

Everything I Know About Management I learned From a Pot Roast



Montgomery Chapter
Program Management Institute (PMI)

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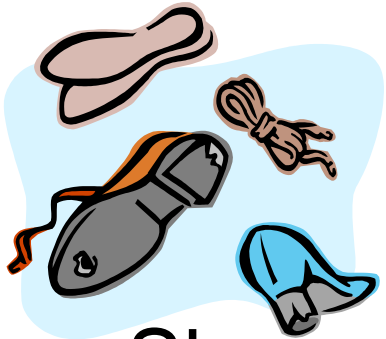
The “Menu”

- The Wisdom of Pot Roast
- Selling shoes
- Zero Mistakes?
- Are you a Pharaoh?
- “*Flawless Execution*”
- Lessons Learned
- Never mind what’s the answer, what’s the question?
- Why a Business Degree is BS!
- Back to Basics
- K.I.S.S.
- Final Thoughts

The Wisdom of Pot Roast



- “Just like my Momma always made it!”
- Why did she prepare it that way?
- “How” is important when everything is exactly the same
- “Why” and “Why Not” make the difference when a situation changes

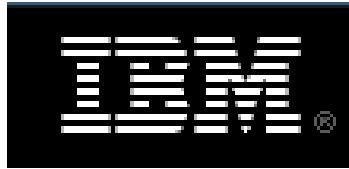


Selling Shoes

- Shoe company sends 2 Marketing reps to a developing country
 - “Assess market potential!”
- Both return with same basic fact:
 - “People don’t wear shoes there!”
- Conclusion?
 - Bad market, nobody wears shoes
 - or*
 - Great Opportunity! Untapped marketplace!!



Zero Mistakes?

