



Project Management Overview

Transformation Management Office

Date: March 4, 2025

Agenda

- Introductions/Reflection – Faisal
- Overview of Transformation Management Office- Faisal
- What is Project Management?- Tammy
- Q&A

A Reflection on the Common Good



A story is told of an old farmer whose corn crop consistently won first prize at the state fair. Bright yellow, juicy and sweet, the corn became a legend. After a decade-long streak of winning, a reporter interviewed the farmer about his strategy. The humble man surprised everyone by admitting his method was to share his best seed corn with his neighbors.

“How can you afford to share your best seed corn with the same people you compete against every year?” the reporter asked.

The farmer replied, “Don’t you know? The wind picks up pollen from the ripening corn and swirls it from field to field.

If my neighbors grow inferior corn, cross-pollination will steadily degrade the quality of my fields. If I am to grow good corn, I must help my neighbors grow good corn.”

Dear God, thank you for the opportunity to work alongside my colleagues. Please guide us as we strive to work together effectively, with respect, kindness, and a common purpose. Help us communicate clearly and listen actively to better support each other in our roles.

Grant us the wisdom to navigate any challenges that may arise and the patience to resolve issues in a fair and compassionate manner. May we be a positive influence on each other, lift each other up and encourage one another to grow in our personal and professional lives.

I know that the more effectively we work as a team, the greater the chances those we serve will benefit. Lord, please pour out your blessings on our colleagues to enable them to continue to prosper. Thank you for your continued blessings and guidance. Amen.

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Formerly EPMO, Performance Excellence (THLS)

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**Transformation Management Office
 System Office
 Organization Structure**

What is the Transformation Management Office (TMO)?

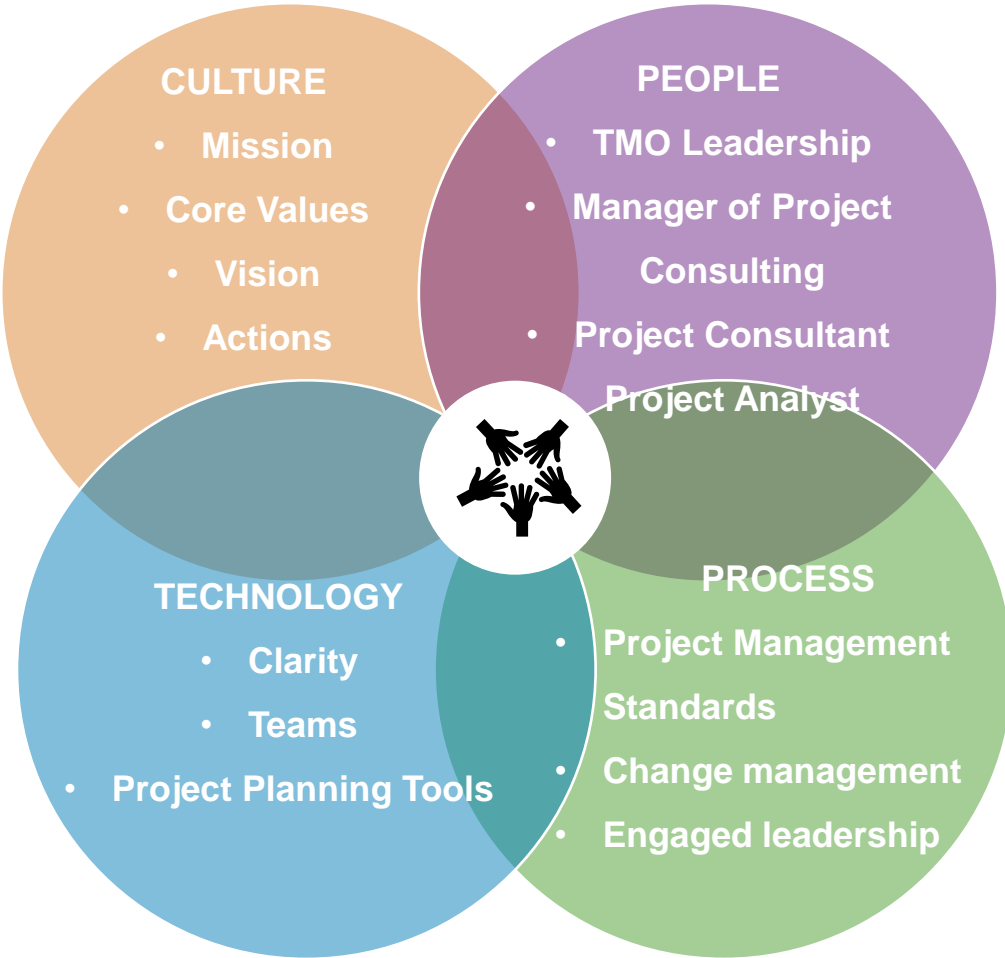
TMO High Level Overview

Key goals that drive the TMO department

- Provide program and project management services for System Office (SO) and key strategic initiatives
- Navigation for key strategic initiatives through OnePath to Project Selection Team (PST) / Executive Leadership Team (ELT) / Executive Steering Committee (ESC)
- Value Management and Tracking for PST projects
- Trinity Health Leadership System (THLS) and Process Excellence

How the TMO model aligns w/Trinity Health

The components of the TMO are inherent within the **Trinity Health Culture Framework**



Project Manager ...brings expert coordination, project planning and structure...
Facilitation of key project deliverables – business and functional requirements.



The tools we use allow for **consistent execution** and reporting of projects....



The Key components of Projects

1. Scope approved and funded
2. Risks/Issues logged
3. Work plan & schedule
4. Project Communications
5. **Adoption**
6. **Business problem solved.**



The TMO model can be applied to any Program/Project, technical or business related.

