

PMI 2012 Open Space Session Notes

1) Session: ① 2 3 4 2) Host: Lucinda Beatty

3) Location: Room# 201

4) Topic: How do you manage your project sponsor if the sponsor doesn't understand project management?

How do you navigate internal dynamics of an organization as a consultant project manager?

5) Participants:

Discussion: Key Concepts, Quotes, Revelations, Highlights –

- Start by looking at organization chart and project governance requirements prior to project documentation
- Only meet with sponsor not individually
- As a project manager, bring energy to role and project
- Don't be afraid of the word 'No'
- 'Trust but validate'
- Build a profile on each team member with role, responsibilities, history, successes to build instant rapport
- Build a buffer into the schedule based on size and duration by reducing percent allocation of team members
- Ask sponsor how they would like to be communicated with
- Have more ceremony over ending of each phase
- Sometimes there are learnings along the way that show a need to move in a different direction
- Requirements should not include the solution
- Requirement reviews should include additional stakeholders including end users
- Agile now gaining steam because at the beginning you don't know what you don't know
- Keys – understanding people, specify success criteria, document everything, profile customer

Remaining Puzzles, Recommendations, Next Steps –

- How to resolve being held hostage by client not signing off on a product release? Suggested sign off with exclusion clause and change order with renegotiation

PMI 2012 Open Space Session Notes

1) Session: ① 2 3 4 2) Host: Alex Boyd

3) Location: Room# 202

4) Topic: How to use PMBOK and manage long term projects

5) Participants: Allen White, Alex Boyd, Diane Diaz, and Jim Keysor

Discussion: Key Concepts, Quotes, Revelations, Highlights –

How to manage long term projects and PMBOK guide

What I'm considering a long term project might be something else. It is based on your PoV. What one might consider a long term project might be better organized as a program or operation procedures. Might need to break long term project into individual projects (no greater than six months) or develop clear procedures or processes for operations that are ongoing and repeated. One example of program management would be the Bay Bridge project. Lots of individual projects make-up the building of the bridge.

Remaining Puzzles, Recommendations, Next Steps –