




Risk & Change Management Lessons From Some of the World's Toughest Marathons

Anthony R. Reed, CPA, PMP
www.RunningToLeadership.com



Anthony Reed, CPA, PMP

- 25+ years in IT project management and executive-level positions
- BA's in mathematics & management
- MBA in management & MS in accounting
- Certified Supply Chain Manager
- Adjunct PM, IT, accounting, and management professor
- Featured in the IT, business, and sports of newspapers and magazines worldwide.
- 50+ published articles and five books.



Athletic Background

- **High school**
 - Cross Country (1 season)
 - Soccer (4 seasons)
 - Baseball (1 season)
 - Track (3 seasons)
- **Bowling**





Marathoner


- Won age group & weight division trophies.
- Dallas (formerly White Rock) Marathon Board Member
- RRCA Certified Running Coach.



1982
Cowtown Marathon

2007



- Antarctica
- Africa - Kenya's Lewa
- Asia - Great Wall of China
- Europe - Denmark's Tailwinds
- North America - Ft. Worth's Cowtown
- Oceania - Australia's Gold Coast
- South America - Argentina's Fin del Mundo




2009



100 Marathon Club North America

www.RunningToLeadership.com

2013

50 states Marathon Club

COMPLETED A MARATHON IN ALL 50 STATES

www.RunningToLeadership.com

ORACLE FEDERAL insight

Superconducting Super Collider Lab Implements Oracle Government Financial Software

by Sheryl Dunch

The superconducting super collider laboratory (SSCL) was established in 1991 to conduct high energy particle physics research. Oracle Government Financial Software is the only government software provider to have been selected to provide financial software to the SSCL. Oracle Government Financial Software will be the only government software provider to have been selected to provide financial software to the SSCL.

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Global Oracle Upgrade Project

Estimated: \$12.0 M

Budgeted: \$4.0 M

Actual: \$2.6 M

Running to Leadership

What Finishing 100+ Marathons On All Seven Continents Teaches Us About Success

By Anthony R. Reed, MBA, MS, CPA, PMP

The Concepts


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General Systems Theory

The interdisciplinary study of systems in general, with the goal of clarifying principles that can be applied to all types of systems at all nesting levels in all fields of research.


From Wikipedia, the free encyclopedia

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Transfer of Learning

The study of the dependency of human conduct, learning, or performance based on prior experiences.




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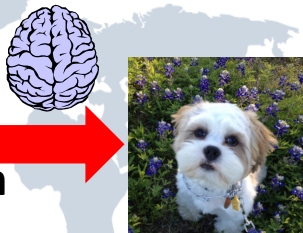
The longer the project, the higher the probability for failure.

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Transfer of Learning

Project Duration




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Type "T" Personality

A personality dimension referring to individual differences in

- stimulation seeking,
- excitement seeking,
- thrill seeking,
- arousal seeking, and
- risk taking.



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The Marathon Mystique*

The ability to

- develop & execute training plans
- monitor & adjust to changing conditions,
- set an appropriate pace, and
- concentrate for hours on one task...


*Running Times Magazine, July 2001, by Jonathan Beverly



The Marathon Mystique*


Mental Type T's are creative, *flexible thinkers* who seek *intellectual challenges* as passionately as their compatriots do physical thrills, and find themselves bored without them.


*Running Times Magazine, July 2001, by Jonathan Beverly



Transfer of Learning

**Running
Marathons**





**Managing
Risk &
Change**

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Who We Are & How Did We Get Here?

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CPA PC 20



The Way We Think

The Gamesman
by Michael Maccoby


Jungle Fighter
Company Man
Gamesman
Craftsman

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THE BEAUTY & THE GEEK

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The Perceptions

- How do we view ourselves?
- What do people think when they see you?
- What do you want them to think?
- How can you change their perceptions?



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“Cold” or “Cool”

- **Project Manager**
- **CPA**
- **Mathematician**
- **IT Professional**
- **Geek/Nerd**
- **Stressful**
- **Boring (Type t)**

- **Parent**
- **Kite Flier**
- **Athlete**
- **Racecar Driver**
- **Rodeo Rider**
- **Offers Relief**
- **Adventurer (Type T)**




Sell the individual, then sell the product.

