

# Project Management Snakes and Ladders: Advanced

"Don't get Bitten! It's how you play the game." – Dr. Leigh Kibby



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# PM Snakes and PM Ladders: Ad

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# PM Snakes and PM Ladders: Ad

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Publisher

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## **This Booklet is FREE on the conditions that:**

- **copyright and ownership of the intellectual property associated with the game is attributed to Dr. Leigh Kibby and**
- **the game is not used for commercial purposes, or commercial game, by any person(s) or parties, without the signed written approval of Dr. Leigh Kibby.**

## PM Snakes and PM Ladders: Ad

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### Background to PM : Advanced

The purpose of Project Management Snakes and Project Management Ladders (PMSL) is to help participants become more successful at managing projects particularly through negotiating organizational “Snakes” and “Ladders” i.e. by improving the organisation’s culture. This is achieved by:

- Facilitating a greater insight into organisational culture particularly with respect to how organizational culture is created by behaviours we enact
- Increasing insight into the current organizational culture i.e. the overt/professional culture (the cultural façade) and any covert or sub-culture
- Providing an opportunity for participants to self-reflection on their personal behaviour and its impact
- Helping participants understand the culture they most want and
- Providing an opportunity for participants to practice new organisational cultural behaviours.

To help in this process, PM uses specific tools and instruments to record foster learning experiences and track then track that learning. You will see these later in this manual.

A key to successfully running PM is to have a sound grasp of how organizational culture is created.

The following is a brief explanation.

Culture is created through:

1. People – Their interpretations of the world around them including the behaviour they see and what it represents to them
2. Motivators – The needs then wants people seek to fulfill
3. Values – Ethics and morals that modify what type of behaviour people will use to get their needs fulfilled
4. Behaviours – How people ultimately act in order to fulfill their needs then wants and
5. Myths & Stories – the organizational stories people tell themselves about the behaviours they say and heard about and the subsequent “norms” they deduce i.e. the rules that they see as determining what behaviour is accepted within the organization and what are not PLUS what behaviours are seen as acceptable as long as the behaviour remains unseen by authority figures.

Therefore, to change a culture you need to change your current organisation’s people, their motivators, their values, their behaviours and the organizations Myths, Stories and Norms.

## PM Snakes and PM Ladders: Ad

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Playing the Game

### Playing the PM Game

The following is a step-by-step instruction for playing PM: Ad.

### Tools and Equipment you will need

Game Board printed out to A2 size or larger and then laminated (use the board supplied at the end of this manual).

Game pieces cut out from document (as supplied at the end of this manual).

# PM Snakes and PM Ladders: Ad

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Introduction to PM: Ad

## Step 1:

### Game Purpose

PM Snakes and PM Ladders is the ultimate game for understanding and neutralising PM and Stakeholder politicking and illegitimate power.

The game provides an opportunity for PMs and Stakeholders to share how to be successful and unite in building closer teams based on legitimate power, integrity, ethics and values.

The purpose of PM Snakes and PM Ladders is to teach skills and attitudes of authentic leadership and also how to deal with corrupt power and behaviour that does not match organisational values and ethics.

### Benefits and Learning Outcomes

The benefits of PM Snakes and PM Ladders:

- A decrease in organisational politics and politicking
- Building authentic leadership
- Learning strategies for self-empowerment
- Learning how to deal with problematic issues of leadership behaviour
- Learning how to foster an ethical organisational culture
- Improved communication and interaction skills

### Playing Objective of the Game

All players have the chance to become CEO or attain the level they most desire. However, to succeed they need to:

- Build success – climb ladders
- Confront Personal/Professional issues (snakes)
- Acknowledge personal and professional development requirements (avoid the poison of your snakes)
- Confront culture issues (snakes)
- Build cultural and business enablers (ladders)

# PM Snakes and PM Ladders

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## Designing the Snakes

### Step 2:

#### Objective:

Participants are to create representations of the “Snakes” using the following criteria.

- the cultural i.e. entrenched behaviours or responses to projects which are accepted, tolerated or ignored OR
- personal i.e. behaviours or responses to projects of one or two people OR
- structural OR
- processes or procedures in their organisation which they believe prevent success OR
- systemic i.e. an official organisational system or practice which works counter to the projects goals.