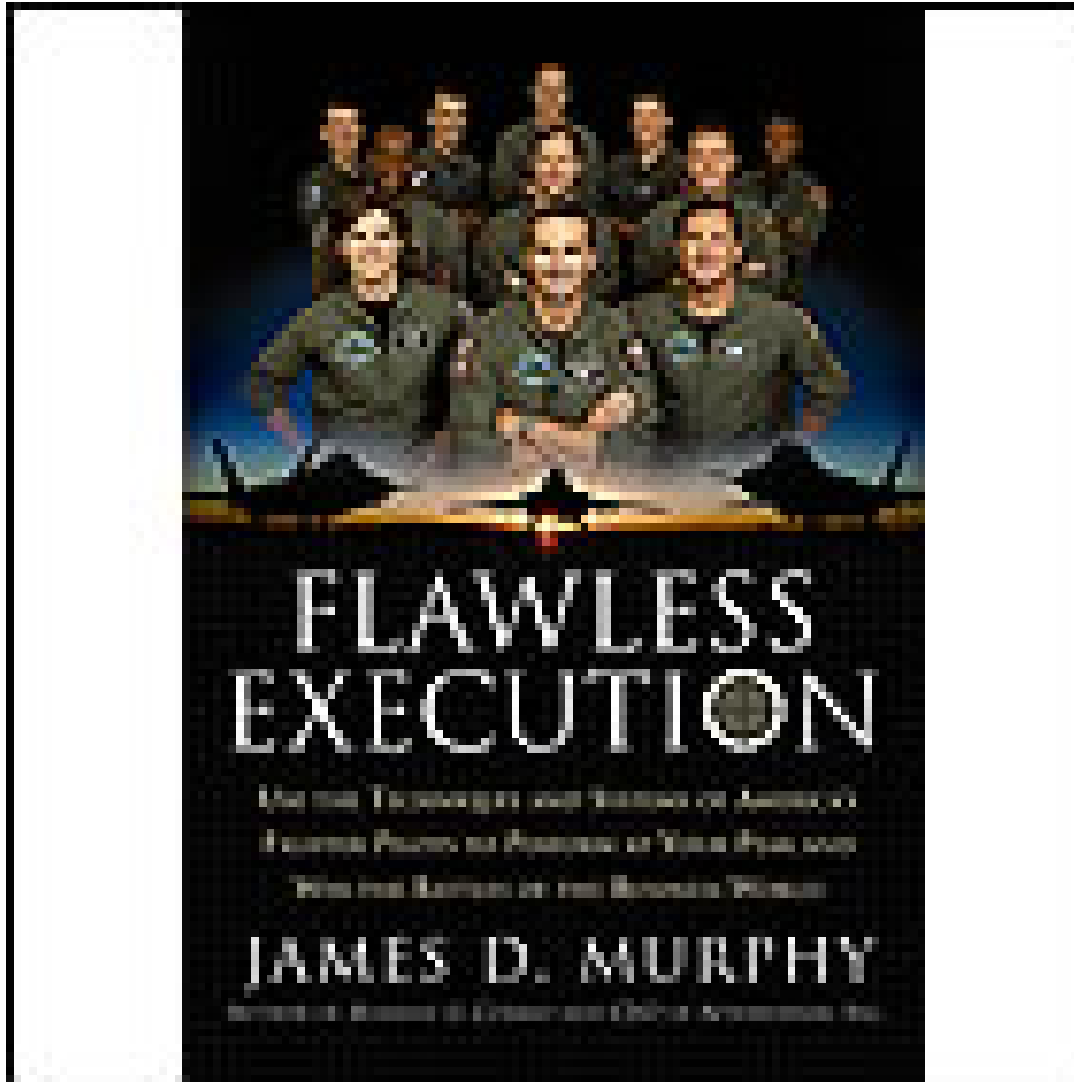


- Thomas Watson, CEO of IBM
 - Manager made a decision that cost over \$600,000
 - Do you fire the Manager?
