

How Chile Peppers Fired Up Our Project Management Skills

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Introduction

Effective project management, regardless of its context, involves skilled leadership and management of **purpose, people** and **process**. This poster illustrates the approaches and lessons learned in managing these key elements toward the success of the New Mexico Chile Task Force.

Background

The scheduled reduction in trade barriers set in motion by the passage of the North American Free Trade Agreement (NAFTA) and the General Agreement on Tariffs and Trade (GATT) have forced many U.S. agricultural producers to take a lesson in geography. For decades, many could scope out their competition simply by driving a few miles down the road. Today, they are pulling out maps and searching for locations in Asia, Africa and South America. Low agricultural input costs give growers in these regions an edge in new global rivalries. In the late 1990s, New Mexico chile producers took a hard look at their new competition and at the new rules of trade. They realized that they were looking at a whole new game. If they continued to play the same old way, they were destined to lose. In 1998, industry representatives approached New Mexico State University's College of Agriculture and Home Economics for help in devising a new game plan. The result was the formation of the New Mexico Chile Task Force. Its inception and subsequent achievements hold lessons for U.S. producers of other commodities. The two most important lessons are setting aside traditional differences and developing strategies to use the most up-to-date knowledge and technology to maximize profitability.

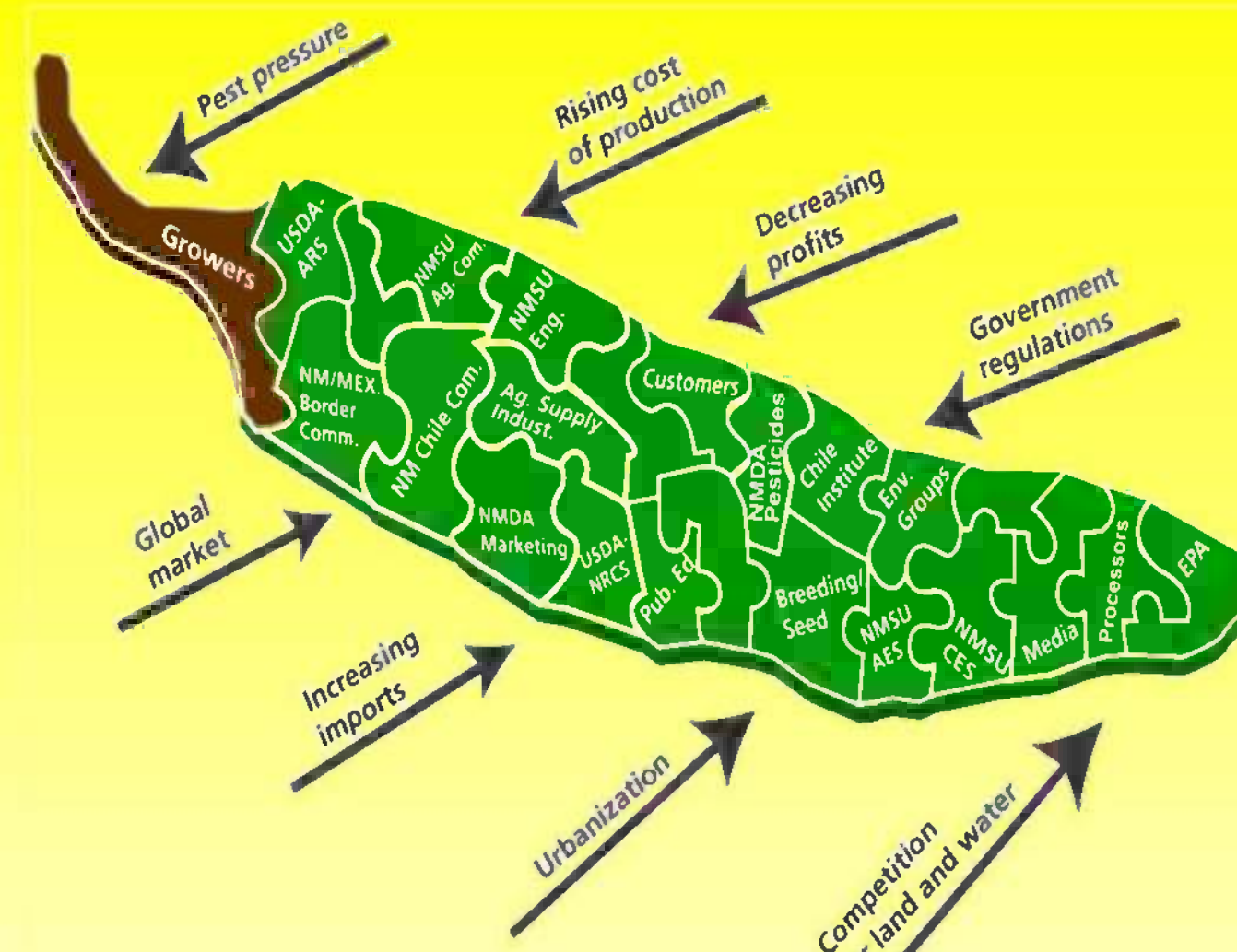
Observation

The successes observed in the New Mexico Chile Task Force led to the creation of New Mexico State University's College of Agricultural, Consumer and Environmental Sciences Project Management Office. The Project Management Office works to create an operating environment where projects consistently deliver desired results while providing for human enhancement, fiscal efficiency, and resource stewardship. The tools and skills acquired as a result of this project have more consistently delivered sustainable results. Today, every project is led with the three key components in mind: purpose, people and process.

Purpose A clear vision of expectations is essential to environmentally and economically sustainable projects. Projects close the gap between expectations and reality.

Success of the New Mexico Chile Task Force began with a Search Conference that helped define organizational change. Items accomplished through the conference:

- ◆ Identified project sponsor
- ◆ Identified key stakeholders (community reference)
- ◆ Provided participants needed background information
- ◆ Facilitated formal planning that included:
 - ⇒ Environmental Scan
 - ⇒ Most Probable Future
 - ⇒ History
 - ⇒ Most Desirable Future
 - ⇒ Action Plan



Today the industry continues to evolve by following Kotter's Eight Steps to Organizational Transformation:

- ⇒ Establish a Sense of Urgency
- ⇒ Form a Powerful Guiding Coalition
- ⇒ Create a Vision
- ⇒ Communicate the Vision
- ⇒ Empower Others to Act on the Vision
- ⇒ Plan for and Create Short-Term Wins
- ⇒ Consolidate Improvements and Produce More Change
- ⇒ Institutionalize New Approaches