#### Methodology:

1. Using the “Snake Design Guide” participants/groups are to describe the snakes:
  - a. They have caught or been caught by
  - b. They have seen catch others
  - c. That have harmed the project and its outcomes.
2. When returning to the playing table, participants/groups take turns to draw their snakes anywhere on the playing board using the following rules
  - a. Low poisonous Snakes move people down 20 places
  - b. Medium poisonous Snakes move people down 40 spaces
  - c. High poisonous Snakes move people down 60 spaces
3. This process continues until all snakes are drawn
4. Snakes must have the following colours
  - a. Cultural – Red
  - b. Personal – Blue
  - c. Structural – Black
  - d. Process or Procedures – Orange
  - e. Systemic – Red and Black

#### Key Learning Points:

- a. People must not explain what their Snakes do as this will be revealed during play
- b. Participants/groups are not obliged to have one of each type, they simply create the number that best represents their understandings.

The "Snakes Design Guide".

Name	Snake Description	Snake Impact	Snake Type	Its impact i.e. is it a very poisonous snake Or only slightly poisonous
Write in a name for your snake	Describe what the snake does – use an example	Write about the outcome the snake produced i.e. who and what did it hurt and what was the impact on the organisation	cultural OR personal OR structural OR processes or procedures OR systemic	Rate Low OR Medium OR High

## PM Snakes and PM Ladders: Ad

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### Designing the Ladders

#### Step 3:

##### Objective:

Participants are to create representations of the “Ladders” using the following criteria.

- the cultural i.e. entrenched behaviours or responses to projects OR
- Project Milestones i.e. the design, use and application of these OR
- Project Management i.e. the way in which performance management improves outcomes OR
- Project Evaluation methods i.e. the way in which Evaluation improves outcomes OR
- Project and PM support which they believe enable success OR
- Coaching and Mentoring of PMs which helps build skills and achieve success.

##### Methodology:

1. Using the “Ladder Design Guide” participants/groups are to describe the Ladders:
  - f. They have stepped onto
  - g. They have seen others climb
  - h. That have helped the management of the project.
2. When returning to the playing table, participants/groups take turns to draw their Ladders anywhere on the playing board using the following rules
  - a. Low help Ladders move people up 10 places
  - b. Medium help Ladders move people up 30 spaces
  - c. High help Ladders move people up 50 spaces
2. This process continues until all Ladders are drawn
3. Ladders must have the following colours
  - a. the cultural – blue
  - b. KRAs/KPIs – green
  - c. Performance Management – yellow
  - d. Recognition and Rewards – pink
  - e. processes or procedures – maroon
  - f. systemic – purple

##### Key Learning Points:

- g. People must not explain what their Ladders do as this will be revealed during play
- h. Participants/groups are not obliged to have one of each type, they simply create the number that best represents their understandings.

The “Ladders Design Guide”.

Name	Ladder Description	Ladder Impact	Ladder Type	Its impact i.e. is it a very helpful Ladder Or only slightly helpful
Write in a name for your Ladder	Describe what the Ladder does – use an example	Write about the outcome the Ladder produced i.e. who and what did it hurt and what was the impact on the organisation	the cultural OR KRAs/KPIs OR Performance Management OR Recognition and Rewards OR processes or procedures OR systemic	Rate Low OR Medium OR High

## PM Snakes and PM Ladders: Ad

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### Playing the Game

#### Step 4:

##### Objective:

Participants are to experience a Project's current Snakes and Ladders.

##### Methodology:

1. Participants choose an Icon/Archetype that represents how they see themselves in their organisation at this time
2. Participants start at the beginning of the playing Board (as provided later in this manual)
3. The Game is played according to the rules outlined in "Playing the Game" (see below)
4. After passing the Staff Level indicated on the playing Board, the following rules apply:
  - a. Moves are numerical according to the numbers rolled on the dice i.e. ignore the numbers in the square
  - b. To cross above levels of management/hierarchies, the following applies:
    - i. Staff, participants/groups must roll a 10 or better
    - ii. Team Leader, participants/groups must roll an 11 or better
    - iii. Manager, participants/groups must roll a 12
    - iv. Senior Manager, in two consecutive rolls, participants/groups must score 20 or better
    - v. Executive, in two consecutive rolls, participants/groups must score 22 or better
5. Participants can ask anyone above them for a support to move up to the next influencing level. The senior person/team then interviews the person and makes a decision. The interview is confidential.
6. Participants can ask for access to a level. The senior person/team then interviews the person and makes a decision. The interview is confidential.
7. Participants/Groups can propose new rules for the game.
8. If new rules are proposed, ask the group for a process for developing these.

