

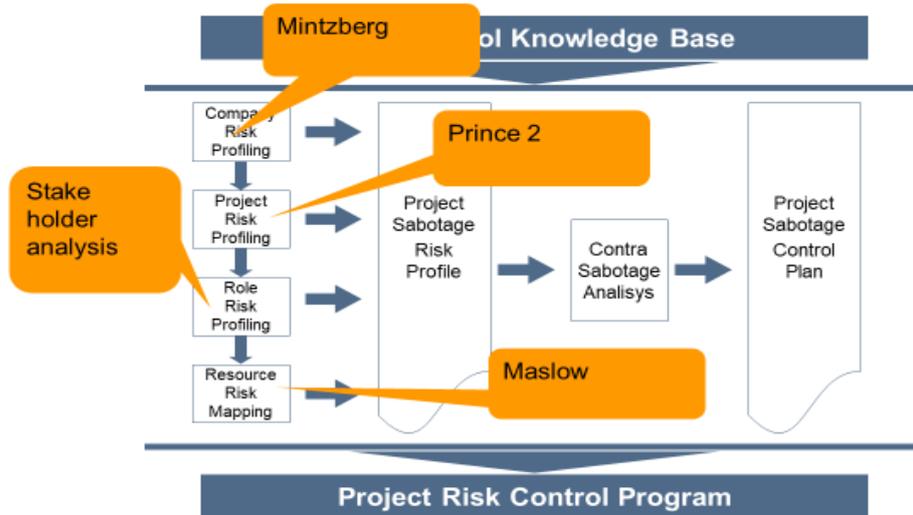
Where are your project saboteurs? webinar
Question and Answers
Monday 2 March 2020

Questions	Answers
Are there any recognised tools for adding positive/negative elements to a stakeholder analysis?	I have added a risk assessment method, based on 4 parameters: a. how is your company doing in terms of risk profile for potential sabotage. b how is that within your project. C what shows your stakeholder analysis and d what drives the persons involved. I will add a ppt where for each category you will see the related parameters. that will allow you to assess the risk. The result could be the starting point for a risks mitigation action. Further questions: you can send them to: dion@dionkotteman.com .
What to do if the Sponsor is the saboteur???	Interesting enough: this is possible. If he has no reason to be supportive, other than showing to the outside world that he is in charge / involved. And there is the solution: there are always peers of the sponsor you can approach. And the sponsor almost always has his line of command; board, sr management etc. You might approach them, but with care.
Should all projects of over £1M be independently assessed for sabotage?	An assessment is useful anyway. And it doesn't take a lot of time. The key is that the concept of the human factor is getting involved.
What would be your advice on how to approach a saboteur? Is it worth ever approaching them or should you go to higher management?	rule1: be careful, probably he/ she will deny. So get you information organised, see if there is a pattern and not just one single mistake, then approach people around the saboteur and look for support. And then you might propose alternative measures.
How has the increased use of social media changed project sabotage and what can be done to manage negative commentators ?	It has; in terms of speed of reaction etc, But not in terms of content!
I'm used to using stakeholder analysis and considering various individuals / groups interests and ability influence a project. Is this not widely done or not done well?	It is not widely done, in the sense that you could ask a person based on the assessment NOT to be in the steering cie e.g. What I mean is that the consequences are not always on the table.
Would the 'political' and social categories in a pestle analysis be a good reminder to seek out potential sabotage areas?	Yes, that will contribute. Again: see if the results led to measures, in order to make your project more successful.
I think it is sometimes more productive to think in terms of 'problem behaviours' rather than 'problem people' - as behaviours are more amenable to change than personalities. What does Dion think? Also what of behaviours that fall between incompetence and sabotage (pessimism, negative attitude, lack of curiosity/ambition/willingness to learn?	Yes, in terms of psychology that is a well accepted idea. You can't easily change a persons character, true. BUT; in a project the result is exactly the same :) The category you mentioned might contain element of self interest: that is you key. A pessimist person requires a different approach than a person with greed. So: select and see where the emphasis lies.
What are examples of some instruments to add to PM tool & at what stage of project lifecycle	see q 1; i would recommend to do this in the very beginning: preventing issues is more effective than repair! During any project you will re- execute a regular risks analysis. Nothing stops you from adding this dimension in the regular rhythm of that analysis.