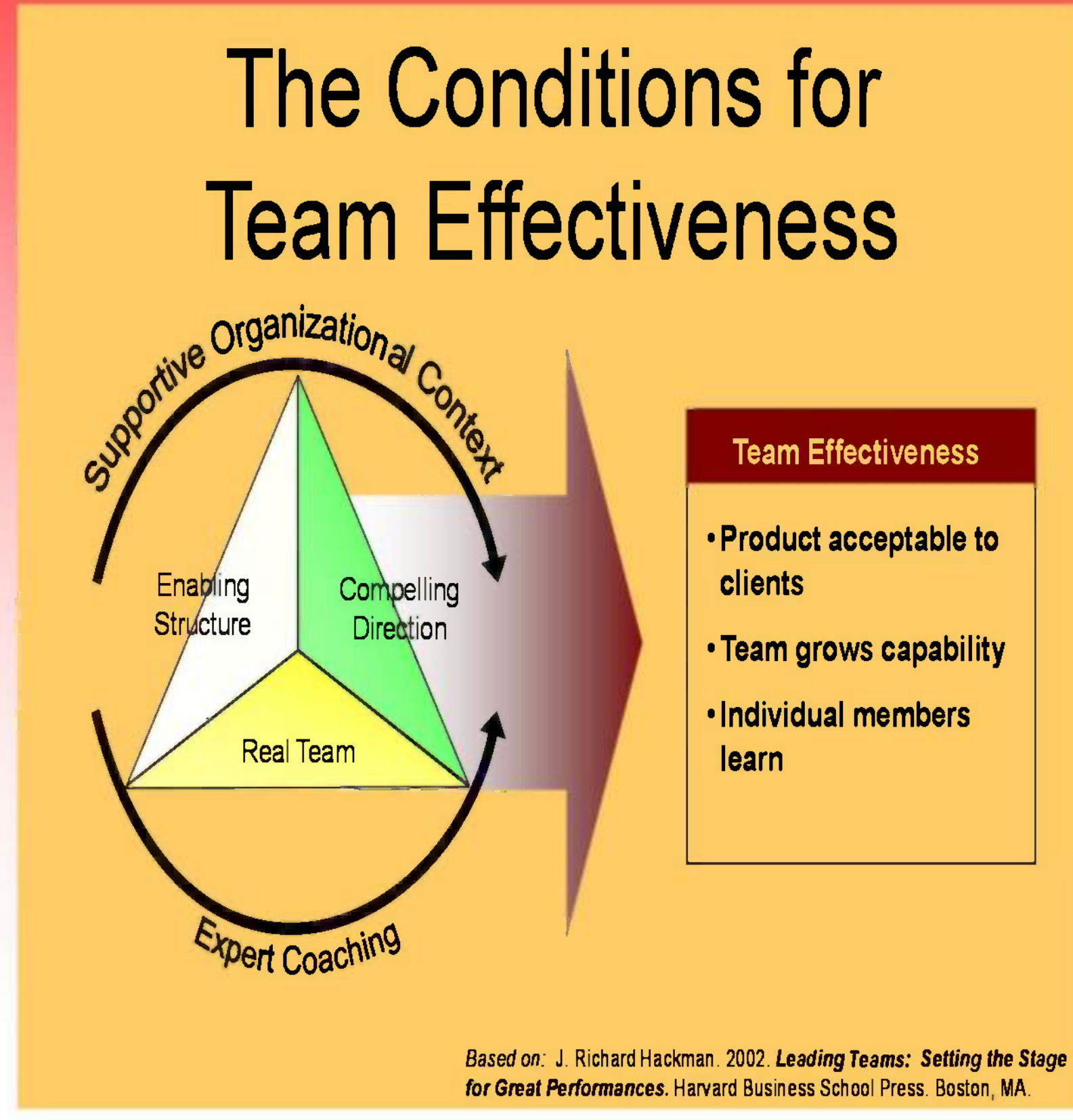
**New Mexico Chile Task Force
1998 Mission Statement**

"University-Industry Partnership to use Science and Technology to build an Economically and Environmentally sound Chile industry by 2008."

Adapted from John Kotter, 1996. Leading Change

People Strive for synergy - that means managing to bring the right people together in an environment designed for success. It also requires teaching and mentoring to help maximize potential and support a learning environment.