- How do you view an error?
- How does your management view mistakes?

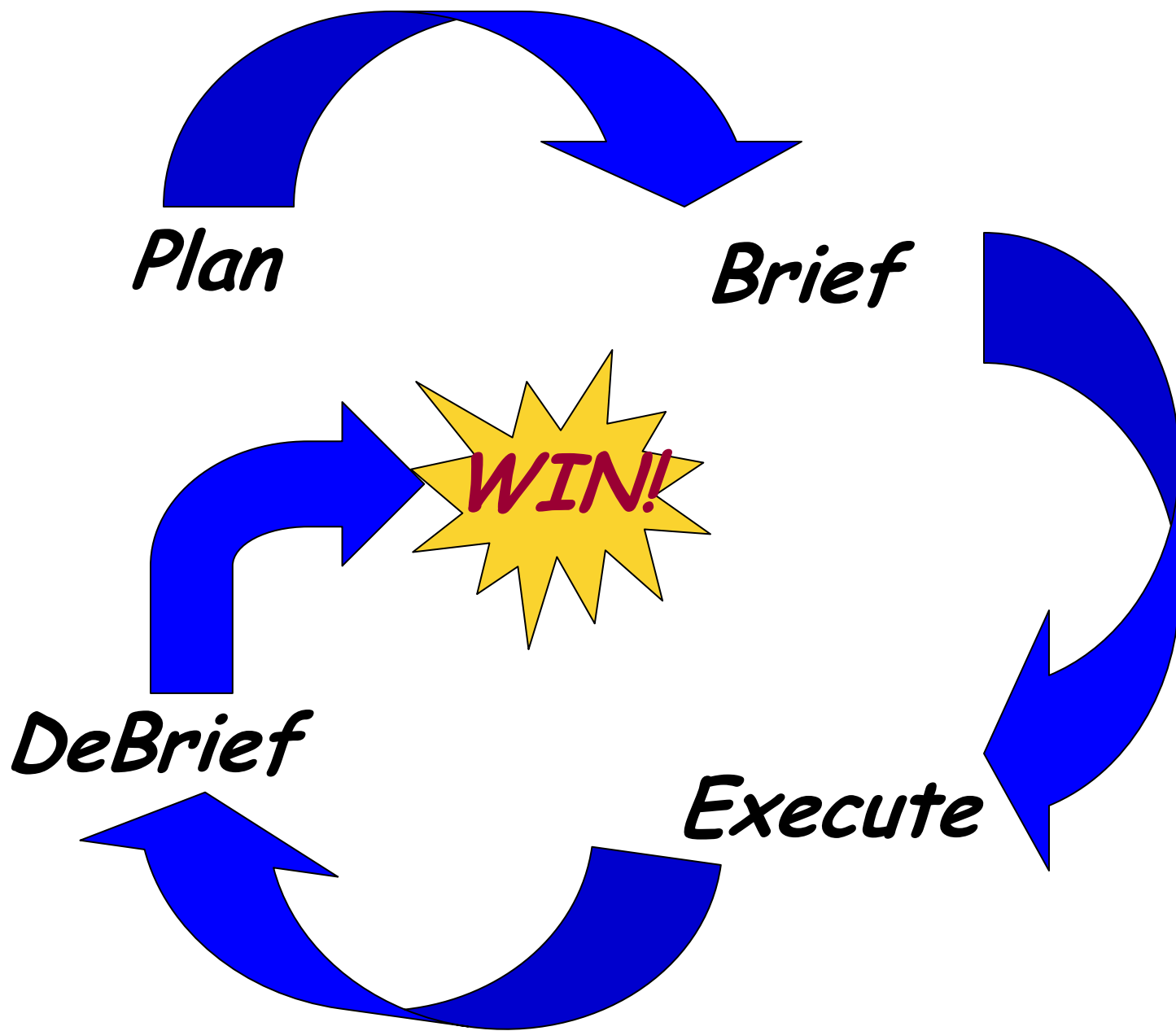
Are you a Pharaoh?

