

Taking the leap...

Large enterprise PM goes to the small company



About Me

- *“Love that dirty water, Boston you're my home!”*
- 14 years working in corporate america
- Have worked on software development project teams for almost my entire career
- Grew up from business/technical analyst to a Project Manager then Program Manager
- Currently Partner and Project Director at DockYard Inc.
 - An web application design & development consultancy here in Boston





Who could learn from this talk?

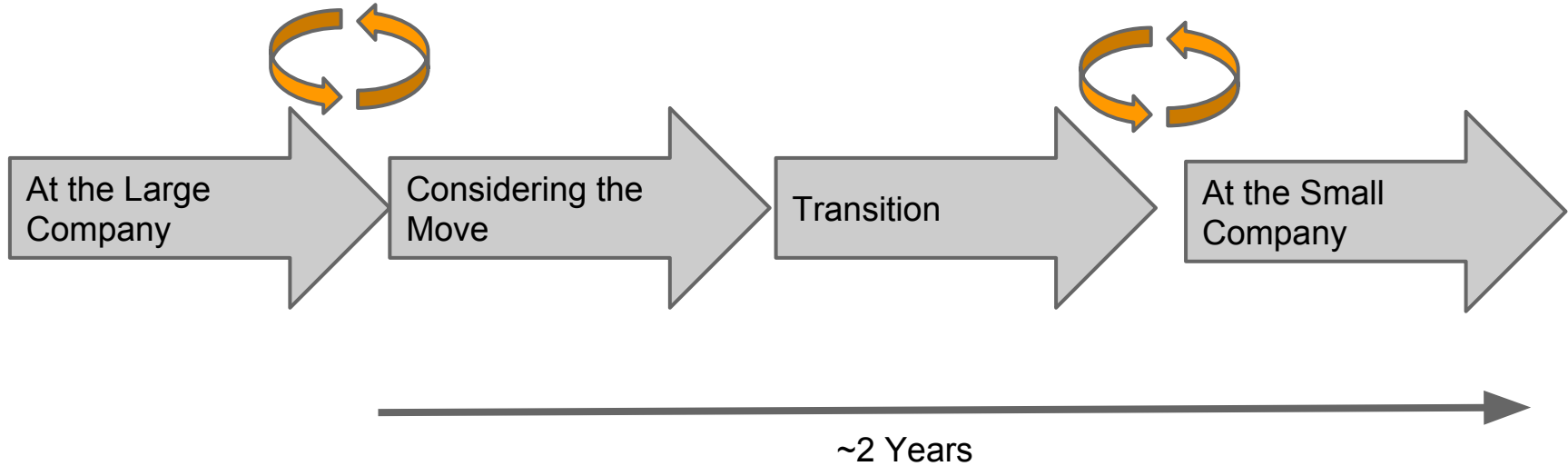
Large Enterprise PM

The Small Company PM

The Large Enterprise

The Small Company

The Journey



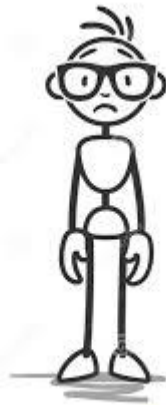
“A great run in the large enterprise!”



- Fundamental business skills
- Exposure to -
 - Methodology - PM and Software Development Lifecycle (SDLC)
 - Tenured practitioners - Depth of expertise
 - Tools
- Complex environments -
 - Technically
 - Politically
 - Geographically

- Given opportunities to exercise managerial skills
 - Coaching
 - Career development
 - Performance management
- Exposure to global business
- Job security (during the tough times)
- Reputation by association

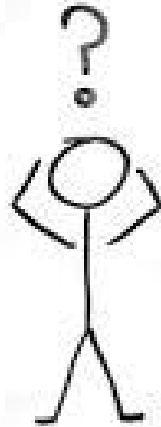
“Something is just not feeling right...”



- Spending more time dealing with politics/communication complexity than with “Building” great software
- A department for everything - conflicting objectives
- Teams getting larger and larger vs. smaller and more efficient

- World felt like it was moving faster outside the walls
- Cube farm - little social connection
- Meetings, meetings and more meetings !!!

“Do I have the right stuff for a smaller company?”



- Developed a “point of view” - VERY IMPORTANT
- Complexity of the large enterprise tuned my
 - Communication skills
 - Stakeholder management
 - Risk management

- Forced me to be a problem solver/resourceful
- Experience with smaller teams within those larger programs
- Adaptable / openness to change

“Ok I am ready to go”



- Skepticism - Can I hack it in the small company?
- Under a microscope Vs. blended in with the herd?
- Will I be able to break the big company mental models?

“The New Frontier”



- I found a company that believes in “Building Great Software”!
- Listen then act (Teach and Learn)
- Prepare yourself for opinions of how to do things

- Leverage strong fundamental business and communication skills
- Little process - So bring it! (But don't pontificate)
- Throw out the tools and take a fresh look based on the environment/context

- Prepare yourself for hyper drive productivity
- Have meetings ;)
- Expand your mind in terms of what you're capable of doing as PM
- Contribute to the business

The End
(or maybe not)