Create Team Environment



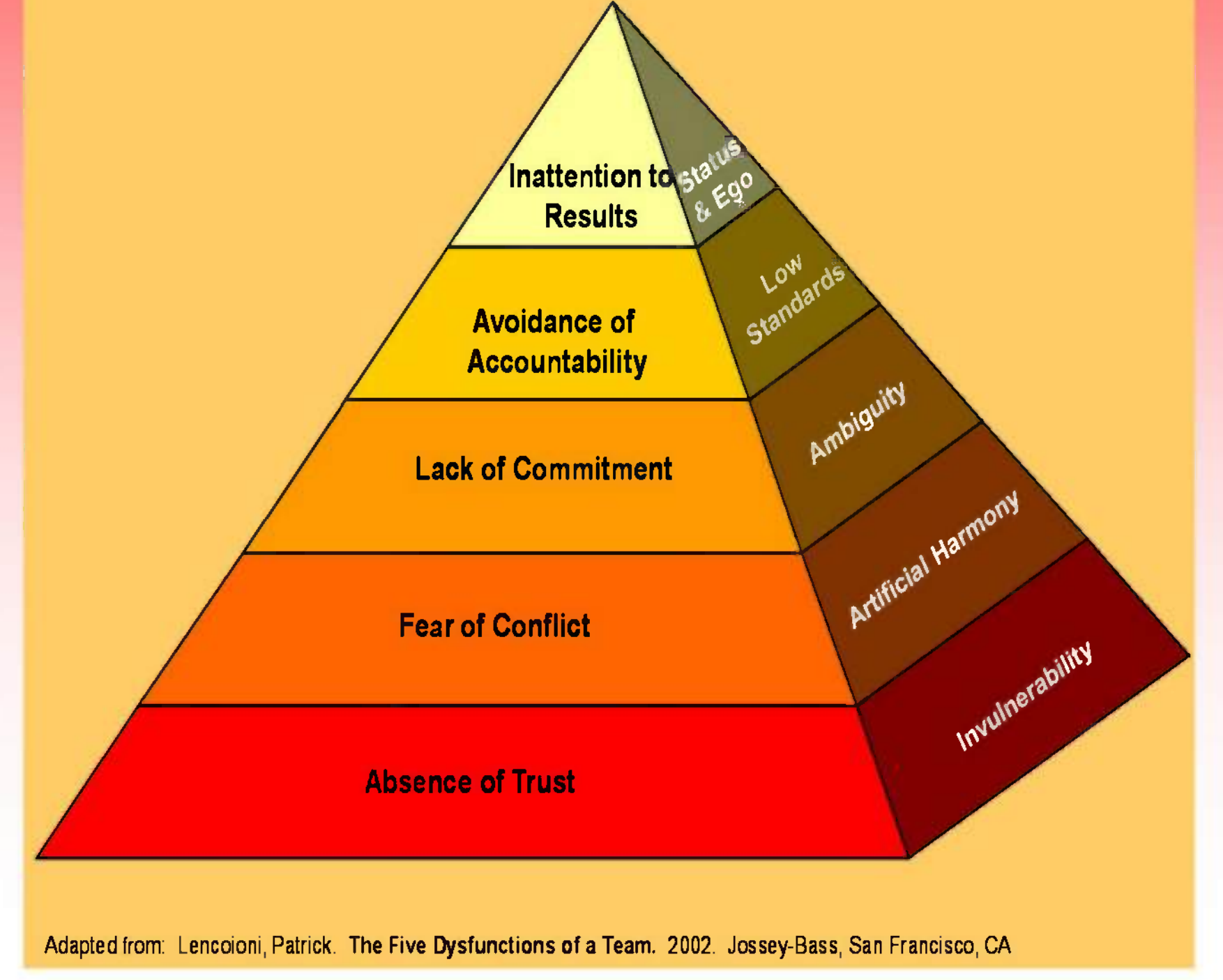
Optimize Personality Profile

Overview of DiSC® Characteristics

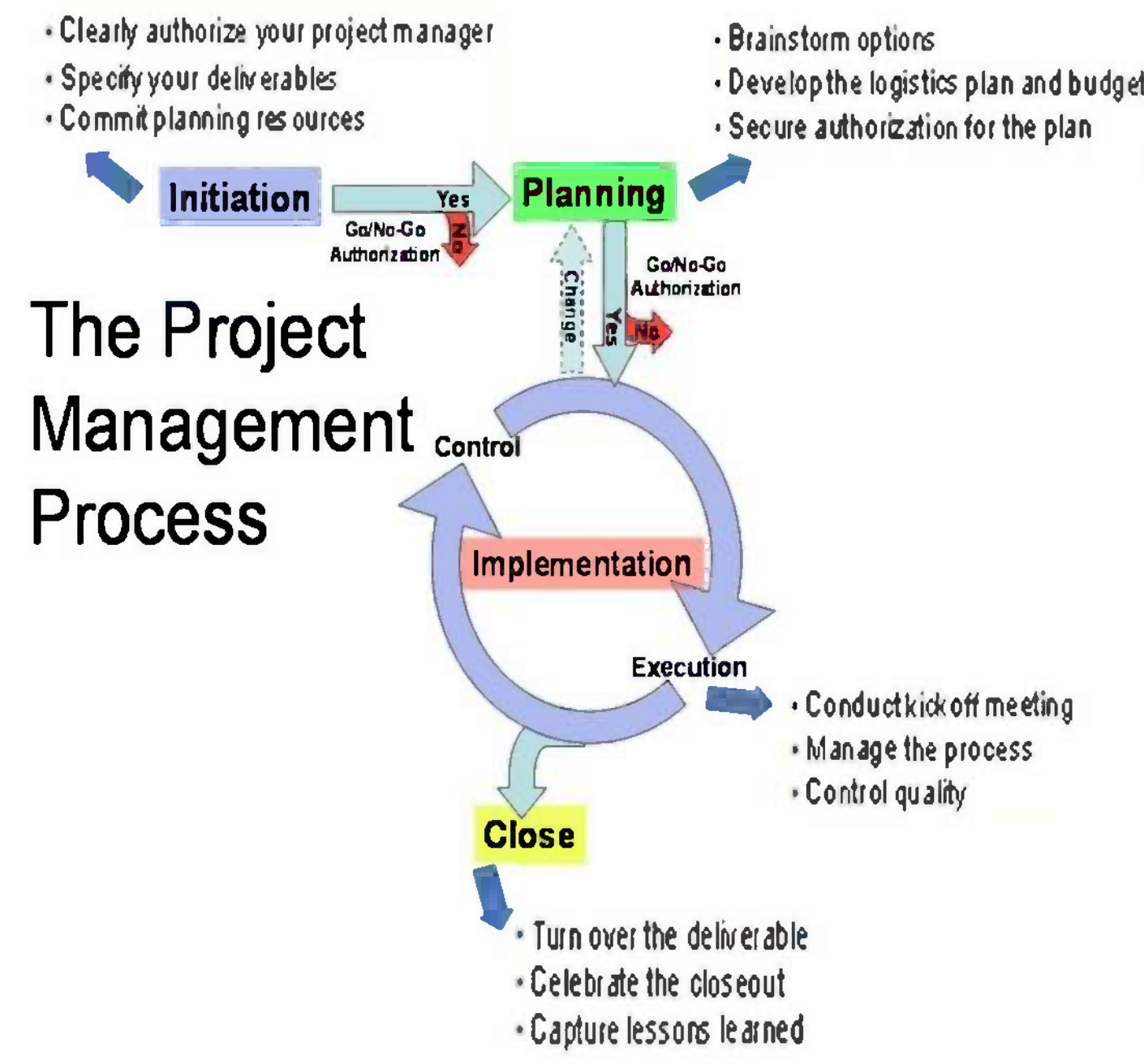
Dominance		Influence	
Characteristics	Communication Style	Characteristics	Communication Style
Task-oriented	Assertive	People-oriented	Enthusiastic
Extrovert	Confident	Extrovert	Self-Promoting
Direct	Decisive	Indirect	Sociable
Driver		Expressive	
Angry at times		Optimistic	
Very high risk taker		High risk taker	
Conscientiousness		Steadiness	
Characteristics	Communication Style	Characteristics	Communication Style
Task-oriented	Analytical	Introvert	Patient & Calm
Introvert	Conscientious	Indirect	Cooperative
Direct	Controlled	Amiable	Predictable
Analytical		Predictable	
Fearful of making mistakes		Calm	
Low risk taker		Very low risk taker	