Getting back to consistent tools and fundamentals to support a Culture of Habitual Excellence!



THLS Lite - Minimum Essential Components w/Safety and Quality Focus

THLS Lite – The Big 4

- **No Meeting Zones and Required Daily Huddles**
 - Determined by Region/Ministry
 - **Daily** rounding in units by ministry senior leadership (**Director and Above**) – “protected hour” with a minimum of **Tier 1 and Tier 3** huddles
- **Tier 1 and Tier 3 Huddle Excellence**
 - **Standardized Huddle Boards for safety – communication - improvement**
 - **Align on and give line of sight** to common TH performance metrics and goals
 - **Visually engaging** boards with **Safety & Quality metrics** for Tier 1 and 3
- **Problem-solving training**
 - **Cause Analysis** for leaders and units
 - **Rapid Improvement Event (RIE)** facilitation and continuous improvement
- **Develop Standard rounding tools and coaching for all leaders**
 - Huddle **scripts** and questions
 - Reflections, **Event reporting** and exercises

VS

Full THLS

- *Strategy A3s*
- *X-Matrix*
- *Leader Standard Work*
- *Standard Problem Solving A3*
- *Value Stream Mapping*
- *5S*
- *Waste Audit*
- **No Meeting Zone**
- **Visual Management**
- *Problem-Solving A3*
- *Pareto Analysis*
- *Fishbone template*
- *Effort/Impact Matrix*
- *5-Why Worksheet*
- **Rapid Improvement Events (RIE)**
- **Leader Rounding at front-line**
- **Tiered Huddles (1,2,3,4,5)**
- **Huddle Boards** (*not standard across enterprise*)
- **Leader Mindsets & Reinforcing Behaviors**

The Journey to a TMO

IT PMO: The primary focus of an IT PMO is to support the organization's IT-related initiatives, such as developing and implementing technology solutions, managing IT projects and programs, and providing IT services and activities.

***Definition of Intra-IT Projects:** Intra-IT projects are IT projects focused on developing and maintaining an organization's internal IT system, such as upgrading its software, servers, or other components of its IT infrastructure. Intra-IT projects are designed to improve the organization's internal IT system and streamline its operations. Examples of intra-IT projects might include adding a new server, migrating to the cloud, or upgrading existing software...*

Enterprise IT PMO: On an enterprise-wide basis, to support the organization's IT-related initiatives, such as developing and implementing technology solutions, managing IT projects and programs, and providing IT services and activities.

EPMO: A more holistic, business driven, approach that goes beyond just supporting IT initiatives with more focus on prioritizing, aligning, integrating, and deploying all strategically aligned, organizational, enterprise (multi-site) initiatives. It places an emphasis on establishing strategic, cross-functional relationships, developing and establishing enterprise project management processes and standards.






TMO: An effective TMO is an EPMO that reinforces the transformation culture ensuring a joined-up communications and change approach and creating an environment of continuous improvement. Transformation requires large amounts of change management, coordination of complex stakeholders, and more importantly - people committed to make it happen with the right skills.

Trinity
Health is
here →

Employ a best practice PMO model that many hospital/healthcare organizations have used to achieve their transformational goals

- The **Transformation Management (TMO)** will be focused providing transformation leadership for our ELT, executing the strategy and selecting and monitoring initiatives that deliver the strategy (initiative demand management and prioritization) with increased control over where limited resources are focused
- The TMO will be able to adeptly communicate and support both the executives and business stakeholders about the transformation at every level (steering teams, standard reporting) and provide a center of excellence for organizational initiative delivery and project management expertise
- New organizational structure will enable:
 - Necessary skill infusion for increased effectiveness of planning and execution
 - Administrative Cost Alignment: improved spans/layers
 - Renaming the EPMO will reduce current confusion on the perception of current EPMO roles/responsibilities
- Transition Intra-IT, technology deployments to TIS (Infrastructure, Security, MTA technical delivery, Archiving) for greater efficiency for these types of deployments
- Use new organizational structure to provide resource support for IMO

An Opportunity to Transform the way we think about and deliver organizational initiatives to meet the needs of our dynamic environment

- Move from a **focus** on achieving project efficiency: “Our organizational initiatives are on time and on budget” 
- Shift from a **planning approach** that is bottom-up from constituent project and program objectives 
- **Measuring success** by delivery of initiative/project milestones, efficiency of budget and resources, management of risks 
- Insufficient and inadequate **stakeholder communication** around organizational initiatives (programs/projects) progress at appropriate levels 
- Team transformation to evolve beyond project management **skills** centered around project accounting and technology delivery 
- Delivering enterprise business outcomes: “Our portfolio of organizational initiatives is delivering transformational business value”
- Top-down planning approach for organizational initiatives, beginning with ELT, based on business strategy and market feedback
- Business value delivered by organizational initiatives
- Improved, level appropriate, bi-directional communication with key stakeholders providing feedback and input into transformation goals and road map
- All current skills + deeper business skills to better partner with business stakeholders (broader market industry context, emerging business and technology trends, business strategy, hospital/healthcare) enabling quicker ROI

Benefits of a TMO model

An evolved EPMO, that drives complex, strategically aligned, organizational initiatives (e.g., TogetherTeam, etc.) the TMO:

- Supports ELT, facilitating/selecting and monitoring initiatives that deliver the strategy
- Effectively communicates at all levels throughout the transformation lifecycle and within the delivery structure
- Works closely with Business and Technology Leads on organizational initiatives from initiation through closeout

Serves as a critical link between executive vision and work of the enterprise.

