

# How are your projects, people and processes interconnected, interdependent, and interrelated?

Successful companies today seem to have no problem initiating new projects. Creative minds are able to look at problems and brainstorm feasible and exciting projects to address those problems. Oftentimes projects emerge because of changes in customer demand, technology, economy and overall marketplace. Leaders are often the ones to initiate a project and expect to hand it off to other leaders or managers to get it done. That's delegation – right? That's empowerment – yes? No.

In today's business world, every team member is faced with a long list of project work. Every project is comprised of project: initiation, planning, execution, monitoring, controlling and closing. Many projects lose momentum because of issues with communication, conflict, facilitation, inappropriate skill or competency match and lack of alignment with the strategic plan.

You may have experienced some of the following problems:

- Leaders don't agree on how the project should be managed.
- Team members are working in silos and not communicating with other stakeholders.
- People put in charge of the project were once good at doing the work but they cannot effectively lead others to execute. They would rather do it than delegate it.
- You may have the wrong people on the right job.
- Multiple projects are not prioritized.
- There is no plan for communication or process for handling conflicts.
- Employees lose the motivation and tenacity to see it to completion.
- Different departments are blaming each other for creating the roadblocks.
- There is not a set of common project management tools for everyone to talk the same language.
- Individuals on the team want to be successful even if it means not winning as a team.
- Different communication styles and diverse ways in which to work on a team are causing unnecessary conflict.

Members of the Alice Dendinger Alliance Group have a unique approach to helping you get your projects done. We combine expertise in facilitation, communication and change management to help you complete and close projects. Depending on where your projects are stalled, we can assist. We don't teach project management. Our approach is not academic. We jump in there and facilitate communication, alignment and change using your actual projects. Our goals are increased skill building, improved communication, and project completion.

We work with your leaders, project teams and/or project management professionals to facilitate organizational and individual communication, conflict management, and change support. We ensure alignment of your projects to your strategic plan and alignment of skills on your team with the objectives of the project.

**The number one goal for every employee is to make a difference in the workplace. Getting projects accomplished makes a difference.**

We look forward to working with you,

Alice Dendinger, SPHR  
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# Check Your Challenge

## Project Initiation and Planning

- Creating a realistic and achievable plan for the project
- Applying a project framework for success
- Identifying the project life cycle stages and the key inputs and outputs
- Building a project charter
- Defining clear project objectives
- Determining and clarifying the goals
- Defining key project deliverables
- Defining the project workload
- Calculating a first cut of project costs

## Project Execution

- Determining project scope with work breakdown structures
- Core project leadership skills
- Identifying stages of team development
- Building and managing team effectiveness
- Gaining buy-in from stakeholders
- Driving the plan down to task level
- Managing the estimating process
- Determining the critical path tasks
- Creating dependency diagrams
- Creating the project timeline
- Building clear and readable Gantt charts
- Setting key milestones to track and control the project
- Identifying the resources your project needs and assigning resources to tasks

## Project Monitoring and Controlling

- Establishing an effective control process
- Monitoring actual task progress
- Analyzing progress against the baseline
- Correcting the project plan to achieve the objectives
- Engaging team members to maximize productivity
- Tracking and reporting progress
- Tracking planned vs. actual task performance
- Avoiding the 90-percent-complete trap
- Correcting the schedule
- Communicating project status to stakeholders
- Building ownership, motivation and commitment across the team

## Project Closure

- Managing systematic project closedown
- The payoff of post-implementation review
- Documenting project and personal lessons learned for process improvement



## **Alice Dendinger, SPHR**

Alice Dendinger, Senior Professional in Human Resources (SPHR) is a Human Resource Consultant, Coach and Certified Mediator. She brings over 25 years experience as a Human Resource Professional with a proven track record for developing strategic processes and organization development within varied workplace environments. Her main focus has been on performance management assisting the leaders, managers, supervisors, and direct reports at every level “work better together.”

Alice is a certified mediator and volunteers with the Dispute Resolution Center where she served on the Board of Directors from 1992 to 1998 and was board president in 1997. For the past fifteen years, she has helped hundreds of individuals facilitate conflict through mediation and training. Workplace mediation and group facilitation are two areas where Alice also demonstrates expertise.

Alice earned her lifetime SPHR in 1993 and was an instructor with the SPHR/PHR Certification Course from 1996 to 2007. She has assisted over 850 HR professionals obtain SHRM national certification. As a sought after trainer and facilitator, Alice shares her expertise as an instructor in the continuing education departments with the University of Texas in Austin and the Austin Community College. Recently, Alice was invited by the University of Texas MBA Plus Program to work as a Communication Coach. She is also a DiSC Behavioral Analyst.

Alice has served on the Board of Directors for the Austin Human Resource Management Association (AHRMA) from 1994 to 2001 and was the 1999 AHRMA President. She is a long-time member of the Society for Human Resource Management (SHRM) and currently serves as the State Director for the SHRM Texas State Council serving over 20,000 HR professionals.

Leadership Austin, Seton NW Hospital, People’s Community Clinic, The Down Home Ranch and many other civic and professional organizations throughout Texas have worked with Alice on various projects. She is also a member of the National Association for Community Mediation.

Alice has an undergraduate degree in Business Management and a Masters in Organization Communication from the University of North Texas. She is a graduate of Coach University. You may contact Alice at (512) 835-1343 or [alice@gotoalice.com](mailto:alice@gotoalice.com). Her website is [www.gotoalice.com](http://www.gotoalice.com).



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### **Erin O'Toole Murphy, M.A., S.P.H.R.**

Erin O'Toole Murphy helps leaders manage change and build high-performing organizations by aligning individual and team results to organization strategy.

A sought-after consultant who possesses an uncommon combination of skillful group facilitator, engaging classroom trainer, talented curriculum designer and laser-focused coach, Erin is able to deliver appropriate solutions to each client's unique situation. For over 14 years, she's engaged in a variety of consulting projects delivering improvements in the areas of organizational change, leadership/talent development and competency modeling, and talent management for clients such as Lower Colorado River Authority, Dell, Inc., Whole Foods Market, Texas Department of Parks and Wildlife, Dell Financial Services, IBM, Seton Healthcare Network, Landmark Graphics, and University of Texas. Her solutions incorporate a wide range of tools and methods from her HR knowledge to her expertise in collaborative processes.

Erin co-authored "Teamwork Is An Individual Skill: Getting Your Work Done When Sharing Responsibility" (Berrett-Koehler, 2001) which describes how to achieve outstanding business results through building responsible, effective, and productive relationships at work.

Erin completed her undergraduate degree at Northwestern University as a recognized Scholar-Athlete. She holds a Masters in Whole Systems Design with a concentration in Organization Development from Antioch University. She is certified as Senior Professional in Human Resources and is certified in a variety of tools and assessments.