Provide Coaching & Mentoring

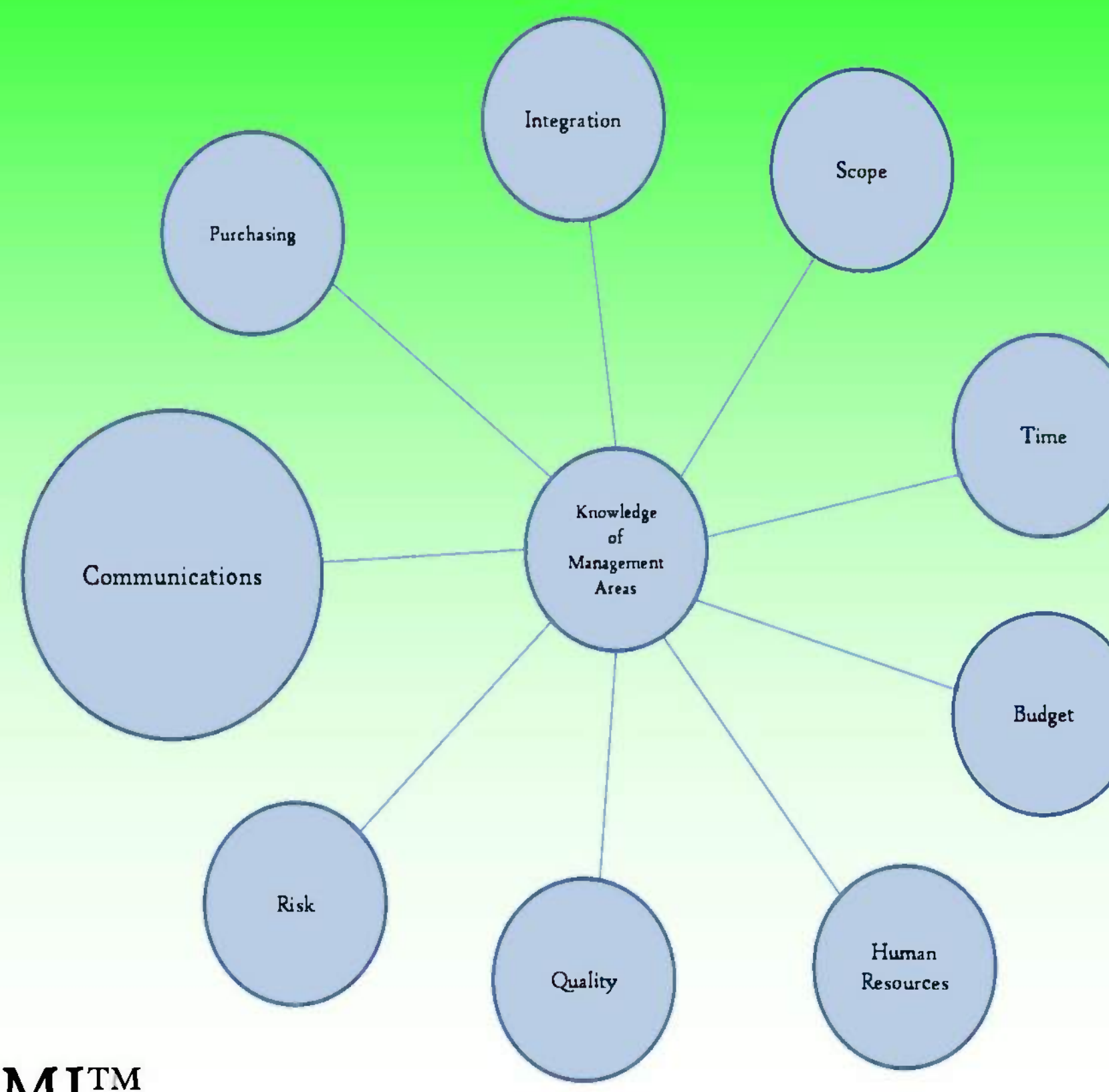
The Five Common Dysfunctions of a Team



Process Good Science Requires the "Scientific Method" - Successful Projects Require a Project Management Process.