Gartner refers to this as a Strategy Realization Office while some companies call this a Strategic Implementation Office.

A TMO is set apart from most PMOs in that the C-suite must proactively support the TMO's mandate to transform the organization ensuring limited resources are focused on highest priorities when implementing and affecting change.

The most effective TMOs have a feedback and continuous improvement loop – the portfolio of initiatives are continuously monitored and adjusted to maximize their value ensuring they remain relevant to the organizational vision and the strategy.

An effective TMO requires people with both traditional PMO skills and more strategic-minded people passionate about aligning the organization to the vision while embedding people, process, technology and culture within every organizational initiative

But it's not just about strategy. An effective TMO reinforces the transformation culture ensuring a joined-up communications and change approach. Transformation requires large amounts of change management, coordination of complex stakeholders, and more importantly - people committed to make it happen with the right skills.

What is Project Management?

Project Definition

A project is any series of structured tasks that:

- Have a specific objective to be completed within certain specifications
- Have defined start and end dates
- Have funding limits (if applicable)
- Consume human and nonhuman resources (i.e. money, people, equipment)
- Are Multifunctional (i.e. cut across several functional lines of businesses)

What Do Project Managers Do?

Essentially, the **project manager** is accountable for the success or failure of a project.

Typical responsibilities of a **project manager** include:

- Identifying goals and scope
- Ensure requirements are collected and understood
- Planning and documenting project tasks
- Ensuring deliverables are on time
- Managing budgets
- Identifying and escalating risks and issues
- Effectively communicating with stakeholders

Where Does Project Management Happen at Trinity?

EVERYWHERE

- TIS Dept
- TMO Dept
- Local RHMs
- Mergers, Transitions and Acquisitions (MT&A)
- Construction/Facilities Services
- Performance Excellence

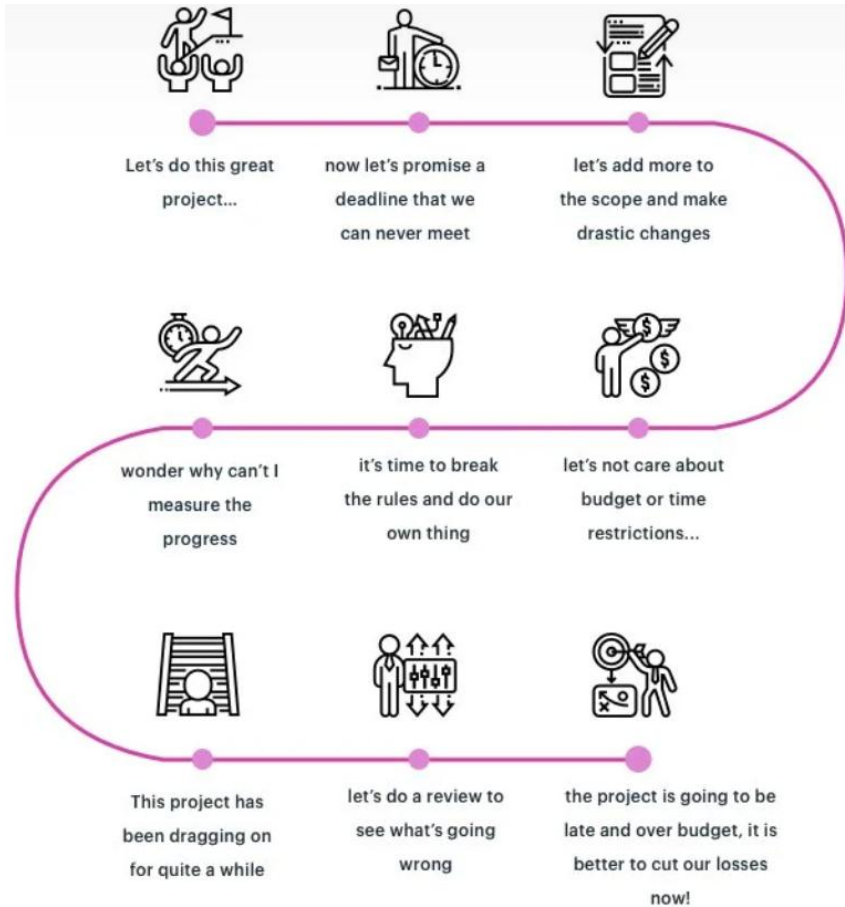
Example of Trinity Projects

- **New Construction & Renovation**
 - Brighton Hospital (MI), Mt Carmel Dublin (OH)
- **Mergers, Transitions and Acquisitions**
 - MercyOne (IA)
- **Software development or deployment**
 - Ambulatory Surgical Centers (ASCs)
- **Crisis Management**
 - Business Continuity efforts
- **Performance Improvement or Process Excellence Efforts**
 - THLS Lite

Project Management Statistics

- 70% of all projects fail to deliver what was promised on time and within budget.
- 42% of companies don't understand the need or importance of project management.
- 55% of project managers cite budget overrun as reason for failure.
- 62% of successfully completed projects had supportive sponsors.

Why Do Most Projects Fail?



