in seven days because their task isn’t due for two weeks. Furthermore if they finish ahead of time, they will most likely not report the task completed until the due date. However, if they run into a problem and they are on the critical path, they will

pass the delay to the next step. Translation: When individuals have task buffers they tend to start their steps later than they can, they never pass on gains resulting from early finishes and they always pass on delays. One way to offset this is to give everyone tight deadlines for their steps, and create a cumulative buffer for all the steps on the critical path, which you manage centrally. Here is how this would work. You estimate based on discussions with the members of your team that each of them can complete their critical path steps on an aggressive, zero safety basis within three months. Of course, for each of their steps there are risks and other factors that can push them out from one to several days. You add all of those “just-in-case” step safety buffers and create a single 30-day buffer, which you add to the end of the critical path, which means you commit to four months. You now manage everyone to the zero buffer aggressive plans and play out buffer only as needed. This keeps you in charge of the buffer and prevents individual time-budgeting, which as we saw above leads to buffers being consumed without benefit to the project and delays being passed down the critical path.

5. Secure a high-level project sponsor. Arnold advises project

managers to secure a high-level project sponsor as quickly as possible. By high-level, she is referring to someone high up in the food chain that has direct authority or powerful indirect influence over ALL the project team players and their respective line management. For organizations that are not big on formality, she suggests that you meet with your sponsor informally to briefly, discuss each of the charter document elements including your role and the role of the other project participants. The resulting output from the discussion can be reduced to an email back to the sponsor and the team, which voila becomes your approval for your charter. . Ronald A. Gunn, managing director of Strategic Futures® (<http://www.strategicfutures.com/welcome.htm>) and a specialist in strategic management and human resource development agrees with this advice since project team members roles are generally not as clearly spelled out in today's horizontally managed projects as it would have been in the vertical top-down world of a few decades ago. As Gunn aptly points out: "Securing resources and gaining a top priority claim has to be accomplished at the top in matrix managed organizations."

6. Communicate strategy and desired outcomes to your

team. When launching a new project have a meeting with all the team members (especially those that are geographically dispersed). Gunn refers to this type of meeting as the “high-touch” people step that needs to take place for you to be successful. Arnold advises that you use this meeting to make sure the team understands and agrees with the charter and the overall plan, which includes the following elements: goals, deliverables, duration of project, checkpoints, feedback mechanisms, boundaries, decision-making strategies, resources, guidelines for the change process and logistics. Keep in mind you are also “forming” the team, establishing trust and essential linkages among team members. Also Charmaine McClarie, head of McClarie Group (www.mcclariegroup.com) an organization that leads executive development programs, advises project managers to use this meeting and other opportunities to communicate project vision to the team. “Focus on strategy not task,” she advises. “Make sure people grasp the big picture, so that they can respond according to the big picture,” she adds. Furthermore, McClarie tells us to make sure we communicate what she calls the three “must-make points:” Why should they listen, what’s in it for them and what specifically do you need

them to do. This type of communication, as McClarie points out, secures personal accountability for results and not just task execution.

7. Create and maintain strategic witnesses for your project. “An outcome without a witness is not an outcome—it's just a completed task,” states McClarie. Her advice is simple: make sure that your project has and sustains the attention of strategic leaders in the organization who “see” (witness) the progress and the impact of your project’s progress on the companies objectives. These strategic witnesses according to McClarie should be high-level executives in the organization that receive direct benefits from the results produced by the project. This is one important way of enlisting powerful help to protect your project from having its resources and/or budget raided.

8. Become an effective influencer of people. In today’s matrix business world, there is little value in trying to use top-down management or bullying techniques with people who do not directly report to you. Arlyne Diamond is a management consultant and professional development coach based out of Santa Clara, California that teaches managers how to manage people, projects

and teams (<http://www.diamondassociates.net>).

According to Diamond the only control project managers have over project team members in today's matrix organization is persuasiveness. "They have to be good listeners and they need to know how to build consensus and influence people in a positive way," she states.

"Persuasive power" she adds "means getting them excited about the project, in contact with each other about elements of the project, and willing to cooperate and participate with each other."

According to Diamond, that means team meetings have to be designed to continuously build and sustain agreement, buy-in and energy. This Diamond points out requires frequent communication, feedback, accountability, support, direction and positive motivation which are significant parts of the job of the modern project manager.