**Key Learning Points:**

The Game is designed to evoke responses so:

- a. Listen and respond to any complaints i.e. pause the Game and let people speak. Note their concerns and feelings and write these up on butcher's paper.
- b. Ask complainants how they would redress a situation and write this on the butcher's paper.
- c. Note any behaviour for dealing with "unfair" Snakes and Ladders and note this separately.
- d. Note any behaviour for dealing with "fair" Snakes and Ladders and note this separately (see Game response table below).
- e. Note any behaviour for dealing with "unfair" Snakes and Ladders and note this separately (see Game response table below).

The "PM Snakes and PM Ladders Response Table".

Name of Snake OR Ladder OR Rule	Fair OR unfair	Response Strategy	Reason
Write in a name for your Snake or Ladder	State whether it is perceived as fair or unfair	Write about the how the Snake or Ladder was managed	Summarise key points for the reason to change and draw links to the following: <ul style="list-style-type: none"> <li>• the cultural i.e. entrenched behaviours or responses to projects OR</li> <li>• Project Milestones i.e. the design, use and application of these OR</li> <li>• Project Management i.e. the way in which performance management improves outcomes OR</li> <li>• Project Evaluation methods i.e. the way in which Evaluation improves outcomes OR</li> <li>• Project and PM support which they believe enable success OR</li> <li>• Coaching and Mentoring of PMs which helps build skills and achieve success.</li> </ul>

## Playing the PM: Ad Game

Step 1.

### Moving on the Board

Players roll the dice and move the combined number on the Board and then take action as described on the relevant square. If that Square is someone's Snake or Ladder, then the "Snakes and Ladders" rules apply.

### Step 2. Snakes and Ladders Rules

If you move onto a Snake, you must move down the Snake.  
The person who owns the Snake describes what it is.

Before moving from the Snake's tail, players must describe a situation in which they have dealt with such a Snake. The most senior person on the Board decides whether the action would succeed. Either this, or the player must roll a 10 or better to move on.

If you move onto a Ladder, you have the opportunity to move up the Ladder.  
The person who owns the Ladder describes what it is.

Before moving up the Ladder, players must describe a situation in which they have used a same/similar Ladder. The most senior person on the Board if there is none, decides whether the action would succeed. Either this, or the player must roll a 10 or better to move on.

Please note that this engenders vibrant discussion and interaction amongst players.

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### Debriefing the Game

#### **Step 5:**

##### Objective:

Participants are to understand how they play with the current Snakes and Ladders.

##### Methodology:

This is a group discussion to understand what participants experienced in the game. Achieve this by forming participants into small groups asking the following questions:

1. What worked for you?
2. What did not work for you? Why?
3. What did you learn about the organisation?
4. What did you learn about yourself?

Small groups present their “findings” to the main group on butcher’s paper which is pinned up in the room.

##### Key Learning Points:

The Game is designed to evoke responses so:

- a. Elicit findings
- b. Accept any insights
- c. Be sensitive to feelings

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### Personal Workplace Commitments

#### Step 6:

##### Objective:

Participants are to use their insights and learning goals to make commitments based on the future.

##### Methodology:

Each participant is to answer the following questions and present their answers to the group.

1. What I most learnt about me
2. What I most learnt about the organisation
3. The action I will take
  - i. tomorrow,
  - ii. next week and
  - iii. all this yearto achieve the changes I want and
4. How I will measure success.

##### Key Learning Points:

- a. Where commitments are vague, ask people how they will know when it is achieved i.e. what they will understand more clearly or be able to do better.
- b. Ask how they will be able to identify the above i.e. what new behaviour or skill will they have.