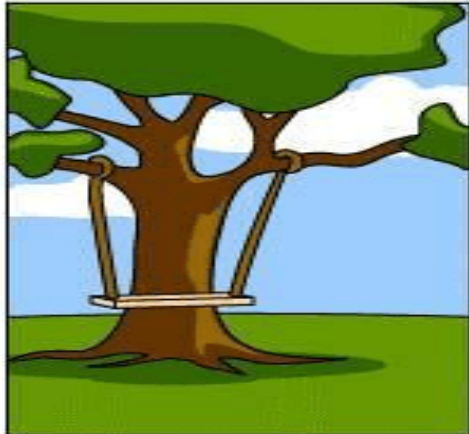
Common causes for project failure



Project Management Communication Challenges



What the customer said that they wanted



How the Sales Rep understood it



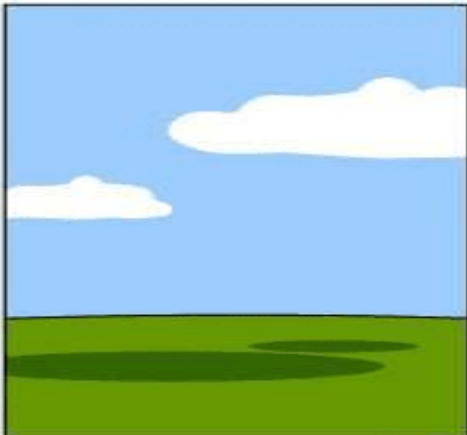
How Solution Mngmnt wrote the requirements



How the Developers coded it



How Marketing described it



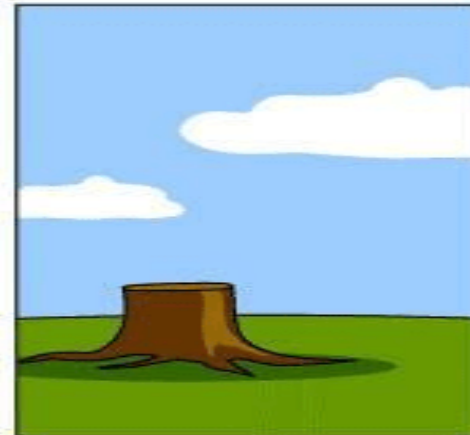
How the project was documented



What Services implemented



How the Customer was billed



How it was supported



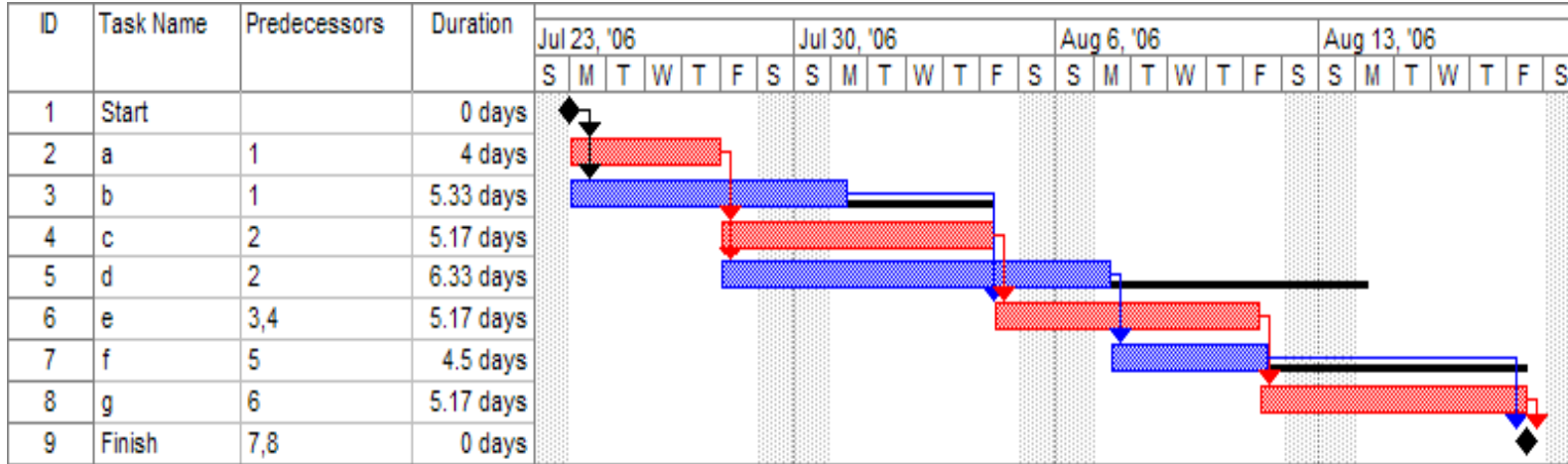
What the Customer really needed

Other Important Project Activities and Tools

- Manage and Track Timeline and Financials
- Update Implementation Plans
- Update Project Status Reports/Project Summaries
- Manage Project Logs (Risks/Issues, Lessons Learned etc.)
- Track Lessons Learned
- Run Project Team Meetings