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Motivating Team Members to Take Risks

Achievement Equation* Components

| I's in TEAM | Achievement Equation | Symbol |
|----------------|----------------------|----------------|
| Ideas | Goal Setting | I _G |
| Incentive | Motivating | I _M |
| Instructions | Planning | I _P |
| Implementation | Executing | I _E |

GO-MO-PL-EX



USA Today, October 10, 2011

Steve Jobs, a master of vision, motivation and execution


I've often wondered what it would have been like to have lived in the era of Alexander Graham Bell, Thomas Edison, Henry Ford, the Wright brothers and others who were the innovators of their time and helped mold the future. Steve Jobs, who died last week, is well qualified to fit into their ranks. ("Apple visionary Steve Jobs dies at 56," Cover story, News, Thursday).

Perhaps our collective awe regarding this man and his accomplishments is similar to that felt by our predecessors regarding those other pioneers.

While I never met Jobs, I feel privileged to have been his contemporary. One favorite movie memory of mine is when, in *Star Trek IV: The Voyage Home*, Spock says, "I have a few ideas."



Think different.



Achievement Equation

Individuals

$$I_A = I_G \times I_M \times I_P \times I_E$$


Where I_G, I_M, I_P, and I_E are binary

Teams

$$T_A = (I_A)^z \times \text{Trust}$$


Where z = Number of team members

"No one rises to low expectations." – Les Brown




TEAM

TRUST



| | | | |
|--|--|--|--|
| Ideas Incentive Instructions Implementation | Ideas Incentive Instructions Implementation | Ideas Incentive Instructions Implementation | Ideas Incentive Instructions Implementation |
| Individual | Individual | Individual | Individual |



"SMART" Goal Setting

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Simple & Specific
Measurable
Achievable
Realistic
Timely



Homework, Baseball & a Bucket

Cycle Goal

Project Pity Party (Gripe Session)

Pity Party → Risk Register

| Concern/Problem | Team Member | Trigger Event | Possible Responses | Prob. of Occur. | Financial Impact | Ext. Amt | Qtr |
|-----------------|-------------|---------------|--------------------|-----------------|------------------|----------|-----|
| | | | | 10% | 5,000 | 500 | 1 |
| | | | | | | | |

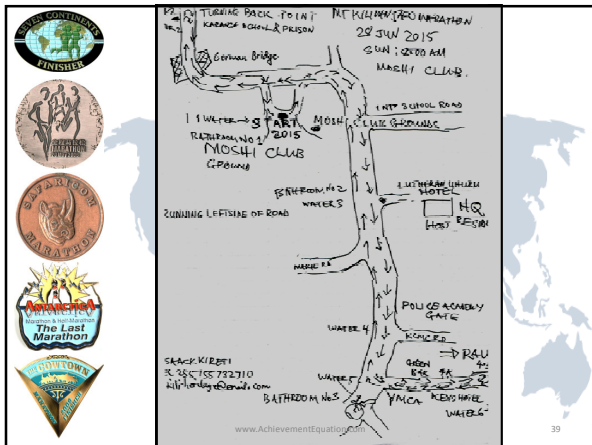
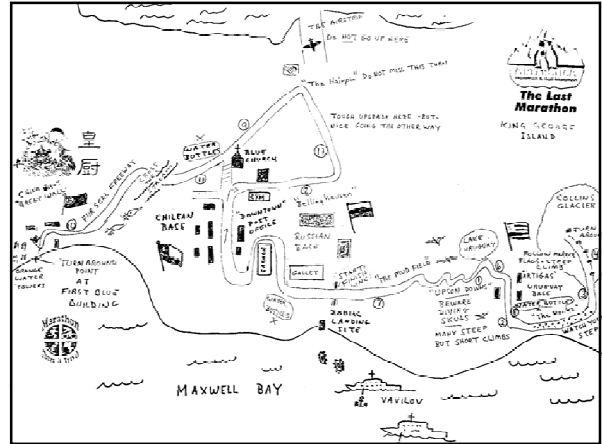
Expectations

- Race expo
- Cheering crowds & live bands
- Mile markers
- Bag drops
- Well stocked aid stations
- Port-o-Lets
- Emergency medical technicians

Reality

- ~~Race expo~~
- ~~Cheering crowds & live bands~~
- ~~Mile markers~~
- ~~Bag drops~~
- ~~Well stocked aid stations~~
- ~~Port-o-Lets!!!!~~
- ~~Emergency medical technicians~~

ADVENTURE!!!



