

Communications Tips for Operations Project Managers

Operations Manager PROSPECT Course
9-13 August 2004

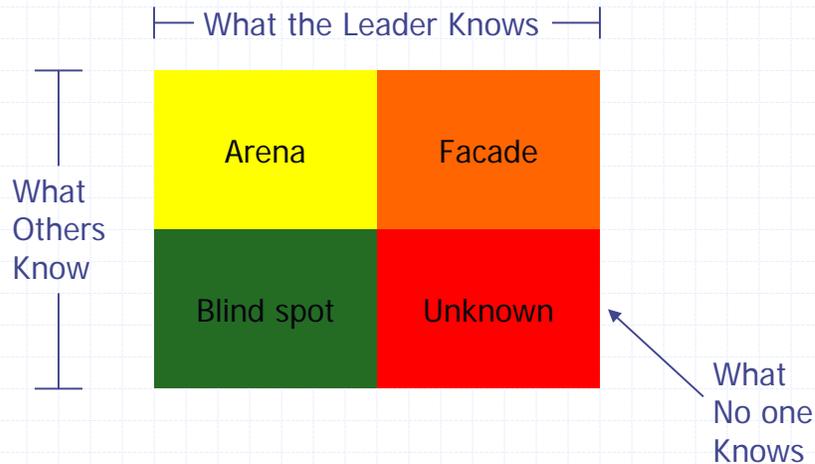
Communication

- ◆ This session deals with internal communication (within the organization)
- ◆ A later session will deal with information sharing with those outside of the organization
- ◆ Both are important

The Importance of Communication

- ◆ Information is the life blood of any organization
- ◆ When communication breaks down – the rumor mill kicks in
 - If you don't share information –
 - They'll make it up
- ◆ Communication model (borrowed from the LEAD class)

The Johari Window Communications Model



Increasing the "Arena"

- ◆ Management by walking around
- ◆ Staff meetings
- ◆ Bulletin boards have pretty much been replaced by all staff e-mails
- ◆ Town hall meetings
- ◆ Listening/sensing sessions

Effective communication means less talking and more LISTENING

- ◆ Listening takes time – if you don't have time to listen now, make an appointment
- ◆ Active listening techniques
 - Body language says a lot when listening
 - Reflective listening
 - Paraphrasing
 - Summarizing

Rules for Effective Meetings

- ◆ How many meetings do you attend each week? How many are beneficial?
- ◆ OPMs have the power to improve meetings!
- ◆ Techniques to improve meeting?
 - Publish agenda in advance
 - Set time limits and abide by them
 - Meeting management (maintain control)
 - Wrap-up with assignments
 - Date/time for next meeting?
- ◆ Brainstorming – Use it as a problem solving technique (stick to the rules)

Questions?

Establishing a Community of Practice For Operations Project Managers

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The Mission

US Army Corps of Engineers Water resource development projects across the country are operated and maintained under the direction and supervision of Operations Project Managers (OPMs). These individuals come from a variety of educational and experience backgrounds and are responsible for from one to several different business lines. There is currently no Community of Practice (CoP) that serves OPMs.

Objectives

The objective of this project is to develop a Community of Practice for Operations Project Managers. Including:

- ◆ Achieve consistency in the application of PMBP to the O&M Program
- ◆ Enabling OPMs to function in a learning organization
- ◆ Sharing success stories
- ◆ Helping one another address challenges
- ◆ Develop a comprehensive, multi-faceted development and training program for both incumbent and aspiring OPMs

Project Delivery Team

- ◆ HQ Ops Chief, Mike White - Proponent
- ◆ Tom Fleeger (Omaha) – PM
- ◆ Earl Groves (Tulsa) – Assistant PM
- ◆ Nineteen OPMs from different districts
(representing almost 500 years of Corps experience)

Project Delivery Team

- ◆ Don Wadleigh - Chicago
- ◆ Erik Petersen - Portland
- ◆ Greg Pope - Ft Worth
- ◆ Tim Bertschi - St Paul
- ◆ Tom Hood - Nashville
- ◆ Jim Buck - Portland
- ◆ Bernice Amburgey - Louisville
- ◆ Laura Rowland - Memphis
- ◆ Mike Curran - New England
- ◆ Carl Smith - Wilmington
- ◆ Bruce Clark - Kansas City
- ◆ Tom Curran - Omaha
- ◆ Earl Groves - Tulsa
- ◆ Kim Kuk - Alaska
- ◆ Skip Martin - Vicksburg
- ◆ Cary McNamara - New Orleans
- ◆ Marty Mendiola - Wall Walla
- ◆ Joe Summers - Seattle
- ◆ Mickey Pahlman - Pittsburgh