Example Project Management Tools

Gantt Chart



Cost Plans ▶ 2025-02 Forecast Plan of Record Compare to: -- Select --

Per-Period Metrics - 22 Periods View (Copy) Trinity Standard View Save

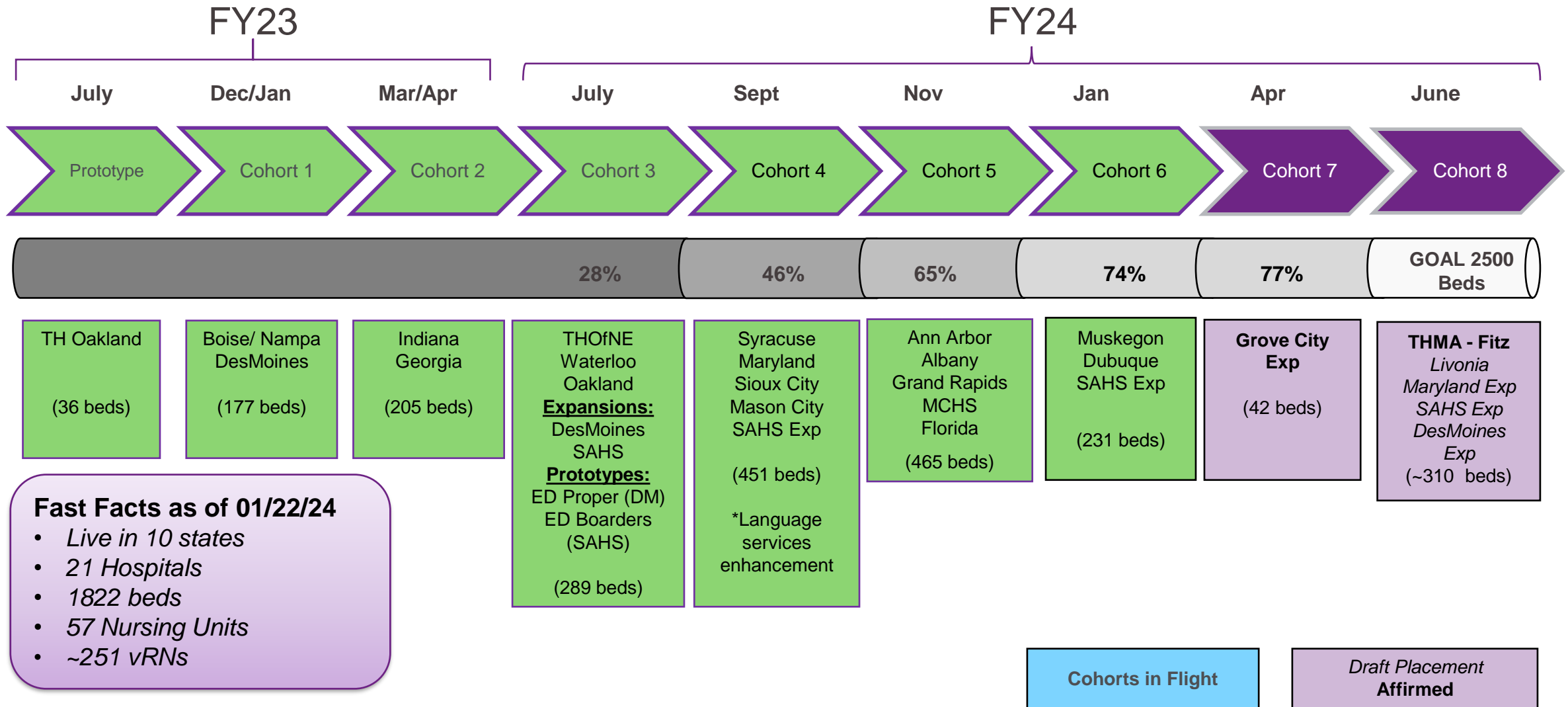
Select all Deselect all

Group By

		Totals			Jan 2025			Feb
Transaction Class	Resource Class	Actual Cost	Cost Variance	Cost	Actual Cost	Cost Variance	Cost	Act
Total		128,199	89,701	0	5,165	4,917	0	
<input type="checkbox"/> Internal Labor	\$65 Resource Rate, Developer, Infrastructure Analyst, Epic Analyst, Contractor	66,056	24,424	90,480	1,365	2,821	4,186	
<input type="checkbox"/> Internal Labor	\$75 - Project Managers, CSC, Architects, Consultant, Contractor	19,800	25,645	45,445	1,800	303	2,103	
<input type="checkbox"/> Internal Labor	\$80 - Engineer, EPIC Architect and EPIC Project Managers, Contractor	29,440	25,935	55,375	2,000	562	2,562	
<input type="checkbox"/> Internal Labor	\$85 - Epic Manager, Sr. Project Manager, Contractor	213	4,788	5,000	0	231	231	
<input type="checkbox"/> Internal Labor	\$90 - EPIC Pharmacy Analysts, EPIC Project Manager, Contractor	12,690	8,910	21,600	0	999	999	

Clarity Budgets

Example Implementation Timeline for Trinity Health



Example Implementation Plan for Trinity Health

MONTH 1 2 3 4 5 6 7

Program Management
Global Communication, Change Management and Program Management

Trinity Health Enablement
Qualtrics Webinars → CX Team Training → Frontline Training Plan → Program Leverage (Training Templates & Playbooks)

Design & Architecture
 Program Design → Brand Configuration (SSO, Vanity URL, custom domain) → Stakeholder Engagement
 Design & Planning → Tech Integrations Development + Testing → Trinity Health Stream Integrations (as needed) → Alerts + Monitoring (Quality)









Regulatory (CAHPS)
 Inputs, Surveys, Reporting → Data Available (Go-Live - Month 6)
 Reporting for CMS → Experience Data Available for Actions
 Migration of current CAHPS programs /survey design/sampling strategy to Qualtrics → Full Cutover + migration of historical CAHPS data and Dashboard Creation







PX Program Migration
 Build/UAT Survey Group A → Build/UAT Survey Group B → Build/UAT Survey Group C → Build/UAT Survey Group D → Go-Live Month 6
 Health Connect Integration Design → Build and UAT → Launch
 Role Based Dashboard Design → Dashboard Build
 Closed Loop Pilot → Go-Live Survey Launch +1 mo

- Investment upfront in **program design and Trinity Health architecture** for future proofing and de-risking the implementation
- Front load **enablement and learning**, with view to create program leverage by time of launch
- Early engagement with IT** during Trinity Health design to reduce risk
- Various use cases (metrics, journeys, interactions) are **phased to ensure success**
- Dashboards designed for **insights required for different roles**
- Implementation playbook built with learnings from initial launch to **codify takeaways and evolve the program**
- Support **change management, communication strategy and training**

Example Status Summary

GREEN: On track
YELLOW: At risk
RED: Off Track (timeline or budget impacted)

