

PMO SIG February 2014 Meeting Summary

Discussion Topic: Client Cultures

Communication Aspects of Culture

- Communication style may need adaptation to culture of global team
 - How to feed information
 - How to express appreciation
- Offshore management needs to know priorities
- Offshore resources need favorable reviews
- Communication of 'agreement' can have different meanings:
 - *"I heard you."*
 - *"I understand you."*
 - *"I concur."*
- Client organizations operating on meetings
 - Meetings are client's preferred communication, versus reports
 - Regular meeting cadence for project team, project board, program board, change management, etc.
- Client culture and escalation
 - Executive sponsor appointed to client for escalations
 - Can be abused by client, becomes 'noise'

Example of Global Telecomm Client Culture

- Required clear path for escalation
 - Single point of contact
 - Dedicated support (not to call center with dispatch)
- Required specific reporting
 - Complete post mortem analysis
 - Report cards on service delivery
- Onsite Service Managers were appointed to client
- Long term relationship building was essential
 - Top level down to bottom level relationships
- Providers need to prove and demonstrate value
 - Service was primary concern to client
 - Client willing to pay for service
 - Recommend specific actions, people, etc. to make the improvement

Example of Financial Trading Culture

- Fast pace and high pressure
- 'Whatever it takes' attitude to get job done
- Niceness is not rewarded
- Aggressive and intense culture

Example of Healthcare Culture

- Lives are at stake, versus money
 - Brings a different intensity to the job
- Close circuit of clients – ‘small world’ (everyone knows each other)
 - Collaboration from user groups, symposiums, grants
 - Competing for resources, vendor attention, staff

Service Industry Considerations for Client Cultures

- Broader understanding of clients needed
 - Big, small, difficult, easy clients
- Clients needy in different ways

Other Client Culture Differences

- Union vs. non-union
- Accommodating vs. demanding
 - e.g. in a weather emergency – personal safety consideration vs. no excuses
- New York Culture perception
 - Aggressive, pushy, in a hurry, fast-talking

Next Meeting

Next meeting is in March. Topic: TBD

PMO SIG Discussion Topics to Consider

1. PMO Practice
 - a. PMO Resources - Templates, Websites, etc.
 - √ b. PMO Best Practices to support learning and process improvement within project teams
 - √ c. Coordination to roll out Agile in your organization
 - d. PMO Governance and Portfolios
2. PMO Promotion
 - a. Looking at the PMO from the Outside
 - b. PMO Promotion in the Academic World
 - c. Promoting the value of the PMO
 - d. Explaining the benefits of the PMO
3. Organizing and Starting the PMO
 - a. Defining the Role of the PMO
 - b. Supporting Organizational Decisions
 - c. The PMO and Cross Organizational Matrix Management
 - d. Lifecycle of a PMO, how to start one and pitfalls at different stages of the lifecycle
 - e. Where should the PMO be migrated into with a company that re-organizes, downsizes?
 - f. Criteria to establish a PMO in your organization - When does it NOT make sense to have a PMO?
 - √ g. Should the PMO be in-sourced or out-sourced? Why?

- 4. Other
 - a. PMO Practices vs. Upper Management
 - ★ b. Client Cultures
 - c. Model PMO Job Descriptions (Maude Fribourg has sample, find others)
 - d. Keeping PMOs Active
 - e. PMO – Current and Future
 - √ f. Working with a Multi-generational Workforce
 - √ g. PMO Myths
- ★ In progress
- √ Completed

Attending: Adella Rosenthal, David Morgen, David Rabinowitz, Dorothy Cunha,
Felecia Ricketts, Howard Paul, Jason Fox, Louis Kural, Marlo Moss,
Mayra Rodriguez, Ray Francis

February 11, 2014
8:15 – 9:15 PM

Chair: David Morgen, PMP
dwmorgen@gmail.com

Scribe: Jason Fox, PMP
jpjfox@gmail.com