

PMO Community of Practice December 2019 Meeting Summary

Header (Required)

Title: Unclear Instructions

Brief description: Identify how to get clarity from vague instructions

Learning objectives: Learning to deliver what stakeholders want when they are very unclear and even when they don't know what they want themselves.

PDU Amount 1 PDU

PDU Allocation 1 Strategic

Technical Domains:

Member Discussion Topic 12/10/19: Unclear Instructions

General thoughts about how to handle Unclear Instructions/Confusion:

- Start up a PMO?
 - Create an exec presentation to build a PMO:
 - Charters, governance, policies, process to corral unclear situations
 - Then you have different PMO types:
 - Management, strategic, top/down, down/top
 - Include business cases into the mix
 - Know when IT is needed
 - How to start up the PMO and what to include?
 - Be aware of all steps needed to undertake:
 - Lessons learned
 - Good/bad processes, cultures within the organization
 - The money trail
 - Minefields/gotchass
- The “Human Side” versus “Process” (demos, wireframes, etc.):
 - Process lends itself easily to the early stage of discovery:
 - Build a business case with the right people
 - Human side: an exec can give 5 points with no further clarity:
 - The PM figures it out
 - But then, what is right?
 - What are the good questions to ask from trusted advisors?
 - Go to the SMEs
- Maybe need a business owner to clarify confusion
- What will the confusion offer with regard to the value added to the organization and how it that measured:
 - Is the feedback “charter-able”?
 - Do you waste the time dwelling on this confusion?
- Who will be the stakeholders/customers that own the confusion
- Maybe call in friends, familiar staff to offer unbiased directions
- Compare processes in big versus small organizations
- Seek efficiencies and conflicts of interest
- Research business response models:
 - Are the PMs present at this whiteboard stage?
 - Use Corporate Sponsors, their ideas and vetting to get business cases
 - Rules engines – spreadsheets
 - All this can take time, no instant gratification



- Innovation as to undoing confusion
- Use Management Portfolios:
 - Define and structure leading to a proposal
- Use the simple way out – just deal with the confusion as a part of the culture
- Understand that certain personalities create confusion just by being themselves:
 - This can grow exponentially when many of these types exist, especially if they have influence on one area of focus
 - This represents yet another challenge that a PM can face

Next Meeting

Next meeting is Tuesday, January 14, 2020

Participants: Ray Francis, David Morgen, Kenneth Dougherty, Scott Morrison, John Grazier, Adella Rosenthal, Richard Loeb, Sadiq Bakshi, Julio Alvear, Ronald Kesicki,

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