Workstreams	Status
Overall	
Human Resources	
Change Leadership	
Health Informatics	
Technology	
Finance	
Communications	
Health Analytics	

Key Program Dependencies	Status
Recruitment of Program Personnel	
Partner Recruitment	
Virtual RN Recruitment	
NA Apprenticeship Enrollment	
Nurse Call Systems	
Cohort Readiness	

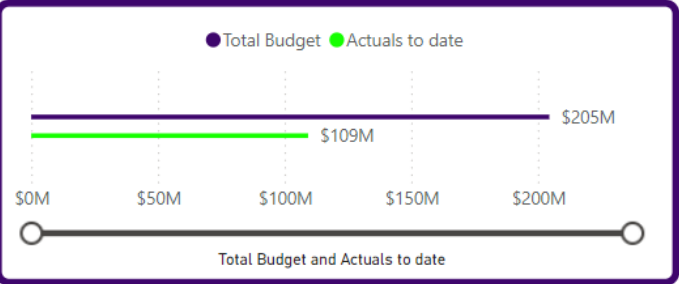
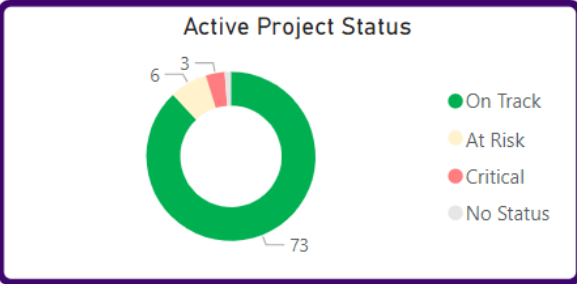
Challenges include:

- Recruitment of direct care RNs, vRNs and partners
- Vendor lead time for procuring and installing equipment, Rauland nurse call vendor posing the greatest challenge

Example Portfolio Dashboard

Active Projects
87

One Path Pipeline
3



Project	Forecasted TMO Hours	Responsible for Status Reporting	Current Status	Previous Status	Change from last week	Risk/Mitigation	Issue/Resolution
ICM (Project)	997	Tracy Adams	●	●	→		
EMU - Operating/Non-Operable	1,240	Tracy Adams	●	●	→		
ICM/EMU - Capital Work	410	Tracy Adams	●	●	→		
Biggest Program/Initiative	1,275	Whitney Thomas	●	●	→		
EMU - Business Management	10	John Mitchell	●	●	→		
ICM/EMU - Capital/Operable Hospital	815	Tracy Adams	●	●	→		
Capital Program Management	290	Tracy Adams	▲	▲	→		Issue: Payer Strategy Product Development Configuration issues identified. Resolutions: Phase 1 business go live sign off will be delayed under the vendor resolves the configuration issues. - this should be closed this week. Issue: Configuration effort is more than initially estimated Resolution: Phase 3 will be delayed from April to end of June. The Phase 3 project plan will build in more time to properly plan/design the configuration through discovery and work sessions.
EMU - Business Management	40	John Mitchell	●	●	→		
EMU - Business Management	1,196	Tracy Adams	●	●	→		
EMU - Business Management	96	Tracy Adams	●	●	→		
EMU - Business Management	34	Tracy Adams	●	●	→		
EMU - Business Management	25	Tracy Adams	●	●	→		
Total	84,146						

Vendor Program Summary - **EXAMPLE**

Report Date	Program Health	Launch Date
As of Feb. 15 2022		July 2022

Key:

On track	Prioritize to ensure success	At risk
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Executive Summary	Risks and Mitigations	
<p>Overall Summary</p> <p>Project team complete initial design sessions and laid out plans/expectations for Group A design. This enabled us to complete the initial draft of the project plan. We also had our initial kickoff of the CAHPS program which is vital to the overall migrations success. Thanks to all for your support last week!</p> <p>Critical points of engagement over the coming weeks will be the design discussions for the first group of PX surveys, and CAHPS. Overall, we need to accelerate the pace of survey design and approvals to stay on track for the PX Migration.</p> <p>Key Accomplishments</p> <ul style="list-style-type: none"> • First Design Session • CAHPS Kickoff • Group A surveys Finalized • SSO Kickoff • Qualtrics SFTP Configured • Draft of Project Plan complete <p>Upcoming Activities</p> <ul style="list-style-type: none"> • Sign off on Project plan • Brand Configuration (SSO, Vanity URL, etc) • IT Kickoff (Data Discussion, SFTP Access) • IP and ED Design Sessions 	<p><i>This is a risk that...</i></p> <p>Brand configuration does not take place in a timely enough manner to enable full use of SSO and branding for user set up. The real impact of this won't be felt until we start adding larger number of users.</p> <p>The PX program has a large volume of survey projects, without accelerated progress on survey design/approval we may only be able to launch a limited scope.</p>	<p><i>Which can be mitigated by...</i></p> <ul style="list-style-type: none"> • Scheduling recurring touchpoints with the correct stakeholders • Send any and all information/requirements for Trinity's SSO configuration • Prioritize design/working sessions • Identify correct stakeholders to join each of the design sessions • Clearly communicate and track next steps for each survey individually • Prioritize full list of PX Surveys

// QUALTRICS 2021 // CLIENT CONFIDENTIAL

Current Key Deliverables	Implementation Owner	Design	Build	Test	Completion Target	Status
Migration Planning/Prioritization	Brad	Complete	N/A	N/A	2/18	
Project Plan	Brad	Complete	Complete	N/A	2/18	
Brand Configuration	Brad	N/A	In Progress	TBD	3/18	

