

PMO SIG April 12, 2011 Meeting Summary

Main Topic: Complex Adaptive Behaviors (ref: presentation by Adam Josephs)

Simple Rules of Complex Adaptive Behaviors

- The 4 simple rules (Integrity, Transparency, Commitment, Accountability) can be documented as a structure for managing all projects in an organization (standard).
- The simple rules encourage honesty
- The rules challenge the work culture with “Do what you say”, balanced with Accountability measures (tracking “Done” vs. “Not done” tasks)
- The rules could help to get a mature ‘silo-d’ organizational culture to cross-talk
- A “no blame” concept to reporting a problem or risk helps eke out the risks and allows the PM/PMO to help resolve them, versus not disclosing a problem, which doesn’t help
- Ultimately the PM is responsible, but applying the 4 simple rules can help the PM/PMO better help the team

PMO Standard Practices

- PMOs tend to use bureaucratic standards that omit the benefits of chaos, and PMOs often attempt to control chaos
- PMOs are often not keeping the right metrics, picking and choosing metrics that are comfortable, but the missing metrics can help reveal problems
- Project Teams are comfortable reporting and discussing standard metrics, but time can be better spent openly disclosing and discussing risks, rather than reviewing familiar metrics

What You Don’t Know You Don’t Know (WYDKYDK)

- WYDKYDK often comes as a ‘surprise’ to a project, e.g. lost stakeholder results in project cancellation, ‘Option A’ is not an option due to political resistance
- Best place to learn WYDKYDK is often in casual conversations outside of project meetings
- Virtual workforce adds to WYDKYDK because ‘face time’ communication is lost to isolated telephone and email communication
- WYDKYDK discoveries become “Lessons Learned” (but too late?)

Future Topics to Consider

1. PMO Best Practices to support learning and process improvement within project teams
2. Coordination to roll out Agile in your organization
3. Defining the Role of the PMO
4. Looking at the PMO from the Outside
5. Supporting Organizational Decisions
6. PMO Governance and Portfolios

7. Handling PMO Opponents
8. PMO Resources - Templates, Websites, etc.
9. Client Cultures
10. The PMO and Cross Organizational Matrix Management
11. Model PMO Job Descriptions (Maude Fribourg has sample, find others)

Attending: Daniel Walsh, David Kabat, David Rabinowitz, Dorothy Cunha, Fran Peverly, Jason Fox, Louis Kural, Marlo Moss, Mayra Rodriguez, Paul O'Connor

April 12, 2011
7:45 – 8:45 PM

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