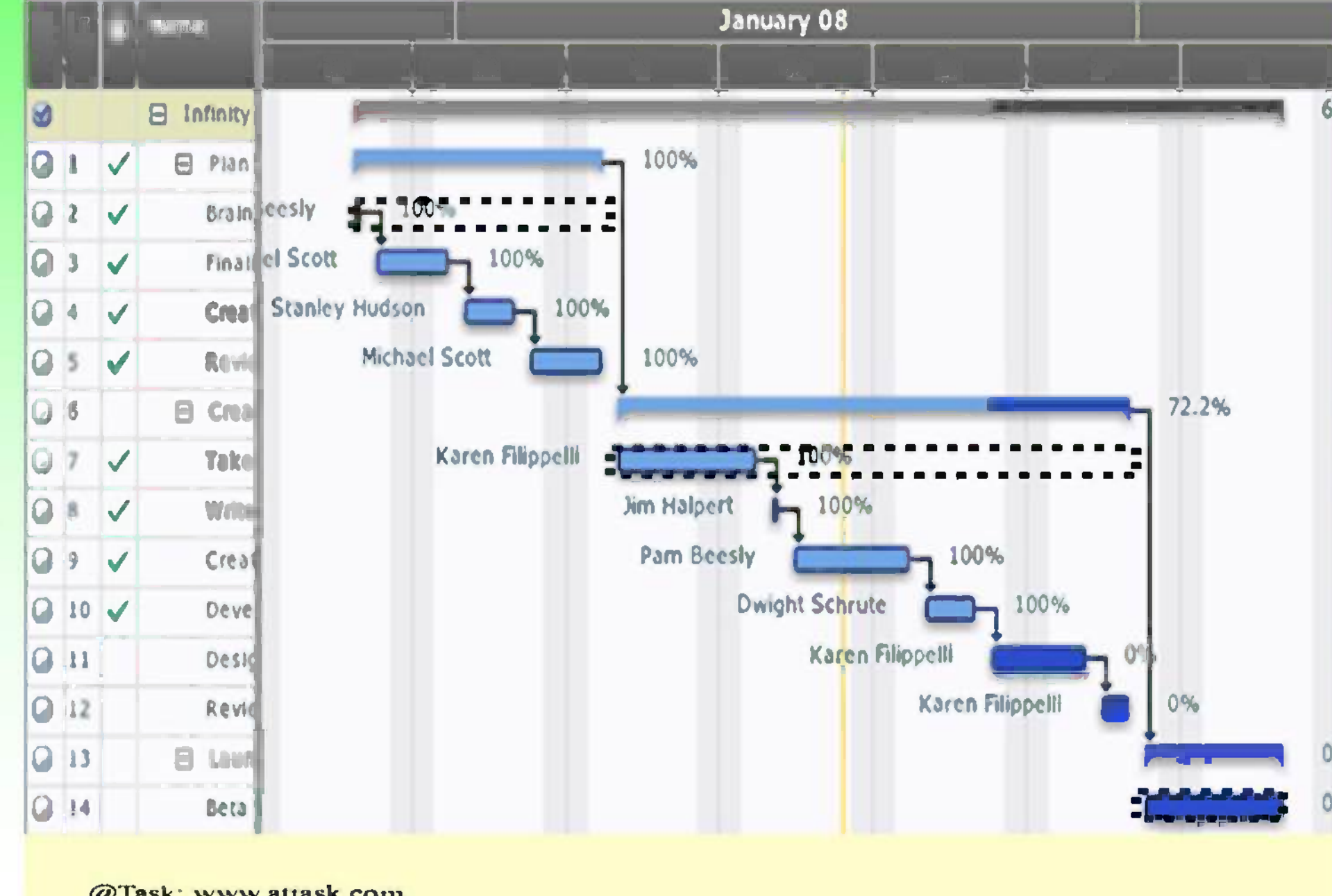


Project Management Knowledge Areas



Critical Path

"The series of activities that determines the duration of the project." (PMI)



Currently

In 2006, the NM Chile Task Force transformed into a non-profit industry-led New Mexico Chile Association. This producer-university partnership has reversed the decline in the chile industry. It continues to work to implement science and technology to achieve sustainable profitability.

"Lessons Learned" from Global Agricultural and Natural Resources Project

- ◆ FOCUS - what REALLY needs to be accomplished?
- ◆ It is ALL about relationships.
- ◆ Professional Project Managers use a PROCESS.
- ◆ Do not ASSUME someone is in charge - Be Proactive.
- ◆ If it doesn't FEEL right - DON'T do it!
- ◆ LISTENING is an art - learn to be a good listener.
- ◆ Stay BALANCED - without it, your world will collapse.



Conclusion