

Working With Others

Why and When

The traditional concepts of project management focus on tracking resource use and controlling the process. This is appropriate in situations where all or most of the important actors are financially accountable to one authority whether through employment or lucrative contracts.

Negotiated project management comes into play when most or all of the important people or organizations are loosely bound by common interests or, at best, work orders and memorandums of understanding.

Three Stages

- I. Preparation
- II. Stepping In
- III. Stepping Out

I. Preparation

Partnerships

1. Discovery
 - a. Working from the inside out
 - b. Working from the outside in
2. Network Effects
 - a. Make sure partners can communicate effectively
 - b. Expand pre-existing relationships
3. Communicating the Purpose and Goal
 - a. Administrative consensus
 - b. Agreement between scope and finance
 - c. Front line buy-in

Contingency

1. Cost Over-estimation
2. Anticipated Adjustments

Credit and Accountability

1. Create public results
2. Local Mass and Social Media
3. Performance measures
 - a. Observed evidence
 - b. Public opinion
 - c. Avoid self-assessments

II. Stepping In

Engagement, Review, and Adjustment

1. Network Effects
 - a. Make sure people meet each other in person
 - b. Make sure partners are answering each other's questions
 - c. Make sure each partner includes several people from several levels
2. Things to Track That Can Be Controlled
 - a. Is each partner getting the support they need to fulfill their commitments?
 - b. Is every partner receiving all equipment or supplies that are being distributed?
 - c. Are all educational goals being met?
3. Things To Track That Depend On Influence
 - a. What each partner says they will do
 - b. Each partner's demonstrated level of commitment
 - c. Organizational obstacles each partner encounters
 - d. What results are delivered

Turning To Contingencies

1. Replacing a partner with a reserve partner
2. Preparing to replace a partner with a reserve partner
3. Always be prepared to bring reserve partners up to speed at the last minute
4. Turn reserve partners into full partners if the cost over-estimation allows it

III. Stepping Out

Documentation for Archival and Future Use

1. Best Practices
 - a. Why and how each participant got its results
 - b. Commonalities
 - c. Early warning signs of discrepancy
2. Program Audits
 - a. All agreements, memorandums, etc.
 - b. Financial receipts and disbursements
 - c. Performance measures

Continued Dialog

1. Check-up on people
 - a. Ask how people are doing
 - b. Ask how the program is doing
2. Make sure new people
 - a. have the documentation
 - b. understand the program
 - c. develop working relationships with the other partners