## PM Snakes and PM Ladders

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PM Creator: Dr. Leigh Kibby

Dr. Kibby, known as “Dr. Leigh,” is a one of the world’s truly creative geniuses having:

- founded the Noetic Psychology movement
- developed numerous new paradigms such as:
  - the Sustainability Triangle (Psychology-Sociology-Ecology),
  - L.E.T. (Language-Emotion-Thought) framework,
  - Affective-Cognitive Integration Model (the NEW Emotional Intelligence),
  - “The Intelligence of Emotions” and
  - Psychological Genome concept.

He is also of one of Australia’s leading trainers having taught Noetic techniques to over 2500 people including General Practitioners (Family Physicians), Police, teachers, youth workers and IT staff and magers.

Other Business Games provided by Kinematic and developed by Dr. Kibby include:

- The Foresight Saga
- The Moral Dilemma
- The Destiny Game and
- PM Chess.

Other Games by Dr. Kibby include:

- Take- 2
- The Destiny Game
- Spellcheck
- The Money Game Board
- Snap PLUS.

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## *Qualifications*

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- **PhD Thesis – Affective-Cognitive Integration: A Test and Developmental Program**  
Deakin University, Victoria – completed 2005
- *Graduate Diploma in Group Work and Counselling, 1989*  
Adelaide University, South Australia
- **Bachelor of Education, 1986**  
Deakin University, Victoria
- **First Year Journalism, 1984**  
Deakin University
- **First Year Legal Studies, 1984**  
LaTrobe University
- **Diploma of Teaching, 1979**  
RMIT University, Victoria

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## *Publications / Presentations*








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- Joint Winner of the Best Paper Award at the 2002 International Emotions In Organisations Conference.
- "Servant-leadership" - 2003 British Academy of Management Conference.
- "Noetic Leadership" - 2003 British Academy of Management Conference.
- "Servant-leadership Skills" - 2004 Gallup Leadership Institute Conference USA.
- "Noetic Leadership Skills" - 2004 Gallup Leadership Institute Conference USA.
- "Noetic Leadership: A Conceptual Model" - 2006 Gallup Leadership Institute Conference USA.
- Co-author of "Intelligent Emotions Management" for the internationally released book "Key Issues in Organisational Communication"
- "Well-being through Responding to Affect: Core Skills and Techniques" presented to the 2006 Australian Quality of Life Conference
- "Coaching Skills for Responding to Affect" International Journal of Evidence Based Coaching and Mentoring, 2007
- "Ethics, Morals and Behaviour through Coaching Skills for Responding to Affect" paper Accepted for British Academy of Management, 2007
- "Noetic Coaching Skills: Creating Meaning and Purpose" Book Chapter, 2007 (in draft)
- "Noetic Leadership - a Conceptual Model of Leadership Integrating Affect, Cognition and Physiology," 2007 (in review)

## PM Snakes and Ladders Advanced Playing Board

<b><u>Project Successful Client Approval</u></b>	135	134	133	132	131	130	129	128	127
	118	119	120	121	122	123	124	125	126
<b>Executive And Stakeholder Influencing</b>	117	116	115	114	113	112	111	110	109
	100	101	102	103	104	105	106	107	108
	99	98	97	96	95	94	93	92	91
<b>Senior Manager And SM Meetings</b>	82	83	84	85	86	87	88	89	90
	73	74	75	76	77	78	79	80	81
	72	71	70	69	68	67	66	65	64
<b>Manager and Manager Meetings</b>	55	56	57	58	59	60	61	62	63
	54	53	52	51	50	49	48	47	46
<b>Team Leader</b>	37	38	29	40	41	42	43	44	45
	36	35	34	33	32	31	30	29	28
	19	20	21	22	23	24	25	26	27
	18	17	16	15	14	13	12	11	10
<b>Staff Levels</b>	1	2	3	4	5	6	7	8	9

## CS and CL Icons i.e. Playing Pieces

Business Name/Role	PM Image
Client	
Stakeholder	
Program Director	
PM	
Comms and PR	
HR (Human Resources)	
CiO (Chief Information Officer i.e. the Information Technology department)	
Staff	