

IDEA in Project Management

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Project Management at University of Minnesota

- 2016-2017 Project Management Processes Task Force created to develop project management principles, tools, and processes that highlight how the Libraries would like to run projects in the future.
- 2018-2021 Organization Development lead that worked to bring additional project management training to the Libraries
- Due to staff turnover and retirements, no longer have the administrative support to build in project management, although still considered important
- My current department, Library Enterprise Systems, is heavily dependent on project management to guide our short and long term goals.

Inclusion, Diversity, Equity, and Accessibility

Strategic Plan for 2021-2025 includes a goal of Inclusion, Diversity, Equity, and Accessibility to create a powerful learning community and welcoming spaces where all can achieve their personal and professional goals.

Strategies include create welcoming spaces, enhance representation in collections, boost student outreach, and cultivate community partnerships.

Updating the Project Management Handbook

Project Management Handbook Copy for this Presentation:

<https://z.umn.edu/PMHandbook-PMIG>

What is Diversity in Project Management and its Importance? (Mansinghka)

- 88% of project leaders believe that culturally diverse and gender-diverse teams increase project value (PMI).
- Success execution of project requires a mix of mindsets and multiple perspectives
- Need embedded diversity and inclusion, not the 'add diversity and stir' approach

What is Diversity in Project Management and its Importance (Mansinghka)

- Benefits of Diversity in PM
 - Quick problem solving by having different backgrounds, different attitudes and experiences
 - Better coordination of interdependent tasks - diverse and inclusive teams collaborate better
 - Timely delivery of projects as diversity and inclusion propel a positive environment at the workplace
 - More ground space for innovation by having individuals from different backgrounds (culture, races, ethnicities, etc.)
 - Increased ROI with building trust and contracts from prospective clients

What is Diversity in Project Management and its Importance (Mansinghka)

- Downsides of Diversity in PM
 - Internal conflict - fostering diversity requires a specific skill set and emotional intelligence to ensure the smooth functioning of a team. If team is not trained to embrace diversity, diverse ideas may not be received, leading to conflict
 - Enforced diversity can lead to disengagement. Values like diversity and inclusion cannot be enforced upon the employees.
 - Unfair recognition to some employees over others
 - Feeling of isolation can create a disconnect in team members
 - Too many cooks spoil the broth - when everyone is given a chance to voice their ideas and perspectives, one has to reach consensus, and possibly delayed decision-making.

Using Project Management to Improve DEI (Booker)

- DEI isn't an explicit element in most approaches to project management
- PM responsibility frameworks (RASCI) do provide clarity on who is doing what and who decides
- Defining what is meant by diversity - be honest about who tends to be excluded. In the US often means race or gender. It could also be region or language, age or tenure with the organization.
- After creating a matrix, ask yourself the following question, Do I have a diverse group of people working on this project?
 - If not diverse, are there people you have overlooked? If not logical for Responsible or Accountable roles, should they be Consulted, Informed, or play a Supportive role?
 - If it is diverse, are people who bring diversity primarily in Supportive roles? If the group of people who are responsible are diverse, can you make any of them also Accountable?

Using Project Management to Improve DEI (Booker)

- Diversity has been shown to generate better decisions
- This is not about putting people on the project because of their diversity but to reckon with patterns of power and decision-making authority
- Reviewing how to increase diversity without including too many people that it affects efficiencies
- Is it a worthwhile tradeoff to include more people and possibly have a project that takes longer but more input?

IDEA and Project Management in Libraries

- Limited diversity in many libraries staff
- Growing but still small use of project management in many libraries
- With this current landscape, what options to Libraries have to increase IDEA in projects?
 - Require IDEA training for project managers and team members
 - Expand consulting and informed roles to include more options for diverse voices (i.e. focus groups, advisory boards)
 - Incorporate IDEA milestones/targets into project management documentation
- Next steps for Minnesota
 - Start with Library Enterprise Systems department
 - Incorporate changes into project we lead, and work to add to other projects

Questions?

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