How do PMs identify whether they are facing incompetence or sabotage?	Professional checks and experience on the quality of delivered material. Second: pattern recognition. If it happens in a repetitive way (always missing out in meetings, always enlarging problems) than you might be alerted to think about the human element!
A significant amount has been discussed around identifying and whistle blowing on a saboteurs, Are there any good steps to be taken allowing the PM or member of the project team to mitigate the saboteur and re-align their view of the project to make them contribute to the completion of the project?	depends on the background, the drivers. Suppose the end result is not in line with the project members wishes, it is hard to satisfy him. On the other hand, suppose his position is in danger, you could, in order to keep him, discuss future arrangements, like a guaranteed next job, That could reduce the unrest and create a supportive attitude,
How would you deal with a situation where you have identified that your allocated Project Executive is a project saboteur?	see q 4;
We have found adopted SCRUM development eliminates many of the reasons for product failure in software development, as almost all of those concerns mentioned are resolved with agile programming. Does their research concur with this? Thank you	Not at all. SCRUM delivers shorter cycle results.so that helps. But there are many possibilities to sabotage in a SCRUM environment. Like; the management: is divers, so who deals with saboteur issues. Who decides what is on the back log and what is not? The Scrum Master might manipulate the back log. And how about the PO: many responsibilities in one hand: what a position to sabotage!
Would you make your Stakeholder Analysis with sabotage info public?	I would restrict the publication when names are involved. And; I would share most information within the project management team
This subject has got me thinking about some of my old projects and some individuals that I found resistance from. It is fascinating, I am a half glass full guy and have a good personality, so I don't think it is me as a person. BUT how can I get more of the stockholders to buy-in? Mostly Director level, that take a nonchalant view of the project and refuse to commit and actively make it a success.	Well, non activity could be seen as different from actively helping your project to fail. The book The Project saboteur (available in English) gives some nice examples on that. If you directors do not commit to the required extend, there are may be other ways and methods known in more regular project management. But it is worth while to see if their is INTEREST in this way or not!
Lots of things to think about. I almost need to make up a check list of a saboteur. What would you suggest I need to put on this check list?	Yes. See the analysis in this sheet in ppt. And do think of patterns!
Can a saboteur be used as an opportunity to help validate a project? for example, if a well respected architect is purposely raising issues and appearing to try to sabotage the project, could it also have some truth behind it worth investigating?	Truth makes investigation possible! So yes, worth while to see if your architect works bonus based, result based or paid by the hour, what contract has he got? How does his company pay him, is it a one man show? Try to make a prof assessment of his deliverables. Without knowing the case: I would think architects exaggerate sometimes. The point of investigating is WHY: professional worries or turn over?
How can we capture and manage conflict of interest using PM tool kit ?	It provides overview, plan etc, I suggested to add this dimension and leave the rest in tact.
What can be done if the saboteur is reported to top management but they choose to ignore the behaviour and it continues? even when evidence is provided.	Difficult position: try not to be Don Quichote. List what you see, provide adequate warning. You might reach a point where the situation conflicts with your own integrity....

Can you recommend a stakeholder analysis method/tool?	There are many, like We Think Next. That can serve as a starting point, and you can add the required dimensions.
Correctly identifying saboteurs is prone to error because it can be confused with people who simply are less able or less knowledgeable. How do you guard against such a problem?	Yes indeed. See the answers on professionalism. check patterns, check interests.

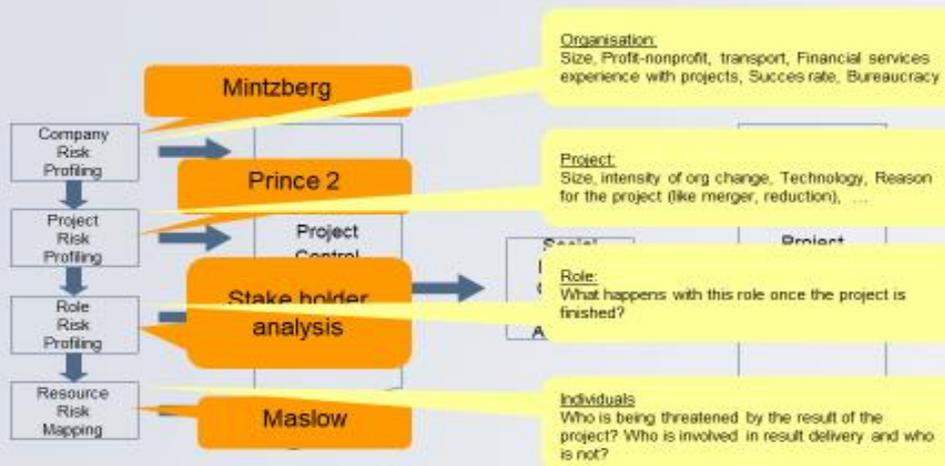
Project Sabotage Risk Assessment: Method



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Approach : Risk analysis



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