Tasks

- Examine the methods utilized in applying PMBP to the O&M program and examine a possible national policy
- Develop a set of basic roles and responsibilities for use in OPM job descriptions and classification
- Update the existing national OPM address book
- Employ an "OPM Page" on the NRM Gateway or E-Corps
- Develop a national OPM Training and Development Program for both current and aspiring OPMs (including a career guide, a CAP program, a national conference, routine webcasts, an annual DC Seminar, and a revised PROSPECT course)
- Develop a CoP "sustainability plan"

OPM Development and Training Program

◆ For Incumbent OPMs

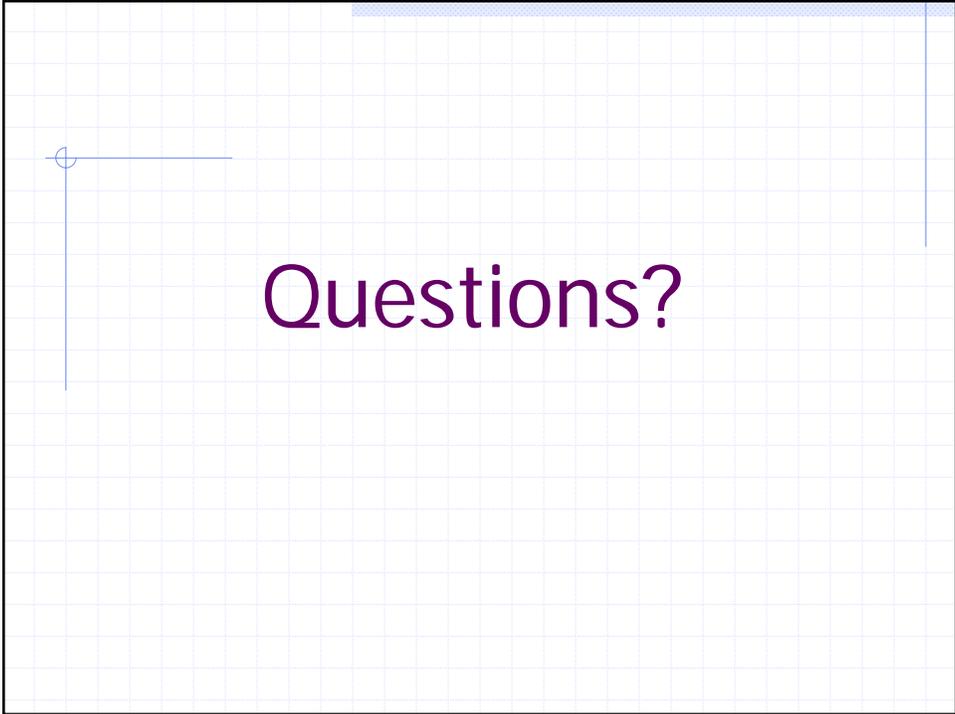
- Biennial National Conference
- Annual HQ Seminar
- Semi-annual (as needed) webcasts
- Career Guide
- Other Training (classroom, web-based and exportable)
- Mentoring

◆ For Aspiring OPMs

- Capstone PROSPECT course
- National Career Assignment Program (CAP)
- Career Guide
- Other Training (classroom, web-based and exportable)
- On-the-job training
- Mentoring and Shadowing

Tasks/Time Table

- January- February 2004 - Develop PDT
- March 2004 – PMP approved
- Ongoing – Working w/ WES on the Gateway page
- Ongoing – Reviewing NRM career guide for application
- April – OPM CAP assignment program drafted
- Ongoing – Provide an OPM track at 05 St Louis national environmental conference.
- May – Obtain consensus re: theory of PMBP application to the O&M Program
- Ongoing – Develop an annual OPM Seminar
- August – Next PROSPECT course will reflect changes
- December 2004 – Develop a CoP “sustainability plan”



Questions?