Comfort Zone

"It is impossible for a people to rise above their aspirations. If we think we cannot, we almost certainly cannot. Our greatest enemy is our defeatist attitude." – Robert Williams

Comfort Zone

"It is impossible for a people to rise above their aspirations. If we think we cannot, we almost certainly cannot. Our greatest enemy is our defeatist attitude." – Robert Williams

Self Change Analysis

| | |
|---|---|
| What bad things will happen, if I don't change? | What good things will happen, if I do change? |
| | |




Comfort Zone & Self Analysis




The WALL!!!




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Half of 26.2 = 20???

What motivates you at mile 20? I'm training for a full [marathon] and mile 20 is my Achilles heel. *I've found body parts that I didn't know exist and places that hurt that I didn't know could hurt.* What motivates me at mile 10 of a half marathon is not working for me at mile 20. Help!!!

- Facebook 1st Time Marathon Trainee




M&M's Kill ANTs

Mantra


Music

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Kill the ANTs


Automatic
Negative
Thoughts

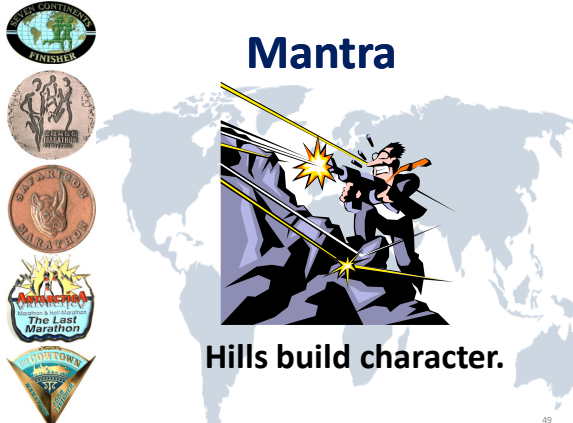


Change Your Brain, Change Your Body,
by Daniel G. Amen, MD



Mantra





Mantra


Hills build character.



Mantra

- Pain is temporary. Finishing is forever.
- I'm a machine. I eat hills for breakfast.
- Pain is only a perception. If the going is tough, adjust your perception!
- Of course your feet hurt, you're kicking a**!

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Motivational Songs

| SONG | EVENT |
|-----------------------------------|----------|
| Margaritaville | Atlanta |
| Flashlight | Tupelo |
| Cheeseburgers in Paradise | Chicago |
| Psychoalphadiscobetabioaquaduloop | Hartford |

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No Turning Back!!!

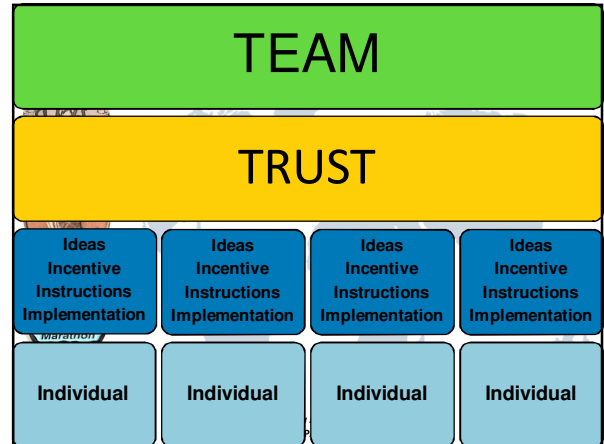
www.RunningToLeadership.com




FEARS

- Failing to
- Evaluate
- All
- Realistic
- Solutions

Missing Subject Matter Expert



The Finish Line!!!



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