Key Risks & Issues Log – Project Name/ID

All key risks and issues to be documented for weekly meeting to ensure Steering Committee and stakeholders have full visibility

Open Risks

Risk (sorted by highest priority)	Impact (consequence)	Mitigation Plan	Accountable Owner (specific name)	ECD Expected Closure Date (or date for closure date; no TBDs)

Open Issues

Issue (sorted by highest severity)	Impact (consequence)	Resolution Plan	Accountable Owner (specific name)	ECD Expected Closure Date (or date for closure date; no TBDs)

Lessons Learned

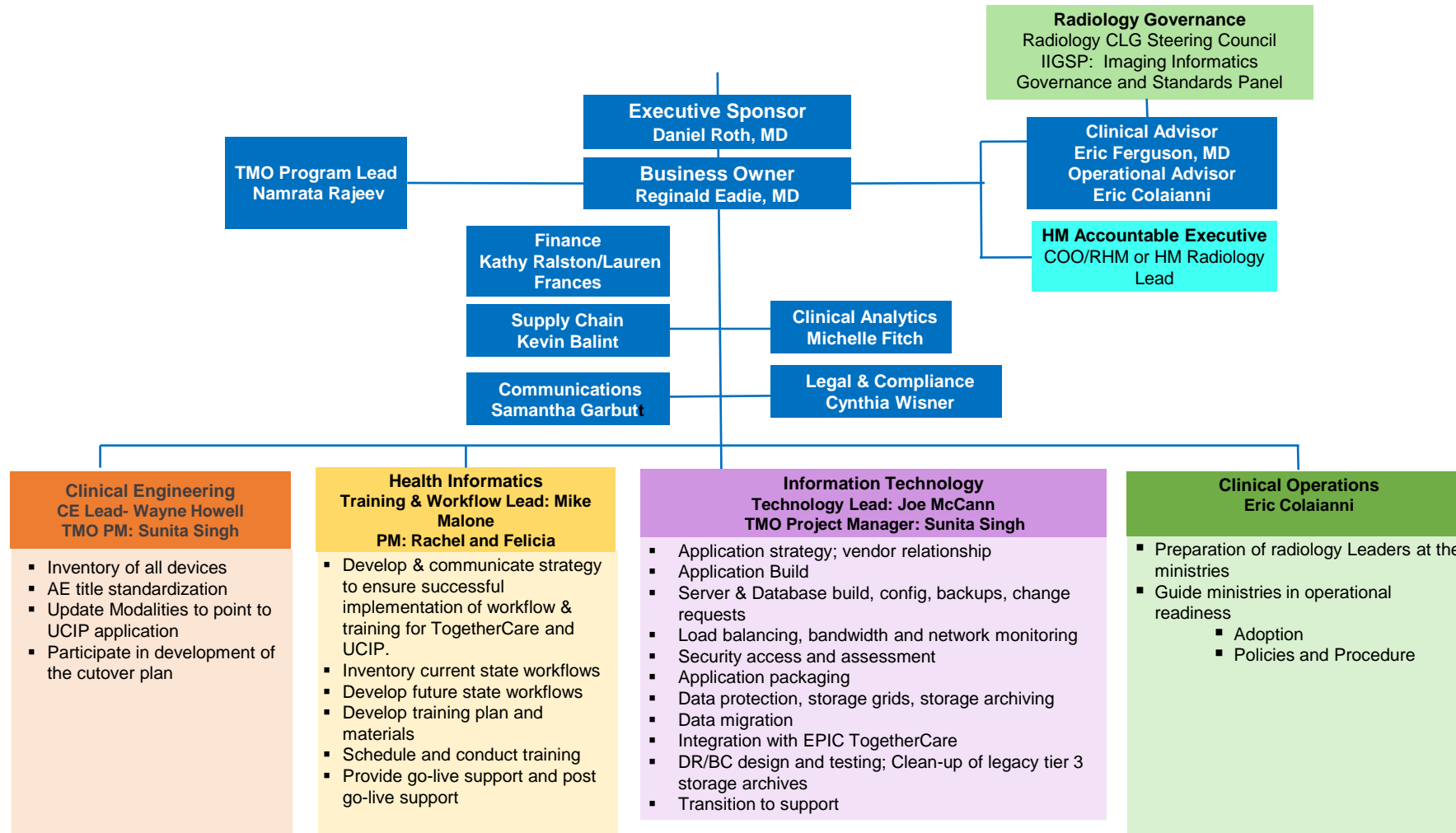


PRXXXXX Project Name
Lessons Learned

****Complete this exercise throughout the project - not just at the end****
Compile your thoughts so your experiences (positive or negative) will be useful to others.
Delete the instruction and example rows before use.