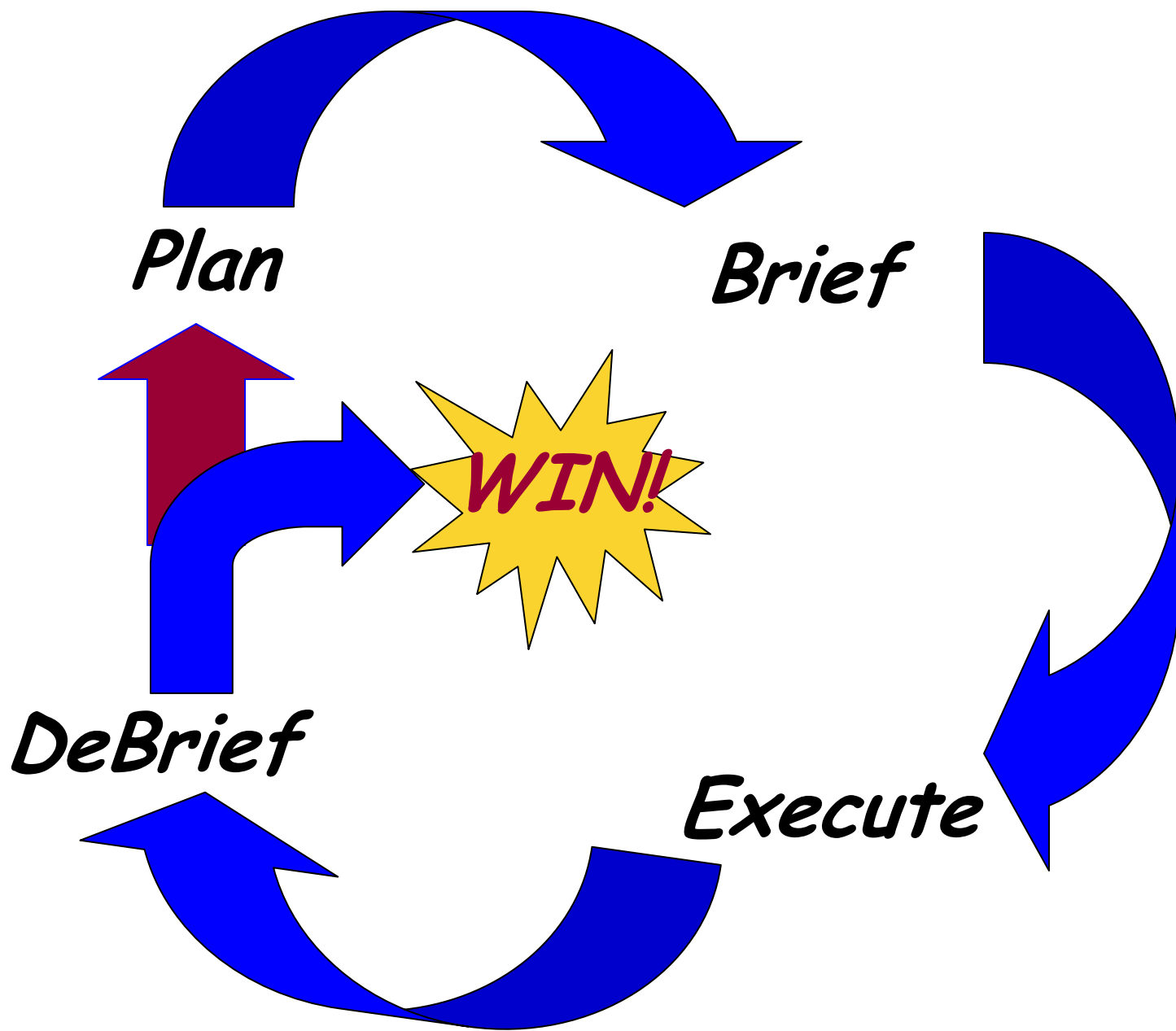


- Being the Bearer of Bad News is Not Necessarily a Bad Thing
- Slaves sent as Messengers to Pharaoh after a battle
 - “The Army is Victorious!!!”
 - “The Army has suffered Defeat!”
- Which message would you want to deliver?



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Lessons Learned



- You can often learn more from another's failure, IF:
 - You properly understand the environment
 - You can define what is and is not under the individual's control
 - Isolate foresight, hindsight, and blind luck
- The lessons of “Gallipoli” in WW I
 - Army, Navy, Air Corps, and USMC

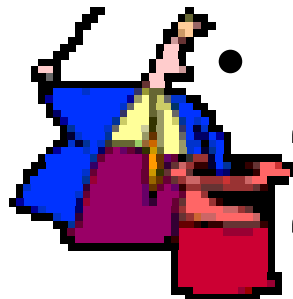
*Never mind the answer,
what's the question?*

- Can *you* find the trees in the forest?
- Answers are often easy if you can ask the right question
- Outside help is invaluable, as long as it is really “outside” and “help”, not inherent to the problem
 - WorldCom and Enron



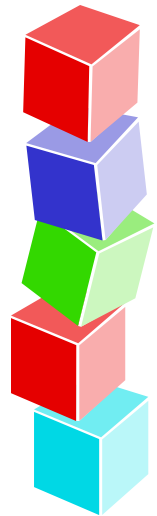
Why Do They Give BS Degrees in Business?

- The theology of Mathematics
- *“Business is to Science as Astrology is to Astronomy”*
- Business theory is a balance of the “art of business” with the “sciences of business support”
 - In some ways, makes business more challenging
- Donald Trump and “The Apprentice”



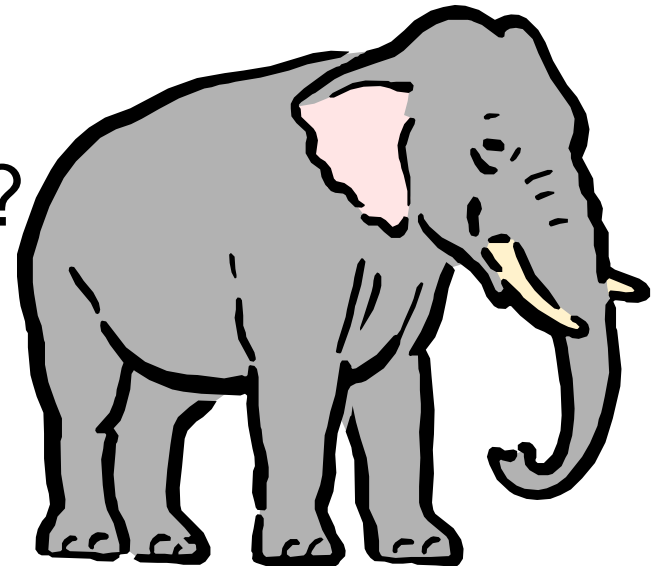
Back to Basics

- Most business “gurus” don’t invent new solutions
 - They repackage common sense
- Managers’ greatest impediments
 - Loss of perspective
 - Incomplete/inaccurate communication
 - Overloaded with data, underwhelmed with info



K.I.S.S.

- Don't make things harder than you have to
- Efficiency is in simplicity
 - Technology should not complicate the simple
- Reassess your assumptions
 - “Why” and “Why Not”
- How do you eat an Elephant?



Final thoughts

- Perspective
- Re-assessment
- Evaluate mistakes
- Communication
- Information, not data
- Simplify
- Execute

Final thoughts

- **P**erspective
- **R**e-assessment
- **E**valuate mistakes
- **C**ommunication
- **I**nformation, not data
- **S**implify
- **E**xecute

Be **P R E C I S E**