

Change Management
keeping everyone & everything
moving forward -
together



Recognizing and Overcoming Assumption-Based Leadership

Jason M. Reefer, Management Consultant

October 11, 2011



CherryRoad
technologies

Agenda

- **The Concept:**
Understanding Assumption-Based Leadership
- **Recognizing Assumption-Based Leadership:**
The Signs
- **Overcoming Assumption-Based Leadership:**
The Heavy Lifting

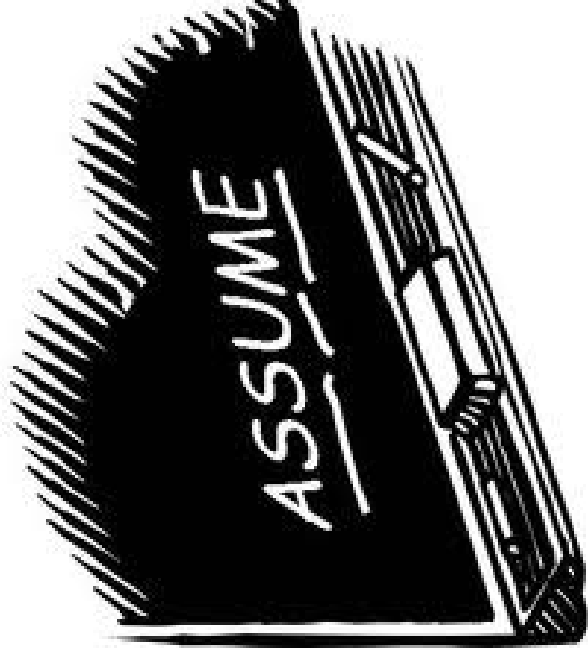
Understanding Assumption-Based Leadership

- **Origin of Our Assumptions**
 - ✓ **Cultural**
 - ✓ **Biological**
 - ✓ **Intellectual**
 - ✓ **Idiosyncratic**
- **Types**
- **Example**



Understanding Assumption-Based Leadership

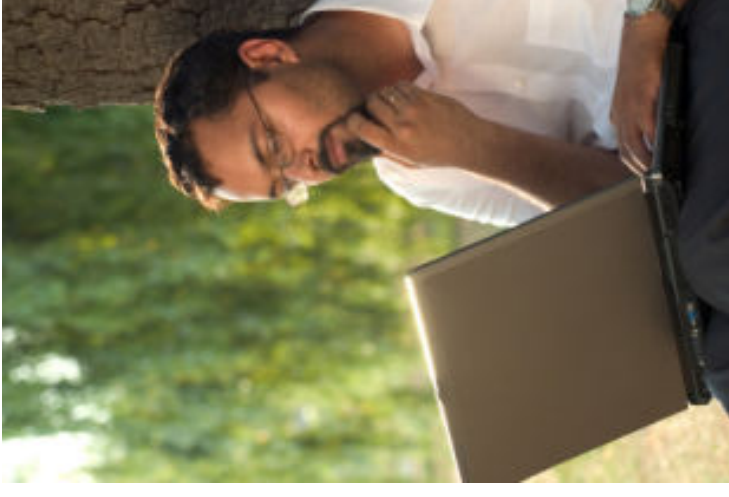
- **Why it Exists**
 - ✓ **Human Nature**
 - ✓ **FEES**
- **Characteristics**
- **Example**
- **Impacts**



Understanding Assumption-Based Leadership

Thought Starter

- Are you aware of the assumptions you bring to the table at the start of a project?
- Does your project management team take the time to identify and discuss project assumptions?



Recognizing Assumption-Based Leadership

- **Interviews and Surveys**
- **Observation and Listening**
- **Incentives and Expectations**
- **Analysis of Resource Allocation**

Recognizing Assumption-Based Leadership

Responsible - Those who do work to achieve the task. There can be multiple resources responsible.

Accountable - The resource ultimately answerable for the correct and thorough completion of the task. There must be exactly one **A** specified for each task.

Consulted - Those whose opinions are sought through two-way communication.

Informed - Those who are kept up to date on progress. This is primarily one-way communication.

Task Description

Identify missing or incomplete policies

Establish Policies as necessary and ensure adoption globally

Completion of necessary Policies

Document Policies as appropriate

Approve Policies

Communicate Policies as required

Ensure Policies are compatible with standards and best practice

Escalate non standard or missing policies

BP Sponsor with agreement from BPB colleagues decides on exception or not

| Sponsor | Business Owner | Business Program Mgr | Process Manager |
|---------|----------------|----------------------|-----------------|
| | R | A | R |
| | A | R | R |
| | R | A | R |
| | R | R | A |
| A | C | I | I |
| | A | I | I |
| | R | R | A |
| R | R | R | A |
| A | I | I | I |