#	Entered By	Date Entered	Lesson Category	Portfolio Category	Observations	Impacts	Recommendations	Notes
Instructions	Enter name of person writing the lesson learned.	Date	Choose from drop down list.	Choose from drop down list.	Summarize the driving event or activity. What went well? What didn't go well or had unintended consequences? What surprises did the team experience? Would the outcome have been bad if you had not come up with a creative solution? Please describe the solution. What project circumstances were not anticipated?.	How were the overall project goals affected by the observation? Were there upstream or downstream impacts? Did it affect scope, quality, schedule, or cost?	If you had it all to do over again, what would you do differently? What recommendations would you make to others doing similar projects? Did you develop any useful workarounds or solutions to problems that cropped up during the project? Are there any new "best practices" you can derive from this project? (e.g. Would a check-list help avoid a recurring problem in the future?)	Free area to use for notes during the gathering process. Should not be needed to understand the lesson learned.
Good Example	John Doe	11/1/2020	Planning	Security	Using the kickoff meeting for each wave of the project to collect a standard set of information from stakeholders was an inefficient use of the kickoff meeting time.	Most of the kickoff meeting time was spent collecting a standard set of information from each stakeholder. This time spent collecting this information left less meeting time to review the purpose, timeline, and process for the migration - stakeholders left the meeting with less understanding of the importance of the project and their participation. Stakeholders had to listen to others answer the same set of questions repeatedly, which was an inefficient use of their time.	When there is a simple, standardized set of information to collect, the Project Manager should create a Microsoft Forms survey, send it with the meeting invitation, and ask stakeholders to complete the survey ahead of the meeting.	The observation clearly states the problem observed and offers a solution. The impacts are explained in simple, non-technical language. There are no acronyms, vendor names, or project-specific terms used - this makes this lesson easier to review for future projects. The recommendation provides a specific way to address the problem observed. Someone reading the recommendation would know exactly what to do next time.
Poor Example	John Smith	11/1/2020	Planning	Security	The TCB project did not have adequate resources assigned from MRO following the planning stage.	The project team needed to spend time understanding what resources were required and creating a project amendment. Because of the project amendment, the project was completed late.	Make sure the project team is adequately staffed, with all key skills represented, from the planning stage.	The observation states a problem, but doesn't define what resources were missing. What would adequate resources have been compared to what was assigned? Is MRO a vendor name or an internal team? The impacts are poorly defined. The project was late, but how late? How much additional time was needed by the project team to understand the resources needed? The recommendation is not specific. What would adequate staffing look like? What key

Example Project Structure



Project Management is more than just
tasks and charts

It's about people!

Soft Skills are required!

Project Management is more than tasks in a project schedule...

Every successful Project Manager has these skills

- Good communication skills (Oral and Written)
- Interpersonal Skills
- Leadership
- Ability to persuade/influence others (including Senior Leadership)
- A problem solver

Hershey's Personality Indicators!



Pick your favorite
Hershey Mini-chocolate bar





Milk Chocolate

All American: you love baseball, mom, and apple pie

- A cheerleader for programs; level-headed; a good PR person and a great fund-raiser
- Kind and thoughtful but appreciates a good practical joke
- Playful yet levelheaded
- Nurturing and interested in helping others shine
- Dependable and reliable



Krackel

Creative and optimistic; you always see the cup as half full

- Messy (desk or office), but organized; you eventually find a missing item or believe you will
- A little off-beat, funny, friendly, and out-going
- Always willing to help
- Appreciative of the surprising things in life
- Comfortable thinking outside the box



Mr. Goodbar

Analytical and logical; you can analyze things to death

- Prone to gather data before giving an opinion
- Good at playing the devil's advocate at meetings
- Likely to see all the possibilities in a situation and drive others crazy by sharing all the "what if's"
- Like working with deadlines and guidelines
- Most comfortable when there are rules that everyone follows: you like structure



Special Dark

Patient and thoughtful; enjoys solving problems

- Prone to seeing a project through from start to finish
- Insightful and reflective; works well with difficult people
- Enjoys working on their own
- Likely to set high standards for yourself and others
- Dependable, resourceful and loyal

No Chocolate Lovers

Independent and unique; not afraid to be different

- Often able to look at things differently
- Brings a different perspective than the rest of the group
- Good at sticking with commitments
- Strong will power to gets things done

Which Makes the Best Project Manger

- A. Milk Chocolate
- B. Krackel
- C. Mr. Goodbar
- D. Special Dark
- E. No Chocolate Lover

Answer- All of the Above

Other duties as needed...



- Air Traffic Controller
- Coach
- Cheerleader
- Firefighter
- Therapist

Project Management Tips

Helpful Tips:

- DON'T take it personally
- Remain calm (Neutral)
- Try to get an understanding of where the person is coming from - scheduled offline meeting
- Enlist perspectives from others on the person to make sure you're not reading the situation incorrectly
- Be polite, but direct and honest
- Be sure roles and responsibilities are clear

Questions?



Feel free to reach out via Teams or Email:

- Faisal Khan – VP
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- Jon Albert – Director
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- Jamie Nicolosi – Director
Jamie.Nicolosi@trinity-health.org
- Tammy Ogletree- Project Manager
Tammy.Ogletree@trinity-health.org

Appendix

Project Management Resources

Resources:

- **Project Management for the Unofficial Project Manager: A FranklinCovey Title**
 - Author: Kory Kogon
- **Project Management QuickStart Guide: The simplified Beginner's Guide**
 - Author: Chris Croft
- **Crucial Conversations – Tools For Talking When Stakes Are High**
 - Author: Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler
- **Working with Difficult People – 2nd Edition – Handling the 10 Types of Problem People Without Losing Your Mind**
Author: Amy Cooper Hakim and Muriel Solomon
- **How to Deal with Difficult People**
Jay Johnson / You Tube – TEDx Talks
- **Powerful Phrases for Dealing with Difficult People**
Author: Renee Evenson
- **Dealing with Difficult People (word document created by the TMO)**
- www.pmi.org
- www.projectmanagement.com
- [IIL | International Institute for Learning](#)

TMO operating model

Core processes and functions

1. Goals & Investments:

Defining the transformation, setting goals, and overseeing ongoing investments.

2. Demand Management and Prioritization:

Overseeing work intake, classification, prioritization and resourcing.

3. Drive Business Value through Organizational Initiative Delivery:

Supporting in-flight projects by enabling teams to improve how they deliver on their goals and assisting with roadblocks.

4. Reporting & Forecasting:

Reporting and actively providing visibility and accountability for the value being delivered.

5. Change Management & Communications:

Providing an organization-wide point of view and air traffic control for change impacts across portfolios.