

## Chapter 4 – Balancing Purpose and Goals

As you struggle between managing a project the right way and doing the right thing for the customer, you need to learn to balance the act.

Let's look at the characteristics of the approaches to each path.

### What are the characteristics of Purpose?

- Long term external thinking.
- A selfless perspective.
- Qualitative and subjective.
- Service to others.
- Pride in our work every day.

### **Purpose is “The Why of Our Efforts.”**

Does that sound like the Pre version 5 of the PMBOK? I think not. Pre-Version-6 PMBOKs were focused on meeting management goals.

The right brain is focused on building the right solution. It has more of a long-term business perspective.

Remember the PWC study? People want to know that the work that they do is truly valued by the client.

It is not enough to deliver on time and on specs. Purpose-driven project managers want to deliver solutions that meet the needs of their clients.

Professor Kano went even further. He believed that it was our responsibility to help the client identify needs that they had not previously identified. Solving problems that they did not know were problems.

### What are the Characteristics of Goal driven?

- They are specific measurable attainable realistic and timely.
- They are metric driven. What is my CPI?
- You ask yourself:
  - How am I doing against the schedule?
  - How can I know that I've done it on time and met the check points.
  - Have I delivered what I have been contracted to deliver?
  - Have I met the marks on my plan?

- Have I delivered what I am supposed to deliver despite whether the client is achieving their desired results?

## **The Left Brain is Metric Driven**

Managing a project from a goal-oriented perspective is a much simpler task. The left-brain is metric driven. It wants goals to hit and objectives that can be measured to achieve.

The goals should be **SMART**:

- Specific
- Measurable
- Attainable
- Realistic
- Timely

Know your purpose, know your goals, Own both and communicate them with your stakeholders. This is a balancing act. Your stakeholders are a big part of the act.

One thing you should walk away with is - write this down and remember each day.

**Always keep your purpose ahead of your goals.**

Always look at value from the customer's point of view or from the client's point of view or the department's point of view, not your own.

Back in 1936 a fellow named Dale Carnegie made an interesting comment in his book "How to Win Friends and Influence People" that I try to keep true to this day:

*"Always look at everything from the other person's point of view that will keep you out of trouble."*

If you do that and you stay purpose-driven, all your goals will be met.

"Anthropologists use this approach when conducting ethnographic research. Their challenge is to leave their own values and mental filters at home so that they can study a particular tribe entirely on its own terms, without prejudice." From "Winning the Long Game" by Steven Krupp and Paul Schoemaker.

Change your thought patterns. Understand what you're trying to do. You want your clients to be successful. If your clients are successful, you will be successful. They will see you as a partner. They will see you as the person they can depend on to do the right thing and help them solve their day-to-day problems.



**Always keep Purpose Ahead of Goal**