Table 3.1 Projects Versus Processes

Projects	Processes
Have never done this before.	Do the same thing repetitively.
Goals are about creating something new or about implementing a change.	Goal is to create value by repetitively performing a task.
Much less efficient than processes for transforming some inputs into an output (think of building a custom house versus houses built in a housing tract).	Processes are created by projects and therefore have an up-front cost of creation. This up-front cost is partially recovered each time the process is performed, as processes are much more efficient than projects.
Project status is monitored through achievement of milestones and the time and resources expended. The quality of project output is variable.	Process status is monitored through in-process measurements, often using statistical tools. The output quality of a process is typically greater and more uniform than the output quality of a project.
Projects are achieved by assembling people *temporarily* into a team with the skills and motivations required to achieve the project objective.	Processes are performed by people assigned *permanently* and who are trained in the required skills.
Project objectives and plans can be changed by whoever gives the project team its mandate and resources, provided the team also agrees.	Processes can be successfully changed only with significant planning and investment (a project is required to change a process).
Significant leadership is required to plan and execute a successful project.	Processes are managed, not led, unless they are to be changed.
Projects carry a greater risk of not achieving a successful outcome, relative to processes, because they do something new.	Process risks are well defined by statistics.
Projects create change.	Processes resist change.

Table 4.1 Larry, Michael, and Laura's New Important Shared Objectives

Cooperative	Competitive	Retreating
Providing Michael and Laura a comfortable living from the new company Making the new company valuable	Time spent together with Larry Attaining status as "best" business person, thereby setting expectations on which business practices to follow	Communicating feelings Deciding on roles at work

Table 7.1 Benefits and Challenges of Keri's Traits

Trait	Helps	Hinders
Myers-Briggs: INFP	Inspiring visions Sensitive to emotions of others Strong values Open minded, other than with core values	Scared of dealing with other people Idealistic Slow to trust
Auditory learner	Good at remembering what was said Good listener	Bored with reading Poor motor skills
Physically Large	Makes people feel secure People are naturally deferential	Can scare some people or make them feel uncomfortable Perceived as awkward
Easily Distracted	Excited by new possibilities	Challenge to be on time
Easily Excitable	Good at avoiding confrontation	Often later regrets emotional decisions Avoids emotionally charged issues
Intelligent	Can solve complex problems Can think strategically	Overcomplicates problems Can appear arrogant
Good Design Sense	Professional designers feel respected	Some customers do not care about or disagree with my design opinions

Table 7.2 Assessment of Keri's EL Skills

Skill	Proficiency
Self-Awareness	My mentor and therapist acknowledge good alignment between their view of my core motivations, traits, and skills and my own assessment. → master
Relationship Building	I can improve relationships with people I know well, but I cannot easily build new relationships. Fear of confrontation makes me incompetent to lead emotionally charged teams or relationships. → basic
Motivation	I can excite artistic women with my vision. I like telling people when they do a good job, which also motivates them. My team will do almost anything for me. I have no experience motivating men. → competent overall, but probably a master motivator with women
Leading Change	I cannot lead controversial change, which means I always default to a lowest common denominator result or I just do it myself. →basic
Enterprise Basics	I feel very comfortable with the concepts, as I like reading stories about entrepreneurs and picking out how they went through the stages and how they created their unique cultures. I have no experience. →basic

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Benefits	Costs
Cooperation	
Is the most efficient method to create new value or capability Is the lowest-risk path to desired outcome	Requires largest investment in time and resources Requires continuous investment of time and resources to ensure desired outcomes continue to meet expectations

Benefits	Costs
	Has inconsistent quality when practiced by unskilled relationship builders (for example, they are prone to "least common denominator" solutions)
Competition	
Is the most efficient and effective way to test a solution Is more suited to those people who perform skills better when competing	Destroys value and assets to perform the test Is the highest-risk path to achieving a desired outcome Often creates feelings of anxiety
Retreat	
Enables independence, which refreshes energy and resources Often enables creativity and innovative thinking Is the equivalent of buying an option on achieving future desired outcomes	Requires forgoing desired outcomes Can generate feelings of isolation