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# *Games People Play*

*Turning "we vs. them" into  
team*

*Dave Mayo, Edwards Jones*

*Ozzie Lomax, PMP Ameren*

*James Morgan, PMP Burns & McDonnell*

# Games People Play

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- *Agenda -*
  - *Reasons for Project Politics*
  - *Project Politics – is it part of the job?*
  - *Scenarios and solution/approaches*
  - *What issues did you wish we discussed?*



# *Games People Play*

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## *Reasons for Project Politics*

- *I win and you lose*
- *If I agree -> you win and I lose.*
- *You lose and I lose*
- *I don't care who wins or loses, but should I?*
- *What are other agenda's you encounter?*

*We are all good people, we just have different agendas...  
and it is better if you know what theirs is!*

*Need to create a win-win scenario.*

# Games People Play

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## □ Typical Corporate Agendas

- *This is my pet project and I want it to succeed.*
- *I am assigned to this project and I don't want to be here.*
- *Different scopes and outcomes.*
- *Historical conflict / scorekeeper.*



# Games People Play

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- *Project Politics is part of the job*
- *"Get over it and get better at it"*



## *Approaches –*

- *Be consistent, open and be yourself (honest and ethical)*
  - *Take the high road*
- *Be cognizant of real organization & real decision makers*
- *Relationship, relationships, relationships*

# Games People Play

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## **Scenario – 1**

- *Assigned to a Project where the constraints (cost, quality, time and scope) do not match reality.*
- *How would approach solving this issue?*

# Games People Play

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## **Scenario – 1**

- *Assigned to a Project where the constraints (cost, quality, time and scope) do not match reality.*
- *How would approach solving this issue?*
- Invest minimal time.
- Work for reassignment
- Close door session with Sponsor.
- Develop exit strategy for project.
- Re scope project for success

# Games People Play

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## **Scenario – 2**

*Assigning the struggling project without disclosure of project challenges*

*How would you approach solving this issue?*



# Games People Play

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## □ **Scenario – 2**

*Assigning the struggling project without disclosure of project challenges*

□ *How would you approach solving this issue?*

- Request project management plan documents.
- Transition with exiting PM
- Negotiation with Project Sponsor
- Request for co-manager (help)

# *Games People Play*

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## **Scenario – 3**

*Delivering bad news and shooting the Messenger*

*How would you approach solving this issue?*

# Games People Play

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## □ **Scenario – 3**

*Delivering bad news and shooting the Messenger*

□ *How would you approach solving this issue?*

- Change the news to good.
- Reframe the news (spin it differently)
- Find another messenger
- Take an ally

# Games People Play

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## □ **Scenario – 4**

*Getting the Sponsor  
that nobody wants to  
work for*

□ *How would you  
approach solving  
this issue?*

# Games People Play

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## □ **Scenario – 4**

*Getting the Sponsor  
that nobody wants to  
work for*

□ *How would you  
approach solving  
this issue?*

- Grin and Bear it.
- Level setting with the sponsor.
- Go over sponsor's head to request alternate.
- Networking to succeed in spite of sponsor

# *Games Users Play*

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## **Scenario – 5**

*A room full of  
"Smoozers" and  
"Shakers"*

*How would you  
approach solving  
this issue?*

# Games Users Play

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## □ **Scenario – 5**

*A room full of  
"Smoozers" and  
"Shakers"*

□ *How would you  
approach solving  
this issue?*

- Match personality styles or adapt yours.
- Make some "deals for performance"
- Separate the work from the smoozing
- Replace with real project members

# Games People Play

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## □ **Scenario – 6**

*Some one steals credit  
or assigns blame  
inappropriately*

□ *How would you  
approach solving  
this issue?*



# Games People Play

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## **Scenario – 6**

*Some one steals credit  
or assigns blame  
inappropriately*

*How would you  
approach solving  
this issue?*

- Get facts out to your leadership or review
- Settle the score
- Communicate the team successes / issue regularity

# Games People Play

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- *What scenario are you living or wished we covered?*
- *What issues did you wish we discussed?*

- *Other resources:*
  - **The Art of War**
  - **Getting to Yes**
  - **The Prince - Machiavelli**