Setting the stage for future project success

In addition to taking the above steps when you are managing a project to increase that specific projects opportunity for success, here are two steps the experts advise you can take to pave the way for the success of your future projects:

Grow your project management talent pool. Most organizations turn to a small pool of overworked multiplexed people who are usually the few, best and brightest to handle all their projects. “Organizations need to systematically develop/cultivate more "A" players so they don't drain the precious few” states Arnold. “Add new people as back-ups to your key players in your projects in order to develop and cultivate more trained A-players,” she adds. The other experts agree.

Teach project members to help you protect their valuable time. Arnold advises that we encourage people to speak up when they are over-burdened or have challenges that result from overwork. According to Diamond for this to work of course, the culture of the company has to allow the person to say no and/or ask for help with work prioritization.

Managing beyond timelines is about managing before and after the creation of the Gantt and PERT charts. It's mostly about managing people and the soft aspects of project management in order to avoid failing on the hard results measured by the timelines. As my expert colleagues and I agree, this is the most challenging area in today's

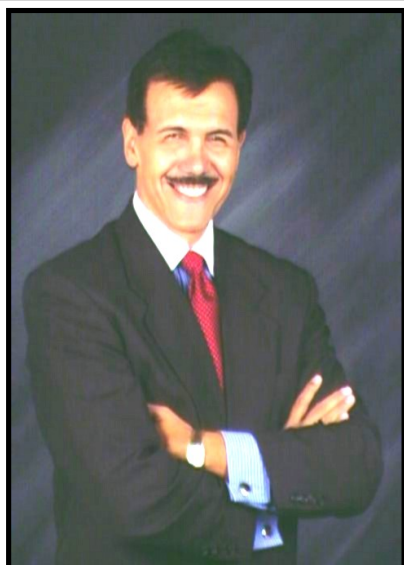
fast evolving complex
business environment and it is
also where the biggest gains
in increasing the success ratio
of projects waits to be
discovered.

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Tip Document Number:
13

Topic: List of resources you can use to broaden your skills and competency into new core areas

Objective: To assist you in identifying sources for building some of the new core competencies needed by 21st Century IT managers

Benefit to You: This information will help you get on the road to broadening your skills for today's highly competitive job market.

Content Overview: The list below contains suggested training programs and books that IT managers can use to broaden their skills in the designated area. Based on the amount of training and reading time, it can take a manager between five to eight months to complete this blended program.

SKILL AREAS & RESOURCES

#	<u>Skill Area</u>	<u>Sources (classes, books, tapes, etc)</u>

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1.	Overall foundation	<p>The IT Manager and Team Leader Certificate Program</p> <p>This 10 session program is designed to provide participants with an overview of all the new key core competency areas and sets the foundation for IT management in the 21st century</p>
2.	Financial ROI calculation	<p>Glomark Corporation</p> <p>Glomark provides ROI forecasting and tracking tools and assistance to both buyers and sellers of technology.</p>
3.	Relationship Management	<p>Spin Selling and Major Account Strategy by Neil Rackham. These books are designed for external sales pros and they provide a great foundation for the internal sales-person too.</p>
4.	Communication (Multicultural included)	<p>Simplicity - The new competitive advantage An excellent book by Bill Jensen on how to simplify your communication.</p> <p>Building a House for Diversity One of the best books I've ever read on the topic of</p>

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		managing and effectively communicating through effective understanding in multicultural environments. Author R. Roosevelt Thomas is clearly an expert on this topic
5.	Marketing/PR	Unleashing the Idea Virus and Purple Cow by Seth Godin are at the center of new marketing concepts for the 21st century. Full Frontal PR by Richard Laermer with Michael Prichinello is an excellent PR manual loaded with resources.
6.	Outsourcing supplier management	Turning Lead into Gold by Peter Bendor-Samuel will provide you with a solid foundation in the basics of outsourcing. For additional information on crafting SLAs, Outsourcing relationships for top ROI and a strong governance system, please read the following TechRepublic articles by Joe Santana <ul style="list-style-type: none">• Tips for crafting better outsourcing

		<p>relationships</p> <ul style="list-style-type: none"> • Designing outsourcing relationships that yield long-term ROI • Outsourcing relationships don't stop at negotiations
7.	Team Coaching	Situational
8.	Skills managing people with non-technology business skills, especially versatilists	Leadership (R) II offered by the Ken Blanchard company is still by far one of the best management/ coaching training programs.
9.	Project management	Read one or more of the books listed in Jag-venugopal's Project Management list as well as Critical Chain by Eliyahu Goldratt introduces readers to the impact of Goldratt's theory of constraints on projects.

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