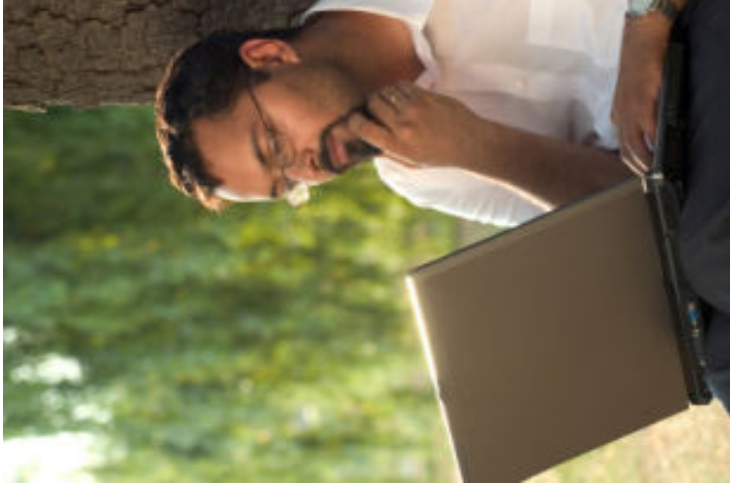
Recognizing Assumption-Based Leadership

| ID | Task Name | Start | Finish | Resource Names |
|----|--------------------------------|--------------|--------------|------------------------|
| 11 | Change Readiness Survey | Mon 9/3/01 | Mon 10/8/01 | |
| 12 | Develop Survey | Mon 9/3/01 | Fri 9/21/01 | Bob |
| 13 | Acquire Distribution List | Sat 9/22/01 | Sat 9/22/01 | Rick |
| 14 | Distribute Survey | Mon 9/24/01 | Mon 9/24/01 | Rick |
| 15 | Analyze Survey Results | Tue 9/25/01 | Wed 9/26/01 | Kathy |
| 16 | Conduct Statistical Routines | Thu 9/27/01 | Tue 10/2/01 | Bob |
| 17 | Compose Report | Tue 10/2/01 | Thu 10/4/01 | Bob |
| 18 | Debrief Core Team | Thu 10/4/01 | Mon 10/8/01 | Bob |
| 19 | Project Management Seminar | Sat 9/1/01 | Mon 10/22/01 | |
| 20 | Purchase Commercial Courseware | Sat 9/1/01 | Mon 9/3/01 | Bob |
| 21 | Schedule Seminar | Thu 9/13/01 | Thu 9/13/01 | Mark |
| 22 | Modify Courseware | Mon 9/10/01 | Fri 9/14/01 | Linda[5%],Gregg[95%] |
| 23 | Facilitate PMI Course | Fri 10/19/01 | Fri 10/19/01 | Linda[10%],Gregg[90%] |
| 24 | Seminar Report | Mon 10/22/01 | Mon 10/22/01 | Gregg |
| 25 | Compose Evaluation Report | Sat 9/22/01 | Wed 11/21/01 | |
| 26 | Profile Target Audience | Mon 9/24/01 | Mon 10/1/01 | Bob[10%] |
| 27 | Develop Seminar Material | Sat 9/22/01 | Fri 9/28/01 | Bob |
| 28 | Schedule Seminars Sessions | Tue 10/2/01 | Wed 10/3/01 | Rick |
| 29 | Facilitate Seminars | Mon 10/8/01 | Fri 11/16/01 | Linda[50%],Bob[50%] |
| 30 | Compose Recap Report | Mon 11/19/01 | Wed 11/21/01 | Linda[50%],Bob[50%] |
| 31 | Role Impact Workshops | Tue 10/23/01 | Thu 12/6/01 | |
| 32 | Develop Workshop Materials | Tue 10/23/01 | Fri 11/2/01 | Gregg[20%],Bob[80%] |
| 33 | Schedule Workshops | Mon 11/5/01 | Wed 11/14/01 | Bob |
| 34 | Facilitate Workshops | Thu 11/15/01 | Wed 11/28/01 | Sylvia,Gregg,Linda,Bob |
| 35 | Compose Workshop Recap | Thu 11/29/01 | Thu 12/6/01 | Linda[80%],Bob[20%] |

Recognizing Assumption-Based Leadership

Thought Starter

- What techniques have you used to identify possible areas where assumptions are not in-sync?
- How often does project leadership effectively communicate resource commitments?



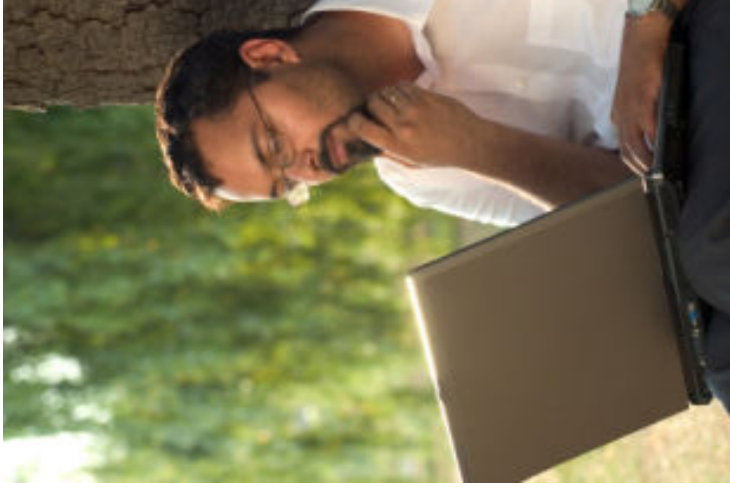
Overcoming Assumption-Based Leadership

1. **Analysis**
2. **Planning**
3. **Communication**

Overcoming Assumption-Based Leadership

Thought Starter

- Do your projects allow time for assumption discovery sessions and strategizing how to overcome any barriers?



Recognizing and Overcoming Assumption-Based Leadership

Thank you for your time today.

Questions or additional correspondence:

Jason M. Reefer

Management Consultant, Organization Readiness
CherryRoad Technologies Inc.

jreefer@cherryroad.com

949.230.7389

Visit us @ www